COLUMBUS, GEORGIA CONSOLIDATED GOVERNMENT



Fiscal Year 2016 Operating Budget

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This document is not intended to be used in lieu of the Budget Ordinance(s) or the audited Financial Statements of CCG.

COLUMBUS GEORGIA
Consolidated Government

THIS DOCUMENT IS NOT INTENDED FOR USE IN LIEU OF THE COMPREHENSIVE ANNUAL FINANCIAL REPORT, THE ANNUAL BUDGET ORDINANCES LEGISLATIVELY ADOPTED BY COUNCIL, OR ANY OTHER OFFICIAL OR LEGAL DOCUMENT THAT MAY EVIDENCE THE ANNUAL OPERATING BUDGET OF COLUMBUS CONSOLIDATED GOVERNMENT.

Columbus Consolidated Government has made every effort to ensure the accuracy and timeliness of the data included in this Operating Budget. However, this Operating Budget document has been internally prepared by the Financial Planning Department using data available from CCG financial systems and other sources. The data contained herein has neither been subjected to external audit nor the rigorous testing that would typically accompany such an audit, and therefore use of or reference to any information contained in this Operating Budget, or any of its accompanying documents, should be for **discussion purposes only**.

This Operating Budget documents the appropriation of the FY2016 Operating Budget that was adopted by legislative action by the Columbus Council, which enacted Ordinance(s) on *June 16, 2015*. While the Financial Planning department is involved in the documentation of the Operating Budget, authority to legislatively appropriate funding for all departments, enterprise funds, agency affiliations, and/or component units of CCG rests solely with Columbus Council.

For information regarding CCG that has been audited, please refer to the ***Comprehensive Annual Financial Report (CAFR).*** For information regarding legislatively adopted funding, please refer to the Ordinances adopted by Columbus Council on *June 16, 2015.*

FY2016 BUDGET REVIEW SCHEDULE

DATE	TIME		
March 31, 2015	9:00 a.m.		Presentation of the FY2016 Mayor's Recommended Budget
April 7, 2015	3:00 p.m. - 5:00 p.m.	Prior to Proclamation Meeting	Overview
April 14, 2015	2:00 p.m. - 5:00 p.m.	Immediately following Council Meeting	Department/Agency Presentations
April 21, 2015	9:00 a.m. - noon	Special Called Meeting	Department/Agency Presentations
April 28, 2015	2:00 p.m. - 5:00 p.m.	Prior to Council Meeting	Department/Agency Presentations
May 5, 2015	3:00 p.m. - 5:00 p.m.	Prior to Proclamation Meeting	Department/Agency Presentations
May 12, 2015	2:00 p.m. - 5:00 p.m.	Immediately following Council Meeting	Department/Agency Presentations
May 19, 2015	9:00 a.m. - noon	Special Called Meeting	Department/Agency Presentations
May 26, 2015	2:00 p.m. - 5:00 p.m.	Prior to Council Meeting	Add/Delete List
June 2, 2015			Advertise FY16 Budget and Taxpayer Bill of Rights for June 9th
June 9, 2015	9:00 a.m.	Regular Council Meeting	Taxpayer Bill of Rights Public Hearing, 1st Reading of the Budget Ordinance
	6:00 p.m.		Taxpayer Bill of Rights Public Hearing
			Advertise 5 year Tax Millage History and Taxpayer Bill of Rights for June 16th
June 16, 2015	9:00 a.m.	Special Called Meeting	Taxpayer Bill of Rights Public Hearing, 2nd Reading of the Budget Ordinance, 1st Reading of the Millage Ordinance
June 23, 2015	5:30 p.m.	Regular Council Meeting	2nd Reading of the Millage Ordinance



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Columbus Consolidated Government
Annual Operating Budget
July 1, 2015 - June 30, 2016

Mayor and Council

Mayor – Teresa Tomlinson

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

Budget Review Chairman, Councilor, At Large – Berry "Skip" Henderson

Councilor, District 1 – Jerry "Pop" Barnes

Councilor, District 2 – Glenn Davis

Councilor, District 3 – Bruce Huff

Councilor, District 5 – Mike Baker

Councilor, District 6 – Gary Allen

Councilor, District 7 - Evelyn "Mimi" Woodson

Councilor, District 8 – Tom Buck

Councilor, At Large – Judy Thomas

Isaiah Hugley
City Manager

Lisa Goodwin
Deputy City Manager

Pamela Hodge
Deputy City Manager



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Columbus Consolidated Government

Georgia

For the Fiscal Year Beginning

July 1, 2014

Executive Director


Columbus, GA
CONSOLIDATED GOVERNMENT
What progress has preserved.
Citizens of Columbus, Georgia
Mayor/Council
Coroner
Tax Commissioner
Sheriff
Marshal
Board of Tax Assessors
Board of Elections
Recorder's Court
Tax Assessors
Elections & Registration
Clerk of Council
Mayor
Affirmative Action
City Attorney
Public Safety
City Manager
Internal Auditor
Asst to the City Manager for Citizen Services
Citizen Service Center
Mail Room
Records Managment
DCM Planning
DCM Operations
Community Reinvestment
Engineering
Planning
Inspections & Code Enforcement
CCGTV
Risk Management
Housing Authority
FACADE Board
Planning Advisory
Development Authority
Board of Zoning
Civic Center
Metra
Public Services
Parks & Recreation
WIA
Board of Historic & Architect. Rev.
Downtown Dev. Authority
Animal Control
Recreation Adv Board
Golf Authority
Human Resources
Finance
Information Technology
Personnel Rev. Board
Pension Board

INTRODUCTION

This section includes the Mayor's Letter, the City Manager's Letter, Welcome to Columbus, the Columbus Profile, and the Vision for Columbus

COLUMBUS CONSOLIDATED GOVERNMENT

Georgia's First Consolidated Government

TERESA TOMLINSON
Mayor

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July 1, 2015

RE: Fiscal Year 2016 Adopted Budget

Dear Citizens of Columbus, Georgia and City Councilors:

The Adopted Budget is the culmination of many months of data/information collection and fiscal policy assessment. The process that led up to this year's budget adoption is one that takes place over many months. It involves numerous meetings with department heads, office holders, and Columbus Councilors and is led by executive management staff to include the City Manager, Finance Director, Deputy City Managers, Human Resource Director and Budget Analysts. The submission of a budget to our Councilors is expressly recognized in Georgia as the "initial budgetary policy-making function" of the elected chief executive official (the Mayor) of the Columbus, Georgia Consolidated Government (CCG). The Mayor's submission is required to be accompanied by a budget message from the Mayor containing explanations of general fiscal policies, explanations of major changes recommended for the next fiscal year, a general summary of the capital and operation budgets, and other information deemed appropriate for Council's consideration.

The budget submission also incorporates, synthesizes and balances all revenues, budgetary requests, data and information necessary to set the fiscal policy of CCG and proposes a budget for all departments, divisions, elected offices, authorities and commissions funded by the taxpayers of this jurisdiction. The Mayor's budget submission, in and of itself, has no force or effect; it must be reviewed, debated, deliberated upon, modified, amended, and/or adopted by a majority vote of the CCG legislative body - the Columbus Council. Based upon these principles of our local government, it is my honor and privilege to present the Adopted Budget for FY 2016.

I. Laying a Firm Budgetary Foundation:

Over the past several years, CCG has done the hard work of getting our financial house in order. We have had to face persistent reductions in our local revenue and reserves due to state mandates and revenue exemptions, the years-long recession and the unexpected $11.3 million budget overruns in the Sheriff's Office. Those realities have required us to change the way we do business, to recalibrate the services we provide our citizens and to address certain systemic inefficiencies within the CCG government because we simply could no longer afford to avoid the reform. Those realities also have resulted in a General Fund revenue crisis, while other dedicated or restricted

funds of CCG are fairly stable. In Columbus/Muscogee County, our General Fund revenues are made up of unrestricted funds, including our property tax revenues, our Local Option Sales Tax (LOST) revenues, our Other Local Option Sales Tax (OLOST) revenues and other unrestricted license fees, fines, etc. Even though our OLOST revenue is General Fund revenue, indistinguishable under the law or accounting principles from other General Fund revenue, our local government tabulates our OLOST monies separately for purposes of the transparency promised in the OLOST referendum. These funds were promised to be spent 70% for Public Safety and 30% for infrastructure, and this promise has been strictly kept.

Pursuant to Resolution No. 224-11, CCG is required to maintain enough unrestricted revenue in our General Fund Reserve to run the city/county for 60 days. Below is a summary of the impact the foregoing budget factors have had on our General Fund Reserve days:

GENERAL FUND RESERVE DAYS						
	FY11 Actual	**FY12 Actual**	**FY13 Actual**	**FY14 Actual**	**FY15 Projection**	**FY16 Projection**
Traditional Funds	79.84	71.57	68.73	38.33	28.32	27.48
OLOST Funds	6.30	5.25	5.35	16.88	32.94	32.77
Total General Fund Reserve Days	86.14	76.82	74.08	55.21	61.26	60.25
Value of 1 Day	$414,861	$428,774	$420,001	$408,126	$413,407	$415,672

Here are some of the difficult decisions we have made to reverse this course:

- We unanimously passed comprehensive Pension Reform, which has thus far saved taxpayers $2.7 million;
- We implemented comprehensive employee healthcare reform saving the taxpayers $4.5 million a year, while still providing value to employees;
- We renegotiated a decades old contract with our partners at the Medical Center to save hundreds of thousands of dollars a year;
- We reduced city subsidies to third-party affiliates by over $800,000 a year since FY2011;
- We have increased user fees throughout the CCG government where appropriate;
- We have launched a recycling effort that has returned approximately $60,000 per month to CCG and has postponed the impending cost of closing our landfill; and
- We have thus far avoided broad scale layoffs or furloughs of city employees, though we have reduced through attrition and defunding some $1.34 million in city employee positions and benefits costs over a three year period.

These efforts to reform city finances have had a positive effect on the financial viability of this city, though it has placed increased burden on our employees to maintain our current level of city

services with less. We also deferred tens of millions of dollars in maintenance and capital expenditures for equipment, primarily garbage trucks, lawn mowers, fire trucks, ambulances, police cruisers and undercover vehicles.[1]

Just last year we faced the prospect of laying off 100 to 120 employees with severe impact on our city services. Because of the leadership and teamwork of our legislative and executive officials, those 100-plus jobs were saved and nearly 12 days, or some $5 million, were added back to our dwindling General Fund Reserve, only to have the goalpost moved by the new application of a municipal accounting principle. This change in accounting application and the resulting reduction in our Reserve brings us back down perilously close to our required 60-day threshold necessary to fund CCG and meet our obligations. Had we not made the significant financial changes we did over the last four years and this new principle been applied, the effect would have been devastating for our city, our employees and our citizens.

However disheartening this move of the financial goalpost, it gets us closer to a truer number of where we actually are and what monies are available for our use and benefit. Regardless of the new playing field, our recent history tells us: 1) that we have the necessary leadership to steer Columbus through this fiscally challenging time; 2) that our tough decisions have worked; 3) that we can solve these issues; and 4) that we have another tough year ahead of us.

II. Budgetary Path Forward:

A. Revenue Expectations

The FY 2016 Adopted Budget is based on revenue expectations of $264 million. We predict a 1.5% increase in the CCG property tax digest putting gross property tax revenue at $77 million. Local Option Sales Tax (LOST) FY2016 revenue is expected to be $35 million and Other Local Option Sales Tax (OLOST) revenue is expected to be $34 million, for a total FY2016 sales tax revenue of $69 million. Occupancy tax, licensing fees, and other miscellaneous revenues account for the remaining $118 million of the FY2016 adopted budget.

We are hopeful that our efforts to update our Tax Assessment system will provide a better structure going forward for improved, and more accurate, property tax revenues. We work to protect our sales tax revenues from state legislative bills that attempt to usurp county funds or provide broad, costly exemptions. We also work to make certain that the state sales tax remittance distribution system is fair and reflective of revenues actually collected in Muscogee County. And,

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[1] It should be noted, however, when dire circumstances have arisen, we have found a way to cover "must haves" such as the replacement of the Burn Tower for Fire/EMS training; replacement of our Public Safety Motorola Radio System; an upgrade of the fire alarm system and security cameras for the Muscogee County Prison; and investments in a state-of-the art record management system for the Columbus Police Department and a new assessment software for our Tax Assessor/Tax Commissioner.

we are proposing a referendum ballot effort to "thaw" our residential homestead property valuation freeze in November 2016, which Freeze system denies us the benefit of our growth.

We have not sat idly by and accepted our flat revenues over these past many years. We will continue to work to enhance revenues through growth and other fair, transparent means.

B. Addressing Systemic Budget Issues

1. Pension Costs

This year's Pension contribution will be $18,180,671 for both our General Government Pension Plan ($5,843,267) and our Public Safety Pension Plan ($12,337,404). Had we not adopted this important reform, our FY2016 contribution would have been approximately $542,455 more. Thus far we have saved $2.7 million due to our pension reform and are positioned to save approximately $28 million over a 15 year period. In addition, our Pension Fund has grown stronger. Our Public Safety Pension is now 80% funded, while our General Government Pension Fund is 87% funded. Our combined pension plan fund stands at $371 million.

Next year our Pension Board will most likely recommend a shift away from the 1994 mortality table we currently use to a mortality table published later than 2000 in order to calculate our annual pension contribution. Life expectancies are increasing, and our pension must be well-funded to support these increased expectancies. We will need to find several million dollars in our FY2017 budget for the anticipated increased pension contribution. Given our stagnant revenues and other budget demands as set forth herein, we must begin planning now for this significant budget issue.

2. Healthcare

As healthcare costs continue to rise throughout the country, we at CCG have taken pro-active steps to ensure that our self-funded healthcare plan remains a value for both our employees and our taxpayers. We have started a Health and Wellness Clinic Plan, while providing HMO and PPO plans. Though many of the necessary adjustments made in FY2015 to keep our healthcare plans stable only went into effect January 1, 2015, we believe these efforts will moderate healthcare cost increases. We continue, however, to consider other potential efficiencies and opportunities for savings:

- We proposed a new Pharmacy Benefits Manager, saving CCG an estimated $800,000 per year.
- We spoke with post-65 year old retirees about the possibility of entering into private healthcare exchanges to increase their options and to reduce our costs. This effort was not completed prior to the adoption of the FY2016 budget. We do hope to continue this discussion and perhaps bring a proposal forward for Council discussion and a possible effective date of January 1, 2017.
- Last year Council ratified the longstanding policy that CCG share the cost of healthcare with our employees in a 70% (CCG)/ 30% (active employee) split. Given the increase in

healthcare cost this year, the 70%/30% split will result in employee healthcare contribution adjustment estimated to be between $3-$10 per paycheck depending on the plan the employee has selected. The increase for CCG was adopted last year and those costs have been adopted into the FY2016 Budget.

- In order to assure the lowest, competitive administrative fees associated with our healthcare plans, CCG has advertised a competitive Request for Proposal. This competitive bid process has resulted in efficiencies and savings, which are passed along in this adopted budget.

Controlling healthcare costs and servicing the healthcare needs of our employees is a major priority for CCG. These efforts are daily and year long. We will continue to look for improvements.

3. Renegotiation of Medical Center Contract

The CCG agreement with the Columbus Regional Medical Center for indigent and prisoner healthcare was entered into in 1992. By its original terms the agreement expires in 2022, and few believed amendment of the agreement was possible. Perseverance and partnership won out in the end and on July 1, 2014 our decades long contract with the Medical Center was amended so that:

- CCG only pays 3 mills on property taxes actually collected as opposed to the value of the entire digest.
- CCG can recoup 50% of any surplus if the discounted cost of the care provided to indigents under the agreement does not exceed CCG's total payments under the contract.
- CCG is now receiving a value of $1,000,000 of prisoner healthcare for free as opposed to just $500,000, due to a negotiated 50% discount on the billing rate.

Due to the contract amendment we have saved $300,000 in FY2015.

4. Reduction in Payments to Third-Party Affiliates

Since FY2011, we have decreased General Fund subsidies to third-party affiliates by $882,850 per year:

Discretionary Third-Party Appropriations						
	FY11	FY12	FY13	FY14	FY15	FY16
Health Department Services	813,475	813,475	813,475	650,780	502,012	502,012
DFACS	90,000	90,000	80,000	62,400	48,135	41,500
Keep Columbus Beautiful	80,784	72,706	72,706	64,628	49,854	-
New Horizons	234,823	234,823	234,823	187,858	144,932	144,932
Uptown Columbus	81,000	72,900	72,900	58,320	44,988	44,988
Literary Alliance	16,200	14,580	18,822	-	-	-
Naval Museum Subsidy	300,000	250,000	200,000	175,000	135,000	-
TOTAL	**1,616,282**	**1,548,484**	**1,492,726**	**1,198,986**	**924,921**	**733,432**

We transferred the Literacy Alliance to the more appropriate funding source of our Crime Prevention grant program. We have weaned the Naval Museum from the CCG coffers over a four-year period with the help of its Board and our partners at the Columbus Convention and Visitors Bureau. After reducing its subsidy nearly 50% over the past several years, the adoption of this budget moved Keep Columbus Beautiful to our Integrated Waste Fund in order to directly align it with its closest CCG partner.

For FY2016, we kept the remaining affiliates' funding rates at the same level as FY2015 with the exception of the Department of Family and Children Services (DFACS). We will also continue to work with our partners at Uptown, Inc. to discuss an alternative to it being funded from the strained General Fund.

5. Enterprise Funds, Authorities, and Mandates

Each year we are faced with having to subsidize some of our Enterprise Funds, Authorities and Agencies. Some subsidies are directed by law, such as our payments to the Health Department, the River Valley Regional Commission, and Airport Authority. Other subsidies are made as loans or as temporary bridges to get the entity over difficult financial challenges. The FY2016 adopted subsidies for funds, authorities or agencies are:

FUND/AUTHORITY/AGENCY	ADOPTED FY2016 SUBSIDY
Civic Center Enterprise Fund	$200,000
Golf Authority	$300,000
Parking Management Enterprise Fund	$135,273
Airport Authority	$40,000
Health Dept. Rent	$318,595
River Valley RDC	$202,824
TOTAL	**$1,196,692**

Our management team is working to mitigate these subsidies and to make proposals to Council to alleviate the subsidy burden on our General Fund. For instance, the Civic Center has done a tremendous job of reducing cost overruns and improving revenue, even in the face of the addition of a new ice rink, which we knew from the beginning would be a financial struggle. The Civic Center leadership has worked diligently to mitigate costs, engage in creative partnerships, and re-think the revenue model of the public assets with which they have been charged. Others, however, have struggled either due to a lack of innovation, a lack of community consensus or lack of political will to make the changes necessary to reduce or end the annual subsidies. Some of these subsidies in the aggregate amount to millions of dollars over just the past few years.

In a time when we are struggling to maintain employee positions, pay and benefits, and essential capital investment, subsidies of this magnitude cause citizens and employees to call into question the need for such subsidies. Accordingly, a Mayor's Commission will be established pursuant to CCG Charter Secs. 4-201 (11) and (13) to study the subsidies to Enterprise Funds, Authorities and Agencies to determine whether efficiencies can be had or revenue increased so as to reduce, or eliminate said subsidies. The Commission will report back to Council with its findings and proposals in the coming year.

6. User Fee Adjustments

Attached hereto as **Exhibit A** is a list of $233,498 in approved FY2016 User Fee adjustments.

7. Garbage Collection

CCG's Integrated Waste program collected waste four times a week from each house: two trips per week for household garbage; one trip per week for recycling; and one trip per week for yard waste. There is an additional fifth trip per week throughout CCG for "White Goods," that are placed on the curb by residents. This is a higher level of service than nearly any community in the region or state. Indeed, the only twice-a-week household garbage pick-up programs we could find charge their residents significantly more than what residents in Muscogee County are charged:

Monthly Fees For Twice Weekly Garbage Pick Up							
No. of 32 Gallon Containers	1	2	3	4	5	6	7
Columbus	$15.00	No Charge	No Charge	No Charge	No Charge	No Charge	No Charge
Gainesville	$32.10	No Charge	No Charge	No Pick-up	No Pick-up	No Pick-up	No Pick-up
Marietta	$22.75	$27.75	$33.50	$38.50	$43.50	$48.50	$53.50
Moultrie	$28.00	$39.40	$50.80	$62.20	$73.60	$85.00	No Pick-up

The cost of such a high level of waste collection service is many fold, but is particularly onerous as it relates to the wear and tear on our garbage trucks. We currently need to replace 56 garbage/recycling trucks at $225,000 apiece for a capital cost of $12.6 million. Forty-four of these trucks are considered urgent/critical replacement needs. Our waste collection fee has not

supported, and cannot support, the actual cost of the capital demand of the service we provide; and, the General Fund Reserve that we depended on for so many years to subsidize these types of capital demands can no longer provide that revenue.

Neither our Integrated Waste Fund nor our General Fund can support the cost of our impending landfill closure, which is estimated to be $22.4 million and is unfunded. Twice-a-week household garbage pick-up increases waste directed to the landfill and discourages recycling. A strong recycling program is an essential part of our cost management strategy for closing the landfill.

Over the years, staff has provided numerous presentations on the costs and effects of our current waste collection service. Many alternatives have been presented. In the spring of 2011, the Mayor's FY2012 Recommended Budget proposed that CCG reduce its household garbage collection service to one-time per week. That proposal was not accepted.

On May 18, 2012, the Public Works Director proposed that CCG begin one day per week household garbage pick-up in January 2014. After discussion and public input, it was decided that we would revisit the issue of changing to once-a-week household garbage pick-up after our new $8 million recycle center had opened. A target date for switching to once-a-week pick-up was then proposed for September 2014, a date which has come and gone.

Our Recycle Center has opened, and it is successful. We have had a 108% increase in recycling, resulting in an additional four years added to the life of our landfill. We are receiving $60,000 a month in the sale of recycled material and have additional capacity for growth. It is time to convert our Integrated Waste System to a once-a-week household garbage pick-up service. Because we cannot adequately provide for the system we previously had, this conversion did not provide a budgetary savings, but a valuable cost avoidance of $495,000 per year.

This is a best practices policy and will save CCG the cost of three trucks and three drivers. This practice will be implemented with little impact to our citizens, and it provides significant cost avoidance to CCG. We expect this change to increase recycling and prolong the life of our landfill. We also anticipate increased efficiencies due to the elimination of glass recycling which also has a cost avoidance valued at $495,000. See Staff Report, **Exhibit B**.

8. Capital Replacement

These years of budget woes have resulted in an inability to follow our capital re-investment plan. As a few examples of our critical needs, we note the $12.6 million needed to purchase the 56 garbage/recycle trucks mentioned above. We note $225,000 is needed to purchase 28 lawnmowers Parks and Recreation has had to scrap over the past few years while trying to make do through cannibalizing aged mowers. Recently, we had to cut a 90+ acre CCG park with weed-eaters. We also have learned from our new Information Technology Director that there are costly immediate needs which must be funded in order to ensure the stable functioning of CCG.

We have a critical need for 4 ambulances, 3 fire trucks, and 1 quint. We also need dozens of replacement pursuit and undercover vehicles for CPD, among other needs. We have explored lease options and have assigned out the OLOST capital funds as evenly as possible to meet the most urgent Public Safety need. See **Exhibit C** (List of Adopted Public Safety Capital funded in FY2016 from OLOST).

This lack of funding for our comprehensive capital investment plan cannot continue indefinitely.

9. Budget Requests of Departments and Offices

As part of the FY2016 initial budget process, we received $25 million in budget requests from our departments and offices over and above the FY2015 Adopted Budget levels. Though there are worthy, necessary and even critical requests among them, our expected revenues and General Fund Reserve cannot sustain those requests. As our Charter states, the budgeting process is an incorporation and balancing of the desires, needs and mandates of the jurisdiction and the revenues that can sustain them. Accordingly, we have prioritized the various requests in order of urgency, critical impact, legal mandate and magnitude. We recommended and Council adopted approximately $5 million across various funds to fill the highest priority funding needs. The adopted budget additions by department and office are identified in the FY2016 Adopted Budget Book, which is submitted herewith and incorporated herein.

C. Elimination of Duplicative Law Enforcement Services

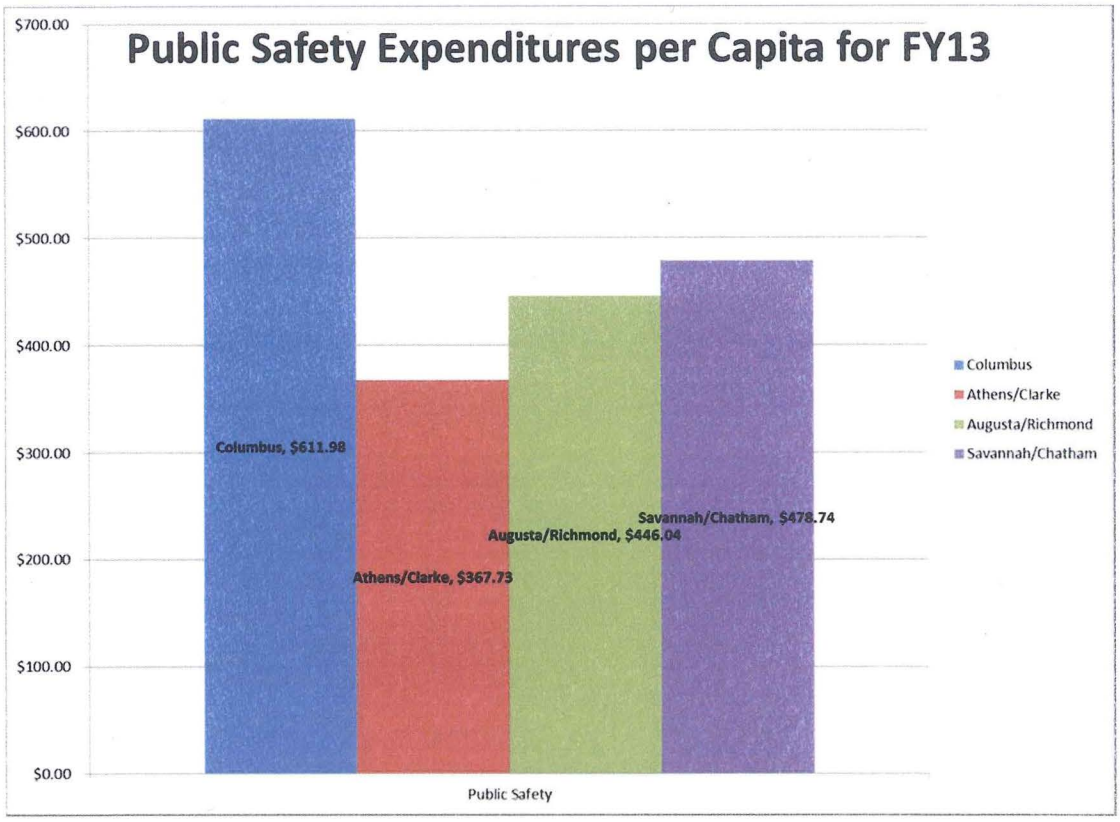
During our FY2015 budget sessions, members of the Columbus Council requested that staff investigate issues of potential duplicative law enforcement services among the following: 1) Columbus Police Department; 2) Muscogee County Sheriff's Office; and 3) Municipal Court Marshal's Office. In assessing this referral from Council and inquiries from citizens, the administration has reviewed:

- Service Line Resource Allocation ("Service Allocation") reports of the Departments/Offices;
- Accounting Records for the past decade;
- Internal and Third-party Comparative Cost Analyses for law enforcement departments/offices in comparable jurisdictions;
- Interviews with subject matter experts and law enforcement service providers; [2]
- Other materials and information available to CCG to include, but not limited to, media reports, verified anecdotal information and publicly filed or submitted documents.

In Columbus/Muscogee County, we spend $612 per person per year on Public Safety.[3] That is the highest per capita expenditure for Public Safety for any comparable city/county in the State of

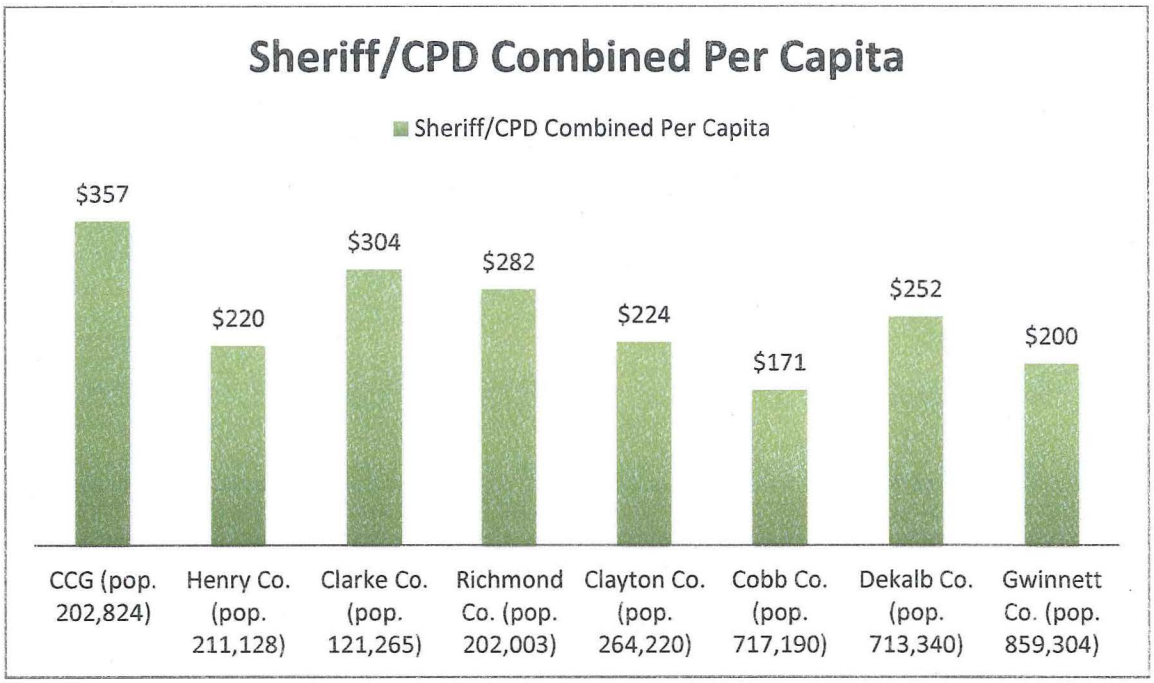
[2] Both the Sheriff and Marshal were invited on several occasions to participate in these discussions. While the Marshal responded in part and in writing to Council's inquiry during the FY 2015 budget process, neither elected officer has thus far participated in staff's review of information related to Council's referral for the FY2016 Budget.

Georgia. The next highest per capita expenditure is Savannah, Georgia at $479 per person, per year.



When we compare the operating and capital budgets of Columbus Police Department (CPD) and our Sheriff's Office to those of other comparable communities, the discrepancy in investment remains:

[3] Public Safety comparison includes monies for the Police Department, E911, Fire/EMS Department, Muscogee County Prison, Sheriff's Office, Marshal's Office and Homeland Security.



As shown above, CCG invests significantly more dollars per citizen on Public Safety, and law enforcement in particular, than other large counties in the State of Georgia.[4] When the cost of the Marshal's office is added to the per capita law enforcement chart above, the difference in CCG's higher expenditures remains. The comparisons of law enforcement expenditures regarding the Marshal's Office in other communities is difficult, though, as so few other Municipal Court Marshals engage in law enforcement activities outside the confines of the Municipal Court they serve.

Despite our greater level of investment, our citizens say to us repeatedly that they wish to have more resources expended for law enforcement "on the streets." Citizens have been clamoring for years for efficiencies in our use of and investment in law enforcement services on the streets. Before simply appropriating more funds to "law enforcement," we must first responsibly address whether we are spending our sizable funds in an efficient and effective manner to effectuate the desired impact on the street and our crime rate, or whether we have wasteful or unnecessary duplication in our law enforcement agencies.

In order to make this assessment, the Columbus Council must look to the mission and jurisdiction of each said department or office and reduce or eliminate duplicative resources that do not directly

[4] Note that Augusta/Richmond County is a consolidated government like CCG and Athens/Clarke County; however, Augusta/Richmond County has a single combined law enforcement office that provides all the duties of a Sheriff's Office and a County Police Department. Athens/Clarke County is consolidated, but maintains a separate Sheriff's Office and County Police Department. Our inquiry revealed that the Athens/Clarke County Sheriff's Office concentrates its resources on its required mission of maintaining a jail, protecting the courts, serving civil process and providing "some" law enforcement or peacekeeping services.

appertain to the respective missions or prescribed jurisdictions of the Columbus Police Department, Sheriff's Office and Marshal' Office.

D. Separate Agencies Participating In Law Enforcement

1. Columbus Police Department

In Columbus/Muscogee County, the chief law enforcement agency is the Columbus Police Department (CPD), which has the maximum law enforcement authority allowed by law within the county. In our consolidated city/county government, there is no other municipal jurisdiction within the county limits with a separate law enforcement agency. The Columbus Police Department is the only law enforcement agency within this jurisdiction which receives and responds to 911 calls.

In 2014, CPD received 170,112 calls for emergency response, filed 57,035 reports, assigned 10,716 cases for investigation, wrote 43,225 citations and made 10,467 arrests. CPD is comprised of 488 POST-certified, sworn officers and 61 civilian workers. It is a highly effective office that could have an even greater impact on crime with well-placed, targeted additional resources.

a. Additional Personnel Resources

Intelligence-Based Policing has enhanced law enforcement practices by using state-of–the-art technologies. These practices and technologies have emphasized the need for analysts to sift through data and make important connections of related crime fighting and crime solving information. In addition to the some 75 additional police officers that we have put on the streets since our OLOST passed in 2008, it is evident that we need additional investigators particularly in the Robbery/Assault/Homicide Division to make certain we are closing the maximum number of cases possible and making the strongest cases possible against suspects resulting in convictions and appropriately long sentences. Currently, we have 86 sworn investigators spread over the 7 divisions of the CPD Investigations Bureau to field 10,716 new cases each year. That is an ***additional*** criminal investigation caseload of 124 per investigator each year. In that vein, we recommended an additional 7 new sworn investigator positions and a new non-sworn analyst position. However, Council only adopted the addition of two new non-sworn analyst positions.

As it is Councils discretion to adopt the recommendations of their choosing, additional investigator positions may be requested again in future budget years. The addition of these positions will have a direct effect on decreasing investigator caseload, increasing closed cases, lengthening sentences for those convicted, reducing crime, reducing costly overtime pay and reducing unsustainable workloads for our current investigators. The addition of these positions can be budget neutral as they can be largely funded through the reallocation of duplicative law enforcement resources currently allocated to non-911 responder agencies, which have only ancillary law enforcement duties.

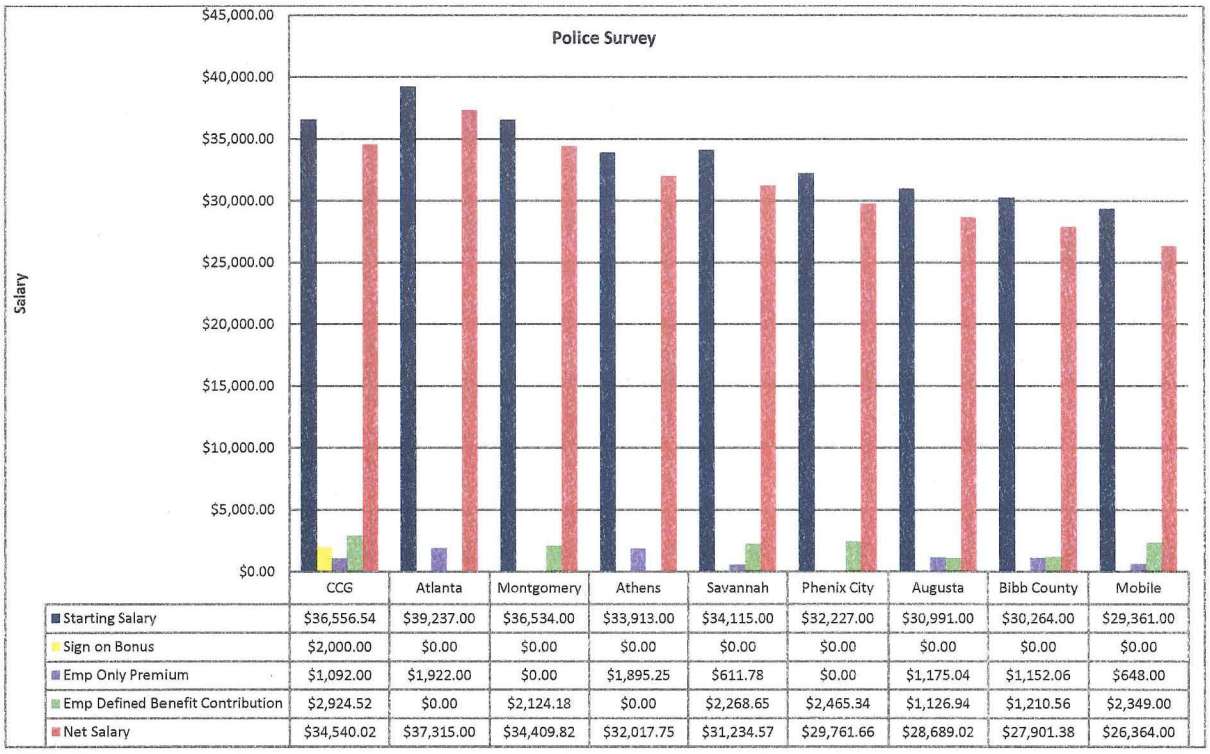
b. Reform and Restructure of Police Pay

In years past, CCG has had a variety of pay plans for General Government and Public Safety employees. Those plans have not been funded regularly with incremental raises or even cost of living adjustments; though, the University of Georgia shows our current CCG pay plan is set at 100% of comparable market pay and we have provided 6% across the board pay adjustments for our employees over the last four years. The erratic funding of varying pay plans over several decades has resulted in pay compression throughout CCG. CCG is in need of a pay plan that is mandated to be followed and, accordingly, any such plan must be prudently and responsibly devised so that mandate can be met without hardship or dramatic effect to the normal functioning of CCG. Accordingly, a Mayor's Commission to Reform the CCG Pay Plan will be established for the purpose of providing recommendations to Council of methods to resolve compression and other salary and benefits issues regarding all of our hardworking employees.

In the meantime, we have an opportunity to apply a pilot project of sorts within the CPD using mostly existing monies already appropriated to that department for compensation purposes. This proposal addresses an immediate challenge our community faces, better uses our CPD existing funding, and may well serve as an exemplar of how we might structure a solution to salary compression throughout CCG.

Pay compression has been particularly impactful in the Columbus Police Department where the work schedule, promotion process and the application of a confused and inefficient payment system known as "Straight Time" or "Gap Time" have resulted in compensation resources being used in a manner that allows newly hired officers to be compensated at the same or similar pay scale as more senior officers. This has resulted in more than a decade of morale and retention issues.

In 2008, the citizens passed a penny sales tax known as the OLOST in part to address entry-level pay issues and to increase pay across the board for law enforcement officers. The entry pay for police officers at CPD is relatively competitive:



	CCG	Atlanta	Montgomery	Athens	Savannah	Phenix City	Augusta	Bibb County	Mobile
Starting Salary	$36,556.54	$39,237.00	$36,534.00	$33,913.00	$34,115.00	$32,227.00	$30,991.00	$30,264.00	$29,361.00
Sign on Bonus	$2,000.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Emp Only Premium	$1,092.00	$1,922.00	$0.00	$1,895.25	$611.78	$0.00	$1,175.04	$1,152.06	$648.00
Emp Defined Benefit Contribution	$2,924.52	$0.00	$2,124.18	$0.00	$2,268.65	$2,465.34	$1,126.94	$1,210.56	$2,349.00
Net Salary	$34,540.02	$37,315.00	$34,409.82	$32,017.75	$31,234.57	$29,761.66	$28,689.02	$27,901.38	$26,364.00

However, the pay supplement provided for officers' was a flat amount of $3,000, which exacerbated compression.[5] In addition to the foregoing, officers in Columbus/Muscogee County have long considered themselves as hourly employees, though they are compensated as salaried employees and though the Fair Labor Standards Act (FLSA) provides all such officers are partially-exempt salaried employees working up to a 171 hour schedule in a 28 -day work cycle for that salary. After said 171 hours worked, officers receive legally mandated time and one-half hourly overtime pay. Because of the years-long confusion over the correct application of officers' salaried pay, many patchwork compensation schemes have developed. One has historically been called "Straight Time" or "Gap Time" through which officers work 160 hours for their salary and then are paid hourly on top of their salary for any time worked up to 171 hours, after which point they earn the legally mandated time and one-half overtime.

This patchwork system works to the officers' disadvantage in what is called "short weeks", where officers are scheduled to work less than 160 hours and have their pay docked for this short fall. This utterly contrived payment scheme is inconsistent with federal law, guidelines and best practices. This so-called Straight/Gap Time scheme costs CCG millions of dollars (particularly in the Sheriff's Office) in extra pay, creates erratic pay rates from year to year and ignores the FLSA provision of officers as partially-exempt employees. Quite simply, officers' salaries need to be set at a rate that compensates them for up to 171 hours, whether they work all of those hours or not, and, thereafter, they will receive the legally mandated time and one-half overtime. In order to

[5] This supplement amount is now $3,121 due to the 4% pay increase due to Pension Reform. The supplement curiously is not subject to Cost of Living Adjustments. We are working to bring these supplements into the base pay for law enforcement officers in order to stop such anomalies.

correct this dysfunctional and costly patchwork system and to relieve the damaging effects of compression, the compensation system within the Columbus Police Department must be structurally reformed with management directives and process that eliminates the culture of "Straight Time" or "Gap Time".

In an attempt to begin to address compression and to end the inefficient pay practices of the Columbus Police Department, the Mayor's Commission on Officer Retention and Longevity was convened in September of 2014. The Commission was comprised of approximately 30 members of the Columbus Police Department from varying divisions, ranks and seniority. Pertinent CCG staff from our Finance and Human Resource Departments and two Columbus Council members joined the regular meetings. Data and anecdotal information was received and various potential solutions and eight pay "Options" were vetted. The conclusions were not surprising given the complexity of the challenge and the natural resistance to change. Those conclusions are: 1) there is no consensus as to a potential solution because of sharply divergent interests by assignment, rank and seniority; and, 2) the consistent bargaining position of the officers was to correct the pay compression and other pay plan issues now and all at once, which is a cost of $15 million or more and would require a new comprehensive pay plan.

Despite the lack of consensus on a particular option or proposed solution, there was broad consensus that something needed to be done and could be done. In the end, the Administration offered a solution that uses the revenue currently spent for police pay to establish a better, fairer pay system which begins to address compression. This FY2016 Adopted Budget addresses pay compression by reallocating monies spent inefficiently for Straight/Gap Time in the Columbus Police Department and by eliminating signing bonuses (except in the Police Department and Fire/EMS) in order to support a graduated interval pay plan.

Adopted CPD Salary Restructure					
Graduated Pay Increases up to 35 Years of Service	**Base Pay Is Increased By**	**Total Cost of Changes 1st Year**	**Total Cost of Changes 2nd Year**	**2-Year Financial Impact**	
After 1 Year Service	$0	$0	$0	Sign Bonuses – Police & Fire only	($34,500)
After 3 Years Service	$1,000	$47,000	$25,000	Remove Gap Time	($514,282)
After 5 Years Service	$1,300	$102,700	$29,900	Add Increase Year 1	$511,200
After 7 Years Service	$1,500	$75,000	$45,000	Add Increase Year 2	$167,400
After 10 Years Service	$1,500	$54,000	$13,500	Court Pay	$115,450[6]
After 15 Years Service	$1,500	$54,000	$19,500	Net 2 Year Impact	$129,818
After 20 Years Service	$1,500	$42,000	$12,000	Benefits Impact	$37,193
After 25 Years Service	$1,500	$67,500	$7,500	Total 2 Year Impact	**$167,011**
After 30 Years Service	$1,500	$69,000	$15,000		
		$511,200	**$167,400**		

This pay plan provides that all officers would receive a graduated pay enhancement in FY2016 according to their years of service and, thereafter, would receive a pay enhancement only upon the anniversary markers provided in the chart. Effective July 1, 2015, every officer would find the last anniversary marker they have reached on the chart and their base salary would be increased by that amount. Thereafter, an officer's base pay would be enhanced on the next anniversary marker, and not in between. The object of this pay scale is to incentivize longevity, reduce pay compression, and eliminate "Straight Time" or "Gap Time". In application, this pay schedule begins to correct systemic pay issues within the Police Department and utilizes city revenue resources efficiently and consistent with FLSA guidance.

[6] This new system creates an opportunity to greatly reduce Court Pay by scheduling court appearances (to the extent possible) within the 171 hours an officer is scheduled to work in a 28-day cycle. This is a management/scheduling issue and may result in as much as a $100,000 reduction in the Total 2 Year Impact of this proposal, bringing the two-year cost of the salary restructure to approximately $67,011.

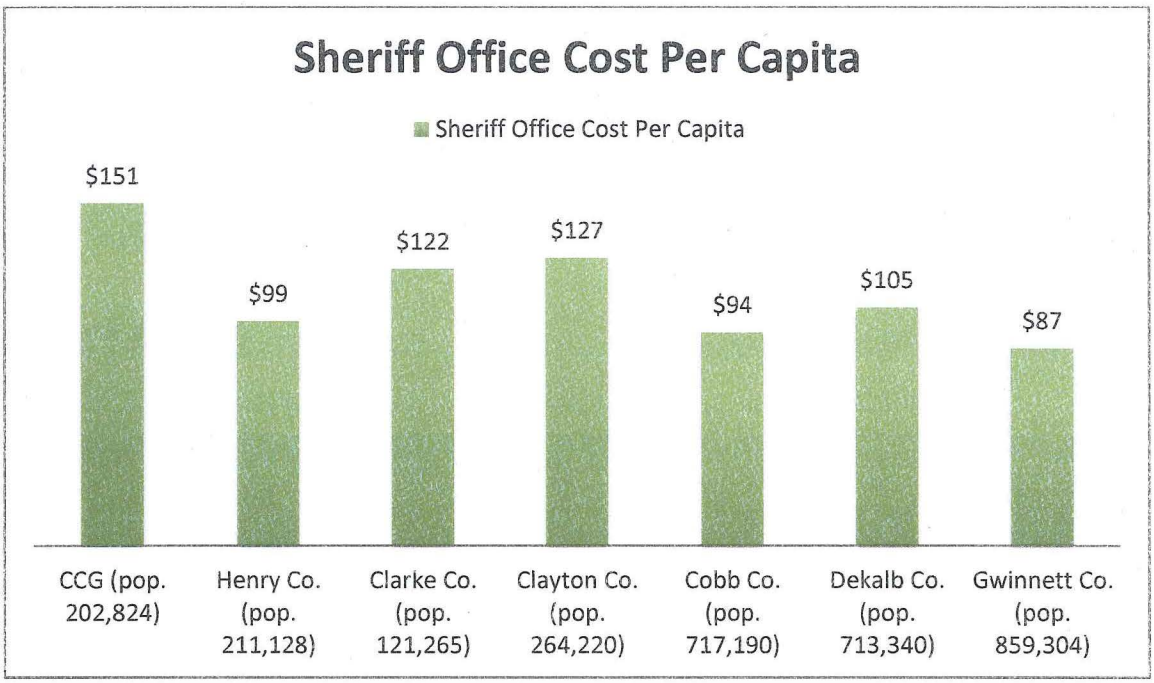
2. Sheriff's Office

The Muscogee County Sheriff's Office (MCSO) is in charge of civil service of process for the courts, security for the courts, a county jail and such other duties as may be imposed by law or are necessary to the Office. The Sheriff's Office must be funded to perform "some" law enforcement or peacekeeping services, but those services are ancillary to the services provided by the Columbus Police Department and are not required to be duplicative of other law enforcement resources within the county. It is the exclusive role of Council to review law enforcement resources within the county in determining budget appropriations.

In the last six years, the Sheriff's Office has been $11.3 million over budget and has required CCG to expend some 22 days from our General Fund Reserve monies to cover those overages. These overruns have occurred despite $24-$29 million in annual funds allocated to the Sheriff's Office in each of the last six years.[7] Had it not been for these overruns, our current General Fund Reserve would stand at over 83 days, well over the required 60-day Reserve minimum. These annual overruns, together with the stagnant revenues following the Great Recession, have brought CCG perilously close to the edge of financial stability. Often these overruns are not known to CCG because the accounting management practices of MCSO result in hundreds of thousands of dollars in invoices being held and not submitted to CCG until months after the close of the fiscal year in which the expense was incurred.

CCG has reviewed Sheriff Offices in counties around the state where there is both a Sheriff's Office and a County Police Department as in Muscogee County. We have learned that Muscogee County appropriates considerably more revenue per capita for the MCSO than other such jurisdictions:

[7] The Sheriff's Office has expended $173,276,203 in six years, which comprised 11.67% of all CCG expenditures for over 50 departments, elected offices, agencies, boards, and authorities funded by the taxpayers of this jurisdiction



Indeed, this graph demonstrates that Muscogee County spends approximately $5+ million more in comparable per capita dollars per year for our Sheriff's Office than any other community with the same County Police Department/Sheriff's Office construct. No matter how we look at the numbers, whether by resident population, jail capacity, number of municipal entities within the county or whether the county has a consolidated government, CCG expends more per capita than any other jurisdiction with a Sheriff's Office and a County Police Department.

As a result of: 1) Council's referral to review expenditures and structure for duplicative law enforcement services; 2) years of citizen inquiries regarding duplicative law enforcement services; 3) dramatic financial effects of budget issues within the Sheriff's Office; 4) internal and independent analyses of comparable costs of Sheriff Offices in other communities; and 5) concerted efforts of numerous elected offices to curb inefficiencies affecting court process and jail costs through collaborative action, we hereinafter recommend the realignment of certain law enforcement and other resources for purposes of efficiency and effectiveness. We note that this analysis should not be a one-time consideration. Such an analysis should be undertaken each year during the budget process to ensure that the legal mission of the Sheriff is funded and that duplicative law enforcement resources are minimized, because the existence of three separate agencies with asserted law enforcement capacity will tend toward duplication without budgetary review and oversight.

a. FY2016 Adopted Budget for Sheriff's Office

Based on the information and data presented in this letter, the attachments hereto and the voluminous additional data and information tendered and made available to Council to include the

MCSO's FY2016 budget request forms, $26,952,433 was the FY2016 budget amount proposed to Council for the Sheriff's Office. However, the budget adopted by Council for the Sheriff's Office was $27,620,080. This adopted budget includes additions to MCSO's FY2015 budget of $237,200 for capital, such as new jail washers, dryers, kitchen equipment, clinic medical equipment and updated security equipment, among other capital expenditures.

The FY2015 Adopted Budget for the Sheriff's Office was $27,653,956, an approximate $410,000 increase over its FY2014 Adopted Budget.

b. Duplicative Investigative Resources

In assessing duplicative law enforcement resources for purposes of this FY2016 budget, we noted that CCG has been funding twelve positions within the Investigation Unit of the Sheriff's Office, though the mission of that office is limited to running a jail, providing court security and service of process, and providing some law enforcement service within the county. Rarely should MCSO investigate crime that is associated with a 911 request or that is not in collaboration with another law enforcement agency. The twelve Investigation Unit positions are comprised of: 1 Lieutenant; 1 Sergeant; and 10 Deputies or Deputy Technicians. The Sheriff's FY2015 Service Allocation demonstrates that the job assignments associated with these positions include activities that are duplicative of many of the efforts of the seven divisions of the CPD Bureau of Investigative Services. The stated tasks of the MCSO Investigation Division include: Criminal Investigations (surveillance, interviews, Computerized Voice Stress Analysis (CVSA), criminal warrants, searches, crime reports); Narcotic Investigations (same); and Internal Investigations (jail investigations, K-9 searches, interviews, CVSA, drug testing, assistance to other law enforcement agencies). Two of the three stated activities of the Division are duplicative of law enforcement services provided by CPD. Attached as **Exhibit D** is a chart showing the overlapping job descriptions and listed duties of investigators in MCSO and in CPD.

If CCG wishes to reduce duplicative law enforcement resources, it is recommended that Council eventually limit its funding of these duplicative functions. A proposal was submitted to Council to reallocate monetary resources from the MSCO that was the equivalent of eight investigative positions to CPD in order to fund seven investigative and one non-sworn crime analyst position as referenced previously. It was also proposed to Council to maintain funding for the Sheriff's Office Lieutenant, Sergeant, and two deputy investigation positions. However, Council elected to maintain funding for all twelve Investigation Unit positions within the MCSO with the adoption of this budget.

The proposed budgetary reallocation would have increased efficiency and maximized law enforcement effectiveness on the streets of our community and in the lives of our citizens. Its objective was not to layoff or end the employment of any existing investigator employed with the Sheriff's Office. The proposed reallocation would have also left the Sheriff with funding for Internal Investigations, assistance with investigations of other law enforcement agencies when needed and some other law enforcement activities that were not deemed as duplicative in nature. Even after reallocation, had the Sheriff chosen to maintain these duplicative investigative resources within the

MCSO, he would have that prerogative and could do so through management and priority judgments by redistributing monetary resources otherwise appropriated for the prescribed mission of the office. The Sheriff could have also reallocated appropriated funds through enacting efficiencies, which would create savings to be redirected. Doing so may suggest those funds are not needed for the mission for which they have been appropriated; however, nothing requires that CCG allocate funding simply because the Sheriff or any other elected officer wishes to provide a service; and, certainly, nothing requires CCG to fund services primarily provided elsewhere.

c. Duplicative SWAT Team Resources

The MCSO uses paramilitary equipment to include a converted armored tank with turret, which was obtained through a Homeland security grant, and a mobile command unit. This equipment was recently the subject of an Internal Audit by CCG. A report was issued and some equipment reassigned to the appropriate agency for purposes of a coordinated Homeland Security objective. Some equipment was left housed within MCSO by agreement, and it is expressly held for the general and shared use of any CCG Department or Office. Any equipment purchased or maintained with funds of, or by agreement with, the local governing authority, here CCG, and used for the shared benefit of the community, is the property of CCG regardless of where it may be housed on a daily basis.

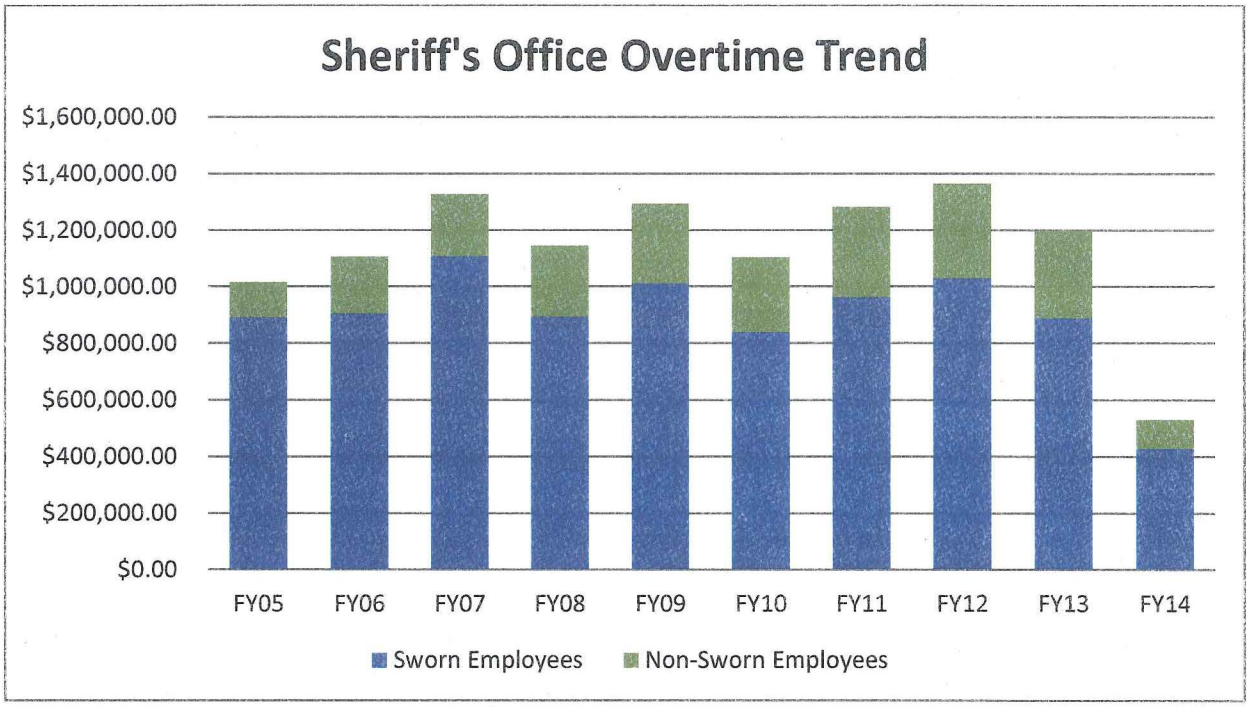
MCSO regularly conducts SWAT team exercises, including sniper training, crisis negotiation, and tactical team training. See **Exhibit E** (newspaper article regarding MCSO SWAT team exercise). This equipment and these activities are similar to and duplicative of SWAT and tactical resources provided by CPD. The MCSO Service Allocation ascribes combined full-time equivalent units of approximately 3 positions to these SWAT team and tactical services.[8] It was proposed that Council reallocate $159,186 in monies, identified as being used for duplicative services, to other law enforcement budgetary needs. However, Council declined to reallocate these monetary resources at this time.

d. Duplicative Monetary Resources for "Straight Time" or "Gap Time" Pay

For years MCSO has used overtime as a compensation enhancement strategy, not as an exception to the normal work schedule. MCSO has expended on average $1,129,377 in overtime annually over the last six years. The majority of that overtime average, or some $860,455, is related to the scheduling of sworn officers and the discretionary payment by MCSO of costly Straight/Gap Time.

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[8] A Full-Time Equivalent (FTE) is a unit that indicates the workload of an employed person and can be comprised of fractions of multiple duties or part-time positions. An FTE of 1.0 equates to a full-time worker.



Though improvement was made in MCSO overtime in FY2014, we have determined that 90% of MCSO overtime pay to sworn officers is due to a managerial scheduling decision, which builds in Straight/Gap Time pay and results in increased payroll and increased benefits costs to CCG.

As noted above, Straight/Gap Time pays sworn employees an hourly rate on top of their salary, or double time. This pay method is not required by law or the mission of the Sheriff's Office. It is a managerial decision to inflate pay, which is in conflict with FLSA directives and is duplicative of salaried pay provided. The citizens and CCG are not required to, nor should they in the exercise of fiscal prudence, pay for such duplication of compensation.

Based on personnel and payroll records, presentations and public discussion at Council meetings, and other information gathering meetings with city leaders (to include the Sheriff) regarding Straight/Gap, this adopted budget provides for $50,000 in overtime to MCSO, which we hope would be dedicated to only that overtime required under federal law by the FLSA. Should the Sheriff wish to continue the Straight/Gap Time pay supplement, he may redirect savings from efficiencies or other monies Council appropriated to MCSO for its required office mission. The $300,000 normally budgeted to MCSO for overtime was placed in the General Fund Reserve until otherwise appropriated by Council for non-duplicative law enforcement needs.

e. Expedited Prisoner Disposition Efforts

Over the past year, Superior Court Chief Judge Gil McBride has led an effort to reduce the time it takes to move criminal defendants through the court system thereby reducing the days spent in the jail and the attendant costs per prisoner per day. The Sheriff, the District Attorney, the Public Defender, and many other stakeholders throughout the community have participated in this

process. These elected officials, to include the Sheriff, have proposed an early prisoner release program known as the "Rapid Resolution Initiative" (RRI). The object of RRI is to streamline or expedite less complicated cases, such as first offender cases or cases where the defendant wishes to enter a plea deal. See **Exhibit F** (information on the RRI program). Currently, due to strained resources and structural inefficiencies in the prosecutorial and court systems, these cases can take as long to process through the courts as much more complex criminal cases. Too often, defendants sit months in the county jail awaiting the adjudication of their case, when under a targeted RRI program, that wait could be reduced to a few weeks, or less. With a $40 per day per prisoner cost, county jail savings can be realized through the lessened jail stay. It is estimated that with an investment of $458,093, RRI will return an immediate and conservative FY2016 savings in jail costs of $540,000.

RRI has the following estimated costs:

OFFICE	NUMBER	POSITION	COST WITH BENEFITS
Public Defender	1	Assistant Public Defender II	$73,302
Public Defender	1	Assistant Public Defender II	$70,046
Public Defender	N/A	Equipment/Supplies	$65,440
District Attorney	2	Assistant District Attorney	$145,266
District Attorney	1	Investigator	$50,772
District Attorney	1	Clerk	$40,900
District Attorney	N/A	Equipment/Supplies	$12,367
TOTAL RRI COSTS			**$458,093**

Accordingly, with the adoption of this FY2016 budget, Council approved the reallocation of $458,093 of anticipated savings from the Sheriff's Office budget for this RRI program.

f. Pursuit Vehicles and Take-Home Cars

CCG has funded some 113 vehicles for MCSO. Approximately, 61 of these vehicles are pursuit vehicles and approximately 55 of those are take-home pursuit vehicles. Pursuit vehicles cost roughly $50,000 each. That increased cost is due to a $25,000 technology package added to each pursuit vehicle. Take-home cars also are costly because those cars use city fuel to travel to and from home and to serve in off-duty security jobs, which fuel is funded by the taxpayers.

Because the Sheriff's Office is not required to provide traffic enforcement, law enforcement patrol services, or respond to 911 calls as part of its mission, the number of costly pursuit vehicles funded by CCG is duplicative and excessive for the actual mission of that office.

Accordingly, it was recommended that Council fund no more than 26 pursuit vehicles and no more than 26 take-home cars for the Sheriff's Office. According to the MCSO Service Allocation, the Sheriff's Office has approximately 21 positions in its "Patrol" division, which primarily serves civil process and warrants throughout the community. The Sheriff may assign the pursuit/take-home vehicles as he sees fit. This is a policy recommendation that is not expected to have any capital budget impact in FY2016 as the current number of pursuit and take-home vehicles assigned to the Sheriff's Office far exceeds these recommended numbers so that these new thresholds can be achieved over the next several years via attrition. It is expected that this more fiscally prudent change in policy will result in saving $875,000 in capital expenditures in immediate future years and should be adopted now to enhance the ease of implementation. There will also be a sum saved in fuel cost by reducing the number of take-home vehicles, therefore the Sheriff's Budget was reduced by $20,000 due to expected fuel savings and said sum was placed in the General Fund Reserve until otherwise appropriated by Council for non-duplicative law enforcement needs.

g. Other Budgetary Resources

The proposed and/or subsequently adopted reallocations are in no way meant to be a comprehensive assessment of resources that are potentially duplicative or beyond the mission of the Sheriff's Office. This review has indicated that there are other opportunities for better use of fiscal resources, which should be explored by the Sheriff and Council. Should Council wish to have a work session to discuss these additional areas for future budget years or wish to conduct an audit of the Sheriff's Office, as is its right, we may pursue that at Council's direction.

3. Marshal's Office

The Municipal Court Marshal's Office has similar duties and powers of the sheriff of Muscogee County, but only so far as said duties and powers may be applicable to the Municipal Court of Columbus/Muscogee County and only so far as those duties and powers are not inconsistent with the Local Act which defines the jurisdiction of that Court. Accordingly, any law enforcement or peacekeeping services of the Marshal's Office are limited to the jurisdiction of the Municipal Court and, like the Sheriff's Office, are ancillary to the services provided by the Columbus Police Department. Said services are not required to be duplicative of other law enforcement resources within the county.

The Municipal Marshal's Office is comprised of 22 full-time positions. Council also provides funding for bailiff positions. In FY2014 the Marshal's Office was $13,500 over its $1,589,196 Adopted Budget. In FY2015, the Marshal's Office was appropriated $1,579,177. The proposed FY2016 budget for the Marshal's Office was $1,236,498. However, Council adopted $1,395,693 as the Marshal's Office FY2016 budget.

a. Duplicative Law Enforcement Resources

Of said full-time positions, the Marshal has 19 deputies for the purposes of court security, service of civil documents, and the execution of evictions associated with the Municipal Court. Regularly, however, theses deputies are seen throughout the community conducting traffic enforcement details with nine or ten Marshal's Office pursuit vehicles. See Exhibit **G** (an exemplar media report of a Marshal's Office traffic detail). These traffic details last hours and are not within the mission of the Municipal Court Marshal's Office. Said traffic enforcement efforts are, however, within the purview of CPD. Accordingly, it was proposed that Council reduce funding by $318,384 which was the equivalent of six deputy positions in the Marshal's Office. However, Council approved a reduction in funding that was equivalent to three deputy positions which amounts to $159,195. Part of the funding reallocation was utilized to fund a much needed network engineer position within our Information Technology Department in order support our growing infrastructure. All other funds were reallocated to the General Fund Reserve until appropriated by Council for non-duplicative law enforcement purposes.

b. Pursuit Vehicles and Take-Home Cars

The Marshal's Office has some 25 vehicles purchased by CCG. Approximately, 13 of these vehicles are pursuit vehicles and approximately 18 are take-home vehicles. Pursuit vehicles cost roughly $50,000 each as discussed above. Because it is not within the mission of the Municipal Court Marshal's Office to provide traffic enforcement, law enforcement patrol services, or take 911 calls, the number of costly pursuit and take-home vehicles is duplicative and unnecessary.

It was recommended that going forward Council fund no pursuit vehicles and no more than 5 take-home cars for the Municipal Court Marshal's Office. This is a policy recommendation that is not expected to have any capital budget impact in FY2016 as the current number of pursuit and take-home vehicles assigned to the Marshal's Office exceeds these recommended numbers so that the new thresholds can be achieved over the next several years via attrition. It is expected that this more fiscally prudent change in policy will result in saving $325,000 in capital expenditures in immediate future years and should be adopted now to enhance the ease of implementation. There will also be a fuel cost savings due to the reduction in take-home vehicles in FY2016. Therefore, the Marshal's Office Budget was reduced by $3,000 due to fuel savings and that said sum was placed in the General Fund Reserve until otherwise appropriated by Council for non-duplicative law enforcement needs.

c. Duplication of SWAT and Tactical Operations

The Marshal's Office uses tactical equipment and trains its deputies in SWAT and tactical type operations. See **Exhibit H** (media articles about the Marshal's Office acquiring drones for surveillance purposes and running active shooter response and other tactical scenarios). These acquisitions and activities have a financial impact on CCG. These activities, training courses and equipment are beyond the mission of the Municipal Court Marshal's Office and are duplicative of resources provided by the CPD SWAT and tactical units. Accordingly, Council adopted a reduction

in operating expenses of $17,000, which was moved to the General Fund Reserve until appropriated by Council for non-duplicative law enforcement purposes.

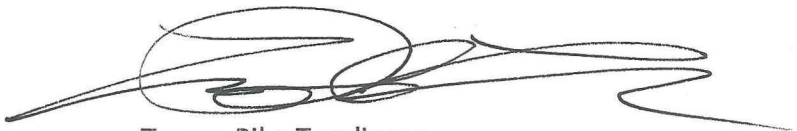
III. Conclusion:

This Mayor's FY2016 Adopted Budget Letter is presented together with the City Manager's budget letter and the FY2016 Adopted Budget Book. The FY2016 budget was presented earlier than is typical in order to allow Council ample time to deliberate the important policy issues set forth herein. We should be emboldened by the progress we have made over the past few difficult years, and know the decisions we made this year will likewise move us toward greater financial security and community prosperity.

I want to thank our City Manager Isaiah Hugley, Deputy City Manager Pam Hodge, our Department Heads, our elected partners and staff for their tremendous assistance in the effort of composing this Mayor's adopted balanced budget.

To our Council, I thank you for all of the hard work that was contributed to complete this budget process. This is the Columbus, Georgia Consolidated Government Mayor's Adopted Fiscal Year 2016 Budget submitted for your examination and review.

Very truly yours,



Teresa Pike Tomlinson
Mayor
Consolidated Government of Columbus, Georgia

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EXHIBIT A

Adopted Fee Increases				
Fee	**Current**	**Proposed**	**Increased by**	**Total Increase**
Impoundment Fee	$50	$95	$45	$131,268.00
Board Fee	$5/day	$10/day	$5/day	$7,220.00
Hobby Kennel Permit	$25/year	$100/year	$75/year	$200.00
Guard Dog Permit	$25	$50	$25	$150.00
Dangerous/Vicious Dog Permit	$100/year	$150/year	$50/year	$3,000.00
Cardboard Carriers Fee	$5	$7	$2	$840.00
Trap Rental User Fee	$0	$10/renter	$10/renter	$500.00
Owner Surrender Fee	$0	$20/each	$20/each	$38,140.00
Owner Requested Euthanasia Fee	$0	$10/each	$10/each	$1,340.00
Small Animal Disposal Fee	$0	$10/each	$10/each	$4,440.00
Fence Check Fee	$0	$25	$25	$500.00
Lot Clearing Administration Fee	$0	$75	$75	$45,900.00
TOTAL				**$233,498.00**

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EXHIBIT B

One Day per Week Trash Pickup

The shift in schedule to one day per week pickup can be addressed simply. We will be picking up trash on the same day as recycling is picked up at all residences. On weeks with Monday or Tuesday holidays we will do our usual shift in days using Wednesday to accommodate the four day week. For those holidays resulting in two days *off,* such as Thanksgiving, we will perform all trash pickups on Mondays and Tuesday of that week, reverting to the old schedule. (We will not be able to do a make-up day for yard waste or recycling.)

A change to one day per week trash pickup will accomplish several goals. First and foremost, it will reduce the number of trucks and drivers needed for garbage collection, freeing up those drivers and trucks to help make up the existing shortfall of drivers we are currently experiencing for recycling collection due to increased tonnage. Further, it will encourage an increase in recycling, thereby reducing the volume of trash being taken to the landfill, reducing annual landfill set asides for closure and post closure *costs,* delay future landfill construction costs and increase revenues from the sale of recyclable materials.

Cost avoidance for three drivers, trucks and fuel reassigned to recycling is $495,000 annually (assuming lease of trucks and no repair/maintenance costs).

During FY14, the estimated life of the landfill increased by nearly four years, from 28.7 years life expectancy to 32.3 years, rather than being reduced by one year, resulting in five additional years of life. This is the direct result of diversion of material to the recycling plant, as well as improved compaction due to the purchase of a new compactor and hiring of a new operator.

Eliminating Glass Recycling

Eliminating glass recycling will result in more efficient recycling collection operations. This operational change has a cost avoidance value of $495,000 as it is the equivalent to the efforts of three trucks and drivers when ran thru the route modeling system.

Last year, the City spent about $12,000 per month for pickup and receiving only about $400. This year, the firm that was picking up the glass has not been coming, nor have we been able to find anyone to take the glass. So we were collecting it, dropping it at the recycling center and ultimately taking it to our landfill when glass started overflowing the dumpsters we had available.

With no market, it was not worth the extra effort to pick it up separately. Eight of our new recycling trucks had separate containers for glass and these were filling up much quicker than the portion of the truck used for the rest of the recyclable materials. This meant an extra trip back to the center just to empty the glass containers. Since we are very, very short of trucks and drivers, this gives us some breathing room while saving wear and tear on trucks and some overtime. The cost avoidance is valued at $495,000 as the cost to rent three trucks, pay three drivers, reduce gas, and etc.

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EXHIBIT C

ADOPTED OLOST PUBLIC SAFETY CAPITAL

POLICE	1,007,300	(20) Police Pursuit Vehicles with Technology Package
POLICE	80,835	(3) Harley Davidson Motorcycles with Radar Unit
POLICE	394,380	(21) Unmarked Police Vehicles
Subtotal	**1,482,515**	
FIRE & EMS	1,300,000	Burn Building
FIRE & EMS	44,000	(40) SCBA Cylinders
FIRE & EMS	156,000	(120) Protective Clothing for existing personnel
FIRE & EMS	510,000	Capital Lease for 9 Vehicles & Loose Equipment (3 Pumpers, 1 Quint, 1 Rescue Truck, and 4 Ambulances)
Subtotal	**2,010,000**	
MCP	15,327	(3) Motorola APX7000 Radios
MCP	1,878	(4) Radios
MCP	22,500	(15) Motorola PM400 Radio (Emergency Handheld)
MCP	1,650	(15) Motorola XTS 1500 Radios
MCP	28,355	(1) Pursuit Vehicle with Emergency Package
Subtotal	**69,710**	
SHERIFF	47,350	(1) Washer
SHERIFF	9,800	(1) Dryer
SHERIFF	16,793	(1) Tilt Kettle
SHERIFF	9,370	(2) Food Warmer
SHERIFF	39,600	(12) Motorol Radio & equipment
SHERIFF	7,964	(4) Ice Machines
SHERIFF	9,648	Centurion Panic Alarm System (Retrofit)
SHERIFF	58,000	Fire Alarm System
SHERIFF	6,200	EKG
SHERIFF	24,000	(8) AED
SHERIFF	2,375	02 Concentrator
SHERIFF	4,400	(2) Hospital Beds
SHERIFF	1,700	Specialized lift for oversize wheelchair patients
Subtotal	**237,200**	
CAPITAL RESERVE	**90,000**	
TOTAL	**3,889,425**	

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EXHIBIT D

Sheriff's Office and Police Department Positions

Major duties for each position; all positions are in exchangeable.

Sheriff's Office	Sheriff' Office	Police Department
Investigator G-16 • Conducts criminal investigations of incidents within the Sheriff's Department. • Conducts criminal investigations of crimes committed against local businesses. • Investigates a variety of crimes, including assaults, thefts, identity thefts, and sex crimes. • Executes high risk search warrants and • high risk arrest warrants. • Conducts special investigations involving mid- to upper-level narcotics dealers. • Conducts interviews using the Computer Voice Stress Analyzer. • Performs special details such as dignitary protection or building security.	**ID & DS Technician G-16** • Fingerprints, photographs and identifies inmates. • Classifies fingerprint cards. • Files fingerprint cards, photographs and criminal history records. • Runs checks on the computer for information on individuals. • Locates inmates in the jail for identification purposes. • Records identifying information obtained through interviews with inmates. • Fingerprints, classifies and searches files to obtain an identification of inmates giving false information. • Arrests persons on outstanding warrants, bond surrenders, and criminal offenses with probable cause. • Completes arrests and booking reports. • Attends court sessions and testifies as required for arrested persons, and in cases involving identification sergeant duties. • Assists with the provision of jail security and processing of inmates. • Enters data to the computer system. • Makes photographs from	**Detective, Technician and Corporal G-16** • Investigates assigned cases. Processes crime scenes; obtain facts and evidence about cases. • Retrieves, process, examine and secures physical evidence; transports evidence to the lab. • Writes reports; records the progress of each case; maintains case files. • Interviews victims and suspects. Interacts with victims and the family members of victims. • Reviews latent fingerprints. • Performs interrogations; conducts • polygraph examinations. Determines proper charges; prepares case files for the District Attorney. • Serves as recruiting officer and conducts background investigations • Testifies in court as needed. • Serves arrest and search warrants. • Oversees the processing and maintenance of police reports and records. • Follows up on old open cases. • Performs the duties of a Field Training Officer. Supervises and disciplines assigned • personnel. • Issues and orders uniforms and patrol equipment. • Issues and maintains vehicles and radios.

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	negatives on file. • Selects and provides photographs for line-ups as requested. • Maintains and files a variety of computerized and paper records pertaining to the identification of inmates. • Conducts crime scene searches as requested; examines scenes to obtain clues and gather physical evidence. • Identifies, collects, marks, analyzes and preserves physical evidence; photographs crime scenes, lifts and classifies fingerprints, and makes composites. • Develops leads for suspects in cases after analyzing physical evidence collected at crime scenes.	• Attends community relations events. • Supervises crossing guards.

FTO's in Sheriff's Office, G16, similar to Corporal, G-16, in CPD.

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EXHIBIT E

LOCAL&REGION

Online extra

Police say a Pennsylvania man caused more than $14,000 damage to several other vehicles when he took a dare to do a "doughnut" with his pickup truck in a bar parking lot. Police say 35-year-old Brett Whitmire's truck kicked up damaging stones as it spun in a tight circle in the parking lot of the Beer Garden in Washington Township on Aug. 18. Butler County prosecutors say they're willing to drop a felony criminal mischief charge if Whitmire, of Butler, pays for the damage.

Read the full story at www.ledger-enquirer.com

Online comment of the day

"Beautiful story. These babies are so lucky that they are going to be born to such loving Christian parents who are committed to giving them the best life possible no matter how long or short it may be. May God continue to bless this family." — From "Margie Kekko" on a story we brought you earlier this week about a local woman who is pregnant with conjoined twins.

Add your voice! Story commenting is available on most stories at www.ledger-enquirer.com

COURT: WOMAN BURNS CAR WITH MOLOTOV COCKTAIL

By TIFFANY STEVENS
tstevens@ledger-enquirer.com


Maddox

A feud between two women led one 19-year-old to torch a Cadillac de Ville in front of a Third Avenue home using a Molotov cocktail, according to court testimony.

Myshonique Maddox, 19, faced destruction with intent, first degree arson and possession of tools used to commit a crime during a Friday morning Columbus Recorder's Court hearing.

Firefighters extinguished the car around 12:30 a.m. Saturday. Columbus Fire and Emergency Medical Services Fire Investigator Danny Irions told the court the vehicle, worth $1,900, was totaled from the fire.

The car owner later told Irions she and two other witnesses watched Maddox throw the improvised fire bomb into the passenger side of the vehicle in front of her 4200 block home, according to court testimony.

"Three people witnessed her hold the bottle, light the rag, and I quote: 'Ha b----!'" Irions said, mimicking Maddox throwing the bottle into the car.

Irions said witnesses testified that Maddox had been involved in several conflicts with the car owner and an unidentified man she was once acquainted with. Irions did not specify the exact reason for the argument between the three.

Judge Michael Ceilinski set Maddox's bond at $32,500.

In brief

Police seek suspect in August robbery and assault

A 23-year-old Columbus man is being sought in connection with an early August robbery and aggravated assault, as well as two counts of parole violation, police said Friday.


Williams

Marrikus Dayquan Williams allegedly robbed someone outside on Pembrook Drive. Police said that during robbery, Williams assaulted the victim, who has since recovered.

Williams is described as a 5-foot-4 and 145 pound black man, with three tattoos: the words "C town" and "Mookie" on his right arm and the word "Tarsha" on his left.

Anyone with information about Williams' whereabouts should contact Investigative Services at 706-653-3400.

— Adam Carlson

Robbers pistol whip man on Winston Road

A 25-year-old man suffered a laceration to his cheek after he was pistol whipped Thursday by three robbers on Winston Road, according to a Columbus police report.

The injured man and the 23-year-old victim accompanying him told police the robbers approached them on the 700 block and robbed them of an iPhone around 10:40 p.m.

Anyone with more information should contact In-

EMERGENCY TRAINING AT COLUMBUS TECHNICAL COLLEGE



Law enforcement officers with the special operations group at the Muscogee County Sheriff's Office prepare Friday morning to enter Carl Patrick Hall at Columbus Technical College as part of an emergency training drill.

Officers in the special operations group at the Muscogee County Sheriff's Office spent part of Friday training on the campus of Columbus Technical College.

The scenario for the exercise was that of an active shooter inside Carl Patrick Hall. Campus police officers acted as first responders during the scenario, securing the inner perimeter until the special operations group arrived. Criminal justice students at the school played various roles inside the building.

The training exercise is required by the Technical College System of Georgia. Officials said they will review and evaluate the training exercise to determine if they need to make adjustments so staff and students can be fully prepared in case of a real emergency.



Members of the Columbus Technical College campus police department Felix Davila, front right, along with, from left, Diwana Patterson, Charles Lucas, Cpt. Grace Black and Cpt. Leatha Cyprian, prepare for the emergency training drill by ensuring there are no live rounds in their weapons or on their persons.

Photos by
MIKE HASKEY
mhaskey@ledger-enquirer.com


Dimon Kendrick-Holmes

Things that go boom

We all shared a big surprise this week. You know, the sonic boom.

More often, we get individual surprises. Sometimes it's bad news, like when your car breaks down at a red light. Sometimes it's good news, like when somebody emails you from a foreign country saying they're about to make you a millionaire.

These individual surprises aren't particularly interesting to the masses, but they're darn interesting to you, and you tell your friends about them, and your friends share your pain or your joy or sometimes they tell you you're a moron.

Which reminds me of a surprise I got this week.

I'd driven to a lunch meeting with two coworkers, and we'd returned and were walking out of a downtown parking garage. They took the handy walkway, which was just wide enough for a couple of people. Instead of waiting and following them, I just walked out the driving entrance, pausing first to allow a car to pass.

That's when I got my surprise.

Something went boom on top of my head.

My first reaction was surprise. My second thought, after realizing that the parking barrier arm had dropped from the sky and bounced off my head, was that I was a moron.

Perhaps it was an even bigger surprise that my companions didn't burst out laughing. But the bar had dropped with such swift violence that they immediately began dispensing the kinds of advice people give to potential concussion victims. You know, like don't take a nap if you suddenly feel sleepy.

They may have even asked me how many fingers they were holding up. I'm not sure.

But I got back to the office and felt fine, which was kind of disappointing because the barrier was heavy, it made a loud noise when it bounced off my head, and it all felt like a big deal, which apparently it wasn't.

That was my surprise. It didn't affect you, but I'm sharing it with you now in the hope that perhaps you will find it mildly amusing — or at least think that I'm a moron, which will make you feel better about yourself and give you the confidence to do something impressive that could benefit society.

On the other hand, the sonic boom was something we all shared. At first, you may have

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EXHIBIT F

BEMON G. MCBRIDE, III
CHIEF JUDGE OF SUPERIOR COURTS

11TH FLOOR, GOVERNMENT CENTER
P.O. BOX 1340
COLUMBUS, GEORGIA 31902-1340

TELEPHONE
706/225-4275
FACSIMILE
706/653-4269

March 24, 2015

The Honorable Teresa Pike Tomlinson
Office of the Mayor
P.O. Box 1340
Columbus, GA 31902

Dear Mayor Tomlinson,

Thank you for the time you, the City Manager, Mrs. Hodge and others were able to spend with us a couple of weeks ago concerning the proposed Rapid Resolution Initiative ("RRI").

We are enclosing a summary which outlines this initiative, together with projected cost savings. As we have discussed, RRI is a refinement of a proposal made two years ago to Council.

We continue to believe the need for such a program is present. We believe RRI represents enhanced ability to protect constitutional rights of persons in the Muscogee County Jail with significant financial savings over time to the City of Columbus and its citizens. RRI has been developed in consultation with a number of community leaders and groups, to include the NAACP Columbus Branch, the Interdenominational Ministerial Alliance, Project Rebound, the Southern Anti-Racism Network and Sheriff Darr.

As you know, we appreciate the consideration which you, the City Manager, members of Council and Mrs. Hodge bring to this process. We look forward to addressing your questions.

Sincerely yours,

Bemon G. McBride, III
Chief Superior Court Judge

For Moffett Flournoy
Chief Circuit Public Defender

Julia Slater
District Attorney

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Rapid Resolution Initiative ("RRI")

As outlined in more detail in the attached PowerPoint, the RRI stated goal is to reduce the time between arrest and final case disposition.

By addressing and resolving cases early, we achieve the following:

- Ensure protection and guarantee of constitutional rights;
- Protection of and closure for victims;
- Reduce the daily jail population average as follows:
  - First phase from 900 to 800 per day; and
  - Second phase to 700 per day;
- Increase Court availability for more complex cases;
- Improved relations between the city, courts and community; and
- Realize both short and long term cost savings to the city.

Cost Factors

The program is primarily personnel cost driven as follows:

District Attorney's Office
Four (4) Positions $244,402

Public Defender's Office
Three (3) Positions $142,670
One position is cost neutral and is a result of reclassification in the current budget creating a new position ($76,000)

Both offices will incur one time capital outlay cost for office space reconfiguration.

Cost Savings

The program will have both immediate and long term savings. While the average daily cost to house a defendant in pretrial custody is an average of $40 a day, much of that cost is institution- wide and annualized. A conservative cost savings realized immediately upon release is $15 a day per inmate.

Immediate Savings

A decrease from 900 to 800 average daily population yields a cost savings of $45,000 a month and $540,000 annually.

Long Term Savings

A 900 to 700 decrease in average daily population would not only save $1,080,000 but would also eliminate the need for a $40 million plus jail capital expansion and the accompanying annual staffing and maintenance cost.

This would result in additional court resources for more complex cases, leading to early completion and reduced jail time in these cases as well.

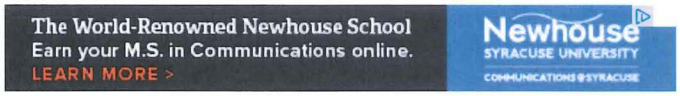
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This is a collaborative effort involving and supported by the Superior Court, the District Attorney, the Public Defender and the Sheriff.

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EXHIBIT G





Deputies target speeders in Columbus traffic detail

Posted: Nov 06, 2014 6:29 PM EST
Updated: Dec 04, 2014 6:29 PM EST

By Sarah Panko CONNECT

Several News 3 viewers called our newsroom Thursday, wondering about the increased presence of deputy marshals on Columbus streets.

The Muscogee County Marshal's Office says about half of their 20 deputies patrolled areas where traffic safety is a major concern like the school zone at River Road Elementary and Victory Drive.

"Our primary responsibility is the civil process that's what we do every day, but to and from eviction and civil processes if the deputy sees something that's egregious, then they have a responsibility as a sworn officer to take action," says Captain Curtis Lockette.

The following are the statistics from today's detail via the Marshal's Office:

Speeding- 14

Speeding (Warning)- 5

Speeding School Zone- 9

Speeding School Zone (Warning)- 2

Driving While License Suspended (DWLS)- 1

Red Light- 1

No State Tag- 1

No Seat Belt- 2

Suspend Registration- 3

Failure To Exercise Due Care- 1

Arrests- 3

Outstanding Warrants Cleared- 3

Total Citations: 39

If speeding is a problem in your neighborhood, give the Marshal's Office a call at 706-653-4385.

EXHIBIT H

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Drones to be used in Columbus for law enforcement

Posted: Nov 13, 2014 10:31 PM EST
Updated: Dec 11, 2014 10:46 PM EST

By David Hurst CONNECT

COLUMBUS, Ga. - Cameras are just about everywhere these days and law enforcement wants to put them in the air by using drones. One local agency has already started using one and others say they want one too.

Last year, the Muscogee County Marshal's Office purchased a drone after a man threatened deputies over an eviction notice. The Marshal's Office says they could have used the drone to survey the perimeter and find the best way to approach the house.

The Marshal's Office hasn't had an opportunity to use their drone, but they believe just having one -- makes them ahead of the curve.

"It's almost like handguns and ammunition, everything is advancing -- cameras, cell phones and now, of course, drones," said Sgt. Rick Bowers of the Muscogee County Marshal's Office.

Bowers says agencies with a search warrant could use drones to gather evidence. Before, if the Marshal's Office needed an aerial view of a scene, the only option was the Columbus police helicopter. Now, they can use their drone. Bowers says it saves manpower, time and money.

"It helps us get surveillance pictures of the area and what we're looking at to see if there are any other angles of approach we may want to use to try to advance on a house to serve a warrant," said Bowers.

Other government agencies have also expressed interest in using drone technology. Russell County EMA Director Bob Franklin says having a drone would have been beneficial to survey the damage after this year's tornado.

"I think something of this size, you could probably purchase one of these for what it costs to fly that helicopter for an hour," said Franklin. "It would save us a whole lot of money."

However, some have concerns about privacy with having a so-called "eye in the sky." State Senator Josh McKoon proposed a bill last session about drones and privacy after constituents expressed some fears about drones.

"We want to strike a very careful balance, and that is, we want to protect the individual rights of the public at large, but we also want to make sure that this technology continues to be developed and continues to be developed here in Georgia," said McKoon.

McKoon explains the government's use of drones is limited by the 4th Amendment, which prohibits "unreasonable search and seizure." The state senator expects a bill to pass in the next legislative session that sets parameters on law enforcement's use of drones.

"Using drones for law enforcement is something that should be encouraged, we just need to make sure it's done in a lawful way that respects everyone constitutional rights," said McKoon.

Bowers says he understands the privacy concerns and wants you to know they're only using the drone for public safety.

"These days, people think automatically the cops and the government are spying on us," said Bowers. "But we're not using it to spy on anybody. We're not using it to invade any

body's privacy. It will only be used in occasions where law enforcement safety is at stake."

The FAA has set regulations limiting the use of drones for commercial purposes. They just recently gave the green light for several film companies to use drones. The agency has also allowed exemptions in some cases for law enforcement, firefighters and rescue operations.

Columbus Police and Fire & EMS also say they have plans to purchase drones but may wait for the state regulations to be clear about the parameters.

Continuing Coverage:

>>>November 10, 2014: AP Exclusive: Drone sightings up dramatically

>>>December 2, 2013: Amazon.com sees delivery drones as future

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Can't find something? Search for it here

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Columbus Ledger Enquirer

Sunday Interview with Marshal Greg Countryman: 'This is a ministry to me'

By CHUCK WILLIAMS

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ROBIN TRIMARCHI rtrimarchi@ledger-enquirer.com Muscogee County Marshal Greg Countryman talked with Ledger-Enquirer senior reporter Chuck Williams for the Sunday Interview.
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Muscogee County Marshal Greg Countryman has been controversial and outspoken at times.

He has been in public disagreements with other elected officials, including Columbus Mayor Teresa Tomlinson. The Georgia Bureau of Investigation investigated and did not pursue claims of financial wrongdoing with a federal grant in the Junior Marshal Program. Countryman, along with three other elected officials, is suing the city over budget concerns.

Elected 10 years ago, Countryman speaks his mind and speaks openly about his Christian faith.

Recently, he sat down with Ledger-Enquirer reporter Chuck Williams.

You are currently in a lawsuit over your budget and your financial resources. You are suing the city, the mayor and city council. Why?

Well, I'm not going to comment on that presently because it's in active litigation. As you know, I sent a letter to the Ledger because there was a lot of misinformation out there that I wanted to clear up. The case is in the court system. It's in the best place possible. I am going to allow the court system to do what the court system does best.

So, you don't want to talk about that now. One question on that is the point you made in your letter (about) what your office does, right? That was what you were trying to get across in that letter was the responsibilities your office has and financing those responsibilities, right?

That is correct.

What is the primary job of the marshal of Muscogee County?

Our primary duty is to handle civil process through the Municipal Court. We carry out all the precepts of the Municipal Court. We work in conjunction with the clerk of Municipal Court's office, too. As you may not know, the marshal's office was revamped August 12, 1915. The marshal's duties were changed a lot. In the early stages of the marshal's office, the marshal did everything in the city.

... The marshal's office and the sheriff's office predates the police department and the marshal gave an official proclamation to the Georgia census as 1,152, in 1830. If you go back and look at the history, the marshal and the sheriff have pretty much done the same thing for the past 185 years. If you go back and look at the history of the marshal's office, in the 1840s, if the city levied a fine — which they had aldermen back then, they didn't have city councilmen, they had five aldermen and they had a mayor — but if the aldermen levied a fine against a person for taxes or for anything of that sort, the marshal would go out and deal with that. If it was $100 or less, the marshal dealt with it. If it was $100 or more, then the sheriff would deal with it. But the marshal did everything from tax collections, and we have to consider the times in which we're talking about — we're talking about the 1800s.

The frontier days?

Yeah, frontier days, but there were also some things that are very sensitive to talk about now, even, dealing with the African-American community. Because back then, if an African American had his porch light on past a certain time of night, then the marshal or his deputies had to inflict 20 lashes on them. So, the marshal has gone from issuing lashes to really issuing love in the community.

The marshal carried such a great impact in the city until Nov. 29, I believe, 1898. The city had a legislative act done to just take the name marshal away from police and they established the office of chief of police around that time.

Modern day marshal's office — the bulk of your work is eviction work, right?

We do 31 different types of civil process, everything from levy to garnishments, evictions, dispossessory warrants. Evictions is what we handle the most. For the past years, it's been pretty consistent. We've received over 5,300 evictions per year; some years it has gone up to almost 6,000.

How many deputies does it take to handle 5,300 evictions in a year?

Currently we've been doing it now with about 14 in the field, but we have narrowed things down to a science. Before I got here, it took around eight to nine weeks to deal with evictions. Under my administration, it takes between two and three weeks.

From the time the landlord walks in and files the initial paperwork?

No, sir. Once a defendant has filed an answer to an eviction, then they can go into the court and then the Municipal Court judge will deal with from there. If he issues a writ to the plaintiff of the case, then the plaintiff has to pay $5 to the clerk's office and then they come to the marshal's office to set up an eviction. So, from the time they get the writ from the judge, once the judge deposes of things, it comes to our office.

How big is your department now?

Counting reserve, civilian and full-time, it's probably about 30.

How many full-time?

We have about 20 or 22 on the road.

And 14 of those are used ...

In the field. And then we have deputies here that work in the office. Those are the ones who handle the admin part, answering the phones, answering questions about evictions, entering the documents into the system. Every document that comes into our system from the clerk's office, let's say we get 30,000 documents, those two deputies have to run every name through GCIC (for criminal history of outstanding

warrants).

So, they have to run those names through to make sure that when we get those documents out in the field, those deputies are not going to encounter someone that has a warrant. The deputies have a very, very dangerous job. Marshal deputies do more building clearing than anybody in the city. It's a good training too for "shoot, don't shoot," if you will, because when we go do an eviction, the landlords can't go into the house.

We have to go into that house to render that dwelling safe. So, that means we have to take out our weapons, we have to hold traffic on the radio, we have to go in and clear every room and render that dwelling safe, and then we can let the landlord know it's safe to come in. Because we've done evictions before where we knock on the door and the next thing we know we hear "Hold on a second" — Bam! — and someone has committed suicide.

How many times has that happened?

I can think of maybe twice that has happened. ... So, those things happen; it's not anything pleasant. We get a lot of intel. We walk into evictions, and based on our training, we know that this may be a meth lab or marijuana growth lab, or it may have something in it that may interest another agency. So, we've had other agencies to come in because we look at the mail people leave, so it's a good tool for us to create a database.

Of the three law enforcement agencies in the county — marshal, sheriff and police department — you're far and away the smallest, right?

Yes, correct.

You are elected, the sheriff is elected, police chief is appointed by council. As a leader of a law enforcement agency, are you on par with the chief of police and the sheriff?

Yes. Yes, I am.

Why do you say that?

Because the chief tells me constantly, "If you ever need anything, give me a call." If I ever needed something I could call Chief (Ricky) Boren. He has never said no to anything that I've asked for. And understand, Chuck, we complement each other. With the chief, the sheriff and myself, experience alone is almost 100 years. So, there is an inner genius in everybody. There is a different experience level in everybody. So, sometimes I can pick up the phone and ask the chief about a certain procedure that I'm not familiar with. If I create a different policy for something, I may have to ask him to send me his policy in order to get me his take on things because I trust him for that.

You and the chief have had some issues, but y'all are working well together now, right?

Even if you have an issue, it's sort of like a relationship because you can consider us sort of brothers in this, because this is a family. Even in your family household, the family will go through problems, but you don't cease talking. If we ceased communication, it doesn't affect us, it affects the community. Because if he calls and asks us for help, which that happens from time to time, if there is bad weather and they are tied down with calls, guess what?

The marshal's office will go out and answer 911 calls and assist the police department to get their calls down. Once we get their calls down, then we get what we call "1080," we get back in service.

So, you respect Chief Boren.

A great deal. I think he is a very, very brilliant man, and I've said to my chief deputy a number of times, I respect Ricky Boren and his knowledge and I think he's a good chief.

What did you learn at the sheriff's office?

Well, when you're coming from an agency like the Columbus Housing Authority police, my experience was based on what we had to deal with. We were referred to by some police officers as renegades because we had to have a certain mindset going in to public housing. Public housing is not a bad thing, but we've done research and back then 95 percent of the arrests that we made were of people that didn't even live in public housing. Public housing has a negative image, but it seems to draw a certain kind of people.

What kind of people?

Well, there were a lot of drugs in public housing. And when you have people that have been arrested two or three times for drugs and they know what's going to happen to them, it's normally a fight if you have to arrest them — it's normally a foot chase. So, things can get highly dangerous. When Baker Village was there when I worked evening shifts, they would shoot out the lights.

Street lights?

Street lights. So, if we had a call, we had to hold our flashlight a certain way because we didn't want to get a brick thrown at us. So, our minds were conditioned for a certain type of call or a certain type of fight that we had to go into.

How did that concept change when you joined the sheriff's office?

I finally saw the way that an agency operates, and I had a great lieutenant at the time, Lt. Mike Massey. I give a lot of credit to Maj. Massey now, that I say I proudly respect more than anybody because (he) took up the most time with me. And I'd like to say that he helped to develop me, and he saw something good in me.

Was Maj. Massey one of your mentors?

Yes, big time. He is somebody that I look up to, somebody I can call on, and somebody that I do call on. Lt. Mike Farley, who worked in field services with me, he's here now. He was Deputy Mike Farley and then he was promoted as a sergeant in the sheriff's office and I brought him over here with me when my lieutenant left. The sheriff's office is a great agency. Just like my agency, we are people-oriented and when you work in an elected office you understand the importance of an elected official because you understand that the decisions that you make are the decisions that will affect your boss.

As an elected official, who is your boss?

The citizens of Columbus and the governor of this state.

What's the difference in the marshal and the sheriff?

The marshal was created through a legislative pact. The marshal handles the precepts of the Municipal Court and some Magistrate Court. The marshal has a distinctive duty, as the sheriff has a distinctive duty. When the office was created, it gave the marshal the same authority of Municipal Court that the sheriff would have in Superior Court.

Correct me if I'm wrong, the sheriff is a constitutional officer of the state. Are you a constitutional officer of the state?

No, I am not. I'm a municipal elected official. There are only four constitutional offices other than many elected officials: the probate court, the clerk of Superior Court, the sheriff and the tax commissioner.

You were in the sheriff's office and you had to resign your position to run for marshal, and you ran against Ken Suddeth, correct?

That is correct.

First of all, that was a leap of faith to resign from that job of how many years at the time?

I think it was a little over six years, maybe going on seven.

Did you have any kind of safety net when you did that?

I'm glad that you asked that question because my faith is what sustains me. Even before this interview, I had to fast just to get my mind cleared because when I communicate with God, I don't want there to be any type of blockage. It was not a full fast, but I did fast from certain things because I want to give up something in order to get something in order to give you a great interview.

My faith is what drives me. Every morning I get up and I do my daily devotional. I send out right at 80 messages each morning to other fellow citizens in the community. So, when I decided to run for the office, it's funny because I can remember me sitting in my living room on the couch and I had just gotten off of the phone and it just came out of my mouth, "I'm going to run for marshal." I don't know where it came from, and as I did that, I saw doors just opening. At the time the marshal said that I was campaigning on the job, and that was not true. So, what I did, because the sheriff had talked with me about it and said he got a call about it and he said it wasn't true because if it were true, he would know.

Sheriff Ralph Johnson?

Sheriff Johnson. And I can appreciate him because even at the time he called the sheriff in Harris County, and the sheriff in Harris County hired me, but I never took the job because my wife worked out of town and we had a 5-year-old at the time and we had a newborn. So, with her working out of town, I was not going to work in another county and something happen to my children and I couldn't get back to them.

So, yeah, it did take a leap of faith. However, I know my wife and I came together and prayed over it and I moved forward with it. So, I wasn't worried about what was going to happen because I had the assurance within. And when God communicates with you, you know when He communicates with you. So, I knew I had to go through the motions. I knew there were going to be some tough times because there was some tough times going 20 months without having a full-time job. You learn how to live off of ramen noodles. It's sad because I didn't have a safety net. We had just bought another home. We had refinanced our house to a 15-year mortgage, so things got a little bit tough. I had two car notes. We had children that were in day care. So, Chuck, it got to the point that we didn't have money for my children to get their hair cut. As a man, wanting to provide for your family, just to watch your wife cut your kids' hair because you can't afford to take them to the barbershop is not a good feeling. But I can assure you of this: we never missed a mortgage payment. We never missed a car note. We would make sure our kids ate well, if my wife and I didn't eat anything but a peanut butter and jelly sandwich or ramen noodles or anything we could, because we were in this together. It was not just me, we stepped out on faith.

Where does your faith come from?

Faith is something that grows on you. Faith is something based on your experience and that's why I never look down on a person because you never know who that person is. You never know where your wisdom is going to come from. My mother was a Christian. She was a Jehovah's Witness and that's how she raised us. Faith has always been in my life and even when I have strayed, I knew how to come back because I knew my mother raised me to have a Christian conscience.

I can remember her telling me things such as "If I'm here you know God is watching you." So, even though she told us not to do something, not to go into the cookie jar, and even if I opened up the cookie jar and put my hand in it, I knew to put the cookie back because I was trained to feel that God is watching you no matter if your mother is there. And I still tell my kids that today.

Where is your church home now?

Kingdom Metropolitan Worship Center on Airport Thruway. My faith is what drives me because every day I come here I have to ask for daily discernment for me to run this office before this office has grown. You know what this office was before I got here. We had one taser, didn't have any carpet on the floor, had the same floors from when the building was built. It was very, very gritty and grimy.

I got with the city manager at the time, Carmen Cavezza, and said, "Look, I can't work in a mess." I'm not saying that the other marshals could, but I wanted to raise this office to have a standard. I wanted to raise this office to have a professional image. ... I wanted to create a spiritual atmosphere for me to allow God to come in to work through me, to work through this office.

So, you believe your job as marshal is a mission and a calling?

Right, this is a ministry to me. That is one reason I formed the Junior Marshal's Program. I made a covenant with God that if you get me here, I'll use my authority for the good, and I wanted to reach back to kids that were just like me. A lot of people may not know this but when I graduated from ... Baker High School in 1984, I graduated as a special ed student. I had a learning disability. I had a very bad stuttering problem. I had problems trying to comprehend.

You don't stutter now.

I do stutter. You just don't pick up on it. I've learned to say words that are easy to say. That's why I don't use a lot of big fancy words because I will fumble over them. I couldn't enter college because I couldn't pass an entrance exam. I had problems reading, I had problems writing. I could not write a structured sentence. People knew that I stuttered because they use to make fun of me.

Do you remember some of the names they use to call you?

They used to say I sounded like a car trying to crank up. Even my grandmother would make jokes from time to time, but she knew I was a very sensitive person about that. Even when I get with kids now I try to look at the best in every child that I see to give them the opportunity that I had, because even though I had those challenges, I had a mentor in my life, and I would hate to know where I would be if I didn't have a young man by the name of Tony Alexander. Tony Alexander was older than me. His mother was not my grandmother but we called her grandmother; she was the neighborhood grandmother. He was a very mature person for his age.

What neighborhood did you live in?

Willis Plaza, off of Cusseta Road. I grew up on Swan Street. My neighbors were Judge Albert Thompson and A.J. McClung. But even with that I couldn't enter college, but now I teach on a college level. So, I understand how far God has brought me because every step I move I can look back and I can look at how far he's brought me. ... But where we are today, I'm grateful because I could not have done this on my own. There's no way, because even when I was supposed to fall, when people tried to make me fall, I couldn't fall because I would never abandon God because I never want Him to abandon me. A lot of people may say, "You're this guy that talks all of this..." Well, guess what? I have a right to do that because I understand where I am, I understand who I am, and I understand more importantly whose I am, because this office has been a ministry to me. I have had people ask me to do different things, but I am going to stay here until God speaks to me.

What verse is your Bible open to?

It should be Ephesians and I have my devotional here, which is written by Jack Countryman, no relationship.

You contend that it is on par with the other agencies, and you have asked for the equipment to make it such. Why do you need police cruisers for your deputies?

The question would be why don't we need them. If you say that we are equal — and to which I say that we are equal, we go through the same training, we get the same pay, we get the same retirement... — marshals should have the same thing because although we have a prominent duty to be civil processors, we also have a secondary duty to protect and serve.

The police can't be everywhere. The sheriff can't be everywhere. That's a mindset, and as an elected official I have a budget, and as an elected official, I get to utilize my budget to buy the type of cars that my

deputies need to fulfill their duties, because if a police officer has to have a certain car for their purpose and the sheriff outfits his people with a certain car, what is the difference in the marshal doing the same thing? If we are the three law enforcement agencies, then we should be able to drive the same car.

(Councilor Gary Allen's) Ford Fusion remark still bothers you, right?

It was very degrading,

Did you tell Councilman Allen that?

I did. I told him it was very, very degrading. This is it: I have three boys and my oldest son is not of my loins, but he has never heard me call him stepson. I have three boys. I've raised them all, they are my sons. When you start to imply certain things, it creates a certain prejudice, it creates a certain mindset, it puts misinformation out there. You can't say we have a public safety and you say one agency is the primary public safety agency. We have three law enforcement agencies. You don't hear the President of the United States say we have a great Marine Corps or we have a great Coast Guard. He says we have a great military. Because we are military, that although we have a distinct mission, we all train the same way, we have to meet the same requirements, we have to meet the same requirements to maintain our arrest powers.

Do we need three law enforcement agencies in Columbus?

We do need three law enforcement agencies. We've had two where we had the marshal and the sheriff, but we need a police department, we need a marshal's office and we need a sheriff's office. We all complement each other. What would you think would happen if we had two agencies that did the same thing and thought the same way, and nobody could check the other agency — it's checks and balances. The marshal's office is a crucial part of public safety.

Do we have a crime problem in Columbus?

If you have one house broken into, that's a crime problem. Do we have a crime problem? I think we can do better when we come together and work together for one common cause, and that is for the citizens. That is why from where I sit, my deputies have to go out and have to communicate with three citizens every day, list their names and bring that back to this office, because that is part of community policing.

Before I took office I met with Jim Wetherington because I wanted to pattern my leadership after him. One thing that I watched and have seen over the past 20 years is community policing is necessary to reduce crime. Traffic enforcement is necessary to reduce crime. A lot of people may not know what the studies say, but when you can involve the community and build that trust with the community, because in the wake of things happening in Ferguson and New York, public safety law enforcement is going to be forced to do things in a certain way anyway.

I'm going to ask you the same question I asked Chief Boren: Are you a cop or are you a politician?

I'm a public servant that happens to be a law enforcement official. I believe that everybody that commits a crime should not have to be arrested. I believe that. Once upon a time I had a problem drinking. I knew I did; I'm not a perfect person, but I can appreciate where I am now. But even then, my conscience would bother me because I knew I had drank and drove. If I went to the club in my single days to drink and made it home but I was never pulled over, but I was never to the point where I couldn't drive, I made a bad decision.

Sometimes people make bad decisions and that officer has the discretion to arrest or not to arrest. Some people's philosophy may be different because of the agency they work with, and they may feel like everybody needs to go to jail.

So, does that make you a cop or a politician?

I'm a public servant. Every law enforcement officer, whether you're Columbus State (University) Police, sheriff's office, everybody is a cop. Because if you wear that gun and that badge and you have arrest

authority, you are a cop. It's a mindset. So, I'm a law enforcement officer who happens to be elected and a public servant.

I'd like to talk to you about your relationship with Mayor Tomlinson. When she was elected four years ago you worked very hard for her, right?

I did.

In the most recent election, you were very vocal and very high profile against her. You were sitting on the front row...

Sitting on the front row does not make you vocal, and if you ask anyone, my concern — and even my comments were in your paper — is public safety. And my concern now is still public safety. My concern will always be public safety. I absolutely have no disdain in my heart for Mayor Teresa Tomlinson. I have no ill will in my heart for Teresa Tomlinson or anybody in city government. I believe I had the right to my opinion and as a public safety agency here, I worry about how public safety is being handled. In 2008-2009, as you know, we had a 1-percent sales tax, and don't think that all of this was a sudden change. I'm the type of person, Chuck, that likes to communicate behind closed doors before I have to take anything public. I don't believe in being a radical person, although I think sometimes you have to take radical actions to make your point known. Even as a child, I never saw my mother and father argue.

They never argued?

Yes, but not in front of us out of respect. My kids can never say they heard my wife and me argue even if there is a fundamental difference. We wait until there is a time and place for us to communicate. With the Mayor, you never saw me publicly go out and argue about something she has done. We've communicated via email, and I've told her, and I will tell you because we're doing this interview, that this should be a partnership and not a dictatorship.

Do you think it's a partnership right now?

Well, I think that time will tell. There is always time to heal. Certain things have to happen, but that's why you have some marriages that will break up and some marriages that will get back together; you see people remarrying.

So, do you plan to remarry the mayor?

I'm already married and I'm happily married. (Laughter)

Do you plan to politically remarry the mayor?

I have no problem working with Mayor Teresa Tomlinson on any project that she needs my help on. I absolutely have no problem with that, but understand this, Chuck, public safety is my heart. I watched Mayor Wetherington and I sat in the room with him, Fire Chief Jeff Myers, Sheriff Ralph Johnson, City Attorney Clifton Fay, and the city manager, and when (they) came up with the concept of a percent sales tax, I remember the city manager say "dream big." I'm thinking we can't even hope big. So, "dream big," we would have x-number of dollars coming in that we can fund these different functions of public safety. And initially it was for the police department, the sheriff's department and the marshal's office. ... But, we haven't been able to dream because now the Civic Center is getting part of the LOST, METRA, Parks and Recreation is getting it. So, the number of people that receive the LOST who benefit from it has spread. That means that the money is drying up.

Do you think Mayor Tomlinson has protected the sales tax that was primarily for law enforcement?

I'll give you an example. If I had to maintain $6,000 in my checking account, no matter what in order for me to have a good credit rating, the bank has to see $6,000. If I for some reason don't have $6,000 and I all of a sudden have $3,000, but in my savings account which is for maintenance for my vehicles, if I could move that to over here, technically you have $6,000. But you have exhausted $3,000 over here so you can no longer perform maintenance on what his money was originally for.

Money is just being shifted?

Councilman (Mike) Baker, who has just been sworn in, has said one of the things he wants to do is to build back the city's reserves. We don't have a true reserve, because any time you have to combine money to make one then the money is not being used properly. I have asked and I have communicated and I will not call the councilman's name, but I have asked several councilors to explain how the money is being used, because it's talked about quietly amongst pubic safety. Even now, the police department wants cameras. The marshal's office is looking at different types of cameras. The sheriff's office is looking at cameras. There should not be an alternative funding for the needs of public safety. The money should be there to where we can purchase those types of things because that's what the taxpayers voted for. I think that's what we should give them.

Do you think Mayor Tomlinson has acted in the best interest of public safety? Yes or no?

No. If you ask me point-blank, no, because the money should be there and I think that the taxpayers deserve to know where the money is. I think the taxpayers need to know how they've spent the money. I think it would be good to not just to hide it into a system where you can go in and look for it. There should be a quarterly report that goes out to the public on a web site where they can see expenditures, because if you can look at an elective office and cast judgement on an elected officer and say that the sheriff misuses his budget, that's a stretch if you've never worn the uniform. That's a stretch because I can't tell you what the mayor does in her office. I don't know anything about the mayor's office.

But she's the public safety director?

She's the public safety director for the police department and the fire department and the Muscogee County Prison. I've worked in the jail. I've worked in the sheriff's office. That's not an easy task. Even myself as marshal, I know how difficult the job of a sheriff is, because you can't please everybody. And he has to have a budget, everybody has to have a budget that is going to be efficient. You can do great things when you have a great budget, but look at the agencies like the marshal's office that doesn't have a large budget.

So, money solves problems?

Well, just let me tell you this: When I got married I had a guy tell me that love is love but money makes it easier to love. I think that money allows you the ability to run your office or your department in a way that it should be run. We go to conferences each year and we see new technology that may come out and if we need to purchase something we can't. Those things benefit our agencies because if you don't have a camera now, and cameras could have been purchased... Say there is an incident. There is no independent witness. That camera system is an independent witness that will not lie, that you cannot alter. That's why I tell the truth because often times it's one person's work against another. Once the public can see those kinds of things, believe me, Chuck. ...

As the NFL has taught us, sometimes it's inconclusive.

Well, even if that happens, the level of transparency should be there, because you have to have transparency. Do I like transparency? I've learned to love it because this office is open to traffic. I can't tell you the number of times that I've gotten open record requests for things I know I'm going to have to do all of this work.

I've sent a few to you.

Oh, yeah, you have. But, transparency needs to be there because it promotes integrity and promotes public trust. And if we are going to try and build a bridge from one side to the other, the most important part of building a bridge is you have to build them in sequence from left to right. But what's most important is what is in the middle. You have to be able to build those.

You've got public trust and you've got public safety here; you have to be able to work in conjunction. So, once you get to that middle part, it can withstand the harshest weather. It can withstand the traffic that

comes in the door because once the public trusts public safety... Even if you make a mistake. own up to that mistake.

Solicitor (Ben) Richardson taught me three things when I took office. He said, "Greg, let me sit down and talk with you." He said, "If you ever encounter something in your office, first recognize there is a problem, whether you want to recognize it or not. Secondly, you have to have a solution .....

You called for an investigation of your own department.

I did, because that was integrity. That's integrity.

You've called for investigations twice, right?

Right, twice. Because the first time for the Junior Marshal's program there were some who were saying we had a ghost employee. And at the time I was seeking a job to be the United States Marshal for the Georgia Middle District, which I felt I had a great opportunity for that.

Did that investigation cost you that job?

I was asked to come off of that list. I was asked to be removed off of the list, and after it was cleared and I was cleared of no wrong doing, I was told I could go back. I didn't want to go through that because integrity matters to me, Chuck. As I told you when I left the sheriff's office, someone was putting out false information. My integrity means something to me. I resigned and I left and I sought this office and I got the reward. There were rumors of certain things. I called the GBI on myself and I can remember that call clearly, because they said, "You're calling us to look into you?" They said, "You know, we have the resources to turn over every rock." I said, "I want you to." So, I called the state-level FBI agency to come in and look into the Junior Marshal's program. There was no wrongdoing. I called the GBI to come in and look into another personnel issue that I caught a lot of flak for by some people.

Which one was that?

The one with Alicia Davenport.

She's no longer in your office, right?

She is technically an employee in this office. She is on admin leave without pay. So, the GBI looked into that because when things happen in your office, one thing that I have learned is you have to act swiftly. You can't sit back on things because I call that leading from behind. You can't lead from behind. You have to set a standard, you have to believe in that standard, and you have to move forward based on that philosophy.

Are you considering a run for sheriff?

Chuck, I've had people ask me to run for sheriff since I've been marshal.

Are you going to do it?

I have no plans at this time to run for sheriff. I am going to be obedient. I've told the Sheriff to his face that I can sit here in this office and retire if God wants me here.

So, if John Darr runs, you wouldn't run against him?

I consider John Darr a friend. I consider Ralph Johnson a friend because he hired me. When I ran for office I ran on three things: honesty, integrity and loyalty. Those things mean something to me. John is a great friend of mine, but he knows that if God puts it on my heart, then I am going to obedient to God rather than the man. Do I want to run? I have no intentions.

But if the Lord tells you to run?

If it is placed on my heart, I'm going to be obedient, but I have no plans in my heart. In my heart of hearts, I consider John a friend. This office doesn't belong to me. Neither office belongs to either of us. It belongs to the people. I have no intentions of having the headache of being sheriff.

You've already got a headache, the marshal's office.

But, I love this headache. I can deal with this headache. I enjoy being marshal. I enjoy serving the citizens of this great community, and I like where we are as an office now, because I have kept up with all of the data, the history, the photos, and you can go out and look at the monitor and it shows where we were when I first got here and where we are today. We went over to the west wing — we didn't have the west wing. When I first started we have 14 people in 670 square feet of office space. Imagine if you had 15 children in your house and how chaotic it would be.

Based on your faith tradition, you believe judgment day is coming, right?

Yeah.

... What do you think the judgment is going to be of you?

Well, Chuck, if I die tomorrow, I feel good about where I am, because one thing about it, the Bible tells you when you know right and you do wrong that you sin.

So, I have always tried to do right because I know at the end of the day when I go shower and brush my teeth, when I look into the mirror, I'm happy. I pray when I lay down. I pray when I get up and I thank God for being where I am. Do I think we're living in the end of time? You can look at where we are as a world, you can look at where we are as a nation. I try not to get caught up in foolish things. I got a call from a good friend this morning. He has had a stroke and he called me to say, "Hey, I love you." We don't have time for foolish games and we don't have time to hate on each other, and we need to learn to celebrate each other.

I've been preaching that and saying that for the longest. Do I feel like I need to pick up what I do in a spiritual sense? I'm just not going to be misled or led by foolishness. And I think judgment day is near. It will come as a thief in the night, so we have to always condition ourselves, condition our minds to be where we need to be spiritually.

So, that day is going to come whether I see it or whether it is beyond me and my children see it. I'm always going to prepare for it because I just never know. If I lay down tonight and don't awake tomorrow, I can't say, "I'm going to get myself right." My preacher preached last Sunday on the time is now for all of us to get ourselves together, not be consumed by foolish things, because the things we quarrel over are nothing. I think we're all going through the motions.

Everybody's fate is pretty much decided because if God can tell you every number of hair that's on your head, if he can create earth and within a fraction you either burn or you freeze. We serve an awesome God and we have to get ourselves conditioned for the race. I believe in judgment day and I believe everyone will have to answer. That's why I try to utilize this office in every decision that I make that is key. I imagine the citizens being outside of this door, and once I make my decision, I can go outside this door and justify my actions because it's not your actions that will get you into trouble, it's your inactions.

Bio Name: Greg Countryman Age: 48 Job: Marshal, Muscogee County; part-time assistant professor, Georgia Military College. He worked previously as deputy for the Muscogee County Sheriff's Office and officer for the Columbus Housing Authority Police. Education: Baker High School, 1984; Georgia Military College, associate degree in criminal justice, 1997; Troy University, bachelor's degree in criminal justice, 2003; Columbus State University, master's in public administration, 2007. Wife: Angela, married 15 years; sons Christopher, 21, Greg Jr., 14, and William, 7.

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Columbus, Georgia

Georgia's First Consolidated Government

P.O. Box 1340, Columbus, Georgia 31902-1340

ISAIAH HUGLEY
City Manager

Telephone (706) 653-4029
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July 1, 2015

Dear Ladies and Gentlemen:

As in recent years, Columbus, Georgia continues to face the challenge of providing its citizens with vital, quality services and amenities within the confines of its limited resources without straining its long term reserves. We struggle with meeting the increased demands of the citizens, with limited revenue growth potential and the expected modest increase in the tax digest, little or no change in select major revenue sources, and minimal increases in the sales tax collections. As the nation continues to cope with the consequences of rising costs of necessities such as healthcare, federal budget constraints and imposed sequestration measures, and unprecedented times in the housing and financial markets, Columbus, Georgia has not been untouched. The Columbus Consolidated Government is committed to providing services to meet the demands of our citizens as we continue to stand for Performance, Accountability, Service, and Trust.

In preparing this FY16 Adopted Budget, the needs and demands of the citizens we serve were at the root of our concerns. This budget cycle has presented similar challenges to those we have faced in the past few years. The goal for the FY16 Operating Budget was to live within our means while meeting the service needs of our citizens without undue depletion of our long term reserves, which are vital to the sustainability of our city's economic infrastructure. We continue to adapt to the added operational requirements for some of our facilities that are relatively new such as the Aquatics Center, the City Services Center, a new parking facility structure, and the Recycling/Sustainability Center. While local, regional and national economic conditions remain uncertain in both consumer spending and in the housing market, the digest is anticipated to increase only nominally as other revenues remain relatively unchanged. The FY16 Operating Budget is balanced at $265,724,993. In order to balance the budget, $1,455,560 of fund balance across all operating funds was used, $1,283,310 from the General Fund and $172,250 from the Debt Service Fund. Fund Balance of $135,273 was adopted as a subsidy for the Parking Management Fund, $300,000 subsidies for the Bull Creek and Oxbow Creek Golf Courses, $200,000 subsidy for the Civic Center Fund, and $600,000 subsidy for the excess charges for prisoner health care. The expected increase in the City's digest is projected at 1.5%, other major revenue sources remaining unchanged or modest increases, and $233,498 adopted in service fees adjustments. Capital requests and infrastructure repair and replacement were delayed in the General Fund except for $76,042 for equipment.

The total millage rate remained the same in FY16 as adopted in FY15. The millage rate is 17.88 for USD #1, 11.90 mills for USD #2 and 11.00 mills for USD #4. The total General and Urban district subject to the 9 mill cap is 9.00 mills in USD #1, 6.95 mills in USD #2, and 6.80 mills in USD #4.

Challenges

We continue to struggle for replacement of capital equipment and infrastructure maintenance. The last time significant funding was made available for capital investment was with the 2009 Other Local Option Sales Tax. The Columbus City Council confirmed by resolution to dedicate 70% of the tax to Public Safety and 30% of the tax to Infrastructure. As in the FY15 Adopted Budget, this FY16 Budget also postponed funding for the

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Capital Replacement Program in the General Fund. We were able to fund minimal capital requests in other operating funds, but left many justified equipment requests and projects unfunded. Costs of operations remain at a minimal level. As we look to our future, we must be mindful of the potentially costly impact that deferred maintenance on equipment and vehicles or delayed reinvestment in basic infrastructure may pose to us in years to come.

Cost Containment Measures

In order to ensure sustainability of the pension plan, significant pension reform occurred in FY13. The benefits of implementing pension plan reform are already proving to be successful and significant in terms of savings to the City. The UGA pay plan study has now been fully implemented and operational for several years as well. In 2010, the City began paying emergency responders a supplemental pay in addition to their base pay, funded by the Other LOST. Once implemented, the City has expanded the pay supplement to all public safety officers, including those who are not emergency responders. As in the previous seven budget years, in FY16 the Public Safety employees will continue to receive an annual $3,121 supplement to their annual compensation. It has been debated whether the public safety officers felt this pay supplement was subject to discontinuation, when in fact and in practice the intent has always been for the pay supplement to be considered the same way all pay is considered: permanent but subject to change along with budgetary constraints and funding source availability.

Several cost containment measures were continued in the FY16 budget. All positions that were unfunded during FY15 will continue to remain unfunded during FY16. An "unfunded" vacancy position is one that cannot be refilled during the budget year due to lack of funding for the position, but the position remains an authorized position that may or may not be funded in subsequent budget years. These unfunded vacancies are general government positions as opposed to public safety positions. This measure results in an annual savings of $1.34 million in the General Fund.

In addition to continuing unfunded vacancies, the City has also made the decision to continue to defer major maintenance to its facilities and to delay any significant capital investment in its facilities or infrastructure indefinitely. The aging and deteriorating condition of some of the City's buildings and other facilities is of grave concern; however, the austere budget circumstances in which we find ourselves year after year simply do not allow the City to invest in its own facilities at this time.

Budget Process

Early in the budget preparation period, we forecasted that revenues would not fully support the operations of the government. The combination of reducing expenditures, unfunding vacancies, delaying capital and infrastructure purchases, reducing subsidies to other funds and agencies, revising healthcare plan design and contribution levels, preserving General Fund-Fund Balance, implementing fee adjustments for select services, and utilizing one-time revenues allowed us to balance the budget during this economic time. An increase of 1.5% in the tax digest for FY16 is estimated and a 96% collection rate is projected. The departments in the General Fund maintained the same operating budget as FY15, with a few exceptions. With departments essentially operating at the same level as FY15, departments will have the extraordinary challenge of providing more, in most cases, with continued static financial resources and fewer human resources. Some departments will continue to leave positions un-funded and postpone filling any vacant positions, reduce or eliminate part time or overtime hours, make strategic changes to their scheduling and shifts, and evaluate operational priorities in order to remain within their allocated budgets.

The following chart details the Adopted Operating Budget for FY16. The left columns identify the funding for each fund, and the right columns show the appropriation for each fund in comparison with the adopted budget for FY15. The Fund Balance column identifies those funds, which requires fund balance to balance their appropriations: General Fund and the Debt Service Fund.

FISCAL YEAR 2016 SUMMARY OF FUNDS AND APPROPRIATION						
	TOTAL FUNDING			TOTAL APPROPRIATION		
FUNDS	FY16 REVENUE	FUND BALANCE	TOTAL	FY16 BUDGET	FY15 ADOPTED	% CHANGE
General	$149,642,111	$1,283,310	$150,925,421	$150,925,421	$151,070,116	-0.10%
Stormwater	5,366,111	0	5,366,111	5,366,111	5,254,260	2.13%
Paving	15,280,919	0	15,280,919	15,280,919	14,969,902	2.08%
Medical Center	13,959,759	0	13,959,759	13,959,759	14,052,622	-0.66%
Integrated Waste	11,375,000	0	11,375,000	11,375,000	11,146,049	2.05%
E911	3,958,789	0	3,958,789	3,958,789	3,851,138	2.80%
Debt Service	11,564,505	172,250	11,736,755	11,736,755	11,108,808	5.65%
Transportation	6,685,248	0	6,685,248	6,685,248	6,430,424	3.96%
Parking Mgmt	393,273	0	393,273	393,273	398,500	-1.31%
Trade Center	2,649,791	0	2,649,791	2,649,791	2,644,850	0.19%
Bull Creek	1,248,800	0	1,248,800	1,248,800	1,482,050	-15.74%
Oxbow Creek	490,500	0	490,500	490,500	532,000	-7.80%
Civic Center	5,428,000	0	5,428,000	5,428,000	5,553,500	-2.26%
Econ Dev Auth	2,226,627	0	2,226,627	2,226,627	2,152,420	3.45%
Sub-TOTAL	**230,269,433**	**$1,455,560**	**231,724,993**	**231,724,993**	**$230,646,639**	**0.47%**
2009 Other LOST	34,000,000	0	34,000,000	34,000,000	33,000,000	3.03%
TOTAL	**$264,269,433**	**$1,455,560**	**$265,724,993**	**$265,724,993**	**$263,646,639**	**0.79%**
Health	21,632,650	0	21,632,650	21,632,650	27,000,000	-19.88%
Risk Management	5,486,983	0	5,486,983	5,486,983	5,691,316	-3.59%
CDBG	1,311,557	0	1,311,557	1,311,557	1,416,583	-7.41%
WIA	3,609,420	0	3,609,420	3,609,420	3,583,594	0.72%

The total operating budget is $265,724,993 excluding WIA, Community Development Block Grant, Risk Management and Health Insurance Fund. WIA and Community Development Block Grant 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 stormwater (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. The ISO rating is the same throughout all of Muscogee County.

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

Stormwater (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 FY15 ADOPTED TO FY16 ADOPTED									
	URBAN SERVICE DISTRICT #1			URBAN SERVICE DISTRICT #2			URBAN SERVICE DISTRICT #4		
	FY15 Adopted	FY16 Adopted	Change	FY15 Adopted	FY16 Adopted	Change	FY15 Adopted	FY16 Adopted	Change
Total General and Urban	8.18	8.18	0.00	6.13	6.13	0.00	5.98	5.98	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	6.95	6.95	0.00	6.80	6.80	0.00
Stormwater (Sewer)	1.24	1.24	0.00	0.20	0.20	0.00	N/A	N/A	N/A
Paving	3.44	3.44	0.00	0.55	0.55	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
Economic Development	0.50	0.50	0.00	0.50	0.50	0.00	0.50	0.50	0.00
Total M & O	17.18	17.18	0.00	11.20	11.20	0.00	10.30	10.30	0.00
Debt Service	0.70	0.70	0.00	0.70	0.70	0.00	0.70	0.70	0.00
Total Tax Rate	**17.88**	**17.88**	**0.00**	**11.90**	**11.90**	**0.00**	**11.00**	**11.00**	**0.00**

In Urban Service District #1, which encompasses most of the community's land area, the millage rate will be 17.88 mills. Funding is continued for economic development activities. In Urban Service District #2, which extends along the northern boundary of Columbus, the tax rate will be 11.90 mills. In Urban Service District #4, which is presently limited to some small parcels near the Fort Benning reservation, tax rate will be 11.00 mills. Under the requirements of the Taxpayer Bill of Rights, three public hearings were 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 FY16, that percentage is approximately 57%. The city's annual contribution of $5,650 per full time budgeted position for health care and the employee's premium will reflect a shared contribution strategy of 70% employer contribution of the Health and Wellness Center Plan applied across all plans as well as plan adjustments to provide a premier health insurance plan for employees and their qualified dependents. Employee's spouses that have access to an employer sponsored health insurance plan will be excluded from the city's self funded plan. The establishment of the Health and Wellness Center, which opened in May, 2013, is expected to continue to assist with controlling the rising costs of healthcare through improved employee health status and improved control over chronic conditions like high blood pressure, diabetes, and high cholesterol. Staff will continue to pursue development of "tools" to help our employees make better health choices based on education and cost cutting strategies. The pay of certain elected officials who were re-elected to their positions in 2015 have been changed to reflect the higher longevity, and all elected officials whose pay is tied directly to the City's population saw an increase in their pay beginning January 1, 2015. All other elected officials, general government employees, and public safety employees will have no incremental increase to their pay in this budget. The only concession made in this budget was a minimal cost of living adjustment for General Government and Public Safety employees of 0.50% effective January 2, 2016, and retired employees of 0.25% effective January 1, 2016. The Public Safety employees continue to receive an annual $3,121 supplement. Other personnel adjustments are outlined in the Personnel Section of this document.

Capital Projects and Capital Outlay

The FY16 budget includes $8,421,422 in capital improvements projects and $4,465,267 for capital outlay. Funding has been included for road resurfacing, and pipe rehabilitation and replacement. Details of the capital improvement projects are found in Capital Improvement Projects Section. The capital outlay is detailed in the Appendix.

Departmental Highlights

Listed below are the major budget highlights for each department. Due to the required contribution for pension, some departmental budgets have decreases in personnel costs and an overall budget reduction. This does not reflect a staffing or operational reduction. Major changes beyond personnel are identified with additional details contained in the Departmental Summaries Section of the document.

- The Legislatives' FY16 funding level is $529,931, a 1.37% decrease from the FY15 adopted budget. This department includes the Council and the Clerk of Council divisions.

- The Executive's FY16 funding level is $1,333,953, a 0.58% decrease from the FY15 adopted budget of $1,341,801.

    - The Mayor's Office decreased by 0.66% from $298,373 to $296,399.

    - The funding level for the Internal Auditor's Office is $195,968, a 2.06% decrease from the FY15 adopted budget of $200,092.

- The Crime Prevention/Intervention program will also receive funding from the Other Local Option Sales Tax in the amount of $841,586, a 0.21% decrease over FY15.

- The City Attorney's Office FY16 funding level is $708,226, a 1.11% decrease from the FY15 adopted budget.

- The City Manager's FY16 funding level is $1,296,819, a 9.85% decrease from the FY15 adopted budget. This department includes the City Manager's Office, Mail Room, Public Information, and Citizen Service Center. This decrease is due to the transfer of Criminal Justice Coordination (Court Appearance compensation) to the appropriate Public Safety agency.

- Finance's FY16 funding level is $2,266,994, a 3.36% decrease from the FY15 adopted budget. This department includes the Director's Office, Accounting, Revenue, Financial Planning, Cash Management and the Purchasing divisions.

- Information Technology's FY16 funding level is $3,807,901 a 2.64% increase from the FY15 adopted budget. The Information Technology Department will also receive funding from the Other Local Option Sales Tax (Infrastructure) in the amount of $600,000, up by 380% from FY15 due to the necessity of critical technology infrastructure.

- Human Resources' FY16 funding level is $1,964,714, a 5.08% decrease from the FY15 adopted budget. This department includes the Administration and Employee Benefits divisions.

- Inspections and Code Enforcement's FY16 funding level is $1,692,094, a 3.43% decrease from the FY15 adopted budget. This includes the Inspections and Code Enforcement Department and Print Shop.

- The Planning Department's FY16 funding level is $266,300, a 11.10% decrease from the FY15 adopted budget.

- The Community Reinvestment funding level is $139,369, a 71.88% increase from the FY15 adopted budget amount. This increase is due to funding a vacant position that was unfunded in FY15 and Legacy Terrace maintenance that is offset by revenue.

- Engineering Department's FY16 funding level is $1,812,257, a 13.15% decrease from the FY15 adopted budget. This department includes Traffic Engineering, Geographic Information Systems and Radio Communications divisions. This decrease is due to the maintenance agreement with Motorola was included in the 800 MHz Radio upgrade through the Motorola Migration Assurance Plan (MAP). In addition to the aforementioned divisions, which are funded in the General Fund, this department manages divisions funded in the Stormwater (Sewer) and Paving Funds. Engineering Department's Drainage Division will operate with $719,573, a 0.76% decrease from FY15's adopted budget, and the Highways & Roads Division will operate with $1,025,128, a 3.59% increase from FY15's adopted budget. Engineering also receives an allocation of $2,052,964 from the Other Local Option Sales Tax, a 41.66% increase from the amount allocated in FY15.

- Public Works' FY16 funding level is $8,321,233, a 0.77% increase from the FY15 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, Stormwater Maintenance and Other Maintenance & Repairs, operate with $3,300,649 in the Stormwater Fund. This allocation is a 0.83% decrease from the FY15 adopted budget for Public Works' stormwater construction and maintenance

activities. The Public Works' Department will also receive funding from the Other Local Option Sales Tax in the amount of $695,000 for Facility Improvements and $132,500 for OLOST supplements for correctional officers.

- Four divisions; Streets, Urban Forestry & Beautification, ROWM Community Services, and Other Maintenance & Repairs, operate with $10,866,483 in the Paving Fund. This allocation is a 1.02% decrease over the FY15's adopted budget for Public Works' paving and maintenance activities.

- Six divisions; Solid Waste Collection, Recycling, Granite Bluff Inert Landfill, Oxbow Meadow Inert Landfill, Pine Grove Landfill, Recycling, and Other Maintenance & Repairs, operate with $10,184,323 in the Integrated Waste Management Fund. This allocation is a 1.83% increase from the FY15 adopted budget for Public Works' waste management program and maintenance activities.

- Other Maintenance & Repairs is budgeted in the Transportation (METRA) Fund for $15,000 and in the Civic Center Fund for $100,000, representing no changes from the FY15 Adopted budget amounts.

- Parks & Recreation's FY16 total funding level is $10,911,522, a 3.30% decrease from the FY15 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, Lake Oliver Marina 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 $84,509 in the Integrated Waste Management Fund. This allocation is a 1.51% increase over last year's budget for Parks & Recreation waste management program activities.

  - The Parks & Recreation Department will also receive funding from the Other Local Option Sales Tax in the amount of $52,197 for OLOST supplements for correctional officers, a decrease of 1.01%.

- Cooperative Extension Services' FY16 funding level is $137,865, no change from the FY15's adopted budget. The staff members are state employees, but the Consolidated Government supplements seven salaries.

- Boards & Commissions' FY16 funding level is $3,246,540 a 45.43% increase from the FY15 adopted budget due to the property reappraisal contract and anticipated upcoming election expenses. This department includes the Board of Tax Assessors and the Board of Elections and Registration.

- Police Services' FY16 funding level is $27,946,086 a 4.70% increase from the FY15 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 Police Department will also receive funding from the Other Local Option Sales Tax in the amount of $9,771,525 a 16.63% increase from FY15.

- The Emergency Call Center (E911) operates with $3,744,486 in the Emergency Telephone Fund. This allocation is 2.75% more 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, helped offset the expenditures needed to keep pace with operational costs. The transfer from the Other Local Option Sales Tax Fund in FY16 is $1,128,789. The E911 operations will also receive funding from the Other Local Option Sales Tax in the amount of $704,178 for personnel and a lease agreement for the upgrade of the E911 system.

- Fire and Emergency Services' FY16 funding level is $24,847,952, reflects a 1.61% increase from the FY15 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 Fire Department will also receive funding from the Other Local Option Sales Tax in the amount of $3,373,634, a 25.58% increase from the FY15 Adopted Budget.

- The Muscogee County Prison's FY16 funding level is $7,908,766, a 0.17% increase from the FY15 adopted budget. The Muscogee County Prison will also receive funding from the Other Local Option Sales Tax in the amount of $669,738 for personnel and capital, a 10.65% increase.

- The Superior Court Judges' FY16 funding level is $1,286,183, a 0.52% decrease from the FY15 adopted budget.

- The District Attorney's FY16 funding level is $2,242,848, reflects a 11.92% increase from the FY15 adopted budget. The increase is due to the Rapid Resolution Initiative to protect constitutional rights of persons in the Muscogee County Jail and reduce the cost and requirements of the jail. 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 FY16 funding level is $166,563. This allocation reflects a 2.03% decrease from FY15'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. The District Attorney will also receive funding from the Other Local Option Sales Tax in the amount of $132,664 for personnel.

- Adult Probation's FY16 funding level is $134,258. This allocation reflects a 1.93% decrease from the FY15 adopted budget.

- The Jury Manager's FY16 funding level is $410,714. This allocation reflects a 0.34% decrease from the FY15's adopted budget.

- The Juvenile Court's FY16 funding level is $711,591 a 28.63% increase from the FY15 adopted budget. This increase is due to the consolidation of the Juvenile Court Clerk's budget with Juvenile Court.

- The Circuit Wide Juvenile Court's FY16 funding level is $288,715, a 7.42% increase from the FY15 adopted budget.

- The Clerk of Superior Court's FY16 funding level is $1,944,974, a 0.97% increase from the FY15 adopted budget. The Clerk of Superior Court became responsible for the Board of Equalization effective January 1, 2011 with a FY16 funding level of $64,933.

- State Courts' FY16 funding level is $1,675,902, a 1.13% decrease from the FY15 adopted budget. This department includes State Court Judges and the State Court Solicitor's Office. The State Court Solicitor's Office will also receive funding from the Other Local Option Sales Tax in the amount of $210,382 for personnel.

- The Public Defender's FY16 funding level is $1,643,749, a 17.16% increase from the FY15 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. The Circuit wide Public Defender will also receive funding from the Other Local Option Sales Tax in the amount of $144,846 for contractual services. The increase is due to the Rapid Resolution Initiative as outlined previously.

- Municipal Court's FY16 funding level is $2,175,352 a 8.68% decrease from the FY15'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 FY16 appropriation is $738,424, a 2.31% decrease from the FY15 adopted budget. The Clerk of Municipal Court will also receive funding from the Other Local Option Sales Tax in the amount of $94,040 for personnel, a 2.31% decrease over FY15 Adopted Budget.

    - The Municipal Court Marshal's FY16 appropriation is $1,075,259 a 14.35% decrease from the FY15's adopted budget due to the elimination of positions. The Marshal will also receive funding from the Other Local Option Sales Tax in the amount of $320,434 for personnel, a 1.02% decrease over FY15 Adopted Budget.

    - The Municipal Court Judge's budget is $361,669, a 2.46% decrease from the current adopted budget.

- The Probate Court's FY16 funding level is $438,508, a 1.11% increase from the current adopted budget. The Probate Court will also receive funding from the Other Local Option Sales Tax in the amount of $46,325 for personnel.

- The Muscogee County Sheriff's Office's FY16 funding level is $24,750,117 a 0.31% decrease from the FY15 adopted budget. This department includes the Sheriff Administration, Operations, Detention, and Motor Transport divisions. The Sheriff's Office will also receive funding from the 2009 Other Local Option Sales Tax in the amount of $2,869,963 a 1.53% increase over the FY15 Adopted Budget amount.

- The Tax Commissioner's Office's FY16 funding level is $1,608,417, a 0.40% increase from the current adopted budget.

- The Coroner's Office's FY115 funding level is $289,029, a 0.22% increase from the FY15 adopted budget. The Coroner's Office will also receive funding from the Other Local Option Sales Tax in the amount of $8,031 for personnel.

- The Recorders' Court has an FY16 funding level of $876,287. This reflects a 0.92% decrease from the FY15 adopted budget amount. The Recorders' Court also receives funding of $78,400 from the Other Local Option Sales Tax, an increase of 1.98% under the prior year allocation.

- The Consolidated Government provides funding to diverse community organizations. The Agency's FY16 funding level is $1,294,851, 3.66% lower than the total amount provided for in the FY15 adopted budget.

- The Medical Center's FY16 funding level is $13,959,759. This appropriation reflects a 0.69% decrease under the FY15 adopted budget. The Consolidated Government provides this funding to account for inpatient hospital and outpatient healthcare to its indigent citizens and inpatient and outpatient healthcare for its prisoners. The agreement was renegotiated and the city remits only what is collected of the 3 mills levied.

- Debt Services' FY16 funding level is $11,736,755, a 5.65% increase from the FY15 adopted budget. This appropriation is scheduled to fund general bond obligations, lease contracts with the Columbus Building Authority, and other debt obligations.

- Transportation Services' FY16 funding level is $6,685,248, a 3.96% increase from FY15's Adopted Budget. This department includes the Director's Office, 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. The Transportation Services Department will also receive funding from the Other Local Option Sales Tax in the amount of $4,016.

- Parking Management's FY16 funding level is $393,273, a 1.31% decrease from the FY15 adopted budget. This fund was balanced using $135,273 transfer from the General Fund. This division is responsible for the Parking Garage and Parking Enforcement. This division has taken on the management responsibility of the Front Avenue Parking Garage, Bay Street Parking Garage, and the new Citizen Services Center Parking Garage in May 2013.

- The Columbus Ironworks Convention and Trade Center's FY16 funding level is $2,649,791, a 0.19% increase from the FY15's adopted budget. This department is budgeted as an enterprise fund, where $770,000 and $610,000 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 FY16 funding level is $1,739,300, a 13.64% decrease from the FY15 adopted budget. The reduction is due to the decline in revenues generated at each facility. The authority includes Bull Creek and Oxbow Creek Golf Courses. This budget includes an operational subsidy to Oxbow Creek of $250,000 and to Bull Creek of $50,000 from the General Fund.

- The Civic Center's FY16 funding level is $5,428,000, a 2.26% decrease from FY15's adopted budget. The Civic Center receives a percentage of the Hotel/Motel Tax collected, totaling $1,220,000. This fund was balanced using $200,000 transfer from the General Fund.

- Employee Health Insurance Fund's FY16 funding level is $21,632,650, reflecting a 19.88% decrease from the FY15 adopted budget. The City's contribution will be $5,650 per employee in FY16, the same as in FY15. This fund only includes the City's plan. Effective January 1, 2015, employees of Muscogee Manor are no longer members of the City's plan.

- Risk Management's FY16 funding level is $5,486,983, down 3.59% under the FY15 adopted budget. The Risk Management fund includes allocations for risk management as well as workers' compensation.

- Economic Development' budget increased to $2,226,627, an increase of 3.45% over the FY15 adopted budget amount. The amount is determined by an estimate of 0.50 mills. The total of 0.50 mills

includes 0.25 mills dedicated to the Development Authority for new and ongoing economic development activities, Year 1 of 10 annual payment of $800,000 for the NCR and BC/BS projects and a reserve of $313,313. Annual appropriation and allocation of the Economic Development Fund is at the discretion of Council.

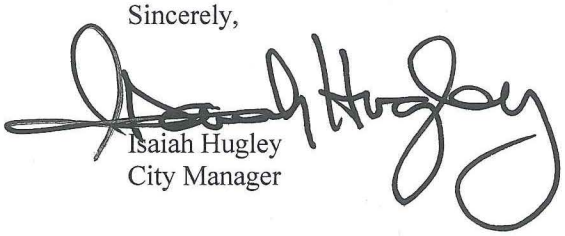
- Workforce Investment Act (WIA), also formerly known as the Job Training Partnership Act (JTPA) will have a budget of $3,609,420, an increase of 0.72% over FY15. Since this is a federally funded program, its program year overlaps with the City's fiscal year. Revisions will be forthcoming in the fall to adjust the funding levels when contracts are finalized.

- The Community Development Block Grant (CDBG) Fund FY16 funding level will be $1,311,557, a reduction of 7.41% from the FY15 adopted budget. 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 continue to confront. It is essential that we are realistic about the budget decisions ahead of us. The goal is to remain financially stable to endure such extraordinary 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 our valued citizens. The dedication and commitment of the staff to deliver services and sustain the City in these lean times is commendable.

Sincerely,

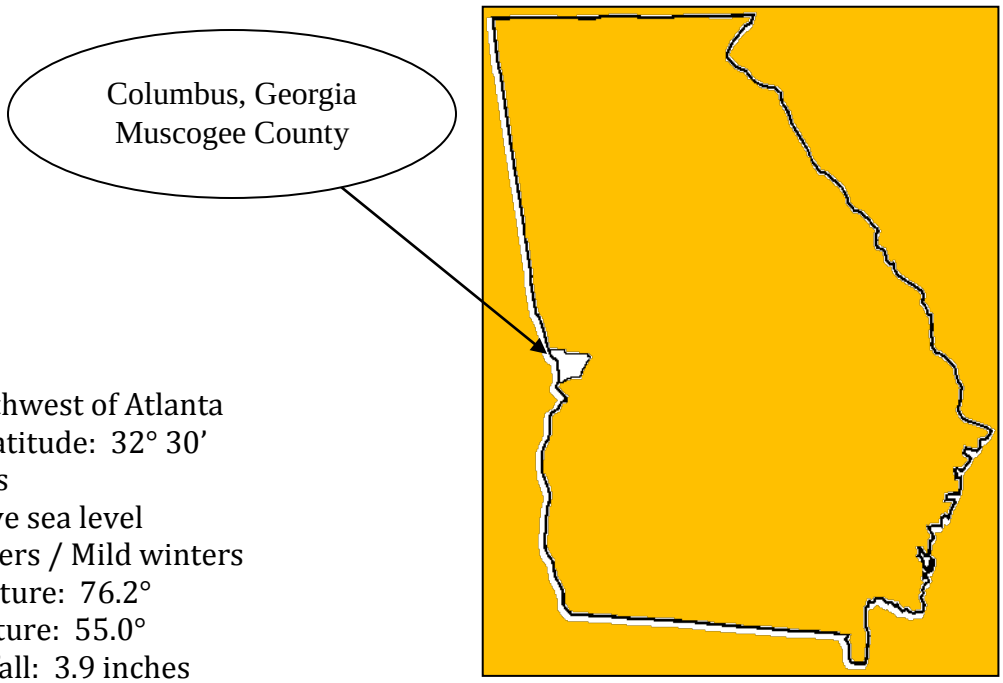


Isaiah Hugley
City Manager

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Welcome to Columbus, Georgia



Just the Facts . . .

Located 100 miles southwest of Atlanta
Longitude: 84° 59' / Latitude: 32° 30'
Area: 221 Square Miles
Altitude: 250 feet above sea level
Climate: Balmy summers / Mild winters
Average High Temperature: 76.2°
Average Low Temperature: 55.0°
Average Monthly Rainfall: 3.9 inches
Average Annual Rainfall: 46.8"

Some notable Columbus natives have included Dr. John S. Pemberton, who invented the formula for Coca-Cola; Newt Gingrich, former Speaker of the House of Representatives; and Carson McCullers, who authored the novel "The Heart is a Lonely Hunter."

In September 2013, **USA Today** *named the Columbus Whitewater Adventure as one of the Top Man Made Adventures of the World.*



About Us . . .

Current Mayor: Teresa Tomlinson
Georgia's second largest city
Georgia's fourth largest metropolitan
Population: 202,824
MSA Population: 310,531
Year Founded/Consolidated: 1828/1971

In 2014, Columbus was ranked **#75** on Livability.com's ***Top 100 Best Places to Live***. Cited as reasons for Columbus' outstanding livability were its size and diversity, its mostly younger population, and its proximity to a major airport.

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COLUMBUS PROFILE

Nestled in Piedmont country on the banks of the Chattahoochee River is a town called Columbus. Columbus is one of Georgia's three Fall Line Cities, along with Augusta and Macon The Fall Line is where the hilly lands of the Piedmont plateau meet the flat terrain of the coastal plain. Because of its unique location, Columbus has a varied landscape that includes rolling hills on the north side and flat plains on the south. It is centered by the Chattahoochee River, a rich natural resource that allowed Columbus to thrive as a milling and textile manufacturing hub in its early years and that provides a variety of opportunities for recreation, sport, and beauty today. 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. Following the Civil War, reconstruction was vigorous and included the building of several factories and the Springer Opera House, which later became the State Theater of Georgia. 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). Today Columbus is a vibrant community that is rich in culture, economic, educational and recreational opportunities. Its diverse population enjoys the beautiful tapestry that this once textile-mill based city has built using its natural and man-made resources to reach its full potential.



Columbus and Muscogee County:

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 on Tuesdays at 9:00 a.m. (2nd & 5th Tuesdays) and at 5:30 p.m. (1st & 4th Tuesdays). According to DCA statistics, the city of Columbus is now the second largest in the state of Georgia with over 202,000 residents. The larger metropolitan area, which consists of Columbus and Phenix City (Alabama), has over 310,000 residents, making this the fourth largest metropolitan statistical area in the state. 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. Over 3,000 employees work for CCG.

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Education: (see also "Demographics-Education") The ***Muscogee County School District***, consolidated since 1958, has 64 schools with enrollment exceeding 33,000 students. Among its nine high schools, MCSD boasts the nationally acclaimed Liberal Arts College Preparatory Magnet school, ***Columbus High***, which recently was ranked #85 in the country for college preparedness among its graduates. Numerous institutions of higher learning are located in the area as well: ***Columbus State University*** with an enrollment of 8,300 students and ***Columbus Technical Institute***. Within commuting distance of Columbus are six other institutions including ***Auburn University***, ***Troy State*** and ***LaGrange College***.



Attractions and Landmarks:

In May, 2013, a long term vision was brought to fruition with the opening of a whitewater rapids course on the Chattahoochee River- the longest urban whitewater venue in the world, boasting high level rapids and exciting runs. A local outfitter has established a well organized guide and equipment system to provide maximum enjoyment for rafters and kayakers. In September, 2013, ***USA Today*** named the Columbus Whitewater adventure as one of the Top Man Made Adventures of the World.

In its first full year of operation, this whitewater rapids course has been burgeoning with activity by locals and visitors alike. The challenging "Cutbait" rapid has become synonymous with the area's high energy level and exciting pace- an annual music festival has even been established with "Cutbait" in its name. With development and business investment on both sides of the Chattahoochee, it is anticipated that the whitewater attraction will continue to bring visitors to the Columbus area as well as provide meaningful recreation and entertainment to residents of the area.



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Noteworthy historical sites exist within the county. The ***National Infantry Museum and Soldier Center at Patriot Park*** celebrated its Grand Opening June 19, 2009. It is located in Columbus, Georgia, just outside the gates of Fort Benning, the Home of the Infantry and one of the Army's largest and most highly acclaimed U.S. Army installations. This world-class tribute to Infantrymen past, present and future is the first of its kind in the United States. Throughout the 190,000-square-foot museum, visitors take an interactive journey through every war fought by the U.S. over the past two centuries. The museum tells the heroic story of everyday Infantrymen through an enviable collection of more than 30,000 artifacts. Era galleries trace Infantry history from before the Revolutionary War to action today in Iraq and Afghanistan. There is a special gallery recognizing Medal of Honor recipients and one that pays tribute to those who love an Infantryman, and the sacrifices they make supporting him. There is an IMAX Theatre, full service restaurant and gift store. Patriot Park includes a parade field for Fort Benning Infantry School graduations, a memorial walk of honor and an authentically recreated World War II Company Street.

The ***Springer Opera House***, built in 1871, is the State Theater of Georgia and offers adult and children's theater. After undergoing major renovations, the Springer is offering more variety shows than ever before. In 2013, the Springer opened the ***Dorothy McClure Children's Theater*** and dramatic learning company adjacent to the historic opera house site. ***Port Columbus***, a national Civil War Naval Museum, hosts hundreds of visitors each year to its unique museum of Civil War relics and battleship reenactments. 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***. ***Westville***, a living museum which recreates life in the 1800's, recently announced plans to relocate its unique attraction to Columbus from Lumpkin.



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The ***South Commons*** Softball Complex & Stadium, which was built as a venue for the 1996 Summer Olympic Games, hosts a variety of local, regional, and national tournaments. In addition to providing a host site for family entertainment productions like "Disney on Ice," the ***Civic Center*** houses two professional sports teams: the ***Columbus Cottonmouths***, which play in the Southern Professional Hockey League, and the ***Columbus Lions***, a team in the American Indoor Football League. Recently, an ***Ice Skating Rink*** and the ***Jonathan Hatcher Skateboard Park*** were added to the campus of the Civic Center, which now encompasses ***A.J. McClung Memorial Stadium*** and the ***Golden Park*** baseball complex as well. The Civic Center was also recently recognized as a Silver Bicycle Friendly Business by the League of American Bicyclists.



The ***Columbus Ironworks and Trade Center***, which sits overlooking the Chattahoochee River, hosts hundreds of cultural, business and social events each year. Golfing is available to the public at ***Bull Creek Golf Course***, a 36-hole premier golf course which is routinely rated among the best public courses in the country. In addition to providing exceptional golf facilities for the public, Bull Creek is host course to the CSU Cougars NCAA Golf Teams as well as several local high school teams, all of which have outstanding records in their respective competitive divisions. Columbus also has a well maintained nine-hole public golf course at ***Oxbow Creek,*** as well as a number of private and semi-private golf courses around the city***.*** In addition to golf, spring baseball and fall football are spectacular draws with regional college games and highly competitive high school football. Columbus has been home to many successful athletes in baseball, golf, football, and other sports, as well as to several Little League World Championship teams.

The ***Coca-Cola Space Science Center*** is a state-of- the-art science facility providing spectacular laser light venues and a simulator for manning the space shuttle. The ***Rivercenter for the Performing Arts*** provides culture, entertainment, and enjoyment for many and has hosted a number of internationally acclaimed performers and musical theater productions.

Economic Development: Economic and cultural development continues as an ongoing priority for the Columbus region. During 2014, **Wal-Mart** announced a major development on the south side of Columbus with a supercenter to be built there. Local growth is fostered by continued investment from corporations with both long standing and newly forged footholds in the area. Continued economic growth has come from investment by ***AFLAC, Synovus, TSYS, WellPoint, Columbus Regional Healthcare, Columbus State University,*** and ***St. Francis Hospital,*** to name just a few.

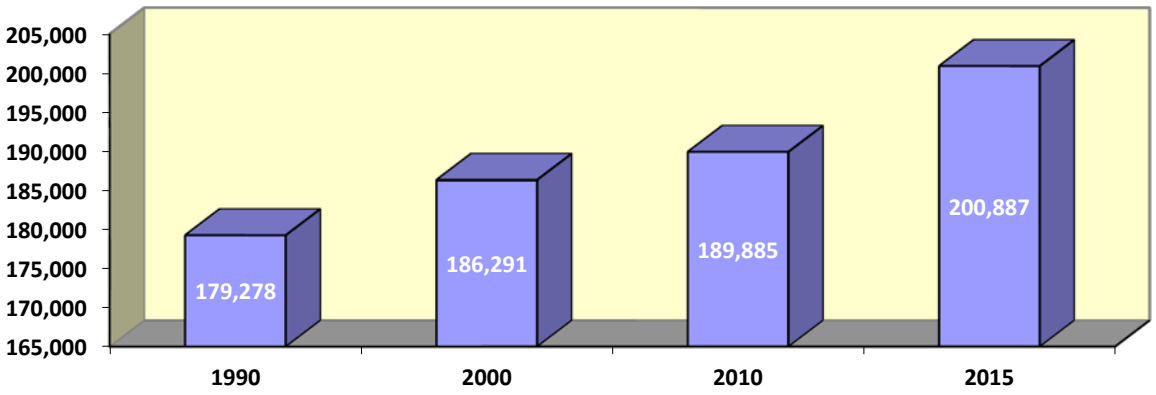
The jewel at the center of Columbus is undoubtedly the beautiful and vibrant ***Chattahoochee River***. On both sides of the riverbank, there has been enormous investment to provide premier biking and walking trails and whitewater rafting facilities to Columbus residents and visitors. Collectively these facilities are referred to as simply, "the ***Riverwalk.***" There are more than 18 miles of paved and brickwork pathways along each side of the river, as well as an amphitheater on the Phenix City (Alabama) side of the river. Within the past several years, corporate investment along the

COLUMBUS PROFILE

Chattahoochee has increased with the development of the ***Synovus*** Corporate building, the expansion of the ***TSYS*** campus, and the development of upscale residential loft housing in buildings that formerly housed textile mills. ***Columbus State University*** has become a premier development force in the Uptown area, with investment in student housing and services as well as its continued investment with programming that enriches its students and the community alike, such as the ***Schwob School of Music*** and the ***Rankin Arts Center***. To continue the City's investment in the economic, recreational and cultural vitality of the region it serves, the Columbus Consolidated Government has recently opened two new facilities in the midtown area of Columbus: a competition quality ***Aquatics Center*** and the ***City Services Center***, which houses a number of city and county services directly utilized by the public. Both facilities are state of the art and are architecturally and aesthetically compatible with the ***Columbus Public Library*** and the ***Muscogee County School District*** headquarters near which they are located. It is anticipated that the natatorium will be the host site for local, regional and national swimming and diving competitions as well as provide a swimming facility for the public to use for exercise, wellbeing, and recreation. The Citizens Services Center, located adjacent to the natatorium and near the MCSD buildings, houses the Tax Commissioner's Office, the Citizen's Information (311) Center, the Council Chambers, and the Revenue Division of the Finance Department. There are also several public-use rooms for community use.

Demographics:

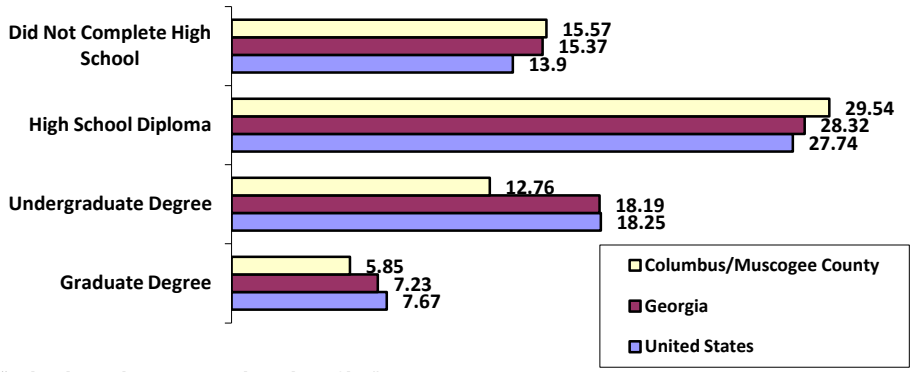
Columbus has seen steady population growth over the past twenty years. Since 1990, the population has steadily increased from 179,278 in 1990 to 202,824 in 2015, as shown in the chart below.



Sources: U.S. Census Bureau, 1990, 2000 and 2010 Census. Georgia Department of Community Affairs (May, 2014).

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Education Levels: Muscogee County compares relatively on par with the state of Georgia as a whole and the United States as a whole when it comes to the education status of its residents. 30% of Muscogee County residents have completed high school as compared to 28% in Georgia and 28% in the US. Muscogee has considerably lower numbers of residents who have graduated with an undergraduate degree from college than the US. The chart below depicts Muscogee County's education status relative to the other groups:



Source: CLRSearch.com "Columbus Education Levels and Profiles"

Gender and Age: The population is trending toward more women relative to the number of men. Many young professionals begin their family life in Columbus. The average age in Columbus is a youthful 34.1 years of age. This number is approximately 3.4 years less than the U.S. average. This shows Columbus as a strong center for vitality and spirit within Georgia and the surrounding areas. No doubt the sustained investment in the quality of life in the Columbus region has served to attract and retain young families in the area.

Ethnicity: Columbus is made up primarily of three ethnicities: African-American/Black (45.5%), Caucasian/White (43.7%), and Hispanic/Latin American (6.4%).

Wealth:

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 37.8% between 2000 and 2010 in Columbus. The U.S. average grew 33.5% in the same time period. Therefore, Columbus' housing market is growing at a faster pace when compared to the national average. Columbus' median income increased 5.8% between 2000 and 2010. This is lower than the U.S. average of 17.4% in the same period.

Economy:

Columbus' regional economy has historically been founded in manufacturing, but in recent years there has been a slight shift in Columbus' economic picture. Columbus is home to AFLAC, Carmike Cinemas, RC Cola, Total Systems (TSYS) and United Technology's Pratt and Whitney. In the past several years, international corporations such

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as Kia and Hyundai, and the ancillary companies which provide products and support services to those companies, have made significant regional investment in the area. TSYS has 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 Economic Development division of the Greater Columbus Chamber of Commerce, the River Valley Partnership, and other planning and development entities. Commercial and retail trade, as well as professional services, has attracted customers throughout the region, making Columbus a destination hub for the surrounding counties. In 2014, Columbus was ranked 75th in the nation for *Livability.com*'s "**Top 100 Best Places to Live.**" Cited as reasons for Columbus' outstanding "livability" ranking were its size, the diversity of its population, the relative youth of its population, and its proximity to a major international airport (in Atlanta).

Future Growth:

As part of the Georgia Transportation Act of 2010, Columbus residents voted to participate in the Transportation Special Local Option Sales Tax ("TSPLOST"). Columbus/Muscogee County is part of the River Valley region, a 16-county region in west central Georgia. Proceeds from the TSPLOST will finance major construction projects related to transportation infrastructure. There has also been research done into the feasibility of a high speed rail connection from the River Valley to and from Atlanta.

The development of the longest urban whitewater rafting venue in the world, which opened in May 2013, has exceeded the community's expectations for impact on local business and economic benefit to the City and its residents as visitors and residents alike come to experience the exciting rapids. Combined with the significant investment in the Uptown Columbus area, which includes student housing and services for CSU as well as a number of restaurants, specialty stores and retailers, the whitewater venue has solidified Columbus' distinction as a recreational and cultural destination site for visitors and residents in the years ahead.

With expansion from AFLAC, Wellpoint, Carmike Cinemas, TSYS, Cessna and the U.S. Department of Defense's Base Realignment and Closure (BRAC) program, Columbus was expected to grow by 30,000 people, or 16%, by the end of 2012. Actual growth from BRAC has been sporadic and somewhat difficult to quantify, but growth has been steady and sustained for the past decade at least. Currently, city leadership is taking an active stance in the forthcoming discussions regarding future growth or realignment at Ft. Benning at the national level. Continued investment in necessary infrastructure, such as roads, bridges, intersections, the Riverwalk and the new city buildings in midtown, are vitally important to sustained economic growth, but must also be staffed and maintained for years to come. 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.

Impacts on the FY16 Budget:

Fund Balance Reserves:

During this budget cycle, significant attention was given to the declining number of reserve days, specifically in the General Fund, that the City has experienced during the past several fiscal cycles. Economic pressures from flat (or declining) revenues coupled with ever rising costs of providing city services have forced the City to rely on fund balances, particularly in the General and Other LOST funds, to balance its operating budget. While Operating Budgets are just that- estimates- and no assurance can be made regarding the number of days cash on hand that the City will have as the result of implementing this Budget, it is important to advance the City's efforts to reduce reliance on fund balance, and, at some point, begin adding to rather than taking away from City reserves. Therefore, City Council, the Mayor and others involved in the Budgetary Process were conscious of the issues surrounding General Fund reserve days and the changes in fund balance that the City has seen over time while deliberating and ultimately adopting this operating budget. This budget reflects those efforts to preserve fund balance by reducing reliance on reserves to meet expenditures and obligations.

In preparing the FY16 budget, the City resolved itself to making systemic economic changes in order to minimize its dependency on using fund balance. The City had, in prior years, already taken some measures to reduce systemic operating deficits by reforming its Employee Pension Plan, establishing employee healthcare and wellness initiatives including its Health and Wellness Center (a primary care physician practice for use exclusively by City employees enrolled on the plan), and revising its Workers Compensation Administration oversight and management structure. For FY16, the City introduced more systemic operational improvements by revising its healthcare coverage benefits, lowering its subsidies for certain city amenities, community agencies and attractions, deferring Cost Of Living Adjustment (COLA) payments to employees and retirees to January, 2016, and deferring capital investment except for the most necessary of road and sewer maintenance and projects funded by other, non-operating sources.

Expenditure Reductions:

After determining the global and systemic changes that could be introduced to curb expenditures, most departments were then asked to operate at the same level of funding as their FY15 Adopted Budgets. Some departments were able to meet their funding expectations by not filling vacant positions, leaving those positions "unfunded" for some or all of FY16. Other departments will have to continuously monitor their operational expenditure targets in order to remain at FY15 levels.

The FY16 Budget includes consideration for staffing and maintaining newly opened facilities, such as the Recycling Sustainability Center and the Columbus Aquatic Center. Other significant maintenance considerations are given to the many public services and quality of life services that the City provides to its citizens and visitors. The Aquatics Center, the community pool centers, ball fields, the Riverwalk and golf courses, for example, are public amenities that enrich the lives of our citizens, but they can be expensive to maintain. Revenue growth is expected from some of the new amenities but it will take time for those revenue sources to mature.

Revenue Considerations:

Expenditure controls are only a part of the response necessary for the City to operate within its means. Despite the strong positives on the economic development side, Columbus continues to be faced with the harsh economic reality that its primary funding sources have been flat or shrinking due to several key factors: (1) the sustained economic impacts stemming from the recession, which began in 2008; (2) a property tax freeze that places a ceiling on the property tax revenues that can be levied; (3) flat to modestly improving housing starts and other construction; (4) lower than anticipated growth of military and civilian personnel as a result of BRAC decisions; and (5) continuation of the historically very modest population growth that the Columbus area has experienced for many years.

Early Budget Cycle:

The preparation of the FY16 budget began several months earlier than usual to allow City Council more time to evaluate and deliberate the budget before adopting it. While this change in the process afforded more time to consider the budget, it also meant that projections, particularly for revenues, were based more on estimates than actual mid-year data than in prior years. As such, when several departments requested additional funding for FY16, Council responded to these requests by deferring them until mid-year FY16, when actual revenues could be better gauged.

Add/Deletes:

Every year, there are typically items that Council decides to either add to the Mayor's recommended budget or delete from the Mayor's recommended budget. These are recorded on the City's "Add/Delete List" during the budget review process and are voted on, item by item, before the final budget is adopted. All items which have been added will be included as part of the Adopted Budget while all items which have been deleted will not.

For FY2016, the following items were added or deleted by Council thereby adjusting the Mayor's Recommended Budget:

Department	Amount Added or Deleted	Fund	Purpose
Information Technology	($57,678)	General Fund	Network Engineer position deleted
Sheriff	$428,423	General Fund	8 Investigator positions added
Police	($428.423)	General Fund	7 Investigators and 1 Crime Analyst deleted
Elections	$95,800	General Fund	Operating funds for upcoming elections added
Elections	$7,590	General Fund	Car Allowance for Elections Director added
DFACS	($6,635)	General Fund	Agency appropriation reduced
Marshal	$196,196	General Fund	4 Deputy Marshals added
Non-Categorical	($196,196)	General Fund	Public Safety reserve reduced
Police	$10,000	General Fund	Sign on bonuses added
Fire/EMS	$10,000	General Fund	Sign on bonuses added
Police	($60,000)	General Fund	Reform pay year 1 bonuses deleted
Sheriff	$147,141	General Fund	3 SWAT positions added
Non-Categorical	($147,141)	General Fund	Public Safety reserve reduced
Clerk of Council	$1,050	General Fund	Council recording equipment
Sheriff	$40,000	General Fund	Funds for medical supplies added
Sheriff	$7,910	General Fund	Funds for pharmacy supplies added
Police	$101,542	General Fund	2 Crime Analyst positions added
Non-Categorical	($101,542)	General Fund	Public Safety reserve reduced
Marshal	($49,049)	General Fund	1 Deputy Marshal deleted
Information Technology	$49,049	General Fund	Network Engineer position added

Key Budget Initiatives for FY2016:

- Global changes to healthcare benefits plan which included changes to premium structure and a proposal for a new benefits manager that will save the City an estimated $800,000.
- Reduced subsidy/support for certain component units and affiliate units.
- Financial restructuring of certain economic development obligations to increase available funding for new projects.
- Continued hiring freeze which began in FY2014.
- Unfunded vacant positions through FY2016.
- Deferred Cost of Living Adjustments to salary and wages to January, 2016.
- Continued deferred capital investment and maintenance.
- Managed care contract for jail and prison inmate medical care.
- Maintaining prior year funding levels for most departments through continued monitoring of operational budgets.

Summary:

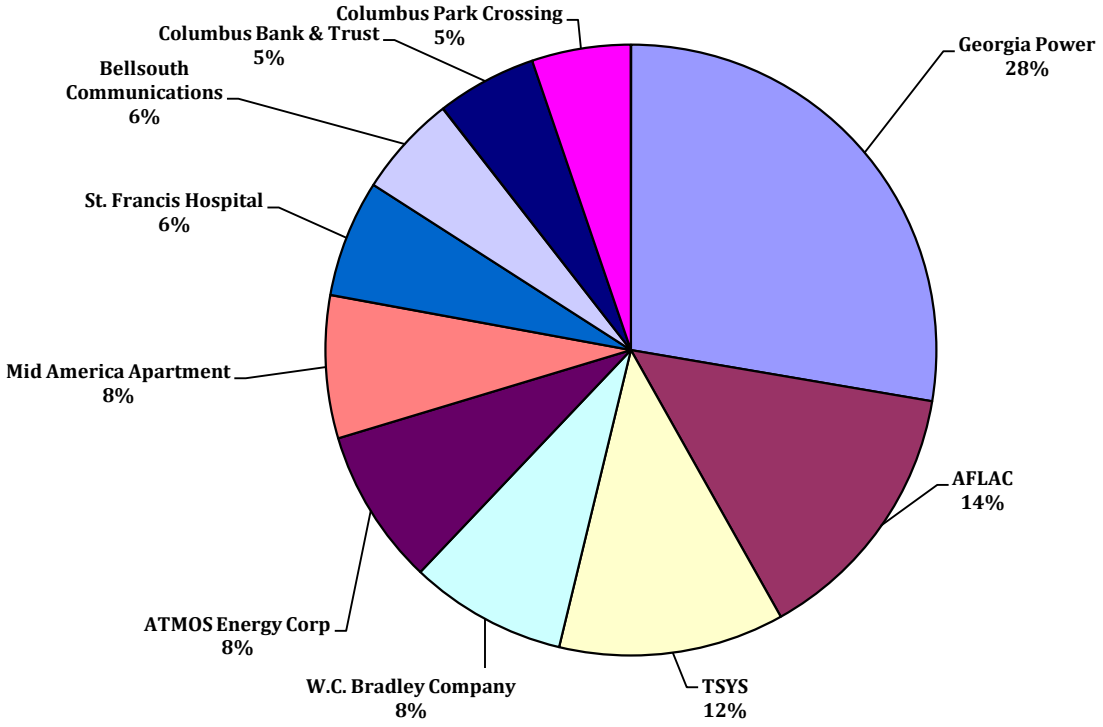
As a result of continued economic pressures on both the revenue and expenditure sides, once again CCG has been faced with the daunting task of providing the superior level of services that its citizens expect and deserve with ever-tightening resources to provide them. As such, the Operating Budget for FY16 has slightly increased overall from $263,646,639 in FY15 to **$265,724,993** for FY16- a change of approximately 0.8%. Most departments were asked to maintain the funding levels for their FY16 operating expenditures to their FY15 Adopted Budget levels in order to continue their normal course of business. They were able to successfully accomplish this task by leaving vacant positions unfilled and unfunded and by continuing to operate under lean conditions, the same as in prior years. In addition to a tight operating budget, the Capital Plan was significantly curtailed, at least until after the first of the calendar year, until sufficient resources can be identified from revenues or other sources to pay for them. Even with the relatively austere operating budget adopted, the City expects to utilize approximately **$1.4 million of its fund balance** in order to balance its FY16 total budget.

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COLUMBUS BUSINESSES

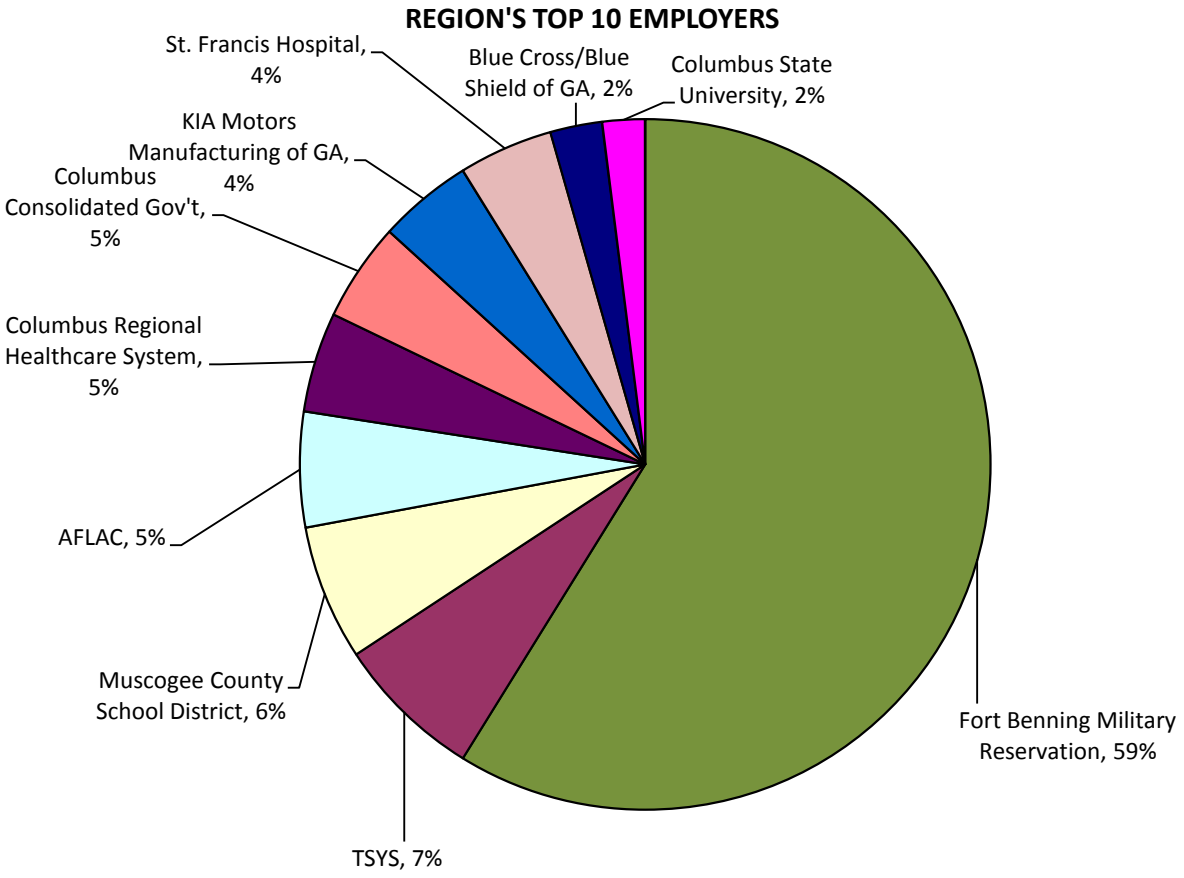
TOP 10 PROPERTY TAX PAYERS



Taxpayer	Type of Business	Taxes Levied	% to Total
Georgia Power	Utility	3,006,799	28%
AFLAC	Insurance	1,538,895	14%
TSYS	Credit Card Processing	1,295,603	12%
W.C. Bradley Company	Manufacturing	902,128	8%
ATMOS Energy Corp	Utility	898,280	8%
Mid America Apartment	Apartment Leasing	819,369	8%
St. Francis Hospital	Hospital	672,816	6%
Bellsouth Communications	Utility	585,377	5%
Columbus Bank & Trust	Banking	576,077	5%
Columbus Park Crossing	Shopping Center	567,540	5%
Subtotal Top 10 Property Tax Payers		10,862,884	

Note: Numbers provided per Muscogee County Tax Commissioner's Office for FY14. The information provided relates to the Consolidated Government's tax levies, and does not include taxes collected on behalf of other governmental entities.

COLUMBUS BUSINESSES



Employer	Type of Business	Employees	% to Total
Fort Benning Military Reservation	U.S. Army Base	40,000	59%
TSYS	Credit Card Processing	4,690	7%
Muscogee County School District	School System	4,300	6%
AFLAC	Insurance	3,670	5%
Columbus Regional Healthcare System	Hospital	3,180	5%
Columbus Consolidated Gov't	Local Government	3,130	5%
KIA Motors Manufacturing of GA	Auto Manufacturing	3,000	4%
St. Francis Hospital	Hospital	3,000	4%
Blue Cross/Blue Shield of GA	Insurance	1,650	2%
Columbus State University	College/University	1,360	2%
Subtotal Top 10 Employers		67,980	

Source: Greater Columbus Chamber of Commerce, September, 2015

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VISION COLUMBUS:

What our citizens tell us is important to them

Housing: The Vision

- Provide safe, soundly constructed, well-maintained, and affordable housing available to all.
- Eliminate substandard housing and enforce applicable codes and ordinances.
- Eliminate blighted areas through investment and planning.
- 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 well-designed passive as well as active parks.
- Provide culturally focused as well as activity-based parks.
- Promote the development of economically and racially diverse communities.
- Preserve historic homes and buildings.

Transportation: The Vision

- Provide public transportation that meets the needs of the community today.
- Develop bicycle, pedestrian, bus and trolley systems.
- Develop a people-based transportation 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".
- Encourage more dense living to relieve dependence

Public Safety: The Vision

- Enhance community-oriented policing strategies.
- Enhance intelligence led policing strategies and resources.
- 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 crime prevention and appropriate alternatives to incarceration.
- Expand and upgrade jail facilities.
- Enhance Fire/EMS resources to meet growing demands and to train firefighters and paramedics.
- Improve effective response force time to meet NFPA, ISO and Accreditation criteria.

Education: The Vision

- Improve communities so schools do not exist in seas of blight.
- Encourage parental involvement at school and in the home.
- Provide after-school learning, vocational training, tutorial programs and summer enrichment opportunities.
- Enhance the partnership between the Muscogee County School District and Columbus Parks and Recreation.

Unity : The Vision

- "One Columbus."
- Fight poverty and economic segregation.
- Provide equitable access to opportunity to all.
- 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.

VISION COLUMBUS:

What our citizens tell us is important to them

- Promote "bridge building" throughout the community to encourage unity and mutual respect among ethnically and culturally diverse groups.
- Treat all people with dignity and respect.

Economic Development: The Vision

- Maximize our quality of life.
- Focus effort for sustainable growth and redevelopment in the city so as to optimize every square inch of the city.
- Encourage community-wide economic development through incentives and redevelopment tools.
- 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.
- Enhance pedestrian and biking access.
- 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 the Maneuver Center of Excellence.
- Foster partnership opportunities.
- Support the Valley Partnership Initiative and the Ft. Benning Partnership Initiative.

Quality of Life: The Vision

Health and Human Services

- Foster affordable, quality day care for children.
- Foster 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 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

VISION COLUMBUS:

What our citizens tell us is important to them

Taxation: The Vision

- Re-evaluate the overall tax system.
- Garner citizen support for a tax system that is sustainable and encourages growth.
- Use the city sales tax as funding base for additional community facilities.
- Balance reliance on sales, property and occupation taxes and other revenue sources to provide maximum stability.

Checklist for City Leaders:

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

- 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.

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QUICK LINKS 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. The Table of Contents provides traditional page number indexing, as well as embedded hyperlinks to key sections of the Budget Book. For those who are viewing our Budget Book online, this **Quick Links Guide** provides the easiest way to navigate to areas of the document which may be of particular interest to the reader. This page is loaded with HYPERLINKS (denoted by boxed text) which allow you to be automatically navigated to your page of interest simply by clicking on the boxed text. 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.

QUESTION:	WHERE TO LOOK:
What is the City's total operating budget for the upcoming fiscal year?	Financial Summary "Big Picture" City Manager's Letter
What were the most critical budget issues this year?	Impacts on the Budget
What is the City's process for coming up with the annual operating budget?	Budgetary Policy Budget Process City Manager's Letter
What does the City spend its money on?	City Manager's Letter "Big Picture" Expenditures Financial Summaries Expenditures by Fund
Where does the City get its revenues?	Financial Summaries "Big Picture"
What are the goals and objectives of the City?	Vision Columbus Mayor's Letter City Manager's Letter
What is the budgeted allocation for each department?	Section D: Expenditures by Fund
What is the background and current economic condition of Columbus?	Welcome to Columbus Columbus Profile
What City funds are included in the Operating Budget and what is each fund for?	Primer on City Funds Financial Summaries
What is the breakdown of each fund's revenues, expenditures, and fund balance?	Summary of Revenues, Expenditures and Changes in Fund Balance
What if I don't understand a word or abbreviation?	Glossary Acronyms
Where can I find information about the City's capital projects and facilities?	Capital Improvement Book (separate document- click for link on web version)
Who are the top employers in Columbus?	Columbus Businesses
Where can I find a historical record of past budgets?	Trend Analysis
What is the long term forecast for Columbus' budget?	Projections
What will Columbus have to pay on its debt this year?	Debt Service Fund
How much remains in the Local Option Sales Tax Fund, and what will it be used for?	LOST Fund Overview LOST Fund Expenditures
Who are our City Councilors and government leaders?	Introduction- Mayor and Council Acknowledgements

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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.

Introduction/Overview Section: This section contains the transmittal letters from the Mayor and City Manager, organizational chart, overview and general information on Columbus. This section also contains a description of the economic conditions and other factors which provide the framework for our annual operating budget plan.

Section A: Budgetary Policy This section includes the policies and procedures that govern the budget process. There is also a summary of the budget process and calendar.

Section B: Financial Summaries This section provides a graphic and financial overview of each adopted operating fund along with highlights on significant revenues and expenditures. Also in this section is the Capital Improvements Program summary, a summarized historical trend analysis, and a financial projection analysis.

Section C: Personnel In this section we describe the benefit package and present a history of authorized positions combined for all funds.

Section D: Operating Fund Summaries This section provides descriptions of each department, its operating budget, its performance indicators, and its personnel. This section is arranged by major operating fund and then by department budget allocation within each operating fund.

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, a list of **Acronyms** we have used, and the **Capital Outlay** listing. *Please note:* The **Capital Improvement Program** has been moved to a separate document, providing detailed information on the various projects. This separate document can be found at the end of this book on the digital version.

This Budget Book includes the Operating Funds of Columbus Consolidated Government. The Capital Improvement Program can be found in a separate document, which is appended to the end of this document on the web version. Some departments have budget allocations in more than one fund. This is important to bear in mind when evaluating the budgets of an individual department, which may have multiple funding sources. For example, several Public Safety departments have funds in the General Fund and in the Other LOST Fund, so both fund allocations would need to be considered for the totality of that department's individual budget allocation.

The Operating Budget book and the Capital Improvements Program Budget book have been formatted such that they are available in traditional bound paper versions as well as in digital format on the website. The digital versions have been embedded with hyperlinks to facilitate ease of navigation throughout the documents. To engage a hyperlink, simply single left-click on any text that is found with a bold underline (see example below) and the document will navigate directly to that content.

Example of Hyperlink: To go directly to the Big Picture Section, click on the bold underlined text.

DOCUMENT NOTES

A dedicated effort is made to inform our taxpayers and stakeholders, our community, and the general public about the government that serves them. The budget is formally presented to City Council at budget meetings which are publicly televised through the city's government access channel and through live streaming on the internet through the City's website. Many of the issues addressed in the budget process are discussed with Council on air. For those who cannot view the live sessions, all sessions are recorded and are available 24/7 on the Columbus city website, and the complete budget document is placed in digital form on the city's website as well (see hyperlinks and website navigation below). A printed copy of this budget document is placed on file with the Clerk of Council in accordance with the City Charter.

Comments or questions about the budget may be mailed to the Finance Director's office at P.O. Box 1340 Columbus, GA 31902 The Financial Planning Division may be contacted at (706) 653-4087.

City Council Sessions Recordings: www.columbusga.org >Council Meeting Video> Budget
Budget Book: www.columbusga.org >Website Index>Finance>Budget Documents

http://www.columbusga.org/finance/Budget_Books.htm

Columbus Consolidated Government was awarded its first Distinguished Budget Presentation Award for FY1992 and we have received the award every year since. We believe that this document continues in that same proud tradition. Additionally, CCG has also received the Certificate for Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report (CAFR) since FY1990.

SECTION A: BUDGETARY POLICY

This section includes the policies used to guide the preparation and management of the budget. This section also includes the budget calendar.

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The Annual Budget is a fiscal plan, which 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

Budget Adoption

Step 1: Beginning in November, Financial Planning prepares the budget database and reports showing prior years' actual expenditures and revenues and compares those to their budgeted targets. Any anomalies are reviewed and adjusted for the upcoming budget year. Upcoming and long-range challenges and opportunities are evaluated. Operating trends, as well as, economic indicators are taken into consideration when preparing estimates for budgeted revenues and expenditures. Expected changes in pay plan, benefits, gas, water, electricity, motor fuel, capital items, etc., are also considered. This database is used as the financial framework for budget preparation.

Step 2: Beginning in January, departments are asked to evaluate and update their goals and objectives, and their relevant performance indicators, for the coming fiscal year. Any major changes in operations are considered and shared with Financial Planning to ensure that the new budget reflects those operational changes as appropriate.

Step 3: Between January and March, Financial Planning prepares a draft of the Operating Budget for the Mayor's consideration. During this time, the Mayor and City Manager review departmental operations and consider any new budget requests in order to propose a recommended balanced budget. Financial Planning prepares the final Recommended Budget plan for the Mayor's approval and presentation to Council.

Step 4: No fewer than sixty (60) 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 has been adopted, expenditure control is maintained on the appropriation unit basis (group of accounts) with 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 the 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.

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, which includes unallocated fund reserves. The goal is to keep the reserve at approximately 90 days, but no less than 60 days, of budgeted expenditures. This reserve protects the City against catastrophic revenue losses and major emergency expenditures and provides cash flow.

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 City utilizes the following types of governmental funds:

- 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.

- Special Revenue Funds are used to account for the proceeds of specific revenue sources legally restricted to expenditures of specific purposes. The Stormwater (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.

- 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 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.

PRIMER ON CITY FUNDS

Columbus' funds are organized according to fund origin and utilization of funds. Several departments receive funding sources in more than one fund, so it is important to consider all funding sources when evaluating the operating budget of a particular individual department. Here is a brief description of each fund included in this Operating Budget:

OPERATING FUNDS (Fund Number)

General Fund (0101) The General Fund supports the operations of the City. All departments of the General Government and Public Safety are supported by the General Fund, as are most ancillary operations and units. The General Fund receives funding from a number of sources including the millage, other taxes, fees, service charges, fines, and inter-fund transfers.

LOST Funds (0102,0109) There are two Local Option Sales Tax (LOST) funds: one is to support Public Safety (Crime Prevention, Police/E-911, Fire/EMS, Muscogee County Prison, Sheriff, Municipal Court/Marshal, District Attorney, Homeland Security, State Court Solicitor, Recorder's Court, Coroner, and METRA); the other is for Infrastructure (Public Works, Parks and Recreation, Engineering, and Information Technology).

Stormwater (0202) Stormwater funds support the stormwater and drainage systems of the City and provide funding for the maintenance of sewers and drainage systems. The fund was named "Stormwater" to differentiate City stormwater and drainage services from those provided by Columbus Water Works, which provides primary sewage services for the City. Stormwater funding comes largely from the millage.

Paving Fund (0203) Paving funds are used for highways, roads and streets, right-of-way maintenance, repairs, landscaping, and related services. Paving funds come from the millage and related fees.

Medical Center (0204) The City has a long term contract with the Medical Center Hospital Authority to provide primary and acute care services to the City's indigent population as well as to jail inmates and prison inmates in the custody of the City/County. This fund is directly funded by a portion of the millage and is the repository for payment of those services under the contract.

Integrated Waste (0207) The Integrated Waste Management fund supports Public Works and Parks and Recreation Services to collect, transport and recycle or dispose of solid waste. This fund also supports several landfills owned by the City and the Recycling Sustainability Center. Integrated waste funds come from solid waste collection fees, landfill fees and recycling fees.

Emergency/E-911(0209) The Emergency Telephone/E-911 fund supports maintenance of the City's central emergency call and dispatch system (E-911) and is funded through wireless surcharges and other fees.

CDBG (0210) The Community Development Block Grant (CDBG) fund is a repository for grants from the Department of Housing and Urban Development (HUD)

which funds certain housing and community development programs for the City.

WIA (0220) The Workforce Investment Act fund is a repository for grants from the Department of Economic Development which funds certain community jobs training and development under the Job Training Partnership Act.

Econ Development (0230) The Economic Development fund supports investment by the City in Economic Development Authority projects. It is directly funded by a portion of the millage and is utilized at the discretion of City Council.

Debt Service Fund (0405) The Debt Service fund is the repository for funds utilized to repay bonded and other debt obligations of the City, including the bonds issued by the Columbus Building Authority.

Transport/METRA (0751) The Transportation fund supports the operation of the City's public transportation system, METRA, which includes buses and specialty vehicles. It is funded by transportation grants, service fees and the millage.

Parking Mgmt (0752) This fund supports the operation of the City's parking management and enforcement. It is funded by parking fees and fines.

Trade Center Fund (0753) The Columbus IronWorks Convention and Trade Center is owned and operated by the City. This fund supports all operations of the Trade Center and is funded by Trade Center revenues as well as Selective Sales and Use Taxes.

Bull Creek/Oxbow (0755/6) The operations of both City-owned public golf courses are supported by these two funds. Golf course revenues provide the primary source of funding.

Civic Center (0757) The Civic Center is owned and operated by the City and this fund supports those operations. Funding comes from event revenues, service fees, and the Hotel/Motel Tax.

Employee Health (0850) This fund is a repository for the City's self-funded employee health care program and the employee life insurance program.

Risk Management (0860) This fund is a repository for the City's self-insured Workers Compensation program and vehicle claims management program.

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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, which account for current financial resources of government through the modified accrual basis for governmental activities.

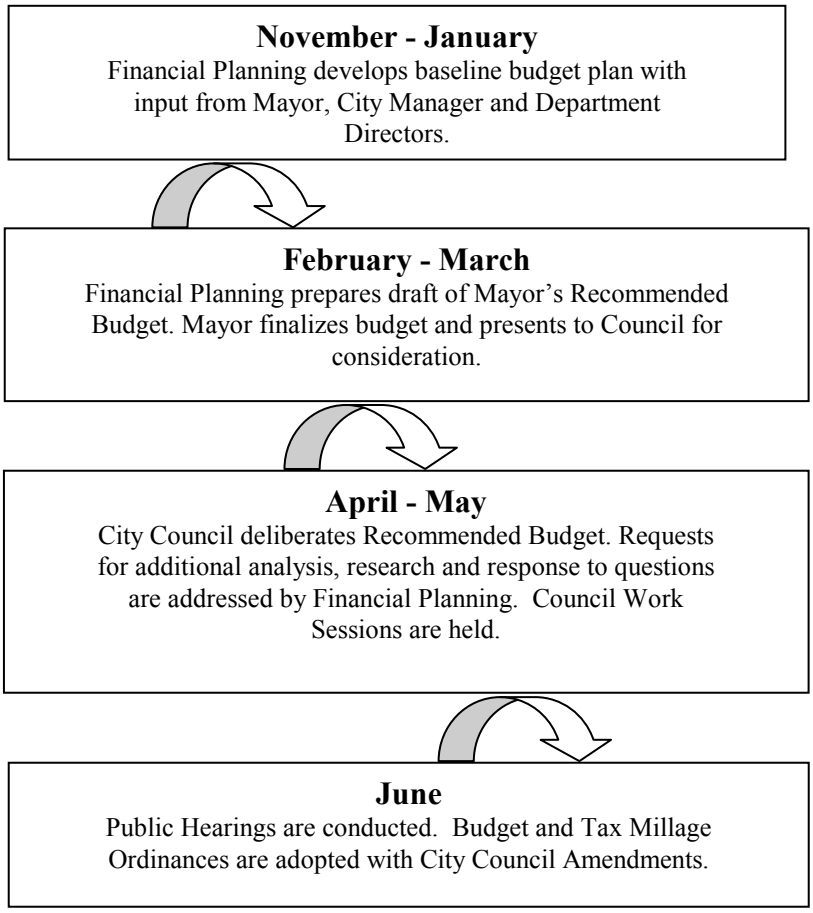
The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting, as are the proprietary fund and fiduciary fund financial statements. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied, if they are collected within 60 days after year end. 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 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 in 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.

BUDGET PREPARATION SCHEDULE: FY2016 Budget[1]



[1] For the FY16 budget, the budget preparation process was changed to allow Council more time to review, consider and deliberate the budget document. The official budget adoption process has not changed.

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SECTION B: FINANCIAL SUMMARIES

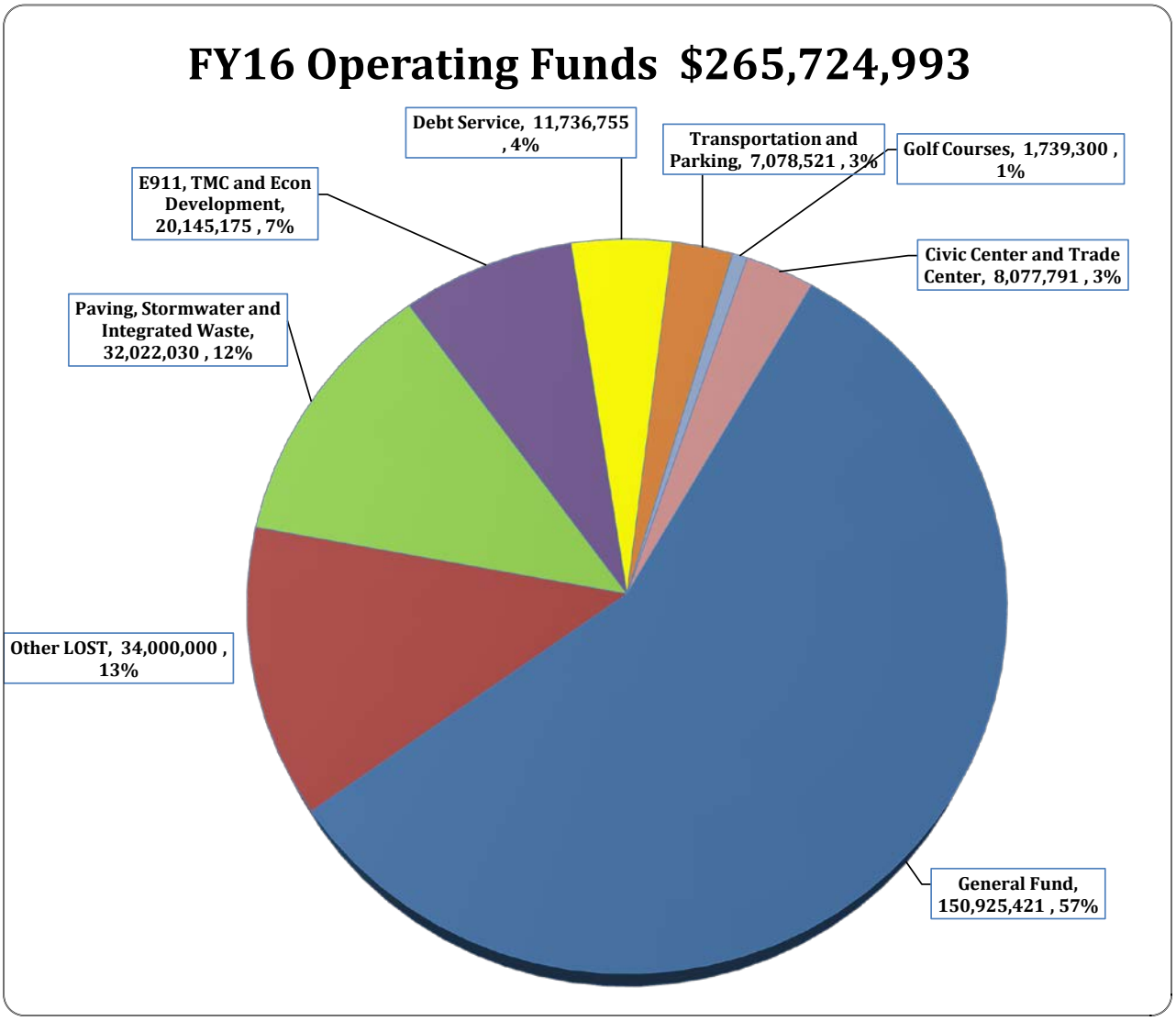
This section includes detailed information on revenues and expenditures by fund. In addition, all funds are summarized in the big picture.

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The Big Picture

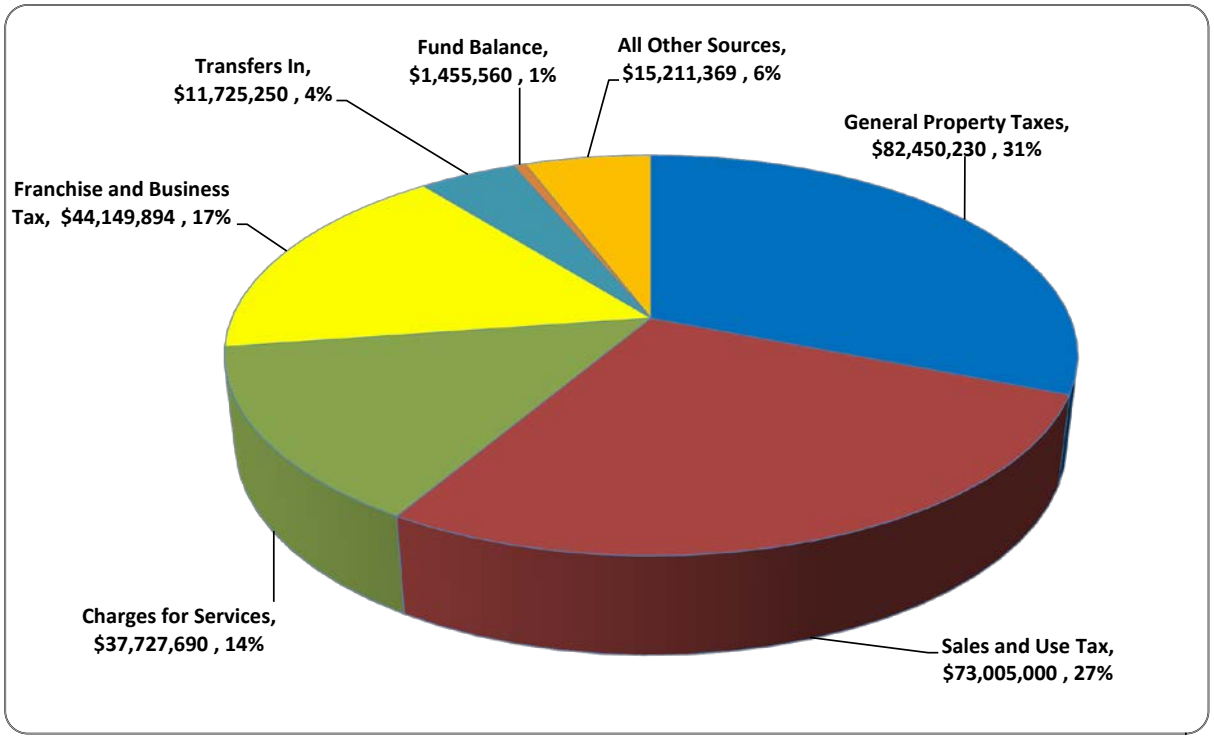
Columbus Consolidated Government operations and services are funded principally through the General Fund, through which the City's primary revenues and expenditures flow. All major departments of the City have apportionments in the General Fund. These are described in detail in Section D. Proceeds from Other Local Option Sales Tax ("OLOST") reside in the LOST Fund. 70% of this fund supports Public Safety while the remainder supports General Government operations and infrastructure. Other operating funds included in this Budget are as follows: Stormwater (Sewer), Paving, and Integrated Waste, which support infrastructure; E-911 (Public Safety); Medical Center (indigent and prisoner healthcare); Economic Development; Transportation (METRA) and Parking Management; Trade Center; Bull Creek and Oxbow Creek Golf Courses; and the Civic Center. Dollar amounts of each fund as projected for FY2016 are shown below:



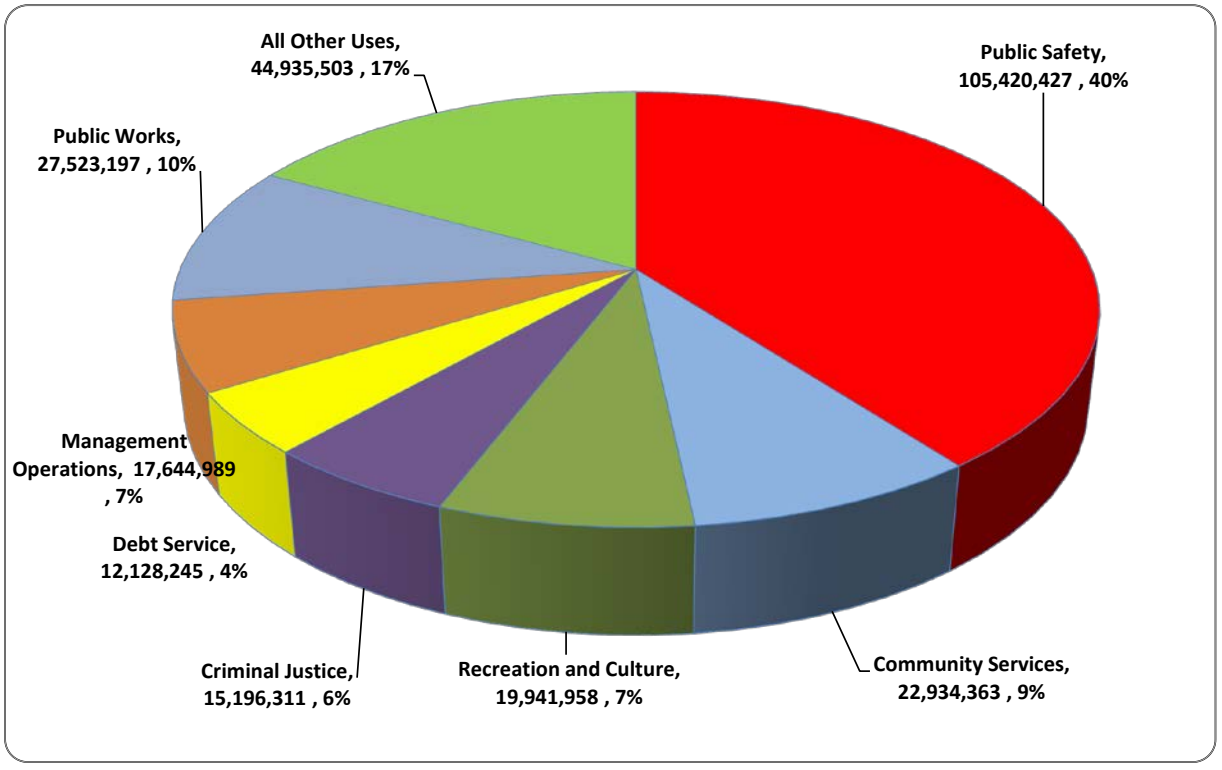
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The Big Picture

Where the money comes from... revenue sources

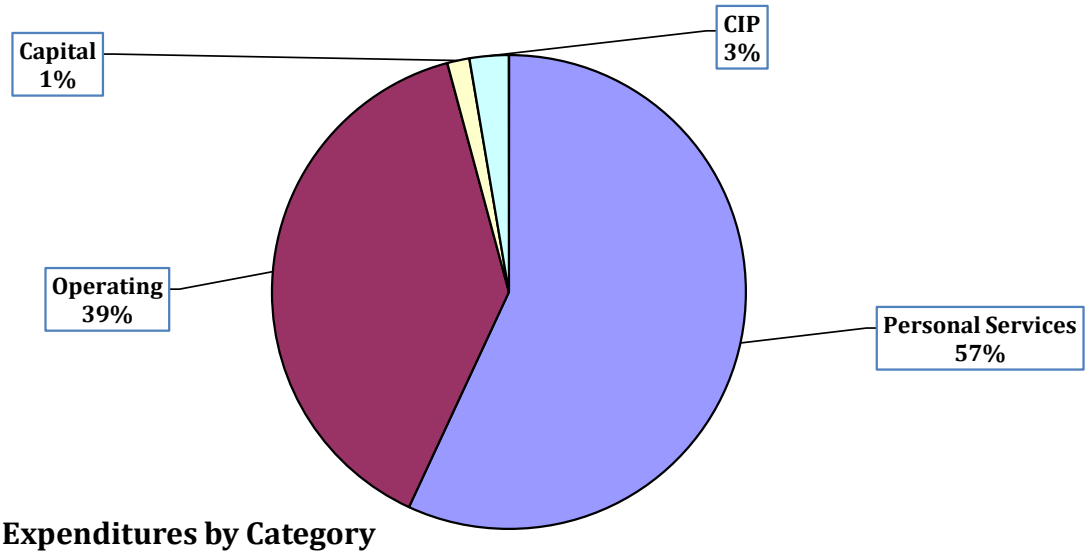


Where the money goes... expenditures



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The Big Picture



Operating Expenditures by Category

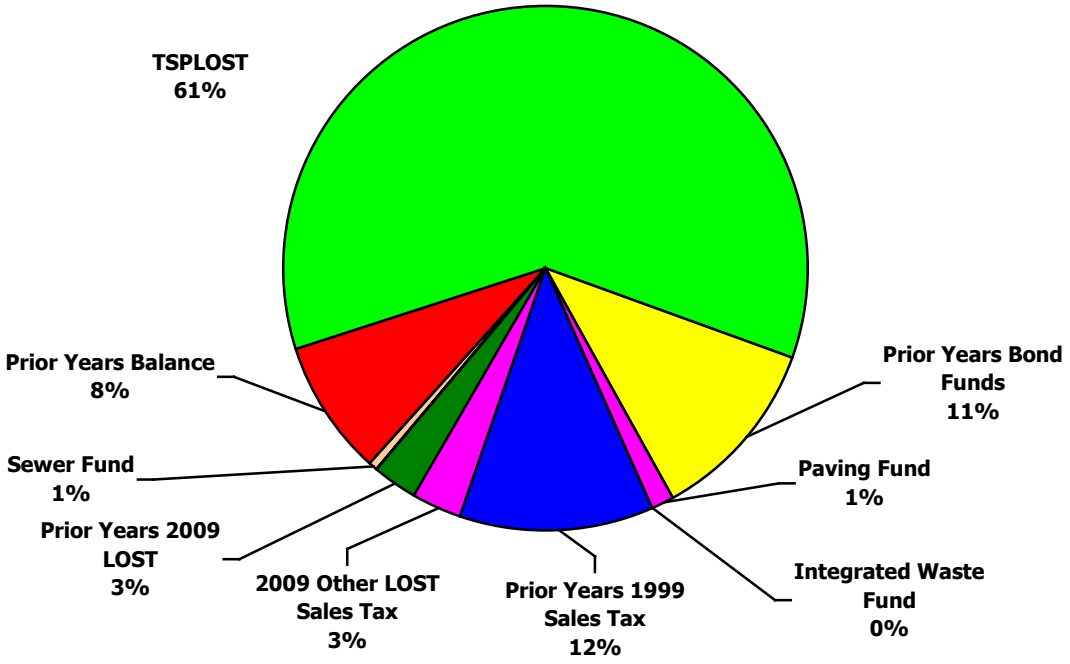
Fund	FY16 Expenditures					Positions	Positions
	Personal Services	Operating	Capital Outlay	Capital Improvement Projects	Total	FT	PT*
General	$ 110,074,524	$ 40,724,855	$ 126,042	$ -	$ 150,925,421	1,868	53
Other LOST	15,149,101	11,713,510	1,989,425	5,147,964	34,000,000	184	-
Stormwater	2,991,130	1,108,270	253,000	1,013,711	5,366,111	65	-
Paving	7,669,866	4,887,806	463,500	2,259,747	15,280,919	171	13
Medical Center	-	13,959,759	-	-	13,959,759	-	-
Integrated Waste	5,404,568	5,760,432	210,000	-	11,375,000	111	-
E-911	2,506,327	1,452,462	-	-	3,958,789	53	1
Econ Development	-	2,226,627	-	-	2,226,627	-	-
Debt Service	-	11,736,755	-	-	11,736,755	-	-
METRA	3,578,253	2,169,295	937,700	-	6,685,248	74	-
Parking Mgmt	191,659	201,614	-	-	393,273	4	-
Trade Center	1,230,319	1,393,872	25,600	-	2,649,791	23	5
Bull Creek	594,674	654,126	-	-	1,248,800	10	10
Oxbow Creek	216,611	273,889	-	-	490,500	5	4
Civic Center	1,638,725	3,789,275	-	-	5,428,000	23	8
Total Operating	**$ 151,245,757**	**$ 102,052,547**	**$ 4,005,267**	**$ 8,421,422**	**$ 265,724,993**	**2,591**	**94**
Other Fund*						14	-
CDBG	203,271	1,103,286	5,000	-	1,311,557	4	-
WIA/JTPA	-	3,609,420	-	-	3,609,420	13	-
Risk Mgmt	3,630,477	1,856,506	-	-	5,486,983	2	6
Health Mgmt	-	21,632,650	-	-	21,632,650	-	-
Total Funds	**$ 155,079,505**	**$ 130,254,409**	**$ 4,010,267**	**$ 8,421,422**	**$ 297,765,603**	**2,624**	**100**

** Specific Part Time Positions Only- Does not include Seasonal or Temporary Labor*

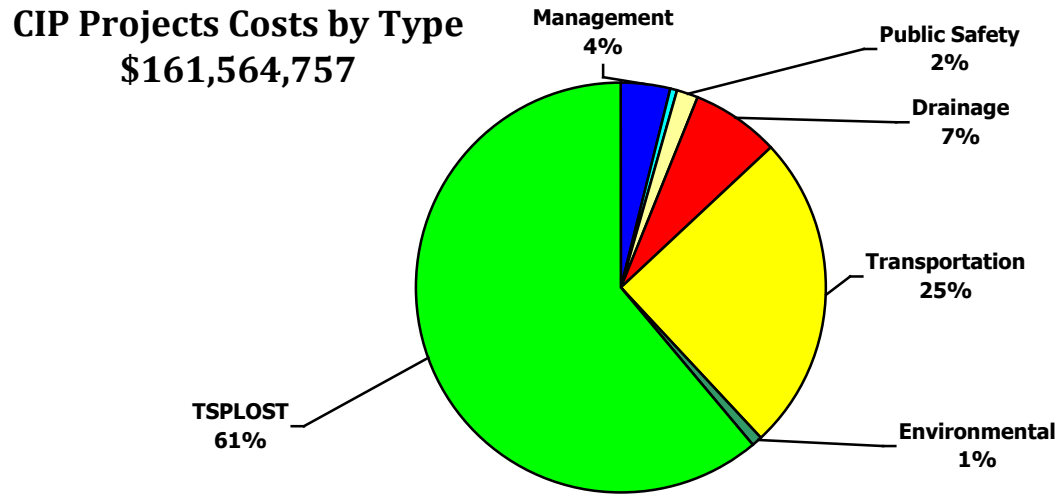
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FINANCIAL SUMMARIES / OPERATING FUNDS

CIP Financing Sources $161,564,757



FY16 CIP Financing Sources Overview	
Project Financing Source	**Amount from Financing Source**
General Fund	$0
Stormwater (Sewer) Fund	$1,013,711
Paving Fund	$2,259,747
Integrated Waste	$0
2012 TSPLOST	$2,500,000
Current Year Bond Proceeds	$0
Current Year 2009 Other LOST	$5,144,964
Prior Years' 1999 SPLOST	$18,721,231
Prior Years' 2009 LOST	$4,320,150
Prior Years' 2012 TSPLOST	$96,183,003
Prior Years' Fund Balance	$13,233,653
Prior Years' Bond Funds	$18,188,298
Total	**$161,564,757**



FY16 CIP Projects Overview*		
Project	**FY16 Cost**	**Impact on Operating Budget**
Management	$6,354,054	Slightly positive, with Technology investments expected to improve efficiencies in administrative, human resources, and financial management areas.
Parks, Recreation, & Leisure	$717,896	Neutral to Slightly Positive with investment in the reconditioning and renovation of four outdoor pools.
Public Safety/ Criminal Justice	$2,805,416	Neutral to Slightly Positive with investment in a new burn building for Fire/EMS.
Drainage	$11,023,579	Neutral to Positive-anticipated investment in sewer line and storm water drainage infrastructure reduces reliance on current year operational funds for maintenance, repair and restructure as well as reduced exposure to risk from liability to property damage or injury.
Transportation	$40,388,615	Neutral to Positive – anticipated investment in transportation infrastructure, most notably roads, bridges, and corridors, will reduce reliance on the current year operating budget for costs of maintenance and repair
TSPLOST	$98,683,0003	Neutral- while the dollar investment in TSPLOST projects is substantial, all of the funding for these specified projects occurs outside of the operating budget in a special funding source (the TSPLOST tax) and therefore provides no impact to the operating budget.
Environmental	$1,592,194	Nominal to Slight – There is minimal investment in these projects aside from a small investment in the necessary operating of landfill sites. Minimal benefit comes from the reduced risk of liability due to non-compliance with state and federal mandates regarding landfills.
TOTAL	**$161,564,757**	Overall, the CIP projects will have a minimal impact on the City's FY16 Operating Budget based on timing of project completion and the fact that contributions from the current year operating budget are relatively low. Long-term expectations are that with the offsetting positive improvements, the majority of negative impacts will be slight. The CIP total is 27.5% higher than the amount allocated in FY15 primarily due to funding allocation increases for TSPLOST projects.

FINANCIAL SUMMARY / OPERATING FUNDS

Capital Improvement Projects (Continued)

Further information on Capital Improvement Projects is located in the Financial Summaries of the Operating Budget and the *FY16 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.

Trend Analysis

An important element of the budgetary process is the historical perspective of past operating fund budgets and the changes in revenues and expenditures in those funds over time. The following table shows the adopted budgets for Revenues and Expenditures in the Operating Funds for the past four fiscal years and the budgeted year. As shown below, the FY2016 Operating Budget experienced modest growth as compared to prior year.

Five Year Operating Fund Trend Analysis: Adopted Operating Budgets for the past five fiscal years

Dollars in Thousands ($000's)	FY12	FY13	FY14	FY15	FY16
REVENUES					
General Property Taxes	71,988	76,031	78,319	81,949	82,450
Franchise/Business/Other	42,379	42,418	41,926	42,261	44,150
Sales and Use Taxes	69,118	76,003	72,743	70,950	73,005
Charges for Services	37,370	37,811	36,972	38,500	37,728
All Other Sources	14,613	14,940	14,952	15,839	15,212
Transfers In	10,073	12,806	11,602	10,013	11,725
Use of Fund Balance	13,075	6,927	6,727	4,134	1,455
Total Revenues	**$258,616**	**$266,936**	**$263,241**	**263,646**	**265,725**
EXPENDITURES					
Public Safety	103,936	106,149	103,696	102,490	106,720
Management Operations	17,561	18,072	17,836	17,749	18,245
Public Works/Community Services*	55,696	54,625	54,938	50,916	53,706
Criminal Justice	14,272	15,112	14,764	14,938	15,196
Debt Service	10,429	12,416	11,740	11,497	12,128
Mass Transit	5,877	6,015	6,256	6,502	6,577
Recreation and Culture	20,364	20,761	21,209	20,706	19,942
Non Categorical and Other	19,594	25,065	26,550	34,114	29,937
Transfers Out	-	-	-	-	-
Capital Improvements	10,887	8,721	6,252	4,734	3,274
Total Expenditures	**$258,616**	**$266,936**	**$263,241**	**263,646**	**265,725**
Percentage Growth	**(7.5)%**	**3.2%**	**(1.3)%**	**(0.1)%**	**0.8%**

**Community Services includes the Medical Center contract for indigent and prisoner/inmate medical care*

FINANCIAL SUMMARY / OPERATING FUNDS

Projections

Short and long term forecasts are an integral part of the City's budgeting process. The Financial Planning Staff prepares both short (1-3 year) and long (5 year) term projections each year as part of the budgeting cycle process. The short and long term forecasts which the Financial Planning staff prepares, and then continually refines, provide the basis for the Operating Funds Budgets included in this Budget Book.

The foundation for projected revenues is based on an analysis of several factors including: historical trends in revenues collected for the current and prior years; changes in statutory or regulatory rules which may impact revenues, such as the changes the State of Georgia has made to the Title Ad Valorem Sales Tax; and changes in the City's population which may be anticipated from demographic or environmental changes, such as those which have occurred from time to time at Ft. Benning, which is a major employer of both military and civilian citizens, or with new investment in our area by companies like Kia, which has major manufacturing facilities in nearby West Point. Financial Planning closely monitors the accuracy of its revenue forecasts throughout the fiscal year and may make recommendations for adjustments to the Operating Budget should actual revenues prove to be materially different from those forecasted.

Our forecasts also provide the basis for our expenditures and capital investment plans which are included in the Operating Budget. Expenditure forecasts are based largely on both historical actual expenditures and the financial resource constraints for the City at large. Capital expenditures are forecasted based on the specific needs of each division, again within the financial resource constraints that exist within the framework of the City as a whole. Our budget book, and therefore this analysis, includes the City's operating funds and 4 additional funds: CDBG, WIA, Risk Management and Employee Insurance Funds. The Budget Book differs from the Consolidated Annual Financial Report ("CAFR"), which includes all funds.

Midyear Adjustments

The Operating Budget is a point-in-time reflection of what is actually a fluid, continually adaptive process throughout the fiscal year. This Budget Book contains the *Adopted* Budget, which has been adopted by the Council as its Adopted Budget. Because it is prepared well in advance of the completion of the prior year's financial audits, and because there are often circumstances which cause need for making mid-year adjustments to the original plan, the Finance Director may recommend changes to the Operating Budget at a mid-year point. These are an ordinary part of the municipal budgeting process and reflect the City's capacity to monitor its resources relative to its budget and to make adjustments where prudent.

Use of Fund Balance

During the past several fiscal cycles, the City has given considerable attention and effort to curbing its reliance on the use of fund balance in the General Fund in order to meet its obligations. Because there has been little growth in revenues, for reasons both macro- and micro- economical, the City has been forced to reduce its spending in a number of areas in order to lower its use of fund balance. For the FY2016 budget, the City experienced across the board savings from employee benefit plan reforms adopted in prior budget years. The savings realized allowed the City to reduce its need for fund balance in its Operating Funds by **$2.6 million,** a **reduction of 35%,** as compared to prior year. The reduced dependence on fund balance stemmed from systemic changes to certain obligations such as pension plans and healthcare plans, continued lack of capital investment, continued deferred maintenance in some areas, reduced workforce through attrition and existing vacancies, and lower indirect operating budgets (such as those for supplies, education and training, and travel).

Dependence on the use of fund balance is expected to continue to decline in future budget cycles for the following key reasons:

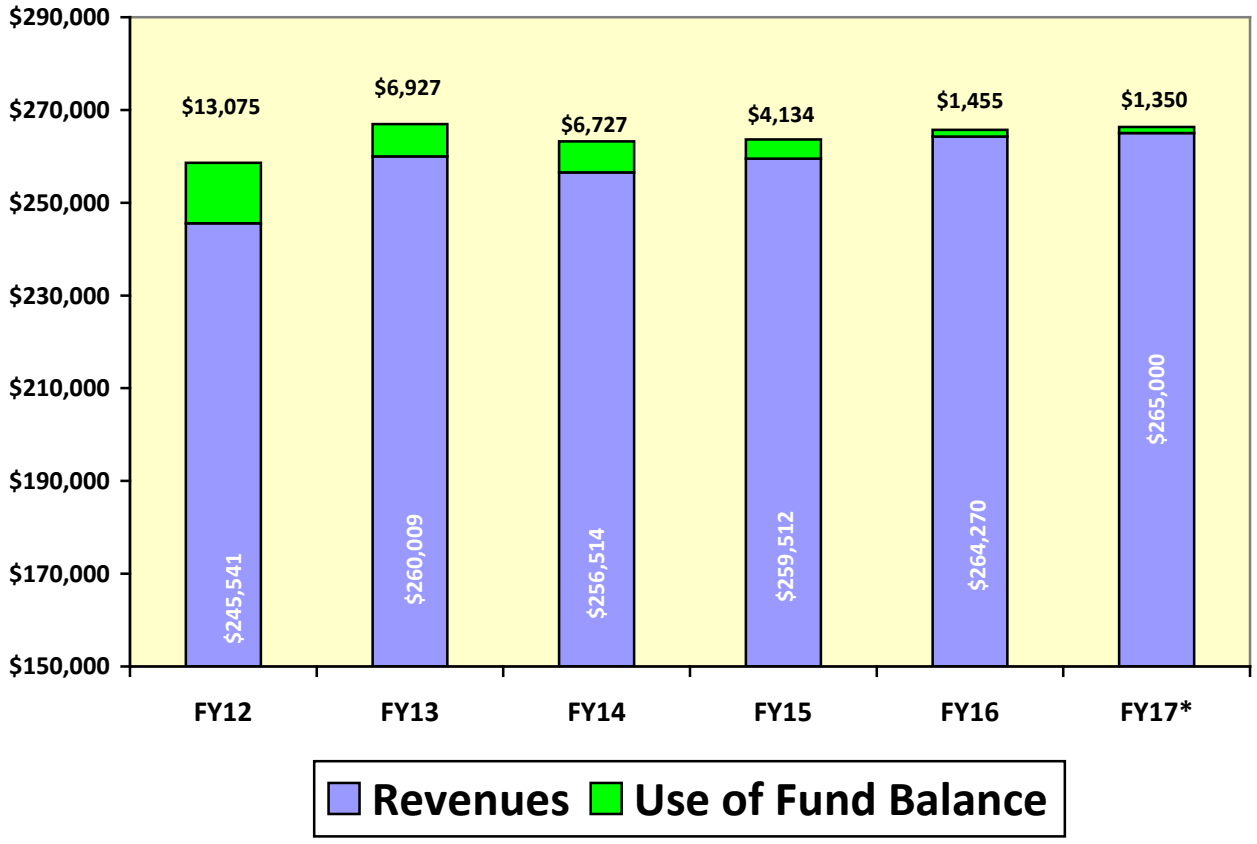
- The adoption of health care reform measures in its self-funded healthcare plan, which is expected to systemically lower the city's healthcare related costs for its employees. These included changes to deductibles, co-pays, out-of-pocket maximums, employee premiums,

and the introduction of spousal exclusion for working spouses with available coverage at their own employer.

- Plans were implemented and/or continued for reduced support for component units and affiliates. For one such entity, self-sufficiency is expected in FY2016 as planned from prior year budget cycles.
- The city's contract with the Medical Center Hospital Authority, which provides for healthcare services to the city's indigent population as well is its inmate population, has been revised under mutual agreement with the Authority to reduce the amount of annual cash payment and to provide for future refunds in the event that costs are less than payments.

The following graph depicts the City's use of fund balance during the past five fiscal years (as planned for in annual Adopted Operating Budgets):

Budgeted Revenues and Use of Fund Balance, FY12-FY17
Dollars in Thousands (000s)



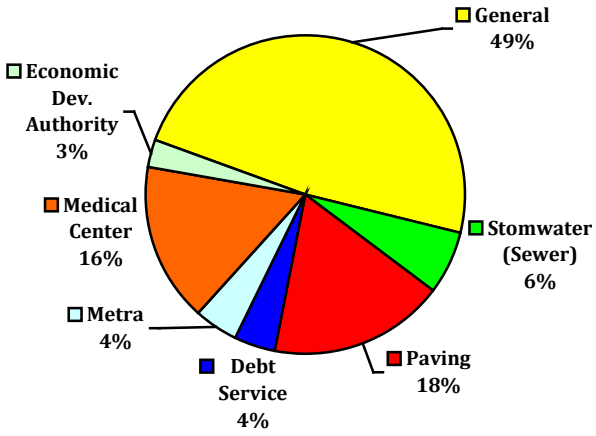
* FY17 estimate based on anticipated reductions to use of fund balance with steady revenues from all other sources

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FINANCIAL SUMMARIES / OPERATING FUNDS: REVENUES

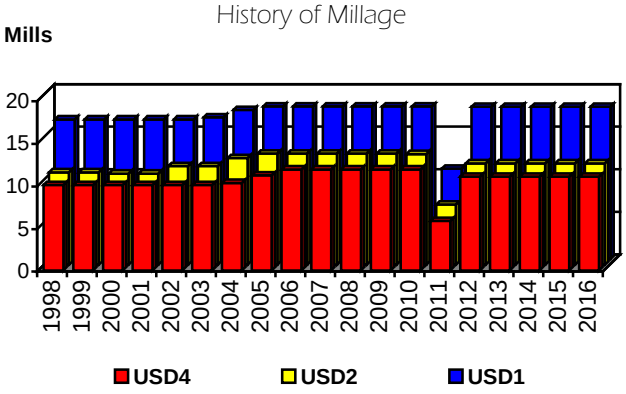
Ad Valorem Tax Distribution Among Funds



History of CCG's Millage

As reflected in the History of Millage chart (below), the millage rate remained relatively consistent from FY96 to FY03 and remained unchanged from FY05 to FY10. FY11 was affected by the Other LOST rollback, but the millage rate returned to normal in FY12. There were small increases to the in the General Fund, the Paving and Debt Service Funds in FY04 and FY05. 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.

During FY13, the Debt Service portion of the millage was reduced by 0.16 mills due to bond defeasance and other debt restructure. City Council opted to increase the mills for Economic Development funding accordingly by 0.25 mills in FY15, the proceeds of which will be added to the Economic Development reserve. The net result was no change to the overall millage rate.



Revenue Sources Total: $265,724,993

General Property Taxes:
$82,450,230 31.0%

For FY16, General Property taxes are budgeted to increase by about 0.6% over FY15. 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 96 collection rate and the projected growth of the digest. The 96% collection rate assumption also applies to the Medical Center fund. Prior to FY15, the Medical Center fund was the one exception to the 96% collection rate assumption as contractually The Medical Center Hospital Authority received 3.00 mills regardless of actual tax collections. The *Ad Valorem Tax Distribution among Funds* Chart, on the top left, shows the distribution of Ad Valorem taxes among the applicable operating funds.

The Economic Development Fund was established in FY03 and is funded by a 0.50 millage when and as approved by City Council. Each fiscal year during budget deliberations, Council decides whether to continue to appropriate monies for the Economic Development fund. As noted in the *History of CCG's Millage (*left*)*, during FY15 an additional 0.25 mills is being set aside as a reserve for Economic Development, subject to Council's discretion and approval.

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.

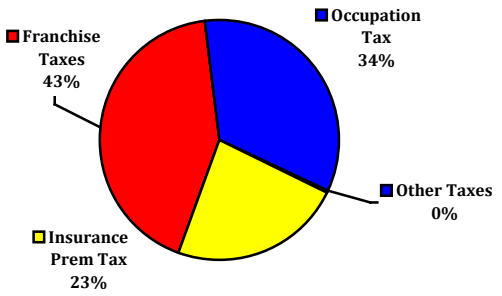
In addition to general economic trends and conditions, CCG faces the added challenge in our property tax structure is the property tax freeze, which freezes the FMV valuation of a property at purchase.

FINANCIAL SUMMARIES / OPERATING FUNDS: REVENUES

Franchise (Utility), Business and Other Taxes:
$44,149,894 **16.6%**

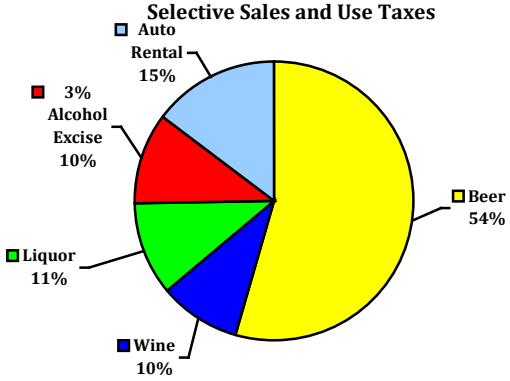
In FY16, Franchise and Business Taxes are projected to increase approximately 4.4% as compared to FY15. These revenues are sensitive to economic conditions and are projected based on historical trends and expected economic strength or weakness. Trends for franchise taxes have been shown slight increases. Business Taxes include Occupation Taxes, which are based on the gross income of certain businesses, and Insurance Premium Taxes. These taxes are also expected to generate modest increases in FY16.

Franchise, Business and Other Taxes



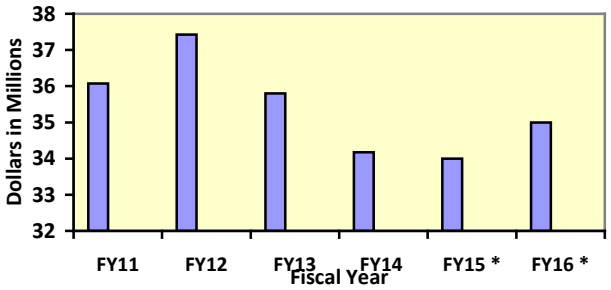
See the Franchise, Business, and Other Taxes pie chart (above) for a breakdown of this category.

Sales and Use Taxes:
$73,005,000 **27.5%**



The FY16 budget includes a projected increase in Sales and Use Tax of about 2.9% from FY15. This projected increase ends a continuing downward trend which began several years ago as a result of macro-economic conditions. 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 in recent 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.

General Fund Local Option Sales Taxes



Also included in this category are use taxes. Use taxes include taxes on various rentals, advertising, 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. A modest increase was projected for this fiscal year. This subcategory reflects less sensitivity to economic conditions.

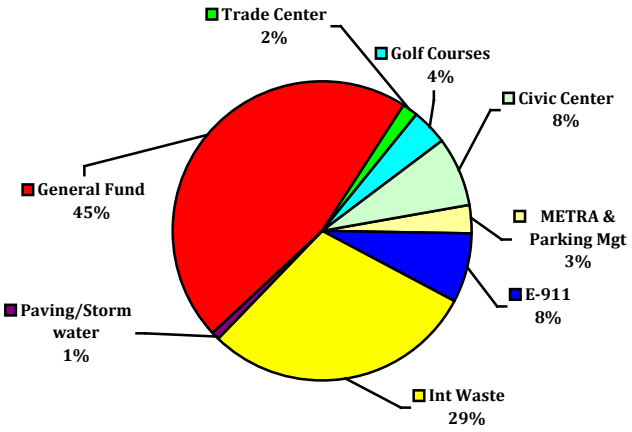
Charges for Service:
$37,727,690 **14.2%**

For FY16, a decrease in Charges for Services of 2% from FY16 has been projected, primarily due to expected decrease in user fees collected by our cultural and recreation based facilities as well as court fees collected. 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. Due primarily to the addition of Title Ad Valorem Tax Fees, commissions were projected to decrease by 3% for FY16.

FINANCIAL SUMMARIES / OPERATING FUNDS: REVENUES

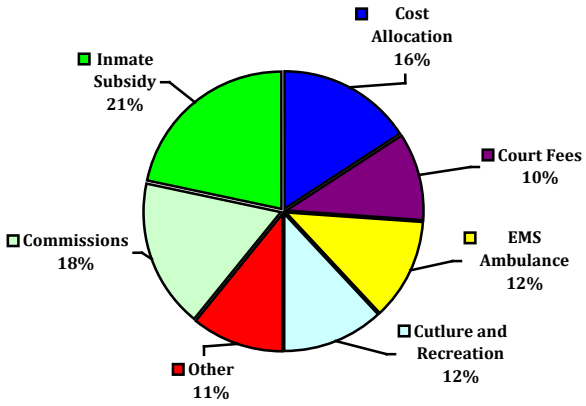
Also in service charges is cost allocation. Established in the FY93 Budget, cost allocation revenues reflect levels of service provided by the general fund central administrative functions (such as accounting, purchasing) to other fund, grant, and authority activities. For FY16, a 3.4% increase in cost allocations was projected.

Service Charges by Area



Projections for Service charges are based on rates set by Council, historical trends, and economic indicators. A decline in user based fees collected by the City's public cultural and recreation based facilities and decreased court collection fees lead to the projected 2% decrease in total Charges for Services for FY16. See the *Service Charges by Area* pie chart.

General Fund Charges for Service



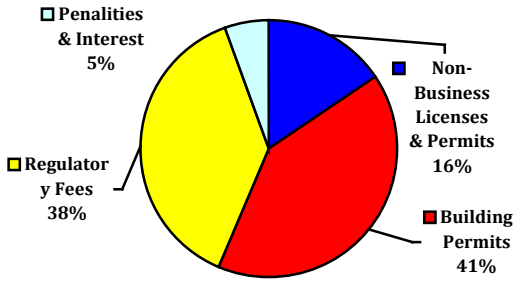
Fines and Forfeitures:
$5,061,500 **1.9%**

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. For FY16, a 8.4% decrease was projected in Fines and Forfeitures due to a trending reduction in court fees collected in superior court, state court, municipal courts, and all other courts to include recorder's court and environmental court.

Licenses and Permits:
$2,213,100 **0.8%**

For FY16, License and Permit revenues are expected to modestly decline as compared to prior year. 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. Regulatory Fees include licenses to sell alcohol and insurance. Building permits make up the largest category. Council sets the fees for these charges. See *Business Licenses & Permits* (above) for a breakdown by type.

Projections are based on historical trend analysis, economic indicators, and anticipated economic growth. Some of these fees and permits that are sensitive to economic conditions are trending upward. Overall, licensing is remaining steady, as well as, fees and permits. Projections have followed these trends.

FINANCIAL SUMMARIES / OPERATING FUNDS: REVENUES

Intergovernmental:
$3,789,175 1.4%

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 a 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 and WIA Funds can be found in the Overview (Section B) and Expenditures by Division (Section D) Sections.

Investment Income & Miscellaneous:
$4,147,594 1.6%

This category includes revenue from investment of City reserves. Revenues are based on projected rates of return on invested fund equity. Although rates are expected to continue to be relatively low, the FY16 budget does not presume that there will be material gains or losses in investment value. Investment income is projected at $450,000 for FY16.

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.

Inter-fund Transfers In:
$11,725,250 4.4%

Transfers-in account for the operating inter-fund 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. The Hotel-Motel tax provides a source of revenue as a transfer in to the Civic Center and the Columbus Convention and Trade Center. For FY16, a 17% increase in transfers has been projected, thus presenting a cyclical trend in use of inter-fund transfers as a revenue source.

Use of Fund Balance:
$1,455,560 0.6%

Fund balance usage is calculated based on the anticipated fund balance at fiscal year end after revenues and expenditures have been accounted for. To balance the General Fund and the Debt Service Fund, a planned use of fund balance has been programmed to cover expenditures in each of these funds. In the General Fund, it is expected that **$1,283,310** will be needed from fund balance to cover the shortfall between revenues and expenditures. It is worth note that this represents a **$2.6 million** reduction, or **32.5%**, in the use of fund balance to balance the General Fund for FY2016. In the Debt Service Fund, the Use of Fund Balance is projected at a modest **$172,250**. Operating Funds' total Use of Fund Balance is **$1,455,560.** See *FY16 Summary of Revenues, Expenditures, & Change in Fund Balance* for details.

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FINANCIAL SUMMARIES / OPERATING FUNDS: EXPENDITURES

Expenditures Total: $265,724,993

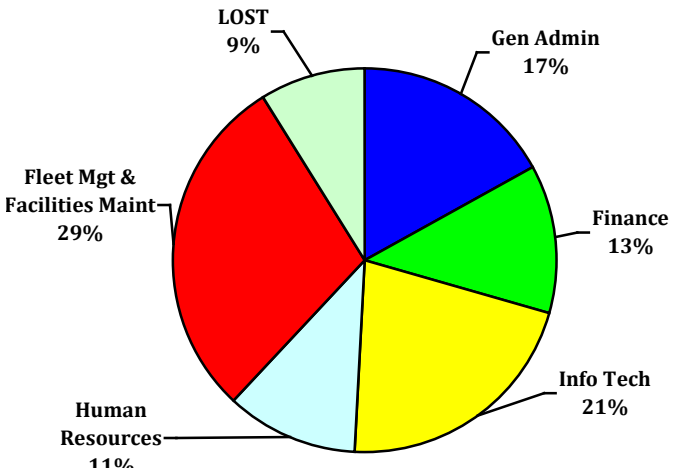
Management Operations:
$ 17,644,989 6.6%

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, 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.

Management Operations expenditures are budgeted at 0.5% lower than in FY15. See *Management Operations by Type* below for expenditure breakdown of support offices.

Management Operations by Type



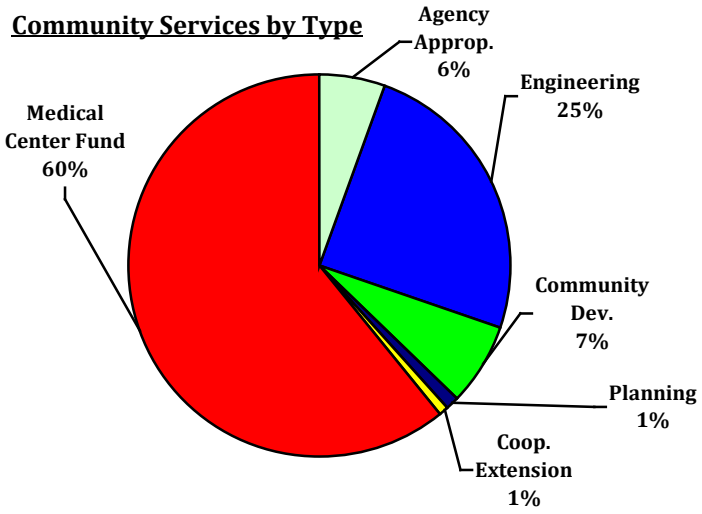
Community Services:
$ 22,934,363 8.6%

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. Community Services expenditures are budgeted 2% lower than the budget for FY15. See the Chart of *Community Services By Type* below 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 Works:
$ 27,523,197 10.4%

This category includes the divisions involved in delivering and administering essential services such as solid waste collection, recycling, public cemeteries, and open and inert landfill operations and maintenance. 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.

Public Works expenditures are budgeted to be 0.06% higher in FY16 than budgeted for FY15.

FINANCIAL SUMMARIES / OPERATING FUNDS: EXPENDITURES

Statutory Boards & Commissions:
$ 5,152,017 **1.9%**

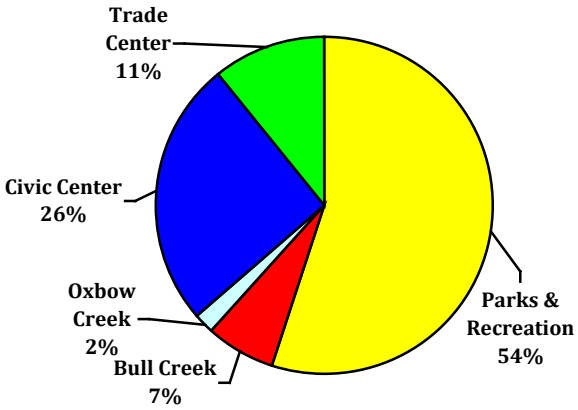
This area provides miscellaneous services to the community. The Board of Elections and Registrations maintains the official eligible voters file and conducts elections in Muscogee County. The Tax Commissioner's Office and the Board of Tax Assessors appraise property and collect due taxes in the county. The operations of the Coroner are included here. Expenditures in this category are budgeted at 24.7% higher than in FY15, primarily due to the addition of expenditures associated with an Election Year as well as the upgrade of computer systems in the Tax Assessor's office.

Recreation & Culture:
$ 19,941,958 **7.5%**

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. Expenditures for Recreation and Culture are budgeted at 3.6% lower than for FY15. Cost savings will be achieved from operational changes implemented during the current budget cycle.

See *Recreation & Culture* Chart below.

Recreation & Culture



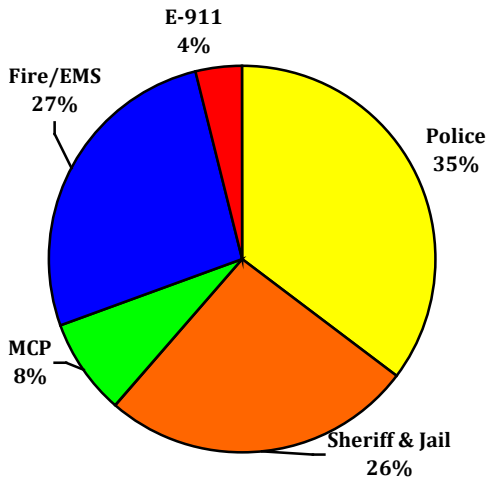
Public Safety:
$ 105,420,427 **39.7%**

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, the county jail, and Muscogee County Prison incorporated.

Public Safety expenditures are budgeted 2.8% above the FY15 budget. The primary reason for the increase stems from approved capital purchases adopted in the FY16 budget. More vehicles are set to be purchased as part of the capital replacement plan and there is no vast amount of funds set aside as a Public Safety Vacancy Reserve for unfilled vacancies in Police, Fire/EMS, the Marshal's office and the Sheriff's office as it was in FY15. For FY16, the Adopted budget includes a modest reserve amount of $146,909 and Public Safety related capital purchases of $2,499,425.

See *Public Safety Appropriations by Agency* below for breakdown of budget proportions.

Public Safety Appropriations by Agency



FINANCIAL SUMMARIES / OPERATING FUNDS: EXPENDITURES

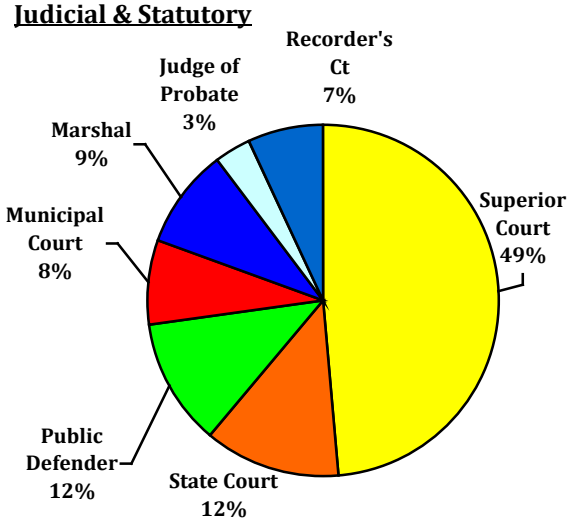
Criminal Justice:

$ 15,196,311 **5.7%**

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. FY16 expenditures for Criminal Justice are 1.7% higher than they were for FY15.

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

Judicial & Statutory



Debt Service:

$ 12,128,245 **4.6%**

The Debt Service Fund accounts for the retirement of general obligation bond issues, Columbus Building Authority lease contracts, certain leasing obligations associated with vehicle purchases for Integrated Waste, and the Water Commission revolving loan contract.

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 well below the 20% level that is considered by the credit industry to be a danger signal. In addition, CCG is well below the legal debt ceiling for general obligation debt (detailed in the box below).

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 provide the primary source of revenue for the Debt Service Fund. See Debt Service Fund Overview and Debt Service Fund Expenditures for more information.

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. Information regarding the legal debt limit for CCG is listed below.

Computation of Legal Debt Margin
For Fiscal Year Ending June 30, 2016

Assessed value of taxable property*	$ 5,023,008,687
Debt Limit: 10% of assessed value	502,300,868
Less: Amount of debt applicable to debt limit	0
Legal Debt Margin Available	**$502,300,868**

*Based on 2015 State Approved Gross Digest as of 08/03/15.

Debt Service: Principal & Interest

In 2010, the Columbus Building Authority issued Series A, B, and C bonds in amounts of $21,560,544 (A), $72,320,000 (B), and $2,090,000 (C) respectively. In 2012, the Columbus Building Authority issued Series A and B bonds in amounts of $29,825,000 (A) and $14,005,000 (B) respectively. For FY16, the total amount of payments for principal on all bonds outstanding will be ***$4,915,000*** and the total amount of payments for all interest will be ***$5,995,584***. Included in these amounts are payments that are

made for bonds issued on behalf of Trade Center and Oxbow Creek Golf Course.

Debt Service: Other Obligations

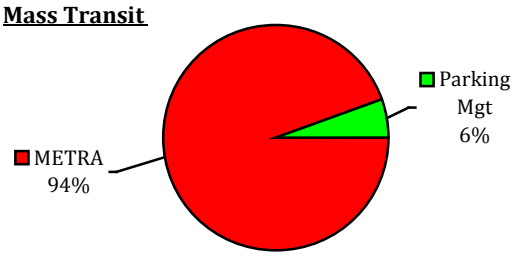
The Consolidated Government has directly or indirectly guaranteed the debt issued by the Bull Creek Golf Course Authority, the Columbus Iron Works Convention and Trade Center Authority, the Columbus Airport Commission, and the Hospital Authority of Columbus. However, because the debt is self-supporting, 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.

During 2013, Columbus Consolidated Government entered into a master lease agreement with Georgia Municipal Association (GMA). The initial purpose of GMA financing was to purchase rolling stock equipment for Public Works. GMA financing was later utilized to purchase computer equipment and software upgrades as well as leasing emergency vehicles. The total amount of expenditures that will be allowed under the lease agreement in FY16 will be ***$1,174,657*** (which includes repayment of principal and interest for one year).

Mass Transit:
$ 6,576,921 2.5%

METRA is the City of Columbus' mass transit system of buses with financial assistance provided by the local, State and Federal governments. Mass transit expenditures are budgeted at 1.1% above FY15 expenditures.

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.



Other Non-Departmental Expense:
$ 24,785,143 9.3%

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-categorical expenses. Other non-departmental expenditures are budgeted at 17.3% lower than in FY15, primarily due to the elimination of the Public Safety Vacancy Reserve in the General Fund and decreased contingency budgets in several of the funds.

Capital Improvement Projects (CIP):
$8,421,422 3.2%

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; 1999 1¢ Special Purpose Local Option Sales Taxes (1993, 1999), Columbus Building Authority (CBA) – Contractual Debt (2010A, 2010B, and 2010C Series, 2012A and 2012B Series), Capital Lease Agreements with Georgia Municipal Association, 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.

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.

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.

The total financing for a given project may be available at one time, while the project may 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 located in the *FY16 Capital Improvement Program Budget Book*.

CIP impacts on the Operating Budget

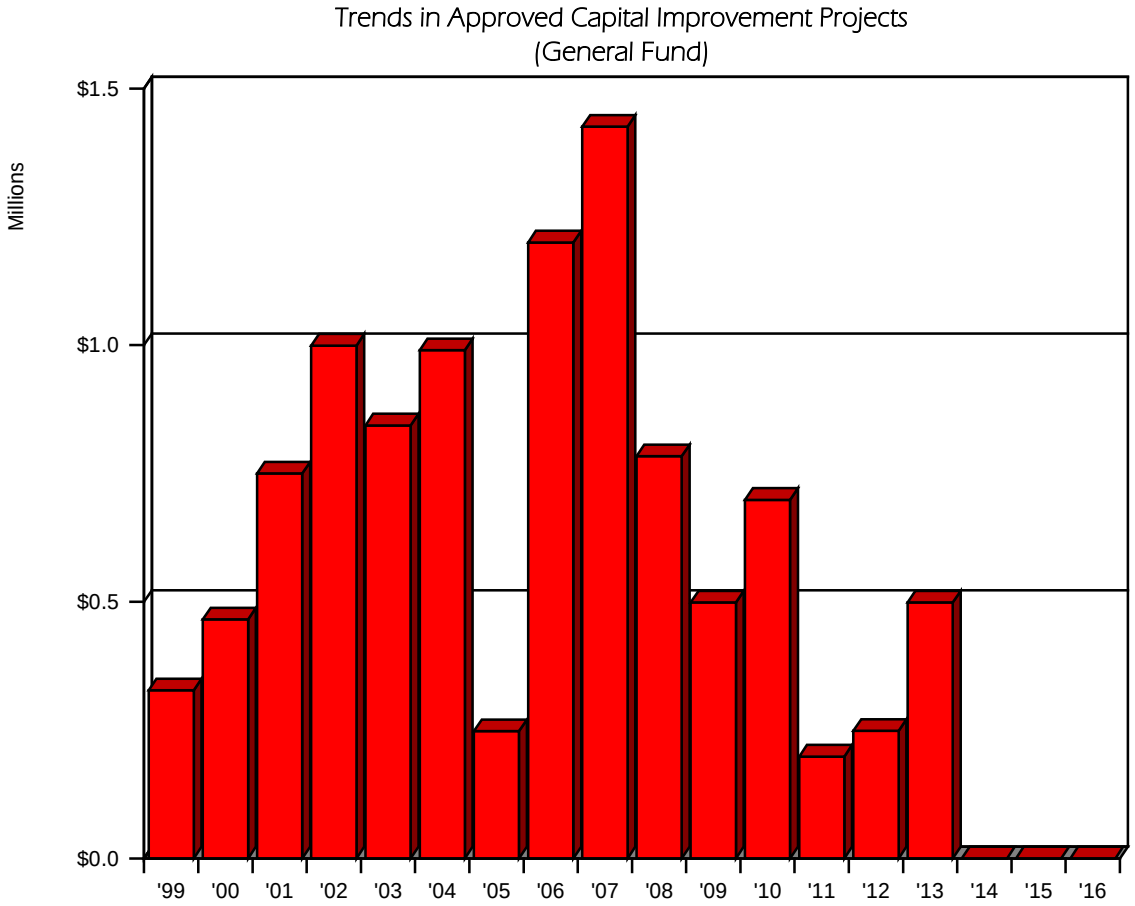
Due to the lack of funding over the past few years, we have been unable to meet the demand financially for many worthy projects. Prioritizing has been essential to stretch an already tight dollar as far as possible. This will have implications on future budgets. Currently, funding for our projects is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

FINANCIAL SUMMARIES / OPERATING FUNDS: EXPENDITURES

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 future savings will be greater than project costs. Any reduction will allow additional funding to be allocated to other operating costs or projects within the City.

For FY16, the overall budget for Capital Improvements was held to a minimum, continuing the trend of deferred capital investment begun in FY14. As shown below, FY16 saw the third year of no budgeting in the General Fund for Capital Improvements.



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FY16 SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

OPERATING FUNDS	General Fund	Stormwater Fund	Paving Fund	Medical Center Fund	Integrated Waste Fund*	Emergency Telephone Fund	Economic Development Fund	Debt Service Fund
Fund Numbers	**0101, 0102 0109**	**0202**	**0203**	**0204**	**0207**	**0209**	**0230**	**0405**
Beginning Fund Balance as of 7/01/15 (undesignated, unreserved, & unaudited)	**$ 27,093,435**	**$ 4,399,593**	**$ 11,188,385**	**$ (7,030,392)**	**$ (3,345,145)**	**$ -**	**$ 820,874**	**$ 5,448,282**
REVENUES								
General Property Taxes	39,760,939	5,263,111	14,663,248	13,359,759	-	-	2,226,627	3,531,156
Franchise, Business & Other Taxes	18,731,075	-	-	-	-	-	-	-
Sales & Use Taxes	72,235,000	-	-	-	-	-	-	-
Business Licenses & Permits	27,631,919	-	-	-	-	-	-	-
Fines & Forfeitures	4,841,500	-	-	-	-	-	-	-
Charges for Service	17,339,946	38,000	357,895	-	11,095,000	2,830,000	-	-
Intergovernmental	435,608	5,000	13,646	-	-	-	-	1,411,063
Investment Income	450,000	60,000	246,130	-	280,000	-	-	3,500
Miscellaneous Revenues	816,124	-	-	-	-	-	-	487,598
Transfers-in	1,400,000	-	-	600,000	-	1,128,789	-	6,131,188
Total Revenues	**183,642,111**	**5,366,111**	**15,280,919**	**13,959,759**	**11,375,000**	**3,958,789**	**2,226,627**	**11,564,505**
Total Available Resources	**210,735,546**	**9,765,704**	**26,469,304**	**6,929,367**	**8,029,855**	**3,958,789**	**3,047,501**	**17,012,787**
EXPENDITURES								
Management Operations	17,644,989	-	-	-	-	-	-	-
Community Services	5,003,276	719,573	1,025,128	13,959,759	-	-	2,226,627	-
Public Services	3,056,742	3,300,649	10,866,483	-	10,184,323	-	-	-
Recreation & Culture	10,963,719	-	-	-	84,509	-	-	-
Public Safety	101,461,638	-	-	-	-	3,958,789	-	-
Criminal Justice	15,196,311	-	-	-	-	-	-	-
Statutory, Boards & Commissions	5,152,017	-	-	-	-	-	-	-
Capital Improvements	5,147,964	1,013,711	2,259,747	-	-	-	-	-
Other Non-Departmental	21,294,749	332,178	1,129,561	-	1,106,168	-	-	-
Debt Service	-	-	-	-	-	-	-	11,736,755
Mass Transit	4,016	-	-	-	-	-	-	-
Total Expenditures	**184,925,421**	**5,366,111**	**15,280,919**	**13,959,759**	**11,375,000**	**3,958,789**	**2,226,627**	**11,736,755**
Transfer to Other Funds**	-	-	-	-	-	-	-	-
TOTAL	**184,925,421**	**5,366,111**	**15,280,919**	**13,959,759**	**11,375,000**	**3,958,789**	**2,226,627**	**11,736,755**
Projected Ending Fund Balance: 6/30/16	25,810,125	4,399,593	11,188,385	(7,030,392)	(3,345,145)	-	820,874	5,276,032
Change in total Fund Balance projected for FY16	**$ 1,283,310**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 172,250**

NOTE: General Fund Balance includes LOST Fund Balance of $33,000,000

**Proprietary (Enterprise) funds - fund equity*

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

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FY16 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
	0751	0752	0753	0755	0756	0757	
Beginning Fund Balance as of 7/01/15 (undesignated, unreserved, & unaudited)	**$ (5,832,218)**	**$ (2,851,813)**	**$ (1,759,340)**	**$ 3,689,453**	**$ (1,628,035)**	**$ (14,740,508)**	**$ 15,452,571**
REVENUES							
General Property Taxes	3,645,390	-	-	-	-	-	**82,450,230**
Franchise, Business & Other Taxes	-	-	-	-	-	-	**18,731,075**
Sales & Use Taxes	-	-	770,000	-	-	-	**73,005,000**
Business Licenses & Permits	-	-	-	-	-	-	**27,631,919**
Fines & Forfeitures	-	220,000	-	-	-	-	**5,061,500**
Charges for Service	1,111,000	38,000	661,549	1,185,800	240,500	2,830,000	**37,727,690**
Intergovernmental	1,923,858	-	-	-	-	-	**3,789,175**
Investment Income	5,000	-	40,000	-	-	-	**1,084,630**
Miscellaneous Revenues	-	-	568,242	13,000	-	1,178,000	**3,062,964**
Transfers-in	-	135,273	610,000	50,000	250,000	1,420,000	**11,725,250**
Total Revenues	**6,685,248**	**393,273**	**2,649,791**	**1,248,800**	**490,500**	**5,428,000**	**264,269,433**
Total Available Resources	**853,030**	**(2,458,540)**	**890,451**	**4,938,253**	**(1,137,535)**	**(9,312,508)**	**279,722,004**
EXPENDITURES							
Management Operations	-	-	-	-	-	-	**17,644,989**
Community Services	-	-	-	-	-	-	**22,934,363**
Public Services	15,000	-	-	-	-	100,000	**27,523,197**
Recreation & Culture	-	-	2,223,531	1,175,829	358,164	5,136,206	**19,941,958**
Public Safety	-	-	-	-	-	-	**105,420,427**
Criminal Justice	-	-	-	-	-	-	**15,196,311**
Statutory, Boards & Commissions	-	-	-	-	-	-	**5,152,017**
Capital Improvements	-	-	-	-	-	-	**8,421,422**
Other Non-Departmental	469,218	21,398	137,801	72,971	29,305	191,794	**24,785,143**
Debt Service	-	-	288,459	-	103,031	-	**12,128,245**
Mass Transit	6,201,030	371,875	-	-	-	-	**6,576,921**
Total Expenditures	**6,685,248**	**393,273**	**2,649,791**	**1,248,800**	**490,500**	**5,428,000**	**265,724,993**
Transfer to Other Funds**	-	-	-	-	-	-	**-**
TOTAL	**6,685,248**	**393,273**	**2,649,791**	**1,248,800**	**490,500**	**5,428,000**	**265,724,993**
Projected Ending Fund Balance: 6/30/16	(5,832,218)	(2,851,813)	(1,759,340)	3,689,453	(1,628,035)	(14,740,508)	13,997,011
Change in total Fund Balance projected for FY16	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,455,560**

NOTE: General Fund Balance includes LOST Fund Balance of $33,000,000.

**Proprietary (Enterprise) funds - fund equity*

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

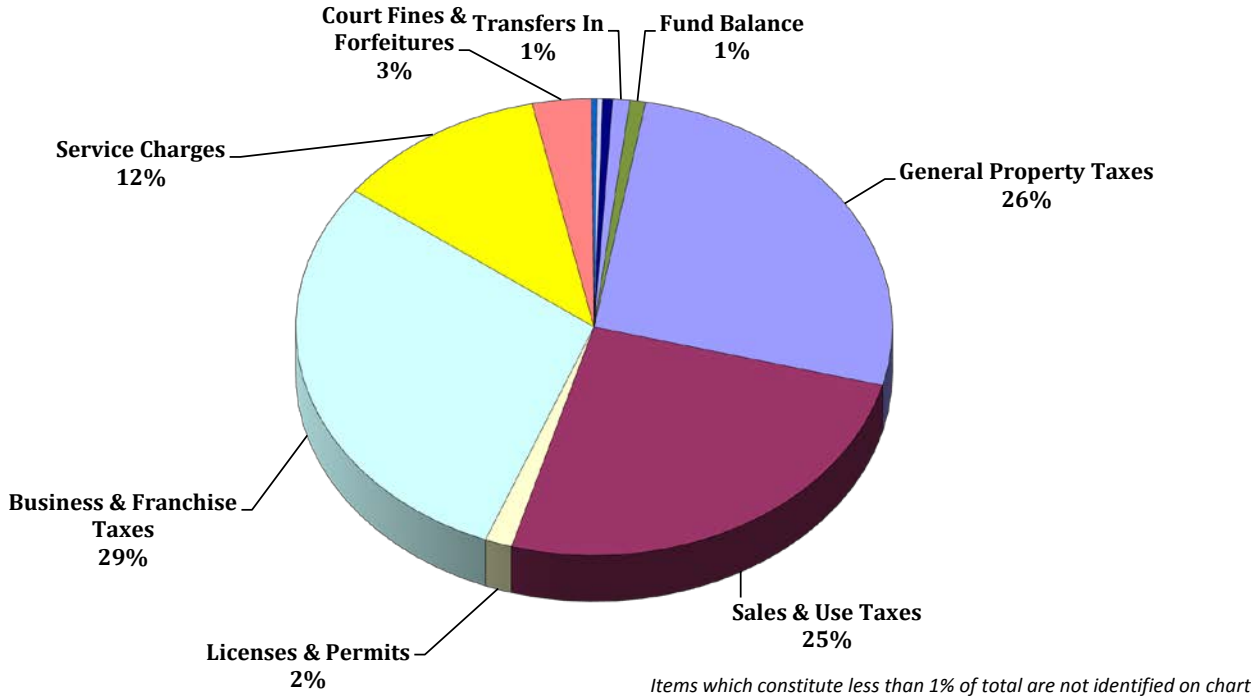
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OVERVIEW / GENERAL FUND 0101

General Fund $ 150,925,421

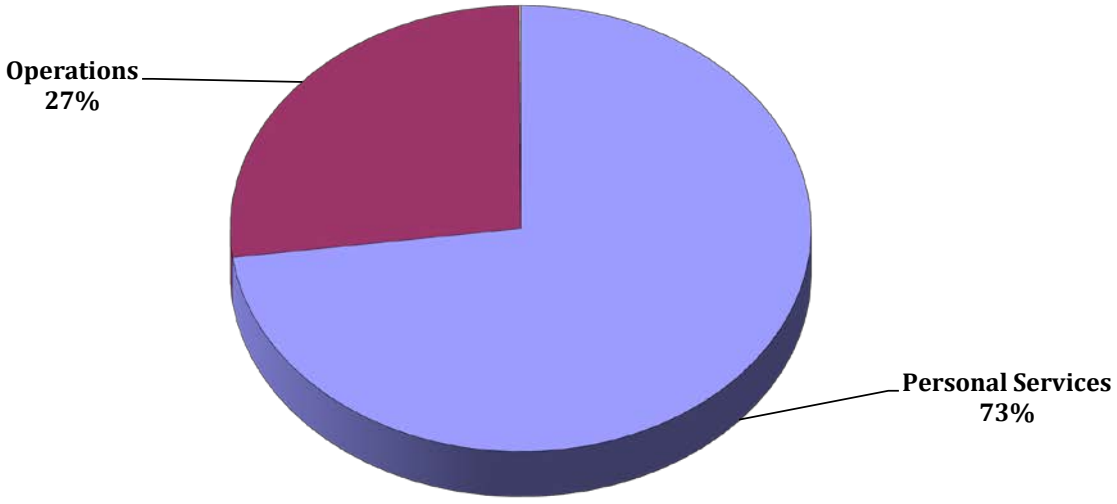
The General Fund accounts for all financial resources and expenditures that are not accounted for in specific purpose funds. It is the major operating fund of the government. The expenditures incurred are for current day-to-day expenses, operating equipment, and special appropriations

Budget by Revenue Source



Items which constitute less than 1% of total are not identified on chart

Budget by Expense Category



SCHEDULE OF REVENUES / GENERAL FUND 0101

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
General Property Taxes						
4001	Real Property	27,413,502	27,841,917	28,527,339	32,636,388	14.40%
4002	Public Utility	17,616	-	-	-	N/A
4003	Timber	2,053	-	281	-	-100.00%
4005	Personal Property	4,421,150	4,458,479	4,680,042	-	-100.00%
4006	Motor Vehicle	3,189,630	3,137,852	3,137,552	2,912,986	-7.16%
4007	Mobile Homes	51,285	40,124	34,552	-	-100.00%
4009	Title Tax	1,282,456	4,041,897	2,672,810	2,926,565	9.49%
4012	Not on Digest	115,027	128,470	62,479	55,000	-11.97%
4015	Recording Intangibles	717,205	655,789	600,864	620,000	3.18%
4016	Railroad Equip Taxes	-	49,792	50,372	-	-100.00%
	Subtotal	**$ 37,209,924**	**$ 40,354,320**	**$ 39,766,290**	**$ 39,150,939**	**-1.55%**
Penalties & Interest						
4150	Ad Valorem	820,750	957,132	752,969	500,000	-33.60%
4151	Auto	186,822	129,941	95,953	90,000	-6.20%
4153	Breach of Covenant	-	-	-	-	N/A
4154	FIFAs	34,352	29,599	32,841	20,000	-39.10%
	Subtotal	**$ 1,041,923**	**$ 1,116,672**	**$ 881,763**	**$ 610,000**	**-30.82%**
TOTAL GENERAL PROPERTY		**$ 38,251,847**	**$ 41,470,992**	**$ 40,648,053**	**$ 39,760,939**	**-2.18%**
Franchise (Public Utility Taxes)						
4020	Georgia Power	10,156,227	9,848,173	10,602,722	10,708,749	1.00%
4021	Liberty Utilities/Atmos	1,725,269	1,859,266	2,017,335	1,700,000	-15.73%
4022	AT&T	564,711	526,536	469,193	475,000	1.24%
4023	Charter Communications	425,378	452,941	485,586	450,000	-7.33%
4024	TCI/Mediacom	842,142	817,962	820,252	800,000	-2.47%
4025	Knology/WOW	1,375,260	1,060,855	1,107,195	1,050,000	-5.17%
4026	Diverse Power/Troup	188,911	191,307	221,154	190,000	-14.09%
4027	Flint Electric	82,166	88,446	93,800	90,000	-4.05%
4028	Water Works - 6% Sales	3,116,856	3,150,643	3,329,235	3,250,000	-2.38%
4029	AT&T Comm Rights	6,226	6,226	6,226	6,226	0.00%
4030	Public Svc Telephone ACN Communication	112	104	104	100	-3.85%
4031	Services- Inc	-	-	-	-	N/A
4032	Telephone Franchise Tax	213	2,129	8,836	5,000	-43.41%
4114	American Communication	9,053	7,034	6,335	6,000	-5.29%
	Subtotal	**$ 18,492,524**	**$ 18,011,622**	**$ 19,167,973**	**$ 18,731,075**	**-2.28%**
TOTAL FRANCHISE TAXES		**$ 18,492,524**	**$ 18,011,622**	**$ 19,167,973**	**$ 18,731,075**	**-2.28%**
Business Taxes						
4100	Occupational Tax	14,366,800	15,068,650	14,557,892	15,000,000	3.04%
4110	Insurance Premium Tax	9,460,091	9,795,023	10,241,405	10,343,819	1.00%
	Subtotal	**$ 23,826,891**	**$ 24,863,673**	**$ 24,799,297**	**$ 25,343,819**	**2.20%**
Other Taxes						
4140	Other Taxes	67,617	87,949	81,796	75,000	-8.31%
	Subtotal	**$ 67,617**	**$ 87,949**	**$ 81,796**	**$ 75,000**	-8.31%
TOTAL BUSINESS & OTHER TAXES		**$ 23,894,508**	**$ 24,951,622**	**$ 24,881,093**	**$ 25,418,819**	**2.16%**

SCHEDULE OF REVENUES / GENERAL FUND 0101

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
General Sales & Use Taxes						
4040	Local Option Sales Tax	35,807,765	34,172,170	34,808,890	35,000,000	0.55%
	Subtotal	**$ 35,807,765**	**$ 34,172,170**	**$ 34,808,890**	**$ 35,000,000**	**0.55%**
Selective Sales & Use Taxes						
4052	Beer Tax	1,777,009	1,790,795	1,768,056	1,760,000	-0.46%
4053	Wine Tax	312,576	314,634	324,656	310,000	-4.51%
4054	Liquor Tax	356,099	355,165	367,145	350,000	-4.67%
4058	Auto Rental Tax	466,147	480,201	461,195	480,000	4.08%
4059	3% Alcohol Excise Tax	356,177	335,021	341,505	335,000	-1.90%
	Subtotal	**$ 3,268,008**	**$ 3,275,816**	**$ 3,262,557**	**$ 3,235,000**	**-0.84%**
TOTAL SALES & USE TAXES		**$ 39,075,773**	**$ 37,447,986**	**$ 38,071,447**	**$ 38,235,000**	**0.43%**
LICENSES & PERMITS						
Business Licenses Regulatory Fees						
4200	Beer License	106,380	101,980	104,470	103,000	-1.41%
4201	Wine License	49,700	44,210	46,960	45,000	-4.17%
4202	Liquor License	591,842	585,488	580,695	570,000	-1.84%
4204	Alcohol Application I.D.	26,785	28,360	30,340	30,000	-1.12%
4210	Insurance License	98,845	99,895	105,233	100,000	-4.97%
	Subtotal	**$ 873,552**	**$ 859,933**	**$ 867,698**	**$ 848,000**	**-2.27%**
Non-Business Licenses & Permits						
4250	Animal Permits	90,659	109,167	164,789	150,000	-8.97%
4253	Zoning Petition Permits	(3,200)	(1,150)	27	100	270.37%
4255	Judge Of Probate - Licenses	126,505	133,758	120,318	115,000	-4.42%
	Subtotal	**$ 213,964**	**$ 241,775**	**$ 285,134**	**$ 265,100**	**-7.03%**
Other Licenses & Permits						
4251	Building Permits	1,228,930	1,298,808	$ 1,026,004	900,000	-12.28%
4252	Certificates Of Occupancy	46,580	43,980	43,500	40,000	-8.05%
4256	Burial Permits	25,650	27,150	24,280	20,000	-17.63%
4257	Mobile Home Permits	6,007	6,654	6,095	6,000	-1.56%
4259	HazMat Permits	15,550	14,650	15,900	14,000	-11.95%
	Subtotal	**$ 1,322,717**	**$ 1,391,242**	**$ 1,115,779**	**$ 980,000**	**-12.17%**
Penalties & Interest						
4271	Penalties-Tag Fees	130,029	119,802	115,747	120,000	3.67%
	Subtotal	**$ 130,029**	**$ 119,802**	**$ 115,747**	**$ 120,000**	**3.67%**
TOTAL LICENSES & PERMITS		**$ 2,540,262**	**$ 2,612,752**	**$ 2,384,358**	**$ 2,213,100**	**-7.18%**
CHARGES FOR SERVICES						
Charges for Services						
4450	Auto Tag Fees	191,975	194,505	196,635	180,000	-8.46%
4452	Auto Tag Postage Fees	61,125	48,345	52,170	40,000	-23.33%
4455	Damage to City Property	508	587	408	-	-100.00%
4456	Lot Cleaning Fees	-	-	-	-	N/A
4459	Data Services	4,048	1,370	1,410	-	-100.00%
4465	Insurance Fees	67,645	62,164	64,550	60,000	-7.05%
4501	Police False Alarm Fees	8,025	4,275	3,075	4,000	30.08%
4502	Fire False Alarm Fees	-	-	1,200	-	-100.00%

SCHEDULE OF REVENUES / GENERAL FUND 0101

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
4505	Hazmat Cleanup Fees	-	-	-	-	N/A
4506	EMS Collections	3,721,442	2,008,219	2,749,921	2,100,000	-23.63%
4508	EMS Special Events	-	560	1,330	-	-100.00%
4512	Jail Fees	292,207	232,375	142,680	180,000	26.16%
4513	Alarm Registration	2,070	1,290	2,220	1,600	-27.93%
4514	Wireless Surcharges	-	-	-	-	N/A
4515	MCP Inmates - Subsidy	3,786,140	3,735,200	3,744,500	3,750,000	0.15%
4516	MCP Inmates - Releases	19,954	18,064	14,339	15,000	4.61%
4517	Jail Medical Reimburse	20,834	66,601	8,943	5,000	-44.09%
4610	Bad Check Fees	5,402	4,265	4,152	4,000	-3.66%
4611	Credit Card Service Fees	4,193	3,750	3,613	3,000	-16.97%
4620	Fuel Surcharge	83,503	71,356	48,524	50,000	3.04%
	Subtotal	**$ 8,269,071**	**$ 6,452,926**	**$ 7,039,670**	**$ 6,392,600**	**-9.19%**
Cost Allocation						
4461	Cost Allocation Service Fees	2,673,626	2,482,323	$ 2,672,971	2,765,946	3.48%
	Subtotal	**$ 2,673,626**	**$ 2,482,323**	**$ 2,672,971**	**$ 2,765,946**	**3.48%**
Court Fees						
4430	Municipal Court - Court	30,615	33,757	$ 16,873	20,000	18.53%
4431	Recorders Court - Court	150	225	150	-	-100.00%
4432	Magistrate Court-Court	98,495	105,376	116,486	100,000	-14.15%
4433	Superior Court - Court	411,306	385,066	418,421	350,000	-16.35%
4434	Superior Ct - Misc. Fees	52,680	60,751	69,255	40,000	-42.24%
4435	Probate Ct - Misc. Fees	56,850	64,620	54,970	60,000	9.15%
4436	Probate Court - Estates	185,822	203,463	164,772	160,000	-2.90%
4437	Adult Probation	13,744	14,478	5,831	10,000	71.50%
4438	Recorders Ct - Admin Fees	139,116	129,246	125,710	120,000	-4.54%
4439	Juvenile Court - Court Fees	407	85	125	-	-100.00%
4440	DUI Photo Fees	-	875	2,450	-	-100.00%
4442	DA Uresa Uniform	2,450	-	-	-	N/A
4443	Public Defenders Recovery	-	800	1,362	-	-100.00%
4448	Recordings	436,293	409,747	325,832	400,000	22.76%
4449	Real Estate Transfer Fees	507,532	569,350	573,953	400,000	-30.31%
4466	CW Public Defend - Admin	-	-	-	-	N/A
4467	Juv Drug Crt Non Comp	3,407	3,636	3,673	-	-100.00%
4471	Verification Fees	5,775	7,040	6,430	5,000	-22.24%
4472	Council Variance Fees	200	400	600	-	-100.00%
4473	Subdivision Plat Fees	24,066	18,868	20,592	15,000	-27.16%
4474	Zoning Fees	28,600	28,080	25,300	20,000	-20.95%
4483	Juvenile Ct - Traffic Fines	-	-	(185)	-	-100.00%
4496	Indigent Defense Fee	40,276	39,356	44,679	35,000	-21.66%
4497	BHAR Review Fees	1,485	1,402	1,645	-	-100.00%
4537	Juvenile Ct - Supervisory Fe	15,778	14,770	28,313	15,000	-47.02%
	Subtotal	**$ 2,055,047**	**$ 2,091,391**	**$ 2,007,237**	**$ 1,750,000**	**-12.82%**
Special Assessments						
4595	Street Assess & Demo	40,267	53,131	$ 59,268	20,000	-66.25%
	Subtotal	**$ 40,267**	**$ 53,131**	**$ 59,268**	**$ 20,000**	**-66.25%**
Commissions						
4815	Pay Phone - Jail	261,338	263,588	224,427	200,000	-10.88%
4816	Pay Phone - MCP	66,008	96,093	130,867	100,000	-23.59%
	Subtotal	**$ 327,346**	**$ 359,681**	**$ 355,294**	**$ 300,000**	**-15.56%**

SCHEDULE OF REVENUES / GENERAL FUND 0101

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
Other Fees - Commissions						
4532	School Tax Commissions	2,418,736	2,473,739	2,503,201	2,350,000	-6.12%
4533	School Tax-Auto Commissic	249,449	281,311	264,276	250,000	-5.40%
4534	State of GA Commissions	48,633	35,401	24,120	10,000	-58.54%
4536	B.I.D. Commissions	13,969	15,271	14,619	15,000	2.61%
4538	Title Ad Val Tax Comm	15,672	134,718	140,863	130,000	-7.71%
	Subtotal	**$ 2,746,459**	**$ 2,940,440**	**$ 2,947,079**	**$ 2,755,000**	**-6.52%**
Other Fees						
4518	Coroner Transports	1,200	1,350	-	-	N/A
4530	Sheriff - Fees	1,008,408	923,740	930,157	900,000	-3.24%
4531	Qualifying Fees	17,520	16,058	4,484	-	-100.00%
4558	Recycling Fees	32,487	25,288	20,738	25,000	20.55%
4559	Sale of Recycled Materials	3,184	-	1,098	-	-100.00%
4570	Spay/Neuter Vch Fees	14,055	6,410	7,983	7,000	-12.31%
4571	Pound Fees	83,570	55,616	44,974	200,000	344.70%
4572	Animal Bio Med	2,181	381	-	-	N/A
4582	Sale of Merchandise	6,078	6,880	10,589	-	-100.00%
4591	Lot Cleaning/Maint Fees	94,529	76,950	66,430	115,000	73.11%
4594	Ordained Bldg Demolition	348,782	164,160	20,478	40,000	95.33%
	Subtotal	**$ 1,611,994**	**$ 1,276,833**	**$ 1,106,931**	**$ 1,287,000**	**16.27%**
Culture & Recreation						
4654	Memorial Stadium	3,540	8,272	8,168	8,000	-2.06%
4655	Golden Park	31,111	11,350	9,506	10,000	5.20%
4658	Tennis Fees	171,348	169,397	171,652	180,000	4.86%
4659	Swimming Pools	94,679	83,620	85,883	80,000	-6.85%
4660	Concessions	29,168	24,835	22,693	22,000	-3.05%
4661	Concessions- Mem Stad	6,513	5,408	10,925	12,000	9.84%
4664	Pool Concessions	42,357	35,987	40,039	35,000	-12.59%
4665	Facilities Rental	6,300	3,525	790	1,000	26.58%
4666	Facilities Rent Promenade	16,265	18,269	14,216	10,000	-29.66%
4667	Facilities Rent-Comm Ctr	40,620	41,941	33,441	30,000	-10.29%
4668	Facilities Rental -Rugby	400	400	870	400	-54.02%
4671	After School Program	1,348,267	1,277,363	1,279,112	1,200,000	-6.18%
4674	Youth Program Fees	10,009	4,325	2,184	1,000	-54.21%
4675	Therapeutics	2,191	3,111	6,520	4,000	-38.65%
4676	Cultural Arts Program	46,885	47,067	41,550	40,000	-3.73%
4677	Sr. Citizens Program Fees	7,886	7,952	6,446	6,000	-6.92%
4678	Athletic Program Fees	66,825	65,060	94,567	70,000	-25.98%
4680	South Commons -Softball	18,540	18,900	24,250	25,000	3.09%
4681	Fee Based Program Fees	16,360	6,180	4,124	5,000	21.24%
4682	Marina Concessions	80,440	76,080	77,206	75,000	-2.86%
4683	Marina Fees	20,820	21,480	23,962	20,000	-16.53%
4684	South Commons-Concessions	9,838	10,111	26,070	25,000	-4.10%
4685	Vending Machines	31	5,232	7,909	5,000	-36.78%
4686	Aquatics Gate	-	79,756	109,875	75,000	-31.74%
4687	Aquatics Concession	-	12,083	9,806	6,000	-38.81%
4688	Aquatics Rentals	-	58,939	68,197	60,000	-12.02%
4689	Aquatics Program Fees	-	40,985	23,811	25,000	4.99%
4690	Aquatics Merchandise	-	4,757	3,523	4,000	13.54%

SCHEDULE OF REVENUES / GENERAL FUND 0101

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
4691	Whitewater	7,612	25,850	37,084	35,000	-5.62%
	Subtotal	**$ 2,078,005**	**$ 2,168,235**	**$ 2,244,379**	**$ 2,069,400**	**-7.80%**
TOTAL CHARGES FOR SERVICES		**$ 19,801,815**	**$ 17,824,960**	**$ 18,432,829**	**$ 17,339,946**	**-5.93%**
COURT FINES & FORFEITURES						
4740	Recorders Court - Fines	4,048,158	3,711,502	$ 3,357,498	3,500,000	4.24%
4741	Juvenile Court - Fines	2,199	7,723	12,690	3,000	-76.36%
4743	Environmental Court - Fine	56,015	81,515	95,833	80,000	-16.52%
4746	Other Fines	-	250	875	-	-100.00%
	Surcharges:					
4753	Recorders' Ct- Muscogee	162,182	150,544	137,862	150,000	8.80%
4754	Superior Ct- Muscogee	5,506	2,775	4,196	2,500	-40.42%
4755	State Court- Muscogee	32,246	43,591	34,492	30,000	-13.02%
4756	Municipal Ct- Muscogee	7,490	7,036	4,726	5,000	5.80%
4757	Harris County Surcharge	36,268	33,077	35,153	30,000	-14.66%
4758	Talbot County Surcharge	7,735	6,525	7,710	7,000	-9.21%
4759	Marion County Surcharge	4,591	8,672	6,472	8,000	23.61%
4760	Chattahoochee County	9,285	7,356	5,823	6,000	3.04%
4761	Taylor County	13,808	14,205	48,140	10,000	-79.23%
	Fines and Forfeitures:					
4762	Superior Court F&F	154,806	113,963	119,064	110,000	-7.61%
4763	Municipal Court F&F	406,407	413,324	309,513	300,000	-3.07%
4764	State Court F&F	574,436	838,535	705,929	600,000	-15.01%
4769	Magistrate Ct- F&F	850	24,555	24,605	-	-100.00%
TOTAL COURT FINES & FORFEITURES		**$ 5,521,982**	**$ 5,465,148**	**$ 4,910,581**	**$ 4,841,500**	**-1.41%**
INTERGOVERNMENTAL						
4313	Misc Federal Revenue	35,000	35,000	35,000	-	-100.00%
4314	Soc Sec Admin Fee	-	19,402	66,401	50,000	-24.70%
4343	Emergency Mgt Assist	56,966	56,966	56,966	56,966	0.00%
4359	Miscellaneous Revenues	156	-	3,728	-	-100.00%
4400	Payment Lieu Taxes Housing Auth	49,434	67,259	54,085	35,000	-35.29%
4402	Admin Office of Court	132,651	140,926	148,750	148,750	0.00%
4414	Harris County	75,506	108,882	100,506	100,506	0.00%
4423	MCSD (School District)	-	-	100,731	-	-100.00%
4424	Misc Intergovernmental	-	10,615	-	-	N/A
4426	Talbot County	11,922	11,922	11,922	11,922	0.00%
4427	Marion County	10,597	11,896	11,896	11,896	0.00%
4428	Chattahoochee County	3,974	5,000	-	5,000	N/A
4429	Taylor County	14,571	15,568	15,568	15,568	0.00%
TOTAL INTERGOVERNMENTAL		**$ 390,777**	**$ 483,436**	**$ 605,553**	**$ 435,608**	**-28.06%**
INVESTMENT INCOME						
4772	Gains/Losses on	(696,928)	(185,189)	(304,406)	-	-100.00%
4780	Investment Interest	892,091	809,112	737,408	450,000	-38.98%
TOTAL INVESTMENT INCOME		**$ 195,163**	**$ 623,923**	**$ 433,002**	**$ 450,000**	**3.93%**

SCHEDULE OF REVENUES / GENERAL FUND 0101

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
MISCELLANEOUS						
Rents & Royalties						
4861	Police/Unclaimed Property	-	-	-	-	N/A
4862	Sale Of Salvage	3,353	3,784	100,755	-	-100.00%
4867	Engineering Documents	1,870	7,850	4,675	4,000	-14.44%
4869	Sale Of Police Reports	194,034	196,319	205,887	200,000	-2.86%
4870	Sale Of Fire Reports	30,690	33,065	34,268	30,000	-12.45%
4871	Voter Lists	-	-	-	-	N/A
4873	Legacy Terrace Rental	89,017	89,082	84,127	80,000	-4.91%
4877	Rental Of City Property	10,938	15,700	12,276	10,000	-18.54%
4878	Rental/Lease Income	127,700	121,289	147,964	120,000	-18.90%
4879	Plan & Develop Doc	11,327	13,172	3,772	5,000	32.56%
4881	Misc. Coroner Reports	44	1,187	3,108	-	-100.00%
4884	Signage Sales - Developers	5,630	11,975	7,500	-	-100.00%
4885	Tax Comm. Reports	4,500	10,500	7,500	-	-100.00%
4888	Sales of Electricity - Chargir	-	-	2	-	-100.00%
	Subtotal	**$ 479,103**	**$ 503,923**	**$ 611,834**	**$ 449,000**	**-26.61%**
Other Miscellaneous Revenue						
4821	DETOX/Maj Bldg Repairs	15,058	17,795	15,058	16,427	9.09%
4822	DETOX/Mental - Insurance	615	726	615	670	8.94%
4824	Restitution	518	464	63	-	-100.00%
4837	Miscellaneous Revenues	196,735	247,744	161,513	75,000	-53.56%
4840	Rebates	-	2,417	6,804	-	-100.00%
4842	Vendors Comp. - Sales Tax	6,781	1,920	1,485	-	-100.00%
4843	Naval Center Reimburs	48,245	57,380	58,645	231,396	294.57%
4844	Refund Bldg Maint	21,662	25,600	21,662	23,631	9.09%
4848	Fuel	25,208	28,805	28,610	20,000	-30.09%
	Subtotal	**$ 314,822**	**$ 382,851**	**$ 294,455**	**$ 367,124**	**24.68%**
Reimbursement for Damaged Property						
4744	Tree Replacement Fines	150	7,000	-	-	N/A
4851	Damage To City Property	-	-	-	-	N/A
4852	Repairs To City Vehicles	2,971	398	941	-	-100.00%
4853	Claims/Settlements	71,679	49,830	21,460	-	-100.00%
4854	Damaged/Lost Equipment Reimb.	250	-	-	-	N/A
	Subtotal	**$ 75,050**	**$ 57,228**	**$ 22,401**	**$ -**	-100.00%
TOTAL MISCELLANEOUS		**$ 868,975**	**$ 944,002**	**$ 928,690**	**$ 816,124**	**-12.12%**

SCHEDULE OF REVENUES / GENERAL FUND 0101

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
CONTRIBUTIONS						
4802	Donations	17,910	78,232	75,218	-	-100.00%
TOTAL CONTRIBUTIONS		**$ 17,910**	**$ 78,232**	**$ 75,218**	**$ -**	**-100.00%**
OTHER FINANCING SOURCES						
Sale of General Fixed Assets						
4907	Sale of General Fixed Assets	339,807	155,810	109,867	-	-100.00%
	Subtotal	**$ 339,807**	**$ 155,810**	**$ 109,867**	**$ -**	**-100.00%**
Interfund Transfers In						
4930	Transfer In	-	-	-	-	N/A
4947	Transfer In-County Jail	2,750,000	-	-	1,400,000	N/A
4950	Transfer In-General Fund CIP	-	-	-	-	N/A
4998	Transfer In-Other LOST	2,024,576	1,792,847	-	-	N/A
	Subtotal	**$ 4,774,576**	**$ 1,792,847**	**$ -**	**$ 1,400,000**	**N/A**
TOTAL OTHER FINANCING SOURCES		**$ 5,114,383**	**$ 1,948,657**	**$ 109,867**	**$ 1,400,000**	**1174.27%**
USE OF FUND BALANCE					$ 1,283,310	
Total General Fund Revenues		**$ 154,165,919**	**$ 151,863,332**	**$ 150,648,664**	**$ 150,925,421**	**0.18%**

** Unaudited*

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Return to Primer on City Funds

SCHEDULE OF EXPENDITURES / GENERAL FUND 0101

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
Council						
100-1000	City Council	304,510	$ 301,360	$ 320,628	$ 312,476	-2.54%
100-2000	Clerk of Council	234,337	$ 228,429	$ 205,428	$ 217,455	5.85%
	Subtotal	**$ 538,847**	**$ 529,789**	**$ 526,056**	**$ 529,931**	**0.74%**
Mayor						
110-1000	Mayor's Office	353,371	347,363	344,304	296,399	-13.91%
110-2600	Internal Auditor	104,384	173,513	203,357	195,968	-3.63%
	Subtotal	**$ 457,755**	**$ 520,876**	**$ 547,661**	**$ 492,367**	**-10.10%**
City Attorney						
120-1000	City Attorney	1,246,755	1,352,747	391,418	389,243	-0.56%
120-2100	Litigation	-	-	1,834,155	318,983	
	Subtotal	**$ 1,246,755**	**$ 1,352,747**	**$ 2,225,573**	**$ 708,226**	**-68.18%**
City Manager						
130-1000	City Manager	713,999	726,633	718,849	687,603	-4.35%
130-2500	Mail Room	60,705	58,545	68,130	70,508	3.49%
130-2600	Public Information	102,391	92,218	86,329	88,079	2.03%
130-2700	Criminal Justice Coordination	162,715	138,933	106,654	-	-100.00%
130-2800	Risk Management	5,748	-	-	-	N/A
130-2850	Citizen's Service Center	377,092	418,409	379,309	450,629	18.80%
	Subtotal	**$ 1,422,650**	**$ 1,434,738**	**$ 1,359,271**	**$ 1,296,819**	**-4.59%**
Finance						
200-1000	Finance Director	307,309	311,069	292,654	303,136	3.58%
200-2100	Accounting	483,964	480,735	483,909	471,993	-2.46%
200-2200	Revenue	977,486	699,317	670,301	651,822	-2.76%
200-2900	Financial Planning	233,721	241,907	190,989	226,329	18.50%
200-2950	Purchasing	403,675	422,062	408,425	402,243	-1.51%
200-2980	Cash Management	-	218,848	215,685	211,471	-1.95%
	Subtotal	**$ 2,406,155**	**$ 2,373,938**	**$ 2,261,963**	**$ 2,266,994**	**0.22%**
Information Technology						
210-1000	Information	3,672,346	3,804,936	4,708,245	3,807,901	-19.12%
	Subtotal	**$ 3,672,346**	**$ 3,804,936**	**$ 4,708,245**	**$ 3,807,901**	**-19.12%**
Human Resources						
220-1000	Human Resources	865,652	862,739	843,858	825,773	-2.14%
220-2100	Employee Benefits	935,344	939,000	1,195,789	1,138,941	-4.75%
	Subtotal	**$ 1,800,997**	**$ 1,801,739**	**$ 2,039,647**	**$ 1,964,714**	**-3.67%**
Inspections & Code						
240-2200	Inspections & Code Enforcement	1,677,519	1,811,227	1,346,182	1,492,003	10.83%
240-2900	Print Shop	196,863	206,842	201,983	200,091	-0.94%
	Subtotal	**$ 1,874,382**	**$ 2,018,069**	**$ 1,548,165**	**$ 1,692,094**	**9.30%**

SCHEDULE OF EXPENDITURES / GENERAL FUND 0101

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
Planning						
242-1000	Planning	318,164	$ 293,509	$ 257,137	$ 266,300	3.56%
	Subtotal	**$ 318,164**	**$ 293,509**	**$ 257,137**	**$ 266,300**	**3.56%**
Real Estate						
245-2400	Real Estate	98,535	88,834	93,492	139,369	49.07%
	Subtotal	**$ 98,535**	**$ 88,834**	**$ 93,492**	**$ 139,369**	**49.07%**
Engineering						
250-2100	Traffic Engineering	1,437,847	1,401,558	1,277,719	1,316,181	3.01%
250-2400	Geographic Information Systems	254,384	256,408	249,907	253,663	1.50%
250-3110	Radio Communications	393,790	388,691	400,013	242,413	-39.40%
	Subtotal	**$ 2,086,022**	**$ 2,046,657**	**$ 1,927,639**	**$ 1,812,257**	**-5.99%**
Public Works						
260-1000	Public Works	307,024	323,305	315,078	308,721	-2.02%
260-2300	Fleet Management	2,303,606	2,170,509	2,153,411	2,100,260	-2.47%
260-2400	Special Enforcement	1,375,060	1,623,629	1,391,122	1,410,047	1.36%
260-2600	Cemeteries	284,955	326,225	291,697	268,707	-7.88%
260-2700	Faciltiy Maintenance	3,122,355	3,554,840	3,180,956	3,164,231	-0.53%
260-3710	Other Maint/Repairs	1,184,186	1,121,066	1,052,837	1,069,267	1.56%
	Subtotal	**$ 8,577,186**	**$ 9,119,574**	**$ 8,385,101**	**$ 8,321,233**	**-0.76%**
Parks & Recreation						
270-1000	Parks & Recreation	424,569	437,120	440,940	436,732	-0.95%
270-2100	Parks Services	4,769,589	4,998,518	4,639,836	4,583,926	-1.20%
270-2400	Recreation Services	1,283,038	1,275,241	1,296,887	1,375,991	6.10%
270-3220	Golden Park	67,696	70,161	95,280	92,800	-2.60%
270-3230	Memorial Stadium	37,131	52,489	55,935	59,933	7.15%
270-3410	Athletics	246,957	235,049	269,707	287,517	6.60%
270-3505	Community Schools	1,722,327	1,585,940	1,575,877	1,513,868	-3.93%
270-4048	Cooper Creek Tennis	243,805	258,175	257,355	262,131	1.86%
270-4049	Lake Oliver Marina	166,522	163,844	168,272	175,001	4.00%
270-4413	Aquatics	696,616	1,417,602	1,406,938	1,491,558	6.01%
270-4433	Therapeutics	154,129	122,254	114,026	122,398	7.34%
270-4434	Pottery Shop	168,945	159,997	163,857	163,664	-0.12%
270-4435	Senior Citizen's Center	345,696	328,252	355,650	346,003	-2.71%
	Subtotal	**$ 10,327,020**	**$ 11,104,642**	**$ 10,840,560**	**$ 10,911,522**	**0.65%**
Cooperative Extension						
280-1000	Cooperative Extension	112,197	138,168	126,647	137,865	8.86%
	Subtotal	**$ 112,197**	**$ 138,168**	**$ 126,647**	**$ 137,865**	**8.86%**

SCHEDULE OF EXPENDITURES / GENERAL FUND 0101

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
Boards & Commissions						
290-1000	Tax Assessor	$ 1,350,404	$ 1,425,875	$ 1,412,528	$ 2,557,464	81.06%
290-2000	Elections & Registration	875,565	599,512	724,980	689,076	-4.95%
	Subtotal	**$ 2,225,969**	**$ 2,025,387**	**$ 2,137,508**	**$ 3,246,540**	**51.88%**
Police						
400-1000	Chief of Police	802,909	813,968	917,055	1,834,683	100.06%
400-2100	Intelligence/Vice	1,335,631	1,381,759	1,450,581	1,439,061	-0.79%
400-2200	Support Services	2,777,779	2,657,039	2,746,586	2,771,452	0.91%
400-2300	Field Operations	12,512,504	12,367,474	12,391,777	11,561,267	-6.70%
400-2400	Office of Professional Standards	424,464	392,470	416,807	399,575	-4.13%
400-2500	Metro Drug Task Force	251,056	247,698	205,662	203,825	-0.89%
400-2700	Special Operations	23,890	51,995	31,636	33,500	5.89%
400-2800	Administrative Services	1,354,472	1,402,725	1,356,772	1,388,291	2.32%
400-3230	Motor Transport	1,704,749	1,608,237	1,457,247	1,650,184	13.24%
400-3320	Investigative Services	6,724,301	6,951,024	6,728,902	6,664,248	-0.96%
	Subtotal	**$ 27,911,755**	**$ 27,874,389**	**$ 27,703,025**	**$ 27,946,086**	**0.88%**
Fire & EMS						
410-1000	Chief of Fire & EMS	435,697	457,083	456,652	453,279	-0.74%
410-2100	Operations	21,620,605	21,840,011	21,874,590	21,887,545	0.06%
410-2600	Special Operations	1,035,186	958,502	1,020,738	1,095,274	7.30%
410-2800	Administrative Services	790,983	846,887	835,181	823,043	-1.45%
410-2900	Management	168,109	185,325	173,632	179,021	3.10%
410-3610	Logistics/Support	1,042,072	1,044,458	606,806	419,790	-30.82%
	Subtotal	**$ 25,092,651**	**$ 25,332,266**	**$ 24,967,599**	**$ 24,857,952**	**-0.44%**
Muscogee County Prison						
420-1000	Muscogee County	7,176,777	7,802,788	7,852,844	7,908,766	0.71%
	Subtotal	**$ 7,176,777**	**$ 7,802,788**	**$ 7,852,844**	**$ 7,908,766**	**0.71%**
Homeland Security						
450-1000	Homeland Security	31,841	38,781	13,249	18,322	38.29%
	Subtotal	**$ 31,841**	**$ 38,781**	**$ 13,249**	**$ 18,322**	**38.29%**
Superior Court						
500-1000	Chief Judge	289,173	302,187	300,082	297,351	-0.91%
500-2000	District Attorney	1,855,587	1,977,683	2,020,980	2,242,848	10.98%
500-2100	Adult Probation	142,225	147,409	133,215	134,258	0.78%
500-2110	Juvenile Court	550,301	590,592	511,207	711,591	39.20%
500-2115	Juvenile Court Clerk	159,099	172,316	160,119	-	-100.00%
500-2125	Circuit Wide Juvenile Court	266,837	270,780	295,543	288,715	-2.31%

SCHEDULE OF EXPENDITURES / GENERAL FUND 0101

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
500-2140	Jury Manager	413,250	381,585	420,573	410,714	-2.34%
500-2150	Judge Mullins	211,926	214,389	206,687	207,102	0.20%
500-2160	Judge Rumer	146,411	165,038	148,220	147,737	-0.33%
500-2170	Judge Smith	139,834	162,512	151,425	144,869	-4.33%
500-2180	Judge Peters	162,374	147,553	144,782	145,266	0.33%
500-2190	Judge Jordan	211,456	203,390	217,151	198,436	-8.62%
500-2195	Judge Gottfried	-	73,445	139,100	145,422	4.54%
500-2200	Victim Witness	165,558	176,013	173,486	166,563	-3.99%
500-3000	Superior Court Clerk	1,981,498	2,113,663	1,974,466	1,944,974	-1.49%
500-3310	Bd of Equalization	57,801	67,638	68,154	64,933	-4.73%
	Subtotal	**$ 6,753,329**	**$ 7,166,193**	**$ 7,065,190**	**$ 7,250,779**	**2.63%**
State Court						
510-1000	State Court Judges	591,670	636,911	601,359	590,961	-1.73%
510-2000	State Court Solicitor	1,094,118	1,076,933	1,070,772	1,084,941	1.32%
	Subtotal	**$ 1,685,788**	**$ 1,713,844**	**$ 1,672,131**	**$ 1,675,902**	**0.23%**
Public Defender						
520-1000	Public Defender	1,140,817	1,200,957	1,165,006	1,403,000	20.43%
520-2000	Muscogee County Public Defender	212,070	213,433	212,710	240,749	13.18%
	Subtotal	**$ 1,352,887**	**$ 1,414,390**	**$ 1,377,716**	**$ 1,643,749**	**19.31%**
Municipal Court						
530-1000	Municipal Court Judge	379,124	389,055	372,603	361,669	-2.93%
530-2000	Municipal Court Clerk	706,481	773,629	770,125	738,424	-4.12%
530-3000	Marshal	1,312,529	1,323,055	1,235,078	1,075,259	-12.94%
	Subtotal	**$ 2,398,134**	**$ 2,485,739**	**$ 2,377,806**	**$ 2,175,352**	**-8.51%**
Probate Court						
540-1000	Probate Court Judge	400,570	433,548	445,494	438,508	-1.57%
	Subtotal	**$ 400,570**	**$ 433,548**	**$ 445,494**	**$ 438,508**	**-1.57%**
Sheriff's Department						
550-1000	Administration	2,204,494	2,415,904	2,275,080	2,131,879	-6.29%
550-2100	Uniform Division	4,231,727	4,159,480	4,162,233	3,831,675	-7.94%
550-2300	Training	4,504	-	-	-	N/A
550-2400	Motor Transport	408,471	377,020	298,226	255,000	-14.49%
550-2500	Recorders Court	107,446	110,991	110,492	108,643	-1.67%
550-2600	Jail	15,396,541	15,345,264	14,944,393	14,216,984	-4.87%
550-2650	Medical Director	4,872,642	4,286,456	4,168,485	4,205,936	0.90%
	Subtotal	**$ 27,225,825**	**$ 26,695,115**	**$ 25,958,909**	**$ 24,750,117**	**-4.66%**

SCHEDULE OF EXPENDITURES / GENERAL FUND 0101

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
Tax Commissioner						
560-1000	Tax Commissioner	1,498,669	1,658,685	1,590,196	1,608,417	1.15%
	Subtotal	**$ 1,498,669**	**$ 1,658,685**	**$ 1,590,196**	**$ 1,608,417**	**1.15%**
Coroner						
570-1000	Coroner	292,707	308,176	288,308	289,029	0.25%
	Subtotal	**$ 292,707**	**$ 308,176**	**$ 288,308**	**$ 289,029**	**0.25%**
Recorder's Court						
580-1000	Recorder's Court	851,686	935,230	903,463	876,287	-3.01%
	Subtotal	**$ 851,686**	**$ 935,230**	**$ 903,463**	**$ 876,287**	**-3.01%**
Non-Categorical						
590-1000	Agency Appropriations	1,819,100	1,567,476	1,344,047	1,294,851	-3.66%
590-2000	Contingency	87,756	163,242	114,174	447,706	292.13%
590-3000	Non-Categorical	8,169,411	10,241,534	9,796,584	8,332,797	-14.94%
590-4000	Interfund Transfers	5,471,454	3,277,767	1,497,394	1,585,273	5.87%
590-6500	Naval Museum	247,409	231,011	196,951	231,396	17.49%
	Subtotal	**$ 15,795,130**	**$ 15,481,030**	**$ 12,949,150**	**$ 11,892,023**	**-8.16%**
TOTAL GENERAL FUND		**$ 155,632,729**	**$ 157,993,777**	**$ 154,149,745**	**$ 150,925,421**	**-2.09%**

* Unaudited

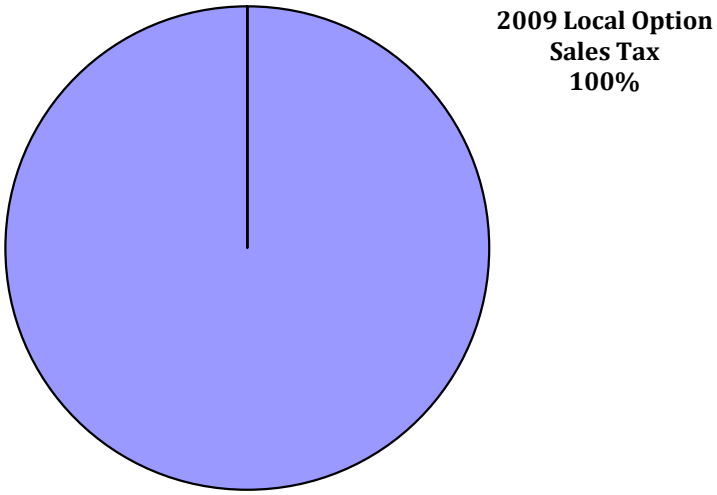
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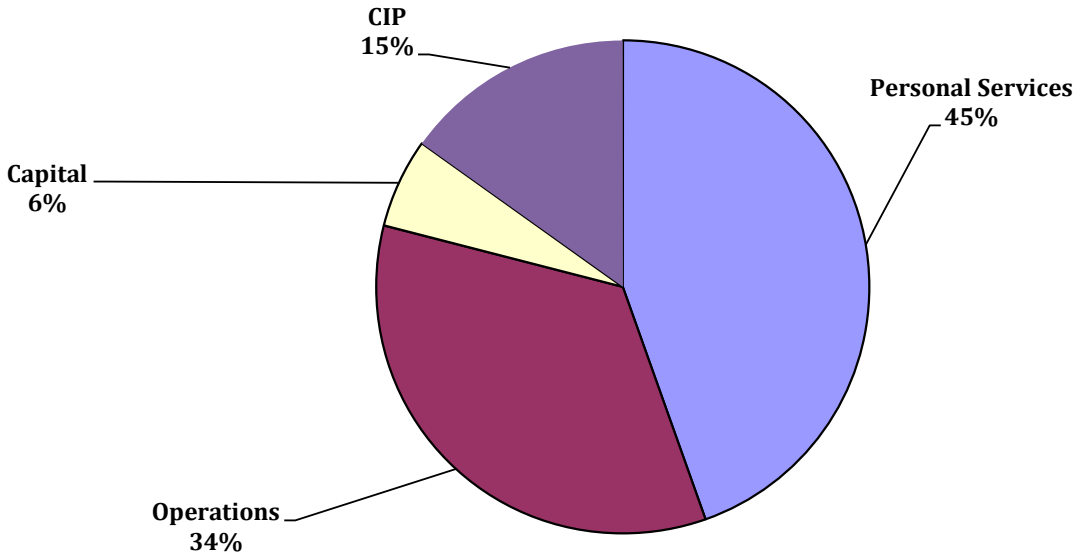
OVERVIEW / OTHER LOST FUND 0102/0109

Other LOST Fund $ 34,000,000

Budget by Revenue Source



Budget by Expense Category



The Other Local Option Sales Tax Fund was passed by the citizens with an effective date of January 1, 2009. 70 percent is allocated to Public Safety to an annual supplement to all sworn officers and 30 percent to Infrastructure. The annual supplement increased from $3,000 to $3,121 due to Pension Plan Reform that was effective 7/1/2012.

OVERVIEW / OTHER LOST FUND 0102/0109

SCHEDULE OF REVENUES

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
			0102-PUBLIC SAFETY			
SALES & USE TAXES						
4042	LOST-Public Safety/Roads	23,695,362	23,789,962	24,287,249	23,800,000	-2.01%
TOTAL SALES & USE TAXES		**$ 23,695,362**	**$ 23,789,962**	**$ 24,287,249**	**$ 23,800,000**	-2.01%
CHARGES FOR SERVICES						
4837	Miscellaneous	400	627	471	-	-100.00%
TOTAL CHARGES FOR SERVICES		**$ 400**	**$ 627**	**$ 471**	**$ -**	-100.00%
INVESTMENT INCOME						
4772	Gains/Losses on Investments	(58,418)	(28,207)	(132,404)	-	-100.00%
4780	Investment Interest	11,359	96,007	183,833	-	-100.00%
TOTAL INVESTMENT INCOME		**$ (47,059)**	**$ 67,800**	**$ 51,429**	**$ -**	-100.00%
TOTAL 0102 PUBLIC SAFETY		**$ 23,648,703**	**$ 23,858,389**	**$ 24,339,149**	**$ 23,800,000**	**-2.22%**
			0109-INFRASTRUCTURE			
SALES & USE TAXES						
4042	LOST-Public	10,155,155	10,195,698	$ 10,408,821	10,200,000	-2.01%
TOTAL SALES & USE TAXES		**$ 10,155,155**	**$ 10,195,698**	**$ 10,408,821**	**$ 10,200,000**	**-2.01%**
INVESTMENT INCOME						
4772	Gains/Losses on Investments	(51,115)	(3,242)	(10,915)	-	-100.00%
4780	Investment Interest	32,127	44,272	37,901	-	-100.00%
TOTAL INVESTMENT INCOME		**$ (18,988)**	**$ 41,030**	**$ 26,986**	**$ -**	**-100.00%**
TOTAL 0109 INFRASTRUCTURE		$ 10,136,167	$ 10,236,728	$ 10,435,807	$ 10,200,000	-2.26%
USE OF FUND BALANCE						
Total Other LOST Fund		**$ 33,784,870**	**$ 34,095,117**	**$ 34,774,956**	**$ 34,000,000**	**-2.23%**

* Unaudited

OVERVIEW / OTHER LOST FUND 0102/0109

SCHEDULE OF EXPENDITURES

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
		0102-PUBLIC SAFETY				
Crime Prevention						
110-9900	Crime Prevention	833,968	908,786	757,947	841,586	11.03%
	Subtotal	**$ 833,968**	**$ 908,786**	**$ 757,947**	**$ 841,586**	11.03%
City Manager/Recorder's Court						
130-9900	Recorder's Court	-	-	-	-	N/A
	Subtotal	**$ -**	**$ -**	**$ -**	**$ -**	N/A
Civic Center						
160-9900	Civic Center	3,991	4,084	-	-	N/A
	Subtotal	**$ 3,991**	**$ 4,084**	**$ -**	**$ -**	N/A
Public Works						
260-9900	Public Works	111,669	124,257	121,159	132,500	9.36%
	Subtotal	**$ 111,669**	**$ 124,257**	**$ 121,159**	**$ 132,500**	9.36%
Parks & Recreation						
270-9900	Parks & Recreation	45,114	51,543	50,428	52,197	3.51%
	Subtotal	**$ 45,114**	**$ 51,543**	**$ 50,428**	**$ 52,197**	3.51%
Police						
400-9900	Police	9,633,964	8,422,931	8,183,613	9,771,525	19.40%
400-9902	E-911	379,916	364,312	698,975	704,178	0.74%
	Subtotal	**$ 10,013,880**	**$ 8,787,243**	**$ 8,882,588**	**$ 10,475,703**	17.94%
Fire/EMS						
410-9900	Fire/EMS	2,833,993	2,877,488	2,739,427	3,373,634	23.15%
	Subtotal	**$ 2,833,993**	**$ 2,877,488**	**$ 2,739,427**	**$ 3,373,634**	23.15%
MCP						
420-9900	MCP	721,461	846,449	690,451	669,738	-3.00%
	Subtotal	**$ 721,461**	**$ 846,449**	**$ 690,451**	**$ 669,738**	-3.00%
Homeland Security						
450-9900	Homeland Security	(50)	-	-	-	N/A
	Subtotal	**$ (50)**	**$ -**	**$ -**	**$ -**	N/A
District Attorney						
500-9900	District Attorney	68,086	103,934	137,800	132,664	-3.73%
	Subtotal	**$ 68,086**	**$ 103,934**	**$ 137,800**	**$ 132,664**	-3.73%
Juvenile Drug Court						
500-9904	Juvenile Drug Court	5,643	-	-	-	N/A
	Subtotal	**$ 5,643**	**$ -**	**$ -**	**$ -**	N/A

* Unaudited

OVERVIEW / OTHER LOST FUND 0102/0109

SCHEDULE OF EXPENDITURES

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
State Court Solicitor						
510-9900	State Court Solicitor	211,450	235,544	236,615	210,382	-11.09%
	Subtotal	**$ 211,450**	**$ 235,544**	**$ 236,615**	**$ 210,382**	-11.09%
Public Defender						
520-9900	Public Defender	124,974	128,712	128,712	144,846	12.53%
	Subtotal	**$ 124,974**	**$ 128,712**	**$ 128,712**	**$ 144,846**	12.53%
Marshal						
530-9900	Marshal	440,970	343,242	331,006	320,434	-3.19%
	Subtotal	**$ 440,970**	**$ 343,242**	**$ 331,006**	**$ 320,434**	-3.19%
Municipal Court Clerk						
530-9902	Municipal Court Clerk	92,355	99,898	96,337	94,040	-2.38%
	Subtotal	**$ 92,355**	**$ 99,898**	**$ 96,337**	**$ 94,040**	-2.38%
Probate Court						
540-9900	Probate Court	36,354	49,578	44,844	46,325	3.30%
	Subtotal	**$ 36,354**	**$ 49,578**	**$ 44,844**	**$ 46,325**	3.30%
Sheriff						
550-9900	Sheriff	3,683,107	2,630,404	2,703,317	2,869,963	6.16%
	Subtotal	**$ 3,683,107**	**$ 2,630,404**	**$ 2,703,317**	**$ 2,869,963**	6.16%
Coroner						
570-9900	Coroner	7,970	34,317	32,273	8,031	-75.12%
	Subtotal	**$ 7,970**	**$ 34,317**	**$ 32,273**	**$ 8,031**	-75.12%
Recorder's Court						
580-9900	Recorder's Court	79,957	83,649	81,823	78,400	-4.18%
	Subtotal	**$ 79,957**	**$ 83,649**	**$ 81,823**	**$ 78,400**	-4.18%
Transportation						
610-9900	Transportation	3,970	4,065	4,022	4,016	-0.15%
	Subtotal	**$ 3,970**	**$ 4,065**	**$ 4,022**	**$ 4,016**	-0.15%
Non-Departmental						
590-2000	Contingency	318,381	3,090	-	146,909	N/A
590-3000	Non-Categorical	453,115	716,266	786,479	1,649,488	109.73%
590-4000	Interfund Transfers	1,051,924	3,045,150	891,717	2,549,144	185.87%
	Subtotal	**$ 1,823,420**	**$ 3,764,506**	**$ 1,678,196**	**$ 4,345,541**	**158.94%**
TOTAL 0102 PUBLIC SAFETY		**$ 21,142,282**	**$ 21,077,699**	**$ 18,716,945**	**$ 23,800,000**	**27.16%**

* Unaudited

OVERVIEW / OTHER LOST FUND 0102/0109

SCHEDULE OF EXPENDITURES

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
			0109-INFRASTRUCTURE			
Finance						
200-9901	Finance	-	-	-	-	N/A
	Subtotal	**$ -**	**$ -**	**$ -**	**$ -**	N/A
Information Technology						
210-9901	Information Technology	317,312	819,502	316,817	600,000	89.38%
	Subtotal	**$ 317,312**	**$ 819,502**	**$ 316,817**	**$ 600,000**	89.38%
Engineering						
250-9901	Engineering	6,402,482	5,554,634	2,910,130	2,052,964	-29.45%
	Subtotal	**$ 6,402,482**	**$ 5,554,634**	**$ 2,910,130**	**$ 2,052,964**	-29.45%
Public Works						
260-9901	Public Works	1,878,595	459,859	988,647	1,195,000	20.87%
	Subtotal	**$ 1,878,595**	**$ 459,859**	**$ 988,647**	**$ 1,195,000**	20.87%
Non-Departmental						
590-2000	Contingency	-	-	-	-	N/A
590-3000	Non-Categorical	44,639	28,741	100,981	341,203	237.89%
590 -4000	Interfund Transfers	5,274,722	5,388,888	5,379,735	6,010,833	11.73%
	Subtotal	**$ 5,319,361**	**$ 5,417,629**	**$ 5,480,716**	**$ 6,352,036**	15.90%
TOTAL 0109 INFRASTRUCTURE		**$ 13,917,750**	**$ 12,251,624**	**$ 9,696,310**	**$ 10,200,000**	**5.19%**
Total Other LOST Fund		**$ 35,060,032**	**$ 33,329,323**	**$ 28,413,255**	**$ 34,000,000**	**19.66%**

* Unaudited

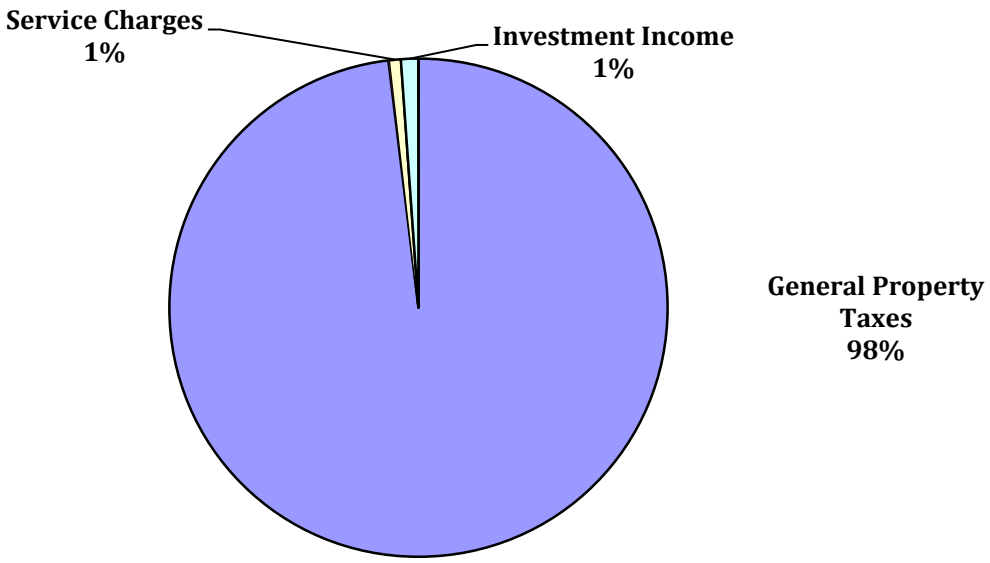
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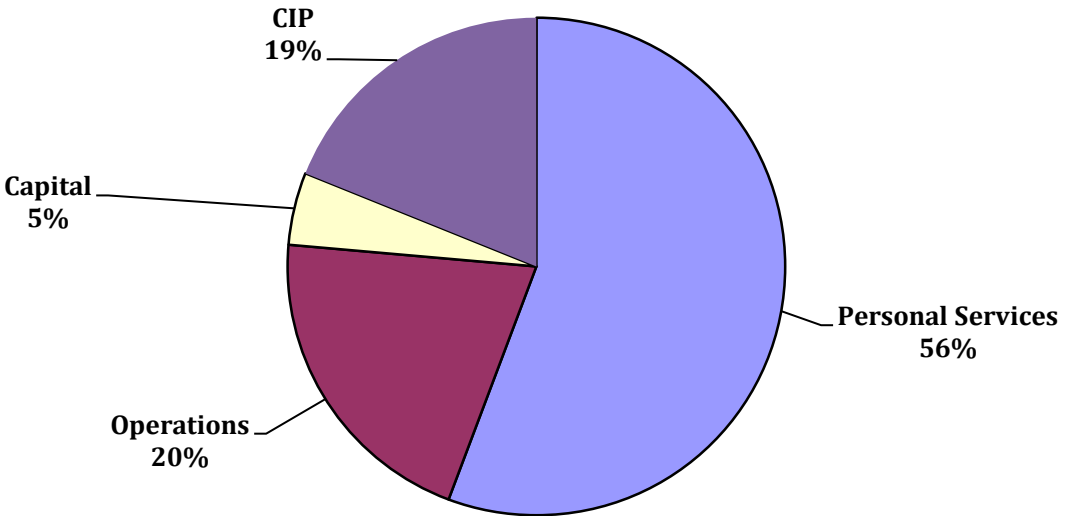
OVERVIEW / STORMWATER FUND 0202

Stormwater Fund $ 5,366,111

Budget by Revenue Source



Budget by Expense Category



The Stormwater (Sewer) Fund accounts for the operations, maintenance and improvement of the stormwater and sewer systems.

OVERVIEW / STORMWATER FUND 0202

SCHEDULE OF REVENUES

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
GENERAL PROPERTY TAXES						
General Property Taxes						
4001	Real Property	3,936,846	3,999,950	4,089,511	4,678,387	14.40%
4002	Public Utility	2,530	-	-	-	N/A
4003	Timber	270	-	9	-	-100.00%
4005	Personal Property	634,876	640,561	670,920	-	-100.00%
4006	Personal Property-Motor Vehicle	460,347	452,076	452,081	419,724	-7.16%
4007	Mobile Homes	7,774	6,082	5,238	6,000	14.55%
4012	Personal	16,518	18,458	8,957	10,000	11.64%
4015	Recording Intangibles	102,991	94,219	86,139	75,000	-12.93%
	Subtotal	**$ 5,162,152**	**$ 5,211,346**	**$ 5,312,855**	**$ 5,189,111**	**-2.33%**
Penalties & Interest						
4150	Ad Valorem	117,860	137,514	107,944	60,000	-44.42%
4151	Auto	26,963	18,721	13,826	14,000	1.26%
	Subtotal	**$ 144,823**	**$ 156,235**	**$ 121,770**	**$ 74,000**	-39.23%
TOTAL GENERAL PROPERTY TAXES		**$ 5,306,975**	**$ 5,367,581**	**$ 5,434,625**	**$ 5,263,111**	**-3.16%**
INTERGOVERNMENTAL						
4400	Payment in Lieu of Taxes-Housing Authority	7,099	9,663	7,753	5,000	-35.51%
TOTAL INTERGOVERNMENTAL		**$ 7,099**	**$ 9,663**	**$ 7,753**	**$ 5,000**	-35.51%
CHARGES FOR SERVICES						
Streets & Public Improvement Fees						
4464	Land Disturbance Fees	7,274	8,562	8,240	8,000	-2.91%
4593	Street Repair Reimburse	2,860	-	-	-	N/A
4596	Erosion Control	33,030	32,756	32,578	30,000	-7.91%
	Subtotal	**$ 43,164**	**$ 41,318**	**$ 40,818**	**$ 38,000**	-6.90%
Other Charges for Services						
4837	Miscellaneous	281	539	228	-	-100.00%
	Subtotal	**$ 281**	**$ 539**	**$ 228**	**$ -**	-100.00%
TOTAL CHARGES FOR SERVICES		**$ 43,445**	**$ 41,857**	**$ 41,046**	**$ 38,000**	-7.42%
INVESTMENT INCOME						
4772	Gains/Losses on	(51,953)	(30,699)	(38,653)	-	-100.00%
4780	Investment Interest	79,858	63,617	77,468	60,000	-22.55%
4862	Sale of Salvage	-	-	-	-	N/A
TOTAL INVESTMENT INCOME		**$ 27,905**	**$ 32,918**	**$ 38,815**	**$ 60,000**	54.58%
Total Stormwater Fund		**$ 5,385,424**	**$ 5,452,019**	**$ 5,522,239**	**$ 5,366,111**	**-2.83%**

* Unaudited

OVERVIEW / STORMWATER FUND 0202

SCHEDULE OF EXPENDITURES

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
Engineering						
250-2300	Drainage	464,745	383,264	348,447	424,978	21.96%
250-2600	Stormwater	271,217	258,264	278,781	294,595	5.67%
	Subtotal	**$ 735,962**	**$ 641,528**	**$ 627,228**	**$ 719,573**	**14.72%**
Public Services						
260-3210	Sewer Maintenance	3,784,062	3,077,416	2,981,511	3,295,649	10.54%
260-3710	Other Maintenance & Repairs	-	-	-	5,000	N/A
	Subtotal	**$ 3,784,062**	**$ 3,077,416**	**$ 2,981,511**	**$ 3,300,649**	**10.70%**
Non-Categorical						
590-2000	Contingency	-	-	-	5,668	N/A
590-3000	Non-Categorical	325,360	323,504	335,969	326,510	-2.82%
590-4000	Interfund Transfers	542,518	812,617	859,212	1,013,711	17.98%
	Subtotal	**$ 867,878**	**$ 1,136,121**	**$ 1,195,181**	**$ 1,345,889**	**12.61%**
Total Stormwater Fund		**$ 5,387,902**	**$ 4,855,065**	**$ 4,803,920**	**$ 5,366,111**	**11.70%**

* Unaudited

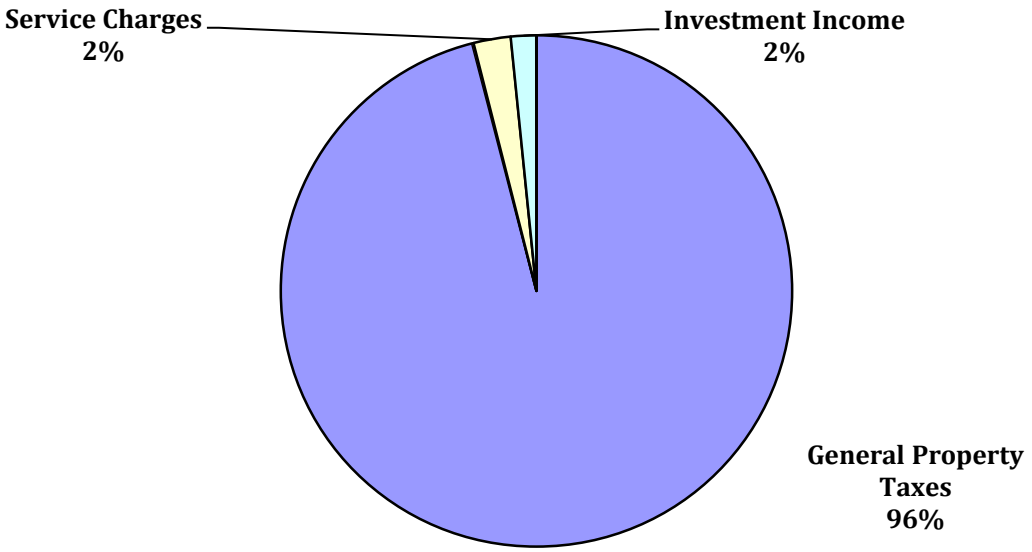
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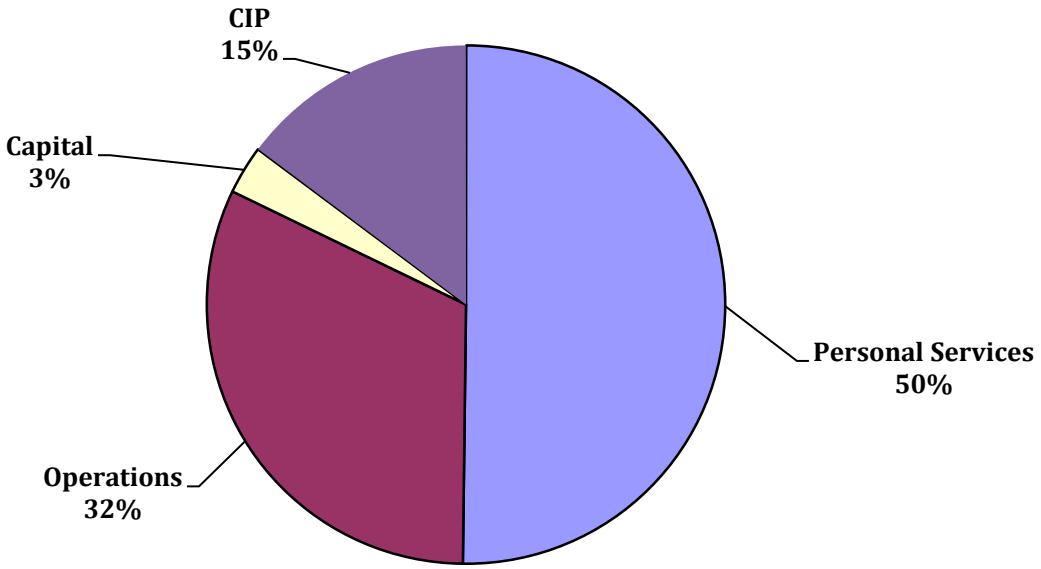
OVERVIEW / PAVING FUND 0203

Paving Fund **$** **15,280,919**

Budget by Revenue Source



Budget by Expense Category



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

OVERVIEW / PAVING FUND 0203

SCHEDULE OF REVENUES

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
GENERAL PROPERTY TAXES						
4001	Real Property	10,920,145	11,095,203	11,343,564	12,976,998	14.40%
4002	Public Utility	7,016	-	-	-	N/A
4003	Timber	750	-	25	-	-100.00%
4005	Personal Property	1,761,040	1,776,810	1,861,012	-	-100.00%
4006	Personal Property-Motor Vehicle	1,276,938	1,253,991	1,254,003	1,164,250	-7.16%
4007	Mobile Homes	21,567	16,874	14,530	16,000	10.12%
4012	Personal	45,818	51,198	24,845	26,000	4.65%
4015	Recording Intangibles	285,678	261,348	238,933	250,000	4.63%
	Subtotal	**$ 14,318,952**	**$ 14,455,424**	**$ 14,736,912**	**$ 14,433,248**	**-2.06%**
Penalties & Interest						
4150	Ad Valorem	326,922	381,440	299,417	190,000	-36.54%
4151	Auto	74,793	51,929	38,350	40,000	4.30%
	Subtotal	**$ 401,715**	**$ 433,369**	**$ 337,767**	**$ 230,000**	-31.91%
TOTAL GENERAL PROPERTY TAXES		**$ 14,720,667**	**$ 14,888,793**	**$ 15,074,679**	**$ 14,663,248**	**-2.73%**
INTERGOVERNMENTAL						
4400	Payment in Lieu of Taxes-Housing Authority	19,690	26,804	$ 21,507	13,646	-36.55%
TOTAL INTERGOVERNMENTAL		**$ 19,690**	**$ 26,804**	**$ 21,507**	**$ 13,646**	-36.55%
CHARGES FOR SERVICES						
Charges for Services						
4837	Miscellaneous	11,049	1,842	1,997	-	-100.00%
4853	Claims/Settlements	1,420	1,350	-	-	N/A
	Subtotal	**$ 12,469**	**$ 3,192**	**$ 1,997**	**$ -**	-100.00%
Special Assessments						
4593	Street Repair Reimbursement	22,591	19,929	$ 18,724	15,000	-19.89%
	Subtotal	**$ 22,591**	**$ 19,929**	**$ 18,724**	**$ 15,000**	-19.89%
State Road Maintenance Fee						
4597	Maintaining State Highways	342,895	342,895	342,895	342,895	0.00%
	Subtotal	**$ 342,895**	**$ 342,895**	**$ 342,895**	**$ 342,895**	0.00%
TOTAL CHARGES FOR SERVICES		**$ 377,955**	**$ 366,016**	**$ 363,616**	**$ 357,895**	**-1.57%**

* Unaudited

OVERVIEW / PAVING FUND 0203

SCHEDULE OF REVENUES

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
INVESTMENT INCOME						
4772	Gains/Losses on Investments	(434,698)	74,297	(29,857)	6,130	-120.53%
4780	Investment Interest	318,318	257,145	285,509	240,000	-15.94%
4907	Sale of Assets	-	-	-		N/A
TOTAL INVESTMENT INCOME		**$ (116,381)**	**$ 331,442**	**$ 255,652**	**$ 246,130**	**-3.72%**
USE OF FUND BALANCE						
Total Paving Fund		**$ 15,001,932**	**$ 15,613,055**	**$ 15,715,454**	**$ 15,280,919**	**-2.77%**

* Unaudited

SCHEDULE OF EXPENDITURES

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
Engineering						
250-2200	Highways & Roads	1,013,944	962,253	962,253	1,025,128	6.53%
	Subtotal	**$ 1,013,944**	**$ 962,253**	**$ 962,253**	**$ 1,025,128**	**6.53%**
Public Services						
260-2100	Street Improvements	308,803	-	-	-	N/A
260-2800	Landscape & Forestry	-	-	-	-	N/A
260-3110	Repairs & Maintenance	4,601,184	4,789,314	4,834,751	4,331,316	-10.41%
260-3120	Right-of-Way Maintenance	6,465,083	6,381,992	6,381,992	6,283,232	-1.55%
260-3130	Community Services-Right-of Way Maintenance	257,992	244,176	244,176	246,935	1.13%
260-3710	Other Maintenance & Repairs	3,713	837	3,099	5,000	61.34%
	Subtotal	**$ 11,636,775**	**$ 11,416,319**	**$ 11,464,018**	**$ 10,866,483**	**-5.21%**
Non-Categorical						
590-2000	Contingency	-	-	-	14,436	N/A
590-3000	Non-Categorical	725,475	998,226	998,226	1,115,125	11.71%
590-4000	Interfund Transfers	1,315,525	1,297,140	1,297,140	2,259,747	74.21%
	Subtotal	**$ 2,041,000**	**$ 2,295,366**	**$ 2,295,366**	**$ 3,389,308**	**47.66%**
Total Paving Fund		**$ 14,691,719**	**$ 14,673,938**	**$ 14,721,637**	**$ 15,280,919**	**3.80%**

* Unaudited

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Return to Primer on City Funds

Medical Center Fund $ 13,959,759

The Medical Center Fund account funds payment for inpatient and outpatient medical care for indigent residents of Columbus as well as a portion of medical costs for prisoners in custody at the Muscogee County Jail and Muscogee County Prison. It is funded by contract based on the collections of a 3.00 mill levy.

SCHEDULE OF REVENUES

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
GENERAL PROPERTY TAXES						
4001	Real Property	10,278,793	10,437,794	10,703,959	12,245,931	14.41%
4003	Timber	795	-	137	-	-100.00%
4005	Personal Property	1,657,771	1,671,434	1,756,016	-	-100.00%
4006	Motor Vehicles	1,193,675	1,175,120	1,174,959	1,113,828	-5.20%
4007	Mobile Homes	18,809	14,715	12,672	-	-100.00%
TOTAL GENERAL PROPERTY TAXES		**$ 13,149,843**	**$ 13,299,063**	**$ 13,647,743**	**$ 13,359,759**	-2.11%
OTHER FINANCING SOURCES						
4837	Miscellaneous	86,101	-	-	-	N/A
4931	Transfer In-General Fund	600,000	600,000	600,000	600,000	0.00%
TOTAL OTHER FINANCING		**$ 686,101**	**$ 600,000**	**$ 600,000**	**$ 600,000**	0.00%
Total Medical Center Fund		**$ 13,835,944**	**$ 13,899,063**	**$ 14,247,743**	**$ 13,959,759**	**-2.02%**

* Unaudited

SCHEDULE OF EXPENDITURES

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
200-3000	Medical Center	14,212,407	14,024,526	14,483,053	13,959,759	-3.61%
Total Medical Center Fund		**$ 14,212,407**	**$ 14,024,526**	**$ 14,483,053**	**$ 13,959,759**	**-3.61%**

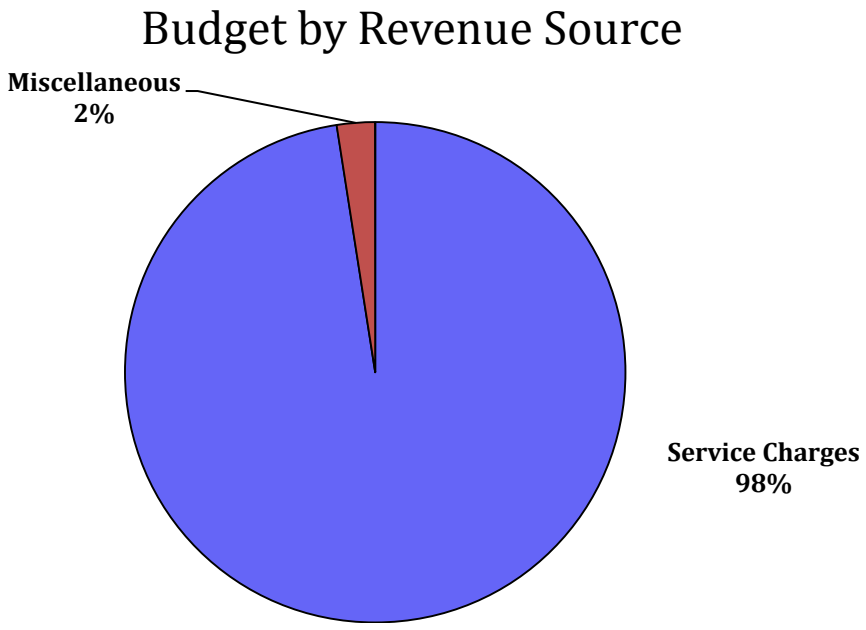
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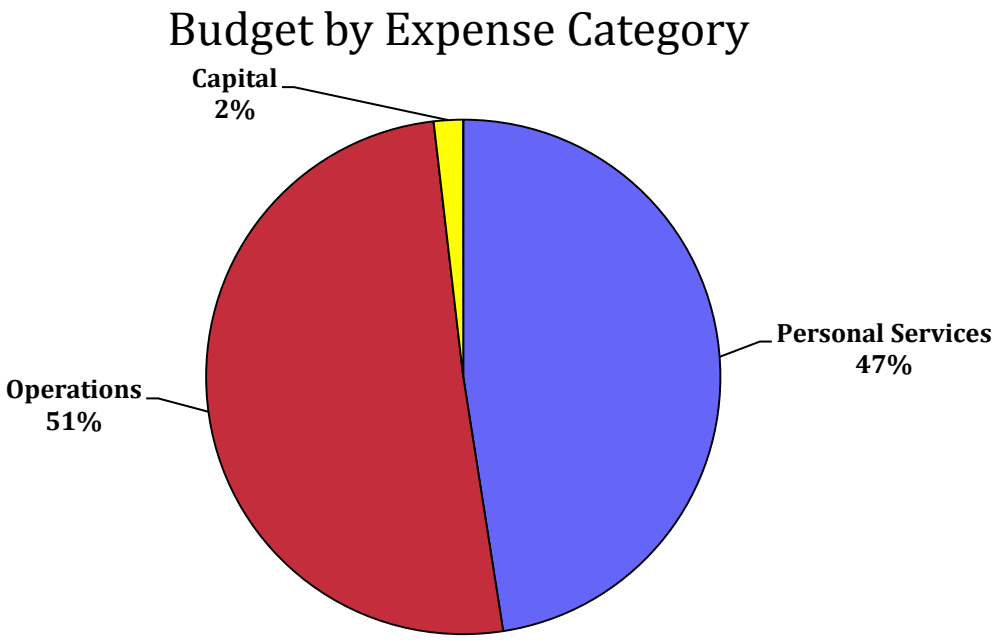
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Return to Primer on City Funds

Integrated Waste Management Fund $ 11,375,000

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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
CHARGES FOR SERVICES						
Sanitation						
4550	Inert Landfill Fees-Granite Bluff	96,789	113,129	88,909	90,000	1.23%
4552	Commercial Solid Waste Collection Fees	91,022	86,536	86,710	100,000	15.33%
4553	Residential Solid Waste Collection	9,206,607	9,317,164	9,867,395	9,900,000	0.33%
4556	Inert Landfill Fees-Oxbow Meadows	12,543	-	-	-	N/A
4557	Pine Grove Landfill	282,443	333,431	363,726	320,000	-12.02%
	Subtotal	**$ 9,689,404**	**$ 9,850,260**	**$ 10,406,740**	**$ 10,410,000**	0.03%
Other Fees						
4558	Recycling Fees	266,268	561,417	659,474	650,000	-1.44%
4588	Tree Fee	33,580	40,500	43,636	35,000	-19.79%
	Subtotal	**$ 299,848**	**$ 601,917**	**$ 703,110**	**$ 685,000**	-2.58%
Other Fees						
4837	Miscellaneous	878	(216)	2,242	-	-100.00%
4840	Rebates	-	2,699	-	-	N/A
	Subtotal	878	2,483	2,242	-	-100.00%
TOTAL CHARGES FOR SERVICES		**$ 9,990,130**	**$ 10,454,660**	**$ 11,112,092**	**$ 11,095,000**	**-0.15%**
INVESTMENT INCOME						
4772	Gains/Losses on Investments	(365,674)	(1,754)	(60,286)	-	-100.00%
4780	Investment Interest	422,485	326,695	286,045	280,000	-2.11%
TOTAL INVESTMENT INCOME		**$ 56,811**	**$ 324,941**	**$ 225,759**	**$ 280,000**	**24.03%**
OTHER FINANCING SOURCES						
4908	Gain on Sale of Assets	2,400	-	20,000	-	-100.00%
4931	Transfer In-General Fund	-	-	-	-	N/A
4998	Transfer In-OLOST	-	-	-	-	N/A
TOTAL OTHER FINANCING SOURCES		**$ 2,400**	**$ -**	**$ 20,000**	**$ -**	-100.00%
Total Integrated Waste Management Fund		**$ 10,049,341**	**$ 10,779,601**	**$ 11,357,851**	**$ 11,375,000**	**0.15%**

* Unaudited

OVERVIEW / INTEGRATED WASTE MANAGEMENT FUND 0207

SCHEDULE OF EXPENDITURES

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
Public Works						
260-3510	Solid Waste Collection	5,869,161	6,198,372	6,298,774	5,649,329	-10.31%
260-3520	Recycling	1,165,307	1,320,264	1,188,802	1,250,493	5.19%
260-3540	Granite Bluff Inert LF	240,548	248,196	233,254	276,635	18.60%
260-3550	Oxbow Meadow Inert LF	289,767	4,759	3,117	14,861	376.77%
260-3560	Pine Grove Landfill	1,895,091	1,934,691	(602,735)	1,689,522	-380.31%
260-3570	Recycling Sustain Center	215,220	851,299	919,256	1,154,005	25.54%
260-3580	Recycling - Ft Benning	-	-	89,344	135,898	52.11%
260-3710	Other Maint Repairs	3,893	5,693	9,651	13,580	40.71%
	Subtotal	**$ 9,678,987**	**$ 10,563,274**	**$ 8,139,463**	**$ 10,184,323**	**25.12%**
Parks & Recreation						
270-3150	Refuse Collection- Parks	90,930	98,977	91,414	84,509	-7.55%
	Subtotal	**$ 90,930**	**$ 98,977**	**$ 91,414**	**$ 84,509**	**-7.55%**
Non-Categorical						
590-2000	Contingency	-	-	-	9,843	N/A
590-3000	Non-Categorical	963,160	1,193,147	1,042,119	1,096,325	5.20%
590-4000	Interfund Transfers	-	-	-	-	N/A
	Subtotal	**$ 963,160**	**$ 1,193,147**	**$ 1,042,119**	**$ 1,106,168**	**6.15%**
Total Integrated Waste Management Fund		**$ 10,733,077**	**$ 11,855,398**	**$ 9,272,996**	**$ 11,375,000**	**22.67%**

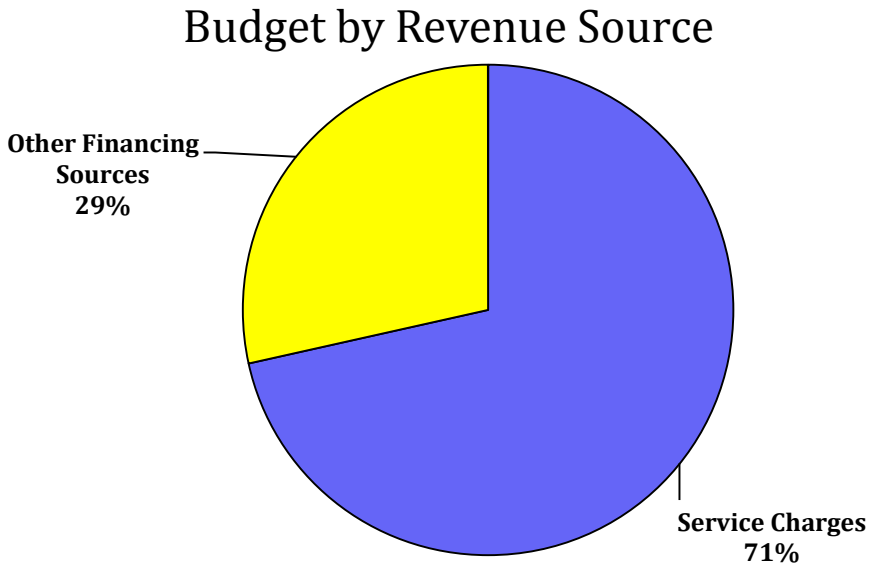
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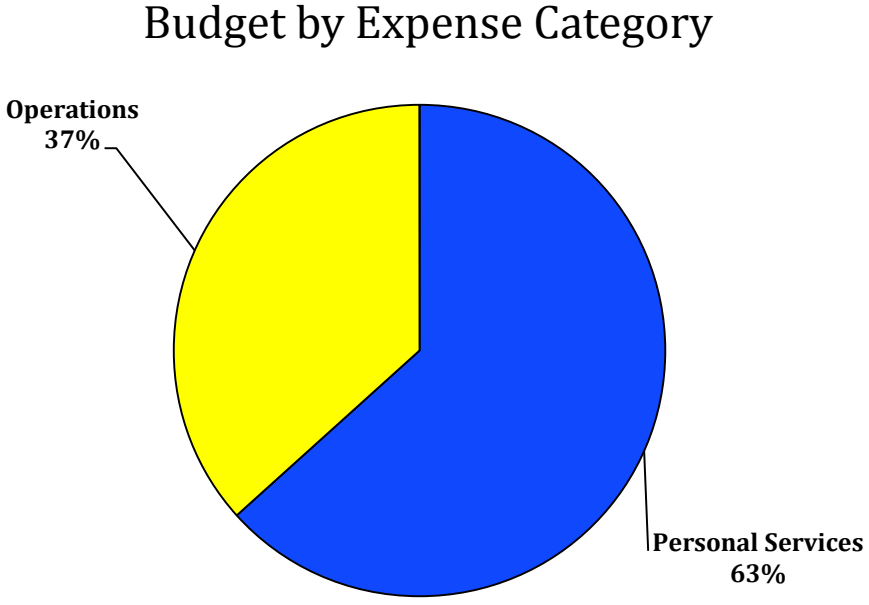
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OVERVIEW / EMERGENCY TELEPHONE FUND 0209

Emergency Telephone Fund $ 3,958,789





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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
CHARGES FOR SERVICES						
4500	Emergency Telephone Surcharge	1,247,719	1,240,051	1,214,310	1,150,000	-5.30%
4519	Prepaid Wireless	134,936	354,649	336,898	330,000	-2.05%
4514	Wireless Surcharge	1,365,398	1,352,602	1,333,025	1,350,000	1.27%
4837	Miscellaneous	-	10	52	-	-100.00%
TOTAL CHARGES FOR SERVICES		**$ 2,748,053**	**$ 2,947,312**	**$ 2,884,285**	**$ 2,830,000**	-1.88%
INVESTMENT INCOME						
4772	Gains/Losses on Investments	-	-	-	-	N/A
4780	Investment Interest	-	-	-	-	N/A
TOTAL INVESTMENT INCOME		**$ -**	**$ -**	**$ -**	**$ -**	**N/A**
OTHER FINANCING SOURCES						
4931	Transfers In-General Fund	-	-	-	-	N/A
4998	Transfers In-OLOST	933,928	731,816	771,432	1,128,789	46.32%
TOTAL OTHER FINANCING SOURCES		**$ 933,928**	**$ 731,816**	**$ 771,432**	**$ 1,128,789**	46.32%
Total Emergency Telephone Fund		**$ 3,681,981**	**$ 3,679,128**	**$ 3,655,717**	**$ 3,958,789**	**8.29%**

* Unaudited

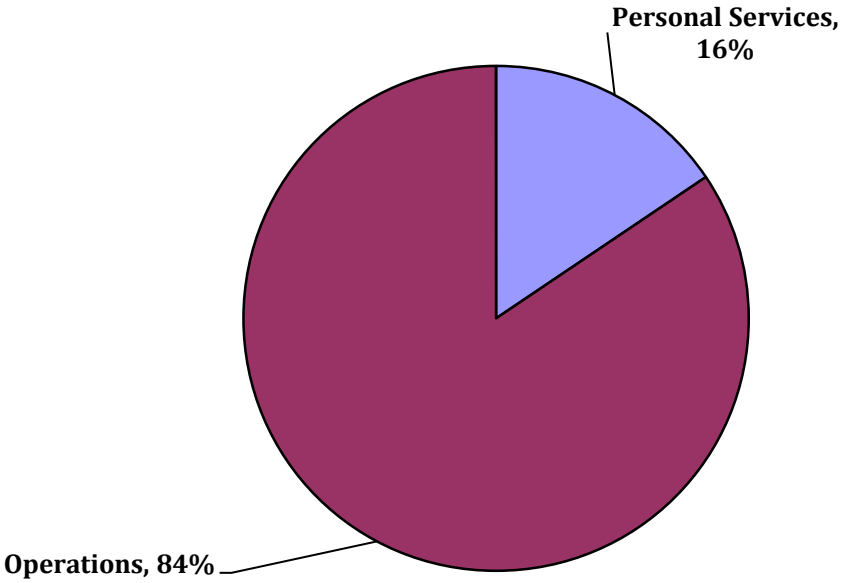
SCHEDULE OF EXPENDITURES

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
E-911						
400-3220	E-911	3,473,735	3,490,729	3,453,162	3,744,486	8.44%
	Subtotal	3,473,735	3,490,729	3,453,162	3,744,486	8.44%
Non Categorical						
590-2000	Contingency	-	-	-	4,568	N/A
590-3000	Non-Categorical	208,246	188,399	202,555	209,735	3.54%
590-4000	Interfund Transfers	-	-	-	-	N/A
	Subtotal	**$ 208,246**	**$ 188,399**	**$ 202,555**	**$ 214,303**	5.80%
Total Emergency Telephone Fund		**$ 3,681,981**	**$ 3,679,128**	**$ 3,655,717**	**$ 3,958,789**	**8.29%**

* Unaudited

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Community Development Block Grant Fund $ 1,311,557



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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
099	Community Development Block Grant (CDBG)	$ 2,422,614	$ 1,472,114	$ 1,520,691	$ 1,311,557	-13.75%
Total CBDG		**$ 2,422,614**	**$ 1,472,114**	**$ 1,520,691**	**$ 1,311,557**	**-13.75%**

* Unaudited

SCHEDULE OF EXPENDITURES

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
130	Community Development Block Grant (CDBG)	$ 1,978,276	$ 1,422,565	$ 1,338,254	$ 1,311,557	-1.99%
Total CBDG		**$ 1,978,276**	**$ 1,422,565**	**$ 1,338,254**	**$ 1,311,557**	**-1.99%**

* Unaudited

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Workforce Investment Act Fund $ 3,609,420

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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
099	Workforce Investment Act	$ 2,039,980	$ 1,912,541	$ 1,920,747	$ 3,609,420	87.92%
Total Workforce Investment Act Fund		**$ 2,039,980**	**$ 1,912,541**	**$ 1,920,747**	**$ 3,609,420**	**87.92%**

* Unaudited

SCHEDULE OF EXPENDITURES

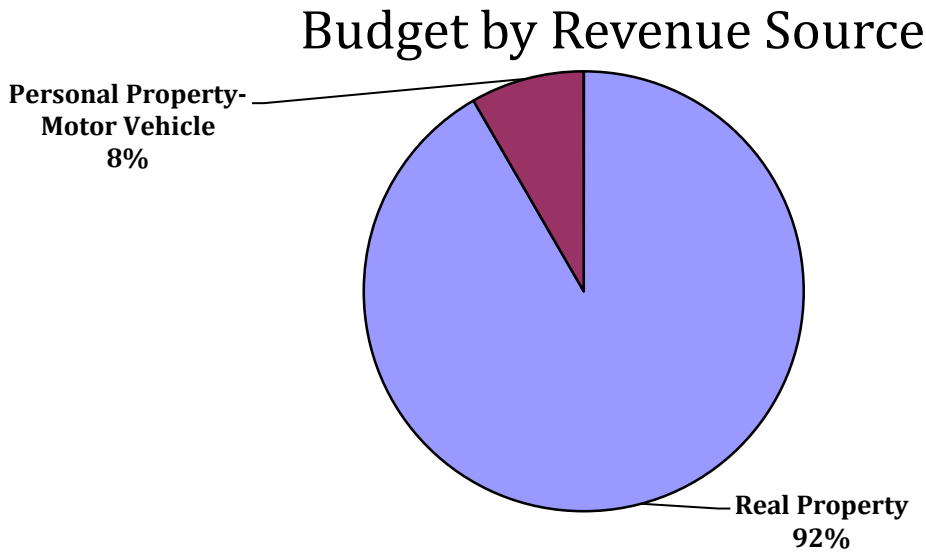
		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
670, 675 & 680	Workforce Investment Act	$ 2,039,980	$ 1,912,541	$ 1,920,747	$ 3,609,420	87.92%
Total Workforce Investment Act Fund		**$ 2,039,980**	**$ 1,912,541**	**$ 1,920,747**	**$ 3,609,420**	**87.92%**

* Unaudited

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Economic Development Authority Fund $ 2,226,627



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. An additional 0.25 mills has also been established as a reserve for Economic Development and for the retirement of a specific project's cost.

OVERVIEW / ECONOMIC DEVELOPMENT AUTHORITY FUND 0230

SCHEDULE OF REVENUES

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
GENERAL PROPERTY TAXES						
4001	Real Property	$ 856,566	$ 1,414,941	$ 1,783,992	$ 2,040,989	14.41%
4003	Timber	66	-	23	-	-100.00%
4005	Personal Property	138,148	228,429	292,669	-	-100.00%
4006	Personal Property-Motor Vehicle	99,473	123,621	175,029	185,638	6.06%
4007	Mobile Homes	1,567	1,924	2,056	-	-100.00%
TOTAL GENERAL PROPERTY TAXES		**$ 1,095,820**	**$ 1,768,915**	**$ 2,253,769**	**$ 2,226,627**	**-1.20%**
Total Economic Development Authority Fund		**$ 1,095,820**	**$ 1,768,915**	**$ 2,253,769**	**$ 2,226,627**	**-1.20%**

* Unaudited

SCHEDULE OF EXPENDITURES

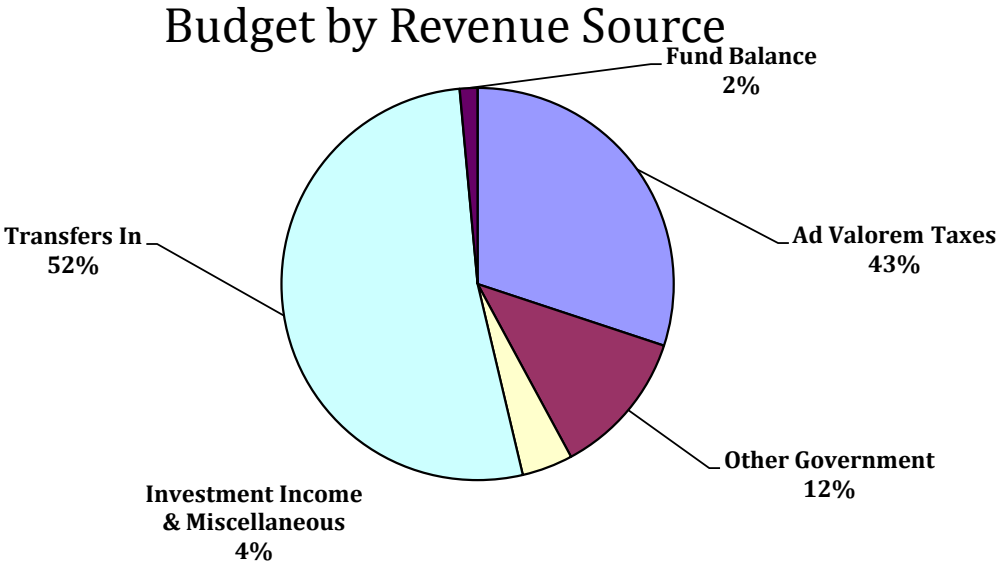
		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
Non-Categorical						
590-1000	Agency Appropriations	$ 1,092,073	$ 1,115,256	$ 1,150,078	$ 1,113,314	-3.20%
590-2000	Contingency	$ -	$ -	$ -	$ 313,313	N/A
590-3000	Non-Categorical	$ -	$ -	$ 948,000	$ 800,000	-15.61%
	Subtotal	**$ 1,092,073**	**$ 1,115,256**	**$ 2,098,078**	**$ 2,226,627**	**6.13%**
Total Economic Development Authority Fund		**$ 1,092,073**	**$ 1,115,256**	**$ 2,098,078**	**$ 2,226,627**	**6.13%**

* Unaudited

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Debt Service Fund $ 11,736,755

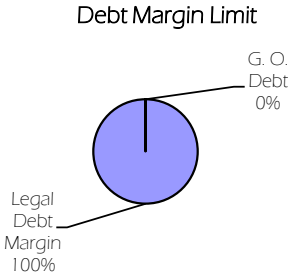


Debt Margin

The Columbus Consolidated Government remains below the debt ceiling of 10% of assessed value of taxable property established by the State of Georgia's constitution using 0% of this established legal debt limit.

Computation of Legal Debt Margin
For Fiscal Year Ending June 30, 2016

Assessed value of taxable property*	$ 5,023,008,687
Debt Limit: 10% of assessed value	502,300,869
Less: Amount of debt applicable to debt limit	-
Legal Debt Margin	**$ 502,300,869**



* Based on 2015 State Approved Gross Digest as of 08/03/15.

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

OVERVIEW / DEBT SERVICE FUND 0405

SCHEDULE OF REVENUES						
		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
GENERAL PROPERTY TAXES						
4001	Real Property	3,594,652	3,040,895	2,744,008	3,145,563	14.63%
4002	Public Utility	2,309	-	-	-	N/A
4003	Timber	252	-	32	-	-100.00%
4005	Personal Property	579,622	484,935	450,166	-	-100.00%
4006	Personal Property-Motor Vehicle	377,997	346,427	294,955	259,893	-11.89%
4007	Mobile Homes	5,956	3,962	3,012	2,700	-10.36%
4012	Not on Digest-Real & Personal	15,080	13,973	6,010	8,000	33.11%
4015	Recording intangibles	94,027	71,328	57,796	60,000	3.81%
	Subtotal	**$ 4,669,895**	**$ 3,961,520**	**$ 3,555,979**	**$ 3,476,156**	**-2.24%**
Penalties & Interest						
4150	Ad Valorem	107,602	104,104	72,427	45,000	-37.87%
4151	Auto	22,140	14,379	9,037	10,000	10.66%
	Subtotal	**$ 129,742**	**$ 118,483**	**$ 81,464**	**$ 55,000**	**-32.49%**
TOTAL GENERAL PROPERTY TAXES		**$ 4,799,637**	**$ 4,080,003**	**$ 3,637,443**	**$ 3,531,156**	**-2.92%**
INTERGOVERNMENTAL						
4305	BABs Subsidy	1,518,622	1,400,968	1,408,522	1,407,763	-0.05%
4400	Payment Lieu Taxes Housing Authority	6,481	7,316	5,202	3,300	-36.56%
4415	Columbus Water Works	-	-	-	-	N/A
4425	Bull Creek Golf Course	-	-	-	-	N/A
TOTAL INTERGOVERNMENTAL		**$ 1,525,103**	**$ 1,408,284**	**$ 1,413,724**	**$ 1,411,063**	**-0.19%**
INVESTMENT INCOME						
4772	Gains/Losses on	-	-	-	-	N/A
4779	Other Interest Income	-	406	-		
4780	Investment Income	4,125	3,352	5,259	3,500	-33.45%
TOTAL INVESTMENT INCOME		**$ 4,125**	**$ 3,758**	**$ 5,259**	**$ 3,500**	**-33.45%**
MISCELLANEOUS						
4837	Miscellaneous	428,194	468,660	478,032	487,598	2.00%
TOTAL MISCELLANEOUS		**$ 428,194**	**$ 468,660**	**$ 478,032**	**$ 487,598**	2.00%

OVERVIEW / DEBT SERVICE FUND 0405

SCHEDULE OF REVENUES		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
INTERFUND TRANSFERS IN						
4974	Transfers In - 2012CBA	15,631	-	-	-	N/A
4975	Transfers In- 2012BCBA	4,682	-	-	-	
4998	Transfers In - Other LOST	5,392,719	5,509,374	5,500,019	6,131,188	11.48%
TOTAL INTERFUND TRANSFERS IN		**$ 5,413,032**	**$ 5,509,374**	**$ 5,500,019**	**$ 6,131,188**	11.48%
USE OF FUND BALANCE					$ 172,250	
Total Debt Service Fund		**$ 12,170,091**	**$ 11,470,079**	**$ 11,034,477**	**$ 11,736,755**	**6.36%**

* Unaudited

SCHEDULE OF EXPENDITURES		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
Debt Service						
200-2000	Debt Service	-	-	4,500	-	-100.00%
200-2800	Water & Sewer Revenue Bonds	-	-	-	-	N/A
200-3470	1999A Lease Rev Refunding Bonds	-	-	-	-	N/A
200-3472	1999C Lease Revenue Bonds	905,810	-	-	-	N/A
200-3474	2003A Lease Revenue Bonds	2,037,394	-	-	-	N/A
200-3475	2003B Taxable Lease Rev. Bonds	750,089	-	-	-	N/A
200-3477	2010A Lease Rev. Bonds	3,169,262	3,164,048	3,157,862	3,154,995	-0.09%
200-3478	2010B Taxable Lease Rev. Bonds	4,177,691	4,177,691	4,177,691	4,177,692	0.00%
200-3479	2010C Lease Rev. Bonds	125,400	125,400	125,400	125,400	0.00%
200-3480	2012 A Lease Rev Bonds	-	1,696,722	1,698,997	1,701,905	0.17%
200-3481	2012 B Taxable Lease Bonc	-	1,360,916	1,359,205	1,359,105	-0.01%
200-3610	GMA Loan Program	-	589,650	589,650	1,217,658	106.51%
	Subtotal	**$ 11,165,646**	**$ 11,114,427**	**$ 11,113,305**	**$ 11,736,755**	5.61%
Total Debt Service Fund		**$ 11,165,646**	**$ 11,114,427**	**$ 11,113,305**	**$ 11,736,755**	**5.61%**

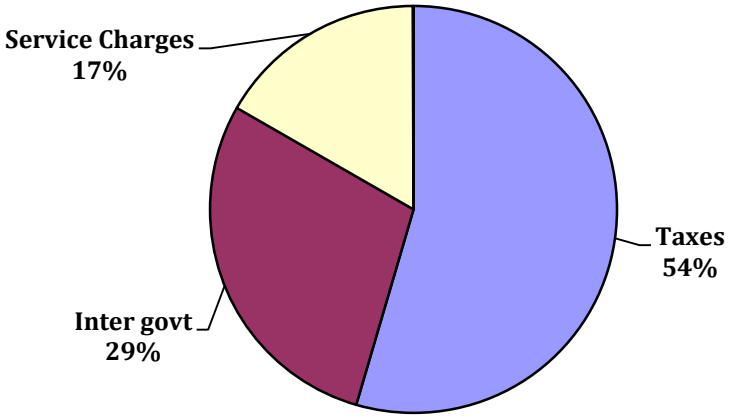
* Unaudited

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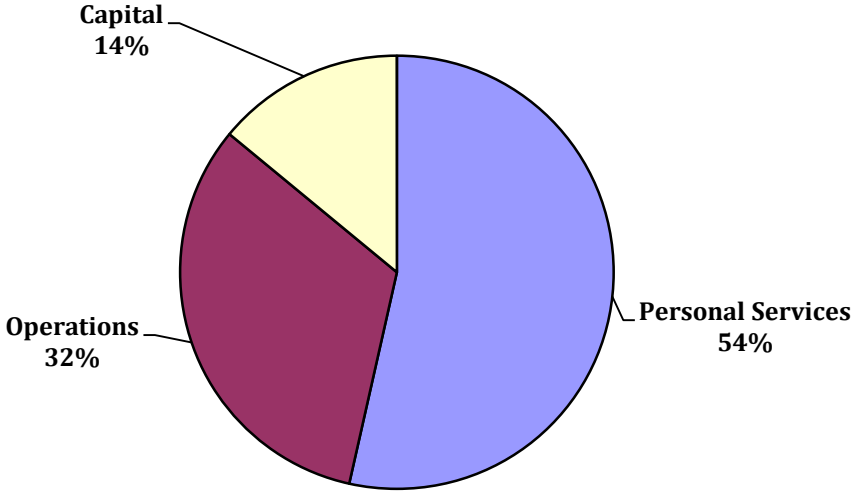
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Transportation Fund $ 6,685,248

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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
GENERAL PROPERTY TAXES						
4001	Real Property	2,793,292	2,869,961	2,925,749	3,347,221	14.41%
4003	Timber	217	-	38	-	-100.00%
4005	Personal Property	453,124	456,859	479,978	-	-100.00%
4006	Personal Property-Motor Vehicle	326,271	321,200	321,155	298,169	-7.16%
4007	Mobile Homes	5,142	4,022	3,464	-	-100.00%
TOTAL GENERAL PROPERTY TAXES		**$ 3,578,046**	**$ 3,652,042**	**$ 3,730,384**	**$ 3,645,390**	-2.28%
INTERGOVERNMENTAL						
4301	FTA Capital Grant	2,609,852	959,263	1,240,790	1,512,618	21.91%
4302	FTA Section 9-Planning	123,827	139,681	68,274	194,368	184.69%
4330	DoT Capital Grant	62,319	55,582	146,108	189,077	29.41%
4331	DoT Section 9-Planning	54,249	64,326	-	17,535	N/A
4337	DoT Planning	77,928	80,628	74,220	6,760	-90.89%
4400	Payment Lieu Taxes Housing Authority	5,066	6,892	5,547	3,500	-36.90%
TOTAL INTERGOVERNMENTAL		**$ 2,933,241**	**$ 1,306,372**	**$ 1,534,939**	**$ 1,923,858**	25.34%
CHARGES FOR SERVICES						
Transit Charges						
4560	Subscription Farebox	22,373	25,646	31,966	25,000	-21.79%
4561	Passenger Services	976,833	982,717	1,000,924	1,000,000	-0.09%
4562	Dial-A-Ride	64,026	100,200	81,733	60,000	-26.59%
4563	Advertising	19,869	25,710	17,533	15,000	-14.45%
4564	Miscellaneous Transportation	696	963	1,717	-	-100.00%
	Subtotal	**$ 1,083,797**	**$ 1,135,236**	**$ 1,133,873**	**$ 1,100,000**	-2.99%
Other Fees						
4540	Handicap ID Fees	12,019	11,012	9,429	10,000	6.06%
4558	Recycling Fees	1,068	911	790	1,000	26.58%
	Subtotal	**$ 13,087**	**$ 11,923**	**$ 10,219**	**$ 11,000**	**7.64%**
TOTAL CHARGES FOR SERVICES		**$ 1,096,884**	**$ 1,147,159**	**$ 1,144,092**	**$ 1,111,000**	**-2.89%**

OVERVIEW / TRANSPORTATION FUND 0751

SCHEDULE OF REVENUES

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
INVESTMENT INCOME						
4772	Gains/Losses on Investments	-	1,074	8,528	-	-100.00%
4780	Investment Income	2,855	8,367	16,362	5,000	-69.44%
TOTAL INVESTMENT INCOME		**$ 2,855**	**$ 9,441**	**$ 24,890**	**$ 5,000**	-79.91%
MISCELLANEOUS						N/A
4837	Miscellaneous	971	378	343	-	-100.00%
4853	Claims/Settlements	-	2,000	-	-	N/A
4906	Property Sales	(9,000)	-	-	-	N/A
4907	Sale of Fixed Assets	9,127	-	-	-	N/A
4908	Gain Sale of Assets	(85,513)	-	-	-	N/A
TOTAL MISCELLANEOUS		**$ (84,415)**	**$ 2,378**	**$ 343**	**$ -**	-100.00%
OTHER FINANCING SOURCES						
Interfund Transfers In						
4931	Transfer In-General Fun	-	-	-	-	N/A
	Subtotal	**$ -**	**$ -**	**$ -**	**$ -**	N/A
TOTAL OTHER FINANCING SOURCES		**$ -**	**$ -**	**$ -**	**$ -**	N/A
USE OF FUND BALANCE						
Total Transportation Fund		**$ 7,526,611**	**$ 6,117,392**	**$ 6,434,648**	**$ 6,685,248**	**3.89%**

* Unaudited

SCHEDULE OF EXPENDITURES

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
Public Works						
260-3710	Other Maintenance/Repairs	2,488	620	1,421	15,000	955.59%
	Subtotal	**$ 2,488**	**$ 620**	**$ 1,421**	**$ 15,000**	**955.59%**
Non-Categorical						
590-2000	Contingency	-	-	-	178,098	N/A
590-3000	Non-Categorical	249,922	465,479	291,666	291,120	-0.19%
590-4000	Interfund Transfers	-	-	-	-	N/A
	Subtotal	**$ 249,922**	**$ 465,479**	**$ 291,666**	**$ 469,218**	**60.88%**
METRA						
610-1000	Administration	169,209	170,569	178,859	198,007	10.71%
610-2100	Operations	2,031,484	2,152,687	2,129,624	2,105,046	-1.15%
610-2200	Maintenance	1,641,060	1,651,171	1,322,821	1,507,567	13.97%
610-2300	Dial-A-Ride	273,864	289,506	229,819	238,678	3.85%
610-2400	Capital-FTA	1,134,338	888,281	985,378	1,890,772	91.88%

OVERVIEW / TRANSPORTATION FUND 0751

SCHEDULE OF EXPENDITURES

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
610-2900	Charter Services	17,928	17,856	17,269	18,000	4.23%
610-3410	Planning-FTA (5303)	69,389	70,186	68,605	67,605	-1.46%
610-3420	Planning-FTA (5307)	154,787	174,601	170,603	175,355	2.79%
	Subtotal	**$ 5,492,059**	**$ 5,414,857**	**$ 5,102,978**	**$ 6,201,030**	21.52%
Total Transportation Fund		**$ 5,744,469**	**$ 5,880,956**	**$ 5,396,065**	**$ 6,685,248**	**23.89%**

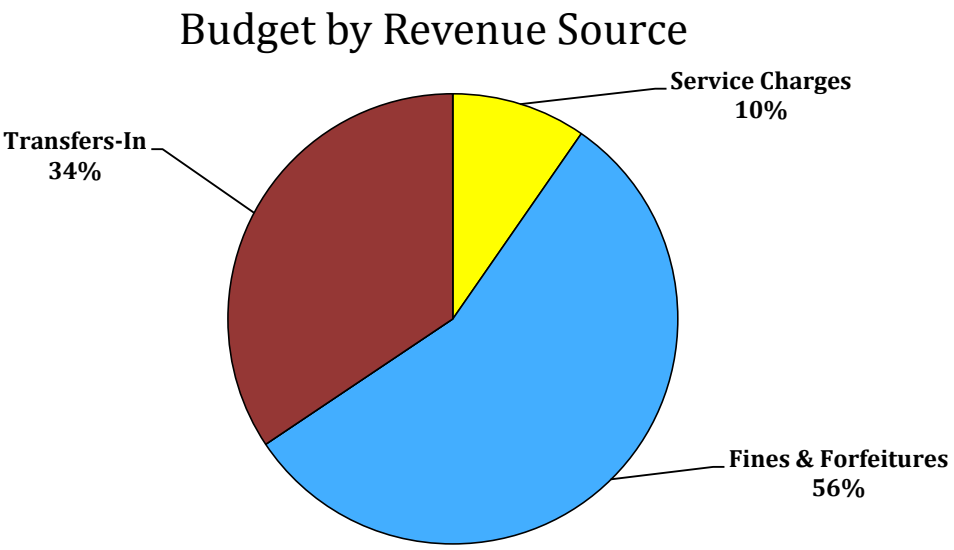
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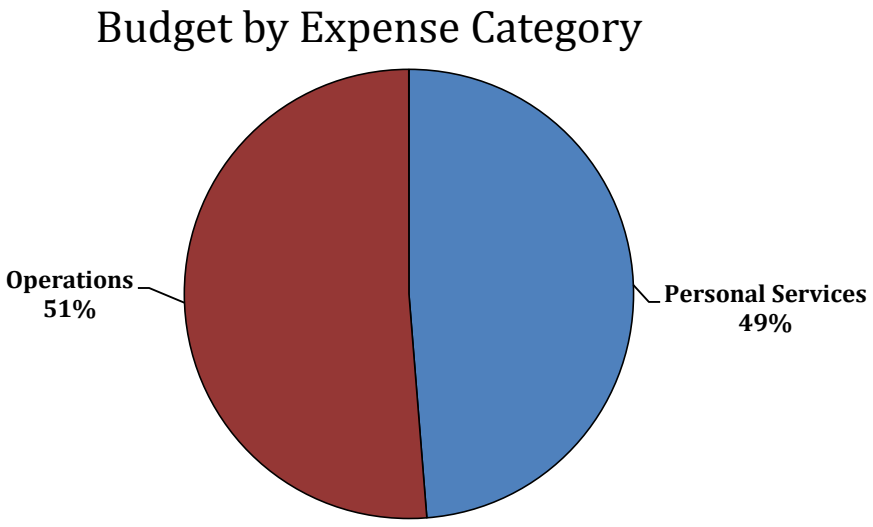
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OVERVIEW / PARKING MANAGEMENT FUND 0752

Parking Management Fund $ 393,273





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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
CHARGES FOR SERVICES						
4568	Parking Fees	20,205	22,172	24,748	20,000	-19.19%
4569	Public Parking Fees	29,202	17,647	25,403	18,000	-29.14%
TOTAL CHARGES FOR SERVICES		**$ 49,407**	**$ 39,819**	**$ 50,151**	**$ 38,000**	**-24.23%**
FINES & FORFEITURES						
4752	Parking Violations	177,853	155,269	182,748	220,000	20.38%
TOTAL FINES & FORFEITURES		**$ 177,853**	**$ 155,269**	**$ 182,748**	**$ 220,000**	**20.38%**
INVESTMENT INCOME						
4772	Gains/Losses on Investments	-	-	-	-	N/A
4878	Rental Lease Income	1,500	1,800	1,350	-	
4780	Investment Interest	-	-	-	-	N/A
TOTAL INVESTMENT INCOME		**$ 1,500**	**$ 1,800**	**$ 1,350**	**$ -**	**-100.00%**
MISCELLANEOUS						
4837	Miscellaneous	-	5	-	-	N/A
TOTAL FINES & FORFEITURES		**$ -**	**$ 5**	**$ -**	**$ -**	**N/A**
OTHER FINANCING SOURCES						
Interfund Transfers In						
4931	Transfer In-General Fun	118,036	154,097	122,360	135,273	10.55%
	Subtotal	**$ 118,036**	**$ 154,097**	**$ 122,360**	**$ 135,273**	10.55%
TOTAL OTHER FINANCING SOURCES		**$ 118,036**	**$ 154,102**	**$ 122,360**	**$ 135,273**	10.55%
Total Parking Managemt Fund		**$ 346,796**	**$ 350,990**	**$ 356,609**	**$ 393,273**	**10.28%**

* Unaudited

SCHEDULE OF EXPENDITURES

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
Non-Categorical						
590-2000	Contingency	-	-		363	N/A
590-3000	Non-Categorical	24,852	29,399	20,338	21,035	3.43%
590-4000	Interfund Transfers	-	-		-	N/A
	Subtotal	**$ 24,852**	**$ 29,399**	**$ 20,338**	**$ 21,398**	**5.21%**
Parking Management						
610-2800	Parking Management	321,944	331,330	336,271	371,875	10.59%
	Subtotal	**$ 321,944**	**$ 331,330**	**$ 336,271**	**$ 371,875**	**10.59%**
Total Parking Managemt Fund		**$ 346,796**	**$ 360,729**	**$ 356,609**	**$ 393,273**	**10.28%**

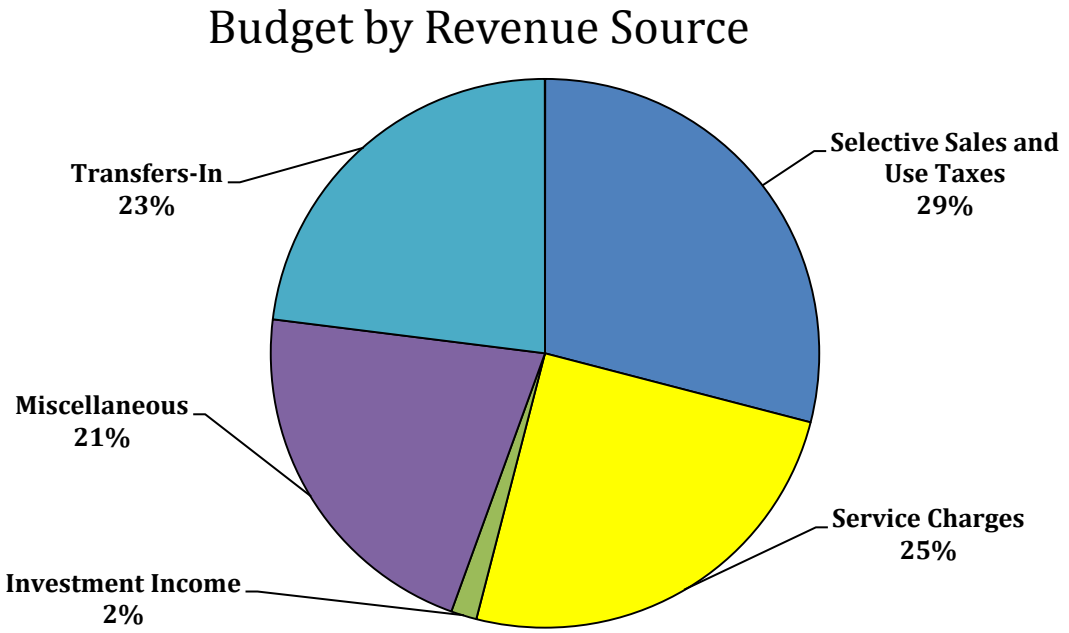
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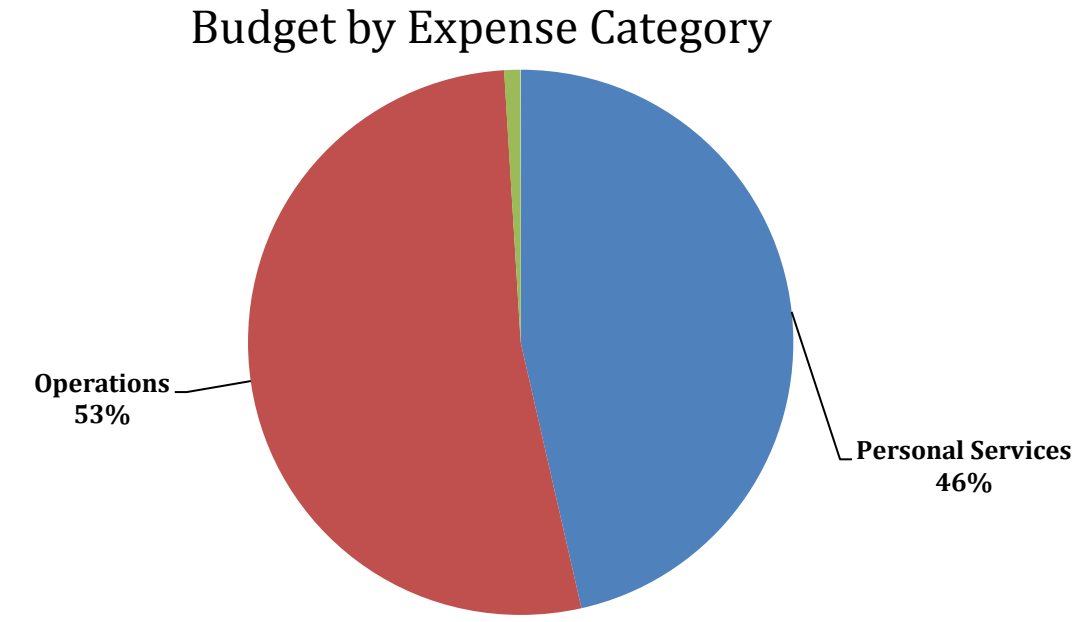
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OVERVIEW / COLUMBUS IRON WORKS TRADE CENTER FUND 0753

Trade Center Fund $ 2,649,791





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 CENTER FUND 0753

SCHEDULE OF REVENUES

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
SELECTIVE SALES & USE TAXES						
4052	Beer Tax	761,575	769,068	756,311	770,000	1.81%
TOTAL SELECTIVE SALES & USE TAXES		**$ 761,575**	**$ 769,068**	**$ 756,311**	**$ 770,000**	**1.81%**
CHARGES FOR SERVICES						
Charges for Services						
4568	Parking Fees	16,275	12,578	9,870	17,000	72.24%
4579	Elec Usage Fees	-	24,868	27,854	34,000	
	Subtotal	**$ 16,275**	**$ 37,446**	**$ 37,724**	**$ 51,000**	**35.19%**
Trade Center Operations						
4580	Convention Services	12,295	10,587	9,843	12,500	26.99%
4581	Food Svc Contract-Events	606,863	773,440	629,166	598,049	-4.95%
	Subtotal	**$ 619,158**	**$ 784,027**	**$ 639,009**	**$ 610,549**	**-4.45%**
Other Charges for Services						
4827	Outside Personnel Svcs	-	-	-	-	N/A
	Subtotal	-	-	-	-	N/A
TOTAL CHARGES FOR SERVICES		**$ 635,433**	**$ 821,473**	**$ 676,733**	**$ 661,549**	**-2.24%**
INVESTMENT INCOME						
4772	Gains/Losses on Investments	(33,460)	29,165	7,580	-	-100.00%
4780	Investment Interest	49,166	60,775	65,215	40,000	-38.66%
TOTAL INVESTMENT INCOME		**$ 15,706**	**$ 89,940**	**$ 72,795**	**$ 40,000**	**-45.05%**
MISCELLANEOUS						
Miscellaneous						
4828	Copy Work	725	1,138	798	1,000	25.31%
4837	Miscellaneous	32,304	6,148	5,799	8,000	37.95%
4842	Vendors Comp-Sales Tax	178	225	222	250	12.61%
	Subtotal	**$ 33,207**	**$ 7,511**	**$ 6,819**	**$ 9,250**	35.65%
Rents and Royalties						
4874	Equipment Rental	85,454	101,662	105,184	100,592	-4.37%
4875	Space Rental	459,477	484,944	388,445	458,400	18.01%
	Subtotal	**$ 544,931**	**$ 586,606**	**$ 493,629**	**$ 558,992**	**13.24%**
TOTAL MISCELLANEOUS		**$ 578,138**	**$ 594,117**	**$ 500,448**	**$ 568,242**	**13.55%**

* Unaudited

OVERVIEW / COLUMBUS IRON WORKS TRADE CENTER FUND 0753

SCHEDULE OF REVENUES

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
OTHER FINANCING SOURCES						
Interfund Transfers In						
4943	Transfer In-Hotel/Motel	613,885	740,384	616,153	610,000	-1.00%
	Subtotal	**$ 613,885**	**$ 740,384**	**$ 616,153**	**$ 610,000**	**-1.00%**
TOTAL OTHER FINANCING SOURCES		**$ 613,885**	**$ 740,384**	**$ 616,153**	**$ 610,000**	**-1.00%**
USE OF FUND BALANCE					$ -	
Total Trade Center Fund		**$ 2,604,737**	**$ 3,014,982**	**$ 2,622,440**	**$ 2,649,791**	**1.04%**

* Unaudited

SCHEDULE OF EXPENDITURES

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
Non-Categorical						
590-2000	Contingency	-	-	-	2,411	N/A
590-3000	Non-Categorical	128,593	166,364	104,641	135,390	29.39%
590-4000	Interfund Transfers	-	-	-	-	N/A
	Subtotal	**$ 128,593**	**$ 166,364**	**$ 104,641**	**$ 137,801**	**31.69%**
Trade Center						
620-1000	Administration	523,360	602,542	564,802	593,516	5.08%
620-2100	Sales	220,949	207,041	222,237	218,547	-1.66%
620-2200	Operations	463,500	521,184	545,423	499,936	-8.34%
620-2300	Building Maintenance	751,154	805,805	855,631	911,532	6.53%
620-2600	Bonded Debt	249,840	187,565	137,324	288,459	110.06%
	Subtotal	**$ 2,208,803**	**$ 2,324,137**	**$ 2,325,417**	**$ 2,511,990**	**8.02%**
Total Trade Center Fund		**$ 2,337,396**	**$ 2,490,501**	**$ 2,430,058**	**$ 2,649,791**	**9.04%**

* Unaudited

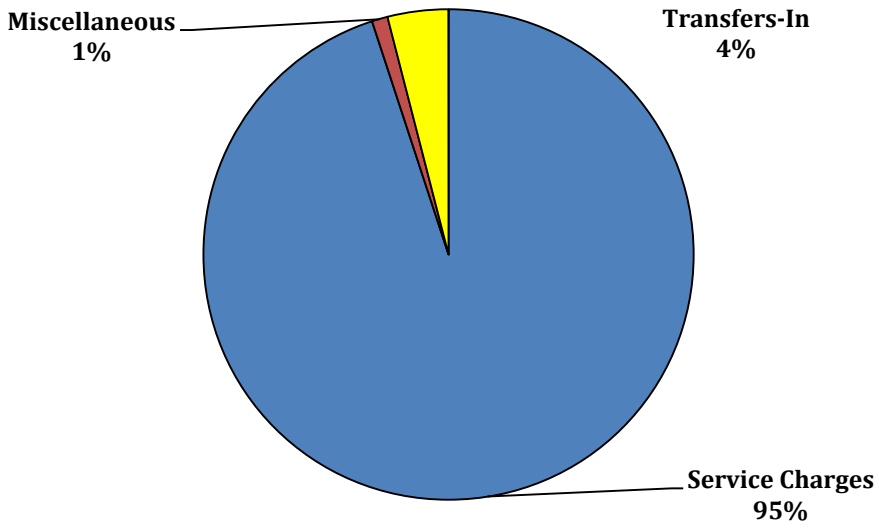
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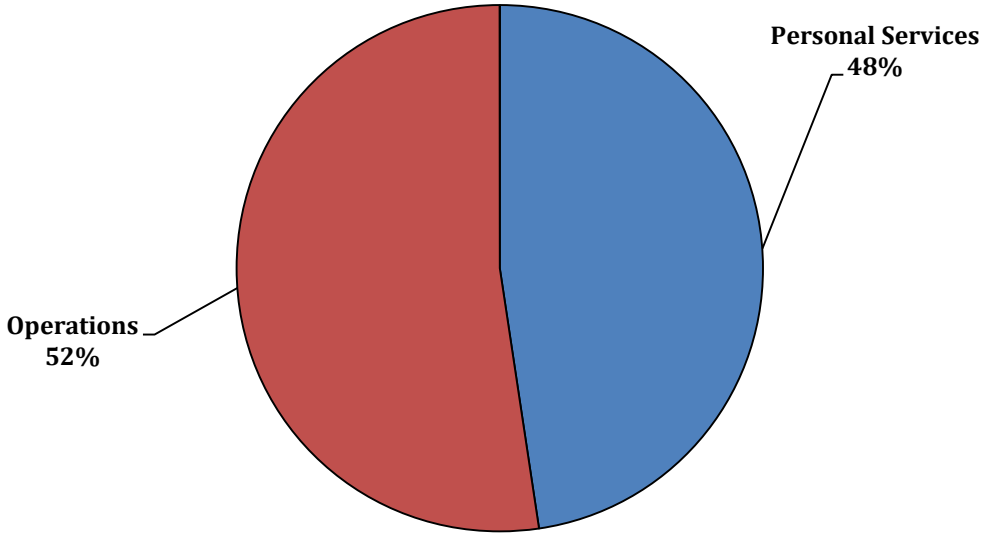
OVERVIEW / BULL CREEK GOLF COURSE FUND 0755

Bull Creek Golf Course Fund $ 1,248,800

Budget by Revenue Source



Budget by Expense Category



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

OVERVIEW / BULL CREEK GOLF COURSE FUND 0755

SCHEDULE OF REVENUES

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
CHARGES FOR SERVICES						
4541	Golf Course Handicap Fees	1,300	976	966	800	-17.18%
4542	Operations-Golf Course	1,067,453	931,136	875,706	950,000	8.48%
4543	Golf Range Fees	35,203	30,913	30,475	30,000	-1.56%
4544	Snack Bar-Golf Course	156,179	136,000	133,103	135,000	1.43%
4582	Sale Of Merchandise	79,222	66,591	70,857	70,000	-1.21%
TOTAL CHARGES FOR SERVICES		**$ 1,339,357**	**$ 1,165,616**	**$ 1,111,107**	**$ 1,185,800**	**6.72%**
MISCELLANEOUS						
Other Miscellaneous Revenues						
4837	Miscellaneous	1,403	558	527	-	-100.00%
4842	Venders Comp-Sales Tax	-	811	810	-	-100.00%
4878	Rental/Lease Income	29,443	39,688	44,738	13,000	-70.94%
	Subtotal	**$ 30,846**	**$ 41,057**	**$ 46,075**	**$ 13,000**	-71.79%
TOTAL MISCELLANEOUS		**$ 30,846**	**$ 41,057**	**$ 46,075**	**$ 13,000**	**-71.79%**
OTHER FINANCING SOURCES						
Interfund Transfers In						
4931	Transfer In-General Fund	3,632	221,742	50,000	50,000	0.00%
	Subtotal	**$ 3,632**	**$ 221,742**	**$ 50,000**	**$ 50,000**	0.00%
TOTAL OTHER FINANCING SOURCES		**$ 3,632**	**$ 221,742**	**$ 50,000**	**$ 50,000**	0.00%
Total Bull Creek Fund		**$ 1,373,835**	**$ 1,428,415**	**$ 1,207,182**	**$ 1,248,800**	**3.45%**

* Unaudited

SCHEDULE OF EXPENDITURES

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
Non-Categorical						
590-2000	Contingency	-	-	-	1,517	N/A
590-3000	Non-Categorical	81,713	106,900	93,049	71,454	-23.21%
590-4000	Interfund Transfers	-	-	-	-	N/A
	Subtotal	**$ 81,713**	**$ 106,900**	**$ 93,049**	**$ 72,971**	**-21.58%**
Bull Creek						
640-2100	Pro Shop	740,126	777,956	749,993	662,410	-11.68%
640-2200	Maintenance	552,000	566,791	560,666	513,419	-8.43%
640-2300	Debt Service	-	-	-	-	N/A
	Subtotal	**$ 1,292,125**	**$ 1,344,747**	**$ 1,310,659**	**$ 1,175,829**	**-10.29%**
Total Bull Creek Fund		**$ 1,373,838**	**$ 1,451,647**	**$ 1,403,708**	**$ 1,248,800**	**-11.04%**

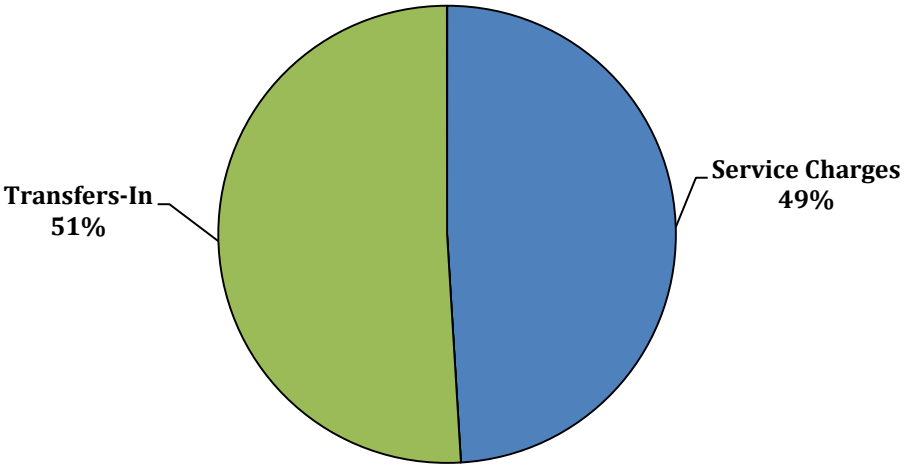
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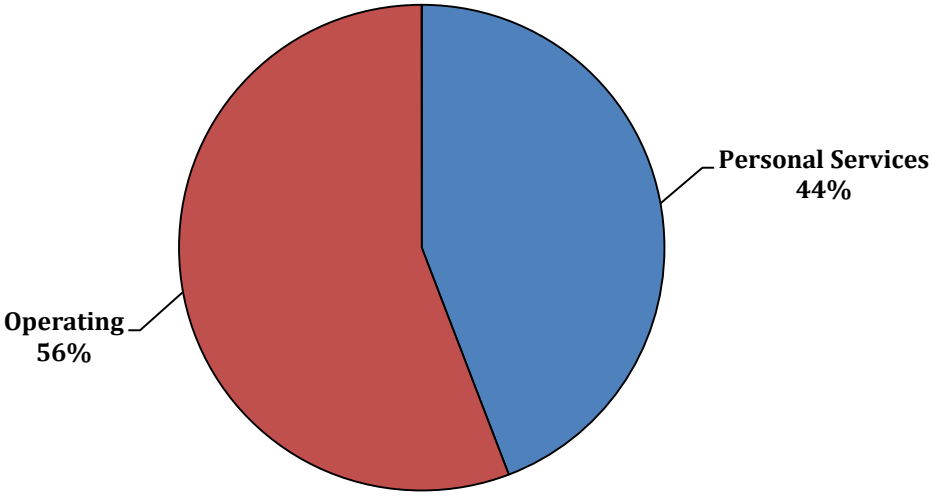
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Oxbow Creek Golf Course Fund $ 490,500

Budget by Revenue Source



Budget by Expense Category



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

OVERVIEW / OXBOW CREEK GOLF COURSE FUND 0756

SCHEDULE OF REVENUES

		FY13 Actual	FY14 Actual	FY15 Actual*	FY15 Adopted	% Change
CHARGES FOR SERVICES						
4541	Golf Course Handicap Fees	-	-	-	-	N/A
4542	Operations-Golf Course	208,587	186,751	185,235	190,000	2.57%
4543	Golf Range Fees	23,115	18,398	15,600	17,000	8.97%
4544	Snack Bar-Golf Course	28,893	23,830	22,124	25,000	13.00%
4582	Sale Of Merchandise	10,123	7,653	9,796	8,500	-13.23%
TOTAL CHARGES FOR SERVICES		**$ 270,718**	**$ 236,632**	**$ 232,755**	**$ 240,500**	3.33%
MISCELLANEOUS						
Other Miscellaneous Revenues						
4842	Vendors Comp - Sales T	-	-	541		
4837	Miscellaneous	739	731	156	-	-100.00%
	Subtotal	**$ 739**	**$ 731**	**$ 697**	**$ -**	-100.00%
TOTAL MISCELLANEOUS		**$ 739**	**$ 731**	**$ 697**	**$ -**	-100.00%
OTHER FINANCING SOURCES						
Interfund Transfers In						
4931	Transfer In-General Func	249,479	316,958	250,000	250,000	0.00%
	Subtotal	**$ 249,479**	**$ 316,958**	**$ 250,000**	**$ 250,000**	0.00%
TOTAL OTHER FINANCING SOURCES		**$ 249,479**	**$ 316,958**	**$ 250,000**	**$ 250,000**	**0.00%**
Total Oxbow Creek Fund		**$ 520,936**	**$ 554,322**	**$ 483,452**	**$ 490,500**	**1.46%**

* Unaudited

SCHEDULE OF EXPENDITURES

		FY13 Actual	FY14 Actual	FY15 Actual*	FY15 Adopted	% Change
Non-Categorical						
590-2000	Contingency	-	-	-	456	N/A
590-3000	Non-Categorical	29,442	38,339	22,816	28,849	26.44%
590-4000	Interfund Transfers	-	-	-	-	N/A
	Subtotal	**$ 29,442**	**$ 38,339**	**$ 22,816**	**$ 29,305**	**28.44%**
Oxbow Creek						
640-2100	Pro Shop	186,666	208,562	194,999	175,765	-9.86%
640-2200	Maintenance	210,266	222,490	200,465	182,399	-9.01%
640-2300	Debt Service	10,737	9,089	7,412	103,031	1290.06%
	Subtotal	**$ 407,669**	**$ 440,142**	**$ 402,876**	**$ 461,195**	**14.48%**
Total Oxbow Creek Fund		**$ 437,111**	**$ 478,481**	**$ 425,692**	**$ 490,500**	**15.22%**

* Unaudited

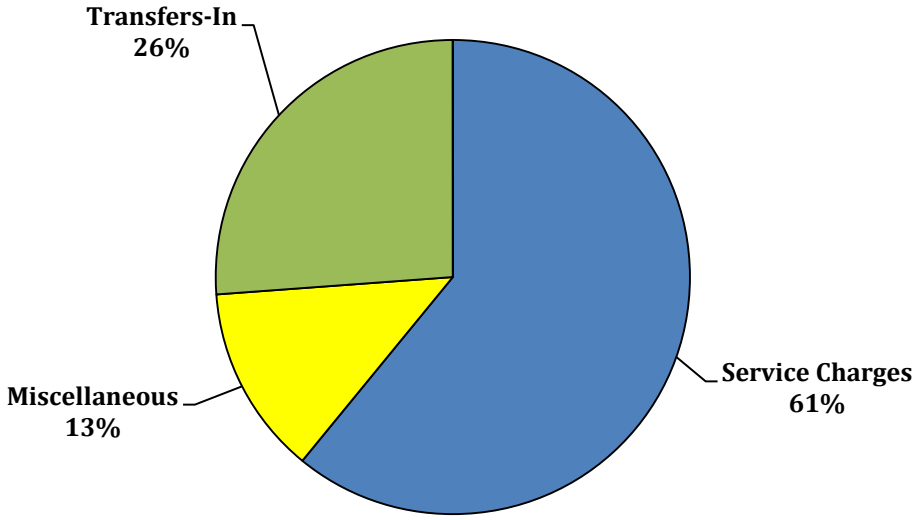
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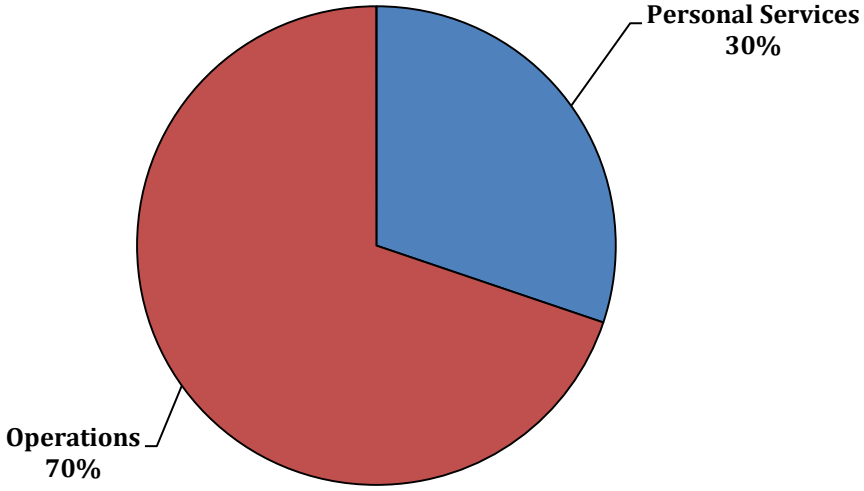
OVERVIEW / CIVIC CENTER FUND 0757

Civic Center Fund $ 5,428,000

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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
CHARGES FOR SERVICES						
Civic Center Charges						
4576	Catering	43,685	34,398	24,335	15,000	-38.36%
4587	Food Svc Contract	182,203	141,210	142,558	65,000	-54.40%
4582	Sale Of Merchandise	11,018	4,245	233,288	205,000	-12.13%
	Subtotal	**$ 236,906**	**$ 179,853**	**$ 400,181**	**$ 285,000**	**-28.78%**
Event Fees						
4573	Ticket Sales	2,243,158	2,148,761	1,920,183	2,375,000	23.69%
4575	Box Office Fees	100	-	-	-	N/A
	Subtotal	**$ 2,243,258**	**$ 2,148,761**	**$ 1,920,183**	**$ 2,375,000**	**23.69%**
Charges for Services						
4568	Parking Fees	34,337	37,794	40,730	30,000	-26.34%
4872	Sale of Advertisements	4,000	39,856	16,795	60,000	257.25%
4837	Miscellaneous	738,262	544,813	608,887	556,500	-8.60%
	Subtotal	**$ 776,599**	**$ 622,463**	**$ 666,412**	**$ 646,500**	**-2.99%**
Other Fees						
4862	Sale of Salvage	213	-	309	-	-100.00%
4906	Property Sales	-	3,802	934	-	-100.00%
	Subtotal	**$ 213**	**$ 3,802**	**$ 1,243**	**$ -**	-100.00%
TOTAL CHARGES FOR SERVICES		**$ 3,256,976**	**$ 2,954,879**	**$ 2,988,019**	**$ 3,306,500**	**10.66%**
INVESTMENT INCOME						
4780	Investment Income	-	-	-	-	N/A
4772	Gains/Losses on Investments	-	-	-	-	N/A
TOTAL INVESTMENT INCOME		**$ -**	**$ -**	**$ -**	**$ -**	N/A
MISCELLANEOUS						
Miscellaneous						
4801	Private Contributions	15,000	15,000	15,000	-	-100.00%
4853	Claims/Settlements	-	-	-	-	N/A
4908	Gain Sale of Assets	-	(6,783)	-	-	N/A
	Subtotal	**$ 15,000**	**$ 8,217**	**$ 15,000**	**$ -**	**-100.00%**
Rents and Royalties						
4880	Rent - Civic Center	499,448	462,019	517,354	560,500	8.34%
4842	Vendor Comp Sales Tax	1,686	1,622	1,560	1,000	
4574	Facility Fee	121,117	136,177	93,646	140,000	49.50%
	Subtotal	**$ 622,251**	**$ 599,818**	**$ 612,560**	**$ 701,500**	**14.52%**
TOTAL MISCELLANEOUS		**$ 637,251**	**$ 608,035**	**$ 627,560**	**$ 701,500**	**11.78%**

* Unaudited

OVERVIEW / CIVIC CENTER FUND 0757

SCHEDULE OF REVENUES

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
OTHER FINANCING SOURCES						
Interfund Transfers In						
4931	Transfer In-General Fund	-	255,008	200,000	200,000	0.00%
4943	Transfer In-Hotel/Motel Tax	1,227,769	1,480,767	1,232,305	1,220,000	-1.00%
	Subtotal	**$ 1,227,769**	**$ 1,735,775**	**$ 1,432,305**	**$ 1,420,000**	**-0.86%**
TOTAL OTHER FINANCING SOURCES		**$ 1,227,769**	**$ 1,735,775**	**$ 1,432,305**	**$ 1,420,000**	**-0.86%**
Total Civic Center Fund		**$ 5,121,996**	**$ 5,298,689**	**$ 5,047,884**	**$ 5,428,000**	**7.53%**

* Unaudited

SCHEDULE OF EXPENDITURES

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
Civic Center						
160-1000	Civic Center Operations	1,972,609	1,827,071	1,876,803	1,717,675	-8.48%
160-2100	Hockey	420,623	452,457	406,460	453,500	11.57%
160-2200	AF2 Football	60,169	59,414	70,444	96,118	36.45%
160-2500	Other Events	2,304,609	2,106,496	1,909,147	2,226,711	16.63%
160-2600	Temp Labor Pool	(143)	-	-	-	N/A
160-2700	Ice Rink- Operations	356,857	362,017	397,480	413,837	4.12%
160-2750	Ice Rink Events	96,127	91,317	89,037	84,973	-4.56%
160-2800	Concessions	-	-	171,328	143,392	-16.31%
	Subtotal	**$ 5,210,851**	**$ 4,898,772**	**$ 4,920,699**	**$ 5,136,206**	**4.38%**
Public Services						
260-3710	Other Maintenance/Rep	72,962	58,624	67,004	100,000	49.24%
	Subtotal	**$ 72,962**	**$ 58,624**	**$ 67,004**	**$ 100,000**	**49.24%**
Non-Categorical						
590-2000	Contingency	-	-	-	3,407	N/A
590-3000	Non-Categorical	186,872	225,384	192,654	188,387	-2.21%
590-4000	Interfund Transfers	-	-	-	-	N/A
	Subtotal	**$ 186,872**	**$ 225,384**	**$ 192,654**	**$ 191,794**	**-0.45%**
Total Civic Center Fund		**$ 5,470,685**	**$ 5,182,780**	**$ 5,180,357**	**$ 5,428,000**	**4.78%**

* Unaudited

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OVERVIEW / HEALTH & INSURANCE FUND 0850

Health & Insurance Fund $ 21,632,650

The Employee Health & Life Insurance Fund is established to account for the self-funded employee health care program and employee life insurance program.

SCHEDULE OF REVENUES

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
099	Health & Insurance Fund	19,347,161	24,962,175	25,878,854	21,632,650	-16.41%
Total Health & Insurance Fund		**$ 19,347,161**	**$ 24,962,175**	**$ 25,878,854**	**$ 21,632,650**	**-16.41%**

* Unaudited

SCHEDULE OF EXPENDITURES

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
220	Health & Insurance Fund	18,974,681	23,649,004	25,338,472	21,632,650	-14.63%
Total Health & Insurance Fund		**$ 18,974,681**	**$ 23,649,004**	**$ 25,338,472**	**$ 21,632,650**	**-14.63%**

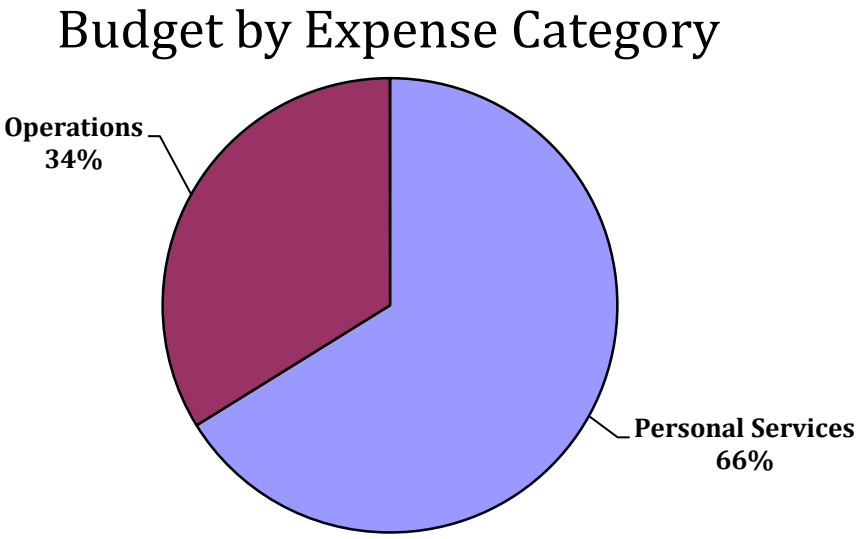
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OVERVIEW / RISK MANAGEMENT FUND 0860

Risk Management Fund $ 5,486,983



The Risk Management Fund is established for the purposes of providing self-insurance funding for vehicle claims and worker's compensation management.

SCHEDULE OF REVENUES

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
099	Risk Management	4,681,349	5,373,454	5,749,420	5,486,983	-4.56%
Total Risk Management Fund		**$ 4,681,349**	**$ 5,373,454**	**$ 5,749,420**	**$ 5,486,983**	**-4.56%**

* Unaudited

SCHEDULE OF EXPENDITURES

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted	% Change
130 & 220	Risk Management	5,784,442	4,811,848	3,520,533	5,486,983	55.86%
Total Risk Management Fund		**$ 5,784,442**	**$ 4,811,848**	**$ 3,520,533**	**$ 5,486,983**	**55.86%**

* Unaudited

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SECTION C:

PERSONNEL

This section includes information on staffing, benefits and changes for the Fiscal Year.

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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 over ***2,600*** 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
- Dental Insurance
- Sick and Vacation Pay
- Worker's Compensation
- Cafeteria Plan
- Deferred Compensation Plans

Major Medical Health Insurance

The CCG provides health insurance to all full-time employees. Coverage begins on the first day, coincide with or immediately following completion of 30 days of active employment. The City's annual contribution is $5,650 per employee.

During 2013, the City opened its own Health and Wellness Center on the campus of Columbus Regional Healthcare System. The Health and Wellness Center provides routine primary healthcare, urgent care, and specialist referrals for members of the H&W Center plan. In addition to having no copayments for office visits, referrals, or routine pharmaceuticals, employees covered by the Health and Wellness plan enjoy premiums that are the lowest available for any plan offered at CCG. By more closely managing the health and wellbeing of its employees, CCG anticipates significant wellness and productivity benefits from the Health and Wellness Center program for its employees and their dependents. In addition, the City expects to see reduced healthcare costs in the long term by improving the health status of the workforce and by better management of chronic conditions.

Life Insurance (Accidental Death & Dismemberment)

The CCG provides life, accidental death, and dismemberment insurance to all full-time employees. Coverage is to equal to one and one-half (1½) times an employee's annual salary, rounded to the next highest $500. The benefit is calculated at $0.50 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 $118,500. Maximum is for Social Security only. The Federal Insurance Program has no cap on Medicare contribution earnings.

Retirement

The CCG provides 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 has historically contributed 100% of the costs for the program. However, in FY13 the City implemented an employee contribution rate of 4% for all eligible existing employees phased in at 2% over a 2 year period and a contribution rate of 8% for eligible new employees phased in at 6% the first year and 2% the second year. The general government employees' plan must generate a minimum of *$5.8 million* based on employee salaries and *$12.3 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: 30 days in a base account and 60 days in a reserve account for a total of 90 days. By the last pay period in November, CCG pays one-fourth of accumulated sick leave beyond the 30 days allowed in an employees' base account as a bonus to employees. This bonus is based on the employee's salary/wage and is subject to City Council's approval. The remaining three-fourths above the 30 days are

added to the employees' sick leave reserve account until a maximum of 60 days is accumulated.

Catastrophic Sick Leave

At the end of each leave year all accrued leave days above the maximum allowable reserve accumulations will be added to the catastrophic sick leave bank until a maximum of one hundred and twenty (120) days shall be attained. No charge shall be made against the catastrophic sick leave accumulation until the base and reserve accumulations for both vacation and sick leave have been exhausted, and until a valid medical certificate has been presented as to the nature of the employee's illness and inability to return to work.

Other Benefits

The Columbus Consolidated Government (CCG) offers deferred compensation, cafeteria, vision 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

For several years, the CCG has observed ten (10) holidays and one (1) floating holiday. This year the CCG will observe the floating holiday on December 24, 2015. A schedule of holidays is listed below:

HOLIDAY	DATE OBSERVED	DAY
Independence Day	July 3, 2015	Friday
Labor Day	September 7, 2015	Monday
Columbus Day	October 12, 2015	Monday
Veteran's Day	November 11, 2015	Wednesday
Thanksgiving Day/Day After	November 26 & 27, 2015	Thursday and Friday
Floating Holiday Christmas	December 24, 2015 December 25, 2015	Thursday Friday
New Year's Day	January 1, 2016	Friday
Martin Luther King, Jr. Birthday	January 18, 2016	Monday
Memorial Day	May 30, 2016	Monday

PERSONNEL

Personnel Summary

The chart below details compensation and benefits discussed in earlier sections. Net personnel expenditures make up 56.9% of the total operating budget. Salaries, wages, and overtime are the largest elements of the compensation and benefits.

Compensation and Benefits

Elements	Budget	% of Net
General Government Salaries, Wages & Overtime	$ 48,128,390	31.8%
Public Safety Salaries, Wages, & Overtime	59,989,535	39.7%
FICA Contributions	8,361,219	5.5%
General Government Retirement	5,874,741	3.9%
Public Safety Retirement	12,413,516	8.2%
Group Health Care Contribution	14,464,000	9.6%
Group Life Insurance	489,065	0.3%
Other Benefits & Administrative Fees*	1,525,291	1.0%
Total	**$151,245,757**	**100.0%**

**Includes: Unused Sick Leave, Unused Annual Leave, Major Disability Income, Death Benefit Escrow, Unemployment Compensation, certain Allowances, Relocation Expenses and Other Employee Benefits.*

$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.

PERSONNEL

	FY15 Adopted			FY16 Adopted		
	General Fund					
	Full-time	Part-time	Seasonal/ Temporary	Full-time	Part-time	Seasonal/ Temporary
Council	10			10		
Clerk of Council	3	1		3	1	
Mayor	4			4		
Internal Auditor	2			2		
City Attorney	4			4		
Total Executive/Legal	**23**	**1**		**23**	**1**	
City Manager Administration	6			6		
Mail Room	1		1	1		1
Public Information & Relations (CCG-TV)	1		1	1		1
Citizens Service Center	9			10		
Total City Manager	**17**		**2**	**18**		**2**
Finance Administration	3			3		
Accounting	8			8		
Revenue	12	1		12	1	
Financial Planning	4			4		
Purchasing	7			7		
Cash Management	2			2		
Total Finance	**36**	**1**		**36**	**1**	
Information Technology	**23**			**24**		
Human Resources	**13**	**1**		**13**	**1**	
Inspections	26			26		
Print Shop	4			4		
Total Codes and Inspections	**30**			**30**		
Planning	**6**			**6**		
Community Reinvestment	**1**			**1**		
Traffic Engineering	23			23		
Geographic Information Systems	4			4		
Radio Communication	4			4		
Total Engineering	**31**			**31**		
Public Works Administration	4			4		
Fleet Management	39			39		
Special Enforcement	25	1		25	1	

PERSONNEL

	FY15 Adopted			FY16 Adopted		
	General Fund					
	Full-time	Part-time	Seasonal/ Temporary	Full-time	Part-time	Seasonal/ Temporary
Cemeteries	5			5		
Facility Maintenance	30			30		
Total Public Works	**103**	**1**		**103**	**1**	
Parks & Recreation Admin	5	2		5	2	
Parks Services	72	9		72	9	
Recreation Administration	10	2	Varies	10	2	Varies
Athletic	1	1		1	1	
Community Schools Operations	4		Varies	4		Varies
Cooper Creek Tennis Center	3	4		3	4	
Lake Oliver Marina	1	3		1	3	
Aquatics			Varies			Varies
Therapeutics	2	1		2	1	
Cultural Arts Center	1	6		1	6	
Senior Citizen's Center	5	4		5	4	
Total Parks & Recreation	**104**	**32**	**Varies**	**104**	**32**	**Varies**
Tax Assessor	25			25		
Elections & Registration	7		1/Varies	7		1/Varies
Total Boards & Elections	**32**		**1/Varies**	**32**		**1/Varies**
Chief of Police	10			12		
Intelligence/Vice	25			25		
Support Services	42			42		
Field Operations	217			217		
Office of Professional Standards	5			5		
METRO Drug Task Force	3			3		
Administrative Services	21			21		
Investigative Services	99			99		
Total Police	**422**			**424**		
Chief of Fire & EMS	5			5		
Operations	332			332		
Special Operations	11			11		
Administrative Services	11			11		
Emergency Management	2			2		
Logistics/Support	3			3		
Total Fire & EMS	**364**			**364**		
Muscogee County Prison	**111**			**111**		
Superior Court Judges	**17**	**5**	**1**	**17**	**5**	**2**
District Attorney	**27**			**31**		
Adult Probation	**3**			**2**	**1**	

PERSONNEL

	FY15 Adopted			FY16 Adopted		
	General Fund					
	Full-time	Part-time	Seasonal/ Temporary	Full-time	Part-time	Seasonal/ Temporary
Juvenile Court & Circuit Wide Juvenile Court	**11**			**14**		
Juvenile Court Clerk	**3**			**0**		
Jury Manager	**2**	**1**		**2**	**1**	
Victim Witness – DA	**3**			**3**		
Superior Court Clerk	**35**	**2**	**Varies**	**35**	**2**	**Varies**
Board of Equalization	**1**			**1**		
State Court Judges	**6**			**6**		
State Court Solicitor	**14**			**14**		
Public Defender	**9**	**1**		**9**	**1**	
Municipal Court Judge	**5**	**1**		**5**	**1**	
Clerk of Municipal Court	**14**			**14**		
Municipal Court Marshal	**17**		**Varies**	**15**		**Varies**
Judge of Probate	**6**			**6**		
Sheriff	**327**	**2**	**86**	**327**	**2**	**86**
Tax Commissioner	**28**	**2**		**28**	**2**	
Coroner	**4**		**1**	**4**		**1**
Recorder's Court	**15**	**2**		**15**	**2**	
Total General Fund	**1,863**	**52**	**Varies**	**1,868**	**53**	**Varies**
	OLOST Fund					
Crime Prevention	1			1		
Police	110			110		
E911 Communications	9			9		
Fire & EMS	20			20		
Muscogee County Prison	3			3		
District Attorney	2			2		
State Solicitor	3			3		
Municipal Court Clerk	2			2		
Marshal	5			5		
Probate Court	1			1		
Sheriff	26			26		
Recorder's Court	2			2		
Engineering – Infrastructure	1			0		
Total LOST Fund[1]	**185**			**184**		

[1] Public Defender has 2 contractual Public Defenders paid out of OLOST Public Safety operating.

PERSONNEL

	FY15 Adopted			FY16 Adopted		
	Full-time	Part-time	Seasonal/ Temporary	Full-time	Part-time	Seasonal/ Temporary
	Stormwater Fund					
Drainage	6			6		
Stormwater	4			4		
Stormwater Maintenance	55			55		
Total Stormwater Fund	**65**			**65**		
	Paving Fund					
Highway & Roads	14			14		
Street Repairs & Maintenance	70			70		
Urban Forestry & Beautification	84		2	84		2
ROW Community Services	3	13		3	13	
Total Paving Fund	**171**	**13**	**2**	**171**	**13**	**2**
	Integrated Waste Fund					
Solid Waste Collection	71			71		
Recycling	13			13		
Granite Bluff Inert Landfill	3			3		
Pine Grove Sanitary Landfill	13			13		
Recycling Center	7			10		
Park Services Refuse Collection	1			1		
Total Integrated Waste Fund	**108**			**111**		
	Emergency Telephone Fund					
E911 Communications	53	1		53	1	
Total Emergency Telephone Fund	**53**	**1**		**53**	**1**	
	CDBG Fund					
Community Reinvestment	3			3		
Total CDBG Fund	**3**			**3**		
	HOME Program Fund					
HOME-Community Reinvestment	1			1		
Total HOME Program Fund	**1**			**1**		
	Civic Center Fund					
Civic Center Operations	22	6		22	6	
Ice Rink Operations	1	2		1	2	
Total Civic Center Fund	**23**	**8**		**23**	**8**	
	Transportation Fund					
Administration	1			1		
Operations	44			44		
Maintenance	15			15		
Dial-A-Ride	6			6		
FTA	8			8		
Total Transportation Fund	**74**			**74**		
	Parking Management Fund					
Parking Garage/Enforcement	4			4		
Total Parking Management Fund	**4**			**4**		
	JTPA/WIA Fund					

PERSONNEL

	FY15 Adopted			FY16 Adopted		
	Full-time	Part-time	Seasonal/ Temporary	Full-time	Part-time	Seasonal/ Temporary
Job Training	13		Varies	13		Varies
Total JTPA/WIA Fund	**13**		**Varies**	**13**		**Varies**
	Columbus Ironworks & Trade Center Fund					
Trade Center Operations	21	7		23	5	
Total Columbus Ironworks & Trade Center Fund	**21**	**7**		**23**	**5**	
	Bull Creek Golf Course Fund					
Bull Creek Golf Course	10	10	Varies	10	10	Varies
Bull Creek Golf Course Fund	**10**	**10**	**Varies**	**10**	**10**	**Varies**
	Oxbow Creek Golf Course Fund					
Oxbow Creek Golf Course	5	4	Varies	5	4	Varies
Oxbow Creek Golf Course Fund	**5**	**4**	**Varies**	**5**	**4**	**Varies**
	Risk Management Fund					
Risk Management & Workers Compensation	2	6		2	6	
Risk Management Fund	**2**	**6**		**2**	**6**	
	Other Funds					
Total Other Funds[2]	**16**	**Varies**	**Varies**	**14**	**Varies**	**Varies**
Total CCG Personnel	**2,617**	**101**	**Varies**	**2,624**	**100**	**Varies**

[2] Only employees who are eligible for pension benefits under the City's pension plan are included in the full-time Other Funds total.

PERSONNEL

Agency/Organization	Position	Effective Date
NEW POSITIONS		
General Fund 0101		
Information Technology	(1) Network Engineer (G19)	7/5/2015
District Attorney	(2) Assistant District Attorney (G22)	7/5/2015
District Attorney	(1) Investigator (G16)	7/5/2015
District Attorney	(1) Legal Admin Clerk (G11)	7/5/2015
Police	(2) Crime Analyst (G16)	7/5/2015
Integrated Waste Fund 0207		
Public Works	(2) Correctional Detail Officer (PS12)	7/5/2015
Public Works	(1) Keep Columbus Beautiful (G20)	7/5/2015
Trade Center Fund 0753		
Building Maintenance	(1) Facilities Engineer (G23)	7/5/2015
TRANSFERS - Additions		
General Fund 0101		
City Manager	(1) Citizen Service Technician (G10)	7/5/2015
Juvenile Court[3]	(1) Asst. Chief Deputy Clerk (G18) (2) Deputy Clerk II (G12)	
TRANSFERS - Deletions		
General Fund 0101		
Non-Departmental	(1) Citizen Service Technician (G10)	7/5/2015
Juvenile Court Clerk	(1) Asst. Chief Deputy Clerk (G18) (2) Deputy Clerk II (G12)	
DELETIONS		
General Fund 0101		
Marshal	(2) Marshal Positions (PS14)	7/5/2015
LOST Fund 0109		
Engineering	(1) Project Engineer (G22)	7/5/2015

[3] Personnel Changes approved at City Council Meeting on 5-26-15.

PERSONNEL

TITLE CHANGE ONLY

General Fund 0101

Information Technology	(1) Host Operations Supervisor (G19) to Telecommunications Supervisor (G19)	7/5/2015
Engineering	(1) GIS Supervisor (G17) to GIS Analyst (G17)	7/5/2015

RECLASSIFICATION

General Fund 0101

Mayor's Office	(1) Executive Assistant (G00) Appointed to (1) Executive Assistant (G00) Appointed $53,718 to $38,860	7/5/2015
	(1) Executive Assistant (G14) to (1) Public Information Officer/Calendar Coordinator (G16B). $35,303.58 to $38,018	7/5/2015
	(1) Administrative Secretary (G10) to (1) Coordinator of Policy and Research (G16B). $29,699.54 to $38,018	7/5/2015
Adult Probation	(1) Full Time Accounting Clerk (G10) to (1) Part Time Accounting Clerk (G10)	7/5/2015
Juvenile Court[3]	(1) Asst. Chief Deputy Clerk (G18J) to (1) Juvenile Court Director (G20A)	
Clerk of Superior Court[3]	(1) Senior Deputy Clerk (G14A) to (1) Asst. Chief Deputy Clerk (G18J)	
	(1) Deputy Clerk I (G10I) to (1) Deputy Clerk II (G12E)	

Civic Center Fund 0757

Civic Center	(1) Maintenance Supervisor (G15) to Food and Beverage Coordinator (G15)	7/5/2015

Trade Center Fund 0753

Building Maintenance	(1) Facility Maintenance Supervisor (G15) to Facilities Maintenance Worker I (G11)	7/5/2015

SECTION D:

EXPENDITURES BY FUND AND DIVISION

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GENERAL FUND

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

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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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
100:					
1000	Council	$ 304,510	$ 301,360	$ 320,628	$ 312,476
2000	Clerk of Council	234,337	228,429	205,428	217,455
DEPARTMENT TOTAL		**$ 538,847**	**$ 529,789**	**$ 526,056**	**$ 529,931**
% CHANGE			**-1.68%**	**-0.70%**	**0.74%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 450,039	$ 468,709	$ 463,958	$ 464,599
Operations	88,808	61,080	62,098	65,332
OPERATING BUDGET	**$ 538,847**	**$ 529,789**	**$ 526,056**	**$ 529,931**
Capital Budget	-	-	-	-
DEPARTMENT TOTAL	**$ 538,847**	**$ 529,789**	**$ 526,056**	**$ 529,931**
% CHANGE		**-1.68%**	**-0.70%**	**0.74%**

* Unaudited

COUNCIL / 100

Personnel Summary: Authorized Positions

		FY14 Actual	FY15 Actual	FY16 Adopted
100-1000 Council*	**FT/PT**	**10/0**	**10/0**	**10/0**
Mayor Pro Tem		1	1	1
Councilors		9	9	9
100-2000 Clerk of Council	**FT/PT**	**3/1**	**3/1**	**3/1**
Clerk of Council		1	1	1
Deputy Clerk of Council		1	1	1
Administrative Secretary		1	1	1
Administrative Secretary (PT)		1	1	1
Total Full Time/Part Time Positions		**13/1**	**13/1**	**13/1**

** all Councilor positions are shown as Full Time positions regardless of hours actually worked*

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 over $25,000 or multi-year contracts of any dollar amount.

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.

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:	FY14 Actual	FY15 Actual	FY16 Projected
Percentage of requests responded to within one day or less.	98%	88%	88%

COUNCIL / 100

Goal:	Provide additional information on the City's webpage regarding City Boards, Authorities, and Commissions
Objective:	To enhance the level of participation from citizens to volunteer their time and knowledge to serve as volunteers on City Boards, Authorities, and Commissions while promoting community involvement for the betterment of the City.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Percentage of board, authority, or commission meeting attendance	87%	95%	98%



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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
110:					
1000	Mayor	$ 353,371	$ 347,363	$ 344,304	$ 296,399
2600	Internal Auditor	104,384	173,512	203,357	195,968
DEPARTMENT TOTAL		**$ 457,755**	**$ 520,875**	**$ 547,661**	**$ 492,367**
% CHANGE			**13.79%**	**5.14%**	**-10.10%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 375,604	$ 446,591	$ 471,567	$ 459,884
Operations	82,151	74,284	76,094	32,483
OPERATING BUDGET	**$ 457,755**	**$ 520,875**	**$ 547,661**	**$ 492,367**
Capital Budget	-	-	-	-
DEPARTMENT TOTAL	**$ 457,755**	**$ 520,875**	**$ 547,661**	**$ 492,367**
% CHANGE		**13.79%**	**5.14%**	**-10.10%**

* Unaudited

MAYOR / 110

Personnel Summary: Authorized Positions

		FY14 Actual	FY15 Actual	FY16 Adopted
110-1000 Mayor	**FT/PT**	**4/0**	**4/0**	**4/0**
Mayor		1	1	1
Coordinator of Policy and Research		0	0	1
Public Information Officer/Calendar Coord.		0	0	1
Executive Assistant		2	2	1
Administrative Secretary		1	1	0
110-2600 Internal Auditor	**FT/PT**	**2/0**	**2/0**	**2/0**
Internal Auditor/Compliance Officer		1	1	1
Forensic Auditor		1	1	1
Total Full Time/Part Time Positions		**6/0**	**6/0**	**6/0**

Budget Note:

In FY16, the following positions were reclassified:

*(1) Executive Assistant (G00- $52,923.19 salary and benefits) Appointed to (1) Executive Assistant (G00- $52,923.19 salary and benefits) Appointed.

*(1) Executive Assistant (G14- $48,596.81 salary and benefits) to (1) Public Information Officer/ Calendar Coordinator (G16B- $51,898.90 salary and benefits).

*(1) Administrative Secretary (G10- $41,779.49 salary and benefits) to (1) Coordinator of Policy and Research (G16B- $51,898.90 salary and benefits).

Mayor

Program Description:

The Mayor is the Chief Executive of the Consolidated Columbus, Georgia City Government. The Mayor directs the executive branch of government, which consists of the office of the mayor, the office of the city manager, the directors of departments, and departments, boards, commissions and authorities ordained by Council or established by law. The Mayor is the official spokesperson for the consolidated government, presides at all meetings of the City Council, and is the Director of Public Safety. The Mayor shall be aided by a city manager, who, in the performance of his or her duties, shall be responsible to the Mayor. The specific powers and duties of the office of Mayor are more specifically set forth in the Charter, including Sec. 4-201.

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:	FY14 Actual	FY15 Actual	FY16 Projected
Percentage of concerns responded to within three business days.	100%	100%	100%

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:

Internal Audit provides independent and objective appraisals of departmental procedures and administrative and operational support via special projects for the Mayor, City Council, and departments as requested. Addtionally, Internal Audit monitors the Whistleblower Hotline.

Internal Audit reports directly to the Mayor and City Council. Internal Audit provides unbiased reviews, using competency and integrity to certify findings and provide recommendations to identified deficiencies. If the recommendations are enacted, Internal Audit uses quality control measures to monitor the implementation of the new or revised procedures.

Goals, Objectives and Performance Data

Goal:	To maintain professional certification through the completion of required Continuing Professional Education, each calendar year.
Objective:	Complete at least 40 hours of required and approved training each year.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Number of hours completed	80.0	103.0	80.0

Goals, Objectives and Performance Data

Goal:	To safeguard the City's assets by evaluating the internal control system and compliance thereof, audit departments and activities on a scheduled and unannounced basis; deter theft and malfeasance by providing an audit presence in City government.
Objective:	Complete at least 6 departmental audits or special projects per year

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Number of audits completed versus scheduled	4/4	7/4	4/4



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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
120:					
1000	City Attorney	$ 1,246,755	$ 1,352,747	$ 391,418	$ 389,243
2100	Litigation	$ -	$ -	$ 1,834,155	$ 318,983
DEPARTMENT TOTAL		**$ 1,246,755**	**$ 1,352,747**	**$ 2,225,573**	**$ 708,226**
% CHANGE			**8.50%**	**64.52%**	**-68.18%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 363,696	$ 377,950	$ 371,499	$ 359,143
Operations	883,059	974,797	1,854,074	349,083
OPERATING BUDGET	**$ 1,246,755**	**$ 1,352,747**	**$ 2,225,573**	**$ 708,226**
Capital Budget	-	-	-	-
DEPARTMENT TOTAL	**$ 1,246,755**	**$ 1,352,747**	**$ 2,225,573**	**$ 708,226**
% CHANGE		**8.50%**	**64.52%**	**-68.18%**

* Unaudited

Budget Note: In FY2015, a separate unit for Litigation expenditures was established. Expenditures associated with litigation were included in the City Attorney's operating expenditure budget in prior years.

CITY ATTORNEY / 120

Personnel Summary: Authorized Positions

		FY14 Actual	FY15 Actual	FY16 Adopted
120-1000 City Attorney	**FT/PT**	**4/0**	**4/0**	**4/0**
City Attorney		1	1	1
Assistant City Attorney		1	1	1
Legal Assistant		1	1	1
Paralegal		1	1	1
Total Full Time/Part Time Positions		**4/0**	**4/0**	**4/0**

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:	FY14 Actual	FY15 Actual	FY16 Projected
Claims and lawsuits received	140	100	100
Ordinances & resolutions prepared	250	250	250
Contracts approved as to form	230	175	175
Opinion requests & referrals	325	325	325
Review or Responses to open records requests	200	150	150



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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
130:					
1000	Administration	$ 713,999	$ 726,633	$ 718,849	$ 687,603
2500	Mail Room	60,705	58,545	68,130	70,508
2600	Public Information & Relations	102,391	92,218	86,329	88,079
2700	Criminal Justice Coordination	162,715	138,933	106,654	-
2800	Risk Management	5,748	-	-	-
2850	Citizen's Service Center	377,092	418,409	379,310	450,629
3710	Recorder's Court	-	-	-	-
DEPARTMENT TOTAL		**$ 1,422,650**	**$ 1,434,739**	**$ 1,359,272**	**$ 1,296,819**
% CHANGE			**0.85%**	**-5.26%**	**-4.59%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 1,331,701	$ 1,370,198	$ 1,301,907	$ 1,221,001
Operations	90,949	64,541	57,365	75,818
OPERATING BUDGET	**$ 1,422,650**	**$ 1,434,739**	**$ 1,359,272**	**$ 1,296,819**
Capital Budget	-	-	-	-
DEPARTMENT TOTAL	**$ 1,422,650**	**$ 1,434,739**	**$ 1,359,272**	**$ 1,296,819**
% CHANGE		**0.85%**	**-5.26%**	**-4.59%**

* Unaudited

CITY MANAGER / 130

Personnel Summary: Authorized Positions

		FY14 Actual	FY15 Actual	FY16 Adopted
130-1000 Administration	**FT/PT**	**6/0**	**6/0**	**6/0**
City Manager		1	1	1
Deputy City Manager-Planning		1	1	1
Deputy City Manager-Operations		1	1	1
Assistant to the City Manager		1	1	1
Executive Assistant		1	1	1
Administrative Assistant		1	1	1
130-2500 Mail Room	**FT/PT**	**1/0**	**1/1**	**1/1**
Mailroom Supervisor		1	1	1
Mailroom Intern (PT)		0	1	1
130-2600 Public Info	**FT/Temp**	**2/0**	**1/1**	**1/1**
TV Station Manager		1	1	1
Communications Technician		1	0	0
TV Station Intern (Temporary)		0	1	1
130-2850 City Services Ctr	**FT/PT**	**9/0**	**9/0**	**10/0**
Citizen's Service Coordinator		1	1	1
Citizen's Service Technician		6	6	7
Records Specialist		1	1	1
Administrative Assistant		1	1	1
Total Full Time/Part Time or Temporary Positions		**18/0**	**17/2**	**18/2**

Budget Note:
In FY16, (1) position was transferred from Non-Categorical to City Services Ctr:
Citizen Service Technician- G10 ($50,773 salary and benefits).

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 7 days.
Objective:	Ensure that 95% of Council Agenda reports are complete, accurate, and on time.
Objective:	Ensure a response to Council on referrals by next Council Meeting.

CITY MANAGER / 130

Performance Indicators:	FY14 Actual	FY15 Actual	FY16 Projected
Average number of days to respond to citizen's concerns.	6 days	3 days	2 days
Percentage of Council agenda reports submitted accurate and on time.	98%	99%	99%
Average number of days to respond to Council referrals and correspondence.	7 days	7 days	5 days

Goals, Objectives and Performance Data

Goal:	To work closely with local & state delegation, legislative liasions, the private sector, and other Governmental agencies.
Objective:	Continue to have regular meetings with the School Board, Chamber of Commerce, and local delegation to work on legislative agenda issues.

Performance Indicators:	FY14 Actual	FY15 Actual	FY16 Projected
Number of days turn-around time for House/Senate bills to legislative liasion for action.	2 days	2 days	2 days

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:	FY14 Actual	FY15 Actual	FY16 Projected
Percentage for each day the mail is placed in mail boxes by 11:00 am.	95%	97%	98%
Completion of a customer service class for all mailroom personnel	100%	100%	100%

CITY MANAGER / 130

Public Information & 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:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Number of meetings broadcast live and replayed on the channel weekly.	125	152	170

Citizen's Service Center

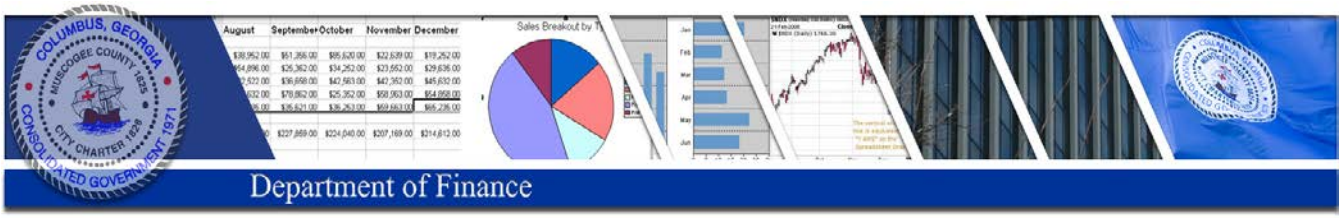
Program Description:

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:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Number of calls received	164,150	171,067	200,000
Number of service requests	32,777	30,740	40,000
Number of walk-ins	19,101	278,471	306,000
Number of notary requests	1,428	3,230	4,000
Number of reservations	845	615	750
Number of pool car requests	61	54	75
Number of on-line requests	1,443	1,519	2,500



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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
200:					
1000	Finance Director	$ 307,309	$ 311,069	$ 292,654	$ 303,136
2100	Accounting	483,964	480,735	483,909	471,993
2200	Revenue	977,486	699,317	670,301	651,822
2900	Financial Planning	233,721	241,907	190,989	226,329
2950	Purchasing	403,675	422,062	408,425	402,243
2980	Cash Management	-	218,848	215,685	211,471
DEPARTMENT TOTAL		**$ 2,406,155**	**$ 2,373,936**	**$ 2,261,964**	**$ 2,266,994**
% CHANGE			**-1.34%**	**-4.72%**	**0.22%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 2,029,905	$ 2,027,499	$ 1,899,330	$ 1,901,484
Operations	376,250	346,437	362,254	365,510
OPERATING BUDGET	**$ 2,406,155**	**$ 2,373,936**	**$ 2,261,584**	**$ 2,266,994**
Capital Budget	-	-	380	-
DEPARTMENT TOTAL	**$ 2,406,155**	**$ 2,373,936**	**$ 2,261,964**	**$ 2,266,994**
% CHANGE		**-1.34%**	**-4.72%**	**0.22%**

* Unaudited

FINANCE / 200

Personnel Summary: Authorized Positions

		FY14 Actual	FY15 Actual	FY16 Adopted
200-1000 Administration	**FT/PT**	**3/0**	**3/0**	**3/0**
Finance Director		1	1	1
Administrative Assistant		1	1	1
Administrative Secretary***		1	1	1
200-2100 Accounting	**FT/PT**	**8/0**	**8/0**	**8/0**
Accounting Manager		1	1	1
Payroll Supervisor		1	1	1
Senior Accountant		1	1	1
Grant Compliance Accountant		1	1	1
Accounts Payable Technician		3	3	3
Payroll Coordinator		1	1	1
200-2200 Revenue	**FT/PT**	**15/1**	**12/1**	**12/1**
Revenue Manager*		1	1	1
Tax Supervisor		1	1	1
Investment Officer		1	0	0
Collections Supervisor		1	1	1
Revenue Auditor		2	2	2
Accounting Technician		2	1	1
Customer Service Representative (FT)		3	1	1
Senior Customer Service Representative		0	1	1
Collections Technician		3	3	3
Financial Analyst		1	1	1
Customer Service Representative (PT)***		1	1	1
200-2900 Financial Plan	**FT/PT**	**4/0**	**4/0**	**4/0**
Assistant Finance Director		1	1	1
Budget and Management Analyst**		3	3	3
200-2950 Purchasing	**FT/PT**	**7/0**	**7/0**	**7/0**
Purchasing Manager		1	1	1
Buyer Specialist		2	2	2
Buyer		2	2	2
Purchasing Technician		1	1	1
Accounting Technician		1	1	1
200-2980 Cash Mngmt	**FT/PT**	**0/0**	**2/0**	**2/0**
Investment Officer		0	1	1
Accounting Technician		0	1	1
Total Full Time/Part Time Positions		**37/1**	**36/1**	**36/1**

** Revenue Manager Position was unfunded in FY14, FY15 and FY16*

*** One of the Budget and Management Analyst Positions was unfunded in FY15 and FY16*

**** Admin Secretary and PT Cust Service Rep were unfunded in FY13, FY14, FY15, and FY16*

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, Revenue/Occupation Tax and Cash Management Divisions. The Cash Management Division was separated out from the Revenue Division in FY14.

Accounting

Program Description:

Maintenance of the general ledger and all subsidiary ledgers; process and record all disbursements; 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; accounting for the City's various grants; preparation of basic financial statements and note disclosures, 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), the Government Finance Officers 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 47 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:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Number of monthly financial statements published	13	13	13
Percent of financial statements completed on time	98%	98%	98%
Receive an unqualified audit opinion	Yes	Yes	Yes
Receipt of the Certificate of Achievement	Yes	Yes	Yes

Goal:	To prepare annual financial reports and schedules which include the Comprehensive Annual Financial Report (CAFR), the Report of Local Government Finances for the Georgia Department of Community Affairs, entity financial statements and statistical tables in order to fairly present the Consolidated Government's financial position and operating results in conformity with GAAP, GASB, GFOA, local, state and federal guidelines. To complete 100% of the above mentioned reports on time and in compliance with established guidelines.
Objective:	To prepare and publish CAFR by December 31st
Objective:	To complete Report of Local Government Finances by November 20th

FINANCE / 200
Accounting

Performance Indicators:	FY14 Actual	FY15 Actual	FY16 Projected
CAFR Prepared and published by December 31	100%	100%	100%
Local Govt Finances complete by Nov 20	100%	100%	100%

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:	FY14 Actual	FY15 Actual	FY16 Projected
Number of Checks Processed	14,578	16,035	17,639

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:	FY14 Actual	FY15 Actual	FY16 Projected
Number of payrolls processed	156	156	156
Number tax deposits processed	64	64	64
Percentage processed within guidelines	100%	100%	100%

Goal:	To Process W2's and 1099Rs for the City's workforce and retirees within established federal guidelines
Objective:	To balance and reconcile W2's and 1099Rs within 2 weeks after the close of the calendar year but not later than January 31st.

Performance Indicators:	FY14 Actual	FY15 Actual	FY16 Projected
Number of W2s processed	4,040	3,784	3,860
Number of 1099Rs processed	1,296	1,586	1,601
Percentage processed within guidelines	100%	100%	100%

Revenue/Occupation Tax

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.

FINANCE / 200

Revenue (con't)

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:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Number of forms available on the web site	10	16	17

Goal:	To improve the rate of return on investments.
Objective:	To continually evaluate money managers and investment third parties.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Increased rates of return	2.7%	3.0%	3.0%

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:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Reduce the licensing delinquency report.	14%	13%	11%

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. In addition, throughout the year Financial Planning provides analysis, guidance, and support to all areas of CCG management to help departments remain within budget, improve fiscal efficiency, and manage expenditures relative to budget.

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:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Rating of 100% Proficiency	100%	100%	100%

FINANCE / 200
Financial Planning (con't)

Goal:	To develop and improve the quality of financial reports available to management and staff, including Annual Budget Book, internal reports, and special projects as requested
Objective:	Development and analysis of financial reports.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Development of Recommended Budget	By April 1	By March 1	By March 1
Quarterly reports within 15 days of end of the quarter	80%	85%	90%

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:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Bi-annual Departmental visits (all Departments)	97%	98%	99%

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Cross training analysts on major procedures and directives	92%	94%	96%
Percentage of inquiries responded to within 48 hours	98%	99%	99%

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.

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:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Internal Customers Trained	16	20	15

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.

FINANCE / 200
Purchasing (con't)

Performance Indicators:	FY14 Actual	FY15 Actual	FY16 Projected
Number of SOPs completed or updated	6	6	6
Goal:	To encourage use of the Purchasing Card in all departments in order to reduce unnecessary lag time obtaining purchases under $1,000 and reduce travel reservation lags.		
Objective:	Reduce the number of purchase orders and checks generated for small purchases and for travel purposes.		
Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Number of cardholders	320	325	335

Cash Management

Program Description:

The Cash Management Division is responsible for all operating and investment cash accounts owned by the city as well as certain cash receiving transactions.

Goals, Objectives and Performance Data

Goal:	To ensure there is sufficient cash to meet city needs on a daily basis.		
Objective:	Cash is sufficient to meet payroll and accounts payable needs.		
Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Cash Sufficiency	100%	100%	100%
Goal:	Optimize city investment earnings by appropriate management and investment of cash on hand and in operating, investment and pension fund accounts.		
Objective:	Yield on investments exceeds appropriate benchmarks		
Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Yield exceeds benchmarks	Yes	Yes	Yes
Goal:	Release ACH/wire transfer payments on a timely basis		
Objective:	Ensure ACH/wire transfer payment processing is efficient		
Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Percentage released on time	100%	100%	100%



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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
210:					
1000	Administration	$ 3,672,346	$ 3,804,936	$ 3,835,288	$ 3,807,601
DEPARTMENT TOTAL		**$ 3,672,346**	**$ 3,804,936**	**$ 3,835,288**	**$ 3,807,601**
% CHANGE			**3.61%**	**0.80%**	**-0.72%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 1,569,954	$ 1,612,995	$ 1,612,995	$ 1,548,953
Operations	2,102,392	2,071,880	2,222,293	2,258,948
OPERATING BUDGET	**$ 3,672,346**	**$ 3,684,874**	**$ 3,835,288**	**$ 3,807,901**
Capital Budget	-	120,062	-	-
DEPARTMENT TOTAL	**$ 3,672,346**	**$ 3,804,936**	**$ 3,835,288**	**$ 3,807,901**
% CHANGE		**3.61%**	**0.80%**	**-0.71%**

* Unaudited

INFORMATION TECHNOLOGY / 210

Personnel Summary: Authorized Positions

	FY14 Actual	FY15 Actual	FY16 Adopted
210-1000 Administration FT/PT	**24/0**	**23/0**	**24/0**
IT Director	1	1	1
Technical Operations Manager	1	1	1
Application Development & Support Manager	1	1	1
LAN Manager	1	1	1
Application Support Analyst	3	3	3
Application Support Project Leader	2	2	2
Application Developer*	2	2	2
Network Engineer**	0	0	1
Web Developer	1	1	1
Web Development Manager	1	1	1
Personal Computer Technician	1	2	2
Personal Computer Specialist	1	1	1
PC Services Supervisor	1	1	1
Host Operations Supervisor***	1	1	0
Telecommunications Supervisor***	0	0	1
Lead Host Computer Operator	1	1	1
Host Computer Operator	4	2	2
Data Control Technician	2	2	2
Total Full Time/Part Time Positions	**24/0**	**23/0**	**24/0**

*****One Application Developer Position unfunded for FY15 and FY16*

******One New Network Engineer (G19) Position approved in FY16*

*******Host Operations Supervisor Title Only reclassed to Telecommunications Supervisor*

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 Migrate all remote sites to city owned fiber.
Objective:	Provide cost effective, stable, robust, WAN connectivity between the DATA Center and other CCG departments and agencies throughout the city.

Performance Indicators:	FY14 Actual	FY15 Actual	FY16 Projected
Percent of remote sites on city owned fiber. (Assumption 64 sites)	5%	8%	11%

Goal:	Migrate 1,100 users to a virtual desktop environment.
Objective:	Provides an efficient protocol for providing technical support for those 1,100 users.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Number of users with virtual desktops	200	800	1100



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 through the development and implementation of proactive policies, procedures, programs and training.

Expenditures By Division

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
220:					
1000	Administration	$ 865,652	$ 862,739	$ 843,858	$ 825,773
2100	Employee Benefits	935,345	938,999	1,195,790	1,138,941
DEPARTMENT TOTAL		**$ 1,800,997**	**$ 1,801,738**	**$ 2,039,648**	**$ 1,964,714**
% CHANGE			**0.04%**	**13.20%**	**-3.67%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 1,602,278	$ 1,666,124	$ 1,890,318	$ 1,836,744
Operations	198,719	135,614	149,330	127,970
OPERATING BUDGET	**$ 1,800,997**	**$ 1,801,738**	**$ 2,039,648**	**$ 1,964,714**
Capital Budget	-	-	-	-
DEPARTMENT TOTAL	**$ 1,800,997**	**$ 1,801,738**	**$ 2,039,648**	**$ 1,964,714**
% CHANGE		**0.04%**	**13.20%**	**-3.67%**

* Unaudited

HUMAN RESOURCES / 220

Personnel Summary: Authorized Positions

	FY14 Actual	FY15 Actual	FY16 Adopted
220-1000 Human Resources FT/PT	**13/1**	**13/1**	**13/1**
Human Resources Director	1	1	1
Assistant Human Resources Director	1	1	1
Human Resources Analyst	2	2	2
Human Resources Specialist	3	3	3
Human Resources Technician II	1	1	1
Human Resources Technician I	4	4	4
Technical Trainer/Developer	0	0	0
Training Coordinator	1	1	1
Administrative Secretary (PT)*	1	1	1
Total Full Time/Part Time Positions	**13/1**	**13/1**	**13/1**

** Part time Administrative Secretary position unfunded for FY15 and FY16*

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:	FY14 Actual	FY15 Actual	FY16 Projected
Average days required to process personnel actions	3.00	2.50	2.00

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:	FY14 Actual	FY15 Actual	FY16 Projected
Average monthly data entry error rate, expressed as a percentage of total personnel actions and documents entered.	2.0%	2.0%	1.0%

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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
240:					
2200	Inspections	$ 1,677,519	$ 1,811,227	$ 1,346,182	$ 1,492,003
2900	Print Shop	196,863	206,842	201,983	200,091
DEPARTMENT TOTAL		**$ 1,874,382**	**$ 2,018,069**	**$ 1,548,164**	**$ 1,692,094**
% CHANGE			**7.67%**	**-23.28%**	**9.30%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 1,495,352	$ 1,649,467	$ 1,433,400	$ 1,514,908
Operations	379,030	295,126	114,765	177,186
OPERATING BUDGET	**$ 1,874,382**	**$ 1,944,593**	**$ 1,548,164**	**$ 1,692,094**
Capital Budget	-	73,476	-	-
DEPARTMENT TOTAL	**$ 1,874,382**	**$ 2,018,069**	**$ 1,548,164**	**$ 1,692,094**
% CHANGE		**7.67%**	**-23.28%**	**9.30%**

* Unaudited

INSPECTIONS AND CODES / 240

Personnel Summary: Authorized Positions

	FY14 Actual	FY15 Actual	FY16 Adopted
240-2200 Inspection & Codes FT/PT	**26/0**	**26/0**	**26/0**
Building Inspection and Codes Director	1	1	1
Assistant Building Inspection & Codes Director	1	1	1
Plans Examiner	2	2	2
Inspection Services Coordinator	1	1	1
Sign and Codes Inspector	1	1	1
Mechanical Inspection Coordinator	1	1	1
Mechanical Inspector*	3	3	3
Building Inspection Coordinator	1	1	1
Building Inspector	3	3	3
Electrical Inspection Coordinator	1	1	1
Electrical Inspector	3	3	3
Property Maintenance Coordinator	1	1	1
Property Maintenance Inspector	2	2	2
Zoning Technician*	1	1	1
Administrative Assistant	1	1	1
Permit Technician	3	3	3
240-2900 Print Shop FT/PT	**4/0**	**4/0**	**4/0**
Print Shop Supervisor	1	1	1
Duplicating Service Technician	1	1	1
Graphics Designer	1	1	1
Print Shop Technician	1	1	1
Total Full Time/Part Time Positions	**30/0**	**30/0**	**30/0**

** One Mechanical Inspector position and One Zoning Technician position were unfunded for FY15 and FY16*

Inspections & Codes

Program Description:

The Department is responsible for the enforcement of the latest editions of the Georgia State 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:	Enforce the provisions of the Georgia Safety Fire Law as required by State Law.

INSPECTIONS AND CODES / 240

Performance Indicators:	FY14 Actual	FY15 Actual	FY16 Projected
Inspections	25,350	21,694	21,500
Permits Issued	12,233	11,500	11,500
Plans Checked	394	360	360
Revenue Collections	$1,347,344	$1,586,000	$1,600,000
Construction Valuations	$190,454,392	$191,173,927	$193,000,000

Performance Indicators:	FY14 Actual	FY15 Actual	FY16 Projected
Board of Zoning Appeal Cases	72	125	100

Performance Indicators:	FY14 Actual	FY15 Actual	FY16 Projected
Code Enforcement Program – Field Inspections	339	575	625
Complaints Investigated	1,035	1,000	1,200

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.

Goals, Objectives and Performance Data

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:	FY14 Actual	FY15 Actual	FY16 Projected
Graphics/Software Trainings	1	1	1
Graphic Software Upgrade	1	1	1
PlateMaker/Film System	1	1	1

Performance Indicators:	FY14 Actual	FY15 Actual	FY16 Projected
Online Work order (%)	95%	100%	100%
Offset Printing Impressions	5,250,000	5,250,000	5,000,000
Quick Copies	1,250,000	1,000,000	1,000,000
Plate Filing System (%)	100%	100%	100%
Maintenance/Repairs	100%	100%	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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
242:					
1000	Planning	$ 318,164	$ 293,509	$ 257,137	$ 266,300
DEPARTMENT TOTAL		**$ 318,164**	**$ 293,509**	**$ 257,137**	**$ 266,300**
% CHANGE			**-7.75%**	**-12.39%**	**3.56%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 290,814	$ 266,692	$ 238,360	$ 241,047
Operations	27,350	26,817	18,777	25,253
OPERATING BUDGET	**$ 318,164**	**$ 293,509**	**$ 257,137**	**$ 266,300**
Capital Budget	-	-	-	-
DEPARTMENT TOTAL	**$ 318,164**	**$ 293,509**	**$ 257,137**	**$ 266,300**
% CHANGE		**-7.75%**	**-12.39%**	**3.56%**

* Unaudited

PLANNING / 242

Personnel Summary: Authorized Positions

		FY14 Actual	FY15 Actual	FY16 Adopted
242-1000 Planning	**FT/PT**	**6/0**	**6/0**	**6/0**
Planning Manager		1	1	1
Planner*		3	3	3
Principal Planner		1	1	1
Planning Technician*		1	1	1
Total Full Time/Part Time Positions		**6/0**	**6/0**	**6/0**

** One Planner Position and One Planning Technician Position were unfunded for FY15 and FY16*

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:	FY14 Actual	FY15 Actual	FY16 Projected
Unified Development Ordinance	1	1	1
Comprehensive Plan	1	1	1
Neighborhood Revitalization Plans	1	1	1
BRAC	1	1	1
Overlay Districts	1	1	1
Historic District Design Guidelines	0	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:	FY14 Actual	FY15 Actual	FY16 Projected
Review Zoning Cases	35	16	50
Review Subdivision Plats	80	52	150
Review Special Exception Use Cases	8	10	10

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:	FY14 Actual	FY15 Actual	FY16 Projected
Review Board Historic & Architectural Cases	77	45	70



Mission Statement:

The mission of the Real Estate Division is to provide a comprehensive real estate management and services in a professional and cost effective manner for the benefit of the citizens of the City of Columbus. The Real Estate Division oversees the acquisition, disposition and management of the land holdings of the Columbus Consolidated Government.

Expenditures By Division

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
245:					
2400	Real Estate	$ 98,535	$ 88,834	$ 93,492	$ 139,369
DEPARTMENT TOTAL		**$ 98,535**	**$ 88,834**	**$ 93,492**	**$ 139,369**
% CHANGE			**-9.85%**	**5.24%**	**49.07%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 41,462	$ 19,583	$ 16,951	$ 47,551
Operations	57,073	69,251	76,541	91,818
OPERATING BUDGET	**$ 98,535**	**$ 88,834**	**$ 93,492**	**$ 139,369**
Capital Budget	-	-	-	-
DEPARTMENT TOTAL	**$ 98,535**	**$ 88,834**	**$ 93,492**	**$ 139,369**
% CHANGE		**-9.85%**	**5.24%**	**49.07%**

* Unaudited

REAL ESTATE / 245

Personnel Summary: Authorized Positions

		FY14 Actual	FY15 Actual	FY16 Adopted
242-2400 Real Estate	**FT/PT**	**1/0**	**1/0**	**1/0**
Community Reinvestment Technician II		1	1	1
TOTAL		**1/0**	**1/0**	**1/0**

Real Estate

Program Description:

Manage, market and dispose of property. Assist other government and non-governmental entities and citizens with real estate activities.

Goals, Objectives and Performance Data

Goal:	To provide quality, professional real estate services pertaining to City and CDBG owned property and on property of potential interest to the City.
Objective:	To manage, market, acquire and dispose of property for the City.

Performance Indicators:	FY14 Actual	FY15 Actual	FY16 Projected
Acquisitions or dispositions for CDBG	0	3	5
Acquisitions or dispositions for the City	2	8	30



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 date, 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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
250:					
2100	Traffic Engineering	$ 1,437,848	$ 1,401,286	$ 1,277,990	$ 1,316,181
2400	Geographic Information Systems	254,384	256,408	249,907	253,663
3110	Radio Communications	393,790	388,691	400,013	242,413
DEPARTMENT TOTAL		**$ 2,086,022**	**$ 2,046,385**	**$ 1,927,910**	**$ 1,812,257**
% CHANGE			**-1.90%**	**-5.79%**	**-6.00%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 1,436,005	$ 1,514,667	$ 1,371,263	$ 1,375,093
Operations	585,377	526,938	556,647	437,164
OPERATING BUDGET	**$ 2,021,382**	**$ 2,041,605**	**$ 1,927,910**	**$ 1,812,257**
Capital Budget	64,640	4,780	-	-
DEPARTMENT TOTAL	**$ 2,086,022**	**$ 2,046,385**	**$ 1,927,910**	**$ 1,812,257**
% CHANGE		**-1.90%**	**-5.79%**	**-6.00%**

* Unaudited

ENGINEERING / 250

Personnel Summary: Authorized Positions

	FY14 Actual	FY15 Actual	FY16 Adopted
250-2100 Traffic Engineering FT/PT	**23/1**	**23/0**	**23/0**
Administrative Secretary	1	1	1
Project Engineer	2	2	1
Senior Traffic Engineer Technician	0	0	1
Senior Traffic Signal Technician*	1	1	1
Traffic Analyst	1	1	1
Traffic Control Technician*	5	5	5
Traffic Engineer	0	0	1
Traffic Engineer Manager	1	1	1
Traffic Engineer Technician	2	2	1
Traffic Operations Supervisor	1	1	1
Traffic Sign/Marking Supervisor*	1	1	1
Traffic Signal Construction Specialist	3	3	3
Traffic Signal Supervisor	1	1	1
Traffic Signal Technician II*	4	4	4
Traffic Control Center Operator - PT	1	0	0
250-2400 Geo Info System (GIS) FT/PT	**4/0**	**4/0**	**4/0**
GIS Coordinator	1	1	1
GIS/Graphics Supervisor**	1	1	1
GIS Technician	2	2	2
250-3110 Radio Communications FT/PT	**4/0**	**4/0**	**4/0**
Radio Communications Supervisor	1	1	1
Senior Radio Technician	1	1	1
Radio Technician I	1	1	1
Radio Technician II**	1	1	1
Total Full Time/Part Time Positions	**31/1**	**31/0**	**31/0**

** One Traffic Signal Tech II, One Traffic Control Tech, One Sr Traffic Signal Tech, and One Traffic Signal Marking Supervisor Positions are unfunded*

*** One Radio Technician II Position is unfunded*

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 the traffic signals in order to reduce services calls and after hour emergency service calls.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Preventative maintenance of signalized intersections	6,536	6,164	6,500

Goal:	Federal Highway Administration has changed the minimum traffic sign retro-reflectivity requirements (FHWA-SA-03-027) requiring all Local, State and Federal Agencies to upgrade signs in the field to new standard. The intent is to improve traffic sign visibility for nighttime drivers. It will take about 10 years to accomplish this requirement.
Objective:	Inspect and replace damaged and worn out signs.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Installation and Maintenance of Traffic Signs	14,124	13,095	14,000

Geographic Information Systems

Program Description:

Provide data and maps to all city departments as well as citizens, developers and other interested parties.

Goals, Objectives and Performance Data

Goal:	Provide easy access to GIS data for citizens.
Objective:	To reduce counter traffic by making data & maps available to citizens and city employees.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Training classes provided for departments and the public.	2	8	12

ENGINEERING / 250

Geographic Information Systems (con't)

Goal:	Increase accuracy of address database
Objective:	Capture all sub-addresses for inclusion in Master Address Database

Performance Indicators:	FY14 Actual	FY15 Actual	FY16 Projected
% of sub-addresses in Master Address database	51%	60%	75%

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:	FY14 Actual	FY15 Actual	FY16 Projected
Installation and Repairs of Radios	1906	1732	1800



Mission Statement:

The Department of Public Works 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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
260:					
1000	Administration	$ 307,024	$ 323,305	$ 315,078	$ 308,721
2300	Fleet Management	2,303,606	2,170,509	2,153,411	2,100,260
2400	Special Enforcement	1,375,060	1,623,629	1,391,122	1,410,047
2600	Cemeteries	284,955	326,225	291,697	268,707
2700	Facilities Maintenance	3,122,355	3,554,840	3,180,956	3,164,231
3710	Other Maintenance & Repairs	1,184,186	1,121,066	1,052,161	1,069,267
DEPARTMENT TOTAL		**$ 8,577,186**	**$ 9,119,574**	**$ 8,384,424**	**$ 8,321,233**
% CHANGE			**6.32%**	**-8.06%**	**-0.75%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 5,091,108	$ 5,361,118	$ 5,162,603	$ 5,030,635
Operations	3,267,795	3,228,280	3,221,821	3,290,598
OPERATING BUDGET	**$ 8,358,903**	**$ 8,589,398**	**$ 8,384,424**	**$ 8,321,233**
Capital Budget	218,283	530,176	-	-
DEPARTMENT TOTAL	**$ 8,577,186**	**$ 9,119,574**	**$ 8,384,424**	**$ 8,321,233**
% CHANGE		**6.32%**	**-8.06%**	**-0.75%**

* Unaudited

PUBLIC WORKS/260

Personnel Summary: Authorized Positions

		FY14 Actual	FY15 Actual	FY16 Adopted
260-1000 Administration	**FT/PT**	**4/0**	**4/0**	**4/0**
Public Works Director		1	1	1
Safety Coordinator		1	1	1
Public Works Coordinator		1	1	1
Administrative Supervisor		1	1	1
260-2300 Fleet Management	**FT/Inmate Labor**	**40/14**	**39/14**	**39/14**
Assistant Director/Fleet Maintenance Manager		1	1	1
Assistant Fleet Manager		1	1	1
Heavy Equipment Shop Supervisor		1	1	1
Fleet Maintenance Buyer		1	1	1
Contract Warranty Specialist		1	1	1
Body Shop Supervisor		1	1	1
Small Engine Shop Supervisor		1	1	1
Automotive & Tire Shop Supervisor		1	1	1
Fleet Maintenance Technician III		6	6	6
Fleet Maintenance Technician II*		19	19	19
Fleet Maintenance Technician I		5	5	5
Inventory Control Technician		2	1	1
Inmate Labor		14	14	14
260-2400 Special Enforcement	**FT/PT**	**25/1**	**25/1**	**25/1**
Special Enforcement Manager		1	1	1
Animal Resource Center Supervisor		1	1	1
Administrative Coordinator		1	1	1
Special Enforcement Supervisor		2	2	2
Special Enforcement Officer		6	6	6
Communications Officer		2	2	2
Animal Control Officer II		3	3	3
Animal Control Officer I**		6	6	8
Animal Control Technician		2	2	0
Maintenance Worker I		1	1	1
Animal Control Volunteer Coordinator - PT		1	1	1
260-2600 Cemeteries	**FT/PT**	**5/0**	**5/0**	**5/0**
Cemeteries Manager		1	1	1
Public Services Crew Leader		1	1	1
Correctional Officer - Cemeteries***		1	1	1
Equipment Officer III		1	1	1
Maintenance Worker I		1	1	1

** One Fleet Maintenance Tech II Position is unfunded in FY14, FY15, and FY16*

*** One Animal Control Officer I Position is unfunded in FY14, FY15, and FY16*

**** One Correctional Officer Cemetery Detail Position is unfunded in FY14, FY15, and FY16*

PUBLIC WORKS / 260

Personnel Summary: Authorized Positions

	FY14 Actual	FY15 Actual	FY16 Adopted
260-2700 Facilities Maintenance FT/Inmates	**27/37**	**29/37**	**30/37**
Facilities Maintenance Manager	1	1	1
Facilities Maintenance Supervisor - Carpentry	1	1	1
Facilities Maintenance Supervisor - Govt Ctr	1	1	1
Facilities Maintenance Supervisor - County Jail	1	1	1
Facilities Maintenance Supervisor - Electrical	1	1	1
Facilities Maintenance Supervisor - HVAC	1	1	1
Facilities Maintenance Supervisor - Plumbing	1	2	2
Electrician II****	3	4	4
Electrician I	1	1	0
HVAC Technician II	2	2	3
HVAC Technician I****	1	1	1
Plumber II	2	2	3
Plumber I	1	1	1
Carpenter I	1	1	1
Carpenter II	1	1	1
Custodial Services Supervisor	1	1	1
Custodial Operations Assistant	1	1	1
Correctional Supervisor	1	1	1
Correctional Officer - Facilities	2	2	2
Facilities Maintenance Worker I	1	1	1
Administrative Technician	1	1	1
Building Service Worker	1	1	1
Inmate Labor	37	37	37
Total Full Time/Part Time/Inmates	**100/1/51**	**103/1/51**	**103/1/51**

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:	For all employees to become National Incident Management System (NIMS) compliant by completing levels 100, 200, 700 and 800.
Objective:	For all levels of employees to be trained and understand the Incident Command System (ICS) in case of emergency disasters, severe storm damage and/or any other emergency response needed to assist the citizens of Muscogee County during such events. This will also assist with the reimbursement requirements the Federal Emergency Manangement Agency (FEMA) for emergency operations and clean up.

PUBLIC WORKS/260

Administration (con't)

Performance Indicators:	FY14 Actual	FY15 Actual	FY16 Projected
Number of Employees NIMS compliant	4	309	430

Goals, Objectives and Performance Data

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:	FY14 Actual	FY15 Actual	FY16 Projected
Leaders completing training.	15	10	12

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:	Establish parameters for accomplishing routine maintenance.
Objective:	Perform all routine preventive maintenance on fleet vehicles and equipment within 200 miles, 20 hours, or 10 days of scheduled service.

Performance Indicators:	FY14 Actual	FY15 Actual	FY16 Projected
Percentage of vehicles and equipment that meet scheduled maintenance criteria.	97%	97%	98%

Special Enforcement

Program Description:

The Special Enforcement Division enforces all aspects of the Animal & Fowl Ordinance, 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 Ordinance, 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 WORKS/260

Special Enforcement (con't)

Goals, Objectives and Performance Data

Goal:	Increase adoptable animal placement by 10%.
Objective:	Continue assisting PAWS Humane Inc., 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:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Total number of animals placements, adoptions and returned to owners.	3,688	3,718	4,090

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:	Have all lots in Riverdale, Porterdale, East Porterdale and Linwood in the GIS
Objective:	To improve the condition of the roads in all four City owned cemeteries. This will allow all visitors to have a hazard free passage.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
List and track number of Riverdale lots put back in database	0	55	80

Goal:	Continue repairing and raising slabs, markers (monuments) and locator markers in Riverdale.
Objective:	These are necessary repairs in an effort to beautify the grounds in the City's four owned cemeteries. These repairs will allow us to better assist with plot research for requesting parties such as family members and vault companies.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Compare daily work log listings to the actual number of corner markers.	32	24	20

PUBLIC WORKS/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:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Total percentage of inspections annually.	70%	70%	70%

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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
270:					
1000	Administration	$ 424,569	$ 437,120	$ 440,940	$ 436,732
2100	Parks Services	4,769,589	4,998,518	4,639,836	4,583,926
2400	Recreation Services	1,283,038	1,275,241	1,296,887	1,375,991
3220	Golden Park	67,696	70,161	95,280	92,800
3230	Memorial Stadium	37,131	52,489	55,935	59,933
3410	Athletics	246,957	235,049	269,707	287,517
3505	Community Schools	1,722,327	1,585,940	1,575,877	1,513,868
4048	Cooper Creek Tennis Center	243,805	258,175	257,355	262,131
4049	Lake Oliver Marina	166,522	163,844	168,272	175,001
4413	Aquatics	696,616	1,417,602	1,406,938	1,491,558
4433	Therapeutics	154,129	122,254	114,026	122,398
4434	Cultural Arts Center	168,945	159,997	163,857	163,664
4435	Senior Citizen's Ctr	345,696	328,252	355,650	346,003
DEPARTMENT TOTAL		**$ 10,327,020**	**$ 11,104,641**	**$ 10,840,560**	**$ 10,911,522**
% CHANGE			**7.53%**	**-2.38%**	**0.65%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 7,027,822	$ 7,003,901	$ 6,763,461	$ 6,888,278
Operations	3,208,570	3,852,420	4,077,099	4,023,244
OPERATING BUDGET	**$ 10,236,392**	**$ 10,856,321**	**$ 10,840,560**	**$ 10,911,522**
Capital Budget	90,628	248,320	-	
DEPARTMENT TOTAL	**$ 10,327,020**	**$ 11,104,641**	**$ 10,840,560**	**$ 10,911,522**
% CHANGE		**7.53%**	**-2.38%**	**0.65%**

* Unaudited

PARKS AND RECREATION / 270

Personnel Summary: Authorized Positions

		FY14 Actual	FY15 Actual	FY16 Adopted
270-1000 Administration	**FT/PT**	**5/2**	**5/2**	**5/2**
Director of Parks and Recreation		1	1	1
Assistant Director of Parks and Recreation		1	1	1
Administrative Operations Manager		1	1	1
Employment Coordinator		1	1	1
Accounting Technician		1	1	1
Admin Clerk I PT		2	2	2
270-2100 Parks Services	**FT/PT/Inmates**	**72/9/144**	**72/9/144**	**72/9/144**
Parks Services Division Manager		1	1	1
Correctional Officer - Parks		13	13	13
Administrative Secretary		1	1	1
Athletic Program Specialist		1	1	1
Chemical Applications Supervisor		1	1	1
Parks Crew Supervisor*		12	12	12
Parks Crew Leader		3	3	3
Parks Maintenance Worker I*		27	26	26
Parks Maintenance Worker II		0	1	1
Motor Equipment Operator III		2	2	2
Motor Equipment Operator II*		5	5	5
Motor Equipment Operator I		6	6	6
Administrative Clerk I-PT		1	1	1
Parks Maintenance Worker -PT*		5	5	5
Gatekeeper-PT		3	3	3
Inmate Labor		144	144	144
270-2400 Recreation Admin	**FT/PT/Temp**	**10/2/37**	**10/2/37**	**10/2/37**
Recreation Division Manager		1	1	1
Recreation Specialist III		6	6	6
Recreation Specialist II		2	2	2
Recreation Program Supervisor		1	1	1
Administrative Clerk I-PT**		1	1	1
Parks Maintenance Worker I-PT		1	1	1
Recreation Center Leader-Seasonal/Temporary		37	37	37

**Four (4) Park Maintenance Worker I Positions, One Park Maintenance Worker I (PT) Position, One Parks Crew Supervisor and One Motor Equipment Operator positions were unfunded for FY15 and FY16*

*** One Administrative Clerk I (PT) Position was unfunded for FY15 and FY16*

PARKS AND RECREATION / 270

Personnel Summary: Authorized Positions

		FY14 Actual	FY15 Actual	FY16 Adopted
270-3410 Athletics	**FT/PT**	**1/1**	**1/1**	**1/1**
Athletic Program Supervisor		1	1	1
Administrative Clerk I-PT		1	1	1
270-3505 Comm Schools	**FT/Temp**	**4/136**	**4/136**	**4/136**
Community Schools District Supervisor		2	2	2
Recreation Program Specialist III		1	1	1
Administrative Secretary		1	1	1
Site Supervisor-Seasonal/Temporary		34	34	34
Program Leader- Seasonal/Temporary		102	102	102
270-4048 Cooper Crk Tennis Ctr	**FT/PT**	**3/4**	**3/4**	**3/4**
Recreation Specialist III		1	1	1
Recreation Specialist II		1	1	1
Tennis Specialist I		1	1	1
Parks Maintenance Worker I-PT		4	4	4
270-4049 Lake Oliver Marina	**FT/PT**	**1/3**	**1/3**	**1/3**
Marina Technician II		1	1	1
Marina Technician I-PT		3	3	3
270-4413 Aquatics	**FT/PT**	**0/34**	**0/34**	**0/34**
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 Manager-PT		4	4	4
Administrative Assistant-PT		2	2	2
270-4433 Therapeutics	**FT/PT**	**2/1**	**2/1**	**2/1**
Recreation Program Supervisor		1	1	1
Recreation Specialist II		1	1	1
Recreation Leader-PT		1	1	1
270-4434 Cultural Arts Center	**FT/PT**	**1/6**	**1/6**	**1/6**
Recreation Program Manager		1	1	1
Pottery Specialist-PT***		6	6	6
270-4435 Senior Citizens Center	**FT/PT**	**5/4**	**5/4**	**5/4**
Recreation Specialist III		3	3	3
Custodian		2	2	2
Custodian-PT****		1	1	1
Recreation Center Leader-PT		3	3	3
Total Full Time/Part Time/Seasonal		**104/32/316**	**104/32/316**	**104/32/316**

**** One Pottery Specialist (PT) Position was unfunded for FY15 and FY16*

*****One Custodian (PT) Position was unfunded for FY15 and FY16*

PARKS AND RECREATION / 270

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.

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:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Number of events, facilities and programs	45	48	50

Goal:	To offer new and innovative programming, sporting events and amenities to serve all segments of the community and regionally to improve economic impact.
Objective:	Develop new programs, sporting events, and services to meet the needs of the growing community and offer additional events and programming across the region.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Number of new programs, sporting events, and amenities	27	28	29

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; 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; and the new 10.5 mile Fall Line Trace Fitness Trail. This division also maintains Memorial Stadium and Golden Park.

Goals, Objectives and Performance Data

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.

PARKS AND RECREATION / 270

Park Services (cont'd)

Performance Indicators:	FY14 Actual	FY15 Actual	FY16 Projected
Percent increase of response time of all work orders.	90%	85%	80%

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.

Performance Indicators:	FY14 Actual	FY15 Actual	FY16 Projected
Percent of requests/complaints responded to in less than 24 hours based on category of requests as to work to be performed.	90%	85%	80%

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 the Haygood Boxing 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 throughout the City.

Goals, Objectives and Performance Data

Goal:	To increase programming to allow the community the opportunity to engage in meaningful activities and programs in a safe environment
Objective:	To reach more citizens by diversifying the programs offered to the community

Performance Indicators:	FY14 Actual	FY15 Actual	FY16 Projected
Number of people using recreation centers daily	139,819	147,249	149,000

PARKS AND RECREATION / 270

Golden Park

Program Description:

Historic Golden Park is a baseball stadium with a seating capacity of 4,000. The facility is used for high school, NCAA Championship events, NAIA Championship events, independent recreational leagues, and week-end tournaments.

Goals, Objectives and Performance Data

Goal:	To provide the citizens of Columbus, GA, surrounding areas, and game participants have a safe and well-maintained facility for baseball and social entertainment.
Objective:	To ensure a safe, friendly and well maintained environment for baseball and other events that may be held at Golden Parks.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Total number of attendance	1,000	5,600	3,000

Memorial Stadium

Program Description:

A.J. McClung 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 provided for the community.

Goals, Objectives and Performance Data

Goal:	To provide events that will promote tourism and increase the economic impact for the City of Columbus.
Objective:	To operate successfully by providing the best and most entertainment at A.J. McClung Memorial Stadium while maintaining the integrity of the playing field.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Number of events held at Memorial Stadium	21	25	25

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.

PARKS AND RECREATION / 270

Athletics (cont'd)

Goals, Objectives and Performance Data

Goal:	Increase participation in Adult Volleyball League by 20%
Objective:	Promote athletic events and leagues

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Number of teams participating in league	6	7	8

Goals, Objectives and Performance Data

Goal:	Increase participation in Adult Basketball League by 20%
Objective:	Market the league using several media outlets such as television, newspaper, and standard mail, and handouts.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Number of teams participating in league	8	9	10

Community Schools 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.

Goals, Objectives and Performance Data

Goal:	To facilitate opportunities for quality after school programs which meet the fundamental needs common to all students during after school hours.
Objective:	Incorporate and implement more enrichment programs and activities to educate participants on several topics such as healthy eating habits or physical fitness.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Total number of participants	1,549	1,563	1,600
Total number of programs	24	24	24

Goal:	To incorporate more technology programs to promote more academic, social, and emotional development in after school program participants
Objective:	Promote the importance of science and technology by encouraging participants to seek educational opportunities in these fields of study.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Increase total number of participants	1,549	1,563	1,600

PARKS AND RECREATION / 270

Cooper Creek Tennis Center

Program Description:

Cooper Creek Tennis Center features thirty (30) 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 adults.

Performance Indicators:	FY14 Actual	FY15 Actual	FY16 Projected
Number of adult, senior league, and tournament participants	6,309	6,900	7,100

Aquatics

Program Description:

The Aquatics division operates four (4) aquatics facilities, one training facility, one work shop, and two administrative offices. It serves Columbus and the surrounding areas with public swim, swim lessons, and a variety of certification and safety classes. The section typically serves 150,000 patrons in a 10-week season.

Goals, Objectives and Performance Data

Goal:	To provide water safety classes and swim lessons to the public at one of the City's swimming facilities.
Objective:	Increase programs and class participants by 5%

Performance Indicators:	FY14 Actual	FY15 Actual	FY16 Projected
Number of swim lesson participants	178	185	190
Number of water safety class participants	60	60	65

Goals, Objectives and Performance Data

Goal:	To provide various lifeguard or water safety certification classes.
Objective:	Increase total number of students by 10%

Performance Indicators:	FY14 Actual	FY15 Actual	FY16 Projected
Lifeguard Certification participants	21	24	28
Water Safety Instructor participants	4	4	5

PARKS AND RECREATION / 270

Therapeutic

Program Description:

Therapeutic Recreation's goal is to improve the quality of life of adults with disabilities in the community through recreation and leisure programming. Therapeutic Recreation provides a lifetime learning experience in recreation, including adapted physical activity, training in Special Olympics sports, socialization, cognitive development, creative and fun leisure skills.

Goals, Objectives and Performance Data

Goal:	To diversify programs for an aging population by increasing younger adult participation.
Objective:	To service more special needs individuals in the community between the ages of 16 and 30 so that many can reap the benefits of intergenerational recreation as therapy.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Number of daily program attendees	33	36	40

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.

Goals, Objectives and Performance Data

Goal:	To promote community involvement through visual artist programs.
Objective:	To expand our community art programs within and beyond Cultural Arts section with volunteers, service organizations/programs, and in house programming.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Number of volunteer hours worked	1,303	1,005	1,200
Number of Open House participants / number of classes	995/14	703/12	800/12
Number of Empty Bowl participants / number of classes	1,108/8	903/5	1000/8
Number of GRPA participants / number of classes	73/12	2/5	15/7
Number of community meeting attendees / number of meetings	2,620/1,358	959/72	1000/80

PARKS AND RECREATION / 270

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 programming focusing on improving quality of life and health for seniors.
Objective:	To increase participation in the areas of senior recreation by exposing the senior population to a variety of educational and cultural activities.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Track attendance at all senior facilities	49,709	48,977	48,000

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 Bait shop reflects the naval traditions of Columbus, GA.

Goals, Objectives and Performance Data

Goal:	Provide citizen's with easy access to the water, use of facilities and services, all at a reasonable cost, while maintaining and increasing amount of revenue for the CCG.
Objective:	Provide a boat launching facility for all citizens within the Columbus area.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Number of boats launched annually	7,265	5,437	6,000



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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
280:					
1000	Cooperative Extension	$ 112,197	$ 138,168	$ 126,647	$ 137,865
DEPARTMENT TOTAL		**$ 112,197**	**$ 138,168**	**$ 126,647**	**$ 137,865**
% CHANGE			**23.15%**	**-8.34%**	**8.86%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 91,125	$ 113,522	$ 104,320	$ 113,064
Operations	21,072	24,646	22,327	24,801
OPERATING BUDGET	**$ 112,197**	**$ 138,168**	**$ 126,647**	**$ 137,865**
Capital Budget	-	-	-	-
DEPARTMENT TOTAL	**$ 112,197**	**$ 138,168**	**$ 126,647**	**$ 137,865**
% CHANGE		**23.15%**	**-8.34%**	**8.86%**

* Unaudited

COOPERATIVE EXTENSION SERVICES / 280

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.

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:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Number of needs assessment/critical issues documents	10	10	10

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:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Number of educational programs contact hours.	6,211	6,506	7,000
Consultations.	270	250	200
Soil and water tests.	264	275	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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
290:					
1000	Tax Assessor	$ 1,350,404	$ 1,425,875	$ 1,412,528	$ 2,557,464
DEPARTMENT TOTAL		**$ 1,350,404**	**$ 1,425,875**	**$ 1,412,528**	**$ 2,557,464**
% CHANGE			**5.59%**	**-0.94%**	**81.06%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 1,241,841	$ 1,306,068	$ 1,284,587	$ 1,301,313
Operations	108,563	72,138	127,941	1,256,151
OPERATING BUDGET	**$ 1,350,404**	**$ 1,378,205**	**$ 1,412,528**	**$ 2,557,464**
Capital Budget	-	47,670		-
DEPARTMENT TOTAL	**$ 1,350,404**	**$ 1,425,875**	**$ 1,412,528**	**$ 2,557,464**
% CHANGE		**5.59%**	**-0.94%**	**81.06%**

* Unaudited

TAX ASSESSOR / 290-1000

Personnel Summary: Authorized Positions

		FY14 Actual	FY15 Actual	FY16 Adopted
290-1000 Tax Assessor	**FT/PT**	**24/0**	**25/0**	**25/0**
Chief Appraiser		1	1	1
Deputy Chief Appraiser		0	1	1
Personal Property Manager		1	1	1
Administrative Manager		1	1	1
Residential Property Manager		1	1	1
Commercial Property Manager		1	1	1
Appraiser III- Personal Property**		1	1	1
Appraiser III- Real Property		0	1	1
Appraiser II- Personal Property		1	1	1
Appraiser II- Real Property		0	2	2
Appraiser I-Personal Property		2	1	1
Appraiser I-Real Property		10	8	8
Appraisal Technician		4	4	4
Administrative Assistant		1	1	1
Total Full Time/Part Time Positions		**24/0**	**25/0**	**25/0**

Budget Note:

** One Appraiser III position was unfunded for FY15 and FY16*

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.
Objective:	To process permits and audits in an efficient manner.
Objective:	To achieve a current and accurate ownership records for current billing.

TAX ASSESSOR / 290-1000

Performance Indicators:	FY14 Actual	FY15 Actual	FY16 Projected
Number of real estate parcels. Personal property accounts.	82,060	81,861	82,111
Number of permits processed for Commercial & Residential Additions, new construction, demolitions etc.	2,839	3,106	3,550
Number of field reviews incl. Sold properties (Commercial & Residential) updating records and values if warranted.	4,568	4,363	4,800
Number of ownership records Updated annually.	6,338	7,134	7,600



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

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
290:				
2000 Elections & Registrati	$ 875,565	$ 599,512	$ 724,980	$ 689,076
DEPARTMENT TOTAL	**$ 875,565**	**$ 599,512**	**$ 724,980**	**$ 689,076**
% CHANGE		**-31.53%**	**20.93%**	**-4.95%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 630,099	$ 482,336	$ 536,109	$ 458,862
Operations	245,466	117,176	188,871	230,214
OPERATING BUDGET	**$ 875,565**	**$ 599,512**	**$ 724,980**	**$ 689,076**
Capital Budget	-	-	-	-
DEPARTMENT TOTAL	**$ 875,565**	**$ 599,512**	**$ 724,980**	**$ 689,076**
% CHANGE		**-31.53%**	**20.93%**	**-4.95%**

* Unaudited

Personnel Summary: Authorized Positions

	FY14 Actual	FY15 Actual	FY16 Adopted
290-2000 Elections & Registrations	**7/5**	**7/5**	**7/5**
Elections & Registrations Director	1	1	1
Registration Coordinator	1	1	1
Elections Specialist	1	1	1
Election Technician	4	4	4
Board Members (PT)	5	5	5
TOTAL	**7/5**	**7/5**	**7/5**

ELECTIONS AND REGISTRATIONS / 290-2000

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.

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:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Number of ExpressPolls used.	96	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:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Number of Poll workers per election.	450	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:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Number of identification cards produced.	1,000	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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
400:					
1000	Office of the Chief	$ 802,909	$ 813,969	$ 917,055	$ 1,834,683
2100	Intelligence/Vice	1,335,631	1,381,759	1,450,581	1,439,061
2200	Support Services	2,777,779	2,657,039	2,746,586	2,771,452
2300	Field Operations	12,512,504	12,367,474	12,391,777	11,561,267
2400	Office of Professional Standards	424,464	392,470	416,807	399,575
2500	METRO Drug Task Force	251,056	247,698	205,662	203,825
2700	Special Operations	23,890	51,995	31,636	33,500
2800	Administrative Services	1,354,472	1,402,725	1,356,772	1,388,291
3230	Motor Transport	1,704,749	1,608,237	1,457,247	1,650,184
3320	Investigative Services	6,724,301	6,951,024	6,728,902	6,664,248
DEPARTMENT TOTAL		**$ 27,911,755**	**$ 27,874,390**	**$ 27,703,025**	**$ 27,946,086**
% CHANGE			**-0.13%**	**-0.61%**	**0.88%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 25,063,163	$ 25,251,080	$ 25,067,199	$ 25,101,304
Operations	2,825,279	2,599,660	2,453,493	2,844,782
OPERATING BUDGET	**$ 27,888,442**	**$ 27,850,740**	**$ 27,520,692**	**$ 27,946,086**
Capital Budget	23,313	23,650	182,333	-
DEPARTMENT TOTAL	**$ 27,911,755**	**$ 27,874,390**	**$ 27,703,025**	**$ 27,946,086**
% CHANGE		**-0.13%**	**-0.61%**	**0.88%**

* Unaudited

POLICE / 400

Personnel Summary: Authorized Positions

All Police Positions are Full Time	FY14 Actual	FY15 Actual	FY16 Adopted
400-1000 Administration	**10**	**10**	**12**
Chief of Police	1	1	1
Deputy Chief of Police	1	1	1
Police Lieutenant	1	1	1
Police Officer	1	1	1
Administrative Assistant	2	2	2
Administrative Secretary	1	1	1
Police Finance Manager	1	1	1
Crime Analyst*	0	0	2
Accounting Clerk	1	1	1
Administrative Clerk II	1	1	1
400-2100 Intelligence/Vice	**23**	**25**	**25**
Police Captain	1	1	1
Police Sergeant	4	4	4
Police Corporal	11	11	11
Police Officer*	6	8	8
Asset Forfeiture Coordinator	1	1	1
400-2200 Support Services	**40**	**42**	**42**
Police Major	1	1	1
Police Captain	1	1	1
Command Sergeant	1	1	1
Police Sergeant	1	1	1
Police Corporal	3	4	4
Police Officer	9	10	10
Administrative Secretary	1	1	1
Building Service Worker	3	3	3
Criminal Records Technician	16	16	16
Records Supervisor	1	1	1
Police Cadet	1	1	1
Building Crew Leader	1	1	1
Records Manager	1	1	1
400-2300 Field Operations	**231**	**217**	**217**
Police Major	1	1	1
Police Captain	3	3	3
Police Lieutenant	7	7	7
Command Sergeant	2	2	2
Police Sergeant	25	20	20
Police Corporal	29	27	27
Police Officer	162	155	155
Administrative Secretary	1	1	1
Administrative Clerk I	1	1	1

POLICE / 400

Personnel Summary: Authorized Positions

	FY14 Actual	FY15 Actual	FY16 Adopted
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
400-2500 METRO Drug Task Force	**3**	**3**	**3**
Police Lieutenant	1	1	1
Police Corporal	2	2	2
400-2800 Administrative Services	**19**	**21**	**21**
Police Major	1	1	1
Police Captain	1	1	1
Police Lieutenant	1	1	1
Police Sergeant	4	4	4
Police Corporal	3	3	3
Police Officer	3	5	5
Police HR Technician	1	1	1
Administrative Secretary	2	2	2
Accounting Clerk	1	1	1
Facility Maintenance Technician	1	1	1
Criminal Records Technician	1	1	1
400-3320 Investigative Services	**91**	**99**	**99**
Police Major	1	1	1
Police Captain	1	1	1
Police Lieutenant	8	7	7
Police Sergeant	19	24	24
Police Corporal	55	55	55
Police Officer	2	6	6
Administrative Secretary	1	1	1
Administrative Clerk I	3	3	3
Criminal Records Technician	1	1	1
Total Full Time Positions	**422**	**422**	**424**

Budget Note:

* Two (2) new Crime Analyst (G16) positions were approved in FY16.

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 400-1000-01	**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:	Conduct daily meetings of the Command Staff to monitor the progress of investigations, programs, projects and current activities.
Objective:	Conduct quarterly Goals and Objectives review sessions with the Command Staff
Objective:	Prepare monthly crime analysis reports on criminal activity
Objective:	Monitor and review the Departmental Budget status reports with the Command Staff.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Goal 400-1000-01			
Number of Staff Meetings	241	250	250
Number of G&O Review Sessions	4	4	4
Number of crime analysis reports	12	12	12
Number of monthly budget reviews conducted	12	12	12

POLICE / 400

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 400-2100-01	**Enforce all laws in a professional, fair and equitable manner while protecting the rights of each citizen.**
Objective:	File condemnation documents on $75,000 in Currency.
Objective:	File condemnation forfeiture documents on $50,000 in Property
Objective:	File condemnation documents on all seized vehicles
Objective:	Conduct five (5) details to investigate prostitution/pandering activity.
Objective:	Conduct 250 checks on businesses that are licensed to sell alcohol.
Objective:	Investigate, document and prosecute all drug cases resulting from the sale of illicit drugs.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Goal 400-2200-01			
Value of Assets in Currency filed on	$ 308,022	$ 196,884	$ 230,884
Value of Assets in Property filed on	$ 90,586	$ 62,825	$ 95,000
Number of vehicles seized	47	39	43
Number of Prostitution/Pandering Details Conducted	22	21	22
Number of business checked	175	208	224
Number of Cases Made	2,225	2,456	2,571

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 400-2200-01	**To provide documentation and criminal justice data entry services in compliance with Federal, State and local requirements.**
Objective:	To process and store all police incident reports.
Objective:	To process and provide all pre-employment criminal history inquiries for
Objective:	Process and enter data into the Columbus Area Justice Information System (CAJIS) from all incident, supplement, and arrest reports for criminal analysis purposes.
Objective:	To respond to all citizens' requests for police services (reports, criminal histories, fingerprinting, identification cards and permits, etc.)
Goal 400-2200-02	**To maintain, process and distribute equipment, materials, evidence and other property in accordance with departmental policies and state and local laws.**
Objective:	To issue and receive all equipment requests from employees
Goal 400-2200-03	**To receive, process and dispose of all property, evidence, and contraband in accordance with proper guidelines.**
Objective:	Track the number of all cases involving the intake and processing of property and/or evidence.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Goal 400-2200-01			
Number of reports processed	63,509	64,779	66,074
Number of inquiries	4,462	4,310	4,228
Number of records added to CAJIS	403,335	411,401	419,629
Number of Citizens' requests	41,857	42,150	44,201
Goal 400-2200-02			
Number of Requests for equipment	38,750	38,815	38,900
Goal 400-2200-03			
Number of Property/Evidence cases	15,450	16,895	17,600

POLICE / 400

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 400-2300-01	**To develop safer roadways throughout the City while providing efficient, professional police service in an effective and unbiased manner.**
Objective:	Conduct 25 details on major highways in the city focusing on speeding violations.
Objective:	Conduct a minimum of 12 traffic checkpoints focused on DUI, seat belts, drivers' licenses, or proof of insurance.
Objective:	Conduct 24 details in selected school zones concentrating on speeding violations
Goal 400-2300-02	**Develop a safe community by enforcing all laws in a fair and equitable manner while protecting the rights of each citizen.**
Objective:	Investigate all criminal offenses and prosecute all criminal offenders.
Goal 400-2300-03	**To provide professional and efficient police services in an effective, fair and unbiased manner with well-trained, educated officers operating with integrity and high ethical standards.**
Objective:	Respond to all calls and self-initiated contacts for police service.
Goal 400-2300-04	**To provide specialized operations and details focusing on high crime areas and activities.**
Objective:	Make 24 assignments per shift detailing patrol officers to specifically ride areas with high incidences of business burglaries.

POLICE / 400

Field Operations (cont'd)

Performance Indicators:	FY14 Actual	FY15 Actual	FY16 Projected
Goal 400-2300-01			
Speeding details conducted	32	34	36
Traffic checkpoints conducted	17	18	18
School zone details conducted	33	35	36
Goal 400-2300-02			
Number of criminal arrests	19,621	19,067	21,355
Goal 400-2300-03			
Number of Patrol Officer responses to calls	408,544	412,629	416,755
Goal 400-2300-04			
Number of Special Details	368	423	478

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 400-2400-01	**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 use of force incidents involving departmental employees for compliance with policy and procedure
Objective:	Track all complaints against the department and departmental employees for compliance with policy and procedure.
Objective:	Investigate all cases assigned by Chief of Police
Objective:	Conduct research projects, grants, and other tasks assigned by the Command Staff
Objective:	Meet or exceed the 273 Mandatory standards set for compliance by the Commission on Accreditation for Law Enforcement Agencies

POLICE / 400

Office of Professional Standards (cont'd)

Performance Indicators:	FY14 Actual	FY15 Actual	FY16 Projected
Goal 400-2400-01			
Number of Use of Force Cases	70	45	75
Number of Complaints	87	31	92
Number of cases assigned by Chief	9	5	14
Number of research projects	109	48	114
Number of standards met	273	273	273

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.

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.

POLICE / 400

Administrative Services (cont'd)

Goals, Objectives and Performance Data

Goal 400-2800-01	**Provide police services in an effective, fair and unbiased manner with professional, well trained and educated officers operating with integrity and high ethical standards.**
Objective:	Provide a minimum of 24 hour of In Service Training to all sworn officers.
Objective:	Provide a minimum of 600 hours of Recruit Training to all police officers who successfully complete the P.O.S.T. Basic Law Enforcement Training.
Objective:	Arrange for and provide advanced and specialized training for officers.
Objective:	Provide a minimum of 600 hours of Recruit Training to all police officers who successfully complete the P.O.S.T. Basic Law Enforcement Training.
Goal 400-2800-02	**To develop, implement, and maintain the educational programs and events designed to enhance the department's commitment to the proactive approach to policing.**
Objective:	Establish 10 new neighborhood watch programs
Objective:	Provide a minimum of 340 Crime Prevention presentations to the the public.
Goal 400-2800-03	**To recruit and select qualified police applicants, maintain personnel records and ensure compliance with federal, state and local employment and payroll guidelines.**
Objective:	Track all personnel grievances relating to employees.
Objective:	Recruit, process and investigate all police applicants in accordance with selection guidelines and criteria.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Goal 400-2800-01			
Number of Officers Trained	422	440	460
Number of Officer completing Recruit Training	51	60	60
Number of Officers attending advanced training	504	520	560
Goal 400-2800-02			
Number of new neighborhood watch programs	10	10	10
Number of presentations to the public	481	487	500
Goal 400-2800-03			
Number of grievances	18	20	20
Applicants processed	244	250	250

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 400-3230-01	**To maintain, control and assign all police fleet vehicles in accordance with the City policy and guidelines.**
Objective:	To provide fleet management services for all marked patrol vehicles
Objective:	To provide fleet management for all Administrative and Detective vehicles
Objective:	To provide fleet management for all Police Motorcycles
Objective:	To provide fleet management for all Police Department trucks and vans
Objective:	To provide fleet management services for all Police Scooters and ATVs

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Goal 400-3230-01			
Number of patrol vehicles maintained	350	343	343
Number of Admin and Detective vehicles	170	195	196
Number of police motorcycles maintained	19	20	21
Number of trucks and vans maintained	18	16	16
Number of scooters/ATVs maintained	2/12	2/12	2/12

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.

POLICE / 400

Investigative Services (cont'd)

Goals, Objectives and Performance Data

Goal 400-3320-01	**Enforce all laws in a professional, fair and equitable manner while protecting the rights of each citizen.**
Objective:	Investigate all homicides.
Objective:	Assign for follow-up all reports which meet the elements of burglary/theft.
Objective:	Run background checks on all individuals who pawn firearms
Objective:	Investigate all incidents involving vehicular theft and related incidents
Objective:	Enter all legible fingerprints into AFIS System
Objective:	Conduct 4 warrant sweeps to reduce the number of outstanding warrants.
Objective:	Utlize the Gang Resistance and Education Training (G.R.E.A.T.) Program to educate all 7th grade students.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Goal 400-3320-01			
Number of homicides investigated	21	24	25
Number of burglary/theft cases assigned	3,891	3,802	3,992
Number of weapons pawned	699	408	281
Number of assigned vehicle theft cases	1,043	1,066	1,119
Number of fingerprint system entries	1,756	1,942	2,051
Number of warrant sweeps conducted	4	4	4
Number of students educated with GREAT	3,083	3,954	4,176



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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
410:					
1000	Chief	$ 435,697	$ 457,083	$ 456,652	$ 453,279
2100	Operations	21,617,879	21,842,738	21,874,590	21,887,545
2600	Special Operations	1,035,186	958,502	1,020,738	1,095,274
2800	Administrative Services	790,983	846,887	835,181	823,043
2900	Emergency Management	168,109	185,325	173,632	179,021
3610	Logistics & Support	1,042,071	1,041,954	609,309	419,790
DEPARTMENT TOTAL		**$ 25,089,925**	**$ 25,332,489**	**$ 24,970,102**	**$ 24,857,952**
% CHANGE			**0.97%**	**-1.43%**	**-0.45%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 23,363,557	$ 23,606,273	$ 23,338,141	$ 23,137,506
Operations	1,709,458	1,726,216	1,631,961	1,720,446
OPERATING BUDGET	**$ 25,073,015**	**$ 25,332,489**	**$ 24,970,102**	**$ 24,857,952**
Capital Budget	16,910	-	-	-
DEPARTMENT TOTAL	**$ 25,089,925**	**$ 25,332,489**	**$ 24,970,102**	**$ 24,857,952**
% CHANGE		**0.97%**	**-1.43%**	**-0.45%**

* Unaudited

FIRE AND EMS / 410

Personnel Summary: Authorized Positions

All Positions in Fire/EMS are Full Time	FY14 Actual	FY15 Actual	FY16 Adopted
410-1000 Chief	**5**	**5**	**5**
Chief of Fire and EMS (Director)	1	1	1
Assistant Fire Chief	1	1	1
Fire Captain EMT	1	1	1
Fire Payroll Technician	1	1	1
Administrative Coordinator	1	1	1
410-2100 Operations	**332**	**332**	**332**
Deputy Fire Chief	1	1	1
Battalion Chief	9	9	9
Division Chief Health, Safety & Info Sys	1	1	1
Fire Captain Logistics	0	0	2
EMS Lieutenant	0	0	1
Fire Captain	26	26	23
Fire Lieutenant	40	40	40
Fire Sergeant	62	62	62
Firefighter/EMT/Fire Medic*	191	191	191
Administrative Secretary	2	2	2
410-2600 Special Operations	**11**	**11**	**11**
Deputy Fire Chief	1	1	1
Training Chief	1	1	1
Fire Captain Training/Paramedic Instructor	2	2	2
Lieutenant Training	5	5	5
Administrative Secretary	2	2	2
410-2800 Administrative Services	**11**	**11**	**11**
Deputy Fire Chief	1	1	1
Fire Marshal	1	1	1
Assistant Fire Marshal	1	1	1
Lieutenant Fire Inspector	3	3	3
Lieuetnant Investigator	1	1	1
Fire Sergeant Investigations	3	3	3
Administrative Secretary	1	1	1
410-2900 Emergency Management	**2**	**2**	**2**
Emergency Management Deputy Director	1	1	1
EMA Planner	1	1	1
410-3610 Logistics and Support	**3**	**3**	**3**
Support Technician Logistics, Civilian	1	1	1
Lieutenant Logistics	1	1	1
Firefighter	1	1	1
TOTAL	**364**	**364**	**364**

***** *For FY16, fourteen (14) Firefighter/EMT Positions were temporarily moved from the General Fund to the Other LOST Fund, a continuation of action originally taken in FY14.*

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 (6) minutes of dispatch and the initial full alarm assignment to arrive within (8) minutes 90% of the time.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Percent of calls that are within the designated times.	90%	92%	95%

Goal:	To provide quality patient care consistent with the established medical treatment protocols approved by the Medical Director.
Objective:	To limit the number of minor patient care and documentation variances to less than 3% of all calls with zero (0) major variances.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Number of minor patient care and documentation variances less than 3% of all calls	84%	86%	90%

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:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Percent of staffing for all units (24 hour shifts, 365 days per year).	99%	99%	100%

FIRE AND EMS / 410

Special Operations

Program Description:

The Special Operations Division is responsible for the training and oversight of the Special Operation 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 annual Hazardous Materials training, night drill exercises, company drill exercises, ISO driver training, Officer Leadership training, and in-house training for each of the field personnel in the department.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Percentage of personnel that completed ISO training objectives	100%	100%	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:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Percentage of personnel that complete Georgia Firefighter Standards & Training annual Firefighter Recertification Training Requirements.	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.

FIRE AND EMS / 410

Administrative Services (cont'd)

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:	FY14 Actual	FY15 Actual	FY16 Projected
Percent of inspections completed on Special Hazard buildings.	85%	90%	95%

Goal:	To ensure continuous customer satisfaction with Fire Prevention's response time to inquiries, requests, and complaints.
Objective:	To respond to inquiries, requests and/or complaints within one working day.

Performance Indicators:	FY14 Actual	FY15 Actual	FY16 Projected
Percent of inquiries, requests, and complaints responded to within 1 working day	100%	100%	100%

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.

FIRE AND EMS / 410

Emergency Management (cont'd)

Goals, Objectives and Performance Data

Goal:	To upgrade and enhance the technological capabilities of the City's Emergency Operations Center.
Objective:	To ensure 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/non-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:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Percent of Full Scale exercises completed	100%	100%	100%
Percent of Functional exercises completed	100%	100%	100%
Percent of Tabletop exercises completed	100%	100%	100%

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:	To ensure the Department of Fire and Emergency Medical Services meets or exceed all regulatory requirements regarding personal protective equipment.
Objective:	To ensure each firefighter's personal protective equipment has met and continues to meet all applicable standards.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Percentage of Personal Protective Equipment inspected annually.	100%	100%	100%



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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
420:					
1000	Muscogee County Prison	$ 7,176,777	$ 7,802,788	$ 7,852,844	$ 7,908,766
DEPARTMENT TOTAL		**$ 7,176,777**	**$ 7,802,788**	**$ 7,852,844**	**$ 7,908,766**
% CHANGE			**8.72%**	**0.64%**	**0.71%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 5,589,562	$ 5,882,831	$ 5,715,026	$ 5,645,895
Operations	1,587,215	1,919,957	2,129,511	2,262,871
OPERATING BUDGET	**$ 7,176,777**	**$ 7,802,788**	**$ 7,844,537**	**$ 7,908,766**
Capital Budget		-	8,307	-
DEPARTMENT TOTAL	**$ 7,176,777**	**$ 7,802,788**	**$ 7,852,844**	**$ 7,908,766**
% CHANGE		**8.72%**	**0.64%**	**0.71%**

* Unaudited

MUSCOGEE COUNTY PRISON / 420

Personnel Summary: Authorized Positions

All Positions at MCP are Full Time	FY14 Actual	FY15 Actual	FY16 Adopted
420-1000 Muscogee County Prison	**111**	**111**	**111**
Warden	1	1	1
Deputy Warden	2	2	2
Correctional Sergeant	5	5	5
Senior Correctional Officer	37	37	37
Correctional Officer	38	38	38
Corrections Technician	21	21	21
Senior Correctional Counselor	1	1	3
Correctional Counselor	2	2	0
Adminstrative Coordinator	1	1	1
Administrative Clerk I	1	1	1
Accounting Technician*	1	1	1
Accounting Clerk	1	1	1
Inmate Labor	80	80	80
Total Full Time Positions/Inmate Labor	**111/80**	**111/80**	**111/80**

**One Accounting Technician Position is unfunded for FY12, FY13, FY14, FY15 and FY16.*

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.

MUSCOGEE COUNTY PRISON / 420

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:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Percentage of daily inspections and reports completed.	100%	100%	100%
Number of daily inspections and reports completed	1,800	1,800	1,800

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:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Percentage of Inmate head counts conducted.	100%	100%	100%
Number of Inmate head counts (outside facility).	1,200	1,150	1,100
Number of Inmate head counts (inside facility).	2,920	2,810	2,900



Expenditures By Division

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
500:					
1000	Sup Court Chief Judge	$ 289,173	$ 302,187	$ 300,082	$ 297,351
2000	District Attorney	1,853,030	1,979,267	2,021,954	2,242,848
2100	Adult Probation	142,225	147,409	133,215	134,258
2110	Juvenile Court	550,302	590,592	511,207	711,591
2115	Juvenile Court Clerk	159,099	172,316	160,119	-
2120	Court Intake Services	(1)	-	-	-
2125	Circuit Wide Jury Court	266,837	270,780	295,543	288,715
2140	Jury Manager	413,575	381,260	420,573	410,714
2150	Judge Mullins	211,926	214,389	206,687	207,102
2160	Judge Rumer	146,411	165,038	148,220	147,737
2170	Judge Smith	139,834	162,512	151,425	144,869
2180	Judge Peters	162,374	147,553	144,782	145,266
2190	Judge Jordan	211,456	203,390	217,151	198,436
2195	Judge Gottfried	-	73,445	139,100	145,422
2200	Victim/Witness	165,558	176,014	173,487	166,563
3000	Superior Court Clerk	1,981,498	2,113,663	1,974,466	1,944,974
3310	Board of Equalization	57,776	67,639	68,154	64,933
DEPARTMENT TOTAL		**$ 6,751,072**	**$ 7,167,454**	**$ 7,066,164**	**$ 7,250,779**
% CHANGE			**6.17%**	**-1.41%**	**2.61%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 5,839,839	$ 6,290,091	$ 6,226,969	$ 6,353,210
Operations	865,578	871,931	836,596	885,877
OPERATING BUDGET	**$ 6,705,417**	**$ 7,162,022**	**$ 7,063,565**	**$ 7,239,087**
Capital Budget	45,655	5,432	2,599	11,692
DEPARTMENT TOTAL	**$ 6,751,072**	**$ 7,167,454**	**$ 7,066,164**	**$ 7,250,779**
% CHANGE		**6.17%**	**-1.41%**	**2.61%**

* Unaudited

JUDICIAL & STATUTORY / 500/1000-3000

Personnel Summary: Authorized Positions

		FY14 Actual	FY15 Actual	FY16 Adopted
500-1000 Superior Court Judges	**FT/PT**	**17/5/2**	**17/5/2**	**17/5/2**
Chief Judge Superior Court		1	1	1
Judge Superior Court		6	6	6
Court Reporters		7	7	7
Law Clerk		2	2	2
Case Manager		1	1	1
Senior Judge Superior Court		5	5	5
Superior Court Coordinator (Seasonal Supplement)		1	1	1
Secretary (PT Supplement)		1	1	1
500-2000 District Attorney	**FT/PT**	**25/0**	**27/0**	**31/0**
District Attorney		1	1	1
Chief Assistant District Attorney		0	1	1
Deputy Assistant District Attorney		0	2	2
Assistant District Attorney I/II/III*		10	8	10
Investigator Supervisor - DA		1	1	1
Investigator - District Attorney*		6	6	7
Administrative Assistant		1	1	1
Paralegal		1	1	1
Legal Administrative Clerk*		5	6	7
500-2100 Adult Probation	**FT/PT**	**3/0**	**2/1**	**2/1**
Child Support Enforcement Manager		1	1	1
Accounting Clerk		2	1	1
Accounting Clerk (PT)		0	1	1
500-2110 Juvenile Court	**FT/PT**	**8/0**	**11/0**	**11/0**
Case Manager		2	2	2
Juvenile Court Director**		0	1	1
Juvenile Court Coordinator***		1	1	1
Custody Investigator**		2	3	3
Deputy Clerk II**		1	2	2
Administrative Secretary		1	1	1
Custody Investigator/Judicial Review Coordinator		1	1	1
500-2115 Juvenile Court Clerk	**FT/PT**	**3/0**	**0/0**	**0/0**
Custody Investigator**		0	0	0
Deputy Clerk II**		2	0	0
Assistant Chief Deputy**		1	0	0
500-2125 Circuit Wide Juv Court	**FT/PT**	**3/0**	**3/0**	**3/0**
Presiding Judge Juvenile Court Circuit Wide		1	1	1
Judge Juvenile Court Circuit Wide		2	2	2
500-2140 Jury Manager	**FT/PT**	**2/1**	**2/1**	**2/1**
Jury Manager		1	1	1
Deputy Clerk II		1	1	1
Admin Clerk I (PT)		1	1	1

JUDICIAL & STATUTORY / 500/1000-3000

Personnel Summary: Authorized Positions

		FY14 Actual	FY15 Actual	FY16 Adopted
500-2200 Victim/Witness Asst Prog	**FT/PT**	**3/0**	**3/0**	**3/0**
Victim/Witness Program Administrator		1	1	1
Victim Advocate		2	2	2
500-3000 Clerk of Superior Court	**FT/PT**	**35/2**	**35/2**	**35/2**
Clerk of Superior Court		1	1	1
Chief Deputy Clerk**		1	1	1
Assistant Chief Deputy Clerk		2	2	3
Senior Deputy Clerk**		7	7	7
Deputy Clerk II**		21	21	21
Deputy Clerk I		3	3	2
Deputy Clerk II (PT)		2	2	2
500-3310 Board of Equalization	**FT/PT**	**1/0**	**1/0**	**1/0**
Board of Equalization Administrator		1	1	1
Total Full Time/Part Time/Temporary Positions		**100/9/2**	**101/10/2**	**105/10/2**

Budget Note: For FY2016, Council approved the addition of four (4) positions, furniture and equipment to the District Attorney's Office for the express purpose of supporting the Rapid Resolution Initiative.

* Two (2) Assistant District Attorney (G22)

*Legal Administrative Clerk (G11)

*Investigator - District Attorney (G16)

Furniture and Equipment in the amount of $11,692

Budget Note:

**In FY15, per Ordinance 15-20 positions were transferred and/or reclassified.

*** Position is unfunded in FY16

SUPERIOR COURT JUDGES / 500-1000-2195

Program Description:

The Superior Courts are presided over by seven 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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
500:					
1000	Superior Court Judge	$ 289,173	$ 302,187	$ 300,082	$ 297,351
2150	Judge Mullins	$ 211,926	$ 214,389	$ 206,687	$ 207,102
2160	Judge Rumer	$ 146,411	$ 165,038	$ 148,220	$ 147,737
2170	Judge Smith	$ 139,834	$ 162,512	$ 151,425	$ 144,869
2180	Judge Peters	$ 162,374	$ 147,553	$ 144,782	$ 145,266
2190	Judge Jordan	$ 211,456	$ 203,390	$ 217,151	$ 198,436
2195	Judge Gottfried	$ -	$ 73,445	$ 139,100	$ 145,422
DIVISION TOTAL		**$ 1,161,174**	**$ 1,268,514**	**$ 1,307,447**	**$ 1,286,183**
% CHANGE			**9.24%**	**3.07%**	**-1.63%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 945,876	$ 1,044,793	$ 1,110,391	$ 1,079,994
Operations	174,608	218,289	194,458	206,189
OPERATING BUDGET	**$ 1,120,484**	**$ 1,263,082**	**$ 1,304,849**	**$ 1,286,183**
Capital Budget	40,690	5,432	2,599	-
DIVISION TOTAL	**$ 1,161,174**	**$ 1,268,514**	**$ 1,307,447**	**$ 1,286,183**
% CHANGE		**9.24%**	**3.07%**	**-1.63%**

* Unaudited

SUPERIOR COURT JUDGES / 500-1000-2195

Personnel Summary: Authorized Positions

	FY14 Actual	FY15 Actual	FY16 Adopted
500-1000 Sup Ct Chief Judge FT/PT	**17/5/2**	**17/5/2**	**17/5/2**
Chief Judge Superior Court	1	1	1
Judge Superior Court	6	6	6
Court Reporters	7	7	7
Law Clerk	2	2	2
Case Manager	1	1	1
Senior Judge Superior Court	5	5	5
Superior Court Coordinator (Seasonal Supplement)	1	1	1
Secretary (PT Supplement)	1	1	1
Total Full Time/Part Time Positions/Temporary	**17/5/2**	**17/5/2**	**17/5/2**

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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
500:					
2000	District Attorney	$ 1,853,029	$ 1,979,267	$ 2,021,954	$ 2,242,848
2200	Victim/Witness	165,558	176,014	173,487	166,563
DIVISION TOTAL		**$ 2,018,587**	**$ 2,155,281**	**$ 2,195,440**	**$ 2,409,411**
% CHANGE			**6.77%**	**1.86%**	**9.75%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 1,913,237	$ 2,070,496	$ 2,114,781	$ 2,319,208
Operations	105,350	84,785	80,660	78,511
OPERATING BUDGET	**$ 2,018,587**	**$ 2,155,281**	**$ 2,195,440**	**$ 2,397,719**
Capital Budget	-	-	-	11,692
DIVISION TOTAL	**$ 2,018,587**	**$ 2,155,281**	**$ 2,195,440**	**$ 2,409,411**
% CHANGE		**6.77%**	**1.86%**	**9.75%**

* Unaudited

Personnel Summary: Authorized Positions

	FY14 Actual	FY15 Actual	FY16 Adopted
500-2000 District Attorney FT/PT	**25/0**	**27/0**	**31/0**
District Attorney	1	1	1
Chief Assistant District Attorney	0	1	1
Deputy Assistant District Attorney	0	2	2
Assistant District Attorney I/II/III*	10	8	10
Investigator Supervisor - DA	1	1	1
Investigator - District Attorney*	6	6	7
Administrative Assistant	1	1	1
Paralegal	1	1	1
Legal Administrative Clerk*	5	6	7

DISTRICT ATTORNEY / 500-2000/2200

500-2200 Victim/Witness Assistance Program	**3/0**	**3/0**	**3/0**
Victim/Witness Program Administrator	1	1	1
Victim Advocate	2	2	2
Total Full Time/Part Time Positions	**28/0**	**30/0**	**34/0**

Budget Note: For FY2016, Council approved the addition of four (4) positions, furniture and equipment to the District Attorney's Office for the express purpose of supporting the Rapid Resolution Initiative.

* Two (2) Assistant District Attorney (G22)

*Legal Administrative Clerk (G11)

*Investigator - District Attorney (G16)

Furniture and Equipment in the amount of $11,692

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:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Total cases bound over	2,885	3,516	3,820
Total charges bound over	7,150	8,204	8,400

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:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Total cases disposed	2,875	3,489	3,900
Total charges disposed	7,070	7,070	8,450

DISTRICT ATTORNEY / 500-2000/2200
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 identify and assist victims and witnesses in their time of need.
Objective:	Send out victim packages, victim notifaction: Make telephone calls to gather information on victims and witnesses, inform them of upcoming court date and offer support. Enter data into Tracker for accurate documentation and reference.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Services Performed	100,000	180,320	223,000

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

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
500:				
2100 Adult Probation	$ 142,225	$ 147,409	$ 133,215	$ 134,258
DIVISION TOTAL	**$ 142,225**	**$ 147,409**	**$ 133,215**	**$ 134,258**
% CHANGE		**3.64%**	**-9.63%**	**0.78%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 132,627	$ 138,658	$ 126,111	$ 106,410
Operations	9,598	8,751	7,104	27,848
OPERATING BUDGET	**$ 142,225**	**$ 147,409**	**$ 133,215**	**$ 134,258**
Capital Budget	-	-	-	-
DIVISION TOTAL	**$ 142,225**	**$ 147,409**	**$ 133,215**	**$ 134,258**
% CHANGE		**3.64%**	**-9.63%**	**0.78%**

* Unaudited

Personnel Summary: Authorized Positions

	FY14 Actual	FY15 Actual	FY16 Adopted
500-2100 Adult Probation FT/PT	**3/0**	**2/1**	**2/1**
Child Support Enforcement Manager	1	1	1
Accounting Clerk	2	1	1
Accounting Clerk (PT)	0	1	1
Total Full Time/Part Time Positions	**3/0**	**2/1**	**2/1**

Budget Notes:
- One (1) Accounting Clerk FT (G10) was reclassed to Accounting Clerk PT (G10)

SUPERIOR COURT - JUVENILE COURT / 500-2110/2125

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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
500:					
2110	Juvenile Court	$ 550,302	$ 590,592	$ 511,207	$ 711,591
2125	Circuit Wide Jury Ct	266,837	270,780	295,543	288,715
DEPARTMENT TOTAL		**$ 817,139**	**$ 861,372**	**$ 806,750**	**$ 1,000,306**
% CHANGE			**5.41%**	**-6.34%**	**23.99%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 646,574	$ 687,029	$ 657,254	$ 818,061
Operations	165,600	174,343	149,496	182,245
OPERATING BUDGET	**$ 812,174**	**$ 861,372**	**$ 806,750**	**$ 1,000,306**
Capital Budget	4,965	-		-
DEPARTMENT TOTAL	**$ 817,139**	**$ 861,372**	**$ 806,750**	**$ 1,000,306**
% CHANGE		**5.41%**	**-6.34%**	**23.99%**

* Unaudited

SUPERIOR COURT - JUVENILE COURT / 500-2110/2125

Personnel Summary: Authorized Positions

	FY14 Actual	FY15 Actual	FY16 Adopted
500-2110 Juvenile Court FT/PT	**8/0**	**11/0**	**11/0**
Case Manager	2	2	2
Juvenile Court Director*	0	1	1
Juvenile Court Coordinator**	1	1	1
Custody Investigator*	2	3	3
Deputy Clerk II*	1	2	2
Administrative Secretary	2	2	1
Custody Investigator/Judicial Review Coordinator	0	0	1
500-2125 Circuit Wide Juvenile Court	**3/0**	**3/0**	**3/0**
Presiding Judge Juvenile Court Circuit Wide	1	1	1
Judge Juvenile Court Circuit Wide	2	2	2
Total Full Time/Part Time Positions	**11/0**	**14/0**	**14/0**

Budget Note:

*In FY15, per Ordinance 15-20 positions were transferred and/or reclassified.

** Position is unfunded in FY16

- In FY16 Juvenile Court Clerk unit (500-2115) was moved into Juvenile Court unit (500-2110) due to certain functions of Juvenile Court being transferred from the Clerk of Superior Court.

SUPERIOR COURT - JUVENILE COURT CLERK / 500-2115

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 or emotionally ill and mentally retarded), or who are alleged to have committed a traffic offense.

Expenditures By Division

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
500:				
2115 Juvenile Court Clerk	$ 159,099	$ 172,316	$ 160,119	$ -
DIVISION TOTAL	**$ 159,099**	**$ 172,316**	**$ 160,119**	**$ -**
% CHANGE		**8.31%**	**-7.08%**	**-100.00%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 152,601	$ 166,337	$ 155,200	$ -
Operations	6,498	5,979	4,919	-
OPERATING BUDGET	**$ 159,099**	**$ 172,316**	**$ 160,119**	**$ -**
Capital Budget	-	-	-	-
DIVISION TOTAL	**$ 159,099**	**$ 172,316**	**$ 160,119**	**$ -**
% CHANGE		**8.31%**	**-7.08%**	**-100.00%**

* Unaudited

Personnel Summary: Authorized Positions

		FY14 Actual	FY15 Actual	FY16 Adopted
500-2115 Juvenile Court Clerk	**FT/PT**	**3/0**	**0/0**	**0/0**
Custody Investigator*		0	0	0
Deputy Clerk II*		2	0	0
Assistant Chief Deputy*		1	0	0
Total Full Time/Part Time Positions		**3/0**	**0/0**	**0/0**

Budget Note:

*In FY15, per Ordinance 15-20 positions were transferred and/or reclassified.

- In FY16 Juvenile Court Clerk unit (500-2115) was moved into Juvenile Court unit (500-2110) due to certain functions of Juvenile Court being transferred from the Clerk of Superior Court.

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

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
500:				
2140 Jury Manager	$ 413,575	$ 381,261	$ 420,573	$ 410,714
DIVISION TOTAL	**$ 413,575**	**$ 381,261**	**$ 420,573**	**$ 410,714**
% CHANGE		**-7.81%**	**10.31%**	**-2.34%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 126,521	$ 130,766	$ 128,734	$ 124,440
Operations	287,054	250,495	291,838	286,274
OPERATING BUDGET	**$ 413,575**	**$ 381,261**	**$ 420,573**	**$ 410,714**
Capital Budget	-	-	-	-
DIVISION TOTAL	**$ 413,575**	**$ 381,261**	**$ 420,573**	**$ 410,714**
% CHANGE		**-7.81%**	**10.31%**	**-2.34%**

* Unaudited

Personnel Summary: Authorized Positions

		FY14 Actual	FY15 Actual	FY16 Adopted
500-2140 Jury Manager	**FT/PT**	**2/1**	**2/1**	**2/1**
Jury Manager		1	1	1
Deputy Clerk II		1	1	1
Admin Clerk I (PT)		1	1	1
Total Full Time/Part Time Positions		**2/1**	**2/1**	**2/1**

***Budget Note:** Beginning in FY16, the budget for Contractual Services will be increased by $31,000 to allow for software used by Jury Manager.

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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
500:					
3000	Clerk of Superior Court	$ 1,981,498	$ 2,113,663	$ 1,974,466	$ 1,944,974
DIVISION TOTAL		**$ 1,981,498**	**$ 2,113,663**	**$ 1,974,466**	**$ 1,944,974**
% CHANGE			**6.67%**	**-6.59%**	**-1.49%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 1,879,495	$ 2,002,523	$ 1,882,545	$ 1,858,571
Operations	102,003	111,140	91,921	86,403
OPERATING BUDGET	**$ 1,981,498**	**$ 2,113,663**	**$ 1,974,466**	**$ 1,944,974**
Capital Budget	-	-	-	-
DIVISION TOTAL	**$ 1,981,498**	**$ 2,113,663**	**$ 1,974,466**	**$ 1,944,974**
% CHANGE		**6.67%**	**-6.59%**	**-1.49%**

* Unaudited

Personnel Summary: Authorized Positions

		FY14 Actual	FY15 Actual	FY16 Adopted
500-3000 Clerk of Superior Court	**FT/PT**	**35/2**	**35/2**	**35/2**
Clerk of Superior Court		1	1	1
Chief Deputy Clerk**		1	1	1
Assistant Chief Deputy Clerk		2	2	3
Senior Deputy Clerk**		7	7	7
Deputy Clerk II**		21	21	21
Deputy Clerk I		3	3	2
Deputy Clerk II (PT)		2	2	2
Total Full Time/Part Time Positions		**35/2**	**35/2**	**35/2**

BOARD OF EQUALIZATION / 500-3310

Program Description:

The Board of Equalization is required by State Law to allow all property owners of Muscogee County, Georgia citizen's the opportunity to contest property tax valauations by the Tax Assessor's Office.

Expenditures By Division

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
500:				
3310 Board of Equalization	$ 57,776	$ 67,638	$ 68,154	$ 64,933
DIVISION TOTAL	**$ 57,776**	**$ 67,638**	**$ 68,154**	**$ 64,933**
% CHANGE		**17.07%**	**0.76%**	**-4.73%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 42,908	$ 49,489	$ 51,953	$ 46,526
Operations	14,868	18,149	16,201	18,407
OPERATING BUDGET	**$ 57,776**	**$ 67,638**	**$ 68,154**	**$ 64,933**
Capital Budget	-	-	-	-
DIVISION TOTAL	**$ 57,776**	**$ 67,638**	**$ 68,154**	**$ 64,933**
% CHANGE		**17.07%**	**0.76%**	**-4.73%**

* Unaudited

Personnel Summary: Authorized Positions

	FY14 Actual	FY15 Actual	FY16 Adopted
500-3310 Board of Equalization FT/PT	**1/0**	**1/0**	**1/0**
BOE Administrator	1	1	1
Total Full Time/Part Time Positions	**1/0**	**1/0**	**1/0**



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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
510:					
1000	State Court Judges	$ 591,670	$ 636,911	$ 601,359	$ 590,961
2000	Solicitor	1,094,118	1,076,933	1,070,772	1,084,941
DEPARTMENT TOTAL		**$ 1,685,788**	**$ 1,713,844**	**$ 1,672,131**	**$ 1,675,902**
% CHANGE			**1.66%**	**-2.43%**	**0.23%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 1,634,726	$ 1,649,576	$ 1,630,067	$ 1,589,011
Operations	51,062	64,269	42,064	86,891
OPERATING BUDGET	**$ 1,685,788**	**$ 1,713,845**	**$ 1,672,131**	**$ 1,675,902**
Capital Budget	-	-	-	-
DEPARTMENT TOTAL	**$ 1,685,788**	**$ 1,713,845**	**$ 1,672,131**	**$ 1,675,902**
% CHANGE		**1.66%**	**-2.43%**	**0.23%**

* Unaudited

State Court / 510

Personnel Summary: Authorized Positions

		FY14 Actual	FY15 Actual	FY16 Adopted
510-1000 State Court Judges	**FT/PT**	**6/0**	**6/0**	**6/0**
State Court Judges		2	2	2
Court Reporter		2	2	2
Senior Deputy Clerk		2	2	2
510-2000 Solicitor	**FT/PT**	**13/1**	**14/0**	**14/0**
Solicitor State Court		1	1	1
Chief Assistant Solicitor General		1	1	1
Assistant Solicitor General		4	4	4
Investigator Supervisor		1	1	1
Investigator - Solicitor General		3	4	4
Court Coordinator		1	1	1
Deputy Clerk II		2	1	1
Judicial Admin Tech II		0	1	1
Deputy Clerk I (PT)		1	0	0
Total Full Time/Part Time Positions		**19/1**	**20/0**	**20/0**

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:	FY14 Actual	FY15 Actual	FY16 Projected
Number of cases prosecuted.	9,600	9,700	9,800

Budget Note: In FY2015, the State Solicitor's Office moved one Judicial Admin Tech II position from a Grant Fund to the General Fund and moved one Deputy Clerk II position from General Fund to the same Grant Fund (Fund 0216).



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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
520:					
1000	Public Defender	$ 1,140,817	$ 1,200,957	$ 1,165,006	$ 1,403,000
2000	Muscogee County Public Defender	212,070	213,433	212,710	240,749
DEPARTMENT TOTAL		**$ 1,352,887**	**$ 1,414,389**	**$ 1,377,716**	**$ 1,643,749**
% CHANGE			**4.55%**	**-2.59%**	**19.31%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 476,872	$ 518,727	$ 508,814	$ 505,882
Operations	876,015	895,662	868,903	1,073,517
OPERATING BUDGET	**$ 1,352,887**	**$ 1,414,389**	**$ 1,377,716**	**$ 1,579,399**
Capital Budget	-	-	-	64,350
DEPARTMENT TOTAL	**$ 1,352,887**	**$ 1,414,389**	**$ 1,377,716**	**$ 1,643,749**
% CHANGE		**4.55%**	**-2.59%**	**19.31%**

* Unaudited

PUBLIC DEFENDER / 520

Personnel Summary: Authorized Positions

	FY14 Actual	FY15 Actual	FY16 Adopted
520-1000 Public Defender FT/PT	**9/1**	**9/1**	**9/1**
Assistant Public Defender*	1	1	1
Assistant Public Defender (PT)*	1	1	1
Investigator - Public Defender	6	6	6
Legal Administrative Clerk II	1	1	1
Legal Administrative Clerk I	1	1	1
Total Full Time/Part Time Positions	**9/1**	**9/1**	**9/1**

** 1 (FT) Assistant Public Defender is in Dept 520-2000 and Funding for a (PT) Assistant Public Defender is in Dept 520-2000 also.*

Program Description:

The Office of the Public Defender, Chattahoochee Judicial Circuit, is a unit of the Georgia Public Defender Standards Council. The Public Defender represents indigent persons who have criminal cases pending in the Superior Courts of Chattahoochee, Harris, Marion, Muscogee, Talbot, and Taylor counties.

Goals, Objectives and Performance Data

Goal:	The goal is to represent indigent defendants so as to assure that the judicial process treats poor people fairly and equitably and to do so in a fiscally responsible way.
Objective:	The agency intends to insure that defendants who have criminal actions pending against them have capable, competent, and effective representation.

Performance Indicators:	FY14 Actual	FY15 Actual	FY16 Projected
Cases Assigned	5,570	5,670	5,735
Cases Closed	3,356	2,994	3,441

Budget Note: For FY2016, Council approved Office Space Renovation for the Public Defenders Office in the amount of $64,350 for the express purpose of supporting the Rapid Resolution Initiative.



Expenditures By Division

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
530:					
1000	Municpal Court Judge	$ 379,125	$ 389,056	$ 372,603	$ 361,669
2000	Clerk of Municipal Cour	706,481	773,629	770,125	738,424
3000	Marshal	1,312,529	1,323,055	1,235,078	1,075,259
DEPARTMENT TOTAL		**$ 2,398,135**	**$ 2,485,740**	**$ 2,377,806**	**$ 2,175,352**
% CHANGE			**3.65%**	**-4.34%**	**-8.51%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 2,115,982	$ 2,237,679	$ 2,171,596	$ 2,034,870
Operations	282,153	248,061	206,210	140,482
OPERATING BUDGET	**$ 2,398,135**	**$ 2,485,740**	**$ 2,377,806**	**$ 2,175,352**
Capital Budget	-	-	-	-
DEPARTMENT TOTAL	**$ 2,398,135**	**$ 2,485,740**	**$ 2,377,806**	**$ 2,175,352**
% CHANGE		**3.65%**	**-4.34%**	**-8.51%**

* Unaudited

MUNICIPAL COURT / 530

Personnel Summary: Authorized Positions

	FY14 Actual	FY15 Actual	FY16 Adopted
530-1000 Municipal Court Judge FT/PT	**5/1**	**5/1**	**5/1**
Municipal Court Judge	1	1	1
Court Coordinator	1	1	1
Senior Deputy Clerk	1	1	1
Deputy Clerk II	2	2	2
Associate Judge (Supplement)	1	1	1
530-2000 Clerk of Municipal Court FT/PT	**14/0**	**14/0**	**14/0**
Clerk of Municipal Court	1	1	1
Court Coordinator I	1	1	1
Deputy Clerk II	10	10	10
Deputy Clerk I	1	1	1
Administrative Assistant	1	1	1
530-3000 Marshal FT/PT	**17/7**	**17/7**	**15/7**
Municipal Court Marshal	1	1	1
Chief Deputy Marshal	1	1	1
Deputy Marshal Captain	2	2	2
Deputy Marshal Lieutenant	1	1	1
Deputy Marshal Sergeant	2	2	2
Deputy Marshal	8	6	4
Deputy Marshal Corporal	0	2	2
Administrative Assistant	1	1	1
Commuication Technician III	1	1	1
Reserve Deputy Bailiff*	7	7	7
Total Full Time/Part Time Positions	**36/8**	**36/8**	**34/7**

Budget Note: For FY2016, Council approved to decrease Muscogee County Marshal Office funding by the equivalent of Three (3) PS14 Positions. Although funding was decreased, only 2 General Fund positions were deleted per budget ordinance 15-24.

**The number of Reserve Bailiff Positions varies*

Municipal Court Judge

Program Description:

The Magistrate Court of Muscogee County has jurisdiction of civil claims where exclusive jurisdiction is not vested in superior court. Magistrate court is confined in most cases to a monetary limit of $15.000. The court handles the issuance of summons, trial of issues, and issuance of writs and judgement's in dispossessory proceedings and distress warrants. This court also handles: garnishments, abandoned vehicles and interrogatories. The Magistrate court provides for the filing of answers, counterclaims, and other pleadings, directly related to Magistrate Court cases The court handles all of its scheduling if hearings in conjunction with those hearings set for Municipal Court.

Goals, Objectives and Performance Data

Goal:	To reduce the length of time it takes to have a hearing on individual cases. Currently, once
Objective:	To have hearings on cases that have answers filed in a timely manner. Legislation

Performance Indicators:	FY14 Actual	FY15 Actual	FY16 Projected
Number of cases that went to trial.	580	590	600

MUNICIPAL COURT / 530

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.

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

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Number of Civil Papers Served	26,833	28,174	29,580
Number of Evictions completed	5,321	5,500	5,550
Schedules and Monies taken in	$80,000	$76,500	$148,181



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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
540:					
1000	Judge of Probate	$ 400,570	$ 433,548	$ 445,494	$ 438,508
DEPARTMENT TOTAL		**$ 400,570**	**$ 433,548**	**$ 445,494**	**$ 438,508**
% CHANGE			**8.23%**	**2.76%**	**-1.57%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 349,951	$ 387,271	$ 401,641	$ 390,718
Operations	50,619	46,277	43,853	47,790
OPERATING BUDGET	**$ 400,570**	**$ 433,548**	**$ 445,494**	**$ 438,508**
Capital Budget	-	-	-	-
DEPARTMENT TOTAL	**$ 400,570**	**$ 433,548**	**$ 445,494**	**$ 438,508**
% CHANGE		**8.23%**	**2.76%**	**-1.57%**

* Unaudited

PROBATE COURT / 540

Personnel Summary: Authorized Positions

		FY14 Actual	FY15 Actual	FY16 Adopted
540-1000 Probate Court	**FT/PT**	**6/0**	**6/0**	**6/0**
Probate Judge		1	1	1
Probate Law Clerk		0	0	0
Law Clerk/Fiduciary Compliance Officer		1	1	1
Deputy Clerk		1	1	1
Deputy Clerk II		3	3	3
Total Full Time/Part Time Positions		**6/0**	**6/0**	**6/0**

Goals, Objectives and Performance Data

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:	FY14 Actual	FY15 Actual	FY16 Projected
Number of petitions filed	1,071	973	1,000
Marriage licenses issued	1,848	2,002	2,000
Pistol licenses issued	1,498	2,706	2,700



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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
550:					
1000	Administration	$ 2,204,494	$ 2,415,904	$ 2,275,080	$ 2,131,879
2100	Operations	4,231,727	4,159,480	4,162,233	3,831,675
2300	Training	4,504	-	-	-
2400	Motor Transport	408,471	377,020	298,226	255,000
2500	Recorders Court	107,446	110,991	110,492	108,643
2600	Detention	15,396,541	15,345,264	14,944,393	14,216,984
2650	Medical	4,872,642	4,286,456	4,168,485	4,205,936
DEPARTMENT TOTAL		**$ 27,225,825**	**$ 26,695,115**	**$ 25,958,911**	**$ 24,750,117**
% CHANGE			**-1.95%**	**-2.76%**	**-4.66%**

* Unaudited

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Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 20,854,018	$ 19,781,032	$ 18,903,781	$ 17,868,474
Operations	6,344,996	6,836,736	7,055,130	6,881,643
OPERATING BUDGET	**$ 27,199,014**	**$ 26,617,769**	**$ 25,958,911**	**$ 24,750,117**
Capital Budget	26,811	77,346	-	-
DEPARTMENT TOTAL	**$ 27,225,825**	**$ 26,695,115**	**$ 25,958,911**	**$ 24,750,117**
% CHANGE		**-1.95%**	**-2.76%**	**-4.66%**

* Unaudited

SHERIFF / 550

Personnel Summary: Authorized Positions

		FY14 Actual	FY15 Actual	FY16 Adopted
550-1000 Administration	**FT/PT**	**30/2**	**36/2**	**35/2**
Sheriff		1	1	1
Chief Deputy Sheriff		1	1	1
Major		2	2	2
Captain		1	1	1
Lieutenant		3	3	2
Sergeant		1	4	4
Deputy Sheriff Technician		5	5	5
Deputy Sheriff		5	5	5
Deputy Sheriff Field Training Officer		0	2	2
Judicial Administrative Technician II		3	3	3
Investigator		0	1	1
Administrative Secretary		3	3	3
Administrative Clerk II		1	1	1
Administrative Clerk I		1	1	1
Accounting Technician		1	1	1
Administrative Coordinator		1	1	1
Criminal Record Technician		1	1	1
Administrative Secretary (PT)		2	2	2
550-2100 Operations	**FT/PT/Temp**	**65/0/86**	**55/0/86**	**56/0/86**
Major		1	1	1
Captain		0	0	0
Lieutenant		4	5	6
Sergeant		6	7	7
Deputy Sheriff		34	19	19
Investigator		4	7	7
Identification Technician		5	0	0
Communication Technician III		3	3	3
Security Guards		2	2	2
Administrative Coordinator		1	1	1
Deputy Sheriff Technician		2	7	7
Deputy Sheriff Field Training Officer		2	2	2
Accounting Clerk		1	1	1
Reserve Deputy		41	41	41
Bailiffs		45	45	45
550-2500 Recorders Court	**FT/PT**	**1/0**	**1/0**	**1/0**
Jail Commander		1	1	1

SHERIFF / 550

Personnel Summary: Authorized Positions

	FY14 Actual	FY15 Actual	FY16 Adopted
550-2600 Detention FT/PT	**231/0**	**231/0**	**235/0**
Jail Commander	1	1	1
Captain	2	2	2
Lieutenant	6	6	6
Sergeant	23	20	20
Deputy Sheriff	100	109	109
Deputy Sheriff Field Training Officers	10	7	7
Deputy Sheriff Technician	0	1	1
Sheriff Correctional Officer	74	74	74
Criminal Records Technician	5	5	5
Identification Technician	8	8	8
Administrative Clerk II	0	0	0
Accounting Clerk	1	1	1
Sheriff Human Resources Technician	1	1	1
550-2650 Medical (Contracted out in FY14)	**0/0**	**0/0**	**0/0**
Health Service Administrator	0	0	0
Registered Nurse	0	0	0
Clinic Manager	0	0	0
Licensed Practical Nurse	0	0	0
Medical Technician	0	0	0
Medical Records Clerk	0	0	0
Registered Nurse (Temporary)	0	0	0
Licensed Practical Nurse (Temporary)	0	0	0
Medical Records Clerk (Temporary)	0	0	0
Medical Technician (Temporary)	0	0	0
Total Full Time/Part Time/Temporary Positions	**327/2/86**	**327/2/86**	**327/2/86**

SHERIFF / 550

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 in order to provide this support. We seek to strengthen our partnership and relationship in all aspects of our community and fulfill our duties by adapting to changing needs of our community and by adhering to the highest standards of Integrity, ethics and professionalism when in the performance of our duties as Deputy Sheriff's of Muscogee County.

Goals, Objectives and Performance Data

Goal:	To concentrate on good customer service and enter civil papers promptly and efficiently.
Objective:	To be good stewards of taxpayer dollars and being committed to quality service through planning, organizing, communication and delivery while reflecting positively on the Sheriff's Office. To complete 100 percent of civil documents.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Number of civil documents processed	57,714	71,105	52,500

Goals, Objectives and Performance Data

Goal:	To promptly, efficiently and politely answer all calls received by the Sheriff's Office.
Objective:	To process 100 percent of the phone calls received.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Number of phone calls received	82,818	41,528	22,000

Budget Notes:
The Administrative Clerk I full time position is utilized as two Administrative Clerk I part time positions.

SHERIFF / 550

Operations

Program Description:

The Operations Bureau of the Muscogee County Sheriff's Office is responsible for the following: Patrol Services, Courts Services, Investigative/Felony Apprehension Services (internal and external), Civil Processes, Misdemeanor warrant apprehension and services, Canine services, Sex Offenders registration and verification, Special Events, Special Response Teams, out of town transports, and Mobile Command Deployment.

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:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Number of misdemeanor criminal warrants checked	4,600	8,991	7,100

Goals, Objectives and Performance Data

Goal:	Protect and serve all Courts that operate judicially within Muscogee County.
Objective:	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.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Court Cases attended	716	1,484	1,400

SHERIFF / 550

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.

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 provide a safe and secure environment for our staff and inmates.
Objective:	Proactive superivision and quality control of processes.

Performance Indicators:	FY14 Actual	FY15 Actual	FY16 Projected
Increased participation in inmate programs	252	349	597

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.

Budget Notes:

Medical Services were placed under management by a contractor beginning in FY14.

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:	FY14 Actual	FY15 Actual	FY16 Projected
Requests met within set timelines	95%	95%	97%



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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
560:					
1000	Tax Commissioner	$ 1,498,669	$ 1,658,685	$ 1,590,196	$ 1,633,417
DEPARTMENT TOTAL		**$ 1,498,669**	**$ 1,658,685**	**$ 1,590,196**	**$ 1,633,417**
% CHANGE			**10.68%**	**-4.13%**	**2.72%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 1,330,254	$ 1,463,563	$ 1,407,147	$ 1,411,544
Operations	168,416	195,123	171,836	196,873
OPERATING BUDGET	**$ 1,498,669**	**$ 1,658,685**	**$ 1,578,983**	**$ 1,608,417**
Capital Budget	-	-	11,213	25,000
DEPARTMENT TOTAL	**$ 1,498,669**	**$ 1,658,685**	**$ 1,590,196**	**$ 1,633,417**
% CHANGE		**10.68%**	**-4.13%**	**2.72%**

* Unaudited

TAX COMMISSIONER / 560

Personnel Summary: Authorized Positions

	FY14 Actual	FY15 Actual	FY16 Adopted
560-1000 Tax Commissioner FT/PT	**28/2**	**28/2**	**28/2**
Tax Commissioner	1	1	1
Chief Deputy Tax Commissioner	1	1	1
Deputy Tax Commissioner	3	3	3
Administrative Technician	1	1	1
Tax Specialist	1	2	2
Accounting Operations Administrator	1	1	1
Tax Clerk II	6	7	7
Tax Clerk I	14	12	12
Support Clerk	0	0	0
Support Clerk (PT)	2	2	2
Total Full Time/Part Time Positions	**28/2**	**28/2**	**28/2**

Program Description:

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 provide courteous, prompt, efficient service to citizens and government in the collection and remission of revenue. (property taxes, mv registration, fees & penalties, etc).
Objective:	Implement new motor vehicle and property tax laws.
Objective:	Obtain 99% property tax collection rate.
Objective:	Implement motor vehicle internet registration renewal.
Objective:	Improve property tax billing and collection technology.

Performance Indicators:	FY14 Actual	FY15 Actual	FY16 Projected
Motor Vehicle Services	261,500	262,525	26,500
Title Transactions	62,500	61,588	65,000
Property Tax Billing	155,000	154,253	160,000
Telephone Calls	140,000	145,000	150,000



Mission Statement:

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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
570:					
1000	Office of the Coroner	$ 292,707	$ 308,176	$ 288,308	$ 289,029
DEPARTMENT TOTAL		**$ 292,707**	**$ 308,176**	**$ 288,308**	**$ 289,029**
% CHANGE			**5.28%**	**-6.45%**	**0.25%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 263,173	$ 275,902	$ 259,040	$ 266,415
Operations	29,534	32,274	29,268	22,614
OPERATING BUDGET	**$ 292,707**	**$ 308,176**	**$ 288,308**	**$ 289,029**
Capital Budget	-	-	-	-
DEPARTMENT TOTAL	**$ 292,707**	**$ 308,176**	**$ 288,308**	**$ 289,029**
% CHANGE		**5.28%**	**-6.45%**	**0.25%**

* Unaudited

CORONER / 570

Personnel Summary: Authorized Positions

		FY14 Actual	FY15 Actual	FY16 Adopted
570-1000 Coroner	**FT/PT**	**4/1**	**4/1**	**4/1**
Coroner		1	1	1
Deputy Coroner		2	2	2
Administrative Assistant		1	1	1
Driver (PT)		1	1	1
Total Full Time/Part Time Positions		**4/1**	**4/1**	**4/1**

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 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:	FY14 Actual	FY15 Actual	FY16 Projected
Percentage of Completion	97%	97%	97%

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:	FY14 Actual	FY15 Actual	FY16 Projected
Percentage of transports without incident	100%	100%	100%



Mission Statement:

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.

Expenditures By Division

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
580:					
1000	Recorder's Court	851,686	935,231	903,463	876,287
DEPARTMENT TOTAL		**$ 851,686**	**$ 935,231**	**$ 903,463**	**$ 876,287**
% CHANGE			**9.81%**	**-3.40%**	**-3.01%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 686,201	$ 752,373	$ 725,671	$ 712,122
Operations	165,485	182,858	177,792	164,165
OPERATING BUDGET	**$ 851,686**	**$ 935,231**	**$ 903,463**	**$ 876,287**
Capital Budget	-	-	-	-
DEPARTMENT TOTAL	**$ 851,686**	**$ 935,231**	**$ 903,463**	**$ 876,287**
% CHANGE		**9.81%**	**-3.40%**	**-3.01%**

* Unaudited

RECORDER'S COURT / 580

Personnel Summary: Authorized Positions

	FY14 Actual	FY15 Actual	FY16 Adopted
580-1000 Recorder's Court FT/PT	**15/2**	**15/2**	**15/2**
Recorder's Court Judge Pro Tem	2	2	2
Court Coordinator	1	1	1
Judicial Administration Technician III	1	1	1
Judicial Administration Technician II	7	7	7
Judicial Administration Technician I	2	2	2
Accounting Clerk	2	2	2
Recorder's Court Judge Pro Tem (PT)	2	2	2
Total Full Time/Part Time Positions	**15/2**	**15/2**	**15/2**

Recorder's 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.



Non-Departmental

Expenditures By Division

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
590:					
1000	Agency Appropriations	$ 1,819,100	$ 1,567,476	$ 1,344,047	$ 1,294,851
2000	Contingency	87,756	163,241	114,174	447,706
3000	Non-Categorical	8,169,411	10,241,534	9,796,584	8,332,797
4000	Inter-Fund Transfer	5,471,454	3,277,767	1,497,394	1,585,273
6500	Port Columbus Naval Museum	247,409	231,011	196,951	231,396
DEPARTMENT TOTAL		**$ 15,795,130**	**$ 15,481,029**	**$ 12,949,150**	**$ 11,892,023**
% CHANGE			**-1.99%**	**-16.35%**	**-8.16%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 299,390	$ 283,423	$ 251,016	$ 231,396
Operations	15,495,740	15,197,606	12,698,134	11,610,627
OPERATING BUDGET	**$ 15,795,130**	**$ 15,481,029**	**$ 12,949,150**	**$ 11,842,023**
Capital Budget	-	-	-	50,000
DEPARTMENT TOTAL	**$ 15,795,130**	**$ 15,481,029**	**$ 12,949,150**	**$ 11,892,023**
% CHANGE		**-1.99%**	**-16.35%**	**-8.16%**

* 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.

Agency Appropriations:

Agency	FY15 Appropriation	FY16 Adopted
Health Department Services	$502,012	$502,012
Health Department Rent	315,713	318,595
Department of Family & Children Services	48,135	41,500
Airport Commission	40,000	40,000
River Valley Development Planning Commission	198,413	202,824
Keep Columbus Beautiful	49,854	0
New Horizons Community Service Board	144,932	144,932
Uptown Columbus	44,988	44,988
TOTAL	**$ 1,344,047**	**$ 1,294,851**

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 / 590

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.

Project Description	FY16 Adopted
Street Lighting Energy	$3,400,000
Workers Compensation	$3,473,193
Uninsured Losses	$229,604
Peace Officer's Annuity	$840,000
Ligitation and Court Costs	$300,000
All Other Non-Categorical Expenditures	$90,000
	$8,332,797

Capital Outlay: $50,000 has been budgeted as a contingency reserve in this department.

Inter-Fund Transfers

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 Civic Center and Golf Courses. Finally, this activity accounts for transfers of funds allocated to the Capital Improvement Program.

Project Description		FY16 Adopted
Transfer to Multi Governmental Fund	$	350,000
Transfer to Medical Center Fund	$	600,000
Transfer to Civic Center	$	200,000
Transfer to Oxbow Creek Golf Course	$	250,000
Transfer to Parking Management Fund	$	135,273
Transfer to Bull Creek Golf Course	$	50,000
	$	**1,585,273**

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.

2009 Other Local Option Sales Tax (LOST) FUND

The Other Local Option Sales Tax Fund is an operating fund of the government that accounts for all financial resources related to the other Local Option Sales Tax implemented in 2009.

Return to Fund Overview

LOST FUND / 0102 - CRIME PREVENTION

Mission Statement:

The purpose of the Crime Prevention and Intervention Program is to identify and recommend long-term initiatives that will assist in preventing crime in Columbus, Georgia. It is much more cost efficient in the long run to prevent crime than for the public to bear the costs of incarceration. There will be five areas of emphasis that the program will focus on including Recreation. Education, Drug and Alcohol Prevention and Intervention, Employment and Jobs, and Community Policing.

Expenditures By Division

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
110:					
9900	Office of the Crime Prevention**	$ 80,315	$ 86,309	$ 84,110	$ 841,586
9903	Crime Prevention Programs	$ 511,817	$ 643,797	$ 447,000	$ -
9904	Crime Prev- D.A.R.E. to be GREAT	$ 106,932	$ 85,038	$ 62,426	$ -
9905	Juvenile Drug Court	$ 29,713	$ 30,404	$ 23,670	$ -
9906	Boxwood Recreation Center	$ 12,018	$ 13,510	$ 59,440	$ -
9907	Copper Theft Task Force	$ 2,202	$ -	$ -	$ -
9908	Adult Drug Court	$ 39,219	$ 24,676	$ 53,055	$ -
9909	Jr. Marshal Program	$ 51,752	$ 20,428	$ 21,970	$ -
9910	Mental Health Court	$ -	$ 4,624	$ 6,277	$ -
DEPARTMENT TOTAL		**$ 833,968**	**$ 908,785**	**$ 757,948**	**$ 841,586**
% CHANGE			**8.97%**	**-16.60%**	**11.03%**

* Unaudited

** During the course of the Fiscal Year, the Office of Crime Prevention allocates funding to specified Crime Prevention Programs from its total appropriation.

LOST FUND / 0102 - CRIME PREVENTION

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 174,276	$ 123,007	$ 181,302	$ 79,586
Operations	659,692	785,710	568,192	762,000
OPERATING BUDGET	**$ 833,968**	**$ 908,717**	**$ 749,494**	**$ 841,586**
Capital Budget	-	68	8,454	-
DEPARTMENT TOTAL	**$ 833,968**	**$ 908,785**	**$ 757,948**	**$ 841,586**
% CHANGE		**8.97%**	**-16.60%**	**11.03%**

* Unaudited

Personnel Summary: Authorized Positions

	FY14 Actual	FY15 Actual	FY16 Adopted
110-9900 Office of Crime Prevention FT/PT	**1**	**1**	**1**
Crime Prevention Director - LOST Funded	1	1	1
Total Full Time/Part Time Positions	**1**	**1**	**1**

LOST FUND / 0102 - CIVIC CENTER

Mission Statement:

To provide events with quality professional services, while progressively managing clean, safe, well maintained and self-supporting facilities.

Expenditures By Division

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
160:					
9900	Civic Center	$ 3,991	$ 4,084	$ -	$ -
DEPARTMENT TOTAL		**$ 3,991**	**$ 4,084**	**$ -**	**$ -**
% CHANGE			**2.34%**	**-100.00%**	**N/A**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 3,991	$ 4,084	$ -	$ -
Operations	-	-	-	-
OPERATING BUDGET	**$ 3,991**	**$ 4,084**	**$ -**	**$ -**
Capital Budget	-	-	-	-
DEPARTMENT TOTAL	**$ 3,991**	**$ 4,084**	**$ -**	**$ -**
% CHANGE		**2.34%**	**-100.00%**	**N/A**

* Unaudited

LOST FUND / 0102 - PUBLIC WORKS

Mission Statement:

The Department of Public Works 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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
260:					
9900	Public Works	$ 111,669	$ 124,257	$ 121,159	$ 132,500
DEPARTMENT TOTAL		**$ 111,669**	**$ 124,257**	**$ 121,159**	**$ 132,500**
% CHANGE			**11.27%**	**-2.49%**	**9.36%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 111,669	$ 124,257	$ 121,159	$ 132,500
Operations	-	-	-	-
OPERATING BUDGET	**$ 111,669**	**$ 124,257**	**$ 121,159**	**$ 132,500**
Capital Budget	-	-	-	-
DEPARTMENT TOTAL	**$ 111,669**	**$ 124,257**	**$ 121,159**	**$ 132,500**
% CHANGE		**11.27%**	**-2.49%**	**9.36%**

* Unaudited

Budget Notes:

$4,016 (including benefits) Annual Supplement for 34 Sworn Officers

- Supplement funding for 1 unfunded General Fund Corerctional Officer position is not included in FY16 budget.

LOST FUND / 0102 - PARKS & RECREATION

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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
270:					
9900	Parks & Recreation	$ 45,114	$ 51,543	$ 50,428	$ 52,197
DEPARTMENT TOTAL		**$ 45,114**	**$ 51,543**	**$ 50,428**	**$ 52,197**
% CHANGE			**14.25%**	**-2.16%**	**3.51%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 45,114	$ 51,543	$ 50,428	$ 52,197
Operations	-	-	-	-
OPERATING BUDGET	**$ 45,114**	**$ 51,543**	**$ 50,428**	**$ 52,197**
Capital Budget	-	-	-	-
DEPARTMENT TOTAL	**$ 45,114**	**$ 51,543**	**$ 50,428**	**$ 52,197**
% CHANGE		**14.25%**	**-2.16%**	**3.51%**

* Unaudited

Budget Notes:

$4,016 (including benefits) Annual Supplement for 13 Sworn Officers

LOST FUND / 0102 - POLICE

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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
400:					
9900	Police	$ 9,633,865	$ 8,422,931	$ 9,462,183	$ 9,771,525
9902	E-911	379,916	364,312	364,312	704,178
DEPARTMENT TOTAL		**$ 10,013,781**	**$ 8,787,243**	**$ 9,826,495**	**$ 10,475,703**
% CHANGE			**-12.25%**	**11.83%**	**6.61%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 7,167,984	$ 8,013,403	$ 8,013,403	$ 8,180,344
Operations	454,069	379,851	379,851	812,844
OPERATING BUDGET	**$ 7,622,053**	**$ 8,393,254**	**$ 8,393,254**	**$ 8,993,188**
Capital Budget	2,391,728	393,989	1,433,241	1,482,515
DEPARTMENT TOTAL	**$ 10,013,781**	**$ 8,787,243**	**$ 9,826,495**	**$ 10,475,703**
% CHANGE		**-12.25%**	**11.83%**	**6.61%**

* Unaudited

Personnel Summary: Authorized Positions

		FY14 Actual	FY15 Actual	FY16 Adopted
400-9900 Police	**FT/PT**	**110**	**110**	**110**
Sergeant		12	12	12
Corporal		14	14	14
Officer*		84	84	84
400-9902 E-911	**FT/PT**	**9**	**9**	**9**
Comunication Technician I/II/III		9	9	9
Total Full Time/Part Time Positions		**119**	**119**	**119**

** For FY14 to FY16, ten (10) Police Officers were temporarily transferred from the General Fund to the LOST Fund*

LOST FUND / 0102 - POLICE

Budget Notes:
$4,016 (including benefits) Annual Supplement for 488 Sworn Officers

Police Operations: $460,366
Education/Training = $24,926
Software Lease = $24,500
Operating Materials = $56,643
Motor Fuel = $309,297
Uniforms = $45,000

Police Capital Outlay: $1,482,515
Twenty (20) Police Pursuit Vehicles = $1,007,300
Three (3) Harley Davidson Motorcycle with Radar Unit = $80,835
Twenty-One (21) Unmarked Police Vehicles = $56,643

E911 Operations: $352,478
Contractual Services for System Upgrade (Year 2 of 5) = $352,478

LOST FUND / 0102 - FIRE/EMS

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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
410					
9900	Fire / EMS	$ 2,833,993	$ 2,877,488	$ 2,739,427	$ 3,373,634
DEPARTMENT TOTAL		**$ 2,833,993**	**$ 2,877,488**	**$ 2,739,427**	**$ 3,373,634**
% CHANGE			**1.53%**	**-4.80%**	**23.15%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 1,784,958	$ 2,664,151	$ 2,612,697	$ 2,563,634
Operations	29,844	98,807	126,730	100,000
OPERATING BUDGET	**$ 1,814,802**	**$ 2,762,958**	**$ 2,739,427**	**$ 2,663,634**
Capital Budget	1,019,191	114,530		710,000
DEPARTMENT TOTAL	**$ 2,833,993**	**$ 2,877,488**	**$ 2,739,427**	**$ 3,373,634**
% CHANGE		**1.53%**	**-4.80%**	**23.15%**

* Unaudited

Personnel Summary: Authorized Positions

		FY14 Actual	FY15 Actual	FY16 Adopted
410-9900 Fire/EMS	**FT/PT**	**20**	**20**	**20**
Firefighter/EMT/Fire Medic*		20	20	20
Total Full Time/Part Time Positions		**20**	**20**	**20**

** For FY14 to FY16, fourteen (14) Firefighters were temporarily transferred from General Fund to LOST Fund*

Budget Notes:
$4,016 (including benefits) Annual Supplement for 376 Sworn Officers

Operations: $100,000
Monthly Maintenance for T1 Lines/Metro E Connections = $100,000

Capital Outlay: $710,000
Forty (40) SCBA Cylinders = $44,000
One Hundred Twenty (120) Protective Clothing = $156,000
Capital Lease for nine (9) Vehicles & Loose Equipment (3 Pumpers, 1 Quint, 1 Rescue Truck, and 4 Ambulances) = $510,000

LOST FUND / 0102 - MUSCOGEE COUNTY PRISON

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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
420:					
	Muscogee County				
9900	Prison	$ 721,461	$ 846,449	$ 690,450	$ 669,738
DEPARTMENT TOTAL		**$ 721,461**	**$ 846,449**	**$ 690,450**	**$ 669,738**
% CHANGE			**17.32%**	**-18.43%**	**-3.00%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 596,846	$ 604,493	$ 596,068	$ 600,028
Operations	-	-	-	-
OPERATING BUDGET	**$ 596,846**	**$ 604,493**	**$ 596,068**	**$ 600,028**
Capital Budget	124,615	241,956	94,382	69,710
DEPARTMENT TOTAL	**$ 721,461**	**$ 846,449**	**$ 690,450**	**$ 669,738**
% CHANGE		**17.32%**	**-18.43%**	**-3.00%**

* Unaudited

Personnel Summary: Authorized Positions

	FY14 Actual	FY15 Actual	FY16 Adopted
420-9900 MCP FT/PT	**3**	**3**	**3**
Corrections Sergeant	1	1	1
Correctional Officer	2	2	2
Total Full Time/Part Time Positions	**3**	**3**	**3**

Budget Notes:
$4,016 (including benefits) Annual Supplement for 110 Sworn Officers

Operations: N/A

Capital Outlay: $69,710
Three (3) Motorola APX7000 Radios = $15,327
Four (4) Radios = $1,878
Fifteen (15) Motorola PM400 Radio (Emergency Handheld) = $22,500
Fifteen (15) Motorola XTS1500 Radio (Emergency Handheld) = $1,650
Pursuit Vehicle with Emergency Package (Replacement) = $28,355

LOST FUND / 0102 - DISTRICT ATTORNEY

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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
500:					
9900	District Attorney	$ 68,086	$ 103,934	$ 137,800	$ 132,664
9904	Juvenile Court	$ 5,643	$ -	$ -	$ -
DEPARTMENT TOTAL		**$ 73,729**	**$ 103,934**	**$ 137,800**	**$ 132,664**
% CHANGE			**40.97%**	**32.58%**	**-3.73%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 73,729	$ 103,934	$ 137,800	$ 132,664
Operations	-	-	-	-
OPERATING BUDGET	**$ 73,729**	**$ 103,934**	**$ 137,800**	**$ 132,664**
Capital Budget	-	-	-	-
DEPARTMENT TOTAL	**$ 73,729**	**$ 103,934**	**$ 137,800**	**$ 132,664**
% CHANGE		**40.97%**	**32.58%**	**-3.73%**

* Unaudited

Personnel Summary: Authorized Positions

		FY14 Actual	FY15 Actual	FY16 Adopted
500-9900 District Attorney	**FT/PT**	**2**	**2**	**2**
Assistant District Attorney		2	2	2
Total Full Time/Part Time Positions		**2**	**2**	**2**

LOST FUND / 0102 - STATE COURT SOLICITOR

Mission Statement:

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.

Expenditures By Division

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
510:					
9900	State Court Solicitor	$ 211,450	$ 235,544	$ 235,544	$ 210,382
DEPARTMENT TOTAL		**$ 211,450**	**$ 235,544**	**$ 235,544**	**$ 210,382**
% CHANGE			**11.39%**	**0.00%**	**-10.68%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 203,948	$ 228,308	$ 225,865	$ 196,382
Operations	7,502	7,235	10,750	14,000
OPERATING BUDGET	**$ 211,450**	**$ 235,543**	**$ 236,615**	**$ 210,382**
Capital Budget	-	-	-	-
DEPARTMENT TOTAL	**$ 211,450**	**$ 235,543**	**$ 236,615**	**$ 210,382**
% CHANGE		**11.39%**	**0.46%**	**-11.09%**

* Unaudited

Personnel Summary: Authorized Positions

		FY14 Actual	FY15 Actual	FY16 Adopted
510-9900 State Court Solicitor	**FT/PT**	**3/0**	**3/0**	**3/0**
Assistant Solicitor		2	2	2
Deputy Clerk II-Solicitor General		1	1	1
Total Full Time/Part Time Positions		**3/0**	**3/0**	**3/0**

LOST FUND / 0102 - PUBLIC DEFENDER

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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
520:					
9900	Public Defender	$ 124,974	$ 128,712	$ 128,712	$ 144,846
DEPARTMENT TOTAL		**$ 124,974**	**$ 128,712**	**$ 128,712**	**$ 144,846**
% CHANGE			**2.99%**	**0.00%**	**12.53%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 124,974	$ 128,712	$ 128,712	$ 144,846
Operations	-	-	-	-
OPERATING BUDGET	**$ 124,974**	**$ 128,712**	**$ 128,712**	**$ 144,846**
Capital Budget	-	-	-	-
DEPARTMENT TOTAL	**$ 124,974**	**$ 128,712**	**$ 128,712**	**$ 144,846**
% CHANGE		**2.99%**	**0.00%**	**12.53%**

* Unaudited

Personnel Summary: Authorized Positions

	FY14 Actual	FY15 Actual	FY16 Adopted
520-9900 Public Defender FT/PT	**2**	**2**	**2**
Assistant Public Defender	2	2	2
Total Full Time/Part Time Positions	**2**	**2**	**2**

LOST FUND / 0102 - MARSHAL

Mission Statement:

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.

Expenditures By Division

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
530:					
9900	Marshal	$ 440,970	$ 343,242	$ 331,006	$ 320,434
DEPARTMENT TOTAL		**$ 440,970**	**$ 343,242**	**$ 331,006**	**$ 320,434**
% CHANGE			**-22.16%**	**-3.56%**	**-3.19%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 329,946	$ 334,406	$ 331,006	$ 320,434
Operations	-	-	-	-
OPERATING BUDGET	**$ 329,946**	**$ 334,406**	**$ 331,006**	**$ 320,434**
Capital Budget	111,024	8,836	-	-
DEPARTMENT TOTAL	**$ 440,970**	**$ 343,242**	**$ 331,006**	**$ 320,434**
% CHANGE		**-22.16%**	**-3.56%**	**-3.19%**

* Unaudited

Personnel Summary: Authorized Positions

		FY14 Actual	FY15 Actual	FY16 Adopted
530-9900 Marshal	**FT/PT**	**5**	**5**	**5**
Deputy Marshal		5	5	5
Total Full Time/Part Time Positions		**5**	**5**	**5**

Budget Notes:

$4,016 (including benefits) Annual Supplement for 14 Sworn Officers

For FY2016, Council approved to decrease Muscogee County Marshal Office funding by the equivalent of Three (3) PS14 Positions.

LOST FUND / 0102 - MUNICIPAL COURT CLERK

Mission Statement:

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.

Expenditures By Division

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
530:					
9902	Municipal Court Clerk	$ 92,355	$ 99,898	$ 96,337	$ 94,040
DEPARTMENT TOTAL		**$ 92,355**	**$ 99,898**	**$ 96,337**	**$ 94,040**
% CHANGE			**8.17%**	**-3.56%**	**-2.38%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 92,355	$ 99,898	$ 96,337	$ 94,040
Operations	-	-		-
OPERATING BUDGET	**$ 92,355**	**$ 99,898**	**$ 96,337**	**$ 94,040**
Capital Budget	-	-		-
DEPARTMENT TOTAL	**$ 92,355**	**$ 99,898**	**$ 96,337**	**$ 94,040**
% CHANGE		**8.17%**	**-3.56%**	**-2.38%**

* Unaudited

Personnel Summary: Authorized Positions

		FY14 Actual	FY15 Actual	FY16 Adopted
530-9902 Municipal Court Clerk	**FT/PT**	**2/0**	**2/0**	**2/0**
Senior Deputy Clerk		1	1	1
Deputy Clerk II		1	1	1
Total Full Time/Part Time Positions		**2/0**	**2/0**	**2/0**

LOST FUND / 0102 - PROBATE COURT

Mission Statement:

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

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
540:				
9900 Probate Court	$ 36,354	$ 49,578	$ 44,844	$ 46,325
DEPARTMENT TOTAL	**$ 36,354**	**$ 49,578**	**$ 44,844**	**$ 46,325**
% CHANGE		**36.38%**	**-9.55%**	**3.30%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 36,354	$ 49,578	$ 44,844	$ 46,325
Operations	-	-	-	-
OPERATING BUDGET	**$ 36,354**	**$ 49,578**	**$ 44,844**	**$ 46,325**
Capital Budget	-	-	-	-
DEPARTMENT TOTAL	**$ 36,354**	**$ 49,578**	**$ 44,844**	**$ 46,325**
% CHANGE		**36.38%**	**-9.55%**	**3.30%**

* Unaudited

Personnel Summary: Authorized Positions

		FY14 Actual	FY15 Actual	FY16 Adopted
540-9900 Probate Court	**FT/PT**	**1**	**1**	**1**
Deputy Clerk II		1	1	1
Total Full Time/Part Time Positions		**1**	**1**	**1**

LOST FUND / 0102 - SHERIFF

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

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
550:				
9900 Sheriff	$ 3,683,107	$ 2,630,404	$ 2,703,317	$ 2,869,963
DEPARTMENT TOTAL	**$ 3,683,107**	**$ 2,630,404**	**$ 2,703,317**	**$ 2,869,963**
% CHANGE		**-28.58%**	**2.77%**	**6.16%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 2,473,666	$ 2,630,325	$ 2,703,317	$ 2,632,763
Operations	10,366	79	-	-
OPERATING BUDGET	**$ 2,484,032**	**$ 2,630,404**	**$ 2,703,317**	**$ 2,632,763**
Capital Budget	1,199,075	-	-	237,200
DEPARTMENT TOTAL	**$ 3,683,107**	**$ 2,630,404**	**$ 2,703,317**	**$ 2,869,963**
% CHANGE		**-28.58%**	**2.77%**	**6.16%**

* Unaudited

LOST FUND / 0102 - SHERIFF

Personnel Summary: Authorized Positions

		FY14 Actual	FY15 Actual	FY16 Adopted
550-1000 Admin	**FT/PT**	**11**	**13**	**13**
Deputy Sheriff		11	13	13
550-2600 Detention	**FT/PT**	**14**	**13**	**13**
Lieutenant		1	2	2
Sergeant		2	2	2
Sheriff Correctional Officers		9	9	9
Medical Technicians		2	0	0
Total Full Time/Part Time Positions		**25**	**26**	**26**

Budget Notes:

$4,016 (including benefits) Annual Supplement for 332 Sworn Officers

Capital Outlay: $237,200

One (1) Washer = $47,350
One (1) Dryer = $9,800
One (1) Tilt Kettle = $16,793
Two (2) Food Warmers = $9,370
Twelve (12) Motorola Radio & Equipment = $39,600
Four (4) Ice Machines = $7,964
Centurion Panic Alarm System (Retrofit) = $9,648
Fire Alarm System = $58,000
EKG = $6,200
Eight (8) AED = $24,000
02 Concentrator = $2,375
Two (2) Hospital Beds = $4,400
Specialized Lift for Oversize Wheelchair Patients = $1,700

LOST FUND / 0102 - CORONER

Mission Statement:

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

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
570:				
9900 Coroner	$ 7,970	$ 34,317	$ 32,273	$ 8,031
DEPARTMENT TOTAL	**$ 7,970**	**$ 34,317**	**$ 32,273**	**$ 8,031**
% CHANGE		**330.58%**	**-5.96%**	**-75.12%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 7,970	$ 8,159	$ 8,109	$ 8,031
Operations	-	-	-	-
OPERATING BUDGET	**$ 7,970**	**$ 8,159**	**$ 8,109**	**$ 8,031**
Capital Budget	-	26,158	24,164	-
DEPARTMENT TOTAL	**$ 7,970**	**$ 34,317**	**$ 32,273**	**$ 8,031**
% CHANGE		**330.58%**	**-5.96%**	**-75.12%**

* Unaudited

Budget Notes:

$4,016 (including benefits) Annual Supplement for 2 Sworn Officers

LOST FUND / 0102 - RECORDER'S COURT

Mission Statement:

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.

Expenditures By Division

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
580:					
9900	Recorder's Court	$ 79,957	$ 83,649	$ 81,823	$ 78,400
DEPARTMENT TOTAL		**$ 79,957**	**$ 83,649**	**$ 81,823**	**$ 78,400**
% CHANGE			**4.62%**	**-2.18%**	**-4.18%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 79,957	$ 83,649	$ 81,823	$ 78,400
Operations	-	-	-	-
OPERATING BUDGET	**$ 79,957**	**$ 83,649**	**$ 81,823**	**$ 78,400**
Capital Budget	-	-	-	-
DEPARTMENT TOTAL	**$ 79,957**	**$ 83,649**	**$ 81,823**	**$ 78,400**
% CHANGE		**4.62%**	**-2.18%**	**-4.18%**

* Unaudited

Personnel Summary: Authorized Positions

		FY14 Actual	FY15 Actual	FY16 Adopted
580-9900 Recorder's Court	**Full Time**	**2**	**2**	**2**
Judicial Admin. Technician II		2	2	2
Total Full Time/Part Time Positions		**2**	**2**	**2**

LOST FUND / 0102 - METRA

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

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
610:				
9900 METRA	$ 3,970	$ 4,065	$ 4,022	$ 4,016
DEPARTMENT TOTAL	**$ 3,970**	**$ 4,065**	**$ 4,022**	**$ 4,016**
% CHANGE		**2.40%**	**-1.06%**	**-0.15%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 3,970	$ 4,065	$ 4,022	$ 4,016
Operations	-	-	-	-
OPERATING BUDGET	**$ 3,970**	**$ 4,065**	**$ 4,022**	**$ 4,016**
Capital Budget	-	-	-	-
DEPARTMENT TOTAL	**$ 3,970**	**$ 4,065**	**$ 4,022**	**$ 4,016**
% CHANGE		**2.40%**	**-1.06%**	**-0.15%**

* Unaudited

Budget Notes:

$4,016 (including benefits) Annual Supplement for 1 Sworn Officer

LOST FUND / 0102 - NON-DEPARTMENTAL

Mission Statement:

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.

Expenditures By Division

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
590:					
2000	Contingency	$ 318,381	$ 3,090	$ -	$ 146,909
3000	Non-Categorical	190,583	716,266	786,479	1,649,488
4000	Interfund Transfers	3,339,033	3,045,149	891,717	2,549,144
DEPARTMENT TOTAL		**$ 3,847,997**	**$ 3,764,505**	**$ 1,678,196**	**$ 4,345,541**
% CHANGE			**-2.17%**	**-55.42%**	**158.94%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 117,997	$ -	$ -	$ 27,757
Operations	3,411,619	3,764,505	1,678,196	4,317,784
OPERATING BUDGET	**$ 3,529,616**	**$ 3,764,505**	**$ 1,678,196**	**$ 4,345,541**
Capital Budget	318,381	-	-	-
DEPARTMENT TOTAL	**$ 3,847,997**	**$ 3,764,505**	**$ 1,678,196**	**$ 4,345,541**
% CHANGE		**-2.17%**	**-55.42%**	**158.94%**

* Unaudited

Budget Notes:

Personnel Benefits - $27,757
Cost Allocation/Risk Management/Worker's Compensation - $806,998
Debt Service - $120,355
800 MHz Radio System Upgrade and Maintenance, Motorola Migration Assurance Plan (MAP) (Public Safety Portion) Year 1 of 10 - 842,490
Transfer to Capital Improvement Project (Burn Building) - $1,300,000
Transfer to Emergency Telephone Fund - $1,128,789
Reserve - $119,152

LOST FUND / 0109 - INFORMATION TECHNOLOGY

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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
210:					
9901	Information Technology	$ 317,312	$ 819,502	$ 316,817	$ 600,000
DEPARTMENT TOTAL		**$ 317,312**	**$ 819,502**	**$ 316,817**	**$ 600,000**
% CHANGE			**158.26%**	**-61.34%**	**89.38%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ -	$ -	$ -	$ -
Operations				
OPERATING BUDGET	**$ -**	**$ -**	**$ -**	**$ -**
Capital Budget	317,312	819,502	316,817	600,000
DEPARTMENT TOTAL	**$ 317,312**	**$ 819,502**	**$ 316,817**	**$ 600,000**
% CHANGE		**158.26%**	**-61.34%**	**89.38%**

* Unaudited

Budget Notes:

$250,000 will be used for Technology
$250,000 will be used for Core Switch
$100,000 will be used for City Fiber Interconnections

LOST FUND / 0109 - ENGINEERING

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 date, 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

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
250:				
9901 Engineering	$ 6,402,482	$ 5,302,291	$ 2,910,130	$ 2,052,964
DEPARTMENT TOTAL	**$ 6,402,482**	**$ 5,302,291**	**$ 2,910,130**	**$ 2,052,964**
% CHANGE		**-17.18%**	**-45.12%**	**-29.45%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 73,641	$ 76,593	$ 23,773	$ -
Operations	352,252	187,863	81,960	-
OPERATING BUDGET	**$ 425,893**	**$ 264,456**	**$ 105,733**	**$ -**
Capital Budget	5,976,589	5,037,835	2,804,397	2,052,964
DEPARTMENT TOTAL	**$ 6,402,482**	**$ 5,302,291**	**$ 2,910,130**	**$ 2,052,964**
% CHANGE		**-17.18%**	**-45.12%**	**-29.45%**

* Unaudited

Budget Notes:

Flood Abatement/Stormwater - $500,000
Roads/Bridges - $1,552,964

-Temporary Project Engineer position (G22) funded in 0109 - Infrastructure was deleted in FY15.

LOST FUND / 0109 - PUBLIC WORKS

Mission Statement:

The Department of Public Works 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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
260:					
9901	Public Works	$ 1,878,595	$ 459,859	$ 988,647	$ 1,195,000
DEPARTMENT TOTAL		**$ 1,878,595**	**$ 459,859**	**$ 988,647**	**$ 1,195,000**
% CHANGE			**-75.52%**	**114.99%**	**20.87%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ -	$ -	$ -	$ -
Operations	118,314	287,785	313,047	-
OPERATING BUDGET	**$ 118,314**	**$ 287,785**	**$ 313,047**	**$ -**
Capital Budget	1,760,281	172,074	675,600	1,195,000
DEPARTMENT TOTAL	**$ 1,878,595**	**$ 459,859**	**$ 988,647**	**$ 1,195,000**
% CHANGE		**-75.52%**	**114.99%**	**20.87%**

* Unaudited

Budget Notes:

Elevators (Government Center) - $240,000
Energy Improvements - $75,000
HVAC Upgrades - $180,000
Roof Replacements - $200,000
Cooper Creek Expansion (MOU with CORTA/CSU) - $500,000

LOST FUND / 0109 - NON-DEPARTMENTAL

Mission Statement:

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.

Expenditures By Division

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
590:					
2000	Contingency	$ -	$ -	$ -	$ -
3000	Non-Categorical	-	44,638	28,741	341,203
4000	Interfund Transfers	4,270,159	5,274,722	5,388,888	6,010,833
DEPARTMENT TOTAL		**$ 4,270,159**	**$ 5,319,360**	**$ 5,417,629**	**$ 6,352,036**
% CHANGE			**24.57%**	**1.85%**	**17.25%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ -	$ -	$ -	$ -
Operations	4,270,159	5,319,360	5,417,629	6,352,036
OPERATING BUDGET	**$ 4,270,159**	**$ 5,319,360**	**$ 5,417,629**	**$ 6,352,036**
Capital Budget	-	-	-	-
DEPARTMENT TOTAL	**$ 4,270,159**	**$ 5,319,360**	**$ 5,417,629**	**$ 6,352,036**
% CHANGE		**24.57%**	**1.85%**	**17.25%**

* Unaudited

Budget Notes:

Debt Service - $6,010,833
Cost Allocation/Risk Management/Workers' Compensation - $80,723
800 MHz Radio System Upgrade and Maintenance, Motorola Migration Assurance Plan (MAP) (General Government Portion) Year 1 of 10 - 260,480

STORMWATER FUND

The Stormwater Fund accounts for the operations, maintenance and improvements of the storm and sanitary sewer systems.

Return to Fund Overview



Expenditures By Division

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
590:					
2000	Contingency	$ -	$ -	$ -	$ 5,668
3000	Non-Categorical	213,974	323,504	335,969	326,510
4000	Inter Fund Transfer	653,903	812,617	859,212	1,013,711
250:					
2300	Drainage	464,745	383,264	348,447	424,978
2600	Stormwater	271,218	258,265	278,781	294,595
260:					
3210	Sewer Maintenance	3,784,062	3,077,416	2,981,511	3,295,649
3710	Other Repairs & Maintenance	-		-	5,000
DEPARTMENT TOTAL		**$ 5,387,902**	**$ 4,855,066**	**$ 4,803,920**	**$ 5,366,111**
% CHANGE			**-9.89%**	**-1.05%**	**11.70%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 2,894,232	$ 2,965,001	$ 2,950,620	$ 2,991,130
Operations	927,926	929,627	962,285	1,108,270
OPERATING BUDGET	**$ 3,822,158**	**$ 3,894,628**	**$ 3,912,905**	**$ 4,099,400**
Capital Budget	1,565,744	960,438	891,015	1,266,711
DEPARTMENT TOTAL	**$ 5,387,902**	**$ 4,855,066**	**$ 4,803,920**	**$ 5,366,111**
% CHANGE		**-9.89%**	**-1.05%**	**11.70%**

* Unaudited

Personnel Summary: Authorized Positions

		FY14 Actual	FY15 Actual	FY16 Adopted
250-2300 Drainage	**FT/PT**	**6/0**	**6/0**	**6/0**
Project Engineer		2	2	2
Engineer Inspector		2	2	2
Survey Technician		1	1	1
Survey Crew Worker		1	1	1

STORMWATER FUND / 0202

250-2600 Stormwater FT/PT	4/0	4/0	4/0
Stormwater Management Engineer	1	1	1
Stormwater Data Inspector	1	1	1
Stormwater Data Technician II	1	1	1
Stormwater Data Technician I	1	1	1
260-3210 SW Maintenance FT/PT	**55/0**	**55/0**	**55/0**
Stormwater Manager	1	1	1
Assistant Stormwater Manager	1	1	1
Correctional Officer - Stormwater	12	12	12
Chemical Application Supervisor	1	1	1
Chemical Application Technician	2	2	2
Stormwater Drainage Technician	1	1	1
Stormwater Crew Supervisor	2	2	2
Crew Leader - Stormwater	4	4	4
Equipment Operator Crew Leader	1	1	1
Equipment Operator III	8	8	8
Equipment Operator II	4	4	4
Equipment Operator I	3	3	3
Maintenance Worker I	14	14	14
Administrative Technician	1	1	1
Total Full Time/Part Time Positions	**65/0**	**65/0**	**65/0**

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.

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*	$1,013,711
TOTAL	$1,013,711

* The detail for these projects can be found in the Capital Improvement Program Budget Book.

STORMWATER FUND / 0202

Drainage

Program Description:

The Drainage division is responsible for review and inspection of site development construction projects. These duties include but are not limited to: insuring proper handling of Stormwater runoff and compliance with the new Unified Development Ordinance.

Goals, Objectives and Performance Data

Goal:	To review plans within a timely manner and provide onsite inspection.
Objective:	To ensure compliance with Federal, State and Local laws.

Performance Indicators:	FY14 Actual	FY15 Actual	FY16 Projected
Number of plans reviewed	102	62	75

Budget Notes:

The following capital was approved in this budget:

Three (3) Computer Stations = $25,500

Stormwater

Program Description:

The Stormwater division, managed by the Engineering Department of the Development Resource Center is responsible for providing engineering services for the Columbus Consolidated Government. Services include reporting and monitoring Stormwater activity, meeting federal and state Stormwater mandates.

Goals, Objectives and Performance Data

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:	FY14 Actual	FY15 Actual	FY16 Projected
Number of samples collected for two monitoring programs	352	368	368

STORMWATER FUND / 0202
Stormwater (cont'd)

Goal:	To educate our citizens and promote environmental stewardship through our Public Information & Education Program and perform inspection of private Stormwater Maintenance Facilities
Objective:	Storm sewer inlets marked.

Performance Indicators:	FY14 Actual	FY15 Actual	FY16 Projected
Inspectections of Stormwater Facilities	99	100	100

Budget Notes:
The following capital was approved in this budget:
One (1) Computer Station = $8,500

Stormwater Maintenance

Program Description:

The Stormwater/Sewer Maintenance Division, managed by Public Works Department, is responsible for maintaining storm easements including ditches, inlets, drain pipes, watersheds, detention and retention ponds, construction and installation of storm sewers and ensuring the free flow of storm water.

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:	FY14 Actual	FY15 Actual	FY16 Projected
Miles of storm drain pipes pressured cleaned annually	18.5	19.0	19.9

Budget Notes:
The following capital was approved in this budget:
Two (2) 7yd Dump Trucks (Replacement) = $180,000
One (1) Mini Excavator (Replacement) = $39,000

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.

PAVING FUND

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

Return to Fund Overview



Paving Fund

Expenditures By Division

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
590:					
2000	Contingency	$ -	$ -	$ -	$ 14,436
3000	Non-Categorical	725,475	998,226	987,619	1,115,125
4000	Inter Fund Transfer	1,315,525	1,297,140	2,000,091	2,259,747
250:					
2200	Highways & Roads	1,013,944	962,253	895,944	1,025,128
260:					
2100	Street Improvements	308,803	-	-	-
2800	Landscape & Forestry	-	-	-	-
3110	Street Repairs & Maintenance	4,601,184	4,789,314	3,899,938	4,331,316
3120	Environmental Maintenance	6,465,083	6,381,992	6,179,022	6,283,232
3130	Right of Way Maintenance -	257,992	244,176	243,119	246,935
3710	Other Maintenance & Repairs	3,713	837	2,262	5,000
DEPARTMENT TOTAL		**$ 14,691,719**	**$ 14,673,938**	**$ 14,207,995**	**$ 15,280,919**
% CHANGE			**-0.12%**	**-3.18%**	**7.55%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 7,692,496	$ 7,948,037	$ 7,724,157	$ 7,669,866
Operations	4,151,739	4,217,588	4,289,220	4,887,806
OPERATING BUDGET	**$ 11,844,235**	**$ 12,165,625**	**$ 12,013,377**	**$ 12,557,672**
Capital Budget	2,847,484	2,508,313	2,194,618	2,723,247
DEPARTMENT TOTAL	**$ 14,691,719**	**$ 14,673,938**	**$ 14,207,995**	**$ 15,280,919**
% CHANGE		**-0.12%**	**-3.18%**	**7.55%**

* Unaudited

PAVING FUND / 0203

Personnel Summary: Authorized Positions

	FY14 Actual	FY15 Actual	FY16 Adopted
250-2200 Highways & Roads FT/PT	**14/0**	**14/0**	**14/0**
Engineering Director	1	1	1
Engineering Inspection Coordinator	1	1	1
Engineering Inspector	3	3	3
Survey Crew Leader	2	2	2
Survey Supervisor	1	1	1
Administrative Secretary	1	1	1
Survey Technician	1	1	1
Administrative Assistant	1	1	1
GIS Technician	1	1	1
Survey Crew Worker	1	1	1
Senior Engineer Technician	1	1	1
260-3110 Streets (Street Repairs & Maintenance & Street Improvements) FT/PT/Inmate Labor	**70/0/15**	**70/0/15**	**70/0/15**
Street Maintenance Manager	1	1	1
Assistant Street Maintenance Manager	1	1	1
Heavy Equipment Manager	0	0	0
Correctional Officer - Streets	3	3	3
Correctional Officer - Heavy Equipment	1	1	1
Public Works Crew Supervisor	2	2	2
Heavy Equipment Supervisor	2	2	2
Public Works Crew Leader	6	6	6
Senior Heavy Equipment Operator	2	2	2
Heavy Equipment Operator	2	2	2
Equipment Operator III	10	10	10
Equipment Operator II	5	5	11
Equipment Operator I	6	6	0
Maintenance Worker III	6	6	6
Maintenance Worker II	4	4	4
Maintenance Worker I	17	17	17
Administrative Technician I	2	2	2
Inmate Labor	15	15	15
260-3120 Urban Forestry & Beautification FT/PT/Temp	**84/0/2**	**84/0/2**	**84/0/2**
Forestry & Beautification Manager	1	1	1
Assistant Manager - Beautification	1	1	1
Assistant Manager - Forestry	1	1	1
Contract Inspector	1	1	1
Urban Forestry Supervisor	1	1	1
Forestry Administrator	1	1	1
Tree Trimmer Crew Leader	5	5	4
Tree Trimmer Crew Leader II	1	1	2
Tree Trimmer II	1	1	1
Tree Trimmer I	1	1	1

PAVING FUND / 0203

	FY14 Actual	FY15 Actual	FY16 Adopted
Administrative Technician I	2	2	2
Chemical Applications Supervisor	1	1	1
Chemical Applications Technician	2	2	2
Correctional Officer - Forestry	10	10	7
Correctional Officer - Stormwater	0	0	2
Correctional Officer - Street Maintenance	0	0	1
Equipment Operator III	16	16	16
Equipment Operator II	11	11	11
Equipment Operator I	8	8	8
Maintenance Worker I	15	15	15
Public Works Crew Leader	4	4	4
Public Works Supervisor	1	1	1
Maintenance Worker I (Temporary)	2	2	2
260-3130 Right of Way Maintenance - Community Service FT/PT	**3/13**	**3/13**	**3/13**
Community Service Coordinator	1	1	1
Public Services Crew Leader	2	2	2
Maintenance Worker I - Part Time	13	13	13
Total Full Time/Part Time/Temporary & Inmate Labor	**171/13/17**	**171/13/17**	**171/13/17**

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.

Project Description:	Budget
Resurfacing/Road Improvements	$ 2,259,747
Total:	$ 2,259,747

* The detail for these projects can be found in the Capital Improvement Program Budget Book.

PAVING FUND / 0203

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.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Number of permits	2,023	1,993	2,000

Budget Notes:

The following capital was approved in this budget:

Seven (7) Computer Stations = $59,500

Streets

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 as well as all curb and gutter and other various concrete maintenance within the City of Columbus.
Objective:	To increase asphalt maintenance and repairs as well as concrete work.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Tons of Asphalt Used	2,190	2,200	2,210

Goal:	To keep sidewalks and curbs and gutters in a safe and serviceable condition.
Objective:	To provide safer sidewalks by removing trip hazards and making the necessary repairs as found by our staff and or reported by our citizens.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Yards of concrete poured	1,035	1,200	1,500

Budget Notes:

-The following capital was approved in this budget:

One (1) Bucket Loader (Replacement) = $258,000

PAVING FUND / 0203

Urban Forestry & 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. Also 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 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:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Average number of parks maintained every two weeks during peak growth months	46	38	62

Goals, Objectives and Performance Data

Goal:	To maintain a well cut appearance of the city's right of ways and other property.
Objective:	To increase the amount of miles right of ways and other property cut each year.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Annual miles of vegetation cut	2,121	2,203	2,500

Goal:	To prune trees on city properties.
Objective:	Increase the number of trees pruned by 3%.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Number of trees pruned	4,771	4,660	4,700

Budget Notes:

The following capital was approved in this budget:

One (1) Boom Mower (Additional)
One (1) Mid Size SUV (Replacement)
One (1) Pick Up Truck (Replacement)

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:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Number of miles policed	16,116	16,599	17,096

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:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Number of probationers assigned	351	369	387

Other Maintenance & 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

The Medical Center Fund accounts for funding indigent hospital care for the residents of Columbus.

Return to Fund Overview

MEDICAL CENTER FUND / 0204

Mission Statement:

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

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
200:				
3000 Medical Center	$ 14,212,407	$ 14,024,526	$ 14,483,053	$ 13,959,759
DEPARTMENT TOTAL	**$ 14,212,407**	**$ 14,024,526**	**$ 14,483,053**	**$ 13,959,759**
% CHANGE		**-1.32%**	**3.27%**	**-3.61%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ -	$ -	$ -	$ -
Operations	14,212,407	14,024,526	14,483,053	13,959,759
OPERATING BUDGET	**$ 14,212,407**	**$ 14,024,526**	**$ 14,483,053**	**$ 13,959,759**
Capital Budget	-	-	-	-
DEPARTMENT TOTAL	**$ 14,212,407**	**$ 14,024,526**	**$ 14,483,053**	**$ 13,959,759**
% CHANGE		**-1.32%**	**3.27%**	**-3.61%**

* Unaudited

INTEGRATED WASTE FUND

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

Return to Fund Overview



Expenditures By Division

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
590:					
2000	Contingency	$ -	$ -	$ -	$ 9,843
3000	Non-Categorical	776,867	1,193,146	1,042,119	1,096,325
4000	Inter Fund Transfer	186,293	-	-	-
260:					
3510	Solid Waste Collection	5,869,161	6,198,372	6,298,774	5,649,329
3520	Recycling	1,165,307	1,320,264	1,188,802	1,250,493
3540	Granite Bluff Inert Landfill	240,548	248,196	233,254	276,635
3550	Oxbow Meadows Inert Landfill	289,767	4,759	3,117	14,861
3560	Pine Grove Sanitary Landfill	1,894,575	1,810,340	(602,735)	1,689,522
3570	Recycling Sustainability Center	215,220	851,299	919,256	1,154,005
3580	Ft. Benning Recycling	-	-	89,344	135,898
3710	Other Maintenance & Repairs	3,893	5,693	9,651	13,580
270:					
3150	Refuse Collection	90,929	98,977	91,414	84,509
DEPARTMENT TOTAL		**$ 10,732,560**	**$ 11,731,046**	**$ 9,272,996**	**$ 11,375,000**
% CHANGE			**9.30%**	**-20.95%**	**22.67%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 5,263,547	$ 5,676,308	5,845,222	$ 5,404,568
Operations	4,697,462	5,546,469	5,375,761	5,760,432
OPERATING BUDGET	**$ 9,961,009**	**$ 11,222,777**	**$ 11,220,983**	**$ 11,165,000**
Capital Budget	771,551	508,269	(1,947,987)	210,000
DEPARTMENT TOTAL	**$ 10,732,560**	**$ 11,731,046**	**$ 9,272,996**	**$ 11,375,000**
% CHANGE		**9.30%**	**-20.95%**	**22.67%**

* Unaudited

INTEGRATED WASTE FUND / 0207

Personnel Summary: Authorized Positions

	FY14 Actual	FY15 Actual	FY16 Adopted
260-3510 Solid Waste Collection FT/PT	**71/0**	**71/0**	**71/0**
Assistant Public Works Director	1	1	1
Solid Waste & Recycling Manager	1	1	1
Asst Division Mgr - Solid Waste & Recycling	1	1	1
Waste Collection Route Supervisor	5	5	5
Waste Equipment Operator	58	58	58
Waste Collection Worker	4	4	4
Animal Control Officer I	1	1	1
260-3520 Recycling FT/PT	**13/0**	**13/0**	**13/0**
Recycling Route Supervisor	1	1	1
Recycling Truck Driver	8	8	8
Waste Equipment Operator	4	4	4
260-3540 Granite Bluff Inert Landfill FT/PT	**3/0**	**3/0**	**3/0**
Landfill Supervisor	1	1	1
Landfill Operator	2	2	2
260-3560 Pine Grove Sanitary Landfill FT/PT	**13/0**	**13/0**	**13/0**
Waste Disposal Manager	1	1	1
Assistant Waste Disposal Manager	1	1	1
Senior Landfill Operator	1	1	1
Heavy Equipment Operator	4	4	4
Landfill Operator	5	5	5
Landfill Maintenance Technician	1	1	1
260-3570 Recycling Center FT/PT	**7/0**	**7/0**	**10/0**
Recycling Center Manager	1	1	1
Compost Manager	1	1	1
Correctional Detail Officer	2	2	4
Line Supervisor	1	1	1
Dropoff Site Operator	1	1	1
Scale Operator	1	1	1
Keep Columbus Beautiful Director	0	0	1
270-3150 Refuse Collection FT/PT	**1**	**1**	**1**
Motor Equipment Operator III	1	1	1
Total Full Time/Part Time Positions	**108/0**	**108/0**	**111/0**

Budget Notes:

The following personnel was approved in this budget:

Two (2) Correctional Officers (PS12)

One (1) Keep Columbus Beautiful Director (G20)

INTEGRATED WASTE FUND / 0207

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 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.

Solid Waste Collection

Program Description:
The Solid Waste Collection division collects household garbage, yard waste and bulky waste.

Goals, Objectives and Performance Data

Goal:	To lower the number of collection stops missed.
Objective:	To reduce the number of missed pick-ups by 3% annually.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Annual number of missed pick-ups	1,258	968	800

INTEGRATED WASTE FUND / 0207

Solid Waste Collection (con't)

Goals, Objectives and Performance Data

Goal:	To reduce the number of customer complaints.
Objective:	To reduce the number of customer complaints by 3% annually.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Annual number of customer complaints	9	7	5

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.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Number of participants	49,353	52,165	53,000

Goal:	To promote the concept of recycling to the general public.
Objective:	Increase the tonnage of recyclables collected.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Tons of Recyclables collected	2,697	2,988	4,000

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:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Number of complexes participating	13	18	20

INTEGRATED WASTE FUND / 0207

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.

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:	FY14 Actual	FY15 Actual	FY16 Projected
Inert material collected	31,005	33,954	30,000

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:	FY14 Actual	FY15 Actual	FY16 Projected
Tons mulched	2,685	4,987	6,500

Goal:	To provide for the disposal of inert material.
Objective:	To accept inert material from citizens and residents of Muscogee County.

Performance Indicators:	FY14 Actual	FY15 Actual	FY16 Projected
Inert materials accepted	16,078	17,854	19,000

INTEGRATED WASTE FUND / 0207

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.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Tonnage of MSW accepted	79,525	80,253	83,000
Tonnage of C&D accepted	5,687	4,548	6,000
Special Handling	605	595	500

Recycling Sustainability Center

Program Description:

This division is responsible for the collection of Recyclable Commodities.

Budget Notes:

The following capital was approved in this budget:

One (1) Articulated Loader (Additional) = $150,000

Six (6) Drop Off Trailers (Additional) = $60,000

Other Maintenance & 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 52 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.

EMERGENCY TELEPHONE FUND

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

Return to Fund Overview



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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
400:					
3220	E-911	$ 3,473,735	$ 3,490,730	$ 3,448,013	$ 3,744,486
590:					
2000	Contingency	-	-	-	4,568
3000	Non Categorical	126,721	188,399	202,555	209,735
4000	Inter Fund Transfer	81,525	-	-	-
DEPARTMENT TOTAL		**$ 3,681,981**	**$ 3,679,129**	**$ 3,650,568**	**$ 3,958,789**
% CHANGE			**-0.08%**	**-0.78%**	**8.44%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 2,515,158	$ 2,484,198	$ 2,450,372	$ 2,506,327
Operations	1,166,823	1,186,775	1,192,548	1,452,462
OPERATING BUDGET	**$ 3,681,981**	**$ 3,670,973**	**$ 3,642,920**	**$ 3,958,789**
Capital Budget	-	8,156	7,648	-
DEPARTMENT TOTAL	**$ 3,681,981**	**$ 3,679,129**	**$ 3,650,568**	**$ 3,958,789**
% CHANGE		**-0.08%**	**-0.78%**	**8.44%**

* Unaudited

EMERGENCY TELEPHONE FUND / 0209

Personnel Summary: Authorized Positions

		FY14 Actual	FY15 Actual	FY16 Adopted
400-3220 E-911	**FT/PT**	**53/1**	**53/1**	**53/1**
Police Lieutenant		1	1	1
911 Center Supervisor		6	6	6
Communication Technician III		22	22	22
Communications Technician II		8	8	8
Communications Technician I		15	15	15
Administrative Secretary		1	1	1
Administrative Clerk (PT)		1	1	1
Total Full Time/Part Time Positions		**53/1**	**53/1**	**53/1**

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:	FY14 Actual	FY15 Actual	FY16 Projected
Police Calls Dispatched	169,325	168,428	167,531
Fire Calls Dispatched	21,400	20,053	19,916
EMS Calls Dispatched	29,966	28,012	26,458

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.

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

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

Return to Fund Overview



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

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
245: CDBG Program	$ 1,978,276	$ 1,422,565	$ 1,338,254	$ 1,311,557
DEPARTMENT TOTAL	**$ 1,978,276**	**$ 1,422,565**	**$ 1,338,254**	**$ 1,311,557**
% CHANGE		**-28.09%**	**-5.93%**	**-1.99%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 269,636	$ 172,812	$ 120,386	$ 203,271
Operations	1,672,040	1,199,311	1,217,868	1,103,286
OPERATING BUDGET	**$ 1,941,676**	**$ 1,372,123**	**$ 1,338,254**	**$ 1,306,557**
Capital Budget	36,600	50,442		5,000
DEPARTMENT TOTAL	**$ 1,978,276**	**$ 1,422,565**	**$ 1,338,254**	**$ 1,311,557**
% CHANGE		**-28.09%**	**-5.93%**	**-1.99%**

* Unaudited

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) / 0210

Personnel Summary: Authorized Positions

		FY14 Actual	FY15 Actual	FY16 Adopted
245-1000 CDBG Administration	**FT/PT**	**4/0**	**3/0**	**3/0**
Community Reinvestment Director		1	0	0
Community Reinvestment Divison Manager		0	1	1
Project Manager		1	0	0
Community Reinvestment Technician II		1	1	1
Community Reinvestment Technician I		1	1	1
245-2500 HOME Program*	**FT/PT**	**1/0**	**1/0**	**1/0**
Community Reinvestment Technician II		1	1	1
Total Full Time/Part Time Positions		**5/0**	**4/0**	**4/0**

**Partially funded out of Fund 0213*

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:	FY14 Actual	FY15 Actual	FY16 Adopted
Number of code violations/citations/notices resulting in demolitions	35	20	30

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:	FY14 Actual	FY15 Actual	FY16 Adopted
Number of project care rehabilitation	10	6	5

Budget Notes:

The following capital was approved in this budget:

One (1) Computer Station = 5,000

WORKFORCE INVESTMENT ACT PROGRAM FUND

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

Return to Fund Overview

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.

Expenditures By Division

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Department Total	$ 2,039,890	$ 1,912,543	$ 1,920,744	$ 3,609,420
DEPARTMENT TOTAL	**$ 2,039,890**	**$ 1,912,543**	**$ 1,920,744**	**$ 3,609,420**
% CHANGE		**-6.24%**	**0.43%**	**87.92%**

* Unaudited

Personnel Summary: Authorized Positions

	FY14 Actual	FY15 Actual	FY16 Adopted
680-6000 Workforce Investment FT/PT	**13/0**	**13/0**	**13/0**
Workforce Investment Act Director	1	1	1
Assistant WIA Director	1	1	1
Finance Manager- WIA	1	1	1
Accounting Clerk	1	1	1
Administrative Technician	1	1	1
Data Control Supervisor	1	1	1
Program Monitor/Job Developer	1	1	1
Program Specialist I	3	3	3
Program Specialist II	2	2	2
Support Clerk	1	1	1
Total Full Time/Part Time Positions*	**13/0**	**13/0**	**13/0**

** Seasonal and temporary employees vary*

Adult & Dislocated Workers

Program Description:

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

Program Description:

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.

ECONOMIC DEVELOPMENT AUTHORITY FUND

The Economic Development Authority Fund accounts for dedicated millage for economic development within the City.

Return to Fund Overview

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. Beginning in FY14, an additional 0.16 mills will be set aside in an Economic Development reserve, subject to Council approval and discretion.

Expenditures By Division

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
590:				
1000 Agency Appropriations	$ 1,092,073	$ 1,115,256	$ 2,098,078	$ 2,226,627
DEPARTMENT TOTAL	**$ 1,092,073**	**$ 1,115,256**	**$ 2,098,078**	**$ 2,226,627**
% CHANGE		**2.12%**	**88.13%**	**6.13%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ -	$ -	$ -	$ -
Operations	1,092,073	1,115,256	2,098,078	2,226,627
OPERATING BUDGET	**$ 1,092,073**	**$ 1,115,256**	**$ 2,098,078**	**$ 2,226,627**
Capital Budget	-	-	-	-
DEPARTMENT TOTAL	**$ 1,092,073**	**$ 1,115,256**	**$ 2,098,078**	**$ 2,226,627**
% CHANGE		**2.12%**	**88.13%**	**6.13%**

* Unaudited

Budget Notes:
NCR Payment (Year 1 of 10) - $800,000
.25 mills to Development Authority - $1,113,314
Economic Development Reserve - $313,313

DEBT SERVICE FUND

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

Return to Fund Overview

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 –

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ -	$ -	$ -	$ -
Operation	11,165,646	11,114,427	11,113,305	11,736,755
OPERATING BUDGET	**$11,165,646**	**$11,114,427**	**$11,113,305**	**$11,736,755**
Capital Budget	$ -	$ -	$ -	$ -
PROGRAM TOTAL	**$11,165,646**	**$11,114,427**	**$11,113,305**	**$11,736,755**
% CHANGE		**-0.45%**	**-0.01%**	**5.61%**

*Unaudited

Overview and Debt Financing Principles:

The Columbus Consolidated Government maintains a Debt Service Fund. This fund is 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 form the primary source of revenue for the Debt Service Fund; a 1% Special Purpose Local Option Sales Tax provides the primary source of revenue for the Sales Tax Proceeds Account Fund.

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).

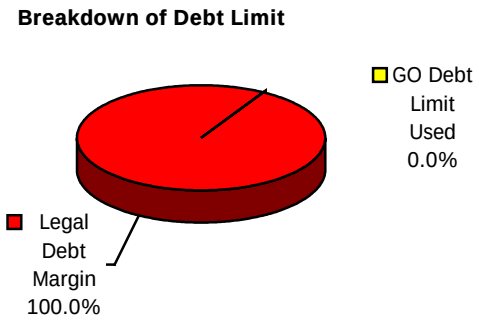
Debt Margin:

The Columbus Consolidated Government remains below the debt ceiling of 10% of assessed value of taxable property established by the State of Georgia's constitution. CCG uses none of its established legal debt limit.

The current general obligation bond rating:

Standard & Poor's: AA +
Moody's Investors Service: Aa2

DEBT SERVICE FUND / 0405



Computation of Legal Debt Margin
For Fiscal Year Ending June 30, 2016

Assessed value of taxable property*	$ 5,023,008,687
Debt Limit: 10% of assessed value	502,300,869
Less: Amount of debt applicable to debt limit	0
Legal Debt Margin Available	**$502,300,869**

*Based on 2015 State Approved Gross Assessed Digest as of 08/03/2015.

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. In 2012, new bonds were issued, proceeds from which in part repaid outstanding balances from the Series 1999 and Series 2003 bonds.

For FY16, debt service fund expenditures are summarized as follows**:**

Debt Service Summary:	**Principal Payments**	**Interest Payments**	**Total Payments**
2010 A	$ 2,687,678	$ 467,317	$ 3,154,994
2010 B	0	4,177,692	4,177,691
2010 C	0	125,400	125,400
2012 A	944,856	757,049	1,701,904
2012 B	1,025,000	334,105	1,359,105
Total Bond Payments	**$ 4,657,534**	**$5,861,563**	**$ 10,519,097**
Lease Payments	$ 1,147,580	$70,078	$1,217,658
Total Debt Service Fund 0405	**$ 5,805,114**	**$ 5,931,641**	**$11,736,755**
Trade Center (2012)	$ 160,145	$ 128,314	$ 288,459
Oxbow (2012)	97,323	5,708	103,031
Total Other Funds Debt Service	**$ 257,468**	**$ 134,022**	**$ 391,490**
Total Debt Service, FY16	**$ 6,062,582**	**$6,065,663**	**$ 12,128,245**

DEBT SERVICE FUND / 0405

The amortization schedule for open bonds is outlined below:

Columbus Building Authority Contractual Debt –

Fiscal Year	2010A Lease Revenue Bond		2010B Taxable Lease Revenue Bond		2010C Lease Revenue Bond	
	Principal	Interest** 1.0–4.0%	Principal	Interest 4.7–6.0%	Principal	Interest 6.0%
2015	2,637,650	520,212	0	4,177,691	0	125,400
2016	2,687,677	467,317	0	4,177,691	0	125,400
2017	2,761,994	386,367	0	4,177,691	0	125,400
2018	2,315,000	289,200	0	4,177,691	0	125,400
2019	2,410,000	196,600	0	4,177,691	0	125,400
2020	2,505,000	100,200	0	4,177,691	0	125,400
2021	0	0	2,605,000	4.177.691	0	125,400
2022	0	0	2,685,000	4,055,256	0	125,400
2023	0	0	2,770,000	3,923,691	0	125,400
2024	0	0	2,860,000	3,783,806	0	125,400
2025	0	0	2,960,000	3,635,086	0	125,400
2026	0	0	3,065,000	3,473,766	0	125,400
2027	0	0	3,175,000	3,302,126	0	125,400
2028	0	0	3,290,000	3,121,151	0	125,400
2029	0	0	3,415,000	2,930,331	0	125,400
2030	0	0	3,545,000	2,729,700	0	125,400
2031	0	0	3,685,000	2,517,000	0	125,400
2032	0	0	3,830,000	2,295,900	0	125,400
2033	0	0	3,980,000	2,066,100	0	125,400
2034	0	0	4,135,000	1,827,300	0	125,400
2035	0	0	4,295,000	1,579,200	0	125,400
2036	0	0	4,460,000	1,321,500	0	125,400
2037	0	0	4,635,000	1,053,900	0	125,400
2038	0	0	4,815,000	775,800	0	125,400
2039	0	0	5,005,000	486,900	0	125,400
2040	0	0	3,110,000	186,600	2,090,000	125,400
Total	**$15,317,321**	**$ 1,959,896**	**$72,320,000**	**$74,308,950**	**$2,090,000**	**$3,260,400**

DEBT SERVICE FUND / 0405

Columbus Building Authority Contractual Debt –continued

Fiscal Year	2012A Lease Revenue Refunding Bonds		2012B Taxable Lease Revenue Refunding Bonds		2012 Oxbow		2012 Trade Center	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2015	923,478	775,519	1,005,000	354,205	92,350	7,413	156,522	131,443
2016	944,855	757,049	1,025,000	334,105	97,323	5,708	160,145	128,313
2017	970,507	728,703	1,055,000	313,605	103,006	3,108	164,493	123,509
2018	1,004,710	689,883	1,070,000	292,505	0	0	170,290	116,929
2019	1,047,464	649,695	1,100,000	271,105	0	0	177,536	110,118
2020	1,098,768	607,796	1,120,000	249,105	0	0	186,232	103,016
2021	1,145,797	563,846	405,000	215,505	0	0	194,203	95,567
2022	1,197,102	518,014	415,000	203,355	0	0	202,899	87,799
2023	1,248,406	470,130	435,000	190,905	0	0	211,594	79,683
2024	1,303,986	420,193	450,000	177,855	0	0	221,014	71,219
2025	1,351,015	381,074	470,000	165,705	0	0	228,985	64,589
2026	1,398,044	340,543	485,000	151,605	0	0	236,956	57,719
2027	1,449,348	298,602	505,000	137,055	0	0	245,652	50,611
2028	1,487,826	262,368	525,000	121,400	0	0	252,174	44,469
2029	1,539,131	225,173	550,000	104,600	0	0	260,870	38,165
2030	1,581,884	186,694	580,000	86,450	0	0	268,116	31,643
2031	1,633,188	143,193	600,000	66,150	0	0	276,812	24,270
2032	1,680,217	98,280	630,000	45,150	0	0	284,783	16,658
2033	1,735,797	52,074	660,000	23,100	0	0	294,203	8,826
2034	0	0	0	0	0	0	0	0
2035	0	0	0	0	0	0	0	0
2036	0	0	0	0	0	0	0	0
2037	0	0	0	0	0	0	0	0
2038	0	0	0	0	0	0	0	0
2039	0	0	0	0	0	0	0	0
2040	0	0	0	0	0	0	0	0
Total	**$24,741,523**	**$8,168,828**	**$13,085,000**	**$3,503,465**	**$292,679**	**$ 16,229**	**$4,193,479**	**$1,384,546**

TRANSPORTATION FUND

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

Return to Fund Overview



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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
260:					
3710	Other Maint & Repairs	$ 2,488	$ 620	$ 1,421	$ 15,000
590:					
2000	Contingency	-	-	-	178,098
3000	Non-Categorical	249,922	465,479	291,666	291,120
4000	Inter-Fund Transfers	-	-	-	-
610:					
1000	Administration	169,209	170,569	178,859	198,007
2100	Operations	2,031,484	2,152,687	2,129,624	2,105,046
2200	Maintenance	1,641,060	1,651,171	1,322,820	1,507,567
2300	Dial-A-Ride	273,864	289,506	229,819	238,678
2400	Capital-FTA	1,134,338	888,281	985,378	1,890,772
2900	Charter Services	17,928	17,856	17,269	18,000
3410	Planning-FTA (5303)	69,390	70,186	68,605	67,605
3420	Planning-FTA (5307)	154,786	174,601	170,603	175,355
3430	ARRA Section 5340	-	-	-	-
DEPARTMENT TOTAL		**$ 5,744,469**	**$ 5,880,956**	**$ 5,396,064**	**$ 6,685,248**
% CHANGE			**2.38%**	**-8.25%**	**23.89%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 3,461,624	$ 3,673,772	$ 3,617,202	$ 3,749,766
Operations	1,814,111	2,021,403	1,715,728	1,982,968
OPERATING BUDGET	**$ 5,275,735**	**$ 5,695,175**	**$ 5,332,930**	**$ 5,732,734**
Capital Budget	468,734	185,782	63,134	953,674
DEPARTMENT TOTAL	**$ 5,744,469**	**$ 5,880,956**	**$ 5,396,064**	**$ 6,686,408**
% CHANGE		**2.38%**	**-8.25%**	**23.91%**

* Unaudited

METRA / 0751

Personnel Summary: Authorized Positions

		FY14 Actual	FY15 Actual	FY16 Adopted
610-1000 Administration	**FT/PT**	**1/0**	**1/0**	**1**
Office Manager		1	1	1
610-2100 Operations	**FT/PT**	**44/0**	**44/0**	**44/0**
Transit Manager		1	1	1
Transit Supervisor		1	1	1
Bus Operator		41	41	41
Safety Training Coordinator		1	1	1
610-2200 Maintenance	**FT/PT**	**15/0**	**15/0**	**15/0**
Fleet Maintenance Technician III		3	3	3
Fleet Maintenance Technician II		7	7	7
Fleet Maintenance Technician I*		4	4	4
Transit Specialist		1	1	1
610-2300 Dial-A-Ride	**FT/PT**	**6/0**	**6/0**	**6/0**
Bus Operator Dial-A-Ride		6	6	6
610-2400 Capital - FTA (5309)	**FT/PT**	**4/0**	**4/0**	**4/0**
Maintenance Manager		1	1	1
ADA Coordinator		1	1	1
Correctional Officer - Transportation		1	1	1
Bus Operator Dial-A-Ride		1	1	1
610-3410 Planning - FTA (5303)	**FT/PT**	**1/0**	**1/0**	**1/0**
Director of Transportation		1	1	1
610-3420 Capital - FTA (5307)	**FT/PT**	**3/0**	**3/0**	**3/0**
Transit Specialist		2	2	2
Administration Specialist		1	1	1
Total Full Time/Part Time Positions		**74/0**	**74/0**	**74/0**

** One of the Fleet Maintenance Tech I Full Time Positions is shared by 2 employees who each work Part Time*

Other Maintenance & 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-Categorical

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.

METRA / 0751

Inter-Fund Transfers

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.

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 maintain accurate payroll records.
Objective:	To maintain and update payroll information for all employees. To stay within state and federal guidelines. Keep accurate files for all divisions.

Performance Indicators:	FY14 Actual	FY15 Actual	FY16 Projected
Audited Payroll Files	100%	100%	100%

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.

Performance Indicators:	FY14 Actual	FY15 Actual	FY16 Projected
Annual Audits, Federal Triennial Reviews and GDOT site visits	100%	100%	100%

Operations

Program Description:

To ensure that all employees perform their job in a way that reflects favorably toward METRA and allows the opportunity to exercise a favorable influence on every customer served.

Goals, Objectives and Performance Data

Goal:	To better market METRA services and benefits public transit brings to our community.
Objective:	Participate in more public and community outreach initiatives to help promot public transit.

Performance Indicators:	FY14 Actual	FY15 Actual	FY16 Projected
	70%	80%	95%

METRA / 0751

Operations (con't)

Goals, Objectives and Performance Data

Goal:	Reduce chargeable accidents and incidents
Objective:	Provide semi-annual Refresher Training to all bus operators

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Bus operators in refresher training	70%	80%	95%

Maintenance

Program Description:

Perform preventative maintenance, scheduled repairs and emergency repairs on all METRA motorized equipment.

Goals, Objectives and Performance Data

Goal:	To perform preventive maintenance, clean equipment, scheduled repairs, and emergency repairs on all METRA motorized equipment.
Objective:	To ensure that all technicians are trained on maintenance and operation of all equipment in the current inventory.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Training program	85%	90%	N/A

Goal:	To communicate maintenance values, directions, and performance expectations.
Objective:	Explain to each employee the division goals and objectives. The goals provided clean and reliable vehicles to the customers.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Periodic refresher training	80%	85%	N/A

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.

METRA / 0751

Dial-A-Ride (con't)

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:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
View cameras and perform operator checks.	100%	100%	100%

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:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Survey locations before new service to ensure the safety of the customers and the operators	90%	95%	100%

Capital - FTA (5309)

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:	**FY14 Actual**	**FY15 Actual**	**FY16 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.

METRA / 0751

Capital - FTA (5309) con't

Performance Indicators:	FY14 Actual	FY15 Actual	FY16 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:

- One (1) Hybrid Electric Bus = $535,000
- Rebuilt Transmissions = $50,000
- Rebuilt Engines = $50,000
- Supervisory Vehicle - Replacement = $19,500
- One (1) Low Floor Van = $50,000
- Operations Equipment = $151,200
- Facilities Equipment = $82,000

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:	FY14 Actual	FY15 Actual	FY16 Projected
Number of Charter and Ridership Services	120 Charter 9,305 Ridership	142 Charter 9,285 Ridership	70 Charter 4,100 Ridership

METRA / 0751

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.

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:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
The Unified Planning Work Program (UPWP), Transportation Improvement Program (TIP), 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:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Transit, traffic and transportation agencies, MPO planning certification, 3C Planning Process, and environmental impacts, surveys, and driver information	100%	100%	100%

METRA / 0751

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:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Executed contracts, quarterly reports, FTA & GDOT quarterly reports,FTA Triennial Reviews, annual audits and capital items over $5,000	100%	100%	100%

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:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
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%

PARKING MANAGEMENT FUND

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

Return to Fund Overview



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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
590:					
2000	Contingency	$ -	$ -	$ -	$ 363
3000	Non-Categorical	24,852	29,399	20,338	21,035
4000	Inter-fund Transfers	-	-	-	-
610:					
2800	Parking Management	321,944	331,330	336,271	371,875
DEPARTMENT TOTAL		**$ 346,796**	**$ 360,729**	**$ 356,609**	**$ 393,273**
% CHANGE			**4.02%**	**-1.14%**	**10.28%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 185,806	$ 200,680	$ 197,489	$ 191,659
Operations	160,990	160,049	159,120	201,614
OPERATING BUDGET	**$ 346,796**	**$ 360,729**	**$ 356,609**	**$ 393,273**
Capital Budget	-	-	-	-
DEPARTMENT TOTAL	**$ 346,796**	**$ 360,729**	**$ 356,609**	**$ 393,273**
% CHANGE		**4.02%**	**-1.14%**	**10.28%**

* Unaudited

PARKING MANAGEMENT FUND / 0752

Personnel Summary: Authorized Positions

	FY14 Actual	FY15 Actual	FY16 Adopted
610-2800 Parking Management	**4/0**	**4/0**	**4/0**
Parking Division Manager	1	1	1
Parking Enforcement Supervisor	1	1	1
Parking Enforcement Officer	2	2	2
Total Full Time/Part Time Positions	**4/0**	**4/0**	**4/0**

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, 9th Street and North Lake Business District.
Objective:	To monitor Uptown Enforcement Area, Lakebottom, 9th Street and North Lake Business District and issue citations when parking violations occur.

Performance Indicators:	FY14 Actual	FY15 Actual	FY16 Projected
Increased revenue from issued tickets for violations and payments processed	93%	95%	98%

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 immobilization and eventual towing of the vehicle.

Performance Indicators:	FY14 Actual	FY15 Actual	FY16 Projected
Increased revenue for outstanding unpaid citations	88%	90%	95%

COLUMBUS IRONWORKS CONVENTION & TRADE CENTER FUND

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

Return to Fund Overview



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

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
590:					
2000	Contingency	$ -	$ -	$ -	$ 2,411
3000	Non-Categorical	128,593	166,364	104,641	135,390
4000	Inter-fund Transfers	-	-	-	-
620:					
1000	Administration	523,360	602,543	564,802	593,516
2100	Sales	220,949	207,041	222,237	218,547
2200	Operations	463,500	521,184	545,423	499,936
2300	Maintenance	751,154	805,805	855,631	911,532
2600	Bonded Debt	249,839	187,565	137,325	288,459
DEPARTMENT TOTAL		**$ 2,337,395**	**$ 2,490,502**	**$ 2,430,059**	**$ 2,649,791**
% CHANGE			**6.55%**	**-2.43%**	**9.04%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 1,112,267	$ 1,175,270	$ 1,149,454	$ 1,230,319
Operations	1,210,854	1,296,210	1,178,463	1,393,872
OPERATING BUDGET	**$ 2,323,121**	**$ 2,471,480**	**$ 2,327,917**	**$ 2,624,191**
Capital Budget	14,274	19,022	102,142	25,600
DEPARTMENT TOTAL	**$ 2,337,395**	**$ 2,490,502**	**$ 2,430,059**	**$ 2,649,791**
% CHANGE		**6.55%**	**-2.43%**	**9.04%**

* Unaudited

COLUMBUS IRONWORKS AND TRADE CENTER / 0753

Personnel Summary: Authorized Positions

		FY14 Actual	FY15 Actual	FY16 Adopted
620-1000 Administration	**FT/PT**	**6/2**	**6/2**	**6/2**
Executive Director- Trade Center		1	1	1
Assistant Director- Trade Center		1	1	1
Finance Manager- Trade Center		1	1	1
Administrative Clerk I		1	1	1
Accounting Technician		1	1	1
Administrative Assistant		1	1	1
Event Attendants (PT)		2	2	2
620-2100 Sales	**FT/PT**	**3/0**	**3/0**	**3/0**
Conference Facilitator		3	3	3
620-2200 Operations	**FT/PT**	**9/5**	**10/3**	**10/3**
Event Operations Supervisor		1	1	1
Event Attendant Crew Leader		1	1	1
Event Attendant (FT)		7	8	8
Event Attendant (PT)		5	3	3
620-2300 Maintenance	**FT/PT**	**3/0**	**3/0**	**4/0**
Facilities Engineer		0	0	1
Facilities Maintenance Supervisor		1	1	0
Facilities Maintenance Worker I		2	2	3
Total Full Time/Part Time Positions		**21/7**	**23/5**	**23/5**

Budget Notes:

In FY15, Two (2) Event Attendant (G8) PT positions were deleted to create One (1) Event Attendant (G8) FT position.

In FY16, One (1) new Facilities Engineer (G23) position was added and One (1) Facilities Maintenance Supervisor (G15) was reclassed to Facilities Maintenance Worker I (G11)

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.

Goals, Objectives and Performance Data

Objective: Attend convention centers conventions, trade shows and industry-related meetings.			
Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Number of convention/trade shows attended.	1	4	4

COLUMBUS IRONWORKS AND TRADE CENTER / 0753

Administration (con't)

Goals, Objectives and Performance Data

Goal:	To increase economic impact of the City by promoting out-of-town convention business.
Objective:	Increase number of conventions booked.

Performance Indicators:	FY14 Actual	FY15 Actual	FY16 Projected
Number of convention days booked	102	96	100

Goal:	To reduce accrual of aged receivables by implementing methods to improve collection procedures.
Objective:	To have no aged receivables in the 90 day and over category by the end of the fiscal year.

Performance Indicators:	FY14 Actual	FY15 Actual	FY16 Projected
Dollar amount of aged receivables over 90 days	$9,896	$750	$0

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:	FY14 Actual	FY15 Actual	FY16 Projected
Total Event Days Booked	712	690	720

Goal:	Increase revenue for facility by encouraging meal services or buffets for all events.
Objective:	Work with clients on an individual basis to suggest meal plans.

Performance Indicators:	FY14 Actual	FY15 Actual	FY16 Projected
Number of meals served	131,703	100,770	125,000

COLUMBUS IRONWORKS AND TRADE CENTER / 0753

Operations

Budget Notes:

The following capital was approved in this budget:
- Four (4) Computer Tablets = $1,600
- Escalator Cleaner = $17,000
- Commercial Washer & Dryer = $7,000

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.

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:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Number of employee injuries	1	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:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Number of negative comment cards received concerning cleanliness	0	0	0

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:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Number of employee injuries	0	0	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.

BULL CREEK GOLF COURSE FUND

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

Return to Fund Overview



Mission Statement:
To provide the best possible product at an affordable price to the citizens of Columbus, Ga.

Expenditures By Division

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
590:					
2000	Contingency	$ -	$ -	$ -	$ 1,517
3000	Non-Categorical	81,713	106,900	93,049	71,454
4000	Inter-Fund Transfers	-	-	-	-
630:					
2100	Maintenance	740,126	777,956	749,993	662,410
2200	Operations	552,000	566,791	560,666	513,419
2400	Debt Service	-	-	-	-
DEPARTMENT TOTAL		**$ 1,373,839**	**$ 1,451,647**	**$ 1,403,708**	**$ 1,248,800**
% CHANGE			**5.66%**	**-3.30%**	**-11.04%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 668,996	$ 708,645	$ 686,146	$ 594,674
Operations	704,843	$ 743,002	$ 717,562	654,126
OPERATING BUDGET	**$ 1,373,839**	**$ 1,451,647**	**$ 1,403,708**	**$ 1,248,800**
Capital Budget	-	-	-	-
DEPARTMENT TOTAL	**$ 1,373,839**	**$ 1,451,647**	**$ 1,403,708**	**$ 1,248,800**
% CHANGE		**5.66%**	**-3.30%**	**-11.04%**

* Unaudited

Personnel Summary: Authorized Positions

		FY14 Actual	FY15 Actual	FY16 Adopted
630-2100 Maintenance	**FT/PT**	**7/1**	**7/1**	**7/1**
Superintendent		1	1	1
Assistant Superintendent		1	1	1
Prison Labor Foreman		2	2	2
Irrigation Technician		1	1	1
Mechanic		1	1	1
Laborer		1	1	1
Laborer (PT)		1	1	1

BULL CREEK GOLF COURSE / 0755

630-2200 Operations	FT/PT	3/9	3/9	3/9
Golf Professional		1	1	1
Assistant Golf Professional		1	1	1
Snackbar Clerk		1	1	1
Laborer (PT)		1	1	1
Shop Clerk (PT)		4	4	4
Snackbar Clerk (PT)		4	4	4
Total Full Time/Part Time Positions*		**10/10**	**10/10**	**10/10**

**Seasonal and temporary staffing varies*

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.

OXBOW CREEK GOLF COURSE FUND

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

Return to Fund Overview



Oxbow Creek Golf Course Fund

Mission Statement:
To provide the best possible product at an affordable price to the citizens of Columbus, Ga.

Expenditures By Division

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
590:					
2000	Contingency	$ -	$ -	$ -	$ 456
3000	Non-Categorical	29,442	38,340	22,816	28,849
4000	Inter-fund Transfers	-	-	-	-
640:					
2100	Pro Shop	186,666	208,562	194,999	175,765
2200	Maintenance	210,266	222,490	200,465	182,399
2300	Debt Service	10,737	9,089	7,413	103,031
DEPARTMENT TOTAL		**$ 437,111**	**$ 478,481**	**$ 425,693**	**$ 490,500**
% CHANGE			**9.46%**	**-11.03%**	**15.22%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 240,035	$ 254,849	$ 250,650	$ 216,611
Operations	197,076	223,632	175,043	273,889
OPERATING BUDGET	**$ 437,111**	**$ 478,481**	**$ 425,693**	**$ 490,500**
Capital Budget	-	-	-	-
DEPARTMENT TOTAL	**$ 437,111**	**$ 478,481**	**$ 425,693**	**$ 490,500**
% CHANGE		**9.46%**	**-11.03%**	**15.22%**

* Unaudited

OXBOW CREEK GOLF COURSE / 0756

Personnel Summary: Authorized Positions

		FY14 Actual	FY15 Actual	FY16 Adopted
630-2100 Pro Shop	**FT/PT**	**3/4**	**3/4**	**3/4**
Manager- Golf Pro Shops		1	1	1
Assistant Manager		1	1	1
Bookeeper		1	1	1
Cart Attendant (PT)		2	2	2
Shop Clerk (PT)		1	1	1
Snackbar Clerk (PT)		1	1	1
630-2200 Maintenance	**FT/PT**	**2/0**	**2/0**	**2/0**
Superintendent		1	1	1
Prison Labor Foreman		1	1	1
Total Full Time/Part Time Positions*		**5/4**	**5/4**	**5/4**

** Seasonal and temporary labor varies*

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.

CIVIC CENTER FUND

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

Return to Fund Overview



Mission Statement:

To provide events with quality professional services, while progressively managing clean, safe, well maintained and self-supporting facilities.

Expenditures By Division

		FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
160:					
1000	Operations	$ 1,972,609	$ 1,827,071	$ 1,876,804	$ 1,717,675
2100	Hockey	420,623	452,457	406,460	453,500
2200	AF2 Football	60,169	59,414	70,444	96,118
2500	Other Events	2,304,609	2,106,496	1,909,147	2,226,711
2600	Temp Labor Pool	(143)	-	-	-
2700	Ice Rink - Operations	356,857	362,017	397,480	413,837
2750	Ice Rink - Events	96,127	91,317	89,037	84,973
2800		-	-	171,328	143,392
260:					
3710	Maint & Repairs	72,963	58,624	67,004	100,000
590:					
2000	Contingency	-	-		3,407
3000	Non-Categorical	186,871	225,384	192,654	188,387
4000	Inter-fund Transfers	-	-	-	-
DEPARTMENT TOTAL		**$ 5,470,685**	**$ 5,182,780**	**$ 5,180,358**	**$ 5,428,000**
% CHANGE			**-5.26%**	**-0.05%**	**4.78%**

* Unaudited

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 1,697,905	$ 1,705,121	$ 1,727,478	$ 1,635,318
Operations	3,636,898	3,419,035	3,385,876	3,692,682
OPERATING BUDGET	**$ 5,334,803**	**$ 5,124,156**	**$ 5,113,354**	**$ 5,328,000**
Capital Budget	135,882	58,624	67,004	100,000
DEPARTMENT TOTAL	**$ 5,470,685**	**$ 5,182,780**	**$ 5,180,358**	**$ 5,428,000**
% CHANGE		**-5.26%**	**-0.05%**	**4.78%**

* Unaudited

CIVIC CENTER / 0757

Personnel Summary: Authorized Positions

		FY14 Actual	FY15 Actual	FY16 Adopted
160-1000 Operations	**FT/PT**	**22/6**	**22/6**	**22/6**
Civic Center Director		1	1	1
Operations Manager		1	1	1
Marketing Manager		1	1	1
Civic Center Finance Manager		1	1	1
Ticketing Operations Manager		1	1	1
Accounting Technician		1	1	1
Administrative Clerk I		1	1	1
Events Coordinator		2	2	2
Box Office Coordinator		1	1	1
Box Office Representative		1	1	1
Facilities Maintenance Supervisor		2	2	1
Facilities Maintenance Worker I		1	1	1
Food and Beverage Coordinator		0	0	1
Correctional Detail Officer		1	1	1
Arena Technician I		5	5	5
Arena Technician II		2	2	2
Box Office Representative (PT)		1	1	1
Arena Technician I (PT)*		5	5	5
160-2700 Ice Rink	**FT/PT**	**1/2**	**1/2**	**1/2**
Administrative Secretary		1	1	1
Arena Technician (PT)*		2	2	2
TOTAL		**23/8**	**23/8**	**23/8**

** Four (4) Arena Technician (PT) Positions were unfunded for FY14 to FY16 in Operations and Ice Rink*

Budget Notes:

In FY16, One (1) Maintenance Supervisor (G15) was reclassed to Food and Beverage Coordinator (G15)

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.

CIVIC CENTER / 0757

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 fee 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.

Goals, Objectives and Performance Data

Goal:	Due to rising electricity rates, aggressively incorporate an electrical reduction plan for the Civic Center.
Objective:	Through use of semi annual audits, monthly observations of usage, and personal checks on cutting off lights and keeping doors closed

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Reduce annual kilowatt hours	6,773,155 kW h	5,144,757 kWh	5,000,000 kWh

Goal:	Increase the number of Educational Training Opportunities for staff. This will include training for customer service, financial information, and safety issues.
Objective:	Increase number of training sessions per year.

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
In-house training days for staff attended	30	36	40
Interdepartmental, workshop, or conference days	28	16	10

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.

CIVIC CENTER / 0757

AF2 Football

Program Description:

Professional football has returned to Columbus with the Columbus Lions. The Southern Indoor Football League (SIFL) began its season in 2006. Over the course of the season, the SIFL plays 8 home games at the Civic Center.

Other Events

Program Description:

The Civic Center is focused on providing space for approximately 250 event days throughout the year. The Civic Center works to bring various events such as concerts, ice shows, fairs, and variety of other attractions to Columbus while also providing additional conference space to the area.

Public Services-Other Maintenance & 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.

Ice Rink

Program Description:

The Columbus Ice Rink is a multipurpose public assembly facility with 38,122 square feet including a single NHL regulation-sized ice surface, measuring 200' x 85' with a comfortable seating capacity of 713 guests. The facility is capable of handling ice events as well as social events. The capacity for social events when the ice floor is covered, is 1,440. The facility features a state-of-the-art Bose Sound System, private VIP area overlooking the rink, a spacious lobby, Pro Shop, and Snack Bar

Goals, Objectives and Performance Data

Goal:	Due to rising electricity rates, aggressively incorporate an electrical reduction plan for the Ice Rink.
Objective:	Through use of semi annual audits, monthly observations of usage, and personal checks on cutting off lights and keeping doors closed

Performance Indicators:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Reduce annual kilowatt hours	3,715,779	4,192,753	3,700,000

EMPLOYEE HEALTH CARE FUND

The Employee Health Care Fund accounts for the self-funded employee health care program.

Return to Fund Overview

EMPLOYEE HEALTH INSURANCE FUND / 0850

Program Description:

The Employee Health & Life Insurance Fund is established to account for the self-funded employee health care program and employee life insurance program.

Expenditures By Category

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ -	$ -	$ -	$ -
Operations	18,974,681	23,649,004	25,338,472	21,632,650
OPERATING BUDGET	**$ 18,974,681**	**$ 23,649,004**	**$ 25,338,472**	**$ 21,632,650**
Capital Budget	-	-	-	-
DIVISION TOTAL	**$ 18,974,681**	**$ 23,649,004**	**$ 25,338,472**	**$ 21,632,650**
% CHANGE		**24.63%**	**7.14%**	**-14.63%**

* Unaudited

RISK MANAGEMENT FUND

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

Return to Fund Overview

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

	FY13 Actual	FY14 Actual	FY15 Actual*	FY16 Adopted
Personal Services	$ 128,062	$ 3,720,082	$ 2,209,678	$ 3,630,477
Operations	5,654,006	1,091,765	1,310,855	1,856,506
OPERATING BUDGET	**$ 5,782,068**	**$ 4,811,847**	**$ 3,520,533**	**$ 5,486,983**
Capital Budget	2,374	-	-	-
DIVISION TOTAL	**$ 5,784,442**	**$ 4,811,847**	**$ 3,520,533**	**$ 5,486,983**
% CHANGE		**-16.81%**	**-26.84%**	**55.86%**

* Unaudited

RISK MANAGEMENT FUND / 0860

Personnel Summary: Authorized Positions

	FY14 Actual	FY15 Actual	FY16 Adopted
220-3820 Workers Compensation FT/PT	**1/0**	**1/0**	**1/0**
Risk Manager	1	1	1
220-3830 Risk Management FT/PT	**1/6**	**1/6**	**1/6**
Administrative Services Coordinator	1	1	1
Risk (PT)	6	6	6
Total Full Time/Part Time Positions	**2/6**	**2/6**	**2/6**

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 lost 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:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Number of at-fault losses.	92	130	98

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:	**FY14 Actual**	**FY15 Actual**	**FY16 Projected**
Number of training meetings.	6	63	63
Percent of accident reports received within 3 days.	85%	90%	95%

SECTION E: APPENDIX

This section includes information not otherwise located in the Budget including a glossary and a capital outlay requests.

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GLOSSARY

SEE ALSO: ACRONYMS

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.

ADOPTED BUDGET: The operating budget plan which is presented to City Council by the Mayor and approved by City Council.

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.

BALANCED BUDGET: A budget is considered "balanced" when Total Revenues equal Total Expenditures within each fund and for all funds in aggregate. Fund balance (reserves) may be used as a Revenue Source to balance the fund so that Revenues equal Expenditures.

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; here, when measuring our employees' pay with pay levels in our labor market.

BOND: A long-term obligation 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 DEFEASANCE OR 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.

GLOSSARY

SEE ALSO: ACRONYMS

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 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.

ELECTED OFFICIAL: Person who holds an elected position of leadership for the City and/or County government. In Columbus/Muscogee County, these are: Mayor, Sheriff, Marshal, certain Judicial Officials (District Attorney, Judges, Solicitor), Clerk of Superior Court, Coroner, and Tax Commissioner.

GLOSSARY

SEE ALSO: ACRONYMS

EXPENDITURES: Disbursements or outlays of cash which decrease the City's 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.

FUND: A fiscal and accounting entity with a self-balancing set of accounts which record 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 what is "left over" after obligations have been repaid and all expenditures have been completed.

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.

GLOSSARY

SEE ALSO: ACRONYMS

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.

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).

INTERMENT: Placing of a corpse in a grave.

LEGALLY ADOPTED BUDGET: The Adopted Budget or operating plan which is approved by City Council. Typically the "Adopted Budget" refers to the total of all city operating funds, including all revenues, expenditures, and transfers between and among 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 the City to provide services to its citizens or for a department to fulfill its mission.

OTHER LOCAL OPTION SALES TAX: (also referred to as "Other LOST") The Local Option Sales Tax which followed the original LOST. As with the original LOST, use of these funds is unrestricted, however, City Council has made an administrative decision to utilize 70% of Other LOST proceeds for Public Safety and the remaining 30% for Infrastructure investment and refurbishment.

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.

PRO FORMA (PROJECTIONS): Estimated future budgets which are based on actual historical activity and budget information.

PROGRAM: The collection of services being performed to achieve a desired goal.

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 Adopted Budget and which includes carryover funds from the previous year and approved changes from the mid-year adjustments.

GLOSSARY

SEE ALSO: ACRONYMS

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.

STRUCTURALLY BALANCED BUDGET: The budget considered "structurally balanced" when Total Revenues equal Total Expenditures *and* the source of Revenues is equivalent to the use of Expenditures in nature, length of maturity, and content without reliance on use of reserves or fund balance to balance the budget.

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 are 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 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.

TRANSPORTATION SPECIAL PURPOSE LOCAL OPTION SALES TAX ("TSPLOST"): A regionally voter approved and adopted SPLOST, proceeds from which are used for specified transportation related projects. Columbus is in the River Valley region for purposes of TSPLOST.

USEFUL LIFE: Period or time-span an item is expected to continue providing financial service.

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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.

OLOST: Other Local Option Sales Tax.

SPLOST: Special Purpose Local Option Sales Tax.

TSPLOST: Transportation Special Purpose Local Option Sales Tax.

WIA: Workforce Investment Act.

DESCRIPTION	Unit Price	Qty	FY16 ADOPTED
GENERAL FUND			
500-2000 District Attorney			
Furniture for Rapid Resolution Initiative	$ 1,568	4	$ 6,272
Equipment for Rapid Resolution Initiative	$ 1,355	4	$ 5,420
	Subtotal		**$ 11,692**
520-1000 Public Defender			
Office space renovations for Rapid Resolution Initiative	$ 64,350	1	$ 64,350
	Subtotal		**$ 64,350**
GENERAL FUND	**TOTAL**		**$ 76,042**
OTHER LOCAL OPTION SALES TAX FUND			
400 Police			
Police Pursuit Vehicles with Technology Packages	$ 50,365	20	$ 1,007,300
Harley Davidson Motorcyle with Radar Unit	$ 26,945	3	$ 80,835
Unmarked Police Vehicles	$ 18,780	21	$ 394,380
	Subtotal		**$ 1,482,515**
410 Fire			
SCBA Cylinders	$ 1,100	40	$ 44,000
Protective Clothing	$ 1,300	120	$ 156,000
Capital Lease for 9 Vehicles & Loose Equipment (3 Pumpers, 1 Quint, 1 Rescue Truck, and 4 Ambulances)	$ 510,000		$ 510,000
	Subtotal		**$ 710,000**
420 MCP			
Motorola APX7000 Radios	$ 5,109	3	$ 15,327
Radios	$ 470	4	$ 1,878
Motorola PM400 Radio (Emergency Handheld)	$ 1,500	15	$ 22,500
Motorola XTS1500 Radio	$ 110	15	$ 1,650
Pursuit Vehicle with Emergency Package (Replacement)	$ 28,355	1	$ 28,355
	Subtotal		**$ 69,710**
550 Sheriff			
Washer	$ 47,350	1	$ 47,350
Dryer	$ 9,800	1	$ 9,800
Tilt Kettle	$ 16,793	1	$ 16,793
Food Warmer	$ 4,685	2	$ 9,370
Motorola Radio & Equipment	$ 3,300	12	$ 39,600
Ice Machines	$ 1,991	4	$ 7,964
Centurion Panic Alarm System (Retrofit)	$ 9,648	1	$ 9,648
Fire Alarm System	$ 58,000	1	$ 58,000
EKG	$ 6,200	1	$ 6,200
AED	$ 3,000	8	$ 24,000
Oxygen Concentrator	$ 2,375	1	$ 2,375
Hospital Beds	$ 2,200	2	$ 4,400
Specialized Lift for Oversize Wheelchair Patients	$ 1,700	1	$ 1,700
	Subtotal		**$ 237,200**
OTHER LOCAL OPTION SALES TAX	**TOTAL**		**$ 2,499,425**

DESCRIPTION	Unit Price	Qty	FY16 ADOPTED
STORMWATER FUND			
250-2300 Drainage			
Computer Stations	$ 8,500	3	$ 25,500
250-2600 Stormwater			
Computer Stations	$ 8,500	1	$ 8,500
260-3210 Stormwater Maintenance			
7yd Dump Truck (Replacement)	$ 90,000	2	$ 180,000
Mini Excavator (Replacement)	$ 39,000	1	$ 39,000
STORMWATER FUND	**TOTAL**		**$ 253,000**
PAVING FUND			
250-2200 Highways & Roads			
Computer Stations	$ 8,500	7	$ 59,500
260-3110 Streets			
Bucket Loader (Replacement)	$ 258,000	1	$ 258,000
260-3120 Urban Forestry & Beautification			
Boom Mower (Additional)	$ 85,000	1	$ 85,000
Mid Size SUV (Replacement)	$ 28,000	1	$ 28,000
Pick Up Truck (Replacement)	$ 33,000	1	$ 33,000
PAVING FUND	**TOTAL**		**$ 463,500**
INTEGRATED WASTE FUND			
260-3570 Recycling Center			
Articulated Loader (Additional)	$ 150,000	1	$ 150,000
Drop Off Trailer (Additional)	$ 10,000	6	$ 60,000
INTEGRATED WASTE FUND	**TOTAL**		**$ 210,000**
CDBG Fund			
245-1000 CDBG Administration			
Computer equipment	$ 5,000	1	$ 5,000
CDBG FUND	**TOTAL**		**$ 5,000**
TRANSPORTATION FUND			
0751 METRA			
Hybrid Electric Bus	$ 535,000	1	$ 535,000
Operations Equipment	$ 151,200	1	$ 151,200
Facilities Equipment	$ 82,000	1	$ 82,000
Rebuilt Engines	$ 50,000	1	$ 50,000
Rebuilt Transmissions	$ 50,000	1	$ 50,000

DESCRIPTION	Unit Price	Qty	FY16 ADOPTED
Supervisory Vehicle Replacement	$ 19,500	1	$ 19,500
Low Floor Van	$ 50,000	1	$ 50,000
TRANSPORTATION FUND	**TOTAL**		**$ 937,700**
TRADE CENTER FUND			
620-2200 Trade Center Operations			
Computer Tablets	$ 400	4	$ 1,600
Escalator Cleaner	$ 17,000	1	$ 17,000
Commercial Washer & Dryer	$ 7,000	1	$ 7,000
TRADE CENTER FUND	**TOTAL**		**$ 25,600**
ALL CAPITAL OUTLAY	**TOTAL**		**$ 4,470,267**

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Columbus Consolidated Government
Classification Position List by Department
Updated 10/1/2015

DEPT	POSITION	GRADE
ADULT DRUG COURT		
AD/1	Case Manager	16
CHILD SUPPORT ENFORCEMENT		
CSE1	Child Support Enforcement Manager	14
CSE2	Accounting Clerk	10
CITY ATTORNEY		
CA1	City Attorney	28
CA2	Assistant City Attorney	26
CA3	Legal Assistant	14
CA4	Paralegal	15
CITY MANGER		
CMO1	City Manager	29
CMO2	Deputy City Manager	28
CMO3	Deputy City Manager – Operations	28
CMO4	Assistant to the City Manager	22
CMO5	Executive Assistant	14
CMO6	Administrative Assistant	12
CMO8	TV Station Manager	19
CMO10	Records Specialist	14
CMO11	Citizen Service Center Coordinator	14
CMO12	Citizen Service Center Technician	10
CMO13	Administrative Assistant – Citizen Service Center	12
CMO14	Mailroom Supervisor	12
CMO15	Mail Clerk	7
CIVIC CENTER		
CIV1	Civic Center Director	25
CIV2	Operations Manager	20
CIV3	Civic Center Finance Manager	17
CIV4	Marketing Manager	20
CIV5	Ticketing Operations Manager	17
CIV6	Maintenance Supervisor – Civic Center	15
CIV7	Events Coordinator	15
CIV8	Carpenter I – Civic Center	13[3]
CIV9	Accounting Technician	12
CIV10	Administrative Secretary	10

DEPT	POSITION	GRADE
CIV11	Arena Technician I	9[1]
CIV12	Box Office Coordinator	12
CIV13	Box Office Representative	9
CIV14	Administrative Clerk I	9
CIV15	Building Service Worker	6
CIV16	Electrician I	13[3]
CIV17	Food and Beverage Coordinator	15

[1]May be designated "II" or "Senior" and placed at grade 10.
[2]May be designated "II" and placed at grade 12.
[3]May be designated "II" and placed at grade 14.

CLERK OF COUNCIL

CC1	Clerk of Council	22
CC2	Deputy Clerk of Council	14
CC3	Administrative Secretary	10

COLUMBUS TRADE CENTER

CTC1	Executive Director	UNC
CTC2	Assistant Trade Center Director	21
CTC3	Trade Center Finance Manager	17
CTC4	Events Operations Supervisor	15
CTC6	Conference Facilitator	15
CTC7	Accounting Technician	12
CTC8	Administrative Assistant – Citizen Service Center	12
CTC9	Facilities Maintenance Worker I	11[1]
CTC10	Events Attendant Crew Leader	12
CTC11	Administrative Clerk I	9
CTC12	Events Attendant I	8[2]
CTC13	Facilities Engineer	23

[1] May be designated "II" and placed at grade 12.
[2] May be designated "II" and placed at grade 9.

COMMUNITY REINVESTMENT

CR2	Assistant Community Reinvestment Director	21
CR3	Project Manager	19
CR4	Finance Manager – Community Reinvestment	17
CR5	Construction Services Specialist	15
CR6	Community Reinvestment Technician I	10[1]
CR7	Administrative Technician	12
CR8	Community Reinvestment Clerk	9
CR1	Community Reinvestment Division Manager	24

[1] May be designated "II" and placed at grade 12, "III" and placed at grade 13.

DEPT	POSITION	GRADE
CORONER		
COR1	Deputy Coroner	16
COR2	Administrative Assistant	12
DISTRICT ATTORNEY		
DA1	Assistant District Attorney	21[1]
DA2	Investigator Supervisor – District Attorney	19
DA3	Investigator – District Attorney	16[2]
DA4	Victim Advocate	14
DA5	Administrative Assistant	12
DA6	Legal Administrative Clerk	11
DA7	Victim Witness Program Administrator	18
DA8	Paralegal	15

[1] May be designated "II" and placed at grade 22; "III" and placed at grade 23.
[2] May be designated "Senior" and placed at grade 17.

ELECTIONS & REGISTRATION		
ER1	Elections and Registration Director	24
ER2	Elections Coordinator	14
ER3	Registration Coordinator	15
ER4	Elections Technician	9[1]
ER5	Elections Specialist	10

[1] May be designated "II" or "Senior" and placed at grade 10.

ENGINEERING		
ENG1	Engineering Director	25[1]
ENG2	Administrative Assistant	12
ENG3	Administrative Secretary	10
ENG4	Stormwater Management Engineer	22[2]
ENG6	Traffic Engineering Manager	23[3]
ENG7	Traffic Engineer	22[2]
ENG8	Traffic Operations Supervisor	19
ENG9	Traffic Signal Supervisor	17
ENG10	Senior Traffic Signal Technician	14
ENG11	Traffic Signal Technician	12[4]
ENG12	Traffic Signal Construction Specialist	12
ENG13	Traffic Sign and Marking Supervisor	16
ENG14	Traffic Control Technician	10
ENG15	Radio Communications Supervisor	17
ENG16	Senior Radio Technician	14
ENG17	Radio Technician	12[4]
ENG18	Senior Traffic Engineering Technician	16
ENG19	Traffic Engineering Technician	14
ENG20	Traffic Analyst	14

DEPT	POSITION	GRADE
ENG21	Administrative Technician	12
ENG22	Administrative Clerk I	9
ENG23	Engineering Inspection Coordinator	17
ENG24	Engineering Inspector	16[5]
ENG25	Survey Supervisor	17
ENG26	Survey Crew Leader	14
ENG27	Survey Technician	12
ENG28	Survey Crew Worker	9
ENG29	Engineering Technician	14[6]
ENG30	Stormwater Technician	12
ENG31	GIS Coordinator	21
ENG32	GIS Analyst	17
ENG33	GIS Technician	14
ENG34	CAD Technician	14
ENG35	Stormwater Data Inspector	16
ENG36	Stormwater Data Technician I	12
ENG37	Stormwater Data Technician II	14
ENG38	Stormwater Technician	12

[1] Place at grade 26 if Professional Engineer in the State of Georgia.
[2] Place at grade 23 if Professional Engineer in the State of Georgia.
[3] Place at grade 24 if Professional Engineer in the State of Georgia.
[4] May be designated "II" and placed at grade 13.
[5] May be designated "Senior" and placed at grade 17.
[6] May be designated "Senior" and placed at grade 16.

FINANCE

FIN1	Finance Director	26
FIN2	Assistant Finance Director	24
FIN3	Budget and Management Analyst	17[1]
FIN4	Accounting Manager	23
FIN5	Senior Accountant	19
FIN6	Grant Compliance Accountant	19
FIN7	Payroll Supervisor	18
FIN8	Payroll Coordinator	14
FIN9	Senior Accounts Payable Technician	13
FIN10	Accounts Payable Technician	12
FIN11	Purchasing Manager	23
FIN12	Buyer Specialist	17
FIN13	Buyer	14[2]
FIN14	Purchasing Technician	12
FIN15	Purchasing Clerk	9
FIN16	Revenue Manager	23
FIN17	Investment Officer	20
FIN18	Tax Supervisor	18
FIN19	Collections Supervisor	16
FIN20	Revenue Auditor	17

DEPT	POSITION	GRADE
FIN21	Collections Technician	12
FIN22	Accounting Technician	12
FIN23	Administrative Assistant	12
FIN24	Customer Service Representative	9[3]
FIN25	Financial Analyst	17

[1] May be designated "Senior" and placed at grade 19.
[2] May be designated "Senior" with CPPB Certification and placed at grade 16.
[3] May be designated "Senior" and placed at grade 10.

FIRE & EMS

FD1	Fire Chief/EMA Director	27
FD2	Assistant Fire Chief	24
FD3	Deputy Fire Chief	23
FD4	Deputy Fire Chief – Homeland Security	23
FD5	Emergency Management Deputy Director	23
FD6	Division Chief – Health, Safety, and Information Systems	22
FD7	Training Chief	22
FD8	Battalion Chief	22
FD9	Fire Marshal	22
FD10	Captain – EMS Coordinator	20[1]
FD11	Captain – Rescue	20[1]
FD12	Captain – Logistics/EMS/EMT	20[1]
FD13	Captain – Training	20[1]
FD14	Fire Captain	20[1]
FD15	Captain – Logistics	20[1]
FD16	Lieutenant – EMS/EMT	18[1]
FD17	Lieutenant – Training	18[1]
FD18	Fire Lieutenant	18[1]
FD19	Assistant Fire Marshal	20[1]
FD20	Lieutenant – Fire Inspector	18[1]
FD21	Lieutenant – Investigator	18[1]
FD22	Lieutenant – Logistics	18[1]
FD23	Fire Sergeant – EMT/Medic	16[1]
FD24	Sergeant – Investigations	16[1]
FD25	Firefighter – Medic	14[1]
FD26	Firefighter – EMT	14[1]
FD27	Firefighter	12
FD28	Firefighter – Logistics	12
FD29	Support Technician – Logistics	12
FD30	Administrative Coordinator	14
FD31	Fire Payroll Technician	12
FD32	Administrative Secretary	10
FD33	Administrative Clerk I	9
FD34	EMA Planner	17

[1] May add supplemental pay for current EMT and/or Paramedic certification when.

DEPT	POSITION	GRADE
HUMAN RESOURCES		
HR1	Human Resources Director	26
HR2	Assistant Human Resources Director	24
HR3	Human Resources Analyst	19
HR4	Human Resources Specialist	16
HR5	Human Resources Technician II	14
HR6	Human Resources Technician I	12
HR7	Administrative Secretary	10
HR8	Training Coordinator	18
HR9	Administrative Services Coordinator	14
HR10	Risk Manager	23
INFORMATION TECHNOLOGY		
IT1	Information Technology Director	26
IT2	Technical Operations Manager	23
IT3	Application Development and Support Manager	23
IT4	Local Area Network Manager	22
IT5	Web Development Manager	22
IT6	Application Development Project Leader	20
IT7	Application Support Project Leader	20
IT8	Application Support Analyst	19
IT9	Application Developer	19
IT10	Web Developer	17
IT11	Telecommunications Supervisor	19
IT12	Telecommunications Technician	14
IT13	Lead Host Computer Operator	13
IT14	Host Computer Operator	12
IT15	Data Control Technician	12
IT16	Personal Computer Services Supervisor	17
IT17	Personal Computer Specialist	14
IT18	Personal Computer Technician	12
IT19	Network Engineer	21
INSPECTIONS & CODES		
IC1	Building Inspection and Codes Director	25
IC2	Administrative Assistant	12
IC3	Assistant Building Inspection and Codes Director	23
IC4	Plans Examiner	19
IC5	Building Inspection Coordinator	18
IC6	Building Inspector	16[1]
IC7	Electrical Inspection Coordinator	18
IC8	Electrical Inspector	16[1]

DEPT	POSITION	GRADE
IC9	Property Maintenance Coordinator	18
IC10	Property Maintenance Inspector	16[1]
IC11	Sign and Codes Inspector	15[2]
IC12	Mechanical Inspection Coordinator	18
IC13	Mechanical Inspector	16[1]
IC14	Inspection Services Coordinator	14
IC15	Permit Technician	10
IC16	Zoning Technician	10
IC17	Print Shop Supervisor	17
IC18	Graphic Designer	12
IC19	Print Shop Technician	11
IC20	Duplicating Service Technician	9

[1] May be designated "II" and placed at grade 17; "III" and advanced 5% within range.
[2] May be designated "II" and placed at grade 16; "III" and advanced 5% within range.

JURY MANAGER

JM1	Jury Manager	16
JM2	Deputy Clerk II – Jury Management	12
JM3	Administrative Clerk I	9

JUVENILE COURT/JUVENILE DRUG COURT

JC1	Drug Court Coordinator	18
JC2	Case Manager	16
JC3	Juvenile Court Coordinator	16
JC4	Senior Deputy Clerk – Juvenile	14
JC5	Custody Investigator	13
JC6	Deputy Clerk II – Juvenile/Court Clerk	12
JC7	Deputy Clerk I – Juvenile	10
JC8	Administrative Secretary	10
JC9	Support Clerk	7
JC10	Custody Investigator Coordinator	16
JC11	Juvenile Court Director	20

MAGISTRATE & MUNICIPAL COURT

MMC1	Court Coordinator/Associate Magistrate	18
MMC2	Senior Deputy Clerk – Magistrate/Municipal Court	14
MMC3	Deputy Clerk II – Magistrate/Municipal Court	12

MARSHAL

MAR1	Chief Deputy Marshal	23
MAR2	Lieutenant	20
MAR3	Sergeant	18
MAR4	Deputy Marshal	14

DEPT	POSITION	GRADE
MAR5	Administrative Assistant	12
MAR7	Captain	22
MAR8	Communication Technician III	10
MAR8	Corporal	16

MAYOR

MO1	Public Information Officer/Calendar Clerk	16
MO3	Coordinator of Policy and Research	16
MO4	Internal Auditor/Compliance Officer	25
MO5	Director, Office of Crime Prevention	22
MO6	Forensic Auditor	21

MUNICIPAL COURT CLERK

MC1	Court Coordinator – Municipal Court	18
MC2	Senior Deputy Clerk – Municipal Court	14
MC3	Deputy Clerk II – Municipal Court	12
MC4	Administrative Assistant	12

MUSCOGEE COUNTY PRISON

CD1	Warden	25
CD2	Deputy Warden – Administration	23
CD3	Deputy Warden – Security	23
CD4	Lieutenant – Corrections	20
CD5	Sergeant – Corrections	18
CD6	Counselor – Corrections	16[1]
CD7	Technician – Corrections	14
CD8	Correctional Officer	12[2]
CD9	Administrative Coordinator	14
CD10	Accounting Technician	12
CD11	Accounting Clerk	10
CD12	Administrative Clerk I	9

[1] May be designated "Senior" and placed at grade 17.
[2] May be designated "Senior" and placed at grade 13.

POLICE

PD1	Chief of Police	27
PD2	Deputy Chief of Police	24
PD3	Police Major	23
PD4	Police Captain	22
PD5	Police Lieutenant	20
PD6	Command Sergeant	19
PD7	Police Sergeant	18

DEPT	POSITION	GRADE
PD8	Records Manager	16
PD/9	Police Finance Manager	17
PD11	Police Corporal	16
PD13	911 Center Supervisor	14
PD14	Police Officer	14
PD15	Records Supervisor	14
PD16	Asset Forfeiture Coordinator	14
PD17	Emergency Communications Technician III	12
PD18	Facilities Maintenance Technician	12
PD19	Emergency Communications Technician II	11
PD20	Police Cadet	10
PD21	Criminal Records Technician	10
PD22	Building Service Crew Leader	10
PD23	Administrative Secretary	10
PD24	Administrative Clerk II	10
PD25	Emergency Communications Technician I	10
PD26	Accounting Clerk	10
PD27	Administrative Clerk I	9
PD28	Support Clerk	7
PD29	Building Service Worker	6
PD30	Administrative Assistant	12
PD31	Crime Analyst	16

PLANNING

PL1	Planning Director	25
PL2	Planning Manager	22
PL3	Planner	17[1]
PL4	Right-of-Way/Transportation Planning Coordinator	20
PL5	Transportation Planner	17[1]
PL6	Administrative Secretary	10
PL7	Planning Technician	11
PL8	Transportation Planner Trainee	15

[1] May be designated "Senior" and placed at grade 18; "Principal" and placed at grade 20.

PARKS & RECREATION

PR1	Parks and Recreation Director	25
PR2	Assistant Parks and Recreation Director	23
PR3	Athletic Division Manager	19
PR4	Recreation Services Division Manager	19
PR5	Recreation Program Manager – Cultural Arts	17
PR6	Parks Services Division Manager	19
PR7	Administrative Operations Manager	18

DEPT	POSITION	GRADE
PR8	Parks Services Manager	17
PR9	Athletic Program Supervisor – Aquatics	16
PR10	Community Schools District Supervisor	16
PR11	Athletic Program Supervisor	16
PR12	Recreation Program Supervisor – Therapeutics	16
PR13	Recreation Program Supervisor – Recreation Services	16
PR14	Recreation Program Supervisor – Cultural Arts	16
PR15	Parks Crew Supervisor	14
PR16	Recreation Program Specialist III	14
PR17	Correctional Detail Officer – Parks	12
PR18	Employment Coordinator	14
PR19	RSVP Recreation Program Specialist III	14
PR20	Athletic Program Specialist	14
PR21	Recreation Program Specialist II	13
PR22	Accounting Technician	12
PR23	Chemical Application Technician	11
PR24	Tennis Supervisor	12
PR25	Motor Equipment Operator III	12
PR26	Motor Equipment Operator II	11
PR27	Administrative Secretary	10
PR28	Parks Crew Leader	10
PR29	Tennis Specialist II	10
PR30	Motor Equipment Operator I	10
PR31	Administrative Clerk I	9
PR32	Tennis Specialist I	9
PR33	Chemical Application Supervisor	13
PR33	Parks Maintenance Worker I	7[1]
PR34	Custodian	6
PR35	Marina Technician	9
PR36	Aquatics Division Manger	19
PR37	Natatorium Manager	16
PR38	Natatorium Supervisor	14
PR39	Assistant Natatorium Supervisor	12
PR40	Natatorium Technician	10

[1] May be designated "II" and placed at grade 8.

PUBLIC DEFENDER

PDEF1	Investigator – Public Defender	16[1]
PDEF2	Legal Administrative Clerk	11

[1] May be designated "Senior" and placed at grade 17.

PUBLIC WORKS-ADMIN

PS-ADM1	Public Services Director	26
PS-ADM2	Assistant Public Services Director	24
PS-ADM3	Safety Coordinator	17

DEPT	POSITION	GRADE
PS-ADM4	Public Services Coordinator	18
PS-ADM5	Administrative Supervisor	13
PS-ADM6	Administrative Technician	12
PS-ADM7	Support Clerk	7

PUBLIC WORKS-CEMETERIES

CEM1	Cemeteries Manager	19
CEM2	Public Services Crew Leader	12
CEM3	Correctional Detail Officer – Cemeteries	12
CEM4	Equipment Operator I	10
CEM5	Maintenance Worker I	7[1]
CEM6	Equipment Operator II	11

[1] May be designated "II" and placed at grade 8; "III" and placed at grade 9.

PUBLIC WORKS-COMMUNITY SERVICES ROW MAINTENANCE

CS1	Community Service Coordinator	19
CS2	Public Works Crew Leader	12
CS3	Maintenance Worker I	7[1]

[1] May be designated "II" and placed at grade 8; "III" and placed at grade 9.

PUBLIC WORKS-FACILITIES MAINTENANCE

FAC1	Facilities Maintenance Manager	23
FAC2	Assistant Facilities Maintenance Manager	19
FAC3	Facilities Maintenance Supervisor – Carpentry	16
FAC4	Facilities Maintenance Supervisor – Electrical	16
FAC5	Facilities Maintenance Supervisor – HVAC	16
FAC6	Facilities Maintenance Supervisor – Plumbing	16
FAC7	Facilities Maintenance Supervisor – Government Center	16
FAC8	Facilities Maintenance Supervisor – County Jail	16
FAC9	Custodial Services Supervisor	16
FAC10	Correctional Detail Officer – Facilities	12
FAC11	Irrigation Technician	12
FAC12	Carpenter I	13[1]
FAC13	Electrician I	13[1]
FAC14	HVAC Technician I	13[1]
FAC15	Plumber I	13[1]
FAC16	Facilities Maintenance Worker I	11[2]
FAC17	Administrative Technician	12
FAC18	Custodial Operations Assistant	12
FAC19	Building Service Worker	6
FAC20	Facilities Maintenance Supervisor –MCP	16

[1] May be designated "II" and placed at grade 14.
[2] May be designated "II" and placed at grade 12.

DEPT	POSITION	GRADE
PUBLIC WORKS-FLEET MANAGEMENT		
FM1	Assistant Director/Fleet Maintenance Manager	24
FM2	Assistant Fleet Manager	19
FM3	Automotive and Tire Shop Supervisor	17
FM4	Truck Shop Supervisor	16
FM5	Body Shop Supervisor	16
FM6	Heavy Equipment Shop Supervisor	16
FM7	Small Engine Shop Supervisor	15
FM8	Contract Warranty Specialist	15
FM9	Fleet Maintenance Buyer	12
FM10	Fleet Maintenance Technician III	14
FM11	Fleet Maintenance Technician II	12
FM12	Fleet Maintenance Technician I	10
FM13	Inventory Control Technician	10
FM14	Support Clerk	7
PUBLIC WORKS- LANDFILLS		
WD1	Waste Disposal Manager	21
WD2	Assistant Waste Disposal Manager	19
WD3	Landfill Supervisor	16
WD4	Senior Landfill Operator	14
WD5	Landfill Maintenance Technician	14
WD6	Heavy Equipment Operator	13
WD7	Landfill Operator	12
PUBLIC WORKS – RECYCLING CENTER		
RC1	Recycling Center Line Supervisor	15
RC2	Recycling Center Manager	19
RC3	Recycling Center Scale Operator	12
RC4	Recycling Center Drop Off Operator	12
RC5	Recycling Center Compost Supervisor	16
RC6	Recycling Center Correctional Detail Officer	12
RC7	Keep Columbus Beautiful Executive Director	20
PUBLIC WORKS-REPAIRS & MAINTENANCE		
HED2	Heavy Equipment Supervisor	15
HED3	Senior Heavy Equipment Operator	14
HED4	Correctional Detail Officer – Heavy Equipment	12
HED5	Heavy Equipment Operator	13
HED6	Equipment Operator III	12
HED7	Equipment Operator II	11
HED8	Maintenance Worker I	7

DEPT	POSITION	GRADE
HED9	Administrative Technician	12
SMD1	Street Division Manager	23
SMD2	Assistant Street Maintenance Manager	19
SMD3	Public Works Crew Supervisor	15
SMD4	Correctional Detail Officer – Street Maintenance	12
SMD5	Public Works Crew Leader	12

PUBLIC WORKS-RIGHT OF WAY MAINTENANCE

FB1	Forestry and Beautification Manager	23
FB2	Assistant Manager – Forestry	19
FB3	Assistant Manager – Beautification	19
FB4	Forestry Administrator	18[1]
FB5	Urban Forestry Supervisor	15
FB6	Public Works Supervisor	14
FB7	Chemical Application Supervisor	13
FB8	Contract Inspector	14
FB9	Correctional Detail Officer – Forestry	12
FB10	Public Services Crew Leader	12
FB11	Tree Trimmer Crew Leader	13[2]
FB12	Administrative Technician	12
FB13	Tree Evaluator	12
FB14	Equipment Operator III	12
FB15	Tree Trimmer II	12
FB16	Tree Trimmer I	10
FB17	Equipment Operator II	11
FB18	Chemical Application Technician	11
FB19	Equipment Operator III	12
FB20	Equipment Operator I	10
FB21	Maintenance Worker I	7[3]

[1] Place at grade 19 with ISA certification.
[2] Place at grade 14 if Certified Arborist in the State of Georgia and/or equivalent experience.
[3] May be designated "II" and placed at grade 8; "III" and placed at grade 9.

PUBLIC WORKS-SEWER MAINTENANCE

STWTR1	Stormwater Manager	21
STWTR2	Assistant Stormwater Manager	19
STWTR3	Stormwater Crew Supervisor	15
STWTR4	Chemical Application Supervisor	13
STWTR5	Stormwater Drainage Technician	15
STWTR6	Correctional Detail Officer – Stormwater	12
STWTR7	Crew Leader – Stormwater	12
STWTR8	Equipment Operator III	12
STWTR9	Equipment Operator II	11
STWTR10	Chemical Application Technician	11

DEPT	POSITION	GRADE
STWTR11	Equipment Operator I	10
STWTR12	Maintenance Worker I	7
STWTR13	Equipment Operator Crew Leader	13

PUBLIC WORKS-SOLID WASTE COLLECTION & RECYCLING

SW1	Solid Waste and Recycling Manager	23
SW2	Assistant Division Manager – Solid Waste and Recycling	19
SW3	Waste Collection Route Supervisor	15
SW4	Recycling Route Supervisor	15
SW5	Waste Equipment Operator	12
SW6	Recycling Truck Driver	12
SW7	Waste Collection Worker	8
SW8	MRF Technician	11
SW9	MRF Supervisor	12
SW10	Equipment Operator II	11
SW11	Equipment Operator III	12

PUBLIC WORKS-SPECIAL ENFORCEMENT

SE1	Special Enforcement Manager	21
SE2	Special Enforcement Supervisor	16
SE3	Animal Resource Center Supervisor	16
SE4	Administrative Coordinator	14
SE5	Special Enforcement Officer	13
SE6	Animal Control Officer II	13
SE7	Animal Control Officer I	12
SE8	Communications Officer	10
SE9	Administrative Clerk I	9
SE10	Animal Control Tech	10

PROBATE COURT

PC1	Fiduciary Compliance Officer	19[1]
PC2	Deputy Clerk II – Probate Court	12
PC3	Permit/Licensing Supervisor	14
PC4	Senior Deputy Clerk	14
PC5	Chief Clerk/License Supervisor	16

[1] Place at grade 20 with Juris Doctorate Degree.

RECORDERS COURT

RC/1	Court Coordinator	18
RC/2	Accounting Clerk	10

DEPT	POSITION	GRADE
RC/3	Judicial Admin Technician I	9
RC/4	Judicial Admin Technician II	10
RC/4	Judicial Admin Technician III	12

SHERIFF

SD1	Chief Deputy Sheriff	24
SD2	Jail Commander	23[1]
SD3	Major	23
SD4	Captain	22
SD5	Health Services Administrator	21
SD6	Lieutenant	20
SD7	Sergeant	18
SD8	Registered Nurse	18
SD9	Deputy Sheriff Technician	16
SD10	Investigator	16[2]
SD11	ID Technician	16
SD12	Clinic Manager	16
SD13	Licensed Practical Nurse	14
SD14	Deputy Sheriff	14
SD15	Medical Technician	12
SD16	Sheriff Correctional Officer	12
SD17	Accounting Technician	12
SD18	Communication Technician III	10
SD19	Criminal Records Technician	10
SD20	Administrative Clerk II	10
SD21	Accounting Clerk	10
SD22	Judicial Administrative Technician II	10
SD23	Administrative Secretary	10
SD24	Administrative Clerk I	9
SD25	Judicial Administrative Technician I	9
SD26	Medical Records Clerk	9
SD27	Security Guard	9
SD28	Administrative Coordinator	14
SD29	Sheriff Human Resources Technician	12

[1] Advance 5% in grade for Jail Commander.
[2] May be designated "Senior" and placed at grade 17

SOLICITOR GENERAL

SG1	Chief Assistant Solicitor General	22[1]
SG2	Assistant Solicitor General	21[1]
SG3	Victim Witness Program Administrator	18
SG4	Court Coordinator – Solicitor General	17
SG5	Investigator Supervisor – Solicitor General	18
SG6	Victim Advocate Investigator	15
SG7	Investigator – Solicitor General	16[2]
SG8	Deputy Clerk II – Solicitor General	12

DEPT	POSITION	GRADE
SG9	Deputy Clerk I – Solicitor General	10

[1] Until incumbent attains 5 years of practice experience as an attorney and qualifies for state-mandated salaries.
[2] May be designated "Senior" and placed at grade 17.

SUPERIOR COURT

SC1	Senior Deputy Clerk	14
SC2	Law Clerk	19[1]

[1] Place at grade 20 with Juris Doctorate Degree.

SUPERIOR COURT CLERK

CSC1	Chief Deputy Clerk	21
CSC2	Assistant Chief Deputy Clerk	18
CSC3	Senior Deputy Clerk – Administration	14
CSC4	Senior Deputy Clerk – Real Estate	14
CSC5	Senior Deputy Clerk	14
CSC6	Deputy Clerk II – Civil	12
CSC7	Deputy Clerk II – Criminal	12
CSC8	Deputy Clerk II – Imaging	12
CSC9	Deputy Clerk II – Real Estate	12
CSC10	Deputy Clerk II	12
CSC11	Deputy Clerk I – Real Estate	10
CSC12	Deputy Clerk I	10
CSC13	Senior Deputy Clerk – Civil	14
CSC14	Senior Deputy Clerk – Criminal	14

TAX Assessor

TA1	Chief Appraiser	25
TA2	Personal Property Manager	19
TA3	Administrative Manager	19
TA4	Residential Property Manager	19
TA5	Commercial Property Manager	19
TA6	Appraiser I – Personal Property	14[1]
TA7	Appraiser I – Real Property	14[1]
TA8	Administrative Assistant	12
TA9	Appraisal Technician	10
TA10	Chief Deputy Appraiser	23

[1] May be designated "II" and placed at grade 15; "III" and placed at grade 17.

TAX COMMISSIONER

TC1	Chief Deputy Tax Commissioner	21
TC2	Accounting Operations Administrator	20
TC3	Deputy Tax Commissioner	18
TC4	Administrative Technician	12

DEPT	POSITION	GRADE
TC5	Tax Clerk II	11
TC6	Tax Clerk I	10
TC7	Tax Specialist	16

TRANSPORTATION-METRA

TR1	Director of Transportation	25
TR2	Deputy Transportation Director	23
TR3	Transit Manager	20
TR4	Maintenance Manager	20
TR5	ADA Coordinator	18
TR6	Parking Division Manager	18
TR7	Transit Supervisor	16
TR8	Safety/Training Coordinator	16
TR9	Parking Enforcement Supervisor	14
TR10	Transit Specialist	14
TR11	Fleet Maintenance Technician III	14
TR12	Office Manager	14
TR13	Correctional Detail Officer – Transportation	12
TR14	Bus Operator Dial-A-Ride (without CDL)	10[1]
TR15	Bus Operator (with CDL)	12
TR16	Administrative Secretary	10
TR17	Fleet Maintenance Technician II	12
TR18	Fleet Maintenance Technician I	10
TR19	Maintenance Worker III	9
TR20	Parking Enforcement Officer	10
TR21	Customer Service Representative	9[1]

[1] May be placed at grade 12 after acquisition of Commercial Driver's License issued by the State of Georgia.
[2] May be designated "II" or "Senior" and placed at grade 10.

WORKFORCE INVESTMENT-JOB TRAINING PARTNERSHIP ACT

WIA1	Workforce Investment Act Director	24
WIA2	Finance Manager – WIA	17
WIA3	Program Specialist II	17
WIA4	Data Control Supervisor	17
WIA5	Program Specialist I	16
WIA6	Program Monitor/Job Developer	16
WIA7	Accounting Technician	12
WIA8	Accounting Clerk	10
WIA9	Administrative Technician	12
WIA10	Support Clerk	7
WIA11	Assistant WIA Director	21

DEPT POSITION GRADE
FOOTNOTES

[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 “Senior” and placed at grade 17
[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.
[*] May add supplemental pay for current Paramedic certification.
[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.
** Advance 5% in grade for Jail Commander
[24] May be placed at grade 12 after acquisition of Commercial Driver’s License issued by the State of Georgia.

Columbus Consolidated Government Pay Plan - Effective 01/02/2016
ANNUAL SALARY - NON-PENSION MEMBERS

Columbus Consolidated Government Pay Plan - Effective 01/02/2016
ANNUAL SALARY - NON-PENSION MEMBERS

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
1	17,081.10	17,508.12	17,945.83	18,394.47	18,854.33	19,325.69	19,808.84	20,304.06	20,811.65	21,331.95	21,865.25	22,411.87	22,972.17	23,546.47	24,135.14	24,738.52	25,356.97	25,990.91
2	17,945.83	18,394.47	18,854.33	19,325.69	19,808.84	20,304.06	20,811.65	21,331.95	21,865.25	22,411.87	22,972.17	23,546.47	24,135.14	24,738.52	25,356.97	25,990.91	26,640.68	27,306.70
3	18,854.33	19,325.69	19,808.84	20,304.06	20,811.65	21,331.95	21,865.25	22,411.87	22,972.17	23,546.47	24,135.14	24,738.52	25,356.97	25,990.91	26,640.68	27,306.70	27,989.36	28,689.09
4	19,808.84	20,304.06	20,811.65	21,331.95	21,865.25	22,411.87	22,972.17	23,546.47	24,135.14	24,738.52	25,356.97	25,990.91	26,640.68	27,306.70	27,989.36	28,689.09	29,406.32	30,141.48
5	20,811.65	21,331.95	21,865.25	22,411.87	22,972.17	23,546.47	24,135.14	24,738.52	25,356.97	25,990.91	26,640.68	27,306.70	27,989.36	28,689.09	29,406.32	30,141.48	30,895.01	31,667.39
6	21,865.25	22,411.87	22,972.17	23,546.47	24,135.14	24,738.52	25,356.97	25,990.91	26,640.68	27,306.70	27,989.36	28,689.09	29,406.32	30,141.48	30,895.01	31,667.39	32,459.08	33,270.56
7	22,972.17	23,546.47	24,135.14	24,738.52	25,356.97	25,990.91	26,640.68	27,306.70	27,989.36	28,689.09	29,406.32	30,141.48	30,895.01	31,667.39	32,459.08	33,270.56	34,102.31	34,954.87
8	24,135.14	24,738.52	25,356.97	25,990.91	26,640.68	27,306.70	27,989.36	28,689.09	29,406.32	30,141.48	30,895.01	31,667.39	32,459.08	33,270.56	34,102.31	34,954.87	35,828.75	36,724.47
9	25,356.97	25,990.91	26,640.68	27,306.70	27,989.36	28,689.09	29,406.32	30,141.48	30,895.01	31,667.39	32,459.08	33,270.56	34,102.31	34,954.87	35,828.75	36,724.47	37,642.58	38,583.64
10	26,640.68	27,306.70	27,989.36	28,689.09	29,406.32	30,141.48	30,895.01	31,667.39	32,459.08	33,270.56	34,102.31	34,954.87	35,828.75	36,724.47	37,642.58	38,583.64	39,548.24	40,536.93
11	27,989.36	28,689.09	29,406.32	30,141.48	30,895.01	31,667.39	32,459.08	33,270.56	34,102.31	34,954.87	35,828.75	36,724.47	37,642.58	38,583.64	39,548.24	40,536.93	41,550.36	42,589.12
12	29,406.32	30,141.48	30,895.01	31,667.39	32,459.08	33,270.56	34,102.31	34,954.87	35,828.75	36,724.47	37,642.58	38,583.64	39,548.24	40,536.93	41,550.36	42,589.12	43,653.85	44,745.20
13	30,895.01	31,667.39	32,459.08	33,270.56	34,102.31	34,954.87	35,828.75	36,724.47	37,642.58	38,583.64	39,548.24	40,536.93	41,550.36	42,589.12	43,653.85	44,745.20	45,863.82	47,010.42
14	32,459.08	33,270.56	34,102.31	34,954.87	35,828.75	36,724.47	37,642.58	38,583.64	39,548.24	40,536.93	41,550.36	42,589.12	43,653.85	44,745.20	45,863.82	47,010.42	48,185.68	49,390.32
15	34,102.31	34,954.87	35,828.75	36,724.47	37,642.58	38,583.64	39,548.24	40,536.93	41,550.36	42,589.12	43,653.85	44,745.20	45,863.82	47,010.42	48,185.68	49,390.32	50,625.09	51,890.71
16	35,828.75	36,724.47	37,642.58	38,583.64	39,548.24	40,536.93	41,550.36	42,589.12	43,653.85	44,745.20	45,863.82	47,010.42	48,185.68	49,390.32	50,625.09	51,890.71	53,187.98	54,517.68
17	37,642.58	38,583.64	39,548.24	40,536.93	41,550.36	42,589.12	43,653.85	44,745.20	45,863.82	47,010.42	48,185.68	49,390.32	50,625.09	51,890.71	53,187.98	54,517.68	55,880.62	57,277.63
18	39,548.24	40,536.93	41,550.36	42,589.12	43,653.85	44,745.20	45,863.82	47,010.42	48,185.68	49,390.32	50,625.09	51,890.71	53,187.98	54,517.68	55,880.62	57,277.63	58,709.57	60,177.31
19	41,550.36	42,589.12	43,653.85	44,745.20	45,863.82	47,010.42	48,185.68	49,390.32	50,625.09	51,890.71	53,187.98	54,517.68	55,880.62	57,277.63	58,709.57	60,177.31	61,681.75	63,223.78
20	43,653.85	44,745.20	45,863.82	47,010.42	48,185.68	49,390.32	50,625.09	51,890.71	53,187.98	54,517.68	55,880.62	57,277.63	58,709.57	60,177.31	61,681.75	63,223.78	64,804.39	66,424.49
21	48,185.68	49,390.32	50,625.09	51,890.71	53,187.98	54,517.68	55,880.62	57,277.63	58,709.57	60,177.31	61,681.75	63,223.78	64,804.39	66,424.49	68,085.11	69,787.23	71,531.91	73,320.22
22	53,187.98	54,517.68	55,880.62	57,277.63	58,709.57	60,177.31	61,681.75	63,223.78	64,804.39	66,424.49	68,085.11	69,787.23	71,531.91	73,320.22	75,153.21	77,032.04	78,957.84	80,931.80
23	58,709.57	60,177.31	61,681.75	63,223.78	64,804.39	66,424.49	68,085.11	69,787.23	71,531.91	73,320.22	75,153.21	77,032.04	78,957.84	80,931.80	82,955.09	85,028.97	87,154.70	89,333.56
24	64,804.39	66,424.49	68,085.11	69,787.23	71,531.91	73,320.21	75,153.21	77,032.04	78,957.84	80,931.80	82,955.09	85,028.97	87,154.70	89,333.56	91,566.89	93,856.07	96,202.47	98,607.53
25	71,531.91	73,320.21	75,153.21	77,032.04	78,957.84	80,931.80	82,955.09	85,028.97	87,154.70	89,333.56	91,566.89	93,856.07	96,202.47	98,607.53	101,072.72	103,599.54	106,189.53	108,844.26
26	78,957.84	80,931.80	82,955.09	85,028.97	87,154.70	89,333.56	91,566.89	93,856.07	96,202.47	98,607.53	101,072.72	103,599.54	106,189.53	108,844.26	111,565.37	114,354.51	117,213.36	120,143.70
27	87,154.70	89,333.56	91,566.89	93,856.07	96,202.47	98,607.53	101,072.72	103,599.54	106,189.53	108,844.26	111,565.37	114,354.51	117,213.36	120,143.70	123,147.29	126,225.97	129,381.63	132,616.16
28	101,072.72	103,599.54	106,189.53	108,844.26	111,565.37	114,354.51	117,213.36	120,143.70	123,147.29	126,225.97	129,381.63	132,616.16	135,931.57	139,329.86	142,813.10	146,383.44	150,043.03	153,794.09
29	123,147.29	126,225.97	129,381.63	132,616.16	135,931.57	139,329.86	142,813.10	146,383.44	150,043.03	153,794.09	157,638.95	161,579.92	165,619.42	169,759.91	174,003.90	178,354.01	182,812.86	187,383.17

0.50% Pay adjustment from UGA Pay Plan Non-Pension Members Effective 01-02-16

Columbus Consolidated Government Pay Plan - Effective 01/02/2016
ANNUAL SALARY - PENSION MEMBERS

Columbus Consolidated Government Pay Plan - Effective 01/02/2016
ANNUAL SALARY - PENSION MEMBERS

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
1	17,771.17	18,215.45	18,670.84	19,137.60	19,616.05	20,106.45	20,609.11	21,124.34	21,652.44	22,193.76	22,748.60	23,317.31	23,900.24	24,497.75	25,110.20	25,737.96	26,381.39	27,040.94
2	18,670.84	19,137.60	19,616.05	20,106.45	20,609.11	21,124.34	21,652.44	22,193.76	22,748.60	23,317.31	23,900.24	24,497.75	25,110.20	25,737.96	26,381.39	27,040.94	27,716.96	28,409.89
3	19,616.05	20,106.45	20,609.11	21,124.34	21,652.44	22,193.76	22,748.60	23,317.31	23,900.24	24,497.75	25,110.20	25,737.96	26,381.39	27,040.94	27,716.96	28,409.89	29,120.13	29,848.13
4	20,609.11	21,124.34	21,652.44	22,193.76	22,748.60	23,317.31	23,900.24	24,497.75	25,110.20	25,737.96	26,381.39	27,040.94	27,716.96	28,409.89	29,120.13	29,848.13	30,594.33	31,359.19
5	21,652.44	22,193.76	22,748.60	23,317.31	23,900.24	24,497.75	25,110.20	25,737.96	26,381.39	27,040.94	27,716.96	28,409.89	29,120.13	29,848.13	30,594.33	31,359.19	32,143.18	32,946.75
6	22,748.60	23,317.31	23,900.24	24,497.75	25,110.20	25,737.96	26,381.39	27,040.94	27,716.96	28,409.89	29,120.13	29,848.13	30,594.33	31,359.19	32,143.18	32,946.75	33,770.43	34,614.69
7	23,900.24	24,497.75	25,110.20	25,737.96	26,381.39	27,040.94	27,716.96	28,409.89	29,120.13	29,848.13	30,594.33	31,359.19	32,143.18	32,946.75	33,770.43	34,614.69	35,480.04	36,367.05
8	25,110.20	25,737.96	26,381.39	27,040.94	27,716.96	28,409.89	29,120.13	29,848.13	30,594.33	31,359.19	32,143.18	32,946.75	33,770.43	34,614.69	35,480.04	36,367.05	37,276.23	38,208.14
9	26,381.39	27,040.94	27,716.96	28,409.89	29,120.13	29,848.13	30,594.33	31,359.19	32,143.18	32,946.75	33,770.43	34,614.69	35,480.04	36,367.05	37,276.23	38,208.14	39,163.33	40,142.42
10	27,716.96	28,409.89	29,120.13	29,848.13	30,594.33	31,359.19	32,143.18	32,946.75	33,770.43	34,614.69	35,480.04	36,367.05	37,276.23	38,208.14	39,163.33	40,142.42	41,145.98	42,174.62
11	29,120.13	29,848.13	30,594.33	31,359.19	32,143.18	32,946.75	33,770.43	34,614.69	35,480.04	36,367.05	37,276.23	38,208.14	39,163.33	40,142.42	41,145.98	42,174.62	43,228.99	44,309.72
12	30,594.33	31,359.19	32,143.18	32,946.75	33,770.43	34,614.69	35,480.04	36,367.05	37,276.23	38,208.14	39,163.33	40,142.42	41,145.98	42,174.62	43,228.99	44,309.72	45,417.47	46,552.91
13	32,143.18	32,946.75	33,770.43	34,614.69	35,480.04	36,367.05	37,276.23	38,208.14	39,163.33	40,142.42	41,145.98	42,174.62	43,228.99	44,309.72	45,417.47	46,552.91	47,716.72	48,909.65
14	33,770.43	34,614.69	35,480.04	36,367.05	37,276.23	38,208.14	39,163.33	40,142.42	41,145.98	42,174.62	43,228.99	44,309.72	45,417.47	46,552.91	47,716.72	48,909.65	50,132.38	51,385.69
15	35,480.04	36,367.05	37,276.23	38,208.14	39,163.33	40,142.42	41,145.98	42,174.62	43,228.99	44,309.72	45,417.47	46,552.91	47,716.72	48,909.65	50,132.38	51,385.69	52,670.33	53,987.09
16	37,276.23	38,208.14	39,163.33	40,142.42	41,145.98	42,174.62	43,228.99	44,309.72	45,417.47	46,552.91	47,716.72	48,909.65	50,132.38	51,385.69	52,670.33	53,987.09	55,336.77	56,720.20
17	39,163.33	40,142.42	41,145.98	42,174.62	43,228.99	44,309.72	45,417.47	46,552.91	47,716.72	48,909.65	50,132.38	51,385.69	52,670.33	53,987.09	55,336.77	56,720.20	58,138.20	59,591.66
18	41,145.98	42,174.62	43,228.99	44,309.72	45,417.47	46,552.91	47,716.72	48,909.65	50,132.38	51,385.69	52,670.33	53,987.09	55,336.77	56,720.20	58,138.20	59,591.66	61,081.44	62,608.47
19	43,228.99	44,309.72	45,417.47	46,552.91	47,716.72	48,909.65	50,132.38	51,385.69	52,670.33	53,987.09	55,336.77	56,720.20	58,138.20	59,591.66	61,081.44	62,608.47	64,173.69	65,778.03
20	45,417.47	46,552.91	47,716.72	48,909.65	50,132.38	51,385.69	52,670.33	53,987.09	55,336.77	56,720.20	58,138.20	59,591.66	61,081.44	62,608.47	64,173.69	65,778.03	67,422.49	69,108.04
21	50,132.38	51,385.69	52,670.33	53,987.09	55,336.77	56,720.20	58,138.20	59,591.66	61,081.44	62,608.47	64,173.69	65,778.03	67,422.49	69,108.04	70,835.75	72,606.64	74,421.80	76,282.35
22	55,336.77	56,720.20	58,138.20	59,591.66	61,081.44	62,608.47	64,173.69	65,778.03	67,422.49	69,108.04	70,835.75	72,606.64	74,421.80	76,282.35	78,189.41	80,144.14	82,147.74	84,201.43
23	61,081.44	62,608.47	64,173.69	65,778.03	67,422.49	69,108.04	70,835.75	72,606.64	74,421.80	76,282.35	78,189.41	80,144.14	82,147.74	84,201.43	86,306.47	88,464.13	90,675.74	92,942.63
24	67,422.49	69,108.04	70,835.75	72,606.64	74,421.80	76,282.34	78,189.41	80,144.14	82,147.74	84,201.43	86,306.47	88,464.13	90,675.74	92,942.63	95,266.19	97,647.85	100,089.04	102,591.28
25	74,421.80	76,282.34	78,189.41	80,144.14	82,147.74	84,201.43	86,306.47	88,464.13	90,675.74	92,942.63	95,266.19	97,647.85	100,089.04	102,591.28	105,156.06	107,784.95	110,479.58	113,241.58
26	82,147.74	84,201.43	86,306.47	88,464.13	90,675.74	92,942.63	95,266.19	97,647.85	100,089.04	102,591.28	105,156.06	107,784.95	110,479.58	113,241.58	116,072.61	118,974.42	121,948.78	124,997.51
27	90,675.74	92,942.63	95,266.19	97,647.85	100,089.04	102,591.28	105,156.06	107,784.95	110,479.58	113,241.58	116,072.61	118,974.42	121,948.78	124,997.51	128,122.45	131,325.50	134,608.65	137,973.86
28	105,156.06	107,784.95	110,479.58	113,241.58	116,072.61	118,974.42	121,948.78	124,997.51	128,122.45	131,325.50	134,608.65	137,973.86	141,423.21	144,958.79	148,582.75	152,297.33	156,104.76	160,007.38
29	128,122.45	131,325.50	134,608.65	137,973.86	141,423.21	144,958.79	148,582.75	152,297.33	156,104.76	160,007.38	164,007.56	168,107.76	172,310.45	176,618.20	181,033.67	185,559.50	190,198.50	194,953.45

Above schedule includes:

0.5% Pay adjustment as of 01/02/2016 (COLA)

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COLUMBUS, GEORGIA CONSOLIDATED GOVERNMENT



Fiscal Year 2016 Capital Improvement Program Budget

COLUMBUS GEORGIA
Consolidated Government

INTRODUCTION

CAPITAL PROJECTS BACKGROUND

The Columbus Consolidated Government ("CCG") has operated a capital program since its consolidation in 1971. The program, which was originally supported by the General, Sewer and Paving operating funds, has historically been used for infrastructure such as road construction, drainage improvements, technology support and miscellaneous project fund reserve. Today, the Sewer and Paving Funds are supported primarily by property tax revenue, while the General Fund is funded from property, utility, sales and other taxes, as well as miscellaneous other revenues.

The Integrated Waste Management Fund was added in 1994 to account for capital projects related to the construction and expansion of landfills. This fund is supported by service charges from residential and commercial waste collection and management.

In addition to Capital Improvement Project (CIP) Funds which are supported by Operating Funds, from time to time CCG finances projects either through debt issuance or contractual debt issued through the Columbus Building Authority (the "Authority"). The Authority was created by Article VII, Sec. VI, Pa. 1 of the Constitution of Georgia of 1945, as amended and ratified at the general election of November 5, 1968 (Ga. L. 1966, Pg. 946). The Authority provides a means to issue revenue certificates to acquire, construct, equip, maintain, and operate self-liquidating projects embracing buildings and facilities for use by the Consolidated Government of Columbus, Georgia. Debt service for Authority issued bonds is funded through the Debt Service Fund, an Operating Fund of CCG.

In 1999, the citizens of Columbus voted to renew the 1993 1¢ Special Local Option Sales Tax ("SPLOST"). The renewed SPLOST provided funding for approximately $255,000,000 of capital projects used for public safety, economic development, recreation, transportation, a citizens' service center, storm water drainage improvements, flood abatement, road, street, and bridge construction/repair, a county library, and governmental, proprietary, and administrative purposes of the SPLOST. The projects were financed with equally distributed revenues and constructed as SPLOST cash flow allowed over a nine-year time span. In 2010, SPLOST collections ended.

In July of 2008, the citizens of Columbus voted to approve a new Local Option Sales Tax (referred to as the "Other LOST") that would allocate a one-cent sales tax to help raise funding for the city. Seventy percent of the tax revenue is devoted to Public Safety. Public safety expenditures have included the addition of 100 police officers, adding new patrol zones, building police precincts, replacing fire stations, building a jail addition, hiring Sheriff personnel, and annually paying every city law enforcement officer a supplement (this year, $3,121). The remaining thirty percent has been dedicated toward roads, bridges and other much needed infrastructure projects. The tax went into effect on January 1st, 2009.

On July 31, 2012 voters in the River Valley special district, of which Columbus is a part, approved a regional Transportation Special Local Option Sales Tax ("TSPLOST"). Enacted as the Transportation Investment Act of 2010, this legislation authorized the funding of designated transportation projects as determined by a regional roundtable committee of local elected officials from the region and approved by its citizens.

INTRODUCTION

CAPITAL PROJECTS BUDGET/FUNDING PROCESS

During the operating budget process, departments submit funding requests for new projects. In order to get a total project cost, budget procedure requires requests to be presented over a five-year period to include anticipated operating costs after project completion.

The CIP Committee reviews the funding requests. This Committee is comprised of the department heads associated with the ongoing capital improvement projects. These funding requests are ranked by importance and need in the community, and are then forwarded to the City Manager with funding recommendations to be included in the overall Operating Budget.

All funding sources are approved by the City Council. Projects financed by the operating funds are presented in the Annual Operating Budget as inter-fund transfers or within specific departmental budgets. The appropriations are transferred to the relevant CIP funds. Projects may be financed with a variety of sources and, unlike the operating funds, CIP appropriations do not lapse at year-end.

The funding for the **$161,564,757**of Capital Improvements Projects for the FY2016 is financed through the following methods (See summary of financing and projects by service type):

- **$16,507,111** Operating fund supported:
  - **$1,013,711** from the Sewer Fund
  - **$2,259,747** from the Paving Fund
  - **$13,233,653** from Prior Years' Fund Balances
- **$18,721,231** from the1999 Special Purpose Local Option Sales Tax (1999 SPLOST)
- **$18,188,298** from Columbus Building Authority – Contractual Debt (2003A, 2003B, 2010B, 2010C Issues)
- **$9,465,114** from the 2009 Other Local Option Sales Tax (2009 Other LOST)
- **$98,683,003** from the 2012 Transportation Special Purpose Local Option Sales Tax (TSPLOST)

The total financing for a given project may be available at one time, while the project may take more than one fiscal year to complete. Therefore, financing sources may be higher than the project cost for that fiscal year. In this case, the total financing sources are earmarked and recorded for that project and any balance carried forward to the next fiscal year. For the TSPLOST projects, the anticipated amount to be expended in each of the next five (5) fiscal years has been shown in the detailed section, although the entire amount of the remaining funding for FY16 and beyond has been included in the total financing sources. For recurring expenditures that are anticipated for each of the next five (5) fiscal years, the estimated amount that is expected to be allocated in those future years has been shown. However, it is important to note that ONLY the FY16 apportionment has been adopted as part of the FY2016 Adopted Budget, because according to the City's charter, only one year of budget appropriations can be officially adopted each budget cycle by Council. Apportionment for future years has not yet been approved or adopted and is presented for discussion and planning purposes only.

INTRODUCTION

CAPITAL PROJECTS OVERVIEW

This document is a comprehensive overview of projects currently funded by the Consolidated Government. The projects are grouped by service type. The project groups are:

$6,354,054
MANAGEMENT – Incorporated in this group are projects which will impact the general function and management of CCG. Projects may include land acquisition and development, facilities and infrastructure construction and renovation not directly associated with any other service classification. These projects are typically funded with contributions to the CIP Fund from the operating funds. The summary and each service type category and detail pages of the individual projects composing the service type are behind the Management tab.

$717,896
PARKS, RECREATION & LEISURE – All costs associated with the land acquisition and park development, facilities construction and renovation of gymnasiums, museums, recreation centers, marinas, courts, and fields and other facilities and infrastructure associated with recreational and leisure activities. These projects have been primarily financed by the SPLOST but also receive funding from the General Fund, grants and private contributions. The summary and each service type category and detail pages of the individual projects composing the service type are behind the Parks, Recreation & Leisure tab.

$2,805,416
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. The summary and each service type category and detail pages of the individual projects composing the service type are behind the Public Safety/Criminal Justice tab.

$11,023,579
DRAINAGE – Projects classified as drainage are primarily concerned with storm water control, flood prevention and soil conservation. Sewer construction and renovations, open ditch and stream bank stabilization, and retention pond improvements are found in this section. The summary and each service type category and detail pages of the individual projects composing the service type are behind the Drainage tab.

$40,388,615
TRANSPORTATION - All modes of transportation for motorized and non-motorized vehicular and pedestrian traffic are included here. Projects may be land and right-of-way acquisition, traffic signalization, road, sidewalks, and path or trail construction. Road projects are primarily funded through contributions from the Paving Fund. Other financing sources may include SPLOST or bond issues. The summary and each service type category and detail pages of the individual projects composing the service type are behind the Transportation tab.

INTRODUCTION

$98,683,003

TSPLOST- All of the projects included in this category have been specifically identified as TSPLOST projects. In 2012, three regions approved by referendum the adoption of the TSPLOST, or Transportation Special Local Option Sales Tax. Columbus/Muscogee lies within the 16-county region known as the River Valley region (T-08). Each month, Muscogee receives a distribution equating to an apportioned amount of TSPLOST collections in the River Valley region as part of its discretionary funding under this tax referendum. Discretionary funds may be used at Council's direction and discretion for transportation projects. The majority of TSPLOST funding is non-discretionary and is allocated according to those projects specifically approved under this taxation program.

$1,592,194

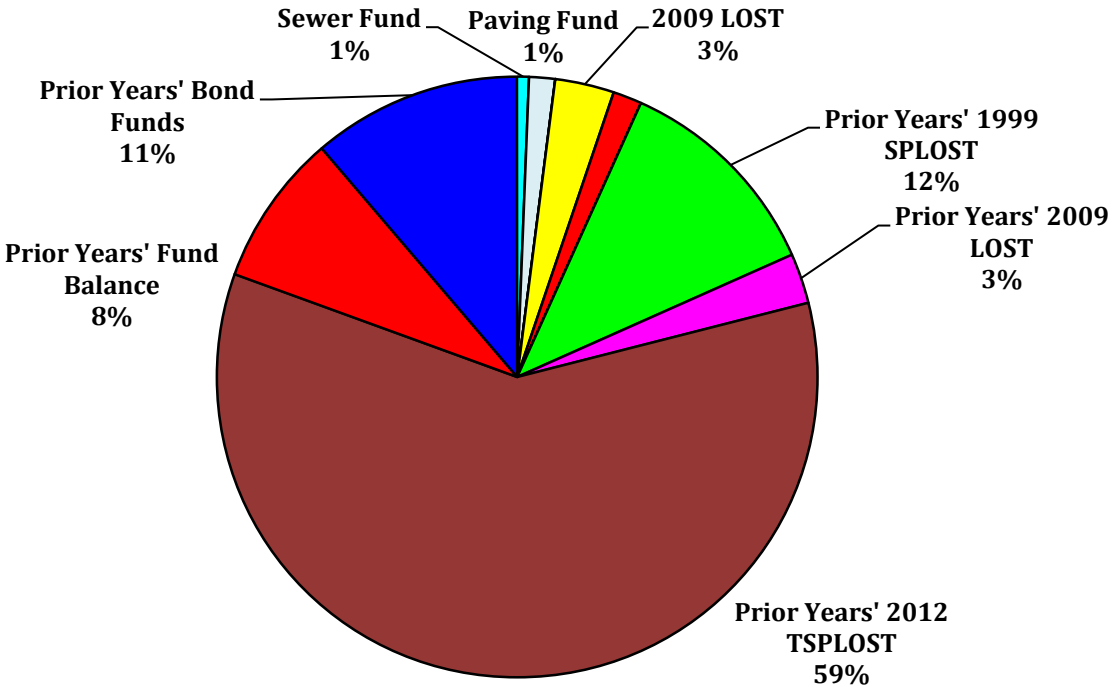
ENVIRONMENTAL – This category primarily shows projects associated with the landfills. Other projects may include urban re-forestation, streetscapes and gateway projects. The summary and each service type category and detail pages of the individual projects composing the service type are behind the Environmental tab.

Capital Improvement Projects project budgets may include any of the following basic costs commonly associated with a CIP Project:

- Renovation or expansion of existing facilities
- Initial feasibility study for new facilities/infrastructure
- Land acquisition, site improvements, development
- Construction of new facility/infrastructure
- Management/administrative costs
- Equipment and furnishings associated with the project

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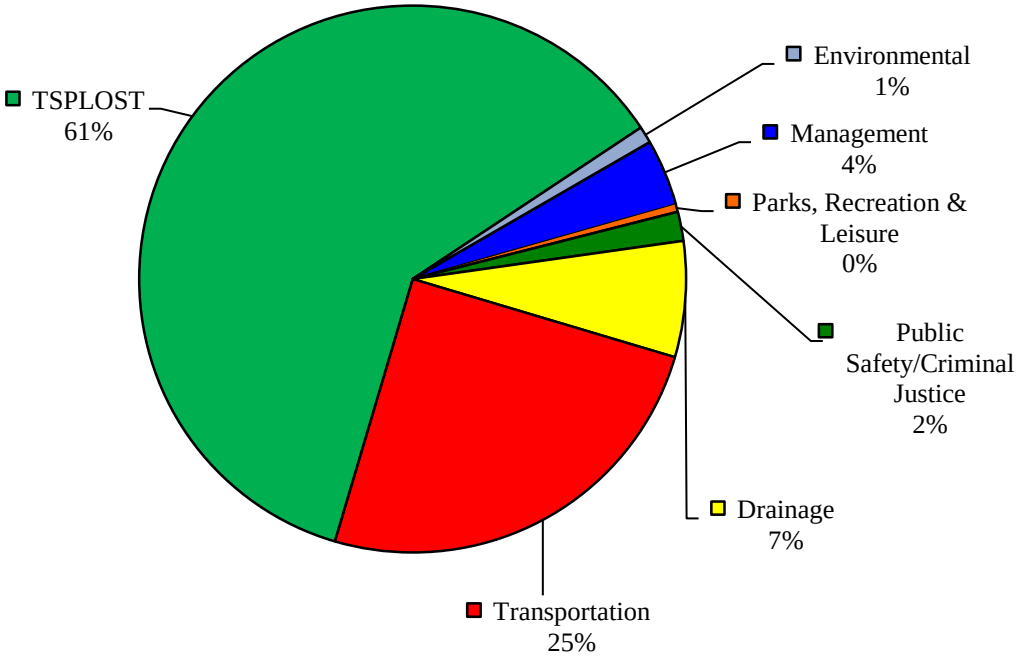
FY16 FINANCING METHOD
$161,564,757



FY16 FINANCING FOR PROJECTS

METHOD/SOURCE	AMOUNT
General Fund	$0
Sewer Fund	1,013,711
Paving Fund	2,259,747
Integrated Waste Fund	0
Bond Proceeds	0
2009 LOST	5,144,964
2012 TSPLOST	2,500,000
1999 Sales Tax	0
Prior Years' 1999 SPLOST	18,721,231
Prior Years' 2009 LOST	4,320,150
Prior Years' 2012 TSPLOST	96,183,003
Prior Years' Fund Balance	13,233,653
Prior Years' Bond Funds	18,188,298
FY16 TOTAL	$161,564,757

FY16 PROJECT COSTS
$161,564,757



FY16 PROJECT COSTS

PROJECT TYPE	AMOUNT
Management	**$6,354,054**
Parks, Recreation & Leisure	**717,896**
Public Safety/Criminal Justice	**2,805,416**
Drainage	**11,023,579**
Transportation	**40,388,615**
TSPLOST	**98,683,003**
Environmental	**1,592,194**
FY16 TOTAL	**$161,564,757**

ALL CAPITAL IMPROVEMENT PROJECTS

FIVE YEAR FORECAST
ALL CAPITAL IMPROVEMENT PROJECTS

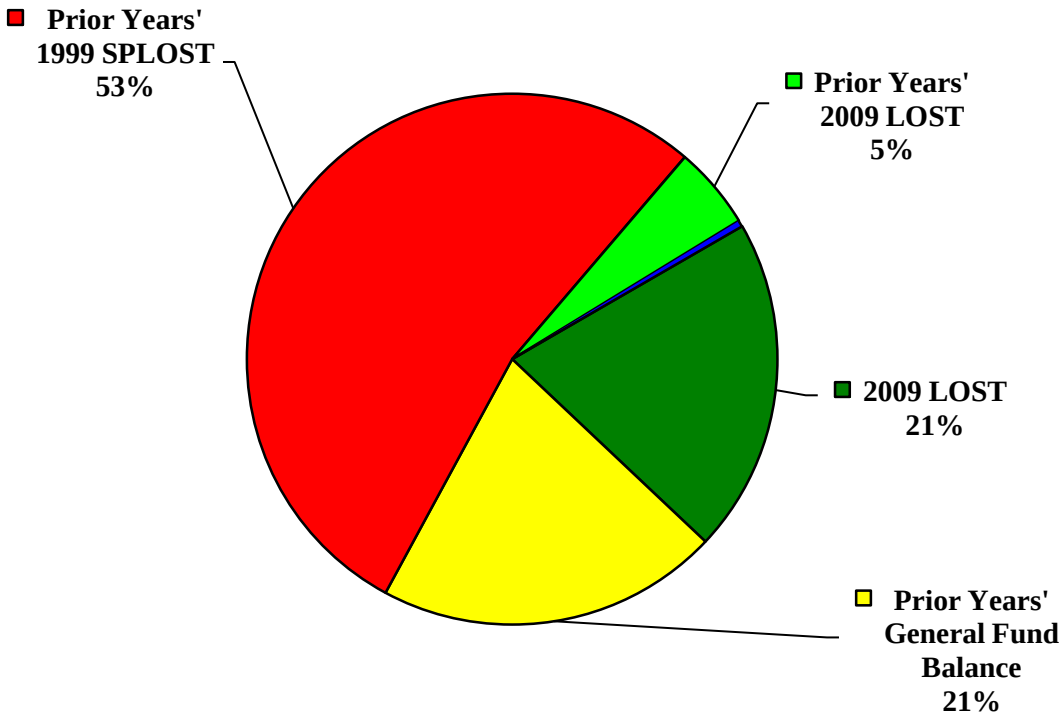
		Carryforward	FY16	FY17	FY18	FY19	FY20	Total
FUNDING SOURCES								
Operating Funds (General Fund, Paving, Sewer)		**$ 13,233,653**	**$ 3,273,458**	$ 2,300,000	$ 4,100,000	$ 4,100,000	$ 4,100,000	**$ 31,107,111**
Bond Proceeds		**$ 18,188,298**		$ -	$ -	$ -	$ -	**$ 18,188,298**
Sales Tax (2009 LOST)		**$ 4,320,150**	**$ 5,144,964**	$ 1,750,000	$ 1,750,000	$ 1,750,000	$ 1,750,000	**$ 16,465,114**
Sales Tax (1999 SPLOST)		**$ 18,721,231**		$ -	$ -	$ -	$ -	**$ 18,721,231**
TSPLOST		**$ 96,183,003**	**$ 2,500,000**	$ 2,500,000	$ 2,500,000	$ 2,500,000	$ 2,500,000	**$ 108,683,003**
TOTAL FUNDING		**$ 150,646,335**	**$ 10,918,422**	**$ 6,550,000**	**$ 8,350,000**	**$ 8,350,000**	**$ 8,350,000**	**$ 193,164,757**
			$ 161,564,757					
TYPE OF PROJECT			**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Total**
MANAGEMENT PROJECTS			**$ 6,354,054**	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	**$ 10,354,054**
PARKS, RECREATION AND LEISURE			**$ 717,896**	$ -	$ -	$ -	$ -	**$ 717,896**
PUBLIC SAFETY/CRIMINAL JUSTICE			**$ 2,805,416**	$ -	$ -	$ -	$ -	**$ 2,805,416**
DRAINAGE/STORMWATER PROJECTS			**$ 11,023,579**	$ 1,550,000	$ 1,550,000	$ 1,550,000	$ 1,550,000	**$ 17,223,579**
TRANSPORTATION PROJECTS			**$ 40,388,615**	$ 2,000,000	$ 2,000,000	$ 2,000,000	$ 2,000,000	**$ 48,388,615**
TSPLOST PROJECTS *			**$ 98,683,003**	$ 2,500,000	$ 2,500,000	$ 2,500,000	$ 2,500,000	**$ 108,683,003**
ENVIRONMENTAL/INTEGRATED WASTE			**$ 1,592,194**	$ 850,000	$ 850,000	$ 850,000	$ 850,000	**$ 4,992,194**
TOTAL PROJECT COSTS		**$ -**	**$ 161,564,757**	**$ 7,900,000**	**$ 7,900,000**	**$ 7,900,000**	**$ 7,900,000**	**$ 193,164,757**

** Please note this schedule presumes that TSPLOST projects will take up to 5 years to complete, although their entire costs are included in the FY2016 CIP Budget.*

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MANAGEMENT SUMMARY

FY16 FINANCING METHOD
$6,354,054

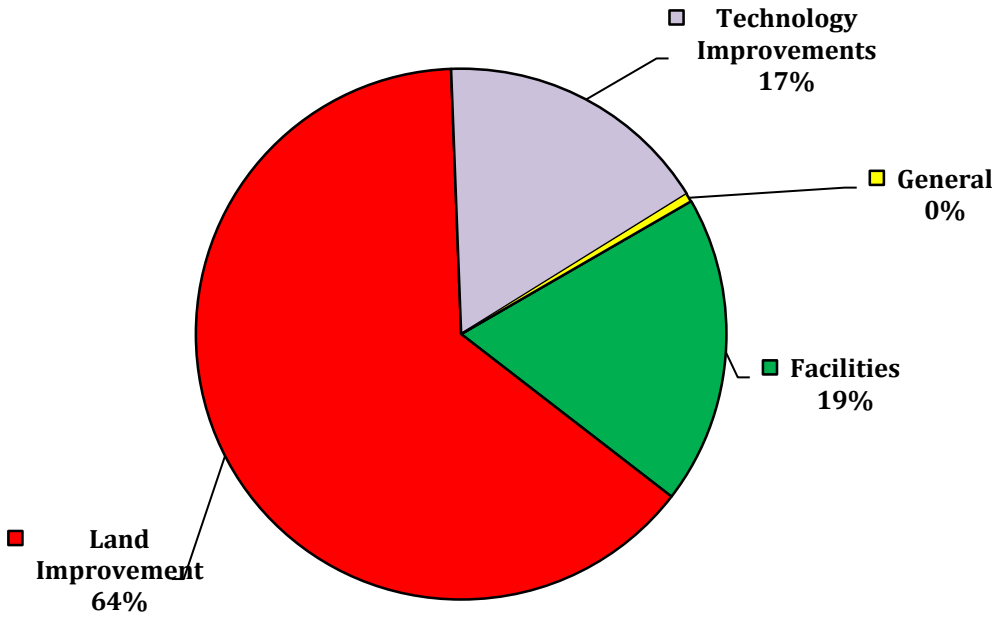


FY16 FINANCING FOR MANAGEMENT PROJECTS

METHOD/SOURCE	AMOUNT
General Fund	$0
1999 SPLOST	0
2009 LOST	1,295,000
Prior Years' General Fund Balance	1,325,751
Prior Years' 1999 SPLOST	3,389,700
Prior Years' 2009 LOST	319,524
Prior Years' Bond Funds	24,079
FY16 TOTAL	$6,354,054

MANAGEMENT SUMMARY

FY16 PROJECT COSTS
$6,354,054



FY16 PROJECT COSTS

TYPE OF PROJECT	AMOUNT
Facilities	$1,195,214
Land Improvement	4,061,387
Technology Improvements	1,065,624
General	31,829
FY16 TOTAL	$6,354,054

MANAGEMENT PROJECTS SUMMARY

FIVE YEAR FORECAST
MANAGEMENT CAPITAL IMPROVEMENT PROJECTS

		Carryforward	FY16	FY17	FY18	FY19	Total
FUNDING SOURCES							
Fund Balance		$ 1,325,751					$ 1,325,751
Bond Proceeds		$ 24,079					$ 24,079
Sales Tax (2009 LOST)		$ 319,524	$ 1,295,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 4,614,524
Sales Tax (1999 SPLOST)		$ 3,389,700					$ 3,389,700
Balance Forward							$ -
TOTAL FUNDING		$ 5,059,054	$ 1,295,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 9,354,054
			$ 6,354,054				
PROJECT COSTS	**Type**	**Prior to FY16**	**FY16**	**FY17**	**FY18**	**FY19**	**Total**
MCSD Library	Facilities	$ 43,112,870	$ 102,087				$ 43,214,957
Bull Creek Golf Course	Facilities	$ 2,207,908	$ 31,174				$ 2,239,082
Oxbow Meadows Development	Facilities	$ 15,784,988	$ 147,747				$ 15,932,735
LOST Facilities	Facilities	$ -	$ 587,476	$ 750,000	$ 750,000	$ 750,000	$ 2,837,476
Various General Fund	General	$ -	$ 31,829				$ 31,829
Tree Preservation and Replace	Land Improvement	$ 104,424	$ 7,402				$ 111,826
Property Acquisition	Land Improvement	$ 3,713,899	$ 45,501				$ 3,759,400
NFL Improvements	Land Improvement	$ 6,099,838	$ 1,447,234				$ 7,547,072
Enterprise Zone	Land Improvement	$ 3,069,104	$ 1,010,688				$ 4,079,792
Liberty District Redevelopment	Land Improvement	$ 3,449,438	$ 1,550,562				$ 5,000,000
Upgrade of LGFS/GHRS System	Technology	$ 1,419,050	$ 293,331				$ 1,712,381
Health and Pension Reporting	Technology	$ 92,025	$ 71,975				$ 164,000
LOST Information Technology	Technology	$ 1,433,217	$ 600,318	$ 250,000	$ 250,000	$ 250,000	$ 2,783,535
Asset Management Software	Technology	$ -	$ 50,000				$ 50,000
Radio System Maintenance	Technology	$ -	$ 50,000				$ 50,000
Government Center Elevator	Facilities	$ 185,700	$ 276,300				$ 462,000
Government Center Generator	Facilities	$ 149,570	$ 50,430				$ 200,000
							$ -
							$ -
							$ -
TOTAL PROJECT COSTS		$ 80,822,031	$ 6,354,054	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 90,176,085

MUSCOGEE COUNTY SCHOOL DISTRICT LIBRARY

PROJECT NAME:	MCSD Library
PROJECT DESCRIPTION:	Construct new 100,000 sf state-of-the-art library to replace 50-yr old facility
BENEFIT TO THE COMMUNITY:	Improved access to resources for educational, leisure and research purposes for all citizens and students in the Muscogee County area
OPERATING BUDGET IMPACT:	No impact on operational budget

MANAGING DEPARTMENT:	PLANNING	**PROJECT TYPE:**	QUALITY OF LIFE
ACCOUNT CODE:	0540 695 2120	**PROJECT NO:**	50500

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance			$ -
Bond Proceeds			$ -
Sales Tax (1999 SPLOST)	$ 43,214,957		$ 43,214,957
Other			$ -
Balance Forward		$ 102,087	
TOTAL FUNDING SOURCES	**$ 43,214,957**	**$ 102,087**	**$ 43,214,957**
PROJECT COSTS			
Professional Services	$ 153,923		$ 153,923
Legal	$ 211,607		$ 211,607
Architect/Engineering	$ 1,774,528		$ 1,774,528
Appraisal/Negotiations			$ -
Construction	$ 25,324,199		$ 25,324,199
Land Acquisition	$ 2,995,435		$ 2,995,435
Furnishings & Equipment	$ 12,653,178	$ 102,087	$ 12,755,265
BUDGETED EXPENDITURES	**$ 43,112,870**	**$ 102,087**	**$ 43,214,957**
BALANCE	**$ 102,087**	**$ -**	**$ -**

BULL CREEK GOLF COURSE

PROJECT NAME:	Bull Creek Golf Course
PROJECT DESCRIPTION:	Renovation of Bull Creek Golf Course, including upgrades to irrigation systems, drainage, turf, sand bunkers, tee boxes, greens and cart paths
BENEFIT TO THE COMMUNITY:	Improved public golf course amenity for citizens and visitors to Columbus for recreational and instructional purposes, as well as practice for local teams
OPERATING BUDGET IMPACT:	Reduced operational risk for repairs or maintenance to golf course

MANAGING DEPARTMENT:	BULL CREEK	**PROJECT TYPE:**	MANAGEMENT
ACCOUNT CODE:	0540 695 2129	**PROJECT NO:**	50502

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance			$ -
Bond Proceeds			$ -
Sales Tax (1999 SPLOST)	$ 2,239,082		$ 2,239,082
Other			$ -
Balance Forward		$ 31,174	
TOTAL FUNDING SOURCES	**$ 2,239,082**	**$ 31,174**	**$ 2,239,082**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering	$ 157,149		$ 157,149
Appraisal/Negotiations			$ -
Construction	$ 2,050,759	$ 31,174	$ 2,081,933
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 2,207,908**	**$ 31,174**	**$ 2,239,082**
BALANCE	**$ 31,174**	**$ -**	**$ -**

OXBOW MEADOW DEVELOPMENT

PROJECT NAME:	Oxbow Meadow Redevelopment
PROJECT DESCRIPTION:	Redevelopment projects around the Oxbow Meadows complex
BENEFIT TO THE COMMUNITY:	Improved amenities for citizens and property owners to attract patrons and visitors for recreational, instructional and educational purposes
OPERATING BUDGET IMPACT:	No impact on operational budget

MANAGING DEPARTMENT:	REAL ESTATE	**PROJECT TYPE:**	ECONOMIC DEVELOPMENT
ACCOUNT CODE:	0540 695 2135	**PROJECT NO:**	50605, 50610, 50611

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance			$ -
Bond Proceeds			$ -
Sales Tax (1999 SPLOST)	$ 15,932,735		$ 15,932,735
Other			$ -
Balance Forward		$ 147,747	
TOTAL FUNDING SOURCES	**$ 15,932,735**	**$ 147,747**	**$ 15,932,735**
PROJECT COSTS			
Professional Services			$ -
Legal	$ 2,497		$ 2,497
Architect/Engineering	$ 1,719,112		$ 1,719,112
Appraisal/Negotiations			$ -
Construction	$ 12,353,811	$ 147,747	$ 12,501,558
Land Acquisition	$ 1,709,568		$ 1,709,568
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 15,784,988**	**$ 147,747**	**$ 15,932,735**
BALANCE	**$ 147,747**	**$ -**	**$ -**

2009 LOST: FACILITIES MAINTENANCE

PROJECT NAME:	LOST Facilities
PROJECT DESCRIPTION:	Funding for repairs, long term maintenance, and upgrades to facilities owned and operated by the City
BENEFIT TO THE COMMUNITY:	Maintains facilities for use by citizens and visitors as well as employees of City
OPERATING BUDGET IMPACT:	Reduced repair and maintenance costs

MANAGING DEPARTMENT:	PUBLIC WORKS	**PROJECT TYPE:**	INFRASTRUCTURE
ACCOUNT CODE:	0109 260 9901	**PROJECT NO:**	96001

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance			$ -
Bond Proceeds			$ -
Sales Tax (2009 LOST)	$ 132,476	$ 455,000	$ 587,476
Other			$ -
Balance Forward		$ 132,476	
TOTAL FUNDING SOURCES	**$ 132,476**	**$ 587,476**	**$ 587,476**
PROJECT COSTS			
Professional Services		$ 25,000	$ 25,000
Legal		$ 25,000	$ 25,000
Architect/Engineering		$ 50,000	$ 50,000
Appraisal/Negotiations			$ -
Construction		$ 487,476	$ 487,476
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ -**	**$ 587,476**	**$ 587,476**
BALANCE	**$ 132,476**	**$ -**	**$ -**

VARIOUS MANAGEMENT PROJECTS

PROJECT NAME:	Various
PROJECT DESCRIPTION:	Funds set aside periodially from the General Fund to finance management projects of the City
BENEFIT TO THE COMMUNITY:	Meet the needs and requirements of citizens and property owners
OPERATING BUDGET IMPACT:	General Fund allocations

MANAGING DEPARTMENT:	Various	**PROJECT TYPE:**	MANAGEMENT
ACCOUNT CODE:	0508 660 1000	**PROJECT NO:**	20100

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance	$ 31,829		$ 31,829
Bond Proceeds			$ -
Sales Tax			$ -
Other			$ -
Balance Forward		$ 31,829	
TOTAL FUNDING SOURCES	**$ 31,829**	**$ 31,829**	**$ 31,829**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering			$ -
Appraisal/Negotiations			$ -
Construction		$ 31,829	$ 31,829
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ -**	**$ 31,829**	**$ 31,829**
BALANCE	**$ 31,829**	**$ -**	**$ -**

TREE PRESERVATION AND REPLACEMENT

PROJECT NAME:	Tree Preservation and Replacement
PROJECT DESCRIPTION:	Funding for the replacement and preservation of trees throughout Muscogee County
BENEFIT TO THE COMMUNITY:	Preserves environmental integrity of Columbus/Muscogee County by planting or preserving existing tree population; improves aesthetics and environmental health for citizens and property owners
OPERATING BUDGET IMPACT:	No impact on operational budget

MANAGING DEPARTMENT:		**PROJECT TYPE:**	MANAGEMENT
ACCOUNT CODE:	0508 660 1000	**PROJECT NO:**	22193

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance- General Fund	$ 111,826		$ 111,826
Bond Proceeds			$ -
Sales Tax			$ -
Other			$ -
Balance Forward		$ 7,402	
TOTAL FUNDING SOURCES	**$ 111,826**	**$ 7,402**	**$ 111,826**
PROJECT COSTS			
Professional Services	$ 104,424	$ 7,402	$ 111,826
Legal			$ -
Architect/Engineering			$ -
Appraisal/Negotiations			$ -
Construction			$ -
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 104,424**	**$ 7,402**	**$ 111,826**
BALANCE	**$ 7,402**	**$ - **	**$ - **

PROPERTY ACQUISITION

PROJECT NAME:	Property Acquisition
PROJECT DESCRIPTION:	Funding to facilitate City's real estate purchases, including legal fees, surveys, appraisals, environmental assessments, demolitions, and site costs
BENEFIT TO THE COMMUNITY:	Necessary element of community development and improvement
OPERATING BUDGET IMPACT:	No impact on operational budget

MANAGING DEPARTMENT:	PLANNING/REAL ESTATE	**PROJECT TYPE:**	MANAGEMENT
ACCOUNT CODE:	0508 660 1000	**PROJECT NO:**	22194

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance- GENERAL FUND	$ 3,759,400		$ 3,759,400
Bond Proceeds			$ -
Sales Tax			$ -
Other			$ -
Balance Forward		$ 45,501	
TOTAL FUNDING SOURCES	**$ 3,759,400**	**$ 45,501**	**$ 3,759,400**
PROJECT COSTS			
Professional Services			$ -
Legal	$ 11,714		$ 11,714
Architect/Engineering			$ -
Appraisal/Negotiations	$ 17,673		$ 17,673
Construction			$ -
Land Acquisition	$ 3,649,512	$ 45,501	$ 3,695,013
Furnishings & Equipment	$ 35,000		$ 35,000
BUDGETED EXPENDITURES	**$ 3,713,899**	**$ 45,501**	**$ 3,759,400**
BALANCE	**$ 45,501**	**$ -**	**$ -**

NEED FOR LAND (FT BENNING) IMPROVEMENTS

PROJECT NAME:	NFL Improvements
PROJECT DESCRIPTION:	Acquisition of approximately 2,500 acres of land which was part of the Fort Benning Military Reservation and construction of roads and utilities there
BENEFIT TO THE COMMUNITY:	Spur industrial, commercial and residential growth and development in the area
OPERATING BUDGET IMPACT:	No impact on operational budget

MANAGING DEPARTMENT:	REAL ESTATE	**PROJECT TYPE:**	ECONOMIC DEVELOPMENT
ACCOUNT CODE:	0540 695 2133	**PROJECT NO:**	50601

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance			$ -
Bond Proceeds			$ -
Sales Tax (1999 SPLOST)	$ 7,547,072		$ 7,547,072
Other			$ -
Balance Forward		$ 1,447,234	
TOTAL FUNDING SOURCES	**$ 7,547,072**	**$ 1,447,234**	**$ 7,547,072**
PROJECT COSTS			
Professional Services	$ 38,184		$ 38,184
Legal	$ 13,929	$ 10,000	$ 23,929
Architect/Engineering	$ 1,309,803	$ 50,000	$ 1,359,803
Appraisal/Negotiations	$ 27,546		$ 27,546
Construction	$ 2,200,221	$ 430,630	$ 2,630,851
Land Acquisition	$ 2,510,155	$ 956,604	$ 3,466,759
Furnishings & Equipment	$ -		$ -
BUDGETED EXPENDITURES	**$ 6,099,838**	**$ 1,447,234**	**$ 7,547,072**
BALANCE	**$ 1,447,234**	**$ -**	**$ -**

ENTERPRISE ZONE

PROJECT NAME:	Enterprise Zone
PROJECT DESCRIPTION:	Acquire and develop land for commercial and industrial purposes, infrastructure improvements, relocation assistance, demolition and site preparation.
BENEFIT TO THE COMMUNITY:	Improved commercial, industrial and residential development to facilitate economic growth as well as improved working and living environments for citizens and property owners.
OPERATING BUDGET IMPACT:	No impact on operational budget

MANAGING DEPARTMENT:	PLANNING/REAL ESTATE	**PROJECT TYPE:**	ECONOMIC DEVELOPMENT
ACCOUNT CODE:	0508 660 1000 0540 695 2131 and 0559 800 2160	**PROJECT NO:**	22942, 50603 and 82070

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance	$ 875,713		$ 875,713
Bond Proceeds	$ 24,079		$ 24,079
Sales Tax (1999 SPLOST)	$ 3,180,000		$ 3,180,000
Other			$ -
Balance Forward		$ 1,010,688	
TOTAL FUNDING SOURCES	**$ 4,079,792**	**$ 1,010,688**	**$ 4,079,792**
PROJECT COSTS			
Professional Services	$ 119,459	$ 5,000	$ 124,459
Legal	$ 49,282	$ 5,000	$ 54,282
Architect/Engineering	$ 440,220		$ 440,220
Appraisal/Negotiations	$ 8,773		$ 8,773
Construction	$ 611,025	$ 124,975	$ 736,000
Land Acquisition	$ 1,840,345	$ 875,713	$ 2,716,058
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 3,069,104**	**$ 1,010,688**	**$ 4,079,792**
BALANCE	**$ 1,010,688**	**$ -**	**$ -**

LIBERTY DISTRICT REDEVELOPMENT

PROJECT NAME:	Liberty District Redevelopment
PROJECT DESCRIPTION:	Redevelopment of Liberty District, the area surrounding the historically and culturally significant Liberty Theater.
BENEFIT TO THE COMMUNITY:	Improved residential and commercial amenities to attract patrons and visitors which enhances economic vitality of the area
OPERATING BUDGET IMPACT:	No impact on operational budget

MANAGING DEPARTMENT:	REAL ESTATE	**PROJECT TYPE:**	ECONOMIC DEVELOPMENT
ACCOUNT CODE:	0540 695 2134	**PROJECT NO:**	50604, 50620, 50621, 50622

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance			$ -
Bond Proceeds			$ -
Sales Tax (1999 SPLOST)	$ 5,000,000		$ 5,000,000
Other			$ -
Balance Forward		$ 1,550,562	
TOTAL FUNDING SOURCES	**$ 5,000,000**	**$ 1,550,562**	**$ 5,000,000**
PROJECT COSTS			
Professional Services	$ 40		$ 40
Legal	$ 39,439	$ 10,000	$ 49,439
Architect/Engineering	$ 102,044	$ 10,000	$ 112,044
Appraisal/Negotiations	$ 10,900		$ 10,900
Construction	$ 972,090	$ 1,225,192	$ 2,197,282
Land Acquisition	$ 2,323,934	$ 305,370	$ 2,629,304
Furnishings & Equipment	$ 991		$ 991
BUDGETED EXPENDITURES	**$ 3,449,438**	**$ 1,550,562**	**$ 5,000,000**
BALANCE	**$ 1,550,562**	**$ -**	**$ -**

UPGRADE OF LGFS/GHRS SYSTEMS

PROJECT NAME:	LGFS/GHRS Conversion/Implementation
PROJECT DESCRIPTION:	Consultation and implementation services for upgrade of LGFS/GHRS system to Advantage3.0, including AP, AR, Purchasing, Accounting, and HR
BENEFIT TO THE COMMUNITY:	Allows City to provide citizens and other stakeholders information in a timely and accurate manner
OPERATING BUDGET IMPACT:	Reduced resource requirement due to efficiencies of newer system

MANAGING DEPARTMENT:	FINANCE/HR/IT	**PROJECT TYPE:**	MANAGEMENT
ACCOUNT CODE:	0508 660 1000	**PROJECT NO:**	22187

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance- GENERAL FUND	$ 1,712,381		$ 1,712,381
Bond Proceeds			$ -
Sales Tax			$ -
Other			$ -
Balance Forward		$ 293,331	
TOTAL FUNDING SOURCES	**$ 1,712,381**	**$ 293,331**	**$ 1,712,381**
PROJECT COSTS			
Professional Services	$ 1,159,123	$ 293,331	$ 1,452,454
Legal			$ -
Architect/Engineering			$ -
Appraisal/Negotiations			$ -
Construction			$ -
Land Acquisition			$ -
Furnishings & Equipment	$ 259,927		$ 259,927
BUDGETED EXPENDITURES	**$ 1,419,050**	**$ 293,331**	**$ 1,712,381**
BALANCE	**$ 293,331**	**$ - **	**$ - **

HEALTH AND PENSION REPORTING

PROJECT NAME:	Health and Pension Reports
PROJECT DESCRIPTION:	Funding for actuarial services for Other Post Employment Benefits (OPEB)
BENEFIT TO THE COMMUNITY:	Provides employees and retirees necessary information regarding post employment benefits and ensures compliance with statutory and other requirement
OPERATING BUDGET IMPACT:	No impact on operational budget

MANAGING DEPARTMENT:	HUMAN RESOURCES/ FINANCE	**PROJECT TYPE:**	MANAGEMENT
ACCOUNT CODE:	0508 660 1000	**PROJECT NO:**	22234

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance- GENERAL FUND	$ 164,000		$ 164,000
Bond Proceeds			$ -
Sales Tax			$ -
Other			$ -
Balance Forward		$ 71,975	
TOTAL FUNDING SOURCES	**$ 164,000**	**$ 71,975**	**$ 164,000**
PROJECT COSTS			
Professional Services	$ 92,025	$ 71,975	$ 164,000
Legal			$ -
Architect/Engineering			$ -
Appraisal/Negotiations			$ -
Construction			$ -
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 92,025**	**$ 71,975**	**$ 164,000**
BALANCE	**$ 71,975**	**$ - **	**$ - **

2009 OTHER LOST: INFORMATION TECHNOLOGY

PROJECT NAME:	LOST Information Technology
PROJECT DESCRIPTION:	Funding for technological investment and improvement at the City
BENEFIT TO THE COMMUNITY:	Improves operational efficiencies of staff to provide better quality service to citizens
OPERATING BUDGET IMPACT:	No impact on operational budget

MANAGING DEPARTMENT:	INFORMATION TECHNOLOGY	**PROJECT TYPE:**	MANAGEMENT
ACCOUNT CODE:	0109 210 9901	**PROJECT NO:**	90001

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance			$ -
Bond Proceeds			$ -
Sales Tax (2009 LOST)	$ 1,433,535	$ 600,000	$ 2,033,535
Other			$ -
Balance Forward		$ 318	
TOTAL FUNDING SOURCES	**$ 1,433,535**	**$ 600,318**	**$ 2,033,535**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering			$ -
Appraisal/Negotiations			$ -
Construction			$ -
Land Acquisition			$ -
Furnishings & Equipment	$ 1,433,217	$ 600,318	$ 2,033,535
BUDGETED EXPENDITURES	**$ 1,433,217**	**$ 600,318**	**$ 2,033,535**
BALANCE	**$ 318**	**$ -**	**$ -**

ASSET MANAGEMENT SOFTWARE

PROJECT NAME:	Asset Management Software
PROJECT DESCRIPTION:	Fund purchase and implementation of Asset Management software for City
BENEFIT TO THE COMMUNITY:	Improved efficiencies and accuracies for recording and tracking City assets
OPERATING BUDGET IMPACT:	No impact on operational budget

MANAGING DEPARTMENT:	PUBLIC WORKS	**PROJECT TYPE:**	MANAGEMENT
ACCOUNT CODE:	0109 260 9901	**PROJECT NO:**	98001

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance			$ -
Bond Proceeds			$ -
Sales Tax (2009 LOST)	$ 50,000		$ 50,000
Other			$ -
Balance Forward		$ 50,000	
TOTAL FUNDING SOURCES	**$ 50,000**	**$ 50,000**	**$ 50,000**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering			$ -
Appraisal/Negotiations			$ -
Construction			$ -
Land Acquisition			$ -
Furnishings & Equipment		$ 50,000	$ 50,000
BUDGETED EXPENDITURES	**$ -**	**$ 50,000**	**$ 50,000**
BALANCE	**$ 50,000**	**$ -**	**$ -**

RADIO SYSTEM MAINTENANCE

PROJECT NAME:	Radio System Maintenance
PROJECT DESCRIPTION:	Funding for maintenance and repairs for City's emergency communication system
BENEFIT TO THE COMMUNITY:	Improved communciation accessibility for emergencies and City operations
OPERATING BUDGET IMPACT:	No impact on operational budget

MANAGING DEPARTMENT:	PUBLIC WORKS	**PROJECT TYPE:**	MANAGEMENT
ACCOUNT CODE:	0109 260 9901	**PROJECT NO:**	98002

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance			$ -
Bond Proceeds			$ -
Sales Tax (2009 LOST)	$ 50,000		$ 50,000
Other			$ -
Balance Forward		$ 50,000	
TOTAL FUNDING SOURCES	**$ 50,000**	**$ 50,000**	**$ 50,000**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering			$ -
Appraisal/Negotiations			$ -
Construction			$ -
Land Acquisition			$ -
Furnishings & Equipment		$ 50,000	$ 50,000
BUDGETED EXPENDITURES	**$ -**	**$ 50,000**	**$ 50,000**
BALANCE	**$ 50,000**	**$ -**	**$ -**

GOVERNMENT CENTER ELEVATORS

PROJECT NAME:	Govt Center Elevator
PROJECT DESCRIPTION:	Repair or replace exisitng elevator systems in the Government Center, which are so old replacement parts and service are no longer available
BENEFIT TO THE COMMUNITY:	Improved safety and convenience for citizens and visitors using the Government Centers as well as employees who work in the building
OPERATING BUDGET IMPACT:	No impact on operational budget

MANAGING DEPARTMENT:	PUBLIC WORKS	**PROJECT TYPE:**	MANAGEMENT
ACCOUNT CODE:	0109 260 9901	**PROJECT NO:**	96023

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance			$ -
Bond Proceeds			$ -
Sales Tax (2009 LOST)	$ 222,000	$ 240,000	$ 462,000
Other			$ -
Balance Forward		$ 36,300	
TOTAL FUNDING SOURCES	**$ 222,000**	**$ 276,300**	**$ 462,000**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering			$ -
Appraisal/Negotiations			$ -
Construction	$ 185,700	$ 276,300	$ 462,000
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 185,700**	**$ 276,300**	**$ 462,000**
BALANCE	**$ 36,300**	**$ -**	**$ -**

GOVERNMENT CENTER GENERATOR

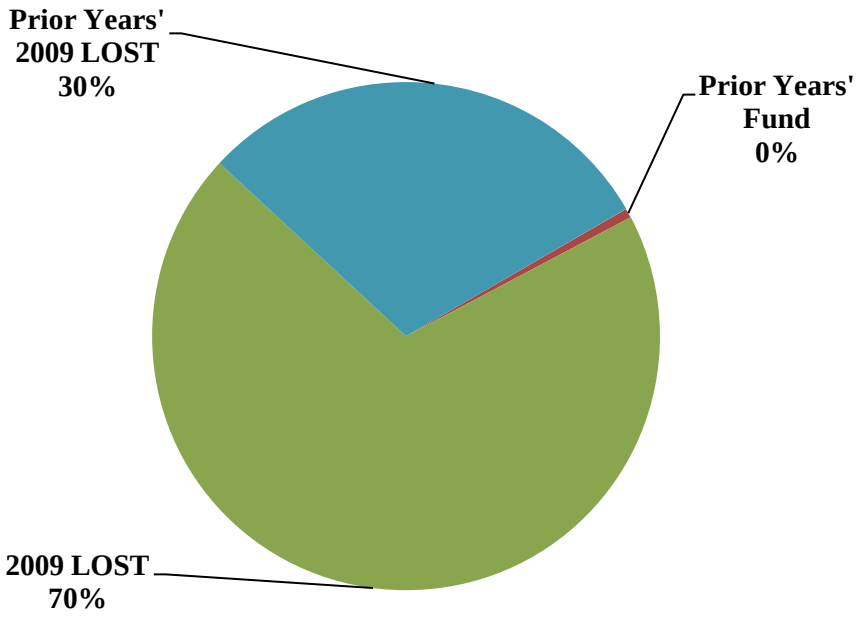
PROJECT NAME:	Government Center Generator
PROJECT DESCRIPTION:	Add on site power generator to Government Center
BENEFIT TO THE COMMUNITY:	Improved safety and efficiency during power outages at Government Center
OPERATING BUDGET IMPACT:	Reduced exposure to risk of emergency power outage or failure

MANAGING DEPARTMENT:	PUBLIC WORKS	**PROJECT TYPE:**	MANAGEMENT
ACCOUNT CODE:	0109 260 9901	**PROJECT NO:**	96020

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance			$ -
Bond Proceeds			$ -
Sales Tax (2009 LOST)	$ 200,000		$ 200,000
Other			$ -
Balance Forward		$ 50,430	
TOTAL FUNDING SOURCES	**$ 200,000**	**$ 50,430**	**$ 200,000**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering			$ -
Appraisal/Negotiations			$ -
Construction			$ -
Land Acquisition			$ -
Furnishings & Equipment	$ 149,570	$ 50,430	$ 200,000
BUDGETED EXPENDITURES	**$ 149,570**	**$ 50,430**	**$ 200,000**
BALANCE	**$ 50,430**	**$ - **	**$ - **

PARKS, RECREATION & LEISURE SUMMARY

FY16 FINANCING METHOD
$717,896

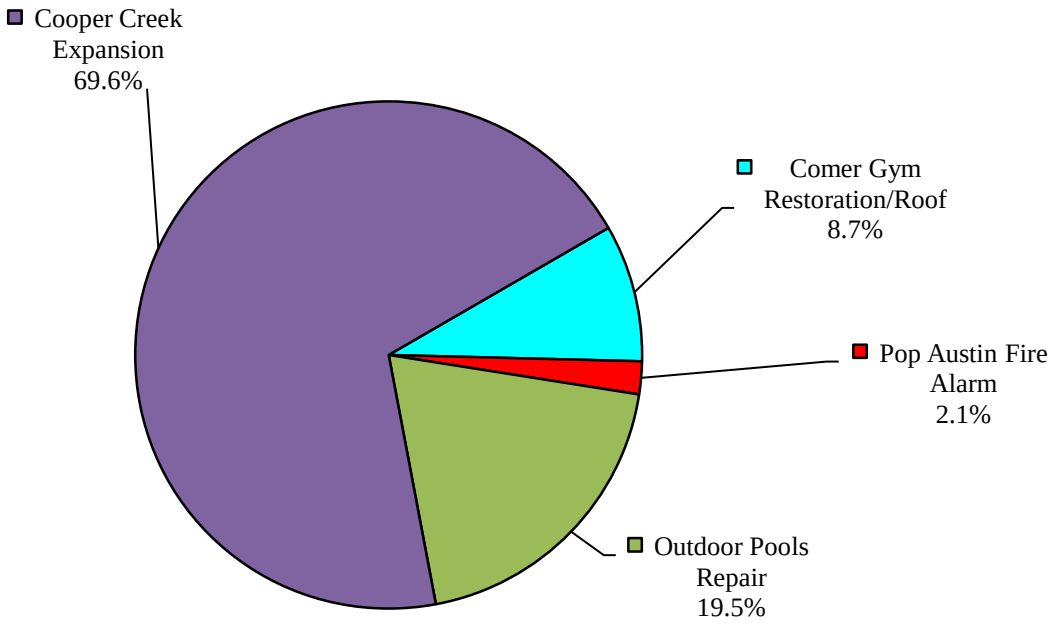


FY16 FINANCING FOR PARKS & RECREATION PROJECTS

METHOD/SOURCE	AMOUNT
1999 SPLOST	0
Prior Years' Fund	$4,224
2009 LOST	500,000
Prior Years' 1999 SPLOST	0
Prior Years' 2009 LOST	213,672
Prior Years' Bond Funds	0
FY16 TOTAL	$717,896

PARKS, RECREATION & LEISURE SUMMARY

FY16 PROJECT COSTS
$717,896



FY16 PARKS & RECREATION PROJECTS

PROJECT	AMOUNT
Comer Gym Restoration/Roof	$62,699
Pop Austin Fire Alarm	15,000
Outdoor Pools Repair	140,197
Cooper Creek Expansion	500,000
FY16 TOTAL	$717,896

PARKS, RECREATION AND LEISURE SUMMARY

FIVE YEAR FORECAST
PARKS, RECREATION AND LEISURE CAPITAL IMPROVEMENT PROJECTS

		Carryforward	FY16	FY17	FY18	FY19	Total
FUNDING SOURCES							
Fund Balance		$ 4,224					$ 4,224
Bond Proceeds							$ -
Sales Tax (2009 LOST)		$ 213,672	$ 500,000				$ 713,672
Sales Tax (1999 SPLOST)							$ -
Balance Forward							$ -
TOTAL FUNDING		$ 217,896	$ 500,000	$ -	$ -	$ -	$ 717,896
			$ 717,896				
PROJECT COSTS	**Type**	**Prior to FY16**	**FY16**	**FY17**	**FY18**	**FY19**	**Total**
Comer Gym Restoration	Parks & Rec	$ 2,521,108	$ 62,699				$ 2,583,807
Pop Austin Fire Alarm	Parks & Rec	$ -	$ 15,000				$ 15,000
Outdoor Pools Repair	Parks & Rec	$ 459,803	$ 140,197				$ 600,000
Cooper Creek Expansion	Parks & Rec	$ -	$ 500,000				$ 500,000
							$ -
							$ -
							$ -
TOTAL PROJECT COSTS		$ 2,980,911	$ 717,896	$ -	$ -	$ -	$ 3,698,807

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COMER GYM RESTORATION

PROJECT NAME:	Comer Gym Restoration
PROJECT DESCRIPTION:	Restoration of Comer Gym. The current budget provides for a new roof.
BENEFIT TO THE COMMUNITY:	Citizens benefit from the use of an improved recreational facility with both historic and cultural significance. Facility provides recreation and other citizen activities
OPERATING BUDGET IMPACT:	No impact on operational budget

MANAGING DEPARTMENT:	PARKS AND RECREATION	**PROJECT TYPE:**	PARKS, RECREATION AND LEISURE
ACCOUNT CODE:	0508 660 1000 and 0109 260 9901	**PROJECT NO:**	22928, 96017, 96028

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance -General Fund	$ 771,148		$ 771,148
Bond Proceeds			$ -
Sales Tax (2009 LOST)	$ 1,812,659		$ 1,812,659
Other			$ -
Balance Forward		$ 62,699	
TOTAL FUNDING SOURCES	**$ 2,583,807**	**$ 62,699**	**$ 2,583,807**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering	$ 11,154		$ 11,154
Appraisal/Negotiations			$ -
Construction	$ 2,499,967	$ 62,699	$ 2,562,666
Land Acquisition			$ -
Furnishings & Equipment	$ 9,987		$ 9,987
BUDGETED EXPENDITURES	**$ 2,521,108**	**$ 62,699**	**$ 2,583,807**
BALANCE	**$ 62,699**	**$ - **	**$ - **

POP AUSTIN FIRE ALARM

PROJECT NAME:	Pop Austin Fire Alarm
PROJECT DESCRIPTION:	Upgrade fire alarm system.
BENEFIT TO THE COMMUNITY:	Provide a more safe and enjoyable amenity facility for citizens of Columbus
OPERATING BUDGET IMPACT:	No impact on operational budget

MANAGING DEPARTMENT:	PARKS AND RECREATION	**PROJECT TYPE:**	PARKS, RECREATION AND LEISURE
ACCOUNT CODE:	0109 260 9901	**PROJECT NO:**	96033

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance	$ -		$ -
Bond Proceeds			$ -
Sales Tax (2009 LOST)	$ 15,000		$ 15,000
Other			$ -
Balance Forward		$ 15,000	
TOTAL FUNDING SOURCES	**$ 15,000**	**$ 15,000**	**$ 15,000**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering			$ -
Appraisal/Negotiations			$ -
Construction		$ 15,000	$ 15,000
Land Acquisition			$ -
Furnishings & Equipment	$ -		$ -
BUDGETED EXPENDITURES	**$ -**	**$ 15,000**	**$ 15,000**
BALANCE	**$ 15,000**	**$ -**	**$ -**

OUTDOOR POOL REPAIRS

PROJECT NAME:	Shirley Winston Pool, Rigdon Park Pool, Psalmond Rd Pool and Dbl Churches Pool
PROJECT DESCRIPTION:	Structural repairs for Shirly Winston, Rigdon Park, Psalmond Rd and Dbl Churches Pools.
BENEFIT TO THE COMMUNITY:	Provide a more comfortable, safe and enjoyable amenity facility for citizens
OPERATING BUDGET IMPACT:	No impact on operational budget

MANAGING DEPARTMENT:	PARKS AND RECREATION	**PROJECT TYPE:**	PARKS, RECREATION AND LEISURE
ACCOUNT CODE:	0109 260 9901	**PROJECT NO:**	96035,96036,96037,96038

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance			$ -
Bond Proceeds			$ -
Sales Tax (2009 LOST)	$ 600,000		$ 600,000
Other			$ -
Balance Forward		$ 140,197	
TOTAL FUNDING SOURCES	**$ 600,000**	**$ 140,197**	**$ 600,000**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering			$ -
Appraisal/Negotiations			$ -
Construction	$ 459,803	$ 140,197	$ 600,000
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 459,803**	**$ 140,197**	**$ 600,000**
BALANCE	**$ 140,197**	**$ -**	**$ -**

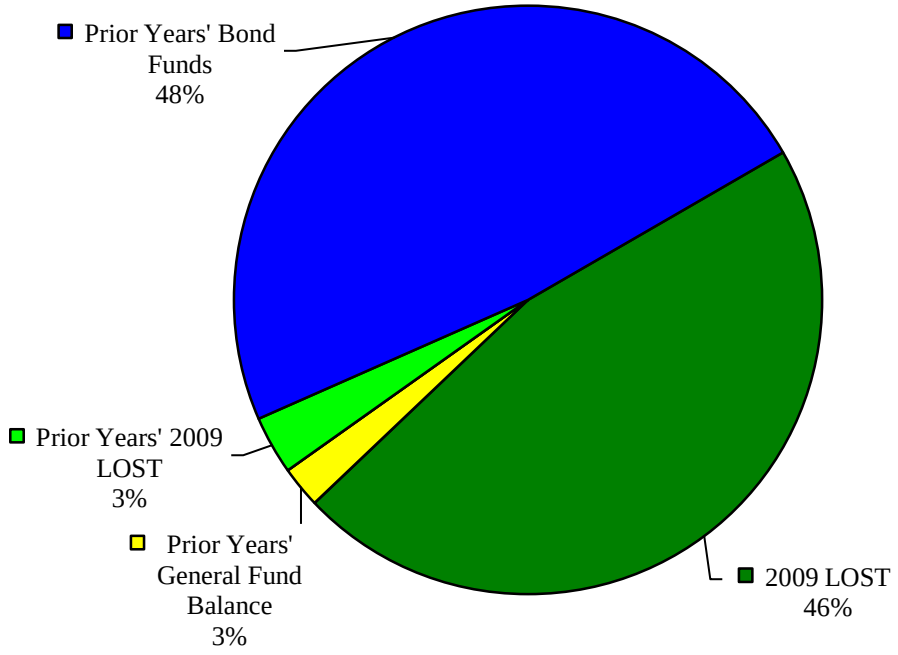
COOPER CREEK EXPANSION CONSTRUCTION

PROJECT NAME:	Cooper Creek Expansion Construction
PROJECT DESCRIPTION:	Expansion of the Cooper Creek Tennis Courts
BENEFIT TO THE COMMUNITY:	Provide a club house and additional tennis courts to citizens.
OPERATING BUDGET IMPACT:	No impact on operational budget

MANAGING DEPARTMENT:	PARKS AND RECREATION	**PROJECT TYPE:**	PARKS, RECREATION AND LEISURE
ACCOUNT CODE:	0109 260 9901	**PROJECT NO:**	96039

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance			$ -
Bond Proceeds			$ -
Sales Tax (2009 LOST)		$ 500,000	$ 500,000
Other			$ -
Balance Forward		$ -	
TOTAL FUNDING SOURCES	**$ -**	**$ 500,000**	**$ 500,000**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering			$ -
Appraisal/Negotiations			$ -
Construction		$ 500,000	$ 500,000
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ -**	**$ 500,000**	**$ 500,000**
BALANCE	**$ -**	**$ -**	**$ -**

FY16 FINANCING METHOD
$2,805,416

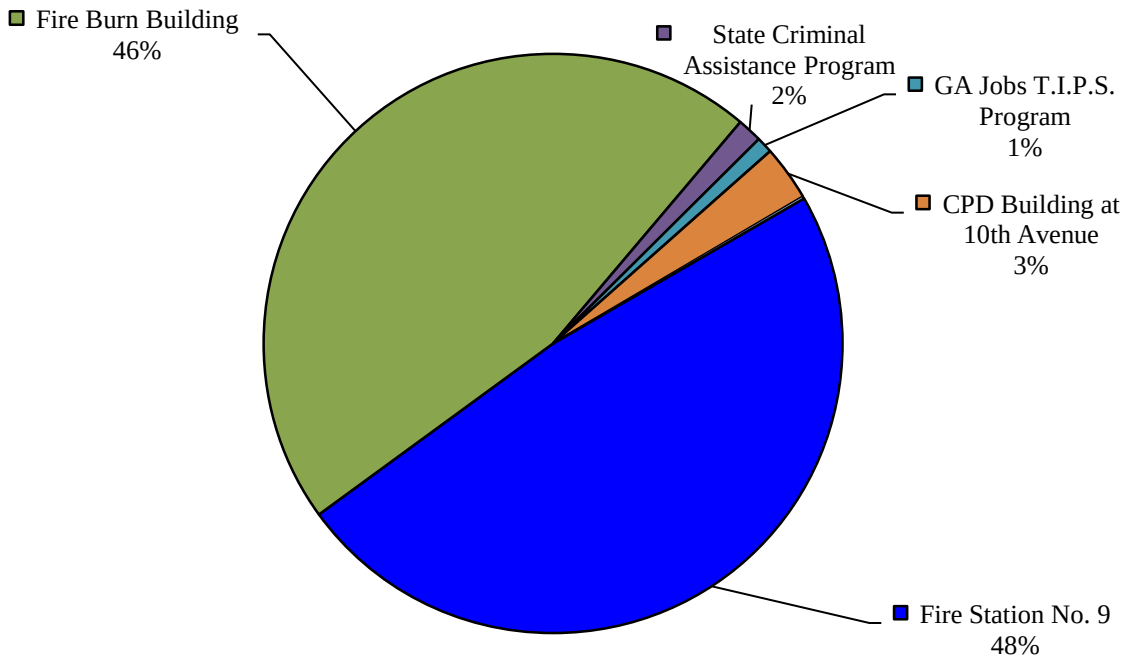


FY16 FINANCING FOR PUBLIC SAFETY/CRIMINAL JUSTICE PROJECTS

METHOD/SOURCE	AMOUNT
Fund Balance	$0
1999 SPLOST	0
2009 LOST	1,297,000
Prior Years' General Fund Balance	64,168
Prior Years' 1999 SPLOST	0
Prior Years' 2009 LOST	89,647
Prior Years' Bond Funds	1,354,601
FY16 TOTAL	$2,805,416

FY16 PROJECT COSTS

$2,805,416



FY16 PUBLIC SAFETY/CRIMINAL JUSTICE PROJECTS

PROJECT	AMOUNT
Fire Station No. 9	**$1,354,601**
Fire Burn Building	**$1,297,000**
State Criminal Assistance Program	**$38,410**
GA Jobs T.I.P.S. Program	**$25,758**
CPD Building at 10th Avenue	**$86,358**
Jail Water Heater with Gas Package	**$3,289**
FY16 TOTAL	**$2,805,416**

PUBLIC SAFETY/CRIMINAL JUSTICE SUMMARY

FIVE YEAR FORECAST
PUBLIC SAFETY/CRIMINAL JUSTICE CAPITAL IMPROVEMENT PROJECTS

		Carryforward	FY16	FY17	FY18	FY19	Total
FUNDING SOURCES							
Fund Balance and Other		$ 64,168					$ 64,168
Bond Proceeds		$ 1,354,601					$ 1,354,601
Sales Tax (2009 LOST)		$ 89,647	$ 1,297,000				$ 1,386,647
Sales Tax (1999 SPLOST)							$ -
Balance Forward							$ -
TOTAL FUNDING		$ 1,508,416	$ 1,297,000	$ -	$ -	$ -	$ 2,805,416
			$ 2,805,416				
PROJECT COSTS	**Type**	**Prior to FY16**	**FY16**	**FY17**	**FY18**	**FY19**	**Total**
Fire Station No. 9	Public Safety	$ 1,639,530	$ 1,354,601				$ 2,994,131
Fire Burn Building	Public Safety	$ 3,000	$ 1,297,000				$ 1,300,000
CPD Building 10th Avenue	Public Safety	$ 313,642	$ 86,358				$ 400,000
State Criminal Assistance	Public Safety	$ 519,589	$ 38,410				$ 557,999
Ga Job TIPS	Public Safety	$ 33,523	$ 25,758				$ 59,281
Jail Water Heater	Public Safety	$ 76,711	$ 3,289				$ 80,000
							$ -
							$ -
TOTAL PROJECT COSTS		$ 946,465	$ 2,805,416	$ -	$ -	$ -	$ 5,391,411

FIRE STATION NO. 9

PROJECT NAME:	Fire Station No. 9
PROJECT DESCRIPTION:	Construct new Firehouse facility to replace existing facility on 29th ST
BENEFIT TO THE COMMUNITY:	Improved facility will enhance capacity of firefighters and improve quality of facilities for Fire/EMS services to the area
OPERATING BUDGET IMPACT:	No change to operating budget of Fire/EMS

MANAGING DEPARTMENT:	Fire/EMS	**PROJECT TYPE:**	PUBLIC SAFETY
ACCOUNT CODE:	0559 800 2100	**PROJECT NO:**	82001

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance			$ -
Bond Proceeds	$ 2,994,131		$ 2,994,131
Sales Tax			$ -
Other			$ -
Balance Forward		$ 1,354,601	
TOTAL FUNDING SOURCES	**$ 2,994,131**	**$ 1,354,601**	**$ 2,994,131**
PROJECT COSTS			
Professional Services			$ -
Legal	$ 11,524		$ 11,524
Architect/Engineering	$ 304,086		$ 304,086
Appraisal/Negotiations			$ -
Construction	$ 547,920	$ 1,354,601	$ 1,902,521
Land Acquisition	$ 776,000		$ 776,000
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 1,639,530**	**$ 1,354,601**	**$ 2,994,131**
BALANCE	**$ 1,354,601**	**$ -**	**$ -**

FIRE BURN BUILDING

PROJECT NAME:	Fire Burn Building
PROJECT DESCRIPTION:	Construct new burn building to replace existing facility on Jackson St.
BENEFIT TO THE COMMUNITY:	Improved facility will enhance training of firefighters and improve quality of facilities for Fire/EMS services to the area
OPERATING BUDGET IMPACT:	No change to operating budget of Fire/EMS

MANAGING DEPARTMENT:	Fire/EMS	**PROJECT TYPE:**	PUBLIC SAFETY
ACCOUNT CODE:	0508 660 1000	**PROJECT NO:**	22941

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance			$ -
Bond Proceeds			$ -
Sales Tax (2009 LOST)	$ 3,000	$ 1,297,000	$ 1,300,000
Other			$ -
Balance Forward		$ -	
TOTAL FUNDING SOURCES	**$ 3,000**	**$ 1,297,000**	**$ 1,300,000**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering			$ -
Appraisal/Negotiations			$ -
Construction	$ 3,000	$ 1,297,000	$ 1,300,000
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 3,000**	**$ 1,297,000**	**$ 1,300,000**
BALANCE	**$ -**	**$ -**	**$ -**

COLUMBUS POLICE DEPARTMENT BUILDING

PROJECT NAME:	CPD Building 10th Avenue
PROJECT DESCRIPTION:	Renovation of CPD Goodwill Building on 10th Avenue
BENEFIT TO THE COMMUNITY:	Enhances facilities used by public safety agency
OPERATING BUDGET IMPACT:	Reduces exposure for repair and maintenance costs

MANAGING DEPARTMENT:	POLICE DEPT	**PROJECT TYPE:**	PUBLIC SAFETY
ACCOUNT CODE:	0508 660 1000	**PROJECT NO:**	22935

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance			$ -
Bond Proceeds			$ -
Sales Tax (2009 LOST)	$ 400,000		$ 400,000
Other			$ -
Balance Forward		$ 86,358	
TOTAL FUNDING SOURCES	**$ 400,000**	**$ 86,358**	**$ 400,000**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering	$ 3,800		$ 3,800
Appraisal/Negotiations			$ -
Construction	$ 309,842	$ 86,358	$ 396,200
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 313,642**	**$ 86,358**	**$ 400,000**
BALANCE	**$ 86,358**	**$ - **	**$ - **

STATE CRIMINAL ALIEN ASSISTANCE PROGRAM

PROJECT NAME:	State Criminal Alien Assistance Program
PROJECT DESCRIPTION:	US Bureau of Justice program which recompensates municipalities for correctional officers associated with incarcerating illegal immigrants
BENEFIT TO THE COMMUNITY:	Reduced taxpayer burden for cost of incarcerating certain inmates
OPERATING BUDGET IMPACT:	Reduced cost of correctional officer detail

MANAGING DEPARTMENT:	CRIMINAL JUSTICE	**PROJECT TYPE:**	PUBLIC SAFETY
ACCOUNT CODE:	0508 660 1000	**PROJECT NO:**	22180

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance			$ -
Bond Proceeds			$ -
Sales Tax			$ -
Other-State	$ 557,999		$ 557,999
Balance Forward		$ 38,410	
TOTAL FUNDING SOURCES	**$ 557,999**	**$ 38,410**	**$ 557,999**
PROJECT COSTS			
Program costs	$ 519,589	$ 38,410	$ 557,999
Legal			$ -
Architect/Engineering			$ -
Appraisal/Negotiations			$ -
Construction			$ -
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 519,589**	**$ 38,410**	**$ 557,999**
BALANCE	**$ 38,410**	**$ -**	**$ -**

GA JOBS T.I.P.S PROGRAM

PROJECT NAME:	Ga Jobs T.I.P.S Program
PROJECT DESCRIPTION:	State of Georgia program for workforce reintegration or counseling
BENEFIT TO THE COMMUNITY:	Provides workforce resources to the community
OPERATING BUDGET IMPACT:	No impact on operational budget

MANAGING DEPARTMENT:	WIA	**PROJECT TYPE:**	PUBLIC SAFETY
ACCOUNT CODE:	0508 660 1000	**PROJECT NO:**	22202

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance			$ -
Bond Proceeds			$ -
Sales Tax			$ -
Other-State	$ 59,281		$ 59,281
Balance Forward		$ 25,758	
TOTAL FUNDING SOURCES	**$ 59,281**	**$ 25,758**	**$ 59,281**
PROJECT COSTS			
Program costs	$ 33,523	$ 25,758	$ 59,281
Legal			$ -
Architect/Engineering			$ -
Appraisal/Negotiations			$ -
Construction			$ -
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 33,523**	**$ 25,758**	**$ 59,281**
BALANCE	**$ 25,758**	**$ -**	**$ -**

JAIL WATER HEATER WITH GAS PACKAGE

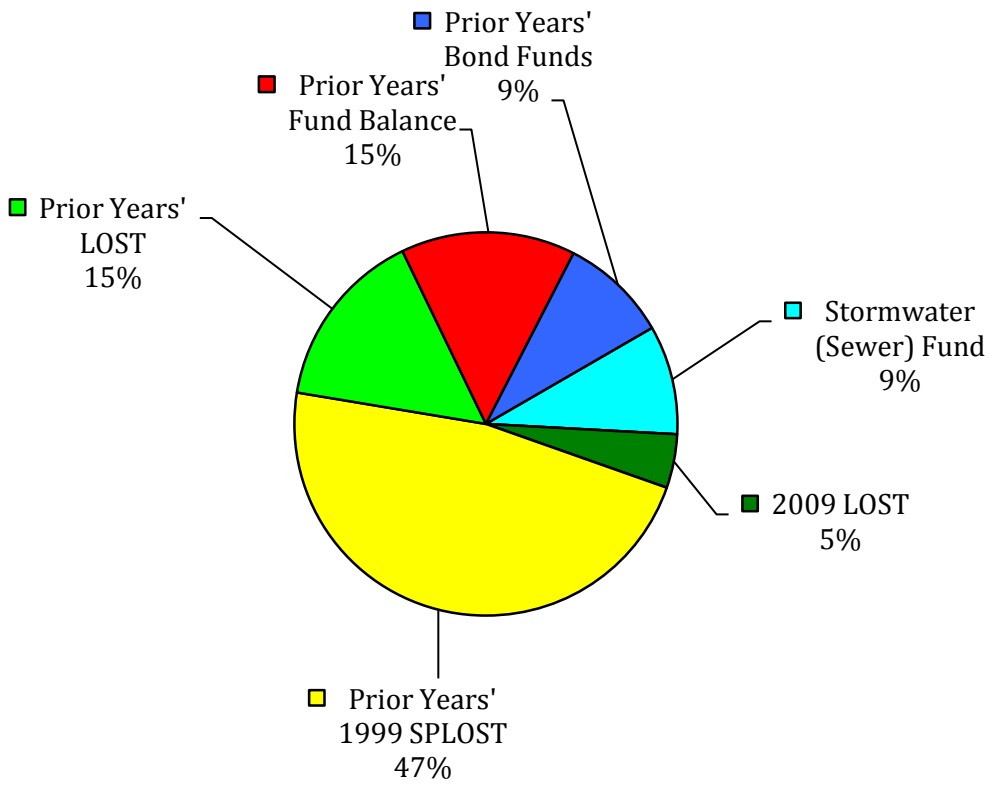
PROJECT NAME:	Jail Water Heater with Gas Package
PROJECT DESCRIPTION:	Replace water heater at the Muscogee County Jail.
BENEFIT TO THE COMMUNITY:	Improved water control at Muscogee County Jail.
OPERATING BUDGET IMPACT:	No operating impact.

MANAGING DEPARTMENT:	PUBLIC WORKS	**PROJECT TYPE:**	PUBLIC SAFETY
ACCOUNT CODE:	0109 260 9901	**PROJECT NO:**	96031

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance			$ -
Bond Proceeds			$ -
Sales Tax (2009 LOST)	$ 80,000		$ 80,000
Other			$ -
Balance Forward		$ 3,289	
TOTAL FUNDING SOURCES	**$ 80,000**	**$ 3,289**	**$ 80,000**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering			$ -
Appraisal/Negotiations			$ -
Construction			$ -
Land Acquisition			$ -
Furnishings & Equipment	$ 76,711	$ 3,289	$ 80,000
BUDGETED EXPENDITURES	**$ 76,711**	**$ 3,289**	**$ 80,000**
BALANCE	**$ 3,289**	**$ -**	**$ -**

DRAINAGE SUMMARY

FY16 FINANCING METHOD
$11,023,579

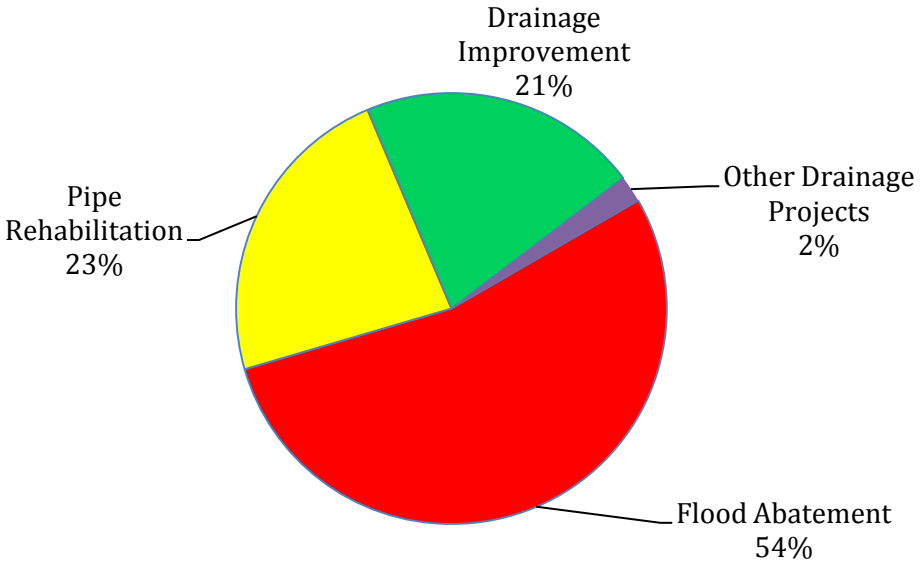


FY16 FINANCING FOR DRAINAGE PROJECTS

METHOD/SOURCE	AMOUNT
Stormwater (Sewer) Fund	$1,013,711
1999 SPLOST	$0
2009 LOST	$500,000
Bond Proceeds	$0
Prior Years' 1999 SPLOST	$5,205,618
Prior Years' LOST	$1,678,233
Prior Years' Fund Balance	$1,621,000
Prior Years' Bond Funds	$1,005,017
FY16 TOTAL	$11,023,579

DRAINAGE SUMMARY

FY16 PROJECT COSTS
$11,023,579



FY16 DRAINAGE PROJECTS

Type of Project	AMOUNT
Flood Abatement	5,930,162
Pipe Rehabilitation	2,553,369
Drainage Improvement	2,318,862
Other Drainage Projects	221,186
FY16 TOTAL	$11,023,579

DRAINAGE SUMMARY

FIVE YEAR FORECAST

STORMWATER (SEWER) FUND CAPITAL IMPROVEMENT PROJECTS

		Carryforward	FY16	FY17	FY18	FY19	Total
FUNDING SOURCES							
Stormwater (Sewer) Fund		**$ 1,621,000**	**$ 1,013,711**	$ 800,000	$ 800,000	$ 800,000	**$ 5,034,711**
Bond Proceeds		**$ 1,005,017**	**$ -**				**$ 1,005,017**
Sales Tax (2009 LOST)		**$ 1,678,233**	**$ 500,000**	$ 750,000	$ 750,000	$ 750,000	**$ 4,428,233**
Sales Tax (1999 SPLOST)		**$ 5,205,618**	**$ -**				**$ 5,205,618**
Balance Forward		**$ -**	**$ -**				**$ -**
TOTAL FUNDING		**$ 9,509,868**	**$ 1,513,711**	**$ 1,550,000**	**$ 1,550,000**	**$ 1,550,000**	**$ 15,673,579**
			$ 11,023,579				
PROJECT COSTS	**Type**	**Prior to FY16**	**FY16**	**FY17**	**FY18**	**FY19**	**Total**
Sewer Fund Contingency	Other	$ 6,086	**$ 145,341**				**$ 151,427**
6th Ave Flood Abatement	Flood Abatement	$ 24,017,609	**$ 285,919**				**$ 24,303,528**
19th St Flood Abatement	Flood Abatement	$ 403,749	**$ 5,252,494**				**$ 5,656,243**
Cherokee Retaining Wall	Improvement	$ 1,337,651	**$ 9,536**				**$ 1,347,187**
Cusseta Road Fold Pack	Flood Abatement	$ 8,251	**$ 391,749**				**$ 400,000**
Oakland Park Drainage	Improvement	$ 1,172,410	**$ 652,373**				**$ 1,824,783**
Breeds Hill Loop	Improvement	$ 29,230	**$ 50,000**				**$ 79,230**
LOST Stormwater	Improvement	$ 38,706	**$ 1,582,105**	$ 750,000	$ 750,000	$ 750,000	**$ 3,870,811**
Riverwalk Renovations	Improvement	$ 3,295,926	**$ 24,848**				**$ 3,320,774**
Fleet Management/EPA	Other	$ 1,083,267	**$ 54,515**				**$ 1,137,782**
Bay Avenue Sewer Replace	Pipe Rehab	$ 717,666	**$ 106,884**				**$ 824,550**
Pipe Rehabilitation	Pipe Rehab	$ 4,167,265	**$ 2,442,472**	$ 800,000	$ 800,000	$ 800,000	**$ 9,009,737**
Talbotton Rd Stormwater	Pipe Rehab	$ 65,987	**$ 4,013**				**$ 70,000**
Lindsey Creek Flood Study	Other	$ 139,258	**$ 1,105**				**$ 140,363**
Mobley Road Drainage Study	Other	$ 30,407	**$ 20,225**				**$ 50,632**
TOTAL PROJECT COSTS		**$ 36,513,468**	**$ 11,023,579**	**$ 1,550,000**	**$ 1,550,000**	**$ 1,550,000**	**$ 52,187,047**

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SEWER FUND CONTINGENCY

PROJECT NAME:	Sewer Fund Contingency
PROJECT DESCRIPTION:	Funds set aside annually to cover various expenditures related to Stormwater and Flood Abatement within Muscogee County
BENEFIT TO THE COMMUNITY:	Prevention risk of stormwater overflow damage to adjacent areas and to comply with established State and Federal requirements
OPERATING BUDGET IMPACT:	No impact on Operating Budget

MANAGING DEPARTMENT:	ENGINEERING	**PROJECT TYPE:**	DRAINAGE
ACCOUNT CODE:	0508 660 2000	**PROJECT NO:**	20200

	Prior Years	FY16	Total
FUNDING SOURCES			
Stormwater (Sewer) Fund	$ 151,427		$ 151,427
Bond Proceeds			$ -
Sales Tax			$ -
Other			$ -
Balance Forward		$ 145,341	
TOTAL FUNDING SOURCES	**$ 151,427**	**$ 145,341**	**$ 151,427**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering		$ 50,000	$ 50,000
Appraisal/Negotiations			$ -
Construction	$ 6,086	$ 95,341	$ 101,427
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 6,086**	**$ 145,341**	**$ 151,427**
BALANCE	**$ 145,341**	**$ - **	**$ - **

6TH AVENUE FLOOD ABATEMENT

PROJECT NAME:	6th Avenue Flood Abatement
PROJECT DESCRIPTION:	Construct enhancements to the stormwater infrastructure in the area surrounding 6th Avenue, including planning, design, and construction.
BENEFIT TO THE COMMUNITY:	Improved infrastructure for citizens and property owners in area surrounding 6th Avenue and reduced exposure to liability for potential damage caused by deteriorated systems.
OPERATING BUDGET IMPACT:	Reduces exposure for maintenance and repair costs and potential liability from damage caused by failed infrastructure.

MANAGING DEPARTMENT:	ENGINEERING	**PROJECT TYPE:**	FLOOD ABATEMENT
ACCOUNT CODE:	0508 660 2000, 0540 695 2127, 0558 800 2170, 0559 800 2171	**PROJECT NO:**	20797,53054, 81002, 82007

	Prior Years	FY16	Total
FUNDING SOURCES			
Stormwater (Sewer) Fund	$ 2,149,236		$ 2,149,236
Bond Proceeds	$ 21,944,834		$ 21,944,834
Sales Tax (1999 SPLOST)	$ 209,458		$ 209,458
Other			$ -
Balance Forward		$ 285,919	
TOTAL FUNDING SOURCES	**$ 24,303,528**	**$ 285,919**	**$ 24,303,528**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering	$ 1,658,809		$ 1,658,809
Appraisal/Negotiations	$ 949		$ 949
Construction	$ 22,357,851	$ 285,919	$ 22,643,770
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 24,017,609**	**$ 285,919**	**$ 24,303,528**
BALANCE	**$ 285,919**	**$ - **	**$ - **

19TH STREET FLOOD ABATEMENT (MERITAS)

PROJECT NAME:	19th Street Flood Abatement (Meritas)
PROJECT DESCRIPTION:	Research, design and construct roadways to prevent flooding of area surrounding 19th Street near Meritas
BENEFIT TO THE COMMUNITY:	Reduced risk exposure for citizens and property owners from potential damage caused by flooding as well as improved quality of road accessibility for commuting citizens
OPERATING BUDGET IMPACT:	Reduced exposure for repair and maintenance costs that could result from flooding

MANAGING DEPARTMENT:	ENGINEERING	**PROJECT TYPE:**	FLOOD ABATEMENT
ACCOUNT CODE:	0508 660 2000, 0554 200 2439 and 0540 695 2127	**PROJECT NO:**	21120, 40243, 53032

	Prior Years	FY16	Total
FUNDING SOURCES			
Stormwater (Sewer) Fund	$ 128,423		$ 128,423
Bond Proceeds	$ 1,160,509		$ 1,160,509
Sales Tax (1999 SPLOST)	$ 4,367,311		$ 4,367,311
Other			$ -
Balance Forward		$ 5,252,494	
TOTAL FUNDING SOURCES	**$ 5,656,243**	**$ 5,252,494**	**$ 5,656,243**
PROJECT COSTS			
Professional Services			$ -
Legal	$ 90		$ 90
Architect/Engineering	$ 200,000	$ 225,000	$ 425,000
Appraisal/Negotiations			$ -
Construction	$ 203,659	$ 4,927,494	$ 5,131,153
Land Acquisition		$ 100,000	$ 100,000
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 403,749**	**$ 5,252,494**	**$ 5,656,243**
BALANCE	**$ 5,252,494**	**$ - **	**$ - **

CHEROKEE RETAINING WALL

PROJECT NAME:	Cherokee Retaining Wall
PROJECT DESCRIPTION:	Replace existing retaining wall, constructed in the 1950's, which supports the banks on either side of the ravine along Cherokee Avenue, portions of which collapsed.
BENEFIT TO THE COMMUNITY:	Protect citizens and property owners from safety hazards and property damage caused by wall failure
OPERATING BUDGET IMPACT:	Reduction of maintenance costs and reduced liability exposure

MANAGING DEPARTMENT:	ENGINEERING	**PROJECT TYPE:**	DRAINAGE
ACCOUNT CODE:	0508 660 2000 and 0540 695 2127	**PROJECT NO:**	20757 and 50805

	Prior Years	FY16	Total
FUNDING SOURCES			
Stormwater (Sewer) Fund	$ 765,118		$ 765,118
Bond Proceeds			$ -
Sales Tax (1999 SPLOST)	$ 582,069		$ 582,069
Other			$ -
Balance Forward		$ 9,536	
TOTAL FUNDING SOURCES	**$ 1,347,187**	**$ 9,536**	**$ 1,347,187**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering	$ 43,978		$ 43,978
Appraisal/Negotiations			$ -
Construction	$ 1,293,673	$ 9,536	$ 1,303,209
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 1,337,651**	**$ 9,536**	**$ 1,347,187**
BALANCE	**$ 9,536**	**$ -**	**$ -**

CUSSETA ROAD FOLD PACK

PROJECT NAME:	Cusseta Road Fold Pack
PROJECT DESCRIPTION:	Research, design, and construction of roadways to prevent flooding of surrounding areas
BENEFIT TO THE COMMUNITY:	Reduces exposure to future liability from risk of damage to nearby structures caused by flooding
OPERATING BUDGET IMPACT:	Reduces exposure for repair and maintenance costs

MANAGING DEPARTMENT:	ENGINEERING	**PROJECT TYPE:**	FLOOD ABATEMENT
ACCOUNT CODE:	0508 660 2000 and 0540 695 2127	**PROJECT NO:**	21121, 21122 and 50803

	Prior Years	FY16	Total
FUNDING SOURCES			
Stormwater (Sewer) Fund	$ 247,666		$ 247,666
Bond Proceeds			$ -
Sales Tax (1999 SPLOST)	$ 152,334		$ 152,334
Other			$ -
Balance Forward		$ 391,749	
TOTAL FUNDING SOURCES	**$ 400,000**	**$ 391,749**	**$ 400,000**
PROJECT COSTS			
Professional Services	$ 1,980	$ 10,000	$ 11,980
Legal	$ 1,231	$ 10,000	$ 11,231
Architect/Engineering			$ -
Appraisal/Negotiations	$ 2,040	$ 10,000	$ 12,040
Construction		$ 351,749	$ 351,749
Land Acquisition	$ 3,000	$ 10,000	$ 13,000
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 8,251**	**$ 391,749**	**$ 400,000**
BALANCE	**$ 391,749**	**$ - **	**$ - **

OAKLAND PARK DRAINAGE

PROJECT NAME:	Oakland Park Drainage
PROJECT DESCRIPTION:	Repair or replace existing pipes to improve drainage flow
BENEFIT TO THE COMMUNITY:	Reduces exposure to liability for damages to nearby structures caused by failed pipe systems or drainage.
OPERATING BUDGET IMPACT:	Reduced exposure for repair or maintenance costs.

MANAGING DEPARTMENT:	ENGINEERING	**PROJECT TYPE:**	DRAINAGE
ACCOUNT CODE:	0508 660 2000 and 0540 695 2127	**PROJECT NO:**	21110 and 53041

	Prior Years	FY16	Total
FUNDING SOURCES			
Stormwater (Sewer) Fund	$ 442,209		$ 442,209
Bond Proceeds			$ -
Sales Tax (1999 SPLOST)	$ 1,382,574		$ 1,382,574
Other			$ -
Balance Forward		$ 652,373	
TOTAL FUNDING SOURCES	**$ 1,824,783**	**$ 652,373**	**$ 1,824,783**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering	$ 450,447	$ 10,000	$ 460,447
Appraisal/Negotiations			$ -
Construction	$ 721,963	$ 642,373	$ 1,364,336
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 1,172,410**	**$ 652,373**	**$ 1,824,783**
BALANCE	**$ 652,373**	**$ - **	**$ - **

BREEDS HILL LOOP

PROJECT NAME:	Breeds Hill Loop
PROJECT DESCRIPTION:	Conduct study for prevention of flooding and associated flood damage in the area of Breeds Hill Loop
BENEFIT TO THE COMMUNITY:	Reduces exposure to citizens and property owners for risk of property damage or other injury caused by flooding or failed drainage systems
OPERATING BUDGET IMPACT:	Reduced exposure to repair or maintenance costs

MANAGING DEPARTMENT:	ENGINEERING	**PROJECT TYPE:**	DRAINAGE
ACCOUNT CODE:	0508 660 2000	**PROJECT NO:**	21113, 21123

	Prior Years	FY16	Total
FUNDING SOURCES			
Stormwater (Sewer) Fund	$ 79,230		$ 79,230
Bond Proceeds			$ -
Sales Tax			$ -
Other			$ -
Balance Forward		$ 50,000	
TOTAL FUNDING SOURCES	**$ 79,230**	**$ 50,000**	**$ 79,230**
PROJECT COSTS			
Professional Services	$ 29,230	$ 50,000	$ 79,230
Legal			$ -
Architect/Engineering			$ -
Appraisal/Negotiations			$ -
Construction			$ -
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 29,230**	**$ 50,000**	**$ 79,230**
BALANCE	**$ 50,000**	**$ -**	**$ -**

LOCAL OPTION SALES TAX STORMWATER FUNDS

PROJECT NAME:	LOST Stormwater Funds
PROJECT DESCRIPTION:	Systematic funding of necessary and prudent investment in stormwater systems. Specified project budgets are established out of the LOST Stormwater Funds.
BENEFIT TO THE COMMUNITY:	Sustained investment in infrastructure to ensure safety for citizens and property owners from risks associated with deteriorated or failed stormwater drainage systems
OPERATING BUDGET IMPACT:	Reduced exposure for unexpected repair or maintenance costs associated with system failures or flooding

MANAGING DEPARTMENT:	ENGINEERING	**PROJECT TYPE:**	DRAINAGE
ACCOUNT CODE:	0109 250 9901	**PROJECT NO:**	94001

	Prior Years	FY16	Total
FUNDING SOURCES			
Stormwater (Sewer) Fund			$ -
Bond Proceeds			$ -
Sales Tax (2009 LOST)	$ 1,120,811	$ 500,000	$ 1,620,811
Other			$ -
Balance Forward		$ 1,082,105	
TOTAL FUNDING SOURCES	**$ 1,120,811**	**$ 1,582,105**	**$ 1,620,811**
PROJECT COSTS			
Professional Services		$ 50,000	$ 50,000
Legal		$ 50,000	$ 50,000
Architect/Engineering		$ 100,000	$ 100,000
Appraisal/Negotiations			$ -
Construction	$ 38,706	$ 898,567	$ 937,273
Land Acquisition		$ 483,538	$ 483,538
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 38,706**	**$ 1,582,105**	**$ 1,620,811**
BALANCE	**$ 1,082,105**	**$ -**	**$ -**

RIVERWALK RENOVATIONS

PROJECT NAME:	Riverwalk Renovations
PROJECT DESCRIPTION:	Stabilization and renovation of banks along the Chattahoochee Riverwalk
BENEFIT TO THE COMMUNITY:	Improved infrastructure for Chattahoochee Riverwalk which accrues environmental, recreational and industrial benefit to citizens and property owners; reduced safety risk
OPERATING BUDGET IMPACT:	Reduced exposure to liability resulting from failed riverbank stability

MANAGING DEPARTMENT:	ENGINEERING	**PROJECT TYPE:**	DRAINAGE
ACCOUNT CODE:	0109 250 9901	**PROJECT NO:**	94003

	Prior Years	FY16	Total
FUNDING SOURCES			
Stormwater (Sewer) Fund			$ -
Bond Proceeds			$ -
Sales Tax (2009 LOST)	$ 3,320,774		$ 3,320,774
Other			$ -
Balance Forward		$ 24,848	
TOTAL FUNDING SOURCES	**$ 3,320,774**	**$ 24,848**	**$ 3,320,774**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering	$ 196,373		$ 196,373
Appraisal/Negotiations			$ -
Construction	$ 3,099,553	$ 24,848	$ 3,124,401
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 3,295,926**	**$ 24,848**	**$ 3,320,774**
BALANCE	**$ 24,848**	**$ -**	**$ -**

FLEET MANAGEMENT EPA

PROJECT NAME:	Fleet Management EPA
PROJECT DESCRIPTION:	Bring the Fleet Maintenance Complex into compliance with EPA Clean Water Act, Includes installation of oil/water separator drainage system connected to sanitary sewer
BENEFIT TO THE COMMUNITY:	Oil/water separators will prevent contaminated water from polluting the area's streams and rivers and help protect wildlife and the environment
OPERATING BUDGET IMPACT:	Ensures compliance with U.S. EPA requirements and reduces exposure to risk of violations of the Clean Water Act. Such violations can cost $20,000 per day in fines.

MANAGING DEPARTMENT:	PUBLIC WORKS	**PROJECT TYPE:**	OTHER
ACCOUNT CODE:	0508 660 2000	**PROJECT NO:**	20771

	Prior Years	FY16	Total
FUNDING SOURCES			
Stormwater (Sewer) Fund	$ 1,137,782		$ 1,137,782
Bond Proceeds			$ -
Sales Tax			$ -
Other			$ -
Balance Forward		$ 54,515	
TOTAL FUNDING SOURCES	**$ 1,137,782**	**$ 54,515**	**$ 1,137,782**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering	$ 531,404	$ 54,515	$ 585,919
Appraisal/Negotiations			$ -
Construction	$ 551,863		$ 551,863
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 1,083,267**	**$ 54,515**	**$ 1,137,782**
BALANCE	**$ 54,515**	**$ -**	**$ -**

BAY AVENUE SEWER REPLACEMENT

PROJECT NAME:	Bay Avenue Sewer Replacement
PROJECT DESCRIPTION:	Repair and/or replace sewer pipeline on Bay Avenue
BENEFIT TO THE COMMUNITY:	Improved infrastructure for citizens and property owners
OPERATING BUDGET IMPACT:	Reduced exposure to maintenance and repair costs

MANAGING DEPARTMENT:	ENGINEERING	**PROJECT TYPE:**	PIPE REHAB
ACCOUNT CODE:	0508 660 2000	**PROJECT NO:**	21125

	Prior Years	FY16	Total
FUNDING SOURCES			
Stormwater (Sewer) Fund	$ 824,550		$ 824,550
Bond Proceeds			$ -
Sales Tax (2009 LOST)			$ -
Other			$ -
Balance Forward		$ 106,884	
TOTAL FUNDING SOURCES	**$ 824,550**	**$ 106,884**	**$ 824,550**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering	$ 8,505	$ 10,000	$ 18,505
Appraisal/Negotiations	$ 1,327		$ 1,327
Construction	$ 707,834	$ 96,884	$ 804,718
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 717,666**	**$ 106,884**	**$ 824,550**
BALANCE	**$ 106,884**	**$ -**	**$ -**

PIPE REHABILITATION

PROJECT NAME:	Pipe Rehab		
PROJECT DESCRIPTION:	Funding set aside annually for the repair and/or replacement of deteriorated combined sewers in Columbus		
BENEFIT TO THE COMMUNITY:	Reduced exposure for citizens and property owners for safety hazards or property damage caused by deteriorating or collapsing storm sewer systems.		
OPERATING BUDGET IMPACT:	Reduced exposure for City right-of-way, building or other property damage as well as reduced liability exposure		
MANAGING DEPARTMENT:	ENGINEERING	**PROJECT TYPE:**	PIPE REHAB
ACCOUNT CODE:	0508 660 2000 and 0109 250 9901	**PROJECT NO:**	20770, 21126,94005,94009

	Prior Years	FY16	Total
FUNDING SOURCES			
Stormwater (Sewer) Fund	$ 4,370,950	$ 1,013,711	$ 5,384,661
Bond Proceeds			$ -
Sales Tax (2009 LOST)	$ 1,225,076		$ 1,225,076
Other			$ -
Balance Forward		$ 1,428,761	
TOTAL FUNDING SOURCES	**$ 5,596,026**	**$ 2,442,472**	**$ 6,609,737**
PROJECT COSTS			
Professional Services		$ 25,000	$ 25,000
Legal		$ 25,000	$ 25,000
Architect/Engineering	$ 119,918	$ 125,000	$ 244,918
Appraisal/Negotiations			$ -
Construction	$ 4,047,347	$ 2,267,472	$ 6,314,819
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 4,167,265**	**$ 2,442,472**	**$ 6,609,737**
BALANCE	**$ 1,428,761**	**$ -**	**$ -**

TALBOTTON ROAD STORMWATER

PROJECT NAME:	Talbotton Road Stormwater
PROJECT DESCRIPTION:	Repair and/or replace sewer pipeline on Talbotton Rd
BENEFIT TO THE COMMUNITY:	Improved infrastructure for citizens and property owners
OPERATING BUDGET IMPACT:	Reduced exposure to maintenance and repair costs

MANAGING DEPARTMENT:	ENGINEERING	**PROJECT TYPE:**	PIPE REHAB
ACCOUNT CODE:	0109 250 9901	**PROJECT NO:**	94012

	Prior Years	FY16	Total
FUNDING SOURCES			
Stormwater (Sewer) Fund			$ -
Bond Proceeds			$ -
Sales Tax (2009 LOST)	$ 70,000		$ 70,000
Other			$ -
Balance Forward		$ 4,013	
TOTAL FUNDING SOURCES	**$ 70,000**	**$ 4,013**	**$ 70,000**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering	$ 65,987	$ 4,013	$ 70,000
Appraisal/Negotiations			$ -
Construction			$ -
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 65,987**	**$ 4,013**	**$ 70,000**
BALANCE	**$ 4,013**	**$ - **	**$ - **

LINDSEY CREEK FLOOD STUDY

PROJECT NAME:	Lindsey Creek Flood Study
PROJECT DESCRIPTION:	To conduct a study in this area of the City in order to prevent flood damage.
BENEFIT TO THE COMMUNITY:	Prevents future liability to the City for damages to nearby structures.
OPERATING BUDGET IMPACT:	Reduces repair and maintenance costs to the area.

MANAGING DEPARTMENT:	ENGINEERING	**PROJECT TYPE:**	OTHER
ACCOUNT CODE:	0508 660 2000	**PROJECT NO:**	21095 and 21116

	Prior Years	FY16	Total
FUNDING SOURCES			
Stormwater (Sewer) Fund	$ 140,363		$ 140,363
Bond Proceeds			$ -
Sales Tax			$ -
Other			$ -
Balance Forward		$ 1,105	
TOTAL FUNDING SOURCES	**$ 140,363**	**$ 1,105**	**$ 140,363**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering	$ 139,258	$ 1,105	$ 140,363
Appraisal/Negotiations			$ -
Construction			$ -
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 139,258**	**$ 1,105**	**$ 140,363**
BALANCE	**$ 1,105**	**$ - **	**$ - **

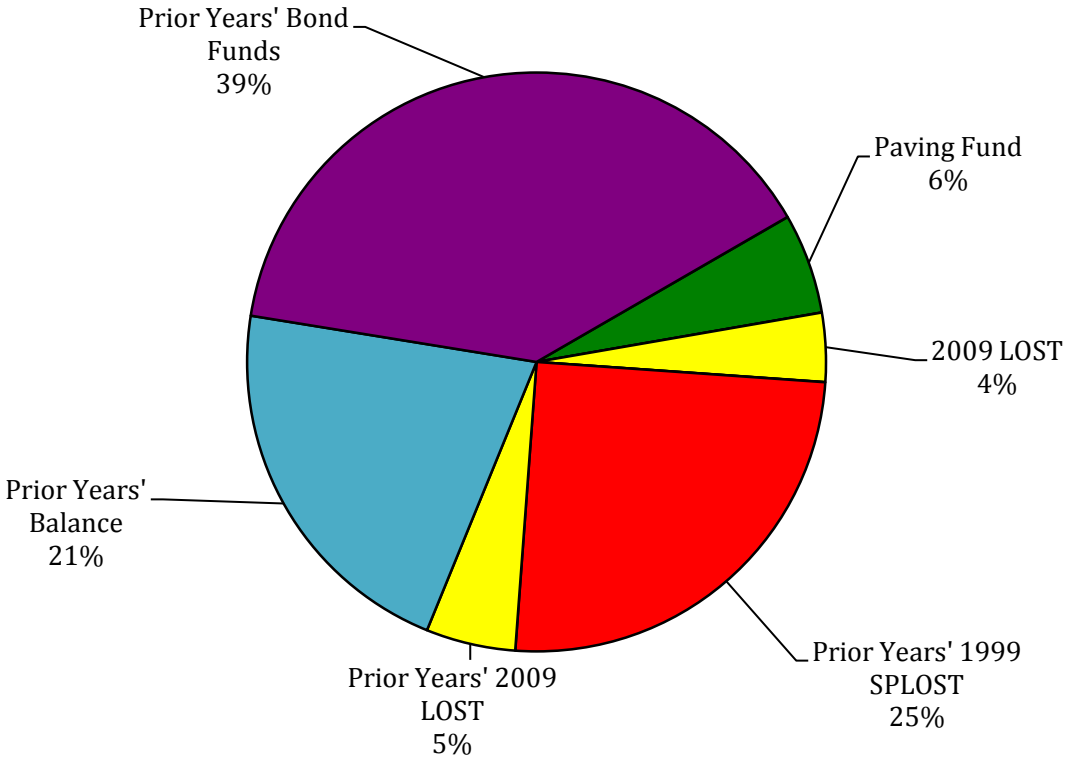
MOBLEY ROAD DRAINAGE STUDY

PROJECT NAME:	Mobley Road Drainage Study
PROJECT DESCRIPTION:	To conduct a study in this area of the City in order to prevent flood damage.
BENEFIT TO THE COMMUNITY:	Prevents future liability to the City for damages to nearby structures.
OPERATING BUDGET IMPACT:	Reduces repair and maintenance costs to the area.

MANAGING DEPARTMENT:	ENGINEERING	**PROJECT TYPE:**	OTHER
ACCOUNT CODE:	0508 660 2000	**PROJECT NO:**	21119

	Prior Years	FY16	Total
FUNDING SOURCES			
Stormwater (Sewer) Fund	$ 50,632		$ 50,632
Bond Proceeds			$ -
Sales Tax			$ -
Other			$ -
Balance Forward		$ 20,225	
TOTAL FUNDING SOURCES	**$ 50,632**	**$ 20,225**	**$ 50,632**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering	$ 30,407	$ 20,225	$ 50,632
Appraisal/Negotiations			$ -
Construction			$ -
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 30,407**	**$ 20,225**	**$ 50,632**
BALANCE	**$ 20,225**	**$ - **	**$ - **

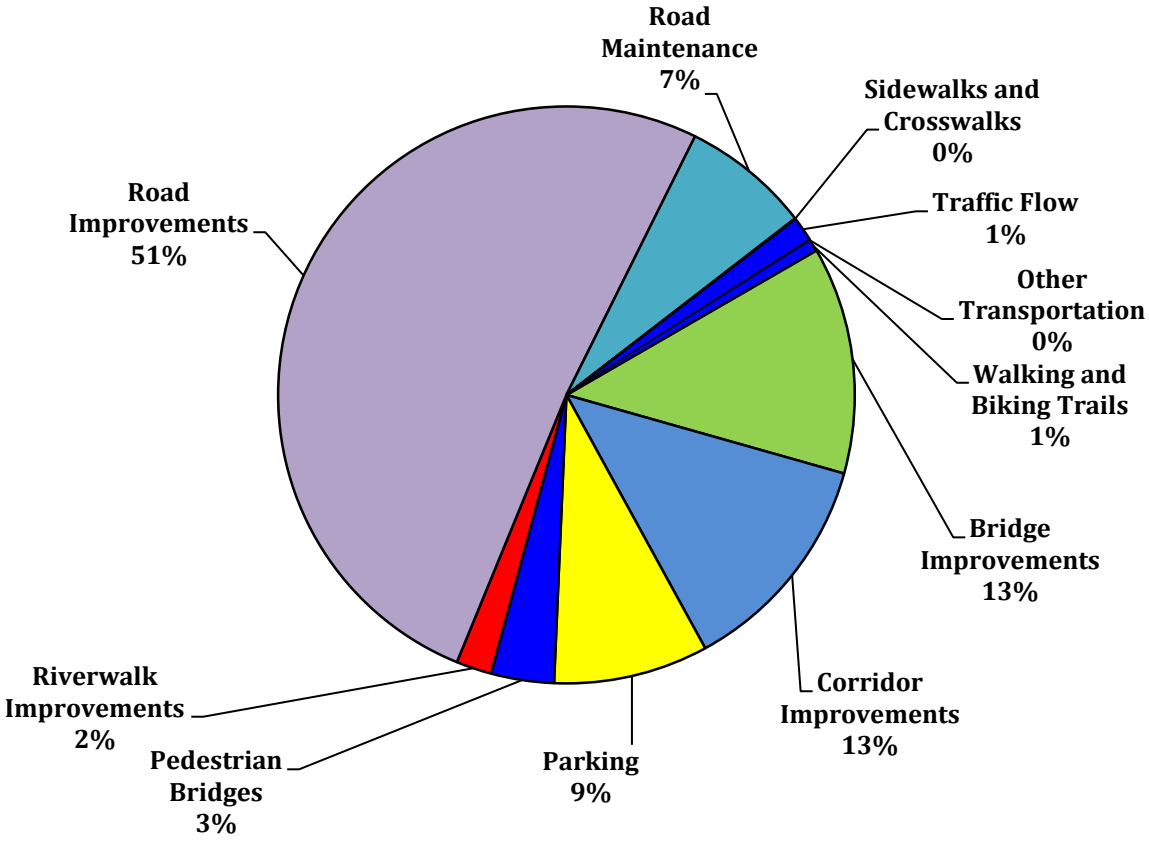
FY16 FINANCING METHOD
$40,388,615



FY16 FINANCING FOR TRANSPORTATION PROJECTS

METHOD/SOURCE	AMOUNT
Paving Fund	$2,259,747
1999 SPLOST	0
2009 LOST	1,552,964
Bond Proceeds	0
Prior Years' 1999 SPLOST	10,125,913
Prior Years' 2009 LOST	2,019,074
Prior Years' Balance	8,635,328
Prior Years' Bond Funds	15,795,589
FY16 TOTAL	$40,388,615

FY16 PROJECTS BY TYPE
$40,388,615



FY16 PROJECT COSTS

TYPE OF PROJECT	AMOUNT
Bridge Improvements	$5,136,734
Corridor Improvements	5,101,676
Parking	3,503,624
Pedestrian Bridges	1,420,101
Riverwalk Improvements	806,173
Road Improvements	20,656,146
Road Maintenance	2,906,540
Sidewalks and Crosswalks	15,179
Traffic Flow	557,796
Other Transportation	31,294
Walking and Biking Trails	253,352
FY16 TOTAL	$40,388,615

TRANSPORTATION SUMMARY

FIVE YEAR FORECAST
TRANSPORTATION CAPITAL IMPROVEMENT PROJECTS

		Carryforward	FY16	FY17	FY18	FY19	Total
FUNDING SOURCES							
Paving Fund		**$ 8,635,328**	**$ 2,259,747**	$ 2,000,000	$ 2,000,000	$ 2,000,000	**$ 16,895,075**
Bond Proceeds		**$ 15,795,589**					**$ 15,795,589**
Sales Tax (2009 LOST)		**$ 2,019,074**	**$ 1,552,964**				**$ 3,572,038**
Sales Tax (1999 SPLOST)		**$ 10,125,913**					**$ 10,125,913**
Sales Tax (TSPLOST)							**$ -**
TOTAL FUNDING		**$ 36,575,904**	**$ 3,812,711**	**$ 2,000,000**	**$ 2,000,000**	**$ 2,000,000**	**$ 46,388,615**
			$ 40,388,615				
PROJECT COSTS	**Type**	**Prior to FY16**	**FY16**	**FY17**	**FY18**	**FY19**	**Total**
Brown Avenue Bridge	Bridge Improvements	$ 262,306	**$ 100,000**				**$ 362,306**
Decatur Street Bridge	Bridge Improvements	$ 83,277	**$ 516,723**				**$ 600,000**
Edgewood Road Bridge	Bridge Improvements	$ 13,031	**$ 256,969**				**$ 270,000**
Forest Road Bridges	Bridge Improvements	$ 2,825,175	**$ 3,580,859**				**$ 6,406,034**
Melrose Bridge and Crossings	Bridge Improvements	$ 973,304	**$ 608,826**				**$ 1,582,130**
Valencia Drive Bridge	Bridge Improvements	$ 304,124	**$ 73,357**				**$ 377,481**
Corridor Studies (Various)	Corridor Improvements	$ 590,915	**$ 22,085**				**$ 613,000**
Ft Benning Rd Streetscapes	Corridor Improvements	$ 515,700	**$ 2,884,300**				**$ 3,400,000**
Veterans Pkwy Streetscapes	Corridor Improvements	$ 5,970,975	**$ 1,516,112**				**$ 7,487,087**
Wynnton Rd Streetscapes	Corridor Improvements	$ 318,121	**$ 679,179**				**$ 997,300**
CSC Parking Garage	Parking	$ 6,863,389	**$ 3,914**				**$ 6,867,303**
Trade Center Parking Garage	Parking	$ 290	**$ 3,499,710**				**$ 3,500,000**
14th St Pedestrian Bridge/Plaza	Pedestrian Bridge	$ 7,681,879	**$ 1,063,414**				**$ 8,745,293**
Cusseta Rd Pedestrian Bridge	Pedestrian Bridge	$ 811,544	**$ 356,687**				**$ 1,168,231**
Chattahoochee Riverwalk	Riverwalk Improvements	$ 1,049,655	**$ 806,173**				**$ 1,855,828**

PROJECT COSTS	Type	Prior to FY16	FY16	FY17	FY18	FY19	Total
2009 LOST Resurfacing/Rehab	Road Improvements	$ 12,708,025	$ 1,964,861				$ 14,672,886
Broadway Rehabilitation	Road Improvements	$ -	$ 500,000				$ 500,000
CSC Road	Road Improvements	$ 639,202	$ 17,701				$ 656,903
Cusseta Rd/Old Cusseta Rd	Road Improvements	$ 74,050	$ 40,950				$ 115,000
Flat Rock Road	Road Improvements	$ 39,300	$ 160,700				$ 200,000
Forrest Rd: Macon to Schatulga	Road Improvements	$ 2,772,087	$ 3,790,608				$ 6,562,695
Ft Benning Rd @ Brennan Rd	Road Improvements	$ 1,648,788	$ 2,651,212				$ 4,300,000
Gidden Road Realignment	Road Improvements	$ 224,113	$ 416,556				$ 640,669
Martin Luther King Blvd	Road Improvements	$ -	$ 1,100,000				$ 1,100,000
Moon Road (Phase I)	Road Improvements	$ 4,150,716	$ 2,611,658				$ 6,762,374
Northstar St Mary's Rd	Road Improvements	$ 528,817	$ 171,183				$ 700,000
Public Works Paving	Road Improvements	$ 15,069	$ 84,931				$ 100,000
River Rd/Bradley Park/JR Allen Ramp	Road Improvements	$ 224,492	$ 2,563,626				$ 2,788,118
Sidewalk and Brick Paver	Road Improvements	$ 34,821	$ 15,179				$ 50,000
South Lumpkin Road	Road Improvements	$ 1,721,406	$ 75,594				$ 1,797,000
Standing Boy Creek State Park	Road Improvements	$ 202,297	$ 22,187				$ 224,484
Unpaved Street Improvements	Road Improvements	$ -	$ 50,000				$ 50,000
Veterans Double Churches	Road Improvements	$ 1,481,959	$ 3,618,787				$ 5,100,746
Whitesville Double Churches Rd	Road Improvements	$ 860,446	$ 263,656				$ 1,124,102
Whittlesey Rd: Whitesville to Veterans	Road Improvements	$ 3,682,111	$ 551,936				$ 4,234,047
Resurfacing/Rehabilitation	Road Maintenance	$ 16,106,091	$ 2,906,540	$ 2,000,000	$ 2,000,000	$ 2,000,000	$ 25,012,631

PROJECT COSTS	Type	Prior to FY16	FY16	FY17	FY18	FY19	Total
ATMS Signals	Traffic Flow	$ 354,238	$ 805				$ 355,043
Fiber Optic Interconnect	Traffic Flow	$ 66,244	$ 133,756				$ 200,000
LED Signal Heads	Traffic Flow	$ 141,665	$ 120,991				$ 262,656
One Way/Two Way Conversion	Traffic Flow	$ 210,097	$ 289,903				$ 500,000
Traffic Calming	Traffic Flow	$ 99,522	$ 12,341				$ 111,863
Clean Air Buses	Transportation	$ 3,402,463	$ 31,294				$ 3,433,757
Rails to Trails Maintenance	Walking/Biking Trails	$ 18,768	$ 224,848				$ 243,616
Walking Trails/Trolley System	Walking/Biking Trails	$ 11,347,557	$ 28,504				$ 11,376,061
							$ -
							$ -
TOTAL PROJECT COSTS		$ 91,018,029	$ 40,388,615	$ 2,000,000	$ 2,000,000	$ 2,000,000	$ 137,406,644

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BROWN AVENUE BRIDGE

PROJECT NAME:	Brown Avenue Bridge
PROJECT DESCRIPTION:	Improvements and restructure of Brown Avenue bridge, to include lighting
BENEFIT TO THE COMMUNITY:	Improved safety and condition of bridge
OPERATING BUDGET IMPACT:	Reduced reliance on operating budget for bridge improvement/repair costs

MANAGING DEPARTMENT:	ENGINEERING	**PROJECT TYPE:**	BRIDGE IMPROVEMENTS
ACCOUNT CODE:	0109 250 9901	**PROJECT NO:**	92002

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance			$ -
Bond Proceeds			$ -
Sales Tax (2009 LOST)	$ 362,306		$ 362,306
Other			$ -
Balance Forward		$ 100,000	
TOTAL FUNDING SOURCES	**$ 362,306**	**$ 100,000**	**$ 362,306**
PROJECT COSTS			
Professional Services	$ 26,180		$ 26,180
Legal	$ 23,321		$ 23,321
Architect/Engineering			$ -
Appraisal/Negotiations	$ 7,865		$ 7,865
Construction	$ 93,247	$ 100,000	$ 193,247
Land Acquisition	$ 111,693		$ 111,693
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 262,306**	**$ 100,000**	**$ 362,306**
BALANCE	**$ 100,000**	**$ -**	**$ -**

DECATUR STREET BRIDGE

PROJECT NAME:	Decatur St Bridge Replacement
PROJECT DESCRIPTION:	Repair/replace/reconstruct Decatur Street bridge in Columbus
BENEFIT TO THE COMMUNITY:	Improved safety and navigability of bridge on Decatur Street
OPERATING BUDGET IMPACT:	Reduced reliance on operating budget for repair costs; liability

MANAGING DEPARTMENT:	ENGINEERING	**PROJECT TYPE:**	BRIDGE IMPROVEMENTS
ACCOUNT CODE:	0508 660 3000	**PROJECT NO:**	21083

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance	$ 600,000		$ 600,000
Bond Proceeds			$ -
Sales Tax			$ -
Other			$ -
Balance Forward		$ 516,723	
TOTAL FUNDING SOURCES	**$ 600,000**	**$ 516,723**	**$ 600,000**
PROJECT COSTS			
Professional Services			$ -
Legal		$ 10,000	$ 10,000
Architect/Engineering	$ 83,277	$ 13,534	$ 96,811
Appraisal/Negotiations		$ 5,000	$ 5,000
Construction		$ 478,189	$ 478,189
Land Acquisition		$ 10,000	$ 10,000
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 83,277**	**$ 516,723**	**$ 600,000**
BALANCE	**$ 516,723**	**$ -**	**$ -**

EDGEWOOD ROAD BRIDGE

PROJECT NAME:	Edgewood Road Bridge
PROJECT DESCRIPTION:	Reconstruct and restructure bridge at Edgewood Road
BENEFIT TO THE COMMUNITY:	Improved safety and accessibility for citizens, residents, property owners, and commuters
OPERATING BUDGET IMPACT:	Reduced reliance on operating budget for bridge improvement costs

MANAGING DEPARTMENT:	ENGINEERING	**PROJECT TYPE:**	BRIDGE IMPROVEMENTS
ACCOUNT CODE:	0540 695 2126	**PROJECT NO:**	53040

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance			$ -
Bond Proceeds			$ -
Sales Tax (1999 SPLOST)	$ 270,000		$ 270,000
Other			$ -
Balance Forward		$ 256,969	
TOTAL FUNDING SOURCES	**$ 270,000**	**$ 256,969**	**$ 270,000**
PROJECT COSTS			
Professional Services		$ 10,000	$ 10,000
Legal		$ 10,000	$ 10,000
Architect/Engineering	$ 13,031	$ 15,000	$ 28,031
Appraisal/Negotiations			$ -
Construction		$ 221,969	$ 221,969
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 13,031**	**$ 256,969**	**$ 270,000**
BALANCE	**$ 256,969**	**$ -**	**$ -**

FOREST ROAD BRIDGE

PROJECT NAME:	Forest Rd Bridge: Bull Creek/Forest Rd Bridge: Cooper Creek		
PROJECT DESCRIPTION:	Repair and reconstruction of bridges along Forest Road in Columbus/MuscogeeCounty		
BENEFIT TO THE COMMUNITY:	Improved safety and condition of bridges on Forest Rd		
OPERATING BUDGET IMPACT:	Reduced reliance on operating budget for bridge repairs or potential liability		
MANAGING DEPARTMENT:	ENGINEERING/ PUBLIC WORKS	**PROJECT TYPE:**	BRIDGE IMPROVEMENTS
ACCOUNT CODE:	0559 800 2160	**PROJECT NO:**	82053 and 82054

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance			$ -
Bond Proceeds	$ 6,406,034		$ 6,406,034
Sales Tax			$ -
Other			$ -
Balance Forward		$ 3,580,859	
TOTAL FUNDING SOURCES	**$ 6,406,034**	**$ 3,580,859**	**$ 6,406,034**
PROJECT COSTS			
Professional Services	$ 27,510	$ 10,000	$ 37,510
Legal	$ 19,643	$ 10,000	$ 29,643
Architect/Engineering	$ 222,847	$ 234,528	$ 457,375
Appraisal/Negotiations	$ 2,000	$ 50,000	$ 52,000
Construction	$ 2,428,349	$ 2,926,331	$ 5,354,680
Land Acquisition	$ 124,826	$ 350,000	$ 474,826
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 2,825,175**	**$ 3,580,859**	**$ 6,406,034**
BALANCE	**$ 3,580,859**	**$ -**	**$ -**

BRIDGE REPLACEMENT (MELROSE)

PROJECT NAME:	Melrose Dr Bridge Replacement/Bridge Repairs/Bridge Repair Design
PROJECT DESCRIPTION:	Design and repair/restructure bridges based on recommendations from Ga DOT in bridge inspection report(s)
BENEFIT TO THE COMMUNITY:	Improved safety and navigability of bridges
OPERATING BUDGET IMPACT:	Reduced reliance on operating funds for repair or potential liability costs

MANAGING DEPARTMENT:	PLANNING/ ENGINEERING	**PROJECT TYPE:**	BRIDGE IMPROVEMENT
ACCOUNT CODE:	0109 250 9901, 0508 660 3000 and 0540 695 2126	**PROJECT NO:**	21077, 50314, 53050, 20778,92007

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance	$ 129,774		$ 129,774
Bond Proceeds			$ -
Sales Tax (1999 SPLOST)	$ 1,330,156		$ 1,330,156
Sales Tax (2009 LOST)	$ 122,200		$ 122,200
Other			$ -
Balance Forward		$ 608,826	
TOTAL FUNDING SOURCES	**$ 1,582,130**	**$ 608,826**	**$ 1,582,130**
PROJECT COSTS			
Professional Services			$ -
Legal		$ 10,000	$ 10,000
Architect/Engineering	$ 359,776	$ 100,000	$ 459,776
Appraisal/Negotiations	$ 58,637		$ 58,637
Construction	$ 554,891	$ 498,826	$ 1,053,717
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 973,304**	**$ 608,826**	**$ 1,582,130**
BALANCE	**$ 608,826**	**$ -**	**$ -**

VALENCIA DRIVE BRIDGE

PROJECT NAME:	Valencia Drive Bridge Replacement
PROJECT DESCRIPTION:	Repair/restructure/reconstruct Valencia Drive bridge
BENEFIT TO THE COMMUNITY:	Improved safety and navigability of Valencia Dr bridge
OPERATING BUDGET IMPACT:	Reduced reliance on operating budget for bridge repair costs

MANAGING DEPARTMENT:	ENGINEERING	**PROJECT TYPE:**	BRIDGE IMPROVEMENTS
ACCOUNT CODE:	0508 660 3000	**PROJECT NO:**	21084

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance	$ 377,481		$ 377,481
Bond Proceeds			$ -
Sales Tax			$ -
Other			$ -
Balance Forward		$ 73,357	
TOTAL FUNDING SOURCES	**$ 377,481**	**$ 73,357**	**$ 377,481**
PROJECT COSTS			
Professional Services			$ -
Legal	$ 909		$ 909
Architect/Engineering	$ 7,113		$ 7,113
Appraisal/Negotiations	$ 37,075	$ 8,357	$ 45,432
Construction	$ 259,027	$ 65,000	$ 324,027
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 304,124**	**$ 73,357**	**$ 377,481**
BALANCE	**$ 73,357**	**$ -**	**$ -**

VARIOUS STUDIES

PROJECT NAME:	Buena Vista Rd Corridor/Spider Web/Passenger Rail
PROJECT DESCRIPTION:	Various studies to determine feasibility and costs associated with improving certain corridors, roads and interchanges/intersections in Columbus
BENEFIT TO THE COMMUNITY:	Determine feasibility and costs associated with road improvements
OPERATING BUDGET IMPACT:	No impact to operational budget

MANAGING DEPARTMENT:	PLANNING/ ENGINEERING	**PROJECT TYPE:**	STUDIES
ACCOUNT CODE:	0508 660 3000	**PROJECT NO:**	21065, 21066, 21075, 21067

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance	$ 613,000		$ 613,000
Bond Proceeds			$ -
Sales Tax			$ -
Other			$ -
Balance Forward		$ 22,085	
TOTAL FUNDING SOURCES	**$ 613,000**	**$ 22,085**	**$ 613,000**
PROJECT COSTS			
Professional Services	$ 349,852	$ 150	$ 350,002
Legal			$ -
Architect/Engineering	$ 241,063	$ 21,935	$ 262,998
Appraisal/Negotiations			$ -
Construction			$ -
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 590,915**	**$ 22,085**	**$ 613,000**
BALANCE	**$ 22,085**	**$ - **	**$ - **

FT BENNING ROAD STREETSCAPES

PROJECT NAME:	Ft Benning Rd Streetscapes GDOT/ Ezone
PROJECT DESCRIPTION:	Enhancement of major artery and throughfare leading into Ft Benning, GA
BENEFIT TO THE COMMUNITY:	Improved accessibility and environment in and around the corridor of Ft Benning entrance for all residents, commuters, and visitors to the area
OPERATING BUDGET IMPACT:	Reduced reliance on operating funds and compliance with Ga DOT schedule

MANAGING DEPARTMENT:	ENGINEERING/ PLANNING	**PROJECT TYPE:**	CORRIDOR IMPROVEMENTS
ACCOUNT CODE:	0508 660 3000, 0540 695 2131 and 0559 800 2160	**PROJECT NO:**	21068, 50607, 82058

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance	$ 400,000		$ 400,000
Bond Proceeds	$ 2,000,000		$ 2,000,000
Sales Tax (1999 SPLOST)	$ 1,000,000		$ 1,000,000
Other			$ -
Balance Forward		$ 2,884,300	
TOTAL FUNDING SOURCES	**$ 3,400,000**	**$ 2,884,300**	**$ 3,400,000**
PROJECT COSTS			
Professional Services	$ 34,373	$ 10,000	$ 44,373
Legal	$ 25,636	$ 10,000	$ 35,636
Architect/Engineering	$ 410,383	$ 40,101	$ 450,484
Appraisal/Negotiations	$ 975	$ 10,000	$ 10,975
Construction		$ 2,664,199	$ 2,664,199
Land Acquisition	$ 44,333	$ 150,000	$ 194,333
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 515,700**	**$ 2,884,300**	**$ 3,400,000**
BALANCE	**$ 2,884,300**	**$ -**	**$ -**

VETERANS PARKWAY STREETSCAPES

PROJECT NAME:	Veterans Parkway Streetscapes ARRA/L220/Ph3 L230/Ph3 LOGO/ Ph III Te
PROJECT DESCRIPTION:	Enhancement of Veterans Parkway corridor, a major artery and throughfare which connects commercial, residential and industrial regions of the county
BENEFIT TO THE COMMUNITY:	Improved amenity for residents, property owners, and commuters as well as compliance with Ga DOT schedule for providing safe, efficient network
OPERATING BUDGET IMPACT:	No impact on operational budget

MANAGING DEPARTMENT:	ENGINEERING	**PROJECT TYPE:**	CORRIDOR IMPROVEMENTS
ACCOUNT CODE:	0508 660 3000	**PROJECT NO:**	21046, 21053, 21063, 21064, 21070

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance	$ 4,541,052		$ 4,541,052
Bond Proceeds			$ -
Sales Tax			$ -
Other (ARRA)	$ 2,946,035		$ 2,946,035
Balance Forward		$ 1,516,112	
TOTAL FUNDING SOURCES	**$ 7,487,087**	**$ 1,516,112**	**$ 7,487,087**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering	$ 263,047		$ 263,047
Appraisal/Negotiations			$ -
Construction	$ 5,707,928	$ 1,516,112	$ 7,224,040
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 5,970,975**	**$ 1,516,112**	**$ 7,487,087**
BALANCE	**$ 1,516,112**	**$ -**	**$ -**

WYNNTON ROAD STREETSCAPE

PROJECT NAME:	Wynnton Rd Streetscapes Phase I
PROJECT DESCRIPTION:	Enhancement of Wynnton Road corridor, a major artery and throughfare in midtown Columbus
BENEFIT TO THE COMMUNITY:	Improved amenity for residents, property owners and visitors to Columbus in the midtown Columbus area
OPERATING BUDGET IMPACT:	Reduced reliance on operating funds for repairs and improvements

MANAGING DEPARTMENT:	ENGINEERING	**PROJECT TYPE:**	CORRIDOR IMPROVEMENTS
ACCOUNT CODE:	0508 660 3000	**PROJECT NO:**	21045

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance	$ 997,300		$ 997,300
Bond Proceeds			$ -
Sales Tax			$ -
Other			$ -
Balance Forward		$ 679,179	
TOTAL FUNDING SOURCES	**$ 997,300**	**$ 679,179**	**$ 997,300**
PROJECT COSTS			
Professional Services			$ -
Legal	$ 7,965		$ 7,965
Architect/Engineering	$ 283,335	$ 29,726	$ 313,061
Appraisal/Negotiations	$ 15,774		$ 15,774
Construction	$ 522	$ 649,453	$ 649,975
Land Acquisition	$ 10,525		$ 10,525
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 318,121**	**$ 679,179**	**$ 997,300**
BALANCE	**$ 679,179**	**$ -**	**$ -**

CITY SERVICES CENTER PARKING GARAGE

PROJECT NAME:	CSC Parking Garage
PROJECT DESCRIPTION:	Construction of parking garage adjacent to the City Services Center which will be operated and maintained by the City
BENEFIT TO THE COMMUNITY:	Parking facilities for citizens using the City Services Center, the Aquatics Center or other adjacent City facilities
OPERATING BUDGET IMPACT:	Operational costs of the garage, which should be notional

MANAGING DEPARTMENT:	PUBLIC WORKS	**PROJECT TYPE:**	MANAGEMENT
ACCOUNT CODE:	0559 800 2140	**PROJECT NO:**	82004

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance			$ -
Bond Proceeds	$ 6,867,303		$ 6,867,303
Sales Tax			$ -
Other			$ -
Balance Forward		$ 3,914	
TOTAL FUNDING SOURCES	**$ 6,867,303**	**$ 3,914**	**$ 6,867,303**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering	$ 2,165,930		$ 2,165,930
Appraisal/Negotiations			$ -
Construction	$ 4,697,459	$ 3,914	$ 4,701,373
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 6,863,389**	**$ 3,914**	**$ 6,867,303**
BALANCE	**$ 3,914**	**$ -**	**$ -**

TRADE CENTER PARKING GARAGE

PROJECT NAME:	Parking Garage- Front Avenue		
PROJECT DESCRIPTION:	Construct and equip parking garage, which will be operated and maintained by the City, with spaces for approximately 300 vehicles. Located near Trade Center		
BENEFIT TO THE COMMUNITY:	Provides much needed public parking capacity for events, attractions, businesses and restaurants, and patrons and employees in the downtown area		
OPERATING BUDGET IMPACT:	Potential operating costs should garage be staffed or require notional maintenance		
MANAGING DEPARTMENT:	PARKING MANAGEMENT	**PROJECT TYPE:**	PARKING
ACCOUNT CODE:	0555 200 2447	**PROJECT NO:**	40220

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance			$ -
Bond Proceeds	$ 3,500,000		$ 3,500,000
Sales Tax			$ -
Other			$ -
Balance Forward		$ 3,499,710	
TOTAL FUNDING SOURCES	**$ 3,500,000**	**$ 3,499,710**	**$ 3,500,000**
PROJECT COSTS			
Professional Services		$ 10,000	$ 10,000
Legal		$ 10,000	$ 10,000
Architect/Engineering	$ 290	$ 500,000	$ 500,290
Appraisal/Negotiations			$ -
Construction		$ 2,979,710	$ 2,979,710
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 290**	**$ 3,499,710**	**$ 3,500,000**
BALANCE	**$ 3,499,710**	**$ -**	**$ -**

14th STREET PEDESTRIAN BRIDGE AND PLAZA

PROJECT NAME:	14th Street Bridge/ 14th Street Pedestrian St Plaza
PROJECT DESCRIPTION:	Repair and construction of pedestrian bridge at 14th Street including pedestrian plaza
BENEFIT TO THE COMMUNITY:	Improved amenity to citizens, residents, property owners and visitors to Columbus Compliance with Ga DOT schedule for providing safer, more efficient network
OPERATING BUDGET IMPACT:	Reduced reliance on operating budget for repair and construction costs

MANAGING DEPARTMENT:	ENGINEERING	**PROJECT TYPE:**	PEDESTRIAN BRIDGE
ACCOUNT CODE:	0508 660 3000	**PROJECT NO:**	21044, 21054, 21057, 21056 and 21088

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance	$ 5,393,907		$ 5,393,907
Bond Proceeds			$ -
Sales Tax			$ -
Other (ARRA)	$ 3,351,386		$ 3,351,386
Balance Forward		$ 1,063,414	
TOTAL FUNDING SOURCES	**$ 8,745,293**	**$ 1,063,414**	**$ 8,745,293**
PROJECT COSTS			
Professional Services	$ 81,463		$ 81,463
Legal	$ 3,826		$ 3,826
Architect/Engineering	$ 681,172		$ 681,172
Appraisal/Negotiations	$ 16,339		$ 16,339
Construction	$ 6,898,460	$ 1,063,414	$ 7,961,874
Land Acquisition	$ 619		$ 619
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 7,681,879**	**$ 1,063,414**	**$ 8,745,293**
BALANCE	**$ 1,063,414**	**$ -**	**$ -**

CUSSETA RD PEDESTRIAN BRIDGE

PROJECT NAME:	Cusseta Rd Pedestrian Bridge Enterprise Zone/Cusseta Rd Ped Bridge Ezone		
PROJECT DESCRIPTION:	Repair/reconstruct Cusseta Road Bridge, located in the Enterprise Zone		
BENEFIT TO THE COMMUNITY:	Safer amenity for residents, commuters and citizens who use the pedestrian bridge for walking to/from home, work, school, and other activities		
OPERATING BUDGET IMPACT:	Reduced reliance on operating budget for repairs, reduced liability		
MANAGING DEPARTMENT:	ENGINEERING/ PUBLIC WORKS	**PROJECT TYPE:**	PEDESTRIAN BRIDGES
ACCOUNT CODE:	0540 695 2131 and 0551 200 2432	**PROJECT NO:**	40209 and 50608

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance			$ -
Bond Proceeds	$ 463,231		$ 463,231
Sales Tax (1999 SPLOST)	$ 705,000		$ 705,000
Other			$ -
Balance Forward		$ 356,687	
TOTAL FUNDING SOURCES	**$ 1,168,231**	**$ 356,687**	**$ 1,168,231**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering	$ 43,835		$ 43,835
Appraisal/Negotiations			$ -
Construction	$ 767,709	$ 356,687	$ 1,124,396
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 811,544**	**$ 356,687**	**$ 1,168,231**
BALANCE	**$ 356,687**	**$ - **	**$ - **

CHATTAHOOCHEE RIVERWALK

PROJECT NAME:	Riverwalk 13th-14th TE and HPP/Design
PROJECT DESCRIPTION:	Enhance, repair, maintain and revitalize the Riverwalk development along the Columbus banks of the Chattahoochee River
BENEFIT TO THE COMMUNITY:	Enhanced amenity for residents and visitors to Columbus who use the Riverwalk for walking, biking, recreation and educational purposes
OPERATING BUDGET IMPACT:	Reduced burden on operating budget for costs to repair and maintain Riverwalk

MANAGING DEPARTMENT:	ENGINEERING/ PUBLIC WORKS	**PROJECT TYPE:**	RIVERWALK IMPROVEMENTS
ACCOUNT CODE:	0508 660 3000	**PROJECT NO:**	21047, 21048, 21069

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance	$ 1,855,828		$ 1,855,828
Bond Proceeds			$ -
Sales Tax (TSPLOST)			$ -
Other			$ -
Balance Forward		$ 806,173	
TOTAL FUNDING SOURCES	**$ 1,855,828**	**$ 806,173**	**$ 1,855,828**
PROJECT COSTS			
Professional Services	$ 5,066		$ 5,066
Legal			$ -
Architect/Engineering	$ 238,725		$ 238,725
Appraisal/Negotiations			$ -
Construction	$ 805,864	$ 806,173	$ 1,612,037
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 1,049,655**	**$ 806,173**	**$ 1,855,828**
BALANCE	**$ 806,173**	**$ -**	**$ -**

2009 LOST ROADS RESURFACING/REHABILITATION

PROJECT NAME:	LOST Resurfacing/Rehabilitation
PROJECT DESCRIPTION:	Funding set aside annually from the 2009 Local Option Sales Tax Infrastructure fund for road resurfacing, rehabilitation and reconstruction costs
BENEFIT TO THE COMMUNITY:	Improved road condition, navigability and safety for all citizens, residents, property owners, commuters and visitors of Columbus/Muscogee County
OPERATING BUDGET IMPACT:	Reduced reliance on operating budget for road repair or rehabilitation costs

MANAGING DEPARTMENT:	ENGINEERING	**PROJECT TYPE:**	ROAD IMPROVEMENTS
ACCOUNT CODE:	0109 250 9901	**PROJECT NO:**	92001

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance			$ -
Bond Proceeds			$ -
Sales Tax (2009 LOST)	$ 13,119,922	$ 1,552,964	$ 14,672,886
Other			$ -
Balance Forward		$ 411,897	
TOTAL FUNDING SOURCES	**$ 13,119,922**	**$ 1,964,861**	**$ 14,672,886**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering	$ 21,830	$ 5,000	$ 26,830
Appraisal/Negotiations			$ -
Construction	$ 12,686,195	$ 1,959,861	$ 14,646,056
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 12,708,025**	**$ 1,964,861**	**$ 14,672,886**
BALANCE	**$ 411,897**	**$ -**	**$ -**

BROADWAY REHABILITATION

PROJECT NAME:	Broadway Rehabilitation		
PROJECT DESCRIPTION:	Improvements and rehabilitation of Broadway Avenue, a major artery in the heart of Downtown Columbus which is heavily utilized		
BENEFIT TO THE COMMUNITY:	Imrproved safety and road condition as well as improved amenity for residents, businesses, patrons and visitors to Downtown Columbus		
OPERATING BUDGET IMPACT:	Reduced reliance on operating budget for road improvement and rehab costs		
MANAGING DEPARTMENT:	ENGINEERING/ PLANNING/ PUBLIC WORKS	**PROJECT TYPE:**	ROAD IMPROVEMENTS
ACCOUNT CODE:	0540 695 2126	**PROJECT NO:**	53051

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance			$ -
Bond Proceeds			$ -
Sales Tax (1999 SPLOST)	$ 500,000		$ 500,000
Other			$ -
Balance Forward		$ 500,000	
TOTAL FUNDING SOURCES	**$ 500,000**	**$ 500,000**	**$ 500,000**
PROJECT COSTS			
Professional Services		$ 10,000	$ 10,000
Legal		$ 10,000	$ 10,000
Architect/Engineering		$ 30,000	$ 30,000
Appraisal/Negotiations			$ -
Construction		$ 450,000	$ 450,000
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ -**	**$ 500,000**	**$ 500,000**
BALANCE	**$ 500,000**	**$ -**	**$ -**

CITY SERVICES CENTER ROAD

PROJECT NAME:	CSC Road
PROJECT DESCRIPTION:	Construct roadways adjacent to City Services Center off Macon Road
BENEFIT TO THE COMMUNITY:	Improved accessibility to CSC and MSCD campuses as well as Aquatics Center
OPERATING BUDGET IMPACT:	Reduced reliance on operating funds for road construction costs

MANAGING DEPARTMENT:	ENGINEERING/ PUBLIC WORKS	**PROJECT TYPE:**	ROAD IMPROVEMENTS
ACCOUNT CODE:	0559 800 2130	**PROJECT NO:**	82006

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance			$ -
Bond Proceeds	$ 656,903		$ 656,903
Sales Tax			$ -
Other			$ -
Balance Forward		$ 17,701	
TOTAL FUNDING SOURCES	**$ 656,903**	**$ 17,701**	**$ 656,903**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering	$ 94,505		$ 94,505
Appraisal/Negotiations			$ -
Construction	$ 544,697	$ 17,701	$ 562,398
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 639,202**	**$ 17,701**	**$ 656,903**
BALANCE	**$ 17,701**	**$ - **	**$ - **

CUSSETA ROAD/OLD CUSSETA ROAD

PROJECT NAME:	Cusseta Rd/Old Cusseta Rd
PROJECT DESCRIPTION:	Realign Cusseta Rd and Old Cusseta Rd with a new roundabout
BENEFIT TO THE COMMUNITY:	Improved safety and navigability of busy intersection between Cusseta Rd and Old Cusseta Rd
OPERATING BUDGET IMPACT:	Reduced reliance on operating budget for road improvements

MANAGING DEPARTMENT:	ENGINEERING	**PROJECT TYPE:**	ROAD IMPROVEMENTS
ACCOUNT CODE:	0109 250 9901	**PROJECT NO:**	92008

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance			$ -
Bond Proceeds			$ -
Sales Tax (2009 LOST)	$ 115,000		$ 115,000
Other			$ -
Balance Forward		$ 40,950	
TOTAL FUNDING SOURCES	**$ 115,000**	**$ 40,950**	**$ 115,000**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering	$ 74,050	$ 40,950	$ 115,000
Appraisal/Negotiations			$ -
Construction			$ -
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 74,050**	**$ 40,950**	**$ 115,000**
BALANCE	**$ 40,950**	**$ -**	**$ -**

FLAT ROCK ROAD

PROJECT NAME:	Flat Rock Road/Flat Rock Traffic Study
PROJECT DESCRIPTION:	Feasibility research and improvements to Flat Rock Road
BENEFIT TO THE COMMUNITY:	Improved road condition and ease of congestion in heavily trafficked major throughfare road located in densely populated residential/ commercial area
OPERATING BUDGET IMPACT:	Reduced reliance on operating budget for road repairs, traffic study

MANAGING DEPARTMENT:	ENGINEERING/ PUBLIC WORKS/ PLANNING	**PROJECT TYPE:**	ROAD IMPROVEMENTS
ACCOUNT CODE:	0540 695 2126 and 0109 250 9901	**PROJECT NO:**	53046 and 92009

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance			$ -
Bond Proceeds			$ -
Sales Tax (2009 LOST)	$ 50,000		$ 50,000
Sales Tax (1999 SPLOST)	$ 150,000		$ 150,000
Balance Forward		$ 160,700	
TOTAL FUNDING SOURCES	**$ 200,000**	**$ 160,700**	**$ 200,000**
PROJECT COSTS			
Professional Services		$ 10,000	$ 10,000
Legal		$ 10,000	$ 10,000
Architect/Engineering	$ 39,300	$ 6,700	$ 46,000
Appraisal/Negotiations			$ -
Construction		$ 109,000	$ 109,000
Land Acquisition		$ 25,000	$ 25,000
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 39,300**	**$ 160,700**	**$ 200,000**
BALANCE	**$ 160,700**	**$ -**	**$ -**

FORREST RD: MACON TO SCHATULGA

PROJECT NAME:	Forrest Rd: Macon/Woodruff Farm/ Woodruff/Floyd to Schatulga
PROJECT DESCRIPTION:	Widen and reconstruct approximately 2 miles of existing roadways from 2 lanes to 4 lanes, with turn lanes at major intersections
BENEFIT TO THE COMMUNITY:	Improves navigability and traffic flow in a heavily traveled, densely populated area of Columbus/Muscogee County
OPERATING BUDGET IMPACT:	Reduced reliance on operating funds to improve and reconstruct roadways

MANAGING DEPARTMENT:	ENGINEERING/ PLANNING/ PUBLIC WORKS	**PROJECT TYPE:**	ROAD IMPROVEMENTS
ACCOUNT CODE:	0540 695 2126 and 0559 800 2160	**PROJECT NO:**	53008, 53009, 82052

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance			$ -
Bond Proceeds	$ 3,698,344		$ 3,698,344
Sales Tax (1999 SPLOST)	$ 2,864,351		$ 2,864,351
Other			$ -
Balance Forward		$ 3,790,608	
TOTAL FUNDING SOURCES	**$ 6,562,695**	**$ 3,790,608**	**$ 6,562,695**
PROJECT COSTS			
Professional Services	$ 154,751	$ 50,000	$ 204,751
Legal	$ 53,934	$ 10,000	$ 63,934
Architect/Engineering	$ 1,112,900	$ 250,000	$ 1,362,900
Appraisal/Negotiations	$ 244,206	$ 50,000	$ 294,206
Construction	$ 172,817	$ 3,230,608	$ 3,403,425
Land Acquisition and RE/ROW Purchases	$ 1,033,479	$ 200,000	$ 1,233,479
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 2,772,087**	**$ 3,790,608**	**$ 6,562,695**
BALANCE	**$ 3,790,608**	**$ -**	**$ -**

FT BENNING RD @ BRENNAN ROAD

PROJECT NAME:	Ft Benning/Brenna/Ezone
PROJECT DESCRIPTION:	Road improvements in the area of Ft. Benning Rd and Brennan Rd
BENEFIT TO THE COMMUNITY:	Improved road condition, safety, and traffic flow for commuters, residents, property owners and visitors to the Ft Benning area
OPERATING BUDGET IMPACT:	Reduced reliance on operating funds for road improvement and repair

MANAGING DEPARTMENT:	ENGINEERING/ PUBLIC WORKS/ PLANNING	**PROJECT TYPE:**	ROAD IMPROVEMENTS
ACCOUNT CODE:	0540 695 2131, 0559 800 2160, and 0560 800 2161	**PROJECT NO:**	50606, 82057, and 83001

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance			$ -
Bond Proceeds	$ 2,300,000		$ 2,300,000
Sales Tax (1999 SPLOST)	$ 2,000,000		$ 2,000,000
Other			$ -
Balance Forward		$ 2,651,212	
TOTAL FUNDING SOURCES	**$ 4,300,000**	**$ 2,651,212**	**$ 4,300,000**
PROJECT COSTS			
Professional Services	$ 85,752	$ 10,000	$ 95,752
Legal	$ 4,628	$ 10,000	$ 14,628
Architect/Engineering	$ 553,116	$ 15,000	$ 568,116
Appraisal/Negotiations	$ 142,986	$ 10,000	$ 152,986
Construction	$ 890	$ 2,306,212	$ 2,307,102
Land Acquisition	$ 861,416	$ 300,000	$ 1,161,416
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 1,648,788**	**$ 2,651,212**	**$ 4,300,000**
BALANCE	**$ 2,651,212**	**$ -**	**$ -**

GIDDEN ROAD REALIGNMENT

PROJECT NAME:	Gidden Road Realignment
PROJECT DESCRIPTION:	Improvements to condition and alignment of Gidden Road
BENEFIT TO THE COMMUNITY:	Improved safety and road condition for highly utilized throughfare roadway
OPERATING BUDGET IMPACT:	Reduced reliance on operating budget for road improvement costs

MANAGING DEPARTMENT:	ENGINEERING/ PUBLIC WORKS	**PROJECT TYPE:**	ROAD IMPROVEMENTS
ACCOUNT CODE:	0540 695 2126	**PROJECT NO:**	53047

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance			$ -
Bond Proceeds			$ -
Sales Tax (1999 SPLOST)	$ 640,669		$ 640,669
Other			$ -
Balance Forward		$ 416,556	
TOTAL FUNDING SOURCES	**$ 640,669**	**$ 416,556**	**$ 640,669**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering			$ -
Appraisal/Negotiations			$ -
Construction	$ 224,113	$ 416,556	$ 640,669
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 224,113**	**$ 416,556**	**$ 640,669**
BALANCE	**$ 416,556**	**$ -**	**$ -**

MARTIN LUTHER KING BLVD

PROJECT NAME:	MLK Resurfacing/MLK Intersection Enhancements
PROJECT DESCRIPTION:	Improvements to one of the major arteries of Columbus/Muscogee at the intersection of Martin Luther King Blvd and Buena Vista Road
BENEFIT TO THE COMMUNITY:	Improved navigability of heavily trafficked, ease congested roadways and intersection
OPERATING BUDGET IMPACT:	Reduced reliance on operating budget for road improvements

MANAGING DEPARTMENT:	ENGINEEERING/ PUBLIC WORKS	**PROJECT TYPE:**	ROAD IMPROVEMENTS
ACCOUNT CODE:	0540 695 2126 and 0109 250 9901	**PROJECT NO:**	53045 and 92013

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance			$ -
Bond Proceeds			$ -
Sales Tax (1999 SPLOST)	$ 250,000		$ 250,000
Sales Tax (2009 LOST)	$ 850,000		$ 850,000
Balance Forward		$ 1,100,000	
TOTAL FUNDING SOURCES	**$ 1,100,000**	**$ 1,100,000**	**$ 1,100,000**
PROJECT COSTS			
Professional Services		$ 50,000	$ 50,000
Legal		$ 25,000	$ 25,000
Architect/Engineering		$ 150,000	$ 150,000
Appraisal/Negotiations		$ 10,000	$ 10,000
Construction		$ 815,000	$ 815,000
Land Acquisition		$ 50,000	$ 50,000
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ -**	**$ 1,100,000**	**$ 1,100,000**
BALANCE	**$ 1,100,000**	**$ -**	**$ -**

MOON ROAD PHASE I

PROJECT NAME:	Moon Rd Phase 1: Wilbur/Whittlesey
PROJECT DESCRIPTION:	Improvements and widening of Moon Road (Phase I)
BENEFIT TO THE COMMUNITY:	Improved navigability and ease of congestion in a heavily trafficked, densely populated area of Columbus/Muscogee
OPERATING BUDGET IMPACT:	Reduced reliance on operating funds for road improvement costs

MANAGING DEPARTMENT:	ENGINEERING/ PLANNING/ PUBLIC WORKS	**PROJECT TYPE:**	ROAD IMPROVEMENTS
ACCOUNT CODE:	0540 695 2126 and 0559 800 2160	**PROJECT NO:**	53023 and 82051

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance			$ -
Bond Proceeds	$ 5,740,000		$ 5,740,000
Sales Tax (1999 SPLOST)	$ 1,022,374		$ 1,022,374
Other			$ -
Balance Forward		$ 2,611,658	
TOTAL FUNDING SOURCES	**$ 6,762,374**	**$ 2,611,658**	**$ 6,762,374**
PROJECT COSTS			
Professional Services	$ 188,382		$ 188,382
Legal	$ 133,525		$ 133,525
Architect/Engineering	$ 126,617		$ 126,617
Appraisal/Negotiations	$ 29,903		$ 29,903
Construction	$ 3,179,816	$ 2,611,658	$ 5,791,474
Land Acquisition	$ 492,473		$ 492,473
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 4,150,716**	**$ 2,611,658**	**$ 6,762,374**
BALANCE	**$ 2,611,658**	**$ -**	**$ -**

NORTHSTAR/ST MARY'S ROAD

PROJECT NAME:	Northstar/St Mary's Rd
PROJECT DESCRIPTION:	Improve roads in the Northstar corridor of St Mary's Road
BENEFIT TO THE COMMUNITY:	Improved navigability and safety of roads in this area
OPERATING BUDGET IMPACT:	Reduced reliance on operating funds for road improvement costs

MANAGING DEPARTMENT:	ENGINEERING/ PUBLIC WORKS	**PROJECT TYPE:**	ROAD IMPROVEMENTS
ACCOUNT CODE:	0540 695 2126	**PROJECT NO:**	53020

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance			$ -
Bond Proceeds			$ -
Sales Tax (1999 SPLOST)	$ 700,000		$ 700,000
Other			$ -
Balance Forward		$ 171,183	
TOTAL FUNDING SOURCES	**$ 700,000**	**$ 171,183**	**$ 700,000**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering	$ 11,260		$ 11,260
Appraisal/Negotiations			$ -
Construction	$ 480,812	$ 171,183	$ 651,995
Land Acquisition	$ 36,745		$ 36,745
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 528,817**	**$ 171,183**	**$ 700,000**
BALANCE	**$ 171,183**	**$ -**	**$ -**

PUBLIC WORKS PAVING

PROJECT NAME:	Public Services Paving
PROJECT DESCRIPTION:	Funding for road improvements and repair throughout Columbus/Muscogee County
BENEFIT TO THE COMMUNITY:	Improved safety and condition of roads
OPERATING BUDGET IMPACT:	Reduce reliance on operating budget for repair costs

MANAGING DEPARTMENT:	ENGINEERING/ PUBLIC WORKS	**PROJECT TYPE:**	ROAD IMPROVEMENTS
ACCOUNT CODE:	0109 250 9901	**PROJECT NO:**	92006

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance			$ -
Bond Proceeds			$ -
Sales Tax (2009 LOST)	$ 100,000		$ 100,000
Other			$ -
Balance Forward		$ 84,931	
TOTAL FUNDING SOURCES	**$ 100,000**	**$ 84,931**	**$ 100,000**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering			$ -
Appraisal/Negotiations			$ -
Construction	$ 15,069	$ 84,931	$ 100,000
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 15,069**	**$ 84,931**	**$ 100,000**
BALANCE	**$ 84,931**	**$ -**	**$ -**

RIVER ROAD/BRADLEY PARK/JR ALLEN PKWY

PROJECT NAME:	River Rd/Bradley Pk/JR Allen Ramp
PROJECT DESCRIPTION:	Road and on/off ramp reconstruction and reconfiguration at River Road and Bradley Park Drive off the JR Allen Parkway
BENEFIT TO THE COMMUNITY:	Improved safety and navigability of heavily trafficked and highly congested area
OPERATING BUDGET IMPACT:	Reduced reliance on operating funds for road improvements

MANAGING DEPARTMENT:	ENGINEERING/ PUBLIC WORKS/ PLANNING	**PROJECT TYPE:**	ROAD IMPROVEMENTS
ACCOUNT CODE:	0508 660 3000 and 0540 695 2126	**PROJECT NO:**	21127 and 53018

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance	$ 1,523,818		$ 1,523,818
Bond Proceeds			$ -
Sales Tax (1999 SPLOST)	$ 1,264,300		$ 1,264,300
Other			$ -
Balance Forward		$ 2,563,626	
TOTAL FUNDING SOURCES	**$ 2,788,118**	**$ 2,563,626**	**$ 2,788,118**
PROJECT COSTS			
Professional Services		$ 2,051	$ 2,051
Legal	$ 2,750	$ 10,000	$ 12,750
Architect/Engineering	$ 221,742	$ 217,757	$ 439,499
Appraisal/Negotiations		$ 10,000	$ 10,000
Construction		$ 2,223,818	$ 2,223,818
Land Acquisition		$ 100,000	$ 100,000
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 224,492**	**$ 2,563,626**	**$ 2,788,118**
BALANCE	**$ 2,563,626**	**$ -**	**$ -**

SIDEWALK AND BRICK PAVER

PROJECT NAME:	Sidewalk and Brick Paver
PROJECT DESCRIPTION:	Funding for sidewalk and brick repair throughout Columbus/Muscogee County
BENEFIT TO THE COMMUNITY:	Improved safety and condition of roads
OPERATING BUDGET IMPACT:	Reduce reliance on operating budget for repair costs

MANAGING DEPARTMENT:	ENGINEERING/ PUBLIC WORKS	**PROJECT TYPE:**	ROAD IMPROVEMENTS
ACCOUNT CODE:	0109 250 9901	**PROJECT NO:**	92015

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance			$ -
Bond Proceeds			$ -
Sales Tax (2009 LOST)	$ 50,000		$ 50,000
Other			$ -
Balance Forward		$ 15,179	
TOTAL FUNDING SOURCES	**$ 50,000**	**$ 15,179**	**$ 50,000**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering			$ -
Appraisal/Negotiations			$ -
Construction	$ 34,821	$ 15,179	$ 50,000
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 34,821**	**$ 15,179**	**$ 50,000**
BALANCE	**$ 15,179**	**$ -**	**$ -**

SOUTH LUMPKIN ROAD

PROJECT NAME:	So Lumpkin Rd Roundabout LMIG FY13
PROJECT DESCRIPTION:	Improve roads in the South Lumpkin Rd area including roundabout
BENEFIT TO THE COMMUNITY:	Improved navigability and safety on roads for commuters, property owners and residents
OPERATING BUDGET IMPACT:	No impact on operational budget

MANAGING DEPARTMENT:	PLANNING/ ENGINEERING	**PROJECT TYPE:**	ROAD IMPROVEMENTS
ACCOUNT CODE:	0508 660 3000 and 0109 250 9901	**PROJECT NO:**	21076 and 92010

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance	$ 1,215,000		$ 1,215,000
Bond Proceeds			$ -
Sales Tax (2009 LOST)	$ 582,000		$ 582,000
Other			$ -
Balance Forward		$ 75,594	
TOTAL FUNDING SOURCES	**$ 1,797,000**	**$ 75,594**	**$ 1,797,000**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering	$ 12,347		$ 12,347
Appraisal/Negotiations			$ -
Construction	$ 1,709,059	$ 75,594	$ 1,784,653
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 1,721,406**	**$ 75,594**	**$ 1,797,000**
BALANCE	**$ 75,594**	**$ - **	**$ - **

STANDING BOY CREEK STATE PARK

PROJECT NAME:	Standing Boy Creek State Park Emergency Ac
PROJECT DESCRIPTION:	Construct road(s) to provide access for emergency vehicles to this area of Columbus/Muscogee County
BENEFIT TO THE COMMUNITY:	Improved safety and accessibility for emergency responder vehicles to densely populated residential area; protected ISO rating
OPERATING BUDGET IMPACT:	Reduced reliance on operating budget for road improvements

MANAGING DEPARTMENT:	ENGINEERING	**PROJECT TYPE:**	ROAD IMPROVEMENTS
ACCOUNT CODE:	0109 250 9901	**PROJECT NO:**	92012

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance			$ -
Bond Proceeds			$ -
Sales Tax (2009 LOST)	$ 224,484		$ 224,484
Other			$ -
Balance Forward		$ 22,187	
TOTAL FUNDING SOURCES	**$ 224,484**	**$ 22,187**	**$ 224,484**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering	$ 8,082		$ 8,082
Appraisal/Negotiations			$ -
Construction	$ 194,215	$ 22,187	$ 216,402
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 202,297**	**$ 22,187**	**$ 224,484**
BALANCE	**$ 22,187**	**$ - **	**$ - **

UNPAVED STREET IMPROVEMENTS

PROJECT NAME:	Unpaved Streets
PROJECT DESCRIPTION:	Road improvements to unpaved roads and streets in Columbus/Muscogee County
BENEFIT TO THE COMMUNITY:	Enhanced road condition and safety for Columbus residents and property owners
OPERATING BUDGET IMPACT:	Reduced reliance on operating budget for road improvement costs

MANAGING DEPARTMENT:	ENGINEERING/ PUBLIC WORKS	**PROJECT TYPE:**	ROAD IMPROVEMENTS
ACCOUNT CODE:	0540 695 2126	**PROJECT NO:**	53049

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance			$ -
Bond Proceeds			$ -
Sales Tax (1999 SPLOST)	$ 50,000		$ 50,000
Other			$ -
Balance Forward		$ 50,000	
TOTAL FUNDING SOURCES	**$ 50,000**	**$ 50,000**	**$ 50,000**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering			$ -
Appraisal/Negotiations			$ -
Construction		$ 50,000	$ 50,000
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ -**	**$ 50,000**	**$ 50,000**
BALANCE	**$ 50,000**	**$ -**	**$ -**

VETERANS DOUBLE CHURCHES

PROJECT NAME:	Veterans Double Churches
PROJECT DESCRIPTION:	Improvements to Veterans Parkway and Double Churches Roads
BENEFIT TO THE COMMUNITY:	Improved navigability and eased congestion in heavily trafficked, densely populated area of Columbus/Muscogee
OPERATING BUDGET IMPACT:	Reduced reliance on operating budget for road improvement costs

MANAGING DEPARTMENT:	ENGINEERING/ PLANNING/ PUBLIC WORKS	**PROJECT TYPE:**	ROAD IMPROVEMENTS
ACCOUNT CODE:	0508 660 3000 0540 695 2126 and 0109 250 9901	**PROJECT NO:**	21086, 53019 and 92016

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance	$ 1,570,471		$ 1,570,471
Bond Proceeds			$ -
Sales Tax (1999 SPLOST)	$ 3,087,581		$ 3,087,581
Sales Tax (2009 LOST)	$ 442,694		$ 442,694
Balance Forward		$ 3,618,787	
TOTAL FUNDING SOURCES	**$ 5,100,746**	**$ 3,618,787**	**$ 5,100,746**
PROJECT COSTS			
Professional Services	$ 44,025	$ 10,000	$ 54,025
Legal		$ 10,000	$ 10,000
Architect/Engineering	$ 96,904	$ 18,355	$ 115,259
Appraisal/Negotiations	$ 3,200		$ 3,200
Construction	$ 1,326,026	$ 3,530,432	$ 4,856,458
Land Acquisition	$ 11,804	$ 50,000	$ 61,804
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 1,481,959**	**$ 3,618,787**	**$ 5,100,746**
BALANCE	**$ 3,618,787**	**$ -**	**$ -**

WHITESVILLE DOUBLE CHURCHES RD

PROJECT NAME:	Whitesville/Double Churches
PROJECT DESCRIPTION:	Road improvements at the intersection of Whitesville and Double Churches Rds
BENEFIT TO THE COMMUNITY:	This is a very high traffic volume intersection in a very heavily congested area. Improving the intersection improves traffic flow for citizens and visitors
OPERATING BUDGET IMPACT:	Reduced reliance on operating funds to pay for intersection improvement

MANAGING DEPARTMENT:	ENGINEERING	**PROJECT TYPE:**	ROAD IMPROVEMENTS
ACCOUNT CODE:	0508 660 3000, 0540 695 2126 and 0559 800 2160	**PROJECT NO:**	20353, 50327, 82055

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance	$ 340,243		$ 340,243
Bond Proceeds	$ 305,166		$ 305,166
Sales Tax (1999 SPLOST)	$ 478,693		$ 478,693
Other			$ -
Balance Forward		$ 263,656	
TOTAL FUNDING SOURCES	**$ 1,124,102**	**$ 263,656**	**$ 1,124,102**
PROJECT COSTS			
Professional Services	$ 51,250		$ 51,250
Legal	$ 13,696		$ 13,696
Architect/Engineering	$ 197,463		$ 197,463
Appraisal/Negotiations	$ 136,066		$ 136,066
Construction		$ 263,656	$ 263,656
Land Acquisition	$ 461,196		$ 461,196
Furnishings & Equipment	$ 775		$ 775
BUDGETED EXPENDITURES	**$ 860,446**	**$ 263,656**	**$ 1,124,102**
BALANCE	**$ 263,656**	**$ -**	**$ -**

WHITTLESEY: WHITESVILLE TO VETERANS WIDENING

PROJECT NAME:	Whittlesey: Whitesville to Veterans Widening
PROJECT DESCRIPTION:	Widening and reconstruction of approximately 2/3 mi majory artery road. The current balance will be used to relocate utilities infrastructure
BENEFIT TO THE COMMUNITY:	Improved navigability and road condition, eased traffic congestion on major throughfare in heavily trafficked and densely populated area
OPERATING BUDGET IMPACT:	Reduced reliance on operating budget for road improvements

MANAGING DEPARTMENT:	ENGINEERING/PLANNING/PUBLIC WORKS	**PROJECT TYPE:**	ROAD IMPROVEMENTS
ACCOUNT CODE:	0540 695 2126	**PROJECT NO:**	53010

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance			$ -
Bond Proceeds			$ -
Sales Tax (1999 SPLOST)	$ 4,234,047		$ 4,234,047
Other			$ -
Balance Forward		$ 551,936	
TOTAL FUNDING SOURCES	**$ 4,234,047**	**$ 551,936**	**$ 4,234,047**
PROJECT COSTS			
Professional Services	$ 16,400		$ 16,400
Legal	$ 5,545		$ 5,545
Architect/Engineering	$ 1,302,347		$ 1,302,347
Appraisal/Negotiations	$ 71,380		$ 71,380
Construction	$ 1,786,246	$ 551,936	$ 2,338,182
Land Acquisition	$ 380,193		$ 380,193
Furnishings & Equipment	$ 120,000		$ 120,000
BUDGETED EXPENDITURES	**$ 3,682,111**	**$ 551,936**	**$ 4,234,047**
BALANCE	**$ 551,936**	**$ -**	**$ -**

ROAD RESURFACING/REHABILITATION

PROJECT NAME:	Resurfacing/Rehabilitation Program
PROJECT DESCRIPTION:	Funding set aside annually for road resurfacing and other routine road maintenance repairs, or other construction in Columbus/Muscogee County
BENEFIT TO THE COMMUNITY:	Provides a safer and more efficient roadway system for citizens, commuters, property owners and residents
OPERATING BUDGET IMPACT:	Funds are leveraged with State of Georgia Department of Transportation (DOT) funds. Programmatic funding and matching reduces pressure on operating funds

MANAGING DEPARTMENT:	PUBLIC WORKS/ ENGINEERING	**PROJECT TYPE:**	ROAD MAINTENANCE
ACCOUNT CODE:	0508 660 3000	**PROJECT NO:**	21023

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance	$ 16,752,884	$ 2,259,747	$ 19,012,631
Bond Proceeds			$ -
Sales Tax			$ -
Other			$ -
Balance Forward		$ 646,793	
TOTAL FUNDING SOURCES	**$ 16,752,884**	**$ 2,906,540**	**$ 19,012,631**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering	$ 24,211		$ 24,211
Appraisal/Negotiations			$ -
Construction	$ 16,081,880	$ 2,906,540	$ 18,988,420
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 16,106,091**	**$ 2,906,540**	**$ 19,012,631**
BALANCE	**$ 646,793**	**$ -**	**$ -**

ATMS/SIGNAL

PROJECT NAME:	ATMS Signal
PROJECT DESCRIPTION:	Field connection using primary fiber optic cable between Traffic Coordination Center (TCC) and traffic signals
BENEFIT TO THE COMMUNITY:	Facilitates improved traffic flow through use of TCC system to alert commuters regarding traffic conditions, upcoming events or to reroute traffic
OPERATING BUDGET IMPACT:	No impact on operating budget

MANAGING DEPARTMENT:	ENGINEERING	**PROJECT TYPE:**	TRAFFIC FLOW
ACCOUNT CODE:	0508 660 3000	**PROJECT NO:**	20760

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance	$ 355,043		$ 355,043
Bond Proceeds			$ -
Sales Tax			$ -
Other			$ -
Balance Forward		$ 805	
TOTAL FUNDING SOURCES	**$ 355,043**	**$ 805**	**$ 355,043**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering	$ 354,238	$ 805	$ 355,043
Appraisal/Negotiations			$ -
Construction			$ -
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 354,238**	**$ 805**	**$ 355,043**
BALANCE	**$ 805**	**$ -**	**$ -**

FIBER OPTIC INTERCONNECT

PROJECT NAME:	Fiber Optic Interconnect
PROJECT DESCRIPTION:	Conversion of existing metallic traffic signals using interconnected fiber optics
BENEFIT TO THE COMMUNITY:	Provides more efficient transportation network and complies with Ga DOT schedule
OPERATING BUDGET IMPACT:	No impact on operating budget

MANAGING DEPARTMENT:	ENGINEERING/ PUBLIC WORKS	**PROJECT TYPE:**	TRAFFIC FLOW
ACCOUNT CODE:	0508 660 3000	**PROJECT NO:**	21033

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance	$ 200,000		$ 200,000
Bond Proceeds			$ -
Sales Tax			$ -
Other (ARRA)			$ -
Balance Forward		$ 133,756	
TOTAL FUNDING SOURCES	**$ 200,000**	**$ 133,756**	**$ 200,000**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering			$ -
Appraisal/Negotiations			$ -
Construction			$ -
Land Acquisition			$ -
Furnishings & Equipment	$ 66,244	$ 133,756	$ 200,000
BUDGETED EXPENDITURES	**$ 66,244**	**$ 133,756**	**$ 200,000**
BALANCE	**$ 133,756**	**$ -**	**$ -**

LED SIGNAL HEADS

PROJECT NAME:	LED Signal Heads
PROJECT DESCRIPTION:	Replacement of existing traffic signal heads with new high visibility L.E.D. traffic signal heads
BENEFIT TO THE COMMUNITY:	Better visibility of traffic signals improves roadway safety and traffic flow, while use of L.E.D. technology improves efficiency by reducing operating costs
OPERATING BUDGET IMPACT:	Reduced operating costs due to efficiency of LED and no emergency bulb replacement calls means lower personnel/operating costs during the year

MANAGING DEPARTMENT:	ENGINEERING/ PUBLIC WORKS	**PROJECT TYPE:**	TRAFFIC FLOW
ACCOUNT CODE:	0508 660 3000	**PROJECT NO:**	20759

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance	$ 262,656		$ 262,656
Bond Proceeds			$ -
Sales Tax			$ -
Other			$ -
Balance Forward		$ 120,991	
TOTAL FUNDING SOURCES	**$ 262,656**	**$ 120,991**	**$ 262,656**
PROJECT COSTS			
Professional Services	$ 12,635		$ 12,635
Legal			$ -
Architect/Engineering			$ -
Appraisal/Negotiations			$ -
Construction			$ -
Land Acquisition			$ -
Furnishings & Equipment	$ 129,030	$ 120,991	$ 250,021
BUDGETED EXPENDITURES	**$ 141,665**	**$ 120,991**	**$ 262,656**
BALANCE	**$ 120,991**	**$ -**	**$ -**

ONE-WAY TO TWO-WAY CONVERSION

PROJECT NAME:	One Way to Two Way Conversion
PROJECT DESCRIPTION:	Convert one-way streets heading into and out of Downtown Columbus to two-way throughfares
BENEFIT TO THE COMMUNITY:	Ease accessibility into and out of the downtown area, particularly during peak congestion times such as major events or productions
OPERATING BUDGET IMPACT:	Reduced reliance on operating budget for road improvement costs

MANAGING DEPARTMENT:	ENGINEERING/ PLANNING	**PROJECT TYPE:**	TRAFFIC FLOW
ACCOUNT CODE:	0540 695 2126	**PROJECT NO:**	53052

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance			$ -
Bond Proceeds			$ -
Sales Tax (1999 SPLOST)	$ 500,000		$ 500,000
Other			$ -
Balance Forward		$ 289,903	
TOTAL FUNDING SOURCES	**$ 500,000**	**$ 289,903**	**$ 500,000**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering			$ -
Appraisal/Negotiations			$ -
Construction	$ 210,097	$ 289,903	$ 500,000
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 210,097**	**$ 289,903**	**$ 500,000**
BALANCE	**$ 289,903**	**$ -**	**$ -**

TRAFFIC CALMING

PROJECT NAME:	Traffic Calming
PROJECT DESCRIPTION:	Purchasing of traffic calming devices which allow City to monitor and react to problematic traffic conditions or events
BENEFIT TO THE COMMUNITY:	Improve traffic network by reducing congestion as needed
OPERATING BUDGET IMPACT:	No impact on operating budget

MANAGING DEPARTMENT:	ENGINEERING	**PROJECT TYPE:**	TRAFFIC FLOW
ACCOUNT CODE:	0508 660 3000	**PROJECT NO:**	21037

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance	$ 111,863		$ 111,863
Bond Proceeds			$ -
Sales Tax			$ -
Other			$ -
Balance Forward		$ 12,341	
TOTAL FUNDING SOURCES	**$ 111,863**	**$ 12,341**	**$ 111,863**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering			$ -
Appraisal/Negotiations			$ -
Construction			$ -
Land Acquisition			$ -
Furnishings & Equipment	$ 99,522	$ 12,341	$ 111,863
BUDGETED EXPENDITURES	**$ 99,522**	**$ 12,341**	**$ 111,863**
BALANCE	**$ 12,341**	**$ -**	**$ -**

CLEAN AIR BUSES

PROJECT NAME:	"Clean Air" Buses
PROJECT DESCRIPTION:	Research, development, and implementation of effective clean diesel and/or environmentally friendly bus program, including purchase of vehicles
BENEFIT TO THE COMMUNITY:	Improved air quality and environment for citizens, commuters, residents and visitors to Columbus
OPERATING BUDGET IMPACT:	Reduced reliance on operating budget to fund program and vehicles

MANAGING DEPARTMENT:	METRA/ TRANSPORTATION	**PROJECT TYPE:**	TRANSPORTATION
ACCOUNT CODE:	0540 695 2137	**PROJECT NO:**	50820

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance			$ -
Bond Proceeds			$ -
Sales Tax (1999 SPLOST)	$ 3,433,757		$ 3,433,757
Other			$ -
Balance Forward		$ 31,294	
TOTAL FUNDING SOURCES	**$ 3,433,757**	**$ 31,294**	**$ 3,433,757**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering			$ -
Appraisal/Negotiations			$ -
Construction			$ -
Land Acquisition			$ -
Vehicles and Equipment	$ 3,402,463	$ 31,294	$ 3,433,757
BUDGETED EXPENDITURES	**$ 3,402,463**	**$ 31,294**	**$ 3,433,757**
BALANCE	**$ 31,294**	**$ -**	**$ -**

RAILS TO TRAILS MAINTENANCE

PROJECT NAME:	Rails to Trails Maintenance
PROJECT DESCRIPTION:	Maintenance, repair, reconstruction, and improvements as needed for the Rails to Trails walking/running/biking trails, which includes crossing lights
BENEFIT TO THE COMMUNITY:	Maintain and improve extensive network of walking and biking trails which are used for recreation, sport and leisure by residents, visitors and citizens
OPERATING BUDGET IMPACT:	Reduced reliance on operating budget for maintenance and repair costs

MANAGING DEPARTMENT:	PUBLIC WORKS	**PROJECT TYPE:**	WALKING/ BIKING TRAILS
ACCOUNT CODE:	0508 660 1000	**PROJECT NO:**	22912

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance	$ 243,616		$ 243,616
Bond Proceeds			$ -
Sales Tax			$ -
Other			$ -
Balance Forward		$ 224,848	
TOTAL FUNDING SOURCES	**$ 243,616**	**$ 224,848**	**$ 243,616**
PROJECT COSTS			
Professional Services		$ 10,000	$ 10,000
Legal			$ -
Architect/Engineering		$ 50,000	$ 50,000
Appraisal/Negotiations			$ -
Construction	$ 18,768	$ 154,848	$ 173,616
Land Acquisition			$ -
Furnishings & Equipment		$ 10,000	$ 10,000
BUDGETED EXPENDITURES	**$ 18,768**	**$ 224,848**	**$ 243,616**
BALANCE	**$ 224,848**	**$ -**	**$ -**

WALKING TRAILS/TROLLEY SYSTEM

PROJECT NAME:	Walking Trails / Trolley System
PROJECT DESCRIPTION:	Implement walking and biking trail systems, including crossing lights, into the existing Columbus street system
BENEFIT TO THE COMMUNITY:	Enhanced amenity for residents, citizens and visitors to Columbus
OPERATING BUDGET IMPACT:	No impact on the operational budget

MANAGING DEPARTMENT:	ENGINEERING/ PUBLIC WORKS	**PROJECT TYPE:**	WALKING/ BIKING TRAILS
ACCOUNT CODE:	0508 660 1000, 0508 660 3000 and 0540 695 2126	**PROJECT NO:**	21040, 22197, 21061, 53017

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance	$ 100,000		$ 100,000
Bond Proceeds			$ -
Sales Tax (1999 SPLOST)	$ 9,094,343		$ 9,094,343
Other (ARRA)	$ 2,181,718		$ 2,181,718
Balance Forward		$ 28,504	
TOTAL FUNDING SOURCES	**$ 11,376,061**	**$ 28,504**	**$ 11,376,061**
PROJECT COSTS			
Professional Services	$ 22,656		$ 22,656
Legal	$ 1,264		$ 1,264
Architect/Engineering	$ 1,802,115		$ 1,802,115
Appraisal/Negotiations			$ -
Construction	$ 9,450,027		$ 9,450,027
Land Acquisition			$ -
Furnishings & Equipment	$ 71,495	$ 28,504	$ 99,999
BUDGETED EXPENDITURES	**$ 11,347,557**	**$ 28,504**	**$ 11,376,061**
BALANCE	**$ 28,504**	**$ -**	**$ -**

TSPLOST FUNDED: TRANSPORTATION SUMMARY

FIVE YEAR FORECAST
TRANSPORTATION CAPITAL IMPROVEMENT PROJECTS
T-SPLOST FUNDED PROJECTS

	Prior Years:	Carryforward	FY16	FY17	FY18	FY19	Total
FUNDING SOURCES							
Paving Fund							$ -
Bond Proceeds							$ -
Sales Tax (2009 LOST)							$ -
Sales Tax (1999 SPLOST)							$ -
Sales Tax (TSPLOST)		$ 96,183,003	$ 2,500,000	$ 2,500,000	$ 2,500,000	$ 2,500,000	$ 106,183,003
TOTAL FUNDING		$ 96,183,003	$ 2,500,000	$ 2,500,000	$ 2,500,000	$ 2,500,000	$ 106,183,003
PROJECT COSTS	**Type**	**Prior to FY16**	**FY16**	**FY17**	**FY18**	**FY19**	**Total**
Chattahoochee Riverwalk (TSPL)	TSPLOST	$ 1,321,424	$ 9,290,655				$ 10,612,079
So Lumpkin Rd Multiuse Facility	TSPLOST	$ 353,575	$ 3,360,653		$ -	$ -	$ 3,714,228
US Hwy 27/Custer Rd Interchange	TSPLOST	$ 1,373,416	$ 6,030,000	$ 5,000,000	$ 5,000,000	$ 3,820,744	$ 21,224,160
Intercity Express Bus Park n Ride	TSPLOST	$ 158,410	$ 5,691,590	$ 6,000,000	$ 6,000,000	$ 4,550,000	$ 22,400,000
Buena Vista Road Improvements	TSPLOST	$ 106,243	$ 14,536,457	$ 10,000,000	$ 10,000,000	$ 5,357,300	$ 40,000,000
Boxwood Blvd Bridge	TSPLOST-Discretionary	$ 82,990	$ 597,010	$ -	$ -	$ -	$ 680,000
Victory Drive Improvements	TSPLOST-Discretionary	$ -	$ 575,000	$ -	$ -	$ -	$ 575,000
Resurfacing	TSPLOST-Discretionary	$ 1,126,406	$ 373,594	$ -	$ -	$ -	$ 1,500,000
TSPLOST Discretionary Funds	TSPLOST-Discretionary	$ -	$ 2,500,000				$ 2,500,000
							$ -
							$ -
TOTAL PROJECT COSTS		$ 4,522,464	$ 42,954,959	$ 21,000,000	$ 21,000,000	$ 13,728,044	$ 103,205,467

** Please note this schedule presumes that TSPLOST projects will take up to 5 years to complete, although for the FY16 budget, all costs are included in FY16*

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TSPLOST: CHATTAHOOCHEE RIVERWALK

PROJECT NAME:	TSPLOST Riverwalk Projects
PROJECT DESCRIPTION:	Enhance, repair, maintain and revitalize the Riverwalk development along the Columbus banks of the Chattahoochee River
BENEFIT TO THE COMMUNITY:	Enhanced amenity for residents and visitors to Columbus who use the Riverwalk for walking, biking, recreation and educational purposes
OPERATING BUDGET IMPACT:	Reduced burden on operating budget for costs to repair and maintain Riverwalk

MANAGING DEPARTMENT:	ENGINEERING/ PUBLIC WORKS	**PROJECT TYPE:**	TSPLOST
ACCOUNT CODE:	0510 660 7000	**PROJECT NO:**	60001

	Prior Years	FY16	FY17	FY18	FY19	Total
FUNDING SOURCES						
Fund Balance						$ -
Bond Proceeds						$ -
Sales Tax (TSPLOST)	$ 10,612,079					$ 10,612,079
Other						$ -
Balance Forward		$ 9,290,655	$ -	$ -	$ -	
TOTAL FUNDING SOURCES	**$ 10,612,079**	**$ 9,290,655**	**$ -**	**$ -**	**$ -**	**$ 10,612,079**
PROJECT COSTS						
Professional Services	$ 34,971	$ 250,000				$ 284,971
Legal	$ 2,915	$ 50,000				$ 52,915
Architect/Engineering	$ 666,313	$ 500,000				$ 1,166,313
Appraisal/Negotiations	$ 4,235	$ 15,000				$ 19,235
Construction		$ 8,475,655				$ 8,475,655
Land Acquisition	$ 612,990					$ 612,990
Furnishings & Equipment						$ -
BUDGETED EXPENDITURES	**$ 1,321,424**	**$ 9,290,655**	**$ -**	**$ -**	**$ -**	**$ 10,612,079**
BALANCE	**$ 9,290,655**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

TSPLOST: SO LUMPKIN RD MULTIUSE FACILITY/TRAIL

PROJECT NAME:	S Lumpkin Multiuse Facility
PROJECT DESCRIPTION:	Construct facility along former railway line as part of conversion project
BENEFIT TO THE COMMUNITY:	Converts unusable railway line to enhanced amenity for citizens, residents and visitors to Columbus who use the trail for walking, running and biking
OPERATING BUDGET IMPACT:	No impact on operational budget

MANAGING DEPARTMENT:	ENGINEERING	**PROJECT TYPE:**	TSPLOST
ACCOUNT CODE:	0510 660 7000	**PROJECT NO:**	60002

	Prior Years	FY16	FY17	FY18	FY19	Total
FUNDING SOURCES						
Fund Balance						$ -
Bond Proceeds						$ -
Sales Tax (TSPLOST)	$ 3,714,228					$ 3,714,228
Other						$ -
Balance Forward	$ -	$ 3,360,653	$ -	$ -	$ -	
TOTAL FUNDING SOURCES	**$ 3,714,228**	**$ 3,360,653**	**$ -**	**$ -**	**$ -**	**$ 3,714,228**
PROJECT COSTS						
Professional Services		$ 10,000				$ 10,000
Legal		$ 10,000				$ 10,000
Architect/Engineering	$ 353,575	$ 150,000				$ 503,575
Appraisal/Negotiations		$ 10,000				$ 10,000
Construction		$ 3,180,653				$ 3,180,653
Land Acquisition						$ -
Furnishings & Equipment						$ -
BUDGETED EXPENDITURES	**$ 353,575**	**$ 3,360,653**	**$ -**	**$ -**	**$ -**	**$ 3,714,228**
BALANCE	**$ 3,360,653**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

TSPLOST: US HWY 27/CUSTER RD INTERCHANGE

PROJECT NAME:	U S 27 Custer Rd Interchange		
PROJECT DESCRIPTION:	Reconstruction of roadway interchange at US Hwy 27 and Custer Road		
BENEFIT TO THE COMMUNITY:	Improved navigability through interchange benefits all commuters in that area		
OPERATING BUDGET IMPACT:	No impact on the operational budget		
MANAGING DEPARTMENT:	ENGINEERING	**PROJECT TYPE:**	TSPLOST
ACCOUNT CODE:	0510 660 7000	**PROJECT NO:**	60003

	Prior Years	FY16	FY17	FY18	FY19	Total
FUNDING SOURCES						
Fund Balance						$ -
Bond Proceeds						$ -
Sales Tax (TSPLOST)	$ 21,224,160					$ 21,224,160
Other						$ -
Balance Forward		$ 19,850,744	$ 13,820,744	$ 8,820,744	$ 3,820,744	
TOTAL FUNDING SOURCES	**$ 21,224,160**	**$ 19,850,744**	**$ 13,820,744**	**$ 8,820,744**	**$ 3,820,744**	**$ 21,224,160**
PROJECT COSTS						
Professional Services	$ 4,000	$ 10,000				$ 14,000
Legal	$ 250	$ 10,000				$ 10,250
Architect/Engineering	$ 1,369,166	$ 750,000				$ 2,119,166
Appraisal/Negotiations		$ 10,000				$ 10,000
Construction		$ 5,000,000	$ 5,000,000	$ 5,000,000	$ 3,820,744	$ 18,820,744
Land Acquisition		$ 250,000				$ 250,000
Furnishings & Equipment						$ -
BUDGETED EXPENDITURES	**$ 1,373,416**	**$ 6,030,000**	**$ 5,000,000**	**$ 5,000,000**	**$ 3,820,744**	**$ 21,224,160**
BALANCE	**$ 19,850,744**	**$ 13,820,744**	**$ 8,820,744**	**$ 3,820,744**	**$ -**	**$ -**

TSPLOST: INTER-CITY EXPRESS BUS PARK AND RIDE

PROJECT NAME:	Intercity Bus Park N Ride/ Bus Route Study
PROJECT DESCRIPTION:	Construction of three (3) Express Bus Park-n-Ride locations
BENEFIT TO THE COMMUNITY:	Improved accessibility for commuters within, to and from Columbus/Muscogee County
OPERATING BUDGET IMPACT:	No impact on operational budget

MANAGING DEPARTMENT:	METRA	**PROJECT TYPE:**	TSPLOST
ACCOUNT CODE:	0751 610 2500	**PROJECT NO:**	68000, 68001

	Prior Years	FY16	FY17	FY18	FY19	Total
FUNDING SOURCES						
Fund Balance						$ -
Bond Proceeds						$ -
Sales Tax (TSPLOST)	$ 22,400,000					$ 22,400,000
Other						$ -
Balance Forward		$ 22,241,590	$ 16,550,000	$ 10,550,000	$ 4,550,000	
TOTAL FUNDING SOURCES	**$ 22,400,000**	**$ 22,241,590**	**$ 16,550,000**	**$ 10,550,000**	**$ 4,550,000**	**$ 22,400,000**
PROJECT COSTS						
Professional Services	$ 158,410	$ 500,000	$ 500,000	$ 500,000		$ 1,658,410
Legal		$ 50,000				$ 50,000
Architect/Engineering		$ 141,590	$ 500,000	$ 500,000		$ 1,141,590
Appraisal/Negotiations						$ -
Construction		$ 5,000,000	$ 5,000,000	$ 5,000,000	$ 4,550,000	$ 19,550,000
Land Acquisition						$ -
Furnishings & Equipment						$ -
BUDGETED EXPENDITURES	**$ 158,410**	**$ 5,691,590**	**$ 6,000,000**	**$ 6,000,000**	**$ 4,550,000**	**$ 22,400,000**
BALANCE	**$ 22,241,590**	**$ 16,550,000**	**$ 10,550,000**	**$ 4,550,000**	**$ -**	**$ -**

TSPLOST: BOXWOOD BLVD BRIDGE REPLACEMENT

PROJECT NAME:	Boxwood Boulevard Bridge Replacement
PROJECT DESCRIPTION:	Repair/replacement of bridge on Boxwood Blvd in Columbus
BENEFIT TO THE COMMUNITY:	Improved accessibility and navigability as well as structural safety
OPERATING BUDGET IMPACT:	Reduced burden on operational funds for bridge repair and construction

MANAGING DEPARTMENT:	ENGINEERING	**PROJECT TYPE:**	TSPLOST-DISCRETIONARY
ACCOUNT CODE:	0510 660 7000	**PROJECT NO:**	65001

	Prior Years	FY16	FY17	FY18	FY19	Total
FUNDING SOURCES						
Fund Balance						$ -
Bond Proceeds						$ -
Sales Tax (TSPLOST-DISCRETIONARY)	$ 680,000					$ 680,000
Other						$ -
Balance Forward		$ 597,010	$ -	$ -	$ -	
TOTAL FUNDING SOURCES	**$ 680,000**	**$ 597,010**	**$ -**	**$ -**	**$ -**	**$ 680,000**
PROJECT COSTS						
Professional Services		$ 1,000				$ 1,000
Legal		$ 10,000				$ 10,000
Architect/Engineering	$ 82,990	$ 26,010				$ 109,000
Appraisal/Negotiations		$ 10,000				$ 10,000
Construction		$ 500,000				$ 500,000
Land Acquisition		$ 50,000				$ 50,000
Furnishings & Equipment						$ -
BUDGETED EXPENDITURES	**$ 82,990**	**$ 597,010**	**$ -**	**$ -**	**$ -**	**$ 680,000**
BALANCE	**$ 597,010**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

TSPLOST: BUENA VISTA ROAD IMPROVEMENTS

PROJECT NAME:	Buena Vista Rd Improvements
PROJECT DESCRIPTION:	Reconstruction of roadway at Buena Vista Rd.
BENEFIT TO THE COMMUNITY:	Improved navigability through Buena Vista Rd. benefits all commuters in that area
OPERATING BUDGET IMPACT:	No impact on the operational budget

MANAGING DEPARTMENT:	ENGINEERING	**PROJECT TYPE:**	TSPLOST
ACCOUNT CODE:	0510 660 7000	**PROJECT NO:**	60004

	Prior Years	FY16	FY17	FY18	FY19	Total
FUNDING SOURCES						
Fund Balance						$ -
Bond Proceeds						$ -
Sales Tax (TSPLOST)	$ 40,000,000					$ 40,000,000
Other						$ -
Balance Forward		$ 39,893,757	$ 25,357,300	$ 15,357,300	$ 5,357,300	
TOTAL FUNDING SOURCES	**$ 40,000,000**	**$ 39,893,757**	**$ 25,357,300**	**$ 15,357,300**	**$ 5,357,300**	**$ 40,000,000**
PROJECT COSTS						
Professional Services		$ 250,000				$ 250,000
Legal		$ 100,000				$ 100,000
Architect/Engineering	$ 106,243	$ 1,136,457				$ 1,242,700
Appraisal/Negotiations		$ 50,000				$ 50,000
Construction		$ 10,000,000	$ 10,000,000	$ 10,000,000	$ 5,357,300	$ 35,357,300
Land Acquisition		$ 3,000,000				$ 3,000,000
Furnishings & Equipment						$ -
BUDGETED EXPENDITURES	**$ 106,243**	**$ 14,536,457**	**$ 10,000,000**	**$ 10,000,000**	**$ 5,357,300**	**$ 40,000,000**
BALANCE	**$ 39,893,757**	**$ 25,357,300**	**$ 15,357,300**	**$ 5,357,300**	**$ -**	**$ -**

TSPLOST: VICTORY DRIVE IMPROVEMENTS

PROJECT NAME:	Victory Drive Improvements
PROJECT DESCRIPTION:	Reconstruction of roadway at Victory Drive.
BENEFIT TO THE COMMUNITY:	Improved navigability through Victory Drive. benefits all commuters in that area
OPERATING BUDGET IMPACT:	No impact on the operational budget
MANAGING DEPARTMENT:	ENGINEERING
ACCOUNT CODE:	0510 660 7000
PROJECT TYPE:	TSPLOST
PROJECT NO:	65002

	Prior Years	FY16	FY17	FY18	FY19	Total
FUNDING SOURCES						
Fund Balance						$ -
Bond Proceeds						$ -
Sales Tax (TSPLOST)	$ 575,000					$ 575,000
Other						$ -
Balance Forward		$ 575,000	$ -	$ -	$ -	
TOTAL FUNDING SOURCES	**$ 575,000**	**$ 575,000**	**$ -**	**$ -**	**$ -**	**$ 575,000**
PROJECT COSTS						
Professional Services						$ -
Legal		$ 10,000				$ 10,000
Architect/Engineering						$ -
Appraisal/Negotiations						$ -
Construction		$ 565,000				$ 565,000
Land Acquisition						$ -
Furnishings & Equipment						$ -
BUDGETED EXPENDITURES	**$ -**	**$ 575,000**	**$ -**	**$ -**	**$ -**	**$ 575,000**
BALANCE	**$ 575,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

TSPLOST: RESURFACING

PROJECT NAME:	Resurfacing
PROJECT DESCRIPTION:	Funding set aside annually for road resurfacing and other routine road maintenance repairs, or other construction in Columbus/Muscogee County
BENEFIT TO THE COMMUNITY:	Provides a safer and more efficient roadway system for citizens, commuters, property owners and residents
OPERATING BUDGET IMPACT:	Programmatic funding reduces pressure on operating funds

MANAGING DEPARTMENT:	PUBLIC WORKS/ ENGINEERING	**PROJECT TYPE:**	TSPLOST
ACCOUNT CODE:	0510 660 7000	**PROJECT NO:**	65003

	Prior Years	FY16	FY17	FY18	FY19	Total
FUNDING SOURCES						
Fund Balance						$ -
Bond Proceeds						$ -
Sales Tax (TSPLOST)	$ 1,500,000					$ 1,500,000
Other						$ -
Balance Forward		$ 373,594	$ -	$ -	$ -	
TOTAL FUNDING SOURCES	**$ 1,500,000**	**$ 373,594**	**$ -**	**$ -**	**$ -**	**$ 1,500,000**
PROJECT COSTS						
Professional Services						$ -
Legal						$ -
Architect/Engineering						$ -
Appraisal/Negotiations						$ -
Construction	$ 1,126,406	$ 373,594				$ 1,500,000
Land Acquisition						$ -
Furnishings & Equipment						$ -
BUDGETED EXPENDITURES	**$ 1,126,406**	**$ 373,594**	**$ -**	**$ -**	**$ -**	**$ 1,500,000**
BALANCE	**$ 373,594**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

TSPLOST: DISCRETIONARY FUNDED PROJECTS

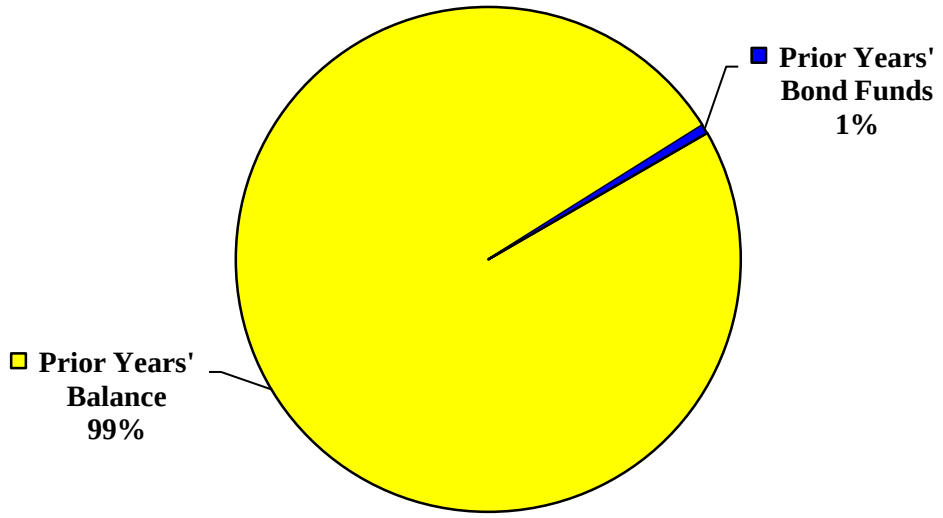
PROJECT NAME:	TSPLOST Discretionary Funds
PROJECT DESCRIPTION:	As directed by Council discretion, these funds are utilized out of the discretionary portion of the TSPLOST Distribution for appropriate projects
BENEFIT TO THE COMMUNITY:	Transportation improvements improve navigability and accessibility for all residents, citizens, property owners, and visitors to Columbus
OPERATING BUDGET IMPACT:	Reduced burden on operational budget for investment in transportation projects

MANAGING DEPARTMENT:	FINANCE	**PROJECT TYPE:**	TSPLOST-DISCRETIONARY
ACCOUNT CODE:	0510 660 7000	**PROJECT NO:**	TBD

	Prior Years	FY16	FY17	FY18	FY19	Total
FUNDING SOURCES						
Fund Balance						$ -
Bond Proceeds						$ -
Sales Tax (TSPLOST DISCRETIONARY)		$ 2,500,000				$ 2,500,000
Other						$ -
Balance Forward		$ -	$ -	$ -	$ -	
TOTAL FUNDING SOURCES	**$ -**	**$ 2,500,000**	**$ -**	**$ -**	**$ -**	**$ 2,500,000**
PROJECT COSTS						
Professional Services		$ 10,000				$ 10,000
Legal		$ 10,000				$ 10,000
Architect/Engineering		$ 480,000				$ 480,000
Appraisal/Negotiations						$ -
Construction		$ 2,000,000				$ 2,000,000
Land Acquisition						$ -
Furnishings & Equipment						$ -
BUDGETED EXPENDITURES	**$ -**	**$ 2,500,000**	**$ -**	**$ -**	**$ -**	**$ 2,500,000**
BALANCE	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

ENVIRONMENTAL SUMMARY

FY16 FINANCING METHOD
$1,592,194

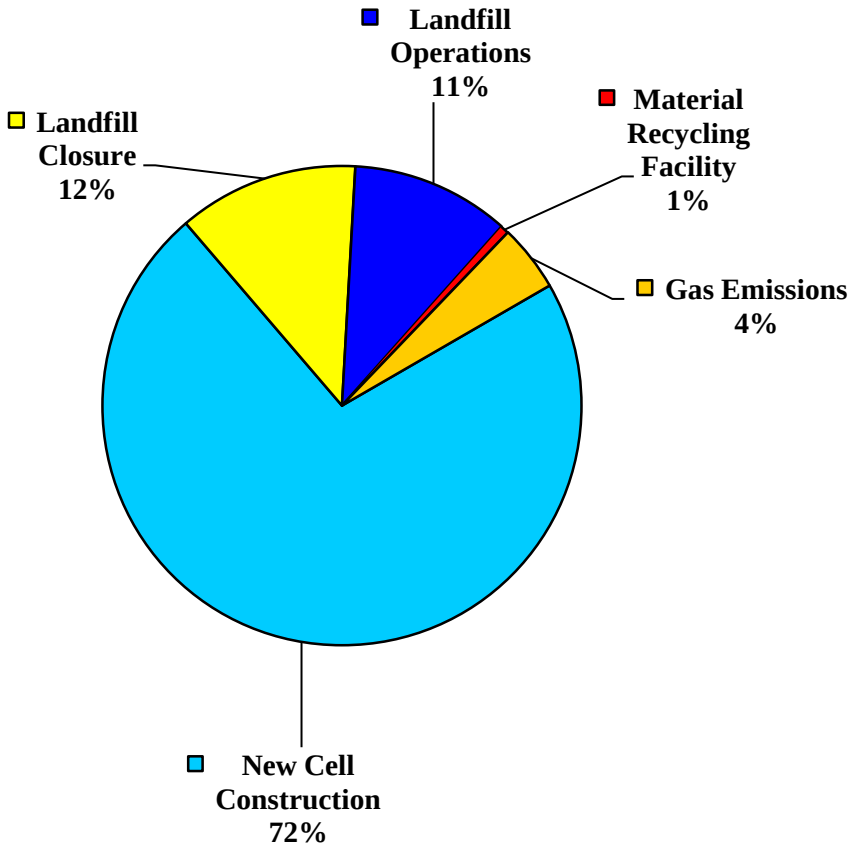


FY16 FINANCING FOR ENVIRONMENTAL PROJECTS

METHOD/SOURCE	AMOUNT
1999 SPLOST	0
Prior Years' 1999 SPLOST	0
Prior Years' Balance	1,583,182
Prior Years' Bond Funds	9,012
FY16 TOTAL	$1,592,194

ENVIRONMENTAL SUMMARY

FY16 PROJECT COSTS
$1,592,194



FY16 ENVIRONMENTAL PROJECTS

PROJECT	AMOUNT
Integrated Waste / Various	$0
New Cell Construction	1,147,320
Landfill Closure	193,806
Landfill Operations	170,312
Material Recycling Facility	9,012
Gas Emissions	71,744
FY16 TOTAL	$1,592,194

ENVIRONMENTAL/INTEGRATED WASTE SUMMARY

FIVE YEAR FORECAST
INTEGRATED WASTE FUND CAPITAL IMPROVEMENT PROJECTS

		Carryforward	FY16	FY17	FY18	FY19	Total
FUNDING SOURCES							
INTEGRATED WASTE FUND		**$ 1,583,182**	**$ -**	$ 850,000	$ 850,000	$ 850,000	**$ 4,133,182**
Bond Proceeds		**$ 9,012**					**$ 9,012**
Sales Tax (2009 LOST)							**$ -**
Sales Tax (1999 SPLOST)							**$ -**
Balance Forward							**$ -**
TOTAL FUNDING		**$ 1,592,194**	**$ -**	**$ 850,000**	**$ 850,000**	**$ 850,000**	**$ 4,142,194**
			$ 1,592,194				
PROJECT COSTS	**Type**	**Prior to FY16**	**FY16**	**FY17**	**FY18**	**FY19**	**Total**
Oxbow Methane Monitoring Well #8	Gas Emission	$ 38,577	**$ 16,423**				**$ 55,000**
Greenhouse Gas	Gas Emission	$ 36,413	**$ 55,321**				**$ 91,734**
Pine Grove Landfill Closure	Landfill Closure	$ 253,679	**$ 163,256**	$ 50,000	$ 50,000	$ 50,000	**$ 566,935**
Wilson Camp/Satilla Closure	Landfill Closure	$ 235,858	**$ 30,550**				**$ 266,408**
Pine Grove Operation Software	Landfill Operations	$ 19,688	**$ 170,312**				**$ 190,000**
New Cell Construction	New Cell Construction	$ 5,221,400	**$ 1,147,320**	$ 800,000	$ 800,000	$ 800,000	**$ 8,768,720**
Recycling Sustainability Center	Recycling	$ 8,593,448	**$ 9,012**				**$ 8,602,460**
							$ -
							$ -
							$ -
TOTAL PROJECT COSTS		**$ 14,399,063**	**$ 1,592,194**	**$ 850,000**	**$ 850,000**	**$ 850,000**	**$ 18,541,257**

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OXBOW METHANE MONITORING WELL #8

PROJECT NAME:	Oxbow Methane Monitoring Well #8
PROJECT DESCRIPTION:	Funds the installation of mechanism to collect and recycle methane gas from Oxbow landfill
BENEFIT TO THE COMMUNITY:	Removes hazardous methane gas material from landfill and provides for recycling of methane
OPERATING BUDGET IMPACT:	Reduced dependency on bond or other funding sources to cover landfill closure costs

MANAGING DEPARTMENT:	PUBLIC WORKS	**PROJECT TYPE:**	LANDFILL CLOSURE
ACCOUNT CODE:	0207 660 4000	**PROJECT NO:**	20725

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance- INTEGRATED WASTE FUND	$ 55,000		$ 55,000
Bond Proceeds			$ -
Sales Tax			$ -
Other			$ -
Balance Forward		$ 16,423	
TOTAL FUNDING SOURCES	**$ 55,000**	**$ 16,423**	**$ 55,000**
PROJECT COSTS			
Professional Services	$ 11,519		$ 11,519
Legal			$ -
Architect/Engineering	$ 27,058	$ 16,423	$ 43,481
Appraisal/Negotiations			$ -
Construction			$ -
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 38,577**	**$ 16,423**	**$ 55,000**
BALANCE	**$ 16,423**	**$ -**	**$ -**

GREENHOUSE GAS PROJECT

PROJECT NAME:	Greenhouse Gas and Landfill Gas Utilization RFP and Evaluation
PROJECT DESCRIPTION:	Funding for implementation of greenhouse gas emission system to gather, recycle and/or eliminate hazardous or noxious gas emissions from landfill site(s)
BENEFIT TO THE COMMUNITY:	Improve air and environmental quality, protect neighbhoring communities and increase efficiencies of operation
OPERATING BUDGET IMPACT:	Reduced risk of exposure for costs associated with gas emissions collection and containment

MANAGING DEPARTMENT:	PUBLIC WORKS	**PROJECT TYPE:**	LANDFILL OPERATIONS
ACCOUNT CODE:	0207 660 4000	**PROJECT NO:**	20722 and 20730

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance- INTEGRATED WASTE FUND	$ 91,734		$ 91,734
Bond Proceeds			$ -
Sales Tax			$ -
Other			$ -
Balance Forward		$ 55,321	
TOTAL FUNDING SOURCES	**$ 91,734**	**$ 55,321**	**$ 91,734**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering	$ 36,413	$ 55,321	$ 91,734
Appraisal/Negotiations			$ -
Construction			$ -
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 36,413**	**$ 55,321**	**$ 91,734**
BALANCE	**$ 55,321**	**$ -**	**$ -**

PINE GROVE LANDFILL CLOSURE

PROJECT NAME:	Landfill Closeout
PROJECT DESCRIPTION:	Funding for the closure and post-closure costs for Pine Grove Landfill in accordance with State and Federal specifications and mandates. The landfill will reach capacity by 2017
BENEFIT TO THE COMMUNITY:	Ensure compliance with State and Federal requirements for landfill closure and post-closure for the protection of ground water and air quality as well as reduced risk of exposure for liability
OPERATING BUDGET IMPACT:	Reduced dependency on bond funding or other fund sources for closure and post-closure costs

MANAGING DEPARTMENT:	PUBLIC WORKS	**PROJECT TYPE:**	LANDFILL CLOSURE
ACCOUNT CODE:	0207 660 4000	**PROJECT NO:**	20711

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance- INTEGRATED WASTE FUND	$ 416,935		$ 416,935
Bond Proceeds			$ -
Sales Tax			$ -
Other			$ -
Balance Forward		$ 163,256	
TOTAL FUNDING SOURCES	**$ 416,935**	**$ 163,256**	**$ 416,935**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering	$ 49,800	$ 92,200	$ 142,000
Appraisal/Negotiations			$ -
Construction	$ 203,879	$ 71,056	$ 274,935
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 253,679**	**$ 163,256**	**$ 416,935**
BALANCE	**$ 163,256**	**$ -**	**$ -**

WILSON CAMP/SATILLA CLOSURE

PROJECT NAME:	Wilson Camp/Satilla Closure
PROJECT DESCRIPTION:	Funding for closure of Wilson Camp/Satilla landfill
BENEFIT TO THE COMMUNITY:	Compliance with State and Federal mandates pertaining to landfill closure and post-closure
OPERATING BUDGET IMPACT:	Reduced risk of exposure for non-compliance with state and federal mandates

MANAGING DEPARTMENT:	PUBLIC WORKS	**PROJECT TYPE:**	LANDFILL CLOSURE
ACCOUNT CODE:	0207 660 4000	**PROJECT NO:**	20719

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance- INTEGRATED WASTE FUND	$ 266,408		$ 266,408
Bond Proceeds			$ -
Sales Tax			$ -
Other			$ -
Balance Forward		$ 30,550	
TOTAL FUNDING SOURCES	**$ 266,408**	**$ 30,550**	**$ 266,408**
PROJECT COSTS			
Professional Services	$ 110,046	$ 18,635	$ 128,681
Legal			$ -
Architect/Engineering	$ 125,812	$ 11,915	$ 137,727
Appraisal/Negotiations			$ -
Construction			$ -
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 235,858**	**$ 30,550**	**$ 266,408**
BALANCE	**$ 30,550**	**$ -**	**$ -**

PINE GROVE LANDFILL OPERATION SOFTWARE

PROJECT NAME:	Landfill Operation Software		
PROJECT DESCRIPTION:	Funding for the implementation of software system to manage operations at Pine Grove landfill		
BENEFIT TO THE COMMUNITY:	Provide enhanced operational efficiencies at landfill and improve process for weighing and invoicing customers for landfill patronage		
OPERATING BUDGET IMPACT:	Reduced dependency on bond funds or other funding sources for landfill operating costs		
MANAGING DEPARTMENT:	PUBLIC WORKS	**PROJECT TYPE:**	LANDFILL OPERATIONS
ACCOUNT CODE:	0207 660 4000	**PROJECT NO:**	20716 and 20731

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance- INTEGRATED WASTE FUND	$ 190,000		$ 190,000
Bond Proceeds			$ -
Sales Tax			$ -
Other			$ -
Balance Forward		$ 170,312	
TOTAL FUNDING SOURCES	**$ 190,000**	**$ 170,312**	**$ 190,000**
PROJECT COSTS			
Professional Services		$ 25,000	$ 25,000
Legal			$ -
Architect/Engineering			$ -
Appraisal/Negotiations			$ -
Construction			$ -
Land Acquisition			$ -
Furnishings & Equipment	$ 19,688	$ 145,312	$ 165,000
BUDGETED EXPENDITURES	**$ 19,688**	**$ 170,312**	**$ 190,000**
BALANCE	**$ 170,312**	**$ -**	**$ -**

NEW CELL CONSTRUCTION

PROJECT NAME:	New Cell Constr./Pump No. 1 Upgrade/Pump #1 Constr. Upgrade/ Constr. & Demo Expansion
PROJECT DESCRIPTION:	Funding for construction of new cells for putrescible waste at the Pine Grove Landfill. Each cell has a life span of 3 years, after which they must be replaced.
BENEFIT TO THE COMMUNITY:	Disposal of waste in accordance with State and Federal requirements and laws ensures compliance and protection of ground water, air quality, and the environment
OPERATING BUDGET IMPACT:	Reduced exposure to risk of non-compliance with State and Federal mandates

MANAGING DEPARTMENT:	PUBLIC WORKS	**PROJECT TYPE:**	NEW CELL CONSTRUCTION
ACCOUNT CODE:	0207 660 4000	**PROJECT NO:**	20709, 20729,20732,20733

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance-INTEGRATED WASTE FUND	$ 6,368,720		$ 6,368,720
Bond Proceeds			$ -
Sales Tax			$ -
Other			$ -
Balance Forward		$ 1,147,320	
TOTAL FUNDING SOURCES	**$ 6,368,720**	**$ 1,147,320**	**$ 6,368,720**
PROJECT COSTS			
Professional Services			$ -
Legal	$ 67,000	$ 50,000	$ 117,000
Architect/Engineering	$ 557,626	$ 100,000	$ 657,626
Appraisal/Negotiations			$ -
Construction	$ 4,596,774	$ 997,320	$ 5,594,094
Land Acquisition			$ -
Furnishings & Equipment			$ -
BUDGETED EXPENDITURES	**$ 5,221,400**	**$ 1,147,320**	**$ 6,368,720**
BALANCE	**$ 1,147,320**	**$ -**	**$ -**

RECYCLING SUSTAINABILITY CENTER

PROJECT NAME:	Recycling Sustainability Center
PROJECT DESCRIPTION:	Construct and equip material recycling and environmental sustainability resource center
BENEFIT TO THE COMMUNITY:	Facilitates comprehensive recycling program for all residential, commercial and industrial community citizens; protects environment and ensures sustainability of natural resources over time
OPERATING BUDGET IMPACT:	Reduced dependency on bond funding or other financial resources for landfill maintenance; increased operational costs of recycling facility

MANAGING DEPARTMENT:	PUBLIC WORKS	**PROJECT TYPE:**	RECYCLING
ACCOUNT CODE:	0559 800 2150	**PROJECT NO:**	20717 and 82005

	Prior Years	FY16	Total
FUNDING SOURCES			
Fund Balance- INTEGRATED WASTE FUND	$ 102,460		$ 102,460
Bond Proceeds	$ 8,500,000		$ 8,500,000
Sales Tax			$ -
Other			$ -
Balance Forward		$ 9,012	
TOTAL FUNDING SOURCES	**$ 8,602,460**	**$ 9,012**	**$ 8,602,460**
PROJECT COSTS			
Professional Services			$ -
Legal			$ -
Architect/Engineering	$ 1,372,881		$ 1,372,881
Appraisal/Negotiations			$ -
Construction	$ 6,343,362	$ 9,012	$ 6,352,374
Land Acquisition			$ -
Furnishings & Equipment	$ 877,205		$ 877,205
BUDGETED EXPENDITURES	**$ 8,593,448**	**$ 9,012**	**$ 8,602,460**
BALANCE	**$ 9,012**	**$ -**	**$ -**

CITY OF COLUMBUS – ACKNOWLEDGEMENTS

Department Directors

Executive – Teresa Pike Tomlinson
Legislative - Tiny Washington
Legal – Clifton Fay
Chief Administrator/ City Manager – Isaiah Hugley
Deputy City Manager – Lisa Goodwin
Deputy City Manager – Pamela Hodge
Finance –
Internal Auditor- John Redmond
Information Technology – Dr. Forrest Toelle
Human Resources – Reather Hollowell
Codes and Inspections –
Planning – Rick Jones
Engineering – Donna Newman
Public Works – Pat Biegler
Parks & Recreation – Dr. James D. Worsley
Cooperative Extension Service – Rhea Bentley
Board of Tax Assessors – Betty Middleton
Board of Elections & Registrations - Nancy Boren
Crime Prevention Office- Seth Brown
Police Services – Ricky Boren
Fire & Emergency Medical Services – Jeff Meyer
Muscogee County Prison – Dwight Hamrick
Superior Courts of Muscogee County – Gil McBride
District Attorney – Julia Slater
Clerk of Superior Courts of Muscogee County - Linda Pierce
State Courts of Muscogee County - Andy Prather, Ben Richardson
State Court Solicitor – Suzanne Goddard
Public Defender – Moffett Flournoy
Magistrate and Municipal Court – Steven Smith
Clerk of Municipal Court - Vivian Creighton-Bishop
Municipal Court Marshal – Greg Countryman
Judge of Probate Court – Marc D'Antonio
Sheriff's Office – John Darr
Tax Commissioner - Lula Huff
Coroner – Buddy Bryan
Recorder's Court – Michael Cielinski
Columbus Transit System (METRA) – Saundra Hunter
Bull Creek Golf Course and Oxbow Creek Golf Course - John Milam
Columbus Convention & Trade Center – David Bevans
Columbus Civic Center – Ross Horner
Workforce Investment Act - Howard Pendleton

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