

CITY OF FORT WAYNE
BUDGET IN BRIEF
2008



**City of Fort Wayne
Quadrant Contact Information
January 2008**

SOUTHEAST

Deputy Chief Nancy Becher	427-1319	SEAP President, William Crowley	h-447-2859
Capt. Kevin Corey	427-1319	5910 Radcliffe Dr.	w-461-2859
Area Advocate, Cherise M. Dixie, MSW	427-1130	Fort Wayne, IN 46816	

Meeting Information: 2nd Wed. 6:30 p.m.
Calvary 3rd Presbyterian Church
4700 South Anthony (Corner of Anthony & Capitol)

NORTHEAST

Deputy Chief Lynn Wetmore	427-1260	NEAP Co-Chair, David Kohli	h-485-8652
Capt. Jim Zamora	427-1436	6428 Ashbrook Dr.	w-422-3537
Area Advocate, Denise Porter-Ross	427-2603	Fort Wayne, IN 46835	

NEAP Co-Chair, Ellen Fox	422-5038
819 Delaware	
Fort Wayne, IN 46805	

Meeting Information: 2nd Thurs. 6:30 p.m.
Good Shepherd United Methodist Church
4700 Vance Ave.

SOUTHWEST

Deputy Chief Douglas Lucker	427-1331	SWAP Chair, Adrienne Maurer	744-3549
Area Advocate, Ken Nicolet	427-1122	1302 Illsley Drive	
		Fort Wayne, IN 46807	

SWAP Vice-Chair, Diane Imbody	456-7194
2515 Webster Street	
Fort Wayne, IN 46807	

Meeting Information: 3rd Wed. 7:00 p.m.
Taylor University (Eicher Bldg.)
1025 W. Rudisill Blvd.

NORTHWEST

Deputy Chief Marty Bender	427-1206	NWAP Co-Chair, Bill Howard	489-7860
Capt. P.J. Smith	427-1421	202 Northwest Passage	
Area Advocate, Zenovia Pearson	427-2625	Fort Wayne, IN 46825	

NWAP Co-Chair, Rosie O'Grady	490-7327
8714 Stand Ridge Rd.	
Fort Wayne, IN 46825	

Meeting Information: 3rd Thurs. 6:30 p.m.
North Ridge Baptist Church
1300 E. Cook Rd.

24 Hour Line	466-4687
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CITY OF FORT WAYNE
GRAHAM RICHARD, MAYOR

December 1, 2007

Dear Citizen:

It is our goal to be fiscally responsible and use your tax money wisely. We continue to focus on improving services for residents, attracting quality jobs and making Fort Wayne a safer city. The 2008 City Budget reflects this focus.

Fort Wayne is positioned to take advantage of improvements in our economy. I have encouraged a regional focus on economic development and increased private investments. The City has also enhanced our partnership with the Fort Wayne-Allen County Economic Development Alliance to attract new businesses to Fort Wayne.

The City spends each tax dollar responsibly. Since I took office in 2000, we have used business best practices to save over \$30 million in all areas of city government. We have also worked to improve services to citizens.

Your City leadership team continues to face the challenges of having to provide more services with fewer dollars. We will continue to look for creative ways to overcome these challenges and improve Fort Wayne.

Sincerely,

A handwritten signature in cursive script that reads "Graham Richard".

Graham Richard
Mayor



CITY OF FORT WAYNE
GRAHAM RICHARD, MAYOR

December 1, 2007

Dear Fellow Citizen,

The 2008 City of Fort Wayne Budget reflects the emphasis on the following critical objectives:

- Expense management through strong fiscal control
- Reduce the gap between revenues and expenditures
- Maintain an adequate cash reserve

The City of Fort Wayne has worked hard to achieve Mayor's Richard's goal of making Fort Wayne a high performing city government. In 2007 the city administration once again balanced the budget. The City has saved \$6.5 million using innovative business practices like Lean Six Sigma in 2007 alone. Since Mayor Richard took office in 2000, the City has saved nearly \$30 million. Process improvements have occurred throughout city government, including reducing the number of take home cars, the amount of street light inventory and the cost of water main construction.

Since 1999, the City population has increased by 33%, the miles of roads have increased by 41% and the square miles have increased by 39%. During this time, the headcount in City government, excluding public safety, has remained nearly flat.

I would like to acknowledge the commitment and dedication of all City employees. Their efforts have allowed our City to be in the strong financial position it is today.

If you have any questions or suggestions, please feel free to call me at 427-1106 or email your questions or suggestions to pat.roller@ci.ft-wayne.in.us.

Sincerely,

A handwritten signature in cursive script that reads "Patricia A. Roller".

Patricia A. Roller, CPA
City Controller

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About This Report

The purpose of this report is to provide a brief description about how City government is organized in Fort Wayne and to describe the City budget process. This report will give the reader an overview of the financial operations and structure of City government.

Each year, the City of Fort Wayne prepares the Operating Budget book that contains the detailed budgetary information relating to each department of the City. Because the budget book is long and detailed, we will highlight and summarize it in this report.

Comments and suggestions about this report are welcomed by the City Controller. Individuals and organizations can best express concerns about City government by contacting people directly responsible for your area of interest. A list of the City departments is detailed in this report.

Form of Government

Fort Wayne is governed under a Mayor-Council form of government where the elected Mayor serves as head of the executive branch. The Mayor may serve unlimited four-year terms and is the chief executive officer for the City. The legislative oversight body for the City is the Common Council of the City of Fort Wayne. The council is composed of nine elected Council members who serve four-year terms. A council member represents each of the six councilmanic districts and three are elected at-large. The City Clerk's office provides City Council staff support if needed under the direction of the City Clerk. The City Clerk is elected by the citizens of Fort Wayne every four years and can serve unlimited terms.

The City of Fort Wayne's 2008 elected officials include:

MAYOR

Thomas C. Henry

CITY CLERK

Sandra E. Kennedy

CITY COUNCIL MEMBERS

District 1	Thomas Smith
District 2	Karen Goldner
District 3	Thomas Didier
District 4	Mitch Harper
District 5	Timothy M. Pape
District 6	Glynn A. Hines
At-Large	Marty Bender
At-Large	John Shoaff
At-Large	Elizabeth Brown

DIVISIONS OF THE CITY GOVERNMENT

Office of the Mayor

The Mayor oversees the implementation of policies and the efficient flow of ongoing services through wide appointive powers. This includes the capability to appoint the heads of seven major administrative divisions of the city and many board and commission members. Specific departments under the Office of the Mayor include the Public Information Office, the Neighborhood and Citizen's Advocate Office, the Law Department, and the Internal Audit Department.

City Clerk

The office of the City Clerk is crucial as a liaison between the citizens of Fort Wayne and the Common Council. The City Clerk also acts as a liaison between the Administration and the Common Council. The office includes a number of Indiana Statutory responsibilities and also serves as the administrator of the City of Fort Wayne Violations Bureau.

Finance & Administration

The mission of the Finance & Administration Division is to ensure fiscal responsibility and effective administrative services for the City of Fort Wayne. The departments within the division are the Controller's Office, Risk Management, Payroll, Purchasing, Property Management, Cable, Benefits, Human Resources, and Information Systems.

Public Safety

The Division provides safety, maintains order and protects the rights of the Citizens of Fort Wayne. The Fire Chief and Chief of Police retain the responsibility for major policy decisions, budgeting, long-range planning and the day-to-day coordination of seven departments: Police, Fire, Animal Control, Weights and Measures, Neighborhood Code, Police Merit Commission, and Communications.

Community Development

The overall purpose of the Division is to improve Fort Wayne's physical and economic environment. The Division includes the following departments: Administration, Fiscal, Redevelopment, Land Use and Development Permits, Community Development Corporation, Planning, Special Projects/GIS and the Office of Housing and Neighborhood Services.

The mission of the Division is *to develop and implement creative community-based strategies to enhance economic opportunity, build strong neighborhoods, and ensure a dynamic framework for quality growth and development.* Economic development, urban revitalization, housing and comprehensive planning continue to be high priorities of the City of Fort Wayne. Growth in the City's assessed value is essential to holding its property tax rate flat and ensuring that the cost of City services is shared by those who use the services.

The City's Community Development Division is primarily responsible for these efforts, both through its various departments' activities and those of contractors. The City contracts with the Fort Wayne-Allen County Economic Development Alliance ("The Alliance") to coordinate economic development marketing services and project management.

City Utilities and Public Works

The City Utilities Administration Department represents the office of the Director of Utilities and is responsible for enforcement and interpreting City Utilities rules and regulations. City Utilities encompasses the departments of Accounting, Customer Relations, Data Control, Meter Reading, New Water and Sewer Permits, Water Resources (Development Services, Planning and Design, Engineering Support Services, Geographical Information Systems), Water Maintenance and Service, Water Filtration Plant, Water Pollution Control Maintenance, Storm Water Maintenance, and Water Pollution Control Plant.

The Division of Public Works is the administrator for much of Fort Wayne's infrastructure. Its departments maintain and improve the City's system for transportation and solid waste. From engineering and intersection improvement to battling floods, the Division of Public Works provides a vital support to neighborhoods, businesses, and economic development projects. The Division encompasses the Office of the Director, Barrett Law, Energy and Environmental Services, Traffic Engineering, Transportation Administration & Support, Street Light Engineering, Street Department, Street Project Management, Flood Control, and City Garage.

Fort Wayne Parks and Recreation

The Parks and Recreation Department maintains more than 2,800 acres of public park lands and provides numerous recreation facilities, programs and services for the Fort Wayne community. Created in 1905, the Parks and Recreation Department is administered by a four-member bipartisan Board of Park Commissioners. Authorized by state statute, the Board of Park Commissioners reviews and approves the annual budget, expenditures and contracts. In addition, they oversee 84 parks, including the Children's Zoo, Headwaters Park, the Botanical Conservatory, McMillen Ice Arena and three community centers.

The Fort Wayne park system was largely developed over the last 100 years through the generous support of local citizens. This support continues to build on that legacy. In 2007, the Lifetime Sports Academy celebrated its 10th year of operation with the opening of the new \$1.4 million Jerry D Fox Center and McMillen Park Golf Clubhouse at McMillen Park. This project continues to be of model of a public /private partnership with over 50 percent of funding provided by private sources.

Improvements to the western Gateway to the City approaching \$700,000 were completed with restoration of the Swinney Tennis Center and East Swinney Pond at Swinney Park. These improvements were enhanced with landscaping and entry sign upgrades. Foellinger Theatre opened its 2007 season with improvements in the walkways, restrooms and stage areas. The Department appreciates the support of matching funds from the Foellinger Foundation and CEDIT funds from the Mayor's office. .. Bond-funded improvements included a new pathway at Salomon Farm, construction,

and resurfacing of tennis courts, basketball courts, portions of the River greenway and irrigation upgrades at all the city golf courses.

Successful programming, both old and new, is also a tenet of the Parks and Recreation Department. The Franke Day Camp operated its 61st consecutive summer in 2007, serving over 2,200 area youth ranging in age from 4 to 18. The department partnered with Parkview Health and the YMCA through a grant from Kohl's Department Stores and offered nutritional programming for youth at the summer playground venues. The Botanical Conservatory continues its successful Friday evening concert series called "Botanical Roots" in the outdoor terrace garden. The popular concerts will be offered again in 2008 as private sponsors remain supportive.

The Fort Wayne Children's Zoo is operated by the Fort Wayne Zoological Society through a cooperative agreement with the Parks and Recreation Division. This agreement strengthens the organizational effectiveness of both the Children's Zoo and the Fort Wayne Parks and Recreation, while also maintaining close ties for reciprocal cooperation.

**CITIZENS OF FORT WAYNE
TAX RATES PER \$100 OF ASSESSED VALUATION
2006 PAY 2007**

**LIVING IN:
TOWNSHIP
SCHOOL DISTRICT
SPECIAL DISTRICT**

	ABOITE SACS		ADAMS EACS		ADAMS EACS NEW HAVEN PARK *		ADAMS FWCS	
	Rate	% of Total	Rate	% of Total	Rate	% of Total	Rate	% of Total
School Districts	\$ 1.6428	47.56%	\$ 1.3957	43.40%	\$ 1.3957	43.35%	\$ 1.3812	43.15%
City and special	1.0195	29.52%	1.0195	31.70%	1.0236	31.79%	1.0195	31.85%
Allen County	0.5331	15.43%	0.5331	16.58%	0.5331	16.56%	0.5331	16.65%
Library	0.1521	4.40%	0.1521	4.73%	0.1521	4.72%	0.1521	4.75%
Township	0.0203	0.59%	0.0290	0.90%	0.0290	0.90%	0.0290	0.91%
PTC	0.0324	0.94%	0.0324	1.01%	0.0324	1.01%	0.0324	1.01%
Airport	0.0233	0.67%	0.0233	0.72%	0.0233	0.72%	0.0233	0.73%
Redev Com. TIR	0.0075	0.22%	0.0075	0.23%	0.0075	0.23%	0.0075	0.23%
State of Indiana	0.0230	0.67%	0.0230	0.72%	0.0230	0.71%	0.0230	0.72%
Total Rate	\$ 3.4540	100.00%	\$ 3.2156	100.00%	\$ 3.2197	100.00%	\$ 3.2011	100.00%

**LIVING IN:
TOWNSHIP
SCHOOL DISTRICT
SPECIAL DISTRICT**

	PERRY NACS		PLEASANT FWCS		PLEASANT FWCS TOWNSHIP FIRE **		ST. JOE FWCS	
	Rate	% of Total	Rate	% of Total	Rate	% of Total	Rate	% of Total
School Districts	\$ 1.5594	46.49%	\$ 1.3812	43.39%	\$ 1.3812	46.87%	\$ 1.3812	43.31%
City and special	1.0195	30.39%	1.0195	32.03%	0.7834	26.58%	1.0195	31.97%
Allen County	0.5331	15.89%	0.5331	16.75%	0.5331	18.09%	0.5331	16.72%
Library	0.1521	4.53%	0.1521	4.78%	0.1521	5.16%	0.1521	4.77%
Township	0.0040	0.12%	0.0109	0.34%	0.0109	0.37%	0.0167	0.52%
PTC	0.0324	0.97%	0.0324	1.02%	0.0324	1.10%	0.0324	1.02%
Airport	0.0233	0.69%	0.0233	0.73%	0.0233	0.79%	0.0233	0.73%
Redev Com. TIR	0.0075	0.22%	0.0075	0.24%	0.0075	0.25%	0.0075	0.24%
State of Indiana	0.0230	0.69%	0.0230	0.72%	0.0230	0.78%	0.0230	0.72%
Total Rate	\$ 3.3543	100.00%	\$ 3.1830	100.00%	\$ 2.9469	100.00%	\$ 3.1888	100.00%

**LIVING IN:
TOWNSHIP
SCHOOL DISTRICT
SPECIAL DISTRICT**

	WASHINGTON FWCS		WAYNE FWCS		WAYNE FWCS TOWNSHIP FIRE **	
	Rate	% of Total	Rate	% of Total	Rate	% of Total
School Districts	\$ 1.3812	43.45%	\$ 1.3812	42.37%	\$ 1.3812	45.67%
City and special	1.0195	32.07%	1.0195	31.27%	0.7834	25.91%
Allen County	0.5331	16.77%	0.5331	16.35%	0.5331	17.63%
Library	0.1521	4.78%	0.1521	4.67%	0.1521	5.03%
Township	0.0066	0.21%	0.0880	2.70%	0.0880	2.91%
PTC	0.0324	1.02%	0.0324	0.99%	0.0324	1.07%
Airport	0.0233	0.73%	0.0233	0.71%	0.0233	0.77%
Redev Com. TIR	0.0075	0.24%	0.0075	0.23%	0.0075	0.25%
State of Indiana	0.0230	0.72%	0.0230	0.71%	0.0230	0.76%
Total Rate	\$ 3.1787	100.00%	\$ 3.2601	100.00%	\$ 3.0240	100.00%

* New Haven Park & Recreation Fund rate is higher compared to the City of Fort Wayne's Park Fund. Therefore, residents in this Special District pay a higher City and Special rate.

** SW Allen County Fire District rate is lower compared to the City of Fort Wayne's Fire Fund. Therefore, residents in this Special District pay a lower City and Special rate.

THE BUDGET PROCESS

The Civil City budget process begins with individual departments preparing draft budgets each May for the next calendar/fiscal year. The division of Finance and Administration provides the departments with a set of assumptions. These budget requests are then subjected to internal review and modification. The Common Council actively participates in the examination of the budgets. With the Mayor's approval, a budget ordinance is then prepared for introduction to the Common Council in early September. Beyond the public and televised Common Council sessions, there is a legal public hearing held as part of the budget process at which citizens may provide the administration and Common Council with their comments concerning the budget. By state law, the Common Council must pass the budget by the end of September each year. The Common Council has the power to decrease any major category proposed by the Administration, but may not increase any major category in the budget.

The next step is the final budget hearing of the Department of Local Government Finance in December. This is the time for estimates to be verified and a final property tax rate set. The Indiana Department of Local Government Finance must certify the rate by February 15th.

The 2008 budget was prepared on a monthly basis. All departments distributed their yearly estimated expenditures into the months they expected each to occur. During 2008, actual expenditures will be compared to the budget each month. Variances of +/- 3% and \$1,000 for budgets less than \$100,000 or variances of +/-3% and \$2,500 for budgets over \$100,000 will be explained.

Throughout the year the City may find the budget needs to be amended to account for new funds that have become available, or to provide for a revision of objectives. Such revisions are accomplished through quarterly fiscal ordinances in a process that is similar to the one described above. At every appropriate point in the process, the public is notified of the anticipated amounts of the budget revisions.

The schedule of major budget events is as follows:

May	Budget instructions issued by the City Controller
June	Budget requests submitted - Revenue estimates prepared
August	Internal reviews and modification of budget submissions
September	Budget submitted to Common Council, hearings and adoption
December	Department of Local Government Finance review and approval
January	Budget implementation

The City Utilities internal budget process is similar to the Civil City; however, the Board of Public Works approves the City Utilities budget. City Utilities budget and revenue sources are included later in this report.

Budget by Classification

The budgets of all governmental units in Indiana are prepared according to a form prescribed by the Indiana State Board of Accounts. The legal level of budgetary control is by object classifications. Objects are called expense accounts or line items by the private sector. Major classifications of expenditures are as follows:

Personal Services – Expenditures for salaries, wages and related employee benefits. The increased spending in this classification is due to annual salary increases of approximately 3% and the continued rise in health insurance premiums.

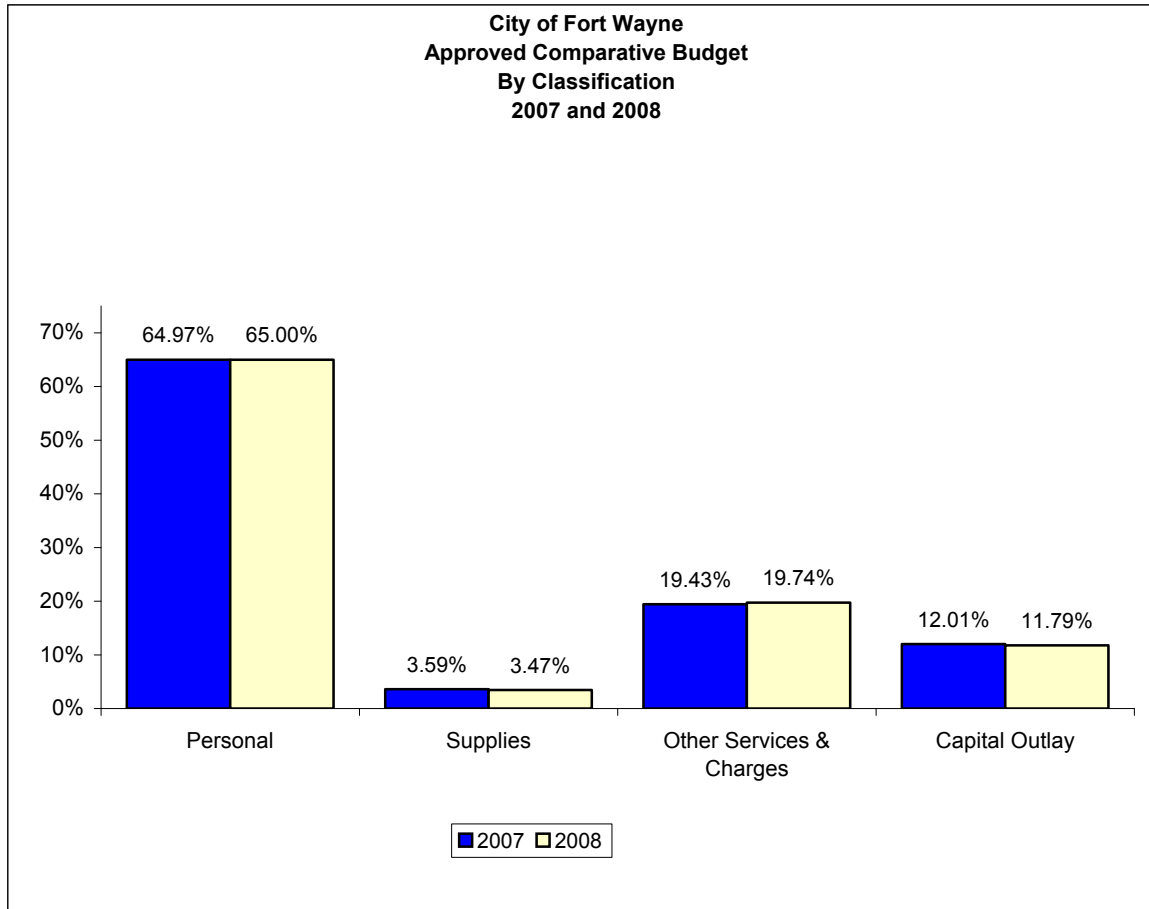
Supplies – Office supplies, operating supplies, repair and maintenance supplies. The 2008 budget shows a 3.6% increase for this classification, due to fuel, natural gas, and water costs.

Other Services and Charges – Professional services, communication and transportation, printing and advertising, insurance, utility services, repairs and maintenance, rentals, debt service. The cost of professional services, contract services, lease, loan and bond payments, primarily related to infrastructure projects, will vary significantly from year to year.

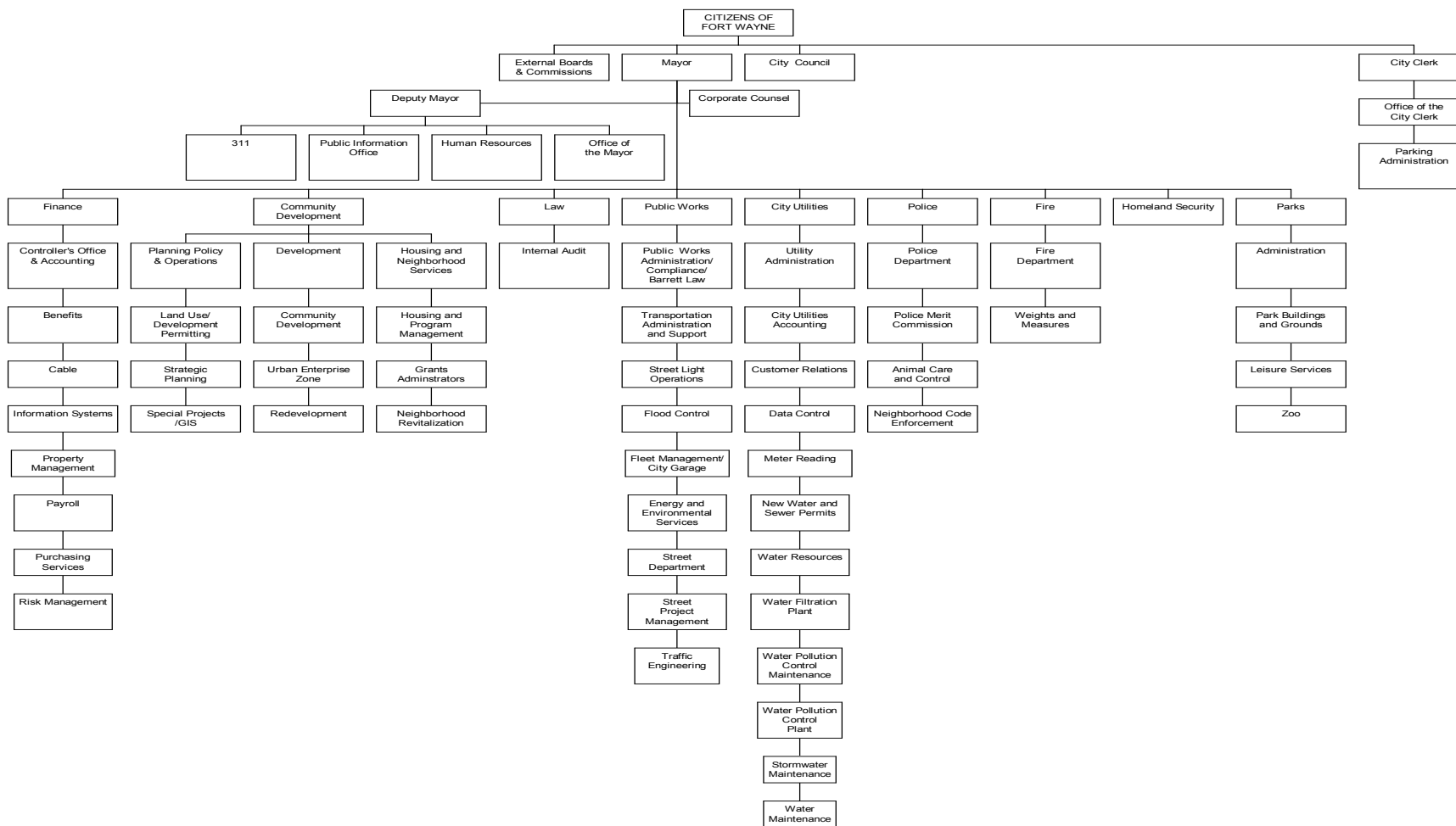
Capital Outlay – All lands, buildings, improvements, machinery and equipment purchases that are not financed through leases or bond issues. The capital outlay for 2008 increased for this classification to support infrastructure maintenance, as well as economic development.

City of Fort Wayne Budget by Classification

	<u>2007 Approved Budget</u>	<u>2008 Approved Budget</u>	<u>% Change</u>
Personal Services	\$ 126,053,027	\$ 130,335,844	3.40%
Supplies	6,970,593	6,961,194	-0.13%
Other Services & Charges	37,692,964	39,585,912	5.02%
Capital Outlay	23,297,026	23,640,348	1.47%
Total Civil City Budget	<u>\$ 194,013,610</u>	<u>\$ 200,523,298</u>	3.36%



City of Fort Wayne 2008 Organization Chart
January 29, 2008



10 & 11

**City of Fort Wayne
Budget by Department**

	2007 Approved Budget	2008 Approved Budget	%
			Change
<u>Mayor's Office</u>			
* Mayor (1)	\$ 1,195,123	\$ 1,407,215	17.7%
* Internal Audit	215,467	224,280	4.1%
* Law	490,611	501,569	2.2%
Cable Television	762,748	791,324	3.7%
Total	\$ 2,663,949	\$ 2,924,388	9.8%
<u>City Clerk</u>			
City Clerk/Parking Control	\$ 580,627	\$ 610,085	5.1%
* City Clerk & City Council	937,011	976,692	4.2%
Total	\$ 1,517,638	\$ 1,586,777	4.6%
<u>Finance & Administration</u>			
* Finance & Administration (2)	Total \$ 8,689,112	\$ 8,440,309	-2.9%
<u>Community Development</u>			
* Redevelopment Commission	\$ 466,954	\$ 558,470	19.6%
* Community Development	2,390,719	2,473,918	3.5%
Total	\$ 2,857,673	\$ 3,032,388	6.1%
<u>Department of Public Works</u>			
* Board of Works (3)	\$ 8,591,765	\$ 8,815,449	2.6%
Street Project Management/MVH	994,603	1,024,083	3.0%
Street Department/MVH	11,025,502	11,438,513	3.7%
Traffic Engineering/LRS	2,505,551	2,580,483	3.0%
Energy & Environmental Services	10,502,440	10,832,074	3.1%
Total	\$ 33,619,861	\$ 34,690,602	3.2%
<u>Public Safety - Police</u>			
* Police	\$ 46,006,351	\$ 48,813,037	6.1%
* Police Merit	27,500	2,500	-90.9%
* Domestic Violence	7,300	7,300	0.0%
* Communications	6,410,091	6,541,896	2.1%
* Animal Control	2,351,251	2,532,401	7.7%
* Neighborhood Code	2,306,916	2,545,054	10.3%
Law Enforcement Training	196,000	201,000	2.6%
Total	\$ 57,305,409	\$ 60,643,188	5.8%
<u>Public Safety - Fire</u>			
* Fire	\$ 33,376,891	\$ 34,864,075	4.5%
* Weights & Measures	222,650	198,918	-10.7%
Total	\$ 33,599,541	\$ 35,062,993	4.4%
<u>Pensions</u>			
* Police Pension	\$ 8,924,060	\$ 8,374,043	-6.2%
* Fire Pension	7,625,880	7,903,616	3.6%
* Sanitary Officers Pension	548,241	553,530	1.0%
Total	\$ 17,098,181	\$ 16,831,189	-1.6%
<u>Parks & Recreation</u>			
* Parks & Recreation General	Total \$ 11,613,062	\$ 12,495,641	7.6%
<u>Metro Human Relations Commission</u>			
* Metro Human Relations	Total \$ 721,360	\$ 661,989	-8.2%
CEDIT Income Tax Fund	\$ 21,368,724	\$ 21,330,134	-0.2%
Cumulative Capital Improvement	\$ 2,959,100	\$ 2,823,700	-4.6%
Total Civil City Budget	\$ 194,013,610	\$ 200,523,298	3.4%

- * Property Tax Supported Funds
- (1) Mayor includes: 311 Call Center
- (2) Finance & Administration includes: Controller's Office, Property Mgmt, Payroll, Purchasing, Information Services, and Human Resources/Benefits. Information Services and Human Resources/Benefits were combined into F & A in 2008.
- (3) Board of Works includes: Board of Works, Flood Control, Street Light Engineering and Transportation Administration & Support. The budgets were combined into one budget in 2006.

City Government Revenues

As shown in the Revenues by Source schedule, the City has many sources of revenue to pay for the cost of operations and services. The majority of City revenues are generated from taxes. The largest three tax revenues are: Property Taxes, County Option Income Tax (COIT) and County Economic Development Income Tax (CEDIT).

State statutes, and/or local ordinances, define how each type of revenue may be used. Following is a brief explanation of the use of the City's larger revenue streams.

Taxes

Property Tax, Commercial Vehicle Excise Tax (CVET), Financial Institution Tax, COIT (County Option Income Tax .6%), and Auto/Aircraft (license) Excise taxes are used exclusively to fund operations of certain City departments. These departments perform executive/finance, public safety, parks and community development work, and include administrative/engineering departments in the Public Works Division. Most of these funds go into the City's property tax supported funds.

CEDIT (Community Economic Development Income Tax .4%) - In July 2005, SEA (Senate Enrolled Act) 100 was passed which provides that a county, city, or town may use county economic development income tax revenue for any lawful purpose.

The Excise Surtax and Wheel Tax revenue is derived from Allen County vehicle owners who pay annual motor license excise tax. A distribution to county, cities and towns within the county is based on the same formula as used for Local Road & Street fund distributions. These funds must be used to construct, reconstruct, repair and maintain streets and roads. These funds are used in the City's Motor Vehicle Highway fund.

The Gas Tax revenue is generated from the sale of gasoline & other fuels. A distribution to county, cities and towns within the county is based on the same formula as used for Motor Vehicle Highway fund distributions. These funds are used to support the Motor Vehicle Highway and Local Road & Street funds.

License & Permits

The largest revenue in the License & Permit category is the Cable Franchise Fees. These fees are added to cable subscribers' bills. Forty percent of this revenue is used to pay for the operation of the government access channel with the remainder going into the City's General Fund for operating costs. All other fees listed go into the General Fund.

Intergovernmental Revenues

Governmental revenues are primarily provided by the State to pay 50% of annual costs of the Pre'77 "pay-as-you-go" public safety pension plan (\$9.7M) and to pay for the Street Department operating costs and projects (\$11.7M).

**City of Fort Wayne
Revenues by Source**

	<u>2007 Budget</u>	*	<u>2008 Budget</u>	<u>% Change</u>
Taxes:				
Property Taxes	\$ 99,488,174	*	\$ 99,488,174	0.0%
Financial Institution Tax	720,287	*	771,222	7.1%
Auto/Aircraft Excise	6,876,956	*	7,089,309	3.1%
Wheel Tax/Surtax	1,894,914	*	2,305,769	21.7%
COIT	11,555,907	*	12,311,932	6.5%
CEDIT	18,930,885	*	21,328,387	12.7%
CVET	615,561	*	646,339	5.0%
Total Taxes	\$ 140,082,684		\$ 143,941,132	2.8%
Licenses & Permits:				
Cable Franchise Fees	\$ 1,910,692		\$ 1,991,180	4.2%
Zoning Fees	86,900		55,000	-36.7%
Pet, Building & Right of Way Permits	620,265		565,018	-8.9%
Tax Abatement Filing Fees	27,500		24,000	-12.7%
Miscellaneous Fees, Licenses & Permits	95,829		128,655	34.3%
Total Licenses & Permits	\$ 2,741,186		\$ 2,763,853	0.8%
Intergovernmental Revenue:				
Federal	\$ 282,300		\$ 572,492	102.8%
State	22,767,762		22,589,660	-0.8%
Local	3,444,645		3,444,646	0.0%
Total Intergovernmental Revenue	\$ 26,494,707		\$ 26,606,798	0.4%
Charges for Services & Fees:				
Services	\$ 3,321,718		\$ 3,330,377	0.3%
Fees	13,176,950		15,164,457	15.1%
Total Services & Fees	\$ 16,498,668		\$ 18,494,834	12.1%
Fines & Forfeitures:				
Traffic/Parking Fines	\$ 535,000		\$ 505,000	-5.6%
Court Settlements	240,000		256,000	6.7%
Misc. Violations	469,500		452,250	-3.7%
Total Fines & Forfeitures	\$ 1,244,500		\$ 1,213,250	-2.5%
Miscellaneous Revenue:				
Interest	\$ 799,000		\$ 1,004,000	25.7%
Contributions & Donations	90,000		80,000	-11.1%
Rental Income	1,596,716		1,559,016	-2.4%
Sale of Material/Unclaimed Property	55,600		37,200	-33.1%
Pension Contributions	28,150		5,866	-79.2%
Other	473,915		105,780	-77.7%
Total Miscellaneous Revenue	\$ 3,043,381		\$ 2,791,862	-8.3%
Other Financing Sources:				
Sale of Land	\$ -		\$ -	0.0%
Total Civil City Revenue	\$ 190,105,126		\$ 195,811,729	3.0%

* Certified by State of Indiana, Department of Local Government Finance

The City Utilities Budget

2008

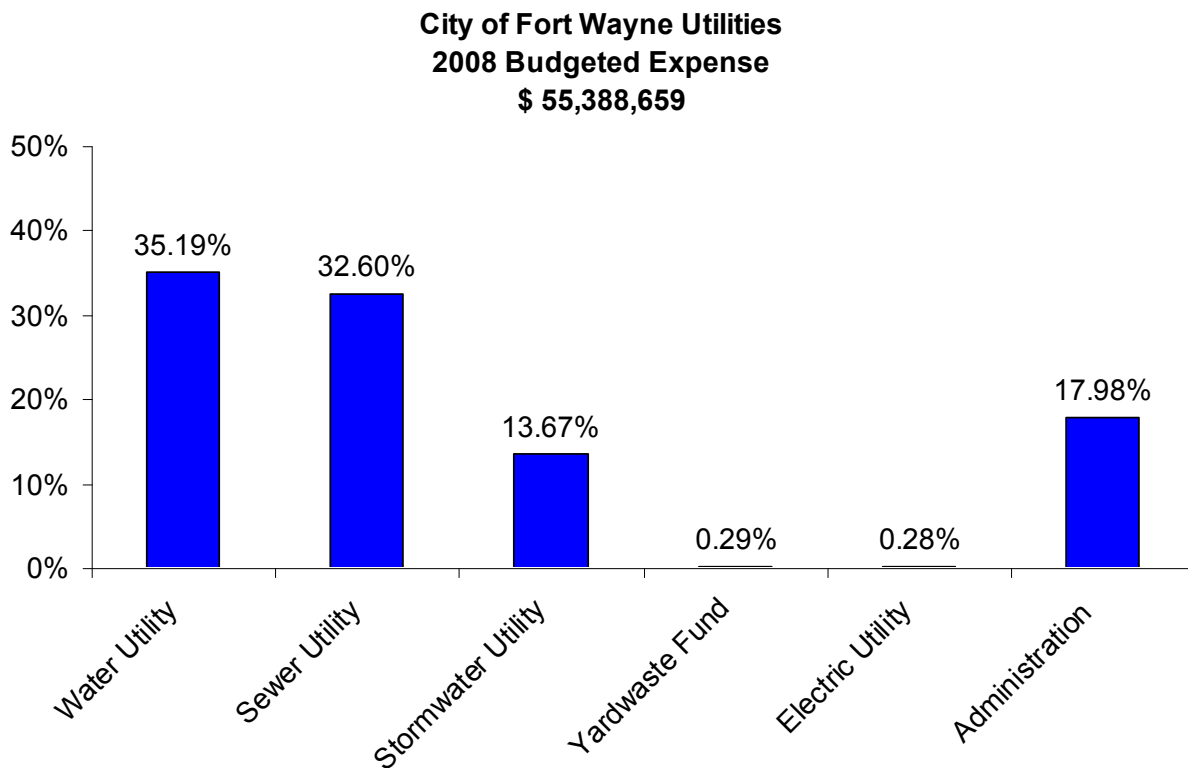


The City Utilities Budget Process

The City Utilities operation and maintenance budget process begins in July with individual departments preparing draft budgets for the next calendar year. Utility Administration works with the various departments to develop assumptions, service indicators, and objectives. The accounting department prepares revenue and cash flow projections. The budgets and projections are subject to review and modification by Utility Administration. Capital Improvement committees prepare priority lists of revenue capital items, which are subject to review and modification by Utility Administration. Revenue capital items included in the budget are dependent on the available cash after consideration of budgeted operation and maintenance expenses.

With the Mayor's approval, the budget is presented to the Board of Public Works and the Board of Stormwater Management for final approval.

Regardless of the amount, departments are required to submit all budget adjustments to Utility Administration for approval. Plan changes that materially impact the budget are presented to the Boards for approval.



**City of Fort Wayne - City Utilities
Expense Budget
2007 - 2008**

	2007 Approved Budget	2008 Approved Budget	% Change
Water Utility			
Engineering	\$ 180,000	\$ 82,000	-54.4%
Filtration Plant	7,060,000	7,322,000	3.7%
Maintenance	5,405,000	5,983,000	10.7%
General & Administration	2,047,000	2,104,000	2.8%
Capital	6,041,000	4,000,000	-33.8%
Water Direct Expense Total	20,733,000	19,491,000	-6.0%
Sewer Utility			
Engineering	523,000	416,000	-20.5%
Treatment Plant	5,967,000	6,733,000	12.8%
Maintenance	3,877,000	3,461,000	-10.7%
General & Administration	3,026,000	2,545,000	-15.9%
Capital	8,394,000	4,900,000	-41.6%
Sewer Direct Expense Total	21,787,000	18,055,000	-17.1%
Stormwater Utility			
Engineering	111,000	120,000	8.1%
Maintenance	3,260,000	3,395,000	4.1%
General & Administration	92,000	56,000	-39.1%
Capital	5,012,000	4,000,000	-20.2%
Stormwater Direct Expense Total	8,475,000	7,571,000	-10.7%
Yardwaste Fund	132,592	159,915	20.6%
Electric Utility	153,000	153,000	0.0%
Utility Administration Indirect Expense			
Customer Relations	1,729,565	1,791,419	3.6%
Data Control	1,029,809	1,085,637	5.4%
General Accounting	422,753	458,456	8.4%
Utility Administration	1,155,209	1,080,113	-6.5%
Engineering	2,885,783	3,395,129	17.7%
City Services	2,137,890	2,141,390	0.2%
Other	10,100	6,600	-34.7%
Utility Administration Indirect Expense Total	9,371,109	9,958,744	6.3%
Total Budgeted Expense	\$ 60,651,701	\$ 55,388,659	-8.7%

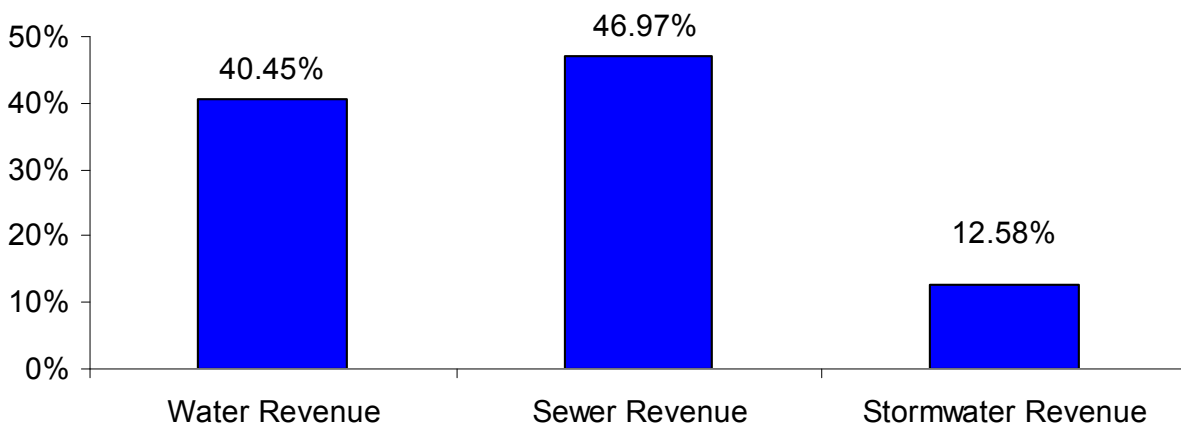
Utility Revenue

The water user rates are based on the quantity of water used plus a charge based on the meter size. Inside-the-city customers pay a lower water usage rate and a lower water meter service charge than outside-the-city customers. Wholesale users are billed for services in accordance with a contract or agreement. The rates and charges set forth in the agreement are intended to cover the City's cost of treating and supplying water as well as a portion of the operation, maintenance and capital cost of the Water Utility.

The sewer user rates are based on the quantity of water used plus a billing charge. Inside-the-city customers pay a lower rate than outside-the-city customers. The City also imposes an additional charge on users whose sewage waste exceeds the "stronger than normal domestic strength" sewage waste limits, based on the applicable levels of discharges. Wholesale users are billed for services in accordance with a contract agreement. The rates and charges set forth in the agreement are intended to cover the City's cost of treating and disposing of the applicable waste as well as a portion of the operation, maintenance, and capital costs of the Treatment Plant.

The stormwater user rates are based on ERUs (Equivalent Residential Units) of impervious surface and apply to properties located within the City. An ERU is equal to the average amount of impervious area of a single-family residential property, and is established at 2,500 square feet. Impervious areas are those that have been paved, and/or covered with buildings, so the infiltration of water into the soil is prevented. Properties exempt from property taxation are granted a 15% discount off their gross ERU's.

City of Fort Wayne Utilities 2008 Budgeted Revenue \$ 78,809,000



**City of Fort Wayne - City Utilities
Revenues by Source
2007-2008**

	2007 Approved Budget	2008 Approved Budget	% Change
Water Revenue			
Customer Revenue	\$ 26,962,000	\$ 27,366,000	1.5%
Private Fire	811,000	823,000	1.5%
Public Fire	2,649,000	2,689,000	1.5%
Interest Income	1,200,000	1,000,000	-16.7%
Miscellaneous Income	-	-	
Water Revenue Total	31,622,000	31,878,000	0.8%
Sewer Revenue			
Customer Revenue	30,526,000	31,558,000	3.4%
Industrial	1,616,000	1,671,000	3.4%
Bulk & Contract	2,700,000	2,790,000	3.3%
Interest Income	1,250,000	1,000,000	-20.0%
Miscellaneous Income	-	-	
Sewer Revenue Total	36,092,000	37,019,000	2.6%
Stormwater Revenue			
Customer Revenue	9,447,000	9,447,000	0.0%
Interest Income	450,000	450,000	0.0%
Miscellaneous Income	15,000	15,000	0.0%
Stormwater Revenue Total	9,912,000	9,912,000	0.0%
Total Revenue	\$ 77,626,000	\$ 78,809,000	1.5%

**City of Fort Wayne - City Utilities
Cash Flow Projections
2008**

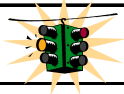





	<u>Water Utility</u>	<u>Sewer Utility</u>	<u>Stormwater Utility</u>
Operating Cash			
Estimated Cash Balance 1/1/2008	\$ 1,149,000	\$ 1,106,000	\$ 4,154,000
Current Year Budget:			
Revenue	30,878,000	36,019,000	9,447,000
Other Cash	(1,000,000)	-	(250,000)
Direct Operating & Maintenance Expenses	(15,122,000)	(13,155,000)	(3,570,000)
Allocated Expenses - Administration	(4,307,000)	(4,585,000)	(1,025,000)
Capital from Revenue	(4,000,000)	(4,900,000)	(4,000,000)
Debt Service Principal	(5,436,000)	(12,557,000)	(1,509,000)
	<u>1,013,000</u>	<u>822,000</u>	<u>(907,000)</u>
Estimated Cash Balance 12/31/2008	<u>\$ 2,162,000</u>	<u>\$ 1,928,000</u>	<u>\$ 3,247,000</u>





City of Fort Wayne

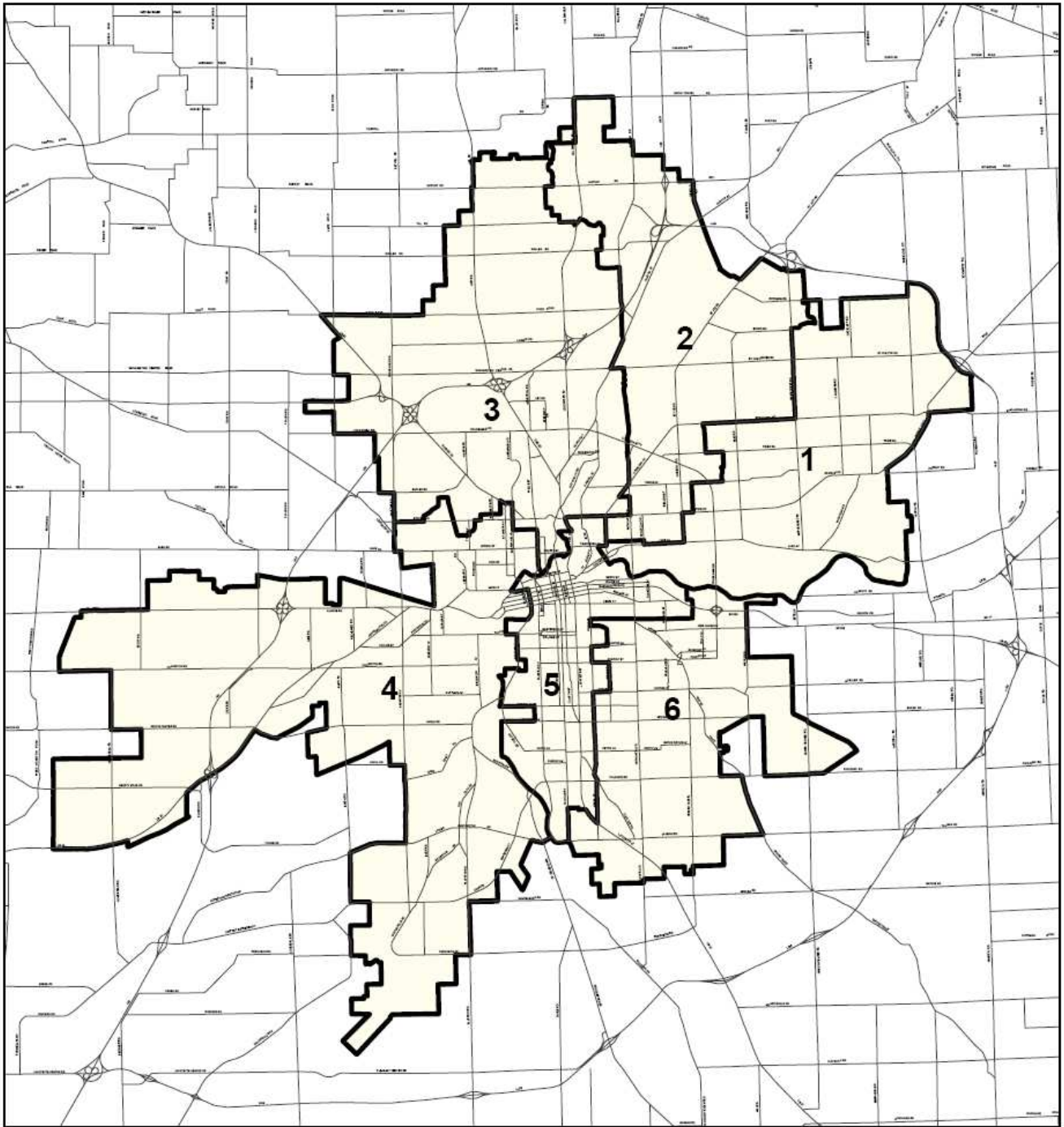
Web address: www.cityoffortwayne.org

Animal Control	427-1244
Barrett Law	427-1105
Call Center	311
Community Development	427-1127
City Clerk	427-1221
City Utilities Customer Relations	427-1234
Civil City (Controller) Accounting	427-1104
Citizen/Neighborhood Advocate	427-1200
Controller's Office	427-1106
Energy & Environmental Services	427-1270
Fire Department	427-1170
Office of the Mayor	427-1111
Parks & Recreation Department	427-6000
Police Department	427-1230
Public Information Office	427-1120
Public Works	427-1112
Right of Way	427-1144
Street Department	427-1235

Fort Wayne at a Glance
As of December 31, 2007

Date Founded	October 22, 1794	
Date of Incorporation	February 22, 1840	
Population	254,397	
Area in Square Miles	94.79	
Miles of Streets	984.34	
Number of Street Lights	31,382 	
Miles of Water lines	1,016	
Miles of Sewer/Stormwater Mains	1,725	
Number of City Employees	1,844	
<u>Labor Statistics: (September '07)</u>		
<u>Fort Wayne Metropolitan Service Area - Allen</u>		
Labor Force	213,815	
Employed	204,555	
Unemployed	9,260	
Unemployment Rate	4.3	
<u>Building Permits for Ft Wayne & Allen County - Oct.'07</u>	2006	2007
<u>Total New Construction</u> - Number of Permits	876	843
- Estimated Assessed Value	\$88,686,897	\$87,319,035
<u>Total Construction Permits</u> - Number of Permits	3,495	3,686
- Estimated Assessed Value	\$147,483,100	\$140,700,013
Relative Size	2nd largest city in Indiana	
Form of Government	Elected Mayor, Clerk, Councilperson (9)	
Airports 	Fort Wayne International, Smith Field	
Rail Service 	Norfolk Southern, Chicago Fort Wayne Eastern Railroad	
Motor Carriers 	38	
Public Transportation Route	12	
Taxi Service	3 cab companies, 10 limousine companies	
Bank Holding Companies	3	
Banks/Finance Companies	42	
Credit Unions	22	
Museums	8	
Media 	2 monthly, 2 weekly, 2 daily newspapers; 8 TV stations; 14 cable & satellite systems, 19 radio stations	
Market Location 	Area within 250 miles of Fort Wayne includes a population of 45.3 million, or 17% of the total U.S. population.	

<p>Parks & Recreation</p> 	<p>84 parks & playgrounds covering 2,625 acres, including: 18 rental pavilions, 13 open shelters (not reserved), 1 ice arena, 3 public/18 hole golf courses, 2 Frisbee golf courses, 21 soccer fields, 1 skateboard rink, 38 baseball/softball diamonds, 4 swimming pools, 1 Spray park, 1 campground, 1 ice arena 16 tennis courts, 26 basketball courts, 1 outdoor theater Solomon Farm Learning Ctr., The Old Fort</p>												
<p>Water System</p>	<p>Municipally owned, treatment capacity of 72 million gallons/day</p>												
<p>Sewage System</p>	<p>Municipally owned, treatment capacity of 60 million gallons/day</p>												
<p>Electric Utility</p> 	<p>3 - American Electric Power, Northeastern REMC, United REMC</p>												
<p>Natural Gas</p>	<p>Northern Indiana Public Service Co.</p>												
<p>Telephone</p>	<p>Verizon, Inc., Comcast</p>												
<p>Garbage Service Curbside Recycling Yard Waste Collection</p> 	<p>City residents charged: \$9.75/mo. user fee for single family dwelling; \$19.50/mo. user fee for duplex, 3- or 4-plex. Services presently contracted with Nat'l Serv-All.</p>												
<p>Gross Income Tax</p>	<p>3.4%</p>												
<p>County Option Income Tax</p>	<p>0.6%</p>												
<p>County Economic Development Income Tax</p>	<p>0.4%</p>												
<p>State Sales and Use Tax</p>	<p>6.0%</p>												
<p>Allen County Food & Beverage Tax</p>	<p>1.0%</p>												
<p>Property Tax Rate: (Fort Wayne - Wayne Township)</p>	<p>\$3.2601** per \$100 assessed value - 2006 pay 2007; City's portion is \$1.0195</p>												
<p>Annual Wheel Tax</p>	<p>Rate by vehicle class \$7.50 to \$25.00</p>												
<p>State Excise Tax</p>	<p>Cigarettes - 55.5 cents/pkg of 20, 69.375 cents/pkg of 25 Gasoline - 18 cents/gallon Auto - various class rates</p>												
<p>Hospitals</p>	<p>6 (1,463 beds)</p>												
<p>Churches</p>	<p>390</p>												
<p>Number of Schools</p> 	<table border="0"> <tr> <td>Fort Wayne Community Schools</td> <td>53</td> </tr> <tr> <td>Northwest Allen County Schools</td> <td>8</td> </tr> <tr> <td>East Allen County Schools</td> <td>18</td> </tr> <tr> <td>Southwest Allen County Schools</td> <td>9</td> </tr> <tr> <td>Parochial & Other</td> <td>34</td> </tr> <tr> <td>Higher Education</td> <td>12</td> </tr> </table>	Fort Wayne Community Schools	53	Northwest Allen County Schools	8	East Allen County Schools	18	Southwest Allen County Schools	9	Parochial & Other	34	Higher Education	12
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CITY OF FORT WAYNE

Councilmanic Districts

Thomas Smith	1st	Thomas Didier	3rd	Timothy M. Pape	5th
Karen Goldner	2nd	Mitch Harper	4th	Glynn A. Hines	6th

Council-At-Large

John Shoaff	Elizabeth Brown	Marty Bender
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