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# CITY OF COLUMBUS

## 2015 BUDGET

THE CITY OF  
**COLUMBUS**  
MICHAEL B. COLEMAN, MAYOR



OFFICE OF THE MAYOR

November 14, 2014

Dear President Ginther and Members of Council:

Today, in accordance with Section 26 of the Charter of the City of Columbus, I present my 15<sup>th</sup> balanced budget, a proposal that reflects our commitment to the safety of our residents and the delivery of basic neighborhood services. This is a continuation budget that represents the fulfillment of our pledge to preserve our resources and keep our city financially sound in times of increasing fiscal challenges.

The 2015 budget allocates nearly \$546.3 million to support the Department of Public Safety. Classes are funded in the Divisions of Police and Fire to maintain the number of uniformed officers and firefighters in our neighborhoods protecting our residents. Funding is provided for the community summer initiative to target policing in areas and months where crime is most prevalent. We will continue funding for the Applications for Pride, Purpose, and Success program in order to build on its past success. We are proposing resources to continue civilianization within our safety forces to ensure that our police officers and firefighters are doing

what they do best, protecting the residents of Columbus. This ongoing effort effectively will allow us to be more efficient with our safety investments in years to come.



Last year, we made an unprecedented direct investment in the education of our kids. The 2015 budget continues that effort and allocates \$6.1 million for the Department of Education. We will use these city funds to leverage additional dollars from federal, state, and private sector sources to increase access to quality early childhood education, expand career readiness, and improve our schools.

Our job creation efforts are an essential part of an overall strategy to ensure financial stability for the city. These efforts continue in 2015. Our partnerships with Experience Columbus, the Greater Columbus Arts Council, Columbus 2020, COWIC, and TechColumbus will continue to receive support from the city in 2015. These programs and partnerships allow the city to attract and create new jobs while providing quality training for those eager to fill them.



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## OFFICE OF THE MAYOR

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We believe all our residents deserve to live in neighborhoods that are diverse, safe, vibrant, and prosperous. The 2015 budget maintains funding for the city's Proactive Code Enforcement initiative. This focused approach has been extremely successful in reducing blight by targeting areas experiencing the greatest challenges. To compliment these efforts, the 2015 proposed budget includes more than \$1.25 million for weed abatement services and emergency demolition of vacant and unsafe structures. This budget also provides continuation funding to ensure that all our neighborhood recreation centers are open full-time and that our city parks are properly maintained. The successful citywide recycling and yard waste program is again funded and in all city neighborhoods. This program reduces the city's tipping fee expenses and extends the life of the Solid Waste Authority's landfill. The Columbus Next Generation Corporation receives continued funding to coordinate public and private resources and redevelopment efforts in some of our most challenged neighborhoods.

Funds are provided to maintain our commitment to uplift the city's most vulnerable residents who rely on essential community services to meet their basic needs. We maintain funding in this budget for social service agencies such as the Community Shelter Board. In addition, the city's subsidy to the Columbus Neighborhood Health Centers is funded in 2015 to ensure that needed health services continue to be available to uninsured populations within the city. In 2015, we will provide expanded funding to implement the recommendations of the Greater Columbus Infant Mortality Task Force. Funding will focus on the provision of direct services related to infant safe sleep strategies and prenatal care intake and referral services.

Our collective commitment to the city's long term fiscal health has again resulted in the maintenance of our Aaa bond rating. The City of Columbus is the only city of its size to receive a stable fiscal outlook and the highest rating from all three rating agencies. Even as we prepare for a more challenging financial future, we continue our commitment to the city's Rainy Day Fund. We propose to deposit an additional \$2.2 million into the fund. This will result in a projected balance within the fund of \$66.9 million by the end of 2015. These deposits keep us on schedule to meet the goal of a \$75 million balance in the fund by the end of 2018.

The final report of the City of Columbus Accountability Committee was issued in March of 2013. Current 2009-2019 savings are projected at nearly \$260 million, more than twice the savings originally promised by the city. Given the reality of flat or declining general fund resources, it is essential that our collective commitment to reducing costs through changes in employee pension and insurance programs, as well as realizing efficiencies in city operations, remain a top priority. The city's green initiatives, centered on reducing the city's carbon foot print, are not only sound environmental policy, but they also reduce costs. Compressed natural gas vehicles and green, high efficiency buildings reduce fuel and energy costs as well as carbon emissions.

I have proposed a 2015 General Operating Fund budget that is balanced, maintains vital neighborhood services, and continues our commitment to fiscal responsibility. It is also a budget that reflects the changing fiscal landscape, but continues the types of investments to ensure that Columbus continues to be the best city in the nation in which to live, work, and raise a family.

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**CITY OF COLUMBUS  
PROPOSED 2015 BUDGET**

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**Mayor Michael B. Coleman**

Presented to  
Columbus City Council  
November 14, 2014

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## INTRODUCTION

### **The 2015 Budget Document**

The 2015 budget is organized to provide the reader with user-friendly, yet detailed information on city resource allocation and service delivery. The document is divided into the primary sections outlined below:

### **Mayor's Goals**

The Mayor's goals section discusses the city's major goals for the upcoming year. Included are specific programs and strategies that will contribute toward the achievement of those goals in 2015 and beyond.

### **General Fund Summary**

The general fund summary section provides detailed information on general fund revenues, expenditures, and personnel levels. A copy of the City Auditor's official general fund revenue estimate is included in this section.

### **All Funds Summary**

Detailed budget and historical expenditure and personnel information are included in this section.

### **Community Profile**

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

### **Financial Overview**

The financial overview section discusses the financial environment of the city, both from an internal and external perspective. The section provides an overview of financial issues facing the city in 2015 and beyond. A ten-year pro forma operating statement for the general fund is presented in this section.

### **Financial Policies**

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

### **Accounting and Organizational Structure**

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

### **Department Summaries**

This section describes each department, including the department description and mission, strategic priorities for 2015, and 2015 budget notes. Budget summary charts are presented, listing department financial and personnel data, including information by program.

### **Performance Indicators**

This section presents key performance indicators for city departments.

### **Community Development Block Grant**

This section contains an operating summary of the community development block grant (CDBG) funds. Because CDBG funds are appropriated in several departments, 2015 projected expenditure levels by department, division, and object of expense are highlighted here.

### **Special Revenue, Internal Service, and Enterprise Funds**

Cash balance summaries for each fund are included in these three sections, along with descriptions of revenue sources to each fund and ten-year pro forma projections.

### **Capital Summary**

This section describes the city's six-year capital plan and provides an analysis of the special income tax fund, which funds a significant portion of the capital plan.



## MAYOR'S GOALS AND INITIATIVES FOR 2015

The 2015 budget focuses on achievement of the goals of the Columbus Covenant in order to reach our vision to be the best city in the nation in which to live, work, and raise a family. Those seven goal areas are:

- **Customer Service** – provide quality and efficient service delivery to customers using “best practices”
- **Economic Development and Technology** – provide an atmosphere that promotes job creation and economic growth in existing and emerging industries
- **Neighborhoods** – engage and promote strong, distinct, and vibrant neighborhoods
- **Safety** – enhance the delivery of safety services
- **Education** – encourage and promote participation in learning opportunities



- **Downtown Development** – develop a vibrant and thriving downtown that is recognized as an asset for the region
- **Peak Performance** – invest in all city employees and develop systems that support a high-performing city government

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

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

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

Some of the city's major innovations and undertakings in 2015 are presented below, organized by goal area:

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Citizen access to city services and information through the operation, support, and promotion of the **311 Customer Call Center** will be continued in 2015.

The **five Neighborhood Pride Centers** will continue to serve as links between city services and Columbus neighborhoods in 2015. Each pride center is a **one-stop-shop for various city services**, and is dedicated to protecting the health, safety, and welfare of families living in its designated area.

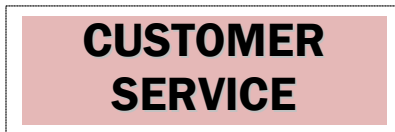
Concepts of **community involvement in crime awareness and reduction programs** and efforts will be promoted in 2015. The focus will be centered on participation in neighborhood crime reduction and

organizational efforts, such as block watch groups to support community policing partnerships.

The **community education program for Columbus residents, SIGNS**, will be continued. This program provides information to the public on the safety of restaurants, pools, schools, and other venues inspected by Columbus Public Health.

Transition to enhanced mobile web technology will improve efficiency.

**Streamlining the zoning and permitting process** will continue in 2015 with anticipated investments that will allow for electronic record storage and online plans review.



**CUSTOMER SERVICE**

**Job growth opportunities and job training efforts** will be proactively pursued by continued investment in Columbus 2020 and other entities to promote the economic development of the city.

Growth among existing and emerging industries will be fostered through the continuation of the targeted **business retention program**.

In 2015, established relationships with TechColumbus, Columbus 2020, The Ohio State University, and other similar entities will continue to be leveraged to **encourage entrepreneurship, innovation, and commercialization**.

The city will continue to support **regional economic development strategies** designed to retain and expand companies within

advanced logistics, small business, and technology-based industries.

The city will continue implementation and promotion of a **Green Economic Development** policy to encourage investment in environmentally sustainable business growth.

In 2015, the city will implement the next phases of its **citywide connectivity plan**, which include connection to city facilities for voice, video, and data communications. When complete, the city will have a **fiber optic broadband network** that enables the city to provide high-speed broadband service to city facilities, promote shared services with regional partners, enhance citizen access to broadband services, and facilitate economic development.

**ECONOMIC DEVELOPMENT & TECHNOLOGY**

The “Proactive Code Enforcement” (PACE) effort will provide **intensive code enforcement action** in targeted neighborhoods and systematically deal with the properties of landowners with a history of repeated code violations.

In 2015, the city will continue to coordinate funding from the federal Housing and Economic Recovery Act of 2008, American Recovery and Reinvestment Act, and the Financial Reform Act (NSP 1, 2, 3) with public and private sector partners to **revitalize defined areas, focusing on neighborhoods hit hardest by the foreclosure crisis**. The city will utilize the Columbus Land Bank and housing programs to target acquisition of foreclosed properties, demolish blighted structures, and renovate vacant homes into community assets.

The **Neighborhood Safety Camera program** will continue and crime statistics on neighborhoods will be analyzed.

The **Community Summer Initiative (CSI)** will be continued in 2015. This effort is a targeted approach to mitigating criminal activity during statistically high crime months. In past years, increasing uniformed police resources during the summer has proven successful in addressing gun violence, gangs, and drug activity.

Development and construction of **multi-use trails** through bike/pedestrian studies and mobility plans will continue.

**NEIGHBORHOODS**

Columbus Public Health will continue to lead the city's ongoing efforts to combat the current epidemic of obesity by implementing strategies to make Columbus an **active and vibrant community**. Programming and initiatives dedicated to these efforts include Get Active Columbus, Healthy Children Healthy Weights, the Institute For Active Living, farmers markets and community gardens, bike and walking paths, walking maps and art

walks, the Creating Healthy Communities Network, Women Infant and Children (WIC), and the Healthier Choices Committee.

The city will continue to **invest in its neighborhoods** through improvements to various recreation centers, including HVAC and electrical systems, roofs, playground equipment, floors, and landscaping as well as upgrades to various outdoor swimming pools.

Funding is included in 2015 to maintain full-time operating hours at **29 community recreation centers**.

The city will continue to **support social services** for citizens facing the greatest challenges from the current economic environment by funding local social service agencies, the Community Shelter Board, and the Columbus Neighborhood Health Centers.

In an effort to stabilize and maintain neighborhoods with high rates of foreclosed homes and abandoned properties, over \$1

million is being provided to the **weed abatement program** in 2015.

Funding is incorporated in 2015 for an effective **rodent control program** for neighborhoods in Columbus experiencing a problem.

The city will increase its efforts to **reduce infant mortality** in Columbus. Funds have been budgeted to provide for additional staff and anticipated contractual obligations, stemming from recommendations made by the Greater Columbus Infant Mortality Task Force. Staff will focus efforts on developing and implementing an infant safe sleep educational campaign as well as mobilizing and targeting interventions in high risk neighborhoods. The city will continue to contract with community partners to coordinate community learning and create a workable plan to achieve Healthy People 2020 goals.

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**Uniformed personnel levels will remain steady** by year-end 2015 through the offering of both police and fire recruit classes in 2015. These classes, when combined with those funded in 2014, ensure a sufficient number of recruits will be trained to offset retirements and other separations.

**SAFETY**

Departmental and community **planning to prepare for and respond to a range of disasters or emergencies**, including bioterrorism, will continue to be a priority in 2015. Community leadership, public education, staff training, and an emphasis on

public health awareness and protection for all Columbus residents will be key themes in 2015.

The partnership with the **Community Crime Patrol** will continue in 2015, providing support in patrol areas identified by the city.

Police and fire staffing levels will continue to be examined to determine the **most effective and efficient deployment of uniformed personnel**. Staffing adjustments may be made to address inefficiencies when and where they occur.

Funding will be allocated for **public education efforts** in alignment with the recommendations of the Columbus Education Commission.

**and firefighters in the schools**, including 17 school resource officers in Columbus high schools and 20 community liaison officers, who present public safety programs in the elementary and middle schools.

**Early Start Columbus**, a program focused on working towards ensuring **universal pre-kindergarten services** for all eligible children in Columbus, will continue in 2015.

**EDUCATION**

City departments will collaborate to **enhance safety and infrastructure near and around schools** through the installation of sidewalks.

The **Fast Path Program**, designed to identify and connect at-risk, underemployed, and unemployed adults to technical skills and workplace training, is funded for 2015.

The Application through Pride, Purpose, and Success (APPS) Program will continue its effort to **engage and mentor at-risk youth and young adults**.

**After-school and summer initiatives** that expand educational opportunities available to children in the city will be continued in 2015.

**Safe bicycling** will be promoted through the "Share-the-Road" public awareness campaign, which provides tips to motorists and cyclists on how to safely and legally share the roadways.

In partnership with Columbus City Schools, the city will maintain a **presence of police officers**

Implementation of the **comprehensive business plan for downtown development**, including strategies for housing, retail, parking, transportation, recreation, and economic/office development will be continued.

programs to encourage downtown development will be continued.

**DOWNTOWN DEVELOPMENT**

Collaboration with **Capitol South** and **the Columbus Downtown Development Corporation** on targeted

The city will continue to **make downtown more environmentally welcoming** by incorporating features such as bicycle amenities, rain gardens, recycling options, and improved pedestrian mobility.

The city will continue to address components of its **ten year reform and efficiency action plan** related to employee compensation and benefits. Since a number of these reforms must be achieved through collective bargaining negotiations, the collaborative efforts of the labor relations, employee benefits, and compensation management program areas will be required.

systems, a unified communications system which offers features that **enhance employee productivity** through better management of voicemail and email, the flexibility to work from any location, and voice and video conferencing abilities.

**PEAK PERFORMANCE**

The city will continue implementation of voice over internet protocol (VoIP) telephone

The development and refinement of strategies to maximize grant dollars for **"greening" the city's vehicle fleet** will continue in 2015.

**Department**

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## GENERAL FUND SUMMARY

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

Revenues, excluding the unencumbered balance, encumbrance cancellations, and transfers from other funds, are projected at \$773 million, an increase of 2.54 percent from 2014 revenue projections. A description of the major revenue sources of the general fund is provided below, followed by a revenue summary chart.

### **Income Tax**

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

The city levies an income tax on all wages, salaries, commissions, other compensation paid to employees, and on net proceeds of business operations in the city. Pursuant to Columbus City Code, Section 361.37, 75 percent of all income tax collections are deposited in the general fund for general fund operations and 25 percent of collections are deposited in a separate fund to service debt on capital improvements.

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

The income tax is the largest source of revenue for general fund operations. In 2015, income tax revenues to the general fund are estimated at \$596.5 million, which is 73.4 percent of total general fund resources. This represents a 2.97 percent growth over 2014 projections.



### Property Tax

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

Pursuant to Ohio statute and Columbus City Codes, property tax revenue is used for three purposes: certain debt service requirements, partial payment of police and fire pension costs, and general fund operations. State law requires that the first two obligations be met before property tax revenue can be deposited into the general fund for general operations. Because the city pays debt service on non-enterprise capital improvements from the special income tax (SIT) fund, property tax revenues are deposited directly in the general fund. The 2015 estimate for property tax collections is \$43.8 million, an increase of 4.29 percent from the 2014 projection.

### **Hotel/Motel Tax**

During 2014, Columbus City Code, Section 371.02, was amended and as a result, the general fund no longer receives a deposit from hotel/motel taxes. The 2015 and 2014 projections for general fund hotel/motel tax receipts are \$0.

### **Kilowatt-Hour Tax**

Beginning in 2001, a tax was levied on users of electricity provided by the Division of Electricity. Known as the kilowatt-hour (KWH) tax, state statutes provide for these monies collected from users located within the city to be deposited into the city's general fund. These revenues are estimated at \$3.1 million for 2015.

### **Casino Tax**

In 2009, a constitutional amendment was passed in Ohio, allowing for casinos in four Ohio cities (Columbus, Cincinnati, Cleveland, and Toledo). In 2012, as casinos opened in the State of Ohio, the state began collecting taxes on casino revenues. The city receives a portion of revenue from the gross casino revenue county fund and the gross casino revenue host city fund. After monies are set aside for Nationwide Arena, debt service and the Westside community fund, the balance of revenue received will be deposited into the general fund. The 2015 estimate for the general fund deposit for casino tax revenues is \$6.7 million, an increase of 1.97% from 2014 projections.

### **Shared Revenues**

Local government fund (LGF) revenues represent portions of various State of Ohio taxes which are shared with local governments within the state. The local community funds, formerly known as the local government fund, and the local government revenue assistance fund are now combined as the local community funds from the State of Ohio. This category also includes the city's share of estate taxes and other smaller taxes. Total revenues are projected at \$23 million in 2015, a 2.2 percent increase from projected 2014 revenues.

### **Fines and Penalties**

The City of Columbus receives 100 percent of all municipal court costs and fines assessed in cases initiated by the city (excluding those that have been earmarked for special purposes such as computerization of court functions), as well as fines assessed for traffic and parking violations. In addition, the city receives a percentage of court costs and fines assessed in cases initiated by the state, county, or other municipalities and tried in the Franklin County Municipal Court. Revenues from fines and penalties are projected at \$20 million in 2015, an increase of 0.13 percent over projected 2014 collections.

### **Charges for Service**

Sources of revenue in this category include pro rata charges, third party reimbursements for emergency medical services, parking meter revenues, and other parking charges, and revenue from various divisions that charge for services. These include auto impounding fees, sales of impounded autos, certain fire protection and dispatching service charges, and revenue from the collection of income taxes and prosecution services for other municipalities and villages. Total revenues from charges for service are projected at \$61.5 million in 2015, a 3.43 percent increase over 2014 estimates.

Pursuant to Ordinance 2956-96, all independent funds are assessed an administrative service charge of 4.5 percent of revenues, the proceeds of which are deposited into the general fund. This charge, referred to as "pro rata", represents a fee for certain services performed by administrative divisions for enterprise, special revenue, grant, and internal service divisions for which no specific



service charge is assessed. Services include, but are not limited to, debt administration and budget preparation provided by the Finance and Management Department, legal services provided by the City Attorney, financial reporting and assistance provided by the City Auditor, and maintenance and cleaning services provided by the Division of Facilities Management.

### **Investment Earnings**

Investment earnings are deposited into the fund in which they were earned. The Treasury Investment Board, consisting of the City Treasurer, City Auditor, and the Finance and Management Director, is responsible for investing the city's liquid assets. To ensure the credit-worthiness of the investment of public monies, federal statutes restrict municipal investment to U.S. government securities, bank certificates of deposit, and repurchase agreements. General fund investment earnings are projected to yield \$5.6 million in 2015, a 15.6 percent increase over 2014 estimates.

### **License and Permit Fees**

This category consists primarily of cable communications fees and fees charged by the Department of Public Safety for the issuance and enforcement of City of Columbus licenses and permits. The city charges cable companies a service permit fee for the ability to operate a cable system in the City of Columbus, equal to five percent of cable operator gross revenues. Fees in this category are estimated at \$11.3 million in 2015, of which Cable TV permits are expected to be approximately \$9 million.

### **Other Revenue**

This category includes various unclaimed funds, refunds, and miscellaneous revenue. The 2015 estimate is \$1.5 million.

### **Encumbrance Cancellations**

These funds represent monies set aside in prior fiscal years for expenditures that subsequently were not made. Funds can then be made available for use through the cancellation of encumbrances. The estimate for 2015 is \$2.3 million.

### **Other Miscellaneous Transfers**

In 2015, the \$5.714 million balance in the basic city services fund will be transferred into the general fund. This fund was established in 2012 to meet future budget needs due to reductions in the state local government fund and estate tax revenue.



**GENERAL FUND  
REVENUE BY SOURCE AND YEAR  
HISTORICAL AND PROJECTED  
2011 - 2015**

SOURCE	2011	PERCENT	2012	PERCENT	2013	PERCENT	2014	PERCENT	2015	PERCENT	2015
	ACTUAL	CHANGE	ACTUAL	CHANGE	ACTUAL	CHANGE	PROJECTED	CHANGE	PROJECTED	CHANGE	PERCENT OF TOTAL
Income Tax	\$ 508,233,548	6.32%	\$ 536,478,172	5.56%	\$ 560,435,874	4.47%	\$ 579,300,000	3.37%	\$ 596,500,000	2.97%	73.36%
Property Tax	47,567,650	-7.14%	43,798,362	-7.92%	43,960,549	0.37%	42,037,217	-4.38%	43,839,000	4.29%	5.39%
Kilowatt Hour Tax	1,582,944	-51.80%	1,684,756	6.43%	1,689,077	0.26%	1,400,000	-17.11%	3,100,000	121.43%	0.38%
Hotel/Motel Tax	3,631,349	7.51%	4,020,874	10.73%	1,238,933	-69.19%	-	-100.00%	-	0.00%	0.00%
<b>TOTAL TAXES</b>	<b>561,015,491</b>	<b>4.69%</b>	<b>585,982,164</b>	<b>4.45%</b>	<b>607,324,433</b>	<b>3.64%</b>	<b>622,737,217</b>	<b>2.54%</b>	<b>643,439,000</b>	<b>3.32%</b>	<b>79.13%</b>
Local Government Fund	40,400,233	-0.67%	28,164,858	-30.29%	21,618,024	-23.24%	20,540,000	-4.99%	21,677,000	5.54%	2.67%
Estate Tax	9,162,689	19.29%	15,190,957	65.79%	9,428,668	-37.93%	800,000	-91.52%	100,000	-87.50%	0.01%
Liquor Permit Fee, Other	1,183,773	-0.90%	1,246,014	5.26%	1,275,621	2.38%	1,180,000	-7.50%	1,232,000	4.41%	0.15%
Casino Tax	-	-	-	-	5,617,637	-	6,611,637	17.69%	6,742,000	1.97%	0.83%
<b>TOTAL SHARED REVENUE</b>	<b>50,746,695</b>	<b>2.42%</b>	<b>44,601,829</b>	<b>-12.11%</b>	<b>37,939,950</b>	<b>-14.94%</b>	<b>29,131,637</b>	<b>-23.22%</b>	<b>29,751,000</b>	<b>2.13%</b>	<b>3.66%</b>
License and Permit Fees	10,496,787	5.41%	10,899,104	3.83%	10,904,362	0.05%	10,345,000	-5.13%	11,257,000	8.82%	1.38%
Fines and Penalties	18,906,269	-2.42%	21,277,574	12.54%	19,446,919	-8.60%	19,953,000	2.60%	19,979,000	0.13%	2.46%
Investment Earnings	2,959,964	-17.67%	3,333,197	12.61%	2,626,737	-21.19%	4,800,000	82.74%	5,550,000	15.63%	0.68%
Charges for Service	57,763,323	9.40%	59,298,119	2.66%	59,868,890	0.96%	59,445,000	-0.71%	61,482,000	3.43%	7.56%
All Other	1,767,310	8.37%	1,928,359	9.11%	7,432,441	285.43%	7,382,000	-0.68%	1,506,000	-79.60%	0.19%
<b>TOTAL OTHER REVENUES</b>	<b>91,893,653</b>	<b>5.19%</b>	<b>96,736,353</b>	<b>5.27%</b>	<b>100,279,349</b>	<b>3.66%</b>	<b>101,925,000</b>	<b>1.64%</b>	<b>99,774,000</b>	<b>-2.11%</b>	<b>12.27%</b>
<b>TOTAL ALL REVENUES</b>	<b>703,655,839</b>	<b>4.59%</b>	<b>727,320,346</b>	<b>3.36%</b>	<b>745,543,732</b>	<b>2.51%</b>	<b>753,793,854</b>	<b>1.11%</b>	<b>772,964,000</b>	<b>2.54%</b>	<b>95.06%</b>
Encumbrance Cancellations	2,103,364	87.02%	3,585,256	70.45%	3,089,900	-13.82%	3,238,519	4.81%	2,273,000	-29.81%	0.28%
Unencumbered Balance	23,646,169	621.19%	33,792,340	42.91%	39,903,479	18.08%	44,456,866	11.41%	28,369,000	-36.19%	3.49%
Fund Transfers	1,715,917	116.24%	2,543,130	48.21%	4,055,737	59.48%	2,380,000	-41.32%	3,780,000	58.82%	0.46%
Other Misc. Transfers	-	-	-	-	6,000,000	-	5,000,000	-16.67%	5,714,000	14.28%	0.70%
Total Annual Resources	731,121,289	7.84%	767,241,072	4.94%	798,592,848	4.09%	808,869,239	1.29%	813,100,000	0.52%	100.00%
27th Pay Period Reserve Fund	6,813,986	43.09%	8,873,986	30.23%	10,995,786	23.91%	13,180,786	19.87%	15,431,786	17.08%	
Economic Stabilization Fund	32,897,212	44.77%	39,805,276	21.00%	56,144,941	41.05%	64,040,941	14.06%	66,882,000	4.44%	
<b>TOTAL GENERAL FUND AVAILABLE RESOURCES</b>	<b>\$ 770,832,487</b>	<b>9.26%</b>	<b>\$ 815,920,334</b>	<b>5.85%</b>	<b>\$ 865,733,575</b>	<b>6.11%</b>	<b>\$ 886,090,966</b>	<b>2.35%</b>	<b>\$ 895,413,786</b>	<b>1.05%</b>	



## **Expenditures and Personnel**

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

GENERAL FUND 2015 PROPOSED BUDGET SUMMARY BY AREA OF EXPENSE

Department/Division	Personnel	Materials	Services	Other	Capital	Transfers	Totals
City Council	\$ 3,556,852	\$ 22,500	\$ 135,102	\$ -	\$ -	\$ -	\$ 3,714,454
<b>City Auditor</b>							
City Auditor	3,168,229	24,600	875,494	-	-	-	4,068,323
Income Tax	7,364,754	79,000	1,349,338	-	-	-	8,793,092
Total	10,532,983	103,600	2,224,832	-	-	-	12,861,415
City Treasurer	951,886	6,200	156,778	-	-	-	1,114,864
<b>City Attorney</b>							
City Attorney	11,276,387	91,100	411,787	-	-	-	11,779,274
Real Estate	106,631	-	-	-	-	-	106,631
Total	11,383,018	91,100	411,787	-	-	-	11,885,905
Municipal Court Judges	15,291,641	41,906	1,445,768	-	-	340,000	17,119,315
Municipal Court Clerk	10,645,037	127,301	804,005	-	-	-	11,576,343
Civil Service	3,329,246	45,935	499,643	-	-	-	3,874,824
<b>Public Safety</b>							
Administration	1,407,629	10,367	6,628,976	-	-	-	8,046,972
Support Services	4,826,491	561,175	1,468,527	1,000	-	-	6,857,193
Police	280,436,784	3,532,043	15,546,625	225,000	-	2,691,578	302,432,030
Fire	208,812,557	3,711,369	11,099,930	200,000	-	2,216,671	226,040,527
Total	495,483,461	7,814,954	34,744,058	426,000	-	4,908,249	543,376,722
<b>Mayor's Office</b>							
Mayor	2,176,228	14,044	239,799	250	-	-	2,430,321
Community Relations	845,639	2,040	72,826	-	-	-	920,505
Equal Business Opportunity	845,882	5,000	74,686	-	-	-	925,568
Total	3,867,749	21,084	387,311	250	-	-	4,276,394
Education	516,372	7,500	5,621,525	-	-	-	6,145,397
<b>Development</b>							
Administration	3,329,209	33,511	3,261,696	-	-	38,000	6,662,416
Econ. Development	858,435	6,450	2,152,589	-	-	-	3,017,474
Code Enforcement	6,623,189	74,050	810,806	10,000	-	-	7,518,045
Planning	1,695,017	16,750	76,252	-	-	-	1,788,019
Housing	432,082	1,950	4,821,647	-	-	-	5,255,679
Total	12,937,932	132,711	11,122,990	10,000	-	38,000	24,241,633
<b>Finance and Management</b>							
Finance Administration	2,032,552	8,300	3,879,382	-	-	-	5,920,234
Financial Management	2,723,445	14,440	1,448,635	-	-	-	4,186,520
Facilities Management	6,132,811	612,000	9,284,910	5,750	-	-	16,035,471
Total	10,888,808	634,740	14,612,927	5,750	-	-	26,142,225
Fleet- General Fund Vehicles	-	-	-	-	-	-	-
Finance City-wide	-	-	-	-	-	29,772,617	29,772,617
Finance Technology (Pays gf agency bills)	-	-	17,196,203	-	-	-	17,196,203
Human Resources	1,320,772	56,232	1,131,861	-	-	-	2,508,865
Health	-	-	-	-	-	22,059,245	22,059,245
Recreation and Parks	-	-	-	-	-	36,421,420	36,421,420
<b>Public Service</b>							
Administration	3,103,747	4,742	27,353	-	-	-	3,135,842
Refuse Collection	17,364,706	121,039	14,859,453	91,510	10,000	-	32,446,708
Traffic Management	3,082,110	35,600	105,264	6,635	-	-	3,229,609
Total	23,550,563	161,381	14,992,070	98,145	10,000	-	38,812,159
<b>Total General Operating Fund</b>	<b>\$ 604,256,320</b>	<b>\$ 9,267,144</b>	<b>\$ 105,486,860</b>	<b>\$ 540,145</b>	<b>\$ 10,000</b>	<b>\$ 93,539,531</b>	<b>\$ 813,100,000</b>

# General Fund Summary

GENERAL FUND EXPENDITURE AND BUDGET SUMMARY					
	2012	2013	2014	2015	%
	Actual	Actual	Projected	Budget	Change
City Council	\$ 5,173,886	\$ 3,174,350	\$ 3,318,110	\$ 3,714,454	11.94%
City Auditor					
City Auditor	3,399,387	3,761,029	3,832,328	4,068,323	6.16%
Income Tax	7,445,199	7,781,893	8,337,190	8,793,092	5.47%
Total	10,844,586	11,542,922	12,169,518	12,861,415	5.69%
City Treasurer	905,439	1,047,367	1,058,126	1,114,864	5.36%
City Attorney					
City Attorney	10,867,516	11,066,334	11,381,103	11,779,274	3.38%
Real Estate	211,693	188,321	181,958	106,631	-41.40%
Total	11,079,209	11,254,655	11,563,061	11,885,905	2.72%
Municipal Court Judges	15,201,339	15,619,519	16,155,822	17,119,315	5.96%
Municipal Court Clerk	10,596,938	10,970,136	11,363,109	11,576,343	1.88%
Civil Service	3,276,057	3,641,850	3,727,660	3,874,824	3.95%
Public Safety					
Administration	7,249,581	7,962,638	7,677,609	8,046,972	4.81%
Support Services	5,724,503	6,228,892	6,750,306	6,857,193	1.58%
Police	274,001,729	281,462,720	289,598,890	302,432,030	4.43%
Fire	213,867,493	216,614,239	219,020,162	226,040,527	3.21%
Total	500,843,306	512,268,489	523,046,967	543,376,722	3.89%
Mayor's Office					
Mayor	1,856,070	2,069,312	2,260,206	2,430,321	7.53%
Community Relations	1,122,301	1,215,780	938,377	920,505	-1.90%
Equal Business Opportunity	777,135	937,649	902,785	925,568	2.52%
Total	3,755,506	4,222,741	4,101,368	4,276,394	4.27%
Education	-	-	5,720,963	6,145,397	7.42%
Development					
Administration	6,103,014	6,317,596	6,997,601	6,662,416	-4.79%
Economic Development	9,492,929	18,954,591	12,491,167	3,017,474	-75.84%
Code Enforcement	6,446,236	6,639,673	6,918,033	7,518,045	8.67%
Planning	1,624,071	1,943,909	1,475,457	1,788,019	21.18%
Housing	4,086,429	4,249,389	5,244,463	5,255,679	0.21%
Total	27,752,679	38,105,158	33,126,721	24,241,633	-26.82%
Finance and Management					
Finance Administration	2,046,386	3,644,858	5,469,049	5,920,234	8.25%
Financial Management	3,581,084	4,396,684	4,369,833	4,186,520	13.22%
Facilities Management	15,319,840	14,977,114	13,708,912	16,035,471	16.97%
Total	20,947,310	23,018,656	22,875,794	26,142,225	14.28%
Citywide Technology	13,190,835	14,740,336	15,727,615	17,196,203	9.34%
Finance City-wide	21,797,000	19,735,588	20,614,582	29,772,617	44.43%
Fleet- General Fund Vehicles (Non Safety)	-	-	4,000,000	-	-100%
Human Resources	1,070,120	1,328,248	2,446,837	2,508,865	2.54%
Health	18,623,623	19,464,721	20,025,818	22,059,245	10.15%
Recreation and Parks	28,171,376	33,060,402	32,863,530	36,421,420	10.83%
Public Service					
Administration	3,205,677	2,805,360	3,010,281	3,135,842	4.17%
Refuse Collection	26,941,438	25,200,376	30,633,559	32,446,708	5.92%
Traffic Management	-	-	1,499,671	3,229,609	115.35%
Mobility Options	3,961,271	2,935,111	1,451,546	-	-100.00%
Total	34,108,386	30,940,847	36,595,057	38,812,159	6.06%
<b>Total General Operating Fund</b>	<b>\$ 727,337,594</b>	<b>\$ 754,135,983</b>	<b>\$ 780,500,658</b>	<b>\$ 813,100,000</b>	<b>4.18%</b>

GENERAL FUND PERSONNEL SUMMARY				
	2012	2013	2014	2015
	Actual	Actual	Budgeted	Budgeted
City Council	34	34	38	38
<b>City Auditor</b>				
City Auditor	24	26	34	34
Income Tax	73	73	82	82
<b>Total</b>	<b>97</b>	<b>99</b>	<b>116</b>	<b>116</b>
City Treasurer	9	9	11	10
<b>City Attorney</b>				
City Attorney	102	101	135	135
Real Estate	2	2	6	6
<b>Total</b>	<b>104</b>	<b>103</b>	<b>141</b>	<b>141</b>
Municipal Court Judges	176	179	186	188
Municipal Court Clerk	154	155	172	172
Civil Service	33	34	34	35
<b>Public Safety</b>				
Administration	10	10	11	10
Support Services	49	49	52	49
Police- Non Uniformed	307	325	379	408
Police- Uniformed <sup>(1)</sup>	1,867	1,904	1,902	1,899
Fire- Non Uniformed	35	37	42	51
Fire- Uniformed	1,558	1,549	1,588	1,538
<b>Total</b>	<b>3,826</b>	<b>3,874</b>	<b>3,974</b>	<b>3,955</b>
<b>Mayor's Office</b>				
Mayor	15	17	19	19
Community Relations	8	8	8	8
Equal Business Opportunity	9	9	9	9
<b>Total</b>	<b>32</b>	<b>34</b>	<b>36</b>	<b>36</b>
Education	-	-	4	4
<b>Development</b>				
Administration	25	29	31	32
Economic Development	3	3	5	8
Code Enforcement	64	63	73	73
Planning	15	15	16	17
Housing	5	5	5	5
<b>Total</b>	<b>112</b>	<b>115</b>	<b>130</b>	<b>135</b>
<b>Finance and Management</b>				
Administration	21	23	27	26
Financial Management	25	22	29	27
Facilities Management	68	74	77	78
<b>Total</b>	<b>114</b>	<b>119</b>	<b>133</b>	<b>131</b>
Human Resources	11	10	10	10
<b>Public Service</b>				
Administration	33	35	37	34
Refuse Collection	173	185	227	227
Traffic Management	-	-	-	38
Mobility Options	37	37	39	-
<b>Total</b>	<b>243</b>	<b>257</b>	<b>303</b>	<b>299</b>
<b>Total General Fund</b>	<b>4,945</b>	<b>5,022</b>	<b>5,288</b>	<b>5,270</b>

2012 and 2013 are year-end actuals, while 2014 and 2015 are budgeted.

<sup>(1)</sup> Actual numbers in 2012 include the use of a COPS Hiring Recovery Program (CHRP) Grant for 48 personnel, and partial year funding for the same in 2013.



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### **Addendum to the General Fund Summary**

The following page contains the estimate of available general fund resources for fiscal year 2015, as set forth by the City Auditor.

**HUGH J. DORRIAN, CPA**  
City Auditor

**ROBERT L. MCDANIEL**  
Deputy City Auditor

THE CITY OF  
**COLUMBUS**

OFFICE OF HUGH J. DORRIAN,  
CITY AUDITOR

October 31, 2014

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

Dear Mayor Coleman, President Ginther, and Members of Council:

Available Resources for the City of Columbus General Operating Fund (Fund No. 10) for calendar year 2015 are estimated to be

\$ 813,100,000

Included in these estimated Resources for 2015 is an estimated carry over fund balance from 2014 of

\$28,369,000

Also included in these estimated resources is \$5.700 million expected to be received in 2014 as a refund of prior years' workers compensation costs. As an extraordinary resource it is recommended that this resource not be expended for current expenditures, but preserved for future use. As in past efforts, the Basic City Services Fund (Fund No. 17) would be an appropriate placement of these funds

Resolution No. 13X-2013 states "That the cash balance of the Economic Stabilization Fund (the Rainy Day fund) shall reach \$75 million by the end of 2018." The Rainy Day fund will contain approximately \$64.0 million at the end of 2014. The City Auditor recommends that the City continue to build this reserve over ensuing years to an amount that will equate to 10% of its General Fund operating expenditures.

Attached are additional data and comments regarding General Operating Fund (Fund No. 10) resources. I trust these comments are helpful to you in your deliberations. Please feel welcome to call if you should have any questions.

Very truly yours,

*Hugh J. Dorrion*  
Hugh J. Dorrion  
City Auditor

HJD/jm



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columbus.gov



City of Columbus  
 General Operating Fund – Fund No 10  
 Estimate of Available Resources  
 For Calendar Year 2015

Taxes:			
Income tax (Note 1)	\$	596,500,000	
Property tax (Note 2)		43,839,000	
Kilo Watt Hour tax equivalent (Note 3)		<u>3,100,000</u>	
			643,439,000
Shared revenues:			
Local community funds via County (Note 4)		17,927,000	
Local government funds via State (Note 4)		3,750,000	
Estate tax (Note 4)		100,000	
Liquor permit fees and other		1,232,000	
Casino taxes via State (Note 4)		<u>6,742,000</u>	
			29,751,000
Investment earnings (Note 5)			5,550,000
Charges for services:			
Administrative charges to non-general fund divisions (Note 6)		28,735,000	
Parking meters, lots and permits		3,475,000	
Fire division including EMS fees (Note 7)		17,744,000	
Police division (Note 8)		7,659,000	
All other charges for services (Note 9)		<u>3,869,000</u>	
			61,482,000
Fines, forfeitures, and penalties:			
Municipal court (Note 10)		13,379,000	
Parking violations bureau (Note 10)		<u>6,600,000</u>	
			19,979,000
Licenses and permit fees:			
Cable TV and others (Note 11)			11,257,000
Other receipts (Note 12)			1,506,000
Transfers from other funds (Note 13)			9,494,000
			<hr/>
Total estimated current resources for 2015			782,458,000
Estimated prior years' encumbrance cancellations			2,273,000
Estimated prior year end fund balance (Note 14)			<u>28,369,000</u>
Total estimated available resources for calendar year 2015			<u>\$ 813,100,000</u>

City of Columbus  
 General Operating Fund  
 Estimate of Available Resources  
 For Calendar Year 2015  
 continued

- Note 1 Income tax collections for 2015, after providing for refunds to taxpayers, are estimated at \$795.3 million. One fourth of the collections will be deposited to a debt service fund, more commonly known as the “income tax set-aside” fund. The remaining three fourths of the collections, approximately \$596.5 million, will be deposited to the City’s General Operating Fund.
- Note 2 The City’s share of taxes collected in 2015 attributable to real, personal, and public utility properties is estimated at \$43.839 million, net of an estimated \$1.145 million retained by the counties and the state for certain of their costs. Amounts paid directly to the City from the State of Ohio, known as “rollbacks”, are included herein. The City must use .60 mills of this tax toward the partial payment of police and fire pension costs.
- Note 3 Beginning in 2001 a tax was permitted to be levied on users of electricity provided by the City’s Division of Electricity. Known as the kilo watt hour (kWh) tax, state statutes provide for these monies applicable to users located within the City to be deposited to the City’s General Operating Fund. A portion of the equivalency of the tax, since the tax is not actually levied, is transferred from the City’s Electricity enterprise to the General Operating Fund: estimated at \$3.100 million in 2015.
- Note 4 Shared revenues include portions of the various State of Ohio taxes which are shared with local governments within the State. The Local Community funds, formerly known as the Local Government funds and Local Government Revenue Assistance funds are now combined as the Local Community funds from the State via the County. It is estimated that these shared taxes will provide \$17.927 million. Additionally, approximately \$3.750 million will be received by the City directly from the State.

Estate taxes no longer apply to estates originating after December 31, 2012. Existing estates not yet settled in 2012 may provide approximately \$100,000 in 2015.

Casino taxes; county shared portion and host city portion; are estimated as follows.

	<u>2014</u>
• Estimated amount to be received	\$ 11,060,000
Less:	
• Amount payable to Franklin County Convention Facility Authority	(2,765,000)
• Principal and interest due on City bonds	(1,303,000)
• Due to Westside Community Fund	<u>(250,000)</u>
Net amount available	<u>\$ 6,742,000</u>

- Note 5 Investment earnings are initially deposited to the treasury investment earnings fund. Pursuant to various ordinances and resolutions of Council, portions of these earnings are then allocated to the City’s water, sewer, electricity and certain other funds. After such allocations, \$5.550 million is estimated to remain available for the General Operating Fund.
- Note 6 Administrative charges to non General Operating Fund divisions represent certain operating costs initially borne by the General Operating Fund and then partially allocated to other funds of the City. Ordinance No. 0085-2002, adopted January 28, 2002, calls for an assessment rate of 4.5% of the revenues of the funds assessed; resulting in revenues to the General Operating Fund of approximately \$28.735 million in 2015.

City of Columbus  
 General Operating Fund  
 Estimate of Available Resources  
 For Calendar Year 2015  
 Continued

- Note 7 Fire division charges for services include fees for Emergency Medical Transportation Services, estimated at \$13.700 million for 2015. Also included and estimated at \$1.950 million are charges for services rendered to suburban communities, fire prevention inspection fees of \$2.061 million and other miscellaneous charges of \$33,000 for a total of \$17.744 million.
- Note 8 Police division charges for services include charges for policing schools, auto impounding fees, sales of impounded autos and various other police services for a total of \$7.659 million.
- Note 9 All other charges for services in the total amount of \$3.869 million include amounts estimated from services provided to others for which the City charges. Services provided by, and the estimated charges are: City Attorney (\$1.300 million), City Auditor (\$400,000), Communications (\$450,000), City Sealer (\$522,000), and miscellaneous other charges (\$1.197 million).
- Note 10 Fines, forfeitures, court costs, etc., resulting from operations of the Franklin County Municipal Court should produce approximately \$13.379 million. The City's Parking Violations Bureau will collect approximately \$6.600 million in parking ticket fines.
- Note 11 Various licenses and permits issued primarily via the Department of Public Safety will produce approximately \$2.257 million. Additionally, Cable permits will produce approximately \$9.000 million.
- Note 12 All other receipts amounting to \$1.506 million include \$610,000 of reimbursement from Franklin County for a portion of Court costs and \$896,000 of miscellaneous revenues and transfers.
- Note 13 Transfers from other funds include \$5.714 million workers' compensation refund received by the City in 2013 initially deposited to the Basic City Services Fund (Fund 17) and to be transferred to the General Operating Fund (Fund 10) in 2015. Additionally \$3.780 million represents 25% sharing by the Income Tax set aside fund of job incentive programs to be paid from the City's General Operating Fund.
- Note 14 Available resources for the General Operating Fund for 2014 are now estimated at \$808.869 million. Expenditures and transfers from the General Operating Fund for 2014 were estimated by the Department of Finance at \$780.500 million, which includes the following transfers to:

Rainy Day Fund	\$ 7,600,000
Anticipated Expenditure Fund	2,185,000
Job Growth Fund	1,035,000
Public Safety Initiative Fund	1,123,399
Neighborhood Initiative Fund	2,830,601
Basic City Services Fund	<u>5,714,000</u>
Transfers	<u>\$ 20,488,000</u>

The estimated fund balance (the carryover) of the General Operating Fund at December 31, 2014, therefore, is \$28.369 million: (\$808.869 million: less \$780.500 million).



## ALL FUNDS SUMMARY

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

All Funds Summary

2015 PROPOSED APPROPRIATIONS - ALL FUNDS SUMMARY BY OBJECT LEVEL ONE								
	PERSONNEL	MATERIALS	SERVICES	OTHER	CAPITAL OUTLAY	DEBT SERVICE	TRANSFERS	TOTAL
<b>GENERAL FUND</b>	\$ 604,256,320	\$ 9,267,144	\$ 105,486,860	\$ 540,145	\$ 10,000	\$ -	\$ 93,539,531	\$ 813,100,000
<b>SPECIAL REVENUE FUNDS</b>								
<b>Municipal Court Computer Fund</b>								
Judges	99,165	75,500	266,626	-	-	-	-	441,291
Clerk	606,862	61,000	702,020	-	-	-	292,050	1,661,932
<b>Total Court Computer</b>	<b>706,027</b>	<b>136,500</b>	<b>968,646</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>292,050</b>	<b>2,103,223</b>
<b>Street Construction, Main. &amp; Repair</b>								
Service Administration	3,173,235	3,570	142,523	-	-	-	-	3,319,328
Traffic Management	10,146,993	238,200	965,830	-	25,000	-	-	11,376,023
Infrastructure Management	16,536,018	388,450	11,756,207	66,000	175,000	-	-	28,921,675
Design & Construction	4,304,992	9,800	726,109	3,000	-	-	-	5,043,901
<b>Total SCMR</b>	<b>34,161,238</b>	<b>640,020</b>	<b>13,590,669</b>	<b>69,000</b>	<b>200,000</b>	<b>-</b>	<b>-</b>	<b>48,660,927</b>
<b>Development Services Fund</b>								
Building & Zoning	14,802,386	95,749	3,054,403	48,150	233,810	-	-	18,234,498
<b>Private Inspection Fund</b>								
Design & Construction	2,586,327	22,900	237,522	500	60,000	-	-	2,907,249
<b>Health Special Revenue</b>								
Department of Public Health	20,825,147	796,657	7,100,087	5,000	-	-	-	28,726,891
<b>Rec. and Parks Oper. &amp; Extension</b>								
Department of Recreation & Parks	33,031,010	1,755,446	10,546,475	98,000	-	-	182,489	45,613,420
<b>Broad Street Operations Fund</b>								
Division of Facilities Management	-	25,000	1,396,615	-	-	-	-	1,421,615
<b>E-911 Fund</b>								
Division of Police	1,479,393	-	-	-	-	-	-	1,479,393
<b>Photo Red Light Fund</b>								
Division of Police	1,330,000	-	60,000	-	-	-	-	1,390,000
<b>Emergency Human Services Fund</b>								
Development Administration	-	-	2,155,000	-	-	-	-	2,155,000
<b>Parking Meter Program Fund</b>								
Traffic Management	\$ 343,009	\$ 108,200	\$ 1,771,814	\$ 14,365	\$ -	\$ -	\$ -	\$ 2,237,388

## 2015 PROPOSED APPROPRIATIONS - ALL FUNDS SUMMARY BY OBJECT LEVEL ONE (CONTINUED)

	PERSONNEL	MATERIALS	SERVICES	OTHER	CAPITAL OUTLAY	DEBT SERVICE	TRANSFERS	TOTAL
<b>INTERNAL SERVICE FUNDS</b>								
<b>Print and Mailroom Services Fund</b>								
Financial Management	\$ 457,935	\$ 51,220	\$ 1,122,043	\$ -	\$ -	\$ -	\$ -	\$ 1,631,198
<b>Land Acquisition</b>								
Division of Land Acquisition	840,583	17,500	88,100	-	-	-	-	946,183
<b>Technology Services</b>								
Administration	1,984,644	1,228,928	3,947,967	-	150,000	-	-	7,311,539
Information Services	14,888,783	292,212	6,107,796	-	91,000	5,064,346	-	26,444,137
<b>Total Technology Services</b>	<b>16,873,427</b>	<b>1,521,140</b>	<b>10,055,763</b>	<b>-</b>	<b>241,000</b>	<b>5,064,346</b>	<b>-</b>	<b>33,755,676</b>
<b>Fleet Management Services</b>								
Division of Fleet Management	10,635,901	15,825,389	4,073,554	5,000	50,000	3,840,344	-	34,430,188
Finance and Management Administration	746,504	-	-	-	-	-	-	746,504
<b>Total Fleet Management Services</b>	<b>11,382,405</b>	<b>15,825,389</b>	<b>4,073,554</b>	<b>5,000</b>	<b>50,000</b>	<b>3,840,344</b>	<b>-</b>	<b>35,176,692</b>
<b>Construction Inspection Fund</b>								
Service Administration	590,476	455	79,091	-	-	-	-	670,022
Design & Construction	6,664,850	100,300	1,173,435	2,000	260,000	-	-	8,200,585
<b>Total Construction Inspection Fund</b>	<b>7,255,326</b>	<b>100,755</b>	<b>1,252,526</b>	<b>2,000</b>	<b>260,000</b>	<b>-</b>	<b>-</b>	<b>8,870,607</b>
<b>Employee Benefits</b>								
Department of Human Resources	2,955,780	39,100	1,311,656	-	-	-	-	4,306,536
Department of Finance and Management	-	-	395,000	-	-	-	-	395,000
<b>Total Employee Benefits</b>	<b>2,955,780</b>	<b>39,100</b>	<b>1,706,656</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,701,536</b>
<b>ENTERPRISE FUNDS</b>								
<b>Various Enterprise Funds</b>								
Public Utilities Director's Office	15,143,247	350,202	3,086,743	71,550	-	-	-	18,651,742
<b>Water System Enterprise</b>								
Division of Water	49,744,101	22,648,656	35,925,202	260,680	2,432,400	86,194,729	-	197,205,768
<b>Sewerage System Enterprise</b>								
Division of Sewers and Drains	45,584,863	8,141,088	56,284,739	298,409	4,518,626	131,678,088	19,689,463	266,195,276
<b>Storm System Enterprise</b>								
Division of Sewers and Drains	1,731,523	25,514	22,140,699	27,841	50,000	14,359,510	-	38,335,087
<b>Electricity Enterprise</b>								
Division of Electricity	10,327,665	57,505,450	10,874,805	50,550	2,804,000	3,313,919	-	84,876,389
<b>COMMUNITY DEVELOPMENT BLOCK GRANT</b>								
Dept of Development - Administration	928,477	8,024	253,250	-	-	-	-	1,189,751
Economic Development	790,814	3,850	747,995	-	-	-	-	1,542,659
Code Enforcement	859,348	13,500	166,000	-	55,000	-	-	1,093,848
Housing	1,217,385	20,250	1,455,339	950,000	-	-	-	3,642,974
Department of Finance and Management	435,629	2,500	148,797	12,000	-	-	-	598,926
Department of Public Health	212,275	-	4,000	-	-	-	-	216,275
Department of Recreation and Parks	748,844	3,033	91,555	500	-	-	-	843,932
	5,192,772	51,157	2,866,936	962,500	55,000	-	-	9,128,365
<b>Grand Total All Funds</b>	<b>\$ 881,010,484</b>	<b>\$ 119,124,787</b>	<b>\$ 295,845,857</b>	<b>\$ 2,453,690</b>	<b>\$ 10,914,836</b>	<b>\$ 244,450,936</b>	<b>\$ 113,703,533</b>	<b>\$ 1,667,504,123</b>

## All Funds Summary

EXPENDITURE AND BUDGET SUMMARY ALL FUNDS				
	2012 Actual	2013 Actual	2014 Projected	2015 Proposed
<b>GENERAL FUND</b>	\$ 727,337,594	\$ 754,135,983	\$ 780,500,658	\$ 813,100,000
<b>SPECIAL REVENUE FUNDS</b>				
<b>Safety Staffing Contingency Fund</b>				
Divisions of Police & Fire	97,973	-	-	-
<b>Municipal Court Computer</b>				
Judges	313,392	571,627	526,887	441,291
Clerk	1,683,699	1,304,434	1,253,881	1,661,932
<b>Total Municipal Court Computer</b>	<b>1,997,091</b>	<b>1,876,061</b>	<b>1,780,768</b>	<b>2,103,223</b>
<b>Street Construction, Main. &amp; Repair</b>				
Service Administration	2,830,903	2,979,034	3,009,902	3,319,328
Refuse Collection	2,844,597	2,623,505	-	-
Traffic Management	-	-	5,255,143	11,376,023
Mobility Options	1,838,306	1,199,636	511,744	-
Infrastructure Management	36,020,700	34,146,743	33,415,395	28,921,675
Design & Construction	3,483,354	3,841,768	4,044,179	5,043,901
<b>Total SCMR</b>	<b>47,017,860</b>	<b>44,790,686</b>	<b>46,236,363</b>	<b>48,660,927</b>
<b>Development Services Fund</b>				
Building & Zoning	15,275,883	15,709,419	16,760,521	18,234,498
<b>Private Inspection Fund</b>				
Design & Construction	2,433,899	2,462,523	2,335,540	2,907,249
<b>Health Special Revenue</b>				
Department of Public Health	25,167,810	26,828,083	27,836,635	28,726,891
<b>Rec. and Parks Oper. &amp; Extension</b>				
Department of Recreation & Parks	36,248,573	38,280,449	40,494,961	45,613,420
<b>Golf Operations</b>				
Division of Golf	4,315,992	4,087,811	4,103,805	-
<b>Broad Street Operations Fund</b>				
Division of Facilities Management	1,470,161	1,365,463	1,388,783	1,421,615
<b>E-911 Fund</b>				
Division of Police	1,655,613	2,700,000	2,700,000	1,479,393
<b>COPS Hiring Recovery Program (CHRP) Grant Fund</b>				
Division of Police	3,413,239	897,024	-	-
<b>Photo Red Light Fund</b>				
Division of Police	1,713,177	2,542,151	1,390,000	1,390,000
<b>Emergency Human Services Fund</b>				
Various	1,674,966	1,854,186	1,757,000	2,155,000
<b>Parking Meter Program Fund</b>				
Traffic Management	-	-	2,022,101	2,237,388
Mobility Options	-	1,843,566	207,828	-
<b>Total Parking Meter Fund</b>	<b>\$ -</b>	<b>\$ 1,843,566</b>	<b>\$ 2,229,929</b>	<b>\$ 2,237,388</b>

EXPENDITURE AND BUDGET SUMMARY ALL FUNDS (CONT.)				
	2012 Actual	2013 Actual	2014 Projected	2015 Proposed
<b>INTERNAL SERVICE FUNDS</b>				
<b>Print and Mail Services Fund</b>				
Financial Management	1,353,584	1,245,994	1,522,454	1,631,198
<b>Land Acquisition</b>				
Division of Land Acquisition	725,248	676,401	746,034	946,183
<b>Technology Services</b>				
Administration	6,137,107	7,002,821	5,434,621	7,311,539
Division of Information Services	22,639,073	22,961,570	25,233,876	26,444,137
<b>Total Technology Services</b>	<b>28,776,180</b>	<b>29,964,391</b>	<b>30,668,497</b>	<b>33,755,676</b>
<b>Fleet Management Services</b>				
Division of Fleet Management	35,966,422	32,152,782	32,706,165	34,430,188
Finance and Management Administration	677,928	636,148	632,320	746,504
<b>Total Fleet Management Services</b>	<b>36,644,350</b>	<b>32,788,930</b>	<b>33,338,485</b>	<b>35,176,692</b>
<b>Construction Inspection Fund</b>				
Service Administration	549,082	573,268	544,986	670,022
Design & Construction	6,297,218	7,078,831	7,751,811	8,200,585
<b>Total Construction Inspection Fund</b>	<b>6,846,300</b>	<b>7,652,099</b>	<b>8,296,797</b>	<b>8,870,607</b>
<b>Employee Benefits</b>				
Department of Human Resources	3,243,897	3,194,726	3,674,643	4,306,536
Department of Finance and Management	311,016	386,500	406,000	395,000
<b>Total Employee Benefits</b>	<b>3,554,913</b>	<b>3,581,226</b>	<b>4,080,643</b>	<b>4,701,536</b>
<b>ENTERPRISE FUNDS</b>				
<b>Various Enterprise Funds</b>				
Public Utilities Director's Office	10,058,001	11,871,855	46,819,102	18,651,742
<b>Water System Enterprise</b>				
Division of Water	169,003,334	173,369,866	184,370,796	197,205,768
<b>Sewerage System Enterprise</b>				
Division of Sewers and Drains	235,858,073	226,945,902	232,802,501	266,195,276
<b>Storm System Enterprise</b>				
Division of Sewers and Drains	35,356,568	34,813,333	35,327,966	38,335,087
<b>Electricity Enterprise</b>				
Division of Electricity	87,933,644	83,180,352	82,005,093	84,876,389
<b>CDBG</b>				
Development Administration	964,003	948,488	1,034,261	1,189,751
Economic Development	1,374,966	2,101,953	1,305,472	1,542,659
Code Enforcement	1,089,313	845,525	989,509	1,093,848
Housing	2,993,604	2,426,382	3,370,710	3,642,974
Department of Finance and Management	448,874	478,283	520,905	598,926
Department of Public Health	217,891	187,429	213,735	216,275
Department of Recreation and Parks	848,498	775,372	763,865	843,932
<b>Total CDBG</b>	<b>7,937,149</b>	<b>7,763,432</b>	<b>8,198,457</b>	<b>9,128,365</b>
<b>Grand Total All Funds</b>	<b>\$ 1,493,867,175</b>	<b>\$ 1,513,227,186</b>	<b>\$ 1,597,691,787</b>	<b>\$ 1,667,504,123</b>



ALL FUNDS PERSONNEL SUMMARY (FTE'S)				
Fund Name Division or Department	2012 Actual	2013 Actual	2014 Budgeted	2015 Budgeted
<b>GENERAL FUND</b>	4,945	5,022	5,288	5,270
<b>COPS Hiring Recovery Program (CHRP) Grant Fund</b>				
Division of Police	48	0	0	0
<b><u>SPECIAL REVENUE FUNDS</u></b>				
<b>Street Construction, Main. &amp; Repair</b>				
Service Administration	27	30	30	31
Refuse Collection	30	26	0	0
Traffic Management	0	0	0	114
Mobility Options	14	9	13	0
Infrastructure Management	277	276	291	192
Design & Construction	28	34	36	42
<b>Total SCMR</b>	<u>376</u>	<u>375</u>	<u>370</u>	<u>379</u>
<b>Development Services Fund</b>				
Building & Zoning	126	126	136	144
<b>Private Inspection Fund</b>				
Design & Construction	16	16	25	19
<b>Health Special Revenue</b>				
Department of Public Health	189	196	223	228
<b>Rec. and Parks Oper. &amp; Extension</b>				
Department of Recreation & Parks	250	267	296	325
<b>Golf Operations</b>				
Division of Golf	27	26	26	0
<b>Municipal Court Computer Fund</b>				
Judges	0	1	1	1
Clerk	4	3	12	12
<b>Total Municipal Court Computer</b>	<u>4</u>	<u>4</u>	<u>13</u>	<u>13</u>
<b>Parking Meter Program Fund</b>				
Traffic Management	0	0	0	4
Mobility Options	0	4	4	0
<b>Total Parking Meter Fund</b>	<u>0</u>	<u>4</u>	<u>4</u>	<u>4</u>
<b><u>INTERNAL SERVICE FUNDS</u></b>				
<b>Print and Mail Services</b>				
Mailroom Services	3	3	3	3
Print Services	2	2	2	3
<b>Total Print and Mail Services</b>	<u>5</u>	<u>5</u>	<u>5</u>	<u>6</u>
<b>Land Acquisition</b>				
Division of Land Acquisition	5	5	8	8
<b>Technology Services</b>				
Technology Administration	15	24	18	17
Division of Information Services	112	110	137	138
<b>Fleet Management Services</b>				
Finance and Management Administration	6	6	7	7
Division of Fleet Management	116	117	128	128
<b>Construction Inspection Fund</b>				
Service Administration	6	6	7	6
Design & Construction	61	60	60	63
<b>Employee Benefits</b>				
Department of Human Resources	21	24	26	26
<b><u>ENTERPRISE FUNDS</u></b>				
<b>Water System Enterprise</b>				
Division of Power and Water	499	482	535	535
<b>Sewerage System Enterprise</b>				
Division of Sewers and Drains	466	467	516	487
<b>Storm System Enterprise</b>				
Division of Sewers and Drains	15	14	16	16
<b>Electricity Enterprise</b>				
Division of Power and Water	70	82	95	98
<b>Various Enterprise Funds</b>				
Public Utilities Director's Office	89	95	112	142
<b><u>COMMUNITY DEVELOPMENT BLOCK GRANT</u></b>				
Development Administration	8	9	9	9
Economic Development	7	8	8	7
Code Enforcement	8	9	9	9
Housing	7	10	14	15
Department of Finance and Management	3	4	4	4
Department of Public Health	3	4	4	4
Department of Recreation and Parks	3	4	4	4
<b>Total CDBG</b>	<u>39</u>	<u>48</u>	<u>52</u>	<u>52</u>
<b>Grand Total All Funds</b>	<u>7,506</u>	<u>7,581</u>	<u>8,103</u>	<u>8,111</u>



## COMMUNITY PROFILE

### Brief History of the City

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

### Form of Government and Organization

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

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

## Community Profile

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

### Location

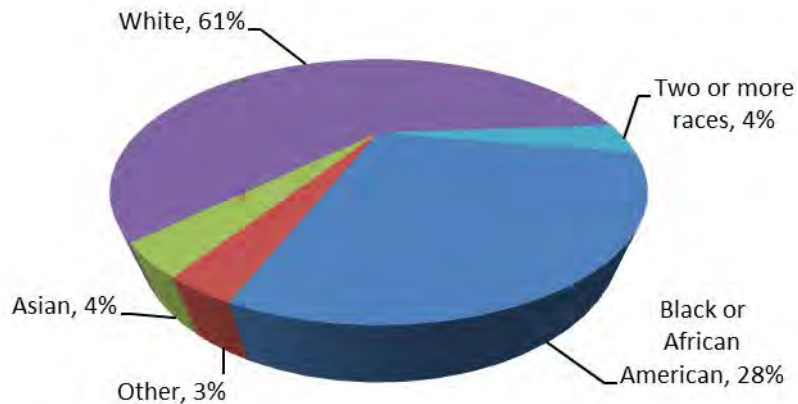
Located at 39°59' north latitude and 82°59' west longitude in the eastern portion of the U.S. Midwest at 902 feet above sea level, Columbus is within 500 miles of more than half of the nation's population including, among others, the following cities: Chicago (350 miles), St. Louis (400 miles),

Indianapolis (175 miles), Detroit (200 miles), Pittsburgh (185 miles), Philadelphia (470 miles), and New York City (500 miles).

### Demographics

At year-end 2013, Columbus encompassed approximately 228 square miles. With an estimated 822,553 residents (U.S. Census Bureau American "Fact Finder" 2013 population estimate) there were 3,607 residents per square mile within the city. U.S. Census Bureau data report that 48.8 percent of the population is male and 51.2 percent is female. The median age is 31.5 years old and 76.8 percent of the resident population is 18 or older.

According to the American Fact Finder, 5.4 percent of the city's residents identify as Hispanic or Latino with the remaining 94.6 percent identifying as not Hispanic or Latino. The racial demographics for Columbus are broken down as follows:



*Source: U.S. Census Bureau 2013 American Community Survey, 1 Year*

## Transportation

The Columbus metro area is located within a one day drive or one hour flight of over half the population of the U.S. and Canada. Crossed by eight major interstate highways, the metro area has easy southbound access through the Mid-Atlantic States to the southeast. The region's east-west corridors traverse the country from coast to coast. Interstate access also provides major benefits for in-state commerce with easy travel possible from any market in the state to another. The region is home to the Port Columbus International Airport and the Rickenbacker International Airport, a multimodal logistics hub serving international airfreight, cargo airlines, manufacturers and distributors.

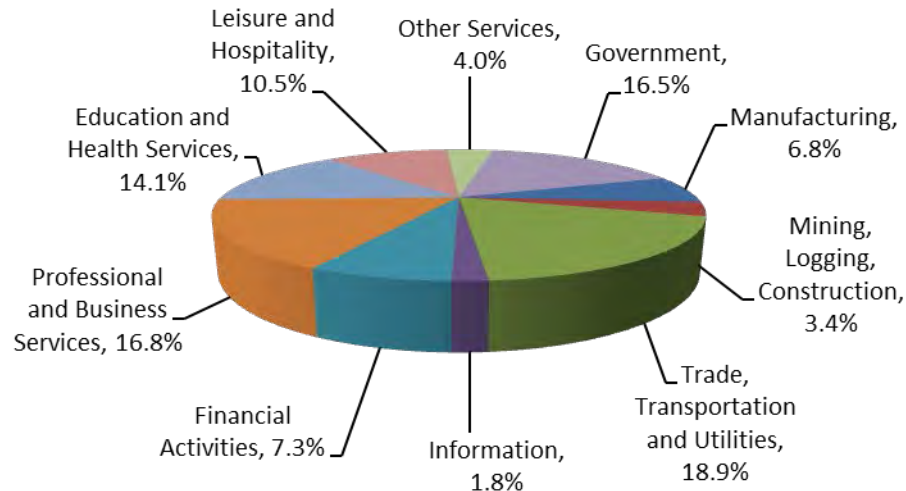
Of the total working population that commutes in the Columbus MSA, 80.8 percent commute to work alone in their vehicles, 8.5 percent carpool with others, and 2.9 percent utilizes public transportation to get to and from work. Estimated mean travel time to work was 21.2 minutes. The Central Ohio Transit Authority (COTA) operates bus service throughout Franklin County, and parts of Delaware, Fairfield, Licking and Union Counties, providing over approximately 18.7 million rides annually.



## Area Employment and Economic Outlook

### Business Sectors and Employers

Columbus has a stable employment environment anchored by local, state, and federal government operations, and augmented by financial services, healthcare, pharmaceuticals, information services, energy, and technology companies. The graph below shows Columbus area employment by major sector.



Source: U.S. Bureau of Labor Statistics

While the number of jobs in some sectors, such as logging, construction and manufacturing, has declined over the past decade, and more recently, the information and financial services sectors, other areas have grown. Education and health services, professional and business services and the leisure and hospitality sectors have expanded over the past ten years.

**Columbus Area Employment, by Sector and Number of Jobs (2004 to 2014<sup>1</sup>)**

Employment Sector (non-farm)	# of Jobs 2014	Net Change 2004 to 2014	% Change 2004 to 2014
Trade, Transportation and Utilities	188,300	3,100	1.7%
Professional and Business Services	167,500	32,800	24.4%
Government	164,600	10,900	7.1%
Education and Health Services	140,900	39,200	38.5%
Leisure and Hospitality	104,600	17,500	20.1%
Financial Activities	73,000	(900)	-1.2%
Manufacturing	67,900	(13,200)	-16.3%
Other Services	39,400	900	2.3%
Mining, Logging and Construction	41,800	1,200	3.0%
Information	18,200	(1,500)	-7.6%
<b>Total Non-Farm Employment</b>	<b>998,700</b>	<b>82,500</b>	<b>9.0%</b>

Source: U.S. Bureau of Labor Statistics

<sup>1</sup>2014 is estimated using June 2014 preliminary figures. Job figures are rounded to the nearest one-hundredth.

Columbus serves as headquarters to major national and multinational corporations, including Nationwide Insurance, American Electric Power (AEP), Limited Brands, and Big Lots.

Several leading information providers are also based in Columbus, including Chemical Abstracts Service and the Online Computer Library Center. In recent years, the healthcare industry has emerged as a new growth sector, with the city boasting four nationally recognized health systems employers that employ thousands of healthcare workers and contribute billions to the local economy. Central Ohio's 25 largest companies, by employee count, are listed below.

	Employer Name	Central Ohio Employees
1.	The Ohio State University	27,656
2.	State of Ohio	23,677
3.	JPMorgan Chase & Co.	19,200
4.	OhioHealth Corp	19,182
5.	Kroger Co.	17,397
6.	Nationwide Mutual Insurance Co.	11,300
7.	Mount Carmel Health System	8,410
8.	Columbus City Schools	8,293
9.	City of Columbus	8,111
10.	Nationwide Children's Hospital	7,822
11.	L Brands, Inc.	7,800
12.	McDonald's Corp.	7,622
13.	Honda of America Manufacturing, Inc.	7,300
14.	Franklin County	6,130
15.	Huntington Bancshares Inc.	5,330
16.	Giant Eagle, Inc.	4,260
17.	Cardinal Health Inc.	4,165
18.	Bob Evans Farms Inc.	3,571
19.	DLA Land and Maritime	3,400
20.	American Electric Power Company	3,383
21.	Excel Inc.	2,875
22.	Abercrombie & Fitch Co.	2,725
23.	Group Management Services Inc.	2,592
24.	South-Western City Schools	2,471
25.	Alliance Data Systems Corp.	2,434

Note: This list is ranked by the number of employees in central Ohio (excluding contract workers, independent agents and others not receiving pay and benefits from the company). Central Ohio includes Franklin, Delaware, Fairfield, Licking, Madison, Pickaway and Union counties.

Several major employers have made central Ohio home in recent years, investing millions in the local economy and expanding the region's economic base. The table below lists companies that have made recent significant investments in the Columbus economy.

**Companies with Investments in Columbus over \$50 Million (2011-2013)**

Company	Type	Product	Investment
Penn National Gaming Inc.	Other	Casino	\$400 million
Roxane Laboratories	Pharmaceutical	Manufacturing	\$68 million
CSX Transportation Inc.	Distribution	Industrial Supplies	\$59 million
MSC Industrial Direct/SID Tool	Distribution	Intermodal terminal	\$55 million

**Source:** Ohio Private Investment Survey 2011-2013, Ohio Development Services Agency, March 2014

**Unemployment**

Of the approximately 996,100 workers in the Columbus metropolitan statistical area (MSA) civilian labor force, 948,000 (or 95.2 percent) were employed through mid-2014. The unemployment rate of 4.8 percent in the MSA as of June 2014 (figures not seasonally adjusted) remains lower than that of the state (5.5 percent) and the nation (6.1 percent). It is also an improvement over the previous year’s unemployment rate of 6.6 percent during the same period.

**Columbus Work Force**

Nearly one million people work in the Columbus MSA, a 30 percent increase since 1990. The Columbus work force is highly educated and largely white-collar, creating a supportive environment for innovation and

expansion. Approximately 21.9 percent have bachelor's degrees and 11.7 percent have master's degrees. The annual median income of households in the City of Columbus was \$44,426 in 2013.

**Housing**

Of the estimated 377,298 total housing units within city limits, 87.4 percent were occupied in 2013, leaving 12.6 percent or 47,404 housing units vacant (for rent, for sale and otherwise unoccupied). Nearly 46 percent of the occupied housing units were owner-occupied. Roughly 42 percent of housing units were built prior to 1970 and 46.5 percent of housing units are single family, detached homes. Columbus owner-occupied homes had an estimated median value of \$123,700 in 2013.

## Key Development Projects

### Downtown Development

The city recognizes that the vitality of Downtown Columbus is essential to the overall economic health of the Central Ohio region. Since 2002, more than \$405 million has been invested in new downtown residential projects resulting in nearly 5,000 new housing units and a substantial increase in downtown residents. Interest in downtown as a business location is also up as office vacancy rates downtown have declined steadily over the last decade. Investments in the downtown area have totaled nearly \$2 billion in public and private moneys with many exciting projects upcoming in the next 5 years. Several years ago, to continue to stimulate growth and build upon past planning efforts, the city implemented the 2010 Downtown Strategic Plan. This plan, developed in conjunction with community stakeholders, established principles and goals for the future.

One of the most significant downtown redevelopment projects in the last decade has been the development of the 75-acre Nationwide Arena District. Located on the site of the former Ohio State Penitentiary, the \$500 million development is a mixed-use residential, office, and entertainment district anchored by the Nationwide Arena. The Arena District redevelopment has resulted in the creation of over 10,000 new jobs since 2000 with over 515,000 square feet of new office constructed since 2004. Construction is currently underway for two additional buildings, totaling approximately 275,000 square feet, for Columbia Gas of Ohio. The project is expected to be completed in the fall of 2014.

The success of the Arena District is now generating new investment within the adjacent areas. The west side of the Arena District is home to The Condominiums of





North Bank Park, a \$50 million, 20-story residential structure. In 2009, Franklin County completed construction on the \$55 million Huntington Park baseball stadium. The stadium is home to the Columbus Clippers, a Triple-A minor league baseball team currently affiliated with the Cleveland Indians. In addition, construction has been completed on the highly anticipated 500-room Hilton Convention Center Hotel, a project that included a public-private investment of \$140 million and the creation of 550 new jobs. Lastly, Nationwide Insurance completed construction on an additional 200,000 square feet of office space which houses 1,400 of their employees.

In 2004, the city released its master plan for the redevelopment of an approximate one-mile stretch of the Scioto riverfront, which runs through downtown. The city demonstrated its commitment to the plan, known as the “Scioto Mile,” with the opening of the city’s first major



river-front-park in several decades. The 11-acre North Bank Park was completed in the summer of 2011 at a cost of approximately \$6 million. Today, the Scioto Mile consists of 145 acres of parkland, a 15,000 square foot fountain and a new Bicentennial Park and amphitheater. Currently, the city, through the

leadership of the Columbus Downtown Development Corporation, is investing \$35 million in the Scioto Greenways project. This improvement will create an additional 33 acres of parkland through the removal of a low head dam in the river. Planning is also underway on the Scioto Peninsula development which will create a mixed use civic, residential and retail district across the river from downtown.

The River South District is a 25-acre area adjacent to the southern end of the Scioto Mile. The city is focusing on redevelopment of this under-utilized part of downtown into a mixed-use urban hot spot. The Lazarus Building, with over 1.2 million square feet of office and retail space, anchors the district. Demolition of the former City Center Mall has resulted in a nine acre project known as Columbus Commons. This project includes a \$50 million, mixed-use development called High Point that will add 300 apartments and 23,000 square feet of retail space to the

vibrant park that is there today. Three additional mixed use residential, retail, and office projects, The Julian, 250 South High, and Trautman, are under construction, currently representing over \$60 million in new development in the neighborhood.

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### Other Economic Development Initiatives

Through the prudent use of tax incentives, tax increment financing and other development incentives, the city has been able to leverage over \$6.4 billion worth of private sector development while creating and retaining 103,232 new jobs since 2000.

Other recent economic development initiatives include:

**IBM Data Analytics Center:** In partnership with the State of Ohio, Columbus 2020, and many private sector participants, the City of Columbus landed the global headquarters of IBM’s new Data Analytics practice. This project has created 500 new jobs within the city and has led to the acceleration of this fast growing industry within Central Ohio. The Ohio State University has committed \$52 million in facility upgrades to accommodate a new data analytics program and is hiring 50 top faculty

members for the program. This investment builds off of the Columbus region's strengths in technology and financial services.

**Multimodal Rail Yard Development:** Two national rail companies have recently spent over \$120 million to establish state of the art multimodal facilities within the City of Columbus. CSX recently expanded the Buckeye Yard on the west side of Columbus through a \$59 million investment that will double the yard's intermodal capacity. Norfolk Southern opened the \$69 million Rickenbacker Intermodal Terminal in Columbus in 2009, which services the growing logistics industry in the Rickenbacker area. In addition, three of the world's largest air cargo companies (Amerijet, Kalitta, and Cargolux) have recently opened weekly service to the air freight terminal. These put Columbus in a world class multimodal logistics and distribution operation, increasing the region's economic strength in this industry.

**The Ohio State University Wexner Hospital's ProjectONE:** The Ohio State University (OSU) hospital system is currently undergoing one of the largest facilities expansion projects in OSU's history. The project includes construction of a new state-of-the-art cancer hospital and a critical care center. OSU recently highlighted their purchase of a former

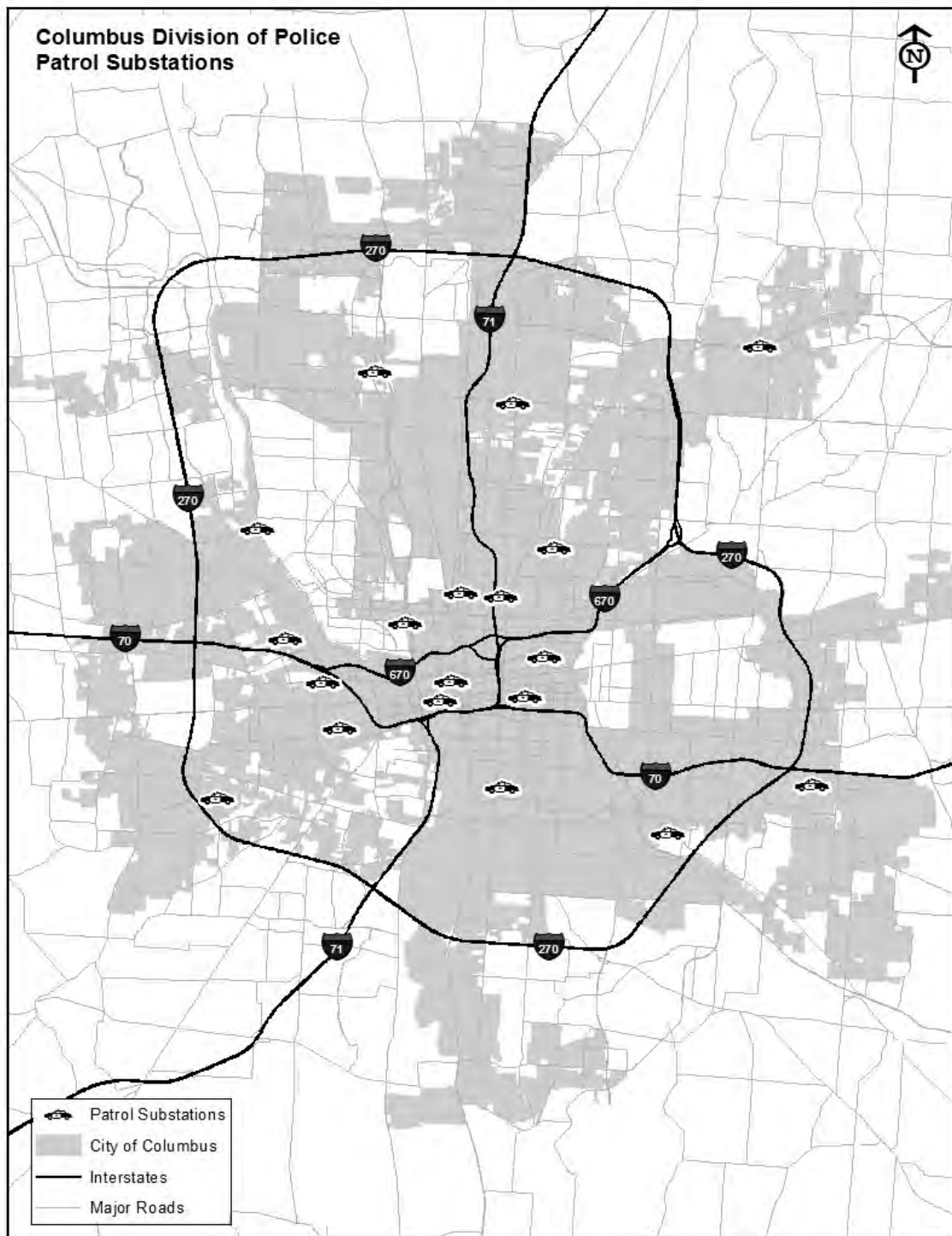
Veterans Administration medical building as the first visible step in a major "City/University" partnership to revitalize health and housing on Columbus' near Eastside. OSU estimates that the \$1 billion ProjectONE investment will create 5,000 construction jobs over the next five years and, upon completion (expected in late 2014), 10,000 new permanent full-time jobs (including 6,000 at the medical center and 4,000 indirectly within the community). It will also increase the medical center's economic impact on the local and state economy to more than \$4 billion per year.

**Nationwide Children's Hospital Expansion:** Nationwide Children's Hospital, which is located just outside of the downtown area, recently completed a major expansion of their current facility. The hospital added almost one million square feet of space at an investment of \$740 million. In doing so, it is estimated that approximately 1,160 new employees will be added, which will result in almost a billion dollars of new cash flow into the local economy. To ensure that this facility continues to grow its global reputation, the hospital's Board of Directors has committed approximately \$74 million to recruit and attract world class doctors, researchers, and nurses.

## Key City Services

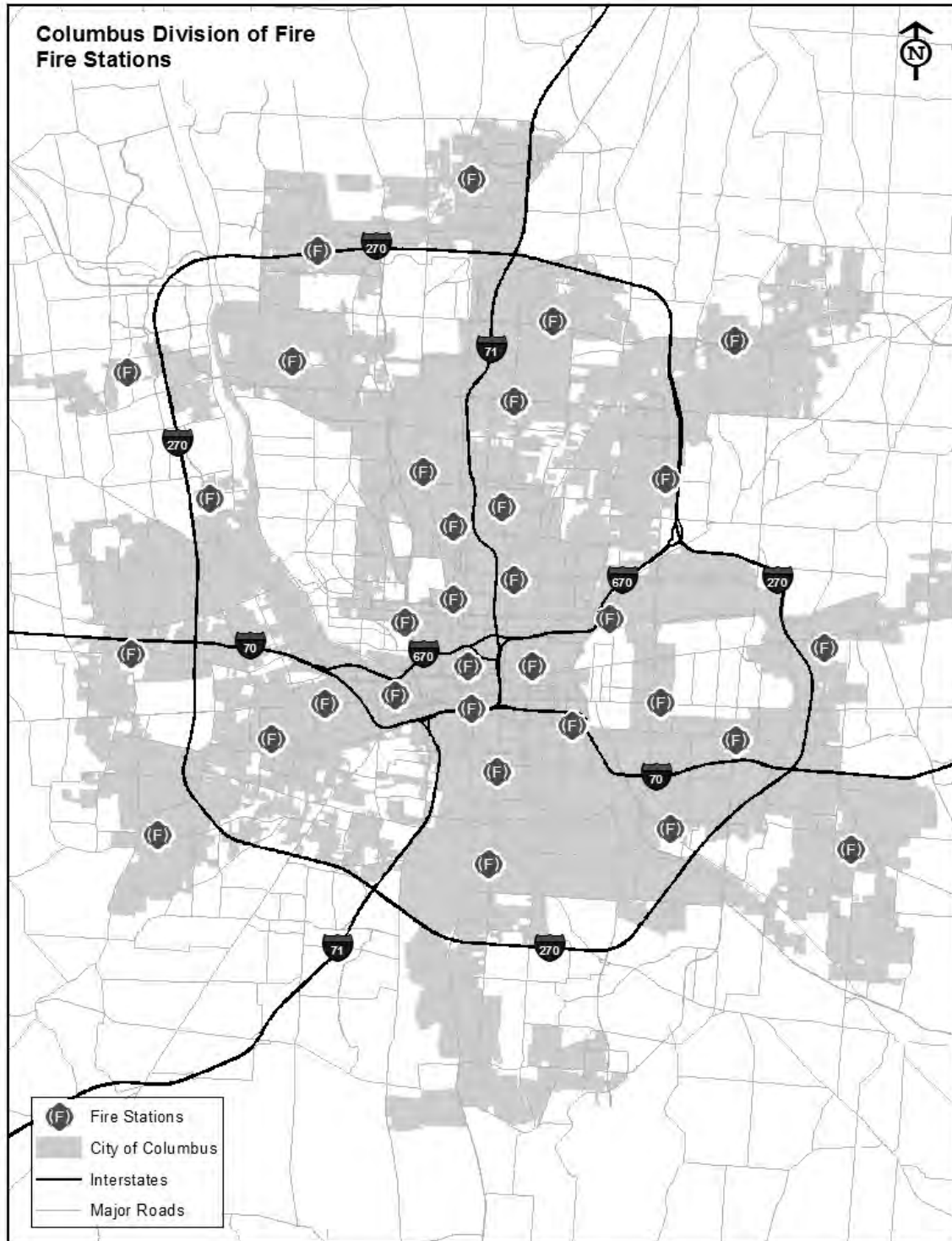
### Police Protection

The Columbus Division of Police has 16 substations located throughout the city. There are 5 patrol zones divided into 20 separate precincts to serve the city's residents. Division headquarters is located at 120 Marconi Boulevard.



## Fire Protection

The Columbus Division of Fire currently has 32 fire stations at various locations throughout the city. Construction on a new fire station, intended to service the southern downtown area and adjacent neighborhoods, began in 2013. Columbus is divided into seven battalion districts from which fire apparatus are dispatched to serve the city's residents. Division headquarters is located at 3675 Parsons Avenue.



## Solid Waste Collection

The Division of Refuse serves nearly 330,000 households with weekly trash pick-up. The city also offers bulk waste pick-up, bi-weekly recycling and yard waste collection services. In 2012, the city began offering curbside residential recycling service. RecyColumbus is a comprehensive recycling program administered by the Department of Public Service. It was fully implemented in February 2013, and, to date, serves approximately 203,000 households. The program has diverted over 38,618 tons of material to date, and saved over \$2.14 million in landfill fees.

## Street System

The Department of Public Service is responsible for day-to-day maintenance of more than 6,381 lane miles of roadway and 223 bridges. From July 2013 through June 2014, 184,974 potholes were repaired.



## Sewer System

The Department of Public Utilities is responsible for maintenance of 4,447 miles of storm, sanitary, and combined sewers within the city. An additional 53 miles of county sewers are maintained under contract. The department also operates two 24-hour wastewater treatment plants (Jackson Pike and Southerly) providing service to Columbus and 25 contracting suburban communities.

	Wastewater Treatment Summary		
	2013	2012	2011
<b>Total gallons treated</b> (million gallons)	63,517	56,140	76,235
<b>Average</b> (millions gallons per day)	174.01	153.62	208.86

Source: Department of Public Utilities Annual Reports (2013)

## Water System

Columbus' drinking water is sourced from local rivers, lakes, streams, ponds, reservoirs, springs and wells. An estimated 1.1 million people in Columbus and 20 contracting suburban communities receive water from the Department of Public Utilities' 3 water treatment plants. The Dublin Road Water Plant has a capacity of 65 million gallons per day (MGD) and serves downtown Columbus as well as the western and southwestern metropolitan areas. The Hap Cremean Water Plant, located on Morse Road, is the largest of the 3 water plants, with a capacity of 125 MGD. This plant provides water service to residents of the north and northeast areas as well as to The Ohio State University. Finally, the Parsons Avenue Water Plant, located on the south side, serves southeastern Franklin County and has a capacity of up to 50 MGD.

	Water Pumpage Summary		
Finished water	2013	2012	2011
<b>Total</b> (billion gallons)	50.2	51.2	50.3
<b>Average</b> (million gallons per day)	137.6	139.9	137.8
<b>Estimated service population</b>	1,146,169	1,139,345	1,132,500
<b>Average per capita consumption</b> (gallons per day)	120	123	122

Source: Department of Public Utilities Annual Reports (2013)

## Neighborhood Services

The city operates five Neighborhood Pride Centers throughout the community, which serve as one-stop shops for city services. On-site staff includes community liaison police officers, code enforcement officers, solid waste inspectors, and a neighborhood liaison, all of whom work directly with citizens and neighborhood organizations to address issues of concern.

Neighborhood Pride, another unique city program, is an intense, one week service delivery event that brings residents, city staff, and area businesses together to beautify and celebrate a neighborhood. During Pride Week, the city provides alley and street cleanups, evaluation of house exteriors for code complaints, and sponsors community events. Since its inception in 2000, 84 neighborhoods have participated and over 900 businesses have become Pride Partners, donating funds and support for the program.

Neighborhoods are also strengthened through the city's Code Enforcement Office, through which 64 code enforcement officers and supervisors work with residents to ensure that properties meet city codes for health and safety. During 2013, code officers investigated 28,644 emergency and non-emergency requests and issued 18,870 notices of violation.



## Public Health

Columbus Public Health provides a variety of preventive and community health services for city residents. The Environmental Health Division conducts regular inspections of food facilities both within the city and in the suburban community of Worthington, which contracts for the service. Restaurants, mobile food carts and vending machines are inspected to ensure that safe and proper food handling procedures are being followed, helping to reduce the incidence of food-borne illness in both communities. In 2013, the division inspected and licensed more than 6,600 food service operations. Through the popular SIGNS program, residents can quickly see the status of a facility so that they can make more informed choices. The division also inspects public pools, spas, school facilities, and tattoo parlors.

Preventing and containing the spread of communicable disease is another high priority for the Health Department. In 2013, more than 34,000 immunizations were provided to Columbus residents against vaccine-preventable diseases. Ensuring the health of mothers and babies is also a critical mission of the department. The Columbus/Franklin County WIC (Women, Infants and Children) program provided services through more than 164,000 client visits in 2013, including pregnant and post-partum women who received breastfeeding and nutrition services. Through the department's home visiting programs 5,200 home visits were provided to new mothers and babies. Sexual health services, including testing and treatment, are another key component of Columbus Public Health's services. In 2013, there were more than 8,299 residents tested and/or treated by the Sexual Health Program. HIV and STI prevention, along with diagnosis and treatment, continue to be important aspects of the program.

## Recreation, Cultural Amenities and Sports

### Parks

Columbus operates over 250 developed parks and maintains approximately 15,000 acres of parks and recreation areas. Community parks offer athletic fields, courts, ball diamonds, playgrounds and picnic areas and many have walking/biking trails, pools, recreation centers and/or shelter houses. Similarly, many of the parks offer passive recreational opportunities with open green space and nature preserves. Smaller neighborhood parks are located throughout the city offering easy access to green spaces and recreational areas close to home.

The city's "Scioto Mile" (downtown riverfront parks) feature award winning Bicentennial Park and AEP fountain and stage, North Bank Park and Genoa Park amphitheater. The full Scioto Mile stretches over one mile long, traversing the walking path along the Scioto River, continuing on to provide a link to the Scioto Audubon Park on the Whittier Peninsula to the south and an uninterrupted trail to Worthington Hills to the north. The recent removal of the Main Street dam downtown and subsequent construction to narrow the river will increase parkland and trails within the Scioto Mile, opening late 2015.

### Trails

With 92 miles of multi-use trails, construction on the Camp Chase Trail and completion of the Alum Creek Trail starting in 2014, Columbus is striving to not only beautify the city, but to enhance the quality of life of the city's residents as well. In 2013, CoGo Bike Share launched with the installation of 300 bicycles at over 30 stations in the downtown area. This program has been met with great enthusiasm by the commuting cyclist community. Current plans are to expand the downtown system north to The Ohio State University area.



### Community and Senior Centers/Programs

There are 29 community centers located throughout the city. A wide array of activities and programming, for youth through senior citizens, are offered at the centers, including basketball, tennis, playgrounds, soccer, baseball, visual and performing arts, and life skills.

Additionally, the department offers over 20 camps throughout the summer ranging from sports and art themed camps to outdoor education and therapeutic recreation programs for adaptive youth and adults (with the latter taking place in one of the adaptive recreational facilities).

### Golf

Conveniently located around the city, the six golf courses within the Columbus Recreation and Parks Department – Airport, Champions, Mentel Memorial, Raymond Memorial, Turnberry, and Wilson – host more than 227,000 golf rounds annually.



### Aquatics and Boating

Columbus operates 7 outdoor pools, 1 indoor aquatic center and 3 spray-grounds. Dodge Pool opened in 2012 followed by the opening of Maryland Pool in 2014. Certified water safety instructors provide free learn-to-swim classes at the swim facilities for children and adults during the summer months.

Additionally, the department offers adaptive aquatic programs for youth and adults. Programs include learn-to-swim, boating and water safety courses.

### Cultural Amenities/Special Events

Columbus is home to many nationally renowned facilities including a top-ranked zoo, public library, and science museum and hosts

many popular festivals and events. Music organizations such as the Columbus Symphony, Columbus Jazz Orchestra, and Opera Columbus provide year-round opportunities for live music. Concerts are shown at the Nationwide Arena, Schottenstein Center and the popular Lifestyle Communities Pavilion. Patrons of performing arts and theater find plenty to see in the offerings of local companies such as BalletMet, CATCO (Contemporary American Theatre Company), and Columbus Children's Theatre.

Featuring the finest local, regional and international jazz artists, the Jazz & Rib Fest offers a diverse lineup of artists guaranteed to satisfy the

cravings of any jazz connoisseur while barbeque pit masters serve up sizzling ribs, chicken and more in the Arena District. Along the Scioto Mile, “FountainSide” is presented every Wednesday afternoon during the summer for free children’s

activities including games, arts, crafts, and lots of fun in the 15,000 sq. ft. interactive fountain. “Rhythm on the River” includes Friday night performances in Bicentennial Park highlighting everything from bluegrass to ballet. In December, the annual “Grand Illumination” kicks off the holiday season as thousands of twinkling lights and holiday décor illuminate the Scioto Mile.

The city’s Cultural Arts Center is one of Columbus’ premier visual arts facilities. For over three decades, the center has been the site of exceptional art exhibitions and services to central Ohio. Art classes, workshops, lectures, tours, special events, a gift shop, and rental space are available at the site.



Visitors and residents can view everything from traveling art and exhibits to standing collections at the recently renovated Columbus Museum of Art, the Wexner Center for the Arts, the King Arts Complex, or at one of the many galleries located throughout the Short North or German Village neighborhoods. The Golden Hobby Shop is operated by the Columbus Recreation and Parks Department as a non-profit, consignment shop for senior citizens' handcrafted items since 1971. Located in the 150-year-old former Third Street School, the shop has ample area for sales and displays, as well as craft workshops, demonstrations, and quilting classes.



The city also offers multiple opportunities for shopping and dining. The Polaris Mall, Easton Town Center, Tuttle Mall, and the Arena District are popular shopping and entertainment districts.

### Sports

Columbus is home to several sports teams including the Columbus Crew, one of Major League Soccer's first teams and 2008 MLS Cup champions. Nationwide Arena is the home of the National Hockey League's Columbus Blue Jackets. Also located in the downtown area is Huntington Park, home of the Columbus Clippers baseball team, a Cleveland Indians' Triple-A affiliate. The

Clippers won back-to-back Triple-A national championship titles in 2010 and 2011.

The Ohio State University's 36 varsity sports teams, including national football champions, draw visitors from all over the region. In addition to hometown sports teams, the Greater Columbus Sports Commission brings numerous amateur, collegiate and professional sports events to town each year, including National Collegiate Athletic Association (NCAA) and Ohio High School Athletic Association (OHSAA) championships.

Columbus is also home to the Memorial Tournament, a premier stop on the PGA tour. The Memorial is played annually at Muirfield Village Golf Club in Dublin, a golf course designed and built by Columbus native and golfing legend Jack Nicklaus. Each year, the city also hosts the Arnold Sports Festival, the largest multi-sport event in the nation.

### Casino

The Hollywood Casino is located on the west side of Columbus and opened in October of 2012. The \$400 million facility houses over 2,200 blockbuster slots, over 70 big-time table games, and 36 tables of live poker, a 10,000 square foot events center and four restaurants. Approximately 1,000 employees work at the casino, 80 percent of whom are employed full-time.

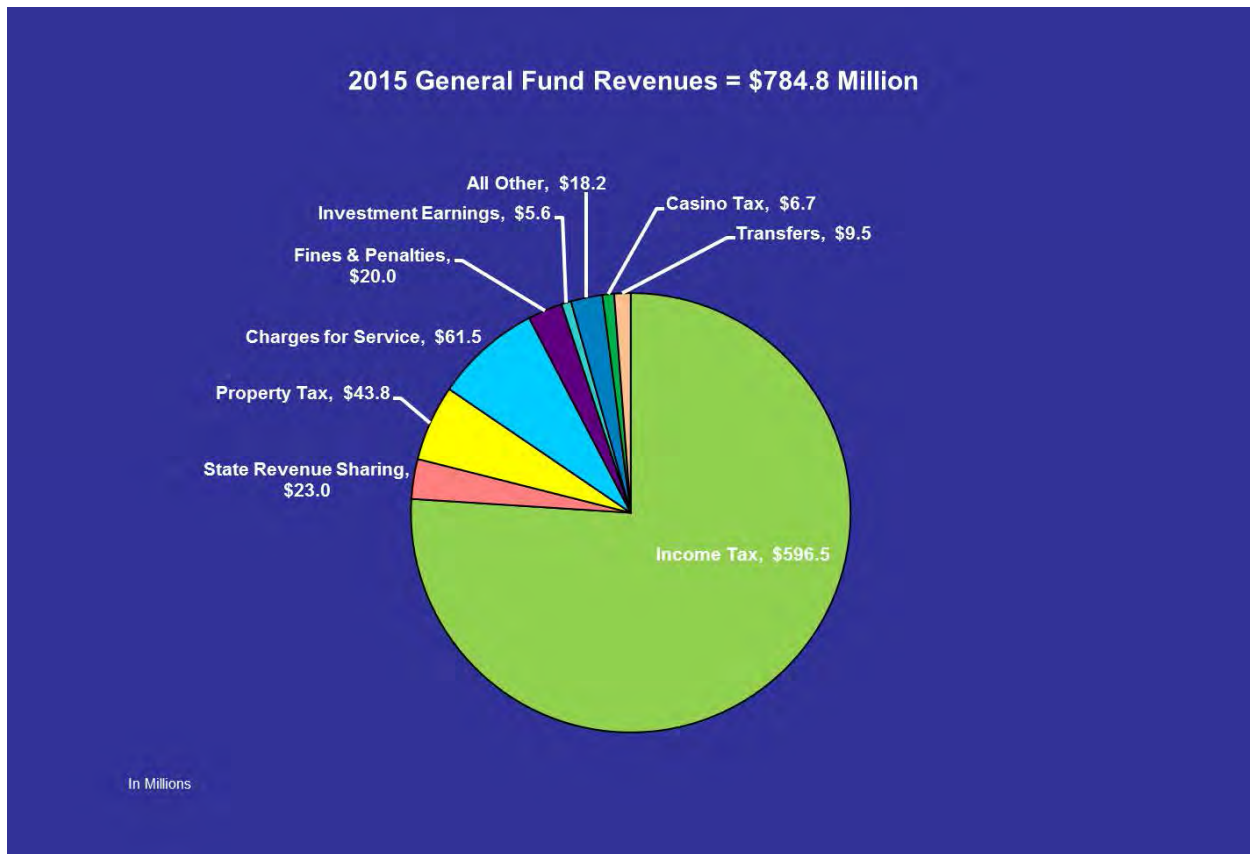


## FINANCIAL OVERVIEW

### Revenue

The financial health of the city's general fund is directly tied to the income tax which comprises over 76 percent of the revenue supporting the general fund operating budget. In August 2009, Columbus voters approved a 0.5 percent increase to the income tax rate, raising it to 2.5 percent effective October 1, 2009. 2010 was the first full year of collections at the 2.5 percent rate. Three quarters of income tax collections are deposited into the general fund for general government operations, with the balance being set aside for capital and debt service requirements.

The chart on the following page illustrates the projected amount of revenue expected from each major general fund source in 2015. After the income tax, the next three largest revenue sources to the general fund are various charges for services at eight percent, property taxes at six percent and shared revenues (various state taxes that are shared with local governments) at three percent.



Income tax collections are projected at \$579.3 million in 2014 and \$596.5 million in 2015. The City Auditor’s 2015 estimate assumes a three percent growth in income tax receipts in 2015, or an additional \$17.2 million.

Over the past decade, budget reductions at the state level have led to incremental reductions of shared revenues to local governments. In 2001, the City of Columbus received \$51 million in local government fund moneys, while the 2014 projection for these funds is \$20.5 million, and in 2015 this revenue source is \$21.7 million. Additionally, the state has eliminated the estate tax effective January 1, 2013. The current 2014 projection for estate tax revenues is \$800,000. It is estimated that the city will receive a modest \$100,000 in residual estate tax revenue in 2015.

Property tax receipts fluctuate from year to year, due to reappraisals that occur every three years. In the off years, property tax revenue growth is typically less than one percent. Growth is normally expected in the reappraisal years. The city experienced a 10.3 percent increase in assessed valuation during the sexennial reappraisal in 2006, but in 2009, the triennial update year, the county applied a zero growth rate to all residential property values. While 2012 was another reappraisal year, property tax collections actually declined by 7.92 percent due to the ongoing housing decline. These declines are precipitated by ongoing challenges in the housing market, including foreclosures and reassessment requests stemming from declining sales prices. The City Auditor projects that 2014 property tax collections will be 4.38 percent less than those of 2013. Because of reappraisals, property taxes will grow 4.29 percent in 2015.

Investment earnings are a highly volatile source of revenue and tend to reflect economic conditions. In 2001, the city posted \$29 million in investment earnings. By 2004, these earnings had dropped to just \$5.5 million. In recent years, investment earnings have been down but they are growing in

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2014 and 2015. In 2014, projected earnings are \$4.8 million, while \$5.6 million is projected for 2015.

### **Bond Ratings**

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

### **Reserve Funds**

The City of Columbus currently has three general reserve funds: the economic stabilization fund (i.e., the rainy day fund), the anticipated expenditure fund (formerly known as the 27th pay period fund), and the basic city services fund.

The rainy day fund was created in 1988 with a deposit of \$4 million as a reserve for unforeseen events that could disrupt basic city services. With the ultimate goal of reaching a fund balance of 5 percent of general fund expenditures, annual deposits of \$1 million were made until 1998. In this year, the city received a \$7 million refund from the Ohio Bureau of Workers Compensation and deposited it into this fund.

The first withdrawal was in 2003, when \$10.2 million was used to balance the general fund budget. An additional \$25 million was used in 2004 for the same purpose. In May of 2004, an unanticipated \$55.1 million from the Solid Waste Authority of Central Ohio (SWACO), in partial satisfaction of lease payments due to the city, was deposited into the rainy day fund. Transfers to the general fund were again made in 2005 (\$13 million) and 2006 (\$12 million). In 2006, the city received nearly \$10 million for pollution credits from SWACO, which were also deposited into the fund. In 2008, \$900,000 was transferred to the general fund in order to end the year in balance. In 2009, \$30.04 million was transferred to the general fund to avoid what would have been drastic reductions to basic city services. Following passage of the 2009 income tax increase, the city made good on its promise to begin to replenish the fund, with a transfer of \$7.5 million from the general fund in 2010. Deposits of \$10 million in 2011 and \$6.7 million in 2012 helped the fund reach almost \$40 million by year-end 2012. With the 2013 payment of \$16.15 million, the city met its commitment to rebuild the fund to a \$50 million balance a year earlier than originally promised.

The city has established a new goal of \$75 million in the rainy day fund to further ensure that the city is able to withstand future unknown financial events. After deposits of \$7.6 million in 2014 and \$2.2 million in 2015, the fund will have accumulated almost \$67 million of the 2018 goal of \$75 million.

The planned replenishment schedule is illustrated in the following chart.

<b>Economic Stabilization Fund Recommended Future Deposits (000's Omitted)</b>					
<b>Year</b>	<b>Deposit</b>	<b>Investment Earnings*</b>	<b>Expended</b>	<b>Year-End Balance</b>	<b>% of GF Budget</b>
2003	-	608	10,243	18,371	3.49%
2004	59,406	791	25,000	53,568	10.15%
2005	-	1,169	13,000	41,737	7.49%
2006	9,964	2,111	12,000	41,812	7.02%
2007	348	2,320	-	44,480	7.04%
2008	-	-	900	43,580	6.68%
2009	720	739	30,039	15,000	2.43%
2010	7,500	224	-	22,724	3.31%
2011	10,000	173	-	32,897	4.72%
2012	6,725	183	-	39,805	5.47%
2013	16,147	193	-	56,145	7.61%
2014	7,600	296	-	64,041	8.35%
2015	2,200	640	-	66,882	8.30%
2016	2,200	669	-	69,751	8.68%
2017	2,200	698	-	72,648	8.76%
2018	2,200	726	-	75,575	8.82%

\* In 2008, investment earnings were deposited to the Anticipated Expenditures Fund.

The anticipated expenditure fund was established in 1994 to prepare for those fiscal years in which there are 27 pay periods rather than the standard 26. After payment of \$17.8 million for the 27<sup>th</sup> pay period in 2008, this fund had a balance of \$1.23 million. Annual deposits will be made into the fund to ensure that there are sufficient moneys for the next occurrence, which will be in the year 2020.

<b>Anticipated Expenditure Fund Recommended Future Deposits (000's Omitted)</b>			
<b>Year</b>	<b>Deposit</b>	<b>Expended</b>	<b>Year-End Balance</b>
2011	2,052	-	6,814
2012	2,060	-	8,874
2013	2,122	-	10,996
2014	2,185	-	13,181
2015	2,251	-	15,431
2016	2,318	-	17,749
2017	2,388	-	20,137
2018	2,459	-	22,596
2019	2,533	-	25,129
2020	2,609	-	27,738

Finance and Management projects the next occurrence of a year with 27 pay dates to be 2020. Escalating deposits are planned to meet a projected liability of \$28 million in that year.

An additional reserve fund, the basic city services fund, was created in 2012 to ensure the city was poised to address the reduction of revenue caused by cuts to the local government fund and the elimination of the estate tax. This fund helped ensure the continuation of basic city services in 2013 and 2014. The city deposited \$11 million into this fund in 2012 and used \$6 million in 2013. In 2014, the city deposited \$5.714 million, but used \$5 million of it, leaving a balance of \$5.714 million. In 2015, \$5.16 million will be deposited into the fund, while \$5.714 will be used for 2015 city services. This will leave a balance of \$5.16 million in the fund.

## 2015 Budget Scenario

The 2015 budget was balanced by employing certain key principles, as follows:

- Build a budget from the ground up which is keyed to the city's strategic plan and implementing the Columbus Covenant.
- Focus on maintaining basic city services for neighborhoods - police and fire protection, refuse collection, and basic public health services.
- Review all program areas to identify activities the city should no longer be engaged in, given limited resources.
- Review revenue sources to identify new revenues and opportunities for increased revenues.
- Continue implementation of the 10-year reform plan by reducing pension pick-up and increasing the employee share of health insurance premiums for all city employees.
- Continue reforms and efficiency measures as recommended by the city and affirmed by the accountability committee.
- Promote efficiencies in government through examination of opportunities to redeploy uniformed police and firefighters, expansion of energy efficiency measures, improvement in the efficiency of fleet and facilities management, expansion of online auctions for city asset sales, and partnering with various organizations and governmental entities.
- Continue diligent review of general fund hires and non-personnel spending to keep expenditures at the lowest level necessary to provide essential services to the citizens of Columbus.
- Continue the replenishment of the rainy day fund in order to achieve a balance of \$75 million in the fund by the end of 2018.

## General Fund Pro Forma

A general fund pro forma operating statement is provided herein, which projects the city's future general fund financial outlook. The pro forma bases year 2015 revenues on the City Auditor's official Estimate of Available General Fund Resources, except as noted. The following assumptions were used in developing the pro forma.

## Pro Forma Operating Statement Assumptions

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

## Expenditure Assumptions

- The standard inflation rate for non-personnel items is two percent in 2016 and thereafter.
- Personnel costs (excluding insurance costs) for employees that are covered by current collective bargaining agreements are projected at the wage rates in effect per those contracts. For those units that have contracts that are currently under negotiation, and for the years that follow the expiration date of contracts currently in place, a blended rate that represents the city's efforts to control pay increases and to reduce pension pick-ups over the next ten years is used.
- Insurance costs are projected to grow by five percent annually in 2016 and beyond; however, projections include offsets due to incremental increases in employee shares.
- Expenditure projections for 2016 and beyond are premised on maintaining 2015 levels of service.
- No general fund moneys are projected for the purchase of vehicles in 2015. Starting in 2016 and beyond, however, \$4 million is projected for the purchase of safety vehicles (primarily police cruisers) and for the scheduled replacement of the city's rolling fleet.

## Revenue Assumptions

- Income tax receipts will be \$596.5 million in 2015 and will grow by 3.5 percent in all years thereafter.
- Property taxes will increase by 4.3 percent in 2015, and 2.0 percent thereafter, except for every third year, during the triennial review, when they will increase by 4.0 percent.
- Local government fund revenue, or shared revenues, is projected to increase by 5.5 percent in 2015 and then increase by 2.0 percent thereafter.
- Investment earnings will be \$5.6 million in 2015 and are projected to remain at that level in 2016 and thereafter.
- Charges for services are expected to grow by 3.4 percent in 2015 and then by 3.0 percent thereafter.
- The kilowatt hour tax will be \$3.1 million in 2015 and will remain flat thereafter.
- Fines and penalties will increase by .14 percent in 2015 and increase by 2.0 percent thereafter.
- Licenses and permit fees are projected to increase by 8.8 percent in 2015 and increase by 2.0 percent thereafter.
- Casino revenue will total \$6.7 million in 2015 and increase by 3.0 percent in all years thereafter.

## Division Specific Assumptions

- Two police recruit classes are funded in the general fund in 2015. Thereafter, recruit classes sufficient to replace retiring uniformed staff are projected.
- One fire recruit class is funded in 2015. Thereafter, recruit classes sufficient to replace retiring uniformed staff are projected.
- Projections for the Refuse Collection Division assume that all of the bulk collection program will continue to be funded through the general fund in 2015 and beyond.

GENERAL FUND PRO FORMA OPERATING STATEMENT

Resources:	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Beginning Balance	44,456,866	28,369,000	-	-	-	-	-	-	-	-	-
Income Tax	579,300,000	596,500,000	617,378,000	638,986,000	661,351,000	684,498,000	708,455,000	733,251,000	758,915,000	785,477,000	812,969,000
Property Tax	42,037,217	43,839,000	44,716,000	45,610,000	47,434,000	48,383,000	49,351,000	51,325,000	52,352,000	53,399,000	55,535,000
Kilowatt Hour Tax	1,400,000	3,100,000	3,100,000	3,100,000	3,100,000	3,100,000	3,100,000	3,100,000	3,100,000	3,100,000	3,100,000
Hotel/Motel Tax	-	-	-	-	-	-	-	-	-	-	-
Shared Revenues	22,520,000	23,009,000	23,467,000	23,934,000	24,411,000	24,897,000	25,393,000	25,899,000	26,415,000	26,941,000	27,478,000
License and Permit Fees	10,345,000	11,257,000	11,482,000	11,712,000	11,946,000	12,185,000	12,429,000	12,678,000	12,932,000	13,191,000	13,455,000
Fines and Penalties	19,953,000	19,981,000	20,381,000	20,789,000	21,205,000	21,629,000	22,062,000	22,503,000	22,953,000	23,412,000	23,880,000
Investment Earnings	4,800,000	5,550,000	5,550,000	5,550,000	5,550,000	5,550,000	5,550,000	5,550,000	5,550,000	5,550,000	5,550,000
Charges for Service	59,445,000	61,482,000	63,326,000	65,226,000	67,183,000	69,198,000	71,274,000	73,412,000	75,614,000	77,882,000	80,218,000
All Other Revenue	13,000,519	7,557,000	7,557,000	7,557,000	7,557,000	7,557,000	7,557,000	7,557,000	7,557,000	7,557,000	7,557,000
Basic City Services Transfer	5,000,000	5,714,000	-	-	-	-	-	-	-	-	-
Casino Revenue	6,611,637	6,742,000	6,944,260	7,152,588	7,367,165	7,588,180	7,815,826	8,050,301	8,291,810	8,540,564	8,796,781
<b>Total Revenues</b>	<b>764,412,373</b>	<b>784,731,000</b>	<b>803,901,260</b>	<b>829,616,588</b>	<b>857,104,165</b>	<b>884,585,180</b>	<b>912,986,826</b>	<b>943,325,301</b>	<b>973,679,810</b>	<b>1,005,049,564</b>	<b>1,038,538,781</b>
<b>Total Available Resources</b>	<b>808,869,239</b>	<b>813,100,000</b>	<b>803,901,260</b>	<b>829,616,588</b>	<b>857,104,165</b>	<b>884,585,180</b>	<b>912,986,826</b>	<b>943,325,301</b>	<b>973,679,810</b>	<b>1,005,049,564</b>	<b>1,038,538,781</b>
% Change in Revenues from Prior Yr.	0.75%	2.66%	2.44%	3.20%	3.31%	3.21%	3.21%	3.32%	3.22%	3.22%	3.33%
% Change in Resources from Prior Yr.	1.29%	0.52%	-1.13%	3.20%	3.31%	3.21%	3.21%	3.32%	3.22%	3.22%	3.33%
<b>Expenditures:</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Development	33,126,721	24,241,633	24,978,011	25,556,034	26,149,541	26,759,038	27,385,050	28,028,124	28,688,828	29,367,752	30,065,513
Fire	219,020,162	226,040,527	232,177,274	238,341,424	244,735,299	251,370,944	258,261,169	265,419,594	272,860,712	280,599,942	288,653,699
Governmental Services	90,009,213	112,133,164	120,543,083	123,261,567	126,047,601	131,103,196	134,030,435	137,031,477	140,108,562	143,264,012	146,500,234
Health	20,025,818	22,059,245	22,500,430	22,950,438	23,409,447	23,877,636	24,355,189	24,842,293	25,339,139	25,845,921	25,845,921
Judicial Services	27,518,931	28,695,658	29,783,472	30,564,493	31,370,401	32,202,159	33,060,770	33,947,280	34,862,786	35,808,430	36,785,407
Other Safety	14,427,915	14,904,165	15,221,029	15,558,261	15,903,878	16,258,131	16,621,277	16,993,585	17,375,333	17,766,811	18,168,316
Police	289,598,890	302,432,030	312,211,250	320,700,894	329,517,511	338,678,642	348,202,950	358,110,296	368,421,819	379,160,024	390,348,877
Recreation and Parks	32,863,530	36,421,420	37,384,553	38,283,315	39,207,606	40,158,314	41,136,363	42,142,718	43,178,382	44,244,399	44,244,399
Refuse Collection	30,633,559	32,446,708	33,349,629	34,151,235	34,975,603	35,823,526	36,695,828	37,593,367	38,517,039	39,467,774	40,446,543
Public Service	5,961,498	6,365,451	6,611,651	6,786,229	6,966,415	7,152,429	7,344,497	7,542,857	7,747,759	7,959,460	8,178,233
Fleet-Vehicles	4,000,000	-	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
<b>Operating Expenditures</b>	<b>767,186,237</b>	<b>805,740,000</b>	<b>838,760,383</b>	<b>860,153,890</b>	<b>882,283,303</b>	<b>907,384,015</b>	<b>931,093,527</b>	<b>955,651,592</b>	<b>981,100,357</b>	<b>1,007,484,526</b>	<b>1,033,237,143</b>
% Change/Previous Year	3.94%	5.03%	4.10%	2.55%	2.57%	2.84%	2.61%	2.64%	2.66%	2.69%	2.56%
Transfer to Economic Stabilization Fund	7,600,000	2,200,000	2,200,000	2,200,000	2,200,000	-	-	-	-	-	-
Transfer to Basic City Services Fund	5,714,000	5,160,000	-	-	-	-	-	-	-	-	-
<b>Required Expenditure Reductions and/or Revenue Increases</b>	<b>28,369,000</b>	<b>-</b>	<b>(37,059,123)</b>	<b>(32,737,302)</b>	<b>(27,379,138)</b>	<b>(22,798,834)</b>	<b>(18,106,701)</b>	<b>(12,326,291)</b>	<b>(7,420,548)</b>	<b>(2,434,962)</b>	<b>-</b>

Footnotes:

Revenue estimates for 2016 and beyond are those of the Department of Finance & Management, and not the City Auditor.  
 Cumulative deficits are not possible since each budget year must be balanced. Balancing will be achieved through increased revenues, lowered expenditures, or a combination thereof.



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## CITY OF COLUMBUS FINANCIAL POLICIES

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

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

### **A. Balanced Budget**

1. It is the policy of the city that the budget for each of its funds always be balanced in that the appropriations from each fund for the fiscal year not exceed the resources available to that fund for the year, including estimated revenues and any balance in the fund at the beginning of the year. This policy assures that the city does not spend beyond its means and derives from the requirement in Sections 26 and 27 of the City Charter that the Mayor's estimate be used as the basis for appropriation ordinances.
2. While in any given year all or a portion of the beginning balance in a fund may be appropriated for expenditure, the longer-term goal is that operating expenditures not exceed operating revenues on an annualized basis such that structural balance is maintained within each fund. Consistent with this longer-term goal, the better practice is to appropriate portions of the beginning balance only to the extent they support non-recurring expenditures, replace temporary

declines in revenue, or are reasonably anticipated to be offset by increased revenue not yet officially recognized in a revenue estimate.

3. The portion of the beginning year balance in a fund which equals the amount by which expenditures exceeded revenues during the year preceding the budget year should be appropriated only to the extent contemplated by the policy defining the appropriate use of the economic stabilization fund.
4. The portion of the beginning year balance in the general operating fund which exceeds ten percent of the expenditures from such fund during the year proceeding the budget year should be transferred to either the anticipated expenditures fund or the economic stabilization fund.

## **B. Economic Stabilization Fund**

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

### **C. Anticipated Expenditure Fund**

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

### **D. Financial Accountability**

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

### **E. Investment of City Funds**

1. Requirements regarding the deposit of public money and the investment of funds in the city treasury are set forth in the Columbus City Codes, Chapters 321 and 325. Various articles establish a three-person depository commission, made up of the City Auditor, City Treasurer and the Finance and Management Director, charged with compliance and the creation of guidelines.

The commission embodies a checks and balances process in that each represents a separately elected official of city government. Pursuant to the above code sections, the following policies exist.

2. The city will not invest in any form of derivatives, except STAROhio (an investment pool managed by the State Treasurer's Office that allows governments within the state to pool their funds for investment purposes).
3. The city is prohibited from entering into reverse repurchase agreements and does not leverage its investment portfolio in any manner.
4. Only eligible investments with final maturities not greater than two years from the time of purchase are permitted.
5. The city purchases investments only through member banks of the Federal Reserve System or broker dealers licensed by the State of Ohio and members of the National Association of Securities Dealers (NASD).
6. Investments permitted by Chapter 325 of the Columbus City Code are limited to the following:
  - a. Bonds, notes, or other obligations of the United States government or its agencies for which the faith of the United States is pledged for the payment of principal and interest.
  - b. Bonds, notes, debentures, or other obligations issued by any of the federal government-sponsored enterprises listed below:
    - Federal Farm Credit System
    - Federal Home Loan Bank
    - Federal Home Loan Mortgage Corporation
    - Federal National Mortgage Association
  - c. The Ohio State Treasurer's Asset Reserve Funds (STAROhio) pursuant to Ohio Revised Code 135.45.
  - d. Bonds or other obligations of the City of Columbus, Ohio.
  - e. Obligations of the State of Ohio or any municipal corporation, village, township or other political subdivision of the State of Ohio, as to which there is no default of principal or interest and which have been approved as to their validity by nationally recognized bond counsel.
  - f. Certificates of deposit in eligible institutions applying for moneys as provided in Chapter 321 of the Columbus City Codes.
  - g. Repurchase agreements that are collateralized with legally authorized securities as defined in Chapter 321.08 of Columbus City Code and held in third-party safekeeping designated by the City Treasurer and in the name of the City of Columbus.

## **F. Income Tax and Special Income Tax Fund**

1. Initiated in 1947 and implemented in 1948, pursuant to Ohio law (ORC Chapter 5747), Columbus City Code Section 361.19 authorizes the levying of a two and one half percent income tax on Columbus workers and businesses. Increases in the income tax above one percent are subject to voter approval, pursuant to state law and the Columbus City Charter.

2. The city deposits three quarters of income tax revenue to the general fund and one quarter to the special income tax fund (SIT). The SIT is used to finance capital improvements, generally of a non-enterprise nature.
3. The above distribution of income tax proceeds should be maintained. National rating agencies consistently cite this long-standing policy as a major factor earning the city its high credit designation.

### **G. Allocation of Investment Earnings**

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

### **H. Pro Rata Assessment for General Fund Support**

1. The Attorney General of the State of Ohio has ruled that the cost of administrative services provided by general fund agencies for independent fund agencies may be pro rated to the independent fund agencies on an equitable basis.
2. The charge, commonly referred to as “pro rata,” represents an approximation of the cost incurred for certain services performed by administrative agencies of the general fund for enterprise, special revenue, grant and internal service divisions, and for which no specific charge is assessed. Services include, but are not limited to, debt administration and budget preparation, legal counsel, financial reporting, procurement assistance, and building maintenance.
3. Generally accepted accounting practices as contained in Government Auditing Standards, issued by the Comptroller General of the United States, require reasonable justification for the assessed amount.
4. The most recent cost evaluation study performed by the Department of Finance and Management and confirmed by the City Auditor resulted in a pro rata rate of 4.5 percent of revenues to be charged to appropriate funds.
5. The most recent city ordinance assesses an administrative service charge upon funds other than the general fund, equal to 4.5 percent of revenues, the proceeds of which are deposited in the general fund.
6. A triennial review and update of the pro rata calculation shall be conducted by the Department of Finance and Management.

### **I. Fees and Charge-Setting**

1. Fee-setting authority for non-enterprise divisions rests among several different entities, including the City Council, the Board of Health, the Recreation and Parks Commission, the Ohio Legislature, and various other elected and appointed officials.
2. An annual fee review should be conducted by the Department of Finance and Management. Within this review, consideration should be given to the community-wide versus special service nature of the program or activity, the extent to which the service is specifically targeted to low

income individuals or groups and the intended relationship between the amount paid and the benefit received.

3. This review should list the major fees and charges along with the following:
  - a. Current fee or charge rates
  - b. Date of the most recent increase
  - c. Market rates and charges levied by other public and private entities for similar services
  - d. The action needed to change the fee
4. The Director of Finance and Management will recommend fee and charge increases based upon the above review to the Mayor's office.
5. With Mayoral approval, the proposed changes shall be presented to the appropriate fee-setting authority for approval.
6. The goal of the rate setting process for the water and sewer enterprise funds shall be to avoid steep increases in rates, while at the same time fully meeting the needs of the system. Ten-year pro forma operating statements for these funds shall be utilized to assist the divisions in achieving this goal.

## **J. Revenue Diversification**

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

## **K. Debt Issuance and Management**

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

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

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

## **M. Revenue Bond Reserve Ratios**

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

## **N. Operating Reserves for Funds Other Than the General Fund**

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

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



## **0. Long-Range Financial Planning**

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



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## ACCOUNTING AND ORGANIZATIONAL STRUCTURE

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

### **Accounting Structure**

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

### **Governmental Funds**

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

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

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

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

### **Proprietary Funds**

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

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

### **Fiduciary Funds**

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

### **Bases of Accounting**

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

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

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

### **Organizational Structure**

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

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

## Organization

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

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

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

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



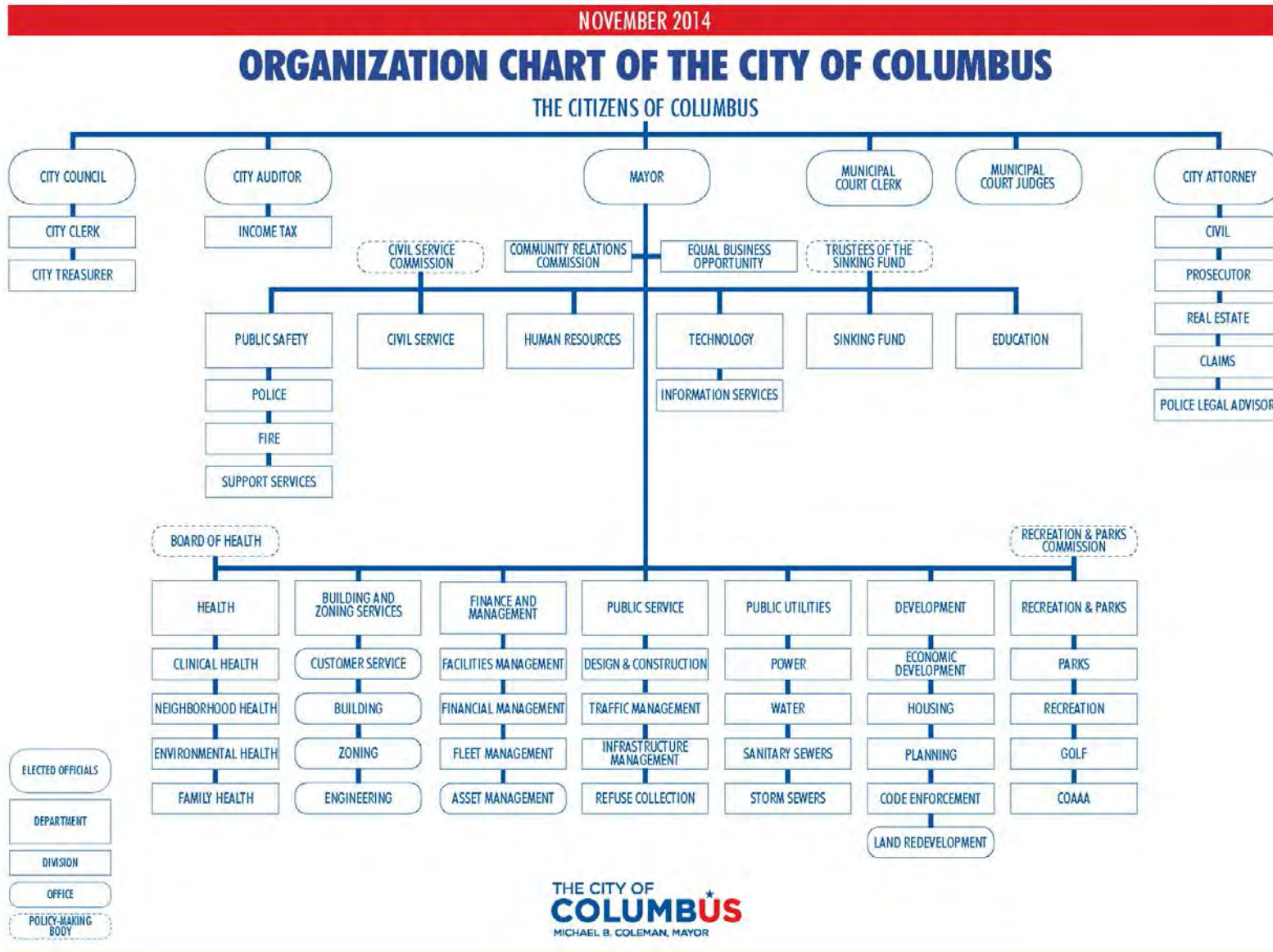
**Principal Officials**

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

Official	Title	Term Beginning	Term Ending
Michael B. Coleman	Mayor	January 1, 2012	December 31, 2015
Paul R. Rakosky	Director of Finance and Management	August 1, 2009	Pleasure of Mayor
Hugh J. Dorrian	City Auditor	January 1, 2014	December 31, 2017
Richard C. Pfeiffer, Jr.	City Attorney	January 1, 2014	December 31, 2017
Deborah Klie	City Treasurer	April 21, 2009	Pleasure of Council
Andrea Blevins	City Clerk	June 30, 2003	Pleasure of Council
David J. Irwin	Secretary of Sinking Funds	April 1, 1999	Pleasure of Sinking Fund Trustees
Andrew J. Ginther	Council President	January 1, 2012	December 31, 2015
Michelle M. Mills	Member of Council	January 1, 2012	December 31, 2015
Zachary M. Klein	Member of Council	January 1, 2012	December 31, 2015
Priscilla R. Tyson	Member of Council	January 1, 2014	December 31, 2017
Eileen Y. Paley	Member of Council	January 1, 2014	December 31, 2017
Hearcel F. Craig	Member of Council	January 1, 2012	December 31, 2015
Shannon G. Hardin	Member of Council	October 6, 2014*	December 31, 2015

\*Appointed to Council on October 6, 2014

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



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## CITY COUNCIL

### Department Description

Columbus City Council is the legislative authority and chief policy-making arm of city government, empowered by City Charter to exercise control over city expenditures. Citizens elect the seven-member council at-large to four-year terms of office. Council's primary responsibilities include: adopting the annual operating and capital budgets, authorizing certain contracts, and enacting amendments to the Columbus City Code. In addition to its fiscal control and regulatory authority, City Council

establishes land use policy through its zoning powers.

### Department Mission

To provide high quality, responsive service to the residents of Columbus, and to demonstrate the utmost respect for the citizens and for each other in a workplace that highly values teamwork, personal integrity, and competence. City Council's overriding goal is to always do what is best for the citizens of the City of Columbus.

The Council works closely with the administrative (executive) branch of city government in the formation of policy impacting public finance, safety, economic development, and the delivery of core city services. City Council also initiates and facilitates on-going cooperative efforts with other government entities, the business community, and



## City Council

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other institutions to improve the overall high quality of life for Columbus residents.

Legislative aides, legislative assistants, and the Legislative Research Office (LRO) provide City Council members information and guidance on public policy decisions impacting public safety, budgetary, economic development, and community matters.

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



## STRATEGIC PRIORITIES FOR 2015

Columbus City Council's 2015 strategic priorities will focus on four areas: serving the needs of all Columbus residents and maintaining public safety as the city's top priority; economic development and job creation efforts through effective partnerships; prudent financial oversight and the maintenance of the city's fiscal health; and keeping commitments to Columbus residents associated with the passage of the 2009 income tax increase. In pursuit of these priorities, Columbus City Council will:

Continue to work with the administration and the respective collective bargaining units to ensure proper staffing levels within the Divisions of Police and Fire, including appropriations for new police and fire classes necessary to maintain the safety of Columbus neighborhoods.

Continue to fund supplemental neighborhood safety strategies, including Community Crime Patrol, and invest sufficient capital and non-general fund dollars in the facilities, vehicles, tools, and technology necessary to maintain public safety.

Continue to work with the administration and strategic partners like the Columbus Chamber and Columbus 2020, to promote economic development and employment opportunities throughout Columbus, and incentivize job creation and continued investment in downtown as the commercial and employment center of the region.

Continue to work with the administration to stabilize neighborhoods through increased investment in infrastructure improvements, the elimination of vacant and abandoned buildings, the development of affordable housing, and the implementation of strategies that promote private investment in underserved communities.

Continue to partner with the Community Shelter Board, the Columbus Neighborhood Health Centers, and other human services providers to deliver basic human services, emergency housing, and healthcare to low-income families and others within the community.

Continue efforts to promote Columbus as a destination for travel and tourism, and to retain Columbus-based talent, through continued investment in Experience Columbus and the Greater Columbus Arts Council, financial and technical support for entrepreneurial startups, targeted investments designed to bring idle properties back into production, and initiatives to support small and minority business development.

Continue to work with the administration to expand the city's environmental agenda, including improvements to city vehicles and facilities, and the promotion of green strategies and incentives that encourage responsible, sustainable development.

Continue to identify and implement policies and practices to make government more effective, efficient, and accessible, including the adoption of new technologies that increase residents' access to public information.

Engage in proactive communication with the public at large and seek input from area commissions, civic organizations, and community groups.

Continue progress toward the goals outlined in the Reform and Efficiency plan, which was designed to strengthen the city's long-term fiscal outlook, including the implementation of cost-savings strategies and the growth of the balance of the Economic Stabilization Fund, or "rainy day" fund, to \$75 million by the end of 2018. Council will also work with the City Auditor to continue the sound fiscal policies that have maintained Columbus' triple-A bond rating.

## 2015 BUDGET NOTES

The budget for City Council includes continuation of the annual maintenance on the automated legislation system and codifying services for the City Clerk’s office.

Department Financial Summary by Area of Expense					
Fund	2012 Actual	2013 Actual	2014 Budget	2014 Projected	2015 Proposed
<b>General Fund</b>					
City Council					
Personnel	\$ 2,912,588	\$ 3,047,873	\$ 3,641,081	\$ 3,173,824	\$ 3,556,852
Materials & Supplies	17,844	39,113	22,500	21,000	22,500
Services	2,243,454	87,364	134,134	123,286	135,102
<b>General Fund Subtotal</b>	<b>5,173,886</b>	<b>3,174,350</b>	<b>3,797,715</b>	<b>3,318,110</b>	<b>3,714,454</b>
<b>Hotel/Motel Tax Fund</b>					
City Council					
Services	9,346,800	-	-	-	-
<b>Hotel/Motel Tax Fund Subtotal</b>	<b>9,346,800</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Department Total</b>	<b>\$ 14,520,686</b>	<b>\$ 3,174,350</b>	<b>\$ 3,797,715</b>	<b>\$ 3,318,110</b>	<b>\$ 3,714,454</b>

Department Personnel Summary					
Fund	FT/PT	2012 Actual	2013 Actual	2014 Authorized	2015 Authorized
<b>General Fund</b>					
	FT	34	34	38	38
<b>Total</b>		<b>34</b>	<b>34</b>	<b>38</b>	<b>38</b>

Operating Budget by Program				
Program	2014 Budget	2014 FTEs	2015 Proposed	2015 FTEs
Administration	\$ 3,797,715	38	\$ 3,714,454	38
<b>Department Total</b>	<b>\$ 3,797,715</b>	<b>38</b>	<b>\$ 3,714,454</b>	<b>38</b>

Program descriptions begin on the following page.



# 2015 PROGRAM GUIDE

## ADMINISTRATION

To approve all appropriations and laws for Columbus, and to provide a public forum for the discussion of issues by the citizenry.

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## CITY AUDITOR

### Department Description

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

### Department Mission

To carry out the duties and responsibilities as prescribed by the Columbus City Charter and the Columbus City Code; to provide efficient and effective collection of monies and audit services with continuous upgrades to the city tax and filing systems and all other necessary resources utilized in the process.

fiscal facts, reporting periodically to city officials and the public in summaries and analytical schedules, as prescribed in the City Charter.

For the last 33 years, the City Auditor has received a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA). This certificate is the highest form of recognition for

excellence in state and local government financial reporting.

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

to bonded debt voted directly by the public, both enterprise and non-enterprise.

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

### Department Goals and Objectives

- To ensure efficient and effective reporting regarding the city's finances to Columbus City Council, the Mayor and administrative agencies, the City Attorney, the Municipal Court Judges and Clerk, and the residents of Columbus.
- To ensure accurate audit services, systematic collection of taxes, and monitoring of the city's tax-generated revenues.

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## STRATEGIC PRIORITIES FOR 2015

Maintain high quality fiscal processing, tax collection and audit, debt management, record keeping, and reporting to its customers.

Continue to ensure compliance with the Columbus City Charter and Columbus City Code.

Continue to receive the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the United States and Canada.

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## 2015 BUDGET NOTES

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### CITY AUDITOR

The 2015 budget includes funding for outside audit services, including audits for sub-recipients, and for maintenance costs for the city's integrated automated accounting, budgeting, and procurement system.

### INCOME TAX

The 2015 budget for the Income Tax Division includes funding for tax application computer programming services, banking and lockbox services, filing fees, postage, tax form printing, and temporary employment service fees.

Department Financial Summary by Area of Expense						
Fund	2012 Actual	2013 Actual	2014 Budget	2014 Projected	2015 Proposed	
<b>General Fund</b>						
City Auditor						
Personnel	\$ 2,639,234	\$ 2,747,996	\$ 3,021,170	\$ 2,956,374	\$ 3,168,229	
Materials & Supplies	28,500	24,506	24,600	35,818	24,600	
Services	731,653	988,527	843,980	840,136	875,494	
<b>City Auditor Subtotal</b>	<b>3,399,387</b>	<b>3,761,029</b>	<b>3,889,750</b>	<b>3,832,328</b>	<b>4,068,323</b>	
Income Tax						
Personnel	6,696,959	6,665,677	7,426,065	7,030,882	7,364,754	
Materials & Supplies	58,281	76,244	79,000	74,084	79,000	
Services	689,959	1,039,972	1,301,532	1,232,224	1,349,338	
<b>Income Tax Subtotal</b>	<b>7,445,199</b>	<b>7,781,893</b>	<b>8,806,597</b>	<b>8,337,190</b>	<b>8,793,092</b>	
<b>General Fund Subtotal</b>	<b>10,844,586</b>	<b>11,542,922</b>	<b>12,696,347</b>	<b>12,169,518</b>	<b>12,861,415</b>	
<b>Department Total</b>	<b>\$ 10,844,586</b>	<b>\$ 11,542,922</b>	<b>\$ 12,696,347</b>	<b>\$ 12,169,518</b>	<b>\$ 12,861,415</b>	

Department Personnel Summary						
Fund	FT/PT	2012 Actual	2013 Actual	2014 Authorized	2015 Authorized	
<b>General Fund</b>						
City Auditor	FT	24	26	34	34	
	PT	1	0	4	4	
Income Tax	FT	73	73	82	82	
	PT	0	1	1	1	
<b>Total</b>		<b>98</b>	<b>100</b>	<b>121</b>	<b>121</b>	

Operating Budget by Program					
Program	2014 Budget	2014 FTEs	2015 Proposed	2015 FTEs	
Auditor Administration	\$ 569,239	4	\$ 596,509	4	
Accounting and Financial Reporting	1,954,521	8	2,112,091	9	
Auditing	875,239	10	934,374	10	
Payroll Auditing	490,751	5	425,349	5	
Income Tax Administration	2,509,147	9	2,796,574	9	
Collections and Audits	4,473,748	48	4,350,502	48	
Record Maintenance	1,823,702	21	1,646,016	21	
<b>Department Total</b>	<b>\$ 12,696,347</b>	<b>105</b>	<b>\$ 12,861,415</b>	<b>106</b>	

Program descriptions begin on the following page.





# 2015 PROGRAM GUIDE

## AUDITOR ADMINISTRATION

To administer the City Auditor's Office and Income Tax Division.

## ACCOUNTING AND FINANCIAL REPORTING

To provide accounting and reporting of all city financial transactions; implement improvements to the city's accounting and reporting system; and publish the city's annual financial report.

## AUDITING

To pre-audit all city financial transactions.

## PAYROLL AUDITING

To process all city payrolls and insurance programs.

## INCOME TAX ADMINISTRATION

To direct all administrative and operating functions of the division, including the fiscal duties, to enforce the collection of the two and one half percent municipal income tax pursuant to Chapter 361 of the Columbus City Code, to ensure the collection and enforcement of the hotel/motel tax for the City of Columbus and Franklin County Convention Facilities Authority.

## COLLECTIONS AND AUDITS

To collect, audit, enforce, and process various types of income tax documents.

## RECORD MAINTENANCE

To perform account maintenance; to provide support functions for the audit staff, to sort and file all income tax returns and tax correspondence for quick retrieval, and skip trace addresses for delinquent accounts and non-filers.



## CITY TREASURER'S OFFICE

### Department Description

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

Specifically, the City Treasurer's responsibilities include the receipt and deposit of all city funds into bank accounts of the city in accordance with Chapter

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

### Department Mission

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

## STRATEGIC PRIORITIES FOR 2015

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

## 2015 BUDGET NOTES

The Treasurer's budget is primarily personnel-related with funding for nine full-time employees in 2015. Non-personnel funding is primarily for banking services contracts and software license fees.

Department Financial Summary by Area of Expense					
Fund	2012 Actual	2013 Actual	2014 Budget	2014 Projected	2015 Proposed
<b>General Fund</b>					
Personnel	\$ 826,697	\$ 859,701	\$ 962,438	\$ 900,565	\$ 951,886
Materials & Supplies	2,477	2,672	14,695	6,273	6,200
Services	76,265	184,994	119,998	151,288	156,778
<b>General Fund Subtotal</b>	<b>905,439</b>	<b>1,047,367</b>	<b>1,097,131</b>	<b>1,058,126</b>	<b>1,114,864</b>
<b>Department Total</b>	<b>\$ 905,439</b>	<b>\$ 1,047,367</b>	<b>\$ 1,097,131</b>	<b>\$ 1,058,126</b>	<b>\$ 1,114,864</b>

Department Personnel Summary					
Fund	FT/PT	2012 Actual	2013 Actual	2014 Authorized	2015 Authorized
<b>General Fund</b>					
City Treasurer	FT	9	9	11	10
	PT	2	1	3	2
	<b>Total</b>	<b>11</b>	<b>10</b>	<b>14</b>	<b>12</b>

Operating Budget by Program				
Program	2014 Budget	2014 FTEs	2015 Proposed	2015 FTEs
Treasurer's Office	\$ 1,097,131	10	\$ 1,114,864	9
<b>Department Total</b>	<b>\$ 1,097,131</b>	<b>10</b>	<b>\$ 1,114,864</b>	<b>9</b>



# 2015 PROGRAM GUIDE

## TREASURER'S OFFICE

To act as a custodian of all funds, which includes the receipt of tax assessments, disbursements, accounting, deposits, and investments.



## CITY ATTORNEY

### Department Description

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

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

### Department Mission

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

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

Section 69. *Representing city.* The city attorney shall prosecute or defend for and in behalf of the city all complaints, suits and

controversies in which the city is a party, and such other suits, matters and controversies relating to city affairs as he shall, by resolution or ordinance of council, be directed to prosecute or defend.

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

### **Table of Organization**

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

To fulfill the obligations placed on this office by the Charter, Columbus City Council has authorized 150 full-time and 49 part-time positions for the City Attorney's Office.

### **Department Goals and Objectives**

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

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## **STRATEGIC PRIORITIES FOR 2015**

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

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

## 2015 BUDGET NOTES

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Costs for legal settlements for general fund agencies as well as outside counsel for cases involving a conflict of interest are budgeted in the Department of Finance and Management's citywide account. In addition:

- The 2015 budget provides funding for 115 full-time and 39 part-time employees.
- A total of \$92,000 is budgeted for subscriptions to various legal research services and publications.

Department Financial Summary by Area of Expense						
Fund		2012 Actual	2013 Actual	2014 Budget	2014 Projected	2015 Proposed
<b>General Fund</b>						
City Attorney						
	Personnel	\$ 10,238,276	\$ 10,465,410	\$ 11,077,984	\$ 10,985,717	\$ 11,276,387
	Materials & Supplies	94,105	88,882	89,500	63,968	91,100
	Services	469,093	325,836	358,514	313,884	411,787
	Other	-	500	-	17,533	-
	Transfers	66,042	185,706	-	-	-
	<b>City Attorney Subtotal</b>	<b>10,867,516</b>	<b>11,066,334</b>	<b>11,525,998</b>	<b>11,381,103</b>	<b>11,779,274</b>
Real Estate						
	Personnel	211,693	188,321	197,450	181,958	106,631
	<b>Real Estate Subtotal</b>	<b>211,693</b>	<b>188,321</b>	<b>197,450</b>	<b>181,958</b>	<b>106,631</b>
	<b>General Fund Subtotal</b>	<b>11,079,209</b>	<b>11,254,655</b>	<b>11,723,448</b>	<b>11,563,061</b>	<b>11,885,905</b>
<b>Land Acquisition Fund</b>						
Land Acquisition						
	Personnel	\$ 689,185	\$ 639,625	\$ 693,457	\$ 689,729	\$ 840,583
	Materials & Supplies	9,666	5,935	15,800	14,805	17,500
	Services	26,397	30,841	56,305	41,499	88,100
	<b>Land Acq. Fund Subtotal</b>	<b>725,248</b>	<b>676,401</b>	<b>765,562</b>	<b>746,034</b>	<b>946,183</b>
	<b>Department Total</b>	<b>\$ 11,804,457</b>	<b>\$ 11,931,056</b>	<b>\$ 12,489,010</b>	<b>\$ 12,309,094</b>	<b>\$ 12,832,088</b>

Department Personnel Summary					
Fund	FT/PT	2012 Actual	2013 Actual	2014 Authorized	2015 Authorized
<b>General Fund</b>					
City Attorney	FT	102	101	135	135
	PT	35	31	47	47
Real Estate	FT	2	2	6	6
	PT	1	1	1	1
<b>Land Acquisition Fund</b>					
Land Acquisition	FT	5	5	8	8
	PT	1	1	1	1
	<b>Total</b>	<b>146</b>	<b>141</b>	<b>198</b>	<b>198</b>

Operating Budget by Program				
Program	2014 Budget	2014 FTEs	2015 Proposed	2015 FTEs
Administration	\$ 1,375,672	8	\$ 1,464,460	8
Civil Prosecution	449,471	6	389,411	5
Civil Part-Time	127,196	0	134,756	0
Appellate	393,129	3	270,596	3
Prosecution Resource Unit	574,381	4	618,467	4
Victim-Witness Assistance	1,291,621	16	1,446,798	17
Business	791,089	6	960,185	7
Litigation	893,458	6	795,580	5
Labor	755,859	6	642,738	5
Police Legal Bureau	280,051	2	266,243	2
Claims	698,686	7	736,791	7
Legal Assistance	999,889	14	1,047,220	15
Zone Initiative	348,745	4	458,235	5
Criminal Prosecution	2,546,751	25	2,547,794	24
Real Estate Administration	197,450	2	106,631	1
Land Acquisition	765,562	5	946,183	7
<b>Department Total</b>	<b>\$ 12,489,010</b>	<b>114</b>	<b>\$ 12,832,088</b>	<b>115</b>

For additional financial information related to the City Attorney, please refer to the land acquisition fund contained within the Internal Service funds summary. Program descriptions begin on the following page.





# 2015 PROGRAM GUIDE

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## ADMINISTRATION

To provide management and support through the offices of the City Attorney.

## CIVIL PROSECUTION

To provide support personnel to assist attorneys in the Civil Division by preparing legal documents, maintaining the case database, scheduling depositions and appointments, and other duties that maintain the organized flow of legal documents.

## CIVIL PART-TIME

To provide law student interns who perform legal research for the attorneys in the Civil Division.

## APPELLATE

To appeal misdemeanor prosecutions to the Franklin County Court of Appeals, and defend misdemeanor criminal appeals filed against the city.

## PROSECUTION RESOURCE UNIT

To assist citizens requesting the filing of criminal misdemeanor complaints by assisting, advising, and making appropriate referrals.

## VICTIM-WITNESS ASSISTANCE

To prosecute domestic violence offenders and assist victims by providing them with immediate resources, and to educate and train all city and county law enforcement officers on the issue of domestic violence.

<b>BUSINESS</b>	To assist in the legal review and implementation of vital city development projects, give legal assistance to city officials with respect to city services, legislation, contracts, zoning, and relations with the suburbs, to assist city agencies in complying with state and federal environmental laws, and to take legal action against industrial facilities that fail to comply with water pollution laws and other environmental requirements.
<b>LITIGATION</b>	To defend the city and its employees in contract disputes, claims for personal injury or property damage, constitutional violations, wrongful death, tax disputes, and claims requesting money damages. To provide legal education, training, advice, and counsel.
<b>LABOR</b>	To handle all labor and employment-related litigation, render legal advice to city officials on labor and employment matters, defend the city in employment litigation filed in federal and state courts, and counsel various city departments on day-to-day personnel matters.
<b>POLICE LEGAL BUREAU</b>	To advise the Division of Police on legal and policy matters, serve as liaison for civil and criminal litigation involving police, and provide training on legal topics associated with law enforcement.
<b>CLAIMS</b>	To handle pre-litigation claims against the city as well as the collection of funds owed to the city.
<b>LEGAL ASSISTANCE</b>	To provide clerical support to the prosecutors in the Franklin County Municipal Court, send out subpoenas, and ensure that all case files have necessary paperwork for each prosecutor's daily docket.
<b>ZONE INITIATIVE</b>	To handle cases relating to housing, building, health, and zoning code violations, as well as nuisance abatement actions.
<b>CRIMINAL PROSECUTION</b>	To provide attorneys in the prosecution of misdemeanor traffic and criminal cases including domestic violence, DUI, and assault cases.
<b>REAL ESTATE ADMINISTRATION</b>	To provide management and support for the Real Estate program.
<b>LAND ACQUISITION</b>	To provide management and support for acquisition of all real property needed by city departments and legal assistance in all real estate matters.

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## MUNICIPAL COURT JUDGES

### Department Description

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

The Court has 14 judges in the General Division and 1 judge in the Environmental Division. Judges serve six-year terms, unless appointed or elected to fill a vacancy. Annually, they elect one of their peers to serve as the Administrative and Presiding Judge.

### Department Mission

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

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

## Municipal Court Judges

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



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

monetary limit on the cases that fall within the Environmental Division's exclusive jurisdiction.

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

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

## STRATEGIC PRIORITIES FOR 2015

Issuance of bids for the Municipal Court Building Master Plan – Phase 1 Renovation, began in late summer 2014. Work will begin during 2015 to upgrade major core building elements including mechanical and electrical plant, IT backbone, electrical service and switchgear, passenger and prisoner elevators, and replacement of all windows.

In 2015, there will be an increase in the strategic and efficient usage by probationers of electronically monitored home incarceration, work release, and SCRAM (Secure, Continuous Remote Alcohol Monitoring).

The Probation Department installed a “Pupilometer” during the spring of 2014. This new technology detects drug and alcohol use via a retinal scan and has the potential to reshape how the Court monitors its population of probationers. The Court will continue to study the effects and cost efficiencies (if any) to determine if additional machines are necessary. The probation user fee fund was used for the purchase of this equipment.

During 2014, the Court developed an electronic search warrant application. Now in its “beta” testing phase, the Court is currently identifying additional essential needs based on experience using the application. In 2015, the Court hopes to refine this process and get all local and suburban law enforcement agencies using the electronic process.

Audio and video recording equipment was installed in the magistrates’ courtrooms and the traffic arraignment courtrooms during 2014. The systems are the same as those installed in the judges’ courtrooms in 2013. For 2015, the Court will continue to develop its standards and protocols for long-term storage and maintenance of audio-video recordings and will investigate additional uses for the equipment.

The Ohio Supreme Court asked this Court to be a pilot partner to implement and evaluate video language interpreting in the courtrooms. Due to the increasing diversity of our local population, language interpreting is an increasing and costly demand. The Court has accepted the Supreme Court’s offer of participation and anticipates the pilot to be underway during 2015.

In 2014, the Supreme Court of Ohio’s Commission on Specialized Dockets granted final certification to each of the Court’s five specialized dockets – Mental Health Program, Alcohol and Drug Addiction Program (ADAP), Changing Actions to Change Habits (CATCH), Military and Veteran Service (MAVS), and Opiate Extension Program (OEP). In 2015, the Court will continue to make efforts to enhance program effectiveness and will evaluate several technological advances to help increase offender accountability while making the programs easily accessible for staff, attorneys, and treatment providers.

Effective September 1, 2014 the Court increased court costs from \$1.00 to \$3.00 on certain case types to help provide financial sustainability to the Specialized Docket Program. These funds are set aside and designated to the operations of the Specialized Dockets.

## 2015 BUDGET NOTES

The 2015 general fund budget includes \$359,856 to fund the Court’s contract for evening and weekend security. In addition:

- General fund monies continue to offset a portion of the costs associated with the ADAP (Alcohol and Drug Abuse Program), CATCH (Changing Actions to Change Habits), and the MAVS (Military and Veteran’s Services) programs.
- In 2010, the Court began requiring current employees to pay a portion of the employee share of OPERS retirement contribution. In 2015, employees hired before 2010 will be paying five percent of their OPERS contribution. All employees hired after January 2010 are required to pay the full ten percent employee share of pension contribution.

## Municipal Court Judges

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- Most of the Court's technology costs are paid from the Court's computer fund, not the general fund.
- In 2011, the Court increased the probation user fees paid by probationers. The increased fees continue to result in revenues used to pay for programs, training, staff salaries, and other expenses.

Department Financial Summary by Area of Expense					
Fund	2012 Actual	2013 Actual	2014 Budget	2014 Projected	2015 Proposed
<b>General Fund</b>					
Municipal Court Judges					
Personnel	\$ 14,045,375	\$ 14,035,388	\$ 14,413,517	\$ 14,413,389	\$ 15,291,641
Materials & Supplies	25,008	30,430	27,500	27,219	41,906
Services	980,956	1,213,701	1,409,597	1,375,214	1,445,768
Other	150,000	340,000	-	-	-
Transfers	-	-	340,000	340,000	340,000
<b>General Fund Subtotal</b>	<b>15,201,339</b>	<b>15,619,519</b>	<b>16,190,614</b>	<b>16,155,822</b>	<b>17,119,315</b>
<b>Computer Fund</b>					
Municipal Court Judges					
Personnel	-	20,600	85,333	96,493	99,165
Materials & Supplies	106,063	316,182	92,000	159,754	75,500
Services	207,329	234,845	242,054	270,640	266,626
<b>Computer Fund Subtotal</b>	<b>313,392</b>	<b>571,627</b>	<b>419,387</b>	<b>526,887</b>	<b>441,291</b>
<b>Department Total</b>	<b>\$ 15,514,731</b>	<b>\$ 16,191,146</b>	<b>\$ 16,610,001</b>	<b>\$ 16,682,709</b>	<b>\$ 17,560,606</b>

Department Personnel Summary					
Fund	FT/PT	2012 Actual	2013 Actual	2014 Authorized	2015 Authorized
<b>General Fund</b>					
Municipal Court Judges	FT	176	179	186	188
	PT	10	9	11	11
<b>Computer Fund</b>					
Municipal Court Judges	FT	0	1	1	1
<b>Total</b>		<b>186</b>	<b>189</b>	<b>198</b>	<b>200</b>



## Municipal Court Judges

Operating Budget by Program					
Program	2014 Budget	2014 FTEs	2015 Proposed	2015 FTEs	
Administration	\$ 5,670,604	51	\$ 6,078,696	52	
Assignment	805,656	13	826,064	13	
Service Bailiffs	720,060	17	703,690	17	
Courtroom Bailiffs	1,539,978	17	1,613,924	17	
Probation	4,692,044	59	4,950,819	59	
Small Claims	609,773	5	603,848	6	
Legal Research	170,498	1	161,436	1	
Court Reporters	1,208,796	14	1,218,876	14	
Jury Office	394,301	2	401,301	2	
Home Incarceration/Work Release	228,293	3	237,365	3	
Mental Health Program Docket	150,611	2	150,502	2	
Environmental Court	-	0	172,794	2	
Computer Services	419,387	1	441,291	1	
<b>Department Total</b>	<b>\$ 16,610,001</b>	<b>185</b>	<b>\$ 17,560,606</b>	<b>189</b>	

For additional financial information related to the Municipal Court Judges, please refer to the municipal court computer fund contained within the Special Revenue Funds section. Program descriptions begin on the following page.



# 2015 PROGRAM GUIDE

## ADMINISTRATION

To carry out non-judicial policies of the court including personnel management; fiscal management; purchasing; appointment of counsel for indigent defendants; liaison with other courts, governmental entities and private agencies; public information and report management; settlement week; secretarial services; and appointment of interpreters and security.

## ASSIGNMENT

To control case flow management by making individual case assignments to judges; to prepare individual judges' and magistrates' court sheets and broadsheets; to notify plaintiffs, defendants, prosecutors, attorneys and suburban solicitors of all court hearings; to schedule and maintain an up-to-date status of all active cases assigned to the judges and magistrates; and process all motions and pleadings.

## SERVICE BAILIFFS

To assist litigants and attorneys by efficiently handling and delivering court documents and the timely enforcement of judgment remedies.

## COURTROOM BAILIFFS

To coordinate activities in the courtrooms of judges and magistrates including scheduling cases and providing information to the public regarding the status of pending cases.

## PROBATION

To provide administration, regular supervision, non-reporting probation services, and the domestic violence, chemical abuse, multiple OMVI offender, sex offender, investigation services, community service, restitution, and no convictions programs.

**SMALL CLAIMS**

To provide citizens with a simplified procedure for bringing civil suits for sums of \$3,000 or less by providing forms and assistance to individuals wishing to file claims, motions and writs of execution.

**LEGAL RESEARCH**

To research and prepare memoranda of issues pending before the court, maintain the law library, review new case law to ensure the court's compliance with the decisions, review pending legislation that may affect the court, advise the judges and employees regarding new legal developments and applications of current law to court procedures, and update local court rules.

**COURT REPORTERS**

To provide a verbatim record of all court proceedings, to read back any and all portions of court proceedings, to prepare verbatim transcripts of court proceedings and to maintain records on court exhibits.

**JURY OFFICE**

To summon citizens to serve as jurors, randomly select jurors, postpone and reschedule jury service, and maintain information.

**HOME INCARCERATION/WORK RELEASE**

To provide a cost-effective alternative sentencing option to traditional jail incarceration, consistent with public safety.

**MENTAL HEALTH PROGRAM DOCKET**

To provide a cost-effective alternative sentencing option to traditional jail incarceration for prisoners with mental illnesses.

**ENVIRONMENTAL COURT**

To protect the health, safety and aesthetics of the properties and environments of our neighborhoods and communities through fair, tough, and compassionate adjudication and mediation.

**COMPUTER SERVICES**

To provide services for updating and maintaining technological needs for Municipal Court.



## MUNICIPAL COURT CLERK

### Department Description

The Franklin County Municipal Clerk of Court's office serves as the legal guardian and keeper of all the official records of the Franklin County Municipal Court including all criminal and civil case filings, subpoenas, search warrants, pleadings and monies (e.g., court costs, fines, and third party monies from garnishments). The Clerk of Court's office is entrusted with the responsibility of processing and archiving all court records in accordance with various file retention requirements. Additionally, the Clerk of Court's office calculates

and fully details all financial transactions involving the court, including fines, costs, money garnishments, trusteeship, and rent escrow monies. The office is also responsible for disbursing funds according to law. The Clerk's office compiles and publishes an annual report that details the various categories of court case filings, all financial transactions connected with all court cases, including identifying what entities receive court costs, and statistically reports all relevant data.

### Department Mission

To accurately maintain, safeguard and store all court documents as well as collect and disburse all monies as directed by legal mandates. This will be accomplished through a knowledgeable and diverse staff that will strive to serve all who use this office through competent customer service, communications and community outreach.

## STRATEGIC PRIORITIES FOR 2015

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E-Filing for Civil Cases - Continue to develop an electronic filing system that will allow parties to file civil cases and documents online.

E-Ticket - Continue to expand the Citation Program with the Franklin County Sheriff's Office and the Ohio Highway Patrol.

Web Based Garnishment Management System - Continue to develop a web-based garnishment management system (GMS) that will allow debtors, employers and attorneys the ability to manage garnishments online.

Day Forward Imaging- Continue to create an imaging workflow process which incorporates an electronic imaging station. As part of the e-filing process, the Municipal Court Clerk's office will convert all paper documents to electronic images as documents are filed.

Expansion of Time-Payment Program - Continue to develop a web-based time payment system to allow individuals to establish, maintain, and monitor their time payments.

Ohio Courts Network (OCN) - Continue to collaborate with the Ohio Supreme Court to expand the OCN. The Municipal Court Clerk's office has provided a complete image of its database to OCN and performs nightly updates.

Minor Misdemeanor Folders - Eliminate necessity to create several thousand case folders by utilizing the electronic signature technology.

Restitution Payment Program - The Court has transferred the responsibility for collection and disbursement of restitution payments to the Clerk's office. Restitution is ordered and set by a Judge at the time of sentencing and may be paid in full or set up on a payment program. Payments are received from the defendant by the Clerk's office Accounting/Finance Division and then processed and/or disbursed and mailed to the designated victim. If the victim is unable to be located, the funds will be collected by the Clerk and sent to "Unclaimed Funds."

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## 2015 BUDGET NOTES

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The 2015 general fund budget funds 162 full-time employees. Non-personnel expenses include witness fees, banking, print, postage and other ordinary office expenses.

The 2015 computer fund budget includes funding for six full-time employees. This fund provides technological support, supplies, and maintenance to help the department achieve its mission.

Department Financial Summary by Area of Expense					
Fund	2012 Actual	2013 Actual	2014 Budget	2014 Projected	2015 Proposed
<b>General Fund</b>					
Municipal Court Clerk					
Personnel	\$ 9,777,448	\$ 10,130,854	\$ 10,472,723	\$ 10,449,941	\$ 10,645,037
Materials & Supplies	128,585	126,572	125,484	124,430	127,301
Services	690,611	712,710	796,951	788,738	804,005
Other	294	-	-	-	-
<b>General Fund Subtotal</b>	<b>10,596,938</b>	<b>10,970,136</b>	<b>11,395,158</b>	<b>11,363,109</b>	<b>11,576,343</b>
<b>Computer Fund</b>					
Municipal Court Clerk					
Personnel	475,085	318,266	590,707	290,022	606,862
Materials & Supplies	74,434	78,203	61,000	56,000	61,000
Services	810,480	594,815	711,560	605,009	702,020
Capital	-	-	-	-	-
Transfers	323,700	313,150	302,850	302,850	292,050
<b>Computer Fund Subtotal</b>	<b>1,683,699</b>	<b>1,304,434</b>	<b>1,666,117</b>	<b>1,253,881</b>	<b>1,661,932</b>
<b>Department Total</b>	<b>\$ 12,280,637</b>	<b>\$ 12,274,570</b>	<b>\$ 13,061,275</b>	<b>\$ 12,616,990</b>	<b>\$ 13,238,275</b>

Department Personnel Summary					
Fund	FT/PT	2012 Actual	2013 Actual	2014 Authorized	2015 Authorized
<b>General Fund</b>					
Municipal Court Clerk	FT	154	155	172	172
	PT	0	1	2	2
<b>Computer Fund</b>					
Municipal Court Clerk	FT	4	3	12	12
<b>Total</b>		<b>158</b>	<b>159</b>	<b>186</b>	<b>186</b>

Operating Budget by Program				
Program	2014 Budget	2014 FTEs	2015 Proposed	2015 FTEs
Administration	\$ 1,397,577	8	\$ 1,301,595	8
Accounting/Finance	2,226,991	30	2,326,726	31
Civil	2,167,595	35	2,215,686	35
Criminal/Traffic	4,691,903	75	4,787,404	75
Office of Information Services	1,666,117	6	1,661,932	6
Traffic Violations Bureau	911,092	14	944,932	14
<b>Department Total</b>	<b>\$ 13,061,275</b>	<b>168</b>	<b>\$ 13,238,275</b>	<b>169</b>

For additional financial information related to the Municipal Court Clerk, please refer to the municipal court computer fund contained within the Special Revenue Funds section. Program descriptions begin on the following page.



# 2015 PROGRAM GUIDE

## ADMINISTRATION

To ensure the smooth operation of the Clerk's Office by preparing and tracking the annual budget, hiring all deputy clerks, purchasing and maintaining equipment, managing personnel payroll records, overseeing compliance with applicable statutes, rules and case law, preparing statistical reports required by law, reviewing and referring cases to appropriate authorities for collection proceedings, and investigating and responding to inquiries by the public.

## ACCOUNTING/FINANCE

To collect and account for fines, court costs, fees and bail for criminal, environmental and traffic charges filed in the Franklin County Municipal Court, to accept and disburse civil division funds paid to the court for costs and fees, plus judgment and garnishment amounts, to process all mail payments, prepare receipts for monies collected, distribute funds to the proper political subdivisions, and make a general accounting of all monies received and disbursed in the Clerk's office.

## CIVIL

To accept dockets and maintain records for all pleadings and motions filed in civil cases over which the Franklin County Municipal Court has jurisdiction.

## CRIMINAL/TRAFFIC

To accept and process all documents related to criminal and traffic charges in which citations are issued within the jurisdiction of the Franklin County Municipal Court and to process and report all applicable records to the Ohio Bureau of Motor Vehicles.

## OFFICE OF INFORMATION SERVICES

To support the Clerk and the court with the data processing needs of all divisions.

## TRAFFIC VIOLATIONS BUREAU

To record and process all traffic citations issued by the Columbus Police, the Ohio State Highway Patrol, the Franklin County Sheriff, and other law enforcement agencies throughout Franklin County.



## CIVIL SERVICE COMMISSION

### Department Description

The Civil Service Commission (CSC) is part of the checks and balances of city government. It maintains a merit system of employment to ensure the city has a competent workforce. This is achieved through management of the city's job classification plan by maintaining current job descriptions for the entire workforce, and regularly updating the job classes and standardizing their use.

The Commission also works with city agencies

to establish hiring criteria for city jobs and assesses the qualifications of applicants against these criteria. The Commission ensures individuals hired to work for the city are qualified for the work to be performed and are compensated appropriately. Each pay period, the Commission reviews each personnel transaction and certifies that employees have been employed and are being paid in accordance with the City Charter, city ordinances, and Commission rules.

### Department Mission

To ensure that the City of Columbus has a qualified workforce dedicated to serving its citizens.



## STRATEGIC PRIORITIES FOR 2015

### **Safety**

Continue efforts to improve diversity in the safety forces and to meet the city's hiring needs.

Administer the police officer exam to ensure an adequate pool of competent, qualified candidates is available for appointment.

### **Peak Performance**

Collaborate with the Auditor's Office, Human Resources Department, and the Department of Technology to complete the implementation of the new Columbus Human Resources Information System (CHRIS).

Assess the qualifications of applicants to ensure they are capable of delivering quality services to the citizens of Columbus. The more competent the city workforce is, the greater the quality of services that can be provided to the public with the same tax dollars.

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## 2015 BUDGET NOTES

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The Civil Service Commission budget includes funding for 35 full-time and 6 part-time regular employees. In addition:

- A total of \$260,810 is budgeted for the Restoration Academy, a program to assist ex-offenders in becoming productive citizens through providing instruction and resources for work readiness, job training, job certification, health and fitness, and life skills.
- To accommodate planned police and fire classes in 2015, the budget includes \$146,235 for medical and psychological screenings for police and fire recruits.
- Funds budgeted for scheduled safety promotional testing in 2015 includes \$23,711 for the fire lieutenant/captain exam and \$45,500 for the police sergeant exam.
- A total of \$20,000 is budgeted for the custom design of software to replace the current electronic position control software.

Department Financial Summary by Area of Expense					
Fund	2012 Actual	2013 Actual	2014 Budget	2014 Projected	2015 Proposed
<b>General Fund</b>					
Personnel	\$ 2,991,560	\$ 3,072,275	\$ 3,293,606	\$ 3,200,713	\$ 3,329,246
Materials & Supplies	19,742	40,433	67,009	33,839	45,935
Services	264,755	517,109	561,397	493,108	499,643
Capital	-	12,033	-	-	-
<b>General Fund Subtotal</b>	<b>3,276,057</b>	<b>3,641,850</b>	<b>3,922,012</b>	<b>3,727,660</b>	<b>3,874,824</b>
<b>Department Total</b>	<b>\$ 3,276,057</b>	<b>\$ 3,641,850</b>	<b>\$ 3,922,012</b>	<b>\$ 3,727,660</b>	<b>\$ 3,874,824</b>

Civil Service Personnel Summary					
Fund	FT/PT	2012 Actual	2013 Actual	2014 Budgeted	2015 Budgeted
<b>General Fund</b>					
Civil Service Commission	FT	33	34	34	35
	PT	5	5	16	6
<b>Total</b>		<b>38</b>	<b>39</b>	<b>50</b>	<b>41</b>

Operating Budget by Program					
Program	2014 Budget	2014 FTEs	2015 Proposed	2015 FTEs	
Administration/Classification Payroll Verification	\$ 2,139,123	19	\$ 2,080,695	19	
Public Safety Testing	1,232,440	9	1,183,405	9	
Non-Uniformed Testing	550,449	6	610,724	7	
<b>Department Total</b>	<b>\$ 3,922,012</b>	<b>34</b>	<b>\$ 3,874,824</b>	<b>35</b>	

Program descriptions begin on the following page.



# 2015 PROGRAM GUIDE

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## ADMINISTRATION/ CLASSIFICATION PAYROLL VERIFICATION

To ensure all city employees are hired and continue to be employed and paid in accordance with the Columbus City Charter, CSC Rules, and applicable contracts by maintaining the city's classification plan, which provides the structural framework for all personnel actions and serves as the foundation for an equitable compensation plan, and for the verification and certification of the biweekly city payroll.

## PUBLIC SAFETY TESTING

To ensure the City of Columbus has a qualified workforce by planning, developing, administering, and scoring validated examinations with the Police and Fire ranks.

## NON-UNIFORMED TESTING

To ensure the City of Columbus has a qualified workforce by developing and administering current, valid examinations, and by creating eligible lists in a timely manner for the 256 competitive and qualifying non-competitive, non-uniformed classifications.



## PUBLIC SAFETY

### Department Description

The Department of Public Safety manages the operations of the Divisions of Fire, Police, Support Services, and the Safety Director's Office for the City of Columbus.

### Department Mission

To build and maintain safe neighborhoods by working cooperatively with citizens to minimize injury, death, and property destruction.

## STRATEGIC PRIORITIES FOR 2015

### Neighborhoods

Improve neighborhood safety, community participation, and Police Division responsiveness by working with other government agencies, community members, and federal, state, and local law enforcement agencies to leverage additional resources.

Implement strategies related to the reduction of gun violence and gang activity.

Continue the Neighborhood Safety Camera Program and review comparison crime statistics on neighborhoods.

In partnership with the Community Crime Patrol, continue to provide support in patrol areas identified by the city.

Continue to utilize police resources in conducting the Community Summer Initiative (CSI), a targeted approach to addressing criminal activity during the summer months.

Continue to use the Police Community Response Teams (CRT) to engage localized crime patterns, provide crowd control, and foster community partnerships to address quality of life issues.

### Safety

Continue to focus on the most effective and efficient deployment of Police and Fire Divisions' personnel, making staffing adjustments when necessary.

Continue efforts to prevent crime, reduce violence, and remove illegal firearms from city streets.

Continue to enhance pedestrian and vehicular safety through the use of photo red light cameras.

Continue efforts to comply with standards to maintain national and international accreditations for both the Police and Fire Divisions, crime lab, and the heliport.

Recruit and hire the most qualified applicants for Police and Fire with a focus on safety forces mirroring the community they serve.

Continue to review 911 operations with the help of a consultant and begin the design phase for a new Communication Center.

## STRATEGIC PRIORITIES FOR 2015

### **Customer Service**

Promote concepts of community involvement in crime awareness and crime reduction programs through organizational efforts such as block watch groups to support community policing partnerships.

Continue the emergency medical services (EMS) billing program to increase enhanced features for patient care reporting.

Improve the Department's response to 311 service requests by implementing guidelines that require acknowledgement of all 311 requests within two business days and resolution of all requests within 21 days of being entered into the system.

### **Technology**

Continue the conversion of the 800 MHz digital radio system from the current analog system to a digital system.

Continue the significant efforts to replace and improve emergency response vehicles.

Continue to work with Franklin County Emergency Management and Homeland Security to upgrade the outdoor emergency siren system.

Continue to enhance pedestrian safety around school zones through the use of mobile speed vehicles and license plate readers.

Provide support and effectively collaborate with the Department of Technology to continue the implementation of transitioning technology job functions from the Police Division to the Department of Technology.

### **Education**

Continue to work with the public to facilitate educational activities such as the Neighborhood Safety Academy.

In partnership with Columbus City Schools, continue to maintain a presence of police officers in the schools, including 17 school resource officers in Columbus high schools and 20 community liaison officers who present public safety programs in the elementary and middle schools.

Continue to offer citizens access to educational opportunities through use of the Fire Safety House, fire safety education classes, and First Aid CPR and AED trainings offered by the Division of Fire.

Continue to provide educational opportunities to citizens through the Columbus Citizen Police Academy and Columbus Police Explorers Program.

## 2015 BUDGET NOTES

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### **SAFETY ADMINISTRATION**

Support to the Franklin County Emergency Management and Homeland Security Program is budgeted at \$663,000, which represents the city's proportionate share of the maintenance and administrative support of the area's emergency siren system. Additional program activities include planning for disaster recovery and public education and exercises. In addition:

- Jail contract expenses are budgeted at \$5,050,000 in 2015. The per-diem cost was increased in May of 2011 from \$70 to \$79.
- A total of \$375,000 is budgeted for the Community Crime Patrol, which patrols Hilltop, Franklinton, Merion Village area, the University district including south Clintonville and Weinland Park, the Downtown Park district, Olde Towne East/Franklin Park, the Northland/North Linden area, and any other patrol area as directed by the city. The Community Crime Patrol assists the Division of Police in identifying suspicious activities indicative of criminal behavior and includes reporting quality of life issues to appropriate city agencies, such as code violations, burned out street and traffic lights, water leaks, and downed utility and power lines.
- To promote neighborhood safety initiatives, \$40,000 is budgeted for community grants for violence prevention and \$33,000 is budgeted for Crime Stoppers.
- The truancy program is budgeted at \$75,000 in 2015.
- Minority recruiting efforts will continue in 2015, with \$100,000 allocated to this effort.
- A total of \$200,000 is included for the Capital Area Humane Society for animal cruelty investigations.

### **SUPPORT SERVICES**

In 2011, an expanded and upgraded computer aided dispatching system was implemented. Funding for maintenance of this system is included in this budget in the amount of \$530,400. In addition:

- A total of \$180,000 is budgeted for the maintenance of the neighborhood safety cameras.
- Personnel expenses include a decrease in funding for four communication technicians transferred to DoT in September, 2014 and an increase in funding for the addition of an Office Assistant II for the License section.
- A total of \$94,000 is included for the replacement of 911 computers.

### **POLICE**

The Division of Police's 2015 budget provides funding for a beginning year strength of 1,899 police officers. It is anticipated that during 2015, there will be a total of 60 separations. Officers lost through these separations will be replaced with 2 budgeted classes totaling 60 recruits and subsequent internal promotions. In addition:

- Major non-personnel budget items include \$8.83 million in internal charges for fleet (including fuel), \$1.43 million for uniforms, \$1.71 million for the towing contract, \$1.15 million for helicopter maintenance, \$827,970 for prisoner medical expenses, \$200,822 for tasers, \$491,000 for helicopter fuel, and over \$346,000 for ammunition.
- A total of \$750,000 is included for the Community Summer Initiative.

- A total of \$1.39 million in Police expenses will be paid out of the photo red light fund.
- Approximately \$1.48 million in funds received by the city from E-911 revenue will be used to partially fund the salaries and benefits of communications technicians.
- Civilianization efforts will continue in 2015, with funding for 20 police communication technicians and 8 additional identified civilianization positions.

## **FIRE**

The Fire Division's 2015 budget provides funding for a beginning year contingent of 1,538 firefighters. It is anticipated that during 2015 there will be a total of 45 separations. Firefighters lost through these separations will be replaced with a budgeted class totaling 45 recruits and subsequent internal promotions. In addition:

- The division currently provides fire suppression and EMS service with 34 paramedic engine companies, 15 ladder companies, and 5 heavy rescue units. Thirty-two EMS transport units, one for each station, have been attached to engine companies to create two-piece companies capable of responding to either fire or medical emergencies.
- Civilianization efforts will continue in 2015, with funding for eight identified civilianization positions.
- Major non-personnel budget items include \$7.5 million in internal charges for fleet (including fuel), \$676,000 for uniform parts, \$1.38 million for medical supplies, and \$624,000 for turnout gear.
- The EMS third-party reimbursement program that began in January 2003 is expected to generate \$13.7 million in 2015. The division's cost for EMS related billing services is an estimated \$1.8 million.



Department Financial Summary by Area of Expense						
Fund	2012 Actual	2013 Actual	2014 Budget	2014 Projected	2015 Proposed	
<b>General Fund</b>						
Administration						
Personnel	\$ 1,280,897	\$ 1,368,150	\$ 1,495,628	\$ 1,324,901	\$ 1,407,629	
Materials & Supplies	2,979	5,174	10,367	7,771	10,367	
Services	5,965,705	6,589,314	6,770,215	6,344,936	6,628,976	
Transfers	-	-	-	-	-	
<b>Administration Subtotal</b>	<b>7,249,581</b>	<b>7,962,638</b>	<b>8,276,210</b>	<b>7,677,609</b>	<b>8,046,972</b>	
Support Services						
Personnel	4,312,069	4,636,747	5,066,150	4,766,243	4,826,491	
Materials & Supplies	393,788	416,583	467,175	500,534	561,175	
Services	1,018,634	1,175,150	1,664,520	1,482,254	1,468,527	
Other	12	412	1,000	1,275	1,000	
<b>Support Services Subtotal</b>	<b>5,724,503</b>	<b>6,228,892</b>	<b>7,198,845</b>	<b>6,750,306</b>	<b>6,857,193</b>	
Police						
Personnel	250,884,166	260,098,995	270,748,944	271,739,971	280,436,784	
Materials & Supplies	5,070,996	5,243,011	3,271,098	3,226,853	3,532,043	
Services	16,596,557	12,954,834	15,153,228	14,241,551	15,546,625	
Other	650,010	414,882	225,000	348,515	225,000	
Capital	800,000	-	-	42,000	-	
Transfers	-	2,750,998	2,687,906	-	2,691,578	
<b>Police Subtotal</b>	<b>274,001,729</b>	<b>281,462,720</b>	<b>292,086,176</b>	<b>289,598,890</b>	<b>302,432,030</b>	
Fire						
Personnel	196,572,614	200,736,914	204,625,508	204,153,335	208,812,557	
Materials & Supplies	4,971,029	5,353,850	3,450,166	3,778,269	3,711,369	
Services	12,231,594	9,950,915	10,914,719	10,886,067	11,099,930	
Other	77,203	223,958	200,000	200,000	200,000	
Transfers	15,053	348,602	2,087,481	2,492	2,216,671	
<b>Fire Subtotal</b>	<b>213,867,493</b>	<b>216,614,239</b>	<b>221,277,874</b>	<b>219,020,162</b>	<b>226,040,527</b>	
<b>General Fund Subtotal</b>	<b>500,843,306</b>	<b>512,268,489</b>	<b>528,839,105</b>	<b>523,046,967</b>	<b>543,376,722</b>	
<b>E-911 Fund</b>						
Police						
Personnel	1,655,613	2,700,000	2,700,000	2,700,000	1,479,393	
<b>E-911 Fund Subtotal</b>	<b>1,655,613</b>	<b>2,700,000</b>	<b>2,700,000</b>	<b>2,700,000</b>	<b>1,479,393</b>	
<b>COPS Grant Fund</b>						
Police						
Personnel	3,413,239	897,024	-	-	-	
<b>COPS Grant Fund Subtotal</b>	<b>3,413,239</b>	<b>897,024</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Staffing Cont. Fund</b>						
Police						
Personnel	78,121	-	-	-	-	
Fire						
Personnel	19,852	-	-	-	-	
<b>Staffing Cont. Fund Subtotal</b>	<b>97,973</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Photo Red Light Fund</b>						
Police						
Personnel	1,605,174	1,344,300	1,344,300	1,344,300	1,330,000	
Materials & Supplies	30,933	1,152,151	-	-	-	
Services	77,070	45,700	45,700	45,700	60,000	
<b>Photo Red Light Fund Subtotal</b>	<b>1,713,177</b>	<b>2,542,151</b>	<b>1,390,000</b>	<b>1,390,000</b>	<b>1,390,000</b>	
<b>Department Total</b>	<b>\$ 507,723,308</b>	<b>\$ 518,407,664</b>	<b>\$ 532,929,105</b>	<b>\$ 527,136,967</b>	<b>\$ 546,246,115</b>	

Department Personnel Summary					
Fund	FT/PT	2012 Actual	2013 Actual	2014 Budgeted	2015 Budgeted
General Fund					
Administration	FT	10	10	11	10
	PT	1	1	1	1
Support Services	FT	49	49	52	49
	PT	4	4	6	6
Police					
Uniformed <sup>(1)</sup>	FT	1867	1904	1902	1899
Civilian	FT	307	325	379	408
	PT	4	7	10	10
Fire					
Uniformed	FT	1558	1549	1588	1538
Civilian	FT	35	37	42	51
	PT	4	3	4	4
<b>Total</b>		<b>3839</b>	<b>3889</b>	<b>3995</b>	<b>3976</b>

<sup>(1)</sup> Actual 2012 numbers include the use of a COPS Hiring Recovery Program (CHRP) Grant for 48 personnel, and partial year funding for the same in 2013.

Operating Budget by Program					
Program	2014 Budget	2014 FTEs	2015 Proposed	2015 FTEs	
Safety Administration	\$ 8,276,210	11	\$ 8,046,972	10	
Support Services Operation Support	4,946,838	30	4,490,317	26	
License and Permit Regulations	1,058,124	10	1,222,079	12	
Weights and Measurers	633,681	7	651,762	7	
Support Services Administration	560,202	5	493,035	4	
Police Training	9,667,797	67	10,411,555	76	
Police Administrative	16,431,809	70	13,236,452	98	
Technical Services	11,941,452	28	12,240,752	27	
Homeland Security	23,294,064	164	24,339,470	163	
Strategic Response	13,905,924	149	21,287,786	156	
Internal Affairs	3,668,664	27	3,801,812	27	
Investigative	41,182,174	327	43,054,517	333	
Narcotics	12,239,417	88	13,101,396	92	
Patrol	137,339,913	1,087	134,074,795	1,063	
Communications	10,352,473	137	13,645,443	137	
Police Support Operations	16,152,489	137	16,107,445	135	
Emergency Services Bureau	177,835,594	1,331	188,695,687	1,359	
Fire Prevention Bureau	6,696,555	56	6,734,905	55	
Fire Support Services Bureau	13,945,008	28	14,442,285	28	
Fire Training Bureau	9,109,520	126	4,601,410	56	
Office of the Chief	4,539,734	20	2,928,450	20	
Fire Bureau of Administration	3,526,663	19	3,401,514	27	
Alarm Office	5,624,800	50	5,236,276	44	
<b>Department Total</b>	<b>\$ 532,929,105</b>	<b>3,974</b>	<b>\$ 546,246,115</b>	<b>3,955</b>	

Program descriptions begin on the following page.



# 2015 PROGRAM GUIDE

## SAFETY ADMINISTRATION

To build and maintain safe neighborhoods by working cooperatively with citizens to minimize injury, death, and property destruction.

## OPERATION SUPPORT

To provide an effective public safety communications system by ensuring the reliability of the police and fire radio and dispatching systems.

## LICENSE AND PERMIT REGULATIONS

To provide, administer, and enforce all laws, rules, and regulations relating to licensing requirements.

## WEIGHTS AND MEASURES

To promote consumer protection by ensuring compliance with city regulations through inspection and testing of commercially used weighing and measuring devices.

## SUPPORT SERVICES ADMINISTRATION

To manage the division and ensure compliance with federal, state, and local regulations and standards pertaining to division operations.

## TRAINING

To increase pride, professionalism, and service to the public by providing quality training with quality staffing and facilities.

## POLICE ADMINISTRATIVE

To provide timely and effective performance of administrative functions such that units can perform their duties efficiently and effectively.

## TECHNICAL SERVICES

To increase the efficiency and effectiveness of the division by providing quality computerized, photographic, and print services, and by providing for the management of the division's fleet.

**HOMELAND SECURITY**

To provide for the safety of the citizens of Columbus and central Ohio by enforcing traffic-related laws, gathering intelligence to prevent terrorist attack, providing specialized policing services such as SWAT and canine services, and managing emergency operations.

**STRATEGIC RESPONSE**

To reduce crime and its related effects through community education, establishing and maintaining community/police partnerships, and deploying analytically-based criminal enforcement units.

**INTERNAL AFFAIRS**

To increase internal constraint and public confidence with the Division of Police through accurate and objective administrative investigations.

**INVESTIGATIVE**

To conduct investigations of reported felony crimes including crimes against persons, property, child victims, economic related crime, and missing persons. To conduct forensic collection and laboratory examination of crime scene evidence for successful prosecution of criminal offenders.

**NARCOTICS**

To reduce organized criminal activity and availability of illicit narcotics through proactive interdiction, investigation, and prosecution of those profiting from the sale of illicit narcotics, gambling, prostitution, and alcohol-related violations.

**PATROL**

To provide continuous uniformed patrols of the City of Columbus, respond to calls for police services, investigate non-fatal vehicular accidents, investigate and enforce criminal and traffic offenses, and engage in a variety of policing strategies to constrain the effects of crime upon the community.

**COMMUNICATIONS**

To receive incoming emergency calls from citizens and to dispatch officers in an efficient, effective, and courteous manner.

**POLICE SUPPORT OPERATIONS**

To provide for the safety of citizens by providing secure locations for property and impounded vehicles, coordinate criminal prosecutions with the judicial system, provide fingerprinting identification, and police record management.

<b>EMERGENCY SERVICES BUREAU</b>	To minimize injury, death, and property loss related to fires, medical emergencies, and other disasters through the delivery of effective fire suppression, pre-hospital treatment, and patient transportation.
<b>FIRE PREVENTION BUREAU</b>	To minimize injuries, deaths, and property loss through public education, enforcement of the fire codes, and investigation of fire causes.
<b>SUPPORT SERVICES BUREAU</b>	To provide and maintain facilities, apparatus, and supplies of the Division of Fire, and to provide infectious disease prevention and intervention for firefighters.
<b>TRAINING BUREAU</b>	To ensure that all Fire personnel have the knowledge and skills necessary to safely and effectively fulfill the mission of the Fire Division.
<b>OFFICE OF THE CHIEF</b>	To ensure that the division's resources are utilized efficiently and effectively, thus providing the best possible fire safety and related services to the citizens of Columbus.
<b>FIRE BUREAU OF ADMINISTRATION</b>	To provide a wide variety of financial and record keeping services for the Division of Fire.
<b>ALARM OFFICE</b>	To receive calls for fire, medical, or other emergencies and dispatch the appropriate resources to the emergency.

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## MAYOR'S OFFICE

### Department Description

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

### Department Mission

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



## Strategic Priorities for 2015

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

Those seven goal areas are:

### From the Columbus Covenant:

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



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## 2015 BUDGET NOTES

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The recommended budget for the Mayor’s Office provides for continued operation of the office. In addition:

- As in 2014, the costs associated with the “Get Green” initiative will be supplemented by moneys provided to the city by the Solid Waste Authority of Central Ohio (SWACO).

Department Financial Summary by Area of Expense						
Fund	2012 Actual	2013 Actual	2014 Budget	2014 Projected	2015 Proposed	
<b>General Fund</b>						
Personnel	\$ 1,779,607	\$ 1,888,974	\$ 2,199,143	\$ 1,921,769	\$ 2,176,228	
Materials & Supplies	5,648	9,924	13,173	9,901	14,044	
Services	70,815	156,425	219,472	64,896	239,799	
Other	-	-	-	500	250	
Transfers	-	13,989	-	263,140	-	
<b>General Fund Subtotal</b>	<b>1,856,070</b>	<b>2,069,312</b>	<b>2,431,788</b>	<b>2,260,206</b>	<b>2,430,321</b>	
<b>Department Total</b>	<b>\$ 1,856,070</b>	<b>\$ 2,069,312</b>	<b>\$ 2,431,788</b>	<b>\$ 2,260,206</b>	<b>\$ 2,430,321</b>	

Department Personnel Summary						
Fund	FT/PT	2012 Actual	2013 Actual	2014 Budgeted	2015 Budgeted	
<b>General Fund</b>						
Mayor's Office	FT	15	17	19	19	
	PT	1	1	1	1	
	<b>Total</b>	<b>16</b>	<b>18</b>	<b>20</b>	<b>20</b>	

Operating Budget by Program					
Program	2014 Budget	2014 FTEs	2015 Proposed	2015 FTEs	
Mayor's Office Administration	\$ 723,582	5	\$ 936,009	6	
Community Affairs	161,917	2	283,904	3	
Communications	213,744	2	299,600	3	
Environmental Stewardship	263,140	2	205,391	2	
Policy and Government Affairs Office	1,069,405	8	705,417	5	
<b>Department Total</b>	<b>\$ 2,431,788</b>	<b>19</b>	<b>\$ 2,430,321</b>	<b>19</b>	

Program descriptions begin on the following page.



# 2015 PROGRAM GUIDE

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## MAYOR'S OFFICE ADMINISTRATION

To advance the priorities of the Mayor to departments and to citizens through the formulation of strategies and goals by monitoring the implementation of policies and programs designed to meet those goals.

## COMMUNITY AFFAIRS

To provide quality customer service assistance to the citizens of Columbus and serve as the operational and administrative support team for the Mayor's Office employees.

## COMMUNICATIONS

To communicate to citizens the issues, programs, and activities of city government that engage and promote safe, strong, and distinctive neighborhoods and provide for an atmosphere that promotes economic development and job creation.

## ENVIRONMENTAL STEWARDSHIP

To strive for Columbus to become a greener, more sustainable community, improving quality of life for this and future generations.

## POLICY AND GOVERNMENT AFFAIRS OFFICE

To initiate and coordinate key Mayoral initiatives, by conducting research, assisting in legislative matters and intergovernmental affairs, and working to assure that departments are working together to meet administration goals.



# COMMUNITY RELATIONS COMMISSION

### Department Description

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

### Department Mission

To provide leadership to the people of Columbus by educating citizens and small businesses about diversity, identifying and resolving community tensions, and eliminating racism/discrimination.

## STRATEGIC PRIORITIES FOR 2015

### Neighborhoods

Continue to work with area commissions, civic associations, and community organizations on conflict resolution strategies, provide technical training, best practices, and offer additional support to empower individuals to positively impact their community.

Continue implementation of the Mayor's New Americans Initiative, with a focus on integrating immigrant and refugee families into the Columbus community. The initiative encompasses service capacity building, education and awareness presentations, distribution of civic guides, and assistance with citizenship and civic engagement.

### Peak Performance

Continue to enhance the staff performance tracking system, on which complaints, neighborhood issues, and events are logged. The database offers a real time status for each charge and complaint initiated in the system.

### Economic Development and Technology

Promote and facilitate training and technical assistance on diversity, cultural awareness, civil rights compliance, changing demographics, non-discrimination practices, and cultural sensitivity.

Work in conjunction with the Equal Business Opportunity Commission Office to build economic capacity within the refugee and immigrant communities.

### Education

Continue to provide public forums and monthly television programs on relevant topics and key issues facing our community. The live forums will allow residents to have critical community input and interactive participation.

Provide training, upon request, to the corporate and private sectors as well as to community groups and governmental agencies in the following areas: community building, diversity, cultural competency, poverty simulations, and working with immigrant and refugee communities.

### Safety

Improve residents' general knowledge and awareness of police and fire operations and procedures through social media, presentations, and training materials in an effort to enhance relationships with the community.



## 2015 BUDGET NOTES

Funding for the New Americans Initiative continues in 2015 to assist with the assimilation of new Americans arriving in Columbus from other countries. Services will include translation and interpretation services. In addition, CRC will continue to offer “ABCs of CPD” classes that focus on best practices for the interaction between the Columbus Police Department and the local immigrant community.

Funding for the Martin Luther King Jr. Day celebration event is partially restored at \$12,500. Given the timing of the annual event in January, funding for the event is typically included in the prior fiscal year’s operating budget.

Department Financial Summary by Area of Expense					
Fund	2012 Actual	2013 Actual	2014 Budget	2014 Projected	2015 Proposed
<b>General Fund</b>					
Personnel	\$ 733,070	\$ 828,492	\$ 861,727	\$ 843,655	\$ 845,639
Materials & Supplies	2,315	2,511	2,000	2,914	2,040
Services	386,916	384,777	66,259	91,808	72,826
<b>General Fund Subtotal</b>	<b>1,122,301</b>	<b>1,215,780</b>	<b>929,986</b>	<b>938,377</b>	<b>920,505</b>
<b>Department Total</b>	<b>\$ 1,122,301</b>	<b>\$ 1,215,780</b>	<b>\$ 929,986</b>	<b>\$ 938,377</b>	<b>\$ 920,505</b>

Department Personnel Summary					
Fund	FT/PT	2012 Actual	2013 Actual	2014 Budgeted	2015 Budgeted
<b>General Fund</b>					
Community Relations	FT	8	8	8	8
<b>Total</b>		<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

Operating Budget by Program					
Program	2014 Budget	2014 FTEs	2015 Proposed	2015 FTEs	
Community Relations Office	\$ 724,016	6	\$ 701,277	6	
Special Events	-	0	12,500	0	
New Americans Initiative	205,970	2	206,728	2	
<b>Department Total</b>	<b>\$ 929,986</b>	<b>8</b>	<b>\$ 920,505</b>	<b>8</b>	

Program descriptions begin on the following page.



# 2015 PROGRAM GUIDE

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**COMMUNITY RELATIONS OFFICE**

To provide leadership to the people of Columbus by educating citizens about cultural diversity, identifying and resolving community tensions, and eliminating racism/discrimination through training and awareness programs.

**SPECIAL EVENTS**

To promote cultural diversity, awareness and education through CRC sponsored public events.

**NEW AMERICANS INITIATIVES**

To provide coordination and resources to the city, county, state and community in a culturally sensitive manner, and to address those needs of our growing immigrant and refugee population by maximizing the effect of existing services in the City of Columbus and Franklin County.



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## EQUAL BUSINESS OPPORTUNITY COMMISSION OFFICE

### Department Description

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

### Department Mission

To promote inclusiveness within the city's procurement process and to facilitate equitable awarding of contracts to all businesses including minority and female business enterprises.

and ensures that the city is conforming to those rules or regulations.

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

utilization reports to the Mayor and City Council.

## STRATEGIC PRIORITIES FOR 2015

### **Peak Performance**

Continue to implement recommendations from the Small Business Initiative including the creation of a Small Business Directory and an EBOCO guidance manual.

Work to optimize the PRISM tracking system to ensure the proper collection, reporting, and monitoring of utilization data.

Create a supportive services unit within EBOCO to offer assistance and agency referrals to small, minority, and female owned businesses in developing bid submittals and presentations, marketing strategies, strategic partnering and organizational structure.

Formalize reciprocal certification agreements with peer agencies, when appropriate, to increase the available pool of certified small, minority, and female owned businesses.

Monitor and review city contracts for compliance with city, state, and federal requirements.

Participate in outreach activities that will inform customers (internal and external) about contracting opportunities and the importance of a diverse vendor base.

Continue to promote policies and procedures that ensure small, minority, and female owned businesses have equal access to opportunities in bid solicitations.

Continue to host internal meetings, external forums, and other educational training sessions, such as “How to do Business with the City” and “Director to Business” forums, to encourage small, minority, and female owned businesses to seek opportunities with the city. Periodically recommend and implement additional efforts necessary to institutionalize processes and further develop inclusiveness in the city’s contracting practices.

Continue to expand relationships with advocacy groups that support small businesses, female owned businesses, veteran owned businesses, and minority owned businesses, including those who are not interested in city contracts but need supportive services.

Collaborate with the Small Business Concierge to reach all segments of the small business community and craft programs to address their needs.

Continue to expand strategic partnerships, specifically with South Central Minority Supplier Development Council (SCMSDC), the State of Ohio, the Columbus Chamber (Diversity Bridge), Port Columbus, Columbus City Schools, and Central Ohio Transit Authority (COTA) to allow pooling of services, collaboration on initiatives that impact the public and private sectors, and the expansion of our potential vendor pool.

## 2015 BUDGET NOTES

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In 2015, EBOCO will continue an initiative to identify small businesses and track their inclusion in city procurement and purchasing, in an effort to expand and enhance the potential for economic growth inherent in small business development. In addition, EBOCO will continue training staff on the PRISM database, the office’s platform for tracking inclusion of female and minority owned businesses.

Department Financial Summary by Area of Expense					
Fund	2012 Actual	2013 Actual	2014 Budget	2014 Projected	2015 Proposed
<b>General Fund</b>					
Personnel	\$ 711,647	\$ 802,966	\$ 826,498	\$ 822,857	\$ 845,882
Materials & Supplies	5,031	3,508	5,000	5,000	5,000
Services	60,457	131,175	75,764	74,928	74,686
<b>General Fund Subtotal</b>	<b>777,135</b>	<b>937,649</b>	<b>907,262</b>	<b>902,785</b>	<b>925,568</b>
<b>Department Total</b>	<b>\$ 777,135</b>	<b>\$ 937,649</b>	<b>\$ 907,262</b>	<b>\$ 902,785</b>	<b>\$ 925,568</b>

Department Personnel Summary					
Fund	FT/PT	2012 Actual	2013 Actual	2014 Budgeted	2015 Budgeted
<b>General Fund</b>					
Equal Business Opportunity	FT	9	9	9	9
<b>Total</b>		<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>

Operating Budget by Program				
Program	2014 Budget	2014 FTEs	2015 Proposed	2015 FTEs
Equal Business Opportunity Commission Office	\$ 907,262	9	\$ 925,568	9
<b>Department Total</b>	<b>\$ 907,262</b>	<b>9</b>	<b>\$ 925,568</b>	<b>9</b>



# 2015 PROGRAM GUIDE

EQUAL BUSINESS OPPORTUNITY COMMISSION OFFICE

To promote inclusiveness in the city's procurement process and to facilitate equal access to contract opportunities.

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## EDUCATION

### Department Description

The Department of Education was created by Mayor Coleman in 2014 at the recommendation of the Columbus Education Commission. The department works closely with Columbus City Schools, local colleges and universities, charter schools, community groups, businesses, and organizations devoted to education and workforce development.

In its inaugural year, the department established an early learning program that greatly expanded pre-kindergarten services in Columbus, developed a workforce development initiative in collaboration with Columbus State Community College and Central Ohio Workforce Investment Corporation (COWIC) to rapidly train and employ unemployed and underemployed Columbus adults, and worked with Columbus City Schools to improve educational outcomes.

### Department Mission

The department is charged with promoting and encouraging public engagement in education issues, recommending policies, procedures, and legislation relative to public education, as well as implementing recommendations of the Columbus Education Commission.

## STRATEGIC PRIORITIES FOR 2015

### Education

The Early Start Columbus program will continue in 2015. Through this program, the department is working towards universal pre-kindergarten services for all eligible children in Columbus. In 2015, the department will continue to assess and monitor the success and quality of the pre-kindergarten programs funded through Early Start Columbus.

Continue the city-state preschool expansion program, which involves the assessment and monitoring of pre-kindergarten programs funded through the city-state partnership. The department will seek maximum participation in this program.

Work with the State of Ohio on the federal preschool expansion grant application, pursuant to being named one of the “Partnering Communities”.

### Peak Performance

In 2015, the department will seek additional grant funds to expand programs, accelerate progress, and reduce reliance on city funds. Many national education-themed organizations and foundations provide grant funds for educational purposes, such as Lumina Foundation, Bill and Melinda Gates Foundation, and the NEA Foundation.

Continue to support the recommendations of the Columbus Education Commission and develop the public private partnership (PPP) to “lead the drive for educational excellence within Columbus, leveraging all available public and private support and participation.” The department will continue to work with community partners on strategies to create a successful PPP and hire a visionary leader.

The department will continue to work with Columbus City Schools to improve the quality of education and increase the number of children served. To that end, the director will work to increase the number of partnerships and collaborations between the district and department.

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## 2015 BUDGET NOTES

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The Education budget includes funding for 4 full-time and 1 part-time regular employees. In addition:

- A total of \$4.7 million is budgeted for the Early Start Initiative, an initiative aimed at preparing children for kindergarten.
- The Fast Path Program will continue, and is fully funded for 2015. The program is designed to identify and connect at-risk, underemployed, and unemployed adults to technical skills and employability training that will prepare them for the workplace.
- The Afterschool Grant Program funded at \$350,000 was transferred from Recreation and Parks and is included in Education's 2015 Budget. The program provides a safe after-school environment for Columbus kids to continue their education after the end of the school day.





Department Financial Summary by Area of Expense					
Fund	2012 Actual	2013 Actual	2014 Budget	2014 Projected	2015 Proposed
<b>General Fund</b>					
Personnel	\$ -	\$ -	\$ 299,937	\$ 225,215	\$ 516,372
Materials & Supplies	-	-	21,200	10,528	7,500
Services	-	-	6,112,460	5,485,220	5,621,525
<b>General Fund Subtotal</b>	<b>-</b>	<b>-</b>	<b>6,433,597</b>	<b>5,720,963</b>	<b>6,145,397</b>
<b>Department Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,433,597</b>	<b>\$ 5,720,963</b>	<b>\$ 6,145,397</b>

Department Personnel Summary					
Fund	FT/PT	2012 Actual	2013 Actual	2014 Budgeted	2015 Budgeted
<b>General Fund</b>					
Education	FT	0	0	4	4
	PT	0	0	0	1
<b>Total</b>		<b>0</b>	<b>0</b>	<b>4</b>	<b>5</b>

Operating Budget by Program				
Program	2014 Budget	2014 FTEs	2015 Proposed	2015 FTEs
Education	\$ 6,433,597	4	\$ 6,145,397	4
<b>Department Total</b>	<b>\$ 6,433,597</b>	<b>4</b>	<b>\$ 6,145,397</b>	<b>4</b>



# 2015 PROGRAM GUIDE

**EDUCATION**

To increase the overall educational attainment in the City of Columbus.



## BUILDING AND ZONING SERVICES

### Department Description

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

### Department Mission

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

## STRATEGIC PRIORITIES FOR 2015

### **Customer Service**

Provide quality service and efficiency in plan submission through the continuation of the preliminary plan review process in collaboration with all departments.

Continue to update, educate, and communicate new policies/procedures that will improve the building process in our community.

Maintain an ongoing communication among departments in meeting Memorandum of Understanding (MOU) compliance.

Continue cross-training staff on all aspects of the development process to meet MOU compliance.

Continue to manage necessary zoning code revisions such as definitions, residential standards, permitted uses, deletion of antiquated terms, and initiate necessary revisions to the Graphics Code.

Maintain an up-to-date website and continue to introduce effective information to the public.

Continue necessary upgrades to the existing Accela Automation software system to enhance processing time for permit application; to provide user friendly online permit tracking and offer additional online permitting options to the public.

Continue to reduce the wait at the intake counter through cross-training and improved processes and procedures.

Continue to partner with the construction industry in promoting safe, quality, and responsive services to consultants, contractors, and citizens of Columbus.

### **Safety**

Continue to enforce the Columbus Building and Zoning Codes throughout the permitting and inspection process.

Continue to provide all necessary safety resources and training to staff.

### **Peak Performance**

Implement strategic opportunities as identified in a timely manner.

Refine and track applicable information on performance measures which will significantly improve data linked to the budget.

### **Education**

Continue outreach training on an annual basis to the industry/development community to help lessen the plan review time and ease the development process.

Provide adequate job- and trade-related training to staff and continue to promote certification training and seminars.

## 2015 BUDGET NOTES

The 2015 budget includes funding for technology upgrades and enhancements associated with the Accela platform and electronic records storage. The department is budgeting \$100,000 for technical services that will provide an increased capacity for online plans submission and review. In addition:

- Funding is included in the 2015 budget to initiate an electronic records storage project. Currently, the department stores paper records and plans at its facility; this initiative will allow for the more expeditious processing of records requests and mitigate the risks associated with managing paper records.
- There is \$50,000 budgeted for the procurement of contracted plans review in consideration of potential increased demand.
- The department has budgeted \$233,810 for the replacement of 10 vehicles.
- The department has budgeted for eight additional full-time staff members. This is in response to the continued growth in demand for plans review, inspections, and permitting.

Department Financial Summary by Area of Expense					
Fund	2012 Actual	2013 Actual	2014 Budget	2014 Projected	2015 Proposed
<b>Development Services Fund</b>					
Personnel	\$ 12,406,751	\$ 12,622,908	\$ 13,876,935	\$ 13,613,542	\$ 14,802,386
Materials & Supplies	66,945	77,590	105,549	79,363	95,749
Services	2,646,214	2,930,405	3,154,662	3,042,081	3,054,403
Other	12,965	43,640	48,150	25,535	48,150
Capital	143,008	34,876	-	-	233,810
<b>Development Services Fund Subtotal</b>	<b>15,275,883</b>	<b>15,709,419</b>	<b>17,185,296</b>	<b>16,760,521</b>	<b>18,234,498</b>
<b>Department Total</b>	<b>\$ 15,275,883</b>	<b>\$ 15,709,419</b>	<b>\$ 17,185,296</b>	<b>\$ 16,760,521</b>	<b>\$ 18,234,498</b>

Department Personnel Summary					
Fund	FT/PT	2012 Actual	2013 Actual	2014 Budgeted	2015 Budgeted
<b>Development Services Fund</b>					
	FT	126	126	136	144
	PT	6	2	10	9
<b>Total</b>		<b>132</b>	<b>128</b>	<b>146</b>	<b>153</b>

Operating Budget by Program				
Program	2014 Budget	2014 FTEs	2015 Proposed	2015 FTEs
Building Services Administration	\$ 3,489,966	8	\$ 3,746,643	10
Building Services Support	1,025,157	8	1,030,155	8
Construction Administration	468,483	4	416,543	3
Licensing and Registration	533,211	6	543,024	6
Refrigeration/HVAC Inspection	1,319,238	12	1,391,075	13
Plumbing Inspection	869,012	8	1,028,343	9
Electrical Inspections	1,112,971	10	1,192,432	10
Structural Inspections	1,738,248	16	1,728,578	17
Customer Service Center	1,314,604	12	1,290,678	12
Zoning Administration	422,943	4	434,323	4
Zoning Clearance - Residential	299,264	3	287,872	3
Zoning Clearance - Commercial	331,596	3	339,471	3
Zoning - BZA and Graphics Board	194,716	2	199,334	2
Council Activities	382,616	4	378,387	4
Inspection Administration & Support	322,779	5	401,042	6
Plan Review - Commercial	1,566,866	13	1,768,286	13
Plan Review - Residential	341,143	3	351,068	3
Engineering Plan Review	583,147	6	618,142	6
Building Investigations Team	869,336	9	1,089,102	12
<b>Department Total</b>	<b>\$ 17,185,296</b>	<b>136</b>	<b>\$ 18,234,498</b>	<b>144</b>

For additional financial information related to the Department of Building and Zoning Services, please refer to the development services fund contained within the Special Revenue section. Program descriptions begin on the following page.



# 2015 PROGRAM GUIDE

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## **BUILDING SERVICES ADMINISTRATION**

To ensure all sections of the department operate at maximum capacity to provide prompt delivery of services to the citizens of Columbus.

## **BUILDING SERVICES SUPPORT**

To provide various support functions, including clerical support to boards, telephone coverage, maintenance of databases, web page, zoning maps, and records center; to staff the customer service center, and to draft new and revised code.

## **CONSTRUCTION ADMINISTRATION**

To oversee operations of plans examiners and the inspection section, coordinate activities, information and training of the sections to ensure compliance with city and state codes and the time table set forth in the MOU with the building industry.

## **LICENSING AND REGISTRATION**

To review and process all applications for licenses and registration, issue licenses, and maintain accurate records of contractors who are licensed or registered by the division.

## **REFRIGERATION/HVAC INSPECTION**

To ensure the health and safety of the citizens of Columbus by inspecting refrigeration, heating, ventilation, and air conditioning installations to ensure they meet basic building codes and to deliver next day service.

## **PLUMBING INSPECTION**

To ensure the health and safety of the citizens of Columbus by inspecting plumbing installations to require that they meet basic building codes and to deliver next day service.

**ELECTRICAL INSPECTIONS**

To ensure the health and safety of the citizens of Columbus by inspecting electrical installations to ensure they meet basic building codes and to deliver next day service.

**STRUCTURAL INSPECTIONS**

To ensure the health and safety of the citizens of Columbus by inspecting structural work and installations to ensure they meet basic building codes and to deliver next day service.

**BUILDING SERVICES CUSTOMER SERVICE CENTER**

To provide prompt, accurate service to walk-in and telephone customers, to handle intake of all plans, to answer questions and direct inquiries to appropriate staff, and to provide forms, literature, and other information as needed.

**ZONING ADMINISTRATION**

To coordinate the activities of the zoning unit, oversee personnel activities, make determinations when conflicts arise, and represent the administration in meetings with developers and the community.

**ZONING CLEARANCE - RESIDENTIAL**

To review all drawings, site plans, plats, and lot split requests for residential projects presented for compliance with existing Columbus City Code and other legislated requirements.

**ZONING CLEARANCE - COMMERCIAL**

To review all drawings, site plans, graphics permits, and lot split requests of commercial and multifamily projects presented for compliance with existing Columbus City Code and other legislated requirements.

**ZONING - BZA AND GRAPHICS BOARD**

To review, present, and approve Board of Zoning Adjustment and Board of Graphics requests to ensure all meet with the Columbus City Code standards.

**COUNCIL ACTIVITIES**

To review rezoning and variance requests that are presented to ensure they comply with Columbus City Code.

**INSPECTION ADMINISTRATION & SUPPORT**

To support the work of the inspection unit by inputting inspection requests, handling cancellations, scheduling after hours inspections, preparing correspondence, and performing office operations for the various inspection units.

**PLAN REVIEW - COMMERCIAL**

To ensure all multifamily and commercial structures built or altered within the City of Columbus meet health and safety guidelines as set forth in the Columbus Building Code.

**PLAN REVIEW - RESIDENTIAL**

To ensure all one-, two-, and three-family structures built or altered within the City of Columbus meet health and safety guidelines as set forth in the Columbus Building Code.

**ENGINEERING PLAN REVIEW**

To provide efficient review of private development projects while ensuring compliance to city engineering and code requirements.

**BUILDING INVESTIGATIONS TEAM**

To provide for the health and safety of the citizens of Columbus by ensuring any construction undertaken meets the standards of the Columbus Building Code through compliance with the plan review and inspection processes.



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## DEVELOPMENT

### Department Description

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

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

### Department Mission

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

## STRATEGIC PRIORITIES FOR 2015

### Neighborhoods

Utilize the Columbus Land Bank and housing programs to target acquisition of foreclosed properties, demolish blighted structures, and renovate vacant homes into community assets.

Continue to implement the Vacant and Abandoned Property (VAP) Programs, as part of the Mayor's plan to repurpose 900 "worst of the worst" structures in the city. Activities include demolition of structures, redevelopment of vacant and abandoned properties, and vacant property prevention initiatives.

Serve as a coordinating point for state, federal, not-for-profit, and for-profit housing development efforts aimed at providing an affordable mix of high quality housing for all Columbus residents.

Assist low- and moderate-income homeowners with financing for home repair projects.

Undertake intensive, targeted public-private partnerships in key neighborhoods to encourage economic and social transformation. Current initiatives include Partners Achieving Community Transformation (PACT), the Southern Gateway, Weinland Park, and Franklinton.

Review and adjust residential property tax abatements to ensure that programs are encouraging an appropriate mix of residential investments in underperforming neighborhoods and close to major job centers.

Provide the planning framework for neighborhoods by developing and updating key planning documents. In 2015, significant planning initiatives are anticipated in multi-modal transportation, downtown streetscape, Brice-Tussing, Northwest, Fifth Avenue, the University Neighborhood, and West Franklinton.

Assist homeowner counseling agencies with the provision of first time homebuyer and foreclosure prevention counseling.

Complete the "Proactive Code Enforcement" pilot project and evaluate its impact. This effort will provide intensive code enforcement action in targeted neighborhoods and systematically deal with the properties of landowners with a history of repeated code enforcement violations.

Coordinate activities between Code Enforcement, the Department of Health, the Environmental Court, and other key stakeholders to find new ways to address issues associated with hoarding and similar mental health challenges that lead to violations of the housing code.

### Economic Development and Technology

Proactively pursue opportunities for job growth and investment through improved marketing efforts that will build awareness of the City of Columbus' strengths and potential.

Foster growth among existing and emerging industries through a targeted business retention and expansion program.

Leverage relationships with Columbus 2020, TechColumbus, The Ohio State University, and the business community to encourage entrepreneurship, innovation, and commercialization.

Create and implement a strategy that fosters international business relationships leading to increased foreign direct investment.

Support ongoing development in neighborhood commercial corridors through the use of small business grants and loans.

Continue implementation of a Green Economic Development policy to encourage investment in environmentally sustainable business growth.

### **Downtown Development**

Continue to implement the comprehensive business plan for downtown development, including strategies for housing, office space, retail, parking, transportation, recreation, and economic development. Focus on specific recommendations for workforce housing, downtown amenities, and programming.

Collaborate with Capitol South and the Columbus Downtown Development Corporation on targeted programs to market and encourage development, redevelopment, and higher density investment of the Mile on High district and other key downtown properties.

Continue partnering with the Columbus Downtown Development Corporation in the implementation of the downtown business plan.

Develop and implement new strategies to encourage the development of additional structured parking and expanded transit options in downtown.

Continue staffing the Downtown Commission and work to ensure consistency between development projects and the Downtown Design Guidelines.

Continue to work with the Mayor's Office and other city departments to implement the Scioto Peninsula Initiative.

### **Customer Service**

Work with the 311 Call Center to enhance customer service and quickly respond to citizen issues.

Improve customer service through administrative and system enhancements for the department's nine boards and commissions that regulate private investment and the built environment.

Continue working with Department of Technology in delivering GIS applications and mapping to enhance customer services and web-based information sharing.

Provide direct access to city government and the Department of Development through the Neighborhood Pride Centers and the Neighborhood Pride Program.

Strengthen the Public-Private Partnership (PPP) program to provide cost effective, timely, and coordinated city services to development projects that involve both public and private funding.

### **Peak Performance**

Increase the use of project tracking databases to identify opportunities to improve service and performance of programs.

Evaluate opportunities to outsource non-core or specialized functions to external partners when appropriate.

Seek at least three national awards and recognition for department programs, projects or services.

## 2015 BUDGET NOTES

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### ADMINISTRATION

Total support for social service agencies in 2015 is \$5 million, and is comprised of \$2.85 million in general fund support and \$2.15 million in emergency human services funds. In addition:

- The general fund budget includes \$100,000 for the Columbus and Franklin County Port/Finance Authority and \$25,000 for the pursuit of federal funding for transportation and infrastructure improvement projects.

### ECONOMIC DEVELOPMENT

The division will receive \$1.15 million to assist in the economic development efforts being put forth by Columbus 2020 and TechColumbus. In addition:

- The division will continue to focus its efforts on the retention and expansion of existing Columbus businesses, the attraction of new businesses to Columbus, and the creation of new business opportunities from local research institutions and community entrepreneurs. The 2015 budget includes \$325,000 to continue these efforts.
- The division supports downtown development through a contract with the Capital Crossroads Special Improvement District for \$190,000. The Morse Road Special Improvement District will receive \$75,000 for maintenance of the streetscape improvements and other enhancements in the public right-of-way.
- The division supports local economic development through the provision of loans from the economic development loan fund and through contracts with economic development-oriented agencies. The community development block grant (CDBG) supported budget for economic development efforts is over \$1.5 million.
- Additional economic development activities include \$48,000 for Sister Cities and \$200,000 for PACT (Partners Achieving Community Transformation).

### CODE ENFORCEMENT

Total support for code enforcement and environmental nuisance activities in 2015 is over \$8.5 million, with \$7.5 million provided in the general fund and \$1 million in the community development block grant fund. Included in total funding is:

- Over \$1 million to procure weed cutting services on foreclosed properties that have been abandoned, with \$675,000 from the general fund and \$410,000 from the community development block grant fund.

### PLANNING

The general fund supports 17 full-time equivalent positions in 2015, an increase of 1 over 2014. The new position will guide the policy section within the division. Funding of \$20,000 is included for public art maintenance.

### HOUSING

Support for the Community Shelter Board and the Rebuilding Lives program will provide level funding of over \$5.2 million in 2015. The majority of funding for these programs comes from the general fund, though minor allocations, totaling \$325,000 and \$81,029, are provided by HOME and CDBG funds, respectively. In addition:

- The Affordable Housing Trust (AHT) fund, administered through the Affordable Housing Trust for Columbus and Franklin County, was formed in 2000 to address the housing shortage

affecting working families. The AHT fund was seeded with \$2 million in Urban Development Action Grant (UDAG) repayments and receives annual deposits of 8.43 percent of the city's portion of the hotel/motel tax fund revenues. City support for AHT programs is estimated at \$1.54 million in 2015.

- HOME funds totaling \$171,327 will be used to provide community housing development organizations with operating grants.



Department Financial Summary by Area of Expense						
Fund	2012 Actual	2013 Actual	2014 Budget	2014 Projected	2015 Proposed	
<b>General Fund</b>						
Administration						
Personnel	\$ 2,745,490	\$ 3,058,730	\$ 3,269,129	\$ 3,333,364	\$ 3,329,209	
Materials & Supplies	24,348	23,779	39,000	26,069	33,511	
Services	3,252,727	3,235,087	3,713,699	3,132,885	3,261,696	
Other	-	-	-	482,474	-	
Capital	14,449	-	16,000	13,810	-	
Transfers	66,000	-	9,000	9,000	38,000	
<b>Administration Subtotal</b>	<b>6,103,014</b>	<b>6,317,596</b>	<b>7,046,828</b>	<b>6,997,601</b>	<b>6,662,416</b>	
Economic Development						
Personnel	301,681	384,593	621,944	605,277	858,435	
Materials & Supplies	3,906	13,712	6,450	5,198	6,450	
Services	2,193,017	2,692,186	2,422,951	2,680,844	2,152,589	
Other	6,994,325	15,864,100	-	9,199,849	-	
<b>Economic Development Subtotal</b>	<b>9,492,929</b>	<b>18,954,591</b>	<b>3,051,345</b>	<b>12,491,167</b>	<b>3,017,474</b>	
Code Enforcement						
Personnel	5,303,747	5,508,432	6,317,761	5,827,798	6,623,189	
Materials & Supplies	51,299	67,594	102,250	95,814	74,050	
Services	1,076,504	1,063,231	1,057,276	870,121	810,806	
Other	387	416	10,000	-	10,000	
Capital	14,299	-	144,000	124,299	-	
<b>Code Enforcement Subtotal</b>	<b>6,446,236</b>	<b>6,639,673</b>	<b>7,631,287</b>	<b>6,918,033</b>	<b>7,518,045</b>	
Planning						
Personnel	1,463,465	1,524,366	1,594,452	1,404,262	1,695,017	
Materials & Supplies	13,056	8,399	19,750	10,605	16,750	
Services	141,405	411,144	78,277	60,590	76,252	
Capital	6,145	-	-	-	-	
<b>Planning Subtotal</b>	<b>1,624,071</b>	<b>1,943,909</b>	<b>1,692,479</b>	<b>1,475,457</b>	<b>1,788,019</b>	
Housing						
Personnel	212,866	361,875	418,357	396,491	432,082	
Materials & Supplies	2,158	1,693	3,000	1,910	1,950	
Services	3,871,405	3,885,821	3,894,416	4,846,062	4,821,647	
<b>Housing Subtotal</b>	<b>4,086,429</b>	<b>4,249,389</b>	<b>4,315,773</b>	<b>5,244,463</b>	<b>5,255,679</b>	
<b>General Fund Subtotal</b>	<b>\$ 27,752,679</b>	<b>\$ 38,105,158</b>	<b>\$ 23,737,712</b>	<b>\$ 33,126,721</b>	<b>\$ 24,241,633</b>	

Department Financial Summary by Area of Expense (Continued)					
Fund	2012 Actual	2013 Actual	2014 Budget	2014 Projected	2015 Proposed
<b>Community Development Block Grant</b>					
Administration					
Personnel	\$ 716,213	\$ 762,156	\$ 934,609	\$ 842,463	\$ 928,477
Materials & Supplies	-	5,921	2,500	698	8,024
Services	247,790	180,411	193,250	191,100	253,250
<b>Administration Subtotal</b>	<b>964,003</b>	<b>948,488</b>	<b>1,130,359</b>	<b>1,034,261</b>	<b>1,189,751</b>
Economic Development					
Personnel	679,964	725,176	813,727	740,044	790,814
Materials & Supplies	2,661	2,839	4,350	2,800	3,850
Services	692,341	1,373,938	750,495	562,628	747,995
<b>Economic Development Subtotal</b>	<b>1,374,966</b>	<b>2,101,953</b>	<b>1,568,572</b>	<b>1,305,472</b>	<b>1,542,659</b>
Code Enforcement					
Personnel	627,773	683,980	833,465	746,816	859,348
Materials & Supplies	2,648	2,650	10,000	10,000	13,500
Services	458,892	158,895	160,000	160,000	166,000
Capital	-	-	80,000	72,693	55,000
<b>Code Enforcement Subtotal</b>	<b>1,089,313</b>	<b>845,525</b>	<b>1,083,465</b>	<b>989,509</b>	<b>1,093,848</b>
Housing					
Personnel	661,092	874,508	1,150,109	975,737	1,217,385
Materials & Supplies	21,396	19,400	21,700	15,104	20,250
Services	875,927	1,011,089	1,495,912	1,448,462	1,455,339
Other	1,363,693	521,385	931,407	931,407	950,000
Capital	71,496	-	-	-	-
<b>Housing Subtotal</b>	<b>2,993,604</b>	<b>2,426,382</b>	<b>3,599,128</b>	<b>3,370,710</b>	<b>3,642,974</b>
<b>CDBG Fund Subtotal</b>	<b>6,421,886</b>	<b>6,322,348</b>	<b>7,381,524</b>	<b>6,699,952</b>	<b>7,469,232</b>
<b>Emergency Human Services Fund</b>					
Administration					
Services	1,486,966	1,854,186	1,757,000	1,757,000	2,155,000
<b>Emergency Human Services Fund Subtotal</b>	<b>1,486,966</b>	<b>1,854,186</b>	<b>1,757,000</b>	<b>1,757,000</b>	<b>2,155,000</b>
<b>Department Total</b>	<b>\$ 35,661,531</b>	<b>\$ 46,281,692</b>	<b>\$ 32,876,236</b>	<b>\$ 41,583,673</b>	<b>\$ 33,865,865</b>



Development

Department Personnel Summary						
Fund	FT/PT	2012 Actual	2013 Actual	2014 Budgeted	2015 Budgeted	
General Fund						
Administration	FT	25	29	31	32	
	PT	0	0	0	1	
Economic Development	FT	3	3	5	8	
	PT	0	0	1	0	
Code Enforcement	FT	64	63	73	73	
	PT	1	0	0	0	
Planning	FT	15	15	16	17	
Housing	FT	5	5	5	5	
Community Development Block Grant						
Administration	FT	8	9	9	9	
	PT	1	0	1	0	
Economic Development	FT	7	8	8	7	
Code Enforcement	FT	8	9	9	9	
	PT	0	0	1	1	
Housing	FT	7	10	14	15	
	PT	1	0	0	0	
<b>Total</b>		<b>145</b>	<b>151</b>	<b>173</b>	<b>177</b>	

Operating Budget by Program				
Program	2014 Budget	2014 FTEs	2015 Proposed	2015 FTEs
Administrative Services	\$ 1,776,888	15	\$ 1,733,912	14
Agency, Community & Neighborhoods	402,417	4	407,559	4
Area Commissions	9,000	0	38,000	0
Executive Office	921,033	7	1,161,953	9
Land Reutilization	1,101,494	9	888,065	9
Neighborhood Pride Centers	469,101	4	494,530	4
Social Service Contracts	4,973,517	0	5,000,000	0
Vacant and Abandoned Property	513,864	4	531,651	4
CDBG Economic Develop. Programs	1,568,572	8	1,542,659	7
Economic Development Administration	3,051,345	5	3,017,474	8
Code Enforcement	6,530,903	69	6,680,255	69
Environmental Unit	2,106,229	12	1,843,885	12
Historic Preservation	368,086	4	382,369	4
Neighborhood Planning	379,245	4	338,574	4
Planning Administration	721,461	6	837,841	7
Urban Design	223,687	2	229,235	2
Fair Housing	105,456	0	105,456	0
Homebuyer Counseling & Housing Dev	4,318,072	3	5,293,562	3
Homeowner Servicing Center	2,513,738	9	2,737,426	10
Housing Administration	331,350	2	161,136	2
Housing Development & Finance Staff	211,966	2	161,086	2
Relocation	278,812	1	279,237	1
<b>Department Total</b>	<b>\$ 32,876,236</b>	<b>170</b>	<b>\$ 33,865,865</b>	<b>175</b>

For additional financial information related to the Development Department, please refer to the community development block grant (CDBG) fund and the emergency human services (EHS) fund contained within the CDBG Fund and All Funds Summary sections. Program descriptions begin on the following page.



# 2015 PROGRAM GUIDE

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## ADMINISTRATIVE SERVICES

To provide departmental support in the areas of human resources, fiscal, public information, legislation and contracts, and administrative support.

## AGENCY, COMMUNITY AND NEIGHBORHOODS

To oversee social service programs, work with area commissions and civic associations, and act as neighborhood liaisons to the community.

## AREA COMMISSIONS

To provide support to cover administrative costs of area commissions, architectural review commissions, and the student intern program.

## EXECUTIVE OFFICE

To set policy and provide leadership to the department's offices and divisions.

## LAND REUTILIZATION

To designate and acquire tax delinquent properties for redevelopment with the goal of returning non-productive land in city neighborhoods into productive assets.

## NEIGHBORHOOD PRIDE CENTERS

To bring the services of city government to the people and provide a site for community members to meet and interact with city staff.

## SOCIAL SERVICE CONTRACTS

To provide support in the areas of homelessness, workforce development, youth, and other programs to Columbus' neediest residents and neighborhoods.

## VACANT AND ABANDONED PROPERTY

To provide a comprehensive plan to identify, track, maintain, and dispose of vacant and abandoned properties that create blight in Columbus neighborhoods.

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<b>CDBG ECONOMIC DEVELOPMENT PROGRAMS</b>	To leverage city resources to create jobs and increase investment, enhancing the economic environment for the businesses and citizens of Columbus.
<b>ECONOMIC DEVELOPMENT ADMINISTRATION</b>	To set policy and provide leadership, to administer various economic development contracts, and to maintain the city's share of the school district revenue sharing.
<b>CODE ENFORCEMENT</b>	To ensure the health, safety, and welfare of the citizens of Columbus by enforcing City of Columbus codes.
<b>ENVIRONMENTAL UNIT</b>	To maintain safe vacant properties through the removal of weeds and solid waste, demolition of unsafe structures, inspections for solid waste violations, and abatement of other environmental hazards.
<b>HISTORIC PRESERVATION</b>	To provide guidance in preserving structures that help define our neighborhoods by working with neighborhood leaders and property owners.
<b>NEIGHBORHOOD PLANNING</b>	To work in partnership with the community to enhance and sustain neighborhoods through development of neighborhood plans, amendments to outdated plans, and implementation of adopted plans.
<b>PLANNING ADMINISTRATION</b>	To administer the city's annexation program, manage day-to-day operations and special projects, coordinate activities with the Mayor's Office, City Council, and other departments, support city growth policy issues, and provide support to the division's boards, commissions, and panels.
<b>URBAN DESIGN</b>	To provide design solutions and alternatives for redevelopment issues including streetscape, infill development, public spaces, the built environment, and infrastructure; to create development concepts in support of neighborhood plans; and to administer the University Area Review Board.

<b>FAIR HOUSING</b>	To contract with the Columbus Urban League for the provision of fair housing services. These services include landlord education, fair housing barrier elimination, housing discrimination redress, testing, and the preparation and implementation of the Fair Housing Action Plan.
<b>HOMEBUYER COUNSELING AND HOUSING DEVELOPMENT</b>	To contract with approved U.S. Department of Housing and Urban Development housing counseling agencies to provide homebuyer and homeowner counseling.
<b>HOMEOWNER SERVICING CENTER</b>	To assist homeowners to remain in their homes and live independently in a safe and sound environment.
<b>HOUSING ADMINISTRATION</b>	To manage and administer all housing programs, including Vacant Property Prevention, Home Modification, Chores, Homeownership Development, and Emergency Repair programs.
<b>HOUSING DEVELOPMENT AND FINANCE STAFF</b>	To implement the following programs: Homeownership Development, American Dream Downpayment, and Rental Housing Production/Preservation, and to manage loan assets.
<b>RELOCATION</b>	To provide technical review of each CDBG and HOME funded activity for compliance with the federal Uniform Act.



## FINANCE AND MANAGEMENT

### Department Description

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

The **Financial Management** group is comprised of the Financial Management Division, which includes the budget, grants management, purchasing, performance management, construction prequalification office, and debt management offices. The budget office oversees the development, monitoring and control of the

city's operating budgets. The grants management office provides budget preparation and program monitoring for several federal grant programs. The purchasing office is responsible for the procurement of goods and services, including the administration of the city's procurement policies and procedures. The newly created construction prequalification office is responsible for enforcing relevant portions of the City of Columbus procurement code and administering a prequalification process that provides fair and equitable evaluation of all entities seeking to

### Department Mission

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

do construction business with the city. The debt management office provides coordination of the capital improvements budget and the six-year capital improvements program. The city's print shop and mailroom are housed in the division as well.

The **Asset Management Group** is comprised of the Divisions of Facilities Management and Fleet Management as well as the construction management and real estate offices. Facilities Management is responsible for custodial services, maintenance, energy management, and security for the City Hall complex, Police and Fire Division facilities, the Public Health complex, and the I-71 complex.

The Fleet Management Division maintains motorized equipment for most city departments and divisions. The division also develops and promotes citywide policies that govern acquisition, maintenance, use and disposal of vehicles. The goal is to deploy the most cost effective vehicles, reduce underutilized vehicles, and eliminate older high-maintenance vehicles from inventories. The construction management office provides building construction, renovation, and project management. The real estate management office provides centralized real estate administration, including leasing, acquisition, disposition, and casualty insurance administration.



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## STRATEGIC PRIORITIES FOR 2015

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### Peak Performance

Update the procurement codes to incorporate modern procurement methods and recognize technological advancements in public purchasing.

Continue to implement the Mayor's Regional Cooperation Initiative through cooperative procurement strategies with other jurisdictions in central Ohio, to include the sharing of the city's electronic catalog, thereby leveraging combined purchasing power to reduce prices and increase efficiencies.

Monitor space utilization by city operations to identify opportunities for shared use and co-location of functions to increase efficiencies, collaboration, and reduce operating costs.

Evaluate city building way-finding signage to begin development of a standardized signage program for citywide application.

Capture and register energy usage data (e.g. electricity, water/sewer, natural gas) for city buildings via the energy star portfolio manager. This will lead to better energy utilization, increased cost savings, and a reduction of the city's carbon footprint.

Deploy anti-idling technology on new police cruisers to reduce fuel consumption during non-productive idle times.

Complete master space planning and design of the warehouse building at 4252 Groves Road, providing much needed warehouse and storage space for use by several city operations including Public Service and Public Safety.

Continue work on the design and implementation of the city's new accounting, budgeting, cash handling, and purchasing system in conjunction with the other members of the steering committee.

Support professional staff development and promote process improvement in various areas across the city through the completion of a LeanOhio Boot Camp. The LeanOhio Boot Camp and other similar training offerings promote methodologies and tools used by and for the public sector to identify process efficiencies, cost reduction strategies, and improved quality of services and products. Participation of key personnel in this week-long training session is made possible by scholarships from the state's local government innovation fund.

Increase awareness of pending construction-related code changes and promote the involvement of businesses through the construction prequalification office.



## STRATEGIC PRIORITIES FOR 2015

### Safety

Complete construction of the new Fire Station 3 on Greenlawn Avenue. Begin demolition and replacement of Fire Station 2 at Fourth and Fulton Streets.

Upgrade security protocols at various locations. These upgrades will include enhanced training regimens, improvements to standard operating procedures, and possible changes in facility layouts and equipment upgrades. Monitoring and control of employee and visitor traffic into administrative buildings will also be reviewed.

Design the new consolidated call center, to be located adjacent to the James G. Jackson Police Academy on Hague Avenue. This will accommodate Police and Fire 911, 311, non-emergency calls, neighborhood camera monitoring, and other communication needs.

### Downtown Development

Construct a new medium rise building at the corner of Front and Long Streets. This new building will house the Public Service, Building and Zoning, and Development Departments. This facility will have a particular emphasis on business and neighborhood activities and civic and advisory functions by consolidating to a single location.

Design and construct a 600 to 700 stall parking facility at the northwest corner of Long and Front Streets to provide for employee and public parking to the City Hall Municipal Campus.

Continue the strong partnership with the North Market Development Authority, to plan for appropriate capital improvements of the city owned North Market.

### Neighborhoods

Work with the Departments of Development and Public Service Department and Columbus Public Health to determine facility needs and/or improvements made necessary by the transitioning of programs and services of the Southside Settlement House.

Complete construction for the renovation of the former Reeb Elementary for neighborhood services, training, and economic development. The project will renovate, raze a portion, and construct an addition to the former school to serve as the offices for community service organizations.

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## 2015 BUDGET NOTES

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### ADMINISTRATION

In 2015, \$1.3 million is budgeted for leases associated with various safety facilities. These facilities include covert operation properties, Police and Fire Professional Standards Bureau, Accident Investigation and Internal Affairs Bureau, Special Victims Unit and 911 Safety Call Center. In addition:

- Funding for the Columbus Next Generation Corporation contract is budgeted within this division and totals \$450,000. Next Generation is a nonprofit corporation established in 2012 to advance, encourage and promote industrial, economic and commercial development in Columbus. Its primary focus is to provide support for services which advance economic development initiatives in various areas of the city.
- The Greater Columbus Film Commission, also known as Film Columbus, was established in 2002 as a nonprofit organization dedicated to promoting Columbus and central Ohio as prime filming locations within the national and international film community. Film Columbus also provides resources to local and national productions. Funding to support this effort totals \$90,000 in 2015.
- Funded full-time staff levels are less than in 2014 by one full-time position.
- Operational control and funding of the Municipal Court building continues to be funded in this division to consolidate management contracts for city buildings.
- Over \$637,000 is expected to be reimbursed to this division as a result of work on capital fund eligible projects.
- Funds totaling \$14,435,010 for the hotel-motel tax are included in this division, with funding levels of \$8,583,000 and \$5,852,010 for Experience Columbus and Greater Columbus Cultural Services, respectively.

### FINANCIAL MANAGEMENT

In 2015, \$1.2 million is budgeted for the city's contract with the Public Defender, which provides legal counsel to indigent persons charged with criminal offenses. In addition:

- Various items are initially budgeted in the Finance and Management Department citywide account and are transferred, as needed, to other departments throughout the year. In 2015, this includes economic development incentive monies, projected legal expenses, and deposits to the anticipated expenditure fund and the rainy day fund.
- As was the case in the past several years, all projected internal service charges to general fund agencies for technology services are budgeted in the Financial Management Division in 2015. This has proven to reduce the volatility of the projections for the general fund.
- The budget for this division includes \$125,000 for various citywide memberships.
- Funded full-time staff levels are less than in 2014 by two full-time positions.
- The Print Shop is expected to become a full service internal service print shop this year. Initially, several divisions will participate in a pilot program designed to ensure a full scale and full service roll out will meet the print needs of all divisions.

## **FACILITIES MANAGEMENT**

The 2015 budget includes over \$6 million to pay utility bills on behalf of other city agencies. This total is similar to 2014; however, projections for natural gas and city electricity are budgeted higher in 2015 while electricity, water, and sewer projections are budgeted lower. In addition:

- Approximately \$335,000 is budgeted for custodial contracts for the Division of Police and Fire training academies and \$300,000 is budgeted for the Columbus Public Health facility.
- The city is fully responsible for covering expenditures for janitorial services at the Municipal Court building for the first time. In prior years, Franklin County, a co-tenant in the building, has shared in this expense. One new custodial position is added to the division this year.
- The division is responsible for managing over three million square feet of functional space.
- The division is partnering with the Department of Public Utilities to provide custodial services at its 910 Dublin Road facility as well as satellite locations. Funding for these positions is incorporated wholly within the Public Utilities Department budget, however, management and staffing authorization resides in Facilities Management.
- An agreement with AEP Retail has been modified to include purchase of 30% “green” power. This is expected to result in a 7% reduction in greenhouse gas emissions to the city.
- A primary mission in 2015 is discovering new procurement methods and strategies for purchasing natural gas.

## **FLEET MANAGEMENT**

The 2015 budget includes approximately \$11 million for fuel expenses and \$544,417 for compressed natural gas (CNG). As the city continues to expand its CNG infrastructure, it is anticipated that expenses for unleaded and diesel gasoline will continue to decrease. In addition:

- There is \$100,000 budgeted for the purpose of developing a marketing plan to grow CNG distribution to public and private entities throughout the city.
- In 2015, funding for the replacement of general fund vehicles will be in the special income tax fund.
- There is \$630,000 in the division’s budget for the continuance of the vehicle locator program (GPS), which was first implemented in late 2012.
- The division is budgeting \$1.15 million for outsourced vehicle service contracts, a decrease of almost \$150,000 from 2014 and more than \$1.1 million since 2010. As the division enhances staff training and continues to expand capacity, the need for outsourced vehicle service has continued to decrease.
- The city will add 47 additional CNG-powered heavy duty vehicles to the city’s fleet of CNG vehicles, thus bringing the vehicle total to 171.
- In 2015, construction will begin on the city’s third CNG fueling station, to be located on Georgesville Road, and the city will partner with COTA to construct a fourth fueling station on McKinley Avenue. These stations will support city operations in the central and west sides of the city, and compliment the Groves and Morse Road stations that serve the east and north sides of the city.

Department Financial Summary by Area of Expense					
Fund	2012 Actual	2013 Actual	2014 Budget	2014 Projected	2015 Proposed
<b>General Fund</b>					
Finance and Management Administration					
Personnel	\$ 1,595,883	\$ 1,735,582	\$ 2,132,243	\$ 1,949,836	\$ 2,032,552
Materials & Supplies	4,666	5,633	127,300	6,318	8,300
Services	445,837	1,903,643	3,742,783	3,512,895	3,879,382
Capital	-	-	-	-	-
<b>Administration Subtotal</b>	<b>2,046,386</b>	<b>3,644,858</b>	<b>6,002,326</b>	<b>5,469,049</b>	<b>5,920,234</b>
Financial Management					
Personnel	2,335,604	2,347,837	2,869,000	2,510,518	2,723,445
Materials & Supplies	5,781	14,007	12,790	9,063	14,440
Services	1,239,699	2,034,840	2,940,732	1,178,252	1,448,635
Transfers	21,797,000	19,735,588	43,262,654	20,614,582	29,772,617
<b>Financial Management Subtotal</b>	<b>25,378,084</b>	<b>24,132,272</b>	<b>49,085,176</b>	<b>24,312,415</b>	<b>33,959,137</b>
Facilities Management					
Personnel	5,454,666	5,293,514	6,091,899	5,709,905	6,132,811
Materials & Supplies	413,614	445,751	490,200	540,200	612,000
Services	9,451,560	9,236,949	8,823,507	7,453,057	9,284,910
Other	-	900	5,750	5,750	5,750
<b>Facilities Management Subtotal</b>	<b>15,319,840</b>	<b>14,977,114</b>	<b>15,411,356</b>	<b>13,708,912</b>	<b>16,035,471</b>
Finance Technology					
Services	13,190,835	14,740,336	17,249,187	15,727,615	17,196,203
<b>Finance Technology Subtotal</b>	<b>13,190,835</b>	<b>14,740,336</b>	<b>17,249,187</b>	<b>15,727,615</b>	<b>17,196,203</b>
Fleet Management					
Capital	-	-	4,000,000	4,000,000	-
<b>Fleet Management Subtotal</b>	<b>-</b>	<b>-</b>	<b>4,000,000</b>	<b>4,000,000</b>	<b>-</b>
<b>General Fund Subtotal</b>	<b>55,935,145</b>	<b>57,494,580</b>	<b>91,748,045</b>	<b>63,217,992</b>	<b>73,111,045</b>
<b>Employee Benefits Fund-Property Insurance</b>					
Finance and Management Administration					
Services	311,016	386,500	406,000	406,000	395,000
<b>Employee Benefits Fund Subtotal</b>	<b>311,016</b>	<b>386,500</b>	<b>406,000</b>	<b>406,000</b>	<b>395,000</b>
<b>Fleet Management Fund</b>					
Fleet Management					
Personnel	9,622,865	9,287,522	10,476,447	9,920,507	10,635,901
Materials & Supplies	20,058,344	16,190,710	15,869,117	16,079,325	15,825,389
Services	3,692,338	3,924,567	3,798,838	3,788,093	4,073,554
Principal	1,585,300	1,873,174	1,915,300	1,915,300	2,655,300
Other	22,423	12,693	5,000	15,197	5,000
Capital	-	-	-	-	50,000
Interest	985,152	864,116	1,073,923	987,744	1,185,044
<b>Fleet Management Subtotal</b>	<b>35,966,422</b>	<b>32,152,782</b>	<b>33,138,625</b>	<b>32,706,165</b>	<b>34,430,188</b>
Finance and Management Administration					
Personnel	677,928	636,148	701,174	632,320	746,504
<b>Administration Subtotal</b>	<b>677,928</b>	<b>636,148</b>	<b>701,174</b>	<b>632,320</b>	<b>746,504</b>
<b>Fleet Management Fund Subtotal</b>	<b>36,644,350</b>	<b>32,788,930</b>	<b>33,839,799</b>	<b>33,338,485</b>	<b>35,176,692</b>
<b>Property Management Fund</b>					
1111 E. Broad Street Operations					
Materials & Supplies	-	-	25,000	-	25,000
Services	1,470,161	1,364,963	1,390,854	1,388,783	1,396,615
Other	-	500	-	-	-
<b>Property Management Fund Subtotal</b>	<b>\$ 1,470,161</b>	<b>\$ 1,365,463</b>	<b>\$ 1,415,854</b>	<b>\$ 1,388,783</b>	<b>\$ 1,421,615</b>

Department Financial Summary by Area of Expense (Continued)					
Fund	2012 Actual	2013 Actual	2014 Budget	2014 Projected	2015 Proposed
<b>Community Development Block Grant Fund</b>					
Financial Management					
Personnel	\$ 251,539	\$ 328,819	\$ 423,268	\$ 397,897	\$ 435,629
Materials & Supplies	623	1,000	1,000	1,501	2,500
Services	186,332	139,520	157,625	112,177	148,797
Other	10,380	8,944	10,000	9,330	12,000
<b>CDBG Fund Subtotal</b>	<b>448,874</b>	<b>478,283</b>	<b>591,893</b>	<b>520,905</b>	<b>598,926</b>
<b>Print and Mail Services Fund</b>					
Financial Management					
Personnel	328,671	381,885	387,836	414,418	457,935
Materials & Supplies	38,810	43,076	52,225	44,184	51,220
Services	986,103	821,033	1,132,767	1,053,887	1,122,043
Capital	-	-	10,000	9,965	-
<b>Print and Mail Services Fund Subtotal</b>	<b>1,353,584</b>	<b>1,245,994</b>	<b>1,582,828</b>	<b>1,522,454</b>	<b>1,631,198</b>
<b>Hotel/Motel Tax Fund</b>					
Finance and Management Administration					
Services	-	13,101,219	13,027,000	13,027,000	14,435,010
<b>Hotel/Motel Fund Subtotal</b>	<b>-</b>	<b>13,101,219</b>	<b>13,027,000</b>	<b>13,027,000</b>	<b>14,435,010</b>
<b>Department Total</b>	<b>\$ 96,163,130</b>	<b>\$ 106,860,969</b>	<b>\$ 142,611,419</b>	<b>\$ 113,421,619</b>	<b>\$ 126,769,486</b>

Department Personnel Summary					
Fund	FT/PT	2012 Actual	2013 Actual	2014 Budgeted	2015 Budgeted
<b>General Fund</b>					
Administration	FT	21	23	27	26
Financial Management	FT	25	22	29	27
Facilities Management	FT	68	74	77	78
	PT	12	15	17	16
<b>Print and Mail Services Fund</b>					
Mail Services	FT	3	3	3	3
Print Services	FT	2	2	2	3
<b>Fleet Management Fund</b>					
Fleet Management	FT	116	117	128	128
	PT	1	2	2	2
Administration	FT	6	6	7	7
<b>Community Dev. Block Grant</b>					
Financial Management	FT	3	4	4	4
<b>Total</b>		<b>257</b>	<b>268</b>	<b>296</b>	<b>294</b>

Operating Budget by Program				
Program	2014 Budget	2014 FTEs	2015 Proposed	2015 FTEs
Finance Administration	\$ 4,071,745	20	\$ 4,088,471	20
Employee Benefits Property Insurance	406,000	0	395,000	0
Real Estate Management	1,913,721	5	1,935,821	5
Construction Management	718,034	9	642,446	8
Hotel/Motel Tax	13,027,000	0	14,435,010	0
Budget	3,897,009	10	2,368,201	9
Purchasing	1,285,137	13	1,281,080	13
Debt Management	243,985	2	250,430	2
Performance Management	117,947	1	-	0
Grants Management	591,893	4	598,926	4
Construction Prequalification	278,444	3	286,809	3
Citywide Account	43,262,654	0	29,772,617	0
Citywide Technology Billings	17,249,187	0	17,196,203	0
Mailroom Services	1,220,375	3	1,236,173	3
Print Services/Copy Center	362,453	2	395,025	3
1111 East Broad Street Operations	1,415,854	0	1,421,615	0
Building Maintenance Services	2,666,359	29	2,831,935	29
Custodial Services	2,951,395	30	3,037,910	31
Security	1,220,217	13	1,183,607	13
Energy Conservation	6,359,202	0	6,637,816	0
Contract Management	1,522,373	1	1,707,701	1
Facilities Administration	691,810	4	636,502	4
Fleet Parts Room Operation	15,584,763	8	15,457,568	8
Tire Shop	911,895	3	974,746	3
Body Shop	331,419	4	326,952	4
Auto Shop	2,355,916	19	2,144,511	16
Truck Shop	5,225,179	56	5,177,334	57
Alum Creek	342,974	4	356,544	4
Morse Road	473,669	6	481,081	5
Georgesville Road	508,987	6	440,080	5
Motorcycle Shop	82,348	1	84,419	1
Customer Service	109,322	1	111,491	1
Fleet Administration	6,541,512	19	7,735,615	20
Compressed Natural Gas	670,641	1	1,139,847	4
Vehicle Purchases	4,000,000	0	-	0
<b>Department Total</b>	<b>\$ 142,611,419</b>	<b>277</b>	<b>\$ 126,769,486</b>	<b>276</b>



For additional financial information related to the Finance and Management Department, please refer to the employee benefits, fleet management and print and mail services funds contained within the internal service section, the property management fund contained within the special revenue section, and the community development block grant fund contained within the CDBG section. Program descriptions begin on the following page.



# 2015 PROGRAM GUIDE

## **FINANCE ADMINISTRATION**

To provide direction to departmental operations with the ultimate goal of protecting and enhancing the fiscal integrity of the city and efficiently operating city facilities.

## **EMPLOYEE BENEFITS PROPERTY INSURANCE**

To provide and administer property and boiler insurance for all city properties.

## **REAL ESTATE MANAGEMENT**

To provide for management, acquisition, sale, and leasing of real property (excluding right-of-way and utility easements) used in city operations, stewardship of all records of city-owned property, leases, deeds and other instruments as evidence of title; and administration of the city's property risk program.

## **CONSTRUCTION MANAGEMENT**

To provide supervision and management of contracts for the design, construction, renovation or repair of buildings used in city operation.

## **HOTEL/MOTEL TAX**

To provide support for Experience Columbus, a social service pilot program, and for expanding cultural services.

## **PRINT SERVICES**

To provide timely and quality print and copy services to city agencies.

## **MAILROOM SERVICES**

To provide timely and accurate receipt, processing, and distribution of city mail.



<b>PURCHASING</b>	To promote cost-effective city operations by acquiring high-quality goods and services at the lowest price and by selling surplus goods at the highest price.
<b>BUDGET</b>	To produce an annual budget and provide financial monitoring information and analysis to city management so useful, credible, accurate, and timely information is available from which to make informed decisions.
<b>PERFORMANCE MANAGEMENT</b>	To provide program performance analysis and reporting services to city management and department staff so they can make informed decisions to improve the quality and efficiency of city services.
<b>GRANTS MANAGEMENT</b>	To ensure that the city is in fiscal and programmatic compliance with CDBG, HOME, ESG, HOPWA and NSP grant programs.
<b>DEBT MANAGEMENT</b>	To coordinate the city's capital improvements budget and capital improvements plan to provide debt management services to city departments.
<b>CITYWIDE ACCOUNT</b>	To provide a holding account for later transfer to general fund divisions.
<b>CONSTRUCTION PREQUALIFICATION</b>	To administer a prequalification process to provide fair and equitable evaluations of all entities seeking to do construction business with the city.
<b>CITYWIDE TECHNOLOGY BILLINGS</b>	To provide financial monitoring and account for general fund technology internal billings.
<b>1111 E. BROAD STREET OPERATIONS</b>	To provide a dedicated repository for rental payments from non-city occupants of the facility located at 1111 East Broad Street as well as other non-rental revenue. The building is also known as the Jerry Hammond Center.
<b>BUILDING MAINTENANCE SERVICES</b>	To provide an efficient and effective maintenance program ensuring customer service in all buildings under the purview of the Facilities Management Division, including 1111 East Broad Street and the Municipal Court building.
<b>CUSTODIAL SERVICES</b>	To efficiently and effectively clean buildings under the purview of the Facilities Management Division.

<b>SECURITY</b>	To efficiently and effectively secure and monitor buildings under the purview of the Facilities Management Division.
<b>ENERGY CONSERVATION</b>	To create greater energy efficiencies in buildings under Facilities Management's purview.
<b>CONTRACT MANAGEMENT</b>	To efficiently and effectively maintain general fund facilities through managing resources, staff, and outside contracts.
<b>FACILITIES ADMINISTRATION</b>	To provide oversight, leadership, and management to the staff in rendering facilities management services to city facilities.
<b>FLEET PARTS ROOM OPERATION</b>	To provide all city repair facilities with quality parts efficiently and effectively while maintaining a minimal inventory.
<b>TIRE SHOP</b>	To provide assorted sizes of tires for city autos and trucks so service can be made to the vehicles in a timely, efficient manner, while maintaining a minimal inventory to remain cost efficient.
<b>BODY SHOP</b>	To provide timely and cost effective repairs to auto body and upholstery repairs to city vehicles, which suffer damage due to accidents or normal wear. Also, to make ready new vehicles for city use in the application of any special decals or effects.
<b>AUTO SHOP</b>	To provide timely and effective repairs as well as preventive maintenance to the automotive equipment brought in by our customers.
<b>TRUCK SHOP</b>	To provide heavy truck vehicle repairs in a timely and cost efficient manner.
<b>ALUM CREEK</b>	To provide on-site vehicle repairs and preventive maintenance on refuse collection vehicles in a timely and cost efficient manner.
<b>MORSE ROAD</b>	To provide on-site vehicle repairs and preventive maintenance on refuse collection vehicles in a timely and cost efficient manner.
<b>GEORGESVILLE ROAD</b>	To provide on-site vehicle repairs and preventive maintenance on refuse collection vehicles in a timely and cost efficient manner.
<b>MOTORCYCLE SHOP</b>	To provide support for Police motorcycles including monthly preventive maintenance and ongoing repairs.

<b>CUSTOMER SERVICE</b>	To provide a safe waiting area and related services for end users that bring city vehicles in for quick repairs.
<b>FLEET ADMINISTRATION</b>	To meet the Fleet Management Division's objectives by providing leadership and positive reinforcement for effective and efficient operations.
<b>COMPRESSED NATURAL GAS</b>	To staff and operate a compressed natural gas filling station for use by fleet vehicles and by the public.
<b>VEHICLE PURCHASES</b>	To provide the city's agencies with new vehicles.



## HUMAN RESOURCES

### Department Description

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

### Department Mission

To promote and support organizational excellence through effective human resources programming administered in an environment that embraces diversity, quality customer service, and professional development.

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

## STRATEGIC PRIORITIES FOR 2015

### **Peak Performance**

Continue addressing the components of the ten year reforms and efficiencies action plan related to employee compensation and benefits. Many of these reforms must be achieved through collective bargaining negotiations and other labor/management engagement. These reforms will be achieved incrementally and require continued focus over the next several years.

Continue targeted efforts to reduce workers' compensation costs. The department will work collaboratively with the city's managed care organization, the actuarial consultant, the Bureau of Workers' Compensation (BWC, and city departments to aggressively manage workers' compensation and injury leave claims. The employee benefits/risk management (EBRM) section will participate in any available premium reduction programs offered by the BWC. The city has been successful in obtaining BWC rebates through these initiatives over the last several fiscal years; continued funding of these efforts is intended to achieve similar results in 2015.

Continue to monitor and implement healthcare reform insurance changes to the city's healthcare plan as mandated by Federal Patient Protection and Affordable Care Act and the State of Ohio H.B. 1.

Continue the "Healthy Columbus" program which focuses on weight control, physical fitness and healthy lifestyle habits. Incentives will be provided to active program participants based on their achievement of established goals. The EBRM section will continue to partner with United Health Care and the Central Ohio YMCA to advance the objectives of the Diabetes Prevention and Control initiative. This and other disease management programs will be offered to coordinate health care treatment and education for employees with chronic diseases to improve the employee's overall health condition while reducing medical costs.

Deploy strategic components of the Columbus Human Resources Information System (CHRIS). This will be accomplished by a team that includes Civil Service, the City Auditor, Technology, and Human Resources employees.

### **Education**

Continue the department's contractual relationship with Mount Carmel Occupational Health and Wellness to provide day-to-day occupational safety clinical services. In 2015, the department will increase the focus on educational sessions provided by the clinic nurse, physician, exercise physiologists, and physical therapists as part of our injury prevention program. Occupational Safety Health Clinic staff will also provide assistance to the Healthy Columbus Employee Wellness Program.

Citywide Training and Development (CTD) will continue to assess the learning and development needs of City of Columbus employees through annual training needs assessments. CTD will work with departments through the Training Advisory Council to design, develop, implement and/or streamline customized learning strategies to best meet skill gap areas and prepare the city's workforce for the future.

Focus on expanding CTD outreach to enterprise customers through face-to-face marketing, the city's internet site, Facebook, LinkedIn, Hoot Suite, and other social media.

## STRATEGIC PRIORITIES FOR 2015

### **Customer Service**

A new software-based performance management program, designed to standardize employee performance reviews, will be piloted this year with two employee groups. This employee review program will be expanded to additional employee groups in the future.

### **Safety**

The Citywide Occupational Safety and Health Program (COSHP) assists departments in conducting various safety audits, indoor air quality investigations, safety training, and other environmental health and safety services aimed at reducing the risk of work related injuries and illnesses.



## 2015 BUDGET NOTES

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### **HUMAN RESOURCES**

The general fund provides funding for all citywide training programs as well as supports the equal opportunity office, compensation section, and employee resources area. In addition:

- A slight increase in funds is budgeted for contracts related to physical fitness and wellness testing. All contracts are consolidated in this division to enhance service delivery and increase efficiency in contract administration.
- Citywide asbestos surveys are funded within the Finance and Management capital budget, but will be administered by the Human Resources, Occupational Safety section.
- Occupational safety and risk management programs and provision of safety supplies continue to be incorporated into the budget. The goal is to continuously focus on improving workplace safety wherever possible and decrease workers' compensation costs.
- Funding is provided for the Green Driver Training program. In 2012, the department contracted with Clean Fuels Ohio to develop and implement a Green Driver training pilot program for 2012 and 2013. A final report was issued in 2014; budgeted funds will continue training programs in 2015.

### **EMPLOYEE BENEFITS**

The employee benefits fund includes funding for several professional service contracts, including employee benefits consultation, workers' compensation actuarial services, health care audit, and occupational safety consultation services. The latter contract assists departments in conducting safety audits, asbestos and mold assessment and abatement, safety training, and other environmental and occupational programming aimed at reducing risk exposure and work-related injuries. In addition:

- Funding is incorporated for outside counsel to act as the city's chief negotiator and legal counsel.
- In 2015, \$339,395 is funded for Occupational Safety Clinics. These funds are reflected in the administrative sub-fund of the employee benefits fund; in prior years, funding was in the medical sub-fund and not a part of this document. This change was made to align programs with the financial accounting structure that will be in place in 2015.

Department Financial Summary by Area of Expense						
Fund	2012 Actual	2013 Actual	2014 Budget	2014 Projected	2015 Proposed	
<b>General Fund</b>						
Administration						
Personnel	\$ 921,705	\$ 1,190,561	\$ 1,287,616	\$ 1,248,461	\$ 1,320,772	
Materials & Supplies	33,675	30,581	78,769	87,835	56,232	
Services	114,740	107,106	1,128,737	1,110,541	1,131,861	
<b>General Fund Subtotal</b>	<b>1,070,120</b>	<b>1,328,248</b>	<b>2,495,122</b>	<b>2,446,837</b>	<b>2,508,865</b>	
<b>Employee Benefits Fund</b>						
Employee Benefits						
Personnel	2,437,140	2,512,550	2,883,273	2,735,615	\$ 2,955,780	
Materials & Supplies	19,172	33,997	30,100	30,100	39,100	
Services	787,585	648,179	1,113,383	908,928	1,311,656	
<b>Employee Benefits Fund Subtotal</b>	<b>3,243,897</b>	<b>3,194,726</b>	<b>4,026,756</b>	<b>3,674,643</b>	<b>4,306,536</b>	
<b>Department Total</b>	<b>\$ 4,314,017</b>	<b>\$ 4,522,974</b>	<b>\$ 6,521,878</b>	<b>\$ 6,121,480</b>	<b>\$ 6,815,401</b>	

Department Personnel Summary						
Fund	FT/PT	2012 Actual	2013 Actual	2014 Budgeted	2015 Budgeted	
<b>General Fund</b>						
Human Resources	FT	11	10	10	10	
	PT	3	3	2	2	
<b>Employee Benefits Fund</b>						
Employee Benefits	FT	21	24	26	26	
	PT	4	4	5	5	
<b>Total</b>		<b>39</b>	<b>41</b>	<b>43</b>	<b>43</b>	



Operating Budget by Program				
Program	2014 Budget	2014 FTEs	2015 Proposed	2015 FTEs
Human Resources Administration	\$ 527,887	3	\$ 485,847	3
Compensation	189,124	2	205,691	2
Citywide Office of Training and Development	1,368,724	2	1,390,672	2
Labor Relations	210,343	2	219,943	2
Employee Resources	121,259	1	121,448	1
Equal Employment Opportunity	77,785	0	85,264	0
Occupational Health and Safety	515,821	2	846,905	2
Employee Benefits Risk Management	2,619,265	19	2,680,430	20
EBRM Labor Relations	602,868	2	507,606	2
CHRIS Office	288,802	3	271,595	2
<b>Department Total</b>	<b>\$ 6,521,878</b>	<b>36</b>	<b>\$ 6,815,401</b>	<b>36</b>

For additional financial information related to the Human Resources Department, please refer to the employee benefits fund contained within the Internal Services section. Program descriptions begin on the following page.



# 2015 PROGRAM GUIDE

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## EMPLOYEE RESOURCES

To reward City of Columbus employees for their efforts in serving the citizens of Columbus and to expand outreach efforts to attract qualified candidates for employment opportunities with the City of Columbus.

## COMPENSATION

To develop, implement, and maintain compensation and performance management policies, procedures, and programs in a manner that meets the needs of the citizens of Columbus for a qualified and motivated workforce, while ensuring fair and equitable treatment of our employees.

## CITYWIDE OFFICE OF TRAINING AND DEVELOPMENT

To provide workforce educational opportunities that enhance employee skills and maximize workplace potential and provide quality and affordable training and development opportunities to external agencies.

## LABOR RELATIONS

To support the collective bargaining activity with each of the bargaining units and ensure, to the extent possible, consistent application of the provisions of the various collective bargaining contracts. These activities are funded through the general fund and the employee benefits fund.

## HUMAN RESOURCES ADMINISTRATION

To provide leadership and direction for the department and to provide related administrative functions for senior management.

## EQUAL EMPLOYMENT OPPORTUNITY

To secure equal employment opportunity and fair treatment of the city's workforce.

## OCCUPATIONAL HEALTH AND SAFETY

To provide leadership and policy development to ensure and improve the safety of all employees.

<b>EMPLOYEE BENEFITS/RISK MANAGEMENT</b>	To promote employee development and strive for excellence through efficient, effective services which are responsive to the needs of the city employees.
<b>EBRM LABOR RELATIONS</b>	To support the collective bargaining activity with each of the bargaining units and ensure, to the extent possible, consistent application of the provisions of the various collective bargaining contracts. These activities are funded through the general fund and the employee benefits fund.
<b>CHRIS OFFICE</b>	To provide centralized functional leadership, direction, and support citywide for CHRIS, the city's human resource information system, to maximize organizational effectiveness.



## TECHNOLOGY

### Department Description

The Department of Technology (DoT) supports the local government information infrastructure by providing uninterrupted, secure, and reliable information systems. The department institutes information management policies and procedures, maintains the city's information management systems, and provides citywide telephone support. The department is also responsible for designing and maintaining the city's website and mobile app, including media services to city agencies, providing desktop and service desk

support, operating the government access television channel, providing systems and applications support to the city's 311 call center, and managing the city's telecommunication network. Additionally, the department's computer operation section provides printing, folding, inserting, and mailing services to enterprise agencies as well as project and account management and procurement of technology related purchases to all city agencies.

### Department Mission

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

## STRATEGIC PRIORITIES FOR 2015

### Customer Service

Continue to enhance Columbus.gov, the city's web presence. The end product will have a more streamlined, consistent appearance across department's sites. DoT will also work to increase the city's online presence through social media and mobile platforms.

Deploy additional payment options for residents paying for building and zoning permits via an online secure portal. Additionally, enhancements will be made to the existing one stop shop web application to provide extensive content for both zoning and building searches in order to make it a more comprehensive one stop shop.

### Neighborhoods

Continue enhancements to the My Neighborhood website and the MyColumbus mobile by delivering city information and services such as capital improvement data, Neighborhood Pride, health inspections, parks, police/fire stations, and schools. Future expansions include items such as parking meter information.

Fully implement the city's geographical information system (GIS) portal to include map galleries for each department and to focus maps at the neighborhood level. This will enable users across the enterprise to develop and integrate web based maps into their websites.

### Safety

Continue to upgrade several Police Division applications to newer server platforms, which will improve service delivery and reduce costs.

Work with the Public Safety Department to backup video from police vehicles for disaster recovery purposes.

Assist Public Safety with further integrating GIS resources and new online products into computer aided dispatch, desktop, and website environments.

Continue building fiber optic laterals to increase Public Safety network bandwidth and eliminate leased circuit expenditures for police and fire locations citywide.

### Economic Development and Technology

Expand and implement portions of a citywide connectivity plan that outline the most efficient means to connect city facilities for data exchange and telephone voice traffic. This includes researching and implementing wireless fiber optic broadband network technology and integrating it with the overall city network, where practical. The department will use the information from this plan to determine the extent to which connectivity can be used as an incentive for economic development.

Develop a GIS-based application to assist in identifying the most suitable sites for various development options as well as extension of city's fiber network.

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## STRATEGIC PRIORITIES FOR 2015

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### **Peak Performance**

Work with the Department of Public Utilities and the Mayor's Office to migrate the current Green Spot web application to DoT's standard internet application platform to reduce application support costs.

Complete implementation of the mobile dispatching system that enables the Department of Public Utilities' (DPU) meter services section to optimize service order assignments, assign them to technicians in the field, and capture field information for immediate use. This is expected to enhance efficiency and productivity and make DPU more responsive to customers. The mobile dispatching system will interface with the current work order system as well as the city GIS system.

Assist the Department of Public Service (DPS) in implementing a public facing interactive map application that monitors snow plow activities (Warrior Watch application) as well as sweepers and mowers. This application could work for similar activities on other departmental vehicles.

Implement vendor recommendations on rebuilding the GIS infrastructure. When fully implemented, the GIS enterprise will become a robust platform where users can develop a variety of mapped data along with highly sophisticated spatial analytics.

Implement several GIS-based new projects such as full integration of GIS in the emergency notification system, assist DPU in implementing a power outage management system, and develop an interactive map application to track and monitor diseased trees (Emerald Ash Borer) for Recreation and Parks.

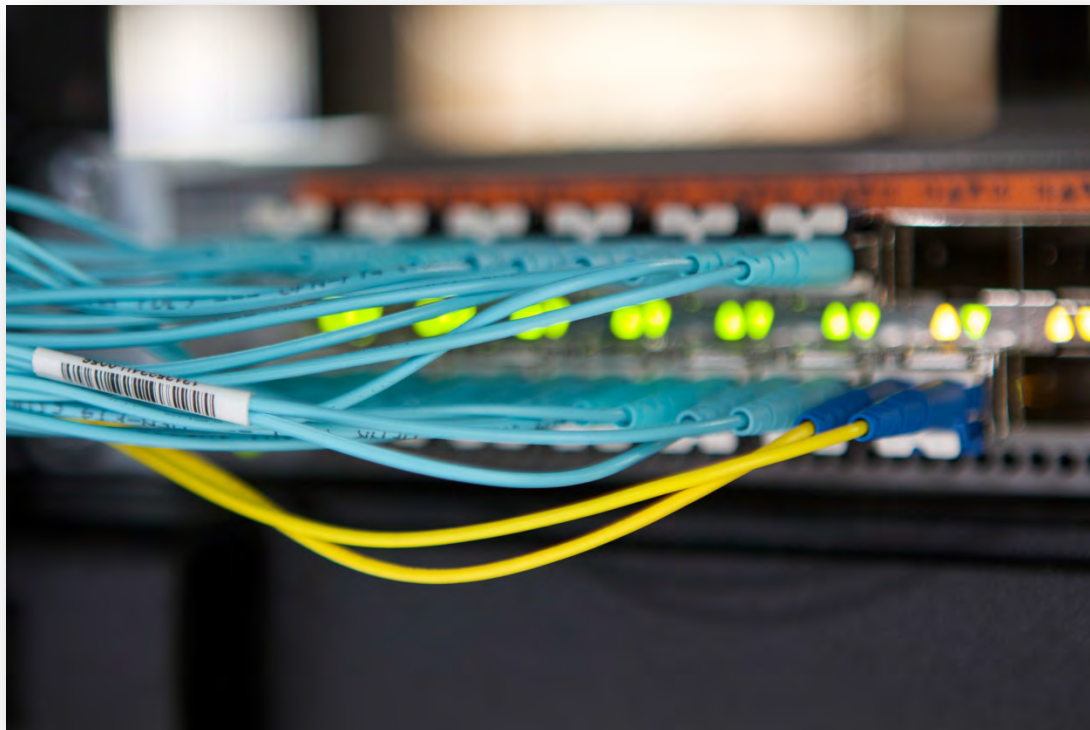
Implement the Enterprise Business Intelligence System (BI) for DPU. This software delivers robust data analytics and reporting, providing managers the ability to analyze data and the ability to immediately and proactively respond to customer needs. Business Intelligence will further enhance the ability of DPS (311 and Call Center) to address the needs of city residents. The Department of Technology will continue to work with other city departments to identify further opportunities for implementing BI technology.

## 2015 BUDGET NOTES

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The Department of Technology purchases information systems hardware, software, and related equipment and licenses on behalf of other city agencies. Funds are budgeted in the Director's Office in the amount of \$5.3 million for 2015. Of this total, \$950,240 is budgeted in the general fund while the balance is allocated among various other funds. In addition:

- Approximately \$5.5 million has been budgeted for the support of police technology infrastructure, also known as PoliceNet.
- The department is assuming an overall vacancy credit of 10.5%.
- In 2015, computer replacements for general fund departments and divisions will be purchased in the special income tax fund.
- The Information Services Division funds the cost of maintaining, supporting, and licensing a large inventory of hardware, software, fiber, and infrastructure for which DoT is responsible. A portion of the department's budget also funds debt service costs associated with and rent payments for use of office space at 1111 East Broad Street. The costs borne by this division are billed back to the user divisions using an internal service billing model. As in the past several years, all projected internal service charges to general fund agencies for technology services are budgeted in the Department of Finance and Management in order to reduce the volatility of projections for the general fund. Internal service charges to other funds are billed back to each department on a monthly basis.



Department Financial Summary by Area of Expense					
Fund	2012 Actual	2013 Actual	2014 Budget	2014 Projected	2015 Proposed
<b>Technology Services Fund</b>					
Administration Division					
Personnel	\$ 1,909,159	\$ 2,370,483	\$ 2,280,752	\$ 1,938,283	\$ 1,984,644
Materials & Supplies	419,905	444,087	1,439,638	773,770	1,228,928
Services	3,753,029	3,772,269	5,063,616	2,673,354	3,947,967
Other	-	205,472	-	17,109	-
Capital	55,014	210,510	102,000	31,933	150,000
Interest	-	-	-	173	-
<b>Administration Subtotal</b>	<b>6,137,107</b>	<b>7,002,821</b>	<b>8,886,006</b>	<b>5,434,621</b>	<b>7,311,539</b>
Information Services Division					
Personnel	12,463,862	12,428,911	15,010,400	13,867,002	14,888,783
Materials & Supplies	245,084	315,581	292,212	275,997	292,212
Services	5,416,062	5,081,582	6,125,393	5,862,748	6,107,796
Debt Principal	3,690,700	4,290,700	4,368,394	4,295,700	4,220,700
Other	26,914	11,977	-	6,631	-
Capital	65,123	47,680	91,000	91,000	91,000
Interest	731,328	785,139	834,798	834,798	843,646
<b>Information Services Subtotal</b>	<b>22,639,073</b>	<b>22,961,570</b>	<b>26,722,197</b>	<b>25,233,876</b>	<b>26,444,137</b>
<b>Department Total</b>	<b>\$ 28,776,180</b>	<b>\$ 29,964,391</b>	<b>\$ 35,608,203</b>	<b>\$ 30,668,497</b>	<b>\$ 33,755,676</b>

Department Personnel Summary					
Fund	FT/PT	2012 Actual	2013 Actual	2014 Budgeted	2015 Budgeted
<b>Technology Services Fund</b>					
Administration	FT	15	24	18	17
	PT	0	0	1	1
Information Services	FT	112	110	137	138
	PT	3	3	5	5
<b>Total</b>		<b>130</b>	<b>137</b>	<b>161</b>	<b>161</b>



Operating Budget by Program				
Program	2014 Budget	2014 FTEs	2015 Proposed	2015 FTEs
Technology Administration	\$ 8,868,006	18	\$ 7,311,539	17
Information Services Administration	7,115,890	0	7,004,268	0
Desktop Support / End User	2,106,226	22	2,203,591	21
Help Desk	868,231	9	672,572	9
Systems Administration	1,418,685	12	1,381,382	12
Applications Programming	2,654,958	24	2,368,744	24
Government Television Channel	846,753	8	1,016,066	8
Network	1,890,547	10	2,001,558	10
Security	582,538	3	1,021,928	6
Account Management	811,509	7	803,304	7
Computer Operations	1,112,889	13	1,123,098	12
Database	903,569	7	890,980	7
Telephone Services	656,311	7	807,724	8
Project Management	1,003,195	8	900,228	7
Contracts	3,572,140	0	3,274,080	0
Architecture	893,156	7	679,014	7
Arlingate Data Center	303,600	0	295,600	0
<b>Department Total</b>	<b>\$ 35,608,203</b>	<b>155</b>	<b>\$ 33,755,676</b>	<b>155</b>

For additional financial information related to the Department of Technology, please refer to the technology services fund contained within the internal revenue section. Program descriptions begin on the following page.



# 2015 PROGRAM GUIDE

## TECHNOLOGY ADMINISTRATION

To provide leadership and administrative support for the department by directing business office activities, including fiscal support, contract management, personnel, and customer relations, and to provide project management for enterprise-wide applications.

## INFORMATION SERVICES ADMINISTRATION

To provide leadership and administrative support for Information Services Division. Responsible for fiscal support services, including debt service, billing, revenue analysis, encumbrances, payments, payroll, and human resources.

## DESKTOP SUPPORT/ END USER

To deploy and maintain the city's desktop computer systems in a manner that will ensure high availability to city employees.

## HELP DESK

To provide a single point of contact for users to obtain solutions to technology needs, questions, and challenges.

## SYSTEMS ADMINISTRATION

To design, implement, and maintain the city's core information technology data processing server infrastructure and provide maintenance and support for the city's enterprise wide software licenses, including Oracle services.

## APPLICATIONS PROGRAMMING

To develop and maintain various information technology systems and applications that facilitate business practices throughout the city.

<b>GOVERNMENT TELEVISION CHANNEL</b>	To coordinate contracts for video programming services, prepare scripts, and provide editing services for production programs.
<b>NETWORK</b>	To coordinate the design, installation, maintenance, and repair of the city's metronet infrastructure and inside building cabling and design and to provide preventive maintenance and repair of outside fiber optic and coaxial cable plants.
<b>SECURITY</b>	To ensure the availability, integrity, and confidentiality of the city's information systems, data network, and externally hosted web sites and to provide risk mitigation services and security education.
<b>ACCOUNT MANAGEMENT</b>	To provide information technology account management services to customer agencies.
<b>COMPUTER OPERATIONS</b>	To provide data and application storage on enterprise disk system and magnetic tapes, microfiche and printing of reports, mailing, and central processing unit (CPU) usage calculation.
<b>DATABASE</b>	To provide database administration to support the city's software applications.
<b>TELEPHONE SERVICES</b>	To provide telephone services, training, and consulting to city agencies.
<b>PROJECT MANAGEMENT</b>	To provide information technology services to project sponsors to enable them to receive new or enhanced technology to satisfy their business requirements.
<b>CONTRACTS</b>	To provide a holding area for license fees and software maintenance agreements.
<b>ARCHITECTURE</b>	To establish information technology standards for the city.
<b>ARLINGTON DATA CENTER</b>	To provide maintenance services to the city's data center facility.



## PUBLIC HEALTH

### Department Description

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

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

### Department Mission

To protect residents' health and improve lives in our community.

## STRATEGIC PRIORITIES FOR 2015

### Neighborhoods

Address the critically high rates of infant mortality in our region by (1) providing quality pre-natal and post-natal care leadership to support infants, parents, and caregivers, (2) providing leadership and helping implement recommendations of the Greater Columbus Infant Mortality Task Force, and (3) leading the Ohio Equity Institute effort to address the rates of infant mortality on the south side.

Provide services to prevent, investigate, and control infectious diseases, including communicable disease outbreaks, sexually transmitted infections, and food-borne and water-borne illnesses.

Continue to provide high quality clinical services for children and families including sexual health, immunization, dental, and tuberculosis control.

Lead the city's ongoing efforts to combat obesity in our community. Programs and initiatives dedicated to these efforts include Healthy Children Healthy Weights, the Institute For Active Living, farmers' markets and community gardens, bike and walking paths, walking maps and art walks, the Creating Healthy Communities Network, Women, Infant and Children (WIC), and Healthier Choices Committee.

Continue to work with the Columbus Neighborhood Health Centers, Health Care Collaborative of Greater Columbus, and other groups to support quality primary care.

Maintain social work staff in Neighborhood Pride centers and other venues to assist vulnerable residents.

### Safety

Continue departmental and community planning to prepare for and respond to a range of disasters or emergencies, including bioterrorism and pandemics.

Maintain a year round seasonal influenza initiative to better protect Columbus residents and workplaces.

Continue to address increasing public health and community imperatives, including pandemic disease outbreaks, by monitoring outbreaks and promoting infection control.

### Education

Coordinate with other city departments and agencies to enhance the safety of children in, near, and around schools.

Continue school inspections and efforts with school nurses to respond to children's health needs.

Improve health in minority and lower income communities through neighborhood-based health advisory committees and partnership initiatives.

Expand quality improvement, safety, and workplace training efforts in order to maintain public health accreditation status.

### Customer Service

Continue the SIGNS community education program, which provides information to the public on the safety of restaurants, pools, schools, and other venues inspected by the Environmental Health Division.

Continue facility renovations and enhancements to assure safety of visitors and staff.

Continue to provide important public health information through the department's website and social media.

## 2015 BUDGET NOTES

The 2015 budget for Columbus Public Health allows for continued provision of public health services that are mandated, services that meet the priorities contained within the Columbus Covenant, and a variety of programs that the Board of Health deems essential. In addition:

- Increased funding is included in the 2015 budget to address incidences of infant mortality in Columbus and will provide for additional staff and anticipated contractual obligations. New programs focus on implementing recommendations outlined by the Greater Columbus Infant Mortality Task Force. The focus is on targeting intervention in high risk neighborhoods, promoting and educating citizens on infant safe sleep habits, and providing safe sleep survival kits to those in need. Statistical analysis of birth and death data will serve to drive program implementation. Prenatal care intake and referral services will also be offered. The city will contract with community partners to coordinate community learning and create a workable plan to achieve Healthy People 2020 goals.
- Continued funding is provided for an effective rodent control program.
- Funding is incorporated for both the Community Gardens program and Healthcare Collaborative of Greater Columbus. The city partners with the Columbus Foundation to provide funding to the Foundation for Active Living through which the Community Gardens program in Central Ohio is managed. Grants are awarded to non-profit organizations. This is consistent with the Mayor's goal to encourage healthy and active living and combat obesity through healthy eating in Columbus. The Healthcare Collaborative of Greater Columbus is a non-profit public-private partnership focused on providing citizens with improved healthcare delivery. The primary goal is to build connections and collaborations between healthcare providers, patients and the community.
- Funding continues for licenses and inspection services for food service establishments, pools and spas, schools, and tattoo and body piercing studios.
- The department continues to assist Columbus Public Schools by contracting with them to provide general consultation and input on school health procedures and protocols.
- Increased revenues are projected in swimming pool license fees, certified pool operator training courses, sexually transmitted disease (STD) testing, and Medicaid Reimbursement Match receipts. In addition, the department continues to contract with and receive revenue from the City of Worthington to provide public health consultation and assistance in matters of public health. These increases serve to offset expected reductions in food service operations and food establishment license fees due to a reduction in anticipated expenses.



- Funding continues for the Take Care Columbus program, which links patients with clinical preventative services in the community and the GLBT/Latino Health Disparities program, which addresses HIV and syphilis issues in the GLBT community.
- \$4.8 million in funding is included for community neighborhood health centers (CNHC) to address health concerns in the community at multiple health centers. This represents a slight increase over 2014 levels due to reimbursements for increased expenses for the dental clinic.
- Level funding is provided for emergency preparedness training and related programs.



Department Financial Summary by Area of Expense					
Fund	2012 Actual	2013 Actual	2014 Budget	2014 Projected	2015 Proposed
<b>Special Revenue Fund</b>					
Personnel	\$ 17,627,252	\$ 18,673,509	\$ 20,134,953	\$ 19,239,695	\$ 20,825,147
Materials & Supplies	593,069	728,890	768,152	798,126	796,657
Services	6,933,285	7,412,486	7,315,270	7,795,064	7,100,087
Other	4,205	4,698	3,750	3,750	5,000
Capital	9,999	8,500	-	-	-
<b>Special Revenue Fund Subtotal</b>	<b>25,167,810</b>	<b>26,828,083</b>	<b>28,222,125</b>	<b>27,836,635</b>	<b>28,726,891</b>
<b>CDBG Fund</b>					
Personnel	217,891	167,430	213,735	177,915	212,275
Services	-	19,999	-	35,820	4,000
<b>CDBG Fund Subtotal</b>	<b>217,891</b>	<b>187,429</b>	<b>213,735</b>	<b>213,735</b>	<b>216,275</b>
<b>Department Total</b>	<b>\$ 25,385,701</b>	<b>\$ 27,015,512</b>	<b>\$ 28,435,860</b>	<b>\$ 28,050,370</b>	<b>\$ 28,943,166</b>

Department Personnel Summary					
Fund	FT/PT	2012 Actual	2013 Actual	2014 Budgeted	2015 Budgeted
<b>Special Revenue Fund</b>					
	FT	189	196	223	228
	PT	41	48	62	62
<b>CDBG Fund</b>					
	FT	3	4	4	4
	PT	0	0	0	0
<b>Total</b>		<b>233</b>	<b>248</b>	<b>289</b>	<b>294</b>



Operating Budget by Program				
Program	2014 Budget	2014 FTEs	2015 Proposed	2015 FTEs
Community Dental Sealants	\$ 485,998	4	\$ 409,264	4
Dental Sealants	168,964	1	164,491	1
Food Safety	2,319,348	28	2,346,860	28
Perinatal Program	1,045,055	11	920,413	11
Public Health Standards	351,897	3	437,948	4
Vital Statistics	815,163	10	756,402	10
Columbus Neighborhood Health Centers	4,994,260	0	4,864,110	0
Health Administration	4,481,737	40	4,348,572	40
Employee Assistance Program	454,206	5	471,507	5
Neighborhood Health Administration	159,668	1	185,582	1
Strategic Nursing Team	803,848	8	823,877	8
Healthy Neighborhoods	563,841	6	635,383	6
Alcohol and Drug Abuse	384,431	4	345,669	4
MCH Home Visiting	1,077,210	9	1,757,005	13
Injury Prevention	51,844	0	96,138	0
Clinical Health Administration	375,464	3	351,778	3
Laboratory Services	647,391	4	621,546	4
Sexual Health	1,870,124	19	2,032,498	19
Immunization and Communicable Disease	1,099,712	10	986,655	10
Chronic Disease Prevention	652,682	6	725,567	6
Epidemiology, Preparedness and Response	1,462,415	14	1,532,549	14
Minority Health	875,865	7	799,587	7
Environmental Health Administration	725,013	8	745,558	8
Vector Control	223,618	1	228,993	1
Dangerous Animals and Rabies	376,112	4	372,568	4
Hazardous Waste/Chemical Hazards	519,484	5	417,072	5
Lead Poisoning and Indoor Air	584,413	6	646,703	6
Water Protection	479,615	5	432,579	5
AIDS Housing	18,179	1	18,179	1
Child Fatality Review	35,018	0	37,750	0
Take Care Columbus	158,475	2	159,704	2
Family Health Administration	174,810	2	270,659	2
<b>Department Total</b>	<b>\$ 28,435,860</b>	<b>227</b>	<b>\$ 28,943,166</b>	<b>232</b>

For additional financial information related to the Health Department, please refer to the health operating fund contained within the Special Revenue section. Program descriptions begin on the following page.



# 2015 PROGRAM GUIDE

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## COMMUNITY DENTAL SERVICES

To provide basic and preventative services to Franklin County families who are unable to access dental service due to cost.

## DENTAL SEALANTS

To prevent tooth decay in children from low income families in Columbus.

## FOOD SAFETY

To reduce the number of food borne illnesses in Columbus and Franklin County.

## PERINATAL PROGRAM

To provide comprehensive perinatal services to improve the health of pregnant and post-partum women and their infants.

## PUBLIC HEALTH STANDARDS

To monitor and document the department and community status regarding state and national public health standards.

## VITAL STATISTICS

To register, correct, and provide birth and death information to the general public, funeral homes, and other agencies in compliance with Ohio laws so timely and accurate documents and information are available to obtain other vital services.

## COLUMBUS NEIGHBORHOOD HEALTH CENTERS

To provide financial support in the form of a contract to the Columbus Neighborhood Health Centers (CNHC) for the delivery of primary care services to the citizens of Columbus, and to monitor and review the performance of CNHC to ensure compliance with contract provisions.

<b>HEALTH ADMINISTRATION</b>	To provide leadership and direction for the department and to provide related administrative and clerical functions in the areas of fiscal, human resources, information systems, and facilities management.
<b>EMPLOYEE ASSISTANCE PROGRAM</b>	To provide voluntary, confidential, professional, and short-term counseling to city employees and their families experiencing personal problems that affect their job performance; to make referrals to community resources if appropriate, and to provide education and training on related topics.
<b>NEIGHBORHOOD HEALTH ADMINISTRATION</b>	To provide the administrative and clerical support functions for the Neighborhood Health Division.
<b>STRATEGIC NURSING TEAM</b>	To assist in disaster response, provide school immunizations, assist in communicable disease outbreaks, and conduct community health screenings at various sites.
<b>HEALTHY NEIGHBORHOODS</b>	To assist individuals in identifying opportunities for health improvement and provide linkage to other health and community agencies.
<b>ALCOHOL AND DRUG ABUSE</b>	To provide alcohol and drug abuse prevention and education services to Columbus residents, the courts, and clients referred through the employee assistance program in a clinic setting and to provide education and prevention services to students in public schools.
<b>MCH HOME VISITING</b>	To provide interdisciplinary home visits, such as from public health staff, social workers, and paraprofessionals, for the assessment of health status, home environment, parenting skills, and social support; to provide education and training to families; to make linkages with community resources.
<b>INJURY PREVENTION</b>	To attempt to reduce death and preventable injuries to children ages 14 and under by developing public awareness and education programs and to advocate for more comprehensive public policy regarding safety issues.
<b>CLINICAL HEALTH ADMINISTRATION</b>	To provide the administrative and clerical support functions for the Clinical Health division.
<b>LABORATORY SERVICES</b>	To provide laboratory services for the department.

<b>SEXUAL HEALTH</b>	To provide sexually transmitted infection (STI) diagnosis, treatment, prevention, education, and referrals to people in need of sexual health services to avoid complications and transmission of STIs.
<b>IMMUNIZATION AND COMMUNICABLE DISEASE</b>	To provide immunization services to residents of all ages, to provide outreach services and educate providers and parents, to immunize against preventable disease, and to provide prevention/control services through investigation and testing.
<b>CHRONIC DISEASE PREVENTION</b>	To reduce the incidence of obesity, heart disease, lung disease, and other chronic diseases by promoting healthy lifestyles.
<b>CENTER FOR EPIDEMIOLOGY, PREPAREDNESS AND RESPONSE</b>	To prevent and/or reduce morbidity and mortality associated with public health threats by analyzing health indicators, investigating infectious diseases, and implementing public health interventions.
<b>MINORITY HEALTH</b>	To create, implement, and coordinate a plan for effective and efficient communication between CPH staff and customers with limited English proficiency or hearing impairments, and to assess data collection within the department in regard to racial and ethnic minorities, providing input on their needs in the development of policies, programs, and allocation of resources.
<b>ENVIRONMENTAL HEALTH ADMINISTRATION</b>	To provide administrative and clerical support functions for the division.
<b>VECTOR CONTROL</b>	To monitor and control mosquito populations in Columbus through counts, treatment, and environmental control.
<b>DANGEROUS ANIMALS AND RABIES</b>	To conduct animal investigations for all bites and dangerous animals and to conduct seven rabies clinics annually.
<b>HAZARDOUS WASTE/CHEMICAL HAZARDS</b>	To provide inspections for hazardous waste, and underground storage tanks, to monitor compliance with various rules and regulations, and to act as a clearinghouse for information about chemical hazards to be used by various organizations such as the Franklin County Emergency Management Agency.

<b>LEAD POISONING AND INDOOR AIR</b>	To evaluate and reduce lead poisoning among Columbus children aged six months to six years through screening, inspection, and public information.
<b>WATER PROTECTION</b>	To inspect all licensed swimming pools and spas, respond to citizen complaints, and conduct surveys and seminars for pool operators, as needed.
<b>AIDS HOUSING</b>	To provide community project sponsors with resources and incentives to devise and implement long-term comprehensive strategies for meeting the array of housing needs of low income persons infected with HIV/AIDS and related diseases.
<b>CHILD FATALITY REVIEW</b>	To review deaths of children up to age 17 to help prevent future child deaths in Franklin County.
<b>TAKE CARE COLUMBUS</b>	To facilitate and support a community health improvement initiative, which focuses on improving health and reducing disparities.
<b>FAMILY HEALTH ADMINISTRATION</b>	To provide administrative and clerical support functions for the Family Health Division.



# RECREATION AND PARKS

### Department Description

The Columbus Recreation and Parks Department provides active and passive recreational activities, programs, and facilities for Columbus citizens in accessible, affordable, and safe environments. The department also maintains parks, multi-use trails, city trees, golf courses, and recreational facilities, and it promotes the preservation and wise use of the city's natural

resources. In addition, the department offers health and social services to older adults throughout eight counties in central Ohio, and it encourages cultural and physical diversity through its planned activities, the programs offered, and by means of the staff it hires.

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

## STRATEGIC PRIORITIES FOR 2015

### **Neighborhoods**

Continue to work with various partners on joint projects including Metro Parks, Franklin Park Conservatory, Martin Luther King Center, COSI, and the Columbus Museum of Art on development of their facilities and program opportunities.

Continue development and construction of multi-use trails through bike/pedestrian studies and mobility plans.

Develop strategies to address areas that lack adequate parkland.

Continue improvements to various recreation centers including HVAC and electrical systems, roofs, playground equipment, floors, and landscaping.

Continue upgrades to various outdoor swimming pools.

Continue the invasive honeysuckle removal program in conjunction with neighborhood volunteers at various parks throughout the city.

Continue the removal of ash trees as a result of the emerald ash borer infestation along city streets, and the planting of new replacement trees of various varieties.

### **Economic Development and Technology**

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

### **Downtown Development**

Work with the Mayor's Office, Public Service, Public Utilities, and the Columbus Downtown Development Corporation on the Scioto Greenways Plan and the Scioto Peninsula Plan.

### **Education**

Continue to implement and enhance the Application through Purpose, Pride, and Success (APPS) Program in an effort to engage and mentor at-risk youth and young adults.

Continue to coordinate the Capital Kids after-school program.

### **Peak Performance**

Continue to complete capital improvement projects on time and within budget.

Seek additional funding opportunities through sponsorships, grants, and the department's new Columbus Recreation and Parks Foundation.

## 2015 BUDGET NOTES

Franklin Park Conservatory will receive \$350,000 in city support in 2015. The King Arts complex will receive \$100,000. In addition:

- The Golf Division will be abolished as a separate division and will be reincorporated into the Department of Recreation and Parks. All personnel, supplies, and services will be budgeted within the Recreation and Parks budget, and all personnel formerly part of the Golf Division will be absorbed within the larger department complement.
- One full-time and one part-time seasonal position will be added to provide for the ongoing maintenance of the Spring-Long caps.
- The department will continue its support of COWIC (Central Ohio Workforce Investment Corporation) in the amount of \$430,000. COWIC's mission is "to meet the employment needs of businesses and job seekers to support economic development in Central Ohio."
- Total funding for the APPS program (Applications through Purpose, Pride, and Success) is \$1,344,334 in 2015. This program enriches the lives of youth ages 14-21 and young adults by connecting them to services and programs focused on building life skills, character development, jobs, postsecondary education, and other components.
- In the Aquatics program, the department will operate 7 outdoor pools, 1 indoor pool, and 3 spraygrounds. Prior to opening for the 2015 season, Lincoln Swimming Pool will undergo significant renovations.
- In 2015, the newly-rebuilt Glenwood Community Recreation Center will reopen to the public. Funding for staff, supplies, and services is contained in the operating budget proposal.
- The department will complete a new storage facility at North Bank Pavilion that will house recreation supplies and park maintenance equipment.
- The community development block grant (CDBG) will provide \$843,932 to fund after school programs, activities during breaks in the school year, and recreation center staff.





Recreation and Parks

Department Financial Summary by Area of Expense					
Fund	2012 Actual	2013 Actual	2014 Budget	2014 Projected	2015 Proposed
<b>Operation and Extension Fund</b>					
Personnel	\$ 25,259,574	\$ 26,627,124	\$ 28,816,803	\$ 28,165,809	\$ 33,031,010
Materials & Supplies	1,169,714	1,300,989	1,351,010	1,314,901	1,755,446
Services	9,539,096	10,032,074	10,062,310	10,370,490	10,546,475
Other	86,202	90,773	110,000	270,772	98,000
Capital	11,498	-	190,500	190,500	-
Transfers	182,489	229,489	182,489	182,489	182,489
<b>Operation and Extension Fund Subtotal</b>	<b>36,248,573</b>	<b>38,280,449</b>	<b>40,713,112</b>	<b>40,494,961</b>	<b>45,613,420</b>
<b>Community Development Block Grant (CDBG) Fund</b>					
Personnel	676,226	684,575	738,845	668,688	748,844
Materials & Supplies	1,615	1,641	2,832	2,832	3,033
Services	170,332	88,631	91,845	91,845	91,555
Other	325	525	500	500	500
<b>CDBG Fund Subtotal</b>	<b>848,498</b>	<b>775,372</b>	<b>834,022</b>	<b>763,865</b>	<b>843,932</b>
<b>Golf Operations Fund</b>					
Personnel	2,876,021	2,733,203	2,883,298	2,757,421	-
Materials & Supplies	210,836	206,043	230,000	226,456	-
Services	1,228,135	1,144,565	1,127,616	1,070,928	-
Other	1,000	4,000	3,000	49,000	-
<b>Golf Operations Fund Subtotal</b>	<b>4,315,992</b>	<b>4,087,811</b>	<b>4,243,914</b>	<b>4,103,805</b>	<b>-</b>
<b>Department Total</b>	<b>\$ 41,413,063</b>	<b>\$ 43,143,632</b>	<b>\$ 45,791,048</b>	<b>\$ 45,362,631</b>	<b>\$ 46,457,352</b>

Department Personnel Summary					
Fund	FT/PT	2012 Actual	2013 Actual	2014 Budgeted	2015 Budgeted
<b>Operation and Extension Fund</b>					
	FT	250	267	296	325
	PT	750	799	1,259	1,355
<b>CDBG Fund</b>					
	FT	3	4	4	4
	PT	98	98	98	98
<b>Golf Operations Fund</b>					
	FT	27	26	26	0
	PT	66	70	200	0
<b>Total</b>		<b>1,194</b>	<b>1,264</b>	<b>1,883</b>	<b>1,782</b>

Operating Budget by Program				
Program	2014 Budget	2014 FTEs	2015 Proposed	2015 FTEs
Administration	\$ 3,991,579	13	\$ 4,095,858	14
Planning and Design	1,019,335	10	1,060,928	10
Development and Marketing	395,608	4	411,662	4
Arts and General Recreation	19,252,208	134	19,351,148	134
Special Events	622,924	6	665,109	6
Aquatics	1,096,276	3	1,092,627	3
Permits	1,453,093	9	1,575,900	9
Sports	1,748,473	9	1,809,975	10
Forestry and Horticulture	2,719,391	33	2,932,853	32
Park Maintenance	6,930,722	54	7,151,118	57
Facilities Maintenance	2,317,525	25	2,483,106	24
Golf	4,243,914	26	3,827,068	26
<b>Department Total</b>	<b>\$ 45,791,048</b>	<b>326</b>	<b>\$ 46,457,352</b>	<b>329</b>

For additional financial information related to the Department of Recreation and Parks, please refer to the CDBG fund section and the recreation and parks operation and extension fund contained within the Special Revenue section. Program descriptions begin on the following page.



# 2015 PROGRAM GUIDE

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## ADMINISTRATION

To provide management and support through the offices of the director, fiscal management, personnel administration, and general administration.

## PLANNING AND DESIGN

To administer the capital improvements budget, the development and renovation of facilities and parks, land acquisition, greenways and trails, the parkland dedication ordinance, and provide property management.

## DEVELOPMENT AND MARKETING

To secure financial and human resources in order to assist the Recreation and Parks Department in carrying out its stated mission.

## ARTS AND GENERAL RECREATION

To provide a wide variety of recreational and leisure opportunities for all ages to include arts, sports, fitness, educational, and cultural programs.

## SPECIAL EVENTS

To provide specialized recreation programs in adult and youth sports, aquatics, and special events.

## AQUATICS

To provide specialized recreation programs in aquatics.

<b>PERMITS</b>	To provide quality and affordable rental facilities, special permits, and unique opportunities that promote family, social, business and department events, private recreation, and invigorate community spirit, contributing substantial economic and social benefits to the city.
<b>SPORTS</b>	To provide specialized recreation programs in adult and youth sports.
<b>FORESTRY AND HORTICULTURE</b>	To provide tree planting and maintenance services for community improvement programs and urban reforestation projects.
<b>PARK MAINTENANCE</b>	To provide all services necessary to maintain safe, attractive and ready to use parks, park facilities, street islands, and median strips.
<b>FACILITIES MAINTENANCE</b>	To maintain the buildings, park facilities and other physical assets in a safe, effective and economical manner to provide quality places and opportunities for the public to recreate.
<b>GOLF</b>	To enrich the lives of central Ohio golfers.

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## PUBLIC SERVICE

### Department Description

The Department of Public Service is comprised of the Director's Office, the 311 Customer Call Center, and four divisions: Refuse Collection; Traffic Management; Infrastructure Management; and Design and Construction.

The **Director's Office** provides overall coordination and policy direction for the department. Fiscal, human resources, contracting, communications, and legislative processing functions are also coordinated by this office, as well as oversight of the Columbus portion of Paving the Way, a

multi-jurisdictional road-construction information service. Keep Columbus Beautiful, which coordinates hundreds of volunteers in litter pick-up events, administers the city's illegal dumping and graffiti services, and manages the city's internal recycling program, is also coordinated through the Director's Office.

### Department Mission

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

The **Division of Refuse Collection** provides residential refuse and bulk-collection services, litter-container collection, dead-animal pickup from public property, clean up for major downtown special events, and administers

contracts for yard waste and recycling services. This includes the new citywide residential recycling program started in 2012.

The **Division of Traffic Management** is responsible for planning, educating, and advocating for greater mobility of the various roadway users necessary to ensure a safe and efficient transportation system for pedestrians, bicyclists, and vehicular traffic, as well as improving neighborhood livability and safety. The division directs the implementation of the city's Bicentennial Bikeways Plan, which outlines goals for making Columbus a more bike-friendly city, and Operation SAFEWALKS, which sets priorities for filling in sidewalk gaps along the city's arterial streets. The division also provides parking management services, including on-street and parking garage planning, parking enforcement, various forms of parking permits, meter collections and maintenance.

The **Division of Infrastructure Management** is responsible for delivering all services related

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



The **Division of Design and Construction** is responsible for developing quality construction plans, managing design contracts, and enabling the department to build and maintain a safe

and efficient transportation system. In addition, the division manages construction contracts, providing quality and timely construction inspection, surveying, and materials testing services in support of Public Service, Public Utilities, and privately-funded infrastructure construction projects.

## STRATEGIC PRIORITIES FOR 2015

### Neighborhoods

Manage the citywide residential recycling and yard waste program contracted through Rumpke.

Provide timely and consistent services, particularly in the areas of refuse, bulk, recycling and yard waste collection, and street maintenance activities, including pothole repair, parking meter repair, snow and ice removal, and street sweeping.

Plan and construct sidewalks, crossing opportunities and on-street bikeway facilities to provide safe access for pedestrians and bicycles, especially school children.

Create a multimodal thoroughfare plan to realize the city's transportation vision and system goals.

Recognize the travel needs of the disabled community by installing new and rehabilitating existing curb ramps.

Work with neighborhoods to update rules and regulations for permit parking.

### Economic Development and Technology

Promote policies and procedures that ensure the department conducts business with responsible firms and encourages development of emerging businesses.

Work with regional economic development partners to address transportation challenges such as traffic congestion, highway construction, airports, and transit.

Identify and promote "green" practices to ensure a sustainable, responsible, and safe working environment for employees and residents.

Support efforts to revitalize or stabilize neighborhood corridors and residential and commercial districts.

Support economic development through infrastructure planning and improvements.



## STRATEGIC PRIORITIES FOR 2015

### **Downtown Development**

Support projects that increase downtown residential and commercial development.

Continue to collaborate with ODOT, the Mid-Ohio Regional Planning Commission (MORPC), Franklin County, and key stakeholders in the Interstate-70/71 planning and construction process.

Update the Downtown Design Standard to improve the livability of streets and to make downtown more welcoming to pedestrians and bicycles.

Manage and implement effective public on-street parking to reflect the needs of businesses and residents.

### **Peak Performance**

Operate within adopted operating and capital budgets, and meet or exceed established performance measures.

Continue to collect and update right-of-way asset management data to prioritize streets for resurfacing, maintenance projects, and to schedule the replacement and repair of signs, wheelchair ramps, and curbs.

Cooperate with SWACO in planning and upgrading refuse transfer facilities.

Support and develop methods to recruit, develop, and retain highly motivated, qualified, and productive employees and develop and communicate expectations of employee performance at all levels of the organization.

### **Customer Service**

Promote good communication with internal and external stakeholders, the general public, and department employees, including use of social media.

Provide citizens with access to city services and city information through timely responses within the 311 Customer Call Center.

Partner and coordinate with other city departments on construction projects in order to provide value for residents and the city.

### **Safety**

Correct safety deficiencies at dangerous intersections and corridors in the city to improve both vehicular, bicycle, and pedestrian safety.

Continue to modify and approve the snow emergency plan.

Increase public awareness of pedestrian safety and bicycle safety.

## 2015 BUDGET NOTES

### DIRECTOR'S OFFICE

The Director's office provides the overall coordination and policy direction for the department. In addition, the office coordinates fiscal, human resources and legislation processing functions for the entire department.

Funding of \$1.8 million is included for the 311 Customer Call Center, a single point of contact that residents can call to access services provided by a variety of city agencies. Twenty-two full-time and two part-time employees working two shifts staff the center throughout the year. The street construction, maintenance and repair (SCMR) fund and the four funds within the Department of Public Utilities share in the cost of the call center's operations through internal billings.

### REFUSE COLLECTION

Residential refuse collection and yard waste collection services are provided through the general fund. This includes 90-gallon, 300-gallon, bulk refuse collection and multi-family collection methods. The general fund also funds the budgets for sidewalk litter receptacles, dead animal collection and the Keep Columbus Beautiful programs. In addition:

- The bulk collection program will be funded entirely by the general fund again in 2015.
- The 2015 general fund budget includes \$6.34 million for yard waste removal, residential curbside recycling, and downtown recycling contracts.
- The 2015 budget includes \$17.3 million for disposal of refuse at the county landfill from the special income tax (SIT) fund.



### TRAFFIC MANAGEMENT

The 2015 budget for the division includes funding for the parking ticket processing and collection contract. This contract provides for all aspects of ticket issuance and processing, notice, collection processing, and supplies. Payments are accepted by mail, in person, by telephone, and over the internet.

### INFRASTRUCTURE MANAGEMENT

The Division of Infrastructure Management provides roadway maintenance and repair services to city residents in order to ensure efficient, safe, and reliable roadways within the city limits. Infrastructure Management also houses all snow and ice removal efforts throughout the city during the winter. Revenue collected in the street construction and maintenance (SCMR) fund pays for all activities in the division.

The stormwater utility fund will continue to reimburse the SCMR fund for the cost of street cleaning and snow and ice removal. Such efforts protect water quality and minimize the burden on the sewer

system from ice, snow and surface debris. Reimbursement for these activities will total \$7.4 million in 2015. In addition:

- Funding for the bridge maintenance program is included in the capital budget.
- In 2015, the general fund will continue to cover the costs associated with the Department of Recreation and Parks' efforts to maintain trees in the right-of-way.

### **DESIGN AND CONSTRUCTION**

The construction inspection fund includes funding for 63 full-time and 52 part-time employees to provide construction inspection services for City of Columbus agencies. This represents an increase of 10 part-time positions to assist with construction inspection efforts compared to 2014 levels. The private inspection fund includes funding for 19 full-time and 10 part-time employees to provide construction inspection services for private development. For the private construction inspection fund, this is an increase of five part-time inspectors compared to 2014. In 2015, the division will need additional part-time inspectors to assist with the anticipated work load of inspection of private development projects.



Department Financial Summary by Area of Expense						
Fund	2012 Actual	2013 Actual	2014 Budget	2014 Projected	2015 Proposed	
<b>General Fund</b>						
Administration						
Personnel	\$ 2,557,844	\$ 2,778,112	\$ 3,021,892	\$ 2,982,922	\$ 3,103,747	
Materials & Supplies	2,482	4,007	7,483	5,594	4,742	
Services	20,351	23,241	25,642	21,765	27,353	
Other	625,000	-	-	-	-	
<b>Administration Subtotal</b>	<b>3,205,677</b>	<b>2,805,360</b>	<b>3,055,017</b>	<b>3,010,281</b>	<b>3,135,842</b>	
Refuse Collection						
Personnel	12,904,693	13,272,396	17,213,698	16,399,021	17,364,706	
Materials & Supplies	100,825	123,449	152,208	121,398	121,039	
Services	13,854,478	11,746,694	14,521,980	14,011,630	14,859,453	
Other	53,412	51,418	101,510	101,510	91,510	
Capital	28,030	6,419	10,000	-	10,000	
<b>Refuse Collection Subtotal</b>	<b>26,941,438</b>	<b>25,200,376</b>	<b>31,999,396</b>	<b>30,633,559</b>	<b>32,446,708</b>	
Traffic Management						
Personnel	-	-	-	1,416,340	3,082,110	
Materials & Supplies	-	-	-	21,034	35,600	
Services	-	-	-	55,662	105,264	
Other	-	-	-	6,635	6,635	
<b>Traffic Management Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,499,671</b>	<b>3,229,609</b>	
Mobility Options						
Personnel	2,774,214	2,805,642	3,074,850	1,421,345	-	
Materials & Supplies	26,065	23,041	32,765	1,165	-	
Services	1,142,492	106,428	81,619	29,037	-	
Other	18,500	-	6,635	-	-	
<b>Mobility Options Subtotal</b>	<b>3,961,271</b>	<b>2,935,111</b>	<b>3,195,869</b>	<b>1,451,547</b>	<b>-</b>	
<b>General Fund Subtotal</b>	<b>\$ 34,108,386</b>	<b>\$ 30,940,847</b>	<b>\$ 38,250,282</b>	<b>\$ 36,595,058</b>	<b>\$ 38,812,159</b>	
<b>Street Construction Fund</b>						
Administration						
Personnel	\$ 2,687,496	\$ 2,824,153	\$ 3,107,574	\$ 2,856,487	\$ 3,173,235	
Materials & Supplies	1,162	1,287	4,670	4,378	3,570	
Services	142,245	153,594	144,649	149,037	142,523	
<b>Administration Subtotal</b>	<b>2,830,903</b>	<b>2,979,034</b>	<b>3,256,893</b>	<b>3,009,902</b>	<b>3,319,328</b>	
Refuse Collection						
Personnel	2,362,969	2,160,866	-	-	-	
Services	481,628	462,639	-	-	-	
<b>Refuse Collection Subtotal</b>	<b>2,844,597</b>	<b>2,623,505</b>	<b>-</b>	<b>-</b>	<b>-</b>	
Traffic Management						
Personnel	-	-	-	4,683,079	10,146,993	
Materials & Supplies	-	-	-	189,352	238,200	
Services	-	-	-	382,712	965,830	
Other	-	-	-	-	25,000	
<b>Traffic Management Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,255,143</b>	<b>11,376,023</b>	
Mobility Options						
Personnel	1,603,591	974,444	1,136,931	466,758	-	
Materials & Supplies	3,453	2,752	12,626	2,131	-	
Services	231,262	222,440	231,725	42,855	-	
Other	-	-	-	-	-	
<b>Mobility Options Subtotal</b>	<b>1,838,306</b>	<b>1,199,636</b>	<b>1,381,282</b>	<b>511,744</b>	<b>-</b>	
Infrastructure Management						
Personnel	22,159,048	22,713,634	24,091,031	20,462,488	16,536,018	
Materials & Supplies	484,271	582,354	608,830	1,135,780	388,450	
Services	12,448,405	10,495,628	11,505,214	11,235,399	11,756,207	
Other	646,574	53,973	67,000	242,000	66,000	
Capital	282,402	301,154	180,000	173,728	175,000	
Transfers	-	-	-	166,000	-	
<b>Infrastructure Management Subtotal</b>	<b>36,020,700</b>	<b>34,146,743</b>	<b>36,452,075</b>	<b>33,415,395</b>	<b>28,921,675</b>	
Design & Construction						
Personnel	2,861,376	3,209,024	3,558,486	3,422,235	4,304,992	
Materials & Supplies	2,549	1,950	10,672	5,987	9,800	
Services	618,236	599,794	632,919	614,457	726,109	
Other	1,193	31,000	1,500	1,500	3,000	
<b>Design &amp; Construction Subtotal</b>	<b>3,483,354</b>	<b>3,841,768</b>	<b>4,203,577</b>	<b>4,044,179</b>	<b>5,043,901</b>	
<b>Street Const. Fund Subtotal</b>	<b>\$ 47,017,860</b>	<b>\$ 44,790,686</b>	<b>\$ 45,293,827</b>	<b>\$ 46,236,363</b>	<b>\$ 48,660,927</b>	

Department Financial Summary by Area of Expense (Continued)					
Fund	2012 Actual	2013 Actual	2014 Budget	2014 Projected	2015 Proposed
<b>Construction Inspection Fund</b>					
Administration					
Personnel	\$ 516,452	\$ 541,694	\$ 557,393	\$ 509,784	\$ 590,476
Materials & Supplies	271	274	500	461	455
Services	32,359	31,300	45,252	34,741	79,091
<b>Administration Subtotal</b>	<b>549,082</b>	<b>573,268</b>	<b>603,145</b>	<b>544,986</b>	<b>670,022</b>
Design & Construction					
Personnel	5,250,287	6,256,356	7,327,163	6,765,111	6,664,850
Materials & Supplies	45,685	66,063	90,200	75,202	100,300
Services	561,927	605,798	911,932	729,498	1,173,435
Other	200	17,500	2,000	2,000	2,000
Capital	439,119	133,114	180,000	180,000	260,000
<b>Design &amp; Construction Subtotal</b>	<b>6,297,218</b>	<b>7,078,831</b>	<b>8,511,295</b>	<b>7,751,811</b>	<b>8,200,585</b>
<b>Const. Insp. Fund Subtotal</b>	<b>6,846,300</b>	<b>7,652,099</b>	<b>9,114,440</b>	<b>8,296,797</b>	<b>8,870,607</b>
<b>Private Inspection Fund</b>					
Design & Construction					
Personnel	2,198,331	2,169,988	2,497,741	1,972,226	2,586,327
Materials & Supplies	7,037	10,049	23,800	22,188	22,900
Services	188,094	185,358	217,089	211,889	237,522
Other	500	-	500	500	500
Capital	39,937	97,128	130,000	128,737	60,000
<b>Private Insp. Fund Subtotal</b>	<b>2,433,899</b>	<b>2,462,523</b>	<b>2,869,130</b>	<b>2,335,540</b>	<b>2,907,249</b>
<b>Parking Meter Program Fund</b>					
Traffic Management					
Personnel	-	-	-	167,275	343,009
Materials & Supplies	-	-	-	67,000	108,200
Services	-	-	-	1,779,295	1,771,814
Other	-	-	-	8,531	14,365
<b>Traffic Management Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,022,101</b>	<b>2,237,388</b>
Mobility Options					
Personnel	-	299,337	333,243	164,882	-
Materials & Supplies	-	46,310	106,625	5,590	-
Services	-	1,485,054	1,813,061	31,582	-
Other	-	12,865	14,365	5,774	-
<b>Mobility Options Subtotal</b>	<b>-</b>	<b>1,843,566</b>	<b>2,267,294</b>	<b>207,828</b>	<b>-</b>
<b>Parking Meter Fund Subtotal</b>	<b>-</b>	<b>1,843,566</b>	<b>2,267,294</b>	<b>2,229,929</b>	<b>2,237,388</b>
<b>Department Total</b>	<b>\$ 90,406,445</b>	<b>\$ 87,689,721</b>	<b>\$ 97,794,973</b>	<b>\$ 95,693,687</b>	<b>\$ 101,488,330</b>

Effective July 1, 2014, Columbus City Council approved a reorganization of the Department of Public Service's divisions. Some differences between 2015 and prior years reflect this reorganization.

Department Personnel Summary						
Fund	FT/PT	2012 Actual	2013 Actual	2014 Budgeted	2015 Budgeted	
<b>General Fund</b>						
Administration	FT	33	35	37	34	
	PT	2	2	2	2	
Refuse Collection	FT	173	185	227	227	
	PT	0	0	0	1	
Traffic Management	FT	0	0	0	38	
Mobility Options	FT	37	37	39	0	
<b>Street Construction Fund</b>						
Administration	FT	27	30	30	31	
Refuse Collection	FT	30	26	0	0	
Traffic Management	FT	0	0	0	114	
	PT	0	0	0	2	
Mobility Options	FT	14	9	13	0	
	PT	0	2	2	0	
Infrastructure Management	FT	277	276	291	192	
	PT	0	1	1	1	
Design & Construction	FT	28	34	36	42	
	PT	0	0	0	1	
<b>Construction Inspection Fund</b>						
Administration	FT	6	6	7	6	
Design & Construction	FT	61	60	60	63	
	PT	36	53	63	52	
<b>Private Inspection Fund</b>						
Design & Construction	FT	16	16	25	19	
	PT	3	5	5	10	
<b>Parking Meter Program Fund</b>						
Traffic Management	FT	0	0	0	4	
Mobility Options	FT	0	4	4	0	
<b>Total</b>		<b>743</b>	<b>781</b>	<b>842</b>	<b>839</b>	

Effective July 1, 2014, Columbus City Council approved a reorganization of the Department of Public Service's divisions. Some differences between 2015 and prior years reflect this reorganization.

Operating Budget by Program					
Program	2014 Budget	2014 FTEs	2015 Proposed	2015 FTEs	
Public Service Administration	\$ 5,163,384	52	\$ 5,361,150	49	
311 Call Center	1,751,671	22	1,764,042	22	
Refuse Collection Administration	17,061,071	29	17,103,640	35	
90-Gallon Residential Collection	5,185,004	78	5,879,900	78	
300-Gallon Residential Collection	2,356,000	30	2,567,241	36	
Multi-Family Residential Collection	1,983,137	27	2,325,868	30	
Scheduled Bulk Collection	4,936,729	57	4,277,214	51	
Dead Animal Collection	76,795	1	78,753	1	
Litter Collection	400,660	5	214,092	3	
Mobility Administration	512,658	3	-	0	
Traffic Management Administration	-	0	853,020	5	
Transportation Mobility	868,624	10	-	0	
Parking Violations	3,195,869	39	3,229,609	38	
Parking Meters	2,267,294	4	2,237,388	4	
Infrastructure Management Admin	5,864,044	3	5,617,290	2	
Transportation Planning	4,367,653	41	-	0	
Transportation Operations	26,220,378	247	-	0	
Traffic Operations	-	0	11,443,931	116	
Infrastructure Operations	-	0	23,304,385	190	
Design & Construction Administration	920,413	3	1,131,482	4	
Transportation Design	3,077,356	30	-	0	
Transportation Right-of-Way	205,808	3	-	0	
Traffic Engineering	-	0	2,991,491	31	
Construction Inspection	11,380,425	85	11,107,834	75	
<b>Department Total</b>	<b>\$ 97,794,973</b>	<b>769</b>	<b>\$ 101,488,330</b>	<b>770</b>	

Effective July 1, 2014, Columbus City Council approved a reorganization of the Department of Public Service's divisions. Some differences between 2015 and prior years reflect this reorganization.

For additional financial information related to the Department of Public Service, please refer to the Internal Service and Special Revenue Funds sections. Program descriptions begin on the following page.



# 2015 PROGRAM GUIDE

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**PUBLIC SERVICE ADMINISTRATION**

To provide leadership, administrative and operational management, and supervisory and clerical support for the divisions within the department.

**311 CALL CENTER**

To provide a single point of contact for residents to submit service requests and to receive information regarding non-emergency city services.

**REFUSE COLLECTION ADMINISTRATION**

To provide management and leadership, short-term and long-term planning and other critical support services to the Refuse Collection Division.

**90-GALLON RESIDENTIAL COLLECTION PROGRAM**

To provide weekly refuse collection service to 90-gallon customers, primarily single family residences.

**300-GALLON RESIDENTIAL COLLECTION**

To provide weekly refuse collection service to 300-gallon customers, primarily single family homes.

**MULTI-FAMILY RESIDENTIAL COLLECTION**

To provide weekly refuse collection service to large apartment and condominium complexes having dumpster or compactor service.

**SCHEDULED BULK COLLECTION PROGRAM**

To provide the collection of large household items, excluding construction and demolition debris.



<b>DEAD ANIMAL COLLECTION</b>	To safely and expeditiously remove and dispose of dead animals found within the city's rights-of-way.
<b>LITTER COLLECTION</b>	To empty sidewalk litter containers on a scheduled basis, predominately located in the downtown area and to promote and coordinate litter cleanups, graffiti prevention, recycling and beautification projects.
<b>MOBILITY ADMINISTRATION</b>	To provide management and leadership, short-term and long-term planning, and other critical support services to the Transportation Mobility Division. This program no longer exists after July of 2014 due to the reorganization and the elimination of the Mobility Division.
<b>TRAFFIC MANAGEMENT ADMIN</b>	Starting in July of 2014, this program took over the responsibilities of the now defunct Mobility Administration program.
<b>TRANSPORTATION MOBILITY</b>	To deliver all services related to mobility necessary to ensure a safe and efficient transportation system for pedestrians, bicyclists, and vehicular traffic and improve neighborhood livability and safety. This program was eliminated in 2014 due to the reorganization of the department in July. Its duties were split between several other new programs.
<b>PARKING VIOLATIONS</b>	To provide parking enforcement, meter collections, residential parking permit sales, and impounded vehicle processing services that enable residents and visitors reasonable access and turnover of regulated parking.
<b>PARKING METERS</b>	To manage, operate, and maintain the parking meter system.
<b>INFRASTRUCTURE MANAGEMENT ADMIN</b>	To provide management and leadership, short-term and long-term planning, and other critical support services to the Infrastructure Management Division.
<b>TRANSPORTATION PLANNING</b>	To provide transportation planning services that enable the division to design, build, and maintain a safe and efficient transportation system for pedestrians, bicyclists, and vehicular traffic, and improve neighborhood livability and safety. This program was eliminated in 2014 due to the reorganization of the department in July. Its duties were split between several other new programs.

**TRANSPORTATION OPERATIONS**

To provide efficient street and traffic maintenance services within the City of Columbus' rights-of-way for the purpose of maintaining a safe and efficient transportation system and improving neighborhood livability and safety. This program was eliminated in 2014 due to the reorganization of the department in July. Its duties were split between several other new programs.

**TRAFFIC OPERATIONS**

This is a new program in 2014. It took over the responsibilities of the Transportation Operations program. These duties include providing efficient street and traffic maintenance services within the right-of-way to ensure a safe and efficient transportation system in the City of Columbus.

**INFRASTRUCTURE OPERATIONS**

This is a new program in 2014. This program continues the services provided by the former Transportation Planning program and inherited additional duties when the Transportation Operations program ceased to exist. These duties include planning services to the division to design, build, and maintain a multi-modal transportation system in the City of Columbus.

**DESIGN & CONSTRUCTION  
ADMINISTRATION**

To provide management and leadership, short-term and long-term planning, and other critical support services to the Transportation Design and Construction Division.

**TRANSPORTATION DESIGN**

To develop quality construction plans, manage design contracts, and enable the division to build and maintain a safe and efficient transportation system for pedestrians, bicyclists, and vehicular traffic, and improve neighborhood livability and safety. This program was eliminated in 2014 due to the reorganization of the department in July.

**TRANSPORTATION RIGHT-OF-WAY**

To coordinate the additional right-of-way land acquisition for construction projects, review CIP and Private/Public Projects (3-P projects), review utility relocation plans, and coordinate with utility providers on the relocation of utilities within the right-of-way associated with construction projects. This program was eliminated in 2014 due to the reorganization of the department in July.

**TRAFFIC ENGINEERING**

This is a new program in 2014. Starting in July, 2014 this program will combine the efforts of both the Transportation Design and Transportation Right-Of-Way programs that were eliminated due to the reorganization of Public Service.

**CONSTRUCTION INSPECTION**

To manage construction contracts and provide quality and timely construction inspection, surveying, and materials testing services in support of Public Service, Public Utilities, and privately-funded infrastructure construction projects.



## PUBLIC UTILITIES

### Department Description

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

The Department of Public Utilities also manages

stormwater to mitigate flooding and water quality impacts, educates the public on watershed stewardship and water conservation, and regulates industrial water pollution discharged to sewers.

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

### Department Mission

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

## STRATEGIC PRIORITIES FOR 2015

### Neighborhoods

The Division of Sewerage and Drainage will continue its neighborhood-focused stormwater program to mitigate flooding in residential areas. As part of this program, many localized stormwater capital improvements are planned for 2015, a list of which can be found in the capital summary section of this document.

The Division of Sewerage and Drainage is developing Blueprint Columbus to reduce sewer overflows and basement backups. Blueprint Columbus will focus on managing stormwater by utilizing green infrastructure such as rain gardens, pervious pavement, and trees to re-route water away from sanitary sewers, thus eliminating overflows. The program will strengthen neighborhoods by investing in aging infrastructure and building amenities such as sidewalks and community gardens. Initial planning areas include Clintonville, Bathman-Parsons, Fifth by Northwest, and Driving Park.

The department has implemented the Septic Tank Elimination Program (STEP). Failing septic tanks in urban environments are a significant source of water pollution and Ohio EPA has mandated that many need to be eliminated. The city will therefore continue to extend sewer lines into areas within the city that do not currently have sewer service. The goal of STEP will be to provide assistance to citizens to offset or defer connection costs. The department will partner with Columbus Public Health in this endeavor.

### Customer Service

Project Dry Basement will continue in 2015. This program covers the cost of approved backflow prevention devices for single and two-family homes prone to sewer backups during wet weather and from blockages.

The Division of Sewerage and Drainage will continue its comprehensive plan for Columbus' sewer system to mitigate the city's wet weather overflows and basement backup problems, which includes Blueprint Columbus. The division will also continue construction on the single largest capital project ever implemented by the city: a 4.5 mile long, 20-foot diameter tunnel through the downtown area known as OARS, short for the Olentangy-Scioto Interceptor Sewer Augmentation Relief Sewer.

The Division of Water will address the needs of the region's growing population and new water quality regulations through a series of improvements at all three drinking water treatment facilities. These projects, along with the Upground Reservoir in northwest Delaware County, will add capacity and reliability to the water supply.

The Division of Sewerage and Drainage will continue collaboration with the Solid Waste Authority of Central Ohio (SWACO) and Kurtz Brothers to promote the beneficial reuse of organic wastes, including (but not limited to) bio-solids, livestock manure and yard waste to produce clean, renewable energy.

## STRATEGIC PRIORITIES FOR 2015

### **Safety**

The Division of Water will continue to design and construct projects for enhanced security in order to ensure a secure and safe drinking water supply.

The Division of Power will continue its Neighborhood Lighting Program, working with neighborhoods that apply for decorative street lights through the petition and assessment process.

### **Peak Performance**

In 2015, the Division of Water will complete its water audit, to identify and quantify unmetered water. The division will also continue to replace meters and identify and repair leaks in an effort to reduce unaccounted water loss.

The department will continue to develop leadership among staff members through the Public Utilities Mentoring Program, or PUMP. The goal of PUMP is to encourage professional growth and development of highly motivated employees by facilitating mentoring relationships between them and experienced workers, thereby increasing efficiency in meeting department objectives.

### **Education**

The Division of Water will continue the Children's Water Festival educational initiative. The 2014 event served approximately 600 middle school students during National Drinking Water Week in May.

The department will continue to promote the GreenSpot Program in 2015. This program inspires, educates, and recognizes residents, businesses, and community groups for committing to the conservation and protection of natural resources consistent with the Mayor's Get Green Columbus Initiative. Furthermore, the department will research and promote the use of green infrastructure alternatives.

In 2015, the department will continue to encourage responsible water conservation practices through partnering with the Franklin Soil and Water Conservation District for its rain barrel and youth education programs.

## 2015 BUDGET NOTES

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### **DIRECTOR'S OFFICE**

The Sewer and Water Advisory Board (SWAB) will recommend to Columbus City Council increases to storm and sanitary sewer rates of one and three percent, respectively. A three percent increase is recommended for water rates. No increase is recommended for sanitary sewer or water system capacity charges. In addition:

- Principal and interest payments on outstanding debt are a large proportion of the budget for many of the divisions within the Department of Public Utilities. The budgeted amounts in each division represent payments due on current outstanding balances in combination with estimates on new debt yet to be issued along with projected variable interest rates using the latest information available.
- The 2015 budget includes \$15.1 million for personnel, which is a 45.5 percent increase over the 2014 budget. This is a result of the department moving 29 full-time and 2 part-time employees from the Sanitary Sewer Division to the Director's Office. These employees are part of the department's GIS staff. An additional full-time position was added to the Director's Office for 2015. The overall Director's Office budget of nearly \$18.7 million is 60.2 percent lower than the 2014 budget. This is due to a nearly \$33.6 million transfer from the sanitary sewer operating fund to the reserve fund in 2014.

### **WATER**

The division's 2015 budget is nearly seven percent higher than in 2014. A portion of this increase reflects the continued implementation of an extensive capital improvement plan to increase the safety and capacity of our drinking water system. Debt service payments represent 43.7 percent of the water enterprise fund's \$197.2 million budget. In addition:

- The 2015 budget includes \$49.7 million for personnel, which provides funding for 535 full-time positions. These employees are responsible for the administration, distribution, maintenance, supply, safety, and customer service areas as part of providing the Columbus metropolitan area with clean and reliable drinking water.
- Water treatment chemicals are a large portion of the supplies budget, representing \$18 million in the 2015 budget.
- The budget also includes funds for continued maintenance of approximately 25,000 fire hydrants throughout the City of Columbus.

### **POWER**

The division's largest expense in the 2015 budget is for the purchase of generated electric power for resale. The budget includes \$55.9 million for this expense, nearly 66 percent of the total budget. This amount is 4.5 percent less than expended in 2013 and only one percent more than it projects to spend in 2014, as the division was successful in securing favorable wholesale rates.

### **SANITARY SEWERAGE AND DRAINAGE**

The division's 2015 budget is nearly 14.3 percent more than in 2014. The most significant area of increase is in the area of debt service payments, reflecting the division's extensive capital improvement program. Debt service costs associated with maintaining and improving the city's

wastewater system comprise nearly 50 percent of the division's operating budget of \$266.2 million. In addition:

- The 2015 budget includes \$45.6 million for personnel, providing funding for 487 full-time positions. These employees are responsible for the administration, maintenance, safety and operation of the city's wastewater treatment plants and approximately 5,000 miles of sewer lines. As noted above, 29 full-time positions were transferred to the Director's Office for 2015.

### **STORMWATER**

The division's 2015 budget is nearly nine percent higher than in 2014. As with the other divisions of this department, a significant portion of the operating budget is devoted to debt service payments. In 2015, debt service payments account for nearly 38 percent of the stormwater budget. In addition:

- The 2015 budget includes funds to reimburse the Department of Public Service for costs associated with street cleaning and snow and ice removal. These activities help to protect water quality and minimize the burden on the storm sewer system from ice, snow, and debris. In sum, these programs are expected to total \$7.49 million in 2015.



Department Financial Summary by Area of Expense					
Fund	2012 Actual	2013 Actual	2014 Budget	2014 Projected	2015 Proposed
<b>Department of Public Utilities</b>					
Director's Office					
Personnel	\$ 8,609,628	\$ 9,514,663	\$ 11,899,091	\$ 10,408,747	\$ 15,143,247
Materials & Supplies	90,571	113,278	148,026	147,403	350,202
Services	1,354,155	2,240,457	2,700,590	2,672,420	3,086,743
Other	3,647	-	-	33,573,531	71,550
Capital	-	3,457	17,000	17,000	-
<b>Director's Office Subtotal</b>	<b>10,058,001</b>	<b>11,871,855</b>	<b>14,764,707</b>	<b>46,819,102</b>	<b>18,651,742</b>
Water					
Personnel	44,695,149	44,844,666	47,930,352	45,066,410	49,744,101
Materials & Supplies	23,089,284	21,658,179	22,318,782	22,291,228	22,648,656
Services	32,595,193	34,096,065	36,541,670	35,026,066	35,925,202
Principal	41,891,609	42,918,775	50,290,501	49,589,578	50,180,055
Other	1,291,391	306,606	314,442	378,117	260,680
Capital	1,335,024	1,219,830	2,386,100	2,386,100	2,432,400
Interest	24,101,934	28,325,746	29,776,434	29,633,297	36,014,674
Transfers	3,750	-	-	-	-
<b>Water Subtotal</b>	<b>169,003,334</b>	<b>173,369,866</b>	<b>189,558,281</b>	<b>184,370,796</b>	<b>197,205,768</b>
Electricity					
Personnel	7,531,035	8,391,634	10,343,766	9,289,442	10,327,665
Materials & Supplies	65,263,083	60,181,498	57,122,650	56,812,504	57,505,450
Services	9,327,502	8,892,412	10,235,312	9,732,679	10,874,805
Principal	3,778,066	3,418,675	2,968,075	2,968,075	2,934,727
Other	3,848	32,623	50,550	246,595	50,550
Capital	1,150,668	1,624,518	2,563,000	2,437,400	2,804,000
Interest	879,442	638,992	530,988	518,397	379,192
Transfers	-	-	-	-	-
<b>Electricity Subtotal</b>	<b>87,933,644</b>	<b>83,180,352</b>	<b>83,814,341</b>	<b>82,005,093</b>	<b>84,876,389</b>
Sanitary					
Personnel	41,850,416	42,473,772	46,130,743	44,133,576	45,584,863
Materials & Supplies	7,620,041	7,345,819	8,040,772	8,040,772	8,141,088
Services	50,630,641	50,093,524	54,923,581	52,134,865	56,284,739
Principal	66,972,580	68,876,786	69,967,956	69,324,541	84,204,085
Other	10,455,555	257,154	292,621	175,938	298,409
Capital	2,109,530	3,458,858	3,528,352	3,427,047	4,518,626
Interest	37,749,857	36,005,732	38,103,914	36,896,991	47,474,003
Transfers	18,469,453	18,434,258	19,430,188	18,668,771	19,689,463
<b>Sanitary Subtotal</b>	<b>235,858,073</b>	<b>226,945,902</b>	<b>240,418,127</b>	<b>232,802,501</b>	<b>266,195,276</b>
Storm					
Personnel	1,320,055	1,292,560	1,670,096	1,367,435	1,731,523
Materials & Supplies	24,441	19,370	17,163	15,197	25,514
Services	18,385,563	19,300,204	20,335,380	19,632,664	22,140,699
Principal	9,534,700	9,996,027	9,164,700	9,159,700	9,581,500
Other	81,475	53,076	27,295	20,417	27,841
Capital	43,550	28,775	100,906	100,000	50,000
Interest	5,966,784	4,123,321	5,039,876	5,032,553	4,778,010
<b>Storm Subtotal</b>	<b>35,356,568</b>	<b>34,813,333</b>	<b>36,355,416</b>	<b>35,327,966</b>	<b>38,335,087</b>
<b>Department Total</b>	<b>\$ 538,209,620</b>	<b>\$ 530,181,308</b>	<b>\$ 564,910,872</b>	<b>\$ 581,325,458</b>	<b>\$ 605,264,262</b>

Department Personnel Summary					
Fund	FT/PT	2012 Actual	2013 Actual	2014 Budgeted	2015 Budgeted
<b>Department of Public Utilities</b>					
Director's Office	FT	89	95	112	142
	PT	2	2	10	12
Water	FT	499	482	535	535
	PT	9	6	32	32
Electricity	FT	70	82	95	98
	PT	2	1	11	11
Sanitary	FT	466	467	516	487
	PT	3	3	16	14
Storm	FT	15	14	16	16
	PT	0	0	2	2
<b>Total</b>		<b>1,155</b>	<b>1,152</b>	<b>1,345</b>	<b>1,349</b>

Operating Budget by Program					
Program	2014 Budget	2014 FTEs	2015 Proposed	2015 FTEs	
Utilities Administration	\$ 14,764,707	112	\$ 18,651,742	142	
Customer Service	17,301,499	181	18,435,912	181	
Water Administration	98,947,376	10	102,303,325	5	
Water Supply	47,308,853	164	48,803,336	165	
Water Distribution	26,000,553	180	27,663,195	184	
Sewer Administration	156,994,437	10	180,654,833	10	
Sanitary Sewer Engineering & Maint.	38,928,901	270	37,601,190	239	
Wastewater Treatment	44,494,789	236	47,939,253	238	
Stormwater Management	36,355,416	16	38,335,087	16	
Electricity Administration	70,505,462	27	71,669,806	36	
Electricity Distribution	9,421,878	48	8,943,768	42	
Street Lighting	3,887,001	20	4,262,815	20	
<b>Department Total</b>	<b>\$ 564,910,872</b>	<b>1,274</b>	<b>\$ 605,264,262</b>	<b>1,278</b>	

For additional financial information related to the Department of Public Utilities, please refer to the water, sanitary sewer, storm sewer, and electricity operating fund summaries contained within the Enterprise Funds section. Program descriptions begin on the following page.



# 2015 PROGRAM GUIDE

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## UTILITIES ADMINISTRATION

To provide administrative support services for the Department of Public Utilities.

## CUSTOMER SERVICE

To support managers of the other divisions by providing timely and accurate information related to the core business functions of the utility for daily operational decisions and long term strategic planning.

## WATER ADMINISTRATION

To provide administrative support services for the Division of Water.

## WATER SUPPLY

To maintain an adequate quantity and quality of raw and finished water for the citizens of Columbus.

## WATER DISTRIBUTION

To ensure the residents of the Columbus Metropolitan Area have an uninterrupted distribution of safe, reliable water, and that the infrastructure of the utility is maintained.

## SEWER ADMINISTRATION

To provide administrative support services for the Division of Sewers and Drains.

## SANITARY SEWER ENGINEERING AND MAINTENANCE

To ensure the integrity and maintenance of the existing sewer infrastructure and to expand this infrastructure to serve the Columbus Metropolitan Area without detriment to the community.

<b>WASTEWATER TREATMENT</b>	To promote the health and safety of residents of the Columbus Metropolitan Area through the effective treatment of wastewater.
<b>STORMWATER MANAGEMENT</b>	To provide effective stormwater collection services to the community within the corporate limits of Columbus.
<b>ELECTRICITY ADMINISTRATION</b>	To support the operations of the Division of Electricity.
<b>ELECTRICITY DISTRIBUTION</b>	To ensure that customers receive safe and reliable electric power and that neighborhoods receive modern street lighting.
<b>STREET LIGHTING</b>	To promote public safety through the design, construction, maintenance, and operation of an efficient and reliable street lighting system.

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## PERFORMANCE INDICATORS

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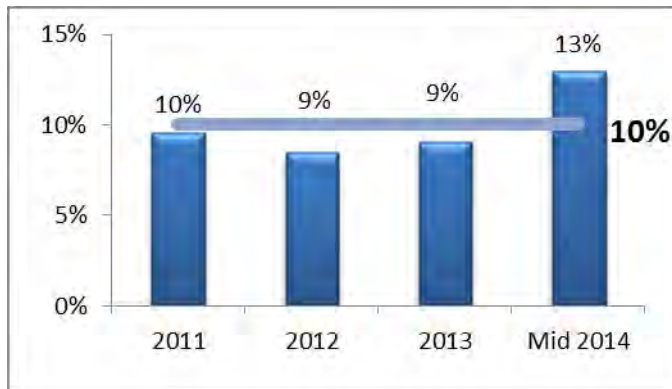
### Notes to Performance Indicators

- The data shown presents a snapshot of key performance indicators for city departments.
- Responsibility for performance results may be shared across departments and, as such, may not solely rest with the department reporting the indicator.
- Unless otherwise stated, the mid-year figure is through June.
- The target line represents 2015 projections unless otherwise indicated.

**POLICE DIVISION - INVESTIGATIONS**  
**% OF VIOLENT CRIME REPORTS CLEARED BY ARREST**

Percentage of violent crime reports cleared per month by the arrest of a suspect or suspects. Violent crimes include murder, rape, robbery and aggravated assault.

**% of violent crime reports cleared by arrest**



**2015 Target: 10%**

The percentage of violent crime reports cleared by arrest dipped slightly in 2012 but started trending upward in 2013. By mid-year, the division reported a violent crime arrest clearance rate of 13 percent. The division will maintain the target of 10 percent for this performance indicator in 2015 and will continue to monitor data trends in this area.

**POLICE DIVISION - INVESTIGATIONS**  
**% OF PROPERTY CRIME REPORTS CLEARED BY ARREST**

Percentage of property crime reports cleared per month by the arrest of a suspect or suspects. Property crimes include burglaries and vehicle thefts.

**% of property crime reports cleared by arrest**



**2015 Target: 3%**

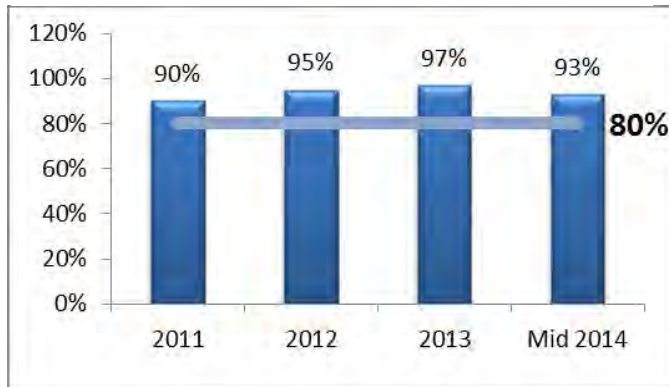
The percentage of property crime reports cleared by arrest remained steady until 2014, when, at mid-year, the division reported an increase of one percent. The division will maintain the current target of 3 percent for this performance indicator in 2015 and will continue to monitor data trends in this area.

**FIRE DIVISION – FIRE RESPONSE TIME**

**% OF FIRE INCIDENT RESPONSES WITHIN EIGHT MINUTES OF CALL**

*By City Council resolution, the Division of Fire must maintain an overall maximum response time of eight minutes or less in at least 80 percent of fire incident responses.*

**% of fire incident responses within eight minutes of call**



**2015 Target: 80%**

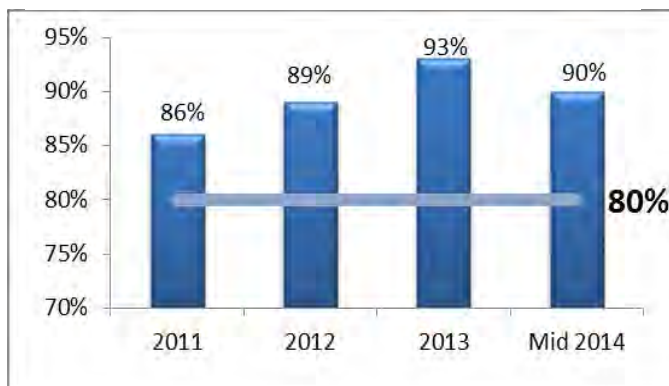
The percentage of fire responses within eight minutes of call has fluctuated during the reporting period; however, it has consistently exceeded the minimum target of 80 percent by several percentage points in each year.

**FIRE DIVISION – EMS RESPONSE TIME**

**% OF EMERGENCY MEDICAL RESPONSES WITHIN EIGHT MINUTES OF CALL**

*By City Council resolution, the Division of Fire must maintain an overall maximum response time of eight minutes or less in at least 80 percent of EMS incident responses.*

**% of emergency medical responses within eight minutes of call**



**2015 Target: 80%**

The percentage of emergency medical responses within eight minutes of call has fluctuated during the reporting period; however, it has consistently exceeded the minimum target of 80 percent by several percentage points in each year.

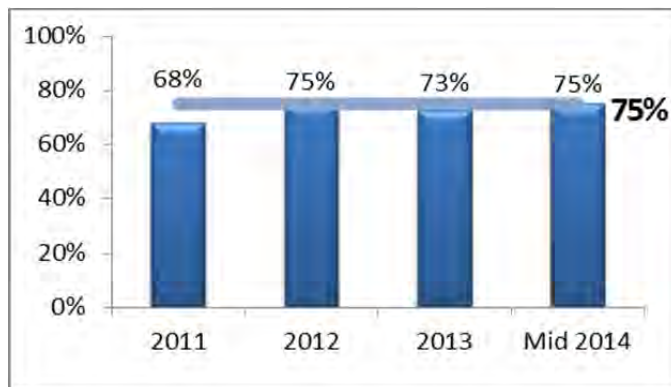


### CODE ENFORCEMENT DIVISION – NON-EMERGENCY CODE ENFORCEMENT

#### % OF NON-EMERGENCY CODE ENFORCEMENT REQUESTS INVESTIGATED WITHIN TEN BUSINESS DAYS

*Factors that impact response times include: number of requests received, staffing availability, nature of the complaint, and weather conditions.*

% of non-emergency code enforcement requests investigated within ten business days



**2015 Target: 75%**

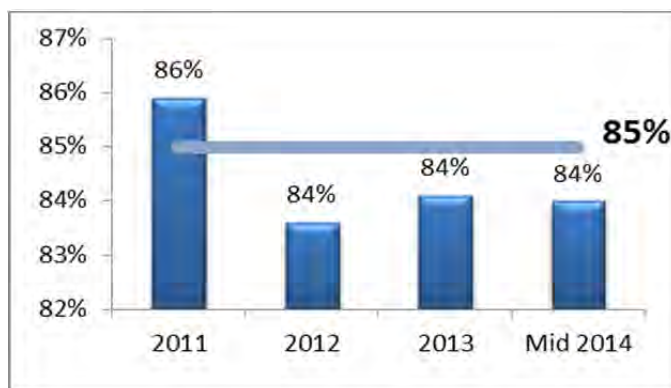
At mid-year, the city received 21,701 non-emergency requests from residents. Seventy-five percent, or 16,275 requests, were investigated within the division's accepted timeline. This represents an increase from previous years and equals the target of 75 percent.

### CODE ENFORCEMENT DIVISION – EMERGENCY CODE ENFORCEMENT

#### % OF INTERIOR EMERGENCY CODE ENFORCEMENT REQUESTS INVESTIGATED WITHIN TWO BUSINESS DAYS

*Emergency requests are a higher priority than non-emergency requests and include issues that are of immediate concern to the health and safety of residents (such as water shut-offs).*

% of interior emergency code enforcement requests investigated within two business days



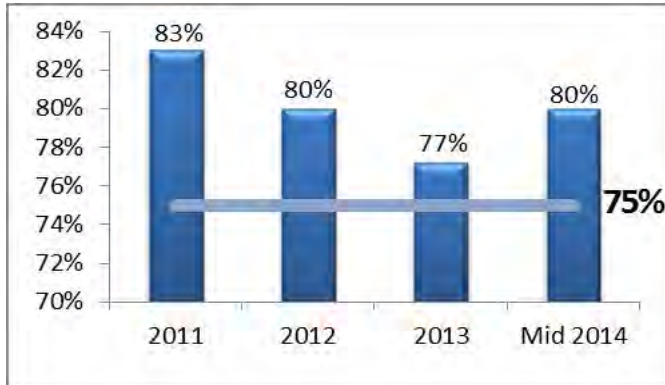
**2015 Target: 85%**

At mid-year, the division logged 807 interior emergency requests, 677 of which, or 84 percent, were investigated within two business days. This represents a level response time over the past year and is slightly below the division target of 85 percent.

**FLEET MANAGEMENT DIVISION – FLEET MANAGEMENT**  
**% OF FLEET MAINTENANCE MECHANICS WITH ASE BLUE SEAL CERTIFICATION**

*The percentage of mechanics who have obtained at least one ASE (Automotive Service Excellence) certification. In order to receive Blue Seal certification, 75 percent of a shop's technicians must have at least one certification.*

**% of fleet maintenance mechanics with ASE Blue Seal certification**



**2015 Target: 75%**

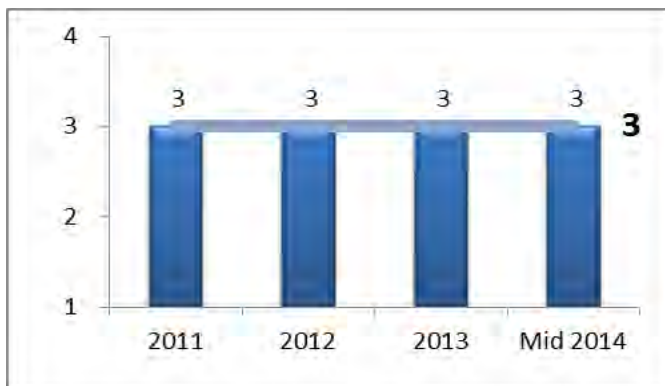
By investing in training the city's technicians in the highest fleet standards, the division can help to reduce diagnostic errors and reduce re-works on repairs, thereby saving time and money. At mid-year, 65 of the 81 maintenance technicians employed by the division had at least one ASE certification.

**FINANCIAL MANAGEMENT DIVISION – FINANCIAL MANAGEMENT**

**% OF BOND RATING AGENCIES GIVING COLUMBUS ITS HIGHEST RATING ON GENERAL OBLIGATION BONDS**

*The city's bond rating is an important measure of the city's fiscal health.*

**# of bond rating agencies giving Columbus its highest rating on general obligation bonds**



**2015 Target: 3**

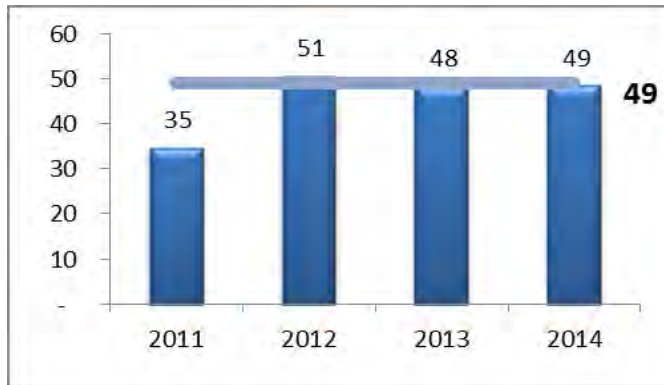
Through principles of fiscal conservatism and responsible spending models, the city has been able to maintain the highest rating from all three major rating agencies for the past several years. The better the rating, the lower the interest on bonds the city will receive, thus saving the city a significant amount of money.

**RECREATION AND PARKS DEPARTMENT – RECREATION PROGRAMMING**

**# REGISTERED FOR CLASSES AND PROGRAMS**

*Number of participants registered for classes and programs.*

**# of participants registered for classes and programs (in thousands)**



**2015 Target: 49,000**

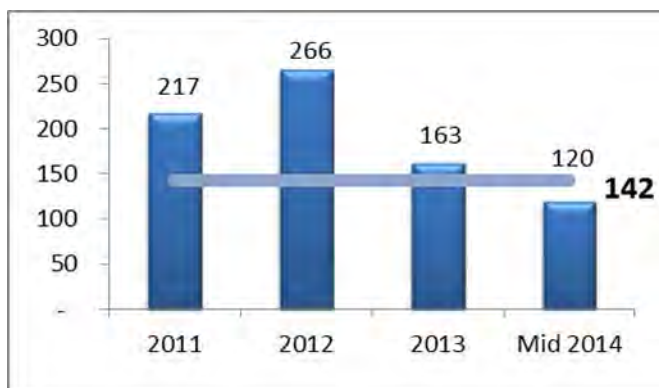
The number of participants registered for the classes and programs through the Recreation and Parks Department has remained steady throughout the measurement period. The department’s offerings include indoor, outdoor, and therapeutic recreation as well as aquatics, art, and “outdoor education.” Programming geared for those aged 50 and older is also offered. Data for 2014 runs through mid-October.

**RECREATION AND PARKS DEPARTMENT – AQUATICS**

**# OF AQUATICS PARTICIPANTS**

*Number of individuals and groups (duplicated counts) utilizing the city’s public pools.*

**# of individuals and groups (duplicated counts) utilizing the city’s public pools (in thousands)**

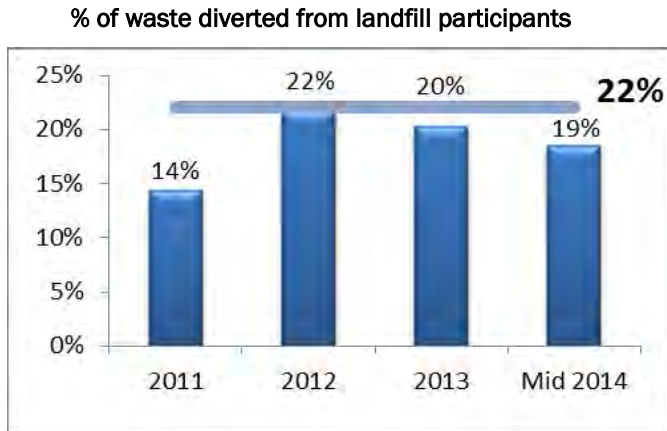


**2015 Target: 142,000**

Data representing use of the city’s public pools fluctuates significantly between 2012 and 2013. This reflects the institution of a nominal fee in 2013. There was no fee for pool re-entry prior to 2013. It is likely, therefore, that the higher attendance figures for 2011 and 2012 reflect multiple visits in a single day by the same individual. Data for 2014 runs through October.

**REFUSE COLLECTION DIVISION – WASTE STREAM DIVERSION**  
**% OF WASTE DIVERTED FROM LANDFILL**

Percentage of waste diverted through recycling and yard waste programs, which extends the life of the landfill.

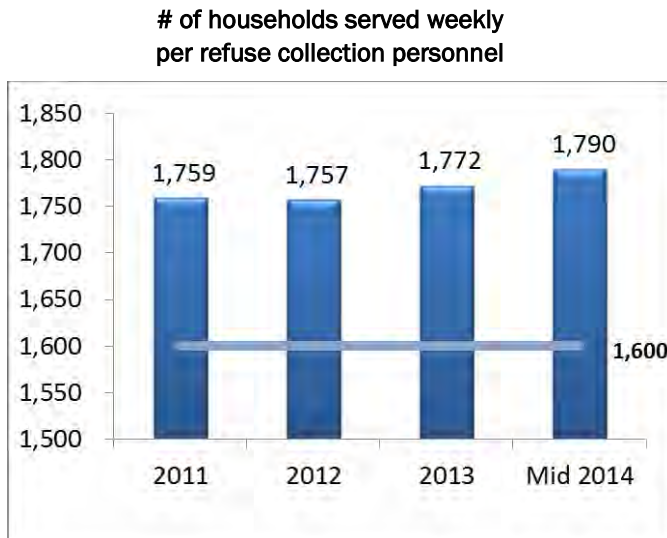


**2015 Target: 22%**

The percentage of waste diverted from the land fill has remained relatively constant since 2012. In that year, the city initiated its curbside residential recycling program, leading to the jump in waste diversion between 2011 and 2012. The division fully implemented the program in 2013, which today provides recycling service to approximately 203,000 households.

**REFUSE COLLECTION DIVISION – REFUSE COLLECTION**  
**# OF HOUSEHOLDS SERVED WEEKLY PER REFUSE COLLECTION PERSONNEL**

Number of households served weekly per refuse collection personnel



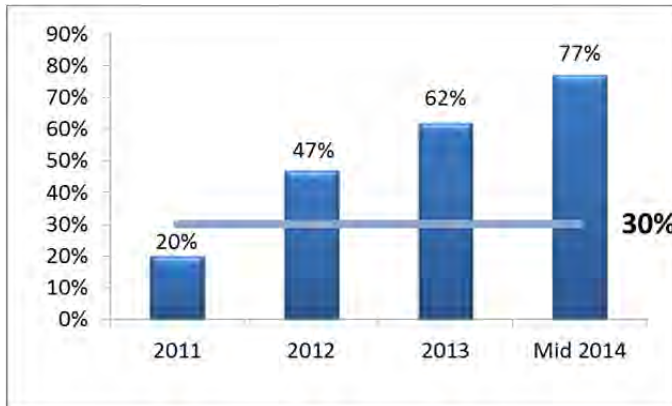
**2015 Target: 1,600**

The number of households served weekly per refuse collection personnel has remained relatively constant over the last four years. At mid-year 2014, weekly per person collection was 1,790, up from the weekly 2013 figure of 1,772. Both are significantly higher than the 2015 target of 1,600.

**SEWERS AND DRAINS DIVISION – WASTEWATER TREATMENT**  
**% OF WASTEWATER BIOSOLIDS PRODUCED THAT ARE PUT TO BENEFICIAL REUSE**

*Percentage of the Southerly Wastewater Treatment Plant’s biosolids production reused beneficially through composting, land application and high-solids anaerobic digestion*

**% of wastewater biosolids produced that are put to beneficial reuse**



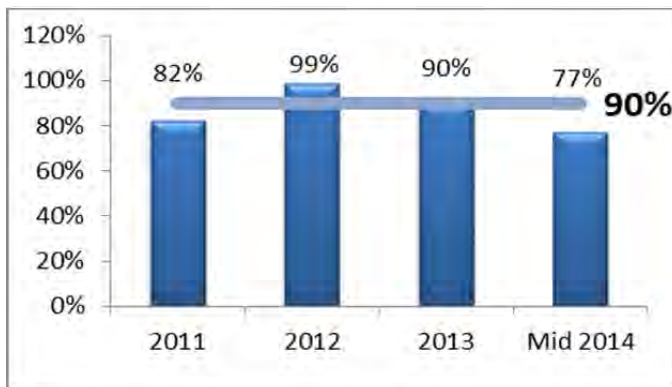
**2015 Target: 30%**

The percentage of beneficial biosolids reuse from the Southerly Wastewater Treatment Plant has increased over the last four years, consistently exceeding the target of 30 percent since 2012. This reflects the addition of two beneficial reuse outlets, Quasar and Ohio Mulch, added in 2011 and 2013, respectively. Data for 2014 is through September.

**TRAFFIC MANAGEMENT DIVISION – STREET MAINTENANCE**  
**% OF POTHOLE REPAIR SERVICES REQUESTS CLOSED WITHIN THREE DAYS**

*Frequency at which the Public Service Department is able to respond to citizen pothole reports in a timely manner.*

**% of pothole repair services requests closed within three days**



**2015 Target: 90%**

The percentage of pothole repair service requests closed within three days has fluctuated over the last four years. While in all cases, the division aims to address 90 percent of pothole repair service requests within three days, weather can and does play a factor in their success. Following a particularly harsh winter, for example, response times may be slower due to the sheer volume of requests.

# Community Development Block Grant Operating Fund

## 2015 Fund Balance Summary

The community development block grant (CDBG) fund typically realizes beginning year cash balances resulting from reprogramming of previous years' unspent funds and unappropriated cash balances held in reserve to offset revenue fluctuations. The amounts carried forward to 2013 and 2014 were \$2,260,653 and \$2,821,757, respectively. The 2015 beginning year cash balance is projected to be \$2,764,814.

The following table reflects the fund balance assumptions:

<b>2015 CDBG Fund Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2015)	\$ 2,764,814
Plus Estimated 2015 Receipts	7,516,968
Plus General Fund Transfer	-
Plus Estimated Encumbrance Cancellations	-
Total Estimated Available Resources	<u>\$ 10,281,782</u>
Less 2015 Recommended Operating Budget	(9,128,365)
Projected Available Balance (December 31, 2015)	<u><u>\$ 1,153,417</u></u>

## 2015 Revenues

The entitlement award from the U.S. Department of Housing & Urban Development (HUD) is expected to be approximately 65 percent of all CDBG resources. Entitlement allocations vary by congressional legislative action. The city is projecting a level entitlement award for 2015 of \$6,681,968.

Economic development loan repayments account for 4.9 percent of CDBG resources. The city continues to contract with sub-recipient agencies to implement economic development revolving loan programs. Loan repayments are retained by these agencies for additional loans.

Housing loan repayments are expected to be 2.1 percent of CDBG resources as a result of more grants than amortized loans being awarded in recent years.

Miscellaneous revenues include interest earnings on revolving loan funds (which must be remitted to HUD) and program income from activities such as the School's Out, Capital Kids, and Environmental Nuisance programs. Miscellaneous revenues are expected to account for 1.1 percent of CDBG resources.

The unencumbered cash balance, representing carryover and reprogrammed funds, will provide 26.9 percent of the available funding.

The following table summarizes CDBG revenues by type and year:

2015 CDBG Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2012 Actual	2013 Actual	2014 Estimated	2015 Proposed
Entitlement Award	\$ 6,297,996	\$ 6,877,408	\$ 6,681,968	\$ 6,681,968
Economic Development Repayments	762,158	405,245	435,215	500,000
Housing Loan Repayments	217,793	285,062	206,990	220,000
Miscellaneous Receipts	110,148	103,204	142,366	115,000
Encumbrance Cancellations	807,543	653,617	674,974	-
Unencumbered Cash Balance	2,002,164	2,260,653	2,821,757	2,764,814
<b>Total Resources</b>	<b>\$ 10,197,802</b>	<b>\$ 10,585,189</b>	<b>\$ 10,963,270</b>	<b>\$ 10,281,782</b>
Percent Change		3.80%	3.57%	-6.22%

### 2015 Proposed Operating Budget

The CDBG budget is a part of the larger annual Action Plan submitted to HUD. The Action Plan is the final step in the HUD mandated Consolidated Planning process and uses priorities and goals established during the process to help determine program funding for the coming year. This planning process solicits significant citizen participation and consultation in the development of priority needs and goals. Twenty strategic goals were identified during the citizen participation/consultation process. These are grouped into four themes as follows: affordable housing, housing for special needs populations, community and economic development, and health, human, and social services. All activities satisfy one of two basic federal mandates: elimination of slum and blight or benefit to low- and moderate-income families and individuals.

The four themes and associated activities are further defined below:

#### Affordable Housing

Activities focused on meeting the goals within this theme serve to conserve and improve existing affordable owner housing in targeted areas, increase opportunities for low- and moderate-income households to become and remain homeowners, and ensure equal access to housing.

Two notable programs that support affordable housing are the Vacant Property Prevention and Homeowner Assistance programs. These provide home repair loans and grants to low- and moderate-income homeowners, as well as staff to implement city housing programs. Also funded are contracts for fair housing services and homebuyer counseling services. The affordable housing component includes a total of nine activities totaling \$2,961,109, or 32.4 percent of the CDBG budget.

#### Housing for Special Needs Populations

Special needs populations include those who are elderly, frail elderly, persons with disabilities, persons with substance abuse problems, persons living with HIV/AIDS, and victims of domestic violence. CDBG funds are used to fund activities that provide housing assistance and related

services for these individuals. Programs provide housing accessibility modifications, senior citizen home maintenance, support for homeless programs, and support for HIV/AIDS housing programs.

Programs funding these activities include the Home Modification, Chores, Rebuilding Lives and AIDS Housing programs. Five programs are funded, totaling \$919,208, or 10.1 percent of the CDBG budget.

### **Community and Economic Development**

Activities funded under this theme support ongoing efforts to revitalize neighborhoods through community-based and economic development activities. Specific programs seek to create and maintain a favorable business environment in low- and moderate-income areas and ensure a high quality of life for residents. Additionally, activities provide funding for neighborhood and target area revitalization programs, technical and financial assistance to community-based organizations, and improvement of the physical environment and infrastructure in Columbus' central city neighborhoods.

Notable activities include low- and moderate-income job creation opportunities, providing funds to neighborhood-based organizations for economic development, acquiring vacant and abandoned properties, and maintaining safe and sanitary housing and vacant properties. These activities are funded with monies from the economic development loan fund, the neighborhood support fund, and the Code Enforcement and Environmental Nuisance programs.

Other funded programs include Neighborhood and Agency, the Business Development Office, and the Business Financing Office. Nine programs are funded, totaling \$3,501,168, or 38.4 percent of the CDBG budget.

### **Health, Human and Social Services**

Activities conducted under this theme will continue to make Columbus neighborhoods safe places in which to live, work, and raise a family. Activities support comprehensive health needs, such as providing health management skills within neighborhoods and target areas, as well as a coordinated system of childcare, education, and developmental services for children, teens, and families.

Activities are funded by the Pregnancy Support, Sexual Health Awareness, Capital Kids, School's Out, and Columbus Kids: Ready, Set, Learn programs.

All activities funded under this theme require benefit to low- and moderate-income citizens. Supportive services include a total of six activities totaling \$1,042,028, or 11.4 percent of the CDBG budget.

### **Programmatic Support**

The CDBG budget provides funding for programmatic support. Most notable is the loan servicing contract. This contract provides assistance in administering both the housing and economic development loan portfolios. Programmatic support includes a total of four activities totaling \$692,852, or 7.6 percent of the CDBG budget.



**Non-Program Expenditures**

CDBG regulations require any interest earned on revolving loan funds be remitted to the U.S. Treasury. The estimate for interest earnings is \$12,000 and represents 0.1 percent of the total budget.

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

2015 CDBG Fund						
Proposed Operating Budget						
Division	Personnel	Supplies	Services	Other	Capital	Total
Development - Admin	\$ 928,477	\$ 8,024	\$ 253,250	\$ -	\$ -	\$ 1,189,751
Economic Development	790,814	3,850	747,995	-	-	1,542,659
Code Enforcement	859,348	13,500	166,000	-	55,000	1,093,848
Housing	1,217,385	20,250	1,455,339	950,000	-	3,642,974
Finance & Management	435,629	2,500	148,797	12,000	-	598,926
Public Health	212,275	-	4,000	-	-	216,275
Recreation and Parks	748,844	3,033	91,555	500	-	843,932
<b>Total</b>	<b>\$ 5,192,772</b>	<b>\$ 51,157</b>	<b>\$ 2,866,936</b>	<b>\$ 962,500</b>	<b>\$ 55,000</b>	<b>\$ 9,128,365</b>

## SPECIAL REVENUE FUNDS

### Municipal Court Computer System Procurement and Maintenance Fund

#### 2015 Cash Balance Statement

The municipal court computer fund is projected to begin 2015 with an unencumbered cash balance of \$1,122,131 and end the year with an available balance of \$850,730.

This fund was created to provide the Municipal Court with computer hardware, software, training, and computer-related services. Revenue to this fund is generated through court costs. Effective March 1, 1993, the Ohio Revised Code was amended to allow the addition of court fees for the purpose of court computerization. The projection of total revenue attributable to the Municipal Court Judges for 2015 is \$359,430; revenue for the Clerk of Courts is \$1,421,000.



<b>2015 Municipal Court Computer Fund</b>	
Balance Summary	
Unencumbered Cash Balance (January 1, 2015)	\$ 1,122,131
Plus Estimated 2015 Receipts	1,780,430
Plus Estimated Encumbrance Cancellations	51,392
Total Estimated Available Resources	<u>\$ 2,953,953</u>
Less 2015 Recommended Operating Budget	(2,103,223)
Projected Available Balance (December 31, 2015)	<u><u>\$ 850,730</u></u>

## Street Construction Maintenance and Repair Fund



### 2015 Cash Balance Statement

The street construction, maintenance and repair (SCMR) fund projects to end 2015 with a fund balance of \$10,958,089. Revenue for the SCMR fund projects to be \$48,661,463 and encumbrance cancellations of \$500,000 are expected. In 2015, the storm water fund will reimburse the SCMR fund for the \$7.4 million cost of the street cleaning and snow and ice removal programs. In 2015, salt and asphalt will not be budgeted in this fund. The bulk trash removal program will continue to be paid for with general fund dollars in 2015 after being removed from the SCMR fund in 2014.

<b>2015 Street Construction Maintenance and Repair Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2015)	\$ 10,457,553
Plus Estimated 2015 Receipts	48,661,463
Plus Estimated Encumbrance Cancellations	500,000
Total Estimated Available Resources	<u>\$ 59,619,016</u>
Less 2015 Recommended Operating Budget	(48,660,927)
Projected Available Balance (December 31, 2015)	<u><b>\$ 10,958,089</b></u>

## 2015 Revenue Summary

2015 Street Construction Maintenance and Repair Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2012 Actual	2013 Actual	2014 Estimated	2015 Proposed
Charges for Services	\$ 719,599	\$ 676,795	\$ 984,870	\$ 821,337
Motor Vehicle Fuel Tax	23,114,878	23,552,627	24,089,307	23,847,621
Motor Vehicle License Tax	7,815,705	7,834,934	7,566,491	8,084,929
Franklin County Reimbursements	2,700,000	2,700,000	2,700,000	2,900,000
Right of Way	1,136,726	1,439,851	1,718,672	1,705,936
Refunds/Damages/Sale of Assets	55,685	40,984	91,165	34,090
Street Cleaning	6,027,670	6,365,378	6,183,738	7,491,296
Miscellaneous Revenues	169,194	1,616,271	1,673,028	76,254
Capital Reimbursement	3,786,130	3,713,021	3,700,000	3,700,000
Encumbrance Cancellations	1,915,228	432,663	575,000	500,000
Unencumbered Cash Balance	3,406,848	3,829,804	7,411,645	10,457,553
<b>Total Resources</b>	<b>\$ 50,847,663</b>	<b>\$ 52,202,328</b>	<b>\$ 56,693,917</b>	<b>\$ 59,619,016</b>
Percent Change		2.66%	8.60%	5.16%

## Notes:

- Motor vehicle fuel tax revenues will decrease slightly in 2015.
- Right-of-way permit fees will decrease by \$12,736 in 2015.
- Franklin County reimbursements will increase slightly to \$2.9 million in 2015.
- Motor vehicle license tax revenues should increase slightly by \$518,438 in 2015.
- Capital reimbursements will again reach \$3,700,000 in 2015.
- Reimbursements from the storm water fund will total \$7,491,296 in 2015.



## Street Construction Maintenance and Repair Fund Pro Forma Operating Statement

A ten-year pro forma operating statement is presented on the following page. It represents the fund's revenues and expenditures for that period, given certain assumptions, and is essential in providing a framework for future financial decisions. The major assumptions included in this pro forma for years 2016 and beyond are as follows:

- The projected annual growth for motor vehicle fuel tax revenues and motor vehicle license tax revenues is at 0.7 percent per year.
- Operations and maintenance expenses, excluding health insurance, pro rata, and technology, are inflated at two percent per year. Insurance cost projections include a five percent annual growth rate in 2016 and beyond. Pro rata charges represent 4.5 percent of revenue. It is assumed that there will be zero growth in technology expenses.
- The ending fund balance projects to be positive through 2021 and then negative in all years thereafter.

**STREET CONSTRUCTION MAINTENANCE AND REPAIR FUND**  
**PRO FORMA OPERATING STATEMENT**

REVENUE	Actual 2013	Estimated 2014	Proposed 2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Motor Vehicle Fuel Tax	23,552,627	24,089,307	23,847,621	24,014,554	24,182,656	24,351,935	24,522,398	24,694,055	24,866,914	25,040,982	25,216,269	25,392,783
Charges for Services	676,795	984,870	821,337	829,550	837,846	846,224	854,687	863,233	871,866	880,584	889,390	898,284
Motor Vehicle License Tax	7,834,934	7,566,491	8,084,929	8,141,524	8,198,514	8,255,904	8,313,695	8,371,891	8,430,494	8,489,508	8,548,934	8,608,777
Franklin County Reimbursements	2,700,000	2,700,000	2,900,000	2,929,000	2,958,290	2,987,873	3,017,752	3,047,929	3,078,408	3,109,193	3,140,284	3,171,687
Right of Way Permit Fees	1,439,851	1,718,672	1,705,936	1,722,995	1,740,225	1,757,628	1,775,204	1,792,956	1,810,885	1,828,994	1,847,284	1,865,757
Refunds/Damages/Sale of Assets	40,984	91,165	34,090	34,431	34,775	35,123	35,474	35,829	36,187	36,549	36,915	37,284
Miscellaneous Revenues	1,616,271	1,673,028	76,254	77,017	77,787	78,565	79,350	80,144	80,945	81,755	82,572	83,398
Capital Reimbursement	3,713,021	3,700,000	3,700,000	3,737,000	3,774,370	3,812,114	3,850,235	3,888,737	3,927,625	3,966,901	4,006,570	4,046,636
Street Cleaning Revenue	6,365,378	6,183,738	7,491,296	7,566,209	7,641,871	7,718,290	7,795,473	7,873,427	7,952,162	8,031,683	8,112,000	8,193,120
<b>TOTAL REVENUE</b>	<b>47,939,861</b>	<b>48,707,272</b>	<b>48,661,463</b>	<b>49,052,282</b>	<b>49,446,337</b>	<b>49,843,656</b>	<b>50,244,269</b>	<b>50,648,204</b>	<b>51,055,488</b>	<b>51,466,151</b>	<b>51,880,221</b>	<b>52,297,727</b>
Beginning Fund Balance	3,829,804	7,411,645	10,457,553	10,958,089	10,684,001	9,666,159	7,874,543	5,277,965	1,844,013	(2,460,996)	(7,672,078)	(13,825,634)
Encumbrance Cancellations	432,663	575,000	500,000	505,000	510,050	515,151	520,302	525,505	530,760	536,068	541,428	546,843
<b>TOTAL RESOURCES</b>	<b>52,202,328</b>	<b>56,693,917</b>	<b>59,619,016</b>	<b>60,515,371</b>	<b>60,640,388</b>	<b>60,024,966</b>	<b>58,639,114</b>	<b>56,451,674</b>	<b>53,430,262</b>	<b>49,541,223</b>	<b>44,749,571</b>	<b>39,018,936</b>
<b>OPERATING EXPENSES</b>												
Personnel Services	25,784,875	25,905,585	27,374,148	27,921,631	28,480,064	29,049,665	29,630,658	30,223,271	30,827,737	31,444,291	32,073,177	32,714,641
Health Insurance	6,097,246	5,985,463	6,787,090	7,126,445	7,482,767	7,856,905	8,249,750	8,662,238	9,095,350	9,550,117	10,027,623	10,529,004
Supplies & Materials	588,343	1,337,628	640,020	652,820	665,877	679,194	692,778	706,634	720,766	735,182	749,885	764,883
Contractual Services	3,479,821	3,583,262	3,902,228	3,980,273	4,059,878	4,141,076	4,223,897	4,308,375	4,394,543	4,482,433	4,572,082	4,663,524
Pro Rata	2,140,323	2,096,859	2,130,000	2,207,353	2,225,085	2,242,965	2,260,992	2,279,169	2,297,497	2,315,977	2,334,610	2,353,398
Technology	1,420,856	1,304,041	1,805,317	1,805,317	1,805,317	1,805,317	1,805,317	1,805,317	1,805,317	1,805,317	1,805,317	1,805,317
Fleet	4,630,329	5,180,298	5,413,124	5,521,386	5,631,814	5,744,450	5,859,340	5,976,526	6,096,057	6,217,978	6,342,338	6,469,184
311 Operations	262,765	260,000	340,000	346,800	353,736	360,811	368,027	375,387	382,895	390,553	398,364	406,331
Other	84,973	243,500	69,000	69,345	69,692	70,040	70,390	70,742	71,096	71,452	71,809	72,168
Capital	301,153	173,728	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Transfers	-	166,000	-	-	-	-	-	-	-	-	-	-
<b>TOTAL OPERATING EXPENSES</b>	<b>44,790,686</b>	<b>46,236,364</b>	<b>48,660,927</b>	<b>49,831,370</b>	<b>50,974,229</b>	<b>52,150,423</b>	<b>53,361,150</b>	<b>54,607,660</b>	<b>55,891,258</b>	<b>57,213,300</b>	<b>58,575,205</b>	<b>59,978,450</b>
Ending Fund Balance	7,411,642	10,457,553	10,958,089	10,684,001	9,666,159	7,874,543	5,277,965	1,844,013	(2,460,996)	(7,672,078)	(13,825,634)	(20,959,514)

## Health Special Revenue Fund

### 2015 Cash Balance Statement

The health special revenue fund is projected to begin and end 2015 with a zero fund balance. Total available resources include any unencumbered cash at the beginning of the year, revenues deposited into the health special revenue fund, a general fund transfer subsidy, and encumbrance cancellations. These resources are used to cover the Health Department's operating expenditures.



<b>2015 Health Special Revenue Fund</b>	
Balance Summary	
Unencumbered Cash Balance (January 1, 2015)	\$ -
Plus Estimated 2015 Receipts	6,517,646
Plus General Fund Transfer	22,059,245
Plus Estimated Encumbrance Cancellations	150,000
Total Estimated Available Resources	\$ 28,726,891
Less 2015 Recommended Operating Budget	(28,726,891)
Projected Available Balance (December 31, 2015)	<u>\$ -</u>

## 2015 Revenue Summary

2015 Health Special Revenue Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2012 Actual	2013 Actual	2014 Estimated	2015 Proposed
General Fund Transfer	\$ 18,623,623	\$ 19,464,721	\$ 20,025,818	\$ 22,059,245
Licenses and Permit Fees	3,000,911	3,267,516	2,863,630	2,676,451
Home Health Inspections	9,832	7,020	7,000	7,000
Vital Statistics	1,066,955	1,169,543	1,144,891	1,141,200
Employee Assistance Program	407,616	436,147	454,206	457,659
Misc. Charges for Services	1,067,274	2,095,185	1,542,137	1,236,000
Misc. Revenues and Refunds	856,544	733,962	971,012	999,336
Encumbrance Cancellations	258,594	167,483	183,320	150,000
Unencumbered Cash Balance	88,431	131,127	644,621	-
<b>Total Resources</b>	<b>\$ 25,379,780</b>	<b>\$ 27,472,704</b>	<b>\$ 27,836,635</b>	<b>\$ 28,726,891</b>
Percent Change		8.25%	1.32%	3.20%

### Notes:

- The health special revenue fund receives a transfer from the city's general fund each year to cover all budgeted operating expenses that cannot be supported solely by other Columbus Public Health Department revenue sources. The general fund subsidy totals \$22,059,245 and represents approximately 77 percent of the department's operating revenues. This subsidy is higher than the past 3 years and represents an increase of 10 percent over the estimated subsidy in 2014.
- The fund is expected to begin and end 2015 with a zero unencumbered cash balance.
- Other revenues include Medicare administrative matches, license and permit fees, charges for services, birth and death certificate fees and various program fees. Revenues, excluding the general fund subsidy and encumbrance cancellations, are projected to be slightly lower than estimated 2014 revenues.



## Recreation and Parks Operation and Extension Fund



### 2015 Cash Balance Statement

The recreation and parks operation and extension fund cash balance statement is itemized below. While the fund is not expected to have an unencumbered cash balance at the beginning of 2015, total available resources include departmental revenue, a general fund transfer subsidy and encumbrance cancellations. These resources are used to cover Recreation and Parks Department operating expenditures.

<b>2015 Recreation and Parks Operation and Extension Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2015)	\$ -
Plus Estimated 2015 Receipts	8,642,000
Plus General Fund Transfer	36,421,420
Plus Estimated Encumbrance Cancellations	550,000
Total Estimated Available Resources	\$ 45,613,420
Less 2015 Recommended Operating Budget	(45,613,420)
Projected Available Balance (December 31, 2015)	<u>\$ -</u>

## 2015 Revenue Summary

2015 Recreation and Parks Operation and Extension Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2012 Actual	2013 Actual	2014 Estimated	2015 Proposed
Adult Sports	\$ 680,433	\$ 672,680	\$ 721,764	\$ 732,000
Aquatics	96,887	133,382	137,832	146,000
Recreation Centers	968,531	974,597	1,106,738	1,064,400
Senior Citizen Centers	38,664	38,524	32,997	3,000
Other	3,385,807	1,527,019	1,480,706	636,000
Permits	1,055,706	989,772	929,047	908,500
Boat Docks and Stakes	237,715	244,850	236,840	231,100
CIP Reimbursement	717,802	941,667	911,075	975,000
Rent	42,399	53,239	49,182	35,000
Refunds	8,017	10,017	12,724	20,000
Golf	-	-	-	3,891,000
General Fund Transfer	28,171,376	33,060,402	32,863,530	36,421,420
Encumbrance Cancellations	578,984	523,435	752,380	550,000
Unencumbered Cash Balance	454,771	188,521	1,077,658	-
<b>Total Resources</b>	<b>\$ 36,437,092</b>	<b>\$ 39,358,105</b>	<b>\$ 40,312,473</b>	<b>\$ 45,613,420</b>
Percent Change		8.02%	2.42%	13.15%

### Notes:

- The recreation and parks operation and extension fund receives a transfer from the city's general fund to cover all budgeted operating expenses that cannot be supported solely by user fees and charges. The general fund subsidy for 2015 is \$36.4 million. The general fund subsidy does not include technology expenditures, which are budgeted in the Department of Finance and Management.
- Revenues come from adult sports leagues (softball, soccer, basketball, football, and volleyball), recreation fees, facility and gymnasium rentals, tree trimming, capital project management, golf, and various other charges. Revenues are expected to be \$8.6 million.
- Revenue associated with Golf will accrue in the Recreation and Parks operation and extension fund in 2015 with the reincorporation of the Golf Division into the larger department. Golf revenue is estimated to be \$3.89 million.
- Revenue included in the "other" category includes transfers associated with amendments made by City Council to the operating budget. As such, the revenue projection for this category in 2015 does not include amendments from prior years.



## Development Services Fund

### 2015 Cash Balance Statement

All fees and charges associated with development-related services are deposited into the fund. The development services fund is projected to begin 2015 with an unencumbered cash balance of \$10,354,151. Revenue to the fund is projected at \$18,740,091 in 2015, providing the department with total estimated resources of \$29.2 million. This represents a 7.7% increase from 2014. The fund is projected to end 2015 with an unencumbered cash balance of \$10,979,234.

<b>2015 Development Services Fund</b>	
Balance Summary	
Unencumbered Cash Balance (January 1, 2015)	\$ 10,354,151
Plus Estimated 2015 Receipts	18,740,091
Plus Estimated Encumbrance Cancellations	119,490
Total Estimated Available Resources	<u>\$ 29,213,732</u>
Less 2015 Recommended Operating Budget	(18,234,498)
Projected Available Balance (December 31, 2015)	<u><b>\$ 10,979,234</b></u>

## 2015 Revenue Summary

2015 Development Services Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2012 Actual	2013 Actual	2014 Estimated	2015 Proposed
Residential Construction	\$ 3,859,639	\$ 3,968,562	\$ 2,865,798	\$ 2,988,278
Multi-Family Construction	1,077,271	1,205,035	10,790	-
Commercial Construction	7,855,667	9,105,768	9,602,998	9,898,672
Zoning	1,751,048	1,801,065	1,796,860	1,867,674
License/Registration	2,217,424	2,275,276	1,728,504	1,867,674
Other	448,541	522,505	2,483,688	2,117,793
Encumbrance Cancellations	292,991	38,283	81,949	119,490
Unencumbered Cash Balance	3,110,312	5,337,010	8,544,085	10,354,151
<b>Total Resources</b>	<b>\$ 20,612,893</b>	<b>\$ 24,253,504</b>	<b>\$ 27,114,672</b>	<b>\$ 29,213,732</b>
Percent Change		17.66%	11.80%	7.74%

### Notes:

- The department modified its fee schedule in early 2014, which resulted in significant differences in the accrual of certain types of revenue. Some revenue classes will experience declines while others will increase, but overall revenue to the department is anticipated to modestly increase in 2015.

## Development Services Fund Pro Forma Operating Statement

A ten-year pro forma operating statement is presented on the following page. It represents the fund's revenues and expenditures for that period, given certain assumptions, and is essential in providing a framework for future financial decisions. The major assumptions included in this pro forma for years 2016 and beyond are as follows:

- Revenues increase by 1.5 percent in the years 2016 - 2024.
- Personnel, operations and maintenance expenses, excluding pro rata and health insurance, are inflated at two percent per year. Insurance costs are projected to grow by five percent annually in 2016 and beyond. Pro rata fees represent 4.5 percent of non-city revenue.
- The ending fund balance is projected to be positive through 2024.

**DEVELOPMENT SERVICES FUND  
PRO FORMA OPERATING STATEMENT**

REVENUE SOURCE	Actual 2013	Estimated 2014	Proposed 2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
RESIDENTIAL CONSTRUCTION	3,968,562	2,865,798	2,988,278	3,033,102	3,078,599	3,124,778	3,171,649	3,219,224	3,267,512	3,316,525	3,366,273	3,416,767
MULTI-FAMILY CONSTRUCTION	1,205,035	10,790	-	-	-	-	-	-	-	-	-	-
COMMERCIAL CONSTRUCTION	9,105,768	9,602,998	9,898,672	10,047,152	10,197,859	10,350,827	10,506,090	10,663,681	10,823,636	10,985,991	11,150,781	11,318,042
ZONING	1,801,065	1,796,860	1,867,674	1,895,689	1,924,124	1,952,986	1,982,281	2,012,015	2,042,196	2,072,828	2,103,921	2,135,480
LICENSE/REGISTRATION	2,275,276	1,728,504	1,867,674	1,895,689	1,924,124	1,952,986	1,982,281	2,012,015	2,042,196	2,072,828	2,103,921	2,135,480
ALL OTHER	522,505	2,483,688	2,117,793	2,149,560	2,181,803	2,214,530	2,247,748	2,281,465	2,315,686	2,350,422	2,385,678	2,421,463
<b>TOTAL REVENUE</b>	<b>18,878,211</b>	<b>18,488,638</b>	<b>18,740,091</b>	<b>19,021,192</b>	<b>19,306,510</b>	<b>19,596,108</b>	<b>19,890,050</b>	<b>20,188,400</b>	<b>20,491,228</b>	<b>20,798,599</b>	<b>21,110,580</b>	<b>21,427,240</b>
BEGINNING FUND BALANCE	5,337,010	8,544,085	10,354,151	10,979,234	11,478,244	11,846,669	12,076,799	12,160,565	12,089,519	11,854,817	11,447,202	10,856,980
ENCUMBRANCE CANCELLATIONS	38,283	81,949	119,490	119,490	119,490	119,490	119,490	119,490	119,490	119,490	119,490	119,490
<b>TOTAL RESOURCES</b>	<b>24,253,504</b>	<b>27,114,672</b>	<b>29,213,732</b>	<b>30,119,916</b>	<b>30,904,244</b>	<b>31,562,267</b>	<b>32,086,339</b>	<b>32,468,456</b>	<b>32,700,237</b>	<b>32,772,906</b>	<b>32,677,272</b>	<b>32,403,710</b>
<b>EXPENDITURES</b>												
OPERATIONS & MAINTENANCE:												
PERSONNEL SERVICES	10,668,752	11,423,195	12,431,145	12,679,768	12,933,363	13,192,031	13,455,871	13,724,989	13,999,488	14,279,478	14,565,068	14,856,369
EMPLOYEE INSURANCE	1,954,156	2,190,347	2,371,241	2,489,803	2,614,293	2,745,008	2,882,258	3,026,371	3,177,690	3,336,574	3,503,403	3,678,573
MATERIALS & SUPPLIES	77,590	79,363	95,749	97,664	99,617	101,610	103,642	105,715	107,829	109,986	112,185	114,429
SERVICES	613,078	524,201	718,182	732,546	747,197	762,140	777,383	792,931	808,790	824,965	841,465	858,294
PRO RATA	786,793	831,989	840,453	855,954	868,793	881,825	895,052	908,478	922,105	935,937	949,976	964,226
TECHNOLOGY	1,439,664	1,592,871	1,367,225	1,367,225	1,367,225	1,367,225	1,367,225	1,367,225	1,367,225	1,367,225	1,367,225	1,367,225
FLEET	90,870	93,020	128,543	131,114	133,736	136,411	139,139	141,922	144,760	147,656	150,609	153,621
OTHER	43,640	25,535	48,150	49,113	50,095	51,097	52,119	53,161	54,225	55,309	56,415	57,544
CAPITAL OUTLAY	34,876	-	233,810	238,486	243,256	248,121	253,083	258,145	263,308	268,574	273,946	279,425
<b>TOTAL OPERATIONS &amp; MAINTENANCE</b>	<b>15,709,419</b>	<b>16,760,521</b>	<b>18,234,498</b>	<b>18,641,672</b>	<b>19,057,576</b>	<b>19,485,467</b>	<b>19,925,773</b>	<b>20,378,937</b>	<b>20,845,420</b>	<b>21,325,704</b>	<b>21,820,291</b>	<b>22,329,705</b>
<b>TOTAL EXPENSE</b>	<b>15,709,419</b>	<b>16,760,521</b>	<b>18,234,498</b>	<b>18,641,672</b>	<b>19,057,576</b>	<b>19,485,467</b>	<b>19,925,773</b>	<b>20,378,937</b>	<b>20,845,420</b>	<b>21,325,704</b>	<b>21,820,291</b>	<b>22,329,705</b>
ENDING UNENCUMBERED FUND BAL.	8,544,085	10,354,151	10,979,234	11,478,244	11,846,669	12,076,799	12,160,565	12,089,519	11,854,817	11,447,202	10,856,980	10,074,006



## Property Management – 1111 East Broad Street Fund

### 2015 Cash Balance Statement

This fund was established in 2007 to allow the Facilities Management Division to deposit rental payments from occupants of the building owned by the city at this location. Facilities Management funds necessary for the operation of the building are deposited in this fund as well. The fund is expected to begin 2015 with an unencumbered cash balance of \$482,530. Revenue receipts from leases are projected at \$1,276,555 with \$742,896 generated from the Central Ohio Workforce Investment Corporation (COWIC) and \$533,659 from the Department of Technology. This is slightly lower than in 2014. Estimated available resources total \$1,859,085. Operational expenses in 2015 are projected to be \$1,421,615, leaving a projected available balance at year-end of \$437,430. No general fund transfer is likely to be needed in 2015.

<b>2015 1111 East Broad Street Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2015)	\$ 482,530
Plus Estimated 2015 Receipts	1,276,555
Plus Estimated Encumbrance Cancellations	100,000
Total Estimated Available Resources	<u>\$ 1,859,085</u>
Less 2015 Recommended Operating Budget	(1,421,615)
Projected Available Balance (December 31, 2015)	<u><b>\$ 437,470</b></u>

## Private Inspection Fund

### 2015 Cash Balance Statement

On April 1, 2009, the Department of Public Service ceased all expenditure and revenue activity in the development services fund and established two new funds – the private construction inspection fund and the internal service construction inspection fund. The private construction inspection fund captures the accounting activity of the Division of Design and Construction that is connected with the inspection of private development infrastructure construction that is generally associated with subdivision and commercial development. Revenues for 2015 are budgeted at \$2,609,368 and encumbrance cancellations of \$30,000 are expected. Public service is expecting that by the end of 2015 the fund should have a remaining balance of \$595,263.

<b>2015 Private Inspection Fund</b>	
Balance Summary	
Unencumbered Cash Balance (January 1, 2015)	\$ 863,144
Plus Estimated 2015 Receipts	2,609,368
Plus Estimated Encumbrance Cancellations	30,000
Total Estimated Available Resources	<u>\$ 3,502,512</u>
Less 2015 Recommended Operating Budget	(2,907,249)
Projected Available Balance (December 31, 2015)	<u><u>\$ 595,263</u></u>

## Parking Meter Program Fund



### 2015 Cash Balance Statement

The parking meter program fund was created in 2009. Effective January 1, 2010, parking meter revenues are deposited into three separate funds in a specified "waterfall" method. First and foremost, the general fund receives \$3,349,870 each year. After that amount is satisfied, parking revenues are to be deposited in the city parking meter contribution fund until the balance in that fund is \$1.4 million. All revenue received after the \$1.4 million balance is established are to be deposited in the parking meter program fund. The \$1.4 million balance in the parking meter contribution fund has been achieved, therefore, the first \$3,349,870 in parking meter revenue will be deposited in the general fund and all additional revenue will be deposited in the parking meter program fund. Monies in the parking meter program fund are available to replace the current parking meters, to manage, operate, and maintain the replacement meter system, and to enforce parking regulations. The parking meter program fund is projected to end 2015 with a fund balance of \$360,741.

Revenue for the fund is projected to reach \$2,066,941 and encumbrance cancellations should total \$25,000 by year's end.

<b>2015 Parking Meter Program Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2015)	\$ 506,188
Plus Estimated 2015 Receipts	2,066,941
Plus Estimated Encumbrance Cancellations	25,000
<b>Total Estimated Available Resources</b>	<b>\$ 2,598,129</b>
Less 2015 Recommended Operating Budget	(2,237,388)
<b>Projected Available Balance (December 31, 2015)</b>	<b>\$ 360,741</b>



## 2015 Revenue Summary

<b>2015 Parking Meter Program Fund</b>				
Revenue by Source and Year				
Historical and Projected				
<b>Revenue Summary</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>
Miscellaneous Revenue	\$ -	\$ 86,314	\$ 106,509	\$ 212,197
Parking Fees	-	171,467	189,101	187,246
Parking Meter Collections	-	125,096	143,583	136,608
Credit Card Collections	-	630,790	709,175	688,838
IPS Meter Collections	-	771,091	870,791	842,052
Encumbrance Cancellations	-	-	5,500	25,000
Unencumbered Cash Balance	-	770,265	771,457	506,188
<b>Total Resources</b>	<b>\$ -</b>	<b>\$ 2,555,023</b>	<b>\$ 2,796,116</b>	<b>\$ 2,598,129</b>
Percent Change			<b>9.44%</b>	<b>-7.08%</b>

## Parking Meter Program Fund

### Pro Forma Operating Statement

A ten-year pro forma operating statement is presented on the following page. It represents the fund's revenues and expenditures for that period, given certain assumptions, and is essential in providing a framework for future financial decisions. The major assumptions included in this pro forma for years 2015 and beyond are as follows:

- The projected revenue figures include a four percent annual growth rate and an additional \$125,000 in revenue for years 2015 through 2018. This additional revenue is from a scheduled development project that is reimbursing the city for sheltered parking meters.
- Personnel, operations, and maintenance expenses, excluding health insurance, fleet, and technology, grow at two percent per year. Insurance costs grow by five percent annually starting in 2016 and beyond.
- The ending fund balance projects to be positive through 2024.

**PARKING METER PROGRAM FUND  
PRO FORMA OPERATING STATEMENT**

<b>REVENUE</b>	Actual 2013	Estimated 2014	Proposed 2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Miscellaneous Revenue	86,314	106,509	212,197	345,685	484,512	628,893	529,048	550,210	572,219	595,108	618,912	643,668
Parking Fees	171,467	189,101	187,246	194,736	202,525	210,626	219,051	227,813	236,926	246,403	256,259	266,509
Parking Meter Collections	125,096	143,583	136,608	142,072	147,755	153,665	159,812	166,205	172,853	179,767	186,957	194,436
Credit Card Collections	630,790	709,175	688,838	716,392	745,047	774,849	805,843	838,077	871,600	906,464	942,722	980,431
IPS Meter Collections	771,091	870,791	842,052	875,734	910,763	947,194	985,082	1,024,485	1,065,464	1,108,083	1,152,406	1,198,503
<b>TOTAL REVENUE</b>	<b>1,784,758</b>	<b>2,019,159</b>	<b>2,066,941</b>	<b>2,274,619</b>	<b>2,490,603</b>	<b>2,715,228</b>	<b>2,698,837</b>	<b>2,806,790</b>	<b>2,919,062</b>	<b>3,035,824</b>	<b>3,157,257</b>	<b>3,283,547</b>
Beginning Fund Balance	770,265	711,457	506,188	360,741	375,959	559,097	917,713	1,209,684	1,558,220	1,966,471	2,437,735	3,017,669
Encumbrance Cancellations	-	5,500	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
<b>TOTAL RESOURCES</b>	<b>2,555,023</b>	<b>2,736,117</b>	<b>2,598,129</b>	<b>2,660,360</b>	<b>2,891,563</b>	<b>3,299,325</b>	<b>3,641,550</b>	<b>4,041,475</b>	<b>4,502,281</b>	<b>5,027,296</b>	<b>5,619,992</b>	<b>6,326,216</b>
<b>OPERATING EXPENSES</b>												
Personnel Services	234,745	258,861	267,529	272,880	278,337	283,904	289,582	295,374	301,281	307,307	313,453	319,722
Health Insurance	64,592	73,296	75,480	79,254	83,217	87,378	91,746	96,334	101,150	106,208	111,518	117,094
Supplies & Materials	46,310	72,590	108,200	110,364	112,571	114,823	117,119	119,462	121,851	124,288	124,288	126,774
Contractual Services	1,455,989	1,757,244	1,729,335	1,763,922	1,799,200	1,835,184	1,871,888	1,909,326	1,947,512	1,986,462	1,986,462	2,026,192
Fleet	29,065	53,633	42,479	43,329	44,195	45,079	45,981	46,900	47,838	48,795	49,771	50,766
Other	12,865	14,305	14,365	14,652	14,945	15,244	15,549	15,860	16,177	16,501	16,831	17,168
<b>TOTAL OPERATING EXPENSES</b>	<b>1,843,566</b>	<b>2,229,929</b>	<b>2,237,388</b>	<b>2,284,400</b>	<b>2,332,466</b>	<b>2,381,612</b>	<b>2,431,865</b>	<b>2,483,255</b>	<b>2,535,810</b>	<b>2,589,561</b>	<b>2,602,323</b>	<b>2,657,715</b>
Ending Fund Balance	711,457	506,188	360,741	375,959	559,097	917,713	1,209,684	1,558,220	1,966,471	2,437,735	3,017,669	3,668,501

## Special Revenue Funds

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# INTERNAL SERVICE FUNDS

## Employee Benefits Fund

### 2015 Cash Balance Statement

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



### 2015 Employee Benefits Fund

#### Balance Summary

Unencumbered Cash Balance (January 1, 2015)	\$ -
Plus Estimated 2015 Receipts	4,306,536
Total Estimated Available Resources	<u>\$ 4,306,536</u>
Less 2015 Recommended Operating Budget	(4,306,536)
Projected Available Balance (December 31, 2015)	<u><u>\$ -</u></u>

#### Notes:

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

## Print and Mailroom Services Fund

### 2015 Cash Balance Statement

The print and copy center operates as an internal service fund, with costs supported by billing user agencies for print and copy services provided. Mailroom services, transferred from the Department of Technology to the Department of Finance and Management in 2008, are included in this fund as well. Revenues and expenditures for both the print center and the mailroom are accounted for in this fund. Charges for the mailroom, including postage charges, are billed back to user agencies. The fund is projected to begin 2015 with a negative unencumbered cash balance of \$11,747, primarily due to historically low print shop revenues. The fund is expected to end 2015 in a better position, with a unencumbered cash balance of \$23,253. Revenues are expected to increase over 2014 in both the print shop and the mailroom. Significant improvements in billing procedures, office space and equipment have been implemented and the resulting benefits continue to be reflected in both operations. In addition, the Print Shop will begin working towards becoming the primary print source for all city agencies in 2015.

<b>2015 Print and Mailroom Services Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2015)	\$ (11,747)
Plus Estimated 2015 Print Services Receipts	395,025
Plus Estimated 2015 Mailroom Services Receipts	1,236,173
Plus Estimated Encumbrance Cancellations	35,000
Total Estimated Available Resources	<u>\$ 1,654,451</u>
Less 2015 Recommended Operating Budget - Print	(395,025)
Less 2015 Recommended Operating Budget - Mailroom	(1,236,173)
Projected Available Balance (December 31, 2015)	<u><u>\$ 23,253</u></u>

### 2015 Revenue Summary

<b>2015 Print and Mailroom Services Fund</b>				
<b>Revenue by Source and Year</b>				
<b>Historical and Projected</b>				
<b>Revenue Summary</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>
Print Services	\$ 223,516	\$ 282,800	\$ 354,010	\$ 395,024
Mailroom Services	1,006,760	1,006,905	1,160,788	1,236,173
Encumbrance Cancellations	14	32,550	35,137	35,000
Unencumbered Cash Balance	7,805	(115,489)	(39,228)	(11,747)
<b>Total Resources</b>	<u><b>\$ 1,238,095</b></u>	<u><b>\$ 1,206,766</b></u>	<u><b>\$ 1,510,707</b></u>	<u><b>\$ 1,654,450</b></u>
Percent Change		-2.53%	25.19%	9.51%

## Land Acquisition Fund

### 2015 Cash Balance Statement

Revenues to the land acquisition fund are comprised of charges to other city divisions for land acquisition services. The 2015 revenue estimate is equal to a projection of 2,860 hours of services billed at a rate of \$300 per hour. The division reviews its rate periodically and increases it when necessary to fully recover costs. The land acquisition fund should end 2015 with a projected unencumbered cash balance of \$438,872.

<b>2015 Land Acquisition Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2015)	\$ 527,055
Plus Estimated 2015 Receipts	858,000
Plus Estimated Encumbrance Cancellations	-
Total Estimated Available Resources	<u>\$ 1,385,055</u>
Less 2015 Recommended Operating Budget	(946,183)
Projected Available Balance (December 31, 2015)	<u><u>\$ 438,872</u></u>

## Technology Services Fund

### 2015 Cash Balance Statement

The technology services fund is housed in the Department of Technology and is projected to begin the year with no unencumbered cash balance and end the year with \$142,776. Revenues to the fund consist of charges to other city divisions for technology services, utilizing an updated rate model to determine applicable rates for various operational functions. In addition, the department procures goods, services, and other computer related equipment on behalf of city divisions and bills back the cost as a direct charge. The department also receives revenue from outside sources, such as Franklin County, the Franklin Park Conservatory and the Martin Luther King facility, for services provided.

<b>2015 Technology Services Fund</b>	
Balance Summary	
Unencumbered Cash Balance (January 1, 2015)	\$ -
Plus Estimated 2015 Receipts	33,698,452
Plus Estimated Encumbrance Cancellations	200,000
Total Estimated Available Resources	<u>\$ 33,898,452</u>
Less 2015 Recommended Operating Budget	(33,755,676)
Projected Available Balance (December 31, 2015)	<u><u>\$ 142,776</u></u>

### Pro Forma Operating Statement

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

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

- Personnel expenses, supplies, and maintenance expenses are inflated at two percent per year. Insurance costs are projected to grow by five percent annually in 2016 and beyond; however, projections include offsets due to incremental increases in employee shares.
- The Information Services Division incurs debt service for capital expenditures such as terminal replacement, system migration, network expansion, the city's Oracle site license and enterprise-wide network management software, data center renovations, hardware upgrades and mass storage, software upgrades, telephony upgrades, and other projects.
- Recovery rates in the pro forma are adjusted as necessary to allow the division to maintain positive year-end unencumbered cash balances. This pro forma indicates a two and one quarter percent increase in revenues in 2017, as necessary, to meet that goal. Revenues in each of the years thereafter are adjusted to maintain a positive balance in the fund.

**INFORMATION SERVICES DIVISION  
PRO FORMA OPERATING STATEMENT**

	Actual 2013	Estimated 2014	Proposed 2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
<b>REVENUES BY SOURCE</b>												
Other Fund-Direct Charge	3,664,237	2,691,018	4,376,655	4,442,305	4,542,257	4,712,591	4,783,280	4,855,029	4,927,855	5,001,773	5,076,799	5,152,951
Other Fund-Indirect Charge	11,820,334	10,739,406	12,066,066	12,247,057	12,522,616	12,992,214	13,446,941	13,816,732	14,334,860	14,800,743	15,059,756	15,285,652
General Fund-Direct Charge	1,120,557	788,039	950,240	964,494	986,195	1,023,177	1,058,988	1,088,110	1,128,915	1,165,604	1,186,002	1,203,792
General Fund-Indirect Charge	13,619,779	14,939,576	16,245,963	16,489,652	16,860,670	17,492,945	18,105,198	18,603,091	19,300,707	19,927,980	20,276,719	20,580,870
Outside Source Revenue	154,268	49,596	59,528	60,719	62,085	64,413	66,667	68,501	71,069	73,379	74,663	76,157
<b>Total Revenue</b>	<b>30,379,175</b>	<b>29,207,635</b>	<b>33,698,452</b>	<b>34,204,226</b>	<b>34,973,822</b>	<b>36,285,340</b>	<b>37,461,075</b>	<b>38,431,463</b>	<b>39,763,405</b>	<b>40,969,478</b>	<b>41,673,940</b>	<b>42,299,422</b>
<b>Encumbrance Cancellations</b>	268,637	550,400	200,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,001
<b>Beginning Fund Balance</b>	227,041	910,462	-	142,776	276,117	65,904	59,265	62,246	73,858	75,109	37,997	27,313
<b>TOTAL RESOURCES</b>	<b>30,874,853</b>	<b>30,668,497</b>	<b>33,898,452</b>	<b>34,497,002</b>	<b>35,399,939</b>	<b>36,501,244</b>	<b>37,670,340</b>	<b>38,643,710</b>	<b>39,987,263</b>	<b>41,194,588</b>	<b>41,861,937</b>	<b>42,476,736</b>
<b>EXPENDITURES</b>												
<b>Operating- Admin &amp; ISD</b>												
Personnel Services	12,741,382	13,554,943	14,431,382	14,720,010	15,014,410	15,314,698	15,620,992	15,933,412	16,252,080	16,577,122	16,908,664	17,246,837
Health Insurance	2,058,012	2,250,342	2,442,045	2,564,147	2,692,355	2,826,972	2,968,321	3,116,737	3,272,574	3,436,203	3,608,013	3,788,413
Materials & Supplies	759,668	1,049,767	1,521,140	1,551,563	1,582,594	1,614,246	1,646,531	1,679,461	1,713,051	1,747,312	1,782,258	1,817,903
Services	8,827,010	8,520,610	10,036,197	10,236,921	10,441,659	10,650,493	10,863,502	11,080,772	11,302,388	11,528,436	11,759,004	11,994,184
Fleet	26,841	15,492	19,566	19,566	19,566	19,566	19,566	19,566	19,566	19,566	19,566	19,566
Other	217,449	23,740	-	-	-	-	-	-	-	-	-	-
Capital Outlay	258,190	122,933	241,000	245,820	250,736	255,751	260,866	266,083	271,405	276,833	282,370	288,017
<b>Total Operating Expenses</b>	<b>24,888,552</b>	<b>25,537,827</b>	<b>28,691,330</b>	<b>29,338,027</b>	<b>30,001,320</b>	<b>30,681,726</b>	<b>31,379,778</b>	<b>32,096,032</b>	<b>32,831,064</b>	<b>33,585,471</b>	<b>34,359,875</b>	<b>35,154,922</b>
Debt Service - Principal	4,290,700	4,295,700	4,220,700	3,775,286	4,118,143	4,444,286	4,826,286	4,987,857	5,642,857	6,305,000	6,429,286	5,581,429
Debt Service - Interest	785,139	834,970	843,646	1,107,573	1,214,572	1,315,967	1,402,030	1,485,962	1,438,233	1,266,120	1,045,463	815,789
<b>Total Debt Service Expenses</b>	<b>5,075,839</b>	<b>5,130,670</b>	<b>5,064,346</b>	<b>4,882,859</b>	<b>5,332,714</b>	<b>5,760,252</b>	<b>6,228,316</b>	<b>6,473,819</b>	<b>7,081,090</b>	<b>7,571,120</b>	<b>7,474,749</b>	<b>6,397,217</b>
<b>TOTAL EXPENSES</b>	<b>29,964,391</b>	<b>30,668,497</b>	<b>33,755,676</b>	<b>34,220,885</b>	<b>35,334,035</b>	<b>36,441,978</b>	<b>37,608,094</b>	<b>38,569,852</b>	<b>39,912,154</b>	<b>41,156,591</b>	<b>41,834,624</b>	<b>41,552,139</b>
<b>ENDING FUND BALANCE</b>	<b>910,462</b>	<b>-</b>	<b>142,776</b>	<b>276,117</b>	<b>65,904</b>	<b>59,265</b>	<b>62,246</b>	<b>73,858</b>	<b>75,109</b>	<b>37,997</b>	<b>27,313</b>	<b>924,597</b>
<b>Assumptions:</b>												
Expenditures increase 2% for personnel expenses, materials & supplies, and services; Insurance increases at 5%.												
Revenues increase at a minimum variable rate from 2016-2024 to maintain fund solvency.												



## Fleet Management Fund

### 2015 Cash Balance Statement

The Fleet Management Division recovers its costs by billing user agencies for services provided. The revenue includes rates of \$75 per hour for light vehicles and \$95 per hour for heavy vehicles, a 35 percent markup on parts, a 5 percent markup on commercial services and credit card fuel purchases, and a fuel overhead rate of \$0.25 per gallon for bulk fuel.

The fleet management services fund is projected to start the year with an unencumbered cash balance of \$129,345 and will end 2015 with an unencumbered cash balance of \$1,196,001.



<b>2015 Fleet Management Fund</b>	
Balance Summary	
Unencumbered Cash Balance (January 1, 2015)	\$ 129,345
Plus Estimated 2015 Receipts	35,743,349
Plus Estimated Encumbrance Cancellations	500,000
Total Estimated Available Resources	<u>\$ 36,372,693</u>
Less 2015 Recommended Operating Budget	(35,176,692)
Projected Available Balance (December 31, 2015)	<u><u>\$ 1,196,001</u></u>

## 2015 Revenue Summary

2015 Fleet Management Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2012 Actual	2013 Actual	2014 Estimated	2015 Proposed
Public Safety	\$ 16,603,874	\$ 13,365,672	\$ 15,558,580	\$ 16,336,066
Refuse Collection	7,092,822	6,741,749	7,516,200	8,109,060
Other General Fund	1,581,662	1,443,956	1,614,960	1,584,332
Other Funds	8,748,371	9,473,018	9,036,279	9,145,486
Refunds/Miscellaneous	175,403	336,555	100,000	568,405
Encumbrance Cancellations	504,407	701,902	5,024,202	500,000
Unencumbered Cash Balance	(2,718,501)	(4,656,312)	(5,382,291)	129,344
<b>Total Resources</b>	<b>\$ 31,988,038</b>	<b>\$ 27,406,540</b>	<b>\$ 33,467,930</b>	<b>\$ 36,372,693</b>
Percent Change		-14.32%	22.12%	8.68%

### Pro Forma Operating Statement

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

- Personnel expenses, supplies, and maintenance expenses are inflated at two percent per year. Insurance costs are projected to grow by five percent annually in 2016 and beyond; however, projections include offsets due to incremental increases in employee shares. Other expenditures are held flat.
- Debt service principal and interest have been broken out separately. A portion of the debt service principal and interest payments represent reimbursement to the special income tax fund for the retirement of bonds issued for the design of the city's second compressed natural gas fueling station.
- Recovery rates in the pro forma are adjusted as necessary to allow the division to maintain positive year-end unencumbered cash balances. This pro forma indicates a three percent increase in revenues in 2018, as necessary, to meet that goal. Revenues in each of the years thereafter are adjusted to maintain a positive balance in the fund.

**FLEET MANAGEMENT FUND  
PRO FORMA OPERATING STATEMENT**

	Actual 2013	Estimated 2014	Proposed 2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
<b>REVENUE SOURCE</b>												
MAINTENANCE SERVICE CHARGES												
Public Safety	13,365,672	15,558,580	16,336,066	16,336,066	16,336,066	16,826,148	17,330,932	17,547,569	17,854,652	18,211,745	18,575,979	18,947,499
Refuse Collection	6,741,749	7,516,200	8,109,060	8,109,060	8,109,060	8,352,332	8,602,902	8,710,438	8,862,871	9,040,128	9,220,931	9,405,349
Other General Fund Divisions	1,443,956	1,614,960	1,584,332	1,584,332	1,584,332	1,631,862	1,680,818	1,701,828	1,731,610	1,766,242	1,801,567	1,837,598
Other Funds	9,473,018	9,036,279	9,145,486	9,145,486	9,145,486	9,419,851	9,702,446	9,823,727	9,995,642	10,195,555	10,399,466	10,607,455
State Highway Fuel Tax Refund	20,217	-	-	-	-	-	-	-	-	-	-	-
Miscellaneous Revenues	316,338	100,000	568,405	585,457	603,021	621,111	639,745	658,937	678,705	692,279	706,125	720,247
<b>TOTAL REVENUE</b>	<b>31,360,950</b>	<b>33,826,019</b>	<b>35,743,349</b>	<b>35,760,401</b>	<b>35,777,965</b>	<b>36,851,304</b>	<b>37,956,843</b>	<b>38,442,499</b>	<b>39,123,479</b>	<b>39,905,949</b>	<b>40,704,068</b>	<b>41,518,149</b>
Beginning Fund Balance	(4,656,312)	(5,382,391)	129,345	1,196,002	1,146,917	432,174	31,980	11,327	31,281	42,281	27,114	15,673
Encumbrance Cancellations	701,902	5,024,202	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,001	500,002	500,003
<b>TOTAL RESOURCES</b>	<b>27,406,540</b>	<b>33,467,830</b>	<b>36,372,694</b>	<b>37,456,403</b>	<b>37,424,882</b>	<b>37,783,478</b>	<b>38,488,823</b>	<b>38,953,826</b>	<b>39,654,761</b>	<b>40,448,231</b>	<b>41,231,184</b>	<b>42,033,826</b>
<b>EXPENDITURES</b>												
Operations and Maintenance												
Personnel Services	7,433,845	7,869,807	8,400,224	8,568,228	8,739,593	8,914,385	9,092,673	9,274,526	9,460,017	9,649,217	9,842,201	10,039,045
Health Insurance	1,853,677	2,050,700	2,235,677	2,347,461	2,464,834	2,588,076	2,717,479	2,853,353	2,996,021	3,145,822	3,303,113	3,468,269
Materials & Supplies	16,190,710	16,079,325	15,825,389	16,141,897	16,464,735	16,794,029	17,129,910	17,472,508	17,821,958	18,178,398	18,541,965	18,912,805
Services	3,924,567	3,788,093	4,073,554	4,155,025	4,238,126	4,322,888	4,409,346	4,497,533	4,587,483	4,679,233	4,772,818	4,868,274
Other Disbursements	12,693	15,197	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Capital	-	-	50,000	51,000	52,020	53,060	54,122	55,204	56,308	57,434	58,583	59,755
<b>Total Operations &amp; Maintenance</b>	<b>29,415,492</b>	<b>29,803,122</b>	<b>30,589,844</b>	<b>31,268,611</b>	<b>31,964,307</b>	<b>32,677,438</b>	<b>33,408,529</b>	<b>34,158,124</b>	<b>34,926,787</b>	<b>35,715,104</b>	<b>36,523,681</b>	<b>37,353,148</b>
Director's Office	636,148	632,320	746,504	757,702	769,067	780,603	792,312	804,197	816,260	828,504	840,931	853,545
Debt Service												
Principal	1,873,174	1,915,300	2,655,300	3,216,000	3,236,000	3,310,000	3,337,000	3,100,000	3,090,000	3,175,000	3,265,000	3,345,000
Interest	864,116	987,744	1,185,044	1,067,173	1,023,334	983,456	939,655	860,223	779,433	702,509	585,899	481,985
<b>Total Debt Service</b>	<b>2,737,290</b>	<b>2,903,044</b>	<b>3,840,344</b>	<b>4,283,173</b>	<b>4,259,334</b>	<b>4,293,456</b>	<b>4,276,655</b>	<b>3,960,223</b>	<b>3,869,433</b>	<b>3,877,509</b>	<b>3,850,899</b>	<b>3,826,985</b>
<b>TOTAL EXPENSES</b>	<b>32,788,930</b>	<b>33,338,486</b>	<b>35,176,692</b>	<b>36,309,486</b>	<b>36,992,708</b>	<b>37,751,497</b>	<b>38,477,497</b>	<b>38,922,544</b>	<b>39,612,480</b>	<b>40,421,117</b>	<b>41,215,511</b>	<b>42,033,678</b>
<b>ENDING FUND BALANCE</b>	<b>(5,382,391)</b>	<b>129,345</b>	<b>1,196,002</b>	<b>1,146,917</b>	<b>432,174</b>	<b>31,980</b>	<b>11,327</b>	<b>31,281</b>	<b>42,281</b>	<b>27,114</b>	<b>15,673</b>	<b>148</b>

## Construction Inspection Fund

### 2015 Cash Balance Statement

On April 1, 2009, the Department of Public Service ceased all expenditure and revenue activity in the development services fund and established two new funds: the private construction inspection fund and the internal service construction inspection fund. The internal service construction inspection fund captures the accounting activity associated with the construction administration and inspection services of the Division of Design and Construction. This agency provides these services for roadway, bridge, water, sanitary and storm sewer, electric power, and signal infrastructure for the City of Columbus. Revenues for 2015 are budgeted at \$9,505,051 and encumbrance cancellations of \$130,000 are expected. The fund is expected to end 2015 with an unencumbered cash balance of \$2,403,639.

<b>2015 Construction Inspection Fund</b>	
Balance Summary	
Unencumbered Cash Balance (January 1, 2015)	\$ 1,639,195
Plus Estimated 2015 Receipts	9,505,051
Plus Estimated Encumbrance Cancellations	130,000
Total Estimated Available Resources	<u>\$ 11,274,246</u>
Less 2015 Recommended Operating Budget	(8,870,607)
Projected Available Balance (December 31, 2015)	<u><u>\$ 2,403,639</u></u>

## Internal Service Funds

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# ENTERPRISE FUNDS

## Sewerage and Drainage Operating Fund

### 2015 Cash Balance Statement

The projected beginning year 2015 cash balance is \$206.8 million, which includes \$77.4 million in two reserve funds.

<b>2015 Sewerage and Drainage Operating Fund</b>	
Balance Summary	
Unencumbered Cash Balance (January 1, 2015)	\$ 206,846,525
Plus Estimated 2015 Receipts	249,173,864
Plus Estimated Encumbrance Cancellations	6,145,996
Total Estimated Available Resources	<u>\$ 462,166,385</u>
Less 2015 Recommended Operating Budget (Sewers/Drains)	(266,195,276)
Less 2015 Recommended Operating Budget (Administration)	(8,112,898)
Projected Available Balance (December 31, 2015)	<u><u>\$ 187,858,211</u></u>

### 2015 Revenue Summary

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

One of the city's goals in the rate setting process is to avoid steep increases and at the same time fully meet the needs of the system. To achieve this goal, a pro forma operating statement was developed. The pro forma is routinely updated to reflect changing appropriations, expenditures and revenues.

## 2015 Revenue Summary

2015 Sewerage and Drainage Operating Fund				
Revenue by Source and Year				
Historical and Projected				
	2012	2013	2014	2015
Revenue Summary	Actual	Actual	Estimated	Proposed
Sewer Sales	\$ 195,127,125	\$ 190,692,377	\$ 192,381,688	\$ 201,284,465
Wet Weather Charges	30,093,503	31,125,466	32,072,155	31,481,666
System Capacity Charges	3,799,556	4,990,726	6,178,163	4,414,710
Investment Income	1,161,039	1,073,981	1,534,850	1,226,140
Storm Maintenance Reimbursement	7,526,542	8,072,050	7,799,207	8,050,480
Other*	4,534,499	2,831,058	8,671,106	8,862,399
Unencumbered Cash Balance	176,836,240	186,076,576	197,037,026	206,846,525
Additional Appropriation**	-	-	33,573,531	-
<b>Total Resources</b>	<b>\$ 419,078,504</b>	<b>\$ 424,862,234</b>	<b>\$ 479,247,726</b>	<b>\$ 462,166,385</b>
Percent Change		1.38%	14.36%	-3.56%

\*Includes debt refinancing premiums in 2012, 2013, & 2014 and encumbrance cancellations in 2014 & 2015.  
\*\* This was appropriated from the unallocated balance of the fund, then transferred to the reserve fund.

## Notes:

- The Sewer and Water Advisory Board recommended a three percent increase in revenues for 2015. With this increase, revenues, excluding the beginning balance and encumbrance cancellations, will total \$249.2 million in 2015.
- There will be no change to the sewer system capacity fee in 2015.
- Due to the volatility of the market, the interest income projection is normally very conservative, with a projected 20 percent decrease in 2015. Investment income, as a revenue source to the enterprise funds, is based on the amount of cash available in the treasury upon which interest can be earned.
- The storm maintenance reimbursement will continue in 2015. This transfer of funds from the storm to the sanitary sewer fund is a reimbursement for shared resources.
- The low income discount is continued in 2015. This discount is applied to the commodity portion of the sanitary sewer to provide financial relief to qualifying customers.

## Sewerage and Drainage Operating Fund

### Pro Forma Operating Statement

Presented below is a pro forma operating statement for the sewerage system enterprise operating fund, reflecting sanitary sewer operations only. A separate pro forma statement for storm sewer operations is presented later in this document. Represented is a projection of the sewerage and drainage operating fund revenues and expenditures for the period 2013 through 2024, the assumptions for which are outlined below. The pro forma operating statement is essential to the planning and rate setting processes. The major assumptions upon which the pro forma's numbers are based are as follows:

- The Sewer and Water Advisory Board recommended various sewer rate increases to produce three percent more revenue in 2015.
- Growth of the sanitary system is projected to be 0.5 percent in 2015 and 1 percent for the balance of the pro forma projection period.
- System capacity charges are assumed to grow by one percent annually.
- Projections for personnel costs reflect the rates in effect for the various collective bargaining agreements and/or management salary ordinances represented in the division.
- Equipment costs in 2015 and beyond include the required annual allotment to the EPA-mandated capital replacement fund. The division has \$4.5 million budgeted in its operating budget for capital outlay as well as additional funds budgeted in an equipment reserve.
- The 2015 operations and maintenance budget includes \$10.9 million to pay pro rata (payment to the general fund for services provided to the utility divisions by general fund agencies).
- In 2015, the division will pay \$131.7 million in debt service costs related to various municipal bond issuances over the years. These bonds were issued to help fund large infrastructure improvements and upgrades at the wastewater treatment plants and to the wastewater system. In 2015, new debt will be issued in the form of general obligation bonds to fund various sanitary and wet-weather sewer projects in response to federal mandates.
- Payment of debt service to the Ohio Water Development Authority (OWDA) has been included in the appropriate debt schedules. Use of these low-interest moneys decrease the debt retirement expenses associated with sanitary sewer projects. Unlike municipal bonds, debt service on OWDA funded construction projects is not paid until construction is complete.
- The Division of Sewerage and Drainage's capital improvements plan has been reduced by ten percent throughout the pro forma period. This reduction recognizes the likelihood that actual debt issuance in any given year will not reach levels outlined in the capital improvements budget because of unavoidable lags in the project planning and implementation process.
- The Division of Sewerage and Drainage's pro forma statement also assumes that all debt will be issued late in any given year, such that the interest expense is not due until the following year and the principal payment is due the year after that.
- A portion of the costs associated with the Public Utilities Director's Office are borne by the sewerage enterprise operating fund. In 2015, \$8.1 million is allocated in this fund for this purpose.



**SANITARY SEWER ENTERPRISE FUND**

Pro Forma Operating Statement  
For Years 2013 - 2024 (000's omitted)

	Actual 2013	Estimated 2014	Proposed 2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
<b>Beginning Cash Balance</b>	<b>186,077</b>	<b>197,037</b>	<b>206,847</b>	<b>187,858</b>	<b>172,007</b>	<b>153,533</b>	<b>130,321</b>	<b>117,382</b>	<b>101,899</b>	<b>91,677</b>	<b>86,825</b>	<b>86,437</b>
<b>Utility Revenues</b>												
Sewer Sales	190,692	192,382	197,198	208,742	221,179	234,366	248,346	263,169	277,576	291,399	305,915	318,113
Sewer Sales Increase	-	-	4,086	8,698	9,216	9,765	10,348	9,869	9,253	9,713	7,648	7,953
Wet Weather	31,125	32,072	30,723	31,863	33,545	35,295	37,137	39,076	40,959	42,773	44,673	46,297
Wet Weather Increase	-	-	759	1,280	1,328	1,398	1,471	1,393	1,303	1,365	1,069	1,117
Interest Income	1,074	1,535	1,226	1,238	1,251	1,263	1,276	1,289	1,302	1,315	1,328	1,341
System Capacity Charge	4,991	6,178	4,415	4,459	4,503	4,548	4,594	4,640	4,686	4,733	4,780	4,828
Other	1,959	2,729	2,716	1,732	1,758	1,722	1,689	1,723	1,758	1,793	1,829	1,865
Reimbursement from Stormwater Fund	8,072	7,799	8,050	8,292	8,541	8,797	9,061	9,333	9,613	9,901	10,198	10,504
Transfer	-	-	-	-	-	-	-	-	-	-	-	-
Debt Refinancing	872	245	-	-	-	-	-	-	-	-	-	-
Additional Appropriation	-	33,574	-	-	-	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b><u>238,786</u></b>	<b><u>276,514</u></b>	<b><u>249,174</u></b>	<b><u>266,304</u></b>	<b><u>281,321</u></b>	<b><u>297,155</u></b>	<b><u>313,922</u></b>	<b><u>330,491</u></b>	<b><u>346,448</u></b>	<b><u>362,992</u></b>	<b><u>377,440</u></b>	<b><u>392,018</u></b>
Projected Encumbrance Cancellations		5,697	6,146	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
<b>Total Resources</b>	<b><u>424,862</u></b>	<b><u>479,248</u></b>	<b><u>462,166</u></b>	<b><u>458,162</u></b>	<b><u>457,328</u></b>	<b><u>454,688</u></b>	<b><u>448,243</u></b>	<b><u>451,873</u></b>	<b><u>452,347</u></b>	<b><u>458,669</u></b>	<b><u>468,265</u></b>	<b><u>482,455</u></b>
<b>Utility Expense</b>												
<b>Operations &amp; Maintenance</b>												
Personnel Services	34,610	35,914	37,043	38,155	39,299	40,478	41,693	42,943	44,232	45,559	46,925	48,333
27th Pay Period	-	-	-	-	-	-	-	1,652	-	-	-	-
Health Insurance	7,847	8,219	8,541	8,969	9,417	9,888	10,382	10,901	11,446	12,019	12,620	13,251
Supplies & Materials	7,045	8,041	8,141	8,304	8,470	8,639	8,812	8,988	9,168	9,352	9,539	9,729
Pro Rata	10,482	10,716	10,885	11,604	12,269	12,973	13,719	14,452	15,158	15,889	16,526	17,168
Contractual Services	35,446	41,418	45,399	46,761	48,164	49,609	51,097	52,630	54,209	55,835	57,510	59,236
Other	257	176	298	304	310	317	323	329	336	343	350	357
Equipment	3,900	3,427	4,519	4,609	4,701	4,795	4,891	4,989	5,089	5,190	5,294	5,400
Department of Public Utilities Allocation	4,921	39,599	8,113	8,275	8,441	8,609	8,782	8,957	9,136	9,319	9,506	9,696
Transfer	-	18,669	19,689	-	-	-	-	-	-	-	-	-
<b>Total Operations &amp; Maintenance</b>	<b><u>104,508</u></b>	<b><u>166,180</u></b>	<b><u>142,630</u></b>	<b><u>126,981</u></b>	<b><u>131,072</u></b>	<b><u>135,309</u></b>	<b><u>139,699</u></b>	<b><u>145,843</u></b>	<b><u>148,774</u></b>	<b><u>153,506</u></b>	<b><u>158,270</u></b>	<b><u>163,170</u></b>
<b>Debt Service</b>												
Revenue Bond	18,434	16,577	17,452	19,689	19,949	19,949	19,949	19,949	19,949	19,949	25,467	31,619
General Obligation	36,877	35,117	36,323	40,797	39,356	38,255	34,537	31,892	30,998	30,067	26,883	25,417
OWPCLF/OWDA Debt- Non Wet Weather	68,005	54,408	74,943	89,096	88,423	85,973	83,522	83,522	82,807	77,434	74,295	69,260
Proposed New Debt	-	-	2,816	9,451	24,861	44,816	53,154	68,769	78,142	90,888	96,913	102,758
Assessments	-	119	145	140	134	66	-	-	-	-	-	-
<b>Total Debt Service</b>	<b><u>123,317</u></b>	<b><u>106,222</u></b>	<b><u>131,678</u></b>	<b><u>159,174</u></b>	<b><u>172,723</u></b>	<b><u>189,058</u></b>	<b><u>191,162</u></b>	<b><u>204,132</u></b>	<b><u>211,895</u></b>	<b><u>218,338</u></b>	<b><u>223,559</u></b>	<b><u>229,054</u></b>
<b>Total Expense</b>	<b><u>227,825</u></b>	<b><u>272,401</u></b>	<b><u>274,308</u></b>	<b><u>286,155</u></b>	<b><u>303,795</u></b>	<b><u>324,367</u></b>	<b><u>330,861</u></b>	<b><u>349,974</u></b>	<b><u>360,670</u></b>	<b><u>371,844</u></b>	<b><u>381,828</u></b>	<b><u>392,223</u></b>
<b>Ending Fund Balance</b>	<b>197,037</b>	<b>206,847</b>	<b>187,858</b>	<b>172,007</b>	<b>153,533</b>	<b>130,321</b>	<b>117,382</b>	<b>101,899</b>	<b>91,677</b>	<b>86,825</b>	<b>86,437</b>	<b>90,232</b>
<b>Projected Revenue Increase</b>	<b>1.00%</b>	<b>2.00%</b>	<b>3.00%</b>	<b>5.00%</b>	<b>5.00%</b>	<b>5.00%</b>	<b>5.00%</b>	<b>4.50%</b>	<b>4.00%</b>	<b>4.00%</b>	<b>3.00%</b>	<b>3.00%</b>

## Electricity Enterprise Fund

### 2015 Cash Balance Statement

Revenues into the electricity enterprise fund are expected to continue to parallel the expense for the purchase of power. Electrical sales revenue is expected to decrease slightly from the previous year. The division must continue to recover costs through rate alterations or fuel cost adjustments to its customers.

At the beginning of 2015, there is a projected cash balance of nearly \$18.9 million, which reflects the combined balances of the reserve and operating funds.

<b>2015 Electricity Enterprise Fund</b>	
Balance Summary	
Unencumbered Cash Balance (January 1, 2015)	\$ 18,850,388
Plus Estimated 2015 Receipts	83,706,612
Plus Estimated Encumbrance Cancellations	1,500,000
Total Estimated Available Resources	<u>\$ 104,057,000</u>
Less 2015 Recommended Operating Budget (Electricity)	(84,876,389)
Less 2015 Recommended Operating Budget (Administration)	(1,140,649)
Projected Available Balance (December 31, 2015)	<u><u>\$ 18,039,962</u></u>

### 2015 Revenue Summary

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

## 2015 Revenue Summary

2015 Electricity Enterprise Fund Revenue by Source and Year Historical and Projected				
Revenue Summary	2012	2013	2014	2015
	Actual	Actual	Estimated	Proposed
Charges for Electrical Service	\$ 86,147,038	\$ 84,148,067	\$ 81,957,954	\$ 80,538,793
Investment Income	121,293	102,566	85,736	-
Other Revenue*	3,196,438	3,617,544	3,590,284	4,377,551
Street Light Assessments	433,704	376,199	310,706	290,268
Unencumbered Cash Balance	6,688,474	9,756,907	15,700,015	18,850,388
<b>Total Resources</b>	<b>\$ 96,586,947</b>	<b>\$ 98,001,283</b>	<b>\$ 101,644,694</b>	<b>\$ 104,057,000</b>
Percent Change		1.46%	3.72%	2.37%

\*Includes encumbrance cancellations in 2014 & 2015.

## Notes:

- Revenues, excluding the beginning year cash balance and encumbrance cancellations, are expected to be \$83.7 million in 2015.
- Revenues to the electricity enterprise fund are generated through the purchase of wholesale and resale of retail electricity.
- Effective May 2001, changes in state law caused the Division of Electricity to pay the proceeds of a kilowatt hour tax to the general fund. At that time, to avoid a net reduction in revenue to the division, the general fund reimbursed the payments to the electricity operating fund. However, in 2004, legislation was passed that allowed the general fund to keep the kilowatt hour proceeds. In turn, through 2008, the division received a portion of the costs associated with operation of the street light system from the street construction, maintenance and repair fund (SCMR fund). Starting in 2009, however, this intra-fund transfer was not made and will again not be made in 2015. In 2015, the general fund will retain 100 percent of the value of the kilowatt hour tax.

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## Electricity Enterprise Fund

### Pro Forma Operating Statement

Presented below is a pro forma operating statement for the electricity enterprise operating fund, which outlines projections of operating fund revenues and expenditures on a cash basis for the period 2013 through 2024. Assumptions are outlined below. This division does not follow the same rate setting processes as the Water, Sanitary and Stormwater Divisions. Rather, its rates are determined by what the market will support given that there are other providers of retail electricity in the area. As such, the pro forma operating statement is essential to this division's planning, management and decision making processes. The major assumptions upon which the pro forma's numbers are based are as follows:

- The pro forma assumes operating, maintenance and debt service costs for the division's street lighting program through the entire pro forma period. The objective of the program is to install street lighting throughout the city with revenues derived from electric retail sales.
- Projections for personnel costs reflect the rates in effect for the various collective bargaining agreements and/or management salary ordinances represented in the division.
- The largest portion, by far, of the Division of Electricity's budget is for the purchase of wholesale electrical power. In 2015, \$55.9 million is budgeted for this commodity. This amount is 4.5 percent less than expended in 2013 and only one percent more than it projects to spend in 2014, as the division was successful in securing favorable wholesale rates. The pro forma reflects a growth rate of one percent per annum for wholesale power.
- The Division of Electricity's pro forma statement also assumes all debt will be issued late in any given year, such that the interest expense is not due until the following year and the principal payment is due the year after that.
- A portion of the costs associated with the Public Utilities Director's Office are borne by the electricity enterprise operating fund. In 2015, \$1,140,649 is allocated in this fund for this purpose.

<b>ELECTRICITY ENTERPRISE FUND</b>												
Pro Forma Operating Statement												
For Years 2013 - 2024 (000's omitted)												
	Actual	Estimated	Proposed									
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
<b>Beginning Cash Balance</b>	<b>9,757</b>	<b>15,700</b>	<b>18,850</b>	<b>18,040</b>	<b>18,548</b>	<b>16,265</b>	<b>11,459</b>	<b>4,719</b>	<b>-563</b>	<b>-4,675</b>	<b>-8,629</b>	<b>-10,790</b>
<b>Utility Revenues</b>												
<b>Electricity Sales</b>												
Residential	6,152	6,255	6,047	6,047	6,047	6,047	6,047	6,047	6,047	6,047	6,047	6,047
Commercial	65,385	65,956	67,380	67,399	67,417	67,437	67,456	67,477	67,498	67,520	67,542	67,565
Kilowatt Hour Tax Reduction	-1,689	-1,524	-3,160	-3,167	-3,173	-3,180	-3,187	-3,195	-3,202	-3,210	-3,218	-3,226
PCRA	14,300	11,272	10,271	10,387	8,269	6,365	4,468	7,163	9,993	10,964	14,084	16,359
<b>Total Electric Sales</b>	<b>84,148</b>	<b>81,958</b>	<b>80,539</b>	<b>80,666</b>	<b>78,561</b>	<b>76,669</b>	<b>74,784</b>	<b>77,492</b>	<b>80,336</b>	<b>81,321</b>	<b>84,455</b>	<b>86,745</b>
Other Revenues	3,994	3,601	3,168	3,133	3,203	3,160	3,256	3,347	3,450	3,556	3,665	3,778
<b>Total Revenue</b>	<b>88,244</b>	<b>85,645</b>	<b>83,707</b>	<b>83,799</b>	<b>81,764</b>	<b>79,828</b>	<b>78,040</b>	<b>80,840</b>	<b>83,786</b>	<b>84,877</b>	<b>88,120</b>	<b>90,523</b>
Projected Encumbrance Cancellations	-	300	1,500	1,500	1,500	1,500	2,000	2,000	2,000	2,000	2,000	2,000
<b>Total Resources</b>	<b>98,001</b>	<b>101,645</b>	<b>104,057</b>	<b>103,339</b>	<b>101,812</b>	<b>97,594</b>	<b>91,500</b>	<b>87,559</b>	<b>85,223</b>	<b>82,202</b>	<b>81,491</b>	<b>81,733</b>
<b>Utility Expense</b>												
<b>Operations &amp; Maintenance</b>												
Personnel Services	7,065	7,806	8,614	8,872	9,139	9,413	9,695	9,986	10,286	10,594	10,912	11,239
27th Pay Period	-	-	-	-	-	-	-	-	396	-	-	-
Health Insurance	1,326	1,484	1,714	1,799	1,889	1,984	2,083	2,187	2,296	2,411	2,532	2,658
Purchase Power	58,513	55,420	55,900	56,459	57,024	57,594	58,170	58,751	59,339	59,932	60,532	61,137
Supplies & Materials	1,144	1,393	1,605	1,638	1,670	1,704	1,738	1,773	1,808	1,844	1,881	1,919
Pro Rata	3,925	4,040	3,690	3,763	3,673	3,592	3,511	3,638	3,770	3,819	3,965	4,074
Services	4,275	5,693	7,185	7,329	7,475	7,625	7,777	7,933	8,091	8,253	8,418	8,587
Other	33	247	51	51	51	51	51	51	51	51	51	51
Capital Equipment	1,275	2,437	2,804	2,060	2,101	2,143	2,186	2,230	2,274	2,320	2,366	2,414
Department of Public Utilities Allocation	688	789	1,141	1,163	1,187	1,210	1,235	1,259	1,285	1,310	1,336	1,363
<b>Total Operations &amp; Maintenance</b>	<b>78,244</b>	<b>79,308</b>	<b>82,703</b>	<b>83,135</b>	<b>84,208</b>	<b>85,315</b>	<b>86,446</b>	<b>87,808</b>	<b>89,596</b>	<b>90,535</b>	<b>91,994</b>	<b>93,441</b>
<b>Debt Service</b>												
Distribution G.O. Debt	2,421	2,173	2,062	808	786	623	251	242	233	223	219	215
Street Lighting G.O. debt	1,261	1,003	961	682	406	188	75	73	70	72	69	66
Street Light Assessments	376	310	290	167	146	9	8	-	-	-	-	-
<b>Total Debt Service</b>	<b>4,058</b>	<b>3,486</b>	<b>3,314</b>	<b>1,657</b>	<b>1,338</b>	<b>820</b>	<b>335</b>	<b>314</b>	<b>302</b>	<b>295</b>	<b>288</b>	<b>281</b>
<b>Total Expense</b>	<b>82,301</b>	<b>82,794</b>	<b>86,017</b>	<b>84,791</b>	<b>85,546</b>	<b>86,135</b>	<b>86,780</b>	<b>88,122</b>	<b>89,898</b>	<b>90,831</b>	<b>92,282</b>	<b>93,722</b>
<b>Ending Fund Balance</b>	<b>15,700</b>	<b>18,850</b>	<b>18,040</b>	<b>18,548</b>	<b>16,265</b>	<b>11,459</b>	<b>4,719</b>	<b>-563</b>	<b>-4,675</b>	<b>-8,629</b>	<b>-10,790</b>	<b>-11,989</b>
<b>Projected Revenue Increase</b>												
PCRA (%)	19.99%	15.61%	13.99%	14.14%	11.26%	8.66%	6.08%	9.74%	13.59%	14.90%	19.14%	22.22%

## Water Operating Fund

### 2015 Cash Balance Statement

The projected beginning year 2015 cash balance is nearly \$82 million, which includes \$38.9 million in a reserve fund.

<b>2015 Water Operating Fund</b>	
Balance Summary	
Unencumbered Cash Balance (January 1, 2015)	\$ 81,966,106
Plus Estimated 2015 Receipts	189,922,320
Plus Estimated Encumbrance Cancellations	5,902,887
Total Estimated Available Resources	<u>\$ 277,791,313</u>
Less 2015 Recommended Operating Budget (Water)	(197,205,768)
Less 2015 Recommended Operating Budget (Administration)	(7,235,565)
Projected Available Balance (December 31, 2015)	<u><u>\$ 73,349,980</u></u>

### 2015 Revenue Summary

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

One of the city's goals in the rate setting process is to avoid steep increases and at the same time fully meet the needs of the system. To achieve this goal, a pro forma operating statement was developed. The pro forma is routinely updated to reflect changing appropriations, expenditures and revenues.

## 2015 Revenue Summary

2015 Water Operating Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2012 Actual	2013 Actual	2014 Estimated	2015 Proposed
Water Sales	\$ 161,821,636	\$ 158,672,628	\$ 161,173,654	\$ 170,342,500
Water Penalty Fee	2,044,188	2,063,031	2,224,856	2,051,310
System Capacity Charges	3,867,888	4,763,123	5,309,371	4,848,000
Sewer Billings	6,730,001	6,355,055	6,313,167	6,655,860
Meter Service Fee	503,401	582,490	970,792	559,540
Investment Income	1,064,763	1,241,051	1,365,292	1,304,920
Other Revenue*	8,468,891	10,026,630	10,954,430	10,063,077
Unencumbered Cash Balance	53,589,873	71,225,117	82,967,405	81,966,106
<b>Total Resources</b>	<b>\$ 238,090,641</b>	<b>\$ 254,929,125</b>	<b>\$ 271,278,967</b>	<b>\$ 277,791,313</b>
Percent Change		7.07%	6.41%	2.40%

\*Includes debt refinancing premiums in 2012, 2013, & 2014 and encumbrance cancellations in 2014 & 2015.

## Notes:

- The Sewer and Water Advisory Board recommended a three percent increase in water rates for 2015. Water sales are projected to generate \$170.3 million in 2015.
- There will be no change to the water system capacity fee in 2015.
- The low income discount is continued in 2015. This discount is applied to the commodity portion of the water bill to provide financial relief to qualifying customers.
- The interest income projection is expected to decrease by four percent. Investment income, as a revenue source to the enterprise funds, is based on the amount of cash available in the treasury upon which interest can be earned.

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## Water Operating Fund

### Pro Forma Operating Statement

A pro forma operating statement from 2013 through 2024 is presented below. The statement is designed to project the utility's revenues and expenditures for that period, given certain assumptions and is essential to the planning and rate setting process. The major assumptions upon which the water pro forma's numbers are based are as follows:

- The sewer and water advisory board recommended a three percent increase in water rates for 2015.
- Growth of the water system is projected to be one-half percent in 2015 and one percent for the balance of the pro forma projection period.
- System capacity charges are assumed to grow by one percent annually.
- Interest rates on investments of revenues and reserves are projected to grow by one percent annually.
- Projections for personnel costs reflect the rates in effect for the various collective bargaining agreements and/or management salary ordinances represented in the division.
- Included in the operations and maintenance budget for 2015 is \$8.5 million for payment of pro rata.
- Proposed new debt is issued in the form of bonds at an assumed interest rate of four percent.
- The Division of Water's pro forma statement assumes that all debt will be issued late in any given year, such that the interest expense is not due until the following year and the principal payment is due the year after that.
- The Division of Water's capital improvements budget (CIB) has been discounted by 20 percent. This reduction recognizes the probability that debt issued in any given year will not reach the levels outlined in the division's capital improvements budget due to unavoidable lags in the project planning and implementation process.
- A portion of the costs associated with the Public Utilities Director's Office are borne by the water enterprise operating fund. In 2015, \$7.2 million is allocated in this fund for this purpose.



**WATER ENTERPRISE FUND**

Pro Forma Operating Statement

For Years 2013 - 2024 (000's omitted)

	Actual 2013	Estimated 2014	Proposed 2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
<b>Beginning Cash Balance</b>	<b>71,225</b>	<b>82,967</b>	<b>81,966</b>	<b>73,350</b>	<b>62,460</b>	<b>57,894</b>	<b>57,233</b>	<b>61,448</b>	<b>72,475</b>	<b>86,541</b>	<b>102,022</b>	<b>118,476</b>
<b>Utility Revenues</b>												
Water Sales	158,673	161,174	166,188	172,885	181,599	190,751	200,365	208,440	216,840	223,388	227,879	232,459
Water Sales Increase	-	-	4,155	5,763	6,053	6,358	5,009	5,211	3,614	1,862	1,899	0
Interest Income	1,241	1,365	1,305	1,318	1,331	1,344	1,358	1,371	1,385	1,399	1,413	1,427
System Capacity Charges	4,763	5,309	4,848	4,896	4,945	4,995	5,045	5,095	5,146	5,198	5,250	5,302
Sewer Billing Charges	6,355	6,313	6,656	6,856	7,061	7,273	7,491	7,716	7,947	8,186	8,431	8,684
Penalties	2,063	2,225	2,051	2,072	2,093	2,113	2,135	2,156	2,178	2,199	2,221	2,243
Meter Service Fees	582	971	560	565	571	576	582	588	594	600	606	612
Other	8,144	4,983	4,160	4,202	4,244	4,286	4,329	4,372	4,416	4,460	4,505	4,550
Debt Refinancing	1,883	467	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>183,704</b>	<b>182,807</b>	<b>189,922</b>	<b>198,557</b>	<b>207,897</b>	<b>217,698</b>	<b>226,314</b>	<b>234,950</b>	<b>242,120</b>	<b>247,292</b>	<b>252,204</b>	<b>255,278</b>
Projected Encumbrance Cancellations		5,504	5,903	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
<b>Total Resources</b>	<b>254,929</b>	<b>271,279</b>	<b>277,791</b>	<b>274,907</b>	<b>273,357</b>	<b>278,592</b>	<b>286,547</b>	<b>299,398</b>	<b>317,595</b>	<b>336,833</b>	<b>357,226</b>	<b>376,754</b>
<b>Utility Expense</b>												
<b>Operations &amp; Maintenance</b>												
Personnel Services	36,688	36,514	40,351	41,561	42,808	44,093	45,415	46,778	48,181	49,627	51,115	52,649
27th Pay Period	-	-	-	-	-	-	-	1,799	-	-	-	-
Health Insurance	8,157	8,552	9,393	9,863	10,356	10,874	11,417	11,988	12,588	13,217	13,878	14,572
Supplies & Materials	19,598	22,291	22,649	23,102	23,564	24,035	24,516	25,006	25,506	26,016	26,537	27,067
Pro Rata	8,015	8,461	8,515	8,935	9,355	9,796	10,184	10,573	10,895	11,128	11,349	11,488
Contractual Services	22,768	26,565	27,410	27,958	28,517	29,088	29,669	30,263	30,868	31,485	32,115	32,757
Other	307	378	261	266	271	277	282	288	294	299	305	312
Equipment	973	2,386	2,432	2,481	2,531	2,581	2,633	2,686	2,739	2,794	2,850	2,907
Department of Public Utilities Allocation	4,212	4,942	7,236	7,380	7,528	7,678	7,832	7,989	8,148	8,311	8,478	8,647
<b>Total Operations &amp; Maintenance</b>	<b>100,717</b>	<b>110,090</b>	<b>118,247</b>	<b>121,546</b>	<b>124,930</b>	<b>128,422</b>	<b>131,949</b>	<b>135,570</b>	<b>139,220</b>	<b>142,878</b>	<b>146,627</b>	<b>150,398</b>
<b>Debt Service</b>												
General Obligation	71,245	79,223	79,928	75,356	70,727	66,022	59,544	54,941	51,322	46,928	43,547	40,782
Proposed New Debt	-	-	6,267	15,545	19,805	26,916	33,607	36,413	40,513	45,004	48,576	51,028
<b>Total Debt Service</b>	<b>71,245</b>	<b>79,223</b>	<b>86,195</b>	<b>90,901</b>	<b>90,532</b>	<b>92,938</b>	<b>93,150</b>	<b>91,354</b>	<b>91,835</b>	<b>91,933</b>	<b>92,123</b>	<b>91,810</b>
<b>Total Expense</b>	<b>171,962</b>	<b>189,313</b>	<b>204,441</b>	<b>212,447</b>	<b>215,462</b>	<b>221,359</b>	<b>225,099</b>	<b>226,923</b>	<b>231,054</b>	<b>234,811</b>	<b>238,750</b>	<b>242,208</b>
<b>Ending Fund Balance</b>	<b>82,967</b>	<b>81,966</b>	<b>73,350</b>	<b>62,460</b>	<b>57,894</b>	<b>57,233</b>	<b>61,448</b>	<b>72,475</b>	<b>86,541</b>	<b>102,022</b>	<b>118,476</b>	<b>134,546</b>
<b>Projected Revenue Increase</b>			<b>3.00%</b>	<b>4.00%</b>	<b>4.00%</b>	<b>4.00%</b>	<b>3.00%</b>	<b>3.00%</b>	<b>2.00%</b>	<b>1.00%</b>	<b>1.00%</b>	<b>1.00%</b>

## Storm Sewer Maintenance Fund

### 2015 Cash Balance Statement

Prior to 1993, the storm sewer maintenance special revenue fund was used only to reimburse the sanitary operating fund for stormwater management expenses. No expenditures were made directly out of this fund. This arrangement changed in 1993, when the storm sewer maintenance fund became the operating fund for stormwater management engineering and design, although the sanitary fund is still reimbursed for some storm sewer maintenance expenses. More recently, this fund's designation changed from that of special revenue to enterprise fund. This change allowed the division to set aside monies in a reserve fund against which contracts could be certified in the absence of bond cash.

A 2015 beginning year cash balance of \$20.8 million is projected for this fund. This includes a \$9 million reserve balance.

<b>2015 Storm Sewer Maintenance Fund</b>	
Balance Summary	
Unencumbered Cash Balance (January 1, 2015)	\$ 20,768,637
Plus Estimated 2015 Receipts	39,936,128
Plus Estimated Encumbrance Cancellations	<u>200,000</u>
Total Estimated Available Resources	\$ 60,904,765
Less 2015 Recommended Operating Budget (Storm Sewer)	(38,335,087)
Less 2015 Recommended Operating Budget (Administration)	(2,162,630)
Projected Available Balance (December 31, 2015)	<u><u>\$ 20,407,048</u></u>

### 2015 Revenue Summary

Storm sewer maintenance fees provide the vast majority of revenues to this fund. In August 1995, the Division of Sewerage and Drainage implemented a new fee structure based on the impervious area of a given property, which directly relates to stormwater runoff into the storm drainage system. The stormwater service fee is based upon an equitable and consistent rate system, defined in equivalent residential units (ERU), where one ERU equals 2,000 square feet of impervious area.

In 2011, there was no increase to the stormwater fee as it was determined that sufficient revenues were being generated under the current fee structure. In 2012, the Sewer and Water Advisory Board voted to decrease the fee by two percent. In 2013, the fee structure remained unchanged. In 2014, the stormwater fee was increased by one percent. The Board recommended another one percent increase for 2015.

## 2015 Revenue Summary

2015 Storm Sewer Maintenance Fund				
Revenue by Source and Year				
Historical and Projected				
	2012	2013	2014	2015
Revenue Summary	Actual	Actual	Estimated	Proposed
Storm Maintenance Fees	\$ 36,190,628	\$ 35,974,336	\$ 37,327,119	\$ 38,978,988
Investment Income	147,324	125,908	183,927	116,390
Other Revenue*	1,214,369	722,407	751,456	1,040,750
Unencumbered Cash Balance	17,198,170	18,380,951	19,323,225	20,768,637
<b>Total Resources</b>	<b>\$ 54,750,491</b>	<b>\$ 55,203,602</b>	<b>\$ 57,585,727</b>	<b>\$ 60,904,765</b>
Percent Change		0.83%	4.32%	5.76%

\*Includes debt refinancing premiums in 2012, 2013, & 2014 and encumbrance cancellations in 2014 & 2015.

## Storm Sewer Maintenance Fund

### Pro Forma Operating Statement

- The storm sewer maintenance pro forma operating statement assumes a one percent increase to the storm sewer maintenance fee in 2015.
- Proposed new debt is issued in the form of bonds at an assumed interest rate of four percent.
- The division's capital improvements plan has been discounted by 15 percent throughout the pro forma period. This reduction recognizes the probability that debt issued in any given year will not reach the levels outlined in the division's capital improvements budget due to unavoidable lags in the project planning and implementation process.
- In 2005, costs associated with the street cleaning function were added to the storm sewer budget, having been transferred from the Department of Public Service. In 2008, snow removal costs were also transferred. In 2015, the cost of these services will total \$7.49 million.
- A portion of the costs associated with the Public Utilities Director's Office are borne by the storm sewer enterprise operating fund. In 2015, \$2.2 million is allocated in this fund for this purpose.

**STORM SEWER ENTERPRISE FUND**  
**Pro Forma Operating Statement**  
**For Years 2013 - 2024 (000's omitted)**

	Actual 2013	Estimated 2014	Proposed 2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
<b>Beginning Cash Balance</b>	<b>18,381</b>	<b>19,323</b>	<b>20,769</b>	<b>20,407</b>	<b>18,134</b>	<b>15,654</b>	<b>13,692</b>	<b>12,418</b>	<b>12,206</b>	<b>13,199</b>	<b>14,802</b>	<b>16,939</b>
<b>Utility Revenues</b>												
Storm Maintenance Service Charges	35,974	37,327	38,657	38,332	38,715	39,530	40,703	41,547	42,403	43,272	44,155	45,050
Rate Increase (Decrease)	-	-	322	329	323	659	339	346	353	361	368	375
Investment Earnings	126	184	116	120	123	127	131	135	139	143	147	152
Storm Sewer Maintenance Penalties	430	454	455	459	464	468	473	478	482	487	492	497
Other Revenues	-	86	386	398	410	422	435	448	461	475	489	504
Debt Refinancing	292	12	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>36,823</b>	<b>38,063</b>	<b>39,936</b>	<b>39,638</b>	<b>40,035</b>	<b>41,207</b>	<b>42,081</b>	<b>42,954</b>	<b>43,839</b>	<b>44,738</b>	<b>45,652</b>	<b>46,579</b>
Projected Encumbrance Cancellations	-	200	200	200	200	200	200	200	200	200	200	200
<b>Total Resources</b>	<b>55,204</b>	<b>57,586</b>	<b>60,905</b>	<b>60,245</b>	<b>58,369</b>	<b>57,061</b>	<b>55,973</b>	<b>55,572</b>	<b>56,245</b>	<b>58,138</b>	<b>60,653</b>	<b>63,717</b>
<b>Utility Expense</b>												
<b>Operations &amp; Maintenance</b>												
Personnel Services	1,061	1,122	1,419	1,462	1,505	1,551	1,597	1,645	1,694	1,745	1,798	1,851
27th Pay Period	-	-	-	-	-	-	-	63	-	-	-	-
Health Insurance	231	245	313	328	345	362	380	399	419	440	462	485
Supplies & Materials	19	15	26	26	27	27	28	28	29	29	30	30
Contractual Services & Internal Billing	17,443	17,934	20,358	20,765	21,181	21,604	22,036	22,477	22,926	23,385	23,853	24,330
Pro Rata	1,638	1,698	1,783	1,784	1,802	1,854	1,894	1,933	1,973	2,013	2,054	2,096
Equipment	44	100	50	51	52	53	54	55	56	57	59	60
Other	53	20	28	28	29	30	30	31	31	32	33	33
Department of Public Utilities Allocation	1,271	1,489	2,163	2,206	2,250	2,295	2,341	2,388	2,435	2,484	2,534	2,585
<b>Total Operations &amp; Maintenance</b>	<b>21,761</b>	<b>22,625</b>	<b>26,138</b>	<b>26,650</b>	<b>27,190</b>	<b>27,775</b>	<b>28,360</b>	<b>29,019</b>	<b>29,564</b>	<b>30,186</b>	<b>30,821</b>	<b>31,470</b>
<b>Debt Service</b>												
General Obligation	14,119	14,192	13,624	13,452	12,905	12,523	11,739	10,607	9,420	8,799	8,262	7,767
Proposed New Debt	-	-	735	2,009	2,621	3,071	3,456	3,740	4,062	4,351	4,631	4,903
<b>Total Debt Service</b>	<b>14,119</b>	<b>14,192</b>	<b>14,360</b>	<b>15,461</b>	<b>15,525</b>	<b>15,594</b>	<b>15,195</b>	<b>14,347</b>	<b>13,482</b>	<b>13,150</b>	<b>12,893</b>	<b>12,671</b>
<b>Total Expense</b>	<b>35,880</b>	<b>36,817</b>	<b>40,498</b>	<b>42,111</b>	<b>42,715</b>	<b>43,369</b>	<b>43,555</b>	<b>43,366</b>	<b>43,046</b>	<b>43,336</b>	<b>43,715</b>	<b>44,141</b>
<b>Ending Fund Balance</b>	<b>19,323</b>	<b>20,769</b>	<b>20,407</b>	<b>18,134</b>	<b>15,654</b>	<b>13,692</b>	<b>12,418</b>	<b>12,206</b>	<b>13,199</b>	<b>14,802</b>	<b>16,939</b>	<b>19,577</b>
<b>Projected Revenue Increase</b>	<b>0.00%</b>	<b>1.00%</b>	<b>1.00%</b>	<b>0.00%</b>	<b>1.00%</b>	<b>2.00%</b>	<b>1.00%</b>	<b>1.00%</b>	<b>1.00%</b>	<b>1.00%</b>	<b>1.00%</b>	<b>1.00%</b>

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## CAPITAL SUMMARY

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

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

Voted debt typically carries a lower interest expense than non-voted debt. Moreover, because it is good policy to solicit voter input and participation in the capital prioritization process, the city typically requests voter approval of bond packages. On November 5, 2013, voters approved four separate bond issues totaling \$842 million, generally intended to accommodate planned capital improvements mainly through 2018 for non-enterprise and enterprise agencies. The package provides voted authority for Safety & Health, Recreation and Parks, Public Service and Public Utilities.

The proposed Capital Improvement Plan (CIP) provides approximately \$2.4 billion in funding for various capital improvements for the 2015-2020 period. Of this amount, \$639.2 million is to be supported by the special income tax fund (SIT). The SIT fund is used primarily to support non-enterprise debt. Respective system revenues service the debt issued for information services, fleet, water, electricity, sanitary sewer, and storm sewer improvements.

The proposed CIP incorporates several key assumptions. The Police and Firemen's Disability and Pension Fund Employer's Accrued Liability Refunding Bond will continue to be funded by

the SIT fund. The CIP also includes ongoing funding for mechanized refuse collection equipment, fire apparatus, recreational projects, and various street and highway projects.

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

An updated analysis of the SIT fund and a listing of all projects funded in the CIP and respective funding sources follow. This document includes funding through 2020 for all city divisions with scheduled projects.



### Special Income Tax Analysis

The city deposits one-fourth of the City of Columbus' two and one-half percent income tax to the special income tax (SIT) fund to service debt, primarily for non-enterprise agencies. In 2015, SIT income tax deposits are currently projected at nearly \$196.3 million. This amount will be revised when the final 2014 income tax proceeds are collected and deposited into the SIT fund. Non-enterprise agencies primarily represent operations funded by the general fund or the street construction, maintenance and repair fund that do not have separate revenue sources. Non-enterprise projects include construction and improvements of expressways, parks, fire stations and equipment, police facilities, and streets and traffic control. In addition, the SIT fund services debt on the Capitol South redevelopment projects.

The SIT analysis also includes some debt service associated with storm sewers, primarily those projects authorized in the 1991 voted bond package, which totaled \$25 million. All

other debt service for storm sewers is paid from the storm maintenance fund. Tipping fees for solid waste disposal are budgeted at \$17.3 million in 2015. It is preferable that this expense be borne by the general fund. However, at present, due to fiscal constraints, it is not included in the ten-year general fund pro forma operating statement.

Capital projects for non-enterprise agencies are financed either through voted bond packages or through councilmanic (unvoted) debt. Voter approval provides the city with the ability to levy an ad valorem property tax to service the debt. While the city solicits voter approval from time to time, it has never exercised its taxing authority for this purpose and does not intend to do so; however, its ability to do so gives investors assurance that their investments in the city are secure.

Income tax growth is the most important determinant of the city's capacity to issue additional debt. Table One shows the projected debt service requirements from the SIT fund for 2014 to 2023. Various assumptions and explanations are highlighted at the bottom of the table.

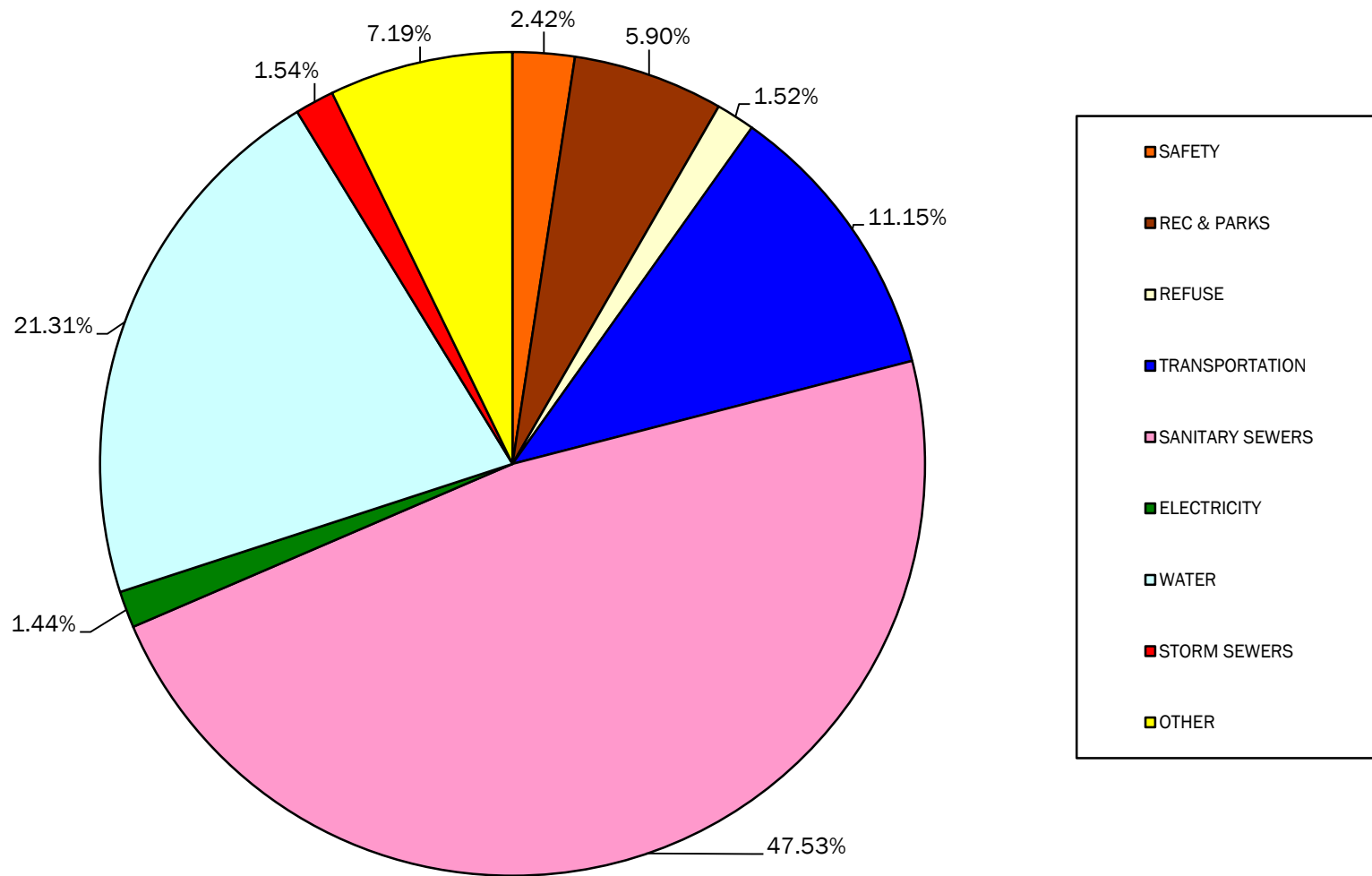
Table Two and Figures One and Two provide a summary of the CIP by division and funding source. Figure Two highlights the amount of councilmanic and non-enterprise voted 2013 projects in the CIP; the associated debt service will be supported by the SIT fund.

### **Coverage Factor**

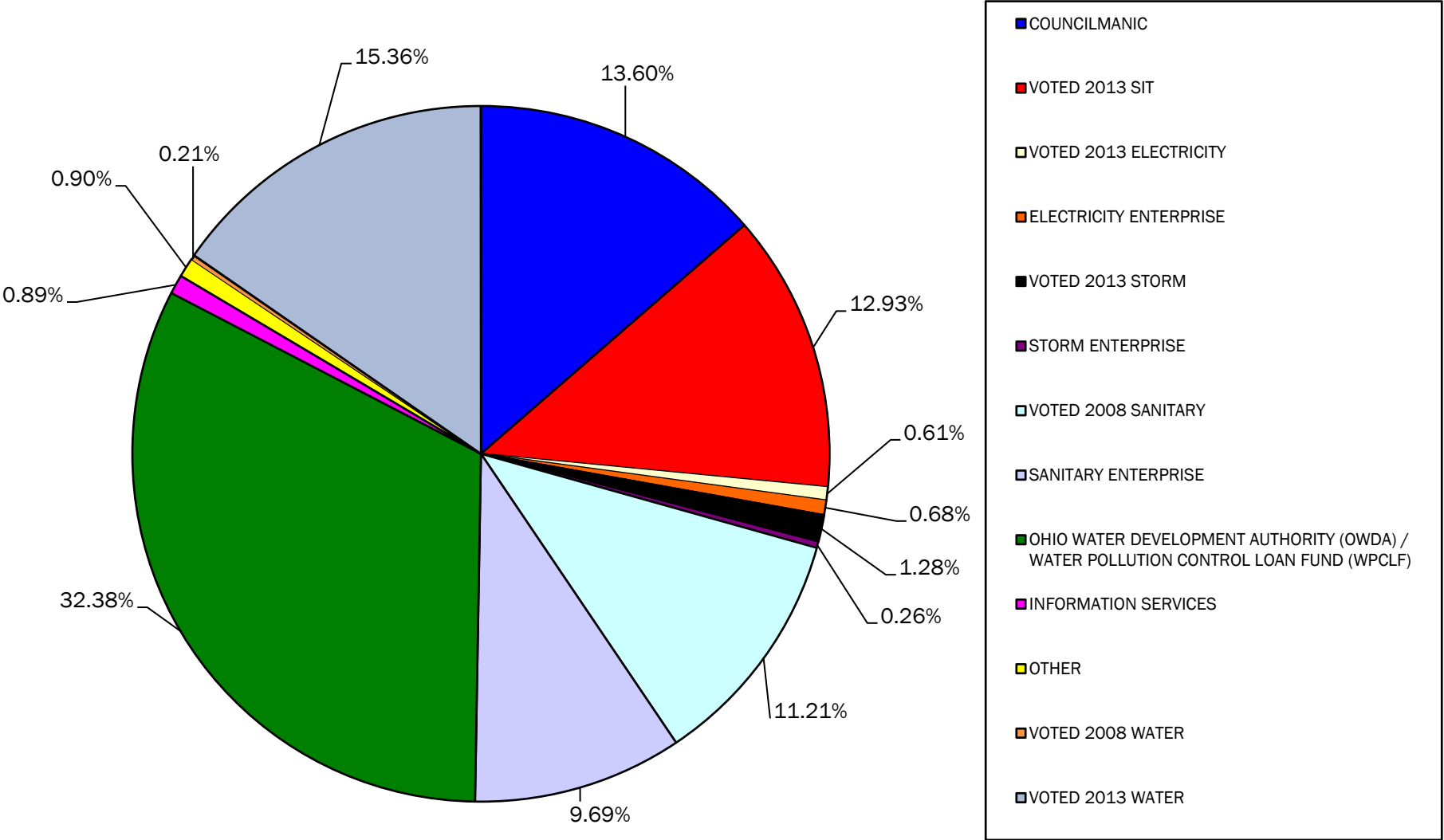
The SIT fund's available capacity for new debt and its ability to service existing debt are expressed as its coverage factor. Coverage, depicted in the "coverage columns" on Table One, is a ratio of revenue to expenditures and provides a minimum level at which a fund balance should be maintained for contingency purposes. Coverage levels are goals, not absolute minimum levels of acceptance. "Current year coverage" shows the degree to which current revenues will meet current expenditures. "Total coverage" is similar, but also includes the prior year-end fund balance as revenue. At present, the targeted level is to maintain 50 percent surplus capacity (a 1.5 total coverage factor).



**FIGURE ONE**  
**2015 - 2020 CAPITAL IMPROVEMENTS PLAN**  
**PERCENT BY DIVISION - \$2.40 BILLION**



**FIGURE TWO**  
**2015 - 2020 CAPITAL IMPROVEMENTS PLAN**  
**PERCENT BY FUNDING SOURCE - \$2.40 BILLION**



# Capital Summary

YEAR	EXISTING DEBT SERVICE										EXPENDITURES										TOTAL EXPENDITURES	
	EXISTING DEBT SERVICE VOTED			EXISTING DEBT SERVICE UNVOTED			NEW DEBT TO BE ISSUED VOTED		NEW DEBT TO BE ISSUED UNVOTED		MAIN ST. BRIDGE SIB LOAN	RIVERSOUTH DEBT SERV.	REC & PARKS GILLIE SENIOR CENTER LEASE	POLICE HELICOPTER	OTHER EXPENSES	TIPPING FEES	EXPENSES SHIFTED TO THE SIT	MICROSOFT LICENSES & OTHER	STATE CUTS "POT"	VEHICLES	MORSE ROAD TIF	TOTAL
	STORM DEBT 1991& BEFORE	NON-ENTERPRISE	N'TIONWIDE DEBT SERV.	NON-ENTERPRISE	ST ISSUE II LOANS	N'TIONWIDE DEBT SERV.	POLICE FIRE PEN.	NON-ENTERPRISE	NON-ENTERPRISE													
2014	\$ 828	\$ 110,524	\$ 47	\$ 53,069	\$ 1,917	\$ 2,277	\$ 1,912	\$ -	\$ -	\$ 1,600	\$ 7,311	\$ 162	\$ 2,768	\$ 784	\$ 16,827	\$ 2,858	\$ 2,275	\$ 3,964	\$ 2,710	\$ 350	\$ -	\$ 211,979
2015	788	122,046	45	61,553	1,918	2,369	1,911	2,182	2,256	1,600	7,041	176	-	818	17,300	3,905	1,770	10,036	-	-	-	237,712
2016	510	123,936	-	58,863	1,418	1,606	1,906	6,832	4,975	1,600	7,041	176	2,546	849	17,302	984	-	-	-	-	-	229,543
2017	302	113,285	-	58,190	1,418	418	1,908	17,526	12,000	1,600	7,045	176	-	883	17,303	984	-	-	-	-	-	231,018
2018	15	99,747	-	51,881	1,381	-	1,908	26,983	14,375	1,600	7,048	176	2,807	918	17,305	992	-	-	-	-	-	227,136
2019	-	93,720	-	44,989	1,267	-	-	33,588	19,316	-	7,039	176	-	955	17,306	992	-	-	-	-	-	219,348
2020	-	88,032	-	41,196	1,259	-	-	38,793	27,322	-	7,037	190	3,094	993	17,308	992	-	-	-	-	-	224,216
2021	-	79,487	-	38,962	1,238	-	-	35,645	36,409	-	7,040	190	-	1,033	17,310	992	-	-	-	-	-	218,305
2022	-	75,085	-	36,066	1,223	-	-	34,454	42,088	-	7,033	190	3,411	1,074	17,311	992	-	-	-	-	-	216,926
2023	-	61,197	-	30,824	1,223	-	-	33,263	40,707	-	7,040	190	-	1,117	17,313	992	-	-	-	-	-	183,985
	\$ 2,443	\$ 964,038	\$ 92	\$ 473,693	\$ 14,262	\$ 6,689	\$ 9,545	\$ 227,266	\$ 199,449	\$ 8,000	\$ 70,675	\$ 1,802	\$ 14,824	\$ 9,420	\$ 172,585	\$ 14,481	\$ 4,045	\$ 14,000	\$ 2,710	\$ 350	\$ -	\$ 2,210,148

YEAR	REVENUES															ANNUAL VARIANCE			CASH BALANCE			CURRENT YEAR COVERAGE			TOTAL YEAR COVERAGE		
	INCOME TAX	TUTTLE TIF	REC & PARKS FEES	POLICE HELICOPTER REIMBURSE	MUNI CT RECEIPTS	INFORM SERVICES	FLEET MGT. SUPPORTED	TIF PAYMENTS & N'TIONWIDE REIMBURSE	COAAA RECEIPTS	HAYDEN RUN TIF RECEIPTS	(Issue 13-04) POLARIS TIF RECEIPTS	(Issue 09-07) POLARIS TIF RECEIPTS	(Issue 10-41) EASTON & POLARIS TIF RECEIPTS	(Issue 22-26) & 22-27 CASINO DEBT SVC. REIMBURS.	NATIONWIDE SPECIAL ASSESSMENT REIMBURS.	MORSE ROAD TIF	TOTAL REVENUES	ANNUAL VARIANCE EXP V. REV	CASH BALANCE	YEAR	CURRENT COVERAGE	TOTAL COVERAGE					
																							REVENUES	EXP V. REV	BALANCE	YEAR	COVERAGE
2014	\$ 191,482	\$ 700	\$ 312	\$ 700	\$ 296	\$ 5,130	\$ 2,903	\$ 1,426	\$ 241	\$ 584	\$ 773	\$ 3,923	\$ 1,313	\$ -	\$ -	\$ -	\$ 209,784	\$ (2,195)	156,620	2014	0.99	1.7379					
2015	196,289	700	320	804	290	5,135	4,048	1,436	264	574	763	3,965	-	-	350	-	214,908	(22,804)	133,621	2015	0.90	1.5621					
2016	201,176	700	321	-	275	4,734	4,706	977	252	550	732	4,027	-	190	-	-	218,641	(10,902)	122,719	2016	0.95	1.5346					
2017	206,205	700	303	887	155	4,950	5,166	256	242	541	711	3,988	-	190	-	-	224,305	(6,712)	116,006	2017	0.87	1.5022					
2018	211,361	700	312	-	41	4,319	5,136	-	233	527	691	4,040	-	190	-	-	227,650	414	116,421	2018	1.00	1.5126					
2019	216,845	700	321	977	-	9,830	5,054	-	223	517	670	4,046	-	190	-	-	233,172	13,624	130,245	2019	1.06	1.5938					
2020	216,845	700	331	-	-	9,815	4,893	-	213	501	654	4,042	-	190	-	-	231,683	7,367	137,612	2020	1.03	1.6137					
2021	223,144	700	341	1,077	-	9,476	4,534	-	204	486	638	4,076	-	190	-	-	238,866	20,561	158,172	2021	1.09	1.7245					
2022	229,838	700	351	-	-	9,451	4,451	-	204	478	617	4,080	-	190	-	-	243,928	27,002	185,174	2022	1.12	1.8536					
2023	236,733	700	362	1,188	-	9,430	4,305	-	204	480	595	4,074	-	190	-	-	251,036	57,070	242,245	2023	1.29	2.2489					
	\$ 2,129,499	\$ 7,000	\$ 3,274	\$ 5,631	\$ 1,057	\$ 40,640	\$ 44,986	\$ 4,085	\$ 2,076	\$ 5,216	\$ 6,834	\$ 40,272	\$ 1,313	\$ 1,620	\$ 350	\$ -	\$ 2,293,773	\$ 83,624									

NEW DEBT TO BE ISSUED-PROPOSED 2015-2020 CIB/CP				ADDITIONAL CAPACITY SUMMARY			REVENUE ASSUMPTIONS									
YEAR	VOTED '08	UNVOTED	TOTAL	YEAR	AMOUNT	RATIO	(1) INCOME TAX - ESTIMATE FOR 2014 (INCREASE OF 2.5% OVER 2013 ACTUAL RECEIPTS - \$186,811,957.50), 2.5% FOR 2015-2019, 0% FOR 2020 AND 3.0% 2021-2023.									
2014	\$ -	\$ -	\$ -	2014	\$ -	1.7379	(2) REC FEES - REPRESENTS RECREATION, GOLF COURSE FEES PLEDGED FOR DEBT AND MONIES FOR COMPLEXES & DOCKS.									
2015	87,288	90,245	177,513	2015	-	1.5621	(3) POLICE HELICOPTER REIMBURSEMENT - REPRESENTS MONIES FROM SALE OF HELICOPTERS.									
2016	82,270	15,415	97,685	2016	-	1.5346	(4) HAYDEN / POLARIS / EASTON TIF RECEIPTS - TIF RECEIPTS ARE PROJECTED BECAUSE DEBT SERVICE IS INCLUDED IN THE EXPENDITURE SECTION.									
2017	80,295	18,110	98,405	2017	-	1.5022	EXPENDITURE ASSUMPTIONS									
2018	61,962	36,748	98,710	2018	-	1.5126	(1) EXISTING DEBT SERVICE - DEBT PAID FROM 4-430.									
2019	525	100,050	100,575	2019	-	1.5938	(2) NEW DEBT TO BE ISSUED - ASSUMES BONDS WILL BE ISSUED IMMEDIATELY AS EQUAL PRINCIPAL FOR 15 YEARS. IT IS ASSUMED THE INTEREST RATES ARE 4% IN 2014, 5% IN 2015 & 6% THEREAFTER.									
2020	-	99,860	99,860	2020	-	1.6137	(3) MAIN ST. BRIDGE / RIVERSOUTH - MAIN ST. BRIDGE INCLUDES \$1,600,000 THROUGH 2018 FOR A STATE LOAN AS DIRECTED BY THE CITY AUDITOR'S OFFICE. RIVERSOUTH ASSUMES THE CITY WILL MAKE CASH PAYMENTS.									
	\$ 312,320	\$ 360,528	\$ 672,848	2021	-	1.7245	(4) TIPPING FEES - ESTIMATES IN 2014 & THEREAFTER BASED ON ADOPTED & ESTIMATED FEE INCREASES & TONNAGE									
				2022	-	1.8536	(5) STATE ISSUE II LOANS - EXISTING AND PROPOSED ZERO PERCENT INTEREST LOANS FROM THE STATE.									
				2023	-	2.2489	(6) POLICE/FIRE PENSION- DEBT SERVICE ON THE POLICE/FIRE PENSION BONDS.									
					\$ -		BEGINNING SIT UNENCUMBERED CASH BALANCE:									
							FUND 430 \$166,839 CASH BALANCE LESS VP's @ 12/31/13									
							FUND 430 (16,476) AC's & ENCUMBRANCES									
							FUND 430 8,255 ADJUSTMENTS (See Sheet O for the details.)									
							FUND 411 2 UNENC. CASH BALANCE @ 12/31/13									
							\$158,620 BEG. UNENC. CASH BALANCE									
							PREPARED BY: FINANCE & MANAGEMENT DEPARTMENT									

Table Two 2015 - 2020 CAPITAL IMPROVEMENTS PROGRAM								
<b>PUBLIC SAFETY/SAFETY ADMINISTRATION 30- 01</b>								
<b>Project Name</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>Total Budget</b>	<b>Funding Source</b>
Safety Cameras	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000	Councilmanic (To Be Determined)
<b>Subtotal - PUBLIC SAFETY/SAFETY ADMINISTRATION 30- 01</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$3,000,000</b>	
<b>PUBLIC SAFETY/POLICE 30- 03</b>								
<b>Project Name</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>Total Budget</b>	<b>Funding Source</b>
30-03 Police Facility Renovation				1,680,000	1,680,000	1,680,000	5,040,000	Councilmanic SIT Supported
30-03 Police Facility Renovation	1,680,000	1,680,000	1,680,000				5,040,000	Voted 2013 Debt SIT Supported
<b>Subtotal - PUBLIC SAFETY/POLICE 30- 03</b>	<b>\$1,680,000</b>	<b>\$1,680,000</b>	<b>\$1,680,000</b>	<b>\$1,680,000</b>	<b>\$1,680,000</b>	<b>\$1,680,000</b>	<b>\$10,080,000</b>	
<b>PUBLIC SAFETY/FIRE 30- 04</b>								
<b>Project Name</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>Total Budget</b>	<b>Funding Source</b>
30-04 Fire Apparatus Replacement - Medics				2,000,000	2,000,000	2,000,000	6,000,000	Councilmanic SIT Supported
30-04 Fire Apparatus Replacement - Medics	2,000,000	2,000,000	2,000,000				6,000,000	Voted 2013 Debt SIT Supported
30-04 Fire Apparatus Replacement - Platform Ladders			655,000	2,000,000	2,000,000	2,000,000	6,655,000	Councilmanic SIT Supported
30-04 Fire Apparatus Replacement - Platform Ladders	2,000,000	2,000,000	1,345,000				5,345,000	Voted 2013 Debt SIT Supported
30-04 Fire Apparatus Replacement - Engines				2,000,000	2,000,000	2,000,000	6,000,000	Councilmanic SIT Supported
30-04 Fire Apparatus Replacement - Engines	2,000,000	2,000,000	2,000,000				6,000,000	Voted 2013 Debt SIT Supported
30-04 Fire Facility Renovation	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000	Councilmanic (To Be Determined)
30-04 Fire Facility Renovation			1,320,000	1,320,000	1,320,000	1,320,000	5,280,000	Councilmanic SIT Supported
30-04 Fire Facility Renovation	1,320,000	1,320,000					2,640,000	Voted 2013 Debt SIT Supported
<b>Subtotal - PUBLIC SAFETY/FIRE 30- 04</b>	<b>\$7,520,000</b>	<b>\$7,520,000</b>	<b>\$7,520,000</b>	<b>\$7,520,000</b>	<b>\$7,520,000</b>	<b>\$7,520,000</b>	<b>\$45,120,000</b>	
<b>DEVELOPMENT/DEV ADMINISTRATION 44- 01</b>								
<b>Project Name</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>Total Budget</b>	<b>Funding Source</b>
Public Art								Councilmanic (To Be Determined)
Green Columbus Fund	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000	Councilmanic SIT Supported
Economic & Community Development	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000	Councilmanic SIT Supported
44-10 Housing Preservation	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000	Councilmanic SIT Supported
Home again - Land Bank Property Renovations	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000	Councilmanic (To Be Determined)
Home again - Land Bank Property Renovations-Veterans	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000	Councilmanic (To Be Determined)
44-10 Emergency Shelter Repair	350,000	350,000	350,000	350,000	350,000	350,000	2,100,000	Councilmanic SIT Supported
<b>Subtotal - DEVELOPMENT/DEV ADMINISTRATION 44- 01</b>	<b>\$4,800,000</b>	<b>\$4,800,000</b>	<b>\$4,800,000</b>	<b>\$4,800,000</b>	<b>\$4,800,000</b>	<b>\$4,800,000</b>	<b>\$27,800,000</b>	
<b>FINANCE AND MANAGEMENT/CONSTRUCTION MANAGEMENT 45-27</b>								
<b>Project Name</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>Total Budget</b>	<b>Funding Source</b>
Facility Renovations - Staff Reimbursement	600,000	600,000	600,000	600,000	600,000	600,000	3,600,000	Councilmanic SIT Supported
Facility Renovations - Various	2,948,000	3,048,000	3,048,000	3,048,000	3,048,000	3,048,000	18,188,000	Councilmanic SIT Supported
Facilities Management Division - Capital Blanket	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000	Councilmanic SIT Supported
Asbestos Assessment	100,000						100,000	Councilmanic SIT Supported
Staff Augmentation	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000	Councilmanic SIT Supported

Capital Summary

FINANCE AND MANAGEMENT/CONSTRUCTION MANAGEMENT 45-27								
Project Name	2015	2016	2017	2018	2019	2020	Total Budget	Funding Source
City Hall Renovations - Various	2,642,000	2,642,000	2,642,000	2,642,000	2,642,000	2,642,000	15,852,000	Councilmanic SIT Supported
City Hall Renovations - Plumbing	9,600,000						9,600,000	Councilmanic SIT Supported
Municipal Court - Phased Renovations	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000	Councilmanic SIT Supported
111 North Front Street - New Building Construction	57,235,000						57,235,000	Councilmanic SIT Supported
<b>Subtotal - FINANCE AND MANAGEMENT/CONSTRUCTION MANAGEMENT 45-27</b>	<b>\$75,525,000</b>	<b>\$8,690,000</b>	<b>\$8,690,000</b>	<b>\$8,690,000</b>	<b>\$8,690,000</b>	<b>\$8,690,000</b>	<b>\$118,975,000</b>	
FINANCE AND MANAGEMENT/FLEET MANAGEMENT 45-05								
Project Name	2015	2016	2017	2018	2019	2020	Total Budget	Funding Source
Fleet Automated Fuel Location Upgrades	100,000	100,000	100,000	100,000	100,000	100,000	600,000	Fleet Management (Unvoted)
Fleet Equipment Replacement	100,000	100,000	100,000	100,000	100,000	100,000	600,000	Fleet Management (Unvoted)
Fuel Tank Management	600,000	600,000	600,000	600,000	600,000	600,000	3,600,000	Fleet Management (Unvoted)
<b>Subtotal - FINANCE AND MANAGEMENT/FLEET MANAGEMENT 45-05</b>	<b>\$800,000</b>	<b>\$800,000</b>	<b>\$800,000</b>	<b>\$800,000</b>	<b>\$800,000</b>	<b>\$800,000</b>	<b>\$4,800,000</b>	
TECHNOLOGY/DOT ADMINISTRATION 47-01								
Project Name	2015	2016	2017	2018	2019	2020	Total Budget	Funding Source
47-02 Data Center Facility Upgrades	230,000	150,000	150,000				530,000	Information Services
City Hall Data Center Facility Upgrades					75,000		75,000	Information Services
47-02 Disaster Recovery Project	100,000				1,200,000	250,000	1,550,000	Information Services
47-02 Connectivity Project Fiber/Wireless	750,000	750,000	750,000	750,000	1,250,000	1,250,000	5,500,000	Information Services
47-02 CTSS Fiber Purchase B,C,D			500,000		650,000	800,000	1,950,000	Information Services
Routing Equipment Upgrade	25,000	50,000	140,000	90,000	300,000	300,000	905,000	Information Services
Uninterruptable Power Supply (UPS)	90,000	90,000		50,000	50,000	50,000	330,000	Information Services
Wireless LAN					100,000	50,000	150,000	Information Services
47-02 Enterprise System Upgrades	425,000	400,000	375,000	1,700,000	500,000	200,000	3,600,000	Information Services
Enterprise System Upgrades - Security Program	250,000	190,000	190,000		50,000	250,000	930,000	Information Services
Asset Management	250,000						250,000	Information Services
Enterprise Business Intelligence	250,000	250,000	100,000	100,000	100,000	100,000	900,000	Information Services
Enterprise System Upgrades - GIS	50,000	50,000	50,000	50,000	250,000	200,000	650,000	Information Services
Enterprise System Upgrades - Applications	150,000	150,000	150,000	150,000	150,000	150,000	900,000	Information Services
E-Gov Initiatives					100,000	450,000	550,000	Information Services
E-Gov Initiatives - Mobile Application					150,000	250,000	400,000	Information Services
47-02 Operations Equipment Upgrade - Mail Inserter					90,000		90,000	Information Services
IVR Telephony Enhancements-Upgrades	80,000	100,000	40,000	40,000		100,000	360,000	Information Services
Media Services - Studio Equipment					150,000		150,000	Information Services
Media Services - Field Camera System	25,000				50,000	25,000	100,000	Information Services
Media Services - NLE Editor Purchases	25,000	25,000				25,000	75,000	Information Services
Unified Communications	120,000	120,000	800,000	150,000		150,000	1,140,000	Information Services
Health Vital Stats Project				270,000			270,000	Information Services
<b>Subtotal - TECHNOLOGY/DOT ADMINISTRATION 47-01</b>	<b>\$2,820,000</b>	<b>\$2,325,000</b>	<b>\$3,045,000</b>	<b>\$3,350,000</b>	<b>\$5,215,000</b>	<b>\$4,600,000</b>	<b>\$21,355,000</b>	

RECREATION AND PARKS/RECREATION AND PARKS 51- 01		2015	2016	2017	2018	2019	2020	Total Budget	Funding Source
Project Name									
51 Urban Infra.- Rec & Parks						753,200	753,200	1,506,400	Councilmanic SIT Supported
51 Urban Infra.- Rec & Parks		753,200	753,200	753,200	753,200			3,012,800	Voted 2013 Debt SIT Supported
51-01 Swimming Facilities						2,318,000	2,318,000	4,636,000	Councilmanic SIT Supported
51-01 Swimming Facilities		2,318,000	2,318,000	2,318,000	2,318,000			9,272,000	Voted 2013 Debt SIT Supported
Swimming facilities- new Spraygrounds		875,000						875,000	Voted 2013 Debt SIT Supported
51-01 Park & Playground Development					390,000	850,000	850,000	2,090,000	Councilmanic SIT Supported
51-01 Park & Playground Development		850,000	850,000	850,000	460,000			3,010,000	Voted 2013 Debt SIT Supported
Park and Playgrounds - Misc.						206,000	206,000	412,000	Councilmanic SIT Supported
Park and Playgrounds - Misc.		206,000	206,000	206,000	206,000			824,000	Voted 2013 Debt SIT Supported
Hard Surface Improvements: yearly improvements						800,000	800,000	1,600,000	Councilmanic SIT Supported
Hard Surface Improvements: yearly improvements		800,000	800,000	800,000	800,000			3,200,000	Voted 2013 Debt SIT Supported
51-01 Facility Renovations						6,725,000	6,725,000	13,450,000	Councilmanic SIT Supported
51-01 Facility Renovations		6,850,000	6,725,000	6,725,000	6,725,000			26,025,000	Voted 2013 Debt SIT Supported
Facility Imps - Contingencies					200,000	200,000	200,000	600,000	Councilmanic SIT Supported
Facility Imps - Contingencies		200,000	200,000	200,000				600,000	Voted 2013 Debt SIT Supported
HVAC Improvements: various facilities					1,955,000	3,150,000	3,150,000	8,255,000	Councilmanic SIT Supported
HVAC Improvements: various facilities		3,150,000	3,150,000	3,150,000	1,195,000			10,645,000	Voted 2013 Debt SIT Supported
Facility: Roof Improvements Various						800,000	800,000	1,600,000	Councilmanic SIT Supported
Facility: Roof Improvements Various		800,000	800,000	800,000	800,000			3,200,000	Voted 2013 Debt SIT Supported
Street Trees: Green initiative						400,000	400,000	800,000	Councilmanic SIT Supported
Street Trees: Green initiative		400,000	400,000	400,000	400,000			1,600,000	Voted 2013 Debt SIT Supported
Maintenance Equipment-Parks					250,000	250,000	250,000	750,000	Councilmanic SIT Supported
Maintenance Equipment-Parks		250,000	250,000	250,000				750,000	Voted 2013 Debt SIT Supported
51-01 Park Acquisition						774,000	774,000	1,548,000	Councilmanic SIT Supported
51-01 Park Acquisition		774,000	774,000	774,000	774,000			3,096,000	Voted 2013 Debt SIT Supported
Bikeway Trail Safety - General						433,800	433,800	867,600	Councilmanic SIT Supported
Bikeway Trail Safety - General		433,800	433,800	433,800	433,800			1,735,200	Voted 2013 Debt SIT Supported
51-01 Greenways Projects						3,000,000	3,000,000	6,000,000	Councilmanic SIT Supported
51-01 Greenways Projects		3,000,000	3,000,000	3,000,000	3,000,000			12,000,000	Voted 2013 Debt SIT Supported
Watercourse Bike Path Development & Connection Improvements						1,000,000	1,000,000	2,000,000	Councilmanic SIT Supported
Watercourse Bike Path Development & Connection Improvements		1,000,000	1,000,000	1,000,000	1,000,000			4,000,000	Voted 2013 Debt SIT Supported
51-01 Safe Playgrounds						500,000	500,000	1,000,000	Councilmanic SIT Supported
51-01 Safe Playgrounds		500,000	500,000	500,000	500,000			2,000,000	Voted 2013 Debt SIT Supported
Scioto Greenways Improvements		5,000,000						5,000,000	Voted 2013 Debt SIT Supported
<b>Subtotal - RECREATION AND PARKS/RECREATION AND PARKS 51- 01</b>		<b>\$27,160,000</b>	<b>\$22,160,000</b>	<b>\$22,160,000</b>	<b>\$22,160,000</b>	<b>\$22,160,000</b>	<b>\$22,160,000</b>	<b>\$137,960,000</b>	
RECREATION AND PARKS/GOLF DIVISION 51- 03		2015	2016	2017	2018	2019	2020	Total Budget	Funding Source
Project Name									

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RECREATION AND PARKS/GOLF DIVISION 51- 03	2015	2016	2017	2018	2019	2020	Total Budget	Funding Source
Project Name								
Golf: Equipment Replacements				200,000	200,000	200,000	600,000	Councilmanic SIT Supported
Golf: Equipment Replacements	200,000	200,000	200,000				600,000	Voted 2013 Debt SIT Supported
Golf: Drainage Improvements				50,000	50,000	50,000	150,000	Councilmanic SIT Supported
Golf: Drainage Improvements	50,000	50,000	50,000				150,000	Voted 2013 Debt SIT Supported
Golf: Bunker Improvements				100,000	100,000	100,000	300,000	Councilmanic SIT Supported
Golf: Bunker Improvements	100,000	100,000	100,000				300,000	Voted 2013 Debt SIT Supported
Golf: Hard Surface Improvements				70,000	70,000	70,000	210,000	Councilmanic SIT Supported
Golf: Hard Surface Improvements	70,000	70,000	70,000				210,000	Voted 2013 Debt SIT Supported
Golf Improvements- Miscellaneous				50,000	50,000	50,000	150,000	Councilmanic SIT Supported
Golf Improvements- Miscellaneous	50,000	50,000	50,000				150,000	Voted 2013 Debt SIT Supported
Golf Improvements: General Golf Facility Improvements				150,000	150,000	150,000	450,000	Councilmanic SIT Supported
Golf Improvements: General Golf Facility Improvements	150,000	150,000	150,000				450,000	Voted 2013 Debt SIT Supported
<b>Subtotal - RECREATION AND PARKS/GOLF DIVISION 51- 03</b>	<b>\$620,000</b>	<b>\$620,000</b>	<b>\$620,000</b>	<b>\$620,000</b>	<b>\$620,000</b>	<b>\$620,000</b>	<b>\$3,720,000</b>	
PUBLIC SERVICE/12 - TRANSPORTATION 59-10	2015	2016	2017	2018	2019	2020	Total Budget	Funding Source
Project Name								
UIRF - Urban Infrastructure Recovery Fund (59-12)					5,651,813	5,651,813	11,303,626	Councilmanic SIT Supported
UIRF - Urban Infrastructure Recovery Fund (59-12)	5,651,813	5,651,813	5,651,813	5,651,813			22,607,252	Voted 2013 Debt SIT Supported
Street Equipment					756,794	756,794	1,513,588	Councilmanic SIT Supported
Street Equipment	754,689	856,341	756,794	856,794			3,224,618	Voted 2013 Debt SIT Supported
Street Equipment - 800MHz Radio Upgrades/Replacements					100,000	100,000	200,000	Councilmanic SIT Supported
Street Equipment - 800MHz Radio Upgrades/Replacements	100,000		100,000				200,000	Voted 2013 Debt SIT Supported
NCR-TBD					2,500,000	2,500,000	5,000,000	Councilmanic SIT Supported
NCR-TBD	2,500,000	2,500,000	2,500,000	2,500,000			10,000,000	Voted 2013 Debt SIT Supported
ADA Curb Ramps - Citywide Curb Ramps	875,000						875,000	Voted 2013 Debt SIT Supported
ADA Curb Ramps - Repair	750,000	750,000	750,000	750,000	750,000	750,000	4,500,000	Councilmanic (To Be Determined)
ADA Curb Ramps - Repair	885,000						885,000	Voted 2013 Debt SIT Supported
Alley Rehabilitation - Misc.					1,500,000	1,500,000	3,000,000	Councilmanic SIT Supported
Alley Rehabilitation - Misc.	1,500,000	1,500,000	1,500,000	1,500,000			6,000,000	Voted 2013 Debt SIT Supported
Roadway Improvements - SCMRF reimbursements					2,550,000	2,550,000	5,100,000	Councilmanic SIT Supported
Roadway Improvements - SCMRF reimbursements	2,550,000	2,550,000	2,550,000	2,550,000			10,200,000	Voted 2013 Debt SIT Supported
Roadway Improvements - Utility Relocation Reimbursements					100,000	100,000	200,000	Councilmanic SIT Supported
Roadway Improvements - Utility Relocation Reimbursements	100,000	100,000	100,000	100,000			400,000	Voted 2013 Debt SIT Supported
Roadway Improvements - Miscellaneous Construction Inspection					100,000	100,000	200,000	Councilmanic SIT Supported
Roadway Improvements - Miscellaneous Construction Inspection	100,000	100,000	100,000	100,000			400,000	Voted 2013 Debt SIT Supported
Roadway Improvements - Miscellaneous Right of Way Acquisition					100,000	100,000	200,000	Councilmanic SIT Supported
Roadway Improvements - Miscellaneous Right of Way Acquisition	100,000	100,000	100,000	100,000			400,000	Voted 2013 Debt SIT Supported

PUBLIC SERVICE/12 - TRANSPORTATION 59-10		2015	2016	2017	2018	2019	2020	Total Budget	Funding Source
Project Name									
Curb Reconstruction - Qwik Curb Commodity						25,000	25,000	50,000	Councilmanic SIT Supported
Curb Reconstruction - Qwik Curb Commodity	25,000	25,000	25,000	25,000				100,000	Voted 2013 Debt SIT Supported
Resurfacing - Pavement and Asset Management Services			400,000	300,000				700,000	Voted 2013 Debt SIT Supported
Resurfacing - Resurfacing Projects				7,388,348	17,000,000	17,000,000		41,388,348	Councilmanic SIT Supported
Resurfacing - Resurfacing Projects	14,560,000	15,050,600	16,800,000	9,311,652				55,512,252	Voted 2013 Debt SIT Supported
Resurfacing - Urban Paving - SR33 Dublin Rd/Spring Street (PID 86651)		514,000						514,000	Voted 2013 Debt SIT Supported
Resurfacing - Preventive Surface Treatments - Crack Seal						750,000	750,000	1,500,000	Councilmanic SIT Supported
Resurfacing - Preventive Surface Treatments - Crack Seal	750,000	750,000	750,000	750,000				3,000,000	Voted 2013 Debt SIT Supported
Resurfacing - Preventive Surface Treatments - Slurry Seal						750,000	750,000	1,500,000	Councilmanic SIT Supported
Resurfacing - Preventive Surface Treatments - Slurry Seal	750,000	750,000	750,000	750,000				3,000,000	Voted 2013 Debt SIT Supported
Resurfacing - Urban Paving - SR315 (PID 76420)	350,000							350,000	Voted 2013 Debt SIT Supported
Resurfacing - Urban Paving - FRA US 23-10-.510 (PID 86661)	2,400,000							2,400,000	Voted 2013 Debt SIT Supported
Resurfacing -- West Broad Street Urban Paving (PID 86645)		643,000						643,000	Voted 2013 Debt SIT Supported
Resurfacing-Urban Paving - SR315 and 3D (Spring St) (PID 91449)		167,400						167,400	Voted 2013 Debt SIT Supported
Resurfacing -- Urban Paving US 33 - Livingston Ave and Third Street (PID 86652)		625,000						625,000	Voted 2013 Debt SIT Supported
Bridge Rehabilitation						3,071,393	3,071,393	6,142,786	Councilmanic SIT Supported
Bridge Rehabilitation	1,721,846	2,371,846	3,071,393	3,071,393				10,236,478	Voted 2013 Debt SIT Supported
Bridge Rehabilitation - General Engineering Bridges						300,000	300,000	600,000	Councilmanic SIT Supported
Bridge Rehabilitation - General Engineering Bridges		300,000	300,000	300,000				900,000	Voted 2013 Debt SIT Supported
Bridge Rehabilitation - 5th Avenue under Conrail and Norfolk Southern RR	750,000							750,000	Voted 2013 Debt SIT Supported
Bridge Rehabilitation - Fifth Avenue Over Scioto River	900,000							900,000	Voted 2013 Debt SIT Supported
Bridge Rehabilitation - Sinclair Road Over Stream North of Morse Road		200,000						200,000	Voted 2013 Debt SIT Supported
Housing Initiatives - Roadway						800,000	800,000	1,600,000	Councilmanic SIT Supported
Housing Initiatives - Roadway	800,000	800,000	800,000	800,000				3,200,000	Voted 2013 Debt SIT Supported
Bikeway Development						1,650,000	2,000,000	3,650,000	Councilmanic SIT Supported
Bikeway Development	500,000	1,545,000	2,000,000	1,650,000				5,695,000	Voted 2013 Debt SIT Supported
Bikeway Development - Bike Hitches/Racks	50,000							50,000	Voted 2013 Debt SIT Supported
Bikeway Development - Pavement Marking and Signage Contract						350,000		350,000	Councilmanic SIT Supported
Bikeway Development - Pavement Marking and Signage Contract				350,000				350,000	Voted 2013 Debt SIT Supported
Bikeway Development - Bikeway General Engineering Design	500,000							500,000	Voted 2013 Debt SIT Supported
Bikeway Development - Olentangy to Alum Creek East-West Connector Phase 2	290,000							290,000	Voted 2013 Debt SIT Supported
Bikeway Development - Georgesville Shared Use Path North-South Connector		455,000						455,000	Voted 2013 Debt SIT Supported



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PUBLIC SERVICE/12 - TRANSPORTATION 58-10	2015	2016	2017	2018	2019	2020	Total Budget	Funding Source
Project Name								
Bikeway Development - Olentangy River Road Shared Use Path - Kinnear to Lane	250,000						250,000	Voted 2013 Debt SIT Supported
Bikeway Development - Cleveland Avenue Shared Use Path - Community Park Drive to Interstate 270	110,000						110,000	Voted 2013 Debt SIT Supported
School Flashers - 20 MPH - Commodities					50,000	50,000	100,000	Councilmanic SIT Supported
School Flashers - 20 MPH - Commodities	50,000	50,000	50,000	50,000			200,000	Voted 2013 Debt SIT Supported
Traffic Signal Installation - Commodities					950,000	950,000	1,900,000	Councilmanic SIT Supported
Traffic Signal Installation - Commodities	950,000	950,000	950,000	950,000			3,800,000	Voted 2013 Debt SIT Supported
Traffic Signal Installation - Pedestrian Hybrid Beacons - Alum Creek Drive	115,000						115,000	Voted 2013 Debt SIT Supported
Traffic Signal Installation - Pedestrian Hybrid Beacons - Hayden Rd - Morse Rd - Sunbury Rd	125,000						125,000	Voted 2013 Debt SIT Supported
Sign Upgrading/Streetname Signs - Commodities					350,000	350,000	700,000	Councilmanic SIT Supported
Sign Upgrading/Streetname Signs - Commodities	350,000	350,000	350,000	350,000			1,400,000	Voted 2013 Debt SIT Supported
Permanent Pavement Markings					500,000	500,000	1,000,000	Councilmanic SIT Supported
Permanent Pavement Markings	500,000	500,000	500,000	500,000			2,000,000	Voted 2013 Debt SIT Supported
Pedestrian Safety Improvements - Sidewalk Program					2,441,400	4,000,000	6,441,400	Councilmanic SIT Supported
Pedestrian Safety Improvements - Sidewalk Program	918,400		2,513,400	3,154,400			6,586,200	Voted 2013 Debt SIT Supported
Pedestrian Safety Improvements - Weinland Park					125,000		125,000	Councilmanic SIT Supported
Community Mobility Program (WPCMP)								
Pedestrian Safety Improvements - Weinland Park		150,000		125,000			275,000	Voted 2013 Debt SIT Supported
Community Mobility Program (WPCMP)								
Pedestrian Safety Improvements - Hilltop Community Mobility Plan	50,000	250,000	198,000	375,000			873,000	Voted 2013 Debt SIT Supported
Pedestrian Safety Improvements-COTA Sidewalks Phase 2	75,000	350,000					425,000	Voted 2013 Debt SIT Supported
Pedestrian Safety Improvement - Rich St. Sidewalk Safe Routes to School	150,000						150,000	Voted 2013 Debt SIT Supported
Pedestrian Safety Improvements - Parsons Avenue Sidewalks		512,000					512,000	Voted 2013 Debt SIT Supported
Pedestrian Safety Improvements - Moler Avenue Sidewalks	158,000	380,000					538,000	Voted 2013 Debt SIT Supported
Pedestrian Safety Improvements - Waggoner Road Shared Use Path-Broad Street to Chapel Stone Road	50,000	1,550,000					1,600,000	Voted 2013 Debt SIT Supported
Pedestrian Safety Improvements - Fairwood Ave Sidewalks	183,000	350,000					533,000	Voted 2013 Debt SIT Supported
Pedestrian Safety Improvement - Sidewalk Replacement					200,000		200,000	Councilmanic SIT Supported
Pedestrian Safety Improvement - Sidewalk Replacement	113,000			230,200			343,200	Voted 2013 Debt SIT Supported
Pedestrian Safety Improvement - Pedestrian Safety Commodities					33,600		33,600	Councilmanic SIT Supported
Pedestrian Safety Improvement - Pedestrian Safety Commodities	42,600		33,800	33,600			109,800	Voted 2013 Debt SIT Supported
Pedestrian Safety Improvements - COTA Sidewalks Phase 3					1,200,000		1,200,000	Councilmanic SIT Supported
Pedestrian Safety Improvements - COTA Sidewalks Phase 3			405,000	81,800			486,800	Voted 2013 Debt SIT Supported
Pedestrian Safety Improvements - Sinclair Road Sidewalks	110,000	958,000					1,068,000	Voted 2013 Debt SIT Supported
Pedestrian Safety Improvements-Worthington Woods Blvd.-Park Road Sidewalks			850,000				850,000	Voted 2013 Debt SIT Supported

PUBLIC SERVICE/12 - TRANSPORTATION 59-10								
Project Name	2015	2016	2017	2018	2019	2020	Total Budget	Funding Source
Operation Safewalks - Joyce Avenue Phase 3	150,000						150,000	Voted 2013 Debt SIT Supported
<b>Subtotal - PUBLIC SERVICE/12 - TRANSPORTATION 59-10</b>	<b>\$44,653,348</b>	<b>\$44,655,000</b>	<b>\$44,655,000</b>	<b>\$44,655,000</b>	<b>\$44,655,000</b>	<b>\$44,655,000</b>	<b>\$267,928,348</b>	
PUBLIC SERVICE/REFUSE COLLECTION 59-02								
Project Name	2015	2016	2017	2018	2019	2020	Total Budget	Funding Source
Mechanized Collection Equipment - 96-Gallon Containers						300,000	300,000	Councilmanic SIT Supported
Mechanized Collection Equipment - 96-Gallon Containers	300,000	300,000	300,000	300,000	300,000		1,500,000	Voted 2013 Debt SIT Supported
Mechanized Collection Equipment - 300 Gallon Containers					500,000	725,000	1,225,000	Councilmanic SIT Supported
Mechanized Collection Equipment - 300 Gallon Containers	725,000	725,000	725,000	755,000	225,000		3,155,000	Voted 2013 Debt SIT Supported
Mechanized Collection Equipment - Automated Side Loader Trucks					2,500,000	3,000,000	5,500,000	Councilmanic SIT Supported
Mechanized Collection Equipment - Automated Side Loader Trucks	3,000,000	2,500,000	3,000,000	3,000,000			11,500,000	Voted 2013 Debt SIT Supported
Mechanized Collection Equipment - Front-Box Loader Trucks					1,380,000	900,000	2,280,000	Councilmanic SIT Supported
Mechanized Collection Equipment - Front-Box Loader Trucks		1,380,000	900,000				2,280,000	Voted 2013 Debt SIT Supported
Mechanized Collection Equipment - Rear Loading Packer Trucks	950,000			1,000,000			1,950,000	Voted 2013 Debt SIT Supported
Mechanized Collection Equipment - Semi-Automated Trucks					600,000	550,000	1,150,000	Councilmanic SIT Supported
Mechanized Collection Equipment - Semi-Automated Trucks		600,000	550,000				1,150,000	Voted 2013 Debt SIT Supported
Mechanized Collection Equipment - Flatbed Trucks						230,000	230,000	Councilmanic SIT Supported
Mechanized Collection Equipment - Flatbed Trucks			230,000				230,000	Voted 2013 Debt SIT Supported
Mechanized Collection Equipment - Compactor Trucks					450,000	250,000	700,000	Councilmanic SIT Supported
Mechanized Collection Equipment - Compactor Trucks		450,000	250,000				700,000	Voted 2013 Debt SIT Supported
Mechanized Collection Equipment - Knuckle Boom Trucks	980,000			1,000,000			1,980,000	Voted 2013 Debt SIT Supported
Mechanized Collection Equipment - Dumpsters					25,000	25,000	50,000	Councilmanic SIT Supported
Mechanized Collection Equipment - Dumpsters	25,000	25,000	25,000	25,000			100,000	Voted 2013 Debt SIT Supported
Alum Creek Remediation - Facility Improvements					100,000	100,000	200,000	Councilmanic SIT Supported
Alum Creek Remediation - Facility Improvements	100,000	100,000	100,000				300,000	Voted 2013 Debt SIT Supported
<b>Subtotal - PUBLIC SERVICE/REFUSE COLLECTION 59-02</b>	<b>\$6,080,000</b>	<b>\$6,080,000</b>	<b>\$6,080,000</b>	<b>\$6,080,000</b>	<b>\$6,080,000</b>	<b>\$6,080,000</b>	<b>\$36,480,000</b>	
PUBLIC UTILITIES/STORM SEWER 60-15								
Project Name	2015	2016	2017	2018	2019	2020	Total Budget	Funding Source
Whitman Road Stormwater System Improvements	50,000		1,000,000				1,050,000	Voted 2013 Debt - Storm
Livingston Ave Storm Sewer Replacement		375,000					375,000	Voted 2013 Debt - Storm
Storm Sewer Large Diameter Condition Assessment Phase 1					1,500,000		1,500,000	Storm Sewer Enterprise (Unvoted)
60-15 Petzinger Rd Stormwater Imps			1,100,000				1,100,000	Voted 2013 Debt - Storm
60-15 Clintonville Stormwater Quality/Quantity Sampling	1,000,000						1,000,000	Voted 2013 Debt - Storm
Parklane Avenue SSI	50,000						50,000	Voted 2013 Debt - Storm
Eastside Area Neighborhood Stormwater System Improvements	1,500,000						1,500,000	Voted 2013 Debt - Storm

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<b>PUBLIC UTILITIES/STORM SEWER 60-15</b>	2015	2016	2017	2018	2019	2020	Total Budget	Funding Source
<b>Project Name</b>								
General Engineering Svcs - Storm					200,000	200,000	400,000	Storm Sewer Enterprise (Unvoted)
General Engineering Svcs - Storm	200,000	200,000	200,000	200,000			800,000	Voted 2013 Debt - Storm
Oakwood Avenue Stormwater System Improvements		175,000					175,000	Voted 2013 Debt - Storm
Marion Road Area Neighborhood Projects No. 2		680,000					680,000	Voted 2013 Debt - Storm
80-15 Linworth Rd/Meeklyn Dr Storm Sewer	500,000			500,000			1,000,000	Voted 2013 Debt - Storm
Linden Neighborhood Stormwater System Improvements Phase 2	1,000,000						1,000,000	Voted 2013 Debt - Storm
Lehnert Farms/Bolton Field Stormwater System Improvements		2,500,000					2,500,000	Voted 2013 Debt - Storm
Briggs Road Detention Basin Modifications	350,000						350,000	Voted 2013 Debt - Storm
Woodward Avenue Detention Basin Modifications		350,000					350,000	Voted 2013 Debt - Storm
Detention Basin Modifications II	100,000		350,000				450,000	Voted 2013 Debt - Storm
Detention Basin Modifications III				350,000			350,000	Storm Sewer Enterprise (Unvoted)
Detention Basin Modifications III		100,000					100,000	Voted 2013 Debt - Storm
Detention Basin Modifications IV					350,000		350,000	Storm Sewer Enterprise (Unvoted)
Detention Basin Modifications IV			100,000				100,000	Voted 2013 Debt - Storm
Detention Basin Modifications V				100,000		350,000	450,000	Storm Sewer Enterprise (Unvoted)
Detention Basin Modifications VI					100,000		100,000	Storm Sewer Enterprise (Unvoted)
Old Beechwood Area Stormwater System Improvements		150,000	750,000				900,000	Voted 2013 Debt - Storm
Rathbone Avenue Stormwater System Improvements		1,000,000					1,000,000	Voted 2013 Debt - Storm
Storm Sewer Contingencies-Joint Projects with DPS					1,000,000	1,000,000	2,000,000	Storm Sewer Enterprise (Unvoted)
Storm Sewer Contingencies-Joint Projects with DPS	529,049	1,000,000	1,000,000	1,000,000			3,529,049	Voted 2013 Debt - Storm
80-15 Ashburton/Mayfair SSI	2,300,000						2,300,000	Voted 2013 Debt - Storm
80-15 Skyline Dr Stormwater Imps	2,070,000						2,070,000	Voted 2013 Debt - Storm
Woodward, Wildwood, and Woodnell Avenue Storm System Improvements				1,134,049			1,134,049	Storm Sewer Enterprise (Unvoted)
Woodward, Wildwood, and Woodnell Avenue Storm System Improvements				1,365,951			1,365,951	Voted 2013 Debt - Storm
Joyce Avenue Improvements	400,000	3,000,000					3,400,000	Voted 2013 Debt - Storm
Holt Avenue / Somersworth Drive Stormwater System Improvements		1,000,000					1,000,000	Voted 2013 Debt - Storm
Cooper Park Stormwater System Improvements	1,000,000						1,000,000	Voted 2013 Debt - Storm
Stormwater Master Plan	200,000						200,000	Voted 2013 Debt - Storm
Grange Insurance Audubon Center Interactive Stormwater Exhibit	500,000		1,000,000				1,500,000	Voted 2013 Debt - Storm
<b>Subtotal - PUBLIC UTILITIES/STORM SEWER 60-15</b>	<b>\$11,749,049</b>	<b>\$10,530,000</b>	<b>\$5,500,000</b>	<b>\$4,650,000</b>	<b>\$3,150,000</b>	<b>\$1,550,000</b>	<b>\$37,129,049</b>	
<b>PUBLIC UTILITIES/SANITARY SEWERS 60-05</b>	2015	2016	2017	2018	2019	2020	Total Budget	Funding Source
<b>Project Name</b>								
Public Information Outreach				100,000	100,000	100,000	300,000	Sanitary Sewer Enterprise (Unvoted)
Public Information Outreach	430,000	100,000	100,000				630,000	Voted 2008 Debt-Sanitary Sewer
Legal Assistance for Integrated Plan / Sanitary Sewer Overflow / Green Infrastructure	100,000						100,000	Voted 2008 Debt-Sanitary Sewer

PUBLIC UTILITIES/SANITARY SEWERS 60-05 Project Name	2015	2016	2017	2018	2019	2020	Total Budget	Funding Source
Real Time Control - TBD				1,000,000	1,000,000		2,000,000	Sanitary Sewer Enterprise (Unvoted)
Real Time Control - TBD	850,000	850,000	1,000,000				2,700,000	Voted 2008 Debt-Sanitary Sewer
Real Time Control - Alum Creek Storm Tanks	100,000		2,000,000				2,100,000	Voted 2008 Debt-Sanitary Sewer
DOSD Security & Emergency Preparedness				100,000	100,000	100,000	300,000	Sanitary Sewer Enterprise (Unvoted)
DOSD Security & Emergency Preparedness	200,000	100,000	100,000				400,000	Voted 2008 Debt-Sanitary Sewer
Big Walnut Sanitary Trunk Extension, Phase 2	4,000,000		1,000,000				5,000,000	Voted 2008 Debt-Sanitary Sewer
60-05 Blacklick Creek Interceptor				1,000,000			1,000,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Blacklick Creek Interceptor	2,000,000		1,000,000				3,000,000	Voted 2008 Debt-Sanitary Sewer
60-05 Blacklick Creek Interceptor	110,000,000						110,000,000	WPCLF/OWDA
60-05 Blacklick Creek Sanitary Interceptor Sewer CA/CI				2,000,000			2,000,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Blacklick Creek Sanitary Interceptor Sewer CA/CI	6,000,000		2,000,000				8,000,000	Voted 2008 Debt-Sanitary Sewer
60-05 General Engineering Svcs Contract				400,000	400,000	400,000	1,200,000	Sanitary Sewer Enterprise (Unvoted)
60-05 General Engineering Svcs Contract	400,000	400,000	400,000				1,200,000	Voted 2008 Debt-Sanitary Sewer
JPWWTP Primary Clarifiers Electrical Upgrades	200,000	280,000	4,200,000				4,680,000	Voted 2008 Debt-Sanitary Sewer
Roof Replacement for DPU Facilities	1,500,000	1,500,000	1,500,000				4,500,000	Voted 2008 Debt-Sanitary Sewer
Roof Replacment for DPU Facilities #2				1,500,000	1,500,000	1,500,000	4,500,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP Biosolids Land Application Improvements	621,000						621,000	Voted 2008 Debt-Sanitary Sewer
JPWWTP Biosolids Land Application Improvements	12,420,000						12,420,000	WPCLF/OWDA
WWTP Multiple Hearth Incinerator Improvements Project	3,696,000						3,696,000	Voted 2008 Debt-Sanitary Sewer
JPWWTP Digester Cover Rehab				1,813,000	1,813,000	1,813,000	5,439,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP Building Heating System Renovations				3,235,000			3,235,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP Building Heating System Renovations		154,000	216,000				370,000	Voted 2008 Debt-Sanitary Sewer
6005 Facilities & Equip Upgrade for WSST	739,000						739,000	Voted 2008 Debt-Sanitary Sewer
6005 Facilities & Equip Upgrade for WSST	14,789,000						14,789,000	WPCLF/OWDA
JPWWTP, Corrosion Prevention and Protection Coating System	200,000						200,000	Voted 2008 Debt-Sanitary Sewer
JPWWTP, Corrosion Prevention and Protection Coating System	3,000,000						3,000,000	WPCLF/OWDA
JPWWTP, Corrosion Prevention and Protection Coating System3	168,000	200,000					368,000	Voted 2008 Debt-Sanitary Sewer
JPWWTP, Corrosion Prevention and Protection Coating System3		2,400,000					2,400,000	WPCLF/OWDA
DPU General Engineering Consultant Servies (GEC) #2				350,000	350,000	350,000	1,050,000	Sanitary Sewer Enterprise (Unvoted)
DPU General Engineering Consultant Servies (GEC) #2	520,000	350,000	350,000				1,220,000	Voted 2008 Debt-Sanitary Sewer
JPWWTP Small Capital Projects				300,000	300,000	300,000	900,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP Small Capital Projects	300,000	300,000	300,000				900,000	Voted 2008 Debt-Sanitary Sewer
SWWTP Small Capital Projects				300,000	300,000	300,000	900,000	Sanitary Sewer Enterprise (Unvoted)
SWWTP Small Capital Projects	300,000	300,000	300,000				900,000	Voted 2008 Debt-Sanitary Sewer
Compost Facility Small Capital Projects				200,000	200,000	200,000	600,000	Sanitary Sewer Enterprise (Unvoted)
Compost Facility Small Capital Projects	200,000	200,000	200,000				600,000	Voted 2008 Debt-Sanitary Sewer

## Capital Summary

PUBLIC UTILITIES/SANITARY SEWERS 60-05 Project Name	2015	2016	2017	2018	2019	2020	Total Budget	Funding Source
SMOC Small Capital Projects				150,000	150,000	150,000	450,000	Sanitary Sewer Enterprise (Unvoted)
SMOC Small Capital Projects	150,000	150,000	150,000				450,000	Voted 2008 Debt-Sanitary Sewer
Fairwood Building Facilities Small Capital Projects				150,000	150,000	150,000	450,000	Sanitary Sewer Enterprise (Unvoted)
Fairwood Building Facilities Small Capital Projects	150,000	150,000	150,000				450,000	Voted 2008 Debt-Sanitary Sewer
WWTF's Professional Construction Management	8,330,000						8,330,000	Voted 2008 Debt-Sanitary Sewer
WWTF's Professional Construction Management				550,000	2,345,000		2,904,000	Sanitary Sewer Enterprise (Unvoted)
WWTF's Professional Construction Management			8,330,000				8,330,000	Voted 2008 Debt-Sanitary Sewer
DPU Professional Construction Management Services for Small Capital Projects	500,000						500,000	Voted 2008 Debt-Sanitary Sewer
WWTF's Professional Construction Management for Small Capital Projects #2			250,000				250,000	Voted 2008 Debt-Sanitary Sewer
WWTF's Professional Construction Management for Small Capital Projects #3				250,000	250,000		500,000	Sanitary Sewer Enterprise (Unvoted)
WWTF's Professional Construction Management for Small Capital Projects #4						250,000	250,000	Sanitary Sewer Enterprise (Unvoted)
Combined Sewer Overflow (CSO) Reduction Improvements at the WWTFs	130,000						130,000	Voted 2008 Debt-Sanitary Sewer
Combined Sewer Overflow (CSO) Reduction Improvements at the WWTFs	2,607,000						2,607,000	WPCLF/OWDA
WWTFs Instrumentation And Control (I&C) Integration and Programming Team	1,000,000		500,000				1,500,000	Voted 2008 Debt-Sanitary Sewer
WWTFs Instrumentation and Control Control (I&C) Integration and Programming				500,000	500,000	500,000	1,500,000	Sanitary Sewer Enterprise (Unvoted)
SWWTP Biosolids Land Application Facility	1,259,000						1,259,000	Voted 2008 Debt-Sanitary Sewer
SWWTP Biosolids Land Application Facility	25,172,000						25,172,000	WPCLF/OWDA
SWWTP Biosolids Land Application Facility - Phase 2		500,000					500,000	Voted 2008 Debt-Sanitary Sewer
SWWTP Biosolids Land Application Facility - Phase 2		10,000,000					10,000,000	WPCLF/OWDA
WWTF Upgrade - General Program	3,000,000						3,000,000	Voted 2008 Debt-Sanitary Sewer
WWTF Upgrade - General Program #4				2,194,000	2,194,000	2,194,000	6,582,000	Sanitary Sewer Enterprise (Unvoted)
WWTF Upgrade - General Program #4		2,194,000	2,194,000				4,388,000	Voted 2008 Debt-Sanitary Sewer
60-05 SWWTP Chemically Enhanced Primary Treatment: Preliminary Treatment	733,000		524,000				1,257,000	Voted 2008 Debt-Sanitary Sewer
60-05 SWWTP Chemically Enhanced Primary Treatment: Preliminary Treatment			10,471,000				10,471,000	WPCLF/OWDA
60-05 SWWTP Chemically Enhanced Primary Treatment (CEPT): Clarification	2,926,000		2,090,000				5,016,000	Voted 2008 Debt-Sanitary Sewer
60-05 SWWTP Chemically Enhanced Primary Treatment (CEPT): Clarification			41,801,000				41,801,000	WPCLF/OWDA
60-05 SWWTP Chemically Enhanced Primary Treatment (CEPT): Disinfection	1,222,000		873,000				2,095,000	Voted 2008 Debt-Sanitary Sewer
60-05 SWWTP Chemically Enhanced Primary Treatment (CEPT): Disinfection			17,452,000				17,452,000	WPCLF/OWDA
2015 Annual Lining Contract	750,561						750,561	Voted 2008 Debt-Sanitary Sewer
2016 Annual Lining Contract		5,000,000					5,000,000	Voted 2008 Debt-Sanitary Sewer
2017 Annual Lining Contract			5,000,000				5,000,000	Voted 2008 Debt-Sanitary Sewer

PUBLIC UTILITIES/SANITARY SEWERS 60-05	2015	2016	2017	2018	2019	2020	Total Budget	Funding Source
Project Name								
2018 Annual Lining Contract				5,000,000			5,000,000	Sanitary Sewer Enterprise (Unvoted)
2019 Annual Lining Contract					5,000,000		5,000,000	Sanitary Sewer Enterprise (Unvoted)
2020 Annual Lining Contract						5,000,000	5,000,000	Sanitary Sewer Enterprise (Unvoted)
Barthman/Parsons Integrated Solution, Phase 1	3,000,000						3,000,000	Voted 2008 Debt-Sanitary Sewer
Sewer System Capacity Model update 2012	2,500,000	2,500,000	2,500,000				7,500,000	Voted 2008 Debt-Sanitary Sewer
Sewer System Capacity Model update 2018				2,500,000	2,500,000	2,500,000	7,500,000	Sanitary Sewer Enterprise (Unvoted)
BWARI Biofilter		3,000,000					3,000,000	WPCLF/OWDA
Big Walnut/Rickenbacker Sanitary Interceptor				1,750,000			1,750,000	Sanitary Sewer Enterprise (Unvoted)
Big Walnut/Rickenbacker Sanitary Interceptor	2,000,000	4,000,000	3,000,000				9,000,000	Voted 2008 Debt-Sanitary Sewer
Big Walnut/Rickenbacker Sanitary Interceptor		61,500,000					61,500,000	WPCLF/OWDA
Lockbourne Subtrunk Air Quality Improvements	1,125,000						1,125,000	Voted 2008 Debt-Sanitary Sewer
Big Walnut Augmentation / Rickenbacker Interceptor (BWARI) Lockbourne Subtrunk CA/CI	5,000,000		2,000,000				7,000,000	Voted 2008 Debt-Sanitary Sewer
Upper Scioto West Subtrunk, Hayden Run Area, West of Cosgray Rd						3,000,000	3,000,000	WPCLF/OWDA
Upper Scioto West Shaft	1,500,000						1,500,000	WPCLF/OWDA
Franklinton East Sewer Improvements	2,000,000	2,000,000	2,000,000				6,000,000	Voted 2008 Debt-Sanitary Sewer
Woodward Avenue Sanitary Sewers	50,000		495,000				545,000	Voted 2008 Debt-Sanitary Sewer
Sunbury Rd. / Sycamore Knoll Dr. Sanitary Sewer	300,000	50,000	1,000,000				1,350,000	Voted 2008 Debt-Sanitary Sewer
Franklin Main Interceptor Rehabilitation, Sec. 6	2,000,000						2,000,000	WPCLF/OWDA
60-05 Big Run/Hellbranch Subtrunk (Extension Reimbursement)						2,100,000	2,100,000	WPCLF/OWDA
60-05 Portage Grove Area Assessment	2,300,000						2,300,000	WPCLF/OWDA
Big Walnut Outfall Rehabilitation					1,400,000		1,400,000	Sanitary Sewer Enterprise (Unvoted)
Big Walnut Outfall Rehabilitation					14,000,000		14,000,000	WPCLF/OWDA
60-05 OSIS Augment Relief Sewer, Henry St.-JPWWTP OARS	10,000,000	7,000,000					17,000,000	Voted 2008 Debt-Sanitary Sewer
Lower Olentangy River Ecosystem Restoration, Fifth Ave. Dam Removal				20,000	70,000		90,000	Sanitary Sewer Enterprise (Unvoted)
Lower Olentangy River Ecosystem Restoration, Fifth Ave. Dam Removal	40,000		70,000				110,000	Voted 2008 Debt-Sanitary Sewer
Indian Springs Area Sanitary Replacement			400,000				400,000	Voted 2008 Debt-Sanitary Sewer
Large Diameter Sewer Rehabilitation - Alum Creek Trunk North Section/Alum Creek Subtrunk Sewer	5,500,000						5,500,000	Voted 2008 Debt-Sanitary Sewer
Large Diameter Sewer Rehabilitation - Alum Creek Trunk Middle Section/Alum Creek Interceptor Sewer	100,000						100,000	Voted 2008 Debt-Sanitary Sewer
Large Diameter Sewer Rehabilitation - Alum Creek Trunk Middle Section/Alum Creek Interceptor Sewer	1,500,000	5,000,000	5,000,000				11,500,000	WPCLF/OWDA
Large Diameter Sewer Rehabilitation - Alum Creek Trunk South Section/Deshler Tunnel-Alum Creek Interceptor Sewer/Truro Sewers	600,000						600,000	Voted 2008 Debt-Sanitary Sewer
Large Diameter Sewer Rehabilitation - Alum Creek Trunk South Section/Deshler Tunnel-Alum Creek Interceptor Sewer/Truro Sewers		5,000,000					5,000,000	WPCLF/OWDA

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PUBLIC UTILITIES/SANITARY SEWERS 60-05 Project Name	2015	2016	2017	2018	2019	2020	Total Budget	Funding Source
Big Walnut Trunk Sewer - North	400,000						400,000	Voted 2008 Debt-Sanitary Sewer
Big Walnut Trunk Sewer - North			5,000,000				5,000,000	WPCLF/OWDA
OSIS Large Diameter Sewer Rehabilitation					1,200,000	1,200,000	2,400,000	Sanitary Sewer Enterprise (Unvoted)
Center Large Diameter Rehabilitation		1,500,000	100,000				1,600,000	Voted 2008 Debt-Sanitary Sewer
Center Large Diameter Rehabilitation			5,000,000				5,000,000	WPCLF/OWDA
West Side Trunk Rehabilitation				1,500,000	100,000		1,600,000	Sanitary Sewer Enterprise (Unvoted)
West Side Trunk Rehabilitation					5,000,000		5,000,000	WPCLF/OWDA
Large Diameter - Blacklick Creek Main Trunk	2,400,000						2,400,000	Voted 2008 Debt-Sanitary Sewer
Large Diameter - Blacklick Creek Main Trunk			5,000,000				5,000,000	WPCLF/OWDA
Large Diameter - Scioto Main Trunk				1,200,000			1,200,000	Sanitary Sewer Enterprise (Unvoted)
Large Diameter - Scioto Main Trunk			1,200,000				1,200,000	Voted 2008 Debt-Sanitary Sewer
Large Diameter - Scioto Main Trunk					5,000,000		5,000,000	WPCLF/OWDA
Large Diameter Sewer Rehabilitation						1,200,000	1,200,000	Sanitary Sewer Enterprise (Unvoted)
Brimfield Area Sanitary System Repair Project	880,000						880,000	Voted 2008 Debt-Sanitary Sewer
2015 General Construction Contract	1,500,000						1,500,000	Voted 2008 Debt-Sanitary Sewer
2016 General Construction Contract		1,500,000					1,500,000	Voted 2008 Debt-Sanitary Sewer
2017 General Construction Contract			1,500,000				1,500,000	Voted 2008 Debt-Sanitary Sewer
2018 General Construction Contract				1,500,000			1,500,000	Sanitary Sewer Enterprise (Unvoted)
2019 General Construction Contract					1,500,000		1,500,000	Sanitary Sewer Enterprise (Unvoted)
2020 General Construction Contract						1,500,000	1,500,000	Sanitary Sewer Enterprise (Unvoted)
Second Ave. Pump Station Replacement				250,000			250,000	Sanitary Sewer Enterprise (Unvoted)
Second Ave. Pump Station Replacement						2,000,000	2,000,000	WPCLF/OWDA
Williams Rd./Castle Rd. Sanitary Pump Station Control Valve Upgrade	3,500,000						3,500,000	Voted 2008 Debt-Sanitary Sewer
Williams Rd. Sanitary Pump Station Force Main Improvements	650,000						650,000	WPCLF/OWDA
Third Avenue CSO Increased Capture and Green Infrastructure	3,150,000						3,150,000	Voted 2008 Debt-Sanitary Sewer
Compost Facility Leachate Basin			1,000,000				1,000,000	WPCLF/OWDA
Moler Street Overflow Intercepting Sewer	1,000,000		250,000				1,250,000	Voted 2008 Debt-Sanitary Sewer
Moler Street Overflow Intercepting Sewer						9,848,000	9,848,000	WPCLF/OWDA
Moler Street Sewershed Improvements					100,000		100,000	Sanitary Sewer Enterprise (Unvoted)
Moler Street Sewershed Improvements			500,000				500,000	Voted 2008 Debt-Sanitary Sewer
Moler Street Sewershed Improvements						10,931,000	10,931,000	WPCLF/OWDA
Affordability Analysis	200,000						200,000	Voted 2008 Debt-Sanitary Sewer
Rickenbacker Area Pump Station (SA-15)	310,000						310,000	Voted 2008 Debt-Sanitary Sewer
General CA/CI				8,400,000	8,800,000	10,500,000	27,700,000	Sanitary Sewer Enterprise (Unvoted)
General CA/CI	3,100,000	7,700,000	10,000,000				20,800,000	Voted 2008 Debt-Sanitary Sewer
Blenheim/Glencoe Integrated Solution	450,000						450,000	Voted 2008 Debt-Sanitary Sewer
Blenheim/Glencoe Integrated Solution		6,700,000					6,700,000	WPCLF/OWDA

PUBLIC UTILITIES/SANITARY SEWERS 60-05	2015	2016	2017	2018	2019	2020	Total Budget	Funding Source
Project Name								
Weisheimer/Indian Springs Integrated Solution	250,000						250,000	Voted 2008 Debt-Sanitary Sewer
Weisheimer/Indian Springs Integrated Solution		6,200,000					6,200,000	WPCLF/OWDA
Morse/Dominion Integrated Solution	250,000						250,000	Voted 2008 Debt-Sanitary Sewer
Morse/Dominion Integrated Solution		8,500,000					8,500,000	WPCLF/OWDA
Overbrook/Chatham Integrated Solution	350,000						350,000	Voted 2008 Debt-Sanitary Sewer
Overbrook/Chatham Integrated Solution		5,500,000					5,500,000	WPCLF/OWDA
Cooke/Glenmont Integrated Solution	300,000						300,000	Voted 2008 Debt-Sanitary Sewer
Cooke/Glenmont Integrated Solution		4,700,000					4,700,000	WPCLF/OWDA
Schreyer/Springs Integrated Solution	350,000						350,000	Voted 2008 Debt-Sanitary Sewer
Schreyer/Springs Integrated Solution		5,900,000					5,900,000	WPCLF/OWDA
Blueprint Linden - Hudson / McGuffey	315,000	200,000					515,000	Voted 2008 Debt-Sanitary Sewer
Blueprint Linden - Hudson / McGuffey				12,000,000			12,000,000	WPCLF/OWDA
Blueprint Linden - Oakland Park / Medina	320,000	200,000					520,000	Voted 2008 Debt-Sanitary Sewer
Blueprint Linden - Oakland Park / Medina				12,000,000			12,000,000	WPCLF/OWDA
Blueprint Linden - Agler / Berrell	400,000	134,000					534,000	Voted 2008 Debt-Sanitary Sewer
Blueprint Linden - Agler / Berrell				9,000,000			9,000,000	WPCLF/OWDA
Blueprint Linden - Artane / Parkwood	330,000	180,000					510,000	Voted 2008 Debt-Sanitary Sewer
Blueprint Linden - Artane / Parkwood				7,000,000			7,000,000	WPCLF/OWDA
Blueprint 2014	8,000,000	4,000,000					12,000,000	Voted 2008 Debt-Sanitary Sewer
Blueprint 2014				40,000,000			40,000,000	WPCLF/OWDA
Blueprint 2015		8,000,000	4,000,000				12,000,000	Voted 2008 Debt-Sanitary Sewer
Blueprint 2015					40,000,000		40,000,000	WPCLF/OWDA
Blueprint 2016				4,000,000			4,000,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint 2016			8,000,000				8,000,000	Voted 2008 Debt-Sanitary Sewer
Blueprint 2016						40,000,000	40,000,000	WPCLF/OWDA
Blueprint 2017				8,000,000	4,000,000		12,000,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint 2018					8,000,000	4,000,000	12,000,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint 2019						8,000,000	8,000,000	Sanitary Sewer Enterprise (Unvoted)
Clintonville Lateral Lining / Downspout Redirect			3,890,861	22,500,000			26,390,861	Sanitary Sewer Enterprise (Unvoted)
Clintonville Lateral Lining / Downspout Redirect			18,609,139				18,609,139	Voted 2008 Debt-Sanitary Sewer
Blueprint Lateral Lining / Downspout Redirect				22,500,000	22,500,000	22,500,000	67,500,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Linden CIPP Lining	4,500,000						4,500,000	Voted 2008 Debt-Sanitary Sewer
Blueprint CIPP Lining	5,000,000						5,000,000	Voted 2008 Debt-Sanitary Sewer
Blueprint CIPP Lining		5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000	WPCLF/OWDA
Scioto Peninsula Improvements	2,000,000	2,000,000					4,000,000	Voted 2008 Debt-Sanitary Sewer
Scioto Main Sanitary Pump Stations	300,000						300,000	Voted 2008 Debt-Sanitary Sewer
Scioto Main Sanitary Pump Stations				3,500,000			3,500,000	WPCLF/OWDA
Scioto Main Sanitary Trunk Sewer Rehabilitation	8,500,000						8,500,000	Voted 2008 Debt-Sanitary Sewer
Meeklynn Drive Area Sanitary Sewer	100,000		500,000				600,000	Voted 2008 Debt-Sanitary Sewer



Capital Summary

<b>PUBLIC UTILITIES/SANITARY SEWERS 60- 05</b>	2015	2016	2017	2018	2019	2020	Total Budget	Funding Source
Project Name								
HSTS Elimination Program				483,300	683,800	1,149,850	2,316,950	Sanitary Sewer Enterprise (Unvoted)
HSTS Elimination Program	803,200	392,500	568,800				1,762,300	Voted 2008 Debt-Sanitary Sewer
HSTS Elimination Program			3,209,100	2,745,850	1,686,850	1,091,577	8,733,377	WPCLF/OWDA
<b>Subtotal - PUBLIC UTILITIES/SANITARY SEWERS 60- 05</b>	<b>\$299,785,781</b>	<b>\$183,484,500</b>	<b>\$194,241,700</b>	<b>\$186,950,150</b>	<b>\$138,192,650</b>	<b>\$139,827,427</b>	<b>\$1,142,482,188</b>	
<b>PUBLIC UTILITIES/ELECTRICITY 60- 07</b>	2015	2016	2017	2018	2019	2020	Total Budget	Funding Source
Project Name								
60 UIRF Funded Street Lighting Projects (Urban Infrastructure Recovery Fund)				505,000	505,000	505,000	1,515,000	Councilmanic SIT Supported
60 UIRF Funded Street Lighting Projects (Urban Infrastructure Recovery Fund)	505,000	505,000	505,000				1,515,000	Voted 2013 Debt - Electricity
Misc. Electricity Projects - SIT Supported- Neighborhood Streetlighting Program	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000	Councilmanic (To Be Determined)
Misc. Electricity Projects - SIT Supported- Community Centers- Emergency Streetlighting	100,000	100,000	100,000	100,000	100,000	100,000	600,000	Councilmanic (To Be Determined)
Jefferson Park Street Lighting	150,000						150,000	Voted 2013 Debt - Electricity
Street Light Circuit Upgrades Maintenance			225,000	232,000	239,000	246,000	942,000	Electricity Enterprise (Unvoted)
Street Light Circuit Upgrades Maintenance	212,000	219,000					431,000	Voted 2013 Debt - Electricity
Morse Rd. (Ph. II) System Improvements, Circuit 7221		350,000					350,000	Voted 2013 Debt - Electricity
Morse Rd. (Ph. III) System Improvements			730,000		1,100,000		1,830,000	Electricity Enterprise (Unvoted)
Morse Rd. (Ph. III) System Improvements		600,000					600,000	Voted 2013 Debt - Electricity
Morse Rd. (Ph. IV) System Improvements		385,000					385,000	Voted 2013 Debt - Electricity
Substation 89 and 138 KV OCB Replacement to SF6			180,000	185,000	191,000	197,000	753,000	Electricity Enterprise (Unvoted)
Substation 89 and 138 KV OCB Replacement to SF6	170,000	175,000					345,000	Voted 2013 Debt - Electricity
Dierker Road Street Lighting	130,000						130,000	Voted 2013 Debt - Electricity
Kenny Road Street Lighting	80,000						80,000	Voted 2013 Debt - Electricity
AMI Metering	400,000	400,000	400,000				1,200,000	Voted 2013 Debt - Electricity
60-07 Distribution System Improvements			300,000	300,000	300,000	300,000	1,200,000	Electricity Enterprise (Unvoted)
60-07 Distribution System Improvements	300,000	300,000					600,000	Voted 2013 Debt - Electricity
17th Avenue Circuit Upgrade					480,000	490,000	970,000	Electricity Enterprise (Unvoted)
Alternate 89 KV Feed to W Substat	2,200,000						2,200,000	Voted 2013 Debt - Electricity
Conversion to 3 Wire			327,000	336,000	347,000	357,000	1,367,000	Electricity Enterprise (Unvoted)
Conversion to 3 Wire	308,000	317,000					625,000	Voted 2013 Debt - Electricity
Broad Meadows Street Lighting - Underground	108,000						108,000	Voted 2013 Debt - Electricity
South Westgate/Sylvan Street Lighting	480,000						480,000	Voted 2013 Debt - Electricity
Valleyview Street Lighting	289,000						289,000	Voted 2013 Debt - Electricity
Laurel Canyon Street Lighting	89,000						89,000	Voted 2013 Debt - Electricity
Willow Creek Street Lighting	425,000						425,000	Voted 2013 Debt - Electricity
Transformer Conversions	1,800,000						1,800,000	Voted 2013 Debt - Electricity
New Jackson Pike Substation Transformer			117,000				117,000	Electricity Enterprise (Unvoted)
New Jackson Pike Substation Transformer			83,000				83,000	Voted 2013 Debt - Electricity

PUBLIC UTILITIES/ELECTRICITY 60- 07		2015	2016	2017	2018	2019	2020	Total Budget	Funding Source
Project Name									
Circuit Upgrades (Northridge to Karl/Maize) Circuit 7221						630,000		630,000	Electricity Enterprise (Unvoted)
Circuit Upgrades (4th to Chittenden/Hudson) Circuits 7221 & 7223					840,000			840,000	Electricity Enterprise (Unvoted)
Oil Switch Replacement Program				115,000		125,000	270,000	510,000	Electricity Enterprise (Unvoted)
Reconstruction of Circuit 7223							310,000	310,000	Electricity Enterprise (Unvoted)
Reconductoring 11th Ave (Grant to Kingry)							250,000	250,000	Electricity Enterprise (Unvoted)
Reconductoring Circuit 14115 on Steel (Wheatland to Hague)							215,000	215,000	Electricity Enterprise (Unvoted)
Boardwalk - Roche Street Lighting				65,000	340,000			405,000	Electricity Enterprise (Unvoted)
Twin Rivers - Vine Street Lighting		15,000	80,000					95,000	Voted 2013 Debt - Electricity
Mair - Scioto Street Lighting		20,000	115,000					135,000	Voted 2013 Debt - Electricity
Hall Street Lighting		45,000	225,000					270,000	Voted 2013 Debt - Electricity
Hamilton Rd Street Lighting				168,000	875,000			1,043,000	Electricity Enterprise (Unvoted)
Freeway & Kingshill Street Lighting						65,000	350,000	415,000	Electricity Enterprise (Unvoted)
Fitzroy & Morse Rd Street Lighting						65,000	345,000	410,000	Electricity Enterprise (Unvoted)
Cherry Creek & Cherryhurst Street Lighting						50,000	270,000	320,000	Electricity Enterprise (Unvoted)
Broad Street & Noe Bixby Street Lighting						50,000	265,000	315,000	Electricity Enterprise (Unvoted)
Sancus & Whitewater Street Lighting					50,000	270,000		320,000	Electricity Enterprise (Unvoted)
Jasonway & Knightsbridge Street Lighting					50,000	255,000		305,000	Electricity Enterprise (Unvoted)
Clime Rd. Street Lighting					50,000	275,000		325,000	Electricity Enterprise (Unvoted)
Capitol & Fulton Street Lighting					50,000	265,000		315,000	Electricity Enterprise (Unvoted)
Brookfield & Tupsfield Street Lighting					70,000	355,000		425,000	Electricity Enterprise (Unvoted)
Shabot & Tamarack Street Lighting				70,000	355,000			425,000	Electricity Enterprise (Unvoted)
Sawmill & Summitview Street Lighting				50,000	270,000			320,000	Electricity Enterprise (Unvoted)
Riverview & Stinchcomb Street Lighting				50,000	255,000			305,000	Electricity Enterprise (Unvoted)
Momingstar & North Forty Street Lighting				50,000	265,000			315,000	Electricity Enterprise (Unvoted)
Cleveland Avenue Street Lighting				70,000	350,000			420,000	Electricity Enterprise (Unvoted)
Westerville Road Street Lighting			50,000	270,000				320,000	Voted 2013 Debt - Electricity
Smoky Row Street Lighting			50,000	265,000				315,000	Voted 2013 Debt - Electricity
Parkview Street Lighting			50,000	260,000				310,000	Voted 2013 Debt - Electricity
Cherry & Lazelle Rd Street Lighting		120,000	605,000					725,000	Voted 2013 Debt - Electricity
Dublin-Granville Rd / Deewood-Maple Street Lighting		100,000	515,000					615,000	Voted 2013 Debt - Electricity
<b>Subtotal - PUBLIC UTILITIES/ELECTRICITY 60- 07</b>		<b>\$8,256,000</b>	<b>\$5,291,000</b>	<b>\$4,650,000</b>	<b>\$5,728,000</b>	<b>\$5,917,000</b>	<b>\$4,720,000</b>	<b>\$34,562,000</b>	
PUBLIC UTILITIES/WATER 60- 09		2015	2016	2017	2018	2019	2020	Total Budget	Funding Source
Project Name									
Hoover Reservoir Erosion Control					250,000	1,500,000		1,750,000	Voted 2013 Debt - Water
Miscellaneous Water Facilities		1,050,000	1,500,000	1,000,000	200,000	200,000	200,000	4,150,000	Voted 2013 Debt - Water
Indianola Parking Lot Drainage Imp's		1,500,000						1,500,000	Voted 2013 Debt - Water
Indianola Facility Improvements Study		900,000		2,900,000				3,800,000	Voted 2013 Debt - Water

Capital Summary

PUBLIC UTILITIES/WATER 60-09	2015	2016	2017	2018	2019	2020	Total Budget	Funding Source
Project Name								
Indianola Ave. Facility Drain & Meter Lift for Test Bench	50,000						50,000	Voted 2013 Debt - Water
Rinehart Public Utilities Complex Exterior Site Improvements	400,000	2,000,000					2,400,000	Voted 2013 Debt - Water
Water Main Rehabilitation	7,193,689		2,500,000	5,000,000	5,000,000	5,000,000	24,693,689	Voted 2013 Debt - Water
Water Main Rehabilitation				25,000,000	25,000,000	25,000,000	75,000,000	WPCLF/OWDA
Scioto Peninsula	300,000		600,000				900,000	Voted 2013 Debt - Water
Fenway Rd. Area WL Imp's	3,000,000						3,000,000	WPCLF/OWDA
Berrell Avenue Area W.L. Imp's	3,000,000						3,000,000	WPCLF/OWDA
East Deshler Avenue Area W.L. Imp's	3,000,000						3,000,000	WPCLF/OWDA
Deland Ave. Area WL Imp's	3,000,000						3,000,000	WPCLF/OWDA
Dering Ave. Area WL Imp's	3,000,000						3,000,000	WPCLF/OWDA
Acton Road Area WL Imp's	3,000,000						3,000,000	WPCLF/OWDA
Simpson Dr. Area WL Imp's	3,000,000						3,000,000	WPCLF/OWDA
Lamont Ave. Area WL Imp's		3,000,000					3,000,000	WPCLF/OWDA
Silver Dr. Area WL Imp's		3,000,000					3,000,000	WPCLF/OWDA
Arcadia Ave Area WL Imp's		3,000,000					3,000,000	WPCLF/OWDA
South Broadleigh Road Area WL Imp's		3,000,000					3,000,000	WPCLF/OWDA
Maize Road Area Water Line Improvements		3,000,000					3,000,000	WPCLF/OWDA
Project No. 35 W.M. Replacement		3,000,000					3,000,000	WPCLF/OWDA
Smith Rd. Water Line Imp's			800,000				800,000	Voted 2013 Debt - Water
Eureka / Steel Water Line Imp's	1,000,000						1,000,000	Voted 2013 Debt - Water
Project No. 36 W.M. Replacement	250,000						250,000	Voted 2013 Debt - Water
Project No. 36 W.M. Replacement			3,000,000				3,000,000	WPCLF/OWDA
Project No. 37 W.M. Replacement	250,000						250,000	Voted 2013 Debt - Water
Project No. 37 W.M. Replacement			3,000,000				3,000,000	WPCLF/OWDA
Project No. 38 W.M. Replacement	250,000						250,000	Voted 2013 Debt - Water
Project No. 38 W.M. Replacement			3,000,000				3,000,000	WPCLF/OWDA
Project No. 39 W.M. Replacement	250,000						250,000	Voted 2013 Debt - Water
Project No. 39 W.M. Replacement			3,000,000				3,000,000	WPCLF/OWDA
Project No. 40 W.M. Replacement	250,000						250,000	Voted 2013 Debt - Water
Project No. 40 W.M. Replacement			3,000,000				3,000,000	WPCLF/OWDA
Project No. 41 W.M. Replacement	250,000						250,000	Voted 2013 Debt - Water
Project No. 41 W.M. Replacement			3,000,000				3,000,000	WPCLF/OWDA
Project No. 42 W.M. Replacement	250,000						250,000	Voted 2013 Debt - Water
Project No. 42 W.M. Replacement			3,000,000				3,000,000	WPCLF/OWDA
Project No. 43 W.M. Replacement	250,000						250,000	Voted 2013 Debt - Water
Project No. 43 W.M. Replacement			3,000,000				3,000,000	WPCLF/OWDA
E. Franklinton WL Imp's	600,000						600,000	Voted 2013 Debt - Water
Livingston Avenue Area 12" WL Imp's	1,000,000						1,000,000	Voted 2013 Debt - Water

PUBLIC UTILITIES/WATER 60-09 Project Name	2015	2016	2017	2018	2019	2020	Total Budget	Funding Source
Dawnlight Ave. Area WL Imp's	300,000						300,000	Voted 2013 Debt - Water
Poindexter Village Area WL Imp's	500,000		500,000				1,000,000	Voted 2013 Debt - Water
Hague Avenue Area WL Imp's	1,000,000						1,000,000	Voted 2013 Debt - Water
O'Shaughnessy Hydroelectric - FERC	400,000						400,000	Voted 2013 Debt - Water
DRWP Miscellaneous Improvements		400,000	1,050,000	1,300,000			2,750,000	Voted 2013 Debt - Water
HCWP Misc. Improvements - Entrance Improvements	200,000						200,000	Voted 2013 Debt - Water
HCWP Misc. Improvements - HCWP Clearwell Actuator Replacement	150,000						150,000	Voted 2013 Debt - Water
Comprehensive Master Plan Update						2,000,000	2,000,000	Voted 2013 Debt - Water
PAWP Misc. Imp's - Lime Slaker and Soda Ash Feeder Replacement	900,000						900,000	Voted 2013 Debt - Water
HCWP Lagoons 1 & 2 Sludge Removal	400,000		450,000		500,000		1,350,000	Voted 2013 Debt - Water
DRWP Olentangy River Intake Demolition	500,000						500,000	Voted 2013 Debt - Water
Automatic Meter Reading	400,000				10,000,000	10,000,000	20,400,000	Voted 2013 Debt - Water
South Wellfield Expansion - RWL Pickaway Co.				250,000	11,500,000		11,750,000	Voted 2013 Debt - Water
South Wellfield Expansion - CW-201/202 & VW's				1,300,000	16,500,000		17,800,000	Voted 2013 Debt - Water
Upground Reservoir - Borrow Pit Restoration Project	950,000						950,000	Voted 2013 Debt - Water
Watershed Road Improvements			150,000	200,000			350,000	Voted 2013 Debt - Water
Watershed Road Imp's-Part II Hoover Reservoir	1,650,000						1,650,000	Voted 2013 Debt - Water
Watershed Road Imp's-Part III Griggs Reservoir	1,000,000						1,000,000	Voted 2013 Debt - Water
Watershed Road Imp's-Part IV Hoover Reservoir				1,550,000			1,550,000	Voted 2013 Debt - Water
HCWP Basin Concrete Rehab.		800,000	2,400,000				3,200,000	Voted 2013 Debt - Water
HCWP A & B Raw & Fin. Water	400,000		200,000	200,000			800,000	Voted 2013 Debt - Water
Water Meter Renewal	2,400,000	2,500,000	2,800,000	2,700,000	2,800,000	2,900,000	15,900,000	Voted 2013 Debt - Water
Valve Renewal Program		2,000,000		2,000,000		2,100,000	6,100,000	Voted 2013 Debt - Water
Watershed Misc. Improv. Facilities	200,000	200,000	200,000	200,000	200,000		1,000,000	Voted 2013 Debt - Water
Watershed Misc. Improv. - Hoover Dam Misc. Imp.	600,000						600,000	Voted 2013 Debt - Water
Watershed Misc. Improv. - Griggs Dam Misc. Imp.	400,000						400,000	Voted 2013 Debt - Water
Watershed Misc. Improv. - Hoover Material Storage Area				250,000			250,000	Voted 2013 Debt - Water
Watershed Misc. Improv. - Hoover Dam & Griggs Dam	700,000						700,000	Voted 2013 Debt - Water
Independent Consultant Review								
HCWP Automation Upgrade - 2015	2,500,000						2,500,000	Voted 2013 Debt - Water
PAWP Sludge Removal - Land Acquisition				1,500,000			1,500,000	Voted 2013 Debt - Water
Grigg's Dam Tender House	500,000						500,000	Voted 2013 Debt - Water
Watershed Protection Easements	400,000		200,000	200,000	200,000		1,000,000	Voted 2013 Debt - Water
Alum Creek Pumping Station Improvements	4,400,000						4,400,000	Voted 2013 Debt - Water
O'Shaughnessy Hydroelectric Imps	600,000		2,800,000				3,200,000	Voted 2013 Debt - Water
Gen'l Engin. Svcs - Supply Group	1,000,000		500,000	500,000	500,000	500,000	3,000,000	Voted 2013 Debt - Water
West Broad St. Water Main - Part II	250,000		3,000,000				3,250,000	Voted 2013 Debt - Water

## Capital Summary

PUBLIC UTILITIES/WATER 60-09	2015	2016	2017	2018	2019	2020	Total Budget	Funding Source
Project Name								
Mound District Booster Station	3,000,000						3,000,000	Voted 2013 Debt - Water
O'Shaughnessy Gatehouse Misc. Imp's	500,000						500,000	Voted 2013 Debt - Water
Misc. Booster Station and Water Tank Imp's	300,000		200,000	500,000	200,000		1,200,000	Voted 2013 Debt - Water
Stand-By Power for Critical Water Booster Stations	1,000,000						1,000,000	Voted 2013 Debt - Water
Henderson Road Booster Station Upgrades	1,800,000						1,800,000	Voted 2013 Debt - Water
Fairwood Avenue Elevated Storage Tanks Demolition	650,000						650,000	Voted 2013 Debt - Water
Fisher Road Booster Station Roof Replacement	600,000						600,000	Voted 2013 Debt - Water
Water Storage Tank Painting	1,500,000	1,500,000	500,000	2,000,000	750,000	1,000,000	7,250,000	Voted 2013 Debt - Water
Security Enhancements (incl. all eng. & constr. @ Hoover)	600,000		1,200,000	1,200,000	1,200,000		4,200,000	Voted 2013 Debt - Water
Security Enhancements - Bethel Road Booster Station				200,000			200,000	Voted 2013 Debt - Water
Security Enhancements - 910 Dublin Road	2,000,000						2,000,000	Voted 2013 Debt - Water
Security Enhancements - HCWP				5,000,000			5,000,000	Voted 2013 Debt - Water
Security Enhancements - DRWP					5,000,000		5,000,000	Voted 2013 Debt - Water
Security Enhancements - PAWP						5,000,000	5,000,000	Voted 2013 Debt - Water
HCWP Disinfection Improvements	1,000,000		10,700,000				11,700,000	Voted 2013 Debt - Water
PAWP Disinfection Improvements	1,100,000		9,750,000				10,850,000	Voted 2013 Debt - Water
HCWP Window Replacement			500,000				500,000	Voted 2013 Debt - Water
PAWP Automation Upgrade - 2019					2,500,000		2,500,000	Voted 2013 Debt - Water
HCWP & DRWP Coating Projects				250,000	1,800,000		2,050,000	Voted 2013 Debt - Water
HCWP Roof Restoration-Filter Bldg.		500,000					500,000	Voted 2013 Debt - Water
Watershed Pollution Reduction - Hoover Nature Preserve	15,000						15,000	Voted 2013 Debt - Water
HCWP Flocc and Lime Basin Eqpt. Reconstruction	200,000		200,000	200,000			600,000	Voted 2013 Debt - Water
HCWP Sludge Disposal Line Imp's - Field Locate/ARV	1,350,000						1,350,000	Voted 2013 Debt - Water
HCWP Sludge Disposal Line Imp's			200,000	1,000,000			1,200,000	Voted 2013 Debt - Water
HCWP Intake Structure & Low Head Dam Rehabilitation			500,000	3,300,000			3,800,000	Voted 2013 Debt - Water
HCWP Wash Water Tank Interior & Exterior Coating	850,000						850,000	Voted 2013 Debt - Water
PAWP HVAC Improvements		1,100,000					1,100,000	Voted 2013 Debt - Water
Water Treatment Plant Environmental Upgrades			200,000				200,000	Voted 2013 Debt - Water
Water Quality Assurance Lab Renovations	400,000	2,300,000					2,700,000	Voted 2013 Debt - Water
Professional Construction Mgmt.- Supply Group	4,945,000						4,945,000	Voted 2008 Debt-Water
Professional Construction Mgmt.- Supply Group	8,055,000	9,500,000	2,800,000				20,155,000	Voted 2013 Debt - Water
HCWP Standby Power	700,000	6,500,000					7,200,000	Voted 2013 Debt - Water
DRWP Standby Power	700,000		8,000,000				8,700,000	Voted 2013 Debt - Water
Water Main Repair	800,000		900,000		900,000		2,600,000	Voted 2013 Debt - Water
Large Diameter Valve Replacement	2,000,000		2,000,000		2,000,000		6,000,000	Voted 2013 Debt - Water
SCADA System for Division of Water	2,900,000						2,900,000	Voted 2013 Debt - Water
DRWP Laboratory Upgrades	150,000			600,000			750,000	Voted 2013 Debt - Water
DRWP Central Maintenance Shop			500,000		3,500,000		4,000,000	Voted 2013 Debt - Water

<b>PUBLIC UTILITIES/WATER 60-09</b>	2015	2016	2017	2018	2019	2020	Total Budget	Funding Source
<b>Project Name</b>								
Watershed Facilities Improvements	500,000						500,000	Voted 2013 Debt - Water
Fire Hydrant Repairs (non R & R)	900,000	900,000	900,000	900,000	900,000	900,000	5,400,000	Voted 2013 Debt - Water
Gen'l Engineering Services - Distribution Group	1,000,000		500,000	500,000	500,000	500,000	3,000,000	Voted 2013 Debt - Water
HCWP Bulk Chemical Building Improvements	1,700,000						1,700,000	Voted 2013 Debt - Water
PAWP Well Pump Replacement	800,000		650,000	650,000			2,100,000	Voted 2013 Debt - Water
DRWP UV Disinfection	1,300,000		13,300,000				14,600,000	Voted 2013 Debt - Water
HCWP UV Disinfection	1,500,000	16,500,000					18,000,000	Voted 2013 Debt - Water
Westgate Tank Replacement		5,200,000					5,200,000	Voted 2013 Debt - Water
Karl Road Water Tank					200,000	250,000	450,000	Voted 2013 Debt - Water
Condition Assessment Program		1,500,000		1,500,000		1,500,000	4,500,000	Voted 2013 Debt - Water
Residuals Management Plan Update	500,000						500,000	Voted 2013 Debt - Water
Reservoirs Bathymetric Study	400,000						400,000	Voted 2013 Debt - Water
General Architectural Services - Division of Water	500,000		250,000	250,000	250,000	250,000	1,500,000	Voted 2013 Debt - Water
Wellfield Protection Boundary Update						100,000	100,000	Voted 2013 Debt - Water
HCWP Lime Dust Collection System			150,000		600,000		750,000	Voted 2013 Debt - Water
South Wellfield Water Line Transmission Line Relocation	1,200,000						1,200,000	Voted 2013 Debt - Water
PCM Services for Small Projects	400,000		200,000	200,000	200,000	200,000	1,200,000	Voted 2013 Debt - Water
Hoover Reservoir Erosion Study				300,000			300,000	Voted 2013 Debt - Water
WTP Building Drain Improvements				250,000			250,000	Voted 2013 Debt - Water
Professional Construction Management (PCM) - Part II	500,000	1,500,000	7,000,000	5,000,000	3,000,000	2,000,000	19,000,000	Voted 2013 Debt - Water
<b>Subtotal - PUBLIC UTILITIES/WATER 60-09</b>	<b>\$109,009,889</b>	<b>\$74,400,000</b>	<b>\$106,660,000</b>	<b>\$66,400,000</b>	<b>\$97,400,000</b>	<b>\$59,400,000</b>	<b>\$512,168,889</b>	
<b>Grand Total</b>	<b>\$599,757,847</b>	<b>\$373,335,600</b>	<b>\$411,291,700</b>	<b>\$364,383,150</b>	<b>\$347,179,650</b>	<b>\$307,402,427</b>	<b>\$2,403,350,274</b>	

## Capital Summary

Funding Summary by Division							
	2015	2016	2017	2018	2019	2020	Total Budget
Dev Administration	4,600,000	4,600,000	4,600,000	4,600,000	4,600,000	4,600,000	27,800,000
Construction Management	75,525,000	8,690,000	8,690,000	8,690,000	8,690,000	8,690,000	118,975,000
Fleet Management	800,000	800,000	800,000	800,000	800,000	800,000	4,800,000
Safety Administration	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
Police	1,680,000	1,680,000	1,680,000	1,680,000	1,680,000	1,680,000	10,080,000
Fire	7,520,000	7,520,000	7,520,000	7,520,000	7,520,000	7,520,000	45,120,000
Transportation	44,653,348	44,655,000	44,655,000	44,655,000	44,655,000	44,655,000	267,928,348
Refuse Collection	6,080,000	6,080,000	6,080,000	6,080,000	6,080,000	6,080,000	36,480,000
Storm Sewer	11,749,049	10,530,000	5,500,000	4,650,000	3,150,000	1,550,000	37,129,049
Sanitary Sewers	299,785,761	183,484,500	194,241,700	186,950,150	138,192,650	139,827,427	1,142,482,188
Electricity	8,256,000	5,291,000	4,650,000	5,728,000	5,917,000	4,720,000	34,562,000
Water	108,008,689	74,400,000	106,550,000	66,400,000	97,400,000	59,400,000	512,158,689
Recreation and Parks	27,160,000	22,160,000	22,160,000	22,160,000	22,160,000	22,160,000	137,960,000
Golf Division	620,000	620,000	620,000	620,000	620,000	620,000	3,720,000
DoT Administration	2,820,000	2,325,000	3,045,000	3,350,000	5,215,000	4,600,000	21,355,000
<b>Total</b>	<b>\$599,757,847</b>	<b>\$373,335,500</b>	<b>\$411,291,700</b>	<b>\$364,383,150</b>	<b>\$347,179,650</b>	<b>\$307,402,427</b>	<b>\$2,403,350,274</b>

Funding Summary by Source	2015	2016	2017	2018	2019	2020	Total Budget
Councilmanic SIT Supported	79,125,000	12,290,000	14,265,000	32,598,348	94,035,000	94,560,000	326,873,348
Sanitary Sewer Enterprise (Unvoted)			3,890,861	95,704,300	67,505,800	65,856,850	232,957,811
Voted 2008 Debt-Sanitary Sewer	123,847,761	54,084,500	91,417,739				269,350,000
Voted 2013 Debt - Storm	11,749,049	10,530,000	5,500,000	3,065,951			30,845,000
Councilmanic (To Be Determined)	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	16,800,000
Fleet Management (Unvoted)	800,000	800,000	800,000	800,000	800,000	800,000	4,800,000
Voted 2008 Debt-Water	4,945,000						4,945,000
Information Services	2,820,000	2,325,000	3,045,000	3,350,000	5,215,000	4,800,000	21,355,000
WPCLF/OWDA	196,938,000	147,400,000	122,933,100	116,245,850	95,686,850	98,970,577	778,174,377
Voted 2013 Debt SIT Supported	86,763,348	81,765,000	79,790,000	61,961,652	525,000		310,805,000
Storm Sewer Enterprise (Unvoted)				1,584,049	3,150,000	1,550,000	6,284,049
Voted 2013 Debt - Water	82,063,689	56,400,000	82,550,000	41,400,000	72,400,000	34,400,000	369,213,689
Voted 2013 Debt - Electricity	7,906,000	4,941,000	1,783,000				14,630,000
Electricity Enterprise (Unvoted)			2,517,000	4,873,000	5,062,000	3,865,000	16,317,000
<b>Total</b>	<b>\$599,757,847</b>	<b>\$373,335,500</b>	<b>\$411,291,700</b>	<b>\$364,383,150</b>	<b>\$347,179,650</b>	<b>\$307,402,427</b>	<b>\$2,403,350,274</b>