



OFFICE OF THE MAYOR

November 12, 2020

Dear President Hardin and Members of Council:

Today, in accordance with Section 26 of the Charter of the City of Columbus, I am pleased to present the 2021 Budget, a balanced proposal that reflects the priorities of my administration and the residents of Columbus in what has been an unprecedented and tumultuous year.

The public health, economic and human impact of COVID-19 has been devastating. Despite receiving significant relief through the Coronavirus Aid, Relief, and Economic Security (CARES) Act, Columbus residents, employers, social services agencies and institutions have suffered significant financial losses. The City of Columbus was forced to reduce the 2020 general fund budget by \$41.5 million to account for lost revenue, and the 2021 budget is less than the operating budget submitted just one year ago.

Despite declining revenue, through the hard work of the Department of Finance and Management and all city departments, I am submitting a balanced 2021 budget without depleting the Basic City Services Fund or the Economic Stabilization ("Rainy Day") Fund, and without contemplating a single layoff or furlough. The city's financial position, while challenged, remains strong, and reserves have been maintained to assure the city can continue to weather a pandemic that shows no signs of waning.

My proposed budget reflects the strategic investment of available resources to address the uneven and disproportionate impact of COVID-19 on those already marginalized. The 2021 budget reflects a commitment to closing existing gaps, advancing equity and making positive gains on our

community's highest priorities, including: police reform, affordable housing and neighborhoods.



In a year that has seen increased gun violence, homicides and a national reckoning over racial injustice and police brutality, it is imperative the city changes its approach to funding public safety. While funding the Division of Police remains a significant portion of the city's budget, the 2021 budget reflects increased investment in Public Health, Technology and Neighborhoods to reduce the burden on police and to formulate a more holistic approach to public safety.

The budget for the Columbus Division of Police includes funding for continued implementation of recommendations for reform made by the Community Safety Advisory Commission and Matrix Consulting, while fully funding the Comprehensive Neighborhood Safety Strategy, diversity and

inclusion efforts and strategies to develop a model of 21st century community policing for Columbus. In addition, \$825,000 will support the expansion of ShotSpotter technology, a proven gun-fire detection system, to the Near Eastside.

The budget also includes funding to establish and staff the Civilian Police Review Board and Office of the Inspector General for the Division of Police, overwhelmingly approved by voters through passage of Issue 2.

The Department of Technology budget includes funding for software systems to improve police investigative case management and to warn of officers struggling with stress so the city may offer assistance to promote physical and emotional wellness.



## OFFICE OF THE MAYOR

New investments in Public Health will also support law enforcement, including an expansion of the Mobile Crisis Response program to address addiction, mental illness and people in crisis. In addition, social workers will be embedded with police and fire to better address behavioral health and advance public health strategies to address poverty and trauma allowing officers to focus on violent crime.

The city will continue to invest in the Department of Neighborhoods and neighborhood crisis response that addresses physical barriers to crime. A total of \$10.6 million is dedicated to Recreation and Parks programming and \$2.2 million for youth violence intervention programs. The department will also collaborate with the Departments of Neighborhoods and Public Safety to develop a new youth diversion program.

The Department of Development has budgeted for a new director-level position to focus exclusively on the city's affordable housing strategy, coordinate efforts across departments and to implement action items identified in the Mid-Ohio Regional Planning Commission Affordable Housing Strategy. The Housing Division will encourage development of housing all Columbus residents can afford, and leverage the city's capital investments to increase the number of affordable housing units.

The Department of Neighborhoods will lead our efforts to invest in the communities that make Columbus special, and to implement strategies developed by Columbus residents, and outlined in the One Linden and Envision Hilltop plans, that focus on education, health, housing, safety and small business development. The city will also continue to invest in our youngest residents, maintaining our commitment to CelebrateOne and our Birth to Five initiative. We will continue our work to ensure all babies born in Columbus and Franklin County – regardless of race, ZIP code or family income – are able to celebrate their first birthday. And, we will continue to earmark funds for Early Start Columbus to ensure all children are able to enter kindergarten with the skills and knowledge they need to thrive.

The last year has underscored the importance of the work of Columbus Public Health (CPH). CPH

will continue to lead COVID-19 response through testing, monitoring and enforcement of state and local public health orders, and education to slow the spread of the virus. Because of the continuing human services impact of COVID-19, the city has increased general fund support to social service agencies to a total of \$3.64 million. This is in addition to support for the Community Shelter Board and the Permanent Supportive Housing program, focused on homeless veterans and pregnant women.

Through Sustainable Columbus, the city is optimizing internal city operations and working with external stakeholders throughout the community to enhance and promote policies that build stronger, healthier, more sustainable neighborhoods. In 2021, the city will continue to invest in efforts to become carbon neutral by 2050, work to fulfill our commitments under the American Cities Climate Challenge and implement the voter-backed consumer choice aggregation program that will provide Columbus residents 100% clean, renewable energy by 2022.

Diversity and inclusion remains an integral part of every decision we make. The Office of Diversity and Inclusion (ODI) will aggressively implement recommendations contained in the 2019 Disparity Study, including a new Minority and Women Owned Business Enterprise program. We will also advance the ODI 30x30 Challenge to better understand how race and other factors contribute to workplace disparities, eliminate workplace discrimination and improve workplace culture.

Balancing our operating budget for 2021 meant making tough choices, so we are not planning additional deposits into the Rainy Day Fund or Basic City Services Fund. However, both of those funds remain robust and intact, a testament to sound investing and financial discipline.

On the following pages, you will find additional details of my proposed 2021 Operating Fund Budget. It is a balanced budget that addresses the needs of our community equitably, while maintaining fiscal responsibility and securing the financial future of Columbus.

November 12, 2020

Mayor Andrew J. Ginther:

Contained herein is the 2021 Budget totaling \$1.98 billion, of which \$964 million is for general fund operating expenses. Overall, the proposed 2021 general fund operating budget is 0.57 percent lower than the 2020 amended budget.

Due to your continuing leadership and the support of City Council, the City Auditor, and the taxpayers, I am pleased to report that the City of Columbus remains financially sound. The Mayor's 2021 Budget is balanced, maintains city services in economically challenging times, and does not rely on using rainy day or basic city services funds. As of the end of 2020, the city will have approximately \$85.2 million in the rainy day fund and \$20.9 million in the basic city services fund.

During 2020, the city will have an extra pay day that will be paid out of the 27<sup>th</sup> pay period fund. We are able to pay this because you set aside funds in each of your budgets to prepare for this infrequent expense. The 2021 budget will once again include an amount to be placed in the 27<sup>th</sup> pay period fund for the next time it is needed.

In the spring of 2020, the world faced a pandemic that has not been rivaled in modern times. The coronavirus has been a financial challenge to municipalities nationwide and to our community as a whole. In June of 2020, the City Auditor revised her general fund revenue estimate by reducing projections by \$41.5 million. Because of fiscal controls, such as freezing most new

hires and reducing travel and other expenses, Columbus was able to confront this challenge. Additionally, the city was able to utilize \$156.8 million in CARES Act funds granted from the U.S. Treasury Department to make necessary expenditures to address the COVID-19 pandemic. It was not necessary to use any reserve funds to help offset the revenue losses during 2020 or to help balance the 2021 budget.



Columbus was also able to withstand the financial effects of the coronavirus due to our large and diverse local economy. The city benefits from being the seat of state and county government, as well as having a significant number of large education and research institutions. Overall, the greater Columbus area remains service oriented with major

employers in insurance, public utilities, retail, health care, and banking.

Revenue growth is largely dependent upon income tax, which makes up approximately 78 percent of the total general fund revenues for 2021. The income tax growth rate for 2020 is projected at negative 1.5 percent while 2021 is expected to see a mild 0.5 percent increase. Fortunately, many of the other revenue sources will see significant increases in 2021, such as property tax collections, fines and penalties, license and permit fees, and charges for services. These anticipated increases help offset the losses in income tax receipts.



While the city's financials are currently relatively stable, the coronavirus has had devastating effects on individual residents and our social service partners who serve them. Additionally, this budget was also prepared in the context of nationwide calls for social change, racial justice, and police reform. A balanced approach of maintaining current city services into 2021 and addressing these aforementioned concerns was used in formulating this operating budget.

Funding for a number of new initiatives has been included in this proposal. The Health Department will receive additional funding to curb infant mortality, for an anti-violence plan, and for various other programs. Also, Health's proposed funding reflects the addition of 21 full-time social workers who will partner with Crisis Intervention Trained police officers to respond to mental health related calls for service and provide necessary post-incident follow-up. Increased general fund support of nearly \$1.4 million was included in Development for social service agencies to shore up decreased emergency human services funding.

In the Safety Department, a consolidation of all fiscal and human resources employees under the Director's Office, and a transfer of Police's 911 Call Center to the Division of Support Services, will allow for efficiencies and shared resources. New funding is also included for expansion of the ShotSpotter program, upgrades of Police's body worn cameras, and a case management software system for Police. New funding is also

included in Technology's budget for cyber security investments.

The 2021 budget reflects the priorities of your Equity Agenda and commitment to the people of Columbus for vibrant neighborhoods, police reform, affordable housing, early childhood education, decreased infant mortality, inclusive and equitable access to public health and economic prosperity, the pursuit of sustainability efforts, and economic development - all to accomplish your goal of making Columbus America's Equal Opportunity City.

I want to express a special thank you to the outstanding and dedicated Department of Finance and Management budget team, department directors, as well as departmental staff in preparing this budget.

The Department of Finance and Management will continue to monitor economic conditions and help ensure the future health of the city's finances.

Respectfully submitted,



Joseph A. Lombardi  
Director  
Department of Finance and Management



# THE CITY OF COLUMBUS

ANDREW J. GINTHER, MAYOR

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## CITY OF COLUMBUS PROPOSED 2021 BUDGET

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### Mayor Andrew J. Ginther

Presented to Columbus City Council  
November 12, 2020

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Prepared by the Department of Finance and Management  
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#### With Special Thanks to the Mayor's Staff and Cabinet:

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	Carla Williams-Scott	<i>Neighborhoods</i>	

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Columbus  
Ohio**

For the Fiscal Year Beginning

**January 1, 2020**

*Christopher P. Morrill*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Columbus, Ohio for its annual budget for the fiscal year beginning January 1, 2020. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we will submit it to the GFOA to determine its eligibility for another award.

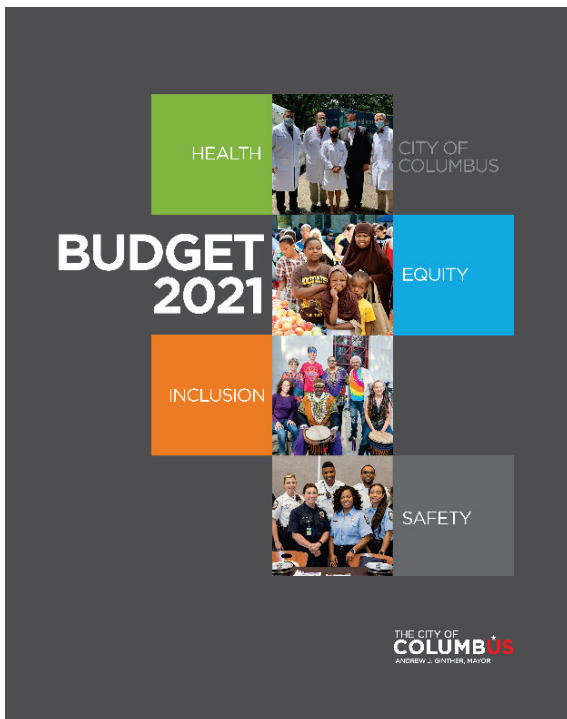
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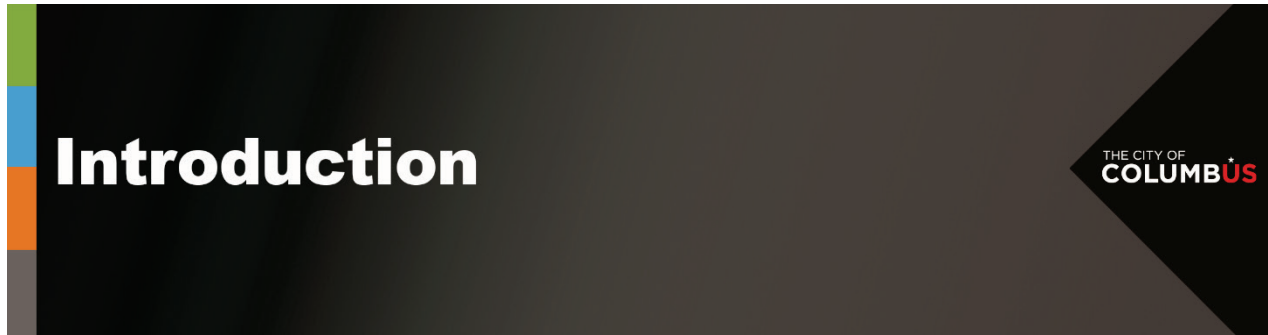
## Electronic Resources:

2021 Budget: <https://www.colmbus.gov/2021budget/>

Budget Library: <https://www.columbus.gov/finance-document-library/>

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### **The 2021 Budget Document**

The 2021 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 Strategic Priorities**

The Mayor’s strategic priorities section lists Mayor Andrew J. Ginther’s priorities for the upcoming year for those departments under his purview. Separately elected officials put forth their own strategic priorities for 2021, and those are described in their respective sections.

### **Budget Process**

The budget process section is intended to provide readers a concise description of the budget cycle from formation through implementation and review, including the legal and policy requirements involved.

### **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**

Proposed 2021 budget and historical data for both revenues and expenditures are included in this section. In addition, the all funds summary section presents summarized personnel strengths across all funds contained in this document.

### **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 2021 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 hierarchy.

### **Department Summaries**

This section is comprised of subsections of each department, including the department description and mission, strategic priorities for 2021, and 2021 budget notes. Budget summary tables are presented, listing departmental financial and personnel data, including information by program, division, and fund.

Those departments with direct public service provision under the purview of the Mayor also present a sampling of performance measures in their respective subsections. Of note, both the strategic priorities in such departments, along with the aforementioned performance measures, are displayed with icons that mirror those seven items in the Mayor's strategic priorities section at the beginning of the document. In this way, departmental objectives and measures are visually tied to the Mayor's city-wide strategic priorities. Due to the COVID-19 pandemic, some 2020 and 2021 data points for performance measures have been affected.

### **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 as applicable.

### **Capital Improvements Program**

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.

### **Glossary**

Terms and acronyms used throughout the document are defined in this section.



# Mayor Andrew J. Ginther's 2021 Strategic Priorities

THE CITY OF  
COLUMBUS

## The Equity Agenda

In his 2020 State of the City address, Mayor Ginther laid out his Equity Agenda, an agenda that calls out racism and discrimination where it exists and his plans to address it. The Equity Agenda means:

- reducing infant mortality by making sure Black babies reach their first birthday and beyond;
- ensuring access to high-quality pre-kindergarten, regardless of your zip code;
- working to reduce evictions where we know Black mothers are disproportionately impacted;
- increasing the availability of affordable housing;
- creating more opportunities for Black-owned and women-owned businesses to have equal access to city contracts;
- connecting residents to good paying careers in the trades;
- ensuring our residents feel safe wherever they go.

Everything we do as a city must be done through the lens of equity, and our budget must reflect this, too. As we deal with the economic blow the global pandemic has had on our community, equity has never been more important.

With the Equity Agenda in mind, the Mayor's Strategic Priorities for 2021 are:



**Neighborhoods:** The city continues to invest in our neighborhoods – focusing on those with higher rates of unemployment, crime and infant mortality: Franklinton, Hilltop, Linden, Near East, Northland, Near South, Southeast and Northeast. Many factors lead to thriving, vibrant neighborhoods including safety, mixed-income housing, and jobs.



**Police Reform:** We are moving our way of policing from a 20th century model of law enforcement to a 21st century model of community policing. We will focus on proactive police-community interactions and broad-based support to prevent and reduce crime through the Safe Streets Bike Patrol, Neighborhood Crisis Response, CARE Coalition, and programming through Recreation and Parks.



**Public Health:** COVID-19 made clear to us the importance of strong public health for our community. We must continue to slow the rate of infections and deal with the outcomes of the pandemic that has shone the light on the disparities in public health. In addition, how we address public health also leads to successes in safety and stronger neighborhoods.



**Economic Development and Affordable Housing:** The city is working to advance economic recovery from COVID-19 and assure that this recovery reaches every corner of our community. Through public investment and policies, we will create jobs, increase wages, improve access to housing residents can afford, and strengthen Columbus neighborhoods.

## Mayor's Strategic Priorities

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**Birth to Five and Education:** Every child in every Columbus neighborhood deserves the opportunity to thrive. The city is investing in CelebrateOne to ensure that all babies in Columbus and Franklin County – regardless of race, ZIP code, or family income – are able to celebrate their first birthday and beyond. Early Start Columbus works to ensure all children are able to enter kindergarten with the skills and knowledge they need to thrive.



**Diversity and Inclusion:** The administration remains committed to fostering a culture of inclusion to ensure its workforce and suppliers reflect the rich diversity of Columbus and that the work of the city is approached through the equity lens. The Columbus Women's Commission is working to advance the economic well-being of women, particularly through its pay equity initiative and eviction prevention, both of which disproportionately impact women of color.



**Sustainable Columbus:** A healthy environment for every resident is key to ensure Columbus' growth. Through Sustainable Columbus, the city is optimizing internal city operations and working with external stakeholders throughout the community to enhance and promote policies that build stronger, healthier neighborhoods.





# Budget Process

## Budget Preparation

In the spring of each year, following budget adoption, the Finance and Management Department's budget office, with consultation of the other departments, completes a three year financial plan of the general fund. This plan documents the current year appropriation and revenue projections. With that information, assumptions are made to expand the focus of fiscal decision-making from the one year horizon provided by the annual budget process to a multi-year horizon. While technically less detailed than the annual budget, the three year financial plan allows policy makers the ability to analyze and plan for the subsequent two years. Due to the uncertainty of the COVID-19 pandemic, no plan was published in 2020.

Once completed, the budget office begins preparation for the following year's budget. The City of Columbus uses a budget methodology in which each city department funded with general fund dollars is provided a target amount for the budget year. That amount represents the department's proportionate share of projected revenues for the budget year, based upon its share of the current year's distribution of general fund appropriations, with certain adjustments.

Typically in May, the budget office instructs such departments to submit general fund target adjustment requests. Budget staff review and make recommendations for the granting of adjustments to be included in target calculations. Adjustments that may be approved for inclusion consist of, but are not limited to, new, expanded, or restored programs funded for a partial year in the current appropriations which will require full

year funding in the next, or anticipated expenditures for next year that were not budgeted in the current year or over which the department has no control. In cases where a department has transferred programming to another department or fund, eliminated or streamlined programming, or successfully reduced service delivery costs through the implementation of efficiency measures, a commensurate reduction in the target estimate should be reflected in a department's adjustment submission. Many of the items included in these requests have already been discussed as part of the aforementioned three year financial plan.

In June, the Finance and Management Department makes the final decisions on target adjustment requests for inclusion in the general fund target calculations, oftentimes with the consultation of and direction from the Office of the Mayor. At the same time these decisions are made, a review of the revenue assumptions included in the three year financial plan is conducted, and adjustments are made based on the latest available information. Finance and Management, with informal consultation of the City Auditor, on whose official estimate the proposed general fund budget must be based per the City Charter, develops an estimate of available resources, and uses it and the list of approved target adjustments to derive departmental targets.

With general fund targets calculated, the budget office distributes those to city departments, along with other budget materials (payroll projection files, instructions, and forms).

## Budget Process

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Those departments with funds other than the general fund do not receive a target for those funds from the Finance and Management Department. Rather, those departments develop proposed budgets for those funds based on projected revenue and carryover balances. These assumptions are reviewed with Finance and Management upon submission of budget proposals.

The Office of the Mayor, during this time, establishes the priorities and goals for the upcoming year. Those goals are sent to the departments under his purview to use as a guide in submitting departmental strategic priorities and performance measures, as applicable, to the Finance and Management Department in August. The intention is that these departmental priorities align with the Mayor's stated goals. Separately elected officials are solicited to submit their strategic priorities for publication in their respective budget section as well, but are not requested or required to align them with the Mayor's strategic priorities nor track performance measures for purposes of publication in this document.

### Department Budget Submission & Review

During July and August, departments prepare their budget proposals for submission to the Finance and Management Department at the end of August. Once submitted, the budget office's analysts begin

their technical and policy review of the submissions. In September, the Finance and Management Department conducts budget meetings with each department, at which each department presents its proposal to Finance and Management leadership.

In October, many activities occur simultaneously. First, the budget staff is actively engaged in completing the third quarter financial review which officially establishes the year-end general fund carryover projection. This carryover projection, if accepted by the City Auditor, becomes part of the Auditor's official estimate of available resources for the following year. Second, budget hearings are held between the Mayor, the Mayor's staff, and each department under his purview at which the department makes a similar presentation as the one they made in September. Finance and Management staff attend these meetings as well. Finally, toward the middle to end of this month, the City Auditor releases her official estimate of available general fund resources. Again, as a governmental check and balance dictated by City Charter, the administration's annual proposed budget cannot exceed this estimate. This estimate is located in the General Fund Summary Section of this budget document for reference.

### Executive Budget Proposal

The administration makes final decisions of reductions and expansions to the department's submitted budget proposals, and provides those decisions to the budget office for implementation in the budget document and budgeting software. By City Charter, the administration must present the city's budget proposal for the following year on or before November 15<sup>th</sup> to City Council. The budget office, in addition to the budget document, sends accompanying appropriation legislation to City Council for consideration. Customarily, this legislation is read into the record and tabled until the following year.



## Legislative Consideration & Adoption

For the latter half of November into December City Council holds public budget hearings by committee and hosts hearings for public comment on the proposed budget. Any amendments to the proposed budget are made in light of year-end revenue and expenditure actuals as certified by the City Auditor in January. City Council cannot adopt a budget in excess of the Auditor's estimate of available resources, which often is officially revised once the actual year-end carryover is known. Typically, City Council votes to adopt the budget proposal as amended towards the end of January or the first part of February.

## Budget Implementation & Control

Once City Council amendments are known, the budget staff completes those activities necessary to support budget implementation. Following budget adoption, departments submit spending documents according to various city purchasing codes. All spending transactions must be certified by staff in the City Auditor's office, and most single spending transactions greater than \$2,500 are reviewed by budget staff in the Finance and Management Department before submission to the City Auditor's office. With a few exceptions, operating expenditures greater than \$50,000 must be legislated and approved by City Council. All capital expenditures, regardless of amount, must be legislated and approved by City Council. The legal, budgetary level of control rests at the department, division, fund, subfund, and object class (personnel, supplies, services, etc.) level. Supplemental appropriations and inter-fund transfers must be legislated. Intra-fund transfers between object classes within a division must be legislated if greater than \$100,000. If less than \$100,000 needs to be transferred within a fund and division from one object class to another, a letter of transfer (internal city form) signed by the department director, the Finance and Management Director, the chairperson of the finance committee on City Council, and the City Auditor will suffice.

The Finance and Management Department, in consultation with the other city departments, completes three financial reviews following the close of the first, second, and third quarters each year. Projected expenditure and revenue surpluses and deficits are noted for all major operating funds.

## Budget Review & Evaluation

In January, while preparing for the implementation of the newly adopted budget, the budget office staff conducts a year-end financial review of the prior year's budget. The resulting report compares year-end actuals (revenue and expenditures) to those originally budgeted and those projected at the end of the third quarter.

### Budget Calendar of Major Activities

**May:** General Fund (GF) target adjustments and formation processes.

**June:** GF targets and budget instructions are sent to city departments.

**June-August:** Mayor establishes his goals for the upcoming year, and departments under his purview submit departmental strategic priorities and performance measures in alignment with those goals. Separately elected officials submit strategic priorities as well.

**August:** End of the month, budget submissions are due to the budget office.

**September:** Budget hearings between departments and Finance and Management (F&M) occur.

**October:** F&M completes the 3<sup>rd</sup> qtr. financial review, budget hearings between departments and the Office of the Mayor occur, and the City Auditor establishes the official estimate of available resources for the GF.

**November:** The administration's formal budget proposal is submitted to Council by the 15<sup>th</sup>.

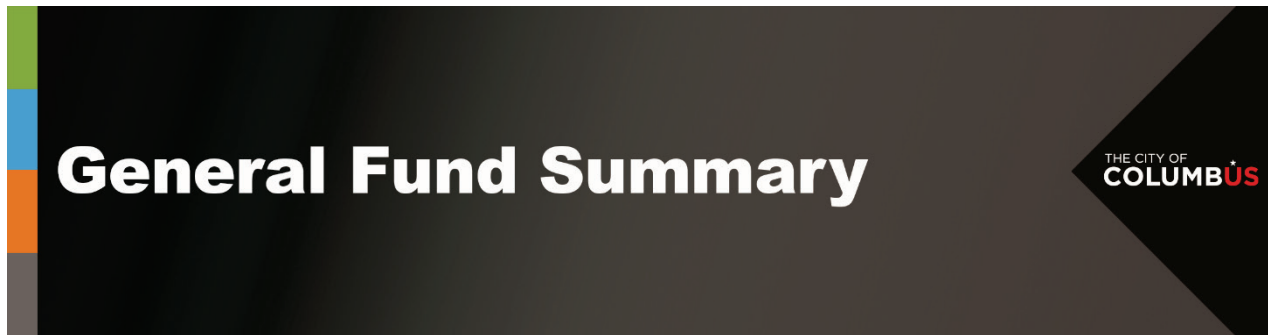
**December:** Council holds budget hearings by committee and allows time for public comment.

**Jan/Feb:** F&M completes year-end financial report, Auditor releases amended estimate based on year-end actuals, and Council amends the proposed budget and adopts it for implementation.

**Budget Process**

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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 \$883.0 million, a decrease of 2.2 percent from 2020 revenue projections. A description of the major revenue sources of the general fund is provided below, followed by a revenue summary table.

## 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 82 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 2021, income tax revenues to the general fund are estimated at \$699 million, which is 73 percent of total general fund resources and 79 percent of total general fund revenue. This represents a 0.5 percent growth over 2020 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,

## General Fund Summary

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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 2021 estimate for property tax collections is \$57.8 million, an increase of 17.4 percent over the 2020 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 2020 and 2021 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 allow that funds collected from users located within the city be deposited into the city's general fund. These revenues are estimated at \$3.3 million for 2021.

### 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 moneys are set aside for Nationwide Arena and debt service, the balance of

revenue received will be deposited into the general fund. The \$3.5 million estimate for the 2021 general fund deposit for casino tax revenues is the same as the 2020 projection.

## 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 any residual estate taxes and other smaller taxes. Total revenues are projected at \$20.0 million in 2021, a 4.3 percent decrease from projected 2020 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 \$14.7 million in 2021, a 27.5 percent increase over 2020 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 \$62.3 million in 2021, a 3.9 percent increase over 2020 estimates.

Pursuant to Ordinance 2293-2018, all independent funds of the city 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 Director of Finance and Management, is responsible for investing the city's liquid assets. To ensure the credit-worthiness of the investment of public moneys, 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 \$8.7 million in 2021, a 58.5 percent decrease from 2020 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 \$11.6 million in 2021, of which Cable TV permits are expected to be approximately \$8.6 million.

### Other Revenue

This category includes various unclaimed funds, refunds, and miscellaneous revenue. The 2021 estimate is \$2.2 million.

### Encumbrance Cancellations

These funds represent moneys 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 2021 is \$5.0 million.

### Other Miscellaneous Transfers

The basic city services fund was established in 2012 to meet future budget needs due to reductions in the state local government fund and estate tax revenue. A transfer from the basic city services fund into the general fund will not be needed for 2021.



**GENERAL FUND  
REVENUE BY SOURCE AND YEAR  
HISTORICAL AND PROJECTED  
2017 - 2021**

SOURCE	2017	PERCENT	2018	PERCENT	2019	PERCENT	2020	PERCENT	2021	PERCENT	PERCENT
	ACTUAL	CHANGE	ACTUAL	CHANGE	ACTUAL	CHANGE	PROJECTED	CHANGE	PROJECTED	CHANGE	OF TOTAL
Income Tax	\$ 656,889,243	4.28%	\$ 668,685,419	1.80%	\$ 706,085,907	5.59%	\$ 695,492,000	(1.50%)	\$ 698,958,000	0.50%	72.51%
Property Tax	44,710,636	4.58%	49,246,740	10.15%	50,390,381	2.32%	49,212,000	(2.34%)	57,765,000	17.38%	5.99%
Kilowatt Hour Tax	2,915,539	(6.92%)	3,320,402	13.89%	3,369,256	1.47%	3,250,000	(3.54%)	3,250,000	0.00%	0.34%
Hotel/Motel Tax	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	0.00%
<b>TOTAL TAXES</b>	<b>704,515,418</b>	<b>4.25%</b>	<b>721,252,561</b>	<b>2.38%</b>	<b>759,845,544</b>	<b>5.35%</b>	<b>747,954,000</b>	<b>(1.56%)</b>	<b>759,973,000</b>	<b>1.61%</b>	<b>78.84%</b>
Local Government Fund	19,555,955	(2.64%)	19,891,400	1.72%	21,232,931	6.74%	19,572,000	(7.82%)	18,673,000	(4.59%)	1.94%
Estate Tax	20,913	(65.76%)	-	(100.00%)	-	0.00%	-	0.00%	-	0.00%	0.00%
Liquor Permit Fee, Other	1,308,313	(0.06%)	1,336,345	2.14%	1,295,038	(3.09%)	1,313,000	1.39%	1,313,000	0.00%	0.14%
Casino Tax	6,734,707	(0.82%)	6,943,951	3.11%	7,100,147	2.25%	3,521,000	(50.41%)	3,521,000	0.00%	0.37%
<b>TOTAL SHARED REVENUE</b>	<b>27,619,888</b>	<b>(2.22%)</b>	<b>28,171,696</b>	<b>2.00%</b>	<b>29,628,116</b>	<b>5.17%</b>	<b>24,406,000</b>	<b>(17.63%)</b>	<b>23,507,000</b>	<b>(3.68%)</b>	<b>2.44%</b>
License and Permit Fees	11,600,987	(6.93%)	11,929,719	2.83%	12,106,082	1.48%	9,525,000	(21.32%)	11,641,000	22.22%	1.21%
Fines and Penalties	18,650,054	(1.48%)	18,478,699	(0.92%)	18,921,231	2.39%	11,556,000	(38.93%)	14,738,000	27.54%	1.53%
Investment Earnings	8,792,163	23.49%	12,240,506	39.22%	21,145,912	72.75%	20,900,000	(1.16%)	8,675,000	(58.49%)	0.90%
Charges for Service	65,170,008	5.35%	65,689,652	0.80%	65,365,937	(0.49%)	59,969,000	(8.26%)	62,299,000	3.89%	6.46%
All Other	2,404,812	15.52%	3,083,164	28.21%	2,596,250	(15.79%)	28,069,000	981.14%	2,171,000	(92.27%)	0.23%
<b>TOTAL OTHER REVENUES</b>	<b>106,618,024</b>	<b>4.06%</b>	<b>111,421,740</b>	<b>4.51%</b>	<b>120,135,412</b>	<b>7.82%</b>	<b>130,019,000</b>	<b>8.23%</b>	<b>99,524,000</b>	<b>(23.45%)</b>	<b>10.32%</b>
<b>TOTAL ALL REVENUES</b>	<b>838,753,330</b>	<b>4.00%</b>	<b>860,845,997</b>	<b>2.63%</b>	<b>909,609,072</b>	<b>5.66%</b>	<b>902,379,000</b>	<b>(0.79%)</b>	<b>883,004,000</b>	<b>(2.15%)</b>	<b>91.60%</b>
Encumbrance Cancellations	6,374,423	28.12%	8,090,989	26.93%	9,995,846	23.54%	5,000,000	(49.98%)	5,000,000	0.00%	0.52%
Unencumbered Balance	30,205,726	(1.68%)	17,670,166	(41.50%)	16,170,687	(8.49%)	40,795,387	152.28%	71,996,000	76.48%	7.47%
Fund Transfers	4,307,714	6.00%	3,833,900	(11.00%)	3,361,411	(12.32%)	4,000,000	19.00%	4,000,000	0.00%	0.41%
Other Misc. Transfers	-	(100.00%)	16,784,000	N/A	12,962,619	(22.77%)	-	(100.00%)	-	N/A	0.00%
Total Annual Resources	879,641,193	3.72%	907,225,051	3.14%	952,099,635	4.95%	952,174,387	0.01%	964,000,000	1.24%	100.00%
27th Pay Period Reserve Fund	20,137,786	13.45%	22,596,786	12.21%	25,129,786	11.21%	1,738,786	(93.08%)	4,425,786	154.53%	
Economic Stabilization Fund	73,945,877	6.36%	76,180,089	3.02%	80,655,018	5.87%	85,200,000	5.64%	85,450,000	0.29%	
<b>TOTAL GENERAL FUND</b>											
<b>AVAILABLE RESOURCES</b>	<b>\$ 973,724,856</b>	<b>4.10%</b>	<b>\$ 1,006,001,926</b>	<b>3.31%</b>	<b>\$ 1,057,884,439</b>	<b>5.16%</b>	<b>\$ 1,039,113,173</b>	<b>(1.77%)</b>	<b>\$ 1,053,875,786</b>	<b>1.42%</b>	



## **Expenditures and Personnel**

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



## General Fund Summary

### GENERAL FUND 2021 PROPOSED BUDGET SUMMARY BY AREA OF EXPENSE

Department/Division	Personnel	Materials	Services	Other	Capital	Transfers	Totals
City Council	\$ 4,582,290	\$ 28,000	\$ 369,791	\$ 3,000	\$ -	\$ -	\$ 4,983,081
City Auditor							
City Auditor	3,994,001	27,600	767,134	1,000	-	-	4,789,735
Income Tax	8,493,429	78,500	1,242,250	500	-	-	9,814,679
Total	12,487,430	106,100	2,009,384	1,500	-	-	14,604,414
City Treasurer	1,123,498	10,200	325,868	-	-	-	1,459,566
City Attorney							
City Attorney	12,944,547	85,200	407,922	3,000	-	-	13,440,669
Real Estate	167,293	-	-	-	-	-	167,293
Total	13,111,840	85,200	407,922	3,000	-	-	13,607,962
Municipal Court Judges	17,855,428	65,000	2,019,469	-	-	490,000	20,429,897
Municipal Court Clerk	11,520,669	140,734	806,032	-	-	-	12,467,435
Civil Service	3,798,061	28,828	726,648	3,500	-	-	4,557,037
Public Safety							
Administration	7,179,990	10,367	5,460,855	100	-	-	12,651,312
Support Services	16,497,586	427,175	3,546,327	5,800	-	-	20,476,888
Police	308,214,363	4,742,414	14,930,082	255,000	3,000,000	5,704,269	336,846,128
Fire	246,036,400	4,413,729	12,446,292	125,000	-	2,462,772	265,484,193
Total	577,928,339	9,593,685	36,383,556	385,900	3,000,000	8,167,041	635,458,521
Office of the Mayor							
Mayor	4,249,514	15,000	529,615	1,250	-	-	4,795,379
Office of Diversity & Inclusion	1,547,943	2,000	310,050	-	-	-	1,859,993
Total	5,797,457	17,000	839,665	1,250	-	-	6,655,372
Education	564,487	9,500	6,020,156	-	-	-	6,594,143
Development							
Administration	3,237,921	22,000	4,752,982	151,000	-	-	8,163,903
Econ. Development	1,703,797	6,500	2,754,574	1,000	-	-	4,465,871
Code Enforcement	7,776,741	66,400	744,189	7,000	-	-	8,594,330
Planning	1,614,492	8,400	57,632	1,000	-	-	1,681,524
Housing	1,791,761	12,500	5,772,437	11,000	-	-	7,587,698
Land Redevelopment	854,053	-	1,000	-	-	-	855,053
Total	16,978,765	115,800	14,082,814	171,000	-	-	31,348,379
Finance and Management							
Finance Administration	2,807,592	46,000	2,757,310	-	-	-	5,610,902
Financial Management	2,965,355	13,790	1,457,831	-	-	-	4,436,976
Facilities Management	7,687,210	891,000	9,143,956	3,000	-	-	17,725,166
Total	13,460,157	950,790	13,359,097	3,000	-	-	27,773,044
Finance City-wide	-	-	-	-	-	34,630,070	34,630,070
Finance Technology (Pays of agency bills)	-	-	27,826,987	-	-	-	27,826,987
Human Resources	1,794,248	37,961	1,250,396	-	-	-	3,082,605
Neighborhoods	4,562,784	60,500	1,300,405	1,500	-	2,452,500	8,377,689
Health	-	-	-	-	-	32,953,181	32,953,181
Recreation and Parks	-	-	-	-	-	42,562,142	42,562,142
Public Service							
Administration	721,928	-	18,686	-	-	-	740,614
Refuse Collection	17,030,642	163,400	16,631,819	52,000	10,000	-	33,887,861
Total	17,752,570	163,400	16,650,505	52,000	10,000	-	34,628,475
<b>Total General</b>							
<b>Operating Fund</b>	<b>\$ 703,318,023</b>	<b>\$ 11,412,698</b>	<b>\$ 124,378,695</b>	<b>\$ 625,650</b>	<b>\$ 3,010,000</b>	<b>\$ 121,254,934</b>	<b>\$ 964,000,000</b>

## General Fund Summary

<b>GENERAL FUND EXPENDITURE AND BUDGET SUMMARY</b>					
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budgeted</b>	<b>Projected</b>	<b>Proposed</b>
City Council	\$ 4,286,128	\$ 4,531,498	\$ 4,881,103	\$ 4,778,883	\$ 4,983,081
<b>City Auditor</b>					
City Auditor	4,518,648	4,361,151	4,799,068	4,668,502	4,789,735
Income Tax	9,027,551	8,665,193	9,952,729	8,457,526	9,814,679
Total	13,546,199	13,026,344	14,751,797	13,126,028	14,604,414
City Treasurer	1,193,919	1,330,170	1,473,290	1,202,883	1,459,566
<b>City Attorney</b>					
City Attorney	13,508,467	13,390,639	13,581,589	13,477,821	13,440,669
Real Estate	132,829	143,999	155,321	166,527	167,293
Total	13,641,296	13,534,638	13,736,910	13,644,348	13,607,962
Municipal Court Judges	18,862,874	19,454,642	20,215,446	19,813,941	20,429,897
Municipal Court Clerk	12,400,074	12,532,476	12,767,864	12,273,790	12,467,435
Civil Service	4,164,871	4,451,752	4,427,504	4,300,452	4,557,037
<b>Public Safety</b>					
Administration	7,974,950	12,076,011	8,128,152	8,308,903	12,651,312
Support Services	6,634,876	7,065,278	7,921,198	6,938,973	20,476,888
Police	337,892,617	345,915,936	359,970,422	352,325,158	336,846,128
Fire	258,044,710	265,671,581	271,628,625	232,495,136	265,484,193
Total	610,547,154	630,728,806	647,648,397	600,068,170	635,458,521
<b>Office of the Mayor</b>					
Mayor	4,018,678	4,238,911	4,921,379	4,081,815	4,795,379
Office of Diversity & Inclusion	1,074,201	1,093,943	1,757,387	1,370,009	1,859,993
Total	5,092,879	5,332,854	6,678,766	5,451,824	6,655,372
Education	5,349,282	6,506,688	6,661,910	7,571,326	6,594,143
<b>Development</b>					
Administration	5,611,678	5,996,752	6,202,009	6,005,091	8,163,903
Economic Development	18,976,767	16,842,242	4,543,534	16,309,541	4,465,871
Code Enforcement	7,667,631	7,629,505	9,129,891	8,361,183	8,594,330
Planning	1,864,057	1,833,809	1,899,343	1,517,920	1,681,524
Housing	6,502,559	6,720,579	7,598,810	7,653,063	7,587,698
Land Redevelopment	663,598	652,196	678,974	571,355	855,053
Total	41,286,289	39,675,082	30,052,561	40,418,153	31,348,379
<b>Finance and Management</b>					
Finance Administration	5,459,091	5,725,328	5,377,434	4,878,065	5,610,902
Financial Management	3,617,119	4,825,625	4,917,896	3,509,212	4,436,976
Facilities Management	18,926,789	17,208,761	17,666,036	17,083,995	17,725,166
Total	28,002,999	27,759,714	27,961,366	25,471,272	27,773,044
Citywide Technology	17,300,249	17,923,207	20,260,570	19,653,596	27,826,987
Finance City-wide	7,090,414	9,572,346	44,831,696	15,317,176	34,630,070
Human Resources	2,868,931	2,935,813	3,122,816	2,992,965	3,082,605
Neighborhoods	4,583,599	5,090,844	6,089,550	5,346,289	8,377,689
Health	23,095,550	24,597,885	26,716,803	17,058,263	32,953,181
Recreation and Parks	41,162,178	40,366,310	43,030,613	39,921,871	42,562,142
<b>Public Service</b>					
Administration	1,321,762	667,983	712,412	657,099	740,614
Refuse Collection	33,023,011	31,285,199	33,506,626	31,109,674	33,887,861
Traffic Management	2,275,559	-	-	-	-
Total	36,620,332	31,953,182	34,219,038	31,766,773	34,628,475
<b>Total General Operating Fund</b>	<b>\$ 891,095,217</b>	<b>\$ 911,304,249</b>	<b>\$ 969,528,000</b>	<b>\$ 880,178,000</b>	<b>\$ 964,000,000</b>

<b>GENERAL FUND PERSONNEL SUMMARY -- FULL-TIME</b>				
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budgeted</b>	<b>Proposed</b>
City Council	39	41	42	43
<b>City Auditor</b>				
City Auditor	29	31	31	32
Income Tax	75	70	84	84
Total	104	101	115	116
City Treasurer	8	8	9	9
<b>City Attorney</b>				
City Attorney	126	124	124	128
Real Estate	1	1	1	1
Total	127	125	125	129
Municipal Court Judges	193	200	208	216
Municipal Court Clerk	161	156	165	165
Civil Service	36	36	36	36
<b>Public Safety</b>				
Administration	11	10	14	64
Support Services	42	39	46	189
Police- Non Uniformed	370	354	412	231
Police- Uniformed	1,953	1,969	1,963	1,969
Fire- Non Uniformed	48	49	54	43
Fire- Uniformed	1,591	1,602	1,606	1,602
Total	4,015	4,023	4,095	4,098
<b>Office of the Mayor</b>				
Mayor	27	28	31	31
Office of Diversity and Inclusion*	4	8	14	14
Total	31	36	45	45
Education	4	2	4	4
<b>Development</b>				
Administration	23	22	24	25
Economic Development	9	14	15	15
Code Enforcement	67	78	84	84
Planning	16	14	17	17
Housing	8	18	19	19
Land Redevelopment	7	6	7	9
Total	130	152	166	169
<b>Finance and Management</b>				
Administration	29	25	29	30
Financial Management	25	27	27	27
Facilities Management	87	87	90	94
Total	141	139	146	151
Human Resources	14	14	15	15
Neighborhoods	40	42	48	48
<b>Public Service</b>				
Administration	6	6	6	6
Refuse Collection	191	192	226	226
Total	197	198	232	232
<b>Total General Fund</b>	<b>5,240</b>	<b>5,273</b>	<b>5,451</b>	<b>5,476</b>

The numbers represented in the 2018 and 2019 columns are year-end actuals, while 2020 and 2021 are budgeted.  
 \*2019 Actual includes 2 positions funded by the Department of Public Utilities.

October 19, 2020

**2021 Official Revenue Estimate**

Per the Charter of the City of Columbus, the Mayor’s estimate of the expense of conducting the affairs of the City for the following fiscal year shall be submitted to City Council on or before the fifteenth day of November in each year. The estimate shall be compiled from certain information obtained from various city departments, including a statement from the City Auditor of the total probable revenue for the period covered by the Mayor’s estimate. This statement shall serve as the City Auditor’s Statement of Available Resources for Fiscal Year 2021.

**Statement of Estimated Available Resources – General Operating Fund [1000-100010]**

	Original Estimate
ESTIMATED REVENUE:	
Income taxes	\$698,958,000
Property taxes	57,765,000
Investment earnings	8,675,000
Licenses and permits fees	11,641,000
Shared revenue	23,507,000
Charges for services	62,299,000
Fines and forfeits	14,738,000
Miscellaneous revenue	5,421,000
<b>TOTAL ESTIMATED RESOURCES FROM REVENUE</b>	<b>\$883,004,000</b>
<b>TOTAL TRANSFERS IN</b>	<b>4,000,000</b>
<b>TOTAL ESTIMATED RESOURCES AND TRANSFERS</b>	<b>\$887,004,000</b>
Estimated prior year encumbrance cancellations	5,000,000
Estimated 2020 Year End Fund Balance	71,996,000
<b>TOTAL ESTIMATED AVAILABLE RESOURCES</b>	<b>\$964,000,000</b>

This estimate includes an increase in 2021 income tax revenue of .50% over the 2020 revised estimate of income tax of \$695.5 million. The 2021 estimate of total resources from revenue is 1.24% higher than the 2020 revised estimate.

In addition to the total resources above, the Basic City Services Fund [1000-100017] has a balance of approximately \$20.852 million resulting from the 2019 rebate of 2017 Bureau of Worker’s Compensation premiums and other transfers into that subfund of the General Fund. If transferred to the General Operating Fund, the Total Estimated Available Resources for 2021 becomes \$984.852 million.

See “Notes to the City Auditor’s Statement of Estimated Available Resources” for additional information.



Megan N. Kilgore, City Auditor



**CITY OF COLUMBUS, OHIO**  
**NOTES TO THE CITY AUDITOR'S STATEMENT OF 2021 ESTIMATED AVAILABLE RESOURCES**  
**GENERAL OPERATING FUND**

**NOTE 1 – GENERAL OPERATING FUND RESOURCES**

The 2021 general operating fund total estimated *revenues* for the City of Columbus (“City”) are approximately \$883 million. The revenue is generated through income tax, property tax, investment income, licenses and permits, charges for services, shared revenue, fines and forfeitures, and other miscellaneous revenue.

Total 2021 estimated *resources* for the general operating fund, which include revenues, transfers in, estimated cancellations of prior year encumbrances and the estimated year end cash balance at December 30, 2020 are \$964 million.

Total estimated revenues for 2021 decreased \$19.4 million or 2.15% over the revised estimated revenues for 2020 of \$902.4 million. Total estimated resources for 2021 represent an \$11.8 million or 1.24% increase over the revised estimate of total resources for 2020 of \$952.2 million. The table below displays the total amount of estimated revenue attributable to each revenue category for both 2020 and 2021 and the actual revenue collected for 2019.

(\$ in thousands)

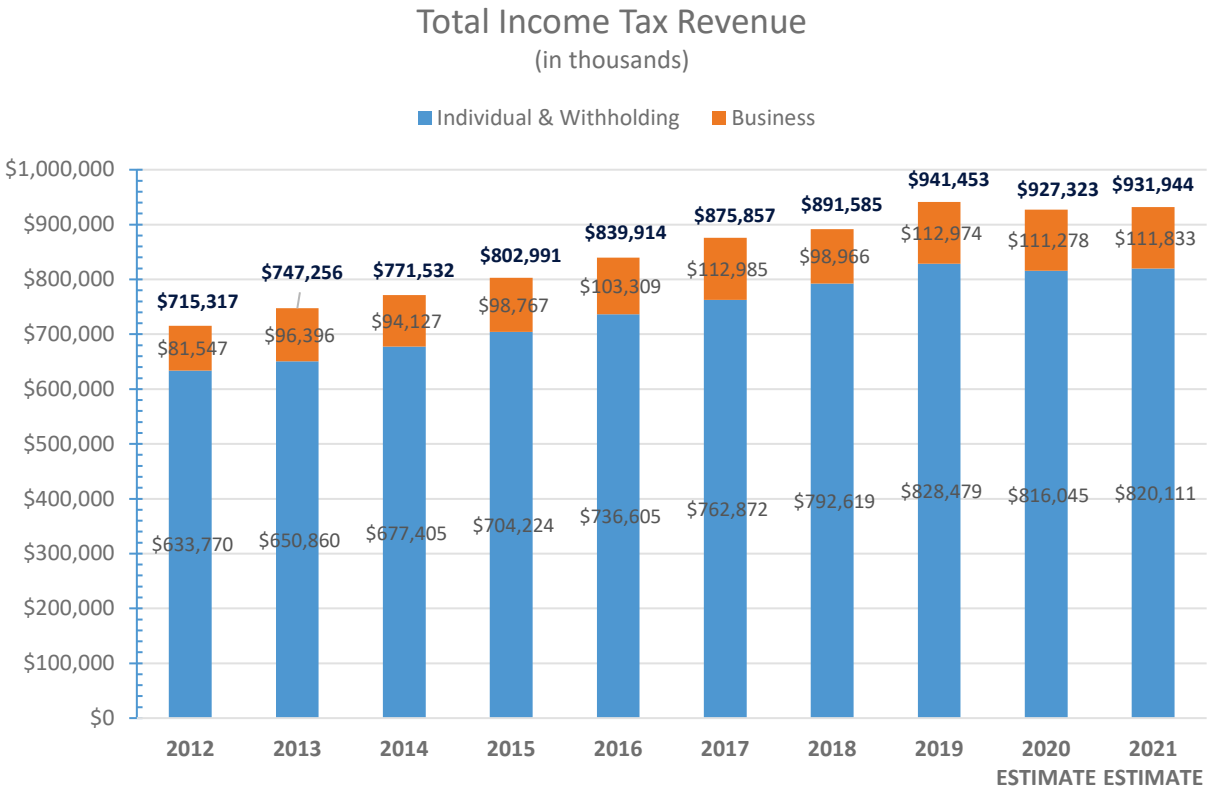
Revenue Categories	2019		2020		2021	
	Actual	% to Total	Revised Estimate	% to Total	Original Estimate	% to Total
Property Taxes	\$50,390	5.5%	\$49,212	5.4%	\$57,765	6.5%
Income Taxes	706,086	77.6%	695,492	77.1%	698,958	79.2%
License and Permit Fees	12,106	1.3%	9,525	1.1%	11,641	1.3%
Fines Forfeitures and Penalties	18,921	2.1%	11,556	1.3%	14,738	1.7%
Investment Earnings	21,146	2.3%	20,900	2.3%	8,675	1.0%
Charges for Service	65,366	7.2%	59,969	6.6%	62,299	7.1%
Shared Revenue	29,628	3.3%	24,406	2.7%	23,507	2.6%
Other Revenue	<u>5,966</u>	<u>0.7%</u>	<u>31,319</u>	<u>3.5%</u>	<u>5,421</u>	<u>0.6%</u>
Resources from Revenue	<u>\$909,609</u>	<u>100.0%</u>	<u>\$902,379</u>	<u>100.0%</u>	<u>\$883,004</u>	<u>100.0%</u>

**NOTE 2 – INCOME TAX REVENUE**

Income tax revenue represents approximately 79% of total general fund revenues. *Total* income tax collection for 2021, after providing for refunds to taxpayers, are estimated at \$931.944 million. One fourth of the collections will be deposited into a debt service fund, more commonly known as the “Special Income Tax Fund”. The remaining three fourths of the collections, approximately \$698.958 million, will be deposited in the City’s general operating fund. The City’s current income tax rate is 2.5%, which is

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levied on all wages, salaries, commissions, other compensation paid to employees, and on net profits of business operations in the City. Income tax revenues are estimated based upon trends in the local economy, changes in the job market, unemployment and timing of payments. The 2021 income tax estimate reflects a 0.50% increase over the 2020 revised estimate dated October 19, 2020. As a result of temporary and permanent job loss related to the COVID-19 pandemic, the 2020 income tax revenue estimate was adjusted to 1.50% lower than the 2019 actual income tax revenue. In the past twenty years there have only been 3 years in which income tax revenues on a cash basis have been lower than the prior year: 2002, -0.29%; 2008, -0.53%; and 2009, -0.85%. The graph below shows total income tax collections/estimates over the past 10 years.



**NOTE 3 – PROPERTY TAX REVENUE**

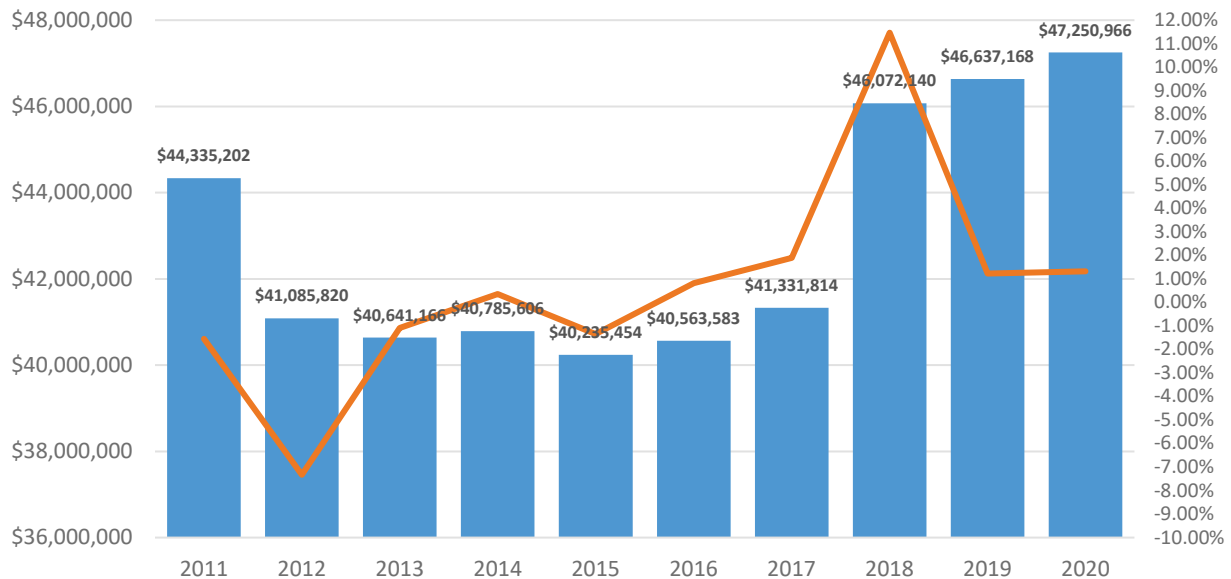
The City's share of taxes collected in 2021 attributable to real properties is estimated at \$57.8 million, net of an estimated \$3 million retained by the counties and the state for certain of their costs. Amounts paid directly to the City from the State of Ohio, known as "rollbacks", are included herein. Property tax revenues are estimated based on trends in assessed valuation of property as determined by the county auditors. Assessed values on real property are established by state law at 35 percent of appraised market value. A revaluation of all property is required to be completed every sixth year. The last revaluation in Franklin County was completed in 2017. Ohio law prohibits taxation of property from all taxing authorities within a county in excess of 1 percent of assessed value without a vote of the people. Under current procedures, the City's share is .314 percent (3.14 mills) of assessed value. Increases in the property tax rate are restricted only by voter willingness to approve such increases.

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Franklin County tax year 2020 assessed values for property tax amounts to be collected in 2021 will be available in December 2020. A triennial update of assessed values was completed in 2020 and preliminary indications are that assessed values will increase by 20-25% for 2020. The graph below shows total estimated actual taxable property value and the year over year percentage change for the past 10 years.

**Estimated Actual Value of Taxable Property  
and Year over Year Percentage Change**

(\$ in thousands)  
Franklin County, Ohio



**NOTE 4 – INVESTMENT EARNINGS**

The City pools its cash and investments for maximum investing efficiency. Earnings on the pool are allocated to individual funds at the discretion of City Council after meeting certain requirements. Interest earnings in excess of amounts required to be allocated are recorded as revenue in the General Fund. Based on the estimated amount of pooled cash and investments and projected interest rates, it is estimated that \$8.7 million will be posted as revenue to the General Fund in 2021. The 2021 estimate for investment earnings is \$12.3 million or 58.5% less than the 2020 revised estimate due to declining interest rates on investments permitted by the Columbus City Code.

**NOTE 5 – LICENSES AND PERMITS**

It is estimated that various licenses and permits issued by the City's Department of Public Safety will generate approximately \$2.9 million for the general fund in 2021. Cable permits are estimated to produce \$8.6 million, while other licenses and permits will add another \$108 thousand for a total of \$11.6 million in licenses and permits. These estimates are determined based on trending and recognition of changes in various license in permit fees and related activity from year to year. The estimated revenue from

**CITY OF COLUMBUS, OHIO**  
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licenses in permits for 2020 was reduced from the original estimate by almost \$3 million due to the lack of activity related to many of safety licenses and permits as a result of the COVID-19 pandemic. The 2021 estimate includes the anticipation of a slight recovery in the related revenue line items, but not a return to normal revenue levels for licenses and permits.

**NOTE 6 – SHARED REVENUE**

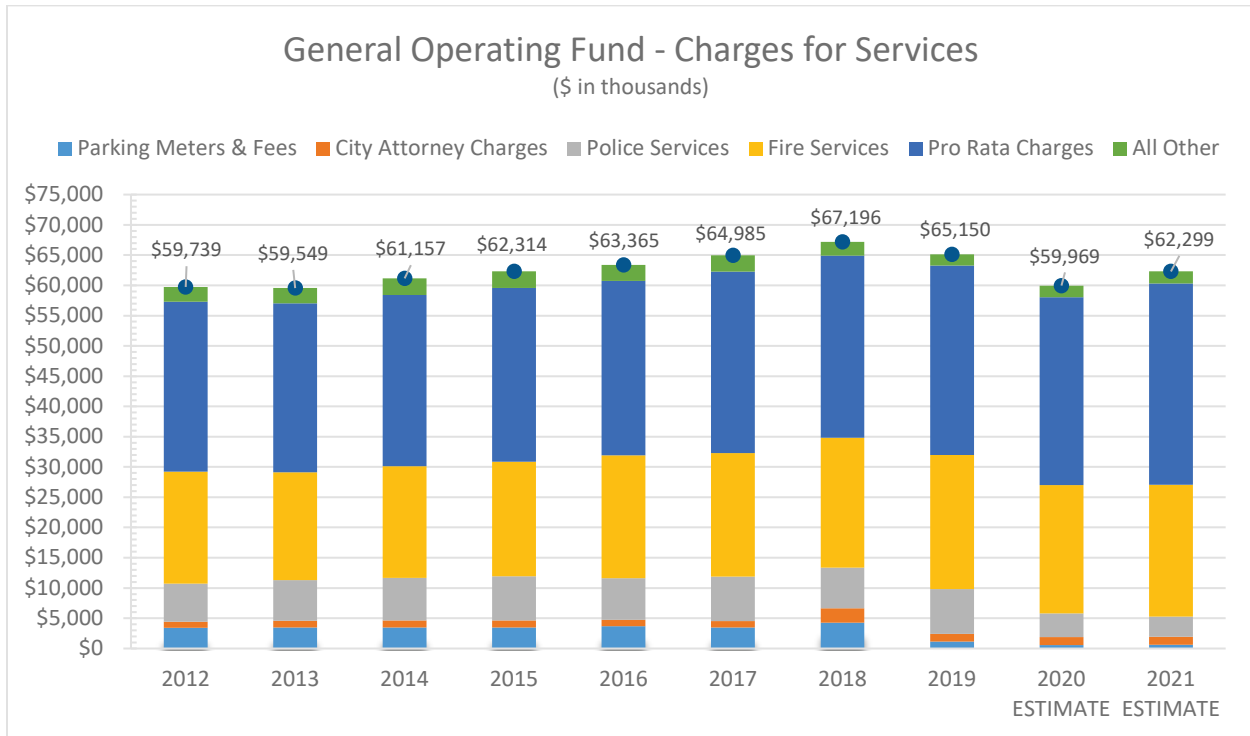
Shared revenue sources are estimated at \$23.5 million for 2021. Shared revenues include portions of the various State of Ohio taxes which are shared with local governments within the State. It is estimated that these shared taxes will provide \$20 million. Additionally, the City receives Casino taxes as an allocation of county share portion and as a host city portion. Total casino taxes are estimated at \$5.8 million. The City has entered into various agreements funded with Casino taxes. For 2020 it is estimated that \$3.5 million in Casino taxes will remain in the General Fund. Shared revenues have been significantly impacted by the COVID-19 pandemic. As a result of the decline in State taxes and closures of casinos in response to the state of emergency, shared revenues have declined by 20% as compared to 2019 actuals.

**NOTE 7 – CHARGES FOR SERVICES**

Charges for services in 2021 are estimated at \$62.3 million. The most significant revenue sources included in charges for services are for Pro Rata, Division of Fire Emergency Medical Services Billing, and special Police services. Pro Rata (or administrative charges to non-general operating fund divisions) represents certain operating costs borne by the general operating fund and then partially allocated to other funds of the City. Ordinance 2293-2018 calls for an assessment rate of 4.5% of revenues of the funds assessed, resulting in revenue to the general operating fund estimated at \$33.3 million for 2021. Since the revenues from the water, sanitary sewer, and storm sewer enterprise have not been significantly impacted by the COVID-19 pandemic, Pro Rata has remained consistent with prior years. The Fire Services estimate of \$21.8 million includes fire Emergency Medical Services Billing for fees related to emergency medical transportation services of \$17.5 million for 2021. Special Police services include auto impound fees, policing special community, and other events and is estimated to generate revenue of \$3.3 million in 2021. Due to the COVID-19 stay at home order and employers requiring employees to work remotely rather than at downtown office locations, charges for services related to parking meters and City-owned garage revenues have been negatively impacted. Estimates for charges for services revenue are based on trends from year to year and identification of certain events that may cause fluctuations in the revenue (i.e. change in rates for non-general operating fund divisions will impact Pro Rata charges). The following graph illustrates charges for services revenue by source over a 10 year period.



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**NOTE 8 – FINES AND FORFEITS**

Fines, forfeitures, court costs, etc., resulting from operations of the Franklin County Municipal Court should produce approximately \$10.5 million in 2021, while the City’s Parking Violations Bureau is expected to collect \$4 million in parking ticket fines. During 2020, these revenue line items were trending at 40% lower than 2019. The Franklin County Municipal Court was closed for part of the year and returned to a significantly lower number of cases in order to accommodate safe return to work policies after the COVID-19 stay at home order. In addition, the COVID-19 public health crisis kept downtown workers and visitors from parking downtown; therefore, parking ticket fines were down by approximately 60%. The 2021 estimate assumes a slight recovery; however, the estimate is 25% lower than 2019 actuals.

**NOTE 9 – MISCELLANEOUS REVENUES**

Miscellaneous revenues are estimated at \$5.421 million for 2021. Kilowatt hour (kWh) tax is permitted to be levied on users of electricity provided by the City’s Division of Electricity. State statutes provide for the kWh tax to be deposited into the City’s general operating fund and the City reports this amount as miscellaneous revenue. The kWh tax for 2021 is estimated at \$3.25 million. The remaining \$2.171 million estimated in miscellaneous revenue is for rents, refunds, reimbursements, and other miscellaneous payments.

**NOTE 10 – TRANSFER IN**

Transfers from other funds for 2021 are estimated at \$4 million; this represents 25% sharing by the Special Income Tax fund of job incentive programs to be paid from the City’s general operating fund. Although not included in the Total Estimated Available Resources for 2021, there is \$20.852 million in the Basic City Services Fund [Fund 1000; Subfund 100017] resulting from the 2019 rebate of 2017 Bureau of Worker’s

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Compensation premiums and other transfers into that subfund of the General Fund. If transferred to the General Operating Fund, the Total Estimated Available Resources for 2021 becomes \$984.852 million.

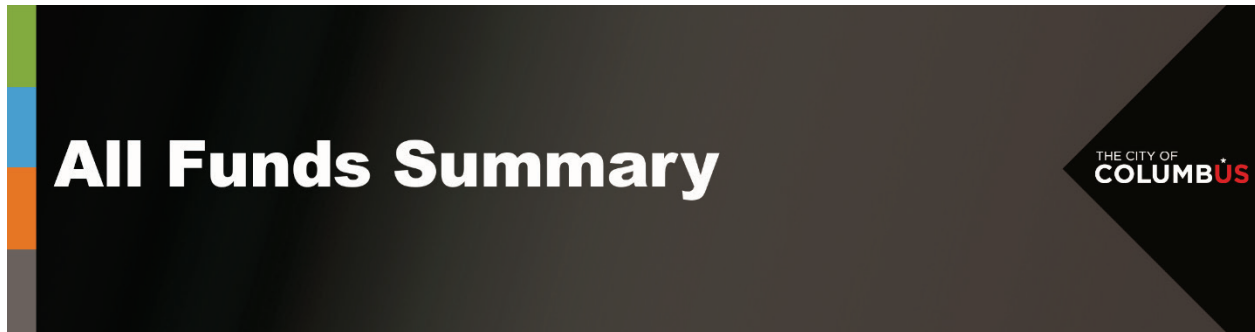
**NOTE 11 – PRIOR YEAR ENCUMBRANCE CANCELLATIONS**

Encumbrances which will be carried forward to 2021, but not used, are estimated at \$5 million. These cancellations will increase unencumbered cash in 2021 to be used for operations. Cancellations are estimated based on previous trends of encumbrance amounts carried forward from year to year, as well as the amounts cancelled each year.

**NOTE 12 – ESTIMATED AVAILABLE BEGINNING BALANCE**

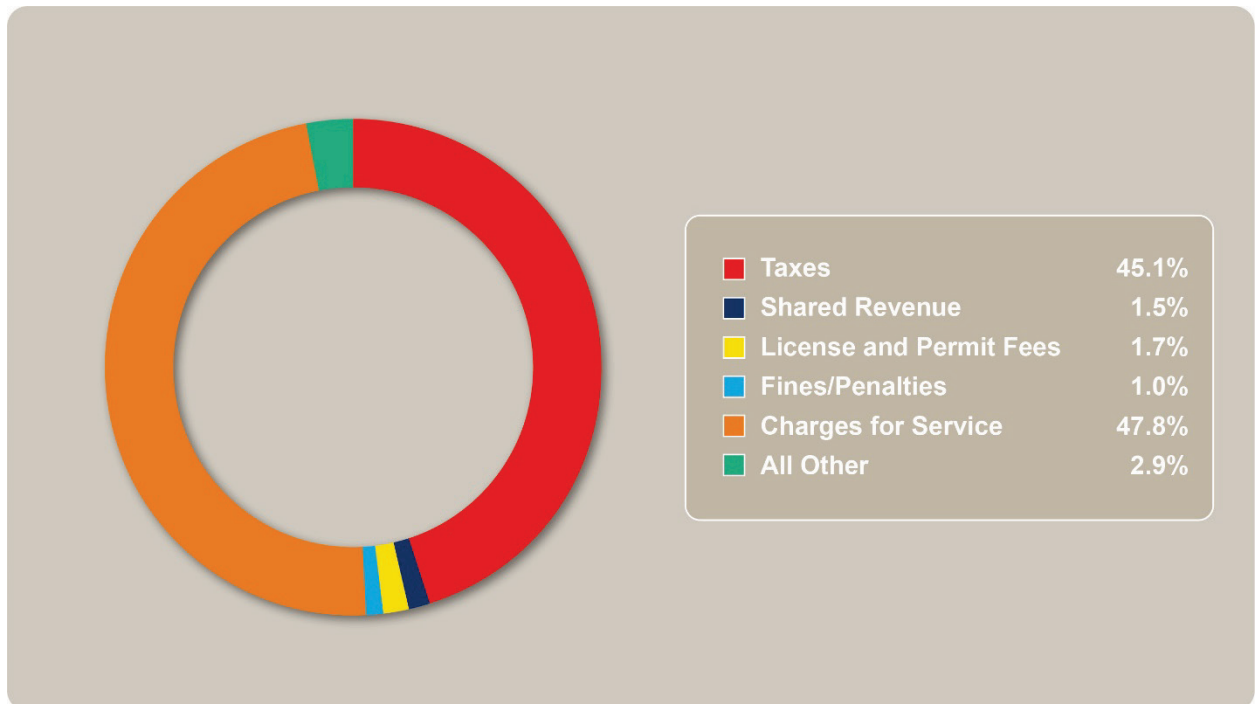
The estimated available beginning balance to be used for 2021 operations is determined using: 1) the 2020 third quarter review of actual revenues as compared to estimated revenues and 2) actual expenditures as compared to the amount appropriated for the year. The beginning cash balance is estimated as follows:

<b>General Operating Fund Estimated Beginning Cash Balance</b>	(in thousands)
Beginning Cash Balance - January 1, 2020	\$ 74,637
Less - Outstanding Encumbrances at December 31, 2019	33,842
Unencumbered Cash Balance - January 1, 2020	<u>40,795</u>
Add - City Auditor's Estimated 2020 Receipts	878,233
Add - City Auditor's Estimated Encumbrance Cancellations	5,000
Add - Transfers In	4,000
<b>Total Amount Available for Appropriations</b>	<u>\$ 928,028</u>
<b>Total Amount Appropriated for Expenditures</b>	<u>\$ 928,028</u>
Projected Amount Available in Excess of Estimate	
Increase 2020 Revenue Estimate dated October 19, 2020	\$ 24,146
Encumbrance Cancellations in Excess of Estimate	-
<b>Projected Amount Available in Excess of Estimate</b>	<u>24,146</u>
Projected Appropriation Surplus (Deficit)	
Total Appropriated as of September 30, 2020	928,028
Less 2020 Projected Operating Expenditures	880,178
<b>Projected Appropriation Surplus (Deficit)</b>	<u>47,850</u>
<b>Projected Available Cash Balance - December 31, 2020</b>	<u>\$ 71,996</u>



The following tables provide historical detail and current proposed 2021 budget figures on all funds' revenues, expenditures, and personnel levels. The 2021 proposed revenue data displayed in the pie chart below is by source category for all funds reported in this document. The two largest categories of revenue sources include charges for services at 47.8 percent and taxes at 45.1 percent.

### 2021 All Funds Revenues by Source Category



## All Funds Summary

<b>REVENUE SUMMARY ALL FUNDS</b>				
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Projected</b>
<b>GENERAL FUND</b>	\$ 860,845,996	\$ 909,609,072	\$ 902,379,000	\$ 883,004,000
<b>SPECIAL REVENUE FUNDS</b>				
Municipal Court Computer	1,802,025	1,738,685	1,136,963	1,475,000
Street Construction, Main. & Repair	54,773,764	62,796,082	67,980,000	67,250,000
Development Services Fund	20,902,033	24,166,969	21,408,770	21,120,000
Private Inspection Fund	4,078,476	5,407,834	5,167,281	5,157,739
Health Special Revenue*	9,070,312	9,518,390	9,316,934	8,676,332
Rec. and Parks Oper. & Extension*	11,947,635	12,816,695	8,310,892	10,344,500
Broad Street Operations Fund*	896,688	928,977	889,032	889,032
Parking Meter Program Fund	3,382,510	8,080,030	5,434,000	6,168,000
E-911 Fund	1,680,918	1,705,251	1,566,227	1,566,227
Emergency Human Services Fund	2,545,002	2,653,235	1,160,000	1,362,000
<b>INTERNAL SERVICE FUNDS</b>				
Print and Mail Services Fund	1,854,991	1,757,000	1,588,488	1,923,245
Land Acquisition	1,045,108	1,026,619	989,277	936,000
Technology Services	32,926,598	36,367,037	41,679,604	52,694,298
Fleet Management Services	35,305,540	34,594,159	38,046,099	39,344,854
Construction Inspection Fund	9,666,331	12,372,569	11,151,696	11,755,638
Employee Benefits	4,660,331	4,955,303	5,482,464	5,989,579
<b>ENTERPRISE FUNDS</b>				
Water System Enterprise	198,981,864	205,545,732	212,321,973	218,377,678
Sewerage System Enterprise	279,006,552	285,907,776	299,594,659	310,564,870
Storm System Enterprise	42,512,296	43,328,615	44,663,308	45,903,817
Electricity Enterprise	86,674,470	86,780,097	82,769,882	85,483,434
<b>Grand Total All Funds</b>	<b>\$ 1,664,559,440</b>	<b>\$ 1,752,056,127</b>	<b>\$ 1,763,036,549</b>	<b>\$ 1,779,986,243</b>
Note: Revenue does not include encumbrance cancellations.				
*Excludes general fund transfers				

## 2021 PROPOSED APPROPRIATIONS - ALL FUNDS SUMMARY BY OBJECT OF EXPENSE

	PERSONNEL	MATERIALS	SERVICES	OTHER	CAPITAL OUTLAY	DEBT SERVICE	TRANSFERS	TOTAL
<b>GENERAL FUND</b>	\$ 703,318,023	\$ 11,412,698	\$ 124,378,695	\$ 625,650	\$ 3,010,000	\$ -	\$ 121,254,934	\$ 964,000,000
<b>SPECIAL REVENUE FUNDS</b>								
<b>Municipal Court Computer Fund</b>								
Judges	107,781	218,000	339,608	-	-	-	-	665,389
Clerk	696,787	61,000	786,942	-	-	-	-	1,544,729
<b>Total Court Computer</b>	<b>804,568</b>	<b>279,000</b>	<b>1,126,550</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,210,118</b>
<b>Street Construction, Main. &amp; Repair</b>								
Service Administration	5,566,601	18,000	1,228,122	4,000	50,000	-	-	6,866,723
Traffic Management	12,187,267	2,289,200	2,652,861	104,000	4,380,000	-	-	21,613,328
Infrastructure Management	18,921,674	1,393,000	16,864,728	90,000	1,100,000	-	-	38,369,402
Refuse Collection	-	-	3,600,000	-	-	-	-	3,600,000
Design & Construction	4,673,475	14,000	1,873,367	3,500	1,040,000	-	-	7,604,342
<b>Total SCMR</b>	<b>41,349,017</b>	<b>3,714,200</b>	<b>26,219,078</b>	<b>201,500</b>	<b>6,570,000</b>	<b>-</b>	<b>-</b>	<b>78,053,795</b>
<b>Development Services Fund</b>								
Building & Zoning	17,492,337	172,600	5,270,307	73,500	-	-	-	23,008,744
<b>Private Inspection Fund</b>								
Service Administration	94,129	6,000	12,500	-	-	-	-	112,629
Design & Construction	3,537,322	60,900	1,391,456	18,000	150,000	-	-	5,157,678
<b>Total Private Inspection</b>	<b>3,631,451</b>	<b>66,900</b>	<b>1,403,956</b>	<b>18,000</b>	<b>150,000</b>	<b>-</b>	<b>-</b>	<b>5,270,307</b>
<b>Health Special Revenue</b>								
Department of Public Health	28,809,054	1,079,730	7,523,729	32,000	285,000	-	4,000,000	41,729,513
<b>Rec. and Parks Oper. &amp; Extension</b>								
Department of Recreation & Parks	37,473,284	2,624,166	13,017,953	158,750	-	-	182,489	53,456,642
<b>Broad Street Operations Fund</b>								
Division of Facilities Management	-	-	1,571,033	-	-	-	-	1,571,033
<b>E-911 Fund</b>								
Support Services	1,566,227	-	-	-	-	-	-	1,566,227
<b>Emergency Human Services Fund</b>								
Development Administration	-	-	1,362,000	-	-	-	-	1,362,000
<b>Parking Meter Program Fund</b>								
Parking Services	3,900,061	94,500	2,115,711	53,000	-	-	-	6,163,272

All Funds Summary

2020 PROPOSED APPROPRIATIONS - ALL FUNDS SUMMARY BY OBJECT OF EXPENSE (CONT.)								
	PERSONNEL	MATERIALS	SERVICES	OTHER	CAPITAL OUTLAY	DEBT SERVICE	TRANSFERS	TOTAL
<b>INTERNAL SERVICE FUNDS</b>								
<b>Print and Mailroom Services Fund</b>								
Financial Management	\$ 569,404	\$ 153,235	\$ 1,200,606	\$ -	\$ -	\$ -	\$ -	\$ 1,923,245
<b>Land Acquisition</b>								
Real Estate	1,033,876	26,500	127,905	2,000	-	-	-	1,190,281
<b>Technology Services</b>								
Administration	2,241,228	910,804	11,887,414	-	100,000	-	-	15,139,446
Information Services	18,594,013	411,000	13,081,848	1,000	51,000	5,415,992	-	37,554,853
<b>Total Technology Services</b>	<b>20,835,241</b>	<b>1,321,804</b>	<b>24,969,262</b>	<b>1,000</b>	<b>151,000</b>	<b>5,415,992</b>	<b>-</b>	<b>52,694,299</b>
<b>Fleet Management Services</b>								
Division of Fleet Management	11,780,061	15,822,266	6,023,519	1,500	25,000	4,553,465	-	38,205,811
Finance and Management Administration	959,627	-	-	-	-	-	-	959,627
<b>Total Fleet Management Services</b>	<b>12,739,688</b>	<b>15,822,266</b>	<b>6,023,519</b>	<b>1,500</b>	<b>25,000</b>	<b>4,553,465</b>	<b>-</b>	<b>39,165,438</b>
<b>Construction Inspection Fund</b>								
Service Administration	953,430	10,000	18,000	-	-	-	-	981,430
Design & Construction	8,252,110	142,100	3,124,002	42,000	350,000	-	-	11,910,212
<b>Total Construction Inspection Fund</b>	<b>9,205,540</b>	<b>152,100</b>	<b>3,142,002</b>	<b>42,000</b>	<b>350,000</b>	<b>-</b>	<b>-</b>	<b>12,891,642</b>
<b>Employee Benefits</b>								
Department of Human Resources	3,526,286	59,548	2,008,745	-	-	-	-	5,594,579
Department of Finance and Management	-	-	395,000	-	-	-	-	395,000
<b>Total Employee Benefits</b>	<b>3,526,286</b>	<b>59,548</b>	<b>2,403,745</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,989,579</b>
<b>ENTERPRISE FUNDS</b>								
<b>Various Enterprise Funds</b>								
Public Utilities Director's Office	22,214,956	552,852	11,651,430	3,500	-	-	-	34,422,738
<b>Water System Enterprise</b>								
Division of Water	43,663,743	20,265,220	44,575,302	56,000	1,743,770	100,795,622	-	211,099,657
<b>Sewerage System Enterprise</b>								
Division of Sewers and Drains	44,494,998	12,614,427	57,130,420	158,800	1,656,620	172,930,086	16,296,725	305,282,076
<b>Storm System Enterprise</b>								
Division of Sewers and Drains	2,590,216	95,616	24,382,057	20,000	-	14,563,829	-	41,651,718
<b>Electricity Enterprise</b>								
Division of Electricity	11,744,796	57,820,000	17,389,968	20,700	5,436,000	1,662,550	-	94,074,014
<b>Grand Total All Funds</b>	<b>\$ 1,010,962,766</b>	<b>\$ 128,327,362</b>	<b>\$ 376,985,228</b>	<b>\$ 1,467,900</b>	<b>\$ 19,377,390</b>	<b>\$ 299,921,544</b>	<b>\$ 141,734,148</b>	<b>\$ 1,978,776,338</b>

<b>EXPENDITURE AND BUDGET SUMMARY ALL FUNDS</b>				
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Proposed</b>
<b>GENERAL FUND</b>	\$ 891,095,217	\$ 911,304,249	\$ 880,178,000	\$ 964,000,000
<b>SPECIAL REVENUE FUNDS</b>				
<b>Municipal Court Computer</b>				
Judges	456,841	369,732	494,071	665,389
Clerk	1,116,655	1,278,688	900,644	1,544,729
<b>Total Municipal Court Computer</b>	<b>1,573,495</b>	<b>1,648,420</b>	<b>1,394,715</b>	<b>2,210,118</b>
<b>Street Construction, Main. &amp; Repair</b>				
Service Administration	3,228,604	5,075,605	5,876,674	6,866,723
Traffic Management	13,452,031	14,533,901	19,896,286	21,613,328
Refuse Collection	3,314,435	3,627,995	3,600,000	3,600,000
Infrastructure Management	31,735,853	35,311,174	34,291,400	38,369,402
Design & Construction	5,407,633	6,033,040	7,557,725	7,604,342
<b>Total SCMR</b>	<b>57,138,556</b>	<b>64,581,715</b>	<b>71,222,085</b>	<b>78,053,795</b>
<b>Development Services Fund</b>				
Building & Zoning	20,451,279	22,446,679	23,681,481	23,008,744
<b>Private Inspection Fund</b>				
Design & Construction	5,272,613	4,356,582	4,881,550	5,157,678
Service Administration	71,507	82,825	87,338	112,629
<b>Total Private Inspection</b>	<b>5,344,119</b>	<b>4,439,407</b>	<b>4,968,888</b>	<b>5,270,307</b>
<b>Health Special Revenue</b>				
Department of Public Health	32,339,617	34,440,030	27,083,824	41,729,513
<b>Rec. and Parks Oper. &amp; Extension</b>				
Department of Recreation & Parks	53,882,511	54,195,986	49,902,198	53,456,642
<b>Broad Street Operations Fund</b>				
Division of Facilities Management	1,422,956	1,423,997	1,538,933	1,571,033
<b>Photo Red Light Fund</b>				
Division of Police	180,818	-	-	-
<b>E-911 Fund</b>				
Division of Police	1,899,527	974,643	1,448,524	-
Support Services	109,590	307,822	383,668	1,566,227
<b>Total E-911</b>	<b>2,009,117</b>	<b>1,282,465</b>	<b>1,832,192</b>	<b>1,566,227</b>
<b>Emergency Human Services Fund</b>				
Development Administration	2,422,448	2,924,103	1,160,000	1,362,000
<b>Parking Meter Program Fund</b>				
Service Administration	-	713,887	1,144	-
Parking Services	-	7,257,387	7,408,853	6,163,272
Traffic Management	3,667,266	(2,494)	-	-
<b>Total Parking Meter Program</b>	<b>3,667,266</b>	<b>7,968,779</b>	<b>7,409,997</b>	<b>6,163,272</b>

## All Funds Summary

<b>EXPENDITURE AND BUDGET SUMMARY ALL FUNDS (CONT.)</b>				
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Proposed</b>
<b>INTERNAL SERVICE FUNDS</b>				
<b>Print and Mail Services Fund</b>				
Financial Management	\$ 1,833,969	\$ 1,845,299	\$ 1,624,296	\$ 1,923,245
<b>Land Acquisition</b>				
Real Estate	985,776	1,073,019	1,140,475	1,190,281
<b>Technology Services</b>				
Administration	6,626,943	6,492,335	8,636,344	15,139,446
Division of Information Services	27,349,274	29,238,388	32,600,129	37,554,853
<b>Total Technology Services</b>	<b>33,976,216</b>	<b>35,730,724</b>	<b>41,236,473</b>	<b>52,694,299</b>
<b>Fleet Management Services</b>				
Division of Fleet Management	36,257,374	37,257,256	33,092,670	38,205,811
Finance and Management Administration	800,818	889,569	1,001,852	959,627
<b>Total Fleet Management Services</b>	<b>37,058,192</b>	<b>38,146,825</b>	<b>34,094,522</b>	<b>39,165,438</b>
<b>Construction Inspection Fund</b>				
Service Administration	510,207	510,151	539,736	981,430
Design & Construction	7,132,322	9,266,826	11,420,080	11,910,212
<b>Total Construction Inspection Fund</b>	<b>7,642,529</b>	<b>9,776,977</b>	<b>11,959,816</b>	<b>12,891,642</b>
<b>Employee Benefits</b>				
Department of Human Resources	4,265,331	4,560,303	5,087,464	5,594,579
Department of Finance and Management	395,000	395,000	395,000	395,000
<b>Total Employee Benefits</b>	<b>4,660,331</b>	<b>4,955,303</b>	<b>5,482,464</b>	<b>5,989,579</b>
<b>ENTERPRISE FUNDS</b>				
<b>Various Enterprise Funds</b>				
Public Utilities Director's Office	23,198,924	27,970,853	29,344,712	34,422,738
<b>Water System Enterprise</b>				
Division of Water	177,909,841	177,506,843	181,587,344	211,099,657
<b>Sewerage System Enterprise</b>				
Division of Sewers and Drains	256,851,365	256,808,568	273,140,779	305,282,076
<b>Storm System Enterprise</b>				
Division of Sewers and Drains	37,865,262	40,101,913	38,603,990	41,651,718
<b>Electricity Enterprise</b>				
Division of Electricity	83,477,000	79,075,300	89,331,111	94,074,014
<b>Grand Total All Funds</b>	<b>\$ 1,736,986,804</b>	<b>\$ 1,779,647,454</b>	<b>\$ 1,777,918,295</b>	<b>\$ 1,978,776,338</b>



<b>ALL FUNDS PERSONNEL SUMMARY (FTE'S)</b>				
<b>Fund Name Division or Department</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budgeted</b>	<b>2021 Proposed</b>
<b>GENERAL FUND</b>	5,240	5,273	5,451	5,476
<b>SPECIAL REVENUE FUNDS</b>				
<b>Street Construction, Main. &amp; Repair</b>				
Service Administration	30	28	35	50
Traffic Management	108	105	122	122
Infrastructure Management	185	175	222	210
Design & Construction	39	38	37	36
<b>Total SCMR</b>	<b>362</b>	<b>346</b>	<b>416</b>	<b>418</b>
<b>Development Services Fund</b>				
Building & Zoning	145	154	164	161
<b>Private Inspection Fund</b>				
Service Administration	1	1	1	1
Design & Construction	35	34	30	31
<b>Total Private Construction</b>	<b>36</b>	<b>35</b>	<b>31</b>	<b>32</b>
<b>Health Special Revenue</b>				
Department of Public Health	235	245	283	309
<b>Rec. and Parks Oper. &amp; Extension</b>				
Department of Recreation & Parks	322	320	356	353
<b>Municipal Court Computer Fund</b>				
Judges	0	1	1	1
Clerk	0	4	6	6
<b>Total Municipal Court Computer</b>	<b>0</b>	<b>5</b>	<b>7</b>	<b>7</b>
<b>Parking Meter Program Fund</b>				
Service Administration	6	7	6	0
Parking Services	42	45	51	51
<b>Total Parking Meter Program</b>	<b>48</b>	<b>52</b>	<b>57</b>	<b>51</b>

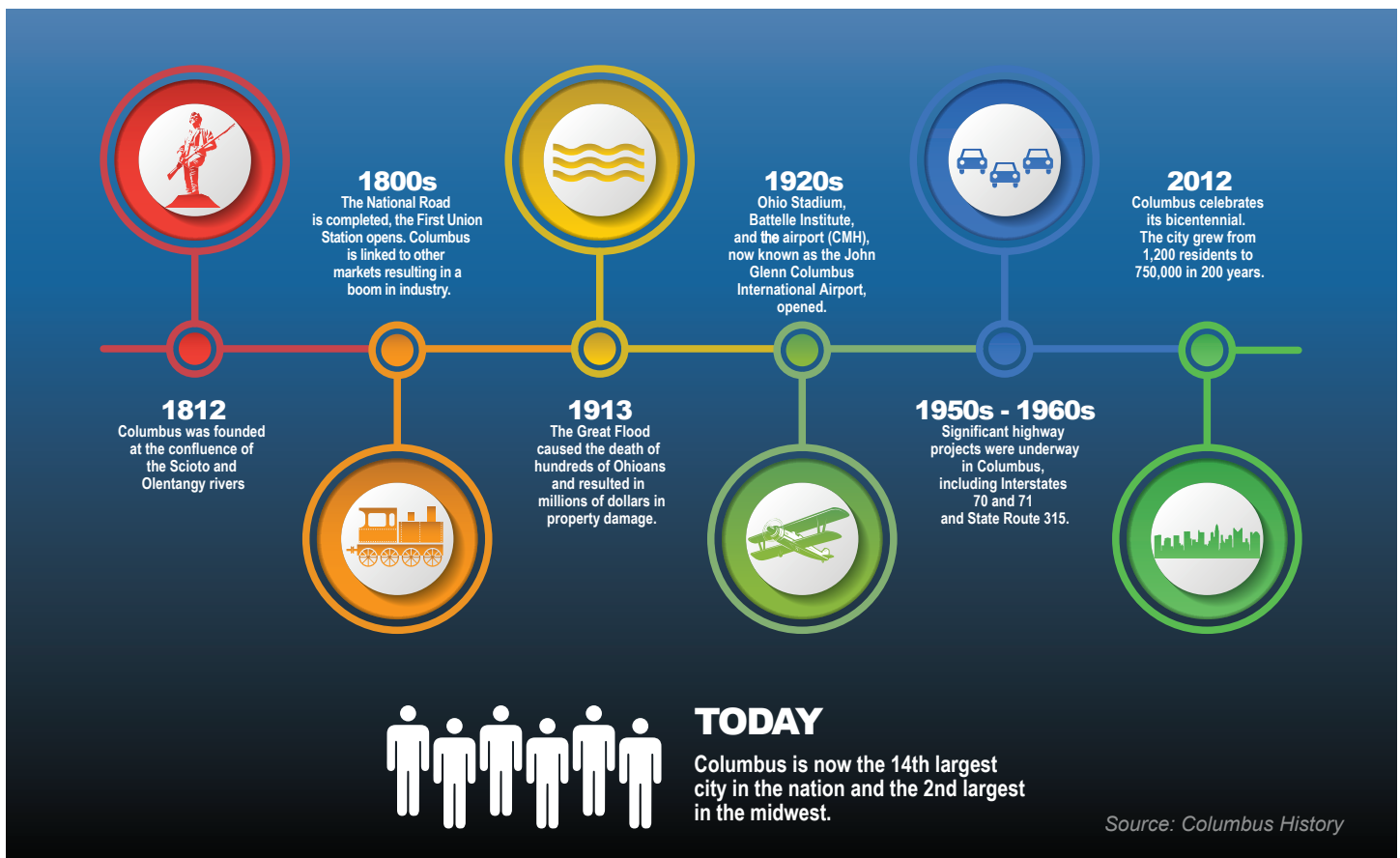


## All Funds Summary

<b>ALL FUNDS PERSONNEL SUMMARY (FTE'S) (CONT.)</b>				
<b>Fund Name</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>Division or Department</b>	<b>Actual</b>	<b>Actual</b>	<b>Budgeted</b>	<b>Proposed</b>
<b>INTERNAL SERVICE FUNDS</b>				
<b>Print and Mail Services</b>				
Mailroom Services	3	2	3	3
Print Services	4	4	4	4
<b>Total Print and Mail Services</b>	<b>7</b>	<b>6</b>	<b>7</b>	<b>7</b>
<b>Land Acquisition</b>				
Real Estate	8	8	9	8
<b>Technology Services</b>				
Technology Administration	15	14	15	15
Division of Information Services	131	136	146	151
<b>Total Technology Services</b>	<b>146</b>	<b>150</b>	<b>161</b>	<b>166</b>
<b>Fleet Management Services</b>				
Finance and Management Administration	7	9	8	8
Division of Fleet Management	124	127	132	132
<b>Total Fleet Services</b>	<b>131</b>	<b>136</b>	<b>140</b>	<b>140</b>
<b>Construction Inspection Fund</b>				
Service Administration	5	4	6	8
Design & Construction	52	52	71	71
<b>Total Construction Inspection Fund</b>	<b>57</b>	<b>56</b>	<b>77</b>	<b>79</b>
<b>Employee Benefits</b>				
Department of Human Resources	24	29	31	32
<b>ENTERPRISE FUNDS</b>				
<b>Water System Enterprise</b>				
Division of Power and Water	426	413	468	468
<b>Sewerage System Enterprise</b>				
Division of Sewers and Drains	416	412	471	472
<b>Storm System Enterprise</b>				
Division of Sewers and Drains	17	21	26	26
<b>Electricity Enterprise</b>				
Division of Power and Water	91	95	110	110
<b>Various Enterprise Funds</b>				
Public Utilities Director's Office	207	200	239	239
<b>Grand Total All Funds</b>	<b>7,918</b>	<b>7,955</b>	<b>8,504</b>	<b>8,554</b>

# Columbus Community Profile

THE CITY OF COLUMBUS



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.

Currently, Columbus maintains its ranking of the 14th most populated city in the United States. Covering almost

226 square miles, the city is recognized nationwide for its historic neighborhoods, booming downtown arts and sporting district, open attitude, and notably affordable quality of life. The city's economy is very diverse and the community prides itself on being at the forefront of education reform, fiscal responsibility, and public safety.

Economic investments in the future of Columbus have created jobs and spurred major initiatives focused on improving neighborhoods, community health, and the environment.

## Columbus Government



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 is administered by a Mayor, a seven-member City Council, the City Auditor, and the 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 City 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.

The Recreation and Parks Director, the Health Commissioner, and the Civil Service Executive Director are appointed by, and report to, independent commissions. The City Treasurer and Clerk to the Council are appointed by, and serve at the pleasure of, City Council. All other departments’ directors are appointed by, and serve at the pleasure of the Mayor.

### Stay Connected

The MyCOLUMBUS free Mobile App allows access to numerous city services, a community events calendar, park and trail guides, and tips for a healthy lifestyle, among other resources.



## Key City Services at a Glance

### Development

Annual Average Emergency & Non-Emergency Requests . . . . . 38,723  
Annual Average Code Violation Notices . . . . . 20,366

### Neighborhoods

Neighborhood Pride Centers . . . . . 5  
311 Service Requests Received in 2019 . . . . . 300,766

### Public Health

Licensed Food Facilities  
Compliant with Health Standards . . . . . 99.7%  
Annual Average Immunizations . . . . . 26,456

### Public Safety

Annual Average EMS & Fire Runs Dispatched . . . . . 157,263  
Fire Stations . . . . . 35  
Police Substation . . . . . 17  
Annual Average 911 Police Service Calls. . . 626,857

### Public Service

Roadway Lane Miles Maintained . . . . . Over 6,400 Miles  
Refuse Total Households Serviced. . . . . 340,000  
Recycling Tons Collected . . . . . 40,000  
Bridges Maintained . . . . . 206

### Public Utilities

City-Owned Sewer and Water Lines Maintained . . . . . 7,057 Miles  
Wastewater Treatment Plants . . . . . 2  
Water Treatment Plants . . . . . 3  
Gallons of Wastewater Treated (2019) . . . . . 69 Billion  
Gallons of Drinking Water Treated . . . . . 50.6 Billion  
Service Population . . . . . 1.2 Million Customers  
City Power Customers . . . . . Over 15,895

### Recreation & Parks

Park Sites . . . . . 400  
Acres Maintained (Including Reservoirs) . . . . . 15,345  
Swimming Pools, Spray Grounds, Splash Pads & Fountains . . . . . 17  
Golf Courses . . . . . 6  
Multi-Use Trails . . . . . 128.3 Miles  
Community Centers . . . . . 29  
Athletic Complexes . . . . . 5

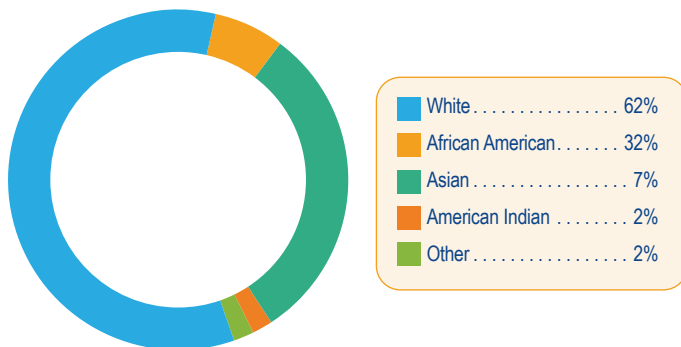
## Columbus Demographics



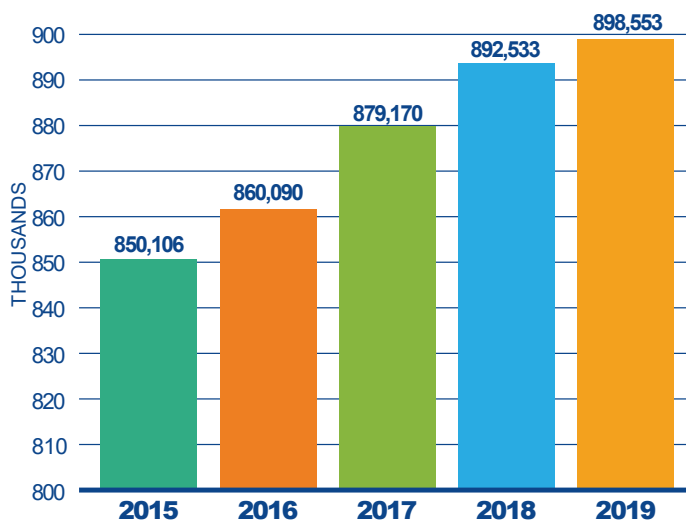
The population of Columbus is diverse, young, and has a growth rate double the national average. The city's population is well educated, with over 37.1 percent having earned a bachelor's or advanced degree compared to the national average of 32.6 percent.

Source: U.S. Census Bureau, 2018 American Community Survey Est.

## Racial Demographics



## Population 5 Year Trend



## Population Quick Facts

Population Size ..... 898,553  
 Population per Square Mile ..... 3,980

### Population Growth Rate

COLUMBUS ..... 13.9%  
 National Average ..... 6.3%

### Median Income

COLUMBUS ..... \$51,612  
 National ..... \$60,293

### Median Age

COLUMBUS ..... 32.3  
 National ..... 38.2

### Population by Age

Under 18 ..... 22.5%  
 18 to 65 ..... 67.5%  
 Over 65 ..... 10.0%

### Sex

Female ..... 51.2%  
 Male ..... 48.8%

**FUN FACT!**  
 Columbus has  
 never declined in  
 population



Source: U.S. Census Bureau 2018 Estimates, QuickFacts & American FactFinder

## Columbus Housing

The City of Columbus' housing market is booming with trendy and desirable neighborhoods, affordable housing options, and a thriving local economy. In Nationwide's Health of Housing Markets 2020 Q2 report, the Columbus housing market was ranked 35th nationwide.

Columbus is known for its vibrant, unique neighborhoods. Throughout the city, there are a variety of living options with many neighborhoods consisting of smaller communities within its borders. Residents are able to live in areas that range from historically preserved German Village, to the popular Short North, or newly developed downtown condominiums.



### Housing Quick Facts

Housing Units ..... 397,308

#### Persons per Household

COLUMBUS ..... 2.5  
National Average ..... 2.7

#### Ownership Rate

COLUMBUS ..... 45.1%  
National Average ..... 63.8%

#### Median Home Value

COLUMBUS ..... \$159,400  
National ..... \$229,700

#### Median Monthly Mortgage

COLUMBUS ..... \$1,306  
National ..... \$1,568

#### Median Monthly Rent

COLUMBUS ..... \$954  
National ..... \$1,058

Source: U.S. Census Bureau, 2018 American Community Survey  
1-Year Estimates



## Columbus Transportation

Columbus is located in the heart of the Midwest, and is within a one day drive or one hour flight to nearly half of the population in the United States and one-third of the population in Canada. Eight major interstates cross through Columbus, providing convenient access from coast to coast and benefitting in-state commerce. In recent years, Columbus was recognized by Inbound Logistics as one of the nation’s logistical hotspots.

Source: Columbus Region

Columbus is also home to the **Columbus Regional Airport Authority** which connects central Ohio with the world through the operation of three airports:

**John Glenn Columbus International Airport:** Service to over 47 destination airports with over 160 daily flights and 8.6 million annual passengers.

**Rickenbacker International Airport:** A multimodal logistics hub serving international airfreight, cargo airlines, manufacturers, and distributors with over 300,000 annual passengers.

**Bolton Air Field:** Services the needs of area businesses, private pilots, and aviation enthusiasts. In addition, Columbus is also home to **The Ohio State University Airport**, with over 75,000 operations a year, including corporate activity, student training, and pleasure flying.

Source: Columbus Regional Airport Authority

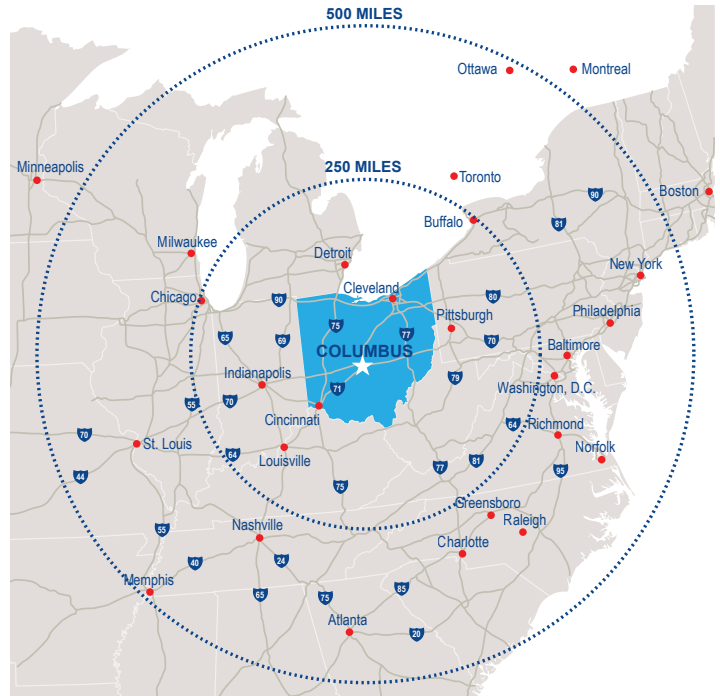
## Other Means of Getting Around Columbus:

**Public Transportation:** The Central Ohio Transit Authority (**COTA**) provides bus service to over 19 million annual passengers with 42 local, express, and crosstown lines serving a 562 square mile area. The **CBUS** delivers free downtown bus service, circulating on a specified route, every 10-15 minutes. **AirConnect** offers a direct bus service between downtown and the John Glenn Columbus International Airport.

**Sharing Services:** COGO provides on demand access to over 600 bicycles located at 80 stations throughout downtown. **Zipcar** provides car-sharing service in on-street parking spots Downtown, as well as the Short North, German Village, and Weinland Park. **Uber** and **Lyft** connect people in need of a ride with available drivers. Electric scooter share options are available through **Bird**, **Lime**, and **Spin**.

**Two Wheels:** Columbus’ bikeway program encourages traveling in and around Columbus via bicycles and maintains protected bike lanes and 230 miles of connected trails in the region.

**Taxi Services:** Pedicabs provide bike taxi service throughout downtown and taxicabs offer taxi service throughout the city.





In 2015, the United States Department of Transportation (USDOT) Smart City Challenge encouraged cities to put forward their best and most innovative ideas for the efficient movement of people and goods at the intersection of technology and transportation.



The USDOT intended for this competition to focus on how emerging transportation data, technologies, and applications can not only be integrated with existing city systems to address transportation challenges, but can also be used to spur reinvestment in under-served communities.

In June 2016, the City of Columbus was announced the winner of the Smart City Challenge, beating out 77 other cities from across the country. Columbus won two grants as part of the US Department of Transportation Smart City Challenge: \$40 million from the USDOT to fund transportation and technology based projects and \$10 million from the Paul G. Allen Family Foundation to fund work aimed at reducing greenhouse gas emissions from the transportation sector.

OPPORTUNITY	ENVIRONMENT	SAFETY
AGENCY EFFICIENCY	MOBILITY	CUSTOMER SATISFACTION

**MISSION**  
To ACCELERATE human PROGRESS through MOBILITY.

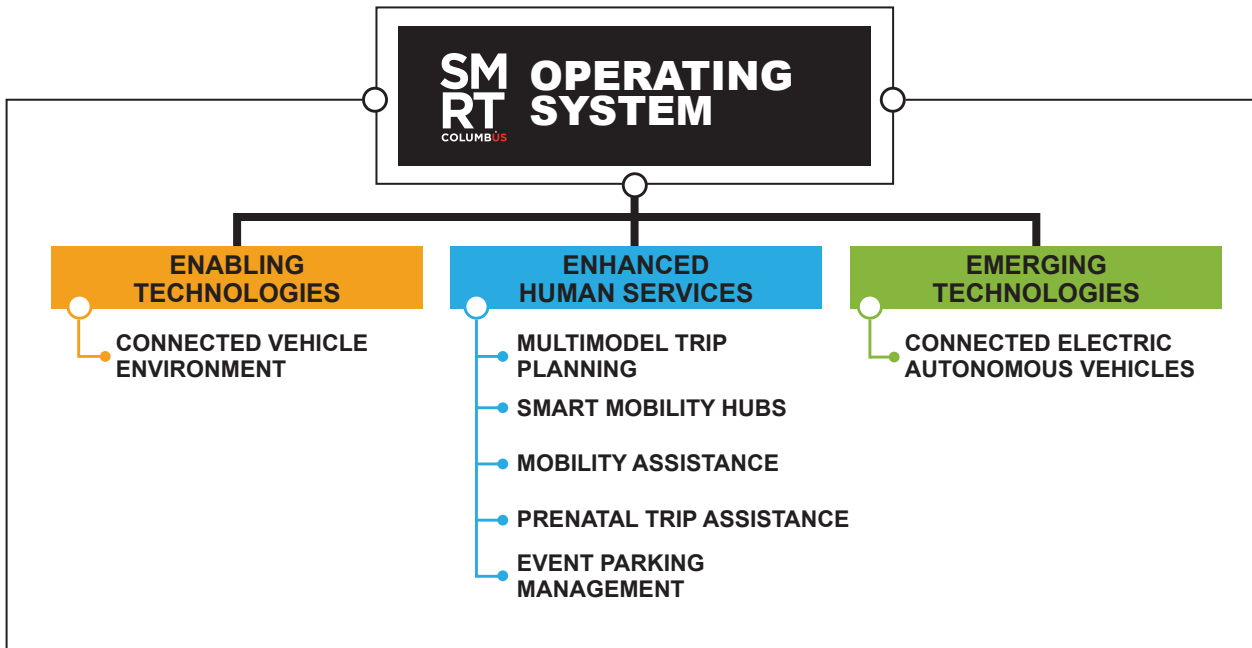
**VISION**  
To be the MODEL for CONNECTED CITIES of the FUTURE.

**PURPOSE**  
We are leading COLUMBUS to the FUTURE, and ensuring YOUR PLACE in it.

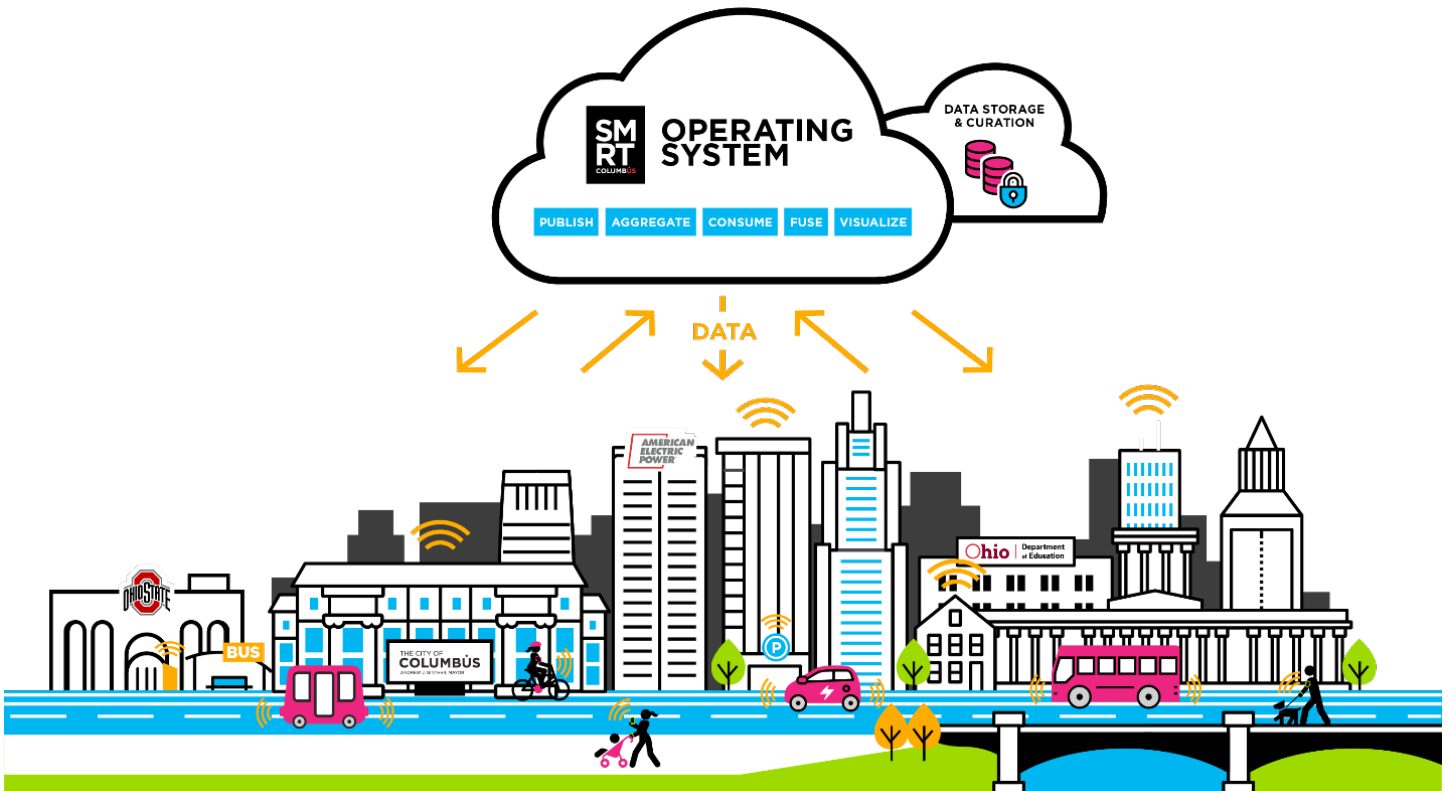


**USDOT Portfolio**

There are eight unique, but connected, projects that are designed to leverage technology and data to provide open, equitable access to mobility options in the USDOT portfolio.



The foundation of the USDOT grant is the Smart Columbus Operating System, which will be a dynamic, cloud-based platform designed to collect, aggregate, and disseminate the data necessary for the successful completion of the Smart Columbus projects.



## Community Profile

### USDOT Portfolio

Smart Columbus launched the following five USDOT-funded projects in 2020: Connected Electric Autonomous Vehicle, Smart Mobility Hubs, Connected Vehicle Environment, Event Parking Management, and Multimodal Trip Planner.

The Mobility Assistance for People with Cognitive Disabilities project ended in May 2020. A total of 37 participants used the Wayfinder app and provided feedback on whether it increased transportation independence. Recruitment for the Prenatal Trip Assistance project ended in June 2020. A total of 143 expectant women were provided rides and feedback about the trips will be collected through December 2020. The final report on all of the projects will be released in May 2021.

### Smart Columbus Operating System:

The Operating System (OS) is a dynamic data platform that serves as the backbone to smart city projects, acting as a repository for data generated from program projects along with a host of relevant datasets to aggregate, visualize, and generate insights.



The Operating System provides access to over 3,000 datasets. Examples of datasets include: Traffic Characteristics, City Infrastructure Inventory, Crash Records, Weather Readings, Emergency Response Times, Food Services, Parking Locations, and Health Behaviors. A Data Management Plan and Data Privacy Plan inform how the system technically ensures privacy of data. Data has been made available to the Operating System from USDOT projects.

In June 2019, the Operating System released its first iteration as an open source platform making it a scalable, extensible, portable, and sustainable platform for other cities to leverage. Notable feature improvements in 2020 include visualization enhancements, predictive parking analytics, and a User Interface to enable a more efficient data ingestion process.

Visualization enhancements include adding the Tableau Connector as an additional option to the Plot.ly tool. This allows users to connect their own licensed version of Tableau (a robust visualization tool) to access the datasets directly from the OS. This tool is the foundation for a work management dashboard developed for the Division of Infrastructure Management in the Department of Public Service.

In support of the Event Parking Management project, smart meter and inground sensor data for on-street parking is ingested in the OS. This data is used in conjunction with the parking prediction model to alert users of the ParkMobile app where the most likely areas for downtown/Short North Street parking are throughout the day.

Data ingestion has historically been a highly collaborative effort between data curators and developers. A User Interface (UI) has been developed to enable a data curator to perform all tasks necessary to ingest data into the OS, eliminating the need for developer involvement. This saves time and expense for the sustainability of the system.



**Connected Vehicle Environment:**

Smart Columbus aims to install up to 1,300 on-board units in city fleet, COTA buses, emergency vehicles, and residents' personal vehicles, as well as install around 113 road side units at intersections with high crash-rates along High St., Morse Rd., Cleveland Ave., and in logistics districts. By doing so, vehicles can "talk" to one another and connect with traffic signals and other infrastructure. This connectivity allows the vehicles to avoid collisions, and provides data that the city can use to identify traffic patterns and safety concerns.



Resident recruitment began in July 2020 with installations running through November 2020. Smart Columbus partnered with two Brother's Automotive locations to conduct installations. Data collection started in September 2020 and runs through March 2021.

Ten Connected Vehicle Technicians in Training were hired to complete 200 hours of workforce development training to assist with installations and learn a new, in-demand skill set.

**Multi-Modal Trip Planning:**

Smart Columbus is working to create a single trip planning and payment application that allows travelers to easily plan and pay for trips that involve multiple modes of transportation such as buses, bikes, scooters, taxis, ride-share, and more. An initial version of the app was released in August 2019 with the full version of the app anticipated to be released before the end of 2020.



**Smart Mobility Hubs:**

The Smart Mobility Hubs are located at six locations near Columbus State Community College, Linden, and Easton to connect people to available transportation options like bikes, scooters, ride-share, and bus services. The hubs will be anchored by real-time information kiosks with free Wi-Fi access and touch-screen displays. Users can access Pivot, the multi-modal trip planning app, emergency calling, and other applications. The kiosks will empower those without smartphones to access multi-modal transportation options and enhance their mobility.



The hubs were launched in July 2020. CoGo e-bikes were added to the offerings at the hubs, as well as scooter charging stations provided by IKE Smart Cities.

**Mobility Assistance:**

Through partnering with the Ohio State University and COTA, Smart Columbus worked to deploy a mobile application that provides highly detailed turn-by-turn navigation specifically designed to assist people with cognitive disabilities to travel safely and more independently on fixed-route bus services.



A total of 37 participants were recruited to test the application and share feedback. Early findings show that the Wayfinder app, paired with training, can be helpful in increasing a person's independence but there are several factors that impact the level of independence, including environmental, individual, technological, and community factors. Final findings will be available in May 2021.

**Prenatal Trip Assistance:**

Smart Columbus, The Ohio State University Wexner Medical Center, Caresource, Molina Healthcare, CelebrateOne, Physicians Care Connection, and StepOne partnered to learn how best to provide transportation services for moms-to-be. OSU is examining women's satisfaction with the transportation services that they receive. They will also examine whether a particular model of transportation delivery is associated with improved pregnancy outcomes and lower infant mortality.



Recruitment ended in June 2020 with 143 expectant women enrolled. OSU is continuing to collect feedback through December 2020 and will release findings in May 2021.

**Event Parking Management:**

Smart Columbus partnered with the Department of Public Services' parking modernization program and Experience Columbus to create a one-stop shop application to find, reserve, and pay for available parking. New features in the ParkColumbus app were released in October 2020 including predictive on-street parking availability and the ability to see parking availability, reserve, and pay for parking in participating parking garages in the Short North and Downtown area.



**Connected Electric Autonomous Vehicles:**

Smart Columbus launched the Linden LEAP – Linden Empowers All People – in February 2020. On Feb. 20, one of the Linden LEAP shuttles was traveling at 7.1 miles per hour and came to a sudden stop. As a result, one of the two passengers slipped from her seat to the floor and sought medical attention. Smart Columbus temporarily suspended operation of the Linden LEAP, and changes were made to increase safety and reduce sudden stops. Soon after the COVID-19 pandemic hit the US, community needs changed and social distancing requirements were established. Instead, area partners, St. Stephen's Community House Food & Nutrition Center and Rosewind Community Center, recommissioned the Linden LEAP to distribute food pantry boxes to the Rosewind community.



Food pantry boxes are available for pick up at the Rosewind Community Center Monday through Friday from 12-3PM. Up to 20 boxes a day can be distributed. Data collection will continue through February 2021.

### Paul G. Allen Family Foundation Priorities:

In addition to the USDOT grant, Columbus was awarded \$10 million as the winner of the Smart Cities Challenge by the Paul G. Allen Family Foundation. The program was designed to reduce greenhouse gas emissions through electrification of transportation and decarbonization.

In total, the grant program served to reduce greenhouse gas emissions by 706,000 metric tons of CO<sub>2</sub> – a 2.73% reduction in regional emissions since the grant began.

“We are proud to deliver on the bold goals of this groundbreaking program, which has served to make our community more sustainable, our businesses more resilient, and our infrastructure more future-ready,” said Mayor Andrew J. Ginther at the conclusion of the grant. “As we look to our future, continued efforts to electrify mobility and decarbonize electricity will be critical to addressing the challenges we face, as they directly support resident health and wellness, and help to drive economic development and shared prosperity.”

The Electrification Program concluded in mid-2020, meeting or exceeding its goals in many of the five areas of focus.

#### Decarbonization:

The majority of reductions in greenhouse gas emissions (>99%) during the grant period were a result of the decarbonization effort. These short-term efforts were focused around energy efficiency initiatives that reduced the amount of energy that was consumed or allowed utility customers to purchase power from renewable sources. This effort is important in order to move away from fossil fuel sources for electricity and enable all other priorities to be more effective toward GHG reduction.



#### Fleet Adoption:

Smart Columbus helped to deploy 313 EVs in public, private, and taxi fleets. The City of Columbus made a significant contribution to this total, procuring 200 vehicles. Local municipalities and public sector entities have also procured vehicles, as did Yellow Cab of Columbus.



#### Charging Infrastructure:

Another driver of the program’s success was AEP Ohio’s \$9.5 million incentive program designed to spur installation of public EV charging stations. The program’s mission is to help local governments, workplaces, apartment complexes and others install at least 300 Level 2 charging stations and 75 DC Fast Charging stations throughout AEP Ohio’s service territory. The program drove much of the region’s EV charging growth, with more than 900 new EV charging ports installed during the grant term.



“We knew from the beginning that the Smart Columbus effort was a unique opportunity to work with an extensive group of partners committed to making Columbus the prototype for other smart cities across our country,” said Raja Sundararajan, AEP Ohio President and Chief Operating Officer. “As the local energy company, we understood the critical role we held in the success of the program. Our work with Smart Columbus has taught us many lessons about making EV charging more accessible and we’ll use this experience as we expand to other areas of the state.”

#### Transit, Autonomous and Multi-Modal Systems in the City:

Through this priority, largely driven by the USDOT portfolio, Smart Columbus worked to increase and enhance transit system efficiency to lower carbon intensity and boost ridership, deploy electrified autonomous vehicles to demonstrate proof of concept and lead to long-term carbon reduction, and reduce single occupancy vehicle trips by providing tools to plan and execute multi-modal trips in order to reduce greenhouse gas emissions.



“We’re thrilled to see the progress and success of the Smart City program over the years,” Paul Keating, Senior Director of Philanthropy at Vulcan Inc., said of the program. “Columbus has demonstrated how a region can develop new transport systems through innovation to reduce the world’s dependence on fossil fuels. And in doing so, Columbus has created a model that can be replicated nationwide.”

#### Consumer Electric Vehicle Adoption:

Thanks to the grant, 3,323 electric vehicles (EVs) were sold in the seven-county Columbus region from April 2017 to February 2020, exceeding the program’s goal of 3,200 EVs sold. Resident surveys also showed that consumer likelihood to purchase an EV grew by more than 20%, suggesting sustained EV market growth to come.



When Columbus applied to the Smart City Challenge in 2016, just 0.4% of vehicles sold in the Columbus region were battery electric vehicles (BEVs) or plug-in hybrid electric vehicles (PHEVs). Columbus set a goal to increase EV adoption to 1.8%, or 3,200 vehicles, by March 2020. During the grant period, sales reached as high as 2.34% in Q4 2018 and reached 1.6% in Q4 2019. Transitioning 3,323 vehicles to electric is estimated to eliminate about 1,850 metric tons of carbon dioxide emissions, the equivalent of planting over 30,000 trees to sequester carbon during a 10-year period.



CELEBRATE **ONE** COLUMBUS



Every child in every Columbus neighborhood deserves the opportunity to thrive.

### Reducing Infant Mortality:

CelebrateOne and its community partners are fully committed to eliminating preventable sleep-related deaths, reducing preterm births, and improving service delivery to families most impacted by health disparities. The multi-year plan has been moving forward since the Infant Mortality Task Force made its recommendations in 2014.

#### Incremental progress is being made.

In 2011, there were 174 infant deaths, in 2015 there were 145, and in 2019 preliminary data showing 127 infant deaths, representing a decrease in infant mortality. Franklin County has continued to see a decrease in infant mortality since 2011; however, the racial disparity remains high.

The number of infant deaths among both non-Hispanic whites and blacks have declined over the past six years, but there are still steps to take to improve the racial disparity. At CelebrateOne, saving babies requires the **coordination of many partners and strategies** aiming for the same goal.

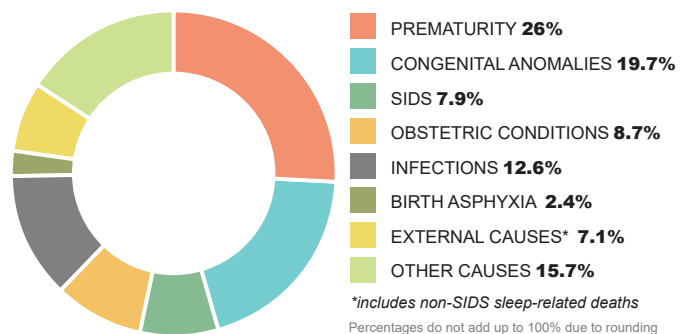
Most recently, in 2020, the CelebrateOne team continues to focus on infant safe sleep practices with the **Safe Sleep Ambassadors** training and **Cribs for Kids®**. Reducing prematurity (the leading cause of infant mortality), providing teen reproductive health education, and serving pregnant women experiencing housing instability with the **Healthy Beginnings at Home (HBAH)** program are all areas of focus under the CelebrateOne umbrella.

Sleep-related deaths are a leading, preventable cause of death for babies under one year of age. CelebrateOne, in partnership with Columbus Public Health, has developed a multi-faceted Safe Sleep education and awareness campaign. The campaign targets at-risk neighborhoods with a robust, multimedia communication campaign. **Safe Sleep Ambassador** trainings armed nearly 1,000 community members with education on the ACB's of Safe Sleep in 2019. Additionally, the **Cribs for Kids®** program distributed 1,700 free cribs to families to provide a safe sleep environment in 2019.

Teen pregnancy is a significant contributor to prematurity, a leading cause of infant mortality, because pregnant teens have a higher risk of having a baby born too small or too soon. Currently, without any state health education standards, many teens in Ohio and Franklin County do not have access to comprehensive, medically-accurate sex education. In 2019, with the Mayor's leadership, the CelebrateOne Teen Reproductive Health Education Committee partnered with Columbus City Schools to implement an evidence-based, comprehensive, medically-accurate reproductive health education curriculum called Get Real in all middle schools by the end of 2022, to reduce unintended pregnancy among teens.

**Healthy Beginnings at Home (HBAH)** is a program piloting the impact of providing rental assistance with housing stabilization services to pregnant women, who are living in highly unstable housing, and are at greater risk of infant mortality. HBAH continues to evaluate its findings, but current data shows housing stability can improve health outcomes for women and their infants. Complete outcomes will be released in the first quarter of 2021.

### 2019 Leading Causes of Infant Deaths in Franklin County



## GOALS



Reduce Infant Mortality Rate in Columbus & Franklin County

↓ 40% by 2020

Reduce Infant Mortality Rates Disparity between Non-Hispanic Blacks and Non-Hispanic Whites

↓ 50% by 2020

## Core CelebrateOne Strategies:

- >>> Addressing Disparities in High Risk Neighborhoods
- >>> Improving Women’s Health before Pregnancy
- >>> Improving Reproductive Health Planning
- >>> Increasing Prenatal Care for High Risk Families

- >>> Ensuring the Highest Standards of Prenatal Care
- >>> Reducing Maternal and Household Smoking
- >>> Promoting Safe Sleep Practices for Infants

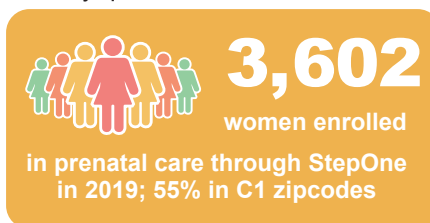
**StepOne** was created as an early CelebrateOne initiative to provide a central call-in system for pregnant women to schedule prenatal appointments in the first trimester, a critical factor in reducing infant mortality. With the support of Physicians Care Connection, funding from the Ohio Better Birth Outcomes Collaborative and the Ohio Department of Medicaid, 3,602 women were enrolled in prenatal care through StepOne in 2019.

The **Connector Corps** program’s Community Connectors help women navigate a range of challenges, connecting them to Medicaid coverage, food, housing, baby supplies, transportation, and important evidence-based pregnancy interventions like home visiting services. Supported by grants from the state’s managed care organizations and the Ohio Department of Health, the Connector Corps educates pregnant women and new moms as they navigate the complex health and social service system, serving more than 5,000 women in 2019.

CelebrateOne has also invested in the growth of evidence-

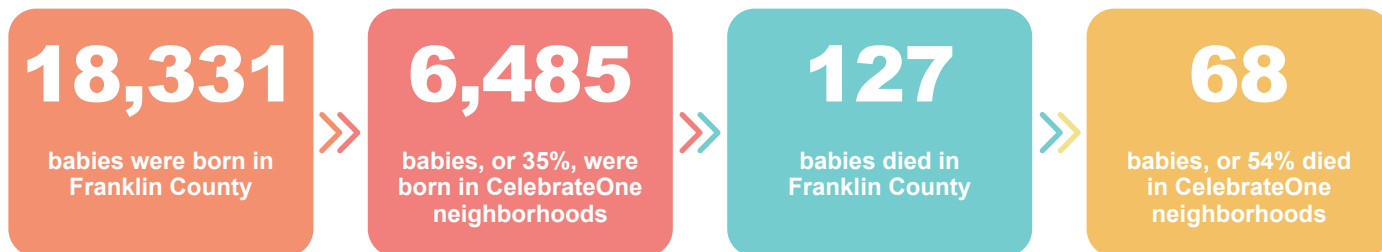
based prenatal and early child home visiting, a key intervention to improve preterm birth rates and birth outcomes. Through a robust partnership with the Ohio Better Birth Outcomes Collaborative, which included financial investment from the City of Columbus, evidence-based home visiting services are now being provided by all four of our city’s hospital systems and the majority of our city’s federally qualified health centers.

In 2019, Celebrate One also provided funding to assist four community agencies in beginning or expanding evidence-based home visiting programs.



With assistance from the Ohio Department of Medicaid, Moms2B expanded its pregnancy education and support services into additional neighborhoods for a total of eight that offer weekly sessions for women at high risk for pregnancy complications and preterm birth. This program saw an increase to 793 participants in 2019.

## In 2019:



## Neighborhood Focus:

CelebrateOne convenes monthly neighborhood coalition meetings with community partners to discuss and implement strategies focused on **reducing preterm births, eliminating sleep-related infant deaths, and improving social and economic conditions in priority neighborhoods:** Linden, South Side, Near East Side, Hilltop, Franklinton, and the Northeast, Southeast, and Northland areas.

## CelebrateOne Partnerships:

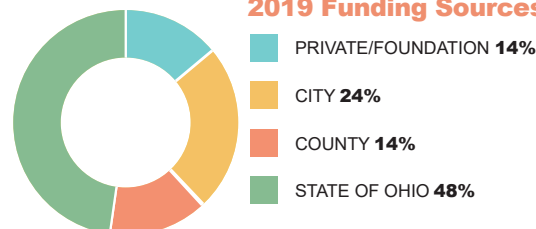
Our lead partners in our collective work to reduce infant mortality in our community include:

- Central Ohio Hospital Council
- Columbus Department of Development
- Columbus Public Health
- Franklin County Department of Job and Family Services
- Franklin County Family and Children First Council
- Moms2B
- Ohio Better Birth Outcomes Collaborative
- Ohio Department of Health
- Ohio Department of Medicaid
- PrimaryOne Health
- Smart Columbus
- Physicians Care Connection

## ZIP CODES:

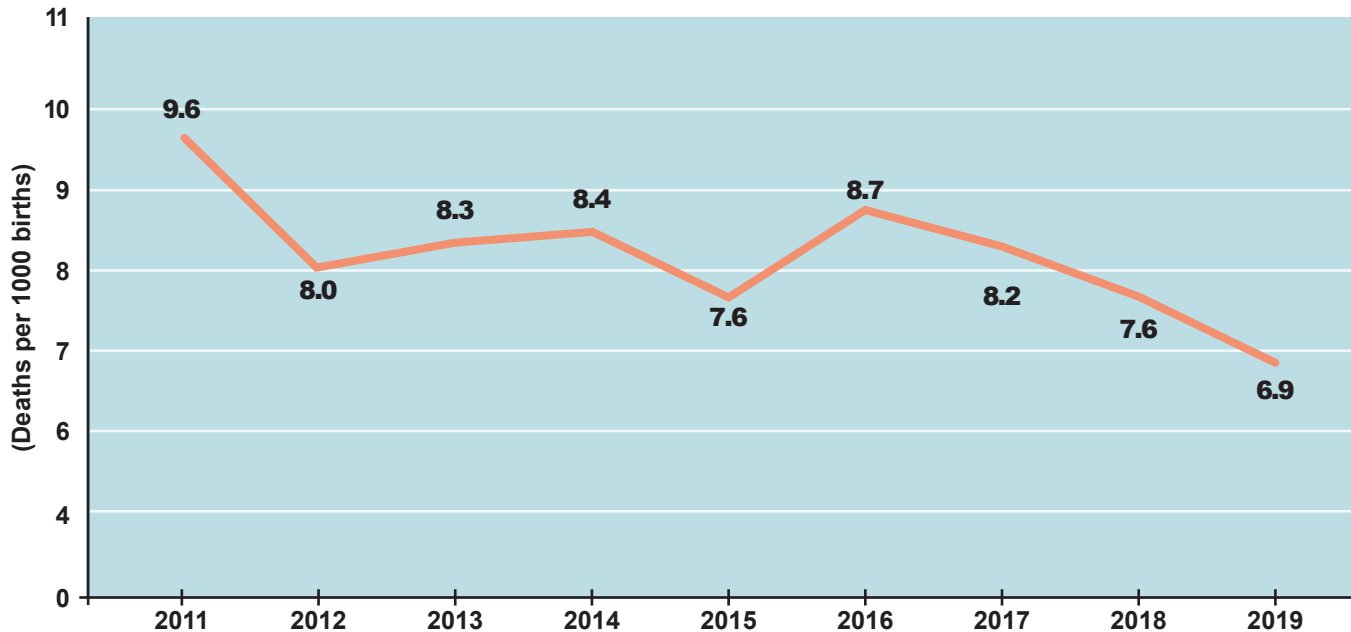
- 📍 **Linden** (43211)
- 📍 **Franklinton** (43222, 43223)
- 📍 **South Side** (43206, 43207)
- 📍 **Northeast** (43219)
- 📍 **Near East** (43203, 43205)
- 📍 **Southeast** (43227, 43232)
- 📍 **Hilltop** (43204)
- 📍 **Northland** (43224, 43229)

## 2019 Funding Sources



# INFANT MORTALITY RATE OVER TIME

## Infant Mortality Rate, Franklin County 2011–2019



Source: Ohio Department of Health Vital Statistics data, analyzed by Columbus Public Health Office of Epidemiology

### Focus 2018–2020

#### Eliminate Preventable Infant Sleep Related Deaths

- Safe sleep behavior change
- Safe sleep parent support
- Aggressive crib distribution & education via Ambassador Program

#### Reduce the Number of Premature Births

- Home visiting improvement and expansion
- Smoking cessation expansion
- Teen Reproductive Health Education

#### Connect the Disconnected

- Community Connector (CHW) sustainability for 2018-2020
- Pregnancy support
- Connectivity to reliable social supports

#### Social Determinants of Health - Pilots to Scale

- Housing – Healthy Beginning at Home/Care Homes expansion
- Transportation – SMRT City PDSA in Linden
- Education – HS graduation rate: reproductive health curriculum

#### Share Useful Data Broadly

- CelebrateOne quarterly reports and newsletters
- Policy committee to advocate change

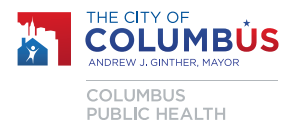
### SAFE SLEEP INITIATIVES IN 2019

**1,702**

cribs were distributed, up from 790 in 2015

**990**

Safe Sleep ambassadors were trained, up from 55 in 2015.



## Columbus Employment

Columbus serves as headquarters to major national and multinational corporations including Nationwide Mutual Insurance, L Brands, Huntington Bancshares, American Electric Power (AEP), and Big Lots. In recent years, the healthcare industry has emerged as a growth sector, with the city boasting four nationally recognized health system employers; each employs thousands of healthcare workers and contribute billions of dollars to the local economy



Employer Name	Central Ohio Employees
The Ohio State University	34,416
Ohio Health	24,889
State of Ohio	23,254
JPMorgan Chase & Co	18,596
Nationwide Insurance	13,710
Nationwide Children's Hospital	11,189
Kroger	10,854
L Brands	8,616
City of Columbus	8,554
Mt. Carmel Health	8,148
Honda	7,700
Franklin County	6,150
Huntington Bancshares	5,092
Cardinal Health Inc.	4,805
American Electric Power Co.	4,485

*Source: Columbus Business First: Largest Central Ohio Employers, Published July 2020*

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

Company	Type	Product	Investment
Amazon	Data Center	Retail	\$400 million
Kroger	Distribution	Grocery	\$140 million
Abbott Labs	Manufacturing	Nutritional Drinks	\$62 million

*Source: Ohio Private Investment Survey 2017-2019, Ohio Development Services Agency, March 2020*

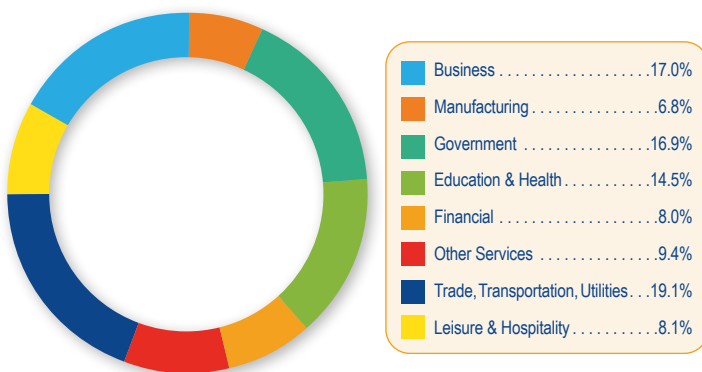


## Columbus Workforce Environment

Columbus has a stable, diverse employment environment with a large range of employment opportunities. All employment sectors have less than 20 percent of the workforce, indicating the city is well diversified in this area.

Since 2009, almost every sector has experienced growth. The education and health sector has experienced growth of over 44 percent, followed by the business sector, with growth of 26 percent and the financial sector, with growth of 24 percent.

Source: U.S. Bureau of Labor Statistics



### Largest Colleges & Universities

Educational opportunities in Columbus range from career training programs to top ranked schools and universities. Employers have access to a large, well-educated, and highly skilled workforce. The city is home to more than 50 nearby colleges and universities, with a total enrollment of more than 136,000 students and over 20,000 annual graduates. In addition, Columbus offers a large variety of workforce development programs through community, technical, and vocational schools.

University	Enrollment
The Ohio State University	58,663
Columbus State CC	25,983
Franklin University	5,102
Ohio Christian University	4,290
Central Ohio Technical College	3,566
Capital University	3,465



Source: Columbus 2020



## Workforce Quick Facts

### 5 Year - Labor Force Trend



**Workforce Size** ..... 1,098,508

**Unemployment Rate**  
 Columbus ..... 9.9%  
 National Average ..... 11.2%

**Mean Hourly Wage**  
 Columbus ..... \$25.07  
 National Average ..... \$25.72

**Highest Paid Occupation**  
 Management ..... \$56.24

**Lowest Paid Occupation**  
 Food preparation ..... \$11.86

**Mean Travel Time to Work**  
 Columbus ..... 23.8 (minutes)  
 National Average ..... 27.1 (minutes)

Source: U.S. Bureau of Labor Statistics, U.S. Census Bureau

## Columbus Economic Development

Columbus ranks as the 14th largest city in the United States with a city population of 898,553 (Population estimates July 1, 2019 (V2019) U.S. Census Bureau residents).

- Columbus metropolitan statistical area (MSA): 2,122,271
- Columbus enjoys a workforce of over 1 million, the median age of which is 35.9, or 2.3 years below the national average.  
*(Source: US Census ACS 1-yr, 2017 ([U.S. Median age is 38.2])*
- The annual cost of living in Columbus is over ten percent below the national average.  
*(Source: C2ER, 2018 Annual Average)*
- Eleven Fortune 1000 companies operate their headquarters within the City of Columbus.

The Columbus economy is balanced with a combination of education, technology, government, research, insurance, and health care entities as major employers within the city. As one of the fastest growing cities in the United States, these diverse investments are indicators of a strong economy and continue to signal markets across the globe that Columbus is a great place to do business. Columbus frequently earns nationwide recognition for its booming downtown, historic neighborhoods, arts and sporting districts, open attitude, and a noticeably affordable quality of life. The City of Columbus remains on its growth trajectory from 2019 to 2020 and continues to absorb a tremendous number of net new jobs and investment throughout the city.

## Downtown Development Quick Facts

### Investments (\$)

Proposed .....	\$1.7B
Under Construction .....	\$1.0B
Completed .....	\$193M

### Largest Proposed Projects

Scioto Peninsula Office/Hotel/Residential Phase 1 .....	\$272M
North Market Tower .....	\$175M
Abbott Laboratories Expansion .....	\$62M

### Private and Public Investment

Total 2009-2019 .....	\$2.692B
Total Residents .....	9,270

### Housing Units

Proposed .....	2,463
Under Construction .....	1,670
Completed in 2019 .....	353

**Apartment Occupancy Rate 93.6%**

**Office Vacancy Rate .....14.0%**

### Colleges & Universities

**4 institutions with 34,155 students**

(Downtown - Columbus State Community College, Franklin University, Columbus College of Art & Design, Capital University Law School)

**Hotels .....17**

**Annual Visitors (2019) .....10 million**

*Source: State of Downtown Columbus Year End 2018 prepared by Capital Crossroads & Discovery Special Improvement Districts*



In 2019, business and job growth continued for the city with 36 projects that are projecting a total of \$259 million in new investment in real property, equipment, furniture, and fixtures. These projects continued to span the industry sectors related to manufacturing, service, distribution, mixed-use development, and headquarters expansions. Several projects involved the construction of more than one facility – with one commitment of four new facilities to be phased in over a few years with a total investment of \$61.5 million. Overall total new investments will result in new job commitments of 2,869 jobs to be created with new payroll of close to \$177 million and 1,791 jobs retained in the city.

*A selection of Columbus' most recent and larger Development projects include:*

**Abbott Labs Cleveland Avenue Manufacturing Plant Expansion:**

Abbott Laboratories is a global, broad-based health care company, that manufactures infant formula and adult nutrition products such as Similac, Ensure, and PediaSure at its Columbus Plant located at 585 Cleveland Avenue, Columbus Ohio 43215. These products are sold in both retail and institutional markets, both domestic and internationally. Abbott is proposing to invest approximately \$62,000,000, to expand its manufacturing site by constructing a free-standing facility consisting of approximately 25,000 square feet. With this expansion, the company proposes to replace its existing 2-ounce bottle manufacturing line with a new filling and sterilization system that would increase its line capacity from 157 to 250 million units per year, and address the risk of equipment failure of its existing soon-to-be obsolete 2-ounce line. Additionally, Abbott will retain 428 full-time employees with an estimated annual payroll of approximately \$28.81 million and will create 38 net new full-time permanent positions with an associated estimated annual payroll of approximately \$2,315,000 at the proposed Project Site.

**Gravity 2.0 Project:**

The next large mixed use project planned for the East Franklinton neighborhood in Columbus is a partnership between Kaufman Development and Homeport. The Gravity 2.0 project will invest \$120 million to develop several parcels of land on McDowell Street between West Broad and State Streets. The development will include 180,000 SF of Class A commercial office, an 800-space structured parking garage with 600 public parking spaces, and 10,000 SF of retail along with several privately maintained green spaces. The project will also include 515 residential units, which will include 50 units affordable to households earning



60% of the Area Median Income (AMI). Homeport will purchase the former West Side Spiritualist Church property from the city and construct the affordable housing units within a new affordable housing development that will have access to all the amenities of the full development. Ohio Health has already committed to open a 13,000 SF urgent care facility as part of the development.

**McNabb King Lincoln Project:**

A partnership between Borror Development, Columbus NextGen, and Kingsley+Co. will redevelop a two-block area on the north side of Long Street between Garfield and Monroe Avenues in the King-Lincoln District. Columbus NextGen assembled the site with city land bank parcels and the former McNabb Funeral Home parcels. Borror Development and Kingsley+Co. are proposing a \$20 million mixed-use development that will include 135 apartments and 10,000 square feet of ground floor retail which includes a commitment of 20% affordable housing units within the residential portion of the project.

**North Market Tower Project:**

A public-private partnership project (P3) between The North Market Development Authority, Rockbridge Capital, Wood Companies, Shiff Capital, and the City of Columbus will redevelop a surface parking lot east of the North Market into a mixed-use development that will include a \$200 million mixed use project that will include a 210 room boutique hotel, 150 residential units including 20% of the units being affordable, 90,000 SF commercial office, 350 structured parking spaces, a public plaza, and a public grand atrium that will host public performances, art exhibits and events which connect the current North Market building to the new development. This new facility will be important in providing additional hotel rooms, event space, and local food amenities to Columbus' growing convention and tourism business.

## Columbus Fun

Columbus is home to many renowned facilities, including the nationally ranked Columbus Zoo and Aquarium, COSI and Columbus Metropolitan Libraries. Organizations such as the Columbus Symphony, Columbus Jazz Orchestra, and Opera Columbus provide year-round opportunities for live music performances.



## Arts & Cultural Attractions

- BalletMet
- CATCO
- Center of Science & Industry (COSI)
- Columbus Children's Theatre
- Columbus Cultural Arts Center
- Columbus Jazz Orchestra
- Columbus Museum of Art
- Columbus Symphony Orchestra
- Columbus Zoo & Aquarium
- Franklin Park Conservatory
- The King Arts Complex
- Lincoln Theatre
- Ohio History Connection
- Ohio Theatre
- Opera Columbus
- Palace Theatre
- Shadowbox Theatre
- Short North Arts District
- Wexner Center for the Arts

## Entertainment Venues



## Sports Teams



## Events and Activities in Columbus

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 the Columbus Children's Theatre. The city offers an exciting array of entertainment with special events, sporting events, and popular festivals throughout the year.



## COLUMBUS RANKINGS

### #1 Rankings



#1 2019  
Best Cities to  
Work in Tech  
smartasset



Top 10 Rising Cities  
For Startups  
**Forbes**



#1 Real Estate  
Market in US  
realtor.com



2018 City  
of the Year  
SMARTCITIESDIVE

### Top 10 Rankings



#3 Hottest  
Housing  
Market  
realtor.com



#10 Top City for  
Young, Growing  
Families  
CNBC



#6 Best State  
Capital to Live In  
WalletHub



#7 Top US  
Destinations for  
Pride Events  
ORBITZ



#4 Best Cities for  
Women  
Entrepreneurs  
COLUMBUS  
BUSINESS FIRST



#3 Best Cities  
for New  
College Grads  
smartasset




#2 Most  
Affordable City  
in the US  
trulia



#5 Top Ten Large  
Cities for Salary  
Satisfaction  
USA TODAY



#10 Best Big  
Cities to Live in  
Right Now  
**Money**

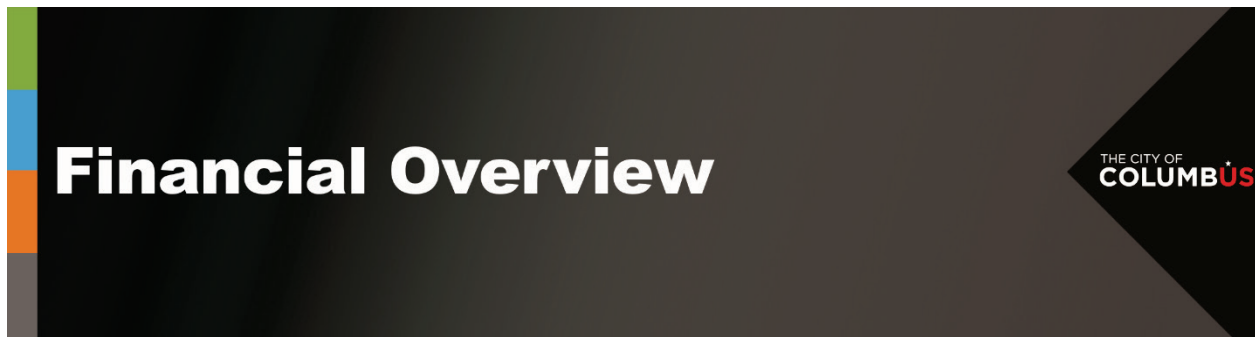


Columbus ranks  
#5 in the world  
for quality of life  
NUMBEO

**Community Profile**

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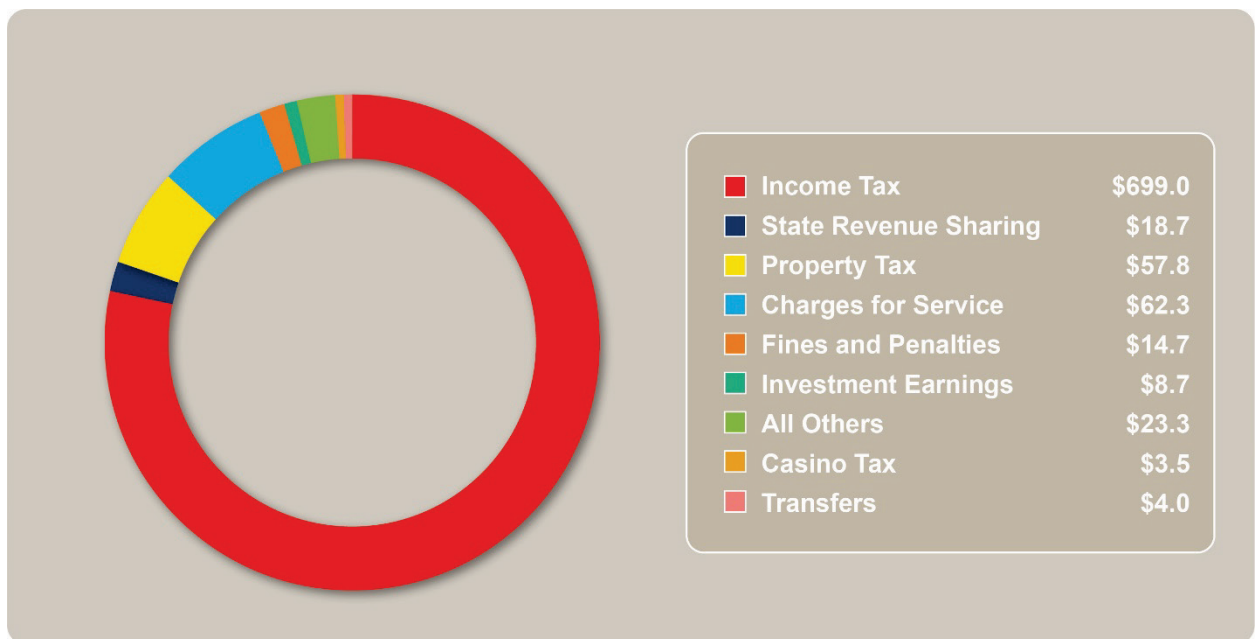


## Revenue

The financial health of the city’s general fund is directly tied to the income tax which comprises over 78 percent of the revenue (including encumbrance cancellations) 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. Therefore, 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 below illustrates the projected amount of revenue expected from each major general fund source in 2021. After the income tax, the next two largest revenue sources to the general fund are various charges for services at 7.0 percent and property taxes at 6.5 percent.

### 2021 Projected General Fund Revenue by Source (in millions)



Income tax collections are projected at \$695.5 million in 2020 and \$699.0 million in 2021. The City Auditor’s 2021 estimate assumes a 0.5 percent growth in income tax receipts over the 2020 revised estimate, or an additional \$3.5 million.

## Financial Overview

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Over the past two decades, 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 funds. The 2020 projection for these funds is \$19.6 million, and in 2021 this revenue source is projected to decrease to \$18.7 million. Additionally, the state eliminated the estate tax effective January 1, 2013, and no further receipts will be received.

Property tax receipts fluctuate from year to year, due to reappraisals that occur every three years. In the off years, property tax revenue growth can vary significantly while solid 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. Property taxes rebounded in 2015 and increased by 0.82 percent over the prior year. In 2018, the benefits of the reappraisal were realized as property taxes grew to \$49.2 million. For 2020, the Auditor is estimating \$49.2 million in receipts. The 2020 reappraisal will be realized in 2021 when property taxes are projected to grow to \$57.8 million, a 17.4 percent increase over the 2020 projection.

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 still been down, but they were experiencing mild year over year growth. During 2018, the city hired an investment advisor. The benefits of the firm's advice, as well as higher interest rates, had resulted in substantial growth in investment earnings. Unfortunately, interest rates are expected to be quite low for 2021. In 2020 and 2021, earnings are projected at \$20.9 million and \$8.7 million, respectively.

## Bond Ratings

The city continues to retain the highest bond ratings available for long-term General Obligation 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 that 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.

In 2013, the city established a 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, \$2.2 million in 2015 and 2016, \$3.7 million in 2017, and \$1.2 million in 2018, the fund had accumulated \$76.2 million and surpassed the 2018 goal of \$75 million. In 2017, the city set another goal to have a fund balance of \$80 million by the end of 2020. After depositing \$2.75 million during 2019, the city met its goal a year early with a balance of \$80.7 million by the end of 2019.

The city has now set a new goal of a \$90 million fund balance by the end of 2024. After depositing \$3.0 million into the fund during 2020, the fund will reach \$85.2 million by the end of 2020. No deposit will be made in 2021. The planned deposit schedule through 2021 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	7.44%
2014	7,600	330	-	64,075	8.21%
2015	2,200	466	-	66,741	8.37%
2016	2,200	581	-	69,522	8.50%
2017	3,700	724	-	73,946	8.58%
2018	1,200	1,034	-	76,180	8.55%
2019	2,750	1,725	-	80,655	8.85%
2020	3,000	1,545	-	85,200	8.95%
2021	-	250	-	85,450	8.86%

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

## Financial Overview

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The anticipated expenditure fund was established in 1994 to prepare for those fiscal years in which there are 27 pay dates rather than the standard 26. After payment of \$17.8 million for the 27<sup>th</sup> pay date in 2008, this fund had a balance of \$1.23 million. Annual deposits are made into the fund to ensure that there are sufficient resources for the next occurrence, which is in 2020. The fund is estimated to have a \$1.7 million balance after the payment in 2020. After the 2021 deposit, the balance in the fund is projected to be \$4.4 million.

<b>Anticipated Expenditure Fund Recommended Future Deposits (000's Omitted)</b>			
<b>Year</b>	<b>Deposit</b>	<b>Estimated Expense</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	-	15,432
2016	2,318	-	17,750
2017	2,388	-	20,138
2018	2,459	-	22,597
2019	2,533	-	25,130
2020	2,609	(26,000)	1,739
2021	2,687	-	4,426

The next occurrence of a year with 27 pay dates will be 2020. Escalating deposits have been realized to meet an estimated expense of \$26 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. Since its creation, this fund has helped to ensure the continuation of basic city services. The fund began 2020 with a balance of \$14.8 million. In 2020, deposits into the basic city services fund totaled \$6.1 million bringing the fund balance to \$20.9 million. A transfer from the fund will not be needed for the 2021 budget.

## 2021 Budget Scenario

The 2021 budget was balanced by employing certain key principles, as follows:

- Build a budget from the ground up which is aligned with the Mayor's strategic priorities and goals.
- Focus on maintaining essential city services for neighborhoods - police and fire protection, refuse collection, and basic public health services.
- Review all program areas to identify activities in which the city should no longer be engaged, given limited resources.
- Review revenue sources to identify new revenues and/or opportunities for increased revenues.
- Continue implementation of the ten-year reform plan by reducing pension pick-up and increasing the employee share of health insurance premiums for all city employees.

- Continue other reforms and efficiency measures as recommended by the city and affirmed by the accountability committee.
- Promote efficiencies in government by examining opportunities to redeploy uniformed police and firefighters, expanding energy efficiencies, improving the efficiency of fleet and facilities management, 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 to monitor the “rainy day” fund to achieve a balance of \$90 million by the end of 2024.

## **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 2021 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 2022 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 rate that represents the city’s efforts to control pay increases is used.
- Insurance costs are projected to grow by two percent annually in 2022 and beyond.
- Except as otherwise noted, expenditure projections for 2022 and beyond are premised on maintaining 2021 levels of service.
- No general fund moneys are projected for the purchase of vehicles in 2022 and all years thereafter.

## **Revenue Assumptions**

- Income tax receipts will be \$699.0 million in 2021 and will grow by three percent in all years thereafter.
- Property taxes will increase by 17.4 percent in 2021, and grow by two percent thereafter, except for every third year, during the triennial review, when they will increase by 4.0 percent.

## Financial Overview

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- Local government fund revenue is projected to decrease by 4.3 percent in 2021 and then increase by 2.0 percent thereafter.
- Investment earnings will be \$8.7 million in 2021, are projected to increase 50.0 percent in 2022, and will remain flat in 2023 and thereafter.
- Charges for services are expected to increase by 3.9 percent in 2021, then increase by 5.0 percent in 2022, and then grow by 1.0 percent thereafter.
- The kilowatt hour tax will be \$3.3 million in 2021, will grow by 3.0 percent in 2022, and will grow by 0.5 percent in all years thereafter.
- Fines and penalties will increase by 27.5 percent in 2021, will grow by 10.0 percent in 2022, and will grow by 3.0 percent thereafter.
- Licenses and permit fees will increase by 22.2 percent in 2021, will grow by 5 percent in 2022, and increase by 1.0 percent thereafter.
- Casino revenue will total \$3.5 million in 2021, \$5.3 million in 2022, and increase by 2.0 percent in all years thereafter.

## Division Specific Assumptions

- Two police recruit classes are funded in the general fund in 2021. Thereafter, recruit classes sufficient to replace retiring uniformed staff are projected.
- Two fire recruit classes are funded in 2021. Thereafter, recruit classes sufficient to replace retiring uniformed staff are projected.
- Projections for the Refuse Collection Division assume that a portion of the recycling program will continue to be funded through the street construction, maintenance, and repair fund.



**GENERAL FUND PRO FORMA OPERATING STATEMENT**

<b>Resources:</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
Beginning Balance	\$ 40,795,387	71,996,000	-	-	-	-	-	-	-	-	-
Income Tax	695,492,000	698,958,000	719,927,000	741,525,000	763,771,000	786,684,000	810,285,000	834,594,000	859,632,000	885,421,000	911,984,000
Property Tax	49,212,000	57,765,000	58,920,000	60,098,000	62,502,000	63,752,000	65,027,000	67,628,000	68,981,000	70,361,000	71,768,000
Kilowatt Hour Tax	3,250,000	3,250,000	3,348,000	3,365,000	3,382,000	3,399,000	3,416,000	3,433,000	3,450,000	3,467,000	3,484,000
Shared Revenues	20,885,000	19,986,000	20,386,000	20,794,000	21,210,000	21,634,000	22,067,000	22,508,000	22,958,000	23,417,000	23,885,000
License and Permit Fees	9,525,000	11,641,000	12,223,000	12,345,000	12,468,000	12,593,000	12,719,000	12,846,000	12,974,000	13,104,000	13,235,000
Fines and Penalties	11,556,000	14,738,000	16,212,000	16,698,000	17,199,000	17,715,000	18,246,000	18,793,000	19,357,000	19,938,000	20,536,000
Investment Earnings	20,900,000	8,675,000	13,013,000	13,013,000	13,013,000	13,013,000	13,013,000	13,013,000	13,013,000	13,013,000	13,013,000
Charges for Service	59,969,000	62,299,000	65,414,000	66,068,000	66,729,000	67,396,000	68,070,000	68,751,000	69,439,000	70,133,000	70,834,000
All Other Revenue	37,069,000	11,171,000	11,171,000	11,171,000	11,171,000	11,171,000	11,171,000	11,171,000	11,171,000	11,171,000	11,171,000
Basic City Services - Transfer In	-	-	-	-	-	-	-	-	-	-	-
Casino Revenue	3,521,000	3,521,000	5,281,500	5,387,130	5,494,873	5,604,770	5,716,865	5,831,203	5,947,827	6,066,783	6,188,119
<b>Total Revenues</b>	<b>911,379,000</b>	<b>892,004,000</b>	<b>925,895,500</b>	<b>950,464,130</b>	<b>976,939,873</b>	<b>1,002,961,770</b>	<b>1,029,730,865</b>	<b>1,058,568,203</b>	<b>1,086,922,827</b>	<b>1,116,091,783</b>	<b>1,146,098,119</b>
<b>Total Available Resources</b>	<b>952,174,387</b>	<b>964,000,000</b>	<b>925,895,500</b>	<b>950,464,130</b>	<b>976,939,873</b>	<b>1,002,961,770</b>	<b>1,029,730,865</b>	<b>1,058,568,203</b>	<b>1,086,922,827</b>	<b>1,116,091,783</b>	<b>1,146,098,119</b>
% Change in Revenues from Prior Yr.	-2.62%	-2.13%	3.80%	2.65%	2.79%	2.66%	2.67%	2.80%	2.68%	2.68%	2.69%
% Change in Resources from Prior Yr.	0.01%	1.24%	-3.95%	2.65%	2.79%	2.66%	2.67%	2.80%	2.68%	2.68%	2.69%
<b>Expenditures:</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
Development	40,418,153	31,348,379	32,032,395	32,673,043	33,326,504	33,993,034	34,672,895	35,366,353	36,073,680	36,795,153	37,531,056
Fire	232,495,136	265,484,193	270,793,877	276,209,755	281,733,950	287,368,629	293,116,001	298,978,321	304,957,888	311,057,046	317,278,186
Governmental Services	110,220,863	154,151,970	153,814,991	157,681,291	160,853,339	164,220,406	167,354,814	170,851,910	174,118,948	177,751,327	181,156,354
Health	17,058,263	32,953,181	33,615,778	34,288,093	34,973,855	35,673,332	36,386,799	37,114,535	37,856,825	38,613,962	39,386,241
Judicial Services	32,087,731	32,897,332	33,680,566	34,354,178	35,041,261	35,742,086	36,456,928	37,186,067	37,929,788	38,688,384	39,462,151
Other Safety	15,247,876	33,128,200	34,374,855	35,062,352	35,763,599	36,478,871	37,208,448	37,952,617	38,711,670	39,485,903	40,275,621
Police	352,325,158	336,846,128	343,583,051	350,454,712	357,463,806	364,613,082	371,905,344	379,343,451	386,930,320	394,668,926	402,562,305
Recreation and Parks	39,921,871	42,562,142	43,983,201	44,862,865	45,760,122	46,675,324	47,608,831	48,561,007	49,532,228	50,522,872	51,533,330
Refuse Collection	31,109,674	33,887,861	35,284,542	35,990,233	36,710,037	37,444,238	38,193,123	38,956,985	39,736,125	40,530,847	41,341,464
Public Service	657,099	740,614	782,948	798,607	814,579	830,871	847,488	864,438	881,727	899,361	917,348
Fleet-Vehicles	-	-	-	-	-	-	-	-	-	-	-
<b>Operating Expenditures</b>	<b>871,541,824</b>	<b>964,000,000</b>	<b>981,946,203</b>	<b>1,002,375,128</b>	<b>1,022,441,052</b>	<b>1,043,039,873</b>	<b>1,063,750,670</b>	<b>1,085,175,684</b>	<b>1,106,729,198</b>	<b>1,129,013,782</b>	<b>1,151,444,057</b>
% Change/Previous Year	-3.97%	10.61%	1.86%	2.08%	2.00%	2.01%	1.99%	2.01%	1.99%	2.01%	1.99%
Economic Stabilization Fund Deposit	3,000,000	-	-	-	-	-	-	-	-	-	-
Basic City Services Fund Deposit	5,636,176	-	-	-	-	-	-	-	-	-	-
<b>Required Expenditure Reductions and/or Revenue Increases</b>	<b>\$ 71,996,000</b>	<b>\$ -</b>	<b>\$ (56,050,703)</b>	<b>\$ (51,910,998)</b>	<b>\$ (45,501,180)</b>	<b>\$ (40,078,103)</b>	<b>\$ (34,019,805)</b>	<b>\$ (26,607,481)</b>	<b>\$ (19,806,371)</b>	<b>\$ (12,921,999)</b>	<b>\$ (5,345,938)</b>

Footnotes:

Revenue estimates for 2022 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

THE CITY OF  
COLUMBUS

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. Unless otherwise stated, these policies are reviewed and updated as needed, and the city is in compliance with these policies.

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 requirements in Sections 26 and 27 of the City Charter that the Mayor's estimate of the cost of operating the city 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 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 expenditure 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 approximately every twelve years. 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 sample of those performance indicators is included in the respective departmental sections of this document.



## **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 Director of Finance and Management, 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 STAR Ohio (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 five years from the time of purchase are permitted, unless the security is an assessment bond or note issued by the City of Columbus and the purchase is approved by the Treasury Investment Board.
5. The city purchases investments only through member banks of the Federal Reserve System or broker dealers licensed by the State of Ohio and registered with the Financial Industry Regulatory Authority (FINRA).
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 (STAR Ohio) 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 325.010 of Columbus City Code and held in third-party safekeeping designated by the City Treasurer and in the name of the City of Columbus.
  - h. Others as provided for in Ohio Revised Code 135.14 for interim deposits.

## **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) pursuant to Columbus City Code Section 362.013. 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.

## **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 Office of the Mayor.
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.
5. The treatment and deposit of one-time or unexpected revenues will be decided upon on a case by case basis.

## **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 (CAFR) 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 month's worth of health, dental, vision, prescription, disability, and life insurance costs. 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 (BWC) determines the city's workers' compensation rate. Starting January 1, 2016, payments will be made prospectively which requires the amount due to be paid before coverage is provided. Starting in 2017, monthly payments to the bureau are required. The city's policy is to set the internal rate at a level sufficient to fund the anticipated payments 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 may be adjusted accordingly.

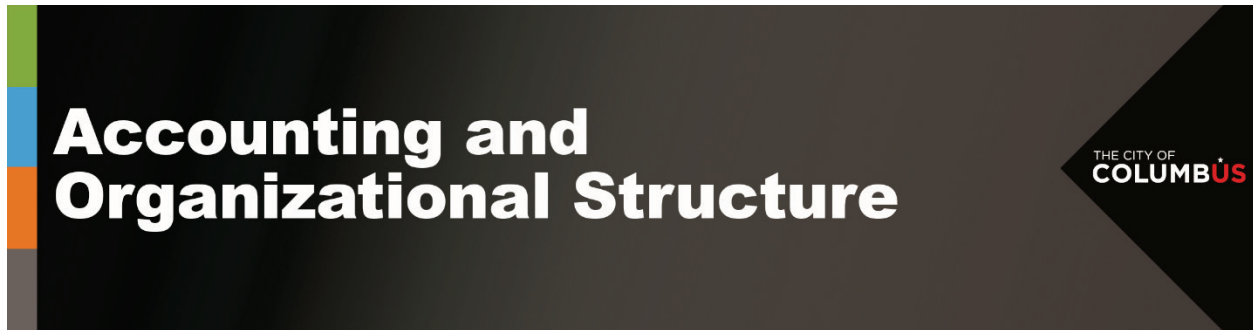
3. The timing of collections as provided for in the policy above may be altered under the following circumstances, provided that there is a reasonable expectation that services cannot otherwise be maintained at acceptable levels and that increased revenues during the year or years following the budget 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.

## O. 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. 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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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. All of the proposed expenses across all funds reported in this document are subject to appropriation by Columbus City Council. Additional funds are included each year in the city's audited financial statements. 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 proceeds of resources that are restricted or committed for purposes other than debt service or capital projects. 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 debt 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, and electricity services, as well as parking garages.

## Accounting and Organizational Structure

*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.

### Fund Relationship Table

The following table depicts the relationship between the departments of the city and the various major and non-major operating funds that each will utilize and/or manage in 2020. Expenditure and revenue history, as well as 2020 budget information, can be found in the All Funds Summary, General Fund Summary, Department Summaries, and separate fund category sections of this document.

Department	Special Revenue Funds										Enterprise Funds				Internal Service Funds						
	General Fund	Municipal Court Computer	Street Construction, Maintenance, & Repair	Development Services	Private Inspection	Health Special	Rec. & Parks Oper. & Extension	Broad Street Operations	E-911	Emergency Human Services	Parking Meter Program	Water Operating	Sewerage & Drainage Operating	Storm Sewer Maintenance	Electricity Enterprise	Print and Mailroom Services	Land Acquisition	Technology Services	Fleet Management Services	Construction Inspection	Employee Benefits
City Council	X																				
City Auditor	X																				
City Treasurer	X																				
City Attorney	X															X					
Municipal Court Judges	X	X																			
Municipal Court Clerk	X	X																			
Civil Service	X																				
Public Safety	X							X													
Mayor's Office	X																				
Diversity and Inclusion	X																				
Education	X																				
Building and Zoning			X																		
Development	X							X													
Finance and Management	X						X						X				X				X
Human Resources	X																				X
Technology																	X				
Neighborhoods	X																				
Health	X				X																
Recreation and Parks	X					X															
Public Service	X	X	X						X											X	
Public Utilities										X	X	X	X								



### Bases of Accounting

Except for budgetary purposes, the bases of accounting used by the city conform to accounting principles generally accepted in the United States of America (GAAP), as applicable to governmental units, and are consistent with the Governmental Accounting Standards Board (GASB) Codification Section 1600, Basis of Accounting.

All governmental funds are accounted for using a current financial resources measurement focus. The modified accrual basis of accounting is utilized for governmental and agency funds. Revenues are recognized when they are 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 economic resources. The accrual basis of accounting (revenues are recognized when earned and expenses when incurred) is utilized by the city in its proprietary and agency 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. A charter amendment to change the total number of City Council members from seven to nine, and to change City Council structure from at-large to by place, was approved by the voters on May 8, 2018. Such changes take effect in 2023.

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.

## Accounting and Organizational Structure

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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, 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

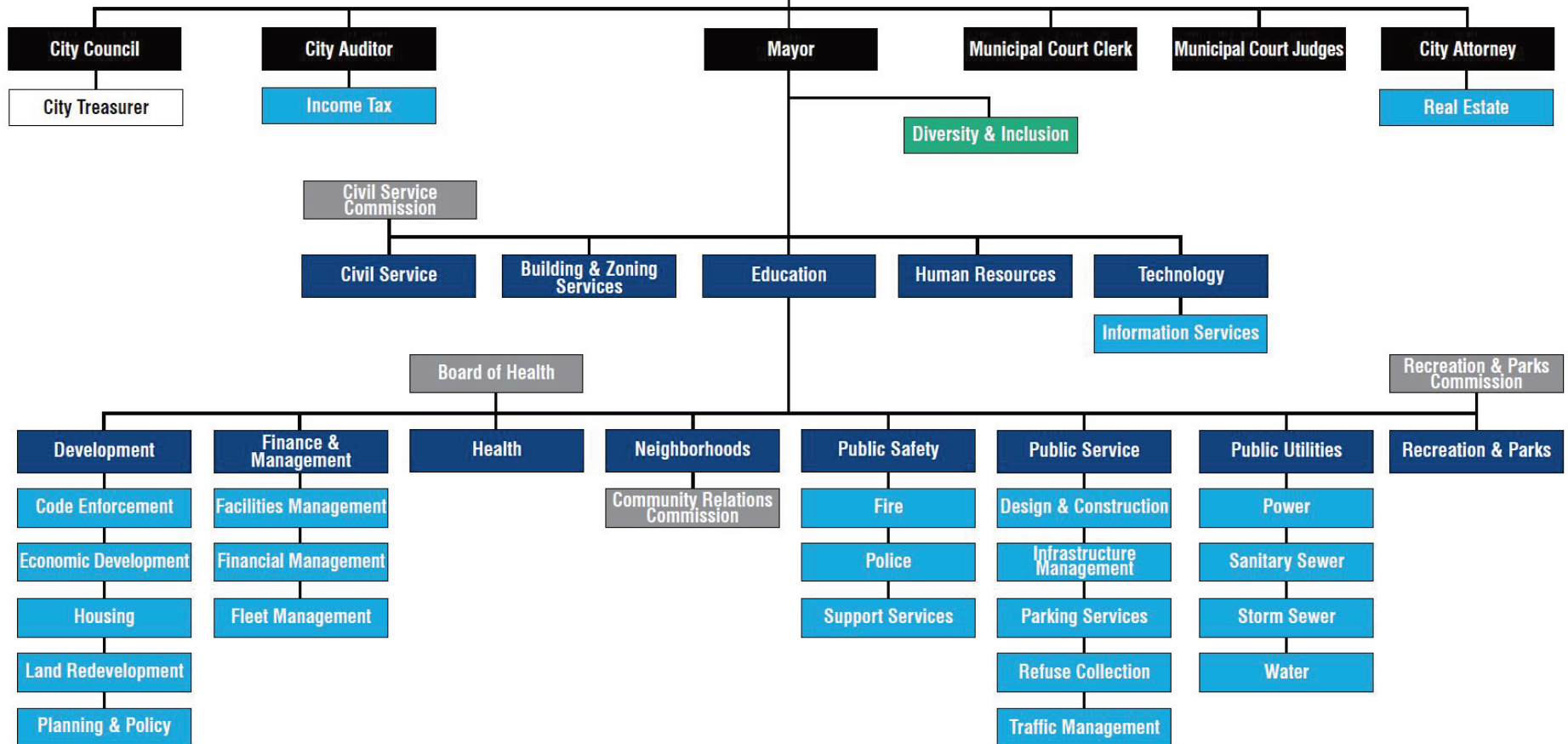
The current elected officials and some of the appointed officials are:

Official	Title	Term Beginning	Term Ending
Andrew J. Ginther	Mayor	January 1, 2020	December 31, 2023
Joe A. Lombardi	Director of Finance and Management	February 1, 2016	Pleasure of Mayor
Megan N. Kilgore	City Auditor	January 1, 2018	December 31, 2021
Zach M. Klein	City Attorney	January 1, 2018	December 31, 2021
Deborah L. Klie	City Treasurer	April 21, 2009	Pleasure of Council
Andrea Blevins	City Clerk	June 30, 2003	Pleasure of Council
Shannon G. Hardin	Council President	January 1, 2018	December 31, 2021
Elizabeth C. Brown	Council President Pro Tempore	January 1, 2020	December 31, 2023
Mitchell J. Brown	Member of Council	January 1, 2018	December 31, 2021
Rob Dorans	Member of Council	January 1, 2020	December 31, 2023
Shayla D. Favor	Member of Council	January 1, 2020	December 31, 2023
Emmanuel V. Remy	Member of Council	January 1, 2020	December 31, 2023
Priscilla R. Tyson	Member of Council	January 1, 2018	December 31, 2021

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, Office of Diversity and Inclusion, Education, and Neighborhoods. 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.

# City of Columbus

## THE RESIDENTS OF COLUMBUS



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## 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 reviewing and 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.

The Council works closely with the administrative (executive) branch of city government in the formation of policy impacting public safety, finance, economic development, and the delivery of core city services. City Council also initiates and facilitates ongoing cooperative efforts with other government entities, the business community, and other institutions to improve the overall high quality of life for Columbus residents.

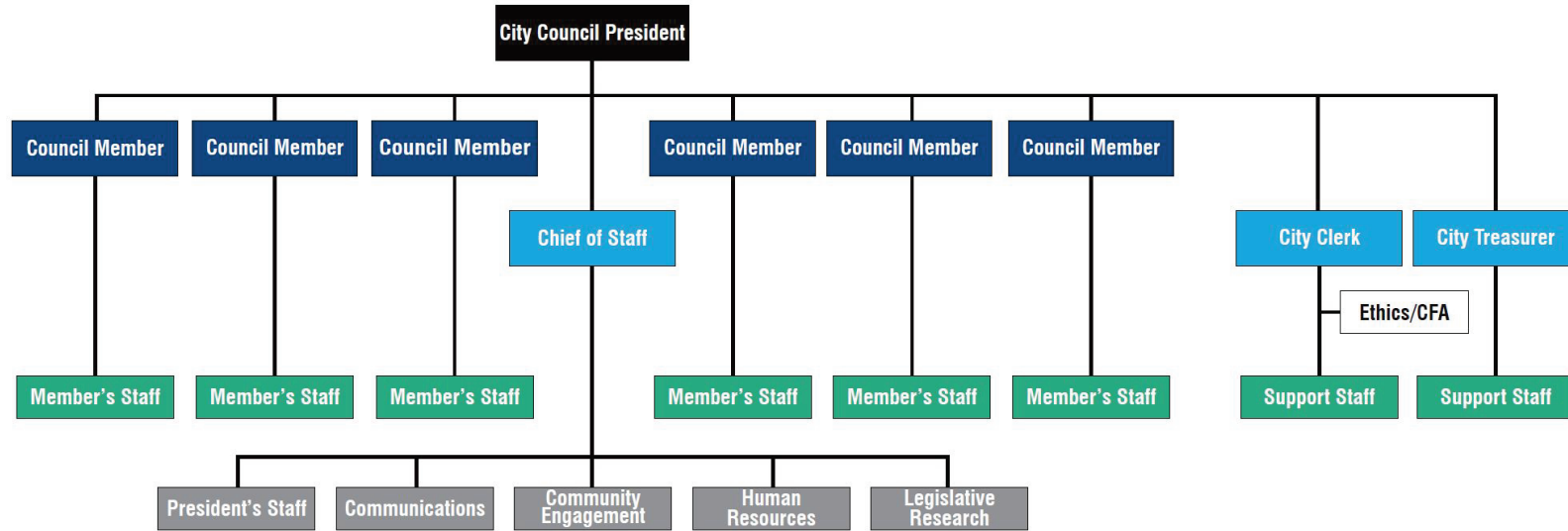
Legislative aides, legislative assistants, the Legislative Research Office, and the Office of Community Engagement provide City Council members information and guidance on public policy decisions impacting public safety, budgetary, economic development, and community matters.

Council appoints the City Clerk, who maintains the journal of City Council activity, codifying city ordinances in accordance with established guidelines. Council also appoints the City Treasurer, whose duties include the investment of all city funds.

### Department Mission

To provide high quality service to the residents of Columbus, ensuring accountable, transparent, and accessible operations. City Council’s overarching goal is to develop policy and appropriate funds to support the welfare of Columbus residents.

<b>Budget Summary</b>				
<b>Fund</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Proposed</b>
General Fund	4,286,128	4,531,498	4,881,103	4,983,081
<b>Department Total</b>	<b>\$ 4,286,128</b>	<b>\$ 4,531,498</b>	<b>\$ 4,881,103</b>	<b>\$ 4,983,081</b>



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## Strategic Priorities For 2021

Work collaboratively with the administration and community partners to enact the Reimagining Public Safety agenda.

Protect existing housing stock with efficient home repair and remediation programs, and protect low-income homeowners and renters with eviction prevention initiatives.

Support policies and programs that foster the growth and development of small businesses within Columbus, particularly among disadvantaged small business enterprises.

Promote initiatives and incentives that support good-paying jobs, upward economic mobility, and equitable labor policies for working-class families, including funding for work programs.

Engage with non-profit organizations and human services providers to deliver basic human services, emergency housing, and healthcare to low-income families and others within the community.

Explore opportunities for innovation in transportation, mobility, and land use strategies.

Harness investment and growth in select corridors to allow more sustainable development, more affordable housing development, and increased economic activity along transit corridors.

Ensure that all operating and capital budget measures are compatible with the need for retaining the city's top credit rating.

Promote Columbus as a destination for travel and tourism around industry clusters and creative arts in partnership with Experience Columbus and the Greater Columbus Arts Council.

Promote energy efficiency within both city facilities and neighborhoods with strategies and incentives that encourage responsible, sustainable development.

Identify and implement policies and practices to make government more effective, efficient, and accessible.

## 2021 BUDGET NOTES

The budget for City Council includes continuation of staffing, the annual maintenance of the automated legislation system, and codifying services for the City Clerk’s office. Of note, \$150,000 has been added to City Council’s budget in 2021 to support the new districting work that, by City Charter amendment, must begin in 2021. A five-member commission will initiate the work of drawing the maps that will constitute the nine districts from which Council Members will be elected in 2023. Additionally, a new full-time position has been added to augment Council’s Office of Community Engagement.

<b>Financial Summary by Area of Expense</b>					
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Proposed</b>
<b>City Council</b>					
General Fund					
Personnel	\$ 4,089,464	\$ 4,254,961	\$ 4,600,980	\$ 4,559,914	\$ 4,582,290
Materials & Supplies	22,384	20,480	28,000	24,846	28,000
Services	174,280	252,057	249,123	191,123	369,791
Other	-	4,000	3,000	3,000	3,000
<b>City Council Subtotal</b>	<b>4,286,128</b>	<b>4,531,498</b>	<b>4,881,103</b>	<b>4,778,883</b>	<b>4,983,081</b>
<b>Department Total</b>	<b>\$ 4,286,128</b>	<b>\$ 4,531,498</b>	<b>\$ 4,881,103</b>	<b>\$ 4,778,883</b>	<b>\$ 4,983,081</b>

<b>Department Personnel Summary</b>								
<b>Fund</b>	<b>2018</b>		<b>2019</b>		<b>2020</b>		<b>2021</b>	
	<b>Actual</b>		<b>Actual</b>		<b>Budget</b>		<b>Proposed</b>	
	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
<b>General Fund</b>								
City Council	39	0	41	0	42	1	43	1
<b>Total</b>	<b>39</b>	<b>0</b>	<b>41</b>	<b>0</b>	<b>42</b>	<b>1</b>	<b>43</b>	<b>1</b>

<b>Operating Budget by Program</b>				
<b>Program</b>	<b>2020</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>
	<b>Budget</b>	<b>FTEs</b>	<b>Proposed</b>	<b>FTEs</b>
Administration	\$ 4,866,480	42	\$ 4,967,554	43
Internal Services	14,623	0	15,527	0
<b>Department Total</b>	<b>\$ 4,881,103</b>	<b>42</b>	<b>\$ 4,983,081</b>	<b>43</b>





# 2021 PROGRAM GUIDE

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## **ADMINISTRATION**

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

## **INTERNAL SERVICES**

To account for the internal service charges of the department necessary to maintain operations.

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## 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 10,000 city employees, and through its Income Tax Division, maintains the functions of income tax collection and audit. The City Auditor disseminates such fiscal facts, reporting periodically to city officials and the public in summaries and analytical schedules, as prescribed in the City Charter.

For the last 40 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.

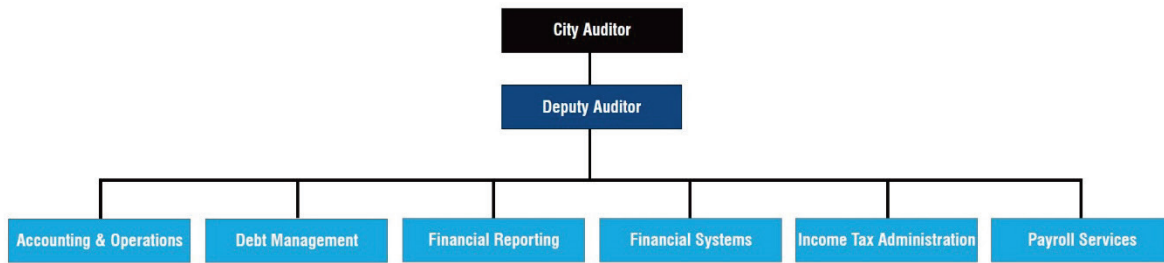
The City Auditor assists in managing the city’s long-term debt, including prompt payment of principal, interest, and associated fees on the city’s variable rate debt; assures current debt service coverage is sufficient to protect the credit worthiness of the city; and avoids the imposition of increased 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 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 moneys and audit services with continuous upgrades to the city tax and filing systems and all other necessary resources utilized in the process.

Budget Summary				
Fund	2018 Actual	2019 Actual	2020 Budget	2021 Proposed
General Fund	13,546,199	13,026,344	14,751,797	14,604,414
<b>Department Total</b>	<b>\$ 13,546,199</b>	<b>\$ 13,026,344</b>	<b>\$ 14,751,797</b>	<b>\$ 14,604,414</b>



### 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.

## Strategic Priorities for 2021

Maintain high quality fiscal processing, tax collection and audit, debt management, record keeping, and reporting to our residents, the business community, city departments and divisions, and other interested parties.

Modernize technical operations of the Division of Income Tax by investing in a new income tax collection system to allow for web-based payments, provide for a full online user experience, and electronically interface with business and individual users.

Continue rollout of the city’s new payroll and time and attendance system to provide enhanced and expanded services for all of the city’s employees.

Manage and maintain the city’s newly updated accounting system with a focus on stability, accuracy, continuous improvement, and usability. Develop and deploy training for end users of the new payroll, accounting, and income tax systems with a focus on remote and online learning opportunities.

Examine existing policies and evaluate future decisions with a renewed commitment to ensure our actions provide equity and opportunity for all of Columbus.

Ensure compliance with the Columbus City Charter and Columbus City Code.

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

## 2021 BUDGET NOTES

### CITY AUDITOR

The 2021 budget provides funding for continued staffing levels as well as the conversion of a part-time position to full-time for the Accounting and Operations team. The budget also funds outside audit services, including audits for sub-recipients.

### INCOME TAX

The 2021 budget for the Income Tax Division includes investing in a new income tax collection system, banking and lockbox services, filing fees, postage, tax form printing, and temporary employment service fees.

Financial Summary by Fund					
Fund	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Proposed
<b>General Fund</b>					
City Auditor	\$ 4,518,648	\$ 4,361,151	\$ 4,799,068	\$ 4,668,502	\$ 4,789,735
Income Tax	9,027,551	8,665,193	9,952,729	8,457,526	9,814,679
<b>General Fund Subtotal</b>	<b>13,546,199</b>	<b>13,026,344</b>	<b>14,751,797</b>	<b>13,126,028</b>	<b>14,604,414</b>
<b>Department Total</b>	<b>\$ 13,546,199</b>	<b>\$ 13,026,344</b>	<b>\$ 14,751,797</b>	<b>\$ 13,126,028</b>	<b>\$ 14,604,414</b>

Division Financial Summary by Area of Expense					
Division	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Proposed
<b>City Auditor</b>					
General Fund					
Personnel	\$ 3,483,355	\$ 3,525,107	\$ 4,057,737	\$ 3,748,414	\$ 3,994,001
Materials & Supplies	24,635	26,160	27,600	22,712	27,600
Services	1,010,657	809,184	712,731	896,376	767,134
Other	-	700	1,000	1,000	1,000
<b>City Auditor Subtotal</b>	<b>4,518,648</b>	<b>4,361,151</b>	<b>4,799,068</b>	<b>4,668,502</b>	<b>4,789,735</b>
<b>Income Tax</b>					
General Fund					
Personnel	7,868,279	7,666,660	8,627,066	7,470,629	8,493,429
Materials & Supplies	51,062	67,117	78,500	55,866	78,500
Services	1,108,210	931,216	1,246,663	930,931	1,242,250
Other	-	200	500	100	500
<b>Income Tax Subtotal</b>	<b>9,027,551</b>	<b>8,665,193</b>	<b>9,952,729</b>	<b>8,457,526</b>	<b>9,814,679</b>
<b>Department Total</b>	<b>\$ 13,546,199</b>	<b>\$ 13,026,344</b>	<b>\$ 14,751,797</b>	<b>\$ 13,126,028</b>	<b>\$ 14,604,414</b>

Department Personnel Summary								
Fund	2018 Actual		2019 Actual		2020 Budget		2021 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
<b>General Fund</b>								
City Auditor	29	1	31	1	31	1	32	0
Income Tax	75	0	70	0	84	0	84	0
<b>Total</b>	<b>104</b>	<b>1</b>	<b>101</b>	<b>1</b>	<b>115</b>	<b>1</b>	<b>116</b>	<b>0</b>

Operating Budget by Program				
Program	2020 Budget	2020 FTEs	2021 Proposed	2021 FTEs
Accounting	\$ 1,718,675	12	\$ 1,768,211	13
Administration	4,309,654	14	3,951,945	11
Payroll	547,300	5	537,210	5
Auditing	1,174,820	12	937,782	11
Tax Collection and Audits	6,951,408	72	7,362,228	76
Internal Services	49,940	0	47,038	0
<b>Department Total</b>	<b>\$ 14,751,797</b>	<b>115</b>	<b>\$ 14,604,414</b>	<b>116</b>





# 2021 PROGRAM GUIDE

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## **ACCOUNTING**

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

## **ADMINISTRATION**

To administer the City Auditor's Office and Income Tax Division; to direct all administrative and operating functions of the division, including fiscal duties.

## **PAYROLL**

To process all city payrolls and insurance programs.

## **AUDITING**

To pre-audit all city financial transactions.

## **TAX COLLECTION AND AUDITS**

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

## **INTERNAL SERVICES**

To account for the internal service charges of the department necessary to maintain operations.

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**Department Description**

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

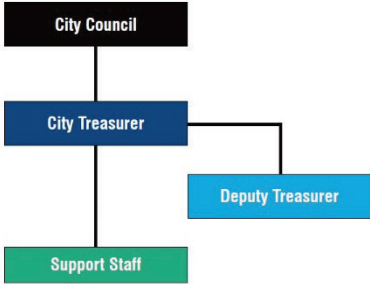
Specifically, the City Treasurer's responsibilities include the receipt and deposit of all city funds into bank accounts of the city in accordance with Chapter 321 of Columbus City Codes, the disbursement of city funds upon warrant by the City Auditor, and the investment of all excess funds not needed 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.

Budget Summary				
Fund	2018 Actual	2019 Actual	2020 Budget	2021 Proposed
General Fund	1,193,919	1,330,170	1,473,290	1,459,566
<b>Department Total</b>	<b>\$ 1,193,919</b>	<b>\$ 1,330,170</b>	<b>\$ 1,473,290</b>	<b>\$ 1,459,566</b>

**City Treasurer**



## Strategic Priorities for 2021

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

Administer the city's banking, investments, and payment processing in partnership with the City Auditor's Office and city departments.

## 2021 BUDGET NOTES

The Treasurer's budget is primarily personnel-related, with funding for nine full-time employees in 2021. Non-personnel funding is primarily for banking services contracts, software license fees, and investment advising.

Financial Summary by Area of Expense					
	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Proposed
<b>Treasurer</b>					
General Fund					
Personnel	\$ 937,303	\$ 980,796	\$ 1,152,190	\$ 933,676	\$ 1,123,498
Materials & Supplies	7,030	6,058	4,200	3,394	10,200
Services	249,586	343,317	316,900	265,813	325,868
<b>General Fund Subtotal</b>	<b>1,193,919</b>	<b>1,330,170</b>	<b>1,473,290</b>	<b>1,202,883</b>	<b>1,459,566</b>
<b>Department Total</b>	<b>\$ 1,193,919</b>	<b>\$ 1,330,170</b>	<b>\$ 1,473,290</b>	<b>\$ 1,202,883</b>	<b>\$ 1,459,566</b>

Department Personnel Summary								
Fund	2018 Actual		2019 Actual		2020 Budget		2021 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
<b>General Fund</b>								
Treasurer	8	0	8	0	9	1	9	1
<b>Total</b>	<b>8</b>	<b>0</b>	<b>8</b>	<b>0</b>	<b>9</b>	<b>1</b>	<b>9</b>	<b>1</b>

Operating Budget by Program				
Program	2020 Budgeted	2020 FTEs	2021 Proposed	2021 FTEs
Administration	\$ 398,295	0	\$ 1,458,468	9
Treasury Management	1,073,815	9	-	0
Internal Services	1,180	0	1,098	0
<b>Department Total</b>	<b>\$ 1,473,290</b>	<b>9</b>	<b>\$ 1,459,566</b>	<b>9</b>



# 2021 PROGRAM GUIDE

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## **ADMINISTRATION**

To provide office management, administration, and clerical support over daily operations.

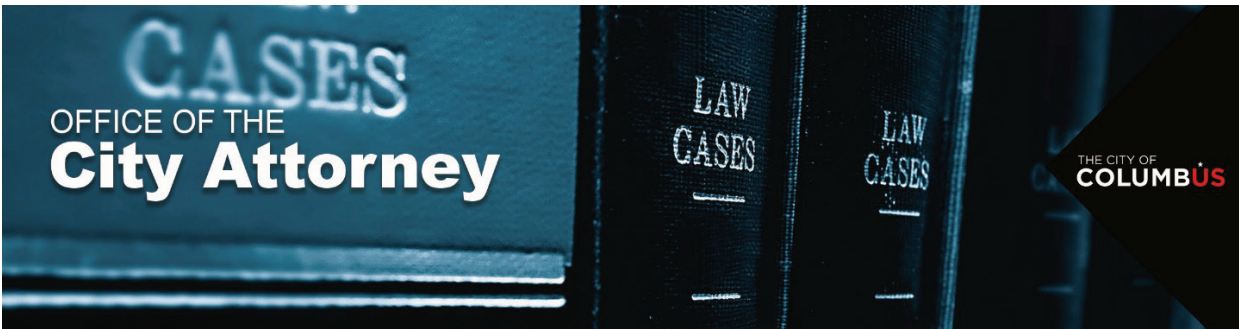
## **TREASURY MANAGEMENT**

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

## **INTERNAL SERVICES**

To account for the internal service charges of the department necessary to maintain operations.

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### Department Description

The City Attorney is the legal adviser and attorney for all City of Columbus Departments. The Columbus City Attorney’s Office (CAO) provides an array of legal services which include approving contracts, defending the city against lawsuits, assuring that newly enacted legislation conforms to existing city code, and evaluating whether misdemeanor criminal charges should be filed in Franklin County Municipal Court. The CAO prosecutes traffic and criminal cases, conducts new recruit and in-service training for the Division of Police, and eliminates public nuisances that persist in Columbus neighborhoods. Through the Solicitor General’s position, the CAO engages in litigation that seeks to protect and ensure the well-being of Columbus residents.

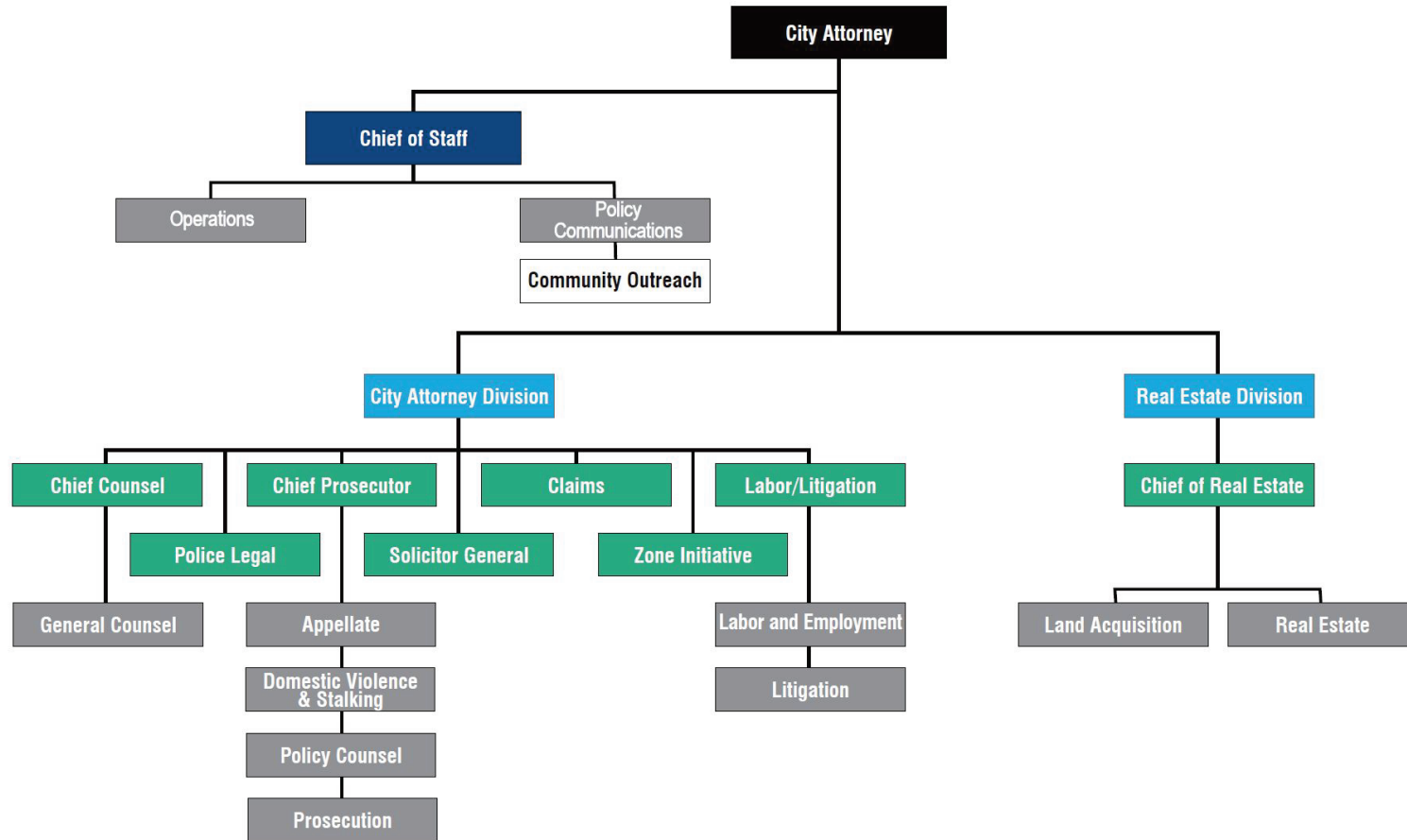
The Real Estate Division is responsible for the acquisition of all real property needed by the city departments, the provision of legal assistance with regard to all real estate matters, including the sale and leasing of property, and matters related to real estate taxes. The Real Estate Division provides legal and negotiating advice for a number of major projects contributing to Columbus’s development.

### Department Mission

To carry out the duties and responsibilities prescribed by the Columbus City Charter and Columbus City Codes as legal adviser, attorney, counsel, and prosecuting attorney in municipal court for the City of Columbus; to set the guiding principles for the legal and prosecutorial direction of the city’s law department that focuses on ways to help improve the safety and progress of Columbus.

<b>Budget Summary</b>				
<b>Fund</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Proposed</b>
General Fund	13,641,296	13,534,638	13,736,910	13,607,962
Land Acquisition Fund	985,776	1,073,019	1,234,584	1,190,281
<b>Department Total</b>	<b>\$ 14,627,072</b>	<b>\$ 14,607,657</b>	<b>\$ 14,971,494</b>	<b>\$ 14,798,243</b>

# City Attorney



## 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.

## Strategic Priorities for 2021

Provide critical legal services across a broad spectrum of issues and ensure that enacted legislation fits properly into the City Code.

Evaluate whether criminal charges should be filed and prosecute criminal and traffic cases.

Conduct police recruit and in-service training, and eliminate public nuisances that persist in the city's neighborhoods.

Approve contracts, defend the city against lawsuits, and seek opportunities for the city to engage in affirmative litigation opportunities that threaten the well-being of Columbus residents.

Secure adequate resources for the best qualified attorneys and staff, for proper staffing levels, and for the law firm that represents the City of Columbus to carry out the responsibilities required by the charter in a competent and professional manner.

## 2021 BUDGET NOTES

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- This year's budget supports a total of 137 full-time personnel and 13 part-time personnel.
- The City Attorney's 2021 budget provides \$3.7 million in funding for its largest program area, Criminal Prosecution, which includes 41 full-time personnel.
- In addition, the 2021 budget provides \$1.9 million for its second largest program, Domestic Violence and Stalking, including funding for 23 full-time personnel.

**City Attorney**

<b>Financial Summary by Fund</b>					
<b>Fund</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2020 Projected</b>	<b>2021 Proposed</b>
<b>General Fund</b>					
City Attorney	\$ 13,508,467	\$ 13,390,639	\$ 13,581,589	\$ 13,477,821	\$ 13,440,669
Real Estate	132,829	143,999	155,321	166,527	167,293
<b>General Fund Subtotal</b>	<b>13,641,296</b>	<b>13,534,638</b>	<b>13,736,910</b>	<b>13,644,348</b>	<b>13,607,962</b>
<b>Land Acquisition Fund</b>					
Real Estate	985,776	1,073,019	1,234,584	1,140,475	1,190,281
<b>Land Acq. Fund Subtotal</b>	<b>985,776</b>	<b>1,073,019</b>	<b>1,234,584</b>	<b>1,140,475</b>	<b>1,190,281</b>
<b>Department Total</b>	<b>\$ 14,627,072</b>	<b>\$ 14,607,657</b>	<b>\$ 14,971,494</b>	<b>\$ 14,784,823</b>	<b>\$ 14,798,243</b>

<b>Financial Summary by Area of Expense</b>					
<b>Division</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2020 Projected</b>	<b>2021 Proposed</b>
<b>City Attorney</b>					
General Fund					
Personnel	\$ 12,866,826	\$ 12,763,746	\$ 13,083,077	\$ 12,951,375	\$ 12,944,547
Materials & Supplies	69,309	74,510	85,200	36,437	85,200
Services	410,691	402,636	410,312	385,420	407,922
Other	161,641	3,000	3,000	1,338	3,000
Transfers	-	146,747	-	103,251	-
<b>City Attorney Subtotal</b>	<b>13,508,467</b>	<b>13,390,639</b>	<b>13,581,589</b>	<b>13,477,821</b>	<b>13,440,669</b>
<b>Real Estate</b>					
General Fund					
Personnel	132,829	143,999	155,321	166,527	167,293
<b>General Fund Subtotal</b>	<b>132,829</b>	<b>143,999</b>	<b>155,321</b>	<b>166,527</b>	<b>167,293</b>
Land Acquisition Fund					
Personnel	916,535	989,154	1,082,653	1,037,354	1,033,876
Materials & Supplies	14,520	21,528	26,500	25,193	26,500
Services	54,722	60,336	123,431	75,928	127,905
Other	-	2,000	2,000	2,000	2,000
<b>Land Acquisition Fund Subtotal</b>	<b>985,776</b>	<b>1,073,019</b>	<b>1,234,584</b>	<b>1,140,475</b>	<b>1,190,281</b>
<b>Real Estate Subtotal</b>	<b>1,118,605</b>	<b>1,217,018</b>	<b>1,389,905</b>	<b>1,307,002</b>	<b>1,357,574</b>
<b>Department Total</b>	<b>\$ 14,627,072</b>	<b>\$ 14,607,657</b>	<b>\$ 14,971,494</b>	<b>\$ 14,784,823</b>	<b>\$ 14,798,243</b>

<b>Department Personnel Summary</b>								
<b>Fund</b>	<b>2018 Actual</b>		<b>2019 Actual</b>		<b>2020 Budget</b>		<b>2021 Proposed</b>	
	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
<b>General Fund</b>								
City Attorney	126	28	124	14	124	15	128	12
Real Estate	1	0	1	0	1	0	1	0
<b>Land Acquisition Fund</b>								
Real Estate	8	1	8	1	9	1	8	1
<b>Total</b>	<b>135</b>	<b>29</b>	<b>133</b>	<b>15</b>	<b>134</b>	<b>16</b>	<b>137</b>	<b>13</b>

Please note: The equivalent of one City Attorney Division position in the 2019, 2020, 2021 columns above is funded by BZS' development services fund.



<b>Operating Budget by Program</b>				
<b>Program</b>	<b>2020 Budget</b>	<b>2020 FTEs</b>	<b>2021 Proposed</b>	<b>2021 FTEs</b>
Appellate	\$ 411,728	3	\$ 401,316	3
General Counsel	540,134	5	712,372	5
Labor & Employment	667,044	5	885,901	6
Police Legal Bureau	312,892	2	308,602	2
Claims	730,175	8	710,153	8
Zone Initiative	988,250	9	1,011,283	10
Criminal Prosecution	3,632,825	39	3,697,709	41
Prosecution Resource Unit	979,164	8	578,476	6
Domestic Violence & Stalking	1,884,900	22	1,878,554	23
Litigation	874,446	6	821,680	7
Solicitor General	265,200	2	347,445	2
Administration	1,866,770	12	1,681,168	12
Fiscal	257,193	3	216,740	2
Human Resources	111,064	1	119,496	1
Internal Services	151,168	0	160,733	0
Land Acquisition	1,143,220	8	1,099,322	8
Real Estate Administration	155,321	1	167,293	1
<b>Department Total</b>	<b>\$ 14,971,494</b>	<b>134</b>	<b>\$ 14,798,243</b>	<b>137</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.



# 2021 PROGRAM GUIDE

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## **APPELLATE**

To manage appeals arising from the Prosecutor Section of the Columbus City Attorney's office. This unit also serves as legal advisors to the trial unit staff.

## **GENERAL COUNSEL**

To serve as the primary legal counsel to city officials with respect to issues surrounding city services, legislation, contracts, zoning, and other vital issues related to the day-to-day operations of the city government. To assist in the legal review and practical implementation of various development projects that foster the growth of our city. To assist various city divisions in complying with state and federal environmental laws and regulations.

## **LABOR & EMPLOYMENT**

To handle all labor and employment related litigation involving the city and render legal advice to city officials and managers on labor and employment matters involving the city's seven collective bargaining units.

## **POLICE LEGAL BUREAU**

To provide comprehensive legal advice specifically to the Columbus Division of Police for a wide range of legal issues impacting police. Attorneys in this section deliver around the clock "real-time" advice to police personnel as they are on call 24/7. In addition, this section provides legal training to Division of Police recruits and to current officers.

## **CLAIMS**

To handle pre-litigation claims against the city that exceed the sum of \$2,500, as well as the collection of delinquent debt owed to the city.

**ZONE INITIATIVE**

To work closely with the Division of Police, Code Enforcement, Columbus Public Health, Refuse and community organizations, focusing on the elimination of public nuisances that blight the city's neighborhoods. Whether it is abandoned and deteriorating houses, open dumping, street prostitution, boot joints, excessive noise, or trash and debris, this unit seeks to eliminate these problems.

**CRIMINAL PROSECUTION**

To provide attorneys in the prosecution of misdemeanor offenses in the Franklin County Court for the City of Columbus, the State of Ohio, the unincorporated areas of Franklin County and, under contract, for various municipalities.

**PROSECUTION RESOURCE UNIT**

To oversee the operations of the Intake Section, the Mediation Program, and the Check Resolution Program. This unit provides a variety of services to residents seeking to resolve conflicts that may rise to the level of a misdemeanor criminal violation. The section offers residents the opportunity to have allegations of misdemeanor criminal violations reviewed by a prosecutor, works through mediation in an effort to resolve disputes without resorting to criminal prosecution, and seeks to resolve disputes where checks are dishonored without resorting to the filing of criminal charges.

**DOMESTIC VIOLENCE & STALKING**

To prosecute and provide education, support, counseling, crisis intervention, and overall assistance to victims of domestic violence (DV) and stalking. The section has specially trained prosecutors that are assigned to handle only domestic violence and stalking cases. These specialized prosecutors handle cases that include, but are not limited to, repeat assaults, egregious acts of violence, and victims that are high risk including the elderly, pregnant women, children, and the disabled. The team also includes legal advocates who offer services to every DV victim before and during each court date.

**LITIGATION**

To defend the city and its employees in all types of civil litigation. While litigation occurs in other sections of the office, the Litigation Section's caseload principally deals with claims against the city and its employees that seek monetary damages based on allegations of personal injury or property damage or violation of constitutional rights.

**SOLICITOR GENERAL**

To oversee complex appellate litigation on behalf of the city, advise City Council on legislative enactments, and serve as a legal policy advisor to the City Attorney primarily on issues of criminal justice reform. To develop an affirmative litigation section that initiates litigation on behalf of the City of Columbus.

**ADMINISTRATION**

To provide office management, administration, technology, and clerical support.

**FISCAL**

To provide accounts receivables, accounts payable, purchasing, grant management, and budgeting services for the office.

**HUMAN RESOURCES**

To provide payroll and human resources management services for the office.

**INTERNAL SERVICES**

To account for the internal service charges of the department necessary to maintain operations.

**LAND ACQUISITION**

To provide services for the acquisition of all real property interests needed by city departments.

**REAL ESTATE  
ADMINISTRATION**

To provide legal assistance with regard to all real estate matters—including the sale and leasing of property—utility easements, right-of-way dedications, and matters related to real estate property taxes. The Real Estate Division also provides legal and negotiating advice for a number of major projects contributing to Columbus' development.



## 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 one 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.

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.

## 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 Court Administration is to oversee the operations and employees of the Court, 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.

Budget Summary				
Fund	2018	2019	2020	2021
	Actual	Actual	Budget	Proposed
General Fund	18,862,874	19,454,642	20,215,446	20,429,897
Computer Fund	456,841	369,732	614,999	665,389
<b>Department Total</b>	<b>\$ 19,319,715</b>	<b>\$ 19,824,374</b>	<b>\$ 20,830,445</b>	<b>\$ 21,095,286</b>

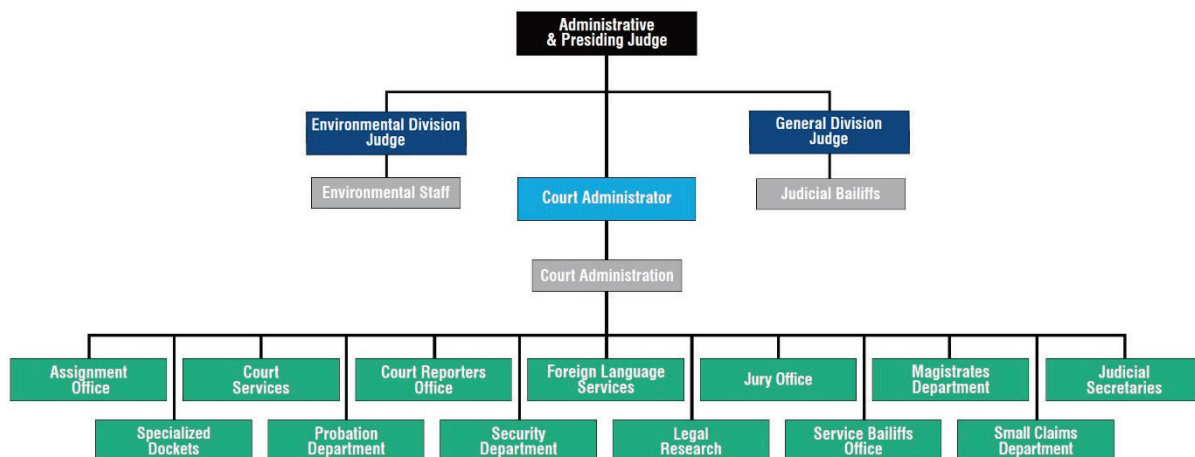
## Municipal Court Judges

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 the 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 the performance of 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 services.

## Franklin County Municipal Court Judges



## Strategic Priorities for 2021

The impact of the COVID-19 pandemic on Court operations necessitated that some of the planned 2020 strategic priorities be adjusted to accommodate new ways to safely conduct and perform court services. It is essential that during times of disaster (like the COVID-19 pandemic), Courts remain open, ready, and able to continue to discharge their constitutional obligations and ensure that the due process of law is not infringed upon.

Many of the previously defined 2020 initiatives experienced significant delays as the Court enacted its emergency response plan to ensure that the Court was able to continue to safely operate throughout the pandemic. The sheer volume of cases and business that the Court handles on a daily basis necessitated that an alternative Court location be identified and certain high volume dockets be relocated from the Courthouse. The Court partnered with the Greater Columbus Convention Center to create and provide a space that safely accommodates employees and the public and still allows for essential court operations to continue.

For 2021, with the expiration of the CARES Act funding, the Court anticipates that the cases being heard at the Greater Columbus Convention Center will need to be brought back onsite. The Court is investigating possible solutions to resolve this matter and still be able to safely conduct these court proceedings. Solutions may include staggering of hearing times, reorganization of the dockets, and possible electronic enhancement opportunities.

Additionally, the Court identified, developed, and implemented electronic workflows as well as new means and methods to offer telework options where none previously existed. At the earliest stages of the pandemic outbreak, fortunately, the Court was in the final stage of implementing new web based technology for the Department of Pretrial and Probation Services (DOPPS). The original intent of this software was to be able to better track outcomes, provide more thorough data analyses to funding sources, and inform continued strategic planning. However, it also brought forth the ability (for the first time ever) for probation officers to work remotely, conduct video appointments with their probationers, and manage their caseloads while working offsite. The recent implementation represents the first iteration of this software. During 2021, the Court will continue to refine and make adjustments as the staff gains familiarity with this new functionality.

The DOPPS will continue to incorporate enhancements and follow the recommendations made by the National Institute of Corrections and will continue to follow the best practice standards outlined by the American Bar Association and the National Association of Pretrial Service Agencies. The goals of the DOPPS are to reduce the length of incarceration for pretrial detainees, specifically those with significant mental health issues, and reduce the number of pretrial issuance of failure to appear warrants and order-ins.

Studies that document the spread of COVID-19 clearly illustrate that facilities that provide 24 hour services to residents, such as jails and prisons, incur a disproportionately higher number of COVID-19 infections. The Court, local law enforcement, and other community entities have been collaborating to reduce the overall jail population to mitigate the spread of COVID-19. In keeping with best practices, Judges are examining their cases to determine whether or not an alternative non-jail sentencing option, using a combination of pretrial and probation, is appropriate in certain instances in light of the pandemic. Data concerning individual outcomes and community impact will continue to be collected and evaluated for appropriateness and effectiveness.

## Strategic Priorities for 2021 (cont.)

The DOPPS will continue to increase the capacity of residential programming options for its moderate and high risk defendants, specifically, for the female population. These residential options include supported housing, residential alcohol and drug treatment, and halfway house services that provide a variety of substance abuse treatments, cognitive behavioral programming, supported employment, and recovery coaches.

DOPPS will continue collaboration with community partners and the jail to increase access to medication assisted treatment options for opiate dependent defendants. Grant funding will be sought to provide further resources to better support the supervision and treatment needs of this population.

In 2011, the Court began the process of installing audio and video technology in most of its courtrooms. The only courtrooms in 2020 that had not received this technology were the arraignment courtrooms. One of the arraignment courtrooms that the Court operates involves defendants who are in-custody and brought to Court for their arraignment and initial appearance. These arraignments have historically been held six days per week, Monday through Saturday. To reduce the frequency of inmate transport, this docket was reduced to three days per week, Tuesday, Thursday, and Saturday.

Traditionally, this arraignment process involves the Sheriff's Department transporting inmates to the Court facility daily. To reduce the risk of community spread of the COVID-19 pandemic, there was an immediate need to implement video arraignment technology thereby reducing the number of individuals being transported to Court. During 2020, the Ohio Supreme Court provided a grant to the Court so that the video equipment and software could be installed at the Court and at the jails. For 2021, the Court will continue to make improvements in the software solution so that it operates more efficiently and effectively.

For 2021, the Court will leverage the video arraignment technology to equip some of its judicial courtrooms to be able to preside over certain hearings by video where the defendant is in jail or for civil hearings. This will eliminate the need to transport inmates to the Court for certain hearing types in the future as well as allow for video conferencing civil case hearings. This process will reduce the flow of inmate and other foot traffic in the Courthouse and reduce the risk of exposure and spread of COVID-19. The Court is also researching ways to provide public electronic access to proceedings that are held by video conference.

During 2020, the Court made changes to its docket sessions and schedules to minimize the risk of exposure and spread of COVID-19. These changes included consolidation of inmate dockets to certain days of the week, centralizing courtroom(s), and reducing the number of judges presiding over these dockets. This effort is reflective of the Court's commitment to maintaining order, stability, and accountability for the public at large during the pandemic and ensures that litigants receive timely adjudication of their legal matters.

While these changes brought about large scale adjustments to the Court, much of what is being accomplished as a result of COVID-19 will have long-term benefits to the Court and those who have business before the Court. All efforts are being taken in concert with the Court's commitment to providing open access, transparency, and protect litigants' rights by ensuring they receive full and fair court hearings.



## 2021 BUDGET NOTES

The 2021 general fund budget totals \$20,429,897. The general fund supports both personnel and non-personnel costs. Specifically:

- General fund moneys continue to offset a portion of the costs associated with the Mental Health Program, ADAP, CATCH, MAVS, and OEP programs.
- The Court's Work Release Program is an alternative sentencing option in lieu of a mandatory jail sentence, which allows the individual to maintain his/her employment while serving his/her sentence. A total of \$125,000 is included in the 2021 general fund budget for this program.
- The 2021 general fund budget continues support of the Environmental Court's Community Service Program, which provides a sentencing alternative for those individuals who are charged with non-violent offenses.
- Included in the general fund budget for 2021 is \$575,000 in funding for contracted security services, which is an increase of \$20,000 over 2020.
- The full-time staffing level for 2021 reflects the shift of seven security employee positions to the general fund budget from the security fund, along with one full-time position created out of a reduction of budgeted part-time positions.
- The majority of the Court's technology costs are paid from the Court's computer fund, rather than the general fund.

Financial Summary by Area of Expense					
Division	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Proposed
<b>Municipal Court Judges</b>					
General Fund					
Personnel	\$ 16,907,806	\$ 17,130,209	\$ 17,669,897	\$ 17,351,086	\$ 17,855,428
Materials & Supplies	57,723	65,563	60,300	58,918	65,000
Services	1,557,346	1,778,870	1,995,249	1,913,937	2,019,469
Other	-	140,000	-	-	-
Transfers	340,000	340,000	490,000	490,000	490,000
<b>General Fund Subtotal</b>	<b>18,862,874</b>	<b>19,454,642</b>	<b>20,215,446</b>	<b>19,813,941</b>	<b>20,429,897</b>
Computer Fund					
Personnel	-	74,072	113,293	113,759	107,781
Materials & Supplies	183,328	77,137	110,500	54,507	218,000
Services	273,512	218,523	391,206	325,805	339,608
<b>Computer Fund Subtotal</b>	<b>456,841</b>	<b>369,732</b>	<b>614,999</b>	<b>494,071</b>	<b>665,389</b>
<b>Department Total</b>	<b>\$ 19,319,715</b>	<b>\$ 19,824,374</b>	<b>\$ 20,830,445</b>	<b>\$ 20,308,012</b>	<b>\$ 21,095,286</b>

## Municipal Court Judges

Department Personnel Summary								
Fund	2018 Actual		2019 Actual		2020 Budget		2021 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
<b>General Fund</b>								
Municipal Court Judges	193	13	200	11	208	9	216	6
<b>Computer Fund</b>								
Municipal Court Judges	0	0	1	0	1	0	1	0
<b>Total</b>	<b>193</b>	<b>13</b>	<b>201</b>	<b>11</b>	<b>209</b>	<b>9</b>	<b>217</b>	<b>6</b>

Operating Budget by Program					
Program	2020		2021		
	Budget	FTEs	Proposed	FTEs	
Administration	\$ 3,883,198	20	\$ 4,097,968	20	
Assignment	1,020,245	15	925,392	14	
Computer Services	536,223	1	588,546	1	
Court Reporters	835,915	11	835,644	11	
Environmental Court	360,278	4	354,808	4	
General Court	2,826,614	31	2,728,113	32	
Home Incarceration/Work Release	405,245	3	396,223	3	
Internal Services	217,385	0	232,670	0	
Jury Office	444,385	2	424,017	2	
Legal Research	323,344	2	304,788	3	
Magistrate Court	1,877,563	21	1,806,078	21	
Probation	5,948,081	69	5,777,868	69	
Security Services	-	0	520,618	7	
Service Bailiffs	844,283	16	811,283	16	
Small Claims	563,027	6	549,712	6	
Specialty Docket Court	185,138	2	195,588	2	
Support Services	559,521	6	545,970	6	
<b>Department Total</b>	<b>\$ 20,830,445</b>	<b>209</b>	<b>\$ 21,095,286</b>	<b>217</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.



# 2021 PROGRAM GUIDE

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## **ADMINISTRATION**

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

## **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.

## **COMPUTER SERVICES**

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

## **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.

## **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.

**GENERAL COURT**

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.

**HOME INCARCERATION/WORK RELEASE**

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

**INTERNAL SERVICES**

To account for the internal service charges of the department necessary to maintain operations.

**JURY OFFICE**

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

**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.

**MAGISTRATE COURT**

To assist the judges by presiding over a variety of legal proceedings, making findings of fact and legal rulings, and rendering decisions, most of which are subject to final approval by a judge. Specific duties of the magistrates include hearing traffic arraignments, evictions, rent escrow proceedings, and post judgment collection matters, small claims cases, parking violation appeals, and any other matters specifically referred to them by the judges.

**PROBATION**

To provide administration, regular supervision, non-reporting probation services, and the following programs: domestic violence, chemical abuse, multiple OVI (Operating a Vehicle Impaired) offender, sex offender, investigation services, community service, restitution, and no convictions.

**SECURITY SERVICES**

To ensure the safety of court staff, and the visiting public. Security services are provided 24 hours a day, 365 days a year, so that law enforcement and the public have access to file warrants and clerk bonds, and to make payments.

**SERVICE BAILIFFS**

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

**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.

**SPECIALTY DOCKET COURT**

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

**SUPPORT SERVICES**

To provide support to the Court in the areas of appointed counsel, interpretation services, vehicle sanctions, and other court services related to the scheduling of court dates, the processing of requests to extend the time to pay fines and court costs, the rescheduling of court-ordered incarcerations, and the administration of limited driving privileges.

**Municipal Court Judges**

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## Department Description

In 1916, the General Assembly of the State of Ohio created the Columbus Municipal Court. Prior to this time, the Court was operated under the Justice of the Peace System. On July 5, 1955, the Columbus Municipal Court was given county-wide jurisdiction and, in 1968, the State Legislature changed the name of the Court to Franklin County Municipal.

In 1979, the Court and the Clerk of Court moved from City Hall to a new facility in the Franklin County Municipal Court Building, located at 375 South High Street.

## Department Mission

To accurately maintain and safeguard court records, collect and disburse public funds while promoting equal access, fairness, and transparency. The vision of the Clerk’s Office is to provide access to justice through competent customer service, communication, and community outreach.

The Franklin County Municipal Court and Clerk of Court respectfully operate under state statute with fifteen Judges and one Clerk of Court, each of whose term is a period of six years.

The Franklin County Municipal Clerk of Court’s Office serves as the legal guardian and keeper of the official records of the Franklin County Municipal Court. It consists of the following nine programs: administration, internal services, accounting and finance, audit/internal controls, civil, collections, criminal and traffic, traffic violations bureau, and office of information services. The Clerk’s Office is open to the public 24 hours per day, seven days per week and provides support services to law enforcement agencies operating within the jurisdiction of the Court. Currently, eight townships and 19 mayor’s courts exist within Franklin County and the City of Columbus, which extends into two other counties – Delaware and Fairfield. The Clerk’s Office receives traffic citations and criminal complaints from the Columbus Division of Police, the Ohio State Highway Patrol, the Franklin County Sheriff, the Ohio State University Police, the Columbus Regional Airport Authority Police, and 21 municipal law enforcement agencies.

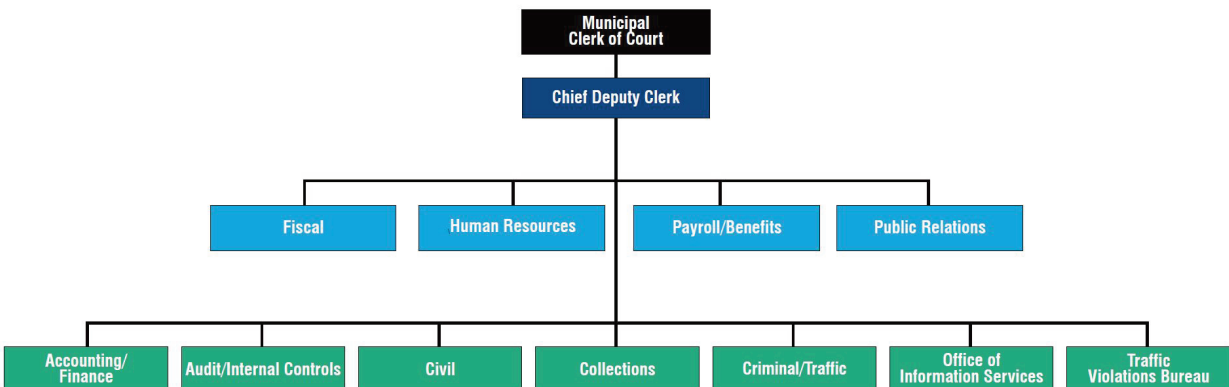
<b>Budget Summary</b>				
<b>Fund</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Proposed</b>
General Fund	12,400,074	12,532,476	12,767,864	12,467,435
Computer Fund	1,116,655	1,278,688	1,567,475	1,544,729
<b>Department Total</b>	<b>\$ 13,516,729</b>	<b>\$ 13,811,164</b>	<b>\$ 14,335,339</b>	<b>\$ 14,012,164</b>

## Municipal Court Clerk

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The Clerk's Office is responsible for accepting and processing documents filed in criminal, civil, environmental, and traffic cases as well as the collection and disbursement of court costs, fines, and fees according to legal mandates. Documents include complaints, arrest warrants, citations, subpoenas, search warrants, motions, and pleadings. In order to ensure the security, integrity, and availability of digital records into the future, the Clerk's Office has implemented a digital imaging process for the safe and effective management of digital images, files, and related information. It also maintains an extensive website that provides public access to court records and information regarding services offered by the Court and the Clerk's Office. Complete detailing of financial transactions is compiled and published in an annual report which is available on its website.

## Franklin County Municipal Clerk of Court





## Strategic Priorities for 2021

To develop and implement new/available technologies; promote new health safety measures for daily operations; and improve public service.

**New Safety Protocols and Processes:** Implement new health safety measures for daily operations according to the City/County/State Restart Ohio Guidelines for improved safety for all staff.

**Web Chat:** Expand the online website application (from pilot to full implementation) to expedite customer service in the Criminal/Traffic and Civil Division.

**Electronic Document Filing:** Reduce the dependence on paper documents by creating an electronic pathway to receive, index, and time-stamp documents for all case types.

**Law Enforcement E-Filing Portal:** Provide law enforcement partners with an electronic document portal to access search warrants and investigative subpoenas in an easy to use, real-time electronic searchable index. The convenience of having an electronic filing portal specifically for law enforcement would improve safety for law enforcement and deputy clerks by reducing face-to-face interactions.

**Electronic Criminal Complaint:** Partner with the Ohio Highway Patrol to develop and implement a statewide uniform criminal complaint (long form) for electronic filing.

**Payment Kiosk:** Implement a self-serve kiosk to provide the following services: online payment options for defendants who may pay outstanding warrants/tickets or post bond in lieu of jail; check-in process for Criminal and Traffic Arraignment Courts; Courtesy Text Reminder Forms and approval; and Courthouse information.

**License Reinstatement Amnesty:** Develop and implement a process to support a permanent Driver's License Reinstatement Fee Reduction and Amnesty Program according to House Bill 285, which will be effective September 15, 2020.

**Digital Data Sharing:** Foster electronic information sharing and system integration with other city and county agencies.

**Digital Continuity Plan:** Develop and implement a sustainable digital records management strategy that ensures access to court records as technology evolves.

## 2021 BUDGET NOTES

- The 2021 general fund budget provides for 165 full-time employees. Non-personnel expenses include witness fees, banking, print, postage, and other office expenses.
- The 2021 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.

<b>Financial Summary by Area of Expense</b>						
<b>Division</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021</b>	
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Proposed</b>	
<b>Municipal Court Clerk</b>						
General Fund						
Personnel	\$ 11,455,058	\$ 11,577,943	\$ 11,782,809	\$ 11,426,184	\$ 11,520,669	
Materials & Supplies	138,978	139,727	139,734	137,234	140,734	
Services	806,039	814,806	845,321	710,372	806,032	
<b>General Fund Subtotal</b>	<b>\$ 12,400,074</b>	<b>\$ 12,532,476</b>	<b>\$ 12,767,864</b>	<b>\$ 12,273,790</b>	<b>\$ 12,467,435</b>	
Computer Fund						
Personnel	306,428	352,196	720,554	138,888	696,787	
Materials & Supplies	91,000	27,805	61,000	42,879	61,000	
Services	678,226	898,687	785,921	718,878	786,942	
Principal	40,000	-	-	-	-	
Interest	1,000	-	-	-	-	
<b>Computer Fund Subtotal</b>	<b>1,116,655</b>	<b>1,278,688</b>	<b>1,567,475</b>	<b>900,644</b>	<b>1,544,729</b>	
<b>Department Total</b>	<b>\$ 13,516,729</b>	<b>\$ 13,811,164</b>	<b>\$ 14,335,339</b>	<b>\$ 13,174,434</b>	<b>\$ 14,012,164</b>	

<b>Department Personnel Summary</b>								
<b>Fund</b>	<b>2018</b>		<b>2019</b>		<b>2020</b>		<b>2021</b>	
	<b>Actual</b>		<b>Actual</b>		<b>Budget</b>		<b>Proposed</b>	
	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
<b>General Fund</b>								
Municipal Court Clerk	161	2	156	0	165	0	165	0
<b>Computer Fund</b>								
Municipal Court Clerk	0	0	4	0	6	0	6	0
<b>Total</b>	<b>161</b>	<b>2</b>	<b>160</b>	<b>0</b>	<b>171</b>	<b>0</b>	<b>171</b>	<b>0</b>

<b>Operating Budget by Program</b>				
<b>Program</b>	<b>2020 Budget</b>	<b>2020 FTEs</b>	<b>2021 Proposed</b>	<b>2021 FTEs</b>
Administration	\$ 840,532	7	\$ 1,142,963	8
Internal Services	666,520	0	609,979	0
Accounting and Finance	2,299,698	31	2,197,366	31
Civil	2,210,336	32	2,130,172	32
Collections	184,350	2	179,750	2
Criminal and Traffic	5,060,427	72	4,649,306	68
Office of Information Services	1,527,480	6	1,510,906	6
Audit/Internal Controls	632,669	7	740,584	10
Traffic Violations Bureau	913,327	14	851,138	14
<b>Department Total</b>	<b>\$ 14,335,339</b>	<b>171</b>	<b>\$ 14,012,164</b>	<b>171</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.



# 2021 PROGRAM GUIDE

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## **ADMINISTRATION**

To ensure the efficient operation of the Clerk's Office by preparing the annual budget; tracking expenditures; processing vendor contracts regarding the purchase and/or maintenance of equipment and supplies; hiring all deputy clerks; managing personnel payroll records; ensuring compliance with applicable state and federal statutes, local rules, and case law; preparing and submitting statistical reports to the Ohio Supreme Court; and providing timely responses to all public records requests.

## **INTERNAL SERVICES**

To account for the internal service charges of the department necessary to maintain operations.

## **ACCOUNTING AND FINANCE**

To collect and disburse court costs, fines, and bail for criminal, environmental, and traffic cases filed in the Franklin County Municipal Court; to accept and disburse civil court costs, fees, judgment amounts, garnishment payments, escrow, and trusteeship payments; to process all mail payments; to prepare receipts for moneys collected; to distribute funds to the proper governmental subdivisions; and to make a general accounting of all funds received and disbursed by the Clerk's Office.

## **CIVIL**

To accept, process, and maintain all documents filed within the Franklin County Municipal Court's jurisdiction related to civil matters including small claims cases; to issue service of civil filings; and to provide timely responses to all public records requests.

**COLLECTIONS**

To direct and coordinate the collection of debts owed to the Court through the use of outside collection firms; to secure bond agent registration; monitor compliance of state and local statutes; and to process monthly billing statements.

**CRIMINAL AND TRAFFIC**

To accept and process all complaints related to criminal, environmental, and traffic cases filed within the jurisdiction of the Franklin County Municipal Court; to update all cases scheduled daily for Court dockets; to issue warrants; to report all applicable driving records data to the Ohio Bureau of Motor Vehicles; to support law enforcement requests for information 24 hours per day, seven days per week; to process requests for sealing and expungement of records; to process documentation and present to the Franklin County Sheriff's Office for release of prisoners; and to provide timely responses to all public records requests.

**OFFICE OF INFORMATION SERVICES**

To provide support services for all the technological needs of the Franklin County Municipal Clerk and Court staff; to maintain all software and equipment necessary for the daily operations of the Clerk's Office and the Court; to provide electronic reporting as required by state statute to the Ohio Court Network, the Ohio Bureau of Motor Vehicles, and the Ohio Bureau of Investigation; and to provide timely responses to all public records requests.

**AUDIT/INTERNAL CONTROLS**

To minimize erroneous data through a system of real-time process monitoring, audit reporting, and total quality management strategies, and to provide timely information requested by the external auditing firm for the annual audit.

**TRAFFIC VIOLATIONS BUREAU**

To record and process criminal, environmental, and traffic citations issued by law enforcement operating within the jurisdiction of the Franklin County Municipal Court and to provide timely responses to all public records requests.

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**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, 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.

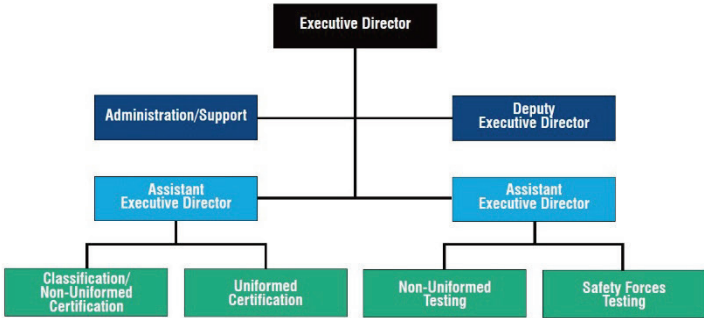
Through its **Safety Force** and **Non-Uniformed Testing** sections, the Commission is responsible for the development and administration of valid examinations for both competitive classifications and safety force entry and promotional positions. It maintains eligible lists of candidates so that city agencies seeking to fill positions have a qualified pool of candidates.

**Department Mission**

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

<b>Budget Summary</b>				
<b>Fund</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Proposed</b>
General Fund	4,164,871	4,451,752	4,427,504	4,557,037
<b>Department Total</b>	<b>\$ 4,164,871</b>	<b>\$ 4,451,752</b>	<b>\$ 4,427,504</b>	<b>\$ 4,557,037</b>

Civil Service



## Strategic Priorities for 2021

### Neighborhoods



Engage neighborhood commissions and various community groups to educate them about the city's employment process, vacancy notification, and useful test-taking skills.

### Police Reform



Submit all police officer testing materials for a third-party cultural relevancy and implicit bias review.

Implement an independent audit of the recruiting/testing process and include findings in the Commission's annual report.

Provide cultural competency training for those scoring the Columbus Oral Police Exam (COPE).

Maintain trained community members on the COPE panel.

Evaluate the opportunity for bonus points for successful alumni of Explorers and Cadet programs and current civilian city employees.

Evaluate opportunity for bonus points/incentive pay for additional language fluency/competency/skill set on testing.

### Diversity and Inclusion



Partner with the Office of Diversity and Inclusion as part of the Citywide Recruitment Taskforce.

Work with the Diversity Recruitment Council to inform the public about the city's selection process for Police Officer and Firefighter positions.

Engage community evaluators to allow transparency in the hiring process for Police Officer and Firefighter positions.

Collaborate with the Divisions of Police and Fire by participating in their recruitment events, holding test information sessions, and providing practice sessions for the physical portion of the Firefighter exam, called the Firefighter Mile.

Continue to review and update the class plan and selection processes, as appropriate, to ensure open and inclusive access to city jobs.



## 2021 BUDGET NOTES

The Civil Service Commission budget includes funding for 36 full-time and 12 part-time regular employees. In addition:

- A total of \$200,000 is budgeted for the EDGE Program (Empower Development by Gaining Employment). Formerly known as Restoration Academy, this program assists ex-offenders in addressing and overcoming barriers to skilled employment opportunities through both personal and professional development.
- To accommodate planned police and fire classes in 2021, the budget includes \$270,183 for medical and psychological screenings for police and fire recruits.
- Funds budgeted for scheduled safety promotional testing in 2021 include \$95,556 for the Fire Lieutenant and Captain exams, and \$80,396 for the Police Sergeant exam.
- A total of \$50,000 is budgeted for the continued maintenance of a streamlined test item banking software platform to enhance impact analysis and further ensure fairness and equality across all examinations.

<b>Financial Summary by Area of Expense</b>					
<b>Division</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2020 Projected</b>	<b>2021 Proposed</b>
<b>Civil Service</b>					
General Fund					
Personnel	\$ 3,618,833	\$ 3,772,529	\$ 3,667,417	\$ 3,563,015	\$ 3,798,061
Materials & Supplies	24,655	46,316	21,400	28,982	28,828
Services	521,382	615,597	735,187	704,955	726,648
Other	-	5,500	3,500	3,500	3,500
Capital	-	11,810	-	-	-
<b>General Fund Subtotal</b>	<b>4,164,871</b>	<b>4,451,752</b>	<b>4,427,504</b>	<b>4,300,452</b>	<b>4,557,037</b>
<b>Department Total</b>	<b>\$ 4,164,871</b>	<b>\$ 4,451,752</b>	<b>\$ 4,427,504</b>	<b>\$ 4,300,452</b>	<b>\$ 4,557,037</b>

<b>Department Personnel Summary</b>								
<b>Fund</b>	<b>2018 Actual</b>		<b>2019 Actual</b>		<b>2020 Budget</b>		<b>2021 Proposed</b>	
	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
<b>General Fund</b>								
Civil Service	36	7	36	5	36	12	36	12
<b>Total</b>	<b>36</b>	<b>7</b>	<b>36</b>	<b>5</b>	<b>36</b>	<b>12</b>	<b>36</b>	<b>12</b>

<b>Operating Budget by Program</b>					
<b>Program</b>	<b>2020 Budget</b>	<b>2020 FTEs</b>	<b>2021 Proposed</b>	<b>2021 FTEs</b>	
Administration	\$ 1,449,756	10	\$ 1,440,272	10	
Internal Services	22,641	0	16,577	0	
Applicant & Employee Services	809,145	9	764,588	9	
Non-Uniformed Testing	654,269	7	665,591	7	
EDGE Program*	286,179	1	200,000	0	
Safety Forces Testing and Certification	1,205,514	9	1,463,009	10	
COVID-19	-	0	7,000	0	
<b>Department Total</b>	<b>\$ 4,427,504</b>	<b>36</b>	<b>\$ 4,557,037</b>	<b>36</b>	

\*Renamed for 2021. See program guide.



# 2021 PROGRAM GUIDE

## **ADMINISTRATION**

To ensure the city has a competent workforce by managing day-to-day Commission operations, as well as conducting monthly Commission meetings to establish the rules that govern the selection, classification, promotion, and termination of the classified employees of the City of Columbus and the Columbus City Schools. The Commission also serves as a neutral hearing body for employee appeals regarding suspension or discharge actions by the appointing authority.

## **INTERNAL SERVICES**

To account for the internal service charges of the department necessary to maintain operations.

## **APPLICANT & EMPLOYEE SERVICES**

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 regular verification and certification of the biweekly city payroll.

## **NON-UNIFORMED TESTING**

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

## **EDGE PROGRAM**

To assist ex-offenders in overcoming barriers to skilled employment opportunities (previously 'Restoration Academy').

## **SAFETY FORCES TESTING & CERTIFICATION**

To ensure the City of Columbus has a qualified workforce by planning, developing, administering, and scoring validated examinations within the police and fire ranks.

## **COVID-19**

To account for the expenses necessary to address the COVID-19 pandemic.



The Department of Public Safety is comprised of the operations of the Support Services Division, the Divisions of Police and Fire, and the Safety Director's Office, which is responsible for the overall coordination of the department. Columbus is one of few large cities in the U.S. to earn international accreditation for both the Divisions of Police and Fire.

The **Division of Support Services** is responsible for a variety of critical functions within the city including the oversight of over 34 types of license programs, the provision of marketplace equity through Weights and Measures enforcement, and 24/7 support of the communications technology that supports first responders. Beginning in 2021, the city's 911 Emergency Communications Center (ECC) operations will transition from the Division of Police into Support Services. Serving as the primary public safety dispatch center for the city, the ECC receives and processes over 1.3 million calls for service each year.

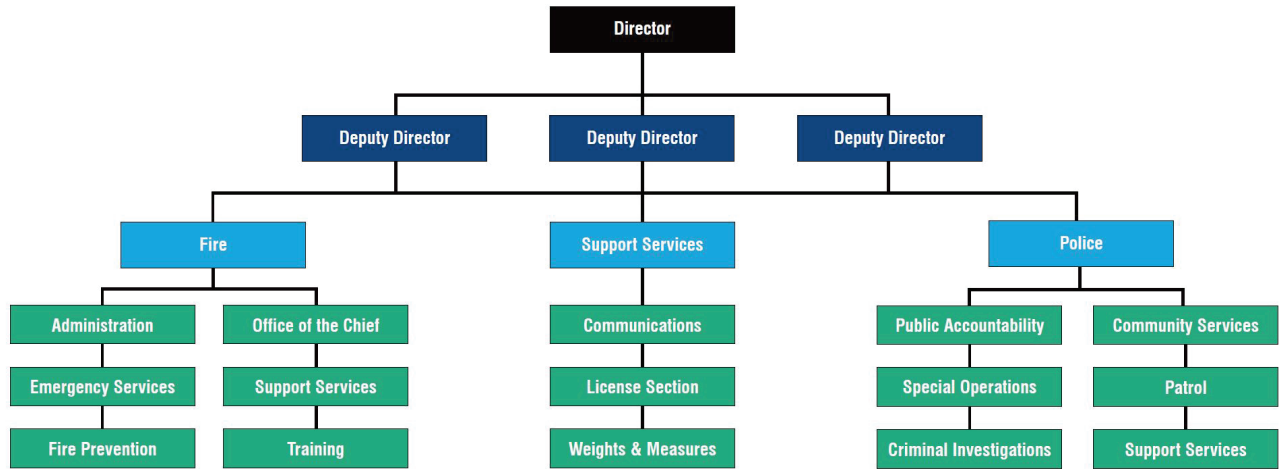
The **Columbus Division of Police** has over 1,900 officers and 200 civilian employees making it one of the top 25 largest departments in the country. The division is organized into six subdivisions and covers 20 precincts across the greater Columbus metropolitan area, while serving nearly 900,000 residents. The Columbus Division of Police strives to be a trustworthy, diverse, progressive, and community-minded organization devoted to providing excellent public service.

The **Division of Fire's** mission is to serve and protect the community by preventing emergencies through education and inspection, minimizing injury, death, and property destruction from fire, natural disaster, and other catastrophes, and providing timely and effective emergency medical services. Working in the Fire Division are over 1,600 full-time employees spread out over five bureaus: Administration, Support Services, Emergency Services, Fire Prevention, and Training. In addition, the division employs a full-time Medical Director.

### Department Mission

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

<b>Budget Summary</b>				
<b>Fund</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Proposed</b>
General Fund	610,547,154	630,728,806	647,648,397	635,458,521
E-911 Fund	2,009,117	1,282,465	1,566,227	1,566,227
Photo Red Light Fund	180,818	-	-	-
<b>Department Total</b>	<b>\$ 612,737,089</b>	<b>\$ 632,011,271</b>	<b>\$ 649,214,624</b>	<b>\$ 637,024,748</b>



## Strategic Priorities for 2021

### Neighborhoods



Enhance neighborhood safety, community participation, and Police and Fire Divisions' responsiveness by working with other government agencies, community members, and federal, state, county, and local agencies to leverage additional resources.

Implement strategies for the reduction of gun violence and gang activity utilizing technology and external partnerships.

Expand the capacity of the RREACT Program in the areas of the city that have been impacted by the opiate epidemic.

Implement the RREACT Buddies mentorship program in collaboration with After-School All-Stars, connecting at risk youth in middle and high school with members of public safety.

Promote safety throughout the city's neighborhoods through the free distribution of smoke detectors.

Expand the Neighborhood Safety Camera Program to include alleys and high-dumping locations.

Furnish support in patrol areas identified by the city, in partnership with the Community Crime Patrol.

Create safety synergy with other city departments by involving various internal and external stakeholders in the city's Comprehensive Neighborhood Safety Strategy.

Participate in the Safe Gun Consortium with the U.S. Conference of Mayors to offer safe storage solutions for gun ownership to protect children and safeguard against theft.

Leverage the partnership between RREACT and the CARE coalition, providing a multi-system approach between Public Safety and Public Health to address neighborhood violence and treat emotional trauma, while fostering a relationship of trust between public safety and the community.

Expand the Fire Prevention Bureau's District Inspectors office to ensure every structure that requires a fire and safety inspection is completed and brought into compliance annually.

Collaborate with the Nuisance Abatement Group to address problem properties which impact the health and safety of our neighborhoods.

## Strategic Priorities for 2021 (cont.)

### Police Reform



Continue to incorporate President Barack Obama's Taskforce on 21st Century Policing Concepts and the recommendations from both the Community Safety Advisory Commission and Matrix into policy, training, and practice.

In partnership with the Department of Health, increase the Mobile Crisis Responders by pairing police and social workers in the same car to address the immediate and long term needs of people in mental health crises.

Create and expand key policing reform strategies that include a new Youth Services operation and Victim Services.

Improve transparency and accountability in law enforcement operations with the body worn camera program.

Create a Real Time Crime Center to allow officers proactive time to address the people, places, and behaviors driving violent crime. Officers will more quickly focus resources on problem areas as they occur for purposes of preventing escalations of crime and violence.

Create Neighborhood Coordination Officers for each cruiser district to micro-target neighborhood needs for an individual area versus the current one size fits all approach or broad based strategy of strict enforcement.

Implement 'quality of life' criminal detectives at the precinct and shift level to work in unison with uniformed officers during initial response calls to crimes in progress or just occurred that will result in greater solvability and increased responsiveness to the needs of individual neighborhoods throughout the city.

Continue operations of our RREACT team for addiction services in a more compassionate and non-criminal enforcement manner.

Prioritize the *6 Pillars of 21st Century Policing* by funding and implementing the Matrix recommendations and those of the Columbus Community Safety Advisory Commission.

## Strategic Priorities for 2021 (cont.)

### Birth to Five and Education



Work with the public to facilitate educational activities such as the Neighborhood Safety Academy, Columbus Citizen Police Academy, Columbus Police Explorers Program, Juvenile Fire Setter Program, Fifty Plus Program, and other safety educational classes.

Continue our partnership with the Franklin County Court of Common Pleas, Juvenile Branch to run the TAPS program which is designed to provide a structured environment to mentor kids ages 12-16.

Provide training opportunities for residents with access to the use of the Fire Safety Houses, and on the proper use of First Aid, CPR, AED, and Naloxone.

Continue our partnership with CelebrateOne and the safe sleep program.

### Public Health



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

Support the Columbus and Franklin County Addiction Plan with Police and Fire outreach to assist those impacted by opiate addiction.

Ensure national and international accreditations for both the Police and Fire Divisions, crime lab, and the heliport.

Continue developing strategies to analyze and deploy EMS data to identify and assist vulnerable residents of our community including the elderly and medically fragile.

Lead the efforts of public outreach and engagement that support the mission and goals of the Columbus and Franklin County Addiction Plan.

## Strategic Priorities for 2021 (cont.)

### Diversity and Inclusion



Support the newly hired Assistant Director for EEO who will further engage the department by reviewing policies, implementing necessary training, and overseeing EEO investigations.

Recruit and hire the most qualified applicants for police and fire with a focus on public safety forces mirroring the community they serve. Engage the community with outreach programs such as the Police and Fire expos and the public safety exploration boot camp. Assist applicants in the process with study sessions for written testing, as well as Get Fit and Informed events that help prepare candidates for the physical fitness aspects of the testing process.

Promote the Police Explorers program, designed to introduce youth within the community to the field of law enforcement. This program educates young men and women, and exposes them to a career in law enforcement by involving them in police operations.

Support the cadet program, which will leverage community partnerships to build a pipeline of qualified, diverse candidates to enter the safety force academies of both Police and Fire.

Engage outside community civilian evaluators during the oral interview portion of the hiring process for both Police and Fire.

Implement the Mobile CLUE (Center for Learning, Understanding, and Education) in partnership with the Columbus Police Foundation and COSI to build interactive training platforms for elementary school aged children and presented by seasoned and diverse Columbus Police Officers.

Encourage promotion through the ranks of the Police and Fire Divisions for our female and minority members by implementing a leadership mentorship program and expanding upon the Leadership Essentials and Development Series (LEADS).



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## 2021 BUDGET NOTES

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### **SAFETY ADMINISTRATION**

Support to the Franklin County Emergency Management and Homeland Security Program is budgeted at \$846,026, which represents the city's proportionate share of the maintenance and administrative support of the area's emergency siren and mass notification systems. Additional program activities include planning for disaster recovery, public education, and exercises. In addition:

- A total of \$375,000 is budgeted for the Community Crime Patrol, which patrols Hilltop, Franklinton, the Merion Village area, the University district including south Clintonville, the Northland/North Linden area, the Near East Side, the East Main Special Improvement District, 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.
- Minority recruiting efforts will continue in 2021, with \$65,000 allocated for related activities. Additional funding for division-specific minority recruiting efforts are budgeted within Police and Fire.
- Jail contract expenses are budgeted at \$3,500,000 in 2021. The per-diem cost is scheduled to increase in 2021 from \$88 to \$92.
- In 2021, all Human Resources and Fiscal positions across the department will be consolidated within the Safety Director's Office. This move accounts for 50 full-time civilian positions, and over \$4.8 million in salaries and benefits.

### **SUPPORT SERVICES**

A total of \$300,000 is budgeted for the maintenance of the neighborhood safety cameras. In addition:

- In 2016, the city's Public Safety radio system was upgraded to the P-25 industry standard digital system. This capital-funded upgrade included five years of system maintenance, which is set to expire in 2021. Funding for the continued maintenance of this system is included in the 2021 budget in the amount of \$935,000.
- In 2021, the city's 911 Emergency Communications Center operations will transition from the Division of Police into Support Services. This move accounts for 147 full-time civilian positions and over \$12.8 million in salaries and benefits.
- Four full-time positions have moved to the Safety Director's Office through the consolidation of the department's Human Resources and Fiscal operations mentioned above.
- Approximately \$1.6 million in funds received by the city from E-911 fund revenue will be used to offset the salaries and benefits of ECC staff.

### **POLICE**

The Division of Police's 2021 budget includes funding for a diverse array of initiatives aimed to further the Comprehensive Neighborhood Safety Strategy, strengthen diversity, and continue developing a model of 21<sup>st</sup> century community policing for Columbus:

- A total of \$2.9 million is included for additional overtime, replacement bicycles, and equipment to support the Safe Streets Initiative, part of the Comprehensive Neighborhood Safety Strategy. In 2019, Safe Streets officers attended 378 community events and recorded nearly 35,000 citizen contacts, strengthening community-police relations and providing citizens with a single point of contact for a variety of city resources.
- The 2021 budget includes \$377,630 to continue building a pipeline of qualified, diverse candidates for the Division of Police by funding a third class of 20 Police Cadets. Both previous classes are fully funded in 2021.
- ShotSpotter was strategically deployed across nine square miles of the city during the first quarter of 2019 and has proven to be an effective tool in identifying and reducing response times to gunfire. A total of \$825,000 is included in the 2021 budget to support this initial deployment and expand coverage to the Near East Side.
- As the body worn camera program approaches its fifth year, approximately \$3.4 million is budgeted to continue this initiative, including support for all necessary hardware and software, as well as anticipated camera replacement.
- Funding is provided for a beginning year strength of 1,969 police officers. It is anticipated that during 2021, there will be a total of 90 separations. Officers lost through these separations will be replaced with two budgeted classes totaling 90 recruits and subsequent internal promotions. With the reassignment of 34 Human Resources and Fiscal positions to the Safety Director's Office, total full-time civilian positions decrease by 181 when combined with the transfer of Emergency Communications Center operations referenced above.



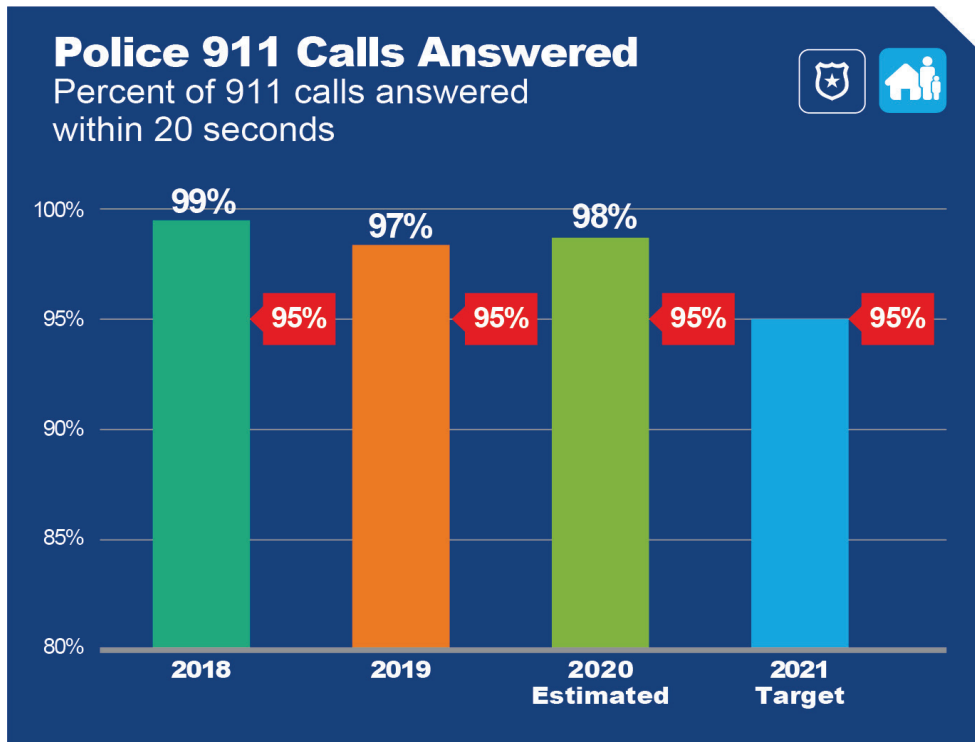
**FIRE**

The Division of Fire's 2021 budget supports directives designed to preserve life, property, and safety in Columbus through a focused approach toward building workforce diversity and pioneering innovation in Fire and EMS service delivery.

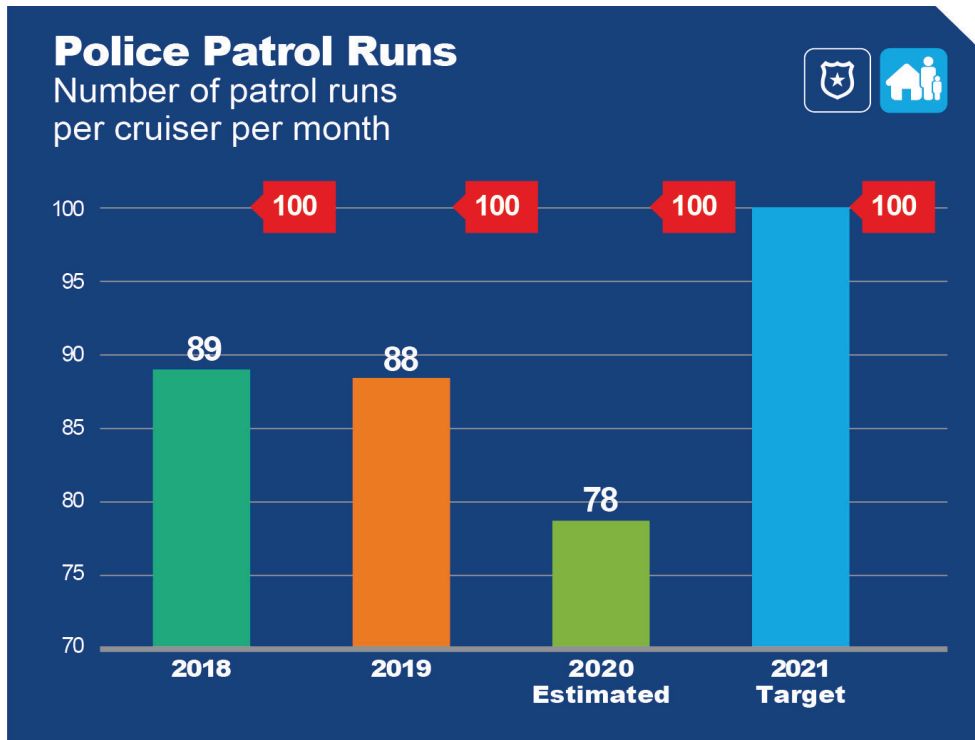
- The 2021 budget includes \$511,050 to continue building a pipeline of qualified, diverse candidates for the Division of Fire by funding a third class of 20 Fire Cadets. Both previous classes are fully funded in 2021.
- As Fire Station 35 celebrates one full year of service to the city's Far East side in 2021, this budget reflects a commitment to continue incorporating protective measures designed to reduce first responders' exposure to carcinogens and other contaminants. Over \$695,000 is budgeted to continue the purchase of new protective turnout gear designed with advanced protective material that further reduces firefighter exposure to harmful materials when compared to traditional designs.
- Approximately \$118,000 is budgeted to facilitate Basic and Advanced Cardiovascular Life Support (BLS/ACLS) training and certifications utilizing an innovative technology-based curriculum proven to improve skill retention over time.
- The EMS third-party reimbursement program that began in January 2003 is expected to generate approximately \$17.5 million in 2021. A total of \$1.5 million is budgeted to fund the division's cost for EMS related billing services.
- Funding is provided for a beginning year strength of 1,602 firefighters. It is anticipated that during 2021, there will be a total of 80 separations. Firefighters lost through these separations will be replaced with two budgeted classes totaling 80 recruits and subsequent internal promotions. Twelve full-time civilian positions will transition to the Safety Director's Office through the consolidation of Human Resources and Fiscal operations, and one new full-time laborer will be added to assist in the Support Services Bureau.



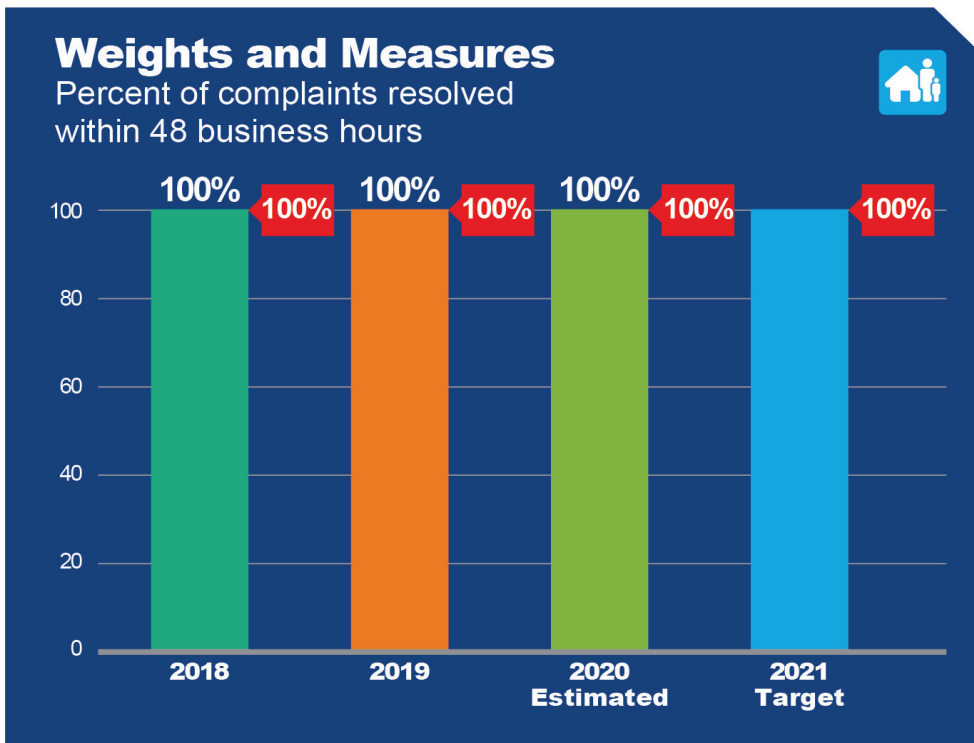
## PERFORMANCE MEASURES



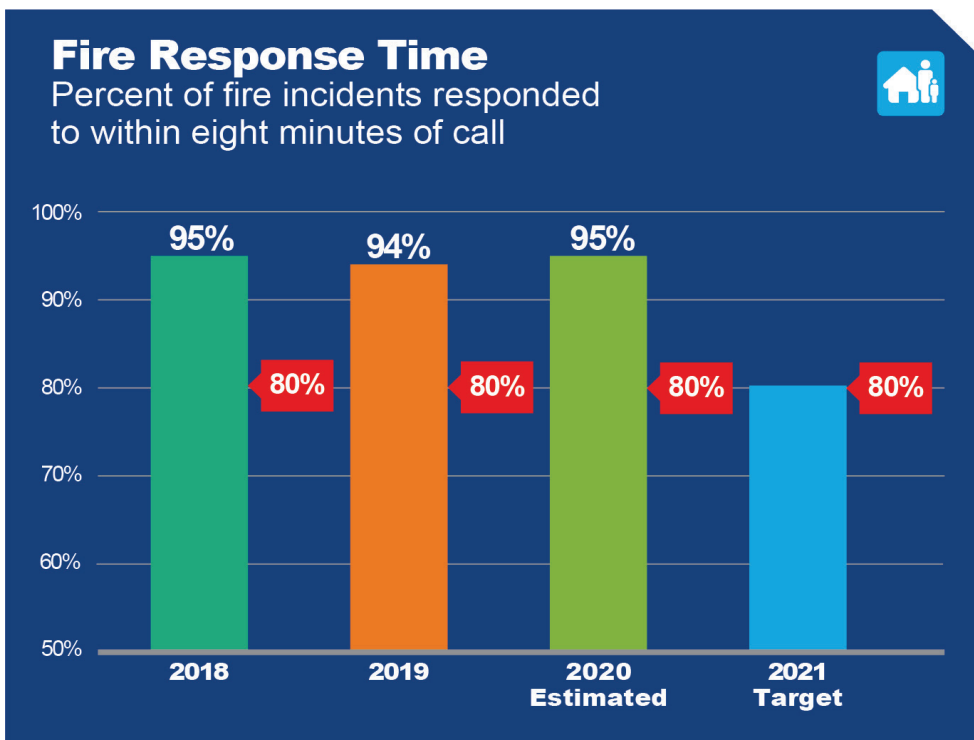
The Communications Bureau personnel strive to answer all 911 calls for service in 20 seconds or less. The Communications Bureau adopted the 95 percent National Emergency Number Association (NENA) Standard and continually exceeds this standard. In 2021, this function will transition from Police to the Support Services Division. The target for this measure will continue to meet or exceed 95 percent.



This measure represents the average number of dispatched and self-initiated runs per cruiser per month. The lower the number, the more non-committed time that officers have to engage in community policing activities. The number of cruisers available on a daily basis averages about 340.



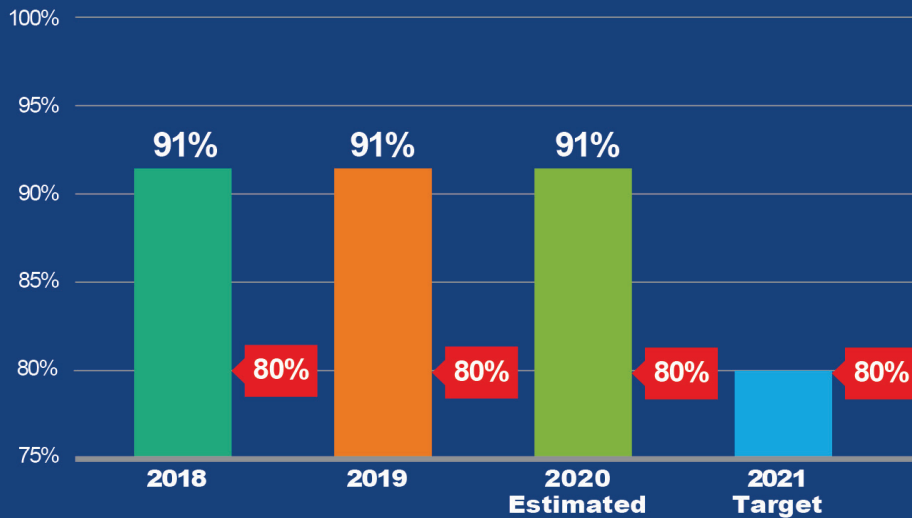
Weights and Measures personnel strive to resolve all consumer complaints within 48 business hours. In doing so, the division helps ensure transparency for buyers and sellers in a variety of commercial transactions. The number of complaints investigated and resolved averages 90 per year. In 2021, the department will continue to resolve consumer complaints within 48 hours 100 percent of the time.



Columbus residents can expect a prompt, high-quality response when they request emergency services. By City Council Resolution, the Division of Fire must maintain an overall total response time of eight minutes or less in at least 80 percent of fire incidents. The division is on track to achieve or exceed this level of service in 2020 and 2021.

### Fire EMS Response Time

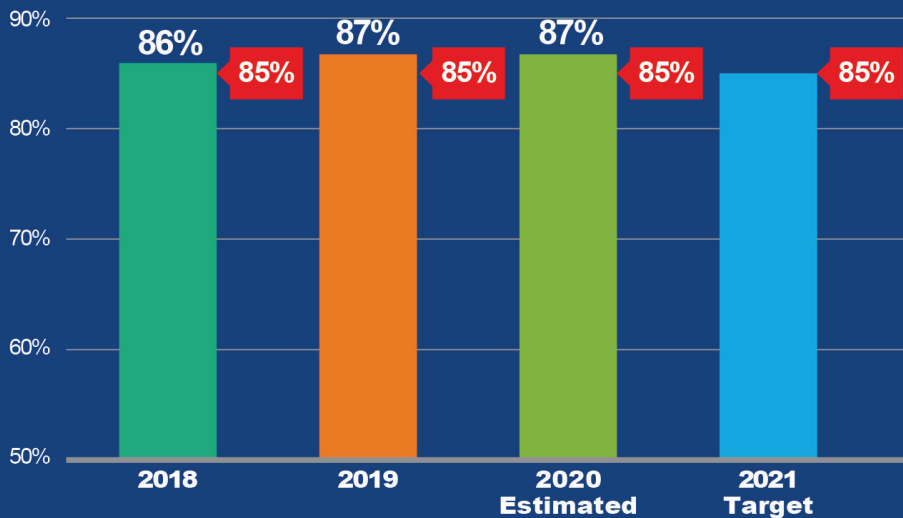
Percent of emergency medical responses within eight minutes of call



By City Council Resolution, the Division of Fire must maintain an overall total response time of eight minutes or less in at least 80 percent of EMS incidents. While the overall percentage has remained consistent over the past few years, deployment models are regularly updated to accommodate increasing demand.

### Fire Resource Deployment

Percent of all fire incidents resolved with initial resource deployment



The Division of Fire is constantly working to improve its dispatch system, both to reduce call times and to ensure that the right personnel, apparatus and equipment arrive on scene. The division has set a goal of deploying the correct resources during the initial dispatch on 85 percent of calls.

Financial Summary by Fund					
Fund	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Proposed
<b>General Fund</b>					
Administration	\$ 7,974,950	\$ 12,076,011	\$ 8,128,152	\$ 8,308,903	\$ 12,651,312
Support Services	6,634,876	7,065,278	7,921,198	6,938,973	20,476,888
Police	337,892,617	345,915,936	359,970,422	352,325,158	336,846,128
Fire	258,044,710	265,671,581	271,628,625	232,495,136	265,484,193
<b>General Fund Subtotal</b>	<b>610,547,154</b>	<b>630,728,806</b>	<b>647,648,397</b>	<b>600,068,170</b>	<b>635,458,521</b>
<b>E-911 Fund</b>					
Support Services	109,590	307,822	117,703	383,668	1,566,227
Police	1,899,527	974,643	1,448,524	1,448,524	-
<b>E-911 Fund Subtotal</b>	<b>2,009,117</b>	<b>1,282,465</b>	<b>1,566,227</b>	<b>1,832,192</b>	<b>1,566,227</b>
<b>Photo Red Light Fund</b>					
Police	180,818	-	-	-	-
<b>Photo Red Light Fund Subtotal</b>	<b>180,818</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Department Total</b>	<b>\$ 612,737,089</b>	<b>\$ 632,011,271</b>	<b>\$ 649,214,624</b>	<b>\$ 601,900,362</b>	<b>\$ 637,024,748</b>



## Public Safety

Financial Summary by Area of Expense						
Division		2018	2019	2020	2020	2021
		Actual	Actual	Budget	Projected	Proposed
<b>Administration</b>						
General Fund						
	Personnel	\$ 1,603,595	\$ 1,625,258	\$ 2,190,475	\$ 1,736,445	\$ 7,179,990
	Materials & Supplies	3,886	5,299	10,367	7,000	10,367
	Services	6,367,469	6,445,454	5,927,210	6,565,358	5,460,855
	Other	-	4,000,000	100	100	100
	<b>Administration Subtotal</b>	<b>7,974,950</b>	<b>12,076,011</b>	<b>8,128,152</b>	<b>8,308,903</b>	<b>12,651,312</b>
<b>Support Services</b>						
General Fund						
	Personnel	4,754,115	4,453,563	5,060,118	4,464,600	16,497,586
	Materials & Supplies	363,152	217,534	427,175	190,179	427,175
	Services	1,513,609	2,388,973	2,428,105	2,281,716	3,546,327
	Other	4,000	5,208	5,800	2,478	5,800
	<b>General Fund Subtotal</b>	<b>6,634,876</b>	<b>7,065,278</b>	<b>7,921,198</b>	<b>6,938,973</b>	<b>20,476,888</b>
E-911 Fund						
	Personnel	109,590	57,822	117,703	117,703	1,566,227
	Services	-	250,000	-	265,965	-
	<b>E-911 Fund Subtotal</b>	<b>109,590</b>	<b>307,822</b>	<b>117,703</b>	<b>383,668</b>	<b>1,566,227</b>
	<b>Support Services Subtotal</b>	<b>6,744,466</b>	<b>7,373,100</b>	<b>8,038,901</b>	<b>7,322,641</b>	<b>22,043,115</b>
<b>Police</b>						
General Fund						
	Personnel	320,258,330	325,799,186	332,926,400	333,008,644	308,214,363
	Materials & Supplies	3,891,254	4,408,560	4,742,414	4,893,358	4,742,414
	Services	13,258,956	14,728,962	16,396,181	13,970,599	14,930,082
	Other	430,362	968,407	255,000	440,000	255,000
	Capital	45,000	-	-	-	3,000,000
	Transfers	8,714	10,820	5,650,427	12,557	5,704,269
	<b>General Fund Subtotal</b>	<b>337,892,617</b>	<b>345,915,936</b>	<b>359,970,422</b>	<b>352,325,158</b>	<b>336,846,128</b>
E-911 Fund						
	Personnel	1,899,527	974,643	1,448,524	1,448,524	-
	<b>E-911 Fund Subtotal</b>	<b>1,899,527</b>	<b>974,643</b>	<b>1,448,524</b>	<b>1,448,524</b>	<b>-</b>
Photo Red Light Fund						
	Personnel	180,818	-	-	-	-
	<b>Photo Red Light Fund Subtotal</b>	<b>180,818</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Police Subtotal</b>	<b>339,972,962</b>	<b>346,890,579</b>	<b>361,418,946</b>	<b>353,773,682</b>	<b>336,846,128</b>
<b>Fire</b>						
General Fund						
	Personnel	242,623,857	248,087,414	252,874,178	218,021,189	246,036,400
	Materials & Supplies	4,180,576	4,565,561	4,413,729	4,660,673	4,413,729
	Services	11,073,670	12,860,604	12,097,328	9,692,559	12,446,292
	Other	147,150	150,848	125,000	27,000	125,000
	Transfers	19,458	7,155	2,118,390	93,715	2,462,772
	<b>Fire Subtotal</b>	<b>258,044,710</b>	<b>265,671,581</b>	<b>271,628,625</b>	<b>232,495,136</b>	<b>265,484,193</b>
	<b>Department Total</b>	<b>\$ 612,737,089</b>	<b>\$ 632,011,271</b>	<b>\$ 649,214,624</b>	<b>\$ 601,900,362</b>	<b>\$ 637,024,748</b>



Department Personnel Summary								
Fund	2018 Actual		2019 Actual		2020 Budget		2021 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
<b>General Fund</b>								
Administration	11	2	10	2	14	2	64	7
Support Services	42	6	39	2	46	6	189	2
Police, Uniformed	1,953	0	1,969	0	1,963	0	1,969	0
Police, Civilian	370	5	354	24	412	51	231	67
Fire, Uniformed	1,591	0	1,602	0	1,606	0	1,602	0
Fire, Civilian	48	4	49	21	54	44	43	64
<b>Total</b>	<b>4,015</b>	<b>17</b>	<b>4,023</b>	<b>49</b>	<b>4,095</b>	<b>103</b>	<b>4,098</b>	<b>140</b>

Please note: Beginning in 2019, the equivalent of one Fire Division uniformed position above is funded by BZS' development services fund.



<b>Operating Budget by Program</b>				
<b>Program</b>	<b>2020 Budget</b>	<b>2020 FTEs</b>	<b>2021 Proposed</b>	<b>2021 FTEs</b>
911 Support Group	\$ 8,195,162	69	\$ 20,861,063	216
Administration	27,647,855	117	38,781,361	134
Communications	9,428,264	56	9,693,298	53
Community Programs	15,884,937	78	19,476,862	167
Drug Enforcement	14,500,746	90	15,779,783	101
Fire Emergency Services	215,298,973	1,387	213,886,977	1,358
Fiscal	2,702,029	16	1,313,607	11
Human Resources	2,458,773	21	3,217,348	22
Internal Services	18,151,789	0	17,463,882	0
Investigative	46,972,328	299	32,777,117	213
Legal Matters	355,475	0	325,475	0
License Enforcement	523,438	5	466,205	5
License Support	605,358	5	515,447	5
Opiate Initiatives	480,500	0	410,000	0
Police Patrol	172,388,232	1,134	158,026,867	1,084
Public Safety Network/CAD	2,481,250	7	1,561,320	9
Safety Force Recruitment	1,342,344	11	-	0
Special Operations	43,435,682	284	27,400,837	160
Support Operations	36,825,600	220	44,817,309	304
Training	28,934,146	290	29,695,419	250
Weights and Measures	601,743	6	554,571	6
<b>Department Total</b>	<b>\$ 649,214,624</b>	<b>4,095</b>	<b>\$ 637,024,748</b>	<b>4,098</b>

Please note: Unless specified in the budget notes, variances in FTE counts by program are the result of changes to internal payroll coding structures and not indicative of changes in service delivery.



# 2021 PROGRAM GUIDE

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## **911 SUPPORT GROUP**

To provide maintenance and technical support for the critical components that serve the PSAP system, which supports the City of Columbus and seven additional 911 agencies in Franklin County.

## **ADMINISTRATION**

To maintain safe neighborhoods by providing effective management and support to the delivery of public safety services by the divisions of police, fire, and support services. To work cooperatively with citizens to minimize injury, death, and destruction of property.

## **COMMUNICATIONS**

To acquire and maintain all communication tools and equipment needed by fire, law enforcement, and emergency medical personnel to efficiently and effectively deliver public safety services to the citizens of Columbus. To receive emergency calls from citizens and dispatch the appropriate resources to the emergency.

## **COMMUNITY PROGRAMS**

To provide financial support to community initiatives such as the Community Crime Patrol, Capital Area Human Society, Truancy, Crime Stoppers, and various neighborhood safety strategies. To provide public services needed for the safety and well-being of the citizens of Columbus.

**DRUG ENFORCEMENT**

To interdict the flow of illegal narcotics into Columbus and specific geographical areas within its boundaries, respond to complaints and concerns of drug related activity, seize drugs and assets, and to educate the public on how to fight drug trafficking. To enforce laws against prostitution, gambling, morality, liquor violations, and related drug offenses.

**FIRE EMERGENCY SERVICES**

To minimize injuries, death, and property loss related to fire and medical emergencies.

**FISCAL**

To support the Department of Public Safety's mission and personnel through budget preparation, fiscal monitoring, and the procurement and payment of services, supplies, and materials.

**HUMAN RESOURCES**

To provide professional services in the areas of employee benefits, compensation, labor relations, industrial hygiene, equal employment opportunities, and the hiring of both civilian and sworn personnel.

**INTERNAL SERVICES**

To account for the internal service charges of the department necessary to maintain operations.

**INVESTIGATIVE**

To shield victims of sexual assault, family violence, child abuse, child exploitation, and missing persons from further danger through investigations and prosecution. To investigate felony property crimes, as well as crimes against persons resulting in the loss of human life or serious physical harm. To investigate the origins of suspicious fires including filing charges against suspects.

**LEGAL MATTERS**

To provide assistance to the City Attorney's Office and process all claims against Public Safety.

**LICENSE ENFORCEMENT**

To enforce rules and regulations pertaining to licenses and licensing procedures as they affect the public health, safety, and welfare.

**LICENSE SUPPORT**

To provide service and support to customers throughout all phases of the licensure process.

**OPIATE INITIATIVES**

To account for the costs associated with the prevention and treatment of opioid abuse.

**POLICE PATROL**

To provide public service that reflects a genuine desire to care for the safety and well-being of our community and our employees.

**PUBLIC SAFETY NETWORK/CAD**

To maintain and troubleshoot all server and client hardware and software directly related to the CAD system.

**SAFETY FORCE RECRUITMENT**

To provide agency excellence through exhaustive pre-hire contracts and investigations, and to recruit qualified and diverse men and women for the positions of Columbus Police Officer and Firefighter.

**SPECIAL OPERATIONS**

To provide the citizens of Central Ohio with a safe environment and a comprehensive emergency management solution to catastrophic events. To promote the safe movement of pedestrian and vehicular traffic on city streets and freeways. To provide for the mitigation of suspected explosive devices and direct operations of spills containing hazardous materials.

**SUPPORT OPERATIONS**

To ensure the safety of citizens by providing secure locations for property and impounded vehicles, fingerprint identification, expert forensic laboratory services, and coordination of criminal prosecutions. To maintain facilities, apparatus, fire supplies, and police record management.

**TRAINING**

To enhance and improve the quality of law enforcement, firefighting, and emergency medical services by providing the knowledge and skills necessary for personnel to perform their jobs safely and efficiently.

**WEIGHTS AND MEASURES**

To provide equity in the marketplace by assuring the weights and measures in commercial service within the city are properly installed and accurate.



## Department Description

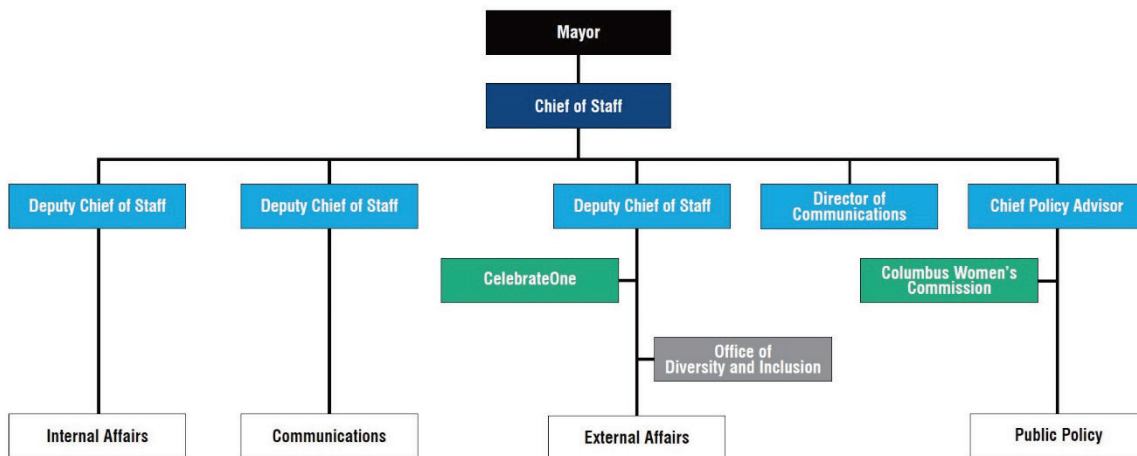
Mayor Andrew J. Ginther is the chief executive of the City of Columbus and is responsible for establishing public policy and budget priorities for the city. As the head of the executive branch, Mayor Ginther leads 14 cabinet members responsible for the administration of city government, the delivery of city services, and the implementation and enforcement of the Columbus City Code. Mayor Ginther is the steward of city resources, an advocate for Columbus and the Columbus region, and is a direct representative of, and is responsible to, the residents of Columbus.

## Department Mission

To be relentless in the delivery of quality services, innovative solutions, and opportunities for Columbus residents.

Budget Summary				
Fund	2018 Actual	2019 Actual	2020 Budget	2021 Proposed
General Fund	4,018,678	4,238,911	4,921,379	4,795,379
<b>Department Total</b>	<b>\$ 4,018,678</b>	<b>\$ 4,238,911</b>	<b>\$ 4,921,379</b>	<b>\$ 4,795,379</b>

## Office of the Mayor



## Strategic Priorities for 2021

Mayor Ginther's 2021 strategic priorities are driven by his Equity Agenda as outlined in his 2020 State of the City address and earlier in this document. Everything the city does must be focused through the lens of equity. With that tenet in mind, the Strategic Priorities for 2021 are:



**Neighborhoods** – The city continues to invest in our neighborhoods – focusing on those with higher rates of unemployment, crime and infant mortality: Franklinton, Hilltop, Linden, Near East, Northland, Near South, Southeast and Northeast. Many factors lead to thriving, vibrant neighborhoods including safety, mixed-income housing, and jobs.



**Police Reform** – We are moving our way of policing from a 20th century model of law enforcement to a 21st century model of community policing. We will focus on proactive police-community interactions and broad-based support to prevent and reduce crime through the Safe Streets Bike Patrol, Neighborhood Crisis Response, CARES Coalition, and programming through Recreation and Parks.



**Public Health** – COVID-19 made clear to us the importance of strong public health for our community. We must continue to slow the rate of infections and deal with the outcomes of the pandemic that has shone the light on the disparities in public health. In addition, how we address public health also leads to successes in safety and stronger neighborhoods.



**Economic Development and Affordable Housing** – The city is working to advance economic recovery from COVID-19 and assure that this recovery reaches every corner of our community. Through public investment and policies, we will create jobs, increase wages, improve access to housing residents can afford, and strengthen Columbus neighborhoods.



**Birth to Five and Education** – Every child in every Columbus neighborhood deserves the opportunity to thrive. The city is investing in CelebrateOne to ensure that all babies in Columbus and Franklin County – regardless of race, ZIP code, or family income – are able to celebrate their first birthday and beyond. Early Start Columbus works to ensure all children are able to enter kindergarten with the skills and knowledge they need to thrive.



**Diversity and Inclusion** – The administration remains committed to fostering a culture of inclusion to ensure its workforce and suppliers reflect the rich diversity of Columbus and that the work of the city is approached through the equity lens. The Columbus Women's Commission is working to advance the economic well-being of women, particularly through its pay equity initiative and eviction prevention, both of which disproportionately impact women of color.



**Sustainable Columbus** – A healthy environment for every resident is key to ensure Columbus' growth. Through Sustainable Columbus, the city is optimizing internal city operations and working with external stakeholders throughout the community to enhance and promote policies that build stronger, healthier neighborhoods.



## 2021 BUDGET NOTES

The recommended budget for the Office of the Mayor provides for the continued operation of the office, including funding to support the activities of the Columbus Women’s Commission and CelebrateOne.

Heading into its fifth year, the **Columbus Women’s Commission** is funded at \$315,627 and remains focused on dismantling barriers and reducing gender and race-based inequities to improve the economic position of women in our community. Through education, awareness, and advocacy, the Commission champions policy change by working in the following areas: gender equity in the workplace, affordable housing and evictions, health, and workforce development. The Commission released the 2020 Financial Empowerment Roadmap and will work with city departments to support program and policy advancements. Of particular note, over 270 Columbus area employers have signed the Columbus Commitment, a voluntary, employer-led initiative to close the gender and race-based wage gap in Columbus. While employers navigate the impact of COVID-19, the Commission released a Back to School Playbook for Employers as they support working parents during the pandemic. The Commission, along with dedicated partners, created a resource guide for tenants and landlords, and will continue to work on eviction reform.

**CelebrateOne**, established by the Greater Columbus Infant Mortality Task Force to respond to the unequal distribution and alarming rates of premature births and infant deaths throughout Columbus and Franklin County, enters its 4th full year in the Office of the Mayor. While the majority of the city’s general fund dollars for this initiative are within the Office of the Mayor’s proposed budget, Columbus Public Health and the Departments of Development and Finance and Management also contribute general fund support. The city provides other indirect support not reflected in these budgets, including occupancy costs, human resource management, and technology services and support. The city’s investment, which is roughly 22 percent of CelebrateOne’s projected 2021 operating budget of \$8.9 million, leverages grant dollars from partners including the Franklin County Commissioners, Franklin County Job and Family Services, the Central Ohio Hospital Council, the Ohio Better Birth Outcomes Collaborative, the State of Ohio’s Managed Care Plans, corporate and private foundations, and individual donors. The general fund dollars allocated to CelebrateOne within the Office of the Mayor’s 2021 proposed budget amount to \$1,335,581.

<b>Financial Summary by Area of Expense</b>						
<b>Division</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2020 Projected</b>	<b>2021 Proposed</b>	
<b>Mayor</b>						
<b>General Fund</b>						
Personnel	\$ 3,772,257	\$ 3,949,141	\$ 4,380,702	\$ 3,686,773	\$ 4,249,514	
Materials & Supplies	6,568	11,336	15,000	5,447	15,000	
Services	239,311	277,183	524,427	388,895	529,615	
Other	542	1,250	1,250	700	1,250	
<b>General Fund Subtotal</b>	<b>4,018,678</b>	<b>4,238,911</b>	<b>4,921,379</b>	<b>4,081,815</b>	<b>4,795,379</b>	
<b>Department Total</b>	<b>\$ 4,018,678</b>	<b>\$ 4,238,911</b>	<b>\$ 4,921,379</b>	<b>\$ 4,081,815</b>	<b>\$ 4,795,379</b>	

## Mayor

Department Personnel Summary								
Fund	2018 Actual		2019 Actual		2020 Budget		2021 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
<b>General Fund</b>								
Mayor	27	0	28	0	31	0	31	0
<b>Total</b>	<b>27</b>	<b>0</b>	<b>28</b>	<b>0</b>	<b>31</b>	<b>0</b>	<b>31</b>	<b>0</b>

Operating Budget by Program					
Program	2020 Budgeted		2021 Proposed		
	\$	FTEs	\$	FTEs	
Administration	\$ 837,478	5	\$ 847,465	5	
Internal Services	30,807	0	35,664	0	
Community Affairs	709,179	5	684,791	5	
Communications	508,641	3	495,431	3	
CelebrateOne	1,360,316	9	1,335,581	9	
Policy and Government Affairs	1,474,958	9	1,396,447	9	
<b>Department Total</b>	<b>\$ 4,921,379</b>	<b>31</b>	<b>\$ 4,795,379</b>	<b>31</b>	





# 2021 PROGRAM GUIDE

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## **ADMINISTRATION**

To advance the Mayor's strategic priorities and assure the successful implementation of policies, programs, and initiatives that promote the safety and prosperity of all Columbus residents.

## **INTERNAL SERVICES**

To account for the internal service charges of the department necessary to maintain operations.

## **COMMUNITY AFFAIRS**

To engage key community stakeholders through proactive, directed outreach and to provide quality customer service and access to the Office of the Mayor for all Columbus residents.

## **COMMUNICATIONS**

To communicate with Columbus residents, businesses, and community partners, and to inform the public at-large of city policies, programs, services, and initiatives.

## **CELEBRATEONE**

To address and respond to the unequal distribution and alarming rates of premature births and infant deaths in the Central Ohio area.

## **POLICY AND GOVERNMENT AFFAIRS**

To develop public policy solutions, programs, and initiatives which advance the Mayor's strategic priorities, to promote positive intergovernmental relations, and to advocate on behalf of the city and Columbus residents.

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## Division Description

The Office of Diversity and Inclusion was established in 2017 as one of Mayor Ginther's first acts as the newly-elected Mayor of Columbus. Headed by a Chief Diversity Officer, the Office of Diversity and Inclusion supports the Mayor and his cabinet by leading diversity and inclusion management within the City of Columbus.

Promoting the City of Columbus as "America's Equal Opportunity City," the Office of Diversity and Inclusion is focused on two primary areas of inclusion management: workforce diversity and supplier diversity.

Within the Workforce Diversity pillar, the Office of Diversity and Inclusion works in partnership with city departments to advance recruitment strategies that promote a diverse workforce that is reflective of the full diversity of Columbus Ohio residents. Similarly, the Office of Diversity and Inclusion works collaboratively across city departments to advance a workplace culture of inclusion that is open and welcoming to all. With a strategic focus on recruiting, retaining, and promoting the best diverse talent available, and applying new and innovative approaches to attracting and retaining diverse talent, the Office of Diversity and Inclusion helps to ensure that diversity and inclusion is an integral part of the city employment process.

The goal within the Supplier Diversity pillar is to promote the economic inclusion of City of Columbus certified Minority and Women-owned Business Enterprises (MWBES). The Office of Diversity and Inclusion creates added value to the city's sourcing and procurement processes through intra-departmental collaboration, the integration of supplier diversity best practices, timely market research, and MWBE development and engagement strategies. As part of the services provided to diverse businesses, the Office of Diversity and Inclusion provides certification management, business opportunity development, business supportive services, and outreach and engagement.

## Division Mission

The Office is dedicated to creating and implementing programs, policies, and procedures that will deliver and capture value through workforce and supplier diversity.

## Budget Summary

Fund	2018 Actual	2019 Actual	2020 Budget	2021 Proposed
General Fund	1,074,201	1,093,943	1,757,387	1,859,993
<b>Department Total</b>	<b>\$ 1,074,201</b>	<b>\$ 1,093,943</b>	<b>\$ 1,757,387</b>	<b>\$ 1,859,993</b>

Office of Diversity and Inclusion



*Our Diversity Makes us Stronger*



## Strategic Priorities for 2021

### Diversity and Inclusion



Implement a new Minority and Women Owned Business Enterprise (MWBE) program, based upon the disparity study recommendations and broad internal and external stakeholder engagement.

Implement the B2GNow diversity management software system to enhance the office's tracking, monitoring, and reporting of MWBE certification, diversity spend, compliance, and outreach requirements.

In collaboration with city departments and strategic partners, provide comprehensive supplier diversity outreach and educational programming promoting the City of Columbus' MWBE program, bidding procedures and procurement opportunities for Columbus-based small, minority, and women-owned businesses.

Host the bi-annual Mayor's Small Business Conference & Expo to promote business development, exchange, and opportunities for small businesses throughout central Ohio.

Enhance the Business Opportunity Assessment program process for increased capacity of diverse businesses and resources to compete.

Create a diversity and inclusion knowledge base, The Portfolio, to exhibit the various resources available to city departments and stakeholders to enhance their diversity, equity, and inclusion strategies.

Collaborate with the Department of Public Safety in the implementation and measurement of the ten-year strategic plan aimed at doubling diversity within the police and firefighter ranks.

Advance the Diversity and Inclusion Office's 30x30 Challenge for the City of Columbus workforce to: 1) learn and act on racial disparities in the workplace; 2) understand how race and other factors have created disparities in jobs, pay, contracting, and access to opportunities; and 3) measure change in workplace culture.

Provide data insights to the City of Columbus leadership to support and advance diversity, equity and inclusion strategies/programs/policies that promote an inclusive, equitable culture within our organization.

Provide a new diversity and inclusion web-based micro-learning platform to improve employee performance and cultural awareness.

Expand the diversity communications and marketing strategies that promote the city's leadership and commitment to diversity, inclusion, and equity both internally and externally.

## Strategic Priorities for 2021 (cont.)

### Diversity and Inclusion



In collaboration with the Citywide Recruitment Task Force, engage in efforts to streamline recruitment strategies and marketing to promote full-time, seasonal, and internship opportunities within the departments and build relationships with our external partners to assist in diverse recruitment.

Expand relationships with advocacy groups and community organizations that support small, minority, and women owned businesses, and those that can help establish and grow diverse workforce pipelines.

## 2021 BUDGET NOTES

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The Office of Diversity and Inclusion's budget of \$1.86 million includes funding to facilitate diversity and inclusion initiatives that have implications across all city departments. To further advance the goals of the administration in this citywide strategic priority, the office has budgeted for 14 full-time positions. In addition:

- The office will implement a new Minority and Women Owned Business Enterprise (MWBE) program, based upon the disparity study recommendations and broad internal and external stakeholder engagement.
- The office will implement a new, best-in-class diversity management software system. This new system will enable the strategic alignment of procurement practices with sound, forward-thinking policies on economic inclusion.
- In support of the Mayor's Equity Agenda, funding is included in 2021 for rebranding efforts.
- The office continues aggressive outreach and engagement for diverse talent within the city's workforce.
- The bi-annual Mayor's Small Business Conference & Expo will be hosted by the Office of Diversity and Inclusion to promote business development, exchange, and opportunities for small businesses throughout central Ohio.



<b>Financial Summary by Area of Expense</b>					
<b>Division</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2020 Projected</b>	<b>2021 Proposed</b>
<b>Diversity and Inclusion</b>					
General Fund					
Personnel	\$ 905,519	\$ 524,444	\$ 1,522,200	\$ 1,118,366	\$ 1,547,943
Materials & Supplies	35,817	30,136	8,500	8,000	2,000
Services	132,865	539,363	226,687	243,643	310,050
<b>General Fund Subtotal</b>	<b>1,074,201</b>	<b>1,093,943</b>	<b>1,757,387</b>	<b>1,370,009</b>	<b>1,859,993</b>
<b>Department Total</b>	<b>\$ 1,074,201</b>	<b>\$ 1,093,943</b>	<b>\$ 1,757,387</b>	<b>\$ 1,370,009</b>	<b>\$ 1,859,993</b>

<b>Department Personnel Summary</b>								
<b>Fund</b>	<b>2018 Actual</b>		<b>2019 Actual</b>		<b>2020 Budget</b>		<b>2021 Proposed</b>	
	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
<b>General Fund</b>								
Diversity and Inclusion	4	0	8	0	14	0	14	0
<b>Total</b>	<b>4</b>	<b>0</b>	<b>8</b>	<b>0</b>	<b>14</b>	<b>0</b>	<b>14</b>	<b>0</b>

<b>Operating Budget by Program</b>					
<b>Program</b>	<b>2020 Budget</b>	<b>2020 FTEs</b>	<b>2021 Proposed</b>	<b>2021 FTEs</b>	
Administration	\$ 1,750,245	14	\$ 1,848,426	14	
Internal Services	7,142	0	11,567	0	
<b>Department Total</b>	<b>\$ 1,757,387</b>	<b>14</b>	<b>\$ 1,859,993</b>	<b>14</b>	



# 2021 PROGRAM GUIDE

## **ADMINISTRATION**

To plan, implement, and evaluate the minority/women owned business enterprise (MWBE) certification and contract compliance function for the City of Columbus. To increase workforce diversity so that it reflects the residents that make up the population of the City of Columbus and attract, retain, and develop city employees as we focus on new and innovative ways to help ensure that diversity is a part of the process.

## **INTERNAL SERVICES**

To account for the internal service charges of the department necessary to maintain operations.



## Department Description

The Department of Education was created in 2014 at the recommendation of the Columbus Education Commission. The department works closely with local education agencies, high-quality pre-kindergarten providers, local colleges and universities, community groups, businesses, and organizations devoted to education and workforce development.

The department is instrumental in accomplishing the Mayor’s strategic priorities in the areas of Birth to Five and Education and Neighborhoods. In its first seven years, the department greatly expanded pre-kindergarten services in Columbus, serving 6,000 children since 2014. In addition, the department is assisting Future Ready Columbus in the development of a birth to five strategic plan for Columbus and Franklin County.

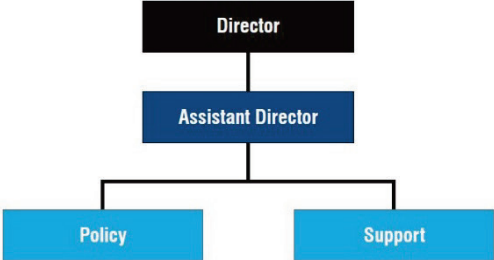
## Department Mission

To enable all Columbus children to succeed in its vibrant and growing economy and to develop into a highly-skilled, creative, entrepreneurial workforce that will propel economic growth in the 21<sup>st</sup> century. The department will leverage the resources of the entire community to meet these goals.

Programs that support Columbus neighborhoods, including the Hilltop and Linden, are being developed and advanced by the department. A new Early Childhood Center being developed in the Hilltop will support approximately 240 children and their families; and through a partnership with Columbus City Schools, the department will again provide funding for approximately 100 Linden pre-kindergarten students. The department partners every year with The Ohio State University on the Park Summer Success program to increase kindergarten readiness across Columbus. Funding provided by the department will allow 100 four- and five-year-olds to receive critical core academic competencies in math and literacy, with supporting physical and motor development.

<b>Budget Summary</b>				
<b>Division</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Proposed</b>
General Fund	5,349,282	6,506,688	6,661,910	6,594,143
<b>Department Total</b>	<b>\$ 5,349,282</b>	<b>\$ 6,506,688</b>	<b>\$ 6,661,910</b>	<b>\$ 6,594,143</b>

Education



## Strategic Priorities for 2021

### Birth to Five and Education

Provide another 1,000 Columbus children the opportunity to attend a high-quality pre-kindergarten education through the Early Start Columbus program.

Examine and implement strategies to expand the number of children served through Early Start Columbus.

Increase the quality of the pre-kindergarten programs in which Columbus children attend.

Develop a Birth to Five development and education strategy in collaboration with Future Ready Columbus and other community partners.

Serve as a non-voting member of the Columbus Board of Education and serve as a liaison between the Mayor and the Board.

Serve as a member of the Early Childhood Advisory Committee.

### Economic Development and Affordable Housing

Support local, small business, and nonprofit organizations with \$4.7 million in early learning grants.

### Public Health

Develop a health and behavioral health driver as part of the birth to five strategic plan in collaboration with Future Ready Columbus and Nationwide Children's Hospital.

Work with Nationwide Children's Hospital to implement a full-service medical and dental clinic in the Hilltop Early Learning Center.

Work with and fund Partnership4Success, an initiative to increase the social and emotional health and development of Columbus children.

### Neighborhoods

Fund and support approximately 110 pre-kindergarten children at the Linden Park Neighborhood Early Childhood Education Center.

Develop the Hilltop Early Learning Center that, when completed, will provide a high-quality early education to approximately 240 Hilltop children.

Collaborate with the Crane Center at the Ohio State University to expand the Summer Success Program to children in the Linden and Hilltop neighborhoods.

Provide life-changing, quality early education to children in Columbus opportunity neighborhoods.

Provide important funding to after school providers that assist children specifically from disadvantaged communities such as Linden, Milo Grogan, Near East, Franklinton, and the Hilltop.

### Diversity and Inclusion

Commit to remaining one of the most diverse departments in the City of Columbus.

Provide millions of Early Start Columbus funding to minority and female-owned businesses.

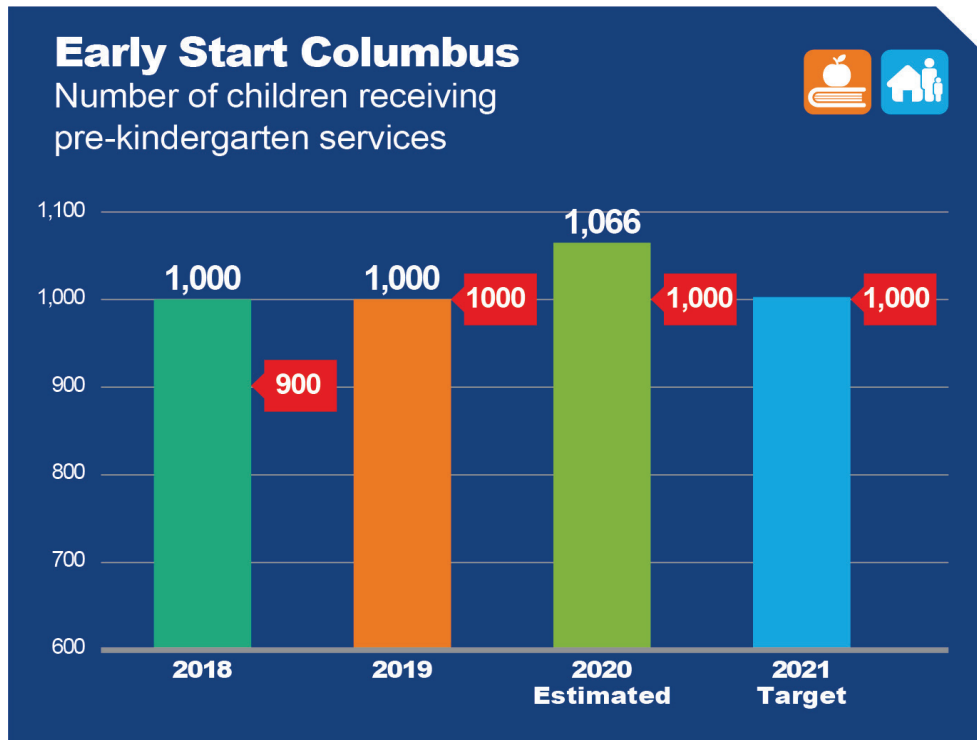


## 2021 BUDGET NOTES

As one of the Mayor’s strategic priorities (Birth to Five and Education), the Department of Education’s budget of \$6.6 million includes funding for four full-time regular employees. In addition:

- A total of \$5,568,075 is allocated for the Early Start Columbus Initiative. This community-wide effort’s focus is preparing four-year-old children for kindergarten by expanding access to high-quality pre-kindergarten opportunities and by working with local providers to improve the quality of early childhood educational programming. This year’s proposed appropriation is targeted to serve 1,000 children.
- The department’s Early Start budget includes \$400,000 in support of Future Ready Columbus, the public-private partnership established to develop a birth to five strategic plan for Columbus and Franklin County.
- The After-School Grants program is funded at continuation levels with amounts budgeted to help support a variety of recreational and educational activities in safe places throughout the community for the city’s children to utilize after the school bell rings.

## PERFORMANCE MEASURE



Early Start Columbus is the Department of Education’s program that expands the number of pre-kindergarten slots available to Columbus children and increases the quality of the programs in which Columbus children attend. This expansion is aligned with the Mayor’s goal of universal access to a high-quality pre-kindergarten education for every 4-year old in Columbus. The department’s goal of 1,000 children receiving pre-kindergarten services in 2021 remains.

Financial Summary by Area of Expense					
Division	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Proposed
<b>Education</b>					
General Fund					
Personnel	\$ 526,971	\$ 446,816	\$ 541,897	\$ 324,161	\$ 564,487
Materials & Supplies	10,565	463	7,500	1,000	9,500
Services	4,811,746	6,049,409	6,112,513	7,246,165	6,020,156
Transfer	-	10,000	-	-	-
<b>General Fund Subtotal</b>	<b>5,349,282</b>	<b>6,506,688</b>	<b>6,661,910</b>	<b>7,571,326</b>	<b>6,594,143</b>
<b>Department Total</b>	<b>\$ 5,349,282</b>	<b>\$ 6,506,688</b>	<b>\$ 6,661,910</b>	<b>\$ 7,571,326</b>	<b>\$ 6,594,143</b>

Department Personnel Summary								
Fund	2018 Actual		2019 Actual		2020 Budget		2021 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Education	4	0	2	0	4	0	4	0
<b>Total</b>	<b>4</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>0</b>

Operating Budget by Program					
Program	2020 Budgeted	2020 FTEs	2021 Proposed	2021 FTEs	
	Administration	\$ 638,195	4	\$ 635,490	4
Early Start	5,629,325	0	5,568,075	0	
After-school Grants	389,819	0	389,819	0	
Internal Services	4,571	0	759	0	
<b>Department Total</b>	<b>\$ 6,661,910</b>	<b>4</b>	<b>\$ 6,594,143</b>	<b>4</b>	





# 2021 PROGRAM GUIDE

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## **ADMINISTRATION**

To increase the overall educational attainment in the City of Columbus and to support the recommendations of the Columbus Education Commission.

## **EARLY START**

To achieve the Mayor's vision of universal access to pre-kindergarten services for all four-year-olds in Columbus.

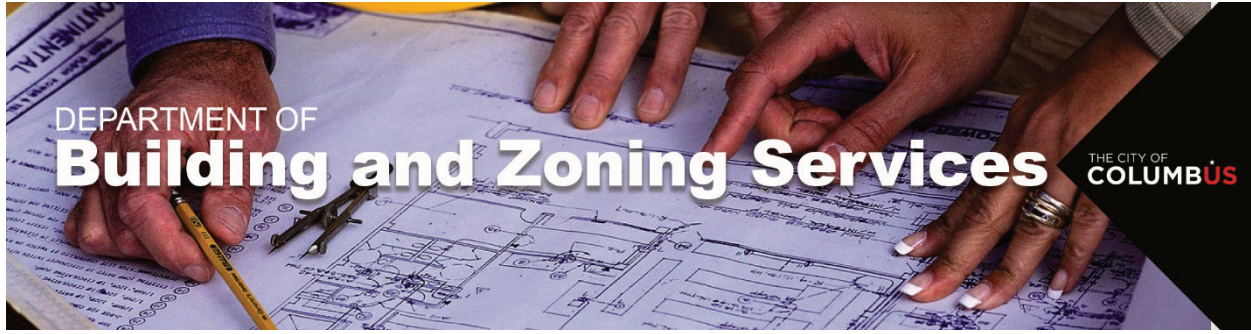
## **AFTER-SCHOOL GRANTS**

To provide safe after-school environments for Columbus kids to continue their education at the end of the school day.

## **INTERNAL SERVICES**

To account for the internal service charges of the department necessary to maintain operations.





## Department Description

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

The department is organized into four distinct yet interconnected sections. Building, Zoning, Site Engineering, and Customer Service are the service areas that combine to ensure safe, quality development in the City of Columbus.

### Department Mission

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

The **Building** section reviews plans, approves permits, and performs inspections to validate that a structure is safe to occupy. Before construction can begin, building plans must be approved to verify compliance with the State of Ohio and City of Columbus building codes. Inspections confirm that the work performed accords with the approved plans. Once the final inspection is approved, the department will issue a Certificate of Occupancy, which allows the structure to be used as intended.

The Columbus Zoning Code establishes distinct areas, or districts, throughout the city and provides specific land use and design standards for the area that lies within. The **Zoning** section reviews building permits and site plans to ensure that a project is consistent with the allowable standards for the property as set forth in the Zoning Code. Additionally, the Zoning section processes applications for rezoning and zoning variances that alter the standards for the underlying property.

The **Site Engineering** section coordinates with multiple agencies across the city to certify final site compliance before the start of a project. Because the development process can touch numerous agencies within the city, the Site Engineering section provides a single point of entry for site compliance approval. Depending on the nature of the project, a building permit cannot be issued until final site compliance is attained.

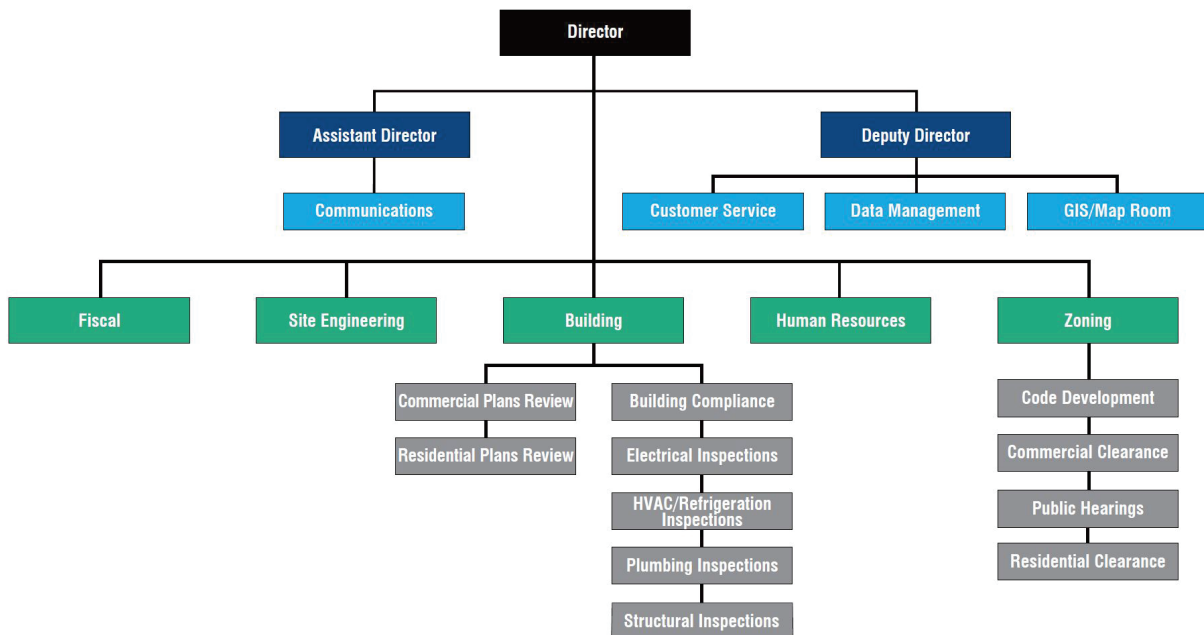
<b>Budget Summary</b>				
<b>Fund</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Proposed</b>
Development Services Fund	20,451,279	22,446,679	25,033,146	23,008,744
<b>Department Total</b>	<b>\$ 20,451,279</b>	<b>\$ 22,446,679</b>	<b>\$ 25,033,146</b>	<b>\$ 23,008,744</b>

## Building and Zoning

The **Customer Service** section accepts and processes applications, and issues permits, contractor licenses, and registrations to perform work in the City of Columbus. Contractor licensing provides qualification standards to support quality construction. The department also provides an ever increasing number of services available online. It strives to deliver excellent customer service through the adoption of innovative technologies and continuous improvement.

The Department of Building and Zoning plays an integral role in the continued growth of the City of Columbus. Permitting, licensing, zoning, and site compliance ensure that the safety and quality of life of residents are at the forefront of the development process.

## Building and Zoning Services



# Strategic Priorities for 2021

## Neighborhoods



Enforce the Columbus Building and Zoning Codes throughout the permitting and inspection process.

Facilitate quality service and efficiency for plan submission through the preliminary plan review process, in collaboration with all departments.

Manage necessary zoning code revisions, such as definitions, residential standards, permitted uses, and deletion of antiquated terms. Maintain an up-to-date website for providing effective information to the public.

Update, educate and communicate new policies and procedures to improve the building process in the community.

## Diversity and Inclusion



Continue to develop pathways for women and minorities into plans review and inspection positions.

Enhance inclusion and utilization efforts within the department's procurement process.

## Sustainable Columbus



Implement Energy and Water Benchmarking to mitigate and adapt our community's changing climate to ensure a healthy and prosperous community for all our residents.

## Economic Development and Affordable Housing



Partner with the construction industry in Columbus to promote safe, quality and responsive services to consultants, contractors, and residents.

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

Invest in technology to expand online permitting options, electronic plans review, and automated inspection scheduling.

Leverage existing technologies and seek new integrations to deliver a better and continuously improving customer experience.

## Public Health



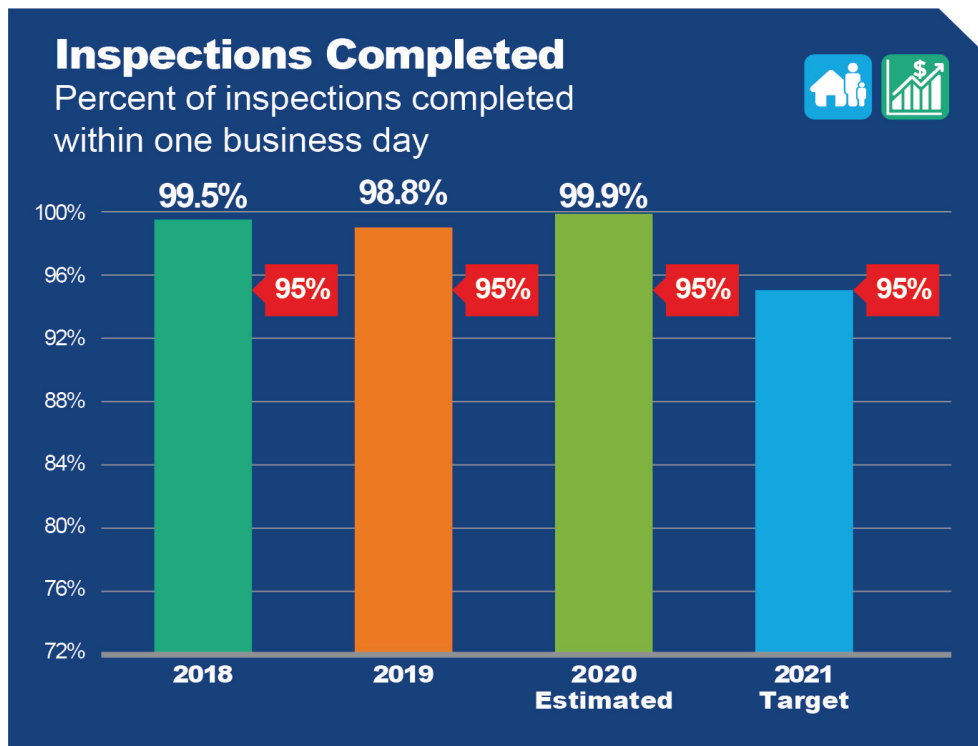
Deliver all necessary safety resources and training to employees.

## 2021 BUDGET NOTES

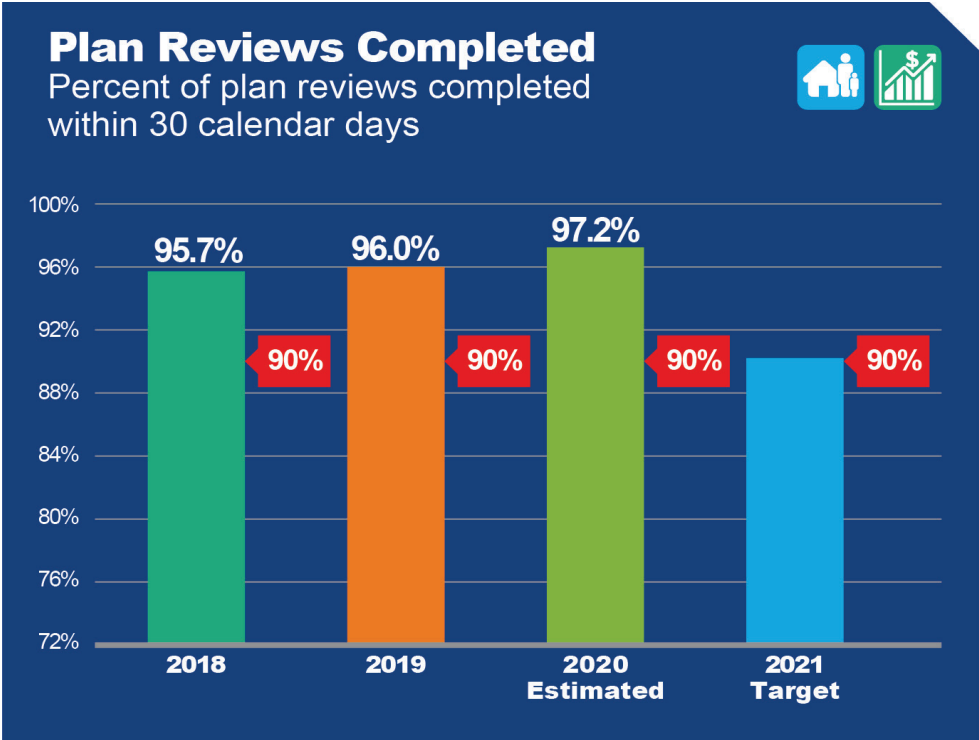
The 2021 budget of \$23 million provides continued funding for technology upgrades and enhancements associated with the Accela platform, including electronic records storage, electronic plans review and submission, and expedited plan reviews. In addition:

- The department will continue to streamline processes for customers in 2021 with online permitting and review. Currently, online permitting accounts for almost 65 percent of the department's total permit volume.
- In partnership with the Department of Technology, Building and Zoning Services plans to automate the scheduling of inspections received via phone-initiated requests in 2021.

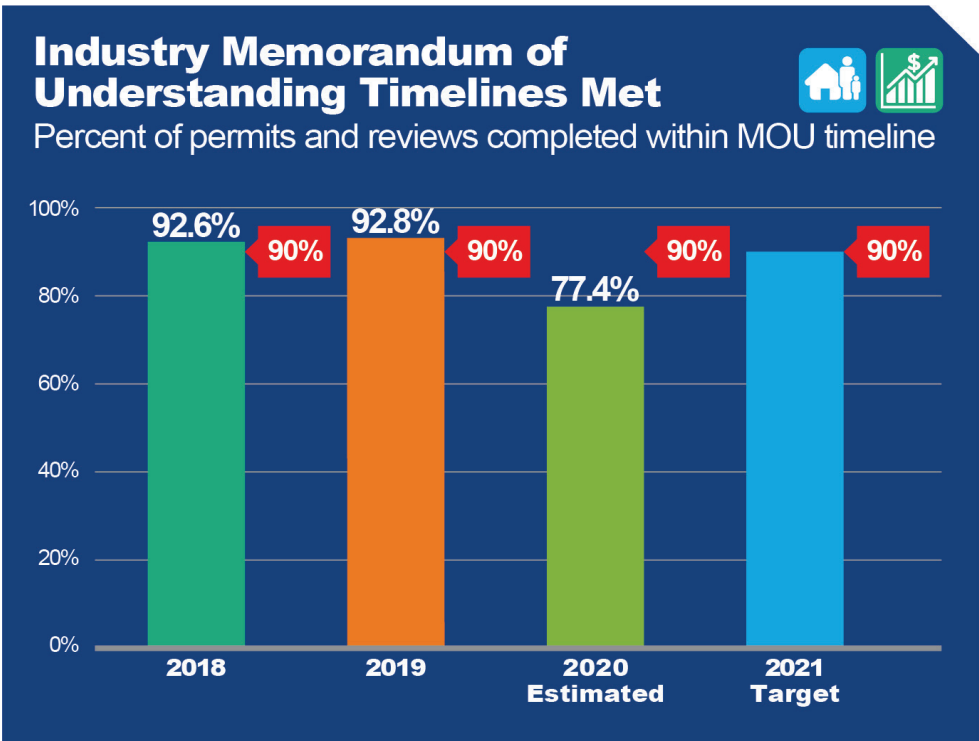
## PERFORMANCE MEASURES



The department typically exceeds the 95 percent standard each year. To date this year, this standard continues to be exceeded, as nearly all inspections have been completed within one business day (99.9 percent). The department expects to continue to deliver this high level of customer service for the remainder of this year and into 2021.



Throughout 2020, the department has exceeded the set target for building plan reviews completed within 30 calendar days. To date, over 97 percent of plans have been reviewed within that timeframe. This number is especially impressive when considering that the department rapidly deployed a teleworking policy for plans examiners in response to the COVID-19 pandemic, yet has seen virtually no impact to this customer service standard. The 90 percent target will continue into 2021.



Per a memorandum of understanding (MOU) with private development stakeholders, the department has committed to meeting review and permitting timelines for private development projects, thus saving time and cost for the building industry. In 2020, the COVID-19 pandemic has posed some challenges for the department with respect to the MOU timelines resulting in a dramatic fall in the compliance rate for this standard. The department expects to make improvements in this measure throughout the remainder of the year, and will again target 90% in 2021.

## Building and Zoning

Financial Summary by Area of Expense					
Division	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Proposed
<b>Building and Zoning Services</b>					
Development Services Fund					
Personnel	\$ 16,466,121	\$ 17,628,504	\$ 19,350,827	\$ 18,651,783	\$ 17,492,337
Materials & Supplies	190,733	209,612	186,100	129,351	172,600
Services	3,482,251	4,297,180	5,142,719	4,839,847	5,270,307
Other	73,500	55,000	63,500	60,500	73,500
Capital	238,674	236,383	290,000	-	-
Transfer	-	20,000	-	-	-
<b>Development Services Fund Subtotal</b>	<b>20,451,279</b>	<b>22,446,679</b>	<b>25,033,146</b>	<b>23,681,481</b>	<b>23,008,744</b>
<b>Department Total</b>	<b>\$ 20,451,279</b>	<b>\$ 22,446,679</b>	<b>\$ 25,033,146</b>	<b>\$ 23,681,481</b>	<b>\$ 23,008,744</b>

Department Personnel Summary								
Fund	2018 Actual		2019 Actual		2020 Budget		2021 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
<b>Development Services Fund</b>								
Building and Zoning Services	145	11	154	10	164	17	161	9
<b>Total</b>	<b>145</b>	<b>11</b>	<b>154</b>	<b>10</b>	<b>164</b>	<b>17</b>	<b>161</b>	<b>9</b>

Please note: In addition to the position counts reflected above, the department's 2020 and 2021 budgets include funding for the equivalent of one full-time position for the Attorney's Office and one for the Fire Division.

Operating Budget by Program				
Program	2020 Budgeted	2020 FTEs	2021 Proposed	2021 FTEs
Administration	\$ 1,521,722	11	\$ 1,418,926	12
Building Services	11,918,287	93	10,323,262	90
Customer Service	2,204,504	18	2,140,081	18
Data Management	936,250	6	835,910	5
Engineering Services	1,264,574	10	1,208,134	9
Fiscal	276,804	2	258,774	2
Human Resources	432,892	3	419,311	3
Internal Services	3,955,719	0	4,031,407	0
Zoning Services	2,522,394	21	2,372,939	22
<b>Department Total</b>	<b>\$ 25,033,146</b>	<b>164</b>	<b>\$ 23,008,744</b>	<b>161</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.



# 2021 PROGRAM GUIDE

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## **ADMINISTRATION**

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

## **BUILDING SERVICES**

To ensure the health and safety of the residents of Columbus by reviewing plans for and inspecting residential and commercial structures.

## **CUSTOMER SERVICE**

To provide prompt, accurate service to our customers and review and process applications for licenses and permits.

## **DATA MANAGEMENT**

To provide leadership, direction, and support relating to data management functions for the department.

## **ENGINEERING SERVICES**

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

## **FISCAL**

To provide leadership, direction, and support relating to fiscal functions for the department.

## **HUMAN RESOURCES**

To provide leadership, direction, and support relating to human resources for the department.

## **INTERNAL SERVICES**

To account for the internal service charges of the department necessary to maintain operations.

## **ZONING SERVICES**

To review all drawings, site plans, graphic permits, lot split requests, and rezoning and variance requests presented for compliance with existing Columbus City Code and other legislated requirements.

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## Department Description

The Department of Development provides a range of services through its divisions and administrative office: the Economic Development Division, Code Enforcement Division, Planning Division, Housing Division, Land Redevelopment Division, and the Director's Office. The department coordinates key development projects and provides resources through its financing and technical assistance programs.

The **Economic Development Division** assists local businesses and provides information to companies looking to expand or relocate to Columbus. The division is committed to ensuring businesses can expand and reach their highest potential by offering incentives, loans, and grants.

The **Code Enforcement Division** seeks to improve the quality of life in Columbus neighborhoods through implementation and enforcement of the city's housing, zoning, graphics, health, sanitation, and safety codes.

Working in partnership with Columbus residents, the **Planning Division** develops long range plans that address land use, urban design, and capital improvements. The Planning Division is responsible for neighborhood planning as well as commercial overlays, historic preservation, annexation, and public art.

The department's **Housing Division** serves Columbus by preserving and producing housing that helps build strong, distinct, and vibrant neighborhoods, offering programs to assist homeowners, housing developers, and rental property owners.

## 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.

<b>Budget Summary</b>				
<b>Fund</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Proposed</b>
General Fund	41,286,289	39,675,082	30,052,561	31,348,379
Emergency Human Services Fund	2,422,448	2,924,103	2,723,000	1,362,000
<b>Department Total</b>	<b>\$ 43,708,737</b>	<b>\$ 42,599,185</b>	<b>\$ 32,775,561</b>	<b>\$ 32,710,379</b>

## Development

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The Columbus Land Bank was established in 1994 to improve Columbus neighborhoods by returning vacant, abandoned, and underutilized residential and commercial properties into productive community assets. The **Land Redevelopment Division** was created as a stand-alone division in 2017 and manages all activities of the land bank.

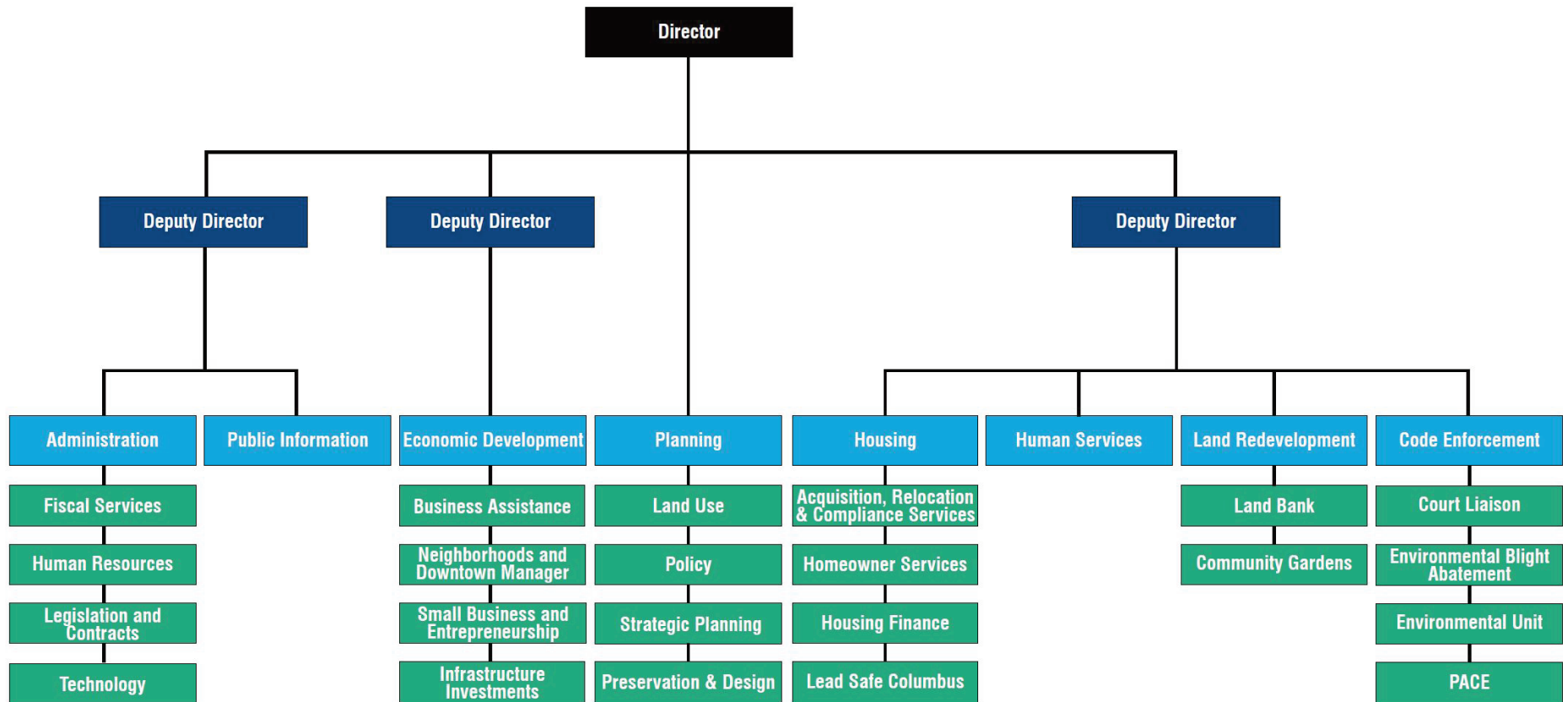
The **Director's Office** provides overall coordination and policy direction for the department's fiscal, human resources, public information, contract administration, and legislative processing functions. These areas provide the administrative support needed to execute the core missions of the department.



Before Land Redevelopment

After Land Redevelopment

# Development



## Strategic Priorities for 2021

### Neighborhoods

Expand Residential Tax Incentive Policy to include the Downtown Community Reinvestment Area (CRA) to encourage the development of more affordable housing units in mixed income neighborhoods throughout the city.

Exceed the five-year average in the number of units that are repaired or rehabilitated through the department's Housing programs.

Continue the implementation of the LinkUS Mobility Corridors Initiative to help address traffic congestion, provide new mobility options, expand access to resources, and promote equity and economic vitality along key regional corridors.

Continue implementation of the Columbus Planning Classroom, which includes educational materials that engage neighborhoods in planning topics related to the city's future growth.

Continue to raise awareness of Columbus Citywide Planning Policies (C2P2), and increase the number of communities with adopted C2P2 design guidelines from 16 to 18.

Exceed the five-year average of the percentage of interior code enforcement requests investigated within two business days, and non-emergency code enforcement requests responded to within ten business days.

Exceed 100 Land Bank properties put back into productive use.

### Diversity and Inclusion

Exceed the department's three-year average supplier diversity utilization percentage.

Increase workforce diversity through the implementation of the department's diversity recruitment plan.

### Birth to Five and Education

Continue Planning Division staff support for the activities and goals of CelebrateOne.

### Economic Development and Affordable Housing

Exceed the five-year average in the number of affordable housing units completed in the city.

Exceed the five-year average in the number of new job commitments, payroll of new job commitments, and leveraged investment per dollar of city capital funds.

Sell a minimum of 20 affordable housing units through the Central Ohio Community Land Trust Program.

Continue to implement the recommendations of the Small Business Ecosystem Assessment to refocus and enhance the city's small business programming to support entrepreneurs operating in our neighborhoods.

## Strategic Priorities for 2021 (cont.)

### Sustainable Columbus



Collaborate with the Department of Public Utilities to implement the Sustainable Columbus Climate Action Plan.

Exceed the five-year average in the number of financed commercial Property Assessed Clean Energy projects.



## 2021 BUDGET NOTES

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### ADMINISTRATION

Total support for social service agencies in 2021 is \$5 million, and is comprised of \$3.64 million in general fund support and \$1.36 million in emergency human services funds. In addition, funding of \$500,000 is provided for Experience Columbus in support of their efforts to market and promote Columbus as a premier destination for visitors and conventions. The general fund budget also includes \$25,000 for the Columbus Region Coalition for the pursuit of federal funding for transportation and infrastructure improvement projects.

### ECONOMIC DEVELOPMENT

In support of the Mayor's strategic priority, the Division of Economic Development will continue its work to advance economic opportunity and shared prosperity to further strengthen Columbus neighborhoods by creating jobs and increasing wages. The division will 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. In addition:

- The division budgeted \$700,000 to assist in the economic development efforts being put forth by One Columbus (formerly Columbus 2020), which include increasing jobs and encouraging private investment in the city.
- Funding of \$450,000 will be provided for organizations, including Rev1 Ventures that support entrepreneurship, startups, and small businesses throughout Columbus, connecting them to capital and resources.
- The division continues to support downtown development through a contract with the Capital Crossroads Special Improvement District for \$190,000. A total of \$40,000 is being allocated to Columbus State Community College to continue to promote economic development and partnership within the Creative Campus area.
- Additional economic development activities include \$100,000 for Sister Cities.

### CODE ENFORCEMENT

In an effort to further the Mayor's goal to invest in Columbus neighborhoods, making them safer and healthier for residents, total support for code enforcement and environmental nuisance activities in 2021 is \$8.59 million. Included in this is:

- A total of \$400,000 is funded to continue procurement of weed cutting services on foreclosed properties that have been abandoned.
- In addition, funding of \$344,189 is provided for various other services including graffiti removal, debris and tire disposal, and arborist services.

### PLANNING

The general fund supports 17 full-time equivalent positions in 2021. In addition:

- The Planning Division program structure was reorganized and the Urban Design program was merged with Neighborhood Planning to maximize resources and improve efficiencies. Two full-time positions were reallocated to the Historic Preservation program.

- The Planning Division continues to support the Mayor’s Infant Mortality Initiative, CelebrateOne, in the amount of \$166,483 to provide neighborhood planning data that inform decisions related to social determinants of health that impact infant mortality. More information on CelebrateOne can be found in the Community Profile section of this document, as well as in the Office of the Mayor’s budget section.
- Funding of \$20,550 is included for the maintenance of public art throughout the city.

## **HOUSING**

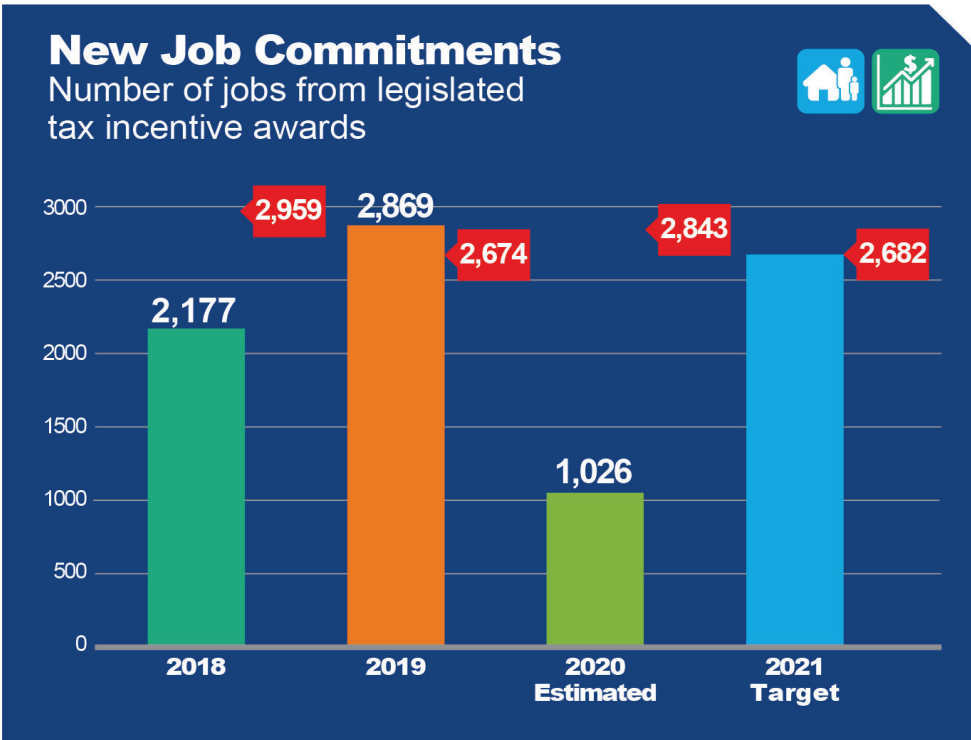
With a mayoral charge to create an affordable housing plan for the city’s rapidly growing population, the Housing Division continues to support policies and initiatives that further the development of housing all Columbus residents can afford. In addition:

- Support for the Community Shelter Board and the Permanent Supportive Housing (PSH) program (formerly Rebuilding Lives) will provide funding of approximately \$5.49 million in 2021. This includes funding of \$292,000 for homeless veterans and pregnant women, and \$877,688 for previously homeless individuals now living in PSH units. In addition, funding of \$905,931 is provided by the Emergency Solutions Grant (ESG) and the HOME Investment Partnerships Program.
- Funding of \$139,000 is included to provide homeowner counseling and other support services to help keep residents in their homes.
- 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 \$976,000 in 2021.

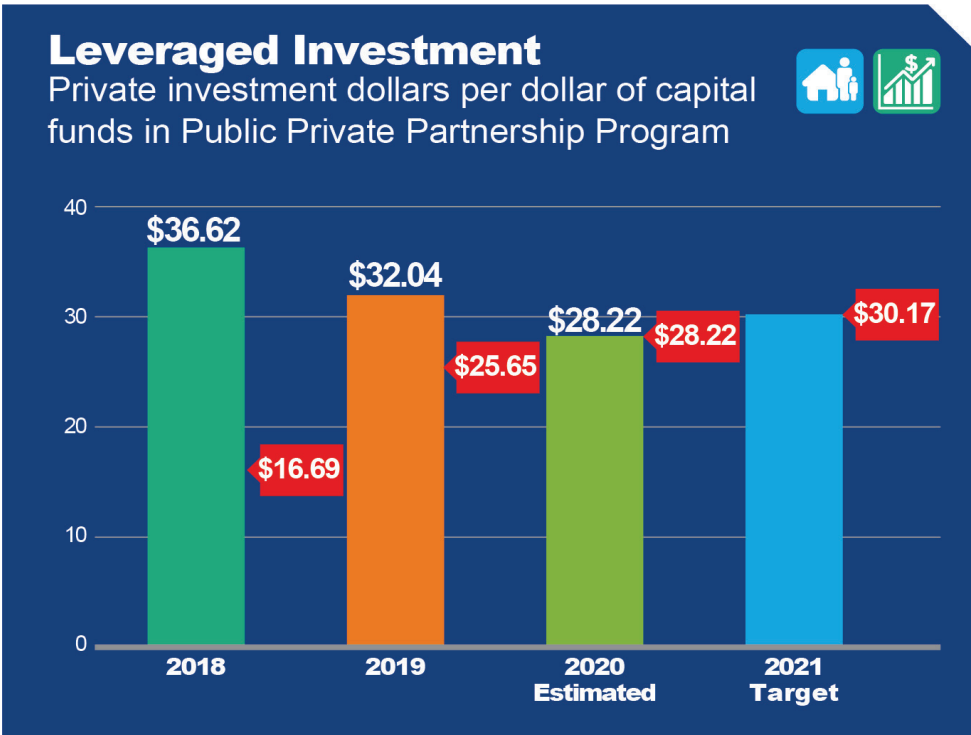
## **LAND REDEVELOPMENT**

The Division of Land Redevelopment was created in 2017 to better track services provided by the Land Redevelopment Office which previously reported under the Division of Administration. This is the fifth full year of funding for the Division of Land Redevelopment as a separate entity. The division improves Columbus neighborhoods by returning vacant, abandoned, and underutilized residential and commercial properties to productive community assets. The general fund supports 9 full-time positions in 2021, an increase of 2. These are not new positions, rather a shift of positions from the Land Management Fund.

## PERFORMANCE MEASURES



This measure represents the annual number of new committed jobs from incentives awarded by the city through legislation. Incentive recipients have a three-year window to fulfill their job commitments. Variability and fluctuation of job commitments from incentives occur from year to year, and the targets for each year are based on an average of the previous five years. Based on current information through 2019, the target for job commitments for 2021 is 2,682.



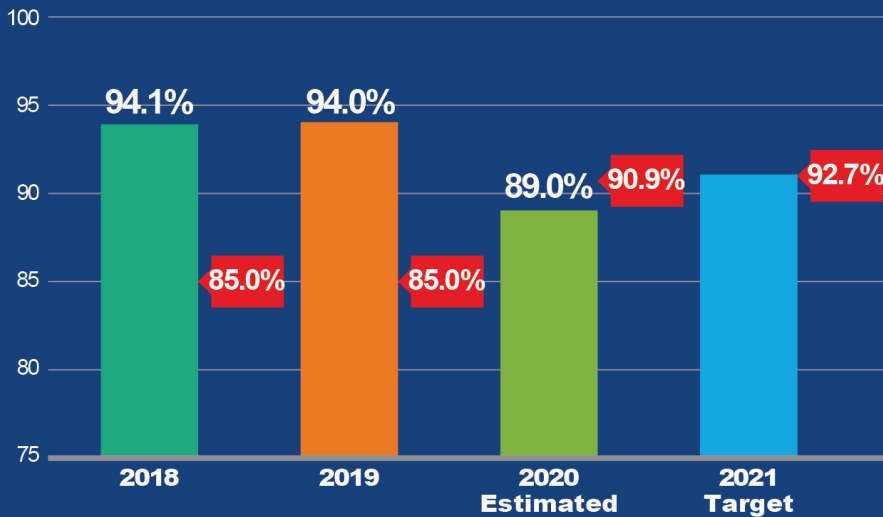
The department makes targeted infrastructure investments that leverage private investment to support the city's economic development efforts through the Public Private Partnership Program. These projects create new employment centers, revitalize neighborhoods, and spur job creation throughout Columbus. The targets each year are based on the average of the previous five years of private investment dollars leveraged per dollar of public infrastructure investment, and the 2021 target is \$30.17.



## Emergency Code Enforcement Responsiveness

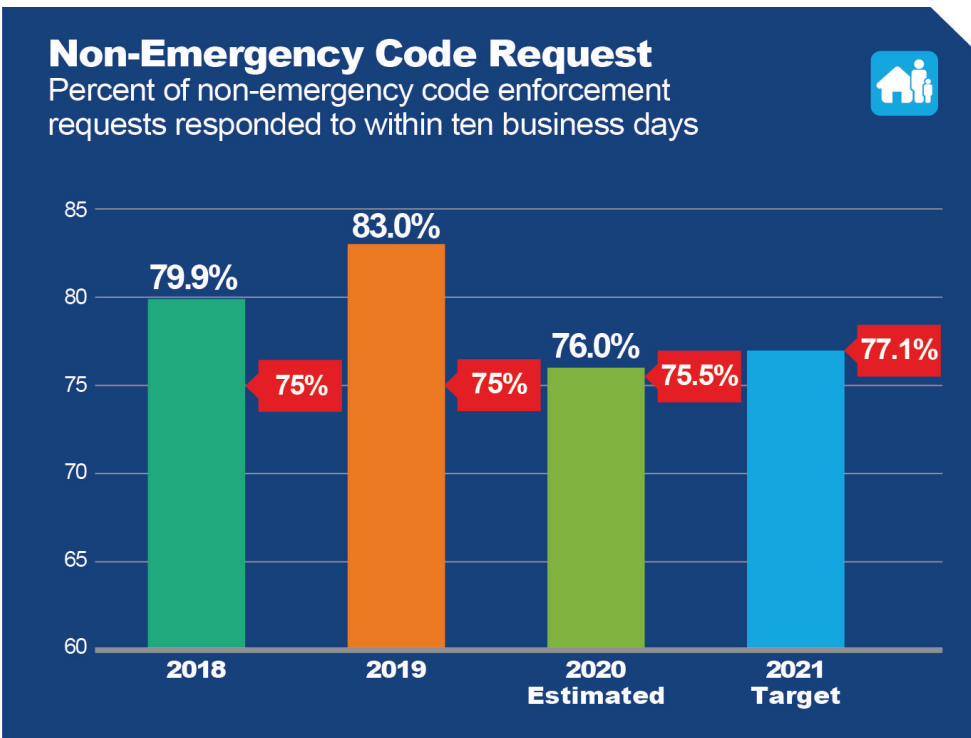


Percentage of requests investigated within 2 days

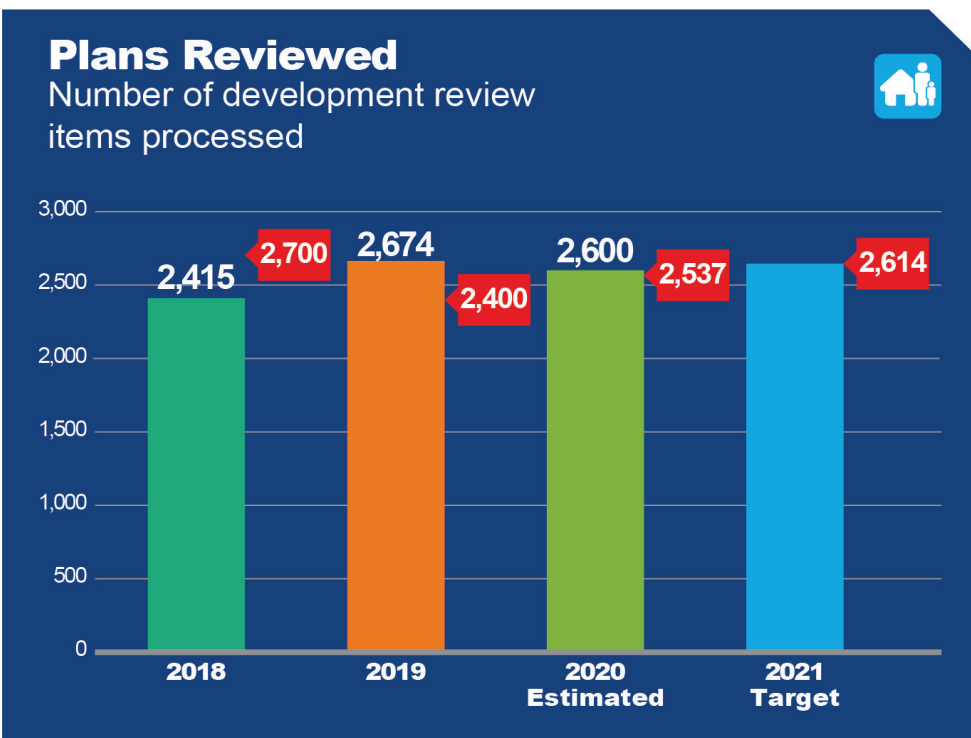


Emergency code requests, such as, no heat, no water, and raw sewage in basements that pose immediate health and safety risks to residents are our highest priority. This measure represents the level of responsiveness of the Code Enforcement Division to emergency code enforcement requests. The targets are based on the percentage of emergency requests that are investigated within two business days averaged over the previous five years. Through improvements in service delivery, the emergency code responsiveness for 2021 is expected to increase to 92.7 percent.

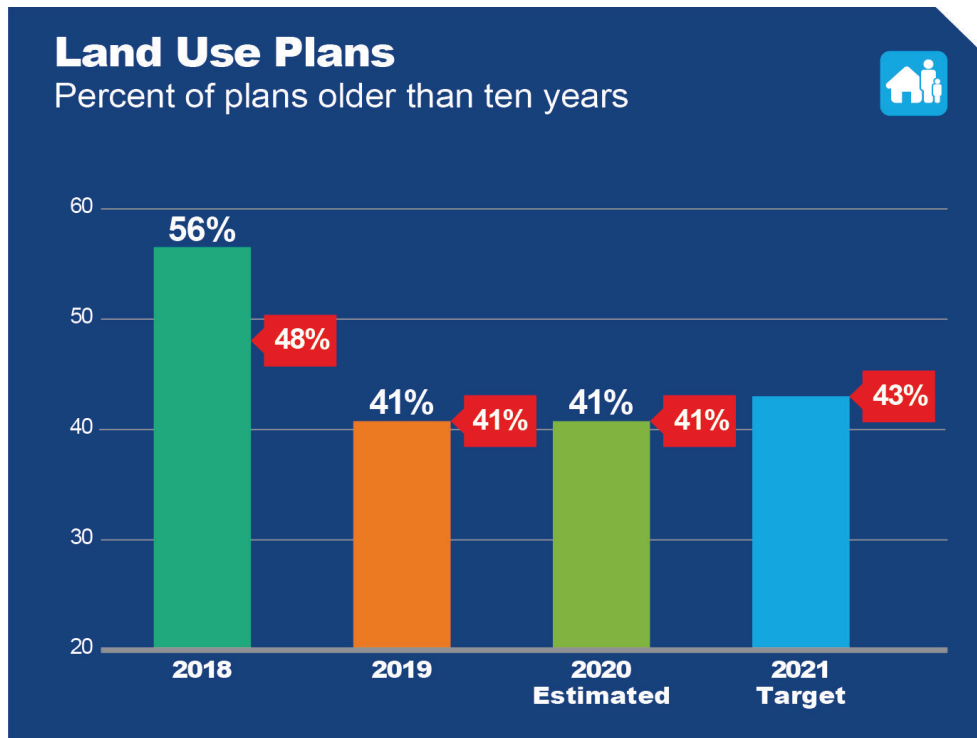




Response times to non-emergency code enforcement requests are dependent on a number of factors, including demand, staffing availability, the nature of the complaint, and weather conditions. In 2021, the Code Enforcement Division will work to respond to 77.1 percent of requests within ten business days.



The Planning Division works to ensure property development planning is completed in a timely manner. Through its high-quality customer service, the division projects to review approximately 2,600 plans in 2020. The expected target is increased to 2,614 for 2021.



The Planning Division produces land use plans for the City of Columbus. It works to ensure that these plans are continuously reviewed and updated to strive to reduce the number of plans older than ten years.

Financial Summary by Fund					
Fund	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Proposed
<b>General Fund</b>					
Administration	\$ 5,611,678	\$ 5,996,752	\$ 6,202,009	\$ 6,005,091	\$ 8,163,903
Economic Development	18,976,767	16,842,242	4,543,534	16,309,541	4,465,871
Code Enforcement	7,667,631	7,629,505	9,129,891	8,361,183	8,594,330
Planning	1,864,057	1,833,809	1,899,343	1,517,920	1,681,524
Housing	6,502,559	6,720,579	7,598,810	7,653,063	7,587,698
Land Redevelopment	663,598	652,196	678,974	571,355	855,053
<b>General Fund Subtotal</b>	<b>41,286,289</b>	<b>39,675,082</b>	<b>30,052,561</b>	<b>40,418,153</b>	<b>31,348,379</b>
<b>Emergency Human Services Fund</b>					
Administration	2,422,448	2,924,103	2,723,000	1,160,000	1,362,000
<b>Emergency Human Services Fund Subtotal</b>	<b>2,422,448</b>	<b>2,924,103</b>	<b>2,723,000</b>	<b>1,160,000</b>	<b>1,362,000</b>
<b>Department Total</b>	<b>\$ 43,708,737</b>	<b>\$ 42,599,185</b>	<b>\$ 32,775,561</b>	<b>\$ 41,578,153</b>	<b>\$ 32,710,379</b>

## Development

<b>Financial Summary by Area of Expense</b>						
<b>Division</b>		<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021</b>
		<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Proposed</b>
<b>Administration</b>						
General Fund						
	Personnel	\$ 2,746,400	\$ 2,917,933	\$ 3,170,658	\$ 2,823,418	\$ 3,237,921
	Materials & Supplies	8,934	7,722	22,600	8,904	22,000
	Services	2,706,343	3,006,013	3,007,751	3,022,769	4,752,982
	Other	150,000	65,084	1,000	150,000	151,000
	<b>General Fund Subtotal</b>	<b>5,611,678</b>	<b>5,996,752</b>	<b>6,202,009</b>	<b>6,005,091</b>	<b>8,163,903</b>
Emergency Human Services Fund						
	Services	2,422,448	2,924,103	2,723,000	1,160,000	1,362,000
<b>Emergency Human Services Fund Subtotal</b>		<b>2,422,448</b>	<b>2,924,103</b>	<b>2,723,000</b>	<b>1,160,000</b>	<b>1,362,000</b>
<b>Administration Subtotal</b>		<b>8,034,126</b>	<b>8,920,855</b>	<b>8,925,009</b>	<b>7,165,091</b>	<b>9,525,903</b>
<b>Economic Development</b>						
General Fund						
	Personnel	1,049,583	918,584	1,833,111	1,633,728	1,703,797
	Materials & Supplies	3,925	5,654	8,000	2,250	6,500
	Services	2,601,137	2,533,767	2,701,423	2,612,506	2,754,574
	Other	15,322,122	13,384,237	1,000	12,061,057	1,000
<b>Economic Development Subtotal</b>		<b>18,976,767</b>	<b>16,842,242</b>	<b>4,543,534</b>	<b>16,309,541</b>	<b>4,465,871</b>
<b>Code Enforcement</b>						
General Fund						
	Personnel	6,828,152	6,846,856	8,250,760	7,721,700	7,776,741
	Materials & Supplies	54,943	63,191	53,900	43,000	66,400
	Services	752,545	712,970	818,231	586,483	744,189
	Other	31,990	6,489	7,000	10,000	7,000
<b>Code Enforcement Subtotal</b>		<b>7,667,631</b>	<b>7,629,505</b>	<b>9,129,891</b>	<b>8,361,183</b>	<b>8,594,330</b>
<b>Planning</b>						
General Fund						
	Personnel	1,751,949	1,752,728	1,822,633	1,473,963	1,614,492
	Materials & Supplies	5,589	10,979	9,000	8,378	8,400
	Services	106,519	57,566	66,710	35,579	57,632
	Other	-	4,869	1,000	-	1,000
	Capital	-	7,667	-	-	-
<b>Planning Subtotal</b>		<b>1,864,057</b>	<b>1,833,809</b>	<b>1,899,343</b>	<b>1,517,920</b>	<b>1,681,524</b>
<b>Housing</b>						
General Fund						
	Personnel	828,913	752,366	1,936,860	2,032,083	1,791,761
	Materials & Supplies	8,035	10,340	11,500	9,946	12,500
	Services	5,665,611	5,931,410	5,649,450	5,601,034	5,772,437
	Other	-	746	1,000	10,000	11,000
	Transfers	-	25,716	-	-	-
<b>Housing Subtotal</b>		<b>6,502,559</b>	<b>6,720,579</b>	<b>7,598,810</b>	<b>7,653,063</b>	<b>7,587,698</b>
<b>Land Redevelopment</b>						
General Fund						
	Personnel	513,321	651,803	677,974	570,355	854,053
	Services	150,277	393	1,000	1,000	1,000
<b>Land Redevelopment Subtotal</b>		<b>663,598</b>	<b>652,196</b>	<b>678,974</b>	<b>571,355</b>	<b>855,053</b>
<b>Department Total</b>		<b>\$ 43,708,737</b>	<b>\$ 42,599,185</b>	<b>\$ 32,775,561</b>	<b>\$ 41,578,153</b>	<b>\$ 32,710,379</b>

Department Personnel Summary								
Fund	2018 Actual		2019 Actual		2020 Budget		2021 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
<b>General Fund</b>								
Administration	23	0	22	0	24	0	25	0
Economic Development	9	0	14	0	15	0	15	0
Code Enforcement	67	0	78	0	84	0	84	0
Planning	16	0	14	0	17	0	17	0
Housing	8	0	18	0	19	0	19	0
Land Redevelopment	7	0	6	0	7	0	9	0
<b>Total</b>	<b>130</b>	<b>0</b>	<b>152</b>	<b>0</b>	<b>166</b>	<b>0</b>	<b>169</b>	<b>0</b>

Operating Budget by Program					
Program	2020		2021		
	Budget	FTEs	Proposed	FTEs	
Administration	\$ 5,361,258	35	\$ 5,941,329	36	
Internal Services	279,981	0	185,784	0	
Fiscal	897,512	8	881,021	8	
Human Resources	390,770	4	374,343	4	
Social Services	5,000,000	0	5,000,000	0	
Land Banking	677,974	7	854,053	9	
Job Creation & Expansion	4,523,058	15	4,409,467	15	
Code Enforcement	8,416,799	78	7,956,196	78	
Environmental Nuisance	512,515	6	488,045	6	
Neighborhood Planning	399,725	4	348,064	4	
Urban Design	230,614	2	-	0	
Historic Preservation	504,539	5	592,244	7	
Homeless Prevention	4,526,962	0	4,609,462	0	
Continuum of Care	10,000	0	10,000	0	
Permanent Supportive Housing*	877,688	0	877,688	0	
CelebrateOne	166,166	2	160,483	2	
COVID-19	-	0	22,200	0	
<b>Department Total</b>	<b>\$ 32,775,561</b>	<b>166</b>	<b>\$ 32,710,379</b>	<b>169</b>	

\*Renamed for 2021. See program guide.

For additional financial information related to the Development Department, please refer to the emergency human services (EHS) fund contained within the All Funds Summary section.



# 2021 PROGRAM GUIDE

## **ADMINISTRATION**

To manage day-to-day operations and provide policy direction, as well as serving as a point of contact for citizens, council, other agencies, jurisdictions, and stakeholders.

## **INTERNAL SERVICES**

To account for the internal service charges of the department necessary to maintain operations.

## **FISCAL**

To ensure that department resources are managed and accounted for in a timely and accurate manner.

## **HUMAN RESOURCES**

To provide quality services in the areas of employee relations, benefits, recruitment and retention, and organizational development.

## **SOCIAL SERVICES**

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

## **LAND BANKING**

To improve Columbus neighborhoods by returning abandoned and underutilized residential and commercial properties to productive community assets.

## **JOB CREATION AND EXPANSION**

To leverage city assets to help businesses of all sizes grow and thrive in Columbus.

## **CODE ENFORCEMENT**

To improve the quality of life in Columbus neighborhoods through enforcement of the city's housing, zoning, graphics, health sanitation, and safety codes.

**ENVIRONMENTAL NUISANCE**

To address the condition of vacant and blighted properties located within the city.

**NEIGHBORHOOD PLANNING**

To work in partnership with Columbus residents to develop and implement long range plans that address land use, urban design, and capital improvements. Plan implementation activities include undertaking development review, working with the Urban Infrastructure Recovery Fund Program, and providing staff support of the East Franklinton Review Board, Rocky Fork, and Big Darby panels. The section also manages the annexation program and provides direct support to CelebrateOne, the city's effort to lower the infant mortality rate.

**URBAN DESIGN**

To undertake urban design projects and provide staff support to the Downtown Commission and University Area Review Board, both being charged with approval authority for projects falling within their respective boundaries.

**HISTORIC PRESERVATION**

To provide staff support to five architectural review commissions with approval authority for projects falling within the city's historic districts or listed individually on the Columbus Register of Historic Properties. The section conducts Section 106 reviews in partnership with the State Historic Preservation Office and provides technical assistance to property owners and potential buyers who would like to purchase historic properties.

**HOMELESS PREVENTION**

To provide funding to meet the housing, homelessness, and supportive service needs for homeless men, women, and families.

**CONTINUUM OF CARE**

To provide funding for the preparation and submission of the Continuum of Care funding application which supports the city's efforts to provide housing units to homeless individuals and to develop permanent supportive housing.

**PERMANENT SUPPORTIVE HOUSING (PSH)**

To provide social services and/or referrals to physical and mental health agencies for previously homeless individuals living in PSH units.

**CELEBRATEONE**

To address and respond to the unequal distribution and alarming rates of premature births and infant deaths in the Central Ohio area.

**COVID-19**

To account for the expenses necessary to address the COVID-19 pandemic.





### Department Description

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

The Purchasing Office promotes cost-effective city operations by acquiring high-quality goods and services at the lowest price and by selling surplus goods at the highest price. This office includes the construction prequalification function of the department.

The **Financial Management** group includes budget management, grants management, the mail room, print shop, fiscal, and the capital and debt management office. 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 mail room and print shop provide services to city departments such that business can be conducted in an efficient, timely, and cost effective manner. The fiscal section provides budgetary support for both capital and operational needs within the department. The capital and debt management office provides coordination of the city’s capital improvement budget and the six-year capital improvement program.

The **Asset Management Group** is comprised of the Divisions of Facilities and Fleet Management, as well as the Offices of Construction and Real Estate Management.

### Department Mission

To protect the fiscal integrity of the city, and ensure the effective management of fleet operations, facility maintenance and construction, real estate transactions, and comprehensive, ethical procurement practices.

Budget Summary				
Fund	2018	2019	2020	2021
	Actual	Actual	Budget	Proposed
General Fund	52,393,662	55,255,267	93,053,632	90,230,101
Employee Benefits Fund-Property Insurance	395,000	395,000	395,000	395,000
Fleet Management Fund	37,058,192	38,146,825	40,139,099	39,165,438
Property Management Fund	1,422,956	1,423,997	1,530,357	1,571,033
Print and Mail Services Fund	1,833,969	1,845,299	1,941,901	1,923,245
Hotel/Motel Tax Fund	17,041,306	17,766,036	18,231,000	9,116,000
<b>Department Total</b>	<b>\$ 110,145,085</b>	<b>\$ 114,832,423</b>	<b>\$ 155,290,989</b>	<b>\$ 142,400,817</b>

## Finance and Management

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Facilities Management is responsible for custodial services, maintenance, and security for the City Hall campus, Police and Fire Division facilities, the Public Health complex, and the Interstate-71 complex.

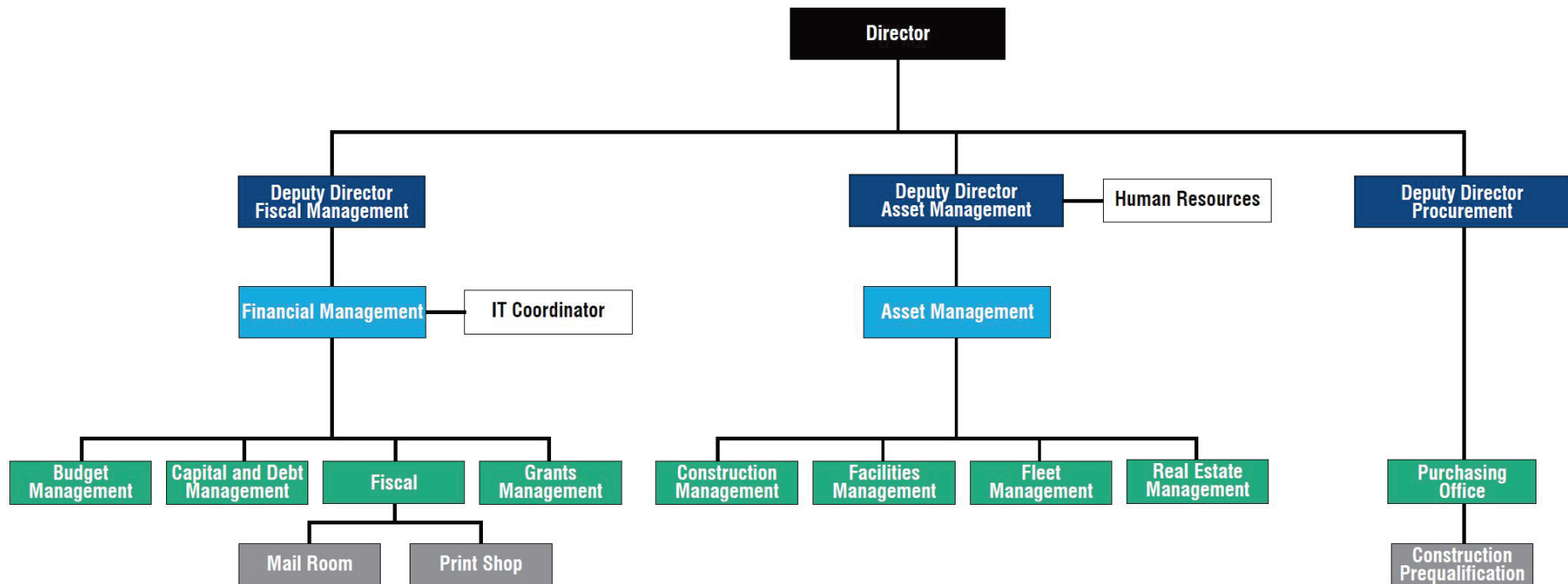
The Fleet Management Division maintains motorized equipment for most city departments and divisions. The division also develops and promotes citywide policies that govern the acquisition, maintenance, use, and disposal of vehicles. Its goal is to deploy the most cost effective vehicles, reduce underutilized vehicles, and eliminate older high-maintenance vehicles from inventories.

Construction Management is responsible for building construction, renovation, energy management, and project management.

Real Estate Management provides centralized real estate administration, including leasing, acquisition, disposition, and casualty insurance administration.



# Finance and Management



# Strategic Priorities for 2021

## Neighborhoods

Debt & Capital Management – prioritize funding opportunities for Neighborhood, Economic Development, Affordable Housing, and Public Health projects.

Grants Management – research new potential sources of grants revenue to the city and continue to partner with other city departments to ensure that such proceeds are invested in city neighborhoods and infrastructure.

## Police Reform

Police Reform – continue to invest in the Mayor’s vision by ensuring that restructuring initiatives are funded within the operating and capital budgets of various departments.

## Public Health

Facilities Management – use best practices and the proper deployment of resources and staffing to ensure that in this COVID-19 environment, public buildings are sanitized and safe for city employees, City of Columbus residents, and visitors.

Columbus Public Health – complete design and begin construction of 3rd & 4th floor renovations at Columbus Public Health, located at 240 Parsons Avenue.

## Economic Development and Affordable Housing

Affordable Housing – continue to support affordable housing resources through the annual operating and capital budgets, and continue to provide incentive funding for the Department of Development.

## Strategic Priorities for 2021 (cont.)

### Diversity and Inclusion



Disparity Study Implementation – continue partnership with the Office of Diversity and Inclusion, as well as the Office of the Mayor, to successfully implement the approved recommendations of the Disparity Study. This will involve the active participation of the Purchasing Office in the development of goals and programs to increase the city's diversity spend and outreach.

Small and Minority Business Outreach – continue to host and attend small business outreach events, as well as strategically determine commodity areas in which the city could increase its diversity participation and actively recruit minority vendors in these areas.

Procurement – research and implement changes to the existing procurement processes, as it relates to goods, services, and construction, in order to provide for greater opportunity for small and minority owned businesses.

Reduce Vendor Costs to participate in construction bids – cover the costs of vendors to join Bid Express, the bid platform used by city agencies to procure construction contracts. This will reduce barriers to access and lead to better vendor participation, as both general and subcontractors.

Supplier Diversity Platform - assist ODI and Technology in implementing a supplier diversity software platform with B2GNow. This platform will allow the city to better track and analyze its diversity spend throughout all divisions, leading to better strategic decision-making in the diversity sector.

Vendor Training – host vendor training open houses, where vendors can receive hands-on training on city bidding and contracting requirements.

Vendor Portal Upgrade – launch a new vendor portal, in conjunction with the City Auditor's Office, to more easily facilitate business interaction with the vendor community, leading to better and less expensive contracts.

## Strategic Priorities for 2021 (cont.)

### Birth To Five and Education



Hilltop Early Childhood Center – construction will be underway for a new childhood education center.

CelebrateOne – continue to provide dedicated staff for Fiscal and Administration support to the CelebrateOne program and the Office of the Mayor to help achieve program outcomes.

### Sustainable Columbus



Energy Management – actively procure for the lowest utility market rates and explore the continued expansion of “green” power through contracting, retro-commissioning, and infrastructure investment.

Alternative Energy – continue to partner with other city departments and the Office of the Mayor on identifying, funding, and procuring alternative energy projects, including wind and solar.

## 2021 BUDGET NOTES

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### ADMINISTRATION

This division includes senior staff positions, as well as full-time positions in Construction Management, Fiscal Management, Real Estate Management, Human Resources, and Support. In 2021, over \$670,000 is expected to be reimbursed to this division as a result of work on capital fund eligible projects. In addition:

- Operational control and funding of the Municipal Court building continue to be funded in this division to consolidate management contracts for city buildings.
- Funds totaling \$9,116,000 for the hotel-motel tax are included in this division for Experience Columbus and Greater Columbus Cultural Services.

### FINANCIAL MANAGEMENT

This division consists of Capital and Debt Management, Budget Management, Grants Management, and the Fiscal Office. In 2021, the division budgeted \$233,000 for internal purchasing catalog licenses, including \$50,000 for Bonfire, which advertises, submits, and scores requests for proposals. In addition:

- The 2021 budget includes funding for the creation of an independent Civilian Police Review Board, as passed by Columbus voters on November 3, 2020. The review board will appoint, and direct the work of, a newly created Office of the Inspector General.
- Various items are initially budgeted in the Finance and Management Department's citywide account and transferred, as needed, to other departments throughout the year. In 2021, this includes, among other items, economic development incentive money, projected legal settlements, and deposits to the anticipated expenditure fund.
- As has been the case for over a decade, all projected internal service charges to general fund agencies for technology services are budgeted in the Financial Management Division in 2021. This has proven to reduce the volatility of the projections for the general fund.
- The budget for this division includes \$115,000 for various citywide memberships.
- In 2021, \$1 million is budgeted for the city's contract with the Public Defender, which provides legal counsel to indigent persons charged with criminal offenses.

### FACILITIES MANAGEMENT

This division is responsible for preventative maintenance, repair, replacement, and general upkeep of city facilities. The 2021 budget includes over \$6 million to pay utility bills on behalf of other city agencies. In addition:

- Facilities Management is responsible for managing and maintaining over three million square feet of functional space, and the division provides in-house security assisted by camera monitoring and video recording.
- The division budgeted over \$1.3 million for repair and maintenance services, while over \$3.5 million is budgeted for custodial services at numerous city facilities under the purview of the division.

- In 2021, the division budgeted \$1.9 million for security services for various facilities around the City of Columbus.
- Facilities Management will continue to purchase new equipment with greater technology, allowing staff to become more efficient and provide consistent cleaning schedules.

**FLEET MANAGEMENT**

The 2021 budget includes approximately \$8.3 million for fuel expenses and \$834,539 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:

- The division works with community partners and city agencies to identify green opportunities, promoting new technological developments, and increased training opportunities for employees in an effort to maintain vehicles safely and responsibly while reducing energy costs.
- Fleet Management continues to earn recognition both nationally and regionally for its efficient management, quality staff, superior services, and progressive practices toward greening the city’s overall fleet. Currently, the division has over 250 dedicated CNG vehicles. This initiative will continue in 2021 as the division builds upon past successes.
- The division’s budget assumes fueling, parts, service, and preventative maintenance for approximately 6,400 on and off-road vehicles.

Financial Summary by Fund					
Fund	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Proposed
<b>General Fund</b>					
Finance and Management Administration	\$ 5,459,091	\$ 5,725,328	\$ 5,377,434	\$ 4,878,065	\$ 5,610,902
Financial Management	10,707,533	14,397,971	49,749,592	18,826,388	39,067,046
Facilities Management	18,926,789	17,208,761	17,666,036	17,083,995	17,725,166
Finance Technology	17,300,249	17,923,207	20,260,570	19,653,596	27,826,987
<b>General Fund Subtotal</b>	<b>52,393,662</b>	<b>55,255,267</b>	<b>93,053,632</b>	<b>60,442,044</b>	<b>90,230,101</b>
<b>Employee Benefits Fund-Property Insurance</b>					
Finance and Management Administration	395,000	395,000	395,000	395,000	395,000
<b>Employee Benefits Fund Subtotal</b>	<b>395,000</b>	<b>395,000</b>	<b>395,000</b>	<b>395,000</b>	<b>395,000</b>
<b>Fleet Management Fund</b>					
Fleet Management	36,257,374	37,257,256	39,162,136	33,092,670	38,205,811
Finance and Management Administration	800,818	889,569	976,963	1,001,852	959,627
<b>Fleet Management Fund Subtotal</b>	<b>37,058,192</b>	<b>38,146,825</b>	<b>40,139,099</b>	<b>34,094,522</b>	<b>39,165,438</b>
<b>Property Management Fund</b>					
1111 E. Broad Street Operations	1,422,956	1,423,997	1,530,357	1,538,933	1,571,033
<b>Property Management Fund Subtotal</b>	<b>1,422,956</b>	<b>1,423,997</b>	<b>1,530,357</b>	<b>1,538,933</b>	<b>1,571,033</b>
<b>Print and Mail Services Fund</b>					
Financial Management	1,833,969	1,845,299	1,941,901	1,624,296	1,923,245
<b>Print and Mail Services Fund Subtotal</b>	<b>1,833,969</b>	<b>1,845,299</b>	<b>1,941,901</b>	<b>1,624,296</b>	<b>1,923,245</b>
<b>Hotel/Motel Tax Fund</b>					
Finance and Management Administration	17,041,306	17,766,036	18,231,000	7,783,064	9,116,000
<b>Hotel/Motel Fund Subtotal</b>	<b>17,041,306</b>	<b>17,766,036</b>	<b>18,231,000</b>	<b>7,783,064</b>	<b>9,116,000</b>
<b>Department Total</b>	<b>\$ 110,145,085</b>	<b>\$ 114,832,423</b>	<b>\$ 155,290,989</b>	<b>\$ 105,877,859</b>	<b>\$ 142,400,817</b>



<b>Financial Summary by Area of Expense</b>						
<b>Division</b>		<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2020 Projected</b>	<b>2021 Proposed</b>
<b>Financial Management</b>						
General Fund						
	Personnel	\$ 2,699,805	\$ 2,906,523	\$ 3,083,127	\$ 2,801,283	\$ 2,965,355
	Materials & Supplies	3,574	14,873	15,290	8,790	13,790
	Services	913,740	1,904,229	1,819,479	699,139	1,457,831
	Transfers	7,090,414	9,572,346	44,831,696	15,317,176	34,630,070
	<b>General Fund Subtotal</b>	<b>10,707,533</b>	<b>14,397,971</b>	<b>49,749,592</b>	<b>18,826,388</b>	<b>39,067,046</b>
Print and Mail Service Fund						
	Personnel	597,035	631,505	678,129	528,420	569,404
	Materials & Supplies	129,750	99,119	126,500	115,101	153,235
	Services	1,107,005	1,114,675	1,137,272	980,775	1,200,606
	Capital	178	-	-	-	-
	<b>Print and Mail Services Fund Subtotal</b>	<b>1,833,969</b>	<b>1,845,299</b>	<b>1,941,901</b>	<b>1,624,296</b>	<b>1,923,245</b>
	<b>Financial Management Subtotal</b>	<b>12,541,502</b>	<b>16,243,270</b>	<b>51,691,493</b>	<b>20,450,684</b>	<b>40,990,291</b>
<b>Facilities Management</b>						
General Fund						
	Personnel	7,596,776	7,897,207	8,027,305	7,788,343	7,687,210
	Materials & Supplies	699,932	822,729	674,800	936,972	891,000
	Services	10,630,080	8,486,825	8,961,931	8,356,680	9,143,956
	Other	-	2,000	2,000	2,000	3,000
	<b>General Fund Subtotal</b>	<b>18,926,789</b>	<b>17,208,761</b>	<b>17,666,036</b>	<b>17,083,995</b>	<b>17,725,166</b>
Property Management Fund						
	Materials & Supplies	-	-	25,000	-	-
	Services	1,422,956	1,423,997	1,505,357	1,538,933	1,571,033
	<b>Property Management Fund Subtotal</b>	<b>1,422,956</b>	<b>1,423,997</b>	<b>1,530,357</b>	<b>1,538,933</b>	<b>1,571,033</b>
	<b>Facilities Management Subtotal</b>	<b>20,349,745</b>	<b>18,632,758</b>	<b>19,196,393</b>	<b>18,622,928</b>	<b>19,296,199</b>
<b>Technology Billings</b>						
General Fund						
	Services	17,300,249	17,923,207	20,260,570	19,653,596	27,826,987
	<b>Technology Billings Subtotal</b>	<b>17,300,249</b>	<b>17,923,207</b>	<b>20,260,570</b>	<b>19,653,596</b>	<b>27,826,987</b>
<b>Fleet Management</b>						
Fleet Management Fund						
	Personnel	12,030,305	11,982,041	12,543,556	11,801,771	11,780,061
	Materials & Supplies	14,820,981	15,418,229	16,827,146	11,494,427	15,822,266
	Services	4,171,766	4,636,829	5,012,829	5,042,867	6,023,519
	Principal	4,080,000	4,177,000	3,860,000	3,860,000	3,770,000
	Other	-	1,000	1,500	1,500	1,500
	Capital	19,630	18,770	25,000	-	25,000
	Interest	1,134,692	1,023,387	892,105	892,105	783,465
	<b>Fleet Management Subtotal</b>	<b>36,257,374</b>	<b>37,257,256</b>	<b>39,162,136</b>	<b>33,092,670</b>	<b>38,205,811</b>
<b>Finance and Management Administration</b>						
General Fund						
	Personnel	2,679,735	2,691,193	2,783,667	2,692,689	2,807,592
	Materials & Supplies	23,784	36,774	43,500	15,476	46,000
	Services	2,755,572	2,997,360	2,550,267	2,169,900	2,757,310
	<b>General Fund Subtotal</b>	<b>5,459,091</b>	<b>5,725,328</b>	<b>5,377,434</b>	<b>4,878,065</b>	<b>5,610,902</b>
Employee Benefits Fund						
	Services	395,000	395,000	395,000	395,000	395,000
	<b>Employee Benefits Fund Subtotal</b>	<b>395,000</b>	<b>395,000</b>	<b>395,000</b>	<b>395,000</b>	<b>395,000</b>
Fleet Management Fund						
	Personnel	800,818	889,569	976,963	1,001,852	959,627
	<b>Fleet Management Fund Subtotal</b>	<b>800,818</b>	<b>889,569</b>	<b>976,963</b>	<b>1,001,852</b>	<b>959,627</b>
Hotel/Motel Tax Fund						
	Services	17,041,306	17,766,036	18,231,000	7,783,064	9,116,000
	<b>Hotel/Motel Tax Fund Subtotal</b>	<b>17,041,306</b>	<b>17,766,036</b>	<b>18,231,000</b>	<b>7,783,064</b>	<b>9,116,000</b>
	<b>Finance and Management Administration Subtotal</b>	<b>23,696,215</b>	<b>24,775,932</b>	<b>24,980,397</b>	<b>14,057,981</b>	<b>16,081,529</b>
	<b>Department Total</b>	<b>\$ 110,145,085</b>	<b>\$ 114,832,423</b>	<b>\$ 155,290,989</b>	<b>\$ 105,877,859</b>	<b>\$ 142,400,817</b>

## Finance and Management

Department Personnel Summary								
Fund	2018 Actual		2019 Actual		2020 Budget		2021 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
<b>General Fund</b>								
Administration	29	0	25	1	29	1	30	1
Financial Management	25	0	27	0	27	0	27	0
Facilities Management	87	17	87	22	90	24	94	19
<b>Print and Mail Services Fund</b>								
Financial Management	7	0	6	1	7	1	7	0
<b>Fleet Management Fund</b>								
Fleet Management	124	4	127	4	132	4	132	5
Finance and Management Administration	7	0	9	0	8	0	8	0
<b>Total</b>	<b>279</b>	<b>21</b>	<b>281</b>	<b>28</b>	<b>293</b>	<b>30</b>	<b>298</b>	<b>25</b>

Operating Budget by Program					
Program	2020		2021		
	Budget	FTEs	Proposed	FTEs	
Administration	\$ 26,585,321	61	\$ 17,137,405	52	
Fiscal	1,261,962	10	1,343,324	11	
Asset Management	1,423,189	4	1,603,943	4	
Property and Boiler Insurance	954,179	0	948,241	0	
Mail Room Services	1,288,210	3	1,275,835	3	
Print Room Services	653,691	4	647,410	4	
Facilities Maintenance and Repair	6,161,703	31	6,196,598	34	
Custodial	3,416,271	28	3,527,572	32	
Security	1,740,936	20	1,938,698	23	
Utility Cost Management	1,666,384	0	1,666,384	0	
Citywide Account	44,831,696	0	34,630,070	0	
Vehicle Maintenance and Repair	21,304,365	130	22,023,709	130	
Fueling Infrastructure	10,263,143	1	9,252,200	1	
Internal Services	27,013,415	0	33,582,612	0	
Financial Management	1,865,790	0	1,796,798	3	
Fleet Asset Management	108,629	1	105,418	1	
Debt Management	4,752,105	0	4,553,465	0	
COVID-19	-	0	171,135	0	
<b>Department Total</b>	<b>\$ 155,290,989</b>	<b>293</b>	<b>\$ 142,400,817</b>	<b>298</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, and the property management fund contained within the special revenue section.



# 2021 PROGRAM GUIDE

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## **ADMINISTRATION**

To provide leadership, administrative, operational management, and supervisory support for the divisions within the department, with the ultimate goal of protecting and enhancing the fiscal integrity of the city and efficiently operating city facilities. This program includes the hotel motel tax fund.

## **FISCAL**

To provide fiscal and budgetary support for the divisions for both capital and operational needs within the department.

## **ASSET MANAGEMENT**

To provide centralized real estate management and casualty insurance administration for city agencies in order to increase efficiency, control operating costs, and preserve asset value.

## **PROPERTY AND BOILER INSURANCE**

To support insurance brokerage and risk management services for the city's property (casualty), boiler and machinery, general liability, excess liability, and aviation insurance policies.

## **MAIL ROOM SERVICES**

To provide mail room services to city departments such that business can be conducted in an efficient, timely, and cost effective manner.

## **PRINT SHOP SERVICES**

To provide printing services to city departments such that business can be conducted in an efficient, timely, and cost effective manner.

## **FACILITIES MAINTENANCE AND REPAIR**

To efficiently maintain and repair facilities so that employees and visitors may conduct business in a comfortable environment.

**CUSTODIAL**

To provide general cleaning services of common areas, offices, and restrooms, to ensure a clean environment for visitors and employees.

**SECURITY**

To provide security and monitoring services, aided by technology, to ensure a safe environment for visitors and employees.

**UTILITY COST MANAGEMENT**

To provide energy management in a proactive effort to save on electrical, heating and cooling costs through education of building tenants on energy conservation behaviors and by monitoring building lighting and heating.

**CITYWIDE ACCOUNT**

To provide a holding account for later transfer to general fund divisions.

**VEHICLE MAINTENANCE AND REPAIR**

To provide fleet management support services to city agencies to ensure efficient, safe, reliable, and green vehicle operation and maintenance.

**FUELING INFRASTRUCTURE**

To assess, monitor, repair, replace, and service the city's fueling infrastructure to ensure safe, reliable fueling services to city agencies, regional partners, and the general public.

**INTERNAL SERVICES**

To account for the internal service charges of the department necessary to maintain operations.

**FINANCIAL MANAGEMENT**

To provide efficient and effective management of funds.

**FLEET ASSET MANAGEMENT**

To enhance deployment and maintenance of vehicles, while improving productivity and lowering operating costs.

**DEBT MANAGEMENT**

To service and track all required debt service obligations (principal and interest) per bond covenant requirements, policies, and procedures. Ensure debt from bonds and loans are used to finance the department's capital program, including those projects in all divisions.

**COVID-19**

To account for the expenses necessary to address the COVID-19 pandemic.



### 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.

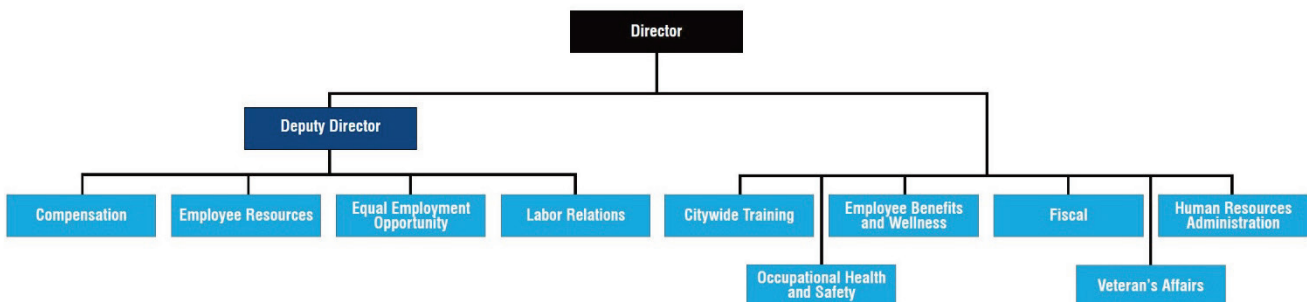
### Department Mission

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. It administers drug-free workplace programs, coordinates citywide recognition and charitable programs, and ensures fair and equal treatment of employees and applicants.

Budget Summary				
Fund	2018	2019	2020	2021
	Actual	Actual	Budget	Proposed
General Fund	2,868,931	2,935,813	3,122,816	3,082,605
Employee Benefits Fund	4,265,331	4,560,303	5,808,836	5,594,579
<b>Department Total</b>	<b>\$ 7,134,262</b>	<b>\$ 7,496,116</b>	<b>\$ 8,931,652</b>	<b>\$ 8,677,184</b>

## Human Resources



# Strategic Priorities for 2021

## Neighborhoods



Actively market and recruit candidates for employment opportunities by hosting/participating in employment/recruitment fairs in our opportunity neighborhoods.

## Economic Development and Affordable Housing



As the recipient of the State and Local Government Wellness Grant, deliver a comprehensive 'financial wellness' training curriculum for employees experiencing financial hardship in wake of the COVID-19 health and economic crisis.

## Birth To Five and Education



Provide professional human resource guidance and support to the Department of Education, as well as the CelebrateOne Office.

## Public Health



Develop enhanced workplace safety guidelines to ensure the health and safety of all employees, especially those who interact directly with the public.

Accelerate hazard mitigation assessments to reduce both the exposure and spread of COVID-19 in the workplace.

## Diversity and Inclusion



Collaborate with the Office of Diversity & Inclusion on matters related to workforce diversity and cultural inclusiveness.

Capitalize on the information obtained in the Employee Engagement Survey conducted this year.

## Police Reform



Prioritize recommendations for changes in the current collective bargaining agreement with the Fraternal Order of Police (FOP) to ensure desired outcomes.

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## 2021 BUDGET NOTES

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### **HUMAN RESOURCES**

The general fund provides funding for all citywide training programs as well as supports the Equal Employment Opportunity Office, compensation section, and employee resources area. In addition:

- Funding is continued for contracts related to physical fitness and wellness testing for police officers and firefighters; this includes sufficient funding for the firefighter cancer screening initiative. All contracts are consolidated in this division to enhance service delivery and increase efficiency in contract administration.
- The department continues to focus on improving workplace safety with an objective to decrease workers' compensation costs. The budget provides funding for occupational safety and risk management programs, and purchases of safety and protective supplies to keep employees safe.

### **EMPLOYEE BENEFITS**

The employee benefits fund includes funding for several professional service contracts, including employee benefits consultation, workers' compensation actuarial services, a 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:

- A full-time labor relations specialist position has been added to provide sufficient staffing to assist with the current workload within the labor relations program, as well as assist with multiple sets of ongoing and future labor negotiations.
- Included in this budget is \$360,000 for the Occupational Safety and Health Clinic which represents level funding when compared to the prior year.
- Funding is allocated for outside counsel to act as the city's chief negotiator and legal counsel. Funding from 2020 has been maintained in 2021. Labor negotiations with some bargaining units are ongoing, others will commence in 2021.

## Human Resources

Financial Summary by Fund					
Fund	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Proposed
<b>General Fund</b>					
Administration	\$ 2,868,931	\$ 2,935,813	\$ 3,122,816	\$2,992,965	\$3,082,605
<b>General Fund Subtotal</b>	<b>2,868,931</b>	<b>2,935,813</b>	<b>3,122,816</b>	<b>2,992,965</b>	<b>3,082,605</b>
<b>Employee Benefits Fund</b>					
Administration	4,265,331	4,560,303	5,808,836	5,087,464	5,594,579
<b>Employee Benefits Fund Subtotal</b>	<b>4,265,331</b>	<b>4,560,303</b>	<b>5,808,836</b>	<b>5,087,464</b>	<b>5,594,579</b>
<b>Department Total</b>	<b>\$ 7,134,262</b>	<b>\$ 7,496,116</b>	<b>\$ 8,931,652</b>	<b>\$ 8,080,429</b>	<b>\$ 8,677,184</b>

Financial Summary by Area of Expense					
Division	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Proposed
<b>Administration</b>					
General Fund					
Personnel	\$ 1,625,811	\$ 1,665,143	\$ 1,858,311	\$ 1,771,889	\$ 1,794,248
Materials & Supplies	28,154	18,662	28,409	12,749	37,961
Services	1,214,965	1,252,007	1,236,096	1,208,327	1,250,396
Transfers	-	-	-	-	-
<b>General Fund Subtotal</b>	<b>2,868,931</b>	<b>2,935,813</b>	<b>3,122,816</b>	<b>2,992,965</b>	<b>3,082,605</b>
Employee Benefits Fund					
Personnel	2,779,010	3,239,332	3,600,799	3,431,949	3,526,286
Materials & Supplies	26,655	30,794	68,548	23,049	59,548
Services	1,459,667	1,290,178	2,139,489	1,632,466	2,008,745
<b>Employee Benefits Fund Subtotal</b>	<b>4,265,331</b>	<b>4,560,303</b>	<b>5,808,836</b>	<b>5,087,464</b>	<b>5,594,579</b>
<b>Administration Subtotal</b>	<b>7,134,262</b>	<b>7,496,116</b>	<b>8,931,652</b>	<b>8,080,429</b>	<b>8,677,184</b>
<b>Department Total</b>	<b>\$ 7,134,262</b>	<b>\$ 7,496,116</b>	<b>\$ 8,931,652</b>	<b>\$ 8,080,429</b>	<b>\$ 8,677,184</b>





Department Personnel Summary								
Fund	2018 Actual		2019 Actual		2020 Budgeted		2021 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
<b>General Fund</b>								
Administration	14	0	14	1	15	1	15	1
<b>Employee Benefits Fund</b>								
Administration	24	2	29	2	31	2	32	2
<b>Total</b>	<b>38</b>	<b>2</b>	<b>43</b>	<b>3</b>	<b>46</b>	<b>3</b>	<b>47</b>	<b>3</b>

Operating Budget by Program					
Program	2020		2021		
	Budget	FTEs	Proposed	FTEs	
Human Resources Administration	\$ 597,227	5	\$ 473,802	4	
Internal Services	493,496	0	501,505	0	
Compensation	252,358	2	249,670	2	
Citywide Office of Training and Development	610,504	4	559,071	4	
Labor Relations	259,719	2	357,262	3	
Employee Resources	127,834	1	221,768	2	
Equal Employment Opportunity	137,063	1	144,216	1	
Occupational Health and Safety	3,293,050	12	3,232,580	12	
Benefits Administration	2,485,804	16	2,265,496	16	
EBRM Labor Relations	674,597	3	671,814	3	
<b>Department Total</b>	<b>\$ 8,931,652</b>	<b>46</b>	<b>\$ 8,677,184</b>	<b>47</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.



# 2021 PROGRAM GUIDE

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## **HUMAN RESOURCES ADMINISTRATION**

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

## **INTERNAL SERVICES**

To account for the internal service charges of the department necessary to maintain operations.

## **COMPENSATION**

To develop, implement, and maintain compensation and performance management policies, procedures, and programs that meet 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 consistent application of the provisions of all the collective bargaining contracts. These activities are funded through the general fund and the employee benefits fund.

## **EMPLOYEE RESOURCES**

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

## **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, as well as necessary supplies and services, to ensure and improve the safety of all employees. Physical fitness assessments for police and fire employees and the Occupational Safety and Health Clinic are incorporated into this program as well. These activities are funded through the general fund and the employee benefits fund.

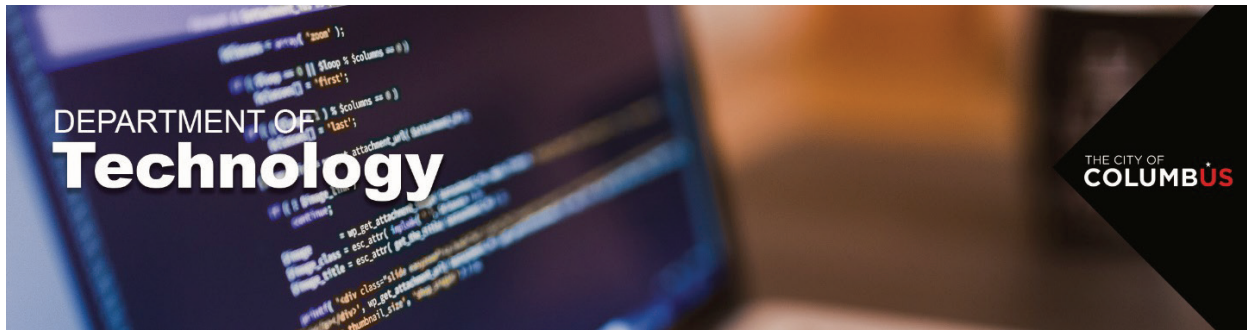
**BENEFITS ADMINISTRATION**

To promote employee development and provide efficient, cost effective, and responsive benefits that meet the needs of city employees.

**EBRM LABOR RELATIONS**

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

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## 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 operates the government access television channel, **CTV Channel 3**, which provides residents information about city government and increases their accessibility to city officials and staff. Programming includes coverage of meetings, events, documentaries, talk shows, and call-in programs. CTV programming is available on various online streaming services, and cable, and over-the-air sources.

In addition, by partnering with the Office of the Mayor’s Communication team and public information officers throughout the city, the department is responsible for designing and maintaining the city’s website and mobile application, and for supporting various digital communication tools. The department also provides desktop and service desk support to city agencies.

The Department of Technology also provides systems and applications support to the city’s 311 call center operated by the Department of Neighborhoods, and manages the city’s telecommunication network. The **Geographic Information System (GIS) section** of the department is an enterprise-wide system that provides broad access to geospatial data and applications throughout the city and to the public.

The department’s **IT Operations section** maintains and supports all data connectivity across the city, while providing daily business support services including folding, inserting, and mailing services.

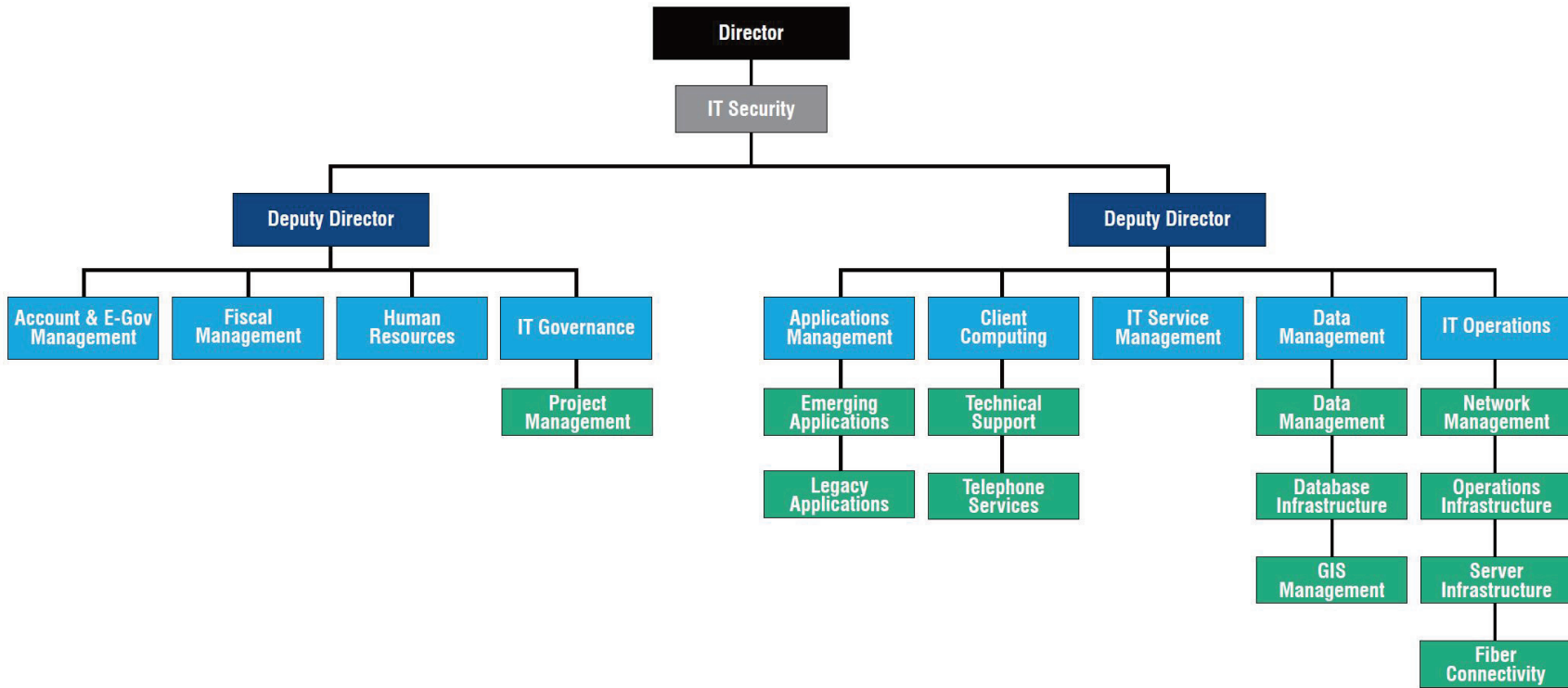
Finally, the **Project Management section** supports technology implementations, and the **Account Management section** assists all city agencies in the procurement of technology related purchases.

### Department Mission

The Department of Technology plans, designs, develops, procures, and delivers citywide information technology, telecommunications, and media services in partnership with city departments, city council, boards and commissions, and other government entities.

<b>Budget Summary</b>				
<b>Fund</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2020 Proposed</b>
Technology Services Fund	33,976,216	35,730,724	43,866,268	52,694,299
<b>Department Total</b>	<b>\$ 33,976,216</b>	<b>\$ 35,730,724</b>	<b>\$ 43,866,268</b>	<b>\$ 52,694,299</b>

# Technology



## Strategic Priorities for 2021

### Neighborhoods



Partner with the Department of Neighborhoods on the replacement of the existing 311 call center application with a new customer relationship management (CRM) system.

Maintain and support Department of Neighborhoods' websites, including the Area Commission training reservation system and the My Brother's Keeper website.

Continue providing updated statistics to 2020 Census Map Gallery, and serving on the Complete Count Committee until second quarter of 2021.

Continue to partner with the Columbus Broadband Community Task Force, Columbus Partnership, Columbus City Schools, Columbus Foundation, MORPC, YMCA, YWCA, Columbus Metropolitan Library, Franklin County, and others in developing and implementing strategies to close the digital divide in Columbus.

Work with the Department of Public Service on enhancing their Vision Zero Initiative. Vision Zero is an initiative that seeks to eliminate all roadway related deaths and severe injuries, while increasing safe, healthy, and equitable mobility for all.

Continue to expand programming and services available on CTV and social media by working with city departments and agencies to create engaging and informational content for the public, and automating and expanding closed caption language options.

Expand network fiber connectivity to Public Safety's Police and Fire stations as well as Public Utilities' Water and Electric stations, and replace their aging infrastructure and end-of-support devices.

### Economic Development and Affordable Housing



Continue to market city fiber assets as a broadband solution for private companies and public institutions interested in expanding their connectivity and reach in Columbus.

Work with the Columbus Partnership to explore opportunities for Smart Columbus 2.0, including utilization of the city's other broadband assets which enable efficient and effective business operations for city government, as well as economic benefits to the city, citizens, and neighborhoods, to help address the digital divide.

## Strategic Priorities for 2021 (cont.)

### Diversity and Inclusion



Provide implementation assistance and support of the Business2Government (B2G) supplier diversity application SAAS platform for the Office of Diversity and Inclusion (ODI); and on-going support for ODI's web presence, and workforce and supplier diversity dashboards. Assist with Citywide Engagement Survey results and on-going ODI digital outreach.

ODI relies on high-quality/accurate data to measure and monitor the city's progress regarding the use of minority and women owned businesses within the Central Ohio vendor community. The Data and Analytics Services team will continue to work closely with the Office of Diversity and Inclusion to provide them with the data, analytical tools, and technical support they need to meet their objectives.

Work with the Women's Commission on design and implementation of the Pay Equity Signup, Pay Equity Survey Dashboard, and Tracking Database Enhancement.

### Police Reform



Collaborate with the Department of Public Safety to implement the Public Safety Infrastructure Modernization Program, including Phase One upgrades of the city's Computer-Aided Dispatch (CAD) program used by the 911 Support Services team. Complete assessments for Phase Two of the Infrastructure Modernization Program, including assessment and plans for other infrastructure operational components, such as aging public safety telephony systems.

Collaborate with the Department of Public Safety regarding its use of video and other technologies, including body worn cameras, vehicle, community crime watch, and other video sources. Build fiber optic capacity to increase Public Safety network bandwidth and eliminate leased circuit expenditures for police and fire locations citywide.

Assist in the implementation of a new application for the Department of Public Safety, including the Weights and Measures unit, to integrate inspection data into Medallion software, which will allow for online account review, payment of inspections, and tracking of late fees. Assist the department with the ShotSpotter and towing solutions.

Work with Columbus Division of Police to develop and enrich their Community Safety Dashboard demonstrating the CPD initiatives, and information on training and recruitment opportunities.



## Strategic Priorities for 2021 (cont.)

### Birth to Five and Education



Partner with CelebrateOne and the Office of the Mayor to enhance and maintain the website for the Infant Mortality Initiative, ensuring the effective management and update of content.

Continue to facilitate and manage the shared services agreement with Columbus City Schools to update the school district's telephone technology.

Continue to work with Columbus City Schools, the Educational Service Center of Central Ohio, and MORPC to help close the digital divide for Columbus students and their families.

### Public Health



Enhance the Comprehensive Neighborhood Safety Strategy (CNSS) GIS application by adding a new and critical data source that identifies the location of opioid overdose cases in central Ohio, and continue to provide support and assistance with the opioid site used to share documents and collaborate on the opioid litigation.

Continue enhancing Columbus Public Health's REDCap application. The application has played a critical role in CPH's management of COVID-19 workflows and activities.

Work with Columbus Public Health on the COVID-19 Testing site portal. The portal includes locations of testing sites, links to many COVID-19 related resources, and a Tableau dashboard that is updated on a daily basis. Technology will also continue to work with Columbus Public Health on their new Call Center platform. This call center focuses on the current COVID-19 pandemic with the ability to expand to other citizen and community response needs.

Continue to expand and improve upon the city's telework experience, enabling agencies the ability to enhance their current programs and or introduce new programs that align with the Mayor's goals.

Enhance and support Columbus Public Health's epidemiology section with their new illness questionnaire web application, created by DoT in 2018 for data collection purposes.

## Strategic Priorities for 2021 (cont.)

### Sustainable Columbus



Maintain and enhance the Sustainable Columbus webpage providing programming information about services and successes.

Continue the city's infrastructure IT modernization program, including data center upgrades and implementation of new infrastructure platforms (hyperconvergence); explore shared service opportunities for utilization of the city's fiber network and infrastructure to enable shared-services within the city and with other regional governmental partners, all of which enhance efficiencies and save valuable resources.

Continue adoption of the Information Technology Service Management application (TechDesk/Cherwell) for improved service delivery, reduced operational costs, and increased opportunities for application integrations. Establish departmental and Department of Technology service desk dashboards for external and internal consumption.

## 2021 BUDGET NOTES

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 \$15,139,446 for 2021. Of this total, \$6,844,555 is budgeted in the general fund while the balance is allocated among various other funds. In addition:

- As with prior years, the computer replacements for general fund departments and divisions will be purchased using the special income tax fund.
- Funding is included for additional Police technology system upgrades.
- Increased personnel in the Information Services Division for 2021 will be used to strengthen the city's security efforts.
- 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 technology implementations as well as 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. 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 departments on a monthly basis.

<b>Financial Summary by Area of Expense</b>					
<b>Division</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2020 Projected</b>	<b>2021 Proposed</b>
<b>Administration</b>					
Information Services Fund					
Personnel	\$ 2,025,960	\$ 2,013,806	\$ 2,302,200	\$ 2,116,190	\$ 2,241,228
Materials & Supplies	297,297	787,981	1,108,554	1,091,648	910,804
Services	4,297,836	3,690,548	6,787,138	5,423,087	11,887,414
Capital	5,850	-	100,000	5,419	100,000
<b>Administration Subtotal</b>	<b>6,626,943</b>	<b>6,492,335</b>	<b>10,297,892</b>	<b>8,636,344</b>	<b>15,139,446</b>
<b>Information Services</b>					
Information Services Fund					
Personnel	16,331,836	16,872,571	19,185,660	18,338,503	18,594,013
Materials & Supplies	290,911	332,334	410,000	398,086	411,000
Services	6,218,876	7,741,310	9,744,891	9,697,378	13,081,848
Debt Principal	4,120,000	3,830,000	4,040,000	4,040,000	4,315,000
Other	-	716	5,200	1,200	1,000
Capital	32,730	23,084	72,749	63,635	51,000
Interest	354,920	438,374	109,876	61,328	1,100,992
<b>Information Services Subtotal</b>	<b>27,349,274</b>	<b>29,238,388</b>	<b>33,568,376</b>	<b>32,600,129</b>	<b>37,554,853</b>
<b>Department Total</b>	<b>\$ 33,976,216</b>	<b>\$ 35,730,724</b>	<b>\$ 43,866,268</b>	<b>\$ 41,236,473</b>	<b>\$ 52,694,299</b>

## Technology

Department Personnel Summary								
Fund	2018 Actual		2019 Actual		2020 Budgeted		2021 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
<b>Technology Services Fund</b>								
Administration	15	1	14	2	15	3	15	3
Information Services	131	3	136	4	146	4	151	4
<b>Total</b>	<b>146</b>	<b>4</b>	<b>150</b>	<b>6</b>	<b>161</b>	<b>7</b>	<b>166</b>	<b>7</b>

Operating Budget by Program				
Program	2020	2020	2021	2021
	Budgeted	FTEs	Proposed	FTEs
Technology Administration	\$ 15,623,023	7	\$ 14,578,043	7
Fiscal	900,069	7	797,218	6
Human Resources	275,499	2	364,670	3
Debt Management	-	0	5,415,992	0
Systems Administration	1,532,965	11	-	0
Applications Programming	3,235,670	24	2,964,070	23
Government Television Channel	1,078,637	8	1,080,569	9
Network	1,612,358	7	-	0
Security	1,668,960	10	4,741,129	14
Account Management	379,965	4	509,266	4
Computer Operations	1,344,036	10	1,669,401	11
Database	763,098	5	723,854	5
Infrastructure	-	0	2,559,197	18
Telephone Services	809,087	8	608,922	5
Project Management	1,600,351	14	1,776,706	13
Contracts	6,201,026	0	7,584,560	0
Desktop Support	2,728,308	23	2,753,531	23
Help Desk	724,689	7	655,669	7
Fiber	1,136,598	5	1,531,599	8
Facilities Management	286,500	0	335,000	0
Internal Services	684,025	0	657,451	0
Data Management	1,281,404	9	1,387,452	10
<b>Department Total</b>	<b>\$ 43,866,268</b>	<b>161</b>	<b>\$ 52,694,299</b>	<b>166</b>

Please note: The budget for Debt Management was held within the Technology Administration program in previous years. Infrastructure is a new program for 2021 that combines the Systems Administration and Network programs from previous years.

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.



# 2021 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.

## **FISCAL**

To provide fiscal support services to the department and citywide direct charge agencies including procurement, accounts payable, billing and revenue analysis, legislation and contract management, and budgeting and financial management of the department's operational and capital budget.

## **HUMAN RESOURCES**

To provide payroll and human resources support services to the department/divisions' staff including the administration of the city's policies and procedures related to labor relations, employee benefits, performance management, occupational health and safety, employee training, and development.

## **DEBT MANAGEMENT**

To service and track all required debt service obligations (principal and interest) per bond covenant requirements, policies, and procedures. Ensure debt from bonds and loans are used to finance the department's capital program, including those projects in all divisions.

## **SYSTEMS ADMINISTRATION**

To design, implement, and maintain the city's core information technology data processing server infrastructure, storage area network, backup infrastructure, and maintenance and support of the city's Microsoft enterprise wide software licenses.

**APPLICATIONS PROGRAMMING**

To maintain, upgrade, and/or develop various information technology applications and systems that facilitate business practices throughout the city; to maintain and support citywide internet and intranet web applications, and provide website links for citizens and departments; to provide project management, database administration, GIS application development, and software upgrades for the citywide GIS system.

**GOVERNMENT TELEVISION CHANNEL**

To coordinate contracts for video programming services, prepare scripts, and provide editing services for production programs.

**NETWORK**

To coordinate the design, installation, maintenance, and repair of the city's metronet infrastructure, provide citywide internet access, network firewall security, wireless infrastructure, VOIP infrastructure, and maintain inside building cabling.

**SECURITY**

To ensure that reasonable and appropriate actions are being taken to protect the confidentiality, integrity, and availability of the city's information assets in the most effective and efficient manner in pursuit of the organizational business goals.

**ACCOUNT MANAGEMENT**

To provide information technology account management services to city agencies, and to consult and coordinate with departments to develop technology solutions that meet the business needs of the City of Columbus. This includes analyzing departments' technology requirements, collaborating, and leading the execution of technology development.

**COMPUTER OPERATIONS**

To provide the services of monitoring CPU usage, data and application storage on enterprise disk systems and magnetic tapes, printing, folding, and mailing of various forms and reports.

**DATABASE**

To provide database administration to support the functions of the city's software applications, thus maintaining the availability, consistency, and integrity of the city's data.

**INFRASTRUCTURE**

To coordinate and manage the design, installation, maintenance, and repair of the city's IT and data center infrastructure and its many components, which include the server, network, fiber and VOIP infrastructures; the internet; the security firewall; and the city's Microsoft enterprise wide software license.

**TELEPHONE SERVICES**

To provide telephone and consulting services to city agencies on the city's voice over internet protocol VOIP system, voice mail, automated attendants, leased circuit ordering, installation, repair and maintain the interactive voice response (IVR) system in addition to assisting with telephone repairs and training.

**PROJECT MANAGEMENT**

To provide information technology services to project sponsors to enable city agencies to receive new or enhanced technology to satisfy their business requirements.

**CONTRACTS**

To provide funding to cover the cost of annual license fees, software and hardware maintenance agreements for applications and technology systems, and infrastructure that continues to support the business practices throughout the city.

**DESKTOP SUPPORT**

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 issues of concern.

**FIBER**

To coordinate the design and installation of city owned fiber optic cabling plant, provide preventive maintenance/repair of outside fiber optic, review capital improvement project plans and cable locate requests, and design and maintain coaxial cable plant.

**FACILITIES MANAGEMENT**

To monitor and maintain the information technology infrastructure within all city facilities, ensuring optimal performance and reliability to facilitate the highest standard of service delivery.

**INTERNAL SERVICES**

To account for the internal service charges of the department necessary to maintain operations.

**DATA MANAGEMENT**

To establish an enterprise based data management platform that enables and encourages city departments to manage, share, and publish data. Doing so unleashes public and private sector innovation with open data and empowers data driven decision-making throughout the city.





## Department Description

The Department of Neighborhoods was created in July 2016 to better deliver comprehensive services to Columbus’ diverse neighborhoods. This department consolidated the administration of the neighborhood liaison program, the Neighborhood Pride program, the 311 Customer Service Center, and the Community Relations Commission. The department strives to create strong connections between the neighborhoods of Columbus and all city residents. It serves as a single point of contact to help convene and facilitate discussions with civic leaders, business leaders, citizens, and elected officials on issues of ethnic, racial, and cultural diversity.

## Department Mission

To connect Columbus residents to city services, community resources, and foster partnerships that support programs and services that enhance the quality of life for residents.

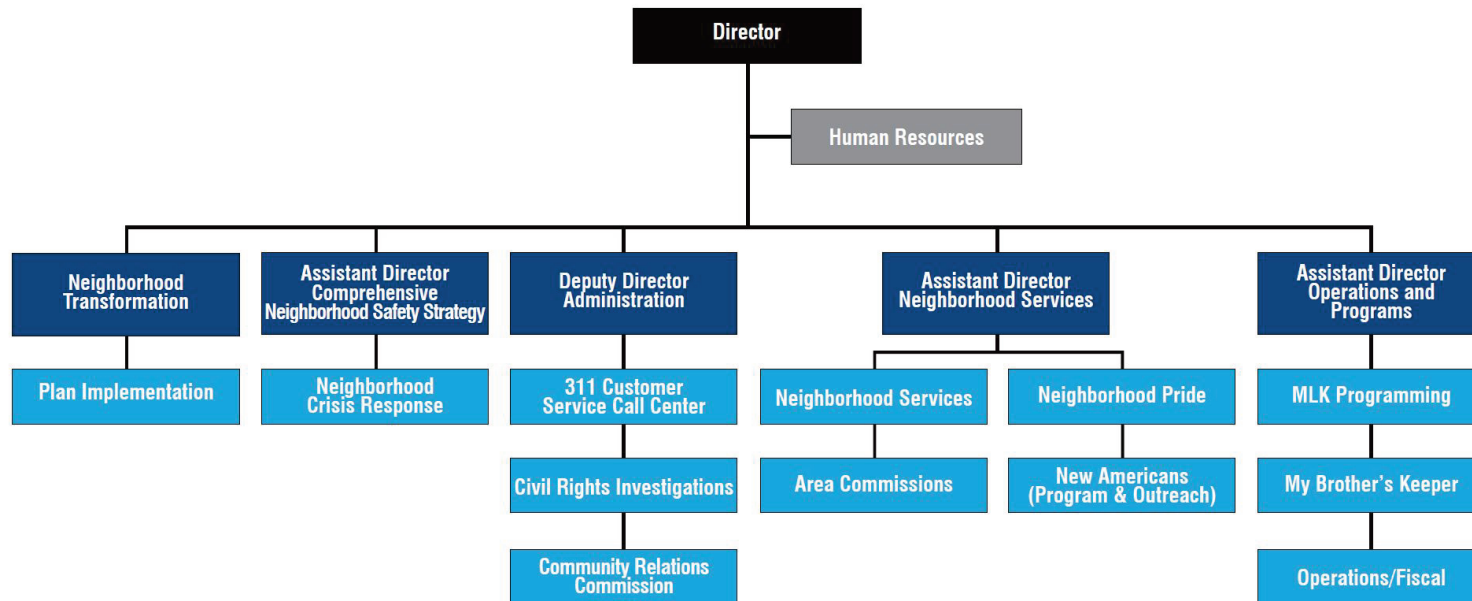
The **neighborhood liaisons** are a team of advocates created to work across department lines to get results for resident requests, problems, and questions. The city has been divided into service areas and a liaison has been assigned to each of the areas to work directly with the residents and neighborhood organizations. The liaisons are housed within the **Neighborhood Pride Centers**, and are the direct communications link between the city and the community. Each Pride Center is a one-stop shop for city services and is dedicated to protecting the health, safety, and welfare of the families living in the area.

The **Community Relations Commission** was created and established to recommend ways and means of initiating and improving city government programs designed to eliminate discrimination and to work to remove the effects of past discrimination. The Commission provides leadership to residents, businesses, and neighborhoods of Columbus through racial, ethnic, and cultural diversity education and by identifying community needs and resolving tensions and challenges.

The **311 Customer Service Center**, also known as “311”, is the single point of contact for all non-emergency city service requests and is available to residents, city businesses, and visitors. Its mission is to provide access to city services and city information with the highest possible levels of customer service.

<b>Budget Summary</b>				
<b>Fund</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Proposed</b>
General Fund	4,583,599	5,090,844	6,089,550	8,377,689
<b>Department Total</b>	<b>\$ 4,583,599</b>	<b>\$ 5,090,844</b>	<b>\$ 6,089,550</b>	<b>\$ 8,377,689</b>

# Neighborhoods



## Strategic Priorities for 2021

### Neighborhoods



Lead efforts by residents, community partners, and other city departments to advance goals in the One Linden and Envision Hilltop plans that focus on education, health, housing, safety, and small business development.

Deliver improved access to city services through the launch of a new 311 system, website, and mobile application as well as community engagement to build awareness of the new features that will enhance the user experience, improve internal work flows, and ensure better use of data for planning and decision making purposes.

Enhance the work of Columbus' 21 Area Commissions with the creation of new websites for each Commission, providing expanded professional development for Commission members on subjects, including implicit bias and Robert's Rules of Order, and working with Commissions to adopt best practice by-laws.

Connect neighborhood residents with the city services they need through the Neighborhood Liaison program, as well as by reimagining and relaunching the Neighborhood Pride Centers and Neighborhood Pride Program.

Support resident driven ideas to enhance their neighborhoods through continuation of the annual Columbus Neighborhood Community Grant (CNCG) program.

### Police Reform



Invest in the social determinants of safety through the Comprehensive Neighborhood Safety Strategy initiative with work that will include installation of new lighting and construction of sidewalks.

Reduce crime through the Neighborhood Crisis Response program's alley clean-ups in the Linden, Milo Grogan, Hilltop, and South Side neighborhoods.

Empower residents to help combat crime in their community through the work of the Neighborhood Safety Committees in Driving Park, Hilltop, Linden, and the South Side, as well as a new youth focused Safety Committee and the creation of a New American Safety Committee.

### Economic Development and Affordable Housing



Foster the availability of safe and affordable rental housing through the Comprehensive Neighborhood Safety Strategy's annual Landlord Fair which provides an opportunity for property owners to identify how they can work in partnership with the city to support their residents.

## Strategic Priorities for 2021 (cont.)

### Diversity and Inclusion



Help more New Americans become engaged in their community through the fifth class of the New American Leadership Academy, and provide ongoing development and engagement opportunities for the nearly 80 graduates of the program.

Engage and uplift boys and young men of color in Columbus through My Brother's Keeper with work that will focus on supporting academic achievement during the COVID-19 health emergency and offering opportunities to explore and connect with college and career opportunities.

Assist residents with limited English proficiency by providing translation and interpretation services and by contracting with a service that will allow the 311 Customer Service Representatives to communicate with people in 240 languages.

Protect residents from discrimination through the Community Relation Commission's work to investigate complaints of discrimination, as well as by advancing and implementing changes to the Columbus City Code that will provide additional tools the Commission can use to stop discrimination.

Build increased awareness and cultural diversity through virtual and in person annual events, including the Community Relation Commission's Lunch and Learn series, the Rev. Martin Luther King Jr. March and Celebration, the Youth Oratorical Contest, and Neighborhood Best Practices Conference.



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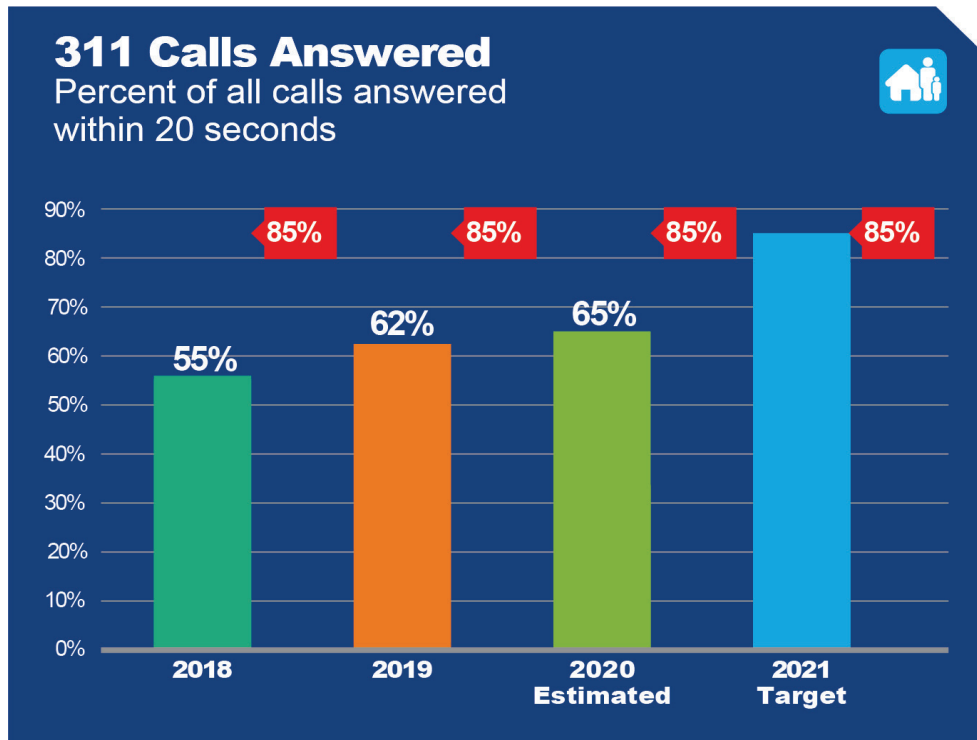
## 2021 BUDGET NOTES

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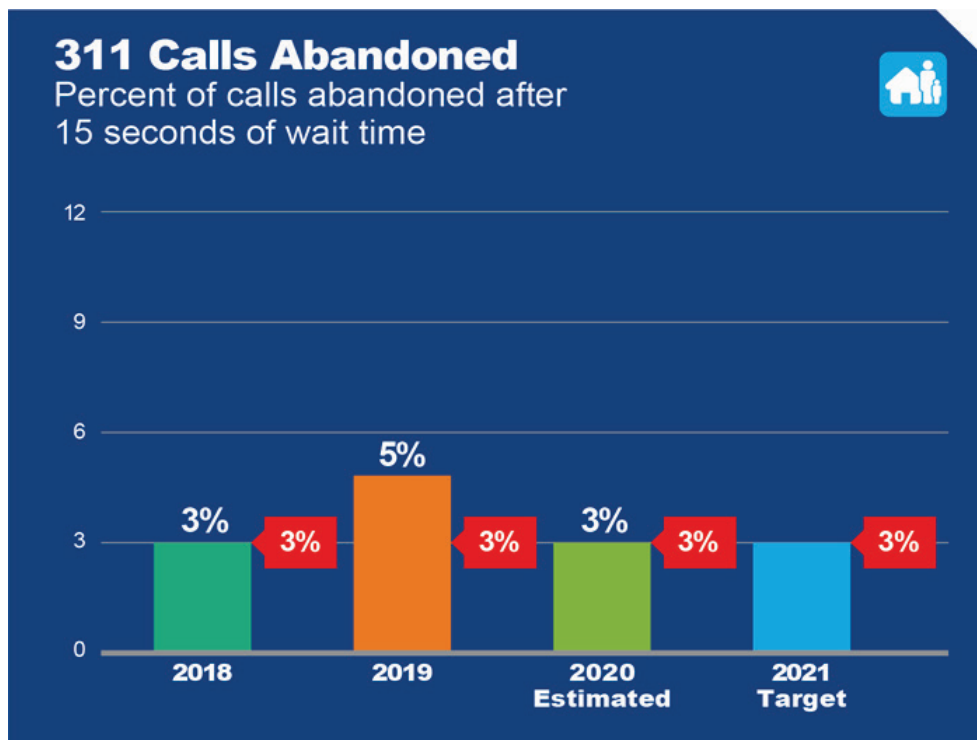
This is the fifth full year of the proposed funding for the Department of Neighborhoods, and the budget includes 48 full-time and 2 part-time regular employees. Noteworthy programs, opportunities, and items of importance are as follows:

- New funding in the amount of \$2.4 million is included in the department's transfer line for a Neighborhood Crisis Response Initiative.
- As part of the Mayor's Comprehensive Neighborhood Safety Strategy Initiative, the department will continue funding in the amount of \$65,000 to identify opportunities to address social determinants regarding safety in neighborhoods across the city.
- The One Linden and Envision Hilltop community plans will continue to guide projects, initiatives, and programs that will advance the priorities identified by the community. These include support for the One Linden Schools Student Success Initiative (OLSSSI). This initiative's vision is one of transforming the Linden community into a vibrant, thriving, safe, and welcoming anchor for Columbus as the City of Opportunity. Through the launching of the One Linden Parent/Caregiver Coalition in 2021, increased resources will be provided to both parents/caregivers as well as children who attend schools within Linden in the form of support groups, workshops, training, and events. For the Hilltop, an initial focus will be placed on creating community gathering spaces to increase community pride and engagement. Work will be done to ensure alignment between the Envision Hilltop Plan and the work of the Department of Education to develop the new Early Childhood Center.
- Support of the My Brother's Keeper program continues to address opportunity gaps for boys and men of color in our community, as well as the impact of community trauma, and is funded at \$72,800.
- Funding for the New Americans program continues in 2021 to assist with the assimilation of new Americans arriving in Columbus from other countries. Translation and interpretation services are budgeted.
- The New American Leadership Academy (NALA) funding will continue in the amount of \$50,000. This funding will allow NALA alumni to remain engaged in the program and continue their involvement.
- Support of the Columbus Neighborhood Community Grants program (CNCG) will continue in 2021 and is budgeted at \$20,000. In the past, the CNCG program provided funding for the following activities: National Night Out, health literacy, domestic violence prevention, and anti-bullying initiatives.
- The Martin Luther King Jr. Day celebration and Black History Month programming will continue in 2021. Given the timing of the annual events, in January and February respectively, funding is typically included in the prior fiscal year's operating budget for the following year's programming. For 2021, funding for MLK Programming (which is for 2022) is reflected on the 'Operating Budget by Program' table in the Neighborhood and Agency Services Program.
- Support and additional training for area commissions will continue in 2021 through the allocation of \$62,500.

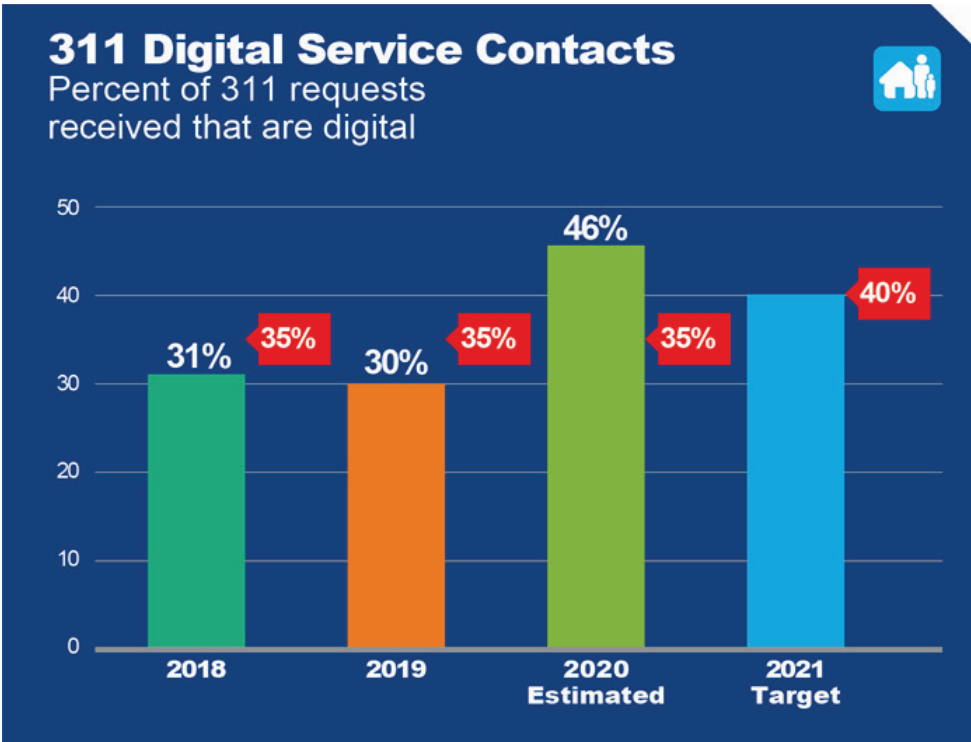
## PERFORMANCE MEASURES



Customer service is a very important component in striving for excellence in city government. The 311 Customer Service Center connects residents to neighborhood resources and city services. In doing so, the Department of Neighborhoods maintains its commitment that 85 percent of all calls received by the service center will be answered within 20 seconds.



Connecting to residents who seek information or resources is essential for providing quality customer service. The department has set a goal that three percent or less of all calls received are abandoned after 15 seconds of wait time.



Ensuring residents can submit a service request in multiple formats is important to provide high quality customer service. The department is making enhancements to efficiently accommodate the growing demand for web based submission of questions and service requests. The 2020 estimate accounts for a period of time when 311 only accepted digital requests and voicemails due to COVID-19. In 2021, the goal is for 40 percent of requests to be submitted online using the mobile application or by webmail.



## Neighborhoods

Financial Summary by Area of Expense					
Division	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Proposed
<b>Neighborhoods</b>					
General Fund					
Personnel	\$ 3,914,279	\$ 4,042,954	\$ 4,654,922	\$ 4,318,074	\$ 4,562,784
Materials & Supplies	45,339	37,080	34,000	50,500	60,500
Services	576,480	959,826	1,346,628	903,347	1,300,405
Other	-	983	1,500	868	1,500
Transfers	47,500	50,000	52,500	73,500	2,452,500
<b>General Fund Subtotal</b>	<b>4,583,599</b>	<b>5,090,844</b>	<b>6,089,550</b>	<b>5,346,289</b>	<b>8,377,689</b>
<b>Department Total</b>	<b>\$ 4,583,599</b>	<b>\$ 5,090,844</b>	<b>\$ 6,089,550</b>	<b>\$ 5,346,289</b>	<b>\$ 8,377,689</b>

Department Personnel Summary								
Fund	2018 Actual		2019 Actual		2020 Budgeted		2021 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
<b>General Fund</b>								
Administration	40	2	42	2	48	2	48	2
<b>Total</b>	<b>40</b>	<b>2</b>	<b>42</b>	<b>2</b>	<b>48</b>	<b>2</b>	<b>48</b>	<b>2</b>

Operating Budget by Program				
Program	2020 Budget	2020 FTEs	2021 Proposed	2021 FTEs
Administration	\$ 842,831	6	\$ 847,192	5
Internal Services	21,442	0	16,859	0
Fiscal	230,045	2	240,903	2
Human Resources	120,503	1	187,010	2
New Americans	242,012	2	175,257	1
Community Relations	186,830	1	433,989	2
311 Customer Service Center	2,082,113	24	1,983,778	24
Neighborhood Pride	1,319,149	10	1,565,921	10
Neighborhood & Agency Services	323,500	0	52,500	0
Neighborhood & Community Planning	721,125	2	2,874,280	2
<b>Department Total</b>	<b>\$ 6,089,550</b>	<b>48</b>	<b>\$ 8,377,689</b>	<b>48</b>





# 2021 PROGRAM GUIDE

## **ADMINISTRATION**

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

## **INTERNAL SERVICES**

To account for the internal service charges of the department necessary to maintain operations.

## **FISCAL**

To ensure that department resources are managed and accounted for in a timely and accurate manner.

## **HUMAN RESOURCES**

To provide quality services in the areas of employee relations, benefits, recruitment and retention, and organizational development.

## **NEW AMERICANS**

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

## **COMMUNITY RELATIONS**

To create strong connections between the neighborhoods of Columbus and all of our residents. Through the work of the Community Relations Commission, our vision of "Building a Community for All" can become a reality.

## **311 CUSTOMER SERVICE CENTER**

To provide a single point of contact for residents to submit service requests and to receive information regarding non-emergency city services.

**NEIGHBORHOOD PRIDE**

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

**NEIGHBORHOOD AND AGENCY SERVICES**

To provide direct services, technical assistance, and interaction with individuals, neighborhoods, civic organizations, and other related neighborhood groups, including area commissions.

**NEIGHBORHOOD AND COMMUNITY PLANNING**

To create a blueprint for community transformation focusing on five pillars: housing, education and workforce, transportation, small business and retail, and health and safety, in each of the city's opportunity neighborhoods.





## Department Description

Columbus Public Health (CPH) is governed by a five member Board of Health, and works to protect the Columbus community from disease and other public health threats by ensuring that all residents and visitors are empowered to live healthier, safer lives. CPH offers a range of programs in the areas of environmental, neighborhood, family, population, clinical health, sexual health promotion, and addiction services.

### Department Mission

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

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.

An array of **clinical and family health services** is provided to Columbus residents ranging from women's health, family planning, primary care, and sexual health, to immunizations, health screenings, infant health, and dental care, among many others. In recent years, the department has been a community leader and actively engaged in the areas of infant mortality, smoking cessation, and the opiate crisis.

A renewed focus on **sexual health promotion** seeks to prevent HIV and other sexually transmitted infections (STI) through education, testing and treatment. Promoting sexual health requires disease identification, investigation and treatment, which needs to address both the medical and social circumstances related to health. Sexual health promotion also contributes to the development of best practices through specialized HIV and STI evaluation programs in collaboration with federal partners.

<b>Budget Summary</b>				
<b>Fund</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Proposed</b>
Health Operating Fund	32,339,617	34,440,030	36,087,437	41,729,513
<b>Department Total</b>	<b>\$ 32,339,617</b>	<b>\$ 34,440,030</b>	<b>\$ 36,087,437</b>	<b>\$ 41,729,513</b>

CPH's **addiction services** area provides programs and activities related to drug and alcohol addiction, and oversight and coordination of the Columbus and Franklin County Addiction Plan, a community response initiative addressing the opioid crisis. The department identifies the resources needed to effectively implement the action plan, and manages and coordinates addiction services including prevention, treatment, and harm reduction.

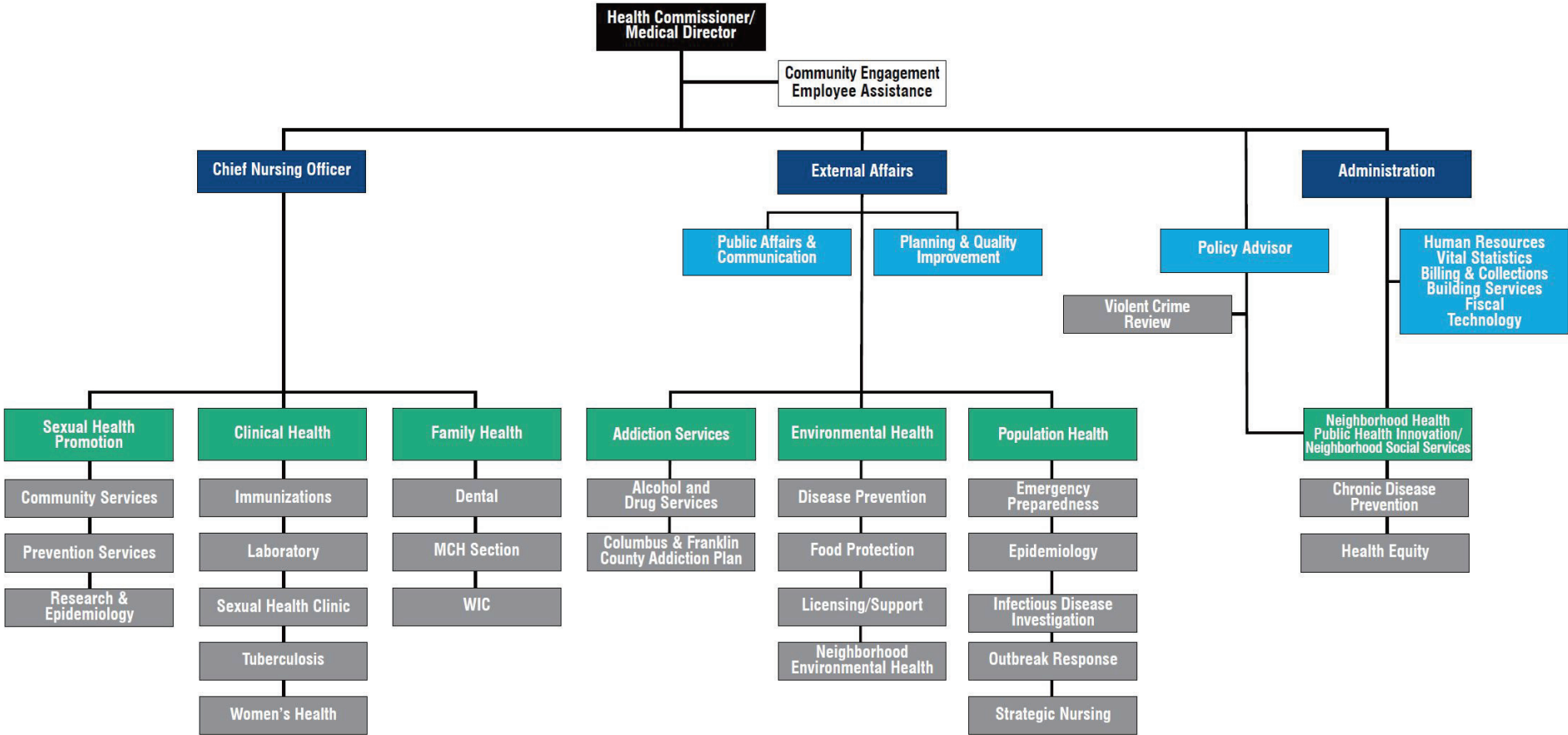
The department also works to prevent or reduce risks from environmental hazards. **Environmental health** programs seek to prevent disease or injury associated with food, water, air, animals, vectors, hazardous materials, and hazardous waste.

Within the **population health** area and through the **Office of Epidemiology**, CPH helps to improve the health of the Columbus community by gathering and studying health-related data and information. CPH guides the appropriate use of such data for decision making in community health policy, planning, and programming. Its **Office of Emergency Preparedness** analyzes health indicators, investigates infectious diseases, and implements public health interventions when warranted.

Finally, in its **neighborhood health** focus, CPH provides programming targeted to encourage chronic disease prevention, promote an active environment for residents, and ensure equity in health care and healthy food access points.



# Public Health



# Strategic Priorities for 2021

## Neighborhoods

Partner with primary care organizations to help support quality, affordable health care for as many people as possible.

Serve vulnerable neighborhood residents through health, social services, home visiting and the CARE (Community Action Resilience Empowerment) Coalition.

Deliver high-quality clinical services for children and families, including sexual health, immunization, dental sealants, women’s health, and tuberculosis.

Combat the drug addiction crisis, including the opiate epidemic, through comprehensive harm reduction programs and services at Safe Point, community education, safe medicine disposal, naloxone access and training, and leadership of the Columbus and Franklin County Addiction Plan.

## Public Health

Lead Columbus in the reduction of the spread of COVID-19.

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

Vaccinate the community for flu and COVID-19 when available.

Actively monitor businesses for compliance of state and city orders.

## Birth to Five and Education

Collaborate with CelebrateOne to reduce the infant mortality rate by providing quality women’s health services to the community.

Enhance the safety of children in, near, and around schools.

Improve health in underserved communities through neighborhood and coalition-based partnerships.

## Police Reform

Address gun violence through the CARE Coalition.

Reduce racial trauma by increasing relationship building with other city departments.

## Strategic Priorities for 2021 (cont.)

### Diversity and Inclusion



Lead the city's effort to address racial inequities that create poor health outcomes and quality of life for Black, Indigenous, and people of color.

Expand opportunities for healthy eating and active living for all residents with a focus on reducing inequities between groups in Columbus.

Implement decision-making (e.g. policies, programs, projects, etc.) in order to explicitly address institutional bias and promote racial equity.

### Economic Development and Affordable Housing



Increase public health work force to respond to the COVID-19 pandemic in order to advance our community's health and economic recovery.

### Sustainable Columbus



Continue Columbus Public Health facility renovations and enhancements to ensure the health and safety of visitors and staff, especially as we provide social distancing and drive-up facility access.

Provide more efficiency in operations by using the GPS system for vector control.

Advance technology to inform and improve education of COVID-19 through the city dashboard website, marketing, and social media.

## 2021 BUDGET NOTES

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The 2021 budget for Columbus Public Health allows for continued provision of public health services that are mandated, services that meet the Mayor's strategic priorities, and a variety of programs that the Board of Health deems essential. In addition:

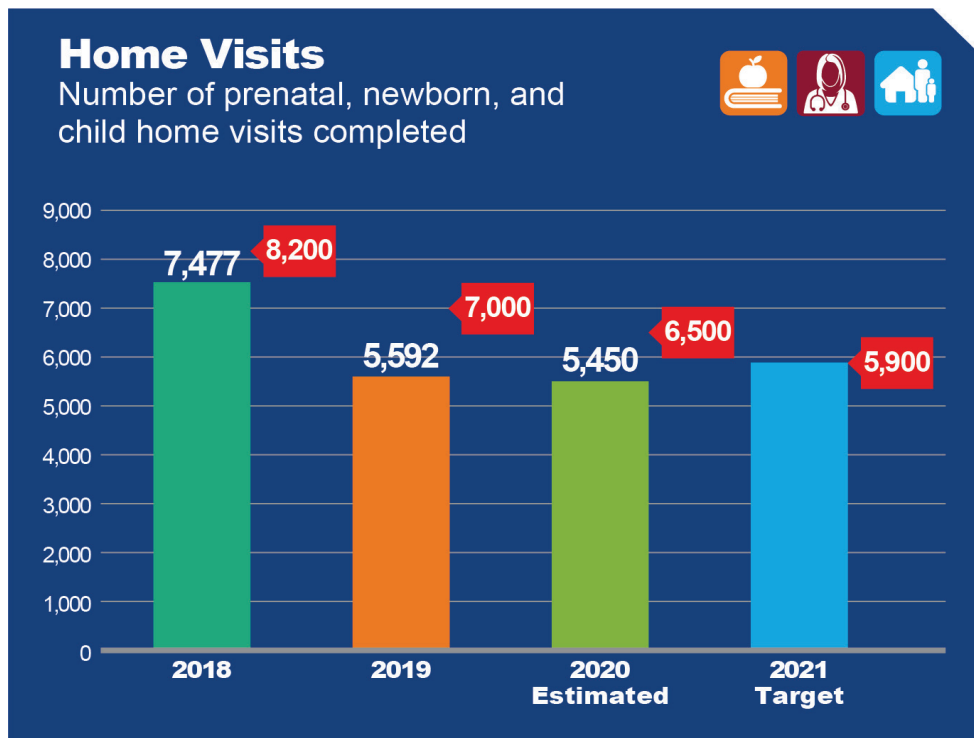
- New funding of \$500,000 is provided to address increased violence in the community. Intervention and prevention measures will be implemented in Columbus neighborhoods with the highest rates of violence. Beginning in the Linden neighborhood, a team will be embedded in the community to prevent and respond to violence with greater capacity and flexibility, providing trauma support and linkage to needed resources.
- The Health Department will partner with Public Safety in a new approach to making neighborhoods safer by teaming a licensed social worker with a Crisis Intervention Trained police officer to respond to mental health related requests. New funding of \$1.8 million will allow these specialty units to provide appropriate de-escalation, post-incident follow-up, and connection to necessary social services.
- Due to the aforementioned renewed focus on sexual health services and promotion, the department has created a new program code to track the financial activities surrounding these services. For 2021, this area is budgeted at \$484,500, whereas in 2020, the financial activity for these services was included in the Clinical Health program.
- Funding of \$1,469,193 is provided to continue to address heroin and opiate use as part of the Columbus and Franklin County Addiction Plan. A total of \$350,000 of this funding will continue to support the Safe Point Program providing Naloxone access, addiction counseling, treatment referrals, infectious disease screenings and linkage to care, and prevention education. In addition, \$50,000 is specifically provided for medication assisted treatment services.
- Continued funding is included in the 2021 budget to support the infant mortality initiative, CelebrateOne. An expanded amount of funding for Pre- and Post-Natal Evidence Based Home Visiting services is included for a new total amount of \$500,000, to provide wrap-around social and nursing support to more women and babies in an effort to help reduce infant deaths. Funding also continues to support the Safe Sleep Campaign and other strategic initiatives. More information on CelebrateOne can be found in the Community Profile section of this document, as well as in the Office of the Mayor's budget section.
- The Columbus CARE Coalition, a collaborative effort led by Columbus Public Health to address community trauma, and one component of the Comprehensive Neighborhood Safety Strategy (CNSS), continues to be funded for 2021 at \$1,342,773. Another element of the CNSS is the Violent Crime Review Group, a multi-departmental committee working to understand and lower the rate of homicides, is funded at \$129,000.
- Support for PrimaryOne, formerly known as the Community Neighborhood Health Centers (CNHC), in the amount of \$4.0 million is included to provide access to care and to address health concerns at multiple health centers.
- The department continues to assist Columbus Public Schools by contracting with the district to provide general consultation and input on school health procedures and protocols, and to contract with and receive revenue from the City of Worthington to provide public health consultation and assistance in matters of public health.



## PERFORMANCE MEASURES



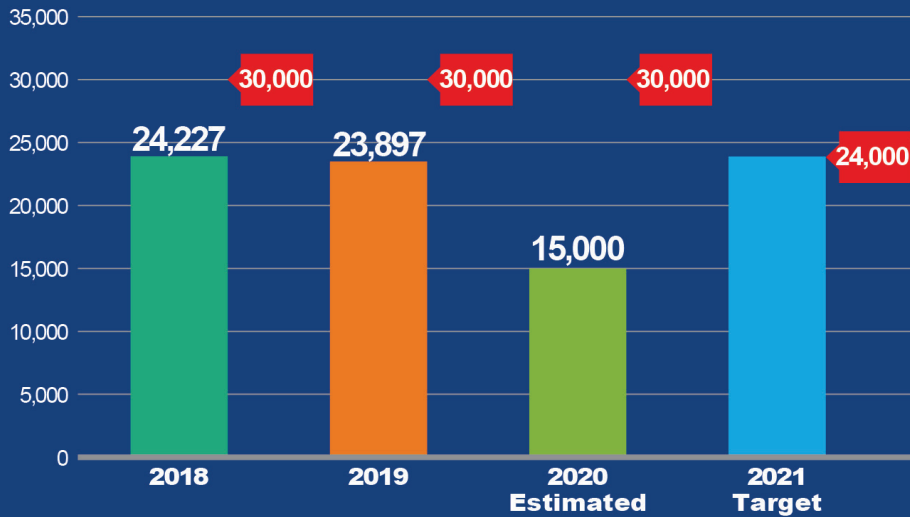
The CelebrateOne initiative, operated out of the Office of the Mayor, focuses on reducing infant mortality in Columbus and Franklin County. Sleep-related infant deaths are mostly preventable and are the leading cause of death for babies from birth to one year of age. Trained Safe Sleep Ambassadors share the ABC's of safe sleep with their friends, family, co-workers, neighbors, and community groups. A transition to virtual training was implemented in April 2020 in response to COVID-19 restrictions. CPH projects that training of 1,100 ambassadors will occur in 2021.



CPH Maternal Child Health Home Visiting Programs provide community outreach, and in-home, family-centered care coordination, education and support to pregnant and parenting women with very young children. All services are voluntary and at no cost to the client. The decline in 2019 reflects a restructuring of the home visiting program in order to implement evidence-based home visiting. The 2020 estimate is lower than projected due to coronavirus pandemic concerns. CPH projects that 5,900 home visits will occur in 2021 when full implementation of all models/programs are completed.

### Immunizations

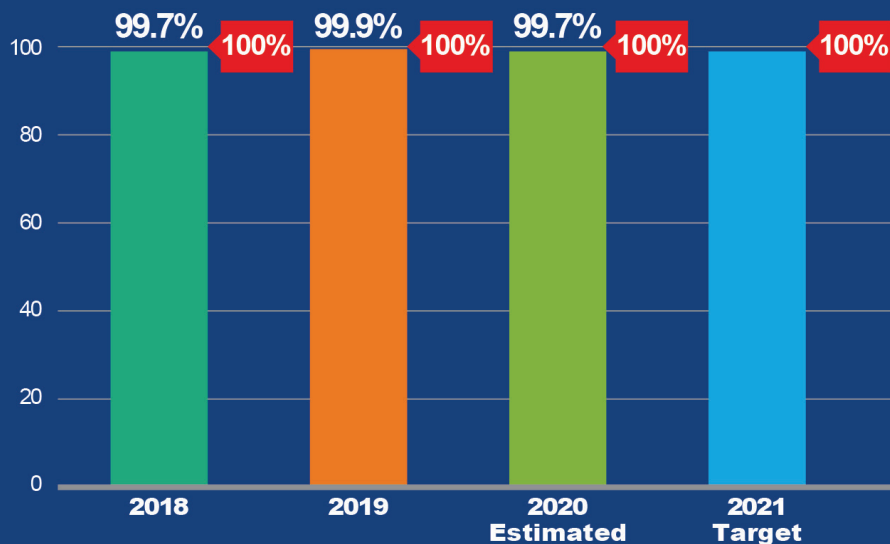
Number of immunizations provided to adults and children



Providing immunizations to adults and children is a top priority in protecting the health of residents by reducing the spread of vaccine-preventable illnesses such as measles and pertussis (whooping cough). CPH estimates it will provide 15,000 vaccinations in 2020, a 50 percent reduction due to clinic closures from March-June, and a continued reduction in client visits caused by coronavirus pandemic concerns. The 2021 target of 24,000 assumes clinic operations can return to normal pre-pandemic levels.

### Compliant Food Facilities

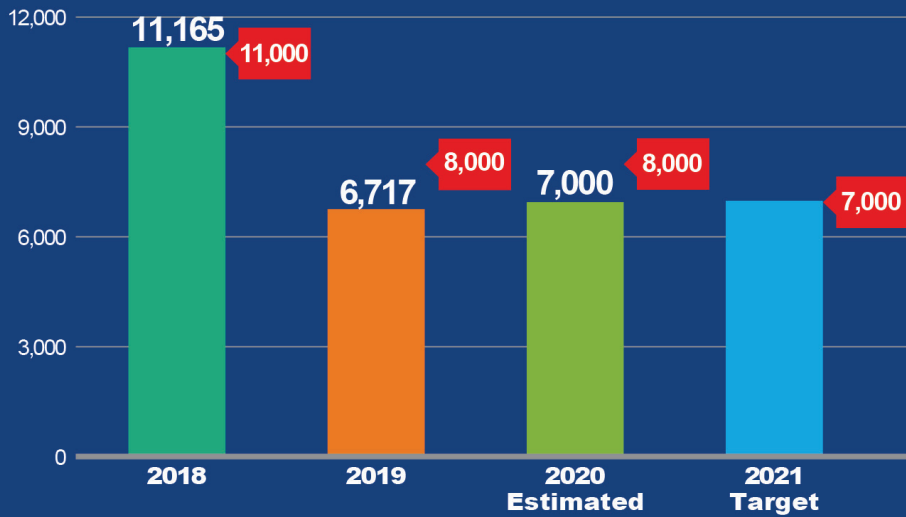
Percent of licensed food facilities in compliance with public health standards



Columbus Public Health's Food Protection Program inspects and safeguards retail food establishments for residents of Columbus and Worthington. CPH consistently meets its compliance standards. Retail food establishments not in compliance are under enforcement by CPH to address violations. The 2021 target for this measure will continue at 100% of food facilities in compliance with public health standards, to ensure the continued safety of Columbus and Worthington residents.

## Pesticide Applications

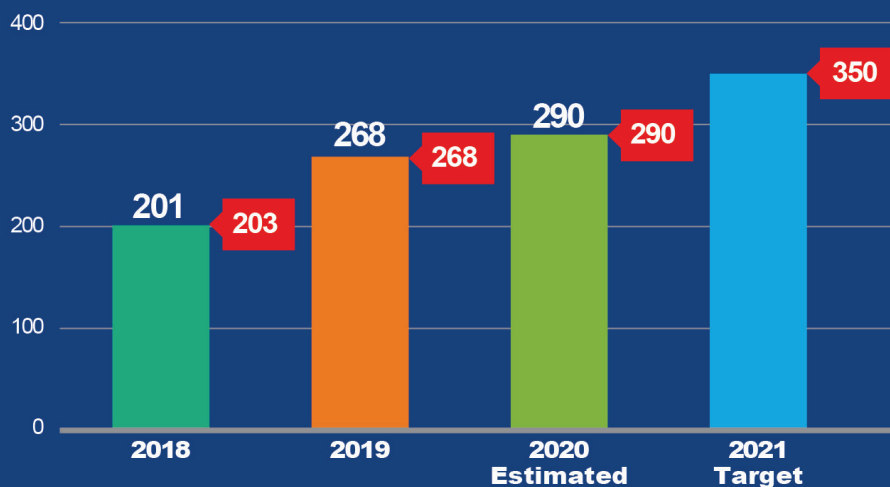
Number of pesticide applications made to stagnant water sites



The Vector Control Program conducts larviciding each year to prevent mosquitoes from developing into adults where they can then transmit disease. This is accomplished by treating standing water (larviciding) which includes: rain barrel treatment, catch basin treatment, historic mosquito breeding sites being treated, identification and treatment of new mosquito breeding sites, and complaint investigations in which standing water may be observed and treated.

## Baby and Me Tobacco Free Clients

Number of maternal health clients who are smoke-free by first post partum visit



The Baby and Me Tobacco Free program at CPH is the only evidence-based smoking cessation program specifically tailored for pregnant women and their families in Franklin County. It aims to increase smoking cessation rates among pregnant and postpartum women to improve birth outcomes and infant and maternal health. In 2020, Baby and Me Tobacco Free implemented telehealth services resulting in the highest levels of enrollment and success in program history. The target for 2021 is to increase participation by 20 percent to 350 smoke-free participants.

## Public Health

Financial Summary by Area of Expense					
Division	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Proposed
<b>Health</b>					
Health Operating Fund					
Personnel	\$ 24,512,250	\$ 25,408,583	\$ 27,106,941	\$ 18,767,834	\$ 28,809,054
Materials & Supplies	1,048,976	1,152,951	1,129,848	939,529	1,079,730
Services	6,593,920	7,659,011	7,764,859	7,006,770	7,523,729
Other	184,471	179,182	32,000	328,712	32,000
Capital	-	40,303	53,789	40,979	285,000
Transfer	-	-	-	-	4,000,000
<b>Health Operating Fund Subtotal</b>	<b>32,339,617</b>	<b>34,440,030</b>	<b>36,087,437</b>	<b>27,083,824</b>	<b>41,729,513</b>
<b>Department Total</b>	<b>\$ 32,339,617</b>	<b>\$ 34,440,030</b>	<b>\$ 36,087,437</b>	<b>\$ 27,083,824</b>	<b>\$ 41,729,513</b>

Department Personnel Summary								
Fund	2018 Actual		2019 Actual		2020 Budget		2021 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
<b>Health Operating Fund</b>								
Administration	235	36	245	33	283	39	309	33
<b>Total</b>	<b>235</b>	<b>36</b>	<b>245</b>	<b>33</b>	<b>283</b>	<b>39</b>	<b>309</b>	<b>33</b>

Operating Budget by Program				
Program	2020 Budget	2020 FTEs	2021 Proposed	2021 FTEs
Health Administration	\$ 9,289,112	47	\$ 9,889,126	49
Fiscal	649,034	6	503,896	5
Human Resources	981,612	9	998,700	10
Internal Services	491,342	0	483,824	0
Neighborhood Health	4,017,703	36	6,914,639	61
Clinical Health	5,890,510	48	5,093,712	42
Population Health	3,371,118	30	6,274,299	29
Environmental Health	6,270,469	63	5,855,709	63
Family Health	3,644,463	33	3,761,915	34
Opiate Initiatives	1,482,074	11	1,469,193	11
Sexual Health Promotion	-	0	484,500	5
<b>Department Total</b>	<b>\$ 36,087,437</b>	<b>283</b>	<b>\$ 41,729,513</b>	<b>309</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.



# 2021 PROGRAM GUIDE

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## **HEALTH ADMINISTRATION**

To provide leadership and direction for the department, administrative and support services in the areas of information systems and facilities management, and to monitor and document the department and community status regarding state and national public health standards.

## **FISCAL**

To provide administrative and support services in the area of fiscal management.

## **HUMAN RESOURCES**

To provide administrative and support services in the area of human resource management.

## **INTERNAL SERVICES**

To account for the internal service charges of the department necessary to maintain operations.

## **NEIGHBORHOOD HEALTH**

To create, implement, and coordinate a plan for effective and efficient communications between staff and customers with limited English proficiency; to assess data collection within the department in regard to racial and ethnic minorities, providing input in the development of policies to address health disparities; to facilitate and support a community health improvement initiative which focuses on improving health and reducing disparities; and to assist individuals in identifying opportunities for health improvement and provide linkage to other health and community agencies.

**CLINICAL HEALTH**

To provide clinical services to the public including immunization services to residents of all ages, reproductive health and wellness services, family planning and postpartum services, sexually transmitted infection (STI) prevention, education, and referrals to people in need of sexual health services to avoid complications and transmission of STIs.

**POPULATION HEALTH**

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.

**ENVIRONMENTAL HEALTH**

To reduce the number of food-borne illnesses in Columbus and Franklin County, inspect and license swimming pools, spas, and water systems, provide inspections for hazardous waste and underground storage tanks, conduct animal bite investigations, monitor and control mosquito and rodent populations, and to evaluate and reduce lead poisoning in the community.

**FAMILY HEALTH**

To provide public health nursing and social work home visiting services to residents in need of social support linkages with community resources, to reduce death and preventable injuries to children aged 14 and under, provide alcohol and drug abuse prevention and education services to Columbus residents, the courts, and clients referred through the employee assistance program, to provide basic and preventive dental clinical services to Franklin County families who are unable to access dental services due to cost, and to prevent tooth decay through a mobile dental sealant program for low income families in Columbus.

**OPIATE INITIATIVES**

To account for the costs associated with the prevention and treatment of opioid abuse.

**SEXUAL HEALTH PROMOTION**

To prevent HIV and other sexually transmitted infections (STI) through education, testing and treatment.



### Department Description

Columbus Recreation and Parks Department’s (CRPD) mission is to connect the people of our community through the power of nature, wellness, and creativity. With more than 400 parks, 29 community centers, 5 athletic complexes, 6 golf courses, and 220 miles of regional trails, the department’s vision is to ensure every resident has access to all of its many services. With this mission and vision, along with the objectives set forth in the 2019-2024 Strategic Plan, the CRPD’s programs and services are critical in ensuring Columbus remains America’s Opportunity City.

### Department Mission

We connect the people of our community through the power of nature, wellness, and creativity.

CRPD’s catalog of programming is extensive and caters to residents of all ages, interests, and abilities. Programming includes summer camps, therapeutic recreational activities, youth and adult athletic activities, fitness classes, educational gardens, swimming and watercraft instruction, art classes, nutritional programming, and youth and family development services. The department offers a wide range of structured recreational opportunities and aims to be equitable and open for all.

Examples of programmatic highlights include our aquatics programming. Within the **Aquatic Center**, CRPD offers an indoor place to swim by providing lessons, aerobics classes, diving and stroke clinics, and open swim sessions. In the summer, the department operates eight conveniently located outdoor pools, three spray grounds, and three splash pads and interactive fountains.

CRPD operates five **Athletic Complexes** throughout Columbus, which include high school regulation sized basketball and volleyball courts. Additionally, the department owns and operates 29 **Community Centers**, which include 2 centers dedicated to senior programming. Lastly, the department operates 6 public **Golf Courses**, which provide residents, of any skill level, the opportunity to play and improve their game.

Budget Summary				
Fund	2018	2019	2020	2021
	Actual	Actual	Budget	Proposed
Operation and Extension Fund	53,882,511	54,195,986	56,345,613	53,456,642
<b>Department Total</b>	<b>\$ 53,882,511</b>	<b>\$ 54,195,986</b>	<b>\$ 56,345,613</b>	<b>\$ 53,456,642</b>

## Recreation and Parks

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Aside from the aforementioned facilities, the CRPD also manages the **Cultural Arts Center** and the McKnight Outdoor Education Center.

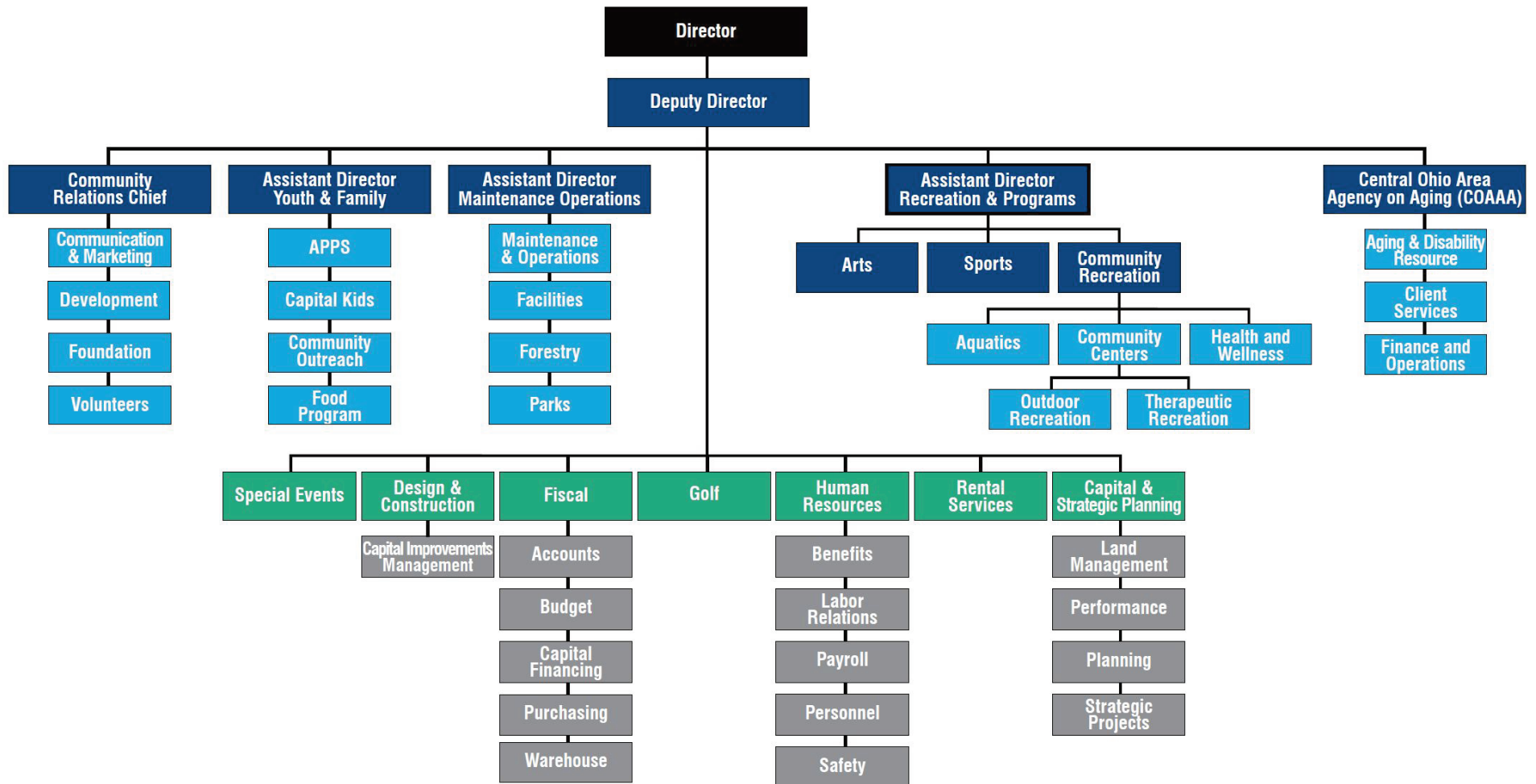
As stewards of the land, CRPD invests heavily in conserving the community's natural environment. In 2019, the department conserved four additional wetlands, planted 4,338 street and park trees, and 668 native plants. In 2020, the department conserved two additional wetlands, planted 2,474 street and park trees, and 628 native plants. The department manages roughly 14,000 acres of parkland and 33 pollinator gardens.

CRPD is committed to embedding recreation and leisure space in Columbus neighborhoods and adding to residents' quality of life. The department serves roughly 1.7 million residents throughout Central Ohio and relies on the support of nearly 11,000 volunteers. As the largest summer food provider in the state of Ohio, the department provided roughly 75,000 summer meals to kids under the age of 18 in 2020. Lastly, the department is committed to serving as an important resource for reducing crime and violence between young adults (ages 14-23) through proven prevention and intervention strategies via the Applications for Purpose Pride and Success (**APPS**) program.





# Recreation and Parks



## Strategic Priorities for 2021

### Police Reform



Address teen violence and gun-related crime through Applications for Purpose Pride and Success (APPS) Neighborhood Violence Intervention programming within recreation centers and through street-level interventions. Case managers will engage at-risk youth and families to provide wraparound services, build resilience, and mitigate the effects of trauma on our neighborhood youth.

Collaborate with city departments to safeguard our communities.

### Birth to Five and Education



Facilitate a service-delivery model at our community recreation centers and facilities that focuses on the needs of the neighborhood, and emphasizes lifelong learning that extends beyond the classroom.

Administer the School's Out programming for youth during spring, winter, and summer breaks by increasing partnerships with local organizations.

Deliver the Capital Kids after school and camp programming for kindergarten through fifth graders at Marion-Franklin, Fedderson, Beatty, and Sullivant Gardens Community Recreation Centers.



### Economic Development and Affordable Housing



Implement key policy changes and code revisions such as the Parkland Dedication Ordinance, which will ensure that economic development is adequately matched with parkland acquisition and funding to preserve open spaces for current and future Columbus residents to enjoy.

Invest in downtown, neighborhood, and east-west trail connections that link thousands of residents to a regional trail system and provide affordable and safer connections to jobs, services, retail, and recreation opportunities.

Strengthen the city's marketability with site selectors and employment centers, ensuring equitable access to quality recreation programming, as well as safe, well-maintained parks and 132 miles of greenway trails.

Innovate pandemic-safe strategies to deliver the tournaments, competitions, and city-wide signature events that make Columbus a nationally-recognized destination and draw 2.5 million visitors to the city in a typical year.

## Strategic Priorities for 2021 (cont.)

### Public Health

Prioritize Playing Safe and Living Smart as critical public health measures, by keeping parks and trails open for socially distanced activities, investing in outdoor play spaces and expanding outdoor, at-home, and responsible programming.

Meet the academic, social/emotional, and physical wellbeing needs of children, families, and communities during an unprecedented public health crisis by providing Learning Extension Centers in Columbus neighborhoods.

Drive the city's efforts to ensure that children and families remain fed, and address hunger-related disparities, by serving over half a million meals and partnering with community organizations to offer fresh produce year-round in our communities.

Pilot new health and well-being programming for older adults at the new Linden Community Center.

### Neighborhoods

Target parkland acquisition and trail construction to connect unserved Columbus residents to future parks and trails within a ten minute walk of their home.

Invest in parks and community centers that offer safe gathering spaces for our youth, adults, families, and seniors. Capital Improvements to our parks and facilities in opportunity neighborhoods contribute to the vibrancy and well-being of our entire city.

Program the newly developed 50,000 square foot Linden Community Center that will serve as Columbus Recreation and Parks Department's Center for Opportunities.

Promote Community Recreation Centers, programs, and facilities as neighborhood resources and engage partners to provide upstream solutions to significant neighborhood issues.

Complete an assessment of the conditions of CRPD aquatic facilities and our ability to meet the aquatic recreation needs across all neighborhoods, and create a plan forward that serves all residents.

Build upon the City Leaders youth leadership program to engage, educate, and develop youth (ages 10-15) as future leaders of Columbus.

Grow urban tree canopy coverage in seven priority neighborhoods by first investing in quality data collection and analysis of street tree locations throughout each neighborhood. Selection of neighborhoods is based on current canopy coverage, as well as social and environmental equity factors.

### Diversity and Inclusion

Together with the Columbus Recreation and Parks Commission, deliver on the primary goals established through the department's Diversity and Inclusion Policy Statement.

Communicate in multiple languages, design for accessibility, program for inclusion, and hire to represent the people we serve.

Expand the reach of our Therapeutic Recreation program for summer camp and year-round offerings by partnering with Aquatics, Sports, and Outdoor Recreation to provide new opportunities and serve additional residents.

Host outreach events and workshops for minority and women-owned businesses to assist with their understanding of the city's bidding process.

Support the goals of the Columbus Women's Commission, both internally and externally, to improve the economic well-being of women in our community.

## Strategic Priorities for 2021 (cont.)

### Sustainable Columbus



Develop an Urban Forestry Master Plan that guides our city's approach to expand and preserve our urban tree canopy, improving the quality of life of our residents, strengthening our climate resiliency, and responding to the urban heat island effects of economic growth.

Increase the number and acreage of parks in Columbus Recreation and Parks' portfolio.

Prioritize new parkland acquisition and construction of trail segments in areas that will connect residents who have been out of reach of our city's green spaces.

Protect and promote a healthy environment by creating and acting on up-to-date Natural Resources Management Plans for each of Columbus' Nature Preserves and Conservation Areas.



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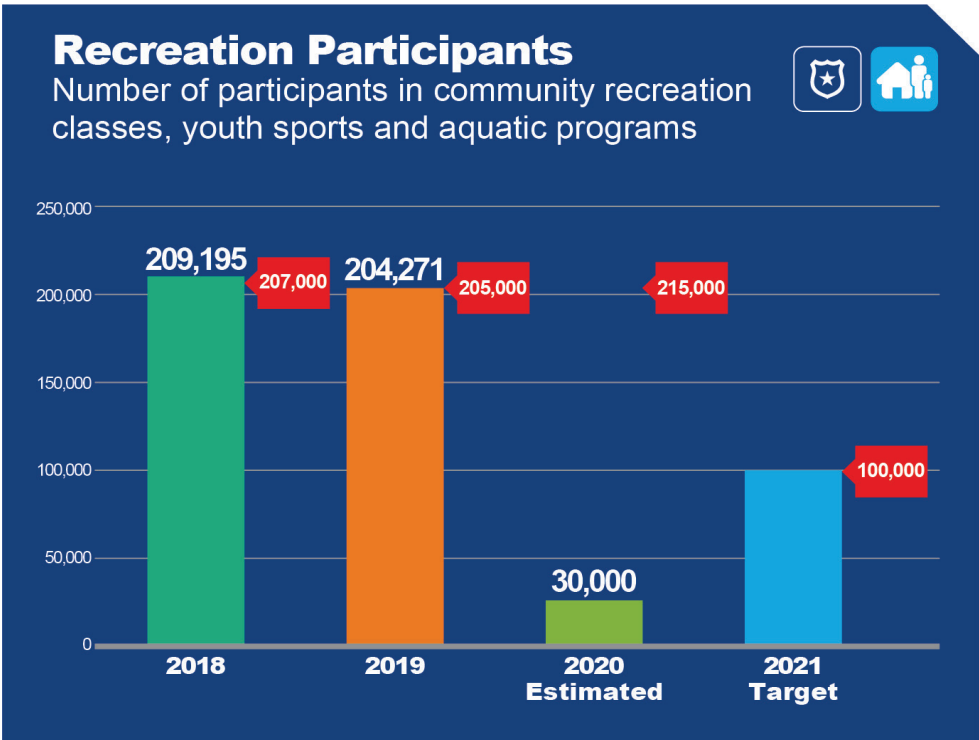
## 2021 BUDGET NOTES

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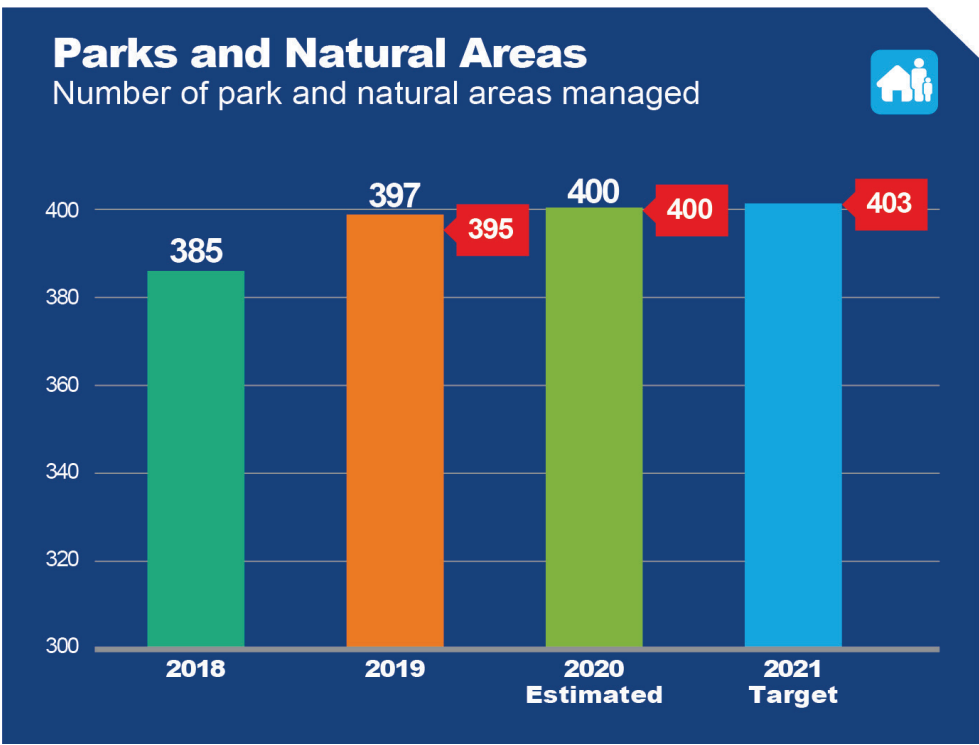
The Recreation and Parks Department provides many different programs, opportunities, and outdoor spaces that are very important to the residents of the City of Columbus. Some of the highlighted programming, opportunities, spaces, and items of importance are as follows:

- The Linden Community Center will be replaced with an Opportunity Community Center. The Opportunity Community Center will open in late 2020 or early 2021 and will offer a larger space and facilitate new programming that will emphasize lifelong learning that will extend beyond the classroom.
- Total funding for the APPS program is \$2,205,304 in 2021. This program enriches the lives of youth ages 14 to 23 and young adults by connecting them to services and programs focused on building life skills, character development, jobs, postsecondary education, and other components.
- The department will continue programming which began in 2020 to better serve the Southeast area of Columbus. This programming provides much needed after school as well as other recreational opportunities for residents.
- A total of \$1,148,298 is budgeted for the cross departmental Comprehensive Neighborhood Safety Strategy, including funding for the Community Crime Patrol, Cap City Nights, Community Center Without Walls, and a portion of the aforementioned APPS programming.
- In March, many businesses, schools, and organizations closed their doors in response to the COVID-19 pandemic. Children who relied on school-provided breakfast and lunch no longer had access to these meals. As the numbers of unemployed and furloughed adults grew daily, so did the number of people facing food insecurity. Go, Lunch!, the largest free summer meal program in Ohio and sponsored by Columbus Recreation and Parks Department, immediately responded by working with community partners to share free meal resources, including free mobile produce markets. In 2020, the department served over 75,000 meals, hosted 68 produce markets, and distributed 312,000 pounds of food. The department is committed to providing meals in 2021, and would like to serve over half a million meals as well as continue to partner with organizations to assure access to fresh produce year-round in the community.
- The department will continue its support of the newly-implemented Recreation and Parks summer work program, including part-time employment and job skills training, services, and administration of the program.
- Support for the city's signature events will continue in 2021 including the Jazz and Rib Fest, African American Festival, Rhythm on the River, and Winterfest.
- In 2019, the department began steps to evaluate the city's urban tree canopy with an ultimate goal of creating and implementing a comprehensive urban forestry master plan. Total forestry funding for 2021 is \$2,459,800.
- Franklin Park Conservatory will receive \$350,000 and the King Arts complex will receive \$125,000 in continued city support in 2021.

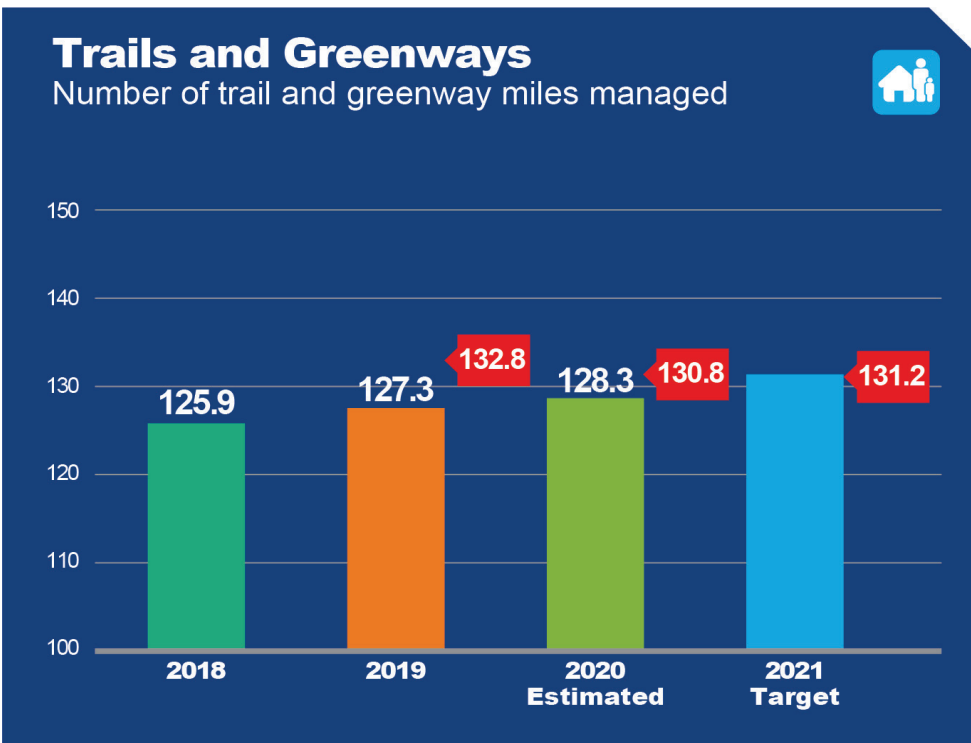
## PERFORMANCE MEASURES



Excellence in programming and service delivery is one of Recreation and Parks' five strategic objectives. The department prioritizes participation growth through inclusive programming, data-driven decisions and increased partnership between divisions and external partners. The 2020 estimate and 2021 target are lower due to the impact of COVID-19 on the department's ability to offer programs at normal, pre-pandemic levels.



Parks are one of many precious community assets. The number of parks and natural areas managed has continued to grow, reflecting the city's commitment to conservation, health and wellness, and serves as an important metric for the department's success. This was a new measure in 2019; therefore, no prior year targets exist.



Trails and greenway miles are measured as a direct fulfillment of the department's mission: to connect our community through nature and wellness. The department is charged with planning, constructing, and repairing greenways and neighborhood connectors throughout the city. The increase in miles reflects annual mileage constructed. Low mileage years indicate investments in many smaller east-west, neighborhood, and downtown connectors to the regional trail system, as well as investments in the planning and design phase of trail projects. This was a new measure in 2019; therefore, no prior year targets exist.

### Financial Summary by Area of Expense

Division	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Proposed
<b>Administration</b>					
Operation and Extension Fund					
Personnel	\$ 38,782,977	\$ 39,097,148	\$ 39,829,478	\$ 35,656,411	\$ 37,473,284
Materials & Supplies	2,420,713	2,458,695	2,623,666	2,380,597	2,624,166
Services	12,314,251	12,259,618	13,548,230	11,503,701	13,017,953
Other	182,080	178,147	161,750	160,993	158,750
Transfers	182,489	202,379	182,489	200,496	182,489
Administration Subtotal	53,882,511	54,195,986	56,345,613	49,902,198	53,456,642
<b>Rec and Parks Total</b>	<b>\$ 53,882,511</b>	<b>\$ 54,195,986</b>	<b>\$ 56,345,613</b>	<b>\$ 49,902,198</b>	<b>\$ 53,456,642</b>

### Department Personnel Summary

Fund	2018 Actual		2019 Actual		2020 Budgeted		2021 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
<b>Operation and Extension Fund</b>								
Administration	322	825	320	1,071	356	1,361	353	1,414
<b>Total</b>	<b>322</b>	<b>825</b>	<b>320</b>	<b>1,071</b>	<b>356</b>	<b>1,361</b>	<b>353</b>	<b>1,414</b>

**Recreation and Parks**

<b>Operating Budget by Program</b>				
<b>Program</b>	<b>2020 Budget</b>	<b>2020 FTEs</b>	<b>2021 Proposed</b>	<b>2021 FTEs</b>
Administration	\$ 5,136,231	8	\$ 4,668,454	8
Fiscal	1,725,490	15	1,724,716	15
Human Resources	754,312	6	668,190	6
Aquatics	1,227,849	2	1,219,932	2
APPS	2,278,475	7	2,205,304	7
Building and Facility Maintenance	2,971,354	24	2,779,653	24
Communications and Development	1,353,791	9	1,323,413	9
Emerald Ash Borer	371,153	1	367,065	1
Forestry	2,600,312	28	2,459,800	27
Park Maintenance	6,458,601	63	6,226,198	64
Design and Construction	834,289	7	764,120	7
Special Events	1,116,116	7	1,113,533	7
Sports	3,022,516	14	3,375,300	15
Food and Nutrition	287,446	2	182,152	2
Warehouse	624,056	1	621,857	1
Outdoor Recreation	486,251	3	472,399	3
Cultural Arts	777,950	3	764,211	3
Permits and Rental Services	966,288	6	937,023	6
Capital Kids	33,000	0	33,000	0
COAAA	182,489	0	182,489	0
Community Recreation	11,996,006	116	10,578,472	114
Therapeutic Recreation	630,494	3	616,666	3
Golf	3,763,737	25	3,607,965	24
Hockey	201,554	1	-	0
Fitness	107,975	0	127,975	0
Internal Services	5,315,265	0	5,231,558	0
Capital and Strategic Planning	622,613	5	605,197	5
Miscellaneous Programs	500,000	0	600,000	0
<b>Department Total</b>	<b>\$ 56,345,613</b>	<b>356</b>	<b>\$ 53,456,642</b>	<b>353</b>

*Please note: Two full-time positions within the Community Recreation program have been moved to grant funding, Hockey is now funded under Sports, and one full-time vacant position has been removed.*

For additional financial information related to the Department of Recreation and Parks, please refer to the recreation and parks operation and extension fund contained within the Special Revenue section.





# 2021 PROGRAM GUIDE

## **ADMINISTRATION**

To provide management and support through the office of the director for training, marketing, grants, Central Ohio Area Agency on Aging (COAAA), and City of Columbus initiatives.

## **FISCAL**

To oversee the department's operating budget, process all invoices, coordinate telephone and wireless devices, post bids through vendor services, handle legislated contracts and service agreements, administration of grant funding, the capital improvements budget, and the special and permanent improvement funds.

## **HUMAN RESOURCES**

To provide basic services in the areas of recruiting, hiring, payroll, benefits, contract administration, grievance resolution, disciplinary action, training, and compliance with all applicable local, state, and federal employment laws.

## **AQUATICS**

To provide places to swim year-round including an indoor swim center, eight outdoor swimming pools, three spray grounds, and three splash pads, and interactive fountains. The section also offers swim lessons for all ages, infants to adults; swim team and dive team opportunities, and water fitness programs for all ages.

## **BUILDING AND FACILITY MAINTENANCE**

To preserve and/or restore buildings and equipment to their original condition or to such a condition that they can be effectively used for their intended purpose and to maintain all fixed assets.

**APPS**

The Application for Purpose, Pride, and Success (APPS) section works to enrich the lives of at-risk youth, ages 14-23, by connecting them to programs focused on building life skills, character development, workforce development, postsecondary education, and by further enhancing the recreational programs the department currently provides.

To connect the community to the services and programs within the department by creating opportunities that result in increased funds, engagement, and awareness. All print and digital media, publications, promoted materials, and Go Lunch branding are lead through this section. This section is responsible for tracking volunteer efforts and soliciting monetary and in-kind donations to support the department's vision of a socially equitable city. The section also annually raises funds for the PLAY (Private Leisure Assistance for Youth) fund, and manages the department's relationship with the Columbus Recreation and Parks Foundation (501c3).

**COMMUNICATIONS AND DEVELOPMENT**

**EMERALD ASH BORER**

The Emerald Ash Borer (EAB) Program is responsible for the removal of dead and dying trees as related to the ash tree killing insect. The program is also responsible for placement of new trees in the areas affected by these tree removals.

**FORESTRY**

To manage the health and safety of the city's trees, which includes the planting, pruning, and removal of trees in city parks and on city rights-of-way, as well as maintaining the Park of Roses, responding to calls related to tree damage from storms, and coordinating the annual Arbor Day Celebration.

**PARK MAINTENANCE**

To regularly provide professional grounds and facilities maintenance services to the department's park properties including mowing, raking, trimming, mulching, repairing playground equipment, installing public docks, and refurbishing park benches, tables, fences, and signs.

**DESIGN AND CONSTRUCTION**

To provide design and construction project management services for active Capital Improvement Projects. To ensure the creation and preservation of park and facility assets that are high quality, functional, and sustainable across generations of park use.

**SPECIAL EVENTS**

To provide guidelines and regulations for producing special events and races. To coordinate city services for special events and races, and permits for use of parks, trails, and streets for events. To secure city permission to conduct alcohol sales at public events. To provide consultations for new events and produce annual events, such as Jazz & Rib Fest, Rhythm on the River, and Winterfest at the Scioto Mile.

**SPORTS**

To offer adult leagues for softball, basketball, volleyball, rugby, and flag-football. To host tournaments at the department's athletic fields and manage the Youth First Grant Program to increase the number of opportunities in the city for youth to participate in organized sports at a reasonable cost.

**FOOD AND NUTRITION**

To provide free, nutritionally balanced breakfasts, lunches, and snacks to over 220 sites in the summer with the support of 40 local partner organizations. The nutrition program is part of a year-long initiative with the support of the United States Department of Agriculture's Summer Food Service Program (SFSP).

**WAREHOUSE**

To oversee the storage and handling of goods and materials for the department, as well as inventory control.

**OUTDOOR RECREATION**

To instill an appreciation of the outdoors through learning while fostering environmental stewardship for youth including summer camps and special events.

**CULTURAL ARTS**

To offer visual arts classes for adults taught by professional artists. To manage main hall and loft gallery exhibitions, coordinate weekly lecture series, and operate a gift shop. The Golden Hobby Shop is a non-profit consignment shop for senior citizens' handcrafted items that is under the direction of the department.

**PERMITS AND RENTAL SERVICES**

To provide quality and affordable rental facilities, special permits, and unique opportunities that promote family, social, business, and department events, private recreation, and community spirit, contributing substantial economic and social benefits to the city.

**CAPITAL KIDS**

The Capital Kids / City Leaders Section helps elementary-aged kids focus on their education and improve academic achievement by providing participants with a safe place to learn and play once the school day is over. City Leaders programming develops the city leaders of tomorrow, (grades 6-8 and ages 10-15) by providing an orientation of the City of Columbus to include science, technology, arts, history, education, health and nutrition, social services, law enforcement, safety, government, economic development, and community service through hands-on learning opportunities and meetings and mentoring by current city leadership.



**COMMUNITY RECREATION**

The Recreation Section operates 29 community recreation centers around the City of Columbus in which hundreds of classes are offered throughout the year including arts and crafts, sports, fitness, dance, music, summer camps, and life skills. Of the 29 centers, three are multi-generational facilities (serving all ages), and two are senior centers (serving those 50 years and older).

**THERAPEUTIC RECREATION**

The Therapeutic Recreation Section sponsors and implements recreational activities that ensure inclusive programming and provides modifications To meet the needs of individuals who are differently abled.

**GOLF**

To manage 18-hole courses and a 9-hole course which offer a variety of golfing opportunities for all ages and abilities at affordable, but competitive prices.

**HOCKEY**

The Hockey program teaches individuals how to skate, promotes team building, and off-ice programming in the areas of leadership development and conflict resolution.

**FITNESS**

To provide a standard of health and wellness opportunities for the community through various avenues: 19 Get Active fitness sites, after school physical activity programming, various fitness classes, active aging adults programming, affordable fitness summer camps located at five different locations, and annual wellness events and expos.

**INTERNAL SERVICES**

To account for the internal service charges of the department necessary to maintain operations.

**MISCELLANEOUS PROGRAMS**

To support various community agencies.

**COAAA**

The Central Ohio Area Agency on Aging (COAAA) is a Columbus agency providing a wide range of free to low-cost services to seniors.

**CAPITAL AND STRATEGIC PLANNING**

To direct the department's Capital Improvement Program and ensure that funds are effectively sourced and allocated to balance the priorities of acquiring and preserving open green space and natural areas, managing natural resources, creating connectivity through an expanding network of multi-use trails, and developing and maintaining quality parks, public spaces, and recreational facilities throughout the city. To define department priorities and develop strategies that guide implementation, support the creation of department policy, protocol and best management practices, and align resources to our mission and strategic objectives.





## Department Description

The Department of Public Service is comprised of the Divisions of Administration, Refuse Collection, Parking Services, Infrastructure Management, Design and Construction, and Traffic Management.

The **Administration Division** coordinates fiscal, human resources, contracting, communications, and legislative processing functions.

The **Division of Refuse Collection** provides residential collection services, litter-container collection, clean up for major downtown special events, and manages contracts for yard waste and recycling.

The **Division of Parking Services** is responsible for the administration, enforcement, operations, and management of public parking in the City of Columbus.

The **Division of Infrastructure Management** manages the transportation infrastructure. The division provides street maintenance services including street sweeping, litter control, graffiti removal, and snow removal in an efficient manner. The division also oversees all Geographic Information Systems, mapping, and addressing for the department.

The **Division of Design and Construction** is responsible for managing construction contracts, providing quality and timely construction inspection, surveying, and materials testing services in support of publicly and privately-funded infrastructure construction projects.

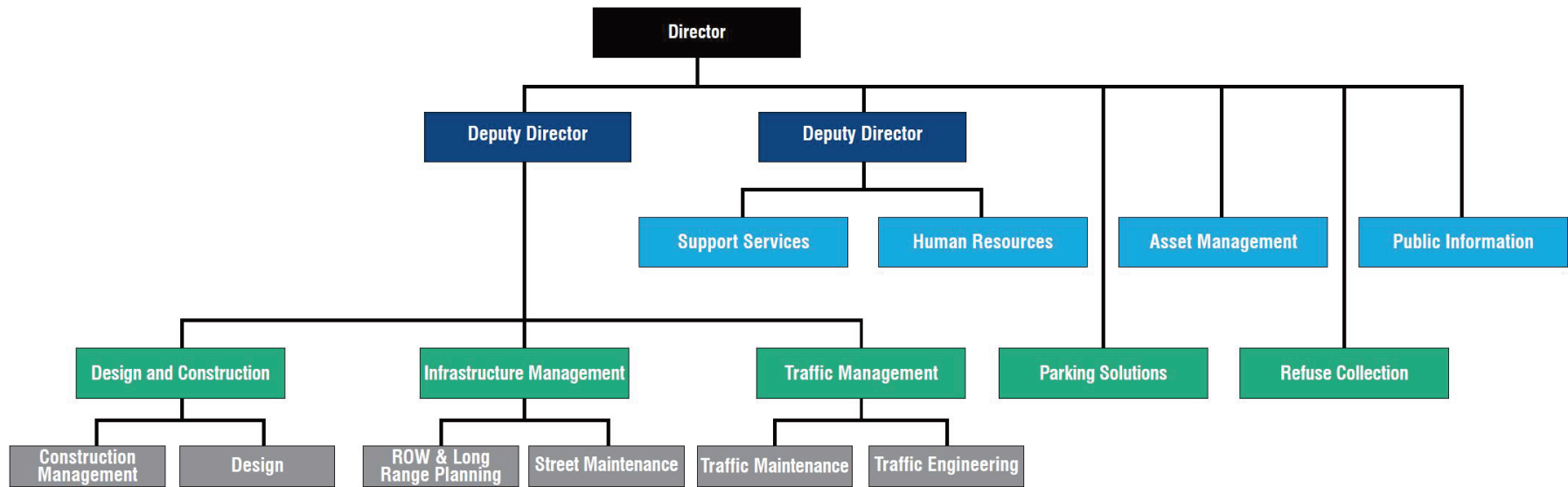
The **Division of Traffic Management** oversees traffic, safety, and congestion studies to ensure a safe and efficient transportation system. The division installs and maintains pavement markings, traffic signals, traffic signage, and parking meters.

## Department Mission

To deliver quality city services in the areas of transportation, refuse collection, and publicly managed parking.

<b>Budget Summary</b>				
<b>Fund</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Proposed</b>
General Fund	36,620,332	31,953,182	34,219,038	34,628,475
Street Construction, Maintenance, and Repair Fund	57,138,556	64,581,715	78,204,822	78,053,795
Construction Inspection Fund	7,642,529	9,776,977	11,844,223	12,891,642
Private Inspection Fund	5,344,120	4,439,407	4,988,350	5,270,307
Parking Meter Program Fund	3,667,266	7,968,779	8,946,310	6,163,272
<b>Department Total</b>	<b>\$ 110,412,803</b>	<b>\$ 118,720,061</b>	<b>\$ 138,202,743</b>	<b>\$ 137,007,491</b>

# Public Service





## Strategic Priorities for 2021

### Neighborhoods



Improve safety in our neighborhoods by providing high-quality street maintenance, including the resurfacing of city streets, pothole repair, snow and ice removal, and street sweeping.

Provide accessible, equitable, and predictable mobility and parking options for ALL residents and visitors.

Continue to work with neighborhoods to implement “SlowStreet” solutions to ensure pedestrian, bicyclist, and motorist safety.

Implement Vision Zero, a multi-national road traffic safety project with a goal of creating traffic infrastructure that results in zero fatalities or serious injuries, in our neighborhoods.

### Economic Development and Affordable Housing



Support job creation and retention in the city by designing and constructing innovative infrastructure improvements, and supporting mobility efforts by establishing multi-modal transportation corridors.

Collaborate with regional economic development partners to proactively manage transportation challenges.

Partner with city agencies, neighborhood groups, and others to revitalize and stabilize our neighborhoods, as well as residential and commercial districts.

### Public Health



Implement Vision Zero to save lives and reduce serious injuries and fatalities on our roads while increasing safe and equitable mobility for all.

Utilize input from our local government agencies, institutions, and residents to consider all transportation system users including motorists, bicyclists, pedestrians, and transit riders when looking to increase mobility options along critical transportation corridors and in opportunity neighborhoods.

### Birth to Five and Education



Continue to focus on equitable mobility enhancements by building sidewalks and filling in sidewalk gaps, improving crosswalks and on-street bicycle facilities to provide safe passage for pedestrians and bicyclists, concentrating on CelebrateOne’s high priority neighborhoods and Operation Safewalks for school children.

## Strategic Priorities for 2021 (cont.)

### Diversity and Inclusion



Utilize networking groups and outreach with local public and vocational schools to recruit, develop, and retain diverse employees, including women and minorities, at all levels of our organization.

Promote equitable transportation initiatives by enhancing mobility options in Opportunity Neighborhoods, including high capacity transit, investments in resurfacing roadways and sidewalks, and pedestrian improvements.

Increase our diversity among department employees by utilizing and developing online recruiting tools.

Promote minority and women business participation by working with the Office of Diversity and Inclusion on bid opportunities and implementation of the Diversity Study.

Embrace policies and procedures that foster the development of emerging businesses.

### Sustainable Columbus



Execute the Clean Neighborhood Initiative to address the persistent problem of illegal dumping in our neighborhoods, and provide first-rate services in the areas of refuse, bulk, recycling, and yard waste collection to city residents.

Continue to innovate by piloting programs to increase residential recycling diversion rates.

Lower carbon emissions from the region's transportation system by continuing to work with our regional mobility partners towards a comprehensive, multi-modal approach.

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## 2021 BUDGET NOTES

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### ADMINISTRATION DIVISION

The Administration Division provides the overall coordination and policy direction for the department. In addition, the office manages the fiscal, human resources, community relations, asset management, and legislative processing functions for the whole department.

- The Director's office will continue to support the SMART Columbus initiative by providing funding for personnel and innovative projects.
- In the 2021 budget, some funding has been moved out of the Public Service Administration program and realigned with the programs that the budget supports, such as the Construction Management and Residential Recycling programs.

### REFUSE COLLECTION

Residential refuse collection, yard waste collection, and household residential recycling services are provided through the general fund and the street construction, maintenance and repair (SCMR) fund. This includes 90-gallon, 300-gallon, scheduled bulk refuse collection, and multi-family methods. The general fund also funds the budget for sidewalk litter receptacles collection, public recycling, and the Keep Columbus Beautiful program. In addition:

- In 2021, Refuse Collection will continue its work in supporting the Mayor's "Clean Neighborhood Initiative" to fight the persistent problem of illegal dumping in our neighborhoods. This includes advancing policies like replacing 300-gallon refuse containers with 90-gallon containers, increasing staff numbers who are dedicated to solid waste inspection and ally cleanup, and continuing to educate residents on how to assist with stopping illegal dumping.
- The 2021 general fund budget includes \$5.9 million for yard waste removal and residential curbside recycling contract.

### PARKING SERVICES

With the creation of this division in 2019, parking revenues were moved into the parking meter program fund, and all expenses associated with parking were consolidated and moved into the Division of Parking Services.

- Building off the successful implementation of the Downtown Parking Benefit district and Management Plan in 2020, Parking Services will continue to apply recommendations of the Strategic Parking Plan. In 2021, the team will implement the University District Parking Benefit District and Management Plan and the East Franklinton Special Parking Area and Parking Management Plan in addition to continuing to develop the division's asset light approach to curb lane management.
- The 2021 proposed parking meter program fund budget eliminates the expenses related to the Administration Division due to lower than usual anticipated revenues related to the COVID-19 pandemic. This includes a reduction of the partial funding of six positions, and these expenses have been reallocated to the SCMR fund.

## **INFRASTRUCTURE MANAGEMENT**

The 2021 Infrastructure Management budget includes funding for all current street maintenance employees who are responsible for providing high-quality pothole repair, snow & ice removal, and street sweeping services throughout the city.

This budget also includes continued funding for the following programs: alley rehabilitation, sidewalk trip hazard program, the bridge maintenance program, and the guardrail repair program. A total of \$1.1 million is included in this budget to replace aging vehicles and complete facility renovations.

## **DESIGN AND CONSTRUCTION**

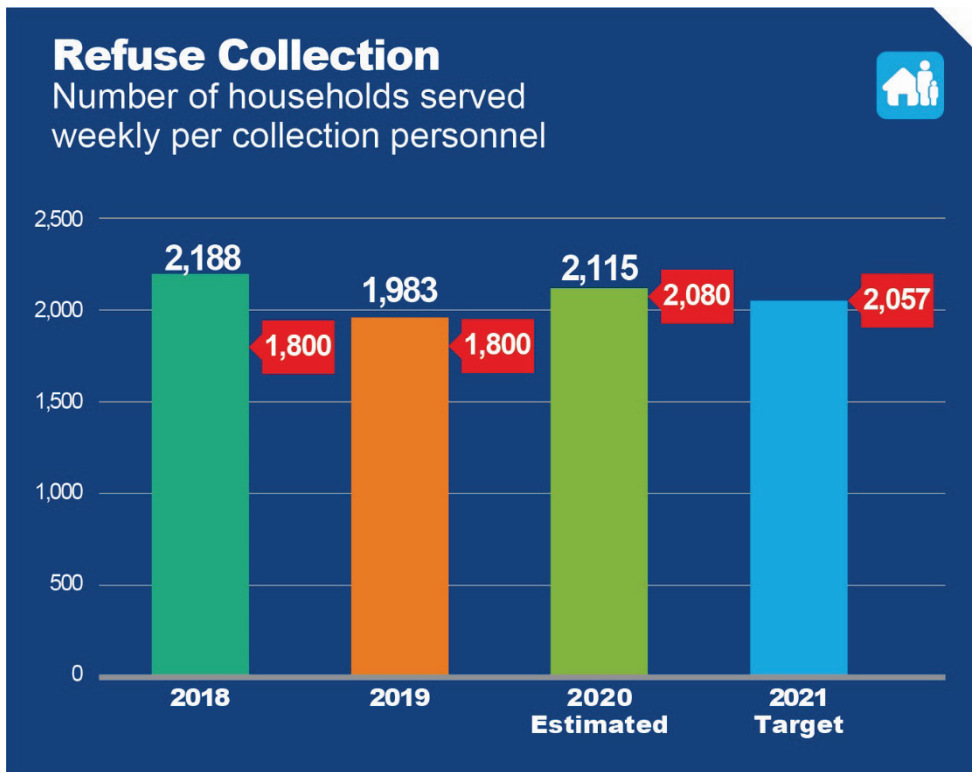
The 2021 Design and Construction budget includes funding for engineering and construction inspection services throughout the city. This budget includes funding to upgrade GIS software, replace aging vehicles, and continue support for the Mid-Ohio Regional Planning Commission. This budget also continues funding the annual \$1 million construction contract to construct ramps compliant with the Americans with Disabilities Act.

## **TRAFFIC MANAGEMENT**

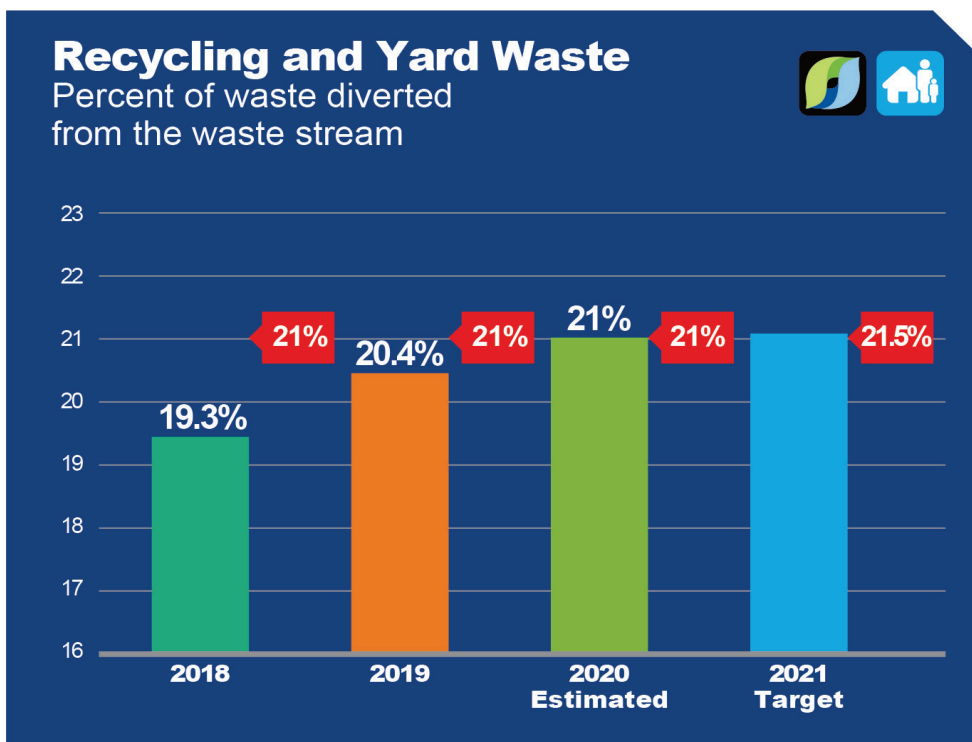
The 2021 Traffic Management budget includes funding for all current traffic maintenance, planning, engineering and GIS employees who are responsible for designing and repairing all traffic signals, signs, and pavement markings throughout the city. This budget includes contracts such as traffic signal retiming and refurbishment, along with additional traffic studies necessary to understand and plan for a growing and rapidly changing city.



## PERFORMANCE MEASURES



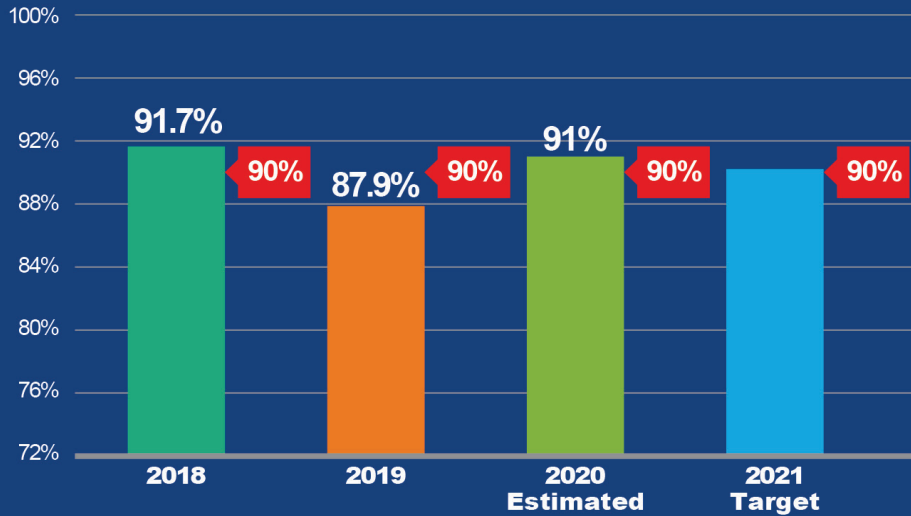
The number of households served on a weekly basis is projected to exceed the annual goal. This measurement is used to ensure customer service levels are met and is projected at 2,057 for 2021.



Waste diverted through recycling efforts and the yard waste program are expected to be 21.5 percent in 2021.

### Street Maintenance

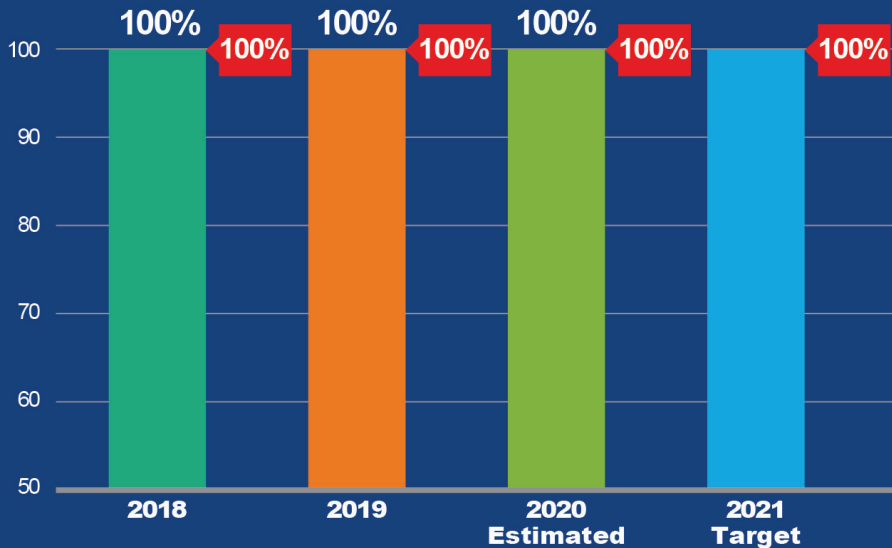
Percent of pothole repair service requests closed within three days



Filling potholes within three days demonstrates the department's focus on high-quality customer service. In 2020, the department expects to exceed 90 percent of pothole repair requests closed within three days. The department is projected to maintain this 90 percent target in 2021.

### Private Construction Inspections

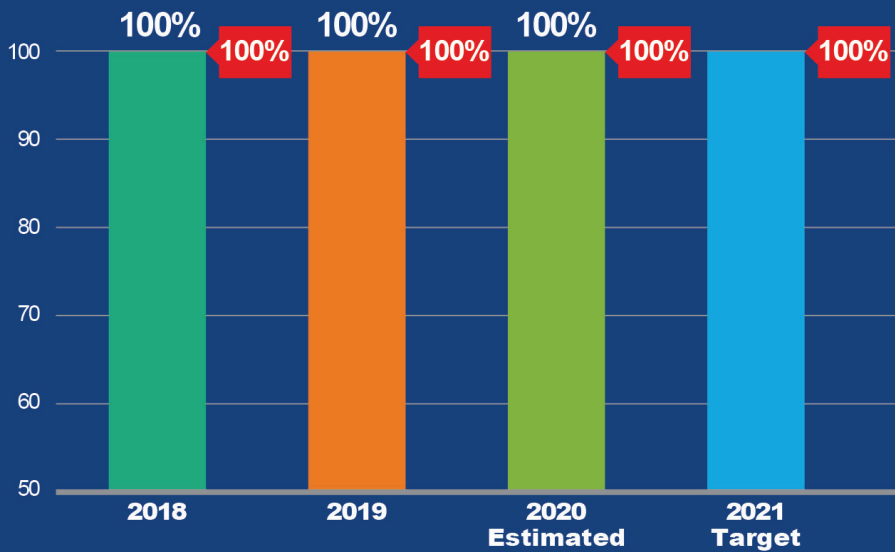
Percent of private construction inspections completed in 48 hours



The percent of private construction inspections completed in 48 hours is consistently 100 percent. This measure displays the highest standard of support for development efforts in Columbus.

## Infrastructure Management

Percent of bridges meeting state standards for safety



Infrastructure maintenance is a critical component of the department's mission. In 2021, 100 percent of City of Columbus owned and inspected bridges will meet state standards for safety.



Financial Summary by Fund					
Fund	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Proposed
<b>General Fund</b>					
Administration	\$ 1,321,762	\$ 667,983	\$ 712,412	\$ 657,099	\$ 740,614
Refuse Collection	33,023,011	31,285,199	33,506,626	31,109,674	33,887,861
Traffic Management	2,275,559	-	-	-	-
<b>General Fund Subtotal</b>	<b>36,620,332</b>	<b>31,953,182</b>	<b>34,219,038</b>	<b>31,766,773</b>	<b>34,628,475</b>
<b>Street Construction, Maintenance, and Repair Fund</b>					
Administration	3,228,604	5,075,605	4,945,216	5,876,674	6,866,723
Traffic Management	13,452,031	14,533,901	21,734,523	19,896,286	21,613,328
Infrastructure Management	31,735,853	35,311,174	40,042,595	34,291,400	38,369,402
Design & Construction	5,407,633	6,033,040	7,882,488	7,557,725	7,604,342
Refuse	3,314,435	3,627,995	3,600,000	3,600,000	3,600,000
<b>Street Const. Fund Subtotal</b>	<b>57,138,556</b>	<b>64,581,715</b>	<b>78,204,822</b>	<b>71,222,085</b>	<b>78,053,795</b>
<b>Construction Inspection Fund</b>					
Administration	510,207	510,151	659,160	539,736	981,430
Design & Construction	7,132,322	9,266,826	11,185,063	11,420,080	11,910,212
<b>Const. Insp. Fund Subtotal</b>	<b>7,642,529</b>	<b>9,776,977</b>	<b>11,844,223</b>	<b>11,959,816</b>	<b>12,891,642</b>
<b>Private Inspection Fund</b>					
Administration	71,507	82,825	100,615	87,338	112,629
Design & Construction	5,272,613	4,356,582	4,887,735	4,881,550	5,157,678
<b>Private Insp. Fund Subtotal</b>	<b>5,344,120</b>	<b>4,439,407</b>	<b>4,988,350</b>	<b>4,968,888</b>	<b>5,270,307</b>
<b>Parking Meter Program Fund</b>					
Administration	-	713,887	785,166	1,144	-
Parking Services	-	7,257,387	8,161,144	7,408,853	6,163,272
Traffic Management	3,667,266	(2,494)	-	-	-
<b>Parking Meter Fund Subtotal</b>	<b>3,667,266</b>	<b>7,968,779</b>	<b>8,946,310</b>	<b>7,409,997</b>	<b>6,163,272</b>
<b>Department Total</b>	<b>\$ 110,412,803</b>	<b>\$ 118,720,061</b>	<b>\$ 138,202,743</b>	<b>\$ 127,327,559</b>	<b>\$ 137,007,491</b>

Financial Summary by Area of Expense					
Division	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Proposed
<b>Administration</b>					
General Fund					
Personnel	\$ 1,303,841	\$ 649,077	\$ 697,795	\$ 641,889	\$ 721,928
Materials & Supplies	510	605	-	-	-
Services	17,411	18,301	14,617	15,210	18,686
<b>General Fund Subtotal</b>	<b>1,321,762</b>	<b>667,983</b>	<b>712,412</b>	<b>657,099</b>	<b>740,614</b>
SCMR Fund					
Personnel	3,002,236	3,684,827	4,232,156	4,453,926	5,566,601
Materials & Supplies	878	30,484	14,000	12,000	18,000
Services	225,490	1,359,294	695,060	1,408,248	1,228,122
Other	-	1,000	4,000	2,500	4,000
Capital	-	-	-	-	50,000
<b>SCMR Fund Subtotal</b>	<b>3,228,604</b>	<b>5,075,605</b>	<b>4,945,216</b>	<b>5,876,674</b>	<b>6,866,723</b>
Construction Inspection Fund					
Personnel	509,785	501,975	645,460	528,036	953,430
Materials & Supplies	200	1,900	5,000	3,000	10,000
Services	222	6,276	8,700	8,700	18,000
<b>Construction Inspection Fund Subtotal</b>	<b>510,207</b>	<b>510,151</b>	<b>659,160</b>	<b>539,736</b>	<b>981,430</b>
Private Constr. Inspect. Fund					
Personnel	70,182	82,825	100,615	87,338	94,129
Materials & Supplies	400	-	-	-	6,000
Services	925	-	-	-	12,500
<b>Private Constr. Inspect. Fund Subtotal</b>	<b>71,507</b>	<b>82,825</b>	<b>100,615</b>	<b>87,338</b>	<b>112,629</b>
Parking Meter Program Fund					
Personnel	-	704,023	770,166	-	-
Materials & Supplies	-	605	2,000	-	-
Services	-	9,258	13,000	1,144	-
<b>Parking Meter Program Fund Subtotal</b>	<b>-</b>	<b>713,887</b>	<b>785,166</b>	<b>1,144</b>	<b>-</b>
<b>Administration Subtotal</b>	<b>5,132,080</b>	<b>7,050,451</b>	<b>7,202,569</b>	<b>7,161,991</b>	<b>8,701,396</b>



## Financial Summary by Area of Expense (cont.)

Division	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Proposed
<b>Refuse Collection</b>					
General Fund					
Personnel	17,008,380	16,956,459	17,654,928	16,779,481	17,030,642
Materials & Supplies	153,367	142,870	161,900	148,801	163,400
Services	15,769,509	14,115,593	15,627,798	14,003,694	16,631,819
Other	70,194	70,277	52,000	92,000	52,000
Capital	-	-	10,000	85,698	10,000
Transfers	21,563	-	-	-	-
<b>General Fund Subtotal</b>	<b>33,023,011</b>	<b>31,285,199</b>	<b>33,506,626</b>	<b>31,109,674</b>	<b>33,887,861</b>
SCMR Fund					
Services	3,314,435	3,627,995	3,600,000	3,600,000	3,600,000
<b>SCMR Fund Subtotal</b>	<b>3,314,435</b>	<b>3,627,995</b>	<b>3,600,000</b>	<b>3,600,000</b>	<b>3,600,000</b>
<b>Refuse Collection Subtotal</b>	<b>36,337,446</b>	<b>34,913,194</b>	<b>37,106,626</b>	<b>34,709,674</b>	<b>37,487,861</b>
<b>Infrastructure Management</b>					
SCMR Fund					
Personnel	17,780,778	17,470,755	20,697,193	17,352,267	18,921,674
Materials & Supplies	487,186	644,728	1,308,000	1,181,327	1,393,000
Services	12,642,204	13,204,620	16,747,402	14,759,431	16,864,728
Other	86,234	63,218	90,000	69,650	90,000
Capital	739,450	3,927,852	1,200,000	928,726	1,100,000
<b>Infrastructure Management Subtotal</b>	<b>31,735,853</b>	<b>35,311,174</b>	<b>40,042,595</b>	<b>34,291,400</b>	<b>38,369,402</b>
<b>Design and Construction</b>					
SCMR Fund					
Personnel	4,531,209	4,816,275	5,322,596	5,022,782	4,673,475
Materials & Supplies	8,147	12,170	14,000	13,923	14,000
Services	868,277	1,162,073	1,502,392	1,480,350	1,873,367
Other	-	3,500	3,500	3,500	3,500
Capital	-	39,023	1,040,000	1,037,170	1,040,000
<b>SCMR Fund Subtotal</b>	<b>5,407,633</b>	<b>6,033,040</b>	<b>7,882,488</b>	<b>7,557,725</b>	<b>7,604,342</b>
Constr. Inspect. Fund					
Personnel	5,902,196	6,990,090	8,443,716	7,796,277	8,252,110
Materials & Supplies	56,461	63,988	138,346	137,197	142,100
Services	1,119,727	1,461,510	1,868,141	2,758,133	3,124,002
Other	2,000	3,800	6,860	6,800	42,000
Capital	51,938	747,439	728,000	721,674	350,000
<b>Constr. Inspect. Fund Subtotal</b>	<b>7,132,322</b>	<b>9,266,826</b>	<b>11,185,063</b>	<b>11,420,080</b>	<b>11,910,212</b>
Private Inspect. Fund					
Personnel	4,182,369	3,362,202	3,620,391	3,226,597	3,537,322
Materials & Supplies	33,885	37,414	59,292	59,292	60,900
Services	932,219	947,304	893,112	1,284,861	1,391,456
Other	2,000	9,662	2,940	2,940	18,000
Capital	122,140	-	312,000	307,860	150,000
<b>Private Inspect. Fund Subtotal</b>	<b>5,272,613</b>	<b>4,356,582</b>	<b>4,887,735</b>	<b>4,881,550</b>	<b>5,157,678</b>
<b>Design and Construction Subtotal</b>	<b>17,812,568</b>	<b>19,656,448</b>	<b>23,955,286</b>	<b>23,859,355</b>	<b>24,672,232</b>
<b>Parking Services</b>					
Parking Meter Program Fund					
Personnel	-	3,885,625	4,676,255	4,033,902	3,900,061
Materials & Supplies	-	52,994	130,000	53,681	94,500
Services	-	3,072,358	3,204,889	3,255,270	2,115,711
Other	-	36,200	50,000	66,000	53,000
Capital	-	210,210	100,000	-	-
<b>Parking Services Subtotal</b>	<b>-</b>	<b>7,257,387</b>	<b>8,161,144</b>	<b>7,408,853</b>	<b>6,163,272</b>
<b>Traffic Management</b>					
General Fund					
Materials & Supplies	91,719	-	-	-	-
Services	2,165,926	-	-	-	-
Other	17,915	-	-	-	-
<b>General Fund Subtotal</b>	<b>2,275,559</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
SCMR Fund					
Personnel	10,973,536	11,230,326	12,736,357	11,301,245	12,187,267
Materials & Supplies	343,144	353,727	2,240,400	2,189,607	2,289,200
Services	1,738,965	2,362,532	2,473,766	2,269,638	2,652,861
Other	100,000	41,610	104,000	54,000	104,000
Capital	296,387	545,705	4,180,000	4,031,796	4,380,000
Transfers	-	-	-	50,000	-
<b>SCMR Fund Subtotal</b>	<b>13,452,031</b>	<b>14,533,901</b>	<b>21,734,523</b>	<b>19,896,286</b>	<b>21,613,328</b>
Parking Meter Program Fund					
Personnel	3,335,170	-	-	-	-
Services	332,096	(2,494)	-	-	-
<b>Parking Meter Program Fund Subtotal</b>	<b>3,667,266</b>	<b>(2,494)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Traffic Management Subtotal</b>	<b>19,394,856</b>	<b>14,531,407</b>	<b>21,734,523</b>	<b>19,896,286</b>	<b>21,613,328</b>
<b>Department Total</b>	<b>\$ 110,412,803</b>	<b>\$ 118,720,061</b>	<b>\$ 138,202,743</b>	<b>\$ 127,327,559</b>	<b>\$ 137,007,491</b>



Department Personnel Summary								
Fund	2018 Actual		2019 Actual		2020 Budgeted		2021 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
<b>General Fund</b>								
Administration	6	0	6	0	6	0	6	1
Refuse Collection	191	0	192	0	226	0	226	0
<b>SCMR Fund</b>								
Administration	30	2	28	3	35	0	50	1
Traffic Management	108	2	105	1	122	1	122	1
Infrastructure Management	185	1	175	1	222	1	210	1
Design & Construction	39	2	38	3	37	0	36	0
<b>Construction Inspection Fund</b>								
Administration	5	0	4	0	6	0	8	1
Design & Construction	52	23	52	22	71	23	71	19
<b>Private Inspection Fund</b>								
Administration	1	0	1	0	1	0	1	0
Design & Construction	35	12	34	2	30	10	31	8
<b>Parking Meter Program Fund</b>								
Administration	0	0	7	0	6	0	0	0
Parking Services	42	0	45	1	51	0	51	0
Traffic Management	6	0	0	0	0	0	0	0
<b>Total</b>	<b>700</b>	<b>42</b>	<b>687</b>	<b>33</b>	<b>813</b>	<b>35</b>	<b>812</b>	<b>32</b>

<b>Operating Budget by Program</b>				
<b>Program</b>	<b>2020 Budgeted</b>	<b>2020 FTEs</b>	<b>2021 Proposed</b>	<b>2021 FTEs</b>
Public Service Administration	\$ 27,449,111	55	\$ 17,312,650	54
Fiscal	2,410,974	21	2,208,462	21
Human Resources	1,269,993	13	1,265,937	13
Internal Services	24,401,751	0	24,887,874	0
Construction Management	11,177,601	98	15,077,391	98
Facility Maintenance	1,437,251	8	1,521,098	8
Street Maintenance	9,266,034	78	9,092,168	76
Right-Of-Way Permits	2,074,153	19	855,245	7
Snow Removal/Street Sweeping	8,918,352	96	8,728,679	95
Cashiers	931,898	11	930,974	13
Parking Enforcement	1,791,415	22	1,578,190	22
Collections	365,021	4	339,980	4
Meter Repair	447,426	4	345,801	4
Non-Operating Revenue and Expense	50,000	0	-	0
300-Gallon Residential Collection	1,779,440	19	1,756,442	22
90-Gallon Residential Collection	4,508,133	84	5,832,577	85
Scheduled Bulk Collection	3,417,577	38	2,309,044	37
Litter Collection	420,997	5	339,137	4
Multi-Family Residential Collection	2,153,163	23	1,650,115	20
Residential Recycling	133,536	0	5,940,336	0
Container Management	826,527	11	616,296	9
Keep Columbus Beautiful	256,431	3	263,840	3
Solid Waste Inspection	1,778,409	21	1,977,456	24
Smart City Grant Program	1,275,991	9	795,067	4
Planning & Engineering	14,997,867	92	15,594,141	100
Asset Management	-	0	1,401,036	12
Traffic Maintenance	14,081,827	73	13,712,407	71
GIS	581,865	6	675,148	6
<b>Department Total</b>	<b>\$ 138,202,743</b>	<b>813</b>	<b>\$ 137,007,491</b>	<b>812</b>

For additional financial information related to the Department of Public Service, please refer to the Internal Service and Special Revenue Funds section.



# 2021 PROGRAM GUIDE

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## **PUBLIC SERVICE ADMINISTRATION**

To provide leadership, administrative and operational management, and supervisory and clerical support for department divisions.

## **FISCAL**

To provide fiscal and budgetary support for the divisions for both capital and operational needs within the department.

## **HUMAN RESOURCES**

To provide divisional support with regard to personnel management for the department.

## **INTERNAL SERVICES**

To account for the internal service charges of the department necessary to maintain operations.

## **CONSTRUCTION MANAGEMENT**

To administer the construction of public-private partnerships, private development, and public infrastructure projects, perform construction inspection services, including the inspection of various utility relocations within the right-of-way associated with construction projects and private utility companies.

## **FACILITY MAINTENANCE**

To provide building maintenance for non-general fund plant assets.

## **STREET MAINTENANCE**

To provide efficient street maintenance services within the City of Columbus' right-of-way for the purpose of maintaining a safe and efficient transportation system and improving neighborhood livability and safety.

## **RIGHT-OF-WAY PERMITS**

To coordinate the additional right-of-way land acquisition for construction projects, review CIP and Private/Public Projects, review utility relocation plans, and coordinate with utility providers on the relocation of utilities.

**SNOW REMOVAL/STREET SWEEPING**

To remove snow, ice, and debris from the city's roadway infrastructure and improve neighborhood livability and safety.

**CASHIERS**

To provide in-person cashiering services at the Parking Services Center with parking ticket payments, towing and associated fees, residential permit payments, and answer questions in person and via phone.

**PARKING ENFORCEMENT**

To provide parking enforcement in nine enforcement zones throughout the City of Columbus.

**COLLECTIONS**

To provide single and multi-space meter collections utilizing thirty routes throughout the City of Columbus.

**METER REPAIR**

To provide single and multi-space meter repair to over 4,500 mechanisms and terminals throughout the City of Columbus.

**NON-OPERATING REVENUE AND EXPENSE**

To provide accounting for non-operational revenue and expenses in the Division of Parking Services, critical for separation from current and future parking benefit districts.

**300-GALLON RESIDENTIAL COLLECTION**

To provide weekly refuse collection service to 300-gallon customers, primarily single-family homes.

**90-GALLON RESIDENTIAL COLLECTION PROGRAM**

To provide weekly refuse collection service to 90-gallon customers, primarily single-family residences.

**SCHEDULED BULK COLLECTION PROGRAM**

To provide the collection of large household items, excluding construction and demolition debris.

**LITTER COLLECTION**

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.

**MULTI-FAMILY RESIDENTIAL COLLECTION**

To provide weekly refuse collection service to large apartment and condominium complexes having dumpster or compactor service.

**RESIDENTIAL RECYCLING**

To provide bi-weekly residential recycling services to residents of the City of Columbus.

**CONTAINER MANAGEMENT**

To provide and maintain 64-gallon, 90-gallon, 300-gallon refuse containers and 64-gallon recycling containers for the residents of the City of Columbus in order to maintain a clean and efficient system of collection.

**KEEP COLUMBUS BEAUTIFUL**

To provide leadership, guidance, education, assistance and materials to citizens of Columbus to end littering and improve neighborhoods.

**SOLID WASTE INSPECTORS**

To investigate, remedy, and assist police to prosecute illegal dumping and other refuse related violations within the City of Columbus.

**SMART CITY GRANT PROGRAM**

To provide for leadership, administrative, and program management within the citywide Smart Cities Initiative.

**PLANNING & ENGINEERING**

To develop quality construction plans, manage design contracts, perform construction inspection services, and enable the divisions to build and maintain a safe and efficient transportation system for pedestrians, bicyclists, and vehicular traffic and improve neighborhood livability and safety.

**ASSET MANAGEMENT**

To process and issue Right of Way Permits, including special hauling. To develop and deliver state of the art GIS, geospatial technology services, and data analytics within the Department of Public Service in support of Infrastructure Asset Management Investments.

**TRAFFIC MAINTENANCE**

To provide efficient traffic maintenance services within the City of Columbus' right-of-way for the purpose of maintaining a safe and efficient transportation system and improving neighborhood livability and safety.

**GIS**

To prevent damages to underground facilities via 811 (Ohio Utilities Protection Service) excavation ticket submissions and properly marking facilities above ground per OUPS legislation and best practices.



## Department Description

The Department of Public Utilities (DPU) 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 25 suburban communities, as well as those unincorporated areas of Franklin County. DPU provides safe and reliable drinking water within the City of Columbus and 22 suburban communities.

The Department of Public Utilities manages stormwater within the city to mitigate flooding and water quality impacts, educates the public on watershed stewardship and water conservation, and regulates industrial water pollution discharged to sewers. In addition, DPU supports fire suppression activities with reliable fire hydrants, provides and maintains more than 57,000 street lights, and offers dependable electrical power at a competitive price.

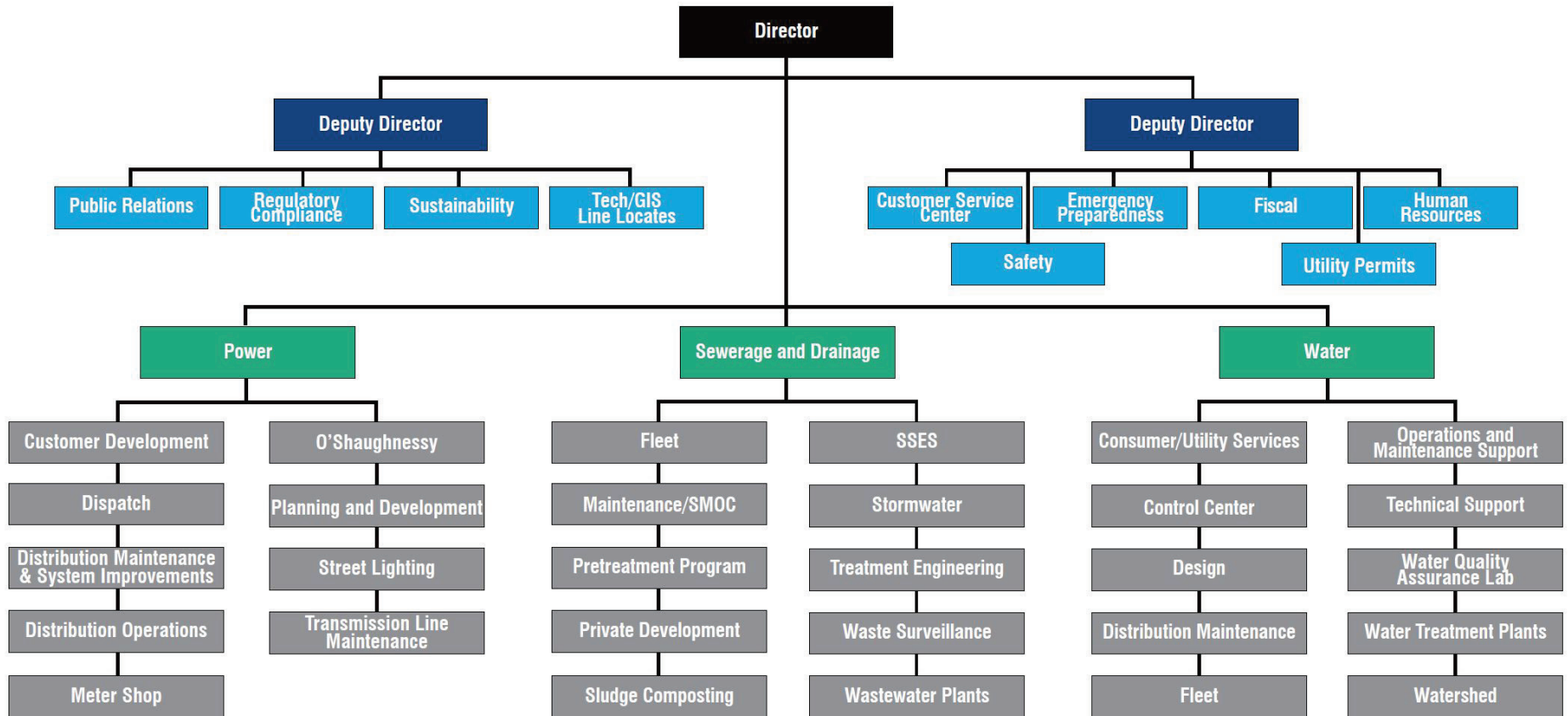
The department is comprised of the Director’s Office and four divisions. The **Director’s Office** provides overall direction for the department. Fiscal, human resources, public information, technology, regulatory compliance, emergency preparedness, and customer service are all coordinated by this office. The **Division of Water** oversees the treatment and distribution of drinking water through three water treatment plants. The division is responsible for infrastructure maintenance and improvements, water source protection programs, and water quality monitoring. The **Division of Power** is a full-service, publicly owned electrical utility that delivers power to industry and residential customers through its own distribution system. The division also serves the community by providing the city’s street light system. The **Division of Sanitary Sewerage and Drainage** manages wastewater collection and treatment at two treatment plants. The **Division of Stormwater** oversees stormwater collection systems.

### 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.

<b>Budget Summary</b>				
<b>Fund</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Proposed</b>
Water Operating Fund	186,838,315	188,248,402	216,186,025	224,590,447
Electricity Operating Fund	84,858,441	80,791,302	97,059,900	96,168,879
Sanitary Sewer Operating Fund	267,036,256	269,112,308	311,849,171	320,236,603
Storm Sewer Operating Fund	40,569,381	43,311,465	45,835,291	45,534,274
<b>Department Total</b>	<b>\$ 579,302,393</b>	<b>\$ 581,463,477</b>	<b>\$ 670,930,387</b>	<b>\$ 686,530,203</b>

# Public Utilities





## Strategic Priorities for 2021

### Neighborhoods

Implement Blueprint Columbus in neighborhoods to eliminate the source of sanitary sewer overflows and basement backups.

Install advanced meters for power and water customers in 2021, allowing customers to detect leaks sooner for the department and customers, help customers to monitor consumption levels, and allow for future monthly billing.

### Public Health

Design and construct projects that enhance security and provide redundancy, throughout our treatment, storage, and distribution systems in order to ensure a secure and safe drinking water supply.

Provide reliable back-up power sources to continue to provide water service in the event of a major power grid system outage.

### Economic Development and Affordable Housing

Continue capital improvements at all three drinking water plants, two wastewater treatment plants, and the associated water distribution and wastewater collection systems.

Monitor future needs to determine when to begin designing a fourth water treatment plant, for which land has already been acquired.

### Birth to Five and Education

Present the Children's Water Festival educational initiative with instruction about the importance of water and insight into future careers in the water industry.

### Diversity and Inclusion

Provide a greater voice for employees from all divisions and support offices, and continue to create opportunities for professional growth.

Emphasize our TEAM environment where: Together Everyone Achieves More.

Develop a workplace and atmosphere where diversity is welcomed and accepted, and in which the employees resemble and represent the great diversity of the Columbus community.

## Strategic Priorities for 2021 (cont.)

### Sustainable Columbus



Support the GreenSpot program and its 20,700 members in 2021 to inspire, educate, and recognize residents, businesses, community groups, and neighborhoods for committing to the conservation and protection of natural resources.

Participate in the Sustainable Columbus Climate Commitments Working Group, and help develop and implement the City's Climate Action Plan and Renewable Energy Procurement Plan.

Encourage recycling and reuse at DPU facilities, and host internal e-waste events to promote the safe disposal of difficult to recycle waste streams.

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## 2021 BUDGET NOTES

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### **DIRECTOR'S OFFICE**

The Sewer and Water Advisory Board (SWAB) will recommend to Columbus City Council increases to water of two percent, storm rates of one percent, and sanitary sewer rates of three percent, respectively for 2021. In addition:

- The 2021 Director's Office \$34.4 million budget is one percent higher than the 2020 budget.
- Increases include costs for Work Asset Management (WAM) implementation and purchases for consumable COVID-19 supplies.
- The 2021 budget provides \$22.2 million in personnel funding for 239 full-time and 8 part-time positions.

### **WATER**

The division's 2021 budget is 4.1 percent higher than in 2020. The division continues to focus on the implementation of its capital improvement program which increases the safety and capacity of the drinking water system. Debt service payments represent 47.8 percent of the water division's \$211.1 million budget. In addition:

- The 2021 budget includes \$43.7 million for personnel, providing funding for 468 full-time positions. These employees are responsible for the administration, distribution, maintenance, supply, and safety in order to provide the Columbus metropolitan area with clean and reliable drinking water.
- The 2021 budget includes almost \$1.35 million to cover the cost of the enhanced meter reading program.
- The 2021 budget includes additional funding for chemicals due to the increase in cost as well as the increase in water usage.

### **POWER**

The division's largest expense in the 2021 budget is for the purchase of generated electric power for resale. The budget includes \$54.4 million for this expense, or just over 57.8 percent of the total budget.

- The 2021 budget includes \$11.7 million for personnel for 110 full-time and 4 part-time positions.
- Included in the 2021 budget are resources to provide maintenance and energy to over 57,000 city streetlights.

### **SANITARY SEWERAGE AND DRAINAGE**

The division's 2021 budget is 2.8 percent higher than the 2020 budget. A significant portion of this budget is comprised of funds for 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 over 61 percent of the division's operating budget of \$305.3 million. In addition:

## Utilities

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- The 2021 budget includes \$44.5 million for personnel, providing funding for 472 full-time and 6 part-time positions. These employees are responsible for the administration, maintenance, safety, and operation of the city's wastewater treatment plants, a compost facility, and approximately 4,500 miles of sewer lines.
- Funding of \$1.9 million is included for the Project Dry Basement program. This program provides backflow prevention devices for single and two-family homes in Columbus that have experienced sewer backups during wet weather or blockages.
- Services are projected to be \$57.1 million and provide for various professional service contracts including, equipment rental, specialty maintenance services, organic waste processing, and biosolid removal.

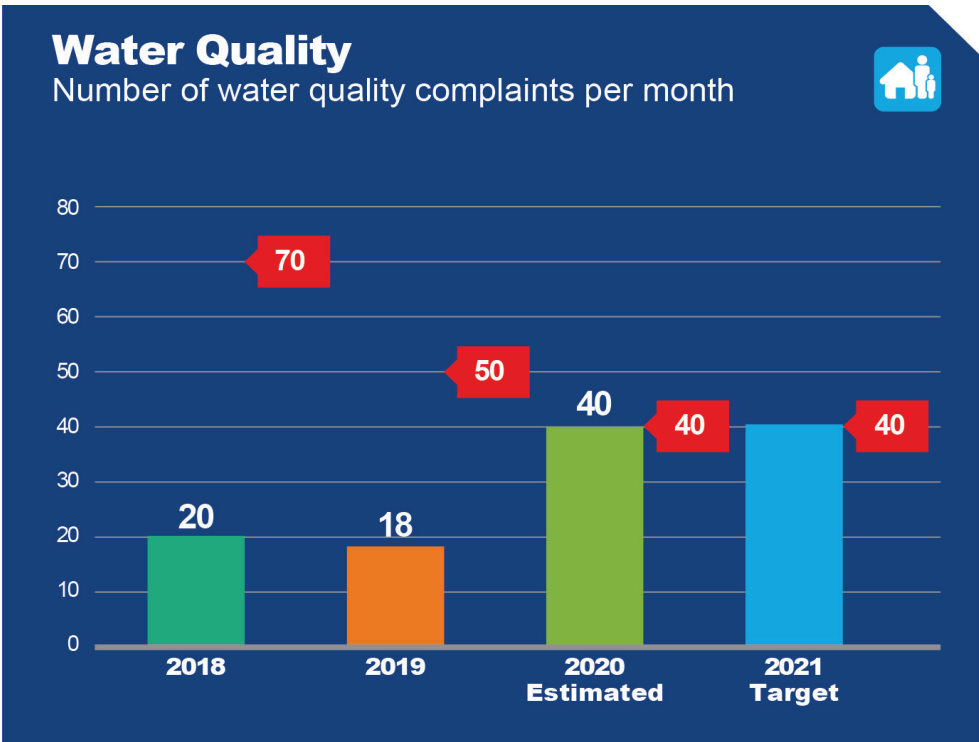
## STORMWATER

As with the other divisions of this department, a significant portion of the operating budget for the Stormwater Division is devoted to debt service payments. In 2021, debt service payments amount to \$14.6 million. In addition:

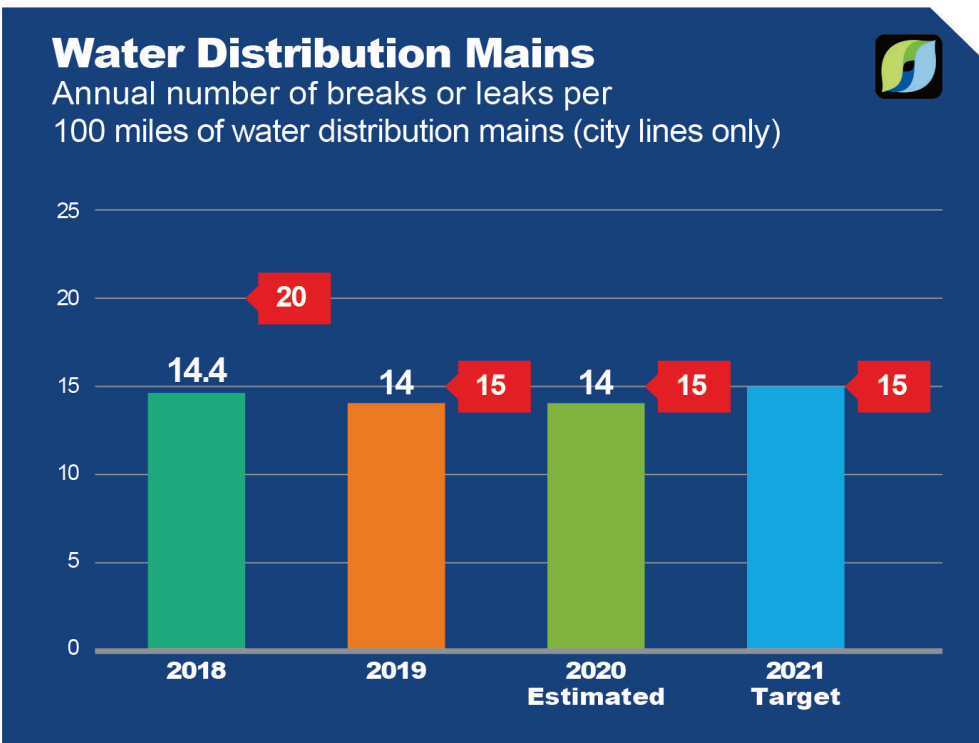
- The budget includes funding for 26 full-time and 2 part-time positions.



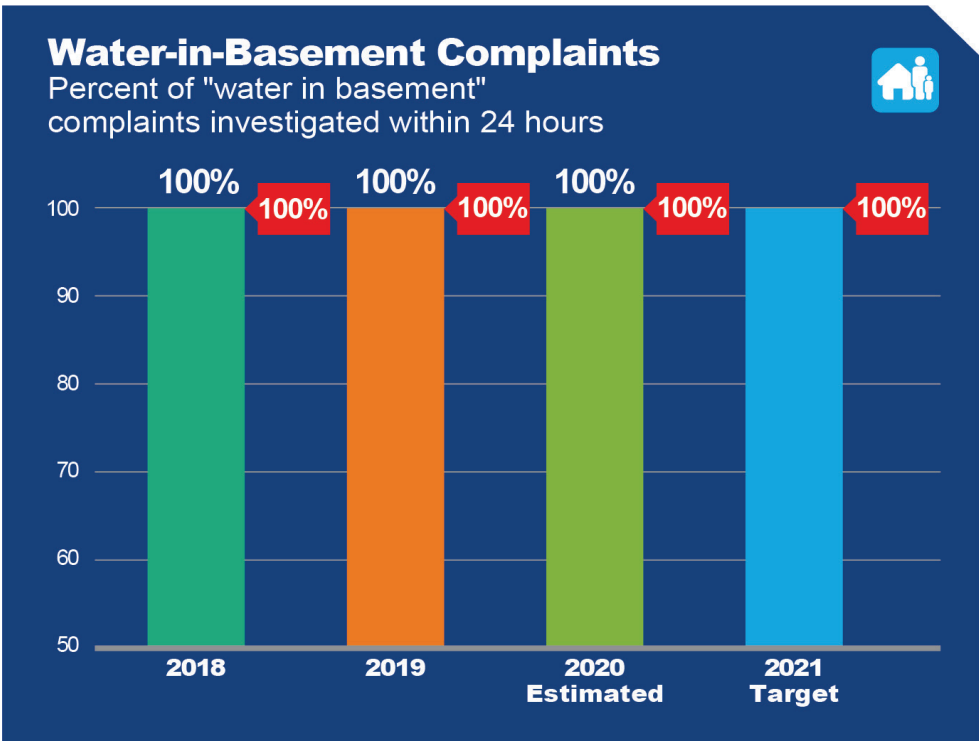
# PERFORMANCE MEASURES



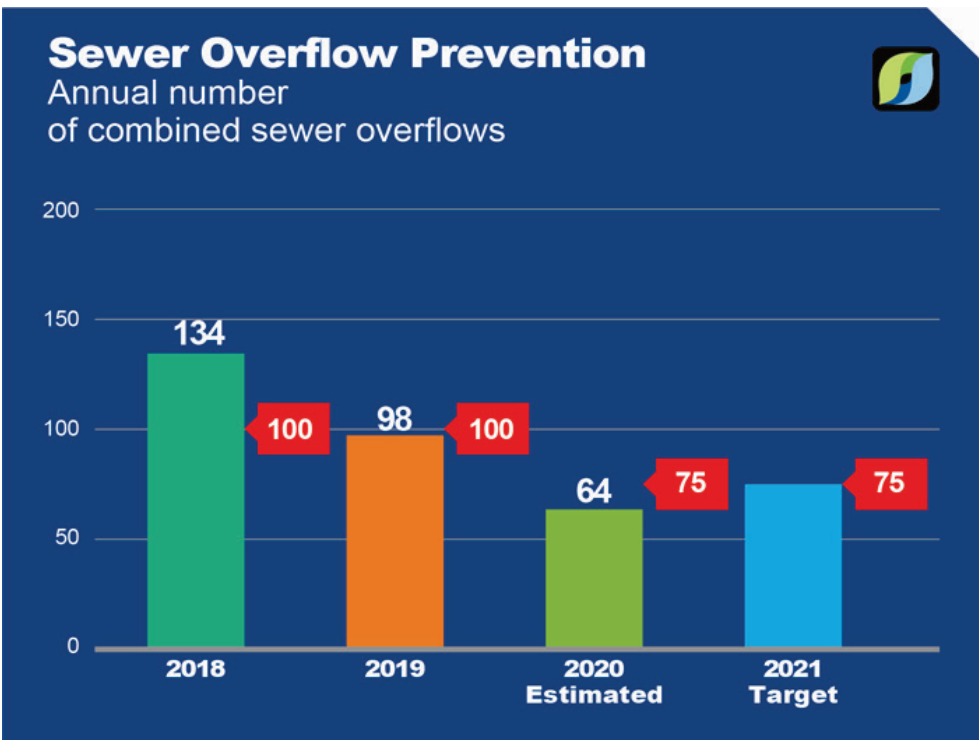
This measure reflects the monthly average number of water quality complaints received by the Division of Water. External conditions can cause the actual number of complaints to vary. In 2020, the target for this measure was reduced to 40 and will continue at 40 in 2021.



The number of water line breaks or leaks in the distribution system is consistently under 20 per 100 miles each year. The measure reflects city lines only and the target was reduced to 15 or fewer per 100 miles in 2019, and will continue for 2021.



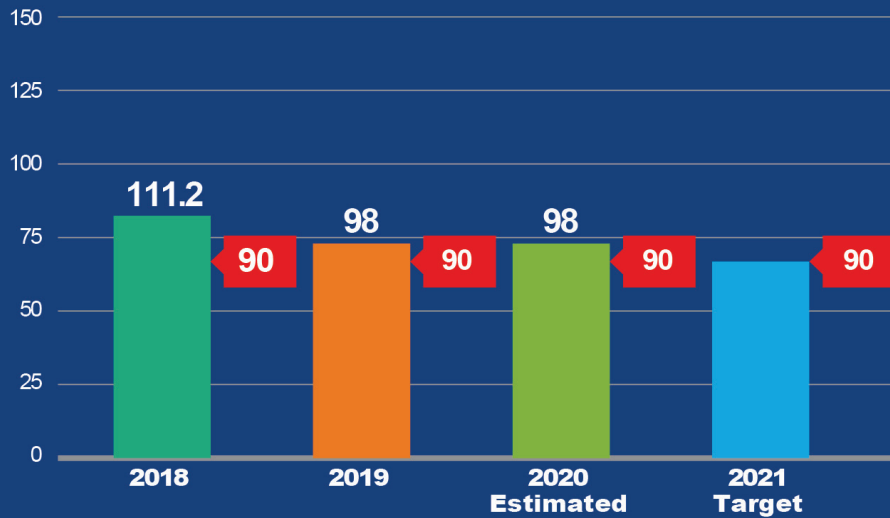
Water -in- basement complaints are expected to be investigated within 24 hours of being reported. In 2021, the Division of Sewerage and Drainage will maintain its high standard of 100 percent.



The Division of Sewerage and Drainage manages an extensive capital improvements program aimed at reducing combined sewer overflows (CSO). In 2021, the division plans to continue measures implemented to reduce CSO activations, thus the target for this measure is being maintained at 75 CSOs.

## Electric Power Outage Remediation

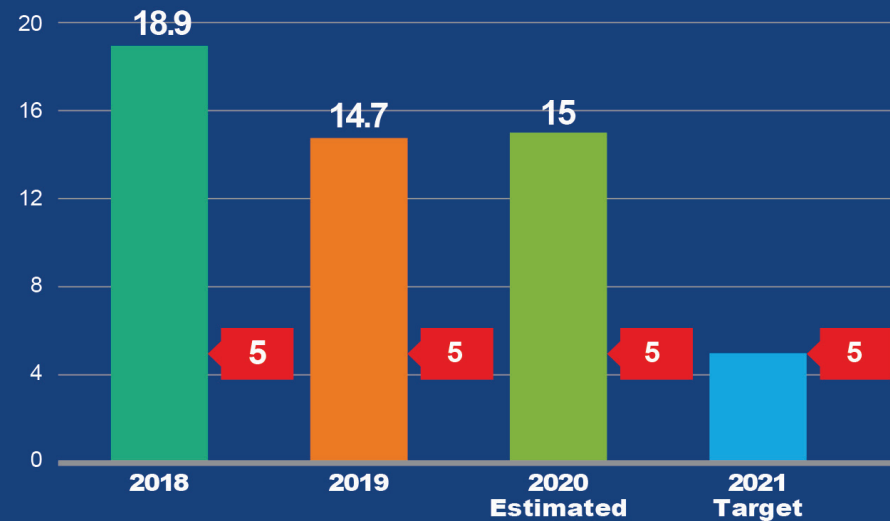
Average duration of electricity outage (minutes)



The Division of Power's aim is to minimize the length of time of any power outage. The target for this measure in 2021 is 90 minutes or less. The 2020 estimate reflects actual data for January 1-June 30, 2020.

## Streetlight Maintenance and Repair

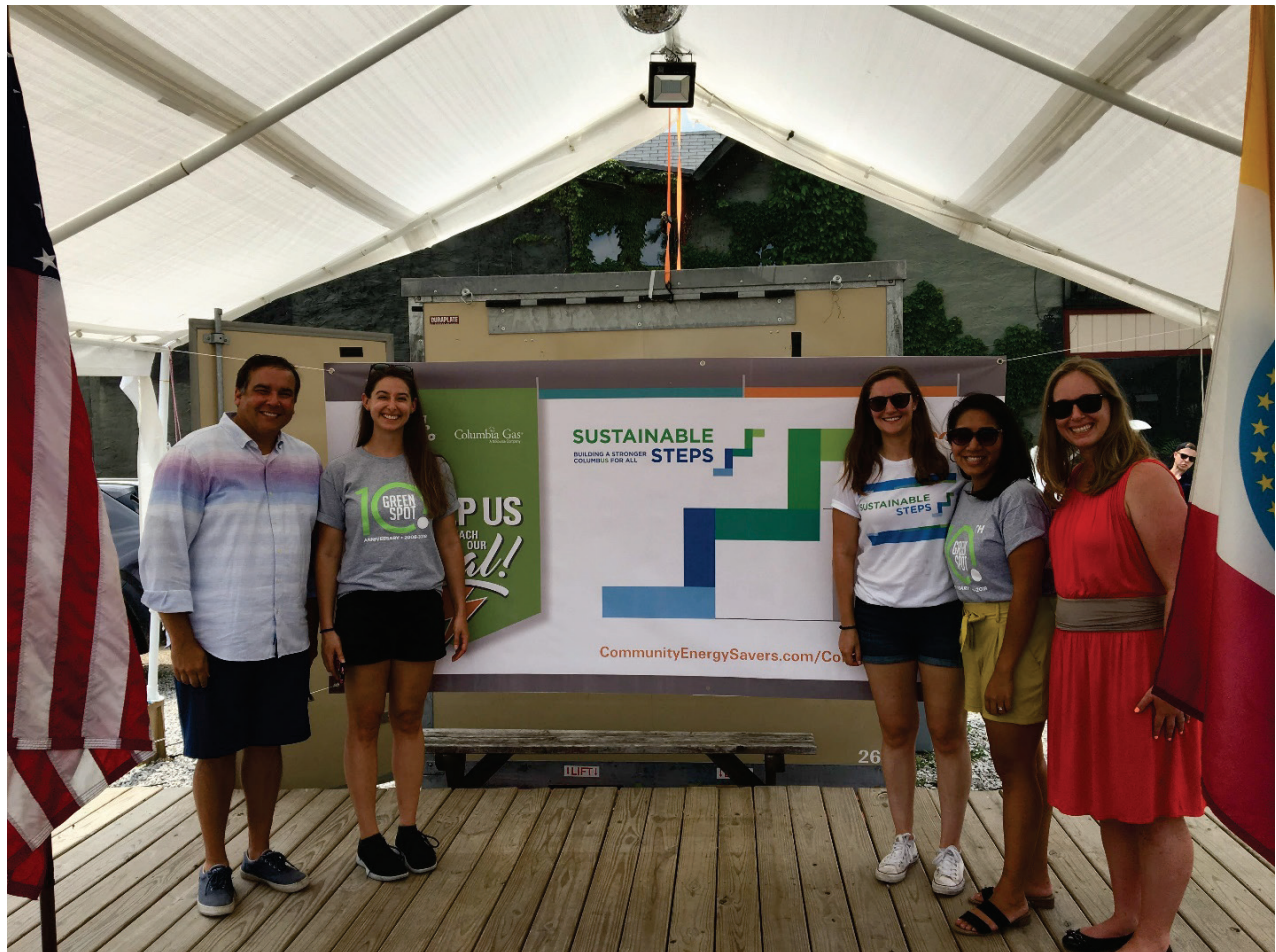
Response time for streetlight outage repair (days)



The Division of Power maintains an extensive street lighting system. This measure reflects the number of days to respond to a streetlight outage. In 2021, the division will continue to strive to meet the target maximum timeframe to address a streetlight issue in five days.

## Utilities

Financial Summary by Fund					
Fund	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Proposed
<b>Water Operating Fund</b>					
Director's Office	\$ 8,928,474	\$ 10,741,559	\$ 13,355,327	\$ 11,360,215	\$ 13,490,790
Water	177,909,841	177,506,843	202,830,698	181,587,344	211,099,657
<b>Water Fund Subtotal</b>	<b>186,838,315</b>	<b>188,248,402</b>	<b>216,186,025</b>	<b>192,947,559</b>	<b>224,590,447</b>
<b>Electricity Operating Fund</b>					
Director's Office	1,381,441	1,716,002	2,067,645	1,866,377	2,094,865
Power	83,477,000	79,075,300	94,992,255	89,331,111	94,074,014
<b>Electricity Fund Subtotal</b>	<b>84,858,441</b>	<b>80,791,302</b>	<b>97,059,900</b>	<b>91,197,488</b>	<b>96,168,879</b>
<b>Sanitary Sewer Operating Fund</b>					
Director's Office	10,184,891	12,303,740	14,743,545	12,761,118	14,954,527
Sanitary	256,851,365	256,808,568	297,105,626	273,140,779	305,282,076
<b>Sanitary Sewer Fund Subtotal</b>	<b>267,036,256</b>	<b>269,112,308</b>	<b>311,849,171</b>	<b>285,901,897</b>	<b>320,236,603</b>
<b>Storm Sewer Operating Fund</b>					
Director's Office	2,704,119	3,209,552	3,924,644	3,357,002	3,882,556
Storm	37,865,262	40,101,913	41,910,647	38,603,990	41,651,718
<b>Storm Sewer Fund Subtotal</b>	<b>40,569,381</b>	<b>43,311,465</b>	<b>45,835,291</b>	<b>41,960,992</b>	<b>45,534,274</b>
<b>Department Total</b>	<b>\$ 579,302,393</b>	<b>\$ 581,463,477</b>	<b>\$ 670,930,387</b>	<b>\$ 612,007,936</b>	<b>\$ 686,530,203</b>





<b>Financial Summary by Area of Expense</b>					
<b>Division</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2020 Projected</b>	<b>2021 Proposed</b>
<b>Directors Office</b>					
Water Operating Fund					
Personnel	\$ 7,305,111	\$ 8,063,080	\$ 9,389,722	\$ 7,945,467	\$ 8,659,039
Materials & Supplies	97,757	175,511	327,558	239,577	306,301
Services	1,515,367	2,428,864	3,635,913	3,173,037	4,524,092
Other	897	665	2,134	2,134	1,358
Capital	9,342	-	-	-	-
Transfers	-	73,440	-	-	-
<b>Water Operating Fund Subtotal</b>	<b>8,928,474</b>	<b>10,741,559</b>	<b>13,355,327</b>	<b>11,360,215</b>	<b>13,490,790</b>
Electricity Operating Fund					
Personnel	1,157,085	1,257,991	1,476,276	1,243,931	1,355,098
Materials & Supplies	15,454	21,007	17,148	21,916	24,586
Services	207,292	425,353	573,885	600,194	714,967
Other	141	105	336	336	214
Capital	1,469	-	-	-	-
Transfers	-	11,546	-	-	-
<b>Electricity Operating Fund Subtotal</b>	<b>1,381,441</b>	<b>1,716,002</b>	<b>2,067,645</b>	<b>1,866,377</b>	<b>2,094,865</b>
Sanitary Sewer Operating Fund					
Personnel	8,521,396	9,131,480	10,527,097	9,046,791	9,714,820
Materials & Supplies	109,611	155,475	137,525	156,647	175,231
Services	1,542,403	2,933,704	4,076,530	3,555,288	5,062,954
Other	1,006	745	2,393	2,392	1,522
Capital	10,474	-	-	-	-
Transfers	-	82,336	-	-	-
<b>Sanitary Sewer Operating Fund Subtotal</b>	<b>10,184,891</b>	<b>12,303,740</b>	<b>14,743,545</b>	<b>12,761,118</b>	<b>14,954,527</b>
Storm Sewer Operating Fund					
Personnel	2,193,478	2,399,398	2,807,257	2,371,092	2,485,999
Materials & Supplies	29,141	39,108	32,605	41,587	46,734
Services	478,439	748,891	1,084,144	943,685	1,349,417
Other	268	199	638	638	406
Capital	2,793	-	-	-	-
Transfers	-	21,956	-	-	-
<b>Storm Sewer Operating Fund Subtotal</b>	<b>2,704,119</b>	<b>3,209,552</b>	<b>3,924,644</b>	<b>3,357,002</b>	<b>3,882,556</b>
<b>Director's Office Subtotal</b>	<b>23,198,925</b>	<b>27,970,853</b>	<b>34,091,161</b>	<b>29,344,712</b>	<b>34,422,738</b>

<b>Financial Summary by Area of Expense, cont.</b>					
<b>Division</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2020 Projected</b>	<b>2021 Proposed</b>
<b>Water</b>					
Personnel	46,209,375	44,973,167	48,728,503	43,844,728	43,663,743
Materials & Supplies	17,735,996	18,470,634	19,801,970	20,048,334	20,265,220
Services	32,607,471	33,897,606	38,054,337	37,466,325	44,575,302
Principal	55,044,872	55,068,841	60,426,283	60,343,453	64,714,789
Other	669,026	23,080	91,000	13,939	56,000
Capital	1,110,294	1,084,492	2,059,000	2,059,000	1,743,770
Interest	24,532,806	23,989,023	33,669,605	17,811,565	36,080,833
Transfers	-	-	-	-	-
<b>Water Subtotal</b>	<b>177,909,841</b>	<b>177,506,843</b>	<b>202,830,698</b>	<b>181,587,344</b>	<b>211,099,657</b>
<b>Power</b>					
Personnel	10,338,536	10,455,132	12,642,916	10,534,308	11,744,796
Materials & Supplies	58,549,470	54,159,352	62,313,650	60,999,183	57,820,000
Services	9,999,864	9,858,606	15,005,532	14,134,467	17,389,968
Principal	984,000	418,271	553,271	553,271	888,271
Other	-	6,854	21,000	5,250	20,700
Capital	3,429,664	4,176,267	4,062,000	3,103,896	5,436,000
Interest	175,466	818	393,886	736	774,279
<b>Power Subtotal</b>	<b>83,477,000</b>	<b>79,075,300</b>	<b>94,992,255</b>	<b>89,331,111</b>	<b>94,074,014</b>
<b>Sanitary</b>					
Personnel	45,543,167	43,004,066	47,467,905	43,978,774	44,494,998
Materials & Supplies	7,194,613	9,001,555	12,467,311	12,691,055	12,614,427
Services	44,927,944	45,849,634	56,286,676	55,625,884	57,130,420
Principal	100,609,015	97,303,949	105,955,564	104,815,909	122,473,688
Other	130,263	254,728	165,800	935,521	158,800
Capital	2,789,329	4,552,769	4,761,500	3,668,646	1,656,620
Interest	38,040,021	35,284,442	46,912,895	28,337,015	50,456,398
Transfers	17,617,013	21,557,425	23,087,975	23,087,975	16,296,725
<b>Sanitary Subtotal</b>	<b>256,851,365</b>	<b>256,808,568</b>	<b>297,105,626</b>	<b>273,140,779</b>	<b>305,282,076</b>
<b>Storm</b>					
Personnel	1,844,017	2,367,978	2,818,224	2,433,252	2,590,216
Materials & Supplies	32,523	49,736	101,415	97,400	95,616
Services	21,693,830	22,696,939	24,368,458	24,187,061	24,382,057
Principal	10,493,700	10,549,000	10,113,010	10,055,137	9,980,195
Other	100,000	-	20,000	20,000	20,000
Capital	-	90,233	31,000	28,000	-
Interest	3,701,192	4,348,029	4,458,540	1,783,140	4,583,634
<b>Storm Subtotal</b>	<b>37,865,262</b>	<b>40,101,913</b>	<b>41,910,647</b>	<b>38,603,990</b>	<b>41,651,718</b>
<b>Department Total</b>	<b>\$ 579,302,393</b>	<b>\$ 581,463,477</b>	<b>\$ 670,930,387</b>	<b>\$ 612,007,936</b>	<b>\$ 686,530,203</b>

Department Personnel Summary								
	2018 Actual		2019 Actual		2020 Budget		2021 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
<b>Dept of Public Utilities</b>								
Director's Office	207	3	200	4	239	11	239	8
Water	426	8	413	6	468	45	468	17
Power	91	0	95	1	110	4	110	4
Sanitary	416	0	412	0	471	3	472	6
Storm	17	0	21	0	26	2	26	2
<b>Total</b>	<b>1,157</b>	<b>11</b>	<b>1,141</b>	<b>11</b>	<b>1,314</b>	<b>65</b>	<b>1,315</b>	<b>37</b>

Please note: In addition to the positions listed above in the 2019 column, funding was included for two positions in the Office of Diversity and Inclusion.

Operating Budget by Program					
Program	2020 Budget	2020 FTEs	2021 Proposed	2021 FTEs	
Utilities Administration	\$ 16,410,396	27	\$ 10,365,559	27	
Fiscal	7,189,143	39	4,872,319	37	
Human Resources	4,344,407	35	3,818,000	33	
Internal Services	93,564,934	0	95,826,714	0	
Regulatory Compliance	4,188,957	29	3,730,952	30	
Public Relations	570,103	4	533,165	4	
Sustainability	889,787	6	725,827	5	
Emergency Preparedness	1,225,148	11	1,129,887	10	
Septic Tank Elimination Program	160,000	0	160,000	0	
Customer Service	31,070,265	243	34,568,597	247	
Maintenance	23,879,604	176	20,286,773	165	
Engineering and Development	79,139,373	128	77,561,743	133	
Fleet Management	2,883,994	26	3,185,910	30	
Water Distribution	55,014,129	275	59,932,720	273	
Wastewater Treatment	42,536,878	215	39,343,712	225	
Stormwater Management	4,067,182	26	3,352,667	26	
Electricity Distribution	14,104,246	48	15,253,523	52	
Street Lighting	5,518,598	26	5,495,323	18	
COVID-19	-	0	138,000	0	
Debt Management	284,173,243	0	306,248,812	0	
<b>Department Total</b>	<b>\$ 670,930,387</b>	<b>1,314</b>	<b>\$ 686,530,203</b>	<b>1,315</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.



# 2021 PROGRAM GUIDE

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## **UTILITIES ADMINISTRATION**

To provide administrative support services for the Department of Public Utilities.

## **FISCAL**

To ensure the financial integrity of the department. Includes budgeting, auditing, accounting, procurement, and debt service.

## **HUMAN RESOURCES**

To ensure the effective and efficient management of human resources and safety for the department. Includes labor relations, payroll, benefits, training, selecting employees, classification management, compensation, organizational development, safety, and industrial hygiene.

## **INTERNAL SERVICES**

To account for the internal service charges of the department to maintain operations.

## **REGULATORY COMPLIANCE**

To ensure regulatory compliance and support to all divisions in the areas of environmental and other regulations.

## **PUBLIC RELATIONS**

To provide information to residents of the City of Columbus and contracting areas regarding the department's water, power, and sewerage and drainage systems.

## **SUSTAINABILITY**

To promote green infrastructure and conservation technologies in the department.

## **EMERGENCY PREPAREDNESS**

Coordinates all emergency preparedness activities for the department.

## **SEPTIC TANK ELIMINATION PROGRAM**

A partnership with Columbus Public Health to protect area water sources by eliminating onsite sewage treatment systems and connecting these properties to the city's sanitary sewer. The city offers a no-interest loan program to assist homeowners with associated expenses.

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**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.

**MAINTENANCE**

To provide general maintenance for the department and division facilities including upkeep of buildings, heating, cooling, and ventilation, lighting, parking lot maintenance, and grounds and green space maintenance.

**ENGINEERING AND DEVELOPMENT**

To provide engineering support and development to the department's capital program and to ensure project engineering plans and specifications are in proper form and accordance with all applicable rules and regulations.

**FLEET MANAGEMENT**

To provide assistance in all phases of fleet management for the department including coordination with the Fleet Division in the Department of Finance and Management, development and review of specifications, and assistance and execution of vehicle procurement related functions.

**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.

**WASTEWATER TREATMENT**

To promote the health and safety of residents of the Columbus Metropolitan Area through the effective treatment of wastewater.

**STORMWATER MANAGEMENT**

To provide effective stormwater collection services to the community within the corporate limits of Columbus.

**ELECTRICITY DISTRIBUTION**

To ensure that customers receive safe and reliable electric power and that neighborhoods receive modern street lighting.

**STREET LIGHTING**

To promote public safety through the design, construction, maintenance, and operation of an efficient and reliable street lighting system.

**COVID-19**

To account for the expenses necessary to address the COVID-19 pandemic.

**DEBT MANAGEMENT**

To service and track all required debt service obligations (principal and interest) per bond covenant requirements, policies, and procedures. Ensure debt from bonds and loans are used to finance the department's capital program, including those projects in all divisions.

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## Municipal Court Computer System Procurement and Maintenance Fund

The municipal court computer system procurement and maintenance fund provides the Franklin County Municipal Court with a dedicated funding source for computer hardware, software, training, and related expenses. Revenues to this fund are generated through various court fees.

### 2021 Cash Balance Statement

The municipal court computer fund is projected to begin 2021 with an unencumbered cash balance of \$1,708,895 and end the year with an available balance of \$983,777.

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 2021 is \$375,000. The expected revenue for the Clerk of Courts is \$1,100,000. In addition, a total of \$10,000 in cancellation of prior year encumbrances is assumed.

<b>2021 Municipal Court Computer Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2021)	\$ 1,708,895
Plus Estimated 2021 Receipts	1,475,000
Plus Estimated Encumbrance Cancellations	10,000
Total Estimated Available Resources	\$ 3,193,895
Less 2021 Recommended Operating Budget	(2,210,118)
Projected Available Balance (December 31, 2021)	<b>\$ 983,777</b>

## Street Construction Maintenance and Repair Fund



The street construction, maintenance, and repair (SCMR) fund is the main operating fund for street construction and maintenance projects throughout the City of Columbus. Currently, the fund collects revenue from a variety of fees, taxes, reimbursements, and charges for service.

### 2021 Cash Balance Statement

The street construction, maintenance, and repair fund is expected to begin 2021 with an unencumbered fund balance of \$20,734,637. Revenue for the SCMR fund is projected at \$67,250,000, and encumbrance cancellations of \$1

million are anticipated. Assuming expenditures of approximately \$78.1 million, the fund will end 2021 with a balance of \$10,930,842.

### 2021 Street Construction Maintenance and Repair Balance Summary

Unencumbered Cash Balance (January 1, 2021)	\$ 20,734,637
Plus Estimated 2021 Receipts	67,250,000
Plus Estimated Encumbrance Cancellations	1,000,000
Total Estimated Available Resources	<u>\$ 88,984,637</u>
Less 2021 Recommended Operating Budget	(78,053,795)
Projected Available Balance (December 31, 2021)	<u><u>\$ 10,930,842</u></u>





## 2021 Revenue Summary

<b>2021 Street Construction Maintenance and Repair Fund</b>				
<b>Revenue by Source and Year</b>				
<b>Historical and Projected</b>				
<b>Revenue Summary</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>
Motor Vehicle Fuel Tax	\$ 26,267,293	\$ 32,670,075	\$ 39,500,000	\$ 42,000,000
Motor Vehicle Licensing Fees	7,023,790	7,191,101	7,050,000	7,100,000
Snow/Street Cleaning	9,637,697	9,846,358	8,700,000	9,000,000
Capital Reimbursement	2,413,165	3,290,464	2,500,000	-
Franklin County Vehicle Tax	1,844,350	1,827,825	1,800,000	2,000,000
Franklin County Reimbursement	3,300,000	3,300,000	3,300,000	3,100,000
Permits	2,502,915	2,569,747	2,580,000	2,600,000
Damages/Contracts	684,509	712,494	500,000	650,000
Miscellaneous	1,100,045	1,388,018	2,050,000	800,000
Encumbrance Cancellations	1,665,852	1,493,720	1,300,000	1,000,000
Unencumbered Cash Balance	23,667,575	22,968,635	22,676,722	20,734,637
<b>Total Resources</b>	<b>\$ 80,107,191</b>	<b>\$ 87,258,437</b>	<b>\$ 91,956,722</b>	<b>\$ 88,984,637</b>
Percent Change		8.93%	5.38%	-3.23%

## Notes:

- The SCMR fund will not anticipate a capital reimbursement for the year 2021, due to funding a number of projects directly from the operating budget rather than the capital budget.

## 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 2021 and beyond are as follows:

- After the initial increase due to anticipated recovery from losses due to COVID-19, the projected annual growth for motor vehicle fuel tax revenues is two percent a year in 2022 and beyond.
- Motor vehicle license tax revenue is projected at two percent in 2022 and beyond.
- Permit fees are projected to grow by two percent in 2022 and beyond. This revenue includes building, engineering, right-of-way, and zoning permits.
- Snow and street cleaning will slightly increase by two percent in 2022 and each year thereafter. This revenue originates from snow and street cleaning operations performed by the Division of Infrastructure Management's Street Maintenance Section.
- Insurance cost projections include a two percent annual growth rate in 2021 and beyond.
- Pro rata charges represent 4.5 percent of revenue. It is assumed a two percent annual growth rate in technology and a one percent annual growth rate in fleet expenses will occur in 2022 and beyond.
- The ending fund balance is positive through 2023 and then negative in all years thereafter.

**Special Revenue Funds**

**STREET CONSTRUCTION MAINTAINENCE REPAIR FUND  
PRO FORMA OPERATING STATEMENT**

	<b>Actuals 2019</b>	<b>Estimated 2020</b>	<b>Proposed 2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
<b>Revenue</b>													
Gasoline Taxes	\$ 32,670,075	\$ 39,500,000	\$ 42,000,000	\$ 42,840,000	\$ 43,696,800	\$ 44,570,736	\$ 45,462,151	\$ 46,371,394	\$ 47,298,822	\$ 48,244,798	\$ 49,209,694	\$ 50,193,888	\$ 51,197,766
Motor Vehicle License Tax	7,191,101	7,050,000	7,100,000	7,242,000	7,386,840	7,534,577	7,685,268	7,838,974	7,995,753	8,155,668	8,318,782	8,485,157	8,654,860
Snow/Street Cleaning	9,846,358	8,700,000	9,000,000	9,180,000	9,363,600	9,550,872	9,741,889	9,936,727	10,135,462	10,338,171	10,544,934	10,755,833	10,970,950
Capital Reimbursement	3,290,464	2,500,000	-	-	-	-	-	-	-	-	-	-	-
County Vehicle Tax	1,827,825	1,800,000	2,000,000	2,040,000	2,080,800	2,122,416	2,164,864	2,208,162	2,252,325	2,297,371	2,343,319	2,390,185	2,437,989
Franklin County Reimbursement	3,300,000	3,300,000	3,100,000	3,162,000	3,225,240	3,289,745	3,355,540	3,422,650	3,491,103	3,560,926	3,632,144	3,704,787	3,778,883
Permits	2,569,747	2,580,000	2,600,000	2,652,000	2,705,040	2,759,141	2,814,324	2,870,610	2,928,022	2,986,583	3,046,314	3,107,241	3,169,385
Damages/Contracts	712,494	500,000	650,000	663,000	676,260	689,785	703,581	717,653	732,006	746,646	761,579	776,810	792,346
Miscellaneous	1,388,018	2,050,000	800,000	816,000	832,320	848,966	865,946	883,265	900,930	918,949	937,328	956,074	975,196
<b>Total Revenue</b>	<b>62,796,082</b>	<b>67,980,000</b>	<b>67,250,000</b>	<b>68,595,000</b>	<b>69,966,900</b>	<b>71,366,238</b>	<b>72,793,563</b>	<b>74,249,434</b>	<b>75,734,423</b>	<b>77,249,111</b>	<b>78,794,093</b>	<b>80,369,975</b>	<b>81,977,375</b>
<b>Beginning Fund Balance</b>													
Beginning Fund Balance	22,968,635	22,676,722	20,734,637	10,930,842	5,522,353	163,668	(5,142,657)	(10,393,992)	(15,587,636)	(20,720,810)	(25,790,661)	(30,794,252)	(35,728,570)
Encumbrance Cancellations	1,493,720	1,300,000	1,000,000	1,030,000	1,060,900	1,092,727	1,125,509	1,159,274	1,194,052	1,229,874	1,266,770	1,304,773	1,343,916
<b>Total Resources</b>	<b>87,258,437</b>	<b>91,956,722</b>	<b>88,984,637</b>	<b>80,555,842</b>	<b>76,550,153</b>	<b>72,622,633</b>	<b>68,776,415</b>	<b>65,014,716</b>	<b>61,340,839</b>	<b>57,758,175</b>	<b>54,270,203</b>	<b>50,880,496</b>	<b>47,592,721</b>
<b>Operating Expenses</b>													
Personnel	29,456,072	30,023,211	34,041,980	33,922,820	34,601,276	35,293,302	35,999,168	36,719,151	37,453,534	38,202,605	38,966,657	39,745,990	40,540,910
Insurance	7,746,109	7,073,989	7,307,037	7,453,178	7,602,241	7,754,286	7,909,372	8,067,559	8,228,910	8,393,489	8,561,358	8,732,586	8,907,237
27th Pay Period	-	1,033,020	-	-	-	-	-	-	-	-	-	-	-
Materials & Supplies	1,041,109	3,396,857	3,714,200	3,751,342	3,788,855	3,826,744	3,865,011	3,903,662	3,942,698	3,982,125	4,021,946	4,062,166	4,102,787
Services	11,713,836	11,125,886	14,312,284	14,598,530	14,890,500	15,188,310	15,492,076	15,801,918	16,117,956	16,440,316	16,769,122	17,104,504	17,446,594
Pro Rata	2,325,000	2,600,000	2,600,000	2,673,675	2,727,149	2,781,691	2,837,325	2,894,072	2,951,953	3,010,992	3,071,212	3,132,636	3,195,289
Technology	2,389,938	2,651,789	2,660,794	2,714,010	2,768,290	2,823,656	2,880,129	2,937,732	2,996,486	3,056,416	3,117,544	3,179,895	3,243,493
Fleet	5,001,425	6,806,078	6,250,000	6,312,500	6,375,625	6,439,381	6,503,775	6,568,813	6,634,501	6,700,846	6,767,854	6,835,533	6,903,888
311 Call Center Operations	286,382	383,913	396,000	403,920	411,998	420,238	428,643	437,216	445,960	454,880	463,977	473,257	482,722
Other	109,328	129,650	201,500	203,515	205,550	207,606	209,682	211,779	213,896	216,035	218,196	220,378	222,581
Capital Outlay	4,512,516	5,997,692	6,570,000	3,000,000	3,015,000	3,030,075	3,045,225	3,060,452	3,075,754	3,091,133	3,106,588	3,122,121	3,137,732
<b>Total Operating Expenses</b>	<b>64,581,715</b>	<b>71,222,085</b>	<b>78,053,795</b>	<b>75,033,489</b>	<b>76,386,485</b>	<b>77,765,290</b>	<b>79,170,407</b>	<b>80,602,352</b>	<b>82,061,650</b>	<b>83,548,835</b>	<b>85,064,455</b>	<b>86,609,066</b>	<b>88,183,236</b>
<b>Ending Fund Balance</b>													
Ending Fund Balance	\$ 22,676,722	\$ 20,734,637	\$ 10,930,842	\$ 5,522,353	\$ 163,668	\$ (5,142,657)	\$ (10,393,992)	\$ (15,587,636)	\$ (20,720,810)	\$ (25,790,661)	\$ (30,794,252)	\$ (35,728,570)	\$ (40,590,515)

# Health Special Revenue Fund

The 2021 Health Department budget allows for the continued provision of public health mandated services, as well as services that meet the Mayor’s priorities and those deemed essential by the Board of Health. Health’s special revenue fund receives funding from the city’s general fund each year to cover all budgeted operating expenses that cannot be supported solely by other revenue sources.



## 2021 Cash Balance Statement

The health special revenue fund is projected to begin and end 2021 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.

2021 Health Operating Fund Balance Summary	
Unencumbered Cash Balance (January 1, 2021)	\$ -
Plus Estimated 2021 Receipts	8,676,332
Plus General Fund Transfer	32,953,181
Plus Estimated Encumbrance Cancellations	100,000
<b>Total Estimated Available Resources</b>	<b>\$ 41,729,513</b>
Less 2021 Recommended Operating Budget	(41,729,513)
<b>Projected Available Balance (December 31, 2021)</b>	<b>\$ -</b>



## 2021 Revenue Summary

<b>2021 Health Operating Fund</b>				
<b>Revenue by Source and Year</b>				
<b>Historical and Projected</b>				
<b>Revenue Summary</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>Revenue Summary</b>	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>
General Fund Transfer	\$ 23,095,550	\$ 24,597,885	\$ 17,058,263	\$ 32,953,181
Licenses and Permit Fees	3,454,723	3,570,961	3,451,773	3,328,749
Home Health Inspections	230	150	-	500
Vital Statistics	1,316,125	1,321,939	1,229,928	1,338,428
Employee Assistance Program	431,810	438,060	489,050	502,000
Misc. Charges for Services	3,233,328	3,318,589	2,906,226	3,376,655
Misc. Revenues and Refunds	634,096	1,168,691	1,239,957	130,000
Encumbrance Cancellations	235,476	170,687	100,000	100,000
Unencumbered Cash Balance	399,474	461,696	608,627	-
<b>Total Resources</b>	<b>\$ 32,800,812</b>	<b>\$ 35,048,658</b>	<b>\$ 27,083,824</b>	<b>\$ 41,729,513</b>
Percent Change		6.85%	-22.73%	54.08%

**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. In 2021, the general fund subsidy totals \$32,953,181 and represents approximately 79 percent of the department's operating revenues. This subsidy is higher than the past three years and represents an increase of 93 percent over the estimated subsidy in 2020, due to a reduction of 2020 available resources in the general fund related to the COVID-19 pandemic. The department's focus shifted entirely to coronavirus aid and was able to subsidize its operations with state and federal COVID-19 relief funding.
- Other revenues include Medicare administrative claims reimbursements, license and permit fees, charges for services, birth and death certificate fees, and various program fees. Total revenue projections are derived based on historical data and current trends, and have decreased slightly in the past year. Revenues in 2021, excluding the general fund subsidy and encumbrance cancellations, are projected to be \$8,676,332, a decrease of \$349,302 or 3.9 percent less than budgeted 2020 revenues of \$9,025,634. This decrease is attributed to a reduction in projected food license fee revenues.

## Recreation and Parks Operation and Extension Fund



The recreation and parks operation and extension fund is the primary operating fund supporting the department's activities. The largest revenue source for the fund is the annual transfer from the general fund.

### 2021 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 2021, total available resources include departmental revenue, a general fund transfer subsidy, and encumbrance cancellations. These resources are used to cover the Recreation and Parks Department's operating expenditures.

<b>2021 Recreation and Parks Operation and Extension Fund Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2021)	\$ -
Plus Estimated 2021 Receipts	10,344,500
Plus General Fund Transfer	42,562,142
Plus Estimated Encumbrance Cancellations	550,000
<b>Total Estimated Available Resources</b>	<b>\$ 53,456,642</b>
Less 2021 Recommended Operating Budget	(53,456,642)
<b>Projected Available Balance (December 31, 2021)</b>	<b>\$ -</b>



## 2021 Revenue Summary

<b>2021 Recreation and Parks Operation and Extension Fund</b>				
<b>Revenue by Source and Year</b>				
<b>Historical and Projected</b>				
<b>Revenue Summary</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>
Adult Sports	\$ 2,442,508	2,646,249	\$ 1,534,056	\$ 2,075,000
Aquatics	209,828	274,326	94,087	220,000
Recreation Centers	847,199	909,522	498,200	690,000
Youth Sports	210,198	203,387	82,969	160,000
Senior Citizen Centers	2,744	4,278	4,286	3,500
Miscellaneous Revenue	923,782	1,163,813	716,174	30,000
Permits Facilities and Docks	1,016,462	1,039,844	689,194	710,000
Special Activities Permits	205,057	197,179	15,246	160,000
CIP Reimbursement	1,101,608	1,072,534	1,076,051	1,100,000
Rent	64,694	66,276	53,584	60,000
Refunds	23,163	10,552	9,051	6,000
Golf	3,742,089	4,086,812	3,769,232	3,900,000
Therapeutic Recreation	48,558	53,190	29,471	40,000
Summer Camps	304,940	360,982	113,661	265,000
Cultural Arts	326,911	360,793	147,219	300,000
Fitness	43,277	37,399	16,841	30,000
Tennis	19,914	28,119	3,600	20,000
Capital Kids	8,406	74	-	-
Play Grant Reimbursement	76,252	75,408	75,000	75,000
Recreation Center IDs	22,209	33,071	393	30,000
Boat Clubs	151,106	176,122	122,294	150,000
Activenet Transaction Fees	80,540	91,911	54,476	70,000
Outdoor Education	288,190	295,854	225,297	250,000
COVID-19 Related Refunds	-	-	(1,019,490)	-
General Fund Transfer	41,162,178	40,366,310	39,921,871	42,562,142
Encumbrance Cancellations	745,452	1,091,108	720,257	550,000
Unencumbered Cash Balance	315,296	500,050	949,178	-
<b>Total Resources</b>	<b>\$ 54,382,561</b>	<b>55,145,163</b>	<b>\$ 49,902,198</b>	<b>\$ 53,456,642</b>
Percent Change		<b>1.40%</b>	<b>-9.51%</b>	<b>7.12%</b>

**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 2021 is \$42.6 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. Total revenues are expected to be \$10.3 million in 2021.
- Due to the COVID-19 pandemic and health emergency, program offerings were adversely impacted which had a direct effect on revenues in 2020. Revenue estimates for 2021 assume a return of most of that programming.

## Development Services Fund

The development services fund supports the operations of the Department of Building and Zoning Services, which separated from the Department of Development in 2010. The fund derives revenue from fees paid for construction permits, review of commercial and residential building plans, and construction inspections.

### 2021 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 2021 with an unencumbered cash balance of \$13,650,856. Revenue to the fund is projected at \$21,120,000 in 2021, providing the department with total estimated resources of approximately \$34.8 million. After expenses estimated at \$23 million, the fund is projected to end 2021 with an unencumbered cash balance of \$11,812,112.

<b>2021 Development Services Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2021)	\$ 13,650,856
Plus Estimated 2021 Receipts	21,120,000
Plus Estimated Encumbrance Cancellations	50,000
Total Estimated Available Resources	<u>\$ 34,820,856</u>
Less 2021 Recommended Operating Budget	(23,008,744)
Projected Available Balance (December 31, 2021)	<u><u>\$ 11,812,112</u></u>



## 2021 Revenue Summary

<b>2021 Development Services Fund</b>				
<b>Revenue by Source and Year</b>				
<b>Historical and Projected</b>				
<b>Revenue Summary</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>
Residential Construction	\$ 3,289,873	\$ 3,479,115	\$ 3,571,443	\$ 3,571,443
Commercial Construction	11,183,993	13,335,466	10,918,409	10,918,409
Zoning	2,165,492	2,820,890	2,346,948	2,346,948
License/Registration	1,773,885	1,836,990	1,836,742	1,836,742
Other	2,488,790	2,694,508	2,735,228	2,446,458
Encumbrance Cancellations	274,643	137,552	165,000	50,000
Unencumbered Cash Balance	13,175,327	13,900,724	15,758,567	13,650,856
<b>Total Resources</b>	<b>\$ 34,352,003</b>	<b>\$ 38,205,245</b>	<b>\$ 37,332,337</b>	<b>\$ 34,820,856</b>
Percent Change		11.22%	-2.28%	-6.73%

**Note:**

- The department expects revenue streams to remain relatively flat in 2021 in comparison to 2020 projections due to the impact of the COVID-19 pandemic on the construction and development industry. Revenues in 2020 were budgeted to be approximately \$2.3 million higher than the current estimates reflected above for the same reason.

## 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 2021 and beyond are as follows:

- Revenue is estimated to increase by 0 percent in 2021; 5 percent in 2022 and 2023; 10 percent in 2024; and 1 percent in all other years. These assessments are performed every five years and include a thorough analysis of all fees, which are adjusted accordingly.
- Personnel and insurance costs are projected to grow by two percent annually starting in 2021 and beyond.
- Pro rata fees represent 4.5 percent of the revenue generated in the fund.



DEVELOPMENT SERVICES FUND												
PRO FORMA OPERATING STATEMENT												
	Actual 2019	Estimated 2020	Proposed 2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>REVENUE SOURCE</b>												
Residential Construction	\$ 3,479,115	\$ 3,571,443	\$ 3,571,443	\$ 3,750,015	\$ 3,937,516	\$ 4,331,267	\$ 4,374,580	\$ 4,418,326	\$ 4,462,509	\$ 4,507,134	\$ 4,552,206	\$ 4,597,728
Commercial Construction	13,335,466	10,918,409	10,918,409	11,464,329	12,037,546	13,241,301	13,373,714	13,507,451	13,642,525	13,778,950	13,916,740	14,055,907
Zoning	2,820,890	2,346,948	2,346,948	2,464,295	2,587,510	2,846,261	2,874,724	2,903,471	2,932,506	2,961,831	2,991,449	3,021,364
License/registration	1,836,990	1,836,742	1,836,742	1,928,579	2,025,008	2,227,509	2,249,784	2,272,282	2,295,005	2,317,955	2,341,134	2,364,546
All Other	2,694,508	2,446,458	2,446,458	2,568,781	2,697,220	2,966,942	2,996,611	3,026,577	3,056,843	3,087,412	3,118,286	3,149,469
Insurance Refund	-	288,770	-	-	-	-	-	-	-	-	-	-
<b>TOTAL REVENUE</b>	<b>24,166,969</b>	<b>21,408,770</b>	<b>21,120,000</b>	<b>22,176,000</b>	<b>23,284,800</b>	<b>25,613,280</b>	<b>25,869,413</b>	<b>26,128,107</b>	<b>26,389,388</b>	<b>26,653,282</b>	<b>26,919,815</b>	<b>27,189,013</b>
Beginning Unenc. Fund Balance	13,900,724	15,758,567	13,650,856	11,812,112	10,250,681	9,292,364	10,092,840	10,663,717	10,997,960	11,088,364	10,927,558	10,507,996
Encumbrance Cancellations	137,552	165,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
<b>TOTAL RESOURCES</b>	<b>38,205,245</b>	<b>37,332,337</b>	<b>34,820,856</b>	<b>34,038,112</b>	<b>33,585,481</b>	<b>34,955,644</b>	<b>36,012,252</b>	<b>36,841,824</b>	<b>37,437,348</b>	<b>37,791,646</b>	<b>37,897,372</b>	<b>37,747,009</b>
<b>EXPENDITURES</b>												
Operations & Maintenance:												
Personnel Services	14,450,282	14,969,955	14,833,788	15,130,464	15,433,073	15,741,734	16,056,569	16,377,701	16,705,255	17,039,360	17,380,147	17,727,750
Employee Insurance	3,178,222	3,092,762	2,658,549	2,711,720	2,765,954	2,821,273	2,877,699	2,935,253	2,993,958	3,053,837	3,114,914	3,177,212
27th Pay Period	-	589,066	-	-	-	-	-	-	-	-	-	-
Materials & Supplies	209,612	129,351	172,600	176,052	179,573	183,165	186,828	190,564	194,376	198,263	202,228	206,273
Services	1,175,809	1,371,321	1,423,090	1,451,552	1,480,583	1,510,194	1,540,398	1,571,206	1,602,630	1,634,683	1,667,377	1,700,724
Pro Rata	1,045,945	950,400	950,400	997,920	1,047,816	1,152,598	1,164,124	1,175,765	1,187,522	1,199,398	1,211,392	1,223,506
Technology	1,997,811	2,416,956	2,776,139	2,831,662	2,888,295	2,946,061	3,004,982	3,065,082	3,126,383	3,188,911	3,252,689	3,317,743
Fleet	77,615	101,170	120,678	123,092	125,553	128,064	130,626	133,238	135,903	138,621	141,394	144,221
Other	55,000	60,500	73,500	74,970	76,469	77,999	79,559	81,150	82,773	84,428	86,117	87,839
Capital Outlay	236,383	-	-	290,000	295,800	301,716	307,750	313,905	320,183	326,587	333,119	339,781
Transfers	20,000	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL OPERATIONS &amp; MAINTENANCE</b>	<b>22,446,679</b>	<b>23,681,481</b>	<b>23,008,744</b>	<b>23,787,431</b>	<b>24,293,117</b>	<b>24,862,805</b>	<b>25,348,535</b>	<b>25,843,864</b>	<b>26,348,984</b>	<b>26,864,088</b>	<b>27,389,376</b>	<b>27,925,050</b>
<b>DEBT SERVICE</b>												
PRINCIPAL	-	-	-	-	-	-	-	-	-	-	-	-
INTEREST	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL DEBT SERVICE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL EXPENSE</b>	<b>22,446,679</b>	<b>23,681,481</b>	<b>23,008,744</b>	<b>23,787,431</b>	<b>24,293,117</b>	<b>24,862,805</b>	<b>25,348,535</b>	<b>25,843,864</b>	<b>26,348,984</b>	<b>26,864,088</b>	<b>27,389,376</b>	<b>27,925,050</b>
<b>ENDING UNENCUMBERED FUND BAL.</b>	<b>\$ 15,758,567</b>	<b>\$ 13,650,856</b>	<b>\$ 11,812,112</b>	<b>\$ 10,250,681</b>	<b>\$ 9,292,364</b>	<b>\$ 10,092,840</b>	<b>\$ 10,663,717</b>	<b>\$ 10,997,960</b>	<b>\$ 11,088,364</b>	<b>\$ 10,927,558</b>	<b>\$ 10,507,996</b>	<b>\$ 9,821,959</b>

## Property Management – 1111 East Broad Street Fund

The east broad street operation fund is the largest subfund within the property management fund and is a dedicated funding source for revenue collected from tenants at 1111 E. Broad Street, also known as the Jerry Hammond Center. These funds are used to help offset operating expenses to maintain the facility. Current paying tenants include the Workforce Development Board (WFB), formerly Central Ohio Workforce Investment Corporation (COWIC), and the Department of Technology.

### 2021 Cash Balance Statement

Total revenue projections of \$1,571,033 reflect a general fund subsidy of \$682,001. The projected 2021 operating budget equals the estimate of available resources in this fund. As a result, a zero unencumbered cash balance is expected at year end. Over the past few years, the year-end fund balance has fluctuated based on changes in the Workforce Development Board's lease. As a result, the fund will be monitored and adjustments will be made throughout the year as necessary.

<b>2021 1111 East Broad Street Fund</b>		
<b>Balance Summary</b>		
Unencumbered Cash Balance (January 1, 2021)	\$	-
Plus Estimated 2021 Receipts		889,032
Plus Estimated General Fund Transfer		682,001
Plus Estimated Encumbrance Cancellations		-
Total Estimated Available Resources	\$	1,571,033
Less 2021 Recommended Operating Budget		(1,571,033)
Projected Available Balance (December 31, 2021)	<u>\$</u>	<u>-</u>

## Private Inspection Fund

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 generally associated with subdivision and commercial development.

### 2021 Cash Balance Statement

The private inspection fund and the construction inspection fund share employees within the Design & Construction Division based on the types of projects requiring inspection. The employees or their respective supervisors record their hours into the Department of Public Service billing system for a private, Ohio Department of Transportation (ODOT), or City of Columbus Capital Improvement Plan (CIP) project. These hours are then billed out to the respective owners on a bi-weekly basis.

The revenue estimates are historically based on the prior 12-month period of total billable hours per employee between private and public jobs. The hours are compiled by employee for the twelve month period by private, ODOT, or CIP projects due to different billing rates. Once the compilation of hours is complete, the revenue estimate is calculated using the hours worked times the appropriate billing rate for each project type, and then attributed to either the private inspection fund or the construction inspection fund. Revenues for the private inspection fund for 2021 are budgeted at \$5,157,739 and encumbrance cancellations of \$30,000 are expected. Public Service expects that by the end of 2021, the fund will have a remaining balance of \$1,739,651.

<b>2021 Private Inspection Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2021)	\$ 1,822,219
Plus Estimated 2021 Receipts	5,157,739
Plus Estimated Encumbrance Cancellations	30,000
Total Estimated Available Resources	\$ 7,009,958
Less 2021 Recommended Operating Budget	(5,270,307)
Projected Available Balance (December 31, 2021)	<b>\$ 1,739,651</b>

## Parking Meter Program Fund



The parking meter program fund was created in 2009 and revised in 2018. Effective January 1, 2019, all on-street parking revenues except parking citation revenue is deposited into the fund. In addition, at the recommendation of the Directors of Finance and Management and Public Service, additional on-street parking revenues may be deposited to the general fund. For 2021, \$700,000 will be deposited into the general fund in addition to all parking citation revenue. The parking meter program fund supports the Division of Parking Services, a division of the Department of Public Service that is responsible for the administration, enforcement, operations, and management of public parking in the City of Columbus. Separated into four different sections including the Business Office, Enforcement, Meter Operations, and Policies and Strategies, the division also sets policy and manages parking and access programs.

### 2021 Cash Balance Statement

Moneys in the parking meter program fund are available to pay for all expenses related to the city's on-street parking system including the replacement of parking meters, enforcement equipment, and associated staff payroll. The parking meter program fund will begin the year with an unencumbered cash balance estimate of negative \$217,625. It is important to note that the negative balance is due to encumbered moneys for service contracts that carry into 2021. Revenue for the fund is projected to reach \$6,868,000, and encumbrance cancellations should total \$50,000 by year's end. Accounting for these numbers, and a deposit of \$700,000 into the general fund, the parking meter program fund is projected to end 2021 with a negative fund balance of \$162,897.

<b>2021 Parking Meter Fund Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2021)	\$ (217,625)
Plus Estimated 2021 Receipts	6,868,000
Plus Estimated Encumbrance Cancellations	50,000
Total Estimated Available Resources	<u>\$ 6,700,375</u>
Less 2021 Recommended Operating Budget	(6,163,272)
Less 2021 Transfer	(700,000)
Projected Available Balance (December 31, 2021)	<u><u>\$ (162,897)</u></u>

## 2021 Revenue Summary

<b>2021 Parking Meter Program Fund</b>				
<b>Revenue by Source and Year</b>				
<b>Historical and Projected</b>				
<b>Revenue Summary</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>
Other Permits	\$ -	\$ 89,957	\$ 120,000	\$ 118,000
Investment Revenue	20,468	52,256	35,000	30,000
Parking Space Revenue	6,192,669	8,160,832	5,434,035	6,200,000
Residential Permits	-	430,307	420,000	420,000
Refunds	20,585	1,214	465	-
Miscellaneous Revenue	498,658	45,464	124,500	100,000
Encumbrance Cancellations	27,621	-	150,000	50,000
Unencumbered Cash Balance	1,754,256	1,497,121	1,608,372	(217,625)
<b>Total Resources</b>	<b>\$ 8,514,257</b>	<b>\$ 10,277,151</b>	<b>\$ 7,892,372</b>	<b>\$ 6,700,375</b>
Percent Change		20.71%	-23.20%	-15.10%

### Revenue Notes

In 2018, \$3,349,870 of revenues reported above were deposited in the general fund. As was mentioned in the cash balance statement, in 2019, 2020, and 2021 \$700,000 of revenues reported above will be deposited there. Additionally, in 2020, the parking meter program fund experienced a sharp decrease in parking space revenues due to the impact of the COVID-19 pandemic and related state of emergency declarations. While it is difficult to accurately predict how revenues will be impacted in 2021, the fund estimates a modest growth in parking space revenues.

### Parking Meter Program Fund Pro Forma Operating Statement

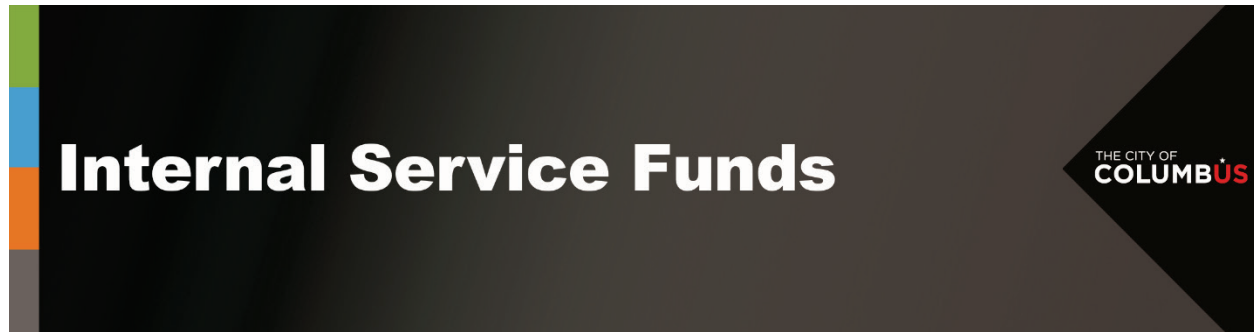
A ten-year pro forma operating statement is presented on the following page. It represents the fund's revenues and expenditures for that period, given certain assumptions, and is essential in providing a framework for future financial decisions. The major assumptions included in this pro forma for years 2021 and beyond are as follows:

- Parking meter revenue is projected to increase in 2021 as the economy begins to recover from the COVID-19 pandemic and parking resumes, though at rates still below what would be historically anticipated. It is likely that parking will increase to the pre-COVID levels within the next few years, this pro forma reflects more conservative estimates for planning purposes. All revenue is projected to grow at two percent annually, from 2022 forward.
- Expenses are projected to grow at a rate of two percent, across the board.
- Director's Office charges were moved to other funding sources in 2021 to mitigate some of the impact of the revenue reductions, and the department anticipates moving those back to this fund when it becomes solvent once again (though not reflected in the following pro forma).

## Special Revenue Funds

### PARKING METER PROGRAM FUND PRO FORMA OPERATING STATEMENT

	Actuals 2019	Estimated 2020	Proposed 2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Revenue</b>												
Other Permits	\$ 89,957	\$ 120,000	\$ 118,000	\$ 120,360	\$ 122,767	\$ 125,223	\$ 127,727	\$ 130,282	\$ 132,887	\$ 135,545	\$ 138,256	\$ 141,021
Investment Earnings	52,256	35,000	30,000	30,600	31,212	31,836	32,473	33,122	33,785	34,461	35,150	35,853
All Parking Space Revenues	8,160,832	5,434,035	6,200,000	6,324,000	6,450,480	6,579,490	6,711,079	6,845,301	6,982,207	7,121,851	7,264,288	7,409,574
Residential Permits	430,307	420,000	420,000	428,400	436,968	445,707	454,622	463,714	472,988	482,448	492,097	501,939
Refunds	1,214	465	-	-	-	-	-	-	-	-	-	-
Miscellaneous Revenue	45,464	124,500	100,000	102,000	104,040	106,121	108,243	110,408	112,616	114,869	117,166	119,509
General Fund Deposit	(700,000)	(700,000)	(700,000)	(700,000)	(700,000)	(700,000)	(700,000)	(700,000)	(700,000)	(700,000)	(700,000)	(700,000)
<b>Total Revenue</b>	<b>8,080,030</b>	<b>5,434,000</b>	<b>6,168,000</b>	<b>6,305,360</b>	<b>6,445,467</b>	<b>6,588,377</b>	<b>6,734,144</b>	<b>6,882,827</b>	<b>7,034,483</b>	<b>7,189,173</b>	<b>7,346,957</b>	<b>7,507,896</b>
Beginning Fund Balance	1,497,121	1,608,372	(217,625)	(162,897)	(94,074)	(10,875)	86,988	199,808	327,884	471,523	631,034	806,735
Encumbrance Cancellations	-	150,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
<b>Total Resources</b>	<b>9,577,151</b>	<b>7,192,372</b>	<b>6,000,375</b>	<b>6,192,463</b>	<b>6,401,393</b>	<b>6,627,501</b>	<b>6,871,132</b>	<b>7,132,635</b>	<b>7,412,368</b>	<b>7,710,696</b>	<b>8,027,990</b>	<b>8,364,631</b>
<b>Operating Expenses</b>												
Director's Office Division Charges	713,887	1,144	-	-	-	-	-	-	-	-	-	-
Personnel Services	2,919,975	3,033,812	3,125,251	3,187,756	3,251,511	3,316,541	3,382,872	3,450,530	3,519,540	3,589,931	3,661,730	3,734,964
Health Insurance	965,650	889,102	774,810	790,306	806,112	822,235	838,679	855,453	872,562	890,013	907,813	925,970
27th Pay Period	-	110,988	-	-	-	-	-	-	-	-	-	-
Supplies & Materials	52,993	53,681	94,500	96,390	98,318	100,284	102,290	104,336	106,422	108,551	110,722	112,936
Contractual Services	2,822,865	3,255,270	2,115,711	2,158,025	2,201,186	2,245,209	2,290,114	2,335,916	2,382,634	2,430,287	2,478,893	2,528,470
Miscellaneous	283,200	66,000	53,000	54,060	55,141	56,244	57,369	58,516	59,687	60,880	62,098	63,340
Capital Spending	210,210	-	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>7,968,779</b>	<b>7,409,997</b>	<b>6,163,272</b>	<b>6,286,537</b>	<b>6,412,268</b>	<b>6,540,514</b>	<b>6,671,324</b>	<b>6,804,750</b>	<b>6,940,845</b>	<b>7,079,662</b>	<b>7,221,255</b>	<b>7,365,681</b>
<b>Ending Fund Balance</b>	<b>\$ 1,608,372</b>	<b>\$ (217,625)</b>	<b>\$ (162,897)</b>	<b>\$ (94,074)</b>	<b>\$ (10,875)</b>	<b>\$ 86,988</b>	<b>\$ 199,808</b>	<b>\$ 327,884</b>	<b>\$ 471,523</b>	<b>\$ 631,034</b>	<b>\$ 806,735</b>	<b>\$ 998,950</b>



## Employee Benefits Fund

The employee benefits fund was established in 1993 and represents funds intended for the administration of benefit programs for city employees, as well as funds for property and boiler insurance for city facilities. These operations are managed in the Human Resources Department and the Finance and Management Department, respectively.

### 2021 Cash Balance Statement

A portion of the Employee Benefits 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.

<b>2021 Employee Benefits Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2021)	\$ -
Plus Estimated 2021 Receipts	5,989,579
<b>Total Estimated Available Resources</b>	<b>\$ 5,989,579</b>
Less 2021 Recommended Operating Budget - Human Resources	(5,594,579)
Less 2021 Recommended Operating Budget - Finance	(395,000)
<b>Projected Available Balance (December 31, 2021)</b>	<b>\$ -</b>

#### 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 and include the payments for the property and boiler insurance for city facilities.
- The fund is expected to begin and end the year with a zero balance.
- Revenues and expenditures associated with the payment of employee health benefit claims are not represented in this section.

## Print and Mailroom Services Fund

The print and mail services fund was established in 2008 and is managed by the Finance and Management Department. The fund represents a consolidation of print and mail functions provided to all city departments. Operational costs associated with both the print center and mailroom are supported by billing user agencies. The fund provides an accounting of the city's print, resale, and copy center transactions as well as mailroom activity.

### 2021 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 2021 with an unencumbered cash balance of \$243,868 and end the year at \$268,868. Significant improvements in billing procedures, office space, and equipment have been implemented over the past several years, and the resulting benefits continue to be reflected in both operations. Overall, more departments are requesting print and mail services, rather than outsourcing service requests, thus creating more revenue.

<b>2021 Print and Mailroom Services Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2021)	\$ 243,868
Plus Estimated 2021 Print Services Receipts	647,410
Plus Estimated 2021 Mailroom Services Receipts	1,275,835
Plus Estimated Encumbrance Cancellations	25,000
Total Estimated Available Resources	\$ 2,192,113
Less 2021 Recommended Operating Budget - Print	(647,410)
Less 2021 Recommended Operating Budget - Mailroom	(1,275,835)
Projected Available Balance (December 31, 2021)	<b>\$ 268,868</b>

### 2021 Revenue Summary

<b>2021 Print and Mailroom Services Fund</b>				
<b>Revenue by Source and Year</b>				
<b>Historical and Projected</b>				
<b>Revenue Summary</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>
Print Services	\$ 626,608	\$ 569,461	\$ 571,663	\$ 647,410
Mailroom Services	1,228,383	1,187,539	1,016,825	1,275,835
Encumbrance Cancellations	78,048	37,047	-	25,000
Unencumbered Cash Balance	498,852	330,928	279,676	243,868
<b>Total Resources</b>	<b>\$ 2,431,891</b>	<b>\$ 2,124,975</b>	<b>\$ 1,868,164</b>	<b>\$ 2,192,113</b>
Percent Change		-12.62%	-12.09%	17.34%



## Land Acquisition Fund

The City Attorney's Real Estate Division is responsible for the acquisition of real property interests needed by city departments. Revenues to the land acquisition fund are comprised of charges to other city departments for these services, which often include title and appraisal preparation and review, legal document and instrument preparation and review, negotiations, and closings.

### 2021 Cash Balance Statement

The beginning year unencumbered cash balance in this fund is projected at \$417,482. The 2021 revenue estimate is equal to a projection of 3,120 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. With a proposed budget of \$1,190,281, the anticipated fund balance by year end is \$163,201.

<b>2021 Land Acquisition Fund Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2021)	\$ 417,482
Plus Estimated 2021 Receipts	936,000
Plus Estimated Encumbrance Cancellations	-
Total Estimated Available Resources	<u>\$ 1,353,482</u>
Less 2021 Recommended Operating Budget	(1,190,281)
Projected Available Balance (December 31, 2021)	<u><b>\$ 163,201</b></u>

## Technology Services Fund

The technology services fund is an internal service fund that supports the operations of the Department of Technology. The fund receives revenue from other city departments both directly, wherein the department pays certain technology costs on behalf of other departments and charges on a dollar-for-dollar basis, and indirectly, wherein the department charges departments based on their allocated utilization of technology services, such as application maintenance, email and messaging services, and project management.

### 2021 Cash Balance Statement

The technology services fund is managed by the Department of Technology and is projected to begin the year with an unencumbered cash balance of \$5,171,220 and end the year with \$471,219. Revenues to the fund consist of charges to other city divisions for technology services, utilizing a cost recovery 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 and Columbus City Schools, for services provided.

<b>2021 Technology Services Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2021)	\$ 5,171,220
Plus Estimated 2021 Receipts	52,694,298
Plus Estimated Encumbrance Cancellations	300,000
Less Billing True-up to Agencies	<u>(5,000,000)</u>
Total Estimated Available Resources	\$ 53,165,518
Less 2021 Recommended Operating Budget	(52,694,299)
Projected Available Balance (December 31, 2021)	<u><u>\$ 471,219</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 2020, the cost recovery model was updated to streamline and more accurately calculate the charges to city agencies for technology use and services. 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 page 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, insurance, supplies, maintenance, and capital expenses grow two percent annually in 2022 and beyond.
- 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 an approximate 26.4 percent increase in revenues in 2021 over 2020 projections, as necessary, to meet that goal. Revenues in each of the years thereafter are adjusted to maintain a positive balance in the fund.



Internal Service Funds

INFORMATION SERVICES DIVISION PRO FORMA OPERATING STATEMENT												
	Actual 2019	Estimated 2020	Proposed 2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>REVENUES BY SOURCE</b>												
Other Fund-Direct Charge	\$ 2,729,291	\$ 4,938,962	\$ 6,053,663	\$ 6,144,468	\$ 6,251,996	\$ 6,595,856	\$ 6,711,283	\$ 6,895,844	\$ 6,895,844	\$ 7,102,719	\$ 7,016,521	\$ 7,138,233
Other Fund-Indirect Charge	14,540,156	16,354,202	18,767,269	19,048,778	19,382,132	20,448,149	20,805,991	21,378,156	21,378,156	22,019,501	21,752,274	22,129,598
General Fund-Direct Charge	1,647,027	1,581,193	6,844,555	2,947,223	2,998,800	3,163,734	3,219,099	3,307,624	3,307,624	3,406,853	3,365,508	3,423,887
General Fund-Indirect Charge	16,276,180	18,072,403	20,979,468	21,294,160	21,666,808	22,858,482	23,258,506	23,898,115	23,898,115	24,615,058	24,316,332	24,738,133
Outside Source Revenue	1,174,383	732,846	49,343	50,083	50,960	53,762	54,703	56,208	56,208	57,894	57,191	58,183
<b>TOTAL REVENUE</b>	<b>36,367,037</b>	<b>41,679,604</b>	<b>52,694,298</b>	<b>49,484,712</b>	<b>50,350,695</b>	<b>53,119,983</b>	<b>54,049,583</b>	<b>55,535,946</b>	<b>55,535,946</b>	<b>57,202,025</b>	<b>56,507,825</b>	<b>57,488,035</b>
Encumbrance Cancellations	359,092	615,738	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Billing True-up to Agencies	-	-	(5,000,000)	-	-	-	-	-	-	-	-	-
Beginning Fund Balance	3,116,946	4,112,351	5,171,220	471,219	516,644	415,580	356,664	410,802	504,898	488,169	521,653	558,937
<b>TOTAL RESOURCES</b>	<b>39,843,075</b>	<b>46,407,693</b>	<b>53,165,518</b>	<b>50,255,931</b>	<b>51,167,339</b>	<b>53,835,563</b>	<b>54,706,247</b>	<b>56,246,748</b>	<b>56,340,844</b>	<b>57,990,194</b>	<b>57,329,478</b>	<b>58,346,972</b>
<b>EXPENDITURES</b>												
<b>Operating - Admin &amp; ISD</b>												
Personnel Services	15,901,211	16,982,212	18,196,614	18,560,546	18,931,757	19,310,392	19,696,600	20,090,532	20,090,532	20,492,343	20,492,343	20,902,190
27th pay period	-	654,235	-	-	-	-	-	-	-	-	-	-
Health Insurance	2,985,166	2,818,246	2,638,627	2,691,400	2,745,228	2,800,132	2,856,135	2,913,257	2,913,257	2,971,523	2,971,523	3,030,953
Materials & Supplies	1,120,315	1,489,734	1,321,804	1,348,240	1,375,205	1,402,709	1,430,763	1,459,378	1,459,378	1,488,566	1,488,566	1,518,337
Services	11,420,095	15,104,021	24,949,647	21,448,640	21,877,613	23,815,165	24,291,468	24,777,298	24,777,298	25,272,844	25,272,844	25,778,300
Fleet	11,763	16,444	19,615	20,007	20,407	20,816	21,232	21,657	21,657	22,090	22,090	22,531
Other	716	1,200	1,000	1,020	1,040	1,061	1,082	1,104	1,104	1,126	1,126	1,149
Capital Outlay	23,084	69,054	151,000	154,020	157,100	160,242	163,447	166,716	166,716	170,051	170,051	173,452
<b>Total Operating Expenses</b>	<b>31,462,350</b>	<b>37,135,146</b>	<b>47,278,307</b>	<b>44,223,873</b>	<b>45,108,351</b>	<b>47,510,518</b>	<b>48,460,728</b>	<b>49,429,943</b>	<b>49,429,943</b>	<b>50,418,541</b>	<b>50,418,541</b>	<b>51,426,912</b>
Debt Service - Principal	3,830,000	4,040,000	4,315,000	5,040,000	5,285,000	5,720,000	5,685,000	6,240,000	6,405,000	7,050,000	6,352,000	6,284,000
Debt Service - Interest	438,374	61,328	1,100,992	475,414	358,408	248,381	149,718	71,908	17,732	-	-	-
<b>Total Debt Service Expenses</b>	<b>4,268,374</b>	<b>4,101,328</b>	<b>5,415,992</b>	<b>5,515,414</b>	<b>5,643,408</b>	<b>5,968,381</b>	<b>5,834,718</b>	<b>6,311,908</b>	<b>6,422,732</b>	<b>7,050,000</b>	<b>6,352,000</b>	<b>6,284,000</b>
<b>TOTAL EXPENSES</b>	<b>35,730,724</b>	<b>41,236,473</b>	<b>52,694,299</b>	<b>49,739,287</b>	<b>50,751,759</b>	<b>53,478,899</b>	<b>54,295,446</b>	<b>55,741,850</b>	<b>55,852,675</b>	<b>57,468,541</b>	<b>56,770,541</b>	<b>57,710,912</b>
<b>ENDING FUND BALANCE</b>	<b>\$ 4,112,351</b>	<b>\$ 5,171,220</b>	<b>\$ 471,219</b>	<b>\$ 516,644</b>	<b>\$ 415,580</b>	<b>\$ 356,664</b>	<b>\$ 410,802</b>	<b>\$ 504,898</b>	<b>\$ 488,169</b>	<b>\$ 521,653</b>	<b>\$ 558,937</b>	<b>\$ 636,060</b>

## Fleet Management Fund

The fleet management services fund is an internal services fund that supports the operations of the Fleet Management Division within the Department of Finance and Management. The fund derives revenue through charges to city agencies for labor and maintenance on city-owned vehicles and equipment, gasoline, diesel, and compressed natural gas distribution, as well as surcharges on parts acquired for maintenance and repair of assets.

### 2021 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 a positive unencumbered cash balance of \$495,908 and will end 2021 with an unencumbered cash balance of \$1,575,325.

<b>2021 Fleet Management Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2021)	\$ 495,908
Plus Estimated 2021 Receipts	39,344,854
Plus Estimated Encumbrance Cancellations	900,000
Total Estimated Available Resources	<u>\$ 40,740,762</u>
Less 2021 Recommended Operating Budget	(39,165,438)
Projected Available Balance (December 31, 2021)	<u><b>\$ 1,575,324</b></u>

### 2021 Revenue Summary

<b>2021 Fleet Management Fund</b>				
<b>Revenue by Source and Year</b>				
<b>Historical and Projected</b>				
<b>Revenue Summary</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>
Public Safety	\$ 15,415,297	\$ 15,946,209	\$ 13,018,064	\$ 16,962,021
Refuse Collection	7,918,309	7,207,161	7,578,622	9,874,644
Other General Fund	394,485	1,860,457	1,620,771	2,112,106
Other Funds	9,881,598	8,669,755	8,526,832	10,171,083
Refunds/Miscellaneous	1,695,851	910,577	7,301,810	225,000
Encumbrance Cancellations	2,414,386	1,876,308	548,836	900,000
Unencumbered Cash Balance	(2,990,875)	(2,328,146)	(4,004,505)	495,908
<b>Total Resources</b>	<b><u>\$ 34,729,051</u></b>	<b><u>\$ 34,142,321</u></b>	<b><u>\$ 34,590,430</u></b>	<b><u>\$ 40,740,762</u></b>
Percent Change		-1.69%	1.31%	17.78%

## **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, materials and supplies, services, and other expenses grow two percent per year in 2022 and beyond.
- Debt service principal and interest have been broken out separately.
- Recovery rates in the pro forma are adjusted as necessary to allow the division to maintain positive year-end unencumbered cash balances.



FLEET MANAGEMENT FUND												
	Actual 2019	Estimated 2020	Proposed 2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>REVENUE SOURCE</b>												
MAINTENANCE SERVICE CHARGES												
Public Safety	\$ 15,946,209	\$ 13,018,064	\$ 16,962,021	\$ 17,131,641	\$ 17,302,958	\$ 17,475,987	\$ 17,650,747	\$ 17,827,255	\$ 18,005,527	\$ 18,185,582	\$ 18,367,438	\$ 18,551,113
Refuse Collection	7,207,161	7,578,622	9,874,644	9,973,390	10,073,124	10,173,856	10,275,594	10,378,350	10,482,134	10,586,955	10,692,824	10,799,753
Other General Fund Divisions	1,860,457	1,620,771	2,112,106	2,133,227	2,154,559	2,176,105	2,197,866	2,219,845	2,242,043	2,264,464	2,287,108	2,309,979
Other Funds	8,669,755	8,526,832	10,171,083	10,272,794	10,375,522	10,479,277	10,584,070	10,689,910	10,796,810	10,904,778	11,013,825	11,123,964
Miscellaneous Revenues	910,577	3,201,810	225,000	227,250	229,523	231,818	234,136	236,477	238,842	241,230	243,643	246,079
True Up Billing	-	4,100,000	-	-	-	-	-	-	-	-	-	-
<b>TOTAL REVENUE</b>	<b>34,594,159</b>	<b>38,046,099</b>	<b>39,344,854</b>	<b>39,738,303</b>	<b>40,135,686</b>	<b>40,537,042</b>	<b>40,942,413</b>	<b>41,351,837</b>	<b>41,765,355</b>	<b>42,183,009</b>	<b>42,604,839</b>	<b>43,030,887</b>
Beginning Fund Balance	(2,328,146)	(4,004,505)	495,908	1,575,324	2,443,712	3,023,254	3,325,666	4,067,665	5,090,259	7,649,111	10,166,678	12,376,644
Encumbrance Cancellations	1,876,308	548,836	900,000	909,000	918,090	927,271	936,544	945,909	955,368	964,922	974,571	984,317
<b>TOTAL RESOURCES</b>	<b>34,142,321</b>	<b>34,590,430</b>	<b>40,740,762</b>	<b>42,222,626</b>	<b>43,497,487</b>	<b>44,487,567</b>	<b>45,204,622</b>	<b>46,365,411</b>	<b>47,810,982</b>	<b>50,797,041</b>	<b>53,746,088</b>	<b>56,391,848</b>
<b>EXPENDITURES</b>												
Operations and Maintenance												
Personnel Services	9,361,003	9,116,375	9,479,757	9,669,352	9,862,739	10,059,994	10,261,193	10,466,417	10,675,746	10,889,261	11,107,046	11,329,187
27th Pay Period	-	331,597	-	-	-	-	-	-	-	-	-	-
Health Insurance	2,621,038	2,353,799	2,300,304	2,346,310	2,393,237	2,441,101	2,489,923	2,539,722	2,590,516	2,642,327	2,695,173	2,749,077
Materials & Supplies	15,418,229	11,494,427	15,822,266	16,138,711	16,461,486	16,790,715	17,126,530	17,469,060	17,818,441	18,174,810	18,538,306	18,909,073
Services	4,636,829	5,042,867	6,023,519	6,143,990	6,266,870	6,392,207	6,520,051	6,650,452	6,783,461	6,919,130	7,057,513	7,198,663
Capital	18,770	-	25,000	25,500	26,010	26,530	27,061	27,602	28,154	28,717	29,291	29,877
Other	1,000	1,500	1,500	1,530	1,561	1,592	1,624	1,657	1,690	1,723	1,758	1,793
<b>Total Operations &amp; Maintenance</b>	<b>32,056,868</b>	<b>28,340,565</b>	<b>33,652,347</b>	<b>34,325,394</b>	<b>35,011,902</b>	<b>35,712,140</b>	<b>36,426,383</b>	<b>37,154,910</b>	<b>37,898,008</b>	<b>38,655,969</b>	<b>39,429,088</b>	<b>40,217,670</b>
Director's Office	889,569	1,001,852	959,627	978,820	998,396	1,018,364	1,038,731	1,059,506	1,080,696	1,102,310	1,124,356	1,146,843
Debt Service												
Principal	4,177,000	3,860,000	3,770,000	3,775,000	3,865,000	3,945,000	3,285,000	2,760,000	940,000	630,000	560,000	640,000
Interest	1,023,387	892,105	783,465	699,701	598,936	486,398	386,843	300,737	243,168	242,085	256,000	268,000
<b>Total Debt Service</b>	<b>5,200,387</b>	<b>4,752,105</b>	<b>4,553,465</b>	<b>4,474,701</b>	<b>4,463,936</b>	<b>4,431,398</b>	<b>3,671,843</b>	<b>3,060,737</b>	<b>1,183,168</b>	<b>872,085</b>	<b>816,000</b>	<b>908,000</b>
<b>TOTAL EXPENSES</b>	<b>38,146,825</b>	<b>34,094,522</b>	<b>39,165,438</b>	<b>39,778,915</b>	<b>40,474,233</b>	<b>41,161,902</b>	<b>41,136,957</b>	<b>41,275,152</b>	<b>40,161,872</b>	<b>40,630,363</b>	<b>41,369,444</b>	<b>42,272,513</b>
<b>ENDING FUND BALANCE</b>	<b>\$ (4,004,505)</b>	<b>\$ 495,908</b>	<b>\$ 1,575,324</b>	<b>\$ 2,443,712</b>	<b>\$ 3,023,254</b>	<b>\$ 3,325,666</b>	<b>\$ 4,067,665</b>	<b>\$ 5,090,259</b>	<b>\$ 7,649,111</b>	<b>\$ 10,166,678</b>	<b>\$ 12,376,644</b>	<b>\$ 14,119,336</b>

## Construction Inspection Fund

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 construction inspection fund captures the accounting activity associated with the construction administration and inspection services of the Department of Public Service's Division of Design and Construction. This division provides these services for roadway, bridge, water, sanitary and storm sewer, electric power, and signal infrastructure for the City of Columbus.

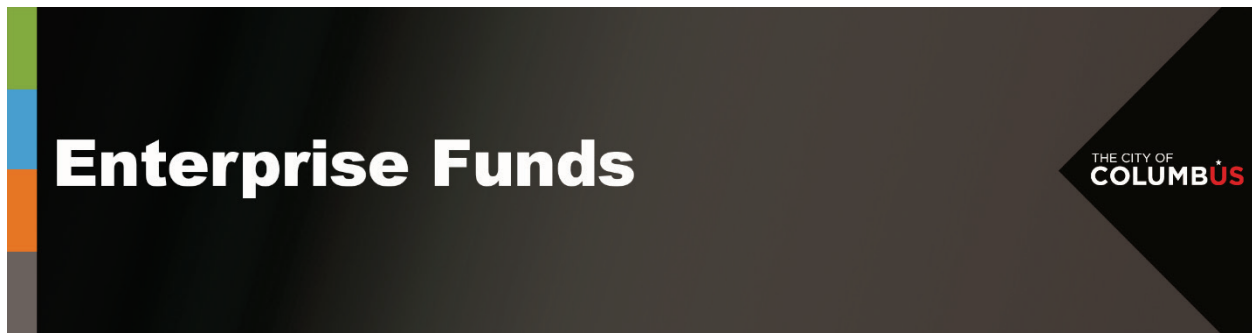
### 2021 Cash Balance Statement

The Construction Inspection Fund and the Private Inspection Fund share employees within the Design & Construction Division of Public Service based on the types of projects requiring inspection. The employees or their respective supervisors record their hours into the DPS Billing system for a private, Ohio Department of Transportation (ODOT), or City of Columbus Capital Improvement Program (CIP) project. These hours are then billed out to the respective owners on a bi-weekly basis.

The revenue estimates are historically based on the prior 12-month period of total billable hours per employee between private and public jobs. The hours are compiled by the employee for the twelve month period by private, ODOT, or CIP projects due to different billing rates. Once the compilation of hours is complete, the revenue estimate is calculated using the hours worked times the appropriate billing rate for each project type and attributed to either the private inspection fund or the construction inspection fund. The construction inspection fund will begin the year with an estimated balance of \$5,301,273. Revenues for 2021 are budgeted at \$11,755,638 and encumbrance cancellations of \$75,000 are expected. With a proposed budget of \$12,891,642, the fund is projected to end the year with an unencumbered cash balance of \$4,240,269.

<b>2021 Construction Inspection Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2021)	\$ 5,301,273
Plus Estimated 2021 Receipts	11,755,638
Plus Estimated Encumbrance Cancellations	75,000
Total Estimated Available Resources	<u>\$ 17,131,911</u>
Less 2021 Recommended Operating Budget	(12,891,642)
Projected Available Balance (December 31, 2021)	<u><b>\$ 4,240,269</b></u>





## Sewerage and Drainage Operating Fund

The sanitary sewer enterprise fund is used by the city to account for all financial activity related to the operation of the sanitary sewer enterprise. The city collects and treats effluent of city residents and residents of certain suburban areas. The city has two sewerage treatment plants. Revenues consist primarily of user charges.

### 2021 Cash Balance Statement

The projected beginning year 2021 cash balance is \$243.5 million, which includes \$79.5 million in two reserve funds and an Environmental Protection Agency mandated replacement fund.

<b>2021 Sewerage and Drainage Operating Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2021)	\$ 243,536,880
Plus Estimated 2021 Receipts	310,564,870
Total Estimated Available Resources	<u>\$ 554,101,750</u>
Less 2021 Recommended Operating Budget (Sewers/Drains)	(305,282,076)
Less 2021 Recommended Operating Budget (Administration)	(14,954,527)
Projected Available Balance (December 31, 2021)	<u><u>\$ 233,865,147</u></u>

### 2021 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 utility 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.

<b>2021 Sewerage and Drainage Operating Fund</b>				
<b>Revenue by Source and Year</b>				
<b>Historical and Projected</b>				
<b>Revenue Summary</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>Revenue Summary</b>	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>
Sewer Sales	\$ 219,020,009	\$ 219,059,242	\$ 230,847,747	\$ 240,795,431
Wet Weather Charges	37,515,626	38,343,891	41,038,684	42,535,226
System Capacity Charges	7,334,835	8,821,484	8,309,280	8,392,373
Investment Income	5,156,888	8,772,871	8,618,776	8,661,870
Storm Maintenance Reimbursement	7,956,033	8,706,623	9,047,786	9,273,980
Other Revenue	2,023,161	2,203,665	1,732,386	905,990
Cash Balance	246,566,039	258,536,335	229,844,118	243,536,880
<b>Total Resources</b>	<b>\$ 525,572,591</b>	<b>\$ 544,444,111</b>	<b>\$ 529,438,777</b>	<b>\$ 554,101,750</b>
Percent Change		3.59%	-2.76%	4.66%

**Notes:**

- The Sewer and Water Advisory Board recommended a three percent increase in revenues for 2021. With this increase, revenues, excluding the beginning balance, will total \$310.6 million in 2021.
- The interest income projection in 2021 estimates a less than one percent increase over 2020 estimated revenue. 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 2021. 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 2021. This discount is applied to the commodity portion of the customer’s sanitary sewer bill 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 2019 through 2030, 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 2021.

- Growth of the sanitary system is projected to be 0.5 percent throughout 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.
- The 2021 operations and maintenance budget includes \$13.9 million to pay pro rata (payment to the general fund for services provided to the utility divisions by general fund agencies).
- In 2021, the division will pay over \$189 million in debt service costs related to various debt issuances over the years. This debt was issued to help fund large infrastructure improvements and upgrades at the wastewater treatment plants and wastewater system.
- Included in the above-noted figure is \$104.3 million in debt service payments to the Ohio Water Development Authority (OWDA). Use of these low-interest moneys help to 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 general obligation 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 is borne by the sewerage enterprise operating fund. In 2021, \$14.9 million is allocated in this fund for the Director's Office.

**SANITARY SEWER ENTERPRISE FUND**  
**PRO FORMA OPERATING STATEMENT (000's omitted)**

	<b>Actuals 2019</b>	<b>Estimated 2020</b>	<b>Proposed 2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
<b>Revenue</b>												
Sewer Sales	219,059	225,241	232,971	240,989	251,651	265,262	282,229	300,298	319,542	336,887	351,864	367,514
Sewer Sales Increase	-	5,607	5,824	8,033	10,485	13,263	14,111	15,015	13,314	11,230	11,729	12,250
Wet Weather	38,344	39,972	41,536	43,051	44,974	47,334	50,178	53,175	56,352	59,270	61,883	63,858
Wet Weather Increase	-	1,067	999	1,385	1,794	2,249	2,367	2,509	2,216	1,878	1,976	2,063
Interest Income	8,773	8,619	8,662	8,705	8,749	8,792	8,836	8,881	8,925	8,970	9,014	9,060
System Capacity Charges	8,821	8,309	8,392	8,476	8,561	8,647	8,733	8,820	8,909	8,998	9,088	9,179
Other	2,204	1,732	906	907	908	909	910	911	912	912	913	914
Reimbursement from Stormwater Fund	8,707	9,048	9,274	9,506	9,743	9,987	10,237	10,493	10,755	11,024	11,299	11,582
Meter Revenue AMR	-	-	2,000	2,500	2,500	2,500	2,500	500	-	-	-	-
<b>Total Revenue</b>	<b>285,908</b>	<b>299,595</b>	<b>310,565</b>	<b>323,551</b>	<b>339,364</b>	<b>358,943</b>	<b>380,101</b>	<b>400,601</b>	<b>420,924</b>	<b>439,169</b>	<b>457,765</b>	<b>476,420</b>
Beginning Fund Balance	258,536	229,844	243,537	233,865	225,070	211,991	194,571	167,351	148,508	143,824	182,378	175,897
<b>Total Resources</b>	<b>544,444</b>	<b>529,439</b>	<b>554,102</b>	<b>557,416</b>	<b>564,434</b>	<b>570,934</b>	<b>574,671</b>	<b>567,952</b>	<b>569,432</b>	<b>582,993</b>	<b>640,144</b>	<b>652,317</b>
<b>Operating Expenses</b>												
Personnel Services	34,075	34,642	36,777	37,512	38,262	39,028	39,808	40,604	41,417	42,245	43,090	43,952
27th Pay Period	-	1,204	-	-	-	-	-	-	-	-	-	-
Health Insurance	8,929	8,133	7,718	7,873	8,030	8,191	8,355	8,522	8,692	8,866	9,043	9,224
Supplies & Materials	9,002	12,691	12,614	12,741	12,868	12,997	13,127	13,258	13,390	13,524	13,660	13,796
Pro Rata	12,285	13,643	13,958	14,560	15,271	16,152	17,105	18,027	18,942	19,763	20,599	21,439
Contractual Services	33,564	41,982	43,173	47,490	47,965	48,445	48,929	49,418	49,913	50,412	50,916	51,425
Other	255	936	159	160	160	161	162	163	164	164	165	166
Equipment	4,553	3,669	1,657	3,313	3,479	3,653	3,835	4,027	4,229	4,440	4,662	4,895
Department of Public Utilities Allocation	12,304	12,761	14,955	15,254	15,559	15,870	16,187	16,511	16,841	17,178	17,522	17,872
AMI SAAS NAAS Costs	-	-	-	625	625	625	625	625	625	625	625	625
<b>Total Operating Expenses</b>	<b>114,966</b>	<b>129,661</b>	<b>131,010</b>	<b>139,527</b>	<b>142,220</b>	<b>145,121</b>	<b>148,133</b>	<b>151,155</b>	<b>154,212</b>	<b>157,217</b>	<b>160,282</b>	<b>163,394</b>
<b>Debt Service</b>												
Revenue Bond	21,557	23,088	16,297	16,297	25,072	30,959	44,322	32,539	31,621	11,736	71,834	72,182
General Obligation	44,215	39,256	64,498	62,685	58,598	56,343	54,632	51,311	44,149	41,338	40,030	38,819
OWPCLF/OWDA Debt - Non Wet Weather	87,107	93,239	104,322	100,741	97,901	93,117	89,531	87,478	84,419	69,019	55,610	53,192
Proposed New Debt	-	-	2,107	12,567	28,151	50,323	70,203	96,460	110,707	120,805	135,991	153,604
Fiscal Charges	1,266	658	1,973	500	500	500	500	500	500	500	500	500
Assessments	-	-	29	29	-	-	-	-	-	-	-	-
<b>Total Debt Service</b>	<b>154,146</b>	<b>156,241</b>	<b>189,227</b>	<b>192,820</b>	<b>210,223</b>	<b>231,243</b>	<b>259,188</b>	<b>268,288</b>	<b>271,396</b>	<b>243,397</b>	<b>303,965</b>	<b>318,297</b>
<b>Total Expense</b>	<b>269,112</b>	<b>285,902</b>	<b>320,237</b>	<b>332,346</b>	<b>352,442</b>	<b>376,364</b>	<b>407,320</b>	<b>419,444</b>	<b>425,608</b>	<b>400,614</b>	<b>464,247</b>	<b>481,691</b>
<b>Ending Fund Balance</b>	<b>229,844</b>	<b>243,537</b>	<b>233,865</b>	<b>225,070</b>	<b>211,991</b>	<b>194,571</b>	<b>167,351</b>	<b>148,508</b>	<b>143,824</b>	<b>182,378</b>	<b>175,897</b>	<b>170,626</b>

## Electricity Enterprise Fund

The electricity enterprise fund is used by the city to account for all financial activity related to the operation of the electricity enterprise. The city purchases, but does not generate, electricity and sells it to its residential and commercial customers. Revenues consist primarily of user charges.

### 2021 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 increase slightly over that of the previous year.

At the beginning of 2021, there is a projected cash balance of almost \$28.6 million, which reflects the combined balances of the reserve and operating funds.

<b>2021 Electricity Enterprise Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2021)	\$ 28,555,449
Plus Estimated 2021 Receipts	85,483,434
Total Estimated Available Resources	<u>\$ 114,038,883</u>
Less 2021 Recommended Operating Budget (Power)	(94,074,014)
Less 2021 Recommended Operating Budget (Administration)	(2,094,865)
Projected Available Balance (December 31, 2021)	<u><u>\$ 17,870,004</u></u>

### 2021 Revenue Summary

The Electricity Enterprise is supported by revenues generated through the sale of wholesale (purchased) power. Section 118 of the Columbus City Charter empowers City Council to establish separate utility rates to fully cover the cost of service. Rates are set to fully recover the cost of operations, maintenance, and debt service. City Council must approve all rate increases before they are effective.

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.

<b>2021 Electricity Enterprise Fund</b>				
<b>Revenue by Source and Year</b>				
<b>Historical and Projected</b>				
<b>Revenue Summary</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>
Charges for Electrical Service	\$ 83,816,049	\$ 83,582,684	\$ 79,658,122	\$ 82,492,905
Investment Income	676,213	1,069,554	1,020,504	1,071,529
Other Revenue	2,080,360	2,110,381	2,083,045	1,915,075
Street Light Assessments	101,848	17,478	8,211	3,925
Cash Balance	29,178,231	30,994,260	36,983,055	28,555,449
<b>Total Resources</b>	<b>\$ 115,852,701</b>	<b>\$ 117,774,357</b>	<b>\$ 119,752,937</b>	<b>\$ 114,038,883</b>
Percent Change		1.66%	1.68%	-4.77%

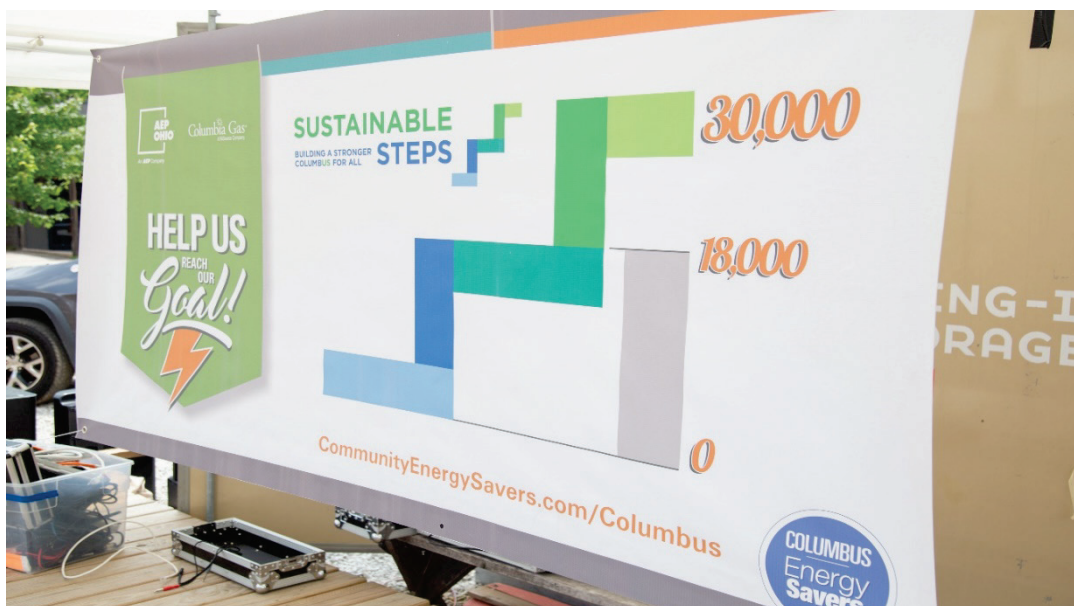
**Notes:**

- Revenues, excluding the beginning year cash balance are expected to be just over \$85.4 million in 2021.
- 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 2020. In 2021, the general fund will retain 100 percent of the value of the kilowatt hour tax.
- 2021 includes \$331,533 of revenue anticipated from the Electric Standby Rate. This rate is charged to customers of other utility companies, who purchase backup coverage in the case of an outage.

## Electricity Enterprise Fund Pro Forma Operating Statement

Presented on the next page 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 2019 through 2030. 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.
- The largest portion, by far, of the Division of Electricity's budget is for the purchase of wholesale electrical power. In 2021, \$54.4 million is budgeted for this commodity. This amount is 2.9 percent more than expended in 2019 and 5.2 percent less than projected spending in 2020. These reflect the division's estimates for transmission, capacity, and other ancillary charges.
- Growth of the electric system (i.e., residential sales) is projected to be five percent throughout the pro forma projection period.
- A portion of the costs associated with the Public Utilities Director's Office is borne by the electricity enterprise operating fund. In 2021, \$2.1 million is allocated in this fund for this purpose.



**ELECTRICITY ENTERPRISE FUND**  
**PRO FORMA OPERATING STATEMENT (000's omitted)**

	Actuals 2019	Estimated 2020	Proposed 2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Revenue</b>												
Residential Electricity Sales	8,788	8,540	9,394	9,864	10,357	10,875	11,418	11,989	12,589	13,218	13,879	14,573
Commercial Electricity Sales	71,153	67,719	68,396	69,764	71,160	72,583	73,309	74,042	74,782	75,530	76,285	77,048
Expressway Lighting	664	545	548	551	553	556	559	562	565	567	570	573
Kilowatt Hour Tax Reduction	(3,369)	(3,358)	(3,374)	(3,391)	(3,408)	(3,425)	(3,442)	(3,460)	(3,477)	(3,494)	(3,512)	(3,529)
(Cogen) DOP Revenue Loss - Energy Charges	-	-	-	-	(689)	(689)	(690)	(690)	(1,379)	(1,967)	(1,968)	(1,969)
(Cogen) DOP Revenue Loss - Demand Charges	-	-	-	-	(298)	(298)	(298)	(298)	(596)	(850)	(851)	(851)
(Cogen) DOP Incremental Revenue	-	-	-	-	139	137	144	155	291	287	290	300
AMI	-	-	500	500	500	500	500	-	-	-	-	-
Electric Standby Rate	-	-	332	-	-	-	-	-	-	-	-	-
Pole Agreements	-	-	275	303	333	366	403	443	487	536	589	648
Customer Incentive Program	-	-	122	245	367	984	1,600	2,216	2,833	3,449	4,066	4,682
PCRA	6,347	6,211	6,300	6,426	6,555	6,686	6,819	6,956	7,095	7,237	7,381	7,529
Other Revenues	2,124	2,091	1,919	1,957	1,997	2,036	2,077	2,119	2,161	2,204	2,248	2,293
Investment Earnings	1,073	1,021	1,072	1,125	1,181	1,240	1,302	1,368	1,436	1,508	1,583	1,662
<b>Total Revenue</b>	<b>86,780</b>	<b>82,770</b>	<b>85,483</b>	<b>87,343</b>	<b>88,746</b>	<b>91,551</b>	<b>93,702</b>	<b>95,401</b>	<b>96,787</b>	<b>98,225</b>	<b>100,563</b>	<b>102,960</b>
Beginning Fund Balance	30,994	36,983	28,555	17,870	15,984	15,223	19,102	22,654	25,576	27,587	29,486	30,534
<b>Total Resources</b>	<b>117,774</b>	<b>119,753</b>	<b>114,039</b>	<b>105,213</b>	<b>104,730</b>	<b>106,774</b>	<b>112,804</b>	<b>118,056</b>	<b>122,363</b>	<b>125,812</b>	<b>130,049</b>	<b>133,494</b>
<b>Operating Expenses</b>												
Personnel Services	8,529	8,427	9,887	10,084	10,286	10,492	10,702	10,916	11,134	11,357	11,584	11,815
27th Pay Period	-	327	-	-	-	-	-	-	-	-	-	-
Health Insurance	1,926	1,780	1,858	1,895	1,933	1,972	2,011	2,052	2,093	2,134	2,177	2,221
Purchase Power	52,839	57,400	54,387	54,864	54,619	51,452	52,563	53,728	55,383	56,129	57,845	58,000
Purchase Power Co-Gen Savings	-	-	-	-	(745)	(753)	(722)	(676)	(1,432)	(2,046)	(2,048)	(2,013)
Supplies & Materials	1,320	3,599	3,433	2,500	2,625	2,756	2,894	3,039	3,191	3,350	3,518	3,694
Pro Rata	3,853	4,237	4,418	3,930	3,994	4,120	4,217	4,293	4,355	4,420	4,525	4,633
Services	6,006	9,898	12,972	7,000	7,210	7,426	7,649	7,879	8,115	8,358	8,609	8,867
Other	7	5	21	21	21	21	22	22	22	22	22	23
Capital Equipment	4,176	3,104	5,436	4,500	4,635	4,774	4,917	5,065	5,217	5,373	5,534	5,700
Department of Public Utilities Allocation	1,716	1,866	2,095	2,200	2,310	2,425	2,546	2,674	2,807	2,948	3,095	3,250
<b>Total Operating Expenses</b>	<b>80,372</b>	<b>90,643</b>	<b>94,506</b>	<b>86,994</b>	<b>86,887</b>	<b>84,685</b>	<b>86,799</b>	<b>88,990</b>	<b>90,885</b>	<b>92,046</b>	<b>94,862</b>	<b>96,191</b>
<b>Debt Service</b>												
General Obligation	419	554	233	223	219	210	205	-	-	-	-	-
Street Light Assessments	-	-	1,117	1,091	1,059	1,024	990	895	866	837	805	771
New Distribution Debt Service	-	-	213	821	1,242	1,653	2,056	2,495	2,925	3,343	3,749	4,142
Adjustment	-	-	-	-	-	-	-	-	-	-	-	-
Premium Adjustment	-	-	-	-	-	-	-	-	-	-	-	-
Fiscal Charges	-	-	100	100	100	100	100	100	100	100	100	100
<b>Total Debt Service</b>	<b>419</b>	<b>554</b>	<b>1,663</b>	<b>2,235</b>	<b>2,619</b>	<b>2,987</b>	<b>3,351</b>	<b>3,490</b>	<b>3,891</b>	<b>4,280</b>	<b>4,653</b>	<b>5,013</b>
<b>Total Expense</b>	<b>80,791</b>	<b>91,197</b>	<b>96,169</b>	<b>89,229</b>	<b>89,507</b>	<b>87,671</b>	<b>90,150</b>	<b>92,480</b>	<b>94,775</b>	<b>96,325</b>	<b>99,515</b>	<b>101,204</b>
<b>Ending Fund Balance</b>	<b>36,983</b>	<b>28,555</b>	<b>17,870</b>	<b>15,984</b>	<b>15,223</b>	<b>19,102</b>	<b>22,654</b>	<b>25,576</b>	<b>27,587</b>	<b>29,486</b>	<b>30,534</b>	<b>32,290</b>



## Water Operating Fund

The water enterprise fund is used by the city to account for all financial activity relating to the operation of the water enterprise. The city collects, purifies, and sells water to city residents and residents of certain suburban areas. Water is collected from surface areas (rivers) and wells. The city has three water treatment plants. Revenues consist primarily of user charges.

### 2021 Cash Balance Statement

The projected beginning year 2021 cash balance is \$164.8 million, which includes \$45.0 million in a reserve fund.

<b>2021 Water Operating Fund Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2021)	\$ 164,765,472
Plus Estimated 2021 Receipts	<u>218,377,678</u>
Total Estimated Available Resources	\$ 383,143,150
Less 2021 Recommended Operating Budget (Water)	(211,099,657)
Less 2021 Recommended Operating Budget (Administration)	(13,490,790)
Projected Available Balance (December 31, 2021)	<u><u>\$ 158,552,703</u></u>

### 2021 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 utility 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.

<b>2021 Water Operating Fund</b>				
<b>Revenue by Source and Year</b>				
<b>Historical and Projected</b>				
<b>Revenue Summary</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Estimated</b>	<b>2021 Proposed</b>
Water Sales	\$ 182,698,556	\$ 184,540,332	\$ 192,519,961	\$ 199,167,202
Water Penalty Fee	2,322,769	2,202,372	1,457,585	1,486,736
System Capacity Charges	5,793,870	8,036,559	7,562,038	7,637,659
Sewer Billings	1,579,911	1,870,856	2,004,241	2,034,304
Meter Service Fee	800,133	808,326	642,516	648,941
Investment Income	3,079,718	5,450,284	5,397,483	5,505,433
Other Revenue	2,706,906	2,637,003	2,738,149	1,897,403
Cash Balance	115,950,179	128,093,728	145,391,058	164,765,472
<b>Total Resources</b>	<b>\$ 314,932,043</b>	<b>\$ 333,639,460</b>	<b>\$ 357,713,031</b>	<b>\$ 383,143,150</b>
Percent Change		5.94%	7.22%	7.11%

**Notes:**

- The Sewer and Water Advisory Board recommended a two percent increase in water rates for 2021. Water sales are projected to generate \$199.2 million in 2021.
- There will be no change to the water system capacity fee in 2021.
- The low income discount is continued in 2021. This discount is applied to the commodity portion of the customer's water bill to provide financial relief to qualifying customers.
- The 2021 interest income projection reflects an increase of two percent over 2020 estimated income. 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.

## **Water Operating Fund**

### **Pro Forma Operating Statement**

A pro forma operating statement from 2019 through 2030 is presented on the following page. 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 two percent increase in water rates for 2021.
- Growth of the water system (i.e., water sales) is projected to be 0.5 percent annually throughout the pro forma period.
- System capacity charges are assumed to be one percent in 2021, and one percent thereafter.
- Interest rates on investments of revenues and reserves are projected to grow by two percent annually.
- Included in the operations and maintenance budget for 2021 is just over \$9.7 million for payment of pro rata.
- Proposed new debt is issued both in the form of general obligation bonds and loans from the Water Supply Revolving Loan Account at an assumed interest rate of three 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 ten 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 is borne by the water enterprise operating fund. In 2021, \$13.5 million is allocated in this fund for this purpose.

**WATER ENTERPRISE FUND**  
**PRO FORMA OPERATING STATEMENT (000's omitted)**

	Actuals 2019	Estimated 2020	Proposed 2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Revenue</b>												
Water Sales	184,540	187,822	194,427	199,307	208,316	217,731	227,573	237,859	248,610	259,848	271,593	281,139
Water Sales Increase	-	4,697	3,240	6,644	6,944	7,258	7,586	7,929	8,287	8,662	6,790	7,028
Interest Income	5,450	5,397	5,505	5,616	5,728	5,842	5,959	6,078	6,200	6,324	6,450	6,580
System Capacity Charges	8,037	7,562	7,638	7,714	7,791	7,869	7,948	8,027	8,108	8,189	8,270	8,353
CUBS Billing Charges	1,871	2,004	2,034	2,065	2,096	2,127	2,159	2,192	2,224	2,258	2,292	2,326
Penalties	2,202	1,458	1,487	1,516	1,547	1,578	1,609	1,641	1,674	1,708	1,742	1,777
Meter Service Fees	808	643	649	655	662	669	675	682	689	696	703	710
Other	2,637	2,738	1,897	1,907	1,916	1,926	1,936	1,945	1,955	1,965	1,975	1,985
Meter Revenure AMR	-	-	1,500	1,500	2,000	2,000	1,500	1,000	-	-	-	-
AMI Reimbursement from Sewer	-	-	-	609	609	609	617	635	654	674	694	715
<b>Total Revenue</b>	<b>205,546</b>	<b>212,322</b>	<b>218,378</b>	<b>227,532</b>	<b>237,608</b>	<b>247,609</b>	<b>257,562</b>	<b>267,989</b>	<b>278,402</b>	<b>290,322</b>	<b>300,509</b>	<b>310,613</b>
Beginning Fund Balance	128,094	145,391	164,765	158,553	147,460	146,200	141,381	130,761	126,418	127,473	126,551	131,961
<b>Total Resources</b>	<b>333,639</b>	<b>357,713</b>	<b>383,143</b>	<b>386,085</b>	<b>385,068</b>	<b>393,809</b>	<b>398,943</b>	<b>398,750</b>	<b>404,820</b>	<b>417,794</b>	<b>427,060</b>	<b>442,573</b>
<b>Operating Expenses</b>												
Personnel Services	36,029	34,618	36,148	36,871	37,608	38,360	39,127	39,910	40,708	41,522	42,353	43,200
27th Pay Period	-	1,221	-	-	-	-	-	-	-	-	-	-
Health Insurance	8,944	8,006	7,516	7,666	7,820	7,976	8,136	8,298	8,464	8,634	8,806	8,982
Supplies & Materials	18,471	20,048	20,265	20,468	20,673	20,879	21,088	21,299	21,512	21,727	21,944	22,164
Pro Rata	8,941	9,455	9,794	10,239	10,692	11,142	11,590	12,060	12,528	13,064	13,523	13,978
Contractual Services	24,956	28,012	27,981	28,261	28,543	28,829	29,117	29,408	29,702	30,000	30,300	30,602
Other	23	14	56	56	57	57	57	57	58	58	58	59
Equipment	1,084	2,059	1,744	1,796	1,850	1,905	1,963	2,022	2,082	2,145	2,209	2,275
Department of Public Utilities Allocation	10,742	11,360	13,491	13,761	14,036	14,317	14,603	14,895	15,193	15,497	15,807	16,123
Transfers	-	-	-	-	-	-	-	-	-	-	-	-
AMI SAAS NAAS Costs	-	-	1,350	1,217	1,217	1,218	1,234	1,271	1,309	1,348	1,389	1,430
Residuals	-	-	5,450	13,600	6,000	11,700	19,930	11,170	8,220	13,480	10,760	14,110
<b>Total Operating Expenses</b>	<b>109,191</b>	<b>114,793</b>	<b>123,795</b>	<b>133,935</b>	<b>128,496</b>	<b>136,383</b>	<b>146,845</b>	<b>140,390</b>	<b>139,777</b>	<b>147,474</b>	<b>147,148</b>	<b>152,923</b>
<b>Debt Service</b>												
General Obligation	77,867	77,955	97,663	95,124	92,289	88,713	86,974	85,055	82,586	80,850	75,796	73,764
Proposed New Debt	-	-	2,782	9,216	17,733	26,981	34,013	46,537	54,634	62,570	71,805	80,937
Fiscal Notes and Charges	1,191	200	350	350	350	350	350	350	350	350	350	350
<b>Total Debt Service</b>	<b>79,058</b>	<b>78,155</b>	<b>100,796</b>	<b>104,690</b>	<b>110,372</b>	<b>116,044</b>	<b>121,337</b>	<b>131,942</b>	<b>137,571</b>	<b>143,769</b>	<b>147,951</b>	<b>155,051</b>
<b>Total Expense</b>	<b>188,248</b>	<b>192,948</b>	<b>224,590</b>	<b>238,625</b>	<b>238,868</b>	<b>252,428</b>	<b>268,182</b>	<b>272,332</b>	<b>277,347</b>	<b>291,244</b>	<b>295,099</b>	<b>307,974</b>
<b>Ending Fund Balance</b>	<b>145,391</b>	<b>164,765</b>	<b>158,553</b>	<b>147,460</b>	<b>146,200</b>	<b>141,381</b>	<b>130,761</b>	<b>126,418</b>	<b>127,473</b>	<b>126,551</b>	<b>131,961</b>	<b>134,599</b>

## Storm Sewer Maintenance Fund

The storm sewer maintenance fund is used by the city to account for all financial activity related to the operation of the storm sewer enterprise. The city has a separate storm sewerage system, as well as a combined system that also handles sanitary sewage. Revenues consist primarily of user charges.

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 moneys in a reserve fund against which contracts could be certified in the absence of bond cash.

### 2021 Cash Balance Statement

A 2021 beginning year cash balance of \$29.9 million is projected for this fund. This includes a \$9.0 million reserve balance.

<b>2021 Storm Sewer Maintenance Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2021)	\$ 29,854,491
Plus Estimated 2021 Receipts	45,903,817
Total Estimated Available Resources	<u>\$ 75,758,308</u>
Less 2021 Recommended Operating Budget (Storm Sewer)	(41,651,718)
Less 2021 Recommended Operating Budget (Administration)	(3,882,556)
Projected Available Balance (December 31, 2021)	<u><u>\$ 30,224,034</u></u>

### 2021 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. More recently however, small increases have been necessary; for 2021, the board has recommended a one percent increase.

<b>2021 Storm Sewer Maintenance Fund</b>				
<b>Revenue by Source and Year</b>				
<b>Historical and Projected</b>				
<b>Revenue Summary</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>
Storm Maintenance Fees	\$ 41,075,693	\$ 41,575,640	\$ 43,129,601	\$ 44,373,538
Investment Income	853,926	1,255,397	1,194,469	1,254,192
Other Revenue	175,148	100,145	93,610	18,178
Penalties	407,529	397,433	245,628	257,909
Cash Balance	25,192,110	27,135,026	27,152,175	29,854,491
<b>Total Resources</b>	<b>\$ 67,704,406</b>	<b>\$ 70,463,641</b>	<b>\$ 71,815,483</b>	<b>\$ 75,758,308</b>
Percent Change		4.08%	1.92%	5.49%

## Storm Sewer Maintenance Fund Pro Forma Operating Statement

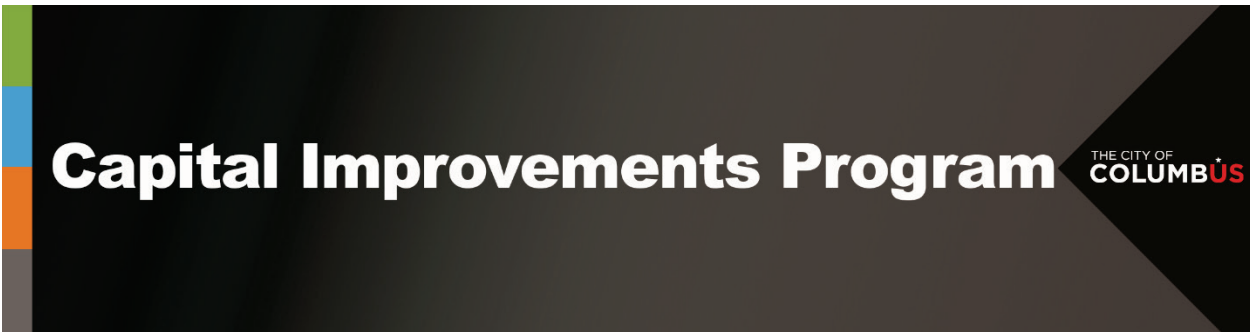
- The storm sewer maintenance pro forma operating statement assumes a one percent increase to the storm sewer maintenance fee in 2021. This increase will fund increased costs due to capital projects to mitigate stormwater issues in neighborhoods and to maintain new green infrastructure.
- Proposed new debt is issued both in the form of general obligation bonds at an assumed interest rate of 3.0 percent, and loans from the Water Pollution Control Loan Fund at an assumed interest rate of 2.5 percent.
- The division's capital improvements plan has been discounted by ten 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.
- A portion of the costs associated with the Public Utilities Director's Office is borne by the storm sewer enterprise operating fund. In 2021, \$3.9 million is allocated in this fund for this purpose.

**STORM SEWER ENTERPRISE FUND**  
**PRO FORMA OPERATING STATEMENT (000's omitted)**

	Actuals 2019	Estimated 2020	Proposed 2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Revenue</b>												
Storm Maintenance Service Charges	41,576	42,395	44,007	44,681	46,273	47,881	49,595	50,862	51,582	52,401	53,227	54,061
Rate Increase (Decrease)	-	735	367	1,117	1,157	1,197	827	424	430	437	444	451
Investment Earnings	1,255	1,194	1,254	1,317	1,383	1,452	1,524	1,601	1,681	1,765	1,853	1,946
Storm Sewer Maintenance Penalties	397	246	258	271	284	299	313	329	346	363	381	400
Other Revenues	100	94	18	19	20	21	22	23	24	26	27	28
<b>Total Revenue</b>	<b>43,329</b>	<b>44,663</b>	<b>45,904</b>	<b>47,405</b>	<b>49,117</b>	<b>50,849</b>	<b>52,282</b>	<b>53,239</b>	<b>54,062</b>	<b>54,991</b>	<b>55,932</b>	<b>56,885</b>
Beginning Fund Balance	27,135	27,152	29,854	30,224	31,165	32,286	31,981	29,690	28,759	29,453	29,831	29,167
<b>Total Resources</b>	<b>70,464</b>	<b>71,815</b>	<b>75,758</b>	<b>77,629</b>	<b>80,283</b>	<b>83,135</b>	<b>84,263</b>	<b>82,929</b>	<b>82,822</b>	<b>84,444</b>	<b>85,763</b>	<b>86,052</b>
<b>Operating Expenses</b>												
Personnel Services	1,904	1,958	2,169	2,213	2,257	2,302	2,348	2,395	2,443	2,492	2,542	2,593
27th Pay Period	-	66	-	-	-	-	-	-	-	-	-	-
Health Insurance	464	409	421	429	438	447	456	465	474	483	493	503
Supplies & Materials	50	97	96	105	116	127	140	154	169	186	205	225
Contractual Services	871	1,056	656	721	793	873	960	1,056	1,162	1,278	1,406	1,546
Pro Rata	1,918	2,038	2,038	2,133	2,210	2,288	2,353	2,396	2,433	2,475	2,517	2,560
Equipment	90	28	-	-	-	-	-	-	-	-	-	-
Other	-	20	20	20	21	21	22	22	23	23	23	24
Reimbursement to Sanitary Enterprise	8,707	9,154	9,337	9,524	9,715	9,909	10,107	10,309	10,515	10,726	10,940	11,159
Department of Public Utilities Allocation	3,210	3,357	3,883	3,960	4,039	4,120	4,203	4,287	4,372	4,460	4,549	4,640
Department of Technology Allocation	1,354	1,739	1,947	1,986	2,025	2,066	2,107	2,149	2,192	2,236	2,281	2,327
Street Cleaning	9,846	10,200	10,404	10,612	10,824	11,041	11,262	11,487	11,717	11,951	12,190	12,434
<b>Total Operating Expenses</b>	<b>28,414</b>	<b>30,123</b>	<b>30,970</b>	<b>31,704</b>	<b>32,439</b>	<b>33,194</b>	<b>33,957</b>	<b>34,720</b>	<b>35,500</b>	<b>36,310</b>	<b>37,146</b>	<b>38,010</b>
<b>Debt Service</b>												
General Obligation	14,222	11,693	13,675	12,978	12,284	11,663	11,239	9,368	6,999	6,207	6,034	5,822
OWDA Debt (Loan)	-	69	105	121	137	137	137	137	137	137	137	137
Proposed New Debt	-	-	191	964	1,910	2,564	3,312	3,797	4,315	4,936	5,652	6,352
Proposed New Debt (Loan)	-	-	294	495	1,026	3,396	5,729	5,946	6,218	6,822	7,427	8,032
Fiscal Charges	675	76	298	200	200	200	200	200	200	200	200	200
<b>Total Debt Service</b>	<b>14,897</b>	<b>11,838</b>	<b>14,564</b>	<b>14,759</b>	<b>15,558</b>	<b>17,960</b>	<b>20,617</b>	<b>19,449</b>	<b>17,869</b>	<b>18,303</b>	<b>19,451</b>	<b>20,544</b>
<b>Total Expense</b>	<b>43,311</b>	<b>41,961</b>	<b>45,534</b>	<b>46,463</b>	<b>47,997</b>	<b>51,154</b>	<b>54,573</b>	<b>54,169</b>	<b>53,369</b>	<b>54,613</b>	<b>56,597</b>	<b>58,554</b>
<b>Ending Fund Balance</b>	<b>27,152</b>	<b>29,854</b>	<b>30,224</b>	<b>31,165</b>	<b>32,286</b>	<b>31,981</b>	<b>29,690</b>	<b>28,759</b>	<b>29,453</b>	<b>29,831</b>	<b>29,167</b>	<b>27,498</b>

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The Capital Improvements Program (CIP) is a six-year planning document for future capital projects throughout the city. The CIP does not authorize spending, but rather is a resolution passed by City Council.

The Capital Improvements Budget (CIB) serves as the basis for all budgeting and spending related to capital projects throughout the city for the ensuing year. The CIB is a one-year budget authorized via an ordinance passed by City Council. The CIB is also included as the first year within the six-year CIP. Both the CIB and the CIP provide a breakdown of the various capital projects by department and by source of funding.

To be eligible for capital improvements funding (i.e. from the issuance of debt), a capital project must result in the acquisition of an asset with a useful life of at least five years or longer and be considered non-operational in nature. The asset should have a cost of \$5,000 or more. In addition to acquisition, capital funding can be used for projects that will improve an existing asset or that will extend the useful life of an asset.

Some examples of capital improvement projects include the purchase of major equipment, street lighting improvements, street and highway improvements, land acquisition, recreational trail improvements, building construction, facility rehabilitation, and improvements to the public utilities systems throughout the city.

## **The Capital Planning Process**

In accordance with City Code Section 333.05, each city department shall submit to the Director of Finance and Management all proposed capital projects to be given consideration for the CIB and the six-year CIP no later than September 15<sup>th</sup> each year. All projects submitted must meet the eligibility requirements for capital funding.

Based on assumptions at the time of submission, the proposed CIB and proposed CIP are submitted to City Council no later than December 15<sup>th</sup> of each year. After the close of the fiscal year, the capital funding assumptions are updated and finalized. These updated figures serve as the total funding available for the CIB and the CIP.

The Department of Finance and Management, in consultation with the Mayor's office and the other administrative departments of the city, will analyze and recommend an updated CIB and CIP for consideration before City Council after the fiscal year has officially closed.

## Types of Capital Funding

The CIP is funded mainly by the issuance of debt in the form of general obligation bonds. The city utilizes both voted debt and unvoted debt, also called councilmanic debt, when issuing general obligation bonds. Voted debt is authorized by a popular vote of the electorate and is not subject to the same debt limitations as unvoted debt. Voter approval provides the city with the ability to levy an *ad valorem* property tax to service the debt. This property tax is based upon the assessed value of a property. While the city solicits voter approval from time to time, the city has never exercised its taxing authority for this purpose and does not intend to do so; however, its ability to do so gives potential investors assurance their investments in the city are secure. Because of this security, voted debt typically carries a lower interest expense than unvoted debt. This results in additional savings for the city.

The city typically requests voter approval for the issuance of voted debt through bond packages every three to five years. A bond package normally consists of several issues placed on the ballot for a popular vote. Seeking voter approval every few years allows the city to solicit voter input and participation in the capital project prioritization process.

The most recent bond package was on the May 7, 2019 ballot. The voters approved five separate bond issues totaling \$1.030 billion. These issues were intended to accommodate planned capital improvements for non-enterprise and enterprise agencies. The package provided voted authority for the purposes of Health, Safety and Infrastructure, Recreation and Parks, Public Service, Neighborhood Development, and Public Utilities. The city has utilized \$28.9 million of the 2019 voted authority and \$559.8 million of the 2016 voted authority. In addition, the city also has \$79.7 million of remaining authority from the 2013 voted bond package. The tables below show the remaining voted authority, by purpose, as of October 31, 2020. Voted authority is updated after each new bond issuance. As of the date of publication, no new debt has been issued using the remaining voted authority.

Voted Bond Packages (000's omitted)						
Purpose	2013		2016		2019	
	Amount Authorized	Amount Remaining	Amount Authorized	Amount Remaining	Amount Authorized	Amount Remaining
Safety and Health	\$ 52,500	\$ -	\$ 70,000	\$ 7,750	\$ -	\$ -
Health, Safety, and Infrastructure	-	-	-	-	205,000	205,000
Recreation and Parks	123,910	-	110,000	35,895	100,000	100,000
Public Service	220,300	-	310,000	-	425,000	396,070
Public Utilities	445,295	79,725	460,000	346,605	250,000	250,000
Neighborhood Development	-	-	-	-	50,000	50,000
<b>Total</b>	<b>\$ 842,005</b>	<b>\$ 79,725</b>	<b>\$ 950,000</b>	<b>\$ 390,250</b>	<b>\$ 1,030,000</b>	<b>\$ 1,001,070</b>

In addition to utilizing voted debt in order to ensure lower interest rates, the city also seeks a credit rating on each bond issue. The national rating agencies (Standard & Poor's Corporation, Moody's Investors Service, and Fitch Ratings) rate the security of Columbus for investors. The three agencies currently give the City of Columbus their highest and most sought after long-term credit rating – AAA, Aaa, and AAA, respectively. These ratings allow the city to realize interest savings when issuing debt because investors can be confident of timely repayment.

Unvoted debt is a debt issuance that has been authorized by City Council, but not by a vote of the electorate. Unvoted debt is subject to additional limits set forth in the Ohio Revised Code and typically carries a higher interest rate than voted debt.

The city may also utilize other types of funding for the CIP. These include, but are not limited to, the following:

- State Infrastructure Bank (SIB) Loans – Authorized by Ohio Revised Code, Chapter 5531, the SIB issues direct loans for the purpose of developing transportation facilities and infrastructure throughout Ohio. SIB loans are low interest rate loans granted to various municipal agencies. The funds originate from Federal sources and are subject to all Federal regulations. Projects which utilize SIB loans must go through a selection and approval process within the Ohio Department of Transportation before funds would be available.
- Ohio Public Works Commission (OPWC) Loans and Grants – Created in 1987, OPWC provides capital funding to municipalities through the State Capital Improvement Program (SCIP) and the Local Transportation Improvement Program (LTIP). Applications for funding are submitted to OPWC and go through a selection and approval process. If approved, loans can be made through these programs that have low interest rates and can be used to partially or fully fund a project. Grants are also available to partially fund capital projects that meet the criteria established by OPWC.
- Ohio Environmental Protection Agency (OEPA) Loans – The OEPA provides loans through the Ohio Water Development Authority (OWDA). Created by the State Legislature in 1968, OWDA administers and directs funds from the OEPA to local governments through loan and grant programs. The city may utilize available funding through the Water Pollution Control Loan Fund (WPCLF) and the Water Supply Revolving Loan Account (WSRLA). These fixed, below market-rate loans can be used for wastewater infrastructure projects such as improvements to collection and treatment systems, and for construction related to public water systems. Projects must be submitted to OEPA and approved through an evaluation process.

## **Funding the Capital Improvement Program**

The city deposits 25 percent of the City of Columbus' 2.5 percent income tax to the special income tax (SIT) fund to service debt, primarily for non-enterprise agencies. In 2020, SIT income tax deposits are currently projected at approximately \$231.8 million, an estimated 1.5 percent decrease over 2019 deposits. This amount will be revised when the final 2020 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, streets, and traffic control. In addition, the SIT fund services debt on the Capitol South redevelopment projects as well as the tipping fees for solid waste disposal. Currently, tipping fees are budgeted at \$17.1 million for 2021.

Income tax growth is the most important determinant of the city's capacity to issue additional debt. The SIT analysis shows the projected debt service requirements from the SIT fund for 2020 to 2029.

Capital projects for enterprise agencies are funded primarily through user fees. The determination of the ability to fund enterprise projects is done at the department level. These debt service projections are included in the individual department pro formas.

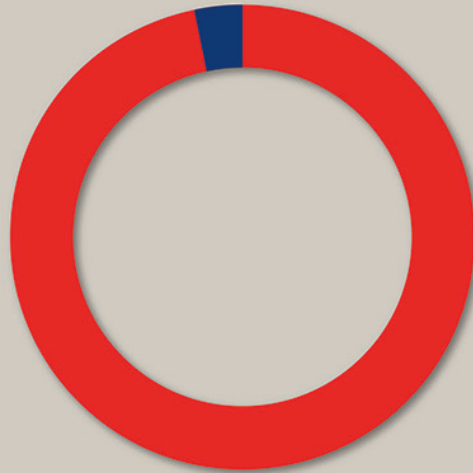
### Coverage Factor

The SIT fund's available capacity for new debt, and its ability to service existing debt, is expressed as its coverage factor. Coverage, depicted within the SIT analysis, is a ratio of revenues 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 a 50 percent surplus capacity (a 1.5 total coverage factor). This surplus level means that for every dollar projected to be expended from the SIT, there must be an additional dollar-and-a-half of projected revenue deposited into the SIT.

<b>SPECIAL INCOME TAX ANALYSIS - SUMMARY</b>										
(000's omitted)										
	<b>Estimated 2020</b>	<b>Proposed 2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
<b>REVENUE SOURCE</b>										
Income Tax (1)	\$ 231,832	\$ 232,991	\$ 239,980	\$ 247,180	\$ 254,595	\$ 262,233	\$ 262,233	\$ 270,100	\$ 278,203	\$ 286,549
Debt Service - Casino	968	-	-	-	-	-	-	-	-	-
TIF Reimbursements (2)	7,620	6,312	6,315	6,276	6,228	6,193	1,689	1,158	585	585
Special Assessment Reimbursement	190	190	395	395	395	395	395	205	205	205
Police Helicopter Reimbursement	1,698	-	1,872	-	2,064	-	2,276	-	2,509	-
Misc. Revenue	986	997	1,016	832	853	873	910	928	948	983
<b>TOTAL REVENUE</b>	<b>243,294</b>	<b>240,490</b>	<b>249,578</b>	<b>254,683</b>	<b>264,135</b>	<b>269,694</b>	<b>267,503</b>	<b>272,391</b>	<b>282,450</b>	<b>288,322</b>
Beginning Fund Balance	221,035	188,064	156,544	138,362	131,227	139,518	152,916	180,725	214,293	268,439
<b>TOTAL RESOURCES</b>	<b>464,329</b>	<b>428,554</b>	<b>406,122</b>	<b>393,045</b>	<b>395,362</b>	<b>409,212</b>	<b>420,419</b>	<b>453,116</b>	<b>496,743</b>	<b>556,761</b>
<b>EXPENDITURES</b>										
Existing Debt Service										
Voted Debt	164,400	161,554	151,666	136,205	125,820	118,536	110,207	102,110	96,365	82,985
Unvoted Debt	58,898	59,404	56,855	51,875	49,621	45,176	36,273	31,847	27,220	21,464
State Infrastructure Bank Loans	591	592	589	589	583	584	584	583	585	585
State Issue II Loans	602	781	965	1,165	1,361	1,497	1,697	1,865	2,032	2,199
RiverSouth Debt Service	8,879	8,886	8,877	8,885	8,890	5,526	1,841	1,844	1,844	1,842
<b>Total Existing Debt</b>	<b>233,370</b>	<b>231,217</b>	<b>218,952</b>	<b>198,719</b>	<b>186,275</b>	<b>171,319</b>	<b>150,602</b>	<b>138,249</b>	<b>128,046</b>	<b>109,075</b>
Proposed Debt Service (3)										
Debt Service - Voted	-	8,007	22,035	31,177	40,045	48,640	56,963	62,970	66,660	64,627
Debt Service - Unvoted	-	2,560	6,929	8,270	9,568	10,824	12,037	12,887	13,376	12,971
<b>Total Proposed New Debt</b>	<b>-</b>	<b>10,567</b>	<b>28,964</b>	<b>39,447</b>	<b>49,613</b>	<b>59,464</b>	<b>69,000</b>	<b>75,857</b>	<b>80,036</b>	<b>77,598</b>
Direct Expense										
Tipping Fees	17,128	17,130	17,133	17,135	17,137	17,140	17,142	17,145	17,148	17,151
Police Helicopters	-	3,404	-	3,753	-	4,137	-	4,561	-	4,789
Misc. Development & Leases	6,180	6,180	1,147	1,147	1,147	2,507	1,147	1,147	1,147	1,147
Misc. Expenses	19,587	3,512	1,564	1,617	1,672	1,729	1,803	1,864	1,927	2,006
<b>Total Direct Expenses</b>	<b>42,895</b>	<b>30,226</b>	<b>19,844</b>	<b>23,652</b>	<b>19,956</b>	<b>25,513</b>	<b>20,092</b>	<b>24,717</b>	<b>20,222</b>	<b>25,093</b>
<b>TOTAL EXPENSES</b>	<b>276,265</b>	<b>272,010</b>	<b>267,760</b>	<b>261,818</b>	<b>255,844</b>	<b>256,296</b>	<b>239,694</b>	<b>238,823</b>	<b>228,304</b>	<b>211,766</b>
<b>ENDING FUND BALANCE</b>	<b>\$ 188,064</b>	<b>\$ 156,544</b>	<b>\$ 138,362</b>	<b>\$ 131,227</b>	<b>\$ 139,518</b>	<b>\$ 152,916</b>	<b>\$ 180,725</b>	<b>\$ 214,293</b>	<b>\$ 268,439</b>	<b>\$ 344,995</b>
<b>CURRENT YEAR COVERAGE</b>	<b>0.88</b>	<b>0.88</b>	<b>0.93</b>	<b>0.97</b>	<b>1.03</b>	<b>1.05</b>	<b>1.12</b>	<b>1.14</b>	<b>1.24</b>	<b>1.36</b>
<b>TOTAL COVERAGE</b>	<b>1.68</b>	<b>1.58</b>	<b>1.52</b>	<b>1.50</b>	<b>1.55</b>	<b>1.60</b>	<b>1.75</b>	<b>1.90</b>	<b>2.18</b>	<b>2.63</b>
<b>Notes:</b>										
(1) Income Tax estimate for 2020 is a 1.5% decrease over 2019 actual collections. Assumes an annual increase of 0.5% for 2021, 3.0% increase for 2022-2025, 0% increase in 2026, and a 3% increase for 2027-2029.										
(2) Reimbursements from TIF areas that had debt issued by the city. Debt figures are included in the existing debt service totals.										
(3) Proposed debt assumes bonds will be issued immediately as equal principal payments over a 15 year period. Interest rate assumptions are 4% in 2020, and 5% in 2021 and thereafter.										

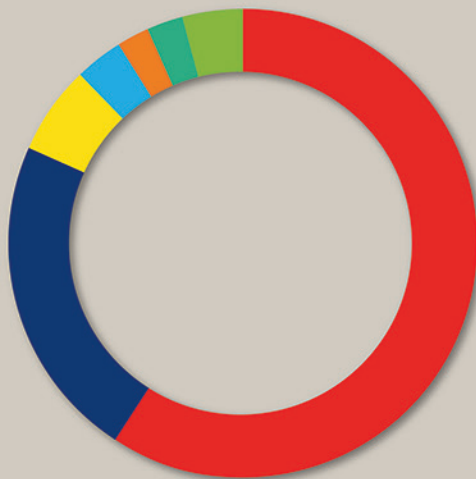
# SPECIAL INCOME TAX ANALYSIS PROPOSED 2021 BUDGET

## Revenues



Income Tax	96.88%
TIF & Misc. Reimbursements	3.12%

## Expenditures



Existing Voted Debt	59.40%
Existing Unvoted Debt	22.34%
Tipping Fees	6.30%
RiverSouth Debt	3.27%
Misc. Development & Leases	2.27%
Other Expenses	2.54%
Proposed New Debt	3.88%

## Debt Limitations and Obligations

### Direct Debt Limitations

Section 133.05, Ohio Revised Code, provides that the net unvoted general obligation debt of the city, excluding certain “exempt debt,” (as further discussed below) shall never exceed five and one-half percent (5.5%) of the total value of all property in the city as listed and assessed for taxation. Section 133.05 further provides that the net general obligation debt of the city, including all voted and unvoted general obligation debt, but excluding exempt debt, shall never exceed ten and one-half percent (10.5%) of such total assessed valuation. The two limitations, referred to as the “direct debt limitations” may be amended from time to time by the General Assembly.

Ohio law provides that certain forms of municipal debt are exempt from the direct debt limitations (“exempt debt”). Exempt debt includes, among others, general obligation debt, to the extent that such debt is “self-supporting” (that is, revenues from the facilities financed are sufficient to pay applicable operating and maintenance expenses and related debt service and other requirements); bonds issued in anticipation of the collection of special assessments; revenue bonds; unvoted debt to the extent that the authorizing legislation includes covenants to appropriate annually from lawfully available municipal income taxes in amounts necessary to pay debt service charges on the obligations; notes issued in anticipation of the collection of current revenues or in anticipation of the proceeds of a specific tax levy; notes issued for certain emergency purposes; and bonds issued to pay final judgments. Notes issued in anticipation of such bonds are also exempt from the direct debt limitations. As of June 30, 2020, the direct debt limitation of 10.5 percent and 5.5 percent for the city are \$1.785 billion and \$935.1 million respectively.

### Indirect Debt Limitations; The Ten Mill Tax Limitation

Ohio law requires that general obligation bonded indebtedness cannot be incurred or renewed unless provision is made in the legislation authorizing such debt for the levy of an ad valorem property tax in an amount sufficient to pay the principal of and interest on such indebtedness when due. Ohio law also provides that the aggregate amount of such taxes that can be levied for all purposes without a vote of the electors cannot exceed ten mills per one dollar of assessed valuation.

With respect to unvoted general obligation debt, these two requirements — the requirement that provision be made for the levy of taxes to support such debt and the requirement that the total amount of unvoted property taxes which can be levied cannot exceed ten mills per one dollar of valuation — have been construed by the Ohio Supreme Court to create an indirect debt limitation on the issuance by a political subdivision of unvoted general obligation debt.

The ten mills, which may be levied without a vote of the electors, are allocated among the overlapping political subdivisions of the State pursuant to a statutory formula. This “inside” millage allocated to each political subdivision is required to be used first for the payment of debt service on unvoted general obligation debt of the subdivision, unless provision has been made for payment of the debt from other sources; second for partial police and fire pension requirements; and, the balance for other general fund purposes. To the extent this millage is required for debt service, the amount that would otherwise be available for general fund purposes is reduced.

A subdivision’s allocation of inside millage can be increased by action of the Franklin County Budget Commission pursuant to

## Capital Improvements Program

statute only in the event additional millage is required for the payment of debt service on its unvoted general obligation debt and, in that case, the inside millage allocated to the other overlapping subdivisions would be reduced to bring the aggregate levies of inside millage within the ten mill limitation.

The ten mill limitation applies even if the debt service on unvoted general obligation debt is expected to be paid from special assessments, utility earnings or other non-tax revenue sources. However, revenue bonds and notes and other special obligations of an issuer, payable solely from specifically pledged revenues, are not included in calculating debt subject to the ten mill limitation because the debt is not general obligation indebtedness of the issuer and the full faith and credit of the issuer is not pledged for their payment.

In determining whether or not unvoted general obligation debt to be issued by the city is within the ten mill limitation, it is first necessary to determine how much millage has already been committed for the outstanding unvoted general obligation debt of the city and how much millage has been committed by each overlapping political subdivision for its outstanding unvoted general obligation debt. The amount of such committed millage for each political subdivision is that which will be required for all of such subdivision's outstanding unvoted general obligation debt for that fiscal year in which the debt service charges of that

subdivision for such debt will be the highest. In the case of notes issued in anticipation of bonds, the debt service requirements estimated for the bonds anticipated by the notes are used to calculate the millage required.

The city overlaps several political subdivisions and it is therefore necessary to determine, with respect to each such subdivision, how much millage that subdivision has committed for its outstanding unvoted general obligation debt. The aggregate millage that has been committed by that combination of overlapping subdivisions that yields the highest total of committed millage thus determines the millage within the ten mill limitation which is available and can be committed to service additional unvoted general obligation debt.

The following table represents the inside millage requirements for the city and its overlapping subdivisions as of December 31, 2019 for Franklin, Fairfield, and Delaware Counties. Other political subdivisions within Franklin, Fairfield or Delaware County may issue unvoted general obligation debt which would cause the requirements below to change. However, any such issues, including those of the city, will not exceed the indirect debt limit under Ohio law. The below table is updated with each new debt issuance for the city. As of the date of this publication, no new debt has been issued by the city.

Political Subdivision of State of Ohio	Mills Required		
	Franklin	Fairfield	Delaware
<b>Maximum Millage Permitted</b>	<b>10.0000</b>	<b>10.0000</b>	<b>10.0000</b>
<b>Direct</b>			
City of Columbus	3.2285	4.3489	4.3490
<b>Overlapping</b>			
County	0.7471	1.3681	0.4039
School District	2.4917	-	0.2089
Joint Vocational School District	-	0.0389	-
Solid Waste Authority of Central Ohio	0.2476	0.2475	0.2512
Township	2.0029	-	-
<b>Millage Required</b>	<b>8.7178</b>	<b>6.0034</b>	<b>5.2130</b>
<b>Total Remaining Millage Capacity</b>	<b>1.2822</b>	<b>3.9966</b>	<b>4.7870</b>



## Debt Service Payments

During fiscal year 2020, the city will have retired approximately \$264.2 million in principal of general obligation debt. As of the date of publication, no new debt has been issued by the city in 2020. Beginning with fiscal year 2021, approximately 75.72 percent of the principal payments on the city's outstanding general obligation and revenue bonds will fully mature within the next ten years. The table below demonstrates the debt service schedule for existing general obligation bonds and revenue bonds and is exclusive of OWDA outstanding balances.

<b>EXISTING DEBT SERVICE</b>			
<b>GENERAL OBLIGATION AND REVENUE BONDS</b>			
<b>Period Ending</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2021	\$ 273,596,091	\$ 127,810,206	\$ 401,406,297
2022	264,296,091	116,158,216	380,454,307
2023	253,003,271	105,442,433	358,445,704
2024	251,373,271	93,309,843	344,683,114
2025	257,508,271	83,375,791	340,884,062
2026	230,883,271	72,377,637	303,260,908
2027	213,828,271	61,225,668	275,053,939
2028	185,678,270	52,519,243	238,197,513
2029	228,830,000	44,192,328	273,022,328
2030	218,765,000	34,598,667	253,363,667
2031	208,400,000	25,868,783	234,268,783
2032	188,080,000	18,589,302	206,669,302
2033	101,790,000	13,479,026	115,269,026
2034	79,685,000	9,744,028	89,429,028
2035	62,415,000	6,779,073	69,194,073
2036	44,495,000	4,570,816	49,065,816
2037	32,640,000	2,910,082	35,550,082
2038	21,205,000	1,626,444	22,831,444
2039	14,900,000	788,312	15,688,312
2040	8,700,000	211,104	8,911,104
<b>Total</b>	<b>\$ 3,140,071,807</b>	<b>\$ 875,577,002</b>	<b>\$ 4,015,648,809</b>

Note: Interest payments associated with variable rate debt are not included.

## Capital Improvements Program

Of the existing outstanding debt service, the funding breakdown over the next five years is listed below. These amounts include both principal and interest payments.

DEBT SERVICE BY FUND						
GENERAL OBLIGATION AND REVENUE BONDS						
Fund Type	2021	2022	2023	2024	2025	Total
<b>Non-Enterprise Fund</b>						
SIT Fund Supported	\$ 220,956,882	\$ 208,520,379	\$ 188,079,677	\$ 175,440,599	\$ 163,712,788	\$ 956,710,325
<b>Non-Enterprise Sub Total</b>	<b>220,956,882</b>	<b>208,520,379</b>	<b>188,079,677</b>	<b>175,440,599</b>	<b>163,712,788</b>	<b>956,710,325</b>
<b>Enterprise Funds</b>						
Water	77,136,766	71,977,591	67,107,816	63,526,628	61,781,943	341,530,744
Sanitary Sewer	78,808,155	77,113,935	81,893,732	85,646,151	97,417,488	420,879,461
Storm	13,674,937	12,978,419	12,284,348	11,662,627	11,238,661	61,838,992
Electricity	1,349,700	1,313,868	1,277,787	1,233,330	1,194,623	6,369,308
<b>Enterprise Sub Total</b>	<b>170,969,558</b>	<b>163,383,813</b>	<b>162,563,683</b>	<b>162,068,736</b>	<b>171,632,715</b>	<b>830,618,505</b>
<b>Internal Service Funds</b>						
Fleet Management	4,533,465	4,414,701	4,283,936	4,135,398	3,263,843	20,631,343
Information Services	4,946,392	4,135,414	3,518,408	3,038,381	2,274,716	17,913,311
<b>Internal Service Sub Total</b>	<b>9,479,857</b>	<b>8,550,115</b>	<b>7,802,344</b>	<b>7,173,779</b>	<b>5,538,559</b>	<b>38,544,654</b>
<b>Total</b>	<b>\$ 401,406,297</b>	<b>\$ 380,454,307</b>	<b>\$ 358,445,704</b>	<b>\$ 344,683,114</b>	<b>\$ 340,884,062</b>	<b>\$ 1,825,873,484</b>

Note: Interest payments associated with variable rate debt are not included.

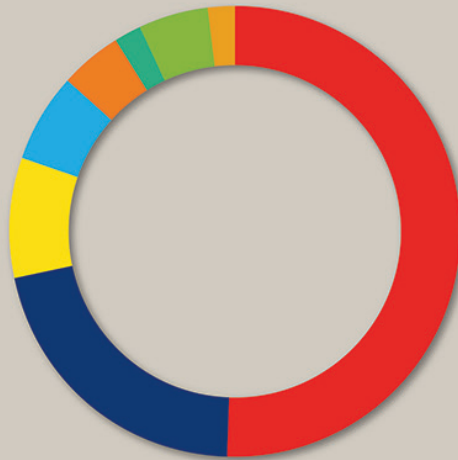
## The Proposed 2021-2026 Capital Improvement Program

The proposed Capital Improvement Program provides approximately \$3.06 billion in funding for various capital improvements for the period of 2021-2026. Of this amount, \$567.4 million is to be supported by the SIT while \$2.44 billion will be supported by the enterprise agencies of the city. The proposed 2021-2026 CIP represents an 11.3 percent decrease from the proposed 2020-2025 CIP. As of the date of publication, the proposed 2020-2025 CIP has not been adopted. The proposed 2021 CIB totals approximately \$578.9 million.

The administration intends to continue to review the proposed CIP 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.

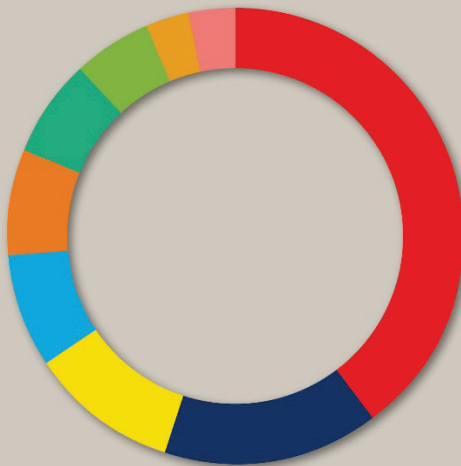
# PROPOSED 2021-2026 CAPITAL IMPROVEMENTS PROGRAM

## Percent by Division



Sanitary Sewers	50.47%
Water	21.29%
Transportation	8.62%
Storm Sewers	6.32%
Rec & Parks	4.47%
Electricity	2.00%
Other	5.06%
Safety	1.77%

## Percent by Funding Source



OWDA/WPCLF	40.03%
Voted SIT Supported	15.29%
WSRLA Loans	10.54%
Sanitary Enterprise	7.78%
Voted Water	7.65%
Voted Sanitary	7.01%
Other	5.41%
Councilmanic	3.19%
Water Enterprise	3.10%

## Capital Improvements Program

2021 - 2026 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2021	2022	2023	2024	2025	2026	Total Budget	Funding Source
<b>PUBLIC SAFETY</b>								
<b>POLICE</b>								
Police Facility Renovation	\$ 1,680,000	\$ 1,680,000	\$ 1,680,000	\$ 1,680,000	\$ 1,680,000	\$ 1,680,000	\$ 10,080,000	Voted 2019 SIT Supported
<b>Subtotal - POLICE</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>FIRE</b>								
Fire Facility Renovation	\$ 1,320,000	\$ 1,320,000	\$ 1,320,000	\$ 1,320,000	\$ 1,320,000	\$ 1,320,000	\$ 7,920,000	Voted 2019 SIT Supported
Fire Apparatus Replacement - Medics	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000	Voted 2019 SIT Supported
Fire Apparatus Replacement - Platform Ladders	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000	Voted 2019 SIT Supported
Fire Apparatus Replacement - Engines	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000	Voted 2019 SIT Supported
<b>Subtotal - FIRE</b>	<b>\$ 7,320,000</b>	<b>\$ 7,320,000</b>	<b>\$ 7,320,000</b>	<b>\$ 7,320,000</b>	<b>\$ 7,320,000</b>	<b>\$ 7,320,000</b>	<b>\$ 43,920,000</b>	
<b>DEVELOPMENT</b>								
<b>DEVELOPMENT ADMINISTRATION</b>								
Economic & Community Development	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,500,000	Councilmanic SIT Supported
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
Emergency Shelter Repair	350,000	350,000	350,000	350,000	350,000	350,000	2,100,000	Councilmanic SIT Supported
Affordable Housing Funds	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000	Councilmanic SIT Supported
<b>Subtotal - DEVELOPMENT ADMINISTRATION</b>	<b>\$ 3,600,000</b>	<b>\$ 3,600,000</b>	<b>\$ 3,600,000</b>	<b>\$ 3,600,000</b>	<b>\$ 3,600,000</b>	<b>\$ 3,600,000</b>	<b>\$ 21,600,000</b>	
<b>FINANCE AND MANAGEMENT</b>								
<b>CONSTRUCTION MANAGEMENT</b>								
Facility Renovations - Project cost Allocation	\$ 675,000	\$ 675,000	\$ 675,000	\$ 675,000	\$ 675,000	\$ 675,000	\$ 4,050,000	Councilmanic SIT Supported
Facility Renovations - Various	3,515,000	3,515,000	3,515,000	3,515,000	3,515,000	3,515,000	21,090,000	Councilmanic SIT Supported
Construction Management - Design Services	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000	Councilmanic SIT Supported
Construction Management - Project Management	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000	Councilmanic SIT Supported
Construction Management - General Contracting & Small Scale Renovation	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000	Councilmanic SIT Supported
Municipal Campus Renovations	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	18,000,000	Councilmanic SIT Supported
<b>Subtotal - CONSTRUCTION MANAGEMENT</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>\$ 8,690,000</b>	<b>\$ 52,140,000</b>	
<b>FLEET MANAGEMENT</b>								
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 - FLEET MANAGEMENT</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>	
<b>TECHNOLOGY</b>								
<b>TECHNOLOGY ADMINISTRATION</b>								
Data Center Facility Upgrades	\$ 1,825,000	\$ 240,000	\$ 200,000	\$ 250,000	\$ 1,500,000	\$ 5,000,000	\$ 9,015,000	Information Services
Connectivity Project Fiber/Wireless	1,000,000	1,000,000	1,000,000	1,000,000	1,500,000	1,500,000	7,000,000	Information Services
CTSS Fiber Purchase B,C,D	-	1,100,000	-	1,300,000	-	1,500,000	3,900,000	Information Services
Enterprise System Upgrades	375,000	1,000,000	650,000	1,300,000	2,000,000	650,000	5,975,000	Information Services
E-Gov Initiatives	-	250,000	250,000	-	-	-	500,000	Information Services
Media Services Equipment and Infrastructure	-	150,000	25,000	50,000	60,000	100,000	385,000	Information Services
Network Improvements	1,400,000	630,000	600,000	1,700,000	1,000,000	1,000,000	6,330,000	Information Services
Data Management Services	-	-	-	500,000	180,000	250,000	930,000	Information Services
Telephony and IVR Infrastructure	300,000	500,000	830,000	1,200,000	500,000	-	3,330,000	Information Services
Security Program	200,000	100,000	300,000	-	-	-	600,000	Information Services
GIS	90,000	90,000	90,000	250,000	90,000	90,000	700,000	Information Services
Applications	-	550,000	500,000	-	-	-	1,050,000	Information Services
<b>Subtotal - TECHNOLOGY ADMINISTRATION</b>	<b>\$ 5,190,000</b>	<b>\$ 5,610,000</b>	<b>\$ 4,445,000</b>	<b>\$ 7,550,000</b>	<b>\$ 6,830,000</b>	<b>\$ 10,090,000</b>	<b>\$ 39,715,000</b>	
<b>RECREATION AND PARKS</b>								
<b>RECREATION AND PARKS</b>								
Urban Infra.- Rec & Parks	\$ 753,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 753,200	Voted 2016 Debt SIT Supported
Urban Infra.- Rec & Parks	-	753,200	753,200	753,200	753,200	753,200	3,766,000	Voted 2019 SIT Supported

2021 - 2026 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2021	2022	2023	2024	2025	2026	Total Budget	Funding Source
Renovation - Misc.	3,386,800	3,386,800	3,386,800	3,386,800	3,386,800	3,386,800	20,320,800	Voted 2019 SIT Supported
Renovation - Cost Allocation	500,000	-	-	-	-	-	500,000	Voted 2016 Debt SIT Supported
Renovation - Cost Allocation	-	500,000	500,000	500,000	500,000	500,000	2,500,000	Voted 2019 SIT Supported
Facility Assessment Implementation	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	24,000,000	Voted 2019 SIT Supported
Hard Surface Improvements	800,000	-	-	-	-	-	800,000	Voted 2016 Debt SIT Supported
Hard Surface Improvements	-	800,000	800,000	800,000	800,000	800,000	4,000,000	Voted 2019 SIT Supported
Roof Improvements	800,000	-	-	-	-	-	800,000	Voted 2016 Debt SIT Supported
Roof Improvements	-	800,000	800,000	800,000	800,000	800,000	4,000,000	Voted 2019 SIT Supported
Maintenance Equipment - Parks	250,000	-	-	-	-	-	250,000	Voted 2016 Debt SIT Supported
Maintenance Equipment - Parks	-	250,000	250,000	250,000	250,000	250,000	1,250,000	Voted 2019 SIT Supported
Street Trees - Green Initiative	400,000	-	-	-	-	-	400,000	Voted 2016 Debt SIT Supported
Street Trees - Green Initiative	-	400,000	400,000	400,000	400,000	400,000	2,000,000	Voted 2019 SIT Supported
Safe Playgrounds	500,000	-	-	-	-	-	500,000	Voted 2016 Debt SIT Supported
Safe Playgrounds	-	500,000	500,000	500,000	500,000	500,000	2,500,000	Voted 2019 SIT Supported
New Development - Misc.	-	-	-	-	785,000	5,227,200	6,012,200	Councilmanic SIT Supported
New Development - Misc.	2,949,000	-	-	-	-	-	2,949,000	Voted 2016 Debt SIT Supported
New Development - Misc.	2,278,200	5,227,200	5,227,200	5,227,200	4,442,200	-	22,402,000	Voted 2019 SIT Supported
New Development - Cost Allocation	240,000	-	-	-	-	-	240,000	Voted 2016 Debt SIT Supported
New Development - Cost Allocation	-	240,000	240,000	240,000	240,000	240,000	1,200,000	Voted 2019 SIT Supported
Acquisition - Misc.	1,524,600	-	-	-	-	-	1,524,600	Voted 2016 Debt SIT Supported
Acquisition - Misc.	-	1,524,600	1,524,600	1,524,600	1,524,600	1,524,600	7,623,000	Voted 2019 SIT Supported
Acquisition - Cost Allocation	70,000	-	-	-	-	-	70,000	Voted 2016 Debt SIT Supported
Acquisition - Cost Allocation	-	70,000	70,000	70,000	70,000	70,000	350,000	Voted 2019 SIT Supported
Program Projects (Small) - Cost Allocation	70,000	-	-	-	-	-	70,000	Voted 2016 Debt SIT Supported
Program Projects (Small) - Cost Allocation	-	70,000	70,000	70,000	70,000	70,000	350,000	Voted 2019 SIT Supported
Program Projects (Small) - Golf Misc.	762,300	-	-	-	-	-	762,300	Voted 2016 Debt SIT Supported
Program Projects (Small) - Golf Misc.	-	762,300	762,300	762,300	762,300	762,300	3,811,500	Voted 2019 SIT Supported
Program Projects (Small) - Sports Misc.	548,856	-	-	-	-	-	548,856	Voted 2016 Debt SIT Supported
Program Projects (Small) - Sports Misc.	-	548,856	548,856	548,856	548,856	548,856	2,744,280	Voted 2019 SIT Supported
Program Projects (Small) - Rental Services Misc.	213,444	-	-	-	-	-	213,444	Voted 2016 Debt SIT Supported
Program Projects (Small) - Rental Services Misc.	-	213,444	213,444	213,444	213,444	213,444	1,067,220	Voted 2019 SIT Supported
Program Projects (Large) - Misc.	1,089,000	-	-	-	-	-	1,089,000	Voted 2016 Debt SIT Supported
Program Projects (Large) - Misc.	-	1,089,000	1,089,000	1,089,000	1,089,000	1,089,000	5,445,000	Voted 2019 SIT Supported
Program Projects (Large) - Cost Allocation	50,000	-	-	-	-	-	50,000	Voted 2016 Debt SIT Supported
Program Projects (Large) - Cost Allocation	-	50,000	50,000	50,000	50,000	50,000	250,000	Voted 2019 SIT Supported
Emergency Replacement - Misc.	871,200	-	-	-	-	-	871,200	Voted 2016 Debt SIT Supported
Emergency Replacement - Misc.	-	871,200	871,200	871,200	871,200	871,200	4,356,000	Voted 2019 SIT Supported
Emergency Replacement - Cost Allocation	40,000	-	-	-	-	-	40,000	Voted 2016 Debt SIT Supported
Emergency Replacement - Cost Allocation	-	40,000	40,000	40,000	40,000	40,000	200,000	Voted 2019 SIT Supported
Opportunity Projects - Misc.	653,400	-	-	-	-	-	653,400	Voted 2016 Debt SIT Supported
Opportunity Projects - Misc.	-	653,400	653,400	653,400	653,400	653,400	3,267,000	Voted 2019 SIT Supported
Opportunity Projects - Cost Allocation	30,000	-	-	-	-	-	30,000	Voted 2016 Debt SIT Supported
Opportunity Projects - Cost Allocation	-	30,000	30,000	30,000	30,000	30,000	150,000	Voted 2019 SIT Supported
<b>Subtotal - RECREATION AND PARKS</b>	<b>\$ 22,780,000</b>	<b>\$ 22,780,000</b>	<b>\$ 22,780,000</b>	<b>\$ 22,780,000</b>	<b>\$ 22,780,000</b>	<b>\$ 22,780,000</b>	<b>\$ 136,680,000</b>	
<b>Public Service</b>								
<b>TRANSPORTATION</b>								
UIRF - Urban Infrastructure Recovery Fund	\$ 5,651,813	\$ 5,651,813	\$ 5,651,813	\$ 5,651,813	\$ 5,651,813	\$ 5,651,813	\$ 33,910,878	Voted 2019 SIT Supported
NCR-TBD	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	15,000,000	Voted 2019 SIT Supported
Roadway Improvements	5,581,794	5,581,794	5,581,794	5,581,794	5,581,794	5,581,794	33,490,764	Voted 2019 SIT Supported
Resurfacing - Resurfacing Projects	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	120,000,000	Voted 2019 SIT Supported
Bridge Rehabilitation - Annual Citywide Contract	3,371,393	3,371,393	3,371,393	3,371,393	3,371,393	3,371,393	20,228,358	Voted 2019 SIT Supported
Housing Initiatives - Roadway	800,000	800,000	800,000	800,000	800,000	800,000	4,800,000	Voted 2019 SIT Supported
Bikeway Development	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000	Voted 2019 SIT Supported
Pedestrian Safety Improvements - Sidewalk Program	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	24,000,000	Voted 2019 SIT Supported
<b>Subtotal - TRANSPORTATION</b>	<b>\$ 43,905,000</b>	<b>\$ 43,905,000</b>	<b>\$ 43,905,000</b>	<b>\$ 43,905,000</b>	<b>\$ 43,905,000</b>	<b>\$ 43,905,000</b>	<b>\$ 263,430,000</b>	

## Capital Improvements Program

2021 - 2026 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2021	2022	2023	2024	2025	2026	Total Budget	Funding Source
<b>REFUSE COLLECTION</b>								
Mechanized Collection Equipment	\$ -	\$ -	\$ -	\$ 4,930,000	\$ 4,930,000	\$ 4,930,000	\$ 14,790,000	Councilmanic SIT Supported
Mechanized Collection Equipment	5,230,000	4,930,000	4,930,000	-	-	-	15,090,000	Voted 2019 SIT Supported
Alum Creek Remediation - Facility Improvements	-	-	-	100,000	100,000	100,000	300,000	Councilmanic SIT Supported
Alum Creek Remediation - Facility Improvements	-	100,000	100,000	-	-	-	200,000	Voted 2019 SIT Supported
Mechanized Collection Equipment - Containers	-	-	-	50,000	1,050,000	1,050,000	2,150,000	Councilmanic SIT Supported
Mechanized Collection Equipment - Containers	850,000	1,050,000	1,050,000	1,000,000	-	-	3,950,000	Voted 2019 SIT Supported
<b>Subtotal - REFUSE COLLECTION</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>	
<b>Public Utilities</b>								
<b>STORM SEWER</b>								
Fountain Square Stormwater System Improvements	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 600,000	Voted 2016 Debt - Storm
Storm Sewer Large Diameter Condition Assessment Phase 1	-	-	-	200,000	-	-	200,000	Storm Sewer Enterprise (Unvoted)
Storm Sewer Large Diameter Condition Assessment Phase 1	300,000	-	-	-	-	-	300,000	Voted 2016 Debt - Storm
Storm Sewer Large Diameter Condition Assessment Phase 1	-	-	-	2,000,000	-	-	2,000,000	WPCLF/OWDA
General Construction Contract (Storm)	-	-	1,150,000	1,150,000	1,150,000	1,150,000	4,600,000	Storm Sewer Enterprise (Unvoted)
General Construction Contract (Storm)	1,150,000	1,150,000	-	-	-	-	2,300,000	Voted 2016 Debt - Storm
Storm Sewer Large Diameter Condition Assessment Phase 2	-	-	151,000	-	200,000	-	351,000	Storm Sewer Enterprise (Unvoted)
Storm Sewer Large Diameter Condition Assessment Phase 2	1,500,000	-	149,000	-	-	-	1,649,000	Voted 2016 Debt - Storm
Storm Sewer Large Diameter Condition Assessment Phase 2	-	-	-	-	2,000,000	-	2,000,000	WPCLF/OWDA
Storm Sewer Large Diameter Condition Assessment Phase 3	-	-	-	300,000	-	200,000	500,000	Storm Sewer Enterprise (Unvoted)
Storm Sewer Large Diameter Condition Assessment Phase 3	-	1,500,000	-	-	-	-	1,500,000	Voted 2016 Debt - Storm
Storm Sewer Large Diameter Condition Assessment Phase 3	-	-	-	-	-	2,000,000	2,000,000	WPCLF/OWDA
Storm Sewer Large Diameter Condition Assessment Phase 4	-	-	1,500,000	-	300,000	-	1,800,000	Storm Sewer Enterprise (Unvoted)
Storm Sewer Large Diameter Condition Assessment Phase 5	-	-	-	1,500,000	-	300,000	1,800,000	Storm Sewer Enterprise (Unvoted)
Storm Sewer Large Diameter Condition Assessment Phase 6	-	-	-	-	1,500,000	-	1,500,000	Storm Sewer Enterprise (Unvoted)
Storm Sewer Large Diameter Condition Assessment Phase 7	-	-	-	-	-	1,500,000	1,500,000	Storm Sewer Enterprise (Unvoted)
General Engineering Services - Storm - 2019	400,000	-	-	-	-	-	400,000	Voted 2016 Debt - Storm
General Engineering Services - Storm - 2022	-	-	-	400,000	-	-	400,000	Storm Sewer Enterprise (Unvoted)
General Engineering Services - Storm - 2022	-	400,000	400,000	-	-	-	800,000	Voted 2016 Debt - Storm
General Engineering Services - Storm - 2025	-	-	-	-	400,000	400,000	800,000	Storm Sewer Enterprise (Unvoted)
60-15 Linworth Rd/Meeklynn Dr Storm Sewer	150,000	-	-	-	-	-	150,000	Voted 2016 Debt - Storm
60-15 Linworth Rd/Meeklynn Dr Storm Sewer	1,000,000	-	-	-	-	-	1,000,000	WPCLF/OWDA
Linden Neighborhood Stormwater System Improvements Phase 2	900,000	-	-	-	-	-	900,000	WPCLF/OWDA
Detention Basin Modifications IV	-	-	-	-	100,000	100,000	200,000	Storm Sewer Enterprise (Unvoted)
Detention Basin Modifications IV	-	-	-	-	-	650,000	650,000	WPCLF/OWDA
Detention Basin Modifications V	-	-	-	-	-	100,000	100,000	Storm Sewer Enterprise (Unvoted)
Old Beechwood Area Stormwater System Improvements	504,000	-	-	-	-	-	504,000	Voted 2016 Debt - Storm
Old Beechwood Area Stormwater System Improvements	1,700,000	-	-	-	-	-	1,700,000	WPCLF/OWDA
Joint Storm Sewer Projects with DPS	-	-	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000	Storm Sewer Enterprise (Unvoted)
Joint Storm Sewer Projects with DPS	1,000,000	1,000,000	-	-	-	-	2,000,000	Voted 2016 Debt - Storm
Franklinton Area Stormwater System Improvements	-	-	2,000,000	-	-	-	2,000,000	Storm Sewer Enterprise (Unvoted)
Franklinton Area Stormwater System Improvements	5,000,000	-	-	-	-	-	5,000,000	Voted 2016 Debt - Storm
Franklinton Area Stormwater System Improvements	-	-	15,000,000	-	-	-	15,000,000	WPCLF/OWDA
SMOC Facility Stormwater Improvements	480,000	-	-	-	-	-	480,000	Voted 2016 Debt - Storm
SMOC Facility Stormwater Improvements	3,200,000	-	-	-	-	-	3,200,000	WPCLF/OWDA
ST-21, ST-22, ST-23 Improvements	1,650,000	-	3,000,000	-	-	-	4,650,000	Voted 2016 Debt - Storm
ST-21, ST-22, ST-23 Improvements	-	-	28,200,000	-	-	-	28,200,000	WPCLF/OWDA
SMOC SCADA Modernization at Remote Stormwater Facilities	-	-	1,850,000	-	540,000	-	2,390,000	Storm Sewer Enterprise (Unvoted)
SMOC SCADA Modernization at Remote Stormwater Facilities	-	-	-	-	3,600,000	-	3,600,000	WPCLF/OWDA
Krieger Court Stormwater Improvements	200,000	375,000	-	-	-	-	575,000	Voted 2016 Debt - Storm
Krieger Court Stormwater Improvements	-	2,500,000	-	-	-	-	2,500,000	WPCLF/OWDA
Tw in Lakes Upper Dam and Greenlaw n Low Head Dam Improvements	1,350,000	-	-	-	-	-	1,350,000	Voted 2016 Debt - Storm
Tw in Lakes Upper Dam and Greenlaw n Low Head Dam Improvements	1,500,000	7,000,000	-	-	-	-	8,500,000	WPCLF/OWDA
Barnett Road Stormwater Improvements Project	-	255,000	-	-	-	-	255,000	Voted 2016 Debt - Storm
Barnett Road Stormwater Improvements Project	-	1,700,000	-	-	-	-	1,700,000	WPCLF/OWDA

2021 - 2026 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2021	2022	2023	2024	2025	2026	Total Budget	Funding Source
Storm Sewer Assessment - Hilltop 2 Blueprint Area	-	-	-	-	-	2,000,000	2,000,000	Storm Sewer Enterprise (Unvoted)
Cooke Rd. Culvert Improvements Project	-	97,500	-	-	-	-	97,500	Voted 2016 Debt - Storm
Cooke Rd. Culvert Improvements Project	-	650,000	-	-	-	-	650,000	WPCLF/OWDA
Ohio State University Area Utility Easement Project	50,000	-	-	-	-	-	50,000	Voted 2016 Debt - Storm
Second Avenue Sewer Improvements	50,000	-	-	-	-	-	50,000	Voted 2016 Debt - Storm
Second Avenue Sewer Improvements	-	4,000,000	-	-	-	-	4,000,000	WPCLF/OWDA
Mound Street Floodwall and WCLPP Repairs	500,000	50,000	-	-	-	-	550,000	Voted 2016 Debt - Storm
Mound Street Floodwall and WCLPP Repairs	-	2,200,000	-	-	-	-	2,200,000	WPCLF/OWDA
Floodwall Closure Evaluations	750,000	400,000	-	-	-	-	1,150,000	Voted 2016 Debt - Storm
Floodwall Closure Evaluations	-	4,000,000	-	-	-	-	4,000,000	WPCLF/OWDA
Thurston Grimsby Storm Sewer Improvements Project	-	127,875	127,875	-	-	-	255,750	Voted 2016 Debt - Storm
Thurston Grimsby Storm Sewer Improvements Project	-	-	-	852,500	-	-	852,500	WPCLF/OWDA
Astor Bernhard Storm Sewer Improvements	-	244,125	244,125	-	-	-	488,250	Voted 2016 Debt - Storm
Astor Bernhard Storm Sewer Improvements	-	-	-	1,627,500	-	-	1,627,500	WPCLF/OWDA
Gertrude Lattimer Storm Sewer Improvements	-	-	-	616,125	-	-	616,125	Storm Sewer Enterprise (Unvoted)
Gertrude Lattimer Storm Sewer Improvements	-	616,125	-	-	-	-	616,125	Voted 2016 Debt - Storm
Gertrude Lattimer Storm Sewer Improvements	-	-	-	-	4,107,500	-	4,107,500	WPCLF/OWDA
Plum Ridge Storm Improvements	-	-	-	174,375	-	-	174,375	Storm Sewer Enterprise (Unvoted)
Plum Ridge Storm Improvements	-	174,375	-	-	-	-	174,375	Voted 2016 Debt - Storm
Plum Ridge Storm Improvements	-	-	-	-	1,162,500	-	1,162,500	WPCLF/OWDA
Minor Stormwater Drainage Improvements	-	-	-	300,000	300,000	300,000	900,000	Storm Sewer Enterprise (Unvoted)
Minor Stormwater Drainage Improvements	-	130,000	130,000	-	-	-	260,000	Voted 2016 Debt - Storm
Minor Stormwater Drainage Improvements	-	-	-	1,700,000	1,700,000	1,700,000	5,100,000	WPCLF/OWDA
Major Stormwater Drainage Improvements	-	-	780,000	1,400,000	1,400,000	1,400,000	4,980,000	Storm Sewer Enterprise (Unvoted)
Major Stormwater Drainage Improvements	620,000	620,000	620,000	-	-	-	1,860,000	Voted 2016 Debt - Storm
Major Stormwater Drainage Improvements	-	-	7,850,000	7,850,000	7,850,000	7,850,000	31,400,000	WPCLF/OWDA
Storm Sewer Lining Projects	-	-	-	150,000	150,000	150,000	450,000	Storm Sewer Enterprise (Unvoted)
Storm Sewer Lining Projects	-	150,000	150,000	-	-	-	300,000	Voted 2016 Debt - Storm
Storm Sewer Lining Projects	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	WPCLF/OWDA
Northwest Stormwater Study	600,000	-	-	-	-	-	600,000	Voted 2016 Debt - Storm
<b>Subtotal - STORM SEWER</b>	<b>\$ 25,154,000</b>	<b>\$ 30,340,000</b>	<b>\$ 65,302,000</b>	<b>\$ 22,220,500</b>	<b>\$ 28,460,000</b>	<b>\$ 21,800,000</b>	<b>\$ 193,276,500</b>	
<b>SANITARY SEWERS</b>								
Real Time Control Sewer System Optimization, Part 2	\$ -	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,000,000	Sanitary Sewer Enterprise (Unvoted)
Real Time Control Sewer System Optimization, Part 2	500,000	500,000	-	-	-	-	1,000,000	Voted 2016 Debt - Sanitary Sewer
SSES Overall Engineering Consultant (OEC) Services	300,000	-	-	-	-	-	300,000	Voted 2016 Debt - Sanitary Sewer
Overall Engineering Consultants (OEC) 2022-2026	-	-	300,000	300,000	300,000	300,000	1,200,000	Sanitary Sewer Enterprise (Unvoted)
Overall Engineering Consultants (OEC) 2022-2026	-	300,000	-	-	-	-	300,000	Voted 2019 Debt - Sanitary
Big Walnut Sanitary Trunk Extension, Phase 2	1,000,000	997,366	-	-	-	-	1,997,366	Voted 2016 Debt - Sanitary Sewer
Big Walnut Sanitary Trunk Extension, Phase 2	-	3,802,634	-	-	-	-	3,802,634	Voted 2019 Debt - Sanitary
Big Walnut Sanitary Trunk Extension, Phase 2	88,750,000	-	-	-	-	-	88,750,000	WPCLF/OWDA
Central College Subtrunk Extension Phase 3	-	1,300,000	-	-	-	-	1,300,000	Voted 2019 Debt - Sanitary
60-05 Rocky Fork-Blacklick Connector Sewer	-	-	-	3,600,000	500,000	3,600,000	7,700,000	Sanitary Sewer Enterprise (Unvoted)
General Engineering Services - Sanitary - 2019	400,000	400,000	-	-	-	-	800,000	Voted 2016 Debt - Sanitary Sewer
General Engineering Services - Sanitary - 2022	-	-	400,000	400,000	-	-	800,000	Sanitary Sewer Enterprise (Unvoted)
General Engineering Services - Sanitary - 2025	-	-	-	-	400,000	400,000	800,000	Sanitary Sewer Enterprise (Unvoted)
Williams and Castle Interceptor	-	-	-	-	7,500,000	1,000,000	8,500,000	Sanitary Sewer Enterprise (Unvoted)
Williams and Castle Interceptor	2,000,000	-	-	-	-	-	2,000,000	Voted 2016 Debt - Sanitary Sewer
Williams and Castle Interceptor	-	-	3,000,000	-	-	-	3,000,000	Voted 2019 Debt - Sanitary
Williams and Castle Interceptor	-	-	-	-	80,000,000	-	80,000,000	WPCLF/OWDA
DOSD Roof Replacements, No. 2	2,875,000	-	-	-	-	-	2,875,000	Voted 2016 Debt - Sanitary Sewer
DOSD Roof Replacements, No. 2	-	2,380,000	-	-	-	-	2,380,000	Voted 2019 Debt - Sanitary
DOSD Roof Replacements, No. 3	-	-	2,634	3,150,000	3,150,000	2,350,000	8,652,634	Sanitary Sewer Enterprise (Unvoted)
DOSD Roof Replacements, No. 3	-	250,000	3,147,366	-	-	-	3,397,366	Voted 2019 Debt - Sanitary
DOSD Roof Replacements, No. 4	-	-	-	-	-	195,000	195,000	Sanitary Sewer Enterprise (Unvoted)

## Capital Improvements Program

2021 - 2026 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2021	2022	2023	2024	2025	2026	Total Budget	Funding Source
JPWWTP Digester Improvements	3,311,000	-	-	-	-	-	3,311,000	Voted 2016 Debt - Sanitary Sewer
JPWWTP Digester Improvements	-	7,740,000	-	-	-	-	7,740,000	Voted 2019 Debt - Sanitary
JPWWTP Digester Improvements	-	43,000,000	-	-	-	-	43,000,000	WPCLF/OWDA
JPWWTP, Support Facilities	-	-	-	-	-	284,000	284,000	Sanitary Sewer Enterprise (Unvoted)
Jackson Pike WWTP Aeration Optimization	-	-	-	2,640,000	3,760,000	-	6,400,000	Sanitary Sewer Enterprise (Unvoted)
Jackson Pike WWTP Aeration Optimization	-	-	-	-	20,000,000	-	20,000,000	WPCLF/OWDA
Jackson Pike A-Plant Secondary Clarifier Electrical Upgrades & Miscellaneous Imp	-	-	825,000	1,155,000	2,820,000	-	4,800,000	Sanitary Sewer Enterprise (Unvoted)
Jackson Pike A-Plant Secondary Clarifier Electrical Upgrades & Miscellaneous Imp	-	-	-	-	15,000,000	-	15,000,000	WPCLF/OWDA
JPWWTP Sludge Dewatering Improvements	-	-	-	-	-	1,045,000	1,045,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP Cogeneration Facility	2,595,560	-	-	-	-	-	2,595,560	Voted 2016 Debt - Sanitary Sewer
JPWWTP Cogeneration Facility	25,911,854	-	-	-	-	-	25,911,854	WPCLF/OWDA
JPWWTP Screening Improvements	-	1,880,000	-	-	-	-	1,880,000	Voted 2019 Debt - Sanitary
JPWWTP Screening Improvements	-	10,000,000	-	-	-	-	10,000,000	WPCLF/OWDA
JPWWTP Power Monitoring System	-	-	128,000	180,000	-	-	308,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP Power Monitoring System	-	-	-	1,000,000	-	-	1,000,000	WPCLF/OWDA
Whittier Street Storm Tanks, Part 2	-	-	-	-	-	1,000,000	1,000,000	Sanitary Sewer Enterprise (Unvoted)
Short Circuit, Coordination, and Arc Flash Studies #1	350,000	350,000	-	-	-	-	700,000	Voted 2016 Debt - Sanitary Sewer
DFU General Engineering Consultant Services (GEC) #4	500,000	500,000	-	-	-	-	1,000,000	Voted 2016 Debt - Sanitary Sewer
DFU General Engineering Consultant Services (GEC) #5	-	-	500,000	500,000	-	-	1,000,000	Sanitary Sewer Enterprise (Unvoted)
DFU General Engineering Consultant Services (GEC) #5	500,000	-	-	-	-	-	500,000	Voted 2016 Debt - Sanitary Sewer
DFU General Engineering Consultant Services (GEC) #5	-	500,000	-	-	-	-	500,000	Voted 2019 Debt - Sanitary
DFU General Engineering Consultant Services (GEC) #6	-	-	500,000	500,000	500,000	500,000	2,000,000	Sanitary Sewer Enterprise (Unvoted)
DFU General Engineering Consultant Services (GEC) #7	-	-	-	-	500,000	500,000	1,000,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP Small Capital Projects	-	-	-	1,100,000	1,100,000	1,100,000	3,300,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP Small Capital Projects	1,450,000	-	-	-	-	-	1,450,000	Voted 2016 Debt - Sanitary Sewer
JPWWTP Small Capital Projects	-	1,100,000	1,100,000	-	-	-	2,200,000	Voted 2019 Debt - Sanitary
JPWWTP Incinerator Building Rehabilitation	-	2,300,000	-	-	-	-	2,300,000	Voted 2016 Debt - Sanitary Sewer
SWWTP Small Capital Projects	-	-	-	1,100,000	1,100,000	1,100,000	3,300,000	Sanitary Sewer Enterprise (Unvoted)
SWWTP Small Capital Projects	600,000	1,600,000	-	-	-	-	2,200,000	Voted 2016 Debt - Sanitary Sewer
SWWTP Small Capital Projects	-	-	1,100,000	-	-	-	1,100,000	Voted 2019 Debt - Sanitary
SWWTP Incinerator Building - South Rehabilitation	-	-	-	-	-	600,000	600,000	Sanitary Sewer Enterprise (Unvoted)
SWWTP ERC/FRC MCC Replacement	500,000	-	-	-	-	-	500,000	Voted 2016 Debt - Sanitary Sewer
Compost Facility Small Capital Projects	-	-	-	-	-	400,000	400,000	Sanitary Sewer Enterprise (Unvoted)
Fairwood Building Facilities Small Capital Projects	-	-	350,000	350,000	350,000	350,000	1,400,000	Sanitary Sewer Enterprise (Unvoted)
Fairwood Building Facilities Small Capital Projects	-	350,000	-	-	-	-	350,000	Voted 2019 Debt - Sanitary
SMOC Vehicle Maintenance Fluid System Replacement	500,000	-	-	-	-	-	500,000	Voted 2016 Debt - Sanitary Sewer
WWTFs Professional Construction Management Services #2	450,000	-	-	-	-	-	450,000	Voted 2016 Debt - Sanitary Sewer
WWTFs Professional Construction Management Services - HVAC Replacement	264,000	-	-	-	-	-	264,000	Voted 2016 Debt - Sanitary Sewer
WWTFs Professional Construction Management Services - Roof Replacement	250,000	-	-	-	-	-	250,000	Voted 2016 Debt - Sanitary Sewer
WWTFs Professional Construction Management Services #3	-	-	485,000	485,000	485,000	485,000	1,940,000	Sanitary Sewer Enterprise (Unvoted)
WWTFs Professional Construction Management Services #3	-	485,000	-	-	-	-	485,000	Voted 2019 Debt - Sanitary
DOSD HVAC and Air Purification System Replacements, No. 1	2,336,000	2,400,000	-	-	-	-	4,736,000	Voted 2016 Debt - Sanitary Sewer
DOSD HVAC and Air Purification System Replacements, No. 2	-	-	-	1,300,000	1,300,000	2,400,000	5,000,000	Sanitary Sewer Enterprise (Unvoted)
DOSD HVAC and Air Purification System Replacements, No. 2	-	300,000	1,300,000	-	-	-	1,600,000	Voted 2019 Debt - Sanitary
DOSD HVAC and Air Purification System Replacements, No. 3	-	-	-	-	-	300,000	300,000	Sanitary Sewer Enterprise (Unvoted)
Jackson Pike WWTP Stormwater and Floodplain Improvements	890,000	800,000	-	-	-	-	1,690,000	Voted 2016 Debt - Sanitary Sewer
Jackson Pike WWTP Stormwater and Floodplain Improvements	-	5,000,000	-	-	-	-	5,000,000	WPCLF/OWDA
Land Acquisition	-	-	-	-	-	7,500,000	7,500,000	Sanitary Sewer Enterprise (Unvoted)
DOSD Electrical Upgrades Program	-	-	-	12,000,000	12,000,000	900,000	24,900,000	Sanitary Sewer Enterprise (Unvoted)
DOSD Electrical Upgrades Program	11,200,000	6,000,000	-	-	-	-	17,200,000	Voted 2016 Debt - Sanitary Sewer
DOSD Electrical Upgrades Program	-	-	6,000,000	-	-	-	6,000,000	Voted 2019 Debt - Sanitary
WWTFs Instrumentation and Control (I&C) Integration and Programming Part 2	500,000	500,000	-	-	-	-	1,000,000	Voted 2016 Debt - Sanitary Sewer
WWTFs Instrumentation and Control (I&C) Integration and Programming Part 2	-	-	500,000	-	-	-	500,000	Voted 2019 Debt - Sanitary
WWTFs Instrumentation and Control (I&C) Integration and Programming #3	-	-	500,000	500,000	500,000	-	1,500,000	Sanitary Sewer Enterprise (Unvoted)
WWTFs Instrumentation And Control (I&C) Integration and Programming Team Part 4	-	-	-	-	-	500,000	500,000	Sanitary Sewer Enterprise (Unvoted)



2021 - 2026 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2021	2022	2023	2024	2025	2026	Total Budget	Funding Source
SWWTP Sludge Dewatering Improvements	-	-	-	3,363,000	-	1,520,000	4,883,000	Sanitary Sewer Enterprise (Unvoted)
SWWTP Sludge Dewatering Improvements	-	-	1,045,000	-	-	-	1,045,000	Voted 2019 Debt - Sanitary
SWWTP Sludge Dewatering Improvements	-	-	-	-	-	19,000,000	19,000,000	WPCLF/OWDA
SWWTP Main Drain Pump Station	400,000	-	-	-	-	-	400,000	Voted 2016 Debt - Sanitary Sewer
SWWTP Main Drain Pump Station	2,500,000	-	-	-	-	-	2,500,000	WPCLF/OWDA
SWWTP Digestion Process Expansion	1,504,000	-	-	-	-	-	1,504,000	Voted 2016 Debt - Sanitary Sewer
SWWTP Digestion Process Expansion	1,370,109	-	-	-	-	-	1,370,109	WPCLF/OWDA
SWWTP Cogeneration Revised Capacity	-	-	-	-	1,300,000	2,858,000	4,158,000	Sanitary Sewer Enterprise (Unvoted)
SWWTP Digester Process Expansion, Phase II	1,375,000	1,925,000	-	-	-	-	3,300,000	Voted 2016 Debt - Sanitary Sewer
SWWTP Digester Process Expansion, Phase II	-	-	4,700,000	-	-	-	4,700,000	Voted 2019 Debt - Sanitary
SWWTP Digester Process Expansion, Phase II	-	-	24,955,000	-	-	-	24,955,000	WPCLF/OWDA
SWWTP Post Aeration Diffuser Replacement	670,000	-	-	-	-	-	670,000	Voted 2016 Debt - Sanitary Sewer
SWWTP Post Aeration Diffuser Replacement	8,695,000	-	-	-	-	-	8,695,000	WPCLF/OWDA
SWWTP Effluent Sample Pump Station	-	-	110,000	154,000	360,000	-	624,000	Sanitary Sewer Enterprise (Unvoted)
SWWTP Effluent Sample Pump Station	-	-	-	-	2,000,000	-	2,000,000	WPCLF/OWDA
SWWTP Power Monitoring System	-	-	160,000	260,000	-	-	420,000	Sanitary Sewer Enterprise (Unvoted)
SWWTP Power Monitoring System	-	-	-	1,250,000	-	-	1,250,000	WPCLF/OWDA
Power Quality Analysis	-	-	-	-	500,000	500,000	1,000,000	Sanitary Sewer Enterprise (Unvoted)
WWTFs Phosphorus Removal & Recovery	-	-	-	-	-	1,667,800	1,667,800	Sanitary Sewer Enterprise (Unvoted)
WWTF Upgrade - General Program #4	1,000,000	800,000	-	-	-	-	1,800,000	Voted 2016 Debt - Sanitary Sewer
WWTF Upgrade - General Program #5	-	-	800,000	800,000	800,000	800,000	3,200,000	Sanitary Sewer Enterprise (Unvoted)
East and Far East Return Activated Sludge Sludge Control Bldg Electrical Imp	-	-	220,000	308,000	752,000	-	1,280,000	Sanitary Sewer Enterprise (Unvoted)
East and Far East Return Activated Sludge Sludge Control Bldg Electrical Imp	-	-	-	-	4,000,000	-	4,000,000	WPCLF/OWDA
SWWTP Aeration Optimization	-	-	-	-	3,960,000	5,640,000	9,600,000	Sanitary Sewer Enterprise (Unvoted)
SWWTP Aeration Optimization	-	-	-	-	-	30,000,000	30,000,000	WPCLF/OWDA
SWWTP EAC HVAC and Air Purification	300,000	3,240,000	-	-	-	-	3,540,000	Voted 2016 Debt - Sanitary Sewer
Compost Facility Odor Reduction Improvements - Part 2	-	-	-	-	7,835,000	7,835,000	15,670,000	Sanitary Sewer Enterprise (Unvoted)
Compost Facility Odor Reduction Improvements - Part 2	-	-	-	-	-	43,350,000	43,350,000	WPCLF/OWDA
Southerly Stormwater and Floodplain Improvements	1,300,000	800,000	-	-	-	-	2,100,000	Voted 2016 Debt - Sanitary Sewer
Southerly Stormwater and Floodplain Improvements	-	5,000,000	-	-	-	-	5,000,000	WPCLF/OWDA
Sanitary Sewer Lining Project	-	-	-	1,170,000	-	-	1,170,000	Sanitary Sewer Enterprise (Unvoted)
Sanitary Sewer Lining Project	1,170,000	-	-	-	-	-	1,170,000	Voted 2016 Debt - Sanitary Sewer
2021 Annual Lining Contract	850,000	-	-	-	-	-	850,000	Voted 2016 Debt - Sanitary Sewer
2021 Annual Lining Contract	5,000,000	-	-	-	-	-	5,000,000	WPCLF/OWDA
2022 Annual Lining Contract	-	850,000	-	-	-	-	850,000	Voted 2016 Debt - Sanitary Sewer
2022 Annual Lining Contract	-	5,000,000	-	-	-	-	5,000,000	WPCLF/OWDA
2023 Annual Lining Contract	-	-	404,534	-	-	-	404,534	Sanitary Sewer Enterprise (Unvoted)
2023 Annual Lining Contract	-	-	445,466	-	-	-	445,466	Voted 2019 Debt - Sanitary
2023 Annual Lining Contract	-	-	5,000,000	-	-	-	5,000,000	WPCLF/OWDA
2024 Annual Lining Contract	-	-	-	850,000	-	-	850,000	Sanitary Sewer Enterprise (Unvoted)
2024 Annual Lining Contract	-	-	-	5,000,000	-	-	5,000,000	WPCLF/OWDA
2025 Annual Lining Contract	-	-	-	-	850,000	-	850,000	Sanitary Sewer Enterprise (Unvoted)
2025 Annual Lining Contract	-	-	-	-	5,000,000	-	5,000,000	WPCLF/OWDA
2026 Annual Lining Contract	-	-	-	-	-	850,000	850,000	Sanitary Sewer Enterprise (Unvoted)
2026 Annual Lining Contract	-	-	-	-	-	5,000,000	5,000,000	WPCLF/OWDA
Walnut Street Sanitary Sewer Extension	-	-	750,000	-	400,000	-	1,150,000	Sanitary Sewer Enterprise (Unvoted)
Walnut Street Sanitary Sewer Extension	-	-	-	-	2,000,000	-	2,000,000	WPCLF/OWDA
Sewer System Capacity Model update 2020	-	-	-	2,000,000	-	-	2,000,000	Sanitary Sewer Enterprise (Unvoted)
Sewer System Capacity Model update 2020	-	2,000,000	-	-	-	-	2,000,000	Voted 2019 Debt - Sanitary
Big Walnut Interceptor Lockbourne Subtrunk Canal Road Area	-	200,000	-	-	-	-	200,000	Voted 2016 Debt - Sanitary Sewer
Big Walnut Interceptor Lockbourne Subtrunk Canal Road Area	-	-	2,000,000	-	-	-	2,000,000	WPCLF/OWDA
Intermodal Sanitary Subtrunk Extension	-	1,000,000	-	-	-	-	1,000,000	Voted 2016 Debt - Sanitary Sewer
Rickenbacker Intermodal Sanitary Extension	1,100,000	-	-	-	-	-	1,100,000	WPCLF/OWDA
Intermodal Sanitary Subtrunk Extension - Phase 2	-	-	550,000	-	-	-	550,000	Voted 2019 Debt - Sanitary
Intermodal Sanitary Subtrunk Extension - Phase 2	-	-	3,500,000	-	-	-	3,500,000	WPCLF/OWDA
DFU Archive / Records Storage and SMOC Locker Room Renovations	429,500	-	-	-	-	-	429,500	Voted 2016 Debt - Sanitary Sewer

## Capital Improvements Program

2021 - 2026 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2021	2022	2023	2024	2025	2026	Total Budget	Funding Source
SMOC Inventory Control Consolidations	250,000	-	-	-	-	-	250,000	Voted 2016 Debt - Sanitary Sewer
SMOC Inventory Control Consolidations	-	3,845,000	-	-	-	-	3,845,000	Voted 2019 Debt - Sanitary
Ohio State University Area Utility Easement Project	50,000	-	-	-	-	-	50,000	Voted 2016 Debt - Sanitary Sewer
Big Walnut Outfall (South) Rehabilitation	652,994	-	-	-	-	-	652,994	Voted 2016 Debt - Sanitary Sewer
Big Walnut Outfall (South) Rehabilitation	-	3,000,000	-	-	-	-	3,000,000	Voted 2019 Debt - Sanitary
Big Walnut Outfall (South) Rehabilitation	-	30,000,000	-	-	-	-	30,000,000	WPCLF/OWDA
Big Walnut Outfall (North) Rehabilitation	-	-	-	300,000	-	-	300,000	Sanitary Sewer Enterprise (Unvoted)
Big Walnut Outfall (North) Rehabilitation	-	1,600,000	-	-	-	-	1,600,000	Voted 2016 Debt - Sanitary Sewer
Big Walnut Outfall (North) Rehabilitation	-	-	-	20,000,000	-	-	20,000,000	WPCLF/OWDA
Lower Olentangy Tunnel - Phase 1	-	-	-	6,000,000	3,000,000	-	9,000,000	Sanitary Sewer Enterprise (Unvoted)
Lower Olentangy Tunnel - Phase 1	7,500,000	-	-	-	-	-	7,500,000	Voted 2016 Debt - Sanitary Sewer
Lower Olentangy Tunnel - Phase 1	-	6,000,000	6,000,000	-	-	-	12,000,000	Voted 2019 Debt - Sanitary
Lower Olentangy Tunnel - Phase 1	26,000,000	-	-	-	-	-	26,000,000	WPCLF/OWDA
Large Diameter Sewer Rehabilitation - Alum Creek Trunk South Section/Deshler Tunnel-								
Alum Creek Interceptor Sewer/Truro Sewers	260,000	-	-	-	-	-	260,000	Voted 2016 Debt - Sanitary Sewer
Large Diameter Sewer Rehabilitation - Alum Creek Trunk South Section/Deshler Tunnel-								
Alum Creek Interceptor Sewer/Truro Sewers	14,500,000	-	-	-	-	-	14,500,000	WPCLF/OWDA
OSIS Large Diameter Sewer Rehabilitation	900,000	-	-	-	-	-	900,000	Voted 2016 Debt - Sanitary Sewer
OSIS Large Diameter Sewer Rehabilitation	-	500,000	-	-	-	-	500,000	Voted 2019 Debt - Sanitary
OSIS Large Diameter Sewer Rehabilitation	-	-	6,000,000	-	-	-	6,000,000	WPCLF/OWDA
Center Large Diameter Rehabilitation	2,000,000	-	-	-	-	-	2,000,000	WPCLF/OWDA
West Side Trunk Rehabilitation	100,000	750,000	-	-	-	-	850,000	Voted 2016 Debt - Sanitary Sewer
West Side Trunk Rehabilitation	-	5,000,000	-	-	-	-	5,000,000	WPCLF/OWDA
Large Diameter - Blacklick Creek Main Trunk	675,000	-	-	-	-	-	675,000	Voted 2016 Debt - Sanitary Sewer
Large Diameter - Blacklick Creek Main Trunk	6,250,000	-	-	-	-	-	6,250,000	WPCLF/OWDA
Large Diameter - Scioto Main Trunk	2,435,000	-	-	-	-	-	2,435,000	Voted 2016 Debt - Sanitary Sewer
Large Diameter - Scioto Main Trunk	6,600,000	-	3,800,000	-	-	-	10,400,000	WPCLF/OWDA
Near North & East Area Large Diameter Assessment - Phase 2	375,000	-	-	-	-	-	375,000	Voted 2016 Debt - Sanitary Sewer
Near North & East Area Large Diameter Assessment - Phase 2	-	2,500,000	-	-	-	-	2,500,000	WPCLF/OWDA
Near North & East Area Large Diameter Assessment - Phase 3	-	-	675,000	-	-	-	675,000	Voted 2019 Debt - Sanitary
Near North & East Area Large Diameter Assessment - Phase 3	-	-	4,750,000	-	-	-	4,750,000	WPCLF/OWDA
Near North & East Area Large Diameter Assessment - Phase 4	-	-	-	675,000	-	-	675,000	Sanitary Sewer Enterprise (Unvoted)
Near North & East Area Large Diameter Assessment - Phase 4	-	-	-	4,750,000	-	-	4,750,000	WPCLF/OWDA
Alum Creek Trunk (South) - Phase 2	-	-	50,000	975,000	-	-	1,025,000	Sanitary Sewer Enterprise (Unvoted)
Alum Creek Trunk (South) - Phase 2	600,000	-	-	-	-	-	600,000	Voted 2016 Debt - Sanitary Sewer
Alum Creek Trunk (South) - Phase 2	-	-	-	13,000,000	-	-	13,000,000	WPCLF/OWDA
Alum Creek Trunk (South) - Phase 3	-	-	-	800,000	-	-	800,000	Sanitary Sewer Enterprise (Unvoted)
Alum Creek Trunk (South) - Phase 3	-	600,000	-	-	-	-	600,000	Voted 2016 Debt - Sanitary Sewer
Alum Creek Trunk (South) - Phase 3	-	-	-	-	10,000,000	-	10,000,000	WPCLF/OWDA
Blacklick Creek Sanitary Subtrunk Rehabilitation	-	-	50,000	512,000	-	-	562,000	Sanitary Sewer Enterprise (Unvoted)
Blacklick Creek Sanitary Subtrunk Rehabilitation	512,000	-	-	-	-	-	512,000	Voted 2016 Debt - Sanitary Sewer
Blacklick Creek Sanitary Subtrunk Rehabilitation	-	-	-	6,400,000	-	-	6,400,000	WPCLF/OWDA
Annual Large Diameter Sewer Assessment	-	-	-	3,000,000	3,000,000	3,000,000	9,000,000	Sanitary Sewer Enterprise (Unvoted)
Annual Large Diameter Sewer Assessment	-	3,000,000	3,000,000	-	-	-	6,000,000	Voted 2019 Debt - Sanitary
Annual Large Diameter Sewer Assessment	-	-	-	10,312,000	10,312,000	10,312,000	30,936,000	WPCLF/OWDA
Big Walnut Trunk South Rehabilitation	-	-	-	2,000,000	-	900,000	2,900,000	Sanitary Sewer Enterprise (Unvoted)
Big Walnut Trunk South Rehabilitation	-	-	-	-	-	20,000,000	20,000,000	WPCLF/OWDA
Blacklick Creek Main Trunk (South) Rehabilitation - Phase 2	-	-	300,000	350,000	-	-	650,000	Sanitary Sewer Enterprise (Unvoted)
Blacklick Creek Main Trunk (South) Rehabilitation - Phase 2	-	-	-	-	3,000,000	-	3,000,000	WPCLF/OWDA
2021 General Construction Contract	1,150,000	-	-	-	-	-	1,150,000	Voted 2016 Debt - Sanitary Sewer
2022 General Construction Contract	-	1,150,000	-	-	-	-	1,150,000	Voted 2019 Debt - Sanitary
2023 General Construction Contract	-	-	1,150,000	-	-	-	1,150,000	Voted 2019 Debt - Sanitary
2024 General Construction Contract	-	-	-	1,150,000	-	-	1,150,000	Sanitary Sewer Enterprise (Unvoted)
2025 General Construction Contract	-	-	-	-	1,150,000	-	1,150,000	Sanitary Sewer Enterprise (Unvoted)
2026 General Construction Contract	-	-	-	-	-	1,150,000	1,150,000	Sanitary Sewer Enterprise (Unvoted)
Third Avenue CSO Increased Capture and Green Infrastructure	2,600,000	-	-	-	-	-	2,600,000	WPCLF/OWDA
Moler Street Overflow Intercepting Sewer	2,092,722	-	-	-	-	-	2,092,722	Voted 2016 Debt - Sanitary Sewer
Moler Street Overflow Intercepting Sewer	15,650,159	-	-	-	-	-	15,650,159	WPCLF/OWDA

2021 - 2026 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2021	2022	2023	2024	2025	2026	Total Budget	Funding Source
SMOC SCADA Modernization at Remote Sanitary Facilities	-	-	-	-	485,000	-	485,000	Sanitary Sewer Enterprise (Unvoted)
SMOC SCADA Modernization at Remote Sanitary Facilities	-	-	1,800,000	-	-	-	1,800,000	Voted 2019 Debt - Sanitary
SMOC SCADA Modernization at Remote Sanitary Facilities	-	-	-	-	3,200,000	-	3,200,000	WPCLF/OWDA
SMOC SCADA Communication Network Modernization	-	-	-	-	720,000	-	720,000	Sanitary Sewer Enterprise (Unvoted)
SMOC SCADA Communication Network Modernization	-	-	2,400,000	-	-	-	2,400,000	Voted 2019 Debt - Sanitary
SMOC SCADA Communication Network Modernization	-	-	-	-	4,800,000	-	4,800,000	WPCLF/OWDA
Inflow Redirection - Noble & 4th St	50,000	-	-	-	-	-	50,000	Voted 2016 Debt - Sanitary Sewer
Inflow Redirection - Noble & 4th St	450,000	-	-	-	-	-	450,000	WPCLF/OWDA
Inflow Redirection - Kerr / Russell	300,000	-	-	-	-	-	300,000	Voted 2016 Debt - Sanitary Sewer
Inflow Redirection - Kerr / Russell	3,000,000	-	-	-	-	-	3,000,000	WPCLF/OWDA
3rd Ave. Blocked Sewer	83,400	-	-	-	-	-	83,400	Voted 2016 Debt - Sanitary Sewer
Inflow Redirection - Markison	68,659	6,342	-	-	-	-	75,001	Voted 2016 Debt - Sanitary Sewer
Inflow Redirection - Markison	-	1,792,958	-	-	-	-	1,792,958	Voted 2019 Debt - Sanitary
Inflow Redirection - Markison	-	19,000,000	-	-	-	-	19,000,000	WPCLF/OWDA
Construction Administration Services 2020 to 2022	100,000	100,000	-	-	-	-	200,000	Voted 2016 Debt - Sanitary Sewer
Construction Administration Services 2023 to 2025	-	-	250,000	100,000	100,000	-	450,000	Sanitary Sewer Enterprise (Unvoted)
Construction Administration Services 2026 to 2028	-	-	-	-	-	250,000	250,000	Sanitary Sewer Enterprise (Unvoted)
DSR 103 Closure - 5th by Northwest Blueprint Area	-	-	-	-	95,251	-	95,251	Sanitary Sewer Enterprise (Unvoted)
Bulkhead of 10" pipe from Worthington to Clintonville Main Trunk Sewer-Clintonville 2	-	-	-	-	-	23,351	23,351	Sanitary Sewer Enterprise (Unvoted)
Second Barrel Interconnector Augmentation	400,000	-	-	-	-	-	400,000	Voted 2016 Debt - Sanitary Sewer
Second Barrel Interconnector Augmentation	4,000,000	-	-	-	-	-	4,000,000	WPCLF/OWDA
DSR 177 Closure - Miller Kelton Blueprint Area	-	-	-	-	-	95,251	95,251	Sanitary Sewer Enterprise (Unvoted)
Upsizing Sewer Pipes Project ID 2 Near South	-	1,200,000	-	-	-	-	1,200,000	WPCLF/OWDA
Upsizing Sewer Pipes Project ID 3 Near South	-	440,000	-	-	-	-	440,000	WPCLF/OWDA
Blueprint Linden - Linview Park	487,500	-	-	-	-	-	487,500	Voted 2016 Debt - Sanitary Sewer
Blueprint Linden - Linview Park	3,350,000	-	-	-	-	-	3,350,000	WPCLF/OWDA
Blueprint Hilltop - Palmetto/Westgate	400,000	-	-	-	-	-	400,000	Voted 2016 Debt - Sanitary Sewer
Blueprint Miller Kelton - Newton/Bedford	200,000	-	-	-	-	-	200,000	Voted 2016 Debt - Sanitary Sewer
Blueprint Miller Kelton - Newton/Bedford	1,000,000	-	-	-	-	-	1,000,000	WPCLF/OWDA
Blueprint Miller Kelton - Kelton/Fairwood	825,000	-	-	-	-	-	825,000	Voted 2016 Debt - Sanitary Sewer
Blueprint Miller Kelton - Kelton/Fairwood	5,500,000	-	-	-	-	-	5,500,000	WPCLF/OWDA
Blueprint 5th Ave by Northwest - Northwest - Sunrise / Glenn	545,000	555,000	-	-	-	-	1,100,000	Voted 2016 Debt - Sanitary Sewer
Blueprint 5th Ave by Northwest - Northwest - Sunrise / Glenn	-	3,700,000	-	-	-	-	3,700,000	WPCLF/OWDA
Blueprint 5th Ave by Northwest - Edgehill / Meadow	350,000	420,000	-	-	-	-	770,000	Voted 2016 Debt - Sanitary Sewer
Blueprint 5th Ave by Northwest - Edgehill / Meadow	-	4,776,000	-	-	-	-	4,776,000	WPCLF/OWDA
Blueprint Winthrop / Milton Area Integrated Solutions	542,412	150,000	-	-	-	-	692,412	Voted 2016 Debt - Sanitary Sewer
Blueprint Winthrop / Milton Area Integrated Solutions	-	-	700,000	-	-	-	700,000	Voted 2019 Debt - Sanitary
Blueprint Winthrop / Milton Area Integrated Solutions	-	-	3,700,000	-	-	-	3,700,000	WPCLF/OWDA
Blueprint Dorris / Weber Area Integrated Solutions	340,000	-	-	-	-	-	340,000	Voted 2016 Debt - Sanitary Sewer
Blueprint Dorris / Weber Area Integrated Solutions	-	-	860,000	-	-	-	860,000	Voted 2019 Debt - Sanitary
Blueprint Dorris / Weber Area Integrated Solutions	-	-	6,600,000	-	-	-	6,600,000	WPCLF/OWDA
Blueprint Fredonia / Piedmont Area Integrated Solutions	700,000	160,000	-	-	-	-	860,000	Voted 2016 Debt - Sanitary Sewer
Blueprint Fredonia / Piedmont Area Integrated Solutions	-	-	815,000	-	-	-	815,000	Voted 2019 Debt - Sanitary
Blueprint Fredonia / Piedmont Area Integrated Solutions	-	-	4,100,000	-	-	-	4,100,000	WPCLF/OWDA
Blueprint Tulane / Findley Area Integrated Solutions	900,000	-	-	-	-	-	900,000	Voted 2016 Debt - Sanitary Sewer
Blueprint Tulane / Findley Area Integrated Solutions	-	-	900,000	-	-	-	900,000	Voted 2019 Debt - Sanitary
Blueprint Tulane / Findley Area Integrated Solutions	-	-	-	6,000,000	-	-	6,000,000	WPCLF/OWDA
Blueprint Milford / Summit Area Integrated Solutions	-	-	200,000	637,500	-	-	837,500	Sanitary Sewer Enterprise (Unvoted)
Blueprint Milford / Summit Area Integrated Solutions	330,000	25,000	-	-	-	-	355,000	Voted 2016 Debt - Sanitary Sewer
Blueprint Milford / Summit Area Integrated Solutions	-	-	-	4,250,000	-	-	4,250,000	WPCLF/OWDA
Blueprint Old Beechwood Area - Integrated Solutions	200,000	-	-	-	-	-	200,000	Voted 2016 Debt - Sanitary Sewer
Leland / Highland Area Integrated Solutions	-	-	-	-	873,000	-	873,000	Sanitary Sewer Enterprise (Unvoted)
Charleston / Kanawha Area Integrated Solutions	-	-	-	-	537,605	-	537,605	Sanitary Sewer Enterprise (Unvoted)
Croswell / Beaumont Area Integrated Solutions	-	-	-	-	1,109,674	-	1,109,674	Sanitary Sewer Enterprise (Unvoted)
Jeffrey / Sellers Area Integrated Solutions	-	-	-	-	1,327,418	-	1,327,418	Sanitary Sewer Enterprise (Unvoted)

## Capital Improvements Program

2021 - 2026 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2021	2022	2023	2024	2025	2026	Total Budget	Funding Source
Blueprint Hilltop 4 - Highland / Harris	200,000	795,000	-	-	-	-	995,000	Voted 2016 Debt - Sanitary Sewer
Blueprint Hilltop 4 - Highland / Harris	-	-	5,300,000	-	-	-	5,300,000	WPCLF/OWDA
Blueprint W. Franklinton - Yale / Edwin	-	-	-	500,000	-	250,000	750,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint W. Franklinton - Green / Glenwood	-	-	-	675,000	-	200,000	875,000	Sanitary Sewer Enterprise (Unvoted)
Green Infrastructure - James Livingston 4	-	-	-	-	-	100,000	100,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Near South - Morrill/Ann Area Integrated Solutions	-	-	-	-	200,000	50,000	250,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Near South - Morrill/Ann Area Integrated Solutions	-	699,140	-	-	-	-	699,140	Voted 2016 Debt - Sanitary Sewer
Blueprint Near South - Morrill/Ann Area Integrated Solutions	-	-	-	-	-	3,556,650	3,556,650	WPCLF/OWDA
Blueprint Near South - Champion/Roberts Area Integrated Solutions	-	-	-	-	200,000	1,308,375	1,508,375	Sanitary Sewer Enterprise (Unvoted)
Blueprint Near South - Champion/Roberts Area Integrated Solutions	-	699,140	-	-	-	-	699,140	Voted 2016 Debt - Sanitary Sewer
Blueprint Near South - Champion/Roberts Area Integrated Solutions	-	-	-	-	-	4,033,500	4,033,500	WPCLF/OWDA
Blueprint Hilltop 1 Eureka / Fremont Permeable Pavers	736,000	543,541	-	-	-	-	1,279,541	Voted 2016 Debt - Sanitary Sewer
Blueprint Hilltop 1 Eureka / Fremont Permeable Pavers	4,720,000	-	-	-	-	-	4,720,000	WPCLF/OWDA
Astor / Bernhard Integrated Solutions	-	-	279,015	150,000	-	-	429,015	Sanitary Sewer Enterprise (Unvoted)
Astor / Bernhard Integrated Solutions	-	543,541	-	-	-	-	543,541	Voted 2016 Debt - Sanitary Sewer
Astor / Bernhard Integrated Solutions	-	-	-	2,790,150	-	-	2,790,150	WPCLF/OWDA
Thurston / Grimsby Integrated Solutions	-	-	140,610	150,000	-	-	290,610	Sanitary Sewer Enterprise (Unvoted)
Thurston / Grimsby Integrated Solutions	-	290,529	-	-	-	-	290,529	Voted 2016 Debt - Sanitary Sewer
Thurston / Grimsby Integrated Solutions	-	-	-	1,406,100	-	-	1,406,100	WPCLF/OWDA
Gertrude / Lattimer Integrated Solutions	-	-	-	1,793,787	-	-	1,793,787	Sanitary Sewer Enterprise (Unvoted)
Gertrude / Lattimer Integrated Solutions	-	1,342,221	-	-	-	-	1,342,221	Voted 2016 Debt - Sanitary Sewer
Gertrude / Lattimer Integrated Solutions	-	-	-	-	6,975,150	-	6,975,150	WPCLF/OWDA
Plum Ridge Integrated Solutions	-	-	-	354,645	-	-	354,645	Sanitary Sewer Enterprise (Unvoted)
Plum Ridge Integrated Solutions	-	371,303	-	-	-	-	371,303	Voted 2016 Debt - Sanitary Sewer
Plum Ridge Integrated Solutions	-	-	-	-	2,046,450	-	2,046,450	WPCLF/OWDA
Blueprint Miller Kelton - Kent/Fairwood Permeable Pavers	525,000	-	-	-	-	-	525,000	Voted 2016 Debt - Sanitary Sewer
Blueprint Miller Kelton - Kent/Fairwood Permeable Pavers	3,500,000	-	-	-	-	-	3,500,000	WPCLF/OWDA
Roof Redirection - Blueprint Clintonville 3 Project 1	-	-	-	-	-	540,000	540,000	Sanitary Sewer Enterprise (Unvoted)
Roof Redirection - Blueprint Clintonville 3 Project 1	-	-	-	-	-	3,600,000	3,600,000	WPCLF/OWDA
Roof Redirection - Blueprint Clintonville 3 Project 2	-	-	-	-	-	540,000	540,000	Sanitary Sewer Enterprise (Unvoted)
Roof Redirection - Blueprint Clintonville 3 Project 2	-	-	-	-	-	3,500,000	3,500,000	WPCLF/OWDA
Roof Redirection - Blueprint Clintonville 3 Project 3	-	-	-	-	-	540,000	540,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Linden 1 Downspout Redirection Project 1	529,942	-	-	-	-	-	529,942	Voted 2016 Debt - Sanitary Sewer
Blueprint Linden 1 Downspout Redirection Project 1	3,532,944	-	-	-	-	-	3,532,944	WPCLF/OWDA
Blueprint Linden 1 Downspout Redirection Project 2	-	529,942	-	-	-	-	529,942	Voted 2016 Debt - Sanitary Sewer
Blueprint Linden 1 Downspout Redirection Project 2	-	3,532,944	-	-	-	-	3,532,944	WPCLF/OWDA
Blueprint Linden 1 Downspout Redirection Project 3	-	529,942	-	-	-	-	529,942	Voted 2016 Debt - Sanitary Sewer
Blueprint Linden 1 Downspout Redirection Project 3	-	3,532,944	-	-	-	-	3,532,944	WPCLF/OWDA
Blueprint Linden 1 Downspout Redirection Project 4	-	529,942	-	-	-	-	529,942	Voted 2016 Debt - Sanitary Sewer
Blueprint Linden 1 Downspout Redirection Project 4	-	3,532,944	-	-	-	-	3,532,944	WPCLF/OWDA
Blueprint Linden 1 Downspout Redirection Project 5	-	529,942	-	-	-	-	529,942	Voted 2016 Debt - Sanitary Sewer
Blueprint Linden 1 Downspout Redirection Project 5	-	3,532,944	-	-	-	-	3,532,944	WPCLF/OWDA
Blueprint Linden 1 Downspout Redirection Project 6	-	-	529,942	-	-	-	529,942	Voted 2019 Debt - Sanitary
Blueprint Linden 1 Downspout Redirection Project 6	-	-	3,532,944	-	-	-	3,532,944	WPCLF/OWDA
Blueprint Linden 1 Downspout Redirection Project 7	-	-	529,942	-	-	-	529,942	Voted 2019 Debt - Sanitary
Blueprint Linden 1 Downspout Redirection Project 7	-	-	3,532,944	-	-	-	3,532,944	WPCLF/OWDA
Blueprint Linden 1 Downspout Redirection Project 8	-	-	529,942	-	-	-	529,942	Voted 2019 Debt - Sanitary
Blueprint Linden 1 Downspout Redirection Project 8	-	-	3,532,944	-	-	-	3,532,944	WPCLF/OWDA
Roof Redirection - 5th by Northwest, Phase 1	-	-	-	-	445,568	-	445,568	Sanitary Sewer Enterprise (Unvoted)
Roof Redirection - 5th by Northwest, Phase 1	-	-	-	-	2,970,450	-	2,970,450	WPCLF/OWDA
Roof Redirection - 5th by Northwest, Phase 2	-	-	-	-	445,568	-	445,568	Sanitary Sewer Enterprise (Unvoted)
Roof Redirection - 5th by Northwest, Phase 2	-	-	-	-	2,970,450	-	2,970,450	WPCLF/OWDA
Blueprint Hilltop 1 Palmetto / Westgate Roof Redirection Project 1	-	-	607,500	-	-	-	607,500	Voted 2019 Debt - Sanitary
Blueprint Hilltop 1 Palmetto / Westgate Roof Redirection Project 1	-	-	4,050,000	-	-	-	4,050,000	WPCLF/OWDA
Blueprint Hilltop 1 Palmetto / Westgate Roof Redirection Project 2	-	-	607,500	-	-	-	607,500	Voted 2019 Debt - Sanitary
Blueprint Hilltop 1 Palmetto / Westgate Roof Redirection Project 2	-	-	4,050,000	-	-	-	4,050,000	WPCLF/OWDA

2021 - 2026 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2021	2022	2023	2024	2025	2026	Total Budget	Funding Source
Blueprint Hilltop 1 Palmetto / Westgate Roof Redirection Project 3	-	-	607,500	-	-	-	607,500	Voted 2019 Debt - Sanitary
Blueprint Hilltop 1 Palmetto / Westgate Roof Redirection Project 3	-	-	4,050,000	-	-	-	4,050,000	WPCLF/OWDA
Blueprint Hilltop 1 Palmetto / Westgate Roof Redirection Project 4	-	-	607,500	-	-	-	607,500	Voted 2019 Debt - Sanitary
Blueprint Hilltop 1 Palmetto / Westgate Roof Redirection Project 4	-	-	4,050,000	-	-	-	4,050,000	WPCLF/OWDA
Blueprint Hilltop 1 Eureka / Fremont Roof Redirection Project 5	-	-	607,500	-	-	-	607,500	Voted 2019 Debt - Sanitary
Blueprint Hilltop 1 Eureka / Fremont Roof Redirection Project 5	-	-	-	4,050,000	-	-	4,050,000	WPCLF/OWDA
Blueprint Hilltop 1 Eureka / Fremont Roof Redirection Project 6	-	-	-	607,500	-	-	607,500	Sanitary Sewer Enterprise (Unvoted)
Blueprint Hilltop 1 Eureka / Fremont Roof Redirection Project 6	-	-	-	4,050,000	-	-	4,050,000	WPCLF/OWDA
Blueprint Hilltop 1 Eureka / Fremont Roof Redirection Project 7	-	-	-	607,500	-	-	607,500	Sanitary Sewer Enterprise (Unvoted)
Blueprint Hilltop 1 Eureka / Fremont Roof Redirection Project 7	-	-	-	4,050,000	-	-	4,050,000	WPCLF/OWDA
Blueprint Hilltop 1 Eureka / Fremont Roof Redirection Project 8	-	-	-	607,500	-	-	607,500	Sanitary Sewer Enterprise (Unvoted)
Blueprint Hilltop 1 Eureka / Fremont Roof Redirection Project 8	-	-	-	4,050,000	-	-	4,050,000	WPCLF/OWDA
Roof Redirection - Hilltop 4, Phase 1	-	-	-	-	-	494,773	494,773	Sanitary Sewer Enterprise (Unvoted)
Roof Redirection - Hilltop 4, Phase 1	-	-	-	-	-	3,298,488	3,298,488	WPCLF/OWDA
Roof Redirection - Hilltop 4, Phase 2	-	-	-	-	-	494,773	494,773	Sanitary Sewer Enterprise (Unvoted)
Roof Redirection - Hilltop 4, Phase 2	-	-	-	-	-	3,298,488	3,298,488	WPCLF/OWDA
Roof Redirection - Hilltop 4, Phase 3	-	-	-	-	-	494,773	494,773	Sanitary Sewer Enterprise (Unvoted)
Roof Redirection - Hilltop 4, Phase 3	-	-	-	-	-	3,298,488	3,298,488	WPCLF/OWDA
Roof Redirection - Hilltop 4, Phase 4	-	-	-	-	-	494,773	494,773	Sanitary Sewer Enterprise (Unvoted)
Roof Redirection - Hilltop 4, Phase 4	-	-	-	-	-	3,298,488	3,298,488	WPCLF/OWDA
Blueprint Miller-Kelton Newton / Bedford Roof Redirection Project 1	-	-	-	525,000	-	-	525,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Miller-Kelton Newton / Bedford Roof Redirection Project 1	-	-	-	3,500,000	-	-	3,500,000	WPCLF/OWDA
Blueprint Miller-Kelton Newton / Bedford Roof Redirection Project 2	-	-	-	525,000	-	-	525,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Miller-Kelton Newton / Bedford Roof Redirection Project 2	-	-	-	3,500,000	-	-	3,500,000	WPCLF/OWDA
Blueprint Miller-Kelton Fairwood / Kent Roof Redirection Project 3	-	-	-	-	525,000	-	525,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Miller-Kelton Fairwood / Kent Roof Redirection Project 3	-	-	-	-	3,500,000	-	3,500,000	WPCLF/OWDA
Blueprint Miller-Kelton Fairwood / Kent Roof Redirection Project 4	-	-	-	-	525,000	-	525,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Miller-Kelton Fairwood / Kent Roof Redirection Project 4	-	-	-	-	3,500,000	-	3,500,000	WPCLF/OWDA
Lateral Lining - Hilltop 2 Blueprint area	-	-	-	-	-	12,852,135	12,852,135	WPCLF/OWDA
Lateral Lining - Blueprint Clintonville 3 Project 1	-	-	-	-	-	502,000	502,000	Sanitary Sewer Enterprise (Unvoted)
Lateral Lining - Blueprint Clintonville 3 Project 1	-	-	-	-	-	3,345,000	3,345,000	WPCLF/OWDA
Lateral Lining - Blueprint Clintonville 3 Project 2	-	-	-	-	-	502,000	502,000	Sanitary Sewer Enterprise (Unvoted)
Lateral Lining - Blueprint Clintonville 3 Project 2	-	-	-	-	-	3,345,000	3,345,000	WPCLF/OWDA
Lateral Lining - Blueprint Clintonville 3 Project 3	-	-	-	-	-	502,000	502,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Linden 1 Lateral Lining Project 1	492,089	-	-	-	-	-	492,089	Voted 2016 Debt - Sanitary Sewer
Blueprint Linden 1 Lateral Lining Project 1	3,280,591	-	-	-	-	-	3,280,591	WPCLF/OWDA
Blueprint Linden 1 Lateral Lining Project 2	-	3,280,591	-	-	-	-	3,280,591	WPCLF/OWDA
Blueprint Linden 1 Lateral Lining Project 3	-	492,089	-	-	-	-	492,089	Voted 2016 Debt - Sanitary Sewer
Blueprint Linden 1 Lateral Lining Project 3	-	3,280,591	-	-	-	-	3,280,591	WPCLF/OWDA
Blueprint Linden 1 Lateral Lining Project 4	-	492,089	-	-	-	-	492,089	Voted 2016 Debt - Sanitary Sewer
Blueprint Linden 1 Lateral Lining Project 4	-	3,280,591	-	-	-	-	3,280,591	WPCLF/OWDA
Blueprint Linden 1 Lateral Lining Project 5	-	492,089	-	-	-	-	492,089	Voted 2016 Debt - Sanitary Sewer
Blueprint Linden 1 Lateral Lining Project 5	-	3,280,591	-	-	-	-	3,280,591	WPCLF/OWDA
Blueprint Linden 1 Lateral Lining Project 6	-	-	492,089	-	-	-	492,089	Sanitary Sewer Enterprise (Unvoted)
Blueprint Linden 1 Lateral Lining Project 6	-	-	3,280,591	-	-	-	3,280,591	WPCLF/OWDA
Blueprint Linden 1 Lateral Lining Project 7	-	-	492,089	-	-	-	492,089	Sanitary Sewer Enterprise (Unvoted)
Blueprint Linden 1 Lateral Lining Project 7	-	-	3,280,591	-	-	-	3,280,591	WPCLF/OWDA
Blueprint Linden 1 Lateral Lining Project 8	-	-	492,089	-	-	-	492,089	Sanitary Sewer Enterprise (Unvoted)
Blueprint Linden 1 Lateral Lining Project 8	-	-	3,280,591	-	-	-	3,280,591	WPCLF/OWDA
Lateral Lining - 5th by Northwest, Phase 1	-	-	-	-	413,741	-	413,741	Sanitary Sewer Enterprise (Unvoted)
Lateral Lining - 5th by Northwest, Phase 1	-	-	-	-	2,758,275	-	2,758,275	WPCLF/OWDA
Lateral Lining - 5th by Northwest, Phase 2	-	-	-	-	413,741	-	413,741	Sanitary Sewer Enterprise (Unvoted)
Lateral Lining - 5th by Northwest, Phase 2	-	-	-	-	2,758,275	-	2,758,275	WPCLF/OWDA
Blueprint Hilltop 1 Palmetto / Westgate Lateral Lining Project 1	-	-	570,000	-	-	-	570,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Hilltop 1 Palmetto / Westgate Lateral Lining Project 1	-	-	3,800,000	-	-	-	3,800,000	WPCLF/OWDA
Blueprint Hilltop 1 Palmetto / Westgate Lateral Lining Project 2	-	-	570,000	-	-	-	570,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Hilltop 1 Palmetto / Westgate Lateral Lining Project 2	-	-	3,800,000	-	-	-	3,800,000	WPCLF/OWDA

## Capital Improvements Program

2021 - 2026 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2021	2022	2023	2024	2025	2026	Total Budget	Funding Source
Blueprint Hilltop 1 Palmetto / Westgate Lateral Lining Project 3	-	-	570,000	-	-	-	570,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Hilltop 1 Palmetto / Westgate Lateral Lining Project 3	-	-	3,800,000	-	-	-	3,800,000	WPCLF/OWDA
Blueprint Hilltop 1 Palmetto / Westgate Lateral Lining Project 4	-	-	570,000	-	-	-	570,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Hilltop 1 Palmetto / Westgate Lateral Lining Project 4	-	-	3,800,000	-	-	-	3,800,000	WPCLF/OWDA
Blueprint Hilltop 1 Eureka / Fremont Lateral Lining Project 5	-	-	570,000	-	-	-	570,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Hilltop 1 Eureka / Fremont Lateral Lining Project 5	-	-	-	3,800,000	-	-	3,800,000	WPCLF/OWDA
Blueprint Hilltop 1 Eureka / Fremont Lateral Lining Project 6	-	-	-	570,000	-	-	570,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Hilltop 1 Eureka / Fremont Lateral Lining Project 6	-	-	-	3,800,000	-	-	3,800,000	WPCLF/OWDA
Blueprint Hilltop 1 Eureka / Fremont Lateral Lining Project 7	-	-	-	570,000	-	-	570,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Hilltop 1 Eureka / Fremont Lateral Lining Project 7	-	-	-	3,800,000	-	-	3,800,000	WPCLF/OWDA
Blueprint Hilltop 1 Eureka / Fremont Lateral Lining Project 8	-	-	-	570,000	-	-	570,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Hilltop 1 Eureka / Fremont Lateral Lining Project 8	-	-	-	3,800,000	-	-	3,800,000	WPCLF/OWDA
Lateral Lining - Hilltop 4, Phase 1	-	-	-	-	-	459,432	459,432	Sanitary Sewer Enterprise (Unvoted)
Lateral Lining - Hilltop 4, Phase 1	-	-	-	-	-	3,062,881	3,062,881	WPCLF/OWDA
Lateral Lining - Hilltop 4, Phase 2	-	-	-	-	-	459,432	459,432	Sanitary Sewer Enterprise (Unvoted)
Lateral Lining - Hilltop 4, Phase 2	-	-	-	-	-	3,062,881	3,062,881	WPCLF/OWDA
Lateral Lining - Hilltop 4, Phase 3	-	-	-	-	-	459,432	459,432	Sanitary Sewer Enterprise (Unvoted)
Lateral Lining - Hilltop 4, Phase 3	-	-	-	-	-	3,062,881	3,062,881	WPCLF/OWDA
Lateral Lining - Hilltop 4, Phase 4	-	-	-	-	-	459,432	459,432	Sanitary Sewer Enterprise (Unvoted)
Lateral Lining - Hilltop 4, Phase 4	-	-	-	-	-	3,062,881	3,062,881	WPCLF/OWDA
Blueprint Miller-Kelton Newton / Bedford Lateral Lining Project 1	-	-	-	487,500	-	-	487,500	Sanitary Sewer Enterprise (Unvoted)
Blueprint Miller-Kelton Newton / Bedford Lateral Lining Project 1	-	-	-	3,250,000	-	-	3,250,000	WPCLF/OWDA
Blueprint Miller-Kelton Newton / Bedford Lateral Lining Project 2	-	-	-	487,500	-	-	487,500	Sanitary Sewer Enterprise (Unvoted)
Blueprint Miller-Kelton Fairwood / Kent Lateral Lining Project 3	-	-	-	-	487,500	-	487,500	Sanitary Sewer Enterprise (Unvoted)
Blueprint Miller-Kelton Fairwood / Kent Lateral Lining Project 3	-	-	-	-	3,250,000	-	3,250,000	WPCLF/OWDA
BP Near South Lateral Lining 2	-	-	-	3,250,000	-	-	3,250,000	WPCLF/OWDA
BP Near South Lateral Lining 4	-	-	-	-	487,500	-	487,500	Sanitary Sewer Enterprise (Unvoted)
BP Near South Lateral Lining 4	-	-	-	-	3,250,000	-	3,250,000	WPCLF/OWDA
Mainline Lining - Clintonville 2 Blueprint Area	-	-	-	-	440,000	540,000	980,000	Sanitary Sewer Enterprise (Unvoted)
Mainline Lining - Clintonville 2 Blueprint Area	-	-	-	-	-	-	5,788,486	WPCLF/OWDA
Mainline Lining - Hilltop 2 Blueprint Area	-	-	-	-	-	1,145,250	1,145,250	Sanitary Sewer Enterprise (Unvoted)
Mainline Lining - James Livingston 5 Blueprint Area	-	-	-	1,368,948	-	-	1,368,948	Sanitary Sewer Enterprise (Unvoted)
Mainline Lining - James Livingston 5 Blueprint Area	-	-	-	13,689,481	-	-	13,689,481	WPCLF/OWDA
Mainline Lining - Plum Ridge Blueprint Area	-	-	-	228,909	-	-	228,909	Sanitary Sewer Enterprise (Unvoted)
Mainline Lining - Plum Ridge Blueprint Area	-	-	-	2,289,096	-	-	2,289,096	WPCLF/OWDA
Volunteer Sump Pump Program - Blueprint Clintonville 1, Project 3	1,055,355	-	-	-	-	-	1,055,355	Voted 2016 Debt - Sanitary Sewer
Volunteer Sump Pump Program - Blueprint North Linden 1, Phase 3	-	-	1,388,625	-	-	-	1,388,625	Sanitary Sewer Enterprise (Unvoted)
Volunteer Sump Pump Program - Blueprint North Linden 1, Phase 4	-	-	-	2,082,938	-	-	2,082,938	Sanitary Sewer Enterprise (Unvoted)
Volunteer Sump Pump Program - Blueprint Clintonville 3 Project 1	-	907,750	-	-	-	-	907,750	Voted 2019 Debt - Sanitary
Volunteer Sump Pump Program - Blueprint Clintonville 3 Project 2	-	-	-	2,379,178	-	-	2,379,178	Sanitary Sewer Enterprise (Unvoted)
Volunteer Sump Pump Program - Blueprint 5th by Northwest	-	-	-	-	-	462,875	462,875	Sanitary Sewer Enterprise (Unvoted)
Volunteer Sump Pump Program - Blueprint 5th by Northwest	462,875	-	-	-	-	-	462,875	Voted 2016 Debt - Sanitary Sewer
Volunteer Sump Pump Program - Blueprint Hilltop 4, Phase 1	452,875	-	-	-	-	-	452,875	Voted 2016 Debt - Sanitary Sewer
Volunteer Sump Pump Program - Blueprint Hilltop 4, Phase 2	-	-	925,750	-	-	-	925,750	Voted 2019 Debt - Sanitary
Blueprint Hilltop 1 Volunteer Sump Pump Program Project 3	-	-	-	1,851,500	-	-	1,851,500	Sanitary Sewer Enterprise (Unvoted)
Blueprint Hilltop 1 Volunteer Sump Pump Program Project 4	-	-	-	-	1,851,500	2,249,573	4,101,073	Sanitary Sewer Enterprise (Unvoted)
Volunteer Sump Pump Program - Blueprint West Franklinton, Phase 1	-	-	-	925,750	-	-	925,750	Sanitary Sewer Enterprise (Unvoted)
Volunteer Sump Pump Program - Blueprint James Livingston 5, Phase 1	-	-	925,750	-	-	-	925,750	Voted 2019 Debt - Sanitary
Volunteer Sump Pump Program - Blueprint James Livingston 5, Phase 2	-	-	-	-	1,388,625	-	1,388,625	Sanitary Sewer Enterprise (Unvoted)
Blueprint Miller/Kelton Volunteer Sump Pump Program Project 2	-	-	-	-	-	1,444,170	1,444,170	Sanitary Sewer Enterprise (Unvoted)
BP Near South Volunteer Sump Pump 1	-	-	-	925,750	-	-	925,750	Sanitary Sewer Enterprise (Unvoted)
BP Near South Volunteer Sump Pump 2	-	-	-	-	-	462,875	462,875	Sanitary Sewer Enterprise (Unvoted)
Blueprint Professional Construction Management Services	-	-	-	1,900,000	1,100,000	1,500,000	4,500,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Professional Construction Management Services	800,000	-	-	-	-	-	800,000	Voted 2016 Debt - Sanitary Sewer
Blueprint Professional Construction Management Services	-	1,900,000	1,600,000	-	-	-	3,500,000	Voted 2019 Debt - Sanitary

2021 - 2026 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2021	2022	2023	2024	2025	2026	Total Budget	Funding Source
Blueprint Linden 1 Professional Construction Management Services	700,000	-	-	-	-	-	700,000	Voted 2016 Debt - Sanitary Sewer
Blueprint Linden 1 Professional Construction Management Services	-	1,200,000	-	-	-	-	1,200,000	Voted 2019 Debt - Sanitary
Scioto Main Sanitary Pump Stations	-	4,500,000	-	-	-	-	4,500,000	Voted 2019 Debt - Sanitary
Scioto Main Sanitary Pump Stations	-	12,500,000	-	-	-	-	12,500,000	WPCLF/OWDA
Scioto Main Sanitary Trunk Sewer Rehabilitation	1,300,000	-	-	-	-	-	1,300,000	Voted 2016 Debt - Sanitary Sewer
Scioto Main Sanitary Trunk Sewer Rehabilitation	-	15,000,000	-	-	-	-	15,000,000	WPCLF/OWDA
Meeklynn Drive Area Sanitary Sewer	450,000	-	-	-	-	-	450,000	Voted 2016 Debt - Sanitary Sewer
Meeklynn Drive Area Sanitary Sewer	3,000,000	-	-	-	-	-	3,000,000	WPCLF/OWDA
HSTS Elimination Program	-	-	-	200,000	200,000	200,000	600,000	Sanitary Sewer Enterprise (Unvoted)
HSTS Elimination Program	-	-	-	-	-	1,450,000	1,450,000	WPCLF/OWDA
Williams / Behm HSTS Elimination Project	66,723	-	-	-	-	-	66,723	WPCLF/OWDA
Dyer / Lazar HSTS Elimination Project	220,000	-	-	-	-	-	220,000	Voted 2016 Debt - Sanitary Sewer
Dyer / Lazar HSTS Elimination Project	1,560,000	-	-	-	-	-	1,560,000	WPCLF/OWDA
Brooklyn / Cleveland HSTS Elimination Project	275,000	-	-	-	-	-	275,000	Voted 2016 Debt - Sanitary Sewer
Brooklyn / Cleveland HSTS Elimination Project	1,120,000	-	-	-	-	-	1,120,000	WPCLF/OWDA
Community Park / Maple Canyon HSTS Elimination Project	100,000	-	-	-	-	-	100,000	Voted 2016 Debt - Sanitary Sewer
Community Park / Maple Canyon HSTS Elimination Project	-	-	200,000	-	-	-	200,000	Voted 2019 Debt - Sanitary
Community Park / Maple Canyon HSTS Elimination Project	-	1,800,000	-	-	-	-	1,800,000	WPCLF/OWDA
Barnett / E Deshler HSTS Elimination Project	100,000	136,959	-	-	-	-	236,959	Voted 2016 Debt - Sanitary Sewer
Barnett / E Deshler HSTS Elimination Project	-	750,000	-	-	-	-	750,000	WPCLF/OWDA
Olentangy River Rd / Snouffer Rd HSTS Elimination Project	-	-	100,000	120,000	-	-	220,000	Sanitary Sewer Enterprise (Unvoted)
Olentangy River Rd / Snouffer Rd HSTS Elimination Project	-	200,000	-	-	-	-	200,000	Voted 2016 Debt - Sanitary Sewer
Olentangy River Rd / Snouffer Rd HSTS Elimination Project	-	-	-	850,000	-	-	850,000	WPCLF/OWDA
Sunbury Rd / Mock Rd HSTS Elimination Project	100,000	-	-	-	-	-	100,000	Voted 2016 Debt - Sanitary Sewer
Sunbury Rd / Mock Rd HSTS Elimination Project	-	-	350,000	-	-	-	350,000	Voted 2019 Debt - Sanitary
Sunbury Rd / Mock Rd HSTS Elimination Project	-	-	2,500,000	-	-	-	2,500,000	WPCLF/OWDA
Spangler Rd / Williams Rd HSTS Elimination Project	-	-	270,000	100,000	270,000	-	640,000	Sanitary Sewer Enterprise (Unvoted)
Spangler Rd / Williams Rd HSTS Elimination Project	-	-	-	-	2,000,000	-	2,000,000	WPCLF/OWDA
Lockbourne Rd / Williams Rd HSTS Elimination Project	-	-	-	200,000	100,000	200,000	500,000	Sanitary Sewer Enterprise (Unvoted)
Lockbourne Rd / Williams Rd HSTS Elimination Project	-	-	-	-	-	1,500,000	1,500,000	WPCLF/OWDA
Blueprint Affordability Update	-	500,000	-	-	-	-	500,000	Voted 2016 Debt - Sanitary Sewer
<b>Subtotal - SANITARY SEWERS</b>	<b>\$ 320,151,263</b>	<b>\$ 281,349,599</b>	<b>\$ 188,151,948</b>	<b>\$ 214,515,232</b>	<b>\$ 276,493,227</b>	<b>\$ 261,744,101</b>	<b>\$ 1,542,405,370</b>	
<b>ELECTRICITY</b>								
UIRF Funded Street Lighting Projects (Urban Infrastructure Recovery Fund)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 505,000	\$ 505,000	Councilmanic SIT Supported
UIRF Funded Street Lighting Projects (Urban Infrastructure Recovery Fund)	505,000	-	-	-	-	-	505,000	Voted 2016 Debt - Electricity
UIRF Funded Street Lighting Projects (Urban Infrastructure Recovery Fund)	-	505,000	505,000	505,000	505,000	-	2,020,000	Voted 2019 Debt - Electricity
Conversion to 3 Wire	-	-	-	-	300,000	-	300,000	Electricity Enterprise (Unvoted)
Conversion to 3 Wire	300,000	-	-	-	-	-	300,000	Voted 2016 Debt - Electricity
Conversion to 3 Wire	-	300,000	300,000	300,000	-	-	900,000	Voted 2019 Debt - Electricity
Jackson Pike Substation DT-1E Transformer Repl. (2013)	-	-	-	1,500,000	-	-	1,500,000	Voted 2019 Debt - Electricity
Jackson Pike Substation DT-2M Transformer	-	-	-	-	1,495,000	1,500,000	2,995,000	Electricity Enterprise (Unvoted)
Jackson Pike Substation DT-2M Transformer	-	-	-	-	5,000	-	5,000	Voted 2019 Debt - Electricity
Furnace St. Substation DT-1 Transformer Replacement	-	-	1,500,000	-	-	-	1,500,000	Voted 2019 Debt - Electricity
Circuit 14054 Reliability Improvements	3,250,000	-	-	-	-	-	3,250,000	Voted 2016 Debt - Electricity
Circuit 14043 Reliability Improvements - Phase 1	-	2,300,000	2,300,000	-	-	-	4,600,000	Voted 2019 Debt - Electricity
Circuit 7221 Reliability Improvements	-	-	-	2,500,000	-	-	2,500,000	Voted 2019 Debt - Electricity
Fitzroy & Morse Rd Street Lighting	-	-	-	-	-	116,800	116,800	Electricity Enterprise (Unvoted)
Cline Rd. Street Lighting	-	-	150,000	635,000	-	-	785,000	Voted 2019 Debt - Electricity
Sawmill Road Streetlighting	-	100,000	700,000	-	-	-	800,000	Voted 2019 Debt - Electricity
Westerville Road Street Lighting	-	-	-	-	-	444,000	444,000	Electricity Enterprise (Unvoted)
Smoky Row Street Lighting	-	-	-	-	-	1,323,620	1,323,620	Electricity Enterprise (Unvoted)
GENERAL ENGINEERING CONTRACT 2019 - 2022	150,000	-	-	-	-	-	150,000	Voted 2016 Debt - Electricity
GENERAL ENGINEERING CONTRACT 2022-2025	-	-	-	-	150,000	100,000	250,000	Electricity Enterprise (Unvoted)
GENERAL ENGINEERING CONTRACT 2022-2025	-	150,000	150,000	150,000	-	-	450,000	Voted 2019 Debt - Electricity

## Capital Improvements Program

2021 - 2026 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2021	2022	2023	2024	2025	2026	Total Budget	Funding Source
2020 - 2022 - General CA/CI - Power	-	-	-	-	100,000	100,000	200,000	Electricity Enterprise (Unvoted)
2020 - 2022 - General CA/CI - Power	100,000	-	-	-	-	-	100,000	Voted 2016 Debt - Electricity
2020 - 2022 - General CA/CI - Power	-	100,000	100,000	100,000	-	-	300,000	Voted 2019 Debt - Electricity
Circuit 237 Street Lighting Improvement Upgrade	-	-	-	-	-	1,785,171	1,785,171	Electricity Enterprise (Unvoted)
SMART Streetlighting	-	-	-	-	3,500,000	3,500,000	7,000,000	Electricity Enterprise (Unvoted)
SMART Streetlighting	3,500,000	3,500,000	-	-	-	-	7,000,000	Voted 2016 Debt - Electricity
SMART Streetlighting	-	-	3,500,000	3,500,000	-	-	7,000,000	Voted 2019 Debt - Electricity
Substation Relay Upgrades	200,000	165,000	-	-	-	-	365,000	Voted 2016 Debt - Electricity
Substation Relay Upgrades	-	35,000	200,000	-	-	-	235,000	Voted 2019 Debt - Electricity
Voltage Conversions and Reconductoring	-	-	-	-	1,000,000	1,000,000	2,000,000	Electricity Enterprise (Unvoted)
Circuit 576 Street Lighting Improvements	-	-	-	-	120,000	1,000,000	1,120,000	Electricity Enterprise (Unvoted)
Circuit 577 Street Lighting Improvements	-	-	-	-	900,000	-	900,000	Electricity Enterprise (Unvoted)
Circuit 577 Street Lighting Improvements	-	-	-	180,000	-	-	180,000	Voted 2019 Debt - Electricity
Circuit 23 Street Lighting Improvements	-	-	-	-	85,000	30,000	115,000	Electricity Enterprise (Unvoted)
McNaughton Road Street Lights	-	-	-	-	745,000	-	745,000	Electricity Enterprise (Unvoted)
McNaughton Road Street Lights	-	-	-	100,000	-	-	100,000	Voted 2019 Debt - Electricity
Noe Bixby Road Street Lights	75,000	490,000	-	-	-	-	565,000	Voted 2016 Debt - Electricity
Refugee Road Street Lights	550,000	-	-	-	-	-	550,000	Voted 2016 Debt - Electricity
Circuit 79 Street Lighting Improvements	-	90,000	640,000	-	-	-	730,000	Voted 2019 Debt - Electricity
Circuit 157 Street Lighting Improvements	850,000	-	-	-	-	-	850,000	Voted 2016 Debt - Electricity
Circuits 128 and 80 Street Lighting Improvements	65,000	425,000	-	-	-	-	490,000	Voted 2016 Debt - Electricity
Circuits 574 and 772 Street Lighting Improvements	-	-	135,000	1,035,000	-	-	1,170,000	Voted 2019 Debt - Electricity
Jackson Pike Substation Modernization	-	2,200,000	-	-	-	-	2,200,000	Voted 2016 Debt - Electricity
Small Circuit Streetlight Replacement	-	-	225,000	-	-	-	225,000	Voted 2019 Debt - Electricity
<b>Subtotal - ELECTRICITY</b>	<b>\$ 9,545,000</b>	<b>\$ 10,360,000</b>	<b>\$ 10,405,000</b>	<b>\$ 10,505,000</b>	<b>\$ 8,905,000</b>	<b>\$ 11,404,591</b>	<b>\$ 61,124,591</b>	
<b>WATER</b>								
Misc. Erosion Control	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000	Voted 2016 Debt - Water
Misc. Erosion Control	-	-	100,000	100,000	-	-	200,000	Voted 2019 Debt - Water
Misc. Erosion Control	-	-	-	-	100,000	100,000	200,000	Water Enterprise (Unvoted)
Miscellaneous Water Facilities	90,000	-	-	-	-	-	90,000	Voted 2013 Debt - Water
Miscellaneous Water Facilities	10,000	100,000	100,000	-	-	-	210,000	Voted 2016 Debt - Water
Miscellaneous Water Facilities	-	-	-	100,000	-	-	100,000	Voted 2019 Debt - Water
Miscellaneous Water Facilities	-	-	-	-	100,000	100,000	200,000	Water Enterprise (Unvoted)
Indianola Facility Improvements	-	-	21,200,000	-	-	-	21,200,000	Voted 2019 Debt - Water
Rinehart Public Utilities Complex Exterior Site Improvements	-	-	-	-	500,000	-	500,000	Water Enterprise (Unvoted)
Distribution Maintenance Area Imp's	-	-	400,000	-	-	-	400,000	Voted 2019 Debt - Water
910 Dublin Road Garage Roof Replacement	-	-	694,119	-	-	-	694,119	Voted 2016 Debt - Water
910 Dublin Road Garage Roof Replacement	-	-	805,881	-	-	-	805,881	Voted 2019 Debt - Water
Water Main Rehabilitation	3,425,000	6,000,000	4,000,000	-	-	-	13,425,000	Voted 2016 Debt - Water
Water Main Rehabilitation	-	-	400,000	4,000,000	10,174,119	-	14,574,119	Voted 2019 Debt - Water
Water Main Rehabilitation	-	-	-	-	23,000,000	23,000,000	46,000,000	WSRLA Loan
Water Main Rehabilitation	-	-	-	-	1,825,881	12,000,000	13,825,881	Water Enterprise (Unvoted)
Ziegler Ave. Area WL Imp's	140,000	-	-	-	-	-	140,000	Voted 2013 Debt - Water
Ziegler Ave. Area WL Imp's	400,000	-	-	-	-	-	400,000	WSRLA Loan
Atwood Terrace Area WL Imp's	-	400,000	-	-	-	-	400,000	Voted 2016 Debt - Water
Atwood Terrace Area WL Imp's	-	3,000,000	-	-	-	-	3,000,000	WSRLA Loan
Greenway Ave. Area WL Imp's	-	400,000	-	-	-	-	400,000	Voted 2016 Debt - Water
Greenway Ave. Area WL Imp's	-	3,000,000	-	-	-	-	3,000,000	WSRLA Loan
Aragon Avenue Area Water Line Improvements	-	400,000	-	-	-	-	400,000	Voted 2016 Debt - Water
Aragon Avenue Area Water Line Improvements	-	3,000,000	-	-	-	-	3,000,000	WSRLA Loan
Mock Road Area Water Line Improvements	400,000	-	-	-	-	-	400,000	Voted 2013 Debt - Water
Mock Road Area Water Line Improvements	3,000,000	-	-	-	-	-	3,000,000	WSRLA Loan
Edsel Avenue Area Water Line Improvements	450,000	-	-	-	-	-	450,000	Voted 2013 Debt - Water
Edsel Avenue Area Water Line Improvements	3,500,000	-	-	-	-	-	3,500,000	WSRLA Loan



2021 - 2026 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2021	2022	2023	2024	2025	2026	Total Budget	Funding Source
Homestead Drive Area Water Line Improvements (fka #59)	-	400,000	-	-	-	-	400,000	Voted 2016 Debt - Water
Homestead Drive Area Water Line Improvements (fka #59)	-	3,000,000	-	-	-	-	3,000,000	WSRLA Loan
Varsity Avenue Area Water Line Improvements (fka #60)	-	400,000	-	-	-	-	400,000	Voted 2016 Debt - Water
Varsity Avenue Area Water Line Improvements (fka #60)	-	3,000,000	-	-	-	-	3,000,000	WSRLA Loan
Roswell Drive Area Water Line Imp's (fka #61)	-	400,000	-	-	-	-	400,000	Voted 2016 Debt - Water
Roswell Drive Area Water Line Imp's (fka #61)	-	3,200,000	-	-	-	-	3,200,000	WSRLA Loan
Livingston Ave Phase B W.L. Imp's	100,000	-	-	-	-	-	100,000	Voted 2013 Debt - Water
Transit Pipe Replacement	400,000	-	-	-	-	-	400,000	Voted 2013 Debt - Water
Transit Pipe Replacement	3,500,000	-	-	-	-	-	3,500,000	WSRLA Loan
Sunrise Glenn WL Imp's	-	50,000	-	-	-	-	50,000	Voted 2016 Debt - Water
Sunrise Glenn WL Imp's	-	400,000	-	-	-	-	400,000	WSRLA Loan
Brixham Rd. WL Imp's	-	450,000	-	-	-	-	450,000	Voted 2016 Debt - Water
Brixham Rd. WL Imp's	-	3,000,000	-	-	-	-	3,000,000	WSRLA Loan
Miller Ave. Area WL Imp's	-	450,000	-	-	-	-	450,000	Voted 2016 Debt - Water
Miller Ave. Area WL Imp's	-	3,000,000	-	-	-	-	3,000,000	WSRLA Loan
Roosevelt Ave. Area WL Imp's	-	450,000	-	-	-	-	450,000	Voted 2016 Debt - Water
Roosevelt Ave. Area WL Imp's	-	3,000,000	-	-	-	-	3,000,000	WSRLA Loan
Project No. 65 W.M. Replacement	300,000	-	-	-	-	-	300,000	Voted 2013 Debt - Water
Project No. 65 W.M. Replacement	-	-	450,000	-	-	-	450,000	Voted 2019 Debt - Water
Project No. 65 W.M. Replacement	-	-	3,000,000	-	-	-	3,000,000	WSRLA Loan
Project No. 66 W.M. Replacement	300,000	-	-	-	-	-	300,000	Voted 2013 Debt - Water
Project No. 66 W.M. Replacement	-	-	450,000	-	-	-	450,000	Voted 2019 Debt - Water
Project No. 66 W.M. Replacement	-	-	3,000,000	-	-	-	3,000,000	WSRLA Loan
Project No. 67 W.M. Replacement	300,000	-	-	-	-	-	300,000	Voted 2013 Debt - Water
Project No. 67 W.M. Replacement	-	-	450,000	-	-	-	450,000	Voted 2019 Debt - Water
Project No. 67 W.M. Replacement	-	-	3,000,000	-	-	-	3,000,000	WSRLA Loan
Project No. 68 W.M. Replacement	-	300,000	-	-	-	-	300,000	Voted 2016 Debt - Water
Project No. 68 W.M. Replacement	-	-	450,000	-	-	-	450,000	Voted 2019 Debt - Water
Project No. 68 W.M. Replacement	-	-	3,000,000	-	-	-	3,000,000	WSRLA Loan
Project No. 69 W.M. Replacement	-	300,000	-	-	-	-	300,000	Voted 2016 Debt - Water
Project No. 69 W.M. Replacement	-	-	450,000	-	-	-	450,000	Voted 2019 Debt - Water
Project No. 69 W.M. Replacement	-	-	3,000,000	-	-	-	3,000,000	WSRLA Loan
Project No. 70 W.M. Replacement	-	300,000	-	-	-	-	300,000	Voted 2016 Debt - Water
Project No. 70 W.M. Replacement	-	-	450,000	-	-	-	450,000	Voted 2019 Debt - Water
Project No. 70 W.M. Replacement	-	-	3,000,000	-	-	-	3,000,000	WSRLA Loan
Project No. 71 W.M. Replacement	-	300,000	-	-	-	-	300,000	Voted 2016 Debt - Water
Project No. 71 W.M. Replacement	-	-	-	450,000	-	-	450,000	Voted 2019 Debt - Water
Project No. 71 W.M. Replacement	-	-	-	3,000,000	-	-	3,000,000	WSRLA Loan
Project No. 72 W.M. Replacement	-	300,000	-	-	-	-	300,000	Voted 2016 Debt - Water
Project No. 72 W.M. Replacement	-	-	-	450,000	-	-	450,000	Voted 2019 Debt - Water
Project No. 72 W.M. Replacement	-	-	-	3,000,000	-	-	3,000,000	WSRLA Loan
Project No. 73 W.M. Replacement	-	300,000	-	-	-	-	300,000	Voted 2016 Debt - Water
Project No. 73 W.M. Replacement	-	-	-	450,000	-	-	450,000	Voted 2019 Debt - Water
Project No. 73 W.M. Replacement	-	-	-	3,000,000	-	-	3,000,000	WSRLA Loan
Project No. 74 W.M. Replacement	-	300,000	-	-	-	-	300,000	Voted 2016 Debt - Water
Project No. 74 W.M. Replacement	-	-	-	450,000	-	-	450,000	Voted 2019 Debt - Water
Project No. 74 W.M. Replacement	-	-	-	3,000,000	-	-	3,000,000	WSRLA Loan
Project No. 75 W.M. Replacement	-	300,000	-	-	-	-	300,000	Voted 2016 Debt - Water
Project No. 75 W.M. Replacement	-	-	-	450,000	-	-	450,000	Voted 2019 Debt - Water
Project No. 75 W.M. Replacement	-	-	-	3,000,000	-	-	3,000,000	WSRLA Loan
Project No. 76 W.M. Replacement	-	300,000	-	-	-	-	300,000	Voted 2016 Debt - Water
Project No. 76 W.M. Replacement	-	-	-	450,000	-	-	450,000	Voted 2019 Debt - Water
Project No. 76 W.M. Replacement	-	-	-	3,000,000	-	-	3,000,000	WSRLA Loan
Project No. 77 W.M. Replacement	-	300,000	-	-	-	-	300,000	Voted 2016 Debt - Water
Project No. 77 W.M. Replacement	-	-	-	450,000	-	-	450,000	Voted 2019 Debt - Water
Project No. 77 W.M. Replacement	-	-	-	3,000,000	-	-	3,000,000	WSRLA Loan

## Capital Improvements Program

2021 - 2026 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2021	2022	2023	2024	2025	2026	Total Budget	Funding Source
Project No. 78 W.M. Replacement	-	300,000	-	-	-	-	300,000	Voted 2016 Debt - Water
Project No. 78 W.M. Replacement	-	-	-	450,000	-	-	450,000	Voted 2019 Debt - Water
Project No. 78 W.M. Replacement	-	-	-	3,000,000	-	-	3,000,000	WSRLA Loan
Project No. 79 W.M. Replacement	-	300,000	-	-	-	-	300,000	Voted 2016 Debt - Water
Project No. 79 W.M. Replacement	-	-	-	450,000	-	-	450,000	Voted 2019 Debt - Water
Project No. 79 W.M. Replacement	-	-	-	3,000,000	-	-	3,000,000	WSRLA Loan
Barnett Road Water Main Imp's	-	450,000	-	-	-	-	450,000	Voted 2016 Debt - Water
Olde Beechw old Area Water Line Imp's	400,000	-	-	-	-	-	400,000	Voted 2013 Debt - Water
Eureka-Fremont Area Water Line Improvements	200,000	-	-	-	-	-	200,000	Voted 2013 Debt - Water
Kent-Fairwood Area Water Line Improvements	200,000	-	-	-	-	-	200,000	Voted 2013 Debt - Water
Palmetto/Westgate Water Line Improvements	300,000	-	-	-	-	-	300,000	Voted 2013 Debt - Water
Palmetto/Westgate Water Line Improvements	1,000,000	-	-	-	-	-	1,000,000	WSRLA Loan
Cassady Ave. Water Line Improvements	-	-	460,000	-	-	-	460,000	Voted 2019 Debt - Water
New World Drive WL Imp's	575,000	-	-	-	-	-	575,000	Voted 2013 Debt - Water
O'Shaughnessy Dam FERC Independent Consultant Review	450,000	-	-	-	-	-	450,000	Voted 2013 Debt - Water
DRWP Miscellaneous Improvements	175,000	-	-	-	-	-	175,000	Voted 2013 Debt - Water
DRWP Miscellaneous Improvements	-	150,000	-	-	-	-	150,000	Voted 2016 Debt - Water
DRWP Miscellaneous Improvements	-	-	125,000	125,000	-	-	250,000	Voted 2019 Debt - Water
DRWP Miscellaneous Improvements	-	-	-	-	125,000	125,000	250,000	Water Enterprise (Unvoted)
DRWP Misc. Imp's - Exterior Door and Window Replacement	-	-	-	1,500,000	-	-	1,500,000	Voted 2019 Debt - Water
DRWP Misc. Imp's - Educational Signage & Displays	-	150,000	-	-	-	-	150,000	Voted 2016 Debt - Water
DRWP Alum Feed Improvements	-	-	-	250,000	-	-	250,000	Voted 2019 Debt - Water
HCWP Misc. Improvements	350,000	-	-	-	-	-	350,000	Voted 2013 Debt - Water
HCWP Misc. Improvements	-	115,000	-	-	-	-	115,000	Voted 2016 Debt - Water
HCWP Misc. Improvements	-	-	120,000	120,000	-	-	240,000	Voted 2019 Debt - Water
HCWP Misc. Improvements	-	-	-	-	125,000	125,000	250,000	Water Enterprise (Unvoted)
HCWP Misc Imp's - Raw Water Screen Replacement	-	-	-	-	-	3,500,000	3,500,000	WSRLA Loan
HCWP Misc Imp's - Raw Water Screen Replacement	-	-	-	-	500,000	400,000	900,000	Water Enterprise (Unvoted)
HCWP Misc Imp's - Restroom Imp's	-	-	350,000	-	-	-	350,000	Voted 2019 Debt - Water
HCWP Misc. Improvements - Misc. Concrete Improvements	-	-	-	350,000	-	-	350,000	Voted 2019 Debt - Water
HCWP Misc. Improvements - Plant Roadway Improvements	-	-	-	-	-	600,000	600,000	Water Enterprise (Unvoted)
HCWP Misc. Improvements - Roof Improvements	-	-	-	300,000	-	-	300,000	Voted 2019 Debt - Water
PAWP Facility Misc. Improvements	125,000	-	-	-	-	-	125,000	Voted 2013 Debt - Water
PAWP Facility Misc. Improvements	-	125,000	-	-	-	-	125,000	Voted 2016 Debt - Water
PAWP Facility Misc. Improvements	-	-	125,000	125,000	-	-	250,000	Voted 2019 Debt - Water
PAWP Facility Misc. Improvements	-	-	-	-	5,000,000	125,000	5,125,000	Water Enterprise (Unvoted)
PAWP Misc. Imp's - Lime Slaker and Soda Ash Feeder Replacement	100,000	-	-	-	-	-	100,000	Voted 2013 Debt - Water
PAWP Misc. Imp's - Lime Slaker and Soda Ash Feeder Replacement	924,000	-	-	-	-	-	924,000	WSRLA Loan
PAWP Misc. Imp's - Control Room Renovation	-	350,000	-	-	-	-	350,000	Voted 2016 Debt - Water
PAWP Misc. Imp's - Control Room Renovation	-	2,500,000	-	-	-	-	2,500,000	WSRLA Loan
PAWP Misc. Imp's - Chemical Storage Tank Imp's	-	-	-	500,000	-	-	500,000	Voted 2019 Debt - Water
PAWP Misc. Imp's - Laboratory Renovation	-	2,500,000	-	-	-	-	2,500,000	WSRLA Loan
PAWP Misc. Imp's - Roof Renovations - Part 1	-	-	800,000	-	-	-	800,000	Voted 2019 Debt - Water
PAWP Misc. Imp's - Roof Renovations - Part 2	-	-	-	-	800,000	-	800,000	Water Enterprise (Unvoted)
McKinley Avenue Quarry Misc. Improvements 2021	-	1,000,000	-	-	-	-	1,000,000	Voted 2016 Debt - Water
Automatic Meter Reading	1,150,000	-	-	-	-	-	1,150,000	Voted 2013 Debt - Water
Automatic Meter Reading	-	1,900,000	-	-	-	-	1,900,000	Voted 2016 Debt - Water
Automatic Meter Reading	-	-	1,900,000	1,900,000	-	-	3,800,000	Voted 2019 Debt - Water
Automatic Meter Reading - Equipment 2019	20,000,000	-	-	-	-	-	20,000,000	WSRLA Loan
Watershed Roadway Improvements - Part 5	175,000	-	-	-	-	-	175,000	Voted 2013 Debt - Water
Watershed Roadway Improvements - Part 5	-	250,000	50,000	-	-	-	300,000	Voted 2016 Debt - Water
Watershed Roadway Improvements - Part 6	-	-	-	-	500,000	-	500,000	Water Enterprise (Unvoted)
HCWP Basin Concrete Rehab.	230,000	-	-	-	-	-	230,000	Voted 2013 Debt - Water
HCWP Basin Concrete Rehab.	1,270,000	-	-	-	-	-	1,270,000	Voted 2016 Debt - Water
HCWP Basin Concrete Rehabilitation Part 2	32,000,000	-	-	-	-	-	32,000,000	WSRLA Loan

2021 - 2026 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2021	2022	2023	2024	2025	2026	Total Budget	Funding Source
HCWP Pump Improvements	200,000	200,000	225,000	-	-	-	625,000	Voted 2016 Debt - Water
HCWP Pump Improvements	-	-	-	225,000	-	-	225,000	Voted 2019 Debt - Water
HCWP Pump Improvements	-	-	-	-	225,000	-	225,000	Water Enterprise (Unvoted)
Water Meter Renewal	200,000	200,000	200,000	-	-	-	600,000	Voted 2016 Debt - Water
Water Meter Renewal	-	-	-	2,500,000	-	-	2,500,000	Voted 2019 Debt - Water
Water Meter Renewal	-	-	-	-	2,500,000	-	2,500,000	Water Enterprise (Unvoted)
Valve Renewal Program	2,000,000	-	-	-	-	-	2,000,000	Voted 2016 Debt - Water
Valve Renewal Program	-	-	2,000,000	-	-	-	2,000,000	Voted 2019 Debt - Water
Valve Renewal Program	-	-	-	-	2,000,000	-	2,000,000	Water Enterprise (Unvoted)
Watershed Misc. Improv. Facilities	115,000	115,000	120,000	-	-	-	350,000	Voted 2016 Debt - Water
Watershed Misc. Improv. Facilities	-	-	-	120,000	-	-	120,000	Voted 2019 Debt - Water
Watershed Misc. Improv. Facilities	-	-	-	-	125,000	-	125,000	Water Enterprise (Unvoted)
Griggs Dam - Spillway, Abutment and Scour Mitigation Imp's	-	-	-	400,000	-	-	400,000	Voted 2019 Debt - Water
Griggs Dam - Spillway, Abutment and Scour Mitigation Imp's	-	-	-	-	3,550,000	-	3,550,000	Water Enterprise (Unvoted)
Hoover Dam Imp's - Part 1	500,000	300,000	-	-	-	-	800,000	Voted 2016 Debt - Water
Hoover Dam Imp's - Part 2	-	-	700,000	7,800,000	-	-	8,500,000	Voted 2019 Debt - Water
Watershed Misc. Imp's - Hoover Maintenance Complex Fuel System	-	-	-	-	750,000	-	750,000	Water Enterprise (Unvoted)
Watershed Protection Easements	50,000	50,000	-	-	-	-	100,000	Voted 2016 Debt - Water
Watershed Protection Easements	-	-	50,000	50,000	-	-	100,000	Voted 2019 Debt - Water
Watershed Protection Easements	-	-	-	-	50,000	-	50,000	Water Enterprise (Unvoted)
Gen'l Eng Svcs - Supply Group 2018A	400,000	400,000	-	-	-	-	800,000	Voted 2016 Debt - Water
Gen'l Eng Svcs - Supply Group 2018B	400,000	-	-	-	-	-	400,000	Voted 2016 Debt - Water
Gen'l Eng Svcs - Supply Group 2021A	-	-	400,000	400,000	-	-	800,000	Voted 2019 Debt - Water
Gen'l Eng Svcs - Supply Group 2021B	-	400,000	-	-	-	-	400,000	Voted 2016 Debt - Water
Gen'l Eng Svcs - Supply Group 2021B	-	-	400,000	400,000	-	-	800,000	Voted 2019 Debt - Water
Gen'l Eng Svcs - Supply Group 2024A	-	-	-	450,000	-	-	450,000	Voted 2019 Debt - Water
Gen'l Eng Svcs - Supply Group 2024A	-	-	-	-	450,000	450,000	900,000	Water Enterprise (Unvoted)
Gen'l Eng Svcs - Supply Group 2024B	-	-	-	450,000	-	-	450,000	Voted 2019 Debt - Water
Gen'l Eng Svcs - Supply Group 2024B	-	-	-	-	450,000	450,000	900,000	Water Enterprise (Unvoted)
O'Shaughnessy Gatehouse Misc. Imp.'s	1,000,000	-	-	-	-	-	1,000,000	Voted 2016 Debt - Water
Misc. Booster Station and Water Tank Imp's	1,000,000	1,000,000	-	-	-	-	2,000,000	Voted 2016 Debt - Water
Misc. Booster Station and Water Tank Imp's	-	-	1,000,000	1,000,000	-	-	2,000,000	Voted 2019 Debt - Water
Misc. Booster Station and Water Tank Imp's	-	-	-	-	1,000,000	1,000,000	2,000,000	Water Enterprise (Unvoted)
Water Storage Tank Painting	-	3,500,000	-	-	-	-	3,500,000	Voted 2016 Debt - Water
Water Storage Tank Painting	-	-	3,500,000	1,500,000	-	-	5,000,000	Voted 2019 Debt - Water
Water Storage Tank Painting	-	-	-	-	1,000,000	2,000,000	3,000,000	Water Enterprise (Unvoted)
Security Enhancements - HCWP	-	-	-	-	5,000,000	-	5,000,000	Water Enterprise (Unvoted)
Security Enhancements - DRWP	-	-	-	-	-	5,000,000	5,000,000	Water Enterprise (Unvoted)
Security Enhancements - PAWP	-	-	-	5,000,000	-	-	5,000,000	Voted 2019 Debt - Water
PAWP Hypochlorite Disinfection Improvements	1,700,000	-	-	-	-	-	1,700,000	WSRLA Loan
HCWP Window Replacement	-	-	-	-	-	500,000	500,000	Water Enterprise (Unvoted)
Dublin Road 30" Water Line	900,000	-	-	-	-	-	900,000	Voted 2016 Debt - Water
Dublin Road 30" Water Line	10,000,000	-	-	-	-	-	10,000,000	WSRLA Loan
Water Quality Assurance Lab Renovations	1,300,000	-	-	-	-	-	1,300,000	WSRLA Loan
Water Main Repair	1,250,000	-	-	-	-	-	1,250,000	Voted 2016 Debt - Water
Water Main Repair	-	-	1,250,000	-	-	-	1,250,000	Voted 2019 Debt - Water
Water Main Repair	-	-	-	-	1,250,000	-	1,250,000	Water Enterprise (Unvoted)
Water Distribution System SCADA Improvements	-	250,000	-	-	-	-	250,000	Voted 2016 Debt - Water
Water Distribution System SCADA Improvements	-	-	-	2,250,000	-	-	2,250,000	Voted 2019 Debt - Water
DRWP Laboratory Upgrades	-	2,000,000	-	-	-	-	2,000,000	WSRLA Loan
DRWP Central Maintenance Shop	-	-	-	500,000	-	-	500,000	Voted 2019 Debt - Water
DRWP Central Maintenance Shop	-	-	-	-	200,000	-	200,000	Water Enterprise (Unvoted)
Fire Hydrant Repairs (non R & R)	1,250,000	-	-	-	-	-	1,250,000	Voted 2016 Debt - Water
Fire Hydrant Repairs (non R & R)	-	-	1,250,000	-	-	-	1,250,000	Voted 2019 Debt - Water
Fire Hydrant Repairs (non R & R)	-	-	-	-	1,250,000	-	1,250,000	Water Enterprise (Unvoted)

## Capital Improvements Program

2021 - 2026 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2021	2022	2023	2024	2025	2026	Total Budget	Funding Source
Gen'l Engineering Services - Distribution Group	-	600,000	-	-	-	-	600,000	Voted 2016 Debt - Water
Gen'l Engineering Services - Distribution Group	-	-	600,000	600,000	-	-	1,200,000	Voted 2019 Debt - Water
Gen'l Engineering Services - Distribution Group	-	-	-	-	600,000	600,000	1,200,000	Water Enterprise (Unvoted)
2020 - 2022 Gen'l Engineering Services - Distribution Group	600,000	-	-	-	-	-	600,000	Voted 2016 Debt - Water
Karl Road Water Tank	-	500,000	-	-	-	-	500,000	Voted 2016 Debt - Water
Karl Road Water Tank	-	-	-	6,000,000	-	-	6,000,000	Voted 2019 Debt - Water
Condition Assessment Program	-	-	1,500,000	-	-	-	1,500,000	Voted 2019 Debt - Water
Condition Assessment Program	-	-	-	-	1,500,000	-	1,500,000	Water Enterprise (Unvoted)
Residuals Management Plan Update - Pt. 2	400,000	250,000	-	-	-	-	650,000	Voted 2016 Debt - Water
Residuals Management Plan Update - Pt. 2	-	-	250,000	-	-	-	250,000	Voted 2019 Debt - Water
General Architectural Services - Division of Water 2018	300,000	300,000	-	-	-	-	600,000	Voted 2016 Debt - Water
General Architectural Services - Division of Water 2021	300,000	-	-	-	-	-	300,000	Voted 2016 Debt - Water
General Architectural Services - Division of Water 2021	-	-	300,000	300,000	-	-	600,000	Voted 2019 Debt - Water
HCWP Lime and Soda Ash Dust Collection System Improvements	200,000	-	-	-	-	-	200,000	Voted 2016 Debt - Water
HCWP Lime and Soda Ash Dust Collection System Improvements	750,000	-	-	-	-	-	750,000	WSRLA Loan
General CA/CI for Water Projects	-	-	-	-	-	250,000	250,000	Water Enterprise (Unvoted)
General Construction (CA-CI) for 2020, 2021, 2022	250,000	250,000	-	-	-	-	500,000	Voted 2016 Debt - Water
General Construction (CA-CI) for 2023, 2024, 2025	-	-	250,000	250,000	-	-	500,000	Voted 2019 Debt - Water
General Construction (CA-CI) for 2023, 2024, 2025	-	-	-	-	250,000	-	250,000	Water Enterprise (Unvoted)
Plant Drain & Water System Imp's	650,000	-	-	-	-	-	650,000	Voted 2016 Debt - Water
Plant Drain & Water System Imp's	4,000,000	-	-	-	-	-	4,000,000	WSRLA Loan
Professional Construction Management (PCM) - Part II	250,000	-	-	-	-	-	250,000	Voted 2016 Debt - Water
Laboratory Upgrades	675,000	225,000	-	-	-	-	900,000	Voted 2016 Debt - Water
Dam Engineering Services (DES)	150,000	150,000	-	-	-	-	300,000	Voted 2016 Debt - Water
Dam Engineering Services (DES)	-	-	150,000	150,000	-	-	300,000	Voted 2019 Debt - Water
DRWP Auxiliary Pump Station Imp's	-	-	-	800,000	-	-	800,000	Voted 2019 Debt - Water
DRWP Auxiliary Pump Station Imp's	-	-	-	-	-	5,500,000	5,500,000	Water Enterprise (Unvoted)
PAWP Building Improvements	-	-	-	-	500,000	-	500,000	Water Enterprise (Unvoted)
HCWP Clearwell Improvements	-	-	250,000	-	-	-	250,000	Voted 2019 Debt - Water
PAWP Lagoon Sludge Removal	-	-	250,000	-	-	-	250,000	Voted 2019 Debt - Water
PAWP Lagoon Sludge Removal	-	-	-	-	-	250,000	250,000	Water Enterprise (Unvoted)
DRWP Automation Upgrade	-	2,600,000	-	-	-	-	2,600,000	Voted 2016 Debt - Water
PAWP Remote Site Improvements	-	200,000	-	-	-	-	200,000	Voted 2016 Debt - Water
PAWP Remote Site Improvements	-	-	400,000	400,000	-	-	800,000	Voted 2019 Debt - Water
PAWP Remote Site Improvements	-	-	-	3,200,000	-	-	3,200,000	WSRLA Loan
Elevator Improvements	-	400,000	-	-	-	-	400,000	Voted 2016 Debt - Water
Watershed Signage Master Plan	-	250,000	-	-	-	-	250,000	Voted 2016 Debt - Water
Watershed Signage Master Plan	-	-	250,000	-	-	-	250,000	Voted 2019 Debt - Water
DOW Risk Mitigation Measure Upgrades	-	-	-	-	-	600,000	600,000	Water Enterprise (Unvoted)
DOW LIMS Upgrade	-	-	600,000	-	-	-	600,000	Voted 2019 Debt - Water
Electrical Power System Studies	400,000	300,000	-	-	-	-	700,000	Voted 2016 Debt - Water
Electrical Power System Studies	-	-	300,000	-	-	-	300,000	Voted 2019 Debt - Water
DOW Safety Improvements	500,000	-	-	-	-	-	500,000	Voted 2016 Debt - Water
DOW Safety Improvements	-	-	2,050,000	-	-	-	2,050,000	Voted 2019 Debt - Water
DRWP Caustic Feed Improvements	50,000	250,000	-	-	-	-	300,000	Voted 2016 Debt - Water
DRWP Caustic Feed Improvements	-	600,000	-	-	-	-	600,000	WSRLA Loan
PAWP Treatment Residuals Disposal Improvements	-	3,000,000	-	-	-	-	3,000,000	Voted 2016 Debt - Water
PAWP Treatment Residuals Disposal Improvements	-	21,400,000	-	-	-	-	21,400,000	WSRLA Loan
PAWP Wellfield Development	400,000	1,050,000	-	-	-	-	1,450,000	Voted 2016 Debt - Water
PAWP Wellfield Development	-	-	700,000	-	-	-	700,000	Voted 2019 Debt - Water
PAWP Wellfield Development	-	-	6,000,000	-	-	-	6,000,000	WSRLA Loan
DOW Perimeter Fence Improvements	-	750,000	-	-	-	-	750,000	Voted 2016 Debt - Water
Large Diameter Valve Replacement	-	-	-	200,000	-	-	200,000	Voted 2019 Debt - Water
Large Diameter Valve Replacement	-	-	-	-	-	3,000,000	3,000,000	WSRLA Loan
Large Diameter Valve Replacement	-	-	-	-	200,000	-	200,000	Water Enterprise (Unvoted)

2021 - 2026 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2021	2022	2023	2024	2025	2026	Total Budget	Funding Source
PAWP Backwash Pump Replacement	-	-	350,000	-	-	-	350,000	Voted 2019 Debt - Water
PAWP Backwash Pump Replacement	-	-	-	-	1,250,000	-	1,250,000	WSRLA Loan
PAWP Backwash Pump Replacement	-	-	-	-	250,000	-	250,000	Water Enterprise (Unvoted)
Upground Reservoir Embankment Repairs - 2023	-	-	500,000	-	-	-	500,000	Voted 2019 Debt - Water
Watershed Boathouse Improvements	-	-	225,000	-	-	-	225,000	Voted 2019 Debt - Water
Watershed Boathouse Improvements	-	-	-	-	600,000	-	600,000	Water Enterprise (Unvoted)
Professional Construction Management (PCM) - 2018	1,750,000	4,000,000	-	-	-	-	5,750,000	Voted 2016 Debt - Water
Professional Construction Management (PCM) - 2020	9,000,000	9,000,000	6,000,000	-	-	-	24,000,000	Voted 2016 Debt - Water
Professional Construction Management (PCM) - 2020	-	-	-	2,000,000	-	-	2,000,000	Voted 2019 Debt - Water
Professional Construction Management (PCM) - 2023	-	-	2,000,000	5,000,000	-	-	7,000,000	Voted 2019 Debt - Water
Professional Construction Management (PCM) - 2023	-	-	-	-	4,500,000	3,500,000	8,000,000	Water Enterprise (Unvoted)
Professional Construction Management (PCM) - 2026	-	-	-	-	1,500,000	5,000,000	6,500,000	Water Enterprise (Unvoted)
Olentangy River Road 24-inch Water Main (Phase 2)	400,000	-	-	-	-	-	400,000	Voted 2016 Debt - Water
Large Diameter Valve Replacement Program	-	-	-	1,000,000	-	-	1,000,000	Voted 2019 Debt - Water
Large Diameter Valve Replacement Program	-	-	-	-	-	1,000,000	1,000,000	Water Enterprise (Unvoted)
Large Diameter Valve Replacement Part 2	1,120,000	-	-	-	-	-	1,120,000	Voted 2016 Debt - Water
Large Diameter Valve Replacement Part 3	-	1,150,000	-	-	-	-	1,150,000	Voted 2016 Debt - Water
PAWP Filter Console Replacement	-	-	-	200,000	-	-	200,000	Voted 2019 Debt - Water
PAWP Filter Console Replacement	-	-	-	-	-	600,000	600,000	WSRLA Loan
PAWP Filter Console Replacement	-	-	-	-	100,000	-	100,000	Water Enterprise (Unvoted)
McKinley Avenue Quarry Dewatering Facility	-	1,100,000	4,000,000	-	-	-	5,100,000	Voted 2016 Debt - Water
McKinley Avenue Quarry Dewatering Facility	-	-	-	-	-	34,000,000	34,000,000	WSRLA Loan
McKinley Avenue Quarry Dewatering Facility	-	-	-	-	3,100,000	-	3,100,000	Water Enterprise (Unvoted)
DRWP Residuals Handling Improvements	-	-	2,750,000	-	-	-	2,750,000	Voted 2019 Debt - Water
DRWP Residuals Handling Improvements	-	-	-	-	25,000,000	-	25,000,000	WSRLA Loan
DRWP Residuals Handling Improvements	-	-	-	-	1,750,000	-	1,750,000	Water Enterprise (Unvoted)
HCWP Residuals Handling Improvements	-	-	750,000	1,650,000	-	-	2,400,000	Voted 2019 Debt - Water
HCWP Residuals Handling Improvements	-	-	-	-	16,000,000	-	16,000,000	WSRLA Loan
HCWP Residuals Handling Improvements	-	-	-	-	1,500,000	900,000	2,400,000	Water Enterprise (Unvoted)
Hudson Street 24" Water Line Improvements	750,000	-	-	-	-	-	750,000	Voted 2016 Debt - Water
Pickaway County Wellfield Development	-	-	-	-	-	1,250,000	1,250,000	Water Enterprise (Unvoted)
PAWP Wellfield Development - Well #XXX	-	-	1,500,000	-	-	-	1,500,000	Voted 2019 Debt - Water
PAWP Wellfield Development - Well #XXX	-	-	-	-	1,300,000	500,000	1,800,000	Water Enterprise (Unvoted)
Fourth Water Plant	-	-	-	-	-	4,000,000	4,000,000	Water Enterprise (Unvoted)
HCWP Polymer Feed Improvements	-	-	-	-	200,000	-	200,000	Water Enterprise (Unvoted)
Ohio State University Area Utility Easement Project - Water	120,881	-	-	-	-	-	120,881	Voted 2016 Debt - Water
Lockbourne Road Quarry Embankment Improvements	2,500,000	-	-	-	-	-	2,500,000	Voted 2016 Debt - Water
White Sulphur Quarry Improvements	-	-	-	3,000,000	-	-	3,000,000	Voted 2019 Debt - Water
PAWP Pump Improvements	150,000	150,000	150,000	-	-	-	450,000	Voted 2016 Debt - Water
PAWP Pump Improvements	-	-	-	150,000	-	-	150,000	Voted 2019 Debt - Water
PAWP Pump Improvements	-	-	-	-	150,000	150,000	300,000	Water Enterprise (Unvoted)
Merchant Road Property Demolition	-	-	500,000	-	-	-	500,000	Voted 2019 Debt - Water
HCWP Caustic System Improvements	-	-	-	-	-	500,000	500,000	Water Enterprise (Unvoted)
DRWP Pump Improvements	200,000	200,000	200,000	-	-	-	600,000	Voted 2016 Debt - Water
DRWP Pump Improvements	-	-	-	200,000	-	-	200,000	Voted 2019 Debt - Water
DRWP Pump Improvements	-	-	-	-	200,000	200,000	400,000	Water Enterprise (Unvoted)
<b>Subtotal - WATER</b>	<b>\$ 124,069,881</b>	<b>\$ 107,780,000</b>	<b>\$ 96,200,000</b>	<b>\$ 88,565,000</b>	<b>\$ 123,000,000</b>	<b>\$ 111,275,000</b>	<b>\$ 650,889,881</b>	
<b>Total</b>	<b>\$ 578,965,144</b>	<b>\$ 530,294,599</b>	<b>\$ 459,358,948</b>	<b>\$ 438,210,732</b>	<b>\$ 538,543,227</b>	<b>\$ 511,168,692</b>	<b>\$ 3,056,541,342</b>	

## Capital Improvements Program

2021-2026 CAPITAL IMPROVEMENTS PROGRAM							
FUNDING SUMMARY BY DIVISION							
DIVISION	2021	2022	2023	2024	2025	2026	Total Budget
Dev Administration	\$ 3,600,000	\$ 3,600,000	\$ 3,600,000	\$ 3,600,000	\$ 3,600,000	\$ 3,600,000	\$ 21,600,000
Construction Management	8,690,000	8,690,000	8,690,000	8,690,000	8,690,000	8,690,000	52,140,000
Fleet Management	800,000	800,000	800,000	800,000	800,000	800,000	4,800,000
Police	1,680,000	1,680,000	1,680,000	1,680,000	1,680,000	1,680,000	10,080,000
Fire	7,320,000	7,320,000	7,320,000	7,320,000	7,320,000	7,320,000	43,920,000
Transportation	43,905,000	43,905,000	43,905,000	43,905,000	43,905,000	43,905,000	263,430,000
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	25,154,000	30,340,000	65,302,000	22,220,500	28,460,000	21,800,000	193,276,500
Sanitary Sewers	320,151,263	281,349,599	188,151,948	214,515,232	276,493,227	261,744,101	1,542,405,370
Electricity	9,545,000	10,360,000	10,405,000	10,505,000	8,905,000	11,404,591	61,124,591
Water	124,069,881	107,780,000	96,200,000	88,565,000	123,000,000	111,275,000	650,889,881
Recreation and Parks	22,780,000	22,780,000	22,780,000	22,780,000	22,780,000	22,780,000	136,680,000
DoT Administration	5,190,000	5,610,000	4,445,000	7,550,000	6,830,000	10,090,000	39,715,000
<b>Total</b>	<b>\$ 578,965,144</b>	<b>\$ 530,294,599</b>	<b>\$ 459,358,948</b>	<b>\$ 438,210,732</b>	<b>\$ 538,543,227</b>	<b>\$ 511,168,692</b>	<b>\$ 3,056,541,342</b>

2021-2026 CAPITAL IMPROVEMENTS PROGRAM							
FUNDING SUMMARY BY SOURCE							
FUNDING SOURCE	2021	2022	2023	2024	2025	2026	Total Budget
Voted 2019 SIT Supported	\$ 68,650,000	\$ 81,765,000	\$ 81,765,000	\$ 76,685,000	\$ 74,900,000	\$ 70,457,800	\$ 454,222,800
Voted 2016 Debt SIT Supported	13,115,000	-	-	-	-	-	13,115,000
Voted 2016 Debt - Storm	16,854,000	7,290,000	4,821,000	-	-	-	28,965,000
Storm Sewer Enterprise (Unvoted)	-	-	8,431,000	7,190,500	7,040,000	8,600,000	31,261,500
Sanitary Sewer Enterprise (Unvoted)	-	-	14,289,685	76,628,405	75,413,691	71,454,340	237,786,121
Water Enterprise (Unvoted)	-	-	-	-	47,575,881	47,175,000	94,750,881
Voted 2013 Debt - Water	6,910,000	-	-	-	-	-	6,910,000
Voted 2016 Debt - Water	35,085,881	51,180,000	15,739,119	-	-	-	102,005,000
Voted 2019 Debt - Water	-	-	56,460,881	58,365,000	10,174,119	-	125,000,000
Information Services	5,190,000	5,610,000	4,445,000	7,550,000	6,830,000	10,090,000	39,715,000
WSRLA Loan	82,074,000	56,600,000	24,000,000	30,200,000	65,250,000	64,100,000	322,224,000
Voted 2016 Debt - Electricity	9,545,000	6,780,000	-	-	-	-	16,325,000
Voted 2019 Debt - Sanitary	-	50,183,342	49,816,658	-	-	-	100,000,000
Voted 2019 Debt - Electricity	-	3,580,000	10,405,000	10,505,000	510,000	-	25,000,000
Voted 2016 Debt - Sanitary Sewer	75,143,883	39,246,117	-	-	-	-	114,390,000
WPCLF/OWDA	253,307,380	214,970,140	176,095,605	152,916,827	222,499,536	203,489,761	1,223,279,249
Fleet Management (Unvoted)	800,000	800,000	800,000	800,000	800,000	800,000	4,800,000
Councilmanic SIT Supported	12,290,000	12,290,000	12,290,000	17,370,000	19,155,000	24,102,200	97,497,200
Electricity Enterprise (Unvoted)	-	-	-	-	8,395,000	10,899,591	19,294,591
<b>Total</b>	<b>\$ 578,965,144</b>	<b>\$ 530,294,599</b>	<b>\$ 459,358,948</b>	<b>\$ 438,210,732</b>	<b>\$ 538,543,227</b>	<b>\$ 511,168,692</b>	<b>\$ 3,056,541,342</b>

# PROPOSED 2021 CAPITAL IMPROVEMENT BUDGET

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## Public Safety

### Police

**Project Name:** Police Facility Renovations  
**Type:** Recurring  
**Estimated 2021 Cost:** \$1,680,000  
**Funding Source:** Voted 2019 SIT Supported G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Continued renovation of existing facilities to maximize their use. When possible, funds are used to reduce the operating costs of the facility.

**Police subtotal - \$1,680,000**

### Fire

**Project Name:** Fire Facility Renovation  
**Type:** Recurring  
**Estimated 2021 Cost:** \$1,320,000  
**Funding Source:** Voted 2019 SIT Supported G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Continued renovation and improvements to existing fire facilities.

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**Project Name:** Fire Apparatus Replacement  
**Type:** Recurring  
**Estimated 2021 Cost:** \$6,000,000  
**Funding Source:** Voted 2019 SIT Supported G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Funds used to replace the aging fleet of heavy fire equipment. Apparatus eligible for capital replacement includes platform ladders, medic vehicles, and fire engines.

**Fire subtotal - \$7,320,000**

**Public Safety Total - \$9,000,000**



## Development

**Project Name:** Affordable Housing funds  
**Type:** Recurring  
**Estimated 2021 Cost:** \$1,000,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funds dedicated to community partnerships to increase the number of affordable housing units throughout the city.

**Project Name:** Economic & Community Development  
**Type:** Recurring  
**Estimated 2021 Cost:** \$250,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funds used for land acquisition and infrastructure redevelopment in various areas of the city to promote business growth and spur additional community investment.

**Project Name:** Housing Preservation  
**Type:** Recurring  
**Estimated 2021 Cost:** \$2,000,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funds used to aid in the prevention, acquisition, rehabilitation, and demolition components of the Housing Preservation programs.

**Project Name:** Emergency Shelter Repair  
**Type:** Recurring  
**Estimated 2021 Cost:** \$350,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funds granted to aid homeless shelters throughout the city with various capital repairs. Shelters are selected on an annual basis.

**Development Total - \$3,600,000**

## **Finance and Management**

### **Construction Management**

**Project Name:** Facility Renovations – Project Cost Allocations  
**Type:** Recurring  
**Estimated 2021 Cost:** \$675,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funding to aid in the allocation of resources to various projects.

---

**Project Name:** Facility Renovations – Various  
**Type:** Recurring  
**Estimated 2021 Cost:** \$3,515,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** Minimal to moderate reduction in preventative maintenance costs  
**Project Description:** Funding to provide for capital improvements on city owned buildings. Funds may be used for, but are not limited to, building infrastructure upgrades and interior and exterior facility renovations.

---

**Project Name:** Construction Management – Design and Project Management Services  
**Type:** Recurring  
**Estimated 2021 Cost:** \$1,000,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funding for architectural design services for current and future construction projects as well as additional project management needs.

---

**Project Name:** Construction Management – General Contracting and Small Scale Renovation  
**Type:** Recurring  
**Estimated 2021 Cost:** \$500,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funding to provide for capital improvements on city owned buildings in a small scale capacity.

---

**Project Name:** Municipal Campus Renovations  
**Type:** Recurring  
**Estimated 2021 Cost:** \$3,000,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funding to provide for various capital improvements to maintain the municipal campus buildings and facilities.

---

**Construction Management subtotal - \$8,690,000**

## **Fleet Management**

**Project Name:** Fleet Automated Fuel Location Upgrades  
**Type:** Recurring  
**Estimated 2021 Cost:** \$100,000  
**Funding Source:** Fleet Management G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Renovation, remediation, removal, and replacement of citywide fueling infrastructure, including fuel tanks, fuel storage, and dispensing units.

---

**Project Name:** Fleet Equipment Replacement  
**Type:** Recurring  
**Estimated 2021 Cost:** \$100,000  
**Funding Source:** Fleet Management G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Periodic replacement of aging equipment.

---

**Project Name:** Fuel Tank Management  
**Type:** Recurring  
**Estimated 2021 Cost:** \$600,000  
**Funding Source:** Fleet Management G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Remediation, removal, and replacement of fuel tanks.

---

**Fleet Management subtotal - \$800,000**

**Finance and Management Total - \$9,490,000**

## Technology

**Project Name:** Data Center Facility Upgrades  
**Type:** Recurring  
**Estimated 2021 Cost:** \$1,825,000  
**Funding Source:** Information Services G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funds to upgrade the city's data center infrastructures required to move from Tier I to Tier III service level status.

---

**Project Name:** Connectivity Project Fiber/Wireless  
**Type:** Recurring  
**Estimated 2021 Cost:** \$1,000,000  
**Funding Source:** Information Services G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funds to continue installing fiber optic laterals which will connect city facilities to the fiber network backbone.

---

**Project Name:** Enterprise System Upgrades  
**Type:** Recurring  
**Estimated 2021 Cost:** \$375,000  
**Funding Source:** Information Services G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Replacement of the existing server architecture, storage, and backup solutions currently utilized.

---

**Project Name:** Network Improvements  
**Type:** Recurring  
**Estimated 2021 Cost:** \$1,400,000  
**Funding Source:** Information Services G.O. Bonds  
**Operating Impact:** Minimal decrease  
**Project Description:** Replacement of end of life equipment related to network routers/switches, wireless controllers/access points, and the uninterruptable power supply.

---

**Project Name:** Telephony and Interactive Voice Response (IVR) Infrastructure Improvements  
**Type:** Recurring  
**Estimated 2021 Cost:** \$300,000  
**Funding Source:** Information Services G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funding to continue the upgrades of the current IVR system to keep it within industry standards to provide optimum service and a more streamlined business process.

---

**Project Name:** Enterprise System Upgrades – Security Program  
**Type:** Recurring  
**Estimated 2021 Cost:** \$200,000  
**Funding Source:** Information Services G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funding to provide ongoing security controls protecting and maintaining the confidentiality, integrity, and availability of sensitive and protected information.

---

**Project Name:** Enterprise System Upgrades – GIS  
**Type:** Recurring  
**Estimated 2021 Cost:** \$90,000  
**Funding Source:** Information Services G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funding to allow for continuous and multi-year assessments, reviews, and upgrades of the Enterprise GIS system.

**Technology Total - \$5,190,000**

## Recreation and Parks

**Project Name:** Urban Infrastructure Projects  
**Type:** Recurring  
**Estimated 2021 Cost:** \$753,200  
**Funding Source:** Voted 2016 SIT Supported G.O. Bonds  
**Operating Impact:** Minimal increase for maintenance of new amenities and equipment. Improved efficiencies offset some increases.  
**Project Description:** Funds used for park improvements and development in urban locations. Specific parks and projects are selected for funding on an annual basis via community requests.

---

**Project Name:** Renovations – Miscellaneous Improvements and Cost Allocations  
**Type:** Recurring  
**Estimated 2021 Cost:** \$3,886,800  
**Funding Source:** Voted 2016 SIT Supported G.O. Bonds; Voted 2019 SIT Supported G.O. Bonds  
**Operating Impact:** Minimal increase for maintenance of new amenities and equipment. Improved efficiencies offset some increases.  
**Project Description:** Improvements and renovations to existing parks, facilities, and amenities. An annual determination will be made to allocate funding based on need.

---

**Project Name:** Facility Assessment Implementation  
**Type:** Recurring  
**Estimated 2021 Cost:** \$4,000,000  
**Funding Source:** Voted 2019 SIT Supported G.O. Bonds  
**Operating Impact:** Minimal decrease in utility payments expected for energy efficiency upgrades.  
**Project Description:** An assessment to identify issues within existing facilities and funding to make necessary improvements.

---

**Project Name:** Hard Surface Improvements  
**Type:** Recurring  
**Estimated 2021 Cost:** \$800,000  
**Funding Source:** Voted 2016 SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Annual improvement and replacement of existing hard surface areas. Funding also is used to add new hard surface amenities. These can include, but are not limited to, sidewalks, parking lots, walking trails, tennis courts, and basketball courts.

---

**Project Name:** Facility Roof Improvements  
**Type:** Recurring  
**Estimated 2021 Cost:** \$800,000  
**Funding Source:** Voted 2016 SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Replacement and renovation of roofs located at existing facilities.

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**Project Name:** Maintenance Equipment - Parks  
**Type:** Recurring  
**Estimated 2021 Cost:** \$250,000  
**Funding Source:** Voted 2016 SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Purchase of new equipment to provide for the maintenance of existing parkland and facilities.

---

**Project Name:** Street Trees – Green Initiative  
**Type:** Recurring  
**Estimated 2021 Cost:** \$400,000  
**Funding Source:** Voted 2016 SIT Supported G.O. Bonds  
**Operating Impact:** Minimal increase for maintenance of new trees.  
**Project Description:** Funds to increase the urban tree canopy and help reduce stormwater runoff.

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**Project Name:** Safe Playgrounds  
**Type:** Recurring  
**Estimated 2021 Cost:** \$500,000  
**Funding Source:** Voted 2016 SIT Supported G.O. Bonds  
**Operating Impact:** Minimal increase for maintenance of new playground equipment.  
**Project Description:** Funding to provide safe and accessible playgrounds throughout the city. Funds are used in the construction of new playgrounds and the replacement of older equipment.

---

**Project Name:** New Development – Miscellaneous Improvements and Cost Allocations  
**Type:** Recurring  
**Estimated 2021 Cost:** \$5,467,200  
**Funding Source:** Voted 2016 SIT Supported G.O. Bonds; Voted 2019 SIT Supported G.O. Bonds  
**Operating Impact:** Minimal increase for maintenance of new amenities, equipment, and parkland.  
**Project Description:** Funding to provide for the development of new parks and the expansion of facilities and amenities.

---

**Project Name:** Acquisition – Miscellaneous Acquisition and Cost Allocations  
**Type:** Recurring  
**Estimated 2021 Cost:** \$1,594,600  
**Funding Source:** Voted 2016 SIT Supported G.O. Bonds  
**Operating Impact:** Minimal increase for maintenance of new amenities, equipment, and parkland.  
**Project Description:** Purchase of land and property in underserved areas, for conservation, and to expand the existing park system.

---

**Project Name:** Small Scale Capital Improvements – Golf, Sports, Permits & Cost Allocations  
**Type:** Recurring  
**Estimated 2021 Cost:** \$1,594,600  
**Funding Source:** Voted 2016 SIT Supported G.O. Bonds  
**Operating Impact:** Minimal increase for maintenance of new amenities and equipment. Improved efficiencies offset some increases.  
**Project Description:** Improvements to existing golf, sports, and permitted rental facilities to keep them safe, user friendly, and competitive in the marketplace.

---

**Project Name:** Large Scale Capital Investments and Cost Allocations  
**Type:** Recurring  
**Estimated 2021 Cost:** \$1,139,000  
**Funding Source:** Voted 2016 SIT Supported G.O. Bonds  
**Operating Impact:** Minimal increase for maintenance of new amenities and equipment. Improved efficiencies offset some increases.  
**Project Description:** Large scale improvements to existing golf, sports, and permitted rental facilities. Funding is also used for the construction of new golf, sports, and permitted rental facilities.

## Capital Improvements Program

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**Project Name:** Emergency Improvements and Cost Allocations  
**Type:** Recurring  
**Estimated 2021 Cost:** \$911,200  
**Funding Source:** Voted 2016 SIT Supported G.O. Bonds  
**Operating Impact:** Minimal increase for maintenance of new amenities and equipment. Improved efficiencies offset some increases.  
**Project Description:** Funding for unforeseen items such as updating designs, replacing a major component, repairing a major structural part of an asset, increasing the capacity or efficiency of an asset, or adapting something to a new use as a result of the improvements.

---

**Project Name:** Opportunity Projects and Cost Allocations  
**Type:** Recurring  
**Estimated 2021 Cost:** \$683,400  
**Funding Source:** Voted 2016 SIT Supported G.O. Bonds  
**Operating Impact:** Minimal increase for maintenance of new amenities and equipment. Improved efficiencies offset some increases.  
**Project Description:** Funding for high priority opportunities that are unanticipated and time-sensitive, aligning with strategic goals.

**Recreation and Parks Total - \$22,780,000**



## Public Service

### Transportation

**Project Name:** Urban Infrastructure Recovery  
**Type:** Recurring  
**Estimated 2021 Cost:** \$5,651,813  
**Funding Source:** Voted 2019 SIT Supported G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Funding established for capital improvements targeted in the older commercial and residential areas of the city. Improvements may include street rehabilitation, alley improvements, curb installations, sidewalk installations and replacements, street lighting, and resurfacing.

**Project Name:** Neighborhood Commercial Revitalization (NCR)  
**Type:** Recurring  
**Estimated 2021 Cost:** \$2,500,000  
**Funding Source:** Voted 2019 SIT Supported G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Funds used to identify commercial areas that are eligible for capital improvement funding. Improvements may include but are not limited to, replacement of sidewalks, intersection improvements, installation of street trees, and installation of street lighting.

**Project Name:** Roadway Improvements  
**Type:** Recurring  
**Estimated 2021 Cost:** \$5,581,794  
**Funding Source:** Voted 2019 SIT Supported G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Project management costs related to the reconstruction of existing streets and roadway extensions. Costs also include utility relocations, construction inspection costs, and right of way acquisitions necessary for roadway projects.

**Project Name:** Resurfacing  
**Type:** Recurring  
**Estimated 2021 Cost:** \$20,000,000  
**Funding Source:** Voted 2019 SIT Supported G.O. Bonds  
**Operating Impact:** Decrease to repair and maintenance costs  
**Project Description:** Funding for resurfacing of roadways to restore surfaces to like new conditions. Resurfacing priorities are determined based on pavement management reports and public input.

**Project Name:** Bridge Rehabilitation  
**Type:** Recurring  
**Estimated 2021 Cost:** \$3,371,393  
**Funding Source:** Voted 2019 SIT Supported G.O. Bonds  
**Operating Impact:** Decrease to repair and maintenance costs  
**Project Description:** Funding for design and construction work associated with the replacement of expansion joints, full and partial bridge deck replacement, sidewalk and curb reconstruction, and other rehabilitation work to city bridges.

## Capital Improvements Program

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**Project Name:** Housing Initiatives- Roadway  
**Type:** Recurring  
**Estimated 2021 Cost:** \$800,000  
**Funding Source:** Voted 2019 SIT Supported G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Funding established to aid in the development of roadway infrastructure in areas where local developers seek to build housing units.

---

**Project Name:** Bikeway Development  
**Type:** Recurring  
**Estimated 2021 Cost:** \$2,000,000  
**Funding Source:** Voted 2019 SIT Supported G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Funding to expand and renovate the existing bikeway system, including the creation and addition of shared use paths.

---

**Project Name:** Pedestrian Safety Improvements – Sidewalk Program  
**Type:** Recurring  
**Estimated 2021 Cost:** \$4,000,000  
**Funding Source:** Voted 2019 SIT Supported G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Installation of new and replacement sidewalks based on public input.

**Transportation subtotal - \$43,905,000**

## **Refuse**

**Project Name:** Mechanized Collection Equipment  
**Type:** Recurring  
**Estimated 2021 Cost:** \$5,230,000  
**Funding Source:** Voted 2019 SIT Supported G.O. Bonds  
**Operating Impact:** Decrease in maintenance costs  
**Project Description:** Annual replacement of aging equipment for the Division of Refuse Collection.

---

**Project Name:** Mechanized Collection Equipment – Containers  
**Type:** Recurring  
**Estimated 2021 Cost:** \$850,000  
**Funding Source:** Voted 2019 SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Purchase of collection containers.

**Refuse subtotal - \$6,080,000**

**Public Service Total - \$49,985,000**

## Public Utilities

### **Storm Sewer**

**Project Name:** Fountain Square Stormwater System Improvements  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$600,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Mitigation efforts for street flooding along the Morse Road service road in the Fountain Square area.

**Project Name:** Storm Sewer Large Diameter Condition Assessment Phase 1 and Phase 2  
**Type:** Recurring  
**Estimated 2021 Cost:** \$1,800,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** This project will allow for systematic inspection, condition assessment, cleaning and rehabilitation of the city's large diameter storm sewer infrastructure.

**Project Name:** General Construction Contract - Storm  
**Type:** Recurring  
**Estimated 2021 Cost:** \$1,150,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** This project makes improvements to existing storm infrastructure including sewers, inlets, culverts, and associated appurtenances that may have failed unexpectedly or require immediate attention.

**Project Name:** General Engineering Services - Storm  
**Type:** Recurring  
**Estimated 2021 Cost:** \$400,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funding established for various project engineering services as needed.

**Project Name:** Linworth Rd/Meeklynn Dr. Storm Sewer  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$1,150,000  
**Funding Source:** Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Mitigation of street and yard flooding, and the reduction of drainage issues in the area of Meeklynn Dr. towards the Olentangy River.

**Project Name:** Linden Neighborhood Stormwater System Improvements Phase 2  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$900,000  
**Funding Source:** Ohio Water Development Authority Loan  
**Operating Impact:** None  
**Project Description:** Funding to mitigate street and yard flooding as well as reduce roadside drainage issues in the Linden area.

## Capital Improvements Program

---

**Project Name:** Old Beechwold Area Stormwater System Improvements  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$2,204,000  
**Funding Source:** Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal Increase  
**Project Description:** Stormwater system improvements to mitigate street and yard flooding within the Old Beechwold historic neighborhood.

---

**Project Name:** Joint Projects with the Department of Public Service  
**Type:** Recurring  
**Estimated 2021 Cost:** \$1,000,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funding to allow the division to take advantage of collaboration opportunities that may arise during roadway improvement projects with the Department of Public Service.

---

**Project Name:** Franklinton Area Stormwater System Improvements  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$5,000,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Undetermined until system study is complete  
**Project Description:** Funding for the design and construction of the storm system and flood protection improvements for the Franklinton Area.

---

**Project Name:** SMOC Facility Stormwater Improvements  
**Type:** Recurring  
**Estimated 2021 Cost:** \$3,680,000  
**Funding Source:** Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal increase  
**Project Description:** This project will provide necessary funding for stormwater improvements at the SMOC facility.

---

**Project Name:** Pump Stations, ST-21, ST-22, ST-23 Improvements  
**Type:** Recurring  
**Estimated 2021 Cost:** \$1,650,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal increase  
**Project Description:** Funding for the design and construction of the storm system and flood protection improvements for the area southwest of the Arena District.

---

**Project Name:** Krieger Court Stormwater Improvements  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$200,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** This project will investigate drainage issues upstream and downstream of the Krieger Court Stormwater Basin, and provide detailed plans for alleviating drainage issues.

---

**Project Name:** Twin Lakes Upper Dam and Greenlawn Low Head Dam Improvements  
**Type:** Recurring  
**Estimated 2021 Cost:** \$2,850,000  
**Funding Source:** Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funding for the design and construction as it relates to the Twin Lakes Upper Dam and the Greenlawn Avenue Low Head Dam improvements.

**Project Name:** Ohio State University Area Utility Easement Project  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$50,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** This project will update, renew, or obtain new easements around the Ohio State University owned areas. These utility easements allow for maintenance and operation of existing city owned utilities.

**Project Name:** Second Avenue Sewer Improvements  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$50,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funding will address flooding issues created by capacity limitations of the existing combined sewer system in the Second Avenue.

**Project Name:** Mound Street Floodwall and WCLPP Repairs  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$500,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** This project will address areas of concrete deterioration along the Franklinton floodwall.

**Project Name:** Floodwall Closure Evaluations  
**Type:** Recurring  
**Estimated 2021 Cost:** \$750,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funding will address flood protection concerns regarding areas of concrete deterioration along McKinley Avenue, Souder Avenue, Rich Street, and Greenlawn Avenue.

**Project Name:** Major Stormwater Drainage Improvements  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$620,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** This project will provide stormwater system improvements to address larger systemic capacity issues to reduce flooding and increase levels of service.

## Capital Improvements Program

---

**Project Name:** Northwest Stormwater Study  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$600,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funding for this study will allow for drainage analysis within the Francisco and Teteridge areas, identify concerns or deficiencies within the system and develop a plan to provide for necessary improvements.

**Stormwater subtotal - \$25,154,000**

## Sanitary Sewers

**Project Name:** Real Time Control – Sewer System Optimization, Part 2  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$500,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Development of additional functionality for the real time control decision supports.

---

**Project Name:** SSES Overall Engineering Consultant Services  
**Type:** Recurring  
**Estimated 2021 Cost:** \$300,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** This project will allow the design of large capital improvements for the sewer collection system and all related infrastructures.

---

**Project Name:** Big Walnut Sanitary Trunk Extension, Phase 2  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$89,750,000  
**Funding Source:** Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal increase  
**Project Description:** Extension of the Big Walnut sanitary trunk sewer north of Dempsey Road and East of Hoover Reservoir.

---

**Project Name:** General Engineering Services – Sanitary 2019  
**Type:** Recurring  
**Estimated 2021 Cost:** \$400,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funding for additional engineering services on an as needed basis.

---

**Project Name:** Williams and Castle Interceptor  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$2,000,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** This project will initiate a feasibility study into possible alternatives to construction of a sanitary interceptor from Castle Road pump station to the Williams Road pump station.

---

**Project Name:** Roof Replacements for Department of Sewer and Drains Facilities  
**Type:** Recurring  
**Estimated 2021 Cost:** \$2,875,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Replacement of roofs at existing facilities to prevent infrastructure damage due to water leaks.

## Capital Improvements Program

---

**Project Name:** Jackson Pike Waste Water Treatment Plant Digester Improvements  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$3,311,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Improvements of the existing digester system that is nearing the end of useful life.

---

**Project Name:** Jackson Pike Waste Water Treatment Plant Cogeneration Facility  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$28,507,414  
**Funding Source:** Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Cost increases will be offset with electrical savings  
**Project Description:** This project will provide a cogeneration facility to use digester biogas to supplement the facility electricity needs. This will also provide replacement boilers and engineering studies in ways to increase biogas electrical production.

---

**Project Name:** Short Circuit, Coordination, and Arc Flash Studies #1  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$350,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Engineering services for short circuits, coordination, and arc flash studies for hazard protection.

---

**Project Name:** Department of Public Utilities General Engineering Consulting Services (GEC) #4 and #5  
**Type:** Recurring  
**Estimated 2021 Cost:** \$1,000,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Engineering and technical services to provide inspections and evaluations of existing conditions, architectural drawings, and specifications and bid documents for various sanitary projects throughout the city.

---

**Project Name:** Jackson Pike Wastewater Treatment Plant (JPWWTP) Small Capital Projects  
**Type:** Recurring  
**Estimated 2021 Cost:** \$1,450,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funding for JPWWTP projects submitted through the General Engineering Consultant Service contracts.

---

**Project Name:** Southerly Waste Water Treatment Plant (SWWTP) Small Capital Projects  
**Type:** Recurring  
**Estimated 2021 Cost:** \$600,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funding for SWWTP projects submitted through the General Engineering Consultant Service contracts.

---



**Project Name:** Southerly Waste Water Treatment Plant (SWWTP) ERC/FRC MCC Replacement  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$500,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** This project will replace the MCCs and associated switchgear in the East and Far East return active sludge control building.

---

**Project Name:** SMOC Vehicle Maintenance Fluid System Replacement  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$500,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funding for replacing the oil and fluid delivery system in the SMOC vehicle maintenance area.

---

**Project Name:** WWTF Professional Construction Management Services #2  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$450,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Professional construction management services are needed for various facilities projects for the Department of Sewerage and Drainage.

---

**Project Name:** WWTF Professional Construction Management Services- HVAC and Roof Replacement Projects  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$514,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Professional construction management services are needed for HVAC and roof replacements for the Department of Sewerage and Drainage facilities.

---

**Project Name:** Department of Sewerage and Drainage (DOSD) HVAC and Air Purification Replacement  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$2,336,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Replacement of equipment that is currently at the end of its useful life.

---

**Project Name:** JPWWTP Stormwater and Floodplain Improvements  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$890,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Creation of a phased development master plan to mitigate flooding.

## Capital Improvements Program

---

**Project Name:** DOSD Electrical Upgrades Program  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$11,200,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** This project will evaluate the electrical infrastructure at the DOSD facilities, establish priorities, and provide design and construction support services.

---

**Project Name:** WWTF Instrumentation and Control Integration and Programming Part 2  
**Type:** Recurring  
**Estimated 2021 Cost:** \$500,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Wastewater Treatment Facilities Instrumentation and Control (I&C) System upgrade.

---

**Project Name:** SWWTP Digestion Process Expansion Phase I and Phase II  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$4,249,109  
**Funding Source:** Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Expansion of plant infrastructure to provide for additional facilities needed for the anaerobic digestion of biosolids and to rehabilitate three acidic phase digesters.

---

**Project Name:** SWWTP Main Drain Pump Station  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$2,900,000  
**Funding Source:** Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Construction of a flow diversion structure and pump station within the SWWTP main drain pipeline.

---

**Project Name:** SWWTP Post Aeration Diffuser Replacement  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$9,365,000  
**Funding Source:** Ohio Water Development Authority Loan, Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Replacement of the aeration diffuser that has reached the end of its useful life.

---

**Project Name:** Waste Water Treatment Facilities Upgrade – General Program #4  
**Type:** Recurring  
**Estimated 2021 Cost:** \$1,000,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Continuation of the general overall engineering consultant contract which provides assistance in the execution of large capital improvement projects for the division.

---

**Project Name:** SWWTP HVAC and Air Purification Improvements  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$300,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Replacement of the air purification systems in the East Aeration Control building that have reached the end of their useful life.

---

**Project Name:** Southerly Stormwater and Floodplain Improvements  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$1,300,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Creation of a phased development master plan to mitigate flooding.

---

**Project Name:** Sanitary Sewer Lining Project  
**Type:** Recurring  
**Estimated 2021 Cost:** \$1,170,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Rehabilitation of existing sanitary sewers using cured-in-place pipe.

---

**Project Name:** 2021 Annual Lining Contract  
**Type:** Recurring  
**Estimated 2021 Cost:** \$5,850,000  
**Funding Source:** Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Rehabilitation of existing sanitary sewers using cured-in-place pipe.

---

**Project Name:** Rickenbacker Intermodal Sanitary Extension  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$1,100,000  
**Funding Source:** Ohio Water Development Authority Loan  
**Operating Impact:** Minimal increase  
**Project Description:** Extension of the gravity sanitary sewer main from the existing military pump station along Rickenbacker Parkway.

---

**Project Name:** DPU Archive and Records Storage and Locker Room Renovations  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$429,500  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Creation of a centralized large storage and records area in the former police property room at the Fairwood Avenue facility.

## Capital Improvements Program

---

**Project Name:** SMOC Inventory Control Consolidations  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$250,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Creation of a centralized inventory receiving area, consolidated inventory control room, as well as additional office space and shelving units for the DPU Archive Project.

---

**Project Name:** Big Walnut Outfall (South) Rehabilitation  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$652,994  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Rehabilitation of the 108" Big Walnut Outfall sewer to address structural problems.

---

**Project Name:** Ohio State University (OSU) Area Utility Easement Project  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$50,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funding to obtain new easements in the OSU area.

---

**Project Name:** Lower Olentangy Tunnel – Phase 1  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$33,500,000  
**Funding Source:** Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal increase  
**Project Description:** Design and construction of a relief sewer in the Olentangy corridor.

---

**Project Name:** Large Diameter Sewer Rehabilitation – Alum Creek Trunk South Section/Deshler Tunnel  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$14,760,000  
**Funding Source:** Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Inspection and condition assessment of the sanitary trunk line sewer.

---

**Project Name:** OSIS Large Diameter Sewer Rehabilitation  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$900,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Inspection and condition assessment of the sanitary trunk line sewer.

---

**Project Name:** Center Large Diameter Rehabilitation  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$2,000,000  
**Funding Source:** Ohio Water Development Authority Loan  
**Operating Impact:** None  
**Project Description:** Systematic rehabilitation restoring the city's large diameter combined sewer infrastructure to extend its useful life.

---

**Project Name:** West Side Trunk Rehabilitation  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$100,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Required rehabilitation to restore the hydraulic capacity of existing infrastructure to extend its useful life.

---

**Project Name:** Large Diameter – Blacklick Creek Main Trunk  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$6,925,000  
**Funding Source:** Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Rehabilitation of the sanitary sewer infrastructure to extend its useful life.

---

**Project Name:** Large Diameter – Scioto Main Trunk  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$9,035,000  
**Funding Source:** Ohio Water Development Authority Loan, Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Required rehabilitation to restore the hydraulic capacity of existing infrastructure to extend its useful life.

---

**Project Name:** Near North & East Area Large Diameter Assessments  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$375,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Rehabilitation of the current infrastructure to extend the useful life.

---

**Project Name:** Alum Creek Trunk (South) Rehabilitation – Phase 2  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$600,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Rehabilitation of the current infrastructure to extend the useful life.

## Capital Improvements Program

---

**Project Name:** Blacklick Creek Sanitary Subtrunk Extension  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$512,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Rehabilitation of the 42" sanitary trunk sewer pipe.

---

**Project Name:** 2021 General Construction Contract  
**Type:** Recurring  
**Estimated 2021 Cost:** \$1,150,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Construction and replacement of the older existing sewer infrastructure on an as needed basis.

---

**Project Name:** Third Avenue CSO Increased Capture and Green Infrastructure  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$2,600,000  
**Funding Source:** Ohio Water Development Authority Loan  
**Operating Impact:** None  
**Project Description:** Construction of a new pipe and green infrastructure that will help mitigate flooding and combined sewer overflow at the Third Avenue railway underpass.

---

**Project Name:** Moler Street Overflow Intercepting Sewer  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$17,742,881  
**Funding Source:** Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal increase  
**Project Description:** Design and construction of improvements to the sanitary system in the area of Moler Street which will result in the reduction of combined sewer overflows.

---

**Project Name:** Inflow Redirection – Noble and 4<sup>th</sup> Street  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$500,000  
**Funding Source:** Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal increase  
**Project Description:** Redirection of the public inflow of six acres of area tributary in the Noble and 4<sup>th</sup> Street area to address combined sewer overflows.

---

**Project Name:** Inflow Redirection – Kerr and Russell  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$3,300,000  
**Funding Source:** Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal increase  
**Project Description:** Redirection of the public inflow of 19.7 acres of area in the Kerr/Russell sewer-shed combined sewer overflow area.

**Project Name:** Third Avenue Blocked Sewer  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$83,400  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Construction for the bulk-heading of the 18" diameter pipe that provides flow relief between Third Avenue and Henry Street combined sewer overflow basins.

---

**Project Name:** Inflow Redirection – Markison Avenue  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$68,659  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal increase  
**Project Description:** Redirection of the public inflow of 147 acres of area tributary in the Markison Avenue combined sewer overflow area.

---

**Project Name:** Construction Administration Services 2020 to 2022  
**Type:** Recurring  
**Estimated 2021 Cost:** \$100,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Construction administration and inspection services during various storm and sanitary sewer projects.

---

**Project Name:** Second Barrel Interconnector Augmentation  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$4,400,000  
**Funding Source:** Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal increase  
**Project Description:** Augmentation of the interconnector sewer to increase its conveyance and storage near the Southerly Waste Water Treatment Plant.

---

**Project Name:** Blueprint Linden-Linview Park  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$3,837,500  
**Funding Source:** Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal increase  
**Project Description:** Construction of a regional bio-retention basin in Linden and to collaborate with the Department of Recreation and Parks to establish a new park in the Linden area.

---

**Project Name:** Blueprint Integrated Solutions  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$12,032,412  
**Funding Source:** Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal increase  
**Project Description:** Implementation of the consent order requirements to remove or reroute inflow infiltration from the sanitary sewers at the following locations:

- Palmetto/Westgate Area
- Newton/Bedford Area
- Kelton/Fairwood Area
- Sunrise/Glenn Area

## Capital Improvements Program

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- Edgehill/Meadow Area
- Winthrop/Milton Area
- Dorris/Weber Area
- Fredonia/Piedmont Area
- Tulane/Findley Area
- Milford/Summit Area
- Old Beechwold Area
- Highland/Harris Area

---

**Project Name:** Blueprint Hilltop 1 – Permeable Pavers  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$5,456,000  
**Funding Source:** Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal increase  
**Project Description:** Installation of permeable pavers along multiple streets to meet consent order requirements in the Eureka/Fremont area.

---

**Project Name:** Blueprint Miller Kelton – Permeable Pavers  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$4,025,000  
**Funding Source:** Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Installation of permeable pavers along multiple streets to meet consent order requirements in the following area Kent/Fairwood area.

---

**Project Name:** Blueprint Linden 1 Downspout Redirection Project 1  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$4,062,886  
**Funding Source:** Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Redirection of downspouts from homes to the street in the Linden 1 Blueprint area.

---

**Project Name:** Lateral Lining – Linden 1  
**Type:** Recurring  
**Estimated 2021 Cost:** \$3,772,680  
**Funding Source:** Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Lining sanitary laterals to prevent excess stormwater from entering the sanitary sewer system in the Linden area.

---

**Project Name:** Volunteer Sump Pump Program  
**Type:** Recurring  
**Estimated 2021 Cost:** \$1,971,105  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Installation of sump pumps in residential basements to reduce excess stormwater entering the city's sanitary system in the following areas:

- Hilltop 4, Phase 1
- 5<sup>th</sup> by Northwest
- Clintonville 1, Project 3

---



**Project Name:** Blueprint Professional Construction Management Services  
**Type:** Recurring  
**Estimated 2021 Cost:** \$1,500,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Construction management services for the installation of green infrastructure, sanitary lateral lining, and roof redirection in the Blueprint areas as well as the Blueprint Linden area.

---

**Project Name:** Scioto Main Sanitary Trunk Sewer Rehabilitation  
**Type:** Recurring  
**Estimated 2021 Cost:** \$1,300,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Design for the rehabilitation of the 120" diameter sewer from the Scioto Main and West Side Sanitary Junction Chamber to the JPWWTP.

---

**Project Name:** HSTS Elimination Projects  
**Type:** Recurring  
**Estimated 2021 Cost:** \$3,541,723  
**Funding Source:** Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal increase  
**Project Description:** Design and construction of a new sanitary sewer extension to provide sanitary services in areas currently served by home treatment systems located in the following:

- Williams/Behm Area
- Dyer/Lazar Area
- Community Park/Maple Canyon Area
- Brooklyn/Cleveland Area
- Barnett/E Deshler Area
- Sunbury/Mock Area

---

**Project Name:** Meeklynn Drive Area Sanitary Sewer  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$3,450,000  
**Funding Source:** Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal increase  
**Project Description:** Construction to provide sanitary sewer service to the Meeklynn Drive area.

**Sanitary subtotal - \$320,151,263**

## Capital Improvements Program

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### **Electricity**

**Project Name:** Urban Infrastructure Recovery Fund Street Lighting Projects  
**Type:** Recurring  
**Estimated 2021 Cost:** \$505,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal increase  
**Project Description:** Design and construction of street lighting in urban areas of the city.

---

**Project Name:** Conversion to 3 Wire  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$300,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Street light wire conversions for the upgrade of street light underground circuits and to provide additional safety measures to the street light system.

---

**Project Name:** Circuit 14054 Reliability Improvements  
**Type:** Recurring  
**Estimated 2021 Cost:** \$3,250,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Improving the reliability of the Jackson Pike 14054 distribution circuit by replacing aging assets and improving operational flexibility.

---

**Project Name:** General Engineering Contracts 2019-2022  
**Type:** Recurring  
**Estimated 2021 Cost:** \$150,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Engineering and professional design contracts on an as needed basis.

---

**Project Name:** SMART Street lighting  
**Type:** Recurring  
**Estimated 2021 Cost:** \$3,500,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal decrease  
**Project Description:** Continued conversion of the existing street light infrastructure to LED lighting.

---

**Project Name:** General CA/CI 2020-2022- Power  
**Type:** Recurring  
**Estimated 2021 Cost:** \$100,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Construction administration and inspection services as needed for various projects.

---

**Project Name:** Substation Relay Upgrades  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$200,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Replacement of electromechanical relays with solid state relays at substations for more reliable distribution.

---

**Project Name:** Noe Bixby Road Street Lights  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$75,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Installation of new street lights on Noe Bixby Road between Laraine Court and Cedar Drive.

---

**Project Name:** Refugee Road Street Lights  
**Type:** Recurring  
**Estimated 2021 Cost:** \$550,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal increase  
**Project Description:** Installation of new lights on Refugee Road between Noe Bixby Road and Balm Street.

---

**Project Name:** Circuit 157 Street Light Improvements  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$850,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal decrease  
**Project Description:** Replacement and update of lights, poles, wiring, and controllers to meet current standards.

---

**Project Name:** Circuits 128 and 80 Street Light Improvements  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$65,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal decrease  
**Project Description:** Replacement and update of lights, poles, wiring, and controllers to meet current standards.

---

**Electricity subtotal - \$9,545,000**

## Capital Improvements Program

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### **Water**

**Project Name:** Miscellaneous Water Facilities  
**Type:** Recurring  
**Estimated 2021 Cost:** \$100,000  
**Funding Source:** Voted 2013 Public Utilities G.O. Bonds; Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funding to provide for unanticipated projects that may arise.

---

**Project Name:** Water Main Rehabilitation  
**Type:** Recurring  
**Estimated 2021 Cost:** \$3,425,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal decrease  
**Project Description:** Funding for general rehabilitation of water distribution lines to eliminate poor fire flow capabilities and poor water quality.

---

**Project Name:** Area Waterline Improvements  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$10,665,000  
**Funding Source:** Voted 2013 Public Utilities G.O. Bonds; Water Supply Revolving Loan Account Fund  
**Operating Impact:** Minimal decrease  
**Project Description:** Rehabilitation of existing waterlines and construction of new waterlines to eliminate poor fire flow capabilities and improve water quality in the following areas:

- Ziegler Avenue Area
- Mock Road Area
- Edsel Avenue Area
- Livingston Avenue Area
- Eureka/Fremont Area
- Kent/Fairwood Area
- Palmetto/Westgate Area
- Old Beechwold Area
- New World Drive Area

---

**Project Name:** Transit Pipe Rehabilitation  
**Type:** Recurring  
**Estimated 2021 Cost:** \$3,900,000  
**Funding Source:** Voted 2013 Public Utilities G.O. Bonds; Water Supply Revolving Loan Account Fund  
**Operating Impact:** Minimal decrease  
**Project Description:** General rehabilitation of the water distribution system.

---

**Project Name:** Water Main Replacement  
**Type:** Recurring  
**Estimated 2021 Cost:** \$900,000  
**Funding Source:** Voted 2013 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal decrease  
**Project Description:** Funding for general rehabilitation of water distribution lines to eliminate poor fire flow capabilities and poor water quality.

---

**Project Name:** O'Shaughnessy Hydroelectric – Federal Energy Regulatory Committee (FERC)  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$450,000  
**Funding Source:** Voted 2013 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Engineering services related to projects mandated by the Federal Energy Regulatory Committee.

**Project Name:** Dublin Road Water Plant (DRWP) Miscellaneous Improvements  
**Type:** Recurring  
**Estimated 2021 Cost:** \$175,000  
**Funding Source:** Voted 2013 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Continuing small improvements of the existing water plant.

**Project Name:** Hap Cremean Water Plan (HCWP) Miscellaneous Improvements  
**Type:** Recurring  
**Estimated 2021 Cost:** \$350,000  
**Funding Source:** Voted 2013 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Continuing small improvements of the existing water plant.

**Project Name:** Parsons Avenue Water Plant (PAWP) Facility Miscellaneous Improvements  
**Type:** Recurring  
**Estimated 2021 Cost:** \$125,000  
**Funding Source:** Voted 2013 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Continuing small improvements of the existing water plant.

**Project Name:** PAWP – Lime Slaker and Soda Ash Feeder Replacement  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$1,024,000  
**Funding Source:** Voted 2013 Public Utilities G.O. Bonds; Water Supply Revolving Loan Account Fund  
**Operating Impact:** None  
**Project Description:** Design and construction funding to provide replacement lime slaker and soda ash feeder equipment.

**Project Name:** Automatic Meter Reading  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$21,150,000  
**Funding Source:** Voted 2013 Public Utilities G.O. Bonds; Water Supply Revolving Loan Account Fund  
**Operating Impact:** Additional revenue of \$1,500,000 is projected in 2021 due to improved meter reading and reduced water loss as new meters are installed.  
**Project Description:** Establishment of an automatic meter reading system to lower current meter reading costs, allow for more frequent readings, and enhance customer service capabilities.

## Capital Improvements Program

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**Project Name:** Watershed Roadway Improvements  
**Type:** Recurring  
**Estimated 2021 Cost:** \$175,000  
**Funding Source:** Voted 2013 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funding to provide watershed roadway improvements around Griggs, O'Shaughnessy, and Hoover Reservoirs.

---

**Project Name:** HCWP Basin Concrete Rehabilitation  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$33,500,000  
**Funding Source:** Voted 2013 Public Utilities G.O. Bonds; Voted 2016 Public Utilities G.O. Bonds; Water Supply Revolving Loan Account Fund  
**Operating Impact:** None  
**Project Description:** Rehabilitation of the deteriorated concrete and handrail replacement in the basin area of the water plant as well as replacement of mechanical equipment.

---

**Project Name:** HCWP Pump Improvements  
**Type:** Recurring  
**Estimated 2021 Cost:** \$200,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funding to provide for replacement of various pumps located at the water plant.

---

**Project Name:** Water Meter Renewal  
**Type:** Recurring  
**Estimated 2021 Cost:** \$200,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Removal and replacement of domestic water meters.

---

**Project Name:** Valve Renewal Program  
**Type:** Recurring  
**Estimated 2021 Cost:** \$2,000,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Valve replacements to assure quality distribution.

---

**Project Name:** Watershed Miscellaneous Improvements Facilities  
**Type:** Recurring  
**Estimated 2021 Cost:** \$115,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Ongoing funding for small capital improvements at the existing dams and reservoirs.

---

**Project Name:** Hoover Dam Improvements – Part 1  
**Type:** Non-Recurring  
**Estimated 2020 Cost:** \$500,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal increase  
**Project Description:** Funding to provide for the study of the environmental controls, equipment, and future demands of the Hoover Dam as it relates to the Hap Cremean Water Plant.

**Project Name:** Watershed Miscellaneous Protection Easements  
**Type:** Recurring  
**Estimated 2021 Cost:** \$50,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** The establishment of buffer zones along tributaries and streams to the water supply that will minimize the amount of sediment and agrichemicals entering reservoirs and improve water quality.

**Project Name:** General Engineering Services – Supply Group 2018A; 2018B  
**Type:** Recurring  
**Estimated 2021 Cost:** \$800,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funding for general engineering on various capital projects when needed.

**Project Name:** O’Shaughnessy Gatehouse Miscellaneous Improvements  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$1,000,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Improvements to the exterior of the O’Shaughnessy Gatehouse that includes masonry rehabilitation and lighting upgrades.

**Project Name:** Miscellaneous Booster Station and Water Tank Improvements  
**Type:** Recurring  
**Estimated 2021 Cost:** \$1,000,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funding for booster station and tank improvements for timely replacement of mechanisms to ensure water tanks continue to operate safely.

**Project Name:** PAWP Hypochlorite Disinfection Improvements  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$1,700,000  
**Funding Source:** Water Supply Revolving Loan Account Fund  
**Operating Impact:** Minimal increase  
**Project Description:** Engineering design and construction as it relates to the disinfection storage and feed facilities at the Parsons Avenue Water Plant.

## Capital Improvements Program

---

**Project Name:** Dublin Road 30" Waterline  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$10,900,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds; Water Supply Revolving Loan Account Fund  
**Operating Impact:** None  
**Project Description:** To improve water transmission and Blazer tank turnover.

---

**Project Name:** Water Quality Assurance Lab (WQAL) Renovations  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$1,300,000  
**Funding Source:** Water Supply Revolving Loan Account Fund  
**Operating Impact:** None  
**Project Description:** Renovate the WQAL to meet current building codes, meet the functional needs of staff and laboratory equipment, and address ergonomic issues with the outdated, existing space.

---

**Project Name:** Water Main Repair  
**Type:** Recurring  
**Estimated 2021 Cost:** \$1,250,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal decrease  
**Project Description:** Emergency repairs of the water distribution system.

---

**Project Name:** Fire Hydrant Repairs (Non R&R)  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$1,250,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal decrease  
**Project Description:** Repair and replacement of existing fire hydrants.

---

**Project Name:** 2020-2022 General Engineering Services- Distribution Group  
**Type:** Recurring  
**Estimated 2021 Cost:** \$600,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** To provide general engineering services on an as needed basis.

---

**Project Name:** Residuals Management Plan Update- Part 2  
**Type:** Recurring  
**Estimated 2021 Cost:** \$400,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** To provide general engineering services to continue and complete the Residuals Management Plan Update.

---



**Project Name:** General Architectural Services – Division of Water 2018 & 2021  
**Type:** Recurring  
**Estimated 2021 Cost:** \$600,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Architectural and design services on an as needed basis for various capital improvement projects.

**Project Name:** HCWP – Lime and Soda Ash Dust Collection System Improvements  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$950,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds; Water Supply Revolving Loan Account Fund  
**Operating Impact:** None  
**Project Description:** Design and construction funding to provide a replacement lime and soda ash dust collection system.

**Project Name:** General Construction Administration and Construction Inspection  
**Type:** Recurring  
**Estimated 2021 Cost:** \$250,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Construction management costs associated with the Division of Water capital improvement projects.

**Project Name:** Plant Drain and Water System Improvements  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$4,650,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds; Water Supply Revolving Loan Account Fund  
**Operating Impact:** None  
**Project Description:** Funding to study the plant drainage systems and make recommendations for improvements to bring the systems into alignment with current best practices. This will also improve the plant water systems to reduce leakage, improve reliability, replace aging components, and improve the ease of maintenance.

**Project Name:** Professional Construction Management (PCM) Part II  
**Type:** Recurring  
**Estimated 2021 Cost:** \$250,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Professional management services to monitor the numerous current and future projects during construction.

**Project Name:** Laboratory Upgrades  
**Type:** Recurring  
**Estimated 2021 Cost:** \$675,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Design and engineering services to renovate the 910 Dublin Road Water Quality Assurance Lab, the DRWP Lab, and the PAWP Lab.

## Capital Improvements Program

---

**Project Name:** Dam Engineering Services  
**Type:** Recurring  
**Estimated 2021 Cost:** \$150,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** To provide dam engineering and design services to be proactive and practice responsible dam safety by conducting recurring assessments and regulatory compliance activities for non-FERC dams.

---

**Project Name:** Electrical Power Systems Studies  
**Type:** Recurring  
**Estimated 2021 Cost:** \$400,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** To provide updates and maintenance to the electrical system information as well as conduct an electrical power system study for the Department of Water facilities in order to comply with OSHA and NFPA regulations and guidelines.

---

**Project Name:** Department of Water Safety Improvements  
**Type:** Recurring  
**Estimated 2021 Cost:** \$500,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** This project will design and install safety improvements at various Department of Water facilities to comply with OSHA regulations and good safety practices.

---

**Project Name:** DRWP Caustic Feed Improvements  
**Type:** Recurring  
**Estimated 2021 Cost:** \$50,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Engineering to modify the existing caustic storage and feed facilities within the DRWP.

---

**Project Name:** PAWP Wellfield Development  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$400,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal increase  
**Project Description:** Design and construction improvements to develop a new wellfield and associated raw waterlines based on the PAWP concept plan update project recommendations.

---

**Project Name:** Professional Construction Management  
**Type:** Recurring  
**Estimated 2021 Cost:** \$10,750,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Professional construction management services for various Division of Water construction contracts.

---

**Project Name:** Olentangy River Road – 24” Water Main Phases 2  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$400,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal decrease  
**Project Description:** Replacement of the existing 20” water main in Olentangy River Road with a new 24” water main, abandoning the existing 20” main, fire hydrant installations, and water service lines.

**Project Name:** Large Diameter Valve Replacement Part 2  
**Type:** Recurring  
**Estimated 2021 Cost:** \$1,120,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Repair or replacement of critical large diameter valves in the water distribution system.

**Project Name:** Hudson Street 24” Water Line Improvements  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$750,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal decrease  
**Project Description:** Replacement of the existing water lines with a 24” water main from I-71 to Lexington Avenue.

**Project Name:** Ohio State University Area Utility Easement Project- Water  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$120,881  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Update, renew, or obtain new easements around the OSU owned areas to allow for maintenance and operation of city owned utilities.

**Project Name:** Lockbourne Quarry Road Embankment Improvements  
**Type:** Non-recurring  
**Estimated 2021 Cost:** \$2,500,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** To provide embankment improvements to the Lockbourne Road Quarry due to signs of erosion.

**Project Name:** PAWP Pump Improvements  
**Type:** Recurring  
**Estimated 2021 Cost:** \$150,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Repair or replacement of various pumps at the PAWP facility.

## Capital Improvements Program

---

**Project Name:** DRWP Pump Improvements  
**Type:** Recurring  
**Estimated 2021 Cost:** \$200,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Repair or replacement of various pumps at the DRWP facility.

**Water subtotal - \$124,069,881**

**Public Utilities Total - \$478,920,144**

**2021 Capital Improvement Budget Total - \$578,965,144**

# Significant Non-Recurring Projects

## Fire Station #16

**Department:** Public Safety  
Construction Management  
**Planning Area:** North Linden  
**Start Date:** August 2019  
**Est. Completion Date:** December 2020  
**Est. Cost:** \$9,408,000  
**Est. Operating Impact:** To be determined



The new Fire Station #16 is being constructed to replace the existing Fire Station #16 at Weber Road and McGuffey Road, originally constructed in 1953. This updated station will include three apparatus bays to house engine, rescue, and medic vehicles. In addition, the station is designed with the specific intent to keep the living quarters free of the harmful contaminants that could be introduced to the building following a call for service involving fire or other hazardous material.

*Architectural rendering of Fire Station #16.*

## Poindexter Museum

**Department:** Development  
**Planning Area:** Near East  
**Start Date:** 2017  
**Est. Completion Date:** 2021  
**Est. Cost:** \$1,100,000  
**Est. Operating Impact:** Minimal



In 1940 the Columbus Metropolitan Housing Authority (CMHA) developed 426 dwelling units in 33 buildings to provide affordable housing for primarily Black residents on the eastside of Columbus. The development was named after pastor and activist Reverend James P. Poindexter. The Village was home to many nationally and locally successful individuals including Aminah Robinson, Nancy Wilson, and Jimmy Rogers.

In 2008, CMHA undertook a process to redevelop the Poindexter Village site. Although the majority of the original buildings were demolished, CMHA preserved two of the original buildings. In December of 2016, CMHA approved the sale of the buildings to the Ohio History Connection for long term preservation. The Ohio History Connection will collaborate with the James Preston Poindexter Foundation to renovate the facility to create exhibits and programming that promote the history and story of the residents.

*Project is currently under construction/redevelopment.*

## Long Street Development

**Department:** Development, Public Service, and Public Utilities  
**Planning Area:** Near East  
**Start Date:** 2019  
**Est. Completion Date:** 2021  
**Est. Cost:** \$23,000,000  
**Est. Operating Impact:** Minimal

Redevelopment of the former McNabb Funeral Home Site is a Public Private Partnership between the City of Columbus, Next Generation Development Corporation and private partners. This project includes a \$23 million total investment to develop 130 housing units of which 80 percent will be moderately priced workforce housing and 9,500 square feet of retail. The project is located on Long Street in the city's King-Lincoln neighborhood. Completion of the project is expected the end of 2021.



*Architectural rendering of finalized project.*

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## Northland Gate

**Department:** Development  
**Planning Area:** Northland  
**Start Date:** 2020  
**Est. Completion Date:** 2021  
**Est. Cost:** \$16,000,000  
**Est. Operating Impact:** Minimal

The City of Columbus in partnership with National Church Residences created a Public Private Partnership to construct 94 units of senior housing in Northland for those age 55 and older. This project includes an investment of \$16 million and is expected to be completed in late 2021.



*Architectural rendering of finalized project.*

# Eastmoor Green Line Acquisition and Construction

**Department:** Recreation and Parks  
**Planning Area:** Mideast  
**Start Date:** Spring 2018  
**Est. Completion Date:** December 2021  
**Est. Cost:** \$2,095,000  
**Est. Operating Impact:** Minimal impact

The Eastmoor Green Line will become a unique linear park for the east side neighborhoods of the city. Located on an abandoned rail corridor running from Broad Street to south of Livingston Avenue, the three mile, 17.5 acre Green Line will provide the area's first trail connectivity. The corridor will have passive park space, native plantings, and a 10' trail. The project also offers important social equity for several inner city neighborhoods facing a deficit of trail access and natural resources. Over 10,000 residents, 8 schools, a 14 acre natural area, and 9 access points are within the trailshed of this project.



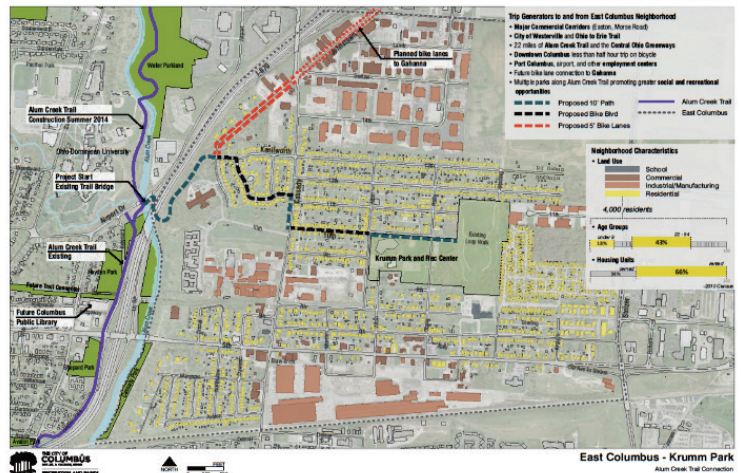
Context map of the Eastmoor Green Line

# Alum Creek Trail: Johnstown Road Connector

**Department:** Recreation and Parks  
**Planning Area:** East Columbus  
**Design Start Date:** Fall 2020  
**Completion Date:** Fall 2021  
**Est. Construction Cost:** \$2,300,000  
**Est. Operating Impact:** Minimal

The project includes the construction of a separated trail, bike lanes, modifications to an existing trail bridge, and safety improvements for the East Columbus/Krumm Park neighborhood to connect to the regional Alum Creek trail.

Over 4,000 residents and employees will be within a ten minute walk from this project. Additionally, the connector opens up access to over 126 miles of regional trail network. A future section of this project will extend the bike lanes along Johnstown Road to downtown Gahanna.



This project connects East Columbus Neighborhoods to the Regional Trail

## Franklinton Loop- Souder Avenue Connector Design and Construction

**Department:** Recreation and Parks  
**Planning Area:** Franklinton  
**Start Date:** Spring 2018  
**Est. Completion Date:** December 2022  
**Est. Cost:** \$4,986,895  
**Est. Operating Impact:** Minimal

This project provides a trail connection to the Scioto Trail for the Franklinton community, from Broad Street to Dublin Road. The project will build a pedestrian bridge across the Scioto River from the north bank, and continue to Broad Street along a 10' wide trail. The Franklinton community in this corridor is experiencing a transformation with new dense mixed-use developments of housing and large scale employment centers.

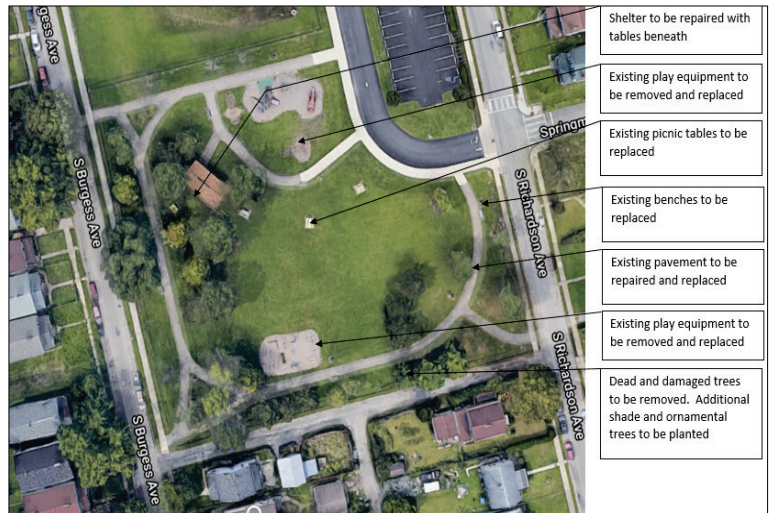


*Souder Avenue connector*

## John Burroughs Park Renovation

**Department:** Recreation and Parks  
**Planning Area:** Greater Hilltop  
**Design Start Date:** Summer 2020  
**Est. Completion Date:** Fall 2021  
**Est. Cost:** \$300,000  
**Est. Operating Impact:** Minimal

This project renovates the neighborhood greenspace adjacent to the John Burroughs Elementary School in the Greater Hilltop Community and is a collaboration between Columbus Recreation and Parks and Columbus City Schools. The historic 3.5 acre greenspace has served as one of the few public park spaces for the nearly 6,000 residents who live within ten minutes of the park.



*Overview of park improvements*



## **Arterial Street Rehabilitation – Hamilton Road – I-70 to Refugee Road**

**Department:** Public Service  
**Planning Area:** Mid East  
**Start Date:** August 2020  
**Completion Date:** May 2022  
**Est. Cost:** \$20,300,000  
**Est. Operating Impact:** Minimal

The arterial street rehabilitation of Hamilton Road from I-70 to Refugee Road project includes safety improvements, partial reconstruction of the street, and resurfacing of the street along South Hamilton Road from south of Refugee Road to north of Groves Road (near I-70). Facility upgrades include the installation of new curb and gutter, storm water drainage, shared use path, sidewalks, lighting, mast arm traffic signals, and replacement of the structure over Miller Ditch.



*Removal of median on Hamilton Road just north of Groves Road*

## **Pedestrian Safety Improvement - Wilson Road Shared Use Path**

**Department:** Public Service  
**Planning Area:** Greater Hilltop  
**Start Date:** November 2019  
**Est. Completion Date:** September 2020  
**Est. Cost:** \$4,100,000  
**Est. Operating Impact:** Minimal

The pedestrian safety improvement along Wilson Road consists of constructing a shared use path on the west side of Wilson Road from Sullivant Avenue to West Broad Street. Modifications will be made to the existing bridge and the alignment of the roadway to accommodate the path addition. The roadway will be widened north of Fremont Street to accommodate a southbound left turn lane. Opposite the new turn lane, a raised grass median will be placed between Fremont Street and Wilson Park Way to support a path crossing at Fremont Street.



*Finishing construction of the Wilson Road Shared Use Path*

## **Arterial Street Rehabilitation – Polaris Parkway**

**Department:** Public Service  
**Planning Area:** Far North  
**Start Date:** March 2019  
**Est. Completion Date:** October 2020  
**Est. Cost:** \$12,800,000  
**Est. Operating Impact:** Minimal

The arterial street rehabilitation of Polaris Parkway widens 0.57 miles of Polaris Parkway from I-71 to Olde Worthington Road to provide a third through lane in both directions, and performs a full depth replacement of 0.39 miles of Worthington Road/Orión Place including the construction of a two-lane roundabout at the intersection with Olde Worthington Road. Other improvements include traffic signal replacement, sidewalk, shared-use paths, a retaining wall, landscaping, and street lighting.



*Widening Polaris Parkway*

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## **Dublin Road Water Plant (DRWP) Standby Power Project**

**Department:** Public Utilities  
**Planning Area:** Citywide  
**Start Date:** 2019  
**Est. Completion Date:** 2021  
**Est. Cost:** \$10,600,000  
**Est. Operating Impact:** Minimal increase

The DRWP Standby Power project is installing two 2,500 kW standby generators units that will allow the plant to continue to supply water during an extended electrical utility outage. In addition to the generator units, the project includes new duct banks, switchgear, and controls. The system is undergoing testing and will be substantially complete in 2020.



*View of the DRWP's two new standby generators and switchgear.*

## **DRWP Misc. Improvements – Basin Clarifier Rehabilitation**

**Department:** Public Utilities  
**Planning Area:** Citywide  
**Start Date:** 2020  
**Est. Completion Date:** 2023  
**Est. Cost:** \$19,000,000  
**Est. Operating Impact:** None

The DRWP Basin Clarifier Rehabilitation project will replace clarifier mechanisms and flocculator drives and make repairs to basin concrete and associated appurtenances. Most of these components are original plant assets from the 1970's and are now past their useful life. Design of the improvements was completed in 2020 and construction will begin in early 2021.



*Existing treatment basins and clarifier equipment will be replaced under this project.*

## **DRWP UV Disinfection Facility**

**Department:** Public Utilities  
**Planning Area:** Citywide  
**Start Date:** 2018  
**Est. Completion Date:** 2021  
**Est. Cost:** \$23,800,000  
**Est. Operating Impact:** Minimal increase

The DRWP UV Disinfection Facility project will install a new treatment process at the plant that uses ultraviolet (UV) light to disinfect the water. With UV disinfection in place, the plant will have a multi-barrier disinfection scheme that enhances public health protection and helps the city comply with upcoming regulatory requirements. Construction has continued throughout 2020 and is anticipated to be substantially complete in mid-2021.



*Installation of rebar and conduit in the DRWP UV Facility's first floor slab*

## **SWWTP Chemically Enhanced Primary Treatment (CEPT) – Preliminary Treatment**

**Department:** Public Utilities – Sanitary  
**Planning Area:** Citywide  
**Start Date:** September 2017  
**Est. Completion Date:** May 2021  
**Construction Budget:** \$29,272,157  
**Est. Operating Impact:** None

The CEPT facility will treat the additional wet weather flows at the Southerly Wastewater Treatment Plant (SWWTP). The contract will add a treatment train to the plant and will increase plant capacity from 330 million gallons per day (MGD) to 440 MGD. The facility will be constructed with three construction contracts.

This project will expand the plant's headworks facility, which includes replacing four existing raw sewerage pumps, adding two additional raw sewerage pumps, and adding two fine screens. This contract will also add a gravity thickener for the solids that will be produced by the facility. Funding for this project is being provided through a WPCLF loan.



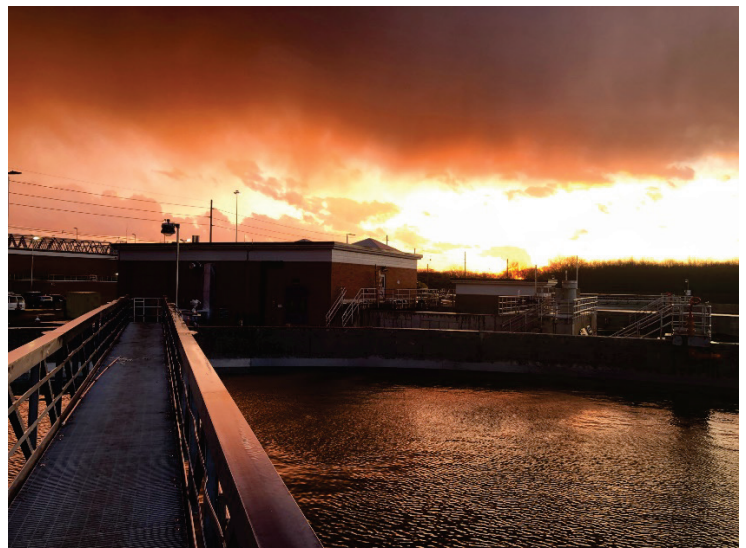
*Installation of the Access Platform for RSP 1 at the Southerly Wastewater Treatment Plant.*

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## **SWWTP Chemically Enhanced Primary Treatment (CEPT) – Clarification**

**Department:** Public Utilities – Sanitary  
**Planning Area:** Citywide  
**Start Date:** September 2017  
**Est. Completion Date:** August 2020  
**Construction Budget:** \$26,769,639  
**Est. Operating Impact:** Minimal increase

The CEPT facility will treat the additional wet weather flows at the Southerly Wastewater Treatment Plant (SWWTP). The CEPT - Clarification construction contract will add two primary clarifiers, chemical storage, and feed facilities. Funding for this project is being provided through a WPCLF loan.



*Site picture taken on the catwalk of Clarifier 02 at the Southerly Wastewater Treatment Plant.*



# Glossary

THE CITY OF  
COLUMBUS

## A

<b>Accrual</b>	The term accrual refers to any individual entry recording revenue or expense in the absence of a cash transaction.
<b>Accrual Accounting</b>	Relating to, or being a method of, accounting that recognizes revenue when earned and expenses when incurred.
<b>Actual(s)</b>	Expenditures plus outstanding encumbrances against current year appropriation.
<b>ADAP</b>	Alcohol and Drug Addiction Program
<b>Ad Valorem</b>	A tax amount that is based on the value of a piece of property.
<b>Adopted Budget</b>	The budget adopted by City Council including council-approved modifications.
<b>Allocation</b>	A part of a lump-sum appropriation designated for expenditure by specific organizational units and/or for special purposes, activities, or objects.
<b>Appropriation</b>	An authorization from City Council to incur obligations for a specific purpose. An appropriation is usually limited in amount and as to the time when it may be spent, normally the fiscal year.
<b>APPS</b>	Applications for Purpose, Pride, & Success. Created in 2011, the mission of the APPS program is to enrich the lives of Columbus youth and young adults (ages 14-23) by connecting individuals and their families to programs and services focused on building life skills, character development, employment, postsecondary education, and other components that foster success in life. This is a Recreation and Parks Department program.

# B

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**Balanced Budget**

As described in the Financial Policies section of this document, a budget is considered balanced in a fund if the appropriations in that fund for a given fiscal year do not exceed the resources available to it. Those resources can include a combination of current (budget) year anticipated revenue and the beginning year fund balance.

**Beginning Balance**

The beginning balance is comprised of residual funds brought forward from the previous year's ending balance.

**Bond**

The written evidence of debt, which upon presentation, entitles the bondholder or owner to a fixed sum of money plus interest. The debt bears a stated rate(s) of interest or states a formula for determining that rate and matures on a certain date.

**Budget**

A plan of financial operation embodying an estimate of proposed expenditures for a given period or purpose and the proposed means of financing them. The term can refer to the financial plan presented to City Council for consideration and the final document approved by City Council.

# C

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**CAD**

Computer-aided dispatch

**Capital Assets**

Permanent, tangible assets with a value in excess of \$5,000 and whose expected useful life exceeds five years. This includes items such as equipment, furniture, and vehicles.

**Capital Budget**

The city's budget for projects, major renovations, and improvements or additions to the city's fixed assets (e.g., streets, sidewalks, roads, sewers, plant improvements, water lines, parks, and buildings).

**Capital Improvements**

Projects that help maintain or improve a city asset. Normally, a capital improvement is a new construction, expansion, renovation, or replacement project for an existing facility or facilities, or the purchase of major equipment.

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<b>Capital Improvement Plan (CIP)</b>	The city's allocation plan for capital expenditures over several future years. It sets forth each capital project, identifying the expected beginning and ending date for each project, the amount the city will expend in each year, and the method of financing those expenditures. The CIP is not an authorization of appropriation. City Council approves the plan as a resolution.
<b>Capital Outlay</b>	A category of expenditures which results in the acquisition of, or an addition to, the city's fixed assets.
<b>CARE Coalition</b>	Community, Action, Resiliency, and Empowerment. Part of the Comprehensive Neighborhood Safety Strategy, this program is run by Columbus Public Health and provides direct outreach to residents impacted by gun violence, helps connect them to services, and builds resiliency in neighborhoods.
<b>CARES Act</b>	The Coronavirus Aid, Relief, and Economic Security (CARES) Act was passed by Congress and signed into law on March 27, 2020, providing, among other things, economic relief to local governments navigating the public health and economic impacts of the COVID-19 pandemic.
<b>Cash Basis Accounting</b>	Cash basis accounting only recognizes revenue and expenses when cash is actually collected or disbursed.
<b>CATCH</b>	Changing Actions To Change Habits
<b>CEPT</b>	Chemically Enhanced Primary Treatment
<b>City Charter</b>	The City of Columbus Charter is the city's constitution, and only the voters of Columbus can amend it.
<b>City Codes</b>	The City Code is the collection of all ordinances that govern all citizens and businesses within the city.
<b>Cost of Service</b>	The cost a utility pays to provide a service. A utility takes these costs into account when determining what rate to charge consumers.

# D

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<b>Debt Service</b>	The city's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.
<b>Department</b>	A major organizational unit of the city which indicates overall management responsibility for an operation or group of related operations within a functional area.
<b>Depreciation</b>	A decrease in the value of an asset with the passage of time, due to use, wear and tear, or obsolescence.
<b>Division</b>	A categorization of an organizational unit, indicating management responsibility for an operation or a group of related operations within a functional area, subordinate to the department level.
<b>DRWP</b>	Dublin Road Water Plant

# E

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<b>Encumbrance</b>	Obligations in the form of purchase orders or contracts, which are chargeable to an appropriation, and for which part of the appropriation is reserved. To encumber funds means to set aside or commit funds for future expenditures.
<b>Encumbrance Cancellation</b>	Funds cease to be encumbered when the obligations are paid or otherwise liquidated (cancelled).
<b>Enterprise Fund</b>	A fund established to account for operations that the city financed and operated in a manner similar to private business enterprises. In the funds, the intent of the city is to recover the costs of providing services to the general public on a continuing basis primarily through user charges.
<b>ESG</b>	The Emergency Solutions Grant enacted under Subtitle B of Title IV of the McKinney-Vento Homeless Assistance Act which provides funding for homelessness prevention and rapid-rehousing.

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**Expenditure**

This term refers to a payment for an asset, goods, or services with appropriated funds. This is different from when an entity encumbers funds, thereby reserving funds they plan to expend.

**F****FASB**

Financial Accounting Standards Board. A standard-setting body that prescribes authoritative standards of financial accounting and reporting practices of private sector entities.

**Fiscal Year**

The twelve-month period over which the financial year takes place. At the end of this period, the city evaluates its financial position and results of operations carried out in this time period. For the City of Columbus, the fiscal year begins on January 1 and ends December 31. Therefore, the city's fiscal year is the same as the calendar year.

**FTE**

Full-Time Equivalent. A position, permanent or temporary, based on 2,080 hours per year.

**Fund**

A budgetary and accounting entity separated from other funds for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

**Fund Balance**

Unless otherwise defined, the cash available for appropriation in any fund that is unencumbered for any specified purpose.

**G****GAAP**

Generally Accepted Accounting Principles. A body of accounting and financial reporting standards set by the Governmental Accounting Standards Board (GASB) for state and local governments, and by the Financial Accounting Standards Board (FASB) for private sector organizations.

**GASB**

Government Accounting Standards Board. GASB is the source of generally accepted accounting principles (GAAP) used by state and local governments.

**General Fund**

A fund used to account for all general-purpose transactions of the city that do not require a special type of fund.

**General Obligation (G.O.) Bond**

Bonds that have the full faith and credit of the city and are used or expended for a specific purpose or activity.

**GFOA**

Government Finance Officers Association.

**GIS**

A geographic information system (GIS) is a system designed to capture, store, manipulate, analyze, manage, and present all types of spatial or geographical data.

**Goal**

A statement of broad direction, purpose, or intent based on the needs of the community.

**Governmental Fund**

Governmental funds are used to account for “governmental-type activities or functions.” Governmental-type activities include services largely funded through non-exchange revenues (taxes are the most common example).

**Grant**

A contribution by another level or entity of government, or other organization (in the case of private grants) to support a particular function.

**H**

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**HCWP**

Hap Cremean Water Plant

**HOME**

The HOME Investment Partnerships Program (HOME) provides federal funding for developing affordable housing for rent or homeownership or providing for direct rental assistance to low-income people. HOME is the largest federal block grant to state and local governments designed exclusively to create affordable housing for low-income households.

**HVAC**

HVAC (heating, ventilation, and air conditioning) is the technology of indoor and vehicular environmental comfort. Its goal is to provide thermal comfort and acceptable indoor air quality.

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**I****Initiatives**

A strategy or action that the city takes to resolve a specific issue.

**Infrastructure Improvements**

Capital events that materially extend the useful life or increase the value of the infrastructure, or both.

**Interest**

Money paid regularly at a particular rate for the use of money lent, or for delaying the repayment of a debt.

**Internal Service Fund**

A fund used to account for the financing of goods or services provided by one department or agency to other departments or agencies, on a cost-reimbursement basis.

**Investment Income**

Income coming from interest payments, dividends, capital gains collected upon sale of a security or other assets, and other profit from an investment vehicle of any kind.

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**J****JPWWTP**

Jackson Pike Waste Water Treatment Plant

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**L****Loan**

Written or oral agreement for a temporary transfer of funds from the owner (lender) to a borrower who promises to return it according to the terms of the agreement, usually with interest for its use.

# M

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**MAVS** Military And Veteran Service

**MCH** The Maternal & Child Health (MCH) Section of Columbus Health is responsible for newborn home visits, safe sleep programming, fetal & infant mortality reviews, child fatality reviews, injury prevention, and school health.

**Modified Accrual** An accounting method commonly used by government agencies that combines accrual basis accounting with cash basis accounting. Modified accrual accounting recognizes revenues when they become available and measurable and, with a few exceptions, recognizes expenditures when liabilities are incurred.

# N

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**Neighborhood Pride** Neighborhood Pride is a team effort by city departments, neighborhood groups, individual residents, businesses, schools, and other partners to make our neighborhoods safer and cleaner. The program sends teams from city departments into neighborhoods to clean alleys and streets, tend to parks, and check and repair street lights. These teams also identify safety and health hazards, find code problems, and help families find answers and resources to fix those problems.

**Note** A financial security that generally has a longer term than a bill, but a shorter term than a bond. However, the duration of a note can vary significantly, and may not always fall neatly into this categorization. Notes are similar to bonds in that they are sold at, above, or below face (par) value, make regular interest payments, and have a specified term until maturity.

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# O

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<b>OEP</b>	Opiate Extension Program
<b>OEPA</b>	Ohio Environmental Protection Agency
<b>Official Statement</b>	A document published by the issuer of bonds which generally discloses material information on a bond issue, including the purposes of the bond issue, how the bonds will be repaid, and the financial, economic, and demographic characteristics of the issuing government. Investors may use this information to evaluate the credit quality of the bonds.
<b>Operating Budget</b>	The city's annual appropriation of funds for ongoing program costs, including salaries and benefits, services, and supplies, among other cost categories.
<b>Operating Funds</b>	Funds that finance the majority of the city's operations. For the most part, revenues deposited into these funds are raised by the taxing and fee collecting authority of the city. Grants and contributions from governments and other entities compose the other major sources of revenue for these funds.
<b>OPWC</b>	Ohio Public Works Commission
<b>Ordinance</b>	A formal legislative enactment by the City Council which has the full force and effect of law within the boundaries of the city.
<b>OWDA</b>	Ohio Water Development Authority

# P

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<b>PACE</b>	Pro-Active Code Enforcement. PACE is a team of code officers charged with pro-actively investigating blighted areas of the city without waiting for complaints from citizens.
<b>PAWP</b>	Parsons Avenue Water Plant

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**Performance Indicators (or Measures)**

Performance indicators are the means by which an objective can be judged to have been achieved or not achieved. Indicators are therefore tied to goals and objectives and serve simply as “yardstick” by which to measure the degree of success in goal achievement. Performance indicators are quantitative tools and are usually expressed as a rate, ratio, or percentage.

**Personnel Services**

Items of expenditures in the operating budget for salaries and wages paid for services performed by city employees, as well as the fringe benefit costs associated with city employment.

**Principal**

The original amount of a debt on which interest is calculated.

**Pro Forma**

A projected or estimated statement that presents the future financial position of a fund if present trends continue or certain assumptions hold true.

**Program**

A group of related activities to accomplish a major service or core business function for which the city is responsible. A program is typically part of a division within a department, but can cross department and/or fund lines as well.

**Property Tax**

A tax levied on the assessed value of real property. This tax is also known as an ad valorem tax.

**Proprietary Fund**

In governmental accounting, is a business-like fund of a state or local government. Examples of proprietary funds include enterprise funds and internal service funds. Enterprise funds provide goods or services to the general public for a fee. Internal service funds account for goods and services provided by one department or agency to another department or agency of the governmental unit (or to other governmental units) on a cost-reimbursement basis.

**PSAP**

Public Safety Answering Point

**Public-Private Partnerships**

A government service or private business venture which is funded and operated through a partnership of government and one or more private sector companies.

**Purchase Power**

An expenditure in the electrical division in the Department of Utilities that refers to the purchasing of wholesale electricity. The division must purchase wholesale electricity since the city does not generate its own.

# R

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<b>Rating Agencies</b>	Companies that provide ratings to indicate their respective opinion of the relative credit quality of securities. Examples include S&P Global Ratings, Moody's Investors Service, Inc., and Fitch Ratings, Inc.
<b>Receipts</b>	A term relating to the total revenue received during a certain time period.
<b>Refunding</b>	A procedure whereby an issuer refinances outstanding bonds by issuing new bonds. There are generally two major reasons for refunding: to reduce the issuer's interest costs or to remove a burdensome or restrictive covenant imposed by the terms of the bonds being refinanced. The proceeds of the new bonds are either deposited in escrow to pay the debt service on the outstanding bonds when due in an "advance refunding" or used to promptly (typically within 90 days) retire the outstanding bonds in a "current refunding." The new bonds are referred to as the "refunding bonds," and the outstanding bonds being refinanced are referred to as the "refunded bonds" or the "prior issue."
<b>Reserve</b>	Funds held or appropriated for contingencies.
<b>Revenue</b>	The yield of taxes and other sources of income that the city collects and receives into its treasury for public use.
<b>Revenue Bonds</b>	The earnings of an enterprise fund are used exclusively for the payment of the bonds' principal and interest.

# S

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<b>SIB</b>	State Infrastructure Bank
<b>SMOC</b>	Sanitary Maintenance Operations Center
<b>Special Improvement District</b>	A defined area within which property owners are required to pay an additional tax or assessment in order to collectively fund projects within the district's boundaries.

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**Special Income Tax (SIT)**

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. 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.

**Special Revenue Funds**

Those funds used to account for the proceeds of specific revenue sources (other than special assessments) or to finance specified activities as required by law or administrative regulations.

**SSES**

Sewer System Evaluation Survey (SSES) is the critical first step in any sewer system evaluation and management program which includes project management/coordination of flow monitoring, sewer system evaluation, field survey, system mapping, hydraulic modeling and analysis, best management practices, cleaning, and long-term maintenance management programs.

**Streetscape**

The visual elements of a street, including the road, adjoining buildings, sidewalks, street furniture, trees and open spaces, etc., that combine to form the street's character.

**SWACO**

Solid Waste Authority of Central Ohio

**SWWTP**

Southerly Waste Water Treatment Plant

**T**

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**Tax Abatements**

Subsidies that lower the cost of owning real and personal property by reducing or eliminating the taxes a property owner pays on it.

**Tax Increment Financing (TIF)**

A funding mechanism for economic development which is available to local governments in Ohio to finance public infrastructure improvements. TIFs are comprised of specific areas and work by locking in the taxable worth of real estate within a defined area. Any payments derived from an increase in the assessed value of a property will be directed towards a separate TIF fund to finance public infrastructure defined within the original TIF legislation.



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**Tipping Fee**

The charge levied upon a given quantity of waste received at a waste processing facility. In the case of a landfill, it is generally levied to offset the cost of opening, maintaining, and eventually closing the site.

**U**

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**Unencumbered Cash**

City funds that are free and clear of any encumbrances.

**Unvoted Debt  
(Councilmanic)**

Unvoted debt typically carries a higher interest rate since it does not have the backing of the electorate.

**User Fees**

Fees for direct receipt of a public service, paid by the beneficiary of the service.

**V**

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**Vacancy Credit**

A term referring to when a department anticipates savings stemming from the turnover of employees throughout a given budget year.

**Voted Bond Package**

This refers to the city taking the proposition of funding capital improvements to the electorate for a vote. In Columbus, citizens voting in favor of a voted bond package are voting to underwrite the proposed projects with property taxes, if ever necessary. It is important to note, however, that property taxes have never been levied to pay debt service, nor does the city intend to do so. The benefit of passing voted bond packages is that the city can then borrow money at a lower interest rate.

**Voted (Unlimited)  
Debt**

Debt issued by a municipality that is backed by a pledge from the voters that allows for an assessment of property taxes to be levied to pay for associated principal and interest.

# W

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**WIC**

The Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) provides federal grants to states for supplemental foods, health care referrals, and nutrition education for low-income pregnant, breastfeeding and non-breastfeeding postpartum women, and infants and children up to age five who are found to be at nutritional risk.

**WPCLF**

Water Pollution Control Loan Fund

**WSRLA**

Water Supply Revolving Loan Account

**WWTF**

Waste Water Treatment Facilities

