



OFFICE OF THE MAYOR

November 15, 2021

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 2022 Operating Budget, a balanced proposal that reflects the priorities of my administration and the residents of Columbus in what has continued to be a time of challenges and growth.

For the first time in the city's history, we have \$1 billion in operating funds. It is through the hard work of the Department of Finance and Management and all city departments that we are in a sound financial position, without having to contemplate a single layoff or cut in services. However, the impact of COVID-19 and remote work have erased two years of economic growth. The 2022 budget uses much of the Basic City Services Fund to continue to finance my commitment to closing existing gaps exposed by COVID-19, advancing equity and making positive gains on our community's highest priorities, including: safety, policing reform, affordable housing and neighborhoods.

In a year that has seen continuing gun violence and a record number of homicides, our largest investment is in public safety. Both police and fire have recorded greater than anticipated separations of officers and firefighters. The 2022 budget funds three classes bringing in a total of 170 new police officers and 125 new firefighters which also allows us to continue to expand diversity in both divisions so our safety forces reflect the community they serve. In addition, new police recruits will have extensive training in community policing, moving us closer to the goal

of a division that practices 21st century community policing.



While funding Public Safety remains a significant portion of the city's budget, the 2022 budget also reflects increased investment in Public Health, Recreation and Parks, and Neighborhoods to reduce the burden on police and to formulate a more holistic approach to public safety. The revamped Comprehensive Neighborhood Safety Strategy encompasses more than \$11 million in funds for efforts including the Alternative Response program that embeds social workers and mental health professionals with 9-1-1 operators, so residents receive the right response at the right time, freeing police officers to prevent violent crime. Funding will be used to expand the program's hours and personnel with additional social workers, paramedics and dispatchers from support services.

The city will continue to invest in the Department of Neighborhoods and neighborhood crisis abatement that addresses physical barriers to crime. Recreation and Parks will expand the hours and days of operations at its community centers, providing safe spaces and programming for residents across generations. Columbus Public Health will continue its trauma outreach through the CARE (Community Action Resilience Empowerment) Coalition and its VOICE (Violence, Outreach, Intervention and Community Engagement) program to create positive change in the lives of victims of violent crime and to stop the cycle of violence.



OFFICE OF THE MAYOR

The 2022 budget infuses money into the Hilltop Early Childhood Center which is scheduled to open in the fall with 240 students and wraparound services. The city will also continue to invest in our youngest residents, maintaining our commitment to CelebrateOne and our Future Ready 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 Department of Development will add additional staff to support our affordable housing efforts with a goal of leveraging the city's capital investments to expand the number of units available. As small businesses continue to struggle, Development will expand its capacity to help these businesses increase their resiliency. The needs of the human services sector remain greatly challenged in these uncertain times, and the city will pair \$5 million with American Rescue Plan dollars to make the most impact for critical community needs such as food security, emergency shelter and eviction prevention.

Refuse removal became a greater need during the pandemic as more people worked from home. To keep our city free of trash as well as to fight illegal dumping, Public Service is investing \$16 million in large scale refuse trucks and equipment. Meanwhile, 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 last two years have shown us the importance of the work of Columbus Public Health (CPH). CPH will continue to lead COVID-19 response through vaccine efforts, testing and education on federal and local orders to help

residents finally be released from the grip of this deadly virus.

Action to prevent the ramifications of climate change is critical, and the city is responding with a Climate Action Plan that will move the city toward being carbon neutral by 2050. It emphasizes the need to build a Columbus that is resilient to global climate change while mitigating future risks. The threat is clear. The stakes are high. And our obligation to our children, and their future, compels us to act now through these investments.

Equity remains an integral part of every decision we make. The Office of Diversity and Inclusion (ODI) continues to aggressively implement recommendations contained in the 2019 Disparity Study, including a Minority and Women Owned Business Enterprise program. The city has also been fully engaged in creating a financial empowerment center to provide free, professional one-on-one financial counseling as a public service to residents, particularly those in need as they deal with the financial impacts of COVID-19.

Balancing our operating budget for 2022 meant making tough choices, however we are planning a \$1 million deposit into the Rainy Day Fund. This deposit will allow us to achieve the goal of a \$90 million Rainy Day Fund balance nearly two years ahead of schedule. Our Rainy Day Fund remains robust and intact, as well as a testament to sound investing and financial discipline.

On the following pages, you will find additional details of my proposed 2022 Operating 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 15, 2021

Mayor Andrew J. Ginther:

Contained herein is the 2022 Budget totaling \$2.1 billion, of which \$1.03 billion is for general fund operating expenses. Overall, the proposed 2022 general fund operating budget is 6.6 percent greater than the 2021 amended budget.

Due to your continuing leadership and the support of City Council, and the City Auditor, I am pleased to report that the City of Columbus continues to rebound from the COVID-19 pandemic and remains financially sound. The Mayor's 2022 Budget is balanced, and continues to maintain city services, while making important investments in neighborhood safety, childcare programming, human services, and mental health support; all during economically uncertain times. As of the end of 2021, the city will have approximately \$87.9 million in the rainy day fund and \$60.8 million in the basic city services fund. The city established a goal of a \$90 million rainy day fund balance by the end of 2024. Because of your fiscal stewardship, I am pleased to announce that the city will set aside in the 2022 Budget a \$1.0 million deposit into the rainy day fund, bringing its 2022 year-end balance to \$89.6 million. This will allow for the city to meet its set aside goal nearly two years ahead of schedule.

In 2021, the coronavirus pandemic continued to impact our regional and local economies, healthcare infrastructure, and most importantly the lives of our residents. By implementing sound fiscal controls, Columbus was able to confront these economic challenges. Additionally, the city received \$93.5 million in federal American Rescue Plan Act (ARPA)

funds, as well as \$39.6 million in Emergency Rental Assistance Program (ERAP) dollars to invest in human services, youth and childcare programming, vaccine incentives, small business support, and economic support to residents to help offset the effects of the pandemic and to provide a safety net for the community.

Columbus continues to withstand the financial effects of the coronavirus pandemic due to our large and diverse local economy, as well as the strength and resilience of our residents. The city also 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 79 percent of total general fund revenues. The income tax growth rate for 2021 is projected at 10.4 percent, which is indicative of the health of our local economy and its

ability to rebound from the pandemic related economic contractions of 2020. The 2022 growth rate is expected to experience a 6.3 percent decline. This decrease is largely attributed to anticipated income tax redistributions to other municipalities due to remote-work or "work-from-home" initiatives and additional income tax refunds due to remote working in 2021. The City Auditor's 2022 Official Revenue Estimate dated October 21, 2021 indicates four (4) evolving factors: 1) remote work and its effect on city income tax; 2) COVID-19 recovery; 3) economic growth, and 4) income tax refunds for 2021 remote



work. The income tax redistribution means that employers will be required to withhold income tax from an employee's "principle place of employment" and for work-from-home employees that equates to their municipality of residence. This could result in a major redistribution of income taxes state-wide and Columbus will continue to monitor as well as adopt sound fiscal policies to offset negative revenue impacts. Because of the factors above, the City Auditor estimates a reduction of \$80.6 million within the 2022 Official Revenue Estimate.

However, in the 2021 operating budget, funds were set aside in the basic city services fund to withstand potential economic challenges. Therefore, in order to balance the budget and to continue to provide core city operations, the 2022 operating budget will use \$50.9 million from the basic city services fund. It should be noted that many of the other revenue sources will see significant increases in 2022, such as property tax collections and license and permit fees. These anticipated increases will help offset the losses in income tax receipts.

While the city's financials are currently relatively stable, the coronavirus has continued to adversely impact individual residents and our social service partners who serve them. Additionally, this budget was informed by and responds to our continuing national conversation regarding social change, racial justice, diversity, equity and inclusion, as well as public safety reform. A balanced approach of maintaining current city services into 2022 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. In 2022, Columbus will open a new Pre-Kindergarten Early Learning Center, located on the near west side. This center will serve approximately 240 students and will provide the community with a much valued resource. The Recreation and Parks Department will receive additional funding for pay equity programs and for extending operating hours for community recreation centers. The Development Department will receive additional funding to enhance its housing programs and will

continue to invest a total of \$5.0 million within its network of social service agencies.

In the Public Safety Department, new funding is included for upgrades to Police's body worn cameras. Additional funding was also provided to expand the Right Response Program; a partnership between Columbus Public Health and the Public Safety Department, whereby mental health professionals, emergency medical services personnel, and police officers collaborate to ensure prompt, compassionate, and appropriate levels of response to community needs. Furthermore, additional funding was provided to the Public Safety Department for expansion of the Comprehensive Neighborhood Safety Strategy program.

The 2022 budget continues to reflect the priorities of your Equity Agenda and commitment to the people of Columbus for vibrant neighborhoods, public safety reform, affordable housing, early childhood education, decreased infant mortality, inclusive and equitable access to public health and economic prosperity, as well as the pursuit of sustainability efforts, and economic development.

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 provide financial leadership and monitor economic conditions to ensure the future health of the city's finances.

Respectfully submitted,



Joseph A. Lombardi
Director
Department of Finance and Management





ANDREW J. GINTHER, MAYOR

CITY OF COLUMBUS PROPOSED 2022 BUDGET

Mayor Andrew J. Ginther

Presented to Columbus City Council
November 15, 2021

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Ohio**

For the Fiscal Year Beginning

January 01, 2021

Christopher P. Morill

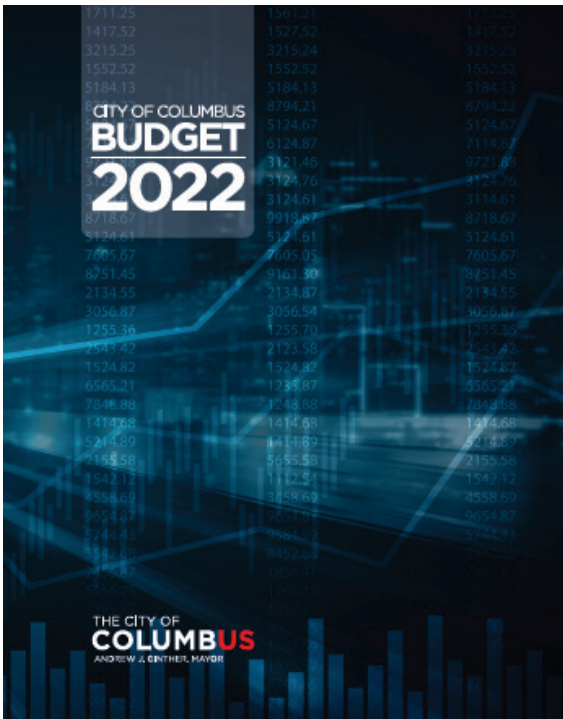
Executive Director

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, 2021. 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.

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Table of Contents

	<i>Page</i>
Mayor Andrew J. Ginther's Letter To City Council	1
Finance Director Joseph A. Lombardi's Letter To The Mayor	3
Budget Proposal Credits Index	5
Government Finance Officers Association (GFOA) Award	7
Table Of Contents (This Page)	9
Introduction	11
Budget Process	13
General Fund Summary	16
All Funds Summary	39
Community Profile	47
Financial Overview	59
Financial Policies	67
Accounting and Organizational Structure	75
Department Summaries	
City Council	81
City Auditor	85
City Treasurer	91
City Attorney	95
Municipal Court Judges	103
Municipal Court Clerk	113
Civil Service Commission	121
Public Safety	125
Office of the Mayor	141
Office of Diversity and Inclusion	145
Office of CelbrateOne	149
Office of Education	153
Inspector General	159
Building and Zoning Services	163
Development	171
Finance and Management	185
Human Resources	195
Technology	201
Neighborhoods	209
Public Health	217
Recreation and Parks	229
Public Service	243
Public Utilities	257
Special Revenue Funds	271
Internal Service Funds	285
Enterprise Funds	295
Capital Improvements Program	313
Glossary	393

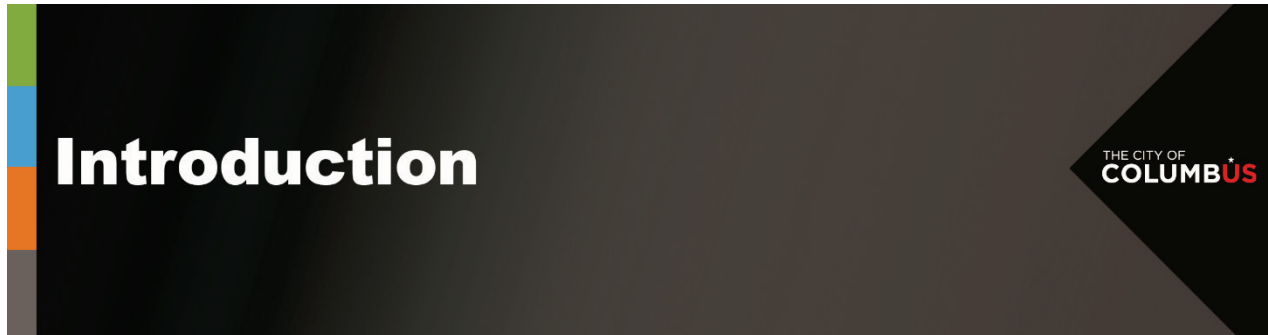


Electronic Resources:

2022 Budget: <https://www.columbus.gov/2022budget/>

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

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The 2022 Budget Document

The 2022 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 2022, and those are described in their respective sections.

Budget Process

The budget process section provides readers with 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 2022 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 2022 and beyond. A ten-year pro forma operating statement for the general fund is presented in this section.

Introduction

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 2022, and 2022 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. Due to the COVID-19 pandemic, some 2020-2022 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.

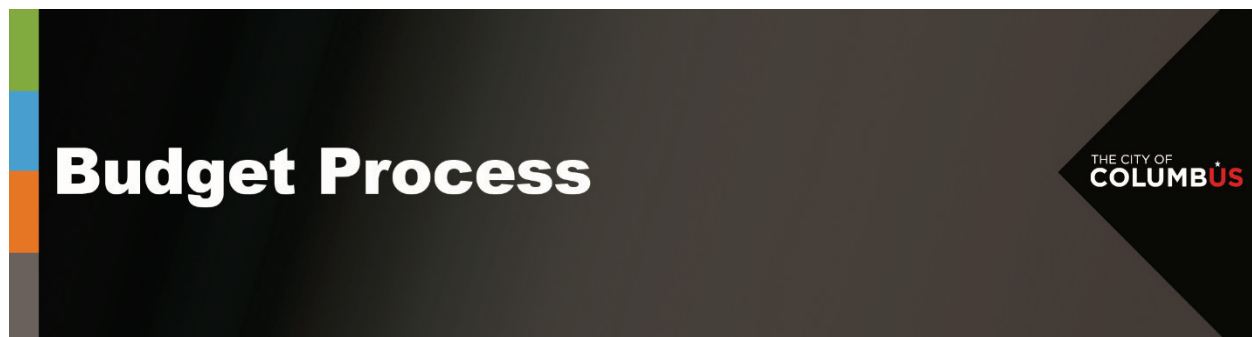
Capital Improvements Program

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.





Budget Preparation

In the spring of each year, following budget adoption, the Finance and Management Department's budget office 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 2021.

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.

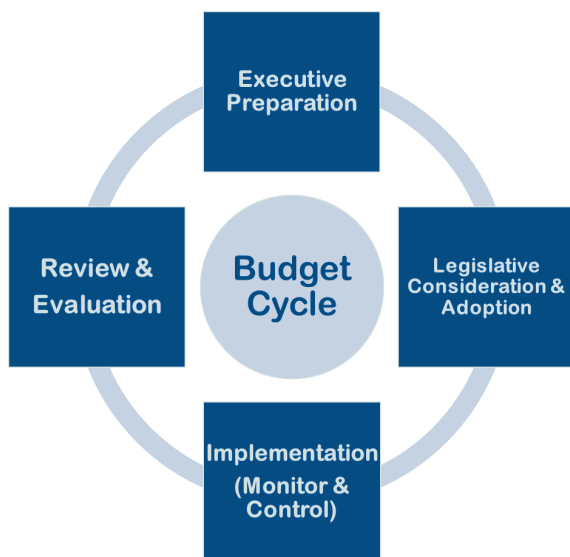
Typically in May, the budget office considers general fund target adjustments. Finance and Management leadership make recommendations for the granting of adjustments to be included in target calculations. Adjustments that may be approved for inclusion consist of, but are not limited to, new, expanded, 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 could be reflected in these adjustments.

In June, the Finance and Management Department makes the final decisions on target adjustments 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



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 strategic priorities 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 and budget submissions align with the Mayor's stated priorities. 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, among other things, officially establishes the year-end general fund carryover projection. This carryover projection becomes part of the Auditor's official estimate of available resources for the following year. Second, budget meetings are held between the Mayor, the Mayor's staff, and Finance and Management leadership to review submissions and outstanding issues. Finally, toward the middle of this month, the City Auditor releases their 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 departments' 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 15th 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 distributed 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 3rd quarter financial review, budget meetings with the Office of the Mayor occur, and the City Auditor establishes the official estimate of available resources for the GF.

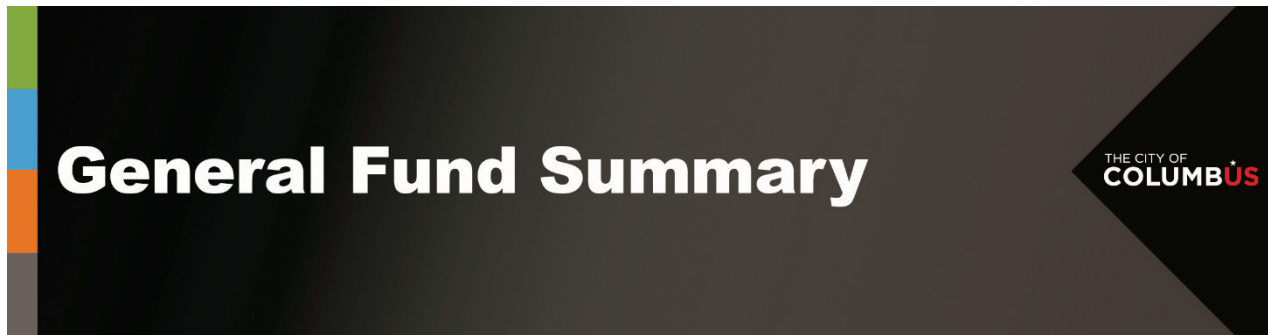
November: The administration's formal budget proposal is submitted to Council on or by the 15th.

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 \$918.2 million, a decrease of 4.9 percent from 2021 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 80 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 2022, income tax revenues to the general fund are estimated at \$723.1 million, which is 70 percent of total general fund resources and 79 percent of total general fund revenue. This represents a 6.3 percent reduction from 2021 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

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 2022 estimate for property tax collections is \$68.9 million, an increase of 14.6 percent over the 2021 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 2021 and 2022 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 2022.

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 \$7.0 million estimate for the 2022 general fund deposit for casino tax revenues is just slightly lower than the 2021 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 \$25.1 million in 2022, a 6.6 percent increase from projected 2021 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 violations. In 2022, fines assessed for parking violations will be moved to the newly created mobility enterprise fund. 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. Due to the loss in parking ticket fines, revenues from fines and penalties are projected at \$7.7 million in 2022, a 39.8 percent decrease from 2021 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 services are projected at \$62.0 million in 2021, a 0.5 percent decrease from 2021 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 \$8.0 million in 2022, a 7.8 percent decrease from 2021 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 \$11.0 million in 2022, of which Cable TV permits are expected to be approximately \$9.0 million.

Other Revenue

This category includes various unclaimed funds, refunds, and miscellaneous revenue. The 2022 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 2022 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 of \$50.9 million from the basic city services fund into the general fund will occur in 2022.

The reimagine safety subfund was established in 2021 with a \$10 million transfer from the basic city services fund. A transfer from the reimagine safety subfund of \$6.0 million into the general fund is projected for 2022.



**GENERAL FUND
REVENUE BY SOURCE AND YEAR
HISTORICAL AND PROJECTED
2018 - 2022**

SOURCE	2018	PERCENT	2019	PERCENT	2020	PERCENT	2021	PERCENT	2022	PERCENT	PERCENT
	ACTUAL	CHANGE	ACTUAL	CHANGE	ACTUAL	CHANGE	PROJECTED	CHANGE	PROJECTED	CHANGE	OF TOTAL
Income Tax	\$ 668,685,419	1.80%	\$ 706,085,907	5.59%	\$ 699,560,529	(0.92%)	\$ 772,037,000	10.36%	\$ 723,071,000	(6.34%)	69.93%
Property Tax	49,246,740	10.15%	50,390,381	2.32%	49,377,900	(2.01%)	60,170,000	21.86%	68,923,000	14.55%	6.67%
Kilowatt Hour Tax	3,320,402	13.89%	3,369,256	1.47%	3,192,372	(5.25%)	3,250,000	1.81%	3,250,000	0.00%	0.31%
Hotel/Motel Tax	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	0.00%
TOTAL TAXES	721,252,561	2.38%	759,845,544	5.35%	752,130,801	(1.02%)	835,457,000	11.08%	795,244,000	(4.81%)	76.91%
Local Government Fund	19,891,400	1.72%	21,232,931	6.74%	21,076,556	(0.74%)	23,211,000	10.13%	22,754,000	(1.97%)	2.20%
Estate Tax	-	(100.00%)	-	0.00%	-	0.00%	-	0.00%	-	0.00%	0.00%
Liquor Permit Fee, Other	1,336,345	2.14%	1,295,038	(3.09%)	1,195,370	(7.70%)	313,000	(73.82%)	2,333,000	645.37%	0.23%
Casino Tax	6,943,951	3.11%	7,100,147	2.25%	5,385,492	(24.15%)	7,021,000	30.37%	7,000,000	(0.30%)	0.68%
TOTAL SHARED REVENUE	28,171,696	2.00%	29,628,116	5.17%	27,657,418	(6.65%)	30,545,000	10.44%	32,087,000	5.05%	3.10%
License and Permit Fees	11,929,719	2.83%	12,106,082	1.48%	9,758,763	(19.39%)	9,641,000	(1.21%)	11,016,000	14.26%	1.07%
Fines and Penalties	18,478,699	(0.92%)	18,921,231	2.39%	11,612,764	(38.63%)	12,738,000	9.69%	7,663,000	(39.84%)	0.74%
Investment Earnings	12,240,506	39.22%	21,145,912	72.75%	18,975,693	(10.26%)	8,675,000	(54.28%)	8,000,000	(7.78%)	0.77%
Charges for Service	65,689,652	0.80%	65,365,937	(0.49%)	60,886,060	(6.85%)	62,299,000	2.32%	61,962,000	(0.54%)	5.99%
All Other	3,083,164	28.21%	2,596,250	(15.79%)	83,613,669	3120.56%	5,671,000	(93.22%)	2,215,000	(60.94%)	0.21%
TOTAL OTHER REVENUES	111,421,740	4.51%	120,135,412	7.82%	184,846,949	53.87%	99,024,000	(46.43%)	90,856,000	(8.25%)	8.79%
TOTAL ALL REVENUES	860,845,997	2.63%	909,609,072	5.66%	964,635,168	6.05%	965,026,000	0.04%	918,187,000	(4.85%)	88.80%
Encumbrance Cancellations	8,090,989	26.93%	9,995,846	23.54%	3,800,071	(61.98%)	5,000,000	31.58%	5,000,000	0.00%	0.48%
Unencumbered Balance	17,670,166	(41.50%)	16,170,687	(8.49%)	40,795,387	152.28%	78,259,958	91.84%	48,937,000	(37.47%)	4.73%
Fund Transfers	3,833,900	(11.00%)	3,361,411	(12.32%)	3,041,291	(9.52%)	5,000,000	64.40%	5,000,000	0.00%	0.48%
Other Misc. Transfers	16,784,000	N/A	12,962,619	(22.77%)	-	(100.00%)	4,000,000	N/A	56,876,000	1321.90%	5.50%
Total Annual Resources	907,225,051	3.14%	952,099,635	4.95%	1,012,271,917	6.32%	1,057,285,958	4.45%	1,034,000,000	(2.20%)	100.00%
27th Pay Period Reserve Fund	22,596,786	12.21%	25,129,786	11.21%	3,266,058	(87.00%)	5,953,058	82.27%	8,721,058	46.50%	
Economic Stabilization Fund	76,180,089	3.02%	80,655,018	5.87%	85,158,273	5.58%	87,878,948	3.19%	89,578,948	1.93%	
TOTAL GENERAL FUND											
AVAILABLE RESOURCES	\$1,006,001,926	3.31%	\$ 1,057,884,439	5.16%	\$1,100,696,248	4.05%	\$1,151,117,964	4.58%	\$ 1,132,300,006	(1.63%)	



Expenditures and Personnel

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

GENERAL FUND 2022 PROPOSED BUDGET SUMMARY BY AREA OF EXPENSE							
Department/Division	Personnel	Materials	Services	Other	Capital	Transfers	Totals
City Council	\$ 4,923,653	\$ 27,000	\$ 172,959	\$ 3,000	\$ -	\$ -	\$ 5,126,612
City Auditor							
City Auditor	4,313,631	30,500	877,218	1,000	-	-	5,222,349
Income Tax	8,765,850	78,500	1,145,468	500	-	-	9,990,318
Total	13,079,481	109,000	2,022,686	1,500	-	-	15,212,667
City Treasurer	1,156,771	6,700	339,178	-	-	-	1,502,649
City Attorney							
City Attorney	13,239,428	90,500	404,288	3,000	-	98,491	13,835,707
Real Estate	171,489	-	-	-	-	-	171,489
Total	13,410,917	90,500	404,288	3,000	-	98,491	14,007,196
Municipal Court Judges	18,637,072	119,712	2,256,457	-	33,992	490,000	21,537,233
Municipal Court Clerk	11,896,414	140,834	858,521	-	-	-	12,895,769
Civil Service	4,042,458	53,053	917,906	3,500	-	-	5,016,917
Public Safety							
Administration	7,520,203	10,367	5,395,951	150	-	-	12,926,671
Support Services	17,649,556	489,175	3,768,772	5,800	-	-	21,913,303
Police	329,018,977	6,299,082	18,621,518	255,000	-	-	354,194,577
Fire	255,495,216	5,512,454	12,329,262	125,000	-	-	273,461,932
Total	609,683,952	12,311,078	40,115,503	385,950	-	-	662,496,483
Office of the Mayor							
Mayor	4,059,800	18,000	250,200	2,000	-	-	4,330,000
Office of Diversity & Inclusion	1,604,558	8,000	297,625	-	-	-	1,910,183
Office of CelebrateOne	1,058,563	5,000	314,508	-	-	-	1,378,071
Office of Education	317,008	7,000	9,143,353	-	-	-	9,467,361
Total	7,039,929	38,000	10,005,686	2,000	-	-	17,085,615
Inspector General	929,465	50,000	53,137	-	-	-	1,032,602
Building and Zoning Services							
Building & Zoning	282,216	-	-	-	-	-	282,216
Code Enforcement	6,546,113	72,891	737,920	9,000	-	-	7,365,924
Total	6,828,329	72,891	737,920	9,000	-	-	7,648,140
Development							
Administration	3,416,149	13,000	3,800,012	151,000	-	-	7,380,161
Econ. Development	1,792,900	6,343	3,076,227	1,000	-	-	4,876,470
Planning	1,943,537	7,200	68,360	1,000	-	-	2,020,097
Housing	2,319,397	20,500	5,791,754	11,000	-	-	8,142,651
Land Redevelopment	586,101	-	1,000	-	-	-	587,101
Total	10,058,084	47,043	12,737,353	164,000	-	-	23,006,480
Finance and Management							
Finance Administration	3,170,563	49,300	2,927,564	-	-	-	6,147,427
Financial Management	3,156,493	14,000	1,175,607	-	-	-	4,346,100
Facilities Management	8,969,759	907,500	9,536,034	3,000	-	-	19,416,293
Total	15,296,815	970,800	13,639,205	3,000	-	-	29,909,820
Finance City-wide	-	-	-	-	-	55,000,240	55,000,240
Finance Technology (Pays of agency bills)	-	-	23,602,525	-	-	-	23,602,525
Human Resources	1,843,035	44,931	1,280,746	-	-	-	3,168,712
Neighborhoods	5,206,481	50,500	3,564,139	1,500	-	52,500	8,875,120
Health	-	-	-	-	-	30,803,453	30,803,453
Recreation and Parks	-	-	-	-	-	45,173,881	45,173,881
Public Service							
Administration	727,694	-	13,081	-	-	-	740,775
Refuse Collection	16,891,949	157,400	17,361,762	62,000	15,684,000	-	50,157,111
Total	17,619,643	157,400	17,374,843	62,000	15,684,000	-	50,897,886
Total General							
Operating Fund	\$ 741,652,499	\$ 14,289,442	\$ 130,083,052	\$ 638,450	\$ 15,717,992	\$ 131,618,565	\$ 1,034,000,000

General Fund Summary

GENERAL FUND EXPENDITURE AND BUDGET SUMMARY					
	2019	2020	2021	2021	2022
	Actual	Actual	Budgeted	Projected	Proposed
City Council	\$ 4,531,498	\$ 4,860,945	\$ 4,983,081	\$ 4,986,103	\$ 5,126,612
City Auditor					
City Auditor	4,361,151	4,654,518	4,789,735	4,691,593	5,222,349
Income Tax	8,665,193	8,233,436	9,814,679	8,138,456	9,990,318
Total	13,026,344	12,887,955	14,604,414	12,830,049	15,212,667
City Treasurer	1,330,170	1,187,272	1,459,566	1,322,562	1,502,649
City Attorney					
City Attorney	13,390,639	13,587,329	13,440,669	13,536,151	13,835,707
Real Estate	143,999	165,982	167,293	167,069	171,489
Total	13,534,638	13,753,311	13,607,962	13,703,219	14,007,196
Municipal Court Judges	19,454,642	20,175,534	20,429,897	21,213,928	21,537,233
Municipal Court Clerk	12,532,476	12,175,332	12,467,435	12,285,114	12,895,769
Civil Service	4,451,752	4,223,590	4,557,037	4,478,396	5,016,917
Public Safety					
Administration	12,076,011	8,151,062	12,651,312	9,175,125	12,926,671
Support Services	7,065,278	6,789,208	20,476,888	18,582,804	21,913,303
Police	345,915,936	350,060,990	336,846,128	380,761,721	354,194,577
Fire	265,671,581	234,316,471	265,484,193	275,688,274	273,461,932
Total	630,728,806	599,317,731	635,458,521	684,207,924	662,496,483
Office of the Mayor					
Mayor	4,238,911	4,051,659	4,024,979	3,785,435	4,330,000
Office of Diversity & Inclusion	1,093,943	1,445,603	1,859,993	1,631,724	1,910,183
Office of CelebrateOne*	-	-	770,400	591,309	1,378,071
Office of Education	6,506,688	6,070,004	6,594,143	8,559,716	9,467,361
Total	11,839,542	11,567,266	13,249,515	14,568,184	17,085,615
Inspector General	-	-	-	51,812	1,032,602
Building and Zoning Services					
Building & Zoning	-	-	-	66,343	282,216
Code Enforcement*	-	-	-	1,779,874	7,365,924
Total	-	-	-	1,846,217	7,648,140
Development					
Administration	5,996,752	5,822,406	8,213,903	10,041,187	7,380,161
Economic Development	16,842,242	16,101,945	4,465,871	17,957,600	4,876,470
Code Enforcement*	7,629,505	8,275,537	8,594,330	6,357,206	-
Planning	1,833,809	1,511,359	1,681,524	1,745,401	2,020,097
Housing	6,720,579	7,603,663	7,587,698	7,936,182	8,142,651
Land Redevelopment	652,196	570,012	855,053	811,896	587,101
Total	39,675,082	39,884,921	31,398,379	44,849,472	23,006,480
Finance and Management					
Finance Administration	5,725,328	4,923,156	5,610,902	5,492,735	6,147,427
Financial Management	4,825,625	3,487,375	4,436,976	4,786,964	4,346,100
Facilities Management	17,208,761	17,613,290	17,725,166	17,648,650	19,416,293
Total	27,759,714	26,023,821	27,773,044	27,928,349	29,909,820
Citywide Technology	17,923,207	19,829,386	27,926,987	26,478,591	23,602,525
Finance City-wide	9,572,346	68,340,251	40,744,028	23,494,555	55,000,240
Human Resources	2,935,813	2,979,302	3,082,605	2,971,127	3,168,712
Neighborhoods	5,090,844	5,089,753	8,377,689	7,983,088	8,875,120
Health	24,597,885	17,216,803	32,953,181	29,963,189	30,803,453
Recreation and Parks	40,366,310	42,005,613	42,562,142	40,042,730	45,173,881
Public Service					
Administration	667,983	648,750	740,614	740,343	740,775
Refuse Collection	31,285,199	31,844,422	33,887,861	32,404,437	50,157,111
Traffic Management	-	-	-	-	-
Total	31,953,182	32,493,172	34,628,475	33,144,780	50,897,886
Total General Operating Fund	\$ 911,304,249	\$ 934,011,958	\$ 970,263,958	\$ 1,008,349,390	\$ 1,034,000,000

*The Office of CelebrateOne was formally established during 2021. Budgets prior to 2022 reflect CelebrateOne programming within the Mayor's budget. In 2021, the Division of Code Enforcement transferred from the Department of Development to the Department of Building and Zoning Services during the year.

GENERAL FUND PERSONNEL SUMMARY -- FULL-TIME				
	2019	2020	2021	2022
	Actual	Actual	Budgeted	Proposed
City Council	41	42	43	44
City Auditor				
City Auditor	31	31	32	35
Income Tax	70	66	84	84
Total	101	97	116	119
City Treasurer	8	8	9	9
City Attorney				
City Attorney	124	124	128	128
Real Estate	1	1	1	1
Total	125	125	129	129
Municipal Court Judges	200	194	216	220
Municipal Court Clerk	156	152	165	166
Civil Service	36	32	36	37
Public Safety				
Administration	10	12	64	68
Support Services	39	38	189	193
Police- Non Uniformed	354	350	231	252
Police- Uniformed	1,969	1,947	1,969	1,936
Fire- Non Uniformed	49	50	43	50
Fire- Uniformed	1,602	1,592	1,602	1,637
Total	4,023	3,989	4,098	4,136
Office of the Mayor				
Mayor	28	27	22	27
Office of Diversity and Inclusion*	8	9	14	14
Office of CelebrateOne	-	-	9	9
Office of Education	2	2	4	2
Total	38	38	49	52
Inspector General	0	0	0	10
Building and Zoning Services				
Building & Zoning	0	0	0	3
Code Enforcement	0	0	0	83
Total	0	0	0	86
Development				
Administration	22	20	25	25
Economic Development	14	15	15	15
Code Enforcement	78	75	84	-
Planning	14	16	17	20
Housing	18	17	19	24
Land Redevelopment	6	6	9	6
Total	152	149	169	89
Finance and Management				
Administration	25	28	30	31
Financial Management	27	23	27	28
Facilities Management	87	89	94	107
Total	139	140	151	166
Human Resources	14	15	15	14
Neighborhoods	42	42	48	52
Public Service				
Administration	6	6	6	6
Refuse Collection	192	180	226	226
Total	198	186	232	232
Total General Fund	5,273	5,209	5,476	5,561

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.

To: Mayor Andrew J. Ginther
Columbus City Councilmembers
City Attorney Zach Klein

From: City Auditor Megan Kilgore

Date: October 21, 2021

2022 OFFICIAL REVENUE ESTIMATE

Dear Colleagues:

Historically, our revenue estimates have been built upon multi-year analyses and largely predictable trend data. The last two years have been extraordinary; we've often had to deal with more uncertainty than certainty. This 2022 Official Revenue Estimate is no different. There are four evolving factors that will impact our revenue in 2022:

1. Remote Work and Its Effect on the City's Income Tax Revenues
2. Ongoing COVID-19 Recovery
3. Economic Growth
4. Income Tax Refunds Due to Remote Work in 2021

Remote work remains the largest risk to this Revenue Estimate. We conducted extensive economic and behavioral analyses, created models, and conducted surveys — all seeking to quantify the possibilities, as well as probabilities, of remote work as pertinent to the City's income tax collections. We have included detail regarding this research within — see the NOTES to this Revenue Estimate.

General Fund revenues (including transfers in) for 2022 are forecasted to be \$929.187 million, a decrease of 3.21% as compared to the 2021 Revenue Estimate (2nd Revision) dated July 23, 2021. We will closely monitor the actual impacts to revenues in the first quarter of 2022 and will update projections as needed.

We endeavored to provide a lot of useful information in the ensuing document. Please contact me with any follow-up questions.



Megan N. Kilgore
City Auditor



October 21, 2021

2022 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 2022.

Statement of Estimated Available Resources

	Original Estimate
<i>ESTIMATED GENERAL OPERATING FUND REVENUE:</i>	
Income taxes	\$723,071,000
Property taxes	68,923,000
Investment earnings	8,000,000
Licenses and permits fees	11,016,000
Shared revenue	32,087,000
Charges for services	61,962,000
Fines and forfeits	7,663,000
Miscellaneous revenue	5,465,000
TOTAL ESTIMATED RESOURCES FROM REVENUE	\$918,187,000
TOTAL TRANSFERS IN [includes \$6 million transfer in from 1000-100019]	11,000,000
TOTAL ESTIMATED RESOURCES AND TRANSFERS	\$929,187,000
Estimated prior year encumbrance cancellations	5,000,000
Estimated 2021 Year End Fund Balance	48,937,000
TOTAL ESTIMATED AVAILABLE RESOURCES GENERAL OPERATING FUND	\$983,124,000
<i>UNENCUMBERED CASH AVAILABLE IN OTHER GENERAL FUND SUBFUNDS:</i>	
Estimated Unencumbered Cash – JOB GROWTH [100015]	\$2,180,000
Estimated Unencumbered Cash – PUBLIC SAFETY INITIATIVE [100016]	495,000
Estimated Unencumbered Cash – BASIC CITY SERVICES [100017]	60,845,000
Estimated Unencumbered Cash – NEIGHBORHOOD INITIATIVE [100018]	3,195,000
TOTAL ESTIMATED AVAILABLE RESOURCES	\$1,049,839,000

This estimate includes a decrease in 2022 income tax revenue of 3.96% as compared to the 2021 revised estimate of income tax of \$752.880 million. The 2022 estimate of total resources is \$60.2 million or 5.77% lower than the 2021 revised estimate.



In addition to the total resources estimated for the General Operating Fund, there is an estimated \$66.715 million in unencumbered cash in other General Fund subfunds, which could be transferred to the General Operating Fund to cover the cost of basic city services. If the encumbered balances in these General Fund subfunds were transferred to the General Operating Fund, total estimated available resources would be \$1.050 billion for 2022.

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

CITY OF COLUMBUS, OHIO
NOTES TO THE CITY AUDITOR'S STATEMENT OF 2022 ESTIMATED AVAILABLE RESOURCES
GENERAL OPERATING FUND

NOTE 1 – GENERAL OPERATING FUND RESOURCES

The 2022 General Operating Fund total estimated *revenues* for the City of Columbus (“City”) are approximately \$918 million. The revenue is generated through income tax, property tax, licenses and permit fees, fine, forfeitures, and penalties, investment earnings, charges for services, shared revenue, and miscellaneous revenue.

Total 2022 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, 2021 are \$983 million.

Total estimated revenues for 2022 decreased \$27.8 million or 2.94% as compared to the revised estimated revenues for 2021 of \$946 million. Total estimated resources for 2022 represent a \$60.2 million or 5.77% decrease as compared to the estimated total resources for 2021 of \$1.043 billion. The table below displays the total amount of estimated revenue attributable to each revenue category for both 2022 and 2021 and the actual revenue collected for 2020.

(\$ in thousands)

Revenue Categories	2020		2021		2022	
	Actual	% to Total	Revised Estimate	% to Total	Original Estimate	% to Total
Income Taxes	\$699,560	72.5%	\$752,880	79.6%	\$723,071	78.8%
Property Taxes	49,378	5.1%	57,765	6.1%	68,923	7.5%
License and Permit Fees	9,759	1.0%	11,641	1.2%	11,016	1.2%
Fines, Forfeitures, and Penalties	11,613	1.2%	14,738	1.6%	7,663	0.8%
Investment Earnings	18,976	2.0%	8,675	0.9%	8,000	0.9%
Charges for Service	60,886	6.3%	62,299	6.6%	61,962	6.7%
Shared Revenue	27,657	2.9%	29,107	3.1%	32,087	3.5%
Miscellaneous Revenue	86,806	9.0%	8,921	0.9%	5,465	0.6%
Resources from Revenue	\$964,635	100.0%	\$946,026	100.0%	\$918,187	100.0%

NOTE 2 – INCOME TAX REVENUE

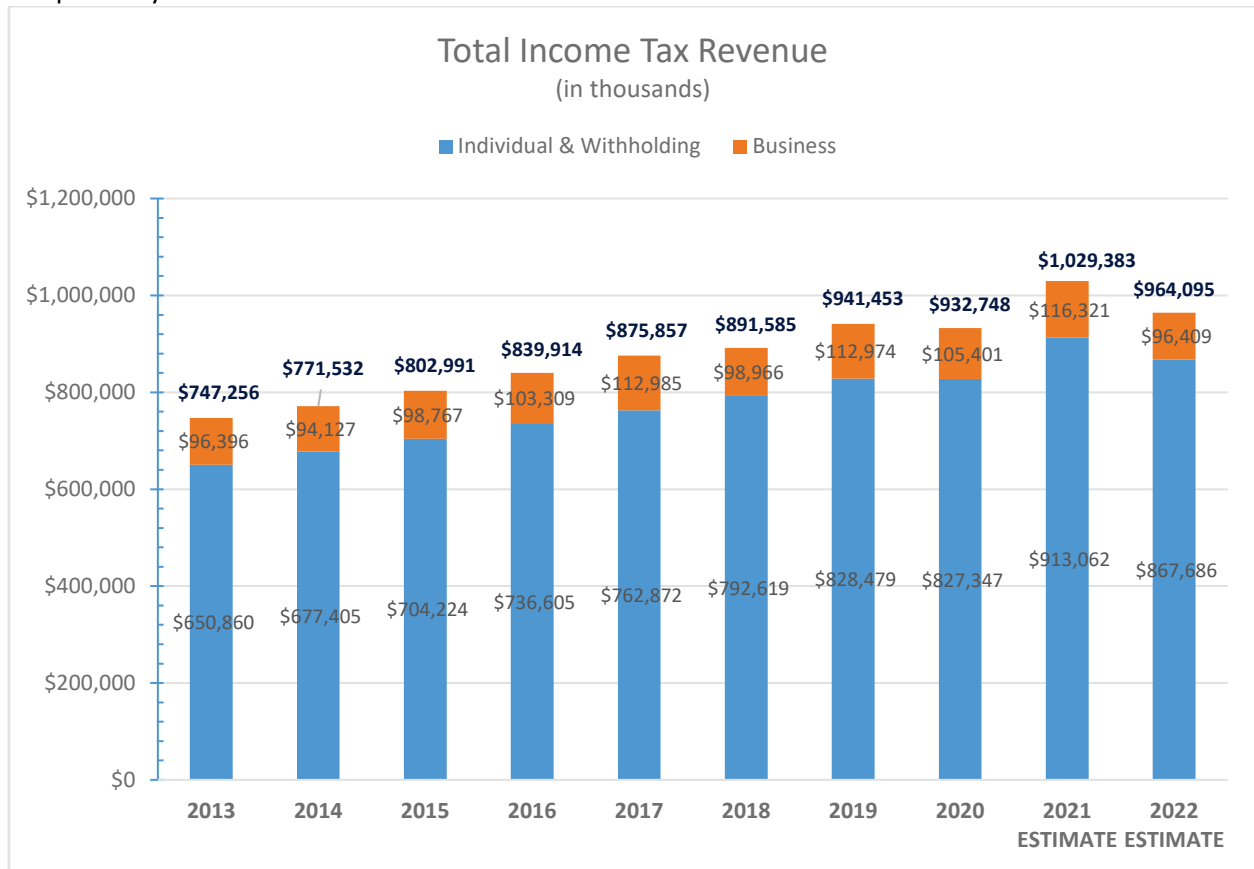
Income tax revenue represents approximately 79% of total General Fund revenues for 2022.

The Columbus economy continues to rebound from one of the most dramatic crises in our history. After initially falling at unprecedented rates in the early stages of the pandemic, the City’s total income tax collections have roared back, even while the recovery has been partial. At the end of September 2021, income tax collections were 12.25% over September 2020. Withholdings, the largest portion of income taxes, are presently 7.5% higher than the same period in 2020. Corporate net profits, which represent approximately 15% of income tax revenue through September 2021, have increased 51.86% over the same period in 2020.

CITY OF COLUMBUS, OHIO
NOTES TO THE CITY AUDITOR'S STATEMENT OF 2022 ESTIMATED AVAILABLE RESOURCES
GENERAL OPERATING FUND

Total income tax revenues for 2022, after providing for refunds to taxpayers, are estimated at \$964.095 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 \$723.071 million, will be deposited in the City’s General Operating Fund. The City’s current income tax rate is 2.5%, which is levied on all wages, salaries, commissions, other compensation paid to employees, and on net profits of business operations in the City.

The 2022 General Fund income tax revenue was estimated based on projections for additional wage earnings and expected decreases in income tax revenue as a result of work from home trends. This revenue estimate includes a 3.96% decrease in income tax revenue as compared to the revised revenue estimate amount of \$752.880 million. The graph below shows total income tax collections/estimates over the past 10 years.



Remote Work and Its Effect on the City’s Income Tax Revenues

Remote work has created an inflection point in the City’s income tax collections. While rules for taxing remote work have long been in place, what has changed is quantity and frequency of remote work.

Estimating remote work — and its revenue impact to the City — requires both economic and behavioral modeling. To estimate the impact of remote work on income tax revenue we studied the potential revenue loss due to remote work forecasts, commuter patterns for key job types in certain areas of

CITY OF COLUMBUS, OHIO
NOTES TO THE CITY AUDITOR'S STATEMENT OF 2022 ESTIMATED AVAILABLE RESOURCES
GENERAL OPERATING FUND

Columbus, and surveys of our largest employers as to remote work trends and their ability to capture work location with current systems.

1. Revenue Loss:

Using the actual 2019 jobs in the City of Columbus by North American Industry Classification System (NAICS) code (e.g. retail, construction), we overlaid remote work forecasts by national firms such as McKinsey. These forecasts assumed both “likely” remote work as well as “maximum” remote work (i.e. without losing productivity).

Next, using previous years’ Ohio Department of Transportation and U.S. Census Bureau OnTheMap data regarding commuter patterns, we made assumptions for the amount of remote work that would be staying in or leaving Columbus. It is important to recognize that Columbus — and its strong residential footprint — will also benefit from remote workers that would otherwise be traveling to regional job sites. This is imprecise given that we do not have actual detail by company, but some benchmarks exist, particularly for knowledge workers.

Finally, we created models (low remote work, likely remote work, and high remote work) to illustrate potential revenue loss to the City assuming those levels of remote work were in place.

2. Deep Dive into Job Types:

Our methodology was expanded to look at occupations within the labor force instead of high-level industry sectors. For example, office-type jobs (e.g. finance, insurance) are much more responsive to remote work than production-type jobs (e.g. building trades) or occupations that require person-to-person contact (e.g. healthcare, education).

Focusing on four key job areas — Capitol South/Downtown, Arena District, Easton, and Polaris — we looked at the total jobs in each area and then used commuter data to separate those workers who lived in Columbus from those who lived outside. Finally, we extracted the jobs that were more than likely poised for remote work. This provided an aggregate potential revenue loss for each of our major employment districts.

3. Major Employer Surveys:

Our top 50 largest employers (by income tax withholding) represent approximately 25% of our General Fund income tax collections, a sizeable barometer for analysis. We contacted each of these employers in October and asked:

- Do you have employees working remotely? If so, have you begun withholding municipal income tax for their remote locations?
- Of your Columbus workers, how many do you anticipate will be working remotely in 2022? Future trends? (for example, some employers have already reduced their physical offices)

CITY OF COLUMBUS, OHIO
NOTES TO THE CITY AUDITOR'S STATEMENT OF 2022 ESTIMATED AVAILABLE RESOURCES
GENERAL OPERATING FUND

Using the above analyses, we have provided in this Revenue Estimate our best forecast as to remote work's impact on the City's revenues. It was clear during the surveys with the Top 50 largest employers that remote work plans are in a state of flux. Given this, we are providing a table below to illustrate the magnitude of ranges — meaning, if the degree of remote work is lower or higher than anticipated today.

	High	2022 Revenue Estimate	Low
Impacts of remote work on Income Tax Collections as a Percent of Total Income Tax Collections	15%	10%	5%
Impact of remote work on Income Tax Collections in dollars to the General Fund**	\$117.3 million	\$80.6 million	\$43.8 million

*** The dollar impact of remote work on income tax collections in 2022 reflects the 10% increase in income tax revenue in 2021, an estimated 4% increase in wages in 2022, and an assumption for refunds of 2021 remote work income tax withholdings.*

Ongoing COVID-19 Recovery

Significant fiscal and monetary stimulus measures were, and continue to be, implemented in response to the pandemic. These stimulus measures have provided support for public health, state and local governments, businesses, and individuals. While some of the supports have been exhausted, certain recovery funds remain in the Columbus economy.

To illustrate this: Ohio's 2nd Quarter personal income data showed a 7.6% decline from the 1st Quarter 2021. This was entirely due to the reduced transfer payments (i.e. fiscal stimulus) as overall earnings rose by 2.5% over the same period. As federal relief, particularly to households, further recedes, we will monitor its impact to Columbus' revenues.

While not assumed as part of this Revenue Estimate, any future federal funds for infrastructure (e.g. if the Build Back Better Act is approved) will provide for a strong multiplier effect on local wages as local businesses benefit from these projects.

Finally, future trends in vaccinations and the potential for more variants of COVID-19 present both upside and downside risks to this Revenue Estimate.

Economic Growth

We continue to forecast growth in the Columbus economy. The collective response of federal, state, and local governments led to improved economic conditions in Columbus, though recovery certainly remains uneven.

Per the U.S. Bureau of Labor Statistics, in August 2021 the Columbus Metropolitan Statistical Area unemployment rate improved slightly to 4.7%. Overall, labor force continues to be depressed compared to pre-pandemic 2019. While some individuals have chosen to leave the labor force permanently, others have left for a variety of reasons, including health concerns, child care, or education. However, predictive employment data suggests a tight labor market will continue to offer acceleration in employment levels and we expect that jobs numbers will continue to strengthen.

CITY OF COLUMBUS, OHIO
NOTES TO THE CITY AUDITOR'S STATEMENT OF 2022 ESTIMATED AVAILABLE RESOURCES
GENERAL OPERATING FUND

We also anticipate benefitting from ongoing growth in certain sectors. Our mature industries of healthcare, financial/insurance services, and education have consistently provided growth for emerging businesses in sectors like technology, biotech, and health sciences. We continue to see investments in these sectors and expect growth in jobs — both on-site and remote — to occur concurrently.

A three-year analysis of jobs, by NAICS code designation, and their respective +/- changes is below. Also presented is the Ohio wage growth through the second quarter of 2021, as compared to the same period in 2020.

NAICS	2019	2020		2021		WAGE GROWTH
	# Columbus Jobs	Columbus - Annual Average	% Change	Columbus - Average thru August	% Change	Ohio Earnings Q2 2021 v. Q2 2020
Agriculture, Forestry, Fishing and Hunting	263	N/A		N/A		N/A
Mining, Quarrying, and Oil and Gas Extraction	262	N/A		N/A		N/A
Utilities	2,693	2,485	-7.7%	2,405	-3.2%	-2.3%
Construction	23,180	23,123	-0.2%	24,311	5.1%	19.6%
Manufacturing	26,062	25,031	-4.0%	25,742	2.8%	8.3%
Wholesale Trade	18,723	18,013	-3.8%	18,013	0.0%	7.0%
Retail Trade	47,719	45,546	-4.6%	46,018	1.0%	20.4%
Transportation and Warehousing	30,307	34,884	15.1%	36,166	3.7%	12.0%
Information	9,799	8,616	-12.1%	8,335	-3.3%	13.2%
Finance and Insurance	33,640	33,403	-0.7%	33,167	-0.7%	3.1%
Real Estate and Rental and Leasing	11,021	10,597	-3.8%	11,586	9.3%	7.2%
Professional, Scientific, and Technical	34,880	34,617	-0.8%	34,564	-0.2%	11.1%
Management of Companies and Enterprises	14,202	13,905	-2.1%	13,830	-0.5%	2.6%
Administrative and Support and Waste Management and Remediation Services	34,836	32,215	-7.5%	32,758	1.7%	20.0%
Educational Services	11,431	10,370	-9.3%	11,254	8.5%	3.9%
Health Care and Social Assistance	92,718	88,916	-4.1%	89,303	0.4%	12.1%
Arts, Entertainment, and Recreation	8,278	5,996	-27.6%	6,049	0.9%	59.8%
Accommodation and Food Services	47,789	39,557	-17.2%	40,799	3.1%	75.0%
Other Services (except Public Administration)	24,887	22,345	-10.2%	23,114	3.4%	17.8%
Government	107,103	104,003	-2.9%	104,120	0.1%	2.9%
Unclassified	31	N/A		N/A		
	579,824	553,623	-4.5%	561,535	1.4%	

Source: U.S. Bureau of Labor Statistics

Income Tax Refunds Due to Remote Work in 2021

At the end of June 2021, the State of Ohio (“State”) passed legislation to allow for refunds of 2021 municipal income tax paid on behalf of remote workers to the municipality where the business was located rather than where the employee was physically working. These refunds will be requested in 2022 with the filing of 2021 tax returns; however, due to this change, we could see a reduction in withholding tax revenue for the remainder of 2021 if employers are able to adjust their withholdings for where remote workers are working.

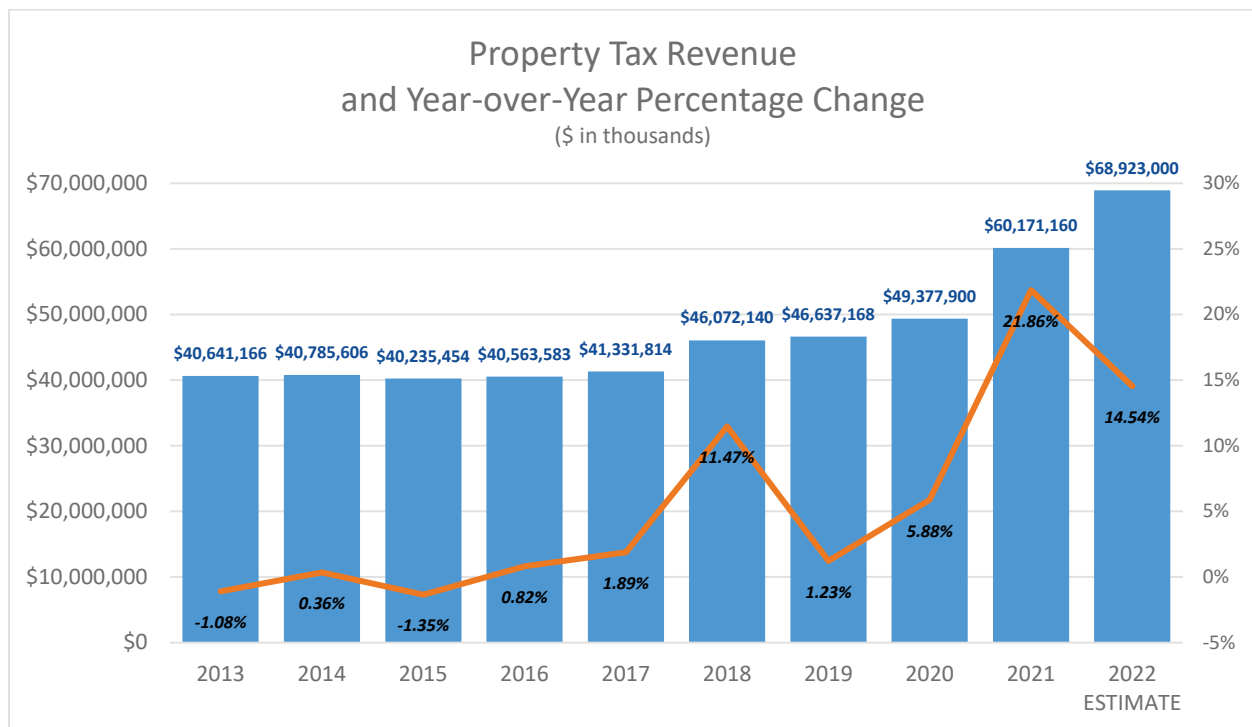
We do anticipate that a small percentage of refund requests will occur in 2022, but we are not anticipating that large portions of Columbus workers will seek to transfer their tax withholding liability to other jurisdictions. Reasons for this include administrative burden, complexity, and the fact that a lot of our regional communities have the same or similar tax rates. Higher-paid individuals who live in townships (with no tax rate) could be a notable exception.

CITY OF COLUMBUS, OHIO
NOTES TO THE CITY AUDITOR'S STATEMENT OF 2022 ESTIMATED AVAILABLE RESOURCES
GENERAL OPERATING FUND

NOTE 3 – PROPERTY TAX REVENUE

The City's share of taxes collected in 2022 attributable to real properties is estimated at \$68.9 million, net of an estimated \$1.96 million retained by the counties and the State for certain of their costs. Amounts paid directly to the City from the State, 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 one 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.

Franklin County tax year 2021 assessed values for property tax amounts to be collected in 2022 will be available in December 2021. A triennial update of assessed values was completed in 2020 and assessed values increased by 20-25% for tax year 2020 with collections in 2021. The graph below shows total property tax revenue, the year-over-year percentage change for the past nine years, and an estimate for 2022.



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.

CITY OF COLUMBUS, OHIO
NOTES TO THE CITY AUDITOR'S STATEMENT OF 2022 ESTIMATED AVAILABLE RESOURCES
GENERAL OPERATING FUND

Based on the estimated amount of pooled cash and investments and projected interest rates, it is estimated that \$8.0 million will be posted as revenue to the General Fund in 2022. The 2022 estimate for investment earnings is consistent with the 2021 revised estimate as interest rates on investments permitted by the Columbus City Code have remained relatively flat.

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 \$1.9 million for the General Fund in 2022. Cable permits are estimated to produce \$9 million, while other licenses and permits will add another \$100 thousand for a total of \$11 million in licenses and permits. The 2022 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

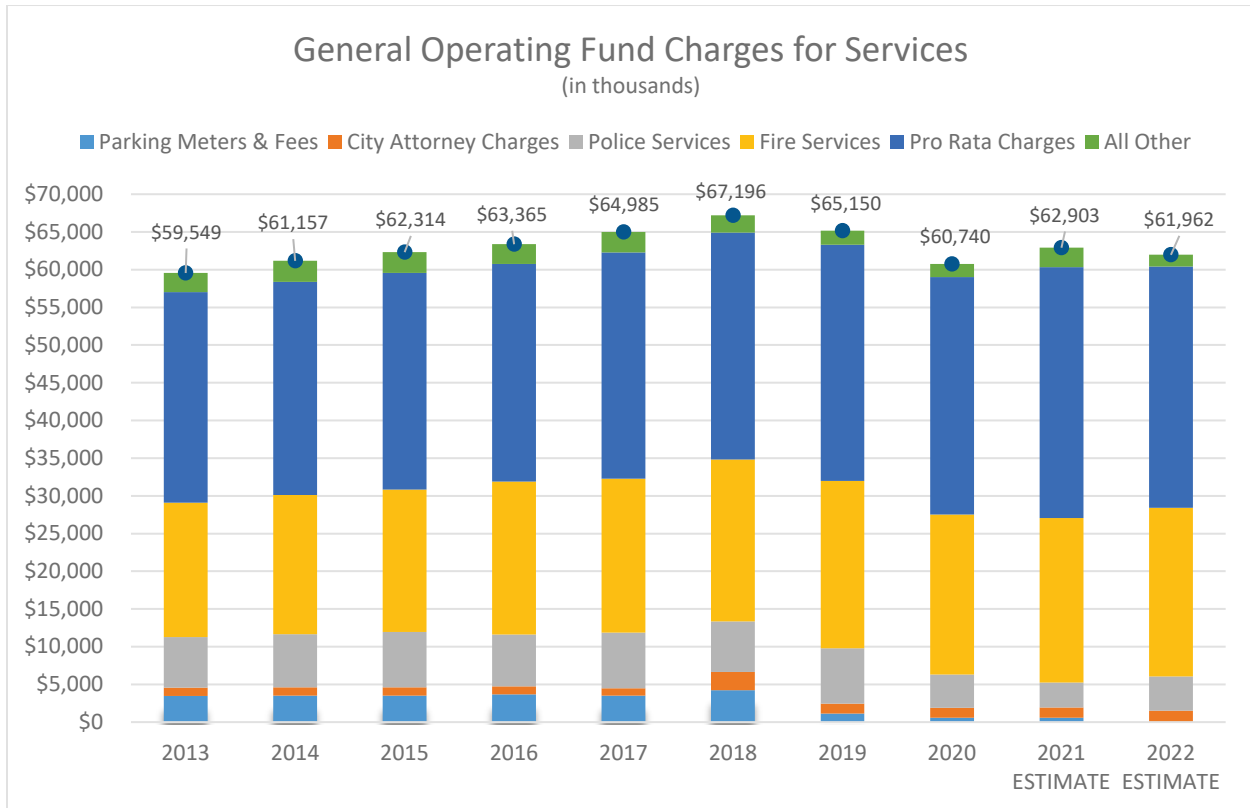
Shared revenue sources are estimated at \$32.1 million for 2022. Shared revenues include portions of the various State taxes which are shared with local governments within the State. It is estimated that these shared taxes will provide \$25.1 million. Additionally, the City receives Casino taxes as an allocation of county share portion and as a host city portion. Total casino taxes are estimated at \$12 million. The City has entered into various agreements funded with Casino taxes. For 2022, it is estimated that \$7 million in Casino taxes will remain in the General Fund.

NOTE 7 – CHARGES FOR SERVICES

Charges for services in 2022 are estimated at \$61.9 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 \$32 million for 2022. 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 \$22.4 million includes Fire Emergency Medical Services Billing for fees related to emergency medical transportation services of \$17.75 million for 2022. Special Police services include auto impound fees, policing special community and other events and is estimated to generate revenue of \$4.5 million in 2022.

CITY OF COLUMBUS, OHIO
NOTES TO THE CITY AUDITOR'S STATEMENT OF 2022 ESTIMATED AVAILABLE RESOURCES
GENERAL OPERATING FUND

The following graph illustrates charges for services revenue by source over a 10-year period.



NOTE 8 – FINES AND FORFEITS

Revenue from Fines and Forfeits consists of court costs and parking ticket fines. Court costs resulting from operations of the Franklin County Municipal Court should produce approximately \$7.7 million in 2022. Due to the COVID-19 pandemic, the Franklin County Municipal Court returned to a lower number of cases in order to accommodate safe return to work policies. Pre-pandemic revenue from court costs were approximately \$12.5 million per year. It is expected that the City’s parking services revenue and expense will be moved to an enterprise fund in 2022; therefore, revenue from parking ticket fines of approximately \$4 million (or \$6 million pre-pandemic) will be moved out of the General Fund and into the Mobility Enterprise Fund.

NOTE 9 – MISCELLANEOUS REVENUES

Miscellaneous revenues are estimated at \$5.465 million for 2022. 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 2022 is estimated at \$3.25 million. The remaining \$2.215 million estimated in miscellaneous revenue is for rents, refunds, reimbursements, and other miscellaneous payments.

CITY OF COLUMBUS, OHIO
NOTES TO THE CITY AUDITOR'S STATEMENT OF 2022 ESTIMATED AVAILABLE RESOURCES
GENERAL OPERATING FUND

NOTE 10 – TRANSFER IN

Transfers from other funds for 2022 are estimated at \$11 million, including: \$5 million representing 25% sharing by the Special Income Tax fund of job incentive programs to be paid from the City's General Operating Fund; and \$6 million to be transferred from the Reimagine Safety General Fund subfund [1000-100019]. Although not included in the Total Estimated Available Resources for 2022, there is approximately \$66.715 million in other General Fund subfunds that is available for transfer and use in the General Operating Fund, which includes \$60.845 million in the Basic City Services Fund [Fund 1000; Subfund 100017]. If the \$66.715 million is transferred to the General Operating Fund, the Total Estimated Available Resources for 2022 becomes approximately \$1.050 billion.

NOTE 11 – PRIOR YEAR ENCUMBRANCE CANCELLATIONS

Encumbrances which will be carried forward to 2022, but not used, are estimated at \$5 million. These cancellations will increase unencumbered cash in 2022 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 2022 beginning balance was determined using estimates of year-end 2021 revenues and expenses based on year-to-date actual revenues and expenditures through the third quarter of 2021. The City Auditor's Official Revenue Estimate was not revised for the \$14 million in additional revenue estimated at the date of this letter.

The 2022 beginning cash balance was estimated as follows:

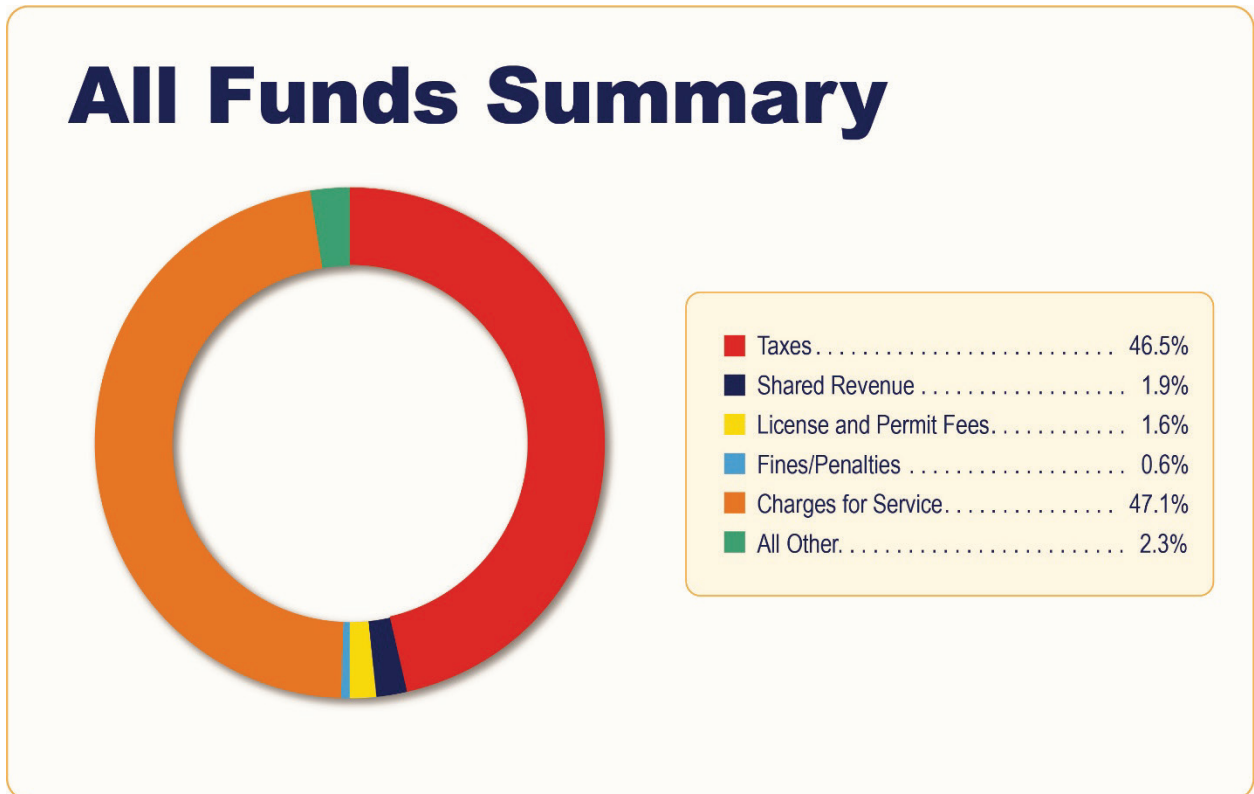
General Operating Fund Estimated Beginning Cash Balance	<u>(in thousands)</u>
Beginning Cash Balance - January 1, 2021	\$ 118,840
Less - Outstanding Encumbrances at December 31, 2020	40,580
Unencumbered Cash Balance - January 1, 2021	<u>\$ 78,260</u>
Add City Auditor's Official Revised Estimate dated July 23, 2021	
Add - City Auditor's Estimated 2021 Receipts	\$ 946,026
Add - City Auditor's Estimated Encumbrance Cancellations	5,000
Add - Transfers In	14,000
Total Amount Available for Appropriations	<u>\$ 1,043,286</u>
Add - Estimate of Revenue in Excess of Official Estimate dated July 23, 2021	14,000
Less - 2021 Projected Operating Expenditures per 3rd Quarter Review	1,008,349
Projected Available Cash Balance - December 31, 2021	<u>\$ 48,937</u>

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The following tables provide historical detail and current proposed 2022 budget figures on all funds’ revenues, expenditures, and personnel levels. The 2022 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 47.1 percent and taxes at 46.5 percent.

2022 All Funds Revenues by Source Category



All Funds Summary

REVENUE SUMMARY ALL FUNDS				
	2019	2020	2021	2022
	Actual	Actual	Projected	Projected
GENERAL FUND	\$ 909,609,072	\$ 964,635,168	\$ 965,026,000	\$ 918,187,000
SPECIAL REVENUE FUNDS				
Municipal Court Computer	1,738,685	1,026,199	1,050,000	1,175,000
Street Construction, Main. & Repair	62,796,082	70,539,399	66,400,000	67,450,000
Development Services Fund	24,166,969	22,982,587	24,600,000	24,846,000
Private Inspection Fund	5,407,834	4,922,116	4,129,980	4,448,420
Health Special Revenue*	9,518,390	9,436,036	8,140,062	8,573,210
Rec. and Parks Oper. & Extension*	12,816,695	9,062,768	13,489,221	12,559,530
Broad Street Operations Fund*	928,977	894,413	889,032	1,499,793
Parking Meter Program Fund	8,080,030	5,565,932	10,654,761	-
E-911 Fund	1,705,251	1,630,572	1,566,227	1,566,227
Emergency Human Services Fund	2,653,235	1,146,325	1,600,000	2,111,000
INTERNAL SERVICE FUNDS				
Print and Mail Services Fund	1,757,000	1,657,667	1,871,475	2,008,150
Land Acquisition	1,026,619	923,617	961,708	1,021,800
Technology Services	36,367,037	41,125,923	49,519,745	48,671,200
Fleet Management Services	34,594,159	34,599,086	35,772,657	40,776,145
Construction Inspection Fund	12,372,569	11,214,058	10,032,993	11,181,662
Employee Benefits	4,955,303	5,867,258	5,644,073	6,290,826
ENTERPRISE FUNDS				
Water System Enterprise	205,545,732	214,786,550	214,588,706	219,595,533
Sewerage System Enterprise	285,907,776	298,893,888	295,444,346	300,310,977
Storm System Enterprise	43,328,615	44,607,013	44,016,535	46,718,385
Electricity Enterprise	86,780,097	83,095,031	86,414,656	88,603,266
Mobility Enterprise	-	-	-	13,602,992
Grand Total All Funds	\$1,752,056,127	\$1,828,611,605	\$1,841,812,177	\$1,821,197,116
Note: Revenue does not include encumbrance cancellations.				
*Excludes general fund transfers				

2022 PROPOSED APPROPRIATIONS - ALL FUNDS SUMMARY BY OBJECT OF EXPENSE

	PERSONNEL	MATERIALS	SERVICES	OTHER	CAPITAL OUTLAY	DEBT SERVICE	TRANSFERS	TOTAL
GENERAL FUND	\$ 741,652,499	\$ 14,289,442	\$ 130,083,052	\$ 638,450	\$ 15,717,992	\$ -	\$ 131,618,565	\$ 1,034,000,000
SPECIAL REVENUE FUNDS								
Municipal Court Computer Fund								
Judges	112,648	65,000	300,423	-	-	-	-	478,071
Clerk	645,575	81,000	845,985	-	-	-	-	1,572,560
Total Court Computer	758,223	146,000	1,146,408	-	-	-	-	2,050,631
Street Construction, Main. & Repair								
Service Administration	7,248,064	37,000	1,721,044	3,000	130,000	-	-	9,139,108
Traffic Management	12,342,610	2,494,000	3,149,942	64,000	4,380,000	-	-	22,430,552
Infrastructure Management	17,970,637	1,359,000	17,059,342	80,000	3,100,000	-	-	39,568,979
Refuse Collection	-	-	3,700,000	-	-	-	-	3,700,000
Design & Construction	4,437,552	15,000	1,928,001	3,500	40,000	-	-	6,424,053
Total SCMR	41,998,863	3,905,000	27,558,329	150,500	7,650,000	-	-	81,262,692
Development Services Fund								
Building & Zoning	18,615,986	169,100	6,479,957	148,500	300,000	-	-	25,713,543
Code Enforcement	1,657,147	-	-	-	-	-	-	1,657,147
Total Development Services	20,273,133	169,100	6,479,957	148,500	300,000	-	-	27,370,690
Private Inspection Fund								
Service Administration	96,828	6,000	14,000	-	-	-	-	116,828
Design & Construction	3,578,403	60,900	959,221	3,000	150,000	-	-	4,751,524
Total Private Inspection	3,675,231	66,900	973,221	3,000	150,000	-	-	4,868,352
Health Special Revenue								
Department of Public Health	29,854,837	1,177,230	8,412,596	32,000	-	-	-	39,476,663
Rec. and Parks Oper. & Extension								
Department of Recreation & Parks	41,736,725	2,722,246	13,503,201	188,750	-	-	182,489	58,333,411
Broad Street Operations Fund								
Division of Facilities Management	-	-	1,581,566	-	-	-	-	1,581,566
E-911 Fund								
Support Services	1,566,227	-	-	-	-	-	-	1,566,227
Emergency Human Services Fund								
Development Administration	-	-	2,111,000	-	-	-	-	2,111,000

All Funds Summary

2022 PROPOSED APPROPRIATIONS - ALL FUNDS SUMMARY BY OBJECT OF EXPENSE (CONT.)

	PERSONNEL	MATERIALS	SERVICES	OTHER	CAPITAL OUTLAY	DEBT SERVICE	TRANSFERS	TOTAL
INTERNAL SERVICE FUNDS								
Print and Mailroom Services Fund								
Financial Management	\$ 589,304	\$ 153,235	\$ 1,200,606	\$ -	\$ 65,000	\$ -	\$ -	\$ 2,008,145
Land Acquisition								
Real Estate	1,081,120	28,800	117,030	2,000	-	-	-	1,228,950
Technology Services								
Administration	2,417,756	1,019,672	7,740,244	-	100,000	-	-	11,277,672
Information Services	18,954,769	419,220	11,656,030	1,020	52,020	6,040,400	-	37,123,459
Total Technology Services	21,372,525	1,438,892	19,396,274	1,020	152,020	6,040,400	-	48,401,131
Fleet Management Services								
Division of Fleet Management	12,313,418	16,326,523	6,288,936	1,500	25,000	4,350,000	-	39,305,377
Finance and Management Administration	996,477	-	-	-	-	-	-	996,477
Total Fleet Management Services	13,309,895	16,326,523	6,288,936	1,500	25,000	4,350,000	-	40,301,854
Construction Inspection Fund								
Service Administration	885,461	10,000	24,000	-	-	-	-	919,461
Design & Construction	8,349,531	142,100	2,144,751	7,000	350,000	-	-	10,993,382
Total Construction Inspection Fund	9,234,992	152,100	2,168,751	7,000	350,000	-	-	11,912,843
Employee Benefits								
Department of Human Resources	3,783,336	59,548	2,037,942	-	-	-	-	5,880,826
Department of Finance and Management	-	-	410,000	-	-	-	-	410,000
Total Employee Benefits	3,783,336	59,548	2,447,942	-	-	-	-	6,290,826
ENTERPRISE FUNDS								
Various Enterprise Funds								
Public Utilities Director's Office	22,893,810	517,358	11,572,076	3,501	-	-	-	34,986,745
Water System Enterprise								
Division of Water	44,778,360	23,213,040	52,895,008	54,000	1,830,200	104,881,009	-	227,651,617
Sewerage System Enterprise								
Division of Sewers and Drains	45,259,625	13,338,385	54,888,928	156,800	2,070,000	169,291,194	26,046,725	311,051,657
Storm System Enterprise								
Division of Sewers and Drains	2,602,443	148,809	25,736,392	20,000	35,400	14,439,453	-	42,982,497
Electricity Enterprise								
Division of Electricity	11,941,013	61,398,186	17,540,967	20,700	5,714,000	2,651,743	-	99,266,609
Mobility Enterprise								
Parking Services	4,904,923	190,500	8,850,389	53,000	120,000	1,133,800	-	15,252,612
Grand Total All Funds	\$ 1,063,267,084	\$ 139,441,294	\$ 394,952,629	\$ 1,480,721	\$ 34,179,612	\$ 302,787,599	\$ 157,847,779	\$ 2,093,956,718

EXPENDITURE AND BUDGET SUMMARY ALL FUNDS				
	2019	2020	2021	2022
	Actual	Actual	Projected	Proposed
GENERAL FUND	\$ 911,304,249	\$ 934,011,958	\$ 1,008,349,390	\$ 1,034,000,000
SPECIAL REVENUE FUNDS				
Municipal Court Computer				
Judges	369,732	484,751	436,959	478,071
Clerk	1,278,688	982,547	958,379	1,572,560
Total Municipal Court Computer	1,648,420	1,467,298	1,395,337	2,050,631
Street Construction, Main. & Repair				
Service Administration	5,075,605	5,478,793	6,363,429	9,139,108
Traffic Management	14,533,901	18,861,902	20,448,572	22,430,552
Refuse Collection	3,627,995	3,600,000	36,189,839	3,700,000
Infrastructure Management	35,311,174	33,178,677	7,443,752	39,568,979
Design & Construction	6,033,040	6,294,397	3,600,000	6,424,053
Total SCMR	64,581,715	67,413,768	74,045,591	81,262,692
Development Services Fund				
Building & Zoning	22,446,679	23,185,641	23,389,096	25,713,543
Code Enforcement	-	-	367,009	1,657,147
Total Development Services	22,446,679	23,185,641	23,756,105	27,370,690
Private Inspection Fund				
Design & Construction	4,356,582	4,424,550	112,629	4,751,524
Service Administration	82,825	86,469	4,825,664	116,828
Total Private Inspection	4,439,407	4,511,019	4,938,293	4,868,352
Health Special Revenue				
Department of Public Health	34,440,030	28,031,999	38,621,271	39,476,663
Rec. and Parks Oper. & Extension				
Department of Recreation & Parks	54,195,986	50,058,040	59,034,544	58,333,411
Broad Street Operations Fund				
Division of Facilities Management	1,423,997	1,518,971	1,659,386	1,581,566
E-911 Fund				
Division of Police	974,643	1,448,524	-	-
Support Services	307,822	510,631	1,566,227	1,566,227
Total E-911	1,282,465	1,959,155	1,566,227	1,566,227
Emergency Human Services Fund				
Development Administration	2,924,103	1,141,455	1,362,000	2,111,000
Parking Meter Program Fund				
Service Administration	713,887	52,726	-	-
Parking Services	7,257,387	7,366,249	8,742,516	-
Traffic Management	(2,494)	-	-	-
Total Parking Meter Program	7,968,779	7,418,974	8,742,516	-

All Funds Summary

EXPENDITURE AND BUDGET SUMMARY ALL FUNDS (CONT.)				
	2019	2020	2021	2022
	Actual	Actual	Projected	Proposed
INTERNAL SERVICE FUNDS				
Print and Mail Services Fund				
Financial Management	\$ 1,845,299	\$ 1,682,003	\$ 1,871,475	\$ 2,008,145
Land Acquisition				
Real Estate	1,073,019	1,146,518	1,126,184	1,228,950
Technology Services				
Administration	6,492,335	8,835,516	14,417,166	11,277,672
Division of Information Services	29,238,388	30,455,851	35,802,372	37,123,459
Total Technology Services	35,730,724	39,291,367	50,219,538	48,401,131
Fleet Management Services				
Division of Fleet Management	37,257,256	32,750,022	35,437,731	39,305,377
Finance and Management Administration	889,569	1,030,125	873,455	996,477
Total Fleet Management Services	38,146,825	33,780,147	36,311,186	40,301,854
Construction Inspection Fund				
Service Administration	510,151	559,417	901,514	919,461
Design & Construction	9,266,826	10,231,734	11,088,535	10,993,382
Total Construction Inspection Fund	9,776,977	10,791,151	11,990,049	11,912,843
Employee Benefits				
Department of Human Resources	4,560,303	5,472,258	5,249,073	5,880,826
Department of Finance and Management	395,000	395,000	395,000	410,000
Total Employee Benefits	4,955,303	5,867,258	5,644,073	6,290,826
ENTERPRISE FUNDS				
Various Enterprise Funds				
Public Utilities Director's Office	27,970,853	26,801,172	27,529,221	34,986,745
Water System Enterprise				
Division of Water	177,506,843	177,014,202	202,991,784	227,651,617
Sewerage System Enterprise				
Division of Sewers and Drains	256,808,568	254,651,571	294,815,315	311,051,657
Storm System Enterprise				
Division of Sewers and Drains	40,101,913	35,696,493	39,168,574	42,982,497
Electricity Enterprise				
Division of Electricity	79,075,300	84,952,314	89,810,043	99,266,609
Mobility Enterprise				
Parking Services	-	-	-	15,252,612
Grand Total All Funds	\$1,779,647,454	\$1,792,392,474	\$1,984,948,100	\$2,093,956,718

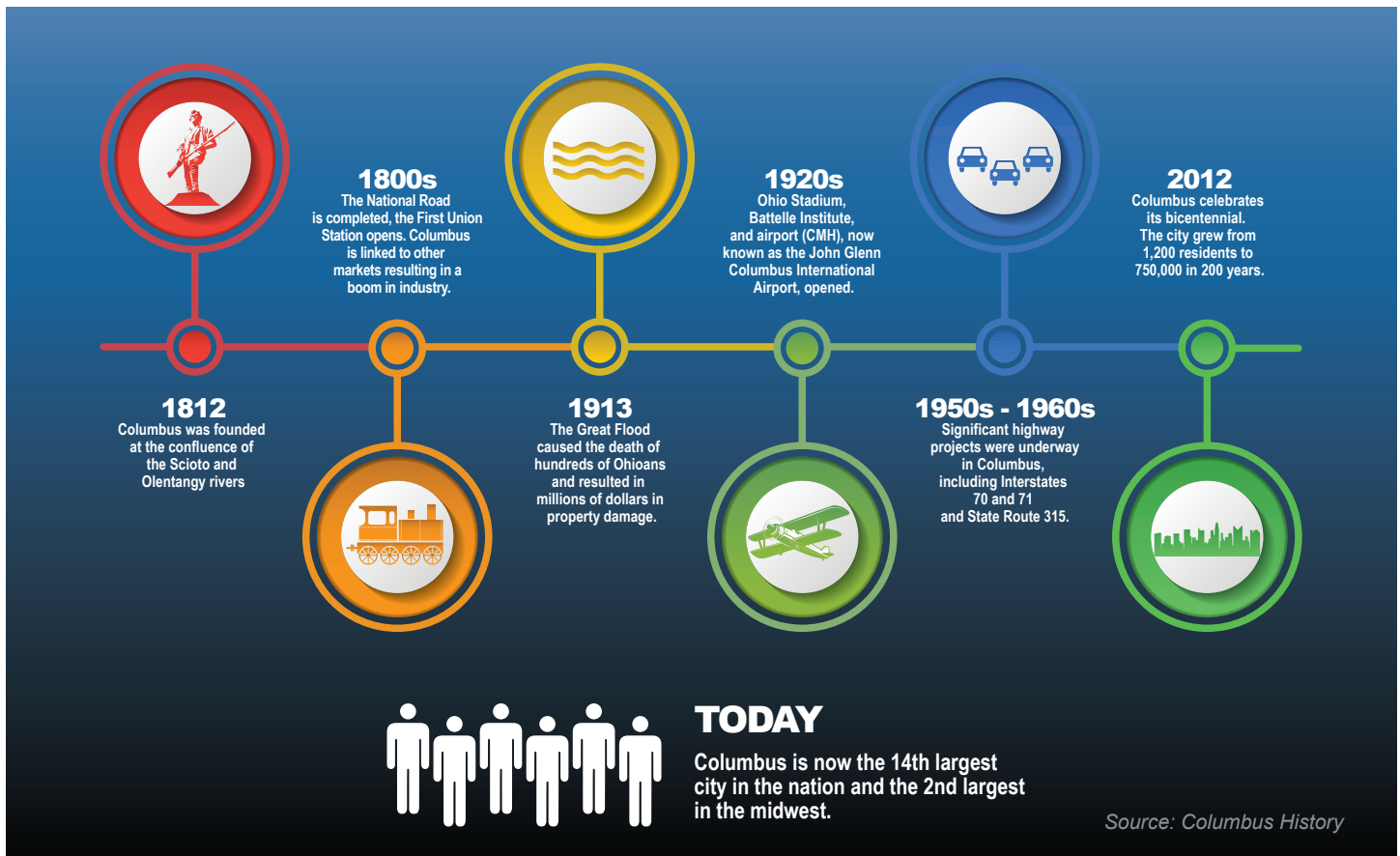
ALL FUNDS PERSONNEL SUMMARY (FTE'S)				
Fund Name	2019	2020	2021	2022
Division or Department	Actual	Actual	Budgeted	Proposed
GENERAL FUND	5,273	5,209	5,476	5,558
SPECIAL REVENUE FUNDS				
Street Construction, Main. & Repair				
Service Administration	28	29	50	65
Traffic Management	105	102	122	124
Infrastructure Management	175	165	210	209
Design & Construction	38	36	36	36
Total SCMR	346	332	418	434
Development Services Fund				
Building & Zoning	154	148	161	164
Private Inspection Fund				
Service Administration	1	1	1	1
Design & Construction	34	27	31	31
Total Private Construction	35	28	32	32
Health Special Revenue				
Department of Public Health	245	240	309	314
Rec. and Parks Oper. & Extension				
Department of Recreation & Parks	320	313	353	365
Municipal Court Computer Fund				
Judges	1	1	1	1
Clerk	4	0	6	5
Total Municipal Court Computer	5	1	7	6
Parking Meter Program Fund				
Service Administration	7	6	0	0
Parking Services	45	43	51	0
Total Parking Meter Program	52	49	51	0



All Funds Summary

ALL FUNDS PERSONNEL SUMMARY (FTE'S) (CONT.)				
Fund Name	2019	2020	2021	2022
Division or Department	Actual	Actual	Budgeted	Proposed
INTERNAL SERVICE FUNDS				
Print and Mail Services				
Mailroom Services	2	2	3	3
Print Services	4	4	4	4
Total Print and Mail Services	6	6	7	7
Land Acquisition				
Real Estate	8	8	8	8
Technology Services				
Technology Administration	14	14	15	16
Division of Information Services	136	131	151	152
Total Technology Services	150	145	166	168
Fleet Management Services				
Finance and Management Administration	9	8	8	9
Division of Fleet Management	127	119	132	132
Total Fleet Services	136	127	140	141
Construction Inspection Fund				
Service Administration	4	5	8	8
Design & Construction	52	63	71	71
Total Construction Inspection Fund	56	68	79	79
Employee Benefits				
Department of Human Resources	29	28	32	32
ENTERPRISE FUNDS				
Water System Enterprise				
Division of Power and Water	413	390	468	467
Sewerage System Enterprise				
Division of Sewers and Drains	412	393	472	470
Storm System Enterprise				
Division of Sewers and Drains	21	21	26	26
Electricity Enterprise				
Division of Power and Water	95	89	110	110
Various Enterprise Funds				
Public Utilities Director's Office	200	196	239	239
Mobility Enterprise				
Parking Services	0	0	0	53
Grand Total All Funds	7,955	7,791	8,554	8,673

Columbus Community Profile



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	27,287
Annual Average Code Violation Notices	12,248

Neighborhoods

Neighborhood Pride Centers	5
311 Service Requests Received in 2020	318,315

Public Health

Licensed Food Facilities	
Compliant with Health Standards	99.9%
Annual Average Immunizations	15,622

Public Safety

Annual Average EMS & Fire Runs Dispatched	157,755
Fire Stations	35
Police Substations	17
Annual Average 911 Police Service Calls	617,941

Public Service

Roadway Lane Miles Maintained	5,665 Miles <small>(approx)</small>
Refuse Total Households Serviced	344,000
Recycling Tons Collected	35,000
Bridges Maintained	206

Public Utilities

City-Owned Sewer and Water Lines Maintained	7,071 Miles
Wastewater Treatment Plants	2
Water Treatment Plants	3
Gallons of Wastewater Treated (2020)	70 Billion
Gallons of Drinking Water Treated	51.5 Billion
Service Population	1.2 Million Customers
City Power	16,000 Customers

Recreation & Parks

Park Sites	400
Acres Maintained (Including Reservoirs)	15,412
Swimming Pools, Spray Grounds, Splash Pads & Fountains	17
Golf Courses	6
Multi-Use Trails	128.3 Miles
Community Centers	28
Athletic Complexes	5

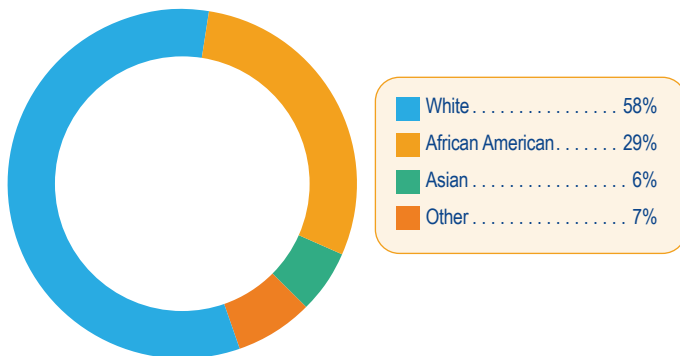
Columbus Demographics



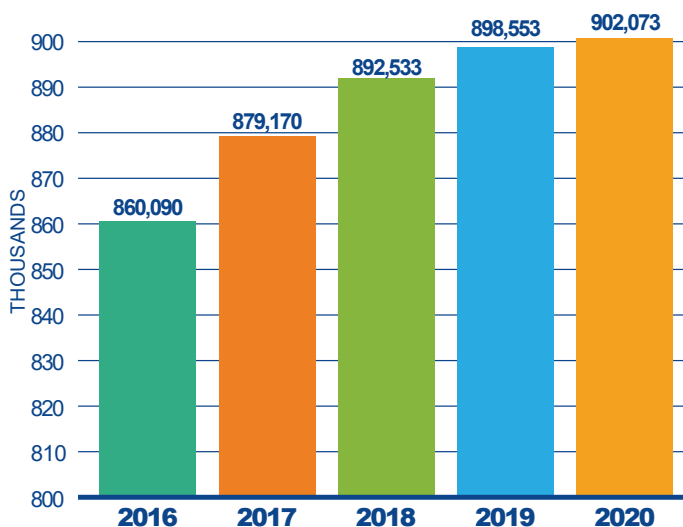
The population of Columbus is diverse, young, and has a growth rate double the national average. The city's population is well educated, with over 36.6 percent having earned a bachelor's or advanced degree compared to the national average of 32.1 percent.

Source: U.S. Census Bureau, 2019 American Community Survey Estimated

Racial Demographics



Population 5 Year Trend



Population Quick Facts

Population Size 905,748
 Population per Square Mile 3,976

Population Growth Rate

COLUMBUS 13.9%
 National Average 6.3%

Median Income

COLUMBUS \$53,745
 National \$62,843

Median Age

COLUMBUS 32.4
 National 38.5

Population by Age

Under 18 22.5%
 18 to 65 67.3%
 Over 65 10.2%

Sex

Female 51.1%
 Male 48.9%

FUN FACT!
 Columbus has never declined in population

Source: With the exception of the total population, the figures in this table are from U.S. Census Bureau 2019 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 402,520

Persons per Household

COLUMBUS 2.4
National Average 2.6

Ownership Rate

COLUMBUS 45.5%
National Average 64.1%

Median Home Value

COLUMBUS \$151,600
National \$217,500

Median Monthly Mortgage

COLUMBUS \$1,337
National \$1,595

Median Monthly Rent

COLUMBUS \$961
National \$1,062

Source: U.S. Census Bureau, 2019 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:

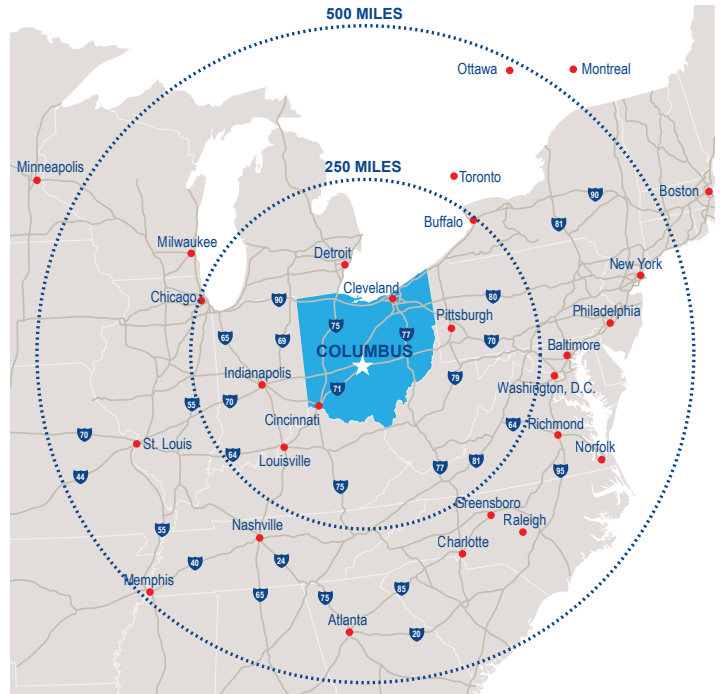
Public Transportation: The Central Ohio Transit Authority (**COTA**) provides bus service to over 19 million annual passengers with 41 local, express, and crosstown lines serving a 562 square mile area.

Sharing Services: COGO provides on demand access to over 600 bicycles located at 80 stations throughout downtown and adjoining neighborhoods. **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 **Link**.

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.

The figures cited on this page reflect pre-Covid analysis.



Columbus Employment

Columbus serves as headquarters to major national and multinational corporations including Nationwide Mutual Insurance, L Brands, Huntington Bancshares Inc., 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 employ thousands of healthcare workers and contribute billions of dollars to the local economy.



Employer Name	Central Ohio Employees
The Ohio State University	35,210
State of Ohio	24,897
Ohio Health	24,512
JPMorgan Chase & Co.	17,480
Nationwide Insurance	16,000
Nationwide Children’s Hospital	13,161
Kroger Co.	12,018
Amazon	9,200
City of Columbus	8,673
Mt. Carmel Health	8,182
L Brands	7,600
Honda	6,612
Huntington Bancshares Inc.	5,741
Cardinal Health Inc.	4,596
American Electric Power Co.	4,500

Source: Columbus Business First: Largest Central Ohio Employers, Published July 2021

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
Facebook	Data Center	Data Center	\$875 million
Amazon	Data Center	Cloud Computing	\$455 million
Nationwide Children’s Hospital/Andelyn Bioscience	Manufacturing/ R&D	Pharmaceuticals	\$90 million

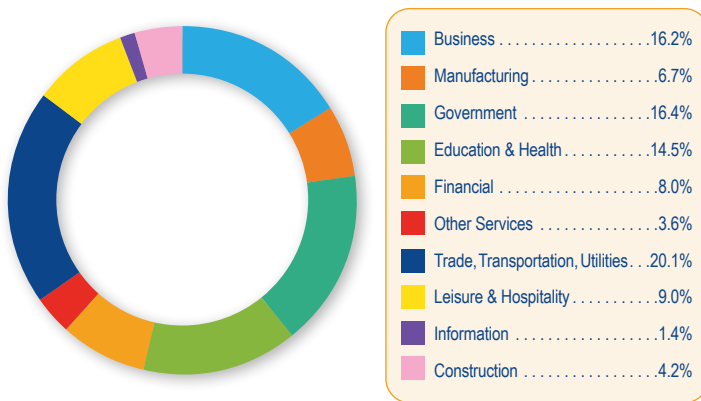
Source: Ohio Private Investment Survey 2018-2020, Ohio Development Services Agency, June 2021

Columbus Workforce Environment

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

Since 2011, almost every sector has experienced growth. The construction sector has experienced growth of over 50 percent, followed by the financial sector, with growth of 23 percent, and the education and health sector, with growth of 23 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 52 nearby colleges and universities, with a total enrollment of more than 134,000 students and over 22,000 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	61,391
Columbus State CC	28,159
Franklin University	6,031
Central Ohio Technical College	3,469
Capital University	3,226

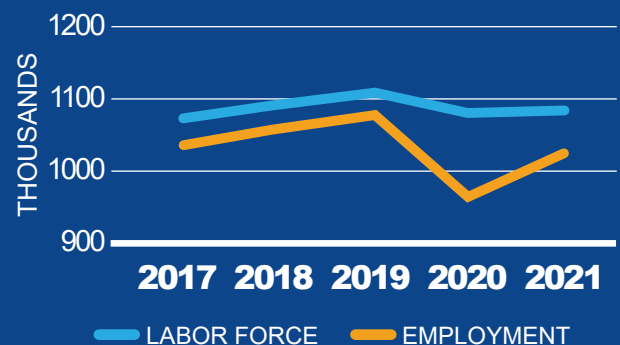


Source: Source: Columbusregion.com/colleges-universities/



Workforce Quick Facts

5 Year - Labor Force Trend



Workforce Size 1,084,502

Unemployment Rate
 Columbus 5.7%
 National Average 6.1%

Mean Hourly Wage
 Columbus \$26.04
 National Average \$27.07

Highest Paid Occupation
 Management \$56.96

Lowest Paid Occupation
 Food preparation \$12.17

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 905,748. Population numbers are reflective of the April 1, 2020 U.S. Census.

- Columbus metropolitan statistical area (MSA): 2,122,271
- Columbus enjoys a workforce of over 1.1 million, the median age of which is 36.4 years, or 2.5 years below the national average.
Source: US Census ACS 1-yr, 2019 (U.S. Median age is 38.9 years)
- The annual cost of living in Columbus is over ten percent below the national average.
Source: C2ER, 2019 Annual Average
- Seventeen 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 2020 into 2021 and continues to absorb a tremendous number of net new jobs and investment throughout the City.



Downtown Development Quick Facts

Investments

Proposed	\$1.5B
Under Construction	\$1.0B
Completed	\$221M

Largest Proposed Projects

70/71 Phase 6B-E – West Interchange	\$280M
70/71 Phase 4B – South Innerbelt	\$246M
North Market Tower	\$175M
Millennial Tower	\$150M
70/71 Phase 6R – Outbound Downtown	\$120M
70/71 Phase 4R – Fulton Exit EB	\$115M
Harmony Tower	\$100M

Private and Public Investment

Total 2010-2020	\$2.841B
Total Residents	9,855

Housing Units

Proposed	1,591
Under Construction	1,169
Completed	1,056

Apartment Occupancy Rate 85.7%

Office Vacancy Rate 19.2%

Colleges & Universities

4 institutions with 38,723 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 2020 prepared by Capital Crossroads & Discovery Special Improvement Districts.)

Columbus Economic Development

Sarepta Therapeutics, Inc., a global commercial biotechnology company focused on genetic medicine for rare diseases. The company has opened its Genetic Therapies Center of Excellence in Columbus, Ohio including an 85,000-square-foot facility at 3435 Stelzer Road and over \$40 million in machinery and equipment and leasehold improvements. The new Center will allow Sarepta to lead the way in making Columbus an epicenter of gene therapy research and development. The company plans to relocate and retain 38 existing full-time permanent positions and create 100 new full-time permanent positions at this facility.



Andelyn Biosciences, a new for-profit subsidiary of Nationwide Children's Hospital is in the process of constructing a \$175 million, 185,000 square foot facility as part of Ohio State University's West Campus Innovation District. Andelyn Biosciences will relocate up to 235 employees to the facility to manufacture gene therapy products for the biotechnology and



pharmaceutical industries. Anticipated to open in 2022, Andelyn Biosciences' site will hold central Ohio's first commercial-scale Good Manufacturing Practices (cGMP) production facility devoted to gene therapies. The products will have application to life-threatening diseases such as Spinal Muscular Atrophy, Duchenne Muscular Dystrophy, Batten Disease, Cystic Fibrosis, Parkinson's disease and ALS.

Root, Inc., the nation's first car insurance company to incorporate individual driving behavior in every rate, quickly filled their new, downtown office in 2019. The company determined that adding a second, more suburban office location would be the best way to expand their workforce and meet the needs of their growing company. While retaining 79 employees with an estimated annual payroll of approximately \$8.4 million, Root Inc. began expansion plans which includes the creation of over 863 new full-time permanent positions between the two facilities.



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

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



#1 Real Estate
Market in US
realtor.com



2018 City
of the Year
SMARTCITIESDIVE

Top 10 Rankings



Best for Millennials
to Live and Work
The New York Times



Top 5 U.S. City for
Work-life Balance
smartasset



Best Quality
of Life
University
Magazine



Top 10 LGBTQ+
Friendly Cities
money
under 30



Where the Jobs
will be in 2020
Forbes
.com



Top 10 City for New
College Grads
smartasset



Hottest U.S. Job
Markets of 2020
WALL STREET JOURNAL



Cities Essential to
Future Innovation
Entrepreneur

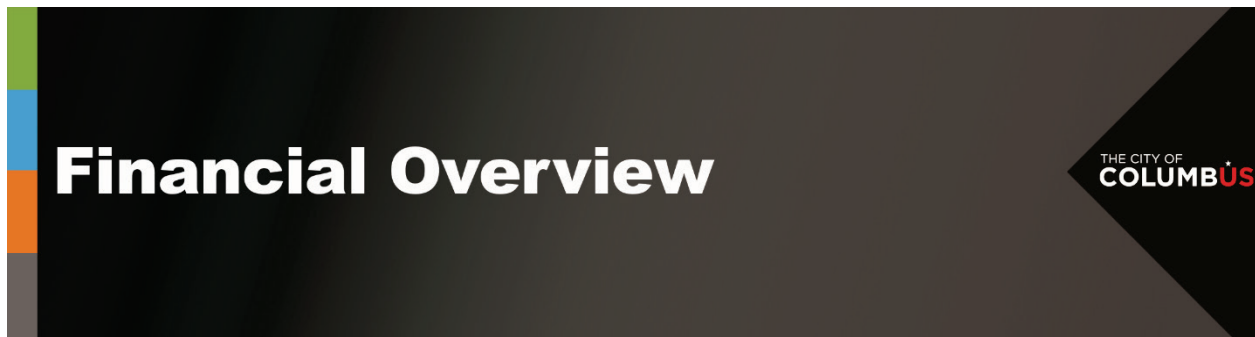


Top 15 Cities to
Launch your Career
lendingtree



Cities to bounce
back after pandemic
BUSINESS
INSIDER

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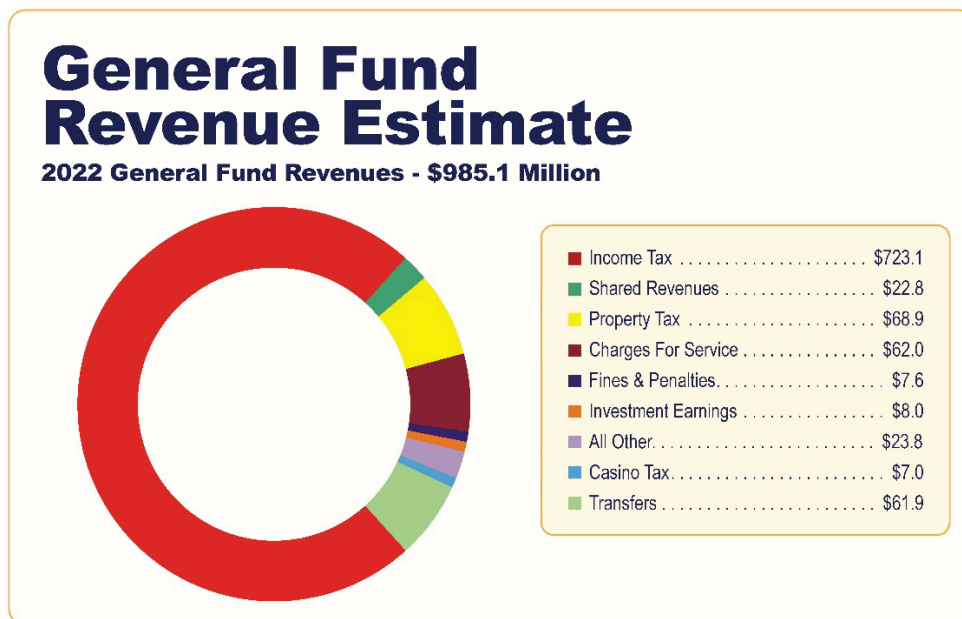


Revenue

The financial health of the city’s general fund is directly tied to the income tax which comprises 73 percent of the revenue (including encumbrance cancellations and transfers) 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 2022. After the income tax, the next two largest revenue sources to the general fund are property taxes at 7 percent and various charges for services at 6 percent.

2022 Projected General Fund Revenue by Source (in millions)



Income tax collections are projected at \$772.0 million in 2021 and \$723.1 million in 2022. The City Auditor’s 2022 estimate assumes a decrease of 6.3 percent in income tax receipts from the 2021 estimate due to an increase in employers withholding income taxes for employees working remotely outside of Columbus.

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 2021 projection for these funds is \$23.2 million, and in 2022 this revenue source is projected to decrease to \$22.8 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 2020 reappraisal will be realized in 2021 when property taxes are projected to be \$60.2 million. Further growth is expected in 2022 with the estimate totaling \$68.9 million, a 14.6 percent increase over the 2021 projection.

Investment earnings are a highly volatile source of revenue and tend to reflect economic conditions. 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 and 2022. In 2021 and 2022, earnings are projected at \$8.7 million and \$8.0 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 million into the fund during 2020, \$2 million in 2021 and \$1 million in 2022, the fund will reach \$89.6 million. The planned deposit schedule through 2022 is illustrated in the following chart.

Economic Stabilization Fund Recommended Future Deposits (000's Omitted)						
Year	Deposit	Investment Earnings*	Expended	Year-End Balance	% of GF Budget	
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	1,503	-	85,158	9.12%	
2021	2,000	721	-	87,879	8.31%	
2022	1,000	700	-	89,579	8.66%	

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

The anticipated expenditure fund was established in 1994 to prepare for those fiscal years in which there are 27 pay dates rather than the standard 26. After the payment of \$17.8 million for the 27th pay date in 2008, the fund had a balance of \$1.23 million. The 2020 payment totaled \$24.5 million, leaving a balance of \$3.3 million in the fund. Annual deposits are made into the fund to ensure that there are sufficient resources for the next occurrence, which is in 2032. After the 2021 and 2022 deposits, the fund will have a balance of \$8.7 million.

Anticipated Expenditure Fund Recommended Future Deposits (000's Omitted)			
Year	Deposit	Actual Expense	Year-End Balance
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	(24,473)	3,266
2021	2,687	-	5,953
2022	2,768	-	8,721

The next occurrence of a year with 27 pay dates will be 2032. Escalating deposits are planned to meet a projected liability of \$35 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 2021 with a balance of \$74.0 million. In 2021, withdrawals from the fund totaled \$13.2 million, bringing the fund balance to \$60.8 million. In 2022, a transfer of \$50.9 million from the fund will be needed, leaving a balance of \$10 million.

2022 Budget Scenario

The 2022 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 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 2022 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 2023 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 2023 and beyond.
- Except as otherwise noted, expenditure projections for 2023 and beyond are premised on maintaining 2022 levels of service.
- No general fund moneys are projected for the purchase of vehicles in 2023 and all years thereafter.

Revenue Assumptions

- Income tax receipts will be \$723.1 million in 2022, will grow by 4.0 percent in 2023 and 2024, and will grow by 3.5 percent in all years thereafter.
- Property taxes will increase by 14.6 percent in 2022, and grow by 2.0 percent thereafter, except for every third year, during the triennial review, when they will increase by 4.0 percent.
- Local government fund revenue is projected to decrease by 2.0 percent in 2022 and then increase by 2.0 percent thereafter.
- Investment earnings will be \$8.0 million in 2022 and are projected to increase by 1.0 percent in all future years.

Financial Overview

- Charges for services are expected to decrease by 0.5 percent in 2022, then increase by 1.0 percent thereafter.
- The kilowatt hour tax will be \$3.3 million in 2022 and will grow by 0.5 percent in all future years.
- Fines and penalties will decrease by 40.0 percent in 2022 and will grow by 3.0 percent thereafter.
- Licenses and permit fees will increase by 14.3 percent in 2022 and will grow by 1.0 percent thereafter.
- Casino revenue will total \$7.0 million in 2022 and increase by 2.0 percent in all years thereafter.

Division Specific Assumptions

- Three police recruit classes are funded in the general fund in 2022. Thereafter, recruit classes sufficient to replace retiring uniformed staff are projected.
- Three fire recruit classes are funded in 2022. 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.
- The \$16 million budgeted for Refuse equipment in 2022 has been removed from 2023 projections and in all years thereafter.



GENERAL FUND PRO FORMA OPERATING STATEMENT

Resources:	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Beginning Balance	78,259,958	48,937,000	-	-	-	-	-	-	-	-	-
Income Tax	772,037,000	723,071,000	751,994,000	782,074,000	809,447,000	837,778,000	867,100,000	897,449,000	928,860,000	961,370,000	995,018,000
Property Tax	60,170,000	68,923,000	70,301,000	73,113,000	74,575,000	76,067,000	79,110,000	80,692,000	82,306,000	83,952,000	85,631,000
Kilowatt Hour Tax	3,250,000	3,250,000	3,266,000	3,282,000	3,298,000	3,314,000	3,331,000	3,348,000	3,365,000	3,382,000	3,399,000
Shared Revenues	23,524,000	25,087,000	25,589,000	26,101,000	26,623,000	27,155,000	27,698,000	28,252,000	28,817,000	29,393,000	29,981,000
License and Permit Fees	9,641,000	11,016,000	11,126,000	11,237,000	11,349,000	11,462,000	11,577,000	11,693,000	11,810,000	11,928,000	12,047,000
Fines and Penalties	12,738,000	7,663,000	7,893,000	8,130,000	8,374,000	8,625,000	8,884,000	9,151,000	9,426,000	9,709,000	10,000,000
Investment Earnings	8,675,000	8,000,000	8,080,000	8,161,000	8,243,000	8,325,000	8,408,000	8,492,000	8,577,000	8,663,000	8,750,000
Charges for Service	62,299,000	61,962,000	62,582,000	63,208,000	63,840,000	64,478,000	65,123,000	65,774,000	66,432,000	67,096,000	67,767,000
All Other Revenue	15,671,000	12,215,000	12,215,000	12,215,000	12,215,000	12,215,000	12,215,000	12,215,000	12,215,000	12,215,000	12,215,000
Basic City Services - Transfer In	4,000,000	56,876,000	-	-	-	-	-	-	-	-	-
Casino Revenue	7,021,000	7,000,000	7,140,000	7,282,800	7,428,456	7,577,025	7,728,566	7,883,137	8,040,800	8,201,616	8,365,648
Total Revenues	979,026,000	985,063,000	960,186,000	994,803,800	1,025,392,456	1,056,996,025	1,091,174,566	1,124,949,137	1,159,848,800	1,195,909,616	1,233,173,648
Total Available Resources	1,057,285,958	1,034,000,000	960,186,000	994,803,800	1,025,392,456	1,056,996,025	1,091,174,566	1,124,949,137	1,159,848,800	1,195,909,616	1,233,173,648
% Change in Revenues from Prior Yr.	0.78%	0.62%	-2.53%	3.61%	3.07%	3.08%	3.23%	3.10%	3.10%	3.11%	3.12%
% Change in Resources from Prior Yr.	4.45%	-2.20%	-7.14%	3.61%	3.07%	3.08%	3.23%	3.10%	3.10%	3.11%	3.12%
Expenditures:	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Development	46,695,689	30,654,620	31,585,009	32,360,554	33,155,926	33,971,650	34,808,266	35,666,330	36,546,413	37,449,100	38,374,993
Fire	275,688,274	273,461,932	281,188,669	289,137,666	297,315,399	305,728,537	314,383,942	323,288,680	332,450,025	341,875,464	351,572,705
Governmental Services	138,796,036	178,540,675	166,288,593	169,368,931	172,781,029	175,979,812	179,411,564	183,081,517	186,545,020	190,248,549	194,197,528
Health	29,963,189	30,803,453	32,224,791	33,072,181	33,942,607	34,836,710	35,755,153	36,698,615	37,667,798	38,663,421	39,686,225
Judicial Services	33,499,042	34,433,002	36,255,177	37,240,270	38,252,864	39,293,744	40,363,716	41,463,610	42,594,281	43,756,607	44,951,494
Other Safety	27,757,929	34,839,974	36,308,197	37,251,553	38,220,292	39,215,117	40,236,751	41,285,938	42,363,442	43,470,049	44,606,569
Police	380,761,721	354,194,577	364,174,665	374,441,242	385,002,642	395,867,448	407,044,492	418,542,868	430,371,936	442,541,332	455,060,975
Recreation and Parks	40,042,730	45,173,881	47,010,264	48,238,322	49,499,578	50,794,953	52,125,398	53,491,887	54,895,426	56,337,047	57,817,811
Refuse Collection	32,404,437	50,157,111	36,140,559	37,003,745	37,888,407	38,795,099	39,724,394	40,676,875	41,653,146	42,653,825	43,679,546
Public Service	740,343	740,775	788,626	811,100	834,224	858,018	882,502	907,694	933,617	960,291	987,739
Fleet-Vehicles	-	-	-	-	-	-	-	-	-	-	-
Operating Expenditures	1,006,349,390	1,033,000,000	1,031,964,549	1,058,925,565	1,086,892,968	1,115,341,088	1,144,736,176	1,175,104,015	1,206,021,104	1,237,955,685	1,270,935,583
% Change/Previous Year	15.38%	2.65%	-0.10%	2.61%	2.64%	2.62%	2.64%	2.65%	2.63%	2.65%	2.66%
Economic Stabilization Fund Deposit	2,000,000	1,000,000	-	-	-	-	-	-	-	-	-
Basic City Services Fund Deposit	-	-	-	-	-	-	-	-	-	-	-
Required Expenditure Reductions											
and/or Revenue Increases	\$ 48,937,000	\$ -	\$ (71,778,549)	\$ (64,121,765)	\$ (61,500,512)	\$ (58,345,063)	\$ (53,561,611)	\$ (50,154,878)	\$ (46,172,304)	\$ (42,046,069)	\$ (37,761,935)

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 for the 27th 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 27th 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 27th 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 27th 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 Annual Comprehensive Financial Report of the City Auditor.

N. Operating Reserves for Funds Other Than the General Fund

1. The annual reserve balance in the insurance trust fund should be equal to, at a minimum, the sum of one 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:

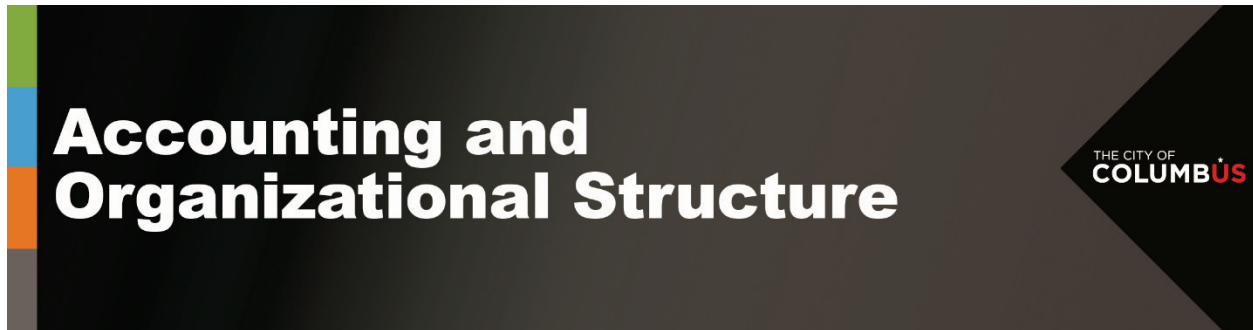
- a. When revenues have been temporarily lowered, whether from economic recession or otherwise
- b. Where unanticipated events of a most unusual nature have occasioned a need for non-recurring emergency expenditures

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.





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, electricity, and parking services.

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

Fiduciary Funds

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

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 2022. Expenditure and revenue history, as well as 2022 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	Water Operating	Sewerage & Drainage Operating	Storm Sewer Maintenance	Electricity Enterprise	Mobility 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																				
CelebrateOne	X																				
Inspector General	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

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

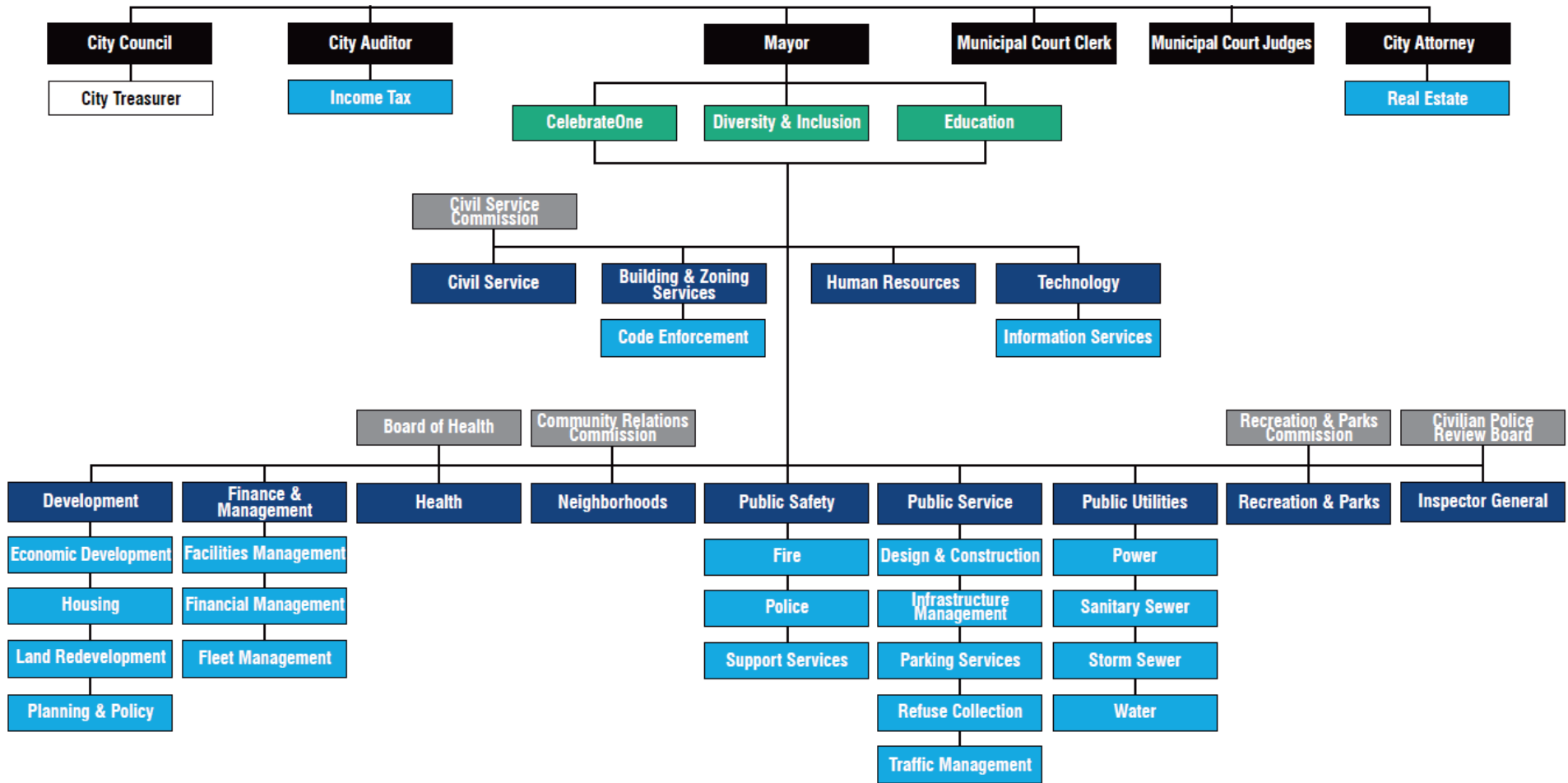
The current elected officials and some of the appointed officials are:

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.

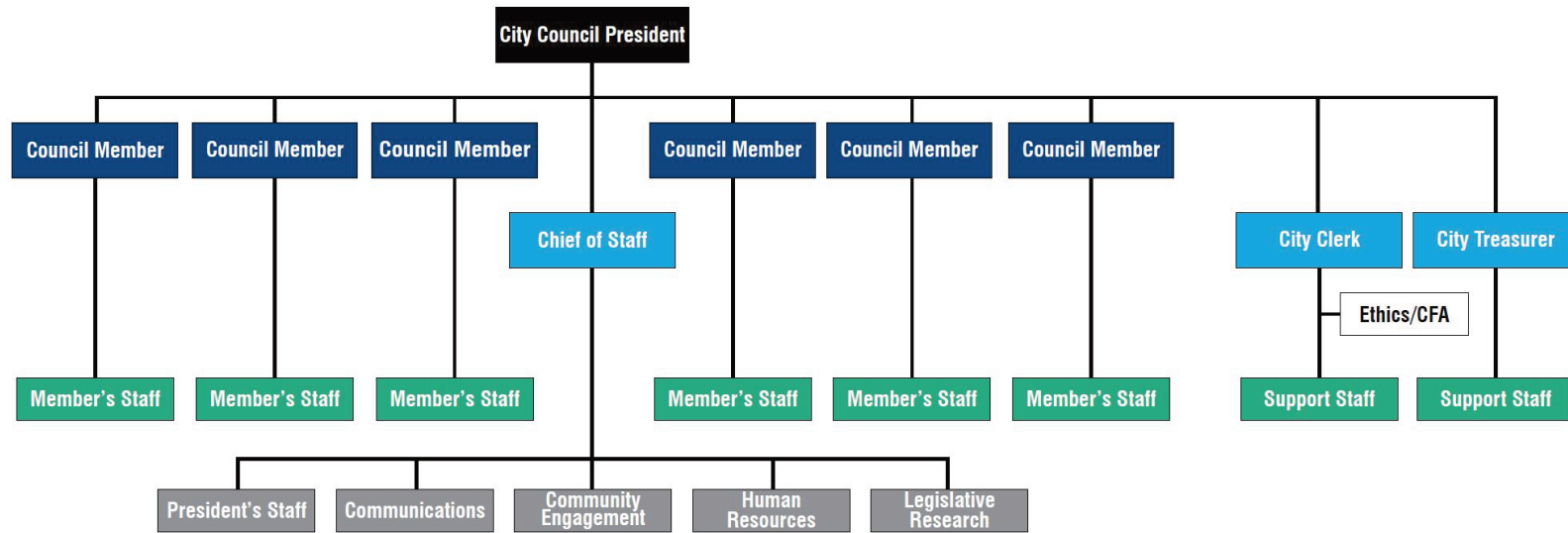
Council appoints the City Clerk, who maintains the journal of City Council activity, codifying city ordinances in accordance with established guidelines. Council also appoints the City Treasurer, whose duties include the investment of all city funds.

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.

Budget Summary				
Fund	2019 Actual	2020 Actual	2021 Budget	2022 Proposed
General Fund	4,531,498	4,860,945	4,983,081	5,126,612
Department Total	\$ 4,531,498	\$ 4,860,945	\$ 4,983,081	\$ 5,126,612

City Council



2022 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. Council has established a priority to provide training and personal growth for staff with expectations that 2022 will allow for more in person professional development engagements. In addition the successful summer internship program will double the number of interns in 2022.

Financial Summary by Area of Expense					
	2019	2020	2021	2021	2022
	Actual	Actual	Budget	Projected	Proposed
City Council					
General Fund					
Personnel	\$ 4,254,961	\$ 4,566,177	\$ 4,582,290	\$ 4,603,031	\$ 4,923,653
Materials & Supplies	20,480	21,781	28,000	26,000	27,000
Services	252,057	269,987	369,791	354,072	172,959
Other	4,000	3,000	3,000	3,000	3,000
City Council Subtotal	4,531,498	4,860,945	4,983,081	4,986,103	5,126,612
Department Total	\$ 4,531,498	\$ 4,860,945	\$ 4,983,081	\$ 4,986,103	\$ 5,126,612

Department Personnel Summary								
Fund	2019		2020		2021		2022	
	Actual	Actual	Actual	Actual	Budget	Budget	Proposed	Proposed
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
City Council	41	0	42	0	43	1	44	0
Total	41	0	42	0	43	1	44	0

Operating Budget by Program				
Program	2021	2021	2022	2022
	Budget	FTEs	Proposed	FTEs
Administration	\$ 4,967,554	43	\$ 5,111,644	44
Internal Services	15,527	0	14,968	0
Department Total	\$ 4,983,081	43	\$ 5,126,612	44



2022 PROGRAM GUIDE

ADMINISTRATION

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

INTERNAL SERVICES

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



Department Description

The City Auditor is the city’s chief accounting officer. The City Auditor’s Office and its Division of Income Tax is responsible for maintaining 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.

There are six sections within the Auditor’s Office. Accounting and Operations is responsible for processing and maintaining accurate, systematic records of all city fiscal transactions, including certification of funds, receipts, disbursements, assets, and liabilities. Financial Reporting manages the city’s independent audit and compiles the city’s annual financial report and popular annual financial report (PAFR). Payroll handles the accurate, bi-weekly generation of paychecks and tax-withholding remittances for over 10,000 city employees. Debt Management oversees the city’s debt issuance, credit analysis, and debt payment processes. Financial Systems maintains the software systems and technology functions within the entire office, including the revenue management system, the citywide payroll system, and the citywide accounting and operations system. Lastly, the Division of Income Tax carries out the collection and required functions of the city’s two and one half percent income tax, the admissions tax, the short-term rental excise tax, and the hotel/motel tax.

Department Mission

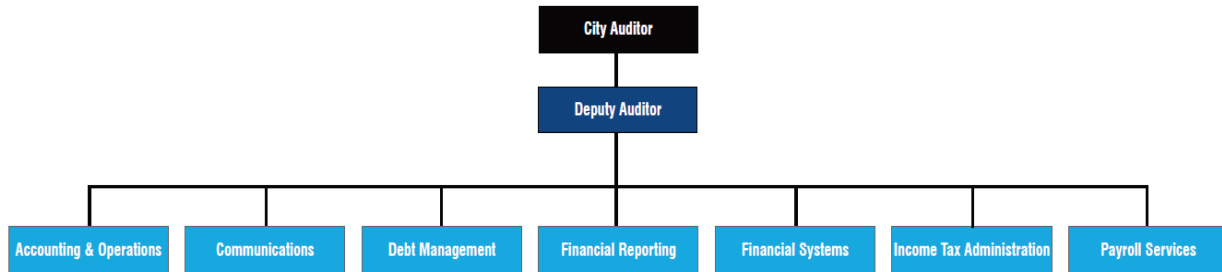
To carry out the duties and responsibilities as prescribed by the Columbus City Charter and the Columbus City Code; to provide efficient and effective collection of moneys and audit services with continuous upgrades to the city tax and filing systems and all other necessary resources utilized in the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

The City Auditor disseminates a variety of financial reports to city officials and the public as prescribed in the City Charter.

For the last 41 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.

Budget Summary				
Fund	2019 Actual	2020 Actual	2021 Budget	2022 Proposed
General Fund	13,026,344	12,887,955	14,604,414	15,212,667
Department Total	\$ 13,026,344	\$ 12,887,955	\$ 14,604,414	\$ 15,212,667

City Auditor



The Office of the City Auditor has broad responsibilities in the areas of finance, revenue collection, and financial reporting. Key objectives of the office include maintaining high quality fiscal processing services, issuing the city’s payroll, collecting and auditing the city’s taxes, issuing and maintaining the debt for the city, and reporting the city’s financials to our residents, the business community, city departments and divisions, and other interested parties.

Each funded endeavor in the Auditor’s Office budget, from maintaining our award-winning financial reporting to investing in state-of-the-art technology, ensures that we will continue to deliver the core services that our residents, customers, and city colleagues depend on while growing functionality that promotes better user experience, equity, transparency, financial analytics, and access to information. It is our goal that such additional inclusion will better shape decisions and keep the city on its course for a more equitable COVID-19 recovery.

Strategic Priorities for 2022

The Auditor's Office 2022 Budget includes investments in technology that build better platforms for our internal customers (e.g. City employees, divisions, and departments) and our external customers (residents, businesses, nonprofits, etc.). Major areas of focus include:

Revenue System: Modernizing the technical operations of the Division of Income Tax by employing a new revenue collection system. Implementation of this system is underway. When live, this system will allow for web-based payments from our taxpayers, provide for a full online user experience, and electronically interface with business and individual users. Enhanced revenue analytics and real-time revenue tracking will greatly improve the City's ability to monitor and estimate tax revenue.

Dayforce Payroll and Time & Attendance: In 2021, the City's new payroll and time and attendance system, Dayforce, was launched. Payroll features are largely in sustainability mode, but technology investments are necessary to track remote work, manage tax withholdings for the City's remote workers, and roll-out new features, including position management and benefits. Growth in time and attendance is also expected as more departments decide to employ this feature.

D365: The implementation of D365, the City's financial management system, has been completed, but investments and build-out continue in order to optimize features for end users. In 2022, we anticipate further growing remote capabilities, digital dashboarding, and providing additional business applications to City departments.

2022 BUDGET NOTES

CITY AUDITOR

The 2022 budget provides funding for continued staffing levels and three new positions including a public information officer. The budget also funds outside audit services, including audits for sub-recipients.

INCOME TAX

The 2022 budget for the Income Tax Division includes continued investment in the 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	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Proposed
General Fund					
City Auditor	\$ 4,361,151	\$ 4,654,518	\$ 4,789,735	\$ 4,691,593	\$ 5,222,349
Income Tax	8,665,193	8,233,436	9,814,679	8,138,456	9,990,318
General Fund Subtotal	13,026,344	12,887,955	14,604,414	12,830,049	15,212,667
Department Total	\$ 13,026,344	\$ 12,887,955	\$ 14,604,414	\$ 12,830,049	\$ 15,212,667

Division Financial Summary by Area of Expense					
Division	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Proposed
City Auditor					
General Fund					
Personnel	\$ 3,525,107	\$ 3,723,543	\$ 3,994,001	\$ 3,948,254	\$ 4,313,631
Materials & Supplies	26,160	27,453	27,600	25,817	30,500
Services	809,184	902,522	767,134	716,523	877,218
Other	700	1,000	1,000	1,000	1,000
City Auditor Subtotal	4,361,151	4,654,518	4,789,735	4,691,593	5,222,349
Income Tax					
General Fund					
Personnel	7,666,660	7,337,651	8,493,429	6,898,661	8,765,850
Materials & Supplies	67,117	57,928	78,500	77,471	78,500
Services	931,216	837,858	1,242,250	1,162,124	1,145,468
Other	200	-	500	200	500
Income Tax Subtotal	8,665,193	8,233,436	9,814,679	8,138,456	9,990,318
Department Total	\$ 13,026,344	\$ 12,887,955	\$ 14,604,414	\$ 12,830,049	\$ 15,212,667

Department Personnel Summary								
Fund	2019 Actual		2020 Actual		2021 Budget		2022 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
City Auditor	31	1	31	1	32	0	35	1
Income Tax	70	0	66	0	84	0	84	1
Total	101	1	97	1	116	-	119	2

Operating Budget by Program				
Program	2021 Budget	2021 FTEs	2022 Proposed	2022 FTEs
Accounting	\$ 1,768,211	13	\$ 1,227,006	9
Administration	3,951,945	11	4,993,313	19
Debt Management	-	0	267,327	2
Payroll	537,210	5	902,700	9
Auditing	937,782	11	812,627	9
Tax Collection and Audits	7,362,228	76	6,924,754	71
Internal Services	47,038	0	84,940	0
Department Total	\$ 14,604,414	116	\$ 15,212,667	119





2022 PROGRAM GUIDE

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.



Department Description

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

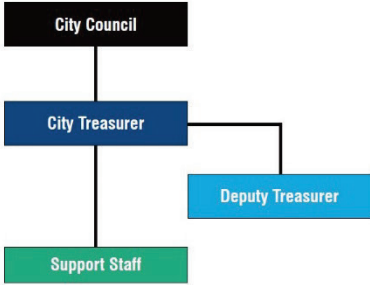
Specifically, the City Treasurer's responsibilities include the receipt and deposit of all city funds into bank accounts of the city in accordance with Chapter 321 of Columbus City Codes, the disbursement of city funds upon warrant by the City Auditor, and the investment of all excess funds not needed 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	2019 Actual	2020 Actual	2021 Budget	2022 Proposed
General Fund	1,330,170	1,187,272	1,459,566	1,502,649
Department Total	\$ 1,330,170	\$ 1,187,272	\$ 1,459,566	\$ 1,502,649

City Treasurer



Strategic Priorities for 2022

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.

2022 BUDGET NOTES

The Treasurer's budget is primarily personnel-related, with funding for nine full-time employees in 2022. Non-personnel funding is primarily for banking services contracts, software license fees, and investment advising.

Financial Summary by Area of Expense					
	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Proposed
Treasurer					
General Fund					
Personnel	\$ 980,796	\$ 927,901	\$ 1,123,498	\$ 958,542	\$ 1,156,771
Materials & Supplies	6,058	2,214	10,200	8,200	6,700
Services	343,317	257,156	325,868	355,821	339,178
General Fund Subtotal	1,330,170	1,187,272	1,459,566	1,322,562	1,502,649
Department Total	\$ 1,330,170	\$ 1,187,272	\$ 1,459,566	\$ 1,322,562	\$ 1,502,649

Department Personnel Summary								
Fund	2019 Actual		2020 Actual		2021 Budget		2022 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Treasurer	8	0	8	1	9	1	9	1
Total	8	0	8	1	9	1	9	1

Operating Budget by Program				
Program	2021 Budget	2021 FTEs	2022 Proposed	2022 FTEs
Administration	\$ 1,458,468	9	\$ 356,670	0
Treasury Management	-	0	1,144,271	9
Internal Services	1,098	0	1,708	0
Department Total	\$ 1,459,566	9	\$ 1,502,649	9



2022 PROGRAM GUIDE

ADMINISTRATION

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

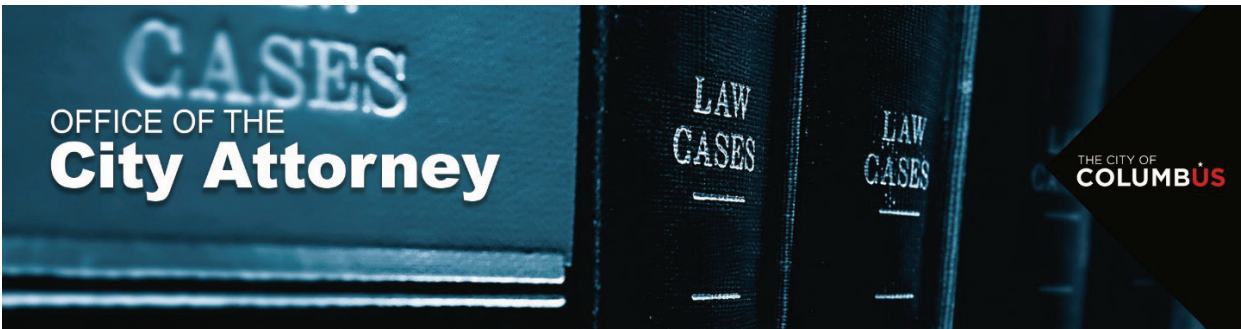
TREASURY MANAGEMENT

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.

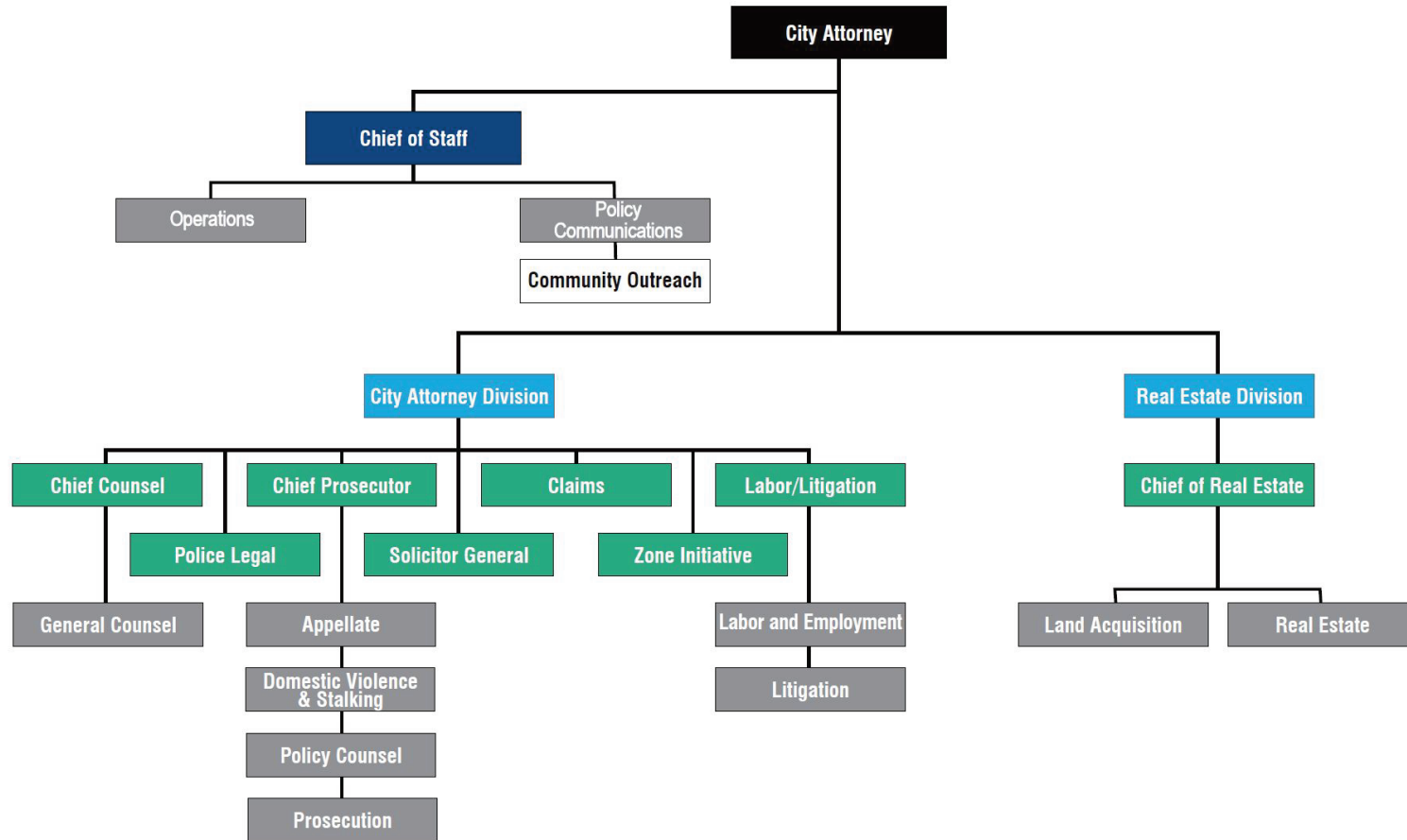
The Real Estate Division is responsible for the acquisition of all real property needed by the city departments, the provision of legal assistance with regard to all real estate matters, including the sale and leasing of property, and matters related to real estate taxes. The Real Estate Division provides 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.

Budget Summary				
Fund	2019 Actual	2020 Actual	2021 Budget	2022 Proposed
General Fund	13,534,638	13,753,311	13,607,962	14,007,196
Land Acquisition Fund	1,073,019	1,146,518	1,190,281	1,228,950
Department Total	\$ 14,607,657	\$ 14,899,829	\$ 14,798,243	\$ 15,236,146

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.

2022 BUDGET NOTES

- This year's budget supports a total of 137 full-time personnel and 13 part-time personnel.
- The City Attorney's 2022 budget provides \$3.9 million in funding for its largest program area, Criminal Prosecution, which includes 41 full-time personnel.
- In addition, the 2022 budget provides \$1.9 million for its second largest program, Domestic Violence and Stalking, including funding for 26 full-time personnel.

Financial Summary by Fund					
Fund	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Proposed
General Fund					
City Attorney	\$ 13,390,639	\$ 13,587,329	\$ 13,440,669	\$ 13,536,151	\$ 13,835,707
Real Estate	143,999	165,982	167,293	167,069	171,489
General Fund Subtotal	13,534,638	13,753,311	13,607,962	13,703,219	14,007,196
Land Acquisition Fund					
Real Estate	1,073,019	1,146,518	1,190,281	1,126,184	1,228,950
Land Acq. Fund Subtotal	1,073,019	1,146,518	1,190,281	1,126,184	1,228,950
Department Total	\$ 14,607,657	\$ 14,899,829	\$ 14,798,243	\$ 14,829,403	\$ 15,236,146

Financial Summary by Area of Expense					
Division	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Proposed
City Attorney					
General Fund					
Personnel	\$ 12,763,746	\$ 12,912,119	\$ 12,944,547	\$ 12,918,304	\$ 13,239,428
Materials & Supplies	74,510	84,842	85,200	56,208	90,500
Services	402,636	484,117	407,922	451,731	404,288
Other	3,000	3,000	3,000	1,305	3,000
Transfers	146,747	103,251	-	108,602	98,491
City Attorney Subtotal	13,390,639	13,587,329	13,440,669	13,536,151	13,835,707
Real Estate					
General Fund					
Personnel	143,999	165,982	167,293	167,069	171,489
General Fund Subtotal	143,999	165,982	167,293	167,069	171,489
Land Acquisition Fund					
Personnel	989,154	1,037,633	1,033,876	1,004,706	1,081,120
Materials & Supplies	21,528	26,493	26,500	18,056	28,800
Services	60,336	80,391	127,905	102,422	117,030
Other	2,000	2,000	2,000	1,000	2,000
Land Acquisition Fund Subtotal	1,073,019	1,146,518	1,190,281	1,126,184	1,228,950
Real Estate Subtotal	1,217,018	1,312,500	1,357,574	1,293,252	1,400,439
Department Total	\$ 14,607,657	\$ 14,899,829	\$ 14,798,243	\$ 14,829,403	\$ 15,236,146

Department Personnel Summary								
Fund	2019 Actual		2020 Actual		2021 Budget		2022 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
City Attorney	124	14	124	15	128	12	128	12
Real Estate	1	0	1	0	1	0	1	0
Land Acquisition Fund								
Real Estate	8	1	8	1	8	1	8	1
Total	133	15	133	16	137	13	137	13

Operating Budget by Program				
Program	2021	2021	2022	2022
	Budget	FTEs	Proposed	FTEs
Appellate	\$ 401,316	3	\$ 399,534	3
General Counsel	712,372	5	735,122	6
Labor & Employment	885,901	6	625,255	5
Police Legal Bureau	308,602	2	317,858	2
Claims	710,153	8	739,021	8
Zone Initiative	1,011,283	10	1,076,648	10
Criminal Prosecution	3,697,709	41	3,864,299	41
Prosecution Resource Unit	578,476	6	402,420	3
Domestic Violence & Stalking	1,878,554	23	1,896,210	26
Litigation	821,680	7	1,021,931	8
Solicitor General	347,445	2	369,203	2
Administration	1,681,168	12	1,895,303	11
Fiscal	216,740	2	293,580	2
Human Resources	119,496	1	122,156	1
Internal Services	160,733	0	160,043	0
COVID-19	-	0	5,000	0
Land Acquisition	1,099,322	8	1,141,074	8
Real Estate Administration	167,293	1	171,489	1
Department Total	\$ 14,798,243	137	\$ 15,236,146	137

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.



2022 PROGRAM GUIDE

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.

COVID-19

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

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.

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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	2019 Actual	2020 Actual	2021 Budget	2022 Proposed
General Fund	19,454,642	20,175,534	20,429,897	21,537,233
Computer Fund	369,732	484,751	665,389	478,071
Department Total	\$ 19,824,374	\$ 20,660,285	\$ 21,095,286	\$ 22,015,304

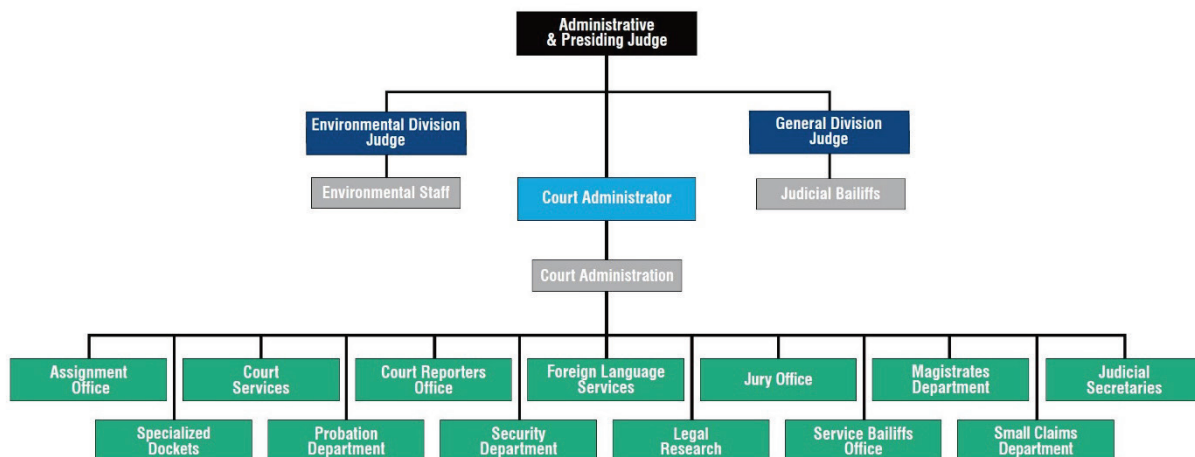
Municipal Court Judges

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 2022

2021 saw a continuation of the Courts efforts 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.

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. During the majority of 2020 and part of 2021 the Court partnered with the Greater Columbus Convention Center to create and provide a space that safely accommodates employees and the public and allowed for essential court operations to continue. In July 2021 the cases being heard at the Convention Center were moved back into the Courthouse. The Court investigated possible process changes that would allow it to safely conduct these court proceedings onsite. Solutions included staggering of hearing times, reorganization of the dockets, and electronic enhancement opportunities. It is anticipated that the Court will need to continue these practices into 2022.

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 2022, 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.

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.

Strategic Priorities for 2022 (cont.)

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 2022, the Court will continue to make improvements in the software solution so that it operates more efficiently and effectively.

For 2022, 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 and 2021, 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.

2022 BUDGET NOTES

The 2022 general fund budget totals \$21,537,233. 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 2022 general fund budget for this program.
- The 2022 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.
- A total of \$183,741 is budgeted for additional Environmental Specialist and creation of a Magistrate's Bailiff within the Environmental court.
- Included in the general fund budget for 2022 is \$585,000 in funding for contracted security services, which is an increase of \$10,000 over 2021.
- The full-time staffing level for 2022 reflects the shift of seven security employee positions to the general fund budget from the security fund.
- 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	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Proposed	
Municipal Court Judges						
General Fund						
Personnel	\$ 17,130,209	\$ 17,368,813	\$ 17,855,428	\$ 18,117,750	\$ 18,637,072	
Materials & Supplies	65,563	59,874	65,000	355,286	119,712	
Services	1,778,870	2,256,848	2,019,469	2,040,892	2,256,457	
Other	140,000	-	-	210,000	-	
Capital	-	-	-	-	33,992	
Transfers	340,000	490,000	490,000	490,000	490,000	
General Fund Subtotal	19,454,642	20,175,534	20,429,897	21,213,928	21,537,233	
Computer Fund						
Personnel	74,072	113,534	107,781	109,044	112,648	
Materials & Supplies	77,137	54,426	218,000	109,670	65,000	
Services	218,523	316,791	339,608	218,244	300,423	
Computer Fund Subtotal	369,732	484,751	665,389	436,959	478,071	
Department Total	\$ 19,824,374	\$ 20,660,285	\$ 21,095,286	\$ 21,650,887	\$ 22,015,304	

Municipal Court Judges

Department Personnel Summary								
Fund	2019 Actual		2020 Actual		2021 Budget		2022 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Municipal Court Judges	200	11	194	6	216	6	220	6
Computer Fund								
Municipal Court Judges	1	0	1	0	1	0	1	0
Total	201	11	195	6	217	6	221	6

Operating Budget by Program					
Program	2021		2022		2022 FTEs
	Budget	FTEs	Proposed	FTEs	
Administration	\$ 4,097,968	20	\$ 3,439,067	10	
Assignment	925,392	14	919,344	14	
Computer Services	588,546	1	401,679	1	
Court Reporters	835,644	11	695,239	8	
COVID-19	-	0	20,000	0	
Environmental Court	354,808	4	658,972	7	
Fiscal	-	0	69,919	1	
General Court	2,728,113	32	2,794,283	31	
Home Incarceration/Work Release	396,223	3	391,572	3	
Internal Services	232,670	0	227,306	0	
Jury Office	424,017	2	359,615	2	
Legal Research	304,788	3	478,426	3	
Magistrate Court	1,806,078	21	1,853,552	21	
Probation	5,777,868	69	5,959,563	70	
Security Services	520,618	7	1,506,167	18	
Service Bailiffs	811,283	16	756,444	16	
Small Claims	549,712	6	559,142	6	
Specialty Docket Court	195,588	2	188,241	2	
Support Services	545,970	6	736,773	8	
Department Total	\$ 21,095,286	217	\$ 22,015,304	221	

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.



2022 PROGRAM GUIDE

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.

COVID-19

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

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.

FISCAL

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

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.



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.

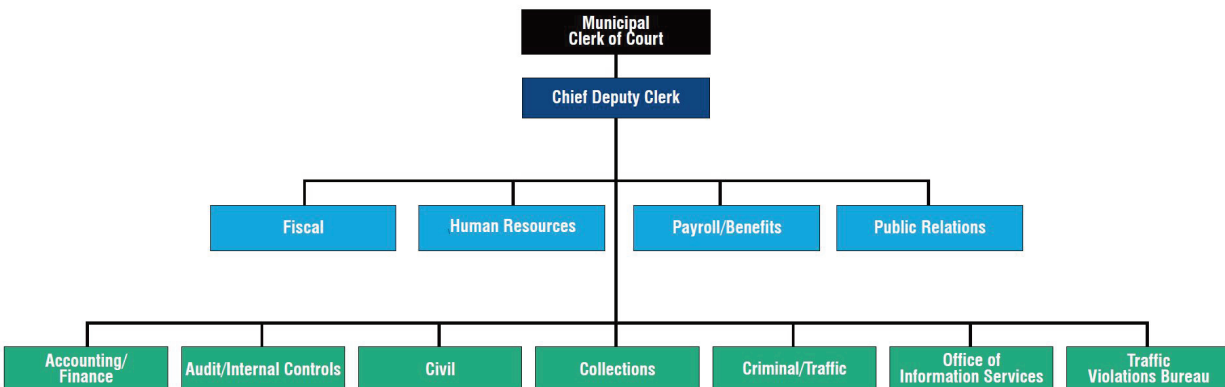
The Franklin County Municipal Clerk of Court’s Office serves as the legal guardian and keeper of the official records of the Franklin County Municipal Court. It consists of the following nine programs: administration, internal services, accounting and finance, audit/internal controls, civil, collections, 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.

Budget Summary				
Fund	2019 Actual	2020 Actual	2021 Budget	2022 Proposed
General Fund	12,532,476	12,175,332	12,467,435	12,895,769
Computer Fund	1,278,688	982,547	1,544,729	1,572,560
Department Total	\$ 13,811,164	\$ 13,157,879	\$ 14,012,164	\$ 14,468,329

Municipal Court Clerk

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 2022

To apply new and available technologies; promote health safety measures for daily operations; and provide excellent public service.

Electronic Document Filing: Expand the use of Electronic Filing to include new filings and all documents filed with the Municipal Court.

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.

E-Warrants Pilot: Participate in an Ohio web-based electronic warrant and protection order system pilot, designed to improve accuracy and timeliness of submissions to the Law Enforcement Automated Data System and the National Instant Criminal Background Check System. This system will allow tracking of open warrants and protection orders by all partners of the criminal justice system.

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: Install ten live-agent kiosks on strategic floors of the Municipal Court Building to provide the following services: online payment options for defendants who may pay outstanding warrants/tickets, assist with the check-in process for Criminal and Traffic Arraignment Courts, provide Courtesy Text Reminder Forms for approval, e-filing for certain case types, and display Courthouse information.

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.

2022 BUDGET NOTES

- The 2022 general fund budget provides for 166 full-time employees. Non-personnel expenses include witness fees, banking, print, postage, and other office expenses.
- The 2022 computer fund budget includes funding for five full-time employees. This fund provides technological support, supplies, and maintenance to help the department achieve its mission.

Financial Summary by Area of Expense					
Division	2019	2020	2021	2021	2022
	Actual	Actual	Budget	Projected	Proposed
Municipal Court Clerk					
General Fund					
Personnel	\$ 11,577,943	\$ 11,329,064	\$ 11,520,669	\$ 11,361,518	\$ 11,896,414
Materials & Supplies	139,727	136,037	140,734	140,734	140,834
Services	814,806	710,232	806,032	782,861	858,521
General Fund Subtotal	\$ 12,532,476	\$ 12,175,332	\$ 12,467,435	\$ 12,285,114	\$ 12,895,769
Computer Fund					
Personnel	352,196	138,888	696,787	103,104	645,575
Materials & Supplies	27,805	60,402	61,000	91,000	81,000
Services	898,687	783,258	786,942	764,275	845,985
Computer Fund Subtotal	1,278,688	982,547	1,544,729	958,379	1,572,560
Department Total	\$ 13,811,164	\$ 13,157,879	\$ 14,012,164	\$ 13,243,493	\$ 14,468,329

Department Personnel Summary								
Fund	2019		2020		2021		2022	
	Actual		Actual		Budget		Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Municipal Court Clerk	156	0	152	1	165	0	166	0
Computer Fund								
Municipal Court Clerk	4	0	0	0	6	0	5	0
Total	160	0	152	1	171	0	171	0

Operating Budget by Program				
Program	2021 Budget	2021 FTEs	2022 Proposed	2022 FTEs
Administration	\$ 1,142,963	8	\$ 1,270,429	8
Internal Services	609,979	0	684,732	0
Accounting and Finance	2,197,366	31	2,146,924	31
Civil	2,130,172	32	2,131,937	32
Collections	179,750	2	187,817	2
Criminal and Traffic	4,649,306	68	4,874,761	69
Office of Information Services	1,510,906	6	1,536,553	5
Audit/Internal Controls	740,584	10	732,925	10
Traffic Violations Bureau	851,138	14	902,251	14
Department Total	\$ 14,012,164	171	\$ 14,468,329	171

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.



2022 PROGRAM GUIDE

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 the city’s workforce has been employed and wages are being paid in accordance with the City Charter, city ordinances, and Commission rules.

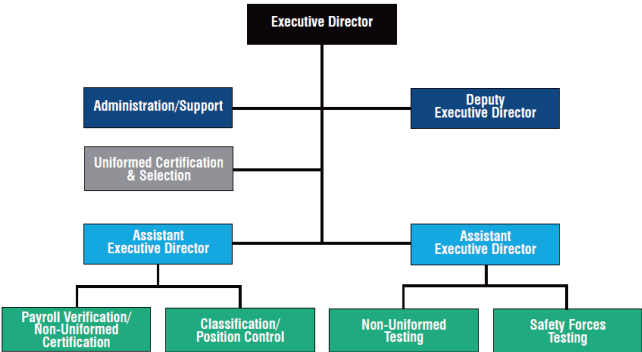
Through its **Safety Force** and **Non-Uniformed Testing** sections, the Commission is responsible for the development and administration of valid examinations for both competitive classifications and safety force entry and promotional positions. It maintains eligible lists of candidates so that city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

Budget Summary				
Fund	2019 Actual	2020 Actual	2021 Budget	2022 Proposed
General Fund	4,451,752	4,223,590	4,557,037	5,016,917
Department Total	\$ 4,451,752	\$ 4,223,590	\$ 4,557,037	\$ 5,016,917

Civil Service



2022 BUDGET NOTES

The Civil Service Commission budget includes funding for 37 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 2022, the budget includes \$292,250 for medical and psychological screenings for police and fire recruits.
- Funds budgeted for scheduled safety promotional testing in 2022 include \$111,138 for the Fire Battalion and Deputy Chief exams, and \$79,452 for the Police Lieutenant and Commander exams.
- 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.

Financial Summary by Area of Expense					
Division	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Proposed
Civil Service					
General Fund					
Personnel	\$ 3,772,529	\$ 3,438,201	\$ 3,798,061	\$ 3,577,239	\$ 4,042,458
Materials & Supplies	46,316	35,499	28,828	28,523	53,053
Services	615,597	746,390	726,648	869,134	917,906
Other	5,500	3,500	3,500	3,500	3,500
Capital	11,810	-	-	-	-
General Fund Subtotal	4,451,752	4,223,590	4,557,037	4,478,396	5,016,917
Department Total	\$ 4,451,752	\$ 4,223,590	\$ 4,557,037	\$ 4,478,396	\$ 5,016,917

Department Personnel Summary								
Fund	2019 Actual		2020 Actual		2021 Budget		2022 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Civil Service	36	5	32	10	36	12	37	12
Total	36	5	32	10	36	12	37	12

Operating Budget by Program				
Program	2021 Budget	2021 FTEs	2022 Proposed	2022 FTEs
Administration	\$ 1,440,272	10	\$ 2,329,916	16
Internal Services	16,577	0	23,085	0
Applicant & Employee Services	764,588	9	176,176	5
Non-Uniformed Testing	665,591	7	530,949	7
EDGE Program*	200,000	0	200,000	0
Safety Forces Testing and Certification	1,463,009	10	1,749,791	9
COVID-19	7,000	0	7,000	0
Department Total	\$ 4,557,037	36	\$ 5,016,917	37

*Renamed for 2021. See program guide.



2022 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.

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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 40 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. In 2021, the city's 911 Emergency Communications Center (ECC) operations transitioned from the Division of Police into Support Services where operations will continue in 2022. 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.

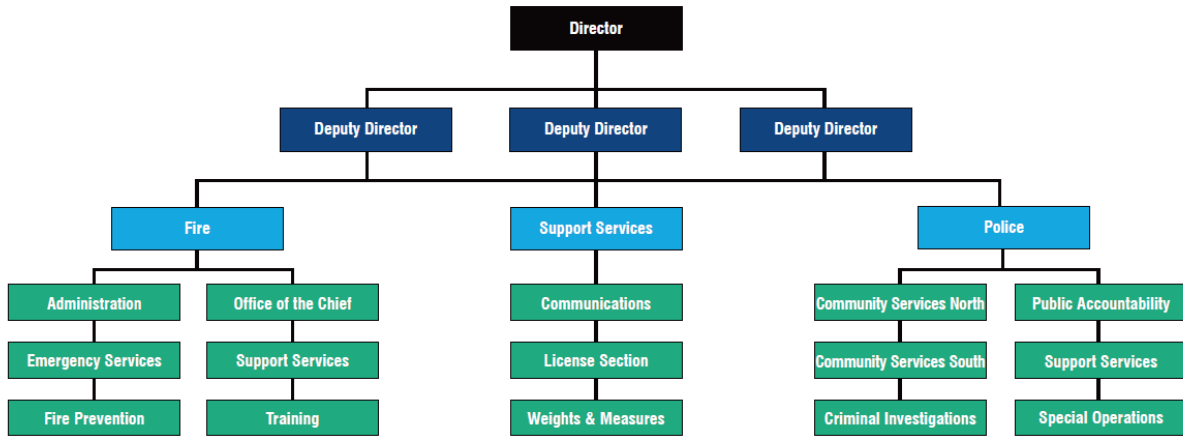
The **Columbus Division of Police** has over 1,900 officers and 200 civilian employees making it one of the top 25 largest departments in the country. The division is organized into six subdivisions and covers 20 precincts across the greater Columbus metropolitan area, while serving over 905,000 residents. 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 (EMS), 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.

Budget Summary				
Fund	2019 Actual	2020 Actual	2021 Budget	2022 Proposed
General Fund	630,728,806	599,317,731	635,458,521	662,496,483
E-911 Fund	1,282,465	1,959,155	1,566,227	1,566,227
Department Total	\$ 632,011,271	\$ 601,276,886	\$ 637,024,748	\$ 664,062,710



2022 BUDGET NOTES

Public Safety continues to be a top priority. The 2022 budget includes over \$11.6 million across multiple city departments to support the Comprehensive Neighborhood Safety Strategy. Building upon the success of the alternative response pilot launched in 2021, this budget also provides \$5.2 million in funding between Public Safety and the Health Department to expand and support the Right Response program for a full year.

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, such as code violations, burned out street and traffic lights, water leaks, and downed utility and power lines to appropriate city agencies.
- Minority recruiting efforts will continue in 2022, 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 \$3,000,000 in 2022. The per-diem cost is scheduled to increase in 2022 from \$92 to \$96.
- A total of \$33,000 is budgeted for Crime Stoppers, and \$225,000 is included for the Capital Area Humane Society for animal cruelty investigations.

SUPPORT SERVICES

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

- A total of \$1,097,000 is budgeted for the continued maintenance of the city's Public Safety radio system, while \$571,000 is included for annual maintenance of the computer aided dispatching system.
- 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 2022 budget includes funding for a wide array of initiatives aimed to further the Comprehensive Neighborhood Safety Strategy, strengthen diversity, and continue developing a model of 21st century community policing for Columbus:

- Despite the challenges presented by the COVID-19 pandemic, Safe Streets officers interacted with nearly 6,400 members of the community in 2020, adapting bike patrol operations to facilitate safe neighborhood engagement and attending numerous virtual community events as well. A total of \$2.9 million is included for overtime, replacement bicycles, and equipment to continue supporting this initiative in 2022.
- The 2022 budget includes \$206,804 for the Police Cadet program to continue building a pipeline of qualified, diverse candidates for the division.
- ShotSpotter was strategically deployed across nine square miles of the city during the first quarter of 2019, and was expanded in 2021 to cover an additional three square miles in the Near East Side. The 2022 budget includes \$825,000 for this technology, which continues to prove effective in identifying and reducing response times to gunfire.
- A total of \$2.5 million is budgeted to support the body worn camera program.
- Funding is provided for a beginning year strength of 1,936 police officers. It is anticipated that during 2022, there will be a total of 170 separations. Officers lost through these separations will be replaced with three budgeted classes totaling 170 recruits and subsequent internal promotions.



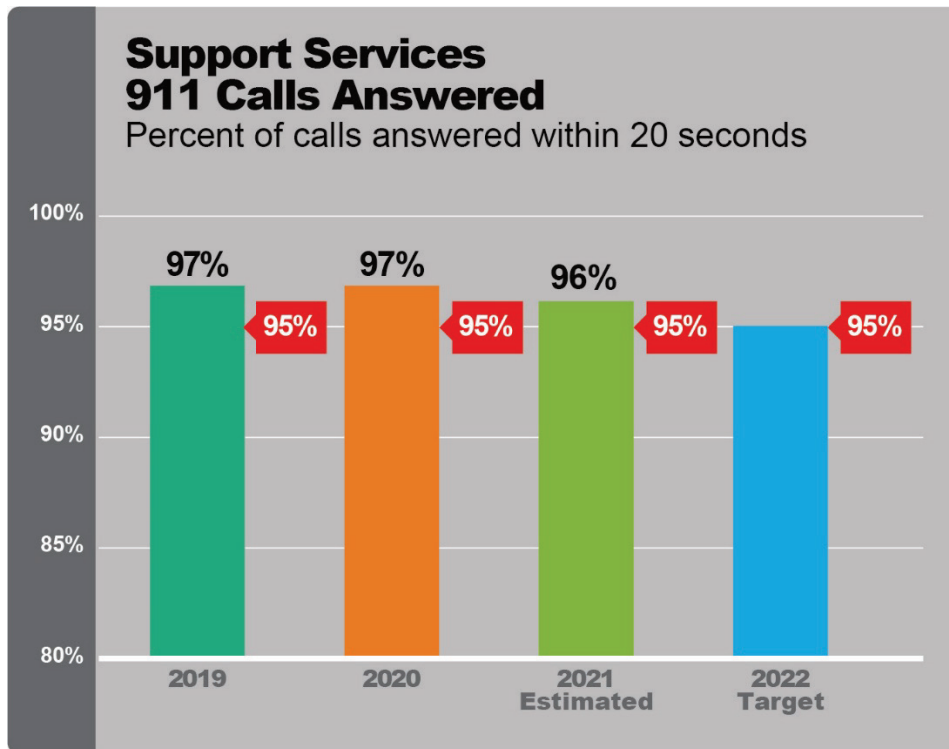
FIRE

The Division of Fire's 2022 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.

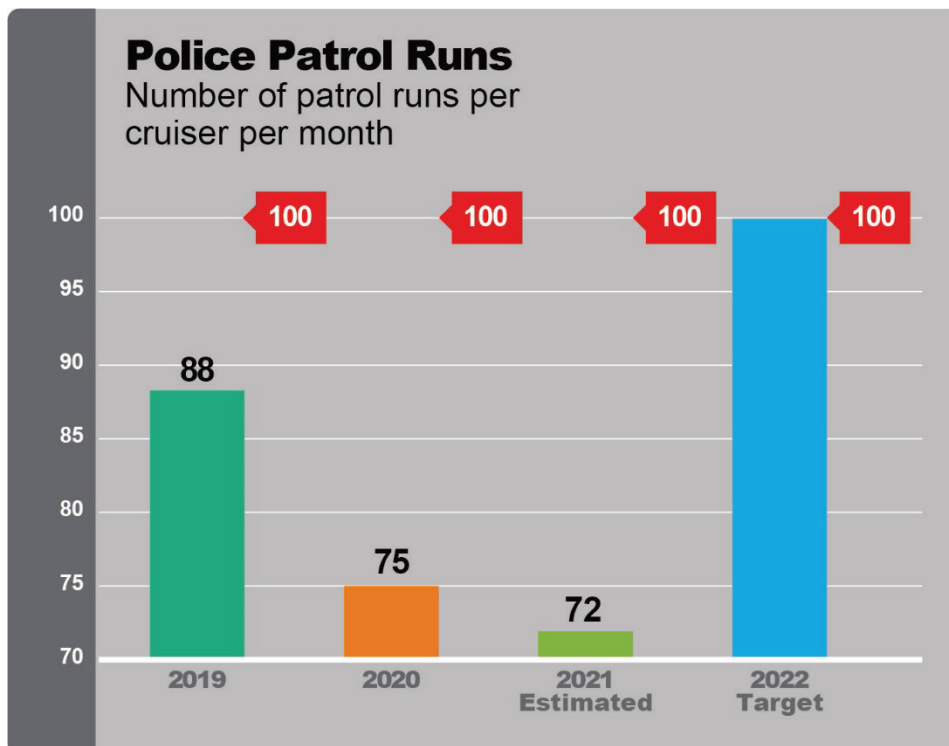
- The 2022 budget includes \$209,941 for the Fire Cadet program to continue building a pipeline of qualified, diverse candidates for the division.
- The EMS third-party reimbursement program that began in January 2003 is expected to generate approximately \$17.8 million in 2022. A total of \$1.5 million is budgeted to fund the division's cost for EMS related billing services.
- Funding is provided for a beginning year strength of 1,582 firefighters. It is anticipated that during 2022, there will be a total of 70 separations. Firefighters lost through these separations will be replaced with three budgeted classes totaling 125 recruits and subsequent internal promotions.
- Approximately \$118,000 is budgeted to facilitate Basic and Advanced Cardiovascular Life Support training and certifications utilizing an innovative technology-based curriculum proven to improve skill retention over time.



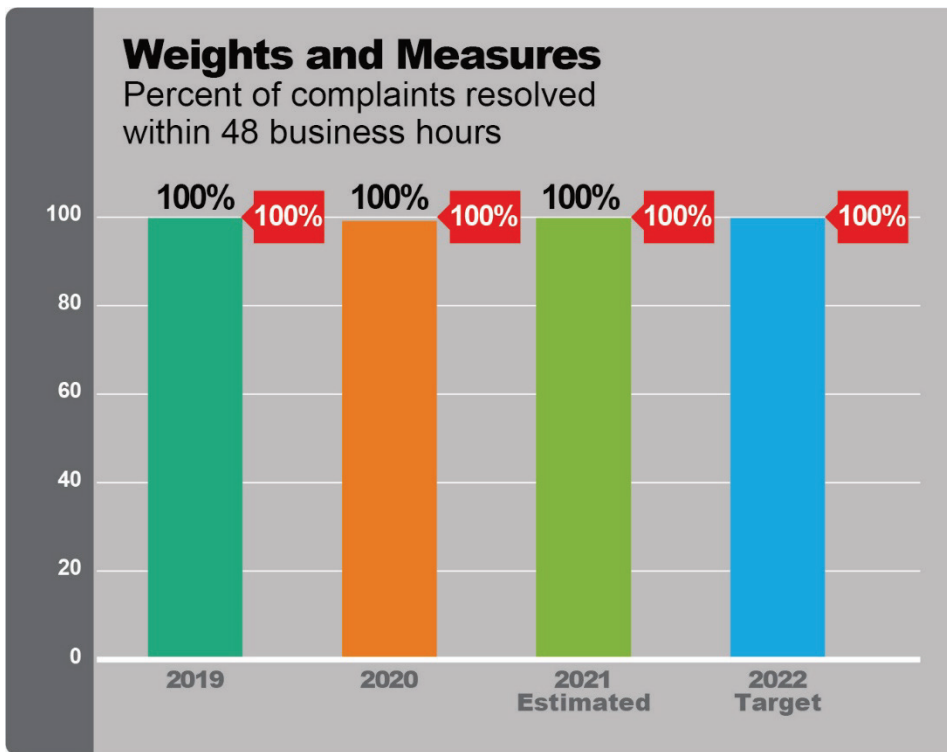
PERFORMANCE MEASURES



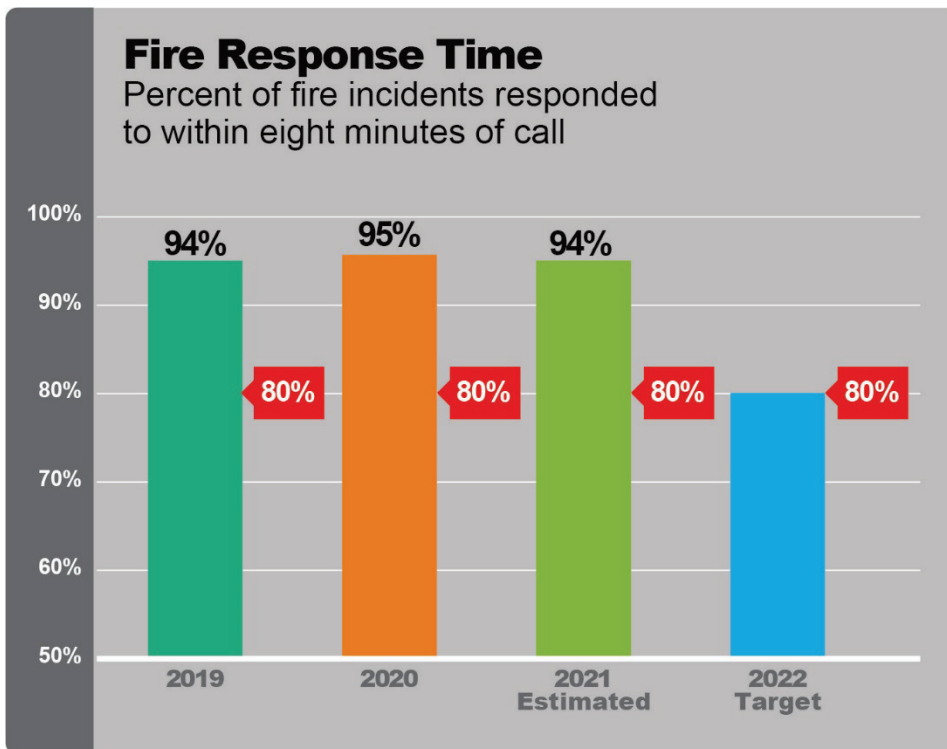
The Emergency Communications Center personnel strive to answer all 911 calls for service in 20 seconds or less. The Police Communications Bureau adopted the 95 percent National Emergency Number Association (NENA) Standard and continually exceeded this standard. This practice will continue under the Support Services Division. In 2022, the target for this measure will meet or exceed 95 percent.



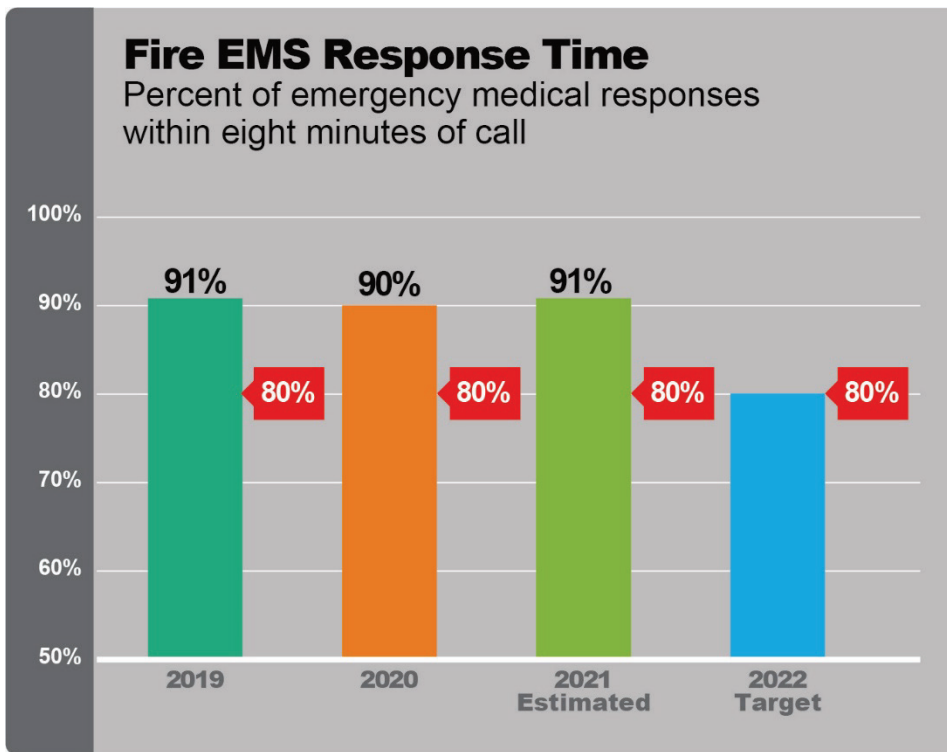
This measure represents the average number of dispatched and self-initiated runs per cruiser per month. The lower the number, the more non-committed time that officers have to engage in community policing activities. The number of cruisers available on a daily basis averages about 340.



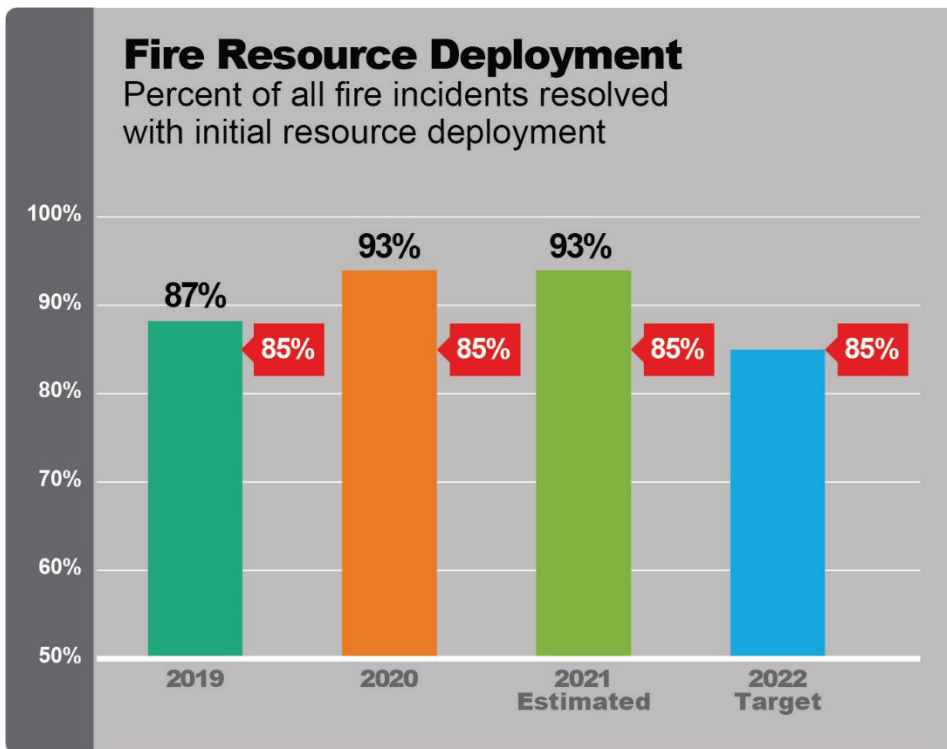
Weights and Measures personnel strive to resolve all consumer complaints within 48 business hours. In doing so, the division helps ensure transparency for buyers and sellers in a variety of commercial transactions. The number of complaints investigated and resolved averages 90 per year. In 2022, the 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 2021 and 2022.



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.



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	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Proposed
General Fund					
Administration	\$ 12,076,011	\$ 8,151,062	\$ 12,651,312	\$ 9,175,125	\$ 12,926,671
Support Services	7,065,278	6,789,208	20,476,888	18,582,804	21,913,303
Police	345,915,936	350,060,990	336,846,128	380,761,721	354,194,577
Fire	265,671,581	234,316,471	265,484,193	275,688,274	273,461,932
General Fund Subtotal	630,728,806	599,317,731	635,458,521	684,207,924	662,496,483
E-911 Fund					
Support Services	307,822	510,631	1,566,227	1,566,227	1,566,227
Police	974,643	1,448,524	-	-	-
E-911 Fund Subtotal	1,282,465	1,959,155	1,566,227	1,566,227	1,566,227
Department Total	\$ 632,011,271	\$ 601,276,886	\$ 637,024,748	\$ 685,774,151	\$ 664,062,710



Public Safety

Financial Summary by Area of Expense						
Division		2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Proposed
Administration						
General Fund						
	Personnel	\$ 1,625,258	\$ 1,654,660	\$ 7,179,990	\$ 6,263,809	\$ 7,520,203
	Materials & Supplies	5,299	4,000	10,367	7,820	10,367
	Services	6,445,454	6,604,322	5,460,855	2,903,396	5,395,951
	Other	4,000,000	(136,920)	100	100	150
	Transfers	-	25,000	-	-	-
	Administration Subtotal	12,076,011	8,151,062	12,651,312	9,175,125	12,926,671
Support Services						
General Fund						
	Personnel	4,453,563	4,310,522	16,497,586	14,594,413	17,649,556
	Materials & Supplies	217,534	197,163	427,175	304,412	489,175
	Services	2,388,973	2,278,497	3,546,327	3,663,347	3,768,772
	Other	5,208	3,026	5,800	20,632	5,800
	General Fund Subtotal	7,065,278	6,789,208	20,476,888	18,582,804	21,913,303
E-911 Fund						
	Personnel	57,822	117,703	1,566,227	1,566,227	1,566,227
	Services	250,000	392,928	-	-	-
	E-911 Fund Subtotal	307,822	510,631	1,566,227	1,566,227	1,566,227
	Support Services Subtotal	7,373,100	7,299,839	22,043,115	20,149,031	23,479,530
Police						
General Fund						
	Personnel	325,799,186	331,269,658	308,214,363	348,742,344	329,018,977
	Materials & Supplies	4,408,560	4,670,898	4,742,414	5,206,248	6,299,082
	Services	14,728,962	13,786,953	14,930,082	13,546,226	18,621,518
	Other	968,407	319,422	255,000	10,255,000	255,000
	Capital	-	-	3,000,000	3,000,000	-
	Transfers	10,820	14,059	5,704,269	11,903	-
	General Fund Subtotal	345,915,936	350,060,990	336,846,128	380,761,721	354,194,577
E-911 Fund						
	Personnel	974,643	1,448,524	-	-	-
	E-911 Fund Subtotal	974,643	1,448,524	-	-	-
	Police Subtotal	346,890,579	351,509,514	336,846,128	380,761,721	354,194,577
Fire						
General Fund						
	Personnel	248,087,414	220,023,277	246,036,400	258,688,949	255,495,216
	Materials & Supplies	4,565,561	4,775,582	4,413,729	5,061,348	5,512,454
	Services	12,860,604	9,393,902	12,446,292	11,805,403	12,329,262
	Other	150,848	29,996	125,000	108,700	125,000
	Capital	-	-	-	7,766	-
	Transfers	7,155	93,715	2,462,772	16,108	-
	Fire Subtotal	265,671,581	234,316,471	265,484,193	275,688,274	273,461,932
	Department Total	\$ 632,011,271	\$ 601,276,886	\$ 637,024,748	\$ 685,774,151	\$ 664,062,710

Department Personnel Summary								
Fund	2019 Actual		2020 Actual		2021 Budget		2022 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Administration	10	2	12	2	64	7	68	7
Support Services	39	2	38	2	189	2	193	2
Police, Uniformed	1,969	0	1,947	0	1,969	0	1,936	0
Police, Civilian	354	24	350	24	231	67	252	58
Fire, Uniformed	1,602	0	1,592	0	1,602	0	1,637	0
Fire, Civilian	49	21	50	21	43	64	50	45
Total	4,023	49	3,989	49	4,098	140	4,136	112

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



Operating Budget by Program				
Program	2021 Budget	2021 FTEs	2022 Proposed	2022 FTEs
911 Support Group	\$ 20,861,063	216	\$ 23,026,414	219
Administration	38,781,361	134	38,178,903	132
Communications	9,693,298	53	8,740,361	48
Community Programs	19,476,862	167	38,809,903	186
Drug Enforcement	15,779,783	101	16,113,324	103
Fire Emergency Services	213,886,977	1,358	214,379,790	1,360
Fiscal	1,313,607	11	952,803	13
Human Resources	3,217,348	22	2,216,277	23
Internal Services	17,463,882	0	18,515,020	0
Investigative	32,777,117	213	34,200,763	217
Legal Matters	325,475	0	325,475	0
License Enforcement	466,205	5	470,960	5
License Support	515,447	5	354,762	3
Opiate Initiatives	410,000	0	410,000	0
Police Patrol	158,026,867	1,084	160,050,930	1,086
Public Safety Network/CAD	1,561,320	9	3,214,919	10
Special Operations	27,400,837	160	27,729,314	161
Support Operations	44,817,309	304	44,808,031	303
Training	29,695,419	250	30,988,033	261
Weights and Measures	554,571	6	576,728	6
Department Total	\$ 637,024,748	4,098	\$ 664,062,710	4,136

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.



2022 PROGRAM GUIDE

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.

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

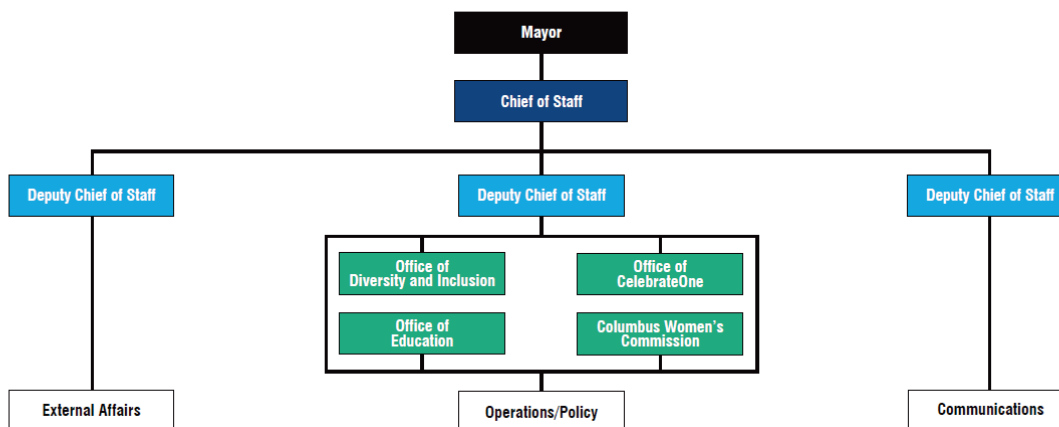
Mayor Andrew J. Ginther is the chief executive of the City of Columbus and is responsible for establishing public policy and budget priorities for the city. As the head of the executive branch, Mayor Ginther leads 14 cabinet members responsible for the administration of city government, the delivery 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	2019 Actual	2020 Actual	2021 Budget	2022 Proposed
General Fund	4,238,911	4,051,659	4,795,379	4,330,000
Department Total	\$ 4,238,911	\$ 4,051,659	\$ 4,795,379	\$ 4,330,000

Office of the Mayor



2022 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.

Heading into its sixth year, the **Columbus Women’s Commission** is funded at \$382,092 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 continues to work alongside other city departments to support the Financial Empowerment Roadmap. Of particular note, over 280 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.

Financial Summary by Area of Expense					
Division	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Proposed
Mayor					
General Fund					
Personnel	\$ 3,949,141	\$ 3,675,451	\$ 4,249,514	\$ 3,540,134	\$ 4,059,800
Materials & Supplies	11,336	8,110	15,000	12,447	18,000
Services	277,183	367,354	529,615	231,604	250,200
Other	1,250	745	1,250	1,250	2,000
General Fund Subtotal	4,238,911	4,051,659	4,795,379	3,785,435	4,330,000
Department Total	\$ 4,238,911	\$ 4,051,659	\$ 4,795,379	\$ 3,785,435	\$ 4,330,000

Department Personnel Summary								
Fund	2019 Actual		2020 Actual		2021 Budget		2022 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Mayor	28	0	27	0	31	0	27	0
Total	28	0	27	0	31	0	27	0

Operating Budget by Program				
Program	2021 Budgeted	2021 FTEs	2022 Proposed	2022 FTEs
Administration	\$ 847,465	5	\$ 779,797	3
Internal Services	35,664	0	24,100	0
Community Affairs	684,791	5	882,135	6
Communications	495,431	3	848,771	6
CelebrateOne*	1,335,581	9	-	0
Policy and Government Affairs	1,396,447	9	1,795,197	12
Department Total	\$ 4,795,379	31	\$ 4,330,000	27

**In 2021, CelebrateOne programming was formally established under the Office of CelebrateOne. Please refer to the corresponding section within this document for further information.*





2022 PROGRAM GUIDE

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.



Division Description

The Office of Diversity and Inclusion was established in 2016 as one of Mayor Andrew J. Ginther’s first acts as the newly-elected Mayor of Columbus. Headed by the 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.

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.

The Office of Diversity and Inclusion advances the Mayor’s Equity Agenda by promoting the economic inclusion of Minority-Owned and Women-Owned businesses throughout the City of Columbus’ supply chain. 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 MBE/WBE outreach and engagement.

Budget Summary				
Fund	2019 Actual	2020 Actual	2021 Budget	2022 Proposed
General Fund	1,093,943	1,445,603	1,859,993	1,910,183
Department Total	\$ 1,093,943	\$ 1,445,603	\$ 1,859,993	\$ 1,910,183



Office of Diversity and Inclusion

The Office of Diversity and Inclusion continues to expand its work in the DEI (Diversity, Equity, and Inclusion) area with a strategic focus on Workforce Diversity. The Office of Diversity and Inclusion works in partnership with city departments and various local, community, education, and private sector partners to advance the City's recruitment strategies that promote a diverse workforce that is reflective of the full diversity of Columbus 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 and applying new and innovative approaches to recruiting, retaining and promoting diverse talent, the Office of Diversity and Inclusion helps to ensure that diversity and inclusion is an integral part of the city employment process.

Office of Diversity and Inclusion



2022 BUDGET NOTES

The Office of Diversity and Inclusion's budget of \$1.9 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 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.

Financial Summary by Area of Expense					
Division	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Proposed
Diversity and Inclusion					
General Fund					
Personnel	\$ 524,444	\$ 1,107,948	\$ 1,547,943	\$ 1,041,668	\$ 1,604,558
Materials & Supplies	30,136	7,575	2,000	3,000	8,000
Services	539,363	330,080	310,050	587,057	297,625
General Fund Subtotal	1,093,943	1,445,603	1,859,993	1,631,725	1,910,183
Department Total	\$ 1,093,943	\$ 1,445,603	\$ 1,859,993	\$ 1,631,725	\$ 1,910,183

Department Personnel Summary								
Fund	2019 Actual		2020 Actual		2021 Budget		2022 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Diversity and Inclusion	8	0	9	0	14	0	14	0
Total	8	0	9	0	14	0	14	0

Operating Budget by Program				
Program	2021 Budget	2021 FTEs	2022 Proposed	2022 FTEs
Administration	\$ 1,848,426	14	\$ 1,902,889	14
Internal Services	11,567	0	7,294	0
Department Total	\$ 1,859,993	14	\$ 1,910,183	14



2022 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.



Division Description

Since 2014, the City, under the leadership of then-City Council President and now Mayor Andrew J. Ginther, has invested time and resources to address and reduce the infant mortality rate in Franklin County through the collaborative effort called CelebrateOne. At its inception, CelebrateOne was administered by Columbus Public Health but in 2017, was transferred from Columbus Public Health to the Office of the Mayor in order to further prioritize the work of this initiative. In 2021, legislation was passed to establish the new Office of CelebrateOne to ensure future generations have the opportunity to thrive.

Division Mission

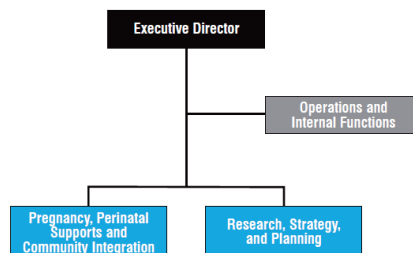
Every child in every Columbus neighborhood deserves the opportunity to thrive.

The Office of CelebrateOne is focused on eliminating preventable sleep-related deaths, reducing preterm births, and improving service delivery to those most impacted by health disparities in our community.

The Office of CelebrateOne works with other City departments and community partners to promote safe sleep practices, teen reproductive health education, and providing assistance to pregnant women living in highly unstable housing.

Budget Summary				
Fund	2019 Actual	2020 Actual	2021 Budget	2022 Proposed
General Fund	-	-	770,400	1,378,071
Department Total	\$ -	\$ -	\$ 770,400	\$ 1,378,071

Please note: Figures prior to July of 2021 can be found under the Office of the Mayor.



2022 BUDGET NOTES

The Office of Celebrate One's budget of \$1,378,071 represents a critical contribution in strengthening the infrastructure that will support the community's efforts to ensure every baby, regardless of race or zip code, celebrates his or her 1st birthday. These fund will allow CelebrateOne and its partners to:

- Deepen work targeting the racial disparity gap in the infant mortality rate;
- Accelerate efforts to address the Social Determinants of Health; and
- Strengthen coordination between the health and social service systems.

Additionally, CelebrateOne's budget is a direct investment in many of the strategic priorities of Mayor Ginther's administration, including but not limited to: neighborhoods, birth to five, and diversity and inclusion.

Financial Summary by Area of Expense					
Division	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Proposed
CelebrateOne					
General Fund					
Personnel	-	-	\$ 561,977	\$ 382,885	\$ 1,058,563
Materials & Supplies	-	-	2,553	2,553	5,000
Services	-	-	205,870	205,871	314,508
General Fund Subtotal	-	-	770,400	591,309	1,378,071
Department Total	\$ -	\$ -	\$ 770,400	\$ 591,309	\$ 1,378,071

Department Personnel Summary								
Fund	2019 Actual		2020 Actual		2021 Budget		2022 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
CelebrateOne	-	-	-	-	9	0	9	0
Total	-	-	-	-	9	0	9	0

Operating Budget by Program				
Program	2021 Budget	2021 FTEs	2022 Proposed	2022 FTEs
Administration	\$ 770,400	9	\$ 1,378,071	9
Department Total	\$ 770,400	9	\$ 1,378,071	9

Please Note: The 2021 Budget for Celebrate One, under the Office of the Mayor was \$1,335,581. The 2021 figures referenced above reflect the portion of the Budget transferred to the newly created Office of Celebrate One, with the passage of Ordinance 1911-2021 in July of 2021.



2022 PROGRAM GUIDE

ADMINISTRATION

To address and respond to the unequal distribution and alarming rates of premature births and infant deaths in the Central Ohio area by: focusing efforts on the Social Determinants of Health; connecting the disconnected through community engagement and individual support; and conducting research and developing policy solutions to target systemic barriers that impact infant mortality.

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Division Description

The Office of Education 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.

Instrumental to the Mayor’s strategic priorities in the areas of Birth to Five and Education and Neighborhoods, the Office of Education has expanded pre-kindergarten services to over 7,000 children in Columbus over the past eight years. In addition, the Office of Education is assisting Future Ready Columbus in the development of a birth to five strategic plan for Columbus and Franklin County.

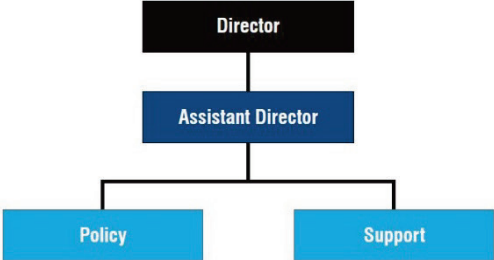
Division Mission

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 21st 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 Office of Education. 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 Office of Education will again provide funding for approximately 100 Linden pre-kindergarten students.

Budget Summary				
Division	2019 Actual	2020 Actual	2021 Budget	2022 Proposed
General Fund	6,506,688	6,070,004	6,594,143	9,467,361
Department Total	\$ 6,506,688	\$ 6,070,004	\$ 6,594,143	\$ 9,467,361

Education

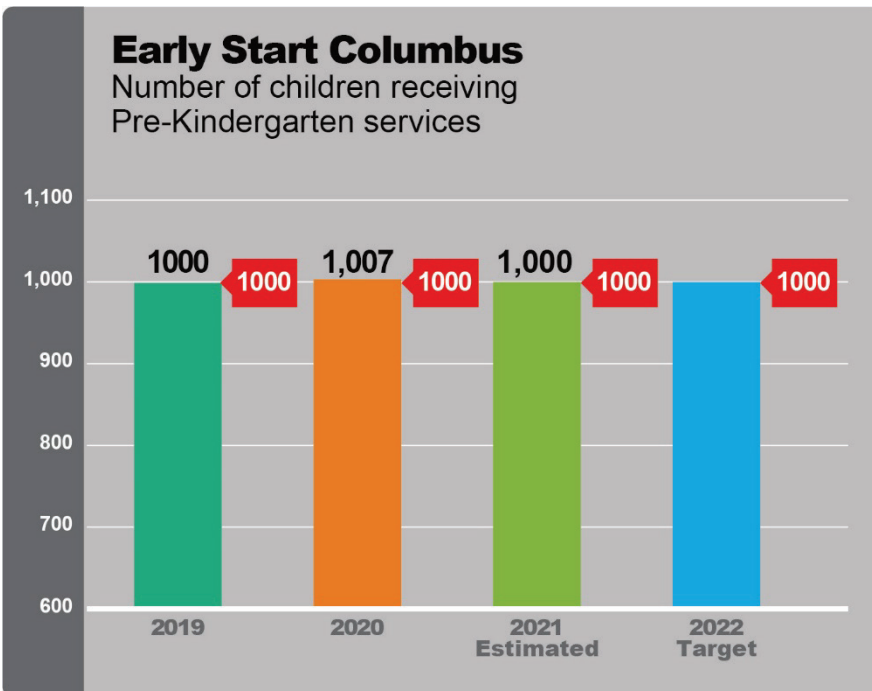


2022 BUDGET NOTES

As one of the Mayor's strategic priorities (Birth to Five and Education), the Department of Education's budget of \$9.5 million includes funding for two full-time regular employees. In addition:

- The 2022 budget includes \$1.8 million to fund enrollment for 240 students at the Hilltop Early Learning Center.
- A total of \$5,732,325 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 four-year old in Columbus. The department's goal of 1,000 children receiving pre-kindergarten services in 2022 remains.

Financial Summary by Area of Expense					
Division	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Proposed
Education					
General Fund					
Personnel	\$ 446,816	\$ 308,831	\$ 564,487	\$ 337,832	\$ 317,008
Materials & Supplies	463	-	9,500	4,000	7,000
Services	6,049,409	5,761,173	6,020,156	8,217,884	9,143,353
Transfer	10,000	-	-	-	-
General Fund Subtotal	6,506,688	6,070,004	6,594,143	8,559,716	9,467,361
Department Total	\$ 6,506,688	\$ 6,070,004	\$ 6,594,143	\$ 8,559,716	\$ 9,467,361

Department Personnel Summary								
Fund	2019 Actual		2020 Actual		2021 Budget		2022 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Education	2	0	2	0	4	0	2	0
Total	2	0	2	0	4	0	2	0

Operating Budget by Program					
Program	2021		2022		
	Budgeted	FTEs	Proposed	FTEs	
Administration	\$ 635,490	4	\$ 2,315,510	2	
Early Start	5,568,075	0	6,757,372	0	
After-school Grants	389,819	0	389,819	0	
Internal Services	759	0	4,660	0	
Department Total	\$ 6,594,143	4	\$ 9,467,361	2	





2022 PROGRAM GUIDE

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.

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Division Description

In November 2020, the citizens of Columbus voted to approve an amendment to the City Charter to establish a civilian police review board and a Department of the Inspector General for the Columbus Division of Police.

The initiative was one of several recommendations presented to the Mayor by the Columbus Community Safety Advisory Commission, which was tasked with reviewing Columbus Division of Police recruitment, training, policies, and procedures through the lens of 21st century policing.

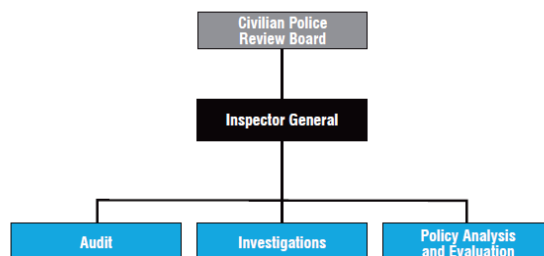
Division Mission

To enhance transparency and build trust through the objective and independent oversight of the Columbus Police Department.

The Department of the Inspector General exists as a city-funded, operationally-independent, professionally-staffed, public-facing entity. This department is empowered to participate fully in criminal or administrative investigations involving Division of Police personnel, exercising certain duties and responsibilities. This includes the authority to develop administrative rules; receive, initiate, review, and cause the investigation of complaints of misconduct; make recommendations on resolutions of complaints; make recommendations on discipline; and in specific circumstances, subpoena witnesses and evidence.

Budget Summary				
Fund	2019 Actual	2020 Actual	2021 Budget	2022 Proposed
General Fund	-	-	-	1,032,602
Department Total	\$ -	\$ -	\$ -	\$ 1,032,602

Inspector General



2022 BUDGET NOTES

The 2022 budget for the Department of the Inspector General includes funding for ten full-time employees. Non-personnel funding totaling \$103,137 is included in the Supplies and Professional Services categories to support the operational needs of the department as well.

Financial Summary by Area of Expense					
Division	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Proposed
Inspector General					
General Fund					
Personnel	\$ -	\$ -	\$ -	\$ 6,812	\$ 929,465
Materials & Supplies	-	-	-	30,000	50,000
Services	-	-	-	15,000	53,137
Other	-	-	-	-	-
Transfers	-	-	-	-	-
General Fund Subtotal	-	-	-	51,812	1,032,602
Department Total	\$ -	\$ -	\$ -	\$ 51,812	\$ 1,032,602

Department Personnel Summary								
Fund	2019 Actual		2020 Actual		2021 Budget		2022 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Administration	0	0	0	0	0	0	10	0
Total	0	0	0	0	0	0	10	0

Operating Budget by Program					
Program	2021 Budget	2021 FTEs	2022 Proposed	2022 FTEs	
Administration	\$ -	0	\$ 1,029,465	10	
Internal Services	-	0	3,137	0	
Department Total	\$ -	0	\$ 1,032,602	10	



2022 PROGRAM GUIDE

ADMINISTRATION

To uphold the duties and responsibility granted to the Department by the citizens of Columbus to effectuate thorough and objective oversight of Police operations.

INTERNAL SERVICES

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

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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 five distinct yet interconnected sections. Building, Code Enforcement, 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 **Code Enforcement** section is responsible for the enforcement of the City’s Housing, Zoning, Nuisance Abatement, Graphics, Health, Sanitation, and Safety Codes. It also works to ensure that the unique characteristics of Columbus’ Historic Districts and Commission Areas are maintained and protected.

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.

Budget Summary				
Fund	2019 Actual	2020 Actual	2021 Budget	2022 Proposed
General Fund	-	-	-	7,648,140
Development Services Fund	22,446,679	23,185,641	23,008,744	27,370,690
Department Total	\$ 22,446,679	\$ 23,185,641	\$ 23,008,744	\$ 35,018,830

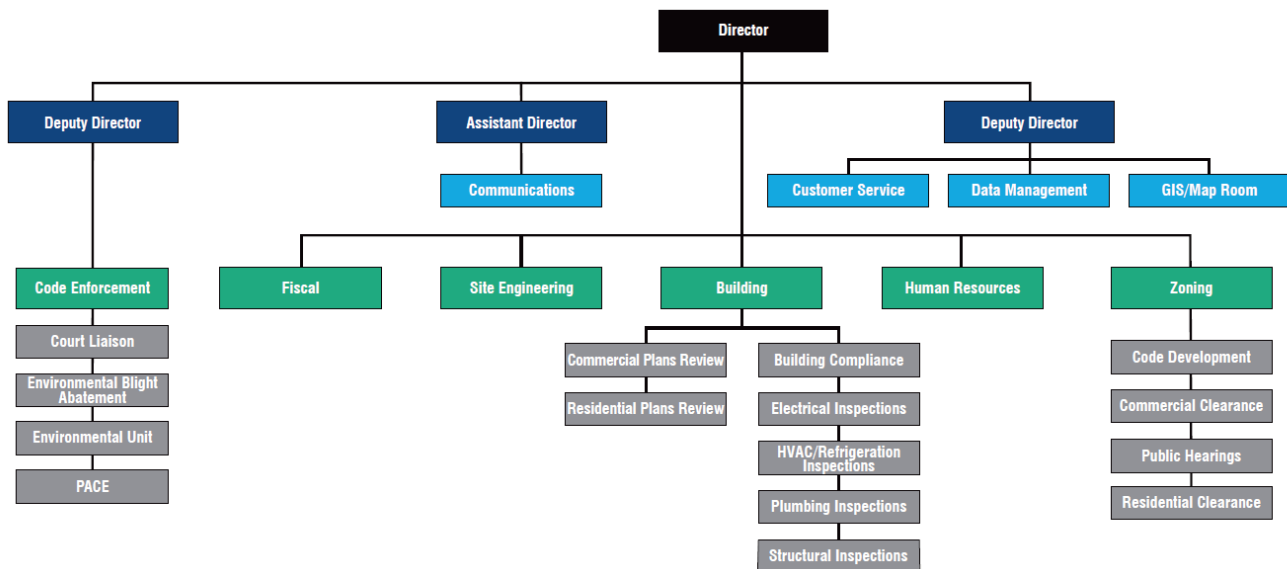
Building and Zoning

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.

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

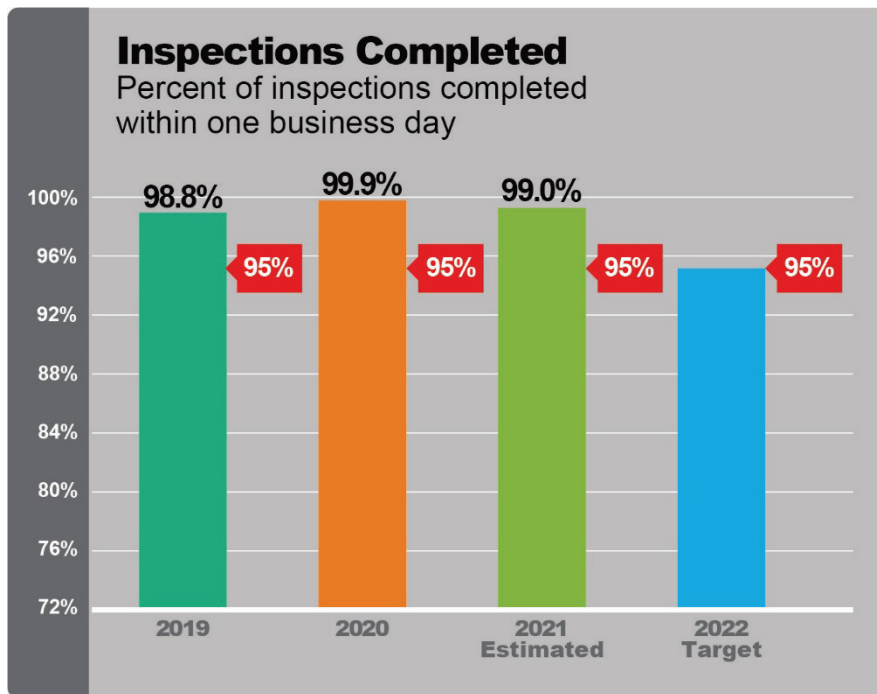


2022 BUDGET NOTES

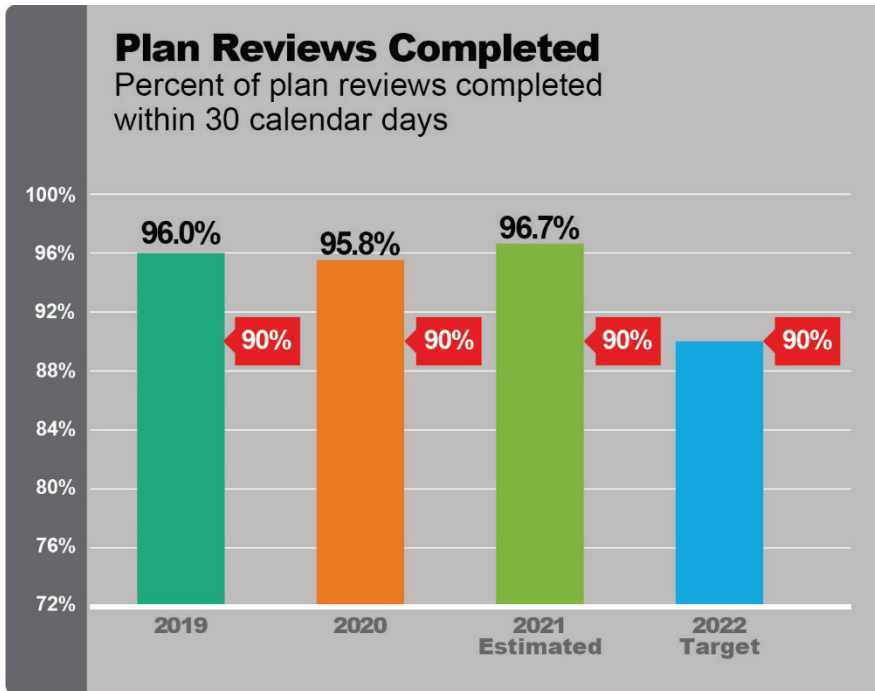
The 2022 budget, totaling \$35 million will support continued investments of technology platforms, including Accela and OnBase, which are critical to the function of the department. Such investments enable the implementation of industry specific best practices and continuous improvement in the areas of permitting, plans review, inspections, and code enforcement. Additionally:

- The department will upgrade and add enhanced functionality to the OnBase platform to expand and better improve electronic plan review and electronic document storage.
- The department plans to increase and extend online permitting options, which already account for nearly 75% of permitting volume.
- This budget includes \$1 million to support a comprehensive, multi-year zoning code modernization effort to support equitable growth, affordable housing, transit, and neighborhood vitality in the City of Columbus for decades to come.

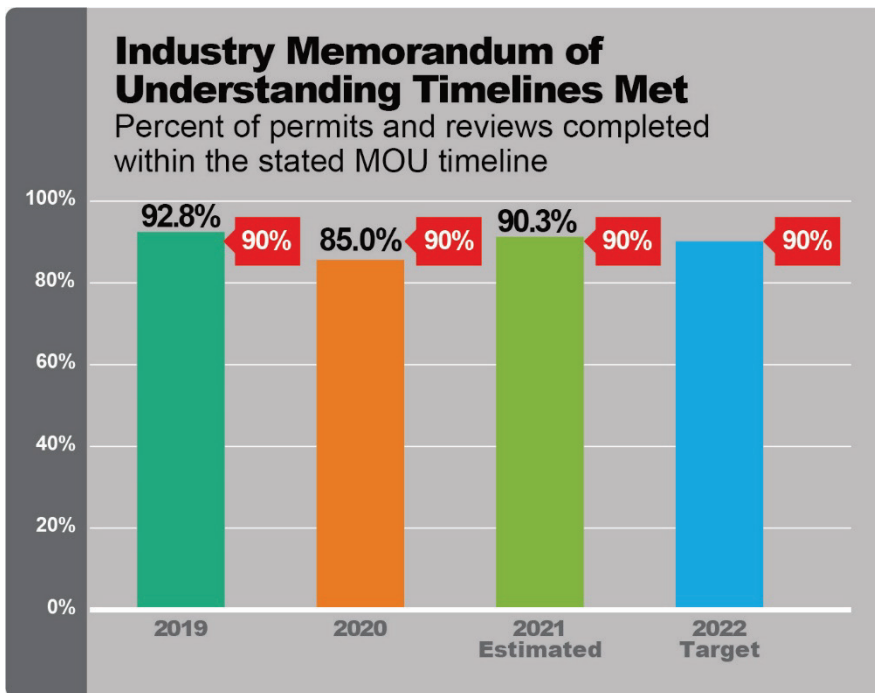
PERFORMANCE MEASURES



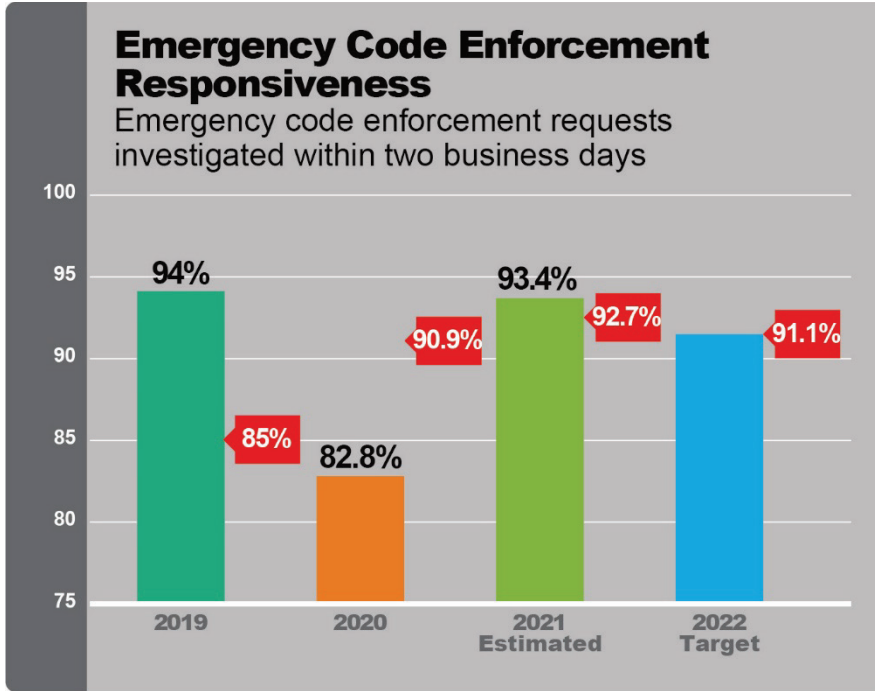
In 2020, the department exceeded this standard, completing nearly all inspections (99.95 percent) within 1 business day of the scheduled date. This standard has been continuously met throughout 2021. The department expects to end the year with near 100% compliance.



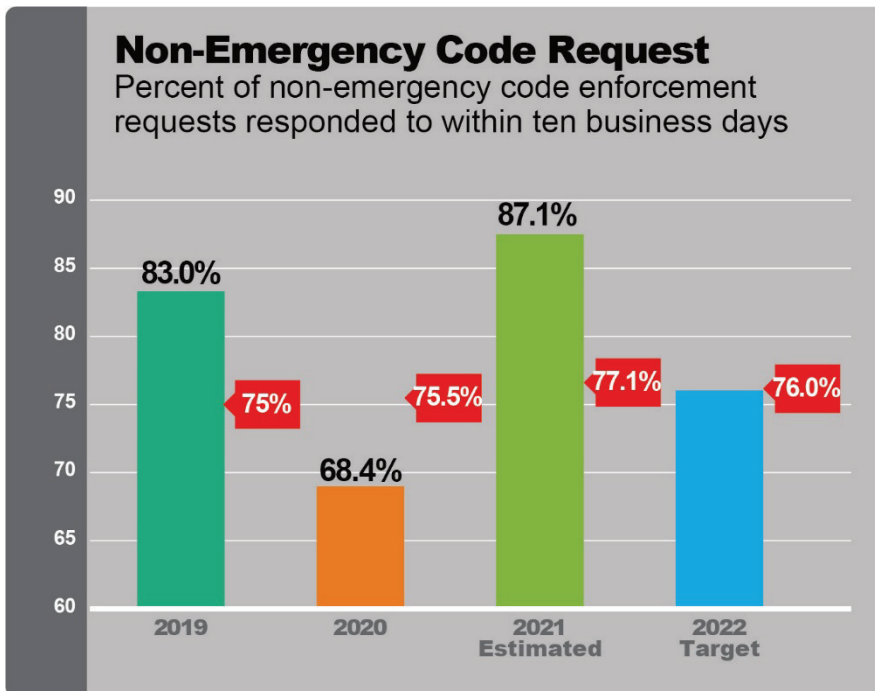
Despite the pandemic, the department exceeded the 2020 target for building plan reviews completed with 30 calendar days. For 2020, nearly 96 percent of reviews were completed with the allowed timeframe – with nearly all reviews completed remotely. So far, in 2021, the department is improving upon that number, exceeding the standard nearly 96 percent of the time. That trend is expected to continue throughout the entirety of the year.



The department fell slightly below its target for site engineering plans reviewed within the standards outlined in the industry MOU in 2020. Establishing a remote process for multi-agency reviews proved difficult in the earliest weeks of the pandemic. By the end of the 2020, however, all MOU timeline standards were routinely met on a monthly basis, and the department ended the year with an 85 percent compliance rate. To date in 2021, the department is keeping pace with the established target of 90 percent, and expects to end the year above that goal.



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 2022 is expected to increase to 91.1 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 2022, the Code Enforcement Division will work to respond to 76.0 percent of requests within ten business days.

Building and Zoning

Financial Summary by Fund					
Fund	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Proposed
General Fund					
Building and Zoning Services	\$ -	\$ -	\$ -	\$ 66,343	\$ 282,216
Code Enforcement	-	-	-	1,779,874	7,365,924
General Fund Subtotal	-	-	-	1,846,217	7,648,140
Development Services Fund					
Building and Zoning Services	22,446,679	23,185,641	23,008,744	23,389,096	25,713,543
Code Enforcement	-	-	-	367,009	1,657,147
Development Services Fund Subtotal	22,446,679	23,185,641	23,008,744	23,756,105	27,370,690
Department Total	\$ 22,446,679	\$ 23,185,641	\$ 23,008,744	\$ 25,602,322	\$ 35,018,830

Financial Summary by Area of Expense					
Division	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Proposed
Building and Zoning Services					
General Fund					
Personnel	\$ -	\$ -	\$ -	\$ 66,343	\$ 282,216
General Fund Subtotal	-	-	-	66,343	282,216
Development Services Fund					
Personnel	\$ 17,628,504	\$ 18,575,779	\$ 17,492,337	\$ 17,886,889	\$ 18,615,986
Materials & Supplies	209,612	91,980	172,600	159,056	169,100
Services	4,297,180	4,472,400	5,270,307	5,123,151	6,479,957
Other	55,000	45,482	73,500	220,000	148,500
Capital	236,383	-	-	-	300,000
Transfer	20,000	-	-	-	-
Development Services Fund Subtotal	22,446,679	23,185,641	23,008,744	23,389,096	25,713,543
Building and Zoning Services Subtotal	22,446,679	23,185,641	23,008,744	23,455,439	25,995,759
Code Enforcement					
General Fund					
Personnel	\$ -	\$ -	\$ -	\$ 1,675,444	\$ 6,546,113
Materials & Supplies	-	-	-	71,604	72,891
Services	-	-	-	27,745	737,920
Other	-	-	-	5,081	9,000
General Fund Subtotal	-	-	-	1,779,874	7,365,924
Development Services Fund					
Personnel	\$ -	\$ -	\$ -	\$ 367,009	\$ 1,657,147
Development Services Fund Subtotal	-	-	-	367,009	1,657,147
Code Enforcement Subtotal	-	-	-	2,146,883	9,023,071
Department Total	\$ 22,446,679	\$ 23,185,641	\$ 23,008,744	\$ 25,602,322	\$ 35,018,830

Department Personnel Summary								
Fund	2019 Actual		2020 Actual		2021 Budget		2022 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Building and Zoning Services	0	0	0	0	0	0	3	0
Code Enforcement	0	0	0		0	0	83	0
Development Services Fund								
Building and Zoning Services	154	10	148	6	161	9	164	7
Total	154	10	148	6	161	9	250	7

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

Operating Budget by Program				
Program	2021	2021	2022	2022
	Budgeted	FTEs	Proposed	FTEs
Administration	\$ 1,418,926	12	\$ 1,679,742	12
Building Services	10,323,262	90	11,184,895	91
Code Enforcement	-	0	8,387,999	77
Customer Service	2,140,081	18	2,363,917	18
Data Management	835,910	5	871,532	5
Engineering Services	1,208,134	9	1,238,105	10
Environmental Nuisance	-	0	489,252	6
Fiscal	258,774	2	391,790	3
Human Resources	419,311	3	510,267	4
Internal Services	4,031,407	0	4,307,507	0
Zoning Services	2,372,939	22	3,593,824	24
Department Total	\$ 23,008,744	161	\$ 35,018,830	250

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.



2022 PROGRAM GUIDE

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.

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.

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.

ENVIRONMENTAL NUISANCE

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

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.



Department Description

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

The **Division of Economic Development** 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.

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

The department's **Division of Housing** serves Columbus by preserving and producing equitable and inclusive 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.

Budget Summary				
Fund	2019 Actual	2020 Actual	2021 Budget	2022 Proposed
General Fund	39,675,082	39,884,921	31,398,379	23,006,480
Emergency Human Services Fund	2,924,103	1,141,455	1,362,000	2,111,000
Department Total	\$ 42,599,185	\$ 41,026,376	\$ 32,760,379	\$ 25,117,480

Development

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 **Division of Land Redevelopment** was created as a stand-alone division in 2017 and manages all activities of the land bank.

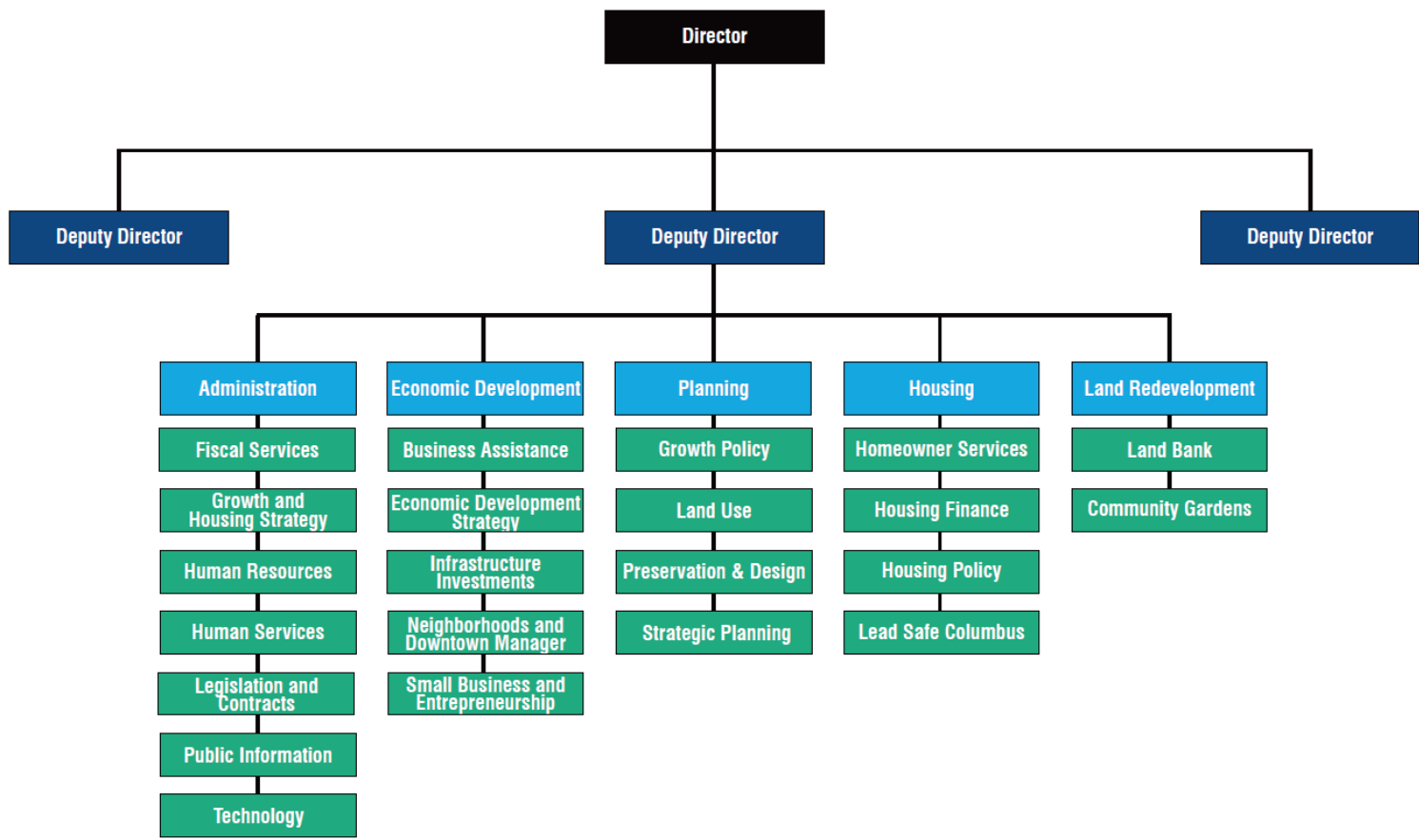
The **Director's Office** provides overall coordination and policy direction for the department's fiscal, human resources, public information, contract administration, and legislative processing functions. These areas provide the administrative support needed to execute the core missions of the department.



Before Land Redevelopment

After Land Redevelopment

Development



2022 BUDGET NOTES

ADMINISTRATION

Total support for social service agencies in 2022 is \$5 million, and is comprised of \$2.9 million in general fund support and \$2.1 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

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 has 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 \$250,000 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 will continue 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 \$150,000 for Sister Cities.

CODE ENFORCEMENT

As of September of 2021 Code Enforcement is operating within the Department of Building and Zoning Services.

PLANNING

The general fund supports 20 full-time equivalent positions in 2022. In addition:

- The Planning Division continues to support the Mayor's Infant Mortality Initiative, CelebrateOne, in the amount of \$76,455 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 within the Office of CelebrateOne 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

The Housing Division continues to support policies and initiatives that further the development of housing all Columbus residents can afford. In addition:

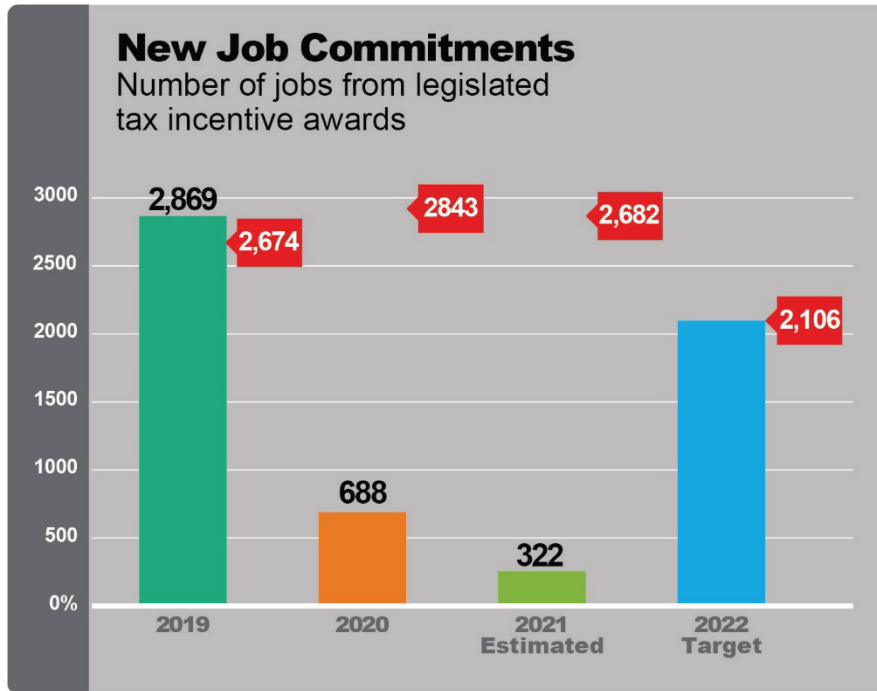
- Support for the Community Shelter Board and the Permanent Supportive Housing (PSH) program (formerly Rebuilding Lives) will provide funding of approximately \$5.39 million in 2022. This includes funding of \$292,000 for homeless veterans and pregnant women, and \$877,688 for previously homeless individuals now living in PSH units. In addition, the city anticipates to receive \$550,000 of Federal Emergency Solutions Grant money in 2022 and has budgeted \$4,450,000 of Federal HOME investment Partnerships Program funds for 2022. Actual amounts for 2022 will be known in mid-2022.
- 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 \$1.5 million in 2022.
- Funding for five additional full-time staff members is also included within this budget.

LAND REDEVELOPMENT

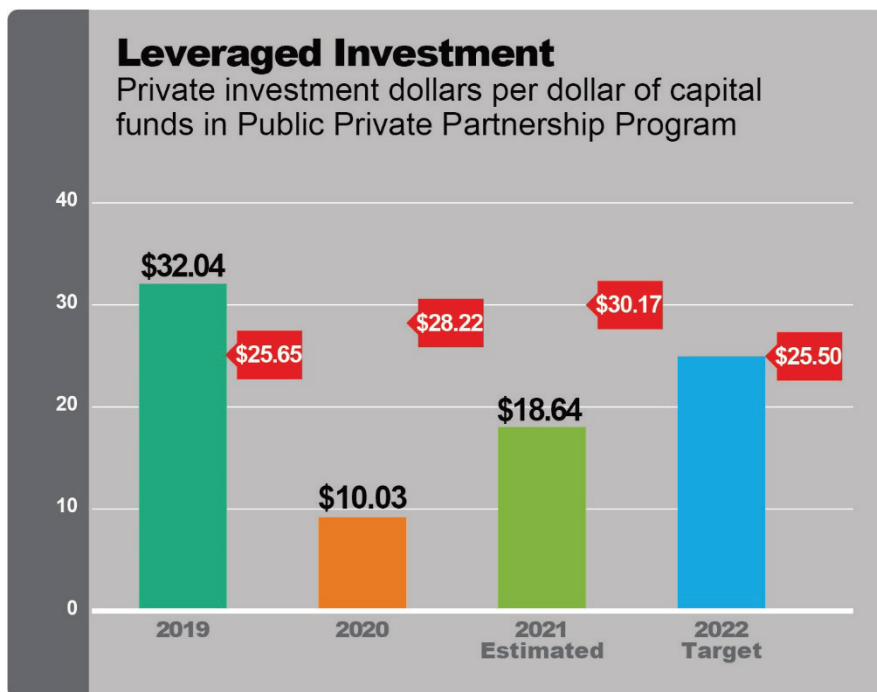
The Division of Land Redevelopment was created in 2017 to better track services provided by the Land Redevelopment Office which previously reported under the Division of Administration. This is the fifth full year of funding for the Division of Land Redevelopment as a separate entity. The division improves Columbus neighborhoods by returning vacant, abandoned, and underutilized residential and commercial properties to productive community assets. The general fund supports 6 full-time positions in 2022.



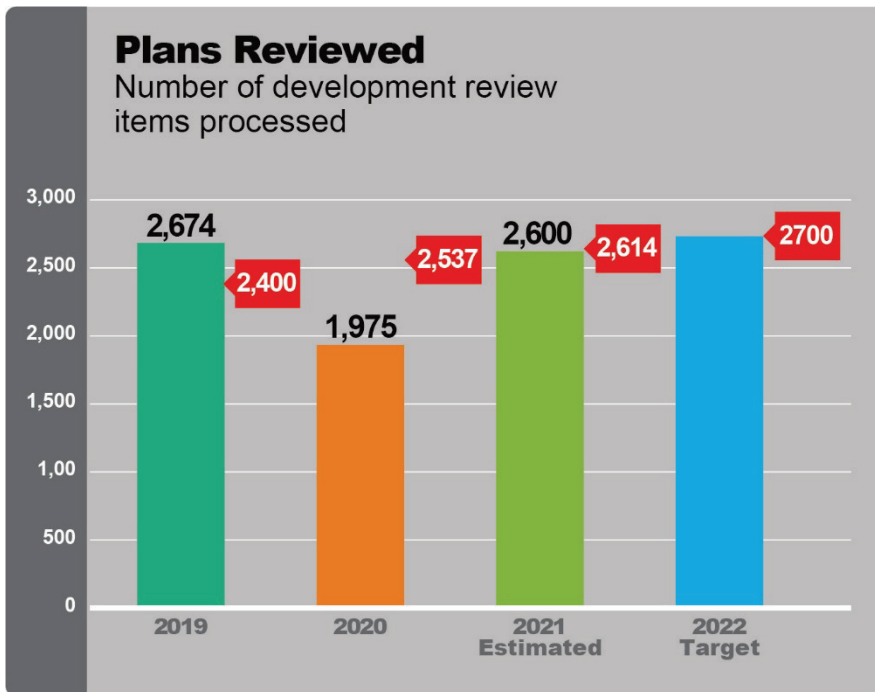
PERFORMANCE MEASURES



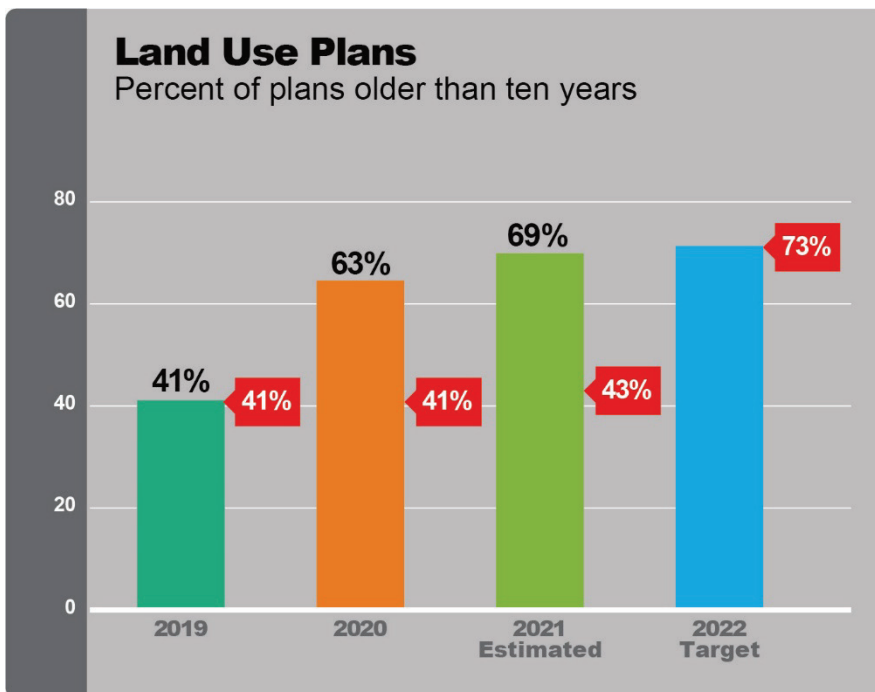
This measure represents the annual number of new committed jobs from incentives awarded by the city through legislation. Incentive recipients have a three-year window to fulfill their job commitments. Variability and fluctuation of job commitments from incentives occur from year to year, and the targets for each year are based on an average of the previous five years. Based on current information through 2020, the target for job commitments for 2022 is 2,106.



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 2022 target is \$25.50.



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 2021. The expected target is increased to 2,700 for 2022.



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	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Proposed
General Fund					
Administration	\$ 5,996,752	\$ 5,822,406	\$ 8,213,903	\$ 10,041,187	\$ 7,380,161
Economic Development	16,842,242	16,101,945	4,465,871	17,957,600	4,876,470
Code Enforcement	7,629,505	8,275,537	8,594,330	6,357,206	-
Planning	1,833,809	1,511,359	1,681,524	1,745,401	2,020,097
Housing	6,720,579	7,603,663	7,587,698	7,936,182	8,142,651
Land Redevelopment	652,196	570,012	855,053	811,896	587,101
General Fund Subtotal	39,675,082	39,884,921	31,398,379	44,849,472	23,006,480
Emergency Human Services Fund					
Administration	2,924,103	1,141,455	1,362,000	1,362,000	2,111,000
Emergency Human Services Fund Subtotal	2,924,103	1,141,455	1,362,000	1,362,000	2,111,000
Department Total	\$ 42,599,185	\$ 41,026,376	\$ 32,760,379	\$ 46,211,472	\$ 25,117,480



Financial Summary by Area of Expense						
Division	2019	2020	2021	2021	2022	
	Actual	Actual	Budget	Projected	Proposed	
Administration						
General Fund						
Personnel	\$ 2,917,933	\$ 2,805,336	\$ 3,237,921	\$ 2,843,852	\$ 3,416,149	
Materials & Supplies	7,722	6,904	22,000	16,326	13,000	
Services	3,006,013	2,860,154	4,802,982	7,030,510	3,800,012	
Other	65,084	150,012	151,000	150,500	151,000	
General Fund Subtotal	5,996,752	5,822,406	8,213,903	10,041,187	7,380,161	
Emergency Human Services Fund						
Services	2,924,103	1,141,455	1,362,000	1,362,000	2,111,000	
Emergency Human Services Fund Subtotal	2,924,103	1,141,455	1,362,000	1,362,000	2,111,000	
Administration Subtotal	8,920,855	6,963,861	9,575,903	11,403,187	9,491,161	
Economic Development						
General Fund						
Personnel	918,584	1,610,338	1,703,797	1,573,097	1,792,900	
Materials & Supplies	5,654	-	6,500	3,518	6,343	
Services	2,533,767	2,430,464	2,754,574	2,848,324	3,076,227	
Other	13,384,237	12,061,142	1,000	13,532,662	1,000	
Economic Development Subtotal	16,842,242	16,101,945	4,465,871	17,957,600	4,876,470	
*Code Enforcement						
General Fund						
Personnel	6,846,856	7,646,132	7,776,741	5,705,599	-	
Materials & Supplies	63,191	50,900	66,400	42,623	-	
Services	712,970	568,139	744,189	607,065	-	
Other	6,489	10,366	7,000	1,919	-	
Code Enforcement Subtotal	7,629,505	8,275,537	8,594,330	6,357,206	-	
Planning						
General Fund						
Personnel	1,752,728	1,471,052	1,614,492	1,553,937	1,943,537	
Materials & Supplies	10,979	6,285	8,400	4,500	7,200	
Services	57,566	34,021	57,632	185,964	68,360	
Other	4,869	-	1,000	1,000	1,000	
Capital	7,667	-	-	-	-	
Planning Subtotal	1,833,809	1,511,359	1,681,524	1,745,401	2,020,097	
Housing						
General Fund						
Personnel	752,366	1,933,943	1,791,761	1,811,796	2,319,397	
Materials & Supplies	10,340	11,500	12,500	7,970	20,500	
Services	5,931,410	5,591,804	5,772,437	6,105,416	5,791,754	
Other	746	66,416	11,000	11,000	11,000	
Transfers	25,716	-	-	-	-	
Housing Subtotal	6,720,579	7,603,663	7,587,698	7,936,182	8,142,651	
Land Redevelopment						
General Fund						
Personnel	651,803	569,630	854,053	810,896	586,101	
Services	393	382	1,000	1,000	1,000	
Land Redevelopment Subtotal	652,196	570,012	855,053	811,896	587,101	
Department Total	\$ 42,599,185	\$ 41,026,376	\$ 32,760,379	\$ 46,211,472	\$ 25,117,480	

*For 2022 Code Enforcement Under BZS

Development

Department Personnel Summary								
Fund	2019 Actual		2020 Actual		2021 Budget		2022 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Administration	22	0	20	0	25	0	25	0
Economic Development	14	0	15	0	15	0	15	0
Code Enforcement	78	0	75	0	84	0	0	0
Planning	14	0	16	0	17	0	20	0
Housing	18	0	17	0	19	0	24	0
Land Redevelopment	6	0	6	0	9	0	6	0
Total	152	0	149	0	169	0	89	0

Operating Budget by Program				
Program	2021		2022	
	Budget	FTEs	Proposed	FTEs
Administration	\$ 5,991,329	36	\$ 7,145,564	49
Internal Services	185,784	0	68,338	0
Fiscal	881,021	8	812,760	7
Human Resources	374,343	4	324,677	3
Social Services	5,000,000	0	5,000,000	0
Land Banking	854,053	9	586,101	6
Job Creation & Expansion	4,409,467	15	4,185,723	15
Code Enforcement**	7,956,196	78	-	0
Environmental Nuisance*	488,045	6	-	0
Neighborhood Planning	348,064	4	360,546	4
Historic Preservation	592,244	7	488,166	5
Homeless Prevention	4,609,462	0	4,501,962	0
Continuum of Care	10,000	0	10,000	0
Permanent Supportive Housing*	877,688	0	877,688	0
CelebrateOne	160,483	2	76,455	1
COVID-19	22,200	0	1,000	0
Small Business Investments	-	0	678,500	0
Department Total	\$ 32,760,379	169	\$ 25,117,480	89

*Renamed for 2021. See program guide.
 **Code Enforcement now part of BZS

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.



2022 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.

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.

NEIGHBORHOOD PLANNING

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.

URBAN DESIGN

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.

HISTORIC PRESERVATION

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

HOMELESS PREVENTION

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.

CONTINUUM OF CARE

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

PERMANENT SUPPORTIVE HOUSING (PSH)

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.

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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	2019 Actual	2020 Actual	2021 Budget	2022 Proposed
General Fund	55,255,267	114,193,458	96,444,059	108,512,585
Employee Benefits Fund-Property Insurance	395,000	395,000	395,000	410,000
Fleet Management Fund	38,146,825	33,780,147	39,165,438	40,301,854
Property Management Fund	1,423,997	1,518,971	1,571,033	1,581,566
Print and Mail Services Fund	1,845,299	1,682,003	1,923,245	2,008,145
Hotel/Motel Tax Fund	17,766,036	7,675,778	9,116,000	13,674,000
Department Total	\$ 114,832,423	\$ 159,245,357	\$ 148,614,775	\$ 166,488,150

Finance and Management

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.

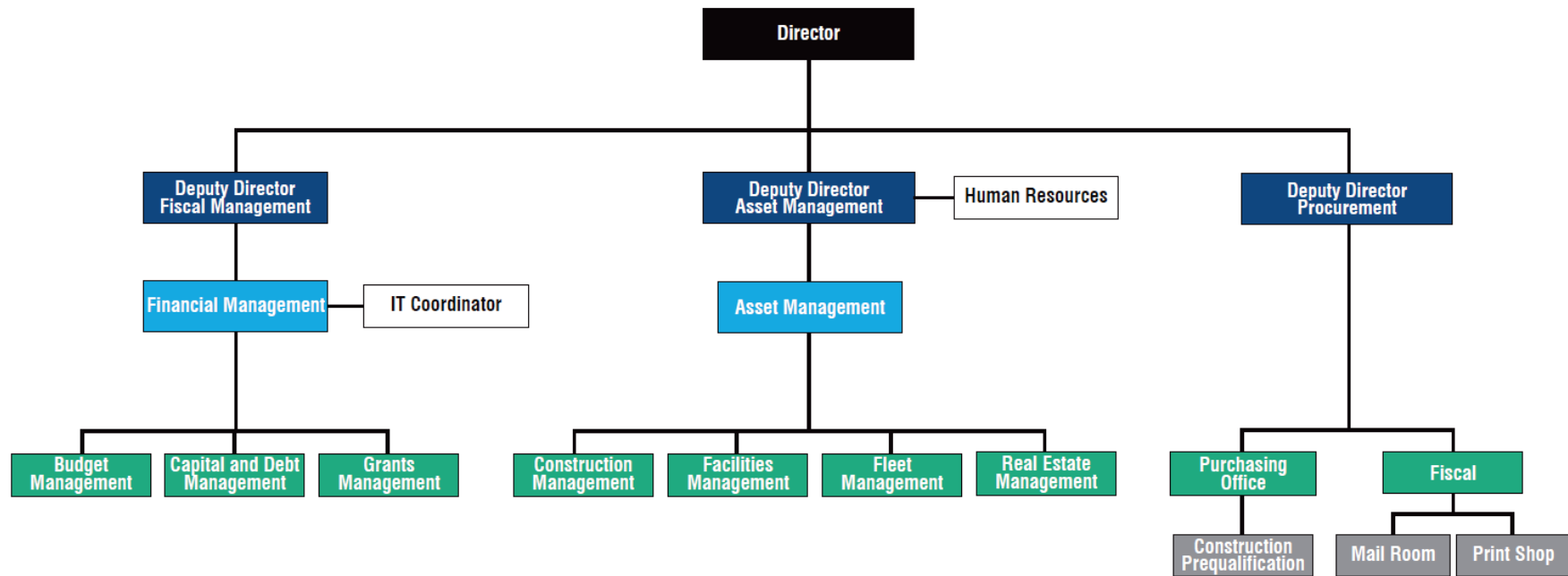
The Fleet Management Division maintains motorized equipment for most city departments and divisions. The division also develops and promotes citywide policies that govern the acquisition, maintenance, use, and disposal of vehicles. Its goal is to deploy the most cost effective vehicles, reduce underutilized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



2022 BUDGET NOTES

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 2022, over \$675,000 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 \$13,674,000 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 2022, 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:

- 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 2022, this includes, among other items, economic development incentive money, projected legal settlements, and deposits to both the anticipated expenditure fund and the city's rainy day 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 2022. 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 2022, \$700,000 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 2022 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 \$7 million for repair and maintenance services, while over \$4 million is budgeted for custodial services at numerous city facilities under the purview of the division.
- In 2022, the division budgeted over \$2 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 2022 budget includes approximately \$9 million for fuel expenses and \$850,000 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 2022 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	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Proposed
General Fund					
Finance and Management Administration	\$ 5,725,328	\$ 4,923,156	\$ 5,610,902	\$ 5,492,735	\$ 6,147,427
Financial Management	14,397,971	71,827,626	45,181,004	28,281,519	59,346,340
Facilities Management	17,208,761	17,613,290	17,725,166	17,648,650	19,416,293
Finance Technology	17,923,207	19,829,386	27,926,987	26,478,591	23,602,525
General Fund Subtotal	55,255,267	114,193,458	96,444,059	77,901,494	108,512,585
Employee Benefits Fund-Property Insurance					
Finance and Management Administration	395,000	395,000	395,000	395,000	410,000
Employee Benefits Fund Subtotal	395,000	395,000	395,000	395,000	410,000
Fleet Management Fund					
Fleet Management	37,257,256	32,750,022	38,205,811	35,437,731	39,305,377
Finance and Management Administration	889,569	1,030,125	959,627	873,455	996,477
Fleet Management Fund Subtotal	38,146,825	33,780,147	39,165,438	36,311,186	40,301,854
Property Management Fund					
1111 E. Broad Street Operations	1,423,997	1,518,971	1,571,033	1,659,386	1,581,566
Property Management Fund Subtotal	1,423,997	1,518,971	1,571,033	1,659,386	1,581,566
Print and Mail Services Fund					
Financial Management	1,845,299	1,682,003	1,923,245	1,871,475	2,008,145
Print and Mail Services Fund Subtotal	1,845,299	1,682,003	1,923,245	1,871,475	2,008,145
Hotel/Motel Tax Fund					
Finance and Management Administration	17,766,036	7,675,778	9,116,000	9,116,000	13,674,000
Hotel/Motel Tax Fund Subtotal	17,766,036	7,675,778	9,116,000	9,116,000	13,674,000
Department Total	\$ 114,832,423	\$ 159,245,357	\$ 148,614,775	\$ 127,254,540	\$ 166,488,150

Financial Summary by Area of Expense						
Division		2019	2020	2021	2021	2022
		Actual	Actual	Budget	Projected	Proposed
Financial Management						
General Fund						
	Personnel	\$ 2,906,523	\$ 2,776,779	\$ 2,965,355	\$ 2,733,739	\$ 3,156,493
	Materials & Supplies	14,873	11,670	13,790	13,140	14,000
	Services	1,904,229	698,927	1,457,831	2,040,085	1,175,607
	Transfers	9,572,346	68,340,251	40,744,028	23,494,555	55,000,240
	General Fund Subtotal	14,397,971	71,827,626	45,181,004	28,281,519	59,346,340
Print and Mail Service Fund						
	Personnel	631,505	542,161	569,404	528,478	589,304
	Materials & Supplies	99,119	105,808	153,235	120,142	153,235
	Services	1,114,675	1,034,033	1,200,606	1,205,357	1,200,606
	Capital	-	-	-	17,498	65,000
	Print and Mail Services Fund Subtotal	1,845,299	1,682,003	1,923,245	1,871,475	2,008,145
	Financial Management Subtotal	16,243,270	73,509,629	47,104,249	30,152,993	61,354,485
Facilities Management						
General Fund						
	Personnel	7,897,207	7,905,623	7,687,210	8,118,032	8,969,759
	Materials & Supplies	822,729	799,933	891,000	1,029,311	907,500
	Services	8,486,825	8,886,734	9,143,956	8,473,308	9,536,034
	Other	2,000	21,000	3,000	8,000	3,000
	Capital	-	-	-	20,000	-
	General Fund Subtotal	17,208,761	17,613,290	17,725,166	17,648,650	19,416,293
Property Management Fund						
	Materials & Supplies	-	-	-	-	-
	Services	1,423,997	1,518,971	1,571,033	1,659,386	1,581,566
	Property Management Fund Subtotal	1,423,997	1,518,971	1,571,033	1,659,386	1,581,566
	Facilities Management Subtotal	18,632,758	19,132,261	19,296,199	19,308,036	20,997,859
Technology Billings						
General Fund						
	Services	17,923,207	19,829,386	27,926,987	26,478,591	23,602,525
	Technology Billings Subtotal	17,923,207	19,829,386	27,926,987	26,478,591	23,602,525
Fleet Management						
Fleet Management Fund						
	Personnel	11,982,041	11,777,487	11,780,061	11,111,812	12,313,418
	Materials & Supplies	15,418,229	11,261,386	15,822,266	14,781,055	16,326,523
	Services	4,636,829	4,957,544	6,023,519	4,964,898	6,288,936
	Principal	4,177,000	3,860,000	3,770,000	3,770,000	3,800,000
	Other	1,000	1,500	1,500	1,500	1,500
	Capital	18,770	-	25,000	25,000	25,000
	Interest	1,023,387	892,105	783,465	783,465	550,000
	Fleet Management Subtotal	37,257,256	32,750,022	38,205,811	35,437,731	39,305,377
Finance and Management Administration						
General Fund						
	Personnel	2,691,193	2,714,939	2,807,592	2,661,826	3,170,563
	Materials & Supplies	36,774	11,296	46,000	99,019	49,300
	Services	2,997,360	2,196,921	2,757,310	2,731,889	2,927,564
	General Fund Subtotal	5,725,328	4,923,156	5,610,902	5,492,735	6,147,427
Employee Benefits Fund						
	Services	395,000	395,000	395,000	395,000	410,000
	Employee Benefits Fund Subtotal	395,000	395,000	395,000	395,000	410,000
Fleet Management Fund						
	Personnel	889,569	1,030,125	959,627	873,455	996,477
	Fleet Management Fund Subtotal	889,569	1,030,125	959,627	873,455	996,477
Hotel/Motel Tax Fund						
	Services	17,766,036	7,675,778	9,116,000	9,116,000	13,674,000
	Hotel/Motel Tax Fund Subtotal	17,766,036	7,675,778	9,116,000	9,116,000	13,674,000
	Finance and Management Administration Subtotal	24,775,932	14,024,059	16,081,529	15,877,190	21,227,904
	Department Total	\$114,832,423	\$159,245,357	\$148,614,775	\$127,254,540	\$166,488,150

Department Personnel Summary								
Fund	2019 Actual		2020 Actual		2021 Budget		2022 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Administration	25	1	28	1	30	1	31	2
Financial Management	27	0	23	0	27	0	28	0
Facilities Management	87	22	89	18	94	19	107	21
Print and Mail Services Fund								
Financial Management	6	1	6	0	7	0	7	0
Fleet Management Fund								
Fleet Management	127	4	119	2	132	5	132	5
Finance and Management Administration	9	0	8	0	8	0	9	0
Total	281	28	273	21	298	25	314	28

Operating Budget by Program				
Program	2021		2022	
	Budget	FTEs	Proposed	FTEs
Administration	\$ 17,137,405	52	\$ 23,863,661	54
Fiscal	1,343,324	11	1,567,818	13
Asset Management	1,603,943	4	1,647,027	4
Property and Boiler Insurance	948,241	0	996,114	0
Mail Room Services	1,275,835	3	1,283,242	3
Print Room Services	647,410	4	724,903	4
Facilities Maintenance and Repair	6,196,598	34	7,225,098	43
Custodial	3,527,572	32	4,057,323	36
Security	1,938,698	23	2,107,222	23
Utility Cost Management	1,666,384	0	1,576,384	0
Citywide Account	40,744,028	0	55,000,240	0
Vehicle Maintenance and Repair	22,023,709	130	22,983,309	130
Fueling Infrastructure	9,252,200	1	9,421,885	1
Internal Services	33,682,612	0	28,349,970	0
Financial Management	1,796,798	3	1,201,200	2
Fleet Asset Management	105,418	1	112,754	1
Debt Management	4,553,465	0	4,350,000	0
COVID-19	171,135	0	20,000	0
Department Total	\$148,614,775	298	\$166,488,150	314

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.



2022 PROGRAM GUIDE

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.

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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.

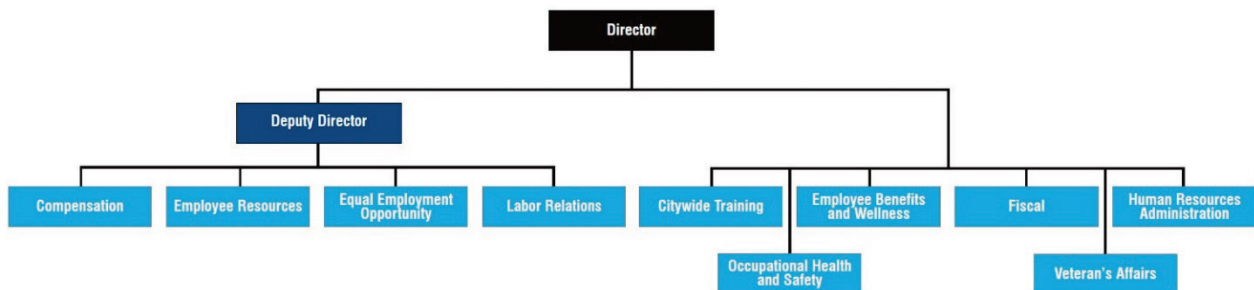
Department Mission

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	2019	2020	2021	2022
	Actual	Actual	Budget	Proposed
General Fund	2,935,813	2,979,302	3,082,605	3,168,712
Employee Benefits Fund	4,560,303	5,472,258	5,594,579	5,880,826
Department Total	\$ 7,496,116	\$ 8,451,560	\$ 8,677,184	\$ 9,049,538

Human Resources



2022 BUDGET NOTES

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 provides funding for all citywide benefits and wellness programs as well as labor relations, occupational health and safety, and veterans affairs sections. In addition:

- Funding is continued for several professional service contracts, including employee benefits consultation, labor relations consultant, workers' compensation actuarial services, health care audit services, 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.
- Funding has been added for additional software support for benefits related programs.
- 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 for 2022 is reduced to align with anticipated expenditures, including potential arbitration expenses and preparation for 2023 labor negotiations.
- Healthcare audits continue to be a priority and are funded at a slightly lower level than in 2021 due to timing of the audits

Financial Summary by Fund					
Fund	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Proposed
General Fund					
Administration	\$ 2,935,813	\$ 2,979,302	\$ 3,082,605	\$2,971,127	\$3,168,712
General Fund Subtotal	2,935,813	2,979,302	3,082,605	2,971,127	3,168,712
Employee Benefits Fund					
Administration	4,560,303	5,472,258	5,594,579	5,249,073	5,880,826
Employee Benefits Fund Subtotal	4,560,303	5,472,258	5,594,579	5,249,073	5,880,826
Department Total	\$ 7,496,116	\$ 8,451,560	\$ 8,677,184	\$ 8,220,200	\$ 9,049,538

Financial Summary by Area of Expense					
Division	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Proposed
Administration					
General Fund					
Personnel	\$ 1,665,143	\$ 1,760,517	\$ 1,794,248	\$ 1,730,648	\$ 1,843,035
Materials & Supplies	18,662	12,733	37,961	18,360	44,931
Services	1,252,007	1,206,052	1,250,396	1,222,120	1,280,746
Transfers	-	-	-	-	-
General Fund Subtotal	2,935,813	2,979,302	3,082,605	2,971,127	3,168,712
Employee Benefits Fund					
Personnel	3,239,332	3,415,907	3,526,286	3,327,947	3,783,336
Materials & Supplies	30,794	12,533	59,548	45,872	59,548
Services	1,290,178	2,043,818	2,008,745	1,875,254	2,037,942
Employee Benefits Fund Subtotal	4,560,303	5,472,258	5,594,579	5,249,073	5,880,826
Administration Subtotal	7,496,116	8,451,560	8,677,184	8,220,200	9,049,538
Department Total	\$ 7,496,116	\$ 8,451,560	\$ 8,677,184	\$ 8,220,200	\$ 9,049,538



Human Resources

Department Personnel Summary								
Fund	2019 Actual		2020 Actual		2021 Budgeted		2022 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Administration	14	1	15	1	15	1	14	1
Employee Benefits Fund								
Administration	29	2	28	2	32	2	32	2
Total	43	3	43	3	47	3	46	3

Operating Budget by Program				
Program	2021	2021	2022	2022
	Budget	FTEs	Proposed	FTEs
Human Resources Administration	\$ 473,802	4	\$ 447,919	3
Internal Services	501,505	0	534,869	0
Compensation	249,670	2	262,878	2
Citywide Office of Training and Development	559,071	4	617,165	4
Labor Relations	357,262	3	271,526	2
Employee Resources	221,768	2	233,786	2
Equal Employment Opportunity	144,216	1	150,108	1
Occupational Health and Safety	3,232,580	12	3,301,636	12
Benefits Administration	2,265,496	16	2,613,153	17
EB Labor Relations	671,814	3	616,498	3
Department Total	\$ 8,677,184	47	\$ 9,049,538	46

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.



2022 PROGRAM GUIDE

**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

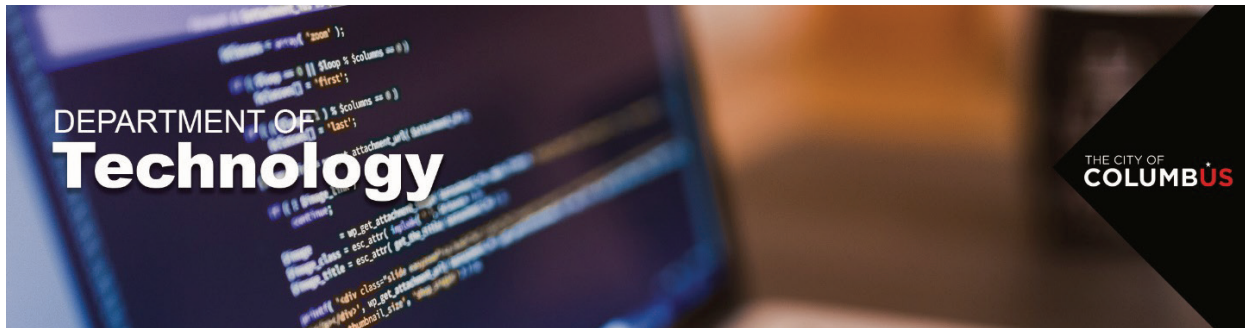
To provide leadership and policy development, as well as necessary supplies and services, to ensure and improve the safety of all employees. Physical fitness assessments for police and fire employees and the Occupational Safety and Health Clinic are incorporated into this program as well. These activities are funded through the general fund and the employee benefits fund.

BENEFITS ADMINISTRATION

To promote employee wellness and provide efficient, cost effective, and responsive benefits that meet the needs of city employees.

EB 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.



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.

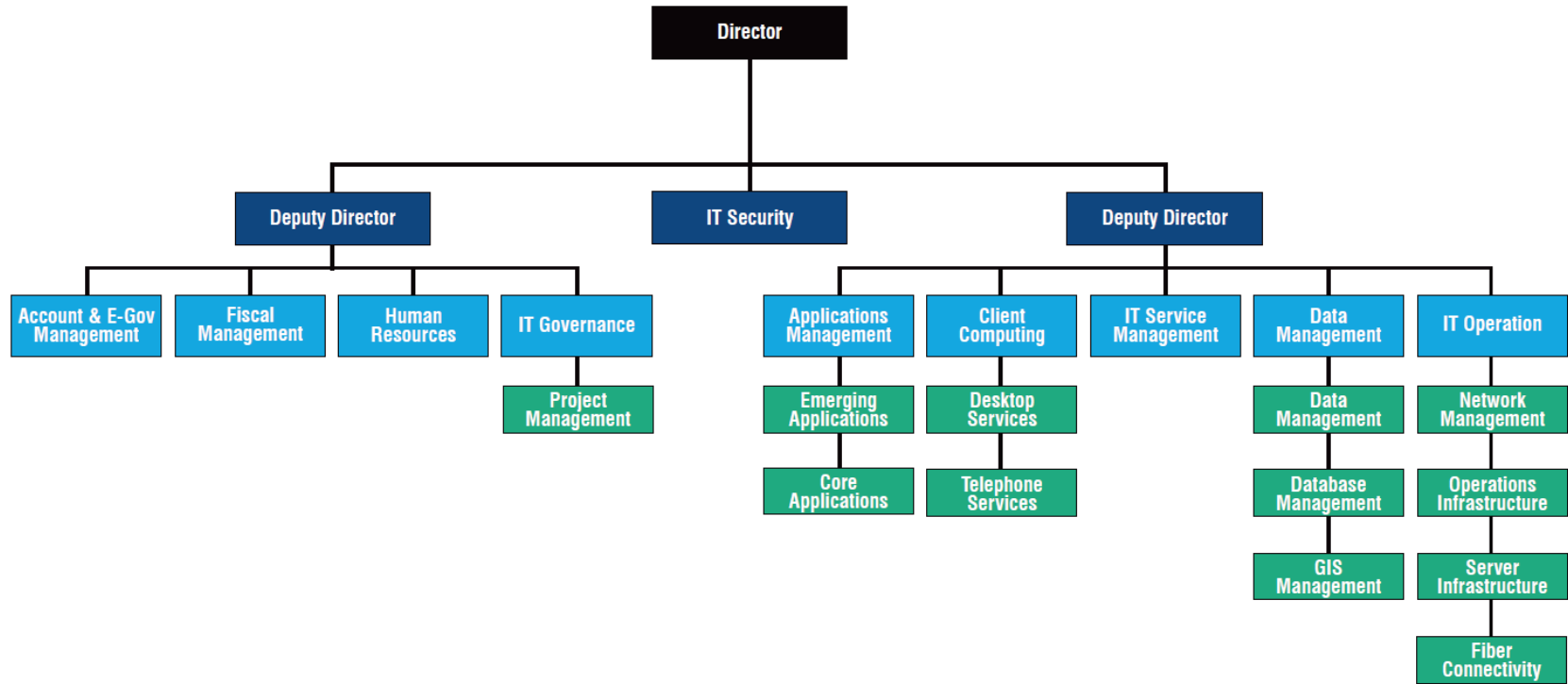
Department Mission

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.

Budget Summary

Fund	2019	2020	2021	2022
	Actual	Actual	Budget	Proposed
Technology Services Fund	35,730,724	39,291,367	52,694,299	48,401,131
Department Total	\$ 35,730,724	\$ 39,291,367	\$ 52,694,299	\$ 48,401,131

Technology



2022 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 \$11,277,672 for 2022. Of this total \$2,274,426 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.
- 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.

Financial Summary by Area of Expense					
Division	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Proposed
Administration					
Information Services Fund					
Personnel	\$ 2,013,806	\$ 2,109,642	\$ 2,241,228	\$ 2,149,328	\$ 2,417,756.00
Materials & Supplies	787,981	691,624	910,804	910,804	\$ 1,019,672.00
Services	3,690,548	6,028,831	11,887,414	11,257,034	\$ 7,740,244.00
Capital	-	5,419	100,000	100,000	\$ 100,000.00
Administration Subtotal	6,492,335	8,835,516	15,139,446	14,417,166	11,277,672
Information Services					
Information Services Fund					
Personnel	16,872,571	18,046,479	18,594,013	16,782,657	18,954,769.00
Materials & Supplies	332,334	372,653	411,000	343,984	419,220.00
Services	7,741,310	7,896,131	13,081,848	14,248,667	11,656,030.00
Debt Principal	3,830,000	4,040,000	4,315,000	4,315,000	5,045,000.00
Other	716	186	1,000	1,000	1,020.00
Capital	23,084	39,076	51,000	83,199	52,020.00
Interest	438,374	61,328	1,100,992	27,865	995,400.00
Information Services Subtotal	29,238,388	30,455,851	37,554,853	35,802,372	37,123,459
Department Total	\$ 35,730,724	\$ 39,291,367	\$ 52,694,299	\$ 50,219,538	\$ 48,401,131

Technology

Department Personnel Summary								
Fund	2019 Actual		2020 Actual		2021 Budgeted		2022 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
Technology Services Fund								
Administration	14	2	14	2	15	3	16	3
Information Services	136	4	131	6	151	4	152	4
Total	150	6	145	8	166	7	168	7

Operating Budget by Program					
Program	2021	2021	2022	2022	
	Budget	FTEs	Proposed	FTEs	
Technology Administration	\$ 14,578,043	7	\$ 10,554,588	7	
Fiscal	797,218	6	837,092	6	
Human Resources	364,670	3	456,302	4	
Debt Management	5,415,992	0	6,040,400	0	
Systems Administration	-	0	-	0	
Applications Programming	2,964,070	23	3,038,543	23	
Government Television Channel	1,080,569	9	912,972	8	
Network	-	0	-	0	
Security	4,741,129	14	1,982,461	12	
Account Management	509,266	4	528,457	4	
Computer Operations	1,669,401	11	1,589,110	11	
Database	723,854	5	752,622	5	
Infrastructure	2,559,197	18	2,637,348	18	
Telephone Services	608,922	5	700,329	6	
Project Management	1,776,706	13	2,335,924	15	
Contracts	7,584,560	0	8,444,645	0	
Desktop Support	2,753,531	23	2,950,036	24	
Help Desk	655,669	7	674,583	7	
Fiber	1,531,599	8	1,561,832	8	
Facilities Management	335,000	0	336,540	0	
Internal Services	657,451	0	668,232	0	
Data Management	1,387,452	10	1,399,115	10	
Department Total	\$ 52,694,299	166	\$ 48,401,131	168	

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.



2022 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 serves as the front door to the City by providing information and services to Columbus residents so all neighborhoods are strong and vibrant. The Department seeks to empower and engage residents through programs and services including the 311 Customer Service Center, Neighborhood Liaison Program, and the Community Relations Commission.

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.

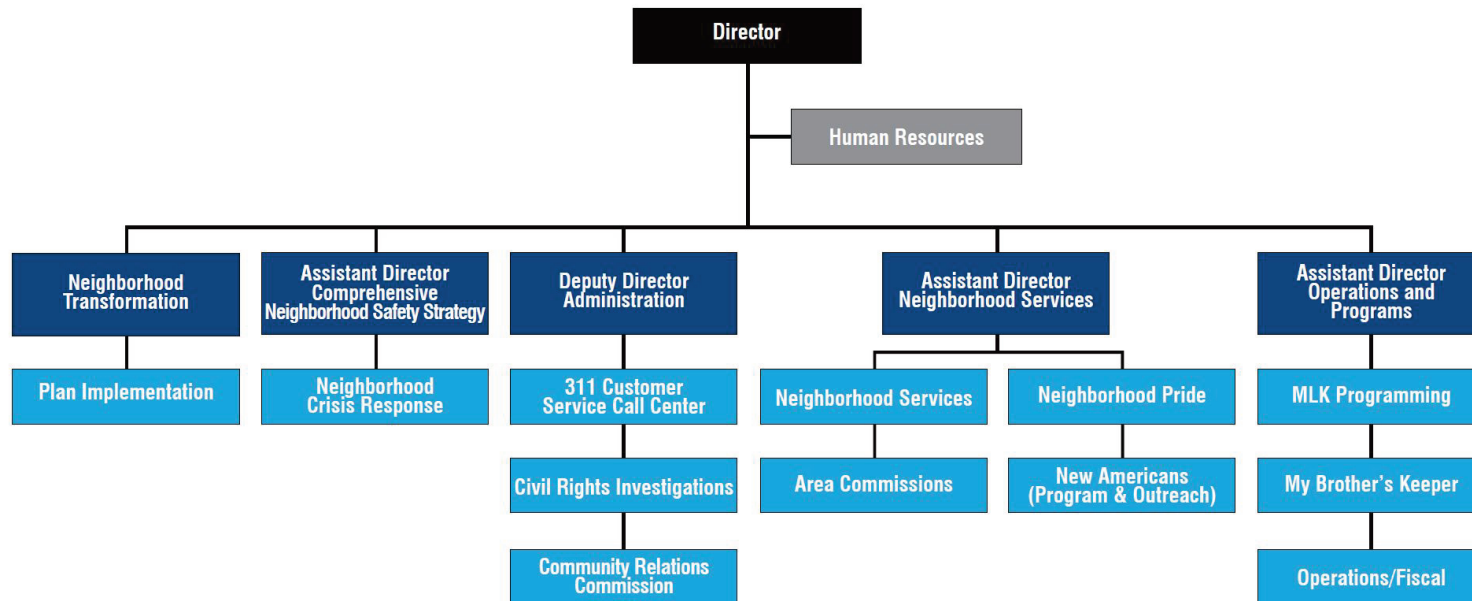
Neighborhood Liaisons work across department lines to get results for resident requests, problems, and questions. The city has been divided into service areas and a liaison has been assigned to each of the areas to work directly with the residents and neighborhood organizations. The liaisons are housed 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** helps to address issues of discrimination in the community. The Commission provides formal and informal mediation to help resolve discrimination complaints and has the power to levy civil penalties in cases when discrimination has occurred. The Commission also provides educational programming to raise awareness of the protections from discrimination that are provided within Columbus City Code.

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.

Budget Summary				
Fund	2019	2020	2021	2022
	Actual	Actual	Budget	Proposed
General Fund	5,090,844	5,089,753	8,377,689	8,875,120
Department Total	\$ 5,090,844	\$ 5,089,753	\$ 8,377,689	\$ 8,875,120

Neighborhoods

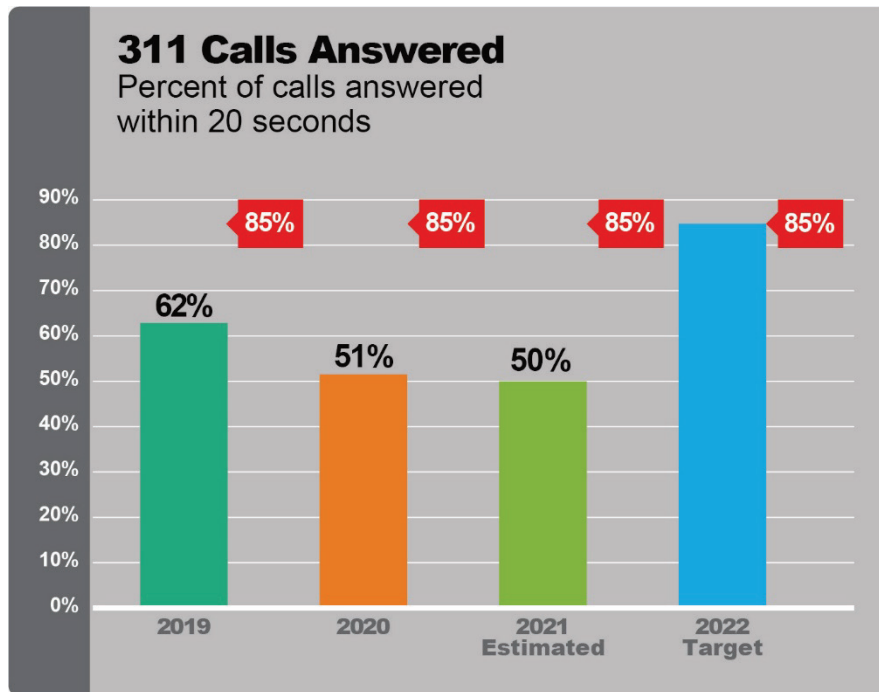


2022 BUDGET NOTES

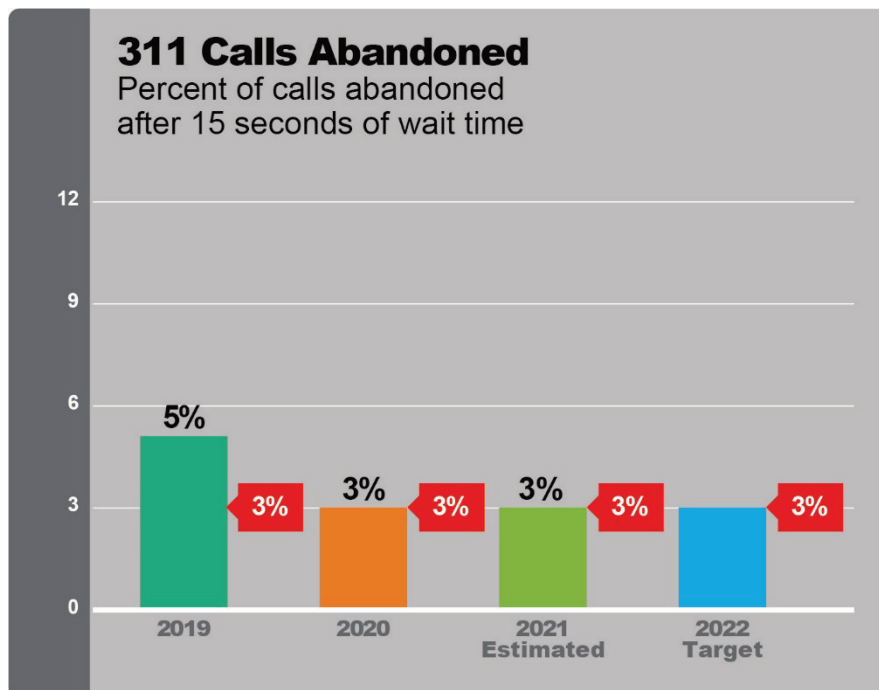
This is the sixth full year of the proposed funding for the Department of Neighborhoods and the budget includes 52 full-time and 2 part-time regular employees. Noteworthy programs, opportunities, and items of importance are as follows:

- Continued funding in the amount of \$2.4 million is included in the department's budget for Neighborhood Crisis Response Initiatives.
- 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. Through the launch of the One Linden Parent/Caregiver Coalition in 2021, resources will continue to 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 2022 to assist with the assimilation of new Americans arriving in Columbus from other countries. Translation and interpretation services are also budgeted for 2022.
- 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 2022 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 2022. 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 2022, funding for MLK Programming (which is for 2023) 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 2022 through the allocation of \$62,500.

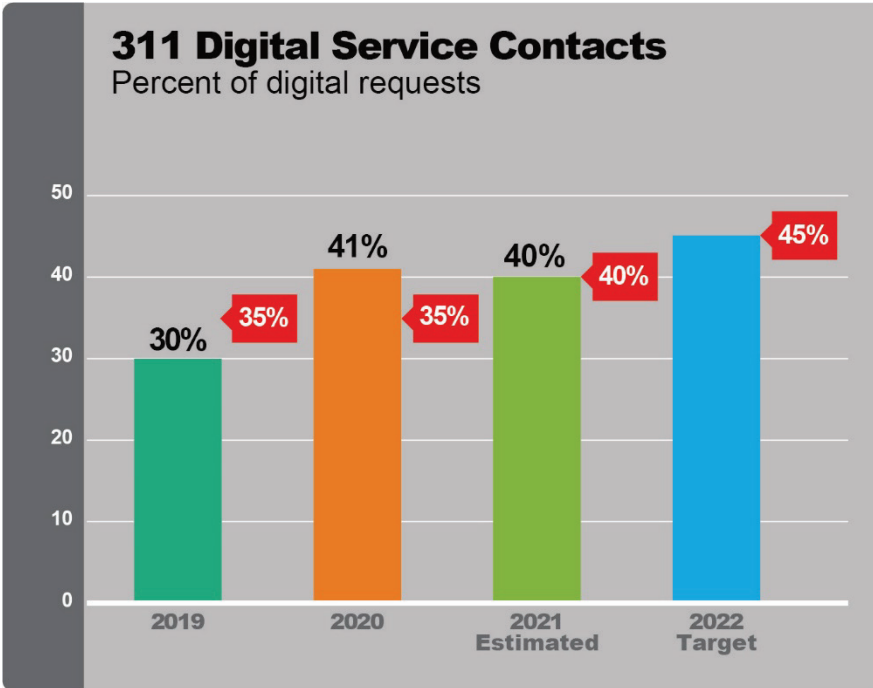
PERFORMANCE MEASURES



Providing excellent customer experiences is a top priority for the 311 Customer Service Center when connecting residents to City services and neighborhood resources. The Department of Neighborhoods renews its commitment to achieving the industry best practice of answering 85 percent of all calls received into the Service Center within 20 seconds.



Connecting to residents who seek information or resources is essential to providing quality customer service. The Department has set a goal that three percent or less of all calls received will be abandoned after 15 seconds of wait time.



Ensuring residents have easy access to City services and can submit a service request in multiple formats is an important goal. The Department is implementing system enhancements to effectively accommodate the growing demand for web based submission of questions and service requests. In 2022, the goal is for at least 45 percent of all contacts received and processed by the 311 Customer Service Center to be submitted online using the new OneView customer portal or mobile application.



Financial Summary by Area of Expense					
Division	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Proposed
Neighborhoods					
General Fund					
Personnel	\$ 4,042,954	\$ 4,280,735	\$ 4,562,784	\$ 4,463,953	\$ 5,206,481
Materials & Supplies	37,080	41,474	60,500	60,500	50,500
Services	959,826	693,775	1,300,405	3,404,636	3,564,139
Other	983	268	1,500	1,500	1,500
Transfers	50,000	73,500	2,452,500	52,500	52,500
General Fund Subtotal	5,090,844	5,089,753	8,377,689	7,983,088	8,875,120
Department Total	\$ 5,090,844	\$ 5,089,753	\$ 8,377,689	\$ 7,983,088	\$ 8,875,120

Department Personnel Summary								
Fund	2019 Actual		2020 Actual		2021 Budgeted		2022 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Administration	42	2	42	1	48	2	52	2
Total	42	2	42	1	48	2	52	2

Operating Budget by Program					
Program	2021 Budgeted	2021 FTEs	2022 Proposed	2022 FTEs	
Administration	\$ 847,192	5	\$ 1,034,435	6	
Internal Services	16,859	0	21,920	0	
Fiscal	240,903	2	250,356	2	
Human Resources	187,010	2	233,780	2	
New Americans	175,257	1	276,216	2	
Community Relations	433,989	2	490,053	1	
311 Customer Service Center	1,983,778	24	2,021,063	24	
Neighborhood Pride	1,565,921	10	1,421,341	13	
Neighborhood & Agency Services	52,500	0	52,500	0	
Neighborhood & Community Planning	2,874,280	2	3,073,456	2	
Department Total	\$ 8,377,689	48	\$ 8,875,120	52	



2022 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.

Columbus Public Health 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.

Diverse **clinical and family health services** are provided to Columbus residents including women's health, family planning, primary care, sexual health, immunizations, health screenings, infant health, dental care, and many others. In recent years, the department has been a community leader in efforts to address infant mortality, violent crime, 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.

Budget Summary				
Fund	2019 Actual	2020 Actual	2021 Budget	2022 Proposed
Health Operating Fund	34,440,030	28,031,999	41,729,513	39,476,663
Department Total	\$ 34,440,030	\$ 28,031,999	\$ 41,729,513	\$ 39,476,663

Columbus Public Health'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 collaborative community response 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.

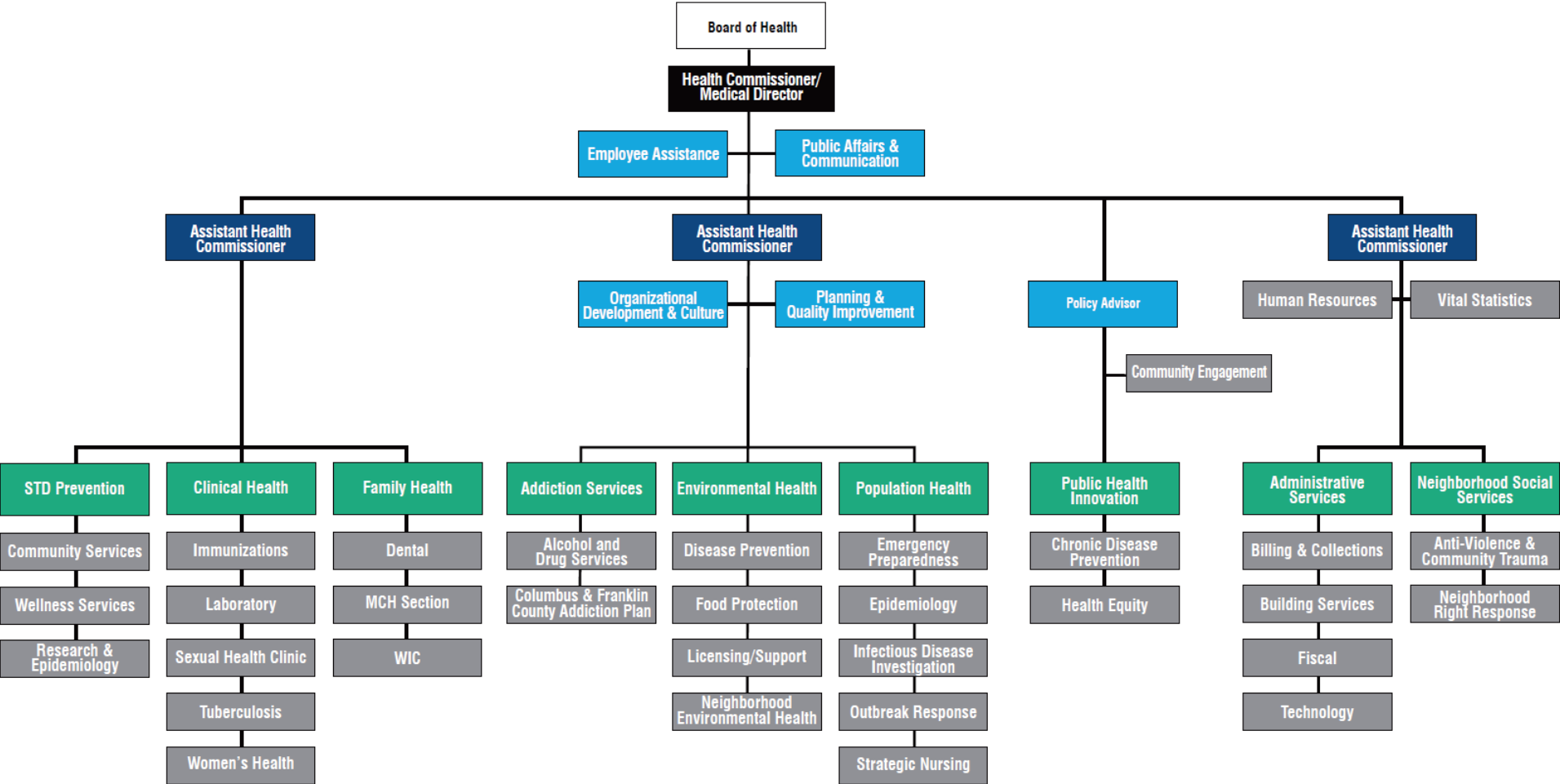
Within the **population health** area and through the **Office of Epidemiology**, CPH helps to improve the health of the Columbus community by gathering and studying health-related data and information. CPH also guides the appropriate use of such data for decision making in community health policy, planning, and programming. Its **Office of Emergency Preparedness** analyzes health indicators, investigates infectious diseases, and implements public health interventions when needed.

The newly developed **Center for Public Health Innovation** has been tasked with raising life expectancy and improving quality of life by reducing health inequities with a focus on racism as a public health crisis.

Finally, a new program was developed to enhance **Neighborhood Social Services** programming to include community trauma support and anti-violence prevention. CPH also provides social workers in the 911 Call Center to assist Columbus Police and Fire dispatchers to respond appropriately to non-violent calls and provide community teams that follow up with the calls based on the acuity level and needs of the caller. Neighborhood Social Services will continue to provide community support to residents on housing, food insecurity, and access to various community needs agencies.



Public Health



2022 BUDGET NOTES

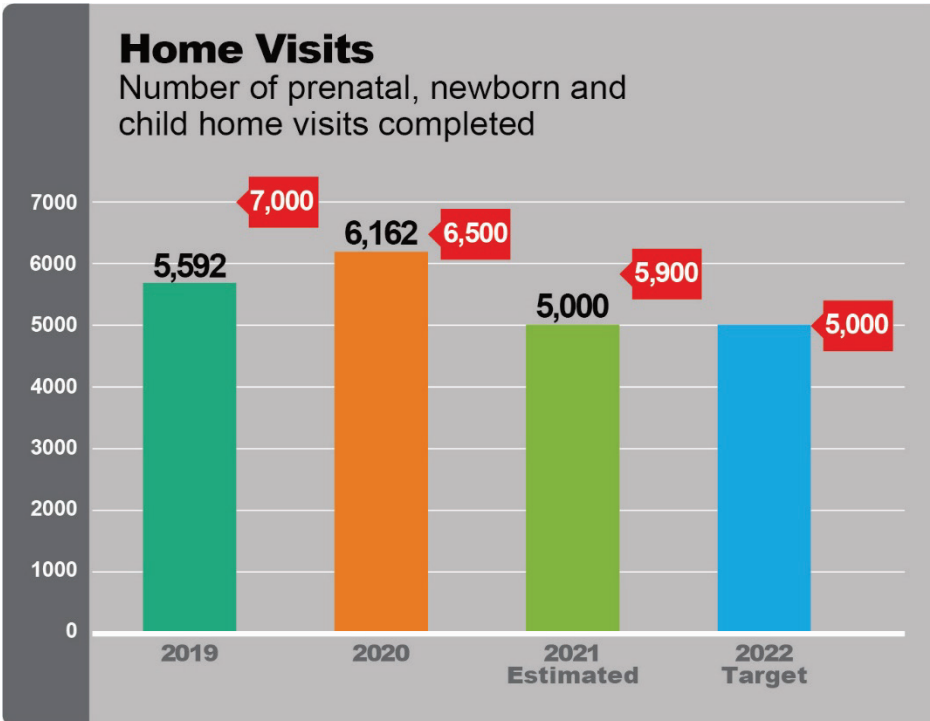
The 2022 budget for Columbus Public Health allows for continued provision of public health services that are mandated, services that meet the Mayor's strategic priorities, and a variety of programs that the Board of Health deems essential. In addition:

- A new program, Neighborhood Social Services has been created for 2022 with a budget of \$4 million. This program, which encompasses the CARE Coalition, Violence Intervention, Violent Crime Review Group, Community Right Response, Right Response Dispatch, and Neighborhood Social Work focuses on community trauma support and hospital based violence intervention; community based violence reduction programs focusing on geographical location and at-risk individuals for violence; community based teams who follow up on 911 calls; 911 Dispatch Center teams that triage calls to assess for proper response based on acuity of the call; and, a community based team working directly with residents on housing, food insecurity and access to various community needs agencies.
- The Health Department continues to focus on sexual health services and promotion. For 2022, this area is budgeted at \$488,058.
- Total combined funding of \$1,429,434 is provided to continue to address heroin and opiate use as part of the Columbus and Franklin County Addiction Plan. The Safe Point Program continues to be funded at \$350,000 and provides Naloxone access, addiction counseling, treatment referrals, infectious disease screenings and linkage to care, and prevention education. In addition, medication assisted treatment services funding remains at the same level as 2021.
- Continued funding is included in the 2022 budget to support the infant mortality initiative, CelebrateOne, including funding for Pre- and Post-Natal Evidence Based Home Visiting services to provide wrap-around social and nursing support to more women and babies in an effort to help reduce infant deaths. More information on CelebrateOne can be found in the Office of CelebrateOne's budget section.
- Continued support for PrimaryOne, formerly known as the Community Neighborhood Health Centers (CNHC), in the amount of \$4.3 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.

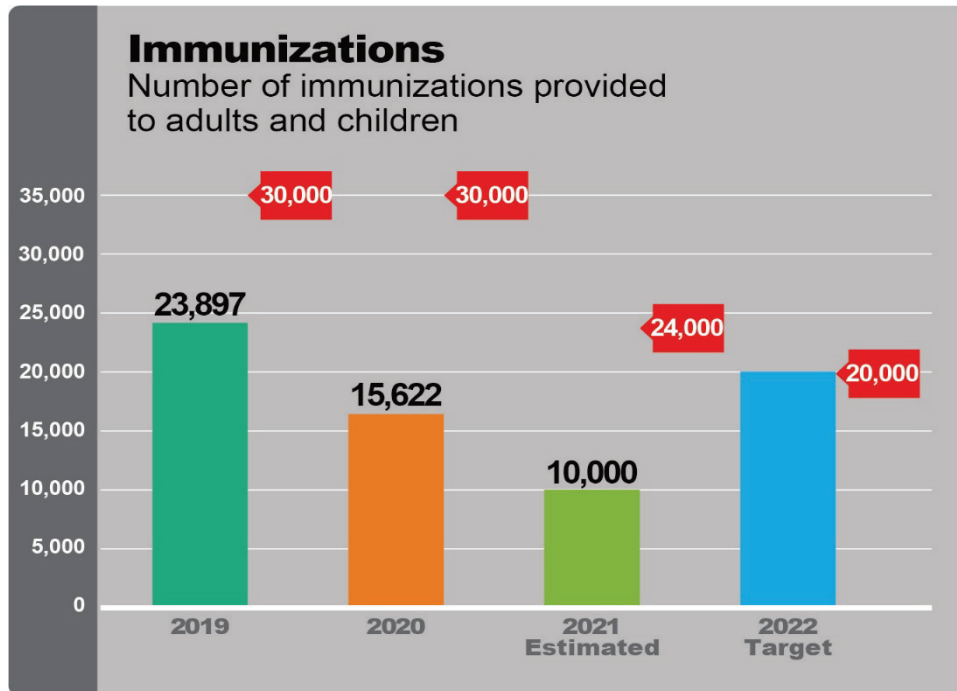
PERFORMANCE MEASURES



The CelebrateOne initiative, operated out of the Office of the Mayor until July 2021, focuses on reducing infant mortality in Columbus and Franklin County. Sleep-related infant deaths are mostly preventable and are a 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 1,000 ambassadors will occur in 2022.



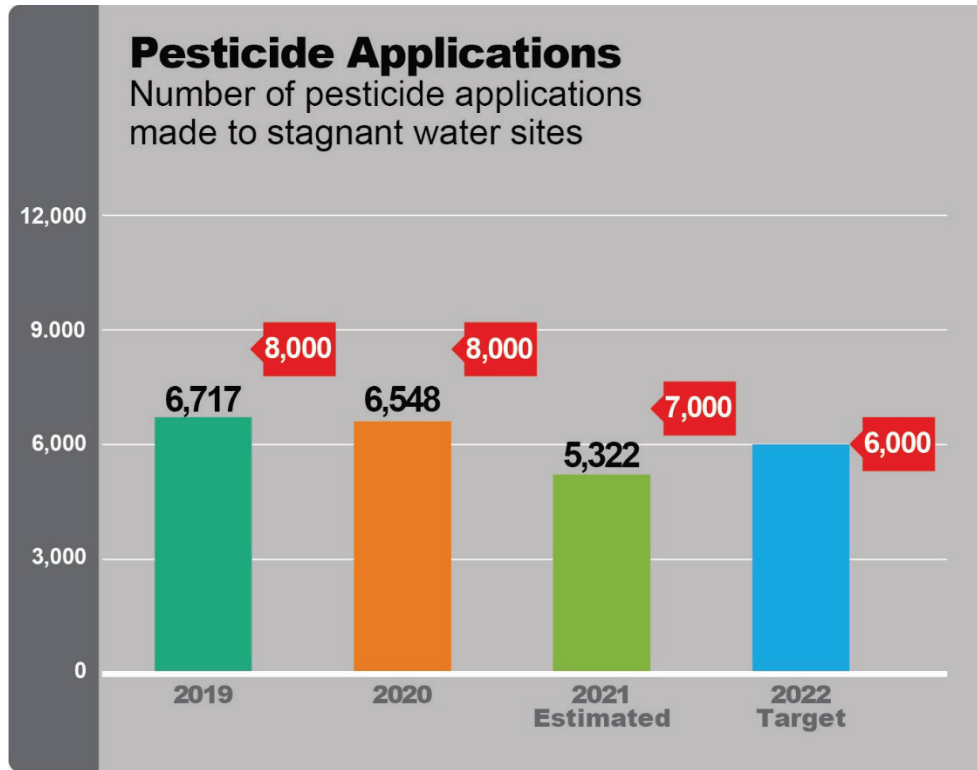
CPH Maternal Child Health Home Visiting Programs provide community outreach, and in-home, family-centered care coordination, education and support to pregnant and parenting women with very young children. All services are voluntary and at no cost to the client. The 2020 actual visits were higher than projected due to the ability to provide telehealth visits due to COVID-19. CPH estimates 5,000 home visits will occur in 2022 which is based on the number of visits completed in the first six months of this year. Since so much is unknown about the Delta variant and how it will impact our community, projections for 2022 are based on current staff assignments.



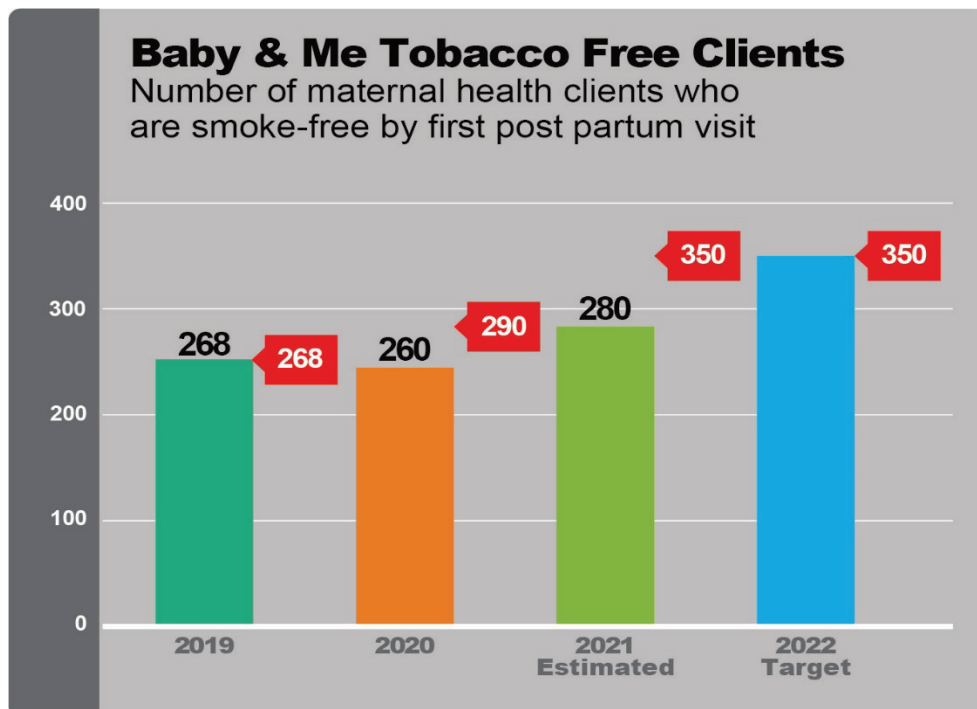
Providing immunizations to adults and children is a top priority in protecting the health of residents by reducing the spread of vaccine-preventable illnesses such as measles and pertussis (whooping-cough). CPH is estimating it will provide 10,000 vaccinations in 2021, a 33 percent reduction from 2020 due to clinic closures from January through May, and a continued reduction in client visits caused by coronavirus pandemic concerns. The 2022 target of 20,000 assumes clinic operations continue uninterrupted and can return to normal pre-pandemic levels.



Columbus Public Health's (CPH) Food Protection Program inspects and safeguards 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 2022 target for this measure will continue at 100 percent of food facilities in compliance with public health standards, to ensure the continued safety of Columbus residents.



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.



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, which allowed for continued programming throughout the COVID-19 pandemic. By the end of 2021, the program aims to increase participation to 350 smoke-free clients.

Public Health

Financial Summary by Area of Expense					
Division	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Proposed
Health					
Health Operating Fund					
Personnel	\$ 25,408,583	\$ 20,030,627	\$ 28,809,054	\$ 26,708,285	\$ 29,854,837
Materials & Supplies	1,152,951	802,572	1,079,730	1,582,102	1,177,230
Services	7,659,011	6,933,661	7,523,729	9,026,723	8,412,596
Other	179,182	226,240	32,000	19,161	32,000
Capital	40,303	38,899	285,000	285,000	-
Transfer	-	-	4,000,000	1,000,000	-
Health Operating Fund Subtotal	34,440,030	28,031,999	41,729,513	38,621,271	39,476,663
Department Total	\$ 34,440,030	\$ 28,031,999	\$ 41,729,513	\$ 38,621,271	\$ 39,476,663

Department Personnel Summary								
Fund	2019 Actual		2020 Actual		2021 Budget		2022 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
Health Operating Fund								
Administration	245	33	240	18	309	33	314	40
Total	245	33	240	18	309	33	314	40

Operating Budget by Program					
Program	2021 Budget	2021 FTEs	2022 Proposed	2022 FTEs	
Health Administration	\$ 9,889,126	49	\$ 10,428,152	50	
Fiscal	503,896	5	582,722	5	
Human Resources	998,700	10	1,006,740	9	
Internal Services	483,824	0	467,837	0	
Center for Public Health Innovation	6,914,639	61	2,587,011	22	
Clinical Health	5,093,712	42	5,123,417	41	
Population Health	6,274,299	29	3,463,651	32	
Environmental Health	5,855,709	63	6,182,876	65	
Family Health	3,761,915	34	3,528,890	33	
Opiate Initiatives	1,469,193	11	1,424,434	9	
Addictive Services	-	0	5,000	0	
Sexual Health Promotion	484,500	5	488,058	5	
COVID-19	-	0	165,111	2	
Neighborhood Social Services	-	0	4,022,764	41	
Department Total	\$ 41,729,513	309	\$ 39,476,663	314	

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.



2022 PROGRAM GUIDE

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.

CENTER FOR PUBLIC HEALTH INNOVATION

To provide innovation that raises life expectancy and improves quality of life by reducing health inequities with a focus on racism as a public health crisis. The Center works to: bring in community voices to CPH services with participatory planning strategies; increase organizational and community capacity to advance equity; and, develop policy that can dismantle structural racism and improve the health of all. This work is achieved through the use of data to evaluate community health needs and then evaluation to determine project effectiveness.

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.

ALCOHOL AND DRUG SERVICES

Encompassing **Addictive Services** to account for the costs associated with the prevention and treatment of alcohol and drug abuse and addiction, and **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.

COVID-19

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

NEIGHBORHOOD SOCIAL SERVICES

To provide neighborhood social services programs, including; community trauma support and hospital based violence intervention; community based violence reduction programs focusing on geographical location and at-risk individuals for violence; community based teams who follow up on 911 calls; 911 Dispatch Center teams that triage calls to assess for proper response based on acuity of the call; and, a community based team working directly with residents on housing, food insecurity and access to various community needs agencies.

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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, 28 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 Columbus **Aquatics 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 28 **Community Centers**, which includes one center solely dedicated to senior programming. Lastly, the department operates six public **Golf Courses**, which provide residents, of any skill level, the opportunity to play and improve their game.

Budget Summary				
Fund	2019 Actual	2020 Actual	2021 Budget	2022 Proposed
Operation and Extension Fund	54,195,986	50,058,040	53,456,642	58,333,411
Department Total	\$ 54,195,986	\$ 50,058,040	\$ 53,456,642	\$ 58,333,411

Recreation and Parks

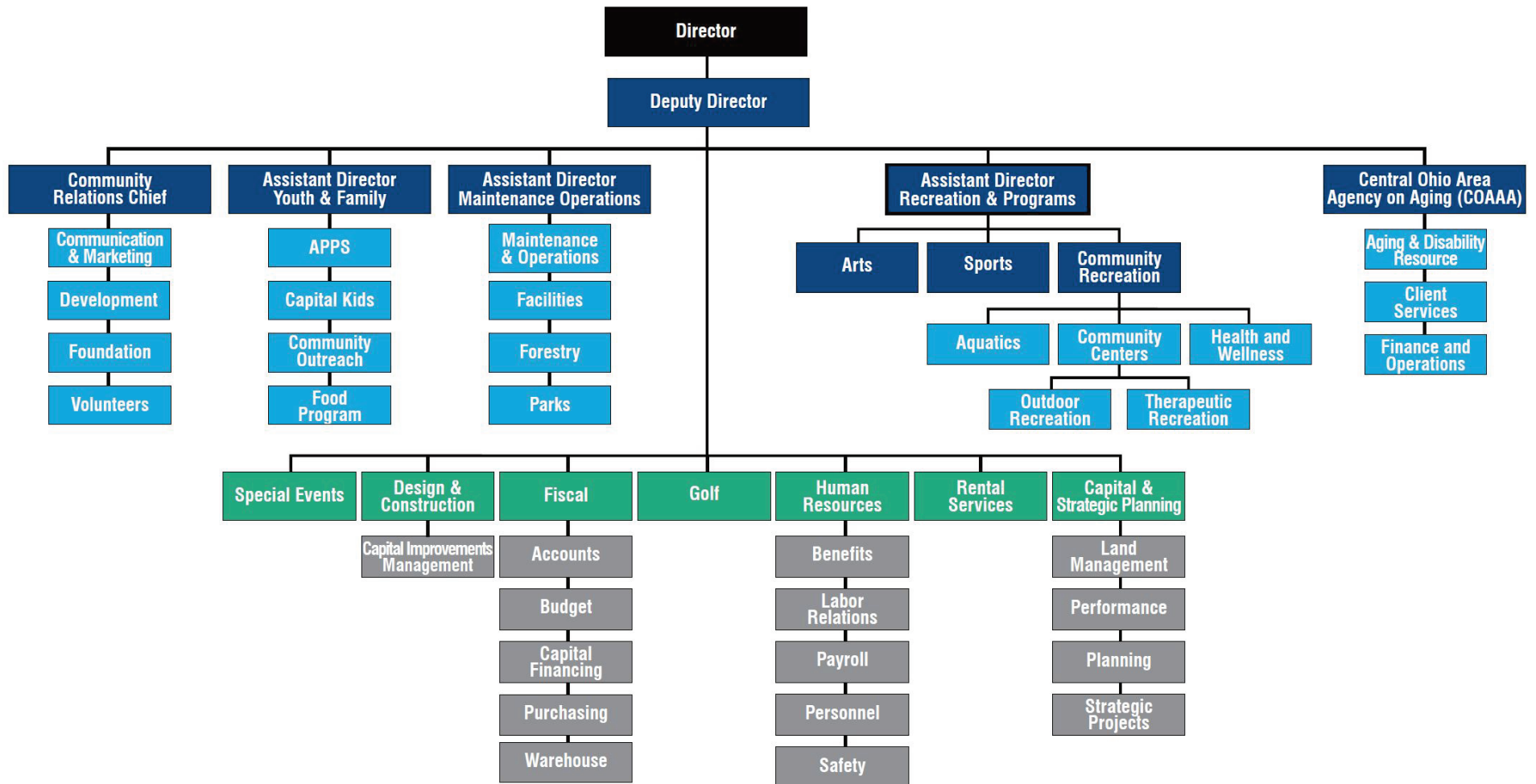
Aside from the aforementioned facilities, the CRPD also manages the **Cultural Arts Center** and the McKnight Outdoor Education Center.

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 240,000 summer meals to kids under the age of 18 in 2021. 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



2022 BUDGET NOTES

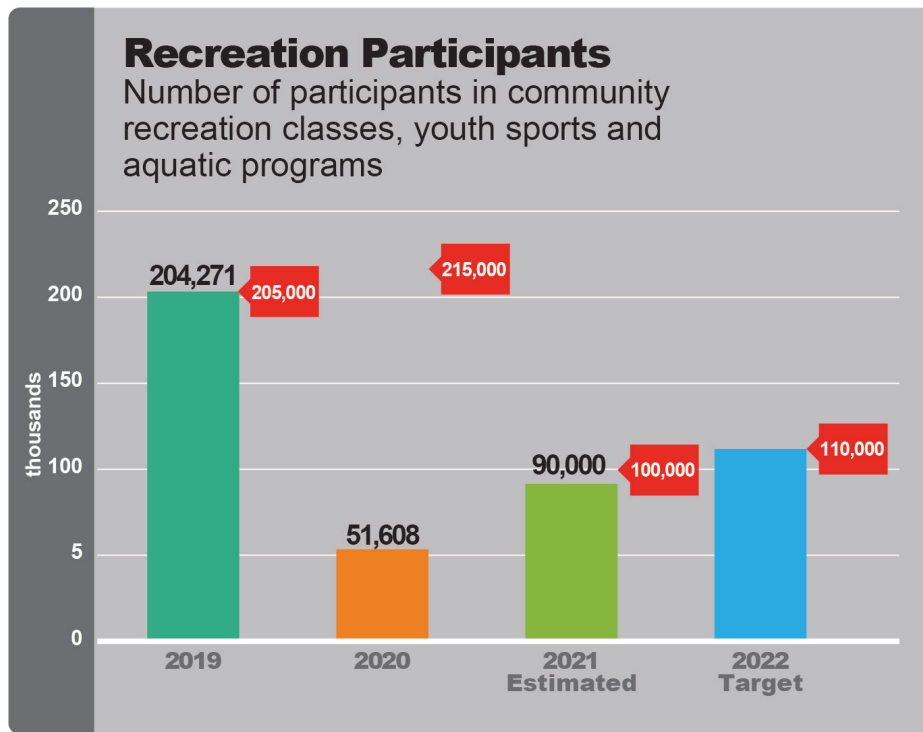
The Recreation and Parks Department provides many different programs, opportunities, and outdoor spaces that are very important to the residents of the City of Columbus. Some of the highlighted programming, opportunities, spaces, and items of importance are as follows:

- Total funding for the APPS program is \$2,263,822 in 2022. 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 the Center Without Walls program which began serving residents in the Wedgewood area and expanded in 2020 and 2021 to now serve six Columbus neighborhoods. This programming provides much needed after school as well as other recreational opportunities for residents.
- A total of \$1,664,460 is budgeted for the cross departmental Comprehensive Neighborhood Safety Strategy, including funding for the Cap City Nights, Community Center Without Walls, and a portion of the aforementioned APPS programming.
- Due to the continuing COVID-19 pandemic, food insecurity remained a concern for the Columbus community. Go, Lunch!, the largest free summer meal program in Ohio and sponsored by Columbus Recreation and Parks Department, responded by working with community partners to share free meal resources, including free mobile produce markets. In 2021, the department served over 240,000 meals, hosted 75 produce markets, and provided produce to more than 1,500 households. The department is committed to providing meals in 2022, 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 Therapeutic and Outdoor Recreation programs will continue to expand their programming inside the department's 28 Recreation Centers. Therapeutic Recreation now offers inclusion support for participants with disabilities to participate alongside their peers in summer camps and other programs while continuing to provide unique adaptive after school and recreational programming as well. Outdoor Recreation will continue to expand programming inside recreation centers in an effort to introduce all Columbus neighborhoods to boating, fishing, archery, hiking, and exploring the natural world.
- The department will continue its support of the Recreation and Parks summer work program, including part-time employment and job skills training, services, and administration of the program.
- For the past two years, the COVID-19 pandemic has limited the ability of communities to celebrate, network and enjoy the uplifting and diverse events offered by the city. For 2022, two additional positions have been added to coordinate the programming and production of performing arts programs, festivals, and performances. Support for the city's signature events will continue in 2022 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. The Urban Forestry Master Plan will begin implementation and execution in 2022. Total combined funding for Forestry and the Urban Forestry Master Plan is \$3,845,652.

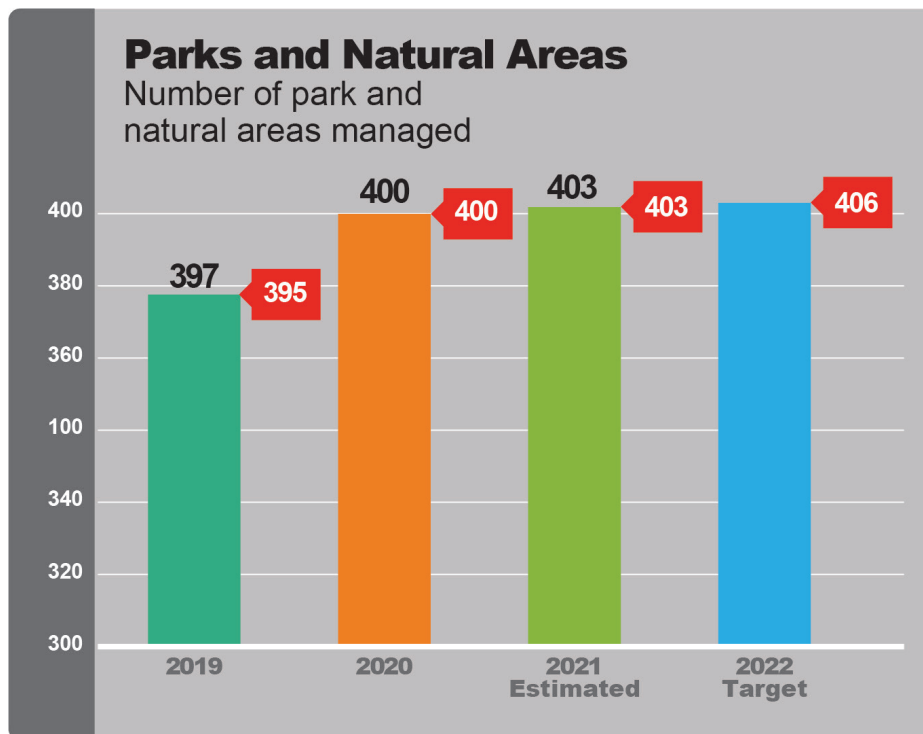
- The Recreation and Parks Department will be activating 150 acres of new parkland in 2022. As a result, additional funds have been allocated to hire two full-time employees to assist with service needs and maintenance of the parkland.
- Additional funding has been made available to allow the Department of Recreation and Parks to open the 28 Community Centers six days a week by hiring additional part-time staff.
- Franklin Park Conservatory will receive \$350,000 and the King Arts complex will receive \$125,000 in continued city support in 2022.



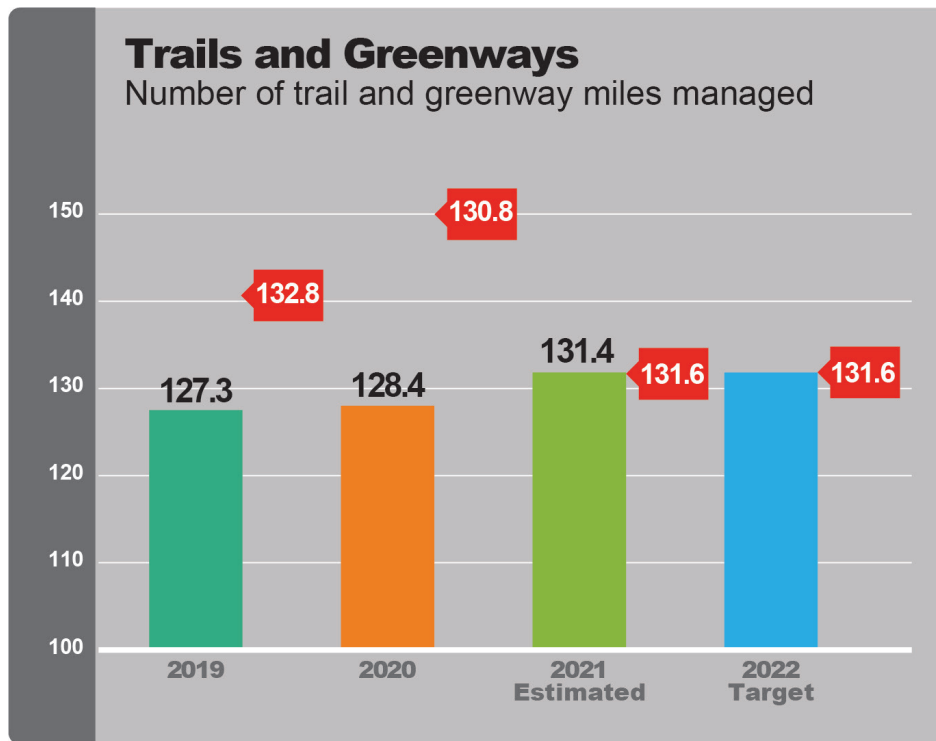
PERFORMANCE MEASURES



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 actuals, 2021 estimate and 2022 target are all lower due to the impact of COVID-19 on our 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 and health and wellness, and serves as an important metric for the department's success.



Trails and greenway miles are measured as a direct fulfillment of the department's mission: to connect our community through the power of nature, wellness and creativity. 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 acquisition, engineering and design phases of trail projects.

Financial Summary by Area of Expense					
Division	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Proposed
Administration					
Operation and Extension Fund					
Personnel	\$ 39,097,148	\$ 36,159,894	\$ 37,473,284	\$ 37,517,187	\$ 41,736,725
Materials & Supplies	2,458,695	2,289,252	2,624,166	2,626,585	2,722,246
Services	12,259,618	11,248,580	13,017,953	18,231,563	13,503,201
Other	178,147	159,818	158,750	163,756	188,750
Capital	-	-	-	285,850	-
Transfers	202,379	200,496	182,489	209,603	182,489
Administration Subtotal	54,195,986	50,058,040	53,456,642	59,034,544	58,333,411
Rec and Parks Total	\$ 54,195,986	\$ 50,058,040	\$ 53,456,642	\$ 59,034,544	\$ 58,333,411

Department Personnel Summary								
Fund	2019 Actual		2020 Actual		2021 Budget		2022 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
Operation and Extension Fund								
Administration	320	1,071	313	1,251	353	1,414	365	1,480
Total	320	1,071	313	1,251	353	1,414	365	1,480

Operating Budget by Program					
Program	2021 Budget	2021 FTEs	2022 Proposed	2022 FTEs	
Administration	\$ 4,668,454	8	\$ 4,604,862	8	
Fiscal	1,724,716	15	1,734,528	16	
Human Resources	668,190	6	898,138	9	
Aquatics	1,219,932	2	1,394,906	3	
APPS	2,205,304	7	2,263,822	7	
Building and Facility Maintenance	2,779,653	24	2,995,405	24	
Communications and Development	1,323,413	9	1,338,315	9	
Emerald Ash Borer	367,065	1	-	0	
Forestry	2,459,800	27	2,145,392	24	
Park Maintenance	6,226,198	64	7,082,201	62	
Design and Construction	764,120	7	723,929	6	
Special Events	1,113,533	7	1,294,271	9	
Sports	3,375,300	15	3,351,087	15	
Food and Nutrition	182,152	2	188,050	2	
Warehouse	621,857	1	595,425	3	
Outdoor Recreation	472,399	3	484,822	3	
Cultural Arts	764,211	3	756,627	3	
Permits and Rental Services	937,023	6	912,755	6	
Capital Kids	33,000	0	33,000	0	
COAAA	182,489	0	182,489	0	
Community Recreation	10,578,472	114	12,391,070	109	
Therapeutic Recreation	616,666	3	714,029	4	
Golf	3,607,965	24	3,760,668	22	
Health and Wellness	127,975	0	135,141	0	
Internal Services	5,231,558	0	5,427,676	0	
Capital and Strategic Planning	605,197	5	749,543	6	
Miscellaneous Programs	600,000	0	475,000	0	
Urban Forestry Master Plan	-	0	1,700,260	15	
Department Total	\$ 53,456,642	353	\$ 58,333,411	365	

Please note: The Emerald Ash Borer program has concluded and the one full-time position within the Emerald Ash Borer program was moved to the Urban Forestry Master Plan for 2022.

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.



2022 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, 8 outdoor swimming pools, 3 spray grounds, and 3 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 led 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 money for the PLAY Scholarship Fund, and manages the department's relationship with the Columbus Recreation and Parks Foundation (501c3).

COMMUNICATIONS AND DEVELOPMENT

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.

EMERALD ASH BORER

The Columbus Urban Forestry Master Plan (UFMP) is the first Citywide, strategic plan to invest long-term in Columbus' trees. Over the next decades, the UFMP will guide the entire Columbus community to prioritize, preserve and grow our tree canopy.

URBAN FORESTRY MASTER PLAN

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 Columbus Park of Roses at Whetstone Park, 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 on 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 nonprofit 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 28 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 28 centers, six are multi-generational facilities (serving all ages), and one senior center (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.

HEALTH AND WELLNESS

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.

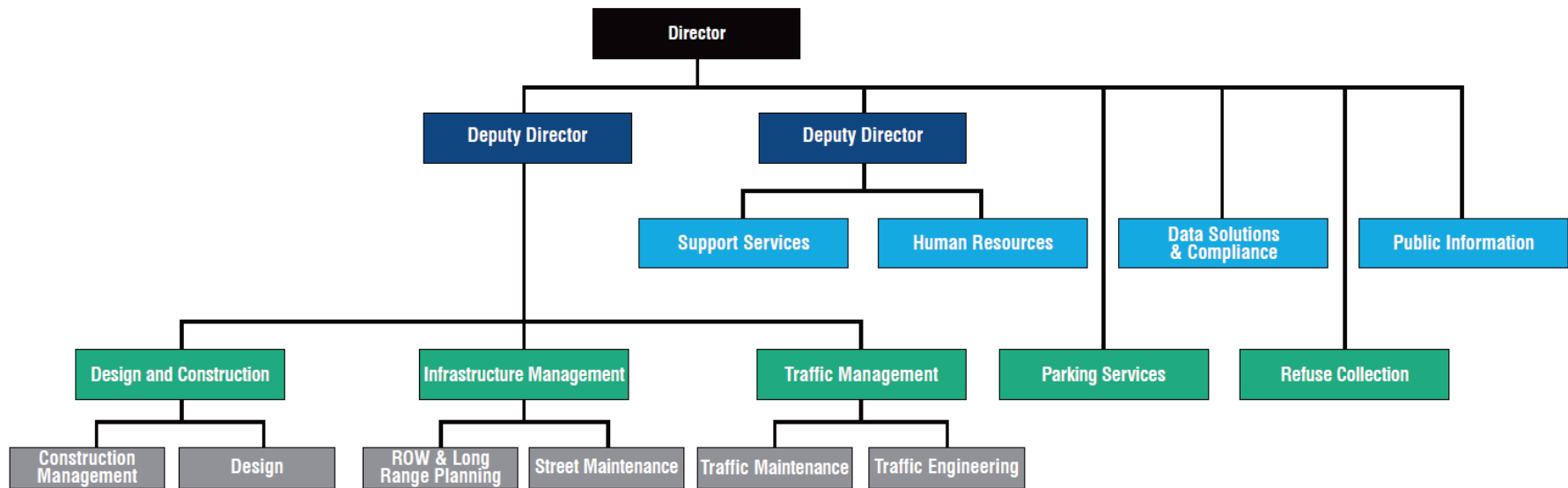
The **Division of Traffic Management** oversees traffic, safety, and congestion studies to ensure a safe and efficient transportation system. The division installs and maintains pavement markings, traffic signals, traffic signage, and parking meters.

Department Mission

To deliver quality city services in the areas of transportation, refuse collection, and publicly managed parking.

Budget Summary				
Fund	2019 Actual	2020 Actual	2021 Budget	2022 Proposed
General Fund	31,953,182	32,493,172	34,628,475	50,897,886
Street Construction, Maintenance, and Repair Fund	64,581,715	67,413,768	78,053,795	81,262,692
Construction Inspection Fund	9,776,977	10,791,152	12,891,642	11,912,843
Private Inspection Fund	4,439,407	4,511,019	5,270,307	4,868,352
Parking Meter Program Fund	7,968,779	7,418,974	6,163,272	-
Mobility Enterprise Fund	-	-	-	15,252,612
Department Total	\$ 118,720,061	\$ 122,628,086	\$ 137,007,491	\$ 164,194,385

Public Service



2022 BUDGET NOTES

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 expand the Data Solutions and Compliance section within the director's office to process right of way permits, including special hauling permits. This section will also develop and deliver state of the art GIS, geospatial technology services, and data analytics within the Department of Public Service in the support of infrastructure and asset management investments. The expansions of data solutions and asset management sections account for an addition 15 positions the SCMR fund in the 2022 budget.

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 2022, 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 2022 general fund budget includes a one-time allocation of nearly \$16 million to update and expand the refuse equipment fleet to ensure that Columbus residents receive optimal refuse collection services.

PARKING SERVICES– MOBILITY ENTERPRISE FUND

Beginning in 2022 the Department of Public Service will create the Mobility Enterprise Fund. This new enterprise will encompass all the activity of the Division of Parking Services along with several significant expansions, including new off street parking assets and shared mobility programs. The Mobility Enterprise Fund will be responsible for providing a high quality parking experience in the City of Columbus by holistically managing on street and off street parking assets under one system to increase access in high demand parking areas across the city.

- In 2022 the mobility enterprise fund will assume responsibility for the management of city public parking garages. Along with management of three existing garages the new Mobility Enterprise Fund will be responsible for designing and building new parking garages. The fiscal responsibility for mobility management, including the debt service, is reflected in the expanded budget of the new enterprise fund. Two additional positions will support this work.
- Also in 2022 the mobility enterprise fund will begin modernizing it's on street parking assets by replacing aging equipment across the city as well as developing a high tech dynamic curb

lane management system that will use new technology to digitize the curb, locate and actively manage loading zones, and make more informed curb lane management decisions to increase access for residents.

INFRASTRUCTURE MANAGEMENT

The 2022 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. This budget also continues funding for \$2 million in construction contracts to construct ramps compliant with the Americans with Disabilities Act.

DESIGN AND CONSTRUCTION

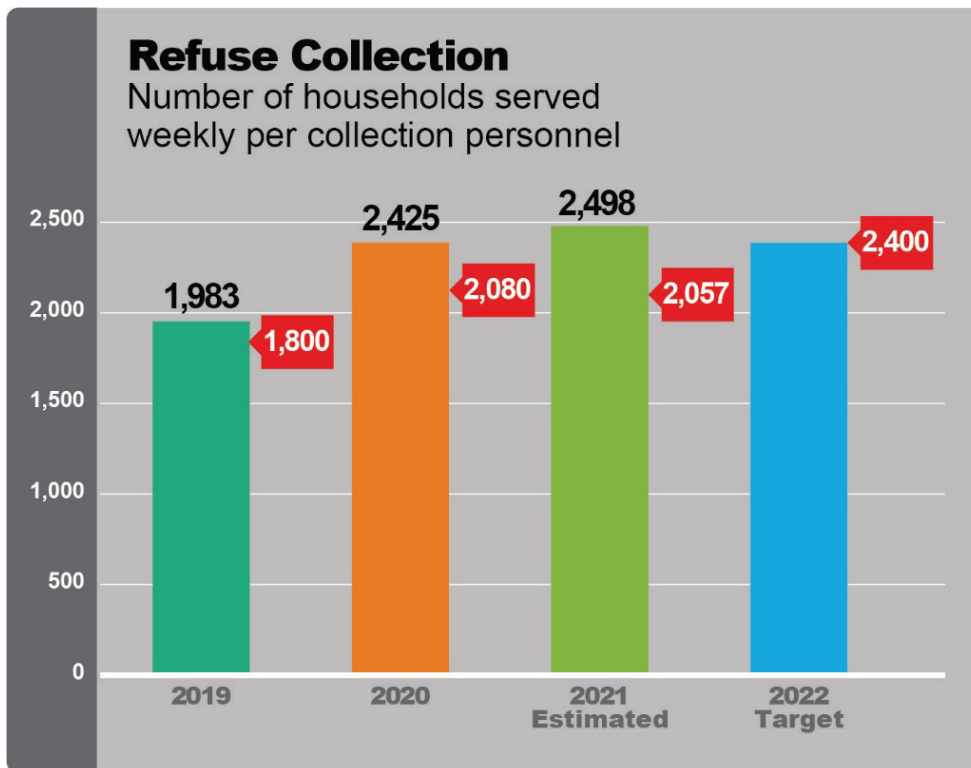
The 2022 Design and Construction budget includes funding for engineering and construction inspection services throughout the city. This budget includes funding to upgrade GIS software, replace aging vehicles, and continue support for the Mid-Ohio Regional Planning Commission.

TRAFFIC MANAGEMENT

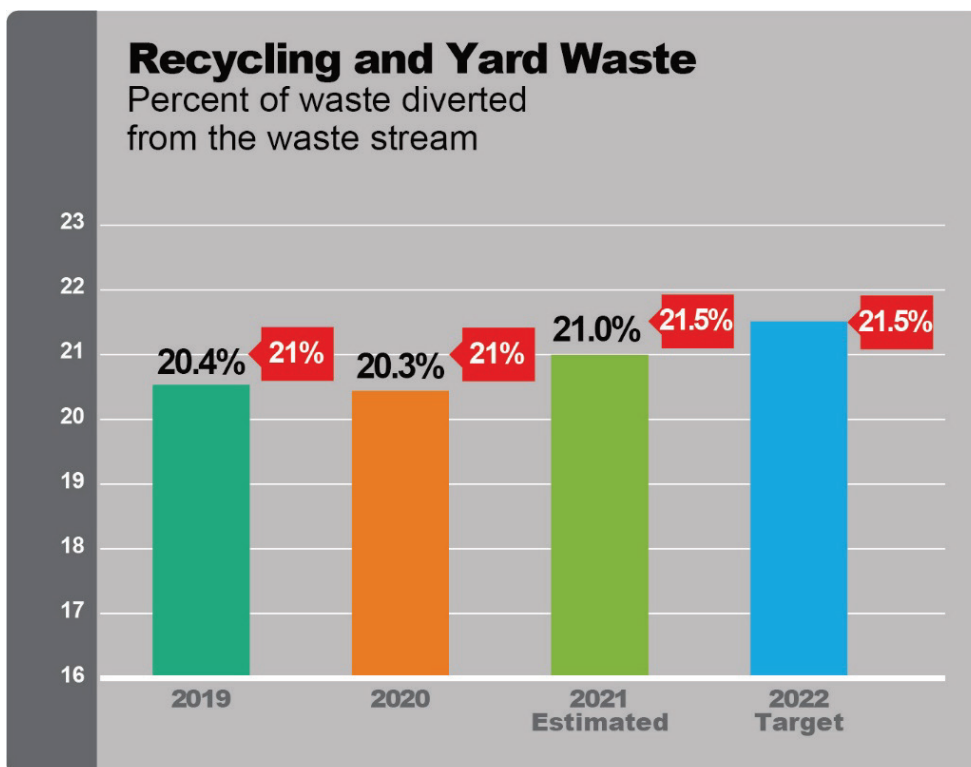
The 2022 Traffic Management budget includes funding for all current traffic maintenance, planning, engineering and GIS employees who are responsible for designing and repairing all traffic signals, signs, and pavement markings throughout the city. This budget includes contracts such as traffic signal retiming and refurbishment, along with additional traffic studies necessary to understand and plan for a growing and rapidly changing city.



PERFORMANCE MEASURES



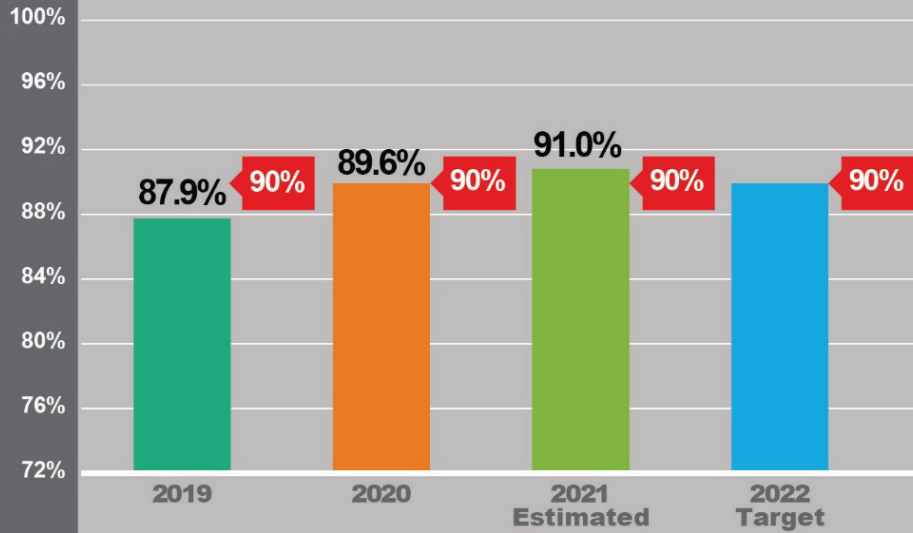
The number of households served on a weekly basis is projected to exceed the annual goal. This measurement is used to ensure customer service levels are met and is projected at 2,400 for 2022.



Waste diverted through recycling efforts and the yard waste program are expected to be 21.5 percent in 2022.

Street Maintenance

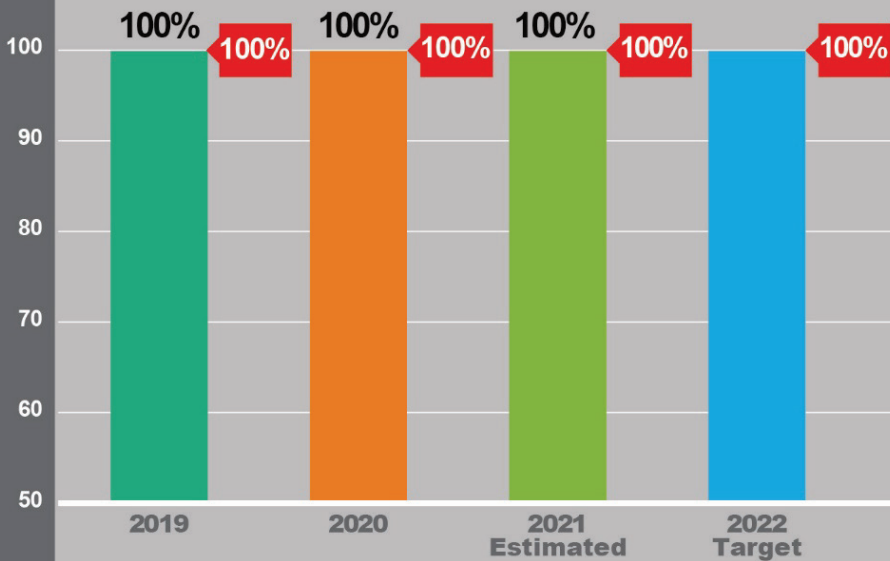
Percent of pothole repair service requests closed within three days



Filling potholes within three days demonstrates the department's focus on high-quality customer service. In 2022, 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

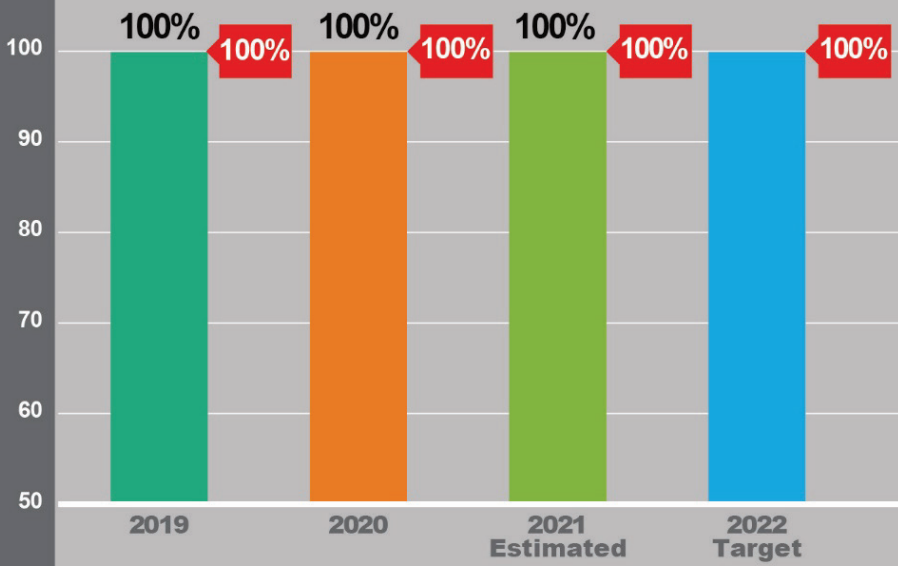
Percent of private construction inspections completed in 48 hours



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 2022, 100 percent of City of Columbus owned and inspected bridges will meet state standards for safety.



Financial Summary by Fund					
Fund	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Proposed
General Fund					
Administration	\$ 667,983	\$ 648,750	\$ 740,614	\$ 740,343	\$ 740,775
Refuse Collection	31,285,199	31,844,422	33,887,861	32,404,437	50,157,111
Traffic Management	-	-	-	-	-
General Fund Subtotal	31,953,182	32,493,172	34,628,475	33,144,780	50,897,886
Street Construction, Maintenance, and Repair Fund					
Administration	5,075,605	5,478,793	6,866,723	6,363,429	9,139,108
Traffic Management	14,533,901	18,861,902	21,613,328	20,448,572	22,430,552
Infrastructure Management	35,311,174	33,178,677	38,369,402	36,189,839	39,568,979
Design & Construction	6,033,040	6,294,397	7,604,342	7,443,752	6,424,053
Refuse	3,627,995	3,600,000	3,600,000	3,600,000	3,700,000
Street Const. Fund Subtotal	64,581,715	67,413,768	78,053,795	74,045,591	81,262,692
Construction Inspection Fund					
Administration	510,151	559,417	981,430	901,514	919,461
Design & Construction	9,266,826	10,231,734	11,910,212	11,088,535	10,993,382
Const. Insp. Fund Subtotal	9,776,977	10,791,152	12,891,642	11,990,049	11,912,843
Private Inspection Fund					
Administration	82,825	86,469	112,629	112,629	116,828
Design & Construction	4,356,582	4,424,550	5,157,678	4,825,664	4,751,524
Private Insp. Fund Subtotal	4,439,407	4,511,019	5,270,307	4,938,293	4,868,352
Parking Meter Program Fund					
Administration	713,887	52,726	-	-	-
Parking Services	7,257,387	7,366,249	6,163,272	8,742,516	-
Traffic Management	(2,494)	-	-	-	-
Parking Meter Fund Subtotal	7,968,779	7,418,974	6,163,272	8,742,516	-
Mobility Enterprise Fund					
Parking Services	-	-	-	-	15,252,612
Mobility Ent/ Fund Total	-	-	-	-	15,252,612
Department Total	\$ 118,720,061	\$ 122,628,086	\$ 137,007,492	\$ 132,861,230	\$ 164,194,385

Financial Summary by Area of Expense					
Division	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Proposed
Administration					
General Fund					
Personnel	\$ 649,077	\$ 633,590	\$ 721,928	\$ 721,928	\$ 727,694
Materials & Supplies	605	-	-	-	-
Services	18,301	15,160	18,686	18,415	13,081
General Fund Subtotal	667,983	648,750	740,614	740,343	740,775
SCMR Fund					
Personnel	3,684,827	4,440,169	5,566,601	5,055,003	7,248,064
Materials & Supplies	30,484	5,100	18,000	18,000	37,000
Services	1,359,294	1,031,524	1,228,122	1,209,709	1,721,044
Other	1,000	2,000	4,000	2,000	3,000
Capital	-	-	50,000	78,717	130,000
SCMR Fund Subtotal	5,075,605	5,478,793	6,866,723	6,363,429	9,139,108
Construction Inspection Fund					
Personnel	501,975	551,849	953,430	873,514	885,461
Materials & Supplies	1,900	-	10,000	10,000	10,000
Services	6,276	7,568	18,000	18,000	24,000
Construction Inspection Fund Subtotal	510,151	559,417	981,430	901,514	919,461
Private Constr. Inspect. Fund					
Personnel	82,825	86,469	94,129	94,129	96,828
Materials & Supplies	-	-	6,000	6,000	6,000
Services	-	-	12,500	12,500	14,000
Private Constr. Inspect. Fund Subtotal	82,825	86,469	112,629	112,629	116,828
Parking Meter Program Fund					
Personnel	704,023	51,902	-	-	-
Materials & Supplies	605	-	-	-	-
Services	9,258	823	-	-	-
Parking Meter Program Fund Subtotal	713,887	52,726	-	-	-
Administration Subtotal	7,050,451	6,826,155	8,701,396	8,117,915	10,916,172

Financial Summary by Area of Expense (cont.)						
Division		2019	2020	2021	2021	2022
		Actual	Actual	Budget	Projected	Proposed
Refuse Collection						
General Fund						
	Personnel	16,956,459	16,496,897	17,030,642	16,330,054	16,891,949
	Materials & Supplies	142,870	112,781	163,400	164,769	157,400
	Services	14,115,593	15,081,346	16,631,819	14,827,614	17,361,762
	Other	70,277	67,701	52,000	72,000	62,000
	Capital	-	85,698	10,000	1,010,000	15,684,000
	General Fund Subtotal	31,285,199	31,844,422	33,887,861	32,404,437	50,157,111
SCMR Fund						
	Services	3,627,995	3,600,000	3,600,000	3,600,000	3,700,000
	SCMR Fund Subtotal	3,627,995	3,600,000	3,600,000	3,600,000	3,700,000
	Refuse Collection Subtotal	34,913,194	35,444,422	37,487,861	36,004,437	53,857,111
Infrastructure Management						
SCMR Fund						
	Personnel	17,470,755	16,699,314	18,921,674	17,068,837	17,970,637
	Materials & Supplies	644,728	1,158,619	1,393,000	1,282,720	1,359,000
	Services	13,204,620	14,206,667	16,864,728	15,955,380	17,059,342
	Other	63,218	35,750	90,000	64,345	80,000
	Capital	3,927,852	1,078,326	1,100,000	1,818,556	3,100,000
	Infrastructure Management Subtotal	35,311,174	33,178,677	38,369,402	36,189,839	39,568,979
Design and Construction						
SCMR Fund						
	Personnel	4,816,275	4,572,073	4,673,475	4,532,144	4,437,552
	Materials & Supplies	12,170	5,032	14,000	14,000	15,000
	Services	1,162,073	1,470,122	1,873,367	2,855,202	1,928,001
	Other	3,500	-	3,500	3,500	3,500
	Capital	39,023	247,170	1,040,000	38,906	40,000
	SCMR Fund Subtotal	6,033,040	6,294,397	7,604,342	7,443,752	6,424,053
Constr. Inspect. Fund						
	Personnel	6,990,090	7,485,960	8,252,110	7,542,274	8,349,531
	Materials & Supplies	63,988	61,922	142,100	141,928	142,100
	Services	1,461,510	2,596,771	3,124,002	2,849,507	2,144,751
	Other	3,800	3,725	42,000	42,000	7,000
	Capital	747,439	83,356	350,000	512,826	350,000
	Constr. Inspect. Fund Subtotal	9,266,826	10,231,734	11,910,212	11,088,535	10,993,382
Private Inspect. Fund						
	Personnel	3,362,202	3,131,785	3,537,322	3,267,249	3,578,403
	Materials & Supplies	37,414	27,762	60,900	60,658	60,900
	Services	947,304	1,227,453	1,391,456	1,259,974	959,221
	Other	9,662	1,825	18,000	18,000	3,000
	Capital	-	35,724	150,000	219,783	150,000
	Private Inspect. Fund Subtotal	4,356,582	4,424,550	5,157,678	4,825,664	4,751,524
	Design and Construction Subtotal	19,656,448	20,950,681	24,672,232	23,357,950	22,168,959
Parking Services						
Parking Meter Program Fund						
	Personnel	3,885,625	3,980,073	3,900,061	3,745,579	-
	Materials & Supplies	52,994	39,604	94,500	2,082,813	-
	Services	3,072,358	3,305,235	2,115,711	2,884,624	-
	Other	36,200	41,336	53,000	29,500	-
	Capital	210,210	-	-	-	-
	Parking Meter Program Fund Subtotal	7,257,387	7,366,249	6,163,272	8,742,516	-
Mobility Enterprise Fund						
	Personnel	-	-	-	-	4,904,923
	Materials & Supplies	-	-	-	-	190,500
	Services	-	-	-	-	8,850,389
	Principal	-	-	-	-	950,000
	Other	-	-	-	-	53,000
	Capital	-	-	-	-	120,000
	Interest	-	-	-	-	183,800
	Mobility Enterprise Fund Subtotal	-	-	-	-	15,252,612
	Parking Services Subtotal	7,257,387	7,366,249	6,163,272	8,742,516	15,252,612
Traffic Management						
SCMR Fund						
	Personnel	11,230,326	11,193,894	12,187,267	11,150,250	12,342,610
	Materials & Supplies	353,727	2,140,465	2,289,200	2,289,785	2,494,000
	Services	2,362,532	2,076,319	2,652,861	2,574,538	3,149,942
	Other	41,610	30,000	104,000	54,000	64,000
	Capital	545,705	3,371,224	4,380,000	4,380,000	4,380,000
	Transfers	-	50,000	-	-	-
	SCMR Fund Subtotal	14,533,901	18,861,902	21,613,328	20,448,572	22,430,552
Parking Meter Program Fund						
	Personnel	-	-	-	-	-
	Services	(2,494)	-	-	-	-
	Parking Meter Program Fund Subtotal	(2,494)	-	-	-	-
	Traffic Management Subtotal	14,531,407	18,861,902	21,613,328	20,448,572	22,430,552
	Department Total	\$ 118,720,061	\$ 122,628,086	\$ 137,007,491	\$ 132,861,229	\$ 164,194,385



Department Personnel Summary								
Fund	2019 Actual		2020 Actual		2021 Budgeted		2022 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Administration	6	0	6	0	6	1	6	0
Refuse Collection	192	0	180	0	226	0	226	0
SCMR Fund								
Administration	28	3	29	0	50	1	65	0
Traffic Management	105	1	102	1	122	1	124	0
Infrastructure Management	175	1	165	1	210	1	209	0
Design & Construction	38	3	36	0	36	0	36	0
Construction Inspection Fund								
Administration	4	0	5	0	8	1	8	0
Design & Construction	52	22	63	19	71	19	71	21
Private Inspection Fund								
Administration	1	0	1	0	1	0	1	0
Design & Construction	34	2	27	14	31	8	31	9
Parking Meter Program Fund								
Administration	7	0	6	0	0	0	0	0
Parking Services	45	1	43	0	51	0	0	0
Mobility Enterprise Fund								
Parking Services	0	0	0	0	0	0	53	0
Total	687	33	663	35	812	32	830	30

Operating Budget by Program				
Program	2021 Budgeted	2021 FTEs	2022 Proposed	2022 FTEs
Public Service Administration	\$ 17,312,650	54	\$ 36,648,446	65
Fiscal	2,208,462	21	2,602,604	25
Human Resources	1,265,937	13	1,611,883	14
Internal Services	24,887,874	0	26,035,768	0
Construction Management	15,077,391	98	13,804,903	97
Facility Maintenance	1,521,098	8	1,780,880	9
Street Maintenance	9,092,168	76	8,385,480	75
Right-Of-Way Permits	855,245	7	826,453	6
Snow Removal/Street Sweeping	8,728,679	95	8,215,789	94
Cashiers	930,974	13	1,110,982	14
Parking Enforcement	1,578,190	22	2,234,621	22
Collections	339,980	4	351,283	4
Meter Repair	345,801	4	272,540	3
Parking Garages	-	0	3,531,000	0
300-Gallon Residential Collection	1,756,442	22	1,568,180	19
90-Gallon Residential Collection	5,832,577	85	5,816,374	88
Scheduled Bulk Collection	2,309,044	37	2,102,916	36
Litter Collection	339,137	4	352,156	4
Multi-Family Residential Collection	1,650,115	20	1,439,980	17
Residential Recycling	5,940,336	0	6,676,496	0
Container Management	616,296	9	679,708	10
Keep Columbus Beautiful	263,840	3	178,060	2
Solid Waste Inspection	1,977,456	24	2,018,496	24
Smart City Grant Program	795,067	4	120,000	0
Planning & Engineering	15,594,141	100	17,302,015	103
Asset Management	1,401,036	12	3,038,930	22
Traffic Maintenance	13,712,407	71	13,852,446	73
GIS	675,148	6	502,196	4
Debt Management	-	0	1,133,800	0
Department Total	\$ 137,007,491	812	\$ 164,194,385	830

For additional financial information related to the Department of Public Service, please refer to the Internal Service, Special Revenue, and Enterprise Funds sections.



2022 PROGRAM GUIDE

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 all 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.

PARKING GARAGES

To service the maintenance and operations for such garages.

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.

DEBT MANAGEMENT

To service and track all required debt service obligations per bond covenant requirements, policies, and procedures.



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 to various suburban communities through 24 water service agreements (18 full-service and 6 master meter).

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.

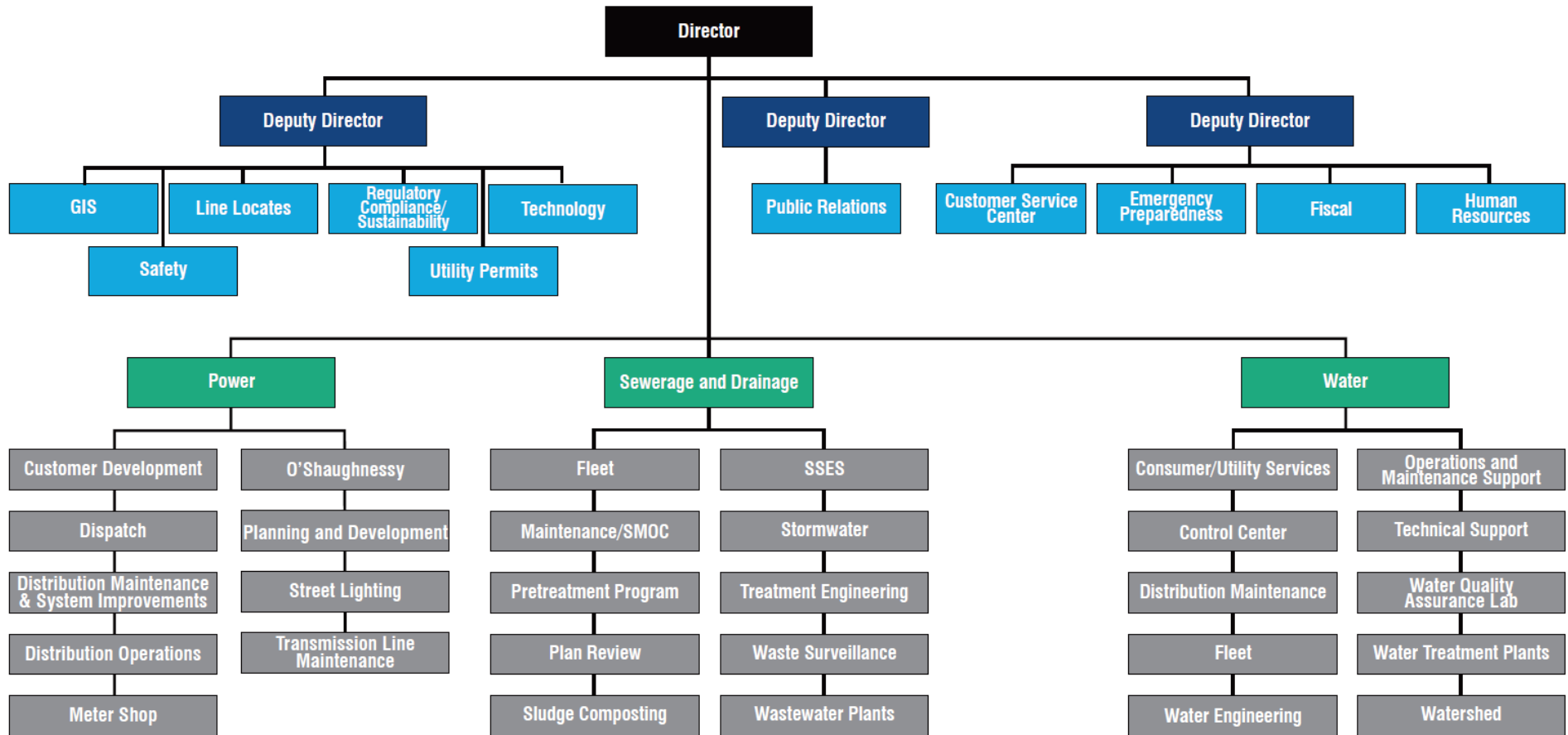
The department is comprised of the Director’s Office and four divisions. The **Director’s Office** provides overall direction for the department. Fiscal, human resources, public information, technology, regulatory compliance, emergency preparedness, and customer service are all coordinated by this office. 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.

Budget Summary				
Fund	2019 Actual	2020 Actual	2021 Budget	2022 Proposed
Water Operating Fund	188,248,402	187,500,142	224,590,447	241,316,056
Electricity Operating Fund	80,791,302	86,541,862	96,168,879	101,395,121
Sanitary Sewer Operating Fund	269,112,308	266,305,627	320,236,603	326,205,539
Storm Sewer Operating Fund	43,311,465	38,768,120	45,534,274	47,022,409
Department Total	\$ 581,463,477	\$ 579,115,752	\$ 686,530,203	\$ 715,939,125

Public Utilities



2022 BUDGET NOTES

DIRECTOR'S OFFICE

The Sewer and Water Advisory Board (SWAB) will recommend to Columbus City Council increases to water of four percent, storm rates of three percent, and sanitary sewer rates of four percent, respectively for 2022. In addition:

- The 2022 Director's Office \$35.0 million budget is 1.6 percent higher than the 2021 budget.
- Increases include costs for Work Asset Management (WAM) implementation and purchases for consumable COVID-19 supplies.
- The 2022 budget provides \$22.9 million in personnel funding for 239 full-time and 8 part-time positions.

WATER

The division's 2022 budget is 7.8 percent higher than in 2021. 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 46.1 percent of the water division's \$227.7 million budget. In addition:

- The 2022 budget includes \$44.8 million for personnel, providing funding for 467 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 2022 budget includes almost \$1.35 million to cover the cost of the enhanced meter reading program.
- The 2022 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 2022 budget is for the purchase of generated electric power for resale. The budget includes \$56.4 million for this expense, or just over 56.8 percent of the total budget.

- The 2022 budget includes \$11.9 million for personnel for 110 full-time and 1 part-time positions.
- Included in the 2022 budget are resources to provide maintenance and energy to over 57,000 city streetlights.

SANITARY SEWERAGE AND DRAINAGE

The division's 2022 budget is 1.9 percent higher than the 2021 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 54.4 percent of the division's operating budget of \$311.1 million. In addition:

Utilities

- The 2022 budget includes \$45.2 million for personnel, providing funding for 470 full-time and 14 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 4,405 miles of sewer lines.
- Funding of \$660,000 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 \$54.9 million and provide for various professional service contracts including, equipment rental, specialty maintenance services, organic waste processing, and biosolid removal.

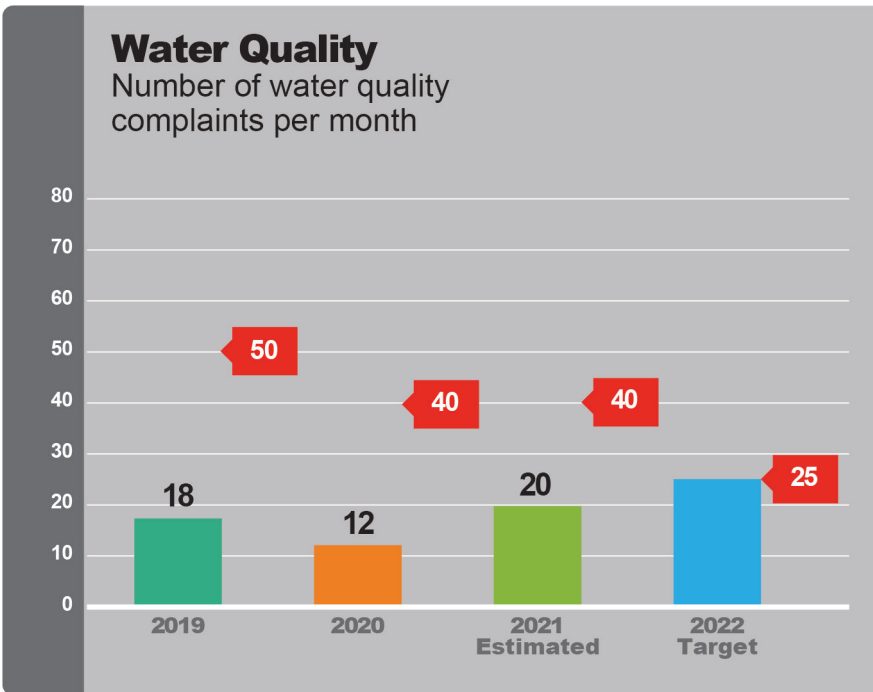
STORMWATER

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 2022, debt service payments amount to \$14.4 million. In addition:

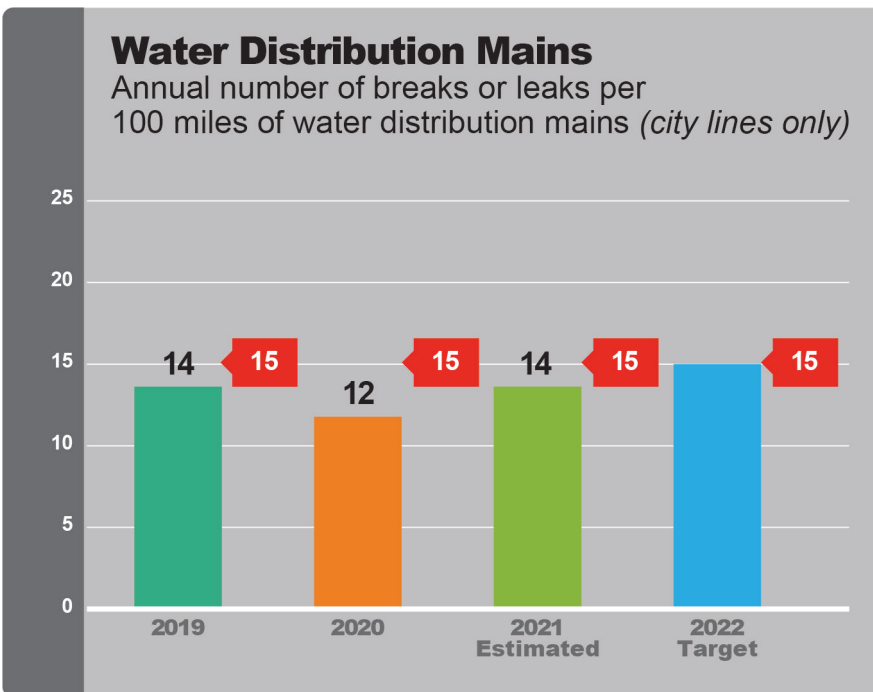
- The budget includes funding for 26 full-time and 2 part-time positions.



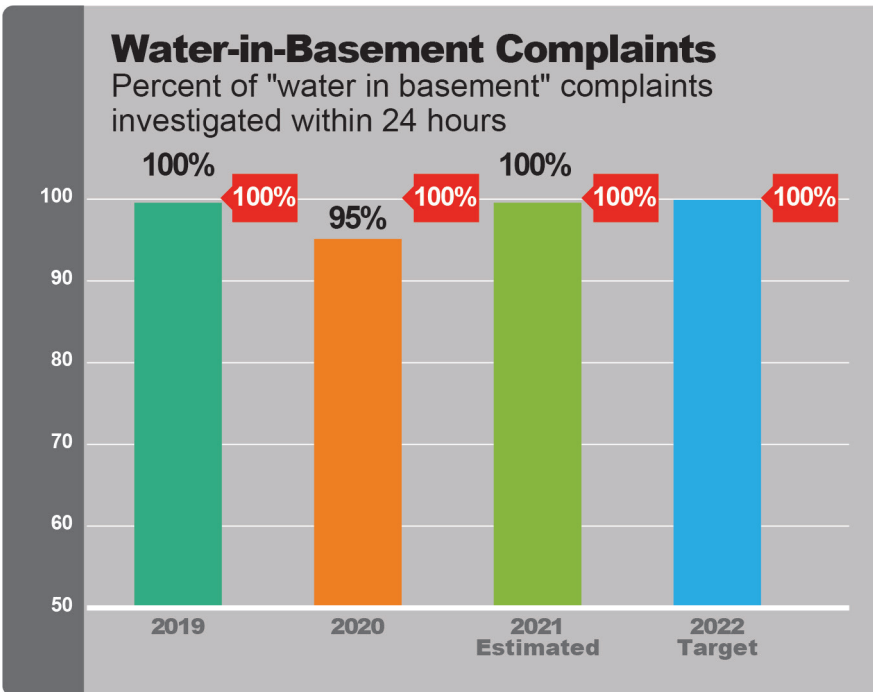
PERFORMANCE MEASURES



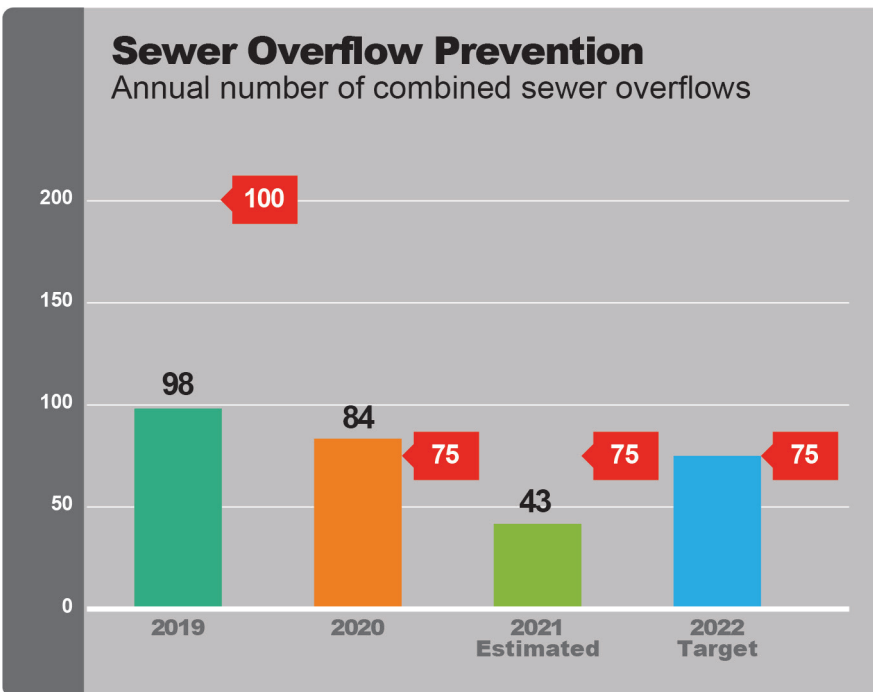
This measure reflects the monthly average number of water quality complaints received by the Division of Water. External conditions can cause the actual number of complaints to vary. With ozone/BAF treatment the water quality complaints continue to stay low. The 2022 target for this measure was reduced to 25.



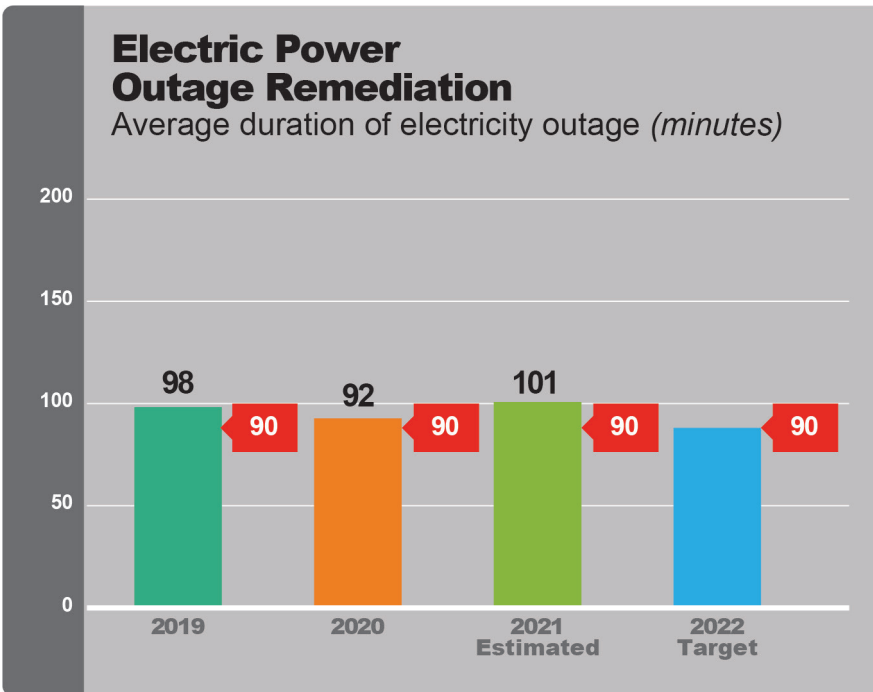
The number of water line breaks or leaks in the distribution system is consistently under 20 per 100 miles each year. The measure reflects city lines only and the target was reduced to 15 or fewer per 100 miles in 2019, and will continue for 2022.



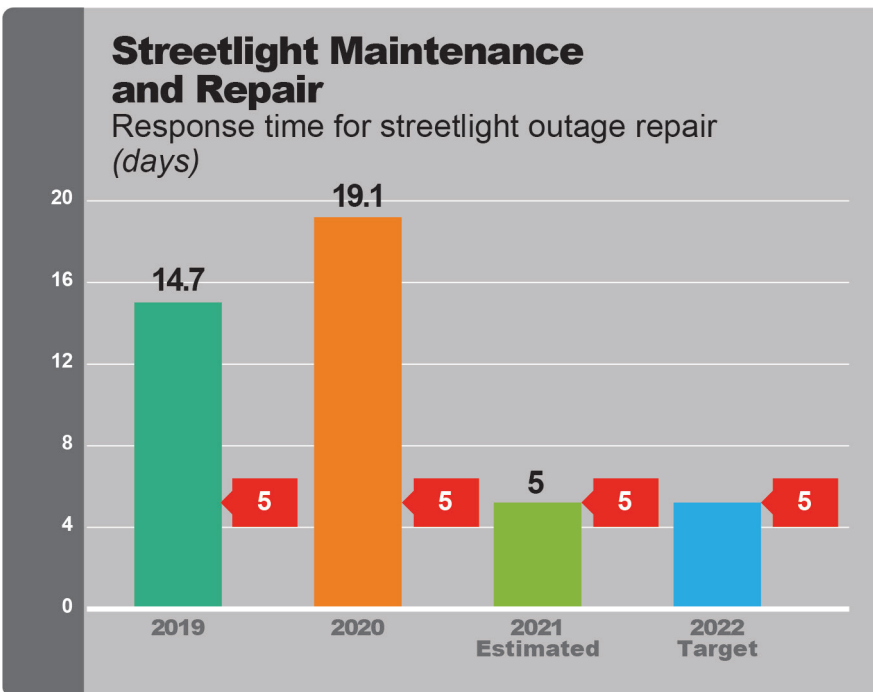
Water-in-basement complaints are expected to be investigated within 24 hours of being reported. In 2022, the Division of Sewerage and Drainage will maintain its high standard of 100 percent.



The Division of Sewerage and Drainage manages an extensive capital improvements program aimed at reducing combined sewer overflows (CSO). In 2021, the division implemented measures to significantly reduce CSO activations, and will maintain its high standard of 75 in 2022.

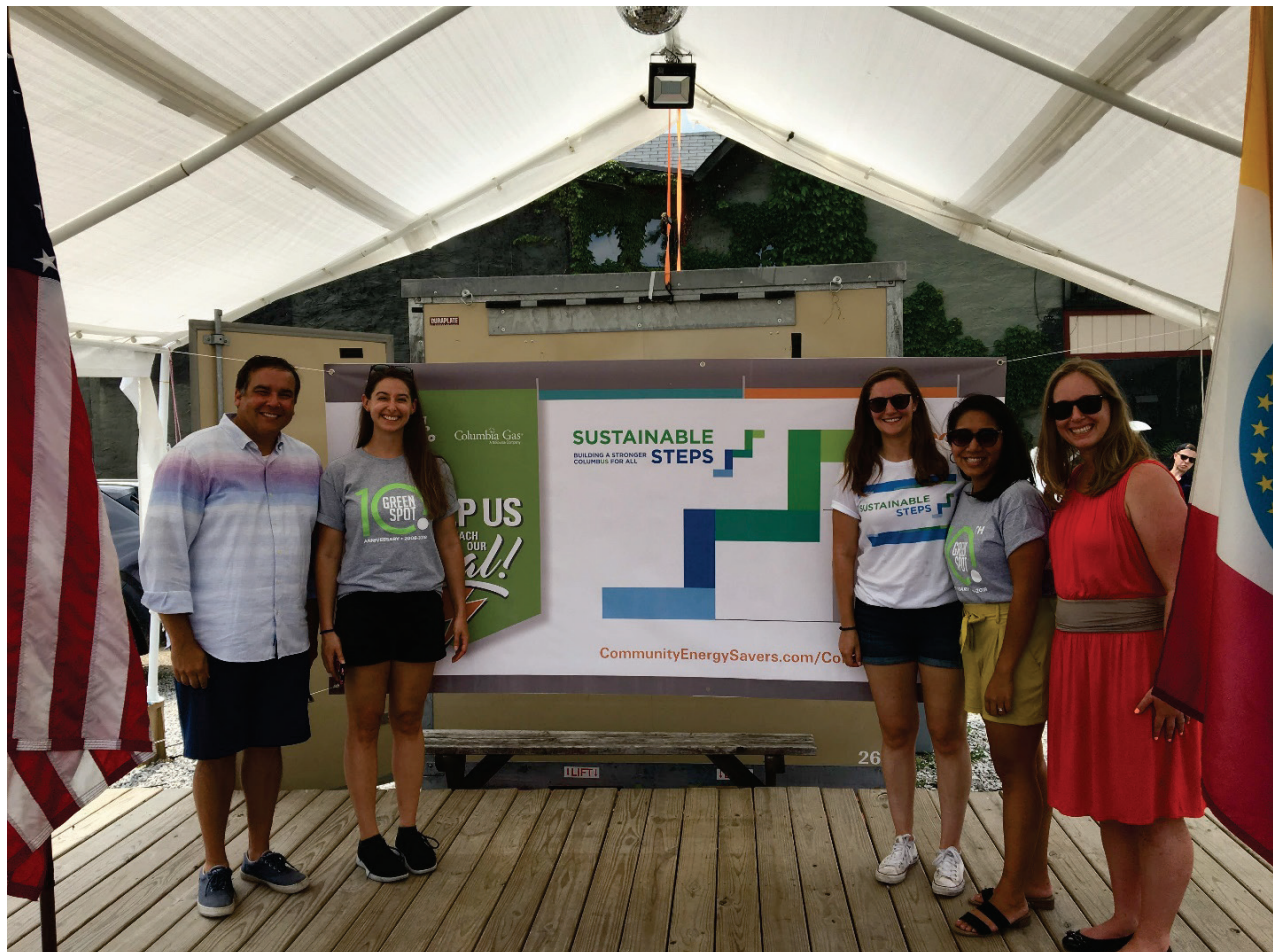


The Division of Power's aim is to minimize the length of time of any power outage. The target for this measure in 2022 is 90 minutes or less. The 2021 estimate reflects actual data for January 1-June 30, 2021.



The Division of Power maintains an extensive street lighting system. This measure reflects the number of days to respond to a streetlight outage. In 2022, the division will continue to strive to meet the target maximum timeframe to address a streetlight issue in five days.

Financial Summary by Fund					
Fund	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Proposed
Water Operating Fund					
Director's Office	\$ 10,741,559	\$ 10,485,940	\$ 13,490,790	\$ 10,742,751	\$ 13,664,439
Water	177,506,843	177,014,202	211,099,657	202,991,784	227,651,617
Water Fund Subtotal	188,248,402	187,500,142	224,590,447	213,734,535	241,316,056
Electricity Operating Fund					
Director's Office	1,716,002	1,589,548	2,094,865	1,765,537	2,128,512
Power	79,075,300	84,952,314	94,074,014	89,810,043	99,266,609
Electricity Fund Subtotal	80,791,302	86,541,862	96,168,879	91,575,580	101,395,121
Sanitary Sewer Operating Fund					
Director's Office	12,303,740	11,654,056	14,954,527	11,860,080	15,153,882
Sanitary	256,808,568	254,651,571	305,282,076	294,815,315	311,051,657
Sanitary Sewer Fund Subtotal	269,112,308	266,305,627	320,236,603	306,675,394	326,205,539
Storm Sewer Operating Fund					
Director's Office	3,209,552	3,071,627	3,882,556	3,160,855	4,039,912
Storm	40,101,913	35,696,493	41,651,718	39,168,574	42,982,497
Storm Sewer Fund Subtotal	43,311,465	38,768,120	45,534,274	42,329,428	47,022,409
Department Total	\$ 581,463,477	\$ 579,115,752	\$ 686,530,203	\$ 654,314,937	\$ 715,939,125



Financial Summary by Area of Expense						
Division	2019	2020	2021	2021	2022	
	Actual	Actual	Budget	Projected	Proposed	
Directors Office						
Water Operating Fund						
Personnel	\$ 8,063,080	\$ 7,888,464	\$ 8,659,039	\$ 7,841,145	\$ 8,882,749	
Materials & Supplies	175,511	351,043	306,301	286,934	292,529	
Services	2,428,864	2,246,000	4,524,092	2,613,314	4,487,803	
Other	665	433	1,358	1,358	1,358	
Capital	-	-	-	-	-	
Transfers	73,440	-	-	-	-	
Water Operating Fund Subtotal	10,741,559	10,485,940	13,490,790	10,742,751	13,664,439	
Electricity Operating Fund						
Personnel	1,257,991	1,226,969	1,355,098	1,230,926	1,396,528	
Materials & Supplies	21,007	15,994	24,586	21,238	22,411	
Services	425,353	346,516	714,967	513,159	709,359	
Other	105	68	214	214	214	
Capital	-	-	-	-	-	
Transfers	11,546	-	-	-	-	
Electricity Operating Fund Subtotal	1,716,002	1,589,548	2,094,865	1,765,537	2,128,512	
Sanitary Sewer Operating Fund						
Personnel	9,131,480	8,922,389	9,714,820	8,780,802	9,958,842	
Materials & Supplies	155,475	113,695	175,231	153,792	159,804	
Services	2,933,704	2,617,487	5,062,954	2,923,964	5,033,713	
Other	745	486	1,522	1,523	1,523	
Capital	-	-	-	-	-	
Transfers	82,336	-	-	-	-	
Sanitary Sewer Operating Fund Subtotal	12,303,740	11,654,056	14,954,527	11,860,080	15,153,882	
Storm Sewer Operating Fund						
Personnel	2,399,398	2,338,922	2,485,999	2,341,034	2,655,691	
Materials & Supplies	39,108	30,072	46,734	41,172	42,614	
Services	748,891	702,504	1,349,417	778,242	1,341,201	
Other	199	130	406	406	406	
Capital	-	-	-	-	-	
Transfers	21,956	-	-	-	-	
Storm Sewer Operating Fund Subtotal	3,209,552	3,071,627	3,882,556	3,160,855	4,039,912	
Director's Office Subtotal	27,970,853	26,801,172	34,422,738	27,529,221	34,986,745	

Financial Summary by Area of Expense, cont.					
Division	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Proposed
Water					
Personnel	44,973,167	43,480,789	43,663,743	41,138,085	44,778,360
Materials & Supplies	18,470,634	18,288,180	20,265,220	21,086,928	23,213,040
Services	33,897,606	35,280,667	44,575,302	41,046,497	52,895,008
Principal	55,068,841	60,343,453	64,714,789	63,840,841	67,542,619
Other	23,080	3,611	56,000	24,935	54,000
Capital	1,084,492	2,005,937	1,743,770	1,741,746	1,830,200
Interest	23,989,023	17,611,565	36,080,833	14,607,470	37,338,390
Transfers	-	-	-	19,505,281	-
Water Subtotal	177,506,843	177,014,202	211,099,657	202,991,784	227,651,617
Power					
Personnel	10,455,132	10,457,539	11,744,796	10,150,307	11,941,013
Materials & Supplies	54,159,352	59,071,799	57,820,000	58,036,191	61,398,186
Services	9,858,606	10,869,122	17,389,968	15,814,817	17,540,967
Principal	418,271	553,271	888,271	888,271	1,368,271
Other	6,854	506	20,700	20,100	20,700
Capital	4,176,267	3,999,340	5,436,000	4,899,703	5,714,000
Interest	818	736	774,279	654	1,283,472
Power Subtotal	79,075,300	84,952,314	94,074,014	89,810,043	99,266,609
Sanitary					
Personnel	43,004,066	42,570,327	44,494,998	41,234,870	45,259,625
Materials & Supplies	9,001,555	8,620,931	12,614,427	12,748,665	13,338,385
Services	45,849,634	47,477,506	57,130,420	55,794,980	54,888,928
Principal	97,303,949	104,788,088	118,473,688	117,225,897	121,186,087
Other	254,728	320,275	158,800	118,756	156,800
Capital	4,552,769	3,699,293	1,656,620	959,596	2,070,000
Interest	35,284,442	27,797,640	49,856,398	28,275,260	48,105,107
Transfers	21,557,425	19,377,511	20,896,725	38,457,291	26,046,725
Sanitary Subtotal	256,808,568	254,651,571	305,282,076	294,815,315	311,051,657
Storm					
Personnel	2,367,978	2,355,304	2,590,216	1,977,962	2,602,443
Materials & Supplies	49,736	58,850	95,616	95,616	148,809
Services	22,696,939	21,468,145	24,382,057	23,000,271	25,736,392
Principal	10,549,000	10,055,137	9,980,195	9,800,510	10,080,915
Other	-	-	20,000	85,000	20,000
Capital	90,233	40,825	-	-	35,400
Interest	4,348,029	1,718,232	4,583,634	2,549,630	4,358,538
Transfers	-	-	-	1,659,585	-
Storm Subtotal	40,101,913	35,696,493	41,651,718	39,168,574	42,982,497
Department Total	\$ 581,463,477	\$ 579,115,752	\$ 686,530,203	\$ 654,314,937	\$ 715,939,125

Department Personnel Summary								
	2019		2020		2021		2022	
	Actual		Actual		Budget		Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
Dept of Public Utilities								
Director's Office	200	4	196	4	239	8	239	8
Water	413	6	390	6	468	17	467	22
Power	95	1	89	1	110	4	110	1
Sanitary	412	0	393	0	472	6	470	14
Storm	21	0	21	0	26	2	26	2
Total	1,141	11	1,089	11	1,315	37	1,312	47

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	2021		2022		
	Budget	FTEs	Proposed	FTEs	
Utilities Administration	\$ 10,365,559	27	\$ 12,600,643	28	
Fiscal	4,872,319	37	5,269,563	37	
Human Resources	3,818,000	33	3,611,780	32	
Internal Services	95,826,714	0	95,470,885	0	
Regulatory Compliance	3,730,952	30	3,745,482	30	
Public Relations	533,165	4	405,774	3	
Sustainability	725,827	5	719,872	5	
Emergency Preparedness	1,129,887	10	1,148,469	10	
Septic Tank Elimination Program	160,000	0	160,000	0	
Customer Service	34,568,597	247	33,842,674	248	
Maintenance	20,286,773	165	20,415,383	163	
Engineering and Development	77,561,743	133	79,331,064	134	
Fleet Management	3,185,910	30	2,827,875	26	
Water Distribution	59,932,720	273	70,835,193	277	
Wastewater Treatment	39,343,712	225	40,256,816	223	
Stormwater Management	3,352,667	26	4,174,993	26	
Electricity Distribution	15,253,523	52	16,934,534	41	
Street Lighting	5,495,323	18	6,779,501	29	
COVID-19	138,000	0	98,500	0	
Debt Management	306,248,812	0	317,310,124	0	
Department Total	\$ 686,530,203	1,315	\$ 715,939,125	1,312	

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.



2022 PROGRAM GUIDE

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.

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.

2022 Cash Balance Statement

The municipal court computer fund is projected to begin 2022 with an unencumbered cash balance of \$1,279,598 and end the year with an available balance of \$413,967.

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 2022 is \$350,000. The expected revenue for the Clerk of Courts is \$825,000. In addition, a total of \$10,000 in cancellation of prior year encumbrances is assumed.

2022 Municipal Court Computer Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2022)	\$ 1,279,598
Plus Estimated 2022 Receipts	1,175,000
Plus Estimated Encumbrance Cancellations	10,000
Total Estimated Available Resources	<u>\$ 2,464,598</u>
Less 2022 Recommended Operating Budget	(2,050,631)
Projected Available Balance (December 31, 2022)	<u><u>\$ 413,967</u></u>

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.

2022 Cash Balance Statement

The street construction, maintenance, and repair fund is expected to begin 2022 with an unencumbered fund balance of \$21,348,605. Revenue for the SCMR fund is projected at \$67,450,000, and encumbrance cancellations of \$1

million are anticipated. Assuming expenditures of approximately \$81.2 million, the fund will end 2022 with a balance of \$8,535,913.

2022 Street Construction Maintenance and Repair Balance Summary

Unencumbered Cash Balance (January 1, 2022)	\$ 21,348,605
Plus Estimated 2022 Receipts	67,450,000
Plus Estimated Encumbrance Cancellations	<u>1,000,000</u>
Total Estimated Available Resources	\$ 89,798,605
Less 2022 Recommended Operating Budget	(81,262,692)
Projected Available Balance (December 31, 2022)	<u>\$ 8,535,913</u>



2022 Revenue Summary

2022 Street Construction Maintenance and Repair Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2019	2020	2021	2022
Revenue Summary	Actual	Actual	Estimated	Proposed
Motor Vehicle Fuel Tax	\$ 32,670,075	\$ 39,991,508	\$ 40,750,000	\$ 41,000,000
Motor Vehicle Licensing Fees	7,191,101	7,159,378	7,500,000	7,500,000
Snow/Street Cleaning	9,846,358	8,892,695	9,000,000	9,000,000
Capital Reimbursement	3,290,464	2,614,508	-	-
Franklin County Vehicle Tax	1,827,825	1,730,026	2,000,000	2,000,000
Franklin County Reimbursement	3,300,000	3,300,000	3,100,000	3,000,000
Permits	2,569,747	2,221,472	2,600,000	2,600,000
Damages/Contracts	712,494	482,386	650,000	550,000
Miscellaneous	1,388,018	4,147,425	800,000	1,800,000
Encumbrance Cancellations	1,493,720	1,991,778	1,200,000	1,000,000
Unencumbered Cash Balance	22,968,635	22,676,788	27,794,196	21,348,605
Total Resources	\$ 87,258,437	\$ 95,207,965	\$ 95,394,196	\$ 89,798,605
Percent Change		9.11%	0.20%	-5.87%

The SCMR fund will not anticipate a capital reimbursement for the year 2021 and thereafter, due to funding 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 2022 and beyond are as follows:

- Though the growth in motor vehicle fuel tax revenues is somewhat conservative in 2022, due to the unknown ongoing impact of COVID-19, the projected annual growth is two percent in 2023 and beyond.
- Motor vehicle license tax revenue growth is projected at two percent in 2023 and beyond.
- Permit fees are projected to grow by two percent in 2023 and beyond. This revenue includes building, engineering, right-of-way, and zoning permits.
- Snow and street cleaning will remain flat in 2022 and increase by two percent 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 2023 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 projected ending fund balance is positive through 2022 and then negative in all years thereafter.

Special Revenue Funds

Street Construction Maintenance and Repair Fund													
PRO FORMA OPERATING STATEMENT													
	Actual	Estimated	Proposed										
	2020	2021	2022	2023	2024	2025	2026	2027	2027	2028	2029	2030	2031
Revenue													
Gasoline Taxes	39,991,508	41,100,000	41,000,000	41,820,000	42,656,400	43,509,528	44,379,719	45,267,313	46,172,659	47,096,112	48,038,035	48,998,795	\$ 49,978,771
Motor Vehicle License Tax	7,159,378	7,500,000	7,500,000	7,650,000	7,803,000	7,959,060	8,118,241	8,280,606	8,446,218	8,615,143	8,787,445	8,963,194	9,142,458
Snow/Street Cleaning	8,892,695	9,000,000	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	2,614,508	-	-	-	-	-	-	-	-	-	-	-	-
County Vehicle Tax	1,730,026	1,900,000	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	3,100,000	3,000,000	3,060,000	3,121,200	3,183,624	3,247,296	3,312,242	3,378,487	3,446,057	3,514,978	3,585,278	3,656,983
Permits	2,221,472	2,500,000	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	482,386	500,000	550,000	561,000	572,220	583,664	595,338	607,244	619,389	631,777	644,413	657,301	670,447
Miscellaneous	4,147,425	800,000	1,800,000	1,836,000	1,872,720	1,910,174	1,948,378	1,987,345	2,027,092	2,067,634	2,108,987	2,151,167	2,194,190
Total Revenue	70,539,398	66,400,000	67,450,000	68,799,000	70,174,980	71,578,480	73,010,049	74,470,250	75,959,655	77,478,848	79,028,425	80,608,994	82,221,174
Beginning Fund Balance	22,676,788	27,794,196	21,348,605	8,535,913	(4,337,427)	(17,239,881)	(30,170,120)	(43,126,763)	(56,108,381)	(69,113,491)	(82,140,558)	(95,187,993)	(108,254,149)
Encumbrance Cancellations	1,991,778	1,200,000	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
Total Resources	95,207,965	95,394,196	89,798,605	78,364,913	66,898,453	55,431,325	43,965,438	32,502,761	21,045,327	9,595,231	(1,845,363)	(13,274,226)	(24,689,059)
Operating Expenses													
Personnel	28,669,351	31,566,652	34,939,510	35,638,300	36,351,066	37,078,088	37,819,649	38,576,042	39,347,563	40,134,514	40,937,205	41,755,949	42,591,068
Insurance	7,083,906	6,239,583	7,059,353	7,200,540	7,344,551	7,491,442	7,641,271	7,794,096	7,949,978	8,108,978	8,271,157	8,436,580	8,605,312
27th Pay Period (2020)	1,152,193	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Supplies	3,309,216	3,604,505	3,905,000	3,944,050	3,983,491	4,023,325	4,063,559	4,104,194	4,145,236	4,186,689	4,228,555	4,270,841	4,313,549
Services	11,770,401	14,665,157	15,084,086	15,385,768	15,693,483	16,007,353	16,327,500	16,654,050	16,987,131	17,326,873	17,673,411	18,026,879	18,387,417
Pro Rata	2,600,000	2,600,000	2,600,000	2,682,855	2,736,512	2,791,242	2,847,067	2,904,009	2,962,089	3,021,330	3,081,757	3,143,392	3,206,260
Technology	2,459,397	3,199,973	3,388,626	3,456,399	3,525,526	3,596,037	3,667,958	3,741,317	3,816,143	3,892,466	3,970,315	4,049,722	4,130,716
Fleet	5,241,942	5,359,699	6,115,617	6,176,773	6,238,541	6,300,926	6,363,936	6,427,575	6,491,851	6,556,769	6,622,337	6,688,560	6,755,446
311 Call Center Operations	312,892	370,000	370,000	377,400	384,948	392,647	400,500	408,510	416,680	425,014	433,514	442,184	451,028
Other	67,750	123,845	150,500	152,005	153,525	155,060	156,611	158,177	159,759	161,356	162,970	164,600	166,246
Capital Outlay	4,696,720	6,316,178	7,650,000	7,688,250	7,726,691	7,765,325	7,804,151	7,843,172	7,882,388	7,921,800	7,961,409	8,001,216	8,041,222
Transfers	50,000	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Expenses	67,413,768	74,045,591	81,262,692	82,702,340	84,138,334	85,601,445	87,092,201	88,611,142	90,158,818	91,735,790	93,342,630	94,979,923	96,648,263
Ending Fund Balance	27,794,196	21,348,605	8,535,913	(4,337,427)	(17,239,881)	(30,170,120)	(43,126,763)	(56,108,381)	(69,113,491)	(82,140,558)	(95,187,993)	(108,254,149)	(121,337,323)

Health Special Revenue Fund

The 2022 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.



2022 Cash Balance Statement

The health special revenue fund is projected to begin and end 2022 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.

2022 Health Operating Fund Balance Summary	
Unencumbered Cash Balance (January 1, 2022)	\$ -
Plus Estimated 2022 Receipts	8,573,210
Plus General Fund Transfer	30,803,453
Plus Estimated Encumbrance Cancellations	100,000
Total Estimated Available Resources	39,476,663
Less 2022 Recommended Operating Budget	(39,476,663)
Projected Available Balance (December 31, 2022)	\$ -



2022 Revenue Summary

2022 Health Operating Fund Revenue by Source and Year Historical and Projected				
	2019	2020	2021	2022
Revenue Summary	Actual	Actual	Estimated	Proposed
General Fund Transfer	\$ 24,597,885	\$ 17,216,803	\$ 29,963,189	\$ 30,803,453
Licenses and Permit Fees	3,570,961	3,493,317	3,529,097	3,526,954
Home Health Inspections	150	-	-	-
Vital Statistics	1,321,939	1,274,237	1,583,306	1,712,751
Employee Assistance Program	438,060	489,050	471,229	450,000
Misc. Charges for Services	3,318,589	3,016,282	2,510,313	2,877,005
Misc. Revenues and Refunds	1,168,691	2,013,150	46,117	6,500
Encumbrance Cancellations	170,687	88,553	350,000	100,000
Unencumbered Cash Balance	461,696	608,627	168,020	-
Total Resources	\$ 35,048,658	\$ 28,200,019	\$ 38,621,271	\$ 39,476,663
Percent Change		-19.54%	36.95%	2.21%

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 2022, the general fund subsidy totals \$30,803,453 and represents approximately 78 percent of the department’s operating revenues. The department’s focus remains on coronavirus aid, including vaccinations, and is 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 2022, excluding the general fund subsidy and encumbrance cancellations, are projected to be \$8,573,210, a decrease of \$103,122 or 1.2 percent less than budgeted 2021 revenues of \$8,676,332.

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.

2022 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 2022, 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.

2022 Recreation and Parks Operation and Extension Fund Balance Summary	
Unencumbered Cash Balance (January 1, 2022)	\$ -
Plus Estimated 2022 Receipts	12,559,530
Plus General Fund Transfer	45,173,881
Plus Estimated Encumbrance Cancellations	600,000
Total Estimated Available Resources	\$ 58,333,411
Less 2022 Recommended Operating Budget	(58,333,411)
Projected Available Balance (December 31, 2022)	\$ -



2022 Revenue Summary

2022 Recreation and Parks Operation and Extension Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2019 Actual	2020 Actual	2021 Estimated	2022 Proposed
Adult Sports	\$ 2,646,249	\$ 1,405,368	\$ 2,483,226	\$ 2,400,000
Aquatics	274,326	87,338	125,124	250,000
Recreation Centers	909,522	499,827	817,673	750,000
Youth Sports	203,387	72,635	159,587	180,000
Senior Citizen Centers	4,278	4,498	2,860	3,500
Miscellaneous Revenue	1,163,813	2,707,702	1,693,303	30,000
Permits Facilities and Docks	1,039,844	630,694	1,237,851	850,000
Special Activities Permits	197,179	13,247	39,638	160,000
CIP Reimbursement	1,072,534	1,099,295	1,104,092	2,195,030
Rent	66,276	44,209	17,143	27,000
Refunds	10,552	10,289	4,764	6,000
Golf	4,086,812	4,119,361	4,881,903	4,450,000
Therapeutic Recreation	53,190	25,515	35,096	45,000
Summer Camps	360,982	191,120	106,025	280,000
Cultural Arts	360,793	157,280	196,506	300,000
Fitness	37,399	20,153	43,350	35,000
Tennis	28,119	3,600	22,826	23,000
Capital Kids	74	-	-	-
Play Grant Reimbursement	75,408	37,647	75,000	75,000
Recreation Center IDs	33,071	746	21,119	30,000
Boat Clubs	176,122	108,157	170,054	150,000
Activenet Transaction Fees	91,911	52,718	86,586	70,000
Outdoor Education	295,854	141,251	165,495	250,000
COVID-19 Related Refunds	-	(1,056,879)	-	-
General Fund Transfer	40,366,310	42,005,613	40,042,730	45,173,881
Encumbrance Cancellations	1,091,108	730,074	1,600,000	600,000
Unencumbered Cash Balance	500,050	949,178	4,002,593	-
Total Resources	\$ 55,145,163	\$ 54,060,633	\$ 59,134,544	\$ 58,333,411
Percent Change		-1.97%	9.39%	-1.35%

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 2022 is approximately \$45 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 \$12.6 million in 2022.
- Due to the ongoing COVID-19 pandemic, program offerings were limited which had a direct effect on revenues in 2020 and 2021. Revenue estimates for 2022 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.

2022 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 2022 with an unencumbered cash balance of \$16,652,422. Revenue to the fund is projected at \$24,846,000 in 2022, providing the department with total estimated resources of approximately \$41.5 million. After expenses estimated at \$27.4 million, the fund is projected to end 2022 with an unencumbered cash balance of \$14,177,732.

2022 Development Services Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2022)	\$ 16,652,422
Plus Estimated 2022 Receipts	24,846,000
Plus Estimated Encumbrance Cancellations	<u>50,000</u>
Total Estimated Available Resources	\$ 41,548,422
Less 2022 Recommended Operating Budget	(27,370,690)
Projected Available Balance (December 31, 2022)	<u>\$ 14,177,732</u>



2022 Revenue Summary

2022 Development Services Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2019	2020	2021	2022
Revenue Summary	Actual	Actual	Estimated	Proposed
Residential Construction	\$ 3,479,115	\$ 3,785,819	\$ 3,600,000	\$ 3,636,000
Commercial Construction	13,335,466	11,534,998	13,740,000	13,877,400
Zoning	2,820,890	2,306,565	2,835,000	2,863,350
License/Registration	1,836,990	1,320,825	1,750,000	1,767,500
Other	2,694,508	4,034,380	2,675,000	2,701,750
Encumbrance Cancellations	137,552	153,014	100,000	50,000
Unencumbered Cash Balance	13,900,724	15,758,567	15,708,527	16,652,422
Total Resources	\$ 38,205,245	\$ 38,894,168	\$ 40,408,527	\$ 41,548,422
Percent Change		1.80%	3.89%	2.82%

Note:

- The department expects all revenue classes to increase in 2022 based on historical trends. Revenues come from zoning, licenses, registrations, and multi-family, commercial, and residential construction.

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 2022 and beyond are as follows:

- Revenue is estimated to increase by one percent in 2022 over the prior year and 10 percent in 2024 based on rate assessments. These assessments are performed every five years and include a thorough analysis of all fees, which are adjusted accordingly. For all other years, revenues increase by one percent.
- Personnel and insurance costs are projected to grow by two percent annually starting in 2023 and beyond.
- Pro rata fees represent 4.5 percent of the revenue generated in the fund.

DEVELOPMENT SERVICES FUND												
Pro Forma Operating Statement												
	Actual 2020	Estimated 2021	Proposed 2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
REVENUE SOURCE												
Residential Construction	\$ 3,785,819	\$ 3,600,000	\$ 3,636,000	\$ 3,672,360	\$ 4,039,596	\$ 4,079,992	\$ 4,120,792	\$ 4,162,000	\$ 4,203,620	\$ 4,623,982	\$ 4,670,222	\$ 4,716,924
Commercial Construction	11,534,998	13,740,000	13,877,400	14,016,174	15,417,791	15,571,969	15,727,689	15,884,966	16,043,816	17,648,197	17,824,679	18,002,926
Zoning	2,306,565	2,835,000	2,863,350	2,891,984	3,181,182	3,212,994	3,245,124	3,277,575	3,310,351	3,641,386	3,677,800	3,714,578
License/registration	1,320,825	1,750,000	1,767,500	1,785,175	1,963,693	1,983,329	2,003,163	2,023,194	2,043,426	2,247,769	2,270,247	2,292,949
All Other	4,034,380	2,675,000	2,701,750	2,728,768	3,001,644	3,031,661	3,061,977	3,092,597	3,123,523	3,435,875	3,470,234	3,504,936
Insurance Refund	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	22,982,587	24,600,000	24,846,000	25,094,460	27,603,906	27,879,945	28,158,745	28,440,332	28,724,735	31,597,209	31,913,181	32,232,313
Beginning Unenc. Fund Balance	15,758,567	15,708,527	16,652,422	14,177,732	12,470,908	12,652,164	12,578,428	12,241,964	11,634,854	10,748,997	12,044,993	13,070,156
Encumbrance Cancellations	153,014	100,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
TOTAL RESOURCES	38,894,168	40,408,527	41,548,422	39,322,192	40,124,814	40,582,109	40,787,173	40,732,296	40,409,590	42,396,206	44,008,174	45,352,468
EXPENDITURES												
Operations & Maintenance:												
Personnel Services	14,939,074	15,550,360	17,348,464	17,695,433	18,049,342	18,410,329	18,778,535	19,154,106	19,537,188	19,927,932	20,326,491	20,733,020
Employee Insurance	3,087,281	2,703,538	2,924,669	2,983,162	3,042,826	3,103,682	3,165,756	3,229,071	3,293,652	3,359,525	3,426,716	3,495,250
27th Pay Period	549,424	-	-	-	-	-	-	-	-	-	-	-
Materials & Supplies	91,980	159,056	169,100	172,482	175,932	179,450	183,039	186,700	190,434	194,243	198,128	202,090
Services	1,385,698	1,266,347	2,489,792	1,564,949	1,596,248	1,628,173	1,660,736	1,693,951	1,727,830	1,762,387	1,797,634	1,833,587
Pro Rata	969,971	1,107,000	1,118,070	1,129,251	1,242,176	1,254,598	1,267,144	1,279,815	1,292,613	1,421,874	1,436,093	1,450,454
Technology	2,016,698	2,651,135	2,764,321	2,819,607	2,876,000	2,933,520	2,992,190	3,052,034	3,113,074	3,175,336	3,238,843	3,303,619
Fleet	100,033	98,669	107,774	109,929	112,128	114,371	116,658	118,991	121,371	123,798	126,274	128,800
Other	45,482	220,000	148,500	76,470	77,999	79,559	81,151	82,774	84,429	86,118	87,840	89,597
Capital Outlay	-	-	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Transfers	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATIONS & MAINTENANCE	23,185,641	23,756,105	27,370,690	26,851,284	27,472,650	28,003,681	28,545,209	29,097,441	29,660,592	30,351,213	30,938,019	31,536,418
DEBT SERVICE												
Principal	-	-	-	-	-	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL DEBT SERVICE	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSE	23,185,641	23,756,105	27,370,690	26,851,284	27,472,650	28,003,681	28,545,209	29,097,441	29,660,592	30,351,213	30,938,019	31,536,418
ENDING FUND BALANCE	\$ 15,708,527	\$ 16,652,422	\$ 14,177,732	\$ 12,470,908	\$ 12,652,164	\$ 12,578,428	\$ 12,241,964	\$ 11,634,854	\$ 10,748,997	\$ 12,044,993	\$ 13,070,156	\$ 13,816,050

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.

2022 Cash Balance Statement

Total revenue projections of \$1,581,566 reflect a general fund subsidy of \$81,773. The projected 2022 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.

2022 1111 East Broad Street Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2022)	\$ -
Plus Estimated 2022 Receipts	1,499,793
Plus Estimated General Fund Transfer	81,773
Plus Estimated Encumbrance Cancellations	-
Total Estimated Available Resources	<u>\$ 1,581,566</u>
Less 2022 Recommended Operating Budget	(1,581,566)
Projected Available Balance (December 31, 2022)	<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.

2022 Cash Balance Statement

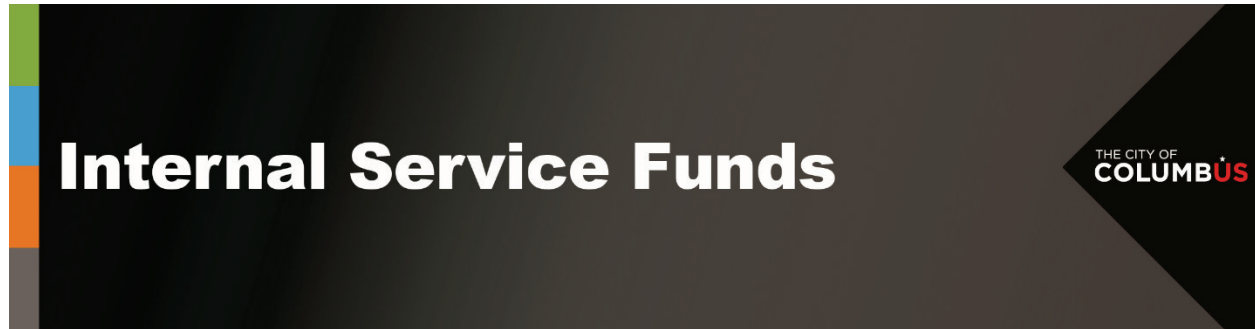
The private inspection fund and the construction inspection fund share employees within the Design & Construction Division based on the types of projects requiring inspection. The employees or their respective supervisors record their hours into the Department of Public Service billing system for a private, 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 2022 are budgeted at \$4,448,420 and encumbrance cancellations of \$30,000 are expected. Public Service anticipates that by the end of 2022, the fund will have a remaining balance of \$865,767.

2022 Private Inspection Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2022)	\$ 1,255,699
Plus Estimated 2022 Receipts	4,448,420
Plus Estimated Encumbrance Cancellations	<u>30,000</u>
Total Estimated Available Resources	\$ 5,734,119
Less 2022 Recommended Operating Budget	(4,868,352)
Projected Available Balance (December 31, 2022)	<u>\$ 865,767</u>

Special Revenue Funds

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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.

2022 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.

2022 Employee Benefits Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2022)	\$ -
Plus Estimated 2022 Receipts	6,290,826
Total Estimated Available Resources	<u>\$ 6,290,826</u>
Less 2022 Recommended Operating Budget - Human Resources	(5,880,826)
Less 2022 Recommended Operating Budget - Finance	(410,000)
Projected Available Balance (December 31, 2022)	<u><u>\$ -</u></u>

Notes:

- The figures cited above reflect only the revenues and expenditures associated with administration of the risk management section of the Department of Human Resources 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.

2022 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 2022 with an unencumbered cash balance of \$255,341 and end the year at \$265,346. 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.

2022 Print and Mailroom Services Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2022)	\$ 255,341
Plus Estimated 2022 Print Services Receipts	724,907
Plus Estimated 2022 Mailroom Services Receipts	1,283,243
Plus Estimated Encumbrance Cancellations	10,000
Total Estimated Available Resources	<u>\$ 2,273,491</u>
Less 2022 Recommended Operating Budget - Print	(724,903)
Less 2022 Recommended Operating Budget - Mailroom	(1,283,242)
Projected Available Balance (December 31, 2022)	<u><u>\$ 265,346</u></u>

2022 Revenue Summary

2022 Print and Mailroom Services Fund				
Revenue by Source and Year				
Historical and Projected				
	2019	2020	2021	2022
Revenue Summary	Actual	Actual	Estimated	Proposed
Print Services	\$ 569,461	\$ 537,266	\$ 631,106	\$ 724,907
Mailroom Services	1,187,539	1,120,401	1,240,369	1,283,243
Encumbrance Cancellations	37,047	-	-	10,000
Unencumbered Cash Balance	330,928	279,676	255,341	255,341
Total Resources	<u>\$ 2,124,975</u>	<u>\$ 1,937,343</u>	<u>\$ 2,126,816</u>	<u>\$ 2,273,491</u>
Percent Change		-8.83%	9.78%	6.90%

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.

2022 Cash Balance Statement

The beginning year unencumbered cash balance in this fund is projected at \$214,820. The 2022 revenue estimate is equal to a projection of 3,406 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 \$1,228,950, the anticipated fund balance by year end is \$20,820.

2022 Land Acquisition Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2022)	\$ 214,820
Plus Estimated 2022 Receipts	1,021,800
Plus Estimated Encumbrance Cancellations	13,150
Total Estimated Available Resources	<u>\$ 1,249,770</u>
Less 2022 Recommended Operating Budget	(1,228,950)
Projected Available Balance (December 31, 2022)	<u>\$ 20,820</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.

2022 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 \$501,559 and end the year with \$1,071,628. 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.

2022 Technology Services Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2022)	\$ 501,559
Plus Estimated 2022 Receipts	48,671,200
Plus Estimated Encumbrance Cancellations	300,000
Less Billing True-up to Agencies	-
Total Estimated Available Resources	<u>\$ 49,472,759</u>
Less 2022 Recommended Operating Budget	(48,401,131)
Projected Available Balance (December 31, 2022)	<u><u>\$ 1,071,628</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 2023 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 two percent decrease in revenues in 2022 over 2021 projections. Revenues in each of the years thereafter are adjusted to maintain a positive balance in the fund.



Internal Service Funds

**Technology Services Fund
PRO FORMA OPERATING STATEMENT**

	Actual 2020	Estimated 2021	Proposed 2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
REVENUE												
Other Fund-Direct Charge	\$ 4,947,615	\$ 5,426,494	\$ 6,585,490	\$ 6,651,345	\$ 7,100,311	\$ 7,242,317	\$ 7,495,798	\$ 7,664,453	\$ 7,913,548	\$ 8,012,468	\$ 8,212,779	\$ 8,377,035
Other Fund-Indirect Charge	15,846,408	17,565,312	18,438,981	18,623,371	19,880,448	20,278,057	20,987,789	21,460,015	22,157,465	22,434,433	22,995,294	23,455,200
General Fund-Direct Charge	1,508,825	6,842,765	2,274,426	2,297,170	2,452,229	2,501,274	2,588,818	2,647,067	2,733,097	2,767,260	2,836,442	2,893,171
General Fund-Indirect Charge	18,320,560	19,635,826	21,328,099	21,541,380	22,995,423	23,455,332	24,276,268	24,822,484	25,629,215	25,949,580	26,598,320	27,130,286
Outside Source Revenue	502,515	49,348	44,204	44,646	47,660	48,613	50,314	51,446	53,118	53,782	55,127	56,229
TOTAL REVENUE	41,125,923	49,519,745	48,671,200	49,157,912	52,476,071	53,525,592	55,398,988	56,645,465	58,486,443	59,217,524	60,697,962	61,911,921
Encumbrance Cancellations	1,150,071	704,375	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	-	(6,600,000)	-	-	-	-	-	-	-	-	-	-
Beginning Fund Balance	4,112,351	7,096,978	501,559	1,071,628	636,939	564,312	478,568	526,609	476,601	522,051	508,689	572,259
TOTAL RESOURCES	46,388,345	50,721,098	49,472,759	50,529,540	53,413,010	54,389,905	56,177,557	57,472,074	59,263,044	60,039,575	61,506,651	62,784,180
EXPENDITURES												
Operating - Admin & ISD												
Personnel Services	17,357,388	16,557,418	18,755,023	19,130,123	19,512,726	19,902,980	20,301,040	20,707,061	21,121,202	21,543,626	21,974,499	22,413,989
27th pay period	-	-	-	-	-	-	-	-	-	-	-	-
Health Insurance	2,798,733	2,374,567	2,617,502	2,669,852	2,723,249	2,777,714	2,833,268	2,889,934	2,947,732	3,006,687	3,066,821	3,128,157
Materials & Supplies	1,064,277	1,254,788	1,438,892	1,467,670	1,497,023	1,526,964	1,557,503	1,588,653	1,620,426	1,652,835	1,685,891	1,719,609
Services	13,905,529	25,494,346	19,376,267	19,763,792	21,659,068	22,092,250	22,534,095	22,984,776	23,444,472	23,913,361	24,391,629	24,879,461
Fleet	19,433	11,355	20,007	20,407	20,815	21,232	21,656	22,089	22,531	22,982	23,441	23,910
Other	186	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195	1,219
Capital Outlay	44,495	183,199	152,020	155,060	158,162	161,325	164,551	167,842	171,199	174,623	178,116	181,678
Total Operating Expenses	35,190,039	45,876,672	42,360,731	43,207,946	45,572,105	46,483,547	47,413,218	48,361,482	49,328,712	50,315,286	51,321,591	52,348,023
Debt Service - Principal	4,040,000	4,315,000	5,045,000	5,285,000	5,720,000	5,680,000	6,240,000	6,405,000	7,050,000	6,760,000	7,100,000	7,380,000
Debt Service - Interest	61,328	27,865	995,400	1,399,656	1,556,593	1,747,790	1,997,730	2,228,992	2,362,281	2,455,600	2,512,800	2,542,200
Total Debt Service Expenses	4,101,328	4,342,865	6,040,400	6,684,656	7,276,593	7,427,790	8,237,730	8,633,992	9,412,281	9,215,600	9,612,800	9,922,200
TOTAL EXPENSES	39,291,366	50,219,538	48,401,131	49,892,601	52,848,698	53,911,336	55,650,948	56,995,473	58,740,993	59,530,886	60,934,391	62,270,223
ENDING FUND BALANCE	\$ 7,096,978	\$ 501,559	\$ 1,071,628	\$ 636,939	\$ 564,312	\$ 478,568	\$ 526,609	\$ 476,601	\$ 522,051	\$ 508,689	\$ 572,259	\$ 513,957

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.

2022 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 negative unencumbered cash balance of \$1,558,035 and will end in 2022 with a negative unencumbered cash balance of \$183,744.

2022 Fleet Management Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2022)	\$ (1,558,035)
Plus Estimated 2022 Receipts	40,776,145
Plus Estimated Encumbrance Cancellations	900,000
Total Estimated Available Resources	<u>\$ 40,118,110</u>
Less 2022 Recommended Operating Budget	(40,301,854)
Projected Available Balance (December 31, 2022)	<u><u>\$ (183,744)</u></u>

2022 Revenue Summary

2022 Fleet Management Fund				
Revenue by Source and Year				
Historical and Projected				
	2019	2020	2021	2022
Revenue Summary	Actual	Actual	Estimated	Proposed
Public Safety	\$ 15,946,209	\$ 15,948,480	\$ 15,712,922	\$ 18,124,516
Refuse Collection	7,207,161	7,208,187	8,045,576	9,478,735
Other General Fund	1,860,457	1,860,722	1,890,827	2,198,488
Other Funds	8,669,755	8,670,990	8,823,332	9,474,406
Refunds/Miscellaneous	910,577	910,707	1,300,000	1,500,000
Encumbrance Cancellations	1,876,308	966,060	1,200,000	900,000
Unencumbered Cash Balance	(2,328,146)	(4,004,505)	(2,219,506)	(1,558,035)
Total Resources	<u>\$ 34,142,321</u>	<u>\$ 31,560,641</u>	<u>\$ 34,753,151</u>	<u>\$ 40,118,110</u>
Percent Change		-7.56%	10.12%	15.44%

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 2023 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 Enterprise Fund
PRO FORMA OPERATING STATEMENT**

	Actual 2020	Estimated 2021	Proposed 2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
REVENUE SOURCE												
Public Safety	\$ 15,948,480	\$ 15,712,922	\$ 18,124,516	\$ 18,305,761	\$ 18,488,819	\$ 18,673,707	\$ 18,860,444	\$ 19,049,048	\$ 19,239,539	\$ 19,431,934	\$ 19,626,254	\$ 19,822,516
Refuse Collection	7,208,187	8,045,576	9,478,735	9,573,522	9,669,258	9,765,950	9,863,610	9,962,246	10,061,868	10,162,487	10,264,112	10,366,753
Other General Fund Divisions	1,860,722	1,890,827	2,198,488	2,220,473	2,242,678	2,265,104	2,287,755	2,310,633	2,333,739	2,357,077	2,380,647	2,404,454
Other Funds	8,670,990	8,823,332	9,474,406	9,569,150	9,664,842	9,761,490	9,859,105	9,957,696	10,057,273	10,157,846	10,259,424	10,362,018
Miscellaneous Revenues	910,707	1,300,000	1,500,000	1,515,000	1,530,150	1,545,452	1,560,906	1,576,515	1,592,280	1,608,203	1,624,285	1,640,528
TOTAL REVENUE	34,599,086	35,772,657	40,776,145	41,183,906	41,595,746	42,011,703	42,431,820	42,856,138	43,284,700	43,717,547	44,154,722	44,596,269
Beginning Fund Balance	(4,004,505)	(2,219,506)	(1,558,035)	(183,744)	977,724	1,855,709	3,167,052	4,667,236	7,696,363	10,676,719	13,341,807	15,531,773
Encumbrance Cancellations	966,060	1,200,000	900,000	909,000	918,090	927,271	936,544	945,909	955,368	964,922	974,571	984,317
TOTAL RESOURCES	31,560,641	34,753,151	40,118,110	41,909,162	43,491,560	44,794,683	46,535,416	48,469,283	51,936,431	55,359,187	58,471,100	61,112,359
EXPENDITURES												
Personnel Services	9,097,770	9,130,880	10,116,050	10,318,371	10,524,738	10,735,233	10,949,938	11,168,937	11,392,315	11,620,162	11,852,565	12,089,616
27th Pay Period	331,597	-	-	-	-	-	-	-	-	-	-	-
Health Insurance	2,348,120	1,980,932	2,197,368	2,241,315	2,286,142	2,331,865	2,378,502	2,426,072	2,474,593	2,524,085	2,574,567	2,626,058
Materials & Supplies	11,261,386	14,781,055	16,326,523	16,653,053	16,986,115	17,325,837	17,672,354	18,025,801	18,386,317	18,754,043	19,129,124	19,511,706
Services	4,957,544	4,964,898	6,288,936	6,414,715	6,543,009	6,673,869	6,807,347	6,943,494	7,082,363	7,224,011	7,368,491	7,515,861
Capital	-	25,000	25,000	25,500	26,010	26,530	27,061	27,602	28,154	28,717	29,291	29,877
Other	1,500	1,500	1,500	1,530	1,561	1,592	1,624	1,657	1,690	1,723	1,758	1,793
Total Operations & Maintenance	27,997,917	30,884,266	34,955,377	35,654,485	36,367,575	37,094,926	37,836,825	38,593,561	39,365,432	40,152,741	40,955,796	41,774,912
Director's Office	1,030,125	873,455	996,477	1,016,407	1,036,735	1,057,469	1,078,619	1,100,191	1,122,195	1,144,639	1,167,532	1,190,882
Debt Service												
Principal	3,860,000	3,770,000	3,800,000	3,815,000	3,850,000	3,165,000	2,680,000	860,000	550,000	480,000	560,000	640,000
Interest	892,105	783,465	550,000	445,547	381,541	310,236	272,737	219,168	222,085	240,000	256,000	268,000
Total Debt Service	4,752,105	4,553,465	4,350,000	4,260,547	4,231,541	3,475,236	2,952,737	1,079,168	772,085	720,000	816,000	908,000
TOTAL EXPENSES	33,780,147	36,311,186	40,301,854	40,931,438	41,635,851	41,627,631	41,868,180	40,772,920	41,259,712	42,017,380	42,939,327	43,873,794
ENDING FUND BALANCE	\$ (2,219,506)	\$ (1,558,035)	\$ (183,744)	\$ 977,724	\$ 1,855,709	\$ 3,167,052	\$ 4,667,236	\$ 7,696,363	\$ 10,676,719	\$ 13,341,807	\$ 15,531,773	\$ 17,238,565

Construction Inspection Fund

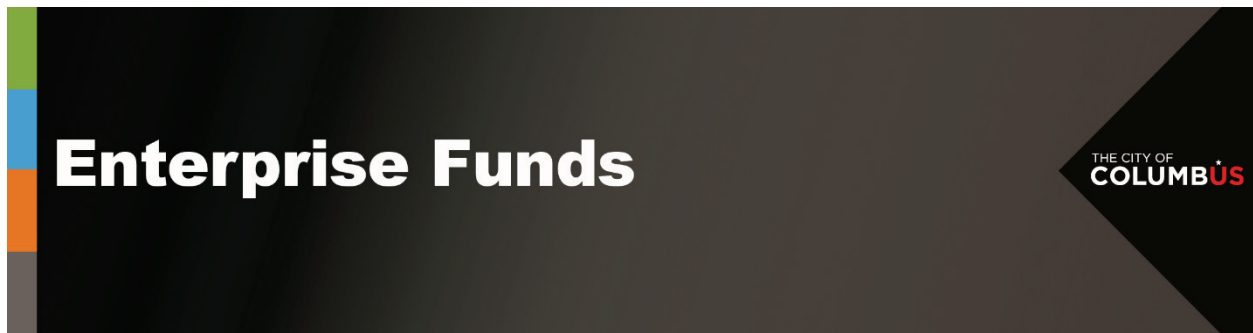
On April 1, 2009, the Department of Public Service ceased all expenditure and revenue activity in the development services fund and established two new funds: the private construction inspection fund and the internal service construction inspection fund. The construction inspection fund captures the 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.

2022 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 \$4,635,698. Revenues for 2022 are budgeted at \$11,181,662 and encumbrance cancellations of \$70,000 are expected. With a proposed budget of \$11,912,843, the fund is projected to end the year with an unencumbered cash balance of \$3,974,517.

2022 Construction Inspection Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2022)	\$ 4,635,698
Plus Estimated 2022 Receipts	11,181,662
Plus Estimated Encumbrance Cancellations	70,000
Total Estimated Available Resources	<u>\$ 15,887,360</u>
Less 2022 Recommended Operating Budget	(11,912,843)
Projected Available Balance (December 31, 2022)	<u><u>\$ 3,974,517</u></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.

2022 Cash Balance Statement

The projected beginning year 2022 cash balance is \$251.2 million, which includes \$79.5 million in two reserve funds and an Environmental Protection Agency mandated replacement fund.

2022 Sewerage and Drainage Operating Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2022)	\$ 251,201,330
Plus Estimated 2022 Receipts	300,310,977
Total Estimated Available Resources	<u>\$ 551,512,307</u>
Less 2022 Recommended Operating Budget (Sewers/Drains)	(311,051,657)
Less 2022 Recommended Operating Budget (Administration)	(15,153,882)
Projected Available Balance (December 31, 2022)	<u><u>\$ 225,306,768</u></u>

2022 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.

2022 Sewerage and Drainage Operating Fund				
Revenue by Source and Year				
Historical and Projected				
	2019	2020	2021	2022
Revenue Summary	Actual	Actual	Estimated	Proposed
Sewer Sales	\$ 219,059,242	\$ 229,482,255	\$ 233,711,114	\$ 234,020,608
Wet Weather Charges	38,343,891	40,792,447	40,376,598	\$ 42,531,506
System Capacity Charges	8,821,484	7,889,516	8,359,772	\$ 8,443,370
Investment Earnings	8,772,871	7,248,140	3,815,501	\$ 4,902,767
Storm Maintenance Reimbursement	8,706,623	7,899,551	7,481,362	\$ 9,505,831
Other Revenue	2,203,665	5,581,979	1,700,000	\$ 906,896
Cash Balance	258,536,335	229,844,118	262,432,378	\$ 251,201,330
Total Resources	\$ 544,444,111	\$ 528,738,006	\$ 557,876,725	\$ 551,512,307
Percent Change		-2.88%	5.51%	-1.14%

Notes:

- The Sewer and Water Advisory Board recommended a four percent increase in rates for 2022. With this increase, revenues, excluding the beginning balance, will total \$300.3 million in 2022.
- The interest earnings projection in 2022 estimates a 28.5 percent increase over 2021 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 2022. 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 2022. 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 2020 through 2031, 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 four percent more revenue in 2022.
- 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 2022 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 2022, the division will pay over \$195 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 to the wastewater system.
- Included in the above-noted figure is \$100.8 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 substantially 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 first 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 2022, \$15.1 million is allocated in this fund for the Director's Office.

SANITARY SEWER ENTERPRISE FUND
PRO FORMA OPERATING STATEMENT (000's omitted)

	Actuals 2020	Estimated 2021	Proposed 2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Revenue												
Sewer Sales	229,482	230,473	222,260	234,334	249,386	265,418	282,492	300,678	320,047	340,677	355,893	371,795
Sewer Sales Increase	-	3,238	9,261	11,717	12,469	13,271	14,125	15,034	16,002	11,356	11,863	12,393
Wet Weather	40,792	39,977	40,866	43,047	45,636	48,362	51,252	54,314	57,559	60,998	62,917	64,950
Wet Weather Increase	-	400	1,666	2,043	2,152	2,282	2,418	2,563	2,716	1,919	2,033	2,097
Investment Earnings	7,248	3,816	4,903	4,927	4,952	4,977	5,002	5,027	5,052	5,077	5,102	5,128
System Capacity Charges	7,890	8,360	8,443	8,528	8,613	8,699	8,786	8,874	8,963	9,052	9,143	9,234
Other	5,582	1,700	907	908	909	910	911	911	912	913	914	915
Reimbursement from Stormwater Fund	7,900	7,481	9,506	9,743	9,987	10,237	10,493	10,755	11,024	11,299	11,582	11,871
Meter Revenue AMR	-	-	2,500	-	-	-	-	-	-	-	-	-
Total Revenue	298,894	295,444	300,311	315,247	334,105	354,155	375,478	398,155	422,275	441,291	459,448	478,384
Beginning Fund Balance	229,844	262,432	251,201	225,307	197,763	164,692	131,496	112,089	102,642	90,828	67,994	42,348
Total Resources	528,738	557,877	551,512	540,554	531,868	518,847	506,974	510,244	524,916	532,119	527,442	520,733
Operating Expenses												
Personnel Services	34,424	34,274	37,755	37,943	38,133	38,324	38,515	38,708	38,901	39,096	39,291	39,488
27th Pay Period	-	-	-	-	-	-	-	-	-	-	-	-
Health Insurance	8,147	6,961	7,505	8,030	8,593	9,194	9,838	10,526	11,263	12,051	12,895	13,798
Supplies & Materials	8,621	12,749	13,338	13,472	13,606	13,743	13,880	14,019	14,159	14,301	14,444	14,588
Pro Rata	12,334	13,958	13,958	14,186	15,035	15,937	16,896	17,917	19,002	19,858	20,675	21,527
Contractual Services	35,144	41,837	40,931	41,750	42,585	43,437	44,305	45,191	46,095	47,017	47,958	48,917
Other	320	119	157	158	158	159	160	161	162	162	163	164
Equipment	3,699	960	2,070	4,500	4,725	4,961	5,209	5,470	5,743	6,030	6,332	6,649
Department of Public Utilities Allocation	11,654	11,860	15,154	15,457	15,766	16,081	16,403	16,731	17,066	17,407	17,755	18,110
Transfers	-	19,246	-	-	-	-	-	-	-	-	-	-
AMI SAAS NAAS Costs	-	-	-	625	625	625	625	625	625	625	625	-
Total Operating Expenses	114,342	141,963	130,868	136,121	139,226	142,461	145,832	149,348	153,017	156,548	159,513	163,240
Debt Service												
Revenue Bond	19,378	19,211	26,047	33,226	43,653	42,213	36,567	20,223	47,611	73,481	76,659	78,384
General Obligation	39,200	41,776	64,826	60,681	58,507	56,804	53,428	50,210	47,223	45,739	44,353	40,175
OWPCLF/OWDA Debt - Non Wet Weather	93,239	102,811	100,810	99,192	94,610	91,023	88,966	85,903	70,511	57,094	54,676	51,912
Proposed New Debt	-	-	2,472	13,072	30,681	54,349	69,592	101,418	115,227	130,762	149,392	167,161
Fiscal Charges	147	915	1,154	500	500	500	500	500	500	500	500	500
Assessments	-	-	29	-	-	-	-	-	-	-	-	-
Total Debt Service	151,963	164,712	195,338	206,670	227,950	244,890	249,052	258,255	281,072	307,576	325,580	338,132
Total Expense	266,306	306,675	326,206	342,792	367,176	387,351	394,884	407,603	434,089	464,124	485,094	501,373
Ending Fund Balance	262,432	251,201	225,307	197,763	164,692	131,496	112,089	102,642	90,828	67,994	42,348	19,360

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.

2022 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 2022, there is a projected cash balance of almost \$28.4 million, which reflects the combined balances of the reserve and operating funds.

2022 Electricity Enterprise Fund Balance Summary	
Unencumbered Cash Balance (January 1, 2022)	\$ 28,375,300
Plus Estimated 2022 Receipts	<u>88,603,266</u>
Total Estimated Available Resources	\$ 116,978,566
Less 2022 Recommended Operating Budget (Power)	(99,266,609)
Less 2022 Recommended Operating Budget (Administration)	(2,128,512)
Projected Available Balance (December 31, 2022)	<u><u>\$ 15,583,445</u></u>

2022 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.

2022 Electricity Enterprise Fund				
Revenue by Source and Year				
Historical and Projected				
	2019	2020	2021	2022
Revenue Summary	Actual	Actual	Estimated	Proposed
Charges for Electrical Service	\$ 83,582,684	\$ 79,898,714	\$ 83,915,632	\$ 85,928,240
Investment Earnings	1,069,554	902,734	450,077	\$ 585,100
Other Revenue	2,110,381	2,285,372	2,043,362	\$ 2,086,083
Street Light Assessments	17,478	8,211	5,585	\$ 3,843
Cash Balance	30,994,260	36,983,055	33,536,224	\$ 28,375,300
Total Resources	\$ 117,774,357	\$ 120,078,086	\$ 119,950,880	\$ 116,978,566
Percent Change		1.96%	-0.11%	-2.48%

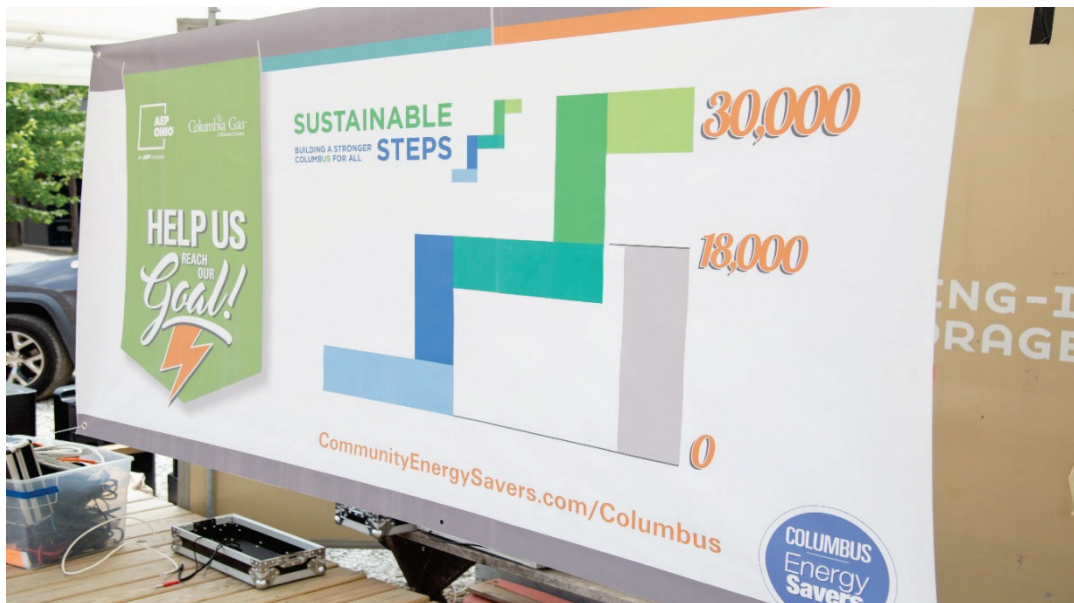
Notes:

- Revenues, excluding the beginning year cash balance are expected to be just over \$88.6 million in 2022.
- 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 2021. In 2022, the general fund will retain 100 percent of the value of the kilowatt hour tax.
- 2022 includes \$335,320 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 2020 through 2031. 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 2022, \$56.4 million is budgeted for this commodity. These figures 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 six 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 2022, \$2.1 million is allocated in this fund for this purpose.



ELECTRICITY ENTERPRISE FUND
PRO FORMA OPERATING STATEMENT (000's omitted)

	Actuals 2020	Estimated 2021	Proposed 2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Revenue												
Residential Electricity Sales	8,400	9,698	10,086	10,692	11,333	12,013	12,734	13,498	14,308	15,166	16,076	17,041
Commercial Electricity Sales	67,303	68,981	70,015	70,715	71,423	72,137	72,858	73,587	74,323	75,066	75,816	76,575
Expressway Lighting	426	631	634	638	641	644	647	650	654	657	660	664
Kilowatt Hour Tax Reduction	(3,192)	(3,200)	(3,216)	(3,232)	(3,249)	(3,265)	(3,281)	(3,298)	(3,314)	(3,331)	(3,347)	(3,364)
(Cogen) DOP Revenue Loss - Energy Charges	-	-	-	(689)	(689)	(690)	(690)	(1,379)	(1,967)	(1,968)	(1,969)	(1,969)
(Cogen) DOP Revenue Loss - Demand Charges	-	-	-	(298)	(298)	(298)	(298)	(596)	(850)	(851)	(851)	(851)
(Cogen) DOP Incremental Revenue	-	-	-	139	137	144	155	291	287	290	300	300
AMI	-	-	500	500	500	500	-	-	-	-	-	-
Electric Standby Rate	-	332	335	339	342	345	349	352	356	360	363	367
Pole Agreements	-	275	303	333	366	403	443	487	536	589	648	713
Customer Incentive Program	-	-	-	-	-	-	-	-	-	-	-	-
PCRA	6,962	7,199	7,271	7,343	7,417	7,491	7,566	7,642	7,718	7,795	7,873	7,952
Other Revenues	2,294	2,049	2,090	2,132	2,174	2,218	2,262	2,307	2,354	2,401	2,449	2,498
Investment Earnings	903	450	585	614	645	677	711	747	784	823	864	908
Total Revenue	83,095	86,415	88,603	89,225	90,742	92,320	93,456	94,289	95,187	96,998	98,883	100,832
Beginning Fund Balance	36,983	33,536	28,375	15,583	12,489	9,726	10,702	10,405	11,349	12,408	12,963	12,932
Total Resources	120,078	119,951	116,979	104,808	103,231	102,046	104,158	104,694	106,535	109,406	111,846	113,763
Operating Expenses												
Personnel Services	8,762	8,721	10,170	8,270	8,352	8,436	8,520	8,605	8,691	8,778	8,866	8,955
Health Insurance	1,696	1,430	1,771	1,789	1,807	1,825	1,843	1,861	1,880	1,899	1,918	1,937
Purchase Power	56,473	54,387	56,400	57,012	57,661	54,352	55,809	54,920	54,995	55,867	56,762	56,514
Purchase Power Co-Gen Savings	-	-	-	(745)	(753)	(722)	(676)	(1,432)	(2,046)	(2,048)	(2,013)	(2,013)
Supplies & Materials	2,599	3,649	4,998	3,748	4,122	4,535	4,988	5,487	6,036	6,639	7,303	8,033
Pro Rata	3,639	4,418	4,418	4,015	4,083	4,154	4,206	4,243	4,283	4,365	4,450	4,537
Services	7,230	11,397	13,123	8,000	8,400	8,820	9,261	9,724	10,210	10,721	11,257	11,820
Other	1	20	21	21	21	21	22	22	22	22	22	23
Capital Equipment	3,999	4,900	5,714	5,135	4,774	4,917	5,065	5,217	5,373	5,534	5,700	5,871
Department of Public Utilities Allocation	1,590	1,766	2,129	1,923	1,981	2,040	2,102	2,165	2,230	2,297	2,365	2,436
Total Operating Expenses	85,988	90,687	98,743	89,168	90,449	88,379	91,139	90,812	91,675	94,074	96,631	98,114
Debt Service												
General Obligation	554	889	2,128	2,068	2,000	1,938	1,614	1,561	1,509	1,456	1,399	1,337
Street Light Assessments	-	-	4	4	4	4	4	3	3	-	-	-
New Distribution Debt Service	-	-	420	980	952	924	896	868	840	812	784	756
Fiscal Charges	-	-	100	100	100	100	100	100	100	100	100	100
Total Debt Service	554	889	2,652	3,152	3,056	2,965	2,613	2,533	2,452	2,368	2,283	2,193
Total Expense	86,542	91,576	101,395	92,319	93,504	91,344	93,753	93,345	94,127	96,443	98,914	100,307
Ending Fund Balance	33,536	28,375	15,583	12,489	9,726	10,702	10,405	11,349	12,408	12,963	12,932	13,456

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.

2022 Cash Balance Statement

The projected beginning year 2022 cash balance is \$173.5 million, which includes \$45.0 million in a reserve fund.

2022 Water Operating Fund Balance Summary	
Unencumbered Cash Balance (January 1, 2022)	\$ 173,531,637
Plus Estimated 2022 Receipts	<u>219,595,533</u>
Total Estimated Available Resources	\$ 393,127,170
Less 2022 Recommended Operating Budget (Water)	(227,651,617)
Less 2022 Recommended Operating Budget (Administration)	(13,664,439)
Projected Available Balance (December 31, 2022)	<u><u>\$ 151,811,115</u></u>

2022 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.

2022 Water Operating Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2019	2020	2021	2022
	Actual	Actual	Estimated	Proposed
Water Sales	\$ 184,540,332	\$ 193,273,710	\$ 197,129,500	\$ 203,750,655
Water Penalty Fee	2,202,372	1,078,318	1,486,736	\$ 1,516,471
System Capacity Charges	8,036,559	6,672,970	7,367,578	\$ 7,441,254
Sewer Billings	1,870,856	2,172,740	2,034,304	\$ 2,064,819
Meter Service Fee	808,326	688,598	874,414	\$ 655,430
Investment Earnings	5,450,284	4,786,613	3,013,653	\$ 3,073,926
Other Revenue	2,637,003	6,113,601	2,682,521	\$ 1,092,979
Cash Balance	128,093,728	145,391,058	172,677,466	\$ 173,531,637
Total Resources	\$ 333,639,460	\$ 360,177,608	\$ 387,266,172	\$ 393,127,170
Percent Change		7.95%	7.52%	1.51%

Notes:

- The Sewer and Water Advisory Board recommended a four percent increase in water rates for 2022. Water sales are projected to generate \$203.7 million in 2022.
- There will be no change to the water system capacity fee in 2022.
- The low income discount is continued in 2022. This discount is applied to the commodity portion of the customer’s water bill to provide financial relief to qualifying customers.
- The 2022 investment earnings projection reflects an increase of two percent over 2021 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 2020 through 2031 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 four percent increase in water rates for 2022.
- 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 2022, 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 2022 is just over \$9.9 million for payment of pro rata.
- Proposed new debt is issued both in the form of general obligation bonds at an assumed interest rate of 3.5 percent, and loans from the Water Supply Revolving Loan Account at an assumed interest rate of 2.5 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 first 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 2022, \$13.6 million is allocated in this fund for this purpose.

WATER ENTERPRISE FUND
PRO FORMA OPERATING STATEMENT (000's omitted)

	Actuals 2020	Estimated 2021	Proposed 2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Revenue												
Water Sales	193,274	193,055	195,726	204,573	215,876	227,803	242,679	256,087	270,235	285,166	300,921	311,499
Water Sales Increase	-	4,075	6,524	8,524	8,995	11,390	10,112	10,670	11,260	11,882	7,523	7,787
Investment Earnings	4,787	3,014	3,074	3,135	3,198	3,262	3,327	3,394	3,462	3,531	3,602	3,674
System Capacity Charges	6,673	7,368	7,441	7,516	7,591	7,667	7,743	7,821	7,899	7,978	8,058	8,138
CUBS Billing Charges	2,173	2,034	2,065	2,096	2,127	2,159	2,192	2,224	2,258	2,292	2,326	2,361
Penalties	1,078	1,487	1,516	1,547	1,578	1,609	1,641	1,674	1,708	1,742	1,777	1,812
Meter Service Fees	689	874	655	662	669	675	682	689	696	703	710	717
Other	6,114	2,683	1,093	1,098	1,104	1,109	1,115	1,121	1,126	1,132	1,137	1,143
Meter Revenue AMR	-	-	1,500	2,000	2,000	1,500	1,000	-	-	-	-	-
AMI Reimbursement from Sewer	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	214,787	214,589	219,596	231,151	243,137	257,175	270,491	283,680	298,643	314,425	326,054	337,131
Beginning Fund Balance	145,391	172,677	173,532	151,811	135,953	119,604	100,080	76,950	60,399	52,853	56,601	64,903
Total Resources	360,178	387,266	393,127	382,962	379,091	376,779	370,571	360,630	359,042	367,278	382,655	402,034
Operating Expenses												
Personnel Services	35,465	34,286	37,415	37,789	38,167	38,549	38,934	39,324	39,717	40,114	40,515	40,921
Health Insurance	8,016	6,852	7,363	7,731	8,118	8,524	8,950	9,397	9,867	10,361	10,879	11,423
Supplies & Materials	18,288	21,087	23,213	23,445	23,680	23,916	24,156	24,397	24,641	24,888	25,136	25,388
Pro Rata	8,909	9,795	9,914	10,402	10,941	11,573	12,172	12,766	13,439	14,149	14,672	15,171
Contractual Services	26,372	29,902	31,531	31,846	32,164	32,486	32,811	33,139	33,470	33,805	34,143	34,484
Other	4	25	54	54	55	55	55	55	56	56	56	56
Equipment	2,006	1,742	1,830	1,885	1,942	2,000	2,060	2,122	2,185	2,251	2,318	2,388
Department of Public Utilities Allocation	10,486	10,743	13,664	13,938	14,216	14,501	14,791	15,087	15,388	15,696	16,010	16,330
Transfers	-	19,505	-	-	-	-	-	-	-	-	-	-
AMI SAAS NAAS Costs	-	1,350	-	-	-	-	-	-	-	-	-	-
Residuals	-	-	11,450	5,612	8,538	12,228	12,115	11,333	9,140	5,450	3,463	1,495
Total Operating Expenses	109,545	135,286	136,435	132,703	137,820	143,831	146,044	147,619	147,904	146,769	147,193	147,656
Debt Service												
General Obligation	77,955	78,448	102,241	99,922	96,538	95,837	97,841	95,191	93,272	88,036	85,823	79,506
Proposed New Debt	-	-	2,290	14,034	24,778	36,682	49,386	57,071	64,663	75,520	84,387	93,136
Fiscal Notes and Charges	-	-	350	350	350	350	350	350	350	350	350	350
Total Debt Service	77,955	78,448	104,881	114,306	121,666	132,869	147,577	152,612	158,285	163,907	170,559	172,992
Total Expense	187,500	213,735	241,316	247,009	259,486	276,700	293,621	300,231	306,189	310,676	317,752	320,648
Ending Fund Balance	172,677	173,532	151,811	135,953	119,604	100,080	76,950	60,399	52,853	56,601	64,903	81,386

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.

2022 Cash Balance Statement

A 2022 beginning year cash balance of \$34.7 million is projected for this fund. This includes a \$9.0 million reserve balance.

2022 Storm Sewer Maintenance Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2022)	\$ 34,687,175
Plus Estimated 2022 Receipts	<u>46,718,385</u>
Total Estimated Available Resources	\$ 81,405,560
Less 2022 Recommended Operating Budget (Storm Sewer)	(42,982,497)
Less 2022 Recommended Operating Budget (Administration)	(4,039,912)
Projected Available Balance (December 31, 2022)	<u><u>\$ 34,383,151</u></u>

2022 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 2022, the board has recommended a three percent increase.

2022 Storm Sewer Maintenance Fund Revenue by Source and Year Historical and Projected				
	2019	2020	2021	2022
Revenue Summary	Actual	Actual	Estimated	Proposed
Storm Maintenance Fees	\$ 41,575,640	\$ 43,002,869	\$ 42,968,340	\$ 45,797,946
Investment Earnings	1,255,397	1,053,131	547,589	\$ 630,547
Other Revenue	100,145	363,778	490,607	\$ 19,087
Penalties	397,433	187,235	19,000	\$ 270,805
Cash Balance	27,135,026	27,152,175	32,991,068	\$ 34,687,175
Total Resources	\$ 70,463,641	\$ 71,759,188	\$ 77,016,604	\$ 81,405,560
Percent Change		1.84%	7.33%	5.70%

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 2022. This increase will fund additional costs 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 3.5 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 2022, \$4.0 million is allocated in this fund for this purpose.

STORM SEWER ENTERPRISE FUND												
PRO FORMA OPERATING STATEMENT (000's omitted)												
	Actuals	Estimated	Proposed									
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Revenue												
Storm Maintenance Service Charges	43,003	42,616	44,681	46,273	47,881	49,595	51,325	53,165	55,583	58,118	60,771	63,544
Rate Increase (Decrease)	-	352	1,117	1,157	1,197	1,240	1,283	1,772	1,853	1,937	2,026	2,118
Investment Earnings	1,053	548	631	662	695	730	766	805	845	887	932	978
Storm Sewer Maintenance Penalties	187	19	271	284	299	313	329	346	363	381	400	420
Other Revenues	364	491	19	20	21	22	23	24	26	27	28	30
Total Revenue	44,607	44,026	46,718	48,397	50,092	51,900	53,727	56,112	58,669	61,350	64,157	67,091
Beginning Fund Balance	27,152	32,991	34,687	34,383	34,269	29,831	25,014	20,478	18,743	18,044	17,957	18,490
Total Resources	71,759	77,017	81,406	82,780	84,362	81,731	78,741	76,589	77,412	79,394	82,114	85,581
Operating Expenses												
Personnel Services	1,941	1,657	2,213	2,235	2,257	2,280	2,303	2,326	2,349	2,372	2,396	2,420
Health Insurance	415	321	390	409	430	451	474	497	522	548	576	605
Supplies & Materials	129	96	149	164	180	198	218	240	264	290	319	351
Contractual Services	1,339	848	1,570	1,727	1,899	2,089	2,298	2,528	2,781	3,059	3,364	3,701
Pro Rata	2,191	2,038	2,102	2,178	2,254	2,336	2,418	2,525	2,640	2,761	2,887	3,019
Equipment	69	-	35	36	37	38	38	39	40	41	41	42
Other	-	85	20	20	21	21	22	22	23	23	23	24
Transfers	-	1,660	-	-	-	-	-	-	-	-	-	-
Reimbursement to Sanitary Enterprise	7,900	9,500	9,502	9,692	9,886	10,084	10,286	10,491	10,701	10,915	11,133	11,356
Department of Public Utilities Allocation	2,277	3,161	4,040	4,121	4,203	4,287	4,373	4,460	4,550	4,641	4,733	4,828
Department of Technology Allocation	1,768	1,814	1,950	1,989	2,029	2,069	2,111	2,153	2,196	2,240	2,285	2,331
Street Cleaning	8,967	8,800	10,612	10,824	11,041	11,262	11,487	11,717	11,951	12,190	12,434	12,682
Total Operating Expenses	26,995	29,979	32,583	33,395	34,237	35,115	36,026	36,998	38,016	39,079	40,193	41,359
Debt Service												
General Obligation	11,693	11,736	13,408	12,692	12,225	11,885	9,997	7,610	6,800	6,610	6,380	5,670
OWDA Debt (Loan)	69	105	251	309	309	309	309	309	309	309	309	309
Proposed New Debt	-	-	450	1,422	2,439	3,107	3,632	4,067	4,601	5,192	5,890	6,571
Proposed New Debt (Loan)	-	-	122	493	5,120	6,101	8,099	8,662	9,441	10,046	10,651	10,651
Fiscal Charges	11	509	209	200	200	200	200	200	200	200	200	200
Total Debt Service	11,773	12,350	14,439	15,115	20,294	21,603	22,237	20,849	21,352	22,357	23,431	23,401
Total Expense	38,768	42,329	47,022	48,510	54,531	56,717	58,263	57,847	59,368	61,437	63,624	64,760
Ending Fund Balance	32,991	34,687	34,383	34,269	29,831	25,014	20,478	18,743	18,044	17,957	18,490	20,821

Mobility Enterprise Fund

As part of this proposed budget, the mobility enterprise fund will be established on January 1, 2022. All on-street and off-street parking revenues and parking violation revenues will be deposited into the mobility enterprise fund.



The mobility enterprise fund will support the Division of Parking Services, a division of the Department of Public Service that is responsible for the administration, enforcement, operations, and management of both on-street and off-street public parking in the City of Columbus. The division is separated into five different sections including the Business Office, Enforcement, Meter Operations, Garage Operations, and Policies and Strategies. In addition, fund revenues will be used for several significant expansions including new off-street parking assets (garages) and the shared mobility programs. The mobility enterprise fund will be responsible for providing a high quality parking experience in the City of Columbus by holistically managing on-street and off-street parking assets under one system to increase access in high demand parking areas across the city.

2022 Cash Balance Statement

At the beginning of 2022, there is a projected cash balance of \$1.9 million. The fund anticipates \$13.6 million in revenues, including fees for all on-street and off-street parking, as well as revenues for all tickets and fines issued. Expenditures are estimated at \$15,252,612, resulting in a closing balance of \$302,011.

2022 Mobility Enterprise Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2022)	\$ 1,901,631
Plus Estimated 2022 Receipts	13,602,992
Plus Estimated Encumbrance Cancellations	<u>50,000</u>
Total Estimated Available Resources	\$ 15,554,623
Less 2022 Recommended Operating Budget	(15,252,612)
Projected Available Balance (December 31, 2022)	<u>\$ 302,011</u>

2022 Revenue Summary

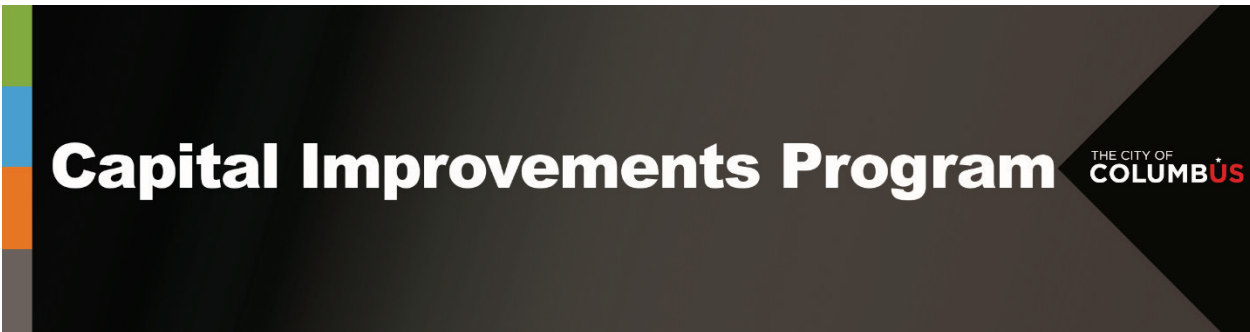
In 2022, \$13,602,992 of revenues reported below will support the mobility enterprise fund. Of which, \$1,902,992 will be supported by parking garage revenues, \$5,200,000 will be supported by parking violations fines, and \$6,500,000 will be supported by on-street parking assets.

2022 Parking Meter Program Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2019 Actual	2020 Actual	2021 Estimated	2022 Proposed
Other Permits	\$ 89,957	\$ 8,994	\$ -	\$ 120,000
Investment Earnings	52,256	27,281	18,913	30,000
Parking Space Revenue	8,160,832	4,720,886	7,295,348	5,850,000
Off-Street Parking	-	-	-	1,902,992
Parking Volations Fines	-	-	-	5,200,000
Residential Permits	430,307	422,488	320,568	400,000
Miscellaneous Revenue	46,678	386,283	3,019,931	100,000
Encumbrance Cancellations	-	184,056	50,000	50,000
Unencumbered Cash Balance	1,497,121	1,608,373	(60,614)	1,901,631
Total Resources	\$10,277,151	\$ 7,358,361	\$10,644,146	\$15,554,623
Percent Change		-28.40%	44.65%	46.13%

Mobility Enterprise Fund Pro Forma Operating Statement

- This pro forma reflects the significant shift from a special revenue fund to an enterprise fund, most notably in the revenue sources and the expenditures related to debt. In 2022 and moving forward, this fund will absorb all revenues related to parking, including all fines and fees. Additionally, this fund will assume the responsibility for the principal, interest, and all finance charges related to issuing debt for the parking garages.
- In 2023 and all years after, personnel charges are estimated to increase by 3 percent annually.
- After an initial \$1.5 million investment in parking software and other professional services in 2023, that category is expected to be reduced by that amount and instead grow by 3 percent annually.
- Interest for year 2022 is based on known actuals associated with the issuance of a one year note. For years 2023 and beyond, interest charges are estimated based on an assumed interest rate of 2 percent if the note would be converted to a bond.
- Fiscal charges related to the service of debt for all years are estimated to be \$75,000.

Mobility Enterprise Fund PRO FORMA OPERATING STATEMENT												
	Actual	Estimated	Proposed									
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Revenue												
Off-Street Parking	-	-	1,902,992	3,493,185	4,866,914	5,907,429	6,097,933	6,232,299	6,294,622	6,357,568	6,421,144	6,485,355
Parking Violations and Fines	-	-	5,200,000	5,252,000	5,304,520	5,357,565	5,411,141	5,465,252	5,519,905	5,575,104	5,630,855	5,687,163
On-Street Parking	5,565,932	10,654,761	6,500,000	6,695,000	6,895,850	7,102,726	7,315,807	7,535,281	7,761,340	7,994,180	8,234,006	8,481,026
Total Revenue	5,565,932	10,654,761	13,602,992	15,440,185	17,067,284	18,367,720	18,824,881	19,232,832	19,575,866	19,926,852	20,286,004	20,653,544
Beginning Fund Balance	1,608,372	(60,614)	1,901,631	302,011	787,820	2,559,256	5,277,919	8,088,443	10,929,166	13,722,344	16,462,718	19,144,846
Encumbrance Cancellations	184,056	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,001	50,002	50,003
Total Resources	7,358,360	10,644,147	15,554,623	15,792,196	17,905,104	20,976,977	24,152,800	27,371,276	30,555,033	33,699,197	36,798,724	39,848,393
Operating Expenses												
Personnel	4,031,975	3,745,579	4,904,923	5,052,071	5,203,633	5,359,742	5,520,534	5,686,150	5,856,735	6,032,437	6,213,410	6,399,812
Materials & Supplies	39,604	2,082,813	190,500	196,215	202,101	208,164	214,409	220,842	227,467	234,291	241,320	248,559
Services	3,306,058	2,884,624	8,850,389	7,615,901	7,844,378	8,079,709	8,322,100	8,571,763	8,828,916	9,093,784	9,366,597	9,647,595
Other	41,336	-	53,000	54,590	56,228	57,915	59,652	61,442	63,285	65,183	67,139	69,153
Capital	-	29,500	120,000	123,600	127,308	131,127	135,061	139,113	143,286	147,585	152,012	156,573
Principal	-	-	950,000	950,000	950,000	950,000	950,000	950,000	950,000	950,000	950,000	950,000
Interest	-	-	108,800	937,000	887,200	837,400	787,600	737,800	688,000	638,200	588,400	538,600
Fiscal Charges	-	-	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Total Operating Expenses	7,418,973	8,742,516	15,252,612	15,004,376	15,345,848	15,699,057	16,064,357	16,442,109	16,832,689	17,236,479	17,653,878	18,085,292
Ending Fund Balance	(60,614)	1,901,631	302,011	787,820	2,559,256	5,277,919	8,088,443	10,929,166	13,722,344	16,462,718	19,144,846	21,763,101



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 15th 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 15th 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 \$158.5 million of the 2019 voted authority and \$679.8 million of the 2016 voted authority. In addition, the city also has \$6.9 million of remaining authority from the 2013 voted bond package. The tables below show the remaining voted authority, by purpose, as of October 31, 2021. Voted authority is updated after each new bond issuance.

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	\$ -	\$ -	\$ -
Health, Safety, and Infrastructure	-	-	-	-	205,000	190,350
Recreation and Parks	123,910	-	110,000	8,515	100,000	100,000
Public Service	220,300	-	310,000	-	425,000	295,625
Public Utilities	445,295	6,910	460,000	261,685	250,000	250,000
Neighborhood Development	-	-	-	-	50,000	35,500
Total	\$ 842,005	\$ 6,910	\$ 950,000	\$ 270,200	\$ 1,030,000	\$ 871,475

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. These 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 2021, SIT income tax deposits are currently projected at approximately \$250.7 million, an estimated 7.6 percent increase over 2020 deposits. This amount will be revised when the final 2021 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 \$17.4 million for 2022.

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 2021 to 2030.

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.

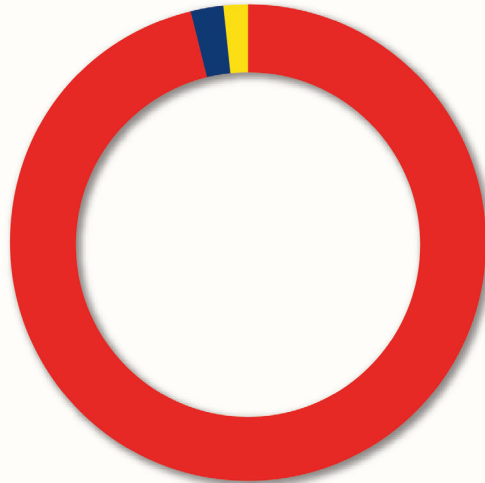
Coverage Factor

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.

SPECIAL INCOME TAX ANALYSIS - SUMMARY										
(000's omitted)										
	Estimated 2021	Proposed 2022	2023	2024	2025	2026	2027	2028	2029	2030
REVENUE SOURCE										
Income Tax (1)	\$ 250,666	\$ 240,639	\$ 247,858	\$ 255,294	\$ 262,953	\$ 270,842	\$ 270,842	\$ 278,967	\$ 287,336	\$ 295,956
Debt Service - Casino	1,023	-	-	-	-	-	-	-	-	-
TIF Reimbursements (2)	8,160	5,725	5,685	5,644	5,608	1,105	575	575	-	-
Special Assessment Reimbursement	190	395	395	395	395	395	205	205	205	205
Police Helicopter Reimbursement	1,453	1,633	-	1,801	-	1,986	-	2,189	-	2,900
Misc. Revenue	1,579	1,595	1,410	1,425	1,447	1,483	1,503	1,523	1,558	1,584
TOTAL REVENUE	263,071	249,987	255,348	264,559	270,403	275,811	273,125	283,459	289,099	300,645
Beginning Fund Balance	232,966	220,928	190,126	163,227	149,493	140,504	155,173	168,652	199,917	248,765
TOTAL RESOURCES	496,037	470,915	445,474	427,786	419,896	416,315	428,298	452,111	489,016	549,410
EXPENDITURES										
Existing Debt Service										
Voted Debt	166,127	169,958	153,999	143,182	135,404	126,572	116,790	110,597	96,771	86,496
Unvoted Debt	59,658	60,845	55,827	53,520	49,165	40,216	35,719	31,071	25,358	17,810
State Infrastructure Bank Loans	592	588	588	583	584	584	583	585	585	586
State Issue II Loans	669	862	1,062	1,258	1,394	1,594	1,761	1,928	2,095	2,262
RiverSouth Debt Service	8,886	7,033	7,039	7,045	3,685	-	-	-	-	-
Total Existing Debt	235,932	239,286	218,515	205,588	190,232	168,966	154,853	144,181	124,809	107,154
Proposed Debt Service (3)										
Debt Service - Voted	-	10,715	29,008	38,927	47,350	54,992	62,134	66,933	69,736	67,607
Debt Service - Unvoted	-	4,377	11,607	13,580	14,984	16,853	18,908	20,625	21,660	21,008
Total Proposed New Debt	-	15,092	40,615	52,507	62,334	71,845	81,042	87,558	91,396	88,615
Direct Expense										
Tipping Fees	17,391	17,419	17,421	17,424	17,426	17,429	17,431	17,434	17,437	17,440
Police Helicopters	2,691	-	2,975	-	5,211	-	3,360	-	3,510	-
Misc. Development & Leases	5,534	5,470	1,147	1,147	2,507	1,147	1,147	1,147	1,147	2,507
Misc. Expenses	13,561	3,522	1,574	1,627	1,682	1,755	1,813	1,874	1,952	2,021
Total Direct Expenses	39,177	26,411	23,117	20,198	26,826	20,331	23,751	20,455	24,046	21,968
TOTAL EXPENSES	275,109	280,789	282,247	278,293	279,392	261,142	259,646	252,194	240,251	217,737
ENDING FUND BALANCE	\$ 220,928	\$ 190,126	\$ 163,227	\$ 149,493	\$ 140,504	\$ 155,173	\$ 168,652	\$ 199,917	\$ 248,765	\$ 331,673
CURRENT YEAR COVERAGE	0.96	0.89	0.90	0.95	0.97	1.06	1.05	1.12	1.20	1.38
TOTAL COVERAGE	1.80	1.68	1.58	1.54	1.50	1.59	1.65	1.79	2.04	2.52
Notes:										
(1) Income Tax estimate for 2021 is a 7.6% increase over 2020 actual collections. Assumes a decrease of 3.9% for 2022, 3.0% increase for 2023-2026, 0% increase in 2027, and a 3% increase for 2028-2030.										
(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 2021, and 5% in 2022 and thereafter.										

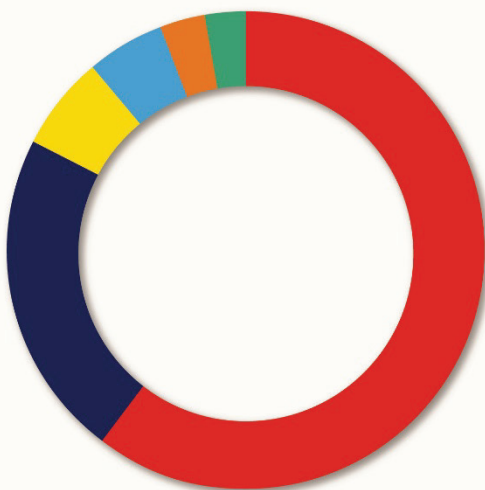
SPECIAL INCOME TAX ANALYSIS PROPOSED 2022 BUDGET

Revenue



Income Tax	96.26%
TIF Reimbursements	2.29%
Miscellaneous Revenue	1.45%

Expenditures



Existing Voted Debt	60.54%
Existing Unvoted Debt	22.18%
Tipping Fees	6.20%
Proposed New Debt	5.38%
Other Expenses	3.20%
RiverSouth Debt	2.50%

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, 2021, the direct debt limitation of 10.5 percent and 5.5 percent for the city are \$2.118 billion and \$1.110 billion 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 November 17, 2021 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
Maximum Millage Permitted	10.0000	10.0000	10.0000
Direct			
City of Columbus	3.0691	3.8356	3.8356
Overlapping			
County	0.6200	1.1795	0.3592
School District	2.1009	-	0.1838
Joint Vocational School District	-	-	-
Solid Waste Authority of Central Ohio	0.2101	0.2102	0.2102
Township	1.7134	-	-
Millage Required	7.7135	5.2253	4.5888
Total Remaining Millage Capacity	2.2865	4.7747	5.4112

Debt Service Payments

During fiscal year 2021, the city will have retired approximately \$273.6 million in principal of general obligation debt. Beginning with fiscal year 2022, approximately 78.54 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.

EXISTING DEBT SERVICE			
GENERAL OBLIGATION AND REVENUE BONDS			
Period Ending	Principal	Interest	Total
2022	\$ 288,626,091	\$ 130,958,908	\$ 419,584,999
2023	277,348,271	119,227,830	396,576,101
2024	275,483,271	106,700,947	382,184,218
2025	281,583,271	96,096,501	377,679,772
2026	254,938,271	84,197,931	339,136,202
2027	236,618,271	72,099,084	308,717,355
2028	208,468,270	62,466,804	270,935,074
2029	250,355,000	53,198,743	303,553,743
2030	240,275,000	42,671,721	282,946,721
2031	229,895,000	33,005,091	262,900,091
2032	206,830,000	24,818,085	231,648,085
2033	120,530,000	18,836,240	139,366,240
2034	98,425,000	14,231,886	112,656,886
2035	81,155,000	10,393,771	91,548,771
2036	63,230,000	7,310,624	70,540,624
2037	48,230,000	4,840,582	53,070,582
2038	29,515,000	2,983,275	32,498,275
2039	23,210,000	1,740,623	24,950,623
2040	16,200,000	773,604	16,973,604
2041	7,500,000	187,500	7,687,500
Total	\$ 3,238,415,716	\$ 886,739,750	\$ 4,125,155,466

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	2022	2023	2024	2025	2026	Total
Non-Enterprise Fund						
SIT Fund Supported	\$ 230,802,600	\$ 209,825,753	\$ 196,702,456	\$ 184,569,559	\$ 166,788,258	\$ 988,688,626
Non-Enterprise Sub Total	230,802,600	209,825,753	196,702,456	184,569,559	166,788,258	988,688,626
Enterprise Funds						
Water	79,172,216	74,120,191	70,356,753	68,424,943	66,317,746	358,391,849
Sanitary Sewer	83,855,379	88,455,888	92,169,772	103,829,610	88,670,162	456,980,811
Storm	13,407,914	12,691,604	12,225,448	11,885,286	9,997,252	60,207,504
Electricity	2,131,744	2,071,912	2,003,705	1,941,248	1,617,417	9,766,026
Enterprise Sub Total	178,567,253	177,339,595	176,755,678	186,081,087	166,602,577	885,346,190
Internal Service Funds						
Fleet Management	4,327,547	4,200,547	4,051,541	3,179,236	2,544,737	18,303,608
Information Services	5,887,599	5,210,206	4,674,543	3,849,890	3,200,630	22,822,868
Internal Service Sub Total	10,215,146	9,410,753	8,726,084	7,029,126	5,745,367	41,126,476
Total	\$ 419,584,999	\$ 396,576,101	\$ 382,184,218	\$ 377,679,772	\$ 339,136,202	\$ 1,915,161,292

Note: Interest payments associated with variable rate debt are not included.

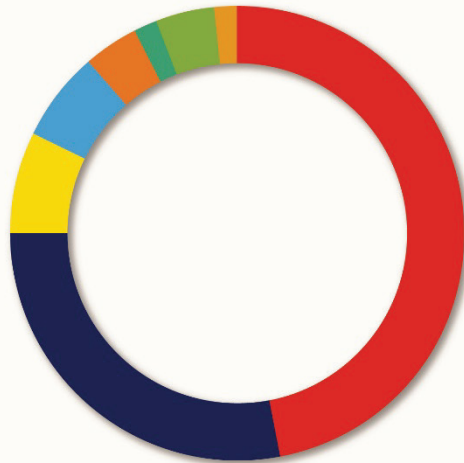
The Proposed 2022-2027 Capital Improvements Program

The proposed Capital Improvements Program provides approximately \$3.62 billion in funding for various capital improvements for the period of 2022-2027. Of this amount, \$567.3 million is to be supported by the SIT while \$3.05 billion will be supported by the internal service and enterprise agencies of the city. The proposed 2022-2027 CIP represents a 10.8 percent increase from the adopted 2021-2026 CIP. The proposed 2022 CIB totals approximately \$646 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 2022-2027 CAPITAL IMPROVEMENTS PROGRAM

Percent by Division



Sanitary Sewers	46.96%
Water	28.24%
Transportation	7.27%
Storm Sewers	6.32%
Rec & Parks	3.77%
Electricity	1.62%
Other	4.33%
Safety	1.49%

Percent by Funding Source



OWDA / WPCLF	38.81%
VOTED SIT Supported	12.29%
WSRLA Loans	16.30%
Sanitary Enterprise	6.97%
Voted Water	6.46%
Voted Sanitary	5.92%
Other	4.39%
Councilmanic	3.38%
Water Enterprise	5.48%

Capital Improvements Program

2022 - 2027 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2022	2023	2024	2025	2026	2027	Total Budget	Funding Source
PUBLIC SAFETY								
POLICE								
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
Subtotal - POLICE	\$ 1,680,000	\$ 1,680,000	\$ 1,680,000	\$ 1,680,000	\$ 1,680,000	\$ 1,680,000	\$ 10,080,000	
FIRE								
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
Subtotal - FIRE	\$ 7,320,000	\$ 7,320,000	\$ 7,320,000	\$ 7,320,000	\$ 7,320,000	\$ 7,320,000	\$ 43,920,000	
DEVELOPMENT								
DEVELOPMENT ADMINISTRATION								
Economic & Community Development	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,500,000	Councilmanic SIT Supported
44-10 Housing Preservation	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000	Councilmanic SIT Supported
44-10 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	Voted 2019 SIT Supported
Subtotal - DEVELOPMENT ADMINISTRATION	\$ 3,600,000	\$ 3,600,000	\$ 3,600,000	\$ 3,600,000	\$ 3,600,000	\$ 3,600,000	\$ 21,600,000	
FINANCE AND MANAGEMENT								
CONSTRUCTION MANAGEMENT								
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
Subtotal - 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								
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)
Subtotal - FLEET MANAGEMENT	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 4,800,000	
TECHNOLOGY								
TECHNOLOGY ADMINISTRATION								
Data Center Facility Upgrades	\$ 240,000	\$ 200,000	\$ 250,000	\$ 1,500,000	\$ 5,000,000	\$ 1,500,000	\$ 8,690,000	Information Services
Connectivity Project Fiber/Wireless	1,000,000	1,000,000	1,000,000	1,500,000	1,500,000	2,000,000	8,000,000	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	1,000,000	650,000	1,300,000	2,000,000	650,000	1,600,000	7,200,000	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	600,000	985,000	Information Services
Network Improvements	630,000	600,000	1,700,000	1,000,000	1,000,000	1,600,000	6,530,000	Information Services
Data Management Services	-	-	500,000	180,000	250,000	200,000	1,130,000	Information Services
Telephony and IVR Infrastructure	500,000	830,000	1,200,000	500,000	-	-	3,030,000	Information Services
Security Program	100,000	300,000	-	-	-	-	400,000	Information Services
GIS	90,000	90,000	250,000	90,000	90,000	90,000	700,000	Information Services
Applications	550,000	500,000	-	-	-	-	1,050,000	Information Services
Subtotal - TECHNOLOGY/DOT ADMINISTRATION	\$ 5,610,000	\$ 4,445,000	\$ 7,550,000	\$ 6,830,000	\$ 10,090,000	\$ 7,590,000	\$ 42,115,000	
RECREATION AND PARKS								
RECREATION AND PARKS								
51 Urban Infra.- Rec & Parks	-	-	-	-	753,200	753,200	1,506,400	Councilmanic SIT Supported
51 Urban Infra.- Rec & Parks	753,200	753,200	753,200	753,200	-	-	3,012,800	Voted 2019 SIT Supported

2022 - 2027 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2022	2023	2024	2025	2026	2027	Total Budget	Funding Source
Renovation - Misc.	-	-	-	-	-	3,386,800	3,386,800	Councilmanic SIT Supported
Renovation - Misc.	3,386,800	3,386,800	3,386,800	3,386,800	3,386,800	-	16,934,000	Voted 2019 SIT Supported
Renovation - Cost Allocation	-	-	-	-	500,000	500,000	1,000,000	Councilmanic SIT Supported
Renovation - Cost Allocation	500,000	500,000	500,000	500,000	-	-	2,000,000	Voted 2019 SIT Supported
Facility Assessment Implementation	-	-	-	-	-	4,000,000	4,000,000	Councilmanic SIT Supported
Facility Assessment Implementation	4,000,000	-	-	-	-	-	4,000,000	Voted 2016 Debt SIT Supported
Facility Assessment Implementation	-	4,000,000	4,000,000	4,000,000	4,000,000	-	16,000,000	Voted 2019 SIT Supported
Hard Surface Improvements	-	-	-	-	-	800,000	800,000	Councilmanic 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	Councilmanic 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	500,000	Councilmanic SIT Supported
Maintenance Equipment - Parks	250,000	250,000	250,000	250,000	-	-	1,000,000	Voted 2019 SIT Supported
Street Trees - Green Initiative	-	-	-	-	400,000	400,000	800,000	Councilmanic SIT Supported
Street Trees - Green Initiative	400,000	400,000	400,000	400,000	-	-	1,600,000	Voted 2019 SIT Supported
Safe Playgrounds	-	-	-	-	500,000	500,000	1,000,000	Councilmanic SIT Supported
Safe Playgrounds	500,000	500,000	500,000	500,000	-	-	2,000,000	Voted 2019 SIT Supported
New Development - Misc.	-	-	-	-	-	5,227,200	5,227,200	Councilmanic SIT Supported
New Development - Misc.	4,515,000	-	-	-	-	-	4,515,000	Voted 2016 Debt SIT Supported
New Development - Misc.	712,200	5,227,200	5,227,200	5,227,200	5,227,200	-	21,621,000	Voted 2019 SIT Supported
New Development - Cost Allocation	-	-	-	-	240,000	240,000	480,000	Councilmanic SIT Supported
New Development - Cost Allocation	240,000	240,000	240,000	240,000	-	-	960,000	Voted 2019 SIT Supported
Acquisition - Misc.	-	-	-	-	-	1,524,600	1,524,600	Councilmanic 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	140,000	Councilmanic SIT Supported
Acquisition - Cost Allocation	70,000	70,000	70,000	70,000	-	-	280,000	Voted 2019 SIT Supported
Program Projects (Small) - Cost Allocation	-	-	-	-	70,000	70,000	140,000	Councilmanic SIT Supported
Program Projects (Small) - Cost Allocation	70,000	70,000	70,000	70,000	-	-	280,000	Voted 2019 SIT Supported
Program Projects (Small) - Golf Misc.	-	-	-	-	762,300	762,300	1,524,600	Councilmanic SIT Supported
Program Projects (Small) - Golf Misc.	762,300	762,300	762,300	762,300	-	-	3,049,200	Voted 2019 SIT Supported
Program Projects (Small) - Sports Misc.	-	-	-	-	548,856	548,856	1,097,712	Councilmanic SIT Supported
Program Projects (Small) - Sports Misc.	548,856	548,856	548,856	548,856	-	-	2,195,424	Voted 2019 SIT Supported
Program Projects (Small) - Rental Services Misc.	-	-	-	-	213,444	213,444	426,888	Councilmanic SIT Supported
Program Projects (Small) - Rental Services Misc.	213,444	213,444	213,444	213,444	-	-	853,776	Voted 2019 SIT Supported
Program Projects (Large) - Misc.	-	-	-	-	-	1,089,000	1,089,000	Councilmanic 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	100,000	Councilmanic SIT Supported
Program Projects (Large) - Cost Allocation	50,000	50,000	50,000	50,000	-	-	200,000	Voted 2019 SIT Supported
Emergency Replacement - Misc.	-	-	-	-	303,800	871,200	1,175,000	Councilmanic SIT Supported
Emergency Replacement - Misc.	871,200	871,200	871,200	871,200	567,400	-	4,052,200	Voted 2019 SIT Supported
Emergency Replacement - Cost Allocation	-	-	-	-	40,000	40,000	80,000	Councilmanic SIT Supported
Emergency Replacement - Cost Allocation	40,000	40,000	40,000	40,000	-	-	160,000	Voted 2019 SIT Supported
Opportunity Projects - Misc.	-	-	-	-	653,400	653,400	1,306,800	Councilmanic SIT Supported
Opportunity Projects - Misc.	653,400	653,400	653,400	653,400	-	-	2,613,600	Voted 2019 SIT Supported
Opportunity Projects - Cost Allocation	-	-	-	-	30,000	30,000	60,000	Councilmanic SIT Supported
Opportunity Projects - Cost Allocation	30,000	30,000	30,000	30,000	-	-	120,000	Voted 2019 SIT Supported
Subtotal - RECREATION AND PARKS	\$ 22,780,000	\$ 22,780,000	\$ 22,780,000	\$ 22,780,000	\$ 22,780,000	\$ 22,780,000	\$ 136,680,000	
Public Service								
TRANSPORTATION								
UIRF - Urban Infrastructure Recovery Fund (59-12)	\$ 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
Bridge Rehab - UIRF - Milo Grogan Second Avenue Improvements	1,500,000	-	-	-	-	-	1,500,000	Voted 2019 SIT Supported
Miscellaneous Developments- Vision Zero Action Plan Implementation	5,231,794	5,331,794	5,331,794	5,331,794	5,331,794	5,331,794	31,890,764	Voted 2019 SIT Supported
NCR-Public Infrastructure	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 - Utility Relocation Reimbursements	100,000	100,000	100,000	100,000	100,000	100,000	600,000	Voted 2019 SIT Supported
Roadway Improvements - Miscellaneous Construction Inspection	150,000	50,000	50,000	50,000	50,000	50,000	400,000	Voted 2019 SIT Supported

Capital Improvements Program

2022 - 2027 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2022	2023	2024	2025	2026	2027	Total Budget	Funding Source
Roadway Improvements - Miscellaneous Right of Way Acquisition	100,000	100,000	100,000	100,000	100,000	100,000	600,000	Voted 2019 SIT Supported
Resurfacing - Resurfacing Projects	17,400,000	17,400,000	17,400,000	17,400,000	17,400,000	17,400,000	104,400,000	Voted 2019 SIT Supported
Resurfacing - Resurfacing Coordination with future DPU projects	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000	Voted 2019 SIT Supported
Resurfacing - In House Design Right of Way Fund	100,000	100,000	100,000	100,000	100,000	100,000	600,000	Voted 2019 SIT Supported
Resurfacing - Citywide Brick Rehabilitation	750,000	-	750,000	-	750,000	-	2,250,000	Voted 2019 SIT Supported
Resurfacing - Concrete Rehabilitation	750,000	-	750,000	-	750,000	-	2,250,000	Voted 2019 SIT Supported
Resurfacing - Preventative Surface Treatments - Crack Seal	-	750,000	-	750,000	-	750,000	2,250,000	Voted 2019 SIT Supported
Resurfacing - Preventative Surface Treatments - Slurry Seal	-	750,000	-	750,000	-	750,000	2,250,000	Voted 2019 SIT Supported
Bridge Rehabilitation - Whittier Street Bridge Rehab and SUP Widening	990,000	-	-	-	-	-	990,000	Voted 2019 SIT Supported
Bridge Rehabilitation - Long Street (U) CSX RR Bridge Painting	-	900,000	-	-	-	-	900,000	Voted 2019 SIT Supported
Bridge Rehabilitation - US-33 (U) NS RR Bridge Painting	-	600,000	-	-	-	-	600,000	Voted 2019 SIT Supported
Bridge Rehabilitation - Front Street over Conrail South of Nationwide	-	1,000,000	-	-	-	-	1,000,000	Voted 2019 SIT Supported
Bridge Rehabilitation - General Engineering (2022)	200,000	-	-	-	-	-	200,000	Voted 2019 SIT Supported
Bridge Rehabilitation - Annual Citywide Contract (2022)	681,393	871,393	3,371,393	3,371,393	3,371,393	3,371,393	15,038,358	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	-	-	850,000	1,600,000	1,600,000	1,600,000	5,650,000	Voted 2019 SIT Supported
Bikeway Development - Bikeway Resurfacing Contributions	100,000	100,000	100,000	100,000	100,000	100,000	600,000	Voted 2019 SIT Supported
Bikeway Development - Tussing Road SUP Brice Rd to Hines Rd	-	3,110,000	-	-	-	-	3,110,000	Voted 2019 SIT Supported
Bikeway Development - Kenny Road SUP Lane Ave to Ackerman Rd	-	-	2,550,000	-	-	-	2,550,000	Voted 2019 SIT Supported
Bikeway Development - Worthington Woods Blvd Shared Use Path (Sancus to Deer Creek)	4,119,000	-	-	-	-	-	4,119,000	Voted 2019 SIT Supported
Pedestrian Safety Improvements - Sidewalk Program	-	21,780	1,650,000	3,450,000	3,450,000	3,450,000	12,021,780	Voted 2019 SIT Supported
Pedestrian Safety Improvement - Sidewalk Replacement (Tree Root)	351,000	850,000	850,000	850,000	850,000	850,000	4,601,000	Voted 2019 SIT Supported
Pedestrian Safety - Godown Rd Sidewalks - West Case Rd to Bethel Rd	-	1,130,120	-	-	-	-	1,130,120	Voted 2019 SIT Supported
Pedestrian Safety - Barnett Rd Sidewalks - Astor Ave to Main St	-	788,100	-	-	-	-	788,100	Voted 2019 SIT Supported
CelebrateOne Sidewalk - Hilltop (Springmont)	1,430,000	-	-	-	-	-	1,430,000	Voted 2019 SIT Supported
Subtotal - TRANSPORTATION	\$ 43,905,000	\$ 43,905,000	\$ 43,905,000	\$ 43,905,000	\$ 43,905,000	\$ 43,905,000	\$ 263,430,000	
REFUSE COLLECTION								
59-02 Mechanized Collection Equipment	\$ -	\$ -	\$ 4,930,000	\$ 4,930,000	\$ 4,930,000	\$ 4,930,000	\$ 19,720,000	Councilmanic SIT Supported
59-02 Mechanized Collection Equipment	4,930,000	4,930,000	-	-	-	-	9,860,000	Voted 2019 SIT Supported
Alum Creek Remediation - Facility Improvements	-	-	100,000	100,000	100,000	100,000	400,000	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	1,050,000	3,200,000	Councilmanic SIT Supported
Mechanized Collection Equipment - Containers	1,050,000	1,050,000	1,000,000	-	-	-	3,100,000	Voted 2019 SIT Supported
Subtotal - REFUSE COLLECTION	\$ 6,080,000	\$ 6,080,000	\$ 6,080,000	\$ 6,080,000	\$ 6,080,000	\$ 6,080,000	\$ 36,480,000	
Public Utilities								
STORM SEWER								
Fountain Square Stormwater System Improvements	\$ 4,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,000,000	WPCLF/OWDA
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
Large Diameter Condition Assessment - Phase 2	-	-	-	-	200,000	-	200,000	Storm Sewer Enterprise (Unvoted)
Large Diameter Condition Assessment - Phase 2	-	300,000	-	-	-	-	300,000	Voted 2016 Debt - Storm
Large Diameter Condition Assessment - Phase 2	-	-	-	-	2,000,000	-	2,000,000	WPCLF/OWDA
Large Diameter Condition Assessment - Phase 3	-	-	-	-	200,000	-	200,000	Storm Sewer Enterprise (Unvoted)
Large Diameter Condition Assessment - Phase 3	1,500,000	-	300,000	-	-	-	1,800,000	Voted 2016 Debt - Storm
Large Diameter Condition Assessment - Phase 3	-	-	-	-	2,000,000	-	2,000,000	WPCLF/OWDA
Large Diameter Condition Assessment - Phase 4	-	-	-	300,000	-	200,000	500,000	Storm Sewer Enterprise (Unvoted)
Large Diameter Condition Assessment - Phase 4	-	1,500,000	-	-	-	-	1,500,000	Voted 2016 Debt - Storm
Large Diameter Condition Assessment - Phase 4	-	-	-	-	-	2,000,000	2,000,000	WPCLF/OWDA
Large Diameter Condition Assessment - Phase 5	-	-	1,148,875	-	300,000	-	1,448,875	Storm Sewer Enterprise (Unvoted)
Large Diameter Condition Assessment - Phase 5	-	-	351,125	-	-	-	351,125	Voted 2016 Debt - Storm
Large Diameter Condition Assessment - Phase 6	-	-	-	1,500,000	-	300,000	1,800,000	Storm Sewer Enterprise (Unvoted)
Large Diameter Condition Assessment - Phase 7	-	-	-	-	1,500,000	-	1,500,000	Storm Sewer Enterprise (Unvoted)
Large Diameter Condition Assessment - Phase 8	-	-	-	-	-	1,500,000	1,500,000	Storm Sewer Enterprise (Unvoted)

2022 - 2027 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2022	2023	2024	2025	2026	2027	Total	
							Budget	Funding Source
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
60-15 Petzinger Rd Stormwater Imps	150,000	-	-	-	-	-	150,000	Voted 2016 Debt - Storm
60-15 Petzinger Rd Stormwater Imps	1,100,000	-	-	-	-	-	1,100,000	WPCLF/OWDA
General Engineering Services - Storm - 2022	400,000	400,000	400,000	-	-	-	1,200,000	Voted 2016 Debt - Storm
General Engineering Services - Storm - 2025	-	-	-	400,000	400,000	400,000	1,200,000	Storm Sewer Enterprise (Unvoted)
60-15 Linworth Rd/Meeklynn Dr Storm Sewer	1,500,000	-	-	-	-	-	1,500,000	WPCLF/OWDA
Linden Neighborhood Stormwater System Improvements Phase 2	1,900,000	-	-	-	-	-	1,900,000	WPCLF/OWDA
Joint Storm Sewer Projects with DPS	-	-	250,000	250,000	250,000	250,000	1,000,000	Storm Sewer Enterprise (Unvoted)
Joint Storm Sewer Projects with DPS	250,000	250,000	250,000	-	-	-	750,000	Voted 2016 Debt - Storm
Franklinton Area Stormwater System Improvements	-	-	3,000,000	-	1,100,000	-	4,100,000	Storm Sewer Enterprise (Unvoted)
Franklinton Area Stormwater System Improvements	8,000,000	-	-	-	-	-	8,000,000	Voted 2016 Debt - Storm
Franklinton Area Stormwater System Improvements	-	-	31,000,000	-	11,000,000	-	42,000,000	WPCLF/OWDA
ST-21, ST-22, ST-23 Improvements	450,000	3,000,000	-	-	-	-	3,450,000	Voted 2016 Debt - Storm
ST-21, ST-22, ST-23 Improvements	-	28,200,000	-	-	-	-	28,200,000	WPCLF/OWDA
Krieger Court Stormwater Improvements	575,000	-	-	-	-	-	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	1,000,000	-	-	-	-	-	1,000,000	Voted 2016 Debt - Storm
Tw in Lakes Dam Rehabilitation	7,000,000	-	-	-	-	-	7,000,000	WPCLF/OWDA
Greenlaw n Dam Rehabilitation	2,500,000	-	-	-	-	-	2,500,000	WPCLF/OWDA
Barnett Road Stormwater Improvements Project	460,000	-	-	-	-	-	460,000	Voted 2016 Debt - Storm
Barnett Road Stormwater Improvements Project	-	3,800,000	-	-	-	-	3,800,000	WPCLF/OWDA
Storm Sewer Assessment - North Linden 2 Blueprint Area	-	-	-	-	-	2,000,000	2,000,000	Storm Sewer Enterprise (Unvoted)
Storm Sewer Assessment - Hilltop 2 Blueprint Area	-	-	-	-	2,000,000	-	2,000,000	Storm Sewer Enterprise (Unvoted)
Cooke Rd. Culvert Improvements Project	50,000	-	-	-	-	-	50,000	Voted 2016 Debt - Storm
Cooke Rd. Culvert Improvements Project	250,000	-	-	-	-	-	250,000	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	-	6,800,000	-	-	-	-	6,800,000	WPCLF/OWDA
Mound Street Floodwall and WCLFP Repairs	-	50,000	-	-	-	-	50,000	Voted 2016 Debt - Storm
Mound Street Floodwall and WCLFP Repairs	-	2,200,000	-	-	-	-	2,200,000	WPCLF/OWDA
Floodwall Closure Evaluations	-	400,000	-	-	-	-	400,000	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 Project	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	-	-	750,000	-	-	-	750,000	Storm Sewer Enterprise (Unvoted)
Gertrude Lattimer Storm Sewer Improvements	616,125	-	10,000	-	-	-	626,125	Voted 2016 Debt - Storm
Gertrude Lattimer Storm Sewer Improvements	-	-	-	7,600,000	-	-	7,600,000	WPCLF/OWDA
Plum Ridge Storm Improvements	174,375	-	174,375	-	-	-	348,750	Voted 2016 Debt - Storm
Plum Ridge Storm Improvements	-	-	-	1,162,500	-	-	1,162,500	WPCLF/OWDA
Major Stormwater Drainage Improvements	-	-	-	1,400,000	1,400,000	1,400,000	4,200,000	Storm Sewer Enterprise (Unvoted)
Major Stormwater Drainage Improvements	620,000	1,400,000	1,400,000	-	-	-	3,420,000	Voted 2016 Debt - Storm
Major Stormwater Drainage Improvements	-	7,850,000	7,850,000	7,850,000	7,850,000	7,850,000	39,250,000	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	150,000	-	-	-	450,000	Voted 2016 Debt - Storm
Storm Sewer Lining Projects	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000	WPCLF/OWDA
Livingston Noe-Bixby Culvert	200,000	-	-	-	-	-	200,000	Voted 2016 Debt - Storm
Shanley Drive Basin	260,000	-	-	-	-	-	260,000	Voted 2016 Debt - Storm
Postlewait Road Stormwater System Improvements	80,000	100,000	-	-	-	-	180,000	Voted 2016 Debt - Storm
Subtotal - STORM SEWER	\$ 38,307,500	\$ 63,222,000	\$ 51,664,375	\$ 24,962,500	\$ 32,500,000	\$ 18,200,000	\$ 228,856,375	
SANITARY SEWERS								
DOSD Stormwater Pump Stations Evaluation & Upgrade	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ 300,000	Sanitary Sewer Enterprise (Unvoted)
DOSD Stormwater Pump Stations Evaluation & Upgrade	300,000	300,000	-	-	-	-	600,000	Voted 2016 Debt - Sanitary Sewer

Capital Improvements Program

2022 - 2027 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2022	2023	2024	2025	2026	2027	Total Budget	Funding Source
DOSD Stormwater Pump Station ST-29 Evaluation & Upgrade	-	-	312,000	-	-	-	312,000	Sanitary Sewer Enterprise (Unvoted)
DOSD Stormwater Pump Station ST-29 Evaluation & Upgrade	84,000	144,000	-	-	-	-	228,000	Voted 2016 Debt - Sanitary Sewer
DOSD Stormwater Pump Station ST-29 Evaluation & Upgrade	-	-	1,200,000	-	-	-	1,200,000	WPCLF/OWDA
DOSD Stormwater Pump Stations - Construction	-	-	5,000,000	-	-	-	5,000,000	WPCLF/OWDA
Blueprint Columbus Public Information Outreach 2022	350,000	350,000	-	-	-	-	700,000	Voted 2016 Debt - Sanitary Sewer
Real Time Control Sewer System Optimization, Part 2	-	-	500,000	500,000	-	-	1,000,000	Sanitary Sewer Enterprise (Unvoted)
Real Time Control Sewer System Optimization, Part 2	500,000	500,000	-	-	-	-	1,000,000	Voted 2016 Debt - Sanitary Sewer
Real Time Control Sewer System Optimization, Part 3	-	-	-	500,000	500,000	500,000	1,500,000	Sanitary Sewer Enterprise (Unvoted)
Overall Engineering Consultants (OEC) 2022-2026	-	-	300,000	300,000	300,000	-	900,000	Sanitary Sewer Enterprise (Unvoted)
Overall Engineering Consultants (OEC) 2022-2026	300,000	300,000	-	-	-	-	600,000	Voted 2016 Debt - Sanitary Sewer
Overall Engineering Consultant-OEC (2027-2030)	-	-	-	-	-	300,000	300,000	Sanitary Sewer Enterprise (Unvoted)
Big Walnut Sanitary Trunk Extension, Phase 2	5,300,000	-	-	-	-	-	5,300,000	Voted 2016 Debt - Sanitary Sewer
Central College Subtrunk Extension Phase 3	-	1,400,000	-	-	-	-	1,400,000	Voted 2016 Debt - Sanitary Sewer
Central College Subtrunk Extension Phase 3	36,000,000	-	-	-	-	-	36,000,000	WPCLF/OWDA
Walnut Street Sanitary Sewer Extension	-	-	-	400,000	-	-	400,000	Sanitary Sewer Enterprise (Unvoted)
Walnut Street Sanitary Sewer Extension	-	750,000	-	-	-	-	750,000	Voted 2019 Debt - Sanitary
Walnut Street Sanitary Sewer Extension	-	-	-	2,000,000	-	-	2,000,000	WPCLF/OWDA
60-05 Rocky Fork-Blacklick Connector Sewer	-	-	3,600,000	500,000	3,600,000	-	7,700,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Rocky Fork-Blacklick Connector Sewer	-	-	-	-	-	36,000,000	36,000,000	WPCLF/OWDA
General Engineering Services - Sanitary - 2022	400,000	400,000	-	-	-	-	800,000	Voted 2016 Debt - Sanitary Sewer
General Engineering Services - Sanitary - 2022	-	-	400,000	-	-	-	400,000	Voted 2019 Debt - Sanitary
General Engineering Services - Sanitary - 2025	-	-	-	400,000	400,000	400,000	1,200,000	Sanitary Sewer Enterprise (Unvoted)
Williams and Castle Interceptor	-	-	-	7,500,000	1,000,000	3,000,000	11,500,000	Sanitary Sewer Enterprise (Unvoted)
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	2,380,000	-	-	-	-	-	2,380,000	Voted 2016 Debt - Sanitary Sewer
DOSD Roof Replacements, No. 3	-	-	3,650,000	3,650,000	3,650,000	-	10,950,000	Sanitary Sewer Enterprise (Unvoted)
DOSD Roof Replacements, No. 3	250,000	3,650,000	-	-	-	-	3,900,000	Voted 2016 Debt - Sanitary Sewer
DOSD Roof Replacements, No. 4	-	-	-	-	195,000	3,665,000	3,860,000	Sanitary Sewer Enterprise (Unvoted)
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	682,000	966,000	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 Improvements	-	-	-	2,820,000	-	-	2,820,000	Sanitary Sewer Enterprise (Unvoted)
Jackson Pike A-Plant Secondary Clarifier Electrical Upgrades & Miscellaneous Improvements	-	825,000	1,155,000	-	-	-	1,980,000	Voted 2019 Debt - Sanitary
Jackson Pike A-Plant Secondary Clarifier Electrical Upgrades & Miscellaneous Improvements	-	-	-	15,000,000	-	-	15,000,000	WPCLF/OWDA
JPWWTP Sludge Dewatering Improvements	-	-	-	-	1,330,000	2,280,000	3,610,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP Cogeneration Facility	1,907,782	-	-	-	-	-	1,907,782	Voted 2016 Debt - Sanitary Sewer
JPWWTP Screening Improvements	1,880,000	-	-	-	-	-	1,880,000	Voted 2016 Debt - Sanitary Sewer
JPWWTP Screening Improvements	10,000,000	-	-	-	-	-	10,000,000	WPCLF/OWDA
JPWWTP Power Monitoring System	-	-	300,000	-	-	-	300,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP Power Monitoring System	-	100,000	-	-	-	-	100,000	Voted 2016 Debt - Sanitary Sewer
JPWWTP Power Monitoring System	-	-	1,000,000	-	-	-	1,000,000	WPCLF/OWDA
JPWWTP Power Systems Upgrades and Safety Improvements - Phase 1	-	550,000	-	-	-	-	550,000	Voted 2019 Debt - Sanitary
JPWWTP Power Systems Upgrades and Safety Improvements - Phase 1	-	-	3,000,000	-	-	-	3,000,000	WPCLF/OWDA
Whittier Street Storm Tanks, Part 2	-	-	-	-	1,000,000	1,100,000	2,100,000	Sanitary Sewer Enterprise (Unvoted)
Short Circuit, Coordination, and Arc Flash Studies #1	-	350,000	-	-	-	-	350,000	Voted 2016 Debt - Sanitary Sewer
Short Circuit, Coordination, and Arc Flash Studies #2	-	-	500,000	-	-	-	500,000	Sanitary Sewer Enterprise (Unvoted)
DPU General Engineering Consultant Services (GEC) #4	500,000	-	-	-	-	-	500,000	Voted 2016 Debt - Sanitary Sewer
DPU General Engineering Consultant Services (GEC) #5	-	-	500,000	-	-	-	500,000	Sanitary Sewer Enterprise (Unvoted)
DPU General Engineering Consultant Services (GEC) #5	500,000	500,000	-	-	-	-	1,000,000	Voted 2016 Debt - Sanitary Sewer
DPU General Engineering Consultant Services (GEC) #6	-	-	-	500,000	500,000	-	1,000,000	Sanitary Sewer Enterprise (Unvoted)
DPU General Engineering Consultant Services (GEC) #6	-	500,000	500,000	-	-	-	1,000,000	Voted 2019 Debt - Sanitary
DPU General Engineering Consultant Services (GEC) #7	-	-	-	500,000	500,000	500,000	1,500,000	Sanitary Sewer Enterprise (Unvoted)
DPU General Engineering Consultant Services (GEC) #8	-	-	-	-	-	500,000	500,000	Sanitary Sewer Enterprise (Unvoted)

2022 - 2027 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2022	2023	2024	2025	2026	2027	Total	
							Budget	Funding Source
JPWWTP Small Capital Projects	-	-	1,100,000	1,100,000	1,100,000	1,100,000	4,400,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP Small Capital Projects	1,100,000	1,100,000	-	-	-	-	2,200,000	Voted 2016 Debt - Sanitary Sewer
JPWWTP Incinerator Building Rehabilitation	-	2,300,000	-	-	-	-	2,300,000	WPCLF/OWDA
SWWTP Small Capital Projects	-	-	1,100,000	1,100,000	1,100,000	1,100,000	4,400,000	Sanitary Sewer Enterprise (Unvoted)
SWWTP Small Capital Projects	1,600,000	1,100,000	-	-	-	-	2,700,000	Voted 2016 Debt - Sanitary Sewer
SWWTP Incinerator Building - South Rehabilitation	-	-	-	-	600,000	-	600,000	Sanitary Sewer Enterprise (Unvoted)
SWWTP SW Switching Station Switchgear Replacement	1,600,000	-	-	-	-	-	1,600,000	Voted 2016 Debt - Sanitary Sewer
Compost Facility Small Capital Projects	-	-	-	-	400,000	400,000	800,000	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	-	-	-	-	700,000	Voted 2016 Debt - Sanitary Sewer
SMOC Vehicle Maintenance Fluid System Replacement	500,000	-	-	-	-	-	500,000	Voted 2016 Debt - Sanitary Sewer
WWTFs Professional Construction Management Services #3	-	-	485,000	485,000	485,000	-	1,455,000	Sanitary Sewer Enterprise (Unvoted)
WWTFs Professional Construction Management Services #3	485,000	485,000	-	-	-	-	970,000	Voted 2016 Debt - Sanitary Sewer
WWTFs Professional Construction Management Services #4	-	-	-	-	-	1,000,000	1,000,000	Sanitary Sewer Enterprise (Unvoted)
DOSD HVAC and Air Purification System Replacements, No. 1	277,000	-	-	-	-	-	277,000	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 2016 Debt - Sanitary Sewer
DOSD HVAC and Air Purification System Replacements, No. 3	-	-	-	-	300,000	2,600,000	2,900,000	Sanitary Sewer Enterprise (Unvoted)
Jackson Pkce WWTP Stormwater and Floodplain Improvements	1,200,000	1,080,000	-	-	-	-	2,280,000	Voted 2016 Debt - Sanitary Sewer
Jackson Pkce WWTP Stormwater and Floodplain Improvements	-	12,000,000	-	-	-	-	12,000,000	WPCLF/OWDA
Land Acquisition	-	-	-	-	7,500,000	-	7,500,000	Sanitary Sewer Enterprise (Unvoted)
DOSD Electrical Upgrades Program	1,000,000	1,000,000	-	-	-	-	2,000,000	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	Sanitary Sewer Enterprise (Unvoted)
WWTFs Instrumentation and Control (I&C) Integration and Programming #3	500,000	500,000	-	-	-	-	1,000,000	Voted 2016 Debt - Sanitary Sewer
WWTFs Instrumentation and Control (I&C) Integration and Programming #3	-	-	500,000	-	-	-	500,000	Voted 2019 Debt - Sanitary
WWTFs (I&C) Integration and Programming Team Part 4	-	-	-	-	500,000	500,000	1,000,000	Sanitary Sewer Enterprise (Unvoted)
60-05 SWWTP Sludge Dewatering Improvements	-	-	-	-	4,940,000	-	4,940,000	Sanitary Sewer Enterprise (Unvoted)
60-05 SWWTP Sludge Dewatering Improvements	-	1,330,000	2,280,000	-	-	-	3,610,000	Voted 2019 Debt - Sanitary
60-05 SWWTP Sludge Dewatering Improvements	-	-	-	-	19,000,000	-	19,000,000	WPCLF/OWDA
SWWTP Main Drain Pump Station	240,000	-	-	-	-	-	240,000	Voted 2016 Debt - Sanitary Sewer
SWWTP Main Drain Pump Station	3,000,000	-	-	-	-	-	3,000,000	WPCLF/OWDA
SWWTP Cogeneration Revised Capacity	-	-	-	1,300,000	2,858,000	1,400,000	5,558,000	Sanitary Sewer Enterprise (Unvoted)
SWWTP Cogeneration Revised Capacity	-	-	-	-	-	25,000,000	25,000,000	WPCLF/OWDA
SWWTP Digester Process Expansion, Phase II	-	2,339,000	4,705,000	-	-	-	7,044,000	Voted 2019 Debt - Sanitary
SWWTP Digester Process Expansion, Phase II	-	-	26,580,000	-	-	-	26,580,000	WPCLF/OWDA
SWWTP Post Aeration Diffuser Replacement	930,000	-	-	-	-	-	930,000	Voted 2016 Debt - Sanitary Sewer
SWWTP Post Aeration Diffuser Replacement	10,556,000	-	-	-	-	-	10,556,000	WPCLF/OWDA
SWWTP Effluent Sample Pump Station	-	-	-	300,000	-	-	300,000	Sanitary Sewer Enterprise (Unvoted)
SWWTP Effluent Sample Pump Station	-	110,000	154,000	-	-	-	264,000	Voted 2019 Debt - Sanitary
SWWTP Effluent Sample Pump Station	-	-	-	2,000,000	-	-	2,000,000	WPCLF/OWDA
SWWTP Power Monitoring System	-	240,000	245,000	-	-	-	485,000	Voted 2019 Debt - Sanitary
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)
SWWTP Power Systems Upgrades and Safety Improvements - Phase 1	-	620,000	710,000	-	-	-	1,330,000	Voted 2019 Debt - Sanitary
SWWTP Power Systems Upgrades and Safety Improvements - Phase 1	-	-	6,000,000	-	-	-	6,000,000	WPCLF/OWDA
WWTFs Phosphorus Removal & Recovery	-	-	-	-	1,667,800	2,339,000	4,006,800	Sanitary Sewer Enterprise (Unvoted)
WWTF Upgrade - General Program #5	-	-	800,000	800,000	800,000	800,000	3,200,000	Sanitary Sewer Enterprise (Unvoted)
WWTF Upgrade - General Program #5	800,000	800,000	-	-	-	-	1,600,000	Voted 2016 Debt - Sanitary Sewer
East & Far East Return Activated Sludge Sludge Control Bldg Electrical Imps	-	-	-	752,000	-	-	752,000	Sanitary Sewer Enterprise (Unvoted)
East & Far East Return Activated Sludge Sludge Control Bldg Electrical Imps	-	220,000	308,000	-	-	-	528,000	Voted 2019 Debt - Sanitary
East & Far East Return Activated Sludge Sludge Control Bldg Electrical Imps	-	-	-	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	3,240,000	-	-	-	-	-	3,240,000	Voted 2016 Debt - Sanitary Sewer
60-05 Compost Facility Odor Control Improvements	4,500,000	-	-	-	-	-	4,500,000	WPCLF/OWDA

Capital Improvements Program

2022 - 2027 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2022	2023	2024	2025	2026	2027	Total Budget	Funding Source
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	5,200,000	400,000	-	-	-	-	5,600,000	Voted 2016 Debt - Sanitary Sewer
Southerly Stormwater and Floodplain Improvements	-	5,000,000	-	-	-	-	5,000,000	WPCLF/OWDA
Southerly Stormwater and Floodplain Improvements, Phase 2	-	-	9,000,000	-	-	-	9,000,000	Sanitary Sewer Enterprise (Unvoted)
Southerly Stormwater and Floodplain Improvements, Phase 2	-	-	45,000,000	-	-	-	45,000,000	WPCLF/OWDA
Sanitary Sewer Lining Project	-	-	1,170,000	-	-	1,170,000	2,340,000	Sanitary Sewer Enterprise (Unvoted)
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	-	850,000	-	-	-	-	850,000	Voted 2019 Debt - Sanitary
2023 Annual Lining Contract	-	5,000,000	-	-	-	-	5,000,000	WPCLF/OWDA
2024 Annual Lining Contract	-	-	850,000	-	-	-	850,000	Voted 2019 Debt - Sanitary
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
2027 Annual Lining Contract	-	-	-	-	-	850,000	850,000	Sanitary Sewer Enterprise (Unvoted)
2027 Annual Lining Contract	-	-	-	-	-	5,000,000	5,000,000	WPCLF/OWDA
Sewer System Capacity Model update 2020	-	-	-	2,000,000	-	2,000,000	4,000,000	Sanitary Sewer Enterprise (Unvoted)
Sewer System Capacity Model update 2020	1,500,000	3,000,000	-	-	-	-	4,500,000	Voted 2016 Debt - Sanitary Sewer
Big Walnut Interceptor Lockbourne Subtrunk Canal Road Area	-	500,000	-	-	-	-	500,000	Voted 2019 Debt - Sanitary
Big Walnut Interceptor Lockbourne Subtrunk Canal Road Area	-	2,000,000	-	-	-	-	2,000,000	WPCLF/OWDA
Intermodal Sanitary Subtrunk Extension	1,750,000	-	-	-	-	-	1,750,000	Voted 2016 Debt - Sanitary Sewer
Intermodal Sanitary Subtrunk Extension - Phase 2	-	550,000	3,500,000	-	-	-	4,050,000	Voted 2019 Debt - Sanitary
Olentangy Main Trunk-Mt. Air	-	-	-	-	-	750,000	750,000	Sanitary Sewer Enterprise (Unvoted)
SMOC Inventory Control Consolidations	3,845,000	-	-	-	-	-	3,845,000	Voted 2016 Debt - Sanitary Sewer
Ohio State University Area Utility Easement Project	50,000	-	-	-	-	-	50,000	Voted 2016 Debt - Sanitary Sewer
60-05 Big Run/Hellbranch Subtrunk (Extension Reimbursement)	-	1,749,070	-	-	-	-	1,749,070	Voted 2019 Debt - Sanitary
DOSD Sanitary Pump Stations Evaluation and Upgrade	300,000	300,000	-	-	-	-	600,000	Voted 2016 Debt - Sanitary Sewer
DOSD Sanitary Pump Stations Evaluation and Upgrade	-	-	300,000	-	-	-	300,000	Voted 2019 Debt - Sanitary
DOSD Sanitary Pump Stations SA13 Evaluation & Upgrade	220,000	-	-	-	-	-	220,000	Voted 2016 Debt - Sanitary Sewer
DOSD Sanitary Pump Stations SA13 Evaluation & Upgrade	-	-	240,000	-	-	-	240,000	Voted 2019 Debt - Sanitary
DOSD Sanitary Pump Stations SA13 Evaluation & Upgrade	-	-	1,200,000	-	-	-	1,200,000	WPCLF/OWDA
DOSD Sanitary Pump Stations Construction	-	-	1,365,000	-	-	-	1,365,000	Voted 2019 Debt - Sanitary
DOSD Sanitary Pump Stations Construction	-	-	3,650,000	-	-	-	3,650,000	WPCLF/OWDA
Big Walnut Outfall (South) Rehabilitation	4,600,000	-	-	-	-	-	4,600,000	Voted 2016 Debt - Sanitary Sewer
Big Walnut Outfall (South) Rehabilitation	-	45,000,000	-	-	-	-	45,000,000	WPCLF/OWDA
Big Walnut Outfall (North) Rehabilitation	1,600,000	-	-	-	-	-	1,600,000	Voted 2016 Debt - Sanitary Sewer
Big Walnut Outfall (North) Rehabilitation	-	-	300,000	-	-	-	300,000	Voted 2019 Debt - Sanitary
Big Walnut Outfall (North) Rehabilitation	-	-	20,000,000	-	-	-	20,000,000	WPCLF/OWDA
Lower Olentangy Tunnel - Phase 1	-	-	-	6,000,000	-	-	6,000,000	Sanitary Sewer Enterprise (Unvoted)
Lower Olentangy Tunnel - Phase 1	-	7,500,000	6,500,000	-	-	-	14,000,000	Voted 2019 Debt - Sanitary
Large Diameter Sewer Rehabilitation - Alum Creek Trunk South Section/Deshler Tunnel-Alum Creek Interceptor Sewer/Truro Sewers	1,160,000	-	-	-	-	-	1,160,000	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	150,000	-	-	-	-	-	150,000	Voted 2016 Debt - Sanitary Sewer
OSIS Large Diameter Sewer Rehabilitation	-	6,000,000	-	-	-	-	6,000,000	WPCLF/OWDA
Large Diameter - Blacklick Creek Main Trunk	6,250,000	-	-	-	-	-	6,250,000	WPCLF/OWDA
Near North & East Area Large Diameter Assessment - Phase 2	6,500,000	-	-	-	-	-	6,500,000	WPCLF/OWDA
Near North & East Area Large Diameter Assessment - Phase 3	700,000	1,650,000	-	-	-	-	2,350,000	Voted 2016 Debt - Sanitary Sewer
Near North & East Area Large Diameter Assessment - Phase 3	-	-	8,150,000	-	-	-	8,150,000	WPCLF/OWDA
Near North & East Area Large Diameter Assessment - Phase 4	-	-	-	1,000,000	-	-	1,000,000	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	-	-	-	-	-	50,000	Voted 2016 Debt - Sanitary Sewer
Alum Creek Trunk (South) - Phase 2	-	-	848,283	-	-	-	848,283	Voted 2019 Debt - Sanitary
Alum Creek Trunk (South) - Phase 2	-	-	13,000,000	-	-	-	13,000,000	WPCLF/OWDA

2022 - 2027 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2022	2023	2024	2025	2026	2027	Total Budget	Funding Source
Alum Creek Trunk (South) - Phase 3	-	-	-	800,000	-	-	800,000	Sanitary Sewer Enterprise (Unvoted)
Alum Creek Trunk (South) - Phase 3	-	726,717	-	-	-	-	726,717	Voted 2019 Debt - Sanitary
Alum Creek Trunk (South) - Phase 3	-	-	-	-	10,000,000	-	10,000,000	WPCLF/OWDA
Blacklick Creek Sanitary Subtrunk Rehabilitation	640,000	-	-	-	-	-	640,000	Voted 2016 Debt - Sanitary Sewer
Blacklick Creek Sanitary Subtrunk Rehabilitation	-	-	562,000	-	-	-	562,000	Voted 2019 Debt - Sanitary
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	10,312,000	41,248,000	WPCLF/OWDA
Big Walnut Trunk South Rehabilitation	-	-	-	-	900,000	-	900,000	Sanitary Sewer Enterprise (Unvoted)
Big Walnut Trunk South Rehabilitation	-	-	2,000,000	-	-	-	2,000,000	Voted 2019 Debt - Sanitary
Big Walnut Trunk South Rehabilitation	-	-	-	-	20,000,000	-	20,000,000	WPCLF/OWDA
Blacklick Creek Main Trunk (South) Rehabilitation - Phase 2	-	-	-	350,000	-	-	350,000	Sanitary Sewer Enterprise (Unvoted)
Blacklick Creek Main Trunk (South) Rehabilitation - Phase 2	-	300,000	-	-	-	-	300,000	Voted 2016 Debt - Sanitary Sewer
Blacklick Creek Main Trunk (South) Rehabilitation - Phase 2	-	-	-	3,000,000	-	-	3,000,000	WPCLF/OWDA
Scioto Main Area Large Diameter Sewer Rehabilitation	-	-	-	600,000	-	-	600,000	Sanitary Sewer Enterprise (Unvoted)
Scioto Main Area Large Diameter Sewer Rehabilitation	-	-	50,000	-	-	-	50,000	Voted 2019 Debt - Sanitary
Scioto Main Area Large Diameter Sewer Rehabilitation	-	-	-	4,000,000	-	-	4,000,000	WPCLF/OWDA
Scioto Main North Large Diameter Sewer Rehabilitation	700,000	1,320,000	-	-	-	-	2,020,000	Voted 2016 Debt - Sanitary Sewer
Scioto Main North Large Diameter Sewer Rehabilitation	-	6,600,000	-	-	-	-	6,600,000	WPCLF/OWDA
West Side Trunk Rehab-Phase 2	1,200,000	-	-	-	-	-	1,200,000	Voted 2016 Debt - Sanitary Sewer
West Side Trunk Rehab-Phase 2	-	6,000,000	-	-	-	-	6,000,000	WPCLF/OWDA
Alum Creek Trunk - Middle (Phase D) Sewer Rehabilitation	-	-	1,480,000	-	-	-	1,480,000	Sanitary Sewer Enterprise (Unvoted)
Alum Creek Trunk - Middle (Phase D) Sewer Rehabilitation	1,380,000	-	-	-	-	-	1,380,000	Voted 2016 Debt - Sanitary Sewer
Alum Creek Trunk - Middle (Phase D) Sewer Rehabilitation	-	-	-	13,800,000	-	-	13,800,000	WPCLF/OWDA
Near North & East Large Diameter Assessment-Phase 5	-	-	-	800,000	-	-	800,000	Sanitary Sewer Enterprise (Unvoted)
Near North & East Large Diameter Assessment-Phase 5	-	-	-	-	8,000,000	-	8,000,000	WPCLF/OWDA
2022 General Construction Contract	1,150,000	-	-	-	-	-	1,150,000	Voted 2016 Debt - Sanitary Sewer
2023 General Construction Contract	-	1,150,000	-	-	-	-	1,150,000	Voted 2019 Debt - Sanitary
2024 General Construction Contract	-	-	1,150,000	-	-	-	1,150,000	Voted 2019 Debt - Sanitary
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)
2027 General Construction Contract	-	-	-	-	-	1,150,000	1,150,000	Sanitary Sewer Enterprise (Unvoted)
Third Ave Relief Sewer, Phase 3	3,331,000	-	-	-	-	-	3,331,000	WPCLF/OWDA
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	-	400,000	-	-	-	-	400,000	Voted 2016 Debt - Sanitary Sewer
SMOC SCADA Communication Network Modernization	-	2,000,000	-	-	-	-	2,000,000	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
Inflow Redirection - Markison	839,000	1,424,300	-	-	-	-	2,263,300	Voted 2016 Debt - Sanitary Sewer
Inflow Redirection - Markison	-	19,000,000	-	-	-	-	19,000,000	WPCLF/OWDA
Construction Administration Services 2020 to 2022	100,000	-	-	-	-	-	100,000	Voted 2016 Debt - Sanitary Sewer
Construction Administration Services 2023 to 2025	-	-	-	100,000	-	-	100,000	Sanitary Sewer Enterprise (Unvoted)
Construction Administration Services 2023 to 2025	-	250,000	-	-	-	-	250,000	Voted 2016 Debt - Sanitary Sewer
Construction Administration Services 2023 to 2025	-	-	100,000	-	-	-	100,000	Voted 2019 Debt - Sanitary
Construction Administration Services 2026 to 2028	-	-	-	-	250,000	100,000	350,000	Sanitary Sewer Enterprise (Unvoted)
DSR 103 Closure - 5th by Northwest Blueprint Area	-	-	-	95,251	-	-	95,251	Sanitary Sewer Enterprise (Unvoted)
Bulkhead of 10" pipe Worthington to Clintonville Main Trunk Sewer - Clintonville 2	-	-	-	-	23,351	-	23,351	Sanitary Sewer Enterprise (Unvoted)
DSR 177 Closure - Miller Kelton Blueprint Area	-	-	-	-	95,251	-	95,251	Sanitary Sewer Enterprise (Unvoted)
Flow Redirection - Plum Ridge	-	-	-	-	-	134,000	134,000	Sanitary Sewer Enterprise (Unvoted)

Capital Improvements Program

2022 - 2027 CAPITAL IMPROVEMENTS PROGRAM									
DEPARTMENT PROJECT	2022	2023	2024	2025	2026	2027	Total Budget	Funding Source	
West Franklinton Area Sewer Reconfiguration	750,000	-	-	-	-	-	750,000	Voted 2016 Debt - Sanitary Sewer	
West Franklinton Area Sewer Reconfiguration	-	-	600,000	-	-	-	600,000	Voted 2019 Debt - Sanitary	
West Franklinton Area Sewer Reconfiguration	-	-	-	6,000,000	-	-	6,000,000	WPCLF/OWDA	
Upsizing Sewer Pipes Project ID 2 Near South	190,000	-	-	-	-	-	190,000	Voted 2016 Debt - Sanitary Sewer	
Upsizing Sewer Pipes Project ID 2 Near South	-	1,200,000	-	-	-	-	1,200,000	WPCLF/OWDA	
Upsizing Sewer Pipes Project ID 3 Near South	45,000	-	-	-	-	-	45,000	Voted 2016 Debt - Sanitary Sewer	
Upsizing Sewer Pipes Project ID 3 Near South	440,000	-	-	-	-	-	440,000	WPCLF/OWDA	
Blueprint Hilltop - Palmetto/Westgate	2,000,000	-	-	-	-	-	2,000,000	WPCLF/OWDA	
Blueprint Hilltop - Eureka/Fremont	1,120,000	-	-	-	-	-	1,120,000	Voted 2016 Debt - Sanitary Sewer	
Blueprint Hilltop - Eureka/Fremont	8,060,000	-	-	-	-	-	8,060,000	WPCLF/OWDA	
Blueprint Miller Kelton - Newton/Bedford	-	1,000,000	-	-	-	-	1,000,000	WPCLF/OWDA	
Blueprint Miller Kelton - Kelton/Fairwood	5,304,500	-	-	-	-	-	5,304,500	WPCLF/OWDA	
Blueprint 5th Ave by Northwest - Northwest - Sunrise / Glenn	1,080,000	-	-	-	-	-	1,080,000	Voted 2016 Debt - Sanitary Sewer	
Blueprint 5th Ave by Northwest - Northwest - Sunrise / Glenn	6,500,000	-	-	-	-	-	6,500,000	WPCLF/OWDA	
Blueprint 5th Ave by Northwest - Edgemoor / Meadow	150,000	1,010,000	-	-	-	-	1,160,000	Voted 2016 Debt - Sanitary Sewer	
Blueprint 5th Ave by Northwest - Edgemoor / Meadow	-	4,776,000	-	-	-	-	4,776,000	WPCLF/OWDA	
Blueprint Winthrop / Milton Area Integrated Solutions	150,000	700,000	-	-	-	-	850,000	Voted 2016 Debt - Sanitary Sewer	
Blueprint Winthrop / Milton Area Integrated Solutions	-	3,700,000	-	-	-	-	3,700,000	WPCLF/OWDA	
Blueprint Dorris / Weber Area Integrated Solutions	-	860,000	-	-	-	-	860,000	Voted 2019 Debt - Sanitary	
Blueprint Dorris / Weber Area Integrated Solutions	-	6,800,000	-	-	-	-	6,800,000	WPCLF/OWDA	
Blueprint Fredonia / Piedmont Area Integrated Solutions	160,000	1,215,000	-	-	-	-	1,375,000	Voted 2016 Debt - Sanitary Sewer	
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 2019 Debt - Sanitary	
Blueprint Tulane / Findley Area Integrated Solutions	-	-	6,000,000	-	-	-	6,000,000	WPCLF/OWDA	
Blueprint Milford / Summit Area Integrated Solutions	25,000	437,091	-	-	-	-	462,091	Voted 2016 Debt - Sanitary Sewer	
Blueprint Milford / Summit Area Integrated Solutions	-	-	637,500	-	-	-	637,500	Voted 2019 Debt - Sanitary	
Blueprint Milford / Summit Area Integrated Solutions	-	-	4,250,000	-	-	-	4,250,000	WPCLF/OWDA	
Blueprint Olde 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	-	237,900	775,505	Sanitary Sewer Enterprise (Unvoted)	
Croswell / Beaumont Area Integrated Solutions	-	-	-	1,109,674	-	725,634	1,835,308	Sanitary Sewer Enterprise (Unvoted)	
Jeffrey / Sellers Area Integrated Solutions	-	-	-	1,327,418	-	705,000	2,032,418	Sanitary Sewer Enterprise (Unvoted)	
Blueprint Hilltop 4 - Highland / Harris	995,000	-	-	-	-	-	995,000	Voted 2016 Debt - Sanitary Sewer	
Blueprint Hilltop 4 - Highland / Harris	5,300,000	-	-	-	-	-	5,300,000	WPCLF/OWDA	
Green Infrastructure - Hilltop 2 Blueprint Area	-	-	-	-	-	3,606,972	3,606,972	Sanitary Sewer Enterprise (Unvoted)	
Blueprint W. Franklinton - Yale / Edwin	-	-	-	-	250,000	450,000	700,000	Sanitary Sewer Enterprise (Unvoted)	
Blueprint W. Franklinton - Yale / Edwin	-	-	500,000	-	-	-	500,000	Voted 2019 Debt - Sanitary	
Blueprint W. Franklinton - Yale / Edwin	-	-	-	-	-	3,000,000	3,000,000	WPCLF/OWDA	
Blueprint W. Franklinton - Green / Glenwood	-	-	-	-	200,000	500,000	700,000	Sanitary Sewer Enterprise (Unvoted)	
Blueprint W. Franklinton - Green / Glenwood	-	-	675,000	-	-	-	675,000	Voted 2019 Debt - Sanitary	
Blueprint W. Franklinton - Green / Glenwood	-	-	-	-	-	4,800,000	4,800,000	WPCLF/OWDA	
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 Palmetto / Westgate Permeable Pavers	10,000,000	-	-	-	-	-	10,000,000	WPCLF/OWDA	
Blueprint Hilltop 1 Eureka / Fremont Permeable Pavers	5,920,000	-	-	-	-	-	5,920,000	WPCLF/OWDA	
Astor / Bernhard Integrated Solutions	543,541	279,015	-	-	-	-	822,556	Voted 2016 Debt - Sanitary Sewer	
Astor / Bernhard Integrated Solutions	-	-	150,000	-	-	-	150,000	Voted 2019 Debt - Sanitary	
Astor / Bernhard Integrated Solutions	-	-	2,790,150	-	-	-	2,790,150	WPCLF/OWDA	
Thurston / Grimsby Integrated Solutions	290,529	140,610	-	-	-	-	431,139	Voted 2016 Debt - Sanitary Sewer	
Thurston / Grimsby Integrated Solutions	-	-	150,000	-	-	-	150,000	Voted 2019 Debt - Sanitary	
Thurston / Grimsby Integrated Solutions	-	-	1,406,100	-	-	-	1,406,100	WPCLF/OWDA	

2022 - 2027 CAPITAL IMPROVEMENTS PROGRAM									
DEPARTMENT PROJECT	2022	2023	2024	2025	2026	2027	Total Budget	Funding Source	
Gertrude / Lattimer Integrated Solutions	1,342,221	-	-	-	-	-	1,342,221	Voted 2016 Debt - Sanitary Sewer	
Gertrude / Lattimer Integrated Solutions	-	-	1,793,787	-	-	-	1,793,787	Voted 2019 Debt - Sanitary	
Gertrude / Lattimer Integrated Solutions	-	-	-	6,975,150	-	-	6,975,150	WPCLF/OWDA	
Plum Ridge Integrated Solutions	371,303	-	-	-	-	-	371,303	Voted 2016 Debt - Sanitary Sewer	
Plum Ridge Integrated Solutions	-	-	354,645	-	-	-	354,645	Voted 2019 Debt - Sanitary	
Plum Ridge Integrated Solutions	-	-	-	2,046,450	-	-	2,046,450	WPCLF/OWDA	
Blueprint Miller Kelton Newton / Bedford Permeable Pavers	900,000	-	-	-	-	-	900,000	Voted 2016 Debt - Sanitary Sewer	
Blueprint Miller Kelton Newton / Bedford Permeable Pavers	9,000,000	-	-	-	-	-	9,000,000	WPCLF/OWDA	
Blueprint Miller Kelton - Kent/Fairwood Permeable Pavers	7,500,000	-	-	-	-	-	7,500,000	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	-	-	-	-	3,600,000	-	3,600,000	WPCLF/OWDA	
Roof Redirection - Blueprint Clintonville 3 Project 3	-	-	-	-	540,000	-	540,000	Sanitary Sewer Enterprise (Unvoted)	
Roof Redirection - Blueprint Clintonville 3 Project 3	-	-	-	-	-	3,600,000	3,600,000	WPCLF/OWDA	
Roof Redirection - Blueprint Clintonville 3 Project 4	-	-	-	-	-	540,000	540,000	Sanitary Sewer Enterprise (Unvoted)	
Roof Redirection - Blueprint Clintonville 3 Project 4	-	-	-	-	-	3,600,000	3,600,000	WPCLF/OWDA	
Roof Redirection - Blueprint Clintonville 3 Project 5	-	-	-	-	-	540,000	540,000	Sanitary Sewer Enterprise (Unvoted)	
Roof Redirection - Blueprint Clintonville 3 Project 5	-	-	-	-	-	3,600,000	3,600,000	WPCLF/OWDA	
Roof Redirection - Blueprint Clintonville 3 Project 6	-	-	-	-	-	540,000	540,000	Sanitary Sewer Enterprise (Unvoted)	
Roof Redirection - Blueprint Clintonville 3 Project 6	-	-	-	-	-	3,600,000	3,600,000	WPCLF/OWDA	
Roof Redirection - Blueprint Clintonville 3 Project 7	-	-	-	-	-	540,000	540,000	Sanitary Sewer Enterprise (Unvoted)	
Roof Redirection - Blueprint Clintonville 3 Project 7	-	-	-	-	-	3,600,000	3,600,000	WPCLF/OWDA	
Roof Redirection - Blueprint Clintonville 3 Project 8	-	-	-	-	-	540,000	540,000	Sanitary Sewer Enterprise (Unvoted)	
Roof Redirection - Blueprint North Linden 1, Agler Berrell	761,000	-	-	-	-	-	761,000	Voted 2016 Debt - Sanitary Sewer	
Roof Redirection - Blueprint North Linden 1, Agler Berrell	5,000,000	-	-	-	-	-	5,000,000	WPCLF/OWDA	
Roof Redirection - Blueprint North Linden 1, Artane Parkwood	625,000	-	-	-	-	-	625,000	Voted 2016 Debt - Sanitary Sewer	
Roof Redirection - Blueprint North Linden 1, Artane Parkwood	6,250,000	-	-	-	-	-	6,250,000	WPCLF/OWDA	
Roof Redirection - Blueprint North Linden 1, Oakland Park Area 1	421,418	-	-	-	-	-	421,418	Voted 2016 Debt - Sanitary Sewer	
Roof Redirection - Blueprint North Linden 1, Oakland Park Area 1	2,809,450	-	-	-	-	-	2,809,450	WPCLF/OWDA	
Roof Redirection - Blueprint North Linden 1, Oakland Park Area 2	-	353,294	-	-	-	-	353,294	Voted 2019 Debt - Sanitary	
Roof Redirection - Blueprint North Linden 1, Oakland Park Area 2	-	3,532,944	-	-	-	-	3,532,944	WPCLF/OWDA	
Roof Redirection - Blueprint North Linden 1, Hudson McGuffey Area 1	-	472,535	-	-	-	-	472,535	Voted 2019 Debt - Sanitary	
Roof Redirection - Blueprint North Linden 1, Hudson McGuffey Area 1	-	3,150,233	-	-	-	-	3,150,233	WPCLF/OWDA	
Roof Redirection - Blueprint North Linden 1, Hudson McGuffey Area 2	-	472,535	-	-	-	-	472,535	Voted 2019 Debt - Sanitary	
Roof Redirection - Blueprint North Linden 1, Hudson McGuffey Area 2	-	3,150,233	-	-	-	-	3,150,233	WPCLF/OWDA	
Roof Redirection - Blueprint North Linden 1, Hudson McGuffey Area 3	-	472,535	-	-	-	-	472,535	Voted 2019 Debt - Sanitary	
Roof Redirection - Blueprint North Linden 1, Hudson McGuffey Area 3	-	3,150,233	-	-	-	-	3,150,233	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	
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	Voted 2019 Debt - Sanitary	
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	Voted 2019 Debt - Sanitary	
Blueprint Hilltop 1 Eureka / Fremont Roof Redirection Project 7	-	-	4,050,000	-	-	-	4,050,000	WPCLF/OWDA	

Capital Improvements Program

2022 - 2027 CAPITAL IMPROVEMENTS PROGRAM									
DEPARTMENT PROJECT	2022	2023	2024	2025	2026	2027	Total Budget	Funding Source	
Blueprint Hilltop 1 Eureka / Fremont Roof Redirection Project 8	-	-	607,500	-	-	-	607,500	Voted 2019 Debt - Sanitary	
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 New ton / Bedford Roof Redirection Project 1	-	-	525,000	-	-	-	525,000	Voted 2019 Debt - Sanitary	
Blueprint Miller-Kelton New ton / Bedford Roof Redirection Project 1	-	-	3,500,000	-	-	-	3,500,000	WPCLF/OWDA	
Blueprint Miller-Kelton New ton / Bedford Roof Redirection Project 2	-	-	525,000	-	-	-	525,000	Voted 2019 Debt - Sanitary	
Blueprint Miller-Kelton New ton / 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	
BP Near South Roof Redirection 1	-	-	-	-	-	519,829	519,829	Sanitary Sewer Enterprise (Unvoted)	
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)	
Lateral Lining - Blueprint Clintonville 3 Project 3	-	-	-	-	-	3,345,000	3,345,000	WPCLF/OWDA	
Lateral Lining - Blueprint Clintonville 3 Project 4	-	-	-	-	-	502,000	502,000	Sanitary Sewer Enterprise (Unvoted)	
Lateral Lining - Blueprint Clintonville 3 Project 4	-	-	-	-	-	3,345,000	3,345,000	WPCLF/OWDA	
Lateral Lining - Blueprint Clintonville 3 Project 5	-	-	-	-	-	502,000	502,000	Sanitary Sewer Enterprise (Unvoted)	
Lateral Lining - Blueprint Clintonville 3 Project 5	-	-	-	-	-	3,345,000	3,345,000	WPCLF/OWDA	
Lateral Lining - Blueprint Clintonville 3 Project 6	-	-	-	-	-	502,000	502,000	Sanitary Sewer Enterprise (Unvoted)	
Lateral Lining - Blueprint Clintonville 3 Project 6	-	-	-	-	-	3,345,000	3,345,000	WPCLF/OWDA	
Lateral Lining - Blueprint Clintonville 3 Project 7	-	-	-	-	-	502,000	502,000	Sanitary Sewer Enterprise (Unvoted)	
Lateral Lining - Blueprint Clintonville 3 Project 7	-	-	-	-	-	3,345,000	3,345,000	WPCLF/OWDA	
Lateral Lining - Blueprint Clintonville 3 Project 8	-	-	-	-	-	502,000	502,000	Sanitary Sewer Enterprise (Unvoted)	
Lateral Lining - Blueprint North Linden 1, Agler Berrell	706,388	-	-	-	-	-	706,388	Voted 2016 Debt - Sanitary Sewer	
Lateral Lining - Blueprint North Linden 1, Agler Berrell	4,709,250	-	-	-	-	-	4,709,250	WPCLF/OWDA	
Lateral Lining - Blueprint North Linden 1, Artane Parkwood	-	-	-	413,741	-	-	413,741	Sanitary Sewer Enterprise (Unvoted)	
Lateral Lining - Blueprint North Linden 1, Oakland Park Medina	782,633	-	-	-	-	-	782,633	Voted 2016 Debt - Sanitary Sewer	
Lateral Lining - Blueprint North Linden 1, Oakland Park Medina	5,217,550	-	-	-	-	-	5,217,550	WPCLF/OWDA	
Lateral Lining - Blueprint North Linden 1, Hudson McGuffey	-	1,316,348	-	-	-	-	1,316,348	Voted 2019 Debt - Sanitary	
Lateral Lining - Blueprint North Linden 1, Hudson McGuffey	-	8,755,650	-	-	-	-	8,755,650	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	-	-	-	2,758,275	-	-	2,758,275	WPCLF/OWDA	
Blueprint Hilltop 1 Palmetto / Westgate Lateral Lining Project 1	-	570,000	-	-	-	-	570,000	Voted 2019 Debt - Sanitary	
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	Voted 2019 Debt - Sanitary	
Blueprint Hilltop 1 Palmetto / Westgate Lateral Lining Project 2	-	3,800,000	-	-	-	-	3,800,000	WPCLF/OWDA	
Blueprint Hilltop 1 Palmetto / Westgate Lateral Lining Project 3	-	570,000	-	-	-	-	570,000	Voted 2019 Debt - Sanitary	
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	Voted 2019 Debt - Sanitary	
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	Voted 2019 Debt - Sanitary	
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	Voted 2019 Debt - Sanitary	
Blueprint Hilltop 1 Eureka / Fremont Lateral Lining Project 6	-	-	3,800,000	-	-	-	3,800,000	WPCLF/OWDA	

2022 - 2027 CAPITAL IMPROVEMENTS PROGRAM									
DEPARTMENT PROJECT	2022	2023	2024	2025	2026	2027	Total Budget	Funding Source	
Blueprint Hilltop 1 Eureka / Fremont Lateral Lining Project 7	-	-	570,000	-	-	-	570,000	Voted 2019 Debt - Sanitary	
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	Voted 2019 Debt - Sanitary	
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	Voted 2019 Debt - Sanitary	
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	Voted 2019 Debt - Sanitary	
Blueprint Miller-Kelton Newton / Bedford Lateral Lining Project 2	-	-	3,250,000	-	-	-	3,250,000	WPCLF/OWDA	
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	
Blueprint Miller-Kelton Fairwood / Kent Lateral Lining Project 4	-	-	-	487,500	-	-	487,500	Sanitary Sewer Enterprise (Unvoted)	
Blueprint Miller-Kelton Fairwood / Kent Lateral Lining Project 4	-	-	-	3,250,000	-	-	3,250,000	WPCLF/OWDA	
BP Near South Lateral Lining 1	-	-	-	-	-	482,698	482,698	Sanitary Sewer Enterprise (Unvoted)	
Mainline Lining - Clintonville 2 Blueprint Area	-	-	-	440,000	440,000	-	880,000	Sanitary Sewer Enterprise (Unvoted)	
Mainline Lining - Clintonville 2 Blueprint Area	-	-	-	5,788,486	-	-	5,788,486	WPCLF/OWDA	
Mainline Lining - Hilltop 2 Blueprint Area	-	-	-	-	1,145,250	-	1,145,250	Sanitary Sewer Enterprise (Unvoted)	
Mainline Lining - Hilltop 2 Blueprint Area	-	-	-	-	-	7,635,302	7,635,302	WPCLF/OWDA	
Mainline Lining - James Livingston 5 Blueprint Area	-	-	13,689,481	-	-	-	13,689,481	WPCLF/OWDA	
Mainline Lining - Plum Ridge Blueprint Area	-	-	126,717	-	-	-	126,717	Sanitary Sewer Enterprise (Unvoted)	
Mainline Lining - Plum Ridge Blueprint Area	-	126,717	1,344,423	-	-	-	1,471,140	Voted 2019 Debt - Sanitary	
Mainline Lining - Plum Ridge Blueprint Area	-	-	2,289,096	-	-	-	2,289,096	WPCLF/OWDA	
Volunteer Sump Pump Program - Clintonville 2 Blueprint Area	-	-	-	-	-	7,544,863	7,544,863	Sanitary Sewer Enterprise (Unvoted)	
Volunteer Sump Pump Program - Blueprint North Linden 1, Phase 3	-	1,388,625	-	-	-	-	1,388,625	Voted 2019 Debt - Sanitary	
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	925,750	-	-	-	-	-	925,750	Voted 2016 Debt - Sanitary Sewer	
Volunteer Sump Pump Program - Blueprint Clintonville 3 Project 2	-	-	2,379,178	-	-	-	2,379,178	Sanitary Sewer Enterprise (Unvoted)	
Volunteer Sump Pump Program - Blueprint Clintonville 3 Project 3	-	-	-	-	-	2,379,178	2,379,178	Sanitary Sewer Enterprise (Unvoted)	
Volunteer Sump Pumps - Clintonville 1, Phase 4	917,700	-	-	-	-	-	917,700	Voted 2016 Debt - Sanitary Sewer	
Volunteer Sump Pump Program - Blueprint 5th by Northwest	-	-	-	-	462,875	-	462,875	Sanitary Sewer Enterprise (Unvoted)	
Volunteer Sump Pump Program - Blueprint Hilltop 4, Phase 1	462,875	-	-	-	-	-	462,875	Voted 2016 Debt - Sanitary Sewer	
Volunteer Sump Pump Program - Blueprint Hilltop 4, Phase 2	-	805,000	-	-	-	805,000	805,000	Sanitary Sewer Enterprise (Unvoted)	
Volunteer Sump Pump Program - Blueprint Hilltop 4, Phase 2	-	-	-	-	-	-	805,000	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 West Franklinton, Phase 2	-	-	-	-	-	120,750	120,750	Sanitary Sewer Enterprise (Unvoted)	
Volunteer Sump Pump Program - Blueprint West Franklinton, Phase 2	-	120,750	-	-	-	-	120,750	Voted 2016 Debt - Sanitary Sewer	
Volunteer Sump Pump Program - Blueprint James Livingston 5, Phase 1	-	271,314	-	-	-	-	271,314	Voted 2016 Debt - Sanitary Sewer	
Volunteer Sump Pump Program - Blueprint James Livingston 5, Phase 1	-	829,986	-	-	-	-	829,986	Voted 2019 Debt - Sanitary	
Volunteer Sump Pump Program - Blueprint James Livingston 5, Phase 2	-	-	-	1,388,625	-	-	1,388,625	Sanitary Sewer Enterprise (Unvoted)	
Volunteer Sump Pump Program - Blueprint James Livingston 5, Phase 3	-	-	-	-	-	1,758,925	1,758,925	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	-	-	2,700,000	2,700,000	1,900,000	1,100,000	8,400,000	Sanitary Sewer Enterprise (Unvoted)	
Blueprint Professional Construction Management Services	-	1,600,000	-	-	-	-	1,600,000	Voted 2019 Debt - Sanitary	
Blueprint Linden 1 Professional Construction Management Services	-	1,200,000	-	-	-	-	1,200,000	Voted 2019 Debt - Sanitary	
Blueprint Hilltop/Miller Kelton Professional Construction Management Services	800,000	1,100,000	-	-	-	-	1,900,000	Voted 2016 Debt - Sanitary Sewer	

Capital Improvements Program

2022 - 2027 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2022	2023	2024	2025	2026	2027	Total Budget	Funding Source
Scioto Main Sanitary Pump Stations	5,100,000	-	-	-	-	-	5,100,000	Voted 2016 Debt - Sanitary Sewer
Scioto Main Sanitary Pump Stations	12,500,000	-	-	-	-	-	12,500,000	WPCLF/OWDA
Scioto Main Sanitary Trunk Sewer Rehabilitation	100,000	1,784,000	-	-	-	-	1,884,000	Voted 2016 Debt - Sanitary Sewer
Scioto Main Sanitary Trunk Sewer Rehabilitation	-	22,300,000	-	-	-	-	22,300,000	WPCLF/OWDA
Meeklynn Drive Area Sanitary Sewer	1,500,000	-	-	-	-	-	1,500,000	WPCLF/OWDA
HSTS Elimination Program	-	-	-	500,000	1,000,000	500,000	2,000,000	Sanitary Sewer Enterprise (Unvoted)
HSTS Elimination Program	-	-	-	-	2,000,000	2,000,000	4,000,000	WPCLF/OWDA
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	12,500	-	-	-	-	-	12,500	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	-	-	120,000	-	-	-	120,000	Sanitary Sewer Enterprise (Unvoted)
Olentangy River Rd / Snouffer Rd HSTS Elimination Project	200,000	100,000	-	-	-	-	300,000	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	-	150,000	560,000	-	-	-	710,000	Voted 2019 Debt - Sanitary
Sunbury Rd / Mock Rd HSTS Elimination Project	-	4,000,000	-	-	-	-	4,000,000	WPCLF/OWDA
Spangler Rd / Williams Rd HSTS Elimination Project	-	-	-	270,000	-	-	270,000	Sanitary Sewer Enterprise (Unvoted)
Spangler Rd / Williams Rd HSTS Elimination Project	-	270,000	100,000	-	-	-	370,000	Voted 2019 Debt - Sanitary
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
CLINTON SEWER DISTRICT NUMBER 3 TRUNK SEWER SIPHON UPGRADE	1,750,000	-	-	-	-	-	1,750,000	Voted 2016 Debt - Sanitary Sewer
DOSD Specialized Vehicle/Equipment	1,595,000	-	-	-	-	-	1,595,000	Voted 2016 Debt - Sanitary Sewer
Subtotal - SANITARY SEWERS	\$ 285,926,670	\$ 340,681,235	\$ 317,760,798	\$ 294,433,227	\$ 272,746,966	\$ 188,789,051	\$ 1,700,337,947	
ELECTRICITY								
60 URF Funded Street Lighting Projects (Urban Infrastructure Recovery Fund)	\$ 505,000	\$ 505,000	\$ 505,000	\$ 505,000	\$ 505,000	\$ 505,000	\$ 3,030,000	Councilmanic SIT Supported
DOP Streetlight Program	-	-	-	-	-	1,000,000	1,000,000	Electricity Enterprise (Unvoted)
Conversion to 3 Wire	-	-	300,000	300,000	-	-	600,000	Electricity Enterprise (Unvoted)
Conversion to 3 Wire	300,000	300,000	-	-	-	-	600,000	Voted 2016 Debt - Electricity
Jackson Pike Substation DT-2M Transformer	-	-	-	-	956,738	-	956,738	Electricity Enterprise (Unvoted)
Jackson Pike Substation DT-2M Transformer	-	-	-	-	543,262	-	543,262	Voted 2019 Debt - Electricity
Jackson Pike Substation DT-1E Transformer Replacement	-	-	-	1,500,000	-	-	1,500,000	Voted 2019 Debt - Electricity
Furnace St. Substation DT-1 Transformer Replacement	-	-	-	-	-	1,250,000	1,250,000	Electricity Enterprise (Unvoted)
Voltage Conversion - 2025	-	-	-	1,000,000	-	-	1,000,000	Voted 2019 Debt - Electricity
Voltage Conversion - 2026	-	-	-	-	1,000,000	-	1,000,000	Electricity Enterprise (Unvoted)
Voltage Conversion - 2027	-	-	-	-	-	1,000,000	1,000,000	Electricity Enterprise (Unvoted)
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	Voted 2019 Debt - Electricity
Circuit 14043 Reliability Improvements - Phase 2	-	-	-	2,300,000	-	-	2,300,000	Voted 2019 Debt - Electricity
Circuit 7221 Reliability Improvements	-	-	-	-	2,500,000	-	2,500,000	Electricity Enterprise (Unvoted)
Fitzroy & Morse Rd Street Lighting	-	-	-	-	116,800	-	116,800	Voted 2019 Debt - Electricity
Clime Rd. Street Lighting	-	250,000	-	-	-	-	250,000	Voted 2016 Debt - Electricity
Clime Rd. Street Lighting	-	-	-	550,000	-	-	550,000	Voted 2019 Debt - Electricity
Saw mill Road Streetlighting	100,000	-	-	-	-	-	100,000	Voted 2016 Debt - Electricity
Saw mill Road Streetlighting	-	-	700,000	-	-	-	700,000	Voted 2019 Debt - Electricity
Westerville Road Street Lighting	-	-	-	-	-	444,000	444,000	Electricity Enterprise (Unvoted)
Smoky Row Street Lighting	-	-	-	-	-	636,540	636,540	Electricity Enterprise (Unvoted)
GENERAL ENGINEERING CONTRACT 2019 - 2022	150,000	150,000	-	-	-	-	300,000	Voted 2016 Debt - Electricity
GENERAL ENGINEERING CONTRACT 2022-2025	-	-	150,000	150,000	150,000	-	450,000	Voted 2019 Debt - Electricity
2020 - 2022 - General CA/CI - Power	100,000	100,000	-	-	-	-	200,000	Voted 2016 Debt - Electricity
2023 - 2025 - General CA/CI - Power	-	-	-	-	-	100,000	100,000	Electricity Enterprise (Unvoted)
2023 - 2025 - General CA/CI - Power	-	-	100,000	100,000	100,000	-	300,000	Voted 2019 Debt - Electricity
Circuit 237 Street Lighting Improvement Upgrade	-	-	-	-	-	1,785,172	1,785,172	Electricity Enterprise (Unvoted)

2022 - 2027 CAPITAL IMPROVEMENTS PROGRAM									
DEPARTMENT PROJECT	2022	2023	2024	2025	2026	2027	Total Budget	Funding Source	
Smart Lighting Phase Two	3,100,000	-	-	-	-	-	3,100,000	Voted 2016 Debt - Electricity	
Smart Lighting Phase Three	-	400,000	-	-	-	-	400,000	Voted 2016 Debt - Electricity	
Smart Lighting Phase Three	-	-	3,100,000	-	-	-	3,100,000	Voted 2019 Debt - Electricity	
Smart Lighting Phase Four	400,000	-	-	-	-	-	400,000	Voted 2016 Debt - Electricity	
Smart Lighting Phase Four	-	-	-	3,100,000	-	-	3,100,000	Voted 2019 Debt - Electricity	
Smart Lighting Phase Five	-	-	400,000	-	3,100,000	-	3,500,000	Voted 2019 Debt - Electricity	
Smart Lighting Phase Six	-	-	-	-	-	3,100,000	3,100,000	Electricity Enterprise (Unvoted)	
Smart Lighting Phase Six	-	-	-	400,000	-	-	400,000	Voted 2019 Debt - Electricity	
Substation Relay Upgrades	200,000	200,000	-	-	-	-	400,000	Voted 2016 Debt - Electricity	
SCADA System Replacement	380,000	-	-	-	-	-	380,000	Voted 2016 Debt - Electricity	
Circuit 576 Street Lighting Improvements	-	-	-	120,000	1,000,000	-	1,120,000	Voted 2019 Debt - Electricity	
Circuit 577 Street Lighting Improvements	-	-	180,000	900,000	-	-	1,080,000	Voted 2019 Debt - Electricity	
Circuit 23 Street Lighting Improvements	-	-	-	85,000	750,000	-	835,000	Voted 2019 Debt - Electricity	
McNaughton Road Street Lights	-	-	100,000	745,000	-	-	845,000	Voted 2019 Debt - Electricity	
Noe Bixby Road Street Lights	550,000	-	-	-	-	-	550,000	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 2016 Debt - Electricity	
Circuit 157 Street Lighting Improvements	850,000	-	-	-	-	-	850,000	Voted 2016 Debt - Electricity	
Circuits 128 and 80 Street Lighting Improvements	460,000	-	-	-	-	-	460,000	Voted 2016 Debt - Electricity	
Circuits 574 and 772 Street Lighting Improvements	-	135,000	1,035,000	-	-	-	1,170,000	Voted 2019 Debt - Electricity	
Jackson Pkce Substation Modernization	-	3,580,000	-	-	-	-	3,580,000	Voted 2016 Debt - Electricity	
Jackson Pkce Substation Modernization	-	89,938	-	-	-	-	89,938	Voted 2019 Debt - Electricity	
Small Circuit Streetlight Replacement	225,000	-	-	-	-	-	225,000	Voted 2016 Debt - Electricity	
Subtotal - ELECTRICITY	\$ 7,960,000	\$ 9,599,938	\$ 8,870,000	\$ 11,755,000	\$ 10,721,800	\$ 9,820,712	\$ 58,727,450		
WATER									
Misc. Erosion Control	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	200,000	Voted 2019 Debt - Water	
Misc. Erosion Control	-	-	-	1,000,000	1,000,000	1,000,000	3,000,000	Water Enterprise (Unvoted)	
Misc. Erosion Control - Hoover (Weiss Road)	500,000	-	-	-	-	-	500,000	Voted 2016 Debt - Water	
Miscellaneous Water Facilities	100,000	-	-	-	-	-	100,000	Voted 2016 Debt - Water	
Miscellaneous Water Facilities	-	100,000	100,000	-	-	-	200,000	Voted 2019 Debt - Water	
Miscellaneous Water Facilities	-	-	-	100,000	100,000	100,000	300,000	Water Enterprise (Unvoted)	
Indianola Facility Improvements	-	1,500,000	21,200,000	-	-	-	22,700,000	Voted 2019 Debt - Water	
Distribution Maintenance Area Imp's	-	400,000	-	-	-	-	400,000	Voted 2019 Debt - Water	
910 Dublin Road Garage Roof Replacement	-	1,500,000	-	-	-	-	1,500,000	Voted 2019 Debt - Water	
Rinehart Public Utilities Complex Exterior Site Improvements - Ph. 2	-	-	-	500,000	-	6,800,000	7,300,000	Water Enterprise (Unvoted)	
Water Main Rehabilitation	5,550,000	-	-	-	-	-	5,550,000	Voted 2016 Debt - Water	
Water Main Rehabilitation	-	4,000,000	4,000,000	-	-	-	8,000,000	Voted 2019 Debt - Water	
Water Main Rehabilitation	-	-	-	20,000,000	23,000,000	23,000,000	66,000,000	WSRLA Loan	
Water Main Rehabilitation	-	-	-	12,000,000	12,000,000	12,000,000	36,000,000	Water Enterprise (Unvoted)	
Atwood Terrace Area WL Imp's	400,000	-	-	-	-	-	400,000	Voted 2016 Debt - Water	
Atwood Terrace Area WL Imp's	3,500,000	-	-	-	-	-	3,500,000	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	
Homestead Drive Area Water Line Improvements (fka #59)	400,000	-	-	-	-	-	400,000	Voted 2016 Debt - Water	
Homestead Drive Area Water Line Improvements (fka #59)	3,800,000	-	-	-	-	-	3,800,000	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)	3,500,000	-	-	-	-	-	3,500,000	WSRLA Loan	
Livingston Ave Phase B W.L. Imp's	-	100,000	-	-	-	-	100,000	Voted 2019 Debt - Water	
Transite Pipe Replacement	3,950,000	-	-	-	-	-	3,950,000	Voted 2016 Debt - Water	
Manchester Avenue WL Imp's	150,000	-	-	-	-	-	150,000	Voted 2016 Debt - Water	
Manchester Avenue WL Imp's	1,000,000	-	-	-	-	-	1,000,000	WSRLA Loan	

Capital Improvements Program

2022 - 2027 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2022	2023	2024	2025	2026	2027	Total Budget	Funding Source
Sunrise Glenn WL Imp's	465,000	-	-	-	-	-	465,000	Voted 2016 Debt - Water
New ton/Bedford WL Imp's	-	500,000	-	-	-	-	500,000	WSRLA Loan
Brixham Rd. WL Imp's	-	450,000	-	-	-	-	450,000	Voted 2019 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 2019 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
Norris Drive Area Water Line Imp's	450,000	-	-	-	-	-	450,000	Voted 2016 Debt - Water
Norris Drive Area Water Line Imp's	-	3,000,000	-	-	-	-	3,000,000	WSRLA Loan
Riverview Drive Area Water Line Imp's	-	450,000	-	-	-	-	450,000	Voted 2019 Debt - Water
Riverview Drive Area Water Line Imp's	-	3,000,000	-	-	-	-	3,000,000	WSRLA Loan
Saw mill Place Blvd. Area WL Imp's	-	450,000	-	-	-	-	450,000	Voted 2019 Debt - Water
Saw mill Place Blvd. Area WL Imp's	-	3,000,000	-	-	-	-	3,000,000	WSRLA Loan
Wellington Blvd Area Water Line Imp's	300,000	450,000	-	-	-	-	750,000	Voted 2016 Debt - Water
Wellington Blvd Area Water Line Imp's	-	-	-	3,000,000	-	-	3,000,000	WSRLA Loan
Lee Ellen Place Area Water Line Imp's	300,000	450,000	-	-	-	-	750,000	Voted 2016 Debt - Water
Lee Ellen Place Area Water Line Imp's	-	3,000,000	-	-	-	-	3,000,000	WSRLA Loan
Bluefield Drive Area Water Line Imp's	300,000	450,000	-	-	-	-	750,000	Voted 2016 Debt - Water
Bluefield Drive Area Water Line Imp's	-	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	-	-	3,000,000	-	-	-	3,000,000	WSRLA Loan
Project No. 71 W.M. Replacement	-	-	450,000	-	-	-	450,000	Water Enterprise (Unvoted)
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
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 2019 Debt - Water
Eureka-Fremont Area Water Line Improvements	1,500,000	-	-	-	-	-	1,500,000	WSRLA Loan
Kent-Fairwood Area Water Line Improvements	1,000,000	-	-	-	-	-	1,000,000	WSRLA Loan
Palmetto/Westgate Water Line Improvements	2,000,000	-	-	-	-	-	2,000,000	WSRLA Loan
Cassady Ave. Water Line Improvements	-	460,000	-	-	-	-	460,000	Voted 2019 Debt - Water
Moler St Area WL Improvements	-	200,000	-	-	-	-	200,000	Voted 2019 Debt - Water
English Way Water Line Imp's	200,000	-	-	-	-	-	200,000	Voted 2016 Debt - Water
O'Shaughnessy Dam FERC Independent Consultant Review	450,000	-	-	-	-	-	450,000	Voted 2016 Debt - Water
O'Shaughnessy Dam 9th FERC Independent Consultant Review	-	-	100,000	-	-	-	100,000	Voted 2019 Debt - Water
O'Shaughnessy Dam 9th FERC Independent Consultant Review	-	-	-	100,000	-	-	100,000	Water Enterprise (Unvoted)

2022 - 2027 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2022	2023	2024	2025	2026	2027	Total Budget	Funding Source
DRWP Miscellaneous Improvements	150,700	125,000	-	-	-	-	275,700	Voted 2016 Debt - Water
DRWP Miscellaneous Improvements	-	-	125,000	150,000	150,000	150,000	575,000	Water Enterprise (Unvoted)
DRWP Misc. Imp's - Exterior Door and Window Replacement	-	-	1,500,000	-	-	-	1,500,000	Water Enterprise (Unvoted)
DRWP Misc. Imp's - Educational Signage & Displays	-	-	250,000	-	-	-	250,000	Voted 2019 Debt - Water
DRWP Misc. Imp's - Basin Clarifier Rehab	1,400,000	-	-	-	-	-	1,400,000	Voted 2016 Debt - Water
HCWP Misc. Improvements	125,000	125,000	-	-	-	-	250,000	Voted 2016 Debt - Water
HCWP Misc. Improvements	-	-	125,000	-	-	-	125,000	Voted 2019 Debt - Water
HCWP Misc. Improvements	-	-	-	150,000	150,000	150,000	450,000	Water Enterprise (Unvoted)
HCWP Misc Imp's - Raw Water Screen Replacement	-	-	-	-	-	4,000,000	4,000,000	WSRLA Loan
HCWP Misc Imp's - Raw Water Screen Replacement	-	-	-	600,000	-	600,000	1,200,000	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	Water Enterprise (Unvoted)
PAWP Facility Misc. Improvements	125,000	125,000	-	-	-	-	250,000	Voted 2016 Debt - Water
PAWP Facility Misc. Improvements	-	-	125,000	-	-	-	125,000	Voted 2019 Debt - Water
PAWP Facility Misc. Improvements	-	-	-	5,000,000	150,000	150,000	5,300,000	Water Enterprise (Unvoted)
PAWP Misc. Imp's - Control Room Renovation	-	350,000	-	-	-	-	350,000	Voted 2019 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	-	-	750,000	-	-	-	750,000	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
McKinley Avenue Quarry Misc. Improvements 2021	1,000,000	-	-	-	-	-	1,000,000	Voted 2016 Debt - Water
Automatic Meter Reading	1,900,000	1,900,000	-	-	-	-	3,800,000	Voted 2016 Debt - Water
Automatic Meter Reading	-	-	1,900,000	-	-	-	1,900,000	Voted 2019 Debt - Water
Automatic Meter Reading - Equipment 2019	30,000,000	-	-	-	-	-	30,000,000	WSRLA Loan
Watershed Roadway Improvements - Part 5	175,000	250,000	-	-	-	-	425,000	Voted 2016 Debt - Water
Watershed Roadway Improvements - Part 5	-	-	50,000	-	-	-	50,000	Water Enterprise (Unvoted)
Watershed Roadway Improvements - Part 6	-	-	-	-	750,000	-	750,000	Water Enterprise (Unvoted)
HCWP Basin Concrete Rehab.	-	1,500,000	-	-	-	-	1,500,000	Voted 2019 Debt - Water
HCWP Pump Improvements	200,000	225,000	-	-	-	-	425,000	Voted 2016 Debt - Water
HCWP Pump Improvements	-	-	225,000	-	-	-	225,000	Voted 2019 Debt - Water
HCWP Pump Improvements	-	-	-	225,000	225,000	225,000	675,000	Water Enterprise (Unvoted)
Water Meter Renewal	200,000	200,000	-	-	-	-	400,000	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	2,500,000	7,500,000	Water Enterprise (Unvoted)
Valve Renewal Program	-	2,000,000	-	-	-	-	2,000,000	Voted 2019 Debt - Water
Valve Renewal Program	-	-	-	2,000,000	-	2,000,000	4,000,000	Water Enterprise (Unvoted)
Watershed Misc. Improv. Facilities	125,000	125,000	-	-	-	-	250,000	Voted 2016 Debt - Water
Watershed Misc. Improv. Facilities	-	-	125,000	-	-	-	125,000	Voted 2019 Debt - Water
Watershed Misc. Improv. Facilities	-	-	-	125,000	125,000	125,000	375,000	Water Enterprise (Unvoted)
Hoover Dam Imp's - Part 2	300,000	700,000	-	-	-	-	1,000,000	Voted 2016 Debt - Water
Hoover Dam Imp's - Part 2	-	-	7,800,000	-	-	-	7,800,000	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	Voted 2019 Debt - Water
Watershed Protection Easements	-	-	-	50,000	50,000	-	100,000	Water Enterprise (Unvoted)
O'Shaughnessy Hydroelectric Imps	1,687,186	-	-	-	-	-	1,687,186	Voted 2016 Debt - Water
Gen1 Eng Svcs - Supply Group 2021A	400,000	400,000	-	-	-	-	800,000	Voted 2016 Debt - Water
Gen1 Eng Svcs - Supply Group 2021A	-	-	400,000	-	-	-	400,000	Voted 2019 Debt - Water
Gen1 Eng Svcs - Supply Group 2021B	400,000	400,000	-	-	-	-	800,000	Voted 2016 Debt - Water
Gen1 Eng Svcs - Supply Group 2021B	-	-	400,000	-	-	-	400,000	Voted 2019 Debt - Water
Gen1 Eng Svcs - Supply Group 2024A	-	-	450,000	-	-	-	450,000	Voted 2019 Debt - Water
Gen1 Eng Svcs - Supply Group 2024A	-	-	-	450,000	450,000	-	900,000	Water Enterprise (Unvoted)
Gen1 Eng Svcs - Supply Group 2024B	-	-	450,000	-	-	-	450,000	Voted 2019 Debt - Water
Gen1 Eng Svcs - Supply Group 2024B	-	-	-	450,000	450,000	-	900,000	Water Enterprise (Unvoted)

Capital Improvements Program

2022 - 2027 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2022	2023	2024	2025	2026	2027	Total Budget	Funding Source
O'Shaughnessy Gatehouse Misc. Imp.'s	1,500,000	-	-	-	-	-	1,500,000	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	Voted 2019 Debt - Water
Misc. Booster Station and Water Tank Imp's	-	-	-	1,000,000	1,000,000	1,000,000	3,000,000	Water Enterprise (Unvoted)
Water Storage Tank Painting	3,500,000	3,500,000	-	-	-	-	7,000,000	Voted 2016 Debt - Water
Water Storage Tank Painting	-	-	1,500,000	-	-	-	1,500,000	Voted 2019 Debt - Water
Water Storage Tank Painting	-	-	-	1,000,000	2,000,000	2,000,000	5,000,000	Water Enterprise (Unvoted)
Security Enhancements - HCWP	-	-	-	-	-	5,000,000	5,000,000	Water Enterprise (Unvoted)
HCWP Hypochlorite Disinfection Improvements	17,000,000	-	-	-	-	-	17,000,000	WSRLA Loan
PAWP Hypochlorite Disinfection Improvements	15,000,000	-	-	-	-	-	15,000,000	WSRLA Loan
HCWP Window Replacement	-	-	-	-	-	550,000	550,000	Water Enterprise (Unvoted)
Fourth Water Plant Quarry Land Acquisition	6,000,000	-	-	-	-	-	6,000,000	Voted 2016 Debt - Water
Fourth Water Plant Transmission Main	6,910,000	-	-	-	-	-	6,910,000	Voted 2013 Debt - Water
Fourth Water Plant Transmission Main	90,000	-	-	-	-	-	90,000	Voted 2016 Debt - Water
Fourth Water Plant Transmission Main	-	-	3,500,000	-	-	-	3,500,000	Voted 2019 Debt - Water
Fourth Water Plant Transmission Main	-	-	-	-	70,000,000	-	70,000,000	WSRLA Loan
Fourth Water Plant Transmission Main	-	-	-	-	10,500,000	-	10,500,000	Water Enterprise (Unvoted)
HCWP Sludge Line Replacement - Part 2	-	-	-	-	-	750,000	750,000	Water Enterprise (Unvoted)
Water Main Repair	-	1,250,000	-	-	-	-	1,250,000	Voted 2019 Debt - Water
Water Main Repair	-	-	-	1,250,000	-	1,250,000	2,500,000	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	Water Enterprise (Unvoted)
DRWP Laboratory Upgrades	-	-	-	-	-	-	2,000,000	WSRLA Loan
DRWP Central Maintenance Shop	-	-	500,000	-	-	-	500,000	Voted 2019 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	2,500,000	Water Enterprise (Unvoted)
Gen1 Engineering Services - Distribution Group	-	600,000	600,000	-	-	-	1,200,000	Voted 2019 Debt - Water
Gen1 Engineering Services - Distribution Group	-	-	-	600,000	600,000	600,000	1,800,000	Water Enterprise (Unvoted)
2020 - 2022 Gen1 Engineering Services - Distribution Group	600,000	-	-	-	-	-	600,000	Voted 2016 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	250,000	250,000	-	-	-	-	500,000	Voted 2016 Debt - Water
General Architectural Services - Division of Water 2018	300,000	-	-	-	-	-	300,000	Voted 2016 Debt - Water
General Architectural Services - Division of Water 2021	300,000	300,000	-	-	-	-	600,000	Voted 2016 Debt - Water
General Architectural Services - Division of Water 2021	-	-	300,000	-	-	-	300,000	Voted 2019 Debt - Water
General CA/CI for Water Projects	-	-	-	-	250,000	250,000	500,000	Water Enterprise (Unvoted)
General Construction (CA-CI) for 2020, 2021, 2022	250,000	-	-	-	-	-	250,000	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	600,000	-	-	-	-	-	600,000	Voted 2016 Debt - Water
Plant Drain & Water System Imp's	5,500,000	-	-	-	-	-	5,500,000	WSRLA Loan
Laboratory Upgrades	700,000	-	-	-	-	-	700,000	Voted 2016 Debt - Water
Laboratory Upgrades	-	-	350,000	-	-	-	350,000	Voted 2019 Debt - Water
Dam Engineering Services (DES)	150,000	150,000	-	-	-	-	300,000	Voted 2016 Debt - Water
Dam Engineering Services (DES) CT2	-	-	2,114	-	-	-	2,114	Voted 2019 Debt - Water
Dam Engineering Services (DES) CT2	-	-	147,886	150,000	150,000	-	447,886	Water Enterprise (Unvoted)
DRWP Clearwell Improvements	-	-	-	-	-	300,000	300,000	Water Enterprise (Unvoted)
DRWP Auxiliary Pump Station Imp's	-	-	800,000	-	5,500,000	-	6,300,000	Water Enterprise (Unvoted)
PAWP Building Improvements	-	-	-	-	-	500,000	500,000	Water Enterprise (Unvoted)
PAWP Lagoon Sludge Removal	-	250,000	-	-	-	-	250,000	Voted 2019 Debt - Water
PAWP Lagoon Sludge Removal	-	-	-	-	250,000	250,000	500,000	Water Enterprise (Unvoted)
DRWP Automation Upgrade	-	2,600,000	-	-	-	-	2,600,000	Voted 2019 Debt - Water
Elevator Improvements	-	-	400,000	-	-	-	400,000	Water Enterprise (Unvoted)
Watershed Signage Master Plan	-	250,000	100,000	-	-	-	350,000	Voted 2019 Debt - Water
Watershed Signage Master Plan	-	-	-	150,000	-	-	150,000	Water Enterprise (Unvoted)
DOW Risk Mitigation Measure Upgrades	-	-	-	-	600,000	1,000,000	1,600,000	Water Enterprise (Unvoted)

2022 - 2027 CAPITAL IMPROVEMENTS PROGRAM									
DEPARTMENT PROJECT	2022	2023	2024	2025	2026	2027	Total Budget	Funding Source	
DOW LIMS Upgrade	-	600,000	-	-	-	-	600,000	Voted 2016 Debt - Water	
Electrical Power System Studies	300,000	12,114	-	-	-	-	312,114	Voted 2016 Debt - Water	
Electrical Power System Studies	-	287,886	-	-	-	-	287,886	Voted 2019 Debt - Water	
DOW Safety Improvements	325,000	-	-	-	-	-	325,000	Voted 2016 Debt - Water	
DOW Safety Improvements	-	2,050,000	-	-	-	-	2,050,000	Voted 2019 Debt - Water	
DRWP Caustic Feed Improvements	250,000	-	-	-	-	-	250,000	Voted 2016 Debt - Water	
DRWP Caustic Feed Improvements	800,000	-	-	-	-	-	800,000	WSRLA Loan	
PAWP Treatment Residuals Disposal Improvements	-	3,000,000	-	-	-	-	3,000,000	Voted 2019 Debt - Water	
PAWP Treatment Residuals Disposal Improvements	21,400,000	-	-	-	-	-	21,400,000	WSRLA Loan	
PAWP Wellfield Development	1,450,000	700,000	-	-	-	-	2,150,000	Voted 2016 Debt - Water	
PAWP Wellfield Development	-	-	7,000,000	-	-	-	7,000,000	WSRLA Loan	
DOW Perimeter Fence Improvements	-	-	750,000	-	-	-	750,000	Water Enterprise (Unvoted)	
Large Diameter Valve Replacement	-	-	-	-	-	3,000,000	3,000,000	WSRLA Loan	
Large Diameter Valve Replacement	-	-	-	-	250,000	200,000	450,000	Water Enterprise (Unvoted)	
Upground Reservoir Embankment Repairs	-	500,000	-	-	-	-	500,000	Voted 2019 Debt - Water	
Watershed Boathouse Improvements	-	-	-	-	250,000	950,000	1,200,000	Water Enterprise (Unvoted)	
Professional Construction Management (PCM) - 2018	5,500,000	-	-	-	-	-	5,500,000	Voted 2016 Debt - Water	
Professional Construction Management (PCM) - 2018	-	3,000,000	1,000,000	-	-	-	4,000,000	Voted 2019 Debt - Water	
Professional Construction Management (PCM) - 2020	9,000,000	-	-	-	-	-	9,000,000	Voted 2016 Debt - Water	
Professional Construction Management (PCM) - 2020	-	9,000,000	7,500,000	-	-	-	16,500,000	Voted 2019 Debt - Water	
Professional Construction Management (PCM) - 2020	-	-	-	6,000,000	3,000,000	-	9,000,000	Water Enterprise (Unvoted)	
Professional Construction Management (PCM) - 2023	-	3,000,000	6,000,000	-	-	-	9,000,000	Voted 2019 Debt - Water	
Professional Construction Management (PCM) - 2023	-	-	-	8,000,000	8,000,000	2,500,000	18,500,000	Water Enterprise (Unvoted)	
Professional Construction Management (PCM) - 2026	-	-	-	-	3,000,000	7,000,000	10,000,000	Water Enterprise (Unvoted)	
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 3	1,150,000	-	-	-	-	-	1,150,000	Voted 2016 Debt - Water	
PAWP Filter Console Replacement	-	-	-	-	-	400,000	400,000	Water Enterprise (Unvoted)	
McKinley Avenue Quarry Dewatering Facility	1,100,000	-	-	-	-	-	1,100,000	Voted 2016 Debt - Water	
McKinley Avenue Quarry Dewatering Facility	-	4,000,000	-	-	-	-	4,000,000	Voted 2019 Debt - Water	
McKinley Avenue Quarry Dewatering Facility	-	-	-	-	34,000,000	-	34,000,000	WSRLA Loan	
McKinley Avenue Quarry Dewatering Facility	-	-	-	3,100,000	-	2,000,000	5,100,000	Water Enterprise (Unvoted)	
DRWP Residuals Handling Improvements	1,000,000	-	-	-	-	-	1,000,000	Voted 2016 Debt - Water	
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	-	1,250,000	3,000,000	Water Enterprise (Unvoted)	
HCWP Residuals Handling Improvements	-	750,000	1,800,000	-	-	-	2,550,000	Voted 2019 Debt - Water	
HCWP Residuals Handling Improvements	-	-	-	16,000,000	-	-	16,000,000	WSRLA Loan	
HCWP Residuals Handling Improvements	-	-	-	1,500,000	-	500,000	2,000,000	Water Enterprise (Unvoted)	
Hudson Street 24" Water Line Improvements	2,450,000	-	-	-	-	-	2,450,000	Voted 2016 Debt - Water	
Pickaway County Wellfield Development	-	-	-	-	1,300,000	2,500,000	3,800,000	Water Enterprise (Unvoted)	
PAWP Wellfield Development - Well #XXX	-	1,500,000	-	-	-	-	1,500,000	Voted 2019 Debt - Water	
PAWP Wellfield Development - Well #XXX	-	-	-	-	-	6,250,000	6,250,000	WSRLA Loan	
PAWP Wellfield Development - Well #XXX	-	-	-	1,300,000	500,000	800,000	2,600,000	Water Enterprise (Unvoted)	
Fourth Water Plant	22,000,000	-	-	-	-	-	22,000,000	Voted 2016 Debt - Water	
Fourth Water Plant	-	-	-	-	180,000,000	-	180,000,000	WSRLA Loan	
Fourth Water Plant	-	-	-	-	16,000,000	-	16,000,000	Water Enterprise (Unvoted)	
HCWP Polymer Feed Improvements	-	-	-	-	-	2,500,000	2,500,000	WSRLA Loan	
HCWP Polymer Feed Improvements	-	-	-	200,000	350,000	250,000	800,000	Water Enterprise (Unvoted)	
Lockbourne Road Quarry Embankment Improvements	2,500,000	-	-	-	-	-	2,500,000	Voted 2016 Debt - Water	
PAWP Pump Improvements	150,000	-	-	-	-	-	150,000	Voted 2016 Debt - Water	
PAWP Pump Improvements	-	150,000	150,000	-	-	-	300,000	Voted 2019 Debt - Water	
PAWP Pump Improvements	-	-	-	150,000	150,000	150,000	450,000	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)	
HCWP Laboratory Improvements	-	-	-	-	-	900,000	900,000	Water Enterprise (Unvoted)	

Capital Improvements Program

2022 - 2027 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2022	2023	2024	2025	2026	2027	Total Budget	Funding Source
DRWP Pump Improvements	200,000	-	-	-	-	-	200,000	Voted 2016 Debt - Water
DRWP Pump Improvements	-	200,000	200,000	-	-	-	400,000	Voted 2019 Debt - Water
DRWP Pump Improvements	-	-	-	200,000	200,000	200,000	600,000	Water Enterprise (Unvoted)
DRWP Filter 17 Flow Controller Replacement	150,000	-	-	-	-	-	150,000	Voted 2016 Debt - Water
HCWP LOX Piping Improvements	-	-	100,000	-	-	-	100,000	Water Enterprise (Unvoted)
HCWP Filter Building Concrete Improvements	-	-	-	350,000	800,000	900,000	2,050,000	Water Enterprise (Unvoted)
Subtotal - WATER	\$ 213,427,886	\$ 93,385,000	\$ 114,475,000	\$ 94,850,000	\$ 406,850,000	\$ 99,750,000	\$ 1,022,737,886	
Grand Total	\$646,087,056	\$606,188,173	\$595,175,173	\$527,685,727	\$827,763,766	\$419,004,763	\$3,621,904,658	

2022-2027 CAPITAL IMPROVEMENTS PROGRAM							
FUNDING SUMMARY BY DIVISION							
DIVISION	2022	2023	2024	2025	2026	2027	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	38,307,500	63,222,000	51,664,375	24,962,500	32,500,000	18,200,000	228,856,375
Sanitary Sewers	285,926,670	340,681,235	317,760,798	294,433,227	272,746,966	188,789,051	1,700,337,947
Electricity	7,960,000	9,599,938	8,870,000	11,755,000	10,721,800	9,820,712	58,727,450
Water	213,427,886	93,385,000	114,475,000	94,850,000	406,850,000	99,750,000	1,022,737,886
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	5,610,000	4,445,000	7,550,000	6,830,000	10,090,000	7,590,000	42,115,000
Total	\$ 646,087,056	\$ 606,188,173	\$ 595,175,173	\$ 527,685,727	\$ 827,763,766	\$ 419,004,763	\$ 3,621,904,658

Capital Improvements Program

2022-2027 CAPITAL IMPROVEMENTS PROGRAM FUNDING SUMMARY BY SOURCE							
FUNDING SOURCE	2022	2023	2024	2025	2026	2027	Total Budget
Voted 2016 Debt - Water	\$ 89,517,886	\$ 12,487,114	\$ -	\$ -	\$ -	\$ -	\$ 102,005,000
Voted 2019 Debt - Electricity	-	224,938	8,065,000	10,950,000	5,760,062	-	25,000,000
WSRLA Loan	117,000,000	27,000,000	36,500,000	39,000,000	332,000,000	38,750,000	590,250,000
Voted 2019 SIT Supported	74,250,000	82,765,000	77,685,000	76,685,000	71,300,000	53,905,000	436,590,000
Information Services	5,610,000	4,445,000	7,550,000	6,830,000	10,090,000	7,590,000	42,115,000
Councilmanic SIT Supported	11,795,000	11,795,000	16,875,000	17,875,000	23,260,000	40,655,000	122,255,000
Voted 2016 Debt - Sanitary Sewer	82,278,920	32,111,080	-	-	-	-	114,390,000
Voted 2016 Debt - Electricity	7,455,000	8,870,000	-	-	-	-	16,325,000
Fleet Management (Unvoted)	800,000	800,000	800,000	800,000	800,000	800,000	4,800,000
Voted 2016 Debt SIT Supported	8,515,000	-	-	-	-	-	8,515,000
Electricity Enterprise (Unvoted)	-	-	300,000	300,000	4,456,738	9,315,712	14,372,450
Sanitary Sewer Enterprise (Unvoted)	-	-	40,698,833	74,803,691	76,659,340	60,316,749	252,478,613
Storm Sewer Enterprise (Unvoted)	-	-	6,298,875	5,350,000	8,650,000	7,350,000	27,648,875
WPCLF/OWDA	225,397,750	306,565,293	275,246,827	239,242,036	219,937,626	139,322,302	1,405,711,834
Water Enterprise (Unvoted)	-	-	6,872,886	55,850,000	74,850,000	61,000,000	198,572,886
Voted 2016 Debt - Storm	16,557,500	9,372,000	3,035,500	-	-	-	28,965,000
Voted 2013 Debt - Water	6,910,000	-	-	-	-	-	6,910,000
Voted 2019 Debt - Water	-	53,897,886	71,102,114	-	-	-	125,000,000
Voted 2019 Debt - Sanitary	-	55,854,862	44,145,138	-	-	-	100,000,000
Total	\$ 646,087,056	\$ 606,188,173	\$ 595,175,173	\$ 527,685,727	\$ 827,763,766	\$ 419,004,763	\$ 3,621,904,658

PROPOSED 2022 CAPITAL IMPROVEMENT BUDGET

Public Safety

Police

Project Name: Police Facility Renovations
Type: Recurring
Estimated 2022 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 2022 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.

Project Name: Fire Apparatus Replacement
Type: Recurring
Estimated 2022 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 2022 Cost: \$1,000,000
Funding Source: Voted 2019 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 2022 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 2022 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 2022 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 2022 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 2022 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 2022 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 2022 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 2022 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 2022 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 2022 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 2022 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 2022 Cost: \$240,000
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 2022 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: CTSS Fiber Purchases Phases B, C, D
Type: Recurring
Estimated 2022 Cost: \$1,100,000
Funding Source: Information Services G.O. Bonds
Operating Impact: Minimal
Project Description: Columbus traffic signal system fiber optic cable expansion project in conjunction with the Department of Public Service.

Project Name: Enterprise System Upgrades
Type: Recurring
Estimated 2022 Cost: \$1,000,000
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: E-Gov Initiatives
Type: Recurring
Estimated 2022 Cost: \$250,000
Funding Source: Information Services G.O. Bonds
Operating Impact: Minimal
Project Description: System upgrades to the current content management systems and the public facing websites.

Project Name: Media Services Equipment and Infrastructure
Type: Recurring
Estimated 2022 Cost: \$150,000
Funding Source: Information Services G.O. Bonds
Operating Impact: None
Project Description: Purchase of equipment and installation of video production equipment to increase the ability to provide coverage of public events.

Capital Improvements Program

Project Name: Network Improvements
Type: Recurring
Estimated 2022 Cost: \$630,000
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 2022 Cost: \$500,000
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 2022 Cost: \$100,000
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 – Applications & GIS
Type: Recurring
Estimated 2022 Cost: \$640,000
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 and other Enterprise Applications.

Technology Total - \$5,610,000

Recreation and Parks

Project Name: Urban Infrastructure Projects
Type: Recurring
Estimated 2022 Cost: \$753,200
Funding Source: 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: 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 2022 Cost: \$3,886,800
Funding Source: 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 2022 Cost: \$4,000,000
Funding Source: Voted 2016 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 2022 Cost: \$800,000
Funding Source: Voted 2019 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 2022 Cost: \$800,000
Funding Source: Voted 2019 SIT Supported G.O. Bonds
Operating Impact: None
Project Description: Replacement and renovation of roofs located at existing facilities.

Project Name: Maintenance Equipment - Parks
Type: Recurring
Estimated 2022 Cost: \$250,000
Funding Source: Voted 2019 SIT Supported G.O. Bonds
Operating Impact: None
Project Description: Purchase of new equipment to provide for the maintenance of existing parkland and facilities.

Capital Improvements Program

Project Name: Street Trees – Green Initiative
Type: Recurring
Estimated 2022 Cost: \$400,000
Funding Source: Voted 2019 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.

Project Name: Safe Playgrounds
Type: Recurring
Estimated 2022 Cost: \$500,000
Funding Source: Voted 2019 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 2022 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 2022 Cost: \$1,594,600
Funding Source: Voted 2019 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 2022 Cost: \$1,594,600
Funding Source: 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 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 2022 Cost: \$1,139,000
Funding Source: 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: 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.

Project Name: Emergency Improvements and Cost Allocations
Type: Recurring
Estimated 2022 Cost: \$911,200
Funding Source: 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: 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 2022 Cost: \$683,400
Funding Source: 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: 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 2022 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 2022 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 2022 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 2022 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 2022 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.

Project Name: Housing Initiatives- Roadway
Type: Recurring
Estimated 2022 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 2022 Cost: \$4,219,000
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 2022 Cost: \$1,781,000
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 2022 Cost: \$4,930,000
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: Alum Creek Remediation – Facility Improvements
Type: Non-Recurring
Estimated 2022 Cost: \$100,000
Funding Source: Voted 2019 SIT Supported G.O. Bonds
Operating Impact: None
Project Description: Funding for the remediation of the Alum Creek Transfer Station.

Capital Improvements Program

Project Name: Mechanized Collection Equipment – Containers
Type: Recurring
Estimated 2022 Cost: \$1,050,000
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 2022 Cost: \$4,000,000
Funding Source: Ohio Water Development Authority Loan
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 3
Type: Recurring
Estimated 2022 Cost: \$1,500,000
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 2022 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: Petzinger Road Stormwater Improvements
Type: Non-Recurring
Estimated 2022 Cost: \$1,250,000
Funding Source: Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Stormwater system improvements to mitigate street and yard flooding along Petzinger Road.

Project Name: General Engineering Services - Storm
Type: Recurring
Estimated 2022 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 2022 Cost: \$1,500,000
Funding Source: Ohio Water Development Authority Loan
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.

Capital Improvements Program

Project Name: Linden Neighborhood Stormwater System Improvements Phase 2
Type: Non-Recurring
Estimated 2022 Cost: \$1,900,000
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.

Project Name: Joint Projects with the Department of Public Service
Type: Recurring
Estimated 2022 Cost: \$250,000
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 2022 Cost: \$8,000,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Funding for the design and construction of the storm system and flood protection improvements for the Franklinton Area.

Project Name: Pump Stations, ST-21, ST-22, ST-23 Improvements
Type: Recurring
Estimated 2022 Cost: \$450,000
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 2022 Cost: \$3,075,000
Funding Source: Ohio Water Development Authority Loan; 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: Non-Recurring
Estimated 2022 Cost: \$10,500,000
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: Barnett Road Stormwater Improvements
Type: Non-recurring
Estimated 2022 Cost: \$460,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This project will investigate drainage issues in the Barnett Road area and provide detailed plans for alleviating drainage issues.

Project Name: Cooke Road Culvert Improvements
Type: Non-recurring
Estimated 2022 Cost: \$300,000
Funding Source: Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This project will obtain easements and allow for repairs of the Cooke Road Culvert to improve the capture of stormwater runoff in the area.

Project Name: Ohio State University Area Utility Easement Project
Type: Non-recurring
Estimated 2022 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 2022 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: Thurston Grimsby Storm Sewer Improvements
Type: Non-recurring
Estimated 2022 Cost: \$127,875
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This project will install new storm sewers, manholes, and inlets to alleviate yard and street flooding within the Thurston Grimsby area.

Project Name: Astor Bernhard Storm Sewer Improvements
Type: Non-Recurring
Estimated 2022 Cost: \$244,125
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This project will install new storm sewers, manholes, and inlets to alleviate yard and street flooding within the Astor Bernhard area.

Capital Improvements Program

Project Name: Gertrude Lattimer Storm Sewer Improvements
Type: Non-Recurring
Estimated 2022 Cost: \$616,125
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This project will install new storm sewers, manholes, and inlets to alleviate yard and street flooding within the Gertrude Lattimer area.

Project Name: Plum Ride Storm Sewer Improvements
Type: Non-Recurring
Estimated 2022 Cost: \$174,375
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This project will install new storm sewers, manholes, and inlets to alleviate yard and street flooding within the Plum Ridge area.

Project Name: Major Stormwater Drainage Improvements
Type: Recurring
Estimated 2022 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.

Project Name: Storm Sewer Lining Projects
Type: Recurring
Estimated 2022 Cost: \$1,150,000
Funding Source: Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Funding for this project will allow for the rehabilitation of sewers that have outlived their useful service life throughout the City.

Project Name: Livingston Noe-Bixby Culvert
Type: Non-Recurring
Estimated 2022 Cost: \$200,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This project will remove an existing, unutilized culvert in the Livingston Avenue and Noe-Bixby Road area.

Project Name: Shanley Drive Basin
Type: Non-Recurring
Estimated 2022 Cost: \$260,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This project is for the acquisition of property and for the construction of a dry detention basin to address stormwater related issues and flooding on Shanley Drive.

Project Name: Postlewaite Road Stormwater System Improvements
Type: Non-Recurring
Estimated 2022 Cost: \$80,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This project is for the acquisition of easements and for the construction of storm sewer related to flooding on Postlewaite Road.

Stormwater subtotal - \$38,307,500

Sanitary Sewers

Project Name: Stormwater Pump Station Evaluation & Upgrade
Type: Recurring
Estimated 2022 Cost: \$384,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This project will evaluate DOSD Stormwater Pump Stations, identify and prioritize needs, and provide preliminary design services as necessary.

Project Name: Blueprint Columbus Public Information Outreach 2022
Type: Non-recurring
Estimated 2022 Cost: \$350,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Moderate increase
Project Description: Funding to ensure community input is received and utilized to design the best solutions for unique neighborhood needs for the Blueprint Columbus project.

Project Name: Real Time Control – Sewer System Optimization, Part 2
Type: Non-recurring
Estimated 2022 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 2022 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 2022 Cost: \$5,300,000
Funding Source: 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: Central College Subtrunk Extension, Phase 3
Type: Non-recurring
Estimated 2022 Cost: \$36,000,000
Funding Source: Ohio Water Development Authority Loan
Operating Impact: Minimal increase
Project Description: Extension of the Central Collee Subtrunk sanitary sewer along Harlem Road from Central College to Walnut Street.

Project Name: General Engineering Services – Sanitary 2022
Type: Recurring
Estimated 2022 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: Roof Replacements for Department of Sewer and Drains Facilities
Type: Recurring
Estimated 2022 Cost: \$2,630,000
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.

Project Name: Jackson Pike Waste Water Treatment Plant Cogeneration Facility
Type: Non-recurring
Estimated 2022 Cost: \$1,907,782
Funding Source: 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: Jackson Pike Waste Water Treatment Plant Screening Improvements
Type: Non-recurring
Estimated 2022 Cost: \$11,880,000
Funding Source: Ohio Water Development Authority Loan ; Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Upgrades to the current Jackson Pike mechanical screen dewatering and disposal systems and improvements to the existing screen building to increase reliability.

Project Name: Department of Public Utilities General Engineering Consulting Services (GEC) #4 and #5
Type: Recurring
Estimated 2022 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 2022 Cost: \$1,100,000
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.

Capital Improvements Program

Project Name: Southerly Waste Water Treatment Plant (SWWTP) Small Capital Projects
Type: Recurring
Estimated 2022 Cost: \$1,600,000
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: Fairwood Building Facilities Small Capital Projects
Type: Recurring
Estimated 2022 Cost: \$350,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Funding for Fairwood Building facilities projects submitted through the General Engineering Consultant Service contracts.

Project Name: SWWTP Switching Station Switchgear Replacement
Type: Non-recurring
Estimated 2022 Cost: \$1,600,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Replacement of the 15KV switch gear in the Southwest Switch Station at the SWWTP.

Project Name: SMOC Vehicle Maintenance Fluid System Replacement
Type: Non-recurring
Estimated 2022 Cost: \$500,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Replacement of the oil and fluid delivery system in the SMOC vehicle maintenance area.

Project Name: WWTF Professional Construction Management Services #3
Type: Recurring
Estimated 2022 Cost: \$485,000
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 Division of Sewerage and Drainage.

Project Name: Division of Sewerage and Drainage (DOSD) HVAC and Air Purification Replacement
Type: Non-recurring
Estimated 2022 Cost: \$577,000
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 2022 Cost: \$1,200,000
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: DOSD Electrical Upgrades Program
Type: Non-recurring
Estimated 2022 Cost: \$1,000,000
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 3
Type: Recurring
Estimated 2022 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 Main Drain Pump Station
Type: Non-recurring
Estimated 2022 Cost: \$3,240,000
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 2022 Cost: \$11,486,000
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 #5
Type: Recurring
Estimated 2022 Cost: \$800,000
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.

Capital Improvements Program

Project Name: SWWTP HVAC and Air Purification Improvements
Type: Non-recurring
Estimated 2022 Cost: \$3,240,000
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 2022 Cost: \$5,200,000
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: Compost Facility Odor Control Improvements
Type: Non-recurring
Estimated 2022 Cost: \$4,500,000
Funding Source: Ohio Water Development Authority Loan
Operating Impact: None
Project Description: Design improvements and repairs to the Compost Facility's process, odor control and electrical systems.

Project Name: 2022 Annual Lining Contract
Type: Recurring
Estimated 2022 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: Sewer System Capacity Model Update
Type: Non-recurring
Estimated 2022 Cost: \$1,500,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Funding for City-wide sewer collection system computer model update contract.

Project Name: Intermodal Sanitary Subtrunk Extension
Type: Non-recurring
Estimated 2022 Cost: \$1,750,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Extension of the Intermodal Sanitary Subtrunk along Rickenbacker Parkway and Airbase Road to extend sanitary sewer service.

Project Name: SMOC Inventory Control Consolidations
Type: Non-recurring
Estimated 2022 Cost: \$3,845,000
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 2022 Cost: \$6,200,000
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 2022 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: DOSD Sanitary Pump Stations Evaluation and Upgrade
Type: Non-recurring
Estimated 2022 Cost: \$520,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Condition assessment of DOSD sanitary pump stations

Project Name: Large Diameter Sewer Rehabilitation – Alum Creek Trunk South Section/Deshler Tunnel
Type: Non-recurring
Estimated 2022 Cost: \$15,660,000
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 2022 Cost: \$150,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Inspection and condition assessment of the sanitary trunk line sewer.

Capital Improvements Program

Project Name: Large Diameter – Blacklick Creek Main Trunk
Type: Non-recurring
Estimated 2022 Cost: \$6,250,000
Funding Source: Ohio Water Development Authority Loan;
Operating Impact: None
Project Description: Rehabilitation of the sanitary sewer infrastructure to extend its useful life.

Project Name: Near North & East Area Large Diameter Assessments
Type: Non-recurring
Estimated 2022 Cost: \$7,200,000
Funding Source: Ohio Water Development Authority Loan, 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 2022 Cost: \$50,000
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: Blacklick Creek Sanitary Subtrunk Extension
Type: Non-recurring
Estimated 2022 Cost: \$640,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Rehabilitation of the 42" sanitary trunk sewer pipe.

Project Name: Scioto Main North Large Diameter Sewer Rehabilitation
Type: Non-recurring
Estimated 2022 Cost: \$700,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Rehabilitation of sanitary sewers associated with the Scioto Main North Large Diameter Condition Assessment project.

Project Name: Alum Creek Trunk (Middle) Rehabilitation – Phase D
Type: Non-recurring
Estimated 2022 Cost: \$1,380,000
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: West Side Trunk Rehab – Phase 2
Type: Non-recurring
Estimated 2022 Cost: \$1,200,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Rehabilitation of the sanitary trunk sewer pipe.

Project Name: 2021 General Construction Contract
Type: Recurring
Estimated 2022 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 Relief Sewer, Phase 3
Type: Non-recurring
Estimated 2022 Cost: \$3,331,000
Funding Source: Ohio Water Development Authority Loan
Operating Impact: Minimal Increase
Project Description: Construction of the sanitary relief sewer from Edgehill Road to Northwest Boulevard.

Project Name: Inflow Redirection – Markison Avenue
Type: Non-recurring
Estimated 2022 Cost: \$839,000
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: Inflow Redirection – Noble and 4th Street
Type: Non-recurring
Estimated 2022 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 4th Street area to address combined sewer overflows.

Project Name: Inflow Redirection – Kerr and Russell
Type: Non-recurring
Estimated 2022 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.

Capital Improvements Program

Project Name: Construction Administration Services 2020 to 2022
Type: Recurring
Estimated 2022 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: West Franklinton Area Sewer Reconfiguration
Type: Non-recurring
Estimated 2022 Cost: \$750,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Reconfiguration of sewers in the West Franklinton Area to reduce sewer overflows.

Project Name: Upsizing Sewer Pipes Project Near South
Type: Non-recurring
Estimated 2022 Cost: \$675,000
Funding Source: Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Upsizing existing sewer pipe from 10 to 15 inches in the Near South Blueprint Area

Project Name: Blueprint Integrated Solutions
Type: Non-recurring
Estimated 2022 Cost: \$34,790,374
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
- Eureka/Fremont Area
- Kelton/Fairwood Area
- Sunrise/Glenn Area
- Edgehill/Meadow Area
- Winthrop/Milton Area
- Fredonia/Piedmont Area
- Milford/Summit Area
- Highland/Harris Area
- Morrill/Ann Area
- Champion/Roberts Area
- Astor/Bernhard Area
- Thurston/Grimsby Area
- Gertrude/Lattimer Area
- Plum Ridge Area

Project Name: Blueprint North Linden 1 Downspout Redirection Project
Type: Non-recurring
Estimated 2022 Cost: \$15,866,868
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: Blueprint – Permeable Pavers
Type: Non-recurring
Estimated 2022 Cost: \$33,320,000
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 locations:

- Palmetto/Westgate Area
- Eureka/Fremont Area
- Newton/Bedford Area
- Kent/Fairwood Area

Project Name: Lateral Lining – Linden 1
Type: Recurring
Estimated 2022 Cost: \$11,415,821
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 2022 Cost: \$2,306,325
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
- Clintonville 1, Phase 4
- Clintonville 3, Project 1

Project Name: Blueprint Professional Construction Management Services
Type: Recurring
Estimated 2022 Cost: \$800,000
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 Pump Stations
Type: Non-recurring
Estimated 2022 Cost: \$17,600,000
Funding Source: Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Funding for improvements to the Scioto Main sanitary trunk.

Capital Improvements Program

Project Name: Scioto Main Sanitary Trunk Sewer Rehabilitation
Type: Recurring
Estimated 2022 Cost: \$100,000
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: Meeklynn Drive Area Sanitary Sewer
Type: Non-recurring
Estimated 2022 Cost: \$1,500,000
Funding Source: Ohio Water Development Authority Loan;
Operating Impact: Minimal increase
Project Description: Construction to provide sanitary sewer service to the Meeklynn Drive area.

Project Name: HSTS Elimination Projects
Type: Recurring
Estimated 2022 Cost: \$2,762,500
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:

- Community Park/Maple Canyon Area
- Barnett/E Deshler Area
- Olentangy River Road / Snouffer Rd Area

Project Name: Blueprint Affordability Update
Type: Non-recurring
Estimated 2022 Cost: \$500,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Affordability analysis of sewer rates based on current Capital Improvement Program.

Project Name: Clinton Sewer District Number 3 Trunk Sewer Siphon Upgrade
Type: Non-recurring
Estimated 2022 Cost: \$1,750,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Installation of an additional sewer barrel to the existing inverted siphon beneath the Olentangy River.

Project Name: Division of Sewerage and Drainage Specialized Vehicle/Equipment
Type: Non-recurring
Estimated 2022 Cost: \$1,595,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal
Project Description: Specialized vehicles for use by the Division of Sewerage and Drainage

Sanitary subtotal - \$285,926,670

Electricity

Project Name: Urban Infrastructure Recovery Fund Street Lighting Projects
Type: Recurring
Estimated 2022 Cost: \$505,000
Funding Source: Councilmanic SIT Supported 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 2022 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: Sawmill Road Street Lighting
Type: Non-Recurring
Estimated 2022 Cost: \$100,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal Increase
Project Description: Installation of new lights on Sawmill Road between Summitview Road and Billingsley Road.

Project Name: General Engineering Contracts 2019-2022
Type: Recurring
Estimated 2022 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 2022 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 2022 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.

Capital Improvements Program

Project Name: Substation Relay Upgrades
Type: Non-recurring
Estimated 2022 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: SCADA System Replacement
Type: Non-recurring
Estimated 2022 Cost: \$380,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal Increase
Project Description: Funding for the design and procurement of a modernized supervisory control and data acquisition (SCADA) system for the Division of Power's electric transmission and distribution system.

Project Name: Noe Bixby Road Street Lights
Type: Non-recurring
Estimated 2022 Cost: \$550,000
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 2022 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 79 Street Light Improvements
Type: Non-recurring
Estimated 2022 Cost: \$90,000
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: Circuit 157 Street Light Improvements
Type: Non-recurring
Estimated 2022 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 2022 Cost: \$460,000
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: Small Circuit Street Light Replacement
Type: Non-recurring
Estimated 2022 Cost: \$225,000
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 - \$7,960,000

Capital Improvements Program

Water

Project Name: Miscellaneous Erosion Control
Type: Recurring
Estimated 2022 Cost: \$500,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal increase
Project Description: Funding to provide continued erosion management and mitigation.

Project Name: Miscellaneous Water Facilities
Type: Recurring
Estimated 2022 Cost: \$100,000
Funding Source: 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 2022 Cost: \$5,550,000
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 2022 Cost: \$30,315,000
Funding Source: Voted 2016 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:

- Atwood Terrace Area
- Greenway Avenue Area
- Aragon Avenue Area
- Homestead Drive Avenue Area
- Varsity Avenue Area
- Roswell Drive Area
- Manchester Avenue Area
- Sunrise Glen Area
- Roosevelt Avenue Area
- Norris Drive Area
- Wellington Boulevard Area
- Lee Ellen Place Area
- Bluefield Drive Area
- Eureka-Fremont Area
- Kent-Fairwood Area
- Palmetto/Westgate Area
- English Way Area

Project Name: Transit Pipe Rehabilitation
Type: Recurring
Estimated 2022 Cost: \$3,950,000
Funding Source: Voted 2016 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 2022 Cost: \$2,700,000
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: O'Shaughnessy Hydroelectric – Federal Energy Regulatory Committee (FERC)
Type: Non-recurring
Estimated 2022 Cost: \$450,000
Funding Source: Voted 2016 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 2022 Cost: \$1,550,700
Funding Source: Voted 2016 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 2022 Cost: \$125,000
Funding Source: Voted 2016 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 2022 Cost: \$125,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Continuing small improvements of the existing water plant.

Capital Improvements Program

Project Name: McKinley Avenue Quarry Misc. Improvements 2021
Type: Non-recurring
Estimated 2022 Cost: \$1,000,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Funding for construction of improvements to the McKinley Avenue Quarry.

Project Name: Automatic Meter Reading
Type: Non-recurring
Estimated 2022 Cost: \$31,900,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds; Water Supply Revolving Loan Account Fund
Operating Impact: Significant reduction in operating costs
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.

Project Name: Watershed Roadway Improvements
Type: Recurring
Estimated 2022 Cost: \$175,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal increase
Project Description: Funding to provide watershed roadway improvements around Griggs, O'Shaughnessy, and Hoover Reservoirs.

Project Name: HCWP Pump Improvements
Type: Recurring
Estimated 2022 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 2022 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: Hoover Dam Improvements – Part 2
Type: Non-Recurring
Estimated 2022 Cost: \$300,000
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 Improvements Facilities
Type: Recurring
Estimated 2022 Cost: \$125,000
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: Watershed Miscellaneous Protection Easements
Type: Recurring
Estimated 2022 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 2021 A & B
Type: Recurring
Estimated 2022 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 Hydroelectric and Gatehouse Miscellaneous Improvements
Type: Non-recurring
Estimated 2022 Cost: \$3,187,186
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Improvements to the exterior of the O’Shaughnessy Gatehouse and Hydroelectric Plan that includes masonry rehabilitation and lighting upgrades.

Project Name: Miscellaneous Booster Station and Water Tank Improvements
Type: Recurring
Estimated 2022 Cost: \$4,500,000
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 2022 Cost: \$15,000,000
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: HCWP Hypochlorite Disinfection Improvements
Type: Non-recurring
Estimated 2022 Cost: \$17,000,000
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 Hap Cremean Water Plant.

Project Name: Fourth Water Plant Quarry Land Acquisition, Design, & Construction
Type: Non-recurring
Estimated 2022 Cost: \$28,000,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Funding to support the purchase of land for sludge disposal for the proposed future fourth water plant.

Project Name: Fourth Water Plant Transmission Main
Type: Non-recurring
Estimated 2022 Cost: \$7,000,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds; Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Significant
Project Description: Funding for planning, design, and construction of transmission main from the proposed water plant to the existing water system.

Project Name: Water Distribution System SCADA Improvements
Type: Non-recurring
Estimated 2022 Cost: \$250,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Repair and replacement of components of the supervisory control and data acquisition (SCADA) system for the Water distribution system.

Project Name: DRWP Laboratory Upgrades
Type: Non-recurring
Estimated 2022 Cost: \$2,000,000
Funding Source: Water Supply Revolving Loan Account Fund
Operating Impact: None
Project Description: To construct upgrades to the Dublin Road Water Plant laboratory including new instrumentation & online analyzers.

Project Name: Residuals Management Plan Update- Part 2
Type: Recurring
Estimated 2022 Cost: \$250,000
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 2022 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: 2020-2022 General Engineering Services- Distribution Group
Type: Recurring
Estimated 2022 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: General Construction Administration and Construction Inspection
Type: Recurring
Estimated 2022 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 2022 Cost: \$6,100,000
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)
Type: Recurring
Estimated 2022 Cost: \$14,500,000
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 2022 Cost: \$700,000
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 2022 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 2022 Cost: \$300,000
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 2022 Cost: \$325,000
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 2022 Cost: \$1,050,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds; Water Supply Revolving Loan Account Fund
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 2022 Cost: \$1,450,000
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: PAWP Treatment Residuals Disposal Improvements
Type: Non-recurring
Estimated 2022 Cost: \$21,400,000
Funding Source: Water Supply Revolving Loan Account Fund
Operating Impact: Minimal increase
Project Description: This project will design and construct PAWP residual disposal improvements to convey the plant's residuals streams to the Lockbourne Road Quarry for disposal.

Project Name: McKinley Avenue Quarry Dewatering Facility
Type: Non-recurring
Estimated 2022 Cost: \$1,100,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Moderate increase
Project Description: Engineering design of a new residuals dewatering facility at the McKinley Avenue Quarry (MAQ)

Project Name: Large Diameter Valve Replacement Part 3
Type: Recurring
Estimated 2022 Cost: \$1,150,000
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 2022 Cost: \$2,450,000
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: DRWP Residuals Handling Improvements
Type: Recurring
Estimated 2022 Cost: \$1,000,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Moderate Increase
Project Description: Design and construction of improvements at the DRWP to separate treatment residual streams and convey them to a new dewatering facility at the McKinley Avenue Quarry (MAQ).

Project Name: Lockbourne Quarry Road Embankment Improvements
Type: Non-recurring
Estimated 2022 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 2022 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 2022 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.

Project Name: DRWP Filter 17 Flow Controller Replacement
Type: Non-recurring
Estimated 2022 Cost: \$150,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Replacement of Filter Flow Controller 17 at Dublin Road Water Plant

Water subtotal - \$213,427,886

Public Utilities Total - \$545,622,056

2022 Capital Improvement Budget Total - \$646,087,056

Significant Non-Recurring Projects

Fire Station #16

Department: Public Safety
Construction Management
Planning Area: North Linden
Start Date: August 2019
Completion Date: January 2021
Est. Cost: \$9,408,000
Est. Operating Impact: Minimal

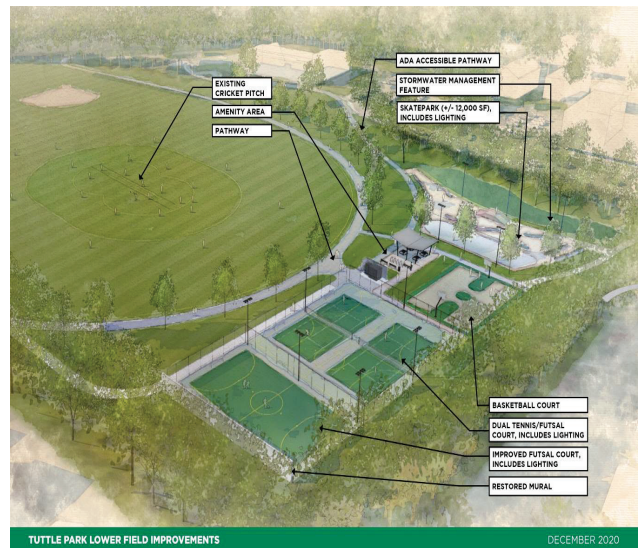


The new Fire Station #16 was constructed to replace the existing Fire Station #16 at Weber Road and McGuffey Road, originally constructed in 1953. This updated, 22,000 sq. ft. station includes three apparatus bays to house engine, rescue, and medic vehicles. In addition, the station is designed with 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.

Site picture of Fire Station #16.

Tuttle Park Improvements

Department: Development
Recreation & Parks
Planning Area: University District
Start Date: 2019
Est. Completion Date: 2022
Est. Cost: \$1,275,000
Est. Operating Impact: Minimal



The Tuttle Park project is a UIRF funded project. This project is in response to several public requests for Tuttle Park improvements during the 2019 University District Plan Process. This construction contract will repair the existing futsal and tennis courts, relocate a new full-size basketball court, improve and expand park lighting, plant 31 trees, and provide a new amenity area with an open shelter, benches, picnic tables, bike racks, and a water bottle re-fill station. Additionally, this contract will build an ADA – accessible route to the lower fields from Oakland Avenue/Tuttle Recreation Center by removing a staircase and creating an ADA-compliant ramp. This contract will enable both projects, the Tuttle Skatepark and Tuttle Park Lower Field Improvements, to be constructed and completed concurrently with all Tuttle Park construction related items by early 2022.

Architectural rendering of finalized project.

Trolley Barn Redevelopment

Department: Development
Planning Area: Franklinton
Start Date: 2019
Est. Completion Date: 2022
Est. Cost: \$4,000,000
Est. Operating Impact: Minimal

Trolley Barn LLC, an Ohio limited liability company will redevelop the former Columbus Electric Trolley Barn property; a historical site that has been vacant for over 25 years. The project is located north of Oak Street between Kelton Avenue and Morrison Avenue in the Downtown Redevelopment District. The project will include approximately 19 stalls of a new fresh food market, business incubator, 14,000 square foot taproom and restaurant, a brewery and redevelopment of the east "CAR Barn" to create a co-working, flex office and locally owned restaurant space. This development is expected to catalyze additional affordable housing, create resources for food in a food desert, and promote economic development with a business incubator.



Current Trolley Barn site.

East Franklinton Gravity 2.0 Pedestrian Improvements

Department: Development
Planning Area: Franklinton
Start Date: 2019
Est. Completion Date: 2022
Est. Cost: \$4,000,000
Est. Operating Impact: Minimal

This project consists of replacing sidewalks, installing new curbs and curb extensions to define parking areas, street trees, street lighting and resurfacing of Broad Street, McDowell Street and State Street in East Franklinton. Pedestrian crossings will be added or upgraded to full compliance and wheelchair curb ramps will be built where needed.

The improvements will create a pedestrian-friendly environment on State and McDowell Streets, both with wide rights of way to enhance the feeling of safety. Completion of the improvements will occur in 2022. Homeport will construct 50 units of affordable housing at the site of the former Westside Spiritualist Church located at the southwest corner of McDowell Street and State Street.



Architectural rendering of finalized project.

Glenwood and Windsor Pools Construction

Department: Recreation and Parks
Planning Area: Greater Hilltop and South Linden
Start Date: Fall 2022
Est. Completion Date: Summer 2023
Est. Cost: \$15,000,000
Est. Operating Impact: Minimal

With design in the final stages in late 2021, the Recreation & Parks Department plans to begin construction on the replacement and new build of outdoor aquatics facilities at Glenwood and Windsor Parks. Glenwood and Windsor Pools were constructed in 1972 and 1965, respectively. While each pool has seen renovations and major repairs in each of the past several decades, the expense of the ongoing repair and replacement of components to maintain each of these facilities has become cost-prohibitive. Constructing new modern outdoor aquatic facilities will allow the department to continue serving the nearly 25,000 residents who visit these two pools each year, while expanding our capacity to provide safe, quality and inclusive aquatics programming for residents of all ages and abilities.



Conceptual Design for new Windsor Pool

Ulry Warner Park Design

Department: Recreation and Parks
Planning Area: Rocky Fork - Blacklick
Start Date: Summer 2020
Est. Completion Date: Spring 2022
Est. Cost: \$550,000
Est. Operating Impact: Minimal

Ulry Warner Park is a 45 acre future community park to be developed in the Far Northeast area. The site was acquired in 2013 as parkland reserve in one of the city's fastest growing communities and funds are being provided by the Rocky Fork/Blacklick Tax Increment Funding (TIF) to pay for the design and construction of Phase 1 of the new park.

The scale of park will accommodate a wide range of recreation for all ages and will be accessible to over 4,000 nearby residents.



Context map of Ulry Warner Park

Community Creative Campus Design

Department: Recreation and Parks
Planning Area: Near East
Start Date: Fall 2021
Est. Completion Date: Summer 2022
Est. Cost: \$1,768,000
Est. Operating Impact: Minimal

In 2021 and 2022, Recreation and Parks will complete the design for a new creative and senior facility and park located on 3.9 acres at 51 S. Douglass Street in Olde Towne East. The property, which was purchased using Community Development Block Grant funds, is the site of the former Douglas Elementary School. The existing building will be razed and a new building and surrounding park will be provided.

The design phase in 2021 and 2022 will inform the construction of the new park and the facility will provide a new home for the Golden Hobby Consignment Gift Shop, the maker and wellness spaces of the Martin Janis Senior program, as well as additional new program offerings for Columbus' adult and senior residents. The new site is located just off of a current COTA bus line (Broad St.) and major highway systems and is within a 10 minute walk of nearly 5,000 residents.



Creative Campus Aerial View – 51 Douglass Street

Westside Early Educational Center

Department: Construction Management
Planning Area: Greater Hilltop
Design Start Date: November 2020
Est. Completion Date: June 2022
Est. Cost: \$20,070,522
Est. Operating Impact: Minimal

The new Westside Early Childhood Learning Center is a mixed-use, early learning/two-generational educational facility that will provide needed early learning and adult education/career services programs as well as important community services not currently available or convenient to Hilltop children and families.



Architectural rendering of Early Educational Center

Arterial Street Rehabilitation – Hudson Street – I-71 to Cleveland Avenue

Department: Public Service
Planning Area: South Linden
Start Date: Spring 2019
Completion Date: Spring 2024
Est. Cost: \$20,000,000
Est. Operating Impact: Minimal

The project will reconstruct Hudson Street from I-71 to Cleveland Avenue. The reconstruction will include installing new curbs, reconstruction and modification to the existing median on the east leg of the I-71 at Hudson intersection, a sidewalk on the north side, a shared used path on the south side, street trees, new traffic signals, storm sewers, a new 24" water main, and new ADA curb ramps at intersections

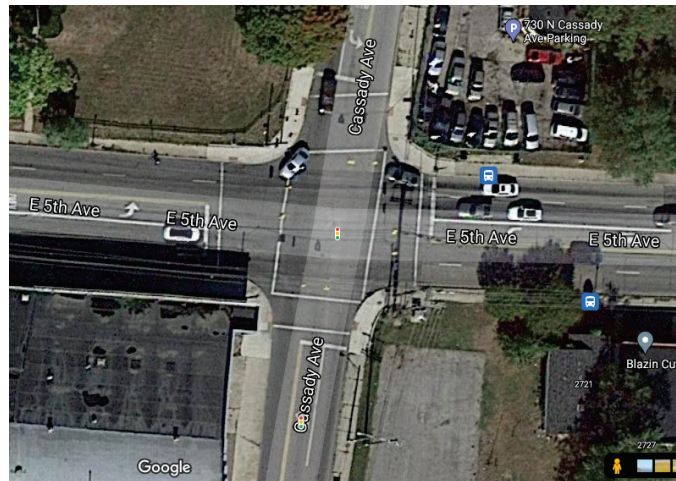


Rendering of the proposed streetscape along Hudson Street.

Arterial Street Rehabilitation – Cassady Avenue Widening

Department: Public Service
Planning Area: East Columbus
Start Date: Spring 2019
Est. Completion Date: Spring 2024
Est. Cost: \$11,000,000
Est. Operating Impact: Minimal

Cassady Avenue improvements consist of the full reconstruction of the roadway to a 3-lane, curb and gutter section with additional turn lanes at the intersection with E. 5th Avenue. Sidewalks will be placed along the east side and a shared use path along the west side. Additional improvements include traffic signal replacement, street lighting, street trees where feasible, and storm sewer. East 5th Avenue improvements consist of roadway reconstruction with additional turn lanes at the intersection with Cassady Avenue. The sidewalk will be replaced along both sides and lighting and utility systems will be replaced/relocated as necessary.

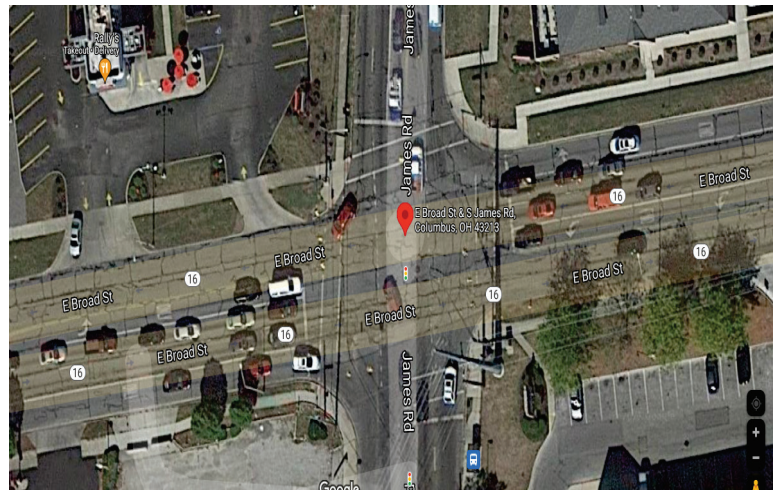


Intersection of Cassady Avenue and E. 5th Avenue.

Intersection Improvement – East Broad Street at James Road

Department: Public Service
Planning Area: Mid East
Start Date: Fall 2019
Est. Completion Date: Spring 2024
Est. Cost: \$8,600,000
Est. Operating Impact: Minimal

This intersection has elevated crash rates due to the high number of left and right turns from James Road, along with problems accessing business driveways. The purpose of this project is to reduce crashes, improve traffic flow efficiency, and to improve pedestrian access and safety at this location by constructing dual southbound left-run lanes and providing protected-only southbound left-turn phasing; constructing exclusive right-turn lanes on northbound and southbound intersection approaches; reconstructing existing signage; modifying signal timings to reduce backups and stops; and installing medians along James Road



Intersection of East Broad Street and James Road

Jackson Pike Wastewater Treatment Plant (JPWWTP) Biosolids Land Application Improvements

Department: Public Utilities
Planning Area: Citywide
Start Date: July 2019
Est. Completion Date: January 2022
Est. Cost: \$12,774,490
Est. Operating Impact: None

Jackson Pike Wastewater Treatment Plant (JPWWTP) uses the digestion process to produce Class B biosolids from the sludge solids that are collected from the wastewater. After the digestion process, the biosolids are thickened and placed in biosolids land application storage tanks. During the spring and fall, these biosolids are pumped from the storage tanks into tanker trucks and taken to area farm fields where it is land applied as a fertilizer. This project will rehabilitate four of the six existing biosolids land application storage tanks, replace the pumping system, and construct a new two-bay truck loadout station.



View of the Jackson Pike Wastewater Treatment Plant.

Blueprint Hilltop/Miller Kelton

Department: Public Utilities
Planning Area: Near South
 Hilltop
Start Date: 2022
Est. Completion Date: 2024
Est. Cost: \$52,004,000
Est. Operating Impact: Moderate increase

Hilltop/Miller Kelton is the third phase of Blueprint Columbus projects to be implemented. These projects will provide green infrastructure detention and water quality improvements to rain water that will be redirected from the sanitary sewer system by the inflow and infiltration remediation efforts necessary to comply with the Consent Order requirements of the City's Wet Weather Management Plan. Projects include regional and localized bioretention basins and permeable pavement.



Completed regional bioretention basin.

JPWWTP Digestion Process Expansion

Department: Public Utilities - Sanitary
Planning Area: Citywide
Start Date: September 2023
Est. Completion Date: March 2027
Est. Cost: \$43,000,000
Est. Operating Impact: None

The Jackson Pike Wastewater Treatment Plant collects the sludge solids from the plant's primary and secondary clarifiers and pumps them to thickening processes, then the thickened sludge solids are pumped to storage tanks. From the storage tanks, the thickened sludge solids are pumped to covered digestion tanks. The solids are left in the digestion tanks for 15 days in anaerobic conditions. These conditions allow reactions that reduce the plant's solids volume by approximately 40% and produces methane. The end product of this process is sludge that can be further thickened and used as a fertilizer on area farm fields or dewatered and mixed with compost to produce a soil amendment. The methane from this process can be used as fuel for the plant's boilers and will be used as a fuel for electric generation in the near future. The existing digester process is nearing the end of its useful life. This project will renovate the digester process.



Digesters at the Jackson Pike Wastewater Treatment Plant

Hoover Dam Improvements - Phase 1

Department: Public Utilities
Planning Area: Citywide
Start Date: 2020
Est. Completion Date: 2022
Construction Budget: \$15,381,250
Est. Operating Impact: None

This project will make improvements to the dam to maintain a reliable water supply and extend the life of this critical asset. Work will include replacing dam equipment (gates, valves, piping etc.) and other systems (electrical, dehumidification, etc.). Many of these elements are original to the dam, built in the 1950s, and are in need of replacement or repair due to age related deterioration. The project will be substantially complete in 2022.



View of Hoover Dam spillway showing the temporary cascade aerators installed under this project

Southerly Wastewater Treatment Plant (SWWTP) Digestion Process Expansion

Department: Public Utilities – Sanitary
Planning Area: Citywide
Start Date: January 2022
Est. Completion Date: March 2025
Construction Budget: \$21,860,109
Est. Operating Impact: None

The recently constructed Chemically Enhanced Primary Treatment (CEPT) process increased Southerly Wastewater Treatment Plant's peak solids loading. This project will expand the digestion process to handle the increased peak solids loading. The expansion includes a new digester (Digester 7), a new electrical building, expansion of Tunnel C, and replacement of the steel cover on Digester 6.



View of the current digesters at the Southerly Wastewater Treatment Plant.



Glossary

THE CITY OF
COLUMBUS

A

Accrual

The term accrual refers to any individual entry recording revenue or expense in the absence of a cash transaction.

Accrual Accounting

Relating to, or being a method of, accounting that recognizes revenue when earned and expenses when incurred.

Actual(s)

Expenditures plus outstanding encumbrances against current year appropriation.

ADAP

Alcohol and Drug Addiction Program

Ad Valorem

A tax amount that is based on the value of a piece of property.

Adopted Budget

The budget adopted by City Council including council-approved modifications.

Allocation

A part of a lump-sum appropriation designated for expenditure by specific organizational units and/or for special purposes, activities, or objects.

Appropriation

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.

APPS

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.

ARP ACT

The American Rescue Plan Act was passed by Congress and signed into law on March 11, 2021 to speed up the country's recovery from the economic and health effects of the COVID-19 pandemic and the ongoing recession

B

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

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.
Capital Improvement Plan (CIP)	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.
Capital Outlay	A category of expenditures which results in the acquisition of, or an addition to, the city's fixed assets.
CARE Coalition	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.
CARES Act	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.
Cash Basis Accounting	Cash basis accounting only recognizes revenue and expenses when cash is actually collected or disbursed.
CATCH	Changing Actions To Change Habits
CEPT	Chemically Enhanced Primary Treatment
City Charter	The City of Columbus Charter is the city's constitution, and only the voters of Columbus can amend it.
City Codes	The City Code is the collection of all ordinances that govern all citizens and businesses within the city.
Cost of Service	The cost a utility pays to provide a service. A utility takes these costs into account when determining what rate to charge consumers.

D

Debt Service

The city's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

Department

A major organizational unit of the city which indicates overall management responsibility for an operation or group of related operations within a functional area.

Depreciation

A decrease in the value of an asset with the passage of time, due to use, wear and tear, or obsolescence.

Division

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.

DRWP

Dublin Road Water Plant

E

Encumbrance

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.

Encumbrance Cancellation

Funds cease to be encumbered when the obligations are paid or otherwise liquidated (cancelled).

Enterprise Fund

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.

ESG

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.

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

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.

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.

J**JPWWTP**

Jackson Pike Waste Water Treatment Plant

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

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

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.

O

OEP	Opiate Extension Program
OEPA	Ohio Environmental Protection Agency
Official Statement	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.
Operating Budget	The city's annual appropriation of funds for ongoing program costs, including salaries and benefits, services, and supplies, among other cost categories.
Operating Funds	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.
OPWC	Ohio Public Works Commission
Ordinance	A formal legislative enactment by the City Council which has the full force and effect of law within the boundaries of the city.
OWDA	Ohio Water Development Authority

P

PACE	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.
PAWP	Parsons Avenue Water Plant

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

Rating Agencies	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.
Receipts	A term relating to the total revenue received during a certain time period.
Refunding	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."
Reserve	Funds held or appropriated for contingencies.
Revenue	The yield of taxes and other sources of income that the city collects and receives into its treasury for public use.
Revenue Bonds	The earnings of an enterprise fund are used exclusively for the payment of the bonds' principal and interest.

S

SIB	State Infrastructure Bank
SMOC	Sanitary Maintenance Operations Center
Special Improvement District	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.

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

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.

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

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

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

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

