



OFFICE OF THE MAYOR

November 10, 2022

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 2023 Operating Budget, a balanced proposal that reflects the priorities of my administration to meet the needs of the residents of Columbus as we continue to balance unprecedented economic growth with increasing challenges that accompany success.

Because of the hard work of the Department of Finance and Management, we are in a sound financial position. With this \$1.14 billion general fund budget, we will be able to focus on our community's highest priorities – neighborhood safety, affordability and expanding vital city services – while guarding against known and unknown threats – local and global – to the city's financial position. The full impact of remote work on local income tax revenue, the cumulative effect of inflation and the suggestion of a global recession all require careful and prudent decision making to ensure we are making the right investments today, and that they may be sustained in the future. That is exactly what this budget does.

Neighborhood safety remains my number one priority, and significant reductions in homicides and violent crime indicate our revised Comprehensive Neighborhood Safety Strategy is working. It is crucial that we continue to support these efforts. In 2022, we added more police officers than at any other time in recent history. The 2023 budget funds three more classes of police officers and firefighters, while also allowing for additional lateral transfers from other departments and reestablishing the police reserves. Increasing the number of police and fire classes not only helps put more officers on the street, it will also help us improve the diversity of our safety forces, increase opportunities for advancement for minorities and instill the latest training in community-based policing to ensure police and fire reflect the communities they serve.



All of our efforts in neighborhood safety do not lie exclusively with our divisions of police and fire. We continue to make investments in Public Health, Recreation and Parks and the Department of Neighborhoods to formulate a more holistic approach to safety. The 2023 Operating Budget includes \$3.5 million to expand the Right Response Unit that embeds social workers and mental health professionals with 9-1-1 operators, so residents receive the right response at the right time. We are also investing heavily in summer programming to make sure our young people remain safe and engaged.

To manage all of our safety measures, we will create the Office of Violence Prevention at the recommendation of the Columbus Board of Health. The Office will oversee all of the efforts for neighborhood safety that fall outside of the Division of Police, including the Right Response Unit, Columbus Violence Reduction and anti-violence programming in Recreation and Parks and Neighborhoods. Aligning these separate and distinct programs under the direction of one office will allow us to streamline resources, avoid duplicative efforts and more quickly recognize what is working best and what is not. The Office of Violence Prevention will also be responsible for gathering and analyzing data across numerous fronts, providing a clearer picture of our progress and making evident what more can be done to achieve a greater impact.

The past two years have been record setting in terms of job creation, but the pace of new housing construction has not kept pace with demand. Huge wins for the region including Intel and Ohio State's Innovation District at Carmenton will only increase the pressure on the housing market, driving up housing costs and making it harder for all Columbus residents to find housing they can afford. My 2023 budget



OFFICE OF THE MAYOR

includes funding for additional staff to support our Housing Strategy focused on preserving existing affordability, investing in and incentivizing affordable housing traditional financing can't support, and targeting these investments to support mixed-income neighborhoods to ensure no resident spends more than 30 percent of their income to live in safe housing in a neighborhood of their choice. At the same time, the Department of Building and Zoning Services will continue its work on revising the zoning code for the first time in over 70 years, including addressing internal processes to speed how quickly housing can come to market.

Core city services such as refuse and snow removal remain top priorities, and the 2023 budget invests heavily in them. In 2023 we will double our residential recycling efforts introducing for the first time ever weekly recycling. We will also expand refuse collection to include hot spot inspections for illegal dumping, continue replacing 300-gallon curb containers with 90-gallon versions and hire more staff as drivers for both refuse trucks and snow removal. In addition, we will open two convenience centers for people to properly dispose of hard-to-recycle items, food waste for compost, regularly scheduled hazardous waste collection and bulk item drop off. In doing so, we will send a clear message that our neighborhoods are not dumping grounds, and we will take another step forward in advancing our green initiatives and fulfilling our Climate Action Plan.

It is clear the ramifications of climate change are already apparent in our community with severe storms leading to power outages and flooding, and it is through the Climate Action Plan that we will move Columbus to being carbon neutral by 2050. That means continuing our efforts with Clean Energy Columbus to allow residents to opt-in to the City's 100% Ohio-based clean energy, as well as requiring electric vehicle charging stations in all new multi-unit housing projects.

Meanwhile, the Department of Neighborhoods will lead our efforts to invest in communities that make our city special. We continue to implement strategies developed by Columbus residents and outlined in the One Linden and Envision Hilltop plans, and in 2023, we will roll out a similar plan for the Eastland neighborhood, focusing on education, health, housing, safety and small business development.

Columbus Public Health continues to lead the way for a safe and healthy community. Their work in violence prevention and addressing racism as a public health crisis has been pivotal in moving our city forward. In addition, since 2020, they have given almost 250,000 COVID-19 vaccines and boosters, and in 2022, they also gave more than 6,000 monkeypox vaccinations to push back on a national epidemic.

Because of sound financial planning, during the pandemic, the City was able to weather the single biggest revenue loss in the City's history and maintain critical city services without eliminating a single position. Prudent fiscal policy also allowed the City to invest the vast majority of federal stimulus dollars - \$405 million - directly into the community, keeping residents housed, fed and their utility bills paid, and keeping small and minority businesses afloat and Columbus residents employed. These same federal relief funds helped our kids continue to learn through more than \$10 million in technology, internet connectivity, learning extension centers and expanded summer programming to keep kids safe and recover from learning lost. Through the 2023 budget, the remaining balance of federal stimulus will continue to be invested in basic needs, but also long-term, sustainable, systemic change that will disrupt the underlying causes of poverty to reduce the disparities that exist in our community and that the pandemic has widened.

Our economy is strong, and the City's financial position is secure, but we must continue to plan and prepare for the next possible crisis, whatever that may be. That is why we are replenishing the Basic City Services Fund with \$40 million to mitigate the potential sudden loss of revenue and increased cost of delivering services, while guarding the Budget Stabilization ("Rainy Day") Fund. At the same time, we are setting a new goal for the Rainy Day Fund, so that by the end of 2027 we will have 10 percent of the City's budget reserved for emergencies.

On the following pages, you will find additional details of my proposed 2023 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 10, 2022

Mayor Andrew J. Ginther:

Contained herein is the 2023 Operating Budget totaling \$2.3 billion, of which \$1.14 billion is for general fund operating expenses.

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 lingering effects of the COVID-19 pandemic and remains fiscally strong. The Mayor's 2023 Budget is balanced, and continues to provide for critical city services, while making important additional investments in our communities. These investments include neighborhood safety and violence prevention, infant mortality reduction, pre-kindergarten programming, after-school programming for middle school children, human services, recreation and parks programming and pay equity, energy efficiency/sustainability, as well as expansions to our neighborhood recycling program and bulk pickup centers to address illegal dumping. As of the end of 2022, the city will have \$90.6 million in the rainy day fund and \$49.7 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. Due to your fiscal stewardship, the city has met this goal two years ahead of schedule and has established a new goal of \$114 million (10% of the 2023 general fund operating budget) by the end of 2027. These reserve funds provide the city with the financial agility and security to meet the needs of the community during a continued climate of fiscal uncertainty.

In 2022, the lasting effects of Covid-19 pandemic continued to impact our neighborhoods and communities. Under your guidance, Columbus was able to continue its efforts to mitigate these impacts through the investment of federal Covid-relief funds. The city has received \$187 million in American

Rescue Plan Act (ARPA) funds, as well as \$61.7 million in Emergency Rental Assistance Program (ERAP) dollars to invest in a range of programs, including: human services, youth and childcare programming, vaccine incentives, small business support, community improvements, rental and utility assistance, as well as economic support to residents.



The City of Columbus continues to recover from the myriad impacts of the coronavirus pandemic. The Columbus labor market has recovered to pre-pandemic levels, which is a testament to our large and diverse local economy, as well as the continued strength and resiliency of our residents. However, uncertainty remains regarding the full impact of remote work and its implications for income tax revenues. Supply chain constraints and an inflationary environment have placed upward pressure on the cost of labor, supplies, and services. Recent movements by the Federal Reserve to dampen inflation have resulted in a broad increase in interest rates, which influence debt costs and can slow economic growth. Additionally, geopolitical forces and the effects of climate change are global concerns that have local impacts. However, given the sound fiscal leadership of the city along with the strength of our local and regional economies, I remain optimistic about the near and long-term financial stability of the city.

The city's 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 2022 is projected at 4 percent, which is robust and indicative of the health of our local economy and its ability to rebound from the pandemic related economic contractions of 2020 and 2021. The 2023 income tax revenue growth rate is expected to experience a 3 percent increase. While this is a strong revenue forecast, uncertainty remains around the full impact of remote work and



related income tax redistributions to other municipalities. The City Auditor's 2023 Official Revenue Estimate dated October 21, 2022 indicates four evolving factors: 1) direct and indirect impacts from the national economy; 2) remote work and its ongoing effect on the city's income tax revenues; 3) local employment trends; and 4) income tax refunds due to remote work in 2020. Potential income tax redistribution occurs when employers are 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. While this requirement became effective in fiscal year 2022, not all employers have fully executed this due to the systems and administrative investments needed for full implementation. As such, Columbus will continue to monitor as well as adopt sound fiscal policies to offset negative revenue impacts.

Due to the negative economic impacts of the pandemic combined with the revenue impacts of remote work, the 2022 operating budget was balanced by utilizing \$50.9 million from the basic city services. However, due to a better than anticipated local economic recovery, fewer income tax redistributions, and strong fiscal management, the city will return \$40 million to the basic city services fund in 2022. This will restore a key reserve fund and in combination with the aforementioned rainy day fund will provide the city with financial flexibility to respond to potential economic challenges.

Your Opportunity Rising initiative has challenged and inspired the city to establish priorities, policies, and programs built around equity. This budget was informed by the foundational elements of Opportunity Rising; Economic Stability, Health & Wellbeing, and Safe & Resilient Communities. As such, the 2023 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.

Funding for a number of new initiatives has been included in this proposal. The city will establish an Office of Violence Prevention, to holistically address the root causes of violence in our communities. Funding is also set aside for Neighborhood Resiliency, to address our community's ability to react to natural disasters, power grid disruptions, and other events that threaten shelter and security. This budget also includes funding for after school programming for middle school aged children to provide safe and supportive environments for our youth. The Recreation and Parks Department will receive additional funding for pay equity programs and expansion of programming for youth and job readiness. The Public Service Department will enhance weekly recycling and expand bulk pickup service centers to reduce illegal dumping. The Development Department will receive funding to invest an additional \$5.0 million within its network of social service agencies.

In the Public Safety Department, funding was provided to the Right Response, REACT, and Comprehensive Neighborhood Safety Strategy programs. Additionally, both the Division of Police and the Division of Fire will have three recruit classes to ensure adequate staffing levels to meet the needs of the communities they serve.

I would like to thank the Department of Finance and Management budget team, as well as department directors and their staff in preparing this budget.

The Department of Finance and Management will continue its mission to provide financial leadership to ensure the future health of the city's finances.

Respectfully submitted,



Kathy A. Owens
Director
Department of Finance and Management





ANDREW J. GINTHER, MAYOR

CITY OF COLUMBUS PROPOSED 2023 BUDGET

Mayor Andrew J. Ginther

Presented to Columbus City Council
November 10, 2022

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Office of Diversity and Inclusion

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January 01, 2022

Christopher P. Morill

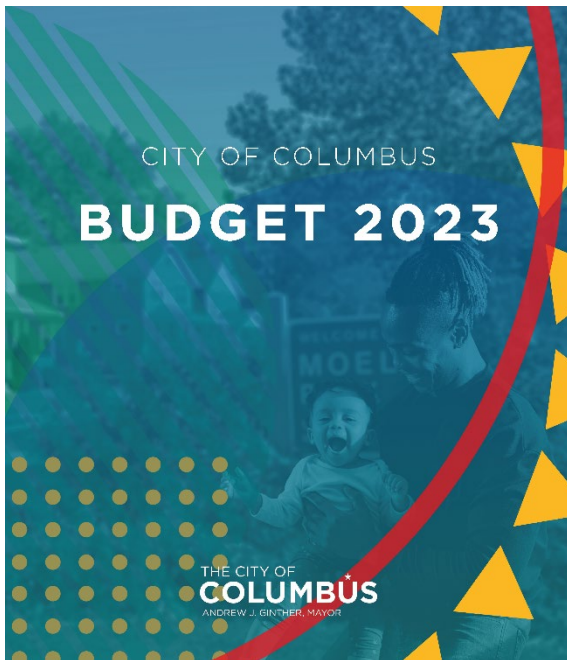
Executive Director

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, 2022. 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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Electronic Resources:

2023 Budget: <https://www.columbus.gov/2023budget/>

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

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The 2023 Budget Document

The 2023 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 2023, 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 2023 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 2023 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 2023, and 2023 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 2020-2023 data points for performance measures have been affected.

Special Revenue, Internal Service, and Enterprise Funds

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

Capital Improvements Program

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

Glossary

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





Mayor Andrew J. Ginther's 2023 Strategic Priorities



Opportunity Rising

Columbus is a city on the rise – but not everyone is sharing in our success. Columbus’ residents of color continue to experience the outcomes of systemic racism. The discrimination and divestment that has caused these inequities in our city are complex, but their unjust outcomes are ours to change.

That is why we are incorporating equity into everything we do – and this is where the next phase of our Equity Agenda comes into play. We call it “Opportunity Rising,” and it is the strategic, quantifiable playbook by which we will optimize our resources to tackle our city’s greatest challenges – all while strengthening our shared social fabric.

Opportunity Rising names 21 aspirations that Mayor Andrew J. Ginther has for every Columbus resident. Whether it’s a safe home to sleep in at night, a job that supports a family, clean air to breathe or access to high-speed internet, there are things that everyone should have in America’s 21st Century City. In order to get everyone to a place of opportunity, we’ll need to think, act and invest our resources differently. Equitably.

To achieve the aspirations of Opportunity Rising, the City of Columbus will boldly collaborate with partners and residents to dismantle racism in our city and advance opportunity and prosperity for all. This will benefit every Columbus resident through the community’s improved economic stability, stronger health and wellbeing, and safer, more resilient neighborhoods.

With Opportunity Rising and Equity in mind, the Mayor’s Strategic Priorities for 2023 are:

ECONOMIC STABILITY	
Workforce Development	Every Columbus resident is prepared to enter and advance in the workforce
Jobs	Every resident earns a wage to support their household
Business Climate	Every business has equal access to resources and opportunities to succeed
Mobility	Every resident lives within a 30 minute commute of work, education and healthcare
Financial Security	Every resident achieves and maintains financial security
Childcare	Every family has access to high-quality, affordable childcare during the hours they need it
Kindergarten Preparedness	Every Columbus child is prepared to thrive in kindergarten
Digital Inclusion	Every resident can afford and use high-speed, high-capacity internet from home

Mayor's Strategic Priorities

Housing Stability	No resident pays more than 30 percent of their monthly income to live in a neighborhood of their choice
Homelessness	Every resident is stably housed
HEALTH & WELLBEING	
Infant Vitality	Every baby reaches his or her first birthday
Chronic Disease Prevention	Healthy choices are easy for everyone to access and afford
Climate	Every resident enjoys the benefit of a sustainable environment
Behavioral Health & Trauma	Timely, affordable behavioral health services are available to every resident without stigma
SAFE & RESILIENT COMMUNITIES	
Crisis Mitigation	Every call for help is served by the right response and use of force
Neighborhood Building	Every neighborhood has the infrastructure, greenspace and programs to support safe and healthy living
Violence Elimination	Every resident lives in a neighborhood free of violent crime
Re-entry	Justice-involved residents are ready to contribute to and accepted by the community
Youth	Every Columbus young person can find safety and engagement in their neighborhood outside school hours
Community Collaboration	Residents collaborate with their city to create the community they wish to live in
Resiliency	Every resident has the resources to quickly recover from community crisis





Budget Process

THE CITY OF
COLUMBUS

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 2022.

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 the 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.

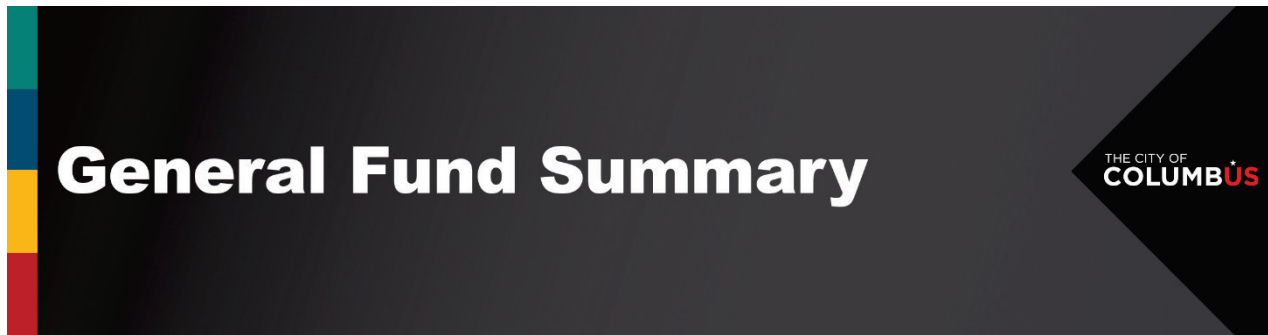
November: The administration's formal budget proposal is submitted to Council on or by the 15th.

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 \$1.05 billion, an increase of 4.5 percent from 2022 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 2023, income tax revenues to the general fund are estimated at \$831.6 million, which is 72.7 percent of total general fund resources and 79 percent of total general fund revenue. This represents a 3 percent increase from 2022 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 2023 estimate for property tax collections is \$63 million, an increase of 3.5 percent from the 2022 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 2022 and 2023 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 2023.

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 \$8.2 million estimate for the 2023 general fund deposit for casino tax revenues is just slightly higher than the 2022 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 \$27.6 million in 2023, a 1.9 percent increase from projected 2022 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 were 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. Revenues from fines and penalties are projected at \$7.9 million in 2023, a 1.7 percent increase from 2022 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 \$71.4 million in 2023, a 4.2 percent increase from 2022 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. Due to rising interest rates, general fund investment earnings are projected to yield \$25.3 million in 2023, a 150.4 percent increase from 2022 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 2023, 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 2023 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 2023 is \$5.0 million.

Other Miscellaneous Transfers

A transfer from the basic city services fund into the general fund will not be needed in 2023. A transfer of \$4 million is projected from the special income tax fund while a transfer of \$2.5 million is projected from the reimagine safety subfund.



**GENERAL FUND
REVENUE BY SOURCE AND YEAR
HISTORICAL AND PROJECTED
2019 - 2023**

SOURCE	2019	PERCENT	2020	PERCENT	2021	PERCENT	2022	PERCENT	2023	PERCENT	PERCENT
	ACTUAL	CHANGE	ACTUAL	CHANGE	ACTUAL	CHANGE	PROJECTED	CHANGE	PROJECTED	CHANGE	OF TOTAL
Income Tax	\$ 706,085,907	5.59%	\$ 699,560,529	(0.92%)	\$ 776,095,407	10.94%	\$ 807,371,000	4.03%	\$ 831,592,000	3.00%	72.69%
Property Tax	50,390,381	2.32%	49,377,900	(2.01%)	60,174,110	21.86%	60,853,000	1.13%	63,000,000	3.53%	5.51%
Kilowatt Hour Tax	3,369,256	1.47%	3,192,372	(5.25%)	3,312,758	3.77%	3,300,000	(0.39%)	3,300,000	0.00%	0.29%
Hotel/Motel Tax	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	0.00%
TOTAL TAXES	759,845,544	5.35%	752,130,801	(1.02%)	839,582,275	11.63%	871,524,000	3.80%	897,892,000	3.03%	78.49%
Local Government Fund	21,232,931	6.74%	21,076,556	(0.74%)	23,758,335	12.72%	25,614,000	7.81%	26,938,000	5.17%	2.35%
Estate Tax	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	0.00%
Liquor Permit Fee, Other	1,295,038	(3.09%)	1,195,370	(7.70%)	884,214	(26.03%)	1,477,000	67.04%	653,000	(55.79%)	0.06%
Casino Tax	7,100,147	2.25%	5,385,492	(24.15%)	7,989,634	48.35%	8,000,000	0.13%	8,200,000	2.50%	0.72%
TOTAL SHARED REVENUE	29,628,116	5.17%	27,657,418	(6.65%)	32,632,183	17.99%	35,091,000	7.53%	35,791,000	1.99%	3.13%
License and Permit Fees	12,106,082	1.48%	9,758,763	(19.39%)	8,825,273	(9.57%)	11,016,000	24.82%	11,016,000	0.00%	0.96%
Fines and Penalties	18,921,231	2.39%	11,612,764	(38.63%)	13,572,065	16.87%	7,732,000	(43.03%)	7,860,000	1.66%	0.69%
Investment Earnings	21,145,912	72.75%	18,975,693	(10.26%)	9,511,747	(49.87%)	10,110,000	6.29%	25,310,000	150.35%	2.21%
Charges for Service	65,365,937	(0.49%)	60,886,060	(6.85%)	63,265,602	3.91%	68,450,000	8.19%	71,350,000	4.24%	6.24%
All Other	2,596,250	(15.79%)	83,613,669	3120.56%	5,952,881	(92.88%)	2,200,000	(63.04%)	2,200,000	0.00%	0.19%
TOTAL OTHER REVENUES	120,135,412	7.82%	184,846,949	53.87%	101,127,568	(45.29%)	99,508,000	(1.60%)	117,736,000	18.32%	10.29%
TOTAL ALL REVENUES	909,609,072	5.66%	964,635,168	6.05%	973,342,026	0.90%	1,006,123,000	3.37%	1,051,419,000	4.50%	91.91%
Encumbrance Cancellations	9,995,846	23.54%	3,800,071	(61.98%)	6,595,499	73.56%	5,479,000	(16.93%)	5,000,000	(8.74%)	0.44%
Unencumbered Balance	16,170,687	(8.49%)	40,795,387	152.28%	78,259,958	91.84%	58,299,693	(25.51%)	81,081,000	39.08%	7.09%
Fund Transfers	3,361,411	(12.32%)	3,041,291	(9.52%)	7,857,481	158.36%	5,339,000	(32.05%)	6,500,000	21.75%	0.57%
Other Misc. Transfers	12,962,619	(22.77%)	-	(100.00%)	-	N/A	10,876,000	N/A	-	(100.00%)	0.00%
Total Annual Resources	952,099,635	4.95%	1,012,271,917	6.32%	1,066,054,963	5.31%	1,086,116,693	1.88%	1,144,000,000	5.33%	100.00%
27th Pay Period Reserve Fund	25,129,786	11.21%	3,266,058	(87.00%)	5,953,058	82.27%	8,721,058	46.50%	11,572,058	32.69%	
Basic City Services Fund	14,761,329	13.88%	74,045,492	401.62%	60,545,492	(18.23%)	49,669,492	(17.96%)	49,669,492	0.00%	
Economic Stabilization Fund	80,655,018	5.87%	85,158,273	5.58%	87,880,608	3.20%	90,580,608	3.07%	95,197,220	5.10%	
TOTAL GENERAL FUND											
AVAILABLE RESOURCES	\$ 1,072,645,768	6.62%	\$ 1,174,741,740	9.52%	\$ 1,220,434,121	3.89%	\$ 1,235,087,851	1.20%	\$ 1,300,438,770	5.29%	



Expenditures and Personnel

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

General Fund Summary

GENERAL FUND 2023 PROPOSED BUDGET SUMMARY BY AREA OF EXPENSE

Department/Division	Personnel	Materials	Services	Other	Capital	Transfers	Totals
City Council	\$ 5,656,378	\$ 65,000	\$ 351,708	\$ 3,000	\$ -	\$ -	\$ 6,076,086
City Auditor							
City Auditor	4,784,828	32,500	805,920	1,000	-	-	5,624,248
Income Tax	8,995,824	78,500	1,246,844	500	-	-	10,321,668
Total	13,780,652	111,000	2,052,764	1,500	-	-	15,945,916
City Treasurer	1,234,285	4,200	336,246	-	-	-	1,574,731
City Attorney							
City Attorney	15,497,377	96,500	710,282	3,000	-	87,565	16,394,724
Real Estate	186,754	-	-	-	-	-	186,754
Total	15,684,131	96,500	710,282	3,000	-	87,565	16,581,478
Municipal Court Judges	22,931,653	152,244	2,684,704	-	-	490,000	26,258,601
Municipal Court Clerk	14,032,743	140,834	1,136,580	-	-	-	15,310,157
Civil Service	4,576,680	37,135	1,176,352	3,500	-	-	5,793,667
Public Safety							
Administration	9,987,116	30,367	4,981,308	150	-	-	14,998,941
Support Services	18,229,255	809,175	3,962,377	5,800	-	-	23,006,607
Police	343,203,479	6,743,585	21,180,585	255,000	-	-	371,382,649
Fire	278,237,753	5,849,964	13,590,660	125,000	80,000	-	297,883,377
Total	649,657,603	13,433,091	43,714,930	385,950	80,000	-	707,271,574
Office of the Mayor							
Mayor	4,697,284	98,000	3,746,106	2,000	-	-	8,543,390
Office of Diversity & Inclusion	1,600,968	20,000	380,990	-	-	-	2,001,958
Office of CelebrateOne	1,437,442	10,000	390,256	-	-	-	1,837,698
Office of Education	328,416	7,000	12,934,074	-	-	-	13,269,490
Total	8,064,110	135,000	17,451,426	2,000	-	-	25,652,536
Inspector General	1,529,603	25,000	390,447	-	-	-	1,945,050
Building and Zoning Services							
Building & Zoning	311,069	-	-	-	-	-	311,069
Code Enforcement	6,874,876	75,400	772,180	9,000	-	-	7,731,456
Total	7,185,945	75,400	772,180	9,000	-	-	8,042,525
Development							
Administration	3,974,310	21,100	8,976,460	151,000	-	-	13,122,870
Econ. Development	1,822,778	5,400	3,786,835	1,000	-	-	5,616,013
Planning	2,115,174	7,000	73,496	1,000	-	-	2,196,670
Housing	2,512,768	9,500	5,805,315	11,000	-	-	8,338,583
Land Redevelopment	623,801	-	1,000	-	-	-	624,801
Total	11,048,831	43,000	18,643,106	164,000	-	-	29,898,937
Finance and Management							
Finance Administration	3,297,375	23,000	3,070,272	-	-	-	6,390,647
Financial Management	3,220,760	14,000	1,721,339	-	-	-	4,956,099
Facilities Management	9,358,196	952,000	9,913,361	3,000	-	-	20,226,557
Total	15,876,331	989,000	14,704,972	3,000	-	-	31,573,303
Finance City-wide	-	-	-	-	-	60,276,963	60,276,963
Finance Technology (pays of agency bills)	-	-	26,870,460	-	-	-	26,870,460
Human Resources	1,919,680	48,847	1,437,780	-	-	-	3,406,307
Neighborhoods	6,573,330	88,000	3,322,181	3,500	-	52,500	10,039,511
Health	-	-	-	-	-	32,742,198	32,742,198
Recreation and Parks	-	-	-	-	-	50,449,636	50,449,636
Public Service							
Administration	876,930	-	9,533	-	-	-	886,463
Refuse Collection	19,068,496	603,500	47,029,905	62,000	640,000	-	67,403,901
Total	19,945,426	603,500	47,039,438	62,000	640,000	-	68,290,364
Total General Operating Fund	\$ 799,697,381	\$ 16,047,751	\$ 182,795,556	\$ 640,450	\$ 720,000	\$ 144,098,862	\$ 1,144,000,000

General Fund Summary

GENERAL FUND EXPENDITURE AND BUDGET SUMMARY					
	2020	2021	2022	2022	2023
	Actual	Actual	Budgeted	Projected	Proposed
City Council	\$ 4,860,945	\$ 4,994,511	\$ 5,201,612	\$ 5,438,829	\$ 6,076,086
City Auditor					
City Auditor	4,654,518	4,757,595	5,222,349	5,172,709	5,624,248
Income Tax	8,233,436	7,669,174	9,990,318	7,914,946	10,321,668
Total	12,887,955	12,426,768	15,212,667	13,087,655	15,945,916
City Treasurer	1,187,272	1,299,673	1,502,649	1,441,611	1,574,731
City Attorney					
City Attorney	13,587,329	13,474,762	14,085,707	14,157,475	16,394,724
Real Estate	165,982	166,961	171,489	170,947	186,754
Total	13,753,311	13,641,724	14,257,196	14,328,422	16,581,478
Municipal Court Judges	20,175,534	21,405,301	21,537,233	22,457,145	26,258,601
Municipal Court Clerk	12,175,332	12,119,042	13,295,769	12,927,678	15,310,157
Civil Service	4,223,590	4,408,774	5,016,917	5,291,752	5,793,667
Public Safety					
Administration	8,151,062	9,284,122	12,926,671	14,737,796	14,998,941
Support Services	6,789,208	18,305,976	22,038,303	20,701,234	23,006,607
Police	350,060,990	386,370,000	354,194,577	341,142,918	371,382,649
Fire	234,316,471	273,096,189	273,461,932	273,084,932	297,883,377
Total	599,317,731	687,056,287	662,621,483	649,666,880	707,271,574
Office of the Mayor					
Mayor	4,051,659	3,704,507	4,330,000	3,717,568	8,543,390
Office of Diversity & Inclusion	1,445,603	1,535,194	1,910,183	1,828,419	2,001,958
Office of CelebrateOne*	-	804,521	1,378,071	1,482,164	1,837,698
Office of Education	6,070,004	8,508,120	10,467,361	8,662,227	13,269,490
Total	11,567,266	14,552,341	18,085,615	15,690,378	25,652,536
Inspector General	-	-	1,032,602	824,129	1,945,050
Building and Zoning Services					
Building & Zoning	-	87,177	282,216	277,292	311,069
Code Enforcement*	-	1,760,827	7,365,924	7,115,578	7,731,456
Total	-	1,848,004	7,648,140	7,392,870	8,042,525
Development					
Administration	5,822,406	10,097,772	7,380,161	9,695,345	13,122,870
Economic Development	16,101,945	18,322,326	4,876,470	19,386,779	5,616,013
Code Enforcement*	8,275,537	6,345,733	-	-	-
Planning	1,511,359	1,567,810	2,020,097	1,996,151	2,196,670
Housing	7,603,663	7,879,272	8,142,651	8,101,609	8,338,583
Land Redevelopment	570,012	805,118	587,101	586,557	624,801
Total	39,884,921	45,018,031	23,006,480	39,766,441	29,898,937
Finance and Management					
Finance Administration	4,923,156	6,506,352	6,222,427	10,287,829	6,390,647
Financial Management	3,487,375	4,741,730	4,346,100	3,801,791	4,956,099
Fleet Management	-	-	-	3,000,000	-
Facilities Management	17,613,290	18,707,732	19,416,293	19,772,252	20,226,557
Total	26,023,821	29,955,814	29,984,820	36,861,872	31,573,303
Citywide Technology	19,829,386	26,143,340	23,902,525	22,391,513	26,870,460
Finance City-wide	68,340,251	13,684,108	56,138,365	27,806,389	60,276,963
Human Resources	2,979,302	2,922,407	3,168,712	2,967,264	3,406,307
Neighborhoods	5,089,753	7,904,497	8,875,120	9,566,190	10,039,511
Health	17,216,803	32,953,181	30,803,453	22,818,174	32,742,198
Recreation and Parks	42,005,613	42,562,142	45,173,881	43,387,465	50,449,636
Public Service					
Administration	648,750	766,286	740,775	737,019	886,463
Refuse Collection	31,844,422	32,093,041	50,157,111	50,186,779	67,403,901
Total	32,493,172	32,859,327	50,897,886	50,923,798	68,290,364
Total General Operating Fund	\$ 934,011,958	\$ 1,007,755,270	\$ 1,037,363,125	\$ 1,005,036,453	\$ 1,144,000,000

*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				
	2020	2021	2022	2023
	Actual	Actual	Budgeted	Proposed
City Council	42	42	44	46
City Auditor				
City Auditor	31	36	35	37
Income Tax	66	58	84	84
Total	97	94	119	121
City Treasurer	8	8	9	9
City Attorney				
City Attorney	124	122	128	130
Real Estate	1	1	1	1
Total	125	123	129	131
Municipal Court Judges	194	203	220	232
Municipal Court Clerk	152	150	170	172
Civil Service	32	36	37	40
Public Safety				
Administration	12	57	68	85
Support Services	38	138	194	196
Police- Non Uniformed	350	204	252	269
Police- Uniformed	1,947	1,922	1,936	2,021
Fire- Non Uniformed	50	38	50	57
Fire- Uniformed	1,592	1,585	1,637	1,703
Total	3,989	3,944	4,137	4,331
Office of the Mayor				
Mayor	27	23	27	31
Office of Diversity and Inclusion	9	10	14	14
Office of CelebrateOne	0	7	9	9
Office of Education	2	2	2	2
Total	38	42	52	56
Inspector General	0	0	10	7
Building and Zoning Services				
Building & Zoning	0	3	3	2
Code Enforcement	0	78	83	66
Total	0	81	86	69
Development				
Administration	20	23	25	28
Economic Development	15	11	15	15
Code Enforcement	75	0	0	0
Planning	16	15	20	20
Housing	17	13	24	24
Land Redevelopment	6	8	6	6
Total	149	70	89	93
Finance and Management				
Administration	28	29	31	31
Financial Management	23	24	28	28
Facilities Management	89	90	107	107
Total	140	143	166	166
Human Resources	15	13	14	14
Neighborhoods	42	47	52	65
Public Service				
Administration	6	6	6	7
Refuse Collection	180	180	226	239
Total	186	186	232	246
Total General Fund	5,209	5,182	5,566	5,797

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

From: City Auditor Megan Kilgore

Date: October 21, 2022

2023 Official Revenue Estimate

Dear Colleagues:

Amid much uncertainty these past three years, one thing is certain: the City's economy continues to show resilience. I do not remember a time when we have navigated more countervailing forces. A pandemic-forced shutdown followed by unprecedented wage inflation. Supply chain limitations in the midst of extraordinary levels of federal stimulus. Businesses closed, yet an incredible \$2.5 billion of PPP funding fueled growth for others in Columbus. Remote work's income tax implications offset by new, high-wage paying jobs in our expanding sectors.

Eyes will be on the national economy as we approach 2023. Many of the variables we have considered for the City's 2023 Official Revenue Estimate remain out of the City's direct control, including geopolitical tensions and their impact on the supply chain and how inflation and interest rate levels will impact local business and consumer decisions. There are four primary areas we will be monitoring:

1. Direct and indirect impacts from national economy
2. Remote work and its ongoing effect on the City's income tax revenues
3. Local employment trends
4. Income tax refunds due to remote work in 2020 (Ohio Supreme Court decision)

See the attached NOTES to this Revenue Estimate for more detail in each of these areas.

General Fund resources for 2023 are forecasted to be \$1.144 billion, an increase of 1.84% as compared to the 2022 Revised Revenue Estimate of June 2022. We will closely monitor the actual impacts to revenues in the first quarter of 2023 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, 2022

2023 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 2023.

Statement of Estimated Available Resources

	Original Estimate
<i>ESTIMATED GENERAL OPERATING FUND REVENUE:</i>	
Income taxes	\$831,592,000
Property taxes	63,000,000
Investment earnings	25,310,000
Licenses and permits fees	11,016,000
Shared revenue	35,791,000
Charges for services	71,350,000
Fines, forfeitures and penalties	7,860,000
Miscellaneous revenue	5,500,000
TOTAL ESTIMATED RESOURCES FROM REVENUE	\$1,051,419,000
TOTAL TRANSFERS IN	6,500,000
TOTAL ESTIMATED RESOURCES AND TRANSFERS	\$1,057,919,000
Estimated prior year encumbrance cancellations	5,000,000
Estimated 2022 Year End Fund Balance	81,081,000
TOTAL ESTIMATED AVAILABLE RESOURCES GENERAL OPERATING FUND	\$1,144,000,000
<i>UNENCUMBERED CASH AVAILABLE IN OTHER GENERAL FUND SUBFUNDS:</i>	
Estimated Unencumbered Cash – JOB GROWTH [100015]	\$ 1,020,312
Estimated Unencumbered Cash – PUBLIC SAFETY INITIATIVE [100016]	688,654
Estimated Unencumbered Cash – BASIC CITY SERVICES [100017]	49,669,492
Estimated Unencumbered Cash – NEIGHBORHOOD INITIATIVE [100018]	2,448,888
TOTAL ESTIMATED AVAILABLE RESOURCES	\$1,197,827,346

This estimate includes an increase in 2023 income tax revenue of 3% as compared to the anticipated income tax revenue of \$807.371 million for the year ended December 31, 2022.



In addition to the total resources estimated for the General Operating Fund, there is an estimated \$53.8 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 unencumbered balances in these General Fund subfunds were transferred to the General Operating Fund, total estimated available resources would be \$1.198 billion for 2023.

See “Notes to the City Auditor’s Statement of 2023 Estimated Available Resources” for additional information.

CITY OF COLUMBUS, OHIO
NOTES TO THE CITY AUDITOR'S STATEMENT OF 2023 ESTIMATED AVAILABLE RESOURCES
GENERAL OPERATING FUND

NOTE 1 – GENERAL OPERATING FUND RESOURCES

The 2023 General Operating Fund total estimated *revenues* for the City of Columbus (“City”) are approximately \$1.051 billion. The revenue is generated through income tax, property tax, licenses and permit fees, fines, forfeitures and penalties, investment earnings, charges for services, shared revenue, and miscellaneous revenue.

Total 2023 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 31, 2022 are \$1.144 billion.

Total estimated revenues for 2023 increased \$53.2 million or 5.33% as compared to the revised estimated revenues for 2022 of \$998 million. Total estimated resources for 2023 represent a \$20.6 million or 1.84% increase as compared to the estimated total resources for 2022 of \$1.123 billion. The table below displays the total amount of estimated revenue attributable to each revenue category for both 2023 and 2022 and the actual revenue collected for 2021.

(\$ in thousands)

Revenue Categories	2021		2022		2023	
	Actual	% to Total	Revised Estimate	% to Total	Original Estimate	% to Total
Income Taxes	\$776,095	79.7%	\$799,371	80.1%	\$831,592	79.1%
Property Taxes	60,174	6.2%	63,623	6.4%	63,000	6.0%
License and permit fees	8,825	0.9%	11,016	1.1%	11,016	1.0%
Fines, forfeitures and penalties	13,572	1.4%	7,663	0.8%	7,860	0.8%
Investment earnings	9,512	0.9%	8,000	0.8%	25,310	2.4%
Charges for service	63,266	6.5%	67,962	6.8%	71,350	6.8%
Shared revenue	32,632	3.4%	35,087	3.5%	35,791	3.4%
Miscellaneous revenue	9,266	1.0%	5,465	0.5%	5,500	0.5%
Resources from revenue	\$973,342	100.0%	\$998,187	100.0%	\$1,051,419	100.0%

NOTE 2 – INCOME TAXES

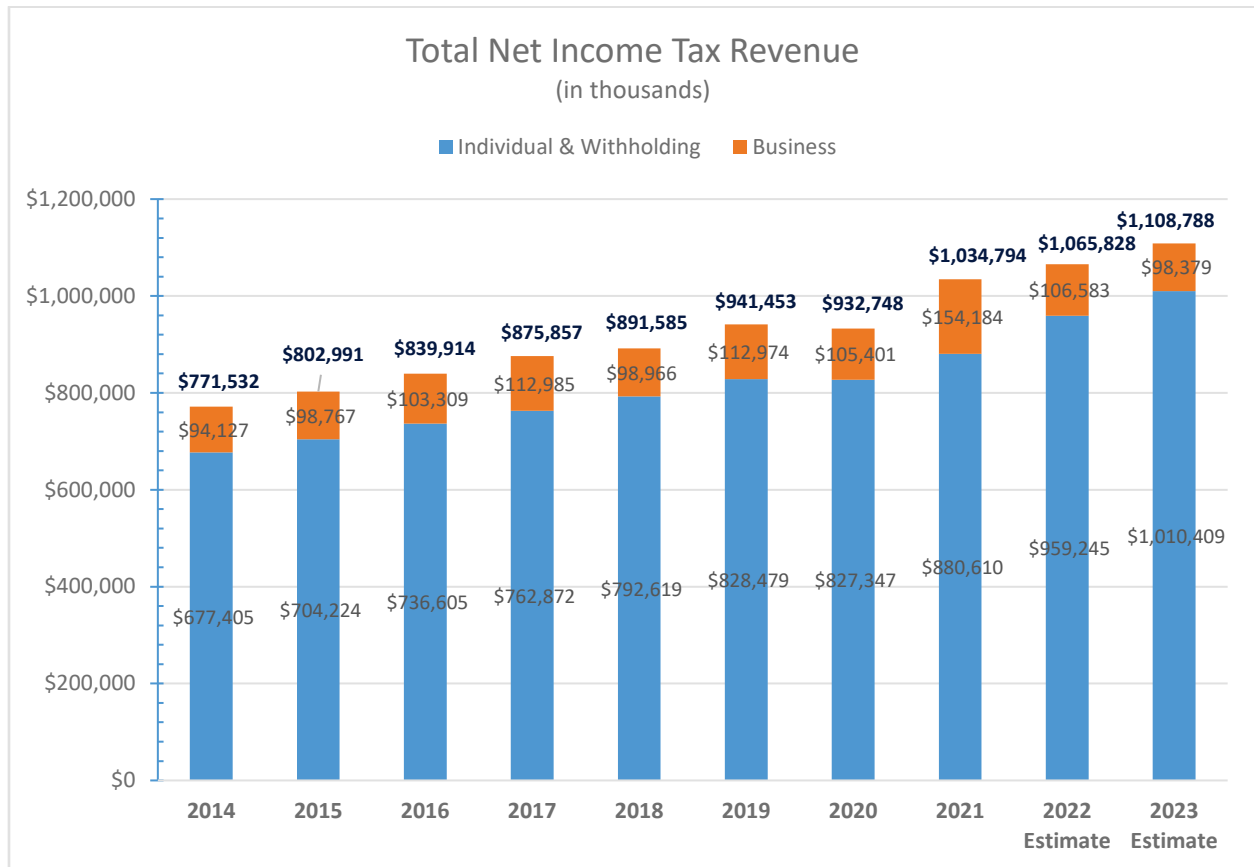
Income tax revenue represents approximately 79% of total General Fund revenues for 2023.

Total income tax revenues for 2023, after providing for refunds to taxpayers, are estimated at \$1.109 billion. One fourth of the collections will be deposited into a debt service fund, more commonly known

CITY OF COLUMBUS, OHIO
NOTES TO THE CITY AUDITOR'S STATEMENT OF 2023 ESTIMATED AVAILABLE RESOURCES
GENERAL OPERATING FUND

as the "Special Income Tax Fund." The remaining three fourths of the collections, approximately \$831.592 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 2023 General Fund income tax revenue was estimated based on projections for employment levels, realized wage inflation, and work from home trends. The graph below shows total income tax collections/estimates for a 10 year period.



Direct and Indirect Impacts from National Economy

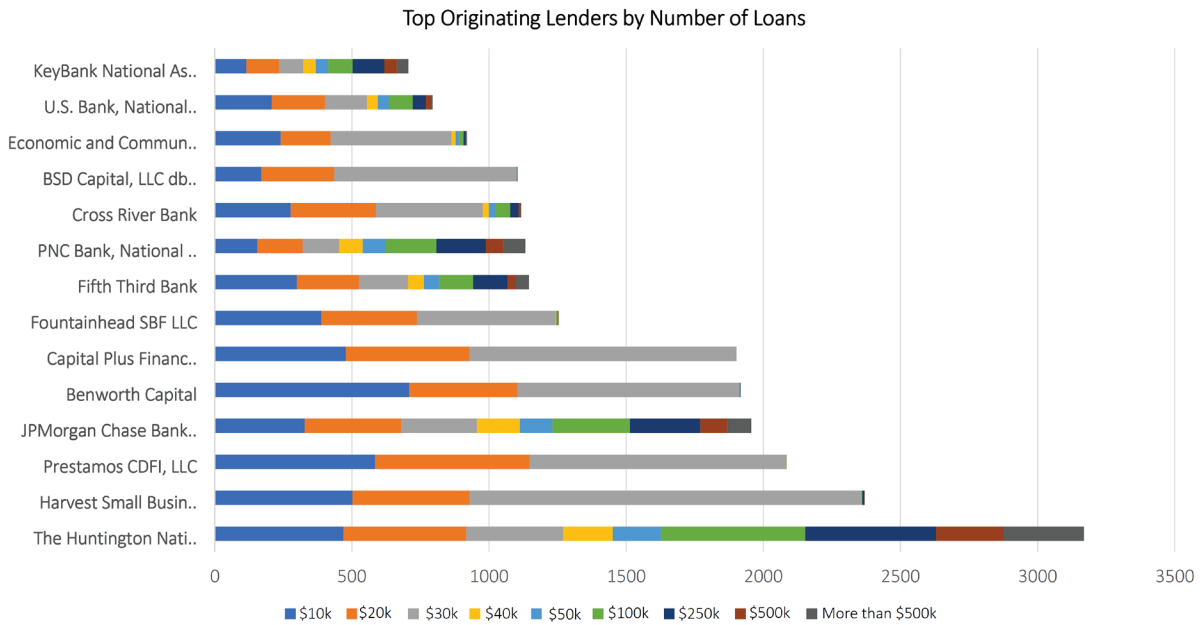
Economic growth is slowing, but only time will tell how much key variables including the Fed's monetary policy decisions, the impact to various global markets as a result of the Russian invasion of Ukraine, and inflation ultimately affect the local economy. At present, we believe it is likely for certain local sectors to be adversely impacted in late 2022/early 2023 versus a comprehensive "downturn" involving numerous sectors. As high interest rates continue, for example, we anticipate that lenders will eventually have to take losses on existing mortgages; as such, the financial system might show levels of stress. Although some measurements of U.S. economic activity are decelerating, employment broadly remains strong.

One of the most important factors we are watching is the impact of *outgoing* dollars from Federal COVID-19 funding initiatives on the City's local economy. Governments, businesses, nonprofits, and households

CITY OF COLUMBUS, OHIO
NOTES TO THE CITY AUDITOR'S STATEMENT OF 2023 ESTIMATED AVAILABLE RESOURCES
GENERAL OPERATING FUND

benefitted from various types of stimulus, such as the Paycheck Protection Program (PPP), Economic Impact Payments, and Enhanced Unemployment Insurance. Across the board, spending resulted, creating volatile growth in the City's income tax collections in 2021 and 2022.

In Columbus, over \$2.5 billion in PPP funding was distributed via nearly 32,000 loans, many of which were forgiven. Decoupling the impact these (forgiven) loans and other stimuli had on our local economy from real (i.e. typical) economic activity is nearly impossible, for the funds were used for a variety of purposes, in various amounts, and we can only make reasonably informed projections. To illustrate the range of loans and loan amounts that originated in the City, see the below table. Many more originating lenders were active with PPP distribution; only the top originators are shown.



Source: US Small Business Administration

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

We continue monitoring remote work trends and the corresponding impacts on income tax collections. Through 2022, revenue declines resulting from remote work have been masked by wage inflation, early January/February bonuses, stimulus, and new jobs. Many employers have yet to fully implement technology systems to track remote work and withhold correctly. Predicting the long-term levels of remote work and the length of time it will take for employers to implement withholding processes is difficult. We expect that it will take some time for revenues to fully reflect remote work.

Local Employment Trends

Job growth, while slower than 2021, remains above our earlier estimates. Per the U.S. Bureau of Labor Statistics, jobs in Columbus rebounded to pre-pandemic (peak year: 2019) levels this past August. Not all sectors have exceeded 2019 numbers; notably, finance and insurance, administrative support, and

CITY OF COLUMBUS, OHIO

NOTES TO THE CITY AUDITOR’S STATEMENT OF 2023 ESTIMATED AVAILABLE RESOURCES

GENERAL OPERATING FUND

arts/recreation/leisure jobs remain behind. Hiring remains strong, however, in transportation and warehousing, accommodation and food services, and construction.

We anticipate benefitting from ongoing growth in certain sectors, particularly industries supporting emerging businesses in technology, biotech, and innovative sciences. We continue to see investments in these sectors and expect growth in jobs — both on-site and remote — to occur concurrently.

A four-year analysis of jobs, by North American Industry Classification System (NAICS) code designation, and their respective +/- changes is below. Also presented is the Ohio wage growth through the second quarter of 2022, as compared to the first quarter of 2020.

NAICS	2019	2020		2021		2022		WAGE GROWTH Ohio Earnings Q2 2022 v. Q1 2020
	# Columbus Jobs	Annual Average	% Change	Annual Average	% Change	Columbus - Average thru August	% Change	
Agriculture, Forestry, Fishing and Hunting	263		N/A		N/A		N/A	N/A
Mining, Quarrying, and Oil and Gas Extraction	262		N/A		N/A		N/A	N/A
Utilities	2,693	2,687	-0.2%	2,693	0.2%	2,724	1.1%	2.0%
Construction	23,180	23,915	3.2%	24,537	2.6%	25,555	4.1%	14.9%
Manufacturing	26,062	24,960	-4.2%	25,564	2.4%	25,778	0.8%	8.0%
Wholesale Trade	18,723	17,880	-4.5%	18,146	1.5%	18,812	3.7%	17.4%
Retail Trade	47,719	45,735	-4.2%	47,199	3.2%	47,577	0.8%	16.8%
Transportation and Warehousing	30,307	34,865	15.0%	38,436	10.2%	42,524	10.6%	24.7%
Information	9,799	8,785	-10.3%	8,898	1.3%	9,405	5.7%	23.2%
Finance and Insurance	33,640	33,072	-1.7%	32,930	-0.4%	32,552	-1.1%	16.8%
Real Estate and Rental and Leasing	11,021	10,668	-3.2%	11,304	6.0%	11,092	-1.9%	17.3%
Professional, Scientific, and Technical Services	34,880	34,775	-0.3%	35,880	3.2%	35,669	-0.6%	19.8%
Management of Companies and Enterprises	14,202	13,905	-2.1%	14,314	2.9%	14,760	3.1%	0.5%
Administrative and Support and Waste Management and Remediation Services	34,836	32,170	-7.7%	33,345	3.7%	31,944	-4.2%	29.6%
Educational Services	11,431	10,253	-10.3%	10,547	2.9%	10,901	3.4%	3.0%
Health Care and Social Assistance	92,718	88,981	-4.0%	91,043	2.3%	90,656	-0.4%	13.0%
Arts, Entertainment, and Recreation	8,278	6,474	-21.8%	7,004	8.2%	6,792	-3.0%	9.6%
Accommodation and Food Services	47,789	39,764	-16.8%	43,336	9.0%	46,805	8.0%	13.9%
Other Services (except Public Administration)	24,887	22,168	-10.9%	23,586	6.4%	24,414	3.5%	3.2%
Government	107,103	103,652	-3.2%	103,359	-0.3%	102,131	-1.2%	3.5%
Unclassified	31		N/A		N/A		N/A	
	579,824	554,707	-4.3%	572,122	3.1%	580,089	1.4%	

Source: U.S. Bureau of Labor Statistics

Income Tax Refunds Due to Remote Work in 2020

On June 7, 2022, the Ohio Supreme Court announced that it will hear *Schaad v. Alder*. The issues in the *Schaad* case share some of the same questions presented in the *Buckeye Institute v. Kilgore, et. al.* case. The Ohio Supreme Court declined to accept jurisdiction of the appeal of the *Buckeye Institute* case after the Franklin County Court of Appeals affirmed the Franklin County Court of Common Pleas decision granting the City’s Motion to Dismiss. In *Schaad v. Alder*, the Ohio Supreme Court will consider whether taxpayers can claim refunds for municipal income taxes paid during 2020 to their employers’ principal place of work, as opposed to the location of their home office or city of residence. Currently, the outcome of this case only applies to income taxes paid in 2020; the Ohio General Assembly has already taken action to allow employees to seek refunds for the days they worked from home in 2021. The case will likely be heard at the end of 2022 or early 2023.

NOTE 3 – PROPERTY TAXES

The City’s share of taxes collected in 2023 attributable to real properties is estimated at \$63.0 million, net of an estimated \$2.0 million retained by the counties and the State for costs and fees. Amounts paid directly to the City from the State, known as “rollbacks,” are included herein. Property tax revenues are

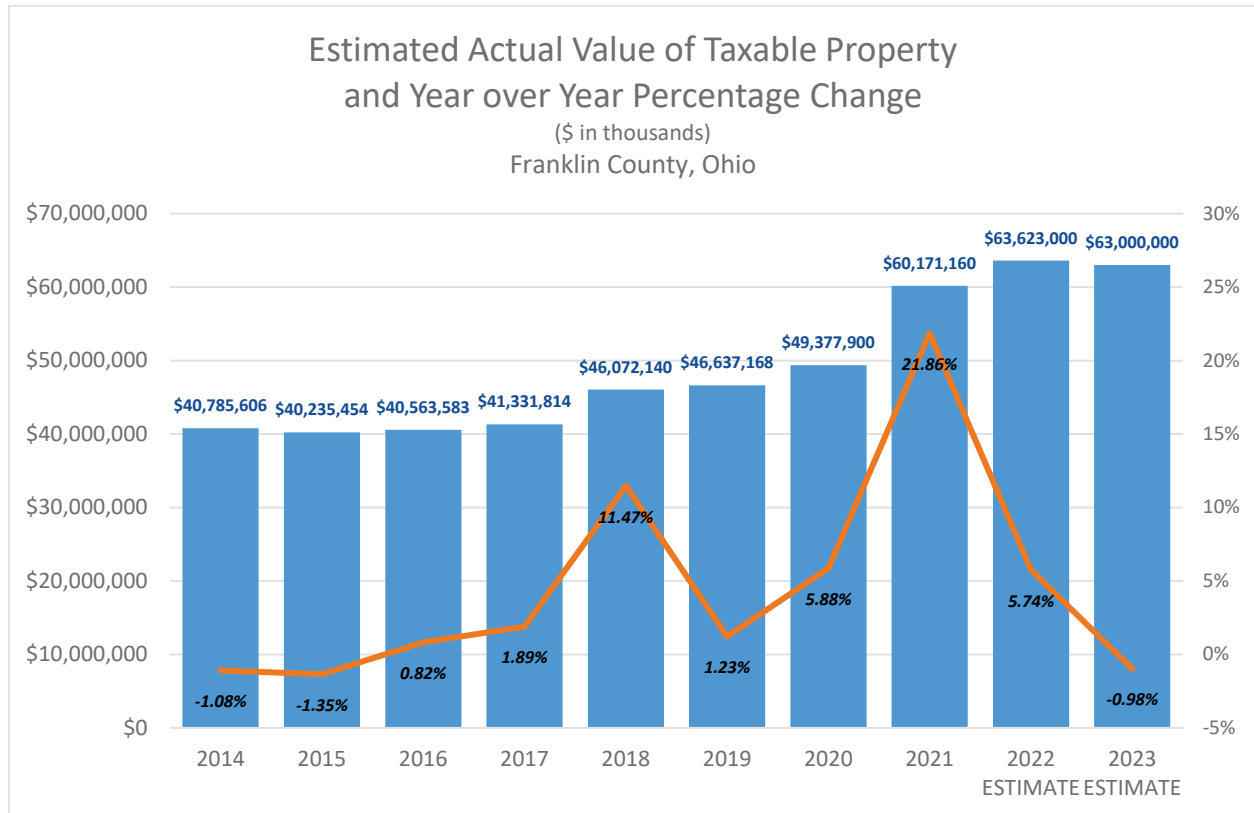
CITY OF COLUMBUS, OHIO

NOTES TO THE CITY AUDITOR’S STATEMENT OF 2023 ESTIMATED AVAILABLE RESOURCES

GENERAL OPERATING FUND

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, with triennial appraisals occurring every third year. The last sexennial revaluation in Franklin County was completed in 2017; the last triennial occurred in 2020, resulting in a significant increase in revenues in 2021. 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 2022 assessed values for property tax amounts to be collected in 2023 will be available in December 2022. The graph below shows total property tax revenue and the year-over-year percentage change for a 10 year period.



NOTE 4 – INVESTMENT EARNINGS

The City pools its cash and investments for maximum investing efficiency. Earnings on the pool are allocated to individual funds at the discretion of City Council after meeting certain requirements. Interest earnings in excess of amounts required to be allocated are recorded as revenue in the General Fund. Based on the estimated amount of pooled cash and investments and projected interest rates, it is estimated that \$25.3 million will be posted as revenue to the General Fund in 2023. The 2023 estimate

CITY OF COLUMBUS, OHIO
NOTES TO THE CITY AUDITOR'S STATEMENT OF 2023 ESTIMATED AVAILABLE RESOURCES
GENERAL OPERATING FUND

for investment earnings is a significant increase over the 2022 revised estimate because of rising interest rates.

NOTE 5 – LICENSES AND PERMIT FEES

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 2023. 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.

NOTE 6 – SHARED REVENUE

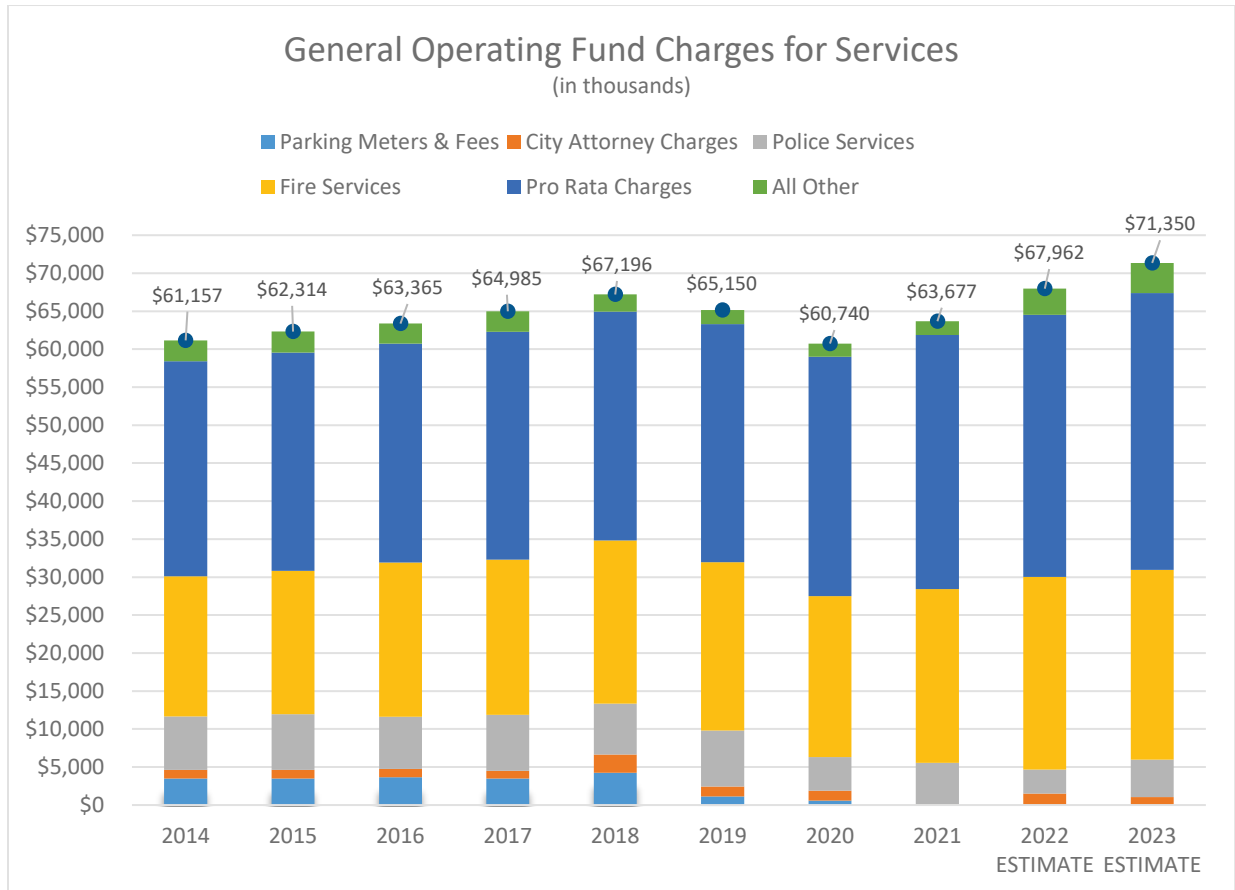
Shared revenue sources are estimated at \$35.8 million for 2023. Shared revenues include portions of the various State taxes which are shared with local governments. It is estimated that these shared taxes will provide \$27.6 million. Additionally, the City receives Casino taxes as an allocation of county share portion and as a host city portion. Total Casino taxes are estimated at \$13 million. The City has entered into various agreements funded with Casino taxes. For 2023, it is estimated that \$8.2 million in Casino taxes will remain in the General Fund.

NOTE 7 – CHARGES FOR SERVICES

Charges for services in 2023 are estimated at \$71.4 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 \$36.4 million for 2023. 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 \$25.0 million includes Fire Emergency Medical Services Billing for fees related to emergency medical transportation services of \$20.0 million for 2023. Special Police services include auto impound fees, policing special community and other events and is estimated to generate revenue of \$4.9 million in 2023.

CITY OF COLUMBUS, OHIO
NOTES TO THE CITY AUDITOR'S STATEMENT OF 2023 ESTIMATED AVAILABLE RESOURCES
GENERAL OPERATING FUND

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



NOTE 8 – FINES, FORFEITURES AND PENALTIES

Revenue from fines, forfeitures and penalties consists primarily of court costs. Court costs resulting from operations of the Franklin County Municipal Court should produce approximately \$7.9 million in 2023. Revenue from the Franklin County Municipal Court has not returned to pre-pandemic levels of approximately \$12.5 million per year.

NOTE 9 – MISCELLANEOUS REVENUES

Miscellaneous revenues are estimated at \$5.5 million for 2023. 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 2023 is estimated at \$3.2 million. The remaining \$2.3 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 2023 ESTIMATED AVAILABLE RESOURCES
GENERAL OPERATING FUND

NOTE 10 – TRANSFERS IN

Transfers from other funds for 2023 are estimated at \$6.5 million, including: \$4 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 \$2.5 million to be transferred from the Reimagine Safety General Fund subfund [1000-100019]. Although not included in the Total Estimated Available Resources for 2023, there is approximately \$53.827 million in other General Fund subfunds that is available for transfer and use in the General Operating Fund, which includes \$49.669 million in the Basic City Services Fund [Fund 1000; Subfund 100017]. If the \$53.827 million is transferred to the General Operating Fund, the Total Estimated Available Resources for 2023 becomes approximately \$1.198 billion.

NOTE 11 – PRIOR YEAR ENCUMBRANCE CANCELLATIONS

Encumbrances which will be carried forward to 2023, but not used, are estimated at \$5 million. These cancellations will increase unencumbered cash in 2023 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 2023 beginning balance was determined using estimates of year-end 2022 revenues and expenses based on year-to-date actual revenues and expenditures through the third quarter of 2022.

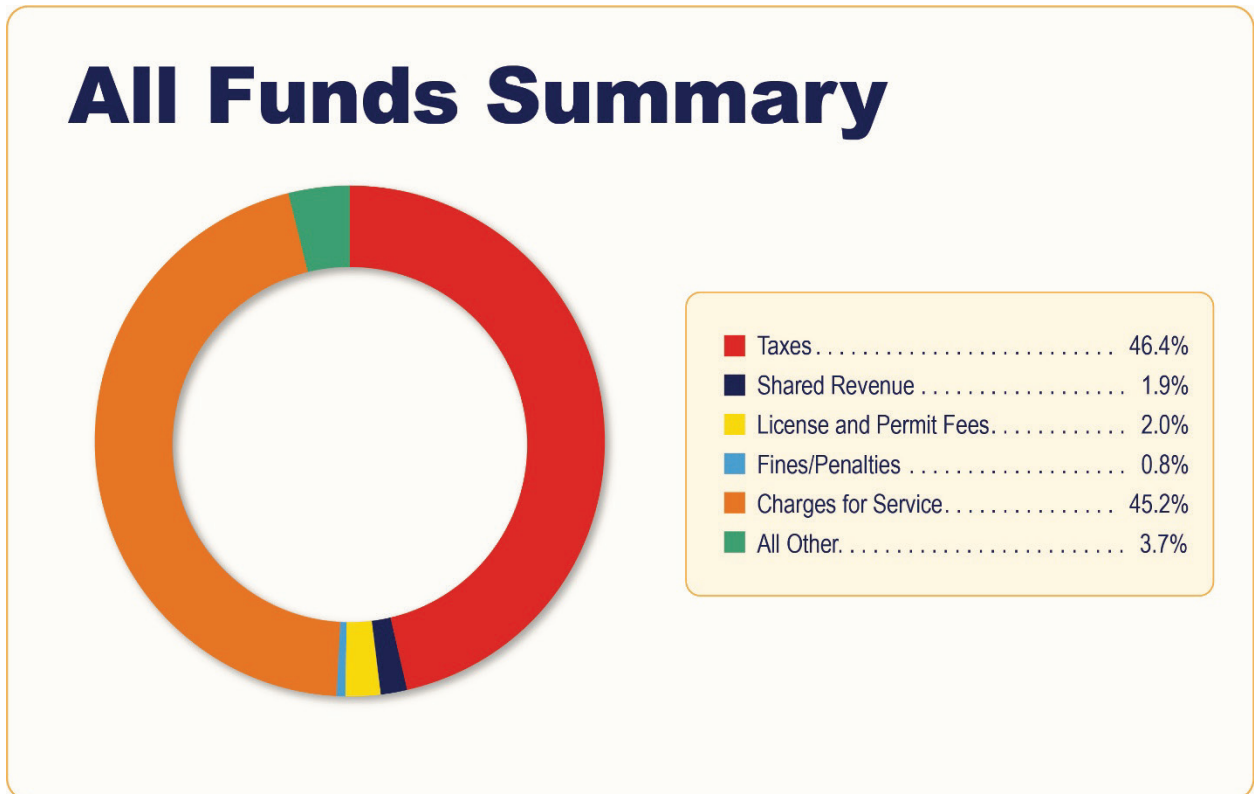
The 2023 beginning cash balance was estimated as follows:

General Operating Fund Estimated Beginning Cash Balance	<u>(in thousands)</u>
Beginning Cash Balance - January 1, 2022	\$ 137,557
Less - Outstanding Encumbrances at December 31, 2021	<u>79,257</u>
Unencumbered Cash Balance - January 1, 2022	\$ 58,300
Add City Auditor's Official Revised Estimate dated June 2022	
Add - City Auditor's Estimated 2022 Receipts	\$ 998,187
Add - City Auditor's Estimated Encumbrance Cancellations	5,000
Add - Transfers In	<u>61,876</u>
Total Amount Available for Appropriations	\$ 1,123,363
Add - Estimate of Revenue in Excess of Official Estimate dated June 2022	2,754
Less - 2022 Projected Operating Expenditures per 3rd Quarter Review	1,005,036
Less - Anticipated 4th Quarter Adjustment to Transfers In	<u>40,000</u>
Projected Available Cash Balance - December 31, 2022	<u>\$ 81,081</u>



The following tables provide historical detail and current proposed 2023 budget figures on all funds’ revenues, expenditures, and personnel levels. The 2023 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 45.2 percent and taxes at 46.4 percent.

2023 All Funds Revenues by Source Category



All Funds Summary

REVENUE SUMMARY ALL FUNDS				
	2020 Actual	2021 Actual	2022 Projected	2023 Projected
GENERAL FUND	\$ 964,635,168	\$ 973,342,026	\$ 1,006,123,000	\$ 1,051,419,000
SPECIAL REVENUE FUNDS				
Municipal Court Computer	1,026,199	1,058,995	1,190,000	1,135,600
Street Construction, Main. & Repair	70,539,399	66,985,592	69,950,000	67,950,000
Development Services Fund	22,982,587	24,291,601	24,385,000	24,200,000
Private Inspection Fund	4,922,116	3,449,100	4,400,000	5,013,928
Health Special Revenue*	9,436,036	7,861,270	10,094,265	9,419,420
Rec. and Parks Oper. & Extension*	9,062,768	14,069,660	13,733,111	13,866,000
Broad Street Operations Fund*	894,413	899,793	1,554,426	1,646,849
Parking Meter Program Fund	5,565,932	11,416,524	-	-
E-911 Fund	1,630,572	1,519,067	1,566,227	1,566,228
Emergency Human Services Fund	1,146,325	1,802,666	2,749,000	2,919,000
INTERNAL SERVICE FUNDS				
Print and Mail Services Fund	1,657,667	1,638,786	1,896,220	2,123,205
Land Acquisition	923,617	954,057	1,119,984	1,076,400
Technology Services	41,125,923	39,797,238	46,204,064	52,999,453
Fleet Management Services	34,599,086	35,225,550	42,395,075	45,443,885
Construction Inspection Fund	11,214,058	7,973,089	10,590,000	11,899,165
Employee Benefits	5,867,258	5,324,359	5,981,367	6,723,081
ENTERPRISE FUNDS				
Water System Enterprise	214,786,550	221,648,714	227,007,562	244,364,247
Sewerage System Enterprise	298,893,888	301,281,729	310,588,381	329,676,352
Storm System Enterprise	44,607,013	45,386,011	46,715,727	48,396,656
Electricity Enterprise	83,095,031	86,341,907	87,523,253	91,961,011
Mobility Enterprise	-	-	18,300,000	19,500,000
Grand Total All Funds	\$ 1,828,611,605	\$ 1,852,267,734	\$ 1,934,066,661	\$ 2,033,299,480

Note: Revenue does not include encumbrance cancellations.

*Excludes general fund transfers

2023 PROPOSED APPROPRIATIONS - ALL FUNDS SUMMARY BY OBJECT OF EXPENSE

	PERSONNEL	MATERIALS	SERVICES	OTHER	CAPITAL OUTLAY	DEBT SERVICE	TRANSFERS	TOTAL
GENERAL FUND	\$ 799,697,381	\$ 16,047,751	\$ 182,795,556	\$ 640,450	\$ 720,000	\$ -	\$ 144,098,862	\$ 1,144,000,000
SPECIAL REVENUE FUNDS								
Municipal Court Computer Fund								
Judges	117,366	65,500	260,126	-	-	-	-	442,992
Clerk	749,601	81,000	919,046	-	-	-	-	1,749,647
Total Court Computer	866,967	146,500	1,179,172	-	-	-	-	2,192,639
Street Construction, Main. & Repair								
Service Administration	6,464,887	38,000	1,988,888	3,000	140,000	-	-	8,634,775
Traffic Management	13,508,605	2,517,000	3,280,807	63,000	4,005,000	-	-	23,374,412
Infrastructure Management	19,292,835	1,374,000	18,499,678	70,000	1,800,000	-	-	41,036,513
Design & Construction	4,901,152	15,000	1,964,037	3,500	60,000	-	-	6,943,689
Total SCMR	44,167,479	3,944,000	25,733,410	139,500	6,005,000	-	-	79,989,389
Development Services Fund								
Building & Zoning	19,868,939	169,100	6,042,316	148,500	435,000	-	-	26,663,855
Code Enforcement	1,752,802	-	-	-	-	-	-	1,752,802
Total Development Services	21,621,741	169,100	6,042,316	148,500	435,000	-	-	28,416,657
Private Inspection Fund								
Service Administration	102,247	9,000	16,000	-	-	-	-	127,247
Design & Construction	3,838,698	63,860	1,075,076	3,000	150,000	-	-	5,130,634
Total Private Inspection	3,940,945	72,860	1,091,076	3,000	150,000	-	-	5,257,881
Health Special Revenue								
Department of Public Health	31,977,838	1,450,977	8,800,803	32,000	-	-	-	42,261,618
Rec. and Parks Oper. & Extension								
Department of Recreation & Parks	47,975,460	3,103,306	13,785,631	168,750	-	-	182,489	65,215,636
Broad Street Operations Fund								
Division of Facilities Management	-	-	1,646,849	-	-	-	-	1,646,849
E-911 Fund								
Support Services	1,566,228	-	-	-	-	-	-	1,566,228
Emergency Human Services Fund								
Development Administration	-	-	2,919,000	-	-	-	-	2,919,000

All Funds Summary

2023 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	\$ 581,403	\$ 176,411	\$ 1,365,391	\$ -	\$ -	\$ -	\$ -	\$ 2,123,205
Land Acquisition								
Real Estate	1,143,965	29,100	115,910	2,000	-	-	-	1,290,975
Technology Services								
Administration	2,716,647	1,142,710	8,567,253	-	102,000	-	-	12,528,610
Information Services	21,954,370	459,925	11,410,236	1,000	53,060	6,592,252	-	40,470,843
Total Technology Services	24,671,017	1,602,635	19,977,489	1,000	155,060	6,592,252	-	52,999,453
Fleet Management Services								
Division of Fleet Management	12,493,510	19,251,697	8,363,810	1,500	25,000	4,265,547	-	44,401,064
Finance and Management Administration	1,042,821	-	-	-	-	-	-	1,042,821
Total Fleet Management Services	13,536,331	19,251,697	8,363,810	1,500	25,000	4,265,547	-	45,443,885
Construction Inspection Fund								
Service Administration	1,074,825	12,000	35,000	-	-	-	-	1,121,825
Design & Construction	8,956,337	149,000	2,332,417	7,000	350,000	-	-	11,794,754
Total Construction Inspection Fund	10,031,162	161,000	2,367,417	7,000	350,000	-	-	12,916,579
Employee Benefits								
Department of Human Resources	4,035,883	61,548	2,205,650	-	-	-	-	6,303,081
Department of Finance and Management	-	-	420,000	-	-	-	-	420,000
Total Employee Benefits	4,035,883	61,548	2,625,650	-	-	-	-	6,723,081
ENTERPRISE FUNDS								
Various Enterprise Funds								
Public Utilities Director's Office	25,377,531	1,038,924	11,242,544	2,501	210,000	-	-	37,871,500
Water System Enterprise								
Division of Water	45,611,403	26,335,900	49,056,787	54,000	2,250,550	106,928,474	-	230,237,114
Sewerage System Enterprise								
Division of Sewers and Drains	46,862,257	14,763,429	62,388,121	124,500	3,407,702	171,686,427	33,555,167	332,787,603
Storm System Enterprise								
Division of Sewers and Drains	2,594,043	125,899	25,471,791	20,000	216,000	14,831,657	-	43,259,390
Electricity Enterprise								
Division of Electricity	10,671,341	66,088,180	19,049,351	20,700	8,142,800	2,947,650	-	106,920,022
Mobility Enterprise								
Administration	875,856	25,000	280,000	-	-	-	-	1,180,856
Parking Services	5,322,992	190,500	10,086,266	53,000	120,000	4,334,312	-	20,107,070
Total Mobility Enterprise	6,198,848	215,500	10,366,266	53,000	120,000	4,334,312	-	21,287,926
Grand Total All Funds	\$ 1,143,129,223	\$ 154,784,717	\$ 456,384,340	\$ 1,418,401	\$ 22,187,112	\$ 311,586,319	\$ 177,836,518	\$ 2,267,326,630

EXPENDITURE AND BUDGET SUMMARY ALL FUNDS				
	2020 Actual	2021 Actual	2022 Projected	2023 Proposed
GENERAL FUND	\$ 934,011,958	\$ 1,007,755,270	\$ 1,005,036,453	\$ 1,144,000,000
SPECIAL REVENUE FUNDS				
Municipal Court Computer				
Judges	484,751	363,542	219,353	442,992
Clerk	982,547	1,050,247	917,707	1,749,647
Total Municipal Court Computer	1,467,298	1,413,789	1,137,060	2,192,639
Street Construction, Main. & Repair				
Service Administration	5,478,793	6,129,511	6,751,318	8,634,775
Traffic Management	18,861,902	19,381,300	22,332,216	23,374,412
Infrastructure Management	33,178,677	34,023,015	38,591,417	41,036,513
Design & Construction	6,294,397	6,396,879	6,163,676	6,943,689
Refuse	3,600,000	3,600,000	3,700,000	-
Total SCMR	67,413,768	69,530,704	77,538,627	79,989,389
Development Services Fund				
Building & Zoning	23,185,641	22,950,739	26,810,222	26,663,855
Code Enforcement	-	417,457	1,572,373	1,752,802
Total Development Services	23,185,641	23,368,195	28,382,595	28,416,657
Private Inspection Fund				
Service Administration	86,469	99,654	114,564	127,247
Design & Construction	4,424,550	4,651,325	4,250,170	5,130,634
Total Private Inspection	4,511,019	4,750,979	4,364,734	5,257,881
Health Special Revenue				
Department of Public Health	28,031,999	37,419,256	37,309,813	42,261,618
Rec. and Parks Oper. & Extension				
Department of Recreation & Parks	50,058,040	58,290,157	62,495,855	65,215,636
Broad Street Operations Fund				
Division of Facilities Management	1,518,971	1,659,386	1,610,565	1,646,849
E-911 Fund				
Support Services	510,631	1,619,229	1,566,227	1,566,228
Division of Police	1,448,524	-	-	-
Total E-911	1,959,155	1,619,229	1,566,227	1,566,228
Emergency Human Services Fund				
Development Administration	1,141,455	1,485,741	2,749,000	2,919,000
Parking Meter Program Fund				
Service Administration	52,726	-	-	-
Parking Services	7,366,249	8,422,567	-	-
Total Parking Meter Program	7,418,974	8,422,567	-	-

All Funds Summary

EXPENDITURE AND BUDGET SUMMARY ALL FUNDS (CONT.)				
	2020 Actual	2021 Actual	2022 Projected	2023 Proposed
INTERNAL SERVICE FUNDS				
Print and Mail Services Fund				
Financial Management	\$ 1,682,003	\$ 1,593,649	\$ 1,896,220	\$ 2,123,205
Land Acquisition				
Real Estate	1,146,518	1,104,794	1,131,786	1,290,975
Technology Services				
Administration	8,835,516	12,750,966	10,840,478	12,528,610
Division of Information Services	30,455,851	33,884,807	36,150,214	40,470,843
Total Technology Services	39,291,367	46,635,773	46,990,692	52,999,453
Fleet Management Services				
Division of Fleet Management	32,750,022	36,356,641	38,330,072	44,401,064
Finance and Management Administration	1,030,125	869,571	922,500	1,042,821
Total Fleet Management Services	33,780,147	37,226,212	39,252,571	45,443,885
Construction Inspection Fund				
Service Administration	559,417	853,288	867,866	1,121,825
Design & Construction	10,231,734	10,375,701	9,601,251	11,794,754
Total Construction Inspection Fund	10,791,151	11,228,989	10,469,117	12,916,579
Employee Benefits				
Department of Human Resources	5,472,258	4,929,359	5,571,367	6,303,081
Department of Finance and Management	395,000	395,000	410,000	420,000
Total Employee Benefits	5,867,258	5,324,359	5,981,367	6,723,081
ENTERPRISE FUNDS				
Various Enterprise Funds				
Public Utilities Director's Office	26,801,172	26,714,227	32,127,426	37,871,500
Water System Enterprise				
Division of Water	177,014,202	195,631,253	216,200,972	230,237,114
Sewerage System Enterprise				
Division of Sewers and Drains	254,651,571	283,639,550	300,049,644	332,787,603
Storm System Enterprise				
Division of Sewers and Drains	35,696,493	36,628,735	42,167,384	43,259,390
Electricity Enterprise				
Division of Electricity	84,952,314	84,093,015	95,606,501	106,920,022
Mobility Enterprise				
Administration	-	-	767,917	1,180,856
Parking Services	-	-	15,745,415	20,107,070
Total Mobility Enterprise	-	-	16,513,332	21,287,926
Grand Total All Funds	\$ 1,792,392,473	\$ 1,945,535,829	\$ 2,030,577,942	\$ 2,267,326,630

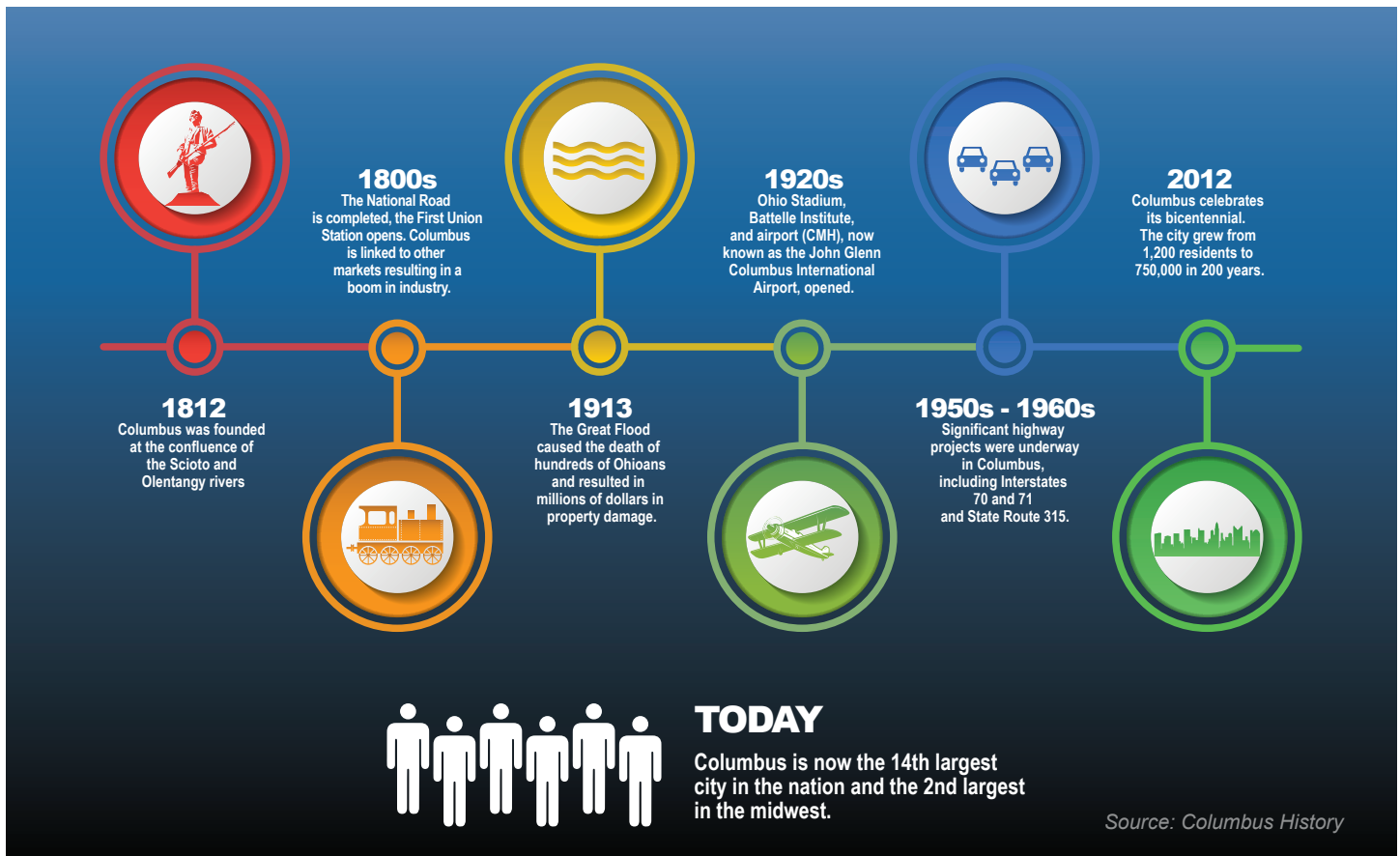
ALL FUNDS PERSONNEL SUMMARY (FTE'S)				
Fund Name	2020	2021	2022	2023
Division or Department	Actual	Actual	Budgeted	Proposed
GENERAL FUND	5,209	5,181	5,566	5,797
SPECIAL REVENUE FUNDS				
Street Construction, Main. & Repair				
Service Administration	29	47	65	57
Traffic Management	102	107	124	130
Infrastructure Management	165	158	209	210
Design & Construction	36	32	36	38
Total SCMR	332	344	434	435
Development Services Fund				
Building & Zoning	148	156	164	171
Code Enforcement	0	0	0	17
	148	156	164	188
Private Inspection Fund				
Service Administration	1	1	1	1
Design & Construction	27	26	31	31
Total Private Construction	28	27	32	32
Health Special Revenue				
Department of Public Health	240	253	317	330
Rec. and Parks Oper. & Extension				
Department of Recreation & Parks	313	303	365	415
Municipal Court Computer Fund				
Judges	1	1	1	1
Clerk	0	0	5	5
Total Municipal Court Computer	1	1	6	6
Parking Meter Program Fund				
Service Administration	6	0	0	0
Parking Services	43	36	0	0
Total Parking Meter Program	49	36	0	0



All Funds Summary

ALL FUNDS PERSONNEL SUMMARY (FTE'S) (CONT.)				
Fund Name	2020	2021	2022	2023
Division or Department	Actual	Actual	Budgeted	Proposed
INTERNAL SERVICE FUNDS				
Print and Mail Services				
Mailroom Services	2	2	3	2
Print Services	4	4	4	3
Total Print and Mail Services	6	6	7	5
Land Acquisition				
Real Estate	8	9	8	8
Technology Services				
Technology Administration	14	14	16	17
Division of Information Services	131	127	152	165
Total Technology Services	145	141	168	182
Fleet Management Services				
Finance and Management Administration	8	8	9	9
Division of Fleet Management	119	119	132	133
Total Fleet Services	127	127	141	142
Construction Inspection Fund				
Service Administration	5	6	8	8
Design & Construction	63	61	71	72
Total Construction Inspection Fund	68	67	79	80
Employee Benefits				
Department of Human Resources	28	30	32	32
ENTERPRISE FUNDS				
Water System Enterprise				
Division of Power and Water	390	382	467	467
Sewerage System Enterprise				
Division of Sewers and Drains	393	358	470	470
Storm System Enterprise				
Division of Sewers and Drains	21	21	26	26
Electricity Enterprise				
Division of Power and Water	89	82	110	110
Various Enterprise Funds				
Public Utilities Director's Office	196	192	239	246
Mobility Enterprise				
Administration	0	0	0	7
Parking Services	0	0	53	55
Total Mobility Enterprise	0	0	53	62
Grand Total All Funds	7,791	7,716	8,684	8,961

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 districts, 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 36,414
Annual Average Code Violation Notices 18,393

Neighborhoods

Neighborhood Pride Centers 5
311 Service Requests Received in 2021 327,092

Public Health

Licensed Food Facilities
Compliant with Health Standards 99.8%
Annual Average Immunizations 238,831

Public Safety

Annual Average EMS & Fire Runs Dispatched 173,825
Fire Stations 35
Police Substations 17
Annual Average 911 Police Service Calls. 641,491

Public Service

Roadway Lane Miles Maintained 5,678 Miles
Refuse Total Households Serviced. 350,000
Recycling Tons Collected 35,000
Bridges Maintained 209

Public Utilities

City-Owned Sewer and Water Lines Maintained 7,119 Miles
Wastewater Treatment Plants. 2
Water Treatment Plants 3
Gallons of Wastewater Treated (2021) 68 Billion
Gallons of Drinking Water Treated. 51.8 Billion
Service Population 1.3 Million Customers
City Power Customers 16,605

Recreation & Parks

Park Sites 407
Acres Maintained (Including Reservoirs). 15,600
Swimming Pools, Spray Grounds, Splash Pads & Fountains 17
Golf Courses 6
Multi-Use Trails 131 Miles
Community Centers 28
Athletic Complexes 5

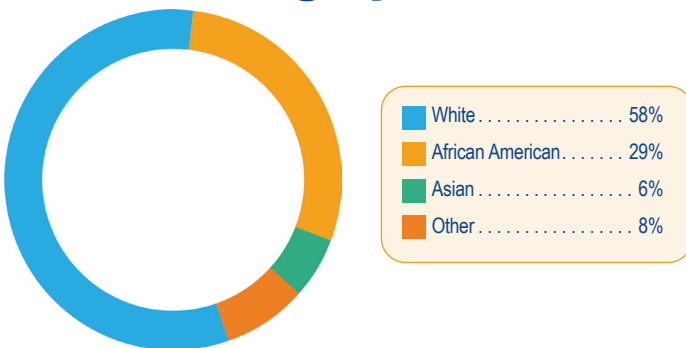
Columbus Demographics



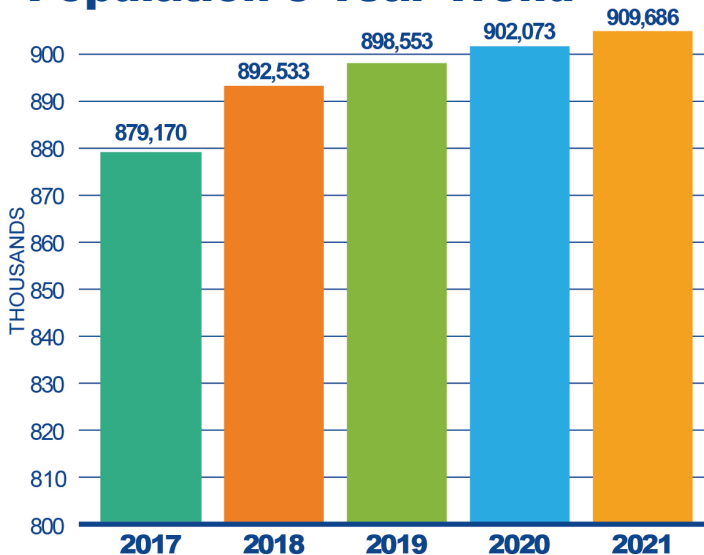
The population of Columbus is diverse, young, and has a growth rate double the national average. The city's population is well educated, with over 36.8 percent having earned a bachelor's or advanced degree compared to the national average of 32.9 percent.

Source: U.S. Census Bureau, 2020 American Community Survey Estimated

Racial Demographics



Population 5 Year Trend



Population Quick Facts

Population Size 909,686
 Population per Square Mile 4,116

Population Growth Rate

COLUMBUS 13.8%
 National Average 6.9%

Median Income

COLUMBUS \$54,902
 National \$64,994

Median Age

COLUMBUS 32.4
 National 38.5

Population by Age

Under 18 22.3%
 18 to 65 67.3%
 Over 65 10.4%

Sex

Female 51.2%
 Male 48.8%

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 2020 Estimates, QuickFacts & American FactFinder

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 nearly 50 destination airports with over 150 daily flights and 5.8 million annual passengers.

Rickenbacker International Airport: A multimodal logistics hub serving international airfreight, cargo airlines, manufacturers, and distributors with almost 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 per year, including corporate activity, student training, and pleasure flying.

Source: Columbus Regional Airport Authority

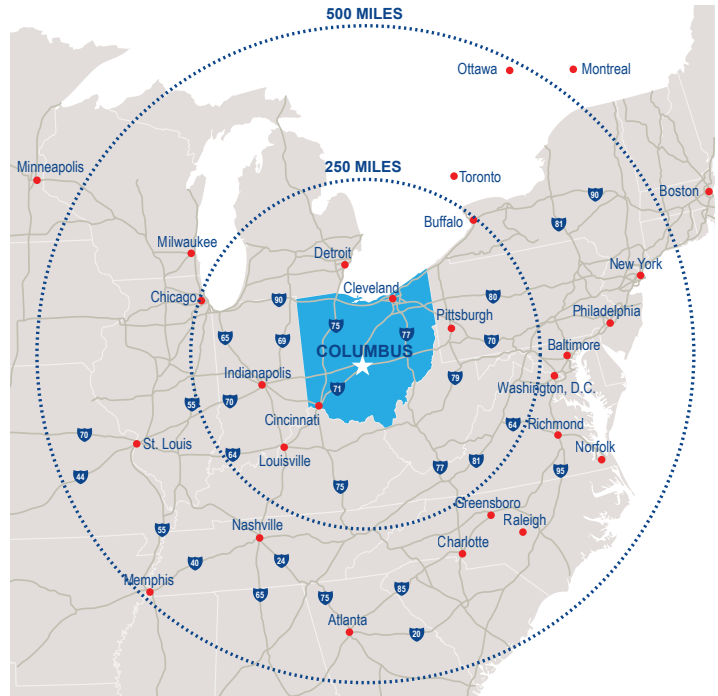
Other Means of Getting Around Columbus:

Public Transportation: The Central Ohio Transit Authority (**COTA**) provides bus service to over 9 million annual passengers with 38 total operational routes 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 in 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**, **Link**, and **Spin**.

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

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



Columbus Employment

Columbus serves as headquarters to major national and multinational corporations including Nationwide Mutual Insurance, L Brands, Huntington Bancshares, American Electric Power (AEP), and Big Lots. In recent years, the healthcare industry has emerged as a growth sector, with the city boasting four nationally recognized health system employers; each 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	12,018
Amazon	9,200
City of Columbus	8,705
Mt. Carmel Health	8,182
L Brands	7,600
Honda	6,612
Huntington Bancshares	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

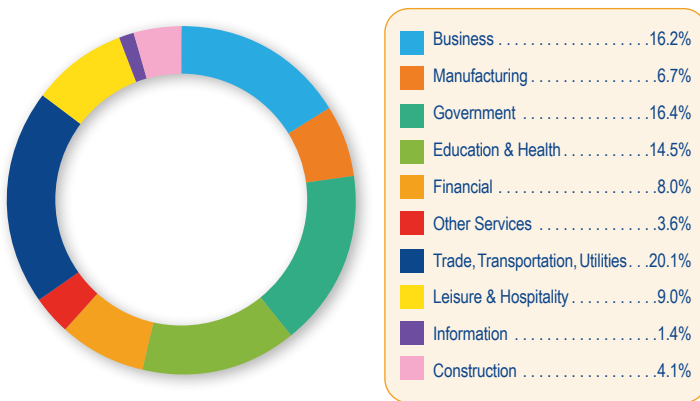
Source: Ohio Private Investment Survey 2018-2020, Ohio Development Services Agency, June 2021

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	61,369
Columbus State CC	28,159
Franklin University	6,031
Central Ohio Technical College	3,469
Capital University	3,226

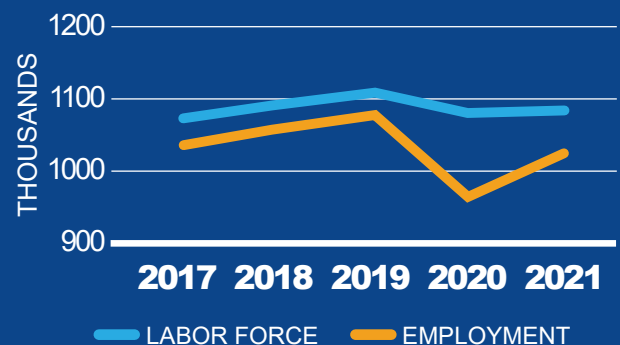


Source: Source: Columbusregion.com/colleges-universities/



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 906,528. Population numbers reflect the July 1, 2021 (V2021) U.S. Census Bureau estimates.

- Columbus metropolitan statistical area (MSA): 2,101,543
(Source: US Census ACS 5-yr, 2020)
- Columbus enjoys a workforce of over 1.1 million, the median age of which is 36.1 years, or 2.1 years below the national average.
(Source: BLS and US Census ACS 1-yr, 2020 [U.S. Median age is 38.2])
- The annual cost of living in Columbus is over fifteen percent below the national average.
(Source: Bestplaces.net)
- Twenty 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 2022 into 2023 and continues to absorb a tremendous number of net new jobs and investment throughout the city.



Downtown Development Quick Facts

Investments (\$)

Proposed	\$1.9B
Under Construction	\$684M
Completed	\$541M

Largest Proposed Projects

Peninsula Phase 2	\$211M
70/71 Phase 6B-E – West Interchange	\$280M
70/71 Phase 4B – South Innerbelt	\$246M
North Market Tower	\$292M
Millennial Tower	\$150M
70/71 Phase 6R – Outbound Downtown	\$120M
70/71 Phase 4R – Fulton Exit EB	\$115M
Harmony Tower	\$120M

Private and Public Investment

Total 2011-2021	\$3.336B
Total Residents	11,200

Housing Units

Proposed	1,984
Under Construction	969
Completed	579

Apartment Occupancy Rate 91.7%

Office Vacancy Rate 18.4%

Colleges & Universities

4 institutions with 33,711 students

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

Hotels 19

Annual Visitors (2021) 2.9 million

(Source: State of Downtown Columbus Year End 2021 prepared by Capital Crossroads & Discovery Special Improvement Districts.)

Columbus Economic Development

CoverMymeds, LLC and CHI Franklinton, LP are constructing a new corporate headquarters for CoverMyMeds at the northwest corner of Souder Avenue and McKinley Avenue in West Franklinton. The initial phase of the project includes 200,000 SF of Class A commercial office space and ancillary amenities at an estimated investment of \$100 million. The initial phase was completed in Summer 2021. The second phase of the project, which is expected to be completed in Fall 2022, will include an additional 200,000 SF of Class A commercial office space and one or more associated parking structures at an estimated investment of \$125 million.



FlightSafety International, the world's premier professional aviation training company and supplier of flight simulators, visual systems and displays, has announced plans to relocate its headquarters to Columbus, Ohio, investing \$3.1 million. The company is adding more than 100 new jobs in Columbus and retaining 32 employees. FlightSafety has more than 4,300 employees in the U.S., Canada, and overseas. Founded in 1951 as FlightSafety Inc., FlightSafety International delivers world-class professional training to operators of business and regional aircrafts and supplies flight simulators, visual systems, and displays to commercial, military, and government organizations. With learning centers located around the world, FlightSafety International offers more than 4,000 courses for pilots, technicians, flight attendants, and dispatchers and provides more than 1.4 million hours of training each year.



BBI Logistics, LLC was established in 2017 as a freight brokerage firm specializing in handling full truck load shipments while also dealing with a variety of other services such as less than truckload, intermodal, specialized equipment, and expediting shipments. The first employees ran all operations from a small startup office at Easton Town Center in Columbus, OH, and have grown to closing 2021 with \$150 million in revenue and more than 150 employees. BBI Logistics is proposing to invest over \$56 million on acquisition, construction, machinery, equipment, furniture, fixtures, and computers for its new headquarters in the Arena District. The HQ will be located at 66 W. Nationwide Boulevard though some operations will remain at 80 East Rich Street, Suite 200.



BBI LOGISTICS

lululemon usa, inc., headquartered in Sumner, WA, is a subsidiary of lululemon athletica, inc. and makes and distributes technical athletic clothes for yoga, running, working out, and most other sweaty pursuits. It has operated a regional hub and distribution center from Columbus since 2014 and plans to expand with the following major updates: 1) Existing Employee Restroom and Breakroom Expansion and Renovations within the existing building footprint, 2) Expanded Parking Lots onsite to support current and future staffing levels onsite, 3) Expansion of its building to add 176,000 SF including additional employee spaces such as Prayer Rooms, Meditation Rooms, Mother's Rooms, Training Spaces, and Open Office Areas, and 4) New Outdoor Covered Basketball Court for Warehouse Employees and the addition of two outdoor Patio Breakroom Spaces for staff. lululemon is proposing to invest a total project cost of approximately \$26,500,000, including \$22,000,000 in real property improvements to renovate approximately 15,000 SF of existing space and construct approximately 176,000 SF of new industrial and office space at 2200 Spiegel Drive, Columbus, Ohio 43125. The company anticipates that the development of the proposed project will lead to the retention of 209 employees with an approximate annual payroll of \$9,650,042 and the creation of 199 net new full-time permanent positions with an estimated annual payroll of approximately \$7,036,640 at the proposed Project Site.



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 415,456

Persons per Household

COLUMBUS 2.4
National Average 2.6

Ownership Rate

COLUMBUS 44.9%
National Average 64.4%

Median Home Value

COLUMBUS \$160,000
National \$229,800

Median Monthly Mortgage

COLUMBUS \$1,345
National \$1,621

Median Monthly Rent

COLUMBUS \$989
National \$1,096

*Source: U.S. Census Bureau, 2020 American Community Survey
1-Year Estimates*



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.



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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 2021 Cities For Corporate Investment

SITE
SELECTION
MAGAZINE



#1 Wage Growth Midwest Metros

ONE1
COLUMBUS



#1 2018 Rising City For Startups

Forbes



#1 Job Growth Midwest Metros

ONE1
COLUMBUS

Top 10 Rankings



2022 8th Best State Capital To Live

WalletHub



2nd Best City for New College Grads

smartasset



Top 10 Sustainable Metro Area

SITE
SELECTION
MAGAZINE



Top 10 LGBTQ+ Friendly Cities

money
under 30



7th Best Business Climate For Large Cities

BUSINESS FACILITIES



Top 10 Cities for Conferences

smartasset



Best Midwest Cities For Millennials

the ascent



Top 10 Logistics Leaders 2022

BUSINESS FACILITIES



9th Most Affordable US City in 2022

Porch

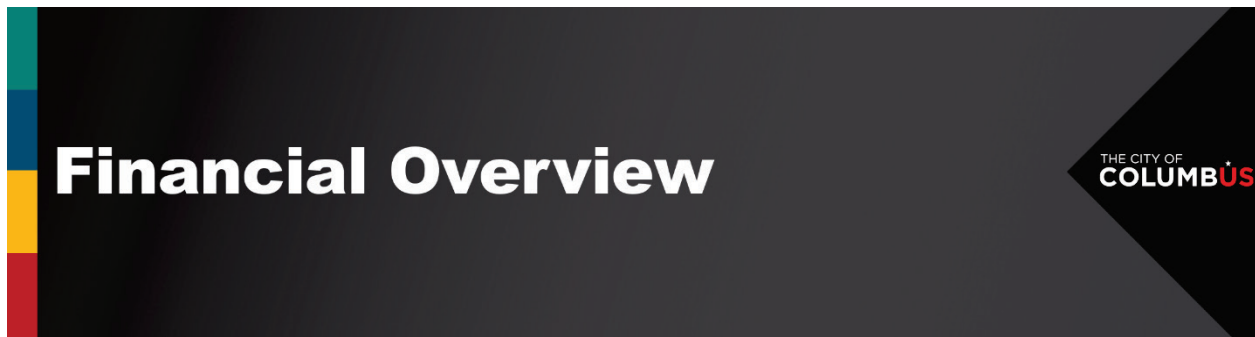


Top 10 Metros For Millennials Who Want To Relocate

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Community Profile

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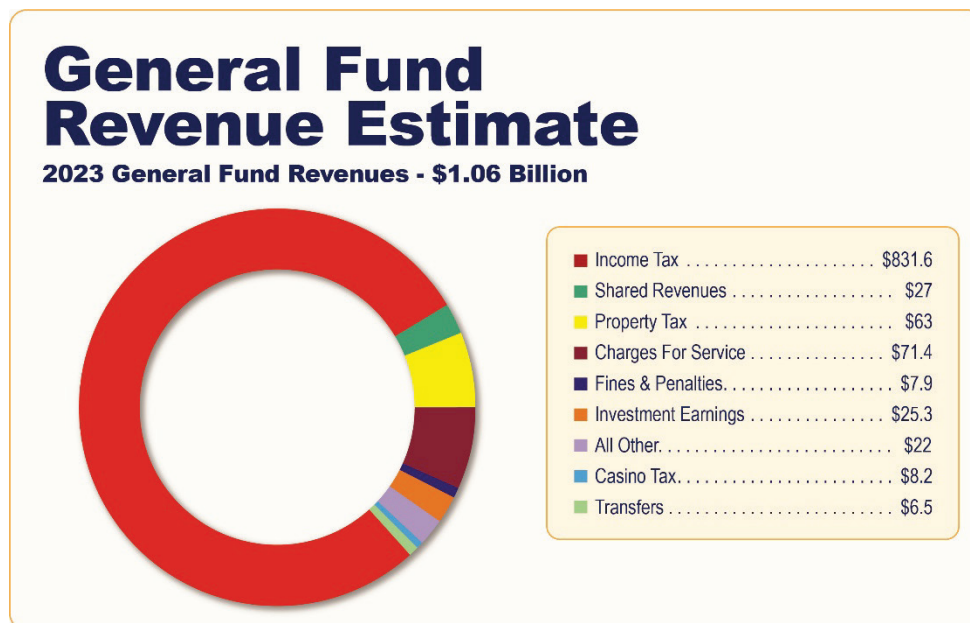


Revenue

The financial health of the city’s general fund is directly tied to the income tax which comprises 78 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 2023. After the income tax, the next two largest revenue sources to the general fund are various charges for services at 7 percent and property taxes at 6 percent.

2023 Projected General Fund Revenue by Source (in millions)



Income tax collections are projected at \$807.4 million in 2022 and \$831.6 million in 2023. The City Auditor’s 2023 estimate assumes an increase of 3.0 percent in income tax receipts from the 2022 estimate.

Financial Overview

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 2022 projection for these funds is \$25.6 million, and in 2023 this revenue source is projected to increase to \$26.9 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 was realized in 2021. Further growth is expected in 2022 and 2023, with the estimates totaling \$60.9 million and \$63 million, respectively.

Investment earnings are a highly volatile source of revenue and tend to reflect economic conditions. During 2018, the city hired an investment advisor. Through the benefits of the firm's advice, as well as rising interest rates, substantial growth will be seen in investment earnings in the coming years. In 2022 and 2023, earnings are projected at \$10.1 million and \$25.3 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’s next goal was to achieve a \$90 million fund balance by the end of 2024. After depositing \$3 million into the fund during 2020, \$2 million in 2021 and \$2 million in 2022, the fund will reach this goal by the end of 2022, two years ahead of schedule.

During 2022, the city announced a new goal for the rainy day fund - to build a balance of 10% of the 2023 general fund budget of \$1.144 billion (or \$114.4 million) by the end of 2027. The planned deposit schedule through 2023 is illustrated in the following chart.

Economic Stabilization Fund Deposits (000's Omitted)					
Year	Deposit	Investment Earnings	Expended	Year-End Balance	% of GF Budget
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	722	-	87,880	8.72%
2022	2,000	700	-	90,580	9.01%
2023	2,750	1,867	-	95,197	8.32%

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 2022 and 2023 deposits, the fund will have a balance of \$11.6 million.

Anticipated Expenditure Fund Deposits (000's Omitted)			
Year	Deposit	Actual Expense	Year-End Balance
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
2023	2,851	-	11,572

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 basic city services fund began 2022 with a balance of \$60.5 million. In 2022, withdrawals from the fund totaled \$10.8 million, bringing the fund balance to \$49.7 million. A transfer from the fund will not be needed for the 2023 budget.

2023 Budget Scenario

The 2023 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 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 10% of the 2023 general fund budget by the end of 2027.

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 2023 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 2024 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 2024 and beyond.
- Except as otherwise noted, expenditure projections for 2024 and beyond are premised on maintaining 2023 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 are projected to be \$831.6 million in 2023, and will grow by 3.5 percent in 2024 and in all years thereafter.
- Property taxes will increase by 3.5 percent in 2023, 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 increase by 5.2 percent in 2023 and then increase by 2.0 percent thereafter.
- Investment earnings will be \$25.3 million in 2023 and are projected to increase by 1.0 percent in all future years.

Financial Overview

- Charges for services are expected to increase by 4.2 percent in 2023, then increase by 2.0 percent thereafter.
- The kilowatt hour tax will be \$3.3 million in 2023 and will grow by 0.5 percent in all future years.
- Fines and penalties will increase by 1.7 percent in 2023 and will grow by 3.0 percent thereafter.
- No growth is projected in 2023 for licenses and permit fees, but they are projected to grow by 1.0 percent in all future years.
- Casino revenue will total \$8.2 million in 2023 and increase by 2.0 percent in all years thereafter.

Division Specific Assumptions

- Three police recruit classes are funded in the general fund in 2023. Thereafter, recruit classes sufficient to replace retiring uniformed staff are projected.
- Three fire recruit classes are funded in 2023. Thereafter, recruit classes sufficient to replace retiring uniformed staff are projected.
- Projections for the Refuse Collection Division assume that the recycling program will be funded fully with general fund dollars in 2023 and all future years.
- Starting in 2023, Columbus households will begin to receive recycling services on a weekly basis.
- Tipping fees, funded previously with special income tax funds, will be paid out of the general fund starting with the 2023 budget.
- The \$16 million budgeted for Refuse equipment in 2022 has been removed from the 2023 budget and in all years thereafter.

GENERAL FUND PRO FORMA OPERATING STATEMENT

Resources:	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Beginning Balance	58,299,693	81,081,000	-	-	-	-	-	-	-	-	-
Income Tax	807,371,000	831,592,000	860,698,000	890,822,000	922,001,000	954,271,000	987,670,000	1,022,238,000	1,058,016,000	1,095,047,000	1,133,374,000
Property Tax	60,853,000	63,000,000	65,520,000	66,830,000	68,167,000	70,894,000	72,312,000	73,758,000	76,708,000	78,242,000	79,807,000
Kilowatt Hour Tax	3,300,000	3,300,000	3,317,000	3,334,000	3,351,000	3,368,000	3,385,000	3,402,000	3,419,000	3,436,000	3,453,000
Shared Revenues	27,091,000	27,591,000	28,143,000	28,706,000	29,280,000	29,866,000	30,463,000	31,072,000	31,693,000	32,327,000	32,974,000
License and Permit Fees	11,016,000	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	7,732,000	7,860,000	8,096,000	8,339,000	8,589,000	8,847,000	9,112,000	9,385,000	9,667,000	9,957,000	10,256,000
Investment Earnings	10,110,000	25,310,000	25,563,000	25,819,000	26,077,000	26,338,000	26,601,000	26,867,000	27,136,000	27,407,000	27,681,000
Charges for Service	68,450,000	71,350,000	72,777,000	74,233,000	75,718,000	77,232,000	78,777,000	80,353,000	81,960,000	83,599,000	85,271,000
All Other Revenue	13,018,761	13,700,000	13,700,000	13,700,000	13,700,000	13,700,000	13,700,000	13,700,000	13,700,000	13,700,000	13,700,000
Basic City Services - Transfer In	10,876,000	-	-	-	-	-	-	-	-	-	-
Casino Revenue	8,000,000	8,200,000	8,364,000	8,531,280	8,701,906	8,875,944	9,053,463	9,234,532	9,419,222	9,607,607	9,799,759
Total Revenues	1,027,817,761	1,062,919,000	1,097,304,000	1,131,551,280	1,166,933,906	1,204,853,944	1,242,650,463	1,281,702,532	1,323,528,222	1,365,250,607	1,408,362,759
Total Available Resources	1,086,117,454	1,144,000,000	1,097,304,000	1,131,551,280	1,166,933,906	1,204,853,944	1,242,650,463	1,281,702,532	1,323,528,222	1,365,250,607	1,408,362,759
% Change in Revenues from Prior Yr.	4.05%	3.42%	3.23%	3.12%	3.13%	3.25%	3.14%	3.14%	3.26%	3.15%	3.16%
% Change in Resources from Prior Yr.	1.88%	5.33%	-4.08%	3.12%	3.13%	3.25%	3.14%	3.14%	3.26%	3.15%	3.16%
Expenditures:	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Development/BZS	47,159,311	37,941,462	39,235,584	40,180,096	41,148,292	42,140,789	43,158,223	44,201,244	45,270,520	46,366,740	47,490,609
Fire	273,084,932	297,883,377	306,210,754	314,859,819	323,757,610	332,911,374	342,328,573	352,016,884	361,984,214	372,238,700	382,788,720
Governmental Services	150,696,003	202,986,008	200,206,961	204,197,838	207,810,452	211,665,679	215,768,980	219,675,947	223,833,301	228,246,718	232,472,005
Health	22,818,174	32,742,198	34,541,284	35,447,696	36,378,703	37,334,993	38,317,269	39,326,259	40,362,707	41,427,382	42,521,074
Judicial Services	35,384,823	41,568,758	43,435,202	44,619,443	45,836,835	47,088,325	48,374,888	49,697,526	51,057,270	52,455,184	53,892,358
Other Safety	35,439,030	38,005,548	40,058,478	41,105,242	42,180,309	43,284,466	44,418,523	45,583,311	46,779,689	48,008,535	49,270,755
Police	341,142,918	371,382,649	381,815,411	392,546,982	403,586,042	414,941,527	426,622,634	438,638,832	450,999,867	463,715,769	476,796,867
Recreation and Parks	43,387,465	50,449,636	52,640,833	54,028,083	55,453,112	56,916,974	58,420,758	59,965,581	61,552,593	63,182,976	64,857,947
Refuse Collection	50,186,779	67,403,901	69,932,724	71,489,918	73,083,013	74,712,868	76,380,366	78,086,412	79,831,931	81,617,874	83,445,216
Public Service	737,019	886,463	927,503	954,086	981,441	1,009,592	1,038,561	1,068,373	1,099,052	1,130,625	1,163,116
Fleet-Vehicles	3,000,000	-	-	-	-	-	-	-	-	-	-
Operating Expenditures	1,003,036,454	1,141,250,000	1,169,004,734	1,199,429,203	1,230,215,809	1,262,006,587	1,294,828,775	1,328,260,369	1,362,771,146	1,398,390,503	1,434,698,667
% Change/Previous Year	-0.27%	13.78%	2.43%	2.60%	2.57%	2.58%	2.60%	2.58%	2.60%	2.61%	2.60%
Economic Stabilization Fund Deposit	2,000,000	2,750,000	-	-	-	-	-	-	-	-	-
Basic City Services Fund Deposit	-	-	-	-	-	-	-	-	-	-	-
Required Expenditure Reductions and/or Revenue Increases	\$ 81,081,000	\$ -	\$ (71,700,734)	\$ (67,877,923)	\$ (63,281,903)	\$ (57,152,643)	\$ (52,178,313)	\$ (46,557,837)	\$ (39,242,923)	\$ (33,139,896)	\$ (26,335,908)

Footnotes:
 Revenue estimates for 2024 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/resources, 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 Annual Comprehensive 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 Annual Comprehensive 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 mobility 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 2023. Expenditure and revenue history, as well as 2023 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 Services	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									

Basis 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:

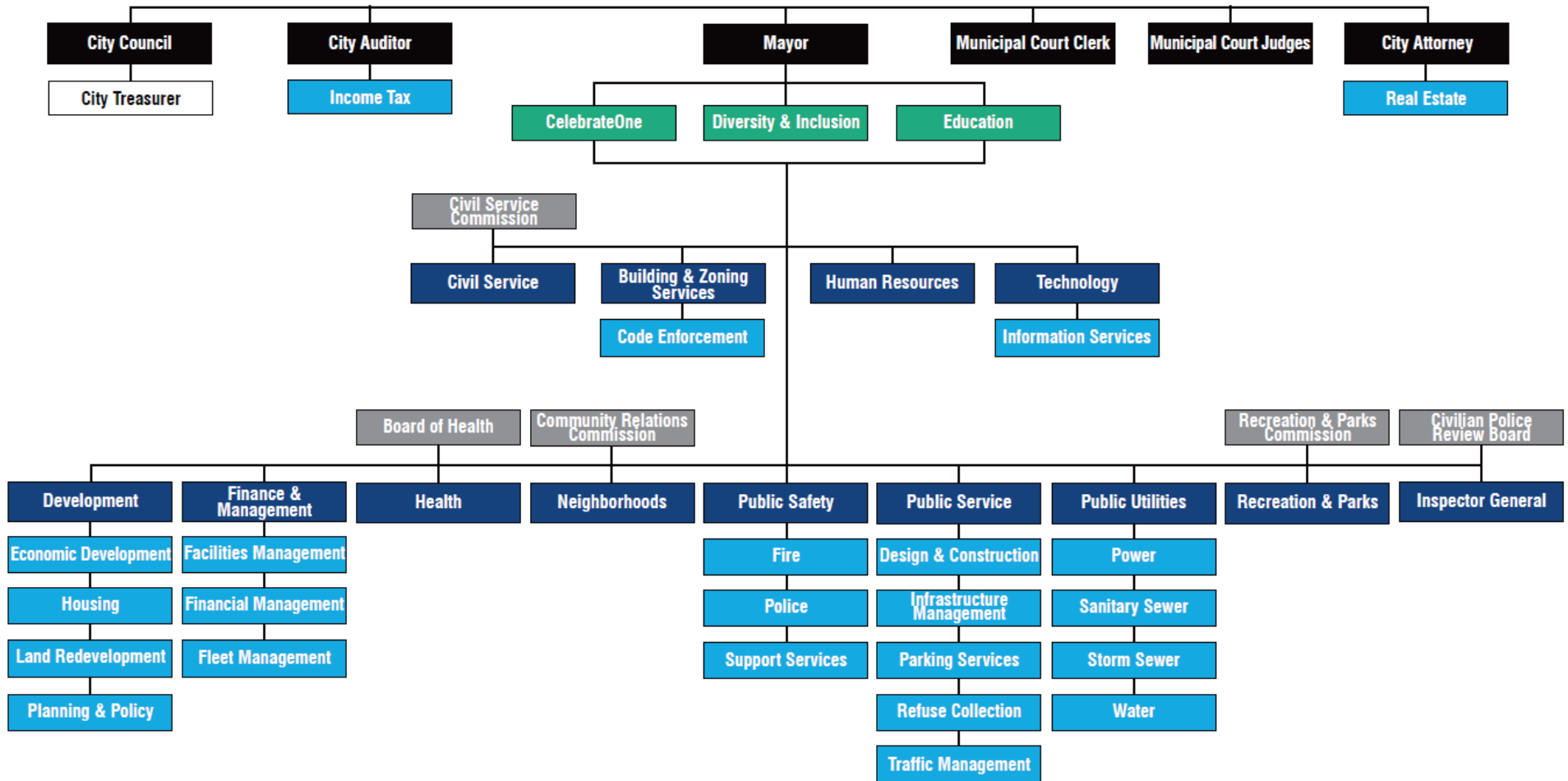
Official	Title	Term Beginning	Term Ending
Andrew J. Ginther	Mayor	January 1, 2020	December 31, 2023
Kathy A. Owens	Director of Finance and Management	June 6, 2022	Pleasure of Mayor
Megan N. Kilgore	City Auditor	January 1, 2022	December 31, 2025
Zach M. Klein	City Attorney	January 1, 2022	December 31, 2025
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, 2022	December 31, 2023
Elizabeth C. Brown	Council President Pro Tempore	January 1, 2020	December 31, 2023
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
Nicholas J. Bankston*	Member of Council	January 1, 2022	December 31, 2023
Lourdes Barosso de Padilla*	Member of Council	January 1, 2022	December 31, 2023

*Denotes Council Members who were elected to four-year terms but whose term will expire on 12/31/2023 by operation of City Charter.

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, Office of Education, Office of CelebrateOne, Neighborhoods, and Inspector General. 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.

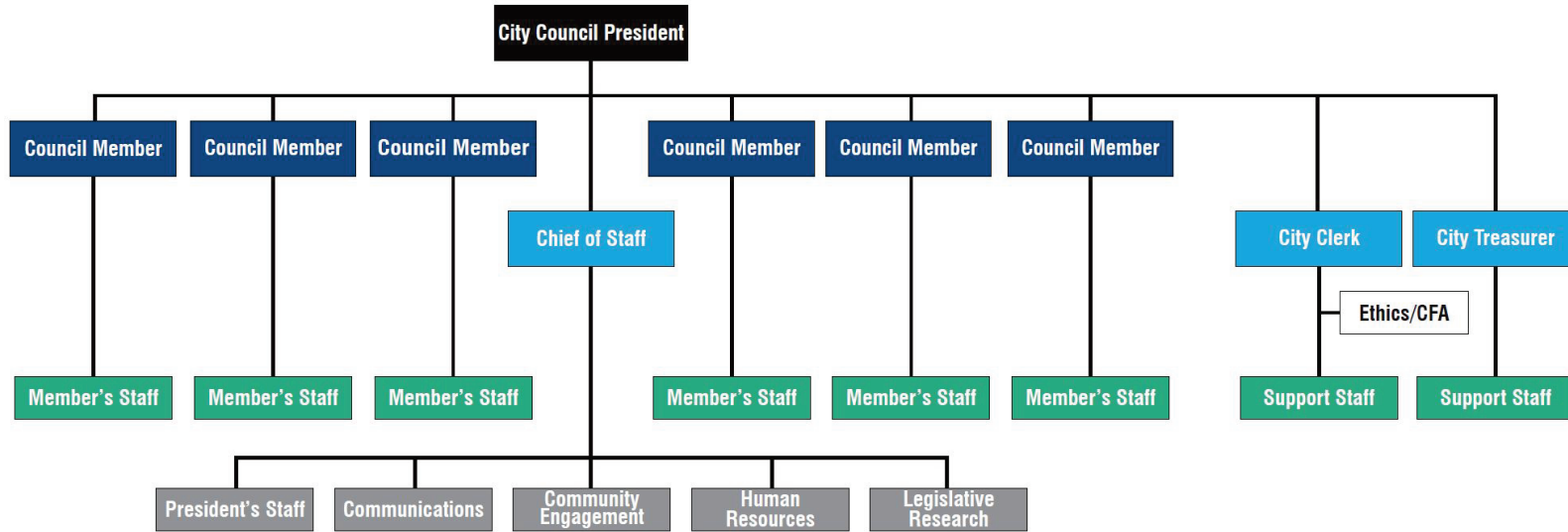
Council appoints the City Clerk, who maintains the journal of City Council activity, codifying city ordinances in accordance with established guidelines. Council also appoints the City Treasurer, whose duties include the investment of all city funds.

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	2020 Actual	2021 Actual	2022 Budget	2023 Proposed
General Fund	4,860,945	4,994,511	5,201,612	6,076,086
Department Total	\$ 4,860,945	\$ 4,994,511	\$ 5,201,612	\$ 6,076,086

City Council



2023 BUDGET NOTES

The budget will fund 46 full-time employees, which includes the current staff complement of 44 employees, as well as 2 additional staff members to begin accommodating the demands associated with Council expansion. Council will furthermore continue the growth of the internship program, with funding to support year-round interns in Council offices. The supplies budget contains funding to acquire the technology and office essentials for new staff expected to start on January 1, 2024. There is a need to acquire those assets in 2023. Finally, the services budget sustains contracts at existing levels, with some increases associated with higher costs.

Financial Summary by Area of Expense					
	2020 Actual	2021 Actual	2022 Budget	2022 Projected	2023 Proposed
City Council					
General Fund					
Personnel	\$ 4,566,177	\$ 4,613,845	\$ 4,923,653	\$ 4,870,316	\$ 5,656,378
Materials & Supplies	21,781	16,937	27,000	26,976	65,000
Services	269,987	360,729	247,959	538,537	351,708
Other	3,000	3,000	3,000	3,000	3,000
City Council Subtotal	4,860,945	4,994,511	5,201,612	5,438,829	6,076,086
Department Total	\$ 4,860,945	\$ 4,994,511	\$ 5,201,612	\$ 5,438,829	\$ 6,076,086

Department Personnel Summary								
Fund	2020 Actual		2021 Actual		2022 Budget		2023 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
City Council	42	0	42	0	44	0	46	0
Total	42	0	42	0	44	0	46	0

Operating Budget by Program				
Program	2022 Budget	2022 FTEs	2023 Proposed	2023 FTEs
Administration	\$ 5,186,644	44	\$ 6,060,378	46
Internal Services	14,968	0	15,708	0
Department Total	\$ 5,201,612	44	\$ 6,076,086	46



2023 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 seven 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. Financial Analytics oversees the official revenue estimate, revenue analyses, and related functions. 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.

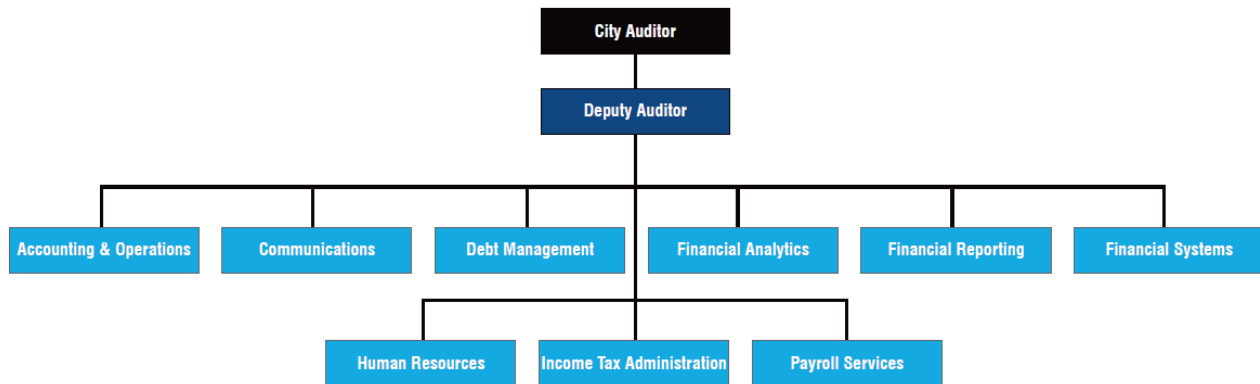
Department Mission

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 42 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	2020 Actual	2021 Actual	2022 Budget	2023 Proposed
General Fund	12,887,956	12,426,769	15,212,667	15,945,916
Department Total	\$ 12,887,956	\$ 12,426,769	\$ 15,212,667	\$ 15,945,916



Department Goals and Objectives

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 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. We provide these services all while growing functionality that promotes a better user experience, equity, transparency, financial analytics, and access to information.

Strategic Priorities for 2023

The Auditor's Office 2023 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: Implementation of phase one of the city's new revenue system will occur in the fourth quarter of 2022. Phase one includes most aspects of income tax. 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. Phase two, which provides for the electronic filing of admissions taxes, short-term rental taxes, and hotel-motel taxes, will launch in 2023.

Dayforce Payroll and Time & Attendance: Expansion continues in the Dayforce platform as city departments and divisions grow utilization. Payroll features are largely in sustainability mode, but technology investments are necessary to rollout new features, including position management, performance evaluation, and benefits management. 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 2023, we anticipate further growing remote capabilities, building a transparency portal, and providing additional business applications to city departments.

2023 BUDGET NOTES

CITY AUDITOR

The 2023 budget provides funding for continued staffing levels, investments in specialized training for staff, and two new positions. A payroll position and a business systems analyst are needed to support rollout of requested services to additional departments and expansion projects for financial and payroll systems. The budget also funds outside audit services, including audits for sub-recipients.

INCOME TAX

The 2023 budget for the Income Tax Division includes continued staffing levels as well as support and expansion of the new revenue system.

City Auditor

Financial Summary by Fund					
Fund	2020 Actual	2021 Actual	2022 Budget	2022 Projected	2023 Proposed
General Fund					
City Auditor	\$ 4,654,518	\$ 4,757,595	\$ 5,222,349	\$ 5,172,709	\$ 5,624,248
Income Tax	8,233,437	7,669,174	9,990,318	7,914,946	10,321,668
General Fund Subtotal	12,887,956	12,426,769	15,212,667	13,087,655	15,945,916
Department Total	\$ 12,887,956	\$ 12,426,769	\$ 15,212,667	\$ 13,087,655	\$ 15,945,916

Division Financial Summary by Area of Expense					
Division	2020 Actual	2021 Actual	2022 Budget	2022 Projected	2023 Proposed
City Auditor					
General Fund					
Personnel	\$ 3,723,543	\$ 3,968,072	\$ 4,313,631	\$ 4,285,697	\$ 4,784,828
Materials & Supplies	27,453	27,572	30,500	29,085	32,500
Services	902,522	760,951	877,218	856,927	805,920
Other	1,000	1,000	1,000	1,000	1,000
City Auditor Subtotal	4,654,518	4,757,595	5,222,349	5,172,709	5,624,248
Income Tax					
General Fund					
Personnel	7,337,651	6,643,835	8,765,850	6,857,735	8,995,824
Materials & Supplies	57,928	77,941	78,500	75,735	78,500
Services	837,858	947,198	1,145,468	981,426	1,246,844
Other	-	200	500	50	500
Income Tax Subtotal	8,233,437	7,669,174	9,990,318	7,914,946	10,321,668
Department Total	\$ 12,887,955	\$ 12,426,769	\$ 15,212,667	\$ 13,087,655	\$ 15,945,916

Department Personnel Summary								
Fund	2020 Actual		2021 Actual		2022 Budget		2023 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
City Auditor	31	1	36	1	35	1	37	0
Income Tax	66	0	58	0	84	1	84	1
Total	97	1	94	1	119	2	121	1

Operating Budget by Program					
Program	2022 Budget	2022 FTEs	2023 Proposed	2023 FTEs	
Accounting	\$ 1,227,006	9	\$ 1,457,945	10	
Administration	4,993,313	19	5,371,201	21	
Debt Management	267,327	2	270,301	2	
Payroll	902,700	9	1,008,680	10	
Auditing	812,627	9	847,169	9	
Tax Collection and Audits	6,924,754	71	6,902,502	69	
Internal Services	84,940	0	88,118	0	
Department Total	\$ 15,212,667	119	\$ 15,945,916	121	





2023 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.

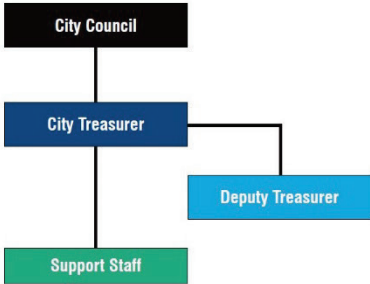
Specifically, the City Treasurer's responsibilities include the receipt and deposit of all city funds into bank accounts of the city in accordance with Chapter 321 of the Columbus City Codes, the disbursement of city funds upon warrant by the City Auditor, and the investment of all excess funds not needed 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	2020 Actual	2021 Actual	2022 Budget	2023 Proposed
General Fund	1,187,272	1,299,673	1,502,649	1,574,731
Department Total	\$ 1,187,272	\$ 1,299,673	\$ 1,502,649	\$ 1,574,731

City Treasurer



Strategic Priorities for 2023

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.

2023 BUDGET NOTES

The Treasurer's budget is primarily personnel-related, with funding for nine full-time employees in 2023. Non-personnel funding is primarily for banking services contracts, software license fees, and investment advising.

Financial Summary by Area of Expense					
	2020 Actual	2021 Actual	2022 Budget	2022 Projected	2023 Proposed
Treasurer					
General Fund					
Personnel	\$ 927,901	\$ 940,855	\$ 1,156,771	\$ 1,039,115	\$ 1,234,285
Materials & Supplies	2,214	4,610	6,700	6,700	4,200
Services	257,156	354,208	339,178	395,796	336,246
General Fund Subtotal	1,187,272	1,299,673	1,502,649	1,441,611	1,574,731
Department Total	\$ 1,187,272	\$ 1,299,673	\$ 1,502,649	\$ 1,441,611	\$ 1,574,731

Department Personnel Summary								
Fund	2020 Actual		2021 Actual		2022 Budget		2023 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Treasurer	8	1	8	0	9	1	9	0
Total	8	1	8	0	9	1	9	0

Operating Budget by Program				
Program	2022 Budget	2022 FTEs	2023 Proposed	2023 FTEs
Administration	\$ 356,670	0	\$ 346,681	0
Treasury Management	1,144,271	9	1,226,284	9
Internal Services	1,708	0	1,766	0
Department Total	\$ 1,502,649	9	\$ 1,574,731	9



2023 PROGRAM GUIDE

ADMINISTRATION

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

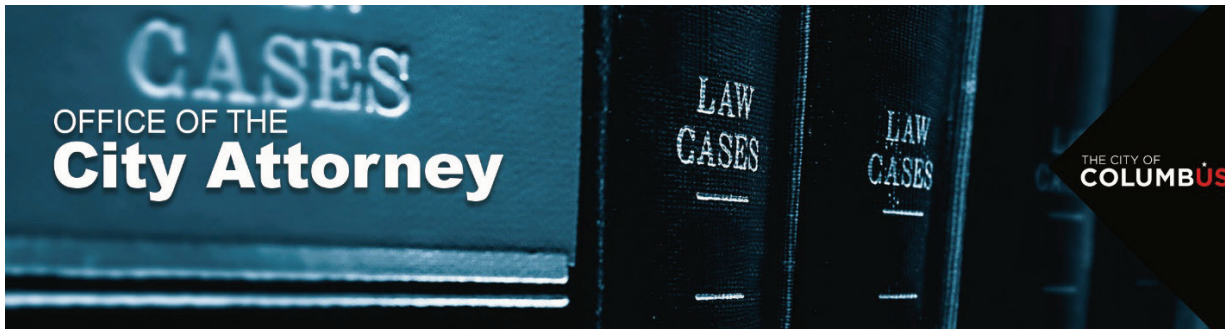
TREASURY MANAGEMENT

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, providing strategic counsel, 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.

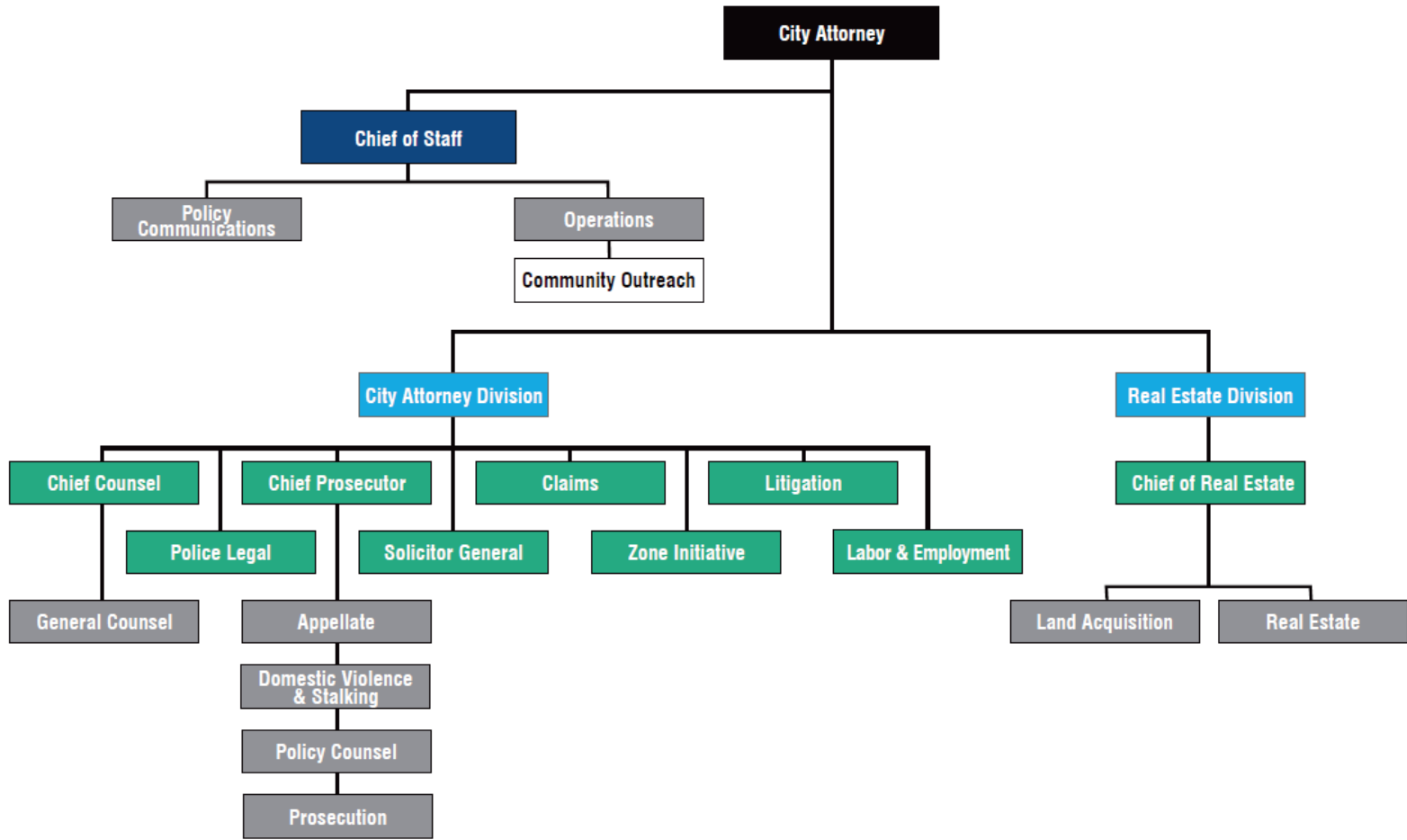
The Real Estate Division is responsible for the acquisition of all real property needed by the city departments, the provision of legal assistance with regard to all real estate matters, including the sale and leasing of property, and matters related to real estate taxes. The Real Estate Division provides 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	2020 Actual	2021 Actual	2022 Budget	2023 Proposed
General Fund	13,753,311	13,641,724	14,257,196	16,581,478
Land Acquisition Fund	1,146,518	1,104,794	1,228,950	1,290,975
Department Total	\$ 14,899,829	\$ 14,746,518	\$ 15,486,146	\$ 17,872,453

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.

2023 BUDGET NOTES

- This year's budget supports a total of 139 full-time personnel and 13 part-time personnel. This includes two additional Special United States Assistant Attorneys who will appear in federal court with a focus on prosecuting gun crimes.
- The City Attorney's 2023 budget provides \$4.2 million in funding for its largest program area, Criminal Prosecution, which includes 43 full-time personnel.
- In addition, the 2023 budget provides \$3.4 million for its second largest program, Administration, including funding for 11 full-time personnel.

Financial Summary by Fund					
Fund	2020 Actual	2021 Actual	2022 Budget	2022 Projected	2023 Proposed
General Fund					
City Attorney	\$ 13,587,329	\$ 13,474,762	\$ 14,085,707	\$ 14,157,475	\$ 16,394,724
Real Estate	165,982	166,961	171,489	170,947	186,754
General Fund Subtotal	13,753,311	13,641,724	14,257,196	14,328,422	16,581,478
Land Acquisition Fund					
Real Estate	1,146,518	1,104,794	1,228,950	1,131,786	1,290,975
Land Acq. Fund Subtotal	1,146,518	1,104,794	1,228,950	1,131,786	1,290,975
Department Total	\$ 14,899,829	\$ 14,746,518	\$ 15,486,146	\$ 15,460,208	\$ 17,872,453

Financial Summary by Area of Expense					
Division	2020 Actual	2021 Actual	2022 Budget	2022 Projected	2023 Proposed
City Attorney					
General Fund					
Personnel	\$ 12,912,119	\$ 12,839,048	\$ 13,239,428	\$ 13,261,521	\$ 15,497,377
Materials & Supplies	84,842	71,571	90,500	90,500	96,500
Services	484,117	452,737	654,288	705,463	710,282
Other	3,000	2,805	3,000	1,500	3,000
Transfers	103,251	108,601	98,491	98,491	87,565
City Attorney Subtotal	13,587,329	13,474,762	14,085,707	14,157,475	16,394,724
Real Estate					
General Fund					
Personnel	165,982	166,961	171,489	170,947	186,754
General Fund Subtotal	165,982	166,961	171,489	170,947	186,754
Land Acquisition Fund					
Personnel	1,037,633	999,983	1,081,120	1,032,862	1,143,965
Materials & Supplies	26,493	13,473	28,800	18,000	29,100
Services	80,391	90,338	117,030	80,424	115,910
Other	2,000	1,000	2,000	500	2,000
Land Acquisition Fund Subtotal	1,146,518	1,104,794	1,228,950	1,131,786	1,290,975
Real Estate Subtotal	1,312,500	1,271,755	1,400,439	1,302,733	1,477,729
Department Total	\$ 14,899,829	\$ 14,746,517	\$ 15,486,146	\$ 15,460,208	\$ 17,872,453

Department Personnel Summary								
Fund	2020 Actual		2021 Actual		2022 Budget		2023 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
City Attorney	124	15	122	12	128	12	130	12
Real Estate	1	0	1	0	1	0	1	0
Land Acquisition Fund								
Real Estate	8	1	9	1	8	1	8	1
Total	133	16	132	13	137	13	139	13

Operating Budget by Program				
Program	2022	2022	2023	2023
	Budget	FTEs	Proposed	FTEs
Appellate	\$ 399,534	3	\$ 422,077	3
General Counsel	735,122	6	780,961	5
Labor & Employment	625,255	5	530,989	4
Police Legal Bureau	317,858	2	317,639	2
Claims	739,021	8	770,813	8
Zone Initiative	1,076,648	10	1,425,163	13
Criminal Prosecution	3,864,299	41	4,157,704	43
Prosecution Resource Unit	402,420	3	462,759	3
Domestic Violence & Stalking	1,896,210	26	2,007,844	23
Litigation	1,021,931	8	1,164,403	9
Solicitor General	369,203	2	489,526	3
Administration	1,895,303	11	3,357,406	11
Fiscal	293,580	2	301,158	2
Human Resources	122,156	1	125,820	1
Internal Services	160,043	0	168,892	0
COVID-19	5,000	0	5,000	0
Land Acquisition	1,141,074	8	1,197,545	8
Real Estate Administration	171,489	1	186,754	1
Department Total	\$ 15,236,146	137	\$ 17,872,453	139

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.



2023 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 Municipal 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	2020	2021	2022	2023
	Actual	Actual	Budget	Proposed
General Fund	20,175,534	21,405,301	21,537,233	26,258,601
Computer Fund	484,751	363,542	478,071	442,992
Department Total	\$ 20,660,285	\$ 21,768,843	\$ 22,015,304	\$ 26,701,593

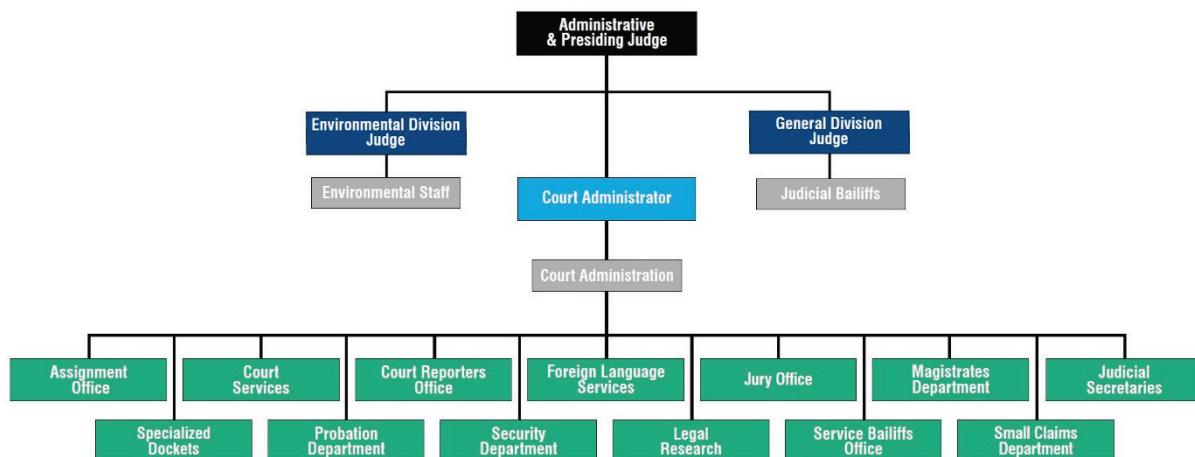
Municipal Court Judges

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 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 2023

Advance the Pretrial Services Program developed by the Department of Probation Services (DOPS) through a multi-year probation improvement and incentive grant from the Ohio Department of Rehabilitation and Correction Services. These program enhancements will follow the recommendations that were 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. One specific program enhancement will be the incorporation of the domestic violence population. The goals of the Pretrial Services Program 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.

Build the relationship with Job and Family Services that offers a benefits specialist on-site several days per week to assist probationers with enrollment in Medicaid, Food Stamps, Cash and Child Care Assistance, and Supplemental Security Income. Seek additional community resources that are available and beneficial to defendants/probationers.

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.

Collaborate 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.

Implement a differentiated Batterer Intervention Programming Response based on an individual's assessed risk level, offering Batterer Intervention Programming specifically geared toward defendants who identify as gender and sexual minorities.

Finalize an updated Officer Field Work and Safety Training Program that incorporates a formalized training and law enforcement component to address the safety of the officers and heightens a swift response to high risk defendants in the community.

Complete development and implementation of a Behavioral Management System to assist in a more appropriate and efficient response to both non-compliant and pro-social behaviors in an effort to promote sustained behavior change.

Furnish a Court-Wide Probation Case Management System that will allow the DOPS to better track outcomes, provide more thorough data analyses to funding sources, and inform continued strategic planning.

Facilitate testing the electronic search warrant and subpoena application for use by the Judge assigned to the Duty Room. The goal of this project is to eliminate, to the extent possible, the need for law enforcement officers to physically drive to court during business hours or after-hours to the judge's location to have the warrant issued. Once in use county-wide, this process should provide significant resource efficiencies to law enforcement agencies.

Strategic Priorities for 2023 (cont.)

Partner with The Ohio Supreme Court on the implementation and evaluation of video language interpreting in the courtrooms. The five Specialized Dockets are certified by the Supreme Court of Ohio and continue to follow the best practices established by the commission and the most current evidence based practices. The Specialized Docket Department serves between 275-350 high risk/high need participants each week via the five specialized dockets, two educational programs, and forensic restorations. The dockets include the Mental Health Program, Alcohol and Drug Addiction Program (ADAP), Changing Actions to Change Habits (CATCH), Military and Veteran Service (MAVS), and the Opiate Extension Program (OEP). The Franklin County Municipal Court Specialized Docket Department is the largest in Ohio and one of the largest in the nation.

Apply unique sentencing strategies managed by the Environmental Division for those convicted of code violations related to rental properties and hoarding activities that will benefit neighborhoods and communities. It will continue to provide helpful information to the public and area agencies through its website www.EnvironmentalCourt.us.

2023 BUDGET NOTES

The 2023 general fund budget totals \$26,258,601. 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, UP, and OEP programs.
- The 2023 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.
- The full-time staffing level for 2023 reflects expansions for contract interpreters, community sanctions and pretrial probation officers, a law clerk/staff attorney, and court IT supplement.
- The Court's costs for security services are largely paid from a special revenue account funded by court costs, not by the City's general fund. Historically the Court has requested funding to move security officers out of the Security Fund and into the General Fund for the sake of the Security Fund. Due to the other requests that the Court has presented, it has eliminated the security request from the 2023 expansion request.
- 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	2020 Actual	2021 Actual	2022 Budget	2022 Projected	2023 Proposed	
Municipal Court Judges						
General Fund						
Personnel	\$ 17,368,813	\$ 18,063,721	\$ 18,637,072	\$ 19,584,933	\$ 22,931,653	
Materials & Supplies	59,874	420,314	119,712	138,390	152,244	
Services	2,256,848	2,221,266	2,256,457	2,209,830	2,684,704	
Other	-	210,000	-	-	-	
Capital	-	-	33,992	33,992	-	
Transfers	490,000	490,000	490,000	490,000	490,000	
General Fund Subtotal	20,175,534	21,405,301	21,537,233	22,457,144	26,258,601	
Computer Fund						
Personnel	113,534	105,496	112,648	(2,281)	117,366	
Materials & Supplies	54,426	100,620	65,000	42,349	65,500	
Services	316,791	157,426	300,423	179,285	260,126	
Computer Fund Subtotal	484,751	363,542	478,071	219,353	442,992	
Department Total	\$ 20,660,285	\$ 21,768,843	\$ 22,015,304	\$ 22,676,496	\$ 26,701,593	

Department Personnel Summary								
Fund	2020 Actual		2021 Actual		2022 Budget		2023 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Municipal Court Judges	194	6	203	6	220	6	232	6
Computer Fund								
Municipal Court Judges	1	0	1	0	1	0	1	0
Total	195	6	204	6	221	6	233	6

Municipal Court Judges

Operating Budget by Program					
Program	2022	2022	2023	2023	
	Budget	FTEs	Proposed	FTEs	
Administration	\$ 3,439,067	10	\$ 4,157,390	10	
Assignment	919,344	14	1,197,736	14	
Computer Services	401,679	1	870,490	3	
Court Reporters	695,239	8	670,847	8	
COVID-19	20,000	0	20,000	0	
Environmental Court	658,972	7	636,198	6	
Fiscal	69,919	1	-	0	
General Court	2,794,283	31	3,532,753	38	
Home Incarceration/Work Release	391,572	3	444,067	3	
Internal Services	227,306	0	228,680	0	
Jury Office	359,615	2	410,121	2	
Legal Research	478,426	3	811,896	5	
Magistrate Court	1,853,552	21	1,332,045	13	
Probation	5,959,563	70	7,942,880	79	
Security Services	1,506,167	18	1,693,309	18	
Service Bailiffs	756,444	16	954,782	16	
Small Claims	559,142	6	168,879	2	
Specialty Docket Court	188,241	2	215,944	2	
Support Services	736,773	8	1,036,923	11	
Dispute Resolution	-	0	298,503	3	
Self Help Resource Center	-	0	78,150	0	
Department Total	\$ 22,015,304	221	\$ 26,701,593	233	

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.



2023 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.

DISPUTE RESOLUTION

To provides mediation services for the court and public. The program provides mediation services for individuals and businesses who wish to resolve their disputes and avoid filing a small claims case.

SELF HELP RESOURCE CENTER

To enhance the Social Worker pilot that began through CARES dollars provided by the City of Columbus during the pandemic. This pilot provides additional assistance to defendants who appear in eviction court and need additional direction from behavioral, social, and community services. The work of the Self Help Resource Center has served as a model for other courts in the nation. Additionally, the Self Help Resource Center provides assistance with the Opportunity Port program which seeks to simplify the record sealing application process and expand access to legal support services for Columbus residents with a criminal record.



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.

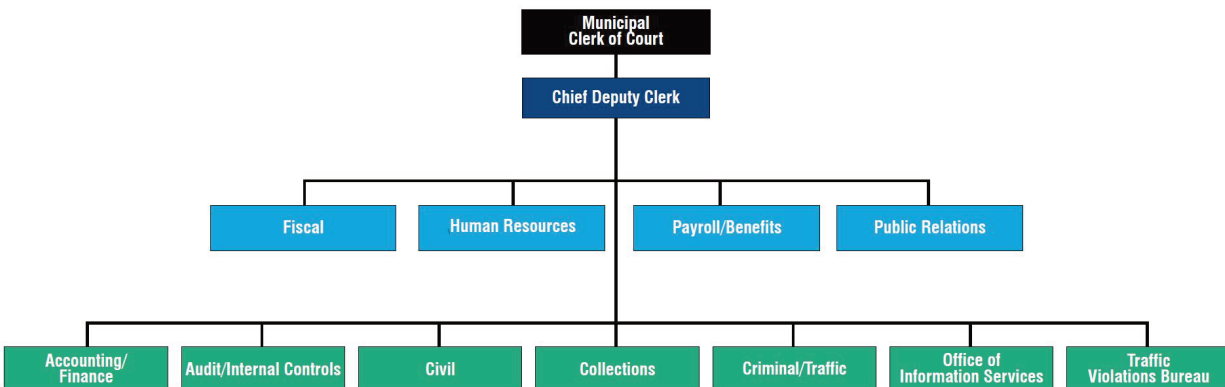
The Franklin County Municipal Clerk of Court’s Office serves as the legal guardian and keeper of the official records of the Franklin County Municipal Court. It consists of the following nine programs: administration, internal services, accounting and finance, audit/internal controls, civil, collections, 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	2020	2021	2022	2023
	Actual	Actual	Budget	Proposed
General Fund	12,175,332	12,119,042	13,295,769	15,310,157
Computer Fund	982,547	1,050,247	1,572,560	1,749,647
Department Total	\$ 13,157,879	\$ 13,169,289	\$ 14,868,329	\$ 17,059,804

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 2023

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.

2023 BUDGET NOTES

- The 2023 general fund budget provides for 172 full-time employees. Non-personnel expenses include witness fees, banking, print, postage, and other office expenses.
- The 2023 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	2020		2021		2022		2023		
	Actual		Actual		Budget		Projected		
								Proposed	
Municipal Court Clerk									
General Fund									
	Personnel	\$ 11,329,064	\$ 11,173,580	\$ 12,296,414	\$ 11,980,506	\$ 14,032,743			
	Materials & Supplies	136,037	140,721	140,834	140,834	140,834			
	Services	710,232	804,741	858,521	806,338	1,136,580			
	General Fund Subtotal	\$ 12,175,332	\$ 12,119,042	\$ 13,295,769	\$ 12,927,678	\$ 15,310,157			
Computer Fund									
	Personnel	138,888	103,104	645,575	-	749,601			
	Materials & Supplies	60,402	121,000	81,000	81,000	81,000			
	Services	783,258	826,143	845,985	836,707	919,046			
	Computer Fund Subtotal	982,547	1,050,247	1,572,560	917,707	1,749,647			
	Department Total	\$ 13,157,879	\$ 13,169,289	\$ 14,868,329	\$ 13,845,385	\$ 17,059,804			

Department Personnel Summary									
Fund	2020		2021		2022		2023		
	Actual		Actual		Budget		Proposed		
	FT	PT	FT	PT	FT	PT	FT	PT	
General Fund									
	Municipal Court Clerk	152	1	150	1	170	0	172	0
Computer Fund									
	Municipal Court Clerk	0	0	0	0	5	0	5	0
	Total	152	1	150	1	175	0	177	0

Operating Budget by Program					
Program	2022	2022	2023	2023	
	Budget	FTEs	Proposed	FTEs	
Administration	\$ 1,270,429	8	\$ 1,571,584	8	
Internal Services	684,732	0	710,877	0	
Accounting and Finance	2,146,924	34	2,522,900	34	
Civil	2,531,937	32	2,116,150	32	
Collections	187,817	2	198,998	2	
Criminal and Traffic	4,874,761	70	6,554,563	72	
Office of Information Services	1,536,553	5	1,719,079	5	
Audit/Internal Controls	732,925	10	785,364	10	
Traffic Violations Bureau	902,251	14	880,289	14	
Department Total	\$ 14,868,329	175	\$ 17,059,804	177	

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.



2023 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 the 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.

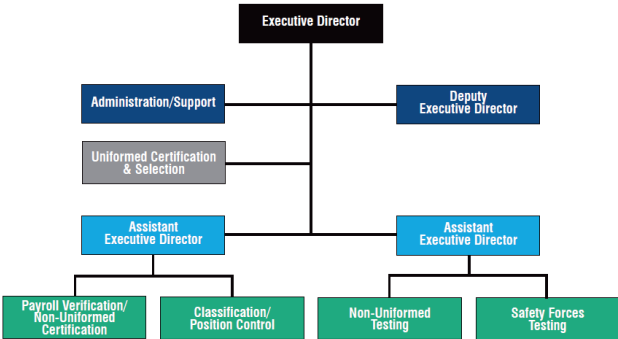
Through its **Safety Force** and **Non-Uniformed Testing** sections, the Commission is responsible for the development and administration of valid examinations for competitive classifications, safety force entry, and promotional positions. It maintains eligible lists of candidates so that city agencies 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	2020 Actual	2021 Actual	2022 Budget	2023 Proposed
General Fund	4,223,590	4,408,774	5,016,917	5,793,667
Department Total	\$ 4,223,590	\$ 4,408,774	\$ 5,016,917	\$ 5,793,667

Civil Service



2023 BUDGET NOTES

The Civil Service Commission budget includes funding for 40 full-time and 10 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 2023, the budget includes \$662,724 for medical and psychological screenings for police and fire recruits.
- Funds budgeted for scheduled safety promotional testing in 2023 include \$158,015 for the administration of the Fire Lieutenant and Captain exams and \$104,338 for the Police Sergeant exam.
- A total of \$50,000 is budgeted for the continued maintenance of a streamlined test item banking software platform to enhance impact analysis and further ensure fairness and equality across all examinations.

Financial Summary by Area of Expense					
Division	2020 Actual	2021 Actual	2022 Budget	2022 Projected	2023 Proposed
Civil Service					
General Fund					
Personnel	\$ 3,438,201	\$ 3,535,611	\$ 4,042,458	\$ 4,129,678	\$ 4,576,680
Materials & Supplies	35,499	28,616	53,053	32,382	37,135
Services	746,390	841,047	917,906	1,104,781	1,176,352
Other	3,500	3,500	3,500	5,000	3,500
Capital	-	-	-	19,911	-
General Fund Subtotal	4,223,590	4,408,774	5,016,917	5,291,752	5,793,667
Department Total	\$ 4,223,590	\$ 4,408,774	\$ 5,016,917	\$ 5,291,752	\$ 5,793,667

Department Personnel Summary								
Fund	2020 Actual		2021 Actual		2022 Budget		2023 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Civil Service	32	10	36	7	37	12	40	10
Total	32	10	36	7	37	12	40	10

Operating Budget by Program					
Program	2022 Budget	2022 FTEs	2023 Proposed	2023 FTEs	
	Administration	\$ 2,329,916	16	\$ 2,215,233	13
Internal Services	23,085	0	24,627	0	
Applicant & Employee Services	176,176	5	968,880	10	
Non-Uniformed Testing	530,949	7	621,667	6	
EDGE Program	200,000	0	200,000	0	
Safety Forces Testing and Certification	1,749,791	9	1,761,260	11	
COVID-19	7,000	0	2,000	0	
Department Total	\$ 5,016,917	37	\$ 5,793,667	40	



2023 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 46 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 2023. 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.

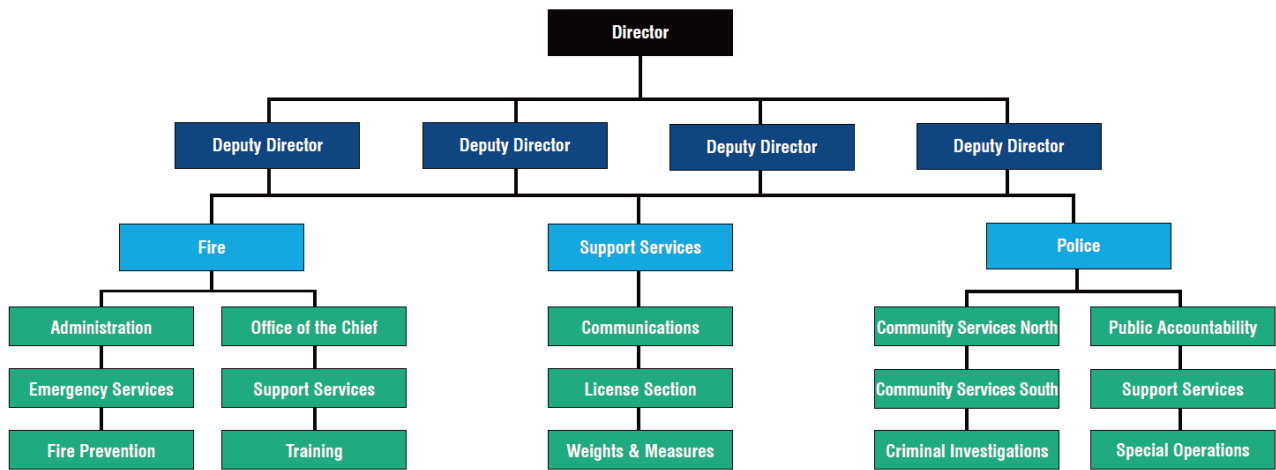
The **Columbus Division of Police** has over 1,900 officers and 200 civilian employees making it one of the top 25 largest departments in the country. The division is organized into six subdivisions and covers 20 precincts across the greater Columbus metropolitan area, serving over 909,000 residents. 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	2020 Actual	2021 Actual	2022 Budget	2023 Proposed
General Fund	599,317,731	687,056,287	662,621,483	707,271,574
E-911 Fund	1,959,155	1,619,229	1,566,227	1,566,228
Department Total	\$ 601,276,886	\$ 688,675,516	\$ 664,187,710	\$ 708,837,802



2023 BUDGET NOTES

Public Safety continues to be a top priority. The 2023 budget includes over \$18.9 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 \$3.5 million in funding between Public Safety and the Health Department to expand and support the Right Response program.

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 safety 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 2023, with \$100,000 allocated for related activities. Additional funding for division-specific minority recruiting efforts are budgeted within Police and Fire.
- Jail contract expenses are budgeted at \$1,416,000 in 2023. The per-diem cost is scheduled to increase in 2023 from \$96 to \$100.
- A total of \$50,000 is budgeted for Crime Stoppers, and \$275,000 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 \$1,220,970 is budgeted for the continued maintenance of the city's Public Safety radio system, while \$995,000 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 2023 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:

- Safe Streets officers interacted with nearly 7,125 members of the community in 2021, 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 2023.
- The 2023 budget includes \$918,000 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 2023 budget includes \$840,000 for this technology, which continues to prove effective in identifying and reducing response times to gunfire.
- A total of \$2.9 million is budgeted to support the body worn camera program.
- Funding is provided for a beginning year strength of 1,891 police officers. It is anticipated that during 2023, there will be a total of 90 separations. Officers lost through these separations will be replaced with three budgeted classes totaling 170 recruits and subsequent internal promotions.



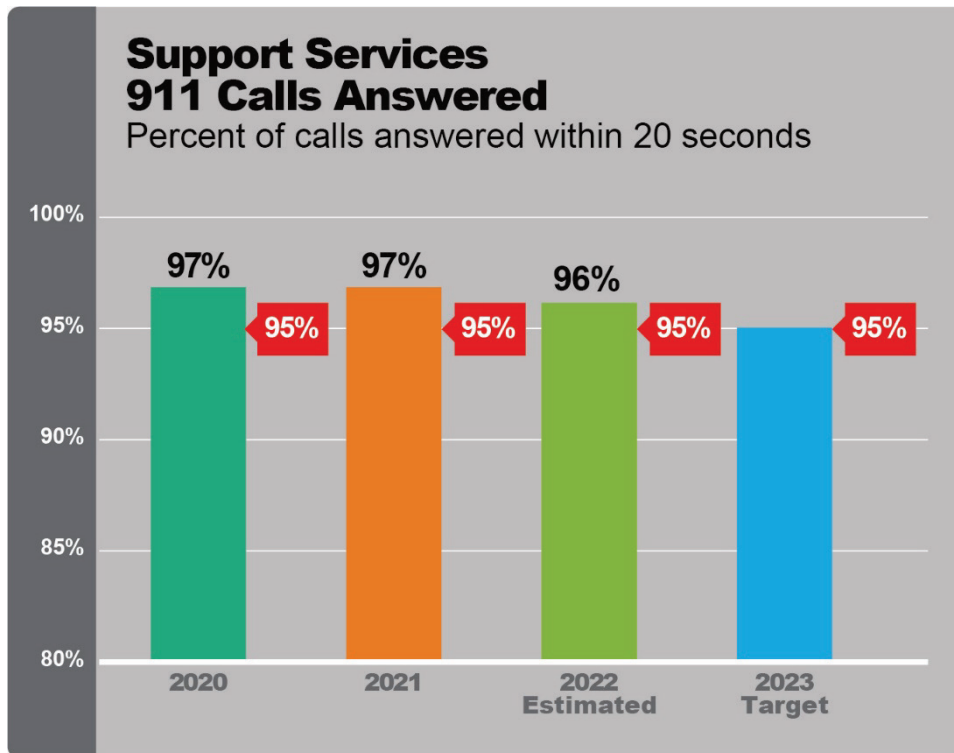
FIRE

The Division of Fire's 2023 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.

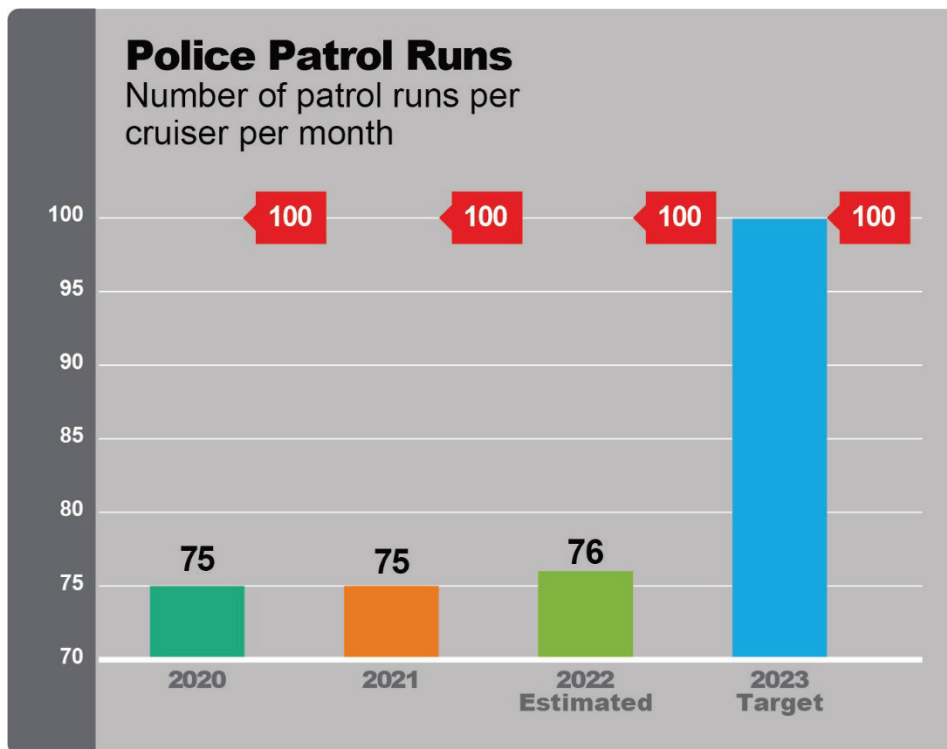
- The 2023 budget includes \$905,000 for the Fire Cadet program to continue building a pipeline of qualified, diverse candidates for the division.
- The EMS third-party reimbursement program that began in January 2003 is expected to generate approximately \$20 million in 2023. A total of \$1.5 million is budgeted to fund the division's cost for EMS related billing services.
- Funding is provided for a beginning year strength of 1,638 firefighters. It is anticipated that during 2023, there will be a total of 60 separations. Firefighters lost through these separations will be replaced with two budgeted classes totaling 125 recruits and subsequent internal promotions.
- For 2023, \$150,000 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.



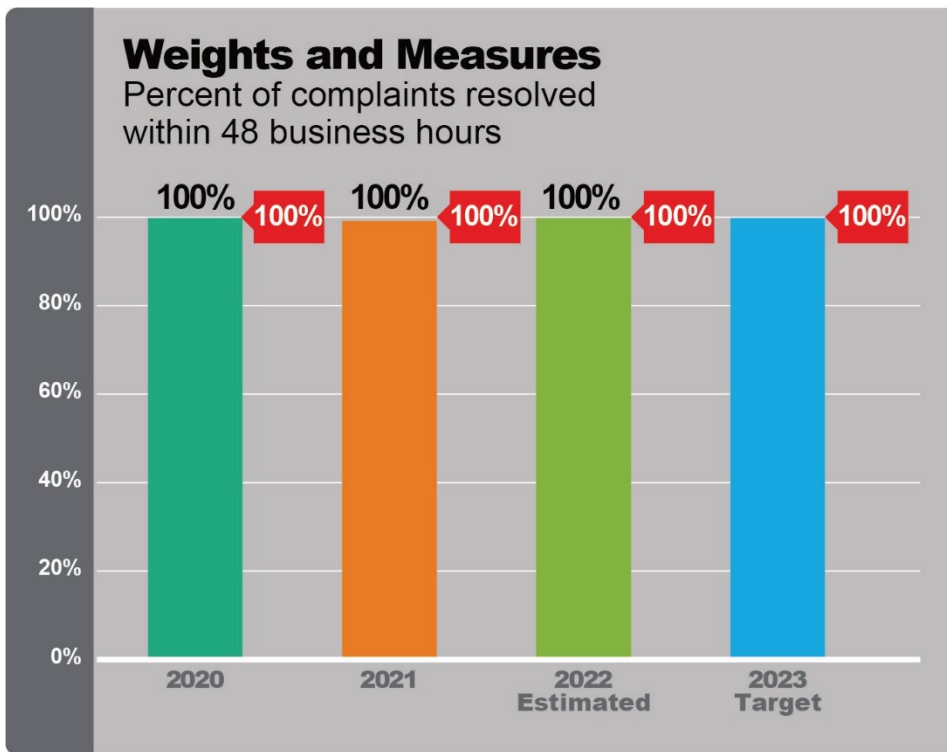
PERFORMANCE MEASURES



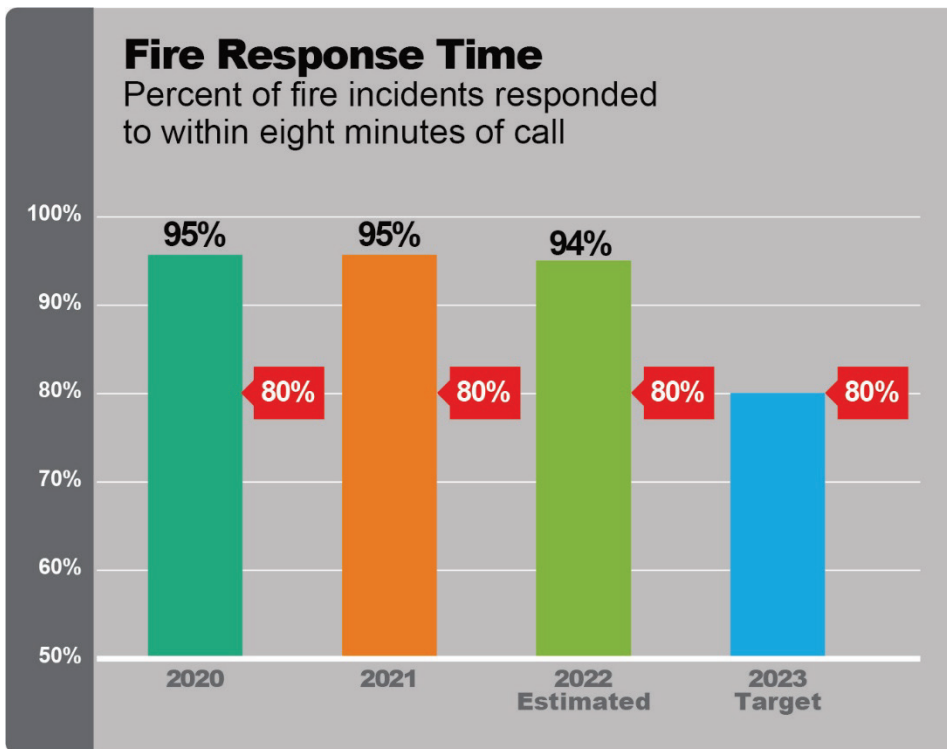
The Emergency Communications Center personnel strive to answer all 911 calls for service in 20 seconds or less. The Police Communications Bureau adopted the 95 percent National Emergency Number Association (NENA) Standard and continually exceeded this standard. This practice will continue under the Support Services Division. In 2023, the target for this measure will meet or exceed 95 percent.



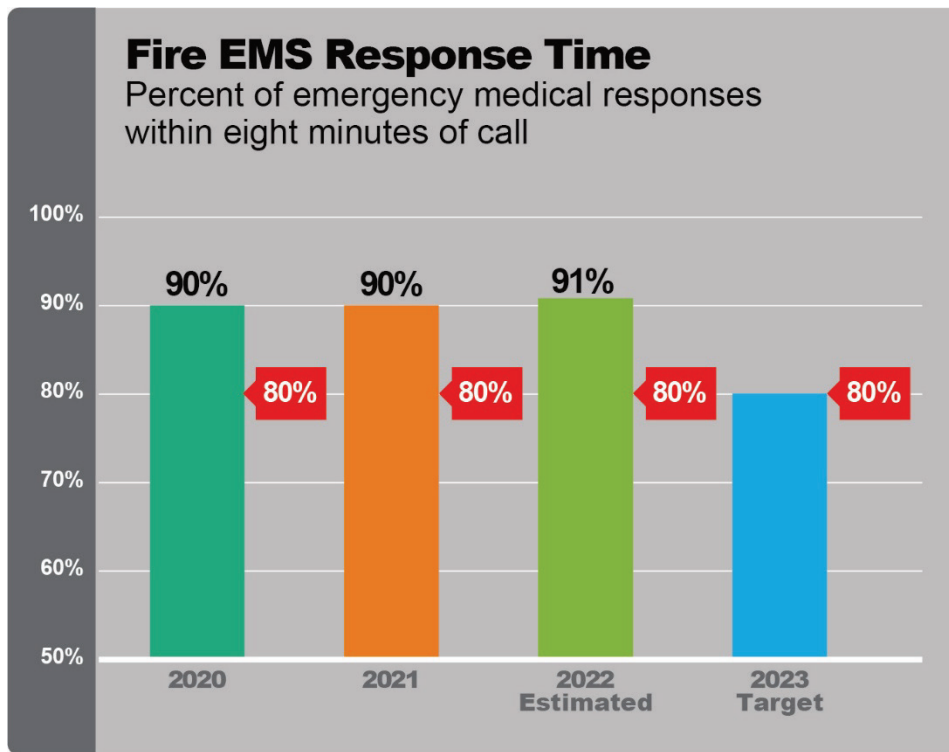
This measure represents the average number of dispatched and self-initiated runs per cruiser per month. The lower the number, the more non-committed time that officers have to engage in community policing activities. The number of cruisers available on a daily basis averages about 340.



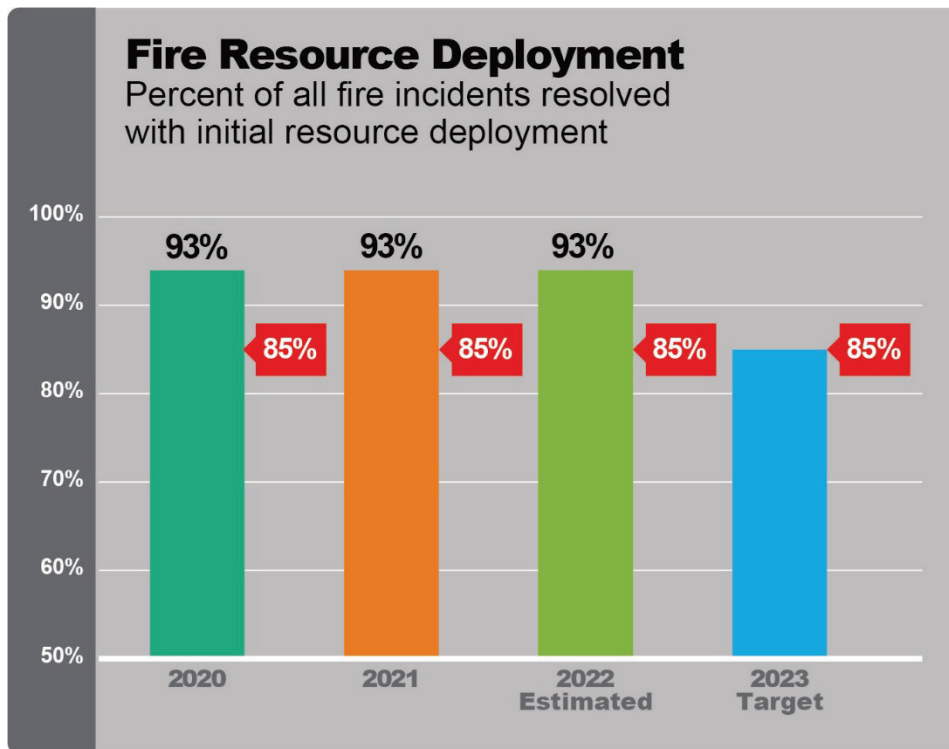
Weights and Measures personnel strive to resolve all consumer complaints within 48 business hours. In doing so, the division helps ensure transparency for buyers and sellers in a variety of commercial transactions. The number of complaints investigated and resolved averages 90 per year. In 2023, the department will continue to resolve consumer complaints within 48 business 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 2022 and 2023.



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	2020 Actual	2021 Actual	2022 Budget	2022 Projected	2023 Proposed
General Fund					
Administration	\$ 8,151,062	\$ 9,284,122	\$ 12,926,671	\$ 14,737,796	\$ 14,998,941
Support Services	6,789,208	18,305,976	22,038,303	20,701,234	23,006,607
Police	350,060,990	386,370,000	354,194,577	341,142,918	371,382,649
Fire	234,316,471	273,096,189	273,461,932	273,084,932	297,883,377
General Fund Subtotal	599,317,731	687,056,287	662,621,483	649,666,880	707,271,574
E-911 Fund					
Support Services	510,631	1,619,229	1,566,227	1,566,227	1,566,228
Police	1,448,524	-	-	-	-
E-911 Fund Subtotal	1,959,155	1,619,229	1,566,227	1,566,227	1,566,228
Department Total	\$ 601,276,886	\$ 688,675,516	\$ 664,187,710	\$ 651,233,107	\$ 708,837,802



Financial Summary by Area of Expense					
Division	2020 Actual	2021 Actual	2022 Budget	2022 Projected	2023 Proposed
Administration					
General Fund					
Personnel	\$ 1,654,660	\$ 6,324,677	\$ 7,520,203	\$ 7,611,947	\$ 9,987,116
Materials & Supplies	4,000	85,295	10,367	32,335	30,367
Services	6,604,322	2,874,129	5,395,951	7,093,514	4,981,308
Other	(136,920)	21	150	-	150
Transfers	25,000	-	-	-	-
Administration Subtotal	8,151,062	9,284,122	12,926,671	14,737,796	14,998,941
Support Services					
General Fund					
Personnel	4,310,522	14,313,098	17,774,556	14,879,702	18,229,255
Materials & Supplies	197,163	259,295	489,175	531,214	809,175
Services	2,278,497	3,713,348	3,768,772	4,206,429	3,962,377
Other	3,026	20,235	5,800	4,889	5,800
Capital	-	-	-	1,079,000	-
General Fund Subtotal	6,789,208	18,305,976	22,038,303	20,701,234	23,006,607
E-911 Fund					
Personnel	117,703	1,566,227	1,566,227	-	1,566,228
Services	392,928	53,002	-	-	-
E-911 Fund Subtotal	510,631	1,619,229	1,566,227	-	1,566,228
Support Services Subtotal	7,299,839	19,925,205	23,604,530	20,701,234	24,572,835
Police					
General Fund					
Personnel	331,269,658	349,075,252	329,018,977	315,130,682	343,203,479
Materials & Supplies	4,670,898	4,803,369	6,299,082	6,434,190	6,743,585
Services	13,786,953	12,585,191	18,621,518	16,295,510	21,180,585
Other	319,422	15,892,335	255,000	755,000	255,000
Capital	-	4,000,000	-	2,515,875	-
Transfers	14,059	13,853	-	11,661	-
General Fund Subtotal	350,060,990	386,370,000	354,194,577	341,142,918	371,382,649
E-911 Fund					
Personnel	1,448,524	-	-	-	-
E-911 Fund Subtotal	1,448,524	-	-	-	-
Police Subtotal	351,509,514	386,370,000	354,194,577	341,142,918	371,382,649
Fire					
General Fund					
Personnel	220,023,277	256,653,808	255,495,216	254,769,877	278,237,753
Materials & Supplies	4,775,582	4,985,587	5,512,454	5,298,223	5,849,964
Services	9,393,902	11,366,221	12,329,262	12,953,250	13,590,660
Other	29,996	66,700	125,000	44,668	125,000
Capital	-	7,766	-	18,914	80,000
Transfers	93,715	16,108	-	-	-
Fire Subtotal	234,316,471	273,096,189	273,461,932	273,084,932	297,883,377
Department Total	\$ 601,276,886	\$ 688,675,516	\$ 664,187,710	\$ 649,666,880	\$ 708,837,802

Department Personnel Summary								
Fund	2020 Actual		2021 Actual		2022 Budget		2023 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Administration	12	2	57	4	68	7	85	8
Support Services	38	2	138	2	194	2	196	2
Police, Uniformed	1,947	0	1,922	0	1,936	0	2,021	0
Police, Civilian	350	24	204	32	252	58	269	56
Fire, Uniformed	1,592	0	1,585	0	1,637	0	1,703	0
Fire, Civilian	50	21	38	32	50	45	57	45
Total	3,989	49	3,944	70	4,137	112	4,331	111

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



Public Safety

Operating Budget by Program				
Program	2022 Budget	2022 FTEs	2023 Proposed	2023 FTEs
911 Emergency Communication Center	\$ -	0	\$ 14,147,143	156
911 Support Group	23,026,414	219	10,730,327	74
Administration	38,178,903	132	60,308,496	163
Communications	8,740,361	48	9,517,057	47
Community Programs	38,809,903	186	37,101,428	271
Comprehensive Neighborhood Safety Strategy	-	0	2,063,447	1
Drug Enforcement	16,113,324	103	11,861,747	76
Fire Emergency Services	214,379,790	1,360	228,543,405	1,418
Fiscal	952,803	13	2,045,951	16
Human Resources	2,216,277	23	2,352,106	24
Internal Services	18,515,020	0	20,866,012	0
Investigative	34,200,763	217	32,802,084	213
Legal Matters	325,475	0	325,475	0
License Enforcement	470,960	5	462,768	5
License Support	479,762	4	383,653	3
Opiate Initiatives	410,000	0	150,000	0
Police Patrol	160,050,930	1,086	156,475,306	1,106
Public Safety Network/CAD	3,214,919	10	1,696,900	8
Special Operations	27,729,314	161	25,052,363	149
Support Operations	44,808,031	303	67,682,287	328
Training	30,988,033	261	23,670,061	267
Weights and Measures	576,728	6	599,786	6
Department Total	\$ 664,187,710	4,137	\$ 708,837,802	4,331

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.



2023 PROGRAM GUIDE

911 EMERGENCY COMMUNICATION CENTER

To receive emergency calls from citizens and dispatch the appropriate resources to the emergency.

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.

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.

COMPREHENSIVE NEIGHBORHOOD SAFETY STRATEGY

To invest in innovative programs and work with partners to build stronger and safer neighborhoods through broad based approaches involving local law enforcement, public health, recreation and parks, neighborhoods, businesses, community leaders, faith leaders and residents.

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

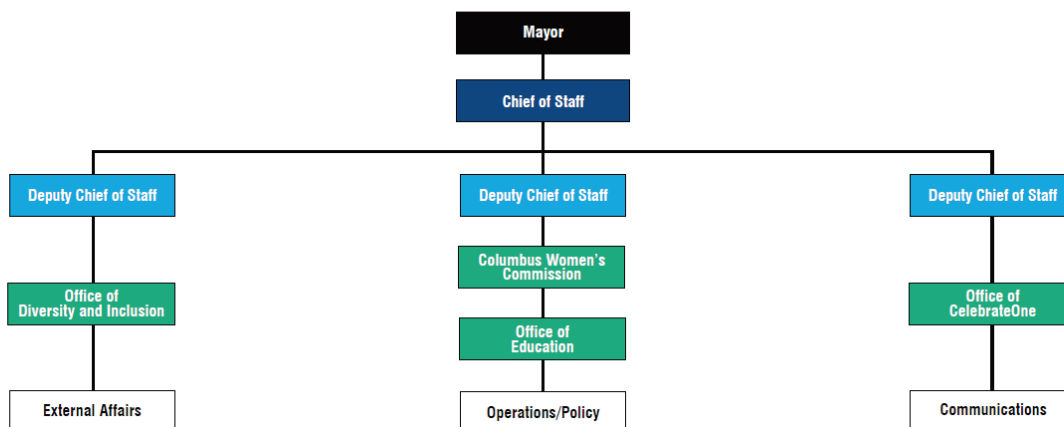
Mayor Andrew J. Ginther is the chief executive of the City of Columbus and is responsible for establishing public policy and budget priorities for the city. As the head of the executive branch, Mayor Ginther leads 14 cabinet members responsible for the administration of city government, the delivery 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	2020	2021	2022	2023
	Actual	Actual	Budget	Proposed
General Fund	4,051,659	3,704,507	4,330,000	8,543,390
Department Total	\$ 4,051,659	\$ 3,704,507	\$ 4,330,000	\$ 8,543,390

Office of the Mayor



2023 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 seventh year, the **Columbus Women’s Commission** is funded at \$320,860 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.

In addition, funding of \$4.0 million is provided for creation of the Office of Violence Prevention within the Office of the Mayor. The Office of Violence Prevention will serve as a hub for the reduction of gun violence through research, legislation, and coordination with the Columbus Department of Public Health and other agencies. The Office will rely heavily on ongoing community engagement efforts including a Violence Reduction Planning Process where meetings will be convened with community and inter-departmental leaders on the implementation of the City’s violence reduction plan.

Financial Summary by Area of Expense					
Division	2020 Actual	2021 Actual	2022 Budget	2022 Projected	2023 Proposed
Mayor					
General Fund					
Personnel	\$ 3,675,451	\$ 3,508,517	\$ 4,059,800	\$ 3,413,789	\$ 4,697,284
Materials & Supplies	8,110	16,217	18,000	57,520	122,313
Services	367,354	178,523	250,200	244,259	3,721,793
Other	745	1,250	2,000	2,000	2,000
General Fund Subtotal	4,051,659	3,704,507	4,330,000	3,717,568	8,543,390
Department Total	\$ 4,051,659	\$ 3,704,507	\$ 4,330,000	\$ 3,717,568	\$ 8,543,390

Department Personnel Summary								
Fund	2020 Actual		2021 Actual		2022 Budget		2023 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Mayor	27	0	23	0	27	0	31	0
Total	27	0	23	0	27	0	31	0

Operating Budget by Program				
Program	2022 Budgeted	2022 FTEs	2023 Proposed	2023 FTEs
Administration	\$ 779,797	3	\$ 4,837,813	7
Internal Services	24,100	0	25,813	0
Community Affairs	882,135	6	1,502,351	10
Communications	848,771	6	866,954	6
Policy and Government Affairs	1,795,197	12	1,310,459	8
Department Total	\$ 4,330,000	27	\$ 8,543,390	31





2023 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.

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 inter-departmental collaboration, the integration of supplier diversity best practices, timely market research, and MBE/WBE business development and engagement strategies. As part of the services provided to diverse businesses, the Office of Diversity and Inclusion provides certification management, business supportive services, MBE/WBE outreach and engagement and supplier diversity data utilization reporting and compliance.

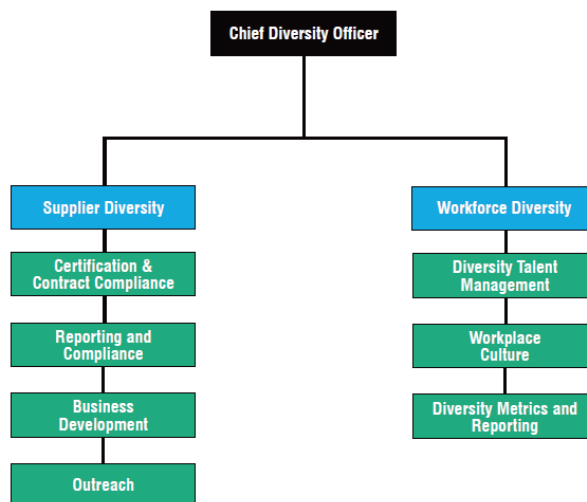
Budget Summary				
Fund	2020 Actual	2021 Actual	2022 Budget	2023 Proposed
General Fund	1,445,603	1,535,194	1,910,183	2,001,958
Department Total	\$ 1,445,603	\$ 1,535,194	\$ 1,910,183	\$ 2,001,958



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 our Workforce Diversity pillar. 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 diverse recruitment strategies. Our mission is to create a workforce that is reflective of the residents we serve. Similarly, the Office of Diversity and Inclusion works collaboratively across city departments to advance a workplace culture of inclusion that is open and welcoming to all. With a strategic focus on recruiting, retaining, and promoting diverse talent, and applying new and innovative approaches to attracting and retaining a diverse workforce, the Office of Diversity and Inclusion helps to ensure that diversity and inclusion are an integral part of the city employment process.

Office of Diversity and Inclusion



2023 BUDGET NOTES

The Office of Diversity and Inclusion's budget of \$2,001,958 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.
- \$50,000 has been budgeted toward Minority Business Assistance.
- \$50,000 has been budgeted for the Diversity Youth Entrepreneurship Program.

Financial Summary by Area of Expense					
Division	2020 Actual	2021 Actual	2022 Budget	2022 Projected	2023 Proposed
Diversity and Inclusion					
General Fund					
Personnel	\$ 1,107,948	\$ 1,023,351	\$ 1,604,558	\$ 1,224,736	\$ 1,600,968
Materials & Supplies	7,575	6,701	8,000	\$ 33,632	20,000
Services	330,080	505,142	297,625	\$ 570,051	380,990
General Fund Subtotal	1,445,603	1,535,194	1,910,183	\$ 1,828,419	2,001,958
Department Total	\$ 1,445,603	\$ 1,535,194	\$ 1,910,183	\$ 1,828,419	\$2,001,958

Department Personnel Summary									
Fund	2020 Actual		2021 Actual		2022 Budget		2023 Proposed		
	FT	PT	FT	PT	FT	PT	FT	PT	
General Fund									
Diversity and Inclusion	9	0	10	0	14	0	14	0	
Total	9	0	10	0	14	0	14	0	

Operating Budget by Program				
Program	2022 Budget	2022 FTEs	2023 Proposed	2023 FTEs
Administration	\$ 1,902,889	14	\$ 1,986,143	14
Internal Services	7,294	0	15,815	0
Department Total	\$ 1,910,183	14	\$ 2,001,958	14



2023 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

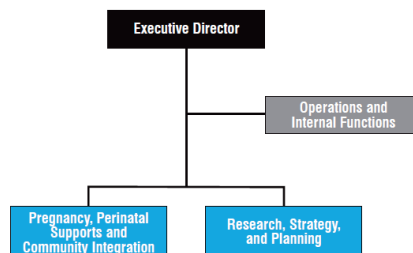
Every child in every Columbus neighborhood deserves the opportunity to thrive.

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 provide assistance to pregnant women living in highly unstable housing.

Budget Summary				
Fund	2020 Actual	2021 Actual	2022 Budget	2023 Proposed
General Fund	-	804,521	1,378,071	1,837,698
Department Total	\$ -	\$ 804,521	\$ 1,378,071	\$ 1,837,698

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



2023 BUDGET NOTES

The Office of CelebrateOne's budget of \$1,837,698 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 funds 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	2020 Actual	2021 Actual	2022 Budget	2022 Projected	2023 Proposed
CelebrateOne					
General Fund					
Personnel	\$ -	\$ 374,342	\$ 1,058,563	\$ 1,016,072	\$ 1,437,442
Materials & Supplies	-	37,373	5,000	23,971	10,000
Services	-	392,805	314,508	442,121	390,256
General Fund Subtotal	-	804,521	1,378,071	1,482,164	1,837,698
Department Total	\$ -	\$ 804,521	\$ 1,378,071	\$ 1,482,164	\$ 1,837,698

Department Personnel Summary								
Fund	2020 Actual		2021 Actual		2022 Budget		2023 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
CelebrateOne	0	0	7	0	9	0	9	0
Total	0	0	7	0	9	0	9	0

*Personnel numbers prior to 2021 can be found under the Office of the Mayor.

Operating Budget by Program				
Program	2022 Budget	2022 FTEs	2023 Proposed	2023 FTEs
Administration	\$ 1,378,071	9	\$ 1,837,698	9
Department Total	\$ 1,378,071	9	\$ 1,837,698	9

Please Note: The 2021 Budget for CelebrateOne, 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.



2023 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 Childcare and Kindergarten Preparedness, the Office of Education has expanded pre-kindergarten services to over 8,000 children in Columbus over the past nine years. In addition, the Office of Education is assisting Future Ready Columbus with the implementation of Future Ready by 5, a comprehensive prenatal to five strategic plan for Columbus and Franklin County.

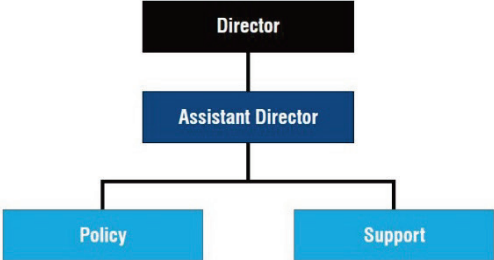
Division Mission

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 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	2020 Actual	2021 Actual	2022 Budget	2023 Proposed
General Fund	6,070,004	8,508,120	10,467,361	13,269,490
Department Total	\$ 6,070,004	\$ 8,508,120	\$ 10,467,361	\$ 13,269,490

Education

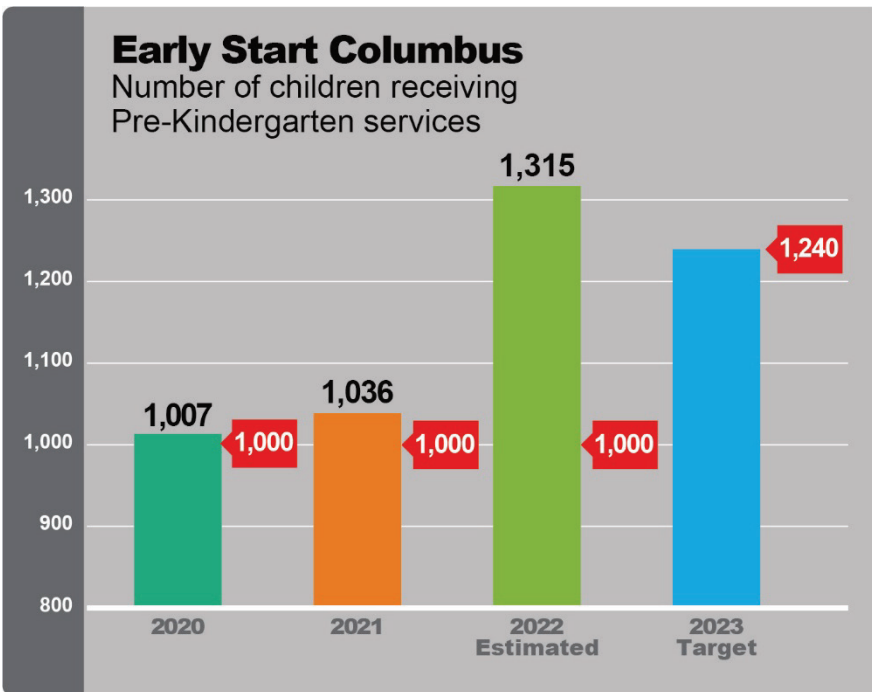


2023 BUDGET NOTES

As one of the Mayor's strategic priorities under economic stability, the Department of Education's budget of \$13,269,490 million includes funding for two full-time regular employees. In addition:

- A total of \$2.0 million has been allocated for after-school programming targeting middle-school aged children.
- The 2023 budget includes \$3.1 million to fund enrollment for 240 students at the Hilltop Early Learning Center.
- A total of \$8,851,325 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 1,240 children.
- 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 Office 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 opening of the Hilltop Early Learning Center in 2022 expanded the number of children served by Early Start Columbus significantly. The Office's 2023 goal is to serve 1,240 students.

Financial Summary by Area of Expense					
Division	2020 Actual	2021 Actual	2022 Budget	2022 Projected	2023 Proposed
Education					
General Fund					
Personnel	\$ 308,831	\$ 309,188	\$ 317,008	\$ 316,843	\$ 328,416
Materials & Supplies	-	-	7,000	4,000	7,000
Services	5,761,173	8,198,932	10,143,353	8,341,384	12,934,074
General Fund Subtotal	6,070,004	8,508,120	10,467,361	8,662,227	13,269,490
Department Total	\$ 6,070,004	\$ 8,508,120	\$ 10,467,361	\$ 8,662,227	\$ 13,269,490

Department Personnel Summary								
Fund	2020 Actual		2021 Actual		2022 Budget		2023 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Education	2	0	2	0	2	0	2	0
Total	2	0	2	0	2	0	2	0

Operating Budget by Program				
Program	2022 Budgeted	2022 FTEs	2023 Proposed	2023 FTEs
Administration	\$ 2,315,510	2	\$ 582,904	2
Early Start	7,757,372	0	10,291,872	0
After-School Grants	389,819	0	2,389,819	0
Internal Services	4,660	0	4,895	0
Department Total	\$ 10,467,361	2	\$ 13,269,490	2





2023 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.

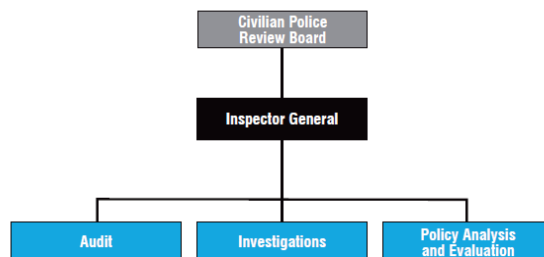
The Department of the Inspector General exists as a city-funded, operationally-independent, professionally-staffed, public-facing entity. This department is empowered to participate fully in criminal or administrative investigations involving Division of Police personnel, exercising certain duties and 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.

Division Mission

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

Budget Summary				
Fund	2020 Actual	2021 Actual	2022 Budget	2023 Proposed
General Fund	-	-	1,032,602	1,945,050
Department Total	\$ -	\$ -	\$ 1,032,602	\$ 1,945,050

Inspector General



2023 BUDGET NOTES

The 2023 budget for the Department of the Inspector General includes funding for seven full-time employees. Non-personnel funding totaling \$395,447 is included in the supplies and services categories to support the operational needs of the department. In addition, \$20,000 is budgeted to support expenses necessary for the effective operations of the Civilian Review Board.

Financial Summary by Area of Expense					
Division	2020 Actual	2021 Actual	2022 Budget	2022 Projected	2023 Proposed
Inspector General					
General Fund					
Personnel	\$ -	\$ -	\$ 929,465	\$ 684,391	\$ 1,529,603
Materials & Supplies	-	-	50,000	12,998	25,000
Services	-	-	53,137	126,740	390,447
General Fund Subtotal	-	-	1,032,602	824,129	1,945,050
Department Total	\$ -	\$ -	\$ 1,032,602	\$ 824,129	\$ 1,945,050

Department Personnel Summary								
Fund	2020 Actual		2021 Actual		2022 Budget		2023 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Administration	0	0	0	0	10	0	7	0
Total	0	0	0	0	10	0	7	0

Operating Budget by Program					
Program	2022 Budget	2022 FTEs	2023 Proposed	2023 FTEs	
Administration	\$ 1,029,465	10	\$ 1,919,603	7	
Internal Services	3,137	0	5,447	0	
Civilian Review Board	-	0	20,000	0	
Department Total	\$ 1,032,602	10	\$ 1,945,050	7	



2023 PROGRAM GUIDE

ADMINISTRATION

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

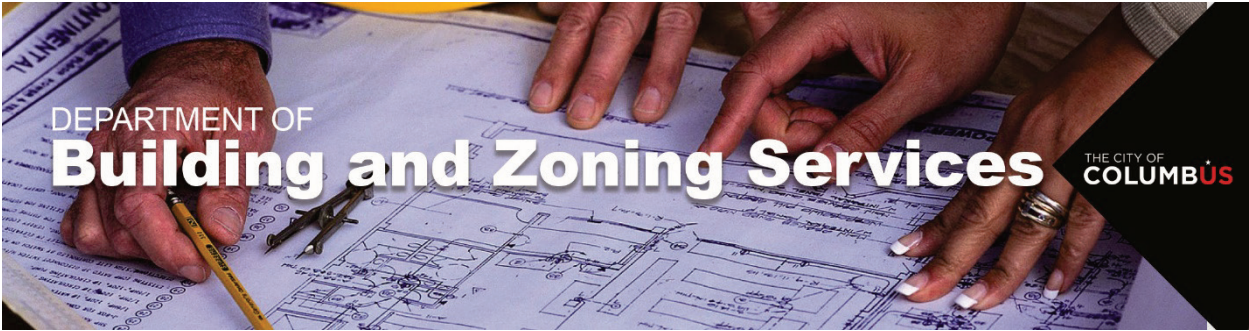
INTERNAL SERVICES

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

CIVILIAN REVIEW BOARD

The Civilian Police Review Board shall receive, initiate, cause investigation of, and recommend resolution of complaints filed with it or initiated by the Board alleging misconduct by sworn members of the Columbus Division of Police.

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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.

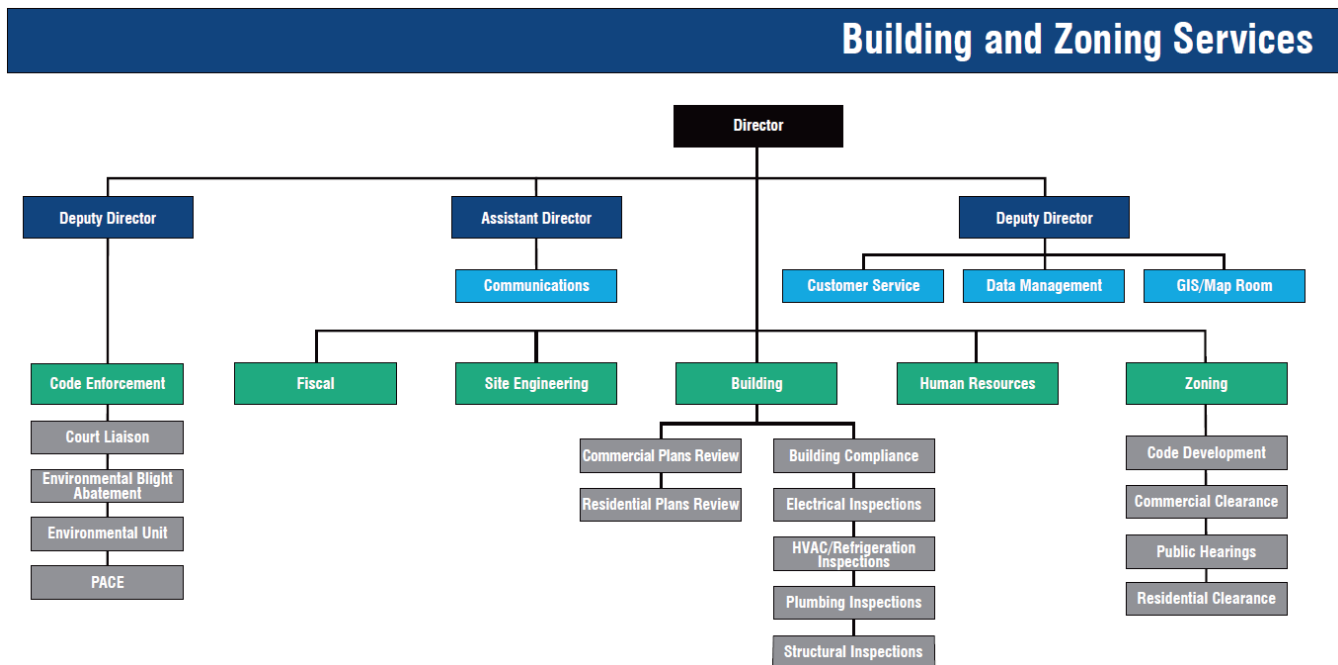
Budget Summary				
Fund	2020 Actual	2021 Actual	2022 Budget	2023 Proposed
General Fund	-	1,848,004	7,648,140	8,042,525
Development Services Fund	23,185,641	23,368,195	27,445,690	28,416,657
Department Total	\$ 23,185,641	\$ 25,216,199	\$ 35,093,830	\$ 36,459,182

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, 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.

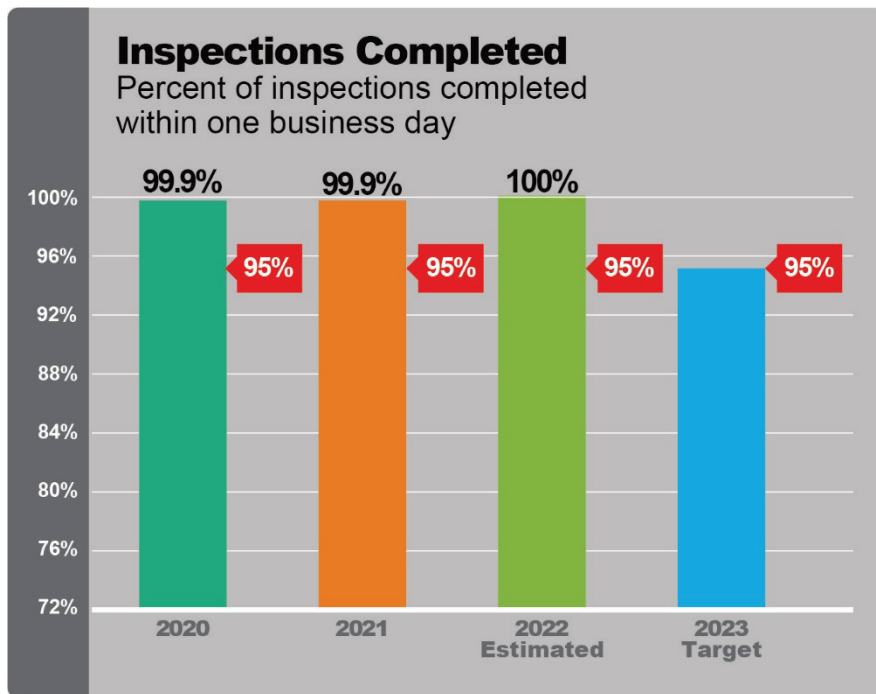


2023 BUDGET NOTES

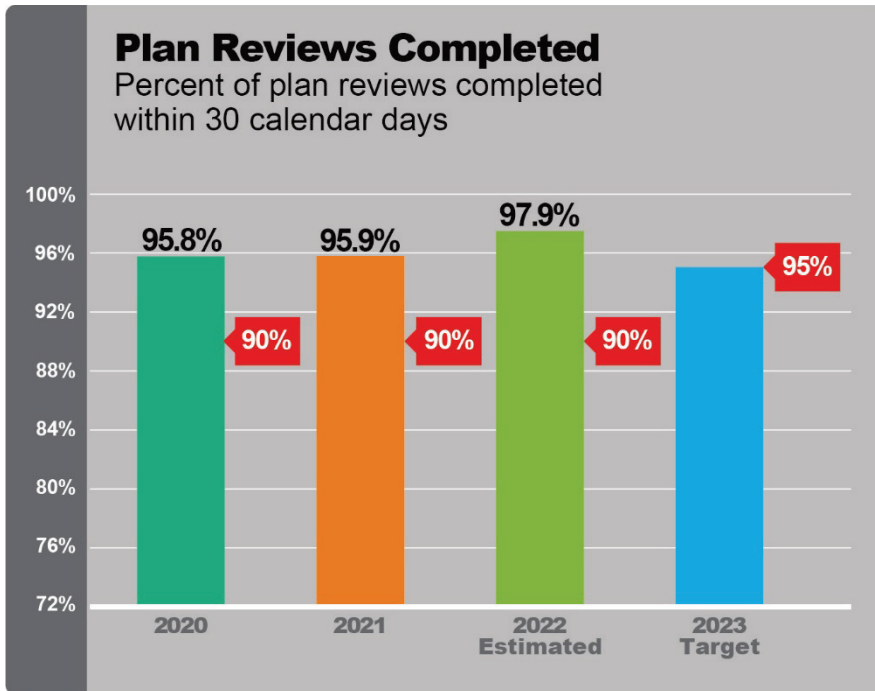
The 2023 budget, totaling \$36,400,199, will support continued investments of technology platforms, including Accela and OnBase, which are critical to the function of the department. Such investments enable the implementation of industry specific best practices and continuous improvement in the areas of permitting, plans review, inspections, and code enforcement. Additionally:

- The department will be investing \$50,000 to purchase a drone in order to complete more thorough inspections of fire-damaged structures in conjunction with the Department of Public Safety.
- To further promote diversity, the department will be creating two new building inspection trainee positions. These positions will offer a path toward certification, which removes a barrier to entry for interested applicants.
- The department is amidst a multi-year contract to comprehensively modernize the zoning code in an effort to support equitable growth, affordable housing, transit, and neighborhood vitality in the City of Columbus for decades to come.

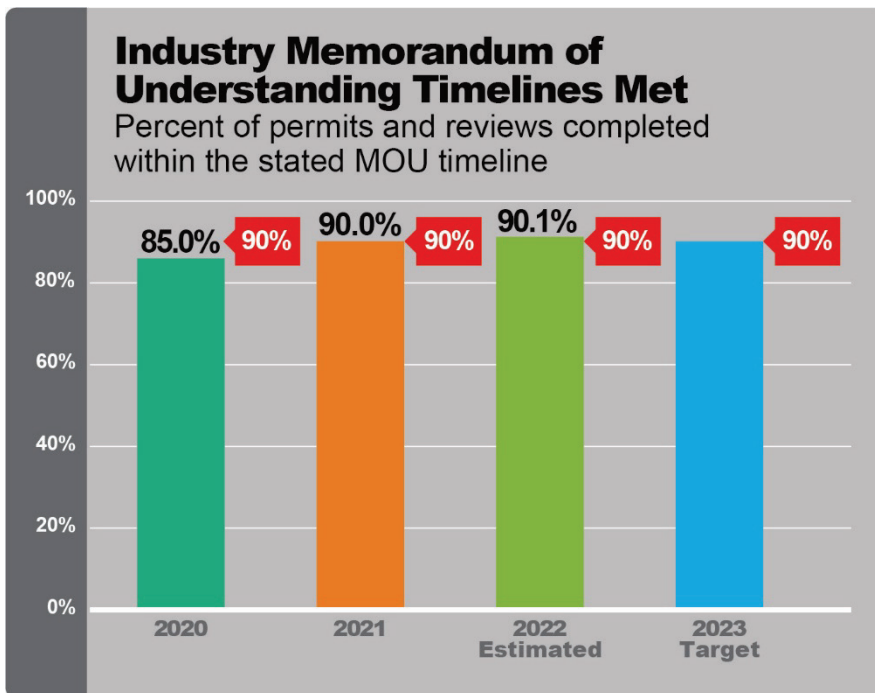
PERFORMANCE MEASURES



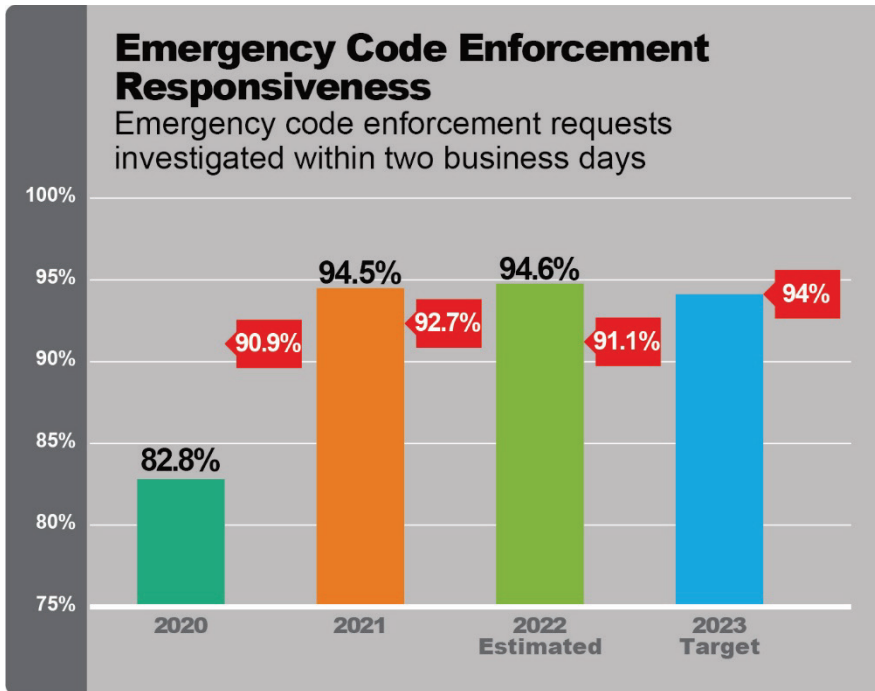
In 2021, the department completed nearly all of inspections within one business day of the scheduled date. Out of over 85,000 inspections, the department only had ten carry overs for the entirety of 2021. Additionally, the department is on pace to achieve 100% compliance with the standard in 2022.



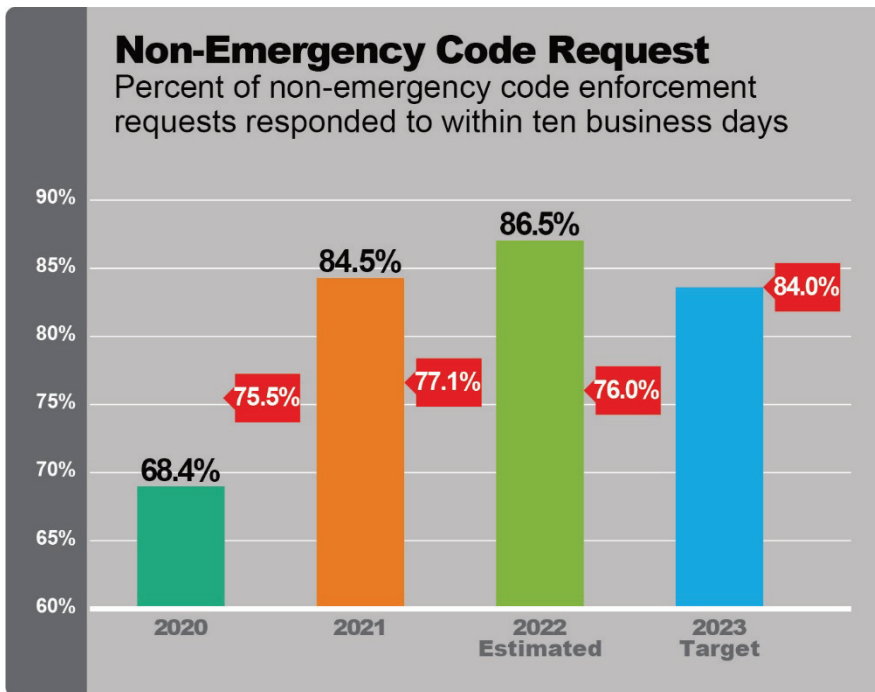
The department met or exceeded the building plan review standard by achieving nearly 96% compliance for 2021. This total is set against a backdrop of the department continuously receiving record levels of permit applications with each passing year. For 2022, the department is on pace to attain nearly 98% compliance with the 30 day building plan review standard.



In 2021, the department met the target and standard for site engineering plans reviewed within timeframes described in the industry MOU. After a down year for 2020, the department was able to increase the compliance rate to 90% last year. Similarly, the department is on pace to realize a 90% compliance rate for 2022.



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. Code Enforcement exceeded the 2021 target by accomplishing over 94% compliance to the standard. The division is on track to meet that same level of effectiveness for 2022.



Response times to non-emergency code enforcement requests are dependent on a number of factors, including demand, staffing availability, the nature of the complaint, and weather conditions. In 2021, the Code Enforcement Division met the ten day standard in more than 84% of cases, eclipsing the target rate. So far in 2022, the division is improving on that compliance rate with 86.5% of cases investigated within ten business days.

Building and Zoning

Financial Summary by Fund					
Fund	2020 Actual	2021 Actual	2022 Budget	2022 Projected	2023 Proposed
General Fund					
Building and Zoning Services	\$ -	\$ 87,177	\$ 282,216	\$ 277,292	\$ 311,069
Code Enforcement	-	1,760,827	7,365,924	7,115,578	7,731,456
General Fund Subtotal	-	1,848,004	7,648,140	7,392,870	8,042,525
Development Services Fund					
Building and Zoning Services	\$ 23,185,641	\$ 22,950,739	\$ 25,788,543	\$ 26,810,222	\$ 26,663,855
Code Enforcement	-	417,457	1,657,147	1,572,373	1,752,802
Development Services Fund Subtotal	23,185,641	23,368,195	27,445,690	28,382,595	28,416,657
Department Total	\$ 23,185,641	\$ 25,216,199	\$ 35,093,830	\$ 35,775,465	\$ 36,459,182

Financial Summary by Area of Expense					
Division	2020 Actual	2021 Actual	2022 Budget	2022 Projected	2023 Proposed
Building and Zoning Services					
General Fund					
Personnel	\$ -	\$ 87,177	\$ 282,216	\$ 277,292	\$ 311,069
General Fund Subtotal	-	87,177	282,216	277,292	311,069
Development Services Fund					
Personnel	\$ 18,575,779	\$ 17,682,622	\$ 18,615,986	\$ 18,401,663	\$ 19,868,939
Materials & Supplies	91,980	150,332	169,100	177,006	169,100
Services	4,472,400	4,394,885	6,554,957	7,731,652	6,042,316
Other	45,482	222,900	148,500	200,500	148,500
Capital	-	500,000	300,000	299,400	435,000
Development Services Fund Subtotal	23,185,641	22,950,739	25,788,543	26,810,222	26,663,855
Building and Zoning Services Subtotal	23,185,641	23,037,916	26,070,759	27,087,514	26,974,924
Code Enforcement					
General Fund					
Personnel	\$ -	\$ 1,667,067	\$ 6,546,113	\$ 6,300,286	\$ 6,874,876
Materials & Supplies	-	71,730	72,891	72,891	75,400
Services	-	19,530	737,920	678,401	772,180
Other	-	2,500	9,000	4,000	9,000
Capital	-	-	-	60,000	-
General Fund Subtotal	-	1,760,827	7,365,924	7,115,578	7,731,456
Development Services Fund					
Personnel	\$ -	\$ 417,457	\$ 1,657,147	\$ 1,572,373	\$ 1,752,802
Development Services Fund Subtotal	-	417,457	1,657,147	1,572,373	1,752,802
Code Enforcement Subtotal	-	2,178,283	9,023,071	8,687,951	9,484,258
Department Total	\$ 23,185,641	\$ 25,216,199	\$ 35,093,830	\$ 35,775,465	\$ 36,459,182

Department Personnel Summary								
Fund	2020 Actual		2021 Actual		2022 Budget		2023 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Building and Zoning Services	0	0	3	0	3	0	2	0
Code Enforcement	0	0	78	0	83	0	66	0
Development Services Fund								
Building and Zoning Services	148	6	156	2	164	7	171	6
Code Enforcement	0	0	0	0	0	0	17	0
Total	148	6	237	2	250	7	257	6

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	2022	2022	2023	2023
	Budgeted	FTEs	Proposed	FTEs
Administration	\$ 1,679,742	12	\$ 1,794,096	13
Building Services	11,184,895	91	11,962,208	95
Code Enforcement	8,387,999	77	8,921,629	78
Customer Service	2,363,917	18	2,280,386	16
Data Management	871,532	5	1,097,301	7
Engineering Services	1,238,105	10	1,318,426	10
Environmental Nuisance	489,252	6	446,532	6
Fiscal	391,790	3	442,005	4
Human Resources	510,267	4	545,616	4
Internal Services	4,307,507	0	4,824,126	0
Zoning Services	3,668,824	24	2,826,857	25
Department Total	\$ 35,093,830	250	\$ 36,459,182	257

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.



2023 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 serves to cultivate equitable, smart growth that creates prosperity for all Columbus residents. The department 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.

Department Mission

To foster economic growth and guide community investment to create stability, opportunity, and prosperity for all residents.

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.

Budget Summary				
Fund	2020 Actual	2021 Actual	2022 Budget	2023 Proposed
General Fund	39,884,921	45,018,031	23,006,480	29,898,937
Emergency Human Services Fund	1,141,455	1,485,741	2,111,000	2,919,000
Department Total	\$ 41,026,376	\$ 46,503,772	\$ 25,117,480	\$ 32,817,937

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.

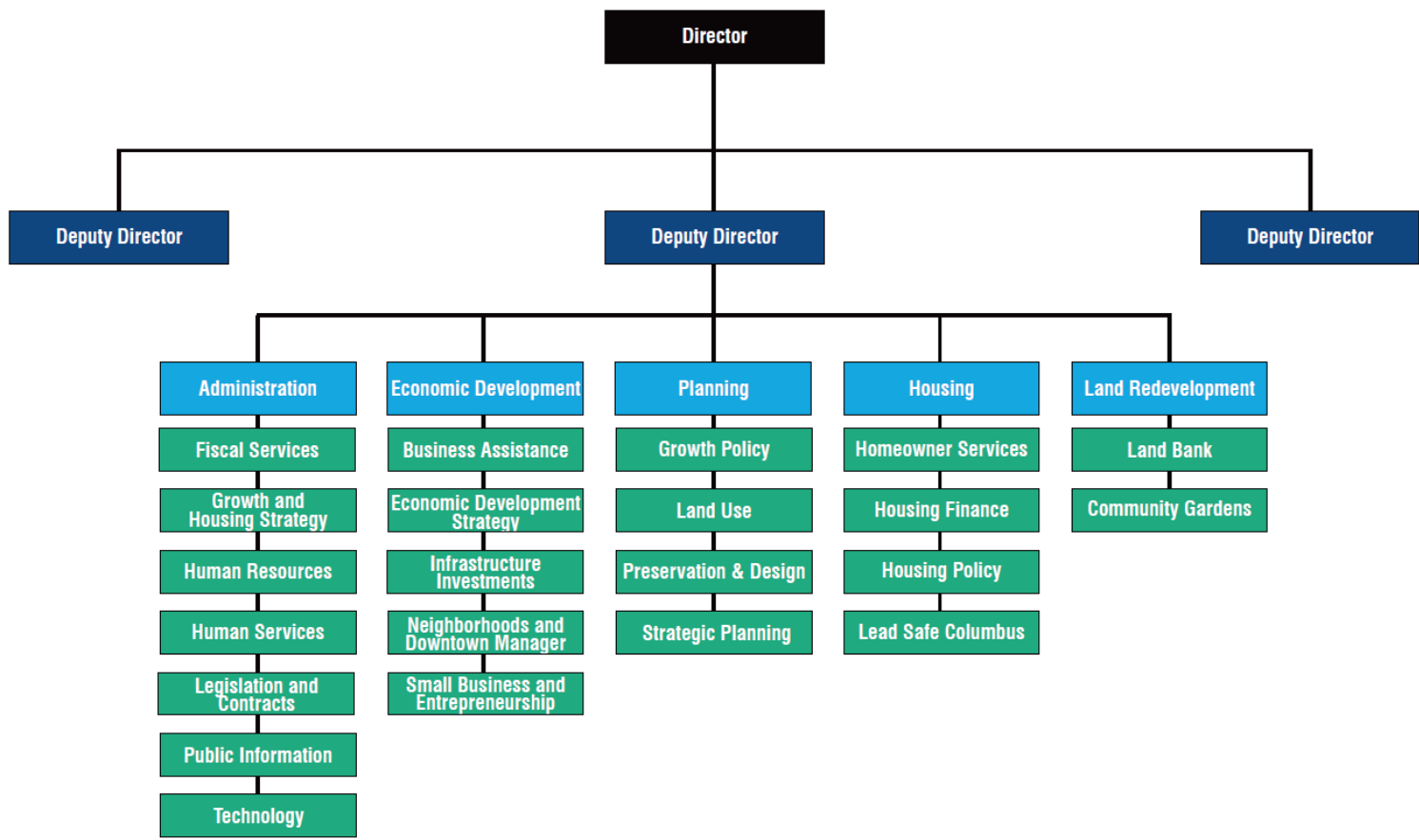
The **Director's Office** provides overall coordination and policy direction for the department's fiscal, human resources, public information, contract administration, and legislative processing functions. These areas provide the administrative support needed to execute the core missions of the department.



Before Land Redevelopment

After Land Redevelopment

Development



2023 BUDGET NOTES

ADMINISTRATION

Total support for social service agencies in 2023 is \$10 million, and is comprised of \$7.1 million in general fund support and \$2.9 million in emergency human services funds. This funding provides assistance to various community service agencies offering a range of services that include workforce development programs, financial life skills, substance abuse recovery, immigrant and refugee services, and funding to food pantries. 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 Administration Division has allocated \$425,339 to support the development and implementation of an affordable housing strategy action plan.
- 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 2021 Code Enforcement is operating within the Department of Building and Zoning Services.

PLANNING

The general fund supports 20 full-time equivalent positions in 2023. The Planning Division works to ensure that the city's built environment fosters vibrancy, safety, and investment. Under the guidance of Columbus Citywide Planning Policies, the Planning Division staff reviews proposed projects to promote development that creates healthy communities, conserves economic and environmental resources, invites investment, creates opportunity, and preserves the character of Columbus neighborhoods. In addition:

- The division continues to support the Mayor’s Infant Mortality Initiative, CelebrateOne, by providing neighborhood planning data that inform decisions related to social determinants of health that impact infant mortality. More information on CelebrateOne can be found in the Office of CelebrateOne section of this document.
- 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:

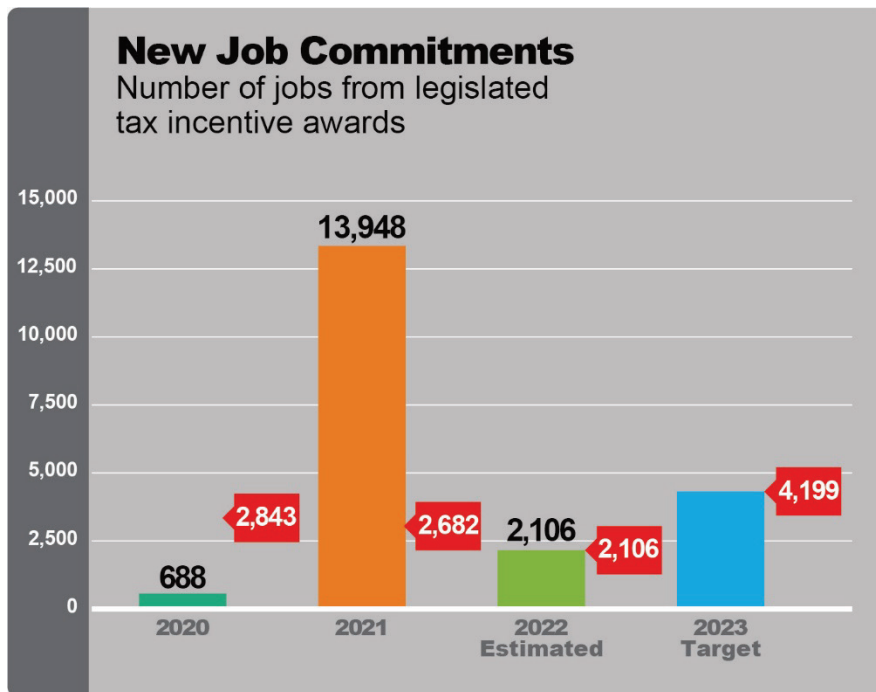
- Support for the Community Shelter Board and the Permanent Supportive Housing (PSH) program (formerly Rebuilding Lives) will provide funding of approximately \$5.4 million in 2023. This includes funding of \$292,000 for homeless veterans and pregnant women, and \$877,688 for previously homeless individuals now living in PSH units. In addition, funding of \$925,000 is provided by the Federal Emergency Solutions Grant and Federal HOME Investment Partnerships Program funds.
- Funding of \$125,000 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 \$2.1 million in 2023.

LAND REDEVELOPMENT

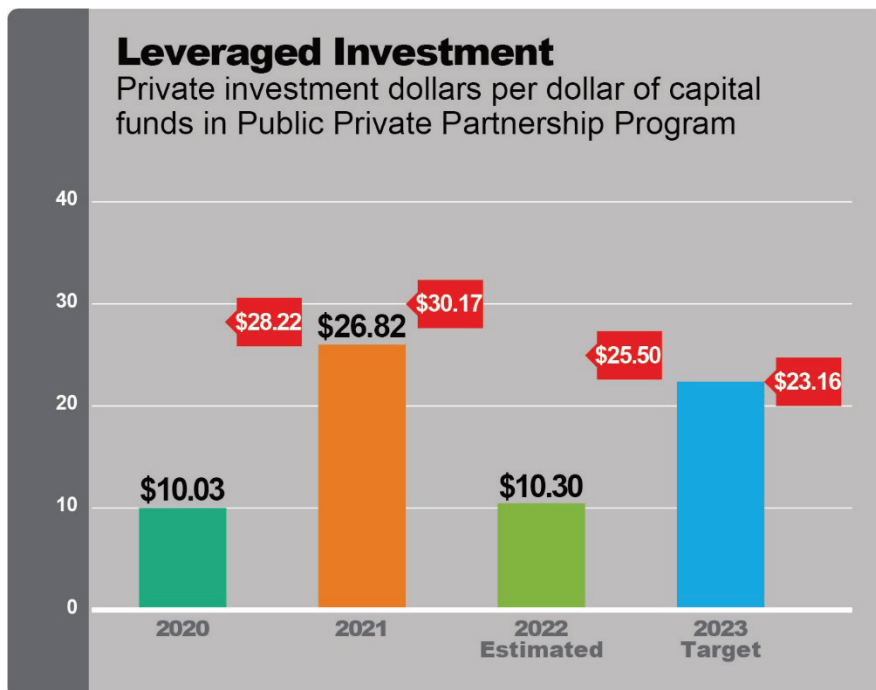
The Division of Land Redevelopment was created in 2017 to better track services provided by the Land Redevelopment Office which previously reported under the Division of Administration. The division improves Columbus neighborhoods by returning vacant, abandoned, and underutilized residential and commercial properties to productive community assets. The general fund supports six full-time positions in 2023.



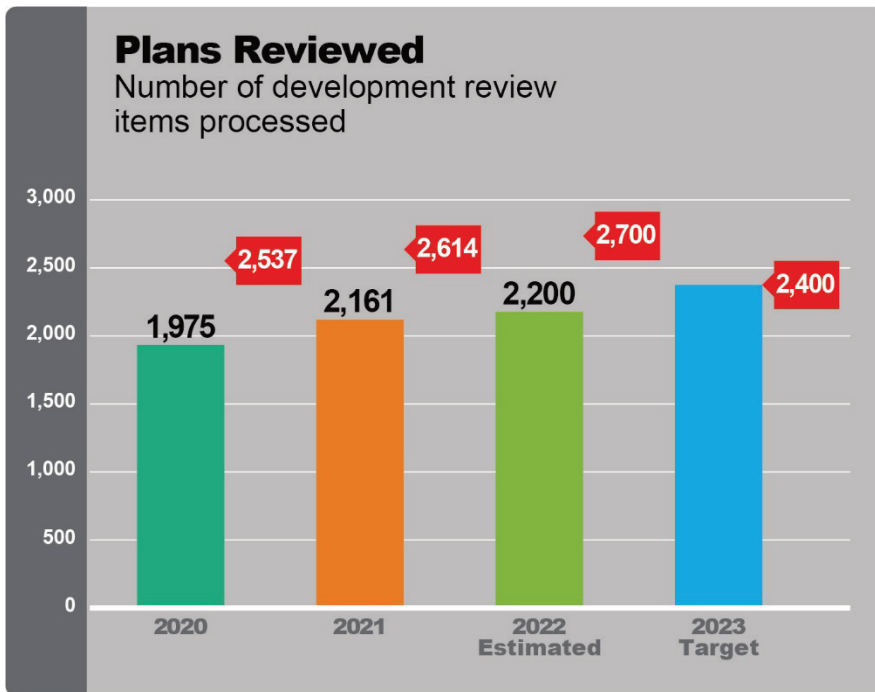
PERFORMANCE MEASURES



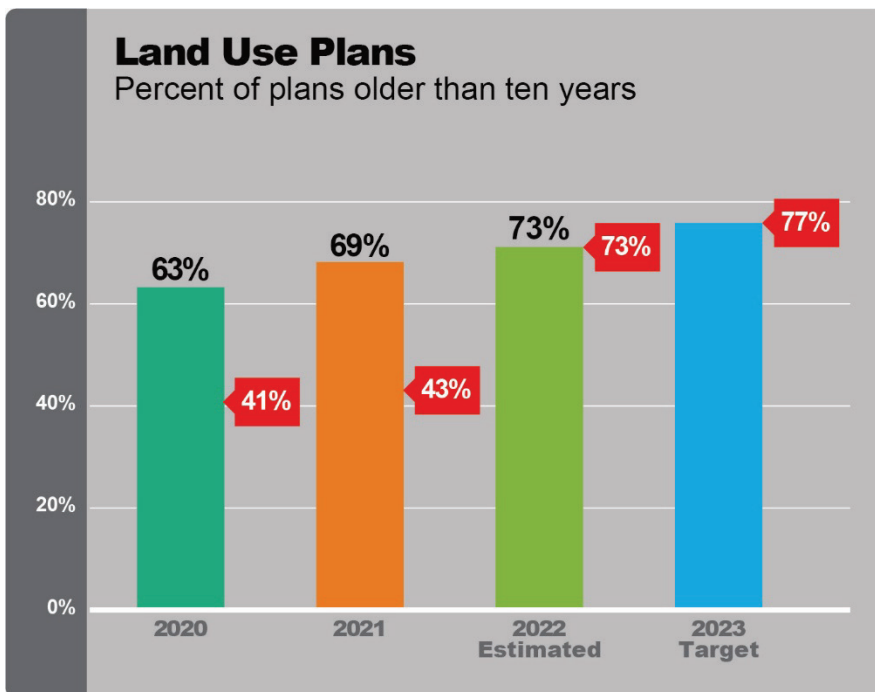
This measure represents the annual number of new committed jobs from incentives awarded by the city through legislation. Incentive recipients have a three-year window to fulfill their job commitments. Variability and fluctuation of job commitments from incentives occur from year to year, and the targets for each year are based on an average of the previous five years. Based on current information through 2021, the target for job commitments for 2023 is 4,199.



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 2023 target is \$23.16.



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 2,200 plans in 2022. The expected target is increased to 2,400 for 2023.



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.

Development

Financial Summary by Fund					
Fund	2020 Actual	2021 Actual	2022 Budget	2022 Projected	2023 Proposed
General Fund					
Administration	\$ 5,822,406	\$ 10,097,772	\$ 7,380,161	\$ 9,695,345	\$ 13,122,870
Economic Development	16,101,945	18,322,326	4,876,470	19,386,779	5,616,013
Code Enforcement	8,275,537	6,345,733	-	-	-
Planning	1,511,359	1,567,810	2,020,097	1,996,151	2,196,670
Housing	7,603,663	7,879,272	8,142,651	8,101,609	8,338,583
Land Redevelopment	570,012	805,118	587,101	586,557	624,801
General Fund Subtotal	39,884,921	45,018,031	23,006,480	39,766,441	29,898,937
Emergency Human Services Fund					
Administration	1,141,455	1,485,741	2,111,000	2,749,000	2,919,000
Emergency Human Services Fund Subtotal	1,141,455	1,485,741	2,111,000	2,749,000	2,919,000
Department Total	\$ 41,026,376	\$ 46,503,772	\$ 25,117,480	\$ 42,515,441	\$ 32,817,937



Financial Summary by Area of Expense						
Division	2020	2021	2022	2022	2023	
	Actual	Actual	Budget	Projected	Proposed	
Administration						
General Fund						
Personnel	\$ 2,805,336	\$ 2,852,992	\$ 3,416,149	\$ 3,469,420	\$ 3,974,310	
Materials & Supplies	6,904	17,311	13,000	23,312	21,100	
Services	2,860,154	7,077,469	3,800,012	6,022,613	8,976,460	
Other	150,012	150,000	151,000	180,000	151,000	
General Fund Subtotal	5,822,406	10,097,772	7,380,161	9,695,345	13,122,870	
Emergency Human Services Fund						
Services	1,141,455	1,485,741	2,111,000	2,749,000	2,919,000	
Emergency Human Services Fund Subtotal	1,141,455	1,485,741	2,111,000	2,749,000	2,919,000	
Administration Subtotal	6,963,861	11,583,513	9,491,161	12,444,345	16,041,870	
Economic Development						
General Fund						
Personnel	1,610,338	1,546,515	1,792,900	1,429,384	1,822,778	
Materials & Supplies	-	2,662	6,343	2,500	5,400	
Services	2,430,464	3,241,406	3,076,227	3,870,639	3,786,835	
Other	12,061,142	13,531,743	1,000	14,084,256	1,000	
Economic Development Subtotal	16,101,945	18,322,326	4,876,470	19,386,779	5,616,013	
Code Enforcement						
General Fund						
Personnel	7,646,132	5,705,599	-	-	-	
Materials & Supplies	50,900	41,968	-	-	-	
Services	568,139	596,248	-	-	-	
Other	10,366	1,919	-	-	-	
Code Enforcement Subtotal	8,275,537	6,345,733	-	-	-	
Planning						
General Fund						
Personnel	1,471,052	1,543,147	1,943,537	1,650,077	2,115,174	
Materials & Supplies	6,285	2,500	7,200	9,162	7,000	
Services	34,021	22,163	68,360	336,912	73,496	
Other	-	-	1,000	-	1,000	
Planning Subtotal	1,511,359	1,567,810	2,020,097	1,996,151	2,196,670	
Housing						
General Fund						
Personnel	1,933,943	1,799,655	2,319,397	2,221,852	2,512,768	
Materials & Supplies	11,500	6,469	20,500	20,303	9,500	
Services	5,591,804	6,069,233	5,791,754	5,807,596	5,805,315	
Other	66,416	3,916	11,000	51,858	11,000	
Housing Subtotal	7,603,663	7,879,272	8,142,651	8,101,609	8,338,583	
Land Redevelopment						
General Fund						
Personnel	569,630	804,623	586,101	585,557	623,801	
Services	382	495	1,000	1,000	1,000	
Land Redevelopment Subtotal	570,012	805,118	587,101	586,557	624,801	
Department Total	\$ 41,026,376	\$ 46,503,772	\$ 25,117,480	\$ 42,515,441	\$ 32,817,937	

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

Development

Department Personnel Summary								
Fund	2020 Actual		2021 Actual		2022 Budget		2023 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Administration	20	0	23	0	25	0	28	0
Economic Development	15	0	11	0	15	0	15	0
Code Enforcement	75	0	0	0	0	0	0	0
Planning	16	0	15	0	20	0	20	0
Housing	17	0	13	0	24	0	24	0
Land Redevelopment	6	0	8	0	6	0	6	0
Total	149	0	70	0	89	0	93	0

Operating Budget by Program				
Program	2022	2022	2023	2023
	Budget	FTEs	Proposed	FTEs
Administration	\$ 7,145,564	49	\$ 8,063,804	44
Internal Services	68,338	0	74,167	0
Fiscal	812,760	7	992,614	8
Human Resources	324,677	3	342,287	3
Social Services	5,000,000	0	10,000,000	0
Land Banking	586,101	6	623,801	6
Job Creation & Expansion	4,185,723	15	4,756,078	15
Neighborhood Planning	360,546	4	1,080,220	11
Historic Preservation	488,166	5	648,266	6
Homeless Prevention	4,501,962	0	4,502,000	0
Continuum of Care	10,000	0	10,000	0
Permanent Supportive Housing	877,688	0	877,700	0
CelebrateOne	76,455	1	-	0
COVID-19	1,000	0	-	0
Small Business Investments	678,500	0	847,000	0
Department Total	\$ 25,117,480	89	\$ 32,817,937	93

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.



2023 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.

NEIGHBORHOOD PLANNING

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

HISTORIC PRESERVATION

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

HOMELESS PREVENTION

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

CONTINUUM OF CARE

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

PERMANENT SUPPORTIVE HOUSING (PSH)

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

CELEBRATEONE

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

COVID-19

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

SMALL BUSINESS INVESTMENTS

To serve as a proactive partner and catalyst in expanding our city's economic stability. The Office of Small Business and Entrepreneur Development offers a variety of economic development tools to help local businesses grow and thrive, and to aid in the revitalization efforts in our community.

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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	2020	2021	2022	2023
	Actual	Actual	Budget	Proposed
General Fund	114,193,458	69,783,261	110,025,710	118,720,726
Employee Benefits Fund-Property Insurance	395,000	395,000	410,000	420,000
Fleet Management Fund	33,780,147	37,226,212	40,301,854	45,443,885
Property Management Fund	1,518,971	1,659,386	1,581,566	1,646,849
Print and Mail Services Fund	1,682,003	1,593,649	2,008,145	2,123,205
Hotel/Motel Tax Fund	7,675,778	12,070,630	13,674,000	19,545,000
Department Total	\$ 159,245,357	\$ 122,728,138	\$ 168,001,275	\$ 187,899,665

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.

Finance and Management

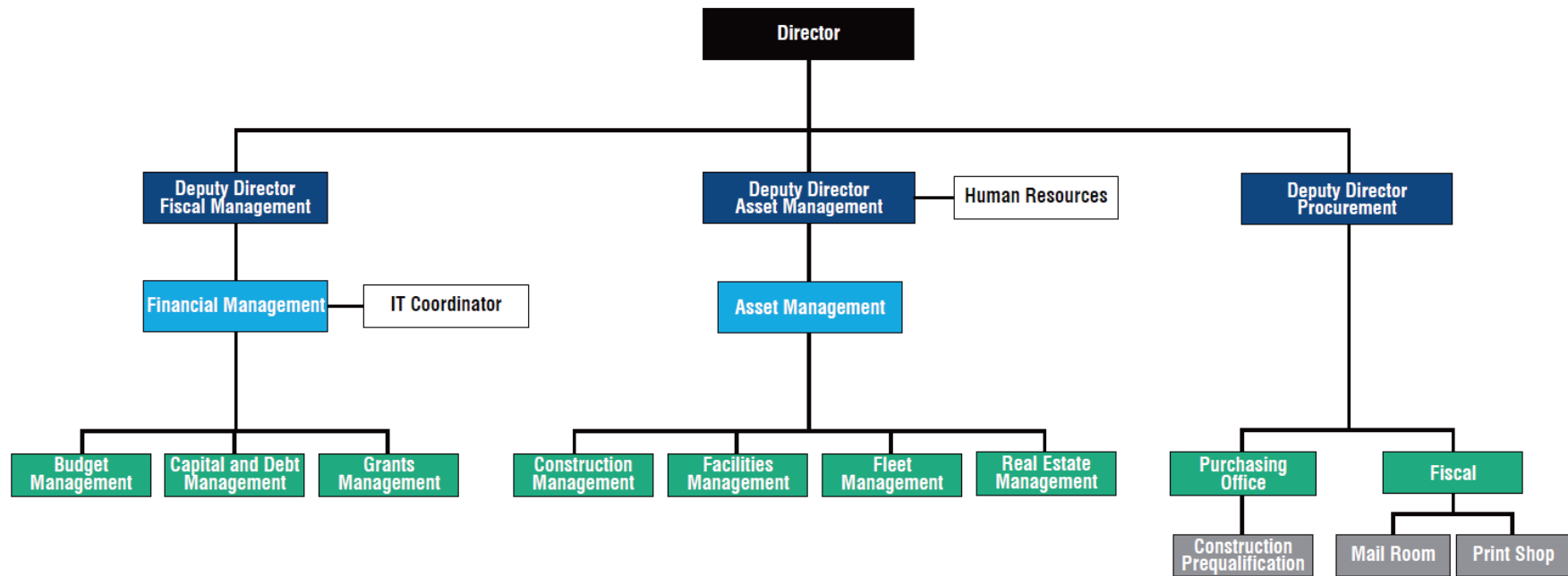
The Fleet Management Division maintains motorized equipment for most city departments and divisions. The division also develops and promotes citywide policies that govern the acquisition, maintenance, use, and disposal of vehicles. Its goal is to deploy the most cost effective vehicles, reduce underutilized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



2023 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 Executive Support. In 2023, over \$736,809 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 \$19,545,000 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 2023, 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 2023, this includes, among other items, economic development incentive money, projected legal settlements, moneys for sustainability efforts, citywide computer replacements, 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 2023. 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 2023, \$1,200,000 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 2023 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 2023, 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 2023 budget includes approximately \$11 million for fuel expenses and \$870,000 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 2023 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	2020 Actual	2021 Actual	2022 Budget	2022 Projected	2023 Proposed
General Fund					
Finance and Management Administration	\$ 4,923,156	\$ 6,506,352	\$ 6,222,427	\$ 10,287,829	\$ 6,390,647
Financial Management	71,827,626	18,425,838	60,484,465	31,608,180	65,233,062
Fleet Management	-	-	-	3,000,000	-
Facilities Management	17,613,290	18,707,732	19,416,293	19,772,252	20,226,557
Finance Technology	19,829,386	26,143,340	23,902,525	22,391,513	26,870,460
General Fund Subtotal	114,193,458	69,783,261	110,025,710	87,059,774	118,720,726
Employee Benefits Fund-Property Insurance					
Finance and Management Administration	395,000	395,000	410,000	410,000	420,000
Employee Benefits Fund Subtotal	395,000	395,000	410,000	410,000	420,000
Fleet Management Fund					
Fleet Management	32,750,022	36,356,641	39,305,377	38,330,072	44,401,064
Finance and Management Administration	1,030,125	869,571	996,477	922,500	1,042,821
Fleet Management Fund Subtotal	33,780,147	37,226,212	40,301,854	39,252,571	45,443,885
Property Management Fund					
1111 E. Broad Street Operations	1,518,971	1,659,386	1,581,566	1,610,565	1,646,849
Property Management Fund Subtotal	1,518,971	1,659,386	1,581,566	1,610,565	1,646,849
Print and Mail Services Fund					
Financial Management	1,682,003	1,593,649	2,008,145	1,896,220	2,123,205
Print and Mail Services Fund Subtotal	1,682,003	1,593,649	2,008,145	1,896,220	2,123,205
Hotel/Motel Tax Fund					
Finance and Management Administration	7,675,778	12,070,630	13,674,000	17,809,000	19,545,000
Hotel/Motel Fund Subtotal	7,675,778	12,070,630	13,674,000	17,809,000	19,545,000
Department Total	\$ 159,245,357	\$ 122,728,138	\$ 168,001,275	\$ 148,038,130	\$187,899,665

Financial Summary by Area of Expense						
Division		2020	2021	2022	2022	2023
		Actual	Actual	Budget	Projected	Proposed
Financial Management						
General Fund						
	Personnel	\$ 2,776,779	\$ 2,691,862	\$ 3,156,493	\$ 2,576,616	\$ 3,220,760
	Materials & Supplies	11,670	11,139	14,000	8,240	14,000
	Services	698,927	2,038,729	1,175,607	1,216,935	1,721,339
	Transfers	68,340,251	13,684,108	56,138,365	27,806,389	60,276,963
	General Fund Subtotal	71,827,626	18,425,838	60,484,465	31,608,180	65,233,062
Print and Mail Service Fund						
	Personnel	542,161	523,755	589,304	502,106	581,403
	Materials & Supplies	105,808	128,569	153,235	153,235	176,411
	Services	1,034,033	923,826	1,200,606	1,202,896	1,365,391
	Capital	-	17,498	65,000	37,982	-
	Print and Mail Services Fund Subtotal	1,682,003	1,593,649	2,008,145	1,896,220	2,123,205
	Financial Management Subtotal	73,509,629	20,019,487	62,492,610	33,504,400	67,356,267
Facilities Management						
General Fund						
	Personnel	7,905,623	7,997,930	8,969,759	8,776,334	9,358,196
	Materials & Supplies	799,933	1,313,607	907,500	1,158,199	952,000
	Services	8,886,734	9,371,903	9,536,034	9,834,719	9,913,361
	Other	21,000	7,500	3,000	3,000	3,000
	Capital	-	16,791	-	-	-
	General Fund Subtotal	17,613,290	18,707,732	19,416,293	19,772,252	20,226,557
Property Management Fund						
	Services	1,518,971	1,659,386	1,581,566	1,610,565	1,646,849
	Property Management Fund Subtotal	1,518,971	1,659,386	1,581,566	1,610,565	1,646,849
	Facilities Management Subtotal	19,132,261	20,367,118	20,997,859	21,382,817	21,873,406
Technology Billings						
General Fund						
	Services	19,829,386	26,143,340	23,902,525	22,391,513	26,870,460
	Technology Billings Subtotal	19,829,386	26,143,340	23,902,525	22,391,513	26,870,460
Fleet Management						
Fleet Management Fund						
	Personnel	11,777,487	11,158,396	12,313,418	11,326,080	12,493,510
	Materials & Supplies	11,261,386	15,539,746	16,326,523	16,851,018	19,251,697
	Services	4,957,544	5,178,722	6,288,936	5,801,702	8,363,810
	Principal	3,860,000	3,770,000	3,800,000	3,800,000	3,815,000
	Other	1,500	1,000	1,500	1,270	1,500
	Capital	-	-	25,000	-	25,000
	Interest	892,105	708,777	550,000	550,000	450,547
	Fleet Management Fund Subtotal	32,750,022	36,356,641	39,305,377	38,330,072	44,401,064
General Fund						
	Capital	-	-	-	3,000,000	-
	General Fund Subtotal	-	-	-	3,000,000	-
	Fleet Management Subtotal	32,750,022	36,356,641	39,305,377	41,330,072	44,401,064
Finance and Management Administration						
General Fund						
	Personnel	2,714,939	2,718,265	3,170,563	2,598,457	3,297,375
	Materials & Supplies	11,296	68,849	49,300	26,625	23,000
	Services	2,196,921	3,719,238	3,002,564	7,662,747	3,070,272
	General Fund Subtotal	4,923,156	6,506,352	6,222,427	10,287,829	6,390,647
Employee Benefits Fund						
	Services	395,000	395,000	410,000	410,000	420,000
	Employee Benefits Fund Subtotal	395,000	395,000	410,000	410,000	420,000
Fleet Management Fund						
	Personnel	1,030,125	869,571	996,477	922,500	1,042,821
	Fleet Management Fund Subtotal	1,030,125	869,571	996,477	922,500	1,042,821
Hotel/Motel Tax Fund						
	Services	7,675,778	12,070,630	13,674,000	17,809,000	19,545,000
	Hotel/Motel Tax Fund Subtotal	7,675,778	12,070,630	13,674,000	17,809,000	19,545,000
	Finance and Management Administration Subtotal	14,024,059	19,841,553	21,302,904	29,429,329	27,398,468
	Department Total	\$159,245,357	\$122,728,139	\$168,001,275	\$148,038,130	\$187,899,665

Department Personnel Summary								
Fund	2020 Actual		2021 Actual		2022 Budget		2023 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Administration	28	1	29	1	31	2	31	0
Financial Management	23	0	24	0	28	0	28	0
Facilities Management	89	18	90	15	107	21	107	8
Print and Mail Services Fund								
Financial Management	6	0	6	0	7	0	5	1
Fleet Management Fund								
Fleet Management	119	2	119	3	132	5	133	2
Finance and Management Administration	8	0	8	0	9	0	9	0
Total	273	21	276	19	314	28	313	11

Operating Budget by Program					
Program	2022		2023		
	Budget	FTEs	Proposed	FTEs	
Administration	\$ 23,938,661	54	\$ 30,983,772	55	
Fiscal	1,567,818	13	1,485,156	12	
Asset Management	1,647,027	4	1,713,000	4	
Property and Boiler Insurance	996,114	0	976,696	0	
Mail Room Services	1,283,242	3	1,407,771	2	
Print Room Services	724,903	4	715,434	3	
Facilities Maintenance and Repair	7,225,098	43	7,826,367	43	
Custodial	4,057,323	36	3,980,505	35	
Security	2,107,222	23	2,237,699	26	
Utility Cost Management	1,576,384	0	1,500,000	0	
Citywide Account	56,138,365	0	60,276,963	0	
Vehicle Maintenance and Repair	22,983,309	130	25,939,996	131	
Fueling Infrastructure	9,421,885	1	11,148,197	1	
Internal Services	28,649,970	0	31,468,627	0	
Financial Management	1,201,200	2	1,645,700	0	
Fleet Asset Management	112,754	1	321,235	1	
Debt Management	4,350,000	0	4,265,547	0	
COVID-19	20,000	0	7,000	0	
Department Total	\$168,001,275	314	\$187,899,665	313	

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.



2023 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.

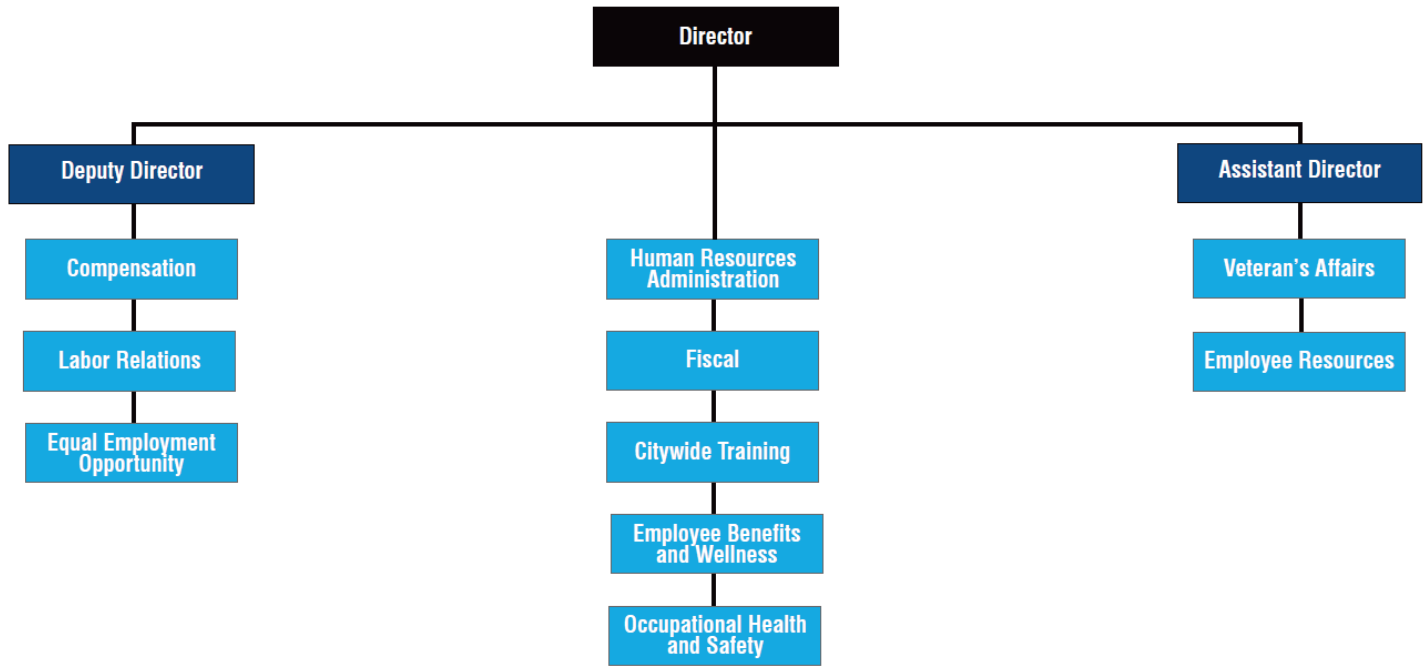
Department Mission

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	2020 Actual	2021 Actual	2022 Budget	2023 Proposed
General Fund	2,979,302	2,922,407	3,168,712	3,406,307
Employee Benefits Fund	5,472,258	4,929,359	5,880,826	6,303,081
Department Total	\$ 8,451,560	\$ 7,851,766	\$ 9,049,538	\$ 9,709,388

Human Resources



2023 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.
- To continue attracting high quality employees, funding to establish contracts with promotion, recruitment, and job seeking websites is incorporated into the budget for 2023.

EMPLOYEE BENEFITS

The employee benefits fund provides funding for all citywide benefits and wellness programs as well as labor relations, occupational health and safety, employee resources, 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 continues for necessary 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.
- Healthcare audits continue to be a priority and are funded at a slightly higher level than in 2022. In 2023, the following audits will be conducted for plan year 2023: medical, prescription drug, dental, and healthcare market checks.
- Funding for a dependent healthcare audit is a critical best practice for employers and is incorporated into the 2023 budget.
- Funding is allocated for outside counsel to act as the city's chief negotiator and legal counsel. Funding for 2023 increases over 2022 to align with anticipated expenditures, including potential arbitration expenses and preparation for all 2023 labor negotiations.

Human Resources

Financial Summary by Fund					
Fund	2020 Actual	2021 Actual	2022 Budget	2022 Projected	2023 Proposed
General Fund					
Administration	\$ 2,979,302	\$ 2,922,407	\$ 3,168,712	\$2,967,264	\$3,406,307
General Fund Subtotal	2,979,302	2,922,407	3,168,712	2,967,264	3,406,307
Employee Benefits Fund					
Administration	5,472,258	4,929,359	5,880,826	5,571,367	6,303,081
Employee Benefits Fund Subtotal	5,472,258	4,929,359	5,880,826	5,571,367	6,303,081
Department Total	\$ 8,451,560	\$ 7,851,766	\$ 9,049,538	\$ 8,538,631	\$ 9,709,388

Financial Summary by Area of Expense					
Division	2020 Actual	2021 Actual	2022 Budget	2022 Projected	2023 Proposed
Administration					
General Fund					
Personnel	\$ 1,760,517	\$ 1,703,212	\$ 1,843,035	\$ 1,661,655	\$ 1,919,680
Materials & Supplies	12,733	11,825	44,931	29,933	48,847
Services	1,206,052	1,207,370	1,280,746	1,275,676	1,437,780
General Fund Subtotal	2,979,302	2,922,407	3,168,712	2,967,264	3,406,307
Employee Benefits Fund					
Personnel	3,415,907	3,315,914	3,783,336	3,570,827	4,035,883
Materials & Supplies	12,533	23,394	59,548	36,844	61,548
Services	2,043,818	1,590,050	2,037,942	1,963,696	2,205,650
Employee Benefits Fund Subtotal	5,472,258	4,929,359	5,880,826	5,571,367	6,303,081
Administration Subtotal	8,451,560	7,851,766	9,049,538	8,538,631	9,709,388
Department Total	\$ 8,451,560	\$ 7,851,766	\$ 9,049,538	\$ 8,538,631	\$ 9,709,388

Department Personnel Summary								
Fund	2020 Actual		2021 Actual		2022 Budgeted		2023 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Administration	15	1	13	0	14	1	14	1
Employee Benefits Fund								
Administration	28	2	30	2	32	2	32	2
Total	43	3	43	2	46	3	46	3

Operating Budget by Program				
Program	2022	2022	2023	2023
	Budget	FTEs	Proposed	FTEs
Human Resources Administration	\$ 447,919	3	\$ 511,300	3
Internal Services	534,869	0	506,573	0
Compensation	262,878	2	277,700	2
Citywide Office of Training and Development	617,165	4	734,379	4
Labor Relations	271,526	2	297,095	2
Employee Resources	233,786	2	244,378	2
Equal Employment Opportunity	150,108	1	155,229	1
Occupational Health and Safety	3,301,636	12	3,313,342	11
Benefits Administration	2,613,153	17	2,932,462	18
EB Labor Relations	616,498	3	736,930	3
Department Total	\$ 9,049,538	46	\$ 9,709,388	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.



2023 Health and Benefits Fair



2023 PROGRAM GUIDE

HUMAN RESOURCES ADMINISTRATION

To provide leadership and direction for the department and to provide related administrative support for senior management. To manage the citywide Drug Free Work Place and Tuition Reimbursement programs.

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. A portion of these activities are funded through the general 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

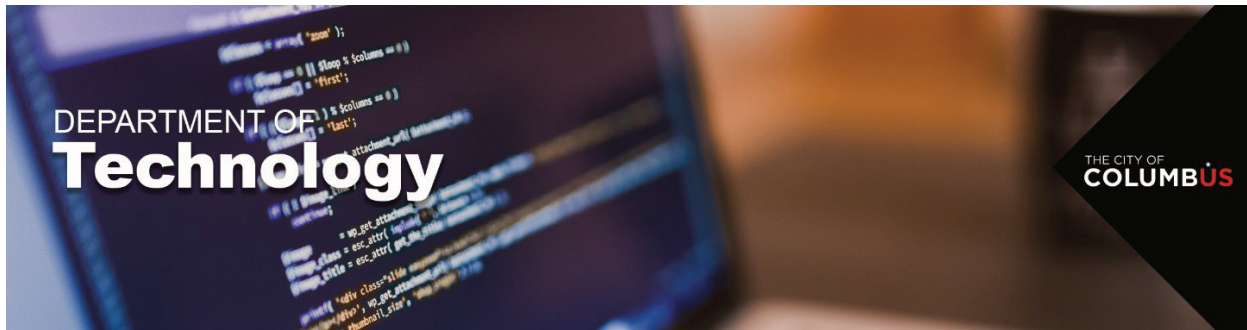
To promote employee wellness and provide efficient, cost effective, and responsive benefits that meet the needs of city employees.

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 primarily funded through the employee benefits fund.



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Department Description

The Department of Technology (DoT) supports the local government information infrastructure by providing uninterrupted, secure, and reliable information systems. The department institutes information management policies and procedures, maintains the city’s information management systems, and provides citywide telephone support.

The department operates the government access television channel, **CTV Channel 3**, which provides residents information about city government and increases their accessibility to city officials and staff. Programming includes coverage of meetings, events, documentaries, talk shows, and call-in programs. CTV programming is available on various online streaming services, 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.

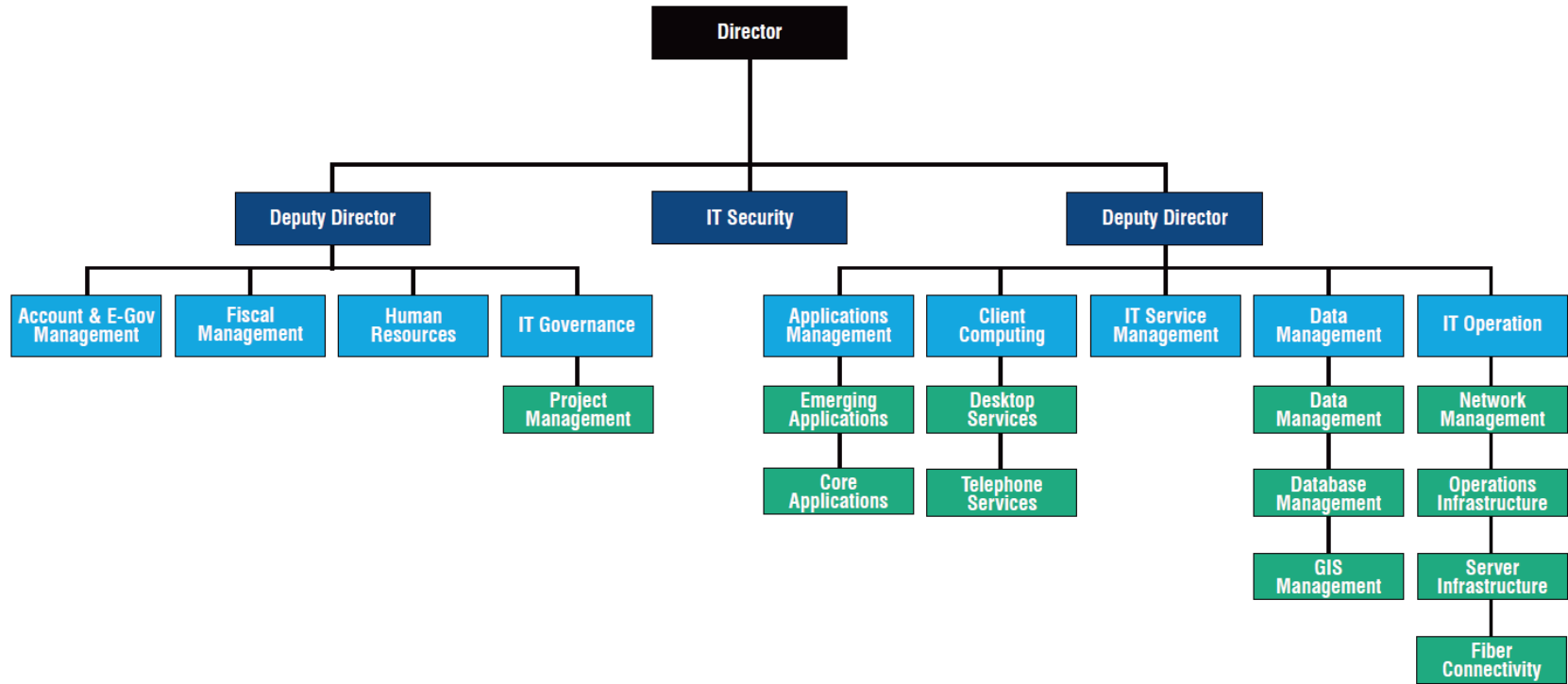
Finally, the **Project Management section** supports technology implementations, and the **Account Management section** assists all city agencies in the procurement of technology related purchases.

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	2020 Actual	2021 Actual	2022 Budget	2023 Proposed
Technology Services Fund	39,291,367	46,635,773	48,401,131	52,999,453
Department Total	\$ 39,291,367	\$ 46,635,773	\$ 48,401,131	\$ 52,999,453

Technology



2023 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 \$12,528,610 for 2023. Of this total \$2,908,004 is budgeted in the general fund while the balance is allocated among various other funds. In addition:

A total of \$40,470,843 have been budgeted to The Information Services Division which 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	2020 Actual	2021 Actual	2022 Budget	2022 Projected	2023 Proposed	
Administration						
Information Services Fund						
Personnel	\$ 2,109,642	\$ 2,015,131	\$ 2,417,756	\$ 2,183,654	\$ 2,716,647.00	
Materials & Supplies	691,624	667,305	1,019,672	1,111,349	1,142,710	
Services	6,028,831	10,068,530	7,740,244	7,427,458	8,567,253	
Capital	5,419	-	100,000	100,000	102,000	
Interest	-	-	-	18,016	-	
Administration Subtotal	8,835,516	12,750,966	11,277,672	10,840,478	12,528,610	
Information Services						
Information Services Fund						
Personnel	\$ 18,046,478.69	\$ 16,605,494.00	\$ 18,954,769.00	\$ 16,850,832.22	\$ 21,954,370	
Materials & Supplies	372,653	303,360	419,220	367,330	459,925	
Services	7,896,131	12,572,640	11,656,030	12,664,729	11,410,236	
Debt Principal	4,040,000	4,315,000	5,045,000	5,045,000	5,285,000	
Other	186	105	1,020	245	1,000	
Capital	39,076	60,344	52,020	226,678	53,060	
Interest	61,328	27,865	995,400	995,400	1,307,252	
Information Services Subtotal	30,455,851	33,884,808	37,123,459	36,150,214	40,470,843	
Department Total	\$ 39,291,367	\$ 46,635,773	\$ 48,401,131	\$ 46,990,692	\$ 52,999,453	

Department Personnel Summary								
Fund	2020 Actual		2021 Actual		2022 Budgeted		2023 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
Technology Services Fund								
Administration	14	2	14	1	16	3	17	3
Information Services	131	6	127	2	152	4	165	5
Total	145	8	141	3	168	7	182	8

Technology

Operating Budget by Program				
Program	2022 Budget	2022 FTEs	2023 Proposed	2023 FTEs
Technology Administration	\$ 10,554,588	7	\$ 12,703,016	7
Fiscal	837,092	6	902,033	6
Human Resources	456,302	4	498,750	4
Debt Management	6,040,400	0	6,592,252	0
Systems Administration	-	0	1,704,691	13
Applications Programming	3,038,543	23	3,068,498	22
Government Television Channel	912,972	8	934,813	7
Network	-	0	985,084	7
Security	1,982,461	12	1,718,376	12
Account Management	528,457	4	659,614	4
Computer Operations	1,589,110	11	1,456,998	11
Database	752,622	5	816,529	5
Infrastructure	2,637,348	18	238,949	0
Telephone Services	700,329	6	755,486	6
Project Management	2,335,924	15	3,627,181	23
Contracts	8,444,645	0	8,227,262	0
Desktop Support	2,950,036	24	3,190,780	24
Help Desk	674,583	7	701,265	7
Fiber	1,561,832	8	1,418,411	8
Facilities Management	336,540	0	398,499	0
Internal Services	668,232	0	658,943	0
Data Management	1,399,115	10	1,742,023	16
Department Total	\$ 48,401,131	168	\$ 52,999,453	182

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.



2023 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

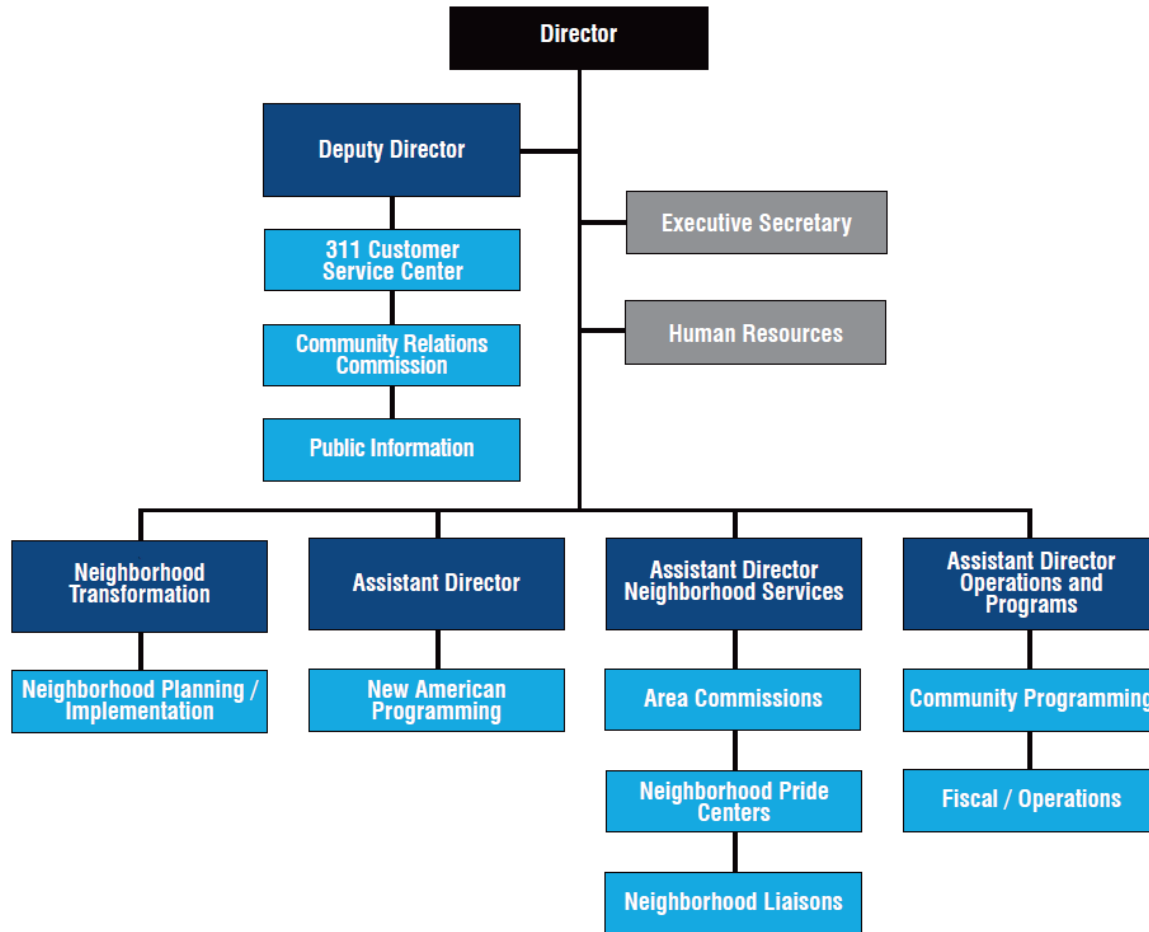
To connect Columbus residents to city services, community resources, and foster partnerships that support programs and services that enhance the quality of life for residents.

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 the 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. Through a new website, mobile application, and customer relationship management (CRM) system, 311 is focused on providing access to city services and city information with the highest possible levels of customer service.

Budget Summary				
Fund	2020	2021	2022	2023
	Actual	Actual	Budget	Proposed
General Fund	5,089,753	7,904,497	8,875,120	10,039,511
Department Total	\$ 5,089,753	\$ 7,904,497	\$ 8,875,120	\$ 10,039,511

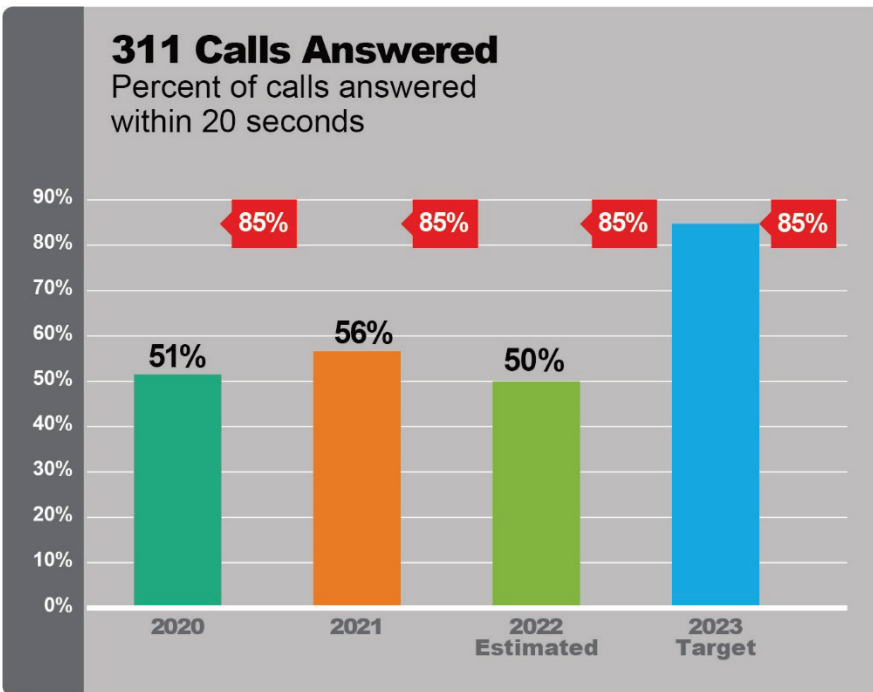


2023 BUDGET NOTES

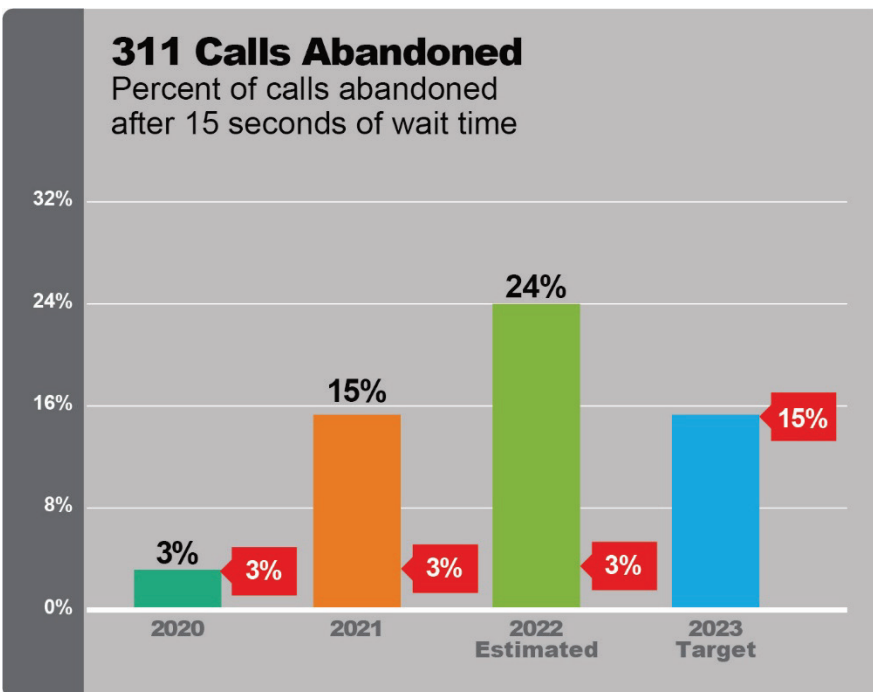
The proposed funding for the Department of Neighborhoods and the budget includes 65 full-time employees and 2 part-time student interns. Noteworthy programs, opportunities, and items of importance are as follows:

- The department has budgeted \$140,000 to address blight and clean-up illegal dumping in alleys.
- 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. This includes continued support for the One Linden Schools Student Success Initiative (OLSSSI), as well as, the Healthy Homes exterior home repair program. For the Hilltop, work will focus on supporting small businesses, engagement with the Mid-Ohio Farm located on Wheatland Avenue and continuing work to ensure alignment between the Envision Hilltop Plan and the new Early Childhood Center, scheduled to open in 2023. In addition, work will begin on the third planning area with the Eastland community plan.
- 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 \$100,000.
- New to the department, the Commission on Black Girls, will utilize \$100,000 to continue work to advance equity for black girls in Columbus, including programming focused on mentoring and providing leadership experiences.
- Funding for the New Americans program continues in 2023 to assist with the assimilation of new Americans arriving in Columbus from other countries. In addition, funding continues for translation and interpretation services in 2023.
- The New American Leadership Academy (NALA) funding will continue in the amount of \$50,000. This funding will allow NALA alumni to remain engaged and involved in the program through the NALA Alumni Summit.
- Support of the Columbus Neighborhood Community Grants program (CNCG) will continue in 2023 and is budgeted at \$20,000. In the past, the CNCG program provided funding for various activities including National Night Out and community safety initiatives.
- The Martin Luther King Jr. Day celebration and Black History Month programming will continue in 2023. 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 2023, funding for MLK Programming (which is for 2024) is reflected on the 'Operating Budget by Program' table in the Community Relations Program.
- Support and additional training for area commissions will continue in 2023 through the allocation of \$77,500.

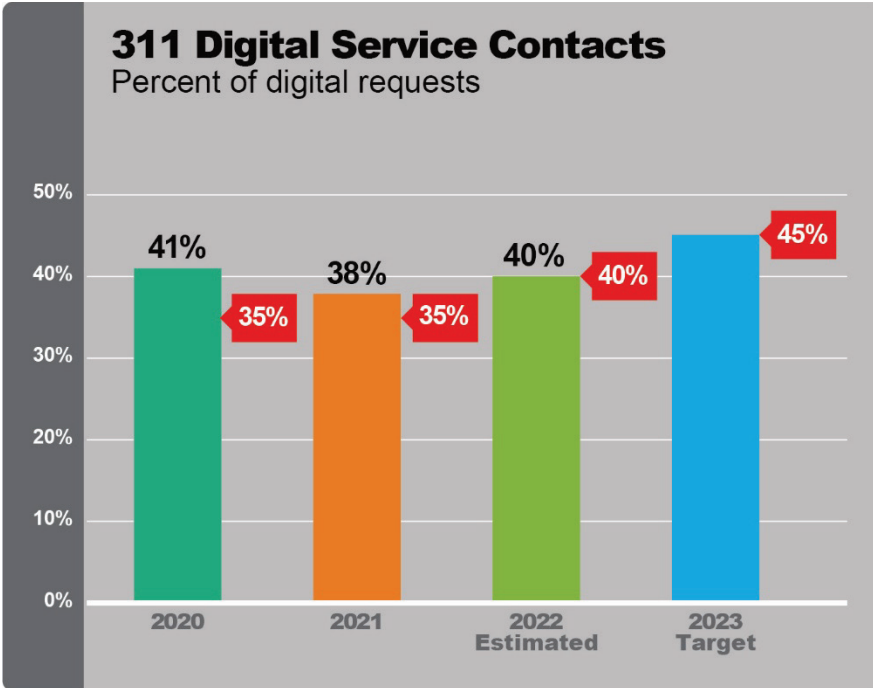
PERFORMANCE MEASURES



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 15 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 2023, 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.



Neighborhoods

Financial Summary by Area of Expense					
Division	2020 Actual	2021 Actual	2022 Budget	2022 Projected	2023 Proposed
Neighborhoods					
General Fund					
Personnel	\$ 4,280,735	\$ 4,394,218	\$ 5,206,481	\$ 5,055,591	\$ 6,573,330
Materials & Supplies	41,474	52,380	50,500	65,500	88,000
Services	693,775	3,380,400	3,564,139	4,097,884	3,322,181
Other	268	-	1,500	294,715	3,500
Capital	-	25,000	-	-	-
Transfers	73,500	52,500	52,500	52,500	52,500
General Fund Subtotal	5,089,753	7,904,497	8,875,120	9,566,190	10,039,511
Department Total	\$ 5,089,753	\$ 7,904,497	\$ 8,875,120	\$ 9,566,190	\$ 10,039,511

Department Personnel Summary								
Fund	2020 Actual		2021 Actual		2022 Budgeted		2023 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Administration	42	1	47	1	52	2	65	2
Total	42	1	47	1	52	2	65	2

Operating Budget by Program					
Program	2022 Budgeted	2022 FTEs	2023 Proposed	2023 FTEs	
Administration	\$ 1,034,435	6	\$ 1,058,959	6	
Internal Services	21,920	0	23,573	0	
Fiscal	250,356	2	263,040	2	
Human Resources	233,780	2	204,329	2	
New Americans	276,216	2	360,761	3	
Community Relations	490,053	1	696,793	2	
311 Customer Service Center	2,021,063	24	2,820,816	33	
Neighborhood Pride	1,421,341	13	1,443,891	13	
Neighborhood & Agency Services	52,500	0	52,500	0	
Neighborhood & Community Planning	3,073,456	2	2,800,770	2	
Commission on Black Girls	0	0	314,079	2	
Department Total	\$ 8,875,120	52	\$ 10,039,511	65	



2023 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; including Rise Up CBUS! which seeks to build awareness of City and community services through events and outreach activities.

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.

COMMISSION ON BLACK GIRLS

To advance equity for black girls in Columbus by ensuring that they have opportunities to thrive without the disruption of systemic barriers that have traditionally impacted black girls.





Department Description

Governed by a five member Board of Health, Columbus Public Health (CPH) 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. Columbus Public Health offers more than 40 diverse programs in environmental, neighborhood, family, population, clinical health, sexual health promotion, and addiction services.

Department Mission

To protect 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 policies 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, sexual health and wellness, immunizations, health screenings, infant health, dental care, and many others. In recent years, the department also has been a community leader in efforts to address infant mortality, violent crime, the opiate crisis, the COVID-19 pandemic, and most recently monkeypox.

The **sexual health promotion** division seeks to prevent HIV and other sexually transmitted infections (STI) through education, testing, and treatment. Promoting sexual health requires disease identification, and 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 state and federal partners.

Budget Summary				
Fund	2020 Actual	2021 Actual	2022 Budget	2023 Proposed
Health Operating Fund	28,031,999	37,419,256	41,666,663	42,261,618
Department Total	\$ 28,031,999	\$ 37,419,256	\$ 41,666,663	\$ 42,261,618

Public Health

Columbus Public Health's **addiction services** provides programs, activities and treatment services 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.

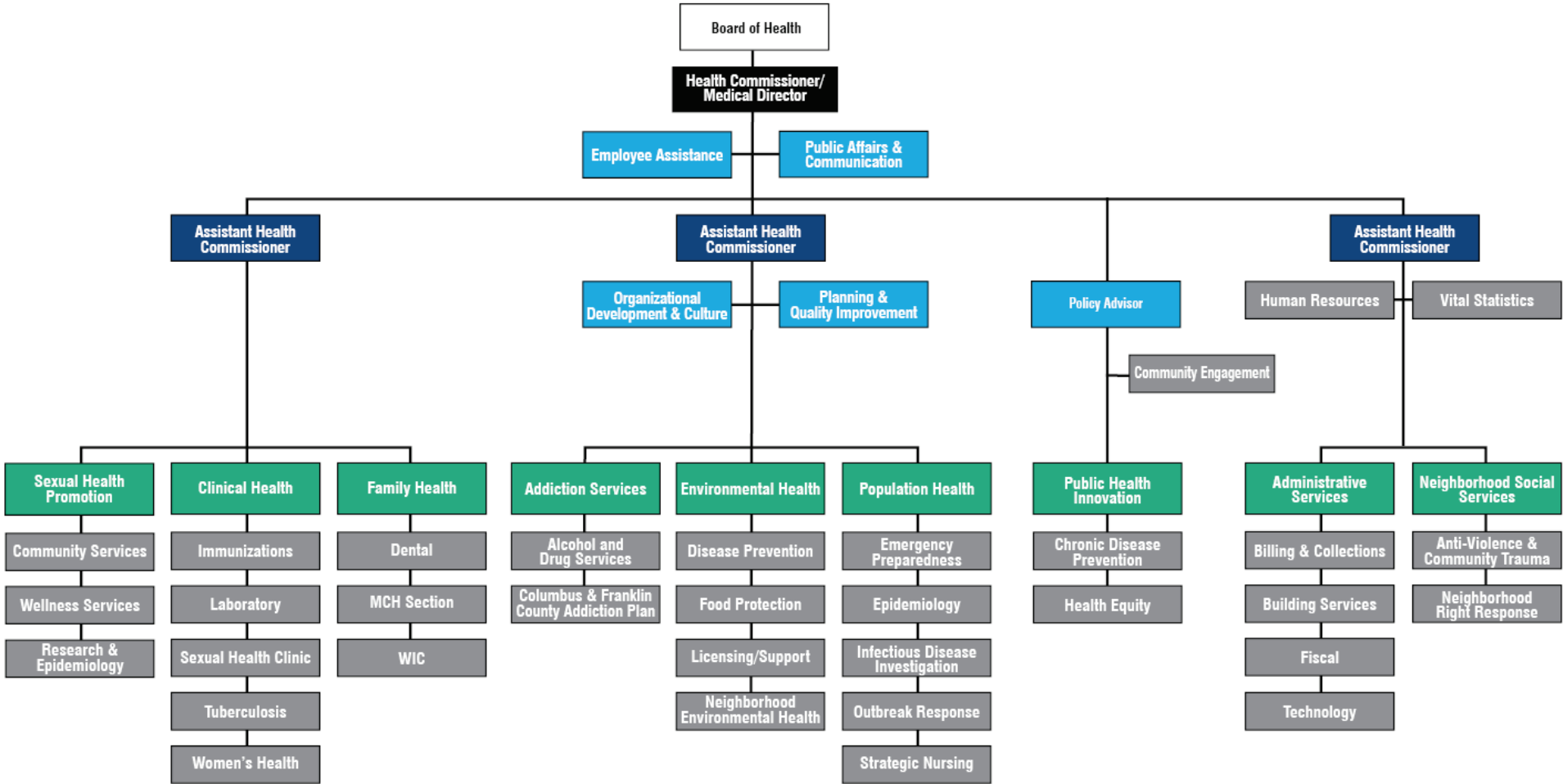
Within the **population health** area and through the **Office of Epidemiology**, CPH helps to improve the health of the Columbus community by gathering and studying health-related data and information to make informed decisions about community health policy, planning and programming. The **Office of Emergency Preparedness** analyzes health indicators, investigates infectious diseases, and implements public health interventions when needed.

The **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. The Center brings community voices to CPH services with participatory planning strategies, increases organizational and community capacity to advance equity, and develops policies that can dismantle structural racism and improve the health of all.

Finally, **Neighborhood Social Services** continues to grow its programming to include community trauma support and anti-violence prevention. CPH provides social workers in the 911 Call Center to assist Columbus Police and Fire dispatchers to respond appropriately to non-violent calls. The Mobile Crisis Response Team, now includes CPH Social Workers and Columbus Police who respond to immediate mental health emergencies. Neighborhood Social Services also provides community support to residents on housing, food insecurity, and access to various community needs agencies.



Public Health



2023 BUDGET NOTES

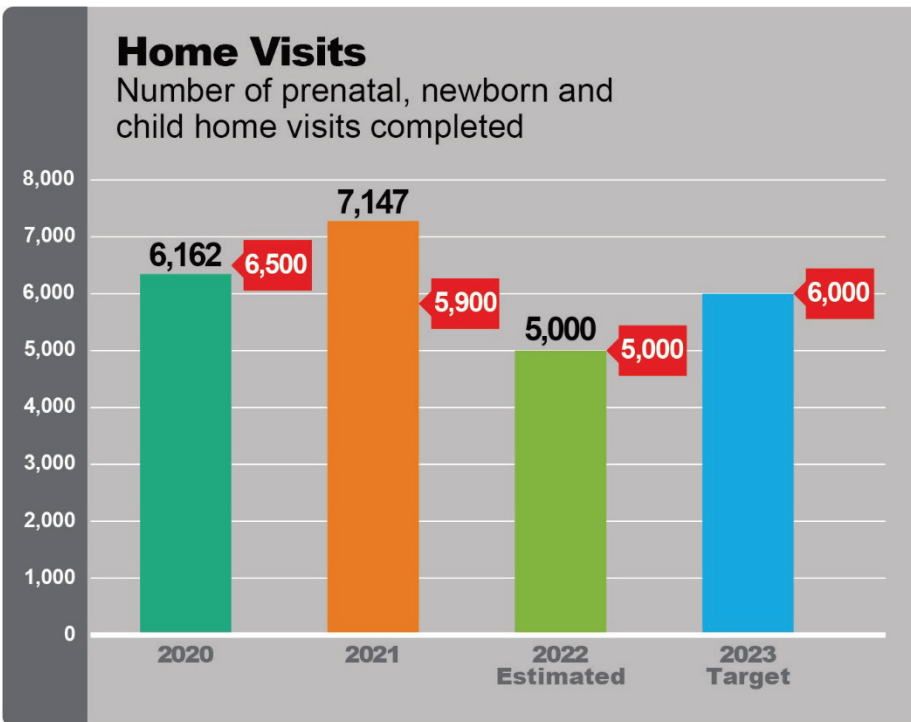
The 2023 budget for Columbus Public Health allows for continued provision of public health services that are mandated, services that meet the Mayor's strategic priorities, and a variety of programs that the Board of Health deems essential. In addition:

- Neighborhood Social Services, created in 2022, continues funding with a budget of more than \$5 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 2023, this area is budgeted at \$362,008.
- Total combined funding of \$1,758,242 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 2022.
- Continued funding is included in the 2023 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.

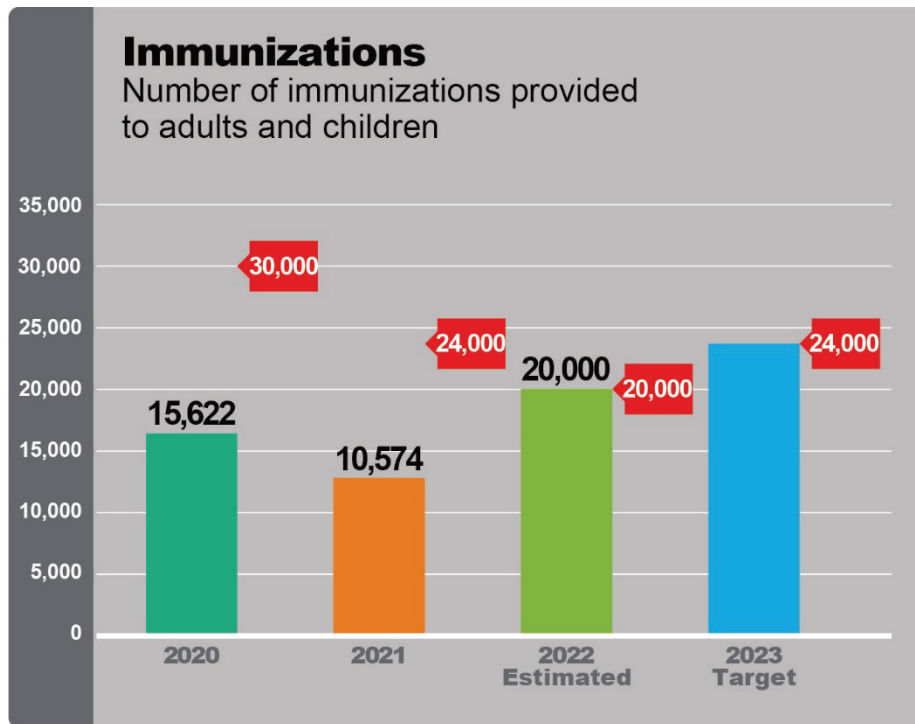
PERFORMANCE MEASURES



The CPH Infant Safe Sleep Program, in collaboration with CelebrateOne, developed the Safe Sleep Ambassador and Safe Sleep Ally trainings. 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 and Allies share the ABC's of safe sleep with their friends, family, co-workers, neighbors, community groups, and parents and caregivers of babies under age 1. 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 and will continue that target into 2023.



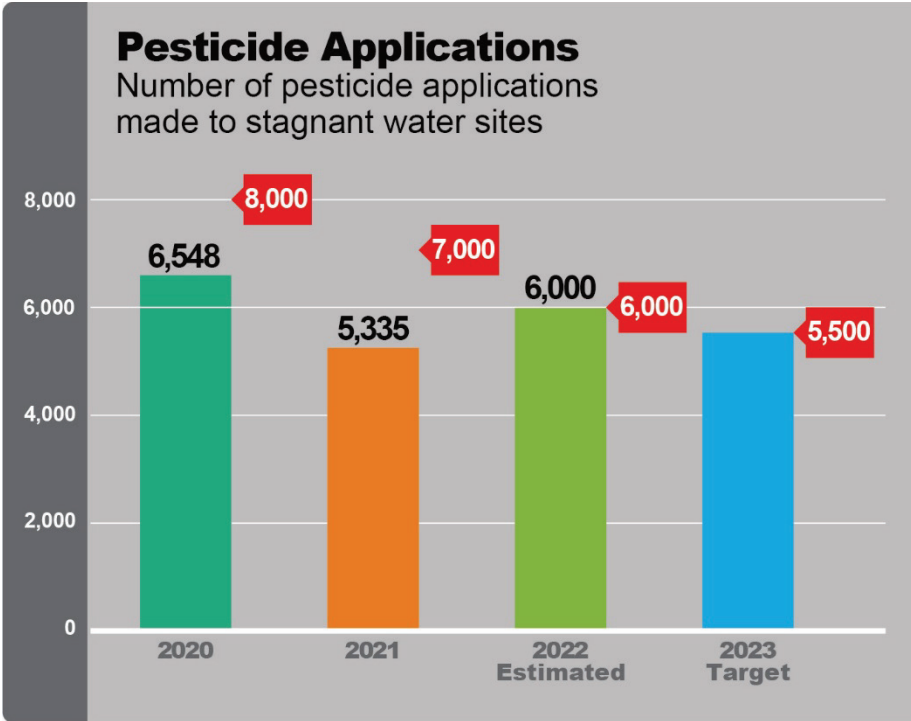
CPH Maternal Child Health Home Visiting Programs provide community outreach, and in-home, family-centered care coordination, education and support to pregnant and parenting women with very young children. All services are voluntary and at no cost to the client. The 2021 actual visits were higher than projected due to the ability to provide telehealth visits due to COVID-19. CPH estimates that 5,000 home visits will occur in 2022 which is based on the numbers of visits completed in first 6 months of this year. Since most staff have returned to in-person home visitation full time, CPH estimates that home visits numbers for 2023 will trend closer to 6,000 visits completed. Variables that could affect the number of home visits include staff transitions, hiring, and staff assistance with Monkeypox ICS response.



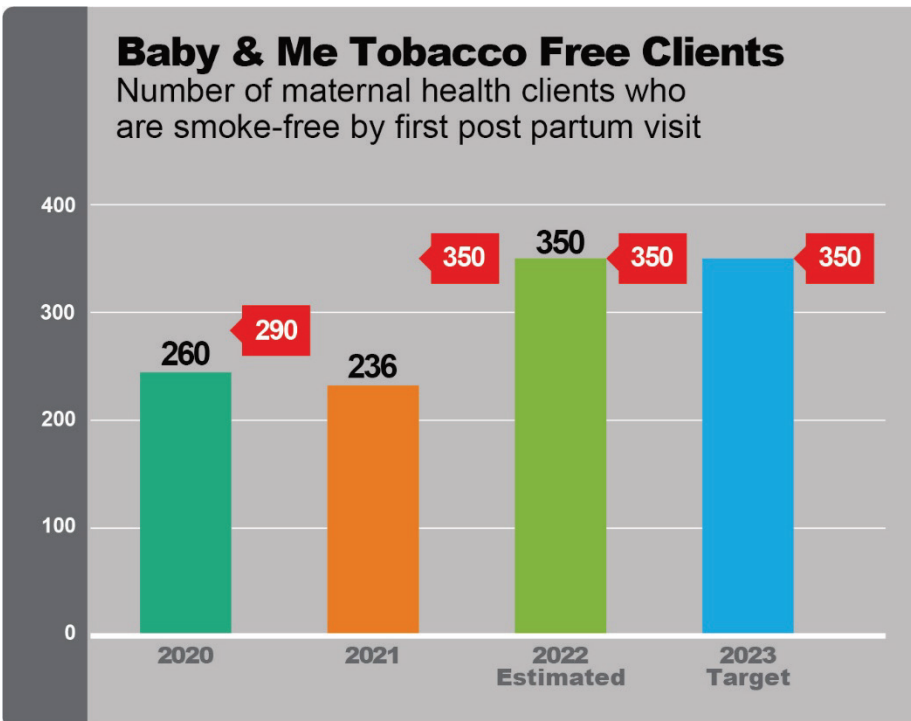
Providing routine childhood and adult immunizations is a top priority in protecting the health of residents by reducing the spread of vaccine-preventable illnesses such as measles and pertussis (whooping cough). Reports nation-wide show that child-hood vaccinations levels were adversely affected by the COVID-19 pandemic closures. Hence, extra outreach efforts will be needed to bridge the vaccine coverage gaps created. CPH is estimating it will provide about 24,000 vaccinations in 2023. This figure is 140% above the 2021. The 2023 target of 24,000 assumes clinic operations will continue uninterrupted and visits will return to pre-pandemic levels. In response to the pandemic, CPH administered 222,919 doses of the COVID vaccine. This effort pulled staff from program areas throughout the health department.



Columbus Public Health's (CPH) Food Protection Program inspects and safeguards Food Service Operations and Retail Food Establishments for residents of Columbus and Worthington. CPH consistently meets its compliance standards. Food Service Operations and Retail Food Establishments not in compliance are under enforcement by CPH to address violations. The 2022 estimate and 2023 target for this measure will continue at 100% 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. Mosquito control is very weather dependent. It is dependent on if the assessments of the potential breeding grounds are actually breeding when CPH staff investigates.



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. The numbers were slightly affected due to staff shortages and reassignments due to the pandemic. By the end of 2022, the program aims to maintain participation at 350 smoke-free clients.

Public Health

Financial Summary by Area of Expense					
Division	2020 Actual	2021 Actual	2022 Budget	2022 Projected	2023 Proposed
Health					
Health Operating Fund					
Personnel	\$ 20,030,627	\$ 25,819,254	\$ 31,244,837	\$ 26,945,670	\$ 31,977,838
Materials & Supplies	802,572	1,346,754	1,277,230	1,541,559	1,450,977
Services	6,933,661	9,958,086	9,112,596	8,384,875	8,800,803
Other	226,240	10,161	32,000	-	32,000
Capital	38,899	285,000	-	56,082	-
Transfer	-	-	-	381,627	-
Health Operating Fund Subtotal	28,031,999	37,419,256	41,666,663	37,309,813	42,261,618
Department Total	\$ 28,031,999	\$ 37,419,256	\$ 41,666,663	\$ 37,309,813	\$ 42,261,618

Department Personnel Summary								
Fund	2020 Actual		2021 Actual		2022 Budget		2023 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
Health Operating Fund								
Administration	240	18	253	32	317	40	330	18
Total	240	18	253	32	317	40	330	18

Operating Budget by Program				
Program	2022 Budget	2022 FTEs	2023 Proposed	2023 FTEs
Health Administration	\$ 11,128,152	50	\$ 10,466,623	51
Fiscal	582,722	5	781,853	6
Human Resources	1,006,740	9	1,078,588	9
Internal Services	467,837	0	474,004	0
Center for Public Health Innovation	2,587,011	22	2,913,936	25
Clinical Health	5,123,417	41	4,786,159	37
Population Health	3,963,651	32	4,384,117	41
Environmental Health	6,182,876	65	6,537,388	66
Family Health	4,228,890	33	3,711,140	38
Opiate Initiatives	1,524,434	9	1,758,242	12
Addictive Services	5,000	0	-	0
Sexual Health Promotion	488,058	5	362,008	3
COVID-19	165,111	2	-	0
Neighborhood Social Services	4,212,764	44	5,007,560	43
Department Total	\$ 41,666,663	317	\$ 42,261,618	330

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.



2023 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. The City of Columbus Employee Assistance Program is located at Columbus Public that provides confidential counseling services for all City employees and significant others.

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 immunizations, women's health, family planning, sexual health and wellness, and tuberculosis services.

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 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, 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 **Addiction 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 230 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**. 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	2020 Actual	2021 Actual	2022 Budget	2023 Proposed
Operation and Extension Fund	50,058,040	58,290,157	58,351,411	65,215,636
Department Total	\$ 50,058,040	\$ 58,290,157	\$ 58,351,411	\$ 65,215,636

Recreation and Parks

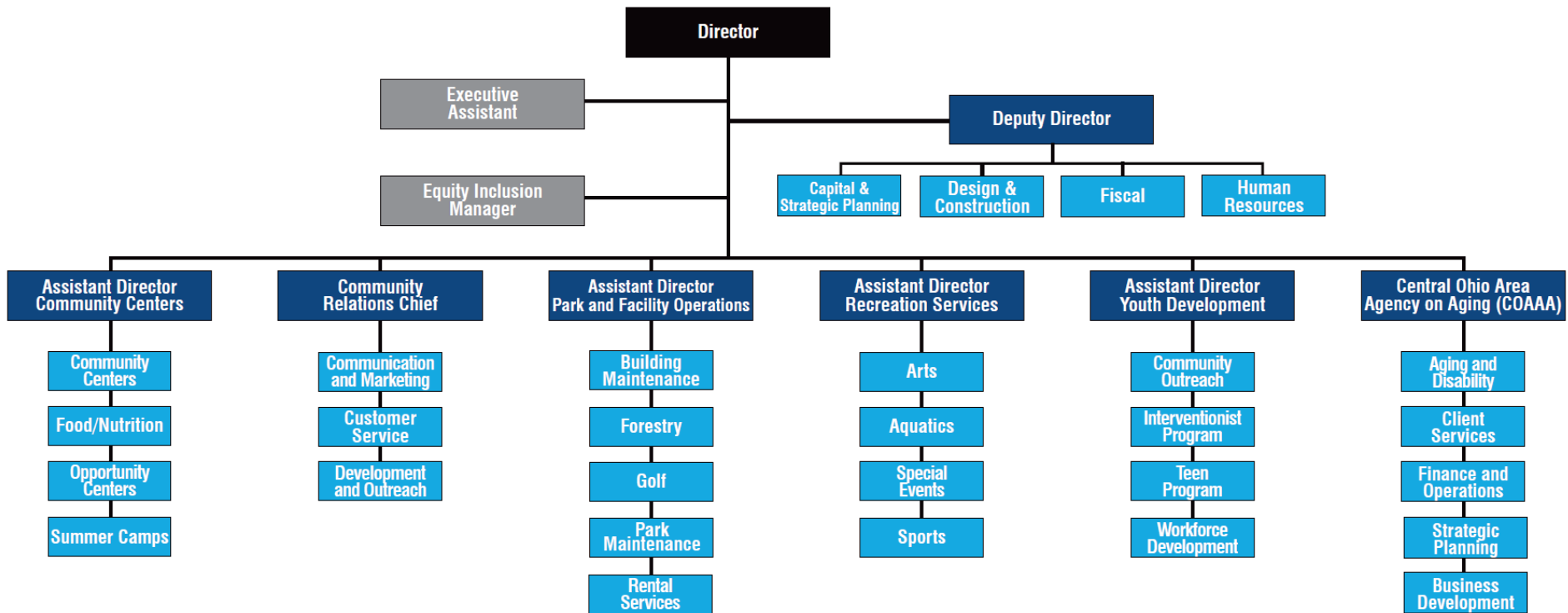
Aside from the aforementioned facilities, the CRPD also manages the **Cultural Arts Center**, the Franklin Park Adventure Center and the McKnight Outdoor Education Center.

As stewards of the land, CRPD invests heavily in conserving the community's natural environment. In 2021, the department acquired and conserved three wetlands, planted 5,025 street and park trees and planted 500 native plants. The department manages roughly 14,000 acres of parkland, 20 nature preserves and 34 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 9,000 volunteers. As the largest summer food provider in the state of Ohio, the department provided over 217,000 meals, hosted 98 produce markets, and provided produce to more than 3,100 households in 2022. 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 Applying Purpose and Passion to Service (**APPS**) program, formerly Applications for Purpose Pride and Success.



Recreation and Parks



2023 BUDGET NOTES

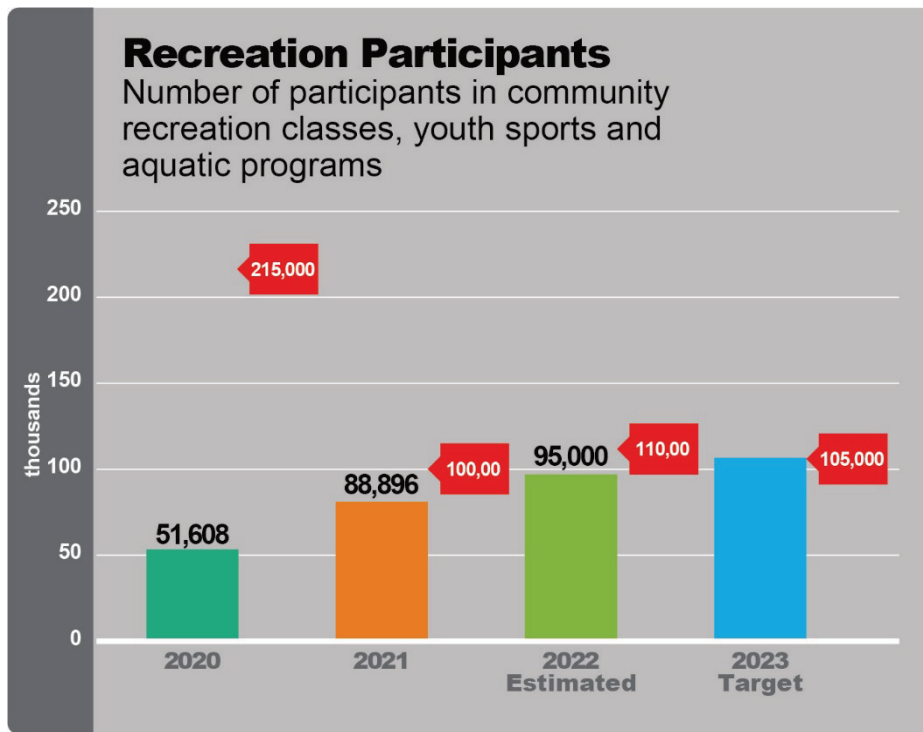
The Recreation and Parks Department provides many different programs, opportunities, and outdoor spaces that are very important to the residents of the City of Columbus. Some of the highlighted programming, opportunities, spaces, and items of importance are as follows:

- Total funding for the APPS program is \$2,536,741 in 2023. 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.
- 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 2022, the department served over 217,000 meals, hosted 98 produce markets, and provided produce to more than 3,100 households. The department is committed to providing meals in 2023, and would like to serve over a quarter 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 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.
- An additional \$300,000 has been allocated to expand the Jobs Readiness summer work program in order to offer the program year round, September through May. This program includes part-time employment and job skills training, services, and administration of the program.
- Post pandemic the department anticipates implementing opportunities for the community to celebrate, network, and enjoy the uplifting and diverse events offered by the city. For 2023, support for the city's signature events will continue including the Jazz and Rib Fest, African American Festival, Rhythm on the River, Soul Fest, and Winterfest.
- The department continues the implementation of the Urban Forestry Master Plan to prioritize, preserve and grow the city's tree canopy. Total combined funding for Forestry and the Urban Forestry Master Plan is \$4,255,485. This includes expanded funding for additional staff to assist with pruning, removals, and nursery support staff to address pre and post planting requirements.
- CRPD will add two full-time and one part-time position in order to oversee youth sports leagues in conjunction with the Police Athletic League (PAL). These positions will be responsible for Police volunteer recruitment, training and staffing of PAL coaches, and will assist in fostering new relationships and building trust within individual communities.

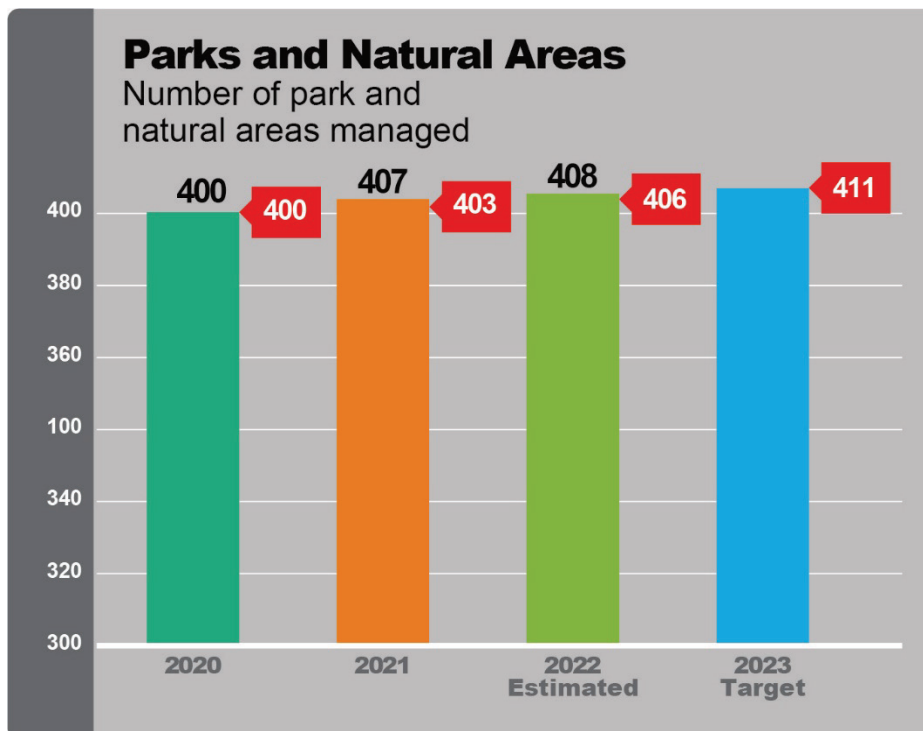
- In an effort to attract and retain quality employees, additional funding has also been allocated to increase the minimum wage of part-time employees at CRPD.
- Franklin Park Conservatory will receive \$350,000 and the King Arts complex will receive \$125,000 in continued city support in 2023.



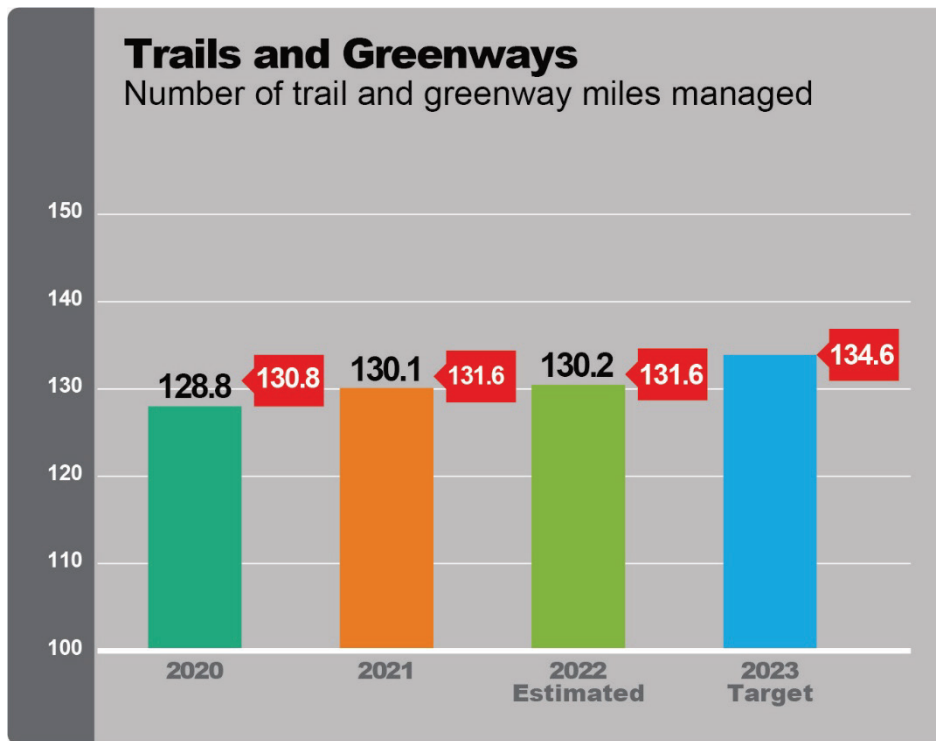
PERFORMANCE MEASURES



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 2021 actuals, 2022 estimate and 2023 target reflect the gradual recovery of participation after the the 2020 pandemic closures.



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	2020 Actual	2021 Actual	2022 Budget	2022 Projected	2023 Proposed
Administration					
Operation and Extension Fund					
Personnel	\$ 36,159,894	\$ 36,774,406	\$ 41,736,725	\$ 40,038,474	\$ 47,975,460
Materials & Supplies	2,289,252	2,725,430	2,722,246	2,923,634	3,103,306
Services	11,248,580	18,129,373	13,521,201	14,122,611	13,785,631
Other	159,818	165,495	188,750	188,147	168,750
Capital	-	285,850	-	4,381,500	-
Transfers	200,496	209,603	182,489	841,489	182,489
Administration Subtotal	50,058,040	58,290,157	58,351,411	62,495,855	65,215,636
Rec and Parks Total	\$ 50,058,040	\$ 58,290,157	\$ 58,351,411	\$ 62,495,855	\$ 65,215,636

Department Personnel Summary								
Fund	2020 Actual		2021 Actual		2022 Budget		2023 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
Operation and Extension Fund								
Administration	313	1,251	303	1,144	365	1,480	415	1,418
Total	313	1,251	303	1,144	365	1,480	415	1,418

Recreation and Parks

Operating Budget by Program				
Program	2022	2022	2023	2023
	Budget	FTEs	Proposed	FTEs
Administration	\$ 4,604,862	8	\$ 7,022,457	12
Fiscal	1,734,528	16	1,968,219	18
Human Resources	898,138	9	1,041,730	9
Aquatics	1,394,906	3	1,956,722	5
APPS	2,263,822	7	2,536,741	11
Building and Facility Maintenance	2,995,405	24	3,207,872	25
Communications and Development	1,338,315	9	1,800,760	13
Forestry	2,163,392	24	2,357,838	26
Park Maintenance	7,082,201	62	7,449,449	67
Design and Construction	723,929	6	1,389,083	12
Special Events	1,294,271	9	1,394,255	9
Sports	3,351,087	15	3,276,031	21
Food and Nutrition	188,050	2	207,138	2
Warehouse	595,425	3	624,353	3
Outdoor Recreation	484,822	3	499,983	3
Cultural Arts	756,627	3	761,979	2
Permits and Rental Services	912,755	6	987,718	7
Capital Kids	33,000	0	22,500	0
COAAA	182,489	0	182,489	0
Community Recreation	12,391,070	109	10,874,426	104
Therapeutic Recreation	714,029	4	753,581	4
Golf	3,760,668	22	4,161,494	24
Health and Wellness	135,141	0	223,652	1
Internal Services	5,427,676	0	5,926,562	0
Capital and Strategic Planning	749,543	6	1,006,747	7
Miscellaneous Programs	475,000	0	475,000	0
Urban Forestry Master Plan	1,700,260	15	1,897,647	23
Youth Sports	-	0	794,900	6
Camps	-	0	414,310	1
Department Total	\$ 58,351,411	365	\$ 65,215,636	415

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.



2023 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.

APPS

The Application for Purpose, Pride, and Success (APPS), rebranded as Applying Purpose and Passion to Service, 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.

**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.

**COMMUNICATIONS AND
DEVELOPMENT**

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).

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.

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.

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.

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.

MISCELLANEOUS PROGRAMS

To support various community agencies.

URBAN FORESTRY MASTER PLAN

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.

YOUTH SPORTS

To offer youth sports programming for ages 4–18 at our community and opportunity centers.

CAMP PROGRAMS

Community and opportunity centers offer themed, week-long camps for youth ages 6-12. Campers experience many activities including, but not limited to, arts, crafts, sports, games, science experiments and nature exploration.



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 also oversees all Geographic Information Systems, mapping, and addressing for the department.

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 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.

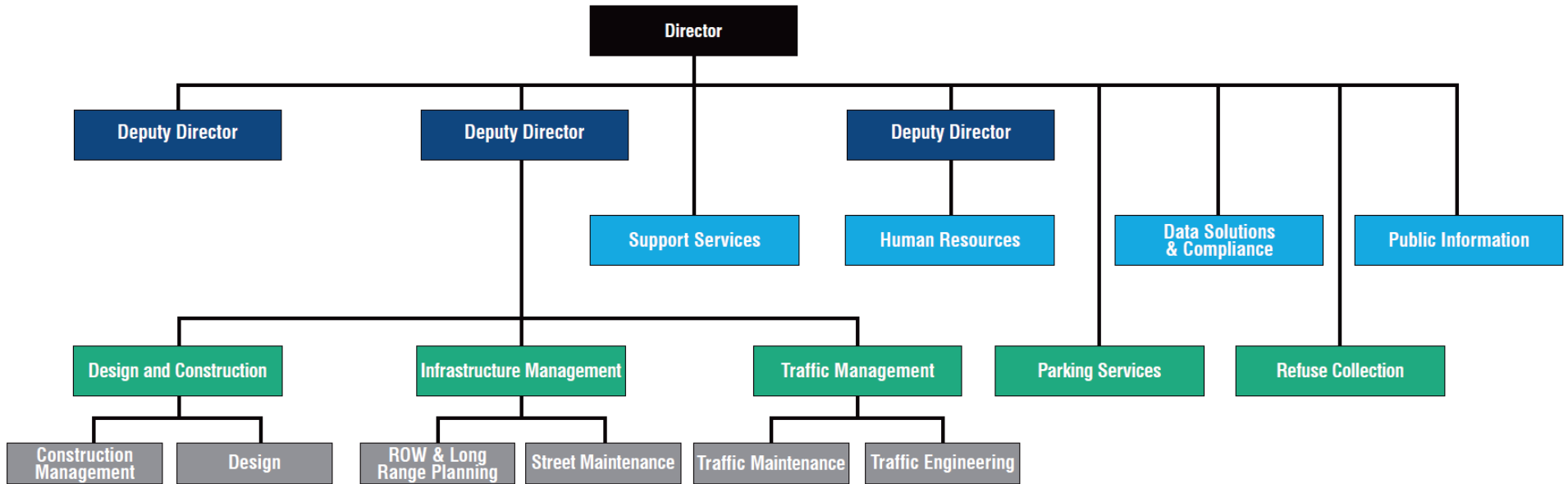
Department Mission

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

Budget Summary

Fund	2020	2021	2022	2023
	Actual	Actual	Budget	Proposed
General Fund	32,493,172	32,859,327	50,897,886	68,290,364
Street Construction, Maintenance, and Repair Fund	67,413,768	69,530,704	81,262,692	79,989,389
Construction Inspection Fund	10,791,152	11,228,989	11,912,843	12,916,579
Private Inspection Fund	4,511,019	4,750,979	4,868,352	5,257,881
Parking Meter Program Fund	7,418,974	8,422,567	-	-
Mobility Enterprise Fund	-	-	15,252,612	21,287,926
Department Total	\$ 122,628,086	\$ 126,792,566	\$ 164,194,385	\$ 187,742,139

Public Service



2023 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 also develops and delivers 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.

REFUSE COLLECTION

Residential refuse collection, yard waste collection, and household residential recycling services are provided through the general 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:

- 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 continuing to advance 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. An additional \$2.2 million is included in support of this effort.
- The general fund budget includes an additional \$6 million to expand recycling collection services to residents.

PARKING SERVICES– MOBILITY ENTERPRISE FUND

The mobility enterprise fund will encompass all activity of the Division of Parking Services. The mobility enterprise will be responsible for providing a high quality parking experience in the city 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 Parking Services Division began modernizing its on street parking assets by replacing aging equipment across the city. This effort will continue and funding is included in the 2023 budget.

INFRASTRUCTURE MANAGEMENT

The 2023 Infrastructure Management budget includes funding for all current street maintenance employees who are responsible for providing pothole repair, snow and ice removal, and street sweeping services throughout the city. In addition:

- Funding is continued for the following programs: alley rehabilitation, sidewalk trip hazard program, the bridge maintenance program, and the guardrail repair program.
- A total of \$800,000 is included in this budget to replace aging vehicles and complete facility renovations.

Public Service

- Continued funding of \$1 million in construction contracts will provide ramps compliant with the Americans with Disabilities Act.

DESIGN AND CONSTRUCTION

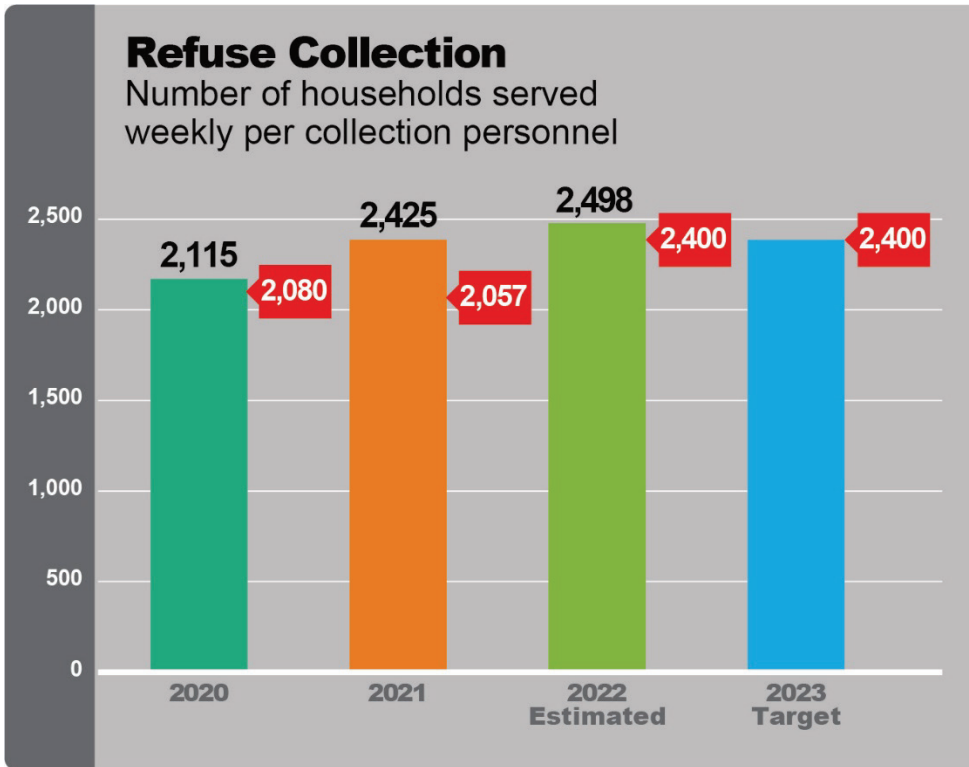
The 2023 Design and Construction budget includes funding for engineering and construction inspection services throughout the city. This budget includes funding to upgrade GIS software, replace aging vehicles, and continue support for the Mid-Ohio Regional Planning Commission.

TRAFFIC MANAGEMENT

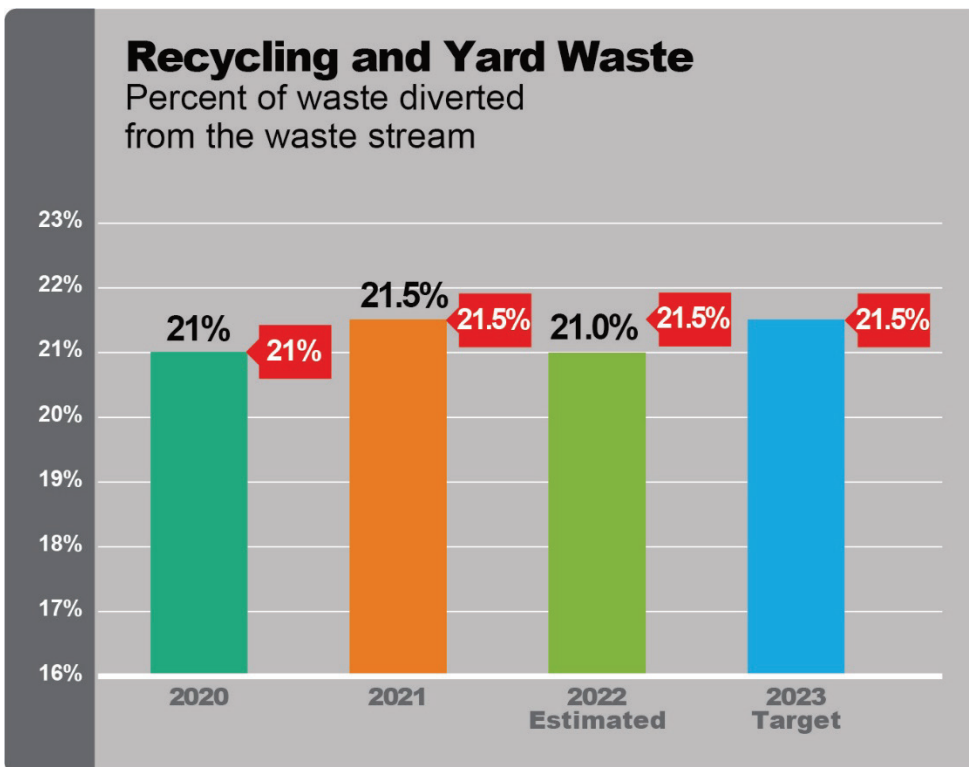
The 2023 Traffic Management budget includes funding for all current traffic maintenance, planning and engineering employees who are responsible for designing and repairing all traffic signals, signs, and pavement markings throughout the city. This budget includes contracts such as traffic signal retiming and refurbishment, along with additional traffic studies necessary to understand and plan for a growing and rapidly changing city.



PERFORMANCE MEASURES



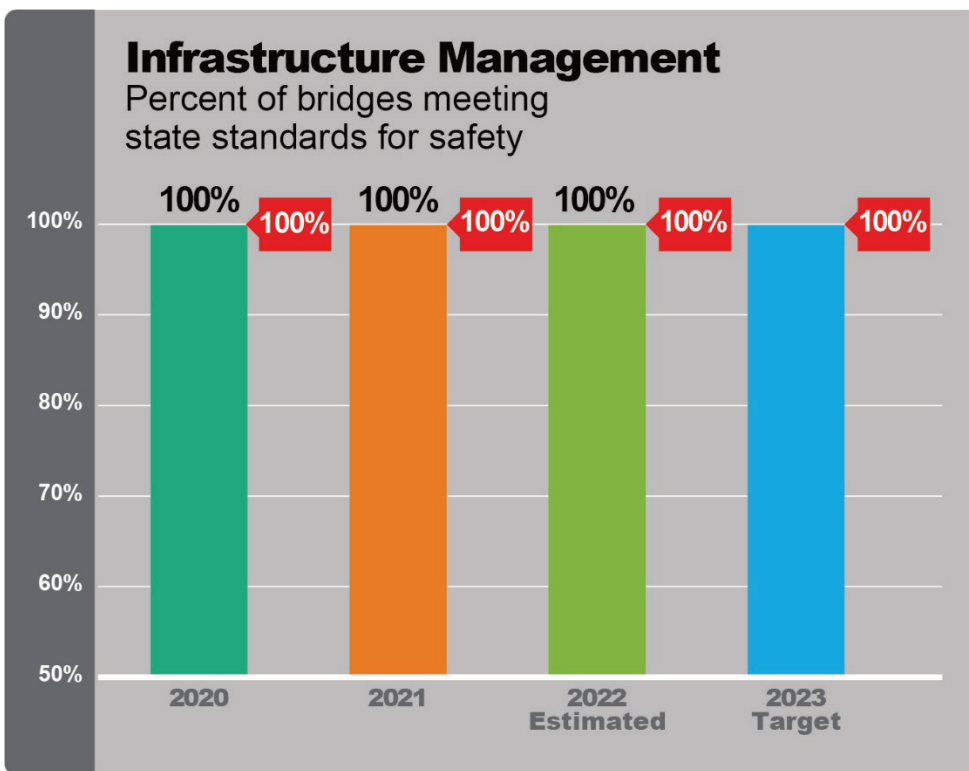
The number of households served on a weekly basis is projected to exceed the annual goal. This measurement is used to ensure customer service levels are met and is projected at 2,400 for 2023.



Waste diverted through recycling efforts and the yard waste program are expected to be 21.5 percent in 2023.



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 maintenance is a critical component of the department's mission. In 2023, 100 percent of City of Columbus owned and inspected bridges will meet state standards for safety.

Financial Summary by Fund					
Fund	2020 Actual	2021 Actual	2022 Budget	2022 Projected	2023 Proposed
General Fund					
Administration	\$ 648,750	\$ 766,286	\$ 740,775	\$ 737,019	\$ 886,463
Refuse Collection	31,844,422	32,093,041	50,157,111	50,186,779	67,403,901
General Fund Subtotal	32,493,172	32,859,327	50,897,886	50,923,798	68,290,364
Street Construction, Maintenance, and Repair Fund					
Administration	5,478,793	6,129,511	9,139,108	6,751,318	8,634,775
Traffic Management	18,861,902	19,381,300	22,430,552	22,332,216	23,374,412
Infrastructure Management	33,178,677	34,023,015	39,568,979	38,591,417	41,036,513
Design & Construction	6,294,397	6,396,879	6,424,053	6,163,676	6,943,689
Refuse	3,600,000	3,600,000	3,700,000	3,700,000	-
Street Const. Fund Subtotal	67,413,768	69,530,704	81,262,692	77,538,627	79,989,389
Construction Inspection Fund					
Administration	559,417	853,288	919,461	867,866	1,121,825
Design & Construction	10,231,734	10,375,701	10,993,382	9,601,251	11,794,754
Const. Insp. Fund Subtotal	10,791,152	11,228,989	11,912,843	10,469,117	12,916,579
Private Inspection Fund					
Administration	86,469	99,654	116,828	114,564	127,247
Design & Construction	4,424,550	4,651,325	4,751,524	4,250,170	5,130,634
Private Insp. Fund Subtotal	4,511,019	4,750,979	4,868,352	4,364,734	5,257,881
Parking Meter Program Fund					
Administration	52,726	-	-	-	-
Parking Services	7,366,249	8,422,567	-	-	-
Parking Meter Fund Subtotal	7,418,974	8,422,567	-	-	-
Mobility Enterprise Fund					
Administration	-	-	-	767,917	1,180,856
Parking Services	-	-	15,252,612	15,745,415	20,107,070
Mobility Ent/ Fund Total	-	-	15,252,612	16,513,332	21,287,926
Department Total	\$ 122,628,086	\$ 126,792,566	\$ 164,194,385	\$ 159,809,608	\$ 187,742,139

Financial Summary by Area of Expense					
Division	2020 Actual	2021 Actual	2022 Budget	2022 Projected	2023 Proposed
Administration					
General Fund					
Personnel	\$ 633,590	\$ 748,856	\$ 727,694	\$ 724,260	\$ 876,930
Services	15,160	17,430	13,081	12,759	9,533
General Fund Subtotal	648,750	766,286	740,775	737,019	886,463
SCMR Fund					
Personnel	4,440,169	4,839,790	7,248,064	5,025,172	6,464,887
Materials & Supplies	5,100	15,364	37,000	37,000	38,000
Services	1,031,524	1,193,639	1,721,044	1,687,146	1,988,888
Other	2,000	2,000	3,000	2,000	3,000
Capital	-	78,717	130,000	-	140,000
SCMR Fund Subtotal	5,478,793	6,129,511	9,139,108	6,751,318	8,634,775
Construction Inspection Fund					
Personnel	551,849	836,750	885,461	839,270	1,074,825
Materials & Supplies	-	8,000	10,000	10,000	12,000
Services	7,568	8,538	24,000	18,596	35,000
Construction Inspection Fund Subtotal	559,417	853,288	919,461	867,866	1,121,825
Private Constr. Inspect. Fund					
Personnel	86,469	90,179	96,828	98,007	102,247
Materials & Supplies	-	4,413	6,000	6,000	9,000
Services	-	5,062	14,000	10,557	16,000
Private Constr. Inspect. Fund Subtotal	86,469	99,654	116,828	114,564	127,247
Parking Meter Program Fund					
Personnel	51,902	-	-	-	-
Services	823	-	-	-	-
Parking Meter Program Fund Subtotal	52,726	-	-	-	-
Mobility Enterprise Fund					
Personnel	-	-	-	767,917	875,856
Materials & Supplies	-	-	-	-	25,000
Services	-	-	-	-	280,000
Mobility Enterprise Fund Subtotal	-	-	-	767,917	1,180,856
Administration Subtotal	6,826,155	7,848,739	10,916,172	9,238,684	11,951,166

Financial Summary by Area of Expense (cont.)						
Division		2020	2021	2022	2022	2023
		Actual	Actual	Budget	Projected	Proposed
Refuse Collection						
General Fund						
	Personnel	16,496,897	16,017,115	16,891,949	16,043,365	19,068,496
	Materials & Supplies	112,781	154,111	157,400	157,400	603,500
	Services	15,081,346	14,850,875	17,361,762	18,240,014	47,029,905
	Other	67,701	70,941	62,000	62,000	62,000
	Capital	85,698	1,000,000	15,684,000	15,684,000	640,000
	General Fund Subtotal	31,844,422	32,093,041	50,157,111	50,186,779	67,403,901
SCMR Fund						
	Services	3,600,000	3,600,000	3,700,000	3,700,000	-
	SCMR Fund Subtotal	3,600,000	3,600,000	3,700,000	3,700,000	-
	Refuse Collection Subtotal	35,444,422	35,693,041	53,857,111	53,886,779	67,403,901
Infrastructure Management						
SCMR Fund						
	Personnel	16,699,314	15,904,366	17,970,637	16,455,160	19,292,835
	Materials & Supplies	1,158,619	1,234,348	1,359,000	1,249,101	1,374,000
	Services	14,206,667	14,915,429	17,059,342	16,823,812	18,499,678
	Other	35,750	54,944	80,000	77,500	70,000
	Capital	1,078,326	1,913,928	3,100,000	3,985,844	1,800,000
	Infrastructure Management Subtotal	33,178,677	34,023,015	39,568,979	38,591,417	41,036,513
Design and Construction						
SCMR Fund						
	Personnel	4,572,073	4,308,615	4,437,552	4,259,762	4,901,152
	Materials & Supplies	5,032	6,555	15,000	9,778	15,000
	Services	1,470,122	2,072,803	1,928,001	1,852,136	1,964,037
	Other	-	-	3,500	2,000	3,500
	Capital	247,170	8,906	40,000	40,000	60,000
	SCMR Fund Subtotal	6,294,397	6,396,879	6,424,053	6,163,676	6,943,689
Constr. Inspect. Fund						
	Personnel	7,485,960	6,989,497	8,349,531	7,152,547	8,956,337
	Materials & Supplies	61,922	67,707	142,100	102,358	149,000
	Services	2,596,771	2,706,543	2,144,751	2,100,474	2,332,417
	Other	3,725	7,351	7,000	7,000	7,000
	Capital	83,356	604,603	350,000	238,872	350,000
	Constr. Inspect. Fund Subtotal	10,231,734	10,375,701	10,993,382	9,601,251	11,794,754
Private Inspect. Fund						
	Personnel	3,131,785	3,100,688	3,578,403	3,126,015	3,838,698
	Materials & Supplies	27,762	28,795	60,900	45,082	63,860
	Services	1,227,453	1,259,571	959,221	940,424	1,075,076
	Other	1,825	3,150	3,000	37,002	3,000
	Capital	35,724	259,121	150,000	101,647	150,000
	Private Inspect. Fund Subtotal	4,424,550	4,651,325	4,751,524	4,250,170	5,130,634
	Design and Construction Subtotal	20,950,681	21,423,905	22,168,959	20,015,097	23,869,077
Parking Services						
Parking Meter Program Fund						
	Personnel	3,980,073	3,523,865	-	-	-
	Materials & Supplies	39,604	37,546	-	-	-
	Services	3,305,235	3,621,656	-	-	-
	Other	41,336	16,500	-	-	-
	Capital	-	1,223,000	-	-	-
	Parking Meter Program Fund Subtotal	7,366,249	8,422,567	-	-	-
Mobility Enterprise Fund						
	Personnel	-	-	4,904,923	3,856,322	5,322,992
	Materials & Supplies	-	-	190,500	186,900	190,500
	Services	-	-	8,850,389	10,486,735	10,086,266
	Principal	-	-	950,000	807,000	2,390,000
	Other	-	-	53,000	17,000	53,000
	Capital	-	-	120,000	105,000	120,000
	Interest	-	-	183,800	286,458	1,944,312
	Mobility Enterprise Fund Subtotal	-	-	15,252,612	15,745,415	20,107,070
	Parking Services Subtotal	7,366,249	8,422,567	15,252,612	15,745,415	20,107,070
Traffic Management						
SCMR Fund						
	Personnel	11,193,894	10,815,378	12,342,610	11,568,690	13,508,605
	Materials & Supplies	2,140,465	2,255,523	2,494,000	2,493,712	2,517,000
	Services	2,076,319	2,095,991	3,149,942	2,883,993	3,280,807
	Other	30,000	22,000	64,000	62,000	63,000
	Capital	3,371,224	4,192,407	4,380,000	5,323,821	4,005,000
	Transfers	50,000	-	-	-	-
	Traffic Management Subtotal	18,861,902	19,381,300	22,430,552	22,332,216	23,374,412
	Department Total	\$ 122,628,086	\$ 126,792,567	\$ 164,194,385	\$ 159,809,608	\$ 187,742,139



Department Personnel Summary								
Fund	2020 Actual		2021 Actual		2022 Budgeted		2023 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Administration	6	0	6	1	6	0	7	0
Refuse Collection	180	0	180	0	226	0	239	0
SCMR Fund								
Administration	29	0	47	1	65	0	57	0
Traffic Management	102	1	107	0	124	0	130	0
Infrastructure Management	165	1	158	0	209	0	210	0
Design & Construction	36	0	32	1	36	0	38	0
Construction Inspection Fund								
Administration	5	0	6	1	8	0	8	0
Design & Construction	63	19	61	19	71	21	72	21
Private Inspection Fund								
Administration	1	0	1	0	1	0	1	0
Design & Construction	27	14	26	8	31	9	31	9
Parking Meter Program Fund								
Administration	6	0	0	0	0	0	0	0
Parking Services	43	0	36	0	0	0	0	0
Mobility Enterprise Fund								
Administration	0	0	0	0	0	0	7	0
Parking Services	0	0	0	0	53	0	55	0
Total	663	35	660	31	830	30	855	30

Public Service

Operating Budget by Program					
Program	2022 Budgeted	2022 FTEs	2023 Proposed	2023 FTEs	
Public Service Administration	\$ 36,648,446	65	\$ 37,009,952	69	
Fiscal	2,602,604	25	2,715,192	24	
Human Resources	1,611,883	14	1,900,454	16	
Internal Services	26,035,768	0	28,409,747	0	
Construction Management	13,804,903	97	14,657,003	97	
Facility Maintenance	1,780,880	9	1,926,991	9	
Street Maintenance	8,385,480	75	8,393,742	77	
Right-Of-Way Permits	826,453	6	929,987	7	
Snow Removal/Street Sweeping	8,215,789	94	9,362,337	94	
Cashiers	1,110,982	14	906,814	11	
Parking Enforcement	2,234,621	22	2,140,990	23	
Collections	351,283	4	369,970	4	
Meter Repair	272,540	3	289,066	3	
Parking Garages	3,531,000	0	4,650,000	0	
300-Gallon Residential Collection	1,568,180	19	1,754,360	21	
90-Gallon Residential Collection	5,816,374	88	6,167,196	84	
Scheduled Bulk Collection	2,102,916	36	4,379,703	47	
Litter Collection	352,156	4	368,926	4	
Multi-Family Residential Collection	1,439,980	17	1,477,687	17	
Residential Recycling	6,676,496	0	17,317,176	0	
Container Management	679,708	10	870,579	12	
Keep Columbus Beautiful	178,060	2	198,970	2	
Solid Waste Inspection	2,018,496	24	2,069,316	26	
Smart City Grant Program	120,000	0	70,000	0	
Planning & Engineering	17,302,015	103	17,490,213	106	
Asset Management	3,038,930	22	3,338,782	23	
Traffic Maintenance	13,852,446	73	13,787,378	75	
GIS	502,196	4	455,296	4	
Debt Management	1,133,800	0	4,334,312	0	
Department	Total	\$ 164,194,386	830	\$ 187,742,139	855

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



2023 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.

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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.

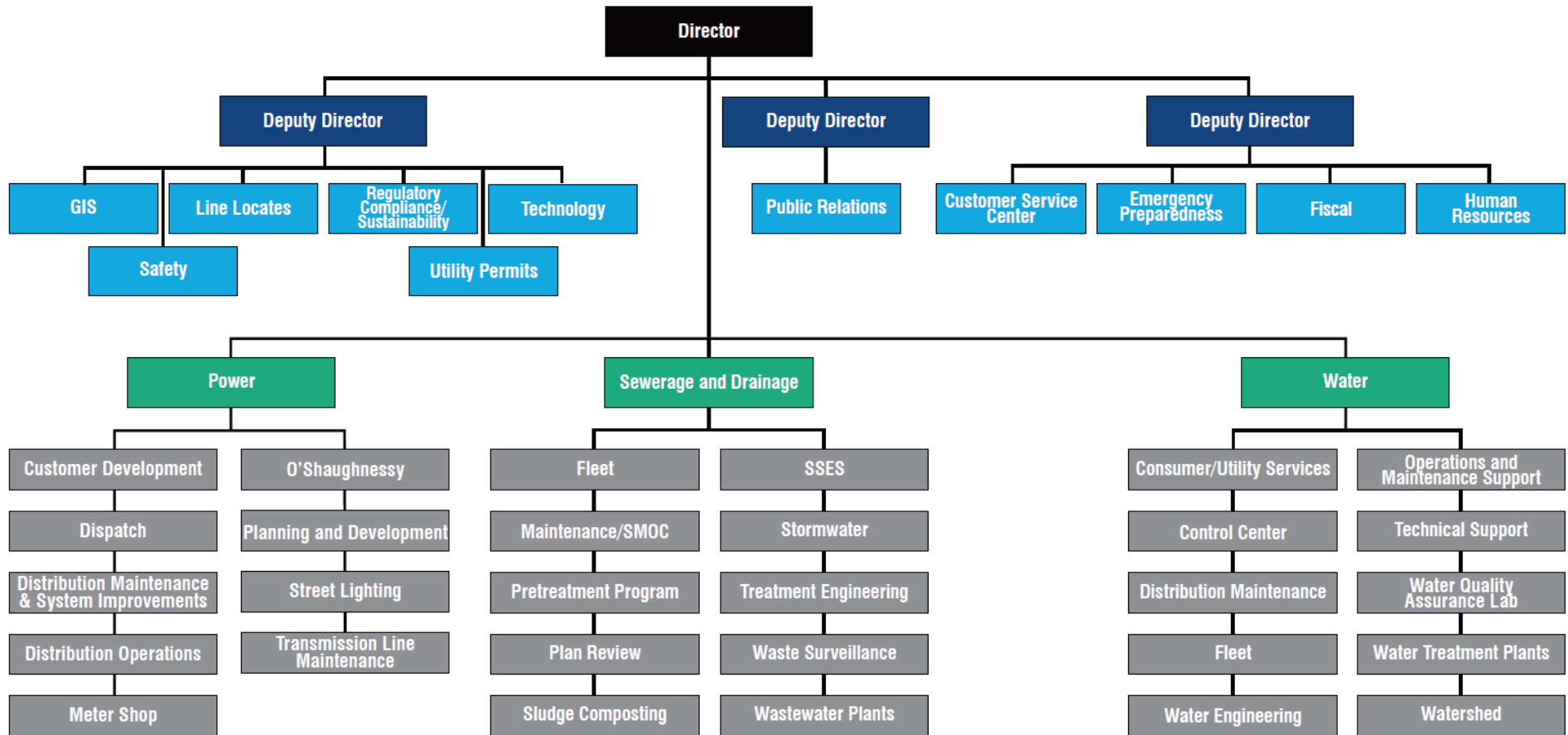
The department is comprised of the Director’s Office and four divisions. The **Director’s Office** provides overall direction for the department. Fiscal, human resources, public information, technology, regulatory compliance, emergency preparedness, and customer service are all coordinated by this office. 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	2020	2021	2022	2023
	Actual	Actual	Budget	Proposed
Water Operating Fund	187,500,142	205,996,373	241,316,056	244,648,718
Electricity Operating Fund	86,541,862	85,722,583	101,395,121	110,310,951
Sanitary Sewer Operating Fund	266,305,627	295,260,239	326,205,539	348,632,037
Storm Sewer Operating Fund	38,768,120	39,727,586	47,022,409	47,483,923
Department Total	\$ 579,115,752	\$ 626,706,781	\$ 715,939,125	\$ 751,075,629

Public Utilities



2023 BUDGET NOTES

DIRECTOR'S OFFICE

The Sewer and Water Advisory Board (SWAB) has recommended to Columbus City Council increases to water of four percent, storm rates of two percent, and sanitary sewer rates of five percent, respectively for 2023. In addition:

- The 2023 Director Office's \$37.9 million budget is 8.2 percent higher than the 2022 budget.
- Increases include costs for Work Asset Management (WAM) implementation.
- The 2023 budget provides \$25.4 million in personnel funding for 246 full-time and 12 part-time positions.

WATER

The division's 2023 budget is 1.1 percent higher than in 2022. 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 46.4 percent of the water division's \$230.2 million budget. In addition:

- The 2023 budget includes \$45.6 million for personnel, providing funding for 467 full-time and 18 part-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 2023 budget includes almost \$1.35 million to cover the cost of the enhanced meter reading program.
- The 2023 budget includes \$21.8 million for water treatment chemicals, which is greater than a 15.9 percent increase over 2022 appropriations. This is due to significant cost increases across a variety of chemicals.

POWER

The division's largest expense in the 2023 budget is for the purchase of generated electric power for resale. The budget includes \$59.0 million for this expense, or approximately 55.2 percent of the total budget:

- The 2023 budget includes \$10.7 million for personnel for 110 full-time and 1 part-time position.
- Included in the 2023 budget are resources to provide maintenance and energy to over 57,000 city streetlights.

SANITARY SEWERAGE AND DRAINAGE

The division's 2023 budget is 7 percent higher than the 2022 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 51.6 percent of the division's operating budget of \$332.8 million. In addition:

- The 2023 budget includes \$46.8 million for personnel, providing funding for 470 full-time and 2 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 \$250,000 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 \$62.4 million and provide for various professional service contracts including, equipment rental, specialty maintenance services, organic waste processing, and biosolid removal.

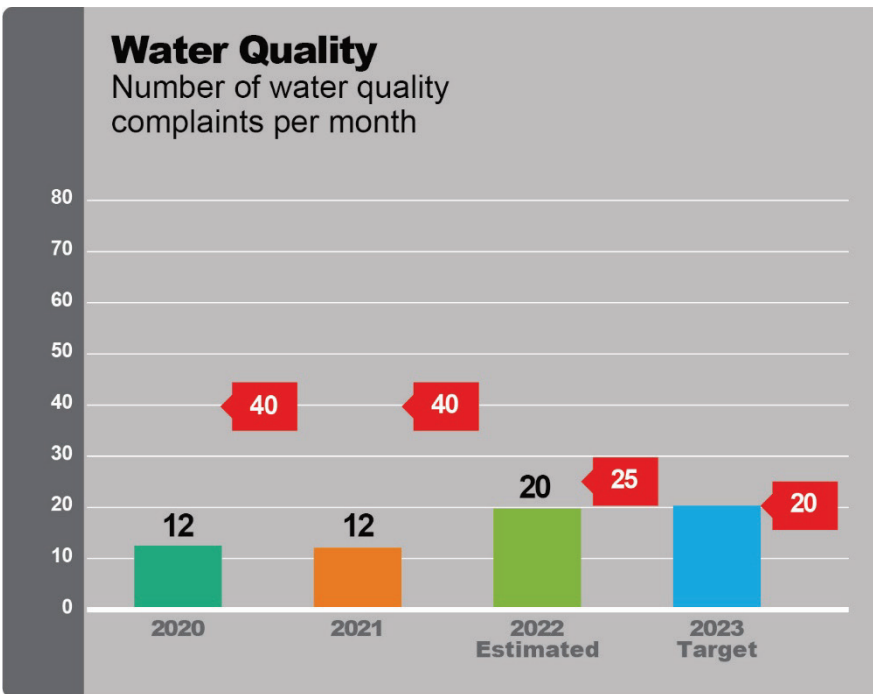
STORMWATER

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 2023, debt service payments amount to \$14.8 million. In addition:

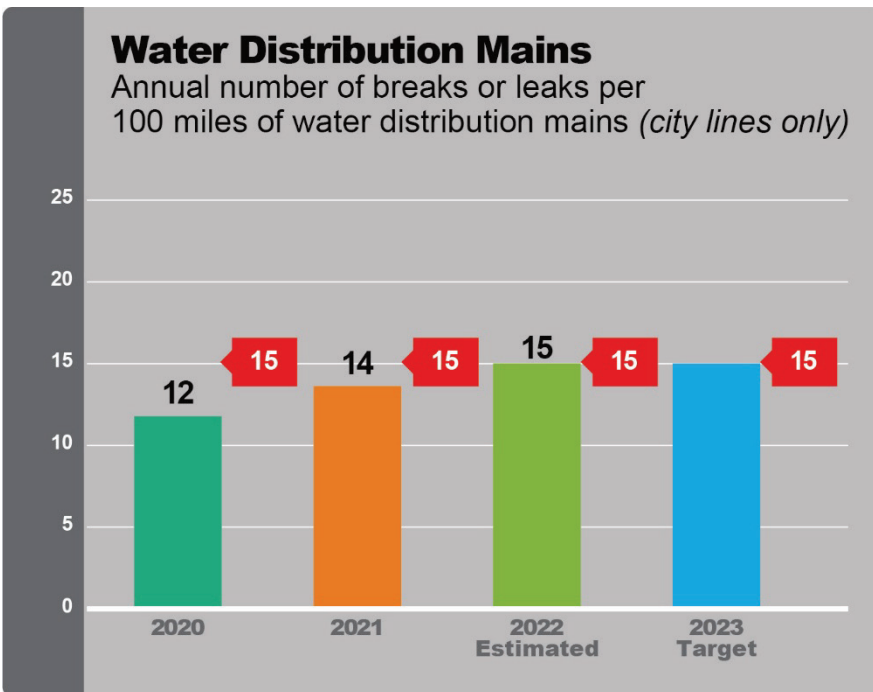
- The budget includes funding for 26 full-time and 2 part-time positions.



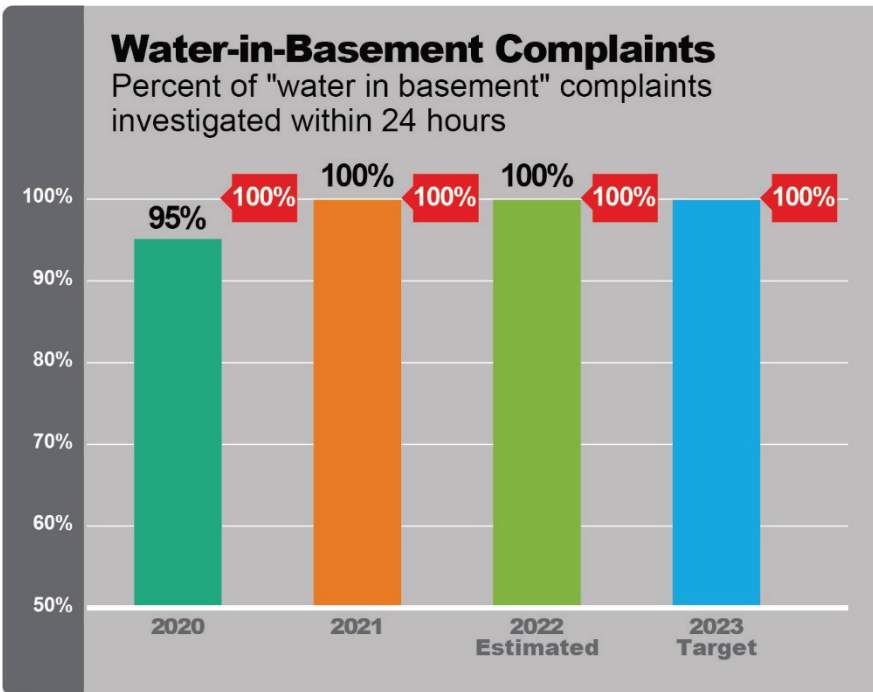
PERFORMANCE MEASURES



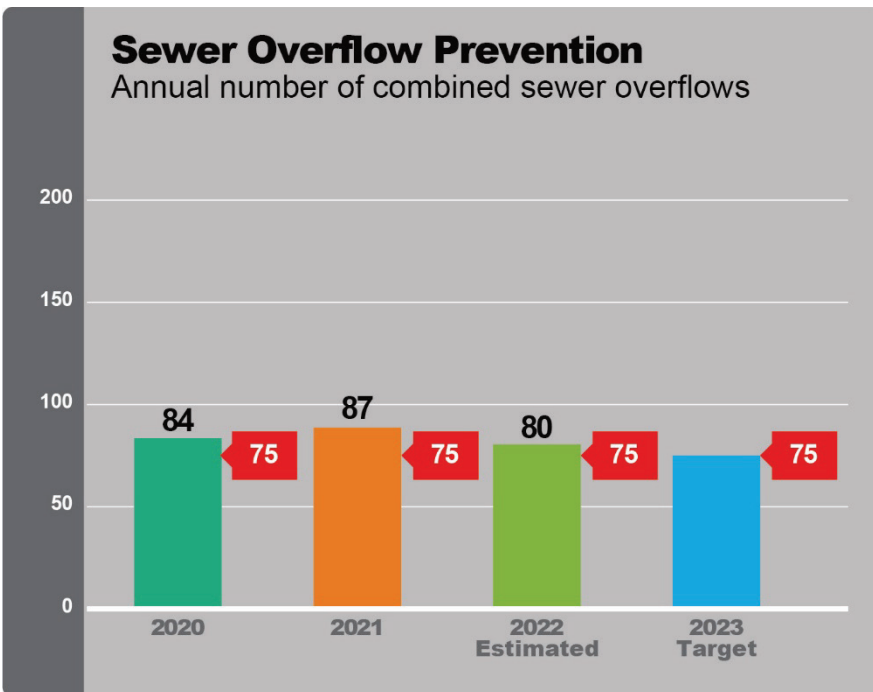
This measure reflects the monthly average number of water quality complaints received by the Division of Water. External conditions can cause the actual number of complaints to vary. With ozone/BAF treatment the water quality complaints continue to stay low. The 2023 target for this measure was reduced to 20.



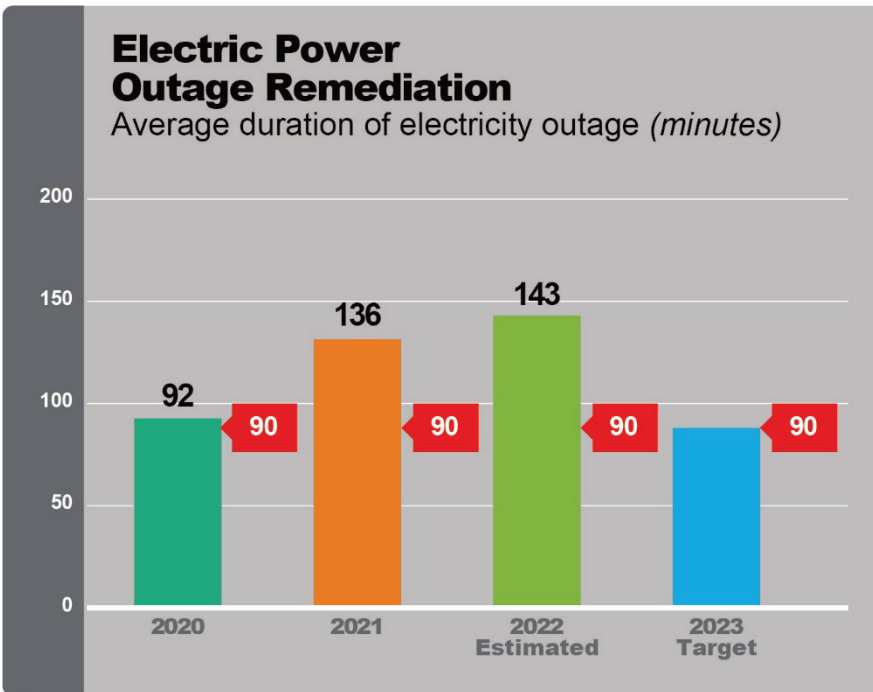
The number of water line breaks or leaks in the distribution system is consistently under 20 per 100 miles each year. The measure reflects city lines only and the target was reduced to 15 or fewer per 100 miles in 2020. This goal is projected to be reached in 2022, and will continue for 2023.



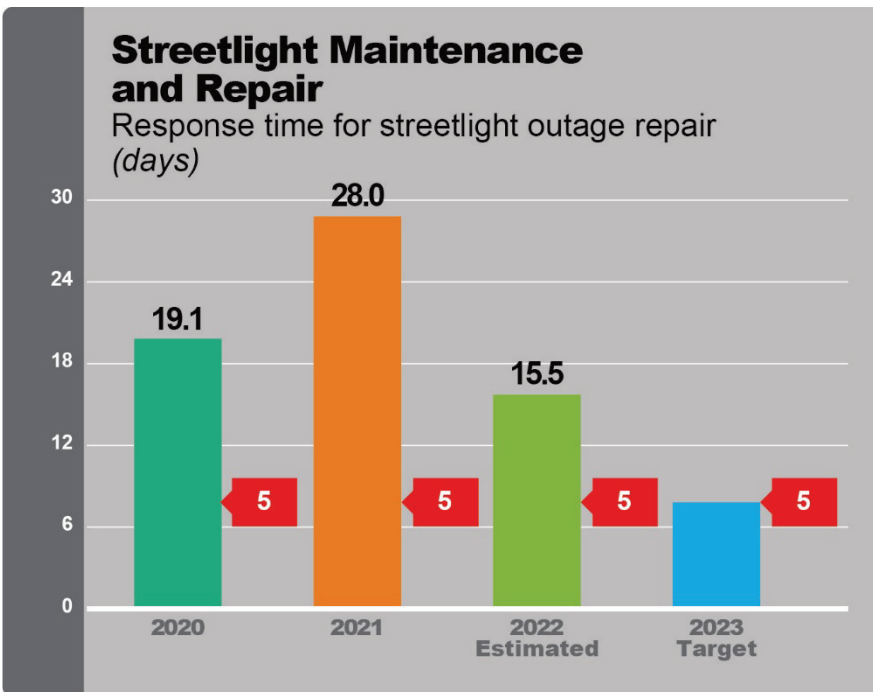
Water-in-basement complaints are expected to be investigated within 24 hours of being reported. In 2023, the Division of Sewerage and Drainage will maintain its high standard of 100 percent.



The Division of Sewerage and Drainage manages an extensive capital improvements program aimed at reducing combined sewer overflows (CSO). The Division implemented measures to significantly reduce CSO activations, and will maintain its high standard of 75 in 2023.

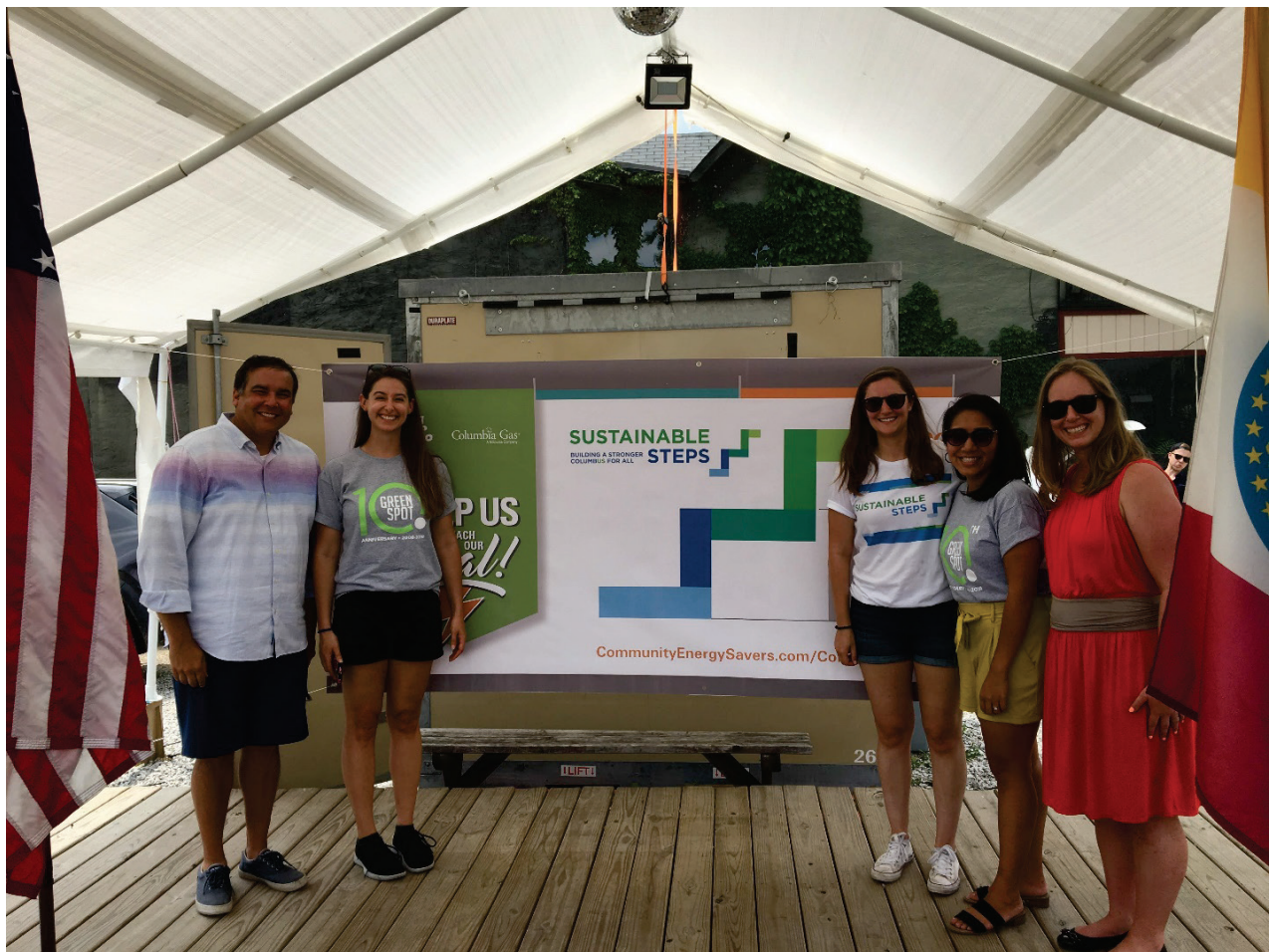


The Division of Power's aim is to minimize the length of time of any power outage. The target for this measure in 2023 is 90 minutes or less. The 2022 estimate reflects actual data for January 1 to June 30, 2022.



The Division of Power maintains an extensive street lighting system. This measure reflects the number of days to respond to a streetlight outage. In 2023, 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	2020 Actual	2021 Actual	2022 Budget	2022 Projected	2023 Proposed
Water Operating Fund					
Director's Office	\$ 10,485,940	\$ 10,365,120	\$ 13,664,439	\$ 12,491,126	\$ 14,411,604
Water	177,014,202	195,631,253	227,651,617	216,200,972	230,237,114
Water Fund Subtotal	187,500,142	205,996,373	241,316,056	228,692,099	244,648,718
Electricity Operating Fund					
Director's Office	1,589,548	1,629,568	2,128,512	2,111,259	3,390,929
Power	84,952,314	84,093,015	99,266,609	95,606,501	106,920,022
Electricity Fund Subtotal	86,541,862	85,722,583	101,395,121	97,717,760	110,310,951
Sanitary Sewer Operating Fund					
Director's Office	11,654,056	11,620,689	15,153,882	13,837,617	15,844,434
Sanitary	254,651,571	283,639,550	311,051,657	300,049,644	332,787,603
Sanitary Sewer Fund Subtotal	266,305,627	295,260,239	326,205,539	313,887,261	348,632,037
Storm Sewer Operating Fund					
Director's Office	3,071,627	3,098,850	4,039,912	3,687,424	4,224,533
Storm	35,696,493	36,628,735	42,982,497	42,167,384	43,259,390
Storm Sewer Fund Subtotal	38,768,120	39,727,586	47,022,409	45,854,808	47,483,923
Department Total	\$ 579,115,752	\$ 626,706,781	\$ 715,939,125	\$ 686,151,928	\$ 751,075,629



Financial Summary by Area of Expense					
Division	2020 Actual	2021 Actual	2022 Budget	2022 Projected	2023 Proposed
Directors Office					
Water Operating Fund					
Personnel	\$ 7,888,464	\$ 7,701,354	\$ 8,882,749	\$ 7,818,533	\$ 9,421,660
Materials & Supplies	351,043	146,608	292,529	201,057	568,635
Services	2,246,000	2,516,826	4,487,803	4,470,855	4,338,859
Other	433	332	1,358	-	970
Capital	-	-	-	680	81,480
Water Operating Fund Subtotal	10,485,940	10,365,120	13,664,439	12,491,126	14,411,604
Electricity Operating Fund					
Personnel	1,226,969	1,210,780	1,396,528	1,321,494	2,576,168
Materials & Supplies	15,994	23,049	22,411	33,983	60,385
Services	346,516	395,687	709,359	755,667	741,413
Other	68	52	214	-	153
Capital	-	-	-	115	12,810
Electricity Operating Fund Subtotal	1,589,548	1,629,568	2,128,512	2,111,259	3,390,929
Sanitary Sewer Operating Fund					
Personnel	8,922,389	8,634,250	9,958,842	8,661,338	10,562,884
Materials & Supplies	113,695	164,368	159,804	222,730	323,610
Services	2,617,487	2,821,699	5,033,713	4,952,795	4,865,502
Other	486	372	1,523	-	1,088
Capital	-	-	-	754	91,350
Sanitary Sewer Operating Fund Subtotal	11,654,056	11,620,689	15,153,882	13,837,617	15,844,434
Storm Sewer Operating Fund					
Personnel	2,338,922	2,302,467	2,655,691	2,308,058	2,816,819
Materials & Supplies	30,072	43,831	42,614	59,353	86,294
Services	702,504	752,453	1,341,201	1,319,812	1,296,770
Other	130	99	406	-	290
Capital	-	-	-	201	24,360
Storm Sewer Operating Fund Subtotal	3,071,627	3,098,850	4,039,912	3,687,424	4,224,533
Director's Office Subtotal	26,801,172	26,714,227	34,986,745	32,127,426	37,871,500

Utilities

Financial Summary by Area of Expense, cont.					
Division	2020 Actual	2021 Actual	2022 Budget	2022 Projected	2023 Proposed
Water					
Personnel	43,480,789	40,320,105	44,778,360	40,206,460	45,611,403
Materials & Supplies	18,288,180	19,493,772	23,213,040	26,627,645	26,335,900
Services	35,280,667	36,299,550	52,895,008	44,440,914	49,056,787
Principal	60,343,453	63,840,841	67,542,619	67,040,648	68,997,623
Other	3,611	18,686	54,000	29,558	54,000
Capital	2,005,937	1,545,547	1,830,200	1,830,200	2,250,550
Interest	17,611,565	14,607,470	37,338,390	36,025,548	37,930,851
Transfers	-	19,505,281	-	-	-
Water Subtotal	177,014,202	195,631,253	227,651,617	216,200,972	230,237,114
Power					
Personnel	10,457,539	9,602,059	11,941,013	9,472,127	10,671,341
Materials & Supplies	59,071,799	58,654,209	61,398,186	62,612,445	66,088,180
Services	10,869,122	11,772,373	17,540,967	15,542,358	19,049,351
Principal	553,271	888,271	1,368,271	1,368,271	1,653,271
Other	506	20,000	20,700	4,120	20,700
Capital	3,999,340	3,155,449	5,714,000	5,308,391	8,142,800
Interest	736	654	1,283,472	1,298,789	1,294,379
Power Subtotal	84,952,314	84,093,015	99,266,609	95,606,501	106,920,022
Sanitary					
Personnel	42,570,327	40,247,537	45,259,625	38,230,673	46,862,257
Materials & Supplies	8,620,931	9,354,071	13,338,385	12,071,921	14,763,429
Services	47,477,506	48,469,981	54,888,928	56,012,460	62,388,121
Principal	104,788,088	117,225,897	121,186,087	119,788,344	121,533,805
Other	320,275	77,427	156,800	112,029	124,500
Capital	3,699,293	1,664,025	2,070,000	1,922,345	3,407,702
Interest	27,797,640	28,332,139	48,105,107	45,865,147	50,152,622
Transfers	19,377,511	38,268,472	26,046,725	26,046,725	33,555,167
Sanitary Subtotal	254,651,571	283,639,550	311,051,657	300,049,644	332,787,603
Storm					
Personnel	2,355,304	2,013,378	2,602,443	2,087,919	2,594,043
Materials & Supplies	58,850	29,506	148,809	148,809	125,899
Services	21,468,145	20,460,551	25,736,392	25,621,667	25,471,791
Principal	10,055,137	9,800,510	10,080,915	10,080,915	10,083,343
Other	-	75,000	20,000	20,000	20,000
Capital	40,825	27,958	35,400	38,292	216,000
Interest	1,718,232	2,562,248	4,358,538	4,169,782	4,748,314
Transfers	-	1,659,585	-	-	-
Storm Subtotal	35,696,493	36,628,735	42,982,497	42,167,384	43,259,390
Department Total	\$ 579,115,752	\$ 626,706,781	\$ 715,939,125	\$ 686,151,928	\$ 751,075,629

Department Personnel Summary								
	2020 Actual		2021 Actual		2022 Budget		2023 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
Dept of Public Utilities								
Director's Office	196	4	192	1	239	8	246	12
Water	390	6	382	2	467	22	467	18
Power	89	1	82	1	110	1	110	1
Sanitary	393	0	358	1	470	14	470	2
Storm	21	0	21	0	26	2	26	2
Total	1,089	11	1,035	5	1,312	47	1,319	35

Operating Budget by Program				
Program	2022 Budget	2022 FTEs	2023 Proposed	2023 FTEs
Utilities Administration	\$ 12,600,643	28	\$ 13,882,258	34
Fiscal	5,269,563	37	5,282,718	37
Human Resources	3,611,780	32	4,176,306	34
Internal Services	95,470,885	0	101,077,053	0
Regulatory Compliance	3,745,482	30	4,061,702	3
Public Relations	405,774	3	414,958	14
Sustainability	719,872	5	1,975,956	11
Emergency Preparedness	1,148,469	10	1,347,763	0
Septic Tank Elimination Program	160,000	0	652,500	229
Customer Service	33,842,674	248	34,085,696	162
Maintenance	20,415,383	163	21,790,000	134
Engineering and Development	79,331,064	134	80,966,576	25
Fleet Management	2,827,875	26	3,023,930	286
Water Distribution	70,835,193	277	69,323,017	224
Wastewater Treatment	40,256,816	223	46,021,094	26
Stormwater Management	4,174,993	26	4,057,407	40
Electricity Distribution	16,934,534	41	21,503,284	30
Street Lighting	6,779,501	29	7,328,756	30
COVID-19	98,500	0	96,300	0
Debt Management	317,310,124	0	329,949,375	0
Department Total	\$ 715,939,125	1,312	\$ 751,016,649	1,319

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.



2023 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.

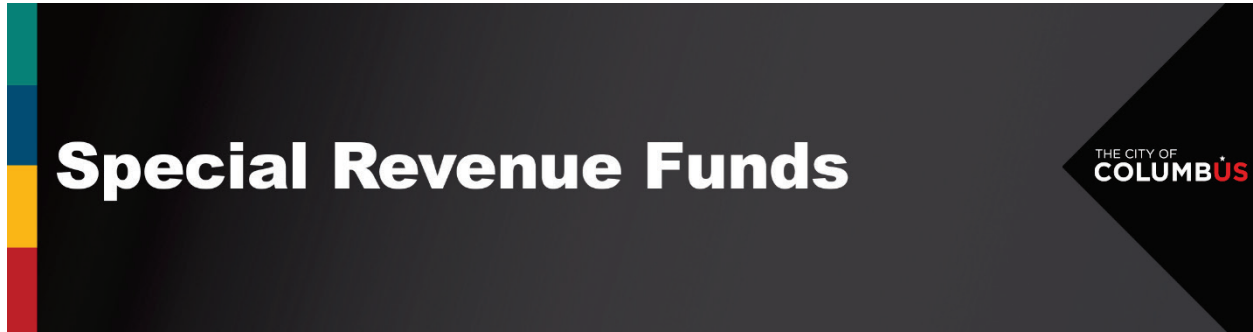
COVID-19

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.

2023 Cash Balance Statement

The municipal court computer fund is projected to begin 2023 with an unencumbered cash balance of \$1,332,698 and end the year with an available balance of \$285,659.

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 2023 is \$275,600. The expected revenue for the Clerk of Courts is \$860,000. In addition, a total of \$10,000 in cancellation of prior year encumbrances is assumed.

2023 Municipal Court Computer Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2023)	\$ 1,332,698
Plus Estimated 2023 Receipts	1,135,600
Plus Estimated Encumbrance Cancellations	10,000
Total Estimated Available Resources	\$ 2,478,298
Less 2023 Recommended Operating Budget	(2,192,639)
Projected Available Balance (December 31, 2023)	\$ 285,659

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.

2023 Cash Balance Statement

The street construction, maintenance, and repair fund is expected to begin 2023 with an unencumbered fund balance of \$18,941,543. Revenue for the SCMR fund is projected at \$67,950,000, and encumbrance cancellations of

\$1.4 million are anticipated. Assuming expenditures of approximately \$79.9 million, the fund will end 2023 with a balance of \$8,302,154.

2023 Street Construction Maintenance and Repair Balance Summary

Unencumbered Cash Balance (January 1, 2023)	\$ 18,941,543
Plus Estimated 2023 Receipts	67,950,000
Plus Estimated Encumbrance Cancellations	1,400,000
Total Estimated Available Resources	<u>\$ 88,291,543</u>
Less 2023 Recommended Operating Budget	(79,989,389)
Projected Available Balance (December 31, 2023)	<u>\$ 8,302,154</u>



2023 Revenue Summary

2023 Street Construction Maintenance and Repair Fund				
Revenue by Source and Year				
Historical and Projected				
	2020	2021	2022	2023
Revenue Summary	Actual	Actual	Estimated	Proposed
Motor Vehicle Fuel Tax	\$ 39,991,508	\$ 40,177,669	\$ 41,000,000	\$ 41,400,000
Motor Vehicle Licensing Fees	7,159,378	8,412,736	8,300,000	8,400,000
Snow/Street Cleaning	8,892,695	9,173,726	9,000,000	9,200,000
Capital Reimbursement	2,614,508	327,745	-	-
Franklin County Vehicle Tax	1,730,026	1,929,902	2,000,000	2,050,000
Franklin County Reimbursement	3,300,000	3,129,855	3,000,000	3,200,000
Permits	2,221,472	2,748,641	2,600,000	2,700,000
Damages/Contracts	482,386	596,689	550,000	300,000
Miscellaneous	4,147,425	488,629	1,000,000	700,000
Encumbrance Cancellations	1,991,778	1,281,085	2,500,000	1,400,000
Unencumbered Cash Balance	22,676,788	27,794,196	26,530,170	18,941,543
Total Resources	\$ 95,207,964	\$ 96,060,874	\$ 96,480,170	\$ 88,291,543
Percent Change		0.90%	0.44%	-8.49%

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 2023 and beyond are as follows:

- Motor vehicle fuel tax revenues remain relatively level. The projected annual growth is two percent in 2024 and beyond.
- Motor vehicle license tax revenue growth is projected at two percent in 2024 and beyond.
- Permit fees are projected to grow by two percent in 2024 and beyond. This revenue includes building, engineering, right-of-way, and zoning permits.
- Snow and street cleaning will increase by two percent in 2024, and each year thereafter. This revenue originates from snow and street cleaning operations performed by the Division of Infrastructure Management's Street Maintenance Section.
- Insurance cost projections include a two percent annual growth rate in 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 2023 and beyond.
- The projected ending fund balance is positive through 2023 and then negative in all years thereafter.

Special Revenue Funds

Street Construction Maintenance and Repair Fund													
PRO FORMA OPERATING STATEMENT													
	Actual	Estimated	Proposed										
	2021	2022	2023	2024	2025	2026	2027	2027	2028	2029	2030	2031	2032
Revenue													
Gasoline Taxes	40,177,669	41,000,000	41,400,000	42,228,000	43,072,560	43,934,011	44,812,691	45,708,945	46,623,124	47,555,587	48,506,698	\$ 48,506,698	49,476,832
Motor Vehicle License Tax	8,412,736	8,300,000	8,400,000	8,568,000	8,739,360	8,914,147	9,092,430	9,274,279	9,459,764	9,648,960	9,841,939	9,841,939	10,038,778
Snow/Street Cleaning	9,173,726	9,000,000	9,200,000	9,384,000	9,571,680	9,763,114	9,958,376	10,157,543	10,360,694	10,567,908	10,779,266	10,779,266	10,994,852
Capital Reimbursement	327,745	-	-	-	-	-	-	-	-	-	-	-	-
County Vehicle Tax	1,929,902	2,000,000	2,050,000	2,091,000	2,132,820	2,175,476	2,218,986	2,263,366	2,308,633	2,354,806	2,401,902	2,401,902	2,449,940
Franklin County Reimbursement	3,129,855	3,000,000	3,200,000	3,264,000	3,329,280	3,395,866	3,463,783	3,533,059	3,603,720	3,675,794	3,749,310	3,749,310	3,824,296
Permits	2,748,641	2,600,000	2,700,000	2,754,000	2,809,080	2,865,262	2,922,567	2,981,018	3,040,639	3,101,451	3,163,480	3,163,480	3,226,750
Damages/Contracts	596,689	550,000	300,000	306,000	312,120	318,362	324,730	331,224	337,849	344,606	351,498	351,498	358,528
Miscellaneous	488,629	1,000,000	700,000	714,000	728,280	742,846	757,703	772,857	788,314	804,080	820,162	820,162	836,565
Total Revenue	66,985,592	67,450,000	67,950,000	69,309,000	70,695,180	72,109,084	73,551,265	75,022,291	76,522,736	78,053,191	79,614,255	79,614,255	81,206,540
Beginning Fund Balance	27,794,196	26,530,170	18,941,543	8,302,154	(2,273,758)	(12,840,280)	(23,395,180)	(33,936,153)	(44,460,821)	(54,966,733)	(65,451,356)	(65,451,356)	(75,912,081)
Encumbrance Cancellations	1,281,085	2,500,000	1,400,000	1,442,000	1,485,260	1,529,818	1,575,712	1,622,984	1,671,673	1,721,823	1,773,478	1,773,478	1,826,682
Total Resources	96,060,874	96,480,170	88,291,543	79,053,154	69,906,682	60,798,621	51,731,798	42,709,121	33,733,588	24,808,282	15,936,377	15,936,377	7,121,141
Operating Expenses													
Personnel	29,778,866	31,483,934	36,900,615	37,638,627	38,391,400	39,159,228	39,942,412	40,741,261	41,556,086	42,387,208	43,234,952	43,234,952	44,099,651
Insurance	6,089,283	5,824,850	7,266,864	7,412,201	7,560,445	7,711,654	7,865,887	8,023,205	8,183,669	8,347,343	8,514,289	8,514,289	8,684,575
Materials & Supplies	3,511,790	3,789,591	3,944,000	3,983,440	4,023,274	4,063,507	4,104,142	4,145,184	4,186,635	4,228,502	4,270,787	4,270,787	4,313,495
Services	12,443,168	14,593,900	11,545,211	11,776,115	12,011,638	12,251,870	12,496,908	12,746,846	13,001,783	13,261,818	13,527,055	13,527,055	13,797,596
Pro Rata	2,600,000	2,600,000	2,700,000	2,696,625	2,750,558	2,805,569	2,861,680	2,918,914	2,977,292	3,036,838	3,097,574	3,097,574	3,159,526
Technology	2,921,159	3,093,061	3,694,233	3,768,118	3,843,480	3,920,350	3,998,757	4,078,732	4,160,306	4,243,513	4,328,383	4,328,383	4,414,950
Fleet	5,607,959	6,297,802	7,397,966	7,471,946	7,546,665	7,622,132	7,698,353	7,775,337	7,853,090	7,931,621	8,010,937	8,010,937	8,091,046
311 Call Center Operations	305,578	362,324	396,000	403,920	411,998	420,238	428,643	437,216	445,960	454,880	463,977	463,977	473,257
Other	78,944	143,500	139,500	140,895	142,304	143,727	145,164	146,616	148,082	149,563	151,059	151,059	152,569
Capital Outlay	6,193,958	9,349,665	6,005,000	6,035,025	6,065,200	6,095,526	6,126,004	6,156,634	6,187,417	6,218,354	6,249,446	6,249,446	6,280,693
Total Operating Expenses	69,530,704	77,538,627	79,989,389	81,326,912	82,746,962	84,193,801	85,667,950	87,169,943	88,700,321	90,259,638	91,848,458	91,848,458	93,467,358
Ending Fund Balance	26,530,170	18,941,543	8,302,154	(2,273,758)	(12,840,280)	(23,395,180)	(33,936,153)	(44,460,821)	(54,966,733)	(65,451,356)	(75,912,081)	(75,912,081)	(86,346,217)

Health Special Revenue Fund

The 2023 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.



2023 Cash Balance Statement

The health special revenue fund is projected to begin and end 2023 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.

2023 Health Operating Fund Balance Summary	
Unencumbered Cash Balance (January 1, 2023)	\$ -
Plus Estimated 2023 Receipts	9,419,420
Plus General Fund Transfer	32,742,198
Plus Estimated Encumbrance Cancellations	100,000
Total Estimated Available Resources	42,261,618
Less 2023 Recommended Operating Budget	(42,261,618)
Projected Available Balance (December 31, 2023)	\$ -



2023 Revenue Summary

2023 Health Operating Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2020	2021	2022	2023
	Actual	Actual	Estimated	Proposed
General Fund Transfer	\$ 17,216,803	\$ 32,953,181	\$ 22,818,174	\$ 32,742,198
Licenses and Permit Fees	3,493,317	3,503,226	2,833,137	3,557,746
Home Health Inspections	-	-	-	-
Vital Statistics	1,274,237	1,559,480	1,576,065	1,703,900
Employee Assistance Program	489,050	-	434,011	434,010
Misc. Charges for Services	3,016,282	2,745,375	3,914,068	3,691,764
Misc. Revenues and Refunds	2,013,150	53,189	1,336,985	32,000
Encumbrance Cancellations	88,553	584,159	250,000	100,000
Unencumbered Cash Balance	608,627	168,020	4,147,374	-
Total Resources	\$ 28,200,019	\$ 41,566,630	\$ 37,309,813	\$ 42,261,618
Percent Change		47.40%	-10.24%	13.27%

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 2023, the general fund subsidy totals \$32,742,198 and represents approximately 78 percent of the department’s operating revenues. The department continues to focus on infectious disease investigation and tracing for COVID-19 and Monkey pox, vaccinations, and is able to subsidize its operations with state and federal 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. Revenues in 2023, excluding the general fund subsidy and encumbrance cancellations, are projected to be \$9,419,420, an increase of \$846,210 or 9.8 percent more than budgeted 2022 revenues of \$8,573,210.

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.

2023 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 2023, 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.

2023 Recreation and Parks Operation and Extension Fund Balance Summary	
Unencumbered Cash Balance (January 1, 2023)	\$ -
Plus Estimated 2023 Receipts	13,866,000
Plus General Fund Transfer	50,449,636
Plus Estimated Encumbrance Cancellations	900,000
Total Estimated Available Resources	\$ 65,215,636
Less 2023 Recommended Operating Budget	(65,215,636)
Projected Available Balance (December 31, 2023)	<u>\$ -</u>



2023 Revenue Summary

2023 Recreation and Parks Operation and Extension Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2020	2021	2022	2023
	Actual	Actual	Estimated	Proposed
Adult Sports	\$ 1,405,368	\$ 2,702,920	\$ 2,901,492	\$ 2,800,000
Aquatics	87,338	163,293	209,971	210,000
Recreation Centers	499,827	799,228	847,490	830,000
Youth Sports	72,635	150,693	187,483	185,000
Senior Citizen Centers	4,498	2,904	-	-
Miscellaneous Revenue	2,707,702	1,733,425	203,656	30,000
Permits Facilities and Docks	630,694	1,349,026	1,271,558	1,000,000
Special Activities Permits	13,247	24,293	175,887	165,000
CIP Reimbursement	1,099,295	1,101,122	1,513,918	2,413,000
Rent	44,209	32,401	30,105	32,000
Refunds	10,289	590	95,911	11,000
Golf	4,119,361	5,248,810	5,155,710	4,800,000
Therapeutic Recreation	25,515	31,085	43,382	45,000
Summer Camps	191,120	230,324	268,945	280,000
Cultural Arts	157,280	246,153	347,338	350,000
Fitness	20,153	51,253	117,183	110,000
Tennis	3,600	18,826	-	-
Capital Kids	-	474	-	-
Play Grant Reimbursement	37,647	-	75,000	75,000
Recreation Center IDs	746	1,897	2,093	-
Boat Clubs	108,157	174,604	160,320	170,000
Activenet Transaction Fees	52,718	84,139	117,504	110,000
Outdoor Education	141,251	30,879	193,163	250,000
COVID-19 Related Refunds	(1,056,879)	6,324	-	-
General Fund Transfer	42,005,613	42,562,142	43,387,465	50,449,636
Encumbrance Cancellations	730,074	1,686,009	1,045,000	900,000
Unencumbered Cash Balance	949,178	4,002,593	4,145,279	-
Total Resources	\$ 54,060,633	\$ 62,435,404	\$ 62,495,855	\$ 65,215,636
Percent Change		15.49%	0.10%	4.35%

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 2023 is approximately \$50.5 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 \$14.7 million in 2023.
- Revenue estimates for 2023 assume a return of all programming to post pandemic levels.

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.

2023 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 2023 with an unencumbered cash balance of \$12,890,401. Revenue to the fund is projected at \$24,200,000 in 2023, providing the department with total estimated resources of approximately \$37,190,401. After expenses estimated at \$28,357,674, the fund is projected to end 2023 with an unencumbered cash balance of \$8,832,727.

2023 Development Services Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2023)	\$ 12,890,401
Plus Estimated 2022 Receipts	24,200,000
Plus Estimated Encumbrance Cancellations	100,000
Total Estimated Available Resources	<u>\$ 37,190,401</u>
Less 2023 Recommended Operating Budget	(28,416,657)
Projected Available Balance (December 31, 2023)	<u>\$ 8,773,744</u>



2023 Revenue Summary

2023 Development Services Fund				
Revenue by Source and Year				
Historical and Projected				
	2020	2021	2022	2023
Revenue Summary	Actual	Actual	Estimated	Proposed
Residential Construction	\$ 3,785,819	\$ 3,984,036	\$ 3,541,464	\$ 3,541,464
Commercial Construction	11,534,998	12,685,008	13,516,588	13,516,588
Zoning	2,306,565	2,865,490	2,788,903	2,788,903
License/Registration	1,320,825	2,579,343	1,721,545	1,721,545
Other	4,034,380	2,177,724	2,631,500	2,631,500
Encumbrance Cancellations	153,014	256,063	185,000	100,000
Unencumbered Cash Balance	15,758,567	15,708,527	16,887,996	12,890,401
Total Resources	\$ 38,894,168	\$ 40,256,191	\$ 41,272,996	\$ 37,190,401
Percent Change		3.50%	2.53%	-9.89%

Note:

- The department expects all revenue classes to remain flat in 2023 based on historical trends. Revenues come from zoning, licenses, registrations as well as 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 2023 and beyond are as follows:

- Revenue is estimated at 0% growth in 2023 and is projected to increase by 15% in 2024 and 2029 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 increases 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	Estimated	Proposed									
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
REVENUE SOURCE												
Residential Construction	\$ 3,984,036	\$ 3,541,464	\$ 3,541,464	\$ 4,072,684	\$ 4,113,410	\$ 4,154,545	\$ 4,196,090	\$ 4,238,051	\$ 4,873,759	\$ 4,922,496	\$ 4,971,721	\$ 5,021,438
Commercial Construction	12,685,008	13,516,588	13,516,588	15,544,076	15,699,517	15,856,512	16,015,077	16,175,228	18,601,512	18,787,527	18,975,403	19,165,157
Zoning	2,865,490	2,788,903	2,788,903	3,207,238	3,239,311	3,271,704	3,304,421	3,337,465	3,838,085	3,876,466	3,915,230	3,954,383
License/registration	2,579,343	1,721,545	1,721,545	1,979,777	1,999,575	2,019,570	2,039,766	2,060,164	2,369,188	2,392,880	2,416,809	2,440,977
All Other	2,177,724	2,631,500	2,631,500	3,026,225	3,056,487	3,087,052	3,117,923	3,149,102	3,621,467	3,657,682	3,694,259	3,731,201
Insurance Refund	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	24,291,601	24,200,000	24,200,000	27,830,000	28,108,300	28,389,383	28,673,277	28,960,010	33,304,011	33,637,051	33,973,422	34,313,156
Beginning Unenc. Fund Balance	15,708,527	16,887,996	12,890,401	8,832,727	7,815,029	6,515,701	4,926,453	3,038,800	844,065	2,205,320	3,280,248	4,059,939
Encumbrance Cancellations	256,063	185,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
TOTAL RESOURCES	40,256,191	41,272,996	37,190,401	36,762,727	36,023,329	35,005,084	33,699,730	32,098,810	34,248,076	35,942,372	37,353,669	38,473,095
EXPENDITURES												
Operations & Maintenance:												
Personnel Services	15,331,568	17,183,204	18,311,520	18,677,750	19,051,305	19,432,332	19,820,978	20,217,398	20,621,746	21,034,181	21,454,864	21,883,961
Employee Insurance	2,768,511	2,790,833	3,251,238	3,316,263	3,382,588	3,450,240	3,519,245	3,589,629	3,661,422	3,734,650	3,809,344	3,885,530
27th Pay Period	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Supplies	150,332	177,006	169,100	172,482	175,932	179,450	183,039	186,700	190,434	194,243	198,128	202,090
Services	1,205,384	3,919,902	1,740,371	1,775,178	1,810,682	1,846,896	1,883,834	1,921,510	1,959,940	1,999,139	2,039,122	2,079,904
Pro Rata	979,547	1,118,070	1,089,000	1,252,350	1,264,874	1,277,522	1,290,297	1,303,200	1,498,680	1,513,667	1,528,804	1,544,092
Technology	2,101,784	2,582,695	2,962,000	3,021,240	3,081,665	3,143,298	3,206,164	3,270,287	3,335,693	3,402,407	3,470,455	3,539,864
Fleet	108,169	110,985	250,945	255,964	261,083	266,305	271,631	277,064	282,605	288,257	294,022	299,903
Other	222,900	200,500	148,500	151,470	154,499	157,589	160,741	163,956	167,235	170,580	173,991	177,471
Capital Outlay	-	299,400	435,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000
Transfers	500,000	-	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATIONS & MAINTENANCE	23,368,195	28,382,595	28,357,674	28,947,697	29,507,628	30,078,632	30,660,929	31,254,745	32,042,756	32,662,124	33,293,730	33,937,816
DEBT SERVICE												
Principal	-	-	-	-	-	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL DEBT SERVICE	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSE	23,368,195	28,382,595	28,357,674	28,947,697	29,507,628	30,078,632	30,660,929	31,254,745	32,042,756	32,662,124	33,293,730	33,937,816
ENDING FUND BALANCE	\$ 16,887,996	\$ 12,890,401	\$ 8,832,727	\$ 7,815,029	\$ 6,515,701	\$ 4,926,453	\$ 3,038,800	\$ 844,065	\$ 2,205,320	\$ 3,280,248	\$ 4,059,939	\$ 4,535,279

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.

2023 Cash Balance Statement

The projection of total revenue attributable to the 1111 E. Broad Street fund for 2023 is \$1,646,849. The projected 2023 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.

2023 1111 East Broad Street Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2023)	\$ -
Plus Estimated 2023 Receipts	1,646,849
Plus Estimated General Fund Transfer	-
Plus Estimated Encumbrance Cancellations	-
Total Estimated Available Resources	<u>\$ 1,646,849</u>
Less 2023 Recommended Operating Budget	(1,646,849)
Projected Available Balance (December 31, 2023)	<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.

2023 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 per 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 2023 are budgeted at \$5,013,928 and encumbrance cancellations of \$30,000 are expected. Public Service anticipates that by the end of 2023, the fund will have a remaining balance of \$650,741.

2023 Private Inspection Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2023)	\$ 864,694
Plus Estimated 2023 Receipts	5,013,928
Plus Estimated Encumbrance Cancellations	30,000
Total Estimated Available Resources	\$ 5,908,622
Less 2023 Recommended Operating Budget	(5,257,881)
Projected Available Balance (December 31, 2023)	\$ 650,741

Special Revenue Funds

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Internal Service Funds

THE CITY OF
COLUMBUS

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.

2023 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.

2023 Employee Benefits Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2023)	\$ -
Plus Estimated 2023 Receipts	6,723,081
Total Estimated Available Resources	\$ 6,723,081
Less 2023 Recommended Operating Budget - Human Resources	(6,303,081)
Less 2023 Recommended Operating Budget - Finance	(420,000)
Projected Available Balance (December 31, 2023)	<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.

2023 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 2023 with an unencumbered cash balance of \$349,252 and end the year with the same amount. 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.

2023 Print and Mailroom Services Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2023)	\$ 349,252
Plus Estimated 2023 Print Services Receipts	715,434
Plus Estimated 2023 Mailroom Services Receipts	1,407,771
Plus Estimated Encumbrance Cancellations	-
Total Estimated Available Resources	<u>\$ 2,472,457</u>
Less 2023 Recommended Operating Budget - Print	(715,434)
Less 2023 Recommended Operating Budget - Mailroom	(1,407,771)
Projected Available Balance (December 31, 2023)	<u><u>\$ 349,252</u></u>

2023 Revenue Summary

2023 Print and Mailroom Services Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2020	2021	2022	2023
	Actual	Actual	Estimated	Proposed
Print Services	\$ 537,266	\$ 574,945	\$ 641,081	\$ 715,434
Mailroom Services	1,120,401	1,063,841	1,255,139	1,407,771
Encumbrance Cancellations	-	48,774	-	-
Unencumbered Cash Balance	279,676	255,341	349,252	349,252
Total Resources	<u>\$ 1,937,343</u>	<u>\$ 1,942,901</u>	<u>\$ 2,245,472</u>	<u>\$ 2,472,457</u>
Percent Change		0.29%	15.57%	10.11%

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.

2023 Cash Balance Statement

The beginning year unencumbered cash balance in this fund is projected at \$224,117. The 2023 revenue estimate is equal to a projection of 3,588 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 \$1,290,975, the anticipated fund balance by year end is \$22,692.

2023 Land Acquisition Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2023)	\$ 224,117
Plus Estimated 2023 Receipts	1,076,400
Plus Estimated Encumbrance Cancellations	13,150
Total Estimated Available Resources	\$ 1,313,667
Less 2023 Recommended Operating Budget	(1,290,975)
Projected Available Balance (December 31, 2023)	\$ 22,692

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.

2023 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 \$313,535 and end the year with \$613,535. 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.

2023 Technology Services Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2023)	\$ 313,535
Plus Estimated 2023 Receipts	52,999,453
Plus Estimated Encumbrance Cancellations	300,000
Less Billing True-up to Agencies	-
Total Estimated Available Resources	<u>\$ 53,612,988</u>
Less 2023 Recommended Operating Budget	(52,999,453)
Projected Available Balance (December 31, 2023)	<u>\$ 613,535</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 and insurance, grow three percent while supplies, maintenance, and capital expenses grow two percent annually in 2024 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.
- This pro forma indicates an approximate 18 percent increase in revenues in 2023 over 2022 projections.



Internal Service Funds

**INFORMATION SERVICES DIVISION
PRO FORMA OPERATING STATEMENT**

	Actual 2020	Actual 2021	Estimated 2022	Requested 2023	2024	2025	2026	2027	2028	2029	2030	2031
REVENUES BY SOURCE												
Other Fund-Direct Charge	\$ 4,947,615	\$ 4,217,097	\$ 5,964,581	\$ 6,903,959	\$ 7,042,038	\$ 7,182,879	\$ 7,326,537	\$ 7,473,067	\$ 7,622,529	\$ 7,774,979	\$ 7,930,479	\$ 8,089,088
Other Fund-Indirect Charge	15,846,408	12,831,945	16,637,712	19,120,210	19,817,048	20,336,343	21,157,116	21,805,082	22,631,739	23,041,798	23,731,730	24,384,173
General Fund-Direct Charge	1,508,825	6,686,288	2,570,013	2,908,004	2,966,164	3,025,487	3,085,997	3,147,717	3,210,671	3,274,885	3,340,383	3,407,190
General Fund-Indirect Charge	18,320,560	15,919,434	19,696,157	23,962,456	24,835,770	25,486,578	26,515,214	27,327,280	28,363,290	28,877,198	29,741,856	30,559,533
Outside Source Revenue	502,515	142,475	101,593	104,824	108,644	111,491	115,991	119,543	124,075	126,324	130,106	133,683
TOTAL REVENUE	41,125,923	39,797,238	44,970,056	52,999,453	54,769,664	56,142,779	58,200,855	59,872,690	61,952,305	63,095,184	64,874,554	66,573,667
Encumbrance Cancellations	1,150,071	841,720	1,234,008	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Beginning Fund Balance	4,112,351	7,096,978	1,100,163	313,535	613,535	1,847,900	3,048,132	4,213,957	5,340,264	5,340,264	6,427,085	6,392,561
TOTAL RESOURCES	46,388,345	47,735,937	47,304,227	53,612,988	55,683,199	58,290,679	61,548,986	64,386,648	67,592,569	68,735,448	71,601,639	73,266,229
EXPENDITURES												
Operating - Admin & ISD												
Personnel Services	17,357,388	16,251,651	16,838,235	21,728,921	22,380,789	23,052,212	23,743,779	24,456,092	25,189,775	25,945,468	26,723,832	27,525,547
27th pay period	-	-	-	-	-	-	-	-	-	-	-	-
Health Insurance	2,798,733	2,368,974	2,196,252	2,942,096	3,030,359	3,121,270	3,214,908	3,311,355	3,410,696	3,513,016	3,618,407	3,726,959
Materials & Supplies	1,064,277	970,665	1,478,679	1,602,635	1,634,688	1,667,381	1,700,729	1,734,744	1,769,439	1,804,827	1,840,924	1,877,742
Services	13,905,529	22,630,122	20,059,567	19,937,533	20,336,284	20,743,009	21,157,870	21,581,027	22,012,647	22,452,900	22,901,958	23,359,998
Fleet	19,433	11,048	32,620	39,956	40,755	41,570	42,402	43,250	44,115	44,997	45,897	46,815
Other	186	105	245	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172
Capital Outlay	44,495	60,344	326,678	155,060	158,161	161,324	164,551	167,842	171,199	174,623	178,115	181,678
Total Operating Expenses	35,190,039	42,292,908	40,932,276	46,407,201	47,582,055	48,787,808	50,025,299	51,295,392	52,598,974	53,936,958	55,310,282	56,719,910
Debt Service - Principal	4,040,000	4,315,000	5,045,000	5,285,000	4,975,000	4,940,000	5,500,000	5,665,000	6,306,429	6,015,714	7,080,000	7,339,286
Debt Service - Interest	61,328	27,865	1,013,416	1,307,252	1,278,243	1,514,740	1,809,730	2,085,992	2,260,081	2,390,214	2,484,271	2,514,471
Total Debt Service Expenses	4,101,328	4,342,865	6,058,416	6,592,252	6,253,243	6,454,740	7,309,730	7,750,992	8,566,510	8,405,929	9,564,271	9,853,757
TOTAL EXPENSES	39,291,367	46,635,773	46,990,692	52,999,453	53,835,298	55,242,547	57,335,029	59,046,383	61,165,484	62,342,887	64,874,554	66,573,667
ENDING FUND BALANCE	\$ 7,096,978	\$ 1,100,163	\$ 313,535	\$ 613,535	\$ 1,847,900	\$ 3,048,132	\$ 4,213,957	\$ 5,340,264	\$ 6,427,085	\$ 6,392,561	\$ 6,727,085	\$ 6,692,561

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.

2023 Cash Balance Statement

The Fleet Management Division recovers its costs by billing user agencies for services provided. The revenue includes rates of \$75 per hour for light vehicles and \$95 per hour for heavy vehicles, a 35 percent markup on parts, a 5 percent markup on commercial services and credit card fuel purchases, and a fuel overhead rate of \$0.25 per gallon for bulk fuel.

The fleet management services fund is projected to start the year with an unencumbered cash balance of \$159,481 and will end in 2023 with a positive unencumbered cash balance of \$1,259,481.

2023 Fleet Management Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2023)	\$ 159,481
Plus Estimated 2023 Receipts	45,443,885
Plus Estimated Encumbrance Cancellations	1,100,000
Total Estimated Available Resources	<u>\$ 46,703,366</u>
Less 2023 Recommended Operating Budget	(45,443,885)
Projected Available Balance (December 31, 2023)	<u><u>\$ 1,259,481</u></u>

2023 Revenue Summary

2023 Fleet Management Fund				
Revenue by Source and Year				
Historical and Projected				
	2020	2021	2022	2023
Revenue Summary	Actual	Actual	Estimated	Proposed
Public Safety	\$ 15,948,480	\$ 16,143,427	\$ 18,664,449	\$ 20,368,237
Refuse Collection	7,208,187	7,296,297	9,761,109	10,652,154
Other General Fund	1,860,722	1,883,467	335,758	2,608,084
Other Funds	8,670,990	8,776,980	12,533,759	11,815,410
Refunds/Miscellaneous	910,707	1,125,379	1,100,000	-
Encumbrance Cancellations	966,060	1,237,146	1,100,000	1,100,000
Unencumbered Cash Balance	(4,004,505)	(2,219,506)	(2,983,022)	159,481
Total Resources	<u>\$ 31,560,641</u>	<u>\$ 34,243,190</u>	<u>\$ 40,512,053</u>	<u>\$ 46,703,366</u>
Percent Change		8.50%	18.31%	15.28%

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 2024 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 2021	Estimated 2022	Proposed 2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
REVENUE SOURCE												
Public Safety	\$ 16,143,427	\$ 18,664,449	\$ 20,368,237	\$ 20,571,919	\$ 20,777,639	\$ 20,985,415	\$ 21,195,269	\$ 21,407,222	\$ 21,621,294	\$ 21,837,507	\$ 22,055,882	\$ 22,276,441
Refuse Collection	7,296,297	9,761,109	10,652,154	10,758,676	10,866,262	10,974,925	11,084,674	11,195,521	11,307,476	11,420,551	11,534,756	11,650,104
Other General Fund Divisions	1,883,467	335,758	2,608,084	2,634,165	2,660,506	2,687,112	2,713,983	2,741,122	2,768,534	2,796,219	2,824,181	2,852,423
Other Funds	8,776,980	12,533,759	11,815,410	11,933,564	12,052,900	12,173,429	12,295,163	12,418,115	12,542,296	12,667,719	12,794,396	12,922,340
Miscellaneous Revenues	1,125,379	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	35,225,550	41,295,075	45,443,885	45,898,324	46,357,307	46,820,880	47,289,089	47,761,980	48,239,600	48,721,996	49,209,216	49,701,308
Beginning Fund Balance	(2,219,506)	(2,983,023)	159,481	1,259,481	2,006,353	2,412,286	3,192,479	4,100,738	6,475,449	8,737,138	10,617,516	11,954,887
Encumbrance Cancellations	1,237,146	1,100,000	1,100,000	1,111,000	1,122,110	1,133,331	1,144,664	1,156,111	1,167,672	1,179,349	1,191,142	1,203,054
TOTAL RESOURCES	34,243,190	39,412,052	46,703,366	48,268,805	49,485,770	50,366,497	51,626,233	53,018,829	55,882,721	58,638,483	61,017,874	62,859,249
EXPENDITURES												
Personnel Services	9,166,501	9,393,351	10,262,763	10,468,018	10,677,379	10,890,926	11,108,745	11,330,920	11,557,538	11,788,689	12,024,463	12,264,952
27th Pay Period	-	-	-	-	-	-	-	-	-	-	-	-
Health Insurance	1,991,895	1,932,729	2,230,747	2,275,362	2,320,869	2,367,287	2,414,632	2,462,925	2,512,183	2,562,427	2,613,676	2,665,949
Materials & Supplies	15,539,746	16,851,018	19,251,697	19,636,731	20,029,466	20,430,055	20,838,656	21,255,429	21,680,538	22,114,148	22,556,431	23,007,560
Services	5,178,722	5,801,702	8,363,810	8,531,086	8,701,708	8,875,742	9,053,257	9,234,322	9,419,009	9,607,389	9,799,536	9,995,527
Capital	-	-	25,000	25,500	26,010	26,530	27,061	27,602	28,154	28,717	29,291	29,877
Other	1,000	1,270	1,500	1,530	1,561	1,592	1,624	1,657	1,690	1,723	1,758	1,793
Total Operations & Maintenance	31,877,864	33,980,071	40,135,517	40,938,228	41,756,992	42,592,132	43,443,975	44,312,854	45,199,111	46,103,094	47,025,155	47,965,659
Director's Office	869,571	922,500	1,042,821	1,063,677	1,084,951	1,106,650	1,128,783	1,151,359	1,174,386	1,197,874	1,221,831	1,246,268
Debt Service												
Principal	3,770,000	3,800,000	3,815,000	3,815,000	3,850,000	3,165,000	2,680,000	860,000	550,000	480,000	560,000	640,000
Interest	708,777	550,000	450,547	445,547	381,541	310,236	272,737	219,168	222,085	240,000	256,000	268,000
Total Debt Service	4,478,777	4,350,000	4,265,547	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	37,226,212	39,252,571	45,443,885	46,262,452	47,073,485	47,174,018	47,525,494	46,543,380	47,145,582	48,020,967	49,062,986	50,119,926
ENDING FUND BALANCE	\$ (2,983,023)	\$ 159,481	\$ 1,259,481	\$ 2,006,353	\$ 2,412,286	\$ 3,192,479	\$ 4,100,738	\$ 6,475,449	\$ 8,737,138	\$ 10,617,516	\$ 11,954,887	\$ 12,739,323

Construction Inspection Fund

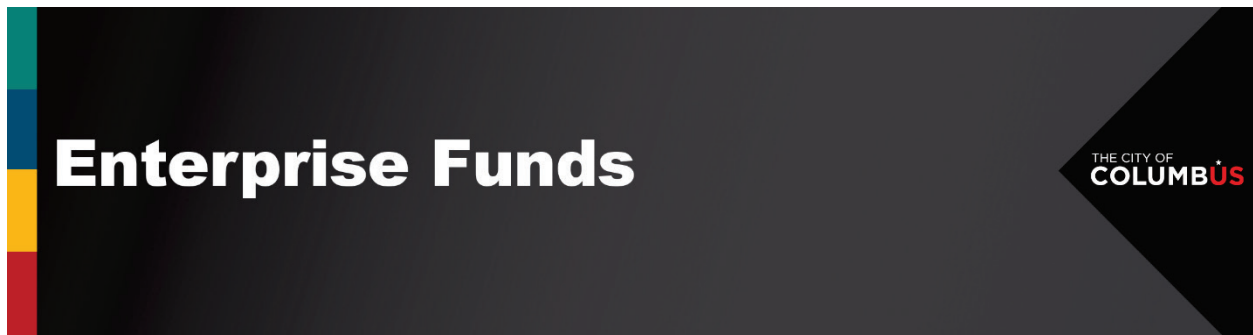
On April 1, 2009, the Department of Public Service ceased all expenditure and revenue activity in the development services fund and established two new funds: the private construction inspection fund and the internal service construction inspection fund. The construction inspection fund captures the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

2023 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 \$3,526,747. Revenues for 2023 are budgeted at \$11,899,165 and encumbrance cancellations of \$70,000 are expected. With a proposed budget of \$12,916,579, the fund is projected to end the year with an unencumbered cash balance of \$2,579,333.

2023 Construction Inspection Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2023)	\$ 3,526,747
Plus Estimated 2023 Receipts	11,899,165
Plus Estimated Encumbrance Cancellations	70,000
Total Estimated Available Resources	\$ 15,495,912
Less 2023 Recommended Operating Budget	(12,916,579)
Projected Available Balance (December 31, 2023)	\$ 2,579,333



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.

2023 Cash Balance Statement

The projected beginning year 2023 cash balance is \$265.3 million, which includes \$79.5 million in two reserve funds and an Environmental Protection Agency mandated replacement fund.

2023 Sewerage and Drainage Operating Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2023)	\$ 265,277,159
Plus Estimated 2023 Receipts	329,676,352
Total Estimated Available Resources	<u>\$ 594,953,511</u>
Less 2023 Recommended Operating Budget (Sewers/Drains)	(332,787,603)
Less 2023 Recommended Operating Budget (Administration)	(15,844,434)
Projected Available Balance (December 31, 2023)	<u>\$ 246,321,474</u>

2023 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.

2023 Sewerage and Drainage Operating Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2020	2021	2022	2023
	Actual	Actual	Estimated	Proposed
Sewer Sales	\$ 229,482,255	\$ 237,151,482	\$ 246,637,541	\$ 262,329,855
Wet Weather Charges	40,792,447	42,594,596	44,298,379	47,419,185
System Capacity Charges	7,889,516	8,451,144	7,393,557	7,467,492
Investment Earnings	7,248,140	3,656,462	3,018,669	3,033,763
Storm Maintenance Reimbursement	7,899,551	7,007,232	7,357,593	7,541,533
Other Revenue	5,581,979	2,420,813	1,882,642	1,884,524
Cash Balance	229,844,118	262,432,379	268,576,039	265,277,159
Total Resources	\$ 528,738,006	\$ 563,714,108	\$ 579,164,420	\$ 594,953,511
Percent Change		6.62%	2.74%	2.73%

Notes:

- The Sewer and Water Advisory Board recommended a five percent increase in rates for 2023. With this increase, revenues, excluding the beginning balance, will total \$329.7 million in 2023.
- The interest earnings projection in 2023 estimates a 0.5 percent increase over 2022 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 2023. 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 2023. 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 2021 through 2032, 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 which will produce 6 percent more revenue in 2023.
- 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 1 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 2023 operations and maintenance budget includes \$14.5 million to pay pro rata (payment to the general fund for services provided to the utility divisions by general fund agencies).
- In 2023, the division will pay over \$205 million in debt service costs related to various debt issuances. 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 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 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 2023, \$15.8 million is allocated in this fund for the Director's Office.

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

	Actuals 2021	Estimated 2022	Proposed 2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Revenue												
Sewer Sales	237,151	246,638	247,871	266,112	285,720	306,799	329,458	353,816	380,003	408,154	434,387	462,327
Sewer Sales Increase	-	-	14,459	15,523	16,667	17,897	19,218	20,639	22,167	20,408	21,719	19,264
Wet Weather	42,595	44,298	44,835	47,994	51,216	54,664	58,344	62,271	66,462	70,095	73,418	76,923
Wet Weather Increase	-	-	2,584	2,615	2,800	2,988	3,189	3,403	3,632	3,323	3,505	3,059
Investment Earnings	3,656	3,019	3,034	3,049	3,064	3,079	3,095	3,110	3,126	3,142	3,157	3,173
System Capacity Charges	8,451	7,394	7,467	7,542	7,618	7,694	7,771	7,848	7,927	8,006	8,086	8,167
Other	2,421	1,883	1,885	1,886	1,888	1,890	1,892	1,894	1,896	1,898	1,900	1,902
Reimbursement from Stormwater Fund	7,007	7,358	7,542	7,730	7,923	8,121	8,324	8,533	8,746	8,965	9,189	9,418
Total Revenue	301,282	310,588	329,676	352,452	376,897	403,132	431,291	461,515	493,959	523,990	555,361	584,232
Beginning Fund Balance	262,432	268,576	265,277	246,351	222,120	204,063	184,414	175,475	166,494	141,251	107,647	78,828
Total Resources	563,714	579,164	594,954	598,803	599,017	607,195	615,705	636,990	660,453	665,241	663,008	663,060
Operating Expenses												
Personnel Services	33,300	32,189	38,577	39,734	40,927	42,154	43,419	44,722	46,063	47,445	48,868	50,334
Health Insurance	6,947	6,041	8,256	8,668	9,102	9,557	10,035	10,536	11,063	11,616	12,197	12,807
Supplies & Materials	9,354	12,072	14,763	15,206	15,663	16,132	16,616	17,115	17,628	18,157	18,702	19,263
Pro Rata	12,764	13,958	14,425	15,860	16,960	18,141	19,408	20,768	22,228	23,580	24,991	26,290
Contractual Services	35,706	42,055	47,963	49,402	50,884	52,411	53,983	55,603	57,271	58,989	60,758	62,581
Other	77	112	125	125	126	126	127	128	128	129	130	130
Equipment	1,664	1,922	3,408	3,510	3,615	3,724	3,835	3,950	4,069	4,191	4,317	4,446
Department of Public Utilities Allocation	11,499	13,838	15,844	16,161	16,485	16,814	17,151	17,494	17,843	18,200	18,564	18,936
Transfers	-	26,047	-	-	-	-	-	-	-	-	-	-
Total Operating Expenses	111,312	148,234	143,361	148,668	153,761	159,060	164,574	170,315	176,294	182,307	188,528	194,788
Debt Service												
Revenue Bond	38,268	-	33,555	43,977	42,598	36,898	20,563	47,870	73,958	77,121	78,842	32,756
General Obligation	41,776	65,217	62,846	60,616	58,857	55,424	52,150	49,107	47,567	45,021	40,789	36,824
OWPCLF/OWDA Debt - Non Wet Weather	102,811	100,095	100,094	97,628	94,934	94,394	105,465	90,065	76,656	74,239	71,475	70,239
Proposed New Debt	-	-	6,907	25,294	44,304	76,505	96,977	112,639	144,226	178,406	204,046	228,843
Fiscal Charges	972	313	1,840	500	500	500	500	500	500	500	500	500
Assessments	-	29	-	-	-	-	-	-	-	-	-	-
Total Debt Service	183,827	165,653	205,242	228,015	241,193	263,721	275,655	300,181	342,908	375,287	395,651	369,162
Total Expense	295,138	313,887	348,603	376,683	394,954	422,781	440,230	470,496	519,202	557,594	584,179	563,950
Ending Fund Balance	268,576	265,277	246,351	222,120	204,063	184,414	175,475	166,494	141,251	107,647	78,828	99,110

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.

2023 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 2023, there is a projected cash balance of almost \$24.2 million, which reflects the combined balances of the reserve and operating funds.

2023 Electricity Enterprise Fund Balance Summary	
Unencumbered Cash Balance (January 1, 2023)	\$ 24,184,906
Plus Estimated 2023 Receipts	91,961,011
Total Estimated Available Resources	\$ 116,145,917
Less 2023 Recommended Operating Budget (Power)	(106,920,022)
Less 2023 Recommended Operating Budget (Administration)	(3,390,929)
Projected Available Balance (December 31, 2023)	\$ 5,834,966

2023 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.

2023 Electricity Enterprise Fund				
Revenue by Source and Year				
Historical and Projected				
	2020	2021	2022	2023
Revenue Summary	Actual	Actual	Estimated	Proposed
Charges for Electrical Service	\$ 79,898,714	\$ 82,302,485	\$ 87,167,783	\$ 89,061,011
Investment Earnings	902,734	1,096,913	-	1,000,000
Other Revenue	2,285,372	2,942,510	351,627	1,896,080
Street Light Assessments	8,211	-	3,843	3,920
Cash Balance	36,983,055	33,536,219	34,037,580	24,184,906
Total Resources	\$ 120,078,086	\$ 119,878,127	\$ 121,560,833	\$ 116,145,917
Percent Change		-0.17%	1.40%	-4.45%

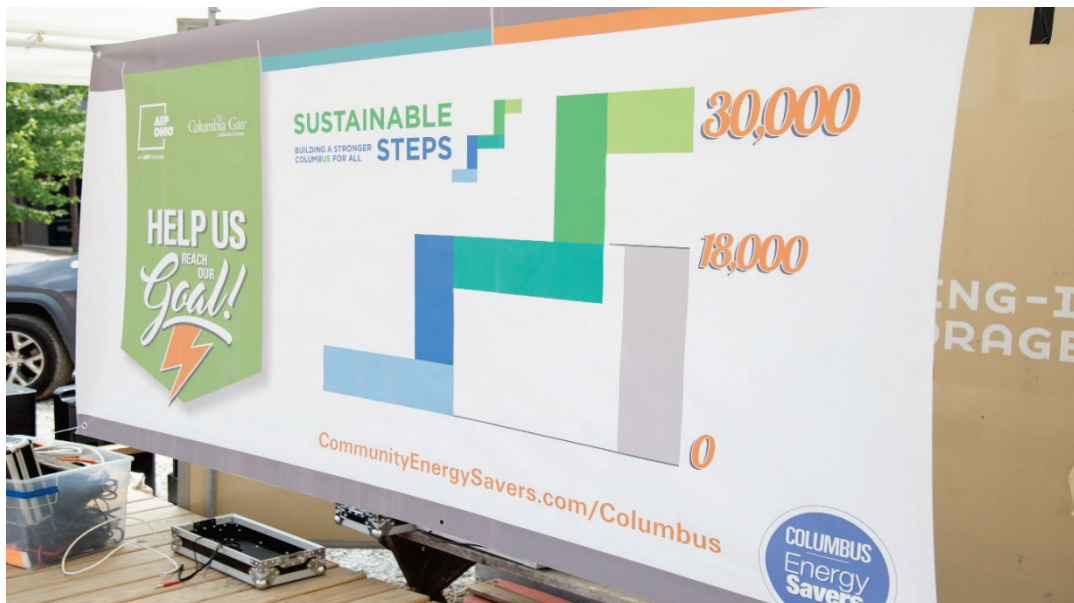
Notes:

- Revenues, excluding the beginning year cash balance, are expected to be just over \$89.1 million in 2023.
- 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 2023. In 2023, the general fund will retain 100 percent of the value of the kilowatt hour tax.
- 2023 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 2021 through 2032. 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 2023, \$59 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 2023, \$3.4 million is allocated in this fund for this purpose.



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

	Actuals	Estimated	Proposed									
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Revenue												
Residential Electricity Sales	9,685	10,789	11,437	12,123	12,850	13,621	14,439	15,305	16,223	17,197	18,228	19,322
Commercial Electricity Sales	67,917	70,315	71,018	71,728	72,446	73,170	73,902	74,641	75,387	76,141	76,903	77,672
Expressway Lighting	475	523	522	524	527	530	532	535	538	540	543	546
Kilowatt Hour Tax Reduction	(3,313)	(3,407)	(3,424)	(3,441)	(3,458)	(3,475)	(3,493)	(3,510)	(3,528)	(3,545)	(3,563)	(3,581)
(Cogen) DOP Revenue Loss - Energy Charges	-	-	(1,268)	(1,268)	(1,269)	(1,270)	(1,270)	(2,370)	(2,371)	(2,372)	(2,373)	(2,374)
(Cogen) DOP Revenue Loss - Demand Charges	-	-	(539)	(540)	(540)	(540)	(541)	(1,023)	(1,023)	(1,024)	(1,024)	(1,025)
(Cogen) DOP Incremental Revenue	-	-	277	274	289	310	305	300	292	290	290	290
AMI	-	-	500	500	500	500	500	500	500	500	500	500
Electric Standby Rate	-	-	335	339	342	345	349	352	356	360	363	367
PCRA	7,538	8,947	9,036	9,127	9,218	9,310	9,403	9,497	9,592	9,688	9,785	9,883
Other Revenues	2,943	355	3,066	1,938	1,977	2,016	2,057	2,098	2,140	2,183	2,226	2,271
Investment Earnings	1,097	-	1,000	1,050	1,103	1,158	1,216	1,276	1,340	1,407	1,477	1,551
Total Revenue	86,342	87,523	91,961	92,354	93,984	95,676	97,399	97,602	99,447	101,364	103,355	105,421
Beginning Fund Balance	33,536	34,038	24,185	5,835	(8,097)	(18,626)	(37,556)	(55,272)	(73,973)	(91,855)	(109,114)	(126,290)
Total Resources	119,878	121,561	116,146	98,189	85,888	77,050	59,843	42,331	25,473	9,510	(5,759)	-20,868
Operating Expenses												
Personnel Services	8,186	8,210	8,968	9,237	9,514	9,799	10,093	10,396	10,708	11,029	11,360	11,701
Health Insurance	1,416	1,262	1,704	1,789	1,878	1,972	2,071	2,175	2,283	2,397	2,517	2,643
Purchase Power	56,096	56,400	59,000	57,010	53,684	62,792	62,005	61,925	61,567	61,436	61,872	62,368
Supplies & Materials	2,558	6,212	7,088	7,301	7,520	7,745	7,978	8,217	8,464	8,718	8,979	9,248
Pro Rata	3,767	4,418	4,550	4,156	4,229	4,305	4,383	4,392	4,475	4,561	4,651	4,744
Services	8,005	11,125	14,499	14,934	15,382	15,844	16,319	16,809	17,313	17,832	18,367	18,918
Other	20	4	21	21	21	21	22	22	22	22	22	23
Capital Equipment	3,155	5,308	8,143	4,774	4,917	5,065	5,217	5,373	5,534	5,700	5,871	5,871
Department of Public Utilities Allocation	1,748	2,111	3,391	3,459	3,528	3,598	3,670	3,744	3,819	3,895	3,973	4,052
Total Operating Expenses	84,952	95,051	107,363	102,680	100,674	111,142	111,758	113,052	114,185	115,592	117,613	119,569
Debt Service												
General Obligation	-	2,206	2,551	2,469	2,393	2,055	1,988	1,922	1,855	1,784	1,708	1,467
Street Light Assessments	889	4	4	4	4	4	3	3	-	-	-	-
New Distribution Debt Service	-	-	293	1,033	1,344	1,305	1,266	1,227	1,188	1,149	1,110	1,071
Fiscal Charges	-	115	100	100	100	100	100	100	100	100	100	100
Total Debt Service	889	2,325	2,948	3,605	3,840	3,463	3,358	3,252	3,143	3,033	2,917	2,637
Total Expense	85,841	97,376	110,311	106,286	104,514	114,605	115,115	116,304	117,328	118,624	120,531	122,206
Ending Fund Balance	34,038	24,185	5,835	(8,097)	(18,626)	(37,556)	(55,272)	(73,973)	(91,855)	(109,114)	(126,290)	(143,075)

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.

2023 Cash Balance Statement

The projected beginning year 2023 cash balance is \$186.5 million, which includes \$45.0 million in a reserve fund.

2023 Water Operating Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2023)	\$ 186,483,647
Plus Estimated 2023 Receipts	244,364,247
Total Estimated Available Resources	<u>\$ 430,847,894</u>
Less 2023 Recommended Operating Budget (Water)	(230,237,114)
Less 2023 Recommended Operating Budget (Administration)	(14,411,604)
Projected Available Balance (December 31, 2023)	<u><u>\$ 186,199,177</u></u>

2023 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.

2023 Water Operating Fund Revenue by Source and Year Historical and Projected				
	2020	2021	2022	2023
Revenue Summary	Actual	Actual	Estimated	Proposed
Water Sales	\$ 193,273,710	\$ 205,433,741	\$ 212,700,017	\$ 226,120,677
Water Penalty Fee	1,078,318	652,912	1,516,471	1,546,800
System Capacity Charges	6,672,970	7,054,852	6,294,283	6,357,226
Sewer Billings	2,172,740	2,311,606	2,432,560	2,469,048
Meter Service Fee	688,598	919,750	952,126	961,647
Investment Earnings	4,786,613	2,550,384	2,019,127	3,135,405
Other Revenue	6,113,601	2,725,469	1,092,979	3,773,444
Cash Balance	145,391,058	172,677,466	188,287,162	\$ 186,483,647
Total Resources	\$ 360,177,608	\$ 394,326,180	\$ 415,294,724	\$ 430,847,894
Percent Change		9.48%	5.32%	3.75%

Notes:

- The Sewer and Water Advisory Board recommended a four percent increase in water rates for 2023. Water sales are projected to generate \$244.4 million in 2023.
- The low income discount is continued in 2023. This discount is applied to the commodity portion of the customer’s water bill to provide financial relief to qualifying customers.
- The 2023 investment earnings projection reflects an increase of two percent over 2022 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 2021 through 2032 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 2023.
- 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 2023, 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 2023 is just over \$10.2 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 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.
- A portion of the costs associated with the Public Utilities Director's Office is borne by the water enterprise operating fund. In 2023, \$14.4 million is allocated in this fund for this purpose.

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

	Actuals 2021	Estimated 2022	Proposed 2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Revenue												
Water Sales	205,434	204,792	215,353	229,416	237,480	248,214	259,433	271,159	283,416	296,226	309,615	323,610
Water Sales Increase	-	7,908	10,768	5,735	7,916	8,274	8,648	9,039	9,447	9,874	10,321	10,787
Investment Earnings	2,550	2,019	3,135	3,198	3,262	3,327	3,394	3,462	3,531	3,602	3,674	3,747
System Capacity Charges	7,055	6,294	6,357	6,421	6,485	6,550	6,615	6,682	6,748	6,816	6,884	6,953
CUBS Billing Charges	2,312	2,433	2,469	2,506	2,544	2,582	2,621	2,660	2,700	2,740	2,781	2,823
Penalties	653	1,516	1,547	1,578	1,609	1,641	1,674	1,708	1,742	1,777	1,812	1,849
Meter Service Fees	920	952	962	971	981	991	1,001	1,011	1,021	1,031	1,041	1,052
Other	2,725	1,093	1,098	1,104	1,109	1,115	1,121	1,126	1,132	1,137	1,143	1,149
Meter Revenue AMR	-	-	2,000	2,000	1,500	1,000	-	-	-	-	-	-
AMI Reimbursement from Sewer	-	-	675	-	-	-	-	-	-	-	-	-
Total Revenue	221,649	227,008	244,364	252,929	262,886	273,694	284,506	296,846	309,736	323,203	337,272	351,969
Beginning Fund Balance	172,677	188,287	186,484	186,229	192,208	203,239	177,024	154,068	124,979	105,066	80,164	65,367
Total Resources	394,326	415,295	430,848	439,158	455,094	476,933	461,530	450,914	434,716	428,270	417,436	417,336
Operating Expenses												
Personnel Services	33,493	33,998	37,647	38,777	39,940	41,138	42,373	43,644	44,953	46,302	47,691	49,121
Health Insurance	6,827	6,209	7,934	8,331	8,748	9,185	9,644	10,127	10,633	11,165	11,723	12,309
Supplies & Materials	19,494	26,628	26,336	27,126	27,940	28,778	29,641	30,531	31,446	32,390	33,362	34,362
Pro Rata	9,447	9,914	10,212	11,382	11,830	12,316	12,803	13,358	13,938	14,544	15,177	15,839
Contractual Services	26,636	30,726	30,495	31,410	32,352	33,323	34,322	35,352	36,412	37,505	38,630	39,789
Other	19	30	54	54	55	55	55	55	56	56	56	56
Equipment	1,546	1,830	2,251	2,318	2,388	2,459	2,533	2,609	2,687	2,768	2,851	2,936
Department of Public Utilities Allocation	10,408	12,491	14,412	14,700	14,994	15,294	15,600	15,912	16,230	16,554	16,885	17,223
Transfers	19,505	-	-	-	-	-	-	-	-	-	-	-
AMI SAAS NAAS Costs	216	1,350	1,350	-	-	-	-	-	-	-	-	-
Residuals	-	2,450	7,000	2,700	9,760	15,500	21,870	17,430	15,100	18,754	16,332	16,985
Total Operating Expenses	127,591	125,626	137,691	136,798	148,006	158,048	168,841	169,017	171,456	180,037	182,707	188,622
Debt Service												
General Obligation	78,448	102,620	103,491	97,030	79,045	100,892	89,066	98,982	93,657	89,213	82,810	71,710
Proposed New Debt	-	-	3,087	12,772	24,454	40,619	49,204	57,586	64,186	78,506	86,202	104,540
Fiscal Notes and Charges	-	565,155	350	350	350	350	350	350	350	350	350	350
Total Debt Service	78,448	103,185	106,928	110,152	103,849	141,861	138,621	156,918	158,194	168,068	169,362	176,600
Total Expense	206,039	228,811	244,619	246,950	251,855	299,909	307,461	325,935	329,649	348,106	352,069	365,222
Ending Fund Balance	188,287	186,484	186,229	192,208	203,239	177,024	154,068	124,979	105,066	80,164	65,367	52,114

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.

2023 Cash Balance Statement

A 2023 beginning year cash balance of \$39.5 million is projected for this fund. This includes a \$9.0 million reserve balance.

2023 Storm Sewer Maintenance Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2023)	\$ 39,548,856
Plus Estimated 2023 Receipts	<u>48,396,656</u>
Total Estimated Available Resources	\$ 87,945,512
Less 2023 Recommended Operating Budget (Storm Sewer)	(43,259,390)
Less 2023 Recommended Operating Budget (Administration)	(4,224,533)
Projected Available Balance (December 31, 2023)	<u><u>\$ 40,461,589</u></u>

2023 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 2023, the board has recommended a two percent increase.

2023 Storm Sewer Maintenance Fund Revenue by Source and Year Historical and Projected				
Revenue Summary	2020 Actual	2021 Actual	2022 Estimated	2023 Proposed
Storm Maintenance Fees	\$ 43,002,869	\$ 44,373,502	\$ 45,700,000	\$ 47,430,196
Investment Earnings	1,053,131	516,385	546,640	662,074
Other Revenue	363,778	391,865	19,087	20,041
Penalties	187,235	104,258	450,000	284,345
Cash Balance	27,152,175	32,991,068	38,687,937	39,548,856
Total Resources	\$ 71,759,188	\$ 78,377,078	\$ 85,403,664	\$ 87,945,512
Percent Change		9.22%	8.97%	2.98%

Storm Sewer Maintenance Fund Pro Forma Operating Statement

- The storm sewer maintenance pro forma operating statement assumes a 2 percent increase to the storm sewer maintenance fee in 2023. 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 5 percent, and loans from the Water Pollution Control Loan Fund at an assumed interest rate of 2.5 percent.
- A portion of the costs associated with the Public Utilities Director’s Office is borne by the storm sewer enterprise operating fund. In 2023, \$4.2 million is allocated in this fund for this purpose.

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

	Actuals 2021	Estimated 2022	Proposed 2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Revenue												
Storm Maintenance Service Charges	44,374	45,700	46,273	47,881	48,581	49,843	51,582	53,431	55,296	57,274	59,270	60,712
Rate Increase (Decrease)	-	-	1,157	399	810	1,246	1,290	1,336	1,382	1,432	988	1,012
Investment Earnings	516	547	662	695	730	766	805	845	887	932	978	1,027
Storm Sewer Maintenance Penalties	104	450	284	299	313	329	346	363	381	400	420	441
Other Revenues	392	19	20	21	22	23	24	26	27	28	30	31
Total Revenue	45,386	46,716	48,397	49,294	50,456	52,208	54,046	56,000	57,974	60,066	61,686	63,223
Beginning Fund Balance	32,991	38,688	39,549	40,462	39,294	35,747	33,091	27,151	22,363	17,791	13,192	9,310
Total Resources	78,377	85,404	87,946	89,756	89,750	87,955	87,137	83,151	80,337	77,857	74,878	72,533
Operating Expenses												
Personnel Services	1,695	1,801	2,189	2,255	2,323	2,392	2,464	2,538	2,614	2,693	2,773	2,857
Health Insurance	318	287	405	425	446	468	492	516	542	569	598	628
Supplies & Materials	30	149	126	130	134	138	142	146	150	155	159	164
Contractual Services	702	2,428	1,138	1,172	1,207	1,244	1,281	1,319	1,359	1,400	1,442	1,485
Pro Rata	1,958	2,079	1,529	2,218	2,271	2,349	2,432	2,520	2,609	2,703	2,776	2,845
Equipment	28	38	216	222	229	236	243	250	258	266	274	282
Other	75	20	20	20	20	20	20	20	20	20	20	21
Transfers	1,660	-	-	-	-	-	-	-	-	-	-	-
Reimbursement to Sanitary Enterprise	7,007	10,052	9,760	9,956	10,155	10,358	10,565	10,776	10,992	11,212	11,436	11,664
Department of Public Utilities Allocation	3,060	3,687	4,225	4,309	4,395	4,483	4,573	4,664	4,758	4,853	4,950	5,049
Department of Technology Allocation	1,622	1,792	2,009	2,049	2,090	2,132	2,174	2,218	2,262	2,307	2,353	2,400
Street Cleaning	9,172	9,270	11,036	11,256	11,481	11,711	11,945	12,184	12,428	12,676	12,930	13,189
Total Operating Expenses	27,326	31,604	32,652	34,012	34,751	35,531	36,331	37,153	37,992	38,854	39,711	40,583
Debt Service												
General Obligation	11,736	13,858	13,116	12,639	12,288	10,389	7,992	7,171	6,970	6,729	6,008	4,470
OWDA Debt (Loan)	105	373	458	553	553	553	553	553	553	553	553	553
Proposed New Debt	-	-	1,148	3,058	5,447	6,642	7,221	7,756	8,324	8,981	9,746	10,486
Proposed New Debt (Loan)	-	-	-	-	763	1,548	7,689	7,955	8,506	9,349	9,349	9,349
Fiscal Charges	521	20	110	200	200	200	200	200	200	200	200	200
Total Debt Service	12,363	14,251	14,832	16,450	19,252	19,333	23,655	23,635	24,553	25,812	25,856	25,059
Total Expense	39,689	45,855	47,484	50,462	54,002	54,864	59,986	60,788	62,545	64,666	65,567	65,642
Ending Fund Balance	38,688	39,549	40,462	39,294	35,747	33,091	27,151	22,363	17,791	13,192	9,310	6,891

Mobility Enterprise Fund



The mobility enterprise fund supports the Division of Parking Services, a division of the Department of Public Service that is responsible for the administration, enforcement, operations, and management of 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 are being used for several significant expansions including new off-street parking assets (garages) and the shared mobility programs. The mobility enterprise fund is 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.

2023 Cash Balance Statement

At the beginning of 2023, there is a projected cash balance of \$5 million. The fund anticipates \$19.5 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 \$21,287,926, resulting in a closing balance of \$3,304,400.

2023 Mobility Enterprise Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2023)	\$ 5,017,326
Plus Estimated 2023 Receipts	19,500,000
Plus Estimated Encumbrance Cancellations	<u>75,000</u>
Total Estimated Available Resources	\$ 24,592,326
Less 2023 Recommended Operating Budget	(21,287,926)
Projected Available Balance (December 31, 2023)	<u>\$ 3,304,400</u>

2023 Revenue Summary

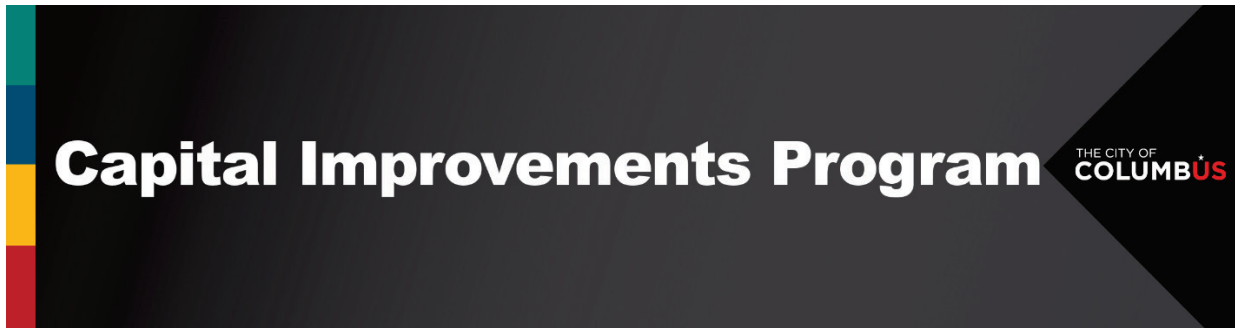
In 2023, \$19.5 million of revenues reported below will support the mobility enterprise fund, of which, \$3.7 million will be supported by parking garage revenues, \$5.2 million will be supported by parking violations fines, and \$10.5 million will be supported by on-street parking assets.

2023 Mobility Enterprise Fund				
Revenue by Source and Year				
Historical and Projected				
	2020	2021	2022	2023
Revenue Summary	Actual	Actual	Estimated	Proposed
Investment Earnings	\$ 27,281	\$ 22,768	\$ 150,000	\$ 100,000
Parking Space Revenue	4,720,886	7,950,135	8,450,000	9,400,000
Off-Street Parking	-	-	2,300,000	3,650,000
Parking Violations Fines	-	-	5,200,000	5,450,000
Residential Permits	422,488	413,816	400,000	400,000
Miscellaneous Revenue	395,277	3,029,805	1,800,000	500,000
Encumbrance Cancellations	184,056	247,315	50,000	75,000
Unencumbered Cash Balance	1,608,373	(60,614)	3,180,658	5,017,326
Total Resources	\$ 7,358,361	\$ 11,603,225	\$21,530,658	\$24,592,326
Percent Change		57.69%	85.56%	14.22%

Mobility Enterprise Fund Pro Forma Operating Statement

- Beginning in 2022 and continuing in 2023, 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 2024 and all years after, personnel charges are estimated to increase by 3 percent annually.
- Professional services are expected to grow by 3 percent annually.
- Interest for year 2023 is based on known actuals associated with the issuance of a one year note. For years 2024 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 2021	Estimated 2022	Proposed 2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Revenue												
Off-Street Parking	-	2,600,000	3,650,000	4,850,000	5,900,000	6,100,000	6,283,000	6,471,490	6,665,635	6,865,604	7,071,572	7,283,719
Parking Violations and Fines	-	5,200,000	5,450,000	5,613,500	5,781,905	5,955,362	6,134,023	6,318,044	6,507,585	6,702,813	6,903,897	7,111,014
On-Street Parking	11,416,524	10,500,000	10,400,000	10,712,000	11,033,360	11,364,361	11,705,292	12,056,450	12,418,144	12,790,688	13,174,409	13,569,641
Total Revenue	11,416,524	18,300,000	19,500,000	21,175,500	22,715,265	23,419,723	24,122,315	24,845,984	25,591,364	26,359,105	27,149,878	27,964,374
Beginning Fund Balance	(60,614)	3,180,658	5,017,326	3,304,400	2,847,673	3,498,325	4,407,282	5,557,880	6,955,787	8,606,750	10,516,546	12,690,960
Encumbrance Cancellations	247,315	50,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Total Resources	11,603,225	21,530,658	24,592,326	24,554,900	25,637,938	26,993,048	28,604,597	30,478,864	32,622,150	35,040,855	37,741,424	40,730,334
Operating Expenses												
Director's office		767,917	1,180,856	1,216,282	1,252,770	1,290,353	1,329,064	1,368,936	1,410,004	1,452,304	1,495,873	1,540,749
Personnel	3,523,865	3,856,322	5,322,992	5,482,682	5,647,162	5,816,577	5,991,074	6,170,807	6,355,931	6,546,609	6,743,007	6,945,297
Materials & Supplies	37,546	186,900	190,500	196,215	202,101	208,164	214,409	220,842	227,467	234,291	241,320	248,559
Services	3,621,656	10,486,735	10,086,266	10,388,854	10,700,520	11,021,535	11,352,181	11,692,747	12,043,529	12,404,835	12,776,980	13,160,289
Other	16,500	17,000	53,000	54,590	56,228	57,915	59,652	61,442	63,285	65,183	67,139	69,153
Capital	1,223,000	105,000	120,000	123,600	127,308	131,127	135,061	139,113	143,286	147,585	152,012	156,573
Principal	-	807,000	2,390,000	2,390,000	2,390,000	2,390,000	2,390,000	2,390,000	2,390,000	2,390,000	2,390,000	2,390,000
Interest	-	286,458	1,869,311	1,780,004	1,688,524	1,595,094	1,500,275	1,404,192	1,306,898	1,208,502	1,109,133	1,008,984
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	8,422,567	16,513,332	21,287,926	21,707,227	22,139,613	22,585,765	23,046,717	23,523,078	24,015,400	24,524,309	25,050,464	25,594,605
Ending Fund Balance	3,180,658	5,017,326	3,304,400	2,847,673	3,498,325	4,407,282	5,557,880	6,955,787	8,606,750	10,516,546	12,690,960	15,135,728



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 \$374.0 million of the 2019 voted authority and \$748.0 million of the 2016 voted authority. The table below shows the remaining voted authority, by purpose, as of October 31, 2022. Voted authority is updated after each new bond issuance.

Voted Bond Packages				
(000's omitted)				
Purpose	2016		2019	
	Amount	Amount	Amount	Amount
	Authorized	Remaining	Authorized	Remaining
Safety and Health	\$ 70,000	\$ -	\$ -	\$ -
Health, Safety, and Infrastructure	-	-	205,000	121,725
Recreation and Parks	110,000	-	100,000	57,765
Public Service	310,000	-	425,000	207,055
Public Utilities	460,000	201,990	250,000	250,000
Neighborhood Development	-	-	50,000	19,500
Total	\$ 950,000	\$ 201,990	\$ 1,030,000	\$ 656,045

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 (S&P Global Ratings, 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 2022, SIT income tax deposits are currently projected at approximately \$266.17 million, an estimated 3.0 percent increase over 2021 deposits. This amount will be revised when the final 2022 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.

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 2022 to 2031.

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.

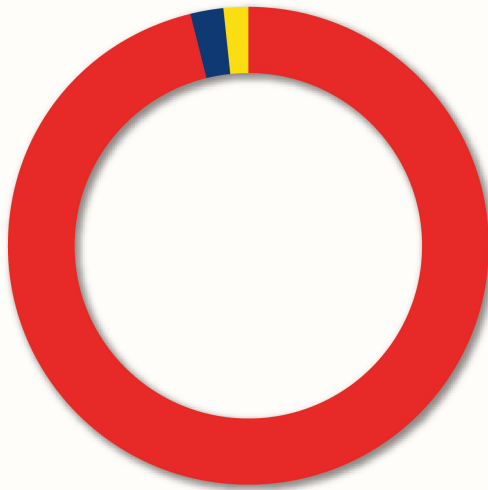
Coverage Factor

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 2022	Proposed 2023	2024	2025	2026	2027	2028	2029	2030	2031
REVENUE SOURCE										
Income Tax (1)	\$ 266,172	\$ 274,158	\$ 282,382	\$ 290,854	\$ 299,579	\$ 308,567	\$ 308,567	\$ 317,824	\$ 327,358	\$ 337,179
Debt Service - Casino	997	-	-	-	-	-	-	-	-	-
TIF Reimbursements (2)	10,225	5,684	5,644	5,608	1,105	575	575	-	-	-
Special Assessment Reimbursement	395	395	395	395	205	205	205	205	205	205
Police Helicopter Reimbursement	-	3,300	-	-	-	1,500	-	-	1,500	-
Misc. Revenue	1,595	1,410	1,425	1,447	1,483	1,509	1,535	1,562	1,591	1,615
TOTAL REVENUE	279,384	284,947	289,846	298,304	302,372	312,356	310,882	319,591	330,654	338,999
Beginning Fund Balance	265,952	256,734	256,070	248,046	238,859	239,451	255,837	269,905	312,082	380,212
TOTAL RESOURCES	545,336	541,681	545,916	546,350	541,231	551,807	566,719	589,496	642,736	719,211
EXPENDITURES										
Existing Debt Service										
Voted Debt	173,894	178,511	167,032	158,592	149,098	138,651	130,605	116,163	105,275	93,555
Unvoted Debt	62,087	66,388	63,788	59,128	49,868	45,061	40,099	34,068	26,097	21,994
State Infrastructure Bank Loans	588	588	583	584	584	583	585	585	586	582
State Issue II Loans	670	1,011	1,209	1,375	1,543	1,743	1,878	2,078	2,212	2,412
RiverSouth Debt Service	7,033	7,039	7,045	3,685	-	-	-	-	-	-
Total Existing Debt	244,272	253,537	239,657	223,364	201,093	186,038	173,167	152,894	134,170	118,543
Proposed Debt Service (3)										
Debt Service - Voted	-	15,568	35,590	44,170	47,326	45,838	44,349	42,860	41,371	39,882
Debt Service - Unvoted	-	6,713	19,892	32,413	50,506	61,176	71,501	78,610	82,503	79,715
Total Proposed New Debt	-	22,281	55,482	76,583	97,832	107,014	115,850	121,470	123,874	119,597
Direct Expense										
Tipping Fees	17,420	-	-	-	-	-	-	-	-	-
Police Helicopters	2,000	-	-	3,400	-	-	4,815	-	-	4,060
Misc. Development & Leases	6,261	6,261	1,147	2,507	1,147	1,147	1,147	1,147	2,507	1,147
Misc. Expenses	18,649	3,532	1,584	1,637	1,708	1,771	1,835	1,903	1,973	2,046
Total Direct Expenses	44,330	9,793	2,731	7,544	2,855	2,918	7,797	3,050	4,480	7,253
TOTAL EXPENSES	288,602	285,611	297,870	307,491	301,780	295,970	296,814	277,414	262,524	245,393
ENDING FUND BALANCE	\$ 256,734	\$ 256,070	\$ 248,046	\$ 238,859	\$ 239,451	\$ 255,837	\$ 269,905	\$ 312,082	\$ 380,212	\$ 473,818
CURRENT YEAR COVERAGE	0.97	1.00	0.97	0.97	1.00	1.06	1.05	1.15	1.26	1.38
TOTAL COVERAGE	1.89	1.90	1.83	1.78	1.79	1.86	1.91	2.12	2.45	2.93
Notes:										
(1) Income Tax estimate for 2022 is a 3% increase over 2021 actual collections. Assumes an increase of 3.0% increase for 2023-2027, 0% increase in 2028, and a 3% increase for 2029-2031.										
(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 5.5% in 2022-2025, and 6% in 2026 and thereafter.										

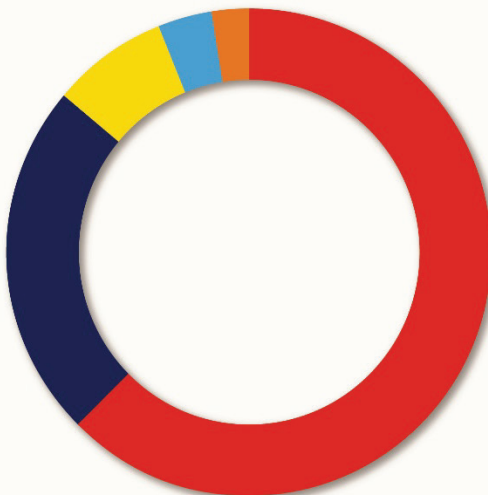
SPECIAL INCOME TAX ANALYSIS PROPOSED 2023 BUDGET

Revenue



Income Tax	96.22%
TIF Reimbursements	2.13%
Miscellaneous Revenue	1.65%

Expenditures



Existing Voted Debt	62.51%
Existing Unvoted Debt	23.80%
Proposed New Debt	7.80%
Other Expenses	3.43%
RiverSouth Debt	2.46%

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, 2022, the direct debt limitation of 10.5 percent and 5.5 percent for the city are \$2.150 billion and \$1.126 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 15, 2022 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	4.1353	4.1353	4.1354
Overlapping			
County	0.6192	0.9821	0.3423
School District	0.2959	0.0916	0.1780
Joint Vocational School District	-	-	-
Solid Waste Authority of Central Ohio	0.2073	0.2073	0.2073
Township	3.5691	-	-
Millage Required	8.8268	5.4163	4.8630
Total Remaining Millage Capacity	1.1732	4.5837	5.1370

Debt Service Payments

During fiscal year 2022, the city will have retired approximately \$288.6 million in principal of general obligation bond debt. Beginning with fiscal year 2023, approximately 81.29 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
2023	\$ 304,168,271	\$ 136,843,816	\$ 441,012,087
2024	302,293,271	123,139,710	425,432,981
2025	308,378,271	111,344,173	419,722,444
2026	281,728,271	98,242,008	379,970,279
2027	263,403,271	84,930,513	348,333,784
2028	234,033,270	74,107,744	308,141,014
2029	275,915,000	63,671,744	339,586,744
2030	261,750,000	51,989,814	313,739,814
2031	251,355,000	41,190,497	292,545,497
2032	228,250,000	31,883,009	260,133,009
2033	139,045,000	24,903,224	163,948,224
2034	116,940,000	19,415,252	136,355,252
2035	99,670,000	14,694,457	114,364,457
2036	81,745,000	10,729,571	92,474,571
2037	66,745,000	7,374,988	74,119,988
2038	46,120,000	4,673,842	50,793,842
2039	33,660,000	2,777,958	36,437,958
2040	24,170,000	1,367,237	25,537,237
2041	11,660,000	488,985	12,148,985
2042	4,155,000	100,453	4,255,453
Total	\$ 3,335,184,625	\$ 903,868,995	\$ 4,239,053,620

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	2023	2024	2025	2026	2027	Total
Non-Enterprise Fund						
SIT Fund Supported	\$ 244,898,634	\$ 230,819,672	\$ 217,719,593	\$ 198,965,703	\$ 183,711,749	\$ 1,076,115,351
Non-Enterprise Sub Total	244,898,634	230,819,672	217,719,593	198,965,703	183,711,749	1,076,115,351
Enterprise Funds						
Water	77,645,997	73,793,309	71,767,373	69,571,176	66,825,448	359,603,303
Sanitary Sewer	90,621,245	94,278,878	105,882,468	90,666,769	82,474,628	463,923,988
Storm	13,115,979	12,639,073	12,288,161	10,389,377	7,991,604	56,424,194
Electricity	2,554,912	2,472,705	2,396,248	2,058,417	1,991,834	11,474,116
Mobility	1,796,371	1,768,894	1,739,244	1,707,644	1,674,655	8,686,808
Enterprise Sub Total	185,734,504	184,952,859	194,073,494	174,393,383	160,958,169	900,112,409
Internal Service Funds						
Fleet Management	4,200,547	4,051,541	3,179,236	2,544,737	563,168	14,539,229
Information Services	6,178,402	5,608,909	4,750,121	4,066,456	3,100,698	23,704,586
Internal Service Sub Total	10,378,949	9,660,450	7,929,357	6,611,193	3,663,866	38,243,815
Total	\$ 441,012,087	\$ 425,432,981	\$ 419,722,444	\$ 379,970,279	\$ 348,333,784	\$ 2,014,471,575

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

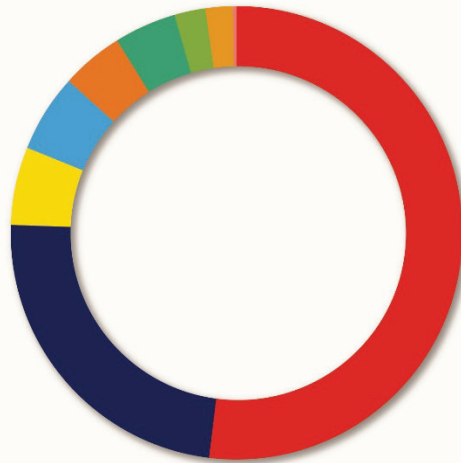
The Proposed 2023-2028 Capital Improvements Program

The proposed Capital Improvements Program provides approximately \$4.91 billion in funding for various capital improvements for the period of 2023-2028. Of this amount, \$828.4 million is to be supported by the SIT while \$4.08 billion will be supported by the internal service and enterprise agencies of the city. The proposed 2023-2028 CIP represents an 18.6 percent increase from the adopted 2022-2027 CIP. The proposed 2023 CIB totals approximately \$954 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.

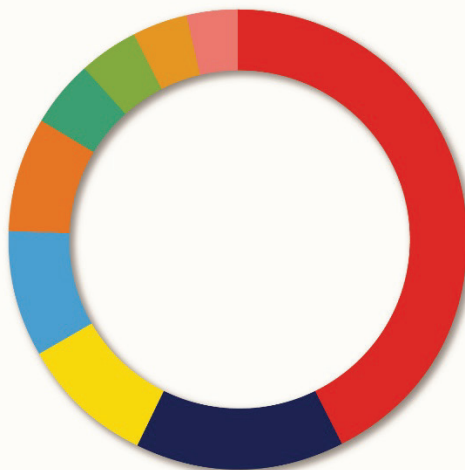
PROPOSED 2023-2028 CAPITAL IMPROVEMENTS PROGRAM

Percent by Division



Sanitary Sewers	52.06%
Water	23.55%
Transportation	5.63%
Storm Sewers	5.62%
Construction Management	4.52%
Recreation and Parks	4.21%
Other	2.28%
Safety	1.97%
Electricity	0.16%

Percent by Funding Source



OWDA / WPCLF	42.63%
WSRLA Loans	14.78%
Sanitary Enterprise	9.52%
Councilmanic SIT Supported	8.87%
Voted SIT Supported	7.99%
Water Enterprise	4.73%
Voted Water	4.04%
Voted Sanitary	3.91%
Other	3.53%

Capital Improvements Program

2023 - 2028 CAPITAL IMPROVEMENTS PROGRAM									
DEPARTMENT PROJECT	2023	2024	2025	2026	2027	2028	Total Budget	Funding Source	
<u>PUBLIC SAFETY</u>									
POLICE									
30-03 Police Facility Renovation	\$ -	\$ -	\$ 1,680,000	\$ 1,680,000	\$ 1,680,000	\$ 1,680,000	\$ 6,720,000	Councilmanic SIT Supported	
30-03 Police Facility Renovation	1,680,000	1,680,000	-	-	-	-	3,360,000	Voted 2019 SIT Supported	
Public Safety Technology	20,000,000	-	-	-	-	-	20,000,000	Voted 2019 SIT Supported	
Police Substation - Hilltop Area (Sullivant Ave.)	8,000,000	-	-	-	-	-	8,000,000	Voted 2019 SIT Supported	
Subtotal - POLICE	\$ 29,680,000	\$ 1,680,000	\$ 1,680,000	\$ 1,680,000	\$ 1,680,000	\$ 1,680,000	\$ 38,080,000		
FIRE									
30-04 Fire Facility Renovation	\$ -	\$ -	\$ 1,320,000	\$ 1,320,000	\$ 1,320,000	\$ 1,320,000	\$ 5,280,000	Councilmanic SIT Supported	
30-04 Fire Facility Renovation	1,320,000	1,320,000	-	-	-	-	2,640,000	Voted 2019 SIT Supported	
Fire Station #36	15,000,000	-	-	-	-	-	15,000,000	Voted 2019 SIT Supported	
Fire Apparatus Replacement - Medics	-	-	2,000,000	2,000,000	2,000,000	2,000,000	8,000,000	Councilmanic SIT Supported	
Fire Apparatus Replacement - Medics	2,000,000	2,000,000	-	-	-	-	4,000,000	Voted 2019 SIT Supported	
Fire Apparatus Replacement - Platform Ladders	-	-	2,000,000	2,000,000	2,000,000	2,000,000	8,000,000	Councilmanic SIT Supported	
Fire Apparatus Replacement - Platform Ladders	2,000,000	2,000,000	-	-	-	-	4,000,000	Voted 2019 SIT Supported	
Fire Apparatus Replacement - Engines	-	-	2,000,000	2,000,000	2,000,000	2,000,000	8,000,000	Councilmanic SIT Supported	
Fire Apparatus Replacement - Engines	2,000,000	2,000,000	-	-	-	-	4,000,000	Voted 2019 SIT Supported	
Subtotal - FIRE	\$ 22,320,000	\$ 7,320,000	\$ 7,320,000	\$ 7,320,000	\$ 7,320,000	\$ 7,320,000	\$ 58,920,000		
<u>DEVELOPMENT</u>									
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	
Subtotal - DEVELOPMENT ADMINISTRATION	\$ 2,600,000	\$ 2,600,000	\$ 2,600,000	\$ 2,600,000	\$ 2,600,000	\$ 2,600,000	\$ 15,600,000		
HOUSING									
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	
Critical Home Repair	800,000	800,000	800,000	800,000	800,000	800,000	4,800,000	Councilmanic SIT Supported	
Subtotal - HOUSING	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000	\$ 10,800,000		
<u>FINANCE AND MANAGEMENT</u>									
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	
Municipal Court- Construction	-	109,275,000	-	-	-	-	109,275,000	Councilmanic SIT Supported	
Municipal Court- Construction	-	60,725,000	-	-	-	-	60,725,000	Voted 2019 SIT Supported	
Subtotal - CONSTRUCTION MANAGEMENT	\$ 8,690,000	\$ 178,690,000	\$ 8,690,000	\$ 8,690,000	\$ 8,690,000	\$ 8,690,000	\$ 222,140,000		
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	800,000	600,000	600,000	600,000	600,000	600,000	3,800,000	Fleet Management (Unvoted)	
Subtotal - FLEET MANAGEMENT	\$ 1,000,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 5,000,000		

2023 - 2028 CAPITAL IMPROVEMENTS PROGRAM									
DEPARTMENT PROJECT	2023	2024	2025	2026	2027	2028	Total Budget	Funding Source	
TECHNOLOGY									
TECHNOLOGY ADMINISTRATION									
47-02 Data Center Facility Upgrades	\$ 200,000	\$ 250,000	\$ 1,500,000	\$ 5,000,000	\$ 1,500,000	\$ 1,690,000	\$ 10,140,000	Information Services	
47-02 Connectivity Project Fiber/Wireless	1,000,000	1,000,000	1,500,000	1,500,000	2,000,000	1,400,000	8,400,000	Information Services	
47-02 CTSS Fiber Purchase B,C,D	-	1,300,000	-	1,500,000	-	1,400,000	4,200,000	Information Services	
47-02 Enterprise System Upgrades	650,000	1,300,000	2,000,000	650,000	1,600,000	1,240,000	7,440,000	Information Services	
E-Gov Initiatives	250,000	-	-	-	-	-	250,000	Information Services	
Media Services Equipment and Infrastructure	25,000	50,000	60,000	100,000	600,000	167,000	1,002,000	Information Services	
Network Improvements	600,000	1,700,000	1,000,000	1,000,000	1,600,000	1,180,000	7,080,000	Information Services	
Data Management Services	-	500,000	180,000	250,000	200,000	283,000	1,413,000	Information Services	
Telephony and IVR Infrastructure	830,000	1,200,000	500,000	-	-	-	2,530,000	Information Services	
Security Program	300,000	-	-	-	-	-	300,000	Information Services	
GIS	90,000	250,000	90,000	90,000	90,000	90,000	700,000	Information Services	
Applications	500,000	-	-	-	-	-	500,000	Information Services	
Subtotal - TECHNOLOGY/DOT ADMINISTRATION	\$ 4,445,000	\$ 7,550,000	\$ 6,830,000	\$ 10,090,000	\$ 7,590,000	\$ 7,450,000	\$ 43,955,000		
RECREATION AND PARKS									
RECREATION AND PARKS									
51 Urban Infra.- Rec & Parks	\$ -	\$ 753,200	\$ 753,200	\$ 753,200	\$ 753,200	\$ 753,200	\$ 3,766,000	Councilmanic SIT Supported	
51 Urban Infra.- Rec & Parks	753,200	-	-	-	-	-	753,200	Voted 2019 SIT Supported	
51-01 Facility Renovations	-	10,000,000	10,000,000	10,000,000	10,000,000	-	40,000,000	Councilmanic (To Be Determined)	
51-01 Facility Renovations	30,000,000	-	-	-	-	-	30,000,000	Voted 2019 SIT Supported	
Renovation - Misc.	-	1,636,800	1,636,800	1,636,800	1,636,800	1,636,800	8,184,000	Councilmanic SIT Supported	
Renovation - Misc.	1,636,800	-	-	-	-	-	1,636,800	Voted 2019 SIT Supported	
Renovation - Cost Allocation	-	500,000	500,000	500,000	500,000	500,000	2,500,000	Councilmanic SIT Supported	
Renovation - Cost Allocation	500,000	-	-	-	-	-	500,000	Voted 2019 SIT Supported	
Facility Assessment Implementation	-	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000	Councilmanic SIT Supported	
Facility Assessment Implementation	4,000,000	-	-	-	-	-	4,000,000	Voted 2019 SIT Supported	
Hard Surface Improvements	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	Councilmanic SIT Supported	
Hard Surface Improvements	1,000,000	-	-	-	-	-	1,000,000	Voted 2019 SIT Supported	
Roof Improvements	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	Councilmanic SIT Supported	
Roof Improvements	1,000,000	-	-	-	-	-	1,000,000	Voted 2019 SIT Supported	
Maintenance Equipment - Parks	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	Councilmanic SIT Supported	
Maintenance Equipment - Parks	1,000,000	-	-	-	-	-	1,000,000	Voted 2019 SIT Supported	
Street Trees - Green Initiative	-	850,000	850,000	850,000	850,000	850,000	4,250,000	Councilmanic SIT Supported	
Street Trees - Green Initiative	850,000	-	-	-	-	-	850,000	Voted 2019 SIT Supported	
Safe Playgrounds	-	650,000	650,000	650,000	650,000	650,000	3,250,000	Councilmanic SIT Supported	
Safe Playgrounds	650,000	-	-	-	-	-	650,000	Voted 2019 SIT Supported	
New Development - Misc.	-	242,200	5,227,200	5,227,200	5,227,200	5,227,200	21,151,000	Councilmanic SIT Supported	
New Development - Misc.	5,227,200	4,985,000	-	-	-	-	10,212,200	Voted 2019 SIT Supported	
New Development - Cost Allocation	-	240,000	240,000	240,000	240,000	240,000	1,200,000	Councilmanic SIT Supported	
New Development - Cost Allocation	240,000	-	-	-	-	-	240,000	Voted 2019 SIT Supported	
Acquisition - Misc.	-	1,524,600	1,524,600	1,524,600	1,524,600	1,524,600	7,623,000	Councilmanic SIT Supported	
Acquisition - Misc.	1,524,600	-	-	-	-	-	1,524,600	Voted 2019 SIT Supported	
Acquisition - Cost Allocation	-	70,000	70,000	70,000	70,000	70,000	350,000	Councilmanic SIT Supported	
Acquisition - Cost Allocation	70,000	-	-	-	-	-	70,000	Voted 2019 SIT Supported	
Program Projects (Small) - Cost Allocation	-	70,000	70,000	70,000	70,000	70,000	350,000	Councilmanic SIT Supported	
Program Projects (Small) - Cost Allocation	70,000	-	-	-	-	-	70,000	Voted 2019 SIT Supported	
Program Projects (Small) - Golf Misc.	-	762,300	762,300	762,300	762,300	762,300	3,811,500	Councilmanic SIT Supported	
Program Projects (Small) - Golf Misc.	762,300	-	-	-	-	-	762,300	Voted 2019 SIT Supported	
Program Projects (Small) - Sports Misc.	-	548,856	548,856	548,856	548,856	548,856	2,744,280	Councilmanic SIT Supported	

Capital Improvements Program

2023 - 2028 CAPITAL IMPROVEMENTS PROGRAM									
DEPARTMENT PROJECT	2023	2024	2025	2026	2027	2028	Total Budget	Funding Source	
Program Projects (Small) - Sports Misc.	548,856	-	-	-	-	-	548,856	Voted 2019 SIT Supported	
Program Projects (Small) - Rental Services Misc.	-	213,444	213,444	213,444	213,444	213,444	1,067,220	Councilmanic SIT Supported	
Program Projects (Small) - Rental Services Misc.	213,444	-	-	-	-	-	213,444	Voted 2019 SIT Supported	
Program Projects (Large) - Misc.	-	1,089,000	1,089,000	1,089,000	1,089,000	1,089,000	5,445,000	Councilmanic SIT Supported	
Program Projects (Large) - Misc.	1,089,000	-	-	-	-	-	1,089,000	Voted 2019 SIT Supported	
Program Projects (Large) - Cost Allocation	-	50,000	50,000	50,000	50,000	50,000	250,000	Councilmanic SIT Supported	
Program Projects (Large) - Cost Allocation	50,000	-	-	-	-	-	50,000	Voted 2019 SIT Supported	
Emergency Replacement - Misc.	-	871,200	871,200	871,200	871,200	871,200	4,356,000	Councilmanic SIT Supported	
Emergency Replacement - Misc.	871,200	-	-	-	-	-	871,200	Voted 2019 SIT Supported	
Emergency Replacement - Cost Allocation	-	40,000	40,000	40,000	40,000	40,000	200,000	Councilmanic SIT Supported	
Emergency Replacement - Cost Allocation	40,000	-	-	-	-	-	40,000	Voted 2019 SIT Supported	
Opportunity Projects - Misc.	-	653,400	653,400	653,400	653,400	653,400	3,267,000	Councilmanic SIT Supported	
Opportunity Projects - Misc.	653,400	-	-	-	-	-	653,400	Voted 2019 SIT Supported	
Opportunity Projects - Cost Allocation	-	30,000	30,000	30,000	30,000	30,000	150,000	Councilmanic SIT Supported	
Opportunity Projects - Cost Allocation	30,000	-	-	-	-	-	30,000	Voted 2019 SIT Supported	
Subtotal - RECREATION AND PARKS	\$ 52,780,000	\$ 32,780,000	\$ 32,780,000	\$ 32,780,000	\$ 32,780,000	\$ 22,780,000	\$ 206,680,000		
Public Service									
TRANSPORTATION									
UIRF - Urban Infrastructure Recovery Fund (59-12)	\$ -	\$ -	\$ -	\$ -	\$ 5,651,813	\$ 5,651,813	\$ 11,303,626	Councilmanic SIT Supported	
UIRF - Urban Infrastructure Recovery Fund (59-12)	5,651,813	5,651,813	5,651,813	5,651,813	-	-	22,607,252	Voted 2019 SIT Supported	
Miscellaneous Developments- Vision Zero Action Plan Implementation	-	-	-	-	5,331,794	5,331,794	10,663,588	Councilmanic SIT Supported	
Miscellaneous Developments- Vision Zero Action Plan Implementation	5,231,794	5,331,794	5,331,794	5,331,794	-	-	21,227,176	Voted 2019 SIT Supported	
NCR-Public Infrastructure	-	-	-	-	2,500,000	2,500,000	5,000,000	Councilmanic SIT Supported	
NCR-Public Infrastructure	2,500,000	2,500,000	2,500,000	2,500,000	-	-	10,000,000	Voted 2019 SIT Supported	
Roadway Improvements - Utility Relocation Reimbursements	-	-	-	-	100,000	100,000	200,000	Councilmanic SIT Supported	
Roadway Improvements - Utility Relocation Reimbursements	100,000	100,000	100,000	100,000	-	-	400,000	Voted 2019 SIT Supported	
Roadway Improvements - Miscellaneous Construction Inspection	-	-	-	-	50,000	50,000	100,000	Councilmanic SIT Supported	
Roadway Improvements - Miscellaneous Construction Inspection	150,000	50,000	50,000	50,000	-	-	300,000	Voted 2019 SIT Supported	
Roadway Improvements - Miscellaneous Right of Way Acquisition	-	-	-	-	100,000	100,000	200,000	Councilmanic SIT Supported	
Roadway Improvements - Miscellaneous Right of Way Acquisition	100,000	100,000	100,000	100,000	-	-	400,000	Voted 2019 SIT Supported	
Resurfacing - Resurfacing Projects	-	-	-	-	10,445,000	20,000,000	30,445,000	Councilmanic SIT Supported	
Resurfacing - Resurfacing Projects	20,000,000	20,000,000	20,000,000	20,000,000	9,555,000	-	89,555,000	Voted 2019 SIT Supported	
Bridge Rehabilitation	-	-	-	-	3,371,393	3,371,393	6,742,786	Councilmanic SIT Supported	
Bridge Rehabilitation	-	-	2,771,393	3,371,393	-	-	6,142,786	Voted 2019 SIT Supported	
Bridge Rehabilitation - Long Street (U) CSX RR Bridge Painting	950,000	-	-	-	-	-	950,000	Voted 2019 SIT Supported	
Bridge Rehabilitation - Fifth Avenue Over Stream West of Yearling Road	-	-	600,000	-	-	-	600,000	Voted 2019 SIT Supported	
Bridge Rehabilitation - US-33 (U) NS RR Bridge Painting	650,000	-	-	-	-	-	650,000	Voted 2019 SIT Supported	
Bridge Rehabilitation - Front St and Nationwide Blvd over RR Tunnel	300,000	2,871,393	-	-	-	-	3,171,393	Voted 2019 SIT Supported	
Bridge Rehabilitation - General Engineering 2024	-	200,000	-	-	-	-	200,000	Voted 2019 SIT Supported	
Bridge Rehabilitation - Annual Citywide Contract (2023)	1,471,393	-	-	-	-	-	1,471,393	Voted 2019 SIT Supported	
Bridge Rehabilitation - Annual Citywide Contract 2024	-	300,000	-	-	-	-	300,000	Voted 2019 SIT Supported	
Roadway - LinkUS - NW Corridor	18,000,000	-	-	-	-	-	18,000,000	Voted 2019 SIT Supported	
Bikeway Development	-	-	-	-	2,000,000	2,000,000	4,000,000	Councilmanic SIT Supported	
Bikeway Development	-	-	-	1,150,000	-	-	1,150,000	Voted 2019 SIT Supported	
Bikeway Development-Georgesville Rd SUP - Parkwick Dr to Sullivant Ave	-	2,200,000	-	-	-	-	2,200,000	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 - Eakin Road SUP - S. Wayne Ave to Harrisburg Pike	-	-	2,200,000	-	-	-	2,200,000	Voted 2019 SIT Supported	
Bikeway - Sancus Boulevard SUP - Worthington-Galena Road to Worthington Woods Boulevard	-	1,353,000	-	-	-	-	1,353,000	Voted 2019 SIT Supported	
Pedestrian Safety Improvements - Sidewalk Program	-	-	-	-	1,797,000	3,150,000	4,947,000	Councilmanic SIT Supported	

2023 - 2028 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2023	2024	2025	2026	2027	2028	Total Budget	Funding Source
Pedestrian Safety Improvements - Sidewalk Program	-	477,000	-	2,824,000	-	-	3,301,000	Voted 2019 SIT Supported
Pedestrian Safety Improvement - Sidewalk Replacement (Tree Root)	-	-	-	-	850,000	850,000	1,700,000	Councilmanic SIT Supported
Pedestrian Safety Improvement - Sidewalk Replacement (Tree Root)	-	850,000	308,000	850,000	-	-	2,008,000	Voted 2019 SIT Supported
Pedestrian Safety - Courtright Rd Sidewalks- Refugee Rd to Groves Rd	2,073,000	-	-	-	-	-	2,073,000	Voted 2019 SIT Supported
Pedestrian Safety -Walford St, Sharbot Dr, and Northtowne Blvd Sidewalks	817,000	-	-	-	-	-	817,000	Voted 2019 SIT Supported
Pedestrian Safety – Downtown Crosswalks – Phase 1	-	-	52,000	1,113,000	-	-	1,165,000	Voted 2019 SIT Supported
Pedestrian Safety - Barnett Rd Sidewalks- Astor Ave to Main St	-	825,000	-	-	-	-	825,000	Voted 2019 SIT Supported
Pedestrian Safety - Downtown Crosswalks Phase 2	-	-	-	-	1,353,000	-	1,353,000	Councilmanic SIT Supported
Pedestrian Safety - Downtown Crosswalks Phase 2	-	-	-	63,000	-	-	63,000	Voted 2019 SIT Supported
Pedestrian Safety – Parsons Ave Crosswalks	-	30,000	1,570,000	-	-	-	1,600,000	Voted 2019 SIT Supported
Pedestrian Safety – PSIP Phase 2	-	265,000	1,870,000	-	-	-	2,135,000	Voted 2019 SIT Supported
Subtotal - TRANSPORTATION	\$ 61,105,000	\$ 43,105,000	\$ 43,105,000	\$ 43,105,000	\$ 43,105,000	\$ 43,105,000	\$ 276,630,000	
REFUSE COLLECTION								
59-02 Mechanized Collection Equipment	\$ -	\$ 3,930,000	\$ 4,930,000	\$ 4,930,000	\$ 4,930,000	\$ 4,930,000	\$ 23,650,000	Councilmanic SIT Supported
59-02 Mechanized Collection Equipment	4,930,000	1,000,000	-	-	-	-	5,930,000	Voted 2019 SIT Supported
Alum Creek Remediation - Facility Improvements	-	100,000	100,000	100,000	100,000	100,000	500,000	Councilmanic SIT Supported
Alum Creek Remediation - Facility Improvements	100,000	-	-	-	-	-	100,000	Voted 2019 SIT Supported
Mechanized Collection Equipment - Containers	-	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000	5,250,000	Councilmanic SIT Supported
Mechanized Collection Equipment - Containers	1,050,000	-	-	-	-	-	1,050,000	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	-	-	2,200,000	-	-	-	2,200,000	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	-	-	2,200,000	-	-	-	2,200,000	WPCLF/OWDA
Large Diameter Condition Assessment - Phase 3	232,320	-	300,000	-	200,000	-	732,320	Storm Sewer Enterprise (Unvoted)
Large Diameter Condition Assessment - Phase 3	1,267,680	-	-	-	-	-	1,267,680	Voted 2016 Debt - Storm
Large Diameter Condition Assessment - Phase 3	-	-	-	2,200,000	-	-	2,200,000	WPCLF/OWDA
Large Diameter Condition Assessment - Phase 4	-	1,500,000	-	300,000	-	200,000	2,000,000	Storm Sewer Enterprise (Unvoted)
Large Diameter Condition Assessment - Phase 4	-	-	-	-	-	2,200,000	2,200,000	WPCLF/OWDA
Large Diameter Condition Assessment - Phase 5	-	-	1,500,000	-	300,000	-	1,800,000	Storm Sewer Enterprise (Unvoted)
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)
General Construction Contract (Storm)	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	9,000,000	Storm Sewer Enterprise (Unvoted)
60-15 Petzinger Rd Stormwater Imps	-	150,000	-	-	-	-	150,000	Storm Sewer Enterprise (Unvoted)
60-15 Petzinger Rd Stormwater Imps	1,200,000	-	-	-	-	-	1,200,000	WPCLF/OWDA
General Engineering Services - Storm - 2022	400,000	400,000	400,000	-	-	-	1,200,000	Storm Sewer Enterprise (Unvoted)
General Engineering Services - Storm - 2025	-	-	400,000	400,000	400,000	400,000	1,600,000	Storm Sewer Enterprise (Unvoted)
Linden Neighborhood Stormwater System Improvements Phase 2	2,612,000	-	-	-	-	-	2,612,000	WPCLF/OWDA
Joint Storm Sewer Projects with DPS	250,000	250,000	250,000	-	250,000	250,000	1,250,000	Storm Sewer Enterprise (Unvoted)
Franklinton Area Stormwater System Improvements	2,772,000	3,000,000	-	-	1,100,000	-	6,872,000	Storm Sewer Enterprise (Unvoted)
Franklinton Area Stormwater System Improvements	12,228,000	-	-	-	-	-	12,228,000	Voted 2016 Debt - Storm
Franklinton Area Stormwater System Improvements	-	31,000,000	-	-	11,000,000	-	42,000,000	WPCLF/OWDA
Franklinton Area Storm Sewer Rehabilitation	-	6,500,000	-	-	-	-	6,500,000	Storm Sewer Enterprise (Unvoted)

Capital Improvements Program

2023 - 2028 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2023	2024	2025	2026	2027	2028	Total Budget	Funding Source
Franklinton Area Storm Sewer Rehabilitation	650,000	-	-	-	-	-	650,000	Voted 2016 Debt - Storm
SMOC Facility Stormwater Improvements	3,600,000	-	-	-	-	-	3,600,000	WPCLF/OWDA
ST-21, ST-22, ST-23 Improvements	5,348,000	-	-	-	-	-	5,348,000	Voted 2016 Debt - Storm
ST-21, ST-22, ST-23 Improvements	-	25,320,000	-	-	-	-	25,320,000	WPCLF/OWDA
ST-21, ST-22 and ST-23 Storm Sewer Improvements	-	6,000,000	-	-	-	-	6,000,000	WPCLF/OWDA
Krieger Court Stormwater Improvements	3,100,000	-	-	-	-	-	3,100,000	WPCLF/OWDA
Twin Lakes Dam Rehabilitation	720,000	-	-	-	-	-	720,000	Voted 2016 Debt - Storm
Twin Lakes Dam Rehabilitation	4,000,000	-	-	-	-	-	4,000,000	WPCLF/OWDA
Greenlaw Dam Rehabilitation	2,500,000	-	-	-	-	-	2,500,000	WPCLF/OWDA
Barnett Road Stormwater Improvements Project	570,000	-	-	-	-	-	570,000	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	-	-	-	-	1,200,000	-	1,200,000	Storm Sewer Enterprise (Unvoted)
Storm Sewer Assessment - Hilltop 2 Blueprint Area	-	-	-	1,200,000	-	-	1,200,000	Storm Sewer Enterprise (Unvoted)
Storm Sewer Assessment - James Livingston 3 Blueprint Area	-	-	-	-	-	2,000,000	2,000,000	Storm Sewer Enterprise (Unvoted)
DOSD Stormwater Pump Stations Evaluation & Upgrade	-	300,000	-	-	-	-	300,000	Storm Sewer Enterprise (Unvoted)
DOSD Stormwater Pump Stations Evaluation & Upgrade	300,000	-	-	-	-	-	300,000	Voted 2016 Debt - Storm
DOSD Stormwater Pump Station ST-29 Evaluation & Upgrade	-	468,000	-	-	-	-	468,000	Storm Sewer Enterprise (Unvoted)
DOSD Stormwater Pump Station ST-29 Evaluation & Upgrade	216,000	-	-	-	-	-	216,000	Voted 2016 Debt - Storm
DOSD Stormwater Pump Station ST-29 Evaluation & Upgrade	-	1,800,000	-	-	-	-	1,800,000	WPCLF/OWDA
DOSD Stormwater Pump Stations - Construction	-	1,000,000	350,000	-	-	-	1,350,000	Storm Sewer Enterprise (Unvoted)
DOSD Stormwater Pump Stations - Construction	-	-	3,650,000	-	-	-	3,650,000	WPCLF/OWDA
Stormwater Remote Site Communication Network Upgrades	45,000	150,000	546,727	-	-	-	741,727	Storm Sewer Enterprise (Unvoted)
Cooke Rd. Culvert Improvements Project	510,000	-	-	-	-	-	510,000	Voted 2016 Debt - Storm
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	Storm Sewer Enterprise (Unvoted)
Mound Street Floodwall and WCLFP Repairs	500,000	-	-	-	-	-	500,000	Voted 2016 Debt - Storm
Mound Street Floodwall and WCLFP Repairs	-	3,000,000	-	-	-	-	3,000,000	WPCLF/OWDA
Floodwall Closure Evaluations	-	1,080,000	-	-	-	-	1,080,000	Storm Sewer Enterprise (Unvoted)
Floodwall Closure Evaluations	-	2,800,000	-	-	-	-	2,800,000	WPCLF/OWDA
Floodwall Closure Evaluations Phase 2 - McKinley & Rich	-	-	-	2,200,000	-	-	2,200,000	WPCLF/OWDA
Floodwall Closure Evaluations Phase 3 - Greenlaw	-	-	-	-	-	5,200,000	5,200,000	WPCLF/OWDA
Thurston Grimsby Storm Sewer Improvements Project	-	-	127,875	-	-	-	127,875	Storm Sewer Enterprise (Unvoted)
Thurston Grimsby Storm Sewer Improvements Project	127,875	-	-	-	-	-	127,875	Voted 2016 Debt - Storm
Thurston Grimsby Storm Sewer Improvements Project	-	-	-	852,500	-	-	852,500	WPCLF/OWDA
Astor Bernhard Storm Sewer Improvements	-	244,125	-	-	-	-	244,125	Storm Sewer Enterprise (Unvoted)
Astor Bernhard Storm Sewer Improvements	244,125	-	-	-	-	-	244,125	Voted 2016 Debt - Storm
Astor Bernhard Storm Sewer Improvements	-	-	6,900,000	-	-	-	6,900,000	WPCLF/OWDA
Gertrude Lattimer Storm Sewer Improvements	616,125	-	760,000	-	-	-	1,376,125	Storm Sewer Enterprise (Unvoted)
Gertrude Lattimer Storm Sewer Improvements	-	-	-	7,600,000	-	-	7,600,000	WPCLF/OWDA
Plum Ridge Storm Improvements	174,375	-	174,375	-	-	-	348,750	Storm Sewer Enterprise (Unvoted)
Plum Ridge Storm Improvements	-	-	-	3,280,000	-	-	3,280,000	WPCLF/OWDA
Major Stormwater Drainage Improvements	-	1,500,000	1,500,000	1,500,000	1,400,000	1,500,000	7,400,000	Storm Sewer Enterprise (Unvoted)
Major Stormwater Drainage Improvements	752,320	-	-	-	-	-	752,320	Voted 2016 Debt - Storm
Major Stormwater Drainage Improvements	100,000	7,850,000	7,850,000	7,850,000	7,850,000	7,850,000	39,350,000	WPCLF/OWDA
Storm Sewer Lining Projects	-	150,000	150,000	150,000	150,000	150,000	750,000	Storm Sewer Enterprise (Unvoted)
Storm Sewer Lining Projects	150,000	-	-	-	-	-	150,000	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	286,000	-	-	-	-	-	286,000	Voted 2016 Debt - Storm
Postlewise Road Stormwater System Improvements	100,000	-	-	-	-	-	100,000	Voted 2016 Debt - Storm
Subtotal - STORM SEWER	\$ 56,571,820	\$ 103,812,125	\$ 32,158,977	\$ 31,532,500	\$ 27,850,000	\$ 24,050,000	\$ 275,975,422	

2023 - 2028 CAPITAL IMPROVEMENTS PROGRAM									
DEPARTMENT PROJECT	2023	2024	2025	2026	2027	2028	Total Budget	Funding Source	
SANITARY SEWERS									
Blueprint Columbus Public Information Outreach 2022	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 350,000	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	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)	
Alum Creek Area Subtrunk Sewer Upsizing and Rehabilitation	250,000	-	-	-	-	-	250,000	Voted 2016 Debt - Sanitary Sewer	
Alum Creek Area Subtrunk Sewer Upsizing and Rehabilitation	1,500,000	-	-	-	-	-	1,500,000	WPCLF/OWDA	
Overall Engineering Consultants (OEC) 2022-2024	-	8,098	-	-	-	-	8,098	Sanitary Sewer Enterprise (Unvoted)	
Overall Engineering Consultants (OEC) 2022-2024	300,000	-	-	-	-	-	300,000	Voted 2016 Debt - Sanitary Sewer	
Overall Engineering Consultants (OEC) 2022-2024	-	291,902	-	-	-	-	291,902	Voted 2019 Debt - Sanitary	
Overall Engineering Consultant-OEC 2025-2027	-	-	300,000	300,000	300,000	-	900,000	Sanitary Sewer Enterprise (Unvoted)	
Big Walnut Sanitary Trunk Extension, Phase 2	3,862,262	-	-	-	-	-	3,862,262	Voted 2019 Debt - Sanitary	
Big Walnut Sanitary Trunk Extension, Phase 2	112,104,000	-	-	-	-	-	112,104,000	WPCLF/OWDA	
Central College Subtrunk Extension Phase 3	-	-	1,300,000	-	-	-	1,300,000	Sanitary Sewer Enterprise (Unvoted)	
Central College Subtrunk Extension Phase 3	100,000	-	-	-	-	-	100,000	Voted 2016 Debt - Sanitary Sewer	
Central College Subtrunk Extension Phase 3	-	49,200,000	-	-	-	-	49,200,000	WPCLF/OWDA	
Walnut Street Sanitary Sewer Extension	-	-	750,000	-	400,000	-	1,150,000	Sanitary Sewer Enterprise (Unvoted)	
Walnut Street Sanitary Sewer Extension	-	-	-	-	2,000,000	-	2,000,000	WPCLF/OWDA	
60-05 Blacklick Creek Interceptor Air Quality Facility Improvements	5,300,000	-	-	-	-	-	5,300,000	WPCLF/OWDA	
60-05 Blacklick Creek Sanitary Interceptor Sewer - Shaft 1 Control Gate	-	75,000	-	-	-	-	75,000	Sanitary Sewer Enterprise (Unvoted)	
60-05 Blacklick Creek Sanitary Interceptor Sewer - Shaft 1 Control Gate	100,000	-	-	-	-	-	100,000	Voted 2016 Debt - Sanitary Sewer	
60-05 Blacklick Creek Sanitary Interceptor Sewer - Shaft 1 Control Gate	-	500,000	-	-	-	-	500,000	WPCLF/OWDA	
General Engineering Services - Sanitary - 2022	-	400,000	400,000	-	-	-	800,000	Sanitary Sewer Enterprise (Unvoted)	
General Engineering Services - Sanitary - 2022	400,000	-	-	-	-	-	400,000	Voted 2016 Debt - Sanitary Sewer	
General Engineering Services - Sanitary - 2025	-	-	400,000	400,000	400,000	400,000	1,600,000	Sanitary Sewer Enterprise (Unvoted)	
Williams and Castle Interceptor	-	2,000,000	3,000,000	2,500,000	-	6,000,000	13,500,000	Sanitary Sewer Enterprise (Unvoted)	
DOSD Roof Replacements, No. 2	1,100,000	-	-	-	-	-	1,100,000	Voted 2016 Debt - Sanitary Sewer	
Compost Maintenance Building Roof Replacement	397,000	-	-	-	-	-	397,000	Voted 2016 Debt - Sanitary Sewer	
SMOC Phase V Roof Replacement	2,826,000	-	-	-	-	-	2,826,000	Voted 2016 Debt - Sanitary Sewer	
SMOC Phase VI Roof Replacement	-	2,849,000	-	-	-	-	2,849,000	Voted 2019 Debt - Sanitary	
DOSD Roof Replacements, No. 3	4,050,000	3,800,000	-	-	-	-	7,850,000	Voted 2019 Debt - Sanitary	
DOSD Roof Replacements, No. 4	-	250,000	3,665,000	3,665,000	-	-	7,580,000	Sanitary Sewer Enterprise (Unvoted)	
DOSD Roof Replacement, No. 5	-	-	-	550,000	3,800,000	3,250,000	7,600,000	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	
Jackson Pkce WWTP Aeration Optimization	-	-	1,200,000	1,800,000	2,400,000	-	5,400,000	Sanitary Sewer Enterprise (Unvoted)	
Jackson Pkce WWTP Aeration Optimization	-	-	-	-	42,204,000	-	42,204,000	WPCLF/OWDA	
Jackson Pkce A-Plant Secondary Clarifier Electrical Upgrades & Miscellaneous Improvements	-	1,155,000	2,820,000	-	-	-	3,975,000	Sanitary Sewer Enterprise (Unvoted)	
Jackson Pkce A-Plant Secondary Clarifier Electrical Upgrades & Miscellaneous Improvements	825,000	-	-	-	-	-	825,000	Voted 2016 Debt - Sanitary Sewer	
Jackson Pkce A-Plant Secondary Clarifier Electrical Upgrades & Miscellaneous Improvements	-	-	15,000,000	-	-	-	15,000,000	WPCLF/OWDA	
Jackson Pkce WWTP Aeration Optimization Phase 2	-	-	-	400,000	600,000	29,536,000	30,536,000	WPCLF/OWDA	
JPWWTP Sludge Dewatering Improvements	-	-	-	1,330,000	2,280,000	2,660,000	6,270,000	WPCLF/OWDA	
JPWWTP Screening Improvements	-	4,680,000	-	-	-	-	4,680,000	Voted 2019 Debt - Sanitary	
JPWWTP Screening Improvements	-	18,000,000	-	-	-	-	18,000,000	WPCLF/OWDA	
JPWWTP Power Systems Upgrades and Safety Improvements - Phase 1	250,000	-	-	-	-	-	250,000	Voted 2016 Debt - Sanitary Sewer	
JPWWTP Power Systems Upgrades and Safety Improvements - Phase 1	-	360,000	-	-	-	-	360,000	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	1,000,000	Sanitary Sewer Enterprise (Unvoted)	
Short Circuit, Coordination, and Arc Flash Studies #1	350,000	-	-	-	-	-	350,000	Voted 2016 Debt - Sanitary Sewer	

Capital Improvements Program

2023 - 2028 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2023	2024	2025	2026	2027	2028	Total Budget	Funding Source
Short Circuit, Coordination, and Arc Flash Studies #2	-	500,000	-	-	-	-	500,000	Voted 2019 Debt - Sanitary
DFU General Engineering Consultant Services (GEC) #4	500,000	-	-	-	-	-	500,000	Voted 2016 Debt - Sanitary Sewer
DFU General Engineering Consultant Services (GEC) #5	500,000	-	-	-	-	-	500,000	Voted 2016 Debt - Sanitary Sewer
DFU General Engineering Consultant Services (GEC) #6	-	500,000	500,000	500,000	-	-	1,500,000	Sanitary Sewer Enterprise (Unvoted)
DFU General Engineering Consultant Services (GEC) #7	-	-	500,000	500,000	500,000	-	1,500,000	Sanitary Sewer Enterprise (Unvoted)
DFU General Engineering Consultant Services (GEC) #8	-	-	-	-	500,000	500,000	1,000,000	Sanitary Sewer Enterprise (Unvoted)
General Engineering Consultant (GEC) Services #9	-	-	-	-	-	500,000	500,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP Small Capital Projects	-	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	5,500,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP Small Capital Projects	1,100,000	-	-	-	-	-	1,100,000	Voted 2016 Debt - Sanitary Sewer
JPWWTP Incinerator Building Rehabilitation	853,738	-	-	-	-	-	853,738	Voted 2016 Debt - Sanitary Sewer
JPWWTP Sludge Concentration Building Demolition	1,539,332	-	-	-	-	-	1,539,332	Voted 2016 Debt - Sanitary Sewer
SWWTP Small Capital Projects	-	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	5,500,000	Sanitary Sewer Enterprise (Unvoted)
SWWTP Small Capital Projects	590,408	-	-	-	-	-	590,408	Voted 2016 Debt - Sanitary Sewer
SWWTP Incinerator Building - South Rehabilitation	-	-	-	-	-	600,000	600,000	Sanitary Sewer Enterprise (Unvoted)
SWWTP ERC/FRC MCC Replacement	-	-	-	2,509,140	-	-	2,509,140	WPCLF/OWDA
SWWTP SW Switching Station Switchgear Replacement	2,487,769	-	-	-	-	-	2,487,769	WPCLF/OWDA
SWWTP Raw Sewage Pump Building Rehabilitation	509,592	-	-	-	-	-	509,592	Voted 2016 Debt - Sanitary Sewer
SWWTP CFS Bridge and RSP Cooling Upgrade	433,000	-	-	-	-	-	433,000	Voted 2016 Debt - Sanitary Sewer
Compost Facility Small Capital Projects	-	-	-	400,000	400,000	400,000	1,200,000	Sanitary Sewer Enterprise (Unvoted)
Dodge Park Pump Station Radio System Upgrade	462,000	-	-	-	-	-	462,000	Voted 2016 Debt - Sanitary Sewer
Fairwood Building Facilities Small Capital Projects	-	350,000	350,000	350,000	350,000	350,000	1,750,000	Sanitary Sewer Enterprise (Unvoted)
Fairwood Building Facilities Small Capital Projects	350,000	-	-	-	-	-	350,000	Voted 2016 Debt - Sanitary Sewer
WWTFs Professional Construction Management Services #3	750,000	750,000	-	-	-	-	1,500,000	Voted 2019 Debt - Sanitary
WWTFs Professional Construction Management Services #4	-	-	1,000,000	1,000,000	1,000,000	-	3,000,000	Sanitary Sewer Enterprise (Unvoted)
WWTFs Professional Construction Management Services #5	-	-	-	-	-	1,000,000	1,000,000	Sanitary Sewer Enterprise (Unvoted)
Fairwood Facility HVAC Units 59 & 60 Replacement SCP 14FW	907,000	-	-	-	-	-	907,000	Voted 2016 Debt - Sanitary Sewer
DOSD HVAC and Air Purification System Replacements, No. 2	700,000	-	-	-	-	-	700,000	Voted 2016 Debt - Sanitary Sewer
DOSD HVAC and Air Purification System Replacements, No. 2	-	700,000	-	-	-	-	700,000	Voted 2019 Debt - Sanitary
DOSD HVAC and Air Purification System Replacements, No. 2	3,000,000	3,000,000	-	-	-	-	6,000,000	WPCLF/OWDA
DOSD HVAC and Air Purification System Replacements, No. 3	-	300,000	2,775,000	2,675,000	-	-	5,750,000	Sanitary Sewer Enterprise (Unvoted)
DOSD HVAC and Air Purification No. 4	-	-	-	400,000	3,775,000	3,775,000	7,950,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP Gravity Thickening Improvements	-	-	6,897,500	2,225,000	-	-	9,122,500	Sanitary Sewer Enterprise (Unvoted)
JPWWTP Gravity Thickening Improvements	-	-	-	22,250,000	-	-	22,250,000	WPCLF/OWDA
Jackson Pike WWTP Stormwater and Floodplain Improvements	500,000	3,120,000	-	-	-	-	3,620,000	Voted 2019 Debt - Sanitary
Jackson Pike WWTP Stormwater and Floodplain Improvements	-	12,000,000	-	-	-	-	12,000,000	WPCLF/OWDA
JPWWTP Plant Wide Control System Improvements	4,116,000	-	-	-	-	-	4,116,000	Voted 2016 Debt - Sanitary Sewer
JPWWTP Plant Wide Control System Improvements	-	2,469,600	-	-	-	-	2,469,600	Voted 2019 Debt - Sanitary
JPWWTP Plant Wide Control System Improvements	-	20,580,000	-	-	-	-	20,580,000	WPCLF/OWDA
Jackson Pike Waste Water Treatment Plant Audit	80,000	-	-	-	-	-	80,000	Voted 2016 Debt - Sanitary Sewer
SWWTP VFD and Harmonic Filter Upgrades	2,611,300	-	-	-	-	-	2,611,300	Voted 2016 Debt - Sanitary Sewer
SWWTP VFD and Harmonic Filter Upgrades	6,848,000	-	-	-	-	-	6,848,000	WPCLF/OWDA
DOSD Electrical Upgrades Program	1,000,000	-	-	-	-	-	1,000,000	Voted 2016 Debt - Sanitary Sewer
SWWTP Switching Station Replacement	-	-	3,000,000	11,000,000	4,000,000	-	18,000,000	Sanitary Sewer Enterprise (Unvoted)
SWWTP Switching Station Replacement	-	-	-	-	-	50,000,000	50,000,000	WPCLF/OWDA
WWTFs Instrumentation and Control (I&C) Integration and Programming #3	1,000,000	500,000	-	-	-	-	1,500,000	Voted 2019 Debt - Sanitary
WWTFs Instrumentation And Control (I&C) Integration and Programming Team Part 4	-	-	500,000	500,000	500,000	-	1,500,000	Sanitary Sewer Enterprise (Unvoted)
SWWTP Fiber Optic Backbone Upgrade and Replacement	-	-	-	700,000	-	-	700,000	Sanitary Sewer Enterprise (Unvoted)
SWWTP Fiber Optic Backbone Upgrade and Replacement	-	-	575,000	350,000	5,600,000	-	6,525,000	WPCLF/OWDA
JPWWTP Fiber Optic Backbone Upgrade and Replacement	-	-	200,000	1,000,000	50,000	-	1,250,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP Fiber Optic Backbone Upgrade and Replacement	-	-	-	-	5,750,000	-	5,750,000	WPCLF/OWDA
60-05 SWWTP Sludge Dewatering Improvements	-	-	1,330,000	2,280,000	2,280,000	-	5,890,000	Sanitary Sewer Enterprise (Unvoted)
60-05 SWWTP Sludge Dewatering Improvements	-	-	-	-	19,000,000	-	19,000,000	WPCLF/OWDA

2023 - 2028 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2023	2024	2025	2026	2027	2028	Total Budget	Funding Source
SWWTP Main Drain Alternative Pipe Route	384,000	-	-	-	-	-	384,000	Voted 2016 Debt - Sanitary Sewer
SWWTP Main Drain Alternative Pipe Route	4,600,000	-	-	-	-	-	4,600,000	WPCLF/OWDA
SWWTP Biofilter Cold Weather Reliability Improvements	-	1,571,000	-	-	-	-	1,571,000	Sanitary Sewer Enterprise (Unvoted)
SWWTP Biofilter Cold Weather Reliability Improvements	267,719	-	-	-	-	-	267,719	Voted 2016 Debt - Sanitary Sewer
SWWTP Biofilter Cold Weather Reliability Improvements	589,281	-	-	-	-	-	589,281	Voted 2019 Debt - Sanitary
SWWTP Biofilter Cold Weather Reliability Improvements	-	7,140,000	-	-	-	-	7,140,000	WPCLF/OWDA
SWWTP IJC Improvements	-	500,000	770,000	1,411,000	-	-	2,681,000	Sanitary Sewer Enterprise (Unvoted)
SWWTP IJC Improvements	-	-	-	6,500,000	-	-	6,500,000	WPCLF/OWDA
SWWTP Headworks Expansion	-	-	-	3,850,000	8,250,000	57,750,000	69,850,000	WPCLF/OWDA
SWWTP Digester Process Expansion, Phase II	-	-	9,240,000	-	-	-	9,240,000	Sanitary Sewer Enterprise (Unvoted)
SWWTP Digester Process Expansion, Phase II	9,240,000	-	-	-	-	-	9,240,000	Voted 2016 Debt - Sanitary Sewer
SWWTP Digester Process Expansion, Phase II	-	9,800,000	-	-	-	-	9,800,000	Voted 2019 Debt - Sanitary
SWWTP Digester Process Expansion, Phase II	-	-	70,000,000	-	-	-	70,000,000	WPCLF/OWDA
SWWTP Post Aeration Diffuser Replacement	1,388,000	-	-	-	-	-	1,388,000	Voted 2016 Debt - Sanitary Sewer
SWWTP Post Aeration Diffuser Replacement	10,778,923	-	-	-	-	-	10,778,923	WPCLF/OWDA
SWWTP Effluent Sample Pump Station	-	-	-	622,000	2,195,000	1,065,000	3,882,000	Sanitary Sewer Enterprise (Unvoted)
SWWTP Effluent Sample Pump Station	-	-	-	-	-	8,070,000	8,070,000	WPCLF/OWDA
SWWTP Power Systems Upgrades and Safety Improvements - Phase 1	400,000	720,000	-	-	-	-	1,120,000	Voted 2019 Debt - Sanitary
SWWTP Power Systems Upgrades and Safety Improvements - Phase 1	-	6,000,000	-	-	-	-	6,000,000	WPCLF/OWDA
WWTF Upgrade - General Program #5	800,000	800,000	-	-	-	-	1,600,000	Voted 2019 Debt - Sanitary
WWTF Upgrade - General Program #6	-	-	-	1,894,000	1,894,000	1,894,000	5,682,000	Sanitary Sewer Enterprise (Unvoted)
SWWTP Effluent Pump Station Expansion	-	-	-	-	11,600,000	19,800,000	31,400,000	Sanitary Sewer Enterprise (Unvoted)
SWWTP Aeration Optimization	-	-	-	1,791,000	3,070,000	6,652,000	11,513,000	Sanitary Sewer Enterprise (Unvoted)
SWWTP Aeration Optimization	-	-	-	-	-	25,590,000	25,590,000	WPCLF/OWDA
SWWTP Primary Clarification Improvements	-	-	1,888,600	3,237,600	4,856,400	-	9,982,600	Sanitary Sewer Enterprise (Unvoted)
SWWTP Primary Clarification Improvements	-	-	-	-	26,980,000	-	26,980,000	WPCLF/OWDA
SWWTP EAC HVAC and Air Purification	540,000	-	-	-	-	-	540,000	Voted 2016 Debt - Sanitary Sewer
SWWTP EAC HVAC and Air Purification	4,014,062	-	-	-	-	-	4,014,062	WPCLF/OWDA
Southerly WWTP Security Improvements	240,000	3,480,000	-	-	-	-	3,720,000	Voted 2019 Debt - Sanitary
Compost Facility Odor Reduction Improvements - Part 2	-	2,310,000	4,235,000	-	-	-	6,545,000	Sanitary Sewer Enterprise (Unvoted)
Compost Facility Odor Reduction Improvements - Part 2	1,347,500	-	-	-	-	-	1,347,500	Voted 2016 Debt - Sanitary Sewer
Compost Facility Odor Reduction Improvements - Part 2	-	-	19,250,000	-	-	-	19,250,000	WPCLF/OWDA
Compost Odor Control Improvements - Phase 3	-	-	-	1,403,700	2,246,000	4,117,600	7,767,300	Sanitary Sewer Enterprise (Unvoted)
Compost Odor Control Improvements - Phase 3	-	-	-	-	-	18,716,000	18,716,000	WPCLF/OWDA
Southerly Stormwater and Floodplain Improvements	-	-	9,000,000	-	9,000,000	-	18,000,000	Sanitary Sewer Enterprise (Unvoted)
Southerly Stormwater and Floodplain Improvements	9,000,000	9,700,000	-	-	-	-	18,700,000	Voted 2019 Debt - Sanitary
Southerly Stormwater and Floodplain Improvements	-	-	-	-	90,000,000	-	90,000,000	WPCLF/OWDA
SWWTP Plant Wide Control System Improvements	1,424,280	2,211,660	-	-	-	-	3,635,940	Voted 2019 Debt - Sanitary
SWWTP Plant Wide Control System Improvements	-	11,869,000	-	-	-	-	11,869,000	WPCLF/OWDA
SWWTP Far East Train	-	11,550,000	24,750,000	8,250,000	16,500,000	-	61,050,000	Sanitary Sewer Enterprise (Unvoted)
SWWTP Far East Train	-	-	-	165,000,000	-	-	165,000,000	WPCLF/OWDA
Sanitary Sewer Lining Project	-	1,170,000	-	-	1,170,000	-	2,340,000	Sanitary Sewer Enterprise (Unvoted)
2023 Annual Lining Contract	5,000,000	-	-	-	-	-	5,000,000	WPCLF/OWDA
2024 Annual Lining Contract	-	850,000	-	-	-	-	850,000	Sanitary Sewer Enterprise (Unvoted)
2024 Annual Lining Contract	-	5,000,000	-	-	-	-	5,000,000	WPCLF/OWDA
2025 Annual Lining Contract	-	-	850,000	-	-	-	850,000	Sanitary Sewer Enterprise (Unvoted)
2025 Annual Lining Contract	-	-	5,000,000	-	-	-	5,000,000	WPCLF/OWDA
2026 Annual Lining Contract	-	-	-	850,000	-	-	850,000	Sanitary Sewer Enterprise (Unvoted)
2026 Annual Lining Contract	-	-	-	5,000,000	-	-	5,000,000	WPCLF/OWDA
2027 Annual Lining Contract	-	-	-	-	850,000	-	850,000	Sanitary Sewer Enterprise (Unvoted)
2027 Annual Lining Contract	-	-	-	-	5,000,000	-	5,000,000	WPCLF/OWDA

Capital Improvements Program

2023 - 2028 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2023	2024	2025	2026	2027	2028	Total Budget	Funding Source
2028 Annual Lining Contract	-	-	-	-	-	850,000	850,000	Sanitary Sewer Enterprise (Unvoted)
2028 Annual Lining Contract	-	-	-	-	-	5,000,000	5,000,000	WPCLF/OWDA
Sewer System Capacity Model update 2020	-	3,000,000	2,000,000	-	2,000,000	-	7,000,000	Sanitary Sewer Enterprise (Unvoted)
Big Walnut Interceptor Lockbourne Subtrunk Canal Road Area	-	200,000	-	-	-	-	200,000	Sanitary Sewer Enterprise (Unvoted)
Big Walnut Interceptor Lockbourne Subtrunk Canal Road Area	-	2,000,000	-	-	-	-	2,000,000	WPCLF/OWDA
Intermodal Sanitary Subtrunk Extension	2,520,000	-	-	-	-	-	2,520,000	Voted 2016 Debt - Sanitary Sewer
Intermodal Sanitary Subtrunk Extension - Phase 2	-	-	-	-	-	550,000	550,000	Sanitary Sewer Enterprise (Unvoted)
Three Creeks Relief Tunnel	-	-	25,500,000	-	1,500,000	15,000,000	42,000,000	Sanitary Sewer Enterprise (Unvoted)
Three Creeks Relief Tunnel	-	-	-	-	-	207,500,000	207,500,000	WPCLF/OWDA
Olentangy Main Trunk-Mt. Air	-	-	-	-	-	750,000	750,000	Sanitary Sewer Enterprise (Unvoted)
SMOC Inventory Control Consolidations	4,528,480	-	-	-	-	-	4,528,480	Voted 2016 Debt - Sanitary Sewer
Ohio State University Area Utility Easement Project	50,000	-	-	-	-	-	50,000	Voted 2016 Debt - Sanitary Sewer
DOSD Sanitary Pump Stations Evaluation and Upgrade	300,000	300,000	-	-	-	-	600,000	Voted 2019 Debt - Sanitary
DOSD Sanitary Pump Stations SA13 Evaluation & Upgrade	-	360,000	-	-	-	-	360,000	Voted 2019 Debt - Sanitary
DOSD Sanitary Pump Stations SA13 Evaluation & Upgrade	-	3,300,000	-	-	-	-	3,300,000	WPCLF/OWDA
DOSD Sanitary Pump Stations Construction	-	1,000,000	365,000	-	-	-	1,365,000	Sanitary Sewer Enterprise (Unvoted)
DOSD Sanitary Pump Stations Construction	-	-	3,650,000	-	-	-	3,650,000	WPCLF/OWDA
Sanitary Remote Site Communication Network Upgrades	150,000	896,000	-	-	-	-	1,046,000	Voted 2019 Debt - Sanitary
Sanitary Remote Site Communication Network Upgrades	-	-	2,100,000	-	-	-	2,100,000	WPCLF/OWDA
Big Walnut Outfall (South) Rehabilitation	5,152,995	-	-	-	-	-	5,152,995	Voted 2016 Debt - Sanitary Sewer
Big Walnut Outfall (South) Rehabilitation	-	53,000,000	-	-	-	-	53,000,000	WPCLF/OWDA
Big Walnut Outfall (North) Rehabilitation	-	-	-	1,600,000	-	300,000	1,900,000	Sanitary Sewer Enterprise (Unvoted)
Lower Olentangy Tunnel - Phase 1	-	4,500,000	6,000,000	-	-	-	10,500,000	Sanitary Sewer Enterprise (Unvoted)
Lower Olentangy Tunnel - Phase 1	7,500,000	-	-	-	-	-	7,500,000	Voted 2016 Debt - Sanitary Sewer
Lower Olentangy Tunnel - Phase 1	-	2,000,000	-	-	-	-	2,000,000	Voted 2019 Debt - Sanitary
Lower Olentangy Tunnel Phase 2	-	-	-	-	4,000,000	-	4,000,000	Sanitary Sewer Enterprise (Unvoted)
Large Diameter Sewer Rehabilitation - Alum Creek Trunk South Section/Deshler Tunnel-	-	-	-	-	-	-	-	-
Alum Creek Interceptor Sewer/Truro Sewers	20,625,000	-	-	-	-	-	20,625,000	WPCLF/OWDA
OSIS Large Diameter Sewer Rehabilitation	900,000	650,000	-	-	-	-	1,550,000	Voted 2019 Debt - Sanitary
OSIS Large Diameter Sewer Rehabilitation	-	-	6,000,000	-	-	-	6,000,000	WPCLF/OWDA
Large Diameter - Blacklick Creek Main Trunk	625,000	-	-	-	-	-	625,000	Voted 2016 Debt - Sanitary Sewer
Large Diameter - Blacklick Creek Main Trunk	7,344,000	-	-	-	-	-	7,344,000	WPCLF/OWDA
Near North & East Area Large Diameter Assessment - Phase 3	1,500,000	-	-	-	-	-	1,500,000	Voted 2016 Debt - Sanitary Sewer
Near North & East Area Large Diameter Assessment - Phase 3	-	8,000,000	-	-	-	-	8,000,000	WPCLF/OWDA
Near North & East Area Large Diameter Assessment - Phase 4	-	-	-	1,000,000	-	1,000,000	2,000,000	Sanitary Sewer Enterprise (Unvoted)
Near North & East Area Large Diameter Assessment - Phase 4	-	-	-	-	-	10,000,000	10,000,000	WPCLF/OWDA
Alum Creek Trunk (South) - Phase 2	277,970	-	-	-	-	-	277,970	Voted 2016 Debt - Sanitary Sewer
Alum Creek Trunk (South) - Phase 2	-	975,000	-	-	-	-	975,000	Voted 2019 Debt - Sanitary
Alum Creek Trunk (South) - Phase 2	-	13,000,000	-	-	-	-	13,000,000	WPCLF/OWDA
Alum Creek Trunk (South) - Phase 3	-	600,000	-	800,000	-	-	1,400,000	Sanitary Sewer Enterprise (Unvoted)
Alum Creek Trunk (South) - Phase 3	-	-	-	-	10,000,000	-	10,000,000	WPCLF/OWDA
Blacklick Creek Sanitary Subtrunk Rehabilitation	50,000	-	-	-	-	-	50,000	Voted 2016 Debt - Sanitary Sewer
Blacklick Creek Sanitary Subtrunk Rehabilitation	-	512,000	-	-	-	-	512,000	Voted 2019 Debt - Sanitary
Blacklick Creek Sanitary Subtrunk Rehabilitation	-	-	7,800,000	-	-	-	7,800,000	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	-	-	-	-	-	10,312,000	10,312,000	WPCLF/OWDA
Big Walnut Trunk South Rehabilitation	-	-	-	2,750,000	-	150,000	2,900,000	Sanitary Sewer Enterprise (Unvoted)
Big Walnut Trunk South Rehabilitation	-	-	-	-	-	20,000,000	20,000,000	WPCLF/OWDA
Blacklick Creek Main Trunk (South) Rehabilitation - Phase 2	-	-	-	300,000	-	350,000	650,000	Sanitary Sewer Enterprise (Unvoted)
Scioto Main North Large Diameter Sewer Rehabilitation	150,000	-	-	-	-	-	150,000	Voted 2016 Debt - Sanitary Sewer
Scioto Main North Large Diameter Sewer Rehabilitation	-	2,400,000	-	-	-	-	2,400,000	Voted 2019 Debt - Sanitary
Scioto Main North Large Diameter Sewer Rehabilitation	-	10,000,000	-	-	-	-	10,000,000	WPCLF/OWDA

2023 - 2028 CAPITAL IMPROVEMENTS PROGRAM									
DEPARTMENT PROJECT	2023	2024	2025	2026	2027	2028	Total Budget	Funding Source	
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	-	100,000	1,380,000	-	-	-	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	
2023 General Construction Contract	1,150,000	-	-	-	-	-	1,150,000	Voted 2016 Debt - Sanitary Sewer	
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)	
2028 General Construction Contract	-	-	-	-	-	1,150,000	1,150,000	Sanitary Sewer Enterprise (Unvoted)	
Moler Street Overflow Intercepting Sewer	24,400,000	-	-	-	-	-	24,400,000	WPCLF/OWDA	
Inflow Redirection - Noble & 4th St	50,000	-	-	-	-	-	50,000	Voted 2016 Debt - Sanitary Sewer	
Inflow Redirection - Noble & 4th St	500,000	-	-	-	-	-	500,000	WPCLF/OWDA	
Inflow Redirection - Kerr / Russell	424,448	-	-	-	-	-	424,448	Voted 2016 Debt - Sanitary Sewer	
Inflow Redirection - Kerr / Russell	4,389,587	-	-	-	-	-	4,389,587	WPCLF/OWDA	
Inflow Redirection - Markison	2,484,300	-	-	-	-	-	2,484,300	Voted 2016 Debt - Sanitary Sewer	
Inflow Redirection - Markison	-	16,920,000	-	-	-	-	16,920,000	WPCLF/OWDA	
Construction Administration Services 2023 to 2025	-	-	100,000	-	-	-	100,000	Sanitary Sewer Enterprise (Unvoted)	
Construction Administration Services 2023 to 2025	250,000	100,000	-	-	-	-	350,000	Voted 2019 Debt - Sanitary	
Construction Administration Services 2026 to 2028	-	-	-	250,000	100,000	100,000	450,000	Sanitary Sewer Enterprise (Unvoted)	
DSR 147 Overflow Pipe Raise - 5th by Northwest Blueprint Area	-	-	-	-	-	7,844	7,844	Sanitary Sewer Enterprise (Unvoted)	
DSR 148 Overflow Pipe Raise - 5th by Northwest Blueprint Area	-	-	-	-	-	7,844	7,844	Sanitary Sewer Enterprise (Unvoted)	
DSR 149 Overflow Pipe Raise - 5th by Northwest Blueprint Area	-	-	-	-	-	7,844	7,844	Sanitary Sewer Enterprise (Unvoted)	
DSR 150 Overflow Pipe Raise - 5th by Northwest Blueprint Area	-	-	-	-	-	7,844	7,844	Sanitary Sewer Enterprise (Unvoted)	
Flow Split Reconfiguration - 5th by Northwest Blueprint Area	-	-	-	-	-	6,593	6,593	Sanitary Sewer Enterprise (Unvoted)	
DSR 103 Closure - 5th by Northwest Blueprint Area	-	-	95,251	-	-	-	95,251	Sanitary Sewer Enterprise (Unvoted)	
Bulkhead of 10" pipe from Worthington to Clintonville Main Trunk Sewer - Clintonville 2	-	-	-	38,000	-	-	38,000	Sanitary Sewer Enterprise (Unvoted)	
Upsizing Sewer Pipes (Project ID 3) - Hilltop 2	-	-	-	-	-	488,930	488,930	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)	
West Franklinton Area Sewer Reconfiguration	-	-	700,000	-	-	-	700,000	Sanitary Sewer Enterprise (Unvoted)	
West Franklinton Area Sewer Reconfiguration	850,000	-	-	-	-	-	850,000	Voted 2016 Debt - Sanitary Sewer	
West Franklinton Area Sewer Reconfiguration	-	-	6,600,000	-	-	-	6,600,000	WPCLF/OWDA	
Upsizing Sewer Pipes Project ID 2 Near South	360,000	-	-	-	-	-	360,000	Voted 2016 Debt - Sanitary Sewer	
Upsizing Sewer Pipes Project ID 2 Near South	2,400,000	-	-	-	-	-	2,400,000	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 - Eureka/Fremont	10,000,000	-	-	-	-	-	10,000,000	WPCLF/OWDA	
Blueprint Miller Kelton - Newton/Bedford	216,000	-	-	-	-	-	216,000	Voted 2016 Debt - Sanitary Sewer	
Blueprint Miller Kelton - Newton/Bedford	-	1,440,000	-	-	-	-	1,440,000	WPCLF/OWDA	
Blueprint Miller Kelton - Kelton/Fairwood	1,000,000	-	-	-	-	-	1,000,000	Voted 2016 Debt - Sanitary Sewer	
Blueprint Miller Kelton - Kelton/Fairwood	5,750,000	-	-	-	-	-	5,750,000	WPCLF/OWDA	
Blueprint 5th Ave by Northwest - Sunrise / Glenn	6,500,000	-	-	-	-	-	6,500,000	WPCLF/OWDA	
Blueprint 5th Ave by Northwest - Edgehill / Meadow	1,476,500	-	-	-	-	-	1,476,500	Voted 2016 Debt - Sanitary Sewer	
Blueprint 5th Ave by Northwest - Edgehill / Meadow	-	5,910,000	-	-	-	-	5,910,000	WPCLF/OWDA	
Blueprint 5thxNorthwest - Sunrise/Glenn Permeable Pavement	170,000	-	-	-	-	-	170,000	Voted 2016 Debt - Sanitary Sewer	
Blueprint 5thxNorthwest - Sunrise/Glenn Permeable Pavement	1,600,000	-	-	-	-	-	1,600,000	WPCLF/OWDA	
Blueprint Winthrop / Milton Area Integrated Solutions	200,000	-	-	-	-	-	200,000	Voted 2016 Debt - Sanitary Sewer	
Blueprint Winthrop / Milton Area Integrated Solutions	-	500,000	-	-	-	-	500,000	Voted 2019 Debt - Sanitary	
Blueprint Winthrop / Milton Area Integrated Solutions	-	3,700,000	-	-	-	-	3,700,000	WPCLF/OWDA	

Capital Improvements Program

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DEPARTMENT PROJECT	2023	2024	2025	2026	2027	2028	Total Budget	Funding Source
Blueprint Dorris / Weber Area Integrated Solutions	860,000	-	-	-	-	-	860,000	Voted 2016 Debt - Sanitary Sewer
Blueprint Dorris / Weber Area Integrated Solutions	-	6,600,000	-	-	-	-	6,600,000	WPCLF/OWDA
Blueprint Fredonia / Piedmont Area Integrated Solutions	700,000	1,500,000	-	-	-	-	2,200,000	Voted 2019 Debt - Sanitary
Blueprint Fredonia / Piedmont Area Integrated Solutions	-	6,500,000	-	-	-	-	6,500,000	WPCLF/OWDA
Blueprint Tulane / Findley Area Integrated Solutions	200,000	700,000	-	-	-	-	900,000	Voted 2019 Debt - Sanitary
Blueprint Tulane / Findley Area Integrated Solutions	-	7,000,000	-	-	-	-	7,000,000	WPCLF/OWDA
Blueprint Milford / Summit Area Integrated Solutions	1,720,000	-	-	-	-	-	1,720,000	Voted 2016 Debt - Sanitary Sewer
Blueprint Milford / Summit Area Integrated Solutions	-	6,500,000	-	-	-	-	6,500,000	WPCLF/OWDA
Blueprint Olde Beechwood Area - Integrated Solutions	200,000	-	-	-	-	-	200,000	Voted 2016 Debt - Sanitary Sewer
Walhalla Ravine Stream Restoration	1,500,000	-	-	-	-	-	1,500,000	WPCLF/OWDA
Leland / Highland Area Integrated Solutions	-	-	1,200,000	-	-	-	1,200,000	Sanitary Sewer Enterprise (Unvoted)
Charleston / Kanawha Area Integrated Solutions	-	-	537,605	-	237,900	25,000	800,505	Sanitary Sewer Enterprise (Unvoted)
Croswell / Beaumont Area Integrated Solutions	-	-	1,500,000	-	730,000	100,000	2,330,000	Sanitary Sewer Enterprise (Unvoted)
Jeffrey / Sellers Area Integrated Solutions	-	-	1,327,418	-	705,000	-	2,032,418	Sanitary Sewer Enterprise (Unvoted)
Green Infrastructure - North Linden 2 Blueprint Area	-	-	-	-	-	5,000,000	5,000,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Hilltop 4 - Highland / Harris	1,145,000	-	-	-	-	-	1,145,000	Voted 2016 Debt - Sanitary Sewer
Blueprint Hilltop 4 - Highland / Harris	6,300,000	-	-	-	-	-	6,300,000	WPCLF/OWDA
Green Infrastructure - Hilltop 2 Blueprint Area	-	-	-	-	5,000,000	-	5,000,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint W. Franklinton - Yale / Edwin	-	500,000	-	250,000	450,000	-	1,200,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint W. Franklinton - Yale / Edwin	-	-	-	-	3,000,000	-	3,000,000	WPCLF/OWDA
Blueprint W. Franklinton - Green / Glenwood	-	675,000	-	200,000	500,000	-	1,375,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint W. Franklinton - Green / Glenwood	-	-	-	-	4,800,000	-	4,800,000	WPCLF/OWDA
Blueprint Near South - Morrill/Ann Area Integrated Solutions	-	-	200,000	50,000	-	355,665	605,665	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	-	261,675	1,246,700	-	-	-	1,508,375	Sanitary Sewer Enterprise (Unvoted)
Blueprint Near South - Champion/Roberts Area Integrated Solutions	699,140	-	-	-	-	-	699,140	Voted 2019 Debt - Sanitary
Blueprint Near South - Champion/Roberts Area Integrated Solutions	-	-	-	4,033,500	-	-	4,033,500	WPCLF/OWDA
Blueprint Hilltop 1 Palmetto / Westgate Permeable Pavers Solutions	607,500	-	-	-	-	-	607,500	Voted 2016 Debt - Sanitary Sewer
Blueprint Hilltop 1 Palmetto / Westgate Permeable Pavers	13,000,000	-	-	-	-	-	13,000,000	WPCLF/OWDA
Blueprint Hilltop 1 Eureka / Fremont Permeable Pavers	8,000,000	-	-	-	-	-	8,000,000	WPCLF/OWDA
Astor / Bernhard Integrated Solutions	543,541	429,015	-	-	-	-	972,556	Voted 2019 Debt - Sanitary
Astor / Bernhard Integrated Solutions	-	-	2,790,150	-	-	-	2,790,150	WPCLF/OWDA
Thurston / Grimsby Integrated Solutions	-	-	290,610	-	-	-	290,610	Sanitary Sewer Enterprise (Unvoted)
Thurston / Grimsby Integrated Solutions	290,529	-	-	-	-	-	290,529	Voted 2019 Debt - Sanitary
Thurston / Grimsby Integrated Solutions	-	-	-	1,406,100	-	-	1,406,100	WPCLF/OWDA
Gertrude / Lattimer Integrated Solutions	-	-	1,793,787	-	-	-	1,793,787	Sanitary Sewer Enterprise (Unvoted)
Gertrude / Lattimer Integrated Solutions	1,342,221	-	-	-	-	-	1,342,221	Voted 2019 Debt - Sanitary
Gertrude / Lattimer Integrated Solutions	-	-	-	6,975,150	-	-	6,975,150	WPCLF/OWDA
Plum Ridge Integrated Solutions	-	-	354,645	-	-	-	354,645	Sanitary Sewer Enterprise (Unvoted)
Plum Ridge Integrated Solutions	371,303	-	-	-	-	-	371,303	Voted 2019 Debt - Sanitary
Plum Ridge Integrated Solutions	-	-	-	2,046,450	-	-	2,046,450	WPCLF/OWDA
Blueprint Miller Kelton New ton / Bedford Permeable Pavers	990,000	-	-	-	-	-	990,000	Voted 2016 Debt - Sanitary Sewer
Blueprint Miller Kelton New ton / Bedford Permeable Pavers	-	6,600,000	-	-	-	-	6,600,000	WPCLF/OWDA
Blueprint Miller Kelton - Kent/Fairwood Permeable Pavers	1,800,000	-	-	-	-	-	1,800,000	Voted 2016 Debt - Sanitary Sewer
Blueprint Miller Kelton - Kent/Fairwood Permeable Pavers	10,000,000	-	-	-	-	-	10,000,000	WPCLF/OWDA
Roof Redirection - Blueprint Clintonville 3 Project 1	-	-	-	240,000	-	-	240,000	Sanitary Sewer Enterprise (Unvoted)
Roof Redirection - Blueprint Clintonville 3 Project 1	-	-	-	1,600,000	-	-	1,600,000	WPCLF/OWDA
Roof Redirection - Blueprint Clintonville 3 Project 2	-	-	-	240,000	-	-	240,000	Sanitary Sewer Enterprise (Unvoted)
Roof Redirection - Blueprint Clintonville 3 Project 2	-	-	-	1,600,000	-	-	1,600,000	WPCLF/OWDA
Roof Redirection - Blueprint Clintonville 3 Project 3	-	-	-	240,000	-	-	240,000	Sanitary Sewer Enterprise (Unvoted)
Roof Redirection - Blueprint Clintonville 3 Project 3	-	-	-	-	1,600,000	-	1,600,000	WPCLF/OWDA

2023 - 2028 CAPITAL IMPROVEMENTS PROGRAM									
DEPARTMENT PROJECT	2023	2024	2025	2026	2027	2028	Total Budget	Funding Source	
Roof Redirection - Blueprint Clintonville 3 Project 4	-	-	-	-	240,000	-	240,000	Sanitary Sewer Enterprise (Unvoted)	
Roof Redirection - Blueprint Clintonville 3 Project 4	-	-	-	-	1,600,000	-	1,600,000	WPCLF/OWDA	
Roof Redirection - Blueprint Clintonville 3 Project 5	-	-	-	-	240,000	-	240,000	Sanitary Sewer Enterprise (Unvoted)	
Roof Redirection - Blueprint Clintonville 3 Project 5	-	-	-	-	1,600,000	-	1,600,000	WPCLF/OWDA	
Roof Redirection - Blueprint Clintonville 3 Project 6	-	-	-	-	240,000	-	240,000	Sanitary Sewer Enterprise (Unvoted)	
Roof Redirection - Blueprint Clintonville 3 Project 6	-	-	-	-	1,600,000	-	1,600,000	WPCLF/OWDA	
Roof Redirection - Blueprint Clintonville 3 Project 7	-	-	-	-	240,000	-	240,000	Sanitary Sewer Enterprise (Unvoted)	
Roof Redirection - Blueprint Clintonville 3 Project 7	-	-	-	-	1,600,000	-	1,600,000	WPCLF/OWDA	
Roof Redirection - Blueprint Clintonville 3 Project 8	-	-	-	-	240,000	-	240,000	Sanitary Sewer Enterprise (Unvoted)	
Roof Redirection - Blueprint Clintonville 3 Project 8	-	-	-	-	-	1,600,000	1,600,000	WPCLF/OWDA	
Roof Redirection - Blueprint Clintonville 3 Project 9	-	-	-	-	-	240,000	240,000	Sanitary Sewer Enterprise (Unvoted)	
Roof Redirection - Blueprint Clintonville 3 Project 9	-	-	-	-	-	1,600,000	1,600,000	WPCLF/OWDA	
Roof Redirection - Blueprint Clintonville 3 Project 10	-	-	-	-	-	240,000	240,000	Sanitary Sewer Enterprise (Unvoted)	
Roof Redirection - Blueprint Clintonville 3 Project 10	-	-	-	-	-	1,600,000	1,600,000	WPCLF/OWDA	
Roof Redirection - Blueprint North Linden 1, Oakland Park Area 1	3,700,000	-	-	-	-	-	3,700,000	WPCLF/OWDA	
Roof Redirection - Blueprint North Linden 1, Hudson McGuffey Area 1	472,535	-	-	-	-	-	472,535	Voted 2016 Debt - Sanitary Sewer	
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 2016 Debt - Sanitary Sewer	
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 2016 Debt - Sanitary Sewer	
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	-	-	188,301	-	-	-	188,301	Sanitary Sewer Enterprise (Unvoted)	
Roof Redirection - 5th by Northwest, Phase 1	-	-	1,255,338	-	-	-	1,255,338	WPCLF/OWDA	
Roof Redirection - 5th by Northwest, Phase 2	-	-	188,301	-	-	-	188,301	Sanitary Sewer Enterprise (Unvoted)	
Roof Redirection - 5th by Northwest, Phase 2	-	-	1,255,338	-	-	-	1,255,338	WPCLF/OWDA	
Blueprint Hilltop 1 Palmetto / Westgate Roof Redirection Project 1	250,000	-	-	-	-	-	250,000	Voted 2016 Debt - Sanitary Sewer	
Blueprint Hilltop 1 Palmetto / Westgate Roof Redirection Project 1	-	1,665,000	-	-	-	-	1,665,000	WPCLF/OWDA	
Blueprint Hilltop 1 Palmetto / Westgate Roof Redirection Project 2	-	250,000	-	-	-	-	250,000	Sanitary Sewer Enterprise (Unvoted)	
Blueprint Hilltop 1 Palmetto / Westgate Roof Redirection Project 2	-	1,665,000	-	-	-	-	1,665,000	WPCLF/OWDA	
Blueprint Hilltop 1 Palmetto / Westgate Roof Redirection Project 3	-	250,000	-	-	-	-	250,000	Sanitary Sewer Enterprise (Unvoted)	
Blueprint Hilltop 1 Palmetto / Westgate Roof Redirection Project 3	-	1,665,000	-	-	-	-	1,665,000	WPCLF/OWDA	
Blueprint Hilltop 1 Palmetto / Westgate Roof Redirection Project 4	-	250,000	-	-	-	-	250,000	Sanitary Sewer Enterprise (Unvoted)	
Blueprint Hilltop 1 Palmetto / Westgate Roof Redirection Project 4	-	1,665,000	-	-	-	-	1,665,000	WPCLF/OWDA	
Blueprint Hilltop 1 Eureka / Fremont Roof Redirection Project 5	-	-	251,000	-	-	-	251,000	Sanitary Sewer Enterprise (Unvoted)	
Blueprint Hilltop 1 Eureka / Fremont Roof Redirection Project 5	-	-	1,668,000	-	-	-	1,668,000	WPCLF/OWDA	
Blueprint Hilltop 1 Eureka / Fremont Roof Redirection Project 6	-	-	251,000	-	-	-	251,000	Sanitary Sewer Enterprise (Unvoted)	
Blueprint Hilltop 1 Eureka / Fremont Roof Redirection Project 6	-	-	1,668,000	-	-	-	1,668,000	WPCLF/OWDA	
Blueprint Hilltop 1 Eureka / Fremont Roof Redirection Project 7	-	-	251,000	-	-	-	251,000	Sanitary Sewer Enterprise (Unvoted)	
Blueprint Hilltop 1 Eureka / Fremont Roof Redirection Project 7	-	-	1,668,000	-	-	-	1,668,000	WPCLF/OWDA	
Blueprint Hilltop 1 Eureka / Fremont Roof Redirection Project 8	-	-	251,000	-	-	-	251,000	Sanitary Sewer Enterprise (Unvoted)	
Blueprint Hilltop 1 Eureka / Fremont Roof Redirection Project 8	-	-	1,668,000	-	-	-	1,668,000	WPCLF/OWDA	
Roof Redirection - Hilltop 4, Phase 1	-	-	-	235,000	-	-	235,000	Sanitary Sewer Enterprise (Unvoted)	
Roof Redirection - Hilltop 4, Phase 1	-	-	-	1,566,000	-	-	1,566,000	WPCLF/OWDA	
Roof Redirection - Hilltop 4, Phase 2	-	-	-	235,000	-	-	235,000	Sanitary Sewer Enterprise (Unvoted)	
Roof Redirection - Hilltop 4, Phase 2	-	-	-	1,566,000	-	-	1,566,000	WPCLF/OWDA	
Roof Redirection - Hilltop 4, Phase 3	-	-	-	235,000	-	-	235,000	Sanitary Sewer Enterprise (Unvoted)	
Roof Redirection - Hilltop 4, Phase 3	-	-	-	1,566,000	-	-	1,566,000	WPCLF/OWDA	
Roof Redirection - Hilltop 4, Phase 4	-	-	-	235,000	-	-	235,000	Sanitary Sewer Enterprise (Unvoted)	
Roof Redirection - Hilltop 4, Phase 4	-	-	-	1,566,000	-	-	1,566,000	WPCLF/OWDA	
Blueprint Miller-Kelton Newton / Bedford Roof Redirection Project 1	-	-	174,000	-	-	-	174,000	Sanitary Sewer Enterprise (Unvoted)	
Blueprint Miller-Kelton Newton / Bedford Roof Redirection Project 1	-	-	1,160,000	-	-	-	1,160,000	WPCLF/OWDA	

Capital Improvements Program

2023 - 2028 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2023	2024	2025	2026	2027	2028	Total Budget	Funding Source
Blueprint Miller-Kelton Newton / Bedford Roof Redirection Project 2	-	-	174,000	-	-	-	174,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Miller-Kelton Newton / Bedford Roof Redirection Project 2	-	-	1,160,000	-	-	-	1,160,000	WPCLF/OWDA
Blueprint Miller-Kelton Fairwood / Kent Roof Redirection Project 3	-	-	360,000	-	-	-	360,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Miller-Kelton Fairwood / Kent Roof Redirection Project 3	-	-	2,000,000	-	-	-	2,000,000	WPCLF/OWDA
Blueprint Miller-Kelton Fairwood / Kent Roof Redirection Project 4	-	-	360,000	-	-	-	360,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Miller-Kelton Fairwood / Kent Roof Redirection Project 4	-	-	2,000,000	-	-	-	2,000,000	WPCLF/OWDA
BP Near South Roof Redirection 1	-	-	-	-	519,829	-	519,829	Sanitary Sewer Enterprise (Unvoted)
BP Near South Roof Redirection 1	-	-	-	-	-	3,465,525	3,465,525	WPCLF/OWDA
BP Near South Roof Redirection 2	-	-	-	-	-	519,829	519,829	Sanitary Sewer Enterprise (Unvoted)
BP Near South Roof Redirection 2	-	-	-	-	-	3,465,525	3,465,525	WPCLF/OWDA
BP Near South Roof Redirection 3	-	-	-	-	-	519,829	519,829	Sanitary Sewer Enterprise (Unvoted)
BP Near South Roof Redirection 3	-	-	-	-	-	3,465,525	3,465,525	WPCLF/OWDA
BP Near South Roof Redirection 4	-	-	-	-	-	519,829	519,829	Sanitary Sewer Enterprise (Unvoted)
BP Near South Roof Redirection 4	-	-	-	-	-	3,465,525	3,465,525	WPCLF/OWDA
Lateral Lining - Blueprint Clintonville 3 Project 1	-	-	-	502,000	-	-	502,000	Sanitary Sewer Enterprise (Unvoted)
Lateral Lining - Blueprint Clintonville 3 Project 1	-	-	-	3,345,000	-	-	3,345,000	WPCLF/OWDA
Lateral Lining - Blueprint Clintonville 3 Project 2	-	-	-	502,000	-	-	502,000	Sanitary Sewer Enterprise (Unvoted)
Lateral Lining - Blueprint Clintonville 3 Project 2	-	-	-	3,345,000	-	-	3,345,000	WPCLF/OWDA
Lateral Lining - Blueprint Clintonville 3 Project 3	-	-	-	502,000	-	-	502,000	Sanitary Sewer Enterprise (Unvoted)
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 Clintonville 3 Project 8	-	-	-	-	-	3,345,000	3,345,000	WPCLF/OWDA
Lateral Lining - Blueprint Clintonville 3 Project 9	-	-	-	-	-	502,000	502,000	Sanitary Sewer Enterprise (Unvoted)
Lateral Lining - Blueprint Clintonville 3 Project 9	-	-	-	-	-	3,345,000	3,345,000	WPCLF/OWDA
Lateral Lining - Blueprint Clintonville 3 Project 10	-	-	-	-	-	502,000	502,000	Sanitary Sewer Enterprise (Unvoted)
Lateral Lining - Blueprint Clintonville 3 Project 10	-	-	-	-	-	3,345,000	3,345,000	WPCLF/OWDA
Lateral Lining - Blueprint North Linden 1, Hudson McGuffey	1,316,348	-	-	-	-	-	1,316,348	Voted 2016 Debt - Sanitary Sewer
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	-	-	413,741	-	-	-	413,741	Sanitary Sewer Enterprise (Unvoted)
Lateral Lining - 5th by Northwest, Phase 2	-	-	2,758,275	-	-	-	2,758,275	WPCLF/OWDA
Blueprint Hilltop 1 Palmetto / Westgate Lateral Lining Project 1	451,000	-	-	-	-	-	451,000	Voted 2016 Debt - Sanitary Sewer
Blueprint Hilltop 1 Palmetto / Westgate Lateral Lining Project 1	-	3,005,000	-	-	-	-	3,005,000	WPCLF/OWDA
Blueprint Hilltop 1 Palmetto / Westgate Lateral Lining Project 2	-	451,000	-	-	-	-	451,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Hilltop 1 Palmetto / Westgate Lateral Lining Project 2	-	3,005,000	-	-	-	-	3,005,000	WPCLF/OWDA
Blueprint Hilltop 1 Palmetto / Westgate Lateral Lining Project 3	-	451,000	-	-	-	-	451,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Hilltop 1 Palmetto / Westgate Lateral Lining Project 3	-	3,005,000	-	-	-	-	3,005,000	WPCLF/OWDA
Blueprint Hilltop 1 Palmetto / Westgate Lateral Lining Project 4	-	451,000	-	-	-	-	451,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Hilltop 1 Palmetto / Westgate Lateral Lining Project 4	-	3,005,000	-	-	-	-	3,005,000	WPCLF/OWDA
Blueprint Hilltop 1 Eureka / Fremont Lateral Lining Project 5	-	-	452,000	-	-	-	452,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Hilltop 1 Eureka / Fremont Lateral Lining Project 5	-	-	3,015,000	-	-	-	3,015,000	WPCLF/OWDA
Blueprint Hilltop 1 Eureka / Fremont Lateral Lining Project 6	-	-	452,000	-	-	-	452,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Hilltop 1 Eureka / Fremont Lateral Lining Project 6	-	-	3,015,000	-	-	-	3,015,000	WPCLF/OWDA

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DEPARTMENT PROJECT	2023	2024	2025	2026	2027	2028	Total Budget	Funding Source
Blueprint Hilltop 1 Eureka / Fremont Lateral Lining Project 7	-	-	452,000	-	-	-	452,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Hilltop 1 Eureka / Fremont Lateral Lining Project 7	-	-	3,015,000	-	-	-	3,015,000	WPCLF/OWDA
Blueprint Hilltop 1 Eureka / Fremont Lateral Lining Project 8	-	-	452,000	-	-	-	452,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Hilltop 1 Eureka / Fremont Lateral Lining Project 8	-	-	3,015,000	-	-	-	3,015,000	WPCLF/OWDA
Lateral Lining - Hilltop 4, Phase 1	-	-	-	425,000	-	-	425,000	Sanitary Sewer Enterprise (Unvoted)
Lateral Lining - Hilltop 4, Phase 1	-	-	-	2,830,000	-	-	2,830,000	WPCLF/OWDA
Lateral Lining - Hilltop 4, Phase 2	-	-	-	425,000	-	-	425,000	Sanitary Sewer Enterprise (Unvoted)
Lateral Lining - Hilltop 4, Phase 2	-	-	-	2,830,000	-	-	2,830,000	WPCLF/OWDA
Lateral Lining - Hilltop 4, Phase 3	-	-	-	425,000	-	-	425,000	Sanitary Sewer Enterprise (Unvoted)
Lateral Lining - Hilltop 4, Phase 3	-	-	-	2,830,000	-	-	2,830,000	WPCLF/OWDA
Lateral Lining - Hilltop 4, Phase 4	-	-	-	425,000	-	-	425,000	Sanitary Sewer Enterprise (Unvoted)
Lateral Lining - Hilltop 4, Phase 4	-	-	-	2,830,000	-	-	2,830,000	WPCLF/OWDA
Blueprint Miller-Kelton Newton / Bedford Lateral Lining Project 1	-	-	315,000	-	-	-	315,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Miller-Kelton Newton / Bedford Lateral Lining Project 1	-	-	2,100,000	-	-	-	2,100,000	WPCLF/OWDA
Blueprint Miller-Kelton Newton / Bedford Lateral Lining Project 2	-	-	315,000	-	-	-	315,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Miller-Kelton Newton / Bedford Lateral Lining Project 2	-	-	2,100,000	-	-	-	2,100,000	WPCLF/OWDA
Blueprint Miller-Kelton Fairwood / Kent Lateral Lining Project 3	-	-	525,000	-	-	-	525,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Miller-Kelton Fairwood / Kent Lateral Lining Project 3	-	-	3,500,000	-	-	-	3,500,000	WPCLF/OWDA
Blueprint Miller-Kelton Fairwood / Kent Lateral Lining Project 4	-	-	525,000	-	-	-	525,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Miller-Kelton Fairwood / Kent Lateral Lining Project 4	-	-	3,500,000	-	-	-	3,500,000	WPCLF/OWDA
BP Near South Lateral Lining 1	-	-	-	-	482,698	-	482,698	Sanitary Sewer Enterprise (Unvoted)
BP Near South Lateral Lining 1	-	-	-	-	-	3,217,988	3,217,988	WPCLF/OWDA
BP Near South Lateral Lining 2	-	-	-	-	-	482,698	482,698	Sanitary Sewer Enterprise (Unvoted)
BP Near South Lateral Lining 2	-	-	-	-	-	3,217,988	3,217,988	WPCLF/OWDA
BP Near South Lateral Lining 3	-	-	-	-	-	482,698	482,698	Sanitary Sewer Enterprise (Unvoted)
BP Near South Lateral Lining 3	-	-	-	-	-	3,217,988	3,217,988	WPCLF/OWDA
BP Near South Lateral Lining 4	-	-	-	-	-	482,698	482,698	Sanitary Sewer Enterprise (Unvoted)
BP Near South Lateral Lining 4	-	-	-	-	-	3,217,988	3,217,988	WPCLF/OWDA
Mainline Lining - Clintonville 2 Blueprint Area	-	-	675,000	675,000	-	-	1,350,000	Sanitary Sewer Enterprise (Unvoted)
Mainline Lining - Clintonville 2 Blueprint Area	-	-	7,600,000	-	-	-	7,600,000	WPCLF/OWDA
Mainline Lining - North Linden 2 Blueprint Area	-	-	-	-	-	1,250,000	1,250,000	Sanitary Sewer Enterprise (Unvoted)
Mainline Lining - North Linden 2 Blueprint Area	-	-	-	-	-	14,912,895	14,912,895	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	-	1,368,948	-	-	-	-	1,368,948	Sanitary Sewer Enterprise (Unvoted)
Mainline Lining - James Livingston 5 Blueprint Area	-	13,689,481	-	-	-	-	13,689,481	WPCLF/OWDA
Mainline Lining - Plum Ridge Blueprint Area	-	228,909	-	-	-	-	228,909	Sanitary Sewer Enterprise (Unvoted)
Mainline Lining - Plum Ridge Blueprint Area	-	2,289,096	-	-	-	-	2,289,096	WPCLF/OWDA
Volunteer Sump Pump Program - Clintonville 2 Blueprint Area	-	-	-	-	1,100,000	-	1,100,000	Sanitary Sewer Enterprise (Unvoted)
Volunteer Sump Pump Program - Blueprint North Linden 1, Phase 3	1,388,625	-	-	-	-	-	1,388,625	Voted 2016 Debt - Sanitary Sewer
Volunteer Sump Pump Program - Blueprint North Linden 1, Phase 4	-	2,082,938	-	-	-	-	2,082,938	Voted 2019 Debt - Sanitary
Volunteer Sump Pump Program "2022"	1,150,000	1,150,000	-	-	-	-	2,300,000	Voted 2019 Debt - Sanitary
Volunteer Sump Pump Program - Blueprint Clintonville 3 Project 2	-	310,328	-	-	-	-	310,328	Voted 2019 Debt - Sanitary
Volunteer Sump Pump Program - Blueprint Clintonville 3 Project 3	-	-	-	-	310,328	-	310,328	Sanitary Sewer Enterprise (Unvoted)
Volunteer Sump Pump Program - Blueprint Clintonville 3 Project 4	-	-	-	-	-	310,328	310,328	Sanitary Sewer Enterprise (Unvoted)
Volunteer Sump Pump Program - Blueprint 5th by Northwest	-	-	-	462,875	-	-	462,875	Sanitary Sewer Enterprise (Unvoted)
Volunteer Sump Pump Program - Blueprint Hilltop 4, Phase 2	925,750	-	-	-	-	-	925,750	Voted 2016 Debt - Sanitary Sewer
Blueprint Hilltop 1 Volunteer Sump Pump Program Project 4	-	-	1,851,500	2,249,573	-	-	4,101,073	Sanitary Sewer Enterprise (Unvoted)
Volunteer Sump Pump Program - Blueprint West Franklinton, Phase 1	-	925,750	-	-	-	-	925,750	Sanitary Sewer Enterprise (Unvoted)
Volunteer Sump Pump Program - Blueprint James Livingston 5, Phase 1	925,750	-	-	-	-	-	925,750	Voted 2016 Debt - Sanitary Sewer
Volunteer Sump Pump Program - Blueprint James Livingston 5, Phase 2	-	-	1,388,625	-	-	-	1,388,625	Sanitary Sewer Enterprise (Unvoted)

Capital Improvements Program

2023 - 2028 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2023	2024	2025	2026	2027	2028	Total Budget	Funding Source
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	-	1,851,500	2,314,375	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 2016 Debt - Sanitary Sewer
Blueprint Linden 1 Professional Construction Management Services	1,200,000	-	-	-	-	-	1,200,000	Voted 2016 Debt - Sanitary Sewer
Blueprint Hilltop/Miller Kelton Professional Construction Management Services	1,900,000	-	-	-	-	-	1,900,000	Voted 2016 Debt - Sanitary Sewer
Address Hydraulic Issues - Plum Ridge	-	-	-	-	-	43,600	43,600	Sanitary Sewer Enterprise (Unvoted)
Scioto Main Sanitary Pump Stations	300,000	-	-	-	-	-	300,000	Voted 2016 Debt - Sanitary Sewer
Scioto Main Sanitary Pump Stations	3,000,000	-	-	-	-	-	3,000,000	WPCLF/OWDA
Brooklyn / Cleveland HSTS Elimination Project	175,000	-	-	-	-	-	175,000	Voted 2016 Debt - Sanitary Sewer
Brooklyn / Cleveland HSTS Elimination Project	1,120,000	-	-	-	-	-	1,120,000	WPCLF/OWDA
Community Park / Maple Canyon HSTS Elimination Project	180,000	-	-	-	-	-	180,000	Voted 2016 Debt - Sanitary Sewer
Community Park / Maple Canyon HSTS Elimination Project	1,000,000	-	-	-	-	-	1,000,000	WPCLF/OWDA
Olentangy River Rd / Snouffer Rd HSTS Elimination Project	-	-	-	-	950,000	800,000	1,750,000	Sanitary Sewer Enterprise (Unvoted)
Sunbury Rd / Mock Rd HSTS Elimination Project	710,000	-	-	-	-	-	710,000	Voted 2016 Debt - Sanitary Sewer
Sunbury Rd / Mock Rd HSTS Elimination Project	4,000,000	-	-	-	-	-	4,000,000	WPCLF/OWDA
Spangler Rd / Williams Rd HSTS Elimination Project	-	-	-	-	-	1,750,000	1,750,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Affordability Update	600,000	-	-	-	-	-	600,000	Voted 2016 Debt - Sanitary Sewer
DOSD Surveillance Lab Equipment	650,000	-	-	-	-	-	650,000	WPCLF/OWDA
Subtotal - SANITARY SEWERS	\$ 437,460,247	\$ 479,683,150	\$ 334,085,701	\$ 346,074,284	\$ 363,999,382	\$ 595,324,120	\$ 2,556,626,884	
ELECTRICITY								
60 UIRF 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
Freeway & Kingshill Street Lighting	1,516,956	-	-	-	-	-	1,516,956	Voted 2016 Debt - Electricity
Morningstar & North Forty Street Lighting	1,243,147	-	-	-	-	-	1,243,147	Voted 2016 Debt - Electricity
Smart Lighting Phase Two	2,239,897	-	-	-	-	-	2,239,897	Voted 2016 Debt - Electricity
Subtotal - ELECTRICITY	\$ 5,505,000	\$ 505,000	\$ 505,000	\$ 505,000	\$ 505,000	\$ 505,000	\$ 8,030,000	
WATER								
Misc. Erosion Control	\$ -	\$ 800,000	\$ 400,000	\$ -	\$ -	\$ -	\$ 1,200,000	Voted 2019 Debt - Water
Misc. Erosion Control	-	-	-	500,000	1,400,000	1,400,000	3,300,000	Water Enterprise (Unvoted)
Misc. Erosion Control - Hoover (Weiss Road)	675,000	-	-	-	-	-	675,000	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)
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	500,000	Water Enterprise (Unvoted)
Water Main Rehabilitation	-	1,000,000	-	-	-	-	1,000,000	Voted 2019 Debt - Water
Water Main Rehabilitation	-	-	300,000	300,000	11,000,000	23,000,000	34,600,000	WSRLA Loan
Water Main Rehabilitation	-	-	8,400,000	9,000,000	10,500,000	12,000,000	39,900,000	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	3,650,000	-	-	-	-	-	3,650,000	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
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
Livingston Ave Phase B W.L. Imp's	200,000	-	-	-	-	-	200,000	Voted 2016 Debt - Water
Transite Pipe Replacement	4,650,000	-	-	-	-	-	4,650,000	Voted 2016 Debt - Water
Sunrise Glenn WL Imp's	600,000	-	-	-	-	-	600,000	Voted 2016 Debt - Water

2023 - 2028 CAPITAL IMPROVEMENTS PROGRAM									
DEPARTMENT PROJECT	2023	2024	2025	2026	2027	2028	Total Budget	Funding Source	
New ton/Bedford WL Imp's	-	500,000	-	-	-	-	500,000	WSRLA Loan	
Brixham Rd. WL Imp's	450,000	-	-	-	-	-	450,000	Voted 2016 Debt - Water	
Brixham Rd. WL Imp's	3,000,000	-	-	-	-	-	3,000,000	WSRLA Loan	
Miller Ave. Area WL Imp's	500,000	-	-	-	-	-	500,000	Voted 2016 Debt - Water	
Miller Ave. Area WL Imp's	4,200,000	-	-	-	-	-	4,200,000	WSRLA Loan	
Roosevelt Ave. Area WL Imp's	450,000	-	-	-	-	-	450,000	Voted 2016 Debt - Water	
Roosevelt Ave. Area WL Imp's	3,500,000	-	-	-	-	-	3,500,000	WSRLA Loan	
Norris Drive Area Water Line Imp's	500,000	-	-	-	-	-	500,000	Voted 2016 Debt - Water	
Norris Drive Area Water Line Imp's	3,800,000	-	-	-	-	-	3,800,000	WSRLA Loan	
Riverview Drive Area Water Line Imp's	450,000	-	-	-	-	-	450,000	Voted 2016 Debt - Water	
Riverview Drive Area Water Line Imp's	3,350,000	-	-	-	-	-	3,350,000	WSRLA Loan	
Saw mill Place Blvd. Area WL Imp's	450,000	-	-	-	-	-	450,000	Voted 2016 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	450,000	-	-	-	-	-	450,000	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	500,000	-	-	-	-	-	500,000	Voted 2016 Debt - Water	
Lee Ellen Place Area Water Line Imp's	3,500,000	-	-	-	-	-	3,500,000	WSRLA Loan	
Bluefield Drive Area Water Line Imp's	450,000	-	-	-	-	-	450,000	Voted 2016 Debt - Water	
Bluefield Drive Area Water Line Imp's	3,000,000	-	-	-	-	-	3,000,000	WSRLA Loan	
Clearview Avenue Area WL Imps (fka #71)	450,000	-	-	-	-	-	450,000	Voted 2016 Debt - Water	
Clearview Avenue Area WL Imps (fka #71)	3,000,000	-	-	-	-	-	3,000,000	WSRLA Loan	
Atlanta Drive Area WL Imps (fka #72)	450,000	-	-	-	-	-	450,000	Voted 2016 Debt - Water	
Atlanta Drive Area WL Imps (fka #72)	3,000,000	-	-	-	-	-	3,000,000	WSRLA Loan	
Elizabeth Ave Area WL Imps (fka #73)	500,000	-	-	-	-	-	500,000	Voted 2016 Debt - Water	
Elizabeth Ave Area WL Imps (fka #73)	3,500,000	-	-	-	-	-	3,500,000	WSRLA Loan	
Lexington Ave. Area Water Line Imp's (fka #74)	-	450,000	-	-	-	-	450,000	Voted 2019 Debt - Water	
Lexington Ave. Area Water Line Imp's (fka #74)	-	3,000,000	-	-	-	-	3,000,000	WSRLA Loan	
Jermain Dr. Area Water Line Imp's (fka #75)	-	450,000	-	-	-	-	450,000	Voted 2019 Debt - Water	
Jermain Dr. Area Water Line Imp's (fka #75)	-	3,000,000	-	-	-	-	3,000,000	WSRLA Loan	
Heyl Ave. Area Water Line Imp's (fka #76)	-	500,000	-	-	-	-	500,000	Voted 2016 Debt - Water	
Heyl Ave. Area Water Line Imp's (fka #76)	-	3,300,000	-	-	-	-	3,300,000	WSRLA Loan	
Athens Ave. & Rumsey Rd. Area WL Imp's (fka #77)	-	-	450,000	-	-	-	450,000	Voted 2019 Debt - Water	
Athens Ave. & Rumsey Rd. Area WL Imp's (fka #77)	-	-	3,000,000	-	-	-	3,000,000	WSRLA Loan	
Kenwick Rd. Area WL Imp's (fka #78)	-	-	450,000	-	-	-	450,000	Voted 2019 Debt - Water	
Kenwick Rd. Area WL Imp's (fka #78)	-	-	3,000,000	-	-	-	3,000,000	WSRLA Loan	
Velma Ave. Area WL Imp's (fka #79)	-	-	450,000	-	-	-	450,000	Voted 2019 Debt - Water	
Velma Ave. Area WL Imp's (fka #79)	-	-	3,000,000	-	-	-	3,000,000	WSRLA Loan	
Barnett Road Water Main Imp's	429,232	-	-	-	-	-	429,232	Voted 2016 Debt - Water	
Eureka-Fremont Area Water Line Improvements	2,000,000	-	-	-	-	-	2,000,000	WSRLA Loan	
Kent-Fairwood Area Water Line Improvements	200,000	-	-	-	-	-	200,000	Voted 2016 Debt - Water	
Kent-Fairwood Area Water Line Improvements	800,000	-	-	-	-	-	800,000	WSRLA Loan	
Palmetto/Westgate Water Line Improvements	400,000	-	-	-	-	-	400,000	Voted 2016 Debt - Water	
Palmetto/Westgate Water Line Improvements	3,000,000	-	-	-	-	-	3,000,000	WSRLA Loan	
Cassady Ave. Water Line Improvements	-	28,768	-	-	-	-	28,768	Voted 2016 Debt - Water	
Cassady Ave. Water Line Improvements	-	431,232	-	-	-	-	431,232	Voted 2019 Debt - Water	
John Glenn Ave Area Water Main Extension	114,000	-	-	-	-	-	114,000	Voted 2016 Debt - Water	
Moler St Area WL Improvements	200,000	-	-	-	-	-	200,000	Voted 2016 Debt - Water	
English Way Water Line Imp's	156,000	-	-	-	-	-	156,000	WSRLA Loan	
Project No. 80 W.M. Replacement	300,000	-	-	-	-	-	300,000	Voted 2016 Debt - Water	
Project No. 80 W.M. Replacement	-	-	500,000	-	-	-	500,000	Voted 2019 Debt - Water	
Project No. 80 W.M. Replacement	-	-	3,500,000	-	-	-	3,500,000	WSRLA Loan	

Capital Improvements Program

2023 - 2028 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2023	2024	2025	2026	2027	2028	Total Budget	Funding Source
Project No. 81 W.M. Replacement	300,000	-	-	-	-	-	300,000	Voted 2016 Debt - Water
Project No. 81 W.M. Replacement	-	-	500,000	-	-	-	500,000	Voted 2019 Debt - Water
Project No. 81 W.M. Replacement	-	-	3,500,000	-	-	-	3,500,000	WSRLA Loan
Project No. 82 W.M. Replacement	300,000	-	-	-	-	-	300,000	Voted 2016 Debt - Water
Project No. 82 W.M. Replacement	-	-	500,000	-	-	-	500,000	Voted 2019 Debt - Water
Project No. 82 W.M. Replacement	-	-	3,500,000	-	-	-	3,500,000	WSRLA Loan
5th Ave by North west - Edgehill / Meadow WL Imp's	-	150,000	-	-	-	-	150,000	Voted 2016 Debt - Water
5th Ave by North west - Edgehill / Meadow WL Imp's	-	1,000,000	-	-	-	-	1,000,000	WSRLA Loan
Old Beechwood Private Water Services & Water Line Abandonment	108,000	-	-	-	-	-	108,000	Voted 2016 Debt - Water
Project No.83 W.M. Replacement	300,000	-	-	-	-	-	300,000	Voted 2016 Debt - Water
Project No.83 W.M. Replacement	-	-	500,000	-	-	-	500,000	Voted 2019 Debt - Water
Project No.83 W.M. Replacement	-	-	4,000,000	-	-	-	4,000,000	WSRLA Loan
Project No.84 W.M. Replacement	300,000	-	-	-	-	-	300,000	Voted 2016 Debt - Water
Project No.84 W.M. Replacement	-	-	500,000	-	-	-	500,000	Voted 2019 Debt - Water
Project No.84 W.M. Replacement	-	-	4,000,000	-	-	-	4,000,000	WSRLA Loan
Project No.85 W.M. Replacement	300,000	-	-	-	-	-	300,000	Voted 2016 Debt - Water
Project No.85 W.M. Replacement	-	-	500,000	-	-	-	500,000	Voted 2019 Debt - Water
Project No.85 W.M. Replacement	-	-	4,000,000	-	-	-	4,000,000	WSRLA Loan
Project No.86 W.M. Replacement	-	300,000	-	-	-	-	300,000	Voted 2016 Debt - Water
Project No.86 W.M. Replacement	-	-	-	4,000,000	-	-	4,000,000	WSRLA Loan
Project No.86 W.M. Replacement	-	-	-	500,000	-	-	500,000	Water Enterprise (Unvoted)
Project No.87 W.M. Replacement	-	300,000	-	-	-	-	300,000	Voted 2016 Debt - Water
Project No.87 W.M. Replacement	-	-	-	4,000,000	-	-	4,000,000	WSRLA Loan
Project No.87 W.M. Replacement	-	-	-	500,000	-	-	500,000	Water Enterprise (Unvoted)
Project No.88 W.M. Replacement	-	300,000	-	-	-	-	300,000	Voted 2016 Debt - Water
Project No.88 W.M. Replacement	-	-	-	4,000,000	-	-	4,000,000	WSRLA Loan
Project No.88 W.M. Replacement	-	-	-	500,000	-	-	500,000	Water Enterprise (Unvoted)
Project No.89 W.M. Replacement	-	300,000	-	-	-	-	300,000	Voted 2019 Debt - Water
Project No.89 W.M. Replacement	-	-	-	4,000,000	-	-	4,000,000	WSRLA Loan
Project No.89 W.M. Replacement	-	-	-	500,000	-	-	500,000	Water Enterprise (Unvoted)
Project No.90 W.M. Replacement	-	300,000	-	-	-	-	300,000	Voted 2019 Debt - Water
Project No.90 W.M. Replacement	-	-	-	4,000,000	-	-	4,000,000	WSRLA Loan
Project No.90 W.M. Replacement	-	-	-	500,000	-	-	500,000	Water Enterprise (Unvoted)
Project No.91 W.M. Replacement	-	300,000	-	-	-	-	300,000	Voted 2019 Debt - Water
Project No.91 W.M. Replacement	-	-	-	4,000,000	-	-	4,000,000	WSRLA Loan
Project No.91 W.M. Replacement	-	-	-	500,000	-	-	500,000	Water Enterprise (Unvoted)
Project No.92 W.M. Replacement	-	-	300,000	-	-	-	300,000	Voted 2019 Debt - Water
Project No.92 W.M. Replacement	-	-	-	-	4,000,000	-	4,000,000	WSRLA Loan
Project No.92 W.M. Replacement	-	-	-	-	500,000	-	500,000	Water Enterprise (Unvoted)
Project No.93 W.M. Replacement	-	-	300,000	-	-	-	300,000	Voted 2019 Debt - Water
Project No.93 W.M. Replacement	-	-	-	-	4,000,000	-	4,000,000	WSRLA Loan
Project No.93 W.M. Replacement	-	-	-	-	500,000	-	500,000	Water Enterprise (Unvoted)
Project No. 94 W.M. Replacement	-	-	300,000	-	-	-	300,000	Voted 2019 Debt - Water
Project No. 94 W.M. Replacement	-	-	-	-	4,000,000	-	4,000,000	WSRLA Loan
Project No. 94 W.M. Replacement	-	-	-	-	500,000	-	500,000	Water Enterprise (Unvoted)
Lead Service Line Replacement	650,000	-	-	-	-	-	650,000	Voted 2016 Debt - Water
Lead Service Line Replacement	5,000,000	-	-	-	-	-	5,000,000	WSRLA Loan
O'Shaughnessy Dam FERC Independent Consultant Review	1,500,000	-	-	-	-	-	1,500,000	Voted 2016 Debt - Water
O'Shaughnessy Dam 9th FERC Independent Consultant Review	-	100,000	-	-	-	-	100,000	Voted 2016 Debt - Water
O'Shaughnessy Dam 9th FERC Independent Consultant Review	-	-	100,000	-	-	-	100,000	Voted 2019 Debt - Water
DRWP Miscellaneous Improvements	200,000	-	-	-	-	-	200,000	Voted 2016 Debt - Water
DRWP Miscellaneous Improvements	-	125,000	150,000	-	-	-	275,000	Voted 2019 Debt - Water

2023 - 2028 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2023	2024	2025	2026	2027	2028	Total Budget	Funding Source
DRWP Miscellaneous Improvements	-	-	-	150,000	150,000	150,000	450,000	Water Enterprise (Unvoted)
DRWP Misc. Imp's - Exterior Door and Window Replacement	-	-	-	1,600,000	-	-	1,600,000	Water Enterprise (Unvoted)
DRWP Misc. Imp's - Educational Signage & Displays	-	250,000	-	-	-	-	250,000	Voted 2019 Debt - Water
DRWP Lubricant Storage Building	-	200,000	-	-	-	-	200,000	Voted 2019 Debt - Water
HCWP Misc. Improvements	125,000	-	-	-	-	-	125,000	Voted 2016 Debt - Water
HCWP Misc. Improvements	-	125,000	150,000	-	-	-	275,000	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	-	-	450,000	-	-	-	450,000	Voted 2019 Debt - Water
HCWP Misc Imp's - Raw Water Screen Replacement	-	-	-	-	6,000,000	-	6,000,000	WSRLA Loan
HCWP Misc Imp's - Raw Water Screen Replacement	-	-	-	750,000	600,000	-	1,350,000	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	-	-	-	350,000	-	-	350,000	Water Enterprise (Unvoted)
HCWP Misc. Imp's - HCWP Door Lock Imp's	400,000	-	-	-	-	-	400,000	Voted 2016 Debt - Water
PAWP Facility Misc. Improvements	125,000	-	-	-	-	-	125,000	Voted 2016 Debt - Water
PAWP Facility Misc. Improvements	-	125,000	5,000,000	-	-	-	5,125,000	Voted 2019 Debt - Water
PAWP Facility Misc. Improvements	-	-	-	150,000	150,000	150,000	450,000	Water Enterprise (Unvoted)
PAWP Misc. Imp's - Lime Slaker and Soda Ash Feeder Replacement	12,400,000	-	-	-	-	-	12,400,000	WSRLA Loan
PAWP Misc. Imp's - Control Room Renovation	350,000	-	-	-	-	-	350,000	Voted 2016 Debt - Water
PAWP Misc. Imp's - Control Room Renovation	1,500,000	-	-	-	-	-	1,500,000	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	2,250,000	-	-	-	-	-	2,250,000	Voted 2016 Debt - Water
PAWP Misc. Imp's - Roof Renovations - Part 2	-	-	-	-	-	800,000	800,000	Water Enterprise (Unvoted)
McKinley Avenue Quarry Misc. Improvements 2021	-	1,000,000	-	-	-	-	1,000,000	Voted 2016 Debt - Water
Automatic Meter Reading	1,900,000	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	-	-	-	1,900,000	-	-	1,900,000	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 2016 Debt - Water
HCWP Pump Improvements	225,000	-	-	-	-	-	225,000	Voted 2016 Debt - Water
HCWP Pump Improvements	-	225,000	225,000	-	-	-	450,000	Voted 2019 Debt - Water
HCWP Pump Improvements	-	-	-	225,000	225,000	225,000	675,000	Water Enterprise (Unvoted)
Water Meter Renew al	200,000	-	-	-	-	-	200,000	Voted 2016 Debt - Water
Water Meter Renew al	-	300,000	300,000	-	-	-	600,000	Voted 2019 Debt - Water
Water Meter Renew al	-	-	-	2,500,000	3,000,000	3,000,000	8,500,000	Water Enterprise (Unvoted)
Valve Renew al Program	-	2,000,000	-	-	-	-	2,000,000	Voted 2016 Debt - Water
Valve Renew al Program	-	-	-	2,000,000	-	2,000,000	4,000,000	Water Enterprise (Unvoted)
Watershed Misc. Improv. Facilities	400,000	-	-	-	-	-	400,000	Voted 2016 Debt - Water
Watershed Misc. Improv. Facilities	-	175,000	125,000	-	-	-	300,000	Voted 2019 Debt - Water
Watershed Misc. Improv. Facilities	-	-	-	125,000	150,000	150,000	425,000	Water Enterprise (Unvoted)
Griggs Dam - Spillway, Abutment and Scour Mitigation Imp's	-	-	-	-	-	500,000	500,000	Water Enterprise (Unvoted)
Hoover Dam Imp's - Part 2	700,000	-	-	-	-	-	700,000	Voted 2016 Debt - Water
Hoover Dam Imp's - Part 2	-	7,850,000	-	-	-	-	7,850,000	Voted 2019 Debt - Water
Watershed Misc. Imp's - Hoover Maintenance Complex Fuel System	-	-	-	750,000	-	-	750,000	Water Enterprise (Unvoted)
Watershed Misc. Imps. - Griggs Dam Misc. Concrete Repair	-	-	500,000	-	-	-	500,000	Voted 2019 Debt - Water
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	50,000	150,000	Water Enterprise (Unvoted)
O'Shaughnessy Hydroelectric Imps	500,000	-	-	-	-	-	500,000	Voted 2016 Debt - Water

Capital Improvements Program

2023 - 2028 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2023	2024	2025	2026	2027	2028	Total Budget	Funding Source
Gen'l Eng Svcs - Supply Group 2021A	400,000	-	-	-	-	-	400,000	Voted 2016 Debt - Water
Gen'l Eng Svcs - Supply Group 2021A	-	400,000	-	-	-	-	400,000	Voted 2019 Debt - Water
Gen'l Eng Svcs - Supply Group 2021B	400,000	-	-	-	-	-	400,000	Voted 2016 Debt - Water
Gen'l Eng Svcs - Supply Group 2021B	-	400,000	-	-	-	-	400,000	Voted 2019 Debt - Water
Gen'l Eng Svcs - Supply Group 2024A	-	-	450,000	-	-	-	450,000	Voted 2019 Debt - Water
Gen'l Eng Svcs - Supply Group 2024A	-	-	-	450,000	450,000	-	900,000	Water Enterprise (Unvoted)
Gen'l Eng Svcs - Supply Group 2024B	-	-	450,000	-	-	-	450,000	Voted 2019 Debt - Water
Gen'l Eng Svcs - Supply Group 2024B	-	-	-	450,000	450,000	-	900,000	Water Enterprise (Unvoted)
O'Shaughnessy Gatehouse Misc. Imp's	1,500,000	-	-	-	-	-	1,500,000	Voted 2016 Debt - Water
Misc. Booster Station and Water Tank Imp's	-	1,500,000	1,500,000	-	-	-	3,000,000	Voted 2019 Debt - Water
Misc. Booster Station and Water Tank Imp's	-	-	-	1,500,000	1,500,000	1,500,000	4,500,000	Water Enterprise (Unvoted)
East Broad Tanks Valve Replacement	575,000	-	-	-	-	-	575,000	Voted 2016 Debt - Water
Indianola Booster Station Demolition	100,000	-	-	-	-	-	100,000	Voted 2016 Debt - Water
Stelzer Road FRV	900,000	-	-	-	-	-	900,000	Voted 2016 Debt - Water
Water Storage Tank Painting	-	2,050,000	-	-	-	-	2,050,000	Voted 2016 Debt - Water
Water Storage Tank Painting	-	-	2,050,000	-	-	-	2,050,000	Voted 2019 Debt - Water
Water Storage Tank Painting	-	-	-	2,050,000	2,600,000	2,600,000	7,250,000	Water Enterprise (Unvoted)
HCWP Hypochlorite Disinfection Improvements	-	1,000,000	-	-	-	-	1,000,000	Voted 2016 Debt - Water
PAWP Hypochlorite Disinfection Improvements	23,200,000	-	-	-	-	-	23,200,000	WSRLA Loan
HCWP Window Replacement	-	-	-	-	-	550,000	550,000	Water Enterprise (Unvoted)
Fourth Water Plant Transmission Main	-	7,500,000	-	-	-	-	7,500,000	Voted 2019 Debt - Water
Fourth Water Plant Transmission Main	-	-	-	150,000,000	-	-	150,000,000	WSRLA Loan
Fourth Water Plant Transmission Main	-	-	-	22,500,000	-	-	22,500,000	Water Enterprise (Unvoted)
Broadview Road 30-Inch Transmission Main	300,000	-	-	-	-	-	300,000	Voted 2016 Debt - Water
Broadview Road 30-Inch Transmission Main	-	300,000	500,000	-	-	-	800,000	Voted 2019 Debt - Water
Broadview Road 30-Inch Transmission Main	-	-	-	-	8,000,000	-	8,000,000	WSRLA Loan
Broadview Road 30-Inch Transmission Main	-	-	-	-	1,250,000	-	1,250,000	Water Enterprise (Unvoted)
Hudson Road / Arcadia Avenue 24-Inch Transmission Main	-	-	250,000	-	-	-	250,000	Voted 2019 Debt - Water
Hudson Road / Arcadia Avenue 24-Inch Transmission Main	-	-	-	-	4,500,000	-	4,500,000	WSRLA Loan
Hudson Road / Arcadia Avenue 24-Inch Transmission Main	-	-	-	500,000	700,000	-	1,200,000	Water Enterprise (Unvoted)
HCWP Sludge Line Replacement - Part 2	-	-	-	-	750,000	1,750,000	2,500,000	Water Enterprise (Unvoted)
Water Main Repair	1,250,000	-	-	-	-	-	1,250,000	Voted 2016 Debt - Water
Water Main Repair	-	-	1,250,000	-	-	-	1,250,000	Voted 2019 Debt - Water
Water Main Repair	-	-	-	-	1,250,000	-	1,250,000	Water Enterprise (Unvoted)
Water Distribution System SCADA Improvements	150,000	-	-	-	-	-	150,000	Voted 2016 Debt - Water
Water Distribution System SCADA Improvements	-	2,325,000	-	-	-	-	2,325,000	Voted 2019 Debt - Water
DRWP Laboratory Upgrades	2,000,000	-	-	-	-	-	2,000,000	WSRLA Loan
Fire Hydrant Repairs (non R & R)	1,250,000	-	-	-	-	-	1,250,000	Voted 2016 Debt - Water
Fire Hydrant Repairs (non R & R)	-	-	1,250,000	-	-	-	1,250,000	Voted 2019 Debt - Water
Fire Hydrant Repairs (non R & R)	-	-	-	-	1,250,000	-	1,250,000	Water Enterprise (Unvoted)
Gen'l Engineering Services - Distribution Group	-	-	-	600,000	600,000	600,000	1,800,000	Water Enterprise (Unvoted)
2023 - 2025 Gen'l Engineering Services - Distribution Group	600,000	-	-	-	-	-	600,000	Voted 2016 Debt - Water
2023 - 2025 Gen'l Engineering Services - Distribution Group	-	600,000	600,000	-	-	-	1,200,000	Voted 2019 Debt - Water
Morse District 2 MG Elevated Storage Tank	-	250,000	750,000	-	-	-	1,000,000	Voted 2019 Debt - Water
Morse District 2 MG Elevated Storage Tank	-	-	-	-	9,000,000	-	9,000,000	WSRLA Loan
Morse District 2 MG Elevated Storage Tank	-	-	-	-	1,000,000	-	1,000,000	Water Enterprise (Unvoted)
Parsons District 2 MG Elevated Water Storage Tank	-	-	-	250,000	750,000	-	1,000,000	Water Enterprise (Unvoted)
Condition Assessment Program	-	1,500,000	-	-	-	-	1,500,000	Voted 2019 Debt - Water
Condition Assessment Program	-	-	-	1,500,000	-	1,500,000	3,000,000	Water Enterprise (Unvoted)
Residuals Management Plan Update - Pt. 2	400,000	-	-	-	-	-	400,000	Voted 2016 Debt - Water
Residuals Management Plan Update - Pt. 2	-	300,000	300,000	-	-	-	600,000	Voted 2019 Debt - Water
Water Treatment Residuals Turnkey Dewatering Services	46,000,000	-	-	-	-	-	46,000,000	WSRLA Loan

2023 - 2028 CAPITAL IMPROVEMENTS PROGRAM									
DEPARTMENT PROJECT	2023	2024	2025	2026	2027	2028	Total Budget	Funding Source	
General Architectural Services - Division of Water 2021	300,000	-	-	-	-	-	300,000	Voted 2016 Debt - Water	
General Architectural Services - Division of Water 2021	-	300,000	-	-	-	-	300,000	Voted 2019 Debt - Water	
General Architectural Services - CT4	-	-	-	400,000	400,000	400,000	1,200,000	Water Enterprise (Unvoted)	
General CA/CI for Water Projects	-	-	-	250,000	250,000	250,000	750,000	Water Enterprise (Unvoted)	
General Construction (CA-CI) for 2023, 2024, 2025	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	
Plant Drain & Water System Imp's	750,000	-	-	-	-	-	750,000	Voted 2016 Debt - Water	
Plant Drain & Water System Imp's	7,500,000	-	-	-	-	-	7,500,000	WSRLA Loan	
PAWP Plant Drain & Water System Imp's	750,000	-	-	-	-	-	750,000	WSRLA Loan	
Laboratory Upgrades	-	350,000	-	-	-	-	350,000	Voted 2019 Debt - Water	
Dam Engineering Services (DES)	150,000	-	-	-	-	-	150,000	Voted 2016 Debt - Water	
Dam Engineering Services (DES) CT2	-	150,000	150,000	-	-	-	300,000	Voted 2019 Debt - Water	
Dam Engineering Services (DES) CT2	-	-	-	150,000	-	-	150,000	Water Enterprise (Unvoted)	
Dam Engineering Services (DES) CT3	-	-	-	-	200,000	200,000	400,000	Water Enterprise (Unvoted)	
DRWP Auxiliary Pump Station Imp's	-	800,000	-	-	-	-	800,000	Voted 2019 Debt - Water	
DRWP Auxiliary Pump Station Imp's	-	-	-	5,500,000	-	-	5,500,000	Water Enterprise (Unvoted)	
PAWP Building Improvements	-	-	-	-	250,000	450,000	700,000	Water Enterprise (Unvoted)	
HCWP Clearwell Improvements	-	-	-	-	-	100,000	100,000	Water Enterprise (Unvoted)	
PAWP Lagoon Sludge Removal	-	-	-	250,000	250,000	-	500,000	Water Enterprise (Unvoted)	
DRWP Automation Upgrade	2,600,000	-	-	-	-	-	2,600,000	Voted 2016 Debt - Water	
PAWP Remote Site Improvements	-	-	-	-	-	250,000	250,000	Water Enterprise (Unvoted)	
Elevator Improvements	-	400,000	-	-	-	-	400,000	Voted 2019 Debt - Water	
Watershed Signage Master Plan	250,000	-	-	-	-	-	250,000	Voted 2016 Debt - Water	
Watershed Signage Master Plan	-	100,000	150,000	-	-	-	250,000	Voted 2019 Debt - Water	
DOW Risk Mitigation Measure Upgrades	-	-	-	600,000	1,000,000	1,000,000	2,600,000	Water Enterprise (Unvoted)	
DOW LIMS Upgrade	600,000	-	-	-	-	-	600,000	Voted 2016 Debt - Water	
Electrical Power System Studies	300,000	-	-	-	-	-	300,000	Voted 2016 Debt - Water	
Electrical Power System Studies	-	300,000	-	-	-	-	300,000	Voted 2019 Debt - Water	
DOW Safety Improvements	2,050,000	-	-	-	-	-	2,050,000	Voted 2016 Debt - Water	
DRWP Intake Screen Replacement	-	-	-	-	-	300,000	300,000	Water Enterprise (Unvoted)	
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	2,250,000	-	-	-	-	-	2,250,000	Voted 2016 Debt - Water	
PAWP Treatment Residuals Disposal Improvements	-	3,000,000	-	-	-	-	3,000,000	Voted 2019 Debt - Water	
PAWP Treatment Residuals Disposal Improvements	45,000,000	-	-	-	-	-	45,000,000	WSRLA Loan	
PAWP Wellfield Development	700,000	-	-	-	-	-	700,000	Voted 2016 Debt - Water	
PAWP Wellfield Development	-	8,000,000	-	-	-	-	8,000,000	WSRLA Loan	
DOW Perimeter Fence Improvements	-	750,000	-	-	-	-	750,000	Voted 2019 Debt - Water	
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 2016 Debt - Water	
Watershed Boathouse Improvements	-	-	-	250,000	950,000	-	1,200,000	Water Enterprise (Unvoted)	
Professional Construction Management (PCM) - 2018	3,000,000	1,000,000	-	-	-	-	4,000,000	Voted 2016 Debt - Water	
Professional Construction Management (PCM) - 2020	-	7,500,000	6,000,000	-	-	-	13,500,000	Voted 2019 Debt - Water	
Professional Construction Management (PCM) - 2020	-	-	-	3,000,000	-	-	3,000,000	Water Enterprise (Unvoted)	
Professional Construction Management (PCM) - 2023	3,500,000	-	-	-	-	-	3,500,000	Voted 2016 Debt - Water	
Professional Construction Management (PCM) - 2023	-	8,000,000	12,000,000	-	-	-	20,000,000	Voted 2019 Debt - Water	
Professional Construction Management (PCM) - 2023	-	-	-	9,000,000	3,000,000	-	12,000,000	Water Enterprise (Unvoted)	
Professional Construction Management (PCM) - 2026	-	-	-	12,000,000	12,000,000	9,000,000	33,000,000	Water Enterprise (Unvoted)	
Large Diameter Valve Replacement Program	-	1,000,000	-	-	-	-	1,000,000	Voted 2016 Debt - Water	
Large Diameter Valve Replacement Program	-	-	-	1,000,000	-	1,000,000	2,000,000	Water Enterprise (Unvoted)	

Capital Improvements Program

2023 - 2028 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2023	2024	2025	2026	2027	2028	Total Budget	Funding Source
Large Diameter Valve Replacement Part 3	4,150,000	-	-	-	-	-	4,150,000	Voted 2016 Debt - Water
PAWP Filter Console Replacement	-	-	-	-	400,000	250,000	650,000	Water Enterprise (Unvoted)
Pickaway County Wellfield Development	-	-	-	1,300,000	2,500,000	1,250,000	5,050,000	Water Enterprise (Unvoted)
PAWP Wellfield Development - Well #XXX	-	3,250,000	18,768	-	-	-	3,268,768	Voted 2019 Debt - Water
PAWP Wellfield Development - Well #XXX	-	-	-	10,000,000	-	-	10,000,000	WSRLA Loan
PAWP Wellfield Development - Well #XXX	-	-	1,481,232	1,500,000	-	-	2,981,232	Water Enterprise (Unvoted)
Fourth Water Plant	4,000,000	-	-	-	-	-	4,000,000	Voted 2016 Debt - Water
Fourth Water Plant	-	24,000,000	-	-	-	-	24,000,000	Voted 2019 Debt - Water
Fourth Water Plant	-	-	200,000,000	-	-	-	200,000,000	WSRLA Loan
Fourth Water Plant	-	-	24,000,000	-	6,000,000	500,000	30,500,000	Water Enterprise (Unvoted)
HCWP Polymer Feed Improvements	-	-	200,000	-	-	-	200,000	Voted 2019 Debt - Water
HCWP Polymer Feed Improvements	-	-	-	-	2,500,000	-	2,500,000	WSRLA Loan
HCWP Polymer Feed Improvements	-	-	-	350,000	250,000	-	600,000	Water Enterprise (Unvoted)
PAWP Electrical Improvements	-	-	-	-	-	250,000	250,000	Water Enterprise (Unvoted)
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 2016 Debt - Water
HCWP Caustic System Improvements	-	-	-	-	500,000	-	500,000	Water Enterprise (Unvoted)
HCWP Laboratory Improvements	-	-	-	-	900,000	-	900,000	Water Enterprise (Unvoted)
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 Flow Control Improvements	-	-	-	-	-	600,000	600,000	Water Enterprise (Unvoted)
HCWP Softening Basin Sludge Removal Improvements	-	-	300,000	-	-	-	300,000	Voted 2019 Debt - Water
HCWP Softening Basin Sludge Removal Improvements	-	-	-	-	6,500,000	-	6,500,000	WSRLA Loan
HCWP Softening Basin Sludge Removal Improvements	-	-	-	700,000	1,000,000	-	1,700,000	Water Enterprise (Unvoted)
HCWP LOX Piping Improvements	-	100,000	-	-	-	-	100,000	Voted 2019 Debt - Water
HCWP Filter Building Concrete Improvements	-	-	-	-	-	500,000	500,000	Water Enterprise (Unvoted)
Subtotal - WATER	\$ 264,232,232	\$ 113,510,000	\$ 310,650,000	\$ 275,600,000	\$ 123,425,000	\$ 69,325,000	\$ 1,156,742,232	
Grand Total	\$954,269,299	\$979,915,275	\$789,084,678	\$768,656,784	\$628,224,382	\$791,509,120	\$4,911,659,538	

2023-2028 CAPITAL IMPROVEMENTS PROGRAM							
FUNDING SUMMARY BY DIVISION							
DIVISION	2023	2024	2025	2026	2027	2028	Total Budget
Dev Administration	\$ 2,600,000	\$ 2,600,000	\$ 2,600,000	\$ 2,600,000	\$ 2,600,000	\$ 2,600,000	\$ 15,600,000
Housing	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	10,800,000
Construction Management	8,690,000	178,690,000	8,690,000	8,690,000	8,690,000	8,690,000	222,140,000
Fleet Management	1,000,000	800,000	800,000	800,000	800,000	800,000	5,000,000
Police	29,680,000	1,680,000	1,680,000	1,680,000	1,680,000	1,680,000	38,080,000
Fire	22,320,000	7,320,000	7,320,000	7,320,000	7,320,000	7,320,000	58,920,000
Transportation	61,105,000	43,105,000	43,105,000	43,105,000	43,105,000	43,105,000	276,630,000
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	56,571,820	103,812,125	32,158,977	31,532,500	27,850,000	24,050,000	275,975,422
Sanitary Sewers	437,460,247	479,683,150	334,085,701	346,074,284	363,999,382	595,324,120	2,556,626,884
Electricity	5,505,000	505,000	505,000	505,000	505,000	505,000	8,030,000
Water	264,232,232	113,510,000	310,650,000	275,600,000	123,425,000	69,325,000	1,156,742,232
Recreation and Parks	52,780,000	32,780,000	32,780,000	32,780,000	32,780,000	22,780,000	206,680,000
DoT Administration	4,445,000	7,550,000	6,830,000	10,090,000	7,590,000	7,450,000	43,955,000
Total	\$ 954,269,299	\$ 979,915,275	\$ 789,084,678	\$ 768,656,784	\$ 628,224,382	\$ 791,509,120	\$ 4,911,659,538

Capital Improvements Program

2023-2028 CAPITAL IMPROVEMENTS PROGRAM							
FUNDING SUMMARY BY SOURCE							
FUNDING SOURCE	2023	2024	2025	2026	2027	2028	Total Budget
WSRLA Loan	\$ 203,106,000	\$ 21,300,000	\$ 231,800,000	\$ 184,300,000	\$ 62,500,000	\$ 23,000,000	\$ 726,006,000
Voted 2016 Debt - Water	61,126,232	12,178,768	-	-	-	-	73,305,000
Voted 2019 SIT Supported	172,965,000	119,815,000	44,105,000	44,105,000	10,555,000	1,000,000	392,545,000
Information Services	4,445,000	7,550,000	6,830,000	10,090,000	7,590,000	7,450,000	43,955,000
Councilmanic SIT Supported	12,595,000	144,745,000	50,455,000	50,455,000	84,005,000	93,560,000	435,815,000
Voted 2016 Debt - Sanitary Sewer	91,890,000	-	-	-	-	-	91,890,000
Voted 2016 Debt - Electricity	5,000,000	-	-	-	-	-	5,000,000
Fleet Management (Unvoted)	1,000,000	800,000	800,000	800,000	800,000	800,000	5,000,000
Sanitary Sewer Enterprise (Unvoted)	-	44,778,130	143,441,325	79,593,294	106,175,080	93,708,173	467,696,002
Storm Sewer Enterprise (Unvoted)	5,989,820	18,242,125	8,358,977	6,550,000	8,000,000	7,800,000	54,940,922
Councilmanic (To Be Determined)	-	10,000,000	10,000,000	10,000,000	10,000,000	-	40,000,000
WPCLF/OWDA	341,969,690	449,987,577	214,444,376	291,463,490	277,674,302	517,865,947	2,093,405,382
Voted 2016 Debt - Storm	24,670,000	-	-	-	-	-	24,670,000
Water Enterprise (Unvoted)	-	-	33,881,232	91,300,000	60,925,000	46,325,000	232,431,232
Voted 2019 Debt - Water	-	80,031,232	44,968,768	-	-	-	125,000,000
Voted 2019 Debt - Sanitary	29,512,557	70,487,443	-	-	-	-	100,000,000
Total	\$ 954,269,299	\$ 979,915,275	\$ 789,084,678	\$ 768,656,784	\$ 628,224,382	\$ 791,509,120	\$ 4,911,659,538

PROPOSED 2023 CAPITAL IMPROVEMENT BUDGET

Police

Project Name: Police Facility Renovations
Type: Recurring
Estimated 2023 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.

Project Name: Public Safety Technology
Type: Non-Recurring
Estimated 2023 Cost: \$20,000,000
Funding Source: Voted 2019 SIT Supported G.O. Bonds
Operating Impact: Significant increase for personnel, utilities, technology and general maintenance.
Project Description: This is funding for the Real Time Crime Center as well as the 911 Emergency Communications Center (911 ECC) and Emergency Operations Center (EOC).

Project Name: Police Substation – Hilltop Area (Sullivant Ave.)
Type: Non-Recurring
Estimated 2023 Cost: \$8,000,000
Funding Source: Voted 2019 SIT Supported G.O. Bonds
Operating Impact: Minimal
Project Description: This is funding for construction of new Substation 19.

Police subtotal - \$29,680,000

Fire

Project Name: Fire Facility Renovation
Type: Recurring
Estimated 2023 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 Station #36
Type: Non-Recurring
Estimated 2023 Cost: \$15,000,000
Funding Source: Voted 2019 SIT Supported G.O. Bonds
Operating Impact: Significant increase for personnel.
Project Description: These are funds for a new Fire Station at College and Harlem Road in the far NE of Columbus, an area of substantial growth in both residential and commercial real estate.

Capital Improvements Program

Project Name: Fire Apparatus Replacement
Type: Recurring
Estimated 2023 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 - \$22,320,000

Public Safety Total - \$52,000,000

Development

Development Administration

Project Name: Economic & Community Development
Type: Recurring
Estimated 2023 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 2023 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 2023 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 Administration subtotal - \$2,600,000

Housing

Project Name: Affordable Housing Funds
Type: Recurring
Estimated 2023 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: Critical Home Repair
Type: Recurring
Estimated 2023 Cost: \$800,000
Funding Source: Councilmanic SIT Supported G.O. Bonds
Operating Impact: None
Project Description: Grants to homeowners for repairs necessary to keep their houses safe, dry and sanitary.

Housing subtotal - \$1,800,000

Development Total - \$4,400,000

Finance and Management

Construction Management

Project Name: Facility Renovations – Project Cost Allocations
Type: Recurring
Estimated 2023 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 2023 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 2023 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 2023 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 2023 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 2023 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 2023 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 2023 Cost: \$800,000
Funding Source: Fleet Management G.O. Bonds
Operating Impact: None
Project Description: Remediation, removal, and replacement of fuel tanks.

Fleet Management subtotal - \$1,000,000

Finance and Management Total - \$9,690,000

Technology

Project Name: Data Center Facility Upgrades
Type: Recurring
Estimated 2023 Cost: \$200,000
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 2023 Cost: \$1,000,000
Funding Source: Information Services G.O. Bonds
Operating Impact: None
Project Description: Funds to continue installing fiber optic laterals which will connect city facilities to the fiber network backbone.

Project Name: Enterprise System Upgrades
Type: Recurring
Estimated 2023 Cost: \$650,000
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: Non-recurring
Estimated 2023 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 2023 Cost: \$25,000
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.

Project Name: Network Improvements
Type: Recurring
Estimated 2023 Cost: \$600,000
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.

Capital Improvements Program

Project Name: Telephony and Interactive Voice Response (IVR) Infrastructure Improvements
Type: Recurring
Estimated 2023 Cost: \$830,000
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: Non-recurring
Estimated 2023 Cost: \$300,000
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 2023 Cost: \$590,000
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 - \$4,445,000

Recreation and Parks

Project Name: Urban Infrastructure Projects
Type: Recurring
Estimated 2023 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: Facility Renovations
Type: Recurring
Estimated 2023 Cost: \$30,000,000
Funding Source: Voted 2019 SIT Supported G.O. Bonds
Operating Impact: Minimal increase for maintenance of new amenities and equipment at existing sites; increase for operating funding at new aquatics center for staff, supplies, services, and equipment annually.
Project Description: Funding to support the Community Sports Park Project and related improvements at various sites throughout the city, including a new indoor aquatics center.

Project Name: Renovations – Miscellaneous Improvements and Cost Allocations
Type: Recurring
Estimated 2023 Cost: \$2,136,800
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 ongoing annual determination is made to allocate funding based on need and priorities.

Project Name: Facility Assessment Implementation
Type: Recurring
Estimated 2023 Cost: \$4,000,000
Funding Source: Voted 2019 SIT Supported G.O. Bonds
Operating Impact: Significant decrease in utility payments expected for energy efficiency upgrades system-wide.
Project Description: Necessary improvements based on a system-wide assessment done to identify issues impacting efficiency (HVAC, lighting, etc.), structural integrity, and programming within existing facilities.

Project Name: Hard Surface Improvements
Type: Recurring
Estimated 2023 Cost: \$1,000,000
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 including, but not limited to, sidewalks, parking lots, walking trails, tennis courts, and basketball courts.

Project Name: Roof Improvements
Type: Recurring
Estimated 2023 Cost: \$1,000,000
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 2023 Cost: \$1,000,000
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.

Project Name: Street Trees – Green Initiative
Type: Recurring
Estimated 2023 Cost: \$850,000
Funding Source: Voted 2019 SIT Supported G.O. Bonds
Operating Impact: Increase for maintenance of additional trees
Project Description: Funds to increase the urban tree canopy and help reduce stormwater runoff.

Project Name: Safe Playgrounds
Type: Recurring
Estimated 2023 Cost: \$650,000
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 2023 Cost: \$5,467,200
Funding Source: 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 2023 Cost: \$1,594,600
Funding Source: Voted 2019 SIT Supported G.O. Bonds
Operating Impact: Minimal increase for maintenance of new parkland
Project Description: Purchase of land and property in underserved areas, for conservation, and to expand the existing park system.

Capital Improvements Program

Project Name: Small Scale Capital Improvements – Golf, Sports, Permits & Cost Allocations
Type: Recurring
Estimated 2023 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 2023 Cost: \$1,139,000
Funding Source: Voted 2019 SIT Supported G.O. Bonds
Operating Impact: Minimal increase for maintenance of new amenities, facilities, 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 2023 Cost: \$911,200
Funding Source: Voted 2019 SIT Supported G.O. Bonds
Operating Impact: Minimal increase for maintenance of new amenities, facilities, and equipment. Improved efficiencies offset some increases.
Project Description: Funding for unforeseen items such as replacing a major component, repairing a major structural part of an asset, updating design flaws, 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 2023 Cost: \$683,400
Funding Source: Voted 2019 SIT Supported G.O. Bonds
Operating Impact: Minimal increase for maintenance of new amenities, facilities, 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 - \$52,780,000

Public Service

Transportation

Project Name: Urban Infrastructure Recovery
Type: Recurring
Estimated 2023 Cost: \$5,651,813
Funding Source: Voted 2019 SIT Supported G.O. Bonds
Operating Impact: None
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: Vision Zero Action Plan Implementation and Roadway Improvements
Type: Recurring
Estimated 2023 Cost: \$5,581,794
Funding Source: Voted 2019 SIT Supported G.O. Bonds
Operating Impact: None
Project Description: Implementation of the Vision Zero Action Plan to achieve Safe Streets, Safe Speeds, Safe People, and Safe Vehicles. Tasks may include traffic studies, data analysis, design, outreach, communications, and education strategies as part of the implementation of the Vision Zero Action Plan Strategies.

Project Name: Neighborhood Commercial Revitalization (NCR)
Type: Recurring
Estimated 2023 Cost: \$2,500,000
Funding Source: Voted 2019 SIT Supported G.O. Bonds
Operating Impact: None
Project Description: The NCR Program, a redevelopment partnership between the city, local area merchants and developers, builds upon the economic base of these areas to create an environment conducive to business growth and expansion by offering financial incentives to business owners, constructing public improvements, and strengthening the business association. A variety of projects will be designed as part of this program, consisting of work that would be performed within the public right-of-way, most commonly streetscape improvement.

Project Name: Resurfacing
Type: Recurring
Estimated 2023 Cost: \$20,000,000
Funding Source: Voted 2019 SIT Supported G.O. Bonds
Operating Impact: None
Project Description: To perform mill/resurface, partial/full-depth pavement repairs, ADA ramp upgrades, curb repair, and pavement marking and loop detector replacement. Preventive maintenance activities consist of crack sealing, slurry sealing, chip sealing, and micro-surfacing.

Capital Improvements Program

Project Name: Bridge Rehabilitation
Type: Recurring
Estimated 2023 Cost: \$1,900,000
Funding Source: Voted 2019 SIT Supported G.O. Bonds
Operating Impact: None
Project Description: Long Street (U) CSX & US-33 (U) NS Railroad - Rehabilitate CSX railroad bridge over West Long Street and NS railroad bridge over US-33 by painting steel superstructure, patching and sealing concrete abutments, and other miscellaneous improvements. Front Street and Nationwide Boulevard over Railroad Tunnel - This project is for the rehabilitation of the Front Street and Nationwide Boulevard bridges over the railroad tunnel in downtown. The project will include deck replacements, conversion of the bridge abutments to semi-integral, painting of the superstructures, approach slab replacements, and joint replacements.

Project Name: Bridge Rehabilitation – Annual Rehabilitation and Review
Type: Recurring
Estimated 2023 Cost: \$1,471,393
Funding Source: Voted 2019 SIT Supported G.O. Bonds
Operating Impact: None
Project Description: This work includes design and construction work such as replacement of expansion joints, full and partial depth deck replacement, deck patching, micro-silica concrete overlay, sidewalk and curb patching, patching of wingwalls, and other rehabilitation and reconstruction to city bridges.

Project Name: LinkUS – Northwest Corridor
Type: Non-recurring
Estimated 2023 Cost: \$18,000,000
Funding Source: Voted 2019 SIT Supported G.O. Bonds
Operating Impact: None
Project Description: This project will provide a multi-modal vision for a major growth corridor in Central Ohio. The extent of the Northwest Corridor runs generally from Bethel Road to the north to West Broad Street to the south, including Olentangy River Road and the surrounding transportation network.

Project Name: Tussing Road Shared Use Path – Brice Road to Hines Road
Type: Non-recurring
Estimated 2023 Cost: \$3,110,000
Funding Source: Voted 2019 SIT Supported G.O. Bonds
Operating Impact: None
Project Description: This project will add shared-use path along the south side of Tussing Road from Brice Road to Hines Road. Enhanced pedestrian crossings will be provided at Americana Parkway (west intersection) and at the Tussing Elementary School. Sidewalk will be added on the north side of Tussing Road between John Steven Way and Penobscot Boulevard to facilitate access to the enhanced pedestrian crossings.

Project Name: Pedestrian Safety Improvements
Type: Non-Recurring
Estimated 2023 Cost: \$2,890,000
Funding Source: Voted 2019 SIT Supported G.O. Bonds
Operating Impact: None
Project Description: Funding for projects to improve the quality and connectivity of sidewalks in the city by providing infrastructure that encourages and enables citizens to walk. These projects will install sidewalk to fill in gaps along both sides of Courtright Road from Groves Road to Refugee Road, of Walford Street from Belcher Drive to Morse Road, of Sharbot Drive from west of Carahan Road to Carahan Road, and of Northtowne Boulevard from Morse Road to Jonathon Court. Curb and storm sewer to be installed as needed.

Transportation subtotal - \$61,105,000

Refuse

Project Name: Mechanized Collection Equipment
Type: Recurring
Estimated 2023 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: Recurring
Estimated 2023 Cost: \$100,000
Funding Source: Voted 2019 SIT Supported G.O. Bonds
Operating Impact: None
Project Description: Funding for the Facility Improvements at Alum Creek Refuse Station.

Project Name: Mechanized Collection Equipment – Containers
Type: Recurring
Estimated 2023 Cost: \$1,050,000
Funding Source: Voted 2019 SIT Supported G.O. Bonds
Operating Impact: None
Project Description: Purchase of new refuse collection containers and parts.

Refuse subtotal - \$6,080,000

Public Service Total - \$67,185,000

Public Utilities

Storm Sewer

Project Name: Fountain Square Stormwater System Improvements
Type: Non-recurring
Estimated 2023 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 1
Type: Recurring
Estimated 2023 Cost: \$300,000
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: Large Diameter Condition Assessment – Phase 2
Type: Recurring
Estimated 2023 Cost: \$300,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This project will provide incremental funding to allow for the systematic inspection, condition assessment, cleaning and rehabilitation of the City's large diameter storm sewer infrastructure.

Project Name: Large Diameter Condition Assessment – Phase 3
Type: Recurring
Estimated 2023 Cost: \$1,500,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds; Limited Obligation G.O. Bonds
Operating Impact: None
Project Description: This project will provide incremental funding to allow for the systematic inspection, condition assessment, cleaning and rehabilitation of the City's large diameter storm sewer infrastructure.

Project Name: General Construction Contract
Type: Recurring
Estimated 2023 Cost: \$1,500,000
Funding Source: Limited Obligation 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 action.

Project Name: Petzinger Road Stormwater Improvements
Type: Non-recurring
Estimated 2023 Cost: \$1,200,000
Funding Source: Ohio Water Development Authority Loan
Operating Impact: None
Project Description: This project will construct storm system improvements along Petzinger Road from Glenbrook Drive east to Courtright Road and alleviate localized street and yard flooding.

Project Name: General Engineering Services – Storm 2022
Type: Recurring
Estimated 2023 Cost: \$400,000
Funding Source: Limited Obligation G.O. Bonds
Operating Impact: None
Project Description: This project provides for general engineering services on an as-needed basis.

Project Name: Linden Neighborhood Stormwater System Improvements Phase 2
Type: Non-recurring
Estimated 2023 Cost: \$2,612,000
Funding Source: Ohio Water Development Authority Loan
Operating Impact: None
Project Description: This project will mitigate street and yard flooding, and reduce roadside drainage problems at eight defined locations within or near the Linden Neighborhood of the City of Columbus. Areas include Coronet Drive, Ormond Avenue, Walmar Drive, Dawnlight Avenue, Framingham Circle, Northridge Road, Medina Avenue, and Oakland Park Avenue.

Project Name: Joint Projects with the Department of Public Service
Type: Recurring
Estimated 2023 Cost: \$250,000
Funding Source: Limited Obligation 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 2023 Cost: \$15,650,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds; Limited Obligation 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: SMOC Facility Stormwater Improvements
Type: Non-recurring
Estimated 2023 Cost: \$3,600,000
Funding Source: Ohio Water Development Authority Loan
Operating Impact: None
Project Description: This project will provide stormwater treatment to prevent pollutants carried by non-point source runoff from entering the receiving stream.

Capital Improvements Program

Project Name: Pump Stations, ST-21, ST-22, ST-23 Improvements
Type: Recurring
Estimated 2023 Cost: \$5,348,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This project will construct storm system improvements for the area southwest of the Arena District near the confluence of the Scioto and Olentangy Rivers

Project Name: Krieger Court Stormwater Improvements
Type: Non-recurring
Estimated 2023 Cost: \$3,100,000
Funding Source: Ohio Water Development Authority Loan
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 2023 Cost: \$7,220,000
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 2023 Cost: \$4,370,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds; Ohio Water Development Authority Loan
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: Pump Station Evaluations and Upgrades
Type: Recurring
Estimated 2023 Cost: \$300,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: The purpose of this project is to perform an overall evaluation of the condition and function of each DOSD Stormwater Pump Station. That evaluation will assess equipment and components and identify and prioritize needs, necessary improvements, and upgrades to ensure that each pump station continues to be an integral part of DOSD's stormwater collection system.

Project Name: Pump Station ST-29 Evaluation and Upgrade
Type: Non-recurring
Estimated 2023 Cost: \$216,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: The purpose of this project is to perform an overall evaluation of the condition and function of DOSD Stormwater Pump Station - 29, then provide a design to make renovations and improvements, and then provide engineering services during construction.

Project Name: Stormwater Remote Site Communication Network Upgrades
Type: Recurring
Estimated 2023 Cost: \$45,000
Funding Source: Limited Obligation G.O. Bonds
Operating Impact: None
Project Description: The purpose of this project is to address the required needs and improvements at DOSD's Stormwater remote sites by providing design and construction to ensure that each remote site continues to be an integral part of DOSD's stormwater collection system.

Project Name: Cooke Road Culvert Improvements
Type: Non-recurring
Estimated 2023 Cost: \$510,000
Funding Source: 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 2023 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 2023 Cost: \$50,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Funding will address flooding issues created by capacity limitations of the existing combined sewer system in the Second Avenue.

Project Name: Mound Street Floodwall and WCLPP Repairs
Type: Non-recurring
Estimated 2023 Cost: \$500,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This project will address safety concerns created by the exposed reinforcing steel along the deteriorating portions of the existng wall. This project will also improve flood protection throughout the area. In addition, this project will address the concrete sections of the Franklinton Floodwall where deficiencies such as spalling and cracking have occurred and which are in need of patch repairs.

Capital Improvements Program

Project Name: Thurston Grimsby Storm Sewer Improvements
Type: Non-recurring
Estimated 2023 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 2023 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.

Project Name: Gertrude Lattimer Storm Sewer Improvements
Type: Recurring
Estimated 2023 Cost: \$616,125
Funding Source: Limited Obligation 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 Ridge Storm Sewer Improvements
Type: Recurring
Estimated 2023 Cost: \$174,375
Funding Source: Limited Obligation 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 2023 Cost: \$852,320
Funding Source: Ohio Water Development Authority Loan; 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 2023 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 2023 Cost: \$286,000
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: Postlewaite Road Stormwater System Improvements
Type: Non-Recurring
Estimated 2023 Cost: \$100,000
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 - \$56,571,820

Sanitary Sewers

Project Name: Blueprint Columbus Public Information Outreach 2023
Type: Non-recurring
Estimated 2023 Cost: \$350,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
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 2023 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: Alum Creek Area Subtrunk Sewer Upsizing and Rehabilitation
Type: Non-recurring
Estimated 2023 Cost: \$1,750,000
Funding Source: Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This project is a Consent Order project and will address a CSO and a DSR. It will reduce sewer overflows into Alum Creek, improve water quality and help the City comply with its sewer consent orders.

Capital Improvements Program

Project Name: Engineering Consultants 2022-2024
Type: Recurring
Estimated 2023 Cost: \$300,000
Funding Source: 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This project will provide a general Overall Engineering Consultant contract, whose tasks include assisting the City in the conceptualization and execution of a large capital improvements program for the sewer collection system, in regulatory and grants issues, in negotiations with regulatory agencies concerned with permit requirements, in preparation of the City's Integrated Plans and General Engineering Report, program planning and engineering coordination.

Project Name: Big Walnut Sanitary Trunk Extension, Phase 2
Type: Non-recurring
Estimated 2023 Cost: \$115,966,262
Funding Source: Ohio Water Development Authority Loan; Voted 2019 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This project is an extension of the Big Walnut Sanitary Trunk Sewer north of Central College Road and east of Hoover Reservoir. The project will consist of a 72" finished diameter trunk constructed in the bedrock which continue in a north, north-easterly direction and stop near the intersection of Harlem Road and Smothers Road.

Project Name: Central College Subtrunk Extension, Phase 3
Type: Non-recurring
Estimated 2023 Cost: \$100,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Extension of the Central Collee Subtrunk sanitary sewer along Harlem Road from Central College to Walnut Street.

Project Name: Blacklick Creek Interceptor Air Quality Facility Improvements
Type: Non-recurring
Estimated 2023 Cost: \$5,300,000
Funding Source: Ohio Water Development Authority Loan
Operating Impact: None
Project Description: This project will involve the construction of an active air quality system (biofilter) at the most downstream extent of the Blacklick Creek Sanitary Interceptor Sewer Part 6 B/C alignment. Based on the preliminary design study completed during the design of the subtrunk, this facility will be constructed at Shaft #1 and will be approximately 4,050 square feet.

Project Name: Blacklick Creek Sanitary Interceptor Sewer – Shaft 1 Control Gate
Type: Non-recurring
Estimated 2023 Cost: \$100,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This project will install a gate at Shaft 1 of the BCSIS to control flows originating from the upstream tributary area in real time conditions in order to throttle flows to the hydraulically constrained downstream sewers in the Three Creeks area.

Project Name: General Engineering Services – Sanitary 2022
Type: Recurring
Estimated 2023 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 2023 Cost: \$8,373,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds; Voted 2019 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This project will initially be funded to address buildings at various DOSD facilities. Many of the roofs at the various Division buildings are approaching the end of their useful life. Numerous leaks have been reported and repaired. A roof survey has been prepared for the Divisions various buildings, including the Wastewater Treatment Plants and Compost facility to determine the age and condition of the roofs. This report will be the guideline for the project to begin a program to schedule and replace the deteriorating roofs on a priority basis.

Project Name: Jackson Pike A – Plant Secondary Clarifier Electrical Upgrades
Type: Non-recurring
Estimated 2023 Cost: \$825,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This project will upgrade electrical equipment and associated appurtenances responsible for the secondary treatment process. This project will also repair or replace existing components of the gravity thickening process. These improvements will help provide redundancy for the existing gravity thickeners, address corrosion and odor associated with the current process, and provide extra thickening capacity for the plant.

Project Name: Jackson Pike Waste Water Treatment Plant Power Systems Upgrades – Phase 1
Type: Non-recurring
Estimated 2023 Cost: \$250,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This project will mitigate arc flash hazards and resolve coordination issues identified during a recent evaluation within the electrical equipment which may pose a hazard to employees and/or risk to equipment reliability,

Project Name: Short Circuit Coordination and Arc Flash Studies
Type: Non-recurring
Estimated 2023 Cost: \$350,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This project will reduce nuisance tripping of electrical equipment, update arc flash rating nameplates required by OSHA, and provide a safer working environment for plant personnel.

Capital Improvements Program

Project Name: Department of Public Utilities General Engineering Consulting Services (GEC) #4 and #5
Type: Recurring
Estimated 2023 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 2023 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.

Project Name: JPWWTP Incinerator Building Rehabilitation
Type: Non-recurring
Estimated 2023 Cost: \$853,738
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This project will replace the Incinerator Building roof, repair the building façade, repair any foundation cracking, and replace the fallen rubble stone and repair any other damages to the stone facade. Any protective coatings on the building will be replaced and the HVAC equipment and electrical systems will be rehabilitated or replaced to bring the building up to current codes.

Project Name: JPWWTP Sludge Concentration Building Demolition
Type: Non-recurring
Estimated 2023 Cost: \$1,539,332
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: The scope for this project includes the demolition of the SCC building over the sludge concentration tanks. The remaining control building will be rehabilitated with a new roof, tuck pointing of the rubble stone, and other structural improvements.

Project Name: Southerly Waste Water Treatment Plant (SWWTP) Small Capital Projects
Type: Recurring
Estimated 2023 Cost: \$590,408
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: SWWTP Switching Station Switchgear Replacement
Type: Non-recurring
Estimated 2023 Cost: \$2,487,769
Funding Source: Ohio Water Development Authority Loan
Operating Impact: None
Project Description: Replacement of the 15KV switch gear in the Southwest Switch Station at the SWWTP.

Project Name: SWWTP Raw Sewage Pump Building Rehabilitation
Type: Non-recurring
Estimated 2023 Cost: \$509,592
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: The old Raw Sewage Pump Building (PMP) has a failing brick façade due to years of sewer gas exposure. The building doors and windows are unusable as well and have allowed birds to nest in the building. This project will repair the building envelope and clean the interior of the building to provide a safe and healthy office space.

Project Name: SWWTP CFS Bridge and RFS Cooling Upgrade
Type: Non-recurring
Estimated 2023 Cost: \$433,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This project will build a small access bridge across the CFS, add a duplex strainer to the CEPT ferric chloride line, upsize the seal water piping to the raw sewage pumps, and upgrade the cooling in the RSP electrical room and glycooler.

Project Name: Dodge Park Pump Station Radio System Upgrade
Type: Non-recurring
Estimated 2023 Cost: \$462,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This project will upgrade the radio system equipment at the following pump stations:-SA-13 Dodge Park-ST-22 Long and Hocking-ST-1/1A Mound and Sandusky-ST-23 Long and Neil-Greenlawn Floodwall-Rich Street Floodwall-Bio Filter 6-Bio Filter 52. Upgrade the PLC's to accomodate the new radio system at each location. Install hardware for direct communication between Dodge Park pump station and SMOC

Project Name: Fairwood Building Facilities Small Capital Projects
Type: Recurring
Estimated 2023 Cost: \$350,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This contract is necessary to provide construction contract funding for the replacement and upgrade of equipment, materials, electrical or structural features and associated appurtenances as designed under the General Engineering Consultant (GEC) Services project.

Project Name: WWTF Professional Construction Management Services #3
Type: Recurring
Estimated 2023 Cost: \$750,000
Funding Source: Voted 2019 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.

Capital Improvements Program

Project Name: Fairwood Facility HVAC Units 59 & 60 Replacement
Type: Non-recurring
Estimated 2023 Cost: \$907,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Improved efficiency of building HVAC units and potential change in utility bills.
Project Description: Replacement of equipment that is currently at the end of its useful life.

Project Name: Division of Sewerage and Drainage (DOSD) HVAC and Air Purification Replacement
Type: Recurring
Estimated 2023 Cost: \$3,700,000
Funding Source: Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Improved efficiency of building HVAC units and potential change in utility bills.
Project Description: Replacement of equipment that is currently at the end of its useful life.

Project Name: JPWWTP Stormwater and Floodplain Improvements
Type: Recurring
Estimated 2023 Cost: \$500,000
Funding Source: Voted 2019 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Creation of a phased development master plan to mitigate flooding.

Project Name: JPWWTP Plant Wide Control System Improvements
Type: Non-recurring
Estimated 2023 Cost: \$4,116,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Plant wide replacements of EIM Actuators, ABB Flow Meters, and obsolete PLCs to maintain and improve functionality of the SCADA system.

Project Name: Jackson Pike Waste Treatment Plant Audit
Type: Non-recurring
Estimated 2023 Cost: \$80,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Improved efficiency of building utility systems and potential change in utility bills.
Project Description: The project will provide energy assessment and energy efficiency measure for two (2) City of Columbus plants owned and operated by the Department of Public Utilities. The project shall consist of up to two phases: 1) ASHRAE Level II Energy Audit & Energy Efficiency Measure report development; and 2) Energy Efficiency Measure implementation technical services.

Project Name: SWWTP VFD and Harmonic Filter Upgrades
Type: Non-recurring
Estimated 2023 Cost: \$9,459,300
Funding Source: Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This project includes installing several heavy duty, constant torque VFDs with new enclosures and required accessories such as a new communication network, circuit breakers, hand-switches, filters, etc and various buildings at the SWWTP.

Project Name: DOSD Electrical Upgrades Program
Type: Non-recurring
Estimated 2023 Cost: \$1,000,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: The purpose of this project is to identify and replace electrical infrastructure that is no longer supported or has commercially available spare parts. Equipment that is no longer supported represents increased risk of failure and permit violations at Jackson Pike WWTP, Southerly WWTP, Southwest Composting Facility and Collection System Pump Stations.

Project Name: WWTF Instrumentation and Control Integration and Programming Part 3
Type: Recurring
Estimated 2023 Cost: \$1,000,000
Funding Source: Voted 2019 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 Alternative Pipe Route
Type: Non-recurring
Estimated 2023 Cost: \$4,984,000
Funding Source: Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This project will construct a flow diversion structure and an alternative pipe to redirect Main Drain flows to the Raw Sewage Pump Building. This project will also investigate the bar rack gates as a means to control the plant's influent flows. This project is key to controlling flows into the plant and safeguarding the plant's processes, structures, and buildings from flood damage.

Project Name: SWWTP Biofilter Cold Weather Reliability Improvements
Type: Non-recurring
Estimated 2023 Cost: \$857,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds; Voted 2019 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This project will provide upgrades and improvements to the existing Odor Control Facility (OCF), the carbon Biotower and ventilation system serving the Sludge Loadout Building (SLB), and to the foul air fans at the Gravity Thickening Building (GTB) to improve odor control. These improvements will provide active ventilation, prevent corrosion, reduce foul air, and provide an Odor Improvement Report on the Interconnector Junction Chamber (IJC) regarding the probability of success using existing OCF equipment to improve odor reduction or design a separate odor control facility for the IJC under a future contract.

Project Name: SWWTP Digester Process Expansion, Phase 2
Type: Non-recurring
Estimated 2023 Cost: \$9,240,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This project is to rehabilitate the three acid phase digesters (APDs) at the Southerly Wastewater Treatment Plant (SWWTP). In addition to the APD rehabilitation, this project will investigate the feasibility of fats, oils, and grease (FOG) receiving, organic food waste receiving, and nutrient removal prior to the digestion process.

Capital Improvements Program

Project Name: SWWTP Post Aeration Diffuser Replacement
Type: Non-recurring
Estimated 2023 Cost: \$12,166,923
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: SWWTP Power Systems Upgrades and Safety Improvements, Phase 1
Type: Recurring
Estimated 2023 Cost: \$400,000
Funding Source: Voted 2019 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This project will mitigate arc flash hazards and resolve coordination issues identified during a recent evaluation within the electrical equipment which may pose a hazard to employees and/or risk to equipment reliability.

Project Name: Waste Water Treatment Facilities Upgrade – General Program #5
Type: Recurring
Estimated 2023 Cost: \$800,000
Funding Source: Voted 2019 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Continuation of the general overall engineering consultant contract which provides assistance in the execution of large capital improvement projects for the division.

Project Name: SWWTP HVAC and Air Purification Improvements
Type: Non-recurring
Estimated 2023 Cost: \$4,554,062
Funding Source: Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Improved efficiency of building HVAC units and potential change in utility bills.
Project Description: Replacement of HVAC and Air Purification Systems at Southerly East Aeration Control Building.

Project Name: SWWTP Security Improvements
Type: Recurring
Estimated 2023 Cost: \$240,000
Funding Source: Voted 2019 Public Utilities G.O. Bonds
Operating Impact: None.
Project Description: This project will provide security enhancements at Southerly Wastewater Treatment Plant.

Project Name: Compost Facility Odor Reduction Improvements – Part 2
Type: Non-recurring
Estimated 2023 Cost: \$1,347,500
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Odor reduction improvements at the Compost Facility consists of 3 planned upgrades. This is the second phase and will construct site and building improvements necessary to support the expanded process operations.

Project Name: Southerly Stormwater and Floodplain Improvements
Type: Recurring
Estimated 2023 Cost: \$9,000,000
Funding Source: Voted 2019 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Creation of a phased development master plan to mitigate flooding.

Project Name: SWWTP Plant Wide Control System Improvements
Type: Recurring
Estimated 2023 Cost: \$1,424,280
Funding Source: Voted 2019 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Plant wide obsolete control and monitoring equipment replacement.

Project Name: 2023 Annual Lining Contract
Type: Recurring
Estimated 2023 Cost: \$5,000,000
Funding Source: Ohio Water Development Authority Loan
Operating Impact: None
Project Description: Rehabilitation of existing sanitary sewers using cured-in-place pipe.

Project Name: Intermodal Sanitary Subtrunk Extension
Type: Non-recurring
Estimated 2023 Cost: \$2,520,000
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 2023 Cost: \$4,528,480
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: Ohio State University (OSU) Area Utility Easement Project
Type: Non-recurring
Estimated 2023 Cost: \$50,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Funding to obtain easements in the OSU area.

Capital Improvements Program

Project Name: DOSD Sanitary Pump Stations Evaluation and Upgrade
Type: Recurring
Estimated 2023 Cost: \$300,000
Funding Source: Voted 2019 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Condition assessment of DOSD sanitary pump stations

Project Name: Sanitary Remote Site Communication Network Upgrades
Type: Recurring
Estimated 2023 Cost: \$150,000
Funding Source: Voted 2019 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: The purpose of this project is to address the required needs and improvements at DOSD's Sanitary remote sites by providing design and construction to ensure that each remote site continues to be an integral part of DOSD's sanitary collection system.

Project Name: Big Walnut Outfall (South) Rehabilitation
Type: Non-recurring
Estimated 2023 Cost: \$5,152,995
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: Lower Olentangy Tunnel – Phase 1
Type: Non-recurring
Estimated 2023 Cost: \$7,500,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This project will design and construct a relief sewer in the Olentangy corridor. DOSD's hydraulic model has identified the need for relief of the Olentangy CSOs and area Trunk Sewers.

Project Name: Large Diameter Sewer Rehabilitation – Alum Creek Trunk South Section/Deshler Tunnel
Type: Non-recurring
Estimated 2023 Cost: \$20,625,000
Funding Source: Ohio Water Development Authority Loan
Operating Impact: None
Project Description: This project will perform condition assessments of sanitary trunk line sewer through video inspection and perform repairs as necessary

Project Name: OSIS Large Diameter Sewer Rehabilitation
Type: Recurring
Estimated 2023 Cost: \$900,000
Funding Source: Voted 2019 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Inspection and condition assessment of the sanitary trunk line sewer.

Project Name: Large Diameter – Blacklick Creek Main Trunk
Type: Non-recurring
Estimated 2023 Cost: \$7,969,000
Funding Source: Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Rehabilitation of the sanitary sewer infrastructure to extend its useful life.

Project Name: Near North & East Area Large Diameter Assessments – Phas e3
Type: Non-recurring
Estimated 2023 Cost: \$1,500,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Rehabilitation of the current infrastructure to extend the useful life.

Project Name: Alum Creek Trunk (South) Rehabilitation – Phase 2
Type: Non-recurring
Estimated 2023 Cost: \$277,970
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 2023 Cost: \$50,000
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 2023 Cost: \$150,000
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: West Side Trunk Rehab – Phase 2
Type: Non-recurring
Estimated 2023 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 sanitary trunk sewer pipe.

Project Name: Alum Creek Trunk (Middle) Rehabilitation – Phase D
Type: Non-recurring
Estimated 2023 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.

Capital Improvements Program

Project Name: 2023 General Construction Contract
Type: Recurring
Estimated 2023 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: Moler Street Overflow Intercepting Sewer
Type: Non-recurring
Estimated 2023 Cost: \$24,400,000
Funding Source: Ohio Water Development Authority Loan
Operating Impact: None
Project Description: This project will develop, design, and construct a connection of Shaft 3 of the OARS tunnel, mitigating CSO flows in the Moler sewershed. The proposed improvements will result in a reduction of CSO flow from the sewershed during a typical year.

Project Name: Inflow Redirection – Noble and 4th Street
Type: Non-recurring
Estimated 2023 Cost: \$550,000
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 2023 Cost: \$4,814,035
Funding Source: Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal increase
Project Description: Redirection of the public inflow of 19.7 acres of area in the Kerr/Russell sewer-shed combined sewer overflow area.

Project Name: Inflow Redirection – Markison
Type: Non-recurring
Estimated 2023 Cost: \$2,484,300
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This project removes stormwater inflow from the sanitary sewer system and redirects it to a dedicated stormwater system. This prevents the sanitary sewer system from being overloaded during periods of heavy rainfall.

Project Name: Construction Administration Services 2023 to 2025
Type: Recurring
Estimated 2023 Cost: \$250,000
Funding Source: Voted 2019 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 2023 Cost: \$850,000
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 – Project 2 and Project 3
Type: Non-recurring
Estimated 2023 Cost: \$3,245,000
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 and Permeable Pavers
Type: Non-recurring
Estimated 2023 Cost: \$77,880,874
Funding Source: Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds; Voted 2019 Public Utilities G.O. Bonds
Operating Impact: Maintenance requirements to maintain green infrastructure and periodically cleanout pavers.
Project Description: Implementation of the consent order requirements to remove or reroute inflow infiltration from the sanitary sewers and install permeable pavers along multiple streets at the following locations:

- Eureka/Fremont Area
- Newton/Bedford
- Kelton/Fairwood Area
- Sunrise/Glenn Area
- Edgehill/Meadow Area
- Winthrop/Milton Area
- Doris/Weber Area
- Fredonia/Piedmont Area
- Tulane/Findley Area
- Milford/Summit Area
- Olde Beechwold Area
- Walhalla Ravine Stream Area
- Highland/Harris Area
- Morrill/Ann Area
- Champion/Roberts Area
- Palmetto/Westgate Area
- Astor/Bernhard Area
- Thurston/Grimsby Area
- Gertrude/Lattimer Area
- Plum Ridge Area
- Kent/Fairwood Area

Project Name: Blueprint Roof Redirection Program
Type: Non-recurring
Estimated 2023 Cost: \$14,818,304
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 following locations:

- Oakland Park Area
- Hudson/McGuffey Area
- Palmetto/Westgate Area

Capital Improvements Program

Project Name: Lateral Lining – Blueprint North Linden 1
Type: Non-recurring
Estimated 2023 Cost: \$10,071,998
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 of Hudson and McGuffey.

Project Name: Lateral Lining – Blueprint Hilltop 1
Type: Non-recurring
Estimated 2023 Cost: \$451,000
Funding Source: 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 Hilltop area of Palmetto and Westgate.

Project Name: Volunteer Sump Pump Program
Type: Recurring
Estimated 2023 Cost: \$4,390,125
Funding Source: Voted 2016 Public Utilities G.O. Bonds; Voted 2019 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:

- North Linden 1, Phase 3
- Hilltop 4, Phase 2
- James Livingston 5, Phase 1

Project Name: Blueprint Professional Construction Management Services
Type: Recurring
Estimated 2023 Cost: \$4,700,000
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 various Blueprint areas.

Project Name: Scioto Main Sanitary Pump Stations
Type: Non-recurring
Estimated 2023 Cost: \$3,300,000
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.

Project Name: HSTS Elimination Projects
Type: Recurring
Estimated 2023 Cost: \$7,185,000
Funding Source: Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal increase
Project Description: Design and construction of a new sanitary sewer extension to provide sanitary services in areas currently served by home treatment systems located in the following:

- Brooklyn/Cleveland Area
- Community Park/Maple Canyon Area
- Sunbury Road/Mock Road Area

Project Name: Blueprint Affordability Update
Type: Non-recurring
Estimated 2023 Cost: \$600,000
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: Sanitary Sewer Surveillance Lab Equipment
Type: Non-recurring
Estimated 2023 Cost: \$650,000
Funding Source: Ohio Water Development Authority Loan
Operating Impact: None
Project Description: Purchase of Liquid Chromatography with Tandem Mass Spectrometry (LC-MS-MS) equipment that will allow the Surveillance Lab to analyze wastewater samples for emerging contaminants, such as PFAS and azole compounds.

Sanitary subtotal - \$437,460,247

Electricity

Project Name: Urban Infrastructure Recovery Fund Street Lighting Projects
Type: Recurring
Estimated 2023 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: Freeway & Kingshill Street Lighting
Type: Non-recurring
Estimated 2023 Cost: \$1,516,956
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Funding to provide street lighting in response to the 2014 Street Lighting Prioritization Plan.

Project Name: Morningstar & North Forty Street Lighting
Type: Non-Recurring
Estimated 2023 Cost: \$1,243,147
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Funding to provide street lighting in response to the 2014 Street Lighting Prioritization Plan.

Project Name: Smart Lighting Phase Two
Type: Non-Recurring
Estimated 2023 Cost: \$2,239,897
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: The Division of Power began a goal of implementing Smart Lighting in the City of Columbus. This will be a multi-year goal that will ultimately connect all city streetlights to a central control system.

Electricity subtotal - \$5,505,000

Capital Improvements Program

Water

Project Name: Miscellaneous Erosion Control
Type: Recurring
Estimated 2023 Cost: \$675,000
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 2023 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: Area Waterline Improvements
Type: Non-recurring
Estimated 2023 Cost: \$67,356,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds; Water Supply Revolving Loan Account Fund
Operating Impact: Minimal decrease in cost to maintain lines with frequent break history.
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
- Varsity Avenue Area
- Livingston Avenue Area Phase B
- Sunrise Glenn Area
- Brixham Road Area
- Miller Avenue Area
- Roosevelt Avenue Area
- Norris Drive Area
- Riverview Drive Area
- Sawmill Place Boulevard Area
- Wellington Boulevard Area
- Lee Ellen Place Area
- Bluefield Drive Area
- Clearview Avenue Area
- Atlanta Drive Area
- Elizabeth Avenue Area
- Eureka-Fremont Area
- Kent-Fairwood Area
- Palmetto/Westgate Area
- Moler Street Area
- English Way Area

Project Name: Transit Pipe Replacement
Type: Non-recurring
Estimated 2023 Cost: \$4,650,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal decrease in cost to maintain lines with frequent break history.
Project Description: General rehabilitation of the water distribution system.

Project Name: Barnett Road Water Main Improvements
Type: Non-recurring
Estimated 2023 Cost: \$429,232
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal decrease in cost to maintain lines with frequent break history.
Project Description: Funding to construct necessary improvements to the water distribution system along Barnett Road.

Project Name: John Glenn Avenue Area Water Main Extension
Type: Non-recurring
Estimated 2023 Cost: \$114,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal increase in costs to maintain line extensions.
Project Description: This project provides for the replacement of an existing 6" water main section with a new 8" DI water main on Judy Resnick St. north of Wright Brothers Ave, extending it further to the north to tie into the 24 inch water main along John Glenn Ave. There will be approximately 400 linear feet of water main replaced/extended.

Project Name: Water Main Replacement
Type: Recurring
Estimated 2023 Cost: \$1,800,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal decrease in cost to maintain lines with frequent break history.
Project Description: Funding for general rehabilitation of water distribution lines to eliminate poor fire flow capabilities and poor water quality.

Project Name: Old Beechwold Private Water Services & Water Line Abandonment
Type: Non-recurring
Estimated 2023 Cost: \$108,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal increase in costs to maintain new lines.
Project Description: This project will abandon an existing water main that is currently located under private properties. New private water services will be installed to the properties and connected to existing taps in the Old Beechwold Area.

Project Name: Lead Service Line Replacement
Type: Non-recurring
Estimated 2023 Cost: \$5,650,000
Funding Source: Water Supply Revolving Loan Account Fund; Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal decrease in cost to maintain lines with frequent break history.
Project Description: Engineering services related to projects mandated by the Federal Energy Regulatory Committee.

Project Name: O'Shaughnessy Dam Federal Energy Regulatory Committee (FERC) Independent Consultant Review
Type: Non-recurring
Estimated 2023 Cost: \$1,500,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This project provides for the FERC-mandated engineering independent consultant review of the O'Shaughnessy Hydroelectric facility and the subsequent design of construction of recommended improvements.

Capital Improvements Program

Project Name: Dublin Road Water Plant (DRWP) Miscellaneous Improvements
Type: Recurring
Estimated 2023 Cost: \$200,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Continuing small improvements of the existing water plant.

Project Name: Hap Cremean Water Plant (HCWP) Miscellaneous Improvements
Type: Recurring
Estimated 2023 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: Hap Cremean Water Plant (HCWP) Misc. Improvements – Door Lock Improvements
Type: Non-recurring
Estimated 2023 Cost: \$400,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Funding to provide for upgrades to the current door locks at Hap Cremean Water Plant.

Project Name: Parsons Avenue Water Plant (PAWP) Facility Miscellaneous Improvements
Type: Recurring
Estimated 2023 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) Lime Slaker and Soda Ash Feeder Replacement
Type: Non-recurring
Estimated 2023 Cost: \$12,400,000
Funding Source: Water Supply Revolving Loan Account Fund
Operating Impact: None
Project Description: This project will design and construct improvements to replace the lime slaking and feeding equipment and the soda ash feeders at PAWP, which are original to the plant.

Project Name: Parsons Avenue Water Plant (PAWP) Control Room Renovation
Type: Non-recurring
Estimated 2023 Cost: \$1,850,000
Funding Source: Water Supply Revolving Loan Account Fund; Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This project will design and construct renovations to the control room and related systems, including lighting, fire suppression, HVAC, and potentially UPS system.

Project Name: Parsons Avenue Water Plant (PAWP) Roof Renovations Part 1
Type: Non-recurring
Estimated 2023 Cost: \$2,250,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal decrease in maintenance and supply costs.
Project Description: This project will renovate/repair PAWP Admin Building roof.

Project Name: Automatic Meter Reading
Type: Recurring
Estimated 2023 Cost: \$1,900,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Personnel and equipment reductions due to remote meter readings; increased costs for software and support 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: Hap Cremean Water Plant (HCWP) Basin Concrete Rehabilitation
Type: Non-recurring
Estimated 2023 Cost: \$1,500,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: To provide engineering design and construction of rehabilitation of deteriorated concrete and the replacement of handrail and basin gates in the basin area of the Hap Cremean Water Plant.

Project Name: HCWP Pump Improvements
Type: Recurring
Estimated 2023 Cost: \$225,000
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 2023 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: Watershed Miscellaneous Improvements Facilities
Type: Recurring
Estimated 2023 Cost: \$400,000
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.

Capital Improvements Program

Project Name: Hoover Dam Improvements – Part 2
Type: Non-Recurring
Estimated 2022 Cost: \$700,000
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 Protection Easements
Type: Recurring
Estimated 2023 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: O'Shaughnessy Hydroelectric and Gatehouse Miscellaneous Improvements
Type: Non-recurring
Estimated 2023 Cost: \$2,000,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Improvements to the exterior of the O'Shaughnessy Gatehouse and Hydroelectric Plan that includes masonry rehabilitation and lighting upgrades.

Project Name: General Engineering Services – Supply Group 2021 A & B
Type: Recurring
Estimated 2023 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: East Broad Tanks Valve Replacement
Type: Non-recurring
Estimated 2023 Cost: \$575,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This project provides for the repair or replacement of valves isolating the East Broad Tanks.

Project Name: Indianola Booster Station Demolition
Type: Non-recurring
Estimated 2023 Cost: \$100,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: The project will provide for the demolition of the existing booster station.

Project Name: Stelzer Road Pressure Reducing Valve (PRV)
Type: Non-recurring
Estimated 2023 Cost: \$900,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This project will provide a new pressure reducing valve (PRV) to increase operational flexibility of the water distribution system.

Project Name: PAWP Hypochlorite Disinfection Improvements
Type: Non-recurring
Estimated 2023 Cost: \$23,200,000
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.

Project Name: Broadview Road 30-Inch Transmission Main
Type: Recurring
Estimated 2023 Cost: \$300,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This project will provide a 30-inch diameter transmission main from the North pressure district to supply booster stations located near Morse Rd./Hamilton Rd. that supply the Morse pressure district.

Project Name: Water Main Repair
Type: Recurring
Estimated 2023 Cost: \$1,250,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This project provides for emergency repairs of the water distribution system when the work load exceeds the ability or capacity of the maintenance section.

Project Name: Water Distribution System SCADA Improvements
Type: Recurring
Estimated 2023 Cost: \$150,000
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 2023 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.

Capital Improvements Program

Project Name: Fire Hydrant Repairs
Type: Recurring
Estimated 2023 Cost: \$1,250,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This project provides for general rehabilitation of the water distribution system and includes the repair or replacement of existing fire hydrants.

Project Name: 2023-2025 General Engineering Services - Distribution Group
Type: Recurring
Estimated 2023 Cost: \$600,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: To provide general engineering services on an as needed basis.

Project Name: Residuals Management Plan Update- Part 2
Type: Recurring
Estimated 2023 Cost: \$400,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: To provide general engineering services to continue and complete the Residuals Management Plan Update.

Project Name: Water Treatment Residuals Turnkey Dewatering Services
Type: Non-recurring
Estimated 2023 Cost: \$46,000,000
Funding Source: Water Supply Revolving Loan Account Fund
Operating Impact: Will require an annual maintenance contract to process dewatering services.
Project Description: Funding to provide turnkey residuals dewatering, beneficial reuse and disposal services as needed for some or all of the water treatment residuals produced by the DRWP and HCWP facilities, and already stored at the MAQ.

Project Name: General Architectural Services – Division of Water 2021
Type: Recurring
Estimated 2023 Cost: \$300,000
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: General Construction Administration and Construction Inspection
Type: Recurring
Estimated 2023 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 2023 Cost: \$9,000,000
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: Dam Engineering Services
Type: Recurring
Estimated 2023 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: DRWP Automation Upgrade
Type: Non-recurring
Estimated 2023 Cost: \$2,600,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Funding to implement and start-up upgrades to the plant SCADA system hardware and software.

Project Name: Electrical Power Systems Studies
Type: Recurring
Estimated 2023 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: Non-recurring
Estimated 2023 Cost: \$2,050,000
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: Non-recurring
Estimated 2023 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.

Capital Improvements Program

Project Name: PAWP Treatment Residuals Disposal Improvements
Type: Recurring
Estimated 2023 Cost: \$47,250,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds; 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: PAWP Wellfield Development
Type: Recurring
Estimated 2023 Cost: \$700,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal increase
Project Description: Design and construction improvements to develop a new wellfield and associated raw waterlines based on the PAWP concept plan update project recommendations.

Project Name: Professional Construction Management (PCM)
Type: Recurring
Estimated 2023 Cost: \$6,500,000
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: Large Diameter Valve Replacement Part 3
Type: Non-Recurring
Estimated 2023 Cost: \$4,150,000
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: Fourth Water Plant
Type: Recurring
Estimated 2023 Cost: \$4,000,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Significant impact to operating budget in the future (2028-2029) to run a new Water Plant.
Project Description: This project will design and construct a new fourth water plant and associated finished water transmission mains to meet water supply needs and increase the resiliency and reliability of the water supply system.

Project Name: PAWP Pump Improvements
Type: Recurring
Estimated 2023 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.

Project Name: Merchant Road Property Demolition
Type: Non-recurring
Estimated 2023 Cost: \$500,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This project will demolish structures, remove equipment, and potentially add some fencing at the Merchant Road Quarry property and the Upground Reservoir R3 Property.

Project Name: DRWP Pump Improvements
Type: Recurring
Estimated 2023 Cost: \$200,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Repair or replacement of various pumps at the DRWP facility.

Water subtotal - \$264,232,232

Public Utilities Total - \$763,769,299

2023 Capital Improvement Budget Total - \$954,269,299

Significant Non-Recurring Projects

Public Safety Wellness Center

Department: Public Safety
Planning Area: North Central
Start Date: April 2020
Completion Date: July 2022
Est. Cost: \$3,200,000

Serving employees from police, fire and 911, the mission of the Public Safety Wellness Center is to promote opportunities for optimal wellness and resiliency for Columbus first responders to enable them to best serve the community. Peers, chaplains, and Employee Assistance Program staff are available to provide mental health and wellness resources to sworn personnel in a confidential, safe space. After consulting with national experts, the city believes the Public Safety Wellness Center is the first of its kind in the country, offering unified support for first responders.



Public Safety Wellness Center Lobby

Central City Sidewalks

Department: Development
Public Service
Planning Area: Various
Start Date: Spring 2021
Est. Completion Date: Fall 2025
Est. Cost: \$11,450,457

The Urban Infrastructure Recovery Fund is providing over \$11 million to build 30 sidewalks in 12 central city neighborhoods. New sidewalks was the most requested improvement proposed by UIRF communities in the most recent 5-year Funding Round. In most cases, these sidewalks fill in the gaps between existing sidewalk sections. More than 42,000 linear feet, or 7.95 miles, of sidewalk have been built.



Central City Sidewalks

Hilltop Early Learning Center

Department: Construction Management
Planning Area: Greater Hilltop
Design Start Date: November 2019
Est. Completion Date: October 2022
Est. Cost: \$21,270,522



Photo of Hilltop Early Learning Center

The new Hilltop Early Learning Center located in the heart of the Hilltop community will be a mixed-use facility serving as Pre-K for 4 year olds and providing services for the community. The center will provide education for as many as 240 students and includes a number of amenities. The facility has 20 classrooms, a large cafeteria with a full commercial kitchen, indoor and outdoor playgrounds, a recreation room, a library, an open courtyard for gardening, health center, consultation rooms, and a food pantry.

Glenwood and Windsor Pools Construction

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



Conceptual designs of new Glenwood and Windsor Pools

The Columbus Recreation and Parks Department is replacing and adding outdoor aquatics facilities at Glenwood and Windsor Parks. CRPD is actively demolishing the existing Glenwood and Windsor Pools 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. Robust community engagement informed the design of the new pools. New outdoor aquatic facilities will be built at the existing site and allow the department to continue serving the nearly 25,000 residents who visit these two pools each year. This will also expand CRPD's capacity to provide safe, quality, and inclusive aquatics programming for residents of all ages and abilities.

Alkire Road Park Development

Department: Recreation and Parks
Planning Area: Westland
Start Date: Currently in Design, Construction June 2023
Est. Completion Date: April 2024
Est. Cost: \$1,200,000

The Alkire Road Park Development is currently in design and will begin construction next year. This community park will have vehicular access from Alkire Road and pedestrian access from the Camp Chase trail and Georgesville Road. Key park features will include a shelter, nature-themed playground, walking loop, wetlands, and meadows. CRPD has prioritized community feedback to feature elements in the park that are easily maintainable and will promote users' enjoyment of the park's existing natural beauty. This park will provide greenspace and recreational opportunities for nearby neighborhood residents, Camp Chase trail users, and residents throughout Columbus.



Conceptual design of Alkire Road Park

Broad Street Arts and Senior Campus

Department: Recreation and Parks
Planning Area: Near East
Start Date: Currently in Design. Construction estimated in 2023
Est. Completion Date: April 2025
Est. Cost: \$27,000,000

The Broad Street Arts and Senior Campus will be located on a 3.76 acre parcel purchased from the Columbus Board of Education. CDBG funding was utilized for the purchase of the property. The existing school on the property is slated for demolition in late 2022/early 2023 and a new, approximately 44,000 sq. ft. facility will be constructed. A public park will be built on the east side of the parcel, creating additional greenspace for neighborhood residents. The facility will serve primarily older adults. The Broad Street Arts and Senior Campus will offer all of the programming that Recreation and Parks originally held at its Golden Hobby Shop and Martin Janis Senior Center as well as other Senior- and Adult-focused creativity and wellbeing oriented programs that can be accommodated in the consolidated site.



Conceptual designs of Broad Street Arts and Senior Campus

Dakota Park Development

Department: Recreation and Parks
Planning Area: Franklinton
Start Date: Summer 2023
Est. Completion Date: Fall 2023
Est. Cost: \$700,000

The Columbus Recreation and Parks Department plans to start construction in June 2023 to create Dakota Park, a neighborhood park that will benefit those living within a 10-minute walkshed and the larger Franklinton community. Although Franklinton residents have access to the Dodge Park and Community Center at the neighborhood's far eastern border, Franklinton has very few neighborhood parks for active recreation, play, or socialization. The improvements planned for Dakota Park include walking paths, an open air shelter, fenced playground, and site furnishings such as picnic tables and benches. With this development, Columbus Recreation and Parks Department will serve the needs of Franklinton residents and foster more community around the outdoors and recreation.



Conceptual designs of Dakota Park Development

Arterial Street Rehabilitation – SR161 – I-71 to Cleveland Avenue Phase 1 – Part 2 (Parkville/Spring Run)

Department: Public Service
Planning Area: Northland
Start Date: Summer 2020
Completion Date: Fall 2024
Est. Cost: \$9,000,000

This project involves improvements to Parkville Street/Spring Run Drive north and south of SR 161. These improvements will include the addition of pedestrian and bike facilities from Maple Canyon to Cleveland Ave., new traffic signals, pavement widening and resurfacing, raised medians on the side streets, and the installation of mini-roundabouts on the side streets.



Current overhead view of the intersection of SR161 and Parkville/Spring Run

Operation Safewalks – Grace Street – Orel Avenue to Eureka Avenue

Department: Public Service
Planning Area: Greater Hilltop
Start Date: Spring 2020
Est. Completion Date: Fall 2024
Est. Cost: \$3,200,000

This project will install sidewalks along Grace Street between Orel Avenue and Eureka Avenue. The sidewalks will be located as follows: from Orel Ave. to Warren Ave., the sidewalk will be installed on the south side of Grace Street; and from Warren Ave. to Eureka Ave., the sidewalk will be located along the north side of Grace Street. Drainage improvements will also be constructed.



Section of Grace Street to receive sidewalks

Bikeway Development – Tussing Road Shared Use Path – Brice Road to Hines Road

Department: Public Service
Planning Area: Far East
Start Date: Summer 2021
Est. Completion Date: Summer 2025
Est. Cost: \$3,900,000

This project will add shared-use path along the south side of Tussing Road from Brice Road to Hines Road. Enhanced pedestrian crossings will be provided at Americana Parkway (west intersection) and at the Tussing Elementary School. Sidewalk will be added on the north side of Tussing Road between John Steven Way and Penobscot Boulevard to facilitate access to the enhanced pedestrian crossings.



Section of Tussing Road that will receive a shared use path; Intersection with Tussing Elementary School that will receive enhanced pedestrian crossings

Intersection Improvements - Georgesville Road at Hall Road

Department: Public Service
Planning Area: Greater Hilltop
Start Date: Fall 2019
Est. Completion Date: Late 2024
Est. Cost: \$2,300,000

This project consists of the widening of Georgesville Road to provide a southbound right turn lane onto Hall Road, widening of Hall Road to provide an eastbound right turn lane onto Georgesville Road, and the full reconstruction of the traffic signal at the intersection. In addition, a shared use path will be installed along the south side of Hall Road from Durrow Drive (Private Street)/Georgesville Green Drive to Georgesville Road. Where needed to accommodate the shared use path, curb and gutter will be placed and a closed drainage system installed.



View of Georgesville Road at the intersection with Hall Road

Hoover Dam Improvements - Phase 1

Department: Public Utilities
Planning Area: Citywide
Start Date: 2020
Est. Completion Date: 2022
Construction Budget: \$15,381,250

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

Parsons Avenue Water Plant (PAWP) **Wellfield Development**

Department: Public Utilities
Planning Area: Parsons Avenue Water Plant
Start Date: 2022
Est. Completion Date: 2025
Est. Cost: \$8,000,000

This project will design and construct a new radial collector well (CW-112) for the Parsons Avenue Water Plant. The new well will help the plant meet increasing finished water demands associated with development in the southern portions of the city's service area and will partially offset the potential future loss of existing wells. Design of the new collector well was started in 2022 and construction is anticipated to start in 2024.



View of the PAWP Collector Well 112 test well being drilled

Parsons Avenue Water Plant (PAWP) **Well Pump Replacement – CW's 101, 104 & 115**

Department: Public Utilities
Planning Area: Parsons Avenue Water Plant
Start Date: 2021
Est. Completion Date: 2023
Est. Cost: \$5,896,050

The PAWP Well Pump Replacement – CW's 101, 104 & 115 project is replacing the vertical turbine pumps and motors on three of the existing radial collector wells. The project also includes improvements to the electrical and radio systems along with the upgrading the flow meters and water level sensors to a modern technology. Construction has been completed on CW104, CW101 is currently under construction, to be followed by work at CW115. Substantial completion is anticipated to occur summer 2023.



View of the PAWP CW104 new motors for the three vertical turbine pumps

DRWP Misc. Improvements – Basin Clarifier Rehabilitation

Department: Public Utilities
Planning Area: Citywide
Start Date: 2020
Est. Completion Date: 2024
Est. Cost: \$19,521,350

The DRWP Basin Clarifier Rehabilitation project will replace clarifier mechanisms and flocculator drives and make repairs to basin concrete and associated appurtenances. Most of these components are original plant assets from the 1970's and are now past their useful lives. Design of the improvements was completed in 2020, and construction is currently ongoing and expected to be completed May 2024.

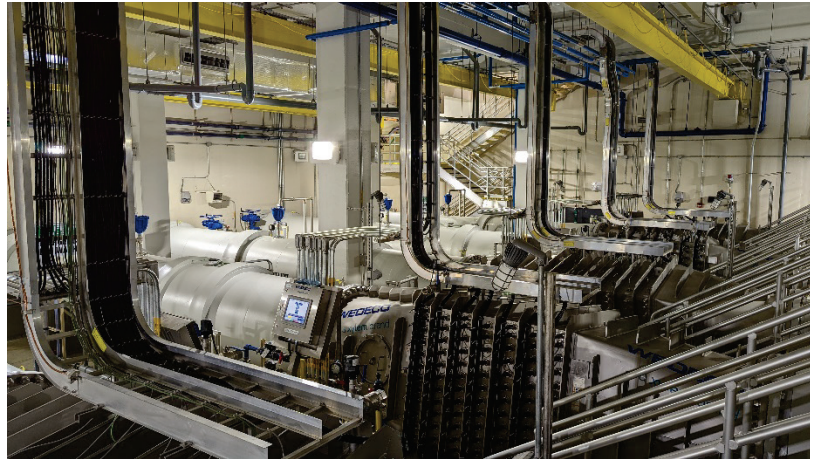


Existing treatment basins and clarifier equipment will be replaced under this project

DRWP UV Disinfection Facility

Department: Public Utilities
Planning Area: Citywide
Start Date: 2018
Est. Completion Date: 2023
Est. Cost: \$23,800,000

The DRWP UV Disinfection Facility project installed a new treatment process at the plant that uses ultraviolet (UV) light to disinfect the water. With UV disinfection in place, the plant will have a multi-barrier disinfection scheme (chlorine + UV) that enhances public health protection and helps the city comply with upcoming regulatory requirements. Construction was substantially completed and the facility placed into operation in mid-2022. Project final completion is expected to occur in early 2023.



View of the lower level of the UV Disinfection Facility that houses the UV reactors

Capital Improvements Program

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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.

CRM Customer Relationship Management

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.
PAL	Police Athletic League

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 government 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

