



CITY OF COLUMBUS  
**BUDGET**  
**2016**



OFFICE OF THE MAYOR

November 12, 2015

Dear President Ginther and Members of Council:

Today, in accordance with Section 26 of the Charter of the City of Columbus, I present my 16<sup>th</sup>, and final, balanced budget, a proposal that reflects our commitment to the safety of our residents and the delivery of basic neighborhood services. This is a continuation budget that represents the fulfillment of our pledge to preserve our resources and keep our city financially sound in times of increasing fiscal challenges.

You will see photos of both historic and present day Columbus roadways throughout this document. Roads connect us and connect neighborhoods. They move us and are ever evolving. Roads are signs of economic development and infrastructure investment. They are visible signs of where we've been and pathways of where we're going. While this is the "end of the road" for my administration, it is the start of one for the next. I'm proud to present this budget for the future of Columbus.

The 2016 budget allocates \$557.1 million to support the Department of Public Safety. Classes are funded in the Divisions of Police and Fire to maintain the number of uniformed officers and firefighters in our neighborhoods protecting our residents. Funding is provided for the community summer initiative to target policing in areas and months where crime is most prevalent.

This budget reflects the strengthening of our efforts to create safe and healthy spaces and facilities for recreation. We will continue funding for the Applications for Pride, Purpose, and Success Program in order to build on its past success. Funds are included for the maintenance of 33 acres of new parkland on and around the Scioto Riverfront. In 2016, resources are devoted for the newly-rebuilt Driving Park facility which will also be the home of the relocated Fairwood Pool.



Last year, we made an unprecedented direct investment in the education of our kids. The 2016 budget continues that effort and allocates \$6.3 million for the Department of Education, including additional funding for FutureReady. We will use these city funds to leverage additional dollars from federal, state, and private sector sources to increase access to quality early childhood education, expand career readiness, and improve our schools.

Our job creation efforts are an essential part of an overall strategy to ensure financial stability for the city. These efforts continue in 2016. Our partnerships with Experience Columbus, the Greater Columbus Arts Council, Columbus 2020, COWIC, and Rev1 Ventures (formerly TechColumbus) will continue to receive support from the city in



## OFFICE OF THE MAYOR

2016. These programs and partnerships allow the city to attract and create new jobs while providing quality training for those eager to fill them.

We believe all our residents deserve to live in neighborhoods that are diverse, safe, vibrant, and prosperous. The 2016 budget maintains funding for the city's Proactive Code Enforcement Initiative. This focused approach has been extremely successful in reducing blight by targeting areas experiencing the greatest challenges. To compliment these efforts, the 2016 proposed budget includes \$1.06 million for weed abatement services. This budget also provides continuation funding to ensure that all our neighborhood recreation centers are open full-time and that our city parks are properly maintained. The successful citywide recycling and yard waste program is again funded and in all city neighborhoods. This program reduces the city's tipping fee expenses and extends the life of the Solid Waste Authority's landfill.

Funds are provided to maintain our commitment to uplift the city's most vulnerable residents who rely on essential community services to meet their basic needs. We maintain funding in this budget for social service agencies such as the Community Shelter Board. In addition, the city's subsidy to Primary One Health is funded in 2016 to ensure that needed health services continue to be available to uninsured populations within the city. In 2016, we will provide expanded funding to implement the recommendations of the Greater Columbus Infant Mortality Task Force. Funding will focus on the provision of direct services related to infant safe sleep strategies and prenatal care intake and referral services.

Our collective commitment to the city's long term fiscal health has again resulted in the maintenance of our triple-A bond rating. The City of Columbus is the only city of its size to receive a stable fiscal outlook and the highest rating from all three rating agencies. Even as we prepare for a more challenging financial future, we continue our commitment to the city's Rainy Day Fund. We propose to deposit an additional \$2.2 million into the fund. This will result in a projected balance within the fund of \$69.1 million by the end of 2016. These deposits keep us on schedule to meet the goal of a \$75 million balance in the fund by the end of 2018. The final report of the City of Columbus Accountability Committee was issued in March of 2013. Current 2009-2019 savings are projected at nearly \$260 million, more than twice the savings originally promised by the city. Given the reality of flat or declining general fund resources, it is essential that our collective commitment to reducing costs through changes in employee pension and insurance programs, as well as realizing efficiencies in city operations, remain a top priority. The city's green initiatives, centered on reducing the city's carbon foot print, are not only sound environmental policy, but they also reduce costs. Compressed natural gas vehicles and green, high efficiency buildings reduce fuel and energy costs as well as carbon emissions.

I have proposed a 2016 General Operating Fund budget that is balanced, maintains vital neighborhood services, and continues our commitment to fiscal responsibility. It is also a budget that reflects the changing fiscal landscape, but continues the types of investments to ensure that Columbus continues to be the best city in the nation in which to live, work and raise a family.

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**CITY OF COLUMBUS  
PROPOSED 2016 BUDGET**

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**Mayor Michael B. Coleman**

Presented to  
Columbus City Council  
November 12, 2015

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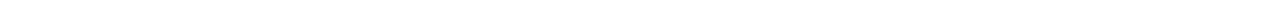
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*East Broad Street near the intersection of Jefferson Avenue sometime between 1891 and 1900. On either side of the road are tree avenues that were used to separate traffic.*

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## INTRODUCTION

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### **The 2016 Budget Document**

The 2016 budget is organized to provide the reader with user-friendly, yet detailed information on city resource allocation and service delivery. The document is divided into the primary sections outlined below:

### **Mayor's Goals**

The Mayor's goals section discusses the city's major goals for the upcoming year. Included are specific programs and strategies that will contribute toward the achievement of those goals in 2016 and beyond.

### **Budget Process**

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

### **General Fund Summary**

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



### **All Funds Summary**

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

### **Community Profile**

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

### **Financial Overview**

The financial overview section discusses the financial environment of the city, both from an internal and external perspective. The section provides an overview of financial issues facing the city in 2016 and beyond. A ten-year pro forma operating statement for the general fund is presented in this section.

### **Financial Policies**

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

### **Accounting and Organizational Structure**

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

### **Department Summaries**

This section describes each department, including the department description and mission, strategic priorities for 2016, and 2016 budget notes. Budget summary charts are presented, listing department financial and personnel data, including information by program.

### **Community Development Block Grant**

This section contains an operating summary of the community development block grant (CDBG) funds. Because CDBG funds are appropriated in several departments, 2016 projected expenditure levels by department, division, and object of expense are highlighted here.

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

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

### **Capital Summary**

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

### **Glossary**

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



*Theodore Roosevelt arriving at the Union Depot on North High Street on February 21, 1912. The picture is taken from the track level boarding platforms.*

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## MAYOR'S GOALS AND INITIATIVES FOR 2016

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The 2016 budget focuses on achievement of the goals of the Columbus Covenant in order to reach our vision to be the best city in the nation in which to live, work, and raise a family. Those seven goal areas are:

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

## Mayor's Goals

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

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

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

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

Some of the city's major innovations and undertakings in 2016 are presented below, organized by goal area:

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Citizen access to city services and information through the operation, support, and promotion of the **311 Customer Call Center** will be continued in 2016.

neighborhood crime reduction and organizational efforts, such as block watch groups to support community policing partnerships.

The **five Neighborhood Pride Centers** will continue to serve as links between city services and Columbus neighborhoods in 2016. Each pride center is a **one-stop-shop for various city services**, and is dedicated to protecting the health, safety, and welfare of families living in its designated area.



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

Concepts of **community involvement in crime awareness and reduction programs** and efforts will be promoted in 2016. The focus will be centered on participation in

**Streamlining the zoning and permitting process** will continue in 2016 with anticipated investments that will allow for electronic record storage and online plans review.

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

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

In 2016, established relationships with Rev1 Ventures, Columbus 2020, The Ohio State University, and other similar entities will continue to be leveraged to **encourage entrepreneurship, innovation, and commercialization**.

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

**ECONOMIC DEVELOPMENT & TECHNOLOGY**

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

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

In 2016, the city will continue to implement the next phases of its **citywide connectivity plan**, which include connection to city facilities for voice, video, and data communications. When complete, the city will have a **fiber optic broadband network** that enables the city to provide high-speed broadband service to city facilities, promote shared services with regional partners, enhance citizen access to broadband services, and facilitate economic development.

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

In 2016, the city will continue to coordinate funding from the federal Housing and Economic Recovery Act of 2008, American Recovery and Reinvestment Act, and the Financial Reform Act (NSP 1, 2, 3) with public and private sector partners to **revitalize defined areas, focusing on neighborhoods hit hardest by the foreclosure crisis**. The city will utilize the Columbus Land Bank and housing programs to target acquisition of foreclosed properties, demolish blighted structures, and renovate vacant homes into community assets.

**NEIGHBORHOODS**

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

The **Community Summer Initiative (CSI)** will be continued in 2016. This effort is a targeted approach to mitigating criminal activity during statistically high crime months. In past years, increasing uniformed police resources during the summer has proven successful in addressing gun violence, gangs, and drug activity.

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

Columbus Public Health will continue to lead the city's ongoing efforts to combat the current epidemic of obesity by implementing strategies to make Columbus an **active and vibrant community**. Programming and

initiatives dedicated to these efforts include Get Active Columbus, Healthy Children Healthy Weights, the Institute For Active Living, farmers markets and community gardens, bike and walking paths, walking maps and art walks, the Creating Healthy Communities Network, Women Infant and Children (WIC), and the Healthier Choices Committee.

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

Funding is included in 2016 to maintain full-time operating hours at **29 community recreation centers**.

The city will continue to **support social services** for citizens facing the greatest challenges from the current economic

environment by funding local social service agencies, the Community Shelter Board, and the Columbus Neighborhood Health Centers.

In an effort to stabilize and maintain neighborhoods with high rates of foreclosed homes and abandoned properties, over \$1 million is being provided to the **weed abatement program** in 2016.

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

**Uniformed personnel levels will remain steady** by year-end 2016 through the offering of both police and fire recruit classes in 2016. These classes, when combined with those funded in 2015, ensure a sufficient number of recruits will be trained to offset retirements and other separations.



### SAFETY

Departmental and community **planning to prepare for and respond to a range of disasters or emergencies**, including bioterrorism, will continue to be a priority in 2016. Community leadership, public education, staff training, and an emphasis on

public health awareness and protection for all Columbus residents will continue to be key themes in 2016.

The partnership with the **Community Crime Patrol** will continue in 2016, providing support in patrol areas identified by the city.

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

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

In 2016, the Department of Education plans to both expand the number of pre-k slots available to Columbus kids through **Early Start Columbus** and increase the quality of the programs in which Columbus kids attend. This expansion is aligned with the Mayor's goal of **universal access to a high-quality pre-k education** for every four-year old in Columbus.

The **Fast Path Program**, designed to identify and connect at-risk, underemployed, and unemployed adults to technical skills and workplace training, will continue in 2016.

**After-school and summer initiatives** that expand educational opportunities available to children in the city will be continued in 2016.

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

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

## EDUCATION

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

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

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

Additional funding has been allocated for **FutureReady**, the **public-private partnership** created to advance the goal of early education access to Columbus students.

Implementation of the **comprehensive business plan for downtown development**, including strategies for housing, retail, parking, transportation, recreation, and economic/office development will continue Collaboration with **Capitol South** and the **Columbus Downtown Development Corporation** on targeted programs to

## DOWNTOWN DEVELOPMENT

encourage downtown development will continue.

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

## Mayor's Goals

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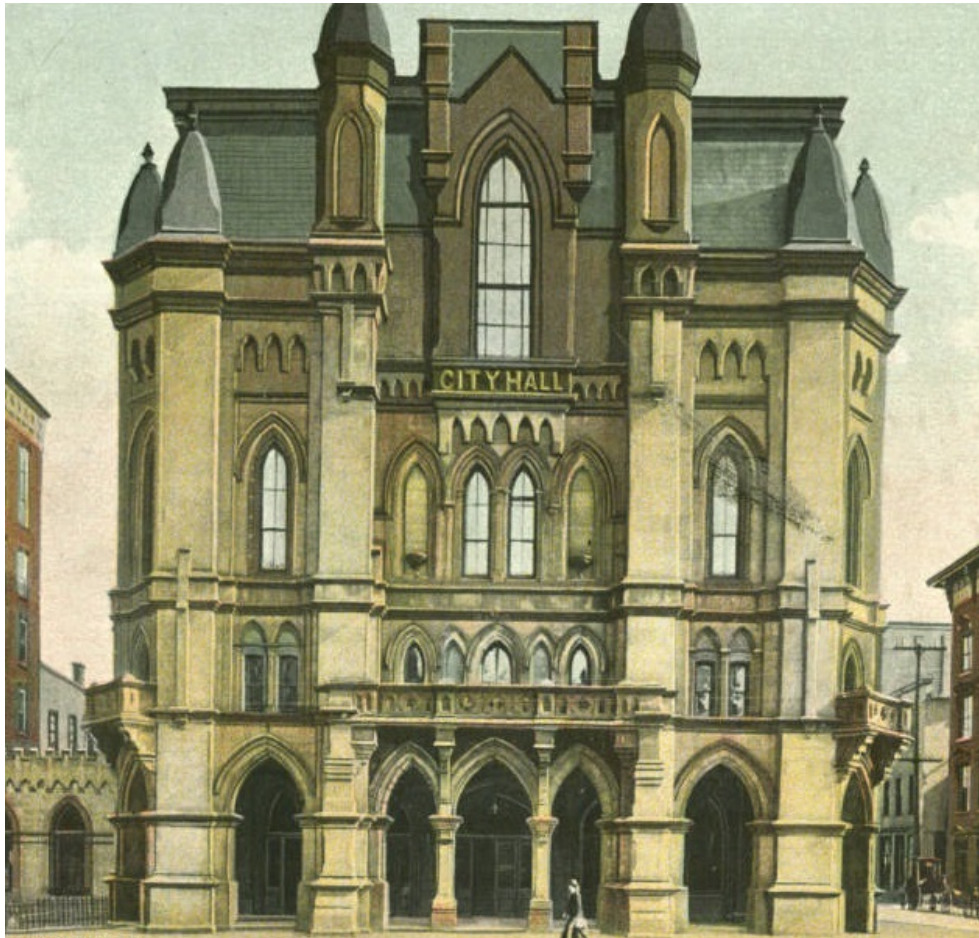
The city will continue to address components of its **ten year reform and efficiency action plan** related to employee compensation and benefits. Since a number of these reforms must be achieved through collective bargaining negotiations, the collaborative efforts of the labor relations, employee benefits,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

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

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

**PEAK  
PERFORMANCE**

The development and refinement of strategies to maximize grant dollars for **“greening” the city’s vehicle fleet** will continue in 2016.



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*A view of the old Columbus City Hall building which opened on March 28, 1872 and was located at 31 East State Street. The building was constructed over the course of three years at a cost of \$600,000. The building was never entirely completed according to the original plan, which included a tall clock tower. It burned down on January 12, 1921.*

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*Black and white photograph of Neil Avenue with railroad tracks down the middle in 1907.*

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## **BUDGET PROCESS**

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### **Budget Preparation**

In the spring of each year, following budget adoption, the Finance and Management Department's budget office, with consultation of the other departments, completes a three year financial plan of the general fund. This plan documents the current year appropriation and revenue projections. With that information,

assumptions are made to expand the focus of fiscal decision-making from the one-year horizon provided by the annual budget process to a multi-year horizon. While technically less detailed than the annual budget, the three year financial plan allows policy makers the ability to analyze and plan for the subsequent two years.



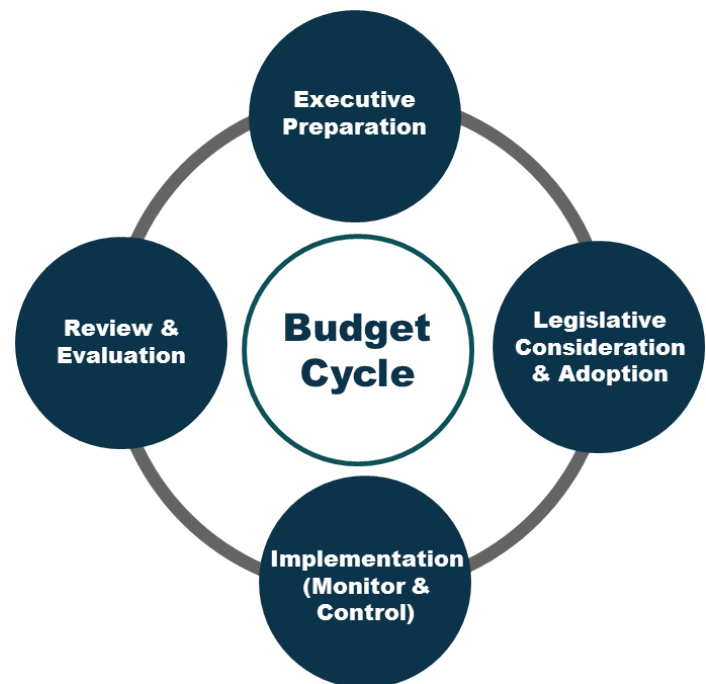
## Budget Process

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

Typically in May, the budget office instructs such departments to submit general fund target adjustment requests. Budget staff review and make recommendations for the granting of adjustments to be included in target calculations. Adjustments that may be approved for inclusion consist of, but are not limited to, new, expanded, or restored programs funded for a partial year in the current appropriations which will require full year funding in the next, or anticipated expenditures for next year that were not budgeted in the current year or over which the department has no control. In cases where a department has transferred programming to another department or fund, eliminated or streamlined programming, or successfully reduced service delivery costs through the implementation of efficiency measures, a commensurate reduction in the target estimate should be reflected in a department's adjustment submission. Many of the items included in these requests have already been discussed as part of the aforementioned three year financial plan.

In June, the Finance and Management Department makes the final decisions on target adjustment requests for inclusion in the general fund target calculations. At the same time that 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). Those departments with funds other than the general fund do not receive a target 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.

### Department Budget Submission & Review

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

conducts budget meetings with each department, at which each department presents its proposal to Finance and Management leadership.

In October, many activities occur simultaneously. First, the budget staff is actively engaged in completing the third quarter financial review which officially establishes the year-end general fund carryover projection. This carryover projection, if accepted by the city auditor, becomes part of the auditor's official estimate of available resources for the following year. Second, budget hearings are held between the Mayor, the Mayor's staff, and each department under his purview at which the department makes a similar presentation as the one they made in September. Finance and Management staff attend these meetings as well. Finally, towards the end of this month or the beginning of November, the city auditor releases his official estimate of available general fund resources. Again, by City Charter, the administration's annual proposed budget cannot exceed this estimate.

### **Executive Budget Proposal**

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

### **Legislative Consideration & Adoption**

For the latter half of November into December, City Council holds 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 and Control**

Once city council amendments are known, the budget staff completes those activities necessarily 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 all single spending transactions greater than \$1,000 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 \$20,000 must be legislated and approved by city council. All capital expenditures, regardless of amount, must be legislated and approved by city council. The budgetary level of control rests at the department, fund, 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 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.

## Budget Process

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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 and 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 sent to city departments.

**August:** End of the month, budget submissions due to the Budget Office.

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

**October:** F&M completes the 3<sup>rd</sup> qtr. financial review, and budget hearings between departments and mayor's office.

**November:** City Auditor establishes the official estimate of available resources for the GF, and administration's formal proposal is submitted to council by the 15<sup>th</sup>.

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

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



*The Long Street Bridge cap includes a landscaped pedestrian walkway and features images, past and present, honoring people, places and institutions that have made an impact on the King-Lincoln and Discovery Districts.*

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## GENERAL FUND SUMMARY

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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 \$795.1 million, an increase of 2.08 percent from 2015 revenue projections. A description of the major revenue sources of the general fund is provided below, followed by a revenue summary chart.

### Income Tax

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

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

## General Fund Summary

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

The income tax is the largest source of revenue for general fund operations. In 2016, income tax revenues to the general fund are estimated at \$619.8 million, which is 74.3 percent of total general fund resources. This represents a 2.99 percent growth over 2015 projections.



*View of the present-day Main Street Bridge looking north into downtown. The bridge connects the Franklinton neighborhood with Downtown and includes an 18-foot, 7-inch wide multi-use path to accommodate pedestrians and cyclists.*

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## Property Tax

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

Pursuant to Ohio statute and Columbus City Codes, property tax revenue is used for three purposes: certain debt service requirements, partial payment of police and fire pension costs, and general fund operations. State law requires that the first two obligations be met before property tax revenue can be deposited into the general fund for general operations. Because the city pays debt service on non-enterprise capital improvements from the special income tax

(SIT) fund, property tax revenues are deposited directly in the general fund. The 2016 estimate for property tax collections is \$42.2 million, a decrease of 0.88 percent from the 2015 projection.

### **Hotel/Motel Tax**

During 2014, Columbus City Code, Section 371.02, was amended and as a result, the general fund no longer receives a deposit from hotel/motel taxes. The 2015 and 2016 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 2016.

### **Casino Tax**

In 2009, a constitutional amendment was passed in Ohio, allowing for casinos in four Ohio cities (Columbus, Cincinnati, Cleveland, and Toledo). In 2012, as casinos opened in the State of Ohio, the state began collecting taxes on casino revenues. The city receives a portion of revenue from the gross casino revenue county fund and the gross casino revenue host city fund. After monies are set aside for Nationwide Arena and debt service, the balance of revenue received will be deposited into the general fund. The 2016 estimate for the general fund deposit for casino tax revenues is \$6.5 million, an increase of 3.74% from 2015 projections.

### **Shared Revenues**

Local government fund (LGF) revenues represent portions of various State of Ohio taxes which are shared with local governments within the state. The local community funds, formerly known as the local government fund, and the local government revenue assistance fund are now combined as the local community funds from the State of Ohio. This category also includes the city's share of estate taxes and other smaller taxes. Total revenues are projected at \$21.8 million in 2016, a 3.5 percent decrease from projected 2015 revenues.

### **Fines and Penalties**

The City of Columbus receives 100 percent of all municipal court costs and fines assessed in cases initiated by the city (excluding those that have been earmarked for special purposes such as computerization of court functions), as well as fines assessed for traffic and parking violations. In addition, the city receives a percentage of court costs and fines assessed in cases initiated by the state, county, or other municipalities and tried in the Franklin County Municipal Court. Revenues from fines and penalties are projected at \$18.6 million in 2016, an increase of 0.03 percent over projected 2015 collections.

### **Charges for Service**

Sources of revenue in this category include pro rata charges, third party reimbursements for emergency medical services, parking meter revenues and other parking charges, and revenue from various divisions that charge for services. These include auto impounding fees, sales of impounded autos, certain fire protection and dispatching service charges, and revenue from the collection of income taxes and prosecution services for other municipalities and villages. Total revenues from charges for service are projected at \$62.8 million in 2016, a 0.25 percent decrease from 2015 estimates.

## **General Fund Summary**

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Pursuant to Ordinance 2956-96, all independent funds are assessed an administrative service charge of 4.5 percent of revenues, the proceeds of which are deposited into the general fund. This charge, referred to as “pro rata”, represents a fee for certain services performed by administrative divisions for enterprise, special revenue, grant, and internal service divisions for which no specific service charge is assessed. Services include, but are not limited to, debt administration and budget preparation provided by the Finance and Management Department, legal services provided by the City Attorney, financial reporting and assistance provided by the City Auditor, and maintenance and cleaning services provided by the Division of Facilities Management.

### **Investment Earnings**

Investment earnings are deposited into the fund in which they were earned. The Treasury Investment Board, consisting of the City Treasurer, City Auditor, and the Finance and Management Director, is responsible for investing the city's liquid assets. To ensure the credit-worthiness of the investment of public monies, federal statutes restrict municipal investment to U.S. government securities, bank certificates of deposit, and repurchase agreements. General fund investment earnings are projected to yield \$6.5 million in 2016, a 5.8 percent decrease from 2015 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 \$12.1 million in 2016, of which Cable TV permits are expected to be approximately \$9.6 million.

### **Other Revenue**

This category includes various unclaimed funds, refunds, and miscellaneous revenue. The 2016 estimate is \$1.4 million.

### **Encumbrance Cancellations**

These funds represent monies set aside in prior fiscal years for expenditures that subsequently were not made. Funds can then be made available for use through the cancellation of encumbrances. The estimate for 2016 is \$2.4 million.

### **Other Miscellaneous Transfers**

In 2016, \$1.83 million in the basic city services fund will be transferred into the general fund. This fund was established in 2012 to meet future budget needs due to reductions in the state local government fund and estate tax revenue.

**GENERAL FUND  
REVENUE BY SOURCE AND YEAR  
HISTORICAL AND PROJECTED  
2012 - 2016**

SOURCE	2012		2013		2014		2015		2016		PERCENT OF TOTAL
	ACTUAL	PERCENT CHANGE	ACTUAL	PERCENT CHANGE	ACTUAL	PERCENT CHANGE	PROJECTED	PERCENT CHANGE	PROJECTED	PERCENT CHANGE	
Income Tax	\$ 536,478,172	5.56%	\$ 560,435,874	4.47%	\$ 578,645,323	3.25%	\$ 601,790,000	4.00%	\$ 619,800,000	2.99%	74.25%
Property Tax	43,798,362	-7.92%	43,960,549	0.37%	42,149,260	-4.12%	42,619,018	1.11%	42,245,000	-0.88%	5.06%
Kilowatt Hour Tax	1,684,756	6.43%	1,689,077	0.26%	1,578,866	-6.52%	3,250,000	105.84%	3,300,000	1.54%	0.40%
Hotel/Motel Tax	4,020,874	10.73%	1,238,933	-69.19%	-	-100.00%	-	0.00%	-	0.00%	0.00%
<b>TOTAL TAXES</b>	<b>585,982,164</b>	<b>4.45%</b>	<b>607,324,433</b>	<b>3.64%</b>	<b>622,373,449</b>	<b>2.48%</b>	<b>647,659,018</b>	<b>4.06%</b>	<b>665,345,000</b>	<b>2.73%</b>	<b>79.70%</b>
Local Government Fund	28,164,858	-30.29%	21,618,024	-23.24%	21,169,452	-2.07%	21,382,000	1.00%	20,591,000	-3.70%	2.47%
Estate Tax	15,190,957	65.79%	9,428,668	-37.93%	742,692	-92.12%	-	-100.00%	-	N/A	0.00%
Liquor Permit Fee, Other	1,246,014	5.26%	1,275,621	2.38%	1,268,676	-0.54%	1,232,000	-2.89%	1,232,000	0.00%	0.15%
Casino Tax	-	N/A	5,617,637	N/A	6,231,173	10.92%	6,280,000	0.78%	6,515,000	3.74%	0.78%
<b>TOTAL SHARED REVENUE</b>	<b>44,601,829</b>	<b>-12.11%</b>	<b>37,939,950</b>	<b>-14.94%</b>	<b>29,411,993</b>	<b>-22.48%</b>	<b>28,894,000</b>	<b>-1.76%</b>	<b>28,338,000</b>	<b>-1.92%</b>	<b>3.39%</b>
License and Permit Fees	10,899,104	3.83%	10,904,362	0.05%	11,606,993	6.44%	12,395,000	6.79%	12,062,000	-2.69%	1.44%
Fines and Penalties	21,277,574	12.54%	19,446,919	-8.60%	18,984,036	-2.38%	18,631,125	-1.86%	18,636,000	0.03%	2.23%
Investment Earnings	3,333,197	12.61%	2,626,737	-21.19%	3,665,626	39.55%	6,900,000	88.24%	6,500,000	-5.80%	0.78%
Charges for Service	59,298,119	2.66%	59,868,890	0.96%	60,594,504	1.21%	62,935,000	3.86%	62,778,000	-0.25%	7.52%
All Other	1,928,359	9.11%	7,432,441	285.43%	7,313,252	-1.60%	1,462,000	-80.01%	1,428,000	-2.33%	0.17%
<b>TOTAL OTHER REVENUES</b>	<b>96,736,353</b>	<b>5.27%</b>	<b>100,279,349</b>	<b>3.66%</b>	<b>102,164,411</b>	<b>1.88%</b>	<b>102,323,125</b>	<b>0.16%</b>	<b>101,404,000</b>	<b>-0.90%</b>	<b>12.15%</b>
<b>TOTAL ALL REVENUES</b>	<b>727,320,346</b>	<b>3.36%</b>	<b>745,543,732</b>	<b>2.51%</b>	<b>753,949,853</b>	<b>1.13%</b>	<b>778,876,143</b>	<b>3.31%</b>	<b>795,087,000</b>	<b>2.08%</b>	<b>95.24%</b>
Encumbrance Cancellations	3,585,256	70.45%	3,089,900	-13.82%	3,440,407	11.34%	9,229,426	168.27%	2,387,000	-74.14%	0.29%
Unencumbered Balance	33,792,340	42.91%	39,903,479	18.08%	44,456,866	11.41%	29,171,431	-34.38%	30,215,000	3.58%	3.62%
Fund Transfers	2,543,130	48.21%	4,055,737	59.48%	2,367,187	-41.63%	3,406,000	43.88%	5,266,000	54.61%	0.63%
Other Misc. Transfers	-	N/A	6,000,000	N/A	5,000,000	-16.67%	5,717,000	14.34%	1,830,000	-67.99%	0.22%
Total Annual Resources	767,241,072	4.94%	798,592,848	4.09%	809,214,313	1.33%	826,400,000	2.12%	834,785,000	1.01%	100.00%
27th Pay Period Reserve Fund	8,873,986	30.23%	10,995,786	23.91%	13,180,786	19.87%	15,431,786	17.08%	17,749,786	15.02%	
Economic Stabilization Fund	39,805,276	21.00%	56,144,941	41.05%	64,074,811	14.12%	66,914,811	4.43%	69,783,811	4.29%	
<b>TOTAL GENERAL FUND</b>											
<b>AVAILABLE RESOURCES</b>	<b>\$ 815,920,334</b>	<b>5.85%</b>	<b>\$ 865,733,575</b>	<b>6.11%</b>	<b>\$ 886,469,910</b>	<b>2.40%</b>	<b>\$ 908,746,597</b>	<b>2.51%</b>	<b>\$ 922,318,597</b>	<b>1.49%</b>	





*Present day view of Rich Street Bridge. The city closed the Town Street bridge in 2008, realigned it, and reopened it in 2011 as Rich Street Bridge. The bridge is 568 feet in length, 37 feet in width, and has 10-foot wide sidewalks on both sides.*

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## **Expenditures and Personnel**

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

## General Fund Summary

### GENERAL FUND 2016 PROPOSED BUDGET SUMMARY BY AREA OF EXPENSE

Department/Division	Personnel	Materials	Services	Other	Capital	Transfers	Totals
City Council	\$ 3,577,789	\$ 28,500	\$ 154,796	\$ -	\$ -	\$ -	\$ 3,761,085
<u>City Auditor</u>							
City Auditor	3,259,421	26,000	956,520	-	-	-	4,241,941
Income Tax	7,509,645	79,000	1,254,832	-	-	-	8,843,477
Total	<u>10,769,066</u>	<u>105,000</u>	<u>2,211,352</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>13,085,418</u>
City Treasurer	993,194	6,200	145,852	-	-	-	1,145,246
<u>City Attorney</u>							
City Attorney	11,690,597	150,500	400,303	-	-	-	12,241,400
Real Estate	132,427	-	-	-	-	-	132,427
Total	<u>11,823,024</u>	<u>150,500</u>	<u>400,303</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>12,373,827</u>
Municipal Court Judges	16,071,898	29,800	1,433,678	-	-	340,000	17,875,376
Municipal Court Clerk	10,913,318	129,147	809,500	-	-	-	11,851,965
Civil Service	3,499,759	44,412	546,936	-	-	-	4,091,107
<u>Public Safety</u>							
Administration	1,304,839	10,367	5,507,177	-	-	-	6,822,383
Support Services	4,913,849	567,175	1,066,680	1,000	-	-	6,548,704
Police	291,636,264	3,594,049	13,638,366	225,000	45,000	2,616,008	311,754,687
Fire	214,339,244	3,937,961	11,612,321	200,000	-	1,884,861	231,974,387
Total	<u>512,194,196</u>	<u>8,109,552</u>	<u>31,824,544</u>	<u>426,000</u>	<u>45,000</u>	<u>4,500,869</u>	<u>557,100,161</u>
<u>Mayor's Office</u>							
Mayor	2,201,564	14,682	246,112	250	-	-	2,462,608
Community Relations	866,436	2,390	64,793	-	-	-	933,619
Equal Business Opportunity	871,329	5,100	58,423	-	-	-	934,852
Total	<u>3,939,329</u>	<u>22,172</u>	<u>369,328</u>	<u>250</u>	<u>-</u>	<u>-</u>	<u>4,331,079</u>
Education	502,912	6,000	5,798,417	-	-	-	6,307,329
<u>Development</u>							
Administration	3,608,642	29,811	3,256,866	-	-	38,000	6,933,319
Econ. Development	964,869	6,950	2,865,076	-	-	-	3,836,895
Code Enforcement	6,716,896	74,100	787,423	10,000	-	-	7,588,419
Planning	1,815,634	16,750	74,864	-	-	-	1,907,248
Housing	433,289	1,950	4,827,092	-	-	-	5,262,331
Total	<u>13,539,330</u>	<u>129,561</u>	<u>11,811,321</u>	<u>10,000</u>	<u>-</u>	<u>38,000</u>	<u>25,528,212</u>
<u>Finance and Management</u>							
Finance Administration	2,196,000	15,800	3,396,268	-	-	-	5,608,068
Financial Management	2,927,305	15,290	1,770,010	-	-	-	4,712,605
Facilities Management	6,200,212	637,300	9,542,115	5,750	-	-	16,385,377
Total	<u>11,323,517</u>	<u>668,390</u>	<u>14,708,393</u>	<u>5,750</u>	<u>-</u>	<u>-</u>	<u>26,706,050</u>
Finance City-wide	-	-	-	-	-	28,429,122	28,429,122
Finance Technology (Pays of agency bills)	-	-	18,417,924	-	-	-	18,417,924
Human Resources	1,502,104	56,448	1,177,179	-	-	-	2,735,731
Health	-	-	-	-	-	23,564,205	23,564,205
Recreation and Parks	-	-	-	-	-	38,597,737	38,597,737
<u>Public Service</u>							
Administration	3,420,446	5,642	40,661	-	-	-	3,466,749
Refuse Collection	17,292,224	125,035	15,508,813	71,520	17,600	-	33,015,192
Traffic Management	2,185,563	33,163	125,991	56,768	-	-	2,401,485
Total	<u>22,898,233</u>	<u>163,840</u>	<u>15,675,465</u>	<u>128,288</u>	<u>17,600</u>	<u>-</u>	<u>38,883,426</u>
<b>Total General Operating Fund</b>	<b><u>\$ 623,547,669</u></b>	<b><u>\$ 9,649,522</u></b>	<b><u>\$ 105,484,988</u></b>	<b><u>\$ 570,288</u></b>	<b><u>\$ 62,600</u></b>	<b><u>\$ 95,469,933</u></b>	<b><u>\$ 834,785,000</u></b>

## General Fund Summary

GENERAL FUND EXPENDITURE AND BUDGET SUMMARY					
	2013	2014	2015	2016	%
	Actual	Actual	Projected	Budget	Change
City Council	\$ 3,174,350	\$ 3,174,326	\$ 3,495,049	\$ 3,761,085	7.61%
City Auditor					
City Auditor	3,761,029	3,702,329	3,862,006	4,241,941	9.84%
Income Tax	7,781,893	8,157,007	8,704,799	8,843,477	1.59%
Total	11,542,922	11,859,336	12,566,806	13,085,418	4.13%
City Treasurer	1,047,367	1,053,472	1,044,702	1,145,246	9.62%
City Attorney					
City Attorney	11,066,334	11,312,425	11,613,239	12,241,400	5.13%
Real Estate	188,321	174,388	90,774	132,427	45.89%
Total	11,254,655	11,486,813	11,704,013	12,373,827	5.41%
Municipal Court Judges	15,619,519	16,056,560	16,809,349	17,875,376	6.34%
Municipal Court Clerk	10,970,136	11,184,644	11,553,593	11,851,965	2.58%
Civil Service	3,641,850	3,701,424	3,721,721	4,091,107	9.93%
Public Safety					
Administration	7,962,638	7,644,192	7,392,018	6,822,383	-7.71%
Support Services	6,228,892	6,533,388	6,787,318	6,548,704	-3.52%
Police	281,462,720	288,575,258	300,317,872	311,754,687	3.81%
Fire	216,614,239	219,395,146	226,874,534	231,974,387	2.25%
Total	512,268,489	522,147,984	541,371,742	557,100,161	2.91%
Mayor's Office					
Mayor	2,069,312	2,225,372	1,908,113	2,462,608	29.06%
Community Relations	1,215,780	926,870	852,988	933,619	9.45%
Equal Business Opportunity	937,649	897,821	930,395	934,852	0.48%
Total	4,222,741	4,050,063	3,691,496	4,331,079	17.33%
Education	-	5,343,621	5,453,323	6,307,329	15.66%
Development					
Administration	6,317,596	6,958,254	6,630,479	6,933,319	4.57%
Economic Development	18,954,591	12,460,192	16,999,469	3,836,895	-77.43%
Code Enforcement	6,639,673	6,924,219	6,972,921	7,588,419	8.83%
Planning	1,943,909	1,471,562	1,658,188	1,907,248	15.02%
Housing	4,249,389	5,237,048	5,226,188	5,262,331	0.69%
Total	38,105,158	33,051,275	37,487,244	25,528,212	-31.90%
Finance and Management					
Finance Administration	3,644,858	5,777,505	6,363,352	5,608,068	-11.87%
Financial Management	4,396,684	3,784,800	4,231,901	4,712,605	11.36%
Facilities Management	14,977,114	14,232,734	13,648,240	16,385,377	20.05%
Total	23,018,656	23,795,040	24,243,493	26,706,050	10.16%
Citywide Technology	14,740,336	15,558,345	17,062,393	18,417,924	7.94%
Finance City-wide	19,735,588	20,614,582	12,513,000	28,429,122	127.20%
Fleet- General Fund Vehicles (Non Safety)	-	3,998,398	-	-	-
Human Resources	1,328,248	2,453,509	2,487,278	2,735,731	9.99%
Health	19,464,721	20,226,183	20,614,038	23,564,205	14.31%
Recreation and Parks	33,060,402	33,782,112	34,577,258	38,597,737	11.63%
Public Service					
Administration	2,805,360	2,967,486	2,906,299	3,466,749	19.28%
Refuse Collection	25,200,376	30,610,879	29,939,519	33,015,192	10.27%
Traffic Management	-	1,475,704	2,942,498	2,401,485	-18.39%
Mobility Options	2,935,111	1,451,546	-	-	-
Total	30,940,847	36,505,615	35,788,317	38,883,426	8.65%
<b>Total General Operating Fund</b>	<b>\$ 754,135,983</b>	<b>\$ 780,043,300</b>	<b>\$ 796,184,814</b>	<b>\$ 834,785,000</b>	<b>4.85%</b>

<b>GENERAL FUND PERSONNEL SUMMARY -- FULL-TIME</b>				
	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budgeted</b>	<b>Budgeted</b>
City Council	34	35	38	40
<b>City Auditor</b>				
City Auditor	26	26	34	34
Income Tax	73	73	82	82
<b>Total</b>	<b>99</b>	<b>99</b>	<b>116</b>	<b>116</b>
City Treasurer	9	8	10	10
<b>City Attorney</b>				
City Attorney	101	107	135	135
Real Estate	2	1	6	6
<b>Total</b>	<b>103</b>	<b>108</b>	<b>141</b>	<b>141</b>
Municipal Court Judges	179	174	188	192
Municipal Court Clerk	155	155	172	172
Civil Service	34	33	35	35
<b>Public Safety</b>				
Administration	10	9	10	10
Support Services	49	48	49	49
Police- Non Uniformed	325	351	408	409
Police- Uniformed <sup>(1)</sup>	1,904	1,913	1,899	1,908
Fire- Non Uniformed	37	41	51	51
Fire- Uniformed	1,549	1,539	1,538	1,534
<b>Total</b>	<b>3,874</b>	<b>3,901</b>	<b>3,955</b>	<b>3,961</b>
<b>Mayor's Office</b>				
Mayor	17	14	19	19
Community Relations	8	8	8	8
Equal Business Opportunity	9	9	9	9
<b>Total</b>	<b>34</b>	<b>31</b>	<b>36</b>	<b>36</b>
Education	-	4	4	4
<b>Development</b>				
Administration	29	30	32	34
Economic Development	3	6	8	9
Code Enforcement	63	69	73	73
Planning	15	15	17	17
Housing	5	4	5	5
<b>Total</b>	<b>115</b>	<b>124</b>	<b>135</b>	<b>138</b>
<b>Finance and Management</b>				
Administration	23	26	26	26
Financial Management	22	27	27	28
Facilities Management	74	70	78	77
<b>Total</b>	<b>119</b>	<b>123</b>	<b>131</b>	<b>131</b>
Human Resources	10	10	10	12
<b>Public Service</b>				
Administration	35	33	34	38
Refuse Collection	185	205	227	227
Traffic Management	-	34	38	27
Mobility Options	37	-	-	-
<b>Total</b>	<b>257</b>	<b>272</b>	<b>299</b>	<b>292</b>
<b>Total General Fund</b>	<b>5,022</b>	<b>5,077</b>	<b>5,270</b>	<b>5,280</b>

2013 and 2014 are year-end actuals, while 2015 and 2016 are budgeted.

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

November 2, 2015

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

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

Available Resources for the City of Columbus General Operating Fund (Fund No. 10) for calendar year 2016 are estimated to be

\$ 834,785,000

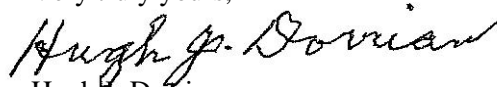
Included in these estimated Resources for 2016 is an estimated carry over fund balance from 2015 of

\$ 30,215,000

Resolution No. 13X-2013 states “That the cash balance of the Economic Stabilization Fund (the Rainy Day fund) shall reach \$75 million by the end of 2018.” The Rainy Day fund will contain approximately \$66.7 million at the end of 2015. The City Auditor recommends that the City continue to build this reserve over ensuing years to an amount that will equate to 10% of its General Fund operating expenditures.

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

Very truly yours,



Hugh J. Dorrian  
City Auditor

HJD/jm



City of Columbus  
 General Operating Fund – Fund No 10  
 Estimate of Available Resources  
 For Calendar Year 2016

Taxes:		
Income tax (Note 1)	\$ 619,800,000	
Property tax (Note 2)	42,245,000	
Kilo Watt Hour tax equivalent (Note 3)	<u>3,300,000</u>	
		665,345,000
Shared revenues:		
Local community funds via County (Note 4)	19,165,000	
Local government funds via State (Note 4)	1,426,000	
Liquor permit fees and other	1,232,000	
Casino taxes via State (Note 4)	<u>6,515,000</u>	
		28,338,000
Investment earnings (Note 5)		6,500,000
Charges for services:		
Administrative charges to non-general fund divisions (Note 6)	28,950,000	
Parking meters, lots and permits	3,500,000	
Fire division including EMS fees (Note 7)	19,353,000	
Police division (Note 8)	7,362,000	
All other charges for services (Note 9)	<u>3,613,000</u>	
		62,778,000
Fines, forfeitures, and penalties:		
Municipal court (Note 10)	12,036,000	
Parking violations bureau (Note 10)	<u>6,600,000</u>	
		18,636,000
Licenses and permit fees:		
Cable TV and others (Note 11)		12,062,000
Other receipts (Note 12)		1,428,000
Transfers from other funds (Note 13)		7,096,000
		<u>802,183,000</u>
Total estimated current resources for 2016		802,183,000
Estimated prior years' encumbrance cancellations		2,387,000
Estimated prior year end fund balance (Note 14)		<u>30,215,000</u>
Total estimated available resources for calendar year 2016		<u>\$ 834,785,000</u>

City of Columbus  
 General Operating Fund  
 Estimate of Available Resources  
 For Calendar Year 2016  
 continued

- Note 1 Income tax collections for 2016, after providing for refunds to taxpayers, are estimated at \$826.4 million. One fourth of the collections will be deposited to a debt service fund, more commonly known as the “income tax set-aside” fund. The remaining three fourths of the collections, approximately \$619.8 million, will be deposited to the City’s General Operating Fund.
- Note 2 The City’s share of taxes collected in 2016 attributable to real, personal, and public utility properties is estimated at \$42.245 million, net of an estimated \$1.373 million retained by the counties and the state for certain of their costs. Amounts paid directly to the City from the State of Ohio, known as “rollbacks”, are included herein. The City must use .60 mills of this tax toward the partial payment of police and fire pension costs.
- Note 3 Beginning in 2001 a tax was permitted to be levied on users of electricity provided by the City’s Division of Electricity. Known as the kilo watt hour (kWh) tax, state statutes provide for these monies applicable to users located within the City to be deposited to the City’s General Operating Fund. The equivalency of the tax, since the tax is not actually levied, is transferred from the City’s Electricity enterprise to the General Operating Fund: estimated at \$3.300 million in 2016.
- Note 4 Shared revenues include portions of the various State of Ohio taxes which are shared with local governments within the State. The Local Community funds, formerly known as the Local Government funds and Local Government Revenue Assistance funds are now combined as the Local Community funds from the State via the County. It is estimated that these shared taxes will provide \$19.165 million. Additionally, approximately \$1.426 million will be received by the City directly from the State.

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

	<u>2016</u>
• Estimated amount to be received	\$ 10,547,000
Less:	
• Amount payable to Franklin County Convention Facility Authority (26% in 2016)	(2,742,000)
• Principal and interest due on City bonds	<u>(1,290,000)</u>
Net amount available	<u>\$ 6,515,000</u>

- Note 5 Investment earnings are initially deposited to the treasury investment earnings fund. Pursuant to various ordinances and resolutions of Council, portions of these earnings are then allocated to the City’s water, sewer, electricity and certain other funds. After such allocations, \$6.500 million is estimated to remain available for the General Operating Fund.
- Note 6 Administrative charges to non General Operating Fund divisions represent certain operating costs initially borne by the General Operating Fund and then partially allocated to other funds of the City. Ordinance No. 0085-2002, adopted January 28, 2002, calls for an assessment rate of 4.5% of the revenues of the funds assessed; resulting in revenues to the General Operating Fund of approximately \$28.950 million in 2016.

City of Columbus  
 General Operating Fund  
 Estimate of Available Resources  
 For Calendar Year 2016  
 continued

- Note 7 Fire division charges for services include fees for Emergency Medical Transportation Services, estimated at \$15.500 million for 2016. Also included and estimated at \$2.000 million are charges for services rendered to suburban communities, fire prevention inspection fees of \$1.800 million and other miscellaneous charges of \$53,000 for a total of \$19.353 million.
- Note 8 Police division charges for services include charges for policing schools, auto impounding fees, sales of impounded autos and various other police services for a total of \$7.362 million.
- Note 9 All other charges for services in the total amount of \$3.613 million include amounts estimated from services provided to others for which the City charges. Services provided by, and the estimated charges are: City Attorney (\$1.150 million), City Auditor (\$450,000), Communications (\$425,000), City Sealer (\$500,000), and miscellaneous other charges (\$1.088 million).
- Note 10 Fines, forfeitures, court costs, etc., resulting from operations of the Franklin County Municipal Court should produce approximately \$12.036 million. The City's Parking Violations Bureau will collect approximately \$6.600 million in parking ticket fines.
- Note 11 Various licenses and permits issued primarily via the Department of Public Safety will produce approximately \$2.462 million. Additionally, Cable permits will produce approximately \$9.600 million.
- Note 12 All other receipts amounting to \$1.428 million include \$610,000 of reimbursement from Franklin County for a portion of Court costs and \$818,000 of miscellaneous revenues and transfers.
- Note 13 Transfers from other funds include \$5.266 million which represent 25% sharing by the Income Tax set aside fund of job incentive programs to be paid from the City's General Operating Fund. Also included is \$1.830 million workers' compensation refund received by the City and initially deposited to the Basic City Services fund.
- Note 14 Available resources for the General Operating Fund for 2015 are now estimated at \$826.400 million. Expenditures and transfers from the General Operating Fund for 2015 are estimated by the Department of Finance at \$796.185 million, which includes the following transfers to:

Rainy Day Fund	\$ 2,200,000
Anticipated Expenditure Fund	2,251,000
Job Growth Fund	281,981
Public Safety Initiative Fund	74,113
Neighborhood Initiative Fund	445,906
Basic City Services Fund	<u>5,160,000</u>
Transfers	<u>\$ 10,413,000</u>

The estimated fund balance (the carryover) of the General Operating Fund at December 31, 2015, therefore, is \$30.215 million: (\$826.400 million: less \$796.185 million).



## **General Fund Summary**

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*Karl Road and Sandalwood Place looking east into the Forest Park Neighborhood.*

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## **ALL FUNDS SUMMARY**

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

**All Funds Summary**

<b>2016 PROPOSED APPROPRIATIONS - ALL FUNDS SUMMARY BY OBJECT LEVEL ONE</b>									
	<b>PERSONNEL</b>	<b>MATERIALS</b>	<b>SERVICES</b>	<b>OTHER</b>	<b>CAPITAL OUTLAY</b>	<b>DEBT SERVICE</b>	<b>TRANSFERS</b>	<b>TOTAL</b>	
<b>GENERAL FUND</b>	\$ 623,547,669	\$ 9,649,522	\$ 105,484,988	\$ 570,288	\$ 62,600	\$ -	\$ 95,469,933	\$ 834,785,000	
<b>SPECIAL REVENUE FUNDS</b>									
<b>Municipal Court Computer Fund</b>									
Judges	97,439	115,500	413,705	-	-	-	-	626,644	
Clerk	622,453	61,000	825,600	-	-	-	274,700	1,783,753	
<b>Total Court Computer</b>	<b>719,892</b>	<b>176,500</b>	<b>1,239,305</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>274,700</b>	<b>2,410,397</b>	
<b>Street Construction, Main. &amp; Repair</b>									
Service Administration	2,919,709	4,300	179,302	-	-	-	-	3,103,311	
Traffic Management	10,402,002	257,500	1,502,182	145,000	-	-	-	12,306,684	
Infrastructure Management	17,168,747	432,000	12,881,062	76,000	500,000	-	-	31,057,809	
Design & Construction	4,565,231	9,700	768,950	3,500	-	-	-	5,347,381	
<b>Total SCMR</b>	<b>35,055,689</b>	<b>703,500</b>	<b>15,331,496</b>	<b>224,500</b>	<b>500,000</b>	<b>-</b>	<b>-</b>	<b>51,815,185</b>	
<b>Development Services Fund</b>									
Building & Zoning	15,369,131	118,971	3,444,766	47,000	235,000	-	-	19,214,868	
<b>Private Inspection Fund</b>									
Service Administration	30,531	283	680	-	-	-	-	31,494	
Design & Construction	2,611,600	22,900	281,641	500	215,000	-	-	3,131,641	
<b>Total Private Inspection</b>	<b>2,642,131</b>	<b>23,183</b>	<b>282,321</b>	<b>500</b>	<b>215,000</b>	<b>-</b>	<b>-</b>	<b>3,163,135</b>	
<b>Health Special Revenue</b>									
Department of Public Health	22,020,215	926,536	7,625,915	3,750	-	-	-	30,576,416	
<b>Rec. and Parks Oper. &amp; Extension</b>									
Department of Recreation & Parks	34,439,496	1,895,946	11,440,222	118,000	150,000	-	182,489	48,226,153	
<b>Broad Street Operations Fund</b>									
Division of Facilities Management	-	25,000	1,410,354	-	-	-	-	1,435,354	
<b>E-911 Fund</b>									
Division of Police	1,379,393	-	-	-	-	-	-	1,379,393	
<b>Emergency Human Services Fund</b>									
Development Administration	-	-	2,373,000	-	-	-	-	2,373,000	
<b>Parking Meter Program Fund</b>									
Traffic Management	\$ 1,099,792	\$ 113,364	\$ 1,793,232	\$ 18,144	\$ -	\$ -	\$ -	\$ 3,024,532	

## 2016 PROPOSED APPROPRIATIONS - ALL FUNDS SUMMARY BY OBJECT LEVEL ONE (CONTINUED)

	<b>PERSONNEL</b>	<b>MATERIALS</b>	<b>SERVICES</b>	<b>OTHER</b>	<b>CAPITAL OUTLAY</b>	<b>DEBT SERVICE</b>	<b>TRANSFERS</b>	<b>TOTAL</b>
<b>INTERNAL SERVICE FUNDS</b>								
<b>Print and Mailroom Services Fund</b>								
Financial Management	\$ 474,979	\$ 58,103	\$ 1,111,560	\$ -	\$ -	\$ -	\$ -	\$ 1,644,642
<b>Land Acquisition</b>								
Division of Land Acquisition	943,591	17,500	92,090	-	-	-	-	1,053,181
<b>Technology Services</b>								
Administration	1,849,444	1,233,928	5,176,995	-	350,000	-	-	8,610,367
Information Services	15,487,240	343,056	7,263,995	-	92,820	4,578,435	-	27,765,546
<b>Total Technology Services</b>	<b>17,336,684</b>	<b>1,576,984</b>	<b>12,440,990</b>	<b>-</b>	<b>442,820</b>	<b>4,578,435</b>	<b>-</b>	<b>36,375,913</b>
<b>Fleet Management Services</b>								
Division of Fleet Management	11,078,705	15,839,229	4,964,286	5,000	81,131	4,449,917	-	36,418,268
Finance and Management Administration	784,507	-	-	-	-	-	-	784,507
<b>Total Fleet Management Services</b>	<b>11,863,212</b>	<b>15,839,229</b>	<b>4,964,286</b>	<b>5,000</b>	<b>81,131</b>	<b>4,449,917</b>	<b>-</b>	<b>37,202,775</b>
<b>Construction Inspection Fund</b>								
Service Administration	619,145	1,133	2,744	-	-	-	-	623,022
Design & Construction	7,477,032	97,090	896,773	2,000	25,000	-	-	8,497,895
<b>Total Construction Inspection Fund</b>	<b>8,096,177</b>	<b>98,223</b>	<b>899,517</b>	<b>2,000</b>	<b>25,000</b>	<b>-</b>	<b>-</b>	<b>9,120,917</b>
<b>Employee Benefits</b>								
Department of Human Resources	2,978,565	37,898	1,810,733	-	-	-	-	4,827,196
Department of Finance and Management	-	-	395,000	-	-	-	-	395,000
<b>Total Employee Benefits</b>	<b>2,978,565</b>	<b>37,898</b>	<b>2,205,733</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,222,196</b>
<b>ENTERPRISE FUNDS</b>								
<b>Various Enterprise Funds</b>								
Public Utilities Director's Office	15,524,804	326,760	3,228,559	-	236,000	-	-	19,316,123
<b>Water System Enterprise</b>								
Division of Water	49,842,850	23,327,323	37,840,254	260,680	2,275,841	87,186,420	-	200,733,368
<b>Sewerage System Enterprise</b>								
Division of Sewers and Drains	46,059,474	8,298,024	57,541,142	474,880	4,503,344	135,830,565	18,346,250	271,053,679
<b>Storm System Enterprise</b>								
Division of Sewers and Drains	1,904,321	21,402	22,636,829	210,000	-	14,323,211	-	39,095,763
<b>Electricity Enterprise</b>								
Division of Electricity	11,492,410	57,439,400	10,596,562	50,550	3,274,000	1,734,452	-	84,587,374
<b>COMMUNITY DEVELOPMENT BLOCK GRANT</b>								
Dept of Development - Administration	911,897	2,000	227,000	-	-	-	-	1,140,897
Economic Development	674,203	2,250	632,750	-	-	-	-	1,309,203
Code Enforcement	935,719	12,000	160,000	-	-	-	-	1,107,719
Housing	1,220,637	23,000	1,239,767	850,000	-	-	-	3,333,404
Department of Finance and Management	445,838	2,850	117,990	16,000	-	-	-	582,678
Department of Public Health	200,396	-	-	-	-	-	-	200,396
Department of Recreation and Parks	736,883	3,033	41,555	500	-	-	-	781,971
	5,125,573	45,133	2,419,062	866,500	-	-	-	8,456,268
<b>Grand Total All Funds</b>	<b>\$ 907,916,048</b>	<b>\$ 120,718,501</b>	<b>\$ 306,402,183</b>	<b>\$ 2,851,792</b>	<b>\$ 12,000,736</b>	<b>\$ 248,103,000</b>	<b>\$ 114,273,372</b>	<b>\$ 1,712,265,632</b>

## All Funds Summary

<b>EXPENDITURE AND BUDGET SUMMARY ALL FUNDS</b>				
	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Proposed</b>
<b>GENERAL FUND</b>	\$ 754,135,983	\$ 780,043,300	\$ 796,184,814	\$ 834,785,000
<b>SPECIAL REVENUE FUNDS</b>				
<b>Municipal Court Computer</b>				
Judges	571,627	449,968	321,886	626,644
Clerk	1,304,434	1,254,925	1,420,762	1,783,753
<b>Total Municipal Court Computer</b>	<b>1,876,061</b>	<b>1,704,893</b>	<b>1,742,648</b>	<b>2,410,397</b>
<b>Street Construction, Main. &amp; Repair</b>				
Service Administration	2,979,034	2,976,812	3,329,572	3,103,311
Refuse Collection	2,623,505	-	-	-
Traffic Management	-	5,205,679	11,063,488	12,306,684
Mobility Options	1,199,636	511,744	-	-
Infrastructure Management	34,146,743	33,342,473	27,890,111	31,057,809
Design & Construction	3,841,768	4,027,141	4,527,758	5,347,381
<b>Total SCMR</b>	<b>44,790,686</b>	<b>46,063,848</b>	<b>46,810,929</b>	<b>51,815,185</b>
<b>Development Services Fund</b>				
Building & Zoning	15,709,419	17,626,273	17,658,370	19,214,868
<b>Private Inspection Fund</b>				
Design & Construction	2,462,523	2,064,207	2,404,054	3,163,135
<b>Health Special Revenue</b>				
Department of Public Health	26,828,083	28,076,861	28,624,793	30,576,416
<b>Rec. and Parks Oper. &amp; Extension</b>				
Department of Recreation & Parks	38,280,449	40,916,719	44,858,264	48,226,153
<b>Golf Operations</b>				
Division of Golf	4,087,811	4,069,380	-	-
<b>Broad Street Operations Fund</b>				
Division of Facilities Management	1,365,463	1,380,750	1,377,948	1,435,354
<b>E-911 Fund</b>				
Division of Police	2,700,000	2,700,000	1,479,393	1,379,393
<b>COPS Hiring Recovery Program (CHRP) Grant Fund</b>				
Division of Police	897,024	-	-	-
<b>Photo Red Light Fund</b>				
Division of Police	2,542,151	1,390,000	1,744,716	-
<b>Emergency Human Services Fund</b>				
Various	1,854,186	1,853,026	2,155,000	2,373,000
<b>Parking Meter Program Fund</b>				
Traffic Management	-	1,994,333	2,167,107	3,024,532
Mobility Options	1,843,566	207,828	-	-
<b>Total Parking Meter Fund</b>	<b>\$ 1,843,566</b>	<b>\$ 2,202,161</b>	<b>\$ 2,167,107</b>	<b>\$ 3,024,532</b>

<b>EXPENDITURE AND BUDGET SUMMARY ALL FUNDS (CONT.)</b>				
	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Proposed</b>
<b>INTERNAL SERVICE FUNDS</b>				
<b>Print and Mail Services Fund</b>				
Financial Management	\$ 1,245,994	\$ 1,423,304	\$ 1,614,867	\$ 1,644,642
<b>Land Acquisition</b>				
Division of Land Acquisition	676,401	712,691	857,568	1,053,181
<b>Technology Services</b>				
Administration	7,002,821	5,347,214	5,462,178	8,610,367
Division of Information Services	22,961,570	24,713,342	25,943,540	27,765,546
<b>Total Technology Services</b>	<b>29,964,391</b>	<b>30,060,556</b>	<b>31,405,718</b>	<b>36,375,913</b>
<b>Fleet Management Services</b>				
Division of Fleet Management	32,152,782	33,005,584	31,060,601	36,418,268
Finance and Management Administration	636,148	629,734	746,504	784,507
<b>Total Fleet Management Services</b>	<b>32,788,930</b>	<b>33,635,318</b>	<b>31,807,105</b>	<b>37,202,775</b>
<b>Construction Inspection Fund</b>				
Service Administration	573,268	559,898	527,266	623,022
Design & Construction	7,078,831	8,001,130	7,747,231	8,497,895
<b>Total Construction Inspection Fund</b>	<b>7,652,099</b>	<b>8,561,028</b>	<b>8,274,498</b>	<b>9,120,917</b>
<b>Employee Benefits</b>				
Department of Human Resources	3,194,726	3,547,039	4,046,259	4,827,196
Department of Finance and Management	386,500	406,000	395,000	395,000
<b>Total Employee Benefits</b>	<b>3,581,226</b>	<b>3,953,039</b>	<b>4,441,259</b>	<b>5,222,196</b>
<b>ENTERPRISE FUNDS</b>				
<b>Various Enterprise Funds</b>				
Public Utilities Director's Office	11,871,855	12,638,502	16,217,971	19,316,123
<b>Water System Enterprise</b>				
Division of Water	173,369,866	179,202,677	190,675,249	200,733,368
<b>Sewerage System Enterprise</b>				
Division of Sewers and Drains	226,945,902	221,835,557	256,872,248	271,053,679
<b>Storm System Enterprise</b>				
Division of Sewers and Drains	34,813,333	36,351,700	37,872,460	39,095,763
<b>Electricity Enterprise</b>				
Division of Electricity	83,180,352	78,090,739	83,919,022	84,587,374
<b>CDBG</b>				
Development Administration	948,488	1,024,295	1,076,326	1,140,897
Economic Development	2,101,953	1,252,125	1,542,659	1,309,203
Code Enforcement	845,525	954,795	1,037,219	1,107,719
Housing	2,426,382	3,145,986	3,334,491	3,333,404
Department of Finance and Management	478,283	510,051	567,425	582,678
Department of Public Health	187,429	208,584	216,275	200,396
Department of Recreation and Parks	775,372	773,251	838,542	781,971
<b>Total CDBG</b>	<b>7,763,432</b>	<b>7,869,087</b>	<b>8,612,937</b>	<b>8,456,268</b>
<b>Grand Total All Funds</b>	<b>\$ 1,513,227,186</b>	<b>\$ 1,544,425,616</b>	<b>\$ 1,619,778,936</b>	<b>\$ 1,712,265,632</b>

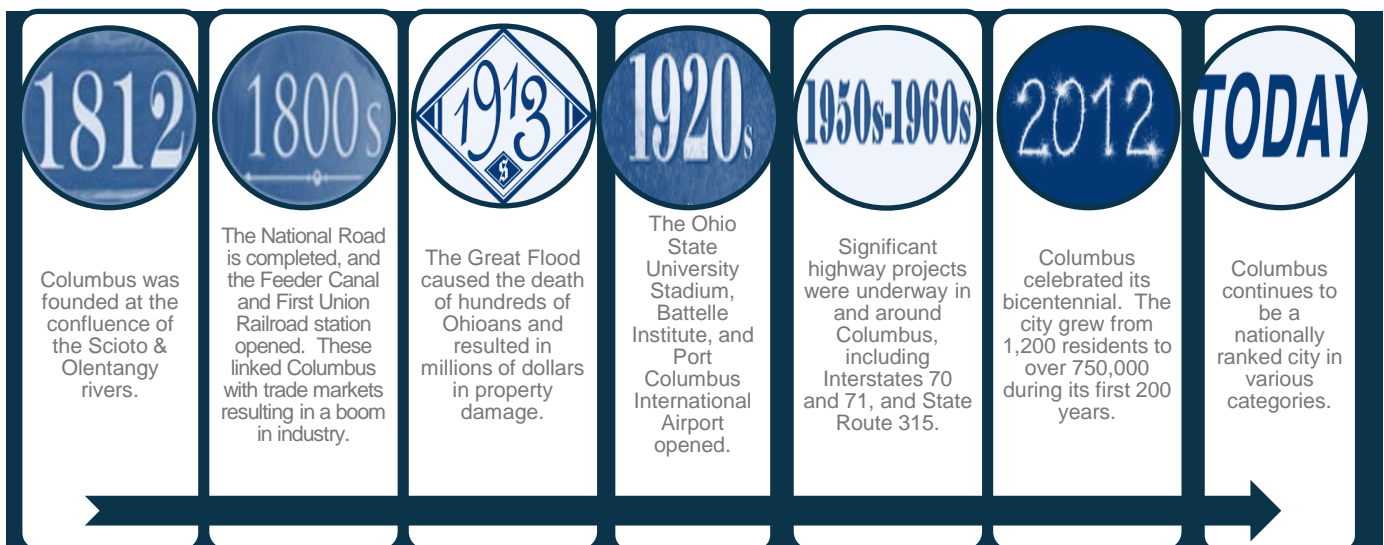
<b>ALL FUNDS PERSONNEL SUMMARY (FTE'S)</b>				
<b>Fund Name</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>Division or Department</b>	<b>Actual</b>	<b>Actual</b>	<b>Budgeted</b>	<b>Budgeted</b>
<b>GENERAL FUND</b>	5,022	5,077	5,270	5,280
<b><u>SPECIAL REVENUE FUNDS</u></b>				
<b>Street Construction, Main. &amp; Repair</b>				
Service Administration	30	29	31	28
Refuse Collection	26	0	0	0
Traffic Management	0	102	114	113
Mobility Options	9	0	0	0
Infrastructure Management	276	184	192	190
Design & Construction	34	34	42	41
<b>Total SCMR</b>	<b>375</b>	<b>349</b>	<b>379</b>	<b>371</b>
<b>Development Services Fund</b>				
Building & Zoning	126	130	144	148
<b>Private Inspection Fund</b>				
Service Administration	0	0	0	1
Design & Construction	16	14	19	19
<b>Total Private Construction</b>	<b>16</b>	<b>14</b>	<b>19</b>	<b>20</b>
<b>Health Special Revenue</b>				
Department of Public Health	196	208	228	240
<b>Rec. and Parks Oper. &amp; Extension</b>				
Department of Recreation & Parks	267	278	325	335
<b>Golf Operations</b>				
Division of Golf	26	25	0	0
<b>Municipal Court Computer Fund</b>				
Judges	1	0	1	1
Clerk	6	6	12	12
<b>Total Municipal Court Computer</b>	<b>7</b>	<b>6</b>	<b>13</b>	<b>13</b>
<b>Parking Meter Program Fund</b>				
Traffic Management	0	4	4	11
Mobility Options	4	0	0	0
<b>Total Parking Meter Fund</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>11</b>
<b><u>INTERNAL SERVICE FUNDS</u></b>				
<b>Print and Mail Services</b>				
Mailroom Services	3	3	3	3
Print Services	2	3	3	3
<b>Total Print and Mail Services</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b>Land Acquisition</b>				
Division of Land Acquisition	5	6	8	8
<b>Technology Services</b>				
Technology Administration	24	14	17	14
Division of Information Services	110	122	138	140
<b>Fleet Management Services</b>				
Finance and Management Administration	6	6	7	7
Division of Fleet Management	117	116	128	126
<b>Construction Inspection Fund</b>				
Service Administration	6	6	6	6
Design & Construction	60	57	63	64
<b>Employee Benefits</b>				
Department of Human Resources	24	27	26	27
<b><u>ENTERPRISE FUNDS</u></b>				
<b>Water System Enterprise</b>				
Division of Power and Water	482	485	535	535
<b>Sewerage System Enterprise</b>				
Division of Sewers and Drains	467	461	487	486
<b>Storm System Enterprise</b>				
Division of Sewers and Drains	14	14	16	23
<b>Electricity Enterprise</b>				
Division of Power and Water	82	90	98	104
<b>Various Enterprise Funds</b>				
Public Utilities Director's Office	95	99	142	142
<b><u>COMMUNITY DEVELOPMENT BLOCK GRANT</u></b>				
Development Administration	9	9	9	8
Economic Development	8	7	7	6
Code Enforcement	9	9	9	9
Housing	10	14	15	15
Department of Finance and Management	4	4	4	4
Department of Public Health	4	4	4	4
Department of Recreation and Parks	4	4	4	4
<b>Total CDBG</b>	<b>48</b>	<b>51</b>	<b>52</b>	<b>50</b>
<b>Grand Total All Funds</b>	<b>7,584</b>	<b>7,651</b>	<b>8,111</b>	<b>8,154</b>



## COLUMBUS COMMUNITY PROFILE

Columbus was founded in 1812 and has been the capital of the State of Ohio for 200 years. As the 15<sup>th</sup> largest populated city in the United States, covering 228 square miles, the city is recognized nationwide for its historic neighborhoods, booming downtown arts and sporting district, open attitude, and notably affordable quality of life. The city's economy is very diverse and the community prides itself on being at the forefront of education reform, fiscal responsibility, and public safety.

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



Source: Columbus History





## 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 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 Secretary 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.

### Key City Services At A Glance

#### Development

- Neighborhood Pride Centers ...5
- Annual Avg Emergency & Non-Emergency Requests ...28,825
- Annual Avg Code Violation Notices ...19,310

#### Public Health

- Licensed Food Facilities Compliant with Health Standards ...99%
- Annual Avg Immunizations ...34,000
- Annual Avg Infectious Diseases Outbreaks Investigated ...117

#### Public Safety

- Fire Stations ... 32
- Annual Avg EMS & Fire Runs Dispatched ...169,892
- Annual Avg Freeway Miles Patrolled ...880
- Police Substations ...16
- Annual Avg 911 Police Service Calls ...130,939

#### Public Service

- Annual Avg Curbside Recycling Collection Households ...201,326
- Annual Avg Tons of Recycled Materials ...44,955
- Annual Avg Weekly Trash Collection Households ...335,031
- Roadways Maintained ...6,381 Miles
- Annual Avg Repaired Potholes ...208,740

#### Public Utilities

- Wastewater Treatment Plants ...2
- Water Treatment Plants ...3
- Sewer and Water Lines Maintained ...7,987 Miles
- Annual Avg Gallons of Wastewater Treated ...63.5 Billion
- Annual Avg Gallons of Drinking Water Treated ...49.4 Billion
- Service Population ...1.1 Million Customers
- City Power Customers ...12,151

#### Recreation & Parks

- Park Sites ...225
- Acres Maintained (Including Reservoirs) ...14,397
- Swimming Pools & Spray Grounds ...11
- Golf Courses ...6
- Multi-Use Trails ...110 Miles
- Community Centers ...29
- Summer Camps ...33

### STAY CONNECTED



*my*COLUMBUS 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.





## COLUMBUS DEMOGRAPHICS

### Population Quick Facts

- Population Size ...835,957**
- Population Per Square mile ...3,624**
- Population Growth Rate**  
COLUMBUS ...6%  
National Average ...3%
- Median Income**  
COLUMBUS ...\$44,072  
National ...\$53,046
- Median Age**  
COLUMBUS ...31.4  
National ...37.4

### Population by Age

- Under 18 ...23%
- 18 to 65 ...68%
- Over 65 ...9%

### Sex

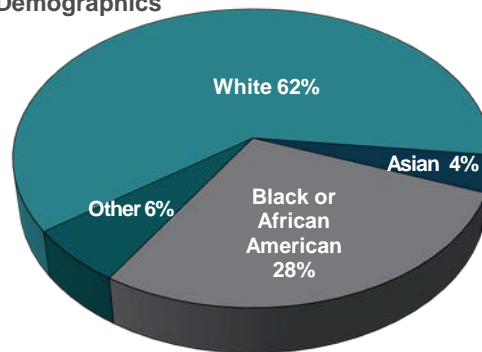
- Female ...50.8%
- Male ...49.2%

**FUNFACT!**  
Columbus has never declined  
in population

Source: U.S. Census Bureau 2010 – 2014 Quick Facts

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 33 percent having earned a bachelor or advanced degree compared to the national average of 29 percent. *City Observatory* ranked Columbus 11<sup>th</sup> nationwide for increase in college educated young adults by percentage of population.

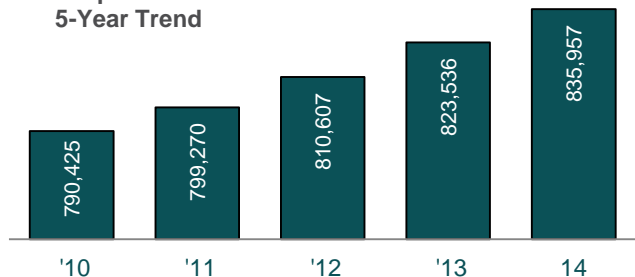
### Racial Demographics



Source: U.S. Census Bureau 2010 – 2014 Quick Facts

United States Census Bureau ranked Columbus 13<sup>th</sup> nationwide for the fastest-growing cities in the U.S. between 2013 and 2014.

### Population 5-Year Trend



Source: U.S. Census Bureau 2010 – 2014, Quick Facts

# 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 2015 Q2 report*, Columbus was ranked 35<sup>th</sup> nationwide.



## Housing Quick Facts

**Housing Units ...370,965**

**Persons per Household**

COLUMBUS ...2.4  
National Average ...2.6

**Ownership rate**

COLUMBUS ...46.9%  
National Average ...64.9%

**Median Home Value**

COLUMBUS ...\$130,700  
National ...\$176,700

**Median Monthly Mortgage**

COLUMBUS ...\$1,322  
National ...\$1,540

**Median Monthly Rent**

COLUMBUS ...\$809  
National ...\$904

Source: U.S. Census Bureau 2010–2014 Quick Facts

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.

## Notable Neighborhoods

### Downtown



- Arena District
- Central Downtown
- Discovery District

### North



- Clintonville
- Harrison West
- Italian Village
- The Short North
- University District
- Victorian Village

### East



- Eastmoor
- King Lincoln
- Linden
- Olde Town East

### South



- Brewery District
- German Village
- Merion Village

### West



- Franklinton
- Hilltop
- Westgate

## COLUMBUS TRANSPORTATION



Source: Columbus Region

Columbus is located in the heart of the Midwest, and is within a day drive or hour flight to over half of the population in the United States & Canada. There are eight major interstates that cross through Columbus, with convenient access from coast to coast and to the Mid-Atlantic States. In-state commerce benefits from access to interstate transportation infrastructure. In recent years, Columbus was recognized by *Inbound Logistics* as one of the nation's logistical hotspots.

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

**Port Columbus International Airport:** Flies to 30 destination airports with over 140 daily flights and 6.3 million annual passengers.

**Rickenbacker International Airport:** A multimodal logistics hub serving international airfreight, cargo airlines, manufacturers and distributors, with over 91,500 annual passengers.

**Bolton Air Field:** Services the needs of area businesses, private pilots and aviation enthusiasts.



Photo by: DRust

In addition, Columbus is also home to **The Ohio State University Airport**, with over 75,000 operations a year, including corporate activity, student training, and pleasure flying.

### Other Means of Getting Around Columbus:

**Public Transportation:** Central Ohio Transit Authority (**COTA**) provides bus service to over 18.7 million annual passengers with 68 local, express, and crosstown lines and 3,500 bus stops.

**CBUS** provides free downtown bus service, circulating on a specified route, every 10-15 minutes.



**Sharing Services:** **COGO** provides on demand access to over 300 bicycles located at 30 stations throughout downtown. **Car2go** provides on demand access to 300 vehicles located throughout the city. **Uber** connects people in need of a ride with available drivers.

**Taxi Services:** **Pedicabs** provide bike taxi service throughout downtown. **Taxicabs** provide taxi service throughout the city.

**Two Wheels:** Columbus' bikeway program encourages traveling in and around Columbus via **bicycles** and maintains protected bike lanes and an extensive bike path. **Segway** tours are available in Columbus, providing a guided tour of downtown and surrounding areas.



## 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	27,656
State of Ohio	23,677
JPMorgan Chase & Co.	19,200
OhioHealth Corp	19,182
Kroger Co.	17,397
Nationwide Mutual Insurance Co.	11,300
Mount Carmel Health System	8,410
City of Columbus	8,154
Columbus City Schools	8,293
Nationwide Children's Hospital	7,822
L Brands, Inc.	7,800
McDonald's Corp	7,622
Honda of America	7,300
Franklin County	6,130
Huntington Bancshares, Inc.	5,330

Source: Business First of Columbus, 2014

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
Penn National Gaming Inc.	Other	Casino	\$400 million
Flight Safety International Inc.	Office	Pilot Training	\$110 million
Roxane Laboratories	Pharmaceuticals	Manufacturing	\$68 million
MSC Industrial Direct/SID Tool	Distribution	Intermodal Terminal	\$55 million

Source: Ohio Private Investment Survey 2012-2014, Ohio Development Services Agency, March 2015

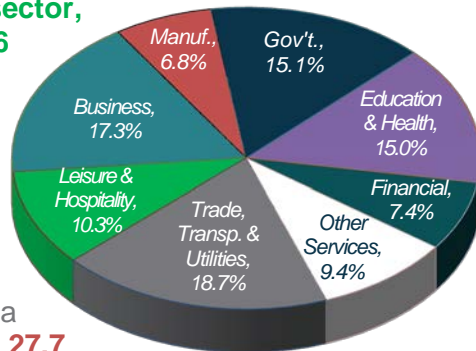
# COLUMBUS WORKFORCE ENVIRONMENT

Columbus has a stable, diverse employment environment with a large range of employment opportunities. All employment sectors have less than 19 percent of the workforce, indicating the city has a large range of job opportunities.



Since 2004, all sectors except manufacturing have experienced growth. The **education & health sector** has experienced **growth** of over **35 percent**, followed by the **leisure and hospitality sector**, with **growth** of **16 percent**, and the **business sector**, with **growth** of **15 percent**. The **manufacturing sector** has experienced a **decline** of **27.7 percent**.

Employment by Sector



Source: U.S. of Labor Statistics, June 2015

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 60 nearby colleges and universities, with a total enrollment of more than 130,000 students and over 22,000 annual graduates. In addition, Columbus offers a large variety of workforce development programs and over 50 community, technical, and vocational schools. Source: Columbus Region 2015 Factbook

## Workforce Quick Facts

### 5 Year - Labor Force Trend



Workforce Size ...1,044,200

### Unemployment Rate

COLUMBUS ...4.2%  
National Average ...5.5%

### Mean Hourly Wage

COLUMBUS ...\$22.34  
National Average ...\$22.71

### Highest Paid Occupation

Management ...\$51.42

### Lowest Paid Occupation

Food preparation ...\$10.54

### Mean Travel Time to Work

COLUMBUS ...21.3 (minutes)  
National Average ...25.5 (minutes)

Source: U.S. Bureau of Labor Statistics, June 2015

## Largest Colleges & Universities

The Ohio State University ...57,466 Enrolled

Columbus State College ...25,249 Enrolled

Franklin University ...6,274 Enrolled

Capital University ...3,628 Enrolled

DeVry University ...3,578 Enrolled

## COLUMBUS DOWNTOWN DEVELOPMENT

Downtown remains essential to the overall economic health of the city. With only 1 percent of the city's land area, downtown employers house over 17 percent of all jobs in Columbus. As a business location, the city is booming with office vacancy rates near historic lows.



A critical part of the city's efforts to ensure downtown remains the premier employment center in the region is to invest in and grow the **residential** population.

- **250 High:** \$50 million investment anticipated being completed fall 2015; a 12-story mixed use development with 120 apartments.
- **Two25 Commons:** \$90 million investment anticipated to be completed 2017-2018; a 17-story mixed use development with apartments and condos on 11 floors.

Investments in **public** amenities are also critical to the long-term health of downtown.

- **Columbus Metropolitan Library:** \$30 million renovation, anticipated to be completed summer, 2016. The library's vision is to renovate or rebuild ten libraries to create 21<sup>st</sup> century libraries where wisdom prevails.
- **City Hall Municipal Campus:** \$75 million LEED Silver targeted office building and parking garage anticipated to be completed fall, 2016 and summer, 2017, respectively.
- **Columbus Museum of Art:** \$40 million expansion, anticipated to be completed fall, 2015. The expansion's focus is on visitor's experiences with art and each other.
- **Scioto Mile:** \$40 million riverfront investment features 145 acres of parkland, 15,000 square foot fountain and a new bicentennial park and amphitheater.

### *Downtown Quick Facts*

#### Investments (\$)

- Proposed ...\$1.3B
- Under Construction ...\$362M
- Completed (12 months) ...\$391M

#### Largest Proposed Projects

- I-70 & 71 Phases ...\$845M
- Convention Center Upgrades ...\$125M
- Two25 Commons ...\$90M

#### Largest Under Construction Projects

- 250 High ...\$50M
- Museum of Art ...\$40M
- Metropolitan Main Library ...\$30M

**Total Residents ...7,471**

#### Housing Units

- Proposed ...1,072
- Under Construction ...670
- Completed ...5,250
- Owner Occupied ...22.5%
- Growth (12 months) ...141%

**Apartment Occupancy Rate ...95%**

**Office Vacancy Rate ...13.6%**

**Colleges & Universities ...5 (33,000 students)**

**Hotels ...14 (3,801 rooms)**

**Annual Visitors ...8.5M**

Source: Downtown Columbus Economic Development Update, Mid-Year 2015

## COLUMBUS ECONOMIC DEVELOPMENT



**Columbus'** most recent significant **development initiatives** include:

**Columbus Steel Castings:** The largest single site steel foundry in North America is expanding, *investing \$16 million* in real property improvements, machinery, and equipment. The expansion will result in *550 new full-time permanent positions*, with an estimated *annual payroll of \$24.7 million*.

**Alliance Data Systems:** A leading provider of marketing, loyalty, and credit solutions is investing approximately *\$80.5 million* to construct a three-building campus. The expansion will result in *700 new full-time permanent positions*, retaining 1,300 full-time associates, with an estimated *annual payroll of \$52.5 million*.

**Flight Safety International:** The world's premier professional aviation training company and supplier of flight simulators, visual systems, and displays is investing *\$113 million* to expand its learning center. The expansion will create *18 new full-time permanent positions*, retaining 137 existing jobs, with an estimated *annual payroll of \$1.2 million*.

**Rogue Fitness:** The National leader in the manufacture and distribution of high quality strength and conditioning equipment is constructing a new 600,000 square feet corporate headquarters for all North American operations. The investment will create *90 new full-time permanent positions*, retaining 337 full-time jobs, with an estimated *annual payroll of \$3.9 million*.

With the prudent use of tax incentives, tax increment financing, and other development incentives, the city has leveraged over \$7.3 billion worth of private sector development while creating and retaining 121,613 new jobs since 2000.

The city continues to thrive as one of the top performing economic cities in the country, due to its diverse industry sectors.

The *Columbus Region 2015 Factbook* listed Columbus as the 8<sup>th</sup> top metro for quantity of economic development projects with 117 projects in 2014.

### Columbus 2020 Goals to Achieve By the Year 2020

- Add 150,00 net new jobs
- Increase personal per capita income by 30 percent
- Add \$8 billion of capital investment
- Be recognized as a national leader in economic development

\*Columbus 2020 is an economic development organization guided by an aggressive economic development strategy



**Arts & Cultural Attractions**

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



**COLUMBUS FUN**

Columbus is home to many renowned facilities, including a 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.

**Sports Teams**

- Columbus Blue Jackets, National Hockey League*
- Columbus Clippers, Triple-A affiliate of the Cleveland Indians*
- Columbus Crew, Major League Soccer*
- The Ohio State University, BigTen NCAA Sports*

**Entertainment Venues**

- Columbus Convention Center
- Nationwide Arena
- Lifestyles Communities Pavilion (LC)
- Hollywood Casino
- Scioto Downs Racino

Patrons of performing arts and theater find plenty to see in the offerings of local companies such as BalletMet, CATCO (Contemporary American Theatre Company), and Columbus Children's Theatre. The city offers an exciting array of entertainment with special events, sporting events, and popular festivals throughout the year.

<ul style="list-style-type: none"> <li>• Ohio Boat &amp; RV Show</li> <li>• Winter Beerfest</li> </ul> <p>January</p> 	<ul style="list-style-type: none"> <li>• State of the City Address</li> <li>• Home &amp; Garden Show</li> </ul> <p>February</p> 	<ul style="list-style-type: none"> <li>• Arnold Sports Festival</li> <li>• International Auto Show</li> </ul> <p>March</p> 	<ul style="list-style-type: none"> <li>• Equine Affire</li> </ul> <p>April</p> 	<ul style="list-style-type: none"> <li>• Capital City Half Marathon</li> <li>• Susan G. Komen Race for the Cure</li> </ul> <p>May</p> 	<ul style="list-style-type: none"> <li>• Columbus Arts &amp; Pride Festivals</li> <li>• Memorial Tournament</li> <li>• ComFest</li> </ul> <p>June</p> 
<ul style="list-style-type: none"> <li>• Jazz &amp; Rib Festival</li> <li>• Red White &amp; Boom</li> <li>• Ohio State Fair</li> </ul> <p>July</p> 	<ul style="list-style-type: none"> <li>• Pelotonia</li> <li>• Festival Latino</li> <li>• Greek Festival</li> </ul> <p>August</p> 	<ul style="list-style-type: none"> <li>• New Albany Classic</li> <li>• Oktoberfest</li> </ul> <p>September</p> 	<ul style="list-style-type: none"> <li>• All American Quarter Horse</li> <li>• Nationwide Children's Marathon</li> </ul> <p>October</p> 	<ul style="list-style-type: none"> <li>• Wildlights at the Columbus Zoo</li> <li>• Columbus International Festival</li> </ul> <p>November</p> 	<ul style="list-style-type: none"> <li>• First Night Columbus</li> <li>• Grand Illumination</li> </ul> <p>December</p> 

## COLUMBUS RANKINGS

### #1 Rankings

**No. 1** in the Midwest, for Change in Employment between July 2014 and July 2015

*(Bureau of Labor Statistics)*

**No. 1** in the country, for Fastest Growing Wages between June 2014 and June 2015

*(CNNMoney)*

**No. 1** 2015 Intelligent Community of the Year *(Intelligent Community Forum)*

**No. 1** Opportunity City *(Forbes, 2014)*

### Top 10 Rankings

**No. 2** Large American Cities of the Future *(FDI Strategy/Intelligence)*

**No. 3** Best Cities for Job Seekers in 2015 *(NerdWallet)*

**Top 3** Cheapest Big Cities in the U.S. to Live *(Kiplinger)*

**No. 4** Most Unlikely Foodie Cities *(Fox News)*

**No. 4** Large Metro for Per Capita GDP Growth *(New Geography)*

**No. 5** Best Cities for Renters *(Forbes)*

**No. 6** Mom-Friendly Cities in America *(Teleflora)*

**No. 6** Best Logos in American Sports for Columbus Crew *(For the Win)*

**No. 7** Up-and-Coming U.S. Housing Markets *(GoBankingRates)*

**No. 8** Best American Cities to Work in Tech in 2015 *(SmartAsset)*

**No. 9** Best Children's Hospitals 2015-2016 for Nationwide Children's Hospital

*(U.S. News & World Report)*

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*The intersection of the south west corner of West Broad and South High Streets sometime between 1911 and 1920.*

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## FINANCIAL OVERVIEW

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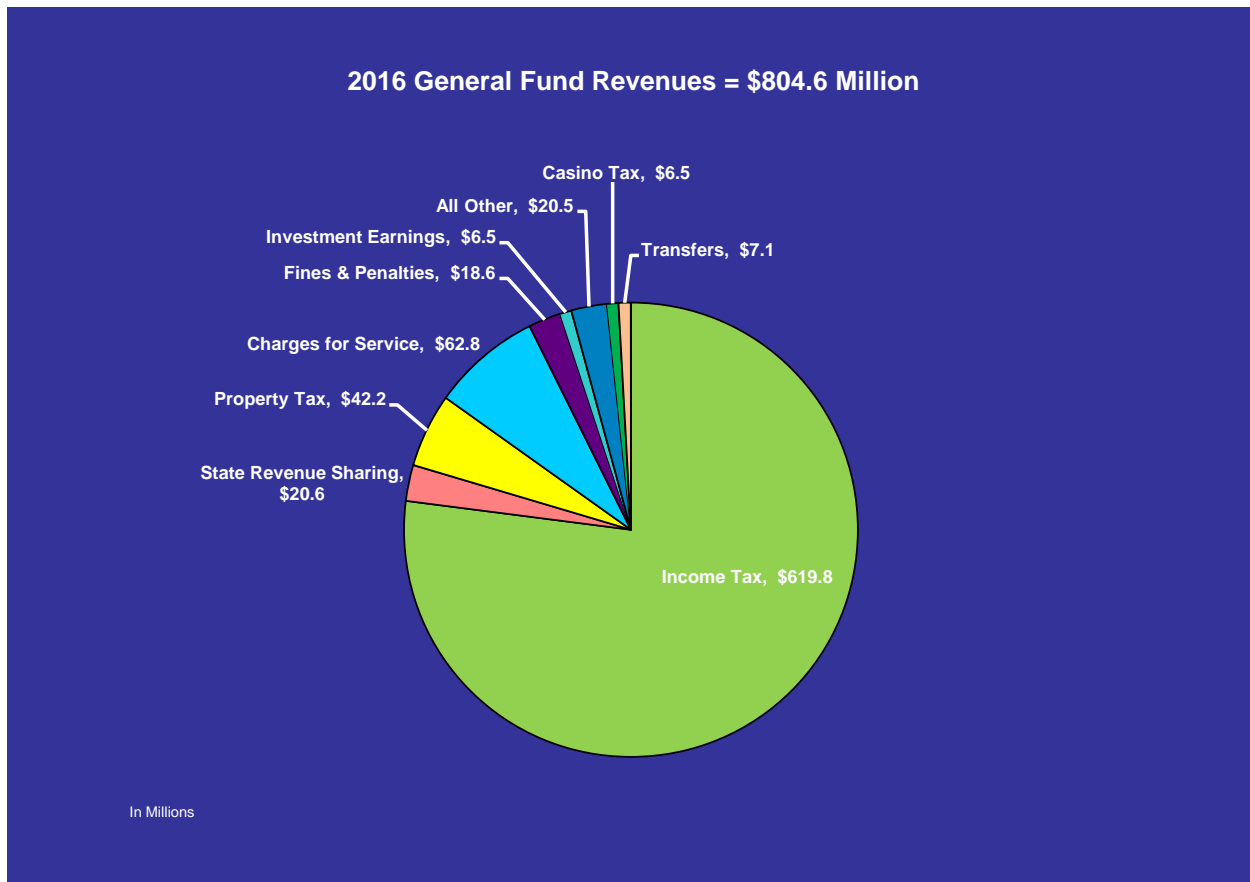
### Revenue

The financial health of the city's general fund is directly tied to the income tax which comprises over 77 percent of the revenue supporting the general fund operating budget. In August 2009, Columbus voters approved a 0.5 percent increase to the income tax rate, raising it to 2.5 percent effective October 1, 2009. 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 2016. After the income tax, the next three largest revenue sources to the general

## Financial Overview

fund are various charges for services at eight percent, property taxes at five percent and shared revenues (various state taxes that are shared with local governments) at three percent.



Income tax collections are projected at \$601.8 million in 2015 and \$619.8 million in 2016. The City Auditor's 2016 estimate assumes a three percent growth in income tax receipts in 2016, or an additional \$18.01 million.

Over the past decade, budget reductions at the state level have led to incremental reductions of shared revenues to local governments. Further reductions will be realized in 2016. In 2001, the City of Columbus received \$51 million in local government funds, while the 2015 projection for these funds is \$21.4 million, and in 2016 this revenue source is projected at \$20.6 million. Additionally, the state has 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 is typically less than one percent. Growth is normally expected in the reappraisal years. The city experienced a 10.3 percent increase in assessed valuation during the sexennial reappraisal in 2006, but in 2009, the triennial update year, the county applied a zero growth rate to all residential property values. While 2012 was another reappraisal year, property tax collections actually declined by 7.92 percent due to the ongoing housing decline. These declines are precipitated by ongoing challenges in the housing market, including foreclosures and reassessment requests stemming from declining sales prices. The City Auditor projects that 2015 property tax collections will be 1.11 percent higher than those of 2014. Due to stagnating and declining property values, property taxes will decline 0.88 percent in 2016 from the 2015 projection.

Investment earnings are a highly volatile source of revenue and tend to reflect economic conditions. In 2001, the city posted \$29 million in investment earnings. By 2004, these earnings had dropped to just \$5.5 million. In recent years, investment earnings have still been down, but they were experiencing mild year over year growth. In 2015, projected earnings are \$6.9 million, but decline again to \$6.5 million for 2016.

## **Bond Ratings**

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

## **Reserve Funds**

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

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

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

The city has established a new goal of \$75 million in the rainy day fund to further ensure that the city is able to withstand future unknown financial events. After deposits of \$7.6 million in 2014, \$2.2 million in 2015 and \$2.2 million in 2016, the fund will have accumulated almost \$70 million of the 2018 goal of \$75 million.

## Financial Overview

The planned replenishment schedule is illustrated in the following chart.

<b>Economic Stabilization Fund Recommended Future Deposits (000's Omitted)</b>					
<b>Year</b>	<b>Deposit</b>	<b>Investment Earnings*</b>	<b>Expended</b>	<b>Year-End Balance</b>	<b>% of GF Budget</b>
2003	-	608	10,243	18,371	3.49%
2004	59,406	791	25,000	53,568	10.15%
2005	-	1,169	13,000	41,737	7.49%
2006	9,964	2,111	12,000	41,812	7.02%
2007	348	2,320	-	44,480	7.04%
2008	-	-	900	43,580	6.68%
2009	720	739	30,039	15,000	2.43%
2010	7,500	224	-	22,724	3.31%
2011	10,000	173	-	32,897	4.72%
2012	6,725	183	-	39,805	5.47%
2013	16,147	193	-	56,145	7.44%
2014	7,600	330	-	64,075	8.21%
2015	2,200	640	-	66,915	8.48%
2016	2,200	669	-	69,784	8.38%
2017	2,200	698	-	72,682	8.77%
2018	2,200	727	-	75,609	8.83%

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

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

<b>Anticipated Expenditure Fund Recommended Future Deposits (000's Omitted)</b>			
<b>Year</b>	<b>Deposit</b>	<b>Expended</b>	<b>Year-End Balance</b>
2011	2,052	-	6,814
2012	2,060	-	8,874
2013	2,122	-	10,996
2014	2,185	-	13,181
2015	2,251	-	15,432
2016	2,318	-	17,750
2017	2,388	-	20,137
2018	2,459	-	22,596
2019	2,533	-	25,129
2020	2,609	-	27,738

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

An additional reserve fund, the basic city services fund, was created in 2012 to ensure the city was poised to address the reduction of revenue caused by cuts to the local government fund and the elimination of the estate tax. Over the past three years, this fund has helped to ensure the continuation of basic city services. In 2016, \$1.83 million will be transferred to the general fund, leaving a balance of \$3.33 million.

## **2016 Budget Scenario**

The 2016 budget was balanced by employing certain key principles, as follows:

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

## **General Fund Pro Forma**

A general fund pro forma operating statement is provided herein, which projects the city's future general fund financial outlook. The pro forma bases year 2016 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 2017 and thereafter.
- Personnel costs (excluding insurance costs) for employees that are covered by current collective bargaining agreements are projected at the wage rates in effect per those contracts. For those units that have contracts that are currently under negotiation, and for the years that follow the expiration date of contracts currently in place, a blended rate that represents the city's efforts to control pay increases and to reduce pension pick-up benefits over the next ten years is used.
- Insurance costs are projected to grow by seven percent annually in 2017 and beyond; however, projections include offsets due to incremental increases in employee shares.
- Except as otherwise noted, expenditure projections for 2017 and beyond are premised on maintaining 2016 levels of service.
- No general fund moneys are projected for the purchase of vehicles in 2016. Starting in 2017 and beyond, however, \$4 million is projected for the purchase of safety vehicles (primarily police cruisers) and for the scheduled replacement of the city's rolling fleet.

### Revenue Assumptions

- Income tax receipts will be \$619.8 million in 2016 and will grow by 3.5 percent in all years thereafter.
- Property taxes will decrease by 0.88 percent in 2016, 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, or shared revenues, is projected to decrease by 3.5 percent in 2016 and then increase by 2.0 percent thereafter.
- Investment earnings will be \$6.5 million in 2016 and are projected to remain at that level in 2017 and thereafter.
- Charges for services are expected to decrease by 0.25 percent in 2016 and then grow by 3.0 percent thereafter.
- The kilowatt hour tax will be \$3.3 million in 2016 and will remain flat thereafter.
- Fines and penalties will increase by 0.03 percent in 2016 and increase by 2.0 percent thereafter.
- Licenses and permit fees are projected to decrease by 2.69 percent in 2016 and increase by 2.0 percent thereafter.
- Casino revenue will total \$6.5 million in 2016 and increase by 3.0 percent in all years thereafter.

### Division Specific Assumptions

- Two police recruit classes are funded in the general fund in 2016. Thereafter, recruit classes sufficient to replace retiring uniformed staff are projected.
- One fire recruit class is funded in 2016. Thereafter, recruit classes sufficient to replace retiring uniformed staff are projected.
- Projections for the Refuse Collection Division assume that all of the bulk collection program will continue to be funded through the general fund in 2016 and beyond.

**GENERAL FUND PRO FORMA OPERATING STATEMENT**

<b>Resources:</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Beginning Balance	29,171,431	30,215,000	-	-	-	-	-	-	-	-	-
Income Tax	601,790,000	619,800,000	641,493,000	663,945,000	687,183,000	711,234,000	736,127,000	761,891,000	788,557,000	816,156,000	844,721,000
Property Tax	42,619,018	42,245,000	43,090,000	44,814,000	45,710,000	46,624,000	48,489,000	49,459,000	50,448,000	52,466,000	53,515,000
Kilowatt Hour Tax	3,250,000	3,300,000	3,300,000	3,300,000	3,300,000	3,300,000	3,300,000	3,300,000	3,300,000	3,300,000	3,300,000
Hotel/Motel Tax	-	-	-	-	-	-	-	-	-	-	-
Shared Revenues	22,614,000	21,823,000	22,259,000	22,704,000	23,158,000	23,621,000	24,093,000	24,575,000	25,067,000	25,568,000	26,079,000
License and Permit Fees	12,395,000	12,062,000	12,303,000	12,549,000	12,800,000	13,056,000	13,317,000	13,583,000	13,855,000	14,132,000	14,415,000
Fines and Penalties	18,631,125	18,636,000	19,009,000	19,389,000	19,777,000	20,173,000	20,576,000	20,988,000	21,408,000	21,836,000	22,273,000
Investment Earnings	6,900,000	6,500,000	6,500,000	6,500,000	6,500,000	6,500,000	6,500,000	6,500,000	6,500,000	6,500,000	6,500,000
Charges for Service	62,935,000	62,778,000	64,661,000	66,601,000	68,599,000	70,657,000	72,777,000	74,960,000	77,209,000	79,525,000	81,911,000
All Other Revenue	14,097,426	9,081,000	9,081,000	9,081,000	9,081,000	9,081,000	9,081,000	9,081,000	9,081,000	9,081,000	9,081,000
Basic City Services - Transfer In	5,717,000	1,830,000	-	-	-	-	-	-	-	-	-
Casino Revenue	6,280,000	6,515,000	6,710,450	6,911,764	7,119,116	7,332,690	7,552,671	7,779,251	8,012,628	8,253,007	8,500,597
<b>Total Revenues</b>	<b>797,228,569</b>	<b>804,570,000</b>	<b>828,406,450</b>	<b>855,794,764</b>	<b>883,227,116</b>	<b>911,578,690</b>	<b>941,812,671</b>	<b>972,116,251</b>	<b>1,003,437,628</b>	<b>1,036,817,007</b>	<b>1,070,295,597</b>
<b>Total Available Resources</b>	<b>826,400,000</b>	<b>834,785,000</b>	<b>828,406,450</b>	<b>855,794,764</b>	<b>883,227,116</b>	<b>911,578,690</b>	<b>941,812,671</b>	<b>972,116,251</b>	<b>1,003,437,628</b>	<b>1,036,817,007</b>	<b>1,070,295,597</b>
% Change in Revenues from Prior Yr.	4.25%	0.92%	2.96%	3.31%	3.21%	3.21%	3.32%	3.22%	3.22%	3.33%	3.23%
% Change in Resources from Prior Yr	2.12%	1.01%	-0.76%	3.31%	3.21%	3.21%	3.32%	3.22%	3.22%	3.33%	3.23%
<b>Expenditures:</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Development	37,487,244	25,528,212	26,392,754	27,154,168	27,943,599	28,762,405	29,612,024	30,493,980	31,409,887	32,361,458	33,350,507
Fire	226,874,534	231,974,387	239,996,509	248,342,921	257,029,394	266,072,598	275,490,159	285,300,724	295,524,017	306,180,919	317,293,532
Governmental Services	90,623,274	119,183,918	123,462,759	126,766,179	132,400,277	135,949,608	139,619,369	143,415,057	147,342,479	151,407,783	155,617,472
Health	20,614,038	23,564,205	24,816,803	25,613,532	26,442,692	27,305,962	28,205,122	29,142,064	30,118,792	31,137,438	32,200,263
Judicial Services	28,362,942	29,727,341	31,237,365	32,373,168	33,560,630	34,802,620	36,102,191	37,462,588	38,887,262	40,379,885	41,944,362
Other Safety	14,179,336	13,371,087	14,426,817	14,816,784	15,219,990	15,637,037	16,068,558	16,515,223	16,977,743	17,456,868	17,953,392
Police	300,317,872	311,754,687	323,181,605	334,564,945	346,421,443	358,774,801	371,650,108	385,073,924	399,074,373	413,681,251	428,926,125
Recreation and Parks	34,577,258	38,597,737	39,822,407	41,076,676	42,380,798	43,737,304	45,148,878	46,618,365	48,148,783	49,743,337	51,405,427
Refuse Collection	29,939,519	33,015,192	34,316,712	35,353,818	36,431,996	37,553,375	38,720,214	39,934,911	41,200,014	42,518,231	43,892,436
Public Service	5,848,798	5,868,234	6,081,287	6,307,716	6,544,617	6,792,575	7,052,215	7,324,201	7,609,238	7,908,078	8,221,520
Fleet-Vehicles	-	-	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
<b>Operating Expenditures</b>	<b>788,824,814</b>	<b>832,585,000</b>	<b>867,735,019</b>	<b>896,369,907</b>	<b>928,375,434</b>	<b>959,388,283</b>	<b>991,668,838</b>	<b>1,025,281,035</b>	<b>1,060,292,590</b>	<b>1,096,775,247</b>	<b>1,134,805,036</b>
% Change/Previous Year	2.79%	5.55%	4.22%	3.30%	3.57%	3.34%	3.36%	3.39%	3.41%	3.44%	3.47%
Economic Stabilization Fund Deposit	2,200,000	2,200,000	2,200,000	2,200,000	-	-	-	-	-	-	-
Basic City Services Fund Deposit	5,160,000	-	-	-	-	-	-	-	-	-	-
<b>Required Expenditure Reductions and/or Revenue Increases</b>	<b>30,215,000</b>	<b>-</b>	<b>(41,528,569)</b>	<b>(42,775,144)</b>	<b>(45,148,318)</b>	<b>(47,809,594)</b>	<b>(49,856,168)</b>	<b>(53,164,784)</b>	<b>(56,854,962)</b>	<b>(59,958,240)</b>	<b>(64,509,438)</b>

Footnotes:  
 Revenue estimates for 2017 and beyond are those of the Department of Finance & Management, and not the City Auditor.  
 Cumulative deficits are not possible since each budget year must be balanced. Balancing will be achieved through increased revenues, lowered expenditures, or a combination thereof.

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*Street level view of the intersection of South High Street from State Street, circa 1907.*

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## **CITY OF COLUMBUS FINANCIAL POLICIES**

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

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

### **A. Balanced Budget**

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

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

### **B. Economic Stabilization Fund**

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

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

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

### **D. Financial Accountability**

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

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

1. Requirements regarding the deposit of public money and the investment of funds in the city treasury are set forth in the Columbus City Codes, Chapters 321 and 325. Various articles

establish a three-person depository commission, made up of the City Auditor, City Treasurer and the Finance and Management Director, charged with compliance and the creation of guidelines. The commission embodies a checks and balances process in that each represents a separately elected official of city government. Pursuant to the above code sections, the following policies exist.

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

## F. Income Tax and Special Income Tax Fund

1. Initiated in 1947 and implemented in 1948, pursuant to Ohio law (ORC Chapter 5747), Columbus City Code Section 361.19 authorizes the levying of a two and one half percent

income tax on Columbus workers and businesses. Increases in the income tax above one percent are subject to voter approval, pursuant to state law and the Columbus City Charter.

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

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

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

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

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

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

1. Fee-setting authority for non-enterprise divisions rests among several different entities, including the City Council, the Board of Health, the Recreation and Parks Commission, the Ohio Legislature, and various other elected and appointed officials.



2. An annual fee review should be conducted by the Department of Finance and Management. Within this review, consideration should be given to the community-wide versus special service nature of the program or activity, the extent to which the service is specifically targeted to low income individuals or groups and the intended relationship between the amount paid and the benefit received.
3. This review should list the major fees and charges along with the following:
  - a. Current fee or charge rates
  - b. Date of the most recent increase
  - c. Market rates and charges levied by other public and private entities for similar services
  - d. The action needed to change the fee
4. The Director of Finance and Management will recommend fee and charge increases based upon the above review to the Mayor's office.
5. With Mayoral approval, the proposed changes shall be presented to the appropriate fee-setting authority for approval.
6. The goal of the rate setting process for the water and sewer enterprise funds shall be to avoid steep increases in rates, while at the same time fully meeting the needs of the system. Ten-year pro forma operating statements for these funds shall be utilized to assist the divisions in achieving this goal.

### **J. Revenue Diversification**

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

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

1. The Ohio Revised Code Section 133.05 provides that the total net debt (as defined by the ORC) of a municipal corporation, whether or not approved by the electors, shall not exceed 10.5 percent of the total value of all property in the municipal corporation as listed and assessed for taxation. In addition, the unvoted net debt of municipal corporations cannot exceed 5.5 percent of the total taxation value of property. The statutory limitations on debt are measured by the ratio of net debt to tax valuation and expressed in terms of a percentage.
2. The city will not incur debt to finance current operations.

3. The city may issue debt for a qualifying capital project if the cost of the asset is at least \$5,000 and the useful life of the asset, as determined by the City Auditor, is at least five years.
4. Debt will not be issued for periods exceeding the useful life of the project or asset.
5. Periodic reviews of outstanding debt will be undertaken to determine refunding opportunities.
6. Refunding will be considered if and when there is a positive net economic benefit or the refunding is essential to modernize covenants to improve operations and management.

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

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

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

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

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

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

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

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

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



*The electric arches in the "Hub District" on the corner of Fourth and Main Street sometime between 1901 and 1910.*

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## **ACCOUNTING AND ORGANIZATIONAL STRUCTURE**

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

### **Accounting Structure**

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

### **Governmental Funds**

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

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

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

## Accounting and Organizational Structure

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

### Proprietary Funds

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

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

### Fiduciary Funds

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

### Bases of Accounting

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

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

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

### Organizational Structure

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

The city operates under and is governed by its charter, which was first adopted by the voters in 1914 and which has been and may be amended by city voters. The city is also subject to the general laws of Ohio that are applicable to all cities. Under the Ohio Constitution, the city may

exercise all powers of local self-government and may adopt police, sanitary and similar regulations to an extent not in conflict with applicable general laws.

### Organization

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

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

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

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



### Principal Officials

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

Official	Title	Term Beginning	Term Ending
Michael B. Coleman	Mayor	January 1, 2012	December 31, 2015
Paul R. Rakosky	Director of Finance and Management	August 1, 2009	Pleasure of Mayor
Hugh J. Dorrian	City Auditor	January 1, 2014	December 31, 2017
Richard C. Pfeiffer, Jr.	City Attorney	January 1, 2014	December 31, 2017
Deborah Klie	City Treasurer	April 21, 2009	Pleasure of Council
Andrea Blevins	City Clerk	June 30, 2003	Pleasure of Council
Andrew J. Ginther	Council President	January 1, 2012	December 31, 2015
Shannon G. Hardin	Member of Council	October 6, 2014*	December 31, 2015
Zachary M. Klein	Member of Council	January 1, 2012	December 31, 2015
Jaiza N. Page	Member of Council	January 26, 2015^	December 31, 2015
Eileen Y. Paley	Member of Council	January 1, 2014	December 31, 2017
Fran Ryan	Member of Council	September 21, 2015†	December 31, 2015
Priscilla R. Tyson	Member of Council	January 1, 2014	December 31, 2017

\*Appointed to Council on October 6, 2014. Councilman Hardin must run in the November 2015 election to fulfill the existing unexpired term.

^Appointed to Council on January 26, 2015.

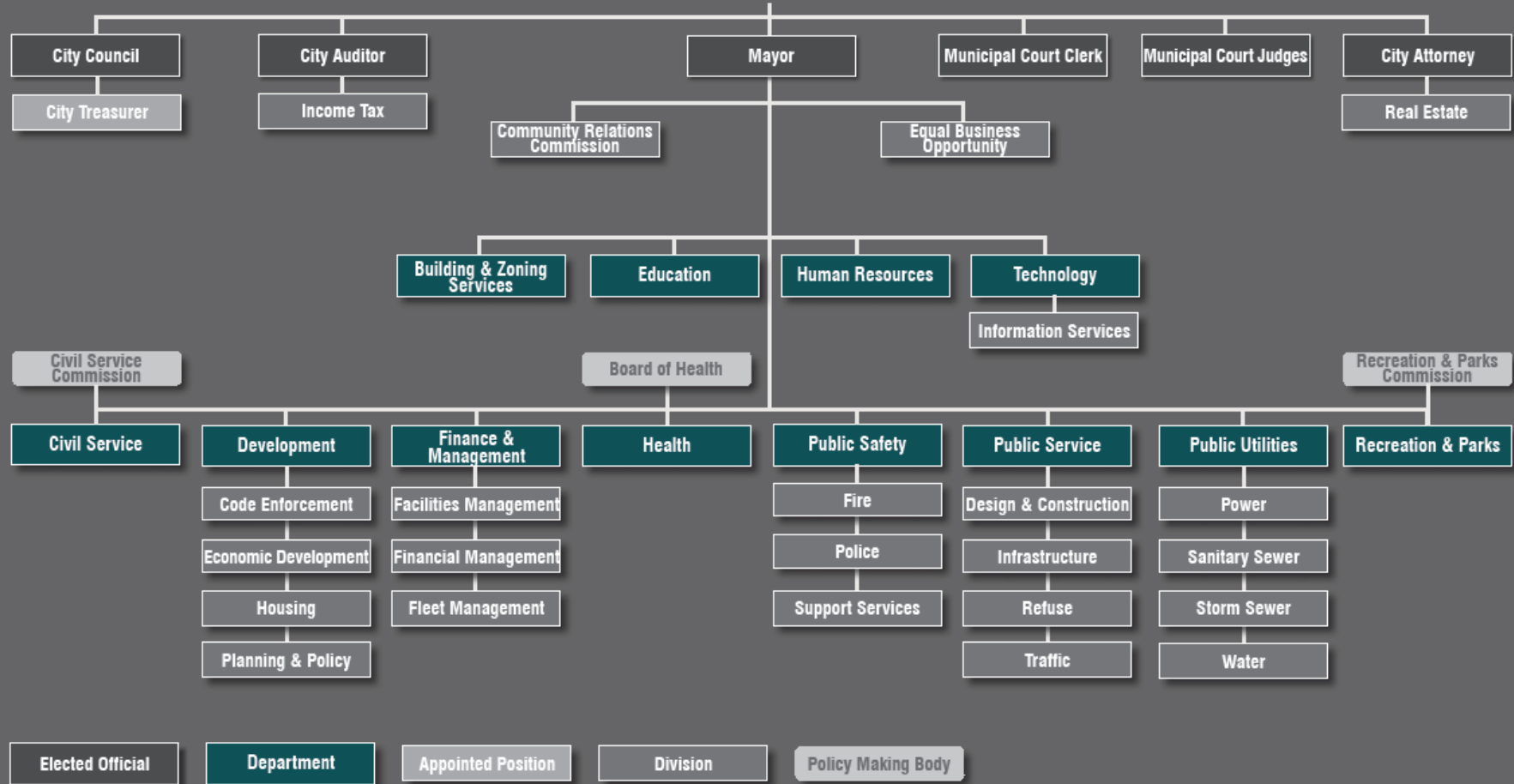
†Appointed to Council on September 21, 2015.

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

November 2015

# City of Columbus

## THE CITIZENS OF COLUMBUS





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*Black and white postcard of North High Street in 1913, published by the Novelty Shop. The postcard features the Atlas Building on the right.*

## CITY COUNCIL

### Department Description

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

The Council works closely with the administrative (executive) branch of city government in the formation of policy impacting public finance, safety, economic development, and the delivery of core city services. City Council also

### Department Mission

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

## City Council

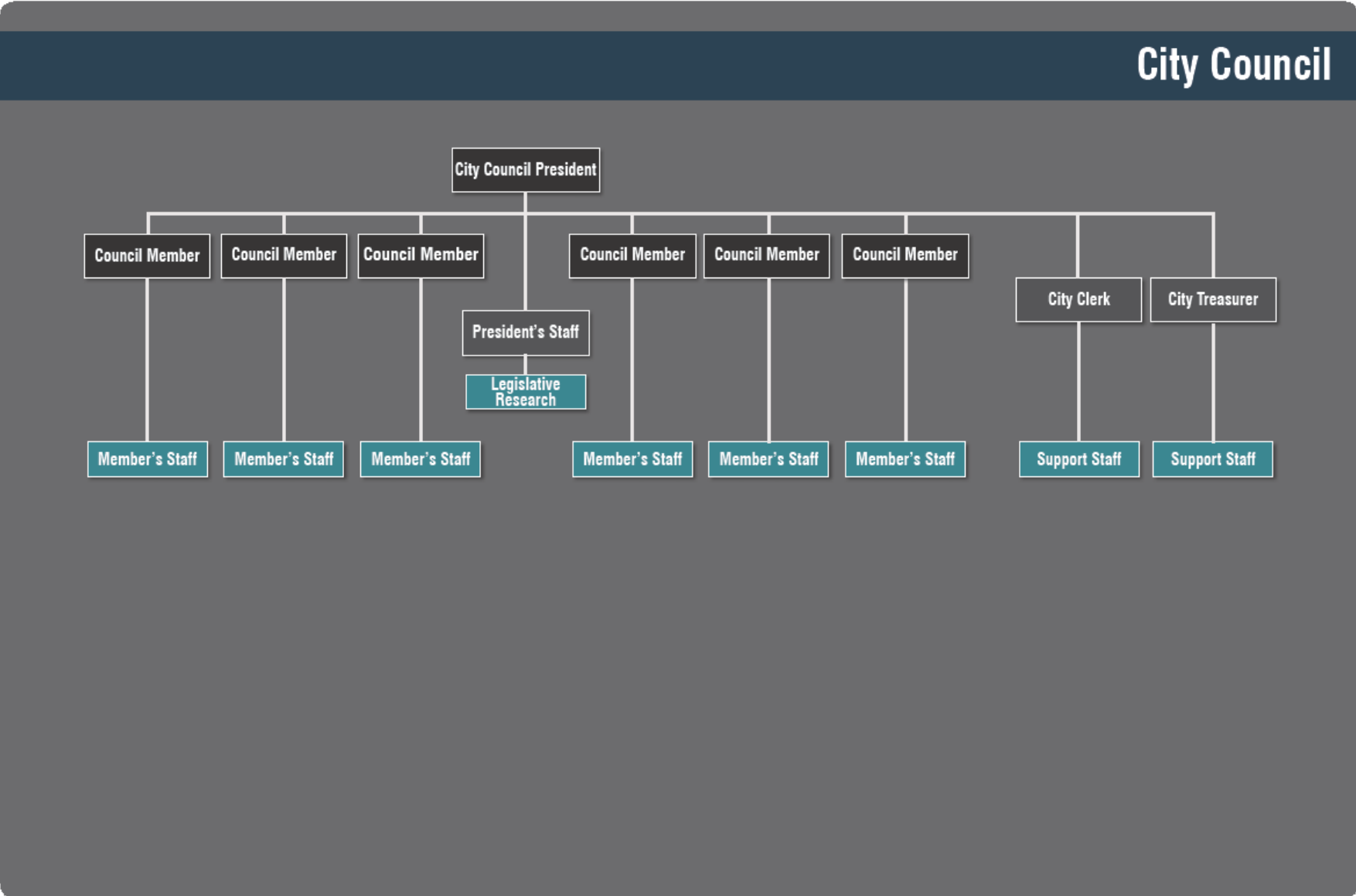
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initiates and facilitates on-going cooperative efforts with other government entities, the business community, and other institutions to improve the overall high quality of life for Columbus residents.

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

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





## Strategic Priorities For 2016

Columbus City Council's 2016 strategic priorities will focus on four areas: serving the needs of all Columbus residents and maintaining public safety as the city's top priority; economic development and job creation efforts through effective partnerships; prudent financial oversight and the maintenance of the city's fiscal health; and keeping commitments to Columbus residents associated with the passage of the 2009 income tax increase. In pursuit of these priorities, Columbus City Council will:

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

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

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

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

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

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

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

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

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

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

## 2016 BUDGET NOTES

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

<b>Department Financial Summary by Area of Expense</b>					
Fund	2013 Actual	2014 Actual	2015 Budget	2015 Projected	2016 Proposed
<b>General Fund</b>					
City Council					
Personnel	\$ 3,047,873	\$ 3,051,100	\$ 3,556,852	\$ 3,357,179	\$ 3,577,789
Materials & Supplies	39,113	15,249	22,500	20,500	28,500
Services	87,364	107,977	135,102	117,370	154,796
<b>General Fund Subtotal</b>	<b>3,174,350</b>	<b>3,174,326</b>	<b>3,714,454</b>	<b>3,495,049</b>	<b>3,761,085</b>
<b>Department Total</b>	<b>\$ 3,174,350</b>	<b>\$ 3,174,326</b>	<b>\$ 3,714,454</b>	<b>\$ 3,495,049</b>	<b>\$ 3,761,085</b>

<b>Department Personnel Summary</b>					
Fund	FT/PT	2013 Actual	2014 Actual	2015 Authorized	2016 Authorized
General Fund					
	FT	34	35	38	40
	<b>Total</b>	<b>34</b>	<b>35</b>	<b>38</b>	<b>40</b>

<b>Operating Budget by Program</b>		
Program	2016 Proposed	2016 FTEs
Administration	\$ 3,761,085	40
<b>Department Total</b>	<b>\$ 3,761,085</b>	<b>40</b>

The program above and the program description on the following page represent those that will be used in the city's new accounting system which will go live January 1, 2016. As such, no history of financial or personnel data by program is included in this document for prior years.

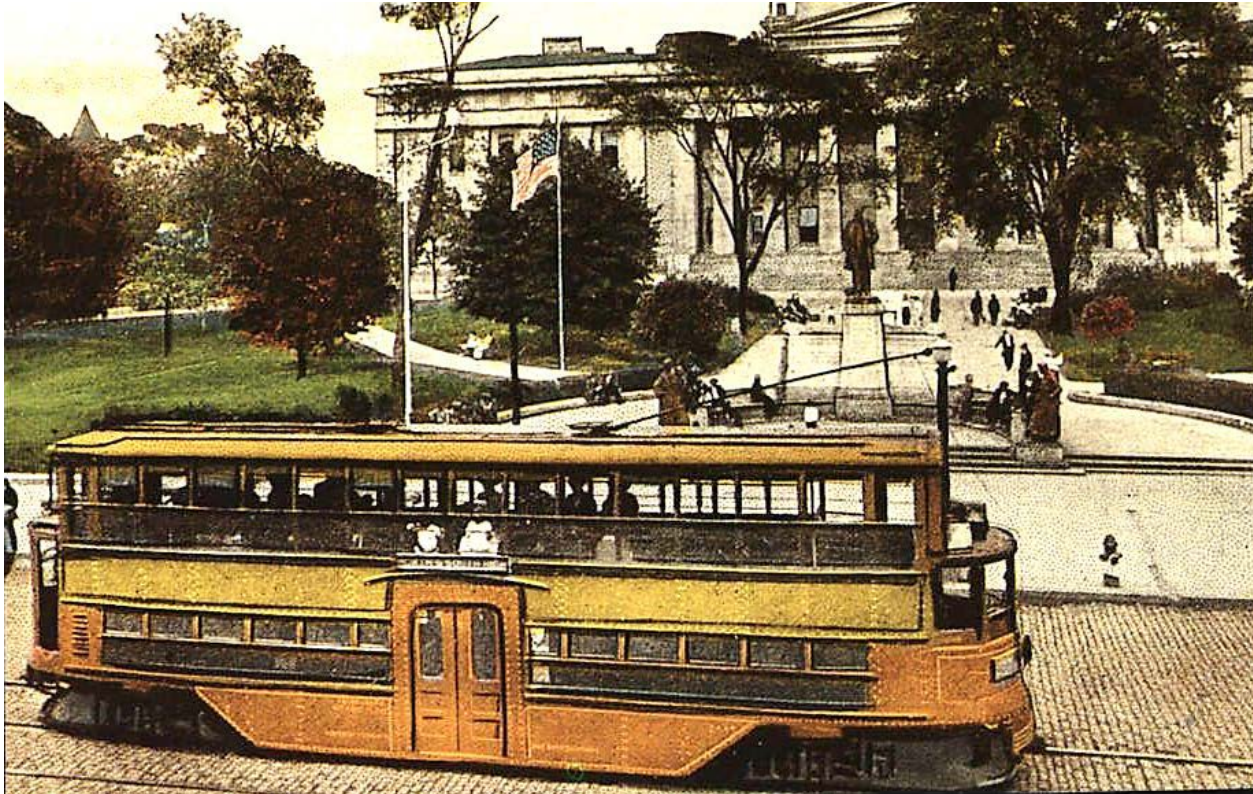


# 2016 PROGRAM GUIDE

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## **ADMINISTRATION**

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



*The only double-decker streetcar to operate in Columbus, Ohio captured in front of the William McKinley monument in 1920, located on the west side of the Ohio Statehouse on South High Street.*

## CITY AUDITOR

### Department Description

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

### Department Mission

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



## City Auditor

For the last 35 years, the City Auditor has received a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA). This certificate is the highest form of recognition for excellence in state and local government financial reporting.

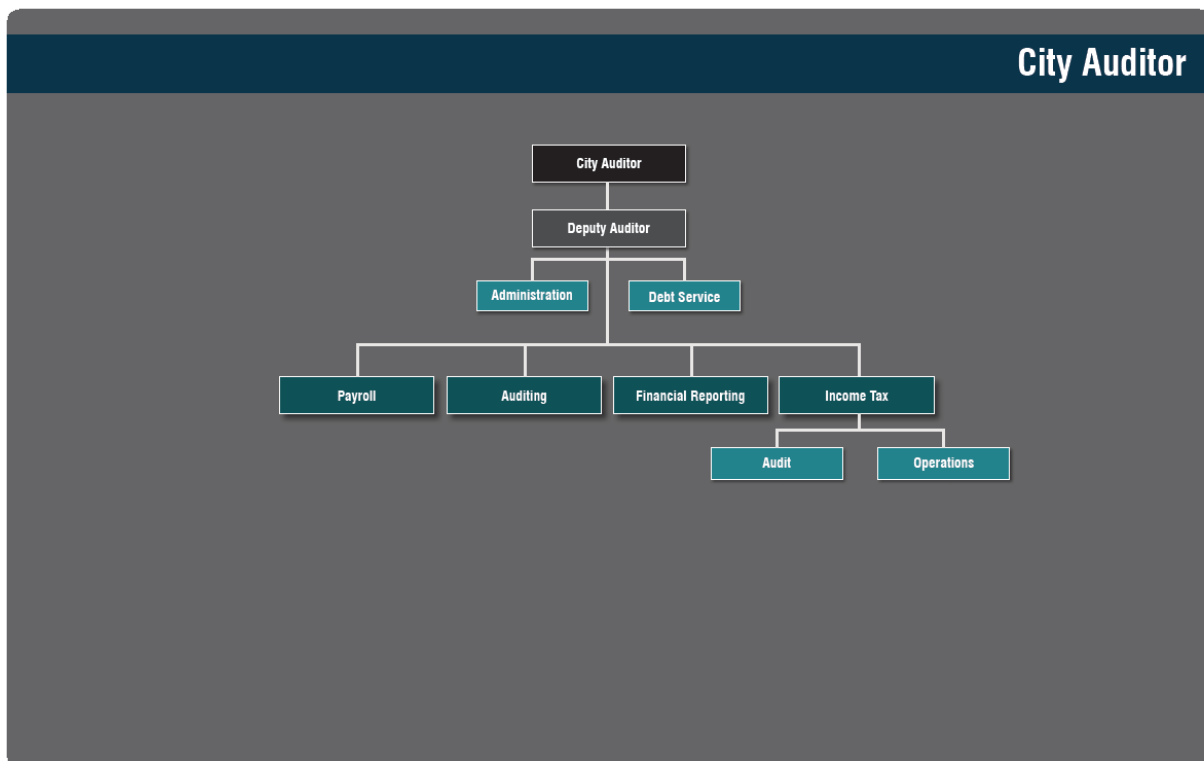
The City Auditor assists in managing the city's long-term debt, including prompt payment of principal, interest, and associated fees on the city's variable rate debt; assures current debt service coverage is sufficient to protect the credit worthiness

of the city; and avoids the imposition of increased property taxes related to bonded debt voted directly by the public, both enterprise and non-enterprise.

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

## Department Goals and Objectives

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



## Strategic Priorities for 2016

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

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

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

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## 2016 BUDGET NOTES

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### **CITY AUDITOR**

The 2016 budget includes funding for outside audit services, including audits for sub-recipients, and for maintenance costs for the city's integrated automated accounting, budgeting, and procurement system.

### **INCOME TAX**

The 2016 budget for the Income Tax Division includes funding for tax application computer programming services, banking and lockbox services, filing fees, postage, tax form printing, and temporary employment service fees.

<b>Department Financial Summary by Area of Expense</b>					
<b>Fund</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2015 Projected</b>	<b>2016 Proposed</b>
<b>General Fund</b>					
City Auditor					
Personnel	\$ 2,747,996	\$ 2,923,776	\$ 3,168,229	\$ 3,032,362	\$ 3,259,421
Materials & Supplies	24,506	29,396	24,600	34,600	26,000
Services	988,527	749,157	875,494	795,045	956,520
<b>City Auditor Subtotal</b>	<b>3,761,029</b>	<b>3,702,329</b>	<b>4,068,323</b>	<b>3,862,006</b>	<b>4,241,941</b>
Income Tax					
Personnel	6,665,677	6,838,709	7,364,754	7,281,832	7,509,645
Materials & Supplies	76,244	74,152	79,000	78,985	79,000
Services	1,039,972	1,244,146	1,349,338	1,343,982	1,254,832
<b>Income Tax Subtotal</b>	<b>7,781,893</b>	<b>8,157,007</b>	<b>8,793,092</b>	<b>8,704,799</b>	<b>8,843,477</b>
<b>General Fund Subtotal</b>	<b>11,542,922</b>	<b>11,859,336</b>	<b>12,861,415</b>	<b>12,566,806</b>	<b>13,085,418</b>
<b>Department Total</b>	<b>\$ 11,542,922</b>	<b>\$ 11,859,336</b>	<b>\$ 12,861,415</b>	<b>\$ 12,566,806</b>	<b>\$ 13,085,418</b>

<b>Division Financial Summary by Area of Expense</b>					
<b>Fund</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2015 Projected</b>	<b>2016 Proposed</b>
<b>City Auditor</b>					
General Fund					
Personnel	\$ 2,747,996	\$ 2,923,776	\$ 3,168,229	\$ 3,032,362	\$ 3,259,421
Materials & Supplies	24,506	29,396	24,600	34,600	26,000
Services	988,527	749,157	875,494	795,045	956,520
<b>City Auditor Subtotal</b>	<b>3,761,029</b>	<b>3,702,329</b>	<b>4,068,323</b>	<b>3,862,006</b>	<b>4,241,941</b>
<b>Income Tax</b>					
General Fund					
Personnel	6,665,677	6,838,709	7,364,754	7,281,832	7,509,645
Materials & Supplies	76,244	74,152	79,000	78,985	79,000
Services	1,039,972	1,244,146	1,349,338	1,343,982	1,254,832
<b>Income Tax Subtotal</b>	<b>7,781,893</b>	<b>8,157,007</b>	<b>8,793,092</b>	<b>8,704,799</b>	<b>8,843,477</b>
<b>Department Total</b>	<b>\$ 11,542,922</b>	<b>\$ 11,859,336</b>	<b>\$ 12,861,415</b>	<b>\$ 12,566,806</b>	<b>\$ 13,085,418</b>

<b>Department Personnel Summary</b>					
<b>Fund</b>	<b>FT/PT</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Authorized</b>	<b>2016 Authorized</b>
<b>General Fund</b>					
City Auditor	FT	26	26	34	34
	PT	0	0	4	4
Income Tax	FT	73	73	82	82
	PT	1	1	1	1
<b>Total</b>		<b>100</b>	<b>100</b>	<b>121</b>	<b>121</b>

<b>Operating Budget by Program</b>		
<b>Program</b>	<b>2016 Proposed</b>	<b>2016 FTEs</b>
Accounting and Financial Reporting	\$ 4,844,661	19
Administration	2,343,593	26
Payroll	439,826	4
Auditing	974,997	11
Tax Collection and Audits	4,482,341	46
<b>Department Total</b>	<b>\$ 13,085,418</b>	<b>106</b>

The programs above and the program descriptions on the following page represent those that will be used in the city's new accounting system which will go live January 1, 2016. As such, no history of financial or personnel data by program is included in this document for prior years.



# 2016 PROGRAM GUIDE

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## **ACCOUNTING AND FINANCIAL REPORTING**

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

## **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 COLLECTIONS AND AUDITS**

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



*The World War I Woman's Patriotic Parade on June 9, 1918 at Broad and High Streets. The parade was sponsored by the Red Cross, the Franklin County War Chest, the War Savings Committee of the Junior Red Cross, and the Patriotic League.*

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## CITY TREASURER'S OFFICE

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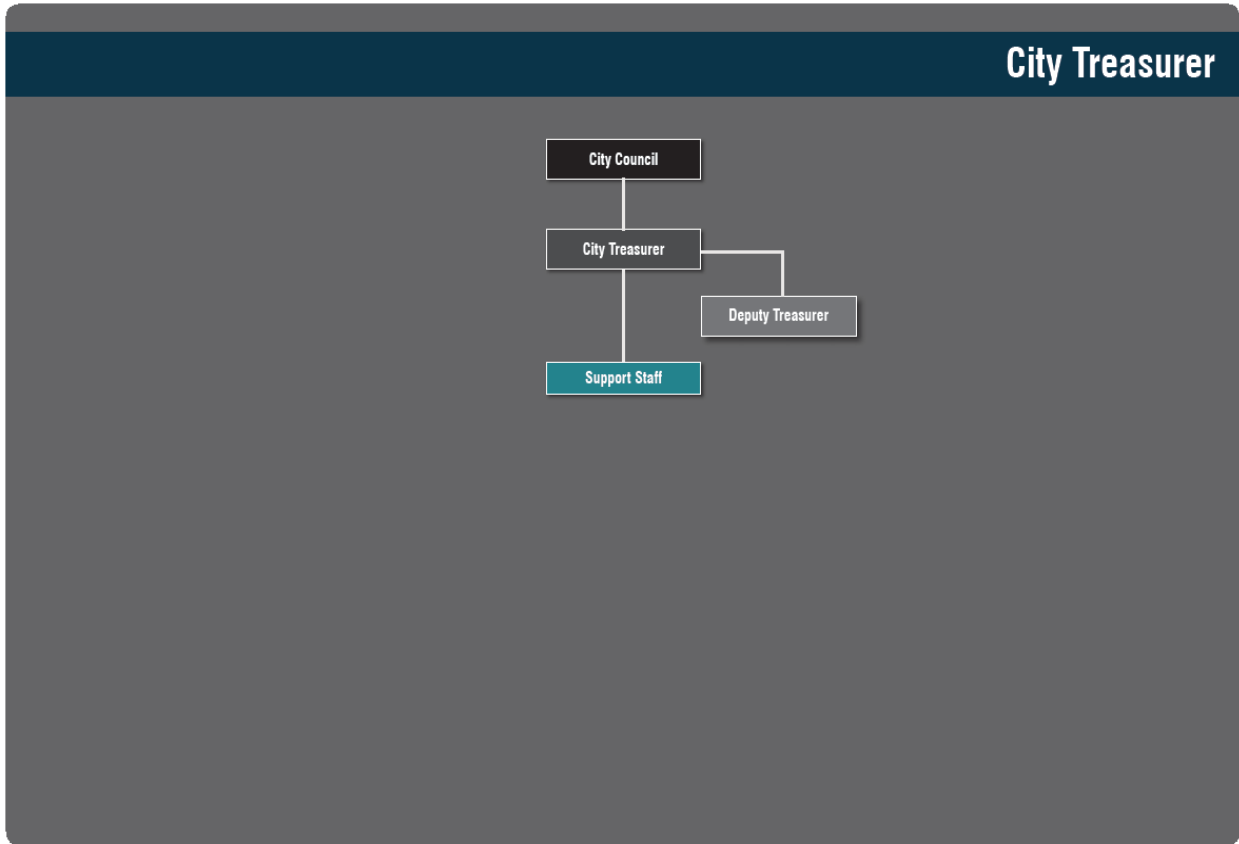
### Department Description

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

Specifically, the City Treasurer's responsibilities include the receipt and deposit of all city funds into bank accounts of the city in accordance with Chapter 321 of Columbus City Codes, the disbursement of city funds upon warrant by the City Auditor, and the investment of all excess funds not needed for daily operations in accordance with Chapter 325 of the Columbus City Codes.

### Department Mission

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



## Strategic Priorities for 2016

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

## 2016 BUDGET NOTES

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The Treasurer's budget is primarily personnel-related with funding for nine full-time employees in 2016. Non-personnel funding is primarily for banking services contracts and software license fees.

<b>Department Financial Summary by Area of Expense</b>					
<b>Fund</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2015 Projected</b>	<b>2016 Proposed</b>
<b>General Fund</b>					
Personnel	\$ 859,701	\$ 897,375	\$ 951,886	\$ 889,870	\$ 993,194
Materials & Supplies	2,672	5,300	6,200	12,171	6,200
Services	184,994	150,798	156,778	142,661	145,852
<b>General Fund Subtotal</b>	<b>1,047,367</b>	<b>1,053,472</b>	<b>1,114,864</b>	<b>1,044,702</b>	<b>1,145,246</b>
<b>Department Total</b>	<b>\$ 1,047,367</b>	<b>\$ 1,053,472</b>	<b>\$ 1,114,864</b>	<b>\$ 1,044,702</b>	<b>\$ 1,145,246</b>

<b>Department Personnel Summary</b>					
<b>Fund</b>	<b>FT/PT</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Authorized</b>	<b>2016 Authorized</b>
<b>General Fund</b>					
City Treasurer	FT	9	8	10	10
	PT	1	1	2	2
<b>Total</b>		<b>10</b>	<b>9</b>	<b>12</b>	<b>12</b>

<b>Operating Budget by Program</b>		
<b>Program</b>	<b>2016 Proposed</b>	<b>2016 FTEs</b>
Treasurer's Office	\$ 1,145,246	9
<b>Department Total</b>	<b>\$ 1,145,246</b>	<b>9</b>

The program above and the program descriptions on the following page represent what will be used in the city's new accounting system which will go live January 1, 2016. As such, no history of financial or personnel data by program is included in this document for prior years.



# 2016 PROGRAM GUIDE

## TREASURER'S OFFICE

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



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*A photograph taken between 1921 and 1930 of 3<sup>rd</sup> Street, looking north towards Capital Square.*

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## CITY ATTORNEY

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### Department Description

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

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

### Department Mission

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

Section 68. *Prosecuting Attorney.* The city attorney shall be the prosecuting attorney of municipal court. He may detail such of his

assistants as he may deem proper to assist in such work. He shall prosecute all cases brought before such court and perform the same duties, so far as they are applicable thereto, as are required of the prosecuting attorney of the county.

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

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

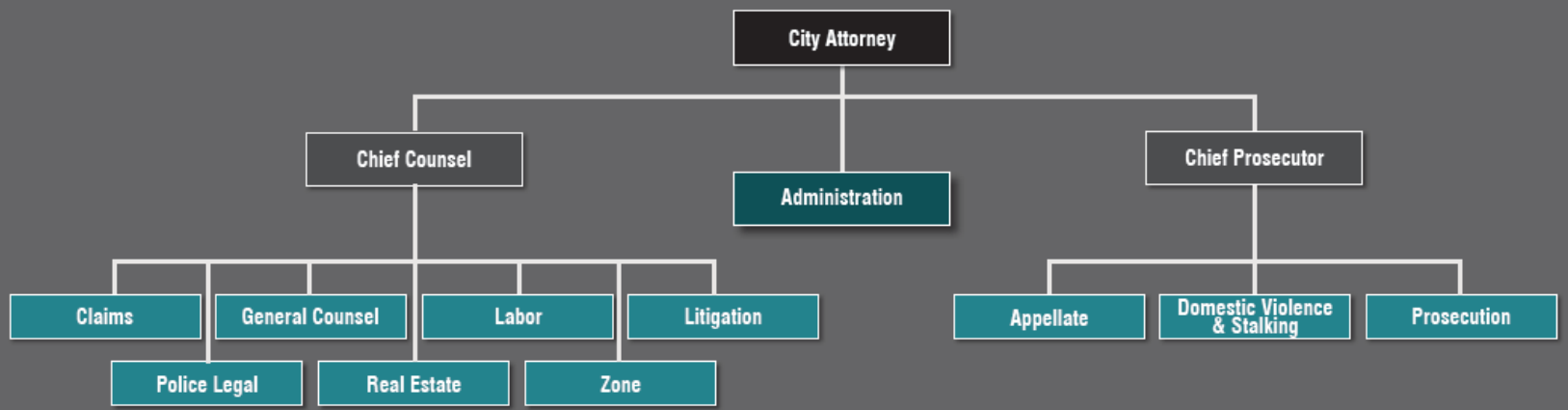
Section 70. *Rendering Opinions.* The council, the director of any department, or any officer, board, or commission not included within a department, may by request in writing, require the opinion of the city attorney upon any question of law involving their respective powers and duties.

## **Table of Organization**

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

To fulfill the obligations placed on this office by the Charter, Columbus City Council has authorized 164 full-time and 49 part-time positions for the City Attorney's Office.

# City Attorney



## **Department Goals and Objectives**

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

## **Strategic Priorities for 2016**

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

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

## **2016 BUDGET NOTES**

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

- The 2016 budget provides funding for 120 full-time and 36 part-time employees.
- A total of \$105,000 is budgeted for subscriptions to various legal research services and publications.

<b>Department Financial Summary by Area of Expense</b>					
<b>Fund</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2015 Projected</b>	<b>2016 Proposed</b>
<b>General Fund</b>					
City Attorney					
Personnel	\$ 10,465,410	\$ 10,735,000	\$ 11,276,387	\$ 11,115,809	\$ 11,690,597
Materials & Supplies	88,882	79,129	91,100	86,105	150,500
Services	325,836	356,561	411,787	411,325	400,303
Other	500	-	-	-	-
Transfers	185,706	141,734	-	-	-
<b>City Attorney Subtotal</b>	<b>11,066,334</b>	<b>11,312,425</b>	<b>11,779,274</b>	<b>11,613,239</b>	<b>12,241,400</b>
Real Estate					
Personnel	188,321	174,388	106,631	90,774	132,427
<b>Real Estate Subtotal</b>	<b>188,321</b>	<b>174,388</b>	<b>106,631</b>	<b>90,774</b>	<b>132,427</b>
<b>General Fund Subtotal</b>	<b>11,254,655</b>	<b>11,486,813</b>	<b>11,885,905</b>	<b>11,704,013</b>	<b>12,373,827</b>
<b>Land Acquisition Fund</b>					
Land Acquisition					
Personnel	639,625	666,904	840,583	769,731	943,591
Materials & Supplies	5,935	3,163	17,500	15,687	17,500
Services	30,841	42,624	88,100	72,150	92,090
<b>Land Acq. Fund Subtotal</b>	<b>676,401</b>	<b>712,691</b>	<b>946,183</b>	<b>857,568</b>	<b>1,053,181</b>
<b>Department Total</b>	<b>\$ 11,931,056</b>	<b>\$ 12,199,503</b>	<b>\$ 12,832,088</b>	<b>\$ 12,561,581</b>	<b>\$ 13,427,008</b>

<b>Division Financial Summary by Area of Expense</b>					
<b>Fund</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2015 Projected</b>	<b>2016 Proposed</b>
<b>City Attorney</b>					
General Fund					
Personnel	\$ 10,465,410	\$ 10,735,000	\$ 11,276,387	\$ 11,115,809	\$ 11,690,597
Materials & Supplies	88,882	79,129	91,100	86,105	150,500
Services	325,836	356,561	411,787	411,325	400,303
Other	500	-	-	-	-
Transfers	185,706	141,734	-	-	-
<b>City Attorney Subtotal</b>	<b>11,066,334</b>	<b>11,312,425</b>	<b>11,779,274</b>	<b>11,613,239</b>	<b>12,241,400</b>
<b>Real Estate</b>					
General Fund					
Personnel	188,321	174,388	106,631	90,774	132,427
Materials & Supplies	-	-	-	-	-
Services	-	-	-	-	-
<b>Real Estate Subtotal</b>	<b>188,321</b>	<b>174,388</b>	<b>106,631</b>	<b>90,774</b>	<b>132,427</b>
<b>Land Acquisition</b>					
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Personnel	639,625	666,904	840,583	769,731	943,591
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<b>Department Total</b>	<b>\$ 11,931,056</b>	<b>\$ 12,199,503</b>	<b>\$ 12,832,088</b>	<b>\$ 12,561,581</b>	<b>\$ 13,427,008</b>

<b>Department Personnel Summary</b>					
<b>Fund</b>	<b>FT/PT</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
		<b>Actual</b>	<b>Actual</b>	<b>Authorized</b>	<b>Authorized</b>
<b>General Fund</b>					
City Attorney	FT	101	107	135	135
	PT	31	26	47	47
Real Estate	FT	2	1	6	6
	PT	0	0	1	1
<b>Land Acquisition Fund</b>					
Land Acquisition	FT	5	6	8	8
	PT	0	2	1	1
<b>Total</b>		<b>139</b>	<b>142</b>	<b>198</b>	<b>198</b>

<b>Operating Budget by Program</b>		
<b>Program</b>	<b>2016</b>	<b>2016</b>
	<b>Proposed</b>	<b>FTEs</b>
Administration	\$ 1,211,730	5
Fiscal	211,559	2
Human Resources	104,775	1
Appellate	278,591	3
Domestic Violence and Stalking	1,614,293	21
General Counsel	850,648	6
Litigation	1,079,311	6
Labor and Employment	683,251	5
Prosecution Resources	722,676	5
Police Legal	278,899	2
Claims	961,133	10
Zone Initiative	605,048	7
Criminal Prosecution	3,676,676	38
Real Estate	132,427	1
Land Acquisition	1,015,991	8
<b>Department Total</b>	<b>\$ 13,427,008</b>	<b>120</b>

The programs above and the program descriptions on the following pages represent those that will be used in the city's new accounting system which will go live January 1, 2016. As such, no history of financial or personnel data by program is included in this document for prior years.

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.



# 2016 PROGRAM GUIDE

## **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.

## **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.

## **DOMESTIC VIOLENCE & STALKING**

To prosecute and provide education, support, counseling, crisis intervention and overall assistance to victims of domestic violence and stalking. The section has four 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.



**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.

**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.

**LABOR & EMPLOYMENT**

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

**PROSECUTION RESOURCE UNIT**

To oversee the operations of the Intake Section, the Mediation Program, and the Check Resolution Program. It 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.

**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 during yearly in-service.

**CLAIMS**

To handle pre-litigation claims against the city that exceeds 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, Sanitation and community organizations, focusing on the elimination of public nuisances that blight the City's neighborhoods. Whether it is abandoned and deteriorating houses, open dumping, street prostitution, boot joints, excessive noise or trash and debris, this unit seeks to eliminate these problems.

**CRIMINAL PROSECUTION**

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

**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.

**LAND ACQUISITION**

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

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*Black and white postcard of High Street looking north from Fulton, sometime between 1901 and 1910. St. Paul's German Lutheran Church and the Franklin County Courthouse are seen in the distance.*

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## MUNICIPAL COURT JUDGES

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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 1 judge in the Environmental Division. Judges serve six-year terms, unless appointed or elected to fill a vacancy. Annually, they elect one of their peers to

serve as the Administrative and Presiding Judge.

The judges preside over civil, criminal, and traffic cases and conduct both jury and non-jury trials. In jury trials, judges interpret the law and the jury determines factual matters. In non-jury trials, by far the more common, judges have the dual role of interpreting the law and determining the facts. The judges also conduct criminal arraignments and initial appearances on felony cases, set bond on criminal charges, issue search warrants,

and impose sentence when a defendant is found guilty of a traffic or criminal charge. The judges hear civil cases where the amount in controversy is \$15,000 or less, and cases that are transferred from the Small Claims Division to the regular docket of the court.

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

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

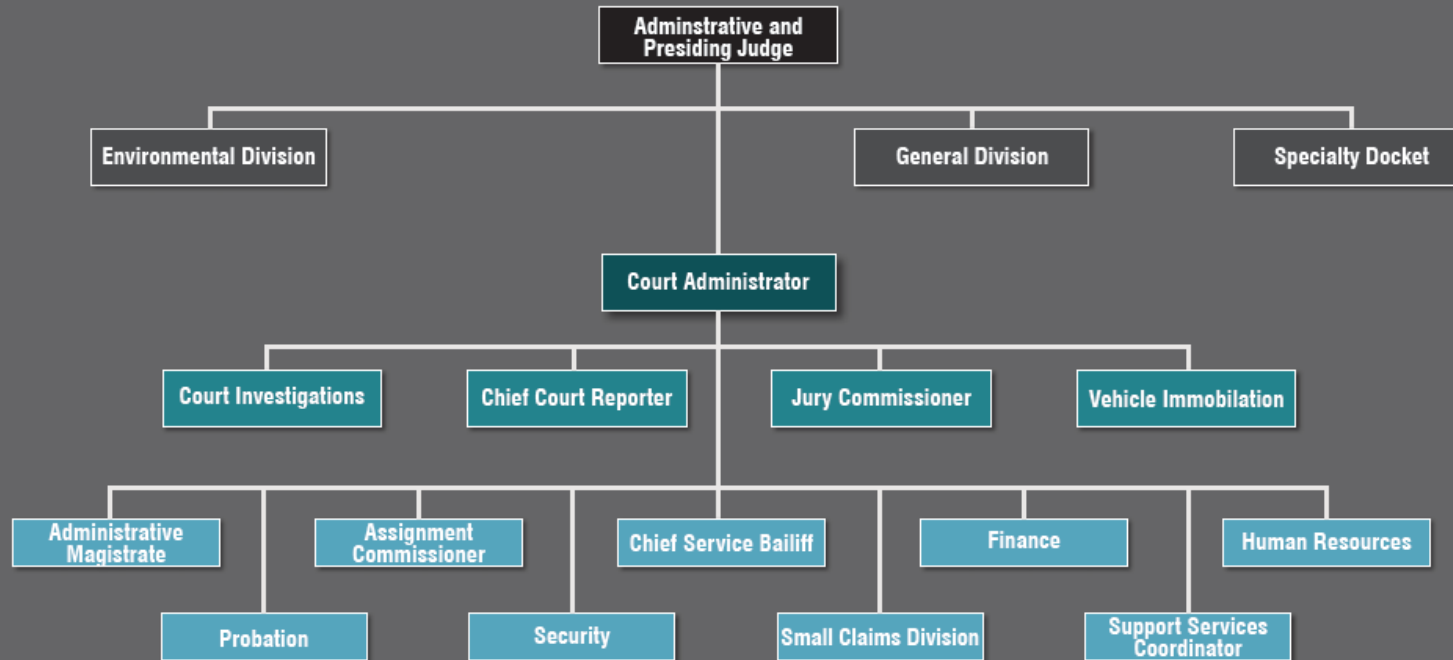
The court administrator is the chief executive officer and reports to the judges of the court, primarily through the Administrative and Presiding Judge. The court administrator is responsible for developing and implementing policies and procedures, and directs and supervises all administrative and operational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

### **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.

# Franklin County Municipal Court Judges



## **Strategic Priorities for 2016**

The Municipal Court Building will be undergoing an extensive total renovation over the next several years. Cleaning the stone exterior of the building and replacement of windows began in the summer 2015. Window replacement will continue during 2016. Additional upgrades to core building elements include replacements of mechanical elements and the physical electrical plant and switchgear, IT backbone, and replacement of passenger and prisoner elevators. Due to the extensive work to be performed, many projects span multiple years.

In September 2015, the Court was awarded a \$611,273 multi-year incentive grant from the Department of Rehabilitation and Correction Services. The purpose of this grant is to establish a Pretrial Services Program for the Court and 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. This grant will also provide funding for pretrial supervision services to oversee and monitor defendant release conditions and to help ensure their appearance in Court.

The Court has been testing an electronic search warrant and subpoena application for use by the Judge assigned to the Duty Room. In 2015, the Court worked with Columbus Police to train their officers on the electronic process that includes using the appropriate court sanctioned warrant and subpoena forms. The Court has also been working with local and suburban law enforcement agencies on the electronic process. The Court will continue that endeavor into 2016. 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.

In the fall of 2015, the Probation Department began investigating what community resources are available and could be productively used by defendants who are sentenced to probation. Subsequently, a relationship was established with Job and Family Services which now provides a benefits specialist on-site at the Probation Department two days a week to assist probationers with enrollment in Medicaid, Food Stamps, Cash and Child Care Assistance and Supplemental Security Income. In 2016, The Court will continue to look for additional community resources that are available and beneficial to probationers. These include but are not limited to halfway house programming that provides a variety of substance abuse treatments, cognitive behavioral programming; transitional housing, supported employment and recovery coaches.

Over the past two years, audio and video recording equipment was installed in the judges and magistrates' courtrooms and the traffic arraignment courtrooms. In 2016, the Court will continue to develop its standards and protocols for long-term storage and maintenance of audio-video recordings and will investigate additional uses for the equipment.

The Ohio Supreme Court asked this Court to be a pilot partner to implement and evaluate video language interpreting in the courtrooms. Due to the increasing diversity of our local population, language interpreting is an increasing and costly demand. The Court has accepted the Supreme Court's offer of participation for this multi-year project, anticipated to begin in 2015.

All of the Specialized Docket Programs in this Court have been awarded their certification status from the Supreme Court of Ohio's Commission on Specialized Dockets. 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 Opiate Extension Program (OEP). In 2015, the Court invested in additional staffing to enhance program effectiveness and will evaluate several technological advances to help increase offender accountability while making the programs easily accessible for staff, attorneys, and treatment providers.

## 2016 BUDGET NOTES

The 2016 general fund budget includes \$370,656 to fund the Court's contract for evening and weekend security. In addition:

- General fund monies continue to offset a portion of the costs associated with the ADAP (Alcohol and Drug Abuse Program), CATCH (Changing Actions to Change Habits), and the MAVS (Military and Veteran's Services) programs.
- In 2010, the Court began requiring current employees to pay a portion of the employee share of OPERS retirement contribution. In 2016, employees hired before 2010 will be paying six percent of their OPERS contribution. All employees hired after January 2010 are required to pay the full ten percent employee share of pension contribution.
- Most of the Court's technology costs are paid from the Court's computer fund, not the general fund.
- In 2011, the Court increased the probation user fees paid by probationers. The increased fees continue to result in revenues used to pay for programs, training, staff salaries, and other expenses.

<b>Department Financial Summary by Area of Expense</b>					
<b>Fund</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2015 Projected</b>	<b>2016 Proposed</b>
<b>General Fund</b>					
Municipal Court Judges					
Personnel	\$ 14,035,388	\$ 14,367,716	\$ 15,291,641	\$ 15,096,206	\$ 16,071,898
Materials & Supplies	30,430	26,230	41,906	36,906	29,800
Services	1,213,701	1,322,614	1,445,768	1,336,237	1,433,678
Transfers	340,000	340,000	340,000	340,000	340,000
<b>General Fund Subtotal</b>	<b>15,619,519</b>	<b>16,056,560</b>	<b>17,119,315</b>	<b>16,809,349</b>	<b>17,875,376</b>
<b>Computer Fund</b>					
Municipal Court Judges					
Personnel	20,600	76,678	99,165	-	97,439
Materials & Supplies	316,182	132,935	75,500	72,768	115,500
Services	234,845	240,355	266,626	249,118	413,705
<b>Computer Fund Subtotal</b>	<b>571,627</b>	<b>449,968</b>	<b>441,291</b>	<b>321,886</b>	<b>626,644</b>
<b>Department Total</b>	<b>\$ 16,191,146</b>	<b>\$ 16,506,528</b>	<b>\$ 17,560,606</b>	<b>\$ 17,131,235</b>	<b>\$ 18,502,020</b>



## Municipal Court Judges

<b>Department Personnel Summary</b>					
<b>Fund</b>	<b>FT/PT</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Authorized</b>	<b>2016 Authorized</b>
General Fund					
Municipal Court Judges	FT	179	174	188	192
	PT	9	9	11	11
Computer Fund					
Municipal Court Judges	FT	1	0	1	1
<b>Total</b>		<b>189</b>	<b>183</b>	<b>200</b>	<b>204</b>

<b>Operating Budget by Program</b>		
<b>Program</b>	<b>2016 Proposed</b>	<b>2016 FTEs</b>
Administration	\$ 3,262,806	14
Assignment	842,768	13
Computer Services	626,644	1
Court Reporters	1,187,198	12
Environmental Court	176,046	2
General Court	2,650,852	32
Home Incarceration/Work Release	243,835	3
Jury Office	385,136	2
Legal Research	173,675	1
Magistrate Court	1,843,568	22
Probation	5,091,899	59
Service Bailiffs	703,661	17
Small Claims	576,929	6
Specialty Docket Court	155,615	2
Support Services	581,388	7
<b>Department Total</b>	<b>\$ 18,502,020</b>	<b>193</b>

The programs above and the program descriptions on the following pages represent those that will be used in the city's new accounting system which will go live January 1, 2016. As such, no history of financial or personnel data by program is included in this document for prior years.

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.



# 2016 PROGRAM GUIDE

## **ADMINISTRATION**

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

## **ASSIGNMENT**

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

## **COMPUTER SERVICES**

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

## **COURT REPORTERS**

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

**ENVIRONMENTAL COURT**

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

**GENERAL COURT**

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

**HOME INCARCERATION/WORK  
RELEASE**

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

**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; 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 domestic violence, chemical abuse, multiple OMVI offender, sex offender, investigation services, community service, restitution, and no convictions programs.

**SERVICE BAILIFFS**

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

**SMALL CLAIMS**

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

**SPECIALTY DOCKET COURT**

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

**SUPPORT SERVICES**

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

## **Municipal Court Judges**

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*The first Franklin County Courthouse was constructed at High and Mound Streets in 1840 at a cost of \$40,000. It stood until its demolition in 1884. The fifth and current courthouse now stands in its place.*

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## **Municipal Court Clerk**

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## Department Description

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

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

The Franklin County Municipal Court and Clerk of Court respectfully operates under state statute with fifteen Judges and one Clerk of Court, each of whose term is for 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 eight (8) Programs: Administration, 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 twenty-four (24) hours per day, seven (7) days per week and provides support services to law enforcement agencies operating within the jurisdiction of the Court. Currently, eight (8) Townships and nineteen (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, Port Columbus Police and twenty-one (21) Municipal law enforcement agencies.

The Clerk's Office is responsible for accepting and processing documents filed in criminal, civil, environmental and traffic

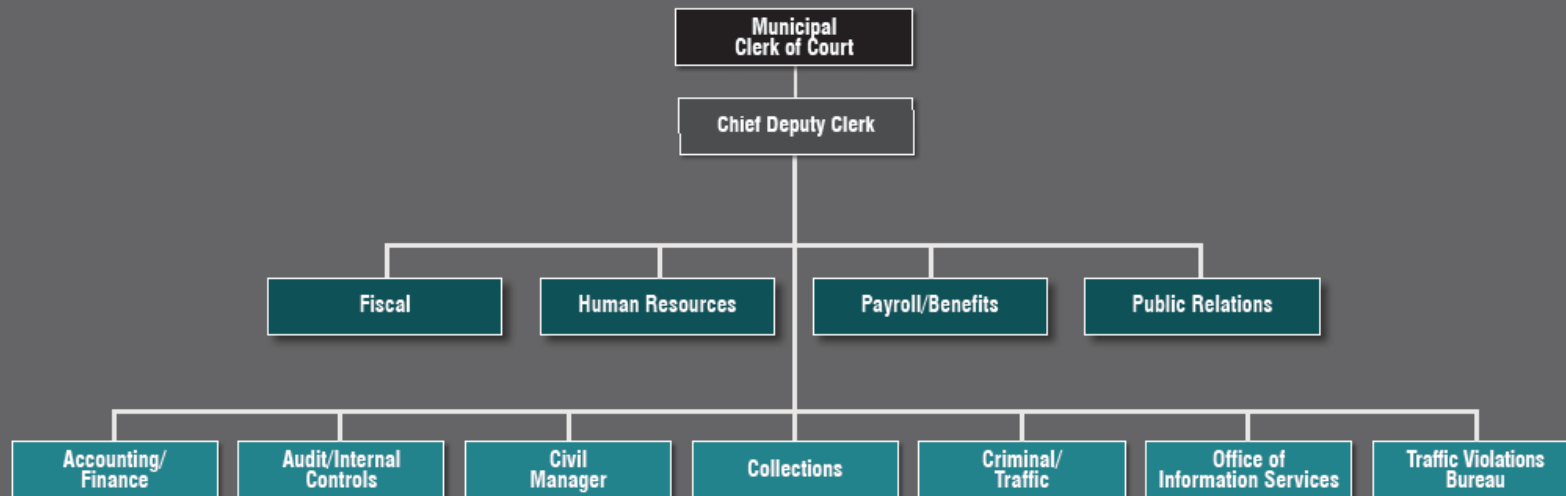
cases as well as the collection and disbursement of court costs, fines, and fees according to legal mandates. Documents include complaints, arrest warrants, citations, subpoenas, search warrants, motions and pleadings. In order to ensure the security, integrity, and availability of digital records into 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. A complete detailing of financial transactions is compiled and published in an annual report which is available on its website.

### Department Mission

To accurately maintain, safeguard and store all court documents as well as collect and disburse all monies as directed by legal mandates. The vision of the Clerk's Office is to employ a diverse, well-trained workforce who is committed to public service through competent customer service, communications and community outreach.

# Franklin County Municipal Clerk of Court





## Strategic Priorities for 2016

In 2016, the Court Clerk's Office will save valuable taxpayer dollars, better utilize staff resources and lessen the carbon footprint of Franklin County Municipal Court Clerk's Office.

**Website:** Implement a responsive design layout for the Franklin County Municipal Court Clerk's website that will accommodate any electronic device.

**Web Chat:** Provide the convenience of instant communication through an on-line website application system to expedite customer service in the Criminal/Traffic Division.

**E-filing Pilot for Civil Environmental Cases:** Collaborate with all stakeholders to implement an electronic document filing and management system to provide real-time access to official case files.

**Electronic Ticket Pilot:** Partner with the Ohio Highway Patrol, The Franklin County Sheriff and Upper Arlington Police Department to implement an electronic traffic ticket system with an integrated data transfer to the Clerk's Office case management system.

**Electronic Criminal Complaint:** Working cooperatively with the Ohio Traffic Records Coordinating Subcommittee, the Clerk is working to develop and implement an electronic version of the criminal complaint form to be used statewide.

**Web-Based Garnishment Management System:** Design a web-based garnishment management system with on-line payment and tracking options.

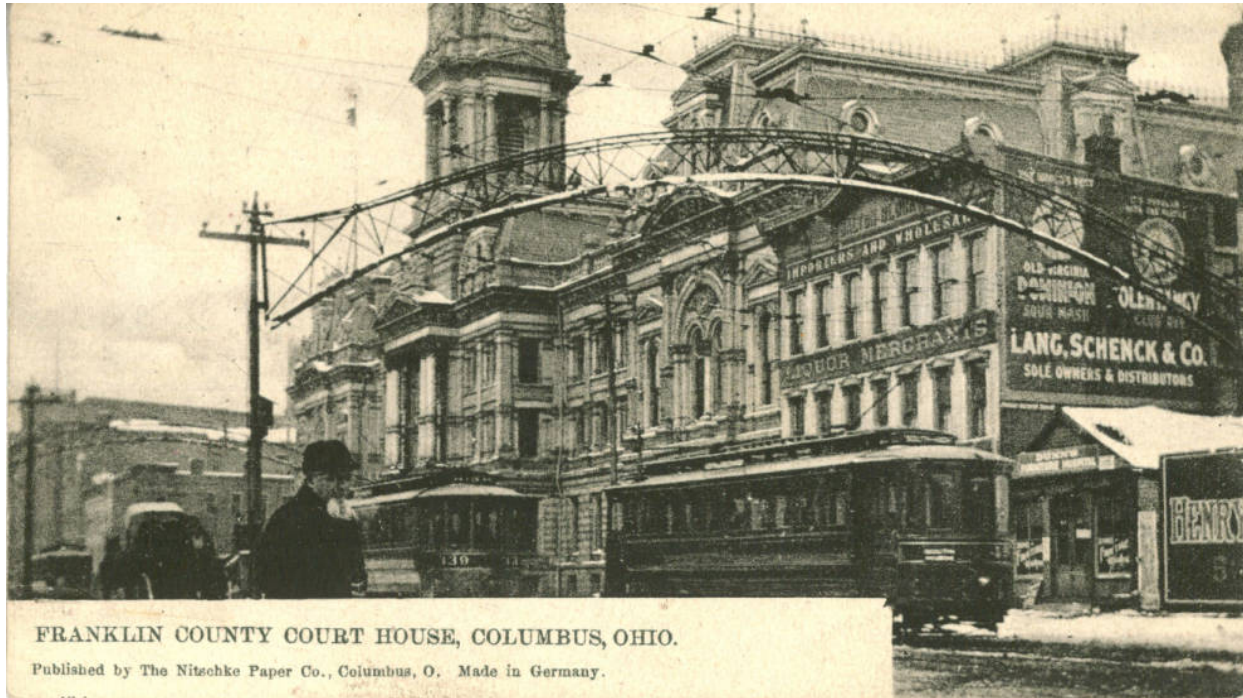
**Collection Opportunities:** Expand debt collection efforts to include civil judgments (for collection of court costs and filing fees) and partial payments for criminal/traffic cases to increase revenues for the city, county and other governmental agencies.

**Digital Continuity Plan:** Develop and deploy a plan to safeguard and manage digital images, files and all related information for efficient storage and backup according to legal mandates. This plan will ensure the security, integrity and availability of digital records into the future.

## 2016 BUDGET NOTES

The 2016 general fund budget funds 163 full-time employees. Non-personnel expenses include witness fees, banking, print, postage and other ordinary office expenses.

The 2016 computer fund budget includes funding for six full-time employees. This fund provides technological support, supplies, and maintenance to help the department achieve its mission.



Department Financial Summary by Area of Expense					
Fund	2013 Actual	2014 Actual	2015 Budget	2015 Projected	2016 Proposed
<b>General Fund</b>					
Municipal Court Clerk					
Personnel	\$ 10,130,854	\$ 10,362,233	\$ 10,645,037	\$ 10,613,686	\$ 10,913,318
Materials & Supplies	126,572	125,484	127,301	127,301	129,147
Services	712,710	696,927	804,005	812,606	809,500
<b>General Fund Subtotal</b>	<b>10,970,136</b>	<b>11,184,644</b>	<b>11,576,343</b>	<b>11,553,593</b>	<b>11,851,965</b>
<b>Computer Fund</b>					
Municipal Court Clerk					
Personnel	318,266	300,264	606,862	373,501	622,453
Materials & Supplies	78,203	57,500	61,000	56,000	61,000
Services	594,815	594,867	702,020	701,311	825,600
Principal	-	-	-	260,000	-
Interest	-	-	-	14,975	-
Transfers	313,150	302,295	292,050	14,975	274,700
<b>Computer Fund Subtotal</b>	<b>1,304,434</b>	<b>1,254,925</b>	<b>1,661,932</b>	<b>1,420,762</b>	<b>1,783,753</b>
<b>Department Total</b>	<b>\$ 12,274,570</b>	<b>\$ 12,439,569</b>	<b>\$ 13,238,275</b>	<b>\$ 12,974,355</b>	<b>\$ 13,635,718</b>

## Municipal Court Clerk

<b>Department Personnel Summary</b>					
<b>Fund</b>	<b>FT/PT</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Authorized</b>	<b>2016 Authorized</b>
General Fund					
Municipal Court Clerk	FT	155	155	172	172
	PT	1	4	2	2
Computer Fund					
Municipal Court Clerk	FT	6	6	12	12
<b>Total</b>		<b>162</b>	<b>165</b>	<b>186</b>	<b>186</b>

<b>Operating Budget by Program</b>		
<b>Program</b>	<b>2016 Proposed</b>	<b>2016 FTEs</b>
Administration	\$ 1,305,566	8
Accounting and Finance	2,074,690	27
Civil	2,066,000	32
Collections	165,340	2
Criminal and Traffic	4,829,377	74
Office of Information Services	1,783,753	6
Audit/Internal Controls	482,312	6
Traffic Violations Bureau	928,680	14
<b>Department Total</b>	<b>\$ 13,635,718</b>	<b>169</b>

The programs above and the program descriptions on the following pages represent those that will be used in the city's new accounting system which will go live January 1, 2016. As such, no history of financial or personnel data by program is included in this document for prior years.

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.



# 2016 PROGRAM GUIDE

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## **ADMINISTRATION**

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

## **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; prepare receipts for monies collected; 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, 7 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.



*A street view of construction on Oregon Avenue sometime between 1931 and 1940.*

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## CIVIL SERVICE COMMISSION

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### Department Description

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

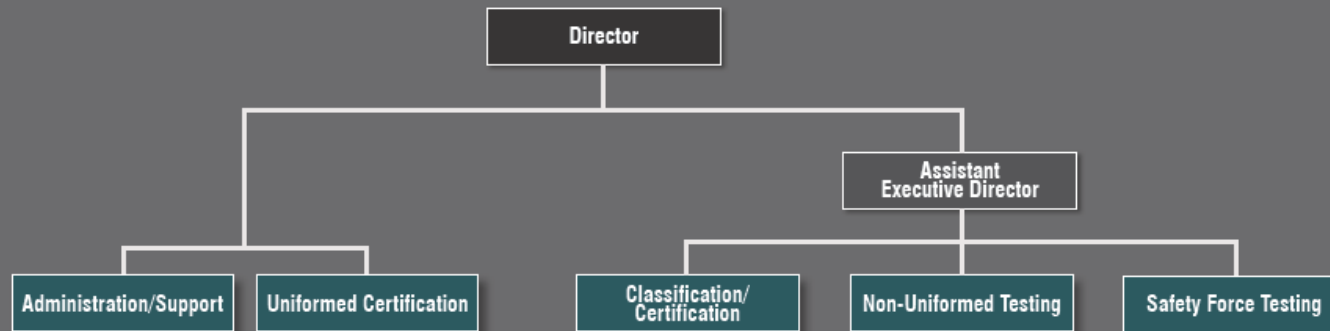
The Commission also works with city agencies to establish hiring criteria for city jobs and assesses the qualifications of applicants against these criteria. The Commission ensures individuals hired to work for the city are qualified for the work to be performed and are compensated appropriately. Each pay period, the

Commission reviews each personnel transaction and certifies that employees have been employed and are being paid in accordance with the City Charter, city ordinances, and Commission rules.

### Department Mission

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

# Civil Service



## Strategic Priorities for 2016

### Safety

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

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

### Peak Performance

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

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

## 2016 BUDGET NOTES

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

- A total of \$273,540 is budgeted for the Restoration Academy, a program to assist ex-offenders in becoming productive citizens through providing instruction and resources for work readiness, job training, job certification, health and fitness, and life skills.
- To accommodate planned police and fire classes in 2016, the budget include \$180,015 for medical and psychological screenings for police and fire recruits.
- Funds budgeted for scheduled safety promotional testing in 2016 include \$33,600 for the fire battalion & deputy chief exams and \$39,900 for the police lieutenant and commander exams.
- A total of \$43,272 is included for the administration of the firefighter mile. The firefighter mile is the physical capabilities portion of the entry-level firefighter exam. The full exam is not anticipated until 2017; however, the firefighter mile will be administered in 2016 in order to provide candidates the opportunity to become certified in advance.



**Civil Service Commission**

<b>Department Financial Summary by Area of Expense</b>					
<b>Fund</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2015 Projected</b>	<b>2016 Proposed</b>
<b>General Fund</b>					
Personnel	\$ 3,072,275	\$ 3,188,783	\$ 3,329,246	\$ 3,230,994	\$ 3,499,759
Materials & Supplies	40,433	24,577	45,935	42,395	44,412
Services	517,109	482,110	499,643	448,332	546,936
Capital	12,033	5,954	-	-	-
<b>General Fund Subtotal</b>	<b>3,641,850</b>	<b>3,701,424</b>	<b>3,874,824</b>	<b>3,721,721</b>	<b>4,091,107</b>
<b>Department Total</b>	<b>\$ 3,641,850</b>	<b>\$ 3,701,424</b>	<b>\$ 3,874,824</b>	<b>\$ 3,721,721</b>	<b>\$ 4,091,107</b>

<b>Civil Service Personnel Summary</b>					
<b>Fund</b>	<b>FT/PT</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budgeted</b>	<b>2016 Budgeted</b>
<b>General Fund</b>					
Civil Service Commission	FT	34	33	35	35
	PT	5	5	6	6
	<b>Total</b>	<b>39</b>	<b>38</b>	<b>41</b>	<b>41</b>

<b>Operating Budget by Program</b>		
<b>Program</b>	<b>2016 Proposed</b>	<b>2016 FTEs</b>
Administration	\$ 986,169	8
Applicant & Employee Services	759,147	9
Non-Uniformed Testing	667,951	7
Restoration Academy	273,540	1
Safety Forces Testing and Certification	1,404,300	10
<b>Department Total</b>	<b>\$ 4,091,107</b>	<b>35</b>

The programs above and the program descriptions on the following page represent those that will be used in the city's new accounting system which will go live January 1, 2016. As such, no history of financial or personnel data by program is included in this document for prior years.



# 2016 PROGRAM GUIDE

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## **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 of discharge actions by the appointing authority.

## **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 for the 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.

## **RESTORATION ACADEMY**

To assist ex-offenders in becoming productive citizens through providing instruction and resources for work readiness, job training, job certification, health and fitness, and life skills.

## **SAFETY FORCES TESTING & CERTIFICATION**

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

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*A police ambulance stopped at the corner of North High Street and Long Street, looking west on Long Street in 1949. The officer is using a police call box to communicate with the operator in the police radio room. In the distance, the present-day YMCA is seen.*

## DEPARTMENT OF PUBLIC SAFETY

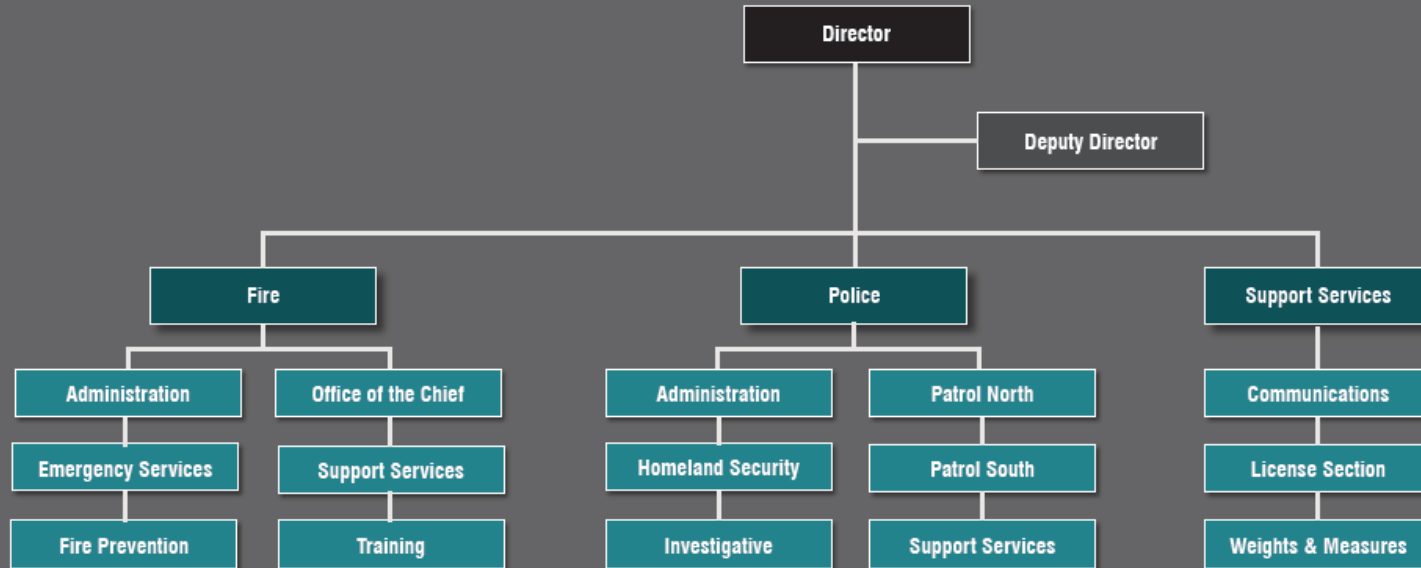
### Department Description

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

### Department Mission

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

# Public Safety



## Strategic Priorities for 2016

### Neighborhoods

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

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

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

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

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

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

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

### Peak Performance

Recruit and hire the most qualified applicants for police and fire with a focus on safety forces mirroring the community they serve and continue to engage the community with outreach programs such as the police and fire expos and the public safety exploration boot camp.

Promote firefighter safety through the procurement and replacement of division-wide Self Contained Breathing Apparatus (SCBA) and face masks.

Improve various safety facilities through police and fire capital improvement projects.

### Safety

Assess police and fire personnel with a focus on hiring the current civilianization vacancies and seeking opportunities for additional civilianization efforts, in an attempt to have an effective operational deployment of safety personnel.

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

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

Complete demolition and begin construction on Fire Station 2, located at 150 E. Fulton Street.

## Strategic Priorities for 2016 (cont.)

### Technology

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

Replace and improve emergency response vehicles.

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

Upgrade the Automated Fingerprint Identification System (AFIS) and work with participating local agencies to implement a shared service agreement.

Replace the remaining outdated fire apparatus laptop computers and replace outdated police cruiser video cameras.

Upgrade the Computer Aided Dispatch (CAD) system to enhance the city's ability to carry out emergency response and calls for service.

Provide support and effectively collaborate with the Department of Technology on the continued efforts towards the transition of technology activities from the Police Division to the Department of Technology.

### Customer Service

Continue to review the Fire Division's service coverage areas, conduct needs assessments, and assess emergency medical services (EMS) runs in conjunction with the use of peak demand medics.

Continue the EMS billing program to increase enhanced features for patient care reporting.

Continue efforts to improve 911 operations through the implementation of a new 911 emergency call taker classification, the training of civilians on fire dispatching, the transition of Fire Alarm staff and the design phase for a new communication center.

### Education

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

In partnership with Columbus City Schools, continue to maintain a presence of safety personnel in the schools, including school resource and community liaison officers who present public safety programs; and firefighters through the Firefighters Against Drugs Program which focuses on math and reading tutoring and involvement in the Stop the Violence, Say No to Bullies and Say Yes to Involvement programs.

Provide training opportunities to citizens with access to the use of the Fire Safety Houses, and trainings offered on First Aid, CPR and AED courses.

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## 2016 BUDGET NOTES

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### **SAFETY ADMINISTRATION**

Support to the Franklin County Emergency Management and Homeland Security Program is budgeted at \$798,933, 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 and public education and exercises. In addition:

- Jail contract expenses are budgeted at \$3,875,000 in 2016. The per-diem cost was increased in May of 2011 from \$70 to \$79.
- A total of \$375,000 is budgeted for the Community Crime Patrol, which patrols Hilltop, Franklinton, Merion Village area, the University district including south Clintonville and Weinland Park, the Downtown Park district, the Northland/North Linden area, and any other patrol area as directed by the city. The Community Crime Patrol assists the Division of Police in identifying suspicious activities indicative of criminal behavior and includes reporting quality of life issues to appropriate city agencies, such as code violations, burned out street and traffic lights, water leaks, and downed utility and power lines.
- To promote neighborhood safety initiatives, \$40,000 is budgeted for community grants for violence prevention and \$33,000 is budgeted for Crime Stoppers.
- The truancy program is budgeted at \$75,000 in 2016.
- Minority recruiting efforts will continue in 2016, with \$65,500 allocated to this effort.
- A total of \$200,000 is included for the Capital Area Humane Society for animal cruelty investigations.

### **SUPPORT SERVICES**

A total of \$180,000 is budgeted for the maintenance of the neighborhood safety cameras. In addition:

- A total of \$108,500 is included for the replacement of the 911 Call Center's outdated computers and high-speed scanners for the License Section.

### **POLICE**

The Division of Police's 2016 budget provides funding for beginning year strength of 1,908 police officers. It is anticipated that during 2016, there will be a total of 70 separations. Officers lost through these separations will be replaced with 2 budgeted classes totaling 70 recruits and subsequent internal promotions. In addition:

- Major non-personnel budget items include \$8.64 million in internal charges for fleet (including fuel), \$1.49 million for uniforms, \$1.71 million for the towing contract, \$565,500 for helicopter maintenance, \$550,000 for prisoner medical expenses, \$194,000 for tasers, \$438,000 for helicopter fuel, and over \$346,000 for ammunition.
- A total of \$750,000 is included for the Community Summer Initiative.
- Three police canines are anticipated to retire in 2016; their replacements are budgeted for a total of \$45,000.



- Approximately \$1.38 million in funds received by the city from E-911 revenue will be used to partially fund the salaries and benefits of communications technicians.

### **FIRE**

The Fire Division's 2016 budget provides funding for a beginning year contingent of 1,534 firefighters. It is anticipated that during 2016 there will be a total of 40 separations. Firefighters lost through these separations will be replaced with a budgeted class totaling 40 recruits and subsequent internal promotions. In addition:

- The division currently provides fire suppression and EMS service with 34 paramedic engine companies, 15 ladder companies, and 5 heavy rescue units. Thirty-two EMS transport units, one for each station, have been attached to engine companies to create two-piece companies capable of responding to either fire or medical emergencies.
- Major non-personnel budget items include \$8.0 million in internal charges for fleet (including fuel), \$703,040 for uniform parts, \$1.44 million for medical supplies, and over \$648,000 for turnout gear.
- A total of \$200,000 is budgeted for the replacement of MDC (mobile data computers) in Medics.
- The EMS third-party reimbursement program that began in January 2003 is expected to generate \$15.5 million in 2016. The Division's cost for EMS related billing services is an estimated \$1.8 million.

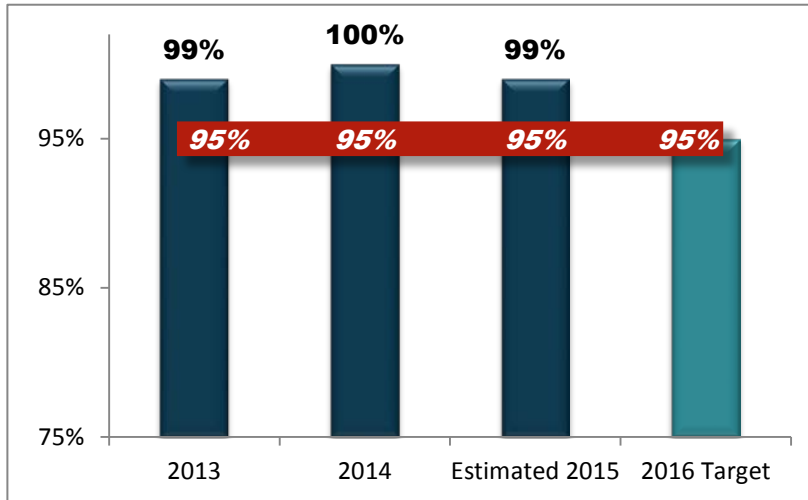


*A view of engine 5 on an unknown brick road in 1910.*

## PERFORMANCE MEASURES

### Police 911 Calls Answered

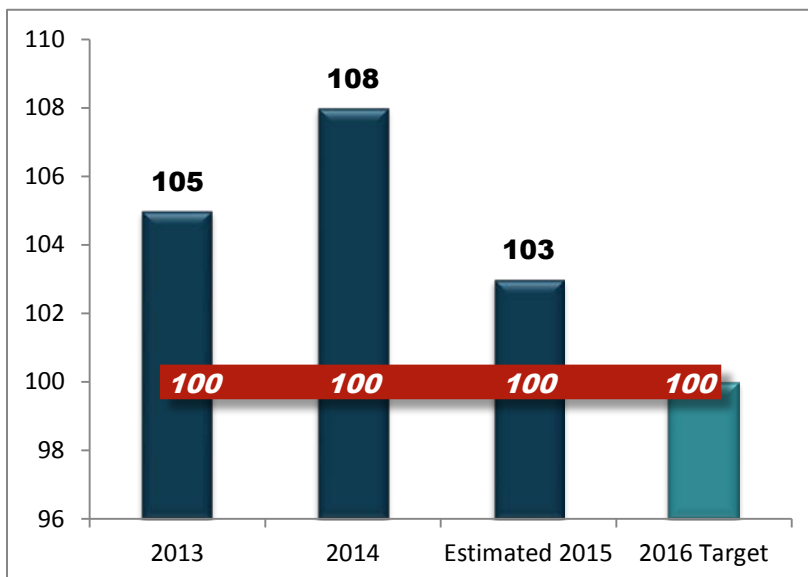
Percent of 911 calls answered within 20 seconds



911 calls should be answered within 20 seconds from when a citizen dials 911. In 2016, the target for this measure remains at 95 percent of 911 calls answered within 20 seconds.

### Police Patrol Runs

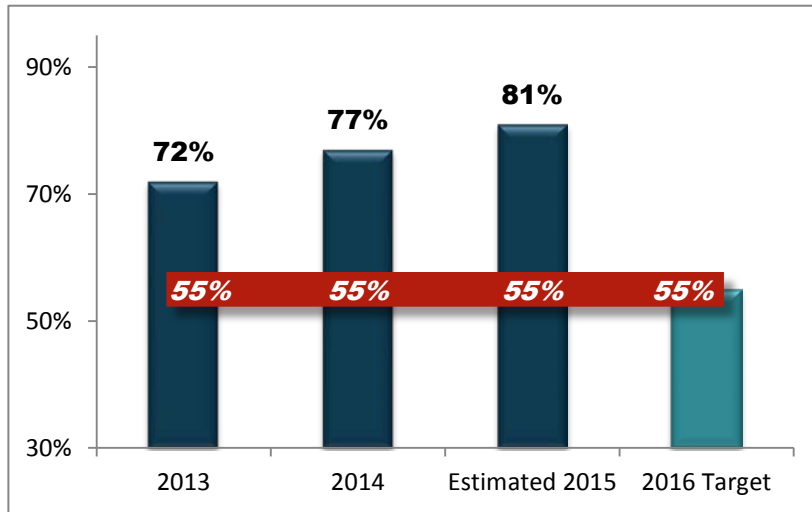
Number of patrol runs per cruiser per month



This measure represents dispatched and officer initiated runs. Officers also patrol neighborhoods engaging with the community and looking for suspicious activity, however, these activities would not be counted as a run. In 2016, the target for this measure remains at 100 patrol runs per cruiser per month.

### Police Narcotics Bureau Arrests

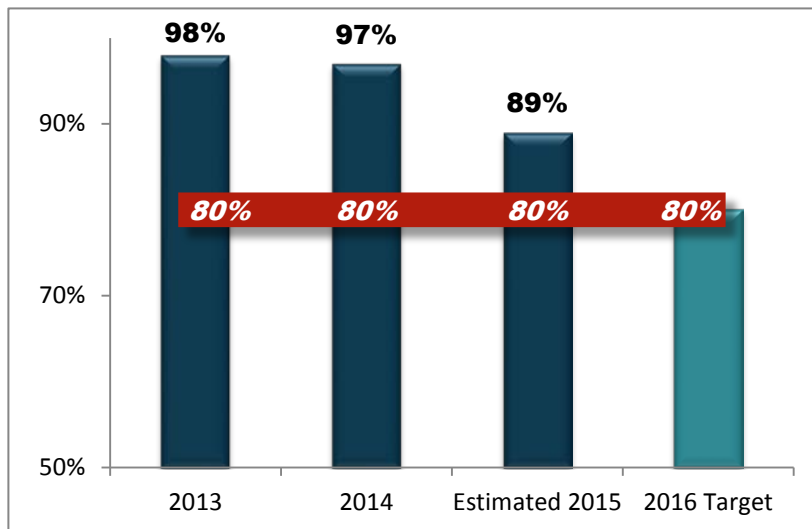
Percent of arrests to narcotics bureau open cases per month



This measure represents the number of cases being investigated by the Narcotics Bureau and the percentage of those cleared by arrests, including the arrests by the Vice Section. In 2016, the target for this measure remains at 55 percent of arrests to narcotics bureau cases open per month.

### Fire Response Time

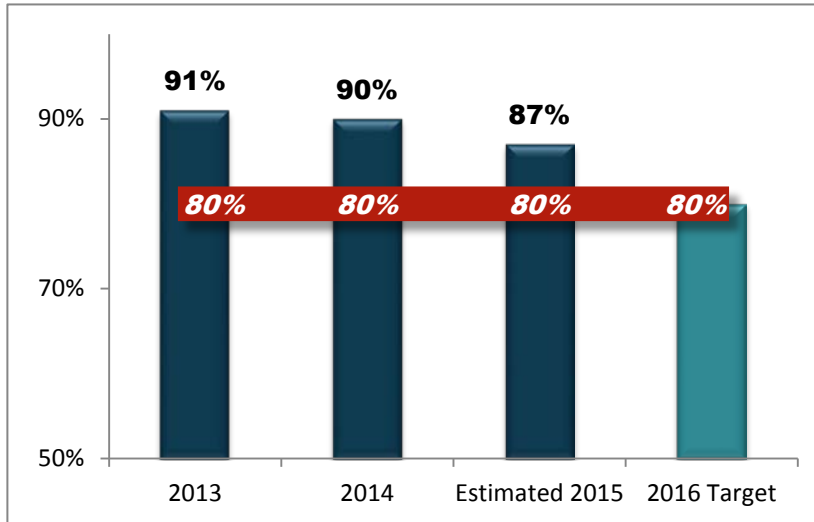
Percent of incidents responded to within eight minutes of call



By City Council Resolution, the Division of Fire must maintain an overall maximum response time of eight minutes or less in at least 80 percent of fire incident responses.

## Fire EMS Response Time

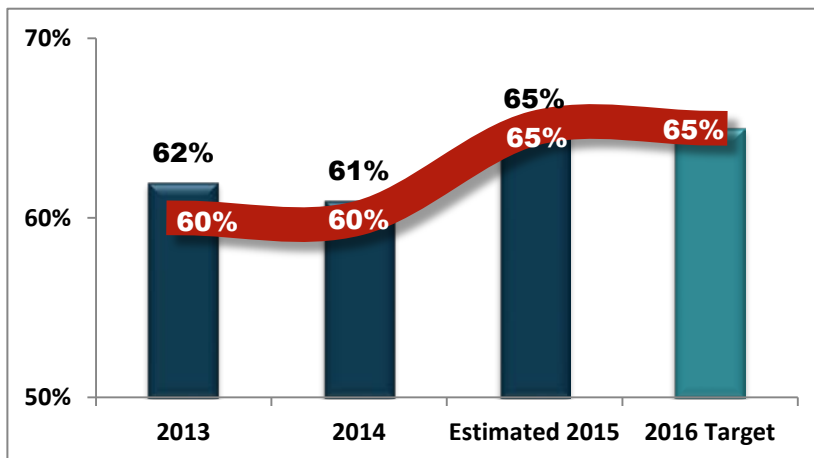
Percent of incidents responded to within eight minutes of call



By City Council Resolution, the Division of Fire must maintain an overall maximum response time of eight minutes or less in at least 80 percent of EMS incident responses.

## Fire Containment

Percent of structure fires contained to room of origin



This measure represents the percentage of reported structure fires that were confined to the room of origin. In 2016, the target for this measure is 65 percent of all structure fires contained to the room of origin.

Department Financial Summary by Area of Expense					
Fund	2013 Actual	2014 Actual	2015 Budget	2015 Projected	2016 Proposed
<b>General Fund</b>					
Administration					
Personnel	\$ 1,368,150	\$ 1,315,557	\$ 1,407,629	\$ 1,170,612	\$ 1,304,839
Materials & Supplies	5,174	5,178	10,367	6,135	10,367
Services	6,589,314	6,323,457	6,628,976	6,215,271	5,507,177
Transfers	-	-	-	-	-
<b>Administration Subtotal</b>	<b>7,962,638</b>	<b>7,644,192</b>	<b>8,046,972</b>	<b>7,392,018</b>	<b>6,822,383</b>
Support Services					
Personnel	4,636,747	4,730,107	4,826,491	4,821,151	4,913,849
Materials & Supplies	416,583	457,999	561,175	508,499	567,175
Services	1,175,150	1,344,072	1,468,527	1,456,522	1,066,680
Other	412	1,210	1,000	1,145	1,000
<b>Support Services Subtotal</b>	<b>6,228,892</b>	<b>6,533,388</b>	<b>6,857,193</b>	<b>6,787,318</b>	<b>6,548,704</b>
Police					
Personnel	260,098,995	271,029,654	280,436,784	282,612,695	291,636,264
Materials & Supplies	5,243,011	3,129,981	3,532,043	3,239,026	3,594,049
Services	12,954,834	14,013,252	15,546,625	13,961,151	13,638,366
Other	414,882	360,370	225,000	490,000	225,000
Capital	-	42,000	-	15,000	45,000
Transfers	2,750,998	-	2,691,578	-	2,616,008
<b>Police Subtotal</b>	<b>281,462,720</b>	<b>288,575,258</b>	<b>302,432,030</b>	<b>300,317,872</b>	<b>311,754,687</b>
Fire					
Personnel	200,736,914	204,662,845	208,812,557	213,218,100	214,339,244
Materials & Supplies	5,353,850	3,778,153	3,711,369	3,574,353	3,937,961
Services	9,950,915	10,784,077	11,099,930	9,935,816	11,612,321
Other	223,958	167,579	200,000	146,266	200,000
Transfers	348,602	2,492	2,216,671	-	1,884,861
<b>Fire Subtotal</b>	<b>216,614,239</b>	<b>219,395,146</b>	<b>226,040,527</b>	<b>226,874,534</b>	<b>231,974,387</b>
<b>General Fund Subtotal</b>	<b>512,268,489</b>	<b>522,147,984</b>	<b>543,376,722</b>	<b>541,371,742</b>	<b>557,100,161</b>
<b>E-911 Fund</b>					
Police					
Personnel	2,700,000	2,700,000	1,479,393	1,479,393	1,379,393
<b>E-911 Fund Subtotal</b>	<b>2,700,000</b>	<b>2,700,000</b>	<b>1,479,393</b>	<b>1,479,393</b>	<b>1,379,393</b>
<b>COPS Grant Fund</b>					
Police					
Personnel	897,024	-	-	-	-
<b>COPS Grant Fund Subtotal</b>	<b>897,024</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Photo Red Light Fund</b>					
Police					
Personnel	1,344,300	1,344,300	1,330,000	1,684,716	-
Materials & Supplies	1,152,151	-	-	-	-
Services	45,700	45,700	60,000	60,000	-
<b>Photo Red Light Fund Subtotal</b>	<b>2,542,151</b>	<b>1,390,000</b>	<b>1,390,000</b>	<b>1,744,716</b>	<b>-</b>
<b>Department Total</b>	<b>\$ 518,407,664</b>	<b>\$ 526,237,984</b>	<b>\$ 546,246,115</b>	<b>\$ 544,595,851</b>	<b>\$ 558,479,554</b>

<b>Division Financial Summary by Area of Expense</b>					
<b>Fund</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2015 Projected</b>	<b>2016 Proposed</b>
<b>Administration</b>					
General Fund					
Personnel	\$ 1,368,150	\$ 1,315,557	\$ 1,407,629	\$ 1,170,612	\$ 1,304,839
Materials & Supplies	5,174	5,178	10,367	6,135	10,367
Services	6,589,314	6,323,457	6,628,976	6,215,271	5,507,177
<b>Administration Subtotal</b>	<b>7,962,638</b>	<b>7,644,192</b>	<b>8,046,972</b>	<b>7,392,018</b>	<b>6,822,383</b>
<b>Support Services</b>					
General Fund					
Personnel	4,636,747	4,730,107	4,826,491	4,821,151	4,913,849
Materials & Supplies	416,583	457,999	561,175	508,499	567,175
Services	1,175,150	1,344,072	1,468,527	1,456,522	1,066,680
Other	412	1,210	1,000	1,145	1,000
<b>Support Services Subtotal</b>	<b>6,228,892</b>	<b>6,533,388</b>	<b>6,857,193</b>	<b>6,787,318</b>	<b>6,548,704</b>
<b>Police</b>					
General Fund					
Personnel	260,098,995	271,029,654	280,436,784	282,612,695	291,636,264
Materials & Supplies	5,243,011	3,129,981	3,532,043	3,239,026	3,594,049
Services	12,954,834	14,013,252	15,546,625	13,961,151	13,638,366
Other	414,882	360,370	225,000	490,000	225,000
Capital	-	42,000	-	15,000	45,000
Transfers	2,750,998	-	2,691,578	-	2,616,008
<b>General Fund Subtotal</b>	<b>281,462,720</b>	<b>288,575,258</b>	<b>302,432,030</b>	<b>300,317,872</b>	<b>311,754,687</b>
E-911 Fund					
Personnel	2,700,000	2,700,000	1,479,393	1,479,393	1,379,393
<b>E-911 Fund Subtotal</b>	<b>2,700,000</b>	<b>2,700,000</b>	<b>1,479,393</b>	<b>1,479,393</b>	<b>1,379,393</b>
COPS Grant Fund					
Personnel	897,024	-	-	-	-
<b>COPS Grant Fund Subtotal</b>	<b>897,024</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Photo Red Light Fund					
Personnel	1,344,300	1,344,300	1,330,000	1,684,716	-
Materials & Supplies	1,152,151	-	-	-	-
Services	45,700	45,700	60,000	60,000	-
<b>Photo Red Light Fund Subtotal</b>	<b>2,542,151</b>	<b>1,390,000</b>	<b>1,390,000</b>	<b>1,744,716</b>	<b>-</b>
<b>Police Subtotal</b>	<b>287,601,895</b>	<b>292,665,258</b>	<b>305,301,423</b>	<b>303,541,981</b>	<b>313,134,080</b>
<b>Fire</b>					
General Fund					
Personnel	200,736,914	204,662,845	208,812,557	213,218,100	214,339,244
Materials & Supplies	5,353,850	3,778,153	3,711,369	3,574,353	3,937,961
Services	9,950,915	10,784,077	11,099,930	9,935,816	11,612,321
Other	223,958	167,579	200,000	146,266	200,000
Transfers	348,602	2,492	2,216,671	-	1,884,861
<b>Fire Subtotal</b>	<b>216,614,239</b>	<b>219,395,146</b>	<b>226,040,527</b>	<b>226,874,534</b>	<b>231,974,387</b>
<b>Department Total</b>	<b>\$ 518,407,664</b>	<b>\$ 526,237,984</b>	<b>\$ 546,246,115</b>	<b>\$ 544,595,851</b>	<b>\$ 558,479,554</b>

<b>Department Personnel Summary</b>					
<b>Fund</b>	<b>FT/PT</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budgeted</b>	<b>2016 Budgeted</b>
<b>General Fund</b>					
Administration	FT	10	9	10	10
	PT	1	1	1	1
Support Services	FT	49	48	49	49
	PT	4	4	6	6
Police					
Uniformed <sup>(1)</sup>	FT	1,904	1,913	1,899	1,908
Civilian	FT	325	351	408	409
	PT	7	9	10	10
Fire					
Uniformed	FT	1,549	1,539	1,538	1,534
Civilian	FT	37	41	51	51
	PT	3	3	4	4
<b>Total</b>		<b>3,889</b>	<b>3,918</b>	<b>3,976</b>	<b>3,982</b>

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

<b>Operating Budget by Program</b>		
<b>Program</b>	<b>2016 Proposed</b>	<b>2016 FTEs</b>
Administration	\$ 22,572,932	95
Communications	22,662,196	222
Community Programs	13,346,075	92
Fire Emergency Services	191,184,149	1,383
Fiscal	1,536,882	14
Homeland Security	25,455,771	163
Human Resources	2,433,233	25
Investigative	48,520,216	354
Legal Matters	931,323	0
Narcotics	14,072,807	95
Police Patrol	144,733,656	1,130
Safety Force Recruitment	2,300,416	18
Safety Regulatory Services	7,109,589	58
Support Operations	41,097,188	179
Technical Operations	3,575,942	24
Training	16,947,179	109
<b>Department Total</b>	<b>\$ 558,479,554</b>	<b>3,961</b>

The programs above and the program descriptions on the following pages represent those that will be used in the city's new accounting system which will go live January 1, 2016. As such, no history of financial or personnel data by program is included in this document for prior years.





# 2016 PROGRAM GUIDE

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## **ADMINISTRATION**

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

## **COMMUNICATIONS**

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

## **COMMUNITY PROGRAMS**

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

## **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, procurement and payment of services, and supplies and materials.

**HOMELAND SECURITY**

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 freeway. To provide for the mitigation of suspected explosive devices and direct operations of spills containing hazardous 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.

**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 crimes against person resulting in the loss of human life or serious physical harm. To investigate the origins of suspicious fires including filing charges against suspects. To investigate felony property crimes and to provide expert forensic laboratory services and community education for law enforcement agencies.

**LEGAL MATTERS**

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

**NARCOTICS**

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.

**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.

**SAFETY FORCE RECRUITMENT**

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

**SAFETY REGULATORY SERVICES**

To enforce rules and regulations pertaining to licenses and licensing procedures as they affect the public health, safety, and welfare. To assure the weights and measures in commercial service within the city are properly installed and accurate. To enforce the provisions of the fire prevention code and safeguard life, property, or public welfare from the hazards of fire.

**SUPPORT OPERATIONS**

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

**TECHNICAL OPERATIONS**

To provide the technical expertise and services needed to maintain public safety's interoperable radios and other communication equipment including the Police Division's computer network and Panasonic arbitrator cruiser video system.

**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.



*Looking east on Broad Street in 2015, left, and the same view in the 1920s, right.*

## MAYOR'S OFFICE

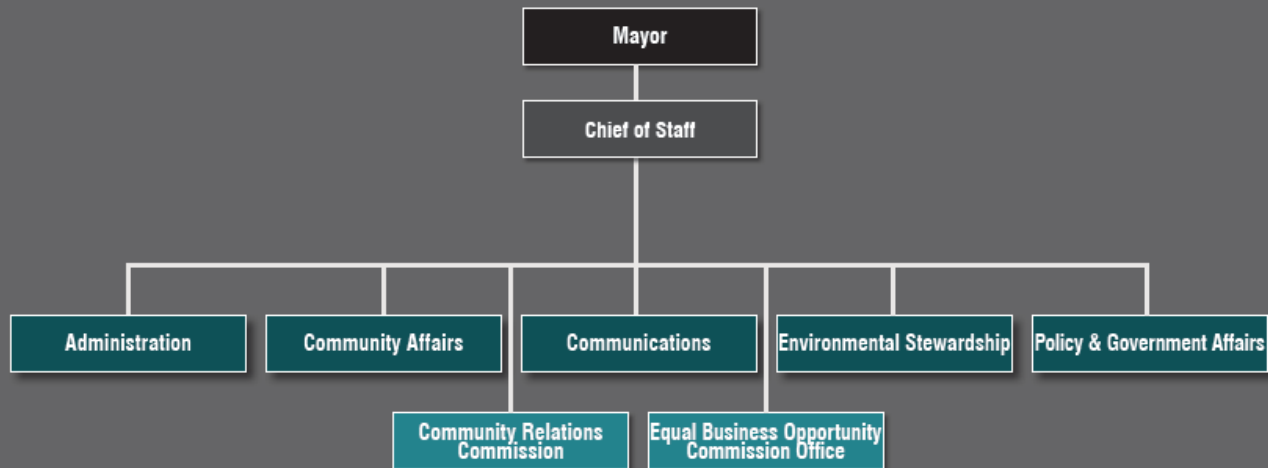
### Department Description

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

### Department Mission

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

# Mayor's Office



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## Strategic Priorities for 2016

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

Those seven goal areas are:

From the Columbus Covenant:

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



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## 2016 BUDGET NOTES

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

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

<b>Department Financial Summary by Area of Expense</b>					
<b>Fund</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2015 Projected</b>	<b>2016 Proposed</b>
<b>General Fund</b>					
Personnel	\$ 1,888,974	\$ 1,882,362	\$ 2,176,228	\$ 1,617,784	\$ 2,201,564
Materials & Supplies	9,924	10,315	14,044	4,667	14,682
Services	156,425	69,305	239,799	80,271	246,112
Other	-	250	250	-	250
Transfers	13,989	263,140	-	205,391	-
<b>General Fund Subtotal</b>	<b>2,069,312</b>	<b>2,225,372</b>	<b>2,430,321</b>	<b>1,908,113</b>	<b>2,462,608</b>
<b>Department Total</b>	<b>\$ 2,069,312</b>	<b>\$ 2,225,372</b>	<b>\$ 2,430,321</b>	<b>\$ 1,908,113</b>	<b>\$ 2,462,608</b>

<b>Department Personnel Summary</b>					
<b>Fund</b>	<b>FT/PT</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budgeted</b>	<b>2016 Budgeted</b>
<b>General Fund</b>					
Mayor's Office	FT	17	14	19	19
	PT	1	1	1	1
<b>Total</b>		<b>18</b>	<b>15</b>	<b>20</b>	<b>20</b>

<b>Operating Budget by Program</b>		
<b>Program</b>	<b>2016 Proposed</b>	<b>2016 FTEs</b>
Mayor's Office Administration	\$ 912,702	5
Community Affairs	263,986	3
Communications	182,702	2
Environmental Stewardship	270,154	2
Policy and Government Affairs	833,064	7
<b>Department Total</b>	<b>\$ 2,462,608</b>	<b>19</b>

The programs above and the program descriptions on the following page represent those that will be used in the city's new accounting system which will go live January 1, 2016. As such, no history of financial or personnel data by program is included in this document for prior years.



# 2016 PROGRAM GUIDE

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## **MAYOR'S OFFICE ADMINISTRATION**

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

## **COMMUNITY AFFAIRS**

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

## **COMMUNICATIONS**

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

## **ENVIRONMENTAL STEWARDSHIP**

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

## **POLICY AND GOVERNMENT AFFAIRS**

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



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*A photo taken by Bob Wheaton of City Hall in 1954. The photograph shows Broad Street and present-day Marconi Boulevard, overlooking the historic Scioto River.*

## COMMUNITY RELATIONS COMMISSION

### Department Description

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

### Department Mission

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

## Strategic Priorities for 2016

### Neighborhoods

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

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

### Peak Performance

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

### Economic Development and Technology

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

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

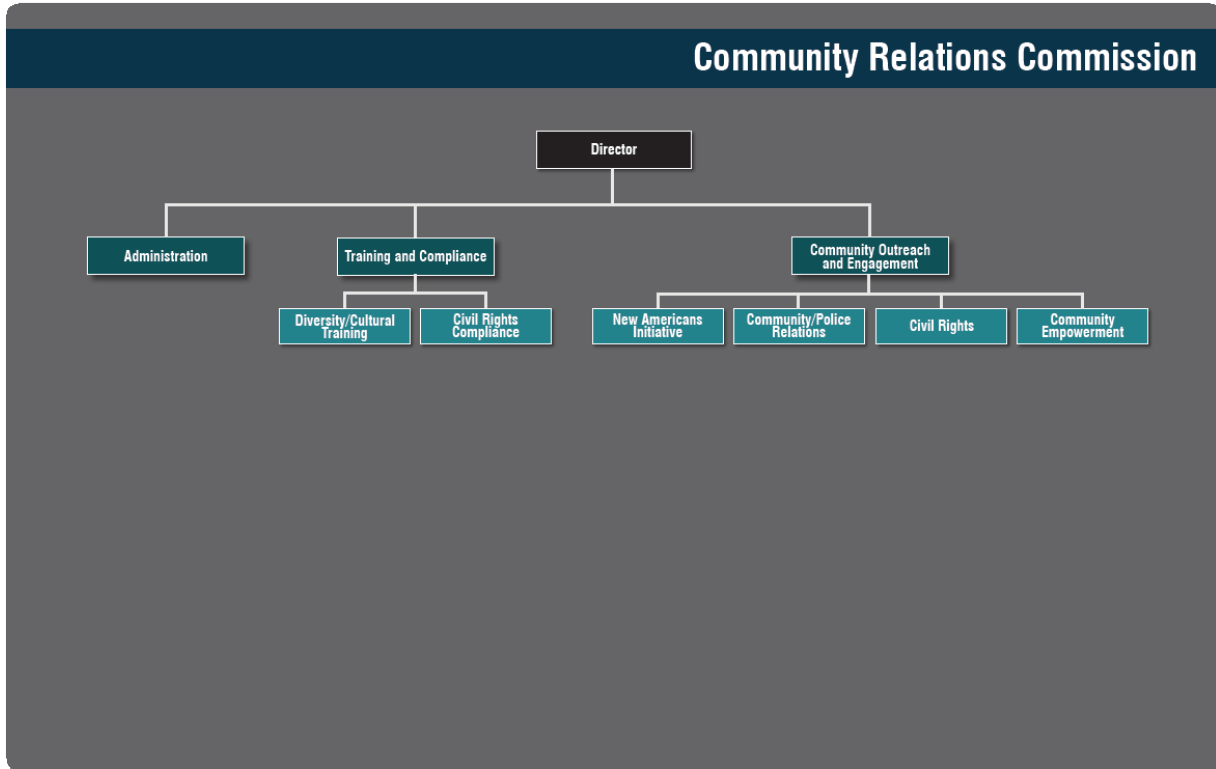
### Education

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

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

### Safety

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



## 2016 BUDGET NOTES

Funding for the New Americans Initiative continues in 2016 to assist with the assimilation of new Americans arriving in Columbus from other countries. Services will include translation and interpretation services. In addition, CRC will continue to offer “ABCs of CPD” classes that focus on best practices for the interaction between the Columbus Police Department and the local immigrant community.

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

**Community Relations Commission**

<b>Department Financial Summary by Area of Expense</b>					
<b>Fund</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2015 Projected</b>	<b>2016 Proposed</b>
<b>General Fund</b>					
Personnel	\$ 828,492	\$ 838,612	\$ 845,639	\$ 776,490	\$ 866,436
Materials & Supplies	2,511	2,755	2,040	2,040	2,390
Services	384,777	85,503	72,826	74,458	64,793
<b>General Fund Subtotal</b>	<b>1,215,780</b>	<b>926,870</b>	<b>920,505</b>	<b>852,988</b>	<b>933,619</b>
<b>Department Total</b>	<b>\$ 1,215,780</b>	<b>\$ 926,870</b>	<b>\$ 920,505</b>	<b>\$ 852,988</b>	<b>\$ 933,619</b>

<b>Department Personnel Summary</b>					
<b>Fund</b>	<b>FT/PT</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budgeted</b>	<b>2016 Budgeted</b>
<b>General Fund</b>					
Community Relations	FT	8	8	8	8
	PT	0	0	0	0
	<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

<b>Operating Budget by Program</b>		
<b>Program</b>	<b>2016 Proposed</b>	<b>2016 FTEs</b>
Administration	\$ 708,114	6
Special Events	12,500	0
New Americans Initiative	213,005	2
<b>Department Total</b>	<b>\$ 933,619</b>	<b>8</b>

The programs above and the program descriptions on the following page represent those that will be used in the city's new accounting system which will go live January 1, 2016. As such, no history of financial or personnel data by program is included in this document for prior years.



# 2016 PROGRAM GUIDE

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## **ADMINISTRATION**

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

## **SPECIAL EVENTS**

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

## **NEW AMERICANS INITIATIVES**

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

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*A colored postcard of an aerial view of downtown with views of High Street, Broad Street and the Scioto Riverfront. The photograph was taken by Fairchild Aerial Surveys Inc., circa 1956.*

## EQUAL BUSINESS OPPORTUNITY COMMISSION OFFICE

### Department Description

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

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

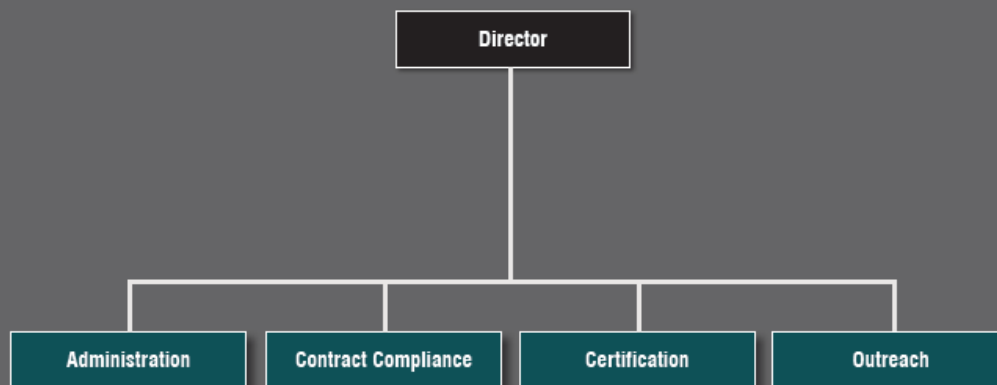
### Department Mission

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

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



## Equal Business Opportunity Commission



## Strategic Priorities for 2016

### Peak Performance

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

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

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

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

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

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

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

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

Continue to expand strategic partnerships to allow pooling of services, collaboration on initiatives that impact the public and private sectors, and the expansion of our potential vendor pool.

## 2016 BUDGET NOTES

The 2016 budget proposal represents a continuation of services at existing levels. EBOCO will continue an initiative to identify small businesses and track their inclusion in city procurement and purchasing, in an effort to expand and enhance the potential for economic growth inherent in small business development. In addition, EBOCO will continue training staff on the PRISM database, the office’s platform for tracking inclusion of female- and minority-owned businesses.

<b>Department Financial Summary by Area of Expense</b>					
<b>Fund</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2015 Projected</b>	<b>2016 Proposed</b>
<b>General Fund</b>					
Personnel	\$ 802,966	\$ 821,767	\$ 845,882	\$ 853,043	\$ 871,329
Materials & Supplies	3,508	3,683	5,000	5,000	5,100
Services	131,175	72,371	74,686	72,352	58,423
<b>General Fund Subtotal</b>	<b>937,649</b>	<b>897,821</b>	<b>925,568</b>	<b>930,395</b>	<b>934,852</b>
<b>Department Total</b>	<b>\$ 937,649</b>	<b>\$ 897,821</b>	<b>\$ 925,568</b>	<b>\$ 930,395</b>	<b>\$ 934,852</b>

<b>Department Personnel Summary</b>					
<b>Fund</b>	<b>FT/PT</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budgeted</b>	<b>2016 Budgeted</b>
General Fund					
Equal Business Opportunity	FT	9	9	9	9
<b>Total</b>		<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>

<b>Operating Budget by Program</b>		
<b>Program</b>	<b>2016 Proposed</b>	<b>2016 FTEs</b>
Administration	\$ 355,620	3
MBE/FBE Support	579,232	6
<b>Department Total</b>	<b>\$ 934,852</b>	<b>9</b>

The programs above and the program descriptions on the following page represent those that will be used in the city's new accounting system which will go live January 1, 2016. As such, no history of financial or personnel data by program is included in this document for prior years.



# 2016 PROGRAM GUIDE

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## **ADMINISTRATION**

To plan, implement, and evaluate the minority/female certification and contract compliance function for the City of Columbus.

## **MINORITY/FEMALE BUSINESS ENTERPRISE (MBE/FBE) SUPPORT**

To develop and implement race- and gender-neutral programs that encourage the use of a diverse pool of qualified minority and female contractors and service providers.

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*First Central High School was built in 1861 as the city's original high school building and remained the only high school in the city until North High School was opened in 1893. First Central was renamed Commercial High School after the opening of South, East, and West High Schools, and remained in operation until 1924.*

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## **DEPARTMENT OF EDUCATION**

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## Department Description

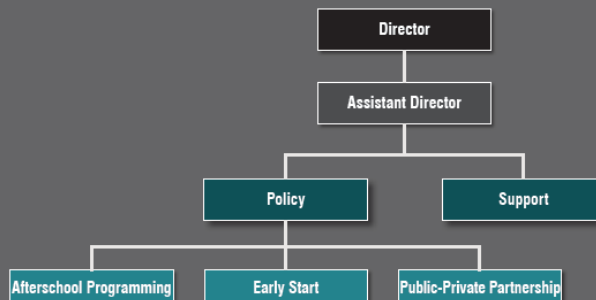
The Department of Education was created by Mayor Coleman in 2014 at the recommendation of the Columbus Education Commission. The department works closely with Columbus City Schools, local colleges and universities, preschools, community groups, businesses, and organizations devoted to education and workforce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

In its first two years, the department greatly expanded pre-kindergarten services in Columbus, created a workforce development initiative in collaboration with Columbus State Community College and the Central Ohio Workforce Investment Corporation (COWIC) to rapidly train and employ unemployed and underemployed Columbus adults, helped to develop a new education non-profit, and worked with Columbus City Schools to improve educational outcomes.

## Department Mission

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

## Education



## Strategic Priorities for 2016

### Education

In 2016, the department plans to both expand the number of pre-k slots available to Columbus kids through Early Start Columbus and increase the quality of the programs in which Columbus kids attend. This expansion is aligned with the Mayor's goal of universal access to a high-quality pre-k education for every four-year old in Columbus.

To ensure that the programs are high-quality, the department will contract with a third-party organization to assess both the progress of the children enrolled in the program and the program itself.

The department will continue the city-state preschool expansion program, which supplements state half-day pre-k funds with city funds to create full-day slots. The department plans to partner with Columbus City Schools, and other providers, to seek maximum participation in this program.

Fastpath will also continue in 2016. The department, in collaboration with Columbus State Community College and the Central Ohio Workforce Investment Corporation, will work to assist our unemployed and underemployed citizens learn a needed skill and find meaningful employment.

### Peak Performance

The department will continue to implement all of the recommendations of the Columbus Education Commission.

The development of FutureReady Columbus in 2015 was a specific recommendation of the Columbus Education Commission. In 2016, the department will continue to support the work and operations of the new education organization.

The department will continue to staff and manage the work of the Columbus Early Childhood Education Council, the Columbus Community Engagement Council, and the Columbus Public Policy, Leadership and Advocacy Council.

The department will continue to work with Columbus City Schools to improve the quality of education and increase the number of children prepared to get a good job, go to college, join the military, or start a business.

## 2016 BUDGET NOTES

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

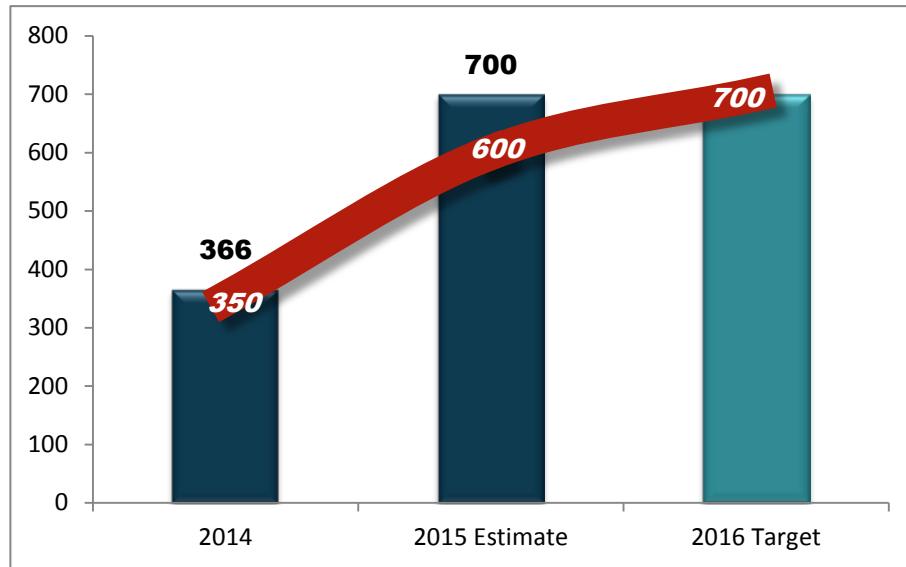
- A total of \$4,731,325 is budgeted for the Early Start Initiative, an initiative aimed at preparing children for kindergarten.
- The Fast Path Program will continue without additional funding in 2016 by utilizing carryover funding from the prior year. The program is designed to identify and connect at-risk, underemployed, and unemployed adults to technical skills and employability training that will prepare them for the workplace.
- The department is budgeting \$700,000 in support of FutureReady, the public-private partnership established to implement the recommendations of the Columbus Education Commission.



## PERFORMANCE MEASURES

### Early Start Columbus

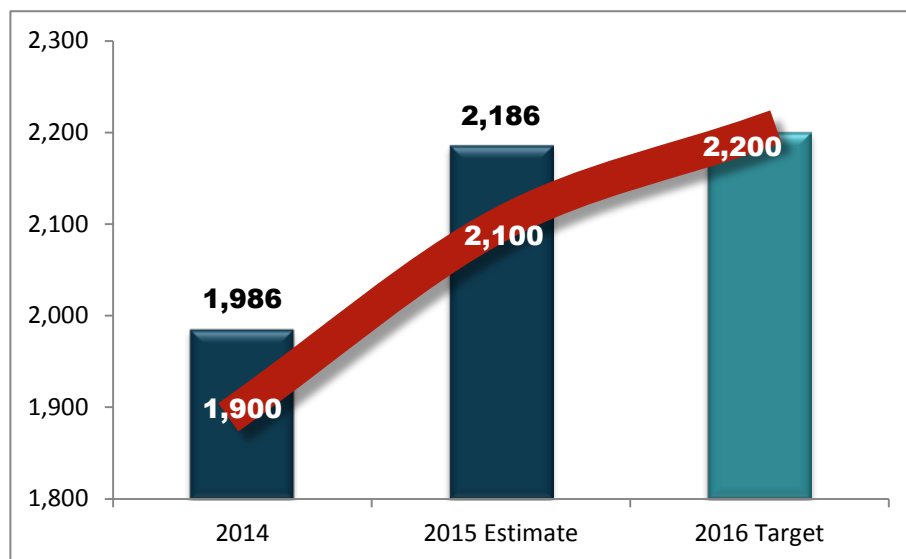
Number of children receiving pre-kindergarten services



The Early Start program provides pre-kindergarten services for four-year olds in an effort to help them be better prepared to enter kindergarten. In 2016, the goal will be to serve 700 children.

### After-school Grant Program

Number of children participating in after-school programming activities



In 2015, the After-school Grant program provided 2,186 kids with a safe environment to continue their education at the end of the school day. In 2016, the goal will be to provide services to 2,200 children.

<b>Department Financial Summary by Area of Expense</b>					
<b>Fund</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2015 Projected</b>	<b>2016 Proposed</b>
<b>General Fund</b>					
Personnel	\$ -	\$ 224,654	\$ 516,372	\$ 480,658	\$ 502,912
Materials & Supplies	-	1,228	7,500	2,500	6,000
Services	-	5,117,740	5,621,525	4,970,165	5,798,417
<b>General Fund Subtotal</b>	<b>-</b>	<b>5,343,621</b>	<b>6,145,397</b>	<b>5,453,323</b>	<b>6,307,329</b>
<b>Department Total</b>	<b>\$ -</b>	<b>\$ 5,343,621</b>	<b>\$ 6,145,397</b>	<b>\$ 5,453,323</b>	<b>\$ 6,307,329</b>

<b>Department Personnel Summary</b>					
<b>Fund</b>	<b>FT/PT</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budgeted</b>	<b>2016 Budgeted</b>
<b>General Fund</b>					
Education	FT	0	4	4	4
	PT	0	0	1	1
	<b>Total</b>	<b>0</b>	<b>4</b>	<b>5</b>	<b>5</b>

<b>Operating Budget by Program</b>		
<b>Program</b>	<b>2016 Proposed</b>	<b>2016 FTEs</b>
Administration	\$ 1,186,185	4
Early Start	4,731,325	0
After-school Grants	389,819	0
<b>Department Total</b>	<b>\$ 6,307,329</b>	<b>4</b>

*The programs above and the program descriptions on the following page represent those that will be used in the city's new accounting system which will go live January 1, 2016. As such, no history of financial or personnel data by program is included in this document for prior years.*



# 2016 PROGRAM GUIDE

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## **ADMINISTRATION**

To increase the overall educational attainment in the City of Columbus, to support the recommendations of the Columbus Education Commission, and to develop a public-private partnership to “lead the drive for educational excellence in Columbus, leveraging all available public and private support and participation.”

## **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.



*The Cleveland Avenue White Castle was transported west on Arcadia, passing the Clintonville restaurant located at 2725 North High Street, to its new location at the Columbus Zoo in 1984.*

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## **DEPARTMENT OF BUILDING AND ZONING SERVICES**

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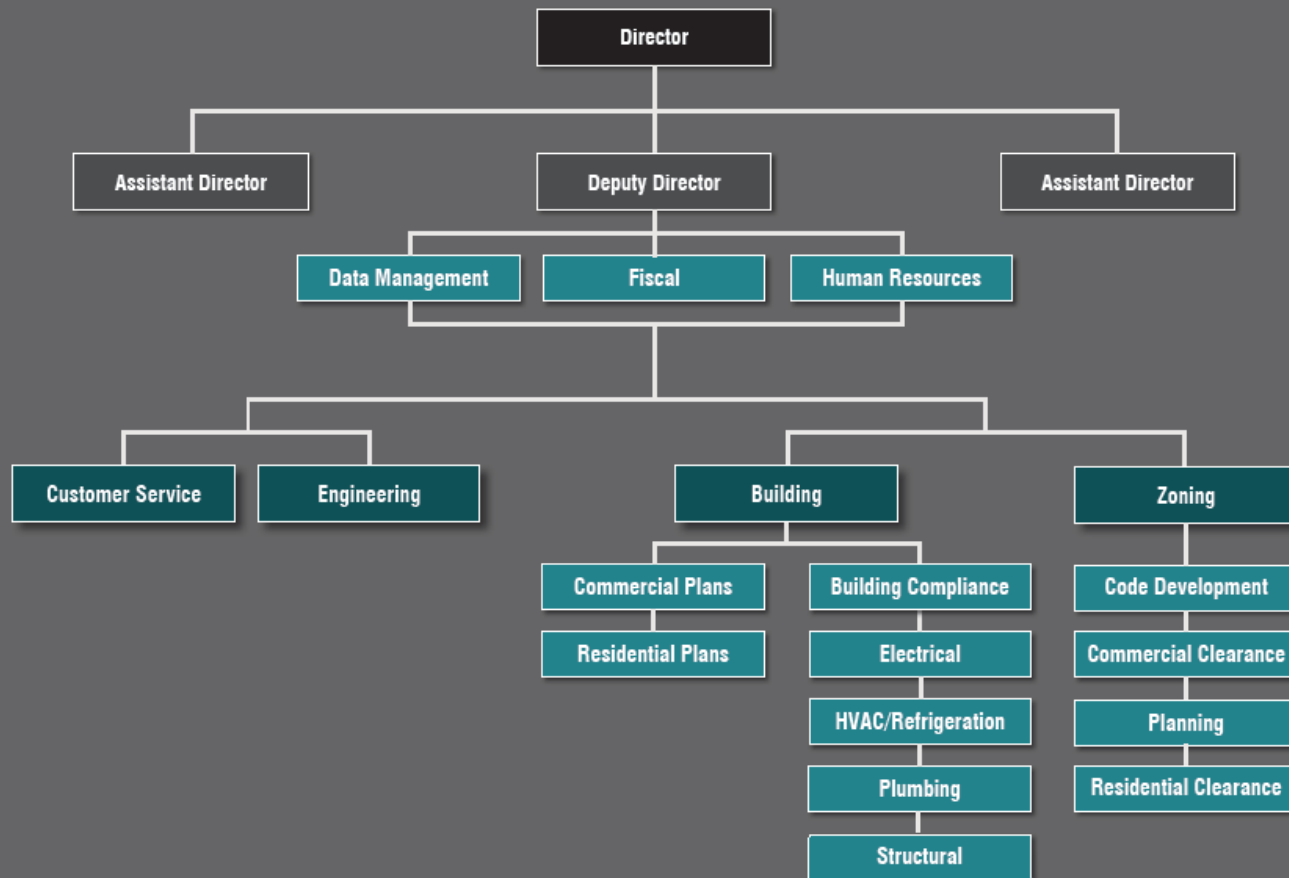
### **Department Description**

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

### **Department Mission**

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

# Building and Zoning Services



## Strategic Priorities for 2016

### Customer Service

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

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

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

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

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

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

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

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

### Education

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

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

### Safety

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

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

## **2016 BUDGET NOTES**

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The 2016 budget includes funding for technology upgrades and enhancements associated with the Accela platform and electronic records storage, electronic plans review and submission, and expedited plans reviews. In addition:

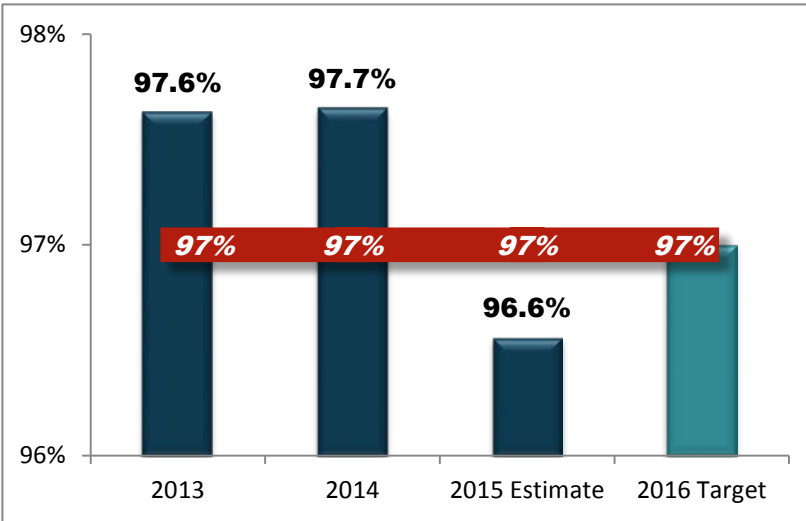
- The department will continue with the electronic records storage project in 2016. This initiative will allow for the more expeditious processing of records requests and mitigate the risks associated with managing paper records. Over 5.7 million paper records will be digitized and stored electronically.
- There is \$31,525 budgeted for new uniform shirts with the city logo to help identify employees for safety measures.
- The department has budgeted \$235,000 for the replacement and upgrade of vehicles.
- The department has budgeted for four additional full-time staff members. This is in response to the continued growth in demand for plans review, inspections, and permitting.



## PERFORMANCE MEASURES

### Plan Review Completed Within 30 Calendar Days

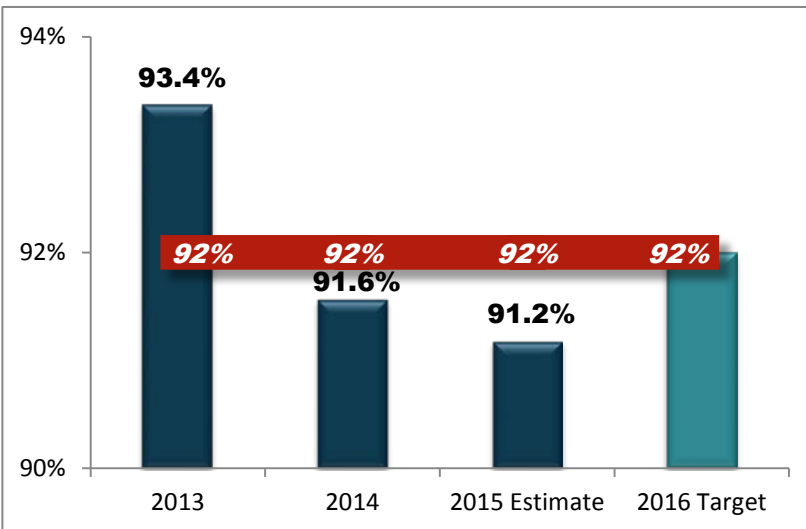
Percent of building plans reviewed for customers with approval or change requests



Through continued focus on promoting quality and responsive services to their customers, the percentage of plan reviews completed within 30 calendar days has remained steady. At mid-year 2015, the division met its target of completing 97 percent of plan reviews within the accepted timeline.

### Industry Memorandum of Understanding Timelines Met

Percent of permits and reviews completed within the stated MOU timeline

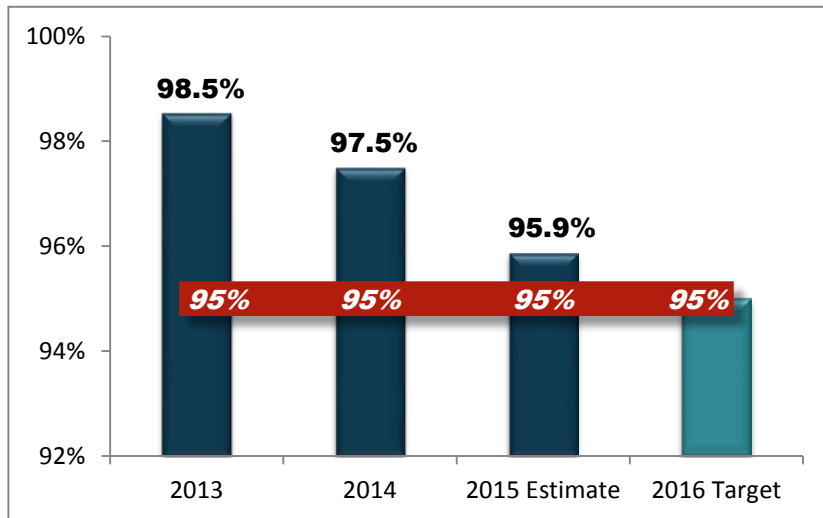


Per a memorandum of understanding between the department and the industrial sector, the department has committed to meeting review and permitting timelines for private development projects, thus saving time and cost for the building industry. By mid-year 2015, the division reported meeting MOU timelines at 91 percent. Performance remains steady and the division continues to cross train staff on all aspects of the development process.



## **Inspections Completed Within One Business Day**

Percent of structural and mechanical inspections completed



The percentage of inspections completed in one business day slightly declined in 2014. At mid-year 2015, the number of inspections completed within one business day was at 95 percent. Over the period, the division has consistently exceeded the minimum target of 95 percent.



*Capital City Pipes and Drums marching on West Broad Street in the 1978 Veterans Day Parade.*

<b>Department Financial Summary by Area of Expense</b>					
<b>Fund</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2015 Projected</b>	<b>2016 Proposed</b>
<b>Development Services Fund</b>					
Personnel	\$ 12,622,908	\$ 13,338,429	\$ 14,802,386	\$ 14,477,436	\$ 15,369,131
Materials & Supplies	77,590	78,669	95,749	117,237	118,971
Services	2,930,405	2,742,993	3,054,403	3,025,587	3,444,766
Other	43,640	22,792	48,150	38,110	47,000
Capital	34,876	1,443,390	233,810	-	235,000
<b>Development Services Fund Subtotal</b>	<b>15,709,419</b>	<b>17,626,273</b>	<b>18,234,498</b>	<b>17,658,370</b>	<b>19,214,868</b>
<b>Department Total</b>	<b>\$ 15,709,419</b>	<b>\$ 17,626,273</b>	<b>\$ 18,234,498</b>	<b>\$ 17,658,370</b>	<b>\$ 19,214,868</b>

<b>Department Personnel Summary</b>					
<b>Fund</b>	<b>FT/PT</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budgeted</b>	<b>2016 Budgeted</b>
<b>Development Services Fund</b>					
	FT	126	130	144	148
	PT	2	10	9	11
	<b>Total</b>	<b>128</b>	<b>140</b>	<b>153</b>	<b>159</b>

<b>Operating Budget by Program</b>		
<b>Program</b>	<b>2016 Proposed</b>	<b>2016 FTEs</b>
Fiscal	\$ 241,879	2
Human Resources	359,957	3
Administration	3,271,728	5
Data Management	1,118,384	9
Customer Service	1,742,420	16
Building Services	9,967,250	89
Engineering Services	625,872	6
Zoning Services	1,887,378	18
<b>Department Total</b>	<b>\$ 19,214,868</b>	<b>148</b>

The programs above and the program descriptions on the following page represent those that will be used in the city's new accounting system which will go live January 1, 2016. As such, no history of financial or personnel data by program is included in this document for prior years.

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.



# 2016 PROGRAM GUIDE

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**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.

**ADMINISTRATION**

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

**DATA MANAGEMENT**

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

**CUSTOMER SERVICE**

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

**BUILDING SERVICES**

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

**ENGINEERING SERVICES**

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

**ZONING SERVICES**

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

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*The Nationwide Building One, the Hyatt Regency, Nationwide's 280 Plaza and the John W. Bricker Federal Building are seen in this view of the intersection of North High and Spring Street looking north up High Street in 1986.*

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## DEPARTMENT OF DEVELOPMENT

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### Department Description

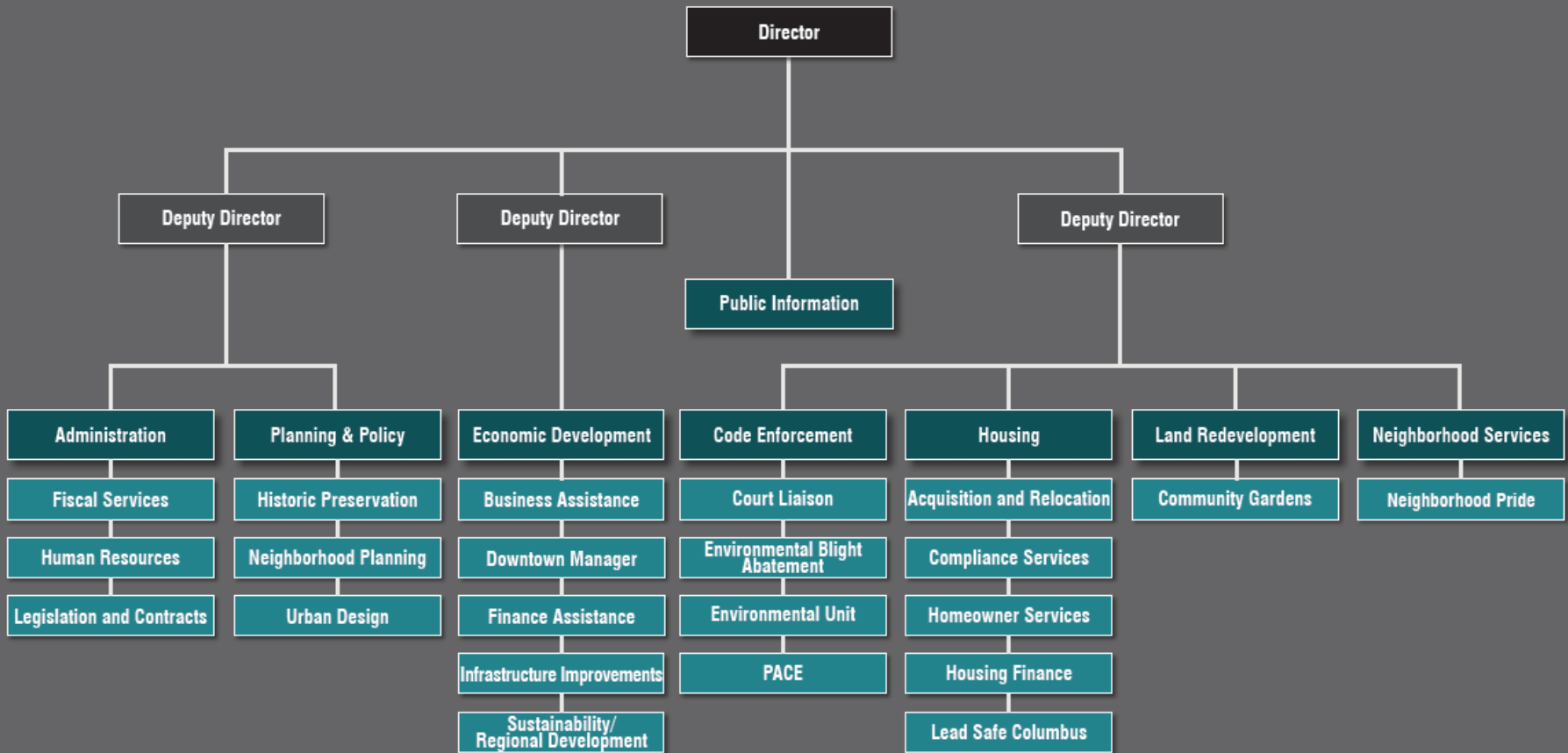
The Department of Development provides an array of services through its divisions and offices: the Economic Development Division, Code Enforcement Division, Planning Division, Housing Division, the Director's Office, and the Office of Land Redevelopment.

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

### Department Mission

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

# Development



## Strategic Priorities for 2016

### Neighborhoods

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

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

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

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

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

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

Provide a planning framework for neighborhoods by developing and updating key planning documents. In 2016, significant planning initiatives are anticipated in the Brice-Tussing area and Northwest Columbus.

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

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

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

### Economic Development and Technology

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

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

Leverage relationships with Columbus 2020, Rev1 Ventures, The Ohio State University, and the business community to encourage entrepreneurship, innovation, and commercialization.

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

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

Continue implementation of a green economic development policy to encourage investment in environmentally sustainable business growth.



## Strategic Priorities for 2016 (cont.)

### Downtown Development

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

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

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

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

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

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

### Customer Service

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

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

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

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

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

### Peak Performance

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

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

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

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# 2016 BUDGET NOTES

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## ADMINISTRATION

Total support for social service agencies in 2016 is \$5 million, and is comprised of \$2.85 million in general fund support and \$2.15 million in emergency human services funds. In addition:

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

## ECONOMIC DEVELOPMENT

The division will receive \$1.15 million to assist in the economic development efforts being put forth by Columbus 2020 and Rev1 Ventures (formerly known as TechColumbus). In addition:

- The division will continue to focus its efforts on the retention and expansion of existing Columbus businesses, the attraction of new businesses to Columbus, and the creation of new business opportunities from local research institutions and community entrepreneurs. The 2016 budget includes \$325,000 to continue these efforts.
- The division supports downtown development through a contract with the Capital Crossroads Special Improvement District for \$190,000. The Morse Road Special Improvement District will receive \$75,000 for maintenance of the streetscape improvements and other enhancements in the public right-of-way.
- The division supports local economic development through the provision of loans from the economic development loan fund and through contracts with economic development-oriented agencies. The community development block grant (CDBG) supported budget for economic development efforts is over \$1.3 million.
- Additional economic development activities include \$75,000 for Sister Cities and \$250,000 for PACT (Partners Achieving Community Transformation).

## CODE ENFORCEMENT

Total support for code enforcement and environmental nuisance activities in 2016 is almost \$8.7 million, with \$7.6 million provided in the general fund and \$1.1 million in the community development block grant fund. Included in total funding is:

- A little over \$1.0 million is included to procure weed cutting services on foreclosed properties that have been abandoned, with \$675,000 from the general fund and \$385,000 from the community development block grant fund.

## PLANNING

The general fund supports 17 full-time equivalent positions in 2016. A new position was added in 2015 to assist in the CelebrateOne infant mortality initiative and will be fully funded in 2016.

## HOUSING

Support for the Community Shelter Board and the Rebuilding Lives program will provide funding of over \$5.2 million in 2016. The majority of funding for these programs comes from the general fund, though minor allocations, totaling \$325,000 and \$81,029, are provided by HOME and CDBG funds, respectively. In addition:

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

## Development

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shortage affecting working families. The AHT fund was seeded with \$2 million in Urban Development Action Grant (UDAG) repayments and receives annual deposits of 8.43 percent of the city's portion of the hotel/motel tax fund revenues. City support for AHT programs is estimated at \$1.7 million in 2016.

- HOME funds totaling \$152,035 will be used to provide community housing development organizations with operating grants.



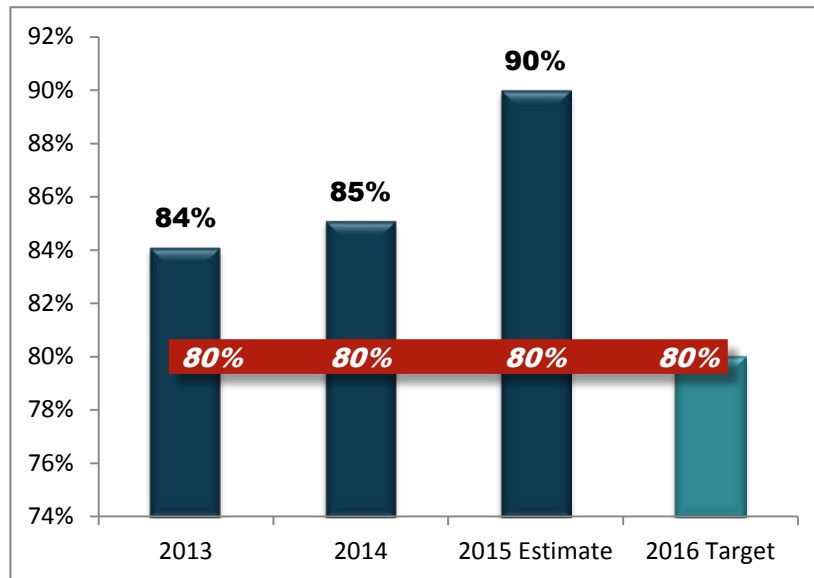
*Civic Center Drive sometime between 1971 and 1980. During this time-period the drive featured 50 flag poles. Originally, the poles featured all 50 state flags; however, this image shows the National Flag. At the base of each flag pole was a marker identifying the state and its date of admission into the union.*

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## PERFORMANCE MEASURES

### Interior Code Request

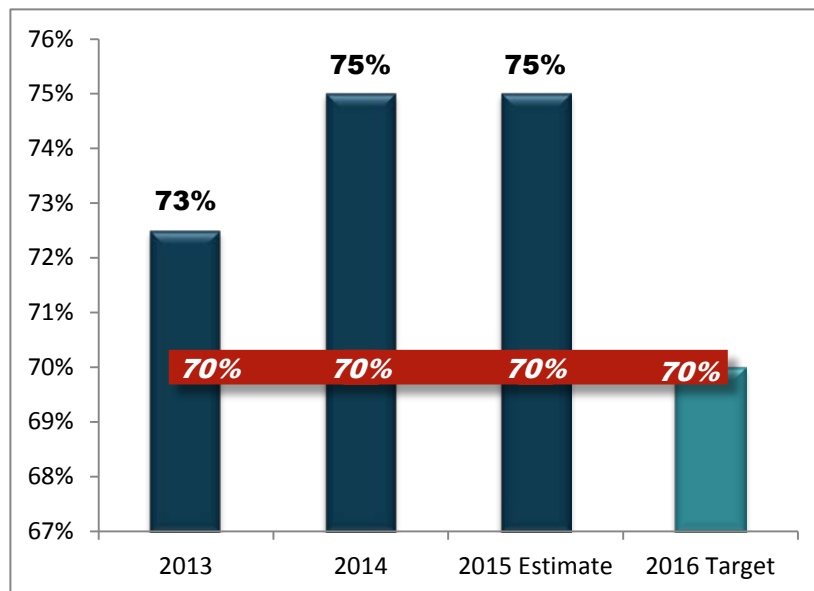
Percent of interior code enforcement requests investigated within two business days



Interior emergency code enforcement requests are a higher priority and include issues of immediate concern to the health and safety of residents. The Code Enforcement Division maintains that it will respond to 80 percent of these requests within two business days. The division is on target to surpass this goal in 2015 by responding to 90 percent within the targeted timeframe.

### Non-Emergency Code Request

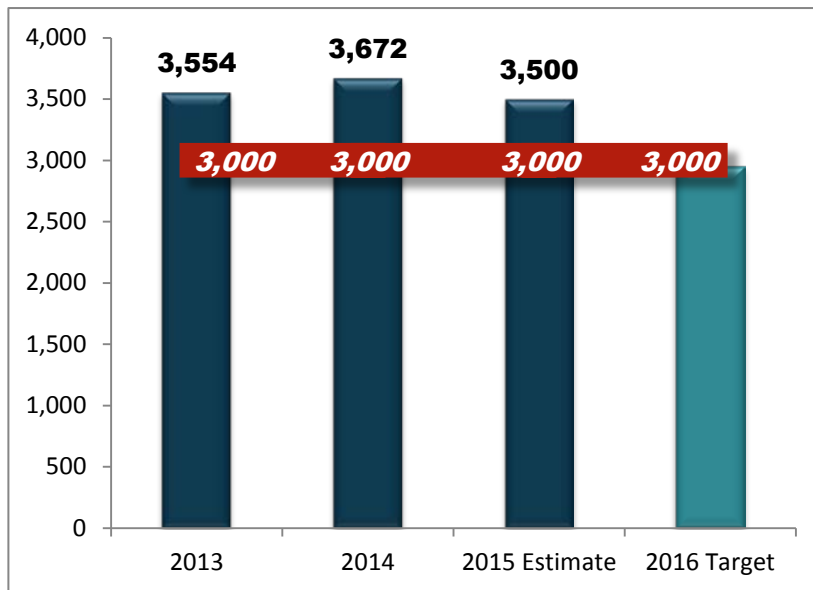
Percent of non-emergency code enforcement requests responded to within ten business days



Non-emergency code enforcement requests are investigated within ten business days and are dependent on a number of factors including demand, staffing availability, the nature of the complaint, and weather conditions. The Code Enforcement Division has surpassed the goal of responding to 70 percent within the time limit for the past two years and maintains that it can sustain this response time both this year and next.

### Jobs Created

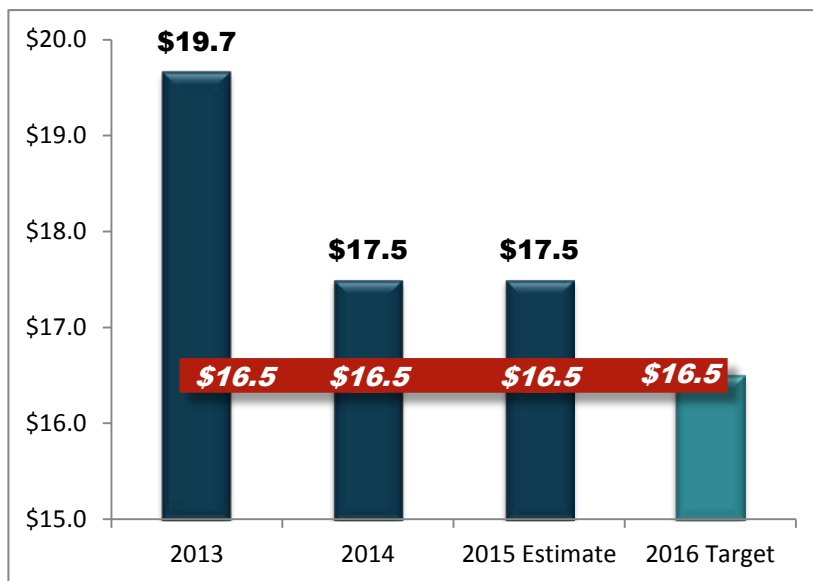
Number of jobs created or retained



The Economic Development Division of the Development Department has consistently exceeded the goal of 3,000 jobs created or retained through economic development initiatives by nearly 20 percent. This effort is a direct correlation to the mission of promoting economic growth in the city.

### Private Investment Dollars

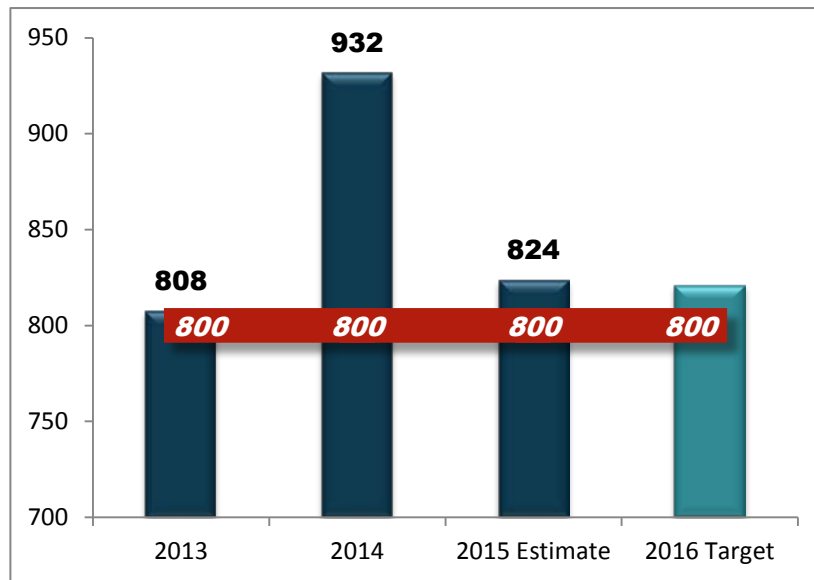
Private investment dollars leveraged per dollar of public investment and incentives



The economic health of a community is dependent on the success of public and private partnership investments. While leveling off recently, the dollars of private investment at 17.5 million per one dollar of public incentive continue to surpass the goals established by the department.

## Rehabilitated Homes

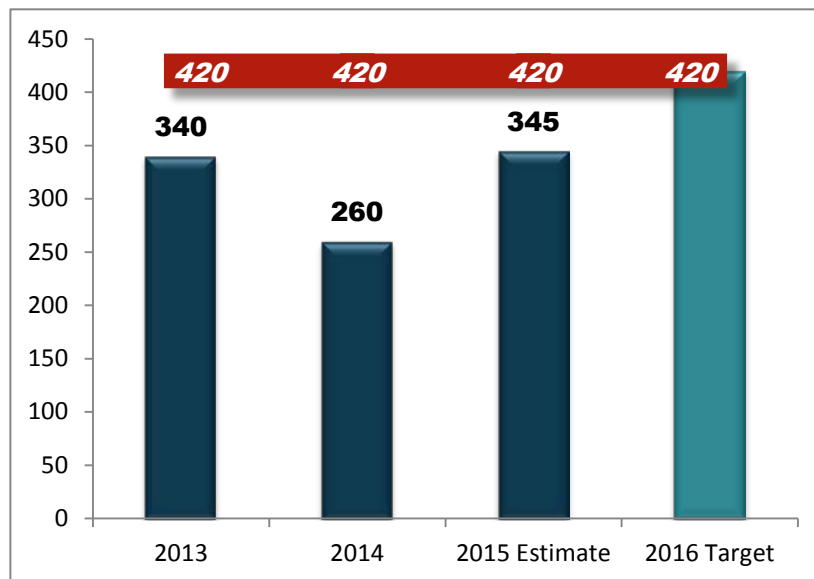
Number of homes rehabilitated



The number of homes rehabilitated has consistently exceeded the goal of 800 annually. This will have a direct impact on creating and promoting strong, vibrant, healthy Columbus neighborhoods leading to improved economic growth.

## Financed Housing

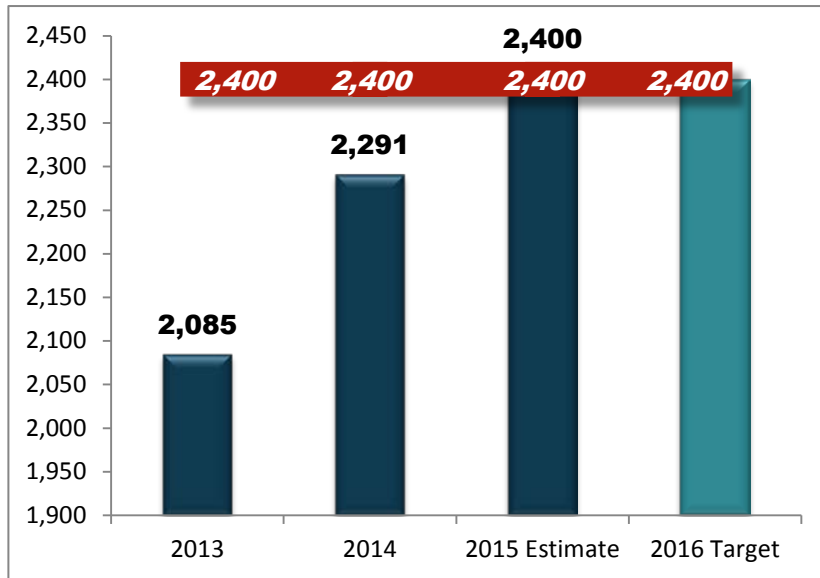
Number of housing projects financed



The Housing Division continues to strive to meet the goal of 420 housing projects financed per year by providing resources through its financing and technical programs to assist homebuyers and investors. An increase in the number of housing projects financed is expected in 2015 of more than 30 percent from 2014, and the target is projected to be met in 2016.

### Plans Reviewed

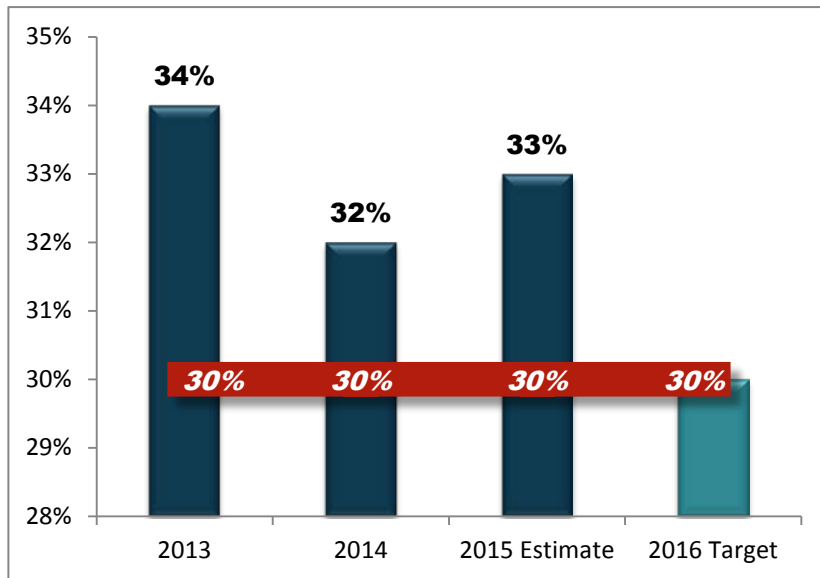
Number of development review items processed



When citizens desire to develop property, the Planning Division is required to review those plans. Through its high quality customer service, the goal of 2,400 plans is targeted to be reviewed in 2015 and in 2016. This is an increase of 15 percent over 2013 and 5 percent over 2014 actuals.

### Land Use Plans

Percent of plans older than ten years



The Planning Division produces land use plans for parts of the city. Plans that are older than 10 years are no longer relevant. The division has set a target that less than 30 percent of the plans will be older than 10 years. Work is continuously done to review and revise the information and reduce the number of outdated plans.

<b>Department Financial Summary by Area of Expense</b>						
<b>Fund</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2015</b>	<b>2016</b>	
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Proposed</b>	
<b>General Fund</b>						
Administration						
Personnel	\$ 3,058,730	\$ 3,308,657	\$ 3,329,209	\$ 3,187,439	\$ 3,608,642	
Materials & Supplies	23,779	25,782	33,511	24,083	29,811	
Services	3,235,087	3,118,531	3,261,696	3,241,746	3,256,866	
Other	-	482,474	-	177,210	-	
Capital	-	13,810	-	-	-	
Transfers	-	9,000	38,000	-	38,000	
<b>Administration Subtotal</b>	<b>6,317,596</b>	<b>6,958,254</b>	<b>6,662,416</b>	<b>6,630,479</b>	<b>6,933,319</b>	
Economic Development						
Personnel	384,593	605,660	858,435	735,337	964,869	
Materials & Supplies	13,712	2,019	6,450	3,406	6,950	
Services	2,692,186	2,652,663	2,152,589	2,637,140	2,865,076	
Other	15,864,100	9,199,849	-	13,623,586	-	
<b>Economic Development Subtotal</b>	<b>18,954,591</b>	<b>12,460,192</b>	<b>3,017,474</b>	<b>16,999,469</b>	<b>3,836,895</b>	
Code Enforcement						
Personnel	5,508,432	5,835,449	6,623,189	6,126,889	6,716,896	
Materials & Supplies	67,594	91,608	74,050	53,705	74,100	
Services	1,063,231	872,862	810,806	782,327	787,423	
Other	416	-	10,000	10,000	10,000	
Capital	-	124,299	-	-	-	
<b>Code Enforcement Subtotal</b>	<b>6,639,673</b>	<b>6,924,219</b>	<b>7,518,045</b>	<b>6,972,921</b>	<b>7,588,419</b>	
Planning						
Personnel	1,524,366	1,405,634	1,695,017	1,587,354	1,815,634	
Materials & Supplies	8,399	7,855	16,750	12,801	16,750	
Services	411,144	58,073	76,252	58,033	74,864	
<b>Planning Subtotal</b>	<b>1,943,909</b>	<b>1,471,562</b>	<b>1,788,019</b>	<b>1,658,188</b>	<b>1,907,248</b>	
Housing						
Personnel	361,875	391,220	432,082	406,072	433,289	
Materials & Supplies	1,693	1,655	1,950	1,118	1,950	
Services	3,885,821	4,844,173	4,821,647	4,818,998	4,827,092	
<b>Housing Subtotal</b>	<b>4,249,389</b>	<b>5,237,048</b>	<b>5,255,679</b>	<b>5,226,188</b>	<b>5,262,331</b>	
<b>General Fund Subtotal</b>	<b>38,105,158</b>	<b>33,051,275</b>	<b>24,241,633</b>	<b>37,487,244</b>	<b>25,528,212</b>	
<b>Community Development Block Grant</b>						
Administration						
Personnel	762,156	833,948	928,477	845,111	911,897	
Materials & Supplies	5,921	48	8,024	-	2,000	
Services	180,411	190,300	253,250	231,215	227,000	
<b>Administration Subtotal</b>	<b>948,488</b>	<b>1,024,295</b>	<b>1,189,751</b>	<b>1,076,326</b>	<b>1,140,897</b>	
Economic Development						
Personnel	725,176	741,251	790,814	790,814	674,203	
Materials & Supplies	2,839	1,957	3,850	3,850	2,250	
Services	1,373,938	508,917	747,995	747,995	632,750	
<b>Economic Development Subtotal</b>	<b>2,101,953</b>	<b>1,252,125</b>	<b>1,542,659</b>	<b>1,542,659</b>	<b>1,309,203</b>	
Code Enforcement						
Personnel	683,980	712,168	859,348	850,307	935,719	
Materials & Supplies	2,650	9,982	13,500	10,979	12,000	
Services	158,895	160,000	166,000	140,000	160,000	
Capital	-	72,645	55,000	35,934	-	
<b>Code Enforcement Subtotal</b>	<b>845,525</b>	<b>954,795</b>	<b>1,093,848</b>	<b>1,037,219</b>	<b>1,107,719</b>	
Housing						
Personnel	874,508	967,924	1,217,385	1,066,110	1,220,637	
Materials & Supplies	19,400	12,100	20,250	20,250	23,000	
Services	1,011,089	1,434,555	1,455,339	1,298,131	1,239,767	
Other	521,385	731,407	950,000	950,000	850,000	
<b>Housing Subtotal</b>	<b>2,426,382</b>	<b>3,145,986</b>	<b>3,642,974</b>	<b>3,334,491</b>	<b>3,333,404</b>	
<b>CDBG Fund Subtotal</b>	<b>6,322,348</b>	<b>6,377,201</b>	<b>7,469,232</b>	<b>6,990,695</b>	<b>6,891,223</b>	
<b>Emergency Human Services Fund</b>						
Administration						
Services	1,854,186	1,764,856	2,155,000	2,155,000	2,373,000	
Transfers	-	88,170	-	-	-	
<b>Emergency Human Services Fund Subtotal</b>	<b>1,854,186</b>	<b>1,853,026</b>	<b>2,155,000</b>	<b>2,155,000</b>	<b>2,373,000</b>	
<b>Department Total</b>	<b>\$ 46,281,692</b>	<b>\$ 41,281,502</b>	<b>\$ 33,865,865</b>	<b>\$ 46,632,939</b>	<b>\$ 34,792,435</b>	



<b>Division Financial Summary by Area of Expense</b>					
<b>Fund</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2015 Projected</b>	<b>2016 Proposed</b>
<b>Administration</b>					
General Fund					
Personnel	\$ 3,058,730	\$ 3,308,657	\$ 3,329,209	\$ 3,187,439	\$ 3,608,642
Materials & Supplies	23,779	25,782	33,511	24,083	29,811
Services	3,235,087	3,118,531	3,261,696	3,241,746	3,256,866
Other	-	482,474	-	177,210	-
Capital	-	13,810	-	-	-
Transfers	-	9,000	38,000	-	38,000
<b>General Fund Subtotal</b>	<b>6,317,596</b>	<b>6,958,254</b>	<b>6,662,416</b>	<b>6,630,479</b>	<b>6,933,319</b>
CDBG Fund					
Personnel	762,156	833,948	928,477	845,111	911,897
Materials & Supplies	5,921	48	8,024	-	2,000
Services	180,411	190,300	253,250	231,215	227,000
<b>CDBG Fund Subtotal</b>	<b>948,488</b>	<b>1,024,296</b>	<b>1,189,751</b>	<b>1,076,326</b>	<b>1,140,897</b>
Emergency Human Services Fund					
Services	1,854,186	1,764,856	2,155,000	2,155,000	2,373,000
Transfers	-	88,170	-	-	-
<b>Emergency Human Services Fund Subtotal</b>	<b>1,854,186</b>	<b>1,853,026</b>	<b>2,155,000</b>	<b>2,155,000</b>	<b>2,373,000</b>
<b>Administration Subtotal</b>	<b>9,120,270</b>	<b>9,835,576</b>	<b>10,007,167</b>	<b>9,861,805</b>	<b>10,447,216</b>
<b>Economic Development</b>					
General Fund					
Personnel	384,593	605,660	858,435	735,337	964,869
Materials & Supplies	13,712	2,019	6,450	3,406	6,950
Services	2,692,186	2,652,663	2,152,589	2,637,140	2,865,076
Other	15,864,100	9,199,849	-	13,623,586	-
<b>General Fund Subtotal</b>	<b>18,954,591</b>	<b>12,460,192</b>	<b>3,017,474</b>	<b>16,999,469</b>	<b>3,836,895</b>
CDBG Fund					
Personnel	725,176	741,251	790,814	790,814	674,203
Materials & Supplies	2,839	1,957	3,850	3,850	2,250
Services	1,373,938	508,917	747,995	747,995	632,750
<b>CDBG Fund Subtotal</b>	<b>2,101,953</b>	<b>1,252,125</b>	<b>1,542,659</b>	<b>1,542,659</b>	<b>1,309,203</b>
<b>Economic Development Subtotal</b>	<b>21,056,544</b>	<b>13,712,317</b>	<b>4,560,133</b>	<b>18,542,128</b>	<b>5,146,098</b>

<b>Division Financial Summary by Area of Expense (Cont.)</b>					
<b>Fund</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2015</b>	<b>2016</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Proposed</b>
<b>Code Enforcement</b>					
General Fund					
Personnel	5,508,432	5,835,449	6,623,189	6,126,889	6,716,896
Materials & Supplies	67,594	91,608	74,050	53,705	74,100
Services	1,063,231	872,862	810,806	782,327	787,423
Other	416	-	10,000	10,000	10,000
Capital	-	124,299	-	-	-
<b>General Fund Subtotal</b>	<b>6,639,673</b>	<b>6,924,219</b>	<b>7,518,045</b>	<b>6,972,921</b>	<b>7,588,419</b>
CDBG Fund					
Personnel	683,980	712,168	859,348	850,307	935,719
Materials & Supplies	2,650	9,982	13,500	10,979	12,000
Services	158,895	160,000	166,000	140,000	160,000
Capital	-	72,645	55,000	35,934	-
<b>CDBG Fund Subtotal</b>	<b>845,525</b>	<b>954,795</b>	<b>1,093,848</b>	<b>1,037,219</b>	<b>1,107,719</b>
<b>Code Enforcement Subtotal</b>	<b>7,485,198</b>	<b>7,879,014</b>	<b>8,611,893</b>	<b>8,010,140</b>	<b>8,696,138</b>
<b>Planning</b>					
General Fund					
Personnel	1,524,366	1,405,634	1,695,017	1,587,354	1,815,634
Materials & Supplies	8,399	7,855	16,750	12,801	16,750
Services	411,144	58,073	76,252	58,033	74,864
<b>Planning Subtotal</b>	<b>1,943,909</b>	<b>1,471,562</b>	<b>1,788,019</b>	<b>1,658,188</b>	<b>1,907,248</b>
<b>Housing</b>					
General Fund					
Personnel	361,875	391,220	432,082	406,072	433,289
Materials & Supplies	1,693	1,655	1,950	1,118	1,950
Services	3,885,821	4,844,173	4,821,647	4,818,998	4,827,092
<b>General Fund Subtotal</b>	<b>4,249,389</b>	<b>5,237,048</b>	<b>5,255,679</b>	<b>5,226,188</b>	<b>5,262,331</b>
CDBG Fund					
Personnel	874,508	967,924	1,217,385	1,066,110	1,220,637
Materials & Supplies	19,400	12,100	20,250	20,250	23,000
Services	1,011,089	1,434,555	1,455,339	1,298,131	1,239,767
Other	521,385	731,407	950,000	950,000	850,000
<b>CDBG Fund Subtotal</b>	<b>2,426,382</b>	<b>3,145,986</b>	<b>3,642,974</b>	<b>3,334,491</b>	<b>3,333,404</b>
<b>Housing Subtotal</b>	<b>6,675,771</b>	<b>8,383,034</b>	<b>8,898,653</b>	<b>8,560,679</b>	<b>8,595,735</b>
<b>Department Total</b>	<b>\$ 46,281,692</b>	<b>\$ 41,281,502</b>	<b>\$ 33,865,865</b>	<b>\$ 46,632,939</b>	<b>\$ 34,792,435</b>

<b>Department Personnel Summary</b>						
<b>Fund</b>	<b>FT/PT</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budgeted</b>	<b>2016 Budgeted</b>	
<b>General Fund</b>						
Administration	FT	29	30	32	34	
	PT	0	1	1	1	
Economic Development	FT	3	6	8	9	
Code Enforcement	FT	63	69	73	73	
Planning	FT	15	15	17	17	
Housing	FT	5	4	5	5	
	PT	0	1	0	0	
<b>Community Development Block Grant</b>						
Administration	FT	9	9	9	8	
Economic Development	FT	8	7	7	6	
Code Enforcement	FT	9	9	9	9	
	PT	0	1	1	1	
Housing	FT	10	14	15	15	
<b>Total</b>		<b>151</b>	<b>166</b>	<b>177</b>	<b>178</b>	

<b>Operating Budget by Program</b>		
<b>Program</b>	<b>2016</b>	<b>2016</b>
	<b>Proposed</b>	<b>FTEs</b>
Administration	\$ 2,546,730	20
Fiscal	1,101,413	7
Human Resources	356,552	3
Neighborhood & Agency Services	387,376	3
Neighborhood Pride	609,835	4
Social Services	5,000,000	0
Land Banking	872,270	11
Vacant and Abandoned Property	528,097	4
Small Business Investment	700,936	6
Job Creation & Expansion	4,445,162	9
Code Enforcement	6,859,761	69
Environmental Nuisance	1,744,613	12
Homeownership Assistance	8,200,320	17
Neighborhood Planning	521,759	4
Urban Design	228,381	2
Historic Preservation	460,480	4
Homeless Prevention	81,029	0
Relocation	102,721	1
Rental Housing Development	45,000	0
<b>Department Total</b>	<b>\$ 34,792,435</b>	<b>176</b>

The programs above and the program descriptions on the following pages represent those that will be used in the city's new accounting system which will go live January 1, 2016. As such, no history of financial or personnel data by program is included in this document for prior years.

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



# 2016 PROGRAM GUIDE

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## **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.

## **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.

## **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 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.

## **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 into productive community assets.

## **VACANT AND ABANDONED PROPERTY**

To address the blight and nuisances that are created by vacant structures through a three point plan of code enforcement, demolition of structures identified as a hazard to the health, safety, and welfare of neighborhoods, and financial assistance to homeowners and rental property owners.

**SMALL BUSINESS INVESTMENT**

To leverage city resources to create jobs and increase investment, enhancing the economic environment for the businesses and citizens of Columbus.

**JOB CREATION AND EXPANSION**

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

**CODE ENFORCEMENT**

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

**ENVIRONMENTAL NUISANCE**

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

**HOMEOWNERSHIP ASSISTANCE**

To partner with non-profit and for profit organizations, lenders, and other financial organizations to build or rehabilitate housing for homeownership and rental.

**NEIGHBORHOOD PLANNING**

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

**URBAN DESIGN**

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

**HISTORIC PRESERVATION**

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

**HOMELESS PREVENTION**

To provide funding 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.

**RELOCATION**

To provide technical review of each CDBG and HOME funded activity for compliance with the federal Uniform Act.

**RENTAL HOUSING  
DEVELOPMENT**

To provide leadership, financial support, and technical assistance to Columbus' neighborhood based community development corporations.



*A view of the intersection of North High and Spring Street looking south. The photograph was taken sometime between 1981 and 1990. Wendy's Hamburgers, the Stag Book Shop and the Clock Restaurant are all in the distance.*

## FINANCE AND MANAGEMENT

### Department Description

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

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

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

entities seeking to do construction business with the city. The debt management office

### Department Mission

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



## Finance and Management

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provides coordination of the capital improvements budget and the six-year capital improvements program. The city's print shop and mailroom are housed in the division as well.

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

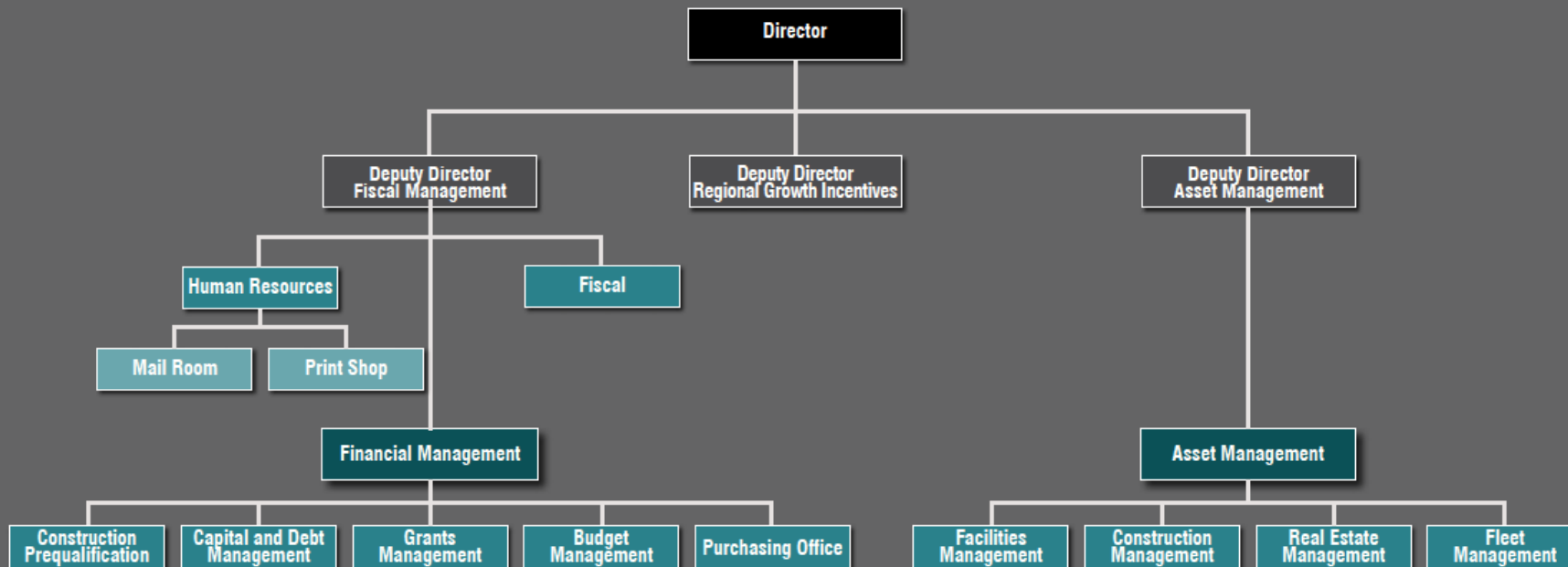
The Fleet Management Division maintains motorized equipment for most city

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



*A view of the intersection of North High and Long Street looking north. The photograph was taken in 1986. The Union Clothing Company Building, the Old Thomas Block and the Brunson Building are all in the distance.*

# Finance and Management



## Strategic Priorities for 2016

### Peak Performance

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

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

Monitor space utilization by city operations to identify opportunities for shared use and co-location of functions to increase efficiencies, collaboration, and reduce operating costs. Utilize recorded energy usage data (electricity, water/sewer, natural gas) to identify inefficient city buildings and perform detailed audits to analyze HVAC systems and controls, lighting, building envelope, and plug loads. This information will allow the city to make more financially viable upgrades to facilities. It will also assist in helping educate city employees on energy efficiency and how they can directly impact the utility spend in the city.

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

Construct a new Compressed Natural Gas fueling station on Krieger Court, near Georgesville Road. This station will serve the fueling needs of public and private customers on the west side of the City.

Continue the development and construction of a joint-use Compressed Natural Gas fueling station, in partnership with the Central Ohio Transit Authority (COTA).

Begin construction/renovation of the warehouse building at 4252 Groves Road, providing much needed warehouse and storage space for use by several city operations including Public Service and Public Safety.

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

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

## Strategic Priorities for 2016 (cont.)

### Safety

Complete demolition and replacement of Fire Station 2 at Fourth and Fulton Streets.

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

### Downtown Development

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

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

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

## 2016 BUDGET NOTES

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### ADMINISTRATION

In 2016, \$1.2 million is budgeted for leases associated with various safety facilities. These facilities include covert operation properties, Police and Fire Professional Standards Bureau, Accident Investigation and Internal Affairs Bureau, Special Victims Unit and 911 Safety Call Center. In addition:

- The Greater Columbus Film Commission, also known as Film Columbus, was established in 2002 as a nonprofit organization dedicated to promoting Columbus and central Ohio as prime filming locations within the national and international film community. Film Columbus also provides resources to local and national productions. Funding to support this effort totals \$90,000 in 2016.
- In 2016, \$50,000 is budgeted to support the Jobs Expansion and Transportation (JET) Task Force to enhance direct air service, promote economic development, and advance Port Columbus as a regional transportation center.
- Funded full-time staff levels remained the same as in 2015 with 26 full-time positions.
- Operational control and funding of the Municipal Court building continues to be funded in this division to consolidate management contracts for city buildings.
- Over \$553,000 is expected to be reimbursed to this division as a result of work on capital fund eligible projects.
- Funds totaling \$15,887,000 for the hotel-motel tax are included in this division for Experience Columbus and Greater Columbus Cultural Services.

### FINANCIAL MANAGEMENT

In 2016, \$1.4 million is budgeted for the city's contract with the Public Defender, which provides legal counsel to indigent persons charged with criminal offenses. In addition:

- The Financial Management division consists of four working units, Budget/Performance Management, Debt Management, Purchasing, and the Office of Construction Prequalification.
- Various items are initially budgeted in the Finance and Management Department citywide account and are transferred, as needed, to other departments throughout the year. In 2016, this includes economic development incentive monies, projected legal expenses, and deposits to the anticipated expenditure fund and the rainy day fund.
- Funded full-time staff levels increased by one position in 2016.
- As was the case in the past several years, all projected internal service charges to general fund agencies for technology services are budgeted in the Financial Management Division in 2016. 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.

## **FACILITIES MANAGEMENT**

The 2016 budget includes over \$6 million to pay utility bills on behalf of other city agencies. In addition:

- Approximately \$452,300 is budgeted for maintenance and \$144,000 for custodial service for various city facilities.
- The division is responsible for managing over two million square feet of functional space.
- The division is partnering with the Department of Public Utilities to provide custodial services at its 910 Dublin Road facility as well as satellite locations. Funding for these positions is incorporated wholly within the Public Utilities Department budget, however, management and staffing authorization resides in Facilities Management.
- An agreement with AEP Retail has been modified to include purchase of 50 percent “green” power. This is expected to result in a 12 percent reduction in greenhouse gas emissions to the city.
- Funded full-time staff levels decreased by one position in 2016.

## **FLEET MANAGEMENT**

The 2016 budget includes approximately \$10 million for fuel expenses (a decrease of \$1 million from 2015) and \$734,539 for compressed natural gas (CNG). As the city continues to expand its CNG infrastructure, it is anticipated that expenses for unleaded and diesel gasoline will continue to decrease. In addition:

- There is \$117,494 budgeted to add a regulatory compliance officer. This position will assist in managing the division’s environmental management system (EMS) upon implementation. The EMS will help the division meet auditing standards and remain in compliance with environmental regulations as they relate to fuel sites and stations.
- In 2016, funding for the replacement of general fund vehicles will be in the special income tax fund.
- There is \$630,000 in the division’s budget for the continuance of the vehicle locator program (GPS), which was first implemented in late 2012.
- In 2016, construction will begin at both the Georgesville Road fueling station, which will provide for fueling CNG, diesel, and unleaded vehicles, and the McKinley Avenue CNG station. These stations will support city operations in the central and west sides of the city, and compliment the Groves and Morse Road stations that serve the east and north sides of the city.

<b>Department Financial Summary by Area of Expense</b>					
<b>Fund</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2015 Projected</b>	<b>2016 Proposed</b>
<b>General Fund</b>					
Finance and Management Administration					
Personnel	\$ 1,735,582	\$ 2,066,507	\$ 2,032,552	\$ 2,130,389	\$ 2,196,000
Materials & Supplies	5,633	13,519	8,300	16,567	15,800
Services	1,903,643	3,697,479	3,879,382	4,216,396	3,396,268
Capital	-	-	-	-	-
<b>Administration Subtotal</b>	<b>3,644,858</b>	<b>5,777,505</b>	<b>5,920,234</b>	<b>6,363,352</b>	<b>5,608,068</b>
Financial Management					
Personnel	2,347,837	2,595,606	2,723,445	2,743,796	2,927,305
Materials & Supplies	14,007	10,890	14,440	13,268	15,290
Services	2,034,840	1,178,304	1,448,635	1,474,837	1,770,010
Transfers	19,735,588	20,614,582	30,574,617	12,513,000	28,429,122
<b>Financial Management Subtotal</b>	<b>24,132,272</b>	<b>24,399,382</b>	<b>34,761,137</b>	<b>16,744,901</b>	<b>33,141,727</b>
Facilities Management					
Personnel	5,293,514	5,771,683	6,132,811	5,907,208	6,200,212
Materials & Supplies	445,751	540,161	612,000	608,788	637,300
Services	9,236,949	7,920,891	9,284,910	7,126,455	9,542,115
Other	900	-	5,750	5,789	5,750
<b>Facilities Management Subtotal</b>	<b>14,977,114</b>	<b>14,232,734</b>	<b>16,035,471</b>	<b>13,648,240</b>	<b>16,385,377</b>
Finance Technology					
Services	14,740,336	15,558,345	17,196,203	17,062,393	18,417,924
<b>Finance Technology Subtotal</b>	<b>14,740,336</b>	<b>15,558,345</b>	<b>17,196,203</b>	<b>17,062,393</b>	<b>18,417,924</b>
Fleet Management					
Capital	-	3,998,398	-	-	-
<b>Fleet Management Subtotal</b>	<b>-</b>	<b>3,998,398</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>General Fund Subtotal</b>	<b>57,494,580</b>	<b>63,966,365</b>	<b>73,913,045</b>	<b>53,818,886</b>	<b>73,553,096</b>
<b>Employee Benefits Fund-Property Insurance</b>					
Finance and Management Administration					
Services	386,500	406,000	395,000	395,000	395,000
<b>Employee Benefits Fund Subtotal</b>	<b>386,500</b>	<b>406,000</b>	<b>395,000</b>	<b>395,000</b>	<b>395,000</b>
<b>Fleet Management Fund</b>					
Fleet Management					
Personnel	9,287,522	9,972,288	10,635,901	10,229,098	11,078,705
Materials & Supplies	16,190,710	16,073,950	15,825,389	12,678,654	15,839,229
Services	3,924,567	3,974,986	4,073,554	4,310,351	4,964,286
Principal	1,873,174	1,915,300	2,655,300	2,655,300	3,216,000
Other	12,693	100,580	5,000	2,153	5,000
Capital	-	-	50,000	-	81,131
Interest	864,116	968,480	1,185,044	1,185,045	1,233,917
<b>Fleet Management Subtotal</b>	<b>32,152,782</b>	<b>33,005,584</b>	<b>34,430,188</b>	<b>31,060,601</b>	<b>36,418,268</b>
Finance and Management Administration					
Personnel	636,148	629,734	746,504	746,504	784,507
<b>Administration Subtotal</b>	<b>636,148</b>	<b>629,734</b>	<b>746,504</b>	<b>746,504</b>	<b>784,507</b>
<b>Fleet Management Fund Subtotal</b>	<b>32,788,930</b>	<b>33,635,318</b>	<b>35,176,692</b>	<b>31,807,105</b>	<b>37,202,775</b>
<b>Property Management Fund</b>					
1111 E. Broad Street Operations					
Materials & Supplies	-	-	25,000	-	25,000
Services	1,364,963	1,380,750	1,396,615	1,377,948	1,410,354
Other	500	-	-	-	-
<b>Property Management Fund Subtotal</b>	<b>1,365,463</b>	<b>1,380,750</b>	<b>1,421,615</b>	<b>1,377,948</b>	<b>1,435,354</b>
<b>Community Development Block Grant Fund</b>					
Financial Management					
Personnel	328,819	390,802	435,629	424,014	445,838
Materials & Supplies	1,000	1,751	2,500	2,500	2,850
Services	139,520	108,168	148,797	126,308	117,990
Other	8,944	9,330	12,000	14,603	16,000
<b>CDBG Fund Subtotal</b>	<b>478,283</b>	<b>510,051</b>	<b>598,926</b>	<b>567,425</b>	<b>582,678</b>
<b>Print and Mail Services Fund</b>					
Financial Management					
Personnel	381,885	258,911	457,935	447,943	474,979
Materials & Supplies	43,076	43,893	51,220	50,182	58,103
Services	821,033	1,110,534	1,122,043	1,116,742	1,111,560
Capital	-	9,965	-	-	-
<b>Print and Mail Services Fund Subtotal</b>	<b>1,245,994</b>	<b>1,423,304</b>	<b>1,631,198</b>	<b>1,614,867</b>	<b>1,644,642</b>
<b>Hotel/Motel Tax Fund</b>					
Finance and Management Administration					
Services	12,170,583	13,804,211	14,435,010	14,435,010	15,887,000
<b>Hotel/Motel Fund Subtotal</b>	<b>12,170,583</b>	<b>13,804,211</b>	<b>14,435,010</b>	<b>14,435,010</b>	<b>15,887,000</b>
<b>Department Total</b>	<b>\$ 105,930,333</b>	<b>\$ 115,125,999</b>	<b>\$ 127,571,486</b>	<b>\$ 104,016,241</b>	<b>\$ 130,700,545</b>

<b>Division Financial Summary by Area of Expense</b>						
<b>Fund</b>		<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2015 Projected</b>	<b>2016 Proposed</b>
<b>Financial Management</b>						
General Fund						
	Personnel	\$ 2,347,837	\$ 2,595,606	\$ 2,723,445	\$ 2,743,796	\$ 2,927,305
	Materials & Supplies	14,007	10,890	14,440	13,268	15,290
	Services	2,034,840	1,178,304	1,448,635	1,474,837	1,770,010
	Capital	19,735,588	20,614,582	30,574,617	12,513,000	28,429,122
	<b>General Fund Subtotal</b>	<b>24,132,272</b>	<b>24,399,382</b>	<b>34,761,137</b>	<b>16,744,901</b>	<b>33,141,727</b>
CDBG Fund						
	Personnel	328,819	390,802	435,629	424,014	445,838
	Materials & Supplies	1,000	1,751	2,500	2,500	2,850
	Services	139,520	108,168	148,797	126,308	117,990
	Transfers	8,944	9,330	12,000	14,603	16,000
	<b>CDBG Fund Subtotal</b>	<b>478,283</b>	<b>510,051</b>	<b>598,926</b>	<b>567,425</b>	<b>582,678</b>
Print and Mail Service Fund						
	Personnel	381,885	258,911	457,935	447,943	474,979
	Materials & Supplies	43,076	43,893	51,220	50,182	58,103
	Services	821,033	1,110,534	1,122,043	1,116,742	1,111,560
	Other	-	9,965	-	-	-
	<b>Print and Mail Services Fund Subtotal</b>	<b>1,245,994</b>	<b>1,423,304</b>	<b>1,631,198</b>	<b>1,614,867</b>	<b>1,644,642</b>
	<b>Financial Management Subtotal</b>	<b>25,856,549</b>	<b>26,332,737</b>	<b>36,991,261</b>	<b>18,927,193</b>	<b>35,369,047</b>
<b>Facilities Management</b>						
General Fund						
	Personnel	5,293,514	5,771,683	6,132,811	5,907,208	6,200,212
	Materials & Supplies	445,751	540,161	612,000	608,788	637,300
	Services	9,236,949	7,920,891	9,284,910	7,126,455	9,542,115
	Other	900	-	5,750	5,789	5,750
	<b>General Fund Subtotal</b>	<b>14,977,114</b>	<b>14,232,734</b>	<b>16,035,471</b>	<b>13,648,240</b>	<b>16,385,377</b>
Property Management Fund						
	Materials & Supplies	-	-	25,000	-	25,000
	Services	1,364,963	1,380,750	1,396,615	1,377,948	1,410,354
	Other	500	-	-	-	-
	<b>Property Management Fund Subtotal</b>	<b>1,365,463</b>	<b>1,380,750</b>	<b>1,421,615</b>	<b>1,377,948</b>	<b>1,435,354</b>
	<b>Facilities Management Subtotal</b>	<b>16,342,577</b>	<b>15,613,485</b>	<b>17,457,086</b>	<b>15,026,188</b>	<b>17,820,731</b>
<b>Technology Billings</b>						
General Fund						
	Services	14,740,336	15,558,345	17,196,203	17,062,393	18,417,924
	<b>Technology Billings Subtotal</b>	<b>14,740,336</b>	<b>15,558,345</b>	<b>17,196,203</b>	<b>17,062,393</b>	<b>18,417,924</b>
<b>Fleet Management</b>						
Fleet Management Fund						
	Personnel	9,287,522	9,972,288	10,635,901	10,229,098	11,078,705
	Materials & Supplies	16,190,710	16,073,950	15,825,389	12,678,654	15,839,229
	Services	3,924,567	3,974,986	4,073,554	4,310,351	4,964,286
	Principal	1,873,174	1,915,300	2,655,300	2,655,300	3,216,000
	Other	12,693	100,580	5,000	2,153	5,000
	Capital	-	-	50,000	-	81,131
	Interest	864,116	968,480	1,185,044	1,185,045	1,233,917
	<b>Fleet Management Subtotal</b>	<b>32,152,782</b>	<b>33,005,584</b>	<b>34,430,188</b>	<b>31,060,601</b>	<b>36,418,268</b>
Fleet Management Fund						
	Capital	-	3,998,398	-	-	-
	<b>General Fund Subtotal</b>	<b>-</b>	<b>3,998,398</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Fleet Management Subtotal</b>	<b>32,152,782</b>	<b>37,003,982</b>	<b>34,430,188</b>	<b>31,060,601</b>	<b>36,418,268</b>



## Finance and Management

<b>Division Financial Summary by Area of Expense (Continued)</b>					
<b>Fund</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2015 Projected</b>	<b>2016 Proposed</b>
<b>Finance and Management Administration</b>					
General Fund					
Personnel	\$ 1,735,582	\$ 2,066,507	\$ 2,032,552	\$ 2,130,389	\$ 2,196,000
Materials & Supplies	5,633	13,519	8,300	16,567	15,800
Services	1,903,643	3,697,479	3,879,382	4,216,396	3,396,268
Capital	-	-	-	-	-
<b>General Fund Subtotal</b>	<b>3,644,858</b>	<b>5,777,505</b>	<b>5,920,234</b>	<b>6,363,352</b>	<b>5,608,068</b>
Employee Benefits Fund					
Services	386,500	406,000	395,000	395,000	395,000
<b>Employee Benefits Fund Subtotal</b>	<b>386,500</b>	<b>406,000</b>	<b>395,000</b>	<b>395,000</b>	<b>395,000</b>
Fleet Management Fund					
Personnel	636,148	629,734	746,504	746,504	784,507
<b>Fleet Management Fund Subtotal</b>	<b>636,148</b>	<b>629,734</b>	<b>746,504</b>	<b>746,504</b>	<b>784,507</b>
Hotel/Motel Tax Fund					
Services	12,170,583	13,804,211	14,435,010	14,435,010	15,887,000
<b>Hotel/Motel Tax Fund Subtotal</b>	<b>12,170,583</b>	<b>13,804,211</b>	<b>14,435,010</b>	<b>14,435,010</b>	<b>15,887,000</b>
<b>Finance and Management Administration Subtotal</b>	<b>16,838,089</b>	<b>20,617,450</b>	<b>21,496,748</b>	<b>21,939,866</b>	<b>22,674,575</b>
<b>Department Total</b>	<b>\$ 105,930,333</b>	<b>\$ 115,125,999</b>	<b>\$ 127,571,486</b>	<b>\$ 104,016,241</b>	<b>\$ 130,700,545</b>

<b>Department Personnel Summary</b>					
<b>Fund</b>	<b>FT/PT</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budgeted</b>	<b>2016 Budgeted</b>
<b>General Fund</b>					
Administration	FT	23	26	26	26
Financial Management	FT	22	27	27	28
Facilities Management	FT	74	70	78	77
	PT	15	15	16	17
<b>Print and Mail Services Fund</b>					
Mail Services	FT	3	3	3	3
Print Services	FT	2	3	3	3
<b>Fleet Management Fund</b>					
Fleet Management	FT	117	116	128	126
	PT	2	2	2	2
Administration	FT	6	6	7	7
	PT	0	1	0	0
<b>Community Dev. Block Grant</b>					
Financial Management	FT	4	4	4	4
<b>Total</b>		<b>268</b>	<b>273</b>	<b>294</b>	<b>293</b>

<b>Operating Budget by Program</b>		
<b>Program</b>	<b>2016 Proposed</b>	<b>2016 FTEs</b>
Administration	\$ 7,303,330	52
Fiscal	23,691,789	11
Asset Management	1,901,808	5
Property and Boiler Insurance	395,000	0
Mail Room Services	1,220,310	3
Print Room Services	424,332	3
Facilities Maintenance and Repair	1,435,354	30
Custodial	3,178,496	31
Security	1,247,812	13
Utility Cost Management	6,637,000	0
Citywide Account	28,429,122	0
Citywide Technology Billings	18,417,924	0
Vehicle Maintenance and Repair	25,080,943	121
Fueling Infrastructure	11,337,325	5
<b>Department Total</b>	<b>\$ 130,700,545</b>	<b>274</b>

The programs above and the program descriptions on the following pages represent those that will be used in the city's new accounting system which will go live January 1, 2016. As such, no history of financial or personnel data by program is included in this document for prior years.

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



# 2016 PROGRAM GUIDE

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## **ADMINISTRATION**

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

## **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.

**CITYWIDE TECHNOLOGY BILLINGS**

To provide financial monitoring and account for general fund technology internal billings.

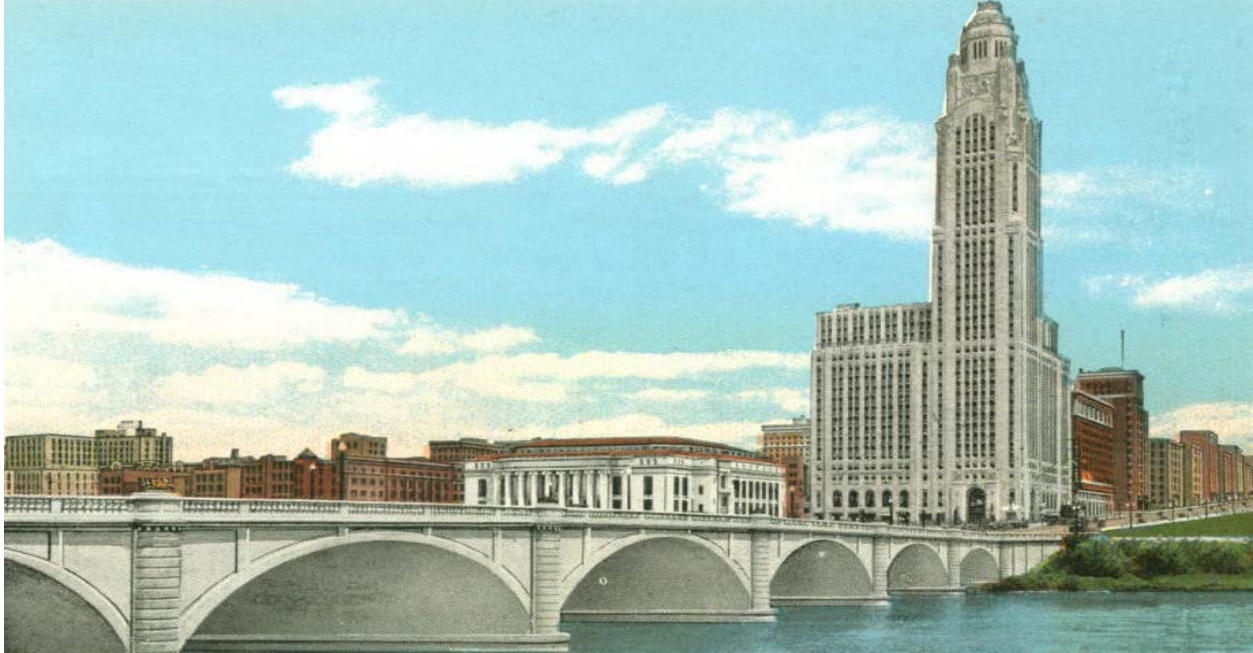
**VEHICLE MAINTENANCE AND REPAIR**

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.

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*A 1995 colored postcard of the Broad Street Bridge with City Hall and the LeVeque Tower in the background.*

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## HUMAN RESOURCES

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### Department Description

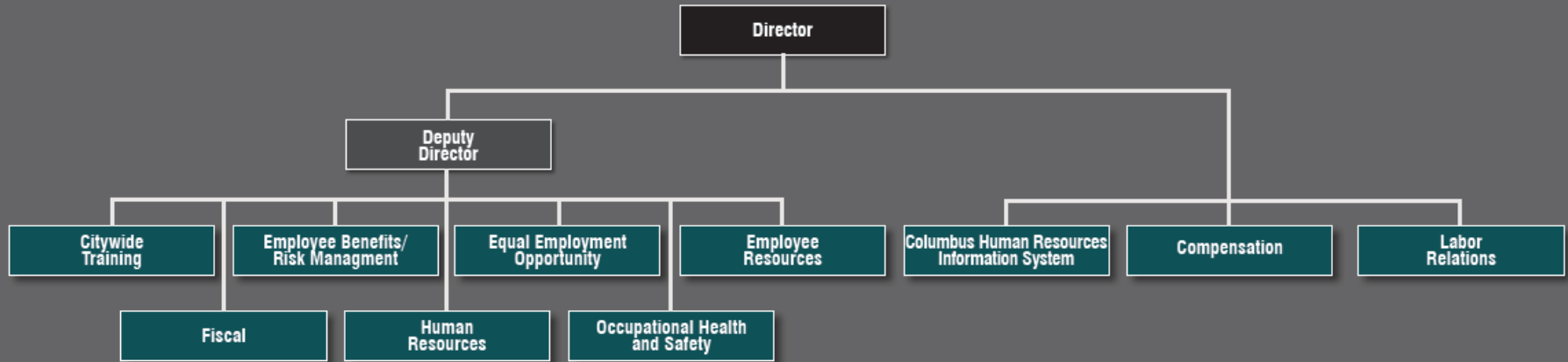
The Department of Human Resources provides leadership, direction, and support to city departments. The department is responsible for administering employee benefit programs, coordinating and delivering citywide training and workforce development opportunities, designing and administering a fair, equitable,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

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

### 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.

# Human Resources



## Strategic Priorities for 2016

### Peak Performance

In 2016, the Department of Human Resources will continue to focus on addressing the components of the ten year reforms and efficiencies action plan that are related to employee compensation and benefits. Since a number of these reforms must be achieved through collective bargaining negotiations, and other labor/management engagement, they will require the collaborative efforts of the Labor Relations, Employee Benefits, and Compensation Management program areas. These reforms will be achieved incrementally and will require continued focus over the next several years.

Targeted efforts to reduce workers' compensation costs will continue to be a priority. The Employee Benefits/Risk Management (EBRM) section will work collaboratively with the city's managed care organization, the actuarial consultant, and the BWC and city departments to aggressively manage workers' compensation and injury leave claims. EBRM will also participate in any available premium reduction programs offered by the BWC. The city has been successful in obtaining BWC rebates through these initiatives over the last several fiscal years. Continued funding of these efforts is intended to achieve similar results in 2016.

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

In 2016, the "Healthy Columbus" program initiative will continue to focus on weight control, physical fitness, and healthy lifestyle habits. Incentives will be provided to active program participants based on their achievement of established goals. EBRM will also continue to partner with United Health Care and the Central Ohio YMCA to advance the objectives of the Diabetes Prevention and Control initiative. This and other disease management programs will be offered to coordinate health care treatment and education for employees with chronic diseases in order to improve the employee's overall health condition while reducing medical costs.

A major priority for 2016 will be to make every effort to deploy strategic components of the Columbus Human Resources Information System (CHRIS). This will be accomplished as part of an interdepartmental project team that includes Civil Service, the City Auditor, Technology, and Human Resources.

The Equal Employment Opportunity Office will provide consultancy regarding complex federal, state, and local employment laws as part of the human resources best practices strategy to ensure fairness and diversity in the workplace.



## Strategic Priorities for 2016 (cont.)

### Education

EBRM will also sponsor free spring and fall health and wellness fairs that will provide an array of screenings and assessments enabling city employees to detect, treat, and continually monitor diagnosed health conditions. This will serve as an additional long term medical cost reduction tool.

Citywide Training and Development (CTD) will continue to assess the learning and development needs of City of Columbus employees through annual training needs assessments and consultations with departments. CTD will also implement a centralized externship program ensuring value, relevancy, and results to all stakeholders.

### Customer Service

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

In 2016, the Employee Resources Office will expand upon its four years of successful results in communicating with employees in a greener, more efficient manner. There will be at least an additional 15% reduction of printed materials for the Combined Charitable Campaign, Operation Feed Campaign, American Red Cross Blood Drives, Health & Benefits Fair, Employee Recognition and Awards Ceremony, and Family Fun Day by expanding electronic notifications, electronic sign-ups, responding to RSVP's, e-pledging, and rolling-over charitable contributions.

### Safety

The Citywide Occupational Safety and Health Program (COSHP) assists departments in conducting various safety audits, indoor air quality investigations, safety training, and other environmental health and safety services aimed at reducing the risk of work related injuries and illnesses. COSHP will continue to work collaboratively with appointing authorities, City Council, city unions, the Ohio Bureau of Workers' Compensation (BWC), and the Capital Area Safety Council to achieve the objectives required to obtain premium discounts and rebates.

Human Resources will continue its contractual relationship with Mount Carmel Occupational Health and Wellness to provide day-to-day occupational safety clinical services.

## 2016 BUDGET NOTES

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### **HUMAN RESOURCES**

The general fund provides funding for all citywide training programs as well as supports the Equal Employment Opportunity Office, compensation section, and employee resources area. In addition:

- The department is adding a position in the Citywide Training and Development Program thus providing a higher, more consistent level of customer service, and increasing efficiency and effectiveness.
- A slight increase in funds is budgeted for contracts related to physical fitness and wellness testing. All contracts are consolidated in this division to enhance service delivery and increase efficiency in contract administration.
- Citywide asbestos surveys are funded within the Finance and Management capital budget but will be administered by the Human Resources Occupational Safety section.
- Occupational safety and risk management programs and provision of safety supplies continue to be incorporated into the budget. The goal is to continuously focus on improving workplace safety wherever possible and decrease workers' compensation costs.

### **EMPLOYEE BENEFITS**

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

- There was a small increase in the employee benefits consulting contract to assist in developing more accurate data on health insurance rates.
- Funding is incorporated for outside counsel to act as the city's chief negotiator and legal counsel.
- In 2016, \$346,734 is provided for occupational safety clinics. These funds are reflected in the administrative sub-fund of the employee benefits fund; prior to 2015, funding was in the medical sub-fund and not a part of this document.

## Human Resources

<b>Department Financial Summary by Area of Expense</b>						
<b>Fund</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2015 Projected</b>	<b>2016 Proposed</b>	
<b>General Fund</b>						
Administration						
Personnel	\$ 1,190,561	\$ 1,259,998	\$ 1,320,772	\$ 1,304,015	\$ 1,502,104	
Materials & Supplies	30,581	79,480	56,232	54,791	56,448	
Services	107,106	1,114,031	1,131,861	1,128,471	1,177,179	
<b>General Fund Subtotal</b>	<b>1,328,248</b>	<b>2,453,509</b>	<b>2,508,865</b>	<b>2,487,278</b>	<b>2,735,731</b>	
<b>Employee Benefits Fund</b>						
Administration						
Personnel	-	-	2,955,780	2,830,351	2,978,565	
Materials & Supplies	-	-	39,100	36,262	37,898	
Services	-	-	1,311,656	1,179,466	1,810,733	
Other	-	-	-	179	-	
<b>Administration Subtotal</b>	<b>-</b>	<b>-</b>	<b>4,306,536</b>	<b>4,046,259</b>	<b>4,827,196</b>	
Risk Management						
Personnel	2,512,550	2,663,984	-	-	-	
Materials & Supplies	33,997	24,381	-	-	-	
Services	648,179	858,673	-	-	-	
Other	-	-	-	-	-	
<b>Risk Management Subtotal</b>	<b>3,194,726</b>	<b>3,547,039</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Employee Benefits Fund Subtotal</b>	<b>3,194,726</b>	<b>3,547,039</b>	<b>4,306,536</b>	<b>4,046,259</b>	<b>4,827,196</b>	
<b>Department Total</b>	<b>\$ 4,522,974</b>	<b>\$ 6,000,548</b>	<b>\$ 6,815,401</b>	<b>\$ 6,533,537</b>	<b>\$ 7,562,927</b>	

<b>Division Financial Summary by Area of Expense</b>						
<b>Fund</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2015 Projected</b>	<b>2016 Proposed</b>	
<b>Administration</b>						
General Fund						
Personnel	\$ 1,190,561	\$ 1,259,998	\$ 1,320,772	\$ 1,304,015	\$ 1,502,104	
Materials & Supplies	30,581	79,480	56,232	54,791	56,448	
Services	107,106	1,114,031	1,131,861	1,128,471	1,177,179	
<b>General Fund Subtotal</b>	<b>1,328,248</b>	<b>2,453,509</b>	<b>2,508,865</b>	<b>2,487,278</b>	<b>2,735,731</b>	
Employee Benefits Fund						
Personnel	-	-	2,955,780	2,830,351	2,978,565	
Materials & Supplies	-	-	39,100	36,262	37,898	
Services	-	-	1,311,656	1,179,466	1,810,733	
Other	-	-	-	179	-	
<b>Employee Benefits Fund Subtotal</b>	<b>-</b>	<b>-</b>	<b>4,306,536</b>	<b>4,046,259</b>	<b>4,827,196</b>	
<b>Administration Subtotal</b>	<b>1,328,248</b>	<b>2,453,509</b>	<b>6,815,401</b>	<b>6,533,537</b>	<b>7,562,927</b>	
<b>Risk Management</b>						
Employee Benefits Fund						
Personnel	2,512,550	2,663,984	-	-	-	
Materials & Supplies	33,997	24,381	-	-	-	
Services	648,179	858,673	-	-	-	
Other	-	-	-	-	-	
<b>Employee Benefits Fund Subtotal</b>	<b>3,194,726</b>	<b>3,547,039</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Risk Management Subtotal</b>	<b>3,194,726</b>	<b>3,547,039</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Department Total</b>	<b>\$ 4,522,974</b>	<b>\$ 6,000,548</b>	<b>\$ 6,815,401</b>	<b>\$ 6,533,537</b>	<b>\$ 7,562,927</b>	

<b>Department Personnel Summary</b>						
<b>Fund</b>	<b>FT/PT</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budgeted</b>	<b>2016 Budgeted</b>	
General Fund						
Human Resources	FT	10	10	10	12	
	PT	3	3	2	1	
Employee Benefits Fund						
Employee Benefits	FT	24	27	26	27	
	PT	4	4	5	4	
<b>Total</b>		<b>41</b>	<b>44</b>	<b>43</b>	<b>44</b>	

<b>Operating Budget by Program</b>		
<b>Program</b>	<b>2016 Proposed</b>	<b>2016 FTEs</b>
Human Resources Administration	\$ 546,462	4
Compensation	203,868	2
Citywide Office of Training and Development	366,628	2
Labor Relations	224,745	2
Employee Resources	122,268	1
Equal Employment Opportunity	162,648	1
Occupational Health and Safety	1,867,942	2
Benefits Administration	3,307,451	20
EBRM Labor Relations	481,102	2
CHRIS Office	279,813	3
<b>Department Total</b>	<b>\$ 7,562,927</b>	<b>39</b>

The programs above and the program descriptions on the following pages represent those that will be used in the city's new accounting system which will go live January 1, 2016. As such, no history of financial or personnel data by program is included in this document for prior years.

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.



# 2016 PROGRAM GUIDE

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## **HUMAN RESOURCES ADMINISTRATION**

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

## **COMPENSATION**

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

## **CITYWIDE OFFICE OF TRAINING AND DEVELOPMENT**

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

## **LABOR RELATIONS**

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

## **EMPLOYEE RESOURCES**

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

## **EQUAL EMPLOYMENT OPPORTUNITY**

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

**OCCUPATIONAL HEALTH  
AND SAFETY**

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

**BENEFITS ADMINISTRATION**

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

**EBRM LABOR RELATIONS**

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

**CHRIS OFFICE**

To maximize organizational effectiveness by providing centralized, citywide functional leadership, direction, and support for the CHRIS program, the city's human resource information system.

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*A race car drives by City Hall during the Columbus 500. The race was held annually from 1985 to 1988.*

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## **DEPARTMENT OF TECHNOLOGY**

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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.

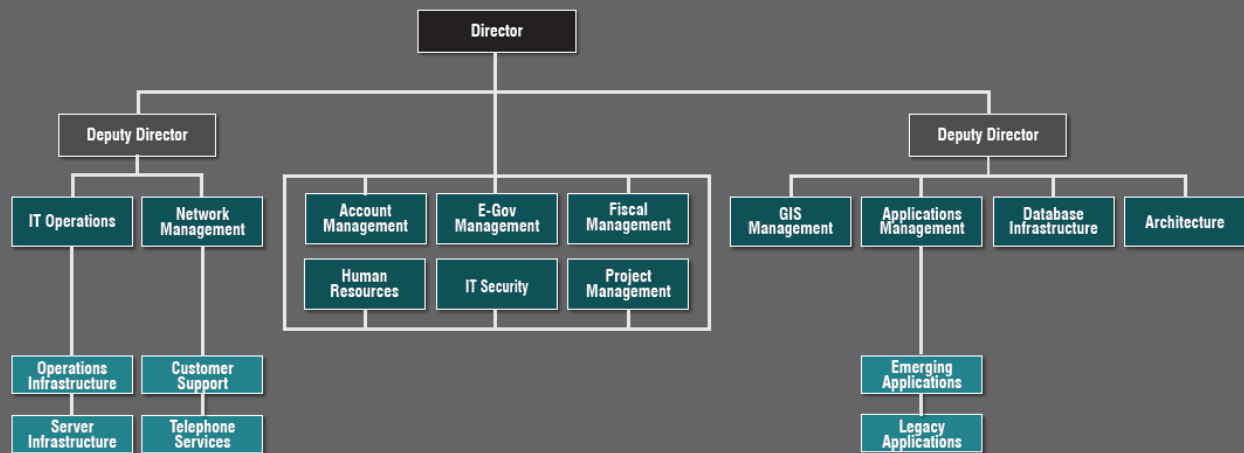
The department institutes information management policies and procedures, maintains the city's information management systems, and provides citywide telephone support. The department is also responsible for designing and maintaining the city's website and mobile app, including media services to city

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

### Department Mission

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

## Technology



## Strategic Priorities for 2016

### Customer Service

Continue to enhance the city's electronic communication to residents through new media platforms. Through a collaborative effort with city departments, DoT will continue to strengthen communication and promotion of city services that are accessible online and through mobile devices.

MyColumbus will continue to grow by adding a program for Recreation and Parks called "Find Me in the Park" which will entice users to explore our parks while looking for treehouses created by local artists while interacting with the app.

Assist the Department of Public Utilities (DPU) with the evaluation of upgrade options for Columbus Utility Billing System. The newer versions of the system offer increased user functionality, an online customer portal, as well as technological updates that will improve business efficiency, customer service and reduce costs and risks related to technological updates.

Assist the DPU with an Automated Meter Reading implementation that will allow them to increase billing accuracy and increase efficiencies with meter reading operations.

Finalize the implementation of Public Utilities GIS based Power Outage System to better serve Power customers and manage high call volume associated with a power outage.

### Safety

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

Police wireless accessibility will be increased for cruiser video uploading, employee network wireless access, and public wireless internet access.

Upgrade fire station infrastructure to replace aging infrastructure and end-of-support devices. Implementing Voice Over IP telephony and Power Over Ethernet technologies at all fire stations.

### Economic Development and Technology

Implement a new application called WavePoint to facilitate access to the Fiber GIS database and all of its detailed components.

## Strategic Priorities for 2016 (cont.)

### Peak Performance

Assist the Department of Public Utilities with their mobility initiatives, including replacing computer equipment for approximately 200 mobile users.

Work with the Departments of Public Utilities and Human Resources to replace their training application with an enterprise Learning Management System solution that will reduce manual effort, improve process workflow, monitoring and reporting functionality.

Implement an Enterprise SharePoint solution which will provide ways to collaborate and organize information, people, and projects.

Complete the implementation of the mobile dispatching system for Phase 1 - Electric that will enable the Department of Public Utilities, meter services section, to optimize service order assignments, assign them to technicians in the field, and capture field information for immediate use

Assist in implementing a Valve Maintenance GIS application for Division of Water of Public Utilities Department.

Redesign Building and Zoning Department's GIS application (One Stop Shop Zoning) to allow cross platform access to the application (in JavaScript).

Design a new GIS application for Department of Development (named C-SIR) to facilitate cross departmental collaboration and data access (internal application).

Perform an enterprise wide GIS database content review. Identify the shortcomings, and implement a redesigned database repository to make this vast resource more accessible and usable to internal and external users.

Work with the Department of Human Resources on the implementation of their new performance management system, Halogen.

Implement the Matrix Pointe Software for the Columbus City Prosecutor's Office to increase efficiency and productivity for law enforcement activities within the city.

Deploy and manage new servers that will support new prosecution case management software. This software will allow the City Attorney's Office to streamline many of their manual processes and improve data sharing.

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## 2016 BUDGET NOTES

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The Department of Technology purchases information systems hardware, software, and related equipment and licenses on behalf of other city agencies. Funds are budgeted in the Director's Office in the amount of \$6,760,923 for 2016. Of this total, \$1,698,061 is budgeted in the general fund while the balance is allocated among various other funds. In addition:

- Additional funding in the amount of \$562,061 has been added in 2016 for contracts associated with the support of PoliceNet. The management of these contracts will be transferred to the Department of Technology in alignment with the initiative to transfer PoliceNet from Public Safety.
- Equipment replacement costs for fire stations are budgeted at \$40,000 for 2016.
- Funding of \$231,266 has been added for the installation and support of a new case management software platform for the City Attorney's office.
- To accommodate an expansion of the Accela platform within the Department of Development, \$73,960 has been added to the general fund direct charge budget.
- The department is assuming an overall vacancy credit of 11.5%, which includes 16 full-time staff and 3 part-time staff.
- In 2016, computer replacements for general fund departments and divisions will be purchased in the special income tax fund.
- The Information Services Division funds the cost of maintaining, supporting, and licensing a large inventory of hardware, software, fiber, and infrastructure for which DoT is responsible. A portion of the department's budget also funds debt service costs associated with and rent payments for use of office space at 1111 East Broad Street. The costs borne by this division are billed back to the user divisions using an internal service billing model. As in the past several years, all projected internal service charges to general fund agencies for technology services are budgeted in the Department of Finance and Management in order to reduce the volatility of projections for the general fund. Internal service charges to other funds are billed back to each department on a monthly basis.

## Technology

<b>Department Financial Summary by Area of Expense</b>					
<b>Fund</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2015 Projected</b>	<b>2016 Proposed</b>
<b>Technology Services Fund</b>					
Administration Division					
Personnel	\$ 2,370,483	\$ 1,930,897	\$ 1,984,644	\$ 1,777,540	\$ 1,849,444
Materials & Supplies	444,087	785,017	1,228,928	999,694	1,233,928
Services	3,772,269	2,575,980	3,947,967	2,628,275	5,176,995
Other	205,472	26,935	-	-	-
Capital	210,510	20,091	150,000	56,669	350,000
Interest	-	8,294	-	-	-
<b>Administration Subtotal</b>	<b>7,002,821</b>	<b>5,347,214</b>	<b>7,311,539</b>	<b>5,462,178</b>	<b>8,610,367</b>
Information Services Division					
Personnel	12,428,911	13,789,604	14,888,783	14,458,959	15,487,240
Materials & Supplies	315,581	215,472	292,212	230,910	343,056
Services	5,081,582	5,554,422	6,107,796	6,098,324	7,263,995
Debt Principal	4,290,700	4,295,700	4,220,700	4,220,700	3,870,000
Other	11,977	7,031	-	-	-
Capital	47,680	25,030	91,000	91,000	92,820
Interest	785,139	826,083	843,646	843,646	708,435
<b>Information Services Subtotal</b>	<b>22,961,570</b>	<b>24,713,342</b>	<b>26,444,137</b>	<b>25,943,540</b>	<b>27,765,546</b>
<b>Department Total</b>	<b>\$ 29,964,391</b>	<b>\$ 30,060,556</b>	<b>\$ 33,755,676</b>	<b>\$ 31,405,718</b>	<b>\$ 36,375,913</b>

<b>Division Financial Summary by Area of Expense</b>					
<b>Fund</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2015 Projected</b>	<b>2016 Proposed</b>
<b>Administration</b>					
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<b>Department Personnel Summary</b>						
<b>Fund</b>	<b>FT/PT</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budgeted</b>	<b>2016 Budgeted</b>	
Technology Services Fund						
Administration	FT	24	14	17	14	
	PT	0	0	1	1	
Information Services	FT	110	122	138	140	
	PT	3	3	5	5	
<b>Total</b>		<b>137</b>	<b>139</b>	<b>161</b>	<b>160</b>	

<b>Operating Budget by Program</b>		
<b>Program</b>	<b>2016 Proposed</b>	<b>2016 FTEs</b>
Technology Administration	\$ 14,328,624	6
Fiscal	669,929	6
Human Resources	202,902	2
Systems Administration	1,558,742	14
Applications Programming	2,885,209	26
Government Television Channel	1,055,233	8
Network	2,025,434	9
Security	1,460,696	9
Account Management	712,466	7
Computer Operations	1,446,222	10
Database	782,159	6
Telephone Services	297,015	8
Project Management	1,068,653	7
Contracts	4,154,758	1
Architecture	219,456	3
Desktop Support	2,332,001	22
Help Desk	678,621	7
Fiber	497,793	3
<b>Department Total</b>	<b>\$ 36,375,913</b>	<b>154</b>

The programs above and the program descriptions on the following pages represent those that will be used in the city's new accounting system which will go live January 1, 2016. As such, no history of financial or personnel data by program is included in this document for prior years.

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



# 2016 PROGRAM GUIDE

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## **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, 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/division's staff including administering the city's policies and procedures related to labor relations, employee benefits, performance management, occupational health and safety, employee training and development.

## **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 on 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 web site links for citizens and departments; to provide project management, database administration, GIS application development, and software upgrade 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. Consults and coordinates with departments to develop technology solutions that meet the business needs of the City of Columbus. This includes analyzing department's 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; maintaining the availability, consistency and integrity of the city's data.

**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 continue to support the business practices throughout the city.

**ARCHITECTURE**

To establish information technology standards for 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.



*The present day view of the corner of south 18<sup>th</sup> Street and Oak Street in the historic neighborhood Olde Town East. The neighborhood is one of the city's oldest with homes dating back to the 1830's with more than 50 architectural styles.*

## COLUMBUS PUBLIC HEALTH

### Department Description

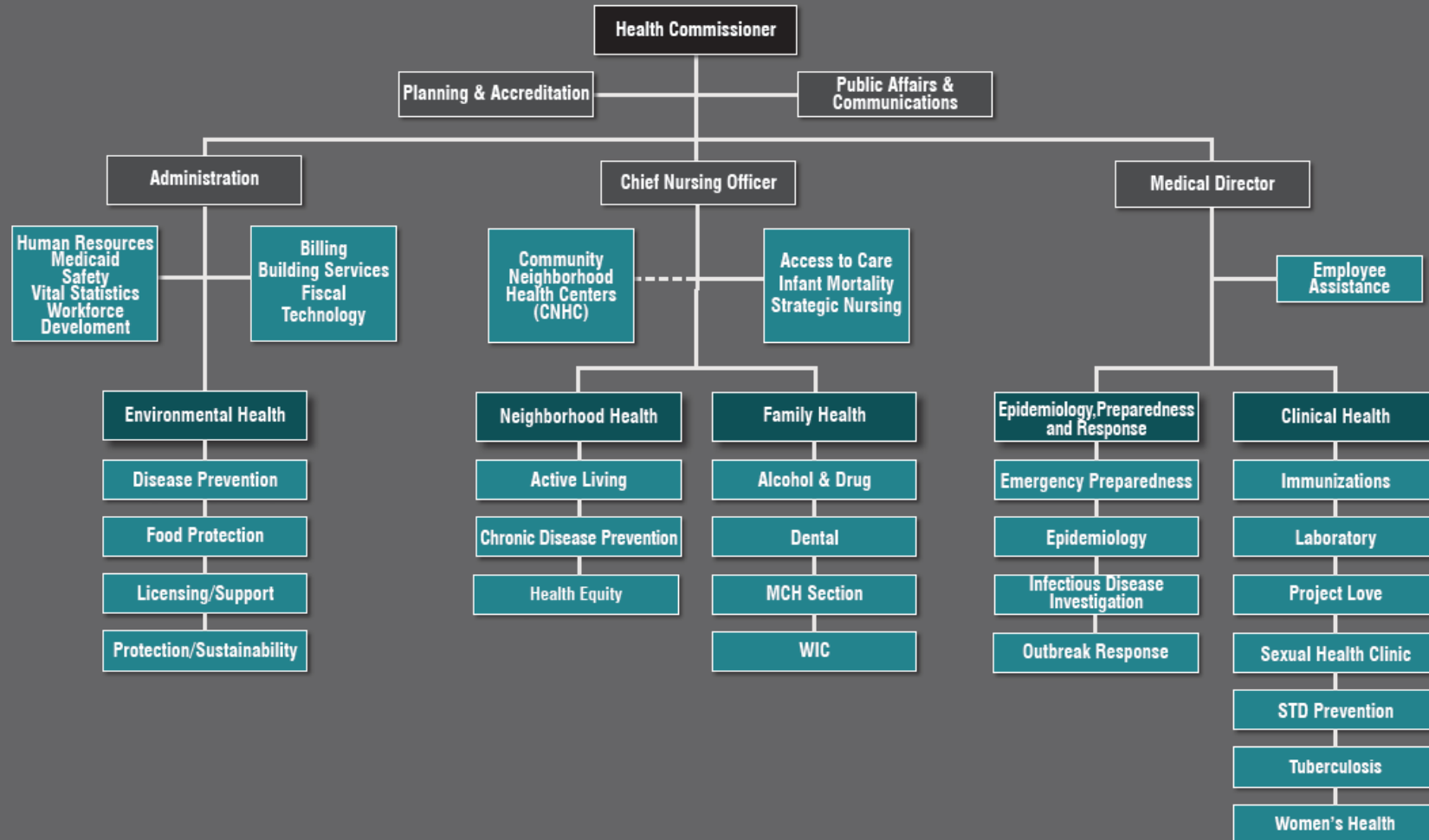
Columbus Public Health (CPH) protects, promotes, and monitors the health of the public by:

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

### Department Mission

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

# Public Health



## Strategic Priorities for 2016

### Neighborhoods

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

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

Continue to provide high quality clinical services for children and families including sexual health, immunization, dental, women's health, and tuberculosis control. Staff will continue to reduce barriers to service by providing such services as translation and evening hours.

Lead the city's ongoing efforts to combat the current epidemic of obesity by implementing strategies to make Columbus an active and vibrant community. Programming and initiatives dedicated to these efforts include Healthy Children Healthy Weights, the Institute For Active Living, Get Active Columbus, farmers markets and community gardens, bike and walking paths, walking maps and art walks, the Creating Healthy Communities Network, Women Infants and Children (WIC), and Healthier Choices Committee.

Continue to work with PrimaryOne Health, the Healthcare Collaborative of Greater Columbus, and other groups to help support quality primary care for as many as possible.

Maintain social work staff in Neighborhood Pride centers and other venues to assist vulnerable residents. The goal is to protect residents' health and safety, primarily by linking them to needed health and social services and through the community-focused public health nursing corps.

### Education

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

Continue school inspection services and collaborative efforts with Columbus City School nurses to respond to children's pressing health needs.

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

### Safety

Continue departmental and community planning to prepare for and respond to a range of disasters or emergencies, including bioterrorism. Community leadership, public education, and staff training will continue with an emphasis on providing the highest level of public health protection possible for all Columbus residents.

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

## Strategic Priorities for 2016 (cont.)

### Peak Performance

Expand quality improvement, safety, and workplace training efforts in order to achieve public health accreditation status.

Continue to provide important public health information through Columbus Public Health's website and social media.

Continue to enhance technology in the vital statistics area to allow for computer scanning and storage of birth and death certificates and regular access to data reports, including real time analysis of Franklin County residents.

### Customer Service

Continue the SIGNS community education program for Columbus residents. This program provides information to the public on the safety of restaurants, pools, schools and other venues inspected by the Environmental Health Division. The transition to enhanced mobile web technologies will improve efficiency.

Continue CPH facility renovations and enhancements to assure safety of visitors and staff.

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## 2016 BUDGET NOTES

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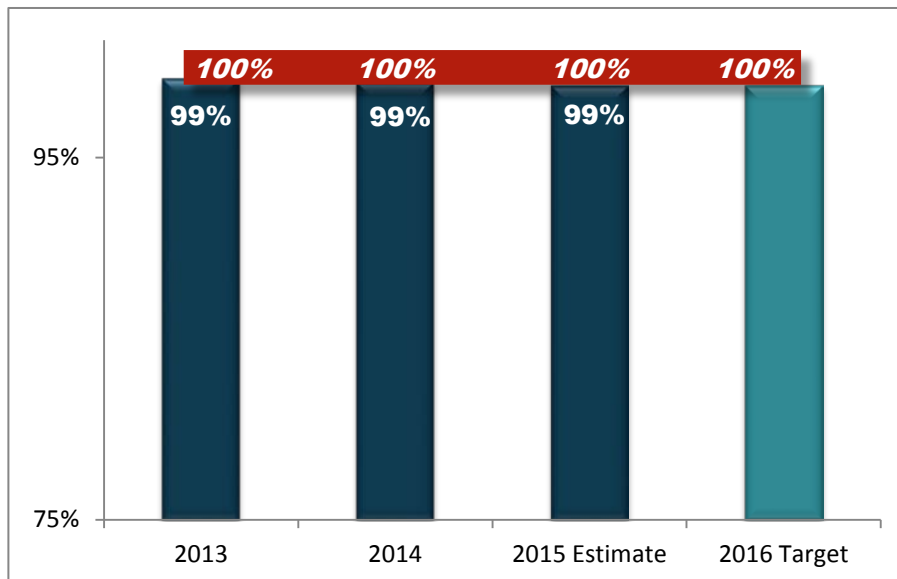
The 2016 budget for Columbus Public Health allows for continued provision of public health services that are mandated, services that meet the priorities contained within the Columbus Covenant, and a variety of programs that the Board of Health deems essential. In addition:

- Increased funding is included in the 2016 budget to address incidences of infant mortality in Columbus and will provide Neighborhood Intervention Leads housed in the high risk communities to oversee implementation of interventions, coordinate neighborhood resources, and serve as liaisons between the community and lead entity organizations and stakeholders. Programs continue to focus on recommendations outlined by the Greater Columbus Infant Mortality Task Force. Statistical analysis of birth and death data will serve to drive program implementation.
- Funding will continue for CelebrateOne promoting and educating citizens on infant safe sleep habits, and providing safe sleep survival kits to those in need.
- Additional funding is also provided for a community wide comprehensive harm reduction program to address heroin and opiate use. Columbus has been plagued by opiate use with devastating, and sometimes deadly, consequences. Resources will be provided for counseling services, program development, coordination, and implementation. Also included in the harm reduction initiative is the expansion of an effort to prevent youth suicide.
- Level funding of \$4.8 million is included for community neighborhood health centers (CNHC) to address health concerns at multiple health centers.
- Continued funding is provided for an effective rodent control program, licenses, and inspection services for food service establishments, pools, spas, and tattoo and body piercing studios.
- The department continues to assist Columbus Public Schools by contracting with them to provide general consultation and input on school health procedures and protocols.
- Grant funding continues for the Pregnancy Support Program, AIDS Housing Program, and the Sexual Health Awareness Program.
- Increased revenues are projected in vital statistics fees, immunization vaccine reimbursements, dental sealant fees, sewer disposal fees, pool operator training courses and the Medicaid administrative match. In addition, the department continues to contract with and receive revenue from the City of Worthington to provide public health consultation and assistance in matters of public health. These increases serve to offset expected reductions in food service operations and food establishment license fees due to a reduction in anticipated expenses.

## PERFORMANCE MEASURES

### Compliant Food Facilities

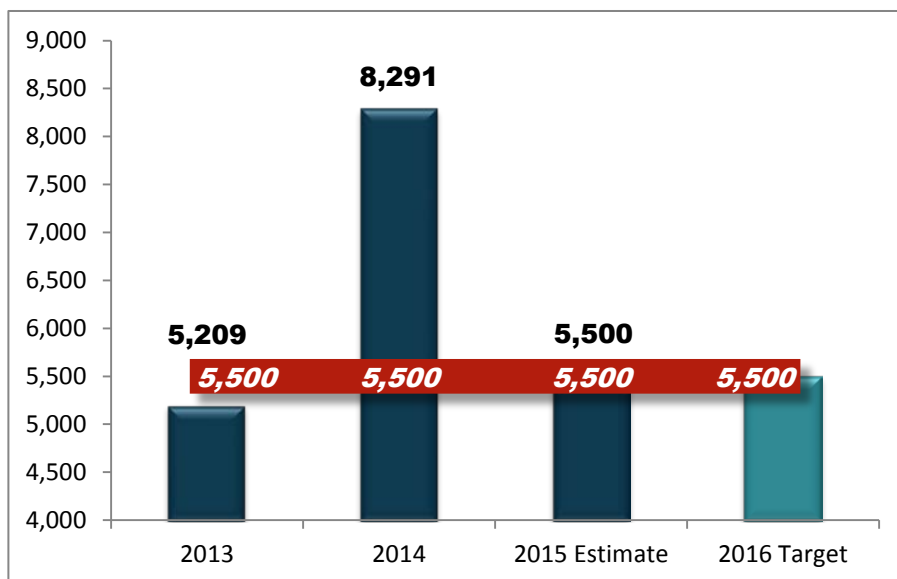
Percent of licensed food facilities in compliance with public health standards



Over the past two years, through vigilant inspection practices, Columbus Public Health has maintained 99 percent of licensed food facilities comply with public health standards. In concert with its mission to protect residents' health, the department continues to strive for the target of 100 percent and this will remain the target for the 2016 budget year.

### Home Visits

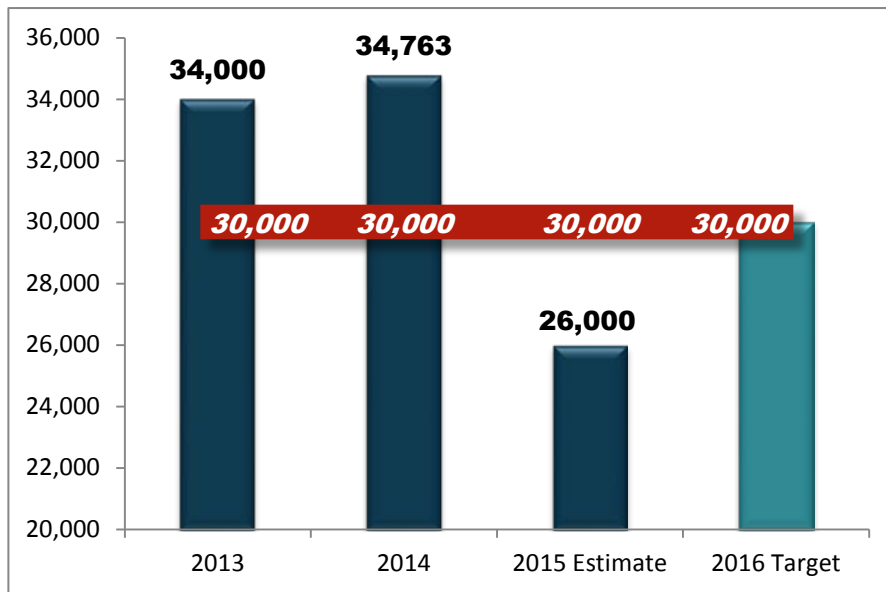
Number of prenatal, newborn, and child home visits completed



The number of prenatal, newborn, and child home visits completed continues to fluctuate year to year. This is just one element of a major initiative to reduce the infant mortality and low birth rate for newborns in the city. The goal of 5,500 will be met in 2016 by allocating the appropriate resources to address this continuing health threat.

## Immunizations

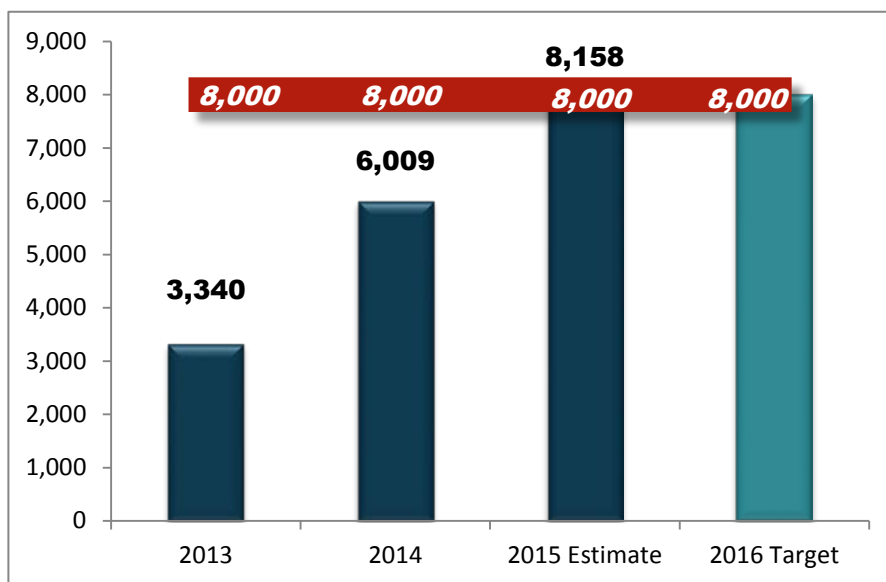
Number of immunizations provided to Columbus adults and children



Providing immunizations to adults and children is a top priority in protecting the health of residents and improving lives in our community. The health department surpassed the goal of 30,000 immunizations in 2013 and 2014, and will strive to reach this target in 2016.

## Pesticide Applications

Number of pesticide applications made to stagnant water sites to control the mosquito population



The number of pesticide applications made to stagnant water sites has steadily increased over the years as the threat of infection to residents from infected mosquitos has increased. A total of 8,158 pesticide applications were made to stagnant water sites in 2015 surpassing the goal of 8,000. This is expected to continue, having a direct impact on keeping the Columbus community healthy.



## Public Health

<b>Department Financial Summary by Area of Expense</b>						
<b>Fund</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2015 Projected</b>	<b>2016 Proposed</b>	
<b>Health Operating Fund</b>						
Personnel	\$ 18,673,509	\$ 19,388,838	\$ 20,825,147	\$ 20,330,051	\$ 22,020,215	
Materials & Supplies	728,890	797,806	796,657	843,702	926,536	
Services	7,412,486	7,887,772	7,100,087	7,264,540	7,625,915	
Other	4,698	2,445	5,000	4,500	3,750	
Capital	8,500	-	-	182,000	-	
<b>Health Operating Fund Subtotal</b>	<b>26,828,083</b>	<b>28,076,861</b>	<b>28,726,891</b>	<b>28,624,793</b>	<b>30,576,416</b>	
<b>CDBG Fund</b>						
Personnel	167,430	177,518	212,275	210,283	200,396	
Services	19,999	31,066	4,000	5,992	-	
<b>CDBG Fund Subtotal</b>	<b>187,429</b>	<b>208,584</b>	<b>216,275</b>	<b>216,275</b>	<b>200,396</b>	
<b>Department Total</b>	<b>\$ 27,015,512</b>	<b>\$ 28,285,445</b>	<b>\$ 28,943,166</b>	<b>\$ 28,841,068</b>	<b>\$ 30,776,812</b>	

<b>Department Personnel Summary</b>						
<b>Fund</b>	<b>FT/PT</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budgeted</b>	<b>2016 Budgeted</b>	
<b>Health Operating Fund</b>						
	FT	196	208	228	240	
	PT	48	43	62	44	
<b>CDBG Fund</b>						
	FT	4	4	4	4	
<b>Total</b>		<b>248</b>	<b>255</b>	<b>294</b>	<b>288</b>	

<b>Operating Budget by Program</b>		
<b>Program</b>	<b>2016 Proposed</b>	<b>2016 FTEs</b>
Health Administration	\$ 7,277,309	56
Fiscal	538,869	4
Human Resources	799,546	7
Neighborhood Health	7,338,144	23
Clinical Health	5,174,462	47
Center for Epidemiology, Preparedness and Response	1,591,314	15
Environmental Health	5,359,860	57
Family Health	2,697,308	35
<b>Department Total</b>	<b>\$ 30,776,812</b>	<b>244</b>

The programs above and the program descriptions on the following pages represent those that will be used in the city's new accounting system which will go live January 1, 2016. As such, no history of financial or personnel data by program is included in this document for prior years.

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.



# 2016 PROGRAM GUIDE

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## **HEALTH ADMINISTRATION**

To provide leadership and direction for the department, administrative and support services in the areas of information systems and facilities management, to monitor and document the department and community status regarding state and national public health standards, and to implement recommendations of the Greater Columbus Infant Mortality Task Force through CelebrateOne.

## **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.

## **NEIGHBORHOOD HEALTH**

To create, implement, and coordinate a plan for effective and efficient communications between staff and customers with limited English proficiency, to assess data collection within the department in regard to racial and ethnic minorities, providing input in the development of policies to address health disparities, to facilitate and support a community health improvement initiative which focuses on improving health and reducing disparities, assist individuals in identifying opportunities for health improvement and provide linkage to other health and community agencies.

**CLINICAL HEALTH**

To provide clinical services to the public including immunization services to residents of all ages, reproductive health and wellness services, family planning and postpartum services, sexually transmitted infection (STI) prevention, education, and referrals to people in need of sexual health services to avoid complications and transmission of STIs.

**CENTER FOR EPIDEMIOLOGY,  
PREPAREDNESS AND RESPONSE**

To prevent and/or reduce morbidity and mortality associated with public health threats by analyzing health indicators, investigating infectious diseases, and implementing public health interventions.

**ENVIRONMENTAL HEALTH**

To reduce the number of food-borne illnesses in Columbus and Franklin County, inspect and license swimming pools, spas, and water systems, provide inspections for hazardous waste and underground storage tanks, conduct animal bite investigations, monitor and control mosquito and rodent populations, and to evaluate and reduce lead poisoning in the community.

**FAMILY HEALTH**

To provide public health nursing and social work home visiting services to residents in need of social support linkages with community resources, to reduce death and preventable injuries to children aged 14 and under, provide alcohol and drug abuse prevention and education services to Columbus residents, the courts, and clients referred through the employee assistance program, to provide basic and preventive dental clinical services to Franklin County families who are unable to access dental service due to cost, and to prevent tooth decay through a mobile dental sealant program for low income families in Columbus.

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*Present day view of a mural along East North Broadway in the Clintonville neighborhood. The 300-foot murals were installed on both sides of the street in 2012 as a project of the Clintonville Historical Society.*

## DEPARTMENT OF RECREATION AND PARKS

### Department Description

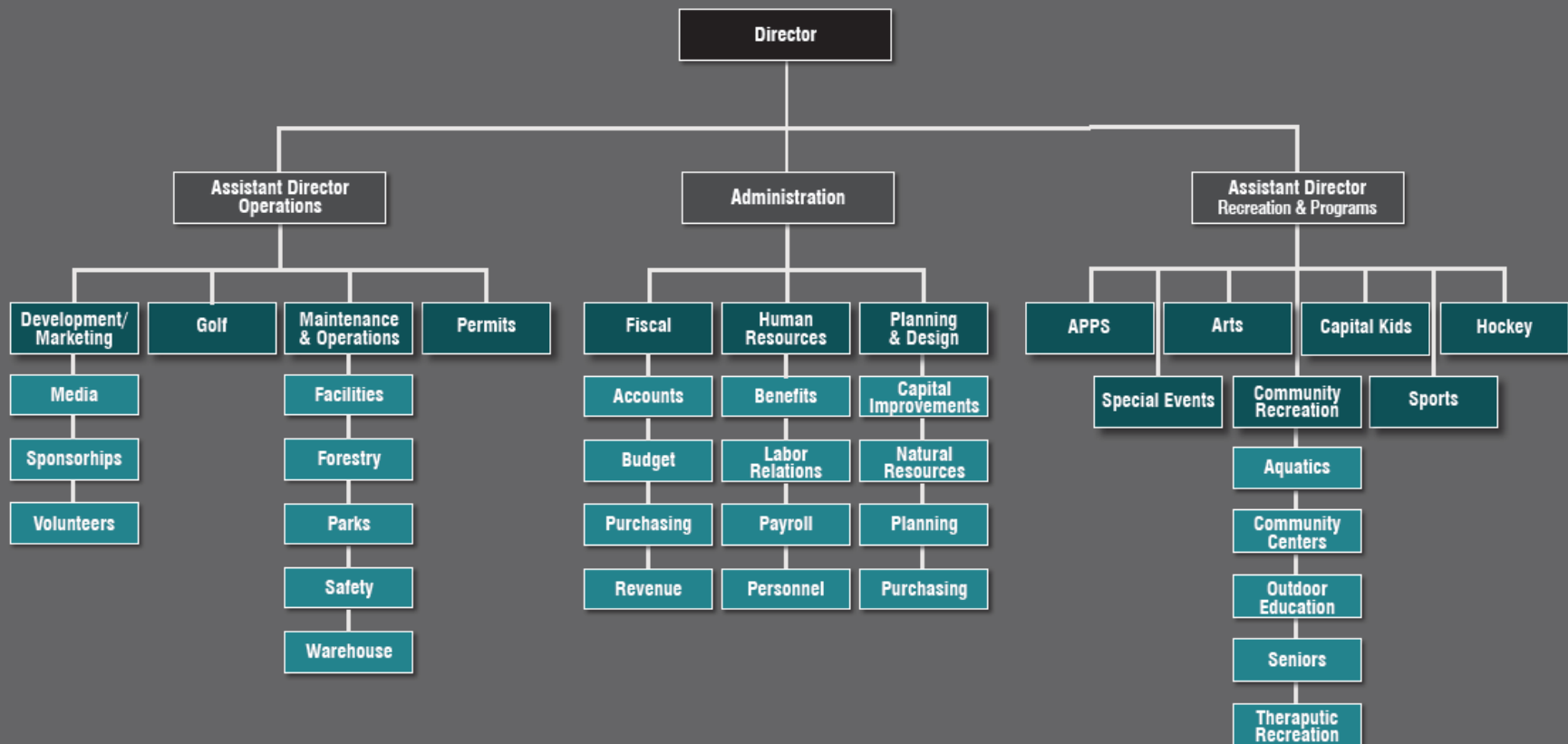
The Columbus Recreation and Parks Department provides active and passive recreational activities, programs, and facilities for Columbus citizens in accessible, affordable, and safe environments. The department also maintains parks, multi-use trails, city trees, golf courses, and recreational facilities, and it promotes the preservation and wise use of the city's natural resources. In addition,

the department offers health and social services to older adults throughout eight counties in central Ohio, and it encourages cultural and physical diversity through its planned activities, the programs offered, and by means of the staff it hires.

### Department Mission

The Columbus Recreation and Parks Department's mission is to enrich the lives of our citizens.

# Recreation and Parks



## Strategic Priorities for 2016

### Downtown Development

Work with the Mayor's Office, Public Service, Public Utilities, and the Columbus Downtown Development Corporation on the Scioto Peninsula Plan.

### Education

Implement and enhance the Application through Purpose, Pride, and Success (APPS) Program in an effort to engage and mentor at-risk youth and young adults.

Coordinate the Capital Kids after-school program.

Develop a community and partner resource guide to help Youth and Family Development customers gain access to services and programs.

### Economic Development and Technology

Work with regional partners to expand the Central Ohio Trail system, which is a driver for economic development and tourism.

Develop a strategy to communicate the importance of recreation and parks as a driver for economic development and business development.

### Peak Performance

Establish a pricing philosophy for the department so core services are subsidized appropriately and enhancement-type services are truly self-funded.

Implement lean six sigma training and process improvement to ensure services are as efficient and cost effective as possible.

### Neighborhoods

Develop strategies to communicate with and engage neighborhoods to better understand their needs and make them aware of available programs and services.

Continue development and construction of multi-use trails through bike/pedestrian studies and mobility plans with a focus on establishing east to west routes.

Develop sustainable plans for neighborhood access to pools based on the 2006 aquatic study.

Develop and implement a regional approach that ensures access to sports, recreation and art opportunities.

Address areas that lack adequate parkland.

Make improvements to various recreation facilities including HVAC and electrical systems, roofs, playground equipment, floors, and landscaping.

Continue the invasive Honeysuckle Removal Program in conjunction with neighborhood volunteers at various parks throughout the city.

Continue the removal of ash trees as a result of the emerald ash borer infestation along city streets, and the planting of new replacement trees of various varieties.

Participate in the Branch Out Columbus tree canopy campaign.



## 2016 BUDGET NOTES

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Franklin Park Conservatory will receive \$350,000 in city support in 2016. The King Arts complex will receive \$125,000. In addition:

- The department will have a 5,000 square foot new LEED certified net zero energy lodge located at the Indian Village Day Camp. The facility will serve the outdoor education programs offered by the Indian Village Day Camp and allow for future expansion of programming. When not utilized by the day camp, the lodge will also provide meeting and overnight space for community groups. A primary goal in the design of the lodge is to create the first net zero energy building owned by the City of Columbus.
- Total funding for the APPS program (Applications through Purpose, Pride, and Success) is \$1,229,335 in 2016. This program enriches the lives of youth ages 14-21 and young adults by connecting them to services and programs focused on building life skills, character development, jobs, postsecondary education, and other components.
- Seven full-time positions will be added to provide for the ongoing maintenance of the Scioto riverfront. The Scioto Greenways Project involved the removal of the Main Street Dam and the restoration of the Scioto River, transforming the downtown Scioto riverfront into a high quality, active, green corridor for the benefit of the entire Columbus community. The project includes the construction of park, utility, and bridge improvements along both sides of the Scioto River between the confluence of the Scioto River and the Olentangy River to approximately 800 feet south of the previous location of the Main Street Dam.

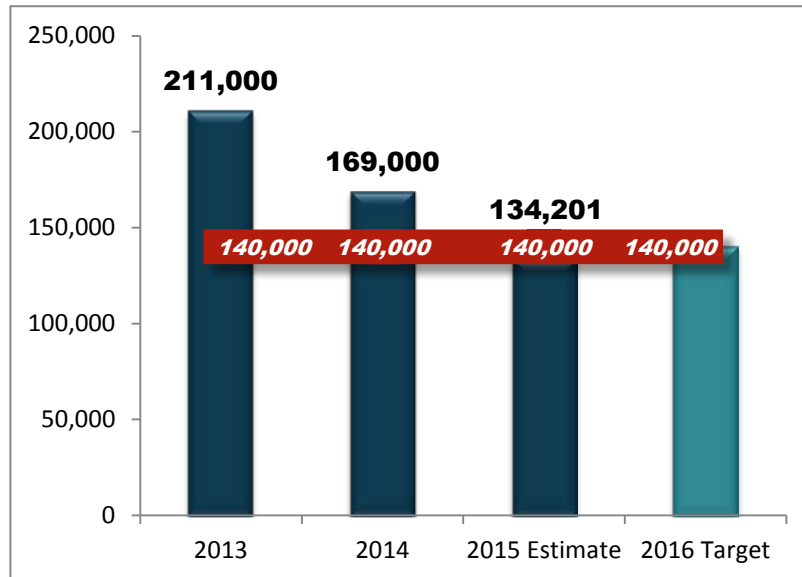


- The department will continue its support of COWIC (Central Ohio Workforce Investment Corporation) in the amount of \$430,000. COWIC's mission is "to meet the employment needs of businesses and job seekers to support economic development in Central Ohio."
- In the Aquatics program, the department will operate 7 outdoor pools, 1 indoor pool, and 3 spray grounds.
- In 2016, the newly-rebuilt Driving Park facility will also be the home of the relocated Fairwood Pool, which will be 8,500 square feet. The new pool will include zero entry access, a tot area, water slides, a six lane competition pool, and a dive well.
- The community development block grant (CDBG) will provide \$781,971 to fund after school programs, activities during breaks in the school year, and recreation center staff.

# PERFORMANCE MEASURES

## Registered Participants

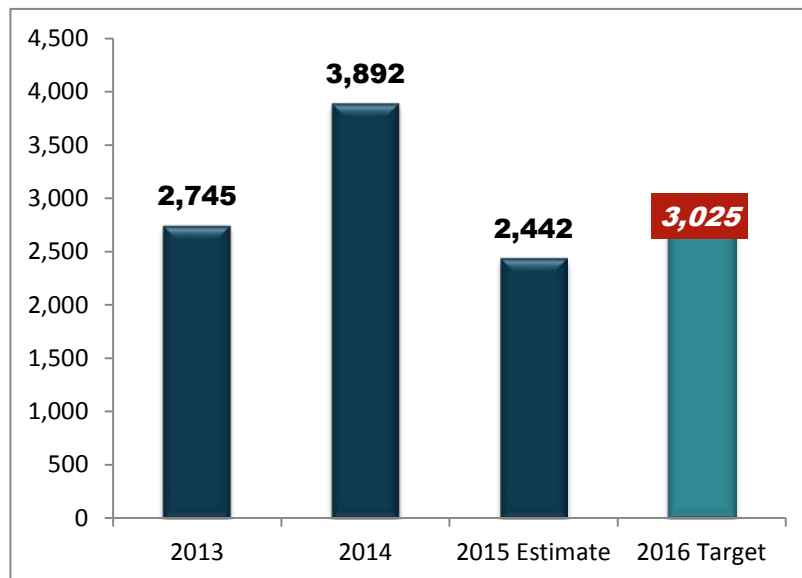
Number registered for recreation classes and programs (in thousands)



The decline over the measurement period reflects the department using varying measurement tools to extrapolate data each year to find the most efficient way to capture participation. In the future, the department will use the same methodology to capture the total number of registered participants. The target for 2016 is 140,000 registrants.

## Planted Trees

Number of trees planted



As a result of the emerald ash borer infestation, the department has focused much of its efforts on removing ash trees and planting new replacement trees which will continue in 2016. This is a newly established measure in which no previous targets were identified. The target for 2016 is to plant 3,025 trees. This measure also aligns with the community-wide effort "Branch Out Columbus". The campaign's goal is to plant 300,000 trees throughout the city by the year 2020.

Recreation and Parks

<b>Department Financial Summary by Area of Expense</b>					
<b>Fund</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2015 Projected</b>	<b>2016 Proposed</b>
<b>Operation and Extension Fund</b>					
Personnel	\$ 26,627,124	\$ 28,302,033	\$ 33,031,010	\$ 32,305,738	\$ 34,439,496
Materials & Supplies	1,300,989	1,333,613	1,755,446	1,740,981	1,895,946
Services	10,032,074	10,453,402	10,546,475	10,532,289	11,440,222
Other	90,773	86,554	98,000	96,766	118,000
Capital	-	190,418	-	-	150,000
Transfers	229,489	550,699	182,489	182,489	182,489
<b>Operation and Extension Fund Subtotal</b>	<b>38,280,449</b>	<b>40,916,719</b>	<b>45,613,420</b>	<b>44,858,264</b>	<b>48,226,153</b>
<b>Community Development Block Grant (CDBG) Fund</b>					
Personnel	684,575	681,043	748,844	748,844	736,883
Materials & Supplies	1,641	2,766	3,033	3,033	3,033
Services	88,631	88,941	91,555	86,165	41,555
Other	525	500	500	500	500
<b>CDBG Fund Subtotal</b>	<b>775,372</b>	<b>773,251</b>	<b>843,932</b>	<b>838,542</b>	<b>781,971</b>
<b>Golf Operations Fund</b>					
Personnel	2,733,203	2,754,097	-	-	-
Materials & Supplies	206,043	212,405	-	-	-
Services	1,144,565	1,054,579	-	-	-
Other	4,000	1,299	-	-	-
Transfers	-	47,000	-	-	-
<b>Golf Operations Fund Subtotal</b>	<b>4,087,811</b>	<b>4,069,380</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Department Total</b>	<b>\$ 43,143,632</b>	<b>\$ 45,759,350</b>	<b>\$ 46,457,352</b>	<b>\$ 45,696,806</b>	<b>\$ 49,008,124</b>

<b>Division Financial Summary by Area of Expense</b>					
<b>Fund</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2015 Projected</b>	<b>2016 Proposed</b>
<b>Administration</b>					
Operation and Extension Fund					
Personnel	\$ 26,627,124	\$ 28,302,033	\$ 33,031,010	\$ 32,305,738	\$ 34,439,496
Materials & Supplies	1,300,989	1,333,613	1,755,446	1,740,981	1,895,946
Services	10,032,074	10,453,402	10,546,475	10,532,290	11,440,222
Other	90,773	86,554	98,000	96,766	118,000
Capital	-	190,418	-	-	150,000
Transfers	229,489	550,699	182,489	182,489	182,489
<b>Operation and Extension Fund Subtotal</b>	<b>38,280,449</b>	<b>40,916,719</b>	<b>45,613,420</b>	<b>44,858,264</b>	<b>48,226,153</b>
CDBG Fund					
Personnel	684,575	681,043	748,844	748,844	736,883
Materials & Supplies	1,641	2,766	3,033	3,033	3,033
Services	88,631	88,941	91,555	86,165	41,555
Other	525	500	500	500	500
<b>CDBG Fund Subtotal</b>	<b>775,372</b>	<b>773,251</b>	<b>843,932</b>	<b>838,542</b>	<b>781,971</b>
<b>Administration Subtotal</b>	<b>39,055,821</b>	<b>41,689,970</b>	<b>46,457,352</b>	<b>45,696,806</b>	<b>49,008,124</b>
<b>Golf</b>					
Golf Operations Fund					
Personnel	2,733,203	2,754,097	-	-	-
Materials & Supplies	206,043	212,405	-	-	-
Services	1,144,565	1,054,579	-	-	-
Other	4,000	1,299	-	-	-
Transfers	-	47,000	-	-	-
<b>Golf Subtotal</b>	<b>4,087,811</b>	<b>4,069,380</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Department Total</b>	<b>\$ 43,143,632</b>	<b>\$ 45,759,350</b>	<b>\$ 46,457,352</b>	<b>\$ 45,696,806</b>	<b>\$ 49,008,124</b>

<b>Department Personnel Summary</b>					
<b>Fund</b>	<b>FT/PT</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budgeted</b>	<b>2016 Budgeted</b>
Operation and Extension Fund					
	FT	267	278	325	335
	PT	799	933	1,355	1,369
CDBG Fund					
	FT	4	4	4	4
	PT	98	72	98	98
Golf Operations Fund					
	FT	26	25	0	0
	PT	70	73	0	0
<b>Total</b>		<b>1,264</b>	<b>1,385</b>	<b>1,782</b>	<b>1,806</b>

<b>Operating Budget by Program</b>		
<b>Program</b>	<b>2016 Proposed</b>	<b>2016 FTEs</b>
Administration	\$ 7,191,082	8
Fiscal	454,523	4
Human Resources	453,969	5
Aquatics	1,052,675	3
APPS	1,229,335	1
Building and Facility Maintenance	2,610,994	25
Development Rec and Parks	423,924	4
Emerald Ash Borer	167,223	1
Forestry	2,447,534	29
Park Maintenance	6,458,989	62
Planning and Design	1,081,553	10
Special Events	644,194	7
Sports	1,775,513	10
SELF Program	197,504	1
Warehouse	316,294	1
Outdoor Education	430,238	3
Cultural Arts Center	690,986	4
Permits	1,427,261	10
Capital Kids	231,647	5
Community Recreation	15,491,850	117
Therapeutic Recreation	464,659	3
Golf	3,766,177	26
<b>Department Total</b>	<b>\$ 49,008,124</b>	<b>339</b>

The programs above and the program descriptions on the following pages represent those that will be used in the city's new accounting system which will go live January 1, 2016. As such, no history of financial or personnel data by program is included in this document for prior years.

For additional financial information related to the Department of Recreation and Parks, please refer to the CDBG fund section and the recreation and parks operation and extension fund contained within the Special Revenue section.



# 2016 PROGRAM GUIDE

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## **ADMINISTRATION**

Provide management and support through the office of the director for training, marketing, grants, COAAA, and City of Columbus initiatives.

## **FISCAL**

Oversee the department's operating budget, processes all invoices, coordinates telephone and wireless devices, posts bids through vendor services, handles legislated contracts and service agreements, and administers grant funding, the capital improvements budget and the special and permanent improvement funds.

## **HUMAN RESOURCES**

Provides 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**

Provides places to swim year round including 7 outdoor swimming pools, 3 spray grounds, and an indoor swim center. The section also offers a summer watercraft instruction camp that teaches basic sailing and canoeing skills.

**APPS**

Application for Pride, Purpose and Success (APPS) Section works to enrich the lives of at-risk youth, ages 14-21, by connecting them to programs focused on building life skills, character development, jobs, postsecondary education, and by further enhancing the recreational programs the department currently provides.

**BUILDING AND FACILITY  
MAINTENANCE**

Preserves and/or restores buildings and equipment to their original condition or to such a condition that they can be effectively used for their intended purpose, and does whatever work is necessary to maintain the original anticipated useful life of a fixed asset.

**DEVELOPMENT REC AND PARKS**

Directs all marketing opportunities through the department's web site, social media, publications, promotional materials, and special projects as well as coordinating and tracking volunteer efforts, and soliciting and receiving monetary and in-kind donations. The section also annually raises and disseminates funds for P.L.A.Y (Private Leisure Assistance for Youth), and manages the department's non-profit foundation.

**EMERALD ASH BORER**

The Emerald Ash Borer (EAB) Program is responsible for the removal of dead and dying trees as related to the ash tree killing insect. The program is also responsible for placement of new trees in the areas affected by these tree removals.

**FORESTRY**

Manages the health and safety of the city's trees, which includes the planting, pruning, and removal of trees in city parks and on city rights-of-way, as well as maintaining the Park of Roses, responding to calls related to tree damage from storms, and coordinating the annual Arbor Day Celebration.

**PARK MAINTENANCE**

To regularly provide professional grounds and facilities maintenance services to the department's park properties including mowing, raking, trimming, mulching, repairing playground equipment, installing of public docks, and refurbishing park benches, tables, fences, and signs.

**PLANNING AND DESIGN**

Directs the department's capital budget and insures that it is efficiently used for the planning and acquisition of open green space, as well as meeting the park and recreational needs of the community, department and city neighborhoods including multi-use trails throughout the city.

**SPECIAL EVENTS**

Provides guidelines and regulations for producing a special event or race, coordinates city services for special events and races, permits use of parks, trails and streets for events, secures city permission to conduct alcohol sales at public events, provides consultations for new events, and produces annual events such as Jazz & Rib Fest, Rhythm on the River, Fountain Side, and the Grand Illumination at the Scioto Mile.

**SPORTS**

Offers adult leagues for softball, basketball, volleyball, rugby, and flag-football, hosts tournaments at the department's athletic fields, and manages the Youth First Grant Program to increase the number of opportunities in the city for youth that participate in organized sports at a reasonable cost.

**SELF PROGRAM**

The Summer Food and After School Feeding Section provides free, nutritionally balanced breakfast, lunches and snacks at 270 sites in the summer, and at 27 of the department's community recreation centers throughout the rest of the year as part of the U.S. government's feeding program for children from low income families.



**WAREHOUSE**

Oversees the storage and handling of goods and material for the department as well as inventory control. Governs regulatory compliance for worker safety as well as accident and claim investigations. Provides finance services for the entire Parks Division.

**OUTDOOR EDUCATION**

Instills an appreciation of the outdoors through learning while fostering environmental stewardship for youth including summer camps and special events.

**CULTURAL ARTS**

Offers visual arts classes for adults taught by professional artists, manages main hall and loft gallery exhibitions, coordinates weekly lecture series, and operates a gift shop. The Golden Hobby Shop is a non-profit consignment shop for senior citizens' handcrafted items that is under the direction of the department.

**PERMITS**

To provide quality and affordable rental facilities, special permits, and unique opportunities that promote family, social, business and department events, private recreation, and invigorate community spirit, contributing substantial economic and social benefits to the city.

**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 develops the city leaders of tomorrow, (grades 6-8 and ages 10-15) by providing an orientation of the City of Columbus to include science, technology, arts, history, education, health and nutrition, social services, law enforcement, safety, government, economic development and community service through hands-on learning opportunities and meetings and mentoring by current city leadership.

**COMMUNITY RECREATION**

The Recreation Section operates 29 community recreation centers around the City of Columbus in which hundreds of classes are offered throughout the year including arts and crafts, sports, fitness, dance, music, summer camps and life skills. Of the 29 centers, 3 are multi-generational facilities (serving all ages), and 2 are senior centers (serving those 50 years and older).

**THEARAPUTIC RECREATION**

Therapeutic Recreation Section sponsors recreational activities that are modified to meet the needs of individuals with disabilities.

**GOLF**

Manages 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.

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*New bike lanes on Spring Street at the corner of High Street heading east.*

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## **DEPARTMENT OF PUBLIC SERVICE**

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## Department Description

The Department of Public Service is comprised of the Director's Office, the 311 Customer Call Center, and four divisions: Refuse Collection; Traffic Management; Infrastructure Management; and Design and Construction.

The **Director's Office** provides overall coordination and policy direction for the department. Fiscal, human resources, contracting, communications, and legislative processing functions are also coordinated by this office, as well as oversight of the Columbus portion of Paving the Way, a multi-jurisdictional road-construction information service. Keep Columbus Beautiful, which coordinates hundreds of volunteers in litter pick-up events, administers the city's illegal dumping and graffiti services, and manages the city's internal recycling program, is also coordinated through the Director's Office.

The **Division of Refuse Collection** provides residential refuse and bulk-collection services, litter-container collection, dead-animal pickup from public property, clean up for major downtown special events, and administers contracts for yard waste and recycling services. This includes the citywide residential recycling program which started in 2012.

The **Division of Traffic Management** is responsible for planning, educating, and advocating for greater mobility of the various roadway users necessary to ensure a safe and efficient transportation system for pedestrians, bicyclists, and vehicular traffic, as well as improving neighborhood livability and safety. The division directs the implementation of the

city's Bicentennial Bikeways Plan, which outlines goals for making Columbus a more bike-friendly city, and Operation SAFEWALKS, which sets priorities for filling in sidewalk gaps along the city's arterial streets. The division also provides parking management services, including on-street and parking garage planning, parking enforcement, various forms of parking permits, meter collections and maintenance.

## Department Mission

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

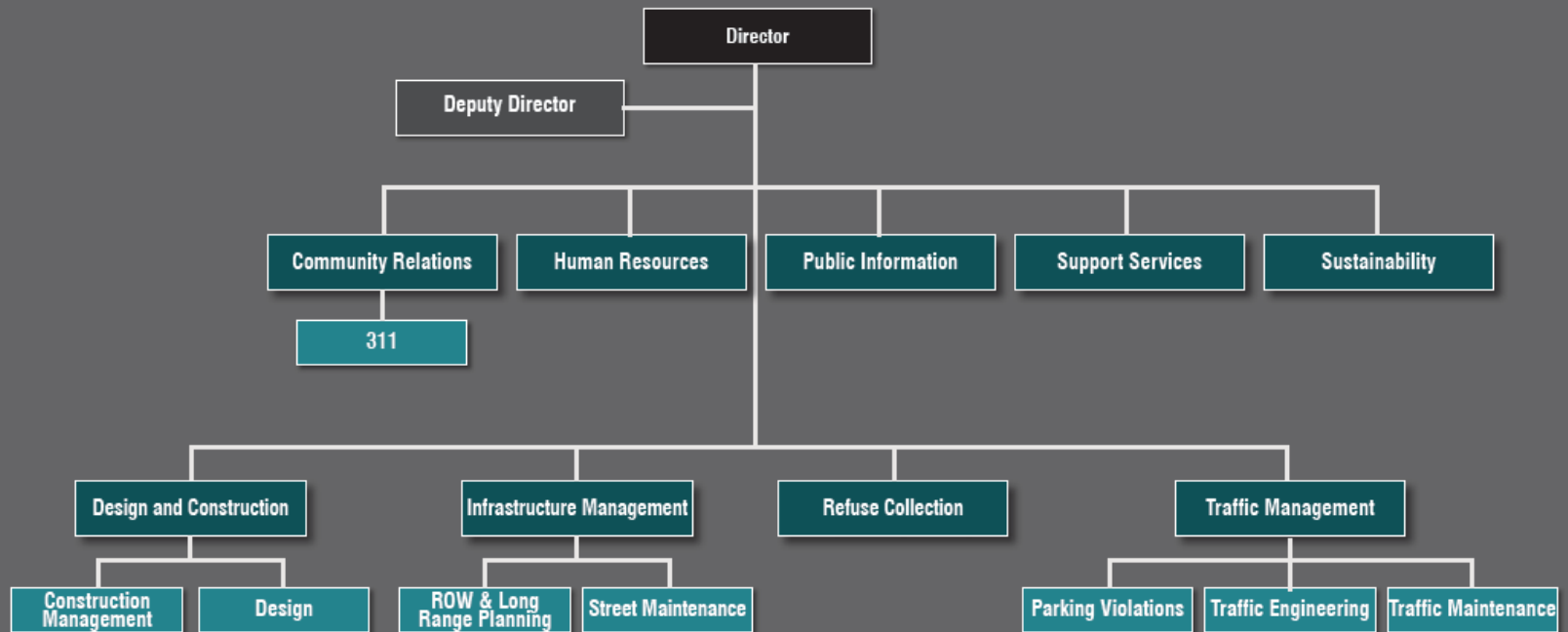
The **Division of Infrastructure Management** is responsible for delivering all services related to transportation planning including traffic engineering studies, pavement and structures management, zoning and right-of-way permit reviews, and plat reviews. The division provides street maintenance services within the City of Columbus' rights-of-way including street sweeping, litter control, graffiti removal, and snow removal in an efficient manner. The division also installs and maintains pavement markings, traffic signals, traffic signage, and parking meters.

The **Division of Design and Construction** is responsible for developing quality construction plans, managing design contracts, and enabling the department to build and maintain a safe and efficient transportation system. In addition, the division manages construction contracts, providing quality and timely construction

inspection, surveying, and materials testing services in support of Public Service, Public Utilities, and privately-funded infrastructure construction projects.



# Public Service



## Strategic Priorities for 2016

### Neighborhoods

Manage the citywide residential recycling and yard waste program contracted through Rumpke.

Provide timely and consistent services, particularly in the areas of refuse, bulk, recycling and yard waste collection, and street maintenance activities, including pothole repair, parking meter repair, snow and ice removal, and street sweeping.

Plan and construct sidewalks, crossing opportunities and on-street bikeway facilities to provide safe access for pedestrians and bicycles, especially school children.

Complete a multimodal thoroughfare plan to realize the city's transportation vision and system goals.

Recognize the travel needs of the disabled community by installing new and rehabilitating existing curb ramps.

Work with neighborhoods to update rules and regulations for permit parking.

### Economic Development and Technology

Promote policies and procedures that ensure the department conducts business with responsible firms and encourages development of emerging businesses.

Work with regional economic development partners to address transportation challenges such as traffic congestion, highway construction, airports, and transit.

Identify and promote "green" practices to ensure a sustainable, responsible, and safe working environment for employees and livable community for our residents.

Support efforts to revitalize or stabilize neighborhood corridors and residential and commercial districts.

Support economic development through infrastructure planning and improvements.

## Strategic Priorities for 2016 (cont.)

### Downtown Development

Support projects that increase downtown residential and commercial development.

Continue to collaborate with ODOT, the Mid-Ohio Regional Planning Commission (MORPC), Franklin County, and key stakeholders in the Interstate-70/71 planning and construction process.

Complete the Downtown Design Standard update to improve the livability of streets and to make downtown more welcoming to pedestrians and bicycles.

Manage and implement effective public on-street parking to reflect the needs of businesses and residents.

### Peak Performance

Operate within adopted operating and capital budgets, and meet or exceed established performance measures.

Continue to collect and update right-of-way asset management data to prioritize streets for resurfacing, maintenance projects, and to schedule the replacement and repair of signs, wheelchair ramps, and curbs.

Cooperate with SWACO in planning and upgrading refuse transfer facilities.

Support and develop methods to recruit, develop, and retain highly motivated, qualified, and productive employees and develop and communicate expectations of employee performance at all levels of the organization.

### Customer Service

Promote good communication with internal and external stakeholders, the general public, and department employees, including use of social media.

Provide citizens with access to city services and city information through timely responses within the 311 Customer Call Center.

Partner and coordinate with other city departments on construction projects in order to provide value for residents and the city.

### Safety

Correct safety deficiencies at dangerous intersections and corridors in the city to improve both vehicular, bicycle, and pedestrian safety.

Continue to modify and approve the snow emergency plan.

Increase public awareness of pedestrian safety and bicycle safety.



## 2016 BUDGET NOTES

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### **DIRECTOR'S OFFICE**

The Director's office provides the overall coordination and policy direction for the department. In addition, the office coordinates fiscal, human resources and legislation processing functions for the entire department.

Funding of \$1.9 million is included for the 311 Customer Call Center, a single point of contact that residents can call to access services provided by a variety of city agencies. The 2016 budget includes 2 additional full-time positions in the call center to bring the total number to 24 full-time and 2 part-time employees working two shifts throughout the year. The street construction, maintenance and repair (SCMR) fund and the four funds within the Department of Public Utilities share in the cost of the call center's operations through internal billings.

### **REFUSE COLLECTION**

Residential refuse collection and yard waste collection services are provided through the general fund. This includes 90-gallon, 300-gallon, bulk refuse collection and multi-family collection methods. The general fund also funds the budgets for sidewalk litter receptacles, dead animal collection, and the Keep Columbus Beautiful programs. In addition:

- The bulk collection program will be funded entirely by the general fund again in 2016.
- The 2016 general fund budget includes \$6.3 million for yard waste removal, residential curbside recycling, and downtown recycling contracts.
- The 2016 budget includes \$17.3 million for disposal of refuse at the county landfill from the special income tax (SIT) fund.

### **TRAFFIC MANAGEMENT**

The 2016 budget for the division includes funding for the parking ticket processing and collection contract. This contract provides for all aspects of ticket issuance and processing, notice, collection processing, and supplies. Payments are accepted by mail, in person, by telephone, and over the internet.

In 2016, the division will see a reduction in their general fund budget due to the transfer of 6.5 employees to the Parking Meter Program Fund. These employees still reside within the division, but transferring their expense results in a savings to the general fund.

### **INFRASTRUCTURE MANAGEMENT**

The Division of Infrastructure Management provides roadway maintenance and repair services to city residents in order to ensure efficient, safe, and reliable roadways within the city limits. Infrastructure Management also houses all snow and ice removal efforts throughout the city during the winter. Revenue collected in the street construction and maintenance (SCMR) fund pays for all activities in the division.

The stormwater utility fund will continue to reimburse the SCMR fund for the cost of street cleaning and snow and ice removal. Such efforts protect water quality and minimize the burden on the sewer system from ice, snow, and surface debris. Reimbursement for these activities will total \$7.9 million in 2016. In addition:

- Funding for the bridge maintenance program is included in the capital budget.

- In 2016, the general fund will continue to cover the costs associated with efforts by the Department of Recreation and Parks to maintain trees in the right-of-way.

## **DESIGN AND CONSTRUCTION**

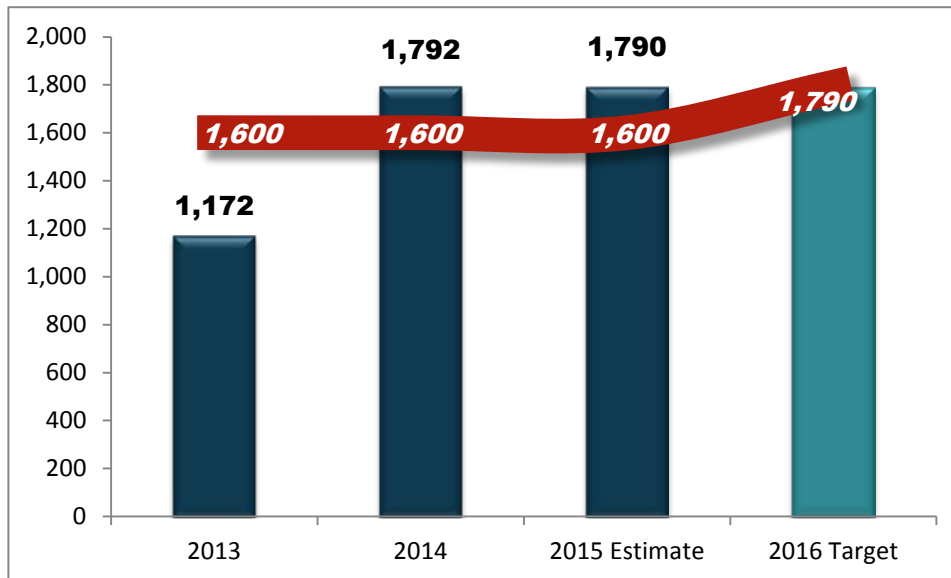
The construction inspection fund includes funding for 64 full-time and 43 part-time employees to provide construction inspection services for City of Columbus agencies. The private inspection fund includes funding for 19 full-time and 10 part-time employees to provide construction inspection services for private development. These employees help to develop quality construction plans, manage design contracts, and perform construction inspection services. With this, the division is able to provide the city and private entities the chance to build and maintain a safe and efficient transport system for pedestrians, bicyclists, and vehicular traffic and improve neighborhood livability and safety.



## PERFORMANCE MEASURES

### Refuse Collection

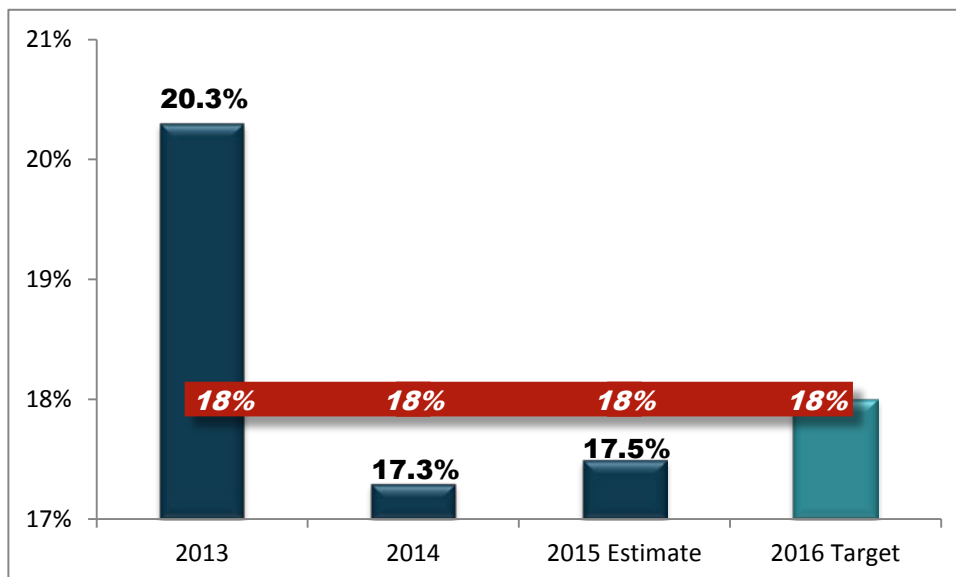
Number of households served weekly per collection personnel



The number of households served on a weekly basis is projected to once again beat the annual goal in 2015. This measurement is used to ensure customer service levels are met.

### Recycling and Yard Waste

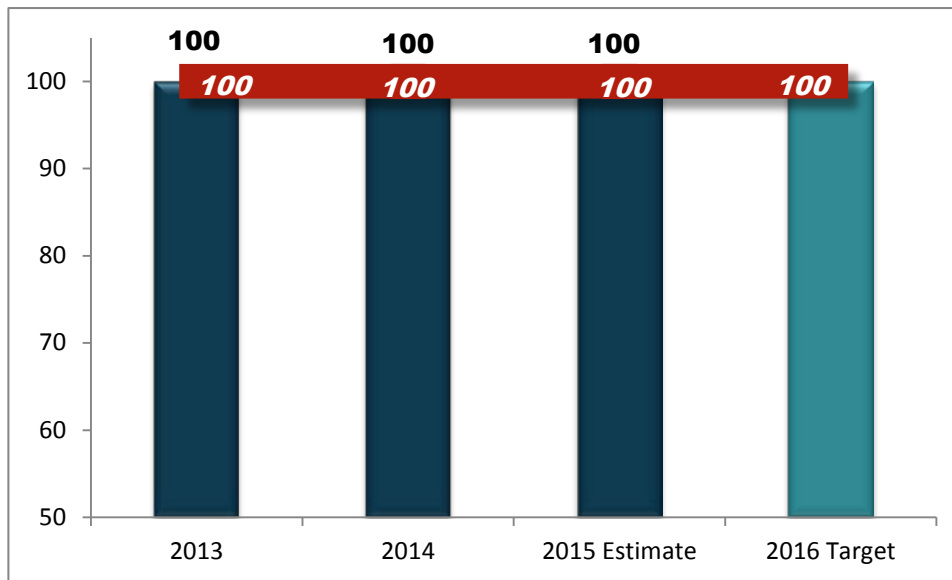
Percent of waste diverted from the waste stream



The percentage of waste diverted through recycling efforts and yard waste program is expected to grow to 18% in 2016.

### Private Construction Inspections

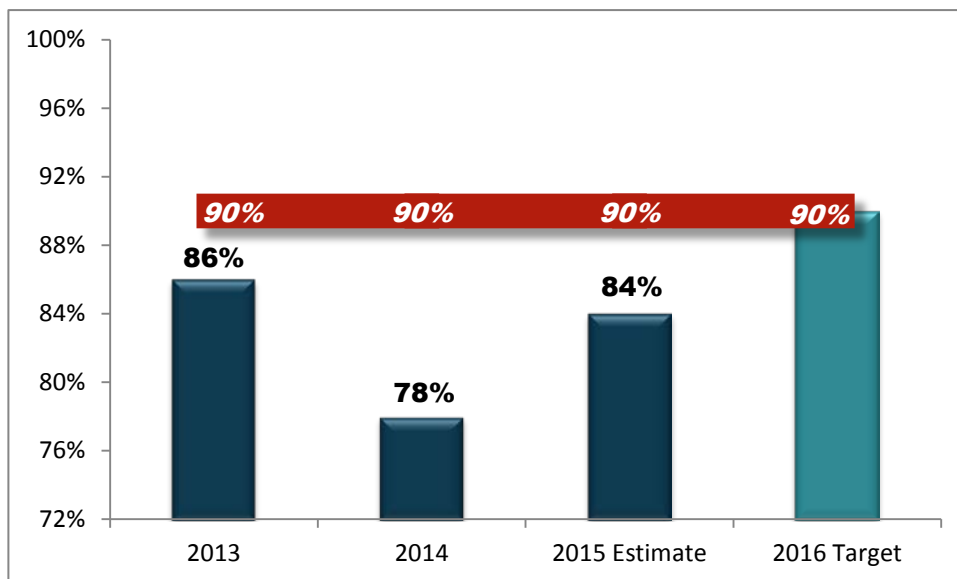
Percent of private construction inspections completed in 48 hours



The percentage of private construction inspection completed in 48 hours is a measurement of how quickly the department can support development efforts in Columbus.

### Street Maintenance

Percent of pothole repair service requests closed within three days



The department continues to show improvement in its ability to fill pothole service requests in a timely manner. In 2016, the department hopes to close 90% of requests within three days.

<b>Department Financial Summary by Area of Expense</b>						
<b>Fund</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2015</b>	<b>2016</b>	
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Proposed</b>	
<b>General Fund</b>						
Administration						
Personnel	\$ 2,778,112	\$ 2,941,824	\$ 3,103,747	\$ 2,880,935	\$ 3,420,446	
Materials & Supplies	4,007	3,487	4,742	2,660	5,642	
Services	23,241	22,175	27,353	22,704	40,661	
Other	-	-	-	-	-	
<b>Administration Subtotal</b>	<b>2,805,360</b>	<b>2,967,486</b>	<b>3,135,842</b>	<b>2,906,299</b>	<b>3,466,749</b>	
Refuse Collection						
Personnel	13,272,396	16,213,640	17,364,706	16,221,199	17,292,224	
Materials & Supplies	123,449	114,258	121,039	116,788	125,035	
Services	11,746,694	14,239,265	14,859,453	13,501,128	15,508,813	
Other	51,418	43,717	91,510	91,510	71,520	
Capital	6,419	-	10,000	8,895	17,600	
<b>Refuse Collection Subtotal</b>	<b>25,200,376</b>	<b>30,610,879</b>	<b>32,446,708</b>	<b>29,939,519</b>	<b>33,015,192</b>	
Traffic Management						
Personnel	-	1,390,236	3,082,110	2,819,483	2,185,563	
Materials & Supplies	-	21,384	35,600	25,376	33,163	
Services	-	58,449	105,264	91,924	125,991	
Other	-	5,635	6,635	5,715	56,768	
<b>Traffic Management Subtotal</b>	<b>-</b>	<b>1,475,704</b>	<b>3,229,609</b>	<b>2,942,498</b>	<b>2,401,485</b>	
Mobility Options						
Personnel	2,805,642	1,421,345	-	-	-	
Materials & Supplies	23,041	1,165	-	-	-	
Services	106,428	29,037	-	-	-	
Other	-	-	-	-	-	
<b>Mobility Options Subtotal</b>	<b>2,935,111</b>	<b>1,451,546</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>General Fund Subtotal</b>	<b>30,940,847</b>	<b>36,505,615</b>	<b>38,812,159</b>	<b>35,788,317</b>	<b>38,883,426</b>	
<b>Street Construction Fund</b>						
Administration						
Personnel	2,824,153	2,832,504	3,173,235	2,875,515	2,919,709	
Materials & Supplies	1,287	3,888	3,570	3,570	4,300	
Services	153,594	140,420	142,523	450,487	179,302	
<b>Administration Subtotal</b>	<b>2,979,034</b>	<b>2,976,812</b>	<b>3,319,328</b>	<b>3,329,572</b>	<b>3,103,311</b>	
Refuse Collection						
Personnel	2,160,866	-	-	-	-	
Services	462,639	-	-	-	-	
<b>Refuse Collection Subtotal</b>	<b>2,623,505</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
Traffic Management						
Personnel	-	4,637,804	10,146,993	9,235,819	10,402,002	
Materials & Supplies	-	209,860	238,200	237,500	257,500	
Services	-	358,014	965,830	1,361,956	1,502,182	
Other	-	-	25,000	72,000	145,000	
Capital	-	-	-	156,214	-	
Transfers	-	-	-	-	-	
<b>Traffic Management Subtotal</b>	<b>-</b>	<b>5,205,679</b>	<b>11,376,023</b>	<b>11,063,488</b>	<b>12,306,684</b>	
Mobility Options						
Personnel	974,444	466,758	-	-	-	
Materials & Supplies	2,752	2,131	-	-	-	
Services	222,440	42,855	-	-	-	
Other	-	-	-	-	-	
Capital	-	-	-	-	-	
Transfers	-	-	-	-	-	
<b>Mobility Options Subtotal</b>	<b>1,199,636</b>	<b>511,744</b>	<b>-</b>	<b>-</b>	<b>-</b>	
Infrastructure Management						
Personnel	22,713,634	20,395,486	16,536,018	16,477,672	17,168,747	
Materials & Supplies	582,354	1,105,473	388,450	581,411	432,000	
Services	10,495,628	11,292,465	11,756,207	10,448,026	12,881,062	
Other	53,973	209,875	66,000	66,000	76,000	
Capital	301,154	173,174	175,000	317,002	500,000	
Transfers	-	166,000	-	-	-	
<b>Infrastructure Management Subtotal</b>	<b>34,146,743</b>	<b>33,342,473</b>	<b>28,921,675</b>	<b>27,890,111</b>	<b>31,057,809</b>	
Design & Construction						
Personnel	3,209,024	3,439,676	4,304,992	3,848,927	4,565,231	
Materials & Supplies	1,950	2,318	9,800	8,822	9,700	
Services	599,794	584,205	726,109	667,009	768,950	
Other	31,000	942	3,000	3,000	3,500	
<b>Design &amp; Construction Subtotal</b>	<b>3,841,768</b>	<b>4,027,141</b>	<b>5,043,901</b>	<b>4,527,758</b>	<b>5,347,381</b>	
<b>Street Const. Fund Subtotal</b>	<b>44,790,686</b>	<b>46,063,848</b>	<b>48,660,927</b>	<b>46,810,930</b>	<b>51,815,185</b>	

<b>Department Financial Summary by Area of Expense (Continued)</b>					
<b>Fund</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2015</b>	<b>2016</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Proposed</b>
<b>Construction Inspection Fund</b>					
Administration					
Personnel	541,694	516,094	590,476	526,187	619,145
Materials & Supplies	274	313	455	336	1,133
Services	31,300	43,491	79,091	744	2,744
<b>Administration Subtotal</b>	<b>573,268</b>	<b>559,898</b>	<b>670,022</b>	<b>527,266</b>	<b>623,022</b>
Design & Construction					
Personnel	6,256,356	7,245,676	6,664,850	6,507,660	7,477,032
Materials & Supplies	66,063	66,279	103,800	86,552	97,090
Services	605,798	596,013	1,173,435	1,026,462	896,773
Other	17,500	2,000	2,000	2,000	2,000
Capital	133,114	91,161	256,500	124,558	25,000
<b>Design &amp; Construction Subtotal</b>	<b>7,078,831</b>	<b>8,001,130</b>	<b>8,200,585</b>	<b>7,747,231</b>	<b>8,497,895</b>
<b>Const. Insp. Fund Subtotal</b>	<b>7,652,099</b>	<b>8,561,028</b>	<b>8,870,607</b>	<b>8,274,498</b>	<b>9,120,917</b>
<b>Private Inspection Fund</b>					
Administration					
Personnel	-	-	-	-	30,531
Materials & Supplies	-	-	-	-	283
Services	-	-	-	-	680
<b>Administration Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>31,494</b>
Design & Construction					
Personnel	2,169,988	1,710,414	2,586,327	2,153,786	2,611,600
Materials & Supplies	10,049	10,559	22,900	19,430	22,900
Services	185,358	217,089	237,522	215,337	281,641
Other	-	500	500	500	500
Capital	97,128	125,645	60,000	15,000	215,000
<b>Design &amp; Construction Subtotal</b>	<b>2,462,523</b>	<b>2,064,207</b>	<b>2,907,249</b>	<b>2,404,054</b>	<b>3,131,641</b>
<b>Private Insp. Fund Subtotal</b>	<b>2,462,523</b>	<b>2,064,207</b>	<b>2,907,249</b>	<b>2,404,054</b>	<b>3,163,135</b>
<b>Parking Meter Program Fund</b>					
Traffic Management					
Personnel	-	169,369	343,009	341,393	1,099,792
Materials & Supplies	-	37,609	108,200	49,831	113,364
Services	-	1,780,324	1,771,814	1,761,519	1,793,232
Other	-	7,031	14,365	14,365	18,144
<b>Traffic Management Subtotal</b>	<b>-</b>	<b>1,994,333</b>	<b>2,237,388</b>	<b>2,167,107</b>	<b>3,024,532</b>
Mobility Options					
Personnel	299,337	164,882	-	-	-
Materials & Supplies	46,310	5,590	-	-	-
Services	1,485,054	31,582	-	-	-
Other	12,865	5,774	-	-	-
<b>Mobility Options Subtotal</b>	<b>1,843,566</b>	<b>207,828</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Parking Meter Fund Subtotal</b>	<b>1,843,566</b>	<b>2,202,161</b>	<b>2,237,388</b>	<b>2,167,107</b>	<b>3,024,532</b>
<b>Department Total</b>	<b>\$ 87,689,721</b>	<b>\$ 95,396,859</b>	<b>\$ 101,488,330</b>	<b>\$ 95,444,905</b>	<b>\$ 106,007,195</b>

Effective July 1, 2014, Columbus City Council approved a reorganization of the Department of Public Service's divisions. Some differences between 2015 and prior years reflect this reorganization.

<b>Division Financial Summary by Area of Expense</b>						
<b>Fund</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2015</b>	<b>2016</b>
		<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Proposed</b>
<b>Administration</b>						
General Fund						
	Personnel	\$ 2,778,112	\$ 2,941,824	\$ 3,103,747	\$ 2,880,935	\$ 3,420,446
	Materials & Supplies	4,007	3,487	4,742	2,660	5,642
	Services	23,241	22,175	27,353	22,704	40,661
	<b>General Fund Subtotal</b>	<b>2,805,360</b>	<b>2,967,486</b>	<b>3,135,842</b>	<b>2,906,299</b>	<b>3,466,749</b>
SCMR Fund						
	Personnel	2,824,153	2,832,504	3,173,235	2,875,515	2,919,709
	Materials & Supplies	1,287	3,888	3,570	3,570	4,300
	Services	153,594	140,420	142,523	450,487	179,302
	<b>SCMR Fund Subtotal</b>	<b>2,979,034</b>	<b>2,976,812</b>	<b>3,319,328</b>	<b>3,329,572</b>	<b>3,103,311</b>
Construction Inspection Fund						
	Personnel	541,694	516,094	590,476	526,187	619,145
	Materials & Supplies	274	313	455	336	1,133
	Services	31,300	43,491	79,091	744	2,744
	<b>Construction Inspection Fund Subtotal</b>	<b>573,268</b>	<b>559,898</b>	<b>670,022</b>	<b>527,266</b>	<b>623,022</b>
Private Constr. Inspect. Fund						
	Personnel	-	-	-	-	30,531
	Materials & Supplies	-	-	-	-	283
	Services	-	-	-	-	680
	<b>Private Constr. Inspect. Fund Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>31,494</b>
	<b>Administration Subtotal</b>	<b>6,357,662</b>	<b>6,504,196</b>	<b>7,125,192</b>	<b>6,763,138</b>	<b>7,224,576</b>
<b>Refuse Collection</b>						
General Fund						
	Personnel	13,272,396	16,213,640	17,364,706	16,221,199	17,292,224
	Materials & Supplies	123,449	114,258	121,039	116,788	125,035
	Services	11,746,694	14,239,265	14,859,453	13,501,128	15,508,813
	Other	51,418	43,717	91,510	91,510	71,520
	Capital	6,419	-	10,000	8,895	17,600
	<b>General Fund Subtotal</b>	<b>25,200,376</b>	<b>30,610,879</b>	<b>32,446,708</b>	<b>29,939,519</b>	<b>33,015,192</b>
SCMR Fund						
	Personnel	2,160,866	-	-	-	-
	Materials & Supplies	462,639	-	-	-	-
	<b>SCMR Fund Subtotal</b>	<b>2,623,505</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Refuse Collection Subtotal</b>	<b>27,823,881</b>	<b>30,610,879</b>	<b>32,446,708</b>	<b>29,939,519</b>	<b>33,015,192</b>
<b>Infrastructure Management</b>						
SCMR Fund						
	Personnel	22,713,634	20,395,486	16,536,018	16,477,672	17,168,747
	Materials & Supplies	582,354	1,105,473	388,450	581,411	432,000
	Services	10,495,628	11,292,465	11,756,207	10,448,026	12,881,062
	Other	53,973	209,875	66,000	66,000	76,000
	Capital	301,154	173,174	175,000	317,002	500,000
	Transfers	-	166,000	-	-	-
	<b>Infrastructure Management</b>	<b>34,146,743</b>	<b>33,342,473</b>	<b>28,921,675</b>	<b>27,890,111</b>	<b>31,057,809</b>
<b>Mobility Options</b>						
General Fund						
	Personnel	2,805,642	1,421,345	-	-	-
	Materials & Supplies	23,041	1,165	-	-	-
	Services	106,428	29,037	-	-	-
	<b>General Fund Subtotal</b>	<b>2,935,111</b>	<b>1,451,546</b>	<b>-</b>	<b>-</b>	<b>-</b>
SCMR Fund						
	Personnel	974,444	466,758	-	-	-
	Materials & Supplies	2,752	2,131	-	-	-
	Services	222,440	42,855	-	-	-
	<b>SCMR Fund Subtotal</b>	<b>1,199,636</b>	<b>511,744</b>	<b>-</b>	<b>-</b>	<b>-</b>
Parking Meter Program Fund						
	Personnel	299,337	164,882	-	-	-
	Materials & Supplies	46,310	5,590	-	-	-
	Services	1,485,054	31,582	-	-	-
	Other	12,865	5,774	-	-	-
	<b>Parking Meter Program Fund Subtotal</b>	<b>1,843,566</b>	<b>207,828</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Mobility Options Subtotal</b>	<b>5,978,313</b>	<b>2,171,118</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>Division Financial Summary by Area of Expense (Continued)</b>					
<b>Fund</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2015 Projected</b>	<b>2016 Proposed</b>
<b>Design and Construction</b>					
SCMR Fund					
Personnel	3,209,024	3,439,676	4,304,992	3,848,927	4,565,231
Materials & Supplies	1,950	2,318	9,800	8,822	9,700
Services	599,794	584,205	726,109	667,009	768,950
Other	31,000	942	3,000	3,000	3,500
<b>SCMR Fund Subtotal</b>	<b>3,841,768</b>	<b>4,027,141</b>	<b>5,043,901</b>	<b>4,527,758</b>	<b>5,347,381</b>
Constr. Inspect. Fund					
Personnel	6,256,356	7,245,676	6,664,850	6,507,660	7,477,032
Materials & Supplies	66,063	66,279	103,800	86,552	97,090
Services	605,798	596,013	1,173,435	1,026,462	896,773
Other	17,500	2,000	2,000	2,000	2,000
Capital	133,114	91,161	256,500	124,558	25,000
<b>Constr. Inspect. Fund Subtotal</b>	<b>7,078,831</b>	<b>8,001,130</b>	<b>8,200,585</b>	<b>7,747,231</b>	<b>8,497,895</b>
Private Inspect. Fund					
Personnel	2,169,988	1,710,414	2,586,327	2,153,786	2,611,600
Materials & Supplies	10,049	10,559	22,900	19,430	22,900
Services	185,358	217,089	237,522	215,337	281,641
Other	-	500	500	500	500
Capital	97,128	125,645	60,000	15,000	215,000
<b>Private Inspect. Fund Subtotal</b>	<b>2,462,523</b>	<b>2,064,207</b>	<b>2,907,249</b>	<b>2,404,054</b>	<b>3,131,641</b>
<b>Design and Construction Subtotal</b>	<b>13,383,122</b>	<b>14,092,478</b>	<b>16,151,735</b>	<b>14,679,043</b>	<b>16,976,917</b>
<b>Traffic Management</b>					
General Fund					
Personnel	-	1,390,236	3,082,110	2,819,483	2,185,563
Materials & Supplies	-	21,384	35,600	25,376	33,163
Services	-	58,449	105,264	91,924	125,991
Other	-	5,635	6,635	5,715	56,768
<b>General Fund</b>	<b>-</b>	<b>1,475,704</b>	<b>3,229,609</b>	<b>2,942,498</b>	<b>2,401,485</b>
SCMR Fund					
Personnel	-	4,637,804	10,146,993	9,235,819	10,402,002
Materials & Supplies	-	209,860	238,200	237,500	257,500
Services	-	358,014	965,830	1,361,956	1,502,182
Other	-	-	25,000	72,000	145,000
Capital	-	-	-	156,214	-
Transfers	-	-	-	-	-
<b>SCMR Fund Subtotal</b>	<b>-</b>	<b>5,205,679</b>	<b>11,376,023</b>	<b>11,063,488</b>	<b>12,306,684</b>
Parking Meter Program Fund					
Personnel	-	169,369	343,009	341,393	1,099,792
Materials & Supplies	-	37,609	108,200	49,831	113,364
Services	-	1,780,324	1,771,814	1,761,519	1,793,232
Other	-	7,031	14,365	14,365	18,144
<b>Parking Meter Program Fund Subtotal</b>	<b>-</b>	<b>1,994,333</b>	<b>2,237,388</b>	<b>2,167,107</b>	<b>3,024,532</b>
<b>Traffic Management Subtotal</b>	<b>-</b>	<b>8,675,716</b>	<b>16,843,020</b>	<b>16,173,094</b>	<b>17,732,701</b>
<b>Department Total</b>	<b>\$ 87,689,721</b>	<b>\$ 95,396,859</b>	<b>\$ 101,488,330</b>	<b>\$ 95,444,905</b>	<b>\$ 106,007,195</b>

Effective July 1, 2014, Columbus City Council approved a reorganization of the Department of Public Service's divisions. Some differences between 2015 and prior years reflect this reorganization.



<b>Department Personnel Summary</b>						
<b>Fund</b>	<b>FT/PT</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budgeted</b>	<b>2016 Budgeted</b>	
<b>General Fund</b>						
Administration	FT	35	33	34	38	
	PT	2	2	2	2	
Refuse Collection	FT	185	205	227	227	
	PT	0	0	1	1	
Traffic Management	FT	0	34	38	27	
Mobility Options	FT	37	0	0	0	
<b>Street Construction Fund</b>						
Administration	FT	30	29	31	28	
Refuse Collection	FT	26	0	0	0	
Traffic Management	FT	0	102	114	113	
	PT	0	0	2	2	
Mobility Options	FT	9	0	0	0	
	PT	2	0	0	0	
Infrastructure Management	FT	276	184	192	190	
	PT	1	6	1	1	
Design & Construction	FT	34	34	42	41	
	PT	0	0	1	1	
<b>Construction Inspection Fund</b>						
Administration	FT	6	6	6	6	
Design & Construction	FT	60	57	63	64	
	PT	53	19	52	43	
<b>Private Inspection Fund</b>						
Administration	FT	0	0	0	1	
Design & Construction	FT	16	14	19	19	
	PT	5	0	10	9	
<b>Parking Meter Program Fund</b>						
Traffic Management	FT	0	4	4	11	
Mobility Options	FT	4	0	0	0	
<b>Total</b>		<b>781</b>	<b>729</b>	<b>839</b>	<b>822</b>	

Effective July 1, 2014, Columbus City Council approved a reorganization of the Department of Public Service's divisions. Some differences between 2015 and prior years reflect this reorganization.

<b>Operating Budget by Program</b>		
<b>Program</b>	<b>2016 Proposed</b>	<b>2016 FTEs</b>
Public Service Administration	\$ 31,045,048	55
Fiscal	1,774,109	19
Human Resources	1,405,277	15
Street Maintenance	694,411	68
Facility Maintenance	476,470	4
311 Call Center	1,972,929	24
90-Gallon Residential Collection	4,298,779	60
300-Gallon Residential Collection	2,551,881	31
Multi-Family Residential Collection	3,374,179	41
Residential Recycling	259,907	4
Scheduled Bulk Collection	4,376,162	42
Dead Animal Collection	80,868	1
Litter Collection	228,260	7
Planning & Engineering	20,888,808	187
Snow Removal/Street Sweeping	9,670,606	78
Right Of Way Permits	1,284,190	14
Parking Services	379,659	3
Traffic Maintenance	15,937,781	72
Parking Violations	5,307,871	37
<b>Department Total</b>	<b>\$ 106,007,195</b>	<b>762</b>

The programs above and the program descriptions on the following pages represent those that will be used in the city's new accounting system which will go live January 1, 2016. As such, no history of financial or personnel data by program is included in this document for prior years.

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



# 2016 PROGRAM GUIDE

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## **PUBLIC SERVICE ADMINISTRATION**

To provide leadership, administrative and operational management, and supervisory and clerical support for the divisions within the department.

## **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.

## **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.

## **FACILITY MAINTENANCE**

To provide building maintenance for non-general fund plant assets.

## **311 CALL CENTER**

To provide a single point of contact for residents to submit service requests and to receive information regarding non-emergency city services.

## **90-GALLON RESIDENTIAL COLLECTION PROGRAM**

To provide weekly refuse collection service to 90-gallon customers, primarily single family residences.

**300-GALLON RESIDENTIAL COLLECTION**

To provide weekly refuse collection service to 300-gallon customers, primarily single family homes.

**MULTI-FAMILY RESIDENTIAL COLLECTION**

To provide weekly refuse collection service to large apartment and condominium complexes having dumpster or compactor service.

**RESIDENTIAL RECYCLING**

To provide bi-weekly residential recycling services to the residents of the City of Columbus.

**SCHEDULED BULK COLLECTION PROGRAM**

To provide the collection of large household items, excluding construction and demolition debris.

**DEAD ANIMAL COLLECTION**

To safely and expeditiously remove and dispose of dead animals found within the city's rights-of-way.

**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.

**PLANNING & ENGINEERING**

To develop quality construction plans, manage design contracts, perform construction inspection services and to 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.

**SNOW REMOVAL/STREET SWEEPING**

To remove snow, ice and debris from the city's roadway infrastructure and improve the 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 (3-P projects), review utility relocation plans, and coordinate with utility providers on the relocation of utilities within the right-of-way associated with construction projects.

**PARKING SERVICES**

To coordinate with internal and external stakeholders recommended parking policy related to parking meter rates, parking restrictions and handicap parking, implementing parking studies and impact on the City and residents and to issue commercial parking permits for valet and loading zones as well as oversee residential parking permits.

**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.

**PARKING VIOLATIONS**

To provide parking enforcement, meter collections, residential parking permit sales, and impounded vehicle processing services that enable residents and visitors reasonable access and turnover of regulated parking.



*A view of the arches along High Street in the Old North Columbus neighborhood.*

## DEPARTMENT OF PUBLIC UTILITIES

### Department Description

The Department of Public Utilities protects surface water quality, promotes public health and safety and sustains economic development. The department is responsible for collecting and treating wastewater generated within the City of Columbus and 22 suburban communities, and those unincorporated areas of Franklin County. The department provides abundant, safe and reliable drinking water within the City of Columbus and 20 suburban communities.

The Department of Public Utilities also manages stormwater to mitigate flooding and water quality

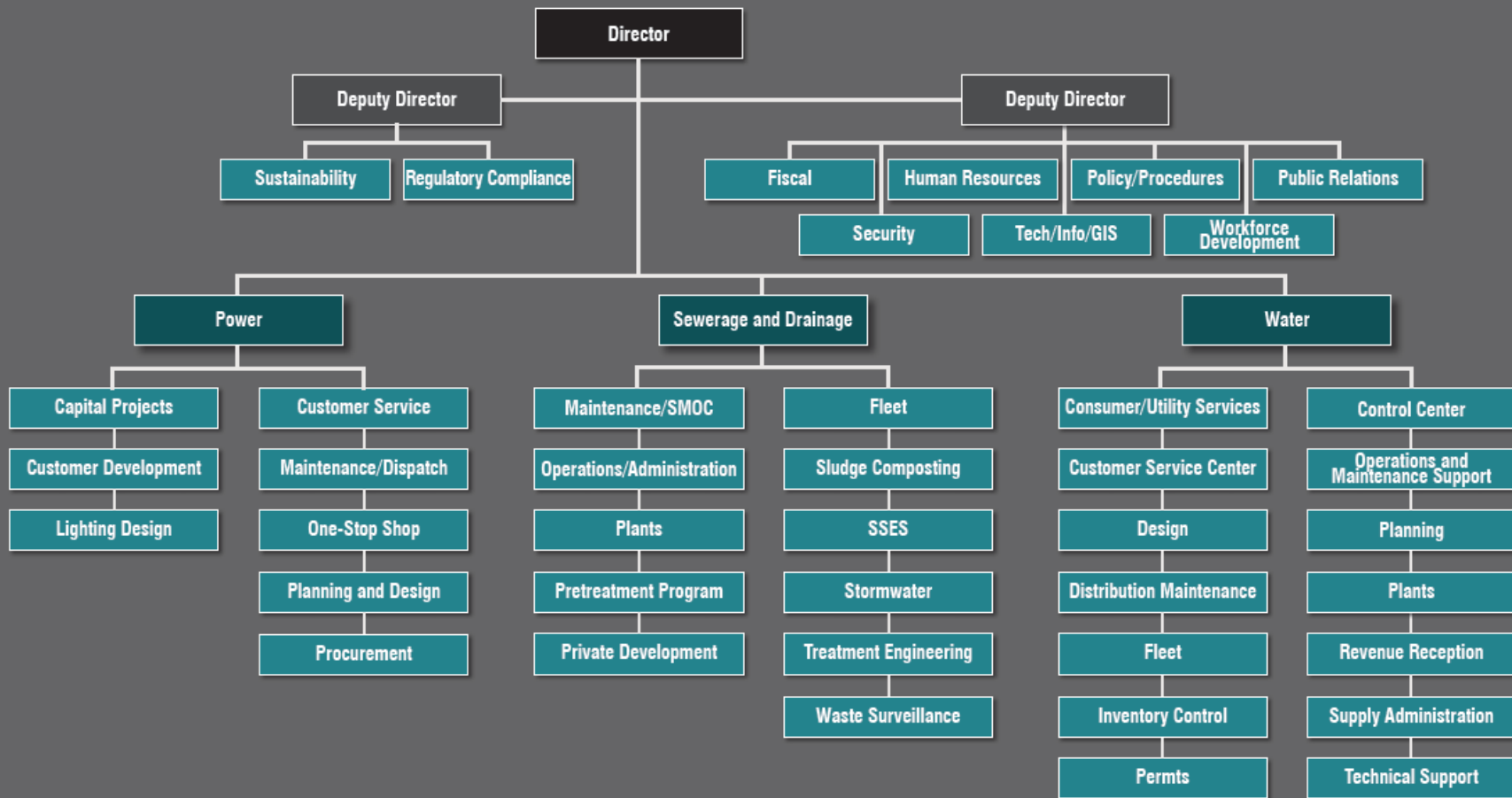
impacts, educates the public on watershed stewardship and water conservation, and regulates industrial water pollution discharged to sewers.

### 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.

The department also supports fire suppression activities with reliable fire hydrants, provides and maintains street lights for vehicle safety and pedestrian security, and offers dependable electrical power at a competitive price.

# Public Utilities



## Strategic Priorities for 2016

### Neighborhoods

The Division of Sewerage and Drainage will continue its neighborhood-focused stormwater program to mitigate flooding in residential areas. As part of this program, many localized stormwater capital improvements are planned for 2016, a list of which can be found in the capital summary section of this document.

The Division of Sewerage and Drainage is implementing Blueprint Columbus in targeted neighborhoods to eliminate the source of sanitary sewer overflows and basement backups. The components of Blueprint Columbus include the lining of sewer laterals, a voluntary sump pump program and the redirection of roof water runoff. Additionally, green infrastructure will be installed on right-of-way property to treat rain water that's been redirected before it enters the storm sewer system. The program will create local jobs and improve neighborhoods by investing in aging infrastructure and installing rain gardens.

The Sewerage and Drainage Division has implemented the Septic Tank Elimination Program (STEP). Failing septic tanks in urban environments are a significant source of water pollution and Ohio EPA has mandated that many need to be eliminated. The city will therefore continue to extend sewer lines into areas within the city that do not currently have sewer service. The goal of STEP will be to provide assistance to citizens to offset or defer connection costs. The department has partnered with Columbus Public Health in this endeavor.

### Customer Service

Project Dry Basement will continue in 2016. This program covers the cost of approved backflow prevention devices for single and two-family homes prone to sewer backups during wet weather and from blockages.

The Division of Sewerage and Drainage will continue its comprehensive plan for Columbus' sewer system to mitigate the city's wet weather overflows and basement backup problems, which includes Blueprint Columbus.

The Division of Water will address the needs of the region's growing population and new water quality regulations through a series of improvements at all three drinking water plants. These projects will add treatment capability and capacity.



## Strategic Priorities for 2016 (cont.)

### Peak Performance

In 2016, the Division of Water will continue to identify and correct unmetered water through meter replacement and leak detection to further reduce unaccounted water loss.

The department will continue to develop leadership among staff members through the Public Utilities Mentoring Program, or PUMP. The goal of PUMP is to encourage professional growth and development of highly motivated employees by facilitating mentoring relationships between them and experienced workers, thereby increasing efficiency in meeting department objectives.

The Division of Sewerage and Drainage is in the design phase of implementing Chemically Enhanced Primary Treatment (CEPT) at the Southerly Wastewater Treatment Plant, with construction expected in 2017. When completed, CEPT will provide treatment during extreme wet weather events to water that would otherwise overflow untreated into the Scioto River.

### Safety

The Division of Water will continue to design and construct projects for enhanced security in order to ensure a secure and safe drinking water supply.

The Division of Power will continue its Neighborhood Street Lighting Program, working with neighborhoods that apply for decorative streetlights through the petition and assessment process in addition to standard lighting.

### Education

The department will continue the Children's Water Festival educational initiative. The 2015 event served approximately 500 elementary school students.

The department will continue to support the GreenSpot program in 2016. This program inspires, educates, and recognizes residents, businesses, and community groups for committing to the conservation and protection of natural resources consistent with the city's Get Green Columbus Initiative. Furthermore, the department will research and promote the use of green infrastructure alternatives.

In 2016, the department will continue to encourage responsible water conservation practices through partnering with the Franklin Soil and Water Conservation District for its rain barrel and youth education programs. It will also partner with MORPC to distribute high efficiency showerheads to income-eligible residents. In 2015, the department will continue to encourage responsible water conservation practices through partnering with the Franklin Soil and Water Conservation District for its rain barrel and youth education programs.

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## 2016 BUDGET NOTES

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### **DIRECTOR'S OFFICE**

The Sewer and Water Advisory Board (SWAB) will recommend to Columbus City Council increases to storm and sanitary sewer rates of one and three percent, respectively. A four percent increase is recommended for water rates. No increase is recommended for sanitary sewer or water system capacity charges. In addition:

- The 2016 Director's Office \$19.3 million budget is 3.6 percent higher than the 2015 budget.
- The 2016 budget includes \$15.5 million in personnel funding for 142 full-time and 12 part-time positions.

### **WATER**

The division's 2016 budget is 1.8 percent higher than in 2015. A portion of this increase reflects the continued implementation of their capital improvement which increases the safety and capacity of our drinking water system. Debt service payments represent 43.4 percent of the water enterprise fund's \$200.7 million budget. In addition:

- The 2016 budget includes \$49.8 million for personnel, providing funding for 535 full-time positions. These employees are responsible for the administration, distribution, maintenance, supply, safety, and customer service areas as part of providing the Columbus metropolitan area with clean and reliable drinking water.
- Water treatment chemicals comprise the largest portion of the supplies budget, representing \$18.6 million in the 2016 budget.
- The budget also includes funds for continued maintenance of approximately 25,900 fire hydrants throughout the City of Columbus.

### **POWER**

The division's largest expense in the 2016 budget is for the purchase of generated electric power for resale. The budget includes \$55.8 million for this expense, nearly 66 percent of the total budget.

- The 2016 budget include \$11.5 million for personnel for 104 full-time and 11 part-time positions.

### **SANITARY SEWERAGE AND DRAINAGE**

The division's 2016 budget is nearly 1.8 percent more than in 2015. 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 56 percent of the division's operating budget of \$271.1 million. In addition:

- The 2016 budget includes \$46.1 million for personnel, providing funding for 486 full-time and 14 part-time positions. These employees are responsible for the administration, maintenance, safety and operation of the city's wastewater treatment plants and approximately 4,500 miles of sewer lines.

### **STORMWATER**

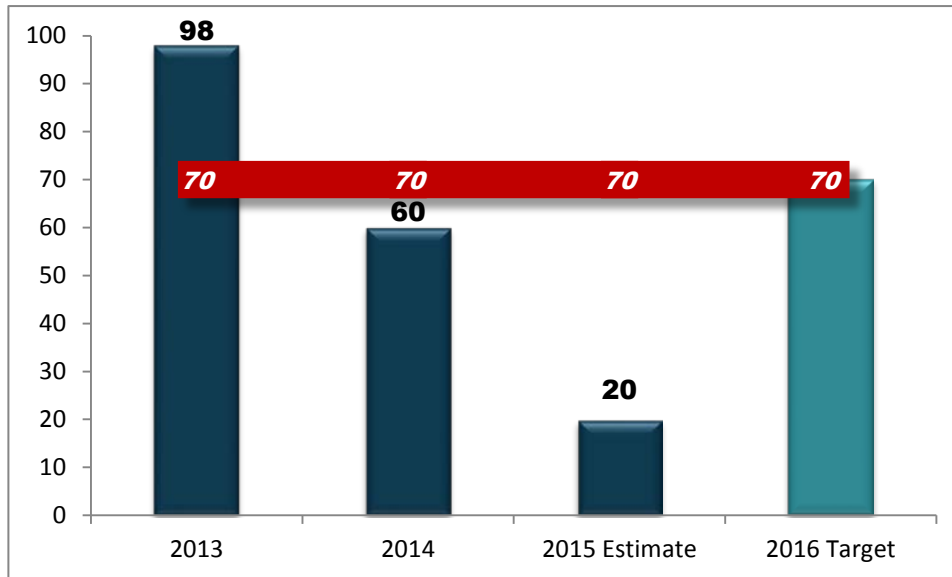
The division's 2016 budget is nearly two percent higher than in 2015. As with the other divisions of this department, a significant portion of the operating budget is devoted to debt service payments. In 2016, debt service payments account for over 36 percent of the stormwater budget. In addition:

- The 2016 budget includes funds to reimburse the Department of Public Service for costs associated with street cleaning and snow and ice removal. These activities help to protect water quality and minimize the burden on the storm sewer system from ice, snow, and debris. A total of \$8.7 million is budgeted for these programs in 2016.

# PERFORMANCE MEASURES

## Water Quality

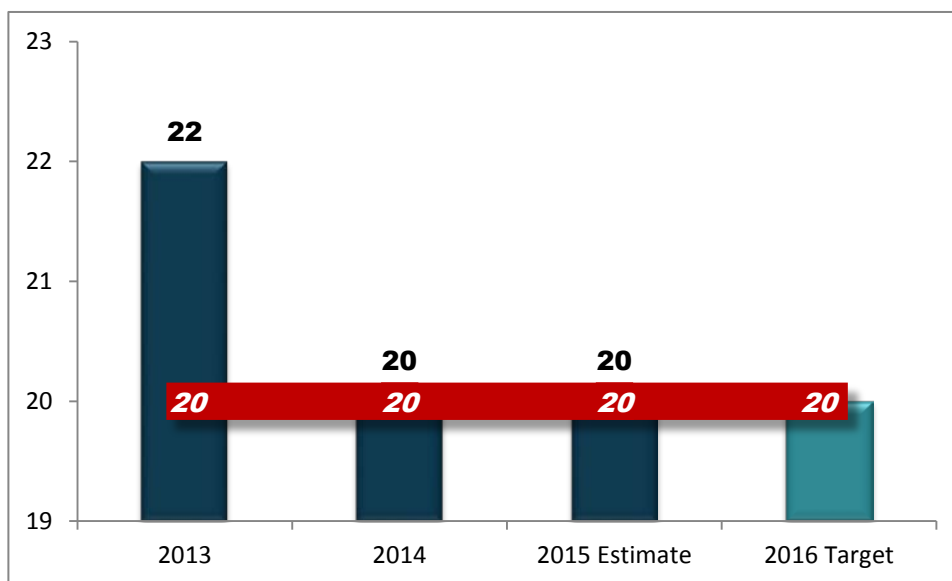
Number of water quality complaints per month



This measure reflects the average monthly number of water quality complaints received by the Division of Water. External conditions can cause the actual number of complaints to vary. In 2016, the target for this measure remains at 70.

## Water Distribution Quality

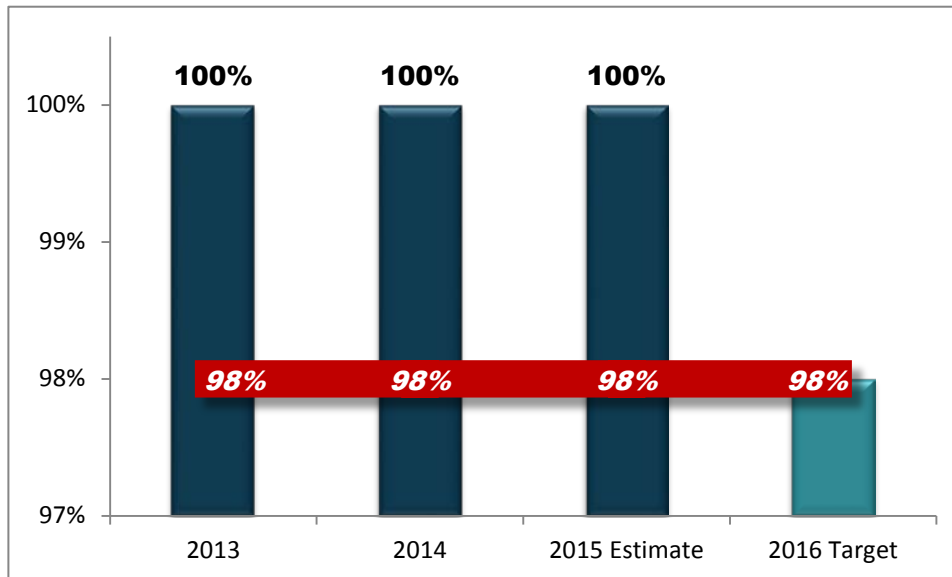
Number of breaks or leaks per 100 miles of water distribution mains per year (city lines only; does not include suburbs)



This measures the number of water line breaks or leaks in the distribution system per 100 miles per year. The measure reflects city lines only and remains at 20 or fewer per 100 miles in 2016.

### Sewer Line Backflow Prevention

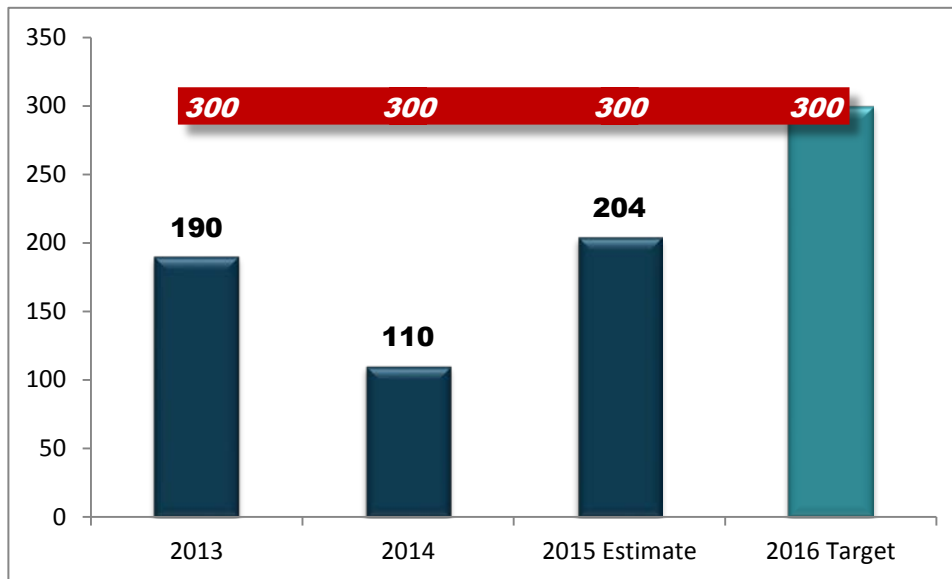
Percent of “water in basement” complaints investigated within 24 hours



This measure reflects the rate at which water-in-basement complaints are investigated within 24 hours of being reported. The Division of Sewerage and Drainage seeks to maintain a 98 percent rate or better in 2016.

### Sewer Overflow Prevention

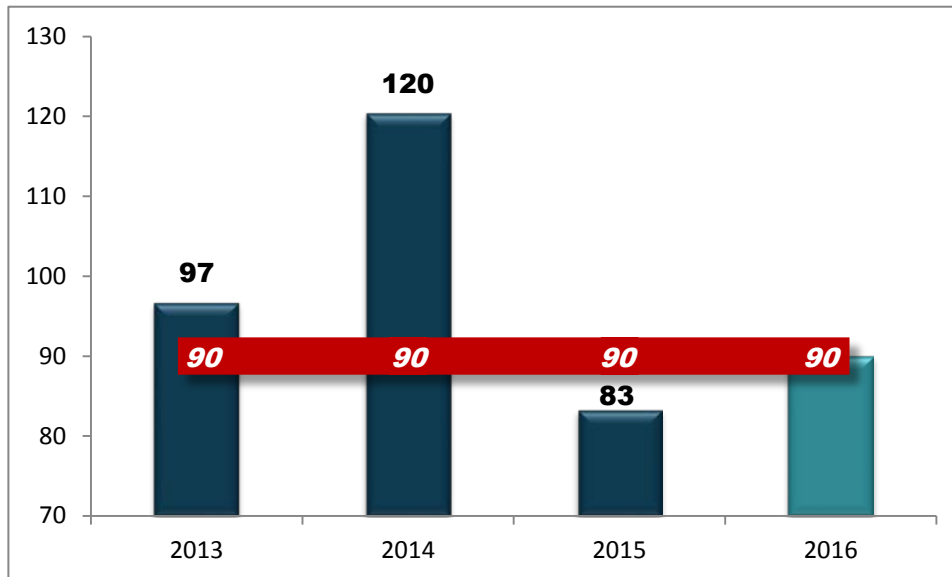
Annual number of combined sewer overflows



The Division of Sewerage and Drainage has recently undertaken an extensive capital improvements program aimed at reducing combined sewer overflows. The target number for this measure in 2016 is no greater than 300.

### Electric Power Outage Remediation

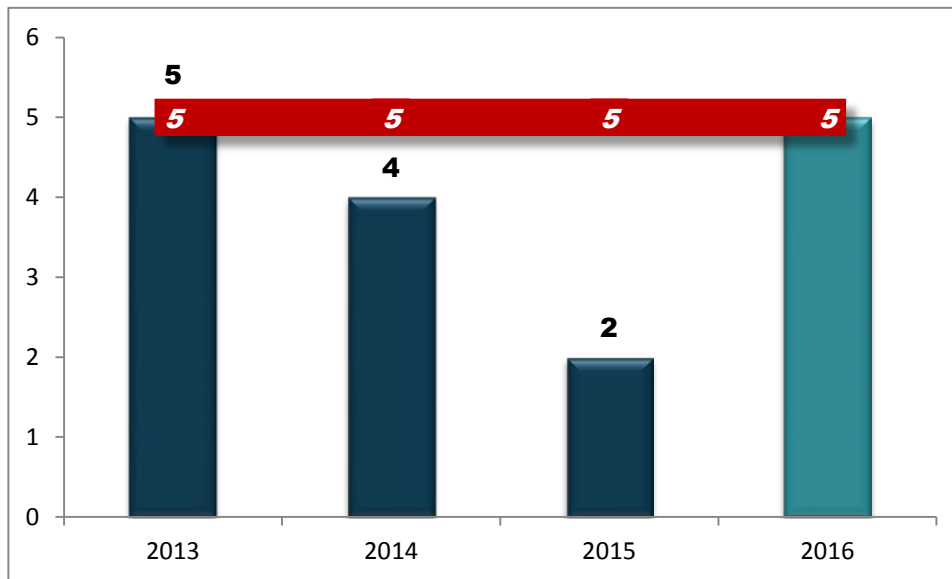
Average duration of electricity outage (minutes)



The Division of Electricity's aim is to minimize the length of time of any power outage. The target for this measure in 2016 is 90 minutes or less.

### Streetlight Maintenance and Repair

Response time for streetlight outage repair (days)



The Division of Electricity maintains an extensive street lighting system. This measure reflects the number of days the division would take to respond to a street light outage. In 2016, the maximum number of days it should take to address a street light issue is five days.

<b>Department Financial Summary by Area of Expense</b>					
<b>Fund</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2015 Projected</b>	<b>2016 Proposed</b>
<b>Department of Public Utilities</b>					
Director's Office					
Personnel	\$ 9,514,663	\$ 10,318,279	\$ 15,143,247	\$ 13,118,912	\$ 15,524,804
Materials & Supplies	113,278	78,609	350,202	290,143	326,760
Services	2,240,457	2,241,613	3,086,743	2,737,365	3,228,559
Other	-	-	71,550	-	-
Capital	3,457	-	-	71,550	236,000
<b>Director's Office Subtotal</b>	<b>11,871,855</b>	<b>12,638,502</b>	<b>18,651,742</b>	<b>16,217,971</b>	<b>19,316,123</b>
Water					
Personnel	44,844,666	45,740,910	49,744,101	48,053,512	49,842,850
Materials & Supplies	21,658,179	20,887,951	22,648,656	22,781,566	23,327,323
Services	34,096,065	31,136,103	35,925,202	35,698,192	37,840,254
Principal	42,918,775	49,589,577	50,180,055	51,086,279	51,868,995
Other	306,606	1,052,443	260,680	235,250	260,680
Capital	1,219,830	1,912,640	2,432,400	2,432,400	2,275,841
Interest	28,325,746	28,819,379	36,014,674	30,296,239	35,317,425
Transfers	-	63,675	-	91,810	-
<b>Water Subtotal</b>	<b>173,369,866</b>	<b>179,202,677</b>	<b>197,205,768</b>	<b>190,675,249</b>	<b>200,733,368</b>
Electricity					
Personnel	8,391,634	9,303,940	10,327,665	10,282,980	11,492,410
Materials & Supplies	60,181,498	55,342,384	57,505,450	56,811,118	57,439,400
Services	8,892,412	8,271,544	10,874,805	10,675,955	10,596,562
Principal	3,418,675	2,968,075	2,934,727	2,942,819	1,408,572
Other	32,623	258,239	50,550	21,425	50,550
Capital	1,624,518	1,445,493	2,804,000	2,803,813	3,274,000
Interest	638,992	501,064	379,192	380,912	325,880
<b>Electricity Subtotal</b>	<b>83,180,352</b>	<b>78,090,739</b>	<b>84,876,389</b>	<b>83,919,022</b>	<b>84,587,374</b>
Sanitary					
Personnel	42,473,772	43,238,791	45,584,863	44,187,955	46,059,474
Materials & Supplies	7,345,819	6,292,346	8,141,088	8,786,585	8,298,024
Services	50,093,524	45,639,594	56,284,739	52,800,676	57,541,142
Principal	68,876,786	69,324,540	84,204,085	80,593,295	89,857,333
Other	257,154	762,748	298,409	757,289	474,880
Capital	3,458,858	2,349,448	4,518,626	4,518,626	4,503,344
Interest	36,005,732	35,926,111	47,474,003	46,881,573	45,973,232
Transfers	18,434,258	18,301,979	19,689,463	18,346,249	18,346,250
<b>Sanitary Subtotal</b>	<b>226,945,902</b>	<b>221,835,557</b>	<b>266,195,276</b>	<b>256,872,248</b>	<b>271,053,679</b>
Storm					
Personnel	1,292,560	1,391,740	1,731,523	1,568,490	1,904,321
Materials & Supplies	19,370	11,317	25,514	24,465	21,402
Services	19,300,204	20,718,208	22,140,699	21,857,271	22,636,829
Principal	9,996,027	9,159,700	9,581,500	9,566,500	9,660,800
Other	53,076	230,526	27,841	27,841	210,000
Capital	28,775	28,775	50,000	50,000	-
Interest	4,123,321	4,811,435	4,778,010	4,777,892	4,662,411
<b>Storm Subtotal</b>	<b>34,813,333</b>	<b>36,351,700</b>	<b>38,335,087</b>	<b>37,872,460</b>	<b>39,095,763</b>
<b>Department Total</b>	<b>\$ 530,181,308</b>	<b>\$ 528,119,175</b>	<b>\$ 605,264,262</b>	<b>\$ 585,556,949</b>	<b>\$ 614,786,307</b>

<b>Department Personnel Summary</b>						
<b>Fund</b>	<b>FT/PT</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budgeted</b>	<b>2016 Budgeted</b>	
<b>Department of Public Utilities</b>						
Director's Office	FT	95	99	142	142	
	PT	2	3	12	12	
Water	FT	482	485	535	535	
	PT	6	11	28	28	
Electricity	FT	82	90	98	104	
	PT	1	2	11	11	
Sanitary	FT	467	461	487	486	
	PT	3	3	14	14	
Storm	FT	14	14	16	23	
	PT	1	0	2	2	
<b>Total</b>		<b>1,153</b>	<b>1,168</b>	<b>1,345</b>	<b>1,357</b>	



<b>Operating Budget by Program</b>		
<b>Program</b>	<b>2016 Proposed</b>	<b>2016 FTEs</b>
Utilities Administration	\$ 51,890,183	41
Fiscal	17,587,904	32
Human Resources*	841,146	37
Regulatory Compliance	3,091,512	28
Public Relations*	72,430	5
Sustainability*	26,520	2
Emergency Preparedness*	129,167	9
Workforce and Economic Development	582,760	3
Data Management*	594,828	32
Customer Service	22,442,885	208
Maintenance	26,542,547	176
Engineering and Development	76,819,602	113
Fleet Management	4,289,071	25
Water Distribution	18,667,572	127
Water Supply and Treatment	48,379,574	149
Wastewater Treatment	44,602,206	214
Stormwater Management	24,772,552	23
Electricity Distribution	9,966,406	50
Street Lighting	4,124,192	16
Debt Service	259,363,250	0
* Budget for personnel expenses contained in the Utilities Administration Program.		
<b>Department Total</b>	<b>\$ 614,786,307</b>	<b>1,290</b>

The programs above and the program descriptions on the following pages represent those that will be used in the city's new accounting system which will go live January 1, 2016. As such, no history of financial or personnel data by program is included in this document for prior years.

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.



# 2016 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.

**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.

**WORKFORCE AND ECONOMIC DEVELOPMENT**

To add community benefit by driving local economic growth and sustainability in the city of Columbus.

**DATA MANAGEMENT**

To coordinate all technology and telephonic activities for the Department. Includes the Geographic Information Systems function.

**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.

**WATER SUPPLY AND TREATMENT**

To treat and maintain an adequate quantity and quality of raw and finished water for the citizens of Columbus.

**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.

**DEBT SERVICE**

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.



*The NOBO (North of Broad) development at the intersection of Long Street and 21<sup>st</sup> Street. NOBO was built in part through the use of Neighborhood Stabilization Funds.*

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## **COMMUNITY DEVELOPMENT BLOCK GRANT OPERATING FUND**

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### **2016 Fund Balance Summary**

The Community Development Block Grant (CDBG) has been awarded to the City of Columbus through the U.S. Department of Housing and Urban Development (HUD) on an annual formula allocation basis since 1975. The City of Columbus uses the grant to address community development needs around four broad themes: affordable housing; housing for special needs populations; community and economic development; and health, human, and social services. At least 70 percent of the CDBG resources will be used for activities that benefit low- to moderate-income persons.

The Community Development Block Grant fund typically realizes beginning year cash balances resulting from reprogramming of previous years' unspent funds and unappropriated cash balances held in reserve to offset revenue fluctuations. The amounts carried forward to 2014 and 2015 were \$2,821,757 and \$3,111,029, respectively. The 2016 beginning year cash balance is projected to be \$1,634,241.

The following table reflects the fund balance assumptions:

<b>2016 CDBG Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2016)	\$ 1,634,241
Plus Estimated 2016 Receipts	7,089,359
Plus General Fund Transfer	-
Plus Estimated Encumbrance Cancellations	-
Total Estimated Available Resources	\$ 8,723,600
Less 2016 Recommended Operating Budget	(8,456,268)
Projected Available Balance (December 31, 2016)	<b>\$ 267,332</b>

### **2016 Revenues**

The entitlement award from the U.S. Department of Housing & Urban Development (HUD) is expected to be approximately 74 percent of all CDBG resources. Entitlement allocations vary by congressional legislative action. The city is projecting a level entitlement award for 2016 of \$6,453,359.

Economic development loan repayments account for 3.4 percent of CDBG resources. Separately, the city contracts with sub-recipient agencies to implement economic development revolving loan programs; these loan repayments are retained by the agencies for additional loans.

Housing loan repayments are expected to be 2.5 percent of CDBG resources as a result of more grants than amortized loans being awarded in recent years.

Miscellaneous revenues include interest earnings on revolving loan funds (which must be remitted to HUD) and program income from activities such as the School's Out, Capital Kids, and Environmental Nuisance programs. Miscellaneous revenues are expected to account for 1.3 percent of CDBG resources.

The unencumbered cash balance, representing carryover and reprogrammed funds, will provide 18.7 percent of the available funding.

The following table summarizes CDBG revenues by type and year:

<b>2016 CDBG Fund</b>				
<b>Revenue by Source and Year</b>				
<b>Historical and Projected</b>				
<b>Revenue Summary</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Estimated</b>	<b>2016 Proposed</b>
Entitlement Award	\$ 6,877,408	\$ 6,681,968	\$ 6,453,359	\$ 6,453,359
Economic Development Repayment	405,245	380,803	208,724	300,000
Housing Loan Repayments	285,062	233,190	188,888	220,000
Miscellaneous Receipts	103,204	114,568	161,481	116,000
Encumbrance Cancellations	653,617	744,231	123,698	-
Unencumbered Cash Balance	2,260,653	2,821,758	3,111,029	1,634,241
<b>Total Resources</b>	<b>\$ 10,585,189</b>	<b>\$ 10,976,518</b>	<b>\$ 10,247,179</b>	<b>\$ 8,723,600</b>
Percent Change		<b>3.70%</b>	<b>-6.64%</b>	<b>-14.87%</b>

## 2016 Proposed Operating Budget

The CDBG budget is a part of the larger annual Action Plan submitted to HUD. The Action Plan is the final step in the HUD-mandated Consolidated Planning process and uses priorities and goals established during the process to help determine program funding for the coming year. This planning process solicits significant citizen participation and consultation in the development of priority needs and goals. Twenty strategic goals were identified during the citizen participation/consultation process. These are grouped into four themes as follows: affordable housing; housing for special needs populations; community and economic development; and health, human, and social services. All activities satisfy one of two basic federal mandates: elimination of slum and blight or benefit to low- and moderate-income families and individuals.

The four themes and associated activities are further defined below:

### Affordable Housing

Activities focused on meeting the goals within this theme serve to conserve and improve existing affordable owner housing in targeted areas, increase opportunities for low- and moderate-income households to become and remain homeowners, and ensure equal access to housing.

Two notable programs that support affordable housing are the Emergency Repair Program and Homeowner Assistance programs. These provide home repair loans and grants to low- and moderate-income homeowners, as well as staff to implement city housing programs. Also funded are contracts for fair housing services and homebuyer counseling services. The affordable housing component includes a total of nine activities totaling \$2,704,902, or 32 percent of the CDBG budget.

### Housing for Special Needs Populations

Special needs populations include those who are elderly, frail elderly, persons with disabilities, persons with substance abuse problems, persons living with HIV/AIDS, and victims of domestic violence. CDBG funds are used to fund activities that provide housing assistance and related services for these individuals. Programs provide housing accessibility modifications, senior

citizen home maintenance, support for homeless programs, and support for HIV/AIDS housing programs.

Programs funding these activities include the Home Modification, Chores, Rebuilding Lives and AIDS Housing programs. Five programs are funded, totaling \$869,208, or 10.3 percent of the CDBG budget.

### **Community and Economic Development**

Activities funded under this theme support ongoing efforts to revitalize neighborhoods through community-based and economic development activities. Specific programs seek to create and maintain a favorable business environment in low- and moderate-income areas and ensure a high quality of life for residents. Additionally, activities provide funding for neighborhood and target area revitalization programs, technical and financial assistance to community-based organizations, and improvement of the physical environment and infrastructure in Columbus' central city neighborhoods.

Notable activities include low- and moderate-income job creation opportunities, providing funds to neighborhood-based organizations and subrecipient agencies for economic development, acquiring vacant and abandoned properties, and maintaining safe and sanitary housing and vacant properties. These activities are funded with monies from the Economic Development Loan Fund, the Neighborhood Support Fund, and the Code Enforcement and Environmental Nuisance programs.

Other funded programs include Neighborhood and Agency, the Business Development Office, and the Business Financing Office. Nine programs are funded, totaling \$3,198,078, or 37.8 percent of the CDBG budget.

### **Health, Human, and Social Services**

Activities conducted under this theme will continue to make Columbus neighborhoods safe places in which to live, work, and raise a family. Activities support comprehensive health needs, such as providing health management skills within neighborhoods and target areas, as well as a coordinated system of childcare, education, and developmental services for children, teens, and families.

Activities funded are Pregnancy Support, Sexual Health Awareness, Capital Kids, and School's Out.

All activities funded under this theme require benefit to low- and moderate-income citizens. Supportive services include a total of five activities totaling \$964,188, or 11.4 percent of the CDBG budget.

### **Programmatic Support**

The CDBG budget provides funding for programmatic support. Most notable is the loan servicing contract. This contract provides assistance in administering both the housing and economic development loan portfolios. Programmatic support includes a total of four activities totaling \$703,892, or 8.3 percent of the CDBG budget.

### **Non-Program Expenditures**

CDBG regulations require any interest earned on revolving loan funds be remitted to the U.S. Treasury. The estimate for interest earnings is \$16,000 and represents 0.2 percent of the total budget.

The following table summarizes the community development block grant fund recommended appropriation levels:

<b>2016 CDBG Fund</b>						
<b>Proposed Operating Budget</b>						
<b>Division</b>	<b>Personnel</b>	<b>Supplies</b>	<b>Services</b>	<b>Other</b>	<b>Capital</b>	<b>Total</b>
Development - Admin	\$ 911,897	\$ 2,000	\$ 227,000	\$ -	\$ -	\$ 1,140,897
Economic Development	674,203	2,250	632,750	-	-	1,309,203
Code Enforcement	935,719	12,000	160,000	-	-	1,107,719
Housing	1,220,637	23,000	1,239,767	850,000	-	3,333,404
Finance & Management	445,838	2,850	117,990	16,000	-	582,678
Public Health	200,396	-	-	-	-	200,396
Recreation and Parks	736,883	3,033	41,555	500	-	781,971
<b>Total</b>	<b>\$ 5,125,573</b>	<b>\$ 45,133</b>	<b>\$ 2,419,062</b>	<b>\$ 866,500</b>	<b>\$ -</b>	<b>\$8,456,268</b>



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*A night view of the Lane Avenue Bridge spanning the Olentangy River. The bridge was completed in November of 2013, five months ahead of schedule. The Lane Avenue Bridge was built as a replacement for its predecessor, a concrete earthen bridge that had originally opened in 1919.*

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## **SPECIAL REVENUE FUNDS**

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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 services. Revenues to this fund are generated through various court fees.

## 2016 Cash Balance Statement

The municipal court computer fund is projected to begin 2016 with an unencumbered cash balance of \$1,215,833 and end the year with an available balance of \$494,406.

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 2016 is \$383,970, including \$25,000 in encumbrance cancellations from prior year commitments. Expected revenue for the Clerk of Courts is \$1,305,000. This total also includes \$25,000 in cancellation of prior year encumbrances.

<b>2016 Municipal Court Computer Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2016)	\$ 1,215,833
Plus Estimated 2016 Receipts	1,638,970
Plus Estimated Encumbrance Cancellations	<u>50,000</u>
Total Estimated Available Resources	\$ 2,904,803
Less 2016 Recommended Operating Budget	(2,410,397)
Projected Available Balance (December 31, 2016)	<u><b>\$ 494,406</b></u>

## Street Construction Maintenance and Repair Fund



### 2016 Cash Balance Statement

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.

The street construction, maintenance and repair (SCMR) fund projects to end 2016 with a fund balance of \$14,105,610. Next year, revenue for the SCMR fund projects to be \$50,334,001 and encumbrance cancellations of \$600,000 are

expected. In 2016, the storm water fund will reimburse the SCMR fund for the \$7.8 million cost of the street cleaning and snow and ice removal programs. In 2016, salt and asphalt will not be budgeted in this fund. The bulk trash removal program will continue to be paid for with general fund dollars in 2016 after being removed from the SCMR fund in 2014.

### 2016 Street Construction Maintenance and Repair Balance Summary

Unencumbered Cash Balance (January 1, 2016)	\$ 14,986,794
Plus Estimated 2016 Receipts	50,334,001
Plus Estimated Encumbrance Cancellations	600,000
Total Estimated Available Resources	\$ 65,920,795
Less 2016 Recommended Operating Budget	(51,815,185)
Projected Available Balance (December 31, 2016)	<b>\$ 14,105,610</b>

2016 Revenue Summary

<b>2016 Street Construction Maintenance and Repair Fund</b>				
<b>Revenue by Source and Year</b>				
<b>Historical and Projected</b>				
	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>Revenue Summary</b>	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>
Motor Vehicle Fuel Tax	\$ 23,552,627	\$ 24,275,778	\$ 24,726,440	\$ 24,925,000
Motor Vehicle Licensing Fees	6,192,836	6,461,679	6,599,360	6,689,001
Snow/Street Cleaning	6,365,378	7,840,673	8,115,700	7,870,000
Capital Reimbursement	4,217,967	3,063,570	2,500,000	3,000,000
Franklin County Vehicle Tax	1,642,741	1,678,289	1,703,625	1,735,000
Franklin County Reimbursement	2,700,000	3,000,000	3,000,000	3,000,000
Permits	1,541,720	1,967,599	1,960,624	2,225,000
Damages/Contracts	609,659	684,723	631,160	655,000
Miscellaneous	1,116,933	607,665	366,550	235,000
Encumbrance Cancellations	432,664	566,490	700,000	600,000
Unencumbered Cash Balance	3,829,803	7,411,645	11,494,263	14,986,794
<b>Total Resources</b>	<b>\$ 52,202,328</b>	<b>\$ 57,558,111</b>	<b>\$ 61,797,723</b>	<b>\$ 65,920,795</b>
Percent Change		10.26%	7.37%	6.67%

Notes:

- Motor vehicle fuel tax revenues will increase slightly in 2016.
- Permit fees will increase by \$264,375 in 2016.
- Franklin County reimbursements will stay flat at \$3 million in 2016.
- Motor vehicle license fee revenues should increase slightly by \$89,640 in 2016.
- Capital reimbursements should reach \$3 million in 2016.
- Reimbursements from the storm water fund will total \$7,870,000 in 2016.



*Present day view of Morse Road and I-71 looking west.*

## **Street Construction Maintenance and Repair Fund Pro Forma Operating Statement**

A ten-year pro forma operating statement is presented on the following page. It represents the fund's revenues and expenditures for that period, given certain assumptions, and is essential in providing a framework for future financial decisions. The major assumptions included in this pro forma for years 2016 and beyond are as follows:

- The projected annual growth for motor vehicle fuel tax revenues is one percent a year and motor vehicle license tax revenues is at 1.5 percent per year.
- Operations and maintenance expenses, excluding health insurance, pro rata, and technology, are inflated at two percent per year. Insurance cost projections include a seven percent annual growth rate in 2017 and beyond. Pro rata charges represent 4.5 percent of revenue. It is assumed a three percent annual growth rate in technology expenses.
- The ending fund balance projects to be positive through 2019 and then negative in all years thereafter.

**Special Revenue Funds**

**STREET CONSTRUCTION MAINTENANCE AND REPAIR FUND**

**PRO FORMA OPERATING STATEMENT**

<b>REVENUE</b>	Actual 2014	Estimated 2015	Proposed 2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Motor Vehicle Fuel Tax	24,275,778	24,726,440	24,925,000	25,174,250	25,425,993	25,680,252.43	25,937,055	26,196,425	26,458,390	26,722,973.65	26,990,203	27,260,105
Motor Vehicle License Fees	6,461,679	6,599,360	6,689,001	6,789,336	6,891,176	7,063,455	7,240,042	7,421,043	7,606,569	7,796,733	7,991,652	8,191,443
Snow/Street Cleaning	7,840,673	8,115,700	7,870,000	7,925,090	7,980,566	8,036,430	8,092,685	8,149,333	8,206,379	8,263,823	8,321,670	8,379,922
Capital Reimbursement	3,063,570	2,500,000	3,000,000	3,045,000	3,075,450	3,106,205	3,137,267	3,168,639	3,200,326	3,232,329	3,264,652	3,297,299
Franklin County Vehicle Tax	1,678,289	1,703,625	1,735,000	1,761,025	1,778,635	1,796,422	1,814,386	1,832,530	1,850,855	1,869,364	1,888,057	1,906,938
Franklin County Reimbursement	3,000,000	3,000,000	3,000,000	3,045,000	3,075,450	3,106,205	3,137,267	3,168,639	3,200,326	3,232,329	3,264,652	3,297,299
Permits	1,967,599	1,960,624	2,225,000	2,247,250	2,269,723	2,292,420	2,315,344	2,338,497	2,361,882	2,385,501	2,409,356	2,433,450
Damages/Contracts	684,723	631,160	655,000	661,550	668,166	674,847	681,596	688,412	695,296	702,249	709,271	716,364
Miscellaneous	607,665	366,550	235,000	237,350	239,724	242,121	244,542	246,987	249,457	251,952	254,471	257,016
<b>TOTAL REVENUE</b>	<b>49,579,976</b>	<b>49,603,460</b>	<b>50,334,001</b>	<b>50,885,853</b>	<b>51,404,883</b>	<b>51,998,358</b>	<b>52,600,184</b>	<b>53,210,508</b>	<b>53,829,481</b>	<b>54,457,255</b>	<b>55,093,987</b>	<b>55,739,837</b>
Beginning Fund Balance	7,411,645	11,494,263	14,986,794	14,105,610	12,271,033	9,460,231	5,684,765	(610,127)	(6,482,476)	(13,493,793)	(21,709,299)	(31,198,164)
Encumbrance Cancellations	566,490	700,000	600,000	606,000	612,060	618,181	624,362	630,606	636,912	643,281	649,714	656,211
<b>TOTAL RESOURCES</b>	<b>57,558,111</b>	<b>61,797,723</b>	<b>65,920,795</b>	<b>65,597,463</b>	<b>64,287,976</b>	<b>62,076,769</b>	<b>58,909,311</b>	<b>53,230,987</b>	<b>47,983,917</b>	<b>41,606,743</b>	<b>34,034,402</b>	<b>25,197,884</b>
<b>OPERATING EXPENSES</b>												
Personnel Services	25,765,498	26,028,624	27,625,488	28,177,998	28,741,558	29,316,389	29,902,717	30,500,771	31,110,786	31,733,002	32,367,662	33,015,015
Health Insurance	6,006,730	6,409,309	7,430,201	7,950,315	8,506,837	9,102,316	9,739,478	10,421,241	11,150,728	11,931,279	12,766,469	13,660,121
							1,500,000					
Supplies & Materials	1,323,669	831,303	703,500	717,570	731,921	746,560	761,491	776,721	792,255	808,100	824,262	840,748
Contractual Services	3,332,453	4,256,523	5,625,455	5,737,964	5,852,723	5,969,778	6,089,173	6,210,957	6,335,176	6,461,880	6,591,117	6,722,939
Pro Rata	2,289,859	2,250,000	2,200,000	2,289,863	2,313,220	2,339,926	2,367,008	2,394,473	2,422,327	2,450,576	2,479,229	2,508,293
Technology	1,234,877	1,425,153	1,752,917	1,805,505	1,859,670	1,915,460	1,972,924	2,032,111	2,093,075	2,155,867	2,220,543	2,287,159
Fleet	5,278,367	4,680,802	5,413,124	5,575,518	5,742,783	5,915,067	6,092,519	6,275,294	6,463,553	6,657,460	6,857,184	7,062,899
311 Operations	282,403	315,000	340,000	346,800	353,736	360,811	368,027	375,387	382,895	390,553	398,364	406,331
Other	210,817	69,000	79,500	79,898	80,297	80,698	81,102	81,507	81,915	82,325	82,736	83,150
Capital	173,175	473,216	645,000	645,000	645,000	645,000	645,000	645,000	645,000	645,000	645,000	645,000
Transfers	166,000	72,000	-	-	-	-	-	-	-	-	-	-
<b>TOTAL OPERATING EXPENSES</b>	<b>46,063,848</b>	<b>46,810,930</b>	<b>51,815,185</b>	<b>53,326,430</b>	<b>54,827,745</b>	<b>56,392,004</b>	<b>59,519,438</b>	<b>59,713,463</b>	<b>61,477,710</b>	<b>63,316,042</b>	<b>65,232,567</b>	<b>67,231,656</b>
Ending Fund Balance	11,494,263	14,986,794	14,105,610	12,271,033	9,460,231	5,684,765	(610,127)	(6,482,476)	(13,493,793)	(21,709,299)	(31,198,164)	(42,033,772)

## Health Special Revenue Fund

### 2016 Cash Balance Statement

The 2016 Health Department budget allows for the continued provision of public health mandated services, as well as services that meet the priorities within the Columbus Covenant 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.



The health special revenue fund is projected to begin and end 2016 with a zero fund balance. Total available resources include any unencumbered cash at the beginning of the year, revenues deposited into the health special revenue fund, a general fund transfer subsidy, and encumbrance cancellations. These resources are used to cover the Health Department's operating expenditures.

<b>2016 Health Operating Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2016)	\$ -
Plus Estimated 2016 Receipts	6,862,211
Plus General Fund Transfer	23,564,205
Plus Estimated Encumbrance Cancellations	150,000
Total Estimated Available Resources	<u>\$ 30,576,416</u>
Less 2016 Recommended Operating Budget	(30,576,416)
Projected Available Balance (December 31, 2016)	<u><u>\$ -</u></u>



2016 Revenue Summary

<b>2016 Health Operating Fund</b>				
<b>Revenue by Source and Year</b>				
<b>Historical and Projected</b>				
	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>Revenue Summary</b>	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>
General Fund Transfer	\$ 19,464,721	\$ 20,226,183	\$ 20,614,038	\$ 23,564,205
Licenses and Permit Fees	3,267,516	2,668,873	2,817,798	2,705,787
Home Health Inspections	7,020	4,560	2,680	-
Vital Statistics	1,169,543	1,161,235	1,261,844	1,264,500
Employee Assistance Program	436,147	454,206	417,659	458,000
Misc. Charges for Services	2,095,185	1,700,389	1,814,705	1,383,250
Misc. Revenues and Refunds	733,962	1,274,220	1,004,220	1,050,674
Encumbrance Cancellations	167,483	173,840	334,001	150,000
Unencumbered Cash Balance	131,127	644,621	357,848	-
<b>Total Resources</b>	<b>\$ 27,472,704</b>	<b>\$ 28,308,126</b>	<b>\$ 28,624,793</b>	<b>\$ 30,576,416</b>
Percent Change		3.04%	1.12%	6.82%

Notes:

- The health special revenue fund receives a transfer from the city's general fund each year to cover all budgeted operating expenses that cannot be supported solely by other Columbus Public Health Department revenue sources. The general fund subsidy totals \$23,564,205 and represents approximately 77 percent of the department's operating revenues. This subsidy is higher than the past 3 years and represents an increase of 7 percent over the estimated subsidy in 2015.
- The fund is expected to begin and end 2016 with a zero unencumbered cash balance.
- Other revenues include Medicare administrative matches, license and permit fees, charges for services, birth and death certificate fees and various program fees. Revenues, excluding the general fund subsidy and encumbrance cancellations, are projected to be slightly lower than estimated 2015 revenues.

## Recreation and Parks Operation and Extension Fund



### 2016 Cash Balance Statement

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.

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 2016, total available resources include departmental revenue, a general fund transfer subsidy and encumbrance cancellations. These resources are used to cover Recreation and Parks Department operating expenditures.

<b>2016 Recreation and Parks Operation and Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2016)	\$ -
Plus Estimated 2016 Receipts	9,128,416
Plus General Fund Transfer	38,597,737
Plus Estimated Encumbrance Cancellations	500,000
Total Estimated Available Resources	\$ 48,226,153
Less 2016 Recommended Operating Budget	(48,226,153)
Projected Available Balance (December 31, 2016)	\$ -

2016 Revenue Summary

<b>2016 Recreation and Parks Operation and Extension Fund</b>				
<b>Revenue by Source and Year</b>				
<b>Historical and Projected</b>				
<b>Revenue Summary</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>
Adult Sports	\$ 672,680	\$ 730,726	\$ 805,000	\$ 815,000
Aquatics	133,382	146,761	175,000	187,000
Recreation Centers	974,597	1,146,515	1,340,893	1,357,100
Senior Citizen Centers	38,524	32,366	30,000	15,000
Other	1,527,019	1,491,694	700,000	730,000
Permits	989,772	981,773	1,170,893	1,122,000
Boat Docks and Stakes	244,850	236,700	240,000	245,000
CIP Reimbursement	941,667	958,342	838,000	715,000
Rent	53,239	55,686	53,000	54,000
Refunds	10,017	10,017	10,000	10,000
Golf	3,946,515	4,122,058	3,992,209	3,878,316
General Fund Transfer	33,060,402	33,782,112	34,577,258	38,597,737
Encumbrance Cancellations	577,855	849,915	440,000	500,000
Unencumbered Cash Balance	927,446	486,011	486,011	-
<b>Total Resources</b>	<b>\$ 44,097,965</b>	<b>\$ 45,030,676</b>	<b>\$ 44,858,264</b>	<b>\$ 48,226,153</b>
Percent Change		2.12%	-0.38%	7.51%

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 2016 is \$38.5 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. Revenues are expected to be \$9.1 million.
- Revenue included in the "other" category includes transfers associated with amendments made by City Council to the operating budget. As such, the revenue projection for this category in 2016 does not include amendments from prior years.
- Prior to 2014, the Golf Division was budgeted in a separate Special Revenue Fund.
- In 2015, the Golf Division was abolished as a separate division and was reincorporated into the Department of Recreation and Parks. All personnel, supplies, and services are budgeted within the Recreation and Parks budget, and all personnel formerly part of the Golf Division was absorbed within the larger department complement.

## Development Services Fund

### 2016 Cash Balance Statement

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.

All fees and charges associated with development-related services are deposited into the fund. The development services fund is projected to begin 2016 with an unencumbered cash balance of \$11,087,490. Revenue to the fund is projected at \$19,211,733 in 2016, providing the department with total estimated resources of \$30.3 million. The fund is projected to end 2016 with an unencumbered cash balance of \$11,139,355.

<b>2016 Development Services Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2016)	\$ 11,087,490
Plus Estimated 2016 Receipts	19,211,733
Plus Estimated Encumbrance Cancellations	55,000
Total Estimated Available Resources	<u>\$ 30,354,223</u>
Less 2016 Recommended Operating Budget	(19,214,868)
Projected Available Balance (December 31, 2016)	<u><u>\$ 11,139,355</u></u>

## 2016 Revenue Summary

<b>2016 Development Services Fund</b>				
<b>Revenue by Source and Year</b>				
<b>Historical and Projected</b>				
<b>Revenue Summary</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Estimated</b>	<b>2016 Proposed</b>
Residential Construction	\$ 3,968,562	\$ 2,994,642	\$ 3,193,379	\$ 3,225,313
Multi-Family Construction	1,205,035	10,790	-	-
Commercial Construction	9,105,768	9,804,268	10,055,185	10,155,737
Zoning	1,801,065	1,803,583	1,970,046	1,989,746
License/Registration	2,275,276	1,703,725	1,652,853	1,669,382
Other	522,505	2,227,038	2,150,055	2,171,555
Interfund Transfer	-	100,000	25,000	-
Encumbrance Cancellations	38,283	82,484	55,000	55,000
Unencumbered Cash Balance	5,337,010	8,544,085	9,644,342	11,087,490
<b>Total Resources</b>	<b>\$ 24,253,504</b>	<b>\$ 27,270,615</b>	<b>\$ 28,745,860</b>	<b>\$ 30,354,223</b>
Percent Change		12.44%	5.41%	5.60%

**Note:**

- The department expects all revenue classes to increase in 2016. Revenues come from zoning, licenses, registrations, 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 2016 and beyond are as follows:

- Revenues increase by 1 percent in the years 2017 - 2025.
- Insurance costs are projected to grow by seven percent annually starting in 2017 and beyond.
- Pro rata fees represent 4.5 percent of non-city revenue.
- The ending fund balance is projected to be negative in the year 2024.

**DEVELOPMENT SERVICES FUND  
PRO FORMA OPERATING STATEMENT**

REVENUE SOURCE	Actual 2014	Estimated 2015	Proposed 2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
RESIDENTIAL CONSTRUCTION	2,994,642	3,193,379	3,225,313	3,257,566	3,290,142	3,323,043	3,356,273	3,389,836	3,423,735	3,457,972	3,492,552	3,527,479
MULTI-FAMILY CONSTRUCTION	10,790	-	-	-	-	-	-	-	-	-	-	-
COMMERCIAL CONSTRUCTION	9,804,268	10,055,185	10,155,737	10,257,294	10,359,867	10,463,466	10,568,100	10,673,781	10,780,519	10,888,325	10,997,208	11,107,188
ZONING	1,803,583	1,970,046	1,989,746	2,009,644	2,029,740	2,050,038	2,070,538	2,091,244	2,112,156	2,133,278	2,154,610	2,176,156
LICENSE/REGISTRATION	1,703,725	1,652,853	1,669,382	1,686,075	1,702,936	1,719,965	1,737,167	1,754,537	1,772,082	1,789,803	1,807,701	1,825,778
ALL OTHER	2,227,038	2,150,055	2,171,556	2,193,271	2,215,204	2,237,356	2,259,729	2,282,327	2,305,150	2,328,201	2,351,483	2,374,998
INTERFUND TRANSFER	100,000	25,000	-	-	-	-	-	-	-	-	-	-
<b>TOTAL REVENUE</b>	<b>18,644,046</b>	<b>19,046,518</b>	<b>19,211,733</b>	<b>19,403,851</b>	<b>19,597,889</b>	<b>19,793,868</b>	<b>19,991,807</b>	<b>20,191,725</b>	<b>20,393,642</b>	<b>20,597,578</b>	<b>20,803,554</b>	<b>21,011,591</b>
BEGINNING FUND BALANCE	8,544,085	9,644,342	11,087,490	11,139,355	10,908,997	9,950,061	9,068,959	7,833,003	6,220,951	4,210,279	1,777,091	(1,103,968)
ENCUMBRANCE CANCELLATIONS	82,484	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000
<b>TOTAL RESOURCES</b>	<b>27,270,615</b>	<b>28,745,860</b>	<b>30,354,223</b>	<b>30,598,205</b>	<b>30,561,886</b>	<b>29,798,929</b>	<b>29,115,767</b>	<b>28,079,727</b>	<b>26,669,593</b>	<b>24,862,857</b>	<b>22,635,645</b>	<b>19,962,623</b>
<b>EXPENDITURES</b>												
OPERATIONS & MAINTENANCE:												
PERSONNEL SERVICES	11,158,570	12,456,145	12,602,976	12,855,036	13,112,136	13,374,379	13,641,867	13,914,704	14,192,998	14,476,858	14,766,395	15,061,723
EMPLOYEE INSURANCE	2,179,859	2,371,241	2,766,155	2,959,786	3,166,971	3,388,659	3,625,865	3,879,675	4,151,253	4,441,840	4,752,769	5,085,463
MATERIALS & SUPPLIES	78,669	95,749	118,971	122,540	126,216	130,003	133,903	137,920	142,058	146,319	150,709	154,839
SERVICES	763,203	518,783	728,168	747,605	770,033	793,134	816,928	841,436	866,679	892,679	919,460	946,241
PRO RATA	838,982	840,453	864,528	873,173	881,905	890,724	899,631	908,628	917,714	926,891	936,160	945,522
TECHNOLOGY	1,034,072	966,097	1,722,774	1,722,774	1,722,774	1,722,774	1,722,774	1,722,774	1,722,774	1,722,774	1,722,774	1,722,774
FLEET	106,736	128,543	129,296	119,244	122,821	126,506	130,301	134,210	138,237	142,384	146,655	150,926
OTHER	22,792	47,549	47,000	47,000	47,000	47,000	47,000	47,000	47,000	47,000	47,000	47,000
CAPITAL OUTLAY	1,443,390	233,810	235,000	242,050	249,312	256,791	264,495	272,429	280,602	289,020	297,691	306,362
<b>TOTAL OPERATIONS &amp; MAINTENANCE</b>	<b>17,626,274</b>	<b>17,658,370</b>	<b>19,214,868</b>	<b>19,689,208</b>	<b>20,199,168</b>	<b>20,729,970</b>	<b>21,282,763</b>	<b>21,858,777</b>	<b>22,459,315</b>	<b>23,085,766</b>	<b>23,739,613</b>	<b>24,420,850</b>
<b>TOTAL EXPENSE</b>	<b>17,626,274</b>	<b>17,658,370</b>	<b>19,214,868</b>	<b>19,689,208</b>	<b>20,199,168</b>	<b>20,729,970</b>	<b>21,282,763</b>	<b>21,858,777</b>	<b>22,459,315</b>	<b>23,085,766</b>	<b>23,739,613</b>	<b>24,420,850</b>
<b>ENDING UNENCUMBERED FUND BAL.</b>	<b>9,644,342</b>	<b>11,087,490</b>	<b>11,139,355</b>	<b>10,908,997</b>	<b>10,362,718</b>	<b>9,068,959</b>	<b>7,833,003</b>	<b>6,220,951</b>	<b>4,210,279</b>	<b>1,777,091</b>	<b>(1,103,968)</b>	<b>(4,458,227)</b>



## Property Management – 1111 East Broad Street Fund

### 2016 Cash Balance Statement

The east broad street operation fund is the largest fund within the property management fund and is a dedicated funding source for retaining and accounting 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 tenants include the Central Ohio Workforce Investment Corporation (COWIC) and the Departments of Recreation and Parks and Technology. This year, the Columbus Metropolitan Libraries are also renting space in this facility while the main library undergoes renovations.

The fund is expected to begin 2016 with an unencumbered cash balance of \$589,915. Revenue receipts from leases are projected at \$1,375,242 with \$742,896 generated from the Central Ohio Workforce Investment Corporation (COWIC), \$87,666 from Columbus Metropolitan Library, and \$544,680 from the Department of Technology. Estimated available resources total \$2,065,157. Operational expenses in 2016 are projected to be \$1,435,354, leaving a projected available balance at year-end of \$629,803. No general fund transfer is likely to be needed in 2016.

<b>2016 1111 East Broad Street Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2016)	\$ 589,915
Plus Estimated 2016 Receipts	1,375,242
Plus Estimated Encumbrance Cancellations	100,000
Total Estimated Available Resources	<u>\$ 2,065,157</u>
Less 2016 Recommended Operating Budget	(1,435,354)
Projected Available Balance (December 31, 2016)	<u><u>\$ 629,803</u></u>

## Private Inspection Fund

### 2016 Cash Balance Statement

On April 1, 2009, the Department of Public Service ceased all expenditure and revenue activity in the development services fund and established two new funds – the private construction inspection fund and the internal service construction inspection fund. The private construction inspection fund captures the accounting activity of the Division of Design and Construction that is connected with the inspection of private development infrastructure construction that is generally associated with subdivision and commercial development. Revenues for 2016 are budgeted at \$2,634,891 and encumbrance cancellations of \$30,000 are expected. Public service is expecting that by the end of 2016 the fund should have a remaining balance of \$1,967,535.

<b>2016 Private Inspection Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2016)	\$ 2,465,779
Plus Estimated 2016 Receipts	2,634,891
Plus Estimated Encumbrance Cancellations	<u>30,000</u>
Total Estimated Available Resources	\$ 5,130,670
Less 2016 Recommended Operating Budget	(3,163,135)
Projected Available Balance (December 31, 2016)	<u><u>\$ 1,967,535</u></u>



## Parking Meter Program Fund

### 2016 Cash Balance Statement

The parking meter program fund was created in 2009. Effective January 1, 2010, parking meter revenues are deposited into three separate funds in a specified "waterfall" method. First and foremost, the general fund receives \$3,349,870 each year. After that amount is satisfied, parking revenues are to be deposited in the city parking meter contribution fund until the balance in that fund is \$1.4 million. All revenue received after the \$1.4 million balance is established are to be deposited in the parking meter program fund. The \$1.4 million balance in the parking meter contribution fund has been achieved, therefore, the first \$3,349,870 in parking meter revenue will be deposited in the general fund and all additional revenue will be deposited in the parking meter program fund.

Monies in the parking meter program fund are available to replace the current parking meters, to manage, operate, and maintain the replacement meter system, and to enforce parking regulations. The parking meter program fund is projected to end 2016 with a fund balance of \$868,790. Revenue for the fund is projected to reach \$2,812,929 and encumbrance cancellations should total \$23,344 by year's end.

<b>2016 Parking Meter Program Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2016)	\$ 1,057,050
Plus Estimated 2016 Receipts	2,812,929
Plus Estimated Encumbrance Cancellations	<u>23,344</u>
Total Estimated Available Resources	\$ 3,893,323
Less 2016 Recommended Operating Budget	(3,024,532)
Projected Available Balance (December 31, 2016)	<u><u>\$ 868,791</u></u>

## 2016 Revenue Summary

<b>2016 Parking Meter Program Fund</b>				
<b>Revenue by Source and Year</b>				
<b>Historical and Projected</b>				
<b>Revenue Summary</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Estimated</b>	<b>2016 Proposed</b>
Miscellaneous Revenue	\$ 86,314	\$ 57,772	\$ 106,509	\$ 200,518
Parking Fees	171,467	193,403	197,896	225,601
Parking Meter Collections	125,096	129,220	135,654	154,646
Credit Card Collections	630,790	917,323	950,631	1,083,719
IPS Meter Collections	771,091	987,628	1,007,408	1,148,445
Encumbrance Cancellations	-	23,344	8,073	23,344
Unencumbered Cash Balance	770,265	711,458	817,987	1,057,050
<b>Total Resources</b>	<b>\$ 2,555,023</b>	<b>\$ 3,020,148</b>	<b>\$ 3,224,158</b>	<b>\$ 3,893,324</b>
Percent Change		18.20%	6.75%	20.75%

## Parking Meter Program Fund

### Pro Forma Operating Statement

A ten-year pro forma operating statement is presented on the following page. It represents the fund's revenues and expenditures for that period, given certain assumptions, and is essential in providing a framework for future financial decisions. The major assumptions included in this pro forma for years 2016 and beyond are as follows:

- The projected revenue figures include a four percent annual growth rate and an additional \$125,000 in revenue for years 2015 through 2018. This additional revenue is from a scheduled development project that is reimbursing the city for sheltered parking meters.
- Personnel, excluding health insurance, operations, and maintenance expenses, and fleet and technology grow at two percent per year. Insurance costs grow by seven percent annually starting in 2016 and beyond.
- The ending fund balance projects to be positive through 2025.

## Special Revenue Funds

### PARKING METER PROGRAM FUND PRO FORMA OPERATING STATEMENT

REVENUE	Actual 2014	Estimated 2015	Proposed 2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Miscellaneous Revenue	57,772	106,509	200,518	333,539	471,880	615,755	515,386	536,001	557,441	579,739	602,928	627,046
Parking Fees	193,403	197,896	225,601	234,625	244,011	253,771	263,922	274,479	285,458	296,876	308,751	321,101
Parking Meter Collections	129,220	135,654	154,646	160,831	167,265	173,955	180,913	188,150	195,676	203,503	211,643	220,109
Credit Card Collections	917,323	950,631	1,083,719	1,127,068	1,172,151	1,219,037	1,267,798	1,318,510	1,371,251	1,426,101	1,483,145	1,542,471
IPS Meter Collections	987,628	1,007,408	1,148,445	1,194,383	1,242,158	1,291,845	1,343,518	1,397,259	1,453,149	1,511,275	1,571,726	1,634,596
<b>TOTAL REVENUE</b>	<b>2,285,346</b>	<b>2,398,098</b>	<b>2,812,929</b>	<b>3,050,447</b>	<b>3,297,465</b>	<b>3,554,363</b>	<b>3,571,538</b>	<b>3,714,399</b>	<b>3,862,975</b>	<b>4,017,494</b>	<b>4,178,194</b>	<b>4,345,322</b>
Beginning Fund Balance	711,458	817,987	1,057,050	868,791	848,814	1,002,817	1,338,440	1,613,621	1,951,602	2,355,542	2,828,711	3,417,676
Encumbrance Cancellations	23,344	8,073	23,344	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
<b>TOTAL RESOURCES</b>	<b>3,020,148</b>	<b>3,224,158</b>	<b>3,893,323</b>	<b>3,944,238</b>	<b>4,171,279</b>	<b>4,582,180</b>	<b>4,934,977</b>	<b>5,353,020</b>	<b>5,839,577</b>	<b>6,398,036</b>	<b>7,031,905</b>	<b>7,787,998</b>
<b>OPERATING EXPENSES</b>												
Personnel Services	260,955	263,062	891,764	909,599	927,791	946,347	965,274	984,580	1,004,271	1,024,357	1,044,844	1,065,741
Health Insurance	73,296	78,332	208,028	222,590	238,171	254,843	272,682	291,770	312,194	334,048	357,431	382,451
Supplies & Materials	43,199	49,831	113,364	115,631	117,944	120,303	122,709	125,163	127,666	130,220	130,220	132,824
Contractual Services	1,752,949	1,725,179	1,766,424	1,801,752	1,837,788	1,874,543	1,912,034	1,950,275	1,989,280	2,029,066	2,029,066	2,069,647
Fleet	58,957	36,339	26,808	27,344	27,891	28,449	29,018	29,598	30,190	30,794	31,410	32,038
Other	12,805	14,365	18,144	18,507	18,877	19,255	19,640	20,032	20,433	20,842	21,259	21,684
<b>TOTAL OPERATING EXPENSES</b>	<b>2,202,161</b>	<b>2,167,108</b>	<b>3,024,532</b>	<b>3,095,424</b>	<b>3,168,462</b>	<b>3,243,740</b>	<b>3,321,357</b>	<b>3,401,418</b>	<b>3,484,035</b>	<b>3,569,325</b>	<b>3,614,228</b>	<b>3,704,385</b>
Ending Fund Balance	817,987	1,057,050	868,791	848,814	1,002,817	1,338,440	1,613,621	1,951,602	2,355,542	2,828,711	3,417,676	4,083,613



*Present-day view of Cleveland Ave and East 11<sup>th</sup> Street in Linden.*

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## **INTERNAL SERVICE FUNDS**

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### **Employee Benefits Fund**

The employee benefits fund was established in 1993 and represents funds intended for the administration of benefit programs for city employees as well as funds for property and boiler insurance for city facilities. These operations are managed in the Human Resources Department and the Finance and Management Department, respectively.

## 2016 Cash Balance Statement

The employee benefits fund was established in 1993. A portion of this fund is dedicated to the administration of the risk management section of the Department of Human Resources. The fund's primary source of revenue is the monthly insurance premium paid by each division for all participating employees of the city's insurance program.

<b>2016 Employee Benefits Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2016)	\$ -
Plus Estimated 2016 Receipts	<u>4,827,196</u>
Total Estimated Available Resources	\$ 4,827,196
Less 2016 Recommended Operating Budget	(4,827,196)
Projected Available Balance (December 31, 2016)	<u><u>\$ -</u></u>

### Notes:

- The figures cited above reflect only the revenues and expenditures associated with administration of the risk management section of the Department of Human Resources.
- Revenues and expenditures associated with the payment of claims are not represented in this section.

## Print and Mailroom Services Fund

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.

### 2016 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 2016 with a negative unencumbered cash balance of \$65,953, primarily due to low print shop revenues. The fund is expected to end 2016 in a better position, with a positive unencumbered cash balance. Revenues are expected to increase in 2016. Significant improvements in billing procedures, office space and equipment have been implemented and the resulting benefits continue to be reflected in both operations. In addition, the Print Shop will begin working towards becoming the primary print source for all city agencies in 2016.

<b>2016 Print and Mailroom Services Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2016)	\$ (65,953)
Plus Estimated 2016 Print Services Receipts	424,332
Plus Estimated 2016 Mailroom Services Receipts	1,220,310
Plus Estimated Encumbrance Cancellations	66,000
Total Estimated Available Resources	<u>\$ 1,644,689</u>
Less 2016 Recommended Operating Budget - Print	(424,332)
Less 2016 Recommended Operating Budget - Mailroom	(1,220,310)
Projected Available Balance (December 31, 2016)	<u><u>\$ 47</u></u>

### 2016 Revenue Summary

<b>2016 Print and Mailroom Services Fund</b>				
<b>Revenue by Source and Year</b>				
<b>Historical and Projected</b>				
	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>Revenue Summary</b>	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>
Print Services	\$ 282,800	\$ 296,203	\$ 406,037	\$ 424,332
Mailroom Services	1,006,905	1,045,302	1,202,851	1,220,310
Encumbrance Cancellations	32,550	35,140	30,000	66,000
Unencumbered Cash Balance	(115,489)	(39,228)	(89,974)	(65,953)
<b>Total Resources</b>	<u><b>\$ 1,206,766</b></u>	<u><b>\$ 1,337,417</b></u>	<u><b>\$ 1,548,914</b></u>	<u><b>\$ 1,644,689</b></u>
Percent Change		10.83%	15.81%	6.18%

## Land Acquisition Fund

The City Attorney's Real Estate division engages in land acquisition activities on behalf of the city. Revenues to the land acquisition fund are comprised of charges to other city divisions for these services.

### 2016 Cash Balance Statement

The City Attorney's Real Estate division engages in land acquisition activities on behalf of the city. Revenues to the land acquisition fund are comprised of charges to other city divisions for land acquisition services. The 2016 revenue estimate is equal to a projection of 2,860 hours of services billed at a rate of \$300 per hour. The division reviews its rate periodically and increases it when necessary to fully recover costs. The land acquisition fund should end 2016 with a projected unencumbered cash balance of \$303,189.

<b>2016 Land Acquisition Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2016)	\$ 498,370
Plus Estimated 2016 Receipts	858,000
Plus Estimated Encumbrance Cancellations	-
Total Estimated Available Resources	<u>\$ 1,356,370</u>
Less 2016 Recommended Operating Budget	(1,053,181)
Projected Available Balance (December 31, 2016)	<u><b>\$ 303,189</b></u>

## Technology Services Fund

The technology services fund is an internal service fund that supports the operations of the Department of Technology. The fund receives revenue from other city departments both directly, wherein the department pays certain technology costs on behalf of other departments and charges on a dollar-for-dollar basis, and indirectly, wherein the department charges departments based on their allocated utilization of technology services, such as application maintenance, email and messaging services, and project management.

### 2016 Cash Balance Statement

The technology services fund is housed in the Department of Technology and is projected to begin the year with an unencumbered cash balance of \$41,391 and end the year with \$391,091. Revenues to the fund consist of charges to other city divisions for technology services, utilizing an updated rate model to determine applicable rates for various operational functions. In addition, the department procures goods, services, and other computer related equipment on behalf of city divisions and bills back the cost as a direct charge. The department also receives revenue from outside sources, such as Franklin County, the Franklin Park Conservatory and the Martin Luther King facility, for services provided.

<b>2016 Technology Services Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2016)	\$ 41,391
Plus Estimated 2016 Receipts	36,375,613
Plus Estimated Encumbrance Cancellations	<u>350,000</u>
Total Estimated Available Resources	\$ 36,767,004
Less 2016 Recommended Operating Budget	(36,375,913)
Projected Available Balance (December 31, 2016)	<u><u>\$ 391,091</u></u>



### Pro Forma Operating Statement

The department will continue to use a charge-back methodology to fully recover costs related to information technology services. In 2009, an updated rate model was completed which more accurately reflects user charges and services as well as cost recovery. The department continues to use a time and attendance reporting system for many of its services. A pro forma operating statement for the ten-year period follows this section and represents the Director's Office and the Information Services Division (ISD) revenues and expenditures for that period. The major assumptions are as follows:

- Personnel expenses, supplies, maintenance, and capital expenses are inflated at two percent per year. Insurance costs are projected to grow by seven percent annually in 2017 and beyond; however, projections include offsets due to incremental increases in employee shares.
- The Information Services Division incurs debt service for capital expenditures such as terminal replacement, system migration, network expansion, the city's Oracle site license and enterprise-wide network management software, data center renovations, hardware upgrades and mass storage, software upgrades, telephony upgrades, and other projects.
- Recovery rates in the pro forma are adjusted as necessary to allow the division to maintain positive year-end unencumbered cash balances. This pro forma indicates a five percent increase in revenues in 2017, as necessary, to meet that goal. Revenues in each of the years thereafter are adjusted to maintain a positive balance in the fund.

INFORMATION SERVICES DIVISION PRO FORMA OPERATING STATEMENT												
	Actual 2014	Estimated 2015	Proposed 2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
<b>REVENUES BY SOURCE</b>												
Other Fund-Direct Charge	2,634,451	2,883,680	5,062,862	5,316,005	5,462,195	5,544,128	5,710,452	5,838,937	5,984,911	6,104,609	6,104,609	6,104,609
Other Fund-Indirect Charge	10,797,919	10,051,266	12,858,917	13,501,863	13,873,164	14,081,262	14,503,699	14,830,033	15,200,783	15,504,799	15,737,371	15,973,432
General Fund-Direct Charge	623,254	800,958	1,698,061	1,782,964	1,831,996	1,859,475	1,915,260	1,958,353	2,007,312	2,047,458	2,078,170	2,109,343
General Fund-Indirect Charge	14,935,091	16,261,433	16,719,863	17,555,856	18,038,642	18,309,222	18,858,498	19,282,815	19,764,885	20,160,183	20,462,586	20,769,524
Outside Source Revenue	230,672	54,260	35,910	37,706	38,742	39,324	40,503	41,415	42,450	43,299	44,165	45,048
<b>Total Revenue</b>	<b>29,221,387</b>	<b>30,051,597</b>	<b>36,375,613</b>	<b>38,194,394</b>	<b>39,244,739</b>	<b>39,833,411</b>	<b>41,028,413</b>	<b>41,951,552</b>	<b>43,000,341</b>	<b>43,860,348</b>	<b>44,426,900</b>	<b>45,001,956</b>
Encumbrance Cancellations	669,219	655,000	350,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,001	150,002
Beginning Fund Balance	910,462	740,512	41,391	391,091	10,564	13,858	4,911	61,265	21,653	83,718	84,502	1,058,726
<b>TOTAL RESOURCES</b>	<b>30,801,068</b>	<b>31,447,109</b>	<b>36,767,004</b>	<b>38,735,485</b>	<b>39,405,303</b>	<b>39,997,268</b>	<b>41,183,324</b>	<b>42,162,817</b>	<b>43,171,994</b>	<b>44,094,066</b>	<b>44,661,403</b>	<b>46,210,684</b>
<b>EXPENDITURES</b>												
<b>Operating- Admin &amp; ISD</b>												
Personnel Services	13,476,270	15,593,792	14,572,494	14,863,944	15,161,223	15,464,447	15,773,736	16,089,211	16,410,995	16,739,215	17,073,999	17,415,479
Health Insurance	2,244,231	642,707	2,764,190	2,957,683	3,164,721	3,386,252	3,623,289	3,876,919	4,148,304	4,438,685	4,749,393	5,081,851
Materials & Supplies	1,000,489	1,230,604	1,576,984	1,608,524	1,640,694	1,673,508	1,706,978	1,741,118	1,775,940	1,811,459	1,847,688	1,884,642
Services	8,114,934	8,709,861	12,419,347	12,667,734	12,921,089	13,179,510	13,443,101	13,711,963	13,986,202	14,265,926	14,551,244	14,842,269
Fleet	15,468	16,738	21,643	21,643	21,643	21,643	21,643	21,643	21,643	21,643	21,643	21,643
Other	33,966	-	-	-	-	-	-	-	-	-	-	-
Capital Outlay	45,121	147,669	442,820	451,676	460,710	469,924	479,323	488,909	498,687	508,661	518,834	529,211
<b>Total Operating Expenses</b>	<b>24,930,479</b>	<b>26,341,371</b>	<b>31,797,478</b>	<b>32,571,204</b>	<b>33,370,080</b>	<b>34,195,284</b>	<b>35,048,070</b>	<b>35,929,763</b>	<b>36,841,771</b>	<b>37,785,589</b>	<b>38,762,802</b>	<b>39,775,095</b>
Debt Service - Principal	4,295,700	4,220,700	3,870,000	5,222,143	5,074,286	4,785,000	4,992,857	5,060,714	5,157,143	5,283,571	4,070,714	3,522,857
Debt Service - Interest	834,377	843,646	708,435	931,574	947,080	1,012,073	1,081,132	1,150,687	1,089,362	940,404	769,161	621,543
<b>Expenses</b>	<b>5,130,077</b>	<b>5,064,346</b>	<b>4,578,435</b>	<b>6,153,717</b>	<b>6,021,366</b>	<b>5,797,073</b>	<b>6,073,989</b>	<b>6,211,401</b>	<b>6,246,505</b>	<b>6,223,975</b>	<b>4,839,875</b>	<b>4,144,400</b>
<b>TOTAL EXPENSES</b>	<b>30,060,556</b>	<b>31,405,718</b>	<b>36,375,913</b>	<b>38,724,921</b>	<b>39,391,446</b>	<b>39,992,357</b>	<b>41,122,059</b>	<b>42,141,164</b>	<b>43,088,276</b>	<b>44,009,564</b>	<b>43,602,677</b>	<b>43,919,495</b>
<b>ENDING FUND BALANCE</b>	<b>740,512</b>	<b>41,391</b>	<b>391,091</b>	<b>10,564</b>	<b>13,858</b>	<b>4,911</b>	<b>61,265</b>	<b>21,653</b>	<b>83,718</b>	<b>84,502</b>	<b>1,058,726</b>	<b>2,291,189</b>
<b>Assumptions:</b>												
Expenditures increase 2% for personnel expenses, materials & supplies, services, and capital expenses; insurance costs increases at 7%.												
Revenues increase at a minimum variable rate from 2017-2025 to maintain fund solvency.												



*A bicycle sharrow located in Sandalwood Place looking east in the Forest Park neighborhood.*

## 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.

### 2016 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 \$149 and will end 2016 with an unencumbered cash balance of \$733,546.

<b>2016 Fleet Management Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2016)	\$ 149
Plus Estimated 2016 Receipts	37,436,172
Plus Estimated Encumbrance Cancellations	500,000
Total Estimated Available Resources	<u>\$ 37,936,321</u>
Less 2016 Recommended Operating Budget	(37,202,775)
Projected Available Balance (December 31, 2016)	<u><b>\$ 733,546</b></u>

## 2016 Revenue Summary

<b>2016 Fleet Management Fund</b>				
<b>Revenue by Source and Year</b>				
<b>Historical and Projected</b>				
<b>Revenue Summary</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>
Public Safety	\$ 13,365,672	\$ 15,438,260	\$ 14,175,126	\$ 16,930,595
Refuse Collection	6,741,749	7,726,008	6,937,113	8,431,085
Other General Fund	1,443,956	231,830	1,373,215	1,793,487
Other Funds	9,473,018	10,310,044	7,746,370	9,531,005
Refunds/Miscellaneous	336,555	566,549	877,531	750,000
Encumbrance Cancellations	701,902	5,063,499	379,318	500,000
Unencumbered Cash Balance	(4,656,312)	(5,382,291)	318,581	149
<b>Total Resources</b>	<b>\$ 27,406,540</b>	<b>\$ 33,953,899</b>	<b>\$ 31,807,254</b>	<b>\$ 37,936,321</b>
Percent Change		23.89%	-6.32%	19.27%

## Pro Forma Operating Statement

A ten-year pro forma operating statement is presented on the following page. It represents the Division of Fleet Management's projected revenues and expenditures for that period, given certain assumptions. The pro forma is essential in planning recovery rate percentage increases or decreases and for maintaining an acceptable year-end balance. The major assumptions included in this pro forma are as follows:

- Personnel expenses, supplies, maintenance, and other expenses are inflated at two percent per year. Insurance costs are projected to grow by seven percent annually in 2017 and beyond; however, projections include offsets due to incremental increases in employee shares.
- Debt service principal and interest have been broken out separately. A portion of the debt service principal and interest payments represent reimbursement to the special income tax fund for the retirement of bonds issued for the design of the city's second compressed natural gas fueling station.
- Recovery rates in the pro forma are adjusted as necessary to allow the division to maintain positive year-end unencumbered cash balances. This pro forma indicates a one-quarter percent increase in revenues in 2017, as necessary, to meet that goal. Revenues in each of the years thereafter are adjusted to maintain a positive balance in the fund.

**Internal Service Funds**

**FLEET MANAGEMENT FUND  
PRO FORMA OPERATING STATEMENT**

	Actual 2014	Estimated 2015	Proposed 2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
<b>REVENUE SOURCE</b>												
MAINTENANCE SERVICE CHARGES												
Public Safety	15,438,260	14,175,126	16,930,595	16,972,921	17,651,838	18,049,005	18,229,495	18,594,085	18,965,966	19,392,701	19,829,036	20,225,617
Refuse Collection	7,726,008	6,937,113	8,431,085	8,452,163	8,790,249	8,988,030	9,077,910	9,259,468	9,444,658	9,657,162	9,874,449	10,071,938
Other General Fund Divisions	231,830	1,373,215	1,793,487	1,797,971	1,869,890	1,911,962	1,931,082	1,969,703	2,009,097	2,054,302	2,100,524	2,142,534
Other Funds	10,310,044	7,746,370	9,531,005	9,554,833	9,937,026	10,160,609	10,262,215	10,467,459	10,676,808	10,917,037	11,162,670	11,385,923
State Highway Fuel Tax Refund	-	-	-	-	-	-	-	-	-	-	-	-
Miscellaneous Revenues	566,549	877,531	750,000	772,500	795,675	819,545	844,132	869,456	886,845	906,799	927,202	945,746
<b>TOTAL REVENUE</b>	<b>34,272,691</b>	<b>31,109,355</b>	<b>37,436,172</b>	<b>37,550,387</b>	<b>39,044,678</b>	<b>39,929,151</b>	<b>40,344,833</b>	<b>41,160,171</b>	<b>41,983,375</b>	<b>42,928,000</b>	<b>43,893,880</b>	<b>44,771,758</b>
Beginning Fund Balance	(5,382,291)	318,581	149	733,546	32,773	10,143	76,764	46,582	66,074	19,562	14,946	82,986
Encumbrance Cancellations	5,063,499	379,318	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
<b>TOTAL RESOURCES</b>	<b>33,953,899</b>	<b>31,807,254</b>	<b>37,936,321</b>	<b>38,783,933</b>	<b>39,577,450</b>	<b>40,439,294</b>	<b>40,921,598</b>	<b>41,706,754</b>	<b>42,549,448</b>	<b>43,447,563</b>	<b>44,408,827</b>	<b>45,354,744</b>
<b>EXPENDITURES</b>												
Operations and Maintenance												
Personnel Services	7,790,493	8,049,055	8,679,600	8,853,192	9,030,256	9,210,861	9,395,078	9,582,980	9,774,639	9,970,132	10,169,535	10,372,925
Health Insurance	2,181,795	2,180,043	2,399,105	2,567,042	2,746,735	2,939,007	3,144,737	3,364,869	3,600,410	3,852,438	4,122,109	4,410,657
Materials & Supplies	16,073,950	12,678,654	15,839,229	16,156,014	16,479,134	16,808,717	17,144,891	17,487,789	17,837,544	18,194,295	18,558,181	18,929,345
Services	3,974,986	4,310,351	4,964,286	5,063,572	5,164,843	5,268,140	5,373,503	5,480,973	5,590,592	5,702,404	5,816,452	5,932,781
Other Disbursements	100,580	2,153	5,000	5,100	5,202	5,306	5,412	5,520	5,631	5,743	5,858	5,975
Capital	-	-	81,131	82,754	84,409	86,097	87,819	89,575	91,367	93,194	95,058	96,959
<b>Total Operations &amp; Maintenance</b>	<b>30,121,804</b>	<b>27,220,256</b>	<b>31,968,351</b>	<b>32,727,673</b>	<b>33,510,579</b>	<b>34,318,127</b>	<b>35,151,440</b>	<b>36,011,706</b>	<b>36,900,183</b>	<b>37,818,207</b>	<b>38,767,194</b>	<b>39,748,643</b>
Director's Office	629,734	746,504	784,507	796,275	808,219	820,342	832,647	845,137	857,814	870,681	883,741	896,997
Debt Service												
Principal	1,915,300	2,655,300	3,216,000	3,986,000	4,080,000	4,107,000	3,870,000	3,860,000	3,945,000	4,035,000	4,115,000	3,455,000
Interest	968,480	1,185,045	1,233,917	1,241,213	1,168,510	1,117,060	1,020,928	923,837	826,889	708,728	559,906	439,936
<b>Total Debt Service</b>	<b>2,883,780</b>	<b>3,840,345</b>	<b>4,449,917</b>	<b>5,227,213</b>	<b>5,248,510</b>	<b>5,224,060</b>	<b>4,890,928</b>	<b>4,783,837</b>	<b>4,771,889</b>	<b>4,743,728</b>	<b>4,674,906</b>	<b>3,894,936</b>
<b>TOTAL EXPENSES</b>	<b>33,635,318</b>	<b>31,807,105</b>	<b>37,202,775</b>	<b>38,751,161</b>	<b>39,567,308</b>	<b>40,362,529</b>	<b>40,875,015</b>	<b>41,640,680</b>	<b>42,529,886</b>	<b>43,432,617</b>	<b>44,325,841</b>	<b>44,540,576</b>
<b>ENDING FUND BALANCE</b>	<b>318,581</b>	<b>149</b>	<b>733,546</b>	<b>32,773</b>	<b>10,143</b>	<b>76,764</b>	<b>46,582</b>	<b>66,074</b>	<b>19,562</b>	<b>14,946</b>	<b>82,986</b>	<b>814,168</b>
<b>Assumptions:</b>												
<b>Expenditures increase 2% for personnel expenses, materials &amp; supplies, services, other disbursements, and capital; insurance costs increases at 7%.</b>												
<b>Revenues increase at a minimum variable rate from 2017-2025 to maintain fund solvency.</b>												

## 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.

### 2016 Cash Balance Statement

On April 1, 2009, the Department of Public Service ceased all expenditure and revenue activity in the development services fund and established two new funds: the private construction inspection fund and the internal service construction inspection fund. The internal service construction inspection fund captures the accounting activity associated with the construction administration and inspection services of the Division of Design and Construction. This agency provides these services for roadway, bridge, water, sanitary and storm sewer, electric power, and signal infrastructure for the City of Columbus. Revenues for 2016 are budgeted at \$9,600,102 and encumbrance cancellations of \$130,000 are expected. The fund is expected to end 2016 with an unencumbered cash balance of \$2,086,564.

<b>2016 Construction Inspection Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2016)	\$ 1,477,379
Plus Estimated 2016 Receipts	9,600,102
Plus Estimated Encumbrance Cancellations	130,000
Total Estimated Available Resources	\$ 11,207,481
Less 2016 Recommended Operating Budget	(9,120,917)
Projected Available Balance (December 31, 2016)	<b><u>\$ 2,086,564</u></b>

## **Internal Service Funds**

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Looking west on Long Street in the King-Lincoln neighborhood.

## ENTERPRISE FUNDS

### Sewerage and Drainage Operating Fund

#### 2016 Cash Balance Statement

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.

The projected beginning year 2016 cash balance is \$207.1 million, which includes \$125 million in two reserve funds and an EPA mandated replacement fund.

#### 2016 Sewerage and Drainage Operating Fund Balance Summary

Unencumbered Cash Balance (January 1, 2016)	\$ 207,063,673
Plus Estimated 2016 Receipts	259,126,353
Plus Estimated Encumbrance Cancellations	6,264,003
Total Estimated Available Resources	\$ 472,454,029
Less 2016 Recommended Operating Budget (Sewers/Drains)	(271,053,679)
Less 2016 Recommended Operating Budget (Administration)	(8,403,198)
Projected Available Balance (December 31, 2016)	<u>\$ 192,997,152</u>



## 2016 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.

## 2016 Revenue Summary

<b>2016 Sewerage and Drainage Operating Fund</b>				
<b>Revenue by Source and Year</b>				
<b>Historical and Projected</b>				
<b>Revenue Summary</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>Revenue Summary</b>	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>
Sewer Sales	\$ 190,692,377	\$ 192,976,479	\$ 198,208,762	\$ 204,179,801
Wet Weather Charges	31,125,466	32,587,890	34,413,488	35,690,790
System Capacity Charges	4,990,726	5,971,738	6,039,717	6,100,114
Investment Income	1,073,981	1,654,336	1,875,718	1,894,475
Storm Maintenance Reimbursement	8,072,050	8,307,135	8,069,019	8,311,090
Other*	2,831,058	2,948,079	8,802,287	9,214,086
Unencumbered Cash Balance	186,076,576	197,037,025	213,732,941	207,063,673
<b>Total Resources</b>	<b>\$ 424,862,234</b>	<b>\$ 441,482,682</b>	<b>\$ 471,141,932</b>	<b>\$ 472,454,029</b>
Percent Change		3.91%	6.72%	0.28%

\*Includes debt refinancing premiums in 2013 and 2014 and encumbrance cancellations in 2015 and 2016.

### Notes:

- The Sewer and Water Advisory Board recommended a three percent increase in revenues for 2016. With this increase, revenues, excluding the beginning balance and encumbrance cancellations, will total \$259.1 million in 2016.
- There will be no change to the sewer system capacity fee in 2016.
- Due to the volatility of the market, the interest income projection is normally very conservative, with a projected one percent increase in 2016. 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 2016. 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 2016. This discount is applied to the commodity portion of the sanitary sewer to provide financial relief to qualifying customers.

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## 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 2014 through 2025, the assumptions for which are outlined below. The pro forma operating statement is essential to the planning and rate setting processes. The major assumptions upon which the pro forma's numbers are based are as follows:

- The Sewer and Water Advisory Board recommended various sewer rate increases to produce three percent more revenue in 2016.
- Growth of the sanitary system is projected to be 0.5 percent throughout the pro forma projection period.
- System capacity charges are assumed to grow by one percent annually.
- Projections for personnel costs reflect the rates in effect for the various collective bargaining agreements and/or management salary ordinances represented in the division.
- Equipment costs in 2016 and beyond include the required annual allotment to the EPA-mandated capital replacement fund. The division has \$4.5 million budgeted in its operating budget for capital outlay as well as additional funds budgeted in an equipment reserve.
- The 2016 operations and maintenance budget includes \$11.1 million to pay pro rata (payment to the general fund for services provided to the utility divisions by general fund agencies).
- In 2016, the division will pay \$154.2 million in debt service costs related to various debt issuances over the years. This debt was issued to help fund large infrastructure improvements and upgrades at the wastewater treatment plants and wastewater system.
- Included in the above-noted figure is \$91.1 million in debt service payments to the Ohio Water Development Authority (OWDA). Use of these low-interest moneys help to decrease the debt retirement expenses associated with sanitary sewer projects. Unlike municipal bonds, debt service on OWDA funded construction projects is not paid until construction is complete.
- The Division of Sewerage and Drainage's capital improvements plan has been reduced by fifteen percent throughout the pro forma period. This reduction recognizes the likelihood that actual debt issuance in any given year will not reach levels outlined in the capital improvements budget because of unavoidable lags in the project planning and implementation process.
- The Division of Sewerage and Drainage's pro forma statement also assumes that all general obligation debt will be issued late in any given year, such that the interest expense is not due until the following year and the principal payment is due the year after that.
- A portion of the costs associated with the Public Utilities Director's Office are borne by the sewerage enterprise operating fund. In 2016, \$8.4 million is allocated in this fund for the Director's Office.

## SANITARY SEWER ENTERPRISE FUND

### Pro Forma Operating Statement

For Years 2014 - 2025 (000's omitted)

	Actual	Estimated	Proposed									
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
<b>Beginning Cash Balance</b>	<b>197,037</b>	<b>213,733</b>	<b>207,064</b>	<b>192,997</b>	<b>180,549</b>	<b>173,990</b>	<b>174,054</b>	<b>169,567</b>	<b>163,312</b>	<b>174,764</b>	<b>182,343</b>	<b>189,905</b>
<b>Utility Revenues</b>												
Sewer Sales	192,976	198,209	199,200	206,067	217,224	231,132	245,945	264,144	283,709	301,941	315,389	326,324
Sewer Sales Increase	-	-	4,980	8,586	10,861	11,557	14,347	15,408	14,185	10,065	7,885	8,158
Wet Weather	32,588	34,413	34,830	36,123	38,030	40,319	42,732	45,630	48,706	51,605	53,873	55,163
Wet Weather Increase	-	-	860	1,451	1,806	1,901	2,352	2,493	2,281	1,624	1,290	1,347
Interest Income	1,654	1,876	1,894	1,913	1,933	1,952	1,971	1,991	2,011	2,031	2,051	2,072
System Capacity Charge	5,972	6,040	6,100	6,161	6,223	6,285	6,348	6,411	6,475	6,540	6,606	6,672
Other	2,632	2,900	2,950	3,001	2,990	3,013	3,072	3,132	3,194	3,228	3,293	3,359
Reimbursement from Stormwater Fund	8,307	8,069	8,311	8,560	8,817	9,082	9,354	9,635	9,924	10,222	10,528	10,844
Debt Refinancing	316	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>244,446</b>	<b>251,507</b>	<b>259,126</b>	<b>271,863</b>	<b>287,884</b>	<b>305,241</b>	<b>326,121</b>	<b>348,844</b>	<b>370,486</b>	<b>387,255</b>	<b>400,915</b>	<b>413,938</b>
Projected Encumbrance Cancellations	-	5,902	6,264	6,471	6,682	6,903	7,138	7,463	7,634	7,880	8,128	8,382
<b>Total Resources</b>	<b>441,483</b>	<b>471,142</b>	<b>472,454</b>	<b>471,331</b>	<b>475,116</b>	<b>486,134</b>	<b>507,312</b>	<b>525,875</b>	<b>541,431</b>	<b>569,899</b>	<b>591,386</b>	<b>612,226</b>
<b>Utility Expense</b>												
<b>Operations &amp; Maintenance</b>												
Personnel Services	35,045	35,795	36,764	37,683	38,625	39,591	40,581	41,595	42,635	43,701	44,793	45,913
27th Pay Period	-	-	-	-	-	-	-	1,600	-	-	-	-
Health Insurance	8,193	8,393	9,295	9,946	10,642	11,387	12,184	13,037	13,950	14,926	15,971	17,089
Supplies & Materials	6,292	8,787	8,298	8,464	8,633	8,806	8,982	9,162	9,345	9,532	9,722	9,917
Pro Rata	10,909	10,885	11,103	11,843	12,555	13,326	14,253	15,263	16,224	16,967	17,567	18,139
Contractual Services	34,731	41,915	46,438	47,831	49,266	50,744	52,266	53,834	55,449	57,113	58,826	60,591
Other	763	757	475	484	494	504	514	524	535	545	556	568
Equipment	2,349	4,519	4,503	4,593	4,685	4,779	4,875	4,972	5,071	5,173	5,276	5,382
Department of Public Utilities Allocation	5,914	7,206	8,403	8,571	8,743	8,918	9,096	9,278	9,463	9,653	9,846	10,043
<b>Total Operations &amp; Maintenance</b>	<b>104,197</b>	<b>118,257</b>	<b>125,280</b>	<b>129,416</b>	<b>133,644</b>	<b>138,054</b>	<b>142,751</b>	<b>149,266</b>	<b>152,673</b>	<b>157,610</b>	<b>162,559</b>	<b>167,642</b>
<b>Debt Service</b>												
Revenue Bond	18,302	18,346	18,346	18,606	18,606	18,606	18,606	18,606	18,606	27,381	33,268	46,631
General Obligation	39,891	46,882	44,608	43,175	41,966	38,144	35,273	34,278	33,248	29,960	28,394	27,478
OWPCLF/OWDA Debt- Non Wet Weather	65,360	80,593	91,083	90,410	87,959	85,509	85,508	84,794	79,421	76,281	71,246	67,449
Proposed New Debt	-	-	-	9,041	18,885	31,737	55,577	75,591	82,692	96,325	106,014	114,292
Assessments	-	-	140	134	66	31	30	29	29	-	-	-
<b>Total Debt Service</b>	<b>123,553</b>	<b>145,821</b>	<b>154,177</b>	<b>161,366</b>	<b>167,482</b>	<b>174,026</b>	<b>194,994</b>	<b>213,298</b>	<b>213,994</b>	<b>229,947</b>	<b>238,922</b>	<b>255,850</b>
<b>Total Expense</b>	<b>227,750</b>	<b>264,078</b>	<b>279,457</b>	<b>290,782</b>	<b>301,126</b>	<b>312,080</b>	<b>337,745</b>	<b>362,563</b>	<b>366,667</b>	<b>387,556</b>	<b>401,481</b>	<b>423,491</b>
<b>Ending Fund Balance</b>	<b>213,733</b>	<b>207,064</b>	<b>192,997</b>	<b>180,549</b>	<b>173,990</b>	<b>174,054</b>	<b>169,567</b>	<b>163,312</b>	<b>174,764</b>	<b>182,343</b>	<b>189,905</b>	<b>188,734</b>
<b>Projected Revenue Increase</b>			<b>3.00%</b>	<b>5.00%</b>	<b>6.00%</b>	<b>6.00%</b>	<b>7.00%</b>	<b>7.00%</b>	<b>6.00%</b>	<b>4.00%</b>	<b>3.00%</b>	<b>3.00%</b>

## Electricity Enterprise Fund

### 2016 Cash Balance Statement

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.

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 2016, there is a projected cash balance of nearly \$18.2 million, which reflects the combined balances of the reserve and operating funds.

<b>2016 Electricity Enterprise Fund Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2016)	\$ 18,192,909
Plus Estimated 2016 Receipts	82,207,665
Plus Estimated Encumbrance Cancellations	504,187
Total Estimated Available Resources	<u>\$ 100,904,761</u>
Less 2016 Recommended Operating Budget (Electricity)	(84,587,374)
Less 2016 Recommended Operating Budget (Administration)	(1,178,227)
Projected Available Balance (December 31, 2016)	<u><u>\$ 15,139,160</u></u>

### 2016 Revenue Summary

The Division of Electricity 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.

2016 Revenue Summary

<b>2016 Electricity Enterprise Fund</b> <b>Revenue by Source and Year</b> <b>Historical and Projected</b>				
	2013	2014	2015	2016
Revenue Summary	Actual	Actual	Estimated	Proposed
Charges for Electrical Service	\$ 84,148,067	\$ 80,174,806	\$ 78,176,094	\$ 79,069,356
Investment Income	102,566	155,732	226,148	125,000
Other Revenue*	3,617,544	3,610,794	3,585,623	3,350,137
Street Light Assessments	376,199	310,706	-	167,358
Unencumbered Cash Balance	9,756,907	15,700,015	21,127,157	18,192,909
<b>Total Resources</b>	<b>\$ 98,001,283</b>	<b>\$ 99,952,053</b>	<b>\$ 103,115,022</b>	<b>\$ 100,904,761</b>
Percent Change		1.99%	3.16%	-2.14%

\*Includes encumbrance cancellations in 2015 and 2016.

Notes:

- Revenues, excluding the beginning year cash balance and encumbrance cancellations, are expected to be \$82.2 million in 2016.
- 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 2016. In 2016, the general fund will retain 100 percent of the value of the kilowatt hour tax.

## **Electricity Enterprise Fund Pro Forma Operating Statement**

Presented below is a pro forma operating statement for the electricity enterprise operating fund, which outlines projections of operating fund revenues and expenditures on a cash basis for the period 2014 through 2025. 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 2016, \$55.8 million is budgeted for this commodity. This amount is only 2.8 percent more than expended in 2014 and 1.2 percent more than it projects to spend in 2015. These nominal increases reflect the division's recent success at securing favorable wholesale rates.
- Growth of the electric system (i.e., sales) is projected to be 0.5 percent throughout the pro forma projection period.
- A portion of the costs associated with the Public Utilities Director's Office are borne by the electricity enterprise operating fund. In 2016, \$1.2 million is allocated in this fund for this purpose.

## ELECTRICITY ENTERPRISE FUND

### Pro Forma Operating Statement For Years 2014 - 2025 (000's omitted)

	Actual	Estimate	Proposed									
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
<b>Beginning Cash Balance</b>	<b>15,700</b>	<b>21,127</b>	<b>18,193</b>	<b>15,139</b>	<b>15,995</b>	<b>14,800</b>	<b>12,102</b>	<b>5,905</b>	<b>2,733</b>	<b>-668</b>	<b>-730</b>	<b>597</b>
<b>Utility Revenues</b>												
<b>Electricity Sales</b>												
Residential	6,152	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Commercial	65,340	66,100	67,720	67,748	67,777	67,807	67,838	67,870	67,903	67,937	67,972	68,007
Expressway Lighting	481	917	945	973	1,002	1,032	1,063	1,095	1,128	1,162	1,196	1,232
Kilowatt Hour Tax Reduction	-1,579	-3,242	-3,172	-3,179	-3,186	-3,193	-3,200	-3,208	-3,215	-3,223	-3,232	-3,574
PCRA	10,261	8,000	8,131	8,269	6,365	4,468	7,163	9,993	10,964	14,084	16,359	16,359
Electric Sales Increase	-	401	391	395	396	387	377	391	405	410	426	438
<b>Total Electric Sales</b>	<b>80,175</b>	<b>78,176</b>	<b>79,069</b>	<b>79,234</b>	<b>77,353</b>	<b>75,469</b>	<b>78,179</b>	<b>81,046</b>	<b>82,057</b>	<b>85,207</b>	<b>87,525</b>	<b>87,231</b>
Other Revenues	3,921	2,586	3,013	3,079	3,032	3,125	3,212	3,311	3,413	3,518	3,626	3,738
Investment Earnings	156	226	125	125	125	125	125	125	125	125	125	125
<b>Total Revenue</b>	<b>84,252</b>	<b>80,988</b>	<b>82,208</b>	<b>82,439</b>	<b>80,510</b>	<b>78,719</b>	<b>81,516</b>	<b>84,482</b>	<b>85,595</b>	<b>88,850</b>	<b>91,277</b>	<b>91,093</b>
Projected Encumbrance Cancellations	-	1,000	504	483	487	488	526	526	534	534	540	541
<b>Total Resources</b>	<b>99,952</b>	<b>103,115</b>	<b>100,905</b>	<b>98,061</b>	<b>96,993</b>	<b>94,007</b>	<b>94,144</b>	<b>90,913</b>	<b>88,861</b>	<b>88,716</b>	<b>91,086</b>	<b>92,232</b>
<b>Utility Expense</b>												
<b>Operations &amp; Maintenance</b>												
Personnel Services	7,826	8,619	9,472	9,520	9,567	9,615	9,663	9,711	9,760	9,809	9,858	9,907
27th Pay Period	-	-	-	-	-	-	372	-	-	-	-	-
Health Insurance	1,478	1,664	2,020	1,780	2,162	1,905	2,313	2,038	2,475	2,181	2,648	2,334
Purchase Power	54,297	55,150	55,800	56,452	56,660	56,625	62,325	62,637	62,950	63,265	63,581	63,899
Supplies & Materials	1,045	1,661	1,639	1,672	1,706	1,740	1,775	1,810	1,846	1,883	1,921	1,959
Pro Rata	3,735	3,690	3,800	3,698	3,617	3,536	3,663	3,796	3,846	3,993	4,102	4,094
Services	4,537	6,986	6,797	5,500	5,555	5,611	5,667	5,723	5,781	5,838	5,897	5,956
Other Disbursements	258	21	51	51	51	51	51	51	51	51	51	101
Capital Equipment	1,445	2,804	3,274	600	600	1,000	600	600	1,000	600	600	600
Department of Public Utilities Allocation	734	1,003	1,178	1,196	1,214	1,232	1,251	1,269	1,288	1,308	1,327	1,347
DOS Allocation												
<b>Total Operations &amp; Maintenance</b>	<b>75,356</b>	<b>81,598</b>	<b>84,031</b>	<b>80,468</b>	<b>81,130</b>	<b>81,314</b>	<b>87,678</b>	<b>87,636</b>	<b>88,997</b>	<b>88,927</b>	<b>89,984</b>	<b>90,197</b>
<b>Debt Service</b>												
Distribution G.O. Debt	2,155	2,943	808	782	609	251	242	233	223	219	215	205
Street Lighting G.O. debt	1,003	381	759	669	445	331	320	312	309	301	291	279
Street Light Assessments	311	-	167	146	9	8	-	-	-	-	-	-
<b>Total Debt Service</b>	<b>3,469</b>	<b>3,324</b>	<b>1,734</b>	<b>1,597</b>	<b>1,063</b>	<b>591</b>	<b>562</b>	<b>544</b>	<b>532</b>	<b>520</b>	<b>505</b>	<b>484</b>
<b>Total Expense</b>	<b>78,825</b>	<b>84,922</b>	<b>85,766</b>	<b>82,065</b>	<b>82,193</b>	<b>81,905</b>	<b>88,239</b>	<b>88,180</b>	<b>89,529</b>	<b>89,446</b>	<b>90,489</b>	<b>90,680</b>
<b>Ending Fund Balance</b>	<b>21,127</b>	<b>18,193</b>	<b>15,139</b>	<b>15,995</b>	<b>14,800</b>	<b>12,102</b>	<b>5,905</b>	<b>2,733</b>	<b>-668</b>	<b>-730</b>	<b>597</b>	<b>1,551</b>

## Water Operating Fund

### 2016 Cash Balance Statement

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.

The projected beginning year 2016 cash balance is \$71.9 million, which includes \$45.0 million in a reserve fund.

<b>2016 Water Operating Fund Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2016)	\$ 71,926,372
Plus Estimated 2016 Receipts	188,866,944
Plus Estimated Encumbrance Cancellations	6,052,055
Total Estimated Available Resources	<u>\$ 266,845,371</u>
Less 2016 Recommended Operating Budget (Water)	(200,733,368)
Less 2016 Recommended Operating Budget (Administration)	(7,494,161)
Projected Available Balance (December 31, 2016)	<u><b>\$ 58,617,842</b></u>

### 2016 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.



## 2016 Revenue Summary

<b>2016 Water Operating Fund</b>				
<b>Revenue by Source and Year</b>				
<b>Historical and Projected</b>				
<b>Revenue Summary</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>
Water Sales	\$ 158,672,628	\$ 159,410,225	\$ 160,900,000	\$ 167,094,650
Water Penalty Fee	2,063,031	2,196,140	2,165,000	2,186,650
System Capacity Charges	4,763,123	4,947,609	5,322,892	5,376,121
Sewer Billings	6,355,055	6,301,390	6,503,034	6,568,064
Meter Service Fee	582,490	941,984	904,396	913,440
Investment Income	1,241,051	1,450,541	1,561,405	1,577,019
Other Revenue*	10,026,630	11,107,509	10,359,025	11,203,055
Unencumbered Cash Balance	71,225,117	83,997,405	81,037,630	71,926,372
<b>Total Resources</b>	<b>\$ 254,929,125</b>	<b>\$ 270,352,803</b>	<b>\$ 268,753,382</b>	<b>\$ 266,845,371</b>
Percent Change		6.05%	-0.59%	-0.71%

\*Includes debt refinancing premiums in 2013, 2014 and 2015 and encumbrance cancellations in 2014, 2015 and 2016.

### Notes:

- The Sewer and Water Advisory Board recommended a four percent increase in water rates for 2016. Water sales are projected to generate \$167.1 million in 2016.
- There will be no change to the water system capacity fee in 2016.
- The low income discount is continued in 2016. This discount is applied to the commodity portion of the water bill to provide financial relief to qualifying customers.
- The interest income projection is expected to increase by one percent. Investment income, as a revenue source to the enterprise funds, is based on the amount of cash available in the treasury upon which interest can be earned.

## **Water Operating Fund**

### **Pro Forma Operating Statement**

A pro forma operating statement from 2014 through 2025 is presented below. The statement is designed to project the utility's revenues and expenditures for that period, given certain assumptions and is essential to the planning and rate setting process. The major assumptions upon which the water pro forma's numbers are based are as follows:

- The sewer and water advisory board recommended a four percent increase in water rates for 2016.
- Growth of the water system is projected to be 0.5 percent throughout the pro forma period.
- System capacity charges are assumed to grow by one percent annually.
- Interest rates on investments of revenues and reserves are projected to grow by one percent annually.
- Included in the operations and maintenance budget for 2016 is \$8.9 million for payment of pro rata.
- Proposed new debt is issued both in the form of general obligation bonds and loans from the Water Supply Revolving Loan Account at an assumed interest rate of four percent.
- The Division of Water's pro forma statement assumes that all debt will be issued late in any given year, such that the interest expense is not due until the following year and the principal payment is due the year after that.
- The Division of Water's capital improvements budget (CIB) has been discounted by 15 percent. This reduction recognizes the probability that debt issued in any given year will not reach the levels outlined in the division's capital improvements budget due to unavoidable lags in the project planning and implementation process.
- A portion of the costs associated with the Public Utilities Director's Office are borne by the water enterprise operating fund. In 2016, \$7.5 million is allocated in this fund for this purpose.

## WATER ENTERPRISE FUND

### Pro Forma Operating Statement

For Years 2014 - 2025 (000's omitted)

	<b>Actual</b>	<b>Estimate</b>	<b>Proposed</b>									
	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Beginning Cash Balance</b>	<b>83,997</b>	<b>81,038</b>	<b>71,926</b>	<b>58,618</b>	<b>45,607</b>	<b>42,486</b>	<b>48,629</b>	<b>56,255</b>	<b>63,787</b>	<b>73,527</b>	<b>84,772</b>	<b>96,717</b>
<b>Utility Revenues</b>												
Water Sales	159,410	160,900	161,705	169,014	180,050	191,807	204,332	211,515	216,824	222,266	227,845	231,274
Water Sales Increase	-	-	5,390	8,451	9,003	9,590	5,108	3,525	3,614	3,704	1,899	1,927
Interest Income	1,451	1,561	1,577	1,593	1,609	1,625	1,641	1,657	1,674	1,691	1,708	1,725
System Capacity Charges	4,948	5,323	5,376	5,430	5,484	5,539	5,594	5,650	5,707	5,764	5,822	5,880
Sewer Billing Charges	6,301	6,503	6,568	6,634	6,700	6,767	6,835	6,903	6,972	7,042	7,112	7,183
Penalties	2,196	2,165	2,187	2,209	2,231	2,253	2,275	2,298	2,321	2,344	2,368	2,392
Meter Service Fees	942	904	913	923	932	941	951	960	970	979	989	999
Other	5,025	5,100	5,151	5,177	5,203	5,229	5,255	5,281	5,307	5,334	5,361	5,387
Debt Refinancing	579	129	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>180,851</b>	<b>182,585</b>	<b>188,867</b>	<b>199,428</b>	<b>211,211</b>	<b>223,751</b>	<b>231,992</b>	<b>237,790</b>	<b>243,389</b>	<b>249,125</b>	<b>253,103</b>	<b>256,767</b>
Projected Encumbrance Cancellations	5,504	5,131	6,052	6,031	6,161	6,329	6,434	6,563	6,696	6,878	6,968	7,111
<b>Total Resources</b>	<b>270,353</b>	<b>268,753</b>	<b>266,845</b>	<b>264,077</b>	<b>262,979</b>	<b>272,567</b>	<b>287,055</b>	<b>300,608</b>	<b>313,873</b>	<b>329,529</b>	<b>344,843</b>	<b>360,595</b>
<b>Utility Expense</b>												
<b>Operations &amp; Maintenance</b>												
Personnel Services	37,218	38,711	39,490	39,885	40,284	40,687	41,093	41,504	41,919	42,339	42,762	43,190
27th Pay Period	-	-	-	-	-	-	1,581	-	-	-	-	-
Health Insurance	8,523	9,343	10,353	11,078	11,853	12,683	13,570	14,520	15,537	16,624	17,788	19,033
Supplies & Materials	20,888	22,782	23,327	23,794	24,270	24,755	25,250	25,755	26,270	26,796	27,332	27,878
Pro Rata	8,050	8,515	8,866	8,974	9,504	10,069	10,440	10,701	10,952	11,211	11,390	11,555
Contractual Services	23,086	27,183	28,974	29,264	29,557	29,852	30,151	30,452	30,757	31,064	31,375	31,689
Other/Transfers out	1,116	327	261	266	271	277	282	288	294	299	305	312
Equipment	1,913	2,432	2,276	850	850	1,500	1,000	1,000	1,020	1,900	950	950
Department of Public Utilities Allocation	4,608	6,152	7,494	6,500	6,630	6,763	6,898	7,036	7,177	7,320	7,466	7,616
<b>Total Operations &amp; Maintenance</b>	<b>105,402</b>	<b>115,444</b>	<b>121,041</b>	<b>120,610</b>	<b>123,219</b>	<b>126,585</b>	<b>128,685</b>	<b>131,256</b>	<b>133,926</b>	<b>137,553</b>	<b>139,368</b>	<b>142,222</b>
<b>Debt Service</b>												
General Obligation	78,409	81,383	80,626	79,608	74,666	68,082	63,216	59,614	55,013	51,160	48,319	46,916
Proposed New Debt	-	-	6,560	18,251	22,608	29,271	38,900	45,950	51,407	56,044	60,440	64,751
<b>Total Debt Service</b>	<b>78,409</b>	<b>81,383</b>	<b>87,186</b>	<b>97,859</b>	<b>97,274</b>	<b>97,353</b>	<b>102,116</b>	<b>105,564</b>	<b>106,420</b>	<b>107,204</b>	<b>108,758</b>	<b>111,667</b>
<b>Total Expense</b>	<b>183,811</b>	<b>196,827</b>	<b>208,228</b>	<b>218,470</b>	<b>220,493</b>	<b>223,938</b>	<b>230,800</b>	<b>236,820</b>	<b>240,346</b>	<b>244,757</b>	<b>248,127</b>	<b>253,889</b>
<b>Ending Fund Balance</b>	<b>81,038</b>	<b>71,926</b>	<b>58,618</b>	<b>45,607</b>	<b>42,486</b>	<b>48,629</b>	<b>56,255</b>	<b>63,787</b>	<b>73,527</b>	<b>84,772</b>	<b>96,717</b>	<b>106,706</b>
<b>Projected Revenue Increase</b>			<b>4.00%</b>	<b>6.00%</b>	<b>6.00%</b>	<b>6.00%</b>	<b>3.00%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>1.00%</b>	<b>1.00%</b>

## Storm Sewer Maintenance Fund

### 2016 Cash Balance Statement

The storm sewer maintenance fund is used by the city to account for all financial activity related to the operation of the storm sewer enterprise. The city has a separate storm sewerage system, as well as a combined system that also handles sanitary sewage. Revenues consist primarily of user charges.

Prior to 1993, the storm sewer maintenance special revenue fund was used only to reimburse the sanitary operating fund for stormwater management expenses. No expenditures were made directly out of this fund. This arrangement changed in 1993, when the storm sewer maintenance fund became the operating fund for stormwater management engineering and design, although the sanitary fund is still reimbursed for some storm sewer maintenance expenses. More recently, this fund's designation changed from that of special revenue to enterprise fund. This change allowed the division to set aside monies in a reserve fund against which contracts could be certified in the absence of bond cash.

A 2016 beginning year cash balance of \$20.1 million is projected for this fund. This includes a \$9 million reserve balance.

<b>2016 Storm Sewer Maintenance Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2016)	\$ 20,103,151
Plus Estimated 2016 Receipts	40,367,464
Plus Estimated Encumbrance Cancellations	<u>250,000</u>
Total Estimated Available Resources	\$ 60,720,615
Less 2016 Recommended Operating Budget (Storm Sewer)	(39,095,763)
Less 2016 Recommended Operating Budget (Administration)	(2,240,537)
Projected Available Balance (December 31, 2016)	<u><u>\$ 19,384,315</u></u>

### 2016 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 2016, the Board has recommended a one percent increase.

## 2016 Revenue Summary

<b>2016 Storm Sewer Maintenance Fund</b>				
<b>Revenue by Source and Year</b>				
<b>Historical and Projected</b>				
<b>Revenue Summary</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>
Storm Maintenance Fees	\$ 35,974,336	\$ 37,877,002	\$ 38,848,671	\$ 39,643,346
Investment Income	125,908	206,570	239,953	247,152
Other Revenue*	292,360	46,568	135,000	286,050
Penalties	430,047	453,018	436,550	440,916
Unencumbered Cash Balance	18,380,951	19,323,225	20,172,543	20,103,151
<b>Total Resources</b>	<b>\$ 55,203,602</b>	<b>\$ 57,906,383</b>	<b>\$ 59,832,717</b>	<b>\$ 60,720,615</b>
Percent Change		4.90%	3.33%	1.48%

\*Includes debt refinancing premiums in 2013 and 2014 and encumbrance cancellations in 2015 and 2016.

## Storm Sewer Maintenance Fund

### Pro Forma Operating Statement

- The storm sewer maintenance pro forma operating statement assumes a one percent increase to the storm sewer maintenance fee in 2016.
- Proposed new debt is issued both in the form of general obligation bonds and loans from the Water Pollution Control Loan Fund at an assumed interest rate of four percent.
- The division's capital improvements plan has been discounted by 15 percent throughout the pro forma period. This reduction recognizes the probability that debt issued in any given year will not reach the levels outlined in the division's capital improvements budget due to unavoidable lags in the project planning and implementation process.
- In 2005, costs associated with the street cleaning function were added to the storm sewer budget, having been transferred from the Department of Public Service. In 2008, snow removal costs were also transferred. In 2016, \$8.7 million is budgeted for these services.
- A portion of the costs associated with the Public Utilities Director's Office are borne by the storm sewer enterprise operating fund. In 2016, \$2.2 million is allocated in this fund for this purpose.

## STORM SEWER ENTERPRISE FUND

### Pro Forma Operating Statement

For Years 2014 - 2025 (000's omitted)

	Actual	Estimate	Proposed									
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
<b>Beginning Cash Balance</b>	<b>19,323</b>	<b>20,173</b>	<b>20,103</b>	<b>19,384</b>	<b>18,232</b>	<b>16,789</b>	<b>16,527</b>	<b>17,795</b>	<b>20,759</b>	<b>24,292</b>	<b>28,335</b>	<b>32,536</b>
<b>Utility Revenues</b>												
Storm Maintenance Service Charges	37,877	38,849	39,316	39,945	40,926	42,354	44,496	46,747	49,108	50,868	52,645	53,988
Service Charge Increase (Decrease)	-	-	328	666	1,023	1,588	1,669	1,753	1,228	1,272	877	450
Investment Earnings	207	240	247	255	262	270	278	287	295	304	313	322
Storm Sewer Maintenance Penalties	453	437	441	445	450	454	459	463	468	473	477	482
Other Revenues	-57	35	36	37	38	39	41	42	43	44	46	47
Debt Refinancing	104	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>38,583</b>	<b>39,560</b>	<b>40,367</b>	<b>41,347</b>	<b>42,700</b>	<b>44,706</b>	<b>46,942</b>	<b>49,292</b>	<b>51,142</b>	<b>52,961</b>	<b>54,358</b>	<b>55,289</b>
Projected Encumbrance Cancellations	-	100	250	250	250	250	250	250	250	250	250	250
<b>Total Resources</b>	<b>57,906</b>	<b>59,833</b>	<b>60,721</b>	<b>60,982</b>	<b>61,182</b>	<b>61,744</b>	<b>63,719</b>	<b>67,337</b>	<b>72,151</b>	<b>77,503</b>	<b>82,943</b>	<b>88,075</b>
<b>Utility Expense</b>												
<b>Operations &amp; Maintenance</b>												
Personnel Services	1,140	1,271	1,516	1,561	1,608	1,656	1,640	1,690	1,740	1,792	1,846	1,902
27th Pay Period	-	-	-	-	-	-	66	-	-	-	-	-
Health Insurance	252	297	389	416	445	476	509	545	583	624	668	714
Supplies & Materials	11	24	21	22	22	23	23	24	24	25	25	26
Contractual Services	1,685	1,364	2,294	2,340	2,387	2,435	2,483	2,533	2,584	2,635	2,688	2,742
Pro Rata	1,702	1,783	1,818	1,861	1,921	2,012	2,112	2,218	2,301	2,383	2,446	2,488
Equipment	29	50	-	-	-	-	-	-	-	-	-	-
Other	231	28	210	214	218	223	227	232	236	241	246	251
Incremental O&M (Blueprint) - NEW	-	-	-	349	359	664	1,098	1,597	2,123	2,657	3,294	3,294
Reimbursement to Sanitary Enterprise	8,307	8,470	8,300	8,466	8,635	8,808	8,984	9,164	9,347	9,534	9,725	9,919
Department of Public Utilities Allocation	1,382	1,857	2,241	2,285	2,331	2,378	2,425	2,474	2,523	2,574	2,625	2,678
Dept of Technology Allocation	1,183	1,400	1,504	1,534	1,565	1,596	1,628	1,661	1,694	1,728	1,762	1,798
Street Cleaning (transferred from Public Service)	7,841	8,841	8,720	8,807	8,895	8,984	9,074	9,165	9,256	9,349	9,443	9,537
<b>Total Operations &amp; Maintenance</b>	<b>23,763</b>	<b>25,385</b>	<b>27,013</b>	<b>27,856</b>	<b>28,388</b>	<b>29,254</b>	<b>30,272</b>	<b>31,302</b>	<b>32,413</b>	<b>33,543</b>	<b>34,768</b>	<b>35,348</b>
<b>Debt Service</b>												
General Obligation	13,971	14,344	14,323	14,413	14,024	13,219	12,043	10,822	10,168	9,542	9,011	8,691
Proposed New Debt	-	-	-	481	1,396	2,172	3,050	3,908	4,746	5,563	6,121	6,192
Proposed New Debt (Loan)	-	-	-	-	585	572	559	546	533	520	507	494
<b>Total Debt Service</b>	<b>13,971</b>	<b>14,344</b>	<b>14,323</b>	<b>14,894</b>	<b>16,005</b>	<b>15,963</b>	<b>15,652</b>	<b>15,276</b>	<b>15,447</b>	<b>15,625</b>	<b>15,640</b>	<b>15,378</b>
<b>Total Expense</b>	<b>37,734</b>	<b>39,730</b>	<b>41,336</b>	<b>42,750</b>	<b>44,393</b>	<b>45,217</b>	<b>45,924</b>	<b>46,578</b>	<b>47,860</b>	<b>49,168</b>	<b>50,408</b>	<b>50,726</b>
<b>Ending Fund Balance</b>	<b>20,173</b>	<b>20,103</b>	<b>19,384</b>	<b>18,232</b>	<b>16,789</b>	<b>16,527</b>	<b>17,795</b>	<b>20,759</b>	<b>24,292</b>	<b>28,335</b>	<b>32,536</b>	<b>37,349</b>
<b>Projected Revenue Increase</b>			<b>1.00%</b>	<b>2.00%</b>	<b>3.00%</b>	<b>4.50%</b>	<b>4.50%</b>	<b>4.50%</b>	<b>3.00%</b>	<b>3.00%</b>	<b>2.00%</b>	<b>1.00%</b>

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*Photograph of fire apparatus in front of the newly-constructed Fire Station #3 located at 220 Greenlawn Avenue. Construction was completed in 2015.*

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## **CAPITAL IMPROVEMENTS PROGRAM**

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The Capital Improvements Program (CIP) is a six-year planning document for future capital projects throughout the city. The CIP does not authorize spending, but rather is a resolution passed by City Council.

The Capital Improvements Budget (CIB) serves as the basis for all budgeting and spending related to capital projects throughout the city for the ensuing year. The CIB is a one-year budget that is authorized by 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 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 which will extend the useful life of an asset.

Some examples of capital improvements projects include the purchase of major equipment items, 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 November 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, it 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.

**CAPITAL ACCOMPLISHMENTS**

In recent years, the city has completed a number of non-recurring projects:

<u>Department</u>	<u>Year Completed</u>
<b><u>Public Safety &amp; Health</u></b>	
Construction of Fire Station #3	2015
Construction of the Crime Lab	2015
Installation of the Police Property Room	2013
<b><u>Development</u></b>	
Harder Lake Rehabilitation	2015
Replacement of Jefferson Avenue Street Lighting	2015
South Linden Alley Street Lighting	2015
<b><u>Recreation and Parks</u></b>	
Scioto Greenways Development	2015
Alum Creek Trail Completion	2015
Maryland Pool Replacement	2014
<b><u>Construction Management</u></b>	
Renovation and repurposing of Reeb Avenue Elementary	2015
Replacement of the Maloney Health Center	2014
Renovation of 77 N. Front Street	2013
<b><u>Public Service</u></b>	
Emerald Parkway/ Tuttle Crossing Intersection Improvements	2014
Parsons Ave/Livingston Ave Street Rehabilitation	2013
RiverSouth Intersection Improvements	2013
<b><u>Public Utilities</u></b>	
Construction of the Upground Reservoir	2015
Removal of 5 <sup>th</sup> Avenue Dam	2014
Removal of Main Street Dam	2014

The city typically requests voter approval for the issuance of voted debt through bond packages every 3-5 years. A bond package normally consists of several issues that will be 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 November 5, 2013 ballot. The voters approved four separate bond issues totaling \$842 million. These issues were intended to accommodate planned capital improvements for non-enterprise and enterprise agencies. The package provided voted authority for the purposes of Safety & Health, Recreation and Parks, Public Service, and Public Utilities. The city has utilized \$323 million of the 2013 voted authority. In addition, the city also has remaining authority from the 2008 voted bond package. The tables below show the remaining voted authority as of October 31, 2015.

<b>2008 Voted Bond Package</b>		
(000's omitted)		
<b>Purpose</b>	<b>Amount Authorized</b>	<b>Amount Remaining</b>
Safety & Health	\$ 86,170	\$ -
Recreation & Parks	124,215	-
Streets & Highways	345,630	-
Refuse Collection	32,205	-
Water	524,700	-
Sanitary	551,970	269,350
<b>Total</b>	<b>\$ 1,664,890</b>	<b>\$ 269,350</b>

<b>2013 Voted Bond Package</b>		
(000's omitted)		
<b>Purpose</b>	<b>Amount Authorized</b>	<b>Amount Remaining</b>
Safety & Health	\$ 52,500	\$ 5,180
Recreation & Parks	123,910	56,825
Public Service	220,300	98,900
Public Utilities	445,295	358,510
<b>Total</b>	<b>\$ 842,005</b>	<b>\$ 519,415</b>

In addition to utilizing voted debt in order to ensure lower interest rates, the city also seeks a credit rating on each bond issue. The national rating agencies, Standard & Poor's Corporation, Moody's Investors Service, and FitchRatings, rate the security of Columbus for investors. The three agencies currently give the City of Columbus their highest and most sought after long-term credit rating – AAA, Aaa, and AAA, respectively. These ratings allow the city to realize interest savings when issuing debt because investors can be confident of timely repayment.

Unvoted debt is a debt issuance that has been authorized by City Council, but not by a vote of the electorate. Unvoted debt is subject to additional limits set forth in the Ohio Revised Code. Unvoted debt typically carries a higher interest rate than voted debt.

## Capital Improvements Program

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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 the 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 Drinking Water Assistance Fund (DWAF). 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.



*Left: View looking North on Civic Center Drive, sometime during 1971 and 1980. Right: View looking North on Civic Center Drive, 2015.*

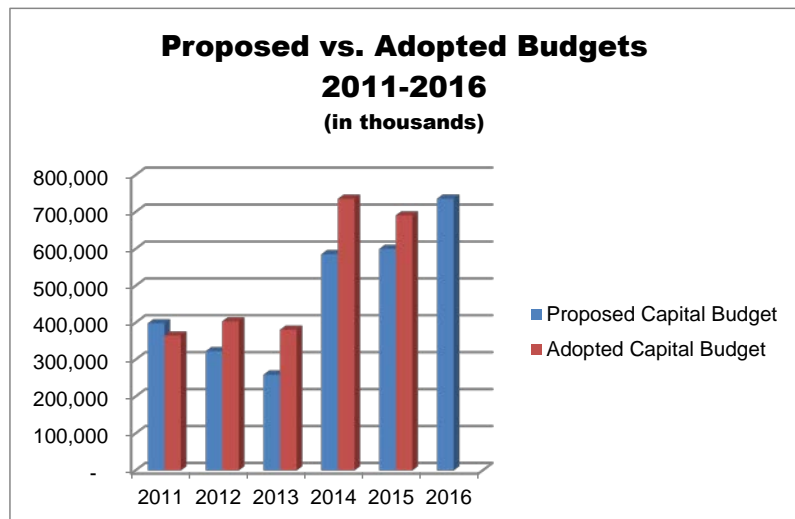
## Funding the Capital Improvement Program

The city deposits twenty-five percent of the City of Columbus' two and one-half percent income tax to the special income tax (SIT) fund to service debt, primarily for non-enterprise agencies. In 2016, SIT income tax deposits are currently projected at nearly \$202.6 million. This amount will be revised when the final 2015 income tax proceeds are collected and deposited into the SIT fund. Non-enterprise agencies primarily represent operations funded by the general fund or the street construction, maintenance, and repair fund that do not have separate revenue sources. Non-enterprise projects include construction and improvements of expressways, parks, fire stations and equipment, police facilities, and streets and traffic control. In addition, the SIT fund services debt on the Capitol South redevelopment projects as well as the tipping fees for solid waste disposal. Currently, tipping fees are budgeted at \$17.3 million for 2016.

The SIT analysis does include some debt service associated with storm sewers, primarily those projects authorized in the 1991 voted bond package, which totaled \$25 million. All other debt service for storm sewers is paid from the storm maintenance fund. Debt service that relates to enterprise agencies is primarily paid through user fees.

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 2015 to 2024.

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

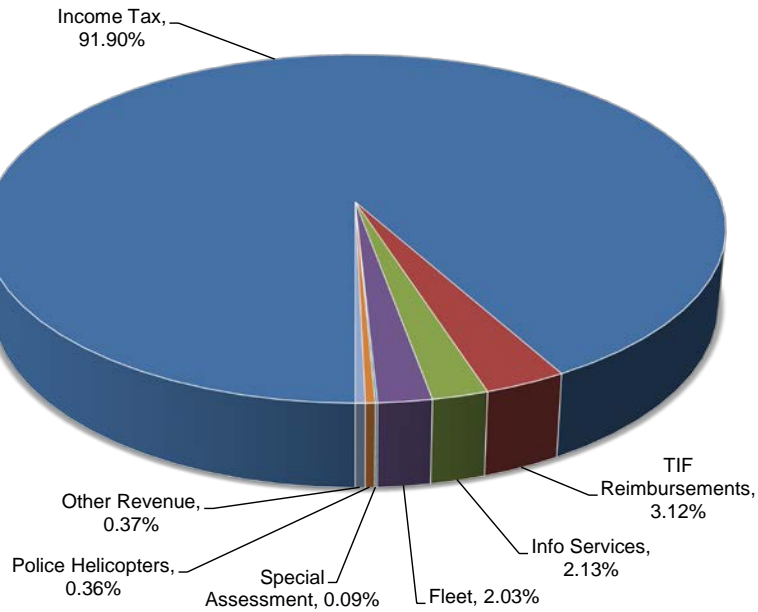
The SIT fund's available capacity for new debt, and its ability to service existing debt, is expressed as its coverage factor. Coverage, depicted within the SIT analysis, is a ratio of revenue to expenditures and provides a minimum level at which a fund balance should be maintained for contingency purposes. Coverage levels are goals, not absolute minimum levels of acceptance. "Current year coverage" shows the degree to which current revenues will meet current expenditures. "Total coverage" is similar, but also includes the prior year-end fund balance as revenue. At present, the targeted level is to maintain 50 percent surplus capacity (a 1.5 total coverage factor). 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.

## Capital Improvements Program

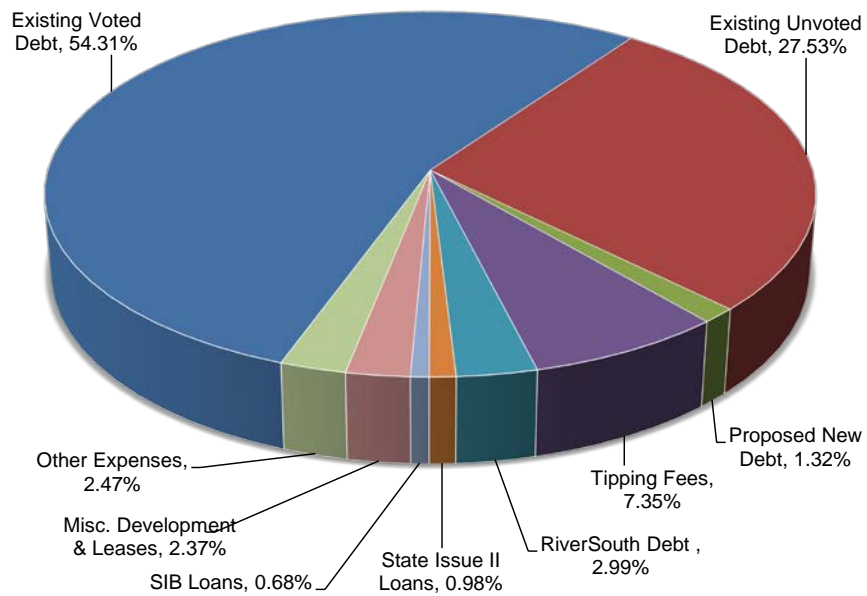
<b>SPECIAL INCOME TAX ANALYSIS - SUMMARY</b>										
(000's omitted)										
	Estimated 2015	Proposed 2016	2017	2018	2019	2020	2021	2022	2023	2024
<b>BEGINNING FUND BALANCE</b>	<b>165,641</b>	<b>164,797</b>	<b>149,790</b>	<b>136,699</b>	<b>136,543</b>	<b>141,252</b>	<b>152,893</b>	<b>160,029</b>	<b>180,148</b>	<b>214,850</b>
<b>REVENUES BY SOURCE</b>										
Income Tax (1)	197,704	202,647	207,713	212,906	218,228	223,684	223,684	230,395	237,306	244,426
Debt Service- Information Services	5,064	4,694	5,162	4,773	4,358	4,277	4,192	3,894	3,577	3,091
Debt Service - Fleet	3,840	4,487	5,265	5,301	5,230	4,878	4,752	4,699	4,606	4,444
Debt Service - Casino	1,302	-	-	-	-	-	-	-	-	-
Bond Premium	12,880	-	-	-	-	-	-	-	-	-
TIF Reimbursements (2)	7,653	6,861	6,081	5,833	5,808	5,772	5,775	5,748	5,704	5,674
Special Assessment Reimbursement	-	190	190	190	190	190	190	190	190	190
Police Helicopter Reimbursement	-	804	-	887	-	977	-	1,077	-	1,186
Misc. Revenue	851	824	675	560	518	517	517	526	332	342
<b>Total Revenue</b>	<b>229,295</b>	<b>220,508</b>	<b>225,086</b>	<b>230,448</b>	<b>234,332</b>	<b>240,296</b>	<b>239,111</b>	<b>246,527</b>	<b>251,716</b>	<b>259,352</b>
<b>Total Resources</b>	<b>394,936</b>	<b>385,304</b>	<b>374,876</b>	<b>367,147</b>	<b>370,875</b>	<b>381,548</b>	<b>392,004</b>	<b>406,556</b>	<b>431,863</b>	<b>474,202</b>
<b>EXPENDITURES</b>										
<b>Existing Debt Service</b>										
Voted Debt	122,879	127,926	129,038	115,026	108,776	102,563	93,701	86,187	74,012	65,988
Unvoted Debt	65,833	64,826	67,070	62,233	53,320	49,406	47,057	43,998	38,690	36,341
State Infrastructure Bank Loans	1,600	1,600	1,600	1,600	868	868	868	868	868	868
State Issue II Loans	2,318	2,318	2,318	1,781	1,667	1,659	1,638	1,623	1,623	1,819
RiverSouth Debt Service	7,041	7,041	7,045	7,048	7,039	7,037	7,040	7,033	7,040	7,046
<b>Total Existing Debt</b>	<b>199,671</b>	<b>203,711</b>	<b>207,072</b>	<b>187,688</b>	<b>171,670</b>	<b>161,533</b>	<b>150,304</b>	<b>139,710</b>	<b>122,233</b>	<b>112,062</b>
<b>Proposed Debt Service (3)</b>										
Debt Service - Voted	-	2,284	6,513	14,720	18,907	18,723	18,137	17,550	16,964	16,377
Debt Service - Unvoted	-	833	2,689	8,795	16,799	28,904	40,905	49,571	54,783	52,957
<b>Total Proposed New Debt</b>	<b>-</b>	<b>3,116</b>	<b>9,202</b>	<b>23,515</b>	<b>35,706</b>	<b>47,627</b>	<b>59,041</b>	<b>67,121</b>	<b>71,747</b>	<b>69,335</b>
<b>Direct Expense</b>										
Tipping Fees	17,300	17,302	17,303	17,305	17,306	17,308	17,310	17,311	17,313	17,313
Police Helicopters	2,309	-	2,546	-	2,807	-	3,094	-	3,411	-
Misc. Development & Leases	3,717	5,577	1,171	1,179	1,179	1,193	1,193	1,193	1,193	1,193
Misc. Expenses	7,142	5,808	883	918	955	993	1,033	1,074	1,117	1,161
<b>Total Direct Expenses</b>	<b>30,468</b>	<b>28,687</b>	<b>21,903</b>	<b>19,402</b>	<b>22,247</b>	<b>19,494</b>	<b>22,630</b>	<b>19,578</b>	<b>23,034</b>	<b>19,667</b>
<b>TOTAL EXPENSES</b>	<b>230,139</b>	<b>235,514</b>	<b>238,177</b>	<b>230,605</b>	<b>229,623</b>	<b>228,654</b>	<b>231,975</b>	<b>226,408</b>	<b>217,014</b>	<b>201,064</b>
<b>ENDING FUND BALANCE</b>	<b>164,797</b>	<b>149,790</b>	<b>136,699</b>	<b>136,543</b>	<b>141,252</b>	<b>152,893</b>	<b>160,029</b>	<b>180,148</b>	<b>214,850</b>	<b>273,137</b>
<b>CURRENT YEAR COVERAGE</b>	<b>1.00</b>	<b>0.94</b>	<b>0.95</b>	<b>1.00</b>	<b>1.02</b>	<b>1.05</b>	<b>1.03</b>	<b>1.09</b>	<b>1.16</b>	<b>1.29</b>
<b>TOTAL COVERAGE</b>	<b>1.72</b>	<b>1.64</b>	<b>1.57</b>	<b>1.59</b>	<b>1.62</b>	<b>1.67</b>	<b>1.69</b>	<b>1.80</b>	<b>1.99</b>	<b>2.36</b>
<b>Assumptions:</b>										
(1) Income Tax estimate for 2015 is a 2.5% increase over 2014 actual collections. An annual increase of 2.5% for 2016-2020, 0% increase in 2020, and a 3% increase for 2022-2024										
(2) Reimbursements from TIF areas that had debt issued by the City. Debt figures are included in the existing debt service totals.										
(3) Proposed debt assumes bonds will be issued immediately as equal principal payments over a 15 year period. Interest rate assumptions are 4% in 2015, 5% in 2016, and 6% thereafter										

# SPECIAL INCOME TAX ANALYSIS PROPOSED 2016 BUDGET

## REVENUES



## EXPENDITURES



## **Debt Limitations and Obligations**

The following explanation of “Debt Limitations” has been extracted from the city’s Official Statement dated August 13, 2015.

### 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 (5.50%) 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 (10.50%) 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.

### 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 County Budget Commission pursuant to 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 tax-supported obligations is expected to be paid from special assessments, utility earnings or other sources. However, revenue bonds and notes, payable solely from specifically pledged revenues, are not included in calculating debt subject to this limitation since neither the general revenue nor the full faith and credit of the issuer is 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.

Such determinations are made by the County Auditor who has certified to the city that there is sufficient uncommitted millage within the ten mill limitation to service the city's unvoted general obligation debt. The following table represents the estimated inside millage for the city and its overlapping subdivisions as of August 13, 2015.

Political Subdivision of State of Ohio	Mills Required		
	Franklin County	Fairfield County	Delaware County
Direct			
City of Columbus	5.1819	5.3128	5.3128
Overlapping			
County	1.0238	1.8269	0.3710
School District	0.4479	--	--
Joint Vocational School District	--	0.0548	--
Solid Waste Authority of Central Ohio	0.4143	0.4172	0.4172
Township	2.0993	--	--
<b>Total Millage Required</b>	<b>9.1672</b>	<b>7.6117</b>	<b>6.1010</b>
Maximum Millage Permitted	10.0000	10.0000	10.0000
Remaining Millage Capacity	0.8328	2.3883	3.8990



**Debt Service Payments**

During fiscal year 2015, the city will have retired approximately \$225.1 million in general obligation debt and issued an additional \$333.5 million in general obligation bonds and notes. Debt service payments for 2016 and 2017 by fund type are listed in the table below. The table below includes both debt service payments for general obligation bonds as well as revenue bonds.

<b>BUDGETED EXISTING DEBT SERVICE (GENERAL OBLIGATION AND REVENUE BONDS)</b>			
<u>Non-Enterprise Funds</u>	<u>2016</u>	<u>2017</u>	<u>Total</u>
SIT Fund Supported	\$ 205,704,104	\$ 209,221,653	\$ 414,925,757
Non-Enterprise Sub Total	\$ 205,704,104	\$ 209,221,653	\$ 414,925,757
<u>Enterprise Funds</u>			
Water	\$ 77,109,711	\$ 76,091,173	\$ 153,200,884
Sanitary Sewer	43,427,755	59,158,984	102,586,739
Storm	11,340,538	11,758,320	23,098,858
Electricity	1,656,608	1,329,143	2,985,751
Enterprise Sub Total	\$ 133,534,612	\$ 148,337,620	\$ 281,872,232
<u>Internal Service Funds</u>			
Fleet Management	\$ 4,449,916	\$ 5,166,213	\$ 9,616,129
Information Services	4,578,434	4,820,474	9,398,908
Internal Service Sub Total	\$ 9,028,350	\$ 9,986,687	\$ 19,015,037
<b>Grand Total</b>	<b>\$ 348,267,066</b>	<b>\$ 367,545,960</b>	<b>\$ 715,813,026</b>

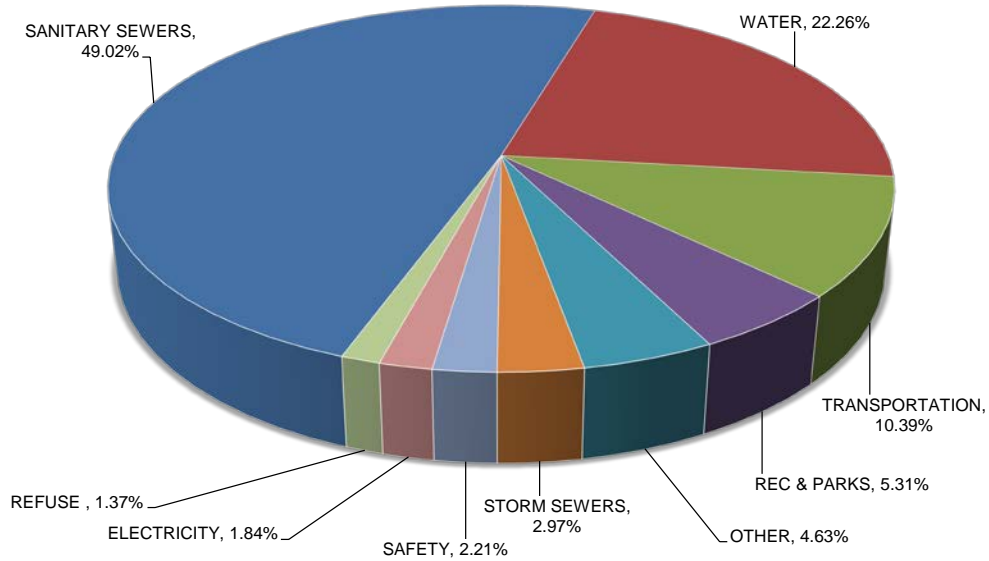
**The Proposed 2016-2021 Capital Improvement Program**

The proposed Capital Improvement Program provides approximately \$2.7 billion in funding for various capital improvements for the period of 2016-2021. Of this amount, \$591.3 million is to be supported by the SIT while \$2.0 billion will be supported by the enterprise agencies of the city. The proposed 2016-2021 CIP represents a 6.4% increase over the adopted 2015-2020 CIP. The proposed 2016 CIB totals approximately \$735.9 million.

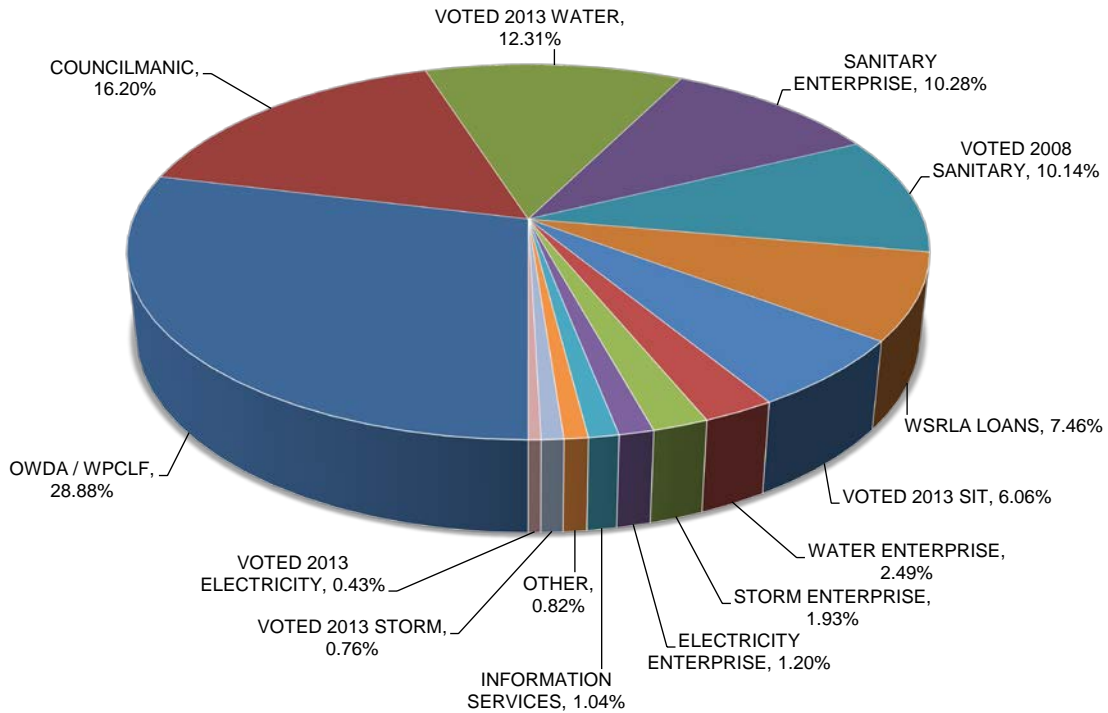
The administration intends to continue to review the proposed CIP through the end of the year. It is possible that adjustments to the proposed plan could occur to accommodate changes in priorities and financial assumptions.

# 2016-2021 CAPITAL IMPROVEMENTS PROGRAM

## PERCENT BY DIVISION



## PERCENT BY FUNDING SOURCE



## Capital Improvements Program

2016 - 2021 CAPITAL IMPROVEMENTS PROGRAM									
DEPARTMENT PROJECT	Project Type	2016	2017	2018	2019	2020	2021	Total Budget	Funding Source
<b>PUBLIC SAFETY</b>									
<b>ADMINISTRATION 30-01</b>									
Safety Cameras	Recurring	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 3,000,000	Councilmanic (To Be Determined)
<b>Subtotal - ADMINISTRATION 30-01</b>		<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 3,000,000</b>	
<b>POLICE 30- 03</b>									
30-03 Police Facility Renovation	Recurring	2,006,000	1,680,000	1,680,000	1,680,000	1,680,000	1,680,000	10,406,000	Councilmanic SIT Supported
<b>Subtotal - POLICE 30-03</b>		<b>\$ 2,006,000</b>	<b>\$ 1,680,000</b>	<b>\$ 1,680,000</b>	<b>\$ 1,680,000</b>	<b>\$ 1,680,000</b>	<b>\$ 1,680,000</b>	<b>\$ 10,406,000</b>	
<b>FIRE 30-04</b>									
30-04 Fire Apparatus Replacement - Medics	Recurring	-	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000	Councilmanic SIT Supported
30-04 Fire Apparatus Replacement - Medics	Recurring	2,000,000	-	-	-	-	-	2,000,000	Voted 2013 Debt SIT Supported
30-04 Fire Apparatus Replacement - Platform Ladders	Recurring	820,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,820,000	Councilmanic SIT Supported
30-04 Fire Apparatus Replacement - Platform Ladders	Recurring	1,180,000	-	-	-	-	-	1,180,000	Voted 2013 Debt SIT Supported
30-04 Fire Apparatus Replacement - Engines	Recurring	-	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000	Councilmanic SIT Supported
30-04 Fire Apparatus Replacement - Engines	Recurring	2,000,000	-	-	-	-	-	2,000,000	Voted 2013 Debt SIT Supported
30-04 Fire Facility Renovation	Recurring	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000	Councilmanic (To Be Determined)
30-04 Fire Facility Renovation	Recurring	1,594,000	1,320,000	1,320,000	1,320,000	1,320,000	1,320,000	8,194,000	Councilmanic SIT Supported
<b>Subtotal - FIRE 30-04</b>		<b>\$ 7,794,000</b>	<b>\$ 7,520,000</b>	<b>\$ 7,520,000</b>	<b>\$ 7,520,000</b>	<b>\$ 7,520,000</b>	<b>\$ 7,520,000</b>	<b>\$ 45,394,000</b>	
<b>DEVELOPMENT</b>									
<b>ADMINISTRATION 44-01</b>									
Green Columbus Fund	Recurring	1,400,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,400,000	Councilmanic SIT Supported
Economic & Community Development	Recurring	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000	Councilmanic SIT Supported
44-10 Housing Preservation	Recurring	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000	Councilmanic SIT Supported
Home again - Land Bank Property Renovations	Recurring	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000	Councilmanic (To Be Determined)
Home again - Property Renovations-Veterans	Recurring	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000	Councilmanic (To Be Determined)
44-10 Emergency Shelter Repair	Recurring	350,000	350,000	350,000	350,000	350,000	350,000	2,100,000	Councilmanic SIT Supported
<b>Subtotal - ADMINISTRATION 44-01</b>		<b>\$ 5,000,000</b>	<b>\$ 4,600,000</b>	<b>\$ 4,600,000</b>	<b>\$ 4,600,000</b>	<b>\$ 4,600,000</b>	<b>\$ 4,600,000</b>	<b>\$ 28,000,000</b>	
<b>FINANCE AND MANAGEMENT</b>									
<b>CONSTRUCTION MANAGEMENT 45-27</b>									
Facility Renovations - Project cost Allocation	Recurring	600,000	600,000	600,000	600,000	600,000	600,000	3,600,000	Councilmanic SIT Supported
Facility Renovations - Various	Recurring	2,848,000	2,848,000	2,848,000	2,848,000	2,848,000	2,848,000	17,088,000	Councilmanic SIT Supported
Facilities Management Division - Various	Recurring	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000	Councilmanic SIT Supported
Asbestos Assessment	Non-Recurring	100,000	-	-	-	-	-	100,000	Councilmanic SIT Supported
Construction Management - Design Services	Recurring	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000	Councilmanic SIT Supported
Construction Management - Project Management	Recurring	150,000	150,000	150,000	150,000	150,000	150,000	900,000	Councilmanic SIT Supported
City Hall Renovations - Various	Recurring	2,640,000	2,642,000	2,642,000	2,642,000	2,642,000	2,642,000	15,850,000	Councilmanic SIT Supported
Municipal Court - Phased Renovations	Recurring	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000	Councilmanic SIT Supported
City Hall Modernization	Non-Recurring	9,957,000	-	-	-	-	-	9,957,000	Councilmanic SIT Supported
<b>Subtotal - CONSTRUCTION MANAGEMENT 45-27</b>		<b>\$ 18,745,000</b>	<b>\$ 8,690,000</b>	<b>\$ 8,690,000</b>	<b>\$ 8,690,000</b>	<b>\$ 8,690,000</b>	<b>\$ 8,690,000</b>	<b>\$ 62,195,000</b>	
<b>FLEET MANAGEMENT 45- 05</b>									
Fleet Management Facility - Security Camera Upgrade	Non-Recurring	200,000	-	-	-	-	-	200,000	Fleet Management (Unvoted)
Fleet Automated Fuel Location Upgrades	Recurring	100,000	100,000	100,000	100,000	100,000	100,000	600,000	Fleet Management (Unvoted)
Fleet Equipment Replacement	Recurring	100,000	100,000	100,000	100,000	100,000	100,000	600,000	Fleet Management (Unvoted)
Fuel Tank Management	Recurring	600,000	600,000	600,000	600,000	600,000	600,000	3,600,000	Fleet Management (Unvoted)
<b>Subtotal - FLEET MANAGEMENT 45-05</b>		<b>\$ 1,000,000</b>	<b>\$ 800,000</b>	<b>\$ 800,000</b>	<b>\$ 800,000</b>	<b>\$ 800,000</b>	<b>\$ 800,000</b>	<b>\$ 5,000,000</b>	

2016 - 2021 CAPITAL IMPROVEMENTS PROGRAM (cont.)

DEPARTMENT PROJECT	Project		2016	2017	2018	2019	2020	2021	Total Budget	Funding Source
	Type									
<b>TECHNOLOGY</b>										
<b>DOT ADMINISTRATION 47- 01</b>										
47-02 Data Center Facility Upgrades	Recurring		-	200,000	-	100,000	200,000	1,200,000	1,700,000	Information Services
City Hall Data Center Facility Upgrades	Recurring		30,000	-	30,000	30,000	-	30,000	120,000	Information Services
47-02 Disaster Recovery Project	Recurring		300,000	100,000	-	100,000	-	325,000	825,000	Information Services
47-02 Connectivity Project Fiber/Wireless	Recurring		750,000	750,000	750,000	1,250,000	1,250,000	1,250,000	6,000,000	Information Services
47-02 CTSS Fiber Purchase B,C,D	Recurring		800,000	-	800,000	-	800,000	-	2,400,000	Information Services
Routing Equipment Upgrade	Recurring		450,000	300,000	300,000	300,000	300,000	300,000	1,950,000	Information Services
Uninterruptable Power Supply (UPS)	Recurring		90,000	90,000	50,000	50,000	50,000	50,000	380,000	Information Services
Wireless LAN	Recurring		80,000	80,000	80,000	80,000	50,000	50,000	420,000	Information Services
47-02 Enterprise System Upgrades	Recurring		400,000	375,000	1,700,000	425,000	400,000	375,000	3,675,000	Information Services
Enterprise System Upgrades - Security Program	Recurring		500,000	250,000	190,000	290,000	200,000	200,000	1,630,000	Information Services
Asset Management	Recurring		150,000	190,000	190,000	100,000	200,000	200,000	1,030,000	Information Services
Enterprise Business Intelligence	Recurring		250,000	100,000	100,000	100,000	100,000	-	650,000	Information Services
Enterprise System Upgrades - GIS	Recurring		50,000	50,000	50,000	250,000	200,000	70,000	670,000	Information Services
Enterprise System Upgrades - Applications	Recurring		150,000	150,000	150,000	150,000	150,000	-	750,000	Information Services
E-Gov Initiatives	Non-Recurring		-	-	-	100,000	450,000	-	550,000	Information Services
E-Gov Initiatives - Mobile Application	Non-Recurring		-	-	-	150,000	250,000	-	400,000	Information Services
CS Telephony Upgrade - V OIP	Recurring		390,000	370,000	875,000	340,000	325,000	200,000	2,500,000	Information Services
IVR Telephony Enhancements-Upgrades	Recurring		100,000	40,000	40,000	100,000	100,000	100,000	480,000	Information Services
Media Services - Studio Equipment	Non-Recurring		-	-	-	150,000	-	-	150,000	Information Services
Media Services - Field Camera System	Non-Recurring		-	-	-	50,000	25,000	-	75,000	Information Services
Media Services - NLE Editor Purchases	Non-Recurring		25,000	-	-	-	25,000	-	50,000	Information Services
Unified Communications	Recurring		120,000	600,000	150,000	-	150,000	-	1,020,000	Information Services
Health Vital Stats Project	Non-Recurring		-	-	270,000	-	-	-	270,000	Information Services
<b>Subtotal - DOT ADMINISTRATION 47- 01</b>			<b>\$ 4,635,000</b>	<b>\$ 3,645,000</b>	<b>\$ 5,725,000</b>	<b>\$ 4,115,000</b>	<b>\$ 5,225,000</b>	<b>\$ 4,350,000</b>	<b>\$ 27,695,000</b>	
<b>RECREATION AND PARKS</b>										
<b>RECREATION AND PARKS 51- 01</b>										
51 Urban Infra.- Rec & Parks	Recurring		-	-	-	753,200	753,200	753,200	2,259,600	Councilmanic SIT Supported
51 Urban Infra.- Rec & Parks	Recurring		2,803,200	753,200	753,200	-	-	-	4,309,600	Voted 2013 Debt SIT Supported
51-01 Swimming Facilities	Recurring		-	-	-	4,136,000	500,000	4,136,000	8,772,000	Councilmanic SIT Supported
51-01 Swimming Facilities	Recurring		500,000	4,136,000	500,000	-	-	-	5,136,000	Voted 2013 Debt SIT Supported
51-01 Park & Playground Development	Recurring		-	-	856,000	856,000	856,000	856,000	3,424,000	Councilmanic SIT Supported
51-01 Park & Playground Development	Recurring		856,000	856,000	-	-	-	-	1,712,000	Voted 2013 Debt SIT Supported
Park and Playgrounds - Misc.	Recurring		-	-	-	200,000	200,000	200,000	600,000	Councilmanic SIT Supported
Park and Playgrounds - Misc.	Recurring		200,000	200,000	200,000	-	-	-	600,000	Voted 2013 Debt SIT Supported
Hard Surface Improvements: yearly improvements	Recurring		-	-	191,000	800,000	800,000	800,000	2,591,000	Councilmanic SIT Supported
Hard Surface Improvements: yearly improvements	Recurring		950,000	800,000	609,000	-	-	-	2,359,000	Voted 2013 Debt SIT Supported
Olentangy Water Trail Improvements	Non-Recurring		145,000	-	-	-	-	-	145,000	Voted 2013 Debt SIT Supported
51-01 Facility Renovations	Recurring		-	-	8,493,000	4,857,000	8,493,000	4,857,000	26,700,000	Councilmanic SIT Supported
51-01 Facility Renovations	Recurring		8,293,000	4,857,000	-	-	-	-	13,150,000	Voted 2013 Debt SIT Supported
Facility Imps - Contingencies	Recurring		-	-	200,000	200,000	200,000	200,000	800,000	Councilmanic SIT Supported
Facility Imps - Contingencies	Recurring		200,000	200,000	-	-	-	-	400,000	Voted 2013 Debt SIT Supported
HVAC Improvements: various facilities	Recurring		-	-	3,150,000	3,150,000	3,150,000	3,150,000	12,600,000	Councilmanic SIT Supported
HVAC Improvements: various facilities	Recurring		3,150,000	3,150,000	-	-	-	-	6,300,000	Voted 2013 Debt SIT Supported
Facility: Roof Improvements Various	Recurring		-	-	-	800,000	800,000	800,000	2,400,000	Councilmanic SIT Supported
Facility: Roof Improvements Various	Recurring		800,000	800,000	800,000	-	-	-	2,400,000	Voted 2013 Debt SIT Supported
Indian Village Wyandot Lodge Development	Non-Recurring		2,200,000	-	-	-	-	-	2,200,000	Voted 2013 Debt SIT Supported
Street Trees: Green initiative	Recurring		-	-	-	400,000	400,000	400,000	1,200,000	Councilmanic SIT Supported
Street Trees: Green initiative	Recurring		400,000	400,000	400,000	-	-	-	1,200,000	Voted 2013 Debt SIT Supported
Maintenance Equipment-Parks	Recurring		-	-	300,000	300,000	300,000	300,000	1,200,000	Councilmanic SIT Supported
Maintenance Equipment-Parks	Recurring		300,000	300,000	-	-	-	-	600,000	Voted 2013 Debt SIT Supported
51-01 Park Acquisition	Recurring		-	-	-	774,000	774,000	774,000	2,322,000	Councilmanic SIT Supported
51-01 Park Acquisition	Recurring		774,000	774,000	774,000	-	-	-	2,322,000	Voted 2013 Debt SIT Supported
51-01 Greenways Projects	Recurring		-	-	2,050,000	4,433,800	4,433,800	4,433,800	15,351,400	Councilmanic SIT Supported
51-01 Greenways Projects	Recurring		4,433,800	4,433,800	2,383,800	-	-	-	11,251,400	Voted 2013 Debt SIT Supported
51-01 Safe Playgrounds	Recurring		-	-	-	500,000	500,000	500,000	1,500,000	Councilmanic SIT Supported

## Capital Improvements Program

2016 - 2021 CAPITAL IMPROVEMENTS PROGRAM (cont.)									
DEPARTMENT PROJECT	Project Type	2016	2017	2018	2019	2020	2021	Total Budget	Funding Source
51-01 Safe Playgrounds	Recurring	500,000	500,000	500,000	-	-	-	1,500,000	Voted 2013 Debt SIT Supported
Golf: Equipment Replacements	Recurring	-	-	200,000	200,000	200,000	200,000	800,000	Councilmanic SIT Supported
Golf: Equipment Replacements	Recurring	200,000	200,000	-	-	-	-	400,000	Voted 2013 Debt SIT Supported
Golf: Hard Surface Improvements	Recurring	-	-	70,000	70,000	70,000	70,000	280,000	Councilmanic SIT Supported
Golf: Hard Surface Improvements	Recurring	70,000	70,000	-	-	-	-	140,000	Voted 2013 Debt SIT Supported
Golf Improvements- Miscellaneous	Recurring	-	-	50,000	50,000	50,000	50,000	200,000	Councilmanic SIT Supported
Golf Improvements- Miscellaneous	Recurring	50,000	50,000	-	-	-	-	100,000	Voted 2013 Debt SIT Supported
Golf Improvements: General Golf Facility Improvements	Recurring	-	-	300,000	300,000	300,000	300,000	1,200,000	Councilmanic SIT Supported
Golf Improvements: General Golf Facility Improvements	Recurring	300,000	300,000	-	-	-	-	600,000	Voted 2013 Debt SIT Supported
<b>Subtotal - RECREATION AND PARKS 51- 01</b>		<b>\$ 27,125,000</b>	<b>\$ 22,780,000</b>	<b>\$ 22,780,000</b>	<b>\$ 22,780,000</b>	<b>\$ 22,780,000</b>	<b>\$ 22,780,000</b>	<b>\$ 141,025,000</b>	
<b>Public Service</b>									
<b>TRANSPORTATION 59-12</b>									
UIRF - Urban Infrastructure Recovery Fund (59-12)	Recurring	-	-	5,651,813	5,651,813	5,651,813	5,651,813	22,607,252	Councilmanic SIT Supported
UIRF - Urban Infrastructure Recovery Fund (59-12)	Recurring	6,651,813	5,651,813	-	-	-	-	12,303,626	Voted 2013 Debt SIT Supported
Street Equipment	Recurring	-	706,794	856,794	856,794	856,794	856,794	4,133,970	Councilmanic SIT Supported
Street Equipment	Recurring	856,341	150,000	-	-	-	-	1,006,341	Voted 2013 Debt SIT Supported
Short North SID - High Street Improvements Phase 1	Non-Recurring	1,200,000	-	-	-	-	-	1,200,000	Voted 2013 Debt SIT Supported
NCR-TBD	Recurring	-	-	2,500,000	2,500,000	2,500,000	2,500,000	10,000,000	Councilmanic SIT Supported
NCR-TBD	Recurring	2,500,000	2,500,000	-	-	-	-	5,000,000	Voted 2013 Debt SIT Supported
Intersection Improvements - Georgesville Road at Holt Road	Non-Recurring	505,000	-	-	-	-	-	505,000	Voted 2013 Debt SIT Supported
ADA Curb Ramps - Repair	Recurring	750,000	750,000	750,000	750,000	750,000	750,000	4,500,000	Councilmanic (To Be Determined)
ADA Ramp Projects - Schiller Park Entrance	Non-Recurring	70,000	-	-	-	-	-	70,000	Voted 2013 Debt SIT Supported
Arterial Street Rehabilitation - Parsons Avenue-Franklin Avenue to Broad Street	Non-Recurring	2,445,000	-	-	-	-	-	2,445,000	Voted 2013 Debt SIT Supported
Bridge Rehabilitation - South Old State Culvert (includes Godown)	Non-Recurring	500,000	-	-	-	-	-	500,000	Voted 2013 Debt SIT Supported
Alley Rehabilitation - Misc.	Recurring	-	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000	Councilmanic SIT Supported
Alley Rehabilitation - Misc.	Recurring	1,500,000	-	-	-	-	-	1,500,000	Voted 2013 Debt SIT Supported
Bridge Rehabilitation - Morse Road Under Norfolk Southern RR	Non-Recurring	1,200,000	-	-	-	-	-	1,200,000	Voted 2013 Debt SIT Supported
Roadway Improvements - SCMRF reimbursements	Recurring	-	626,813	2,550,000	2,550,000	2,550,000	2,550,000	10,826,813	Councilmanic SIT Supported
Roadway Improvements - SCMRF reimbursements	Recurring	2,550,000	1,923,187	-	-	-	-	4,473,187	Voted 2013 Debt SIT Supported
Roadway Improvements - Utility Relocation Reimbursements	Recurring	-	100,000	100,000	100,000	100,000	100,000	500,000	Councilmanic SIT Supported
Roadway Improvements - Miscellaneous Construction Inspection	Recurring	-	100,000	100,000	100,000	100,000	100,000	500,000	Councilmanic SIT Supported
Roadway Improvements - Miscellaneous Right of Way Acquisition	Recurring	-	100,000	100,000	100,000	100,000	100,000	500,000	Councilmanic SIT Supported
Roadway Improvements - Utility Cut and Restoration	Recurring	300,000	-	-	-	-	-	300,000	Voted 2013 Debt SIT Supported
Curb Reconstruction - Qwik Curb Commodity	Recurring	-	50,000	50,000	50,000	50,000	50,000	250,000	Councilmanic SIT Supported
Curb Reconstruction - Qwik Curb Commodity	Recurring	50,000	-	-	-	-	-	50,000	Voted 2013 Debt SIT Supported
Resurfacing - Pavement and Asset Management Services	Recurring	-	400,000	300,000	-	-	-	700,000	Councilmanic SIT Supported
Resurfacing - Resurfacing Projects	Recurring	-	-	16,700,000	17,000,000	17,000,000	17,000,000	67,700,000	Councilmanic SIT Supported
Resurfacing - Resurfacing Projects	Recurring	15,325,600	15,975,000	-	-	-	-	31,300,600	Voted 2013 Debt SIT Supported
Resurfacing - Urban Paving - SR33 Dublin Rd/Spring Street (PID 86651)	Non-Recurring	514,000	-	-	-	-	-	514,000	Voted 2013 Debt SIT Supported
Resurfacing - Preventive Surface Treatments - Crack Seal	Recurring	-	750,000	750,000	750,000	750,000	750,000	3,750,000	Councilmanic SIT Supported
Resurfacing - Preventive Surface Treatments - Crack Seal	Recurring	750,000	-	-	-	-	-	750,000	Voted 2013 Debt SIT Supported
Resurfacing - Preventive Surface Treatments - Slurry Seal	Recurring	-	750,000	750,000	750,000	750,000	750,000	3,750,000	Councilmanic SIT Supported
Resurfacing - Preventive Surface Treatments - Slurry Seal	Recurring	750,000	-	-	-	-	-	750,000	Voted 2013 Debt SIT Supported
Resurfacing - Urban Paving - SR315 (PID 76420)	Non-Recurring	350,000	-	-	-	-	-	350,000	Voted 2013 Debt SIT Supported
Resurfacing -- West Broad Street Urban Paving (PID 86645)	Non-Recurring	643,000	-	-	-	-	-	643,000	Voted 2013 Debt SIT Supported
Resurfacing-Urban Paving - SR315 and 3D (Spring St) (PID 91449)	Non-Recurring	167,400	-	-	-	-	-	167,400	Voted 2013 Debt SIT Supported
Resurfacing -- Urban Paving US 33 - Livingston Ave and Third Street (PID 86652)	Non-Recurring	-	625,000	-	-	-	-	625,000	Councilmanic SIT Supported
Bridge Rehabilitation	Recurring	-	2,321,393	3,071,393	3,071,393	3,071,393	3,071,393	14,606,965	Councilmanic SIT Supported
Bridge Rehabilitation	Recurring	671,846	-	-	-	-	-	671,846	Voted 2013 Debt SIT Supported
Bridge Rehabilitation - General Engineering Bridges	Recurring	-	300,000	300,000	300,000	300,000	300,000	1,500,000	Councilmanic SIT Supported
Bridge Rehabilitation - General Engineering Bridges	Recurring	300,000	-	-	-	-	-	300,000	Voted 2013 Debt SIT Supported

2016 - 2021 CAPITAL IMPROVEMENTS PROGRAM (cont.)									
DEPARTMENT PROJECT	Project Type	2016	2017	2018	2019	2020	2021	Total Budget	Funding Source
Bridge Rehabilitation - 5th Avenue under Conrail and Norfolk Southern RR	Non-Recurring	-	750,000	-	-	-	-	750,000	Councilmanic SIT Supported
Bridge Rehabilitation - Sinclair Road Over Stream North of Morse Rd	Non-Recurring	200,000	-	-	-	-	-	200,000	Voted 2013 Debt SIT Supported
Housing Initiatives - Roadway	Recurring	-	800,000	800,000	800,000	800,000	800,000	4,000,000	Councilmanic SIT Supported
Housing Initiatives - Roadway	Recurring	800,000	-	-	-	-	-	800,000	Voted 2013 Debt SIT Supported
Bikeway Development	Recurring	-	1,045,000	1,650,000	1,650,000	2,000,000	2,000,000	8,345,000	Councilmanic SIT Supported
Bikeway Development	Recurring	50,000	-	-	-	-	-	50,000	Voted 2013 Debt SIT Supported
Bikeway Development - Bike Hitches/Racks	Recurring	-	50,000	-	-	-	-	50,000	Councilmanic SIT Supported
Bikeway Development - Pavement Marking and Signage Contract	Recurring	-	-	350,000	350,000	-	-	700,000	Councilmanic SIT Supported
Bikeway Development - Olentangy to Alum Creek East-West Connector Phase 2	Non-Recurring	-	100,000	-	-	-	-	100,000	Councilmanic SIT Supported
Bikeway Development - Georgesville Shared Use Path North-South Connector	Non-Recurring	-	455,000	-	-	-	-	455,000	Councilmanic SIT Supported
Bikeway Development - Morse Road at the Alum Creek Trail	Non-Recurring	-	100,000	-	-	-	-	100,000	Councilmanic SIT Supported
Bikeway Development - Morse Road at the Alum Creek Trail	Non-Recurring	10,000	-	-	-	-	-	10,000	Voted 2013 Debt SIT Supported
Bikeway Development - Hard Road at SR315 crossing at Olentangy Trail	Non-Recurring	-	250,000	-	-	-	-	250,000	Councilmanic SIT Supported
Bikeway Development - Hard Road at SR315 crossing at Olentangy Trail	Non-Recurring	500,000	-	-	-	-	-	500,000	Voted 2013 Debt SIT Supported
Bikeway Development - Roberts Road Bike Lanes - Westbelt Drive to International Street	Non-Recurring	40,000	-	-	-	-	-	40,000	Voted 2013 Debt SIT Supported
School Flashers - 20 MPH - Commodities	Recurring	-	50,000	50,000	50,000	50,000	50,000	250,000	Councilmanic SIT Supported
School Flashers - 20 MPH - Commodities	Recurring	50,000	-	-	-	-	-	50,000	Voted 2013 Debt SIT Supported
Traffic Signal Installation - Commodities	Recurring	-	950,000	950,000	950,000	950,000	950,000	4,750,000	Councilmanic SIT Supported
Traffic Signal Installation - Commodities	Recurring	950,000	-	-	-	-	-	950,000	Voted 2013 Debt SIT Supported
Signal Installation - Broad St at Hoffman Av	Non-Recurring	150,000	-	-	-	-	-	150,000	Voted 2013 Debt SIT Supported
Sign Upgrading/Street name Signs - Commodities	Recurring	-	325,000	325,000	325,000	325,000	325,000	1,625,000	Councilmanic SIT Supported
Sign Upgrading/Street name Signs - Commodities	Recurring	325,000	-	-	-	-	-	325,000	Voted 2013 Debt SIT Supported
Permanent Pavement Markings	Recurring	-	500,000	500,000	500,000	500,000	500,000	2,500,000	Councilmanic SIT Supported
Permanent Pavement Markings	Recurring	500,000	-	-	-	-	-	500,000	Voted 2013 Debt SIT Supported
Pedestrian Safety Improvements - Sidewalk Program	Recurring	-	370,000	4,000,000	3,148,100	4,000,000	4,000,000	15,518,100	Councilmanic SIT Supported
Pedestrian Safety Improvements - Sidewalk Program	Recurring	281,000	-	-	-	-	-	281,000	Voted 2013 Debt SIT Supported
Pedestrian Safety Improvements - Hilltop Community Mobility Plan	Non-Recurring	50,000	-	-	-	-	-	50,000	Voted 2013 Debt SIT Supported
Pedestrian Safety Improvements-COTA Sidewalks Phase 2	Non-Recurring	440,000	-	-	-	-	-	440,000	Voted 2013 Debt SIT Supported
Pedestrian Safety Improvements - Parsons Avenue Sidewalks	Non-Recurring	-	550,000	-	-	-	-	550,000	Councilmanic SIT Supported
Pedestrian Safety Improvements - Parsons Avenue Sidewalks	Non-Recurring	70,000	-	-	-	-	-	70,000	Voted 2013 Debt SIT Supported
Pedestrian Safety Improvements - Moler Avenue Sidewalks	Non-Recurring	539,000	-	-	-	-	-	539,000	Voted 2013 Debt SIT Supported
Pedestrian Safety Improvements - Waggoner Road Shared Use Path - Broad Street to Chapel Stone Road	Non-Recurring	1,400,000	-	-	-	-	-	1,400,000	Voted 2013 Debt SIT Supported
Pedestrian Safety Improvement - Whittier Street Sidewalks - Lockbourne Rd to Fairwood Ave	Non-Recurring	1,700,000	-	-	-	-	-	1,700,000	Voted 2013 Debt SIT Supported
Pedestrian Safety Improvement - Eakin Road Sidewalks - Salisbury to Hague	Non-Recurring	-	550,000	-	-	-	-	550,000	Councilmanic SIT Supported
Pedestrian Safety Improvement - Eakin Road Sidewalks - Salisbury to Hague	Non-Recurring	50,000	-	-	-	-	-	50,000	Voted 2013 Debt SIT Supported
Pedestrian Safety Improvement - Wilson Road Shared Use Path - Broad St to Sullivant Ave	Non-Recurring	-	1,650,000	-	-	-	-	1,650,000	Councilmanic SIT Supported
Pedestrian Safety Improvement - Wilson Road Shared Use Path - Broad St to Sullivant Ave	Non-Recurring	100,000	-	-	-	-	-	100,000	Voted 2013 Debt SIT Supported
Pedestrian Safety Improvements-Worthington Woods Blvd. - Park Road Sidewalks	Non-Recurring	-	850,000	-	-	-	-	850,000	Councilmanic SIT Supported
Pedestrian Safety Improvements - Fairwood Avenue - Wayland to Watkins	Non-Recurring	350,000	-	-	-	-	-	350,000	Voted 2013 Debt SIT Supported
Pedestrian Safety Improvements - Refugee Road - Winchester Pk to Hamilton Road	Non-Recurring	-	30,000	-	851,900	-	-	881,900	Councilmanic SIT Supported

## Capital Improvements Program

2016 - 2021 CAPITAL IMPROVEMENTS PROGRAM (cont.)									
DEPARTMENT PROJECT	Project Type	2016	2017	2018	2019	2020	2021	Total Budget	Funding Source
Pedestrian Safety Improvements - Refugee Road - Winchester Pike to Hamilton Road	Non-Recurring	700,000	-	-	-	-	-	700,000	Voted 2013 Debt SIT Supported
Miscellaneous Developments - American Addition Infrastructure	Non-Recurring	2,650,000	-	-	-	-	-	2,650,000	Voted 2013 Debt SIT Supported
Operation Safewalks - Joyce Avenue Phase 3	Non-Recurring	150,000	-	-	-	-	-	150,000	Voted 2013 Debt SIT Supported
<b>Subtotal - PUBLIC SERVICE/12 - TRANSPORTATION 59-12</b>		<b>\$ 52,605,000</b>	<b>\$ 44,655,000</b>	<b>\$ 44,655,000</b>	<b>\$ 44,655,000</b>	<b>\$ 44,655,000</b>	<b>\$ 44,655,000</b>	<b>\$ 275,880,000</b>	
<b>REFUSE COLLECTION 59- 02</b>									
Mechanized Collection Equipment - 96-Gallon Containers	Recurring	-	-	-	195,000	300,000	300,000	795,000	Councilmanic SIT Supported
Mechanized Collection Equipment - 96-Gallon Containers	Recurring	300,000	300,000	300,000	105,000	-	-	1,005,000	Voted 2013 Debt SIT Supported
Mechanized Collection Equipment - 300 Gallon Containers	Recurring	-	-	-	725,000	725,000	725,000	2,175,000	Councilmanic SIT Supported
Mechanized Collection Equipment - 300 Gallon Containers	Recurring	725,000	725,000	755,000	-	-	-	2,205,000	Voted 2013 Debt SIT Supported
Mechanized Collection Equipment - Automated Side Loader Trucks	Recurring	-	-	-	-	3,000,000	3,000,000	6,000,000	Councilmanic SIT Supported
Mechanized Collection Equipment - Automated Side Loader Trucks	Recurring	2,500,000	3,000,000	3,000,000	2,500,000	-	-	11,000,000	Voted 2013 Debt SIT Supported
Mechanized Collection Equipment - Front-Box Loader Trucks	Recurring	-	-	-	1,380,000	900,000	900,000	3,180,000	Councilmanic SIT Supported
Mechanized Collection Equipment - Front-Box Loader Trucks	Recurring	1,380,000	900,000	-	-	-	-	2,280,000	Voted 2013 Debt SIT Supported
Mechanized Collection Equipment - Rear Loading Packer Trucks	Recurring	-	-	1,000,000	-	-	-	1,000,000	Voted 2013 Debt SIT Supported
Mechanized Collection Equipment - Semi-Automated Trucks	Recurring	-	-	-	600,000	550,000	550,000	1,700,000	Councilmanic SIT Supported
Mechanized Collection Equipment - Semi-Automated Trucks	Recurring	600,000	550,000	-	-	-	-	1,150,000	Voted 2013 Debt SIT Supported
Mechanized Collection Equipment - Flatbed Trucks	Recurring	-	-	-	-	230,000	230,000	460,000	Councilmanic SIT Supported
Mechanized Collection Equipment - Flatbed Trucks	Recurring	-	230,000	-	-	-	-	230,000	Voted 2013 Debt SIT Supported
Mechanized Collection Equipment - Compactor Trucks	Recurring	-	-	-	450,000	250,000	250,000	950,000	Councilmanic SIT Supported
Mechanized Collection Equipment - Compactor Trucks	Recurring	450,000	250,000	-	-	-	-	700,000	Voted 2013 Debt SIT Supported
Mechanized Collection Equipment - Knuckle Boom Trucks	Recurring	-	-	1,000,000	-	-	-	1,000,000	Voted 2013 Debt SIT Supported
Mechanized Collection Equipment - Dumpsters	Recurring	-	-	-	25,000	25,000	25,000	75,000	Councilmanic SIT Supported
Mechanized Collection Equipment - Dumpsters	Recurring	25,000	25,000	25,000	-	-	-	75,000	Voted 2013 Debt SIT Supported
Alum Creek Remediation - Facility Improvements	Recurring	-	-	-	100,000	100,000	100,000	300,000	Councilmanic SIT Supported
Alum Creek Remediation - Facility Improvements	Recurring	100,000	100,000	-	-	-	-	200,000	Voted 2013 Debt SIT Supported
<b>Subtotal - PUBLIC SERVICE/REFUSE COLLECTION 59- 02</b>		<b>\$ 6,080,000</b>	<b>\$ 6,080,000</b>	<b>\$ 6,080,000</b>	<b>\$ 6,080,000</b>	<b>\$ 6,080,000</b>	<b>\$ 6,080,000</b>	<b>\$ 36,480,000</b>	
<b>Public Utilities</b>									
<b>STORM SEWER 60-15</b>									
Fountain Square Stormwater System Improvements	Non-Recurring	3,200,000	-	-	-	-	-	3,200,000	Voted 2013 Debt - Storm
Whitman Road Stormwater System Improvements	Non-Recurring	1,050,000	-	-	-	-	-	1,050,000	Voted 2013 Debt - Storm
Livingston Ave Storm Sewer Replacement	Non-Recurring	-	375,000	-	-	-	-	375,000	Voted 2013 Debt - Storm
Storm Sewer Large Diameter Condition Assessment Phase 1	Recurring	-	-	-	1,500,000	-	-	1,500,000	Storm Sewer Enterprise (Unvoted)
60-15 Petzinger Rd Stormwater Imps	Non-Recurring	-	1,100,000	-	-	-	-	1,100,000	Voted 2013 Debt - Storm
Parklane Avenue SSI	Non-Recurring	25,000	-	-	-	-	-	25,000	Voted 2013 Debt - Storm
General Engineering Svcs - Storm	Recurring	-	200,000	200,000	200,000	200,000	200,000	1,000,000	Storm Sewer Enterprise (Unvoted)
General Engineering Svcs - Storm	Recurring	200,000	-	-	-	-	-	200,000	Voted 2013 Debt - Storm
Marion Road Area Neighborhood Projects No. 2	Non-Recurring	680,000	-	-	-	-	-	680,000	Voted 2013 Debt - Storm
60-15 Linworth Rd/Meeklyn Dr Storm Sewer	Non-Recurring	-	-	500,000	-	-	-	500,000	Storm Sewer Enterprise (Unvoted)
60-15 Linworth Rd/Meeklyn Dr Storm Sewer	Non-Recurring	500,000	-	-	-	-	-	500,000	Voted 2013 Debt - Storm
Linden Neighborhood Stormwater System Improvements Phase 2	Non-Recurring	-	1,100,000	-	-	-	-	1,100,000	Voted 2013 Debt - Storm
Clintonville Neighborhood Stormwater System Improvements Phase 2	Non-Recurring	2,500,000	-	-	-	-	-	2,500,000	WPCLF/OWDA
Lehnert Farms/Bolton Field Stormwater System Improvements	Non-Recurring	-	2,500,000	-	-	-	-	2,500,000	Voted 2013 Debt - Storm
Woodward Avenue Detention Basin Modifications	Non-Recurring	650,000	-	-	-	-	-	650,000	WPCLF/OWDA
Summit View Detention Basin Modifications	Non-Recurring	450,000	-	-	-	-	-	450,000	Voted 2013 Debt - Storm
Detention Basin Modifications III	Recurring	-	-	350,000	-	-	-	350,000	Storm Sewer Enterprise (Unvoted)
Detention Basin Modifications III	Recurring	100,000	-	-	-	-	-	100,000	Voted 2013 Debt - Storm

2016 - 2021 CAPITAL IMPROVEMENTS PROGRAM (cont.)									
DEPARTMENT PROJECT	Project Type	2016	2017	2018	2019	2020	2021	Total Budget	Funding Source
Detention Basin Modifications IV	Recurring	-	100,000	-	350,000	-	-	450,000	Storm Sewer Enterprise (Unvoted)
Detention Basin Modifications V	Recurring	-	-	100,000	-	350,000	-	450,000	Storm Sewer Enterprise (Unvoted)
Detention Basin Modifications VI	Recurring	-	-	-	100,000	-	-	100,000	Storm Sewer Enterprise (Unvoted)
Rathbone Avenue Stormwater System Improvements	Non-Recurring	1,000,000	-	-	-	-	-	1,000,000	Voted 2013 Debt - Storm
Storm Sewer Contingencies-Joint Projects with DPS	Recurring	-	2,845,000	8,050,000	9,850,000	11,450,000	11,800,000	43,995,000	Storm Sewer Enterprise (Unvoted)
Storm Sewer Contingencies-Joint Projects with DPS	Recurring	1,000,000	-	-	-	-	-	1,000,000	Voted 2013 Debt - Storm
Woodward, Wildwood, and Woodnell Avenue Storm System Improvements	Non-Recurring	-	-	2,800,000	-	-	-	2,800,000	Storm Sewer Enterprise (Unvoted)
Joyce Avenue Improvements	Non-Recurring	3,950,000	-	-	-	-	-	3,950,000	Voted 2013 Debt - Storm
Terrace Avenue / Broad Street Stormwater System Improvements	Non-Recurring	4,500,000	-	-	-	-	-	4,500,000	WPCLF/OWDA
Holt Avenue / Somersworth Drive Stormwater System Improvements	Non-Recurring	1,000,000	-	-	-	-	-	1,000,000	Voted 2013 Debt - Storm
Cooper Park Stormwater System Improvements	Non-Recurring	1,000,000	-	-	-	-	-	1,000,000	Voted 2013 Debt - Storm
Grange Insurance Audubon Center Interactive Stormwater Exhibit	Non-Recurring	-	150,000	-	-	-	-	150,000	Storm Sewer Enterprise (Unvoted)
Grange Insurance Audubon Center Interactive Stormwater Exhibit	Non-Recurring	-	850,000	-	-	-	-	850,000	Voted 2013 Debt - Storm
<b>Subtotal - PUBLIC UTILITIES/STORM SEWER 60-15</b>		<b>\$ 21,805,000</b>	<b>\$ 9,220,000</b>	<b>\$ 12,000,000</b>	<b>\$ 12,000,000</b>	<b>\$ 12,000,000</b>	<b>\$ 12,000,000</b>	<b>\$ 79,025,000</b>	
<b>PUBLIC UTILITIES/SANITARY SEWERS 60- 05</b>									
Public Information Outreach	Recurring	-	-	100,000	100,000	100,000	-	300,000	Sanitary Sewer Enterprise (Unvoted)
Public Information Outreach	Recurring	100,000	100,000	-	-	-	-	200,000	Voted 2008 Debt-Sanitary Sewer Enterprise
Real Time Control - TBD	Recurring	-	-	1,000,000	1,000,000	-	-	2,000,000	Sanitary Sewer Enterprise (Unvoted)
Real Time Control - TBD	Recurring	850,000	1,000,000	-	-	-	-	1,850,000	Voted 2008 Debt-Sanitary Sewer Enterprise
Real Time Control - Alum Creek Storm Tanks	Recurring	50,000	-	1,000,000	-	-	-	1,050,000	Voted 2008 Debt-Sanitary Sewer Enterprise
DOSD Security & Emergency Preparedness	Recurring	-	-	100,000	100,000	100,000	100,000	400,000	Sanitary Sewer Enterprise (Unvoted)
DOSD Security & Emergency Preparedness	Recurring	100,000	100,000	-	-	-	-	200,000	Voted 2008 Debt-Sanitary Sewer Enterprise
Big Walnut Sanitary Trunk Extension, Phase 2	Non-Recurring	-	-	-	-	500,000	-	500,000	Sanitary Sewer Enterprise (Unvoted)
Big Walnut Sanitary Trunk Extension, Phase 2	Non-Recurring	5,000,000	1,000,000	-	-	-	-	6,000,000	Voted 2008 Debt-Sanitary Sewer Enterprise
Big Walnut Sanitary Trunk Extension, Phase 2	Non-Recurring	-	-	-	-	40,000,000	-	40,000,000	WPCLF/OWDA
60-05 Blacklick Creek Interceptor	Recurring	-	-	1,000,000	-	-	-	1,000,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Blacklick Creek Interceptor	Recurring	2,714,134	1,000,000	-	-	-	-	3,714,134	Voted 2008 Debt-Sanitary Sewer Enterprise
60-05 Blacklick Creek Interceptor	Recurring	125,000,000	-	-	-	-	-	125,000,000	WPCLF/OWDA
60-05 Blacklick Creek Sanitary Interceptor Sewer CA/CI	Recurring	-	-	500,000	-	-	-	500,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Blacklick Creek Sanitary Interceptor Sewer CA/CI	Recurring	4,000,000	2,000,000	1,500,000	-	-	-	7,500,000	Voted 2008 Debt-Sanitary Sewer Enterprise
60-05 General Engineering Svcs Contract	Recurring	-	-	400,000	400,000	400,000	-	1,200,000	Sanitary Sewer Enterprise (Unvoted)
60-05 General Engineering Svcs Contract	Recurring	400,000	400,000	-	-	-	-	800,000	Voted 2008 Debt-Sanitary Sewer Enterprise
Shadeville Sanitary Interceptor	Non-Recurring	-	-	-	-	-	2,000,000	2,000,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP Primary Clarifiers Electrical Upgrades	Non-Recurring	483,415	327,000	-	-	-	-	810,415	Voted 2008 Debt-Sanitary Sewer Enterprise
JPWWTP Primary Clarifiers Electrical Upgrades	Non-Recurring	-	4,083,000	-	-	-	-	4,083,000	WPCLF/OWDA
Roof Replacement for DPU Facilities	Non-Recurring	3,230,000	1,400,000	1,580,000	-	-	-	6,210,000	Voted 2008 Debt-Sanitary Sewer Enterprise
Roof Replacement for DPU Facilities #2	Non-Recurring	-	-	400,000	2,000,000	2,000,000	2,000,000	6,400,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP Biosolids Land Application Improvements	Non-Recurring	621,000	-	-	-	-	-	621,000	Voted 2008 Debt-Sanitary Sewer Enterprise
JPWWTP Biosolids Land Application Improvements	Non-Recurring	13,100,000	-	-	-	-	-	13,100,000	WPCLF/OWDA



## Capital Improvements Program

2016 - 2021 CAPITAL IMPROVEMENTS PROGRAM (cont.)									
DEPARTMENT PROJECT	Project Type	2016	2017	2018	2019	2020	2021	Total Budget	Funding Source
JPWWTP, Support Facilities	Non-Recurring	-	-	-	-	-	623,000	623,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP Digester Cover Rehab	Non-Recurring	-	-	1,857,000	1,857,000	1,857,000	-	5,571,000	WPCLF/OWDA
JPWWTP Building Heating System Renovations	Non-Recurring	417,000	-	252,000	-	-	-	669,000	Voted 2008 Debt-Sanitary Sewer
JPWWTP Building Heating System Renovations	Non-Recurring	-	-	3,156,000	-	-	-	3,156,000	WPCLF/OWDA
6005 Facilities & Equip Upgrade for WSST	Non-Recurring	802,000	-	-	-	-	-	802,000	Voted 2008 Debt-Sanitary Sewer
6005 Facilities & Equip Upgrade for WSST	Non-Recurring	10,030,000	-	-	-	-	-	10,030,000	WPCLF/OWDA
JPWWTP, Corrosion Prevention and Protective Coating Systems (Design Services)	Non-Recurring	597,748	-	-	-	-	-	597,748	Voted 2008 Debt-Sanitary Sewer
JPWWTP, Corrosion Prevention and Protection Coating System Phase II	Non-Recurring	2,934,800	-	-	-	-	-	2,934,800	Voted 2008 Debt-Sanitary Sewer
JPWWTP, Corrosion Prevention and Protection Coating System Phase III	Non-Recurring	2,584,000	-	-	-	-	-	2,584,000	WPCLF/OWDA
DPU General Engineering Consultant Services (GEC) #2	Non-Recurring	500,000	500,000	500,000	-	-	-	1,500,000	Voted 2008 Debt-Sanitary Sewer
DPU General Engineering Consultant Services (GEC) #3	Non-Recurring	-	-	-	500,000	500,000	500,000	1,500,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP Small Capital Projects	Recurring	-	-	300,000	300,000	300,000	300,000	1,200,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP Small Capital Projects	Recurring	600,000	300,000	-	-	-	-	900,000	Voted 2008 Debt-Sanitary Sewer
SWWTP Small Capital Projects	Recurring	-	-	300,000	300,000	300,000	300,000	1,200,000	Sanitary Sewer Enterprise (Unvoted)
SWWTP Small Capital Projects	Recurring	600,000	300,000	-	-	-	-	900,000	Voted 2008 Debt-Sanitary Sewer
SWWTP Building Heating Improvements - Boiler Revisions (RFP 011A)	Non-Recurring	500,000	-	-	-	-	-	500,000	Voted 2008 Debt-Sanitary Sewer
SWWTP Building Heating Improvements - Fuel Oil UST Closure (RFP 011B)	Non-Recurring	350,000	-	-	-	-	-	350,000	Voted 2008 Debt-Sanitary Sewer
Compost Facility Small Capital Projects	Recurring	-	-	200,000	200,000	200,000	200,000	800,000	Sanitary Sewer Enterprise (Unvoted)
Compost Facility Small Capital Projects	Recurring	400,000	200,000	-	-	-	-	600,000	Voted 2008 Debt-Sanitary Sewer
SMOC Small Capital Projects	Recurring	-	-	150,000	150,000	150,000	150,000	600,000	Sanitary Sewer Enterprise (Unvoted)
SMOC Small Capital Projects	Recurring	300,000	150,000	-	-	-	-	450,000	Voted 2008 Debt-Sanitary Sewer
Fairwood Building Facilities Small Capital Projects	Recurring	-	-	150,000	150,000	150,000	150,000	600,000	Sanitary Sewer Enterprise (Unvoted)
Fairwood Building Facilities Small Capital Projects	Recurring	300,000	150,000	-	-	-	-	450,000	Voted 2008 Debt-Sanitary Sewer
WWTFs Professional Construction Management	Recurring	-	-	-	3,090,000	-	-	3,090,000	Sanitary Sewer Enterprise (Unvoted)
WWTFs Professional Construction Management	Recurring	4,441,000	-	3,200,000	-	-	-	7,641,000	Voted 2008 Debt-Sanitary Sewer
Fairwood Facilities Improvements, Ph1 F36	Non-Recurring	109,636	-	-	-	-	-	109,636	Voted 2008 Debt-Sanitary Sewer
WWTFs Professional Construction Management	Recurring	-	-	516,003	534,000	534,000	330,000	1,914,003	Sanitary Sewer Enterprise (Unvoted)
WWTFs Professional Construction Management	Recurring	-	2,396,000	364,997	-	-	-	2,760,997	Voted 2008 Debt-Sanitary Sewer
WWTFs Professional Construction Management for Small Capital Projects #2	Recurring	-	-	-	250,000	-	-	250,000	Sanitary Sewer Enterprise (Unvoted)
WWTFs Professional Construction Management for Small Capital Projects #2	Recurring	500,000	-	250,000	-	-	-	750,000	Voted 2008 Debt-Sanitary Sewer
WWTFs Professional Construction Management for Small Capital Projects #3	Recurring	-	-	-	-	250,000	250,000	500,000	Sanitary Sewer Enterprise (Unvoted)
Combined Sewer Overflow (CSO) Reduction Improvements at the WWTFs	Recurring	214,000	-	-	-	-	-	214,000	Voted 2008 Debt-Sanitary Sewer
Combined Sewer Overflow (CSO) Reduction Improvements at the WWTFs	Recurring	2,671,000	-	-	-	-	-	2,671,000	WPCLF/OWDA
WWTFs Instrumentation And Control (I&C) Integration and Programming Team	Recurring	1,000,000	-	-	-	-	-	1,000,000	Voted 2008 Debt-Sanitary Sewer
WWTFs Instrumentation And Control (I&C) Integration and Programming Team Part 2	Recurring	-	-	500,000	500,000	500,000	-	1,500,000	Sanitary Sewer Enterprise (Unvoted)
WWTFs Instrumentation And Control (I&C) Integration and Programming Team Part 2	Recurring	500,000	-	-	-	-	-	500,000	Voted 2008 Debt-Sanitary Sewer

2016 - 2021 CAPITAL IMPROVEMENTS PROGRAM (cont.)

DEPARTMENT PROJECT	Project Type	2016	2017	2018	2019	2020	2021	Total Budget	Funding Source
WWTF Instrumentation and Control (I&C) Integration and Programming #3	Recurring	-	-	-	-	-	500,000	500,000	Sanitary Sewer Enterprise (Unvoted)
60-05 WWTFs Renovations and Rehabilitations	Recurring	3,000,000	-	-	-	-	-	3,000,000	Voted 2008 Debt-Sanitary Sewer
SWWTP Digestion Process Expansion	Non-Recurring	2,051,000	1,176,000	-	-	-	-	3,227,000	Voted 2008 Debt-Sanitary Sewer
SWWTP Digestion Process Expansion	Non-Recurring	-	14,700,000	-	-	-	-	14,700,000	WPCLF/OWDA
SWWTP Biosolids Land Application Facility	Non-Recurring	4,122,070	-	-	-	-	-	4,122,070	Voted 2008 Debt-Sanitary Sewer
WWTF Upgrade - General Program	Recurring	3,000,000	-	-	-	-	-	3,000,000	Voted 2008 Debt-Sanitary Sewer
WWTF Upgrade - General Program #4	Recurring	-	-	2,194,000	2,194,000	2,194,000	2,194,000	8,776,000	Sanitary Sewer Enterprise (Unvoted)
WWTF Upgrade - General Program #4	Recurring	4,388,000	-	-	-	-	-	4,388,000	Voted 2008 Debt-Sanitary Sewer
WWTF Professional Construction Mgmt - 2012 - 2016	Recurring	2,469,000	-	-	-	-	-	2,469,000	Voted 2008 Debt-Sanitary Sewer
60-05 SWWTP Chemically Enhanced Primary Treatment: Preliminary Treatment	Recurring	2,800,000	-	-	-	-	-	2,800,000	Voted 2008 Debt-Sanitary Sewer
60-05 SWWTP Chemically Enhanced Primary Treatment: Preliminary Treatment	Recurring	-	35,000,000	-	-	-	-	35,000,000	WPCLF/OWDA
60-05 SWWTP Chemically Enhanced Primary Treatment (CEPT): Clarification	Recurring	6,136,000	-	-	-	-	-	6,136,000	Voted 2008 Debt-Sanitary Sewer
60-05 SWWTP Chemically Enhanced Primary Treatment (CEPT): Clarification	Recurring	-	36,400,000	-	-	-	-	36,400,000	WPCLF/OWDA
60-05 SWWTP Chemically Enhanced Primary Treatment (CEPT): Disinfection	Recurring	4,525,142	-	-	-	-	-	4,525,142	Voted 2008 Debt-Sanitary Sewer
60-05 SWWTP Chemically Enhanced Primary Treatment (CEPT): Disinfection	Recurring	-	23,500,000	-	-	-	-	23,500,000	WPCLF/OWDA
SWWTP Chemically Enhanced Primary Treatment CEPT Site Preparation	Recurring	5,000,000	-	-	-	-	-	5,000,000	WPCLF/OWDA
2015 Annual Lining Contract	Recurring	5,000,000	-	-	-	-	-	5,000,000	Voted 2008 Debt-Sanitary Sewer
2016 Annual Lining Contract	Recurring	8,000,000	-	-	-	-	-	8,000,000	WPCLF/OWDA
2018 Annual Lining Contract	Recurring	-	-	5,000,000	-	-	-	5,000,000	Sanitary Sewer Enterprise (Unvoted)
2019 Annual Lining Contract	Recurring	-	-	-	5,000,000	-	-	5,000,000	Sanitary Sewer Enterprise (Unvoted)
2020 Annual Lining Contract	Recurring	-	-	-	-	5,000,000	-	5,000,000	Sanitary Sewer Enterprise (Unvoted)
Barthman/Parsons Green Infrastructure Phase 2 Pilot Project	Non-Recurring	2,000,000	-	-	-	-	-	2,000,000	Voted 2008 Debt-Sanitary Sewer
Sewer System Capacity Model update 2012	Recurring	2,500,000	1,500,000	-	-	-	-	4,000,000	Voted 2008 Debt-Sanitary Sewer
Sewer System Capacity Model update 2018	Recurring	-	-	2,500,000	1,500,000	1,500,000	1,500,000	7,000,000	Sanitary Sewer Enterprise (Unvoted)
BWARI Biofilter	Non-Recurring	3,000,000	-	-	-	-	-	3,000,000	WPCLF/OWDA
Big Walnut/Rickenbacker Sanitary Interceptor	Non-Recurring	2,104,973	750,000	-	-	-	-	2,854,973	Voted 2008 Debt-Sanitary Sewer
Big Walnut/Rickenbacker Sanitary Interceptor	Non-Recurring	61,500,000	-	-	-	-	-	61,500,000	WPCLF/OWDA
Lockbourne Subtrunk Air Quality Improvements	Non-Recurring	2,500,000	-	-	-	-	-	2,500,000	WPCLF/OWDA
Big Walnut Augmentation / Rickenbacker Interceptor (BWARI)	Non-Recurring	7,075,778	-	-	-	-	-	7,075,778	Voted 2008 Debt-Sanitary Sewer
Lockbourne Subtrunk CA/CI	Non-Recurring	2,361,600	-	-	-	-	-	2,361,600	Voted 2008 Debt-Sanitary Sewer
Upper Scioto West Air Quality Improvement	Non-Recurring	-	-	-	-	-	-	-	-
Upper Scioto West Subtrunk, Hayden Run Area, West of Cosgray Rd	Non-Recurring	-	-	-	-	3,000,000	-	3,000,000	WPCLF/OWDA
Upper Scioto West Shaft	Non-Recurring	1,500,000	-	-	-	-	-	1,500,000	Voted 2008 Debt-Sanitary Sewer
Franklinton East Sewer Improvements	Non-Recurring	4,000,000	-	1,000,000	-	-	-	5,000,000	Voted 2008 Debt-Sanitary Sewer
Woodward Avenue Sanitary Sewers	Non-Recurring	75,000	-	-	-	-	-	75,000	Voted 2008 Debt-Sanitary Sewer
Woodward Avenue Sanitary Sewers	Non-Recurring	525,000	-	-	-	-	-	525,000	WPCLF/OWDA
Sunbury Rd. / Sycamore Knoll Dr. Sanitary Sewer	Non-Recurring	350,000	1,000,000	-	-	-	-	1,350,000	Voted 2008 Debt-Sanitary Sewer
Franklin Main Interceptor Rehabilitation, Sec. 6	Non-Recurring	2,100,000	-	-	-	-	-	2,100,000	Voted 2008 Debt-Sanitary Sewer
60-05 Big Run/Hellbranch Subtrunk (Extension Reimbursement)	Non-Recurring	-	-	-	-	2,100,000	-	2,100,000	WPCLF/OWDA
60-05 Portage Grove Area Assessment	Non-Recurring	2,000,000	-	-	-	-	-	2,000,000	WPCLF/OWDA
Big Walnut Outfall Rehabilitation	Non-Recurring	-	-	-	1,400,000	-	-	1,400,000	Sanitary Sewer Enterprise (Unvoted)
Big Walnut Outfall Rehabilitation	Non-Recurring	-	-	-	14,000,000	-	-	14,000,000	WPCLF/OWDA
60-05 OSIS Augment Relief Sewer, Henry St.-JPWWTP OARS	Non-Recurring	7,500,000	-	-	-	-	-	7,500,000	Voted 2008 Debt-Sanitary Sewer

## Capital Improvements Program

2016 - 2021 CAPITAL IMPROVEMENTS PROGRAM (cont.)									
DEPARTMENT PROJECT	Project Type	2016	2017	2018	2019	2020	2021	Total Budget	Funding Source
Lower Olentangy River Ecosystem Restoration, Fifth Ave. Dam Removal	Non-Recurring	-	-	20,000	70,000	-	-	90,000	Sanitary Sewer Enterprise (Unvoted)
Lower Olentangy River Ecosystem Restoration, Fifth Ave. Dam Removal	Non-Recurring	90,000	-	-	-	-	-	90,000	Voted 2008 Debt-Sanitary Sewer
Indian Springs Area Sanitary Replacement	Non-Recurring	-	400,000	-	-	-	-	400,000	Voted 2008 Debt-Sanitary Sewer Enterprise
Lower Olentangy Tunnel - Phase 1	Non-Recurring	-	-	5,524,000	500,000	500,000	500,000	7,024,000	Sanitary Sewer Enterprise (Unvoted)
Lower Olentangy Tunnel - Phase 1	Non-Recurring	2,000,000	5,524,000	-	-	-	-	7,524,000	Voted 2008 Debt-Sanitary Sewer
Large Diameter Sewer Rehabilitation - Alum Creek Trunk North Section/Alum Creek Subtrunk Sewer	Non-Recurring	500,000	-	-	-	-	-	500,000	Voted 2008 Debt-Sanitary Sewer
Large Diameter Sewer Rehabilitation - Alum Creek Trunk Middle Section/Alum Creek Interceptor Sewer	Non-Recurring	600,000	-	-	-	-	-	600,000	Voted 2008 Debt-Sanitary Sewer
Large Diameter Sewer Rehabilitation - Alum Creek Trunk Middle Section/ Alum Creek Interceptor Sewer	Non-Recurring	5,000,000	3,500,000	-	-	-	-	8,500,000	WPCLF/OWDA
Large Diameter Sewer Rehabilitation - Alum Creek Trunk South Section/Deshler Tunnel- Alum Creek Interceptor	Non-Recurring	600,000	-	-	-	-	-	600,000	Voted 2008 Debt-Sanitary Sewer
Large Diameter Sewer Rehabilitation - Alum Creek Trunk South Section/Deshler Tunnel-Alum Creek Interceptor	Non-Recurring	-	5,000,000	-	-	-	-	5,000,000	WPCLF/OWDA
Sewer/Truro Sewers	Non-Recurring	-	5,000,000	-	-	-	-	5,000,000	WPCLF/OWDA
Big Walnut Trunk Sewer - North	Non-Recurring	400,000	7,500,000	-	-	-	-	7,900,000	WPCLF/OWDA
OSIS Large Diameter Sewer Rehabilitation	Non-Recurring	-	-	1,200,000	1,200,000	-	5,000,000	7,400,000	Sanitary Sewer Enterprise (Unvoted)
Center Large Diameter Rehabilitation	Non-Recurring	1,500,000	150,000	-	-	-	-	1,650,000	Voted 2008 Debt-Sanitary Sewer
Center Large Diameter Rehabilitation	Non-Recurring	-	-	5,000,000	-	-	-	5,000,000	WPCLF/OWDA
West Side Trunk Rehabilitation	Non-Recurring	-	1,500,000	300,000	-	-	-	1,800,000	Voted 2008 Debt-Sanitary Sewer
West Side Trunk Rehabilitation	Non-Recurring	-	-	-	-	5,000,000	-	5,000,000	WPCLF/OWDA
Large Diameter - Blacklick Creek Main Trunk	Non-Recurring	2,400,000	-	-	-	-	-	2,400,000	Voted 2008 Debt-Sanitary Sewer
Large Diameter - Blacklick Creek Main Trunk	Non-Recurring	-	6,200,000	-	-	-	-	6,200,000	WPCLF/OWDA
Large Diameter - Scioto Main Trunk	Non-Recurring	1,200,000	1,200,000	-	-	-	-	2,400,000	Voted 2008 Debt-Sanitary Sewer
Large Diameter - Scioto Main Trunk	Non-Recurring	-	-	-	5,000,000	-	-	5,000,000	WPCLF/OWDA
Large Diameter Sewer Rehabilitation	Non-Recurring	-	-	-	-	1,200,000	-	1,200,000	Sanitary Sewer Enterprise (Unvoted)
Large Diameter Sewer Rehabilitation	Non-Recurring	1,200,000	-	-	-	-	-	1,200,000	Voted 2008 Debt-Sanitary Sewer
Near North & East Area Large Diameter Assessment	Non-Recurring	6,250,000	-	-	-	-	-	6,250,000	Voted 2008 Debt-Sanitary Sewer Enterprise
Mound e/o I-71 Local Storage	Non-Recurring	-	-	-	-	631,000	-	631,000	Sanitary Sewer Enterprise (Unvoted)
Mound e/o I-71 Local Storage	Non-Recurring	200,000	50,000	-	-	-	-	250,000	Voted 2008 Debt-Sanitary Sewer
60-05 Petzinger Road Sanitary Imps	Non-Recurring	1,000,000	-	-	-	-	-	1,000,000	Voted 2008 Debt-Sanitary Sewer
60-05 Petzinger Road Sanitary Imps	Non-Recurring	525,000	-	-	-	-	-	525,000	WPCLF/OWDA
Brimfield Area Sanitary System Repair Project	Non-Recurring	-	-	250,000	-	-	-	250,000	Voted 2008 Debt-Sanitary Sewer
Brimfield Area Sanitary System Repair Project	Non-Recurring	1,030,000	-	-	-	-	-	1,030,000	WPCLF/OWDA
2015 General Construction Contract	Recurring	2,000,000	-	-	-	-	-	2,000,000	Voted 2008 Debt-Sanitary Sewer
2016 General Construction Contract	Recurring	1,500,000	-	-	-	-	-	1,500,000	Voted 2008 Debt-Sanitary Sewer
2017 General Construction Contract	Recurring	-	1,500,000	-	-	-	-	1,500,000	Voted 2008 Debt-Sanitary Sewer Enterprise
2018 General Construction Contract	Recurring	-	-	1,500,000	-	-	-	1,500,000	Sanitary Sewer Enterprise (Unvoted)
2019 General Construction Contract	Recurring	-	-	-	1,500,000	-	-	1,500,000	Sanitary Sewer Enterprise (Unvoted)
2020 General Construction Contract	Recurring	-	-	-	-	1,500,000	-	1,500,000	Sanitary Sewer Enterprise (Unvoted)
Fenway Court Sanitary Pump Station	Non-Recurring	285,000	-	-	-	-	-	285,000	Voted 2008 Debt-Sanitary Sewer
Stella Court Sanitary Pump Station	Non-Recurring	235,000	-	-	-	-	-	235,000	Voted 2008 Debt-Sanitary Sewer
Second Ave. Pump Station Replacement	Non-Recurring	250,000	-	300,000	-	-	-	550,000	Voted 2008 Debt-Sanitary Sewer
Second Ave. Pump Station Replacement	Non-Recurring	-	-	-	-	2,250,000	-	2,250,000	WPCLF/OWDA
Williams Rd./Castle Rd. Sanitary Pump Station Control Valve Upgrade	Non-Recurring	3,500,000	-	-	-	-	-	3,500,000	WPCLF/OWDA
Williams Rd. Sanitary Pump Station Force Main Improvements	Non-Recurring	307,000	-	-	-	-	-	307,000	Voted 2008 Debt-Sanitary Sewer
Third Avenue CSO Increased Capture and Green Infrastructure	Non-Recurring	3,015,000	-	-	-	-	-	3,015,000	Voted 2008 Debt-Sanitary Sewer
Clintonville Whetstone Park Wet Weather Relief Sewer	Non-Recurring	-	-	649,000	-	-	-	649,000	Voted 2008 Debt-Sanitary Sewer

2016 - 2021 CAPITAL IMPROVEMENTS PROGRAM (cont.)

DEPARTMENT PROJECT	Project Type	2016	2017	2018	2019	2020	2021	Total Budget	Funding Source
Compost Facility Leachate Basin	Non-Recurring	-	1,000,000	-	-	-	-	1,000,000	WPCLF/OWDA
Moler Street Overflow Intercepting Sewer	Non-Recurring	1,000,000	250,000	-	-	-	-	1,250,000	Voted 2008 Debt-Sanitary Sewer
Moler Street Overflow Intercepting Sewer	Non-Recurring	-	-	-	-	9,848,000	-	9,848,000	WPCLF/OWDA
Moler Street Sewershed Improvements	Non-Recurring	-	-	-	100,000	-	-	100,000	Sanitary Sewer Enterprise (Unvoted)
Moler Street Sewershed Improvements	Non-Recurring	-	500,000	-	-	-	-	500,000	Voted 2008 Debt-Sanitary Sewer
Moler Street Sewershed Improvements	Non-Recurring	-	-	-	-	10,931,000	-	10,931,000	WPCLF/OWDA
Rickenbacker Area Pump Station (SA-15)	Non-Recurring	310,000	-	-	-	-	-	310,000	WPCLF/OWDA
Ferris Road Relief Sewer	Non-Recurring	350,000	-	-	-	-	-	350,000	Voted 2008 Debt-Sanitary Sewer
General CA/CI	Recurring	-	-	8,400,000	8,800,000	10,500,000	10,000,000	37,700,000	Sanitary Sewer Enterprise (Unvoted)
General CA/CI	Recurring	17,700,000	-	-	-	-	-	17,700,000	Voted 2008 Debt-Sanitary Sewer
Blenheim/Glencoe Integrated Solution	Non-Recurring	450,000	-	-	-	-	-	450,000	Voted 2008 Debt-Sanitary Sewer
Blenheim/Glencoe Integrated Solution	Non-Recurring	3,879,715	-	-	-	-	-	3,879,715	WPCLF/OWDA
Weisheimer/Indian Springs Integrated Solution	Non-Recurring	250,000	-	-	-	-	-	250,000	Voted 2008 Debt-Sanitary Sewer
Weisheimer/Indian Springs Integrated Solution	Non-Recurring	6,200,000	-	-	-	-	-	6,200,000	WPCLF/OWDA
Morse/Dominion Integrated Solution	Non-Recurring	250,000	-	-	-	-	-	250,000	Voted 2008 Debt-Sanitary Sewer
Morse/Dominion Integrated Solution	Non-Recurring	1,600,000	-	-	-	-	-	1,600,000	WPCLF/OWDA
Overbrook/Chatham Integrated Solution	Non-Recurring	275,000	-	-	-	-	-	275,000	Voted 2008 Debt-Sanitary Sewer
Overbrook/Chatham Integrated Solution	Non-Recurring	5,500,000	-	-	-	-	-	5,500,000	WPCLF/OWDA
Cooke/Glenmont Integrated Solution	Non-Recurring	419,000	-	-	-	-	-	419,000	Voted 2008 Debt-Sanitary Sewer
Cooke/Glenmont Integrated Solution	Non-Recurring	900,000	-	-	-	-	-	900,000	WPCLF/OWDA
Schreyer/Springs Integrated Solution	Non-Recurring	350,000	-	-	-	-	-	350,000	Voted 2008 Debt-Sanitary Sewer
Schreyer/Springs Integrated Solution	Non-Recurring	1,300,000	-	-	-	-	-	1,300,000	WPCLF/OWDA
Blueprint Linden - Hudson / McGuffey	Non-Recurring	515,000	-	-	-	-	-	515,000	Voted 2008 Debt-Sanitary Sewer
Blueprint Linden - Hudson / McGuffey	Non-Recurring	-	-	12,000,000	-	-	-	12,000,000	WPCLF/OWDA
Blueprint Linden - Oakland Park / Medina	Non-Recurring	520,000	-	-	-	-	-	520,000	Voted 2008 Debt-Sanitary Sewer
Blueprint Linden - Oakland Park / Medina	Non-Recurring	-	-	4,000,000	-	-	-	4,000,000	WPCLF/OWDA
Blueprint Linden - Agler / Berrell	Non-Recurring	534,000	-	-	-	-	-	534,000	Voted 2008 Debt-Sanitary Sewer
Blueprint Linden - Agler / Berrell	Non-Recurring	-	-	7,956,188	-	-	-	7,956,188	WPCLF/OWDA
Blueprint Linden - Artane / Parkwood	Non-Recurring	180,000	-	-	-	-	-	180,000	Voted 2008 Debt-Sanitary Sewer
Blueprint Linden - Artane / Parkwood	Non-Recurring	-	-	7,000,000	-	-	-	7,000,000	WPCLF/OWDA
Blueprint Hilltop - Palmetto/Westgate	Non-Recurring	3,855,058	-	-	-	-	-	3,855,058	Voted 2008 Debt-Sanitary Sewer
Blueprint Hilltop - Eureka/Fremont	Non-Recurring	2,445,111	-	-	-	-	-	2,445,111	Voted 2008 Debt-Sanitary Sewer
Blueprint Miller Kelton - Newton/Bedford	Non-Recurring	-	-	-	15,596,000	-	-	15,596,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Miller Kelton - Newton/Bedford	Non-Recurring	1,346,000	-	-	-	-	-	1,346,000	Voted 2008 Debt-Sanitary Sewer
Blueprint Miller Kelton - Kelton/Fairwood	Non-Recurring	2,223,144	-	-	-	-	-	2,223,144	Voted 2008 Debt-Sanitary Sewer
Blueprint 2015 (5th NW, W. Franklinton, Hilltop 4	Recurring	8,000,000	5,000,000	5,000,000	-	-	-	18,000,000	Voted 2008 Debt-Sanitary Sewer
Blueprint 2015 (5th NW, W. Franklinton, Hilltop 4	Recurring	-	15,000,000	15,000,000	22,000,000	22,000,000	22,000,000	96,000,000	WPCLF/OWDA
Blueprint 2016 Clintonville 3	Recurring	-	-	-	7,000,000	-	-	7,000,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint 2016 Clintonville 3	Recurring	-	-	8,000,000	-	-	-	8,000,000	Voted 2008 Debt-Sanitary Sewer
Blueprint 2016 Clintonville 3	Recurring	-	-	2,500,000	2,500,000	23,000,000	25,000,000	53,000,000	WPCLF/OWDA
Blueprint 2017 Clintonville 2	Recurring	-	-	-	-	8,000,000	4,000,000	12,000,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint 2018 James Livingston 5 + Plumb Ridge	Recurring	-	-	-	-	-	12,000,000	12,000,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint 2019 Hilltop 2	Recurring	-	-	-	-	-	8,000,000	8,000,000	Sanitary Sewer Enterprise (Unvoted)
Clintonville Lateral Lining / Downspout Redirect	Non-Recurring	-	-	22,500,000	-	-	-	22,500,000	Sanitary Sewer Enterprise (Unvoted)
Clintonville Lateral Lining / Downspout Redirect	Non-Recurring	-	22,500,000	-	-	-	-	22,500,000	Voted 2008 Debt-Sanitary Sewer
Blueprint Lateral Lining / Downspout Redirect	Recurring	-	-	10,800,000	19,300,000	36,600,000	-	66,700,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Lateral Lining / Downspout Redirect	Recurring	-	10,800,000	-	-	-	-	10,800,000	Voted 2008 Debt-Sanitary Sewer
Blueprint CIPP Lining	Recurring	4,929,658	-	-	-	-	-	4,929,658	Voted 2008 Debt-Sanitary Sewer
Blueprint CIPP Lining	Recurring	-	20,000,000	10,000,000	10,000,000	10,000,000	10,000,000	60,000,000	WPCLF/OWDA
Blueprint Hilltop Lining Project	Recurring	6,000,000	-	-	-	-	-	6,000,000	WPCLF/OWDA

## Capital Improvements Program

2016 - 2021 CAPITAL IMPROVEMENTS PROGRAM (cont.)									
DEPARTMENT PROJECT	Project Type	2016	2017	2018	2019	2020	2021	Total Budget	Funding Source
Scioto Peninsula Improvements	Non-Recurring	1,000,000	1,000,000	-	-	-	-	2,000,000	Voted 2008 Debt-Sanitary Sewer
Scioto Main Sanitary Pump Stations	Non-Recurring	227,775	-	-	-	-	-	227,775	Voted 2008 Debt-Sanitary Sewer
Scioto Main Sanitary Pump Stations	Non-Recurring	-	400,000	4,500,000	-	-	-	4,900,000	WPCLF/OWDA Sanitary Sewer Enterprise (Unvoted)
Scioto Main Sanitary Trunk Sewer Rehabilitation	Non-Recurring	-	-	-	7,500,000	-	-	7,500,000	Voted 2008 Debt-Sanitary Sewer
Scioto Main Sanitary Trunk Sewer Rehabilitation	Non-Recurring	800,000	-	-	-	-	-	800,000	Voted 2008 Debt-Sanitary Sewer
Meeklynn Drive Area Sanitary Sewer	Non-Recurring	289,361	500,000	-	-	-	-	789,361	Voted 2008 Debt-Sanitary Sewer Sanitary Sewer Enterprise (Unvoted)
HSTS Elimination Program	Recurring	-	-	483,300	683,800	1,149,850	-	2,316,950	Voted 2008 Debt-Sanitary Sewer
HSTS Elimination Program	Recurring	300,000	3,566,600	-	-	-	-	3,866,600	Voted 2008 Debt-Sanitary Sewer
<b>Subtotal - PUBLIC UTILITIES/SANITARY SEWERS 60- 05</b>		<b>\$ 447,069,118</b>	<b>\$ 242,472,600</b>	<b>\$ 162,852,488</b>	<b>\$ 137,274,800</b>	<b>\$ 204,744,850</b>	<b>\$ 107,597,000</b>	<b>\$ 1,302,010,856</b>	
<b>PUBLIC UTILITIES/ELECTRICITY 60- 07</b>									
60 UIRF Funded Street Lighting Projects (Urban Infrastructure Recovery Fund)	Recurring	1,105,000	505,000	505,000	505,000	505,000	505,000	3,630,000	Councilmanic SIT Supported
Misc. Electricity Projects - SIT Supported- Neighborhood Street Lighting Program)	Recurring	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000	Councilmanic (To Be Determined)
Misc. Electricity Projects - SIT Supported- Community Centers - Emergency Street Lighting	Recurring	100,000	100,000	100,000	100,000	100,000	100,000	600,000	Councilmanic (To Be Determined)
Livingston Ave. Street Light Post Tops	Non-Recurring	377,650	-	-	-	-	-	377,650	Voted 2013 Debt - Electricity
McCutcheon Road Street Lighting	Non-Recurring	158,080	-	-	-	-	-	158,080	Electricity Enterprise (Unvoted)
Southside Lions Park Street Lighting	Non-Recurring	139,100	-	-	-	-	-	139,100	Voted 2013 Debt - Electricity
South High Street Decorative Lighting - 2126	Non-Recurring	-	304,750	-	-	-	-	304,750	Electricity Enterprise (Unvoted)
South High Street Decorative Lighting - 2140	Non-Recurring	-	-	66,250	304,750	-	-	371,000	Electricity Enterprise (Unvoted)
Parsons Ave Decorative Lighting - 2141	Non-Recurring	-	-	37,500	212,500	-	-	250,000	Electricity Enterprise (Unvoted)
Parsons Avenue Underpass Lighting - 2125	Non-Recurring	-	-	7,500	34,500	-	-	42,000	Electricity Enterprise (Unvoted)
Milo Grogan Area Standard Street Lighting - 2164	Non-Recurring	7,750	-	26,900	-	-	-	34,650	Electricity Enterprise (Unvoted)
Milo Grogan Decorative Street Lighting - 2165	Non-Recurring	30,600	-	174,000	-	-	-	204,600	Electricity Enterprise (Unvoted)
Third Avenue Decorative Street Lighting - 1936	Non-Recurring	8,820	-	42,000	-	-	-	50,820	Electricity Enterprise (Unvoted)
Mock Road Street Lighting - 1940	Non-Recurring	8,900	-	41,400	-	-	-	50,300	Electricity Enterprise (Unvoted)
Cleveland Avenue Decorative Street Lighting - 1939	Non-Recurring	-	520,000	-	-	-	-	520,000	Electricity Enterprise (Unvoted)
North Central Standard Lighting - 1938	Non-Recurring	-	-	45,000	205,000	-	-	250,000	Electricity Enterprise (Unvoted)
Innis Road Standard Lighting - 1941	Non-Recurring	3,120	-	32,550	-	-	-	35,670	Electricity Enterprise (Unvoted)
Innis Road Standard Lighting - 1941	Non-Recurring	3,380	-	-	-	-	-	3,380	Voted 2013 Debt - Electricity
Oak/18th Decorative Lighting - 1937	Non-Recurring	-	-	42,500	-	-	-	42,500	Electricity Enterprise (Unvoted)
Oak/18th Decorative Lighting - 1937	Non-Recurring	9,200	-	-	-	-	-	9,200	Voted 2013 Debt - Electricity
East Main Street Decorative Lighting - 1933	Non-Recurring	-	-	133,500	-	766,500	-	900,000	Electricity Enterprise (Unvoted)
DOP Streetlight Program - 2020	Non-Recurring	-	-	-	-	250,000	-	250,000	Electricity Enterprise (Unvoted)
DOP Streetlight Projects - 2021	Non-Recurring	-	-	-	-	-	500,000	500,000	Electricity Enterprise (Unvoted)
Morse Rd. (Ph. II) System Improvements, Circuit 7221	Non-Recurring	350,000	-	-	-	-	-	350,000	Voted 2013 Debt - Electricity
Morse Rd. (Ph. III & IV) System Improvements	Non-Recurring	-	350,000	3,850,000	-	-	-	4,200,000	Electricity Enterprise (Unvoted)
Morse Rd. (Ph. III & IV) System Improvements	Non-Recurring	200,000	-	-	-	-	-	200,000	Voted 2013 Debt - Electricity
Upgrade and Reconducting of Circuit 7220	Non-Recurring	-	-	-	100,000	-	1,375,000	1,475,000	Electricity Enterprise (Unvoted)
Upgrade and Reconducting of Circuit 7222	Non-Recurring	-	-	-	100,000	-	1,375,000	1,475,000	Electricity Enterprise (Unvoted)
Substation 69 and 138 KV OCB Replacement to SF6	Non-Recurring	-	180,000	185,000	191,000	197,000	213,000	966,000	Electricity Enterprise (Unvoted)
Dierker Road Street Lighting	Non-Recurring	26,000	-	-	-	-	-	26,000	Voted 2013 Debt - Electricity
Kenny Road Street Lighting	Non-Recurring	12,000	-	-	-	-	-	12,000	Voted 2013 Debt - Electricity
AMI Metering	Non-Recurring	-	-	400,000	400,000	-	-	800,000	Electricity Enterprise (Unvoted)
17th Avenue Circuit Upgrade	Non-Recurring	-	1,375,000	-	-	-	-	1,375,000	Electricity Enterprise (Unvoted)
Short North Wood Properties	Non-Recurring	900,000	-	-	-	-	-	900,000	Voted 2013 Debt - Electricity
Alternate 69 KV Feed to W Substation	Non-Recurring	2,860,000	-	-	-	-	-	2,860,000	Voted 2013 Debt - Electricity
Conversion to 3 Wire	Non-Recurring	-	327,000	336,000	347,000	357,000	368,000	1,735,000	Electricity Enterprise (Unvoted)
Conversion to 3 Wire	Non-Recurring	317,000	-	-	-	-	-	317,000	Voted 2013 Debt - Electricity
Broad Meadows Street Lighting - Underground	Non-Recurring	117,575	-	-	-	-	-	117,575	Voted 2013 Debt - Electricity
South Westgate/Sylvan Street Lighting	Non-Recurring	651,360	-	-	-	-	-	651,360	Voted 2013 Debt - Electricity
Valleyview Street Lighting	Non-Recurring	360,640	-	-	-	-	-	360,640	Electricity Enterprise (Unvoted)
Laurel Canyon Street Lighting	Non-Recurring	167,000	-	-	-	-	-	167,000	Voted 2013 Debt - Electricity
Willow Creek Street Lighting	Non-Recurring	515,200	-	-	-	-	-	515,200	Voted 2013 Debt - Electricity
Transformer Conversions	Non-Recurring	1,900,000	-	-	-	-	-	1,900,000	Voted 2013 Debt - Electricity

2016 - 2021 CAPITAL IMPROVEMENTS PROGRAM (cont.)

DEPARTMENT PROJECT	Project Type	2016	2017	2018	2019	2020	2021	Total Budget	Funding Source
New Jackson Pike Substation Transformer	Non-Recurring	-	2,000,000	-	-	-	-	2,000,000	Electricity Enterprise (Unvoted)
Oil Switch Replacement Program	Recurring	-	120,000	-	120,000	-	120,000	360,000	Electricity Enterprise (Unvoted)
Oil Switch Replacement Program	Recurring	1,200,000	-	-	-	-	-	1,200,000	Voted 2013 Debt - Electricity
Upgrade and Reconductoring of Circuit 7223	Non-Recurring	-	-	100,000	-	1,375,000	-	1,475,000	Electricity Enterprise (Unvoted)
Reconductoring Circuit 14115 on Steel (Wheatland to Hague)	Non-Recurring	-	-	-	-	215,000	-	215,000	Electricity Enterprise (Unvoted)
Tw in Rivers - Vine Street Lighting	Non-Recurring	-	-	15,000	88,000	-	-	103,000	Electricity Enterprise (Unvoted)
Mair - Scioto Street Lighting	Non-Recurring	115,000	-	-	-	-	-	115,000	Voted 2013 Debt - Electricity
Hall Rd Street Lighting	Non-Recurring	267,895	-	-	-	-	-	267,895	Voted 2013 Debt - Electricity
Hamilton Rd Street Lighting	Non-Recurring	-	112,000	-	590,000	-	-	702,000	Electricity Enterprise (Unvoted)
Freeway & Kingshill Street Lighting	Non-Recurring	-	-	-	75,000	385,000	-	460,000	Electricity Enterprise (Unvoted)
Fitzroy & Morse Rd Street Lighting	Non-Recurring	-	-	70,000	-	362,000	-	432,000	Electricity Enterprise (Unvoted)
Cherry Creek & Cherryhurst Street Lighting	Non-Recurring	-	-	-	50,000	245,000	-	295,000	Electricity Enterprise (Unvoted)
Broad Street & Noe Bixby Street Lighting	Non-Recurring	-	-	-	50,000	265,000	-	315,000	Electricity Enterprise (Unvoted)
Sancus & Whitewater Street Lighting	Non-Recurring	-	-	70,000	362,000	-	-	432,000	Electricity Enterprise (Unvoted)
Jasonway & Knightsbridge Street Lighting	Non-Recurring	-	-	50,000	275,000	385,000	-	710,000	Electricity Enterprise (Unvoted)
Clime Rd. Street Lighting	Non-Recurring	-	80,000	-	408,000	-	-	488,000	Electricity Enterprise (Unvoted)
Capitol & Fulton Street Lighting	Non-Recurring	-	-	50,000	275,000	385,000	-	710,000	Electricity Enterprise (Unvoted)
Brookfield & Tupsfield Street Lighting	Non-Recurring	-	-	96,000	445,000	-	-	541,000	Electricity Enterprise (Unvoted)
Shabot & Tamarack Street Lighting	Non-Recurring	-	-	93,000	430,000	-	-	523,000	Electricity Enterprise (Unvoted)
Sawmill & Summitview Street Lighting	Non-Recurring	-	76,000	395,000	-	-	-	471,000	Electricity Enterprise (Unvoted)
Riverview & Stinchcomb Street Lighting	Non-Recurring	-	50,000	265,000	-	-	-	315,000	Electricity Enterprise (Unvoted)
Morningstar & North Forty Street Lighting	Non-Recurring	-	50,000	280,000	-	-	-	330,000	Electricity Enterprise (Unvoted)
Cleveland Avenue Street Lighting	Non-Recurring	-	100,000	460,000	-	-	-	560,000	Electricity Enterprise (Unvoted)
Westerville Road Street Lighting	Non-Recurring	-	-	65,000	300,000	-	-	365,000	Electricity Enterprise (Unvoted)
Smokey Row Street Lighting	Non-Recurring	-	291,000	-	-	-	-	291,000	Electricity Enterprise (Unvoted)
Smokey Row Street Lighting	Non-Recurring	50,000	-	-	-	-	-	50,000	Voted 2013 Debt - Electricity
Parkview Street Lighting	Non-Recurring	-	-	75,000	-	395,000	-	470,000	Electricity Enterprise (Unvoted)
Cherry & Lazelle Rd Street Lighting	Non-Recurring	605,000	-	-	-	-	-	605,000	Voted 2013 Debt - Electricity
Dublin-Granville Rd / Deewood / Maple Street Lighting	Non-Recurring	536,640	-	-	-	-	-	536,640	Voted 2013 Debt - Electricity
General Engineering Services - Power	Recurring	-	-	100,000	-	-	100,000	200,000	Electricity Enterprise (Unvoted)
General Engineering Services - Power	Recurring	100,000	-	-	-	-	-	100,000	Voted 2013 Debt - Electricity
General CA/CI - Power	Recurring	-	-	50,000	-	50,000	-	100,000	Electricity Enterprise (Unvoted)
General CA/CI - Power	Recurring	50,000	-	-	-	-	-	50,000	Voted 2013 Debt - Electricity
Circuit 237 Street Lighting Improvement Upgrade	Non-Recurring	-	-	-	175,000	985,000	-	1,160,000	Electricity Enterprise (Unvoted)
Circuit 30 Street Lighting Improvement Upgrade	Non-Recurring	-	-	185,000	1,060,000	-	-	1,245,000	Electricity Enterprise (Unvoted)
Security & Emergency Preparedness - Power	Recurring	-	25,000	25,000	25,000	25,000	25,000	125,000	Electricity Enterprise (Unvoted)
Security & Emergency Preparedness - Power	Recurring	25,000	-	-	-	-	-	25,000	Voted 2013 Debt - Electricity
<b>Subtotal - PUBLIC UTILITIES/ELECTRICITY 60- 07</b>		<b>\$ 13,527,910</b>	<b>\$ 6,815,750</b>	<b>\$ 8,719,100</b>	<b>\$ 7,477,750</b>	<b>\$ 7,497,500</b>	<b>\$ 4,931,000</b>	<b>\$ 48,969,010</b>	
<b>PUBLIC UTILITIES/WATER 60- 09</b>									
Hoover Reservoir Erosion Control	Non-Recurring	-	-	200,000	-	1,700,000	-	1,900,000	Voted 2013 Debt - Water
Miscellaneous Water Facilities	Recurring	-	200,000	200,000	200,000	200,000	-	800,000	Voted 2013 Debt - Water
Miscellaneous Water Facilities	Recurring	-	-	-	-	-	200,000	200,000	Water Enterprise (Unvoted)
Indianola Exterior Site Imp's	Non-Recurring	3,500,000	-	-	-	-	-	3,500,000	Voted 2013 Debt - Water
Indianola Facility Improvements	Non-Recurring	600,000	2,900,000	-	-	-	-	3,500,000	Voted 2013 Debt - Water
Rinehart Public Utilities Complex Exterior Site Improvements	Non-Recurring	3,900,000	-	-	-	-	-	3,900,000	Voted 2013 Debt - Water
Distribution Maintenance Area Imp's	Non-Recurring	75,000	250,000	-	-	-	-	325,000	Voted 2013 Debt - Water
910 Dublin Road Garage Roof Replacement	Non-Recurring	-	-	1,500,000	-	-	-	1,500,000	Voted 2013 Debt - Water
Home Road Property Demolition	Non-Recurring	400,000	-	4,300,000	-	-	-	4,700,000	Voted 2013 Debt - Water
910 Dublin Road Windows & EIFS Improvements	Non-Recurring	2,000,000	-	-	-	-	-	2,000,000	Voted 2013 Debt - Water
Water Main Rehabilitation	Recurring	639,693	500,000	2,000,000	2,000,000	-	-	5,139,693	Voted 2013 Debt - Water
Water Main Rehabilitation	Recurring	-	-	1,000,000	1,000,000	21,000,000	25,000,000	48,000,000	WSRLA Loan
Water Main Rehabilitation	Recurring	-	-	-	-	-	5,000,000	5,000,000	Water Enterprise (Unvoted)
Scioto Peninsula	Non-Recurring	-	600,000	-	-	-	-	600,000	Voted 2013 Debt - Water
Fenway Rd. Area WL Imp's	Non-Recurring	300,000	-	-	-	-	-	300,000	Voted 2013 Debt - Water
Fenway Rd. Area WL Imp's	Non-Recurring	2,700,000	-	-	-	-	-	2,700,000	WSRLA Loan
Dering Ave. Area WL Imp's	Non-Recurring	300,000	-	-	-	-	-	300,000	Voted 2013 Debt - Water
Dering Ave. Area WL Imp's	Non-Recurring	2,700,000	-	-	-	-	-	2,700,000	WSRLA Loan
Acton Road Area WL Imp's	Non-Recurring	300,000	-	-	-	-	-	300,000	Voted 2013 Debt - Water

## Capital Improvements Program

2016 - 2021 CAPITAL IMPROVEMENTS PROGRAM (cont.)									
DEPARTMENT PROJECT	Project Type	2016	2017	2018	2019	2020	2021	Total Budget	Funding Source
Acton Road Area WL Imp's	Non-Recurring	2,700,000	-	-	-	-	-	2,700,000	WSRLA Loan
Lamont Ave. Area WL Imp's	Non-Recurring	300,000	-	-	-	-	-	300,000	Voted 2013 Debt - Water
Lamont Ave. Area WL Imp's	Non-Recurring	2,700,000	-	-	-	-	-	2,700,000	WSRLA Loan
Silver Dr. Area WL Imp's	Non-Recurring	300,000	-	-	-	-	-	300,000	Voted 2013 Debt - Water
Silver Dr. Area WL Imp's	Non-Recurring	2,700,000	-	-	-	-	-	2,700,000	WSRLA Loan
Arcadia Ave Area WL Imp's	Non-Recurring	300,000	-	-	-	-	-	300,000	Voted 2013 Debt - Water
Arcadia Ave Area WL Imp's	Non-Recurring	2,700,000	-	-	-	-	-	2,700,000	WSRLA Loan
South Broadleigh Road Area WL Imp's	Non-Recurring	300,000	-	-	-	-	-	300,000	Voted 2013 Debt - Water
South Broadleigh Road Area WL Imp's	Non-Recurring	2,700,000	-	-	-	-	-	2,700,000	WSRLA Loan
Maize Road Area Water Line Improvements	Non-Recurring	300,000	-	-	-	-	-	300,000	Voted 2013 Debt - Water
Maize Road Area Water Line Improvements	Non-Recurring	2,700,000	-	-	-	-	-	2,700,000	WSRLA Loan
Shattuck Avenue Area Water Line Imp's	Non-Recurring	300,000	-	-	-	-	-	300,000	Voted 2013 Debt - Water
Shattuck Avenue Area Water Line Imp's	Non-Recurring	2,700,000	-	-	-	-	-	2,700,000	WSRLA Loan
Smith Rd. Water Line Imp's	Non-Recurring	800,000	-	-	-	-	-	800,000	Voted 2013 Debt - Water
Eureka / Steel Water Line Imp's	Non-Recurring	1,000,000	-	-	-	-	-	1,000,000	Voted 2013 Debt - Water
Argyle Dr. Area WL Imp's (fka #36)	Non-Recurring	300,000	-	-	-	-	-	300,000	Voted 2013 Debt - Water
Argyle Dr. Area WL Imp's (fka #36)	Non-Recurring	2,700,000	-	-	-	-	-	2,700,000	WSRLA Loan
Scottwood Ave. Area WL Imp's (fka #37)	Non-Recurring	-	3,000,000	-	-	-	-	3,000,000	WSRLA Loan
Dewberry Dr. Area WL Imp's (fka #38)	Non-Recurring	-	3,000,000	-	-	-	-	3,000,000	WSRLA Loan
Noe-Bixby Rd. Area WL Imp's (fka #39)	Non-Recurring	-	3,000,000	-	-	-	-	3,000,000	WSRLA Loan
Sale Rd. Area WL Imp's (fka #40)	Non-Recurring	-	3,000,000	-	-	-	-	3,000,000	WSRLA Loan
Stephen Dr. Area WL Imp's (fka # 41)	Non-Recurring	-	3,000,000	-	-	-	-	3,000,000	WSRLA Loan
Project No. 42 W.M. Replacement	Non-Recurring	-	-	3,000,000	-	-	-	3,000,000	WSRLA Loan
Project No. 43 W.M. Replacement	Non-Recurring	-	-	3,000,000	-	-	-	3,000,000	WSRLA Loan
E. Franklinton WL Imp's	Non-Recurring	600,000	-	-	-	-	-	600,000	Voted 2013 Debt - Water
Livingston Avenue Area 12" WL Imp's	Non-Recurring	-	-	1,000,000	-	-	-	1,000,000	Voted 2013 Debt - Water
Dawnlight Ave. Area WL Imp's	Non-Recurring	300,000	-	-	-	-	-	300,000	Voted 2013 Debt - Water
North Ohio Avenue Area WL Imp's (fka Poindexter)	Non-Recurring	-	750,000	-	-	-	-	750,000	Voted 2013 Debt - Water
Hague Avenue Area WL Imp's	Non-Recurring	1,000,000	-	-	-	-	-	1,000,000	Voted 2013 Debt - Water
Project No. 44 W.M. Replacement	Non-Recurring	-	-	3,000,000	-	-	-	3,000,000	WSRLA Loan
Project No. 45 W.M. Replacement	Non-Recurring	-	-	3,000,000	-	-	-	3,000,000	WSRLA Loan
Project No. 46 W.M. Replacement	Non-Recurring	-	-	3,000,000	-	-	-	3,000,000	WSRLA Loan
Project No. 47 W.M. Replacement	Non-Recurring	-	-	3,000,000	-	-	-	3,000,000	WSRLA Loan
Project No. 48 W.M. Replacement	Non-Recurring	-	-	3,000,000	-	-	-	3,000,000	WSRLA Loan
Project No. 49 W.M. Replacement	Non-Recurring	-	-	3,000,000	-	-	-	3,000,000	WSRLA Loan
Project No. 50 W.M. Replacement	Non-Recurring	-	-	-	3,000,000	-	-	3,000,000	WSRLA Loan
Project No. 51 W.M. Replacement	Non-Recurring	-	-	-	3,000,000	-	-	3,000,000	WSRLA Loan
Project No. 52 W.M. Replacement	Non-Recurring	-	-	-	3,000,000	-	-	3,000,000	WSRLA Loan
Project No. 53 W.M. Replacement	Non-Recurring	-	-	-	3,000,000	-	-	3,000,000	WSRLA Loan
Project No. 54 W.M. Replacement	Non-Recurring	-	-	-	3,000,000	-	-	3,000,000	WSRLA Loan
Project No. 55 W.M. Replacement	Non-Recurring	-	-	-	3,000,000	-	-	3,000,000	WSRLA Loan
Project No. 56 W.M. Replacement	Non-Recurring	-	-	-	3,000,000	-	-	3,000,000	WSRLA Loan
Project No. 57 W.M. Replacement	Non-Recurring	250,000	-	-	-	-	-	250,000	Voted 2013 Debt - Water
Project No. 57 W.M. Replacement	Non-Recurring	-	-	-	3,000,000	-	-	3,000,000	WSRLA Loan
Project No. 58 W.M. Replacement	Non-Recurring	250,000	-	-	-	-	-	250,000	Voted 2013 Debt - Water
Project No. 58 W.M. Replacement	Non-Recurring	-	-	-	3,000,000	-	-	3,000,000	WSRLA Loan
Project No. 59 W.M. Replacement	Non-Recurring	-	250,000	-	-	-	-	250,000	Voted 2013 Debt - Water
Project No. 59 W.M. Replacement	Non-Recurring	-	-	-	-	3,000,000	-	3,000,000	WSRLA Loan
Project No. 60 W.M. Replacement	Non-Recurring	-	250,000	-	-	-	-	250,000	Voted 2013 Debt - Water
Project No. 60 W.M. Replacement	Non-Recurring	-	-	-	-	3,000,000	-	3,000,000	Water Enterprise (Unvoted)
Project No. 61 W.M. Replacement	Non-Recurring	-	250,000	-	-	-	-	250,000	Voted 2013 Debt - Water
Project No. 61 W.M. Replacement	Non-Recurring	-	-	-	-	3,000,000	-	3,000,000	Water Enterprise (Unvoted)
E. 8th Avenue WL Imp's	Non-Recurring	150,000	-	-	-	-	-	150,000	Voted 2013 Debt - Water
O'Shaughnessy Hydroelectric - FERC	Recurring	75,000	950,000	-	-	-	-	1,025,000	Voted 2013 Debt - Water
O'Shaughnessy Dam FERC Independent Consultant Review 2020	Recurring	-	-	-	150,000	150,000	-	300,000	Voted 2013 Debt - Water
O'Shaughnessy Dam FERC Independent Consultant Review 2020	Recurring	-	-	-	-	-	350,000	350,000	Water Enterprise (Unvoted)
DRWP Miscellaneous Improvements	Recurring	-	200,000	500,000	200,000	200,000	-	1,100,000	Voted 2013 Debt - Water

2016 - 2021 CAPITAL IMPROVEMENTS PROGRAM (cont.)

DEPARTMENT PROJECT	Project Type	2016	2017	2018	2019	2020	2021	Total Budget	Funding Source
DRWP Miscellaneous Improvements	Recurring	-	-	-	-	-	200,000	200,000	Water Enterprise (Unvoted)
DRWP Misc. Imp's - Floc Drive Replacement - Part 2	Non-Recurring	750,000	-	-	-	-	-	750,000	Voted 2013 Debt - Water
DRWP Misc. Imp's - Exterior Door and Window Replacement	Non-Recurring	-	-	1,500,000	-	-	-	1,500,000	Voted 2013 Debt - Water
DRWP Misc. Imp's - Educational Signage & Displays	Non-Recurring	-	100,000	-	-	-	-	100,000	Voted 2013 Debt - Water
DRWP Misc. Imp's - Basin 1 Clarifier Rehab	Non-Recurring	-	-	800,000	-	-	-	800,000	Voted 2013 Debt - Water
DRWP Misc. Imp's - Basin 2 Clarifier Rehab	Non-Recurring	-	-	-	800,000	-	-	800,000	Voted 2013 Debt - Water
DRWP Misc. Imp's - Basin 3 Clarifier Rehab	Non-Recurring	-	-	-	-	800,000	-	800,000	Water Enterprise (Unvoted)
HCWP Misc. Improvements	Recurring	-	200,000	200,000	200,000	200,000	-	800,000	Voted 2013 Debt - Water
HCWP Misc. Improvements	Recurring	-	-	-	-	-	200,000	200,000	Water Enterprise (Unvoted)
HCWP Misc. Improvements - Entrance Improvements	Non-Recurring	200,000	-	-	-	-	-	200,000	Voted 2013 Debt - Water
HCWP Misc. Improvements - HCWP Clearwell Actuator Replacement	Non-Recurring	150,000	-	-	-	-	-	150,000	Voted 2013 Debt - Water
HCWP Misc. Imp's - Raw Water Screen Replacement	Non-Recurring	-	-	-	1,000,000	-	-	1,000,000	Voted 2013 Debt - Water
HCWP Misc. Imp's - Restroom Imp's	Non-Recurring	-	-	-	-	350,000	-	350,000	Voted 2013 Debt - Water
HCWP Misc. Imp's - HSP Monitoring Imp's	Non-Recurring	-	-	-	150,000	-	-	150,000	Voted 2013 Debt - Water
Comprehensive Master Plan Update	Recurring	-	-	-	-	2,000,000	-	2,000,000	Water Enterprise (Unvoted)
Backflow Compliance Office Database Mgmt. System	Non-Recurring	200,000	-	-	-	-	-	200,000	Voted 2013 Debt - Water
Distribution Imp's - 2019 Water Audit	Recurring	-	-	-	300,000	-	-	300,000	Voted 2013 Debt - Water
PAWP Facility Misc. Improvements	Recurring	-	200,000	200,000	200,000	200,000	-	800,000	Voted 2013 Debt - Water
PAWP Facility Misc. Improvements	Recurring	-	-	-	-	-	200,000	200,000	Water Enterprise (Unvoted)
HCWP Lagoon 1 Sludge Removal 2015	Non-Recurring	-	800,000	-	850,000	-	-	1,650,000	Voted 2013 Debt - Water
Automatic Meter Reading	Recurring	-	-	-	10,000,000	16,220,307	-	26,220,307	Voted 2013 Debt - Water
Automatic Meter Reading	Recurring	-	-	-	-	3,779,693	20,000,000	23,779,693	Water Enterprise (Unvoted)
South Wellfield Expansion - RWL Pickaway Co.	Non-Recurring	-	-	250,000	11,500,000	-	-	11,750,000	Voted 2013 Debt - Water
South Wellfield Expansion - CW-201/202 & VW's	Non-Recurring	-	-	1,300,000	16,500,000	-	-	17,800,000	Voted 2013 Debt - Water
Watershed Road Improvements	Non-Recurring	-	-	350,000	-	-	-	350,000	Voted 2013 Debt - Water
Watershed Road Imp's-Part III Griggs Reservoir	Non-Recurring	750,000	-	-	-	-	-	750,000	Voted 2013 Debt - Water
Watershed Road Imp's-Part IV Hoover Reservoir	Non-Recurring	-	-	-	1,350,000	-	-	1,350,000	Voted 2013 Debt - Water
HCWP Basin Concrete Rehab.	Non-Recurring	400,000	800,000	10,800,000	-	-	-	12,000,000	Voted 2013 Debt - Water
HCWP A & B Raw & Fin. Water	Non-Recurring	200,000	200,000	200,000	-	-	-	600,000	Voted 2013 Debt - Water
Water Meter Renewal	Recurring	2,500,000	2,600,000	2,700,000	2,800,000	-	-	10,600,000	Voted 2013 Debt - Water
Water Meter Renewal	Recurring	-	-	-	-	2,900,000	3,000,000	5,900,000	Water Enterprise (Unvoted)
Valve Renewal Program	Recurring	2,000,000	-	2,000,000	-	2,100,000	-	6,100,000	Voted 2013 Debt - Water
Watershed Misc. Improv. Facilities	Recurring	-	200,000	200,000	200,000	200,000	-	800,000	Voted 2013 Debt - Water
Watershed Misc. Improv. Facilities	Recurring	-	-	-	-	-	200,000	200,000	Water Enterprise (Unvoted)
Watershed Misc. Improv. - Hoover Dam Misc. Imp.	Non-Recurring	750,000	-	-	-	-	-	750,000	Voted 2013 Debt - Water
Watershed Misc. Improv. - Griggs Dam Misc. Imp.	Non-Recurring	450,000	-	-	-	-	-	450,000	Voted 2013 Debt - Water
Watershed Misc. Improv. - Hoover Material Storage Area	Non-Recurring	-	-	-	300,000	-	-	300,000	Voted 2013 Debt - Water
Watershed Misc. Improv. - Glick Rd. Bridge Repairs 2016	Non-Recurring	1,000,000	-	-	-	-	-	1,000,000	Voted 2013 Debt - Water
Watershed Misc. Imp's - Misc. Facility Demolition - Part 2	Non-Recurring	100,000	-	-	-	-	-	100,000	Voted 2013 Debt - Water
Watershed Misc. Imp's - Griggs Boat Launch Imp's	Non-Recurring	1,000,000	-	-	-	-	-	1,000,000	Voted 2013 Debt - Water
Watershed Misc. Imp's - Hoover Boat Launch Imp's	Non-Recurring	-	-	-	-	-	1,000,000	1,000,000	Water Enterprise (Unvoted)
Griggs Dam - Spillway, Abutment and Scour Mitigation Imp's	Non-Recurring	-	-	425,000	2,100,000	-	-	2,525,000	Voted 2013 Debt - Water
Griggs Dam Stilling Basin	Non-Recurring	-	-	-	-	600,000	-	600,000	Water Enterprise (Unvoted)
Hoover Dam Imp's - Part 1	Non-Recurring	850,000	-	5,000,000	-	-	-	5,850,000	Voted 2013 Debt - Water
Hoover Dam Imp's - Part 2	Non-Recurring	-	-	-	500,000	-	-	500,000	Voted 2013 Debt - Water
Hoover Dam Imp's - Part 2	Non-Recurring	-	-	-	-	-	5,500,000	5,500,000	Water Enterprise (Unvoted)
Watershed Misc. Imp's - Hoover Maintenance Complex Fuel System	Non-Recurring	100,000	-	-	-	-	-	100,000	Voted 2013 Debt - Water
PAWP Sludge Removal - Land Acquisition	Non-Recurring	-	-	2,000,000	-	-	-	2,000,000	Voted 2013 Debt - Water
Watershed Protection Easements	Recurring	200,000	200,000	200,000	200,000	200,000	-	1,000,000	Voted 2013 Debt - Water
Watershed Protection Easements	Recurring	-	-	-	-	-	200,000	200,000	Water Enterprise (Unvoted)
O'Shaughnessy Hydroelectric Imps	Non-Recurring	3,000,000	-	-	-	-	-	3,000,000	Voted 2013 Debt - Water
Gen'l Engin. Svcs - Supply Group	Non-Recurring	-	-	700,000	-	700,000	-	1,400,000	Voted 2013 Debt - Water
Gen'l Engin. Svcs - Supply Group	Non-Recurring	-	-	-	-	700,000	-	700,000	Water Enterprise (Unvoted)
Gen'l Eng. Svcs - Supply Group 2015A	Non-Recurring	350,000	350,000	-	-	-	-	700,000	Voted 2013 Debt - Water
Gen'l Eng. Svcs - Supply Group 2015B	Non-Recurring	350,000	350,000	-	-	-	-	700,000	Voted 2013 Debt - Water
Mound District Booster Station 20" Discharge Line	Non-Recurring	-	3,000,000	-	-	-	-	3,000,000	Voted 2013 Debt - Water
Mound District Booster Station	Non-Recurring	3,000,000	-	-	-	-	-	3,000,000	Voted 2013 Debt - Water



## Capital Improvements Program

2016 - 2021 CAPITAL IMPROVEMENTS PROGRAM (cont.)									
DEPARTMENT PROJECT	Project Type	2016	2017	2018	2019	2020	2021	Total Budget	Funding Source
O'Shaughnessy Gatehouse Misc. Imp's	Non-Recurring	-	-	500,000	-	-	-	500,000	Voted 2013 Debt - Water
Misc. Booster Station and Water Tank Imp's	Recurring	200,000	300,000	200,000	200,000	200,000	-	1,100,000	Voted 2013 Debt - Water
Misc. Booster Station and Water Tank Imp's	Recurring	-	-	-	-	-	500,000	500,000	Water Enterprise (Unvoted)
Water Storage Tank Painting	Recurring	2,500,000	-	2,500,000	750,000	1,500,000	-	7,250,000	Voted 2013 Debt - Water
Water Storage Tank Painting	Recurring	-	-	-	-	-	1,000,000	1,000,000	Water Enterprise (Unvoted)
Security Enhancements (incl. all Eng. & constr. @ Hoover)	Non-Recurring	-	600,000	1,200,000	1,200,000	600,000	-	3,600,000	Voted 2013 Debt - Water
Security Enhancements - HCWP	Non-Recurring	-	-	5,000,000	-	-	-	5,000,000	Voted 2013 Debt - Water
Security Enhancements - DRWP	Non-Recurring	-	-	-	5,000,000	-	-	5,000,000	Voted 2013 Debt - Water
Security Enhancements - PAWP	Non-Recurring	-	-	-	-	5,000,000	-	5,000,000	Voted 2013 Debt - Water
HCWP Hypochlorite Disinfection Improvements	Non-Recurring	1,200,000	-	13,200,000	-	-	-	14,400,000	Voted 2013 Debt - Water
PAWP Hypochlorite Disinfection Improvements	Non-Recurring	1,000,000	-	11,500,000	-	-	-	12,500,000	Voted 2013 Debt - Water
HCWP Window Replacement	Non-Recurring	-	500,000	-	-	-	-	500,000	Voted 2013 Debt - Water
PAWP Automation Upgrade - 2019	Non-Recurring	-	-	-	2,500,000	-	-	2,500,000	Voted 2013 Debt - Water
HCWP & DRWP Coating Projects	Non-Recurring	-	-	250,000	1,800,000	-	-	2,050,000	Voted 2013 Debt - Water
HCWP Roof Restoration-Filter Bldg.	Non-Recurring	500,000	-	-	-	-	-	500,000	Voted 2013 Debt - Water
Reservoir Pollution Reduction Project - Tw in Bridges	Non-Recurring	800,000	-	-	-	-	-	800,000	Voted 2013 Debt - Water
HCWP Floc and Lime Basin Ept. Reconstruction	Non-Recurring	400,000	-	200,000	-	-	-	600,000	Voted 2013 Debt - Water
HCWP Sludge Disposal Line Imp's - Field Locate/ARV	Non-Recurring	1,500,000	-	-	-	-	-	1,500,000	Voted 2013 Debt - Water
HCWP Sludge Disposal Line Imp's	Non-Recurring	-	200,000	1,200,000	-	-	-	1,400,000	Voted 2013 Debt - Water
HCWP Intake Structure & Low Head Dam Rehabilitation	Non-Recurring	-	500,000	4,400,000	-	-	-	4,900,000	Voted 2013 Debt - Water
HCWP Wash Water Tank Interior & Exterior Coating	Non-Recurring	600,000	-	-	-	-	-	600,000	Voted 2013 Debt - Water
PAWP HVAC Improvements	Non-Recurring	-	100,000	400,000	2,000,000	-	-	2,500,000	Voted 2013 Debt - Water
Water Treatment Plant Environmental Upgrades	Non-Recurring	-	200,000	700,000	-	-	-	900,000	Voted 2013 Debt - Water
Water Quality Assurance Lab Renovations	Non-Recurring	-	-	2,000,000	-	-	-	2,000,000	Voted 2013 Debt - Water
Professional Construction Mgmt.- Supply Group	Non-Recurring	11,700,000	7,300,000	1,000,000	-	-	-	20,000,000	Voted 2013 Debt - Water
HCWP Standby Power	Non-Recurring	11,550,000	-	-	-	-	-	11,550,000	WSRLA Loan
DRWP Standby Power	Non-Recurring	9,850,000	-	-	-	-	-	9,850,000	WSRLA Loan
Water Main Repair	Recurring	-	900,000	-	900,000	-	-	1,800,000	Voted 2013 Debt - Water
Water Main Repair	Recurring	-	-	-	-	-	900,000	900,000	Water Enterprise (Unvoted)
Large Diameter Valve Replacement	Recurring	-	2,000,000	-	2,000,000	-	-	4,000,000	Voted 2013 Debt - Water
Large Diameter Valve Replacement	Recurring	-	-	-	-	-	2,000,000	2,000,000	Water Enterprise (Unvoted)
DRWP Laboratory Upgrades	Non-Recurring	-	-	500,000	-	-	-	500,000	Voted 2013 Debt - Water
DRWP Central Maintenance Shop	Non-Recurring	-	200,000	400,000	4,400,000	-	-	5,000,000	Voted 2013 Debt - Water
Watershed Facilities Improvements	Non-Recurring	-	300,000	300,000	3,300,000	-	-	3,900,000	Voted 2013 Debt - Water
Fire Hydrant Repairs (non R & R)	Recurring	900,000	900,000	900,000	900,000	900,000	-	4,500,000	Voted 2013 Debt - Water
Fire Hydrant Repairs (non R & R)	Recurring	-	-	-	-	-	900,000	900,000	Water Enterprise (Unvoted)
Gen'l Engineering Services - Distribution Group	Recurring	500,000	-	500,000	500,000	500,000	-	2,000,000	Voted 2013 Debt - Water
Gen'l Engineering Services - Distribution Group	Recurring	-	-	-	-	-	500,000	500,000	Water Enterprise (Unvoted)
2016 Gen'l Engineering Services - Distribution Group	Recurring	500,000	-	-	-	-	-	500,000	Voted 2013 Debt - Water
HCWP Bulk Chemical Building Improvements	Non-Recurring	3,750,000	-	-	-	-	-	3,750,000	WSRLA Loan
PAWP Well Pump Replacement - CWs #101, #104, and #115	Non-Recurring	350,000	-	4,250,000	-	-	-	4,600,000	Voted 2013 Debt - Water
DRWP UV Disinfection	Non-Recurring	3,000,000	-	-	-	-	-	3,000,000	Voted 2013 Debt - Water
DRWP UV Disinfection	Non-Recurring	-	-	15,700,000	-	-	-	15,700,000	WSRLA Loan
HCWP UV Disinfection	Non-Recurring	4,000,000	-	-	-	-	-	4,000,000	Voted 2013 Debt - Water
HCWP UV Disinfection	Non-Recurring	-	13,300,000	-	-	-	-	13,300,000	WSRLA Loan
Westgate Tank Replacement	Non-Recurring	5,400,000	-	-	-	-	-	5,400,000	Voted 2013 Debt - Water
Karl Road Water Tank	Non-Recurring	-	-	-	200,000	250,000	-	450,000	Voted 2013 Debt - Water
Karl Road Water Tank	Non-Recurring	-	-	-	-	-	5,000,000	5,000,000	Water Enterprise (Unvoted)
Condition Assessment Program	Recurring	-	1,500,000	-	1,500,000	-	-	3,000,000	Voted 2013 Debt - Water
Condition Assessment Program	Recurring	-	-	-	-	-	1,500,000	1,500,000	Water Enterprise (Unvoted)
Residuals Management Plan Update	Non-Recurring	500,000	-	-	-	-	-	500,000	Voted 2013 Debt - Water
Reservoirs Bathymetric Study	Non-Recurring	400,000	-	-	-	-	-	400,000	Voted 2013 Debt - Water
General Architectural Services - Division of Water	Recurring	300,000	300,000	300,000	300,000	300,000	-	1,500,000	Voted 2013 Debt - Water
General Architectural Services - Division of Water	Recurring	-	-	-	-	-	300,000	300,000	Water Enterprise (Unvoted)
Wellfield Protection Boundary Update	Non-Recurring	-	-	-	-	100,000	-	100,000	Voted 2013 Debt - Water
HCWP Lime Dust Collection System	Non-Recurring	-	100,000	150,000	600,000	-	-	850,000	Voted 2013 Debt - Water
PCM Services for Small Projects	Recurring	500,000	500,000	500,000	500,000	500,000	-	2,500,000	Voted 2013 Debt - Water
PCM Services for Small Projects	Recurring	-	-	-	-	-	500,000	500,000	Water Enterprise (Unvoted)
Hoover Reservoir Erosion Study	Non-Recurring	-	-	300,000	-	-	-	300,000	Voted 2013 Debt - Water

2016 - 2021 CAPITAL IMPROVEMENTS PROGRAM (cont.)									
DEPARTMENT PROJECT	Project Type	2016	2017	2018	2019	2020	2021	Total Budget	Funding Source
Professional Construction Management (PCM) - Part II	Recurring	1,500,000	3,500,000	5,500,000	4,500,000	500,000	-	15,500,000	Voted 2013 Debt - Water
Laboratory Upgrades	Recurring	700,000	-	700,000	-	-	-	1,400,000	Voted 2013 Debt - Water
Dam Engineering Services (DES)	Non-Recurring	-	-	-	-	-	150,000	150,000	Water Enterprise (Unvoted)
Security & Emergency Preparedness - DOW	Recurring	100,000	100,000	100,000	100,000	100,000	-	500,000	Voted 2013 Debt - Water
Security & Emergency Preparedness - DOW	Recurring	-	-	-	-	-	100,000	100,000	Water Enterprise (Unvoted)
<b>Subtotal - PUBLIC UTILITIES/WATER 60- 09</b>		<b>\$ 128,039,693</b>	<b>\$ 64,400,000</b>	<b>\$ 138,125,000</b>	<b>\$ 112,650,000</b>	<b>\$ 73,650,000</b>	<b>\$ 74,400,000</b>	<b>\$ 591,264,693</b>	
<b>GRAND TOTAL</b>		<b>\$ 735,931,721</b>	<b>\$ 423,858,350</b>	<b>\$ 424,726,588</b>	<b>\$ 370,822,550</b>	<b>\$ 400,422,350</b>	<b>\$ 300,583,000</b>	<b>\$ 2,656,344,559</b>	

2016-2021 CAPITAL IMPROVEMENTS PROGRAM							
FUNDING SUMMARY BY DIVISION							
DIVISION	2016	2017	2018	2019	2020	2021	Total Budget
Dev Administration	\$ 5,000,000	\$ 4,600,000	\$ 4,600,000	\$ 4,600,000	\$ 4,600,000	\$ 4,600,000	\$ 28,000,000
Construction Management	18,745,000	8,690,000	8,690,000	8,690,000	8,690,000	8,690,000	62,195,000
Fleet Management	1,000,000	800,000	800,000	800,000	800,000	800,000	5,000,000
Safety Administration	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
Police	2,006,000	1,680,000	1,680,000	1,680,000	1,680,000	1,680,000	10,406,000
Fire	7,794,000	7,520,000	7,520,000	7,520,000	7,520,000	7,520,000	45,394,000
Transportation	52,605,000	44,655,000	44,655,000	44,655,000	44,655,000	44,655,000	275,880,000
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	21,805,000	9,220,000	12,000,000	12,000,000	12,000,000	12,000,000	79,025,000
Sanitary Sewers	447,069,118	242,472,600	162,852,488	137,274,800	204,744,850	107,597,000	1,302,010,856
Electricity	13,527,910	6,815,750	8,719,100	7,477,750	7,497,500	4,931,000	48,969,010
Water	128,039,693	64,400,000	138,125,000	112,650,000	73,650,000	74,400,000	591,264,693
Recreation and Parks	27,125,000	22,780,000	22,780,000	22,780,000	22,780,000	22,780,000	141,025,000
DoT Administration	4,635,000	3,645,000	5,725,000	4,115,000	5,225,000	4,350,000	27,695,000
<b>Total</b>	<b>\$ 735,931,721</b>	<b>\$ 423,858,350</b>	<b>\$ 424,726,588</b>	<b>\$ 370,822,550</b>	<b>\$ 400,422,350</b>	<b>\$ 300,583,000</b>	<b>\$ 2,656,344,559</b>

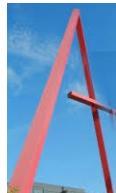
## Capital Improvements Program

2016-2021 CAPITAL IMPROVEMENTS PROGRAM							
FUNDING SUMMARY BY SOURCE							
FUNDING SOURCE	2016	2017	2018	2019	2020	2021	Total Budget
Sanitary Sewer Enterprise (Unvoted)	\$ -	\$ -	\$ 65,737,303	\$ 81,917,800	\$ 74,758,850	\$ 50,597,000	\$ 273,010,953
Voted 2008 Debt-Sanitary Sewer	175,014,403	70,189,600	24,145,997	-	-	-	269,350,000
WSRLA Loan	52,150,000	28,300,000	40,700,000	28,000,000	24,000,000	25,000,000	198,150,000
Storm Sewer Enterprise (Unvoted)	-	3,295,000	12,000,000	12,000,000	12,000,000	12,000,000	51,295,000
Information Services	4,635,000	3,645,000	5,725,000	4,115,000	5,225,000	4,350,000	27,695,000
Voted 2013 Debt - Electricity	11,495,000	-	-	-	-	-	11,495,000
Water Enterprise (Unvoted)	-	-	-	-	16,779,693	49,400,000	66,179,693
Electricity Enterprise (Unvoted)	577,910	5,960,750	7,864,100	6,622,750	6,642,500	4,076,000	31,744,010
Voted 2013 Debt - Water	75,889,693	36,100,000	97,425,000	84,650,000	32,870,307	-	326,935,000
Councilmanic SIT Supported	28,270,000	39,500,000	81,560,000	91,955,000	94,560,000	94,560,000	430,405,000
Voted 2013 Debt SIT Supported	90,240,000	55,060,000	13,000,000	2,605,000	-	-	160,905,000
Voted 2013 Debt - Storm	14,155,000	5,925,000	-	-	-	-	20,080,000
WPCLF/OWDA	279,704,715	172,283,000	72,969,188	55,357,000	129,986,000	57,000,000	767,299,903
Fleet Management (Unvoted)	1,000,000	800,000	800,000	800,000	800,000	800,000	5,000,000
Councilmanic (To Be Determined)	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	16,800,000
<b>Total</b>	<b>\$ 735,931,721</b>	<b>\$ 423,858,350</b>	<b>\$ 424,726,588</b>	<b>\$ 370,822,550</b>	<b>\$ 400,422,350</b>	<b>\$ 300,583,000</b>	<b>\$ 2,656,344,559</b>



*Present-day view of Main Street Bridge. The bridge's arch in the background at its peak is 65.5 feet above the road deck.*

## GLOSSARY OF COMMONLY USED TERMS AND ACRONYMS



<b>Ad Valorem</b>	A tax amount that is based on the value of a piece of property.
<b>Adopted Budget</b>	The budget adopted by city council including council-approved modifications.
<b>Allocation</b>	A part of a lump-sum appropriation designated for expenditure by specific organizational units and/or for special purposes, activities or objects.
<b>Appropriation</b>	An authorization from city council to incur obligations for a specific purpose. An appropriation is usually limited in amount and as to the time when it may be spent, normally the fiscal year.

**APPS**

Applications for Purpose, Pride, & Success. Created in 2011 by Mayor Michael B. Coleman, the mission of the APPS program is to enrich the lives of Columbus youth and young adults (ages 14-21) 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.



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**Bond**

A written promise to pay a specific sum of money (principal) at a specified future date along with periodic interest rate. Bonds are typically used for long-term debt to pay for a particular capital expenditure.

**Beginning Balance**

The beginning balance is comprised of residual funds brought forward from the previous year's ending balance.

**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.



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**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 renovation, and improvements or additions to the city's fixed assets (e.g., streets, sidewalks, roads, sewers, plant improvements, water lines, parks, and buildings).

<b>Capital Improvements</b>	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.
<b>Capital Improvement Plan (CIP)</b>	The city's allocation plan for capital expenditures over several future years. It sets forth each capital project, identifying the expected beginning and ending date for each project, the amount the city will expend in each year, and the method of financing those expenditures. The CIP is not an authorization of appropriation. City council approves the plan as a resolution.
<b>Capital Outlay</b>	A category of expenditures which results in the acquisition of or an addition to, the city's fixed assets.
<b>City Charter</b>	The City of Columbus charter is the city's constitution and only the citizens of Columbus can amend it by voting for changes.
<b>City Codes</b>	The City Code is the collection of all ordinances that govern all citizens and businesses within the city.
<b>Columbus Covenant</b>	A document that outlines the vision, mission, principles, and goals for the entire city. Mayor Coleman, and city officials and interested parties, signed the document in September, 2000.
<b>Councilmanic</b>	See definition for Unvoted Debt (Councilmanic).
<b>CDBG</b>	Community Development Block Grant. A type of federal grant established under Title I of the Housing and Community Development Act of 1974 for the purpose of community development and affordable housing.
<b>Consolidated Plan</b>	A collaborative process through which the community identifies its housing, homeless, and community development needs and establishes a vision, goals, and strategies for addressing those needs. The plan uses these priorities to determine program funding for the coming year.
<b>Cost of Service</b>	The cost a utility pays to provide a service. A utility takes these costs into account when determining what rate to charge consumers.



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**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.

**Division**

A categorization of organizational unit, indicating management responsibility for an operation or a group of related operations within a functional area, subordinate to the department level.



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**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.

**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 to recover the costs of providing services to the general public on a continuing basis primarily through user charges.

**Expenditure**

This term refers to a payment for an asset or goods and services with appropriated funds. This is different from when an entity encumbers funds, thereby reserving funds they plan to expend.

**Fiscal Year**

The twelve-month period over which 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**

The cash available for appropriation in any fund.

**General Fund**

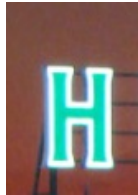
A fund used to account for all general-purpose transactions of the city that do not require a special type of fund.

**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.

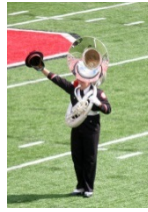


<b>General Obligation (G.O.) Bond</b>	Bonds that have the full faith and credit of the city and are used or expended for a specific purpose or activity.
<b>GASB</b>	Government Accounting Standards Board. GASB is the source of generally accepted accounting principles (GAAP) used by state and local governments.
<b>Goal</b>	A statement of broad direction, purpose, or intent based on the needs of the community. A goal is general and timeless; that is, it is not concerned with a specific achievement in a specific time period.
<b>GFOA</b>	Abbreviation for Government Finance Officers Association.
<b>GIS</b>	A geographic information system (GIS) is a system designed to capture, store, manipulate, analyze, manage, and present all types of spatial or geographical data.
<b>Grant</b>	A contribution by the state or federal government or other agency to support a particular function.



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<b>HOME</b>	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.
<b>HOPWA</b>	The Housing Opportunities for Persons With AIDS (HOPWA) Program is the only federal program dedicated to the housing needs of people living with HIV/AIDS. Under the HOPWA Program, the Department of Housing and Urban Development makes grants to local communities, states, and nonprofit organizations for projects that benefit low-income persons living with HIV/AIDS and their families.
<b>HVAC</b>	HVAC (heating, ventilation, and air conditioning) is the technology of indoor and vehicular environmental comfort. Its goal is to provide thermal comfort and acceptable indoor air quality.



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**Initiatives**

A strategy or action that the city takes to resolve a specific issue.

**Infrastructure Improvements**

Capital events that materially extend the useful life or increase the value of the infrastructure, or both.

**Interest**

Money paid regularly at a particular rate for the use of money lent, or for delaying the repayment of a debt.

**Internal Service Fund**

A fund used to account for the financing of goods or services provided by one department or agency to other departments or agencies, on a cost-reimbursement basis.

**Investment Income**

Income coming from interest payments, dividends, capital gains collected upon sale of a security or other assets, and other profit from an investment vehicle of any kind.



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**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.



**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.



**Neighborhood Pride**

Neighborhood Pride is at the heart of Mayor Michael B. Coleman's vision to make Columbus "the best city in the nation in which to live, work and raise a family." Neighborhood Pride is a team effort by city departments, neighborhood groups and individual residents, businesses and 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. They also identify safety and health hazards, find code problems, and help families find answers and resources to fix those problems. Street by street, block by block, this will mean safer, cleaner neighborhoods across the City.

**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.

**NSP**

The Neighborhood Stabilization Program (NSP) provides targeted emergency assistance to acquire and redevelop foreclosed properties that might otherwise become sources of abandonment and blight.



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**Official Statement**

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.

**Ordinance**

A formal legislative enactment by the City Council which has the full force and effect of law within the boundaries of the city.

**Operating Budget**

The city's annual appropriation of funds for ongoing program costs, including salaries and benefits, services and supplies.

**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.



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**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.

**Performance Indicators**

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 'yardsticks' 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.

<b>Principal</b>	The original amount of a debt on which interest is calculated.
<b>Pro Forma</b>	A projected or estimated statement that attempts to present a reasonably accurate idea of what a fund's financial position will be if present trends continue or certain assumptions hold true.
<b>Property Tax</b>	A tax levied on the assessed value of real property. This tax is also known as an ad valorem tax.
<b>Program</b>	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.
<b>Public-Private Partnerships</b>	A government service or private business venture which is funded and operated through a partnership of government and one or more private sector companies.
<b>Purchase Power</b>	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.



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<b>Rating Agencies</b>	Companies that provide ratings that indicate their opinion of the relative credit quality of securities. Examples include Standard & Poor's (S&P), Moody's, and Fitch.
<b>Receipts</b>	A term relating to the total revenue received during a certain time period.

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<b>Refunding</b>	A procedure whereby an issuer refinances outstanding bonds by issuing new bonds. There are generally two major reasons for refunding: to reduce the issuer's interest costs or to remove a burdensome or restrictive covenant imposed by the terms of the bonds being refinanced. The proceeds of the new bonds are either deposited in escrow to pay the debt service on the outstanding bonds when due in an "advance refunding" or used to promptly (typically within 90 days) retire the outstanding bonds in a "current refunding." The new bonds are referred to as the "refunding bonds," and the outstanding bonds being refinanced are referred to as the "refunded bonds" or the "prior issue."
<b>Reserve</b>	Funds appropriated for contingencies.
<b>Revenue</b>	The yield of taxes and other sources of income that the city collects and receives into its treasury for public use.
<b>Revenue Bonds</b>	The earnings of an enterprise fund are used exclusively for the payment of the bonds' principal and interest.



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<b>SMOC</b>	Sewer Maintenance Operations Center.
<b>Special Improvement District</b>	A defined area within which property owners are required to pay an additional tax or assessment in order to collectively fund projects within the district's boundaries.  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.
<b>Special Income Tax (SIT)</b>	

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**Special Revenue Funds**

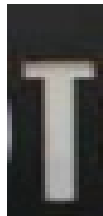
Those funds used to account for the proceeds of specific revenue sources (other than special assessments) or to finance specified activities as required by law or administrative regulations.

**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.



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**Tax Abatements**

Subsidies that lower the cost of owning real and personal property by reducing or eliminating the taxes a company 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.




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<b>Unencumbered Cash</b>	City funds that are free and clear of any encumbrances.
<b>Unvoted Debt (Councilmanic)</b>	Unvoted debt typically carries a higher interest rate since it does not have the backing of the electorate.
<b>User Fees</b>	Fees for direct receipt of a public service, paid by the beneficiary of the service.




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<b>Vacancy Credit</b>	A term referring to when a department projects savings stemming from the turnover of employees throughout the upcoming year.
<b>Voted (Unlimited) Debt</b>	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.
<b>Voted Bond Package</b>	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 lowered interest rate.





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**WIC**

The Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) provides Federal grants to States for supplemental foods, health care referrals, and nutrition education for low-income pregnant, breastfeeding, and non-breastfeeding postpartum women, and to infants and children up to age five who are found to be at nutritional risk.