

# 2017 BUDGET



Walnut Hill Park★Schumacher  
Forest Park★Reeb-Hosack Stee  
5th by Northwest★Innis Garden  
Berwick★Livingston Park★Sout  
Beechwood Community★Old N  
Milo-Grogan★Alum Crest Acres  
Salem Civic★Marion Franklin★It  
South Side★East Hampton★Dri  
Devon Triangle★University Dist  
Vassor Village★Strawberry Farm  
German Village★Northwest Civ  
Willis Park★Merion Village★Ced  
King Lincoln District★Franklino  
Stambaugh/Elwood Comm.★Ea  
Columbus Gateway★Brittany H  
Clintonville★Sharon Heights★B  
Karmel-Woodward★Berwyn★W  
Easthaven★North Central★Old  
Leawood Gardens★Cumberland  
Far-East Area★Maize-Morse★W  
Linden★Hilltop★Scioto Southla  
Tuttle Park★Near East Side★De  
Marion Franklin★Tussing Area★  
Brandywine Meadows★Crestvi  
Far-South Area★Westland Area  
Southwest Area★Woodland Pa  
Clinton Estates★Sharon Woods  
Eastgate★Northland★Hungaria  
Smith Farms★Victorian Village



OFFICE OF THE MAYOR

November 10, 2016

Dear President Klein and Members of Council:

Today, in accordance with Section 26 of the Charter of the City of Columbus, I am proud to present my first budget as Mayor of Columbus, a final and balanced proposal that reflects the priorities of my administration.

important tool to enhance public safety and promote more positive interactions between police and the community. The 2017 budget allocates funding for the implementation of body-worn cameras, including personnel.

In February 2016, I outlined the goals for my administration in my State of the City address. This budget represents fulfillment of these priorities while preserving our resources and keeping our city financially sound in times of increasing fiscal challenges.



We believe all of our residents deserve to live in neighborhoods that are diverse, safe, vibrant, and prosperous. In 2016, I created the Department of Neighborhoods to carry out the development and revitalization of all neighborhoods within Columbus. The 2017 budget allocates a full year of funding for this department, which will be located at the Point of Pride Building in Linden, as well as develops strategic measurable plans for the department to accomplish.

The 2017 budget allocates \$576.9 million to support the Department of Public Safety. These funds will be used for new classes of police and fire to maintain the number of uniformed officers and firefighters in our neighborhoods protecting our residents. Funds will be dispersed for the purchase of conducted electrical weapons (or tasers) and for additional community mediation resources. The budget includes additional funding for naloxone (or Narcan) supplies for our first responders as they continue to fight the heroin crisis.

In addition, my administration will rebrand the Equal Business Opportunity Commission Office and create the Office of Diversity and Inclusion with the mandate of reducing disparity in employment. The 2017 budget includes \$1.5 million for the efforts of bringing diversity to recruitment in city offices and minority participation in contracts. The Office of Diversity and Inclusion will also commission a disparity study and will hold a

One of my priorities in 2016 was the implementation of body-worn cameras, an



## OFFICE OF THE MAYOR

conference to share solutions for reducing disparity in employment.

The Columbus Women's Commission was announced in February to advance the economic well-being of women in Columbus. In December, the Commission will be seated. The 2017 budget includes \$300,000 to provide financial support for the administration of the Commission which will focus on pay equity, health and nutrition, housing and safety, and workforce development and education.

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 initiatives including CelebrateOne, which is committed to cutting infant mortality by 40% and racial disparity in half by 2020. As education of our youngest residents is important to our future, monies are also

available for pre-K and after-school programming.

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 one of the few cities of its size to receive a stable fiscal outlook and the highest rating from all three rating agencies. Because of our fiscal integrity, this year we are able to make a deposit of \$2.2 million into the Rainy Day Fund, and the city is on track of reaching our goal of \$75 million by year-end 2018.

I have proposed a 2017 General Operating Fund budget that is balanced, maintains our commitment to safety, diversity, and neighborhood development, and continues our commitment to fiscal responsibility. It is a budget that recognizes the changing fiscal landscape and puts our dollars to their best use to ensure that Columbus remains on its track to be America's Opportunity City.

November 10, 2016

Mayor Andrew J. Ginther:

Contained herein is the 2017 Budget which totals \$1.8 billion of which \$869.5 million is for general fund operating expenses. Due to your leadership and the support of City Council, the City Auditor, and the taxpayers, I am pleased to report that the City of Columbus is financially sound. The Mayor's 2017 Budget is balanced while reserve funds (rainy day, 27<sup>th</sup> pay period fund, and Basic City Services) continue to grow and the city is on schedule to meet the financial goal of a \$75 million balance in the Rainy Day Fund by 2018. Columbus also remains one of the largest cities in the nation with a AAA bond rating by all three major rating agencies (Moody's, Fitch, and S & P). This budget serves as the outline for the city's overall financial planning and control for 2017.

Columbus is a vibrant and growing city. It has a large and diverse local economy that benefits from being the seat of state and county government, as well as having a significant number of large education and research institutions. Overall, the greater Columbus area continues to be service oriented with major employers in insurance, public utilities, retail, and banking. Unlike other major cities in the Midwest that have lost population, the population of Columbus increased 10.6 percent between 2000 and 2010. The average annual unemployment rate for greater Columbus for 2016 is four percent which is below the State of Ohio rate and the United States unemployment rate. Revenue growth is largely dependent upon income tax, which makes up 77 percent of the total general fund revenues for 2017. The income tax growth rate for 2016 is projected at just over five percent which is slightly above the past several years. For 2017, a three percent income tax growth rate is projected. The income

tax growth rate has averaged four percent for the past three years. Overall the general fund budget expenditures are projected to increase by four percent from 2016 to 2017. Although, due to conservative fiscal practices, the city historically outperforms the budget, resulting in expenditure savings.

The 2017 budget reflects your priorities and commitment to the people of Columbus for safe and vibrant neighborhoods, a more diverse workforce, enhancements to public safety, positive interactions between police and the community, and delivery of basic neighborhood services.

The 2017 budget contains two organizational changes. In 2016, the Department of Neighborhoods was created to help with neighborhood revitalization, especially in the greater Linden and Hilltop areas of Columbus, by connecting neighborhood resources to residents. The Office of Diversity and Inclusion will replace the Equal Business Opportunity Commission Office in 2017. The Office of Diversity and Inclusion will focus on creating a more diverse city workforce and increasing supplier opportunities for minority and female businesses.

Budget increases for firefighters, naloxone, and body worn cameras are in keeping with the priorities of your administration. Funding for the newly created Women's Commission will focus on pay equity, women's health and nutrition, and safety. The budget also continues your pledge for direct investment in infant mortality and pre-k education for children.

All major labor employment contracts are due to expire in 2017. However, the city has a strong working relationship with the



local unions and the city will continue to negotiate manageable salaries and benefits for the workforce.

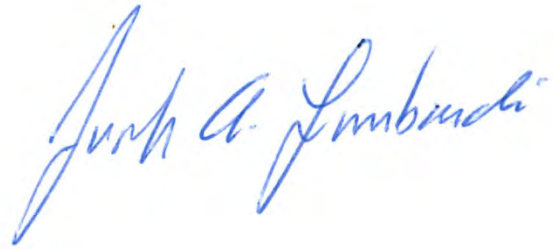
Finally, partnerships with Experience Columbus, the Greater Columbus Arts Council, Columbus 2020, and Rev1 Ventures will continue to receive support from the city in 2017. These programs and partnerships allow the city to attract and create new jobs.

Except for the priorities and changes listed above, this document remains a continuation budget that continues to preserve resources and that keeps the city financially strong.

I want to express a special thank you to the outstanding and dedicated Finance and Management Department budget team, as

well as the departmental staff, in preparing this budget. The Finance and Management Department will continue to help ensure the health of the city's finances.

Respectfully submitted,



Joseph A. Lombardi  
Director  
Finance and Management Department





ANDREW J. GINTHER, MAYOR

---

CITY OF COLUMBUS  
PROPOSED 2017 BUDGET

---

Mayor Andrew J. Ginther

Presented to  
Columbus City Council  
November 10, 2016

Prepared by Department of Finance and Management  
Joe A. Lombardi, *Director*

Dan Giangardella *Deputy Director*  
Bryan Clark *Deputy Director*  
Kathy Owens *Deputy Director*  
Adam Robins *Financial Management Division Administrator*  
Aileen Heiser *Budget Management Officer*  
Rob Newman *Debt Coordinator*

*Budget Analysts*

Lynn Beatty Amanda Landon  
Tanitia Brown John Laughman  
Josh Hopping Melissa Meyer  
Jeremy Knott Kyle Sever Hart

---

**With Special Thanks to the Mayor's Staff and Cabinet:**

Greg Davies *Chief of Staff*  
Ken Paul *Deputy Chief of Staff*  
Kimber Perfect *Deputy Chief of Staff*  
Dawn Tyler Lee *Deputy Chief of Staff*  
Pam O'Grady *Senior Advisor to the Mayor*

---

Nichole Brandon	<i>Human Resources</i>	Rhonda Johnson	<i>Education</i>
Tony Collins	<i>Recreation and Parks</i>	Dr. Teresa Long	<i>Public Health</i>
Tracie Davies	<i>Public Utilities</i>	Scott Messer	<i>Building and Zoning Services</i>
Amy DeLong	<i>Civil Service</i>	Sam Orth	<i>Technology</i>
Stephen Francis	<i>Office of Diversity and Inclusion</i>	Ned Pettus	<i>Public Safety</i>
Jennifer Gallagher	<i>Public Service</i>	Steven Schoeny	<i>Development</i>
Carla Williams-Scott	<i>Neighborhoods</i>		

---

This page has been intentionally left blank.

---



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Columbus  
Ohio**

For the Fiscal Year Beginning

**January 1, 2016**

A handwritten signature in black ink, appearing to read "Jeffrey R. Emswiler".

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Columbus, Ohio for its annual budget for the fiscal year beginning January 1, 2016. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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



---

This page has been intentionally left blank.

---

## Table of Contents

---

	<i>Page</i>
Introduction	1
Mayor's Goals	3
Budget Process	9
General Fund Summary	13
All Funds Summary	27
Community Profile	33
Financial Overview	53
Financial Policies	61
Accounting and Organizational Structure	69
Department Summaries	
City Council	75
City Auditor	81
City Treasurer	87
City Attorney	91
Municipal Court Judges	101
Municipal Court Clerk	111
Civil Service Commission	119
Public Safety	125
Mayor	141
Office of Diversity and Inclusion	147
Education	153
Building and Zoning Services	161
Development	169
Finance and Management	189
Human Resources	203
Technology	213
Neighborhoods	223
Public Health	231
Recreation and Parks	241
Public Service	255
Public Utilities	273
Community Development Block Grant (CDBG) Fund	287
Special Revenue Funds	293
Internal Service Funds	311
Enterprise Funds	323
Capital Improvements Program	339
Glossary	423

---

This page has been intentionally left blank.

---



*With a focus on neighborhoods and communities, each major section of the budget document will highlight some of the city's distinguished neighborhoods.*

---

## INTRODUCTION

---

### **The 2017 Budget Document**

The 2017 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 2017 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 2017 and beyond. A ten-year pro forma operating statement for the general fund is presented in this section.

### **Financial Policies**

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

### **Accounting and Organizational Structure**

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

### **Department Summaries**

This section is comprised of subsections of each department, including the department description and mission, strategic priorities for 2017, and 2017 budget notes. Budget summary tables are presented, listing departmental financial and personnel data, including information by program. Those departments under the purview of the Mayor with direct public service provision also present a sampling of performance measures in their respective subsections.

### **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, 2017 projected expenditure levels by department, division, and object of expense category 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 as applicable.

### **Capital Improvements Program**

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

### **Glossary**

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



*Founded in 1797 by Lucas Sullivant just west of downtown, Franklinton was the first settlement in Franklin County. Over the centuries, this neighborhood was greatly affected by historic flooding and the construction of the interstate highway system, but recent development efforts in the area are focused on reinventing it as an urban creative district.*

---

## MAYOR ANDREW J. GINTHER'S GOALS AND INITIATIVES FOR 2017

---

The 2017 budget focuses on the achievement of Mayor Ginther's goals and strategic priorities to ensure Columbus remains America's Opportunity City. Those goals and priorities are:

- **Neighborhoods** – engage and promote strong, distinct and vibrant neighborhoods, with particular focus on the greater Linden and Hilltop areas.
  - **Safety** – enhance safety in all Columbus neighborhoods through the effective, efficient and sustainable deployment of resources, and community-driven safety strategies.
  - **Economic Development** – promote economic opportunity and shared prosperity through public investment and policies that help create jobs, increase median wages, improve access to affordable housing, and strengthen neighborhood infrastructure.
  - **Early Childhood Development and Education** – invest in programs and initiatives that reduce infant mortality and prepare children for future success, including high-quality pre-kindergarten, after school care, and summer programs.
  - **Diversity and Inclusion** – promote diversity and inclusion across all city operations, and increase workforce and supplier opportunities for minorities and females.
-

- **Operational Efficiencies** – complete a comprehensive review of city operations, identify efficiencies and reinvest savings in critical city services and programs.

For each of these 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 department lines, requiring departments to work collaboratively to ensure their success.

In addition to initiatives in support of these goal areas, each department has created individual goals and objectives that provide city residents and elected officials information regarding the quality, quantity, and efficiency of the services it delivers.

Some of the city's major innovations and undertakings for 2017 are presented below:

---

The city will continue to invest in neighborhoods with the first full year of operation for the newly created **Department of Neighborhoods**. This department will connect city services with citizens and promote strong, healthy and vibrant communities.

Access to city services and information will be provided via the **311 Customer Call Center**.

The five **Neighborhood Pride Centers and the area commissions** will continue to serve as links between city services and Columbus neighborhoods. Pride centers are one-stop-shops for various city services and are dedicated to protecting the health, safety, and welfare of families.

**Enhancing neighborhood pride** and **Partners Achieving Community Transformation (PACT)** programs on the near east side will continue to be a priority.

Columbus Public Health will continue to help **improve the health of families**, prepare for emergencies, and monitor the community's health status.

Columbus Public Health will also assist with the ongoing efforts to combat the opiate epidemic and increase participation in the **Safe Routes to Schools Program** for children.

Continued programming to help make Columbus an **active and vibrant community** includes 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.

Funding is included in 2017 to **maintain full-time operating hours at 29 community recreation centers**, five athletic complexes, eight outdoor pools, 26 shelters, and over 8,000 acres of parkland.

The city will continue to **support social services** for residents with the greatest needs by funding local social service agencies, the Community Shelter Board, and the Columbus Neighborhood Health Centers.

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 2017.

The **Columbus Health Department** provides information to the public on the safety of restaurants, pools, schools, and various venues inspected by the Health Department, will continue in 2017.



**Uniformed personnel levels** will remain steady through the funding of both police and fire recruitment classes. These classes, when combined with new police and fire recruitment classes funded in 2016, ensure a sufficient number of recruits will be trained to offset retirements and other separations.

For the Division of Fire, **additional recruitment classes** are likely to increase the number of fire fighters by year-end 2017.

Funding to **help prevent opiate addiction** and personnel to **coordinate prevention programs** will be increased through Columbus Public Health and the new Department of Neighborhoods.

The number of cameras in the **Neighborhood Safety Camera Program**

will increase, and crime statistics on neighborhoods will be analyzed.

Investments in technology and software such as **Body Worn Cameras**, will increase police transparency and support community trust in the actions of officers.

The partnership with the **Community Crime Patrol** will continue in 2017, providing patrol support in various areas of the city.

Funds for the **Community Safety Initiative** remain budgeted in 2017. Working with the neighborhoods, this effort to mitigate criminal activity will be examined to determine the most effective and efficient manner to use police resources to address gun violence, gangs, and drug activity.



**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.

Continue relationships with Rev1 Ventures, Next Generation, The Ohio State University, and other similar entities will encourage **entrepreneurship, innovation, and commercialization.**

The city will continue to support **regional economic development strategies** designed to retain and expand companies within advanced logistics, small business, and technology-based industries.

The **newly created Land Redevelopment Division** will seek to repurpose vacant, abandoned, and blighted residential and

commercial structures, and return them to productive community assets.

The city will continue to implement the **citywide connectivity plan**, which includes 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.

In 2017, the city of Columbus, in collaboration with Capital South and the Columbus Downtown Development Corporation, will continue to develop **projects significantly benefitting east Franklinton and the Whittier peninsula.**





Through the **Early Start Columbus initiative**, the Department of Education will continue to provide funding to expand **access to quality pre-kindergarten** for Columbus children, while simultaneously working with area providers to enhance the quantity of available programming opportunities. The programs are intended to provide high-quality pre-k education for every four-year old in Columbus.

**After-school and summer initiatives** that provide educational opportunities to children in the city will continue in 2017.

In partnership with Columbus City Schools, the city will **increase the presence of police officers and firefighters in schools**, including 19 school resource officers in Columbus high schools and 20 community liaison officers, who deliver public safety programs in the elementary and middle schools.

The Department of Public Service continues to enhance safety and infrastructure near and around schools through the **installation of sidewalks**.

The **Application through Pride, Purpose and Success (APPS) Program** will carry on efforts 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 bicyclists on how to safely and legally share the roadways.

The city will continue its efforts to **reduce infant mortality** by following recommendations made by the Greater Columbus Infant Mortality Task Force.



Columbus Public Health staff will continue to focus efforts on developing and implementing its **infant safe sleep educational campaign** as well as mobilizing and targeting interventions in high-risk neighborhoods.

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

---

The **Office of Diversity and Inclusion proposed in 2016** will increase workforce and supplier opportunities for minorities and females.

City departments will continue to monitor and review contracts for **compliance, equity, and inclusion** in the procurement of goods and services.

The Office of Diversity and Inclusion will work with city departments to create a **workforce diversity strategy**, as well as **increase recruitment efforts** for minorities

and females, especially for the public safety forces.



The Office of Diversity and Inclusion will commission a **disparity study**, which will analyze the city's utilization of minority and female-owned businesses with respect to the procurement of goods and services, and identify any potential opportunities for improvement.

The Office of Diversity and Inclusion will host a **business conference** in central

Ohio to promote small, minority, and female business opportunities.

The Office of Diversity and Inclusion will **implement new tracking software** to ensure the proper collection and reporting of procurement data.

City departments will support the **newly established Columbus diversity committee**, which will work to expand relationships with advocacy groups and community organizations committed to a diverse workforce.

The city will carry on its work 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.

**OPERATIONAL EFFICIENCIES**

**Department of Transportation and Vulcan, Inc.**

Funds are provided to engage a professional services firm to complete a **comprehensive review of city operations.**

The city will **improve communication and promotion of city services** that are accessible online and through mobile devices.

Efforts will be made to continue **implementation of voice over internet protocol (VoIP) telephone systems, voice and video conferencing abilities**, as well as an upgrade of network and telephone equipment.

The Department of Human Resources will work with the Department of Technology to implement a **learning management software program** to reduce manual effort and improve training report functionality.

The city will continue the development and refinement of strategies to **maximize the SMART Cities grant dollars from the U.S.**

The Department of Building and Zoning will continue to **streamline the permit and zoning process** to allow for electronic records storage and online plans review.



This page has been intentionally left blank.



*Located just east of German Village and west of the Southern Orchards neighborhood, Schumacher Place is named after the Schumacher family, owners of a dairy business and farm in operation on this land in the 1800s.*

---

## BUDGET PROCESS

---

### **Budget Preparation**

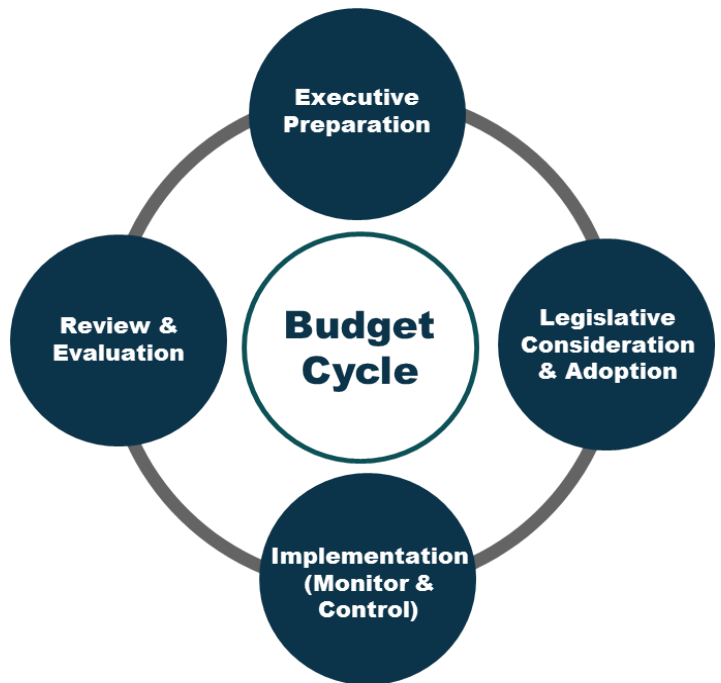
In the spring of each year, following budget adoption, the Finance and Management Department's budget office, with consultation of the other departments, completes a three year financial plan of the general fund. This plan documents the current year appropriation and revenue projections. With that information,

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

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 most 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, subfund, and object class (personnel, supplies, services, etc.) level. Supplemental appropriations and inter-fund transfers must be legislated. Intra-fund transfers between object classes within a division must be legislated if greater than \$100,000. If less than \$100,000 needs to be transferred within a fund from one object class to another, a letter of transfer (internal city form) signed by the department director, the Finance and Management Director, the chairperson of the finance committee on City Council, and the City Auditor will suffice.

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

### **Budget Review 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.



*Located on the south side of the city just north of SR 104, the Stambaugh/Elwood neighborhood's earliest residents worked in the manufacturing centers of nearby communities.*

---

## GENERAL FUND SUMMARY

---

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

Revenues, excluding the unencumbered balance, encumbrance cancellations, and transfers from other funds, are projected at \$834.8 million, an increase of 3.2 percent from 2016 revenue projections. A description of the major revenue sources of the general fund is provided below, followed by a revenue summary chart.

### **Income Tax**

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

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

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



The income tax is the largest source of revenue for general fund operations. In 2017, income tax revenues to the general fund are estimated at \$651.3 million, which is 74.9 percent of total general fund resources. This represents a 3.0 percent growth over 2016 projections.



## Property Tax

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

Pursuant to Ohio statute and Columbus City Codes, property tax revenue is used for three purposes: certain debt service requirements, partial payment of police and fire pension costs, and general fund operations. State law requires that the first two obligations be met before property tax revenue can be deposited into the general fund for general operations. Because the city pays debt service on non-enterprise capital improvements from the special income tax (SIT) fund, property tax revenues are deposited directly in the general fund. The 2017 estimate for property tax collections is \$43.7 million, an increase of 2.4 percent over the 2016 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 2016 and 2017 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 2017.

## **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 2017 estimate for the general fund deposit for casino tax revenues is \$6.7 million, an increase of 2.2% over 2016 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 \$24.0 million in 2017, a 12.9 percent increase over projected 2016 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 \$18.9 million in 2017, an increase of 0.8 percent over projected 2016 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 \$64.0 million in 2017, a 2.0 percent increase over 2016 estimates.

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

City Auditor, and maintenance and cleaning services provided by the Division of Facilities Management.

### **Investment Earnings**

Investment earnings are deposited into the fund in which they were earned. The Treasury Investment Board, consisting of the City Treasurer, City Auditor, and the Finance and Management Director, is responsible for investing the city's liquid assets. To ensure the credit-worthiness of the investment of public monies, federal statutes restrict municipal investment to U.S. government securities, bank certificates of deposit, and repurchase agreements. General fund investment earnings are projected to yield \$9.0 million in 2017, a 24.1 percent increase over 2016 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 \$12.2 million in 2017, 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 2017 estimate is \$1.9 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 2017 is \$2.2 million.

### **Other Miscellaneous Transfers**

In 2016, \$1.83 million in the basic city services fund was 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. The general fund will not receive a transfer from the basic city services fund in 2017.

**GENERAL FUND  
REVENUE BY SOURCE AND YEAR  
HISTORICAL AND PROJECTED  
2013 - 2017**

SOURCE	2013		2014		2015		2016		2017		2017
	ACTUAL	PERCENT CHANGE	ACTUAL	PERCENT CHANGE	ACTUAL	PERCENT CHANGE	PROJECTED	PERCENT CHANGE	PROJECTED	PERCENT CHANGE	PERCENT OF TOTAL
Income Tax	\$ 560,435,874	4.47%	\$ 578,645,323	3.25%	\$ 602,241,054	4.08%	\$ 632,300,000	4.99%	\$ 651,300,000	3.00%	74.91%
Property Tax	43,960,549	0.37%	42,149,260	-4.12%	42,492,804	0.82%	42,647,000	0.36%	43,654,000	2.36%	5.02%
Kilowatt Hour Tax	1,689,077	0.26%	1,578,866	-6.52%	3,199,955	102.67%	3,300,000	3.13%	3,300,000	0.00%	0.38%
Hotel/Motel Tax	1,238,933	-69.19%	-	-100.00%	-	0.00%	-	0.00%	-	0.00%	0.00%
<b>TOTAL TAXES</b>	<b>607,324,433</b>	<b>3.64%</b>	<b>622,373,449</b>	<b>2.48%</b>	<b>647,933,813</b>	<b>4.11%</b>	<b>678,247,000</b>	<b>4.68%</b>	<b>698,254,000</b>	<b>2.95%</b>	<b>80.31%</b>
Local Government Fund	21,618,024	-23.24%	21,169,452	-2.07%	22,059,199	4.20%	19,982,000	-9.42%	22,720,000	13.70%	2.61%
Estate Tax	9,428,668	-37.93%	742,692	-92.12%	4,378	-99.41%	20,000	356.83%	-	N/A	0.00%
Liquor Permit Fee, Other	1,275,621	2.38%	1,268,676	-0.54%	1,264,319	-0.34%	1,232,000	-2.56%	1,232,000	0.00%	0.14%
Casino Tax	5,617,637	N/A	6,231,173	10.92%	6,331,248	1.61%	6,515,000	2.90%	6,660,000	2.23%	0.77%
<b>TOTAL SHARED REVENUE</b>	<b>37,939,950</b>	<b>-14.94%</b>	<b>29,411,993</b>	<b>-22.48%</b>	<b>29,659,144</b>	<b>0.84%</b>	<b>27,749,000</b>	<b>-6.44%</b>	<b>30,612,000</b>	<b>10.32%</b>	<b>3.52%</b>
License and Permit Fees	10,904,362	0.05%	11,606,993	6.44%	13,010,253	12.09%	12,190,000	-6.30%	12,190,000	0.00%	1.40%
Fines and Penalties	19,446,919	-8.60%	18,984,036	-2.38%	18,905,660	-0.41%	18,765,000	-0.74%	18,906,000	0.75%	2.17%
Investment Earnings	2,626,737	-21.19%	3,665,626	39.55%	5,694,004	55.34%	7,250,000	27.33%	9,000,000	24.14%	1.04%
Charges for Service	59,868,890	0.96%	60,594,504	1.21%	63,387,533	4.61%	62,722,000	-1.05%	63,981,000	2.01%	7.36%
All Other	7,432,441	285.43%	7,313,252	-1.60%	1,709,233	-76.63%	1,882,000	10.11%	1,851,000	-1.65%	0.21%
<b>TOTAL OTHER REVENUES</b>	<b>100,279,349</b>	<b>3.66%</b>	<b>102,164,411</b>	<b>1.88%</b>	<b>102,706,683</b>	<b>0.53%</b>	<b>102,809,000</b>	<b>0.10%</b>	<b>105,928,000</b>	<b>3.03%</b>	<b>12.18%</b>
<b>TOTAL ALL REVENUES</b>	<b>745,543,732</b>	<b>2.51%</b>	<b>753,949,853</b>	<b>1.13%</b>	<b>780,299,640</b>	<b>3.49%</b>	<b>808,805,000</b>	<b>3.65%</b>	<b>834,794,000</b>	<b>3.21%</b>	<b>96.01%</b>
Encumbrance Cancellations	3,089,900	-13.82%	3,440,407	11.34%	9,870,328	186.89%	3,081,000	-68.79%	2,208,000	-28.33%	0.25%
Unencumbered Balance	39,903,479	18.08%	44,456,866	11.41%	29,171,431	-34.38%	30,721,000	5.31%	26,998,000	-12.12%	3.11%
Fund Transfers	4,055,737	59.48%	2,367,187	-41.63%	3,409,240	44.02%	4,063,000	19.18%	5,500,000	35.37%	0.63%
Other Misc. Transfers	6,000,000	N/A	5,000,000	-16.67%	5,714,000	14.28%	1,830,000	-67.97%	-	-100.00%	0.00%
Total Annual Resources	798,592,848	4.09%	809,214,313	1.33%	828,464,639	2.38%	848,500,000	2.42%	869,500,000	2.47%	100.00%
27th Pay Period Reserve Fund	10,995,786	23.91%	13,180,786	19.87%	15,431,786	17.08%	17,749,786	15.02%	20,137,786	13.45%	
Economic Stabilization Fund	56,144,941	41.05%	64,074,811	14.12%	66,740,821	4.16%	69,609,821	4.30%	72,505,821	4.16%	
<b>TOTAL GENERAL FUND</b>											
AVAILABLE RESOURCES	\$ 865,733,575	6.11%	\$ 886,469,910	2.40%	\$ 910,637,246	2.73%	\$ 935,859,607	2.77%	\$ 962,143,607	2.81%	



*Bordered on the north and south by streets of the same name, the Reeb-Hosack neighborhood/ Steelton Village of the city's south side experienced rapid development in the early 1900s in response to the success of two large steel manufacturing plants in the area.*

---

## **Expenditures and Personnel**

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

GENERAL FUND 2017 PROPOSED BUDGET SUMMARY BY AREA OF EXPENSE

Department/Division	Personnel	Materials	Services	Other	Capital	Transfers	Totals
City Council	\$ 4,144,289	\$ 28,500	\$ 178,914	\$ -	\$ -	\$ -	\$ 4,351,703
<u>City Auditor</u>							
City Auditor	3,397,160	29,000	1,463,241	-	-	-	4,889,401
Income Tax	7,903,325	79,000	1,362,065	-	-	-	9,344,390
Total	11,300,485	108,000	2,825,306	-	-	-	14,233,791
City Treasurer	991,301	6,200	161,379	-	-	-	1,158,880
<u>City Attorney</u>							
City Attorney	12,181,056	87,075	434,511	-	-	-	12,702,642
Real Estate	114,035	-	-	-	-	-	114,035
Total	12,295,091	87,075	434,511	-	-	-	12,816,677
Municipal Court Judges	16,353,109	36,800	1,451,700	1,000	-	340,000	18,182,609
Municipal Court Clerk	11,260,771	132,788	766,115	-	-	-	12,159,674
Civil Service	3,736,094	32,000	683,283	-	-	-	4,451,377
<u>Public Safety</u>							
Administration	1,520,206	10,367	5,725,540	-	-	-	7,256,113
Support Services	5,165,318	567,175	1,499,011	1,000	-	-	7,232,504
Police	297,616,196	3,638,946	14,455,804	225,000	-	2,685,525	318,621,471
Fire	225,334,432	3,966,847	11,981,405	200,000	-	2,273,765	243,756,449
Total	529,636,152	8,183,335	33,661,760	426,000	-	4,959,290	576,866,537
<u>Mayor's Office</u>							
Mayor	2,655,396	9,500	76,992	500	-	-	2,742,388
Office of Diversity & Inclusion	1,149,427	7,750	334,716	-	-	-	1,491,893
Total	3,804,823	17,250	411,708	500	-	-	4,234,281
Education	493,755	6,000	5,882,702	-	-	-	6,382,457
<u>Development</u>							
Administration	2,635,052	22,200	3,259,111	-	-	-	5,916,363
Econ. Development	971,703	6,950	2,459,975	-	-	-	3,438,628
Code Enforcement	7,039,223	74,100	700,979	10,000	-	-	7,824,302
Planning	1,853,367	16,750	77,311	-	-	-	1,947,428
Housing	431,930	1,950	5,648,929	-	-	-	6,082,809
Land Redevelopment	499,835	-	-	-	-	-	499,835
Total	13,431,110	121,950	12,146,305	10,000	-	-	25,709,365
<u>Finance and Management</u>							
Finance Administration	2,492,099	15,799	3,544,137	-	-	-	6,052,035
Financial Management	2,970,693	15,290	1,552,687	-	-	-	4,538,670
Facilities Management	6,536,457	637,300	9,646,295	-	-	-	16,820,052
Total	11,999,249	668,389	14,743,119	-	-	-	27,410,757
Finance City-wide	-	-	-	-	-	32,967,008	32,967,008
Finance Technology (Pays of agency bills)	-	-	18,755,372	-	-	-	18,755,372
Human Resources	1,605,355	56,463	1,238,809	-	-	-	2,900,627
Neighborhoods	3,689,210	59,100	849,246	-	-	38,000	4,635,556
Health	-	-	-	-	-	24,076,829	24,076,829
Recreation and Parks	-	-	-	-	-	40,360,624	40,360,624
<u>Public Service</u>							
Administration	1,662,797	2,300	289,932	-	-	-	1,955,029
Refuse Collection	17,478,446	171,500	15,985,551	71,500	10,000	-	33,716,997
Traffic Management	2,026,884	23,400	123,566	-	-	-	2,173,850
Total	21,168,127	197,200	16,399,049	71,500	10,000	-	37,845,876
Total General Operating Fund	\$ 645,908,921	\$ 9,741,050	\$ 110,589,278	\$ 509,000	\$ 10,000	\$ 102,741,751	\$ 869,500,000

## General Fund Summary

GENERAL FUND EXPENDITURE AND BUDGET SUMMARY					
	2014	2015	2016	2017	%
	Actual	Actual	Projected	Budget	Change
City Council	\$ 3,174,326	\$ 3,478,594	\$ 4,053,881	\$ 4,351,703	7.35%
<b>City Auditor</b>					
City Auditor	3,702,329	3,768,971	5,254,156	4,889,401	-6.94%
Income Tax	8,157,007	8,470,058	8,963,408	9,344,390	4.25%
Total	11,859,336	12,239,029	14,217,564	14,233,791	0.11%
City Treasurer	1,053,472	996,853	1,115,424	1,158,880	3.90%
<b>City Attorney</b>					
City Attorney	11,312,425	11,522,790	12,129,841	12,702,642	4.51%
Real Estate	174,388	92,451	106,429	114,035	7.15%
Total	11,486,813	11,615,241	12,236,270	12,816,677	4.53%
Municipal Court Judges	16,056,560	16,714,573	17,577,884	18,182,609	3.44%
Municipal Court Clerk	11,184,644	11,517,462	11,788,775	12,159,674	3.15%
Civil Service	3,701,424	3,662,320	3,915,721	4,451,377	13.68%
<b>Public Safety</b>					
Administration	7,644,192	7,368,118	6,729,761	7,256,113	7.82%
Support Services	6,533,388	6,706,670	6,506,599	7,232,504	11.16%
Police	288,575,258	299,209,581	308,015,682	318,621,471	3.44%
Fire	219,395,146	230,058,919	235,827,042	243,756,449	3.36%
Total	522,147,984	543,343,287	557,079,084	576,866,537	3.55%
<b>Mayor's Office</b>					
Mayor	2,225,372	1,880,367	2,568,543	2,742,388	6.77%
Community Relations	926,870	833,068	461,487	-	-100.00%
Office of Diversity & Inclusion	897,821	922,512	999,716	1,491,893	49.23%
Total	4,050,063	3,635,947	4,029,746	4,234,281	5.08%
Education	5,343,621	5,731,379	6,182,891	6,382,457	3.23%
<b>Development</b>					
Administration	6,958,254	6,501,457	6,821,914	5,916,363	-13.27%
Economic Development	12,460,192	16,988,211	20,571,290	3,438,628	-83.28%
Code Enforcement	6,924,219	6,976,159	7,522,586	7,824,302	4.01%
Planning	1,471,562	1,657,270	1,656,823	1,947,428	17.54%
Housing	5,237,048	5,243,208	5,215,679	6,082,809	16.63%
Land Redevelopment	-	-	-	499,835	-
Total	33,051,275	37,366,306	41,788,292	25,709,365	-38.48%
<b>Finance and Management</b>					
Finance Administration	5,777,505	6,649,539	5,524,029	6,052,035	9.56%
Financial Management	3,784,800	4,261,132	4,006,364	4,538,670	13.29%
Facilities Management	14,232,734	14,786,239	14,053,698	16,820,052	19.68%
Total	23,795,040	25,696,910	23,584,091	27,410,757	16.23%
Citywide Technology	15,558,345	17,072,821	17,844,000	18,755,372	5.11%
Finance City-wide	20,614,582	10,413,000	5,492,468	32,967,008	500.22%
Fleet- General Fund Vehicles (Non Safety)	3,998,398	-	-	-	-
Human Resources	2,453,509	2,436,390	2,601,947	2,900,627	11.48%
Neighborhoods	-	-	1,783,755	4,635,556	159.88%
Health	20,226,183	20,732,712	23,373,474	24,076,829	3.01%
Recreation and Parks	33,782,112	34,951,190	37,788,290	40,360,624	6.81%
<b>Public Service</b>					
Administration	2,967,486	2,867,990	2,175,845	1,955,029	-10.15%
Refuse Collection	30,610,879	30,337,162	30,687,203	33,716,997	9.87%
Traffic Management	1,475,704	2,933,197	2,185,732	2,173,850	-0.54%
Mobility Options	1,451,546	-	-	-	-
Total	36,505,615	36,138,349	35,048,780	37,845,876	7.98%
<b>Total General Operating Fund</b>	<b>\$ 780,043,300</b>	<b>\$ 797,742,362</b>	<b>\$ 821,502,336</b>	<b>\$ 869,500,000</b>	<b>5.84%</b>

GENERAL FUND PERSONNEL SUMMARY -- FULL-TIME				
	2014	2015	2016	2017
	Actual	Actual	Budgeted	Budgeted
<b>City Council</b>	35	38	40	45
<b>City Auditor</b>				
City Auditor	26	25	34	34
Income Tax	73	80	82	82
<b>Total</b>	<b>99</b>	<b>105</b>	<b>116</b>	<b>116</b>
<b>City Treasurer</b>	8	8	10	10
<b>City Attorney</b>				
City Attorney	107	113	135	135
Real Estate	1	0	6	6
<b>Total</b>	<b>108</b>	<b>113</b>	<b>141</b>	<b>141</b>
<b>Municipal Court Judges</b>	174	177	192	192
<b>Municipal Court Clerk</b>	155	155	172	172
<b>Civil Service</b>	33	34	35	36
<b>Public Safety</b>				
Administration	9	9	10	10
Support Services	48	49	49	51
Police- Non Uniformed	351	351	409	412
Police- Uniformed	1,913	1,904	1,908	1,904
Fire- Non Uniformed	41	45	51	51
Fire- Uniformed	1,539	1,538	1,534	1,588
<b>Total</b>	<b>3,901</b>	<b>3,896</b>	<b>3,961</b>	<b>4,016</b>
<b>Mayor's Office</b>				
Mayor	14	11	19	19
Community Relations	8	8	8	0
Office of Diversity and Inclusion	9	9	9	11
<b>Total</b>	<b>31</b>	<b>28</b>	<b>36</b>	<b>30</b>
<b>Education</b>	4	4	4	4
<b>Development</b>				
Administration	30	32	34	22
Economic Development	6	8	9	9
Code Enforcement	69	71	73	74
Planning	15	17	18	18
Housing	4	5	5	5
Land Redevelopment	0	0	0	5
<b>Total</b>	<b>124</b>	<b>133</b>	<b>139</b>	<b>133</b>
<b>Finance and Management</b>				
Administration	26	31	26	28
Financial Management	27	36	28	28
Facilities Management	70	77	77	83
<b>Total</b>	<b>123</b>	<b>144</b>	<b>131</b>	<b>139</b>
<b>Human Resources</b>	10	10	13	15
<b>Neighborhoods</b>	0	0	0	40
<b>Public Service</b>				
Administration	33	34	38	15
Refuse Collection	205	196	227	227
Traffic Management	34	34	27	24
<b>Total</b>	<b>272</b>	<b>264</b>	<b>292</b>	<b>266</b>
<b>Total General Fund</b>	<b>5,077</b>	<b>5,109</b>	<b>5,282</b>	<b>5,355</b>

2014 and 2015 are year-end actuals, while 2016 and 2017 are budgeted.



November 1, 2016

Mayor Andrew Ginther  
President Zach Klein  
Members of Council  
City Hall  
Columbus, OH 43215

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

Available Resources for the City of Columbus General Operating Fund (Fund No. 1000-100010) for calendar year 2017 are estimated to be

\$869,500,000

Included in these estimated Resources for 2017 is an estimated carry over fund balance from 2016 of

\$26,998,000

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 \$69.5 million at the end of 2016. 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. 1000-100010) 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/jla



City of Columbus  
 General Operating Fund – Fund No 1000-100010  
 Estimate of Available Resources  
 For Calendar Year 2017

Taxes:		
Income tax (Note 1)	\$ 651,300,000	
Property tax (Note 2)	43,654,000	
Kilo Watt Hour tax equivalent (Note 3)	<u>3,300,000</u>	
		698,254,000
Shared revenues:		
Local community funds via County (Note 4)	19,820,000	
Local government funds via State (Note 4)	2,900,000	
Liquor permit fees and other	1,232,000	
Casino taxes via State (Note 4)	<u>6,660,000</u>	
		30,612,000
Investment earnings (Note 5)		9,000,000
Charges for services:		
Administrative charges to non-general fund divisions (Note 6)	29,675,000	
Parking meters, lots and permits	4,300,000	
Fire division including EMS fees (Note 7)	19,842,000	
Police division (Note 8)	6,702,000	
All other charges for services (Note 9)	<u>3,462,000</u>	
		63,981,000
Fines, forfeitures, and penalties:		
Municipal court (Note 10)	12,506,000	
Parking violations bureau (Note 10)	<u>6,400,000</u>	
		18,906,000
Licenses and permit fees:		
Cable TV and others (Note 11)		12,190,000
Other receipts (Note 12)		1,851,000
Transfers from other funds (Note 13)		5,500,000
		<hr/>
Total estimated current resources for 2017		840,294,000
Estimated prior years' encumbrance cancellations		2,208,000
Estimated 2016 year end fund balance (Note 14)		<u>26,998,000</u>
Total estimated available resources for calendar year 2017		<u>\$869,500,000</u>

City of Columbus  
 General Operating Fund  
 Estimate of Available Resources  
 For Calendar Year 2017  
 continued

Note 1 Income tax collections for 2017, after providing for refunds to taxpayers, are estimated at \$868.4 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 \$651.3 million, will be deposited to the City’s General Operating Fund.

Note 2 The City’s share of taxes collected in 2017 attributable to real properties is estimated at \$43.654 million, net of an estimated \$1.514 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 was not actually levied, is transferred from the City’s Electricity enterprise to the General Operating Fund: estimated at \$3.300 million in 2017.

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 \$19.820 million. Additionally, approximately \$2.900 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>2017</u>
• Estimated amount to be received	\$ 10,863,410
Less:	
• Amount payable to Franklin County Convention Facility Authority (27% in 2017)	(2,933,120)
• Principal and interest due on City bonds	<u>(1,269,900)</u>
Net amount available	<u>\$ 6,660,390</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, \$9.000 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 \$29.675 million in 2017.

City of Columbus  
 General Operating Fund  
 Estimate of Available Resources  
 For Calendar Year 2017  
 continued

- Note 7 Fire division charges for services include fees for Emergency Medical Transportation Services, estimated at \$15.800 million for 2017. Also included and estimated at \$2.025 million are charges for services rendered to suburban communities, fire prevention inspection fees of \$1.700 million and other miscellaneous charges of \$317,000 for a total of \$19.842 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 \$6.702 million.
- Note 9 All other charges for services in the total amount of \$3.462 million include amounts estimated from services provided to others for which the City charges. Services provided by, and the estimated charges are: City Attorney (\$1.130 million), City Auditor (\$467,000), Communications (\$428,000), City Sealer (\$525,000), and miscellaneous other charges (\$912,000).
- Note 10 Fines, forfeitures, court costs, etc., resulting from operations of the Franklin County Municipal Court should produce approximately \$12.506 million. The City's Parking Violations Bureau will collect approximately \$6.400 million in parking ticket fines.
- Note 11 Various licenses and permits issued primarily via the Department of Public Safety will produce approximately \$2.590 million. Additionally, Cable permits will produce approximately \$9.600 million.
- Note 12 All other receipts amounting to \$1.851 million include \$725,000 of reimbursement from Franklin County for a portion of Court costs and \$1.126 million of miscellaneous revenues.
- Note 13 Transfers from other funds include \$5.500 million which primarily represent 25% sharing by the Income Tax set aside fund of job incentive programs to be paid from the City's General Operating Fund.
- Note 14 Available resources for the General Operating Fund for 2016 are now estimated at \$848.500 million. Expenditures and transfers from the General Operating Fund for 2016 are estimated by the Department of Finance at \$821.502 million, which includes the following transfers to:

Rainy Day Fund	\$2,200,000
Anticipated Expenditure Fund	2,318,000
Job Growth Fund	141,508
Public Safety Initiative Fund	141,508
Neighborhood Initiative Fund	<u>222,984</u>
Transfers	<u>\$5,024,000</u>

The estimated fund balance (the carryover) of the General Operating Fund at December 31, 2016, therefore, is \$26.998 million: (\$848.500 million: less \$821.502 million).

This page has been intentionally left blank.



*Located just outside of the I-270 Outerbelt on the far west side of the city, the Westland Area has experienced rapid growth and development over the past two decades. The city created the Westland Area Commission in 1991 to provide for citizen participation in decision making for the neighborhoods in that part of the city.*

---

## ALL FUNDS SUMMARY

---

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

2017 PROPOSED APPROPRIATIONS - ALL FUNDS SUMMARY BY OBJECT LEVEL ONE									
	PERSONNEL	MATERIALS	SERVICES	OTHER	CAPITAL OUTLAY	DEBT SERVICE	TRANSFERS	TOTAL	
<b>GENERAL FUND</b>	\$ 645,908,921	\$ 9,741,050	\$ 110,589,278	\$ 509,000	\$ 10,000	\$ -	\$ 102,741,751	\$ 869,500,000	
<b>SPECIAL REVENUE FUNDS</b>									
<b>Municipal Court Computer Fund</b>									
Judges	100,733	75,500	444,356	-	-	-	-	620,589	
Clerk	657,578	61,000	799,304	-	-	154,850	-	1,672,732	
<b>Total Court Computer</b>	<b>758,311</b>	<b>136,500</b>	<b>1,243,660</b>	<b>-</b>	<b>-</b>	<b>154,850</b>	<b>-</b>	<b>2,293,321</b>	
<b>Street Construction, Main. &amp; Repair</b>									
Service Administration	2,799,875	10,200	241,765	-	-	-	-	3,051,840	
Traffic Management	10,659,545	264,000	1,676,160	100,000	300,000	-	150,000	13,149,705	
Infrastructure Management	17,557,857	488,500	14,363,215	85,000	1,100,000	-	-	33,594,572	
Design & Construction	4,662,199	9,700	935,868	3,500	-	-	-	5,611,267	
<b>Total SCMR</b>	<b>35,679,476</b>	<b>772,400</b>	<b>17,217,008</b>	<b>188,500</b>	<b>1,400,000</b>	<b>-</b>	<b>150,000</b>	<b>55,407,384</b>	
<b>Development Services Fund</b>									
Building & Zoning	16,108,291	121,971	3,745,790	47,000	280,000	-	-	20,303,052	
<b>Private Inspection Fund</b>									
Service Administration	41,747	50	465	-	-	-	-	42,262	
Design & Construction	2,598,891	35,500	306,490	500	387,040	-	-	3,328,421	
<b>Total Private Inspection</b>	<b>2,640,638</b>	<b>35,550</b>	<b>306,955</b>	<b>500</b>	<b>387,040</b>	<b>-</b>	<b>-</b>	<b>3,370,683</b>	
<b>Health Special Revenue</b>									
Department of Public Health	23,393,219	1,011,386	7,257,608	5,000	-	-	-	31,667,213	
<b>Rec. and Parks Oper. &amp; Extension</b>									
Department of Recreation & Parks	36,700,941	2,195,900	12,633,134	148,160	-	-	182,489	51,860,624	
<b>Broad Street Operations Fund</b>									
Division of Facilities Management	-	25,000	1,423,211	-	-	-	-	1,448,211	
<b>E-911 Fund</b>									
Division of Police	1,499,887	-	-	-	-	-	-	1,499,887	
Support Services	109,590	-	-	-	-	-	-	109,590	
<b>Total E-911</b>	<b>1,609,477</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,609,477</b>	
<b>Emergency Human Services Fund</b>									
Development Administration	-	-	2,456,000	-	-	-	-	2,456,000	
<b>Parking Meter Program Fund</b>									
Traffic Management	1,339,680	108,500	1,851,172	18,000	-	-	-	3,317,352	

## 2017 PROPOSED APPROPRIATIONS - ALL FUNDS SUMMARY BY OBJECT LEVEL ONE (CONTINUED)

	PERSONNEL	MATERIALS	SERVICES	OTHER	CAPITAL OUTLAY	DEBT SERVICE	TRANSFERS	TOTAL
<b>INTERNAL SERVICE FUNDS</b>								
<b>Print and Mailroom Services Fund</b>								
Financial Management	\$ 499,992	\$ 61,959	\$ 1,124,718	\$ -	\$ -	\$ -	\$ -	\$ 1,686,669
<b>Land Acquisition</b>								
Real Estate	1,020,768	17,310	97,326	-	-	-	-	1,135,404
<b>Technology Services</b>								
Administration	2,075,267	1,086,101	4,370,396	-	150,000	-	-	7,681,764
Information Services	16,507,125	347,006	6,974,107	5,200	92,820	4,913,688	-	28,839,946
<b>Total Technology Services</b>	<b>18,582,392</b>	<b>1,433,107</b>	<b>11,344,503</b>	<b>5,200</b>	<b>242,820</b>	<b>4,913,688</b>	<b>-</b>	<b>36,521,710</b>
<b>Fleet Management Services</b>								
Division of Fleet Management	11,275,741	16,573,768	4,172,926	5,000	81,131	5,191,774	-	37,300,340
Finance and Management Administration	795,163	-	-	-	-	-	-	795,163
<b>Total Fleet Management Services</b>	<b>12,070,904</b>	<b>16,573,768</b>	<b>4,172,926</b>	<b>5,000</b>	<b>81,131</b>	<b>5,191,774</b>	<b>-</b>	<b>38,095,503</b>
<b>Construction Inspection Fund</b>								
Service Administration	618,743	300	6,850	-	-	-	-	625,893
Design & Construction	7,079,896	94,750	841,390	2,000	8,000	-	-	8,026,036
<b>Total Construction Inspection Fund</b>	<b>7,698,639</b>	<b>95,050</b>	<b>848,240</b>	<b>2,000</b>	<b>8,000</b>	<b>-</b>	<b>-</b>	<b>8,651,929</b>
<b>Employee Benefits</b>								
Department of Human Resources	2,929,768	36,442	1,577,811	-	-	-	-	4,544,021
Department of Finance and Management	-	-	395,000	-	-	-	-	395,000
<b>Total Employee Benefits</b>	<b>2,929,768</b>	<b>36,442</b>	<b>1,972,811</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,939,021</b>
<b>ENTERPRISE FUNDS</b>								
<b>Various Enterprise Funds</b>								
Public Utilities Director's Office	14,554,292	496,773	4,048,465	5,000	258,480	-	257,279	19,620,289
<b>Water System Enterprise</b>								
Division of Water	51,831,945	21,749,446	38,427,764	107,100	1,814,900	84,047,034	-	197,978,189
<b>Sewerage System Enterprise</b>								
Division of Sewers and Drains	47,807,989	8,703,823	51,601,582	171,500	4,201,008	140,789,963	18,247,975	271,523,840
<b>Storm System Enterprise</b>								
Division of Sewers and Drains	1,883,900	42,240	22,653,482	10,000	67,000	14,839,525	-	39,496,147
<b>Electricity Enterprise</b>								
Division of Electricity	10,721,498	58,671,748	10,877,772	25,000	2,967,000	1,595,144	-	84,858,162
<b>COMMUNITY DEVELOPMENT BLOCK GRANT</b>								
Dept of Development - Administration	255,892	2,789	2,000	-	-	-	-	260,681
Economic Development	840,229	2,250	632,750	-	-	-	-	1,475,229
Code Enforcement	895,151	12,000	160,000	-	-	-	-	1,067,151
Housing	1,305,487	22,400	1,559,100	-	-	-	-	2,886,987
Land Redevelopment	270,637	-	-	-	-	-	-	270,637
Department of Finance and Management	465,855	2,500	109,109	16,000	-	-	-	593,464
Neighborhoods	318,339	-	-	-	-	-	-	318,339
Department of Public Health	182,594	-	-	-	-	-	-	182,594
Department of Recreation and Parks	670,103	2,600	39,300	500	-	-	-	712,503
	5,204,287	44,539	2,502,259	16,500	-	-	-	7,767,585
<b>Grand Total All Funds</b>	<b>\$ 938,945,328</b>	<b>\$122,074,462</b>	<b>\$308,395,664</b>	<b>\$ 1,263,460</b>	<b>\$ 11,717,379</b>	<b>\$251,531,978</b>	<b>\$ 121,579,494</b>	<b>\$ 1,755,507,765</b>



EXPENDITURE AND BUDGET SUMMARY ALL FUNDS				
	2014	2015	2016	2017
	Actual	Actual	Projected	Proposed
GENERAL FUND	\$ 780,043,300	\$ 797,742,362	\$ 821,502,336	\$ 869,500,000
<b>SPECIAL REVENUE FUNDS</b>				
<b>Municipal Court Computer</b>				
Judges	449,968	330,901	563,942	620,589
Clerk	1,254,925	1,415,336	1,327,519	1,672,732
<b>Total Municipal Court Computer</b>	<b>1,704,893</b>	<b>1,746,237</b>	<b>1,891,461</b>	<b>2,293,321</b>
<b>Street Construction, Main. &amp; Repair</b>				
Service Administration	2,976,812	3,321,348	2,912,151	3,051,840
Traffic Management	5,205,679	10,993,121	11,453,309	13,149,705
Mobility Options	511,744	-	-	-
Infrastructure Management	33,342,473	27,154,577	29,236,062	33,594,572
Design & Construction	4,027,141	4,469,563	4,873,784	5,611,267
<b>Total SCMR</b>	<b>46,063,848</b>	<b>45,938,608</b>	<b>48,475,306</b>	<b>55,407,384</b>
<b>Development Services Fund</b>				
Building & Zoning	17,626,273	17,030,573	18,911,924	20,303,052
<b>Private Inspection Fund</b>				
Design & Construction	2,064,207	2,383,292	2,914,321	3,328,421
Service Administration	-	-	21,379	42,262
<b>Total Private Inspection</b>	<b>2,064,207</b>	<b>2,383,292</b>	<b>2,935,700</b>	<b>3,370,683</b>
<b>Health Special Revenue</b>				
Department of Public Health	28,076,861	28,623,595	30,529,822	31,667,213
<b>Rec. and Parks Oper. &amp; Extension</b>				
Department of Recreation & Parks	40,916,719	45,373,730	48,427,822	51,860,624
<b>Golf Operations</b>				
Division of Golf	4,069,380	-	-	-
<b>Broad Street Operations Fund</b>				
Division of Facilities Management	1,380,750	1,376,463	1,353,550	1,448,211
<b>E-911 Fund</b>				
Division of Police	2,700,000	1,729,343	1,379,393	1,499,887
Support Services	-	-	391,581	109,590
<b>Total E-911</b>	<b>2,700,000</b>	<b>1,729,343</b>	<b>1,770,973</b>	<b>1,609,477</b>
<b>Photo Red Light Fund</b>				
Division of Police	1,390,000	1,696,716	-	-
<b>Emergency Human Services Fund</b>				
Various	1,853,026	2,341,782	2,373,000	2,456,000
<b>Parking Meter Program Fund</b>				
Traffic Management	1,994,333	2,137,393	3,021,692	3,317,352
Mobility Options	207,828	-	-	-
<b>Total Parking Meter Fund</b>	<b>\$ 2,202,161</b>	<b>\$ 2,137,393</b>	<b>\$ 3,021,692</b>	<b>\$ 3,317,352</b>

EXPENDITURE AND BUDGET SUMMARY ALL FUNDS (CONT.)				
	2014	2015	2016	2017
	Actual	Actual	Projected	Proposed
<b>INTERNAL SERVICE FUNDS</b>				
<b>Print and Mail Services Fund</b>				
Financial Management	\$ 1,423,304	\$ 1,448,849	\$ 1,739,159	\$ 1,686,669
<b>Land Acquisition</b>				
Real Estate	712,691	824,347	942,421	1,135,404
<b>Technology Services</b>				
Administration	5,347,214	5,509,326	6,616,587	7,681,764
Division of Information Services	24,713,342	25,746,396	27,017,817	28,839,946
<b>Total Technology Services</b>	<b>30,060,556</b>	<b>31,255,722</b>	<b>33,634,404</b>	<b>36,521,710</b>
<b>Fleet Management Services</b>				
Division of Fleet Management	33,005,584	31,721,028	31,304,862	37,300,340
Finance and Management Administration	629,734	748,684	727,068	795,163
<b>Total Fleet Management Services</b>	<b>33,635,318</b>	<b>32,469,712</b>	<b>32,031,930</b>	<b>38,095,503</b>
<b>Construction Inspection Fund</b>				
Service Administration	559,898	532,924	540,074	625,893
Design & Construction	8,001,130	7,326,929	7,402,492	8,026,036
<b>Total Construction Inspection Fund</b>	<b>8,561,028</b>	<b>7,859,852</b>	<b>7,942,566</b>	<b>8,651,929</b>
<b>Employee Benefits</b>				
Department of Human Resources	3,547,039	4,025,711	4,487,571	4,544,021
Department of Finance and Management	406,000	395,000	395,000	395,000
<b>Total Employee Benefits</b>	<b>3,953,039</b>	<b>4,420,711</b>	<b>4,882,571</b>	<b>4,939,021</b>
<b>ENTERPRISE FUNDS</b>				
<b>Various Enterprise Funds</b>				
Public Utilities Director's Office	12,638,502	15,185,114	16,773,854	19,620,289
<b>Water System Enterprise</b>				
Division of Water	179,202,677	181,098,105	188,924,214	197,978,189
<b>Sewerage System Enterprise</b>				
Division of Sewers and Drains	221,835,557	257,842,413	255,116,891	271,523,840
<b>Storm System Enterprise</b>				
Division of Sewers and Drains	36,351,700	37,006,752	38,494,526	39,496,147
<b>Electricity Enterprise</b>				
Division of Electricity	78,090,739	77,690,872	80,008,349	84,858,162
<b>CDBG</b>				
Development Administration	1,024,295	1,110,119	845,593	260,681
Economic Development	1,252,125	1,494,049	1,319,598	1,475,229
Code Enforcement	954,795	1,039,984	1,016,840	1,067,151
Housing	3,145,986	3,185,370	3,290,803	2,886,987
Land Redevelopment	-	-	-	270,637
Department of Finance and Management	510,051	556,889	540,634	593,464
Neighborhoods	-	-	139,448	318,339
Department of Public Health	208,584	212,673	200,396	182,594
Department of Recreation and Parks	773,251	817,413	776,933	712,503
<b>Total CDBG</b>	<b>7,869,087</b>	<b>8,416,497</b>	<b>8,130,245</b>	<b>7,767,585</b>
<b>Grand Total All Funds</b>	<b>\$ 1,544,425,616</b>	<b>\$ 1,603,639,041</b>	<b>\$ 1,649,814,715</b>	<b>\$ 1,755,507,765</b>

ALL FUNDS PERSONNEL SUMMARY (FTE'S)				
Fund Name Division or Department	2014 Actual	2015 Actual	2016 Budgeted	2017 Budgeted
<b>GENERAL FUND</b>	5,077	5,109	5,282	5,355
<b><u>SPECIAL REVENUE FUNDS</u></b>				
<b>Street Construction, Main. &amp; Repair</b>				
Service Administration	29	29	28	27
Traffic Management	102	103	113	114
Infrastructure Management	184	175	190	190
Design & Construction	34	36	41	40
<b>Total SCMR</b>	349	343	371	371
<b>Development Services Fund</b>				
Building & Zoning	130	140	148	146
<b>Private Inspection Fund</b>				
Service Administration	0	0	1	1
Design & Construction	14	18	19	27
<b>Total Private Construction</b>	14	18	20	28
<b>Health Special Revenue</b>				
Department of Public Health	208	210	240	245
<b>Rec. and Parks Oper. &amp; Extension</b>				
Department of Recreation & Parks	278	302	339	343
<b>Golf Operations</b>				
Division of Golf	25	0	0	0
<b>Municipal Court Computer Fund</b>				
Judges	0	0	1	1
Clerk	6	0	12	12
<b>Total Municipal Court Computer</b>	6	0	13	13
<b>Parking Meter Program Fund</b>				
Traffic Management	4	4	11	16
<b><u>INTERNAL SERVICE FUNDS</u></b>				
<b>Print and Mail Services</b>				
Mailroom Services	3	3	3	3
Print Services	3	3	3	3
<b>Total Print and Mail Services</b>	6	6	6	6
<b>Land Acquisition</b>				
Real Estate	6	8	8	8
<b>Technology Services</b>				
Technology Administration	14	13	14	15
Division of Information Services	122	123	140	141
<b>Total Technology Services</b>	136	136	154	156
<b>Fleet Management Services</b>				
Finance and Management Administration	6	7	7	7
Division of Fleet Management	116	116	126	127
<b>Total Fleet Services</b>	122	123	133	134
<b>Construction Inspection Fund</b>				
Service Administration	6	2	6	6
Design & Construction	57	56	64	58
<b>Total Construction Inspection Fund</b>	63	58	70	64
<b>Employee Benefits</b>				
Department of Human Resources	27	22	27	26
<b><u>ENTERPRISE FUNDS</u></b>				
<b>Water System Enterprise</b>				
Division of Power and Water	485	501	535	535
<b>Sewerage System Enterprise</b>				
Division of Sewers and Drains	461	446	486	486
<b>Storm System Enterprise</b>				
Division of Sewers and Drains	14	16	23	23
<b>Electricity Enterprise</b>				
Division of Power and Water	90	96	104	104
<b>Various Enterprise Funds</b>				
Public Utilities Director's Office	99	127	142	145
<b><u>COMMUNITY DEVELOPMENT BLOCK GRANT</u></b>				
Development Administration	9	6	8	2
Economic Development	7	7	6	7
Code Enforcement	9	9	9	9
Housing	14	13	15	15
Land Redevelopment	0	0	0	2
Department of Finance and Management	4	4	4	4
Neighborhoods	0	0	0	3
Department of Public Health	4	3	4	4
Department of Recreation and Parks	4	4	4	4
<b>Total CDBG</b>	51	46	50	50
<b>Grand Total All Funds</b>	7,651	7,708	8,161	8,254



## 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 City Charter provides for appointments and elections of successors to these officials if they should, for any reason, vacate their office. All are chosen through a non-partisan process.

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

### STAY CONNECTED

The *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.



#### Key City Services At A Glance

##### Development

- Neighborhood Pride Centers ...5
- Annual Avg Emergency & Non-Emergency Requests ...30,623
- Annual Avg Code Violation Notices ...17,381

##### Public Health

- Licensed Food Facilities Compliant with Health Standards ...99%
- Annual Avg Immunizations...35,000
- Annual Infectious Diseases Outbreaks Investigated in 2015 ...103

##### Public Safety

- Fire Stations ... 32
- Annual Avg EMS & Fire Runs Dispatched ...155,568
- Annual Avg Freeway Miles Patrolled ...880
- Police Substations ...16
- Annual Avg 911 Police Service Calls ...781,771

##### Public Service

- Annual Avg Curbside Recycling Collection Households ...201,222
- Annual Avg Tons of Recycled Materials ...42,500
- Annual Avg Weekly Trash Collection Households ...340,000
- Roadways Maintained ...6,348 Miles
- Annual Avg Repaired Potholes ...171,574

##### Public Utilities

- Wastewater Treatment Plants ...2
- Water Treatment Plants ...3
- Sewer and Water Lines Maintained ...7,015 Miles
- Annual Avg Gallons of Wastewater Treated ...64.1 Billion
- Annual Avg Gallons of Drinking Water Treated ...49.4 Billion
- Service Population ...1.1 Million Customers
- City Power Customers ...12,497

##### Recreation & Parks

- Park Sites ...230
- Acres Maintained (Including Reservoirs) ...14,397
- Swimming Pools & Spray Grounds ...12
- Golf Courses ...6
- Multi-Use Trails ...120 Miles
- Community Centers ...29
- Summer Camps ...33



**Population Quick Facts**

Population Size ...850,106

Population per Square Mile ...3,624

**Population Growth Rate**

COLUMBUS ...7.8%

National Average ...4.1%

**Median Income**

COLUMBUS ...\$44,774

National ...\$53,482

**Median Age**

COLUMBUS ...31.8

National ...37.4

**Population by Age**

Under 18 ...23%

18 to 65 ...68%

Over 65 ...9%

**Sex**

Female ...50.8%

Male ...49.2%



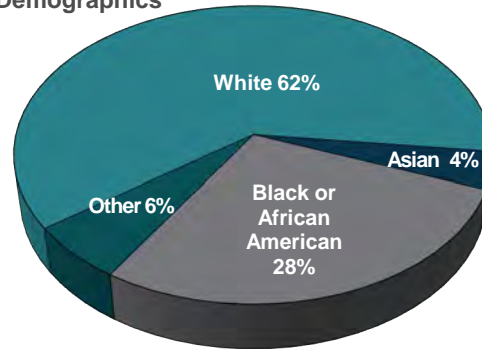
Source: U.S. Census Bureau 2010 2014 & July 1, 2015 Estimates

**COLUMBUS DEMOGRAPHICS**

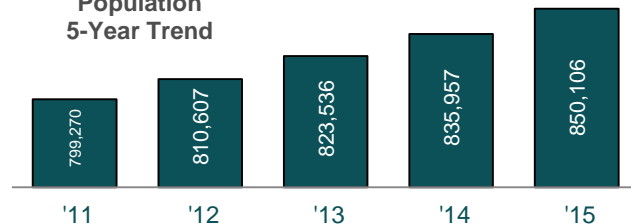
The population of Columbus is diverse, young, and has a growth rate double the national average. The city's population is well educated, with over 33 percent having earned a bachelor or advanced degree compared to the national average of 29 percent. *City Observatory* ranked Columbus 11<sup>th</sup> nationwide for increase in college educated young adults by percentage of population.

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

**Racial Demographics**



**Population 5-Year Trend**





## 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 2016 Q2 report*, the Columbus housing market 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 ...45.9%  
National Average ...64.9%

**Median Home Value**

COLUMBUS ...\$128,900  
National ...\$175,700

**Median Monthly Mortgage**

COLUMBUS ...\$1,311  
National ...\$1,522

**Median Monthly Rent**

COLUMBUS ...\$822  
National ...\$920

Source: U.S. Census Bureau 2010 2014 & July 1, 2015  
Estimates



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.



## COLUMBUS Downtown

### Notable Capital Projects

**Scioto Greenways Project:** This project included the reengineering of the Scioto River through the downtown area. The river was reduced in width and made deeper to enhance water quality and flow. By doing so, 30 acres of additional parkland were able to be developed. The new Scioto Greenways allows easy access to the river for kayaking, multiple walking paths, and new trees to increase the urban canopy.

**Fire Station #2 Project:** This project began with the demolition of the existing fire station built in 1962 that, until 2015, housed both fire stations #2 and #3. Fire station #3 was separated and moved to Greenlawn Avenue. Once completed, the newly constructed fire station #2 will house three apparatus bays and be able to better serve the southern portions of downtown and the nearby communities.

**North Market Improvements Project:** The North Market is the last remaining public market in Columbus. Improvements include a new roof, HVAC improvements, and the replacement of the hot water boiler.

**West Nationwide/Arena West Project:** This project involves the reconstruction and resurfacing of 1,332 feet of Nationwide Boulevard from the Olentangy River to approximately 205 feet west of Fletcher Road. This project will also reconstruct 495 feet of Hocking Street from West Spring Street to Nationwide Boulevard. Drainage, traffic control, street lighting, and landscaping improvements are also proposed.

### ***Notable Neighborhoods***

#### **Arena District**

Population ...788  
 Area Size ...0.264 Square Miles  
 Household Income ...\$58,835  
 Median Rent ...\$940  
 Median Age ...35.3

#### **Central Downtown**

Population ...28,246  
 Area Size ...6.406 Square Miles  
 Household Income ...\$37,765  
 Median Rent ...\$455  
 Median Age ...33.8

#### **Discovery District**

Population ...877  
 Area Size ...0.444 Square Miles  
 Household Income ...\$23,757  
 Median Rent ...\$460  
 Median Age ...41.9

#### **Uptown District**

Population ...742  
 Area Size ...0.233 Square Miles  
 Household Income ...\$46,634  
 Median Rent ...\$752  
 Median Age ...44.7

Source: City-Data.com



# COLUMBUS North-Side



## Notable Capital Projects

### **Thompson Recreation Center Improvements**

**Project:** Improvements to the facility included replacing the existing HVAC system, the addition of air conditioning, upgrades to the existing electrical system, new lighting and ceiling in the corridors and auditorium, painting the corridors, and refinishing the floors.

**Blueprint Clintonville Project:** The investment in rehabilitating and correcting existing storm water infrastructure, which will involve several phases including: installation of green infrastructure, lateral linings, roof rainwater redirection, and voluntary installation of sump pumps. Due to the number of phases for Blueprint Clintonville, many jobs will be created, the local economy will be positively impacted, and neighborhood amenities will be added.

**Waterline Improvements:** The rehabilitation of water lines along Silver Dr., South Broadleigh Road, Maize Road, Shattuck Avenue, Argyle Dr., Acton Rd, and Lamont Ave.

**North Substation Land Acquisition:** The purchase of approximately 3.79 acres of land located on Sancus Boulevard. This area will serve as the site for a new substation for Precinct 1.

## ***Notable Neighborhoods***

### **Clintonville**

Population ...30,086  
Area Size ...5.423 Square Miles  
Household Income ...\$65,074  
Median Rent ...\$676  
Median Age ...40.3

### **Harrison West**

Population ...2,942  
Area Size ...0.443 Square Miles  
Household Income ...\$58,882  
Median Rent ...\$786  
Median Age ...30.6

### **Italian Village**

Population ...3,245  
Area Size ...0.464 Square Miles  
Household Income ...\$40,610  
Median Rent ...\$781  
Median Age ...30.5

### **University District**

Population ...36,339  
Area Size ...2.147 Square Miles  
Household Income ...\$20,801  
Median Rent ...\$635  
Median Age ...23.5

### **Victorian Village**

Population ...6,738  
Area Size ...0.497 Square Miles  
Household Income ...\$53,911  
Median Rent ...\$727  
Median Age ...30.5

Source: City-Data.com

***Notable Neighborhoods*****King-Lincoln**

Population ...1,832  
 Area Size ...0.324 Square Miles  
 Household Income ...\$21,337  
 Median Rent ...\$347  
 Median Age ...32.3

**Linden**

Population ...33,379  
 Area Size ...5.930 Square Miles  
 Household Income ...\$29,417  
 Median Rent ...\$540  
 Median Age ...33.2

**Old Oaks**

Population ...781  
 Area Size ...0.109 Square Miles  
 Household Income ...\$26,332  
 Median Rent ...\$477  
 Median Age ...30.7

**Old Town East**

Population ...7,297  
 Area Size ...0.928 Square Miles  
 Household Income ...\$24,211  
 Median Rent ...\$438  
 Median Age ...32.8

**Milo-Grogan**

Population ...3,362  
 Area Size ...1.246 Square Miles  
 Household Income ...\$30,979  
 Median Rent ...\$499  
 Median Age ...31.6

Source: City-Data.com

**COLUMBUS East-Side*****Notable Capital Projects***

**King Arts Complex Improvements Project:** Improvements to the King Arts Complex included renovation to the restrooms on the first floor, HVAC upgrades, new flooring, lighting and new ceiling on the first floor corridor, new ceiling and flooring in the boardroom and offices, and new flooring in a few classrooms.

**Lincoln Theater Project:** This project entails interior and exterior improvements, including the combining of two storefronts that, when completed, could be used for community events.

**Poindexter Village Redevelopment Project:** A multi-phase redevelopment of the Poindexter Village area which runs to Mt. Vernon Avenue to the north, Ohio Avenue to the west, Long Street to the south and Hughes Street to the east. The project includes senior living and multifamily units.

**South Linden Alley Lighting Improvements Project:** The installation of approximately 277 high pressure sodium overhead lights (100 watts) in South Linden. The intention of the project is to provide residents with an additional sense of safety and security within the project area.



## COLUMBUS South-Side

### Notable Capital Projects

**Marion Franklin Recreation Center Project:** Improvements to the facility included replacing the existing HVAC system, the addition of air conditioning, electrical system upgrades, new lighting and ceiling in the corridors, and refinishing the floors.

**Schiller Park Restorations Project:** Schiller Park is one of the oldest parks in the city's system. Improvements include the restoration of four sets of historic columns from the early 1900s, and improvements to the Jaeger Street and Deshler Avenue intersection.

**Whittier Street Sidewalks Project:** The construction of sidewalks and ADA compliant curb ramps on both sides of Whittier Street from Lockbourne Road to the alley east of Fairwood Avenue.

**Fire Station #3:** The construction of a new fire station located at 222 Greenlawn Avenue. The new fire station was equipped with an engine-medec company.

### ***Notable Neighborhoods***

#### **Brewery District**

Population ...1,523  
Area Size ...0.508 Square Miles  
Household Income ...\$51,631  
Median Rent ...\$871  
Median Age ...37.8

#### **Edgewood**

Population ...2,172  
Area Size ...0.422 Square Miles  
Household Income ...\$28,978  
Median Rent ...\$460  
Median Age ...38.3

#### **German Village**

Population ...3,506  
Area Size ...0.384 Square Miles  
Household Income ...\$54,028  
Median Rent ...\$790  
Median Age ...38.2

#### **Hungarian Village**

Population ...2,183  
Area Size ...0.205 Square Miles  
Household Income ...\$27,256  
Median Rent ...\$554  
Median Age ...33.8

#### **Merion Village**

Population ...7,505  
Area Size ...0.814 Square Miles  
Household Income ...\$35,055  
Median Rent ...\$611  
Median Age ...32.6

Source: City-Data.com



## COLUMBUS West-Side

### ***Notable Neighborhoods***

#### **Franklinton**

Population ...12,247  
 Area Size ...2.524 Square Miles  
 Household Income ...\$24,671  
 Median Rent ...\$418  
 Median Age ...32.3

#### **Hilltop**

Population ...66,449  
 Area Size ...12,527 Square Miles  
 Household Income ...\$38,935  
 Median Rent ...\$583  
 Median Age ...34.9

#### **West Olentangy**

Population ...18,432  
 Area Size ...5.939 Square Miles  
 Household Income ...\$52,753  
 Median Rent ...\$679  
 Median Age ...35.6

#### **West Scioto**

Population ...18,432  
 Area Size ...5.939 Square Miles  
 Household Income ...\$52,753  
 Median Rent ...\$679  
 Median Age ...35.6

Source: City-Data.com

### **Notable Capital Projects**

**Glenwood Recreation Center Project:** In 2015, the 15,000 square-foot recreation center was demolished and replaced with a new 27,000 square-foot facility. The new facility includes an art room, ceramics room, fitness center, game room, classrooms, multipurpose room, gymnasium, kitchen, lobby, and office area.

**Wilson Road Park Project:** A new 42-acre park will include the development of 7-acres while the remainder will be left as a natural area. The new park development will include two soccer fields, an open shelter, parking, and trail connection to the Camp Chase Greenway Trail.

**Camp Chase Rail Trail:** A 2.9 mile section of multi-use trail located adjacent to the active Camp Chase Railroad from West Sullivant Avenue to Eureka Avenue. The project includes the construction of two new single-spans, prefabricated, steel truss bridges crossing South Fork Dry Run and Dry Run.

**Scioto Peninsula Improvements Project:** This project includes the rehabilitation of Broad Street to include medians, sidewalk and curb replacements, the undergrounding of utility lines, the installation of a new park along Belle Street, and the construction of a new underground parking garage.

## 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:

**John Glenn Columbus International Airport:** Service to 32 destination airports with over 150 daily flights and 6.8 million annual passengers.

**Rickenbacker International Airport:** A multimodal logistics hub serving international airfreight, cargo airlines, manufacturers, and distributors with over 166,000 annual passengers.



Photo by: DRust

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

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

### Other Means of Getting Around Columbus:

**Public Transportation:** Central Ohio Transit Authority (**COTA**) provides bus service to over 19 million annual passengers with 68 local, express, and crosstown lines and 3,400 bus stops. **CBUS** provides free downtown bus service, circulating on a specified route, every 10-15 minutes. **AirConnect** provides direct bus service between downtown and the John Glenn Columbus International Airport.



**Sharing Services:** **COGO** provides on demand access to over 365 bicycles located at 41 stations throughout downtown. **Car2Go** provides on demand access to 200 vehicles located throughout the city. **Uber** and **Lyft** connect people in need of a ride with available drivers.

**Two Wheels:** Columbus' bikeway program encourages traveling in and around Columbus via **bicycles** and maintains protected bike lanes and an extensive network of bike paths.

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



### *What is the #Smart City Challenge?*



The Smart City Challenge is a grant from the U.S. Department of Transportation (USDOT) to encourage mid-size cities to create innovative solutions for the future of urban mobility. The grant includes \$40 million from the USDOT and another \$10 million from Vulcan, Inc. to incorporate electric vehicle infrastructure. Columbus was announced as the winner of the Smart City challenge on June 23, 2016 from a total nationwide applicant pool of 78 cities, including 7 finalists.

### *State-of-the-art Facilities and Networks*

The City of Columbus recently completed construction of an advanced Traffic Management Center (TMC), and construction is presently underway for a multi-year, \$76 million investment in the Columbus Traffic Signal System (CTSS). The CTSS, TMC, and Ohio Department of Transportation (ODOT) will provide advanced and integrated traffic management coordination between Columbus, ODOT, and regional communities.

The Transportation Research Center (TRC) is a world-leading provider of vehicular testing services, providing research and development (R&D), compliance, and certification testing for vehicles and components for crash-, emissions-, dynamic- and durability-testing. The TRC will contribute its wealth of expertise in advanced automotive research to the Smart Columbus program.

The Central Ohio Transit Authority (COTA) Cleveland Avenue Bus Rapid Transit (CMAX BRT) will connect more than 200,000 residents and 170,000 jobs between downtown and major residential, retail, and employment centers along the City's second busiest transit route, including three of our most challenged neighborhoods. COTA and Smart Columbus will expand the CMAX project to bring a smart payment system to cash-based households, integrated trip planning for first mile/last mile connections, and Wi-Fi along the route.



## #SMARTCOLUMBUS



### **Smart Columbus Goals**

After engaging residents, leaders, experts and others, five major goals emerged to provide ladders of opportunity for all:

- Improve **access to jobs** through expanded mobility options in major job centers
- Enhance visitor experience by better **connecting our visitors** to transportation options
- Stimulate regional economic prosperity and compete globally through **smart logistics**
- Better **connect Columbus residents** to safe, reliable transportation that can be accessed by all
- Support the efficient movement of people and goods through **environmentally sustainable practices**.

### **How will these Goals help the Citizens of Columbus?**

Smart Columbus is an important component of the City's CelebrateOne effort to address infant mortality. Mothers not accessing pre-natal care and the challenging social and economic conditions that exist in the targeted neighborhoods are key contributors to infant mortality. Smart Columbus will improve access to pre-natal care and provide the ladders of opportunity to our residents to address the challenging social and economic conditions in their neighborhoods.



Transportation is not just getting people from point A to B. It's the central way for moving citizens up the ladders of success. Smart Columbus proposes autonomous vehicle deployment to address first mile/last mile challenges from the Easton Transit Center to Easton employers.

We will also provide enhanced traveler information, broadband connectivity, and build smart intersections along the new CMAX Bus Rapid Transit (BRT) Corridor from Polaris to Downtown.

Implementing a smart pass will enable all residents to have access and be able to pay for all the transportation options in our city with a smartphone or pass.

### **How will Smart Columbus improve the experience for visitors to Columbus?**

We will develop a smartphone app in conjunction with Experience Columbus to make event-specific traffic, parking, and transit options real time. For example, using the app visitors to the convention center who want to attend a performance at The Ohio Theater could view the most efficient routes for walking or driving, parking options, and all available transit systems from busses to cabs.

# CelebrateOne



## Reducing Infant Mortality:

Every year in Franklin County, 150 babies die before reaching their first birthday – and African American babies are dying at 2.5 times the rate of white babies.

**Our Goal:** To respond to the unequal distribution and alarming rates of premature births and infant deaths, Mayor Andrew Ginther and the Greater Columbus Infant Mortality Task Force created CelebrateOne, a collective impact initiative, to align, organize and implement efforts to **reduce Columbus' Infant Mortality Rate by 40%, and decrease the racial disparity rate of infant deaths by 50% by the year 2020.**

## Neighborhood Focus:

CelebrateOne is focused on locations where the infant mortality rates are highest.

**CelebrateOne is working intensely with residents and stakeholders in the highest priority areas, including Linden, the Near South Side and the Near East Side.**

Initiatives are underway in five other priority areas – Hilltop, Franklinton, Northeast, Southeast and Northland area. Premature births are more likely to occur in these neighborhoods, along with higher rates of poverty, unemployment, housing instability, uninsured people, and transportation barriers.



**The City's Investment:** CelebrateOne has leveraged investments and in-kind support from partners including community organizations, hospitals, the City of Columbus, and Franklin County to work toward our goal of reducing infant mortality. The projects below highlight key City investments, both present and future, that impact social determinants of health in the CelebrateOne neighborhoods of Linden, Near East and Near South.

<h3>Recreation &amp; Parks</h3> <ul style="list-style-type: none"> <li>• Driving Park Community Center &amp; Pool Improvements - \$10,500,000</li> <li>• Douglas Community Center Improvements - \$3,403,425</li> <li>• APPS - Violence Intervention &amp; Cap City Festivals - \$3,000,000</li> </ul>	<h3>Public Safety</h3> <ul style="list-style-type: none"> <li>• High School Resource Officer Program - \$325,000</li> <li>• Neighborhood Safety Cameras - \$300,000</li> </ul>	<h3>Public Health</h3> <ul style="list-style-type: none"> <li>• CelebrateOne Administration, Safe Sleep and Strategic Initiatives - \$1,246,843</li> <li>• Neighborhood Health Initiatives - \$354,463</li> </ul>
<h3>Development</h3> <ul style="list-style-type: none"> <li>• Poindexter Village Choice Neighborhood Grant Housing &amp; Infrastructure - \$24,000,000</li> <li>• Funding for social services and Community Shelter Board - \$13,200,026</li> <li>• Lead Safe Housing Program - \$418,155</li> </ul>	<h3>Public Utilities</h3> <ul style="list-style-type: none"> <li>• Livingston Ave Street Light Post Tops - \$397,637</li> <li>• Blueprint Linden, Hudson/McGuffey - \$475,000</li> </ul>	<h3>Education</h3> <ul style="list-style-type: none"> <li>• Early Start Columbus - \$809,520</li> <li>• Linden Park Neighborhood Early Childhood Education Center - \$784,000</li> <li>• Future Ready - \$700,000</li> </ul>
		<h3>Public Service</h3> <ul style="list-style-type: none"> <li>• Smart Cities Transportation Initiative - \$3,000,000</li> <li>• Neighborhood Infrastructure Improvements - \$2,251,618</li> <li>• Pedestrian Safety Improvement (Whittier St Sidewalks) - \$1,900,000</li> </ul>
		<h3>Neighborhoods</h3> <ul style="list-style-type: none"> <li>• Property Acquisition - \$1,250,000</li> </ul>

## Moving Forward:

Columbus is laying the groundwork for long term success by investing in communities that need it most. Improving the built environment, supporting neighborhood stability programs and addressing other risk factors will move us towards our goal of celebrating more first birthdays in Columbus, Ohio.







## 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	30,963
State of Ohio	23,859
OhioHealth Corp	19,936
JPMorgan Chase & Co.	19,200
Nationwide Mutual Insurance Co.	12,200
Kroger Co.	10,242
Mount Carmel Health System	8,818
Nationwide Children's Hospital	8,508
City of Columbus	8,254
Honda North America, Inc.	7,800
Franklin County	6,959
Columbus City Schools	6,488
L Brands, Inc.	6,090
Huntington Bancshares, Inc.	4,661
Cardinal health, Inc.	4,635

Source: Columbus 2020, OSU 2015 Statistical Summary

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
Hirschvogel Inc.	Auto	Forged Auto Parts	\$50 million
Rogue Fitness	Manufacturing	Fitness Equipment	\$37 million
Anheuser-Busch, LLC	Other	Beer	\$18 million
Roxane Inc.	Other	Pharmaceuticals	\$15 million

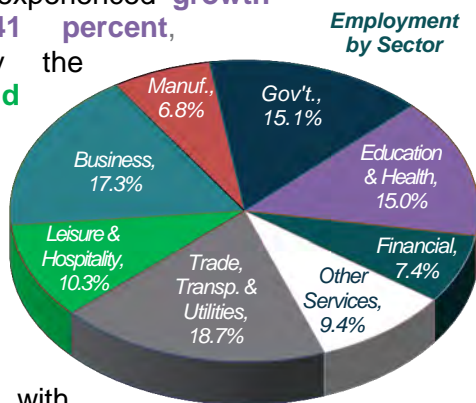
Source: Ohio Private Investment Survey 2013-2015, Ohio Development Services Agency, March 2016

# 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 2006, all sectors except manufacturing have experienced growth. The **education & health sector** has experienced **growth** of over **41 percent**, followed by the **leisure and hospitality sector**, with **growth** of **17 percent**, and the **business sector**, with **growth** of **23 percent**. The **manufacturing sector** has experienced a **decline** of **10 percent**.



Source: U.S. Bureau of Labor Statistics, June 2016

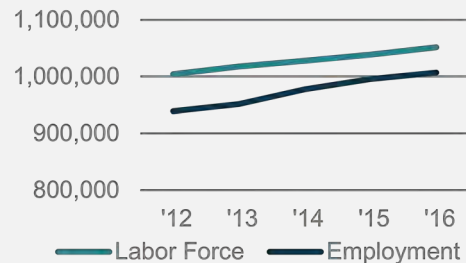
## Largest Colleges & Universities

- The Ohio State University ...58,322 Enrolled
- Columbus State College ...24,448 Enrolled
- Franklin University ...5,732 Enrolled
- Capital University ...3,494 Enrolled
- DeVry University ...2,971 Enrolled

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 136,000 students and over 20,000 annual graduates. In addition, Columbus offers a large variety of workforce development programs through community, technical, and vocational schools. Source: Columbus Region 2016 Talent Factsheet

### Workforce Quick Facts

#### 5 Year - Labor Force Trend



Workforce Size ...1,066,941

#### Unemployment Rate

COLUMBUS ...4.2%  
National Average ...5.1%

#### Mean Hourly Wage

COLUMBUS ...\$22.80  
National Average ...\$23.23

#### Highest Paid Occupation

Management ...\$53.05

#### Lowest Paid Occupation

Food preparation ...\$10.78

#### Mean Travel Time to Work

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

Source: U.S. Bureau of Labor Statistics, June 2016



## 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.

- **The Edwards Project at Gay and High:** This public-private partnership project will redevelop the Citizens Building on the southwest corner of Gay and High Streets and two parking lots on High Street (between Gay and Long Streets) through a \$35 million mixed-use development comprised of ground floor retail space, apartments, and a structured parking garage.
- **Two25 Commons:** \$60 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:** A recently completed \$30 million renovation of the Main Library. The library’s vision is to renovate 10 of 23 branches 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.
- **Ohio Veterans Memorial and Museum:** \$55 million, a new memorial and museum to honor Ohio veterans and educate and inspire visitors to serve their community and nation. Expected completion is spring 2018.

### *Downtown Quick Facts*

#### Investments (\$)

- Proposed ...\$1.2B
- Under Construction ...\$501M
- Completed (Jan.-Jun. 2016) ...\$65M

#### Largest Proposed Projects

- I-70 & 71 Interchange ...\$845M
- Millennial Tower ...\$90M
- Two25 Commons ...\$60M

#### Largest Under Construction Projects

- Convention Center Upgrades ...\$125M
- Michael B. Coleman Governmental Center ...\$60M
- Ohio Veterans Memorial and Museum ...\$55M

#### Total Residents ...7,945

#### Housing Units

- Proposed ...1,308
- Under Construction ...833
- Completed (Jan.-Jun.2016) ...59

#### Apartment Occupancy Rate ...97%

#### Office Vacancy Rate ...11.4%

#### Colleges & Universities ...5 (32,372 students)

#### Hotels ...15 (4,000 rooms)

#### Annual Visitors ...9.2M

Source: Downtown Columbus Economic Development Update, Mid-Year 2016

## COLUMBUS ECONOMIC DEVELOPMENT

### Fastest Growing METRO in the Midwest

- According to population estimates from the U.S. Census Bureau, Columbus is the fastest growing metro in the Midwest and posted the 13<sup>th</sup> largest gain overall based on new 2014 population estimates.

With the prudent use of tax incentives, tax increment financing, and other development incentives, the city has leveraged over \$367 million worth of private sector development to create 3,568 and retain 12,113 new jobs since 2015.

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

*Site Selection Magazine* lists Columbus as a top 5 metro (with populations over 1 million) with 108 successful economic development projects in 2015.

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

**Nationwide Children's Hospital:** Nationwide Children's Hospital is a pediatric healthcare facility which has grown to occupy more than six blocks with 1.5 million square feet at its downtown hospital and research campus. In early 2016, Nationwide Children's Hospital began a second major expansion, which will include an investment of approximately **\$189 million** and raise its employment levels to **11,000 by 2019** and **12,000 total employees by 2024**.

**Rogue Fitness:** Rogue Fitness, a national leader in the manufacture and distribution of high quality strength and conditioning equipment, is investing over **\$36 million** to construct a corporate headquarters for its North American operation in the City's Milo-Grogan community. The new 600,000 square foot facility will house its 337 current employees and add **90 new full-time permanent positions** on approximately 30 acres of land.

**Aver Inc.:** Aver created and sells an intuitive software platform to build bundled payments and analyze performance that the healthcare industry can use. Today, Aver is one of only a handful of companies with software to automate bundled payments, and the only one that can implement any bundling methodology. Aver's patented technology and design tools enable non-technical users to easily translate enterprise data into actionable intelligence. In less than one year after relocating to Columbus from Green Bay, Wisconsin, Aver outgrew its space and relocated to the Huntington Center in mid-2015, committing to retain 32 full-time positions and create **200 new full-time positions** with an associated annual payroll of approximately **\$20.6 million**.

### Columbus 2020 Goals to Achieve by the Year 2020 (status as of Feb 2016)

- Add 150,000 net new jobs (at 113,634)
- Increase personal per capita income by 30 percent (at 17 percent)
- Add \$8 billion of capital investment (at \$7.08 million)
- 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 the nationally ranked Columbus Zoo and Aquarium, COSI and Columbus Metropolitan libraries. Organizations such as the Columbus Symphony, Columbus Jazz Orchestra, and Opera Columbus provide year-round opportunities for live music performances.

**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*
- Ohio Aviators, Pro Rugby*

**Entertainment Venues**

- Columbus Convention Center
- Nationwide Arena
- Express Live!
- Newport Music Hall
- 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 Affaire</li> <li>• Cap City Half Marathon</li> </ul> <p>April</p>	<ul style="list-style-type: none"> <li>• Susan G. Komen Race for the Cure</li> <li>• Memorial Tournament</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 Employment Growth between June 2014 & June 2015**  
*(Bureau of Labor Statistics)*

**No. 1 in the country, for Wage Growth between June 2014 and June 2015**  
*(Bureau of Labor Statistics)*

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

**No. 1 Best Cities for Mid-Career Professionals in 2016** (Forbes)

**No. 1 Top metro for scaling startups** (Kauffman Foundation)

**No. 1 Top Tech talent markets in 1016** (CBRE)

**No. 1 America's Hottest Apartment Markets** (Zillow)

### -- Top 10 Rankings --

**No. 2 Least expensive office markets in the U.S.** (BOMA International)

**No. 3 Best cities for New College Grads** (SmartAsset)

**No. 3 Best Cities for Healthcare Jobs in 2016** (ZipRecruiter)

**No. 4 Top metros for growth entrepreneurship** (Kauffman Foundation)

**No. 5 Best American cities to work in tech in 2016** (SmartAsset)

**No. 5 Best Cities for Conferences** (SmartAsset)

**No. 7 States with the highest workforce quality** (Chief Executive)

**No. 7 Best Cities for young professionals in 2016** (Forbes)

This page has been intentionally left blank.



*Located south of Merion Village, Hungarian Village was populated by immigrants from Hungary, Croatia, and Italy, and became home to the Hungarian Reformed Church more than a century ago. It is roughly the size of four by seven city blocks.*

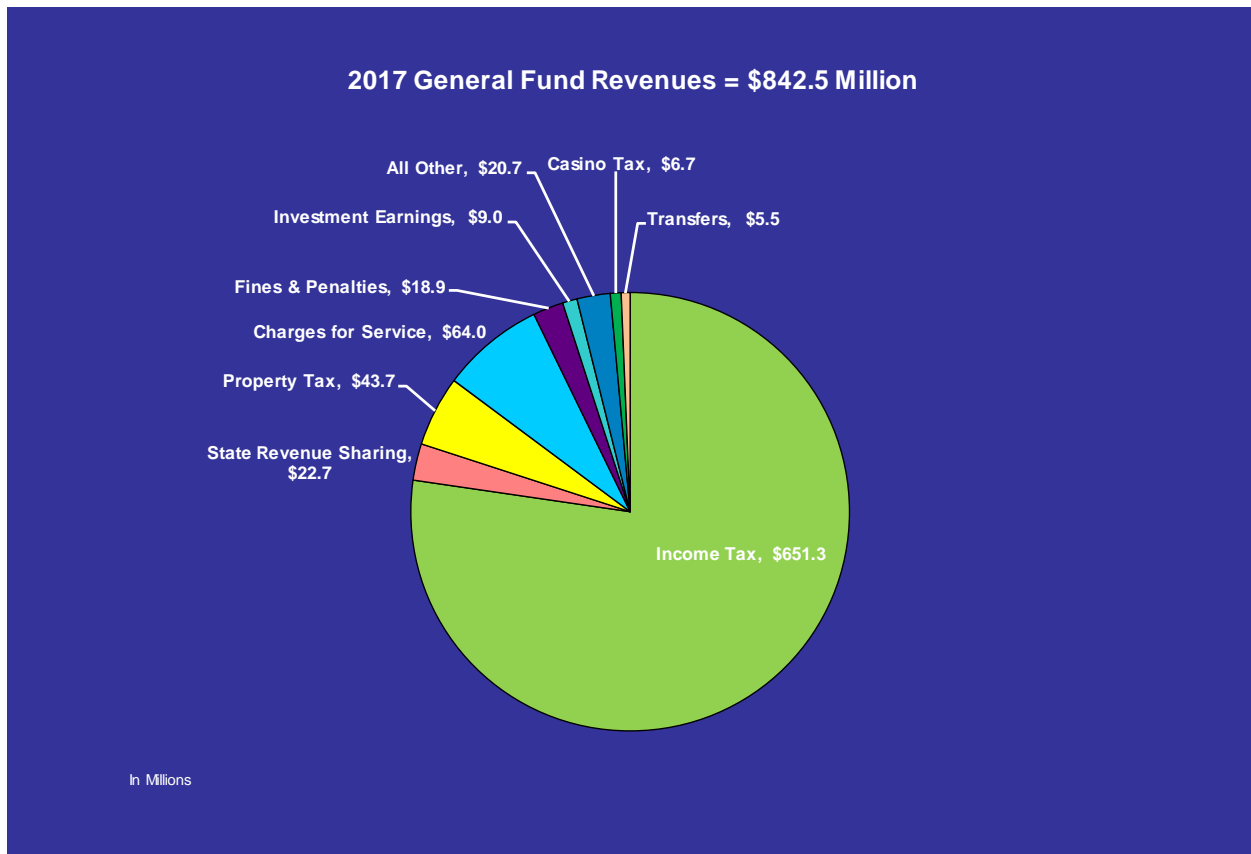
## FINANCIAL OVERVIEW

### 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 on the following page illustrates the projected amount of revenue expected from each major general fund source in 2017. After the income tax, the next three largest revenue sources to the general fund are various charges for services at eight percent, property taxes at five percent and shared revenues (various state taxes that are shared with local governments) at three percent.





Income tax collections are projected at \$632.3 million in 2016 and \$651.3 million in 2017. The City Auditor’s 2017 estimate assumes a three percent growth in income tax receipts in 2017, or an additional \$19 million.

Over the past decade, budget reductions at the state level have led to incremental reductions of shared revenues to local governments. No further reductions will be realized in 2017. In 2001, the City of Columbus received \$51 million in local government funds, while the 2016 projection for these funds is \$20.0 million, and in 2017 this revenue source is projected at \$22.7 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. Property taxes rebounded in 2015 and increased by 0.82 percent over the prior year. The City Auditor projects that 2016 property tax collections will be 0.36 percent higher than those of 2015. Due to increases in property values, property taxes are expected to grow 2.36 percent in 2017 over the 2016 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 2016, projected earnings are \$7.3 million. The City Auditor increased the estimate to \$9 million for 2017.

## **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, \$2.2 million in 2016, and \$2.2 million in 2017, the fund will have accumulated \$72.5 million of the 2018 goal of \$75 million.

The planned replenishment schedule is illustrated in the following chart.

Economic Stabilization Fund Recommended Future Deposits (000's Omitted)					
Year	Deposit	Investment Earnings*	Expended	Year-End Balance	% of GF Budget
2003	-	608	10,243	18,371	3.49%
2004	59,406	791	25,000	53,568	10.15%
2005	-	1,169	13,000	41,737	7.49%
2006	9,964	2,111	12,000	41,812	7.02%
2007	348	2,320	-	44,480	7.04%
2008	-	-	900	43,580	6.68%
2009	720	739	30,039	15,000	2.43%
2010	7,500	224	-	22,724	3.31%
2011	10,000	173	-	32,897	4.72%
2012	6,725	183	-	39,805	5.47%
2013	16,147	193	-	56,145	7.44%
2014	7,600	330	-	64,075	8.21%
2015	2,200	466	-	66,741	8.37%
2016	2,200	669	-	69,610	8.47%
2017	2,200	696	-	72,506	8.34%
2018	2,200	725	-	75,431	8.68%

\* 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.

Anticipated Expenditure Fund Recommended Future Deposits (000's Omitted)			
Year	Deposit	Expended	Year-End Balance
2011	2,052	-	6,814
2012	2,060	-	8,874
2013	2,122	-	10,996
2014	2,185	-	13,181
2015	2,251	-	15,432
2016	2,318	-	17,750
2017	2,388	-	20,138
2018	2,460	-	22,597
2019	2,533	-	25,131
2020	2,609	-	27,740

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 four years, this fund has helped to ensure the continuation of basic city services. In 2017, \$1.5 million will be transferred into the basic city services fund from the general fund, increasing the balance to \$4.8 million.

## **2017 Budget Scenario**

The 2017 budget was balanced by employing certain key principles, as follows:

- Build a budget from the ground up which is keyed to the Mayor's strategic priorities and goals.
- 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 2017 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 2018 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 eight percent annually in 2018 and beyond; however, projections include offsets due to incremental increases in employee shares.
- Except as otherwise noted, expenditure projections for 2018 and beyond are premised on maintaining 2017 levels of service.
- No general fund moneys are projected for the purchase of vehicles in 2017. Starting in 2018 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 \$651.3 million in 2017 and will grow by 3.25 percent in all years thereafter.
- Property taxes will increase by 2.36 percent in 2017, 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 increase by 12.8 percent in 2017 and then increase by 2.0 percent thereafter.
- Investment earnings will be \$9 million in 2017 and are projected to remain at that level in 2018 and thereafter.
- Charges for services are expected to increase by 2.01 percent in 2017 and then grow by 3.0 percent thereafter.
- The kilowatt hour tax will be \$3.3 million in 2017 and will remain flat thereafter.
- Fines and penalties will increase by 0.75 percent in 2017 and increase by 2.0 percent thereafter.
- Licenses and permit fees will remain flat in 2017 and increase by 2.0 percent thereafter.
- Casino revenue will total \$6.7 million in 2017 and increase by 3.0 percent in all years thereafter.

## Division Specific Assumptions

- Two police recruit classes are funded in the general fund in 2017. Thereafter, recruit classes sufficient to replace retiring uniformed staff are projected.
- Two fire recruit classes are funded in 2017. 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 2017 and beyond.

GENERAL FUND PRO FORMA OPERATING STATEMENT

Resources:	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Beginning Balance	30,721,859	26,998,000	-	-	-	-	-	-	-	-	-
Income Tax	632,300,000	651,300,000	672,467,000	694,322,000	716,887,000	740,186,000	764,242,000	789,080,000	814,725,000	841,204,000	868,543,000
Property Tax	42,647,000	43,654,000	45,400,000	46,308,000	47,234,000	49,123,000	50,105,000	51,107,000	53,151,000	54,214,000	55,298,000
Kilowatt Hour Tax	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	3,300,000
Hotel/Motel Tax	-	-	-	-	-	-	-	-	-	-	-
Shared Revenues	21,234,000	23,952,000	24,431,000	24,920,000	25,418,000	25,926,000	26,445,000	26,974,000	27,513,000	28,063,000	28,624,000
License and Permit Fees	12,190,000	12,190,000	12,434,000	12,683,000	12,937,000	13,196,000	13,460,000	13,729,000	14,004,000	14,284,000	14,570,000
Fines and Penalties	18,765,000	18,906,000	19,284,000	19,670,000	20,063,000	20,464,000	20,873,000	21,290,000	21,716,000	22,150,000	22,593,000
Investment Earnings	7,250,000	9,000,000	9,000,000	9,000,000	9,000,000	9,000,000	9,000,000	9,000,000	9,000,000	9,000,000	9,000,000
Charges for Service	62,722,000	63,981,000	65,900,000	67,877,000	69,913,000	72,010,000	74,170,000	76,395,000	78,687,000	81,048,000	83,479,000
All Other Revenue	9,026,000	9,559,000	9,559,000	9,559,000	9,559,000	9,559,000	9,559,000	9,559,000	9,559,000	9,559,000	9,559,000
Basic City Services - Transfer In	1,830,000	-	-	-	-	-	-	-	-	-	-
Casino Revenue	6,515,000	6,660,000	6,859,800	7,065,594	7,277,562	7,495,889	7,720,765	7,952,388	8,190,960	8,436,689	8,689,789
<b>Total Revenues</b>	<b>817,779,000</b>	<b>842,502,000</b>	<b>868,634,800</b>	<b>894,704,594</b>	<b>921,588,562</b>	<b>950,259,889</b>	<b>978,874,765</b>	<b>1,008,386,388</b>	<b>1,039,845,960</b>	<b>1,071,258,689</b>	<b>1,103,655,789</b>
Total Available Resources	848,500,859	869,500,000	868,634,800	894,704,594	921,588,562	950,259,889	978,874,765	1,008,386,388	1,039,845,960	1,071,258,689	1,103,655,789
% Change in Revenues from Prior Yr.	2.31%	3.02%	3.10%	3.00%	3.00%	3.11%	3.01%	3.01%	3.12%	3.02%	3.02%
% Change in Resources from Prior Yr.	2.42%	2.47%	-0.10%	3.00%	3.00%	3.11%	3.01%	3.01%	3.12%	3.02%	3.02%
Expenditures:	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Development	41,788,292	25,709,365	26,520,137	27,241,133	27,991,796	28,773,939	29,589,510	30,440,600	31,329,455	32,258,491	33,230,304
Fire	235,827,042	243,756,449	250,018,353	257,907,460	265,455,757	273,346,232	281,601,025	290,243,944	299,300,593	308,798,516	318,767,351
Governmental Services	94,857,757	130,598,486	137,148,986	142,895,795	146,574,327	150,392,078	154,357,086	158,477,968	162,763,966	167,224,999	171,871,713
Health	23,373,474	24,076,829	25,330,306	26,096,312	26,898,391	27,738,923	28,620,472	29,545,793	30,517,853	31,539,846	32,615,210
Judicial Services	29,366,659	30,342,283	31,791,953	32,899,569	34,067,081	35,298,704	36,598,982	37,972,810	39,425,462	40,962,623	42,590,420
Other Safety	13,236,360	14,488,617	14,902,263	15,286,143	15,684,567	16,098,376	16,528,471	16,975,817	17,441,453	17,926,490	18,432,126
Police	308,015,682	318,621,471	328,013,380	337,834,686	348,113,301	358,879,241	370,164,795	382,004,697	394,436,326	407,499,910	421,238,754
Recreation and Parks	37,788,290	40,360,624	41,590,004	42,810,587	44,086,685	45,421,896	46,820,088	48,285,426	49,822,384	51,435,782	53,130,804
Refuse Collection	30,687,203	33,716,997	35,383,565	36,426,720	37,517,577	38,659,237	39,855,035	41,108,557	42,423,664	43,804,508	45,255,559
Public Service	4,361,577	4,128,879	4,356,500	4,499,894	4,650,657	4,809,297	4,976,359	5,152,433	5,338,152	5,534,199	5,741,310
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>819,302,336</b>	<b>865,800,000</b>	<b>899,055,446</b>	<b>927,898,299</b>	<b>955,040,138</b>	<b>983,417,923</b>	<b>1,013,111,823</b>	<b>1,044,208,044</b>	<b>1,076,799,308</b>	<b>1,110,985,365</b>	<b>1,146,873,550</b>
% Change/Previous Year	3.66%	5.68%	3.84%	3.21%	2.93%	2.97%	3.02%	3.07%	3.12%	3.17%	3.23%
Economic Stabilization Fund Deposit	2,200,000	2,200,000	2,200,000	-	-	-	-	-	-	-	-
Basic City Services Fund Deposit	-	1,500,000	-	-	-	-	-	-	-	-	-
Required Expenditure Reductions and/or Revenue Increases	26,998,000	-	(32,620,646)	(33,193,705)	(33,451,576)	(33,158,035)	(34,237,057)	(35,821,655)	(36,953,348)	(39,726,677)	(43,217,760)

Footnotes:  
 Revenue estimates for 2018 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.

This page has been intentionally left blank.



*Originally established on farmland in the late 1800s and early 1900s, the Harrison West neighborhood, located just northwest of downtown, enjoys several parks, access to the Olentangy Recreation Trail, and close proximity to many entertainment venues.*

---

## CITY OF COLUMBUS FINANCIAL POLICIES

---

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 preceding 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 sample of those performance indicators is included in the respective departmental sections of this document.

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

1. Requirements regarding the deposit of public money and the investment of funds in the city treasury are set forth in the Columbus City Codes, Chapters 321 and 325. Various articles establish a three-person depository commission, made up of the City Auditor, City Treasurer and the 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 three 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 325.010 of Columbus City Code and held in third-party safekeeping designated by the City Treasurer and in the name of the City of Columbus.

## **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 months' worth of health, dental, vision, prescription, disability and life insurance costs. In calculating the monthly claims costs for purposes of determining the appropriate reserve amount, a rolling average of claims experience for the previous 12 consecutive months shall be used.
2. The State of Ohio Bureau of Workers' Compensation determines the city's workers' compensation rate. Starting January 1, 2016, payments will be made prospectively which requires the amount due to be paid before coverage is provided. Starting in 2017, monthly payments to the bureau will be required. The city's policy is to set the internal rate at a level sufficient to fund the anticipated payments in the following year. If adjustments are made either to the city's premium rate or to the amount due to the bureau in cases of rebates or credits, the premium rate may be adjusted accordingly.
3. The timing of collections as provided for in the policy above may be altered under the following circumstances, provided that there is a reasonable expectation that services cannot otherwise be maintained at acceptable levels and that increased revenues during the

year or years following the budget year will allow replacement of any moneys gained from any such timing change:

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

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

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

1. A general fund pro forma operating statement is produced for each budget year and updated periodically during the year. The pro forma is published in the budget document 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.





*Located south of the Greater Hilltop and Franklinton neighborhoods, the Southwest Area was officially established as a commission in 1997, but has a rich history of land use spanning back to the early settlement of the city.*

---

## ACCOUNTING AND ORGANIZATIONAL STRUCTURE

---

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

### **Accounting Structure**

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

### **Governmental Funds**

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

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

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



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

### **Proprietary Funds**

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

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

### **Fiduciary Funds**

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

### **Bases of Accounting**

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



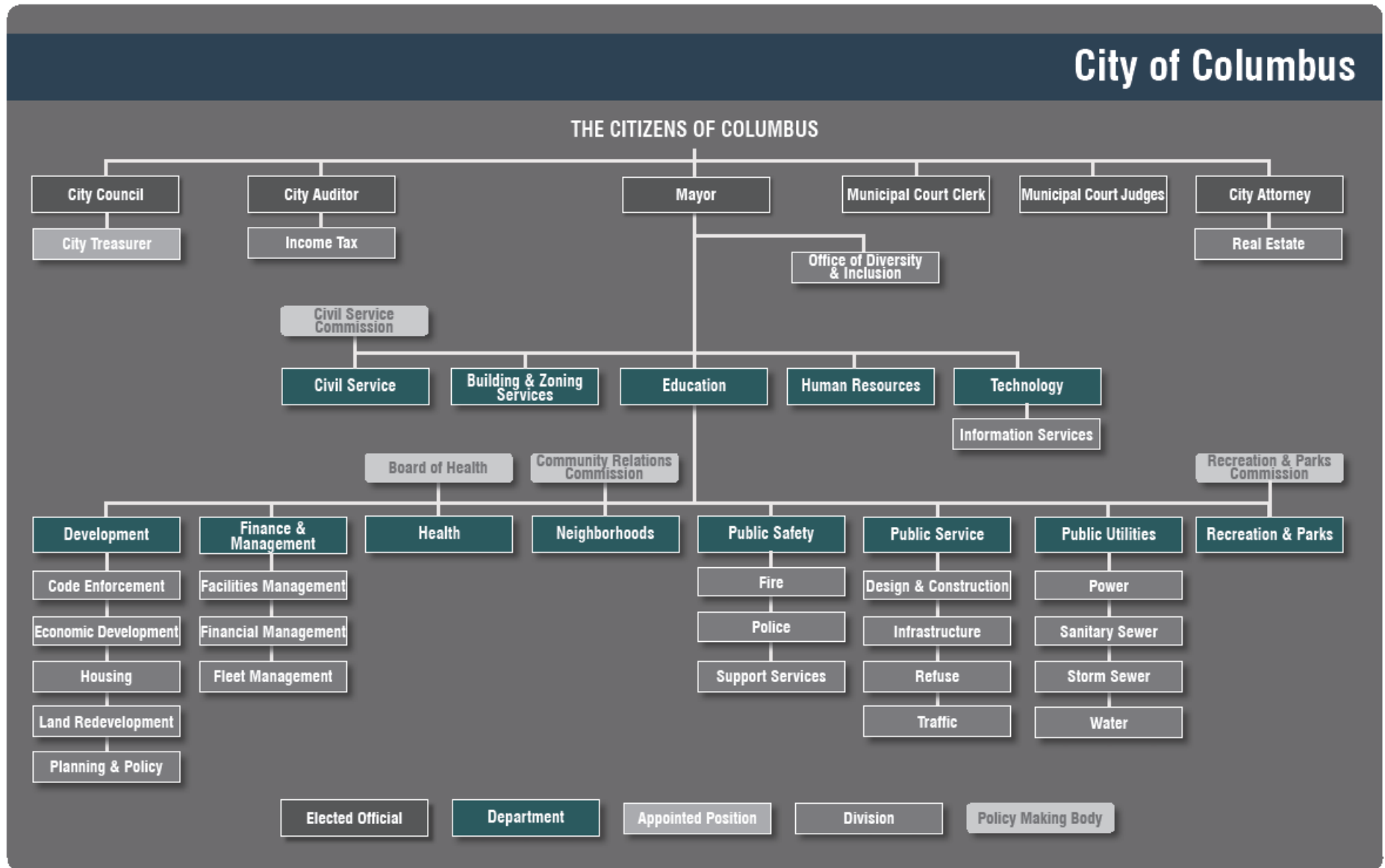
## Principal Officials

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

Official	Title	Term Beginning	Term Ending
Andrew J. Ginther	Mayor	January 1, 2016	December 31, 2019
Joe A. Lombardi	Director of Finance and Management	February 1, 2016	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 L. Klie	City Treasurer	April 21, 2009	Pleasure of Council
Andrea N. Blevins	City Clerk	June 30, 2003	Pleasure of Council
Zachary M. Klein	Council President	January 1, 2016	December 31, 2019
Elizabeth C. Brown	Member of Council	January 1, 2016	December 31, 2019
Mitchell J. Brown	Member of Council	January 11, 2016*	December 31, 2017
Shannon G. Hardin	Member of Council	January 1, 2016	December 31, 2017
Jaiza N. Page	Member of Council	January 1, 2016	December 31, 2019
Michael Stinziano	Member of Council	January 1, 2016	December 31, 2019
Priscilla R. Tyson	Member of Council	January 1, 2014	December 31, 2017

\*Appointed to Council January 11, 2016.

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



This page has been intentionally left blank.



*As this sign reflects, the University District of Columbus includes several neighborhoods in and around The Ohio State University campus, including Glen Echo, The Circles, Old North Columbus, and Weinland Park, among others.*

## 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: reviewing and adopting the annual operating and capital budgets, authorizing certain contracts, and enacting amendments to the Columbus City Code. In addition to its fiscal control and regulatory authority, City Council establishes land use policy through its zoning powers.

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

### Department Mission

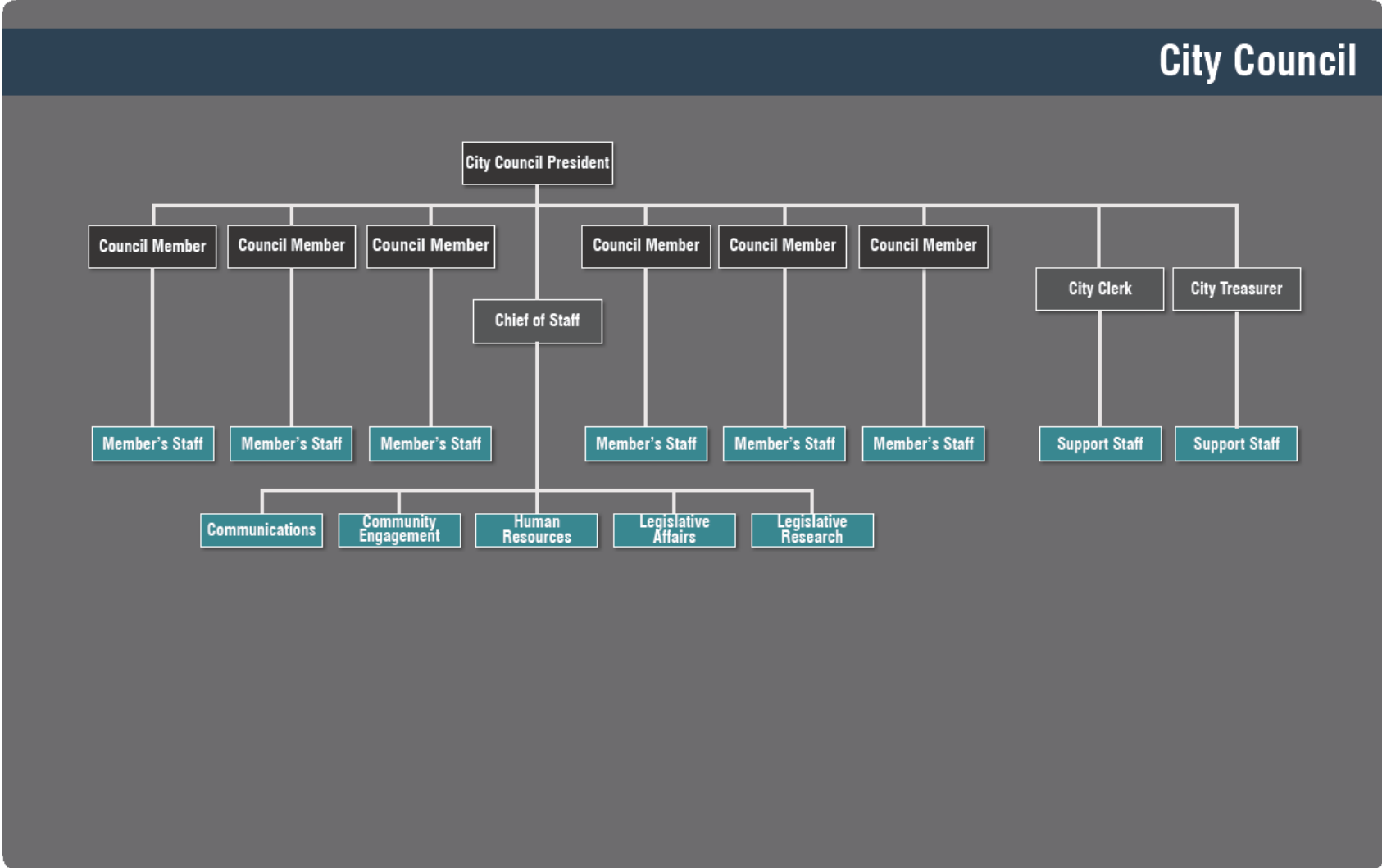
To provide high quality, responsive service to the residents of Columbus, and to demonstrate the utmost respect for the citizens and for each other in a workplace that highly values teamwork, personal integrity, and competence. City Council's overriding goal is to always do what is best for the citizens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

of core city services. City Council also initiates and facilitates ongoing cooperative efforts with other government entities, the business community, and other institutions to improve the overall high quality of life for Columbus residents.

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

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







## Strategic Priorities For 2017

Columbus City Council's 2017 strategic priorities will focus on five areas: policies intended to support the health and welfare of all residents of Columbus; maintaining public safety; economic development and job creation; open, efficient, and effective governance; and prudent financial oversight and the maintenance of the city's fiscal health. In pursuit of these priorities, Columbus City Council will:

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

Continue to work with the administration on reviewing best practices for the most effective application of economic development agreements and job growth incentives.

Promote initiatives that provide for upward economic mobility and equitable labor policies for working-class families.

Continue the ongoing examination of the efficiencies and effectiveness of various mass transportation options in the context of the city's projected future growth. Coordinate with the Department of Public Service and other city agencies on the execution of Smart Cities program deliverables.

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

Continue to work with the administration and the respective collective bargaining units to ensure proper staffing levels within the Divisions of Police and Fire to maintain the safety of Columbus neighborhoods, and to support the promotion of diversity recruitment within the city's safety forces.

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 to stabilize neighborhoods through increased investment in infrastructure improvements, the elimination of vacant and abandoned buildings, and the development of affordable and inclusive housing.

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

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.

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 ongoing implementation of the city's ethics policies and the adoption of new technologies that increase residents' access to public information.

## 2017 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. In addition, funding was included for four full-time staff to facilitate the newly created Division of Community Engagement.

Department Financial Summary by Area of Expense						
Fund	2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Proposed	
<u>General Fund</u>						
City Council						
Personnel	\$ 3,051,100	\$ 3,363,663	\$ 3,577,789	\$ 3,887,725	\$ 4,144,289	
Materials & Supplies	15,249	16,046	28,500	23,500	28,500	
Services	107,977	98,885	154,796	142,656	178,914	
General Fund Subtotal	3,174,326	3,478,594	3,761,085	4,053,881	4,351,703	
Department Total	\$ 3,174,326	\$ 3,478,594	\$ 3,761,085	\$ 4,053,881	\$ 4,351,703	

Department Personnel Summary					
Fund	FT/PT	2014 Actual	2015 Actual	2016 Authorized	2017 Authorized
<u>General Fund</u>					
	FT	35	38	40	45
	Total	35	38	40	45

Operating Budget by Program				
Program	2016 Budgeted	2016 FTEs	2017 Proposed	2017 FTEs
Administration	\$ 3,761,085	40	\$ 4,337,589	44
Internal Services	-	0	14,114	0
Department Total	\$ 3,761,085	40	\$ 4,351,703	44



# 2017 PROGRAM GUIDE

---

## ADMINISTRATION

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

## INTERNAL SERVICES

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



*The Near East Side area consists of several historic neighborhoods including Bronzeville/King-Lincoln, Mt. Vernon Avenue District, Nelson Park, and Beatty Park, among others.*

---

## 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.

For the last 36 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.

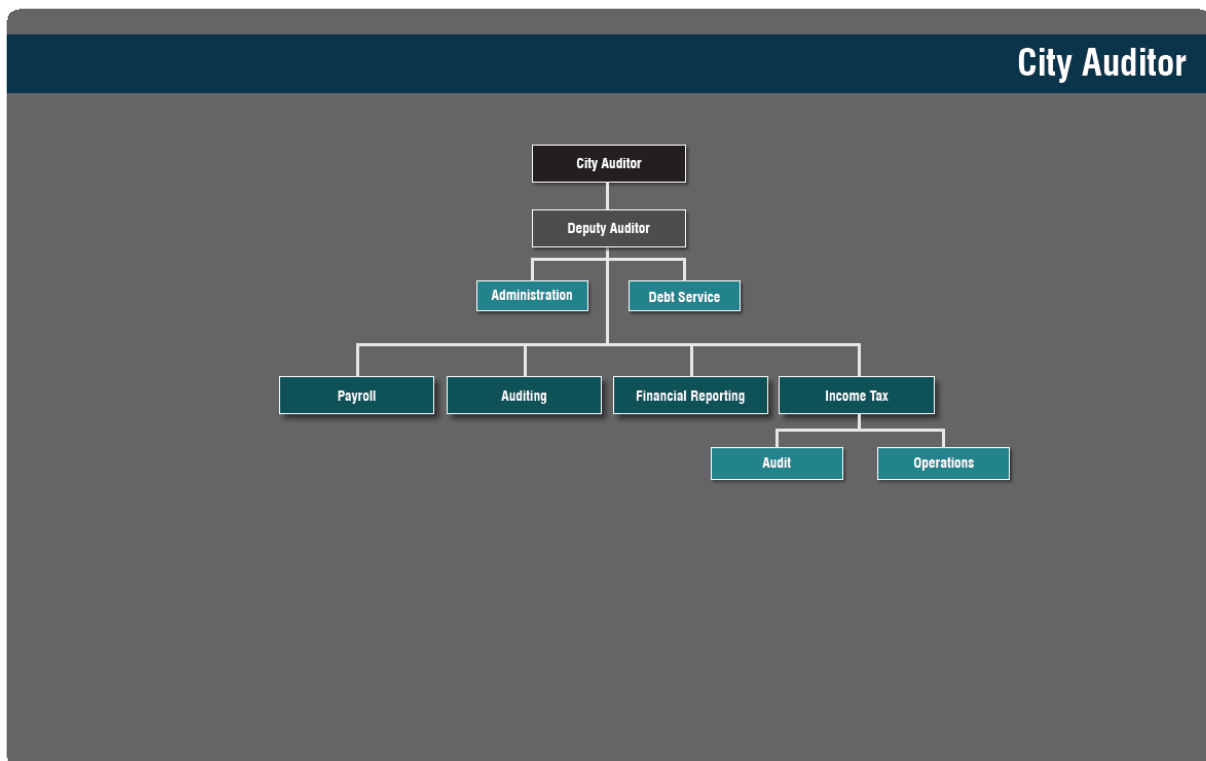
The City Auditor assists in managing the city's long-term debt, including prompt payment of principal, interest, and associated fees on the city's variable rate debt; assures current debt service coverage is sufficient to protect the credit worthiness

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 2017

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.

## 2017 BUDGET NOTES

---

### CITY AUDITOR

The 2017 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 2017 budget for the Income Tax Division includes funding for tax application computer programming services, banking and lockbox services, filing fees, postage, tax form printing, and temporary employment service fees.

Department Financial Summary by Area of Expense					
Fund	2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Proposed
<u>General Fund</u>					
City Auditor					
Personnel	\$ 2,923,776	\$ 3,024,749	\$ 3,259,421	\$ 3,207,186	\$ 3,397,160
Materials & Supplies	29,396	34,455	26,000	25,659	29,000
Services	749,157	709,766	956,520	2,021,311	1,463,241
<b>City Auditor Subtotal</b>	<b>3,702,329</b>	<b>3,768,971</b>	<b>4,241,941</b>	<b>5,254,156</b>	<b>4,889,401</b>
Income Tax					
Personnel	6,838,709	7,177,589	7,509,645	7,705,936	7,903,325
Materials & Supplies	74,152	74,331	79,000	40,189	79,000
Services	1,244,146	1,218,139	1,254,832	1,217,283	1,362,065
<b>Income Tax Subtotal</b>	<b>8,157,007</b>	<b>8,470,058</b>	<b>8,843,477</b>	<b>8,963,408</b>	<b>9,344,390</b>
General Fund Subtotal	11,859,336	12,239,029	13,085,418	14,217,564	14,233,791
Department Total	\$ 11,859,336	\$ 12,239,029	\$ 13,085,418	\$ 14,217,564	\$ 14,233,791

Division Financial Summary by Area of Expense					
Fund	2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Proposed
<u>City Auditor</u>					
General Fund					
Personnel	\$ 2,923,776	\$ 3,024,749	\$ 3,259,421	\$ 3,207,186	\$ 3,397,160
Materials & Supplies	29,396	34,455	26,000	25,659	29,000
Services	749,157	709,766	956,520	2,021,311	1,463,241
City Auditor Subtotal	3,702,329	3,768,971	4,241,941	5,254,156	4,889,401
Income Tax					
General Fund					
Personnel	6,838,709	7,177,589	7,509,645	7,705,936	7,903,325
Materials & Supplies	74,152	74,331	79,000	40,189	79,000
Services	1,244,146	1,218,139	1,254,832	1,217,283	1,362,065
Income Tax Subtotal	8,157,007	8,470,058	8,843,477	8,963,408	9,344,390
Department Total	\$ 11,859,336	\$ 12,239,029	\$ 13,085,418	\$ 14,217,564	\$ 14,233,791

Department Personnel Summary					
Fund	FT/PT	2014 Actual	2015 Actual	2016 Authorized	2017 Authorized
<u>General Fund</u>					
City Auditor	FT	26	25	34	34
	PT	0	0	4	4
Income Tax	FT	73	80	82	84
	PT	1	0	1	1
	<b>Total</b>	<b>100</b>	<b>105</b>	<b>121</b>	<b>123</b>

Operating Budget by Program				
Program	2016 Budget	2016 FTEs	2017 Proposed	2017 FTEs
Accounting and Financial Reporting	\$ 4,844,661	19	\$ 1,056,516	7
Administration	2,343,593	26	4,942,832	16
Payroll	439,826	4	509,553	5
Auditing	974,997	11	996,463	11
Tax Collection and Audits	4,482,341	46	6,426,071	68
Debt Management	-	0	238,200	2
Internal Services	-	0	64,156	0
Department Total	<u>\$ 13,085,418</u>	<u>106</u>	<u>\$ 14,233,791</u>	<u>109</u>





# 2017 PROGRAM GUIDE

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.

DEBT MANAGEMENT

To monitor, review, and manage the debt of the city.

INTERNAL SERVICES

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



*A relatively recent neighborhood designation, the Berwyn East area includes such recognized subdivisions as Scottwood, Liv-Moor Heights, and Berwick Manor.*

---

## CITY TREASURER'S OFFICE

---

### Department Description

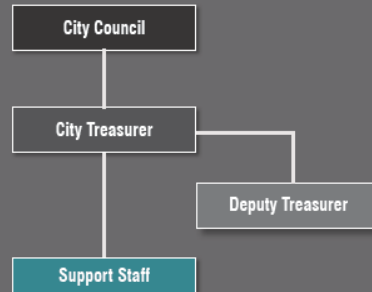
The authority of the City Treasurer is set forth in Sections 88 through 96 of the Columbus City Charter.

Specifically, the City Treasurer's responsibilities include the receipt and deposit of all city funds into bank accounts of the city in accordance with Chapter 321 of Columbus City Codes, the disbursement of city funds upon warrant by the City Auditor, 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.

## City Treasurer



## Strategic Priorities for 2017

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



## 2017 BUDGET NOTES

The Treasurer's budget is primarily personnel-related with funding for nine full-time employees in 2017. Non-personnel funding is primarily for banking services contracts and software license fees.

Department Financial Summary by Area of Expense					
Fund	2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Proposed
<b>General Fund</b>					
Personnel	\$ 897,375	\$ 857,649	\$ 993,194	\$ 914,697	\$ 991,301
Materials & Supplies	5,300	11,595	6,200	6,200	6,200
Services	150,798	127,610	145,852	194,527	161,379
<b>General Fund Subtotal</b>	<b>1,053,472</b>	<b>996,853</b>	<b>1,145,246</b>	<b>1,115,424</b>	<b>1,158,880</b>
Department Total	\$ 1,053,472	\$ 996,853	\$ 1,145,246	\$ 1,115,424	\$ 1,158,880

Department Personnel Summary					
Fund	FT/PT	2014 Actual	2015 Actual	2016 Authorized	2017 Authorized
<b>General Fund</b>					
City Treasurer	FT	8	8	10	10
	PT	1	1	2	2
	Total	9	9	12	12

Operating Budget by Program					
Program	2016 Budgeted	2016 FTEs	2017 Proposed	2017 FTEs	
Administration	\$ -	0	\$ 165,874	0	
Treasury Management	1,145,246	9	991,301	9	
Internal Services	-	0	1,705	0	
Department Total	\$ 1,145,246	9	\$ 1,158,880	9	



# 2017 PROGRAM GUIDE

---

## ADMINISTRATION

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

## TREASURY MANAGEMENT

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

## INTERNAL SERVICES

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



*With homes built in the 1960s and 1970s, the KarMel-Woodward Park area includes such subdivisions as KarMel Village, Morse Manor, and Woodward Park.*

## CITY ATTORNEY

### Department Description

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

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

### Department Mission

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

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

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

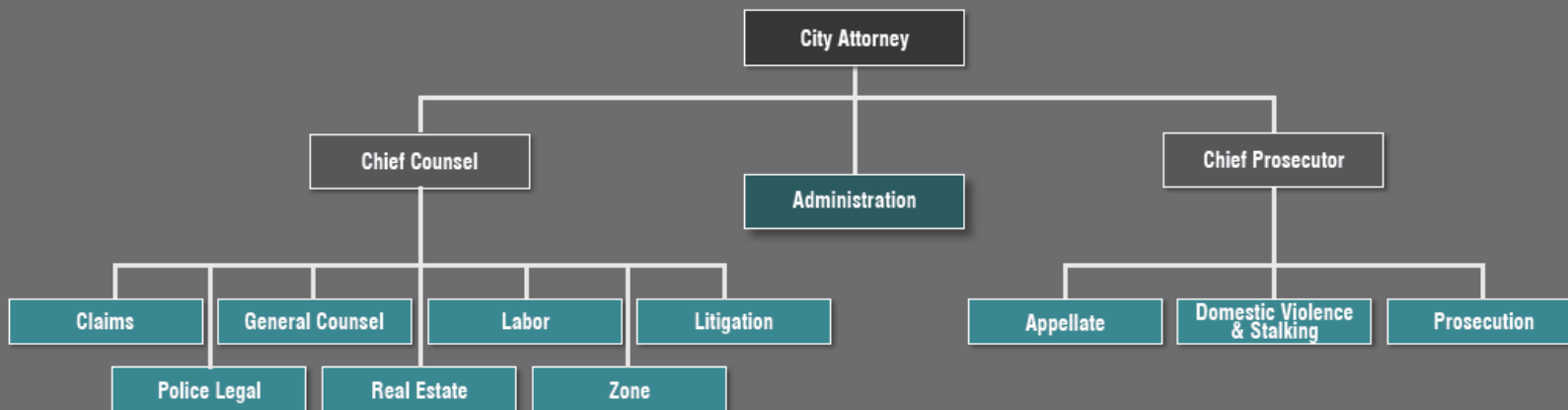
controversies in which the city is a party, and such other suits, matters and controversies relating to city affairs as he shall, by resolution or ordinance of council, be directed to prosecute or defend.

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

## **Table of Organization**

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

# 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 2017

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.

## 2017 BUDGET NOTES

---

A portion of 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 2017 budget provides funding for all attorneys, paralegals, and other support staff within the City Attorney's office. Proposed staffing levels in 2017 include four new positions associated with the implementation of the Division of Police's body worn camera program. These positions will support the office in the review of video footage obtained through the body worn cameras.
- A total of \$125,000 is budgeted for subscriptions and memberships to various legal research services and publications.

Department Financial Summary by Area of Expense					
Fund	2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Proposed
<u>General Fund</u>					
City Attorney					
Personnel	\$ 10,735,000	\$ 10,913,482	\$ 11,690,597	\$ 11,514,021	\$ 12,181,056
Materials & Supplies	79,129	89,447	150,500	160,250	87,075
Services	356,561	403,442	400,303	407,070	434,511
Transfers	141,734	116,420	-	48,500	-
<b>City Attorney Subtotal</b>	<b>11,312,425</b>	<b>11,522,790</b>	<b>12,241,400</b>	<b>12,129,841</b>	<b>12,702,642</b>
Real Estate					
Personnel	174,388	92,451	132,427	106,429	114,035
<b>Real Estate Subtotal</b>	<b>174,388</b>	<b>92,451</b>	<b>132,427</b>	<b>106,429</b>	<b>114,035</b>
General Fund Subtotal	11,486,813	11,615,241	12,373,827	12,236,270	12,816,677
<u>Land Acquisition Fund</u>					
Real Estate					
Personnel	666,904	766,846	943,591	847,753	1,020,768
Materials & Supplies	3,163	12,079	17,500	17,651	17,310
Services	42,624	45,423	92,090	77,017	97,326
Land Acq. Fund Subtotal	712,691	824,347	1,053,181	942,421	1,135,404
Department Total	\$ 12,199,503	\$ 12,439,588	\$ 13,427,008	\$ 13,178,691	\$ 13,952,081

Division Financial Summary by Area of Expense					
Fund	2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Proposed
<u>City Attorney</u>					
General Fund					
Personnel	\$ 10,735,000	\$ 10,913,482	\$ 11,690,597	\$ 11,514,021	\$ 12,181,056
Materials & Supplies	79,129	89,447	150,500	160,250	87,075
Services	356,561	403,442	400,303	407,070	434,511
Transfers	141,734	116,420	-	48,500	-
<b>City Attorney Subtotal</b>	<b>11,312,425</b>	<b>11,522,790</b>	<b>12,241,400</b>	<b>12,129,841</b>	<b>12,702,642</b>
Real Estate					
Personnel	174,388	92,451	132,427	106,429	114,035
<b>General Fund Subtotal</b>	<b>174,388</b>	<b>92,451</b>	<b>132,427</b>	<b>106,429</b>	<b>114,035</b>
Land Acquisition Fund					
Personnel	666,904	766,846	943,591	847,753	1,020,768
Materials & Supplies	3,163	12,079	17,500	17,651	17,310
Services	42,624	45,423	92,090	77,017	97,326
<b>Land Acquisition Fund Subtotal</b>	<b>712,691</b>	<b>824,347</b>	<b>1,053,181</b>	<b>942,421</b>	<b>1,135,404</b>
Real Estate Subtotal	887,079	916,799	1,185,608	1,048,850	1,249,439
Department Total	\$ 12,199,503	\$ 12,439,588	\$ 13,427,008	\$ 13,178,691	\$ 13,952,081

Department Personnel Summary						
Fund	FT/PT	2014 Actual	2015 Actual	2016 Authorized	2017 Authorized	
<b>General Fund</b>						
City Attorney	FT	107	113	135	135	
	PT	26	30	47	47	
Real Estate	FT	1	0	6	6	
	PT	0	0	1	1	
<b>Land Acquisition Fund</b>						
Real Estate	FT	6	8	8	8	
	PT	2	1	2	2	
<b>Total</b>		<b>142</b>	<b>152</b>	<b>199</b>	<b>199</b>	

Operating Budget by Program				
Program	2016	2016	2017	2017
	Budget	FTEs	Proposed	FTEs
Administration	\$ 1,211,730	5	\$ 1,347,347	11
Fiscal	211,559	2	214,649	1
Human Resources	104,775	1	104,618	1
Appellate	278,591	3	387,660	3
Domestic Violence & Stalking	1,614,293	21	1,827,171	22
General Counsel	850,648	6	747,319	5
Litigation	1,079,311	6	944,306	6
Labor & Employment	683,251	5	653,225	5
Prosecution Resources Unit	722,676	5	739,346	7
Police Legal Bureau	278,899	2	297,101	2
Claims	961,133	10	998,132	10
Zone Initiative	605,048	7	734,342	7
Criminal Prosecution	3,676,676	38	3,651,169	37
Internal Services	-	0	120,770	0
Real Estate Administration	132,427	1	114,035	1
Land Acquisition	1,015,991	8	1,070,891	8
<b>Department Total</b>	<b>\$ 13,427,008</b>	<b>120</b>	<b>\$ 13,952,081</b>	<b>126</b>

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



# 2017 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, Refuse and community organizations, focusing on the elimination of public nuisances that blight the city's neighborhoods. Whether it is abandoned and deteriorating houses, open dumping, street prostitution, boot joints, excessive noise or trash and debris, this unit seeks to eliminate these problems.

CRIMINAL PROSECUTION

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

INTERNAL SERVICES

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

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.

This page has been intentionally left blank.



*Located to the east of Schumacher Place on the city's near south side, the Southern Orchards neighborhood has seen investment from nonprofits as well as its neighbor to the north, Nationwide Children's Hospital, in recent years.*

## MUNICIPAL COURT JUDGES

### Department Description

The Franklin County Municipal Court is established pursuant to section 1901.01 of the Ohio Revised Code and traces its origin to the creation of the Columbus Municipal Court in 1916. The geographic jurisdiction of the court is all of Franklin County and those portions of the City of Columbus that extend beyond the boundaries of Franklin County. The Court has 14 judges in the General Division and 1 judge in the Environmental Division. Judges serve six-year terms, unless appointed or elected to fill a vacancy. Annually, they elect one of their peers to serve as the Administrative and Presiding Judge.

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.

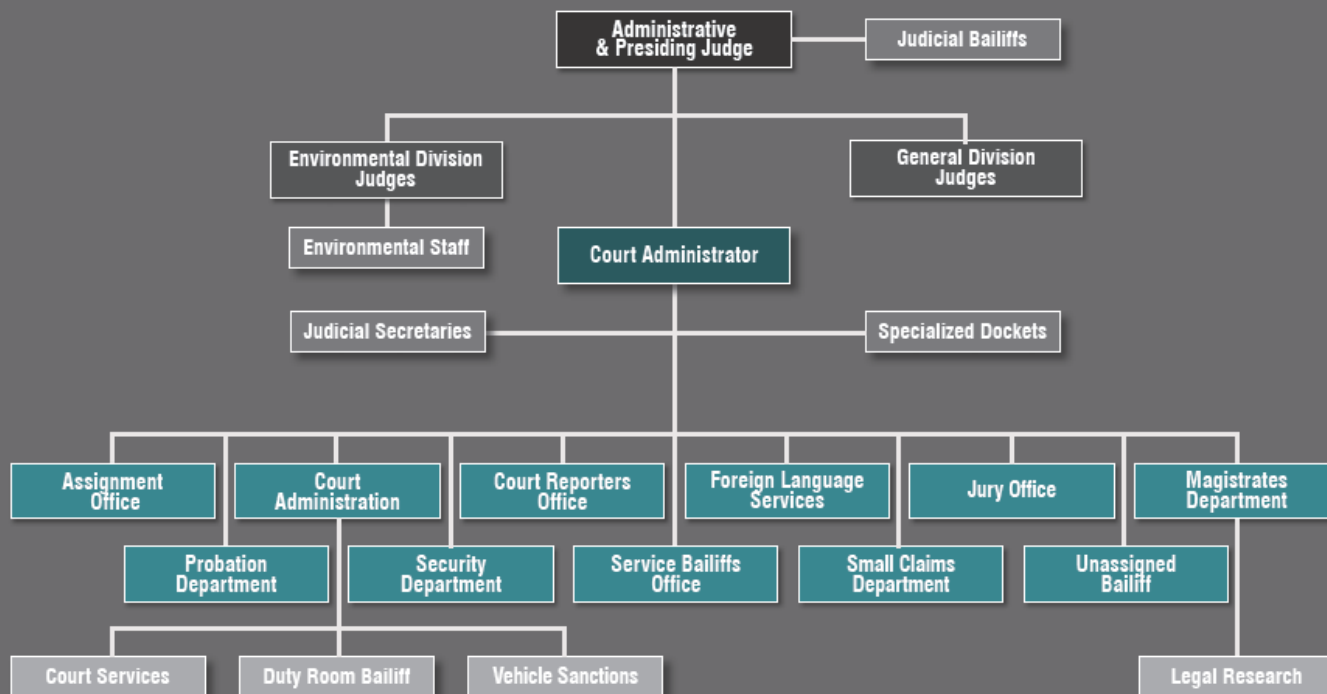
The court administrator is the chief executive officer and reports to the judges of the court, primarily through the Administrative and Presiding Judge. The court administrator is responsible for developing and implementing policies and procedures, and directs and supervises all administrative and operational 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 2017

The extensive, multi-year renovation project to the Municipal Court Building will continue into 2017 with elevator modernization.

In 2017, the Department of Probation Services (DOPS) will continue to implement the Pretrial Services Program it developed in 2016 using a multi-year incentive grant from the Department of Rehabilitation and Correction Services. The purpose of this program is 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. In 2017, with technical assistance from the National Institute of Corrections, enhancements will be made to this program, specifically geared toward the domestic violence population.

Since the fall of 2015, Job and Family Services has provided a benefits specialist on-site several days per week to assist probationers with enrollment in Medicaid, Food Stamps, Cash and Child Care Assistance and Supplemental Security Income. In 2017, the Court will continue to look for additional community resources that are available and beneficial to probationers.

The DOPS will continue its efforts to identify and develop partnerships with expanded residential programming options to include Halfway House services for our moderate and high risk defendants. 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.

The DOPS will continue the enhancement of the Probation Assisted Victim Empowerment Division (PAVD) Program that is made possible by a renewed 2017 VOCA (Victims of Crime Act) Grant Award in the amount of \$143,123.53.

The DOPS will continue the process of implementing Batterer Intervention Programming Standards to better serve defendants who identify as gender and sexual minorities.

The DOPS will finalize an updated Officer Field Work and Safety Training Program that incorporates a formalized training and law enforcement component to address the safety of the officers and allow for a swift response to high risk defendants in the community.

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

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

The Court will continue to partner with The Ohio Supreme Court on the implementation and evaluation of video language interpreting in the courtrooms.

All of the Specialized Docket Programs in this Court have been awarded their initial 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 2016, the Court began its required "re-certification" process with the Supreme Court. This may involve making changes to the programming to meet new Supreme Court compliance standards that are required to be able to offer Specialized Dockets. It is anticipated that these evaluations will continue into 2017.

## Strategic Priorities for 2017 (cont.)

The Environmental Division will continue to implement unique sentencing strategies for those convicted of code violations related to rental properties and hoarding activities, which will benefit neighborhoods and communities. It will continue to provide helpful information to the public and area agencies through its new website---[www.EnvironmentalCourt.us](http://www.EnvironmentalCourt.us).

## 2017 BUDGET NOTES

The 2017 general fund budget includes \$370,652 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 Mental Health Program, ADAP (Alcohol and Drug Abuse Program), CATCH (Changing Actions to Change Habits), MAVS (Military and Veteran's Services) and the OEP (Opiate Extension Program) programs.
- In 2010, the Court began requiring current employees to pay a portion of the employee share of OPERS retirement contribution. In 2017, employees hired before 2010 will be paying eight 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 2017, two additional positions are included for the expansion of the Environmental Court's Community Service Program, which provides a sentencing alternative for those individuals who are charged with non-violent offenses.

Department Financial Summary by Area of Expense					
Fund	2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Proposed
<b>General Fund</b>					
Municipal Court Judges					
Personnel	\$ 14,367,716	\$ 14,984,384	\$ 16,071,898	\$ 15,776,522	\$ 16,353,109
Materials & Supplies	26,230	32,434	29,800	32,684	36,800
Services	1,322,614	1,357,755	1,433,678	1,428,678	1,451,700
Other	-	-	-	-	1,000
Transfers	340,000	340,000	340,000	340,000	340,000
General Fund Subtotal	16,056,560	16,714,573	17,875,376	17,577,884	18,182,609
<b>Computer Fund</b>					
Municipal Court Judges					
Personnel	76,678	-	97,439	-	100,733
Materials & Supplies	132,935	87,374	115,500	115,500	75,500
Services	240,355	243,527	413,705	448,442	444,356
Computer Fund Subtotal	449,968	330,901	626,644	563,942	620,589
Department Total	\$ 16,506,528	\$ 17,045,474	\$ 18,502,020	\$ 18,141,826	\$ 18,803,198

Operating Budget by Program					
Program	2016	2016	2017	2017	
	Budget	FTEs	Proposed	FTEs	
Administration	\$ 3,262,806	14	\$ 2,286,605	6	
Assignment	842,768	13	815,819	13	
Computer Services	626,644	1	572,683	1	
Court Reporters	1,187,198	12	1,248,074	12	
Environmental Court	176,046	2	442,952	5	
General Court	2,650,852	32	3,320,164	40	
Home Incarceration/Work Release	243,835	3	255,658	3	
Internal Services	-	0	160,267	0	
Jury Office	385,136	2	375,673	2	
Legal Research	173,675	1	182,465	1	
Magistrate Court	1,843,568	22	1,301,900	14	
Probation	5,091,899	59	5,240,935	60	
Security Services	-	0	709,476	8	
Service Bailiffs	703,661	17	526,389	16	
Small Claims	576,929	6	551,753	6	
Specialty Docket Court	155,615	2	168,809	2	
Support Services	581,388	7	643,576	8	
<b>Department Total</b>	<b>\$ 18,502,020</b>	<b>193</b>	<b>\$ 18,803,198</b>	<b>197</b>	

Department Personnel Summary					
Fund	FT/PT	2014	2015	2016	2017
		Actual	Actual	Authorized	Authorized
<b>General Fund</b>					
Municipal Court Judges	FT	174	177	192	192
	PT	9	10	11	11
<b>Computer Fund</b>					
Municipal Court Judges	FT	0	0	1	1
<b>Total</b>		<b>183</b>	<b>187</b>	<b>204</b>	<b>204</b>

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



# 2017 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.

INTERNAL SERVICES

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

JURY OFFICE

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

LEGAL RESEARCH

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

MAGISTRATE COURT

To assist the judges by presiding over a variety of legal proceedings, making findings of fact and legal rulings, and rendering decisions, most of which are subject to final approval by a judge. Specific duties of the magistrates include hearing traffic arraignments; evictions; rent escrow proceedings; 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.
SECURITY SERVICES	To ensure the safety of court staff, and the visiting public. Security services are provided 24 hours a day, 365 days a year, so that law enforcement and the public has access to file warrants and clerk bonds, and to make payments.
SERVICE BAILIFFS	To assist litigants and attorneys by efficiently handling and delivering court documents and the timely enforcement of judgment remedies.
SMALL CLAIMS	To provide citizens with a simplified procedure for bringing civil suits for sums of \$3,000 or less by providing forms and assistance to individuals wishing to file claims, motions and writs of execution.
SPECIALTY DOCKET COURT	To provide a cost-effective alternative sentencing option to traditional jail incarceration for prisoners with mental illnesses.
SUPPORT SERVICES	To provide support to the Court in the areas of appointed counsel, interpretation services, vehicle sanctions, and other court services related to the scheduling of court dates, the processing of requests to extend the time to pay fines and court costs, the rescheduling of court-ordered incarcerations, and the administration of limited driving privileges.



This page has been intentionally left blank.



*One of the city's premier historic neighborhoods, German Village was settled during the early to mid-1800s by a large German immigrant population. The community was placed on the National Register of Historic Places in 1974. One of its distinct locales, Schiller Park, was named for the German poet Johann Christoph Friedrich von Schiller, whose statue resides among the gardens.*

---

Municipal Court Clerk

---

## 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 nine (9) Programs: Administration, Internal Services, Accounting and Finance, Audit/Internal Controls, Civil, Collections, Criminal and Traffic, Traffic Violations Bureau, and Office of Information Services. The Clerk's Office is open to the public 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.

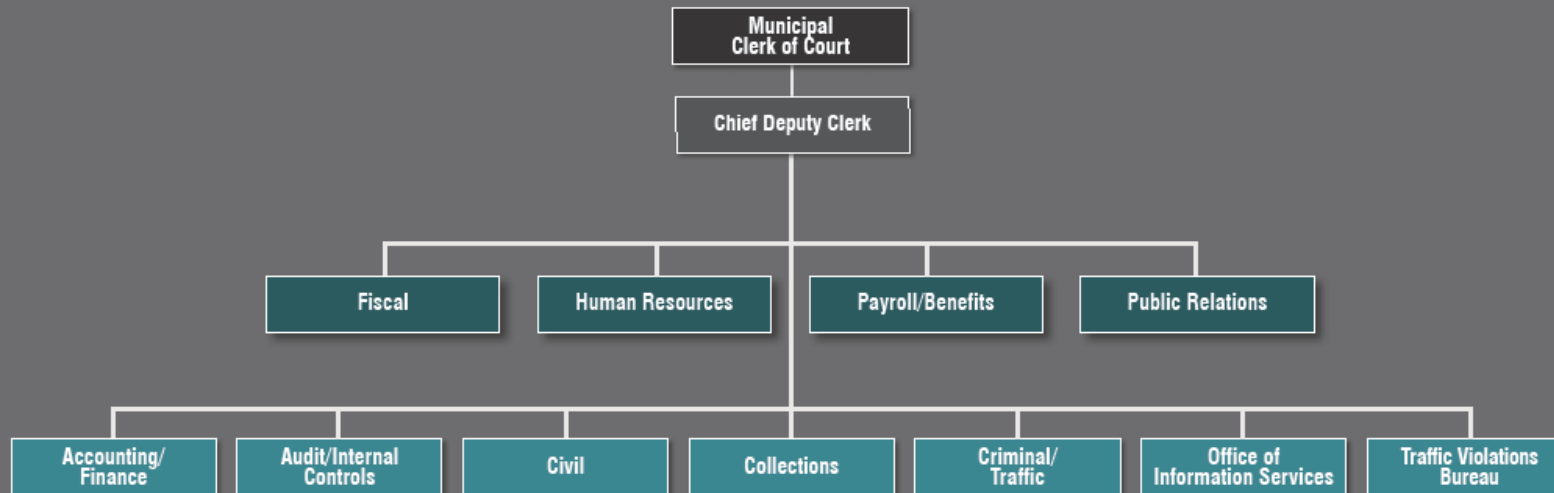
Documents include complaints, arrest warrants, citations, subpoenas, search warrants, motions and pleadings. In order to ensure the security, integrity, and availability of digital records into the future, the Clerk's Office has implemented a digital imaging process for the

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 2017

The Court Clerk's Office will continue to employ strategies to save valuable taxpayer dollars, better utilize staff resources, and lessen the carbon footprint of the 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.

**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.

## 2017 BUDGET NOTES

The 2017 general fund budget funds 163 full-time employees. Non-personnel expenses include witness fees, banking, print, postage, and other ordinary office expenses.

The 2017 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	2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Proposed
<b>General Fund</b>					
Municipal Court Clerk					
Personnel	\$ 10,362,233	\$ 10,601,920	\$ 10,913,318	\$ 10,791,688	\$ 11,260,771
Materials & Supplies	125,484	127,301	129,147	159,147	132,788
Services	696,927	788,241	809,500	837,940	766,115
General Fund Subtotal	11,184,644	11,517,462	11,851,965	11,788,775	12,159,674
<b>Computer Fund</b>					
Municipal Court Clerk					
Personnel	300,264	352,216	622,453	233,516	657,578
Materials & Supplies	57,500	45,958	61,000	41,000	61,000
Services	594,867	727,212	825,600	778,303	799,304
Principal	-	-	-	260,000	150,000
Interest	-	-	-	14,700	4,850
Transfers	302,295	289,950	274,700	-	-
Computer Fund Subtotal	1,254,925	1,415,336	1,783,753	1,327,519	1,672,732
Department Total	\$ 12,439,569	\$ 12,932,798	\$ 13,635,718	\$ 13,116,294	\$ 13,832,406

Department Personnel Summary					
Fund	FT/PT	2014 Actual	2015 Actual	2016 Authorized	2017 Authorized
<b>General Fund</b>					
Municipal Court Clerk	FT	155	155	172	172
	PT	4	4	2	2
<b>Computer Fund</b>					
Municipal Court Clerk	FT	6	0	12	12
<b>Total</b>		<b>165</b>	<b>159</b>	<b>186</b>	<b>186</b>

Operating Budget by Program				
Program	2016 Budget	2016 FTEs	2017 Proposed	2017 FTEs
Administration	\$ 1,305,566	8	\$ 766,849	8
Internal Services	-	0	586,313	0
Accounting and Finance	2,074,690	27	2,181,546	29
Civil	2,066,000	32	2,133,535	32
Collections	165,340	2	173,540	2
Criminal and Traffic	4,829,377	74	4,830,810	71
Office of Information Services	1,783,753	6	1,658,173	6
Audit/Internal Controls	482,312	6	570,176	7
Traffic Violations Bureau	928,680	14	931,464	14
<b>Department Total</b>	<b>\$ 13,635,718</b>	<b>169</b>	<b>\$ 13,832,406</b>	<b>169</b>

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



# 2017 PROGRAM GUIDE

---

## ADMINISTRATION

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

## INTERNAL SERVICES

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

## ACCOUNTING AND FINANCE

To collect and disburse court costs, fines, and bail for criminal, environmental, and traffic cases filed in the Franklin County Municipal Court; to accept and disburse civil court costs, fees, judgment amounts, garnishment payments, escrow and trusteeship payments; to process all mail payments; 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.



*North of Franklin Park and just west of Bexley, the Eastgate neighborhood enjoys close proximity to nearby parks.*

## CIVIL SERVICE COMMISSION

### Department Description

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

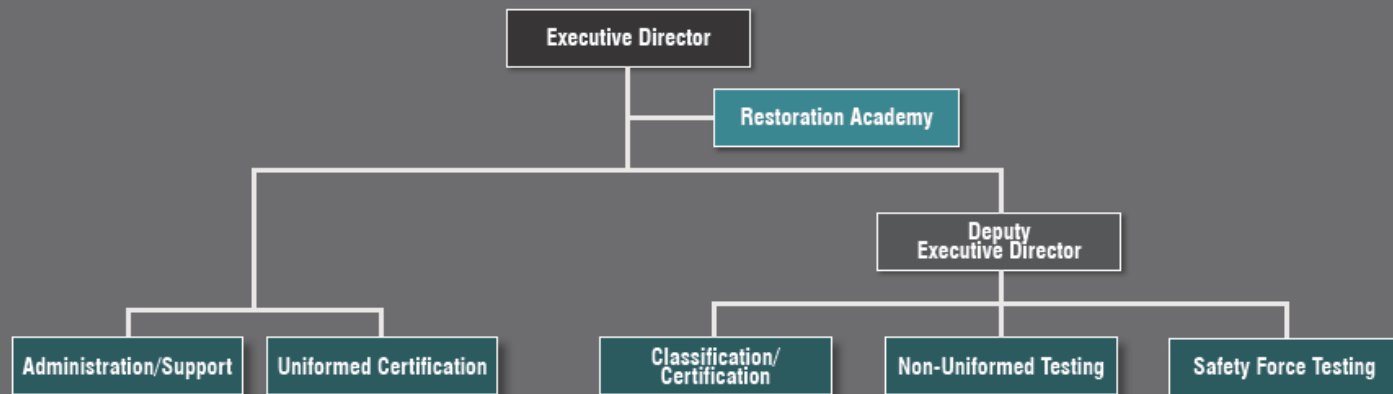
The Commission also works with city agencies to establish hiring criteria for city jobs and assesses the qualifications of applicants against these criteria. The Commission ensures individuals hired to work for the city are qualified for the work to be performed and are compensated appropriately. Each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

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

### Department Mission

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

# Civil Service



## Strategic Priorities for 2017

### Safety

Administer the Fire Fighter and Police Officer exams to ensure an adequate pool of competent, qualified candidates is available for appointment.

### Operational Efficiencies

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.

### Diversity and Inclusion

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

---

## 2017 BUDGET NOTES

---

The Civil Service Commission budget includes funding for 36 full-time and 6 part-time regular employees. In addition:

- A total of \$279,175 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 2017, the budget includes \$263,000 for medical and psychological screenings for police and fire recruits.
- Funds budgeted for scheduled safety promotional testing in 2017 includes \$92,100 for the Fire Lieutenant & Fire Captain exams, and \$51,820 for the Police Sergeant exam.
- A total of \$182,640 is budgeted for the entry-level firefighter exam.
- An expansion position was added to provide classification and exam development services for Columbus City Schools as required by the Ohio Revised Code. Services provided will be billed directly to the district.

Department Financial Summary by Area of Expense					
Fund	2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Proposed
<b>General Fund</b>					
Personnel	\$ 3,188,783	\$ 3,206,612	\$ 3,499,759	\$ 3,324,373	\$ 3,736,094
Materials & Supplies	24,577	46,736	44,412	44,412	32,000
Services	482,110	402,592	546,936	546,936	683,283
Capital	5,954	6,381	-	-	-
General Fund Subtotal	3,701,424	3,662,320	4,091,107	3,915,721	4,451,377
Department Total	\$ 3,701,424	\$ 3,662,320	\$ 4,091,107	\$ 3,915,721	\$ 4,451,377

Civil Service Personnel Summary					
Fund	FT/PT	2014 Actual	2015 Actual	2016 Budgeted	2017 Budgeted
<b>General Fund</b>					
Civil Service Commission	FT	33	34	35	36
	PT	5	2	6	6
	Total	38	36	41	42

Operating Budget by Program					
Program	2016 Budget	2016 FTEs	2017 Proposed	2017 FTEs	
Administration	\$ 986,169	8	\$ 1,802,546	17	
Internal Services	-	0	13,007	0	
Applicant & Employee Services	759,147	9	329,413	2	
Non-Uniformed Testing	667,951	7	540,085	7	
Restoration Academy	273,540	1	279,175	1	
Safety Forces Testing and Certification	1,404,300	10	1,487,151	9	
Department Total	\$ 4,091,107	35	\$ 4,451,377	36	



# 2017 PROGRAM GUIDE

---

## ADMINISTRATION

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

## INTERNAL SERVICES

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

## APPLICANT & EMPLOYEE SERVICES

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

This page has been intentionally left blank.



*The Old Oaks Historic District, located just south and east of the downtown, was founded in 1891 as a “streetcar suburb,” and became a historic district in 1986 after a resident led, door to door signature campaign.*

---

## DEPARTMENT OF PUBLIC SAFETY

---

### **Department Description**

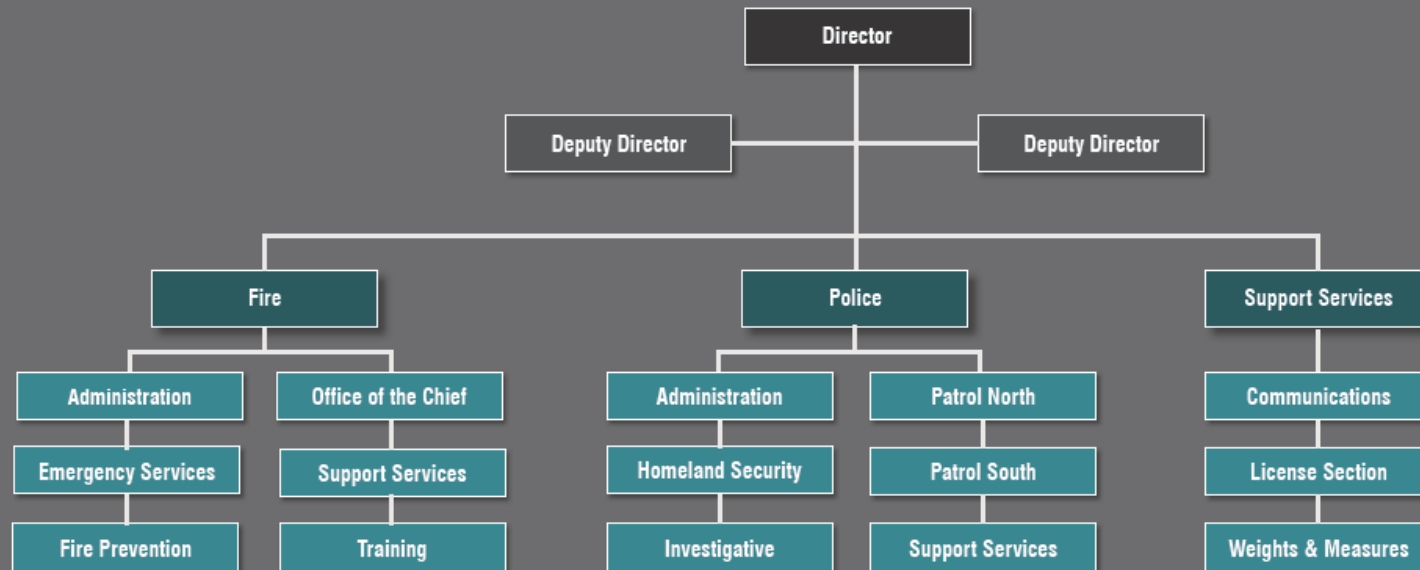
The Department of Public Safety is comprised of the operations of the Divisions of Fire, Police, Support Services, and the Safety Director’s Office for the City of Columbus.

### 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 2017

### 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 in neighborhoods.

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

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.

### Early Childhood Development and Education

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

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

In partnership with Columbus City Schools, maintain a presence of safety personnel in the schools who present public safety programs; and firefighters who focus on math and reading tutoring and involvement in the Stop the Violence, Say No to Bullies, and Say Yes to Involvement programs.

### Safety

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.

Begin construction on Fire Station 35, located on Waggoner Road.

Continue to serve as model safety forces with nationwide best practices in Police and Fire.

Design and begin construction of a new far north police substation.

## Strategic Priorities for 2017 (cont.)

### Operational Efficiencies

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

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

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 expand a shared service agreement.

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.

### Diversity and Inclusion

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.

Continue to support the Police Explorers program which is designed to introduce youth within the community to the field of law enforcement. This program educates and involves youth in police operations and helps these young men and women decide whether or not a career in law enforcement is for them.

Continue the efforts of the Police Recruiting Unit which strives to recruit qualified diverse men and women to test for the entry-level position of Police Officer. The unit conducts Police Applicant Study Sessions to prepare applicants for the written testing process. It also conducts Get Fit and Informed sessions to help applicants prepare for the physical fitness portion of the testing process.

---

## 2017 BUDGET NOTES

---

### SAFETY ADMINISTRATION

Support to the Franklin County Emergency Management and Homeland Security Program is budgeted at \$815,564, 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 \$4,000,000 in 2017. 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, \$33,000 is budgeted for Crime Stoppers.
- In the general fund, the truancy program is budgeted at \$75,000 in 2017.
- Minority recruiting efforts will continue in 2017, with \$65,000 allocated to this effort.
- A total of \$225,000 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:

- In 2011, an expanded and upgraded computer aided dispatching system was implemented. Funding for maintenance of this system is included in this budget in the amount of \$561,500.
- Approximately \$109,590 in funds received by the city from E-911 revenue will be used to offset the salaries and benefits of a new communication system specialist.

### POLICE

The Division of Police's 2017 budget provides funding for beginning year strength of 1,904 police officers. It is anticipated that during 2017, 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 \$9.0 million in internal charges for fleet (including fuel), \$1.49 million for uniforms, \$1.71 million for the towing contract, \$640,500 for helicopter maintenance, \$545,250 for prisoner medical expenses, \$215,000 for tasers, \$363,000 for helicopter fuel, and over \$346,007 for ammunition.
- A total of \$750,000 is included for the Community Safety Initiative.

- Approximately \$1.49 million in funds received by the city from E-911 revenue will be used to partially fund the salaries and benefits of communications technicians.
- Three additional civilian positions have been added to the 2017 proposed budget in support of the body camera program implementation.
- A total of \$150,000 is included in the budget to purchase Naloxone (Narcan), a medication used to block the effects of opioid overdoses.

## FIRE

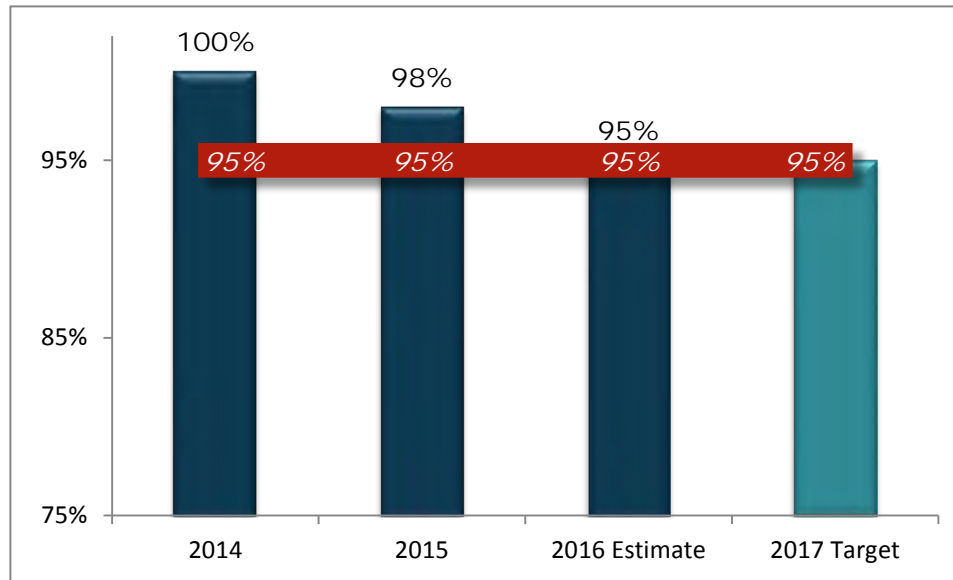
The Fire Division's 2017 budget provides funding for a beginning year contingent of 1,548 firefighters. It is anticipated that during 2017, there will be a total of 40 separations. Firefighters lost through these separations will be replaced with 2 budgeted classes totaling 80 recruits and subsequent 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 \$8.3 million in internal charges for fleet (including fuel), \$703,040 for uniform parts, \$1.45 million for medical supplies, and over \$648,000 for turnout gear.
- A total of \$200,000 is budgeted for the replacement of EMS transport computers in Medics.
- The EMS third-party reimbursement program that began in January 2003 is expected to generate \$15.8 million in 2017. The Division's cost for EMS related billing services is an estimated \$1.8 million.



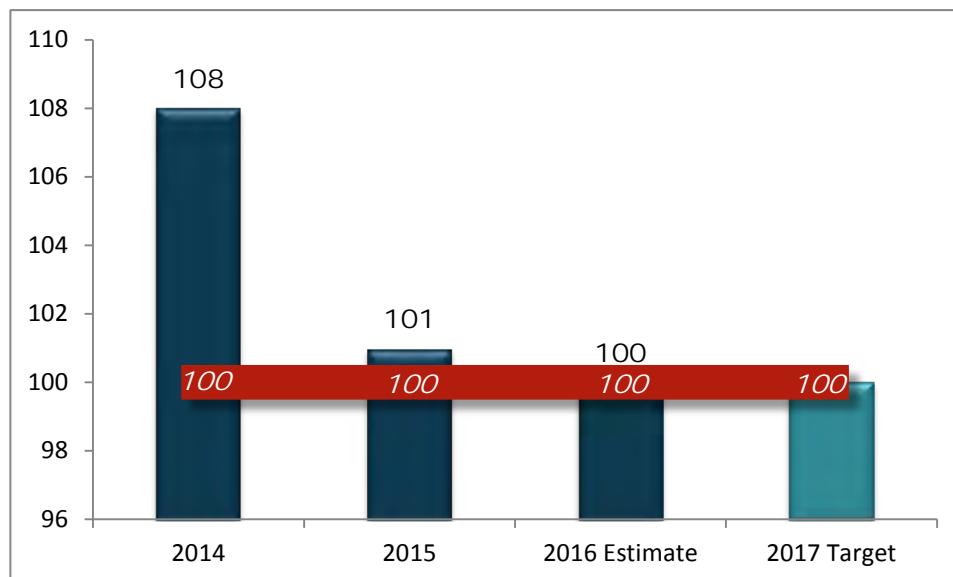
## PERFORMANCE MEASURES

### Police 911 Calls Answered Percent of 911 calls answered within 20 seconds



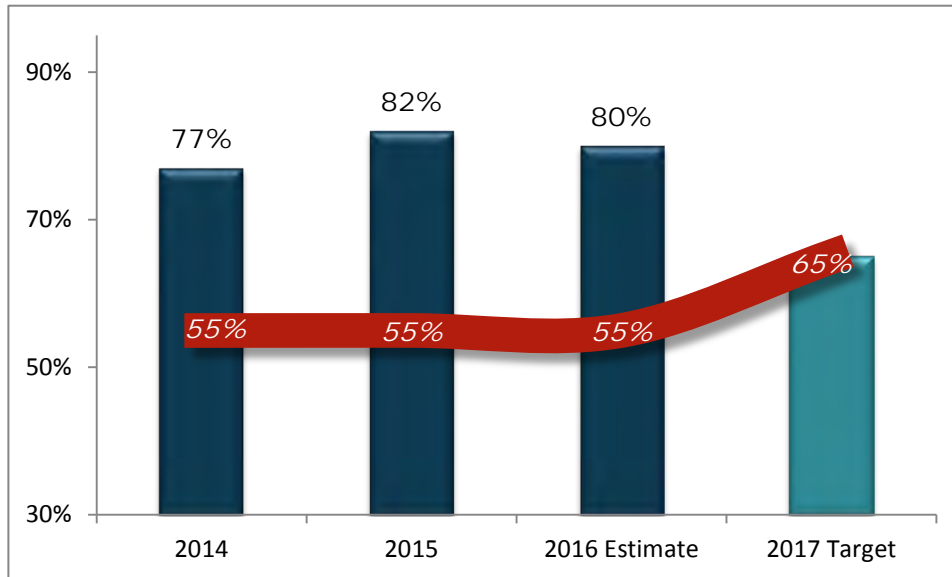
911 calls should be answered within 20 seconds from when a citizen dials 911. In 2017, the target for this measure remains at 95 percent of 911 calls answered within 20 seconds.

### Police Patrol Runs Number of patrol runs per cruiser per month



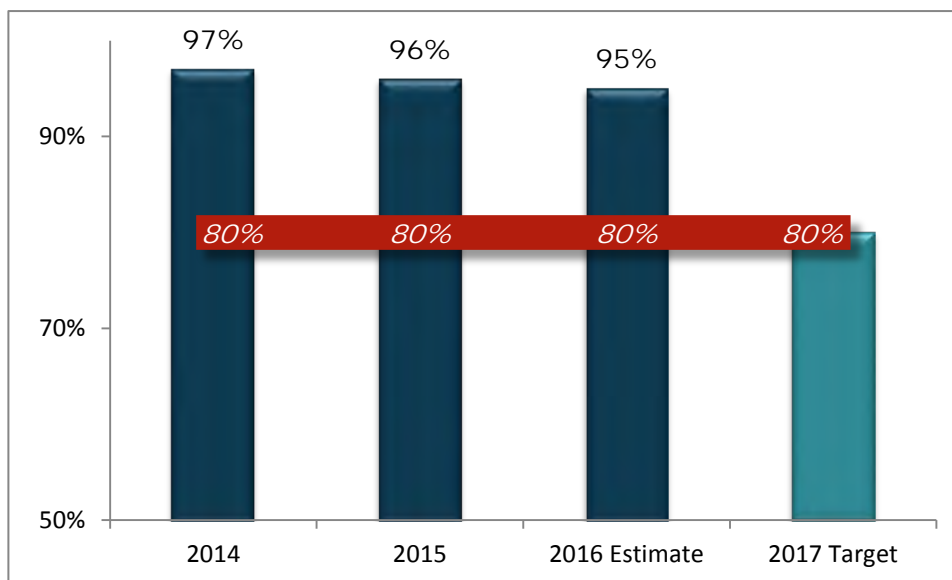
This measure represents dispatched and officer initiated runs. Officers also patrol neighborhoods engaging with the community and looking for suspicious activity, however, these activities would not be counted as a run. In 2017, the target for this measure remains at 100 patrol runs per cruiser per month.

### Police Narcotics Bureau Arrests Percent of arrests to narcotics bureau open cases per month



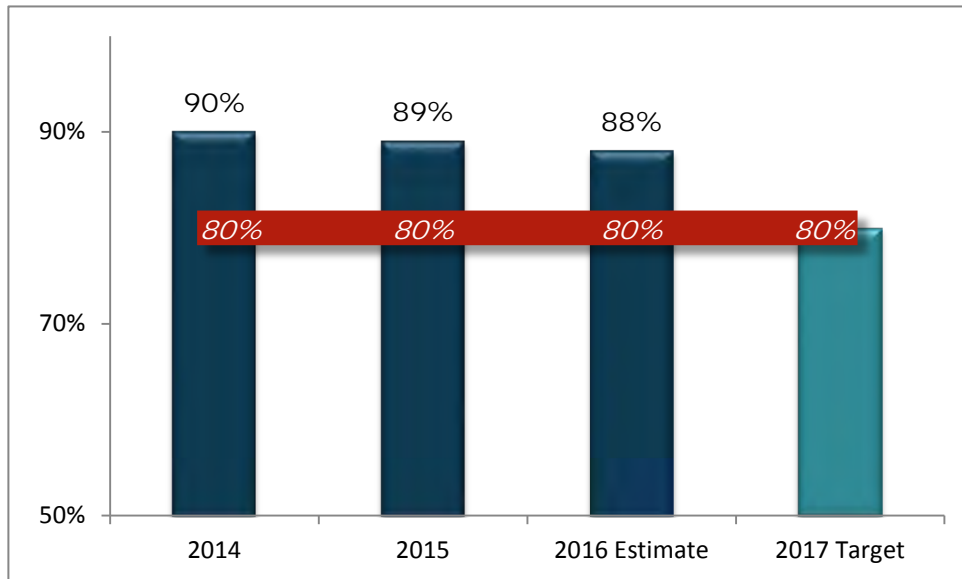
This measure represents the number of cases being investigated by the Narcotics Bureau and the percentage of those cleared by arrests, including the arrests by the Vice Section. In 2017, the target for this measure remains at 55 percent of arrests to narcotics bureau cases open per month.

### Fire Response Time Percent of incidents responded to within eight minutes of call



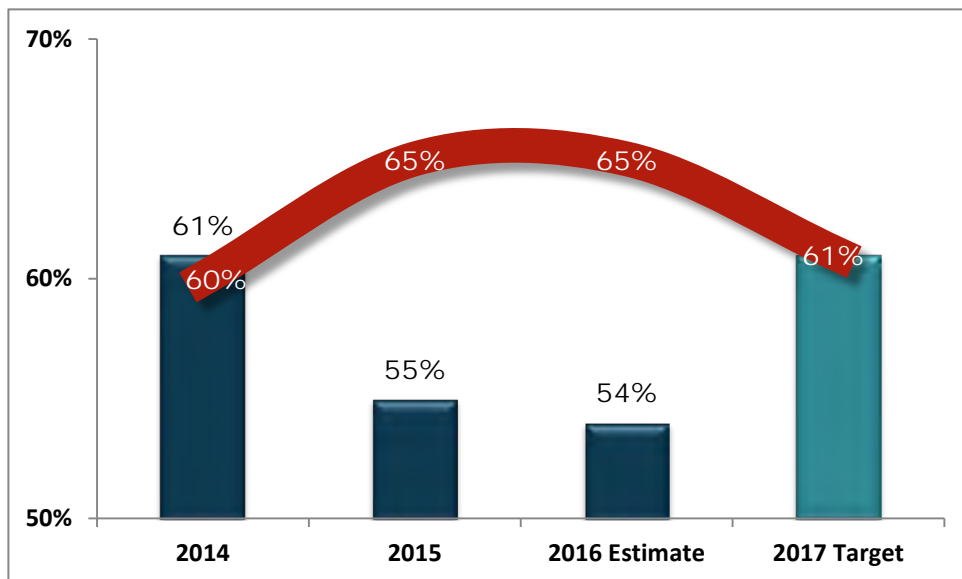
By City Council Resolution, the Division of Fire must maintain an overall maximum response time of eight minutes or less in at least 80 percent of fire incident responses.

### 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 2017, the target for this measure is 61 percent of all structure fires contained to the room of origin.



Department Financial Summary by Area of Expense					
Fund	2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Proposed
<b>General Fund</b>					
Administration					
Personnel	\$ 1,315,557	\$ 1,168,160	\$ 1,304,839	\$ 1,303,025	\$ 1,520,206
Materials & Supplies	5,178	3,735	10,367	7,122	10,367
Services	6,323,457	6,196,223	5,507,177	5,419,614	5,725,540
<b>Administration Subtotal</b>	<b>7,644,192</b>	<b>7,368,118</b>	<b>6,822,383</b>	<b>6,729,761</b>	<b>7,256,113</b>
Support Services					
Personnel	4,730,107	4,791,820	4,913,849	4,883,730	5,165,318
Materials & Supplies	457,999	495,578	567,175	522,641	567,175
Services	1,344,072	1,417,826	1,066,680	1,099,227	1,499,011
Other	1,210	1,445	1,000	1,000	1,000
<b>Support Services Subtotal</b>	<b>6,533,388</b>	<b>6,706,670</b>	<b>6,548,704</b>	<b>6,506,599</b>	<b>7,232,504</b>
Police					
Personnel	271,029,654	282,802,479	291,636,264	291,268,950	297,616,196
Materials & Supplies	3,129,981	3,239,820	3,594,049	3,824,541	3,638,946
Services	14,013,252	12,694,904	13,638,366	12,386,944	14,455,804
Other	360,370	457,378	225,000	472,577	225,000
Capital	42,000	15,000	45,000	45,000	-
Transfers	-	-	2,616,008	17,670	2,685,525
<b>Police Subtotal</b>	<b>288,575,258</b>	<b>299,209,581</b>	<b>311,754,687</b>	<b>308,015,682</b>	<b>318,621,471</b>
Fire					
Personnel	204,662,845	215,853,895	214,339,244	219,662,550	225,334,432
Materials & Supplies	3,778,153	3,559,803	3,937,961	4,367,192	3,966,847
Services	10,784,077	10,498,360	11,612,321	11,370,700	11,981,405
Other	167,579	146,861	200,000	400,000	200,000
Transfers	2,492	-	1,884,861	26,600	2,273,765
<b>Fire Subtotal</b>	<b>219,395,146</b>	<b>230,058,919</b>	<b>231,974,387</b>	<b>235,827,042</b>	<b>243,756,449</b>
General Fund Subtotal	522,147,984	543,343,287	557,100,161	557,079,084	576,866,537
<b>E-911 Fund</b>					
Support Services					
Personnel	-	-	-	-	109,590
Services	-	-	-	391,581	-
<b>Support Services Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>391,581</b>	<b>109,590</b>
Police					
Personnel	2,700,000	1,479,393	1,379,393	1,379,393	1,499,887
Services	-	249,950	-	-	-
<b>Police Subtotal</b>	<b>2,700,000</b>	<b>1,729,343</b>	<b>1,379,393</b>	<b>1,379,393</b>	<b>1,499,887</b>
E-911 Fund Subtotal	2,700,000	1,729,343	1,379,393	1,770,974	1,609,477
<b>Photo Red Light Fund</b>					
Police					
Personnel	1,344,300	1,684,716	-	-	-
Services	45,700	12,000	-	-	-
Photo Red Light Fund Subtotal	1,390,000	1,696,716	-	-	-
Department Total	\$ 526,237,984	\$ 546,769,346	\$ 558,479,554	\$ 558,850,058	\$ 578,476,014

Division Financial Summary by Area of Expense					
Fund	2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Proposed
<b>Administration</b>					
General Fund					
Personnel	\$ 1,315,557	\$ 1,168,160	\$ 1,304,839	\$ 1,303,025	\$ 1,520,206
Materials & Supplies	5,178	3,735	10,367	7,122	10,367
Services	6,323,457	6,196,223	5,507,177	5,419,614	5,725,540
Administration Subtotal	7,644,192	7,368,118	6,822,383	6,729,761	7,256,113
<b>Support Services</b>					
General Fund					
Personnel	4,730,107	4,791,820	4,913,849	4,883,730	5,165,318
Materials & Supplies	457,999	495,578	567,175	522,641	567,175
Services	1,344,072	1,417,826	1,066,680	1,099,227	1,499,011
Other	1,210	1,445	1,000	1,000	1,000
<b>General Fund Subtotal</b>	6,533,388	6,706,670	6,548,704	6,506,599	7,232,504
E-911 Fund					
Personnel	-	-	-	-	109,590
Services	-	-	-	391,581	-
<b>General Fund Subtotal</b>	-	-	-	391,581	109,590
Support Services Subtotal	6,533,388	6,706,670	6,548,704	6,898,180	7,342,094
<b>Police</b>					
General Fund					
Personnel	271,029,654	282,802,479	291,636,264	291,268,950	297,616,196
Materials & Supplies	3,129,981	3,239,820	3,594,049	3,824,541	3,638,946
Services	14,013,252	12,694,904	13,638,366	12,386,944	14,455,804
Other	360,370	457,378	225,000	472,577	225,000
Capital	42,000	15,000	45,000	45,000	-
Transfers	-	-	2,616,008	17,670	2,685,525
<b>General Fund Subtotal</b>	288,575,258	299,209,581	311,754,687	308,015,682	318,621,471
E-911 Fund					
Personnel	2,700,000	1,479,393	1,379,393	1,379,393	1,499,887
Services	-	249,950	-	-	-
<b>E-911 Fund Subtotal</b>	2,700,000	1,729,343	1,379,393	1,379,393	1,499,887
Photo Red Light Fund					
Personnel	1,344,300	1,684,716	-	-	-
Services	45,700	12,000	-	-	-
<b>Photo Red Light Fund Subtotal</b>	1,390,000	1,696,716	-	-	-
Police Subtotal	292,665,258	302,635,640	313,134,080	309,395,075	320,121,358
<b>Fire</b>					
General Fund					
Personnel	204,662,845	215,853,895	214,339,244	219,662,550	225,334,432
Materials & Supplies	3,778,153	3,559,803	3,937,961	4,367,192	3,966,847
Services	10,784,077	10,498,360	11,612,321	11,370,700	11,981,405
Other	167,579	146,861	200,000	400,000	200,000
Transfers	2,492	-	1,884,861	26,600	2,273,765
<b>Fire Subtotal</b>	219,395,146	230,058,919	231,974,387	235,827,042	243,756,449
Department Total	\$ 526,237,984	\$ 546,769,346	\$ 558,479,554	\$ 558,850,058	\$ 578,476,014

Department Personnel Summary					
Fund	FT/PT	2014 Actual	2015 Actual	2016 Budgeted	2017 Budgeted
<b>General Fund</b>					
Administration	FT	9	9	10	10
	PT	1	1	1	2
Support Services*	FT	48	49	49	51
	PT	4	6	6	6
<b>Police</b>					
Uniformed	FT	1,913	1,904	1,908	1,904
Civilian	FT	351	351	409	412
	PT	9	8	10	10
<b>Fire</b>					
Uniformed	FT	1,539	1,538	1,534	1,588
Civilian	FT	41	45	51	51
	PT	3	2	4	4
<b>Total</b>		<b>3,918</b>	<b>3,913</b>	<b>3,982</b>	<b>4,038</b>

*\*2017 Budgeted includes a full-time communication systems specialist which will be funded by the E-911 fund.*

Operating Budget by Program				
Program	2016 Budget	2016 FTEs	2017 Proposed	2017 FTEs
Administration	\$ 22,572,932	95	\$ 24,418,292	106
Internal Services	-	0	17,669,307	0
Communications	22,662,196	222	22,008,505	213
Community Programs	13,346,075	92	10,720,118	73
Fire Emergency Services	191,184,149	1,383	204,028,577	1,441
Fiscal	1,536,882	14	5,134,976	15
Homeland Security	25,455,771	163	23,541,475	145
Human Resources	2,433,233	25	1,577,078	18
Investigative	48,520,216	354	47,814,256	339
Legal Matters	931,323	0	948,723	0
Narcotics	14,072,807	95	14,610,858	98
Police Patrol	144,733,656	1,130	153,728,935	1,171
Safety Force Recruitment	2,300,416	18	1,230,262	10
Safety Regulatory Services	7,109,589	58	8,945,747	79
Support Operations	41,097,188	179	26,262,895	192
Technical Operations	3,575,942	24	2,866,120	25
Training	16,947,179	109	12,969,890	91
<b>Department Total</b>	<b>\$ 558,479,554</b>	<b>3,961</b>	<b>\$ 578,476,014</b>	<b>4,016</b>



# 2017 PROGRAM GUIDE

## 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.

## INTERNAL SERVICES

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

## 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 women for the position 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.

This page has been intentionally left blank.



*Kenmore Park, part of the North Linden Area Commission, is a planned community and sits on land that was originally platted in the 1920s.*

---

## MAYOR'S OFFICE

---

### Department Description

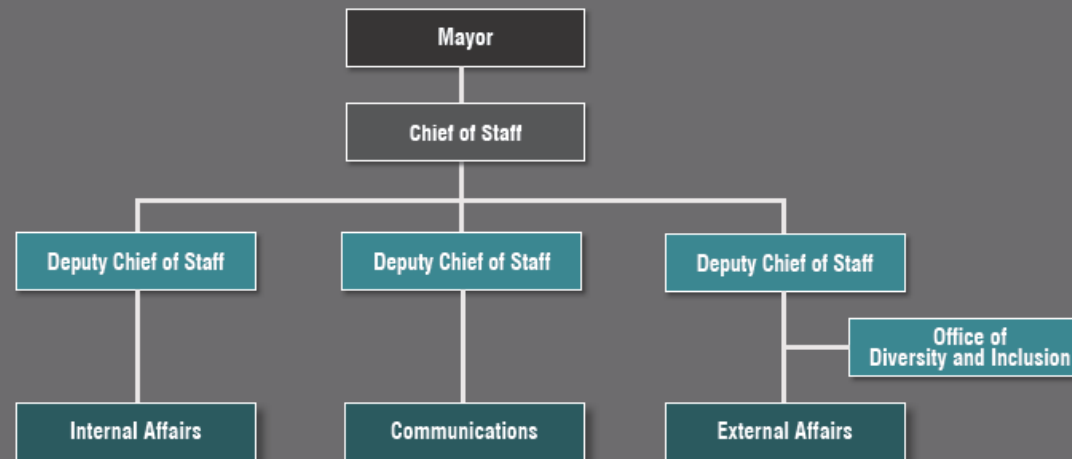
The Mayor is the chief executive of the City of Columbus and is responsible for establishing public policy and budget priorities for the city. As the head of the executive branch, the Mayor leads 14 cabinet members who are responsible for the administration of city government, delivery of city services,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

### Department Mission

To ensure the safety and prosperity of all Columbus residents consistent with the Mayor's established priorities.



## Mayor's Office



---

## Strategic Priorities for 2017

The Mayor's 2017 strategic priorities focus city resources in the following policy areas to ensure the safety and prosperity of Columbus residents, to strengthen Columbus neighborhoods, and to ensure Columbus remains America's Opportunity City.

- **Neighborhoods** – engage and promote strong, distinct, and vibrant neighborhoods, with particular focus on the greater Linden and Hilltop areas.
- **Safety** – enhance safety in all Columbus neighborhoods through the effective, efficient, and sustainable deployment of resources, and community-driven safety strategies.
- **Economic Development** – promote economic opportunity and shared prosperity through public investment and policies that help to create jobs, increase median wages, improve access to affordable housing, and strengthen neighborhood infrastructure.
- **Early Childhood Development and Education** – invest in programs and initiatives that reduce infant mortality and prepare children for future success, including high-quality pre-kindergarten, after school care, and summer programs.
- **Diversity and Inclusion** – promote diversity and inclusion across all city operations, and increase workforce and supplier opportunities for minorities and females.
- **Operational Efficiencies** – complete a comprehensive review of city operations, identify efficiencies, and reinvest savings in critical city services and programs.



---

## 2017 BUDGET NOTES

The recommended budget for the Mayor's Office provides for continued operation of the office.

Department Financial Summary by Area of Expense					
Fund	2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Proposed
<b>General Fund</b>					
Personnel	\$ 1,882,362	\$ 1,599,090	\$ 2,201,564	\$ 2,313,956	\$ 2,655,396
Materials & Supplies	10,315	5,263	14,682	5,065	9,500
Services	69,305	70,623	246,112	76,938	76,992
Other	250	-	250	828	500
Transfers	263,140	205,391	-	171,756	-
<b>General Fund Subtotal</b>	<b>2,225,372</b>	<b>1,880,367</b>	<b>2,462,608</b>	<b>2,568,543</b>	<b>2,742,388</b>
<b>Department Total</b>	<b>\$ 2,225,372</b>	<b>\$ 1,880,367</b>	<b>\$ 2,462,608</b>	<b>\$ 2,568,543</b>	<b>\$ 2,742,388</b>

Department Personnel Summary					
Fund	FT/PT	2014 Actual	2015 Actual	2016 Budgeted	2017 Proposed
<b>General Fund</b>					
Mayor's Office	FT	14	11	19	19
	PT	1	0	1	0
<b>Total</b>		<b>15</b>	<b>11</b>	<b>20</b>	<b>19</b>

Operating Budget by Program					
Program	2016 Budgeted	2016 FTEs	2017 Proposed	2017 FTEs	
Mayor's Office Administration	\$ 912,702	5	\$ 1,063,771	7	
Internal Services	-	0	14,492	0	
Community Affairs	263,986	3	423,141	3	
Communications	182,702	2	417,034	3	
Environmental Stewardship	270,154	2	-	0	
Policy and Government Affairs	833,064	7	823,950	6	
<b>Department Total</b>	<b>\$ 2,462,608</b>	<b>19</b>	<b>\$ 2,742,388</b>	<b>19</b>	



# 2017 PROGRAM GUIDE

---

## MAYOR'S OFFICE ADMINISTRATION

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

## INTERNAL SERVICES

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

## COMMUNITY AFFAIRS

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

## COMMUNICATIONS

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

## ENVIRONMENTAL STEWARDSHIP

To strive for Columbus to become a greener, more sustainable community, improving quality of life for this and future generations. In 2017, this program will transfer out of the Mayor's Office to better align programming.

## POLICY AND GOVERNMENT AFFAIRS

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

This page has been intentionally left blank.



*One of the city's oldest neighborhoods, Olde Towne East is a hub of historic preservation opportunities and activities, boasting houses representing over 50 unique architectural styles.*

## OFFICE OF DIVERSITY AND INCLUSION

### Division Description

Effective in 2017, the administration proposes a renaming of the Equal Business Opportunity Commission Office (EBOCO) to the Office of Diversity and Inclusion (ODI). The office will continue to be a division under the Mayor's office, but with a new brand and a renewed focus. The ODI is responsible for supporting the mayor and his cabinet by leading diversity and inclusion management within the City of Columbus. The Office of Diversity and Inclusion will focus on four pillars of diversity and inclusion management: workforce diversity, supplier diversity, diverse outreach, and internal diverse leadership, commitment, and communications.

### Department Mission

The Office of Diversity and Inclusion is dedicated to creating and implementing programs, policies, and procedures that will deliver and capture value through supplier and workforce diversity. Additionally, the office will assist underserved, under-utilized businesses with gaining greater access to procurement opportunities and resources to build viable and sustainable businesses.

## Office of Diversity & Inclusion



# Strategic Priorities for 2017

## Diversity and Inclusion

Implement a disparity study for the City of Columbus.

Implement a workforce diversity strategy for the City of Columbus.

Implement the first citywide diversity scorecard.

Implement the first ever Ohio Municipalities Business Conference to promote small, minority, and women owned business opportunities.

Implement a business opportunity assessment program to enhance the capacity of diverse businesses and help them find resources to enhance their ability to compete.

Increase supplier diversity outreach and engagement to increase the pool of diverse suppliers who can compete for City of Columbus contracting opportunities.

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

Monitor and review city contracts for compliance, participate in targeted outreach activities, and other efforts to ensure fairness, equity, and inclusion in the city's procurement process.

Implement a diversity communications strategy that promotes the city's commitment to diversity and inclusion, both internally and externally.

Support the administration and facilitation of an annual and newly established City of Columbus diversity committee process led by the Mayor and supported by ODI.

## 2017 BUDGET NOTES

The Office of Diversity and Inclusion budget includes funding to help facilitate diversity and inclusion initiatives that have implications across all city departments. In addition:

- The office will host its first annual "Ohio Municipalities Business Conference" in 2017, a statewide business conference to facilitate the sharing of best practices among stakeholders. Funding in the amount of \$150,000 is budgeted to coordinate this initiative.
- The office has budgeted 11 full-time positions, including a Workforce Manager to lead the newly formed Workforce Diversity program.
- The core functions of the "MBE/FBE Support" program under EBOCO will continue to be supported within the Supplier Diversity program. Funding in the amount of \$325,892 is allocated within the program to continue to improve citywide procurement processes thereby expanding the number and capacity of certified diverse suppliers to the city.



Department Financial Summary by Area of Expense					
Fund	2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Proposed
<u>General Fund</u>					
Personnel	\$ 821,767	\$ 852,982	\$ 871,329	\$ 926,826	\$ 1,149,427
Materials & Supplies	3,683	4,954	5,100	5,100	7,750
Services	72,371	64,576	58,423	67,790	334,716
General Fund Subtotal	897,821	922,512	934,852	999,716	1,491,893
Department Total	\$ 897,821	\$ 922,512	\$ 934,852	\$ 999,716	\$ 1,491,893

Department Personnel Summary					
Fund	FT/PT	2014 Actual	2015 Actual	2016 Budgeted	2017 Budgeted
<u>General Fund</u>					
Office of Diversity & Inclusion	FT	9	9	9	11
Total		9	9	9	11

Operating Budget by Program					
Program	2016 Budgeted	2016 FTEs	2017 Proposed	2017 FTEs	
Administration	\$ 355,620	3	\$ 1,057,105	10	
Diverse Outreach	-	0	-	0	
Diverse Communication & Commitment	-	0	-	0	
Supplier Diversity	-	0	325,892	0	
Workforce Diversity	-	0	98,322	1	
Internal Services	-	0	10,574	0	
MBE/FBE Support	579,232	6	-	0	
Department Total	\$ 934,852	9	\$ 1,491,893	11	



# 2017 PROGRAM GUIDE

---

## ADMINISTRATION

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

## DIVERSE OUTREACH

To implement an aggressive outreach strategy partnering with key external stakeholders in the areas of business, industry, academia, and governmental and social service agencies to enhance the workforce diversity and supplier diversity missions of the office. Working in partnership with the Department of Neighborhoods and the Community Relations Commission, strive to elevate the diversity and inclusion proficiency of all Columbus entities and organizations within Central Ohio to help Columbus become America's Opportunity City.

## DIVERSE COMMUNICATION AND COMMITMENT

To clearly define and communicate internally what the City of Columbus means by diversity and inclusion. Also, to support the administration's vision and commitment to diversity and inclusion throughout city departments and commissions, with the ultimate goal of developing a benchmark standard of diversity and inclusion leadership for other U.S. cities to follow.

SUPPLIER DIVERSITY

To ensure that the City of Columbus sources goods and services, in all commodity categories, from diverse suppliers, with a focus on expanding the number and capacity of certified diverse suppliers, and expand the variety of goods and services offered by those diverse suppliers. This mission will include developing policies to enhance inclusion and utilization efforts within the procurement process of the City of Columbus and its departments and commissions.

WORKFORCE DIVERSITY

To reflect the diversity of the residents that make up the population of the City of Columbus. As we attract, retain, and develop city employees, we will focus on new and innovative ways to help ensure that diversity is a part of that process.

INTERNAL SERVICES

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

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.



*On the city's south side, Vassor Village received its nickname as the Columbus Glass District as it was home to (or just adjacent to) important glass manufacturing companies. These plants included Federal Glass and Techneglas, Inc.*

---

## DEPARTMENT OF EDUCATION

---

### Department Description

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

In its first three years, the department greatly expanded pre-kindergarten services in Columbus, and doubled the number of children served from 2015 to 2016. The department developed two new initiatives to increase the quality of existing

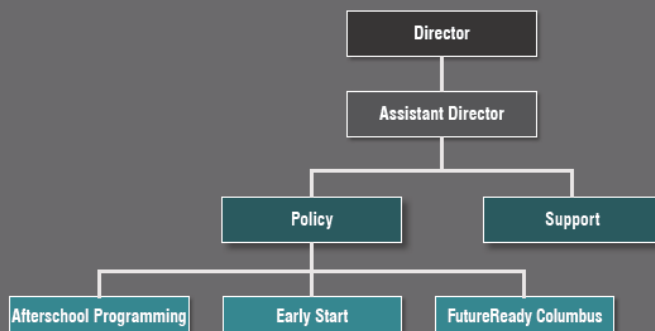
### Department Mission

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 the recommendations of the Columbus Education Commission.

pre-kindergarten classrooms teachers. The Teacher Preparation Pipeline Scholarship program, created in association with Ohio State University, helps undereducated pre-kindergarten teachers receive bachelor's degrees in Early Childhood Education. A program developed by the department and Columbus State Community College provides an accelerated path for child care workers to receive the Child Development Associate credential.

In addition, the department has helped to develop *FutureReady Columbus*, a new education non-profit working to better prepare Columbus students for the workforce of tomorrow. To help provide afterschool programs to Columbus students, the department has allocated mini-grants to community organizations, and has continued to work with Columbus City Schools to improve educational outcomes.

## Education



## Strategic Priorities for 2017

### Early Childhood Development and Education

In 2017, the department plans to both expand the number of pre-kindergarten slots available to Columbus children through Early Start Columbus and increase the quality of the programs in which Columbus children attend. This expansion is aligned with the Mayor's goal of universal access to a high-quality pre-kindergarten education for every 4-year-old in Columbus.

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.

To meet the department's own quality benchmarks, and to help providers meet a crucial 2020 state deadline, the department will develop quality improvement initiatives to assist all providers in increasing the quality of their programs.

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 will also require providers to "braid" other funding sources with city funds, using city funds as "last dollar" funding. This strategy allows the department to better manage city funds while providing a more appropriate level of funding to providers. In 2016, this strategy allowed the department to double the number of children served in 2015.

Providing a safe environment for children to learn after the school day ends remains a priority for the department. The department will continue to provide mini-grants to afterschool providers to assist them in their efforts.

The department will continue to work collaboratively with all community partners, including Columbus City Schools, Columbus State Community College, Action For Children, and *FutureReady* Columbus to advance the Mayor's goal.

### Operational Efficiencies

The main goal of the department is to fulfill the Mayor's vision that every four-year-old in Columbus has access to a high-quality pre-kindergarten education.

The development of *FutureReady* Columbus in 2015 was a specific recommendation of the Columbus Education Commission. In 2017, the department will continue to support the work and operations of this new education organization.

The department will continue to work to improve the quality of education and increase the number of children prepared to succeed in America's Opportunity City.

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

## 2017 BUDGET NOTES

---

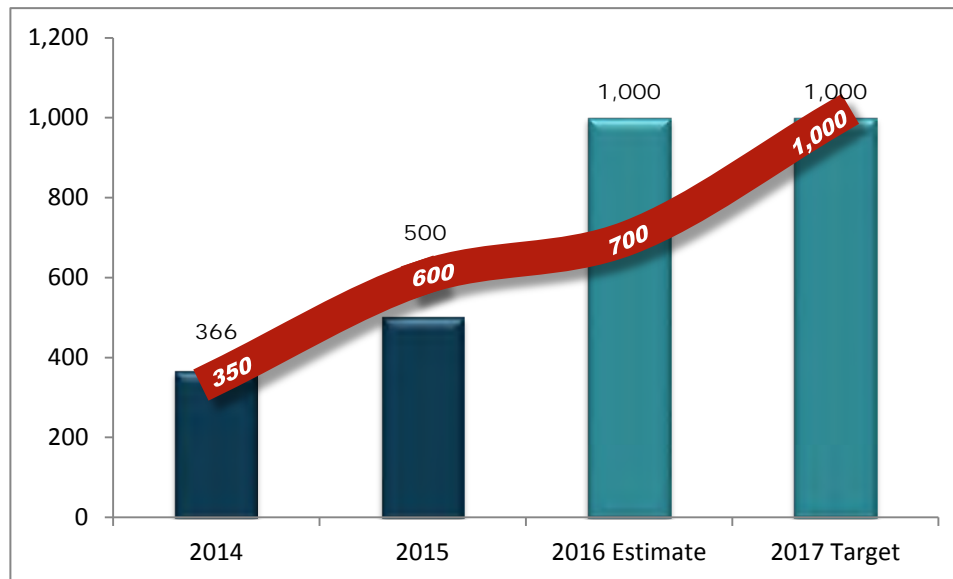
The Education budget includes funding for 4 full-time and 1 part-time regular employees. In addition:

- A total of \$4,731,325 is budgeted for the Early Start Initiative, the community-wide effort aimed at preparing local children for kindergarten by expanding access and working with local providers to ensure the highest possible standard of quality in educational programming.
- The After-school Grants program is funded at continuation levels with amounts budgeted to help support a variety of recreational and educational activities in safe places throughout the community for children to utilize after the school bell rings.
- The department is budgeting \$700,000 in support of *FutureReady*, the public-private partnership established to implement the recommendations of the Columbus Education Commission.



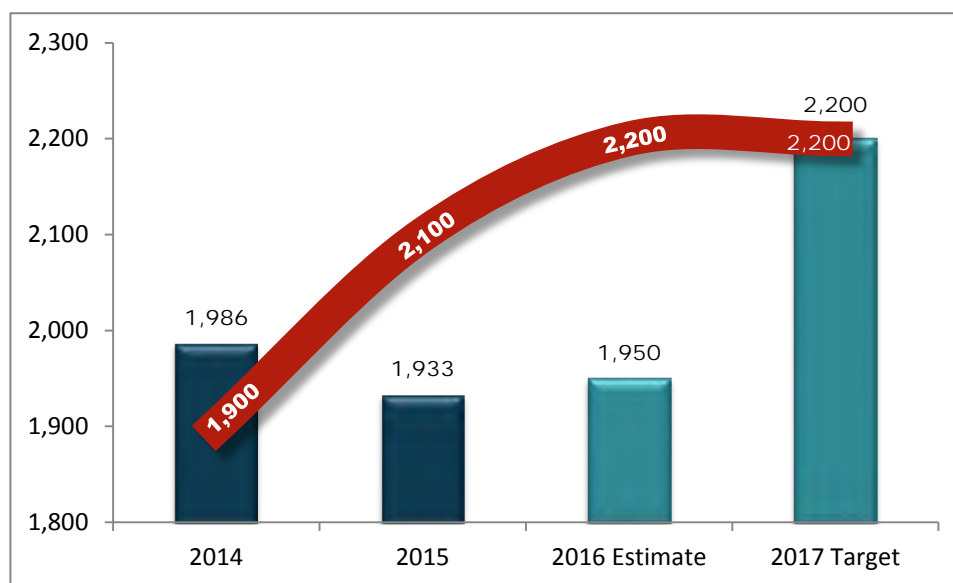
## PERFORMANCE MEASURES

### 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 2017, the goal will be to serve 1,000 children.

### After-school Grant Program Number of children participating in after-school programming activities



In 2015, the After-school Grant program provided 1,933 kids with a safe environment to continue their education at the end of the school day. Mid-year 2016 estimates indicate a similar level of service projected. In 2017, the goal is to provide services to 2,200 children.



Department Financial Summary by Area of Expense					
Fund	2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Proposed
<b>General Fund</b>					
Personnel	\$ 224,654	\$ 467,130	\$ 502,912	\$ 477,943	\$ 493,755
Materials & Supplies	1,228	1,128	6,000	6,000	6,000
Services	5,117,740	5,263,121	5,798,417	5,698,948	5,882,702
General Fund Subtotal	5,343,621	5,731,379	6,307,329	6,182,891	6,382,457
Department Total	\$ 5,343,621	\$ 5,731,379	\$ 6,307,329	\$ 6,182,891	\$ 6,382,457

Department Personnel Summary					
Fund	FT/PT	2014 Actual	2015 Actual	2016 Budgeted	2017 Budgeted
<b>General Fund</b>					
Education	FT	4	4	4	4
	PT	0	1	1	1
	Total	4	5	5	5

Operating Budget by Program					
Program	2016 Budgeted	2016 FTEs	2017 Proposed	2017 FTEs	
Administration	\$ 1,186,185	4	\$ 1,258,390	4	
Early Start	4,731,325	0	4,731,325	0	
After-school Grants	389,819	0	389,819	0	
Internal Services	-	0	2,923	0	
Department Total	\$ 6,307,329	4	\$ 6,382,457	4	



# 2017 PROGRAM GUIDE

---

## ADMINISTRATION

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

## INTERNAL SERVICES

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

This page has been intentionally left blank.



*The Hilltop area of Columbus, located to the west of Franklinton, and specifically the Westgate neighborhood within it, was built on land previously utilized as Camp Chase during the Civil War. The camp was a Union military staging and training location, a portion of which was also used to house over 9,000 Confederate prisoners at one time.*

## DEPARTMENT OF BUILDING AND ZONING SERVICES

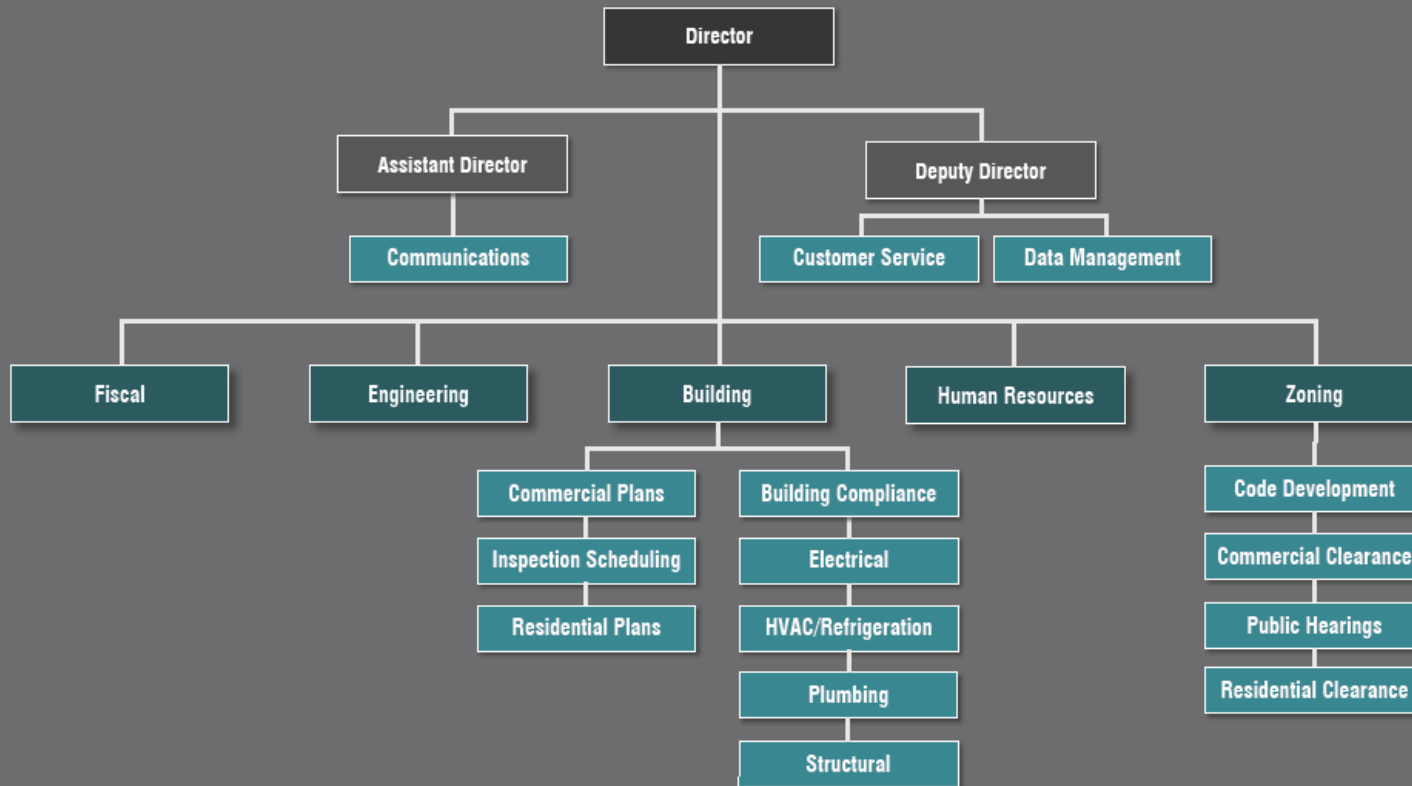
### **Department Description**

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

### **Department Mission**

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

# Building and Zoning Services



# Strategic Priorities for 2017

## Operational Efficiencies

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.

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

## Economic Development

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

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

## Safety

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

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

## 2017 BUDGET NOTES

---

The 2017 budget provides continued funding for technology upgrades and enhancements associated with the Accela platform, including electronic records storage, electronic plans review and submission, and expedited plans reviews. In addition:

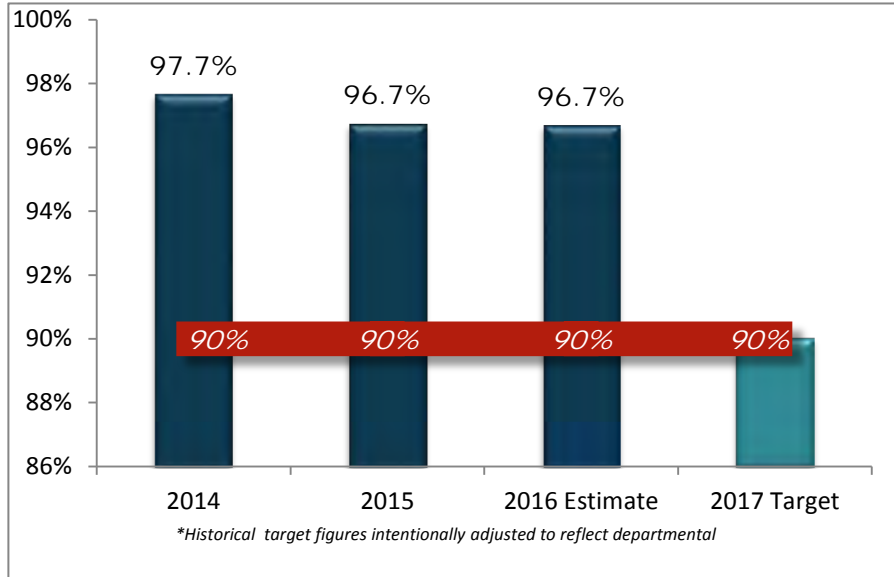
- The department will continue the electronic records storage project in 2017. This initiative will allow for the more expeditious processing of records requests and mitigate the risks associated with managing paper records. Over 5.7 million paper records will be digitized and stored electronically.
- The department will continue to streamline processes for customers in 2017 with online building permitting and review slated for completion during the budget year. These will complement online options for mechanical, electrical, and plumbing permits recently made available to customers.
- The department has budgeted \$280,000 for the replacement and upgrade of vehicles.
- The department will maintain staffing levels consistent with 2016. This includes 11 part-time positions which allow greater flexibility in scheduling and facilitates greater efficiency considering the cyclical nature of the industry.



## PERFORMANCE MEASURES

### Plan Review Completed Within 30 Calendar Days

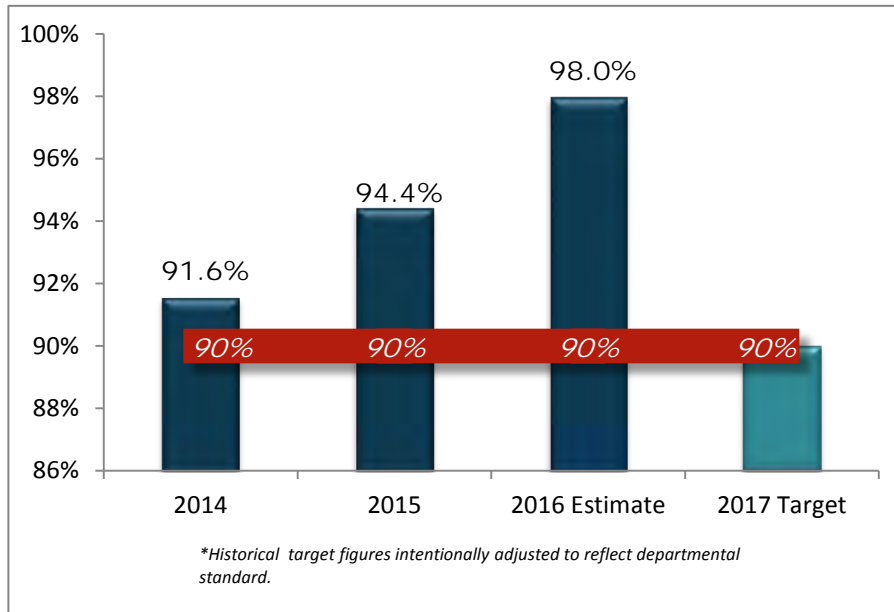
Percent of building plans reviewed for customers with approval or change requests



Through continued focus on promoting quality and responsive services to their customers, the percentage of plan reviews completed within 30 calendar days has continued to exceed the set target of 90 percent. At mid-year 2016, the division was on pace to complete 97 percent of plan reviews within the accepted timeline, keeping pace with last year's performance.

### Industry Memorandum of Understanding Timelines Met

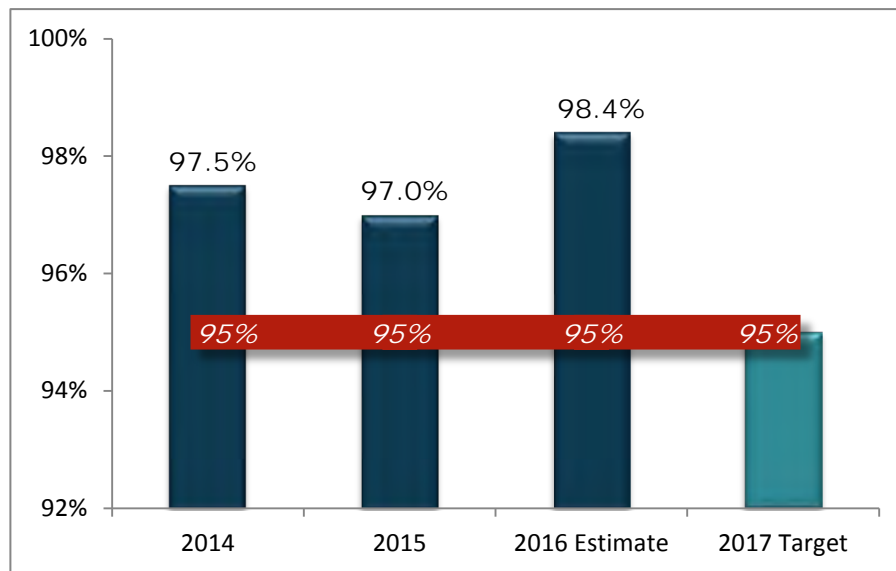
Percent of permits and reviews completed within the stated MOU timeline



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 2016, the division reported meeting MOU timelines at 98 percent. Performance continues to steadily improve 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 2015. At mid-year 2016, the number of inspections completed within one business day exceeded 98 percent. Over the period, the division has consistently exceeded the minimum target of 95 percent and is demonstrating steady improvement through ongoing efforts to streamline processes and create efficiencies for customers.



*Partial mural depicting the Civil War era Camp Chase of Westgate.*

Department Financial Summary by Area of Expense					
Fund	2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Proposed
<b>Development Services Fund</b>					
Personnel	\$ 13,338,429	\$ 14,233,968	\$ 15,369,131	\$ 14,876,423	\$ 16,108,291
Materials & Supplies	78,669	122,114	118,971	115,622	121,971
Services	2,742,993	2,650,576	3,444,766	3,313,009	3,745,790
Other	22,792	23,915	47,000	26,765	47,000
Capital	1,443,390	-	235,000	580,105	280,000
Development Services Fund Subtotal	17,626,273	17,030,573	19,214,868	18,911,924	20,303,052
<b>Department Total</b>	<b>\$ 17,626,273</b>	<b>\$ 17,030,573</b>	<b>\$ 19,214,868</b>	<b>\$ 18,911,924</b>	<b>\$ 20,303,052</b>

Department Personnel Summary					
Fund	FT/PT	2014 Actual	2015 Actual	2016 Budgeted	2017 Budgeted
<b>Development Services Fund</b>					
	FT	130	140	148	146
	PT	10	9	11	11
	<b>Total</b>	<b>140</b>	<b>149</b>	<b>159</b>	<b>157</b>

Operating Budget by Program				
Program	2016 Budgeted	2016 FTEs	2017 Proposed	2017 FTEs
Fiscal	\$ 241,879	2	\$ 250,238	2
Human Resources	359,957	3	378,680	3
Administration	3,271,728	5	731,683	5
Data Management	1,118,384	9	831,236	6
Customer Service	1,742,420	16	1,841,408	17
Building Services	9,967,250	89	10,384,786	89
Engineering Services	625,872	6	776,701	5
Zoning Services	1,887,378	18	2,030,310	19
Internal Services	-	0	3,078,010	0
<b>Department Total</b>	<b>\$ 19,214,868</b>	<b>148</b>	<b>\$ 20,303,052</b>	<b>146</b>

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



# 2017 PROGRAM GUIDE

---

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



*Located on the north side of the city, the Clinton Estates neighborhood enjoys a very active civic association and affordable housing options.*

---

## DEPARTMENT OF DEVELOPMENT

---

### **Department Description**

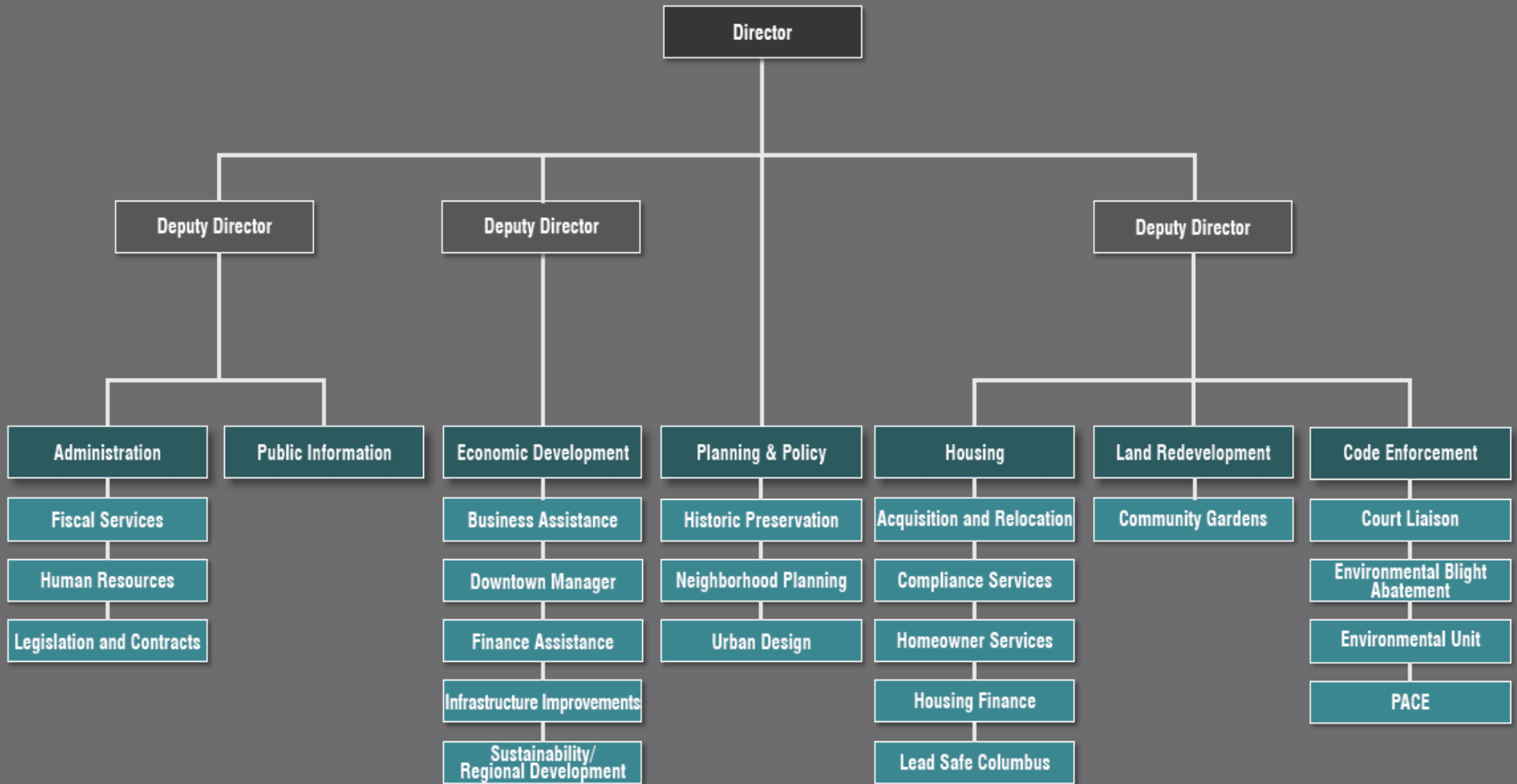
The Department of Development provides an array of services through its divisions and offices: the Economic Development Division, Code Enforcement Division, Planning Division, Housing Division, Land Redevelopment Division, and the Director's Office.

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 2017

### Neighborhoods

Work with the Department of Neighborhoods to enhance customer service and quickly respond to citizen issues.

Undertake intensive, targeted public-private partnerships in key neighborhoods to encourage economic and social transformation.

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

Enhance code enforcement of commercial properties.

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.

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

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.

Continue support for community organizations that provide social services to our community.

### Diversity and Inclusion

In coordination with the Office of Diversity and Inclusion:

Review current procurement processes and implement a plan to increase opportunities for minority business enterprises.

Enhance our efforts to attract diverse candidates for department employment vacancies and promotion opportunities.

Improve the diversity and inclusion proficiency within our workforce.

## Strategic Priorities for 2017 (cont.)

### Economic Development

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.

### Early Childhood Development and Education

Continue to support CelebrateOne efforts to improve social and economic conditions that drive disparities across our community and in the highest risk neighborhoods.

### Operational Efficiencies

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.

---

## 2017 BUDGET NOTES

---

### ADMINISTRATION

Total support for social service agencies in 2017 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 \$800,000 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 2017 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 \$1.4 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 2017 is \$8.8 million, with \$7.8 million provided in the general fund and slightly over \$1.0 million in the community development block grant fund. Included in total funding:

- Nearly \$1.0 million is included to procure weed cutting services on foreclosed properties that have been abandoned.
- An additional property maintenance specialist position was funded in the Environmental Nuisance program to assist with complex zoning cases.

### PLANNING

The general fund supports 18 full-time equivalent positions in 2017. A new position was added in 2016 to assist in the CelebrateOne infant mortality initiative and will be fully funded in 2017.

### HOUSING

Support for the Community Shelter Board and the Rebuilding Lives program will provide funding of over \$6.3 million in 2017. The majority of funding for these programs comes from the general fund, though minor allocations, totaling \$325,000 and \$81,029, are provided by HOME and CDBG funds, respectively. In addition:



- The Affordable Housing Trust (AHT) fund, administered through the Affordable Housing Trust for Columbus and Franklin County, was formed in 2000 to address the housing shortage affecting working families. The AHT fund was seeded with \$2 million in Urban Development Action Grant (UDAG) repayments and receives annual deposits of 8.43 percent of the city's portion of the hotel/motel tax fund revenues. City support for AHT programs is estimated at \$1.7 million in 2017.
- HOME funds totaling \$160,389 will be used to provide community housing development organizations with operating grants.

## LAND REDEVELOPMENT

The Division of Land Redevelopment was created to better track services provided by the Land Redevelopment Office which previously reported under the Division of Administration. This is the first full year of funding for the Division of Land Redevelopment as a separate entity. The general fund supports 5 full-time equivalent positions in 2017. The division improves Columbus neighborhoods by returning vacant, abandoned and underutilized residential and commercial properties to productive community assets.

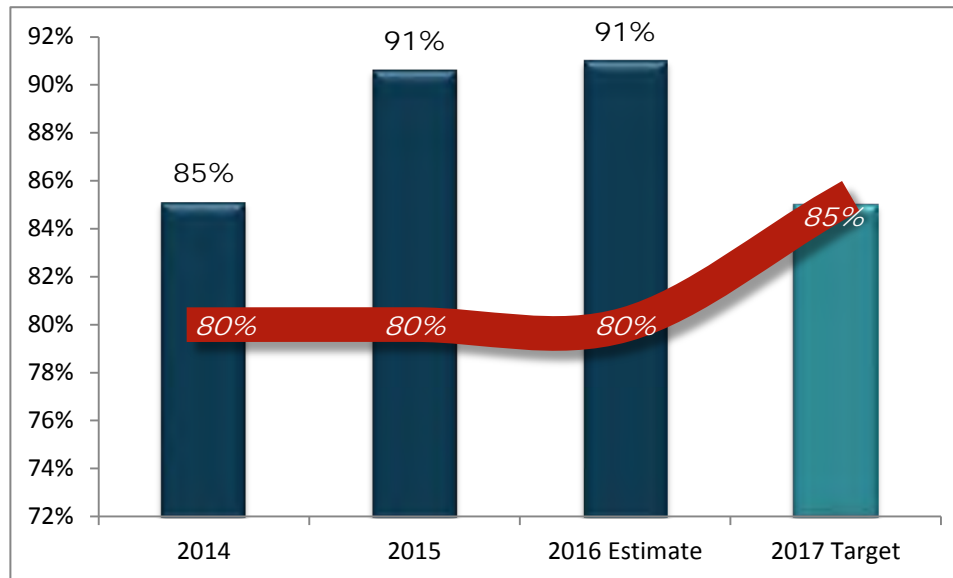


*The Maize Morse neighborhood of Columbus, bordered by Interstate 71 on the west and Morse Road on the north, consists of single family homes constructed during the post WWII housing boom of the 1950s and 1960s.*

## PERFORMANCE MEASURES

### Interior Code Request

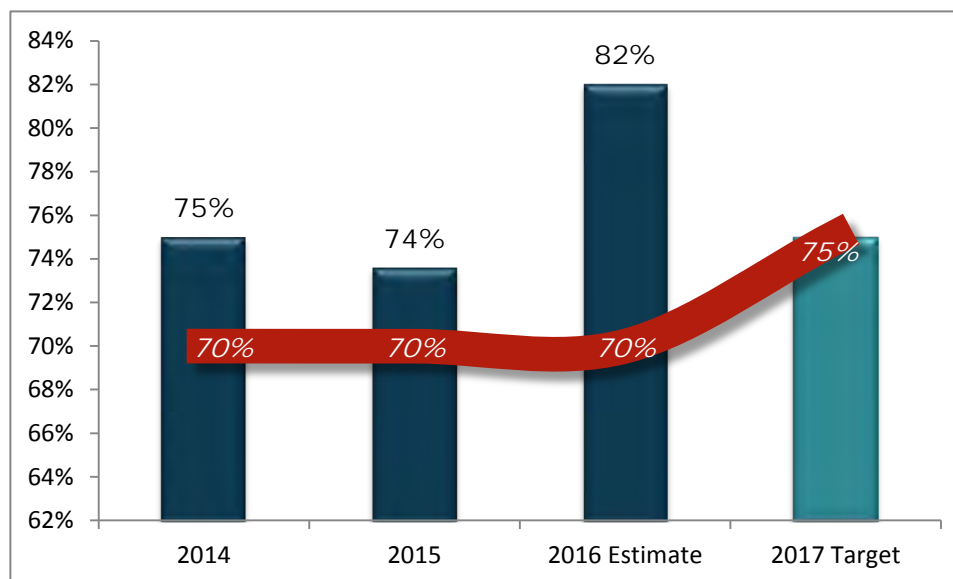
Percent of interior code enforcement requests investigated within two business days



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 85 percent of these requests within two business days. The division is on target to surpass this goal in 2016 by responding to 91 percent within the targeted timeframe.

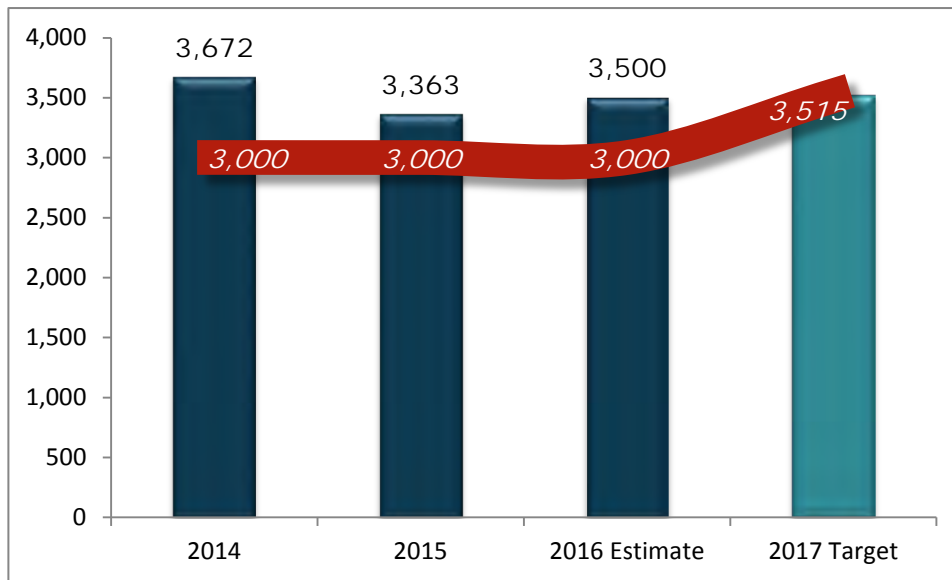
### Non-Emergency Code Request

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 three years and maintains that moving forward it can respond to 75 percent within ten business days.

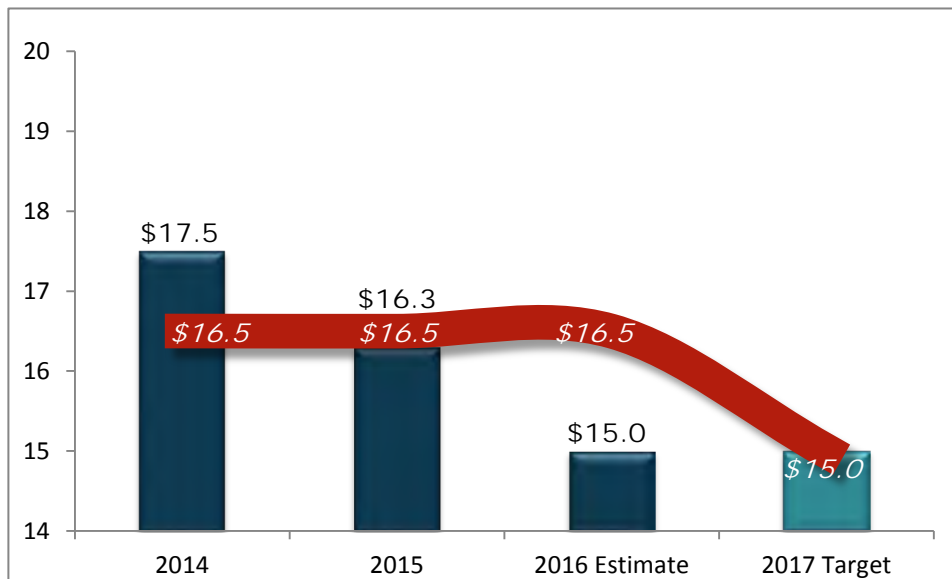
### Jobs Created Number of jobs created or retained



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. It is estimated that 3,515 jobs will be created or retained in the 2017 budget year.

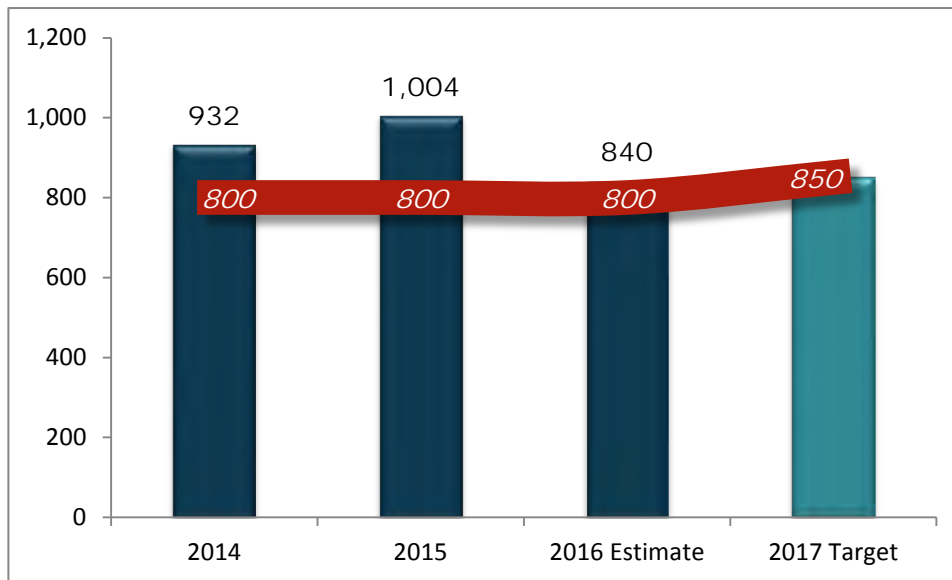
### Private Investment Dollars

Private investment dollars leveraged per dollar of public investment and incentives



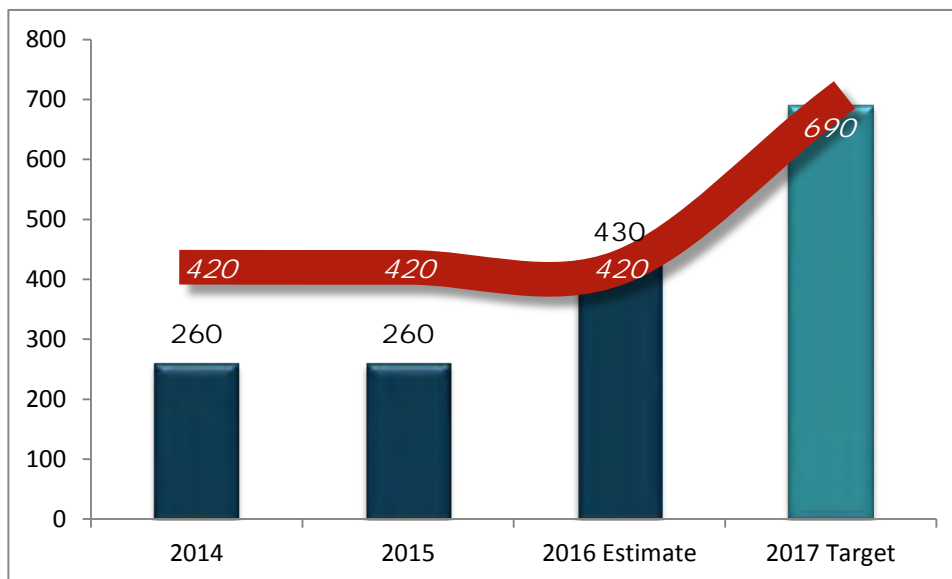
The economic health of a community is dependent on the success of public and private partnership investments. The Economic Development Division continues to work to provide incentives to increase private investment dollars to assist with the economic development initiatives supported by the city.

### Rehabilitated Homes Number of homes rehabilitated



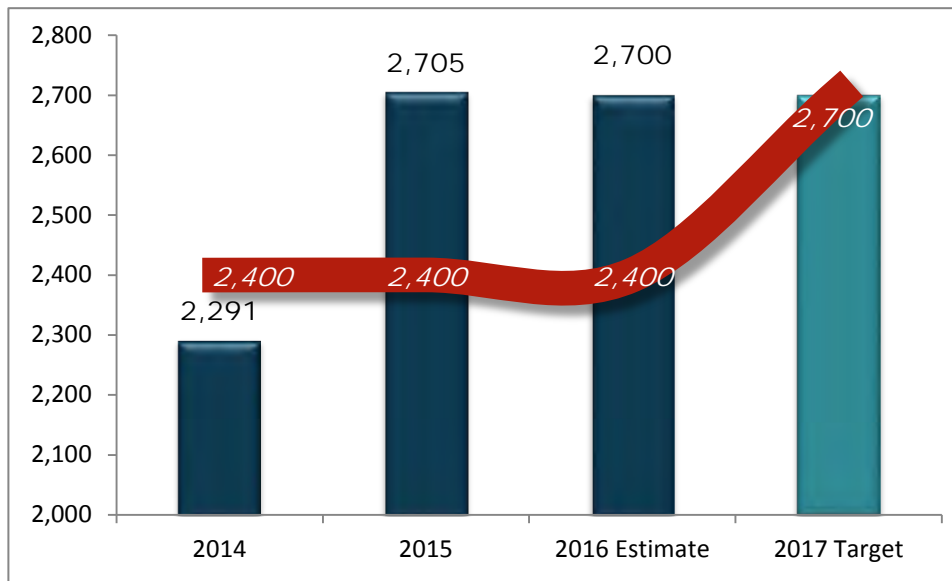
The number of homes rehabilitated has consistently exceeded the goal of 800 annually. The Housing Division will increase this goal by striving to rehabilitate 850 homes in 2017. This will have a direct impact on creating and promoting strong, vibrant, healthy Columbus neighborhoods leading to improved economic growth.

### Financed Housing Number of housing projects financed



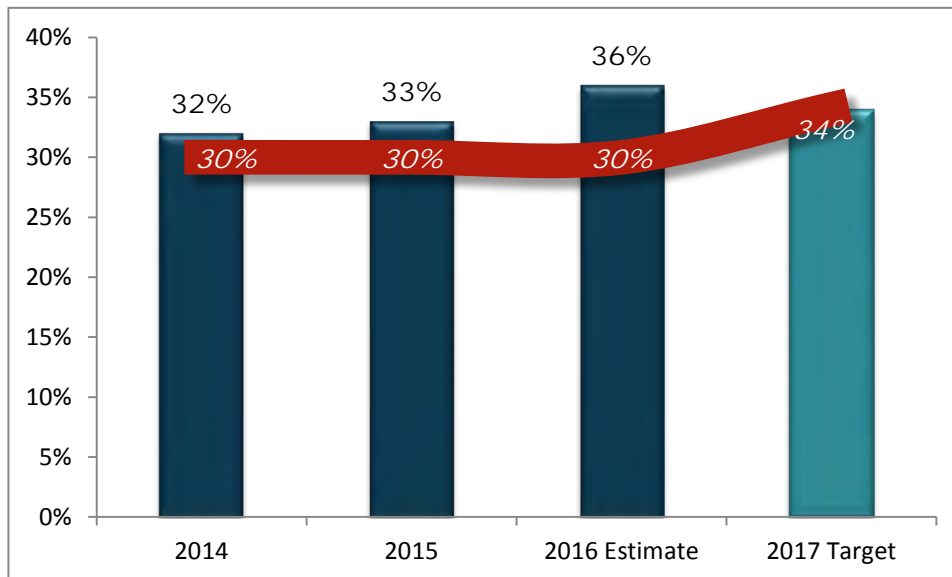
The Housing Division works to create affordable housing by providing resources and technical programs to assist homebuyers and investors with financing housing projects. The division is on track to surpass the goal of 420 housing projects financed in 2016 and will increase the target to 690 in 2017. This is a direct investment in developing strong, vibrant neighborhoods.

**Plans Reviewed**  
Number of development review items processed



Another sign of economic growth is property development requests from citizens. When such requests are made, the Planning Division is required to review those plans. Through its high quality customer service, the division is projecting to review over 2,700 plans in 2016, a 13 percent increase over the target. As a result, the target will increase to 2,700 in 2017.

**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.

Department Financial Summary by Area of Expense					
Fund	2014	2015	2016	2016	2017
	Actual	Actual	Budget	Projected	Proposed
<b>General Fund</b>					
Administration					
Personnel	\$ 3,308,657	\$ 3,146,092	\$ 3,608,642	\$ 3,386,208	\$ 2,635,052
Materials & Supplies	25,782	18,878	29,811	23,969	22,200
Services	3,118,531	3,159,277	3,256,866	3,395,354	3,259,111
Other	482,474	150,000	-	-	-
Capital	13,810	-	-	-	-
Transfers	9,000	27,210	38,000	16,383	-
<b>Administration Subtotal</b>	<b>6,958,254</b>	<b>6,501,457</b>	<b>6,933,319</b>	<b>6,821,914</b>	<b>5,916,363</b>
Economic Development					
Personnel	605,660	720,107	964,869	908,319	971,703
Materials & Supplies	2,019	2,306	6,950	6,850	6,950
Services	2,652,663	2,638,995	2,865,076	3,227,592	2,459,975
Other	9,199,849	13,626,802	-	16,428,529	-
<b>Economic Development Subtotal</b>	<b>12,460,192</b>	<b>16,988,211</b>	<b>3,836,895</b>	<b>20,571,290</b>	<b>3,438,628</b>
Code Enforcement					
Personnel	5,835,449	6,140,696	6,716,896	6,600,575	7,039,223
Materials & Supplies	91,608	51,010	74,100	74,100	74,100
Services	872,862	782,346	787,423	837,911	700,979
Other	-	2,107	10,000	10,000	10,000
Capital	124,299	-	-	-	-
<b>Code Enforcement Subtotal</b>	<b>6,924,219</b>	<b>6,976,159</b>	<b>7,588,419</b>	<b>7,522,586</b>	<b>7,824,302</b>
Planning					
Personnel	1,405,634	1,589,403	1,815,634	1,561,706	1,853,367
Materials & Supplies	7,855	12,393	16,750	16,750	16,750
Services	58,073	55,475	74,864	78,367	77,311
<b>Planning Subtotal</b>	<b>1,471,562</b>	<b>1,657,270</b>	<b>1,907,248</b>	<b>1,656,823</b>	<b>1,947,428</b>
Housing					
Personnel	391,220	421,885	433,289	386,637	431,930
Materials & Supplies	1,655	993	1,950	1,950	1,950
Services	4,844,173	4,820,331	4,827,092	4,827,092	5,648,929
<b>Housing Subtotal</b>	<b>5,237,048</b>	<b>5,243,208</b>	<b>5,262,331</b>	<b>5,215,679</b>	<b>6,082,809</b>
Land Redevelopment					
Personnel	-	-	-	-	499,835
<b>Land Redevelopment Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>499,835</b>
General Fund Subtotal	33,051,275	37,366,306	25,528,212	41,788,292	25,709,365
<b>Community Development Block Grant</b>					
Administration					
Personnel	833,948	858,904	911,897	616,593	255,892
Materials & Supplies	48	-	2,000	2,000	2,789
Services	190,300	251,215	227,000	227,000	2,000
<b>Administration Subtotal</b>	<b>1,024,295</b>	<b>1,110,119</b>	<b>1,140,897</b>	<b>845,593</b>	<b>260,681</b>
Economic Development					
Personnel	741,251	793,741	674,203	656,595	840,229
Materials & Supplies	1,957	2,100	2,250	1,500	2,250
Services	508,917	698,208	632,750	661,503	632,750
<b>Economic Development Subtotal</b>	<b>1,252,125</b>	<b>1,494,049</b>	<b>1,309,203</b>	<b>1,319,598</b>	<b>1,475,229</b>
Code Enforcement					
Personnel	712,168	833,401	935,719	850,840	895,151
Materials & Supplies	9,982	10,979	12,000	6,000	12,000
Services	160,000	160,000	160,000	160,000	160,000
Capital	72,645	35,605	-	-	-
<b>Code Enforcement Subtotal</b>	<b>954,795</b>	<b>1,039,984</b>	<b>1,107,719</b>	<b>1,016,840</b>	<b>1,067,151</b>
Housing					
Personnel	967,924	956,461	1,220,637	1,182,426	1,305,487
Materials & Supplies	12,100	20,198	23,000	19,152	22,400
Services	1,434,555	1,258,711	1,239,767	2,087,925	1,559,100
Other	731,407	950,000	850,000	1,300	-
<b>Housing Subtotal</b>	<b>3,145,986</b>	<b>3,185,370</b>	<b>3,333,404</b>	<b>3,290,803</b>	<b>2,886,987</b>
Land Redevelopment					
Personnel	-	-	-	-	270,637
<b>Land Redevelopment Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>270,637</b>
CDBG Fund Subtotal	6,377,201	6,829,522	6,891,223	6,472,834	5,960,685
<b>Emergency Human Services Fund</b>					
Administration					
Services	1,689,856	2,341,782	2,373,000	2,373,000	2,456,000
Transfers	88,170	-	-	-	-
Emergency Human					
Services Fund Subtotal	1,778,026	2,341,782	2,373,000	2,373,000	2,456,000
Department Total	\$ 41,206,502	\$ 46,537,610	\$ 34,792,435	\$ 50,634,126	\$ 34,126,050

Division Financial Summary by Area of Expense					
Fund	2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Proposed
<b>Administration</b>					
General Fund					
Personnel	\$ 3,308,657	\$ 3,146,092	\$ 3,608,642	\$ 3,386,208	\$ 2,635,052
Materials & Supplies	25,782	18,878	29,811	23,969	22,200
Services	3,118,531	3,159,277	3,256,866	3,395,354	3,259,111
Other	482,474	150,000	-	-	-
Capital	13,810	-	-	-	-
Transfers	9,000	27,210	38,000	16,383	-
<b>General Fund Subtotal</b>	<b>6,958,254</b>	<b>6,501,457</b>	<b>6,933,319</b>	<b>6,821,914</b>	<b>5,916,363</b>
CDBG Fund					
Personnel	833,948	858,904	911,897	616,593	255,892
Materials & Supplies	48	-	2,000	2,000	2,789
Services	190,300	251,215	227,000	227,000	2,000
<b>CDBG Fund Subtotal</b>	<b>1,024,296</b>	<b>1,110,119</b>	<b>1,140,897</b>	<b>845,593</b>	<b>260,681</b>
Emergency Human Services Fund					
Services	1,689,856	2,341,782	2,373,000	2,373,000	2,456,000
Transfers	88,170	-	-	-	-
<b>Emergency Human Services Fund Subtotal</b>	<b>1,778,026</b>	<b>2,341,782</b>	<b>2,373,000</b>	<b>2,373,000</b>	<b>2,456,000</b>
<b>Administration Subtotal</b>	<b>9,760,576</b>	<b>9,953,358</b>	<b>10,447,216</b>	<b>10,040,507</b>	<b>8,633,044</b>
<b>Economic Development</b>					
General Fund					
Personnel	605,660	720,107	964,869	908,319	971,703
Materials & Supplies	2,019	2,306	6,950	6,850	6,950
Services	2,652,663	2,638,995	2,865,076	3,227,592	2,459,975
Other	9,199,849	13,626,802	-	16,428,529	-
<b>General Fund Subtotal</b>	<b>12,460,192</b>	<b>16,988,211</b>	<b>3,836,895</b>	<b>20,571,290</b>	<b>3,438,628</b>
CDBG Fund					
Personnel	741,251	793,741	674,203	656,595	840,229
Materials & Supplies	1,957	2,100	2,250	1,500	2,250
Services	508,917	698,208	632,750	661,503	632,750
<b>CDBG Fund Subtotal</b>	<b>1,252,125</b>	<b>1,494,049</b>	<b>1,309,203</b>	<b>1,319,598</b>	<b>1,475,229</b>
<b>Economic Development Subtotal</b>	<b>13,712,317</b>	<b>18,482,260</b>	<b>5,146,098</b>	<b>21,890,888</b>	<b>4,913,857</b>



Division Financial Summary by Area of Expense (Cont.)					
Fund	2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Proposed
<u>Code Enforcement</u>					
General Fund					
Personnel	5,835,449	6,140,696	6,716,896	6,600,575	7,039,223
Materials & Supplies	91,608	51,010	74,100	74,100	74,100
Services	872,862	782,346	787,423	837,911	700,979
Other	-	2,107	10,000	10,000	10,000
Capital	124,299	-	-	-	-
<b>General Fund Subtotal</b>	<b>6,924,219</b>	<b>6,976,159</b>	<b>7,588,419</b>	<b>7,522,586</b>	<b>7,824,302</b>
CDBG Fund					
Personnel	712,168	833,401	935,719	850,840	895,151
Materials & Supplies	9,982	10,979	12,000	6,000	12,000
Services	160,000	160,000	160,000	160,000	160,000
Capital	72,645	35,605	-	-	-
<b>CDBG Fund Subtotal</b>	<b>954,795</b>	<b>1,039,984</b>	<b>1,107,719</b>	<b>1,016,840</b>	<b>1,067,151</b>
Code Enforcement Subtotal	7,879,014	8,016,143	8,696,138	8,539,426	8,891,453
<u>Planning</u>					
General Fund					
Personnel	1,405,634	1,589,403	1,815,634	1,561,706	1,853,367
Materials & Supplies	7,855	12,393	16,750	16,750	16,750
Services	58,073	55,475	74,864	78,367	77,311
<b>Planning Subtotal</b>	<b>1,471,562</b>	<b>1,657,270</b>	<b>1,907,248</b>	<b>1,656,823</b>	<b>1,947,428</b>
<u>Housing</u>					
General Fund					
Personnel	391,220	421,885	433,289	386,637	431,930
Materials & Supplies	1,655	993	1,950	1,950	1,950
Services	4,844,173	4,820,331	4,827,092	4,827,092	5,648,929
<b>General Fund Subtotal</b>	<b>5,237,048</b>	<b>5,243,208</b>	<b>5,262,331</b>	<b>5,215,679</b>	<b>6,082,809</b>
CDBG Fund					
Personnel	967,924	956,461	1,220,637	1,182,426	1,305,487
Materials & Supplies	12,100	20,198	23,000	19,152	22,400
Services	1,434,555	1,258,711	1,239,767	2,087,925	1,559,100
Other	731,407	950,000	850,000	1,300	-
<b>CDBG Fund Subtotal</b>	<b>3,145,986</b>	<b>3,185,370</b>	<b>3,333,404</b>	<b>3,290,803</b>	<b>2,886,987</b>
Housing Subtotal	8,383,034	8,428,578	8,595,735	8,506,482	8,969,796
<u>Land Redevelopment</u>					
General Fund					
Personnel	-	-	-	-	499,835
<b>General Fund Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>499,835</b>
CDBG Fund					
Personnel	-	-	-	-	270,637
<b>CDBG Fund Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>270,637</b>
Land Redevelopment Subtotal	-	-	-	-	770,472
Department Total	\$ 41,206,503	\$ 46,537,610	\$ 34,792,435	\$ 50,634,126	\$ 34,126,050



Department Personnel Summary						
Fund	FT/PT	2014 Actual	2015 Actual	2016 Budgeted	2017 Budgeted	
<b>General Fund</b>						
Administration	FT	30	32	34	22	
	PT	1	0	1	0	
Economic Development	FT	6	8	9	9	
Code Enforcement	FT	69	71	73	74	
Planning	FT	15	17	18	18	
Housing	FT	4	5	5	5	
	PT	1	0	0	0	
Land Redevelopment	FT	0	0	0	5	
<b>Community Development Block Grant</b>						
Administration	FT	9	6	8	2	
Economic Development	FT	7	7	6	7	
Code Enforcement	FT	9	9	9	9	
	PT	1	0	1	0	
Housing	FT	14	13	15	15	
Land Redevelopment	FT	0	0	0	2	
<b>Total</b>		<b>166</b>	<b>168</b>	<b>179</b>	<b>168</b>	



Operating Budget by Program				
Program	2016 Budget	2016 FTEs	2017 Proposed	2017 FTEs
Administration	\$ 2,546,730	20	\$ 3,026,131	19
Internal Services	-	0	228,891	0
Fiscal	1,101,413	7	769,624	7
Human Resources	356,552	3	372,237	4
Neighborhood & Agency Services	387,376	3	-	0
Neighborhood Pride	609,835	4	-	0
Social Services	5,000,000	0	5,000,000	0
Land Banking	872,270	11	647,510	7
Vacant and Abandoned Property	528,097	4	390,960	4
Small Business Investment	700,936	6	-	0
Job Creation & Expansion	4,445,162	9	3,428,253	9
Code Enforcement	6,859,761	69	7,408,640	70
Environmental Nuisance	1,744,613	12	1,251,822	13
Homeownership Assistance	8,200,320	17	1,257,873	13
Housing Activity Delivery	-	0	5,875,882	0
Neighborhood Planning	521,759	5	363,108	3
Urban Design	228,381	2	236,394	2
Historic Preservation	460,480	4	751,563	7
Homeless Prevention	81,029	0	-	0
Relocation	102,721	1	105,573	1
Rental Housing Development	45,000	0	-	0
Affordable Housing Opportunity Program	-	0	1,077,155	0
Business Development Office	-	0	234,308	2
CD Collaborative	-	0	45,000	0
Continuum of Care	-	0	10,000	0
Economic Development Loans	-	0	607,710	2
Fair Housing	-	0	105,456	0
Homebuyer Counseling	-	0	72,604	0
Housing Development Financing	-	0	155,116	2
Neighborhood Commercial Development	-	0	633,211	3
Rebuilding Lives	-	0	71,029	0
Department Total	\$ 34,792,435	177	\$ 34,126,050	168

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.



# 2017 PROGRAM GUIDE

## ADMINISTRATION

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

## INTERNAL SERVICES

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

## FISCAL

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

## HUMAN RESOURCES

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

## 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 to 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.
HOUSING ACTIVITY DELIVERY	To administer all housing programs including the Affordable Housing Opportunity Program, acquisition and relocation compliance, residential tax incentive and lead abatement programs.
NEIGHBORHOOD PLANNING	To work in partnership with Columbus residents to develop and implement long range plans that address land use, urban design, and capital improvements. Plan implementation activities include undertaking development review, working with the Urban Infrastructure Recovery Fund Program, and providing staff support of the East Franklinton Review Board, Rocky Fork, and Big Darby panels. The section also manages the annexation program and provides direct support to CelebrateOne, the city's effort to lower the infant mortality rate.

---

URBAN DESIGN	To undertake urban design projects and provide staff support to the Downtown Commission and University Area Review Board, both being charged with approval authority for projects falling within their respective boundaries.
HISTORIC PRESERVATION	To provide staff support to five architectural review commissions with approval authority for projects falling within the city's historic districts or listed individually on the Columbus Register of Historic Properties. The section conducts Section 106 reviews in partnership with the State Historic Preservation Office and provides technical assistance to property owners and potential buyers who would like to purchase historic properties.
HOMELESS PREVENTION	To provide funding to meet the housing, homelessness and supportive service needs for homeless men and women.
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.
AFFORDABLE HOUSING OPPORTUNITY PROGRAM	To assist low to moderate income owner-occupied homes through programs operated by the Housing Division.
BUSINESS DEVELOPMENT OFFICE	To act as a liaison between the city and its loan underwriters.
CD COLLABORATIVE	To provide leadership, financial support, training, and direct technical assistance to Columbus' neighborhood based community development corporations.
CONTINUUM OF CARE	To provide funding for the preparation and submission of the Continuum of Care funding application which supports the City's efforts to provide housing units to homeless individuals and to develop permanent supportive housing.
ECONOMIC DEVELOPMENT LOANS	To provide assistance to emerging and small businesses for the purposes of business development and job creation.

FAIR HOUSING

To ensure housing choice for all residents of Columbus with the overall objective of removing barriers to equal housing opportunities as identified in the Fair Housing Action Plan.

HOMEBUYER COUNSELING

To provide homebuyer education and assistance for residents. Funding for contracts with HUD approved housing counseling agencies for the provision of homebuyer and homeowner assistance.

HOUSING DEVELOPMENT  
FINANCING

To address the issue of affordable housing by preserving and expanding affordable housing opportunities.

NEIGHBORHOOD  
COMMERCIAL DEVELOPMENT

To foster business expansions in areas of need. To implement the city's initiative in targeted Neighborhood Commercial Revitalization (NCR) areas.

REBUILDING LIVES

To meet the short-term and long-term needs of homeless men and women through an improved safety net of emergency shelter.

This page has been intentionally left blank.



*Nested between Victorian Village to the west and Milo-Grogan to the east, Italian Village was annexed to the city in 1862. Because of the historic nature of many of its homes and structures, the Italian Village Commission and the Italian Village Historic District were established in 1973.*

## 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, regional growth incentives and legislative processing functions.

The **Financial Management** group includes budget management, grants management, the mail room, print shop, fiscal and the

capital and debt management office. The budget office oversees the development, monitoring and control of the city's operating budgets. The grants management office provides budget preparation and program monitoring for several federal grant programs. The mail room and print shop provides services to city departments such that business can be conducted in an efficient, timely, and cost effective manner. Fiscal provides budgetary support for both capital and

### Department Mission

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



operational needs within the department. The capital and debt management office provides coordination of the capital improvement budget and the six-year capital improvement program.

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

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

Construction Management provides building construction, renovation, energy management, and project management.

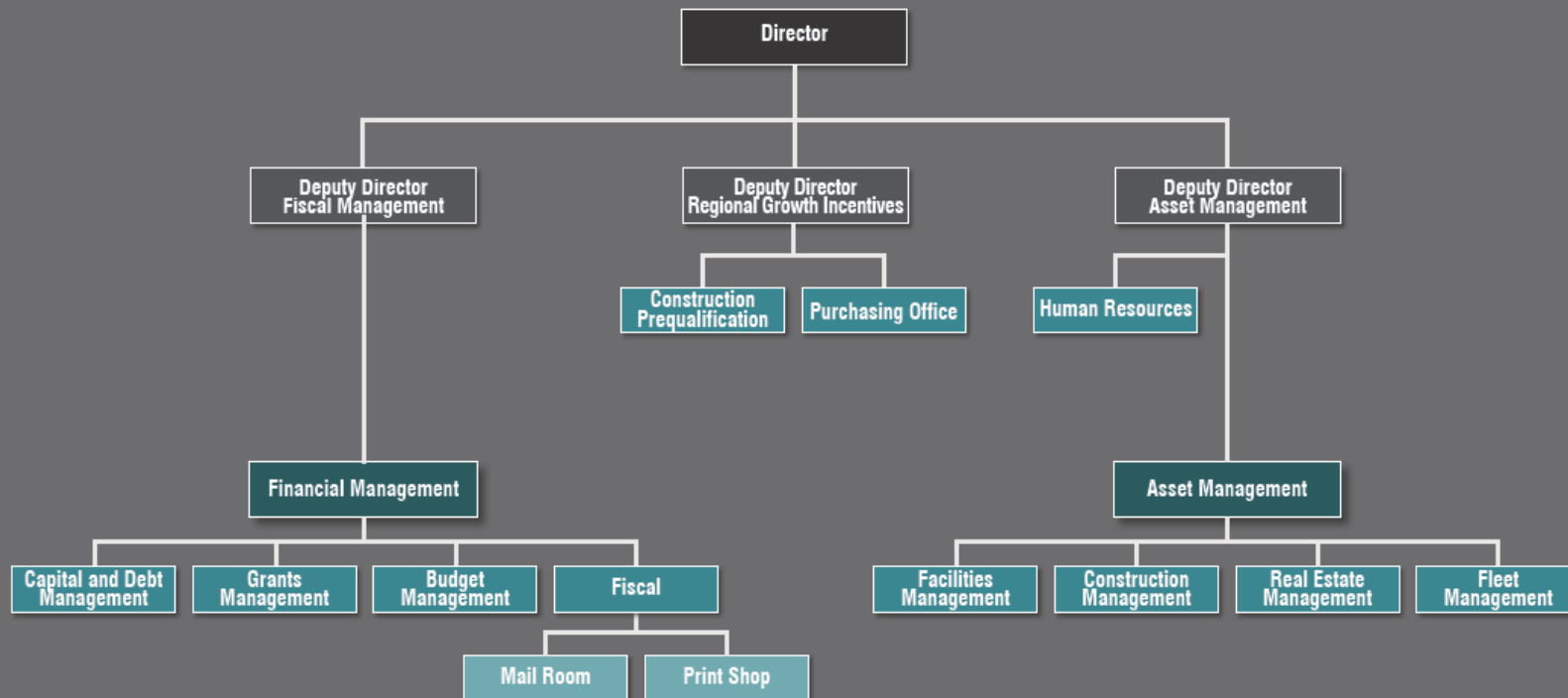
Real Estate Management provides centralized real estate administration, including leasing, acquisition, disposition, and casualty insurance administration.

Construction Prequalification and the Purchasing Office are housed within the **Regional Growth Incentives Group**.



*Located just east of the city's short north area, the Milo-Grogan neighborhood was originally established as two separate communities in the late 1870s, and named after local businessmen (Milo Streets-brick yard owner and John Grogan-grocery store and post office owner). The neighborhood further developed into the following century as factories thrived in the area.*

# Finance and Management



## Strategic Priorities for 2017

### Operational Efficiencies

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 construction/renovation of Phase 1 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. Begin design of Phase 2 renovations.

Complete design and construction of the HVAC Renovations at the Jerry Hammond Center, 1111 E. Broad Street, and the Main Health Building, 240 Parsons Avenue.

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 2017 (cont.)

### Safety

Complete construction of Fire Station 2 at Fourth and Fulton Streets.

Complete design and begin construction of the far north police substation at 8118 Sancus Blvd.

Complete design and begin construction of the far east Fire Station 35 on Waggoner Road.

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.

### Economic Development

Continue construction of the 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.

Complete construction of 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.

## 2017 BUDGET NOTES

---

### ADMINISTRATION

In 2017, \$1.2 million remains 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 \$150,000 in 2017.
- The Music Commission will receive \$50,000 in support of its mission in 2017.
- Funded full-time staff levels increased by two positions in 2017.
- Operational control and funding of the Municipal Court building continues to be funded in this division to consolidate management contracts for city buildings.
- Over \$640,000 is expected to be reimbursed to this division as a result of work on capital fund eligible projects.
- Funds totaling \$16,443,000 for the hotel-motel tax are included in this division for Experience Columbus and Greater Columbus Cultural Services.

### FINANCIAL MANAGEMENT

This division consists of various working units. Capital and Debt Management, Budget Management, Grants Management and Fiscal reside within the division. In 2017, \$1.2 million is budgeted for the city's contract with the Public Defender, which provides legal counsel to indigent persons charged with criminal offenses. In addition:

- The budget includes \$175,000 for Vinimaya, the city's online purchasing portal, license fees.
- 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 2017, this includes economic development incentive monies, projected legal expenses, and deposits to the anticipated expenditure fund, the basic city services fund, and the rainy day fund.
- Funded full-time staff levels remained the same in 2017 with 28 positions.
- 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 2017. 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

This division is responsible for preventative maintenance, repair, replacement, and general upkeep of city facilities. The 2017 budget includes over \$6 million to pay utility bills on behalf of other city agencies. In addition:

- Facilities Management is responsible for managing and maintaining over three million square feet of functional space, including the new garage opening in 2017 located at the intersection of Long Street and Front Street.
- Approximately \$1,638,753 is budgeted for repair and maintenance services, while \$702,000 is budgeted for custodial services at various city facilities under the purview of the division.
- The custodial section will undergo significant reprogramming. Training will become a key focal point for all current and incoming employees. The division plans to achieve several certifications and have regular in-service training throughout the year.
- Facilities Management will purchase new equipment with greater technology allowing staff to become more efficient and provide consistent cleaning schedules.
- An additional six full-time positions will be hired in the fourth quarter of 2017 in preparation for the opening of the new medium rise building located at 111 North Front Street on the downtown municipal campus.

## FLEET MANAGEMENT

The 2017 budget includes approximately \$10 million for fuel expenses and \$834,539 for compressed natural gas (CNG). As the city continues to expand its CNG infrastructure, it is anticipated that expenses for unleaded and diesel gasoline will continue to decrease. In addition:

- The division continues to focus on “greening” our environment. The past several years have yielded significant accomplishments toward this goal, primarily due to their alternative fuel program of employing CNG. This initiative will continue in 2017 as the division builds upon past successes.
- Funded full-time staffing increased by one position to 134 employees in 2017.
- In 2017, funding for the replacement of general fund vehicles will be in the special income tax fund.
- With Columbus being selected as the winning city of the Smart Cities Grant from the U.S. Department of Transportation, Fleet Management will begin to add electric vehicles to their fleet over the next three years.
- The division’s budget assumes fueling, parts, service, and preventative maintenance for approximately 6,466 on and off road vehicles.

Department Financial Summary by Area of Expense					
Fund	2014	2015	2016	2016	2017
	Actual	Actual	Budget	Projected	Proposed
<b>General Fund</b>					
Finance and Management Administration					
Personnel	\$ 2,066,507	\$ 2,141,937	\$ 2,196,000	\$ 2,302,468	\$ 2,492,099
Materials & Supplies	13,519	17,937	15,800	10,441	15,799
Services	3,697,479	4,489,665	3,396,268	3,211,120	3,544,137
Capital	-	-	-	-	-
<b>Administration Subtotal</b>	<b>5,777,505</b>	<b>6,649,539</b>	<b>5,608,068</b>	<b>5,524,029</b>	<b>6,052,035</b>
Financial Management					
Personnel	2,595,606	2,691,985	2,927,305	2,720,491	2,970,693
Materials & Supplies	10,890	12,612	15,290	15,290	15,290
Services	1,178,304	1,556,535	1,770,010	1,270,583	1,552,687
Transfers	20,614,582	10,413,000	28,935,122	5,492,468	32,967,008
<b>Financial Management Subtotal</b>	<b>24,399,382</b>	<b>14,674,132</b>	<b>33,647,727</b>	<b>9,498,832</b>	<b>37,505,678</b>
Facilities Management					
Personnel	5,771,683	5,718,781	6,200,212	5,945,478	6,536,457
Materials & Supplies	540,161	603,840	637,300	637,300	637,300
Services	7,920,891	8,462,828	9,542,115	7,465,170	9,646,295
Other	-	789	5,750	5,750	-
<b>Facilities Management Subtotal</b>	<b>14,232,734</b>	<b>14,786,239</b>	<b>16,385,377</b>	<b>14,053,698</b>	<b>16,820,052</b>
Finance Technology					
Services	15,558,345	17,072,821	18,417,924	17,844,000	18,755,372
<b>Finance Technology Subtotal</b>	<b>15,558,345</b>	<b>17,072,821</b>	<b>18,417,924</b>	<b>17,844,000</b>	<b>18,755,372</b>
Fleet Management Fund					
Capital	3,998,398	-	-	-	-
<b>Fleet Management Subtotal</b>	<b>3,998,398</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>General Fund Subtotal</b>	<b>63,966,365</b>	<b>53,182,731</b>	<b>74,059,096</b>	<b>46,920,559</b>	<b>79,133,137</b>
<b>Employee Benefits Fund-Property Insurance</b>					
Finance and Management Administration					
Services	406,000	395,000	395,000	395,000	395,000
<b>Employee Benefits Fund Subtotal</b>	<b>406,000</b>	<b>395,000</b>	<b>395,000</b>	<b>395,000</b>	<b>395,000</b>
<b>Fleet Management Fund</b>					
Fleet Management					
Personnel	9,972,288	10,233,324	11,078,705	10,400,730	11,275,741
Materials & Supplies	16,073,950	13,375,020	15,839,229	12,331,454	16,573,768
Services	3,974,986	4,405,822	4,964,286	4,034,994	4,172,926
Principal	1,915,300	2,655,300	3,216,000	3,216,000	3,986,000
Other	100,580	17,522	5,000	5,000	5,000
Capital	-	-	81,131	81,131	81,131
Interest	968,480	1,034,041	1,233,916	1,235,553	1,205,774
<b>Fleet Management Subtotal</b>	<b>33,005,584</b>	<b>31,721,028</b>	<b>36,418,268</b>	<b>31,304,862</b>	<b>37,300,340</b>
Finance and Management Administration					
Personnel	629,734	748,684	784,507	727,068	795,163
<b>Administration Subtotal</b>	<b>629,734</b>	<b>748,684</b>	<b>784,507</b>	<b>727,068</b>	<b>795,163</b>
<b>Fleet Management Fund Subtotal</b>	<b>33,635,318</b>	<b>32,469,712</b>	<b>37,202,775</b>	<b>32,031,930</b>	<b>38,095,503</b>
<b>Property Management Fund</b>					
1111 E. Broad Street Operations					
Materials & Supplies	-	-	25,000	-	25,000
Services	1,380,750	1,376,463	1,410,354	1,353,550	1,423,211
<b>Property Management Fund Subtotal</b>	<b>1,380,750</b>	<b>1,376,463</b>	<b>1,435,354</b>	<b>1,353,550</b>	<b>1,448,211</b>
<b>Community Development Block Grant Fund</b>					
Financial Management					
Personnel	390,802	422,663	445,838	408,416	465,855
Materials & Supplies	1,751	2,214	2,850	2,850	2,500
Services	108,168	117,309	117,990	112,807	109,109
Other	9,330	14,703	16,000	16,561	16,000
<b>CDBG Fund Subtotal</b>	<b>510,051</b>	<b>556,889</b>	<b>582,678</b>	<b>540,634</b>	<b>593,464</b>
<b>Print and Mail Services Fund</b>					
Financial Management					
Personnel	258,911	442,801	474,979	475,643	499,992
Materials & Supplies	43,893	55,027	58,103	69,907	61,959
Services	1,110,534	951,021	1,111,560	1,193,609	1,124,718
Capital	9,965	-	-	-	-
<b>Print and Mail Services Fund Subtotal</b>	<b>1,423,304</b>	<b>1,448,849</b>	<b>1,644,642</b>	<b>1,739,159</b>	<b>1,686,669</b>
<b>Hotel/Motel Tax Fund</b>					
Finance and Management Administration					
Services	13,804,211	15,282,912	15,887,000	15,887,000	16,443,000
<b>Hotel/Motel Fund Subtotal</b>	<b>13,804,211</b>	<b>15,282,912</b>	<b>15,887,000</b>	<b>15,887,000</b>	<b>16,443,000</b>
<b>Department Total</b>	<b>\$ 115,125,999</b>	<b>\$ 104,712,556</b>	<b>\$ 131,206,545</b>	<b>\$ 98,867,832</b>	<b>\$ 137,794,984</b>

Division Financial Summary by Area of Expense						
Fund	2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Proposed	
<b>Financial Management</b>						
General Fund						
Personnel	\$ 2,595,606	\$ 2,691,985	\$ 2,927,305	\$ 2,720,491	\$ 2,970,693	
Materials & Supplies	10,890	12,612	15,290	15,290	15,290	
Services	1,178,304	1,556,535	1,770,010	1,270,583	1,552,687	
Capital	20,614,582	10,413,000	28,935,122	5,492,468	32,967,008	
<b>General Fund Subtotal</b>	<b>24,399,382</b>	<b>14,674,132</b>	<b>33,647,727</b>	<b>9,498,832</b>	<b>37,505,678</b>	
CDBG Fund						
Personnel	390,802	422,663	445,838	408,416	465,855	
Materials & Supplies	1,751	2,214	2,850	2,850	2,500	
Services	108,168	117,309	117,990	112,807	109,109	
Transfers	9,330	14,703	16,000	16,561	16,000	
<b>CDBG Fund Subtotal</b>	<b>510,051</b>	<b>556,889</b>	<b>582,678</b>	<b>540,634</b>	<b>593,464</b>	
Print and Mail Service Fund						
Personnel	258,911	442,801	474,979	475,643	499,992	
Materials & Supplies	43,893	55,027	58,103	69,907	61,959	
Services	1,110,534	951,021	1,111,560	1,193,609	1,124,718	
Capital	9,965	-	-	-	-	
<b>Print and Mail Services Fund Subtotal</b>	<b>1,423,304</b>	<b>1,448,849</b>	<b>1,644,642</b>	<b>1,739,159</b>	<b>1,686,669</b>	
Financial Management Subtotal	26,332,737	16,679,870	35,875,047	11,778,625	39,785,811	
<b>Facilities Management</b>						
General Fund						
Personnel	5,771,683	5,718,781	6,200,212	5,945,478	6,536,457	
Materials & Supplies	540,161	603,840	637,300	637,300	637,300	
Services	7,920,891	8,462,828	9,542,115	7,465,170	9,646,295	
Other	-	789	5,750	5,750	-	
<b>General Fund Subtotal</b>	<b>14,232,734</b>	<b>14,786,239</b>	<b>16,385,377</b>	<b>14,053,698</b>	<b>16,820,052</b>	
Property Management Fund						
Materials & Supplies	-	-	25,000	-	25,000	
Services	1,380,750	1,376,463	1,410,354	1,353,550	1,423,211	
<b>Property Management Fund Subtotal</b>	<b>1,380,750</b>	<b>1,376,463</b>	<b>1,435,354</b>	<b>1,353,550</b>	<b>1,448,211</b>	
Facilities Management Subtotal	15,613,484	16,162,702	17,820,731	15,407,248	18,268,263	
<b>Technology Billings</b>						
General Fund						
Services	15,558,345	17,072,821	18,417,924	17,844,000	18,755,372	
Technology Billings Subtotal	15,558,345	17,072,821	18,417,924	17,844,000	18,755,372	
<b>Fleet Management</b>						
Fleet Management Fund						
Personnel	9,972,288	10,233,324	11,078,705	10,400,730	11,275,741	
Materials & Supplies	16,073,950	13,375,020	15,839,229	12,331,454	16,573,768	
Services	3,974,986	4,405,822	4,964,286	4,034,994	4,172,926	
Principal	1,915,300	2,655,300	3,216,000	3,216,000	3,986,000	
Other	100,580	17,522	5,000	5,000	5,000	
Capital	-	-	81,131	81,131	81,131	
Interest	968,480	1,034,041	1,233,916	1,235,553	1,205,774	
<b>Fleet Management Subtotal</b>	<b>33,005,584</b>	<b>31,721,028</b>	<b>36,418,268</b>	<b>31,304,862</b>	<b>37,300,340</b>	
Fleet Management Fund						
Capital	3,998,398	-	-	-	-	
<b>General Fund Subtotal</b>	<b>3,998,398</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
Fleet Management Subtotal	37,003,982	31,721,028	36,418,268	31,304,862	37,300,340	
<b>Finance and Management Administration</b>						
General Fund						
Personnel	2,066,507	2,141,937	2,196,000	2,302,468	2,492,099	
Materials & Supplies	13,519	17,937	15,800	10,441	15,799	
Services	3,697,479	4,489,665	3,396,268	3,211,120	3,544,137	
Capital	-	-	-	-	-	
<b>General Fund Subtotal</b>	<b>5,777,505</b>	<b>6,649,539</b>	<b>5,608,068</b>	<b>5,524,029</b>	<b>6,052,035</b>	
Employee Benefits Fund						
Services	406,000	395,000	395,000	395,000	395,000	
<b>Employee Benefits Fund Subtotal</b>	<b>406,000</b>	<b>395,000</b>	<b>395,000</b>	<b>395,000</b>	<b>395,000</b>	
Fleet Management Fund						
Personnel	629,734	748,684	784,507	727,068	795,163	
<b>Fleet Management Fund Subtotal</b>	<b>629,734</b>	<b>748,684</b>	<b>784,507</b>	<b>727,068</b>	<b>795,163</b>	
Hotel/Motel Tax Fund						
Services	13,804,211	15,282,912	15,887,000	15,887,000	16,443,000	
<b>Hotel/Motel Tax Fund Subtotal</b>	<b>13,804,211</b>	<b>15,282,912</b>	<b>15,887,000</b>	<b>15,887,000</b>	<b>16,443,000</b>	
Finance and Management Administration Subtotal	20,617,450	23,076,135	22,674,575	22,533,097	23,685,198	
Department Total	\$115,125,999	\$104,712,556	\$131,206,545	\$ 98,867,832	\$137,794,984	



Department Personnel Summary					
Fund	FT/PT	2014 Actual	2015 Actual	2016 Budgeted	2017 Budgeted
<b>General Fund</b>					
Administration	FT	26	31	26	28
Financial Management	FT	27	36	28	28
Facilities Management	FT	70	77	77	83
	PT	15	19	17	17
<b>Print and Mail Services Fund</b>					
Mail Services	FT	3	3	3	3
Print Services	FT	3	3	3	3
<b>Fleet Management Fund</b>					
Fleet Management	FT	116	116	126	127
	PT	2	4	2	5
Administration	FT	6	7	7	7
	PT	1	0	0	0
<b>Community Dev. Block Grant</b>					
Financial Management	FT	4	4	4	4
Total		273	300	293	305

Operating Budget by Program				
Program	2016	2016	2017	2017
	Budget	FTEs	Proposed	FTEs
Administration	\$ 7,303,330	52	\$ 28,320,264	58
Fiscal	23,691,789	11	1,343,239	12
Asset Management	1,901,808	5	3,138,672	5
Property and Boiler Insurance	395,000	0	395,000	0
Mail Room Services	1,220,310	3	1,250,677	3
Print Room Services	424,332	3	435,992	3
Facilities Maintenance and Repair	1,435,354	30	6,022,772	33
Custodial	3,178,496	31	3,090,195	30
Security	1,247,812	13	1,651,656	17
Utility Cost Management	6,637,000	0	1,500,000	0
Citywide Account	28,935,122	0	32,967,008	0
Citywide Technology Billings	18,417,924	0	-	0
Vehicle Maintenance and Repair	25,080,943	121	19,139,616	118
Fueling Infrastructure	11,337,325	5	11,115,912	4
Internal Services	-	0	25,831,865	0
Financial Management	-	0	1,592,116	0
Department Total	<u>\$131,206,545</u>	<u>274</u>	<u>\$137,794,984</u>	<u>283</u>

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.



# 2017 PROGRAM GUIDE

---

## ADMINISTRATION

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

## FISCAL

To provide fiscal and budgetary support for the divisions for both capital and operational needs within the department.

## ASSET MANAGEMENT

To provide centralized real estate management and casualty insurance administration for city agencies in order to increase efficiency, control operating costs, and preserve asset value.

## PROPERTY AND BOILER INSURANCE

To support insurance brokerage and risk management services for the city's property (casualty), boiler and machinery, general liability, excess liability, and aviation insurance policies.

## MAIL ROOM SERVICES

To provide mail room services to city departments such that business can be conducted in an efficient, timely, and cost effective manner.

## PRINT SHOP SERVICES

To provide printing services to city departments such that business can be conducted in an efficient, timely, and cost effective manner.

FACILITIES MAINTENANCE AND REPAIR	To efficiently maintain and repair facilities so that employees and visitors may conduct business in a comfortable environment.
CUSTODIAL	To provide general cleaning services of common areas, offices and restrooms, to ensure a clean environment for visitors and employees.
SECURITY	To provide security and monitoring services (aided by technology), to ensure a safe environment for visitors and employees.
UTILITY COST MANAGEMENT	To provide energy management in a proactive effort to save on electrical, heating and cooling costs through education of building tenants on energy conservation behaviors and by monitoring building lighting and heating.
CITYWIDE ACCOUNT	To provide a holding account for later transfer to general fund divisions.
CITYWIDE TECHNOLOGY BILLINGS	To provide financial monitoring and account for general fund technology internal billings. This account is now consolidated in internal services.
VEHICLE MAINTENANCE AND REPAIR	To provide fleet management support services to city agencies to ensure efficient, safe, reliable, and green vehicle operation and maintenance.
FUELING INFRASTRUCTURE	To assess, monitor, repair, replace, and service the city's fueling infrastructure to ensure safe, reliable fueling services to city agencies, regional partners, and the general public.
INTERNAL SERVICES	To account for the internal service charges of the department necessary to maintain operations.
FINANCIAL MANAGEMENT	To provide efficient and effective management of funds.

This page has been intentionally left blank.



*The Walnut Heights neighborhood is located in the Greater South East Area Commission.*

---

## HUMAN RESOURCES

---

### **Department Description**

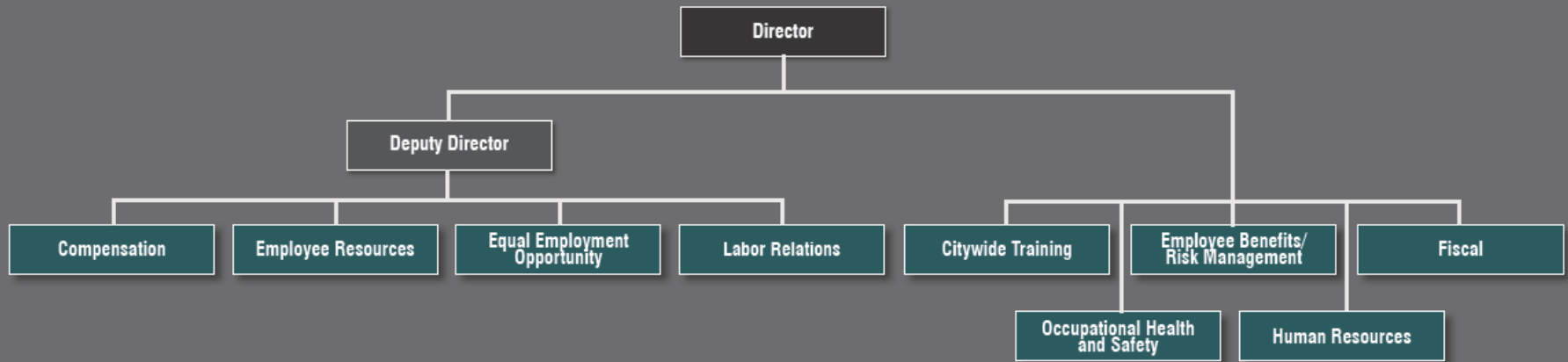
The Department of Human Resources provides leadership, direction, and support to city departments. The department is responsible for administering employee benefit programs, coordinating and delivering citywide training and workforce development opportunities, designing and administering a fair, equitable,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

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 2017

### Operational Efficiencies

In 2017, 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.

The Department of Human Resources will engage in collective bargaining negotiations with AFSCME Locals 1632 and 2191, CWA, FOP, FOP/OLC, and IAFF. In addition to implementing healthcare reform insurance changes to the city's healthcare plan as mandated by Federal Patient Protection, the Affordable Care Act, and the State of Ohio H.B.1, a priority of this round of negotiations will be to work with our labor partners to identify a benefits plan that meets the medical needs of all covered lives, while incorporating cost savings measures where possible.

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, the Ohio Bureau of Workers' Compensation (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 2017.

In 2017, 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.



## Strategic Priorities for 2017 (cont.)

### Operational Efficiencies, cont.

Citywide Training and Development (CTD) staff will continue to work on customized courses to fit the needs of individual departments, while also ensuring the most up to date curriculum for all. 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 a diverse and inclusive workforce and workplace. 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.

Human Resources 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.

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.

### Diversity and Inclusion

The Human Resources Department will continue to work collaboratively with other departments to analyze opportunities for increasing diversity through recruitment and creative retention efforts.

### 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 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.

## 2017 BUDGET NOTES

---

### HUMAN RESOURCES

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

- The department is converting a position in the Citywide Training and Development Program from part-time to full-time thus providing a higher, more consistent level of customer service, and increasing efficiency and effectiveness.
- A full-time position is being added to the compensation area to provide support in the areas of performance management, research, and data analysis.
- 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:

- Funding is incorporated for outside counsel to act as the city's chief negotiator and legal counsel.
- Included in this budget is \$353,669 for the Occupational Safety and Health Clinic which represents a two percent increase over prior year. 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.
- One part-time industrial hygienist position has been added to assess, develop, and manage all safety related programming for the newly created Department of Neighborhoods, as well as to assist with managing asbestos testing and removal citywide.
- Additional funding has been allocated in the amount of \$150,000 to cover increased contract negotiation and arbitration expenditures related to labor union contracts expiring in 2017.

Department Financial Summary by Area of Expense					
Fund	2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Proposed
<u>General Fund</u>					
Administration					
Personnel	\$ 1,259,998	\$ 1,270,447	\$ 1,502,104	\$ 1,383,832	\$ 1,605,355
Materials & Supplies	79,480	40,674	56,448	54,585	56,463
Services	1,114,031	1,125,269	1,177,179	1,163,530	1,238,809
General Fund Subtotal	2,453,509	2,436,390	2,735,731	2,601,947	2,900,627
<u>Employee Benefits Fund</u>					
Administration					
Personnel	-	-	2,978,565	2,831,743	2,929,768
Materials & Supplies	-	-	37,898	31,236	36,442
Services	-	-	1,810,733	1,624,592	1,577,811
Other	-	-	-	-	-
Administration Subtotal	-	-	4,827,196	4,487,571	4,544,021
Risk Management					
Personnel	2,663,984	2,835,689	-	-	-
Materials & Supplies	24,381	23,877	-	-	-
Services	858,673	1,165,966	-	-	-
Other	-	179	-	-	-
Risk Management Subtotal	3,547,039	4,025,711	-	-	-
Employee Benefits Fund Subtotal	3,547,039	4,025,711	4,827,196	4,487,571	4,544,021
Department Total	\$ 6,000,548	\$ 6,462,101	\$ 7,562,927	\$ 7,089,518	\$ 7,444,648

Division Financial Summary by Area of Expense					
Fund	2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Proposed
<u>Administration</u>					
General Fund					
Personnel	\$ 1,259,998	\$ 1,270,447	\$ 1,502,104	\$ 1,383,832	\$ 1,605,355
Materials & Supplies	79,480	40,674	56,448	54,585	56,463
Services	1,114,031	1,125,269	1,177,179	1,163,530	1,238,809
<b>General Fund Subtotal</b>	<b>2,453,509</b>	<b>2,436,390</b>	<b>2,735,731</b>	<b>2,601,947</b>	<b>2,900,627</b>
Employee Benefits Fund					
Personnel	-	-	2,978,565	2,831,743	2,929,768
Materials & Supplies	-	-	37,898	31,236	36,442
Services	-	-	1,810,733	1,624,592	1,577,811
Other	-	-	-	-	-
<b>Employee Benefits Fund Subtotal</b>	<b>-</b>	<b>-</b>	<b>4,827,196</b>	<b>4,487,571</b>	<b>4,544,021</b>
Administration Subtotal	2,453,509	2,436,390	7,562,927	7,089,518	7,444,648
<u>Risk Management</u>					
Employee Benefits Fund					
Personnel	2,663,984	2,835,689	-	-	-
Materials & Supplies	24,381	23,877	-	-	-
Services	858,673	1,165,966	-	-	-
Other	-	179	-	-	-
<b>Employee Benefits Fund Subtotal</b>	<b>3,547,039</b>	<b>4,025,711</b>	<b>-</b>	<b>-</b>	<b>-</b>
Risk Management Subtotal	3,547,039	4,025,711	-	-	-
Department Total	\$ 6,000,548	\$ 6,462,101	\$ 7,562,927	\$ 7,089,518	\$ 7,444,648

Department Personnel Summary					
Fund	FT/PT	2014 Actual	2015 Actual	2016 Budgeted	2017 Budgeted
<u>General Fund</u>					
Human Resources	FT	10	10	13	15
	PT	3	1	1	0
<u>Employee Benefits Fund</u>					
Employee Benefits	FT	27	22	27	26
	PT	4	4	4	4
Total		44	37	45	45

Operating Budget by Program				
Program	2016	2016	2017	2017
	Budget	FTEs	Proposed	FTEs
Human Resources Administration	\$ 546,462	5	\$ 515,739	4
Internal Services	-	0	278,470	0
Compensation	203,868	2	206,917	3
Citywide Office of Training and Development	366,628	2	463,406	4
Labor Relations	224,745	2	238,010	2
Employee Resources	122,268	1	122,804	1
Equal Employment Opportunity	162,648	1	176,655	1
Occupational Health and Safety	1,867,942	2	2,094,656	2
Benefits Administration	3,307,451	20	2,602,067	21
EBRM Labor Relations	481,102	2	745,924	3
Human Resources Information System	279,813	3	-	0
Department Total	<u>\$ 7,562,927</u>	<u>40</u>	<u>\$ 7,444,648</u>	<u>41</u>

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.



# 2017 PROGRAM GUIDE

HUMAN RESOURCES  
ADMINISTRATION

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

INTERNAL SERVICES

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

COMPENSATION

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

CITYWIDE OFFICE OF  
TRAINING AND  
DEVELOPMENT

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

LABOR RELATIONS

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

EMPLOYEE RESOURCES

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

EQUAL EMPLOYMENT  
OPPORTUNITY

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

OCCUPATIONAL HEALTH  
AND SAFETY

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

BENEFITS ADMINISTRATION

To promote employee 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.

HUMAN RESOURCES  
INFORMATION SYSTEM

To centralize support for the city's human resources information system.



*Located on the north end of the city and established in 1967, the Sharon Woods neighborhood enjoys a very active civic association and close proximity to the large metro park of the same name.*

---

## DEPARTMENT OF TECHNOLOGY

---



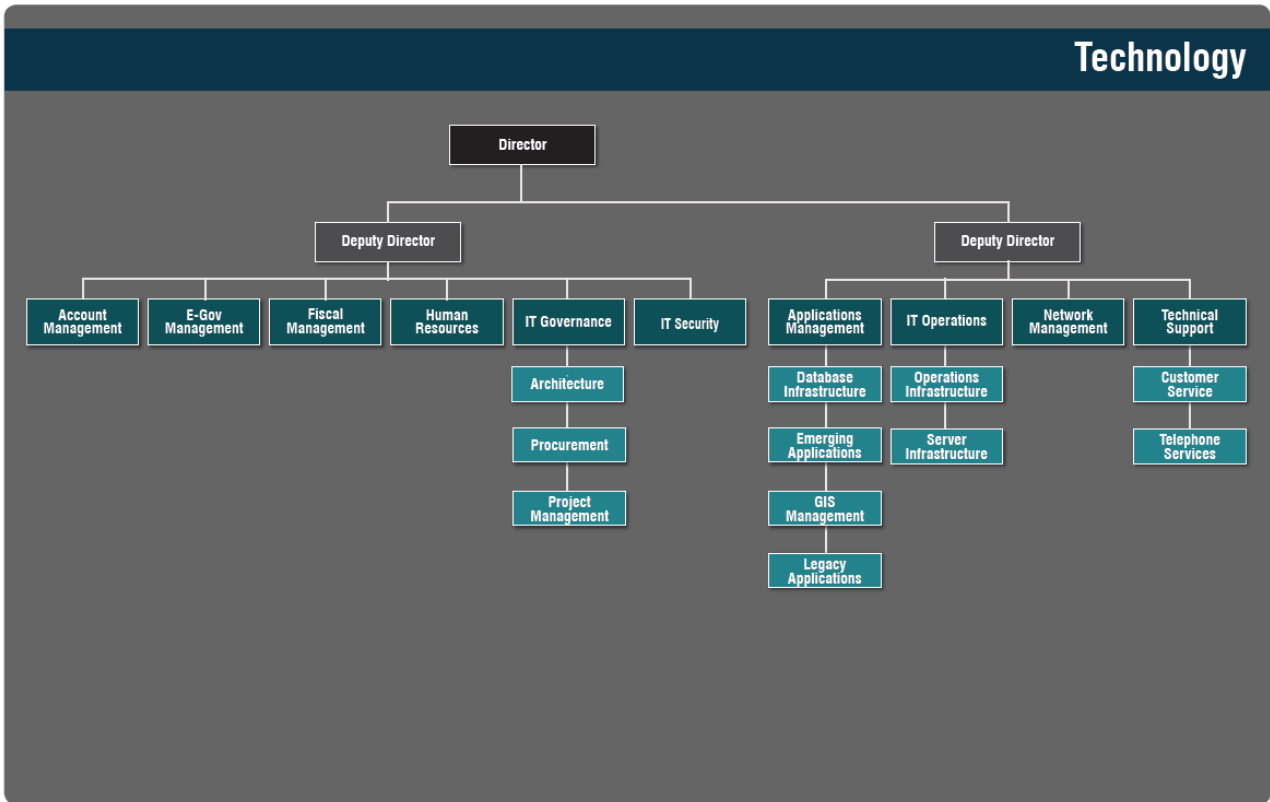
## Department Description

The Department of Technology (DoT) supports the local government information infrastructure by providing uninterrupted, secure, and reliable information systems. The department institutes information management policies and procedures, maintains the city's information management systems, and provides citywide telephone support. The department is also responsible for designing and maintaining the city's website and mobile app, which has roughly three million page

views annually. The department also provides media services to city agencies, provides desktop and service desk support, operates the government access television channel, provides systems and applications support to the city's 311 call center, and manages 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 plans, designs, develops, procures, and delivers citywide information technology, telecommunications, and media services in partnership with city departments, city council, boards and commissions, and other government entities.



## Strategic Priorities for 2017

### Neighborhoods

Assist the Department of Public Service with the creation of the Information Data Exchange which is part of the Smart Columbus project.

Evaluate options for an enhanced 311 application with the Department of Neighborhoods. 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.

Assist the Department of Public Utilities (DPU) with the evaluation of upgrade options for the Columbus Utility Billing System.

Continue to upgrade fire station infrastructure to replace aging infrastructure and end-of-support devices. DoT will implement Voice Over IP telephony and Power Over Ethernet technologies at all fire stations.

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

### Safety

Assist the Department of Public Utilities with an upgrade to their Laboratory Information Management System (LIMS).

Assist the Department of Public Safety with the body worn camera project implementation and ongoing support.

### Early Childhood Development and Education

Continue to supply technology and mapping services for the CelebrateOne infant mortality program.

### Economic Development

Continue to market our city fiber asset as a broadband solution for those interested in expanding their connectivity and reach in Columbus.

### Diversity and Inclusion

Assist the Office of Diversity and Inclusion in understanding and identifying diverse vendors to supply goods and services to the department.

Continue to support a diverse workforce.

## Strategic Priorities for 2017 (cont.)

### Operational Efficiencies

Continue to expand the enterprise document management system (OnBase). The OnBase system is expected to go-live in 2016 for the Building and Zoning Services Department, as well as the Health Department. The Departments of Public Utilities and Development will begin the implementation phase starting in early 2017.

Complete an upgrade to the network and telephone equipment at all of the Public Utilities facilities.

Assist the Department of Public Utilities with the creation of an interface between their Key Management system and their new Automatic Vehicle Locator system (AVL). The Key Management system provides increased security and control over vehicles and prevents unauthorized key access. The information from the key management system will be sent to the AVL system via the interface, so that DPU can identify who is driving the vehicle in their AVL system.

Utilize enterprise cloud solutions and file sharing collaboration tools to create efficiencies within the city departments and external partners.

Continue to migrate the Public Safety telephone system into a single citywide system utilizing Cisco Unified Communications and Voice Over IP functionality.

Continue to improve municipal city service delivery by interconnecting City facilities via the City's expanding fiber optic infrastructure eliminating leased service expenditures through lateral fiber builds.

Work with the Departments of Public Utilities and Human Resources to implement the replacement of their training application with an enterprise Learning Management System solution that will reduce manual effort, improve process workflow, monitoring, and reporting functionality.

Create an internal Information Data Exchange that will make more data accessible across city departments to facilitate better decision making and provide more efficient data sharing.

---

## 2017 BUDGET NOTES

---

The Department of Technology purchases information systems hardware, software, and related equipment and licenses on behalf of other city agencies. Funds are budgeted in the Director's Office in the amount of \$5,606,497 for 2017. Of this total, \$1,698,061 is budgeted in the general fund while the balance is allocated among various other funds. In addition:

- Funding of \$155,092 has been reallocated to support a citywide learning management system, which is being implemented by the Department of Human Resources.
- The Department of Neighborhoods' 311 interactive voice response (IVR) system is supported in this year's budget, and \$49,500 has been added to the general fund direct charge budget for maintenance and other technology related costs associated with it.
- The Department is assuming an overall vacancy credit of 4.3%, which includes 7 full-time staff.
- In 2017, computer replacements for general fund departments and divisions will be purchased in the special income tax fund.
- The implementation of the city's \$40 million grant-winning Smart Cities plan will undoubtedly bring exciting new challenges to the Department of Technology. Personnel funding has been included for a Smart Cities Project Manager position in order to strategically plan and coordinate with other city departments around the various technology-related aspects of the city's new initiatives.
- The Information Services Division funds the cost of maintaining, supporting, and licensing a large inventory of hardware, software, fiber, and infrastructure for which DoT is responsible. A portion of the department's budget also funds debt service costs associated with, and rent payments for use of office space at 1111 East Broad Street. The costs borne by this division are billed back to the user divisions using an internal service billing model. As in the past several years, all projected internal service charges to general fund agencies for technology services are budgeted in the Department of Finance and Management in order to reduce the volatility of projections for the general fund. Internal service charges to other funds are billed back to each department on a monthly basis.

Department Financial Summary by Area of Expense					
Fund	2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Proposed
<b>Technology Services Fund</b>					
<b>Administration Division</b>					
Personnel	\$ 1,930,897	\$ 1,769,509	\$ 1,849,444	\$ 1,679,569	\$ 2,075,267
Materials & Supplies	785,017	1,022,978	1,233,928	1,098,927	1,086,101
Services	2,575,980	2,578,617	5,176,995	3,654,405	4,370,396
Other	26,935	-	-	-	-
Capital	20,091	56,669	350,000	183,686	150,000
Interest	8,294	81,552	-	-	-
Administration Subtotal	5,347,214	5,509,326	8,610,367	6,616,587	7,681,764
<b>Information Services Division</b>					
Personnel	13,789,604	14,322,046	15,487,240	15,084,285	16,507,125
Materials & Supplies	215,472	259,232	343,056	376,570	347,006
Services	5,554,422	6,092,400	7,263,995	6,876,638	6,974,107
Debt Principal	4,295,700	4,220,700	3,870,000	3,870,000	4,260,000
Other	7,031	4,759	-	-	5,200
Capital	25,030	85,166	92,820	92,820	92,820
Interest	826,083	762,093	708,435	717,504	653,688
Information Services Subtotal	24,713,342	25,746,396	27,765,546	27,017,817	28,839,946
Department Total	\$ 30,060,556	\$ 31,255,722	\$ 36,375,913	\$ 33,634,404	\$ 36,521,710

Division Financial Summary by Area of Expense					
Fund	2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Proposed
<b>Administration</b>					
<b>Information Services Fund</b>					
Personnel	\$ 1,930,897	\$ 1,769,509	\$ 1,849,444	\$ 1,679,569	\$ 2,075,267
Materials & Supplies	785,017	1,022,978	1,233,928	1,098,927	1,086,101
Services	2,575,980	2,578,617	5,176,995	3,654,405	4,370,396
Other	26,935	-	-	-	-
Capital	20,091	56,669	350,000	183,686	150,000
Interest	8,294	81,552	-	-	-
Administration Subtotal	5,347,214	5,509,326	8,610,367	6,616,587	7,681,764
<b>Information Services</b>					
<b>Information Services Fund</b>					
Personnel	13,789,604	14,322,046	15,487,240	15,084,285	16,507,125
Materials & Supplies	215,472	259,232	343,056	376,570	347,006
Services	5,554,422	6,092,400	7,263,995	6,876,638	6,974,107
Debt Principal	4,295,700	4,220,700	3,870,000	3,870,000	4,260,000
Other	7,031	4,759	-	-	5,200
Capital	25,030	85,166	92,820	92,820	92,820
Interest	826,083	762,093	708,435	717,504	653,688
Information Services Subtotal	24,713,342	25,746,396	27,765,546	27,017,817	28,839,946
Department Total	\$ 30,060,556	\$ 31,255,722	\$ 36,375,913	\$ 33,634,404	\$ 36,521,710

Department Personnel Summary					
Fund	FT/PT	2014 Actual	2015 Actual	2016 Budgeted	2017 Budgeted
<b>Technology Services Fund</b>					
Administration	FT	14	13	14	15
	PT	0	0	1	1
Information Services	FT	122	123	140	141
	PT	3	3	5	1
Total		139	139	160	158

Operating Budget by Program				
Program	2016 Budgeted	2016 FTEs	2017 Proposed	2017 FTEs
Technology Administration	\$ 14,328,624	6	\$ 13,149,018	7
Fiscal	669,929	6	864,796	7
Human Resources	202,902	2	222,792	2
Systems Administration	1,558,742	14	1,679,976	15
Applications Programming	2,885,209	26	3,347,112	31
Government Television Channel	1,055,233	8	930,630	8
Network	2,025,434	9	2,538,921	16
Security	1,460,696	9	1,391,256	8
Account Management	712,466	7	365,023	3
Computer Operations	1,446,222	10	1,199,712	10
Database	782,159	6	704,244	5
Telephone Services	297,015	8	385,920	3
Project Management	1,068,653	7	1,518,429	11
Contracts	4,154,758	1	4,111,885	0
Architecture	219,456	3	-	0
Desktop Support	2,332,001	22	2,511,161	24
Help Desk	678,621	7	553,363	6
Fiber	497,793	3	145,700	0
Facilities Management	-	0	279,600	0
Internal Services	-	0	622,172	0
Department Total	\$ 36,375,913	154	\$ 36,521,710	156

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.



# 2017 PROGRAM GUIDE

TECHNOLOGY  
ADMINISTRATION

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

FISCAL

To provide fiscal support services to the department and citywide direct charge agencies including procurement, accounts payable, billing and revenue analysis, legislation and contract management, 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, thus 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.

FACILITIES MANAGEMENT

To monitor and maintain the information technology infrastructure within all city facilities, ensuring optimal performance and reliability to facilitate the highest standard of service delivery.

INTERNAL SERVICES

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





*Located in the northeastern part of Columbus, South Linden will be home to the newest city department, the Department of Neighborhoods.*

## DEPARTMENT OF NEIGHBORHOODS

### Department Description

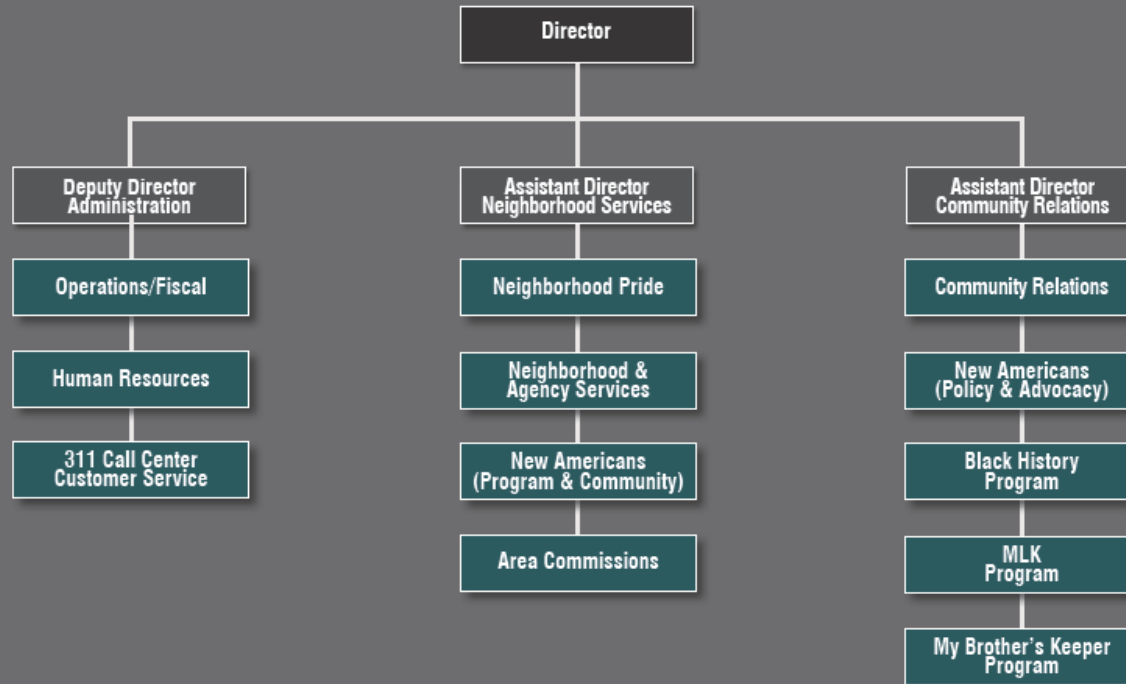
The Department of Neighborhoods was created in July 2016 to better deliver more comprehensive services to Columbus' diverse neighborhoods. This department consolidated the administration of the neighborhood liaison program, the Neighborhood Pride program with the 311 Call Center and the Community Relations Commission.

The department works to create strong connections between neighborhoods of Columbus and all city residents. It provides a single point of contact to help convene and facilitate discussions with civic leaders, business leaders, citizens, and elected officials on issues of ethnic, racial, and cultural diversity.

### Department Mission

To strengthen communities by providing customer service, advocacy, and by connecting neighborhood resources and city services to all Columbus residents.

# Neighborhoods



## Strategic Priorities for 2017

### 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, and assistance with citizenship and civic engagement.

Continue to provide public forums and 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.

### Operational Efficiencies

Continue to enhance the 311 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.

## 2017 BUDGET NOTES

---

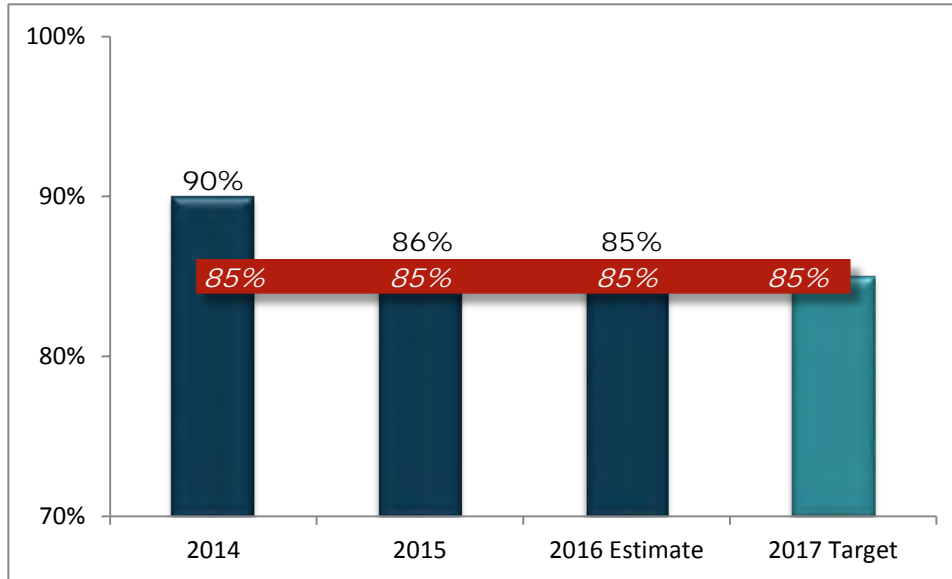
This is the first full year of proposed funding for the Department of Neighborhoods, and the budget includes 43 full-time and 3 part-time regular employees. In addition:

- One full-time position was added to coordinate the opiate program partners citywide.
- Funding will continue for the Neighborhood Pride program and neighborhood and agency services, both of which transferred from the Department of Development. Targeted outreach will focus on the Linden and Hilltop communities.
- Funding for the New Americans Initiative continues in 2017 to assist with the assimilation of new Americans arriving in Columbus from other countries. Services will include translation and interpretation services.
- The Columbus Women's Commission was created to advance the economic well-being of women in our community, and \$300,000 is being allocated in support of that effort.
- The Martin Luther King Jr. Day celebration and the Black History Month program will continue to be funded. Given the timing of the annual events, in January and February respectively, funding is typically included in the prior fiscal year's operating budget.
- Support for the My Brother's Keeper program to address opportunity gaps for boys and men of color in our community will continue and is being funded at \$20,000.
- Area commission payments transferred to the Department of Neighborhoods from the Department of Development and are funded at \$38,000.



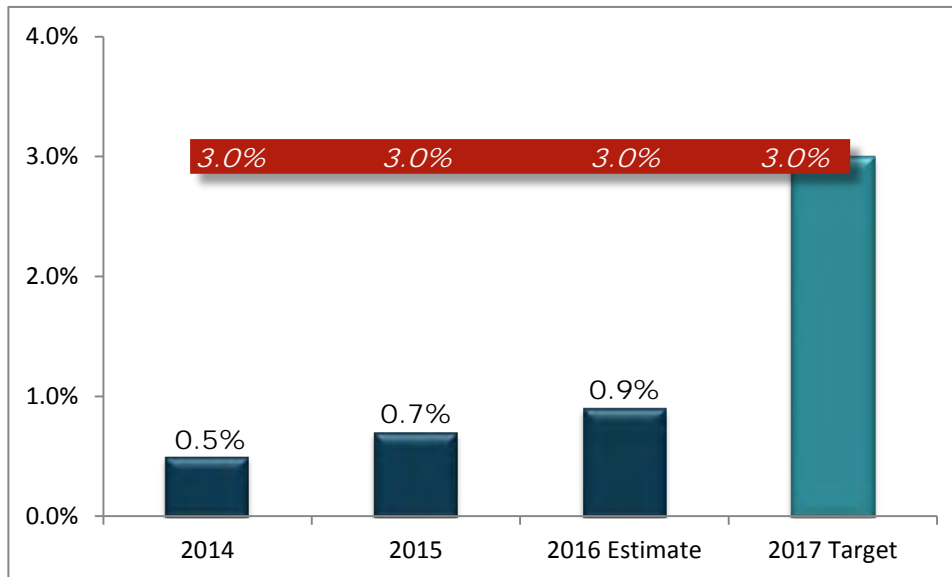
## PERFORMANCE MEASURES

**311 Calls Answered**  
Percent of calls answered within 20 seconds



Customer service is a very important component in striving for excellence in city government. The 311 service center connects residents to neighborhood resources and city services. In doing so, the Department of Neighborhoods maintains that it will answer 85% of calls into the center within 20 seconds, and has done so successfully for the past two years.

**311 Calls Abandoned**  
Percent of calls abandoned after 15 seconds of wait time



Connecting to residents who seek information or resources is essential to providing quality customer service. The department ensures this by consistently achieving the goal that less than 3 percent of all calls received are abandoned after 15 seconds of wait time.

Department Financial Summary by Area of Expense					
Fund	2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Proposed
<b>General Fund</b>					
Personnel	\$ -	\$ -	\$ -	\$ 1,584,690	\$ 3,689,210
Materials & Supplies	-	-	-	9,094	59,100
Services	-	-	-	189,971	849,246
Transfers	-	-	-	-	38,000
General Fund Subtotal	-	-	-	1,783,755	4,635,556
<b>CDBG Fund</b>					
Personnel	-	-	-	139,448	318,339
CDBG Fund Subtotal	-	-	-	139,448	318,339
<b>Department Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,923,203</b>	<b>\$ 4,953,895</b>

Department Personnel Summary					
Fund	FT/PT	2014 Actual	2015 Actual	2016 Budgeted	2017 Budgeted
<b>General Fund</b>					
	FT	0	0	0	40
	PT	0	0	0	3
<b>CDBG Fund</b>					
	FT	0	0	0	3
	<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>46</b>

Operating Budget by Program				
Program	2016 Budget	2016 FTEs	2017 Proposed	2017 FTEs
Administration	\$ -	0	\$ 1,789,267	10
Internal Services	-	0	17,246	0
Fiscal	-	0	105,920	1
Human Resources	-	0	95,780	1
MLK Programming	-	0	60,000	0
New Americans Initiative	-	0	315,217	2
Community Relations Office	-	0	109,000	0
311 Call Center	-	0	1,453,934	21
Neighborhood Pride	-	0	651,192	5
Neighborhood & Agency Services	-	0	356,339	3
<b>Department Total</b>	<b>\$ -</b>	<b>0</b>	<b>\$ 4,953,895</b>	<b>43</b>

The Department of Neighborhoods was created on July 1, 2016. As such, no historical information exists for the department and data noted for 2016 represents a partial year of financial information. 2017 will be the first full year of funding for the department.



# 2017 PROGRAM GUIDE

---

## ADMINISTRATION

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

## INTERNAL SERVICES

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

## FISCAL

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

## HUMAN RESOURCES

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

## MLK PROGRAMMING

To promote cultural diversity, awareness, and education through 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 the needs of our growing immigrant and refugee population by maximizing the effect of existing services in the City of Columbus and Franklin County.



COMMUNITY RELATIONS OFFICE

To create strong connections between the neighborhoods of Columbus and all of our residents. Through the work of the Community Relations Office, our vision of “Building a Community for All” can become a reality.

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.

NEIGHBORHOOD PRIDE

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

NEIGHBORHOOD AND AGENCY SERVICES

To provide direct services, technical assistance, and interaction with individuals, neighborhoods, civic organizations, and other related neighborhood groups, including area commissions.





*Located west of the Big Walnut Park on the city's east side, the Willis Park neighborhood is a predominantly single family residential community consisting of the ranch style homes popular in the 1950s and 1960s.*

---

## COLUMBUS PUBLIC HEALTH

---

### Department Description

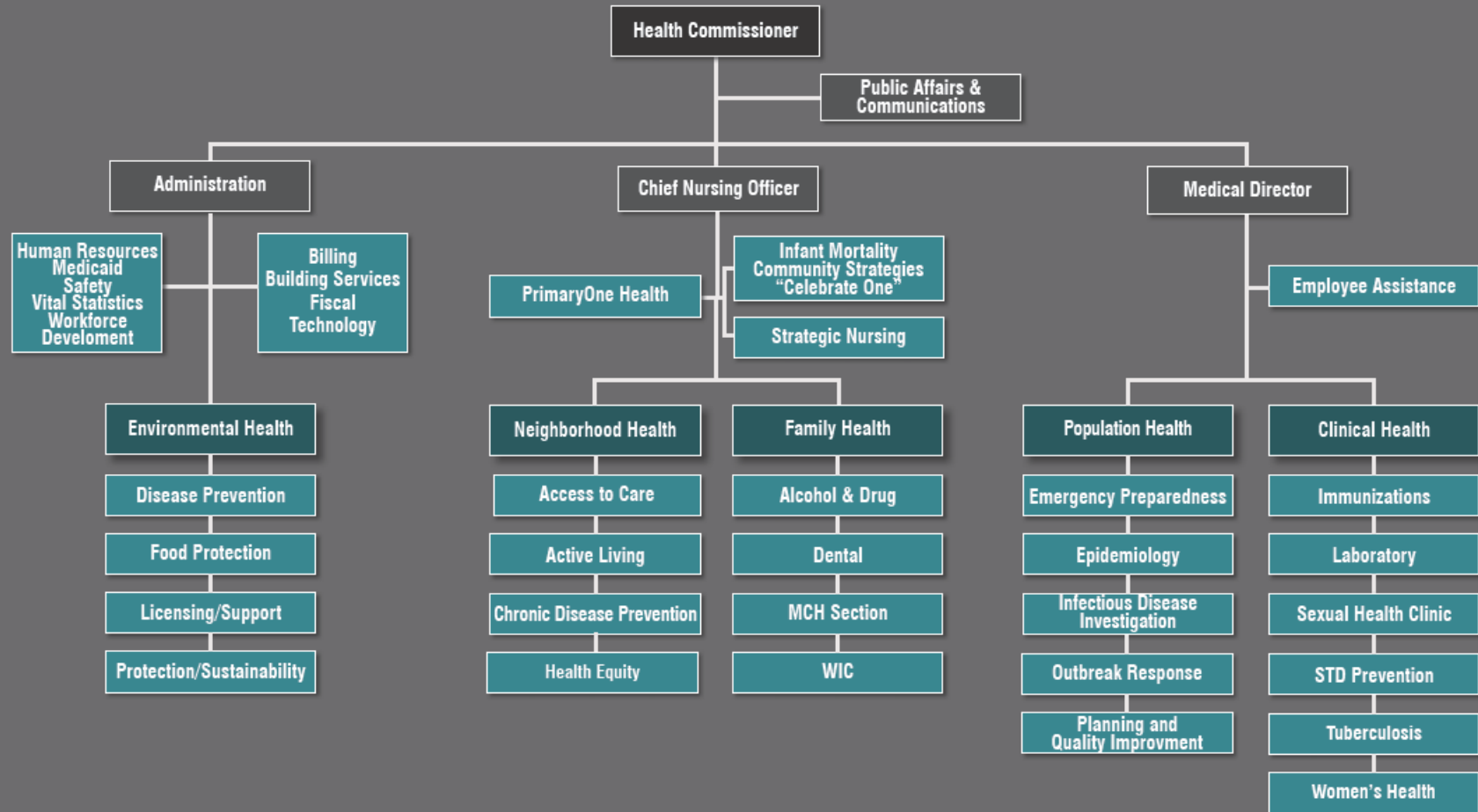
Columbus Public Health (CPH) protects, promotes, and monitors the health of the public by:

- 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 2017

### Neighborhoods

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.

### Early Childhood Development and Education

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.

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.

## Strategic Priorities for 2017 (cont.)

### Operational Efficiencies

Expand quality improvement, safety, and workplace training efforts in order to maintain 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.

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.

### 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.

---

## 2017 BUDGET NOTES

---

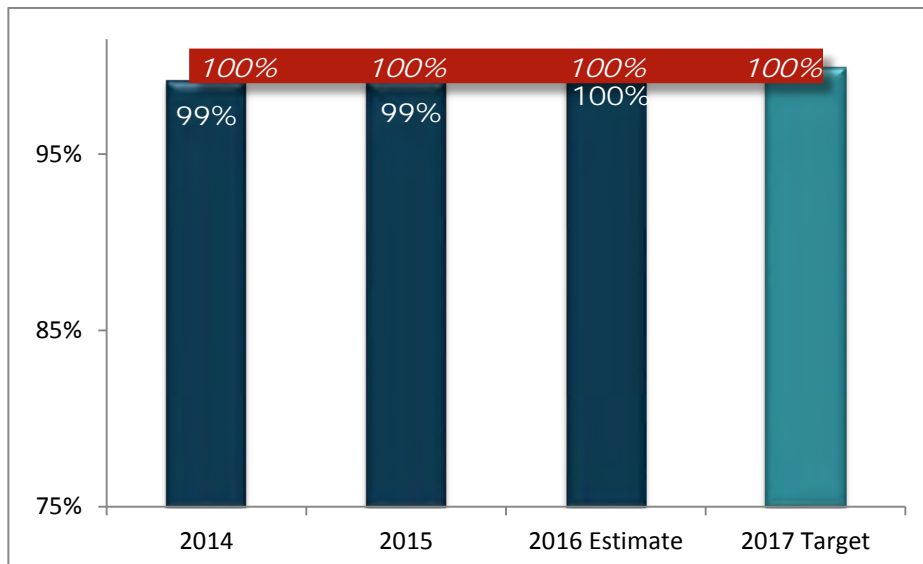
The 2017 budget for Columbus Public Health allows for continued provision of public health services that are mandated, services that meet the Mayor's priorities, and a variety of programs that the Board of Health deems essential. In addition:

- Continued funding is included in the 2017 budget to address incidences of infant mortality in Columbus. Funding will continue for CelebrateOne, promoting and educating citizens on infant safe sleep habits, and providing safe sleep survival kits to those in need. 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. More information on CelebrateOne can be found in the Community Profile section of this document.
- Funding is also provided to continue the 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 are provided for counseling services, and program development, coordination, and implementation. An additional \$50,000 has been allocated to improve access to treatment, and to provide infectious disease screenings and linkage to care.
- A clear connection of safety, education, and well-being of Columbus City School children in vulnerable neighborhoods is being addressed by allocating funds for a full-time program manager to coordinate a Safe Routes to School program to create and improve safe passages for elementary and middle school students.
- A part-time epidemiologist position is included to study and establish a local violence related public health data set to better understand violence (specifically gun violence) in Columbus neighborhoods.
- Support for PrimaryOne, formerly known as the Community Neighborhood Health Centers (CNHC), in the amount of \$4.5 million is included 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 the district 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 clinical fees, third party clinical billings, food license fees and Medicaid administrative claims. 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.

## PERFORMANCE MEASURES

### Compliant Food Facilities

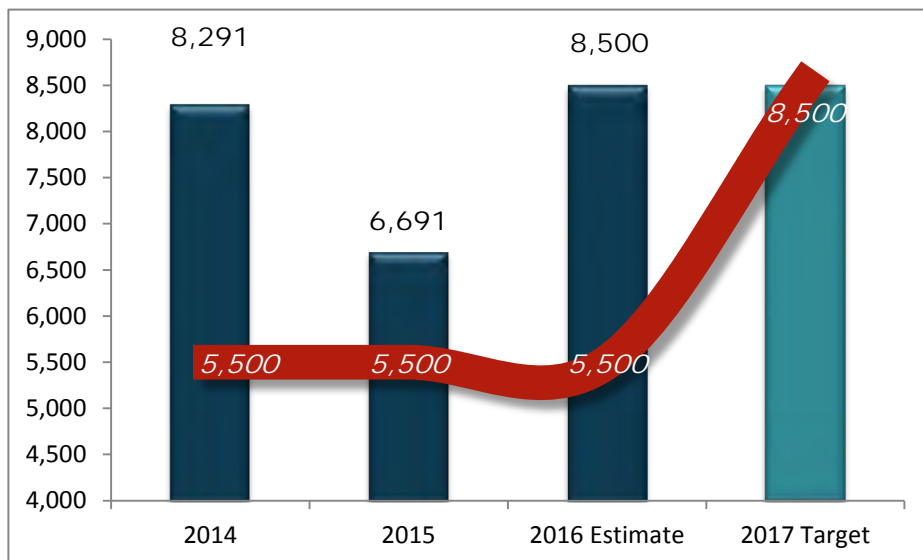
Percent of licensed food facilities in compliance with public health standards



Over the past two years, through vigilant inspection practices, Columbus Public Health has maintained 99 percent of licensed food facilities' compliance with public health standards. In concert with its mission to protect residents' health, the department continually strives to have 100 percent of food facilities compliant.

### Home Visits

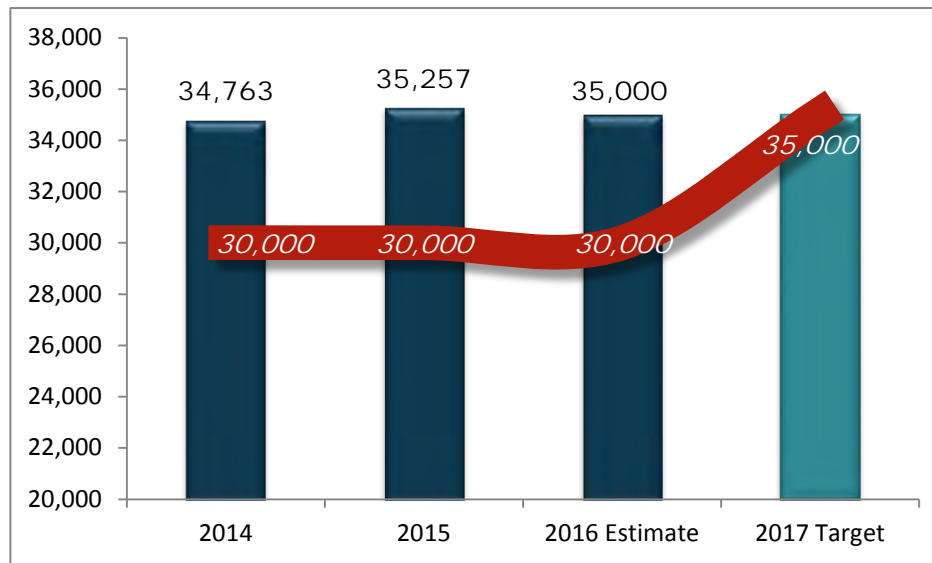
Number of prenatal, newborn, and child home visits completed



The number of prenatal, newborn, and child home visits completed is projected to increase. 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 was surpassed in 2015 and through allocating the appropriate resources to address this continuing health threat, the target for 2017 is set at 8,500.

## Immunizations

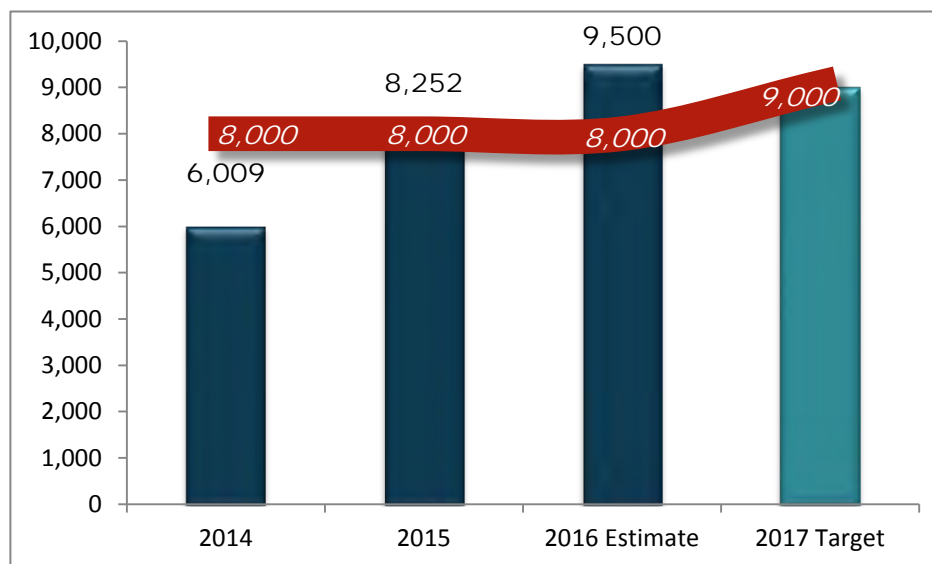
Number of immunizations provided to Columbus adults and children



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 2014 and 2015. A total of 35,000 immunizations are projected for 2016, thus increasing the target for 2017.

## 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 9,500 pesticide applications are projected for 2016 and this is expected to continue, having a direct impact on keeping the Columbus community healthy.



Public Health

Department Financial Summary by Area of Expense					
Fund	2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Proposed
<u>Health Operating Fund</u>					
Personnel	\$ 19,388,838	\$ 20,435,495	\$ 22,020,215	\$ 22,031,234	\$ 23,393,219
Materials & Supplies	797,806	831,350	926,536	930,688	1,011,386
Services	7,887,772	7,169,894	7,625,915	7,560,833	7,257,608
Other	2,445	4,856	3,750	7,067	5,000
Capital	-	182,000	-	-	-
Health Operating Fund Subtotal	28,076,861	28,623,595	30,576,416	30,529,822	31,667,213
<u>CDBG Fund</u>					
Personnel	177,518	208,673	200,396	190,396	182,594
Services	31,066	4,000	-	10,000	-
CDBG Fund Subtotal	208,584	212,673	200,396	200,396	182,594
Department Total	\$ 28,285,445	\$ 28,836,268	\$ 30,776,812	\$ 30,730,218	\$ 31,849,807

Department Personnel Summary					
Fund	FT/PT	2014 Actual	2015 Actual	2016 Budgeted	2017 Budgeted
<u>Health Operating Fund</u>					
	FT	208	210	240	245
	PT	43	39	44	50
<u>CDBG Fund</u>					
	FT	4	3	4	4
	Total	255	252	288	299

Operating Budget by Program					
Program	2016 Budget	2016 FTEs	2017 Proposed	2017 FTEs	
Health Administration	\$ 7,277,309	56	\$ 11,451,427	61	
Fiscal	538,869	4	469,219	4	
Human Resources	799,546	7	777,735	7	
Internal Services	-	0	419,395	0	
Neighborhood Health	7,338,144	23	2,854,419	25	
Clinical Health	5,174,462	47	5,224,404	47	
Population Health	1,591,314	15	2,240,709	20	
Environmental Health	5,359,860	57	5,615,632	58	
Family Health	2,697,308	35	2,796,867	27	
Department Total	\$ 30,776,812	244	\$ 31,849,807	249	

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.



# 2017 PROGRAM GUIDE

## HEALTH ADMINISTRATION

To provide leadership and direction for the department, administrative and support services in the areas of information systems and facilities management, 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.

## INTERNAL SERVICES

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

## NEIGHBORHOOD HEALTH

To create, implement, and coordinate a plan for effective and efficient communications between staff and customers with limited English proficiency, to assess data collection within the department in regard to racial and ethnic minorities, providing input in the development of policies to address health disparities, to facilitate and support a community health improvement initiative which focuses on improving health and reducing disparities, assist individuals in identifying opportunities for health improvement and provide linkage to other health and community agencies.

CLINICAL HEALTH

To provide clinical services to the public including immunization services to residents of all ages, reproductive health and wellness services, family planning and postpartum services, sexually transmitted infection (STI) prevention, education, and referrals to people in need of sexual health services to avoid complications and transmission of STIs.

POPULATION HEALTH

To prevent and/or reduce morbidity and mortality associated with public health threats by analyzing health indicators, investigating infectious diseases, and implementing public health interventions.

ENVIRONMENTAL HEALTH

To reduce the number of food-borne illnesses in Columbus and Franklin County, inspect and license swimming pools, spas, and water systems, provide inspections for hazardous waste and underground storage tanks, conduct animal bite investigations, monitor and control mosquito and rodent populations, and to evaluate and reduce lead poisoning in the community.

FAMILY HEALTH

To provide public health nursing and social work home visiting services to residents in need of social support linkages with community resources, to reduce death and preventable injuries to children aged 14 and under, provide alcohol and drug abuse prevention and education services to Columbus residents, the courts, and clients referred through the employee assistance program, to provide basic and preventive dental clinical services to Franklin County families who are unable to access dental service due to cost, and to prevent tooth decay through a mobile dental sealant program for low income families in Columbus.



*Settled in the early 1800s, the city's Brewery District is located south of the downtown. Among the original German immigrants to the area, Louis Hoster opened the City Brewery in 1836. Because of the close proximity to water sources for production and transportation, this neighborhood was ideal for the brewery industry. Within thirty years, the area boasted a total of 5 breweries.*

## DEPARTMENT OF RECREATION AND PARKS

### Department Description

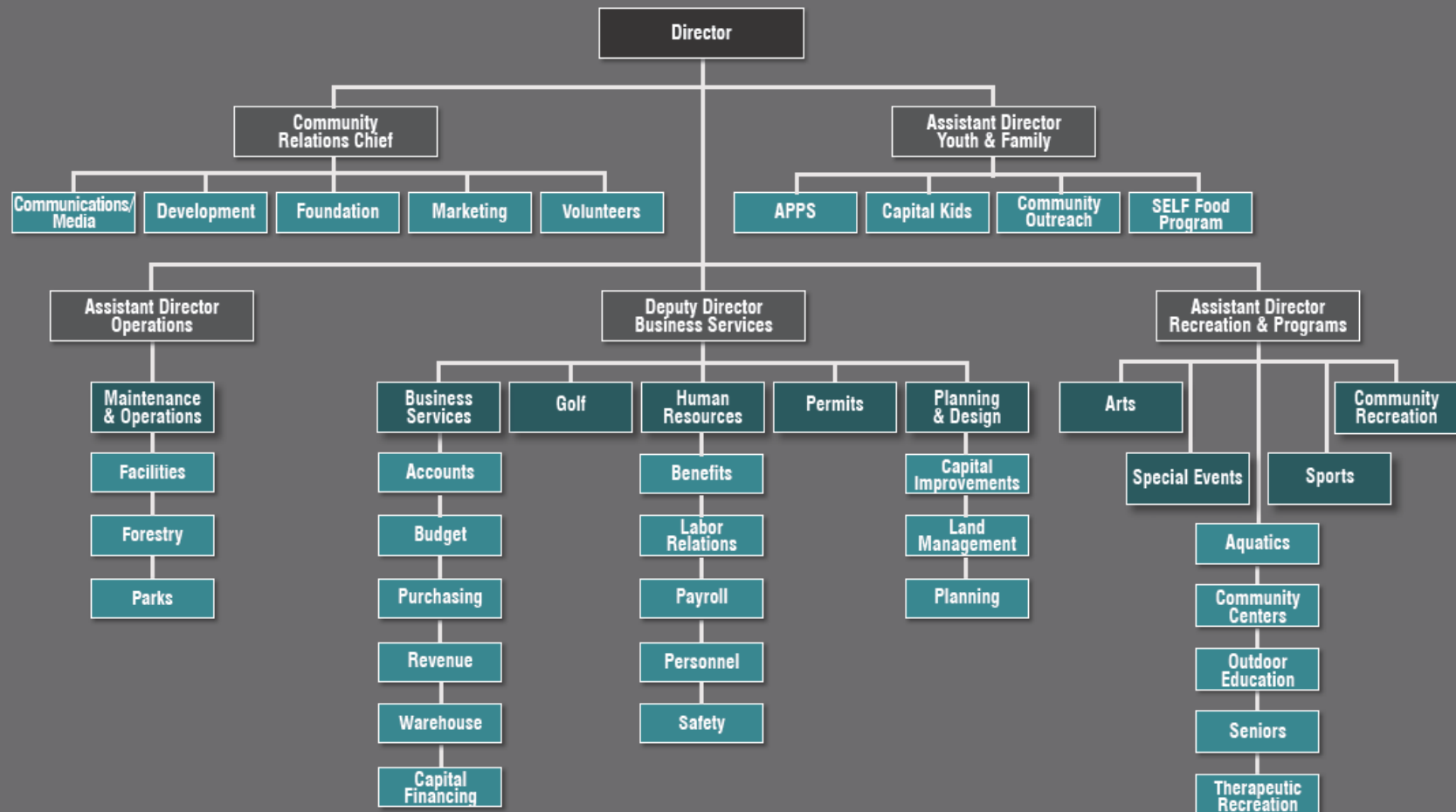
The Columbus Recreation and Parks Department provides active and passive recreational activities, programs, and facilities for Columbus citizens in accessible, affordable, and safe environments. The department also maintains parks, multi-use trails, city trees, golf courses, and recreational facilities, 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 2017

### Safety

Expand Applications for Purpose Pride and Success (APPS) by one site for a total of five.

Providing extended programming for youth during spring, winter, and summer breaks.

### Early Childhood Development and Education

Develop a plan to take a more aggressive leadership approach to summer food throughout Franklin County. Work with Columbus Health and other partners to establish and implement a year round plan to address hunger.

Expand Cap City Kids Program to further engage and educate youth.

Work with private, public and nonprofit partners to offer expanded educational opportunities at our community centers.

### Economic Development

We will work with the Department of Finance and Management, City Council, the Mayor's office, and community organizations to review and make recommendations regarding our approach to funding partnerships and events.

### Operational Efficiencies

Perform a cost analysis of all services and programs provided by the department and develop business plans that will result in an increase of earned revenues.

Develop operational plans for all 29 community centers to ensure revenue and expenditures are aligned with the budget and department mission.

Completion of a comprehensive utility analysis of all centers and buildings, which should result in a three to five percent savings.

### Neighborhoods

Rebuild Indian Mound Community Center to better meet the needs of the neighborhood.

Develop core programs that will be offered at all community centers and continue to empower center managers to develop programs that are reflective of the neighborhood needs.

Engage neighborhood partners including schools and churches in creating programs and opportunities that help address significant neighborhood issues.

Promote our centers, programs, and facilities as neighborhood resources.

Develop a communications and marketing approach that connects with and encourages two-way dialogue with neighborhoods.

### Diversity and Inclusion

Work with the Office of Diversity and Inclusion to develop a recruitment plan.

Work with the Office of Diversity and Inclusion to develop a training and development plan for the creation of a diverse leadership team.

## 2017 BUDGET NOTES

---

Franklin Park Conservatory will receive \$350,000 in city support in 2017. The King Arts complex will receive \$125,000. In addition:

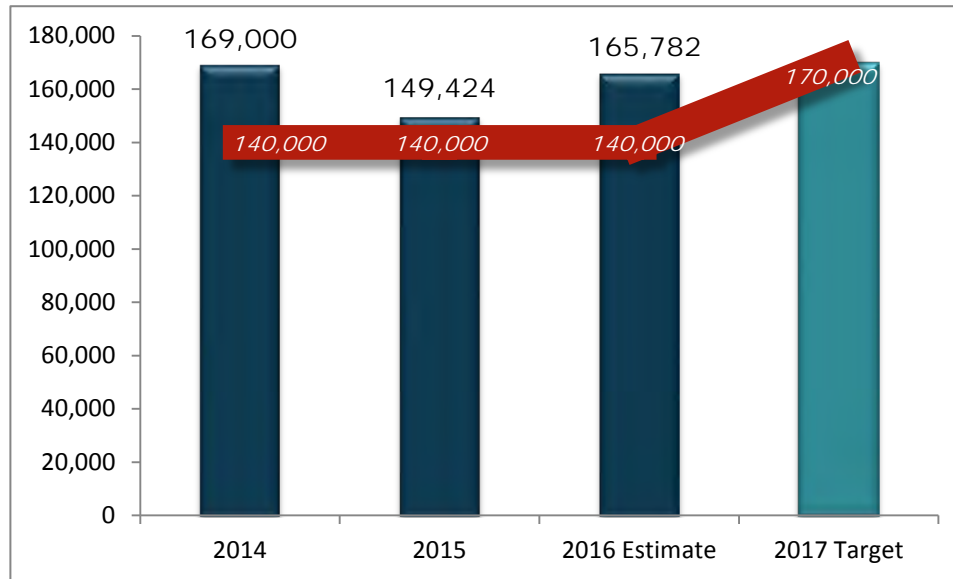
- The division operates 29 community centers, facilities for cultural arts, outdoor education and therapeutic recreation.
- The City of Columbus' Wyandot Lodge at the McKnight Outdoor Education Center located along the West riverbank of the Scioto River will be fully operational in 2017. The Outdoor Education Program was established to instill appreciation for the outdoors through learning while fostering environmental stewardship.
- The renovated Lashutka Event Center will host events at the scenic Griggs Reservoir Park. The center will provide rentable space for meetings, weddings, and community events.
- Renovations of Indian Mound Community Center will commence. The community center will be rebuilt to better meet the needs of the neighborhood. Construction renovations of the Davis Center will also begin in 2017.
- Total funding for the APPS program (Applications through Purpose, Pride, and Success) is \$1,247,615 in 2017. 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.
- Two full-time positions will be added to provide custodial services for larger renovated recreation centers. One full-time staff will be added to the parks development section and one Management Analyst II in the development section to assist with marketing and fundraising for the program.
- The department will continue its support of a summer youth work program in the amount of \$430,000.
- Four athletic complexes will be retrofitted with air conditioning.
- In the Aquatics program, the department will operate 8 outdoor pools, 1 indoor aquatic center, 3 spray grounds, and 5 splash pads and interactive fountains.
- The addition of one new outdoor pool at Driving Park opens for a full season.
- The department operates six superb golf courses that offer great golfing experiences in Central Ohio.
- The community development block grant (CDBG) will provide \$712,503 to fund after school programs, activities during breaks in the school year, and recreation center staff.
- Enhanced inventory control methods and equipment rotation at all facilities will be implemented, along with new section alignments and the creation of a business operations section.



## PERFORMANCE MEASURES

### Registered Participants

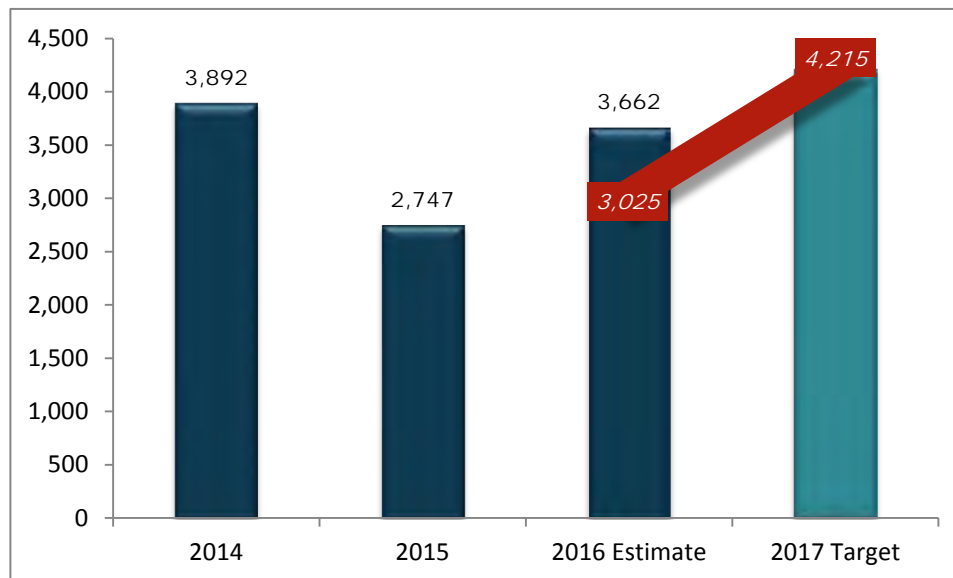
Number registered for recreation classes and programs (in thousands)



Over the years, the department continues to exceed its target for this measure. This success is reflective of utilizing more efficient methods of capturing registered participants and the department's vast selection of program offerings. As a result, the 2017 target was increased to 170,000 registrants.

### Planted Trees

Number of trees planted



This measure was established in 2016 as a result of the emerald ash borer infestation. The department continues to remove ash trees and plant replacement trees. The department increased its target to 4,215 planted trees in 2017 and will continue to focus on the community-wide effort "Branch Out Columbus." The campaign goal is to plant 300,000 trees across the city by 2020.



Department Financial Summary by Area of Expense					
Fund	2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Proposed
<b>Operation and Extension Fund</b>					
Personnel	\$ 28,302,033	\$ 32,478,499	\$ 34,439,496	\$ 34,430,784	\$ 36,700,941
Materials & Supplies	1,333,613	1,740,824	1,895,946	1,954,076	2,195,900
Services	10,453,402	10,843,087	11,440,222	11,570,047	12,633,134
Other	86,554	128,830	118,000	137,462	148,160
Capital	190,418	-	150,000	150,000	-
Transfers	550,699	182,489	182,489	185,453	182,489
<b>Operation and Extension Fund Subtotal</b>	<b>40,916,719</b>	<b>45,373,730</b>	<b>48,226,153</b>	<b>48,427,822</b>	<b>51,860,624</b>
<b>Community Development Block Grant (CDBG) Fund</b>					
Personnel	681,043	730,658	736,883	736,883	670,103
Materials & Supplies	2,766	3,033	3,033	1,000	2,600
Services	88,941	83,222	41,555	38,550	39,300
Other	500	500	500	500	500
<b>CDBG Fund Subtotal</b>	<b>773,251</b>	<b>817,413</b>	<b>781,971</b>	<b>776,933</b>	<b>712,503</b>
<b>Golf Operations Fund</b>					
Personnel	2,754,097	-	-	-	-
Materials & Supplies	212,405	-	-	-	-
Services	1,054,579	-	-	-	-
Other	1,299	-	-	-	-
Transfers	47,000	-	-	-	-
<b>Golf Operations Fund Subtotal</b>	<b>4,069,380</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Department Total</b>	<b>\$ 45,759,350</b>	<b>\$ 46,191,143</b>	<b>\$ 49,008,124</b>	<b>\$ 49,204,755</b>	<b>\$ 52,573,127</b>

Division Financial Summary by Area of Expense					
Fund	2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Proposed
<b>Administration</b>					
<b>Operation and Extension Fund</b>					
Personnel	\$ 28,302,033	\$ 32,478,499	\$ 34,439,496	\$ 34,430,784	\$ 36,700,941
Materials & Supplies	1,333,613	1,740,824	1,895,946	1,954,076	2,195,900
Services	10,453,402	10,843,087	11,440,222	11,570,047	12,633,134
Other	86,554	128,830	118,000	137,462	148,160
Capital	190,418	-	150,000	150,000	-
Transfers	550,699	182,489	182,489	185,453	182,489
<b>Operation and Extension Fund Subtotal</b>	<b>40,916,719</b>	<b>45,373,730</b>	<b>48,226,153</b>	<b>48,427,822</b>	<b>51,860,624</b>
<b>CDBG Fund</b>					
Personnel	681,043	730,658	736,883	736,883	670,103
Materials & Supplies	2,766	3,033	3,033	1,000	2,600
Services	88,941	83,222	41,555	38,550	39,300
Other	500	500	500	500	500
<b>CDBG Fund Subtotal</b>	<b>773,251</b>	<b>817,413</b>	<b>781,971</b>	<b>776,933</b>	<b>712,503</b>
<b>Administration Subtotal</b>	<b>41,689,970</b>	<b>46,191,143</b>	<b>49,008,124</b>	<b>49,204,755</b>	<b>52,573,127</b>
<b>Golf</b>					
<b>Golf Operations Fund</b>					
Personnel	2,754,097	-	-	-	-
Materials & Supplies	212,405	-	-	-	-
Services	1,054,579	-	-	-	-
Other	1,299	-	-	-	-
Transfers	47,000	-	-	-	-
<b>Golf Subtotal</b>	<b>4,069,380</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Department Total</b>	<b>\$ 45,759,350</b>	<b>\$ 46,191,143</b>	<b>\$ 49,008,124</b>	<b>\$ 49,204,755</b>	<b>\$ 52,573,127</b>

Department Personnel Summary					
Fund	FT/PT	2014 Actual	2015 Actual	2016 Budgeted	2017 Budgeted
<b>Operation and Extension Fund</b>					
	FT	278	302	339	343
	PT	933	901	1,369	1,384
<b>CDBG Fund</b>					
	FT	4	4	4	4
	PT	72	67	98	90
<b>Golf Operations Fund</b>					
	FT	25	0	0	0
	PT	73	0	0	0
<b>Total</b>		<b>1,385</b>	<b>1,274</b>	<b>1,810</b>	<b>1,821</b>



Operating Budget by Program				
Program	2016	2016	2017	2017
	Budget	FTEs	Proposed	FTEs
Administration	\$ 7,191,082	8	\$ 4,452,390	9
Fiscal	454,523	4	508,088	4
Human Resources	453,969	5	589,630	6
Aquatics	1,052,675	3	1,141,002	3
APPS	1,229,335	1	1,247,615	1
Building and Facility Maintenance	2,610,994	25	2,691,099	24
Development Rec and Parks	423,924	4	850,958	6
Emerald Ash Borer	167,223	2	231,407	1
Forestry	2,447,534	29	2,586,722	30
Park Maintenance	6,458,989	62	6,287,697	63
Planning and Design	1,081,553	11	1,240,856	12
Special Events	644,194	8	809,326	7
Sports	1,775,513	10	2,350,983	12
SELF Program	197,504	1	144,735	1
Warehouse	316,294	1	383,065	1
Outdoor Education	430,238	3	393,236	3
Cultural Arts Center	690,986	4	651,359	3
Permits	1,427,261	10	1,062,312	8
Capital Kids	231,647	5	547,997	5
COAAA	-	0	182,489	0
Community Recreation	15,491,850	117	13,866,761	118
Therapeutic Recreation	464,659	3	482,093	3
Golf	3,766,177	27	3,791,848	27
Hockey	-	0	164,890	0
Internal Services	-	0	4,714,431	0
Miscellaneous Programs	-	0	1,200,138	0
<b>Department Total</b>	<b>\$ 49,008,124</b>	<b>343</b>	<b>\$ 52,573,127</b>	<b>347</b>

For additional financial information related to the Department of Recreation and Parks, please refer to the CDBG fund section and the recreation and parks operation and extension fund contained within the Special Revenue section.



# 2017 PROGRAM GUIDE

## 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 ensures 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 to 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.

COAAA	Central Ohio Area Agency on Aging is a Columbus agency providing a wide range of free to low-cost services to seniors.
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.
HOCKEY	Hockey team programs, learn to skate, and off-ice programming in the areas of leadership development and conflict resolution.
INTERNAL SERVICES	To account for the internal service charges of the department necessary to maintain operations.
MISCELLANEOUS PROGRAMS	Supports various community agencies.



This page has been intentionally left blank.



*Located off of Sunbury Road, the Brittany Hills neighborhood is part of the North Central Area Commission and is home to one of the city's 29 recreation and park/community centers.*

---

## DEPARTMENT OF PUBLIC SERVICE

---

## Department Description

The Department of Public Service is comprised of the Director's Office 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 Smart Columbus program 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. Keep Columbus Beautiful, which coordinates hundreds of volunteers in litter pick-up events, administers the city's illegal dumping and graffiti services.

The **Division of Traffic Management** is responsible for overseeing traffic studies, safety studies, and congestion studies to ensure a safe and efficient transportation system for pedestrians, bicyclists, and vehicular traffic, as well as improving neighborhood livability and safety. The division oversees Connect Columbus, a multi-modal transportation plan directing the future of transportation in the City of Columbus. The division installs and maintains pavement markings, traffic signals, traffic signage, and parking meters. 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 managing the transportation infrastructure including pavement and structures management, right-of-way permit reviews, and long range planning. The division

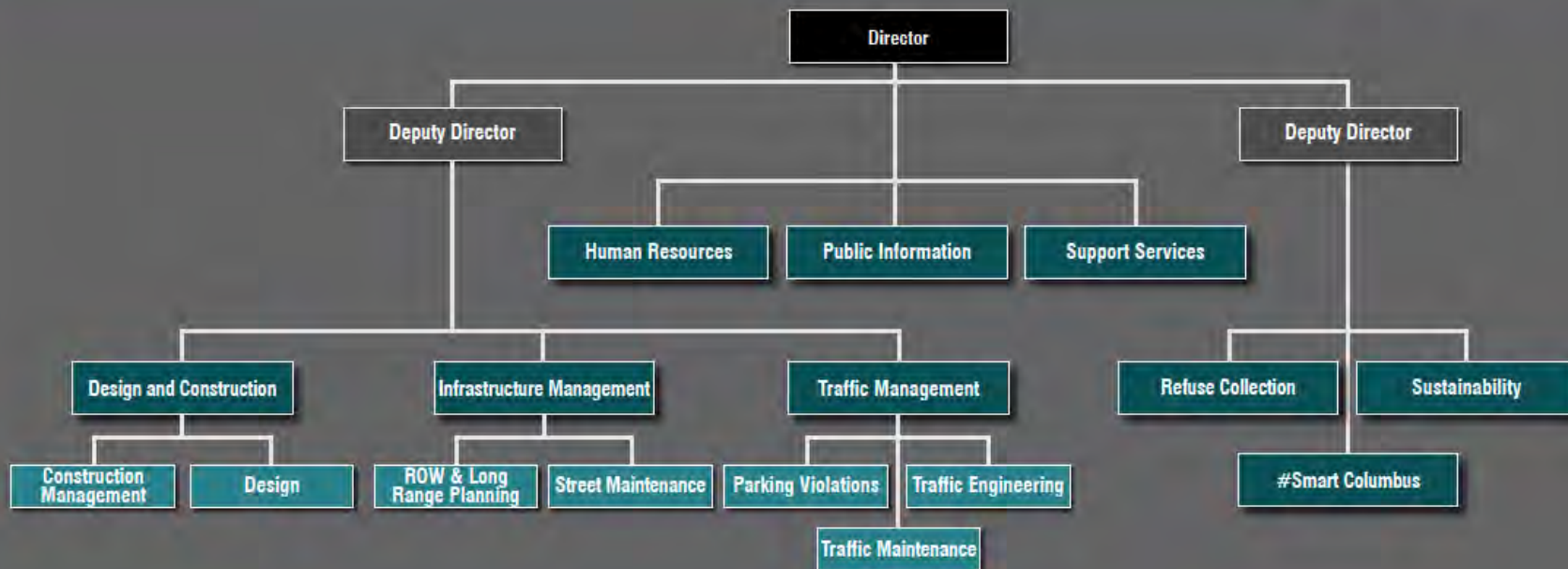
provides street maintenance services within the City of Columbus' rights-of-way including street sweeping, litter control, graffiti removal, and snow removal in an efficient manner. The division also oversees all GIS, mapping, and addressing for the department.

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's, Public Utilities', and privately-funded infrastructure construction projects.



# Public Service



## Strategic Priorities for 2017

### Neighborhoods

Manage the citywide residential recycling and yard waste program.

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.

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.

Manage traffic calming and traffic control requests from the neighborhood, and work with them on best solutions for the neighborhood.

### Economic Development

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 a 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 2017 (cont.)

### Diversity and Inclusion

Promote policies and procedures that ensure the department conducts business with responsible firms and encourages development of emerging businesses.

Work with the Office of Diversity and Inclusion on bidding opportunities for small and emerging businesses.

### Operational Efficiencies

Operate within adopted operating and capital budgets, and meet or exceed established goals.

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.

### 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.

Work with emerging technologies that provide increased safety for all transportation modes.

Lead Smart Columbus efforts to ensure safety is the #1 focus with all new transportation endeavors.

## 2017 BUDGET NOTES

---

### DIRECTOR'S OFFICE

The Director's office provides the overall coordination and policy direction for the department. In addition, the office coordinates fiscal, human resources, and legislation processing functions for the entire department.

The street construction, maintenance and repair (SCMR) fund and the four funds within the Department of Public Utilities share in the cost of the 311 Customer Call Center, which is now under the Department of Neighborhoods. In addition:

- \$250,000 is budgeted for the project coordination services within the Smart Columbus program.

### 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 2017.
- The 2017 general fund budget includes \$6.3 million for yard waste removal, residential curbside recycling, and downtown recycling contracts.
- The 2017 budget includes \$17.3 million for disposal of refuse at the county landfill from the special income tax (SIT) fund.

### TRAFFIC MANAGEMENT

The 2017 budget for the division includes funding for the parking ticket processing and collection contract. This contract provides for all aspects of ticket issuance and processing, notice, collection processing, and supplies. Payments are accepted by mail, in person, by telephone, and over the internet.

### INFRASTRUCTURE MANAGEMENT

The Division of Infrastructure Management provides roadway maintenance and repair services to city residents in order to ensure efficient, safe, and reliable roadways within the city limits. Infrastructure Management also houses all snow and ice removal efforts throughout the city during the winter. Revenue collected in the street construction and maintenance (SCMR) fund pays for all activities in the division.

The stormwater utility fund will continue to reimburse the SCMR fund for the cost of street cleaning and snow and ice removal. Such efforts protect water quality and minimize the burden on the sewer system from ice, snow, and surface debris. Reimbursement for these activities totals \$8.4 million in 2017. In addition:

- Funding for the bridge maintenance program is included in the capital budget.

### DESIGN AND CONSTRUCTION

The construction inspection fund includes funding for 64 full-time and 34 part-time employees to provide construction inspection services for City of Columbus agencies. The private inspection fund includes funding for 28 full-time and 1 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.

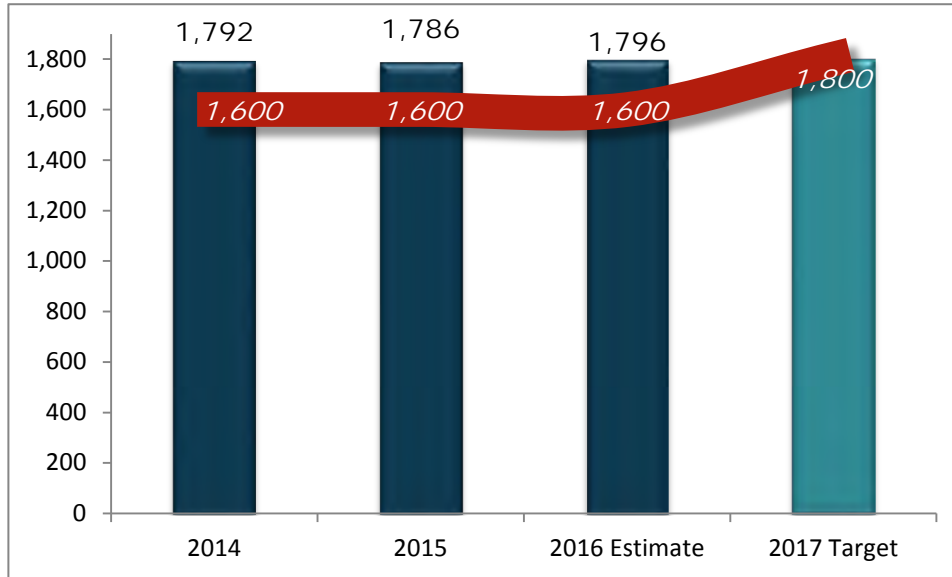




## PERFORMANCE MEASURES

### Refuse Collection

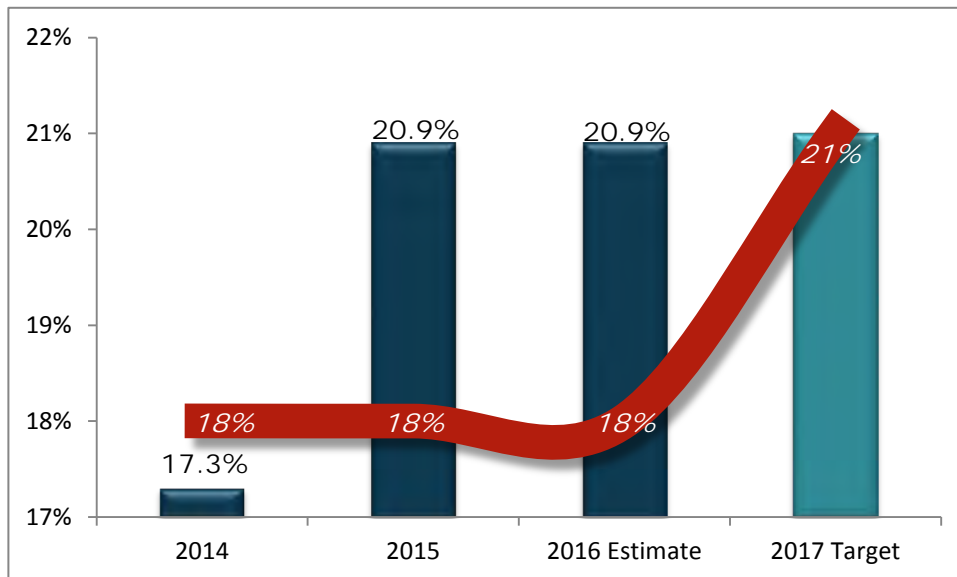
Number of households served weekly per collection personnel



The number of households served on a weekly basis is projected to once again beat the annual goal in 2016. This measurement is used to ensure customer service levels are met.

### Recycling and Yard Waste

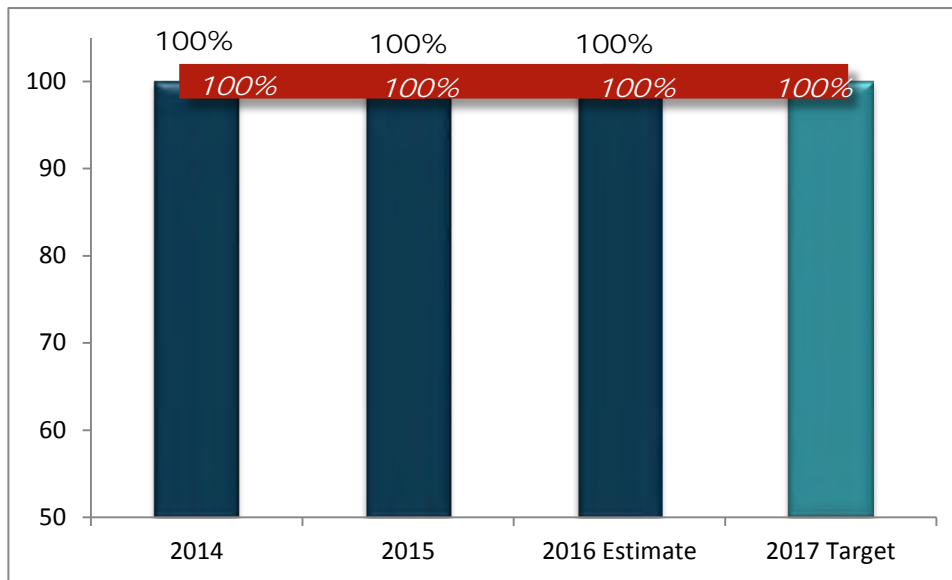
Percent of waste diverted from the waste stream



The percentage of waste diverted through recycling efforts and yard waste program is expected to grow to 21% in 2017.

### Private Construction Inspections

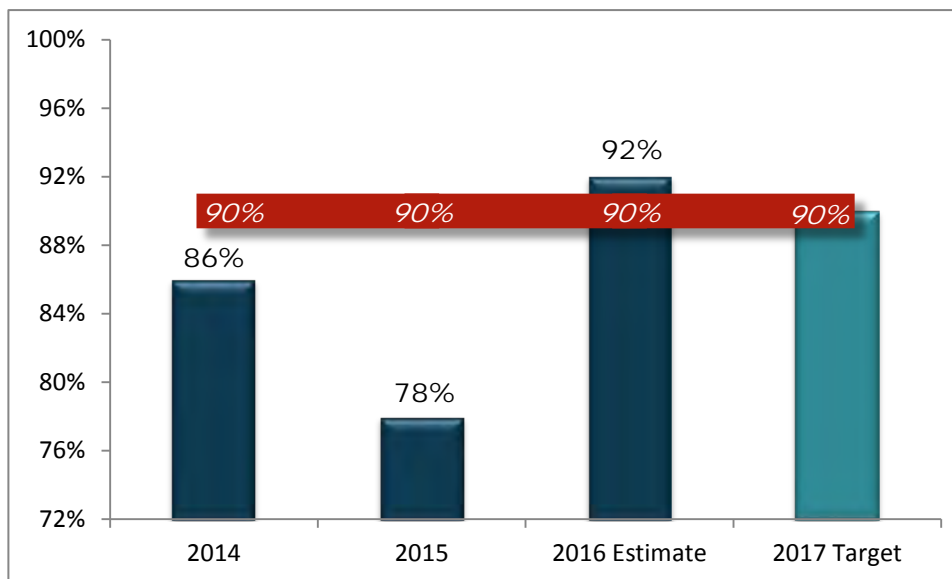
Percent of private construction inspections completed in 48 hours



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 2017, the department hopes to close 90% of requests within three days.

Department Financial Summary by Area of Expense					
Fund	2014	2015	2016	2016	2017
	Actual	Actual	Budget	Projected	Proposed
<b>General Fund</b>					
Administration					
Personnel	\$ 2,941,824	\$ 2,844,811	\$ 3,420,446	\$ 2,145,423	\$ 1,662,797
Materials & Supplies	3,487	2,404	5,642	2,063	2,300
Services	22,175	20,775	40,661	28,359	289,932
<b>Administration Subtotal</b>	<b>2,967,486</b>	<b>2,867,990</b>	<b>3,466,749</b>	<b>2,175,845</b>	<b>1,955,029</b>
Refuse Collection					
Personnel	16,213,640	16,074,749	17,292,224	15,819,478	17,478,446
Materials & Supplies	114,258	111,839	125,035	122,971	171,500
Services	14,239,265	14,053,764	15,508,813	14,663,234	15,985,551
Other	43,717	89,915	71,520	71,520	71,500
Capital	-	6,895	17,600	10,000	10,000
<b>Refuse Collection Subtotal</b>	<b>30,610,879</b>	<b>30,337,162</b>	<b>33,015,192</b>	<b>30,687,203</b>	<b>33,716,997</b>
Traffic Management					
Personnel	1,390,236	2,803,203	2,185,563	2,020,059	2,026,884
Materials & Supplies	21,384	21,449	33,163	31,128	23,400
Services	58,449	102,911	125,991	92,777	123,566
Other	5,635	5,635	56,768	41,768	-
<b>Traffic Management Subtotal</b>	<b>1,475,704</b>	<b>2,933,197</b>	<b>2,401,485</b>	<b>2,185,732</b>	<b>2,173,850</b>
Mobility Options					
Personnel	1,421,345	-	-	-	-
Materials & Supplies	1,165	-	-	-	-
Services	29,037	-	-	-	-
<b>Mobility Options Subtotal</b>	<b>1,451,546</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
General Fund Subtotal	36,505,615	36,138,349	38,883,426	35,048,780	37,845,876
<b>Street Construction Fund</b>					
Administration					
Personnel	2,832,504	2,877,346	2,919,709	2,746,194	2,799,875
Materials & Supplies	3,888	3,404	4,300	3,891	10,200
Services	140,420	440,597	179,302	162,066	241,765
<b>Administration Subtotal</b>	<b>2,976,812</b>	<b>3,321,348</b>	<b>3,103,311</b>	<b>2,912,151</b>	<b>3,051,840</b>
Traffic Management					
Personnel	4,637,804	9,163,946	10,402,002	9,544,421	10,659,545
Materials & Supplies	209,860	227,587	257,500	220,330	264,000
Services	358,014	1,394,650	1,502,182	1,447,222	1,676,160
Other	-	134,938	145,000	100,000	100,000
Capital	-	72,000	-	141,336	300,000
Transfers	-	-	-	-	150,000
<b>Traffic Management Subtotal</b>	<b>5,205,679</b>	<b>10,993,121</b>	<b>12,306,684</b>	<b>11,453,309</b>	<b>13,149,705</b>
Mobility Options					
Personnel	466,758	-	-	-	-
Materials & Supplies	2,131	-	-	-	-
Services	42,855	-	-	-	-
<b>Mobility Options Subtotal</b>	<b>511,744</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Infrastructure Management					
Personnel	20,395,486	16,229,360	17,168,747	16,468,111	17,557,857
Materials & Supplies	1,105,473	540,917	432,000	396,466	488,500
Services	11,292,465	10,127,985	12,881,062	11,797,510	14,363,215
Other	209,875	65,933	76,000	75,000	85,000
Capital	173,174	190,381	500,000	498,975	1,100,000
Transfers	166,000	-	-	-	-
<b>Infrastructure Management Subtotal</b>	<b>33,342,473</b>	<b>27,154,577</b>	<b>31,057,809</b>	<b>29,236,062</b>	<b>33,594,572</b>
Design & Construction					
Personnel	3,439,676	3,844,638	4,565,231	4,113,250	4,662,199
Materials & Supplies	2,318	4,197	9,700	8,700	9,700
Services	584,205	620,729	768,950	748,333	935,868
Other	942	-	3,500	3,500	3,500
<b>Design &amp; Construction Subtotal</b>	<b>4,027,141</b>	<b>4,469,563</b>	<b>5,347,381</b>	<b>4,873,784</b>	<b>5,611,267</b>
Street Const. Fund Subtotal	46,063,848	45,938,608	51,815,185	48,475,306	55,407,384

Department Financial Summary by Area of Expense (Continued)					
Fund	2014	2015	2016	2016	2017
	Actual	Actual	Budget	Projected	Proposed
<b>Construction Inspection Fund</b>					
Administration					
Personnel	516,094	532,209	619,145	536,427	618,743
Materials & Supplies	313	286	1,133	933	300
Services	43,491	428	2,744	2,714	6,850
<b>Administration Subtotal</b>	<b>559,898</b>	<b>532,924</b>	<b>623,022</b>	<b>540,074</b>	<b>625,893</b>
Design & Construction					
Personnel	7,245,676	6,505,467	7,477,032	6,473,865	7,079,896
Materials & Supplies	66,279	60,336	97,090	74,909	94,750
Services	596,013	734,568	896,773	851,717	841,390
Other	2,000	2,000	2,000	2,000	2,000
Capital	91,161	24,558	25,000	-	8,000
<b>Design &amp; Construction Subtotal</b>	<b>8,001,130</b>	<b>7,326,929</b>	<b>8,497,895</b>	<b>7,402,492</b>	<b>8,026,036</b>
Const. Insp. Fund Subtotal	8,561,028	7,859,852	9,120,917	7,942,566	8,651,929
<b>Private Inspection Fund</b>					
Administration					
Personnel	-	-	30,531	21,016	41,747
Materials & Supplies	-	-	283	123	50
Services	-	-	680	240	465
<b>Administration Subtotal</b>	<b>-</b>	<b>-</b>	<b>31,494</b>	<b>21,379</b>	<b>42,262</b>
Design & Construction					
Personnel	1,710,414	2,142,255	2,611,600	2,423,699	2,598,891
Materials & Supplies	10,559	19,229	22,900	19,811	35,500
Services	217,089	221,808	281,641	271,180	306,490
Other	500	-	500	500	500
Capital	125,645	-	215,000	199,131	387,040
<b>Design &amp; Construction Subtotal</b>	<b>2,064,207</b>	<b>2,383,292</b>	<b>3,131,641</b>	<b>2,914,321</b>	<b>3,328,421</b>
Private Insp. Fund Subtotal	2,064,207	2,383,292	3,163,135	2,935,700	3,370,683
<b>Parking Meter Program Fund</b>					
Traffic Management					
Personnel	169,369	344,009	1,099,792	1,128,550	1,339,680
Materials & Supplies	37,609	44,468	113,364	88,212	108,500
Services	1,780,324	1,726,067	1,793,232	1,761,786	1,851,172
Other	7,031	22,849	18,144	18,144	18,000
Capital	-	-	-	25,000	-
<b>Traffic Management Subtotal</b>	<b>1,994,333</b>	<b>2,137,393</b>	<b>3,024,532</b>	<b>3,021,692</b>	<b>3,317,352</b>
Mobility Options					
Personnel	164,882	-	-	-	-
Materials & Supplies	5,590	-	-	-	-
Services	31,582	-	-	-	-
Other	5,774	-	-	-	-
<b>Mobility Options Subtotal</b>	<b>207,828</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Parking Meter Fund Subtotal	2,202,161	2,137,393	3,024,532	3,021,692	3,317,352
Department Total	\$ 95,396,859	\$ 94,457,494	\$106,007,195	\$ 97,424,044	\$108,593,224

Effective July 1, 2014, Columbus City Council approved a reorganization of the Department of Public Service's divisions. Some differences between the 2014 and 2015-2017 figures reflect this reorganization.

Division Financial Summary by Area of Expense						
Fund		2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Proposed
<b>Administration</b>						
General Fund						
	Personnel	\$ 2,941,824	\$ 2,844,811	\$ 3,420,446	\$ 2,145,423	\$ 1,662,797
	Materials & Supplies	3,487	2,404	5,642	2,063	2,300
	Services	22,175	20,775	40,661	28,359	289,932
	<b>General Fund Subtotal</b>	<b>2,967,486</b>	<b>2,867,990</b>	<b>3,466,749</b>	<b>2,175,845</b>	<b>1,955,029</b>
SCMR Fund						
	Personnel	2,832,504	2,877,346	2,919,709	2,746,194	2,799,875
	Materials & Supplies	3,888	3,404	4,300	3,891	10,200
	Services	140,420	440,597	179,302	162,066	241,765
	<b>SCMR Fund Subtotal</b>	<b>2,976,812</b>	<b>3,321,348</b>	<b>3,103,311</b>	<b>2,912,151</b>	<b>3,051,840</b>
Construction Inspection Fund						
	Personnel	516,094	532,209	619,145	536,427	618,743
	Materials & Supplies	313	286	1,133	933	300
	Services	43,491	428	2,744	2,714	6,850
	<b>Construction Inspection Fund Subtotal</b>	<b>559,898</b>	<b>532,924</b>	<b>623,022</b>	<b>540,074</b>	<b>625,893</b>
Private Constr. Inspect. Fund						
	Personnel	-	-	30,531	21,016	41,747
	Materials & Supplies	-	-	283	123	50
	Services	-	-	680	240	465
	<b>Private Constr. Inspect. Fund Subtotal</b>	<b>-</b>	<b>-</b>	<b>31,494</b>	<b>21,379</b>	<b>42,262</b>
	<b>Administration Subtotal</b>	<b>6,504,196</b>	<b>6,722,261</b>	<b>7,224,576</b>	<b>5,649,449</b>	<b>5,675,024</b>
<b>Refuse Collection</b>						
General Fund						
	Personnel	16,213,640	16,074,749	17,292,224	15,819,478	17,478,446
	Materials & Supplies	114,258	111,839	125,035	122,971	171,500
	Services	14,239,265	14,053,764	15,508,813	14,663,234	15,985,551
	Other	43,717	89,915	71,520	71,520	71,500
	Capital	-	6,895	17,600	10,000	10,000
	<b>General Fund Subtotal</b>	<b>30,610,879</b>	<b>30,337,162</b>	<b>33,015,192</b>	<b>30,687,203</b>	<b>33,716,997</b>
	<b>Refuse Collection Subtotal</b>	<b>30,610,879</b>	<b>30,337,162</b>	<b>33,015,192</b>	<b>30,687,203</b>	<b>33,716,997</b>
<b>Infrastructure Management</b>						
SCMR Fund						
	Personnel	20,395,486	16,229,360	17,168,747	16,468,111	17,557,857
	Materials & Supplies	1,105,473	540,917	432,000	396,466	488,500
	Services	11,292,465	10,127,985	12,881,062	11,797,510	14,363,215
	Other	209,875	65,933	76,000	75,000	85,000
	Capital	173,174	190,381	500,000	498,975	1,100,000
	Transfers	166,000	-	-	-	-
	<b>Infrastructure Management</b>	<b>33,342,473</b>	<b>27,154,577</b>	<b>31,057,809</b>	<b>29,236,062</b>	<b>33,594,572</b>
<b>Mobility Options</b>						
General Fund						
	Personnel	1,421,345	-	-	-	-
	Materials & Supplies	1,165	-	-	-	-
	Services	29,037	-	-	-	-
	<b>General Fund Subtotal</b>	<b>1,451,546</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
SCMR Fund						
	Personnel	466,758	-	-	-	-
	Materials & Supplies	2,131	-	-	-	-
	Services	42,855	-	-	-	-
	<b>SCMR Fund Subtotal</b>	<b>511,744</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Parking Meter Program Fund						
	Personnel	164,882	-	-	-	-
	Materials & Supplies	5,590	-	-	-	-
	Services	31,582	-	-	-	-
	Other	5,774	-	-	-	-
	<b>Parking Meter Program Fund Subtotal</b>	<b>207,828</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Mobility Options Subtotal</b>	<b>2,171,118</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Division Financial Summary by Area of Expense (Continued)					
Fund	2014 Actual	2015 Actual	2016 Budget	2016 Projected	2017 Proposed
<b>Design and Construction</b>					
SCMR Fund					
Personnel	3,439,676	3,844,638	4,565,231	4,113,250	4,662,199
Materials & Supplies	2,318	4,197	9,700	8,700	9,700
Services	584,205	620,729	768,950	748,333	935,868
Other	942	-	3,500	3,500	3,500
<b>SCMR Fund Subtotal</b>	<b>4,027,141</b>	<b>4,469,563</b>	<b>5,347,381</b>	<b>4,873,784</b>	<b>5,611,267</b>
Constr. Inspect. Fund					
Personnel	7,245,676	6,505,467	7,477,032	6,473,865	7,079,896
Materials & Supplies	66,279	60,336	97,090	74,909	94,750
Services	596,013	734,568	896,773	851,717	841,390
Other	2,000	2,000	2,000	2,000	2,000
Capital	91,161	24,558	25,000	-	8,000
<b>Constr. Inspect. Fund Subtotal</b>	<b>8,001,130</b>	<b>7,326,929</b>	<b>8,497,895</b>	<b>7,402,492</b>	<b>8,026,036</b>
Private Inspect. Fund					
Personnel	1,710,414	2,142,255	2,611,600	2,423,699	2,598,891
Materials & Supplies	10,559	19,229	22,900	19,811	35,500
Services	217,089	221,808	281,641	271,180	306,490
Other	500	-	500	500	500
Capital	125,645	-	215,000	199,131	387,040
<b>Private Inspect. Fund Subtotal</b>	<b>2,064,207</b>	<b>2,383,292</b>	<b>3,131,641</b>	<b>2,914,321</b>	<b>3,328,421</b>
<b>Design and Construction Subtotal</b>	<b>14,092,478</b>	<b>14,179,783</b>	<b>16,976,917</b>	<b>15,190,597</b>	<b>16,965,724</b>
<b>Traffic Management</b>					
General Fund					
Personnel	1,390,236	2,803,203	2,185,563	2,020,059	2,026,884
Materials & Supplies	21,384	21,449	33,163	31,128	23,400
Services	58,449	102,911	125,991	92,777	123,566
Other	5,635	5,635	56,768	41,768	-
<b>General Fund</b>	<b>1,475,704</b>	<b>2,933,197</b>	<b>2,401,485</b>	<b>2,185,732</b>	<b>2,173,850</b>
SCMR Fund					
Personnel	4,637,804	9,163,946	10,402,002	9,544,421	10,659,545
Materials & Supplies	209,860	227,587	257,500	220,330	264,000
Services	358,014	1,394,650	1,502,182	1,447,222	1,676,160
Other	-	134,938	145,000	100,000	100,000
Capital	-	72,000	-	141,336	300,000
Transfers	-	-	-	-	150,000
<b>SCMR Fund Subtotal</b>	<b>5,205,679</b>	<b>10,993,121</b>	<b>12,306,684</b>	<b>11,453,309</b>	<b>13,149,705</b>
Parking Meter Program Fund					
Personnel	169,369	344,009	1,099,792	1,128,550	1,339,680
Materials & Supplies	37,609	44,468	113,364	88,212	108,500
Services	1,780,324	1,726,067	1,793,232	1,761,786	1,851,172
Other	7,031	22,849	18,144	18,144	18,000
Capital	-	-	-	25,000	-
<b>Parking Meter Program Fund Subtotal</b>	<b>1,994,333</b>	<b>2,137,393</b>	<b>3,024,532</b>	<b>3,021,692</b>	<b>3,317,352</b>
<b>Traffic Management Subtotal</b>	<b>8,675,716</b>	<b>16,063,711</b>	<b>17,732,701</b>	<b>16,660,733</b>	<b>18,640,907</b>
<b>Department Total</b>	<b>\$ 95,396,859</b>	<b>\$ 94,457,494</b>	<b>\$ 106,007,195</b>	<b>\$ 97,424,044</b>	<b>\$ 108,593,224</b>

Effective July 1, 2014, Columbus City Council approved a reorganization of the Department of Public Service's divisions. Some differences between the 2014 and 2015-2017 figures reflect this reorganization.

Department Personnel Summary						
Fund	FT/PT	2014 Actual	2015 Actual	2016 Budgeted	2017 Proposed	
<b>General Fund</b>						
Administration	FT	33	34	38	15	
	PT	2	2	2	0	
Refuse Collection	FT	205	196	227	227	
	PT	0	0	1	1	
Traffic Management	FT	34	34	27	24	
<b>Street Construction Fund</b>						
Administration	FT	29	29	28	27	
Traffic Management	FT	102	103	113	114	
	PT	0	0	2	0	
Infrastructure Management	FT	184	175	190	190	
	PT	6	1	1	1	
Design & Construction	FT	34	36	41	40	
	PT	0	0	1	1	
<b>Construction Inspection Fund</b>						
Administration	FT	6	2	6	6	
Design & Construction	FT	57	56	64	58	
	PT	19	19	43	34	
<b>Private Inspection Fund</b>						
Administration	FT	0	0	1	1	
Design & Construction	FT	14	18	19	27	
	PT	0	0	9	1	
<b>Parking Meter Program Fund</b>						
Traffic Management	FT	4	4	11	16	
Total		729	709	822	783	

Effective July 1, 2014, Columbus City Council approved a reorganization of the Department of Public Service's divisions. Some differences between 2015 and prior years reflect this reorganization.

Operating Budget by Program				
Program	2016	2016	2017	2017
	Budgeted	FTEs	Proposed	FTEs
Public Service Administration	\$ 31,045,048	55	\$ 16,477,235	52
Fiscal	1,774,109	19	1,875,300	20
Human Resources	1,405,277	15	1,460,309	15
Street Maintenance	694,411	68	8,185,117	64
Internal Services	-	0	22,255,342	0
Facility Maintenance	476,470	4	751,259	6
311 Call Center	1,972,929	24	-	0
Construction Management	-	0	10,461,750	85
90-Gallon Residential Collection	4,298,779	60	4,500,851	74
300-Gallon Residential Collection	2,551,881	31	2,412,410	29
Multi-Family Residential Collection	3,374,179	41	3,335,384	40
Residential Recycling	259,907	4	368,675	6
Scheduled Bulk Collection	4,376,162	42	3,736,663	44
Dead Animal Collection	80,868	1	84,020	1
Litter Collection	228,260	7	270,827	4
Planning & Engineering	20,888,808	187	10,214,987	90
Snow Removal/Street Sweeping	9,670,606	78	7,329,349	80
Right Of Way Permits	1,284,190	14	1,997,625	21
Parking Services	379,659	3	259,635	2
Traffic Maintenance	15,937,781	72	7,249,547	73
Parking Violations	5,307,871	37	5,366,939	39
Department Total	\$ 106,007,195	762	\$108,593,224	745

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





# 2017 PROGRAM GUIDE

---

## 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.

## INTERNAL SERVICES

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

## 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.

CONSTRUCTION MANAGEMENT	The construction administration of public-private partnerships (3P), private development and public infrastructure projects, perform construction inspection services to enable the divisions to build and maintain a safe and efficient transportation system for pedestrians, bicyclists, and vehicular traffic, including the inspection of various utility relocations within the right-of-way associated with construction projects and private utility companies.
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.



*The Southfield Civic Association was established in 1959, and changed names to the Marion-Franklin Area Civic Association six years later to more accurately describe the area. The neighborhood, on the south side of the city, has a public city high school and park of the same name.*

## 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

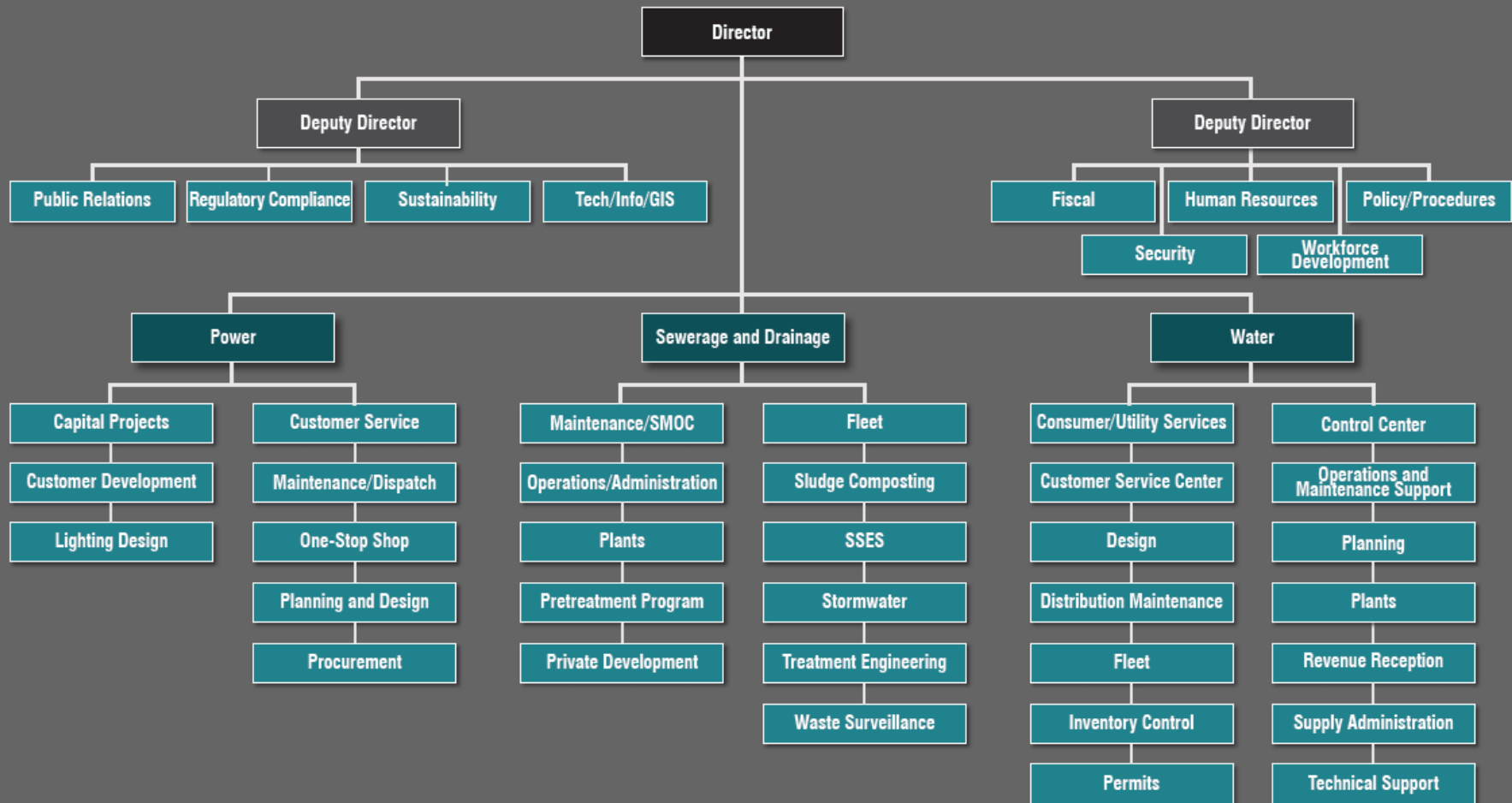
stormwater to mitigate flooding and water quality impacts, educates the public on watershed stewardship and water conservation, and regulates industrial water pollution discharged to sewers.

### 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.

In addition, the department 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 2017

### 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 2017, 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 has been redirected before it enters the storm sewer system.

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 the 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.

### Economic Development

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. This program will create local jobs and improve neighborhoods by investing in aging infrastructure and installing rain gardens.

The Division of Water will continue to address the needs of the region's growing population, residential and business water demands, and new water quality regulations through a series of ongoing improvements at all three drinking water plants. These projects will add treatment capability and capacity.

### 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.

## Strategic Priorities for 2017 (cont.)

### Operational Efficiencies

In 2017, 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 Division of Sewerage and Drainage is completing the design phase of the Chemically Enhanced Primary Treatment (CEPT) project 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.

The department will continue to support the GreenSpot program in 2017. 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 2017, the department will continue to encourage responsible water conservation practices through partnering with the Franklin Soil and Water Conservation District for its rain barrel program, youth education programs, and water quality programs to reduce pest waste and grow healthy lawns. It will also partner with the Mid-Ohio Regional Planning Commission (MORPC) to distribute high efficiency showerheads to income-eligible residents.

### Diversity and Inclusion

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.

### Early Childhood Development and Education

The department will continue the Children's Water Festival educational initiative. The 2016 event served approximately 600 elementary school students.

---

## 2017 BUDGET NOTES

---

### DIRECTOR'S OFFICE

The Sewer and Water Advisory Board (SWAB) will recommend to Columbus City Council increases to storm and sanitary sewer rates of one and three percent, respectively. A three percent increase is also recommended for water rates. No increase is recommended for sanitary sewer or water system capacity charges. In addition:

- The 2017 Director's Office \$19.6 million budget is 1.6 percent higher than the 2016 budget.
- The 2017 budget includes \$14.5 million in personnel funding for 145 full-time and 12 part-time positions.

### WATER

The division's 2017 budget is 1.2 percent lower than in 2016. The division continues to focus on the continued implementation of their capital improvement program which increases the safety and capacity of our drinking water system. Debt service payments represent 42.4 percent of the water enterprise fund's \$197.9 million budget. In addition:

- The 2017 budget includes \$51.8 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 \$17.0 million in the 2017 budget.

### POWER

The division's largest expense in the 2017 budget is for the purchase of generated electric power for resale. The budget includes \$57.3 million for this expense, nearly 68 percent of the total budget.

- The 2017 budget includes \$10.7 million for personnel for 104 full-time and 11 part-time positions.
- Included in the 2017 budget are resources to provide the maintenance and energy to over 55,000 city streetlights.

### SANITARY SEWERAGE AND DRAINAGE

The division's 2017 budget is within \$500,000 of the 2016 budget. A significant portion of this budget is comprised of funds for debt service payments, reflecting the division's extensive capital improvement program. Debt service costs associated with maintaining and improving the city's wastewater system comprise over 58 percent of the division's operating budget of \$271.5 million. In addition:

- The 2017 budget includes \$47.8 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, a compost facility, and approximately 4,500 miles of sewer lines.



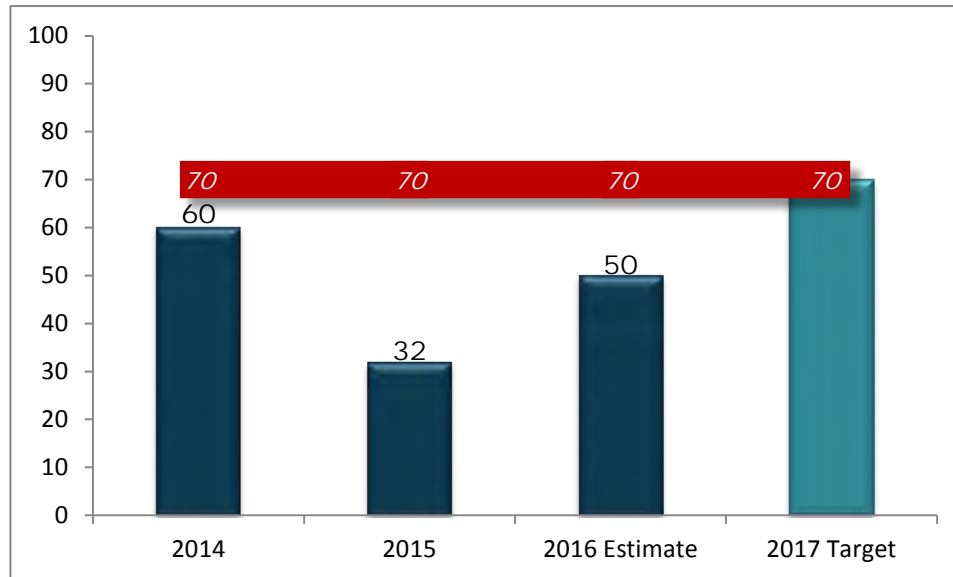
## STORMWATER

The division's 2017 budget is one percent higher than in 2016. As with the other divisions of this department, a significant portion of the operating budget is devoted to debt service payments. In 2017, debt service payments account for over 37 percent of the stormwater budget. In addition:

- The 2017 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 \$8.4 million is budgeted for these programs in 2017.

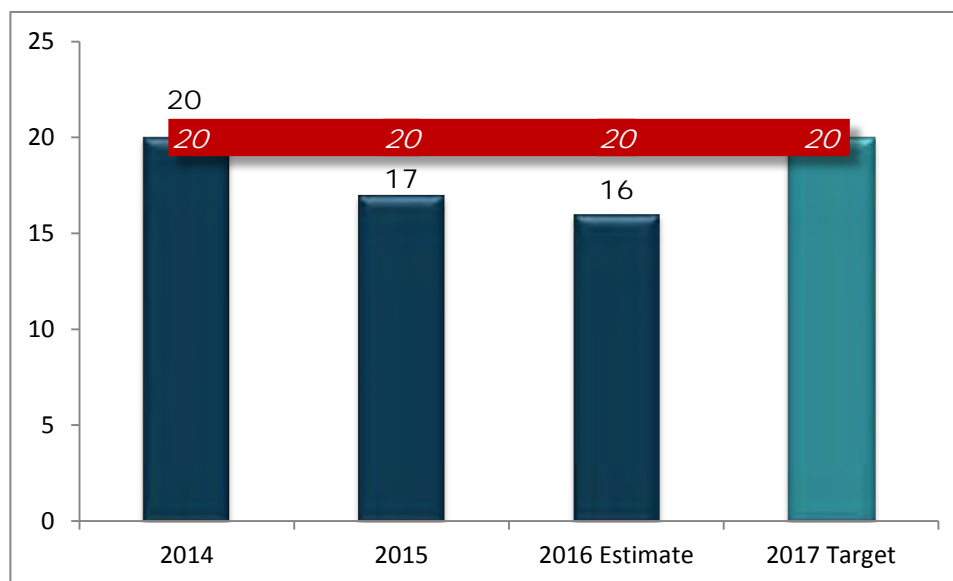
## PERFORMANCE MEASURES

### Water Quality Number of water quality complaints per month



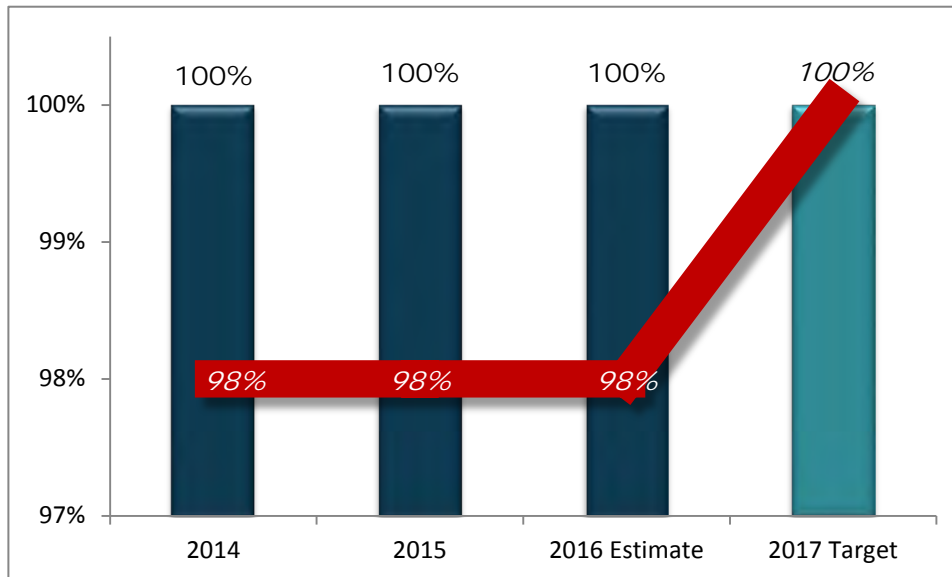
This measure reflects the average monthly number of water quality complaints received by the Division of Water. External conditions can cause the actual number of complaints to vary. In 2017, the target for this measure remains at 70 or below.

### Water Distribution Quality Number of breaks or leaks per 100 miles of water distribution mains per year (city lines only; does not include suburbs)



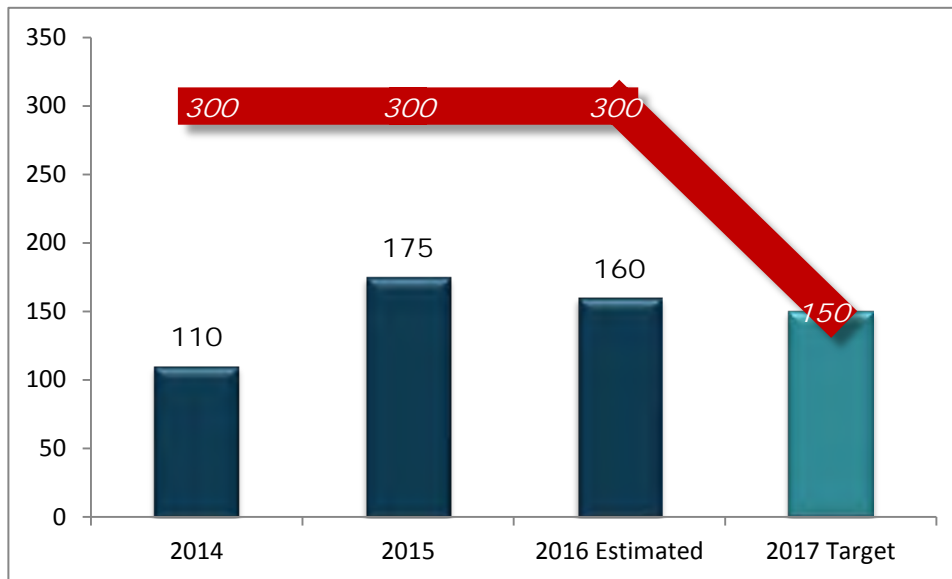
This measures the number of water line breaks or leaks in the distribution system per 100 miles per year. The measure reflects city lines only and remains at 20 or fewer per 100 miles in 2017.

### Sewer Line Backflow Prevention Percent of “water in basement” complaints investigated within 24 hours



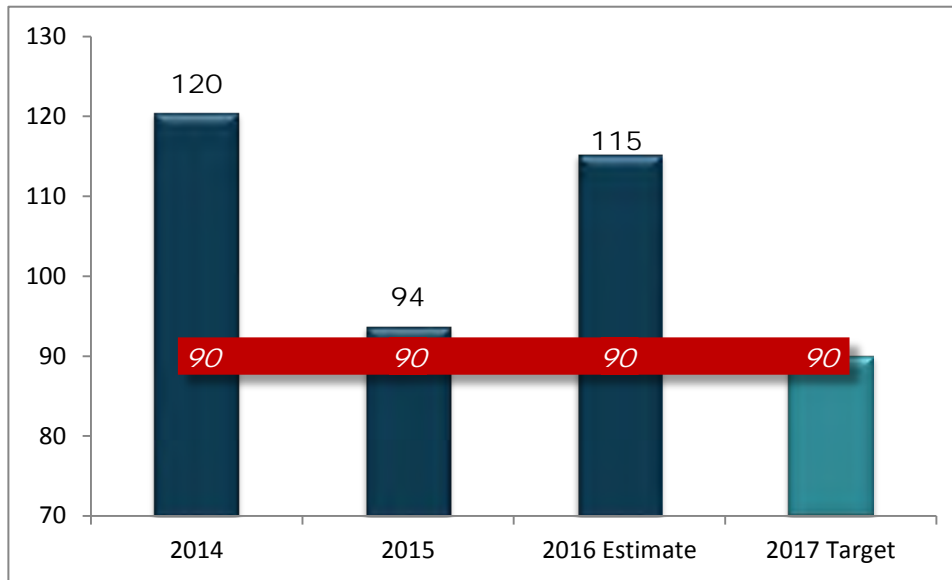
This measure reflects the rate at which water-in-basement complaints are investigated within 24 hours of being reported. Since the Division of Sewerage and Drainage has reached 100 percent since 2014, the target has been updated to maintain a 100 percent rate in 2017.

### Sewer Overflow Prevention Annual number of combined sewer overflows



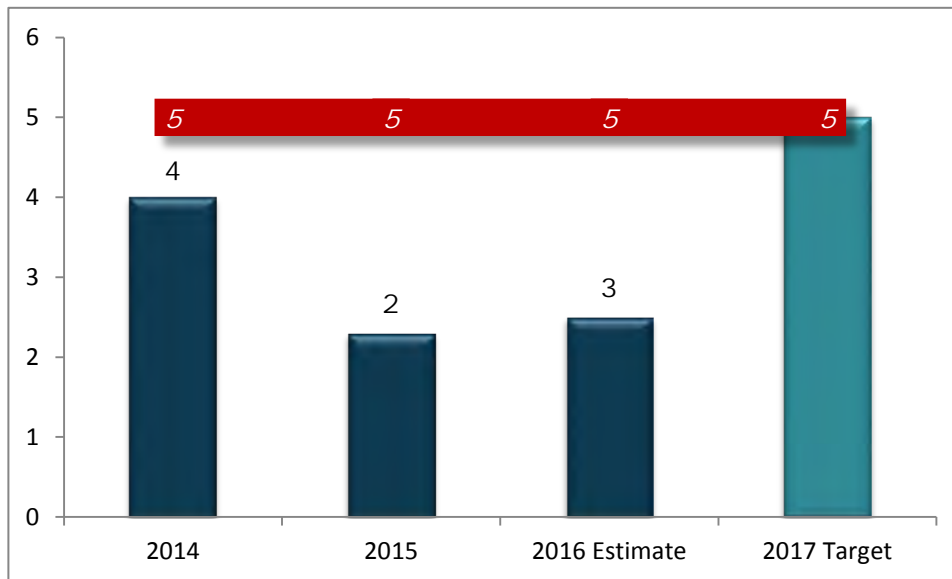
The Division of Sewerage and Drainage has recently undertaken an extensive capital improvements program aimed at reducing combined sewer overflows. The improvements have compelled the Division to reduce the target number for this measure in 2017 to no greater than 150.

### 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 2017 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 2017, the target maximum number of days it should take to address a street light issue is five days.

Department Financial Summary by Area of Expense						
Fund	2014	2015	2016	2016	2017	
	Actual	Actual	Budget	Projected	Proposed	
<b>Department of Public Utilities</b>						
<b>Director's Office</b>						
Personnel	\$ 10,318,279	\$ 12,942,899	\$ 15,524,804	\$ 13,473,917	\$ 14,554,292	
Materials & Supplies	78,609	142,680	326,760	193,973	496,773	
Services	2,241,613	2,048,415	3,228,559	2,987,006	4,048,465	
Other	-	-	236,000	-	5,000	
Capital	-	51,120	-	118,958	258,480	
Transfers	-	-	-	-	257,279	
Director's Office Subtotal	12,638,502	15,185,114	19,316,123	16,773,854	19,620,289	
<b>Water</b>						
Personnel	45,740,910	47,845,557	49,842,850	48,783,748	51,831,945	
Materials & Supplies	20,887,951	20,357,741	23,327,323	22,440,012	21,749,446	
Services	31,136,103	30,774,788	37,840,254	35,617,082	38,427,764	
Principal	49,589,577	49,662,058	51,868,995	51,868,995	54,210,649	
Other	1,052,443	362,549	260,680	49,000	107,100	
Capital	1,912,640	1,821,245	2,275,841	2,275,841	1,814,900	
Interest	28,819,379	25,207,357	35,317,425	27,819,639	29,836,385	
Transfers	63,675	5,066,810	-	69,897	-	
Water Subtotal	179,202,677	181,098,105	200,733,368	188,924,214	197,978,189	
<b>Electricity</b>						
Personnel	9,303,940	10,133,516	11,492,410	10,064,698	10,721,498	
Materials & Supplies	55,342,384	53,414,292	57,439,400	54,413,140	58,671,748	
Services	8,271,544	8,717,722	10,596,562	10,687,782	10,877,772	
Principal	2,968,075	2,967,095	1,408,572	1,400,480	1,331,021	
Other	258,239	5,295	50,550	1,855	25,000	
Capital	1,445,493	2,206,618	3,274,000	3,111,227	2,967,000	
Interest	501,064	246,335	325,880	329,167	264,123	
Electricity Subtotal	78,090,739	77,690,872	84,587,374	80,008,349	84,858,162	
<b>Sanitary</b>						
Personnel	43,238,791	43,107,023	46,059,474	44,313,713	47,807,989	
Materials & Supplies	6,292,346	7,054,834	8,298,024	7,393,541	8,703,823	
Services	45,639,594	45,052,192	57,541,142	49,353,345	51,601,582	
Principal	69,324,540	82,017,516	89,857,333	89,746,037	94,995,457	
Other	762,748	8,580	474,880	49,324	171,500	
Capital	2,349,448	3,387,250	4,503,344	4,503,344	4,201,008	
Interest	35,926,111	46,242,213	45,973,232	41,940,583	45,794,506	
Transfers	18,301,979	30,972,804	18,346,250	17,817,005	18,247,975	
Sanitary Subtotal	221,835,557	257,842,413	271,053,679	255,116,891	271,523,840	
<b>Storm</b>						
Personnel	1,391,740	1,585,641	1,904,321	1,635,509	1,883,900	
Materials & Supplies	11,317	14,593	21,402	40,932	42,240	
Services	20,718,208	21,642,730	22,636,829	22,483,313	22,653,482	
Principal	9,159,700	9,566,500	9,660,800	9,660,800	10,062,200	
Other	230,526	19,933	210,000	10,000	10,000	
Capital	28,775	29,191	-	-	67,000	
Interest	4,811,435	4,148,164	4,662,411	4,663,972	4,777,325	
Storm Subtotal	36,351,700	37,006,752	39,095,763	38,494,526	39,496,147	
<b>Department Total</b>	<b>\$ 528,119,175</b>	<b>\$ 568,823,256</b>	<b>\$ 614,786,307</b>	<b>\$ 579,317,834</b>	<b>\$ 613,476,627</b>	

Department Personnel Summary					
Fund	FT/PT	2014 Actual	2015 Actual	2016 Budgeted	2017 Budgeted
Department of Public Utilities					
Director's Office	FT	99	127	142	145
	PT	3	2	12	12
Water	FT	485	501	535	535
	PT	11	9	28	28
Electricity	FT	90	96	104	104
	PT	2	1	11	11
Sanitary	FT	461	446	486	486
	PT	3	2	14	14
Storm	FT	14	16	23	23
	PT	0	0	2	2
<b>Total</b>		<b>1,168</b>	<b>1,200</b>	<b>1,357</b>	<b>1,360</b>



Operating Budget by Program					
Program	2016		2017		2017
	Budget	FTEs	Proposed	FTEs	FTEs
Utilities Administration	\$ 51,890,183	41	\$ 10,257,734	25	
Fiscal	17,587,904	32	5,142,086	37	
Human Resources*	841,146	37	4,263,033	36	
Internal Services	-	0	86,410,028	0	
Regulatory Compliance	3,091,512	28	4,110,411	31	
Public Relations*	72,430	5	772,573	6	
Sustainability*	26,520	2	555,884	5	
Emergency Preparedness*	129,167	9	1,366,347	11	
Workforce and Economic Development	582,760	3	839,597	4	
Data Management***	594,828	32	-	0	
Customer Service	22,442,885	208	27,327,098	242	
Maintenance	26,542,547	176	25,710,905	178	
Engineering and Development	76,819,602	113	75,101,281	116	
Fleet Management	4,289,071	25	2,917,250	25	
Water Distribution	18,667,572	127	58,228,693	276	
Water Supply and Treatment**	48,379,574	149	-	0	
Wastewater Treatment	44,602,206	214	35,856,117	214	
Stormwater Management	24,772,552	23	3,173,106	23	
Electricity Distribution	9,966,406	50	9,244,447	49	
Street Lighting	4,124,192	16	4,037,396	15	
Debt Service	259,363,250	0	258,162,641	0	
Department Total	<b>\$ 614,786,307</b>	<b>1,290</b>	<b>\$ 613,476,627</b>	<b>1,293</b>	

\* In 2016, the budget for personnel expenses is contained in Utilities Administration.

\*\* In 2017, Water Supply and Treatment is included in Water Distribution.

\*\*\*In 2017, Data Management is included in Internal Services.

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.



# 2017 PROGRAM GUIDE

UTILITIES ADMINISTRATION	To provide administrative support services for the Department of Public Utilities.
FISCAL	To ensure the financial integrity of the department. Includes budgeting, auditing, accounting, procurement, and debt service.
HUMAN RESOURCES	To ensure the effective and efficient management of human resources and safety for the department. Includes labor relations, payroll, benefits, training, selecting employees, classification management, compensation, organizational development, safety, and industrial hygiene.
INTERNAL SERVICES	To account for the internal service charges of the department to maintain operations.
REGULATORY COMPLIANCE	To ensure regulatory compliance and support to all divisions in the areas of environmental and other regulations.
PUBLIC RELATIONS	To provide information to residents of the City of Columbus and contracting areas regarding the department's water, power, and sewerage and drainage systems.
SUSTAINABILITY	To promote green infrastructure and conservation technologies in the department.
EMERGENCY PREPAREDNESS	Coordinates all emergency preparedness activities for the department.
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 city established a commission for the Northeast Area in 1996. A few years later, one of the region's prominent shopping venues, the Easton Town Center, located on its northern border, opened.*

---

## COMMUNITY DEVELOPMENT BLOCK GRANT OPERATING FUND

---

### **2017 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, recreational, and social services. At least 70 percent of the CDBG resources will be used for activities that benefit low-to moderate-income persons.

The CDBG fund typically realizes beginning year cash balances resulting from reprogramming of previous years' unspent funds and unappropriated cash balances held in reserve to offset revenue fluctuations. The amounts carried forward to 2015 and 2016 were \$3,111,029 and \$1,936,049, respectively. The 2017 beginning year cash balance is projected to be \$1,301,552.

The following table reflects the fund balance assumptions:

<b>2017 CDBG Fund Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2017)	\$ 1,301,552
Plus Estimated 2017 Receipts	7,047,384
Plus General Fund Transfer	-
Plus Estimated Encumbrance Cancellations	<u>350,000</u>
Total Estimated Available Resources	\$ 8,698,936
Less 2017 Recommended Operating Budget	(7,767,585)
Projected Available Balance (December 31, 2017)	<u><u>\$ 931,351</u></u>

### 2017 Revenues

The entitlement award from the U.S. Department of Housing & Urban Development (HUD) is expected to comprise 75 percent of all city CDBG resources. In 2017, the city is projecting a level entitlement allocation of \$6,501,384; entitlement allocations vary according to congressional legislative action.

Economic development loan repayments account for three 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 two percent of CDBG resources as a result of the use of grants, rather than amortized loans, 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 one percent of CDBG resources.

The unencumbered cash balance, representing carryover and reprogrammed funds, will provide 15 percent of the available funding in 2017.

The following table summarizes CDBG revenues by type and year:

2017 CDBG Fund				
Revenue by Source and Year				
Historical and Projected				
	2014	2015	2016	2017
Revenue Summary	Actual	Actual	Estimated	Proposed
Entitlement Award	\$ 6,681,968	\$ 6,453,359	\$ 6,501,384	\$ 6,501,384
Economic Development Repayment	380,803	322,673	281,612	300,000
Housing Loan Repayments	233,190	180,092	123,141	150,000
Miscellaneous Receipts	114,568	128,884	135,303	96,000
Encumbrance Cancellations	744,231	156,508	454,308	350,000
Unencumbered Cash Balance	2,821,758	3,111,029	1,936,049	1,301,552
<b>Total Resources</b>	<b>\$ 10,976,518</b>	<b>\$ 10,352,545</b>	<b>\$ 9,431,797</b>	<b>\$ 8,698,936</b>
Percent Change		-5.68%	-8.89%	-7.77%

## 2017 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-one strategic goals were identified during the citizen participation/consultation process. As previously stated, these are grouped into four themes as follows: affordable housing; housing for homeless and special needs populations; community and economic development; and health, recreational, 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.

The Affordable Housing Opportunity Fund includes four programs that directly support the goal of affordable housing. These programs provide home repair loans and grants to low- and moderate-income homeowners and enable accessibility modifications, minor home maintenance, and emergency repairs to homeowner and rental properties. CDBG is also used to fund contracts for fair housing services, and homebuyer counseling services. The affordable housing component includes a total of three activities totaling 16 percent of the CDBG budget.

### Housing for Homeless and 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 senior citizen home maintenance and

emergency repairs, support for homeless programs, and support for HIV/AIDS housing programs.

Programs funding these activities include Emergency Repair, Chores, Rebuilding Lives, Deaf Services, and AIDS Housing. Five programs are funded, totaling 11 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 Economic Development Loans, Neighborhood Commercial Development, Code Enforcement, Environmental Nuisance, and Business Development programs. These programs total 30 percent of the CDBG budget.

### **Health, Recreational, and Social Services**

Activities conducted under this theme will continue to make Columbus neighborhoods safe places in which to live, work, play, 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 recreational services for children, teens, and families.

Activities funded are Pregnancy Support, Sexual Health Awareness, Capital Kids, School's Out, and City Recreation Facilities. All activities funded under this theme require benefit to low- and moderate-income citizens; funding for these services totals 11 percent of the CDBG Budget.

### **Program Management**

The CDBG budget provides funding for program management. This includes staff to support all housing, homeless, and economic development activities, as well as fiscal, legislative and administrative responsibilities. Funding for program management represents 41 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:

2017 CDBG Fund Proposed Operating Budget						
Division	Personnel	Supplies	Services	Other	Capital	Total
Development - Admin	\$ 255,892	\$ 2,789	\$ 2,000	\$ -	\$ -	\$ 260,681
Economic Development	840,229	2,250	632,750	-	-	1,475,229
Code Enforcement	895,151	12,000	160,000	-	-	1,067,151
Housing	1,305,487	22,400	1,559,100	-	-	2,886,987
Land Redevelopment	270,637	-	-	-	-	270,637
Finance & Management	465,855	2,500	109,109	16,000	-	593,464
Neighborhoods	318,339	-	-	-	-	318,339
Public Health	182,594	-	-	-	-	182,594
Recreation and Parks	670,103	2,600	39,300	500	-	712,503
<b>Total</b>	<b>\$ 5,204,287</b>	<b>\$ 44,539</b>	<b>\$ 2,502,259</b>	<b>\$ 16,500</b>	<b>\$ -</b>	<b>\$7,767,585</b>



This page has been intentionally left blank.



*Parts of the historic Livingston Park, Southern Orchards, Driving Park, and Old Oaks neighborhoods make up the city's (relatively) recently designated streetcar district. This designation celebrates the city's initial transition from horse drawn trolleys to electrified streetcars along Livingston Avenue. Notably, modern bus service along this same route has been labelled Bus Line #1.*

---

## SPECIAL REVENUE FUNDS

---

### Municipal Court Computer System Procurement and Maintenance Fund

The municipal court computer system procurement and maintenance fund provides the Franklin County Municipal Court with a dedicated funding source for computer hardware, software, training, and related expenses. Revenues to this fund are generated through various court fees.



## 2017 Cash Balance Statement

The municipal court computer fund is projected to begin 2017 with an unencumbered cash balance of \$1,042,560 and end the year with an available balance of \$640,289.

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 2017 is \$415,880. Expected revenue for the Clerk of Courts is \$1,465,170. In addition, a total of \$10,000 in cancellation of prior year encumbrances is expected.

2017 Municipal Court Computer Fund Balance Summary	
Unencumbered Cash Balance (January 1, 2017)	\$ 1,042,560
Plus Estimated 2017 Receipts	1,881,050
Plus Estimated Encumbrance Cancellations	<u>10,000</u>
Total Estimated Available Resources	\$ 2,933,610
Less 2017 Recommended Operating Budget	(2,293,321)
Projected Available Balance (December 31, 2017)	<u><u>\$ 640,289</u></u>

## Street Construction Maintenance and Repair Fund

### 2017 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 2017 with a fund balance of \$15,604,043. Next year, revenue for the SCMR fund projects to be \$50,750,000 and encumbrance cancellations of \$700,000 are expected. In 2017, the storm water fund will reimburse the SCMR fund for the \$8.4 million cost of street cleaning and snow and ice removal programs. In 2017, 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 2017 after being removed from the SCMR fund in 2014.

### 2017 Street Construction Maintenance and Repair Balance Summary

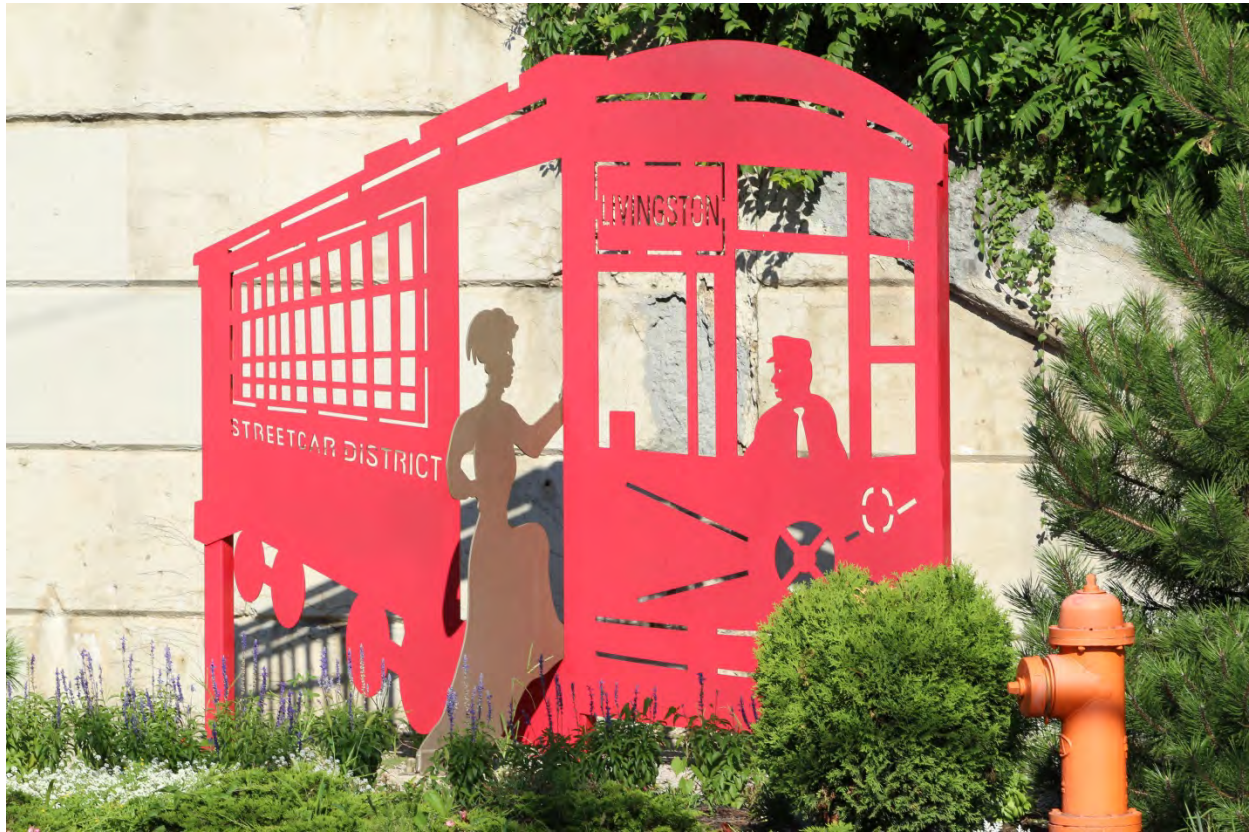
Unencumbered Cash Balance (January 1, 2017)	\$ 19,561,427
Plus Estimated 2017 Receipts	50,750,000
Plus Estimated Encumbrance Cancellations	700,000
Total Estimated Available Resources	<u>\$ 71,011,427</u>
Less 2017 Recommended Operating Budget	(55,407,384)
Projected Available Balance (December 31, 2017)	<u><u>\$ 15,604,043</u></u>

## 2017 Revenue Summary

2017 Street Construction Maintenance and Repair Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2014 Actual	2015 Actual	2016 Estimated	2017 Proposed
Motor Vehicle Fuel Tax	\$ 24,275,778	\$ 24,738,111	\$ 24,966,000	\$ 24,600,000
Motor Vehicle Licensing Fees	6,461,679	6,598,722	6,689,000	6,706,000
Snow/Street Cleaning	7,840,673	8,764,678	7,870,000	8,400,000
Capital Reimbursement	3,063,570	3,000,777	3,000,000	3,000,000
Franklin County Vehicle Tax	1,678,289	1,715,642	1,735,000	1,870,000
Franklin County Reimbursement	3,000,000	3,000,000	3,000,000	3,000,000
Permits	1,967,599	2,000,337	2,225,000	2,314,000
Damages/Contracts	684,723	637,269	655,000	620,000
Miscellaneous	607,665	351,459	235,000	240,000
Encumbrance Cancellations	566,490	699,123	600,000	700,000
Unencumbered Cash Balance	7,411,645	11,494,263	17,061,733	19,561,427
Total Resources	<u>\$ 57,558,111</u>	<u>\$ 63,000,381</u>	<u>\$ 68,036,733</u>	<u>\$ 71,011,427</u>
Percent Change		<b>9.46%</b>	<b>7.99%</b>	<b>4.37%</b>

### Notes:

- Motor vehicle fuel tax revenues will decrease slightly in 2017.
- Permit fees will increase by \$89,000 in 2017.
- Franklin County reimbursements will stay flat at \$3 million in 2017.
- Motor vehicle license fee revenues should increase slightly by \$17,000 in 2017.
- Capital reimbursements should reach \$3 million in 2017.
- Reimbursements from the storm water fund will total \$8,400,000 in 2017.



*Public art celebrating the Streetcar District's designation.*

## 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 2017 and beyond are as follows:

- The projected annual growth for motor vehicle fuel tax revenues is one percent a year in 2018 and beyond.
- Motor vehicle license tax revenue is projected at 1.5 percent in 2018 and 2.5 percent in 2019 and beyond.
- Operations and maintenance expenses, excluding health insurance, pro rata, and technology, are inflated at two percent per year. Insurance cost projections include a eight percent annual growth rate in 2018 and beyond. Pro rata charges represent 4.5 percent of revenue. It is assumed a three percent annual growth rate in technology and fleet expenses.
- The ending fund balance projects to be positive through 2020 and then negative in all years thereafter.

**STREET CONSTRUCTION MAINTENANCE AND REPAIR FUND**

REVENUE	Actual 2015	Estimated 2016	Projected 2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Motor Vehicle Fuel Tax	24,738,111	24,966,000	24,600,000	24,846,000	25,094,460	25,345,405	25,598,859	25,854,847	26,113,396	26,374,530	26,638,275	26,904,658
Motor Vehicle License Fees	6,598,722	6,689,000	6,706,000	6,806,590	6,976,755	7,151,174	7,329,953	7,513,202	7,701,032	7,893,558	8,090,897	8,293,169
Snow/Street Cleaning	8,764,678	7,870,000	8,400,000	8,652,000	8,998,080	9,358,003	9,732,323	10,121,616	10,526,481	10,947,540	11,385,442	11,840,859
Capital Reimbursement	3,000,777	3,000,000	3,000,000	3,045,000	3,136,350	3,230,441	3,327,354	3,427,174	3,529,990	3,635,889	3,744,966	3,857,315
Franklin County Vehicle Tax	1,715,642	1,735,000	1,870,000	1,898,050	1,936,011	1,974,731	2,014,226	2,054,510	2,095,601	2,137,513	2,180,263	2,223,868
Franklin County Reimbursement	3,000,000	3,000,000	3,000,000	3,045,000	3,121,125	3,199,153	3,279,132	3,361,110	3,445,138	3,531,266	3,619,548	3,710,037
Permits	2,000,337	2,225,000	2,314,000	2,383,420	2,454,923	2,528,570	2,604,427	2,682,560	2,763,037	2,845,928	2,931,306	3,019,245
Damages/Contracts	637,269	655,000	620,000	626,200	638,724	651,498	664,528	677,819	691,375	705,203	719,307	733,693
Miscellaneous	351,459	235,000	240,000	242,400	247,248	252,193	257,237	262,382	267,629	272,982	278,441	284,010
<b>TOTAL REVENUE</b>	<b>50,806,995</b>	<b>50,375,000</b>	<b>\$50,750,000</b>	<b>51,544,660</b>	<b>52,603,675</b>	<b>53,691,168</b>	<b>54,808,039</b>	<b>55,955,221</b>	<b>57,133,678</b>	<b>58,344,409</b>	<b>59,588,444</b>	<b>60,866,854</b>
Beginning Fund Balance	11,494,262	17,061,733	19,561,427	15,604,043	11,901,476	7,471,816	1,466,833	(4,365,644)	(10,882,054)	(18,343,450)	(26,615,891)	(35,970,844)
Encumbrance Cancellations	699,123	600,000	700,000	714,000	735,420	757,483	780,207	803,613	827,722	852,553	878,130	904,474
<b>TOTAL RESOURCES</b>	<b>63,000,380</b>	<b>68,036,733</b>	<b>\$71,011,427</b>	<b>67,862,703</b>	<b>65,240,572</b>	<b>61,920,467</b>	<b>57,055,079</b>	<b>52,393,189</b>	<b>47,079,346</b>	<b>40,853,512</b>	<b>33,850,684</b>	<b>25,800,484</b>
<b>OPERATING EXPENSES</b>												
Personnel Services	25,678,891	27,334,328	27,919,501	28,477,891	29,047,449	29,628,398	30,220,966	30,825,385	31,441,893	32,070,731	32,712,145	33,366,388
Health Insurance	6,436,399	5,608,454	7,759,975	8,380,773	9,051,235	9,775,334	10,557,360	11,401,949	12,314,105	13,299,233	14,363,172	15,512,226
27th Pay Period	-	-	-	-	-	1,000,000	-	-	-	-	-	-
Supplies & Materials	776,105	703,500	772,400	787,848	803,605	819,677	836,071	852,792	869,848	887,245	904,990	923,090
Contractual Services	3,867,903	4,757,181	5,928,834	6,047,411	6,168,359	6,291,726	6,417,561	6,545,912	6,676,830	6,810,367	6,946,574	7,085,505
Pro Rata	2,292,245	2,200,000	2,200,000	2,319,510	2,367,165	2,416,103	2,466,362	2,517,985	2,571,016	2,625,498	2,681,480	2,739,008
Technology	1,418,464	1,719,085	2,623,604	2,702,312	2,783,381	2,866,883	2,952,889	3,041,476	3,132,720	3,226,702	3,323,503	3,423,208
Fleet	4,712,960	5,004,258	6,123,570	6,307,277	6,496,495	6,691,390	6,892,132	7,098,896	7,311,863	7,531,219	7,757,155	7,989,870
311 Operations	292,391	325,000	341,000	347,820	354,776	361,872	369,109	376,492	384,021	391,702	399,536	407,527
Other	65,933	178,500	188,500	190,385	192,289	194,212	196,154	198,115	200,097	202,098	204,118	206,160
Capital	325,319	645,000	1,400,000	400,000	404,000	408,040	412,120	416,242	420,404	424,608	428,854	433,143
Transfers	72,000	-	150,000	-	100,000	-	100,000	-	100,000	-	100,000	-
<b>TOTAL OPERATING EXPENSES</b>	<b>45,938,608</b>	<b>48,475,306</b>	<b>55,407,384</b>	<b>55,961,227</b>	<b>57,768,755</b>	<b>60,453,634</b>	<b>61,420,724</b>	<b>63,275,244</b>	<b>65,422,796</b>	<b>67,469,402</b>	<b>69,821,528</b>	<b>72,086,124</b>
Ending Fund Balance	17,061,773	19,561,427	15,604,043	11,901,476	7,471,816	1,466,833	(4,365,644)	(10,882,054)	(18,343,450)	(26,615,891)	(35,970,844)	(46,285,640)

## Health Special Revenue Fund

### 2017 Cash Balance Statement

The 2017 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 2017 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.

2017 Health Operating Fund Balance Summary	
Unencumbered Cash Balance (January 1, 2017)	\$ -
Plus Estimated 2017 Receipts	7,440,384
Plus General Fund Transfer	24,076,829
Plus Estimated Encumbrance Cancellations	150,000
Total Estimated Available Resources	\$ 31,667,213
Less 2017 Recommended Operating Budget	(31,667,213)
Projected Available Balance (December 31, 2017)	<u>\$ -</u>

## 2017 Revenue Summary

2017 Health Operating Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2014 Actual	2015 Actual	2016 Estimated	2017 Proposed
General Fund Transfer	\$ 20,226,183	\$ 20,732,712	\$ 23,373,474	\$ 24,076,829
Licenses and Permit Fees	2,668,873	2,883,165	2,632,917	2,977,543
Home Health Inspections	4,560	2,600	-	-
Vital Statistics	1,161,235	1,288,939	1,262,431	1,291,500
Employee Assistance Program	454,206	405,000	400,000	470,000
Misc. Charges for Services	1,700,389	1,731,387	1,579,599	1,506,450
Misc. Revenues and Refunds	1,274,220	1,000,541	1,011,548	1,194,891
Encumbrance Cancellations	173,840	341,256	150,000	150,000
Unencumbered Cash Balance	644,621	357,848	119,853	-
<b>Total Resources</b>	<b>\$ 28,308,126</b>	<b>\$ 28,743,448</b>	<b>\$ 30,529,822</b>	<b>\$ 31,667,213</b>
Percent Change		1.54%	6.21%	3.73%

### Notes:

- The health special revenue fund receives a transfer from the city's general fund each year to cover all budgeted operating expenses that cannot be supported solely by other Columbus Public Health Department revenue sources. In 2017, the general fund subsidy totals \$24,076,829 and represents approximately 76 percent of the department's operating revenues. This subsidy is higher than the past 3 years and represents an increase of 3 percent over the estimated subsidy in 2016.
- The fund is expected to begin and end 2017 with a zero unencumbered cash balance.
- Other revenues include Medicare administrative claims, 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 higher than estimated 2016 revenues.

## Recreation and Parks Operation and Extension Fund



### 2017 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 2017, total available resources include departmental revenue, a general fund transfer subsidy, and encumbrance cancellations. These resources are used to cover the Recreation and Parks Department's operating expenditures.

### 2017 Recreation and Parks Operation and Balance Summary

Unencumbered Cash Balance (January 1, 2017)	\$	-
Plus Estimated 2017 Receipts		10,950,000
Plus General Fund Transfer		40,360,624
Plus Estimated Encumbrance Cancellations		<u>550,000</u>
Total Estimated Available Resources	\$	51,860,624
Less 2017 Recommended Operating Budget		(51,860,624)
Projected Available Balance (December 31, 2017)	<u>\$</u>	<u>-</u>



## 2017 Revenue Summary

2017 Recreation and Parks Operation and Extension Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2014 Actual	2015 Actual	2016 Estimated	2017 Proposed
Adult Sports	\$ 730,726	\$ 910,684	\$ 1,055,000	\$ 1,640,000
Aquatics	146,761	188,669	220,000	235,000
Recreation Centers	528,863	569,662	740,000	1,240,000
Senior Citizen Centers	32,366	32,943	6,000	6,000
Miscellaneous Revenue	949,786	150,331	230,521	92,000
Permits	981,773	1,138,588	1,300,000	1,040,000
Boat Docks and Stakes	236,700	248,305	260,000	265,000
CIP Reimbursement	958,342	904,749	900,000	1,000,000
Rent	55,686	46,632	46,000	46,000
Refunds	10,272	12,545	12,000	14,000
Golf	4,122,058	4,249,729	3,900,000	3,980,000
Therapeutic Recreation	39,187	46,749	46,000	46,000
Summer Camps	275,045	343,379	345,000	350,000
Cultural Arts Center	275,236	284,106	300,000	310,000
Fitness	10,247	14,121	30,000	35,000
Tennis	11,784	13,579	14,000	14,000
Capital Kids	5,867	5,644	7,000	7,000
Play Grant Reimbursement	64,000	70,000	70,000	70,000
Recreation Center IDs	19,048	18,709	22,000	25,000
Boat Clubs	128,940	129,878	130,000	140,000
Activenet Transaction Fees	63,273	69,287	75,000	85,000
Outdoor Education	266,678	283,759	295,000	310,000
General Fund Transfer	33,782,112	34,951,190	37,788,290	40,360,624
Encumbrance Cancellations	752,380	440,491	400,000	550,000
Unencumbered Cash Balance	1,077,658	486,011	236,011	-
<b>Total Resources</b>	<b>\$ 45,524,788</b>	<b>\$ 45,609,740</b>	<b>\$ 48,427,822</b>	<b>\$ 51,860,624</b>
Percent Change		0.19%	6.18%	7.09%

### 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 2017 is \$40.4 million. The general fund subsidy does not include technology expenditures, which are budgeted in the Department of Finance and Management.
- Revenues come from adult sports leagues (softball, soccer, basketball, football, and volleyball), recreation fees, facility and gymnasium rentals, tree trimming, capital project management, golf, and various other charges. Total revenues are expected to be \$11 million in 2017.

## Development Services Fund

### 2017 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 2017 with an unencumbered cash balance of \$12,051,657. Revenue to the fund is projected at \$19,403,850 in 2017, providing the department with total estimated resources of approximately \$31.5 million. After expenses estimated at \$20.3 million, the fund is projected to end 2017 with an unencumbered cash balance of \$11,187,455.

2017 Development Services Fund Balance Summary	
Unencumbered Cash Balance (January 1, 2017)	\$ 12,051,657
Plus Estimated 2017 Receipts	19,403,850
Plus Estimated Encumbrance Cancellations	35,000
Total Estimated Available Resources	<u>\$ 31,490,507</u>
Less 2017 Recommended Operating Budget	(20,303,052)
Projected Available Balance (December 31, 2017)	<u><b>\$ 11,187,455</b></u>



## 2017 Revenue Summary

2017 Development Services Fund				
Revenue by Source and Year				
Historical and Projected				
	2014	2015	2016	2017
Revenue Summary	Actual	Actual	Estimated	Proposed
Residential Construction	\$ 2,994,642	\$ 3,253,072	\$ 3,225,313	\$ 3,257,566
Multi-Family Construction	10,790	-	-	-
Commercial Construction	9,804,268	10,049,516	10,155,737	10,257,294
Zoning	1,803,583	1,919,021	1,989,746	2,009,643
License/Registration	1,703,725	1,676,807	1,669,382	1,686,076
Other	2,227,038	2,113,217	2,171,555	2,193,271
Interfund Transfer	100,000	25,000	-	-
Encumbrance Cancellations	82,484	66,446	35,000	35,000
Unencumbered Cash Balance	8,544,085	9,644,342	11,716,849	12,051,657
<b>Total Resources</b>	<b>\$ 27,270,615</b>	<b>\$ 28,747,421</b>	<b>\$ 30,963,582</b>	<b>\$ 31,490,507</b>
Percent Change		5.42%	7.71%	1.70%

### Note:

- The department expects all revenue classes to increase in 2017. 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 2017 and beyond are as follows:

- Revenues increase by 1 percent each year in 2018 and beyond, with the exception of 2019 and 2024, which mark the initial year following regularly scheduled rate assessments. These assessments are performed every five years and include a thorough analysis of all fees, which are adjusted accordingly.
- Insurance costs are projected to grow by eight percent annually starting in 2018 and beyond.
- Pro rata fees represent 4.5 percent of revenue generated in the fund.

**DEVELOPMENT SERVICES FUND**  
PRO FORMA OPERATING STATEMENT

REVENUE SOURCE	Actual 2015	Estimated 2016	Proposed 2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
RESIDENTIAL CONSTRUCTION	3,253,072	3,225,313	3,257,566	3,290,142	3,652,057	3,688,578	3,725,464	3,762,718	3,800,346	4,218,384	4,682,406	5,197,470
MULTI-FAMILY CONSTRUCTION	-	-	-	-	-	-	-	-	-	-	-	-
COMMERCIAL CONSTRUCTION	10,049,516	10,155,737	10,257,294	10,359,867	11,499,453	11,614,447	11,730,592	11,847,898	11,966,377	13,282,678	14,743,773	16,365,588
ZONING	1,919,021	1,989,746	2,009,643	2,029,740	2,253,011	2,275,541	2,298,297	2,321,280	2,344,493	2,602,387	2,888,649	3,206,401
LICENSE/REGISTRATION	1,676,807	1,669,382	1,686,076	1,702,937	1,890,260	1,909,162	1,928,254	1,947,536	1,967,012	2,183,383	2,423,555	2,690,146
ALL OTHER	2,113,217	2,171,555	2,193,271	2,215,203	2,458,876	2,483,464	2,508,299	2,533,382	2,558,716	2,840,175	3,152,594	3,499,379
Interfund Transfer	25,000	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL REVENUE</b>	<b>19,036,633</b>	<b>19,211,733</b>	<b>19,403,850</b>	<b>19,597,889</b>	<b>21,753,657</b>	<b>21,971,193</b>	<b>22,190,905</b>	<b>22,412,814</b>	<b>22,636,942</b>	<b>25,127,006</b>	<b>27,890,977</b>	<b>30,958,984</b>
BEGINNING FUND BALANCE	9,644,342	11,716,849	12,051,657	11,187,455	9,960,014	10,216,502	10,077,897	9,516,401	8,502,239	7,003,500	7,147,807	9,157,903
ENCUMBRANCE CANCELLATIONS	66,446	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
<b>TOTAL RESOURCES</b>	<b>28,747,421</b>	<b>30,963,582</b>	<b>31,490,507</b>	<b>30,820,344</b>	<b>31,748,670</b>	<b>32,222,695</b>	<b>32,303,802</b>	<b>31,964,215</b>	<b>31,174,181</b>	<b>32,165,506</b>	<b>35,073,784</b>	<b>40,151,887</b>
<b>EXPENDITURES</b>												
<b>OPERATIONS &amp; MAINTENANCE:</b>												
PERSONNEL SERVICES	11,791,606	12,204,645	13,001,751	13,261,786	13,527,022	13,797,562	14,073,513	14,354,984	14,642,083	14,934,925	15,233,624	15,538,296
EMPLOYEE INSURANCE	2,442,362	2,671,779	3,106,540	3,355,063	3,623,468	3,913,346	4,226,413	4,564,526	4,929,689	5,324,064	5,749,989	6,209,988
27th PAY PERIOD	-	-	-	-	-	-	-	-	-	-	-	-
MATERIALS & SUPPLIES	122,115	115,622	121,971	125,630	129,399	133,281	137,279	141,398	145,640	150,009	154,509	159,144
SERVICES	535,137	693,697	796,295	820,184	844,789	870,133	896,237	923,124	950,818	979,342	1,008,723	1,038,984
PRO RATA	859,147	864,528	873,173	881,905	978,915	988,704	998,591	1,008,577	1,018,662	1,130,715	1,255,094	1,393,154
TECHNOLOGY	1,161,612	1,655,414	1,941,654	1,941,654	1,941,654	1,941,654	1,941,654	1,941,654	1,941,654	1,941,654	1,941,654	1,941,654
FLEET	94,679	99,370	134,668	138,708	142,869	147,155	151,570	156,117	160,801	165,625	170,593	175,711
OTHER	23,915	26,765	47,000	47,000	47,000	47,000	47,000	47,000	47,000	47,000	47,000	47,000
CAPITAL OUTLAY	0	580,105	280,000	288,400	297,052	305,964	315,142	324,597	334,335	344,365	354,696	365,336
TRANSFERS	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL OPERATIONS &amp; MAINTENANCE</b>	<b>17,030,573</b>	<b>18,911,925</b>	<b>20,303,052</b>	<b>20,860,330</b>	<b>21,532,168</b>	<b>22,144,799</b>	<b>22,787,400</b>	<b>23,461,977</b>	<b>24,170,681</b>	<b>25,017,699</b>	<b>25,915,881</b>	<b>26,869,269</b>
<b>TOTAL EXPENSE</b>	<b>17,030,573</b>	<b>18,911,925</b>	<b>20,303,052</b>	<b>20,860,330</b>	<b>21,532,168</b>	<b>22,144,799</b>	<b>22,787,400</b>	<b>23,461,977</b>	<b>24,170,681</b>	<b>25,017,699</b>	<b>25,915,881</b>	<b>26,869,269</b>
ENDING UNENCUMBERED FUND BAL.	\$ 11,716,849	\$ 12,051,657	\$ 11,187,455	\$ 9,960,014	\$ 10,216,502	\$ 10,077,897	\$ 9,516,401	\$ 8,502,239	\$ 7,003,500	\$ 7,147,807	\$ 9,157,903	\$ 13,282,618

## Property Management – 1111 East Broad Street Fund

### 2017 Cash Balance Statement

The east broad street operation fund is the largest subfund 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.

The fund is expected to begin 2017 with an unencumbered cash balance of \$417,209. Total revenue receipts from leases are projected at \$921,368. Estimated available resources, including encumbrance cancellations, total \$1,438,577. Operational expenses in 2017 are projected to be \$1,448,211, leaving a negative year-end balance of \$9,634. A general fund transfer is likely needed in 2017. As a result, the fund will be monitored and adjustments will be made as necessary.

2017 1111 East Broad Street Fund Balance Summary		
Unencumbered Cash Balance (January 1, 2017)	\$	417,209
Plus Estimated 2017 Receipts		921,368
Plus Estimated Encumbrance Cancellations		100,000
Total Estimated Available Resources	\$	1,438,577
Less 2017 Recommended Operating Budget		(1,448,211)
Projected Available Balance (December 31, 2017)	<b>\$</b>	<b>(9,634)</b>

## Private Inspection Fund

### 2017 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 generally associated with subdivision and commercial development. Revenues for 2017 are budgeted at \$3,037,936 and encumbrance cancellations of \$28,205 are expected. Public Service is expecting that by the end of 2017 the fund, should have a remaining balance of \$2,475,919.

<b>2017 Private Inspection Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2017)	\$ 2,780,461
Plus Estimated 2017 Receipts	3,037,936
Plus Estimated Encumbrance Cancellations	28,205
Total Estimated Available Resources	<u>\$ 5,846,602</u>
Less 2017 Recommended Operating Budget	(3,370,683)
Projected Available Balance (December 31, 2017)	<u><u>\$ 2,475,919</u></u>

## Parking Meter Program Fund

### 2017 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. Revenue for the fund is projected to reach \$5,859,612 and encumbrance cancellations should total \$8,073 by year's end. The parking meter program fund is projected to end 2017 with a fund balance of \$588,794.

<b>2017 Parking Meter Program Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2017)	\$ 1,388,331
Plus Estimated 2017 Receipts	5,859,612
Plus Estimated Encumbrance Cancellations	8,073
Total Estimated Available Resources	<u>\$ 7,256,016</u>
Less 2017 Recommended Operating Budget	3,317,352
Less 2017 Transfer	3,349,870
Projected Available Balance (December 31, 2017)	<u><b>\$ 588,794</b></u>

## 2017 Revenue Summary

2017 Parking Meter Program Fund				
Revenue by Source and Year				
Historical and Projected				
	2014	2015	2016	2017
Revenue Summary	Actual	Actual	Estimated	Proposed
Miscellaneous Revenue	\$ 189,705	\$ 265,888	\$ 207,618	\$ 258,981
Parking Meter Collections	5,445,512	5,750,005	6,104,912	5,600,631
Encumbrance Cancellations	23,344	8,102	8,073	8,073
Unencumbered Cash Balance	711,458	817,987	1,439,290	1,388,331
Total Resources	<u>\$ 6,370,019</u>	<u>\$ 6,841,983</u>	<u>\$ 7,759,893</u>	<u>\$ 7,256,016</u>
Percent Change		<b>7.41%</b>	<b>13.42%</b>	<b>-6.49%</b>

## Parking Meter Program Fund Pro Forma Operating Statement

A ten-year pro forma operating statement is presented on the following page. It represents the fund's revenues and expenditures for that period, given certain assumptions, and is essential in providing a framework for future financial decisions. The major assumptions included in this pro forma for years 2017 and beyond are as follows:

- The projected revenue figures include a one percent annual growth rate starting in 2018.
- Personnel, excluding health insurance, operations, and maintenance expenses, and fleet and technology grow at two percent per year. Insurance costs grow by eight percent annually starting in 2018 and beyond.
- The ending fund balance projects to be positive through 2017.



PARKING METER PROGRAM FUND PRO FORMA OPERATING STATEMENT												
REVENUE	Actual 2015	Estimated 2016	Proposed 2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Miscellaneous Revenue	265,888	207,618	258,981	262,866	266,809	270,811	274,873	278,996	283,181	287,429	291,740	296,116
Parking Meter Collections	5,750,005	6,104,912	5,600,631	5,684,640	5,769,910	5,856,459	5,944,306	6,033,470	6,123,972	6,215,832	6,309,069	6,403,705
<b>TOTAL REVENUE</b>	<b>6,015,893</b>	<b>6,312,530</b>	<b>5,859,612</b>	<b>5,947,506</b>	<b>6,036,719</b>	<b>6,127,270</b>	<b>6,219,179</b>	<b>6,312,466</b>	<b>6,407,153</b>	<b>6,503,261</b>	<b>6,600,809</b>	<b>6,699,822</b>
Beginning Fund Balance	817,987	1,439,290	1,388,331	588,794	(210,407)	(1,011,401)	(1,915,320)	(2,727,043)	(3,548,119)	(4,381,508)	(5,227,980)	(6,093,413)
Encumbrance Cancellations	8,102	8,073	8,073	8,073	8,073	8,073	8,073	8,073	8,073	8,073	8,073	8,073
<b>TOTAL RESOURCES</b>	<b>6,841,983</b>	<b>7,759,893</b>	<b>7,256,016</b>	<b>6,544,373</b>	<b>5,834,385</b>	<b>5,123,942</b>	<b>4,311,932</b>	<b>3,593,496</b>	<b>2,867,107</b>	<b>2,129,826</b>	<b>1,380,903</b>	<b>614,482</b>
<b>OPERATING EXPENSES</b>												
Personnel Services	265,665	842,631	986,166	1,005,889	1,026,007	1,046,527	1,067,458	1,088,807	1,110,583	1,132,795	1,155,451	1,178,560
Health Insurance	78,344	285,919	353,514	381,795	412,339	445,326	480,952	519,428	560,982	605,861	654,330	706,676
27th Pay Period	-	-	-	-	-	98,817	-	-	-	-	-	-
Supplies & Materials	44,468	88,212	108,500	110,670	112,883	115,141	117,444	119,793	122,189	122,189	124,632	124,632
Contractual Services	1,720,325	1,749,463	1,823,250	1,859,715	1,896,909	1,934,847	1,973,544	2,013,015	2,053,276	2,094,341	2,136,228	2,178,953
Fleet	5,743	12,323	27,922	28,480	29,050	29,631	30,224	30,828	31,445	32,074	32,715	33,369
Other	22,849	18,144	18,000	18,360	18,727	19,102	19,484	19,873	20,271	20,676	21,090	21,512
Capital	-	25,000	-	-	-	-	-	-	-	-	-	-
Transfers	3,265,300	3,349,870	3,349,870	3,349,870	3,349,870	3,349,870	3,349,870	3,349,870	3,349,870	3,349,870	3,349,870	3,349,870
<b>TOTAL OPERATING EXPENSES</b>	<b>5,402,693</b>	<b>6,371,562</b>	<b>6,667,222</b>	<b>6,754,780</b>	<b>6,845,786</b>	<b>7,039,261</b>	<b>7,038,975</b>	<b>7,141,615</b>	<b>7,248,615</b>	<b>7,357,805</b>	<b>7,474,316</b>	<b>7,593,572</b>
Ending Fund Balance	1,439,290	1,388,331	588,794	(210,407)	(1,011,401)	(1,915,320)	(2,727,043)	(3,548,119)	(4,381,508)	(5,227,980)	(6,093,413)	(6,979,090)

The revenue programs have been reduced to two from five due to the implementation of the city's new accounting system. Revenue from parking meter, credit card, and IPS meter now appear as parking meter collections. Miscellaneous revenue and parking fees now as appear miscellaneous revenue.



*Located in north central Columbus, the Clintonville neighborhood was founded as a township by the same name when land was granted to Revolutionary War veterans in the late 1700s. As trade businesses developed along the Columbus-Worthington Road (High Street), owners built homes near them. The area/neighborhood name was firmly established with the opening of a post office in 1847, and over the next century, Clintonville was annexed into the city.*

---

## INTERNAL SERVICE FUNDS

---

### 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.

## 2017 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.

2017 Employee Benefits Fund Balance Summary	
Unencumbered Cash Balance (January 1, 2017)	\$ -
Plus Estimated 2017 Receipts	4,939,021
Total Estimated Available Resources	\$ 4,939,021
Less 2017 Recommended Operating Budget - Administration	(4,544,021)
Less 2017 Recommended Operating Budget - Property Boiler Insurance	(395,000)
Projected Available Balance (December 31, 2017)	\$ -

### Notes:

- The figures cited above reflect only the revenues and expenditures associated with administration of the risk management section of the Department of Human Resources and include the payments for the property and boiler insurance for city facilities.
- The fund is expected to begin and end the year with a zero balance.
- Revenues and expenditures associated with the payment of 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.

### 2017 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 2017 with an unencumbered cash balance of \$87,699. The fund is expected to end 2017 with a positive unencumbered cash balance of \$119,699. Significant improvements in billing procedures, office space and equipment have been implemented and the resulting benefits continue to be reflected in both operations.

2017 Print and Mailroom Services Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2017)	\$ 87,699
Plus Estimated 2017 Print Services Receipts	435,992
Plus Estimated 2017 Mailroom Services Receipts	1,250,677
Plus Estimated Encumbrance Cancellations	32,000
Total Estimated Available Resources	<u>\$ 1,806,368</u>
Less 2017 Recommended Operating Budget - Print	(435,992)
Less 2017 Recommended Operating Budget - Mailroom	(1,250,677)
Projected Available Balance (December 31, 2017)	<u><u>\$ 119,699</u></u>

### 2017 Revenue Summary

2017 Print and Mailroom Services Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2014 Actual	2015 Actual	2016 Estimated	2017 Proposed
Print Services	\$ 296,203	\$ 262,709	\$ 448,657	\$ 435,992
Mailroom Services	1,041,214	1,261,790	1,290,258	1,250,677
Encumbrance Cancellations	35,140	36,267	66,000	32,000
Unencumbered Cash Balance	(39,228)	(89,974)	21,943	87,699
Total Resources	<u>\$ 1,333,329</u>	<u>\$ 1,470,792</u>	<u>\$ 1,826,858</u>	<u>\$ 1,806,368</u>
Percent Change		<b>10.31%</b>	<b>24.21%</b>	<b>-1.12%</b>

## 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.

### 2017 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 2017 revenue estimate is equal to a projection of 3,250 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 2017 with a projected unencumbered cash balance of \$486,160.

2017 Land Acquisition Fund Balance Summary	
Unencumbered Cash Balance (January 1, 2017)	\$ 646,564
Plus Estimated 2017 Receipts	975,000
Plus Estimated Encumbrance Cancellations	-
Total Estimated Available Resources	<u>\$ 1,621,564</u>
Less 2017 Recommended Operating Budget	(1,135,404)
Projected Available Balance (December 31, 2017)	<u><b>\$ 486,160</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.

### 2017 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 \$483,410 and end the year with \$633,410. 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.

2017 Technology Services Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2017)	\$ 483,410
Plus Estimated 2017 Receipts	36,521,710
Plus Estimated Encumbrance Cancellations	<u>150,000</u>
Total Estimated Available Resources	\$ 37,155,120
Less 2017 Recommended Operating Budget	(36,521,710)
Projected Available Balance (December 31, 2017)	<u><u>\$ 633,410</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 eight percent annually in 2018 and beyond.
- The Information Services Division incurs debt service for capital expenditures such as terminal replacement, system migration, network expansion, the city's Oracle site license and enterprise-wide network management software, data center renovations, hardware upgrades and mass storage, software upgrades, telephony upgrades, and other projects.
- Recovery rates in the pro forma are adjusted as necessary to allow the division to maintain positive year-end unencumbered cash balances. This pro forma indicates an approximate two percent increase in revenues in 2018, as necessary, to meet that goal. Revenues in each of the years thereafter are adjusted to maintain a positive balance in the fund.

INFORMATION SERVICES DIVISION PRO FORMA OPERATING STATEMENT												
	Actual 2015	Estimated 2016	Proposed 2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
<b>REVENUES BY SOURCE</b>												
Other Fund-Direct Charge	2,529,052	3,396,228	3,908,436	3,976,834	4,191,583	4,197,870	4,307,015	4,423,304	4,522,828	4,586,148	4,590,734	4,595,325
Other Fund-Indirect Charge	10,052,823	12,365,872	13,824,503	14,066,432	14,826,019	14,848,258	15,234,313	15,645,640	15,997,667	16,221,634	16,237,855	16,254,093
General Fund-Direct Charge	692,400	1,520,787	1,698,061	1,727,777	1,821,077	1,823,809	1,871,228	1,921,751	1,964,990	1,992,500	1,994,493	1,996,487
General Fund-Indirect Charge	16,380,421	16,323,213	17,057,311	17,355,814	18,293,028	18,320,467	18,796,800	19,304,313	19,738,660	20,015,001	20,035,016	20,055,051
Outside Source Revenue	148,306	67,820	33,399	33,984	35,819	35,873	36,805	37,799	38,649	39,191	39,230	39,269
<b>Total Revenue</b>	<b>29,803,002</b>	<b>33,673,920</b>	<b>36,521,710</b>	<b>37,160,841</b>	<b>39,167,526</b>	<b>39,226,277</b>	<b>40,246,161</b>	<b>41,332,807</b>	<b>42,262,794</b>	<b>42,854,474</b>	<b>42,897,328</b>	<b>42,940,225</b>
<b>Encumbrance Cancellations</b>	<b>860,193</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>
<b>Beginning Fund Balance</b>	<b>886,419</b>	<b>293,893</b>	<b>483,410</b>	<b>633,410</b>	<b>22,679</b>	<b>45,199</b>	<b>90,769</b>	<b>35,759</b>	<b>38,701</b>	<b>12,703</b>	<b>24,656</b>	<b>430,295</b>
<b>TOTAL RESOURCES</b>	<b>31,549,614</b>	<b>34,117,813</b>	<b>37,155,120</b>	<b>37,944,251</b>	<b>39,340,205</b>	<b>39,421,476</b>	<b>40,486,930</b>	<b>41,518,566</b>	<b>42,451,495</b>	<b>43,017,177</b>	<b>43,071,984</b>	<b>43,520,520</b>
<b>EXPENDITURES</b>												
Operating- Admin & ISD												
Personnel Services	13,642,032	14,106,045	15,463,087	15,772,349	16,087,796	16,409,552	16,737,743	17,072,498	17,413,947	17,762,226	18,117,471	18,479,820
Health Insurance	2,449,523	2,657,808	3,119,305	3,368,849	3,638,357	3,929,426	4,243,780	4,583,282	4,949,945	5,345,941	5,773,616	6,235,505
Materials & Supplies	1,282,210	1,475,497	1,433,107	1,461,769	1,491,005	1,520,825	1,551,241	1,582,266	1,613,911	1,646,189	1,679,113	1,712,696
Services	8,653,672	10,496,514	11,321,961	11,548,400	11,779,368	12,014,956	12,255,255	12,500,360	12,750,367	13,005,374	13,265,482	13,530,791
Fleet	17,345	34,529	22,542	22,993	23,453	23,922	24,400	24,888	25,386	25,894	26,412	26,940
Other	4,759	-	5,200	5,304	5,410	5,518	5,629	5,741	5,856	5,973	6,093	6,214
Capital Outlay	141,835	276,506	242,820	247,676	252,630	257,683	262,836	268,093	273,455	278,924	284,502	290,192
<b>Total Operating Expenses</b>	<b>26,191,376</b>	<b>29,046,899</b>	<b>31,608,022</b>	<b>32,427,340</b>	<b>33,278,019</b>	<b>34,161,882</b>	<b>35,080,884</b>	<b>36,037,128</b>	<b>37,032,867</b>	<b>38,070,521</b>	<b>39,152,689</b>	<b>40,282,158</b>
Debt Service - Principal	4,220,700	3,870,000	4,260,000	4,120,000	5,020,000	4,030,000	4,100,000	4,200,000	4,330,000	4,070,000	2,880,000	2,065,000
Debt Service - Interest	843,645	717,504	653,688	1,374,232	996,987	1,138,825	1,270,287	1,242,737	1,075,925	852,000	609,000	411,300
Expenses	5,064,345	4,587,504	4,913,688	5,494,232	6,016,987	5,168,825	5,370,287	5,442,737	5,405,925	4,922,000	3,489,000	2,476,300
<b>TOTAL EXPENSES</b>	<b>31,255,721</b>	<b>33,634,403</b>	<b>36,521,710</b>	<b>37,921,572</b>	<b>39,295,006</b>	<b>39,330,707</b>	<b>40,451,171</b>	<b>41,479,865</b>	<b>42,438,792</b>	<b>42,992,521</b>	<b>42,641,689</b>	<b>42,758,458</b>
<b>ENDING FUND BALANCE</b>	<b>293,893</b>	<b>483,410</b>	<b>633,410</b>	<b>22,679</b>	<b>45,199</b>	<b>90,769</b>	<b>35,759</b>	<b>38,701</b>	<b>12,703</b>	<b>24,656</b>	<b>430,295</b>	<b>762,062</b>
Assumptions:												
Expenditures increase 2% for personnel expenses, materials & supplies, services, and capital expenses; insurance costs increase at 8%.												
Revenues increase at a minimum variable rate from 2018-2026 to maintain fund solvency.												





## 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.

### 2017 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 \$1,060,220 and will end 2017 with an unencumbered cash balance of \$2,493,798.

2017 Fleet Management Fund Balance Summary	
Unencumbered Cash Balance (January 1, 2017)	\$ 1,060,220
Plus Estimated 2017 Receipts	39,129,081
Plus Estimated Encumbrance Cancellations	400,000
Total Estimated Available Resources	\$ 40,589,301
Less 2017 Recommended Operating Budget	(38,095,503)
Projected Available Balance (December 31, 2017)	<b>\$ 2,493,798</b>

## 2017 Revenue Summary

2017 Fleet Management Fund				
Revenue by Source and Year				
Historical and Projected				
	2014	2015	2016	2017
Revenue Summary	Actual	Actual	Estimated	Proposed
Public Safety	\$ 15,438,260	\$ 13,780,573	\$ 14,870,936	\$ 17,432,366
Refuse Collection	7,726,008	7,552,732	7,938,053	9,050,405
Other General Fund	231,830	227,817	1,840,030	1,917,749
Other Funds	10,310,044	9,160,139	7,629,144	9,978,561
Refunds/Miscellaneous	566,549	980,633	785,486	750,000
Encumbrance Cancellations	5,063,499	402,839	75,000	400,000
Unencumbered Cash Balance	(5,382,291)	318,482	(46,499)	1,060,220
Total Resources	\$ 33,953,899	\$ 32,423,214	\$ 33,092,150	\$ 40,589,301
Percent Change		-4.51%	2.06%	22.66%

## 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 eight percent annually in 2018 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 2018, as necessary, to meet that goal. Revenues in each of the years thereafter are adjusted to maintain a positive balance in the fund.

**FLEET MANAGEMENT FUND  
PRO FORMA OPERATING STATEMENT**

	Actual 2015	Estimated 2016	Proposed 2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
<b>REVENUE SOURCE</b>												
<b>MAINTENANCE SERVICE CHARGES</b>												
Public Safety	13,780,573	14,870,936	17,432,366	17,475,947	18,174,985	18,583,922	18,769,761	19,145,156	19,528,060	19,967,441	20,416,708	20,825,042
Refuse Collection	7,552,732	7,938,053	9,050,405	9,073,031	9,435,952	9,648,261	9,744,744	9,939,639	10,138,431	10,366,546	10,599,793	10,811,789
Other General Fund Divisions	227,817	1,840,030	1,917,749	1,922,543	1,999,445	2,044,433	2,064,877	2,106,174	2,148,298	2,196,635	2,246,059	2,290,980
Other Funds	9,160,139	7,629,144	9,978,561	10,003,507	10,403,648	10,637,730	10,744,107	10,958,989	11,178,169	11,429,678	11,686,846	11,920,582
Miscellaneous Revenues	980,633	785,486	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>31,701,893</b>	<b>33,063,649</b>	<b>39,129,081</b>	<b>39,247,529</b>	<b>40,809,705</b>	<b>41,733,891</b>	<b>42,167,621</b>	<b>43,019,414</b>	<b>43,879,803</b>	<b>44,867,098</b>	<b>45,876,608</b>	<b>46,794,140</b>
Beginning Fund Balance	318,482	(46,499)	1,060,220	2,493,798	3,199,548	4,246,644	5,732,570	7,083,593	8,457,966	9,733,434	11,015,334	12,326,527
Encumbrance Cancellations	402,839	75,000	400,000	400,000	40,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
<b>TOTAL RESOURCES</b>	<b>32,423,214</b>	<b>33,092,150</b>	<b>40,589,301</b>	<b>42,141,327</b>	<b>44,049,253</b>	<b>46,380,535</b>	<b>48,300,191</b>	<b>50,503,007</b>	<b>52,737,768</b>	<b>55,000,532</b>	<b>57,291,942</b>	<b>59,520,667</b>
<b>EXPENDITURES</b>												
<b>Operations and Maintenance</b>												
Personnel Services	7,900,502	8,125,109	8,663,438	8,836,707	9,013,441	9,193,710	9,377,584	9,565,136	9,756,438	9,951,567	10,150,598	10,353,610
Health Insurance	2,332,822	2,275,621	2,612,303	2,821,287	3,046,990	3,290,749	3,554,009	3,838,330	4,145,397	4,477,028	4,835,191	5,222,006
Materials & Supplies	13,375,020	12,331,454	16,573,768	16,905,243	17,243,348	17,588,215	17,939,979	18,298,779	18,664,755	19,038,050	19,418,811	19,807,187
Services	4,405,822	4,034,994	4,172,926	4,256,385	4,341,512	4,428,342	4,516,909	4,607,247	4,699,392	4,793,380	4,889,248	4,987,033
Other Disbursements	17,522	5,000	5,000	5,100	5,202	5,306	5,412	5,520	5,631	5,743	5,858	5,975
Capital	-	81,131	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>28,031,688</b>	<b>26,853,309</b>	<b>32,108,566</b>	<b>32,907,476</b>	<b>33,734,902</b>	<b>34,592,420</b>	<b>35,481,713</b>	<b>36,404,588</b>	<b>37,362,979</b>	<b>38,358,963</b>	<b>39,394,764</b>	<b>40,472,770</b>
Director's Office	748,684	727,068	795,163	807,090	819,197	831,485	843,957	856,616	869,466	882,508	895,745	909,181
<b>Debt Service</b>												
Principal	2,655,300	3,216,000	3,986,000	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	1,034,041	1,235,553	1,205,774	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>3,689,341</b>	<b>4,451,553</b>	<b>5,191,774</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>32,469,713</b>	<b>32,031,930</b>	<b>38,095,503</b>	<b>38,941,779</b>	<b>39,802,609</b>	<b>40,647,964</b>	<b>41,216,598</b>	<b>42,045,041</b>	<b>43,004,334</b>	<b>43,985,198</b>	<b>44,965,415</b>	<b>45,276,888</b>
<b>ENDING FUND BALANCE</b>	<b>(46,499)</b>	<b>1,060,220</b>	<b>2,493,798</b>	<b>3,199,548</b>	<b>4,246,644</b>	<b>5,732,570</b>	<b>7,083,593</b>	<b>8,457,966</b>	<b>9,733,434</b>	<b>11,015,334</b>	<b>12,326,527</b>	<b>14,243,779</b>
<b>Assumptions:</b>												
Expenditures increase 2% for personnel expenses, materials & supplies, services, other disbursements, and capital; insurance costs increases at 8%.												
Revenues increase at a minimum variable rate from 2018-2026 to maintain fund solvency.												

## 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.

### 2017 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 2017 are budgeted at \$8,614,874 and encumbrance cancellations of \$30,000 are expected. The fund is expected to end 2017 with an unencumbered cash balance of \$756,414.

2017 Construction Inspection Fund Balance Summary	
Unencumbered Cash Balance (January 1, 2017)	\$ 763,469
Plus Estimated 2017 Receipts	8,614,874
Plus Estimated Encumbrance Cancellations	30,000
Total Estimated Available Resources	<u>\$ 9,408,343</u>
Less 2017 Recommended Operating Budget	(8,651,929)
Projected Available Balance (December 31, 2017)	<u><u>\$ 756,414</u></u>

This page has been intentionally left blank.



*The area known today as 5<sup>th</sup> by Northwest was annexed to the city in 1922 after decades of being home to a major railroad as well as several important industries and businesses.*

## ENTERPRISE FUNDS

### Sewerage and Drainage Operating Fund

#### 2017 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 2017 cash balance is \$214.5 million, which includes \$125 million in two reserve funds and an EPA mandated replacement fund.

2017 Sewerage and Drainage Operating Fund Balance Summary	
Unencumbered Cash Balance (January 1, 2017)	\$ 214,534,421
Plus Estimated 2017 Receipts	266,636,660
Plus Estimated Encumbrance Cancellations	5,000,000
Total Estimated Available Resources	\$ 486,171,081
Less 2017 Recommended Operating Budget (Sewers/Drains)	(271,523,840)
Less 2017 Recommended Operating Budget (Administration)	(8,534,911)
Projected Available Balance (December 31, 2017)	<b>\$ 206,112,330</b>

## 2017 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.

## 2017 Revenue Summary

2017 Sewerage and Drainage Operating Fund				
Revenue by Source and Year				
Historical and Projected				
	2014	2015	2016	2017
Revenue Summary	Actual	Actual	Estimated	Proposed
Sewer Sales	\$ 192,976,479	\$ 199,254,808	\$ 204,170,693	\$ 210,321,335
Wet Weather Charges	32,587,890	34,327,463	35,103,937	36,406,867
System Capacity Charges	5,971,738	5,879,322	5,936,695	5,996,062
Investment Income	1,654,336	2,074,453	2,116,561	2,137,727
Storm Maintenance Reimbursement	8,307,135	8,205,977	8,517,867	8,773,403
Other*	2,948,079	16,053,885	6,162,555	8,001,266
Unencumbered Cash Balance	197,037,025	213,732,941	214,939,630	214,534,421
<b>Total Resources</b>	<b>\$ 441,482,682</b>	<b>\$ 479,528,849</b>	<b>\$ 476,947,938</b>	<b>\$ 486,171,081</b>
Percent Change		<b>8.62%</b>	<b>-0.54%</b>	<b>1.93%</b>

\*Includes debt refinancing premiums in 2013 and 2014 and encumbrance cancellations in 2015, 2016 and 2017.

### Notes:

- The Sewer and Water Advisory Board recommended a three percent increase in revenues for 2017. With this increase, revenues, excluding the beginning balance and encumbrance cancellations, will total \$271.6 million in 2017.
- There will be no change to the sewer system capacity fee in 2017.
- Due to the volatility of the market, the interest income projection is normally very conservative, with a projected one percent increase in 2017. 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 2017. 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 2017. This discount is applied to the commodity portion of the customer's sanitary sewer bill to provide financial relief to qualifying customers.

---

## Sewerage and Drainage Operating Fund

### Pro Forma Operating Statement

Presented below is a pro forma operating statement for the sewerage system enterprise operating fund, reflecting sanitary sewer operations only. A separate pro forma statement for storm sewer operations is presented later in this document. Represented is a projection of the sewerage and drainage operating fund revenues and expenditures for the period 2015 through 2026, 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 2017.
- Growth of the sanitary system is projected to be 0.5 percent throughout the pro forma projection period.
- System capacity charges are assumed to grow by one percent annually.
- Projections for personnel costs reflect the rates in effect for the various collective bargaining agreements and/or management salary ordinances represented in the division.
- The 2017 operations and maintenance budget includes \$11.4 million to pay pro rata (payment to the general fund for services provided to the utility divisions by general fund agencies).
- In 2017, the division will pay \$158.2 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 \$92.3 million in debt service payments to the Ohio Water Development Authority (OWDA). Use of these low-interest moneys help to decrease the debt retirement expenses associated with sanitary sewer projects. Unlike municipal bonds, debt service on OWDA funded construction projects is not paid until construction is complete.
- The Division of Sewerage and Drainage's capital improvements plan has been reduced by ten percent throughout the pro forma period. This reduction recognizes the likelihood that actual debt issuance in any given year will not reach levels outlined in the capital improvements budget because of unavoidable lags in the project planning and implementation process.
- The Division of Sewerage and Drainage's pro forma statement also assumes that all general obligation debt will be issued late in any given year, such that the interest expense is not due until the following year and the principal payment is due the year after that.
- A portion of the costs associated with the Public Utilities Director's Office are borne by the sewerage enterprise operating fund. In 2017, \$8.5 million is allocated in this fund for the Director's Office.



## SANITARY SEWER ENTERPRISE FUND

## Pro Forma Operating Statement

For Years 2015 - 2026 (000's omitted)

	Actual	Estimated	Proposed									
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Beginning Cash Balance	<b>213,733</b>	<b>214,940</b>	<b>214,534</b>	<b>206,112</b>	<b>199,790</b>	<b>203,527</b>	<b>191,821</b>	<b>182,795</b>	<b>185,448</b>	<b>190,190</b>	<b>197,211</b>	<b>198,408</b>
Utility Revenues												
Sewer Sales	199,255	204,171	205,192	212,271	223,774	238,113	253,384	272,148	289,634	308,256	321,993	333,161
Sewer Sales Increase	-	-	5,130	8,845	11,189	11,906	14,781	13,607	14,482	10,275	8,050	8,329
Wet Weather	34,327	35,104	35,529	36,848	38,793	41,128	43,589	46,545	49,315	52,268	54,559	56,536
Wet Weather Increase	-	-	878	1,480	1,842	1,940	2,399	2,179	2,327	1,644	1,307	1,364
Interest Income	2,074	2,117	2,138	2,159	2,181	2,203	2,225	2,247	2,269	2,292	2,315	2,338
System Capacity Charge	5,879	5,937	5,996	6,056	6,117	6,178	6,240	6,302	6,365	6,429	6,493	6,558
Other	1,818	930	3,001	2,990	3,013	3,072	3,132	3,194	3,228	3,293	3,359	3,426
Reimbursement from Stormwater Fund	8,206	8,518	8,773	9,037	9,308	9,587	9,875	10,171	10,476	10,790	11,114	11,447
Debt Refinancing	236	232	-	-	-	-	-	-	-	-	-	-
Meter Revenue AMR	-	-	-	-	1,500	1,500	1,500	2,500	2,500	2,500	3,500	3,500
Total Revenue	<u>251,796</u>	<u>257,008</u>	<u>266,637</u>	<u>279,686</u>	<u>297,716</u>	<u>315,625</u>	<u>337,124</u>	<u>358,894</u>	<u>380,596</u>	<u>397,747</u>	<u>412,688</u>	<u>426,660</u>
Projected Encumbrance Cancellations		5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Total Resources	<u>465,529</u>	<u>476,948</u>	<u>486,171</u>	<u>490,798</u>	<u>502,506</u>	<u>524,152</u>	<u>533,945</u>	<u>546,688</u>	<u>571,044</u>	<u>592,937</u>	<u>614,899</u>	<u>630,067</u>
Utility Expense												
Operations & Maintenance												
Personnel Services	34,726	35,450	37,569	38,696	39,857	41,053	42,284	43,553	44,859	46,205	47,591	49,019
27th Pay Period	-	-	-	-	-	1,626	-	-	-	-	-	-
Health Insurance	8,381	8,864	10,239	10,956	11,722	12,543	13,421	14,361	15,366	16,441	17,592	18,824
Supplies & Materials	7,055	7,394	8,704	8,965	9,234	9,511	9,796	10,090	10,393	10,705	11,026	11,357
Pro Rata	11,270	11,103	11,400	12,176	12,909	13,703	14,657	15,579	16,543	17,301	17,913	18,527
Contractual Services	33,782	38,250	40,202	40,604	41,010	41,420	41,834	42,252	42,675	43,102	43,533	43,968
Other	9	49	172	175	178	182	186	189	193	197	201	205
Equipment	3,387	4,503	4,201	4,243	4,328	4,414	4,503	4,593	4,685	4,778	4,874	4,971
Department of Public Utilities Allocation	6,747	7,297	8,535	8,706	8,880	9,057	9,238	9,423	9,612	9,804	10,000	10,200
Total Operations & Maintenance	<u>105,357</u>	<u>112,910</u>	<u>121,021</u>	<u>124,520</u>	<u>128,119</u>	<u>133,509</u>	<u>135,920</u>	<u>140,040</u>	<u>144,325</u>	<u>148,533</u>	<u>152,730</u>	<u>157,071</u>
Debt Service												
Revenue Bond	16,973	17,817	18,248	18,248	18,248	18,248	18,248	18,248	27,023	32,910	46,273	34,490
General Obligation	42,830	44,000	47,593	53,512	49,472	46,455	45,185	43,869	40,440	38,781	37,254	34,352
Debt Refinancing	-	-	-	-	-	-	-	-	-	-	-	-
OWPCLF/OWDA Debt- Non Wet Weather	85,430	87,087	89,550	87,465	85,346	85,674	85,299	80,258	77,400	72,612	69,026	67,272
Proposed New Debt	-	-	2,712	6,696	17,264	47,914	65,970	78,297	91,165	102,390	110,708	142,541
Fiscal Charges	-	460	800	500	500	500	500	500	500	500	500	500
Assessments	-	140	134	66	31	30	29	29	-	-	-	-
Total Debt Service	<u>145,233</u>	<u>149,504</u>	<u>159,038</u>	<u>166,487</u>	<u>170,861</u>	<u>198,822</u>	<u>215,231</u>	<u>221,200</u>	<u>236,529</u>	<u>247,194</u>	<u>263,761</u>	<u>279,155</u>
Total Expense	<u>250,589</u>	<u>262,414</u>	<u>280,059</u>	<u>291,008</u>	<u>298,979</u>	<u>332,331</u>	<u>351,151</u>	<u>361,240</u>	<u>380,854</u>	<u>395,726</u>	<u>416,492</u>	<u>436,225</u>
Ending Fund Balance	<u>214,940</u>	<u>214,534</u>	<u>206,112</u>	<u>199,790</u>	<u>203,527</u>	<u>191,821</u>	<u>182,795</u>	<u>185,448</u>	<u>190,190</u>	<u>197,211</u>	<u>198,408</u>	<u>193,842</u>
Projected Rate Increase	-	-	<b>3.00%</b>	<b>5.00%</b>	<b>6.00%</b>	<b>6.00%</b>	<b>7.00%</b>	<b>6.00%</b>	<b>6.00%</b>	<b>4.00%</b>	<b>3.00%</b>	<b>3.00%</b>

## Electricity Enterprise Fund

### 2017 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 2017, there is a projected cash balance of nearly \$20.3 million, which reflects the combined balances of the reserve and operating funds.

2017 Electricity Enterprise Fund Balance Summary	
Unencumbered Cash Balance (January 1, 2017)	\$ 20,257,944
Plus Estimated 2017 Receipts	81,451,891
Plus Estimated Encumbrance Cancellations	506,718
Total Estimated Available Resources	<u>\$ 102,216,553</u>
Less 2017 Recommended Operating Budget (Electricity)	(84,858,162)
Less 2017 Recommended Operating Budget (Administration)	(1,189,994)
Projected Available Balance (December 31, 2017)	<u><u>\$ 16,168,397</u></u>

### 2017 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.

## 2017 Revenue Summary

2017 Electricity Enterprise Fund				
Revenue by Source and Year				
Historical and Projected				
	2014	2015	2016	2017
Revenue Summary	Actual	Actual	Estimated	Proposed
Charges for Electrical Service	\$ 80,174,806	\$ 75,963,437	\$ 76,319,395	\$ 79,140,556
Investment Income	155,732	221,860	222,112	125,000
Other Revenue*	3,610,794	2,484,263	3,130,632	2,556,159
Street Light Assessments	310,706	286,137	157,891	136,894
Unencumbered Cash Balance	15,700,015	21,127,156	21,459,468	20,257,944
Total Resources	<u>\$ 99,952,053</u>	<u>\$ 100,082,853</u>	<u>\$ 101,289,498</u>	<u>\$ 102,216,553</u>
Percent Change		<b>0.13%</b>	<b>1.21%</b>	<b>0.92%</b>

\*Includes encumbrance cancellations in 2015, 2016 and 2017.

### Notes:

- Revenues, excluding the beginning year cash balance and encumbrance cancellations, are expected to be \$82.0 million in 2017.
- 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 2017. In 2017, 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 2015 through 2026. 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 2017, \$57.3 million is budgeted for this commodity. This amount is 9.9 percent more than expended in 2015 and 7.6 percent more than it projects to spend in 2016. These increases reflect the division's estimates for additional transmission, extra capacity, and other ancillary charges. The division will be entering into a new wholesale energy contract starting in January of 2017.
- 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 2017, \$1.2 million is allocated in this fund for this purpose.

## ELECTRICITY ENTERPRISE FUND

## Pro Forma Operating Statement

For Years 2015 - 2026 (000's omitted)

	Actual	Estimate	Proposed									
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Beginning Cash Balance	<u>21,127</u>	<u>21,459</u>	<u>20,258</u>	<u>16,168</u>	<u>14,585</u>	<u>15,376</u>	<u>13,243</u>	<u>14,784</u>	<u>16,247</u>	<u>15,253</u>	<u>12,111</u>	<u>9,627</u>
Utility Revenues												
Electricity Sales												
Residential	6,244	6,275	6,275	6,275	6,275	6,275	6,275	6,275	6,275	6,275	6,275	6,275
Commercial	64,636	64,936	67,380	67,398	67,524	67,652	67,782	67,914	68,047	68,182	68,318	68,457
Expressway Lighting	583	587	605	623	641	661	681	701	722	744	766	789
Kilowatt Hour Tax Reduction	-3,200	-3,213	-3,179	-3,186	-3,196	-3,207	-3,219	-3,230	-3,242	-3,255	-3,267	-3,280
PCRA	7,701	7,734	8,269	8,400	7,900	11,000	7,700	8,500	10,000	9,000	12,000	12,000
Total Electric Sales	<u>75,963</u>	<u>76,319</u>	<u>79,141</u>	<u>79,283</u>	<u>78,899</u>	<u>82,114</u>	<u>78,949</u>	<u>79,852</u>	<u>81,478</u>	<u>80,609</u>	<u>83,729</u>	<u>83,870</u>
Other Revenues	2,770	<b>2,784</b>	2,186	2,113	2,179	2,246	2,316	2,388	2,462	2,539	2,618	2,699
Investment Earnings	222	<b>222</b>	125	125	125	125	125	125	125	125	125	125
Total Revenue	<u>78,956</u>	<u>79,326</u>	<u>81,452</u>	<u>81,521</u>	<u>81,203</u>	<u>84,485</u>	<u>81,390</u>	<u>82,366</u>	<u>84,066</u>	<u>83,273</u>	<u>86,472</u>	<u>86,695</u>
Projected Encumbrance Cancellations	-	504	507	495	482	519	479	485	510	519	534	543
Total Resources	<u>100,083</u>	<u>101,289</u>	<u>102,217</u>	<u>98,184</u>	<u>96,270</u>	<u>100,381</u>	<u>95,111</u>	<u>97,635</u>	<u>100,823</u>	<u>99,045</u>	<u>99,117</u>	<u>96,865</u>
Utility Expense												
Operations & Maintenance												
Personnel Services	8,471	8,271	8,689	8,863	9,040	9,221	9,405	9,594	9,785	9,981	10,181	10,384
27th Pay Period	-	-	-	-	-	355	-	-	-	-	-	-
Health Insurance	1,662	1,794	2,032	2,175	2,327	2,490	2,664	2,850	3,050	3,263	3,492	3,736
Purchase Power	52,218	53,325	57,371	57,132	54,459	59,755	52,970	53,498	57,094	57,968	59,840	60,785
Supplies & Materials	1,197	1,088	1,300	1,326	1,353	1,380	1,407	1,436	1,464	1,494	1,523	1,554
Pro Rata	3,610	3,800	3,800	3,663	3,648	3,796	3,657	3,701	3,777	3,742	3,886	3,896
Services	5,107	6,888	7,078	7,149	7,220	7,292	7,365	7,439	7,513	7,588	7,664	7,741
Other Disbursements	5	2	25	25	25	25	26	26	26	26	26	26
Capital Equipment	2,207	3,111	2,967	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Department of Public Utilities Allocation	933	1,023	1,190	1,214	1,238	1,263	1,288	1,314	1,340	1,367	1,394	1,422
DOS Allocation												
Total Operations & Maintenance	<u>75,410</u>	<u>79,302</u>	<u>84,453</u>	<u>82,546</u>	<u>80,311</u>	<u>86,577</u>	<u>79,783</u>	<u>80,856</u>	<u>85,050</u>	<u>86,429</u>	<u>89,006</u>	<u>90,544</u>
Debt Service												
Distribution G.O. Debt	2,967	806	782	609	251	242	233	223	219	215	205	-
Street Lighting G.O. debt	246	759	669	445	331	320	312	309	301	291	279	207
Street Light Assessments	-	158	137	-	-	-	-	-	-	-	-	-
Fiscal Charges	-	7	7	-	-	-	-	-	-	-	-	-
Total Debt Service	<u>3,213</u>	<u>1,730</u>	<u>1,595</u>	<u>1,054</u>	<u>582</u>	<u>562</u>	<u>544</u>	<u>532</u>	<u>520</u>	<u>505</u>	<u>484</u>	<u>207</u>
Total Expense	<u>78,623</u>	<u>81,032</u>	<u>86,048</u>	<u>83,599</u>	<u>80,893</u>	<u>87,139</u>	<u>80,327</u>	<u>81,388</u>	<u>85,569</u>	<u>86,934</u>	<u>89,490</u>	<u>90,751</u>
Ending Fund Balance	<u>21,459</u>	<u>20,258</u>	<u>16,168</u>	<u>14,585</u>	<u>15,376</u>	<u>13,243</u>	<u>14,784</u>	<u>16,247</u>	<u>15,253</u>	<u>12,111</u>	<u>9,627</u>	<u>6,114</u>

## Water Operating Fund

### 2017 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 2017 cash balance is \$88.2 million, which includes \$45.0 million in a reserve fund.

<b>2017 Water Operating Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2017)	\$ 88,183,337
Plus Estimated 2017 Receipts	198,521,018
Plus Estimated Encumbrance Cancellations	5,000,000
Total Estimated Available Resources	<u>\$ 291,704,355</u>
Less 2017 Recommended Operating Budget (Water)	(197,978,189)
Less 2017 Recommended Operating Budget (Administration)	(7,620,930)
Projected Available Balance (December 31, 2017)	<u><u>\$ 86,105,236</u></u>

### 2017 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.

## 2017 Revenue Summary

2017 Water Operating Fund				
Revenue by Source and Year				
Historical and Projected				
	2014	2015	2016	2017
Revenue Summary	Actual	Actual	Estimated	Proposed
Water Sales	\$ 159,410,225	\$ 163,490,335	\$ 170,446,946	\$ 175,581,661
Water Penalty Fee	2,196,140	2,111,304	2,207,812	2,229,890
System Capacity Charges	4,947,609	5,858,247	6,100,533	6,161,538
Sewer Billings	6,301,390	6,657,256	6,933,304	7,002,637
Meter Service Fee	941,984	923,164	968,339	978,022
Investment Income	1,450,541	1,539,989	1,607,442	1,623,516
Other Revenue*	11,107,509	10,196,124	10,403,327	9,943,754
Unencumbered Cash Balance	83,997,405	81,037,630	84,948,103	88,183,337
Total Resources	<u>\$ 270,352,803</u>	<u>\$ 271,814,049</u>	<u>\$ 283,615,806</u>	<u>\$ 291,704,355</u>
Percent Change		<b>0.54%</b>	<b>4.34%</b>	<b>2.85%</b>

\*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 three percent increase in water rates for 2017. Water sales are projected to generate \$175.6 million in 2017.
- There will be no change to the water system capacity fee in 2017.
- The low income discount is continued in 2017. This discount is applied to the commodity portion of the customer's 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 2015 through 2026 is presented below. The statement is designed to project the utility's revenues and expenditures for that period, given certain assumptions and is essential to the planning and rate setting process. The major assumptions upon which the water pro forma's numbers are based are as follows:

- The sewer and water advisory board recommended a three percent increase in water rates for 2017.
- 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 2017 is \$9.0 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 ten percent. This reduction recognizes the probability that debt issued in any given year will not reach the levels outlined in the division's capital improvements budget due to unavoidable lags in the project planning and implementation process.
- A portion of the costs associated with the Public Utilities Director's Office are borne by the water enterprise operating fund. In 2017, \$7.6 million is allocated in this fund for this purpose.



## WATER ENTERPRISE FUND

### Pro Forma Operating Statement

For Years 2015 - 2026 (000's omitted)

	Actual	Estimate	Proposed									
	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Beginning Cash Balance	81,038	84,948	88,183	86,105	87,971	95,767	95,262	94,252	94,331	96,181	98,204	98,536
Utility Revenues												
Water Sales	163,490	170,447	171,299	177,320	185,335	193,712	202,468	211,620	221,185	231,183	241,632	250,125
Water Sales Increase	-	-	4,282	5,911	6,178	6,457	6,749	7,054	7,373	7,706	6,041	4,169
Interest Income	1,540	1,607	1,624	1,640	1,656	1,673	1,689	1,706	1,723	1,741	1,758	1,776
System Capacity Charges	5,858	6,101	6,162	6,223	6,348	6,475	6,604	6,736	6,871	7,008	7,148	7,291
Sewer Billing Charges	6,657	6,933	7,003	7,073	7,143	7,215	7,287	7,360	7,433	7,508	7,583	7,659
Penalties	2,111	2,208	2,230	2,252	2,275	2,297	2,320	2,344	2,367	2,391	2,415	2,439
Meter Service Fees	923	968	978	988	998	1,008	1,018	1,028	1,038	1,049	1,059	1,070
Other	4,724	4,919	4,944	4,968	4,993	5,018	5,043	5,069	5,094	5,119	5,145	5,171
Debt Refinancing	472	484	-	-	-	-	-	-	-	-	-	-
Meter Revenue AMR	-	-	-	-	1,000	1,000	1,000	2,000	2,000	2,000	3,000	3,000
Total Revenue	<u>185,776</u>	<u>193,668</u>	<u>198,521</u>	<u>206,375</u>	<u>215,926</u>	<u>224,855</u>	<u>234,179</u>	<u>244,916</u>	<u>255,085</u>	<u>265,704</u>	<u>275,781</u>	<u>282,699</u>
Projected Encumbrance Cancellations		<b>5,000</b>	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Total Resources	<u>266,814</u>	<u>283,616</u>	<u>291,704</u>	<u>297,480</u>	<u>308,896</u>	<u>325,622</u>	<u>334,441</u>	<u>344,168</u>	<u>354,416</u>	<u>366,885</u>	<u>378,985</u>	<u>386,235</u>
Utility Expense												
Operations & Maintenance												
Personnel Services	38,514	38,887	40,707	41,928	43,186	44,482	45,816	47,191	48,607	50,065	51,567	53,114
27th Pay Period						1,711						
Health Insurance	9,332	9,897	11,125	11,903	12,737	13,628	14,582	15,603	16,695	17,864	19,114	20,452
Supplies & Materials	20,358	22,440	21,749	22,184	22,628	23,081	23,542	24,013	24,493	24,983	25,483	25,993
Pro Rata	8,228	8,866	9,043	9,287	9,717	10,118	10,538	11,021	11,479	11,957	12,410	12,721
Contractual Services	22,547	26,751	29,384	29,678	29,975	30,275	30,578	30,883	31,192	31,504	31,819	32,137
Other	363	49	107	109	111	114	116	118	121	123	125	128
Equipment	1,821	2,276	1,815	2,000	2,040	2,081	2,122	2,165	2,208	2,252	2,297	2,343
Department of Public Utilities Allocation	5,768	6,508	7,621	7,773	7,929	8,087	8,249	8,414	8,582	8,754	8,929	9,108
Transfers		70										
Total Operations & Maintenance	<u>106,930</u>	<u>115,744</u>	<u>121,552</u>	<u>124,864</u>	<u>128,323</u>	<u>131,866</u>	<u>135,544</u>	<u>139,409</u>	<u>143,377</u>	<u>147,502</u>	<u>151,745</u>	<u>149,529</u>
Debt Service												
Revenue Bond	-	-	-	-	-	-	-	-	-	-	-	-
General Obligation	74,869	79,443	82,161	80,902	74,215	69,278	65,605	60,858	56,934	53,986	51,740	50,228
Proposed New Debt	-	-	1,536	3,393	10,241	28,867	38,690	49,220	57,573	66,843	76,614	85,654
PNC Note Interest (2016 only)	-	171	-	-	-	-	-	-	-	-	-	-
Fiscal & Note Charges	-	75	350	350	350	350	350	350	350	350	350	350
Total Debt Service	<u>74,869</u>	<u>79,689</u>	<u>84,047</u>	<u>84,646</u>	<u>84,806</u>	<u>98,495</u>	<u>104,645</u>	<u>110,428</u>	<u>114,857</u>	<u>121,179</u>	<u>128,704</u>	<u>136,232</u>
Total Expense	<u>181,799</u>	<u>195,432</u>	<u>205,599</u>	<u>209,510</u>	<u>213,129</u>	<u>230,361</u>	<u>240,189</u>	<u>249,837</u>	<u>258,235</u>	<u>268,681</u>	<u>280,449</u>	<u>285,760</u>
Ending Fund Balance	<u>84,948</u>	<u>88,183</u>	<u>86,105</u>	<u>87,971</u>	<u>95,767</u>	<u>95,262</u>	<u>94,252</u>	<u>94,331</u>	<u>96,181</u>	<u>98,204</u>	<u>98,536</u>	<u>100,474</u>
Projected Revenue Increase	-	-	3.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	3.00%	2.00%

## Storm Sewer Maintenance Fund

### 2017 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 2017 beginning year cash balance of \$22.1 million is projected for this fund. This includes a \$9.0 million reserve balance.

<b>2017 Storm Sewer Maintenance Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2017)	\$ 22,060,198
Plus Estimated 2017 Receipts	40,983,734
Plus Estimated Encumbrance Cancellations	250,000
Total Estimated Available Resources	<u>\$ 63,293,932</u>
Less 2017 Recommended Operating Budget (Storm Sewer)	(39,496,147)
Less 2017 Recommended Operating Budget (Administration)	(2,274,454)
Projected Available Balance (December 31, 2017)	<u><b>\$ 21,523,331</b></u>

### 2017 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 2017, the Board has recommended a one percent increase.

## 2017 Revenue Summary

2017 Storm Sewer Maintenance Fund				
Revenue by Source and Year				
Historical and Projected				
	2014	2015	2016	2017
Revenue Summary	Actual	Actual	Estimated	Proposed
Storm Maintenance Fees	\$ 37,877,002	\$ 38,630,233	\$ 40,587,892	\$ 40,277,466
Investment Income	206,570	309,719	327,389	229,787
Other Revenue*	46,568	17,200	328,739	287,131
Penalties	453,018	423,912	447,569	439,350
Unencumbered Cash Balance	19,323,225	20,172,543	20,808,902	22,060,198
Total Resources	<u>\$ 57,906,383</u>	<u>\$ 59,553,607</u>	<u>\$ 62,500,491</u>	<u>\$ 63,293,932</u>
Percent Change		<b>2.84%</b>	<b>4.95%</b>	<b>1.27%</b>

\*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 2017.
- 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 ten percent throughout the pro forma period. This reduction recognizes the probability that debt issued in any given year will not reach the levels outlined in the division's capital improvements budget due to unavoidable lags in the project planning and implementation process.
- 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 2017, \$8.4 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 2017, \$2.3 million is allocated in this fund for this purpose.

## STORM SEWER ENTERPRISE FUND

## Pro Forma Operating Statement

For Years 2015 - 2026 (000's omitted)

	Actual <u>2015</u>	Estimate <u>2016</u>	Proposed <u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Beginning Cash Balance	20,173	20,809	22,060	21,523	20,828	19,786	19,385	20,377	22,339	24,595	26,246	27,397
Utility Revenues												
Storm Maintenance Service Charges	38,630	40,588	39,945	40,579	41,568	42,653	43,748	45,297	46,860	48,079	49,309	50,008
Rate Increase (Decrease)	-	-	333	676	693	711	1,094	1,132	781	801	411	417
Investment Earnings	310	327	230	237	244	251	259	266	274	283	291	300
Storm Sewer Maintenance Penalties	424	448	439	444	448	457	466	476	485	495	505	515
Other Revenues	30	33	37	38	39	41	42	43	44	46	47	48
Debt Refinancing	44	46	-	-	-	-	-	-	-	-	-	-
Unapplied	-57	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	<u>39,381</u>	<u>41,442</u>	<u>40,984</u>	<u>41,974</u>	<u>42,992</u>	<u>44,113</u>	<u>45,609</u>	<u>47,214</u>	<u>48,444</u>	<u>49,703</u>	<u>50,563</u>	<u>51,287</u>
Projected Encumbrance Cancellations		250	250	250	250	250	250	250	250	250	250	250
Total Resources	<u>59,554</u>	<u>62,500</u>	<u>63,294</u>	<u>63,747</u>	<u>64,070</u>	<u>64,149</u>	<u>65,243</u>	<u>67,841</u>	<u>71,034</u>	<u>74,549</u>	<u>77,058</u>	<u>78,934</u>
Utility Expense												
Operations & Maintenance												
Personnel Services	1,283	1,311	1,503	1,548	1,594	1,642	1,691	1,742	1,794	1,848	1,903	1,961
27th Pay Period												
Health Insurance	302	325	381	408	437	467	500	535	572	612	655	701
Supplies & Materials	15	41	42	43	44	45	46	47	48	49	49	50
Contractual Services	1,829	2,293	2,776	2,832	2,888	2,946	3,005	3,065	3,126	3,189	3,253	3,318
Pro Rata	1,771	1,865	1,783	1,889	1,935	1,985	2,052	2,125	2,180	2,237	2,275	2,308
Equipment	29	-	67	68	70	71	73	74	75	77	79	80
Other	20	10	10	10	10	11	11	11	11	11	12	12
Incremental O&M (Blueprint) - NEW	-	-	-	-	664	1,098	1,597	2,123	2,657	3,294	3,294	3,294
Reimbursement to Sanitary Enterprise	8,206	8,300	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	1,738	1,946	2,274	2,320	2,366	2,414	2,462	2,511	2,561	2,613	2,665	2,718
Dept of Technology Allocation	1,071	1,306	1,395	1,423	1,451	1,480	1,510	1,540	1,571	1,602	1,634	1,667
Street Cleaning (transferred to Public Service)	8,765	8,720	8,400	8,484	8,569	8,655	8,741	8,828	8,917	9,006	9,096	9,187
Total Operations & Maintenance	<u>25,030</u>	<u>26,116</u>	<u>26,931</u>	<u>27,490</u>	<u>28,663</u>	<u>29,621</u>	<u>30,672</u>	<u>31,765</u>	<u>32,860</u>	<u>34,071</u>	<u>34,640</u>	<u>35,215</u>
Debt Service												
General Obligation	13,715	14,211	14,640	14,667	13,824	12,638	11,402	10,765	10,131	9,591	9,210	7,330
Proposed New Debt	-	-	-	471	1,509	2,219	2,509	2,690	3,167	4,362	5,536	6,583
Proposed New Debt (Loan)	-	-	-	90	88	86	84	82	80	78	76	74
Fiscal Charges	-	114	200	200	200	200	200	200	200	200	200	200
Total Debt Service	<u>13,715</u>	<u>14,325</u>	<u>14,840</u>	<u>15,428</u>	<u>15,621</u>	<u>15,143</u>	<u>14,195</u>	<u>13,737</u>	<u>13,578</u>	<u>14,232</u>	<u>15,022</u>	<u>14,188</u>
Total Expense	<u>38,745</u>	<u>40,440</u>	<u>41,771</u>	<u>42,919</u>	<u>44,284</u>	<u>44,764</u>	<u>44,867</u>	<u>45,502</u>	<u>46,438</u>	<u>48,303</u>	<u>49,662</u>	<u>49,403</u>
Ending Fund Balance	<u>20,809</u>	<u>22,060</u>	<u>21,523</u>	<u>20,828</u>	<u>19,786</u>	<u>19,385</u>	<u>20,377</u>	<u>22,339</u>	<u>24,595</u>	<u>26,246</u>	<u>27,397</u>	<u>29,531</u>
Projected Revenue Increase	-	<b>1.00%</b>	<b>1.00%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>3.00%</b>	<b>3.00%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>1.00%</b>	<b>1.00%</b>

This page has been intentionally left blank.



*Hanford Village, an east side neighborhood on the National Register of Historic Places, was settled in 1909. Four decades later, the area was marketed to returning African-American military veterans of WWII and their families, including members of the Tuskegee Airmen. However, much of the 1940s and 1950s development, consisting of cape cod style homes, was destroyed with the construction of I-70. What remains has been declared a historic district.*

---

## CAPITAL IMPROVEMENTS PROGRAM

---

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.



*Road being resurfaced with new asphalt as a continued part of the city's resurfacing commitment.*

---

## 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.

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. At the time of printing, the city was seeking voter approval for a 2016 bond package. Four separate issues will appear on the November 8, 2016 ballot for the purposes of Safety & Health, Recreation & Parks, Public Service, and Public Utilities. The 2016 bond package totals \$950 million between all four issues.

The most recently approved 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 & Parks, Public Service, and Public Utilities. The city has utilized \$552 million of the 2013 voted authority. In addition, the city also has \$124 million of remaining authority from the 2008 voted bond package. The tables below show the remaining voted authority, by purpose, as of October 31, 2016.

2008 Voted Bond Package (000's omitted)		
Purpose	Amount Authorized	Amount Remaining
Safety & Health	\$ 86,170	\$ -
Recreation & Parks	124,215	-
Streets & Highways	345,630	-
Refuse Collection	32,205	-
Water	524,700	-
Sanitary	551,970	124,115
<b>Total</b>	<b>\$ 1,664,890</b>	<b>\$ 124,115</b>

2013 Voted Bond Package (000's omitted)		
Purpose	Amount Authorized	Amount Remaining
Safety & Health	\$ 52,500	\$ -
Recreation & Parks	123,910	18,605
Public Service	220,300	-
Public Utilities	445,295	271,155
<b>Total</b>	<b>\$ 842,005</b>	<b>\$ 289,760</b>

In addition to utilizing voted debt in order to ensure lower interest rates, the city also seeks a credit rating on each bond issue. The national rating agencies, Standard & Poor's Corporation, Moody's Investors Service, and Fitch Ratings, rate the security of Columbus for investors. The three agencies currently give the City of Columbus their highest and most sought after long-term



credit rating – AAA, Aaa, and AAA, respectively. These ratings allow the city to realize interest savings when issuing debt because investors can be confident of timely repayment.

Unvoted debt is a debt issuance that has been authorized by City Council, but not by a vote of the electorate. Unvoted debt is subject to additional limits set forth in the Ohio Revised Code. Unvoted debt typically carries a higher interest rate than voted debt.

The city may also utilize other types of funding for the CIP. These include, but are not limited to the following:

- State Infrastructure Bank (SIB) Loans – Authorized by 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 Water Supply Revolving Loan Account (WSRLA). These fixed, below market-rate loans can be used for wastewater infrastructure projects such as improvements to collection and treatment systems, and for construction related to public water systems. Projects must be submitted to OEPA and approved through an evaluation process.



*Newly renovated Hanford Village Park playground, shelter house, and basketball court. Construction was completed during summer 2016.*

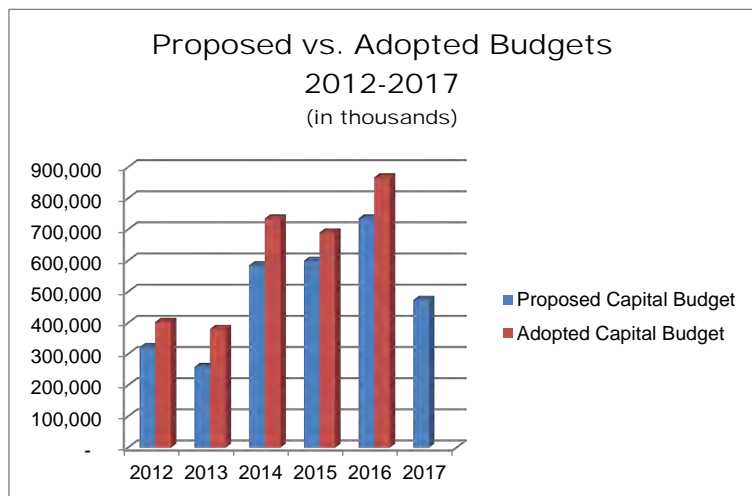
## Funding the Capital Improvement Program

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 2017, SIT income tax deposits are currently projected at nearly \$210.9 million. This amount will be revised when the final 2016 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 2017.

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. Based on the current debt service schedules, the SIT supported debt associated with storm sewers will fully mature in 2018. 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 2016 to 2025.

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

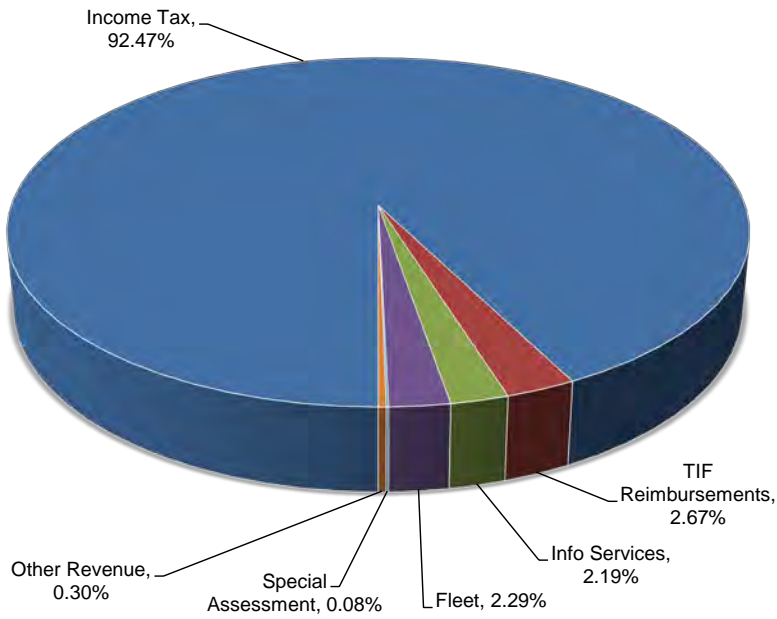
The SIT fund's available capacity for new debt, and its ability to service existing debt, is expressed as its coverage factor. Coverage, depicted within the SIT analysis, is a ratio of revenue to expenditures and provides a minimum level at which a fund balance should be maintained for contingency purposes. 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

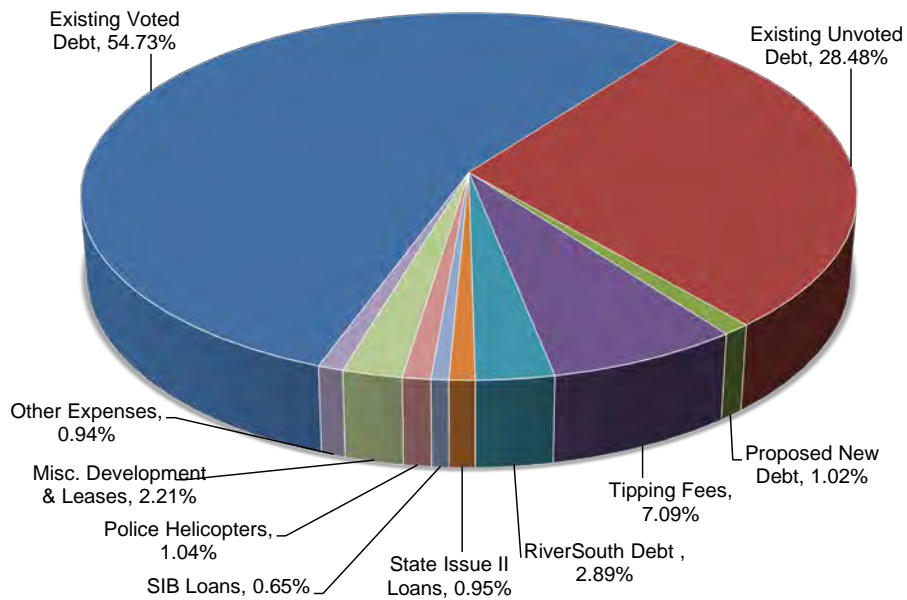
SPECIAL INCOME TAX ANALYSIS - SUMMARY										
(000's omitted)										
	Estimated 2016	Proposed 2017	2018	2019	2020	2021	2022	2023	2024	2025
BEGINNING FUND BALANCE	187,456	168,221	152,333	144,876	142,624	147,026	152,448	161,794	184,058	223,246
REVENUES BY SOURCE										
Income Tax (1)	205,766	210,910	216,183	221,587	227,127	232,805	232,805	239,789	246,983	254,392
Debt Service - Information Services	4,578	5,005	4,955	4,542	4,463	4,385	4,265	4,125	4,020	3,230
Debt Service - Fleet	4,431	5,234	5,287	5,281	4,929	4,805	4,776	4,708	4,595	3,707
Debt Service - Casino	1,290	-	-	-	-	-	-	-	-	-
TIF Reimbursements (2)	6,765	6,060	5,811	5,786	5,750	5,718	5,726	5,684	5,647	5,608
Special Assessment Reimbursement	190	190	190	190	190	190	190	190	190	190
Police Helicopter Reimbursement	804	-	887	-	977	-	1,077	-	1,186	-
Misc. Revenue	1,329	685	570	528	527	528	537	344	354	364
Total Revenue	225,153	228,084	233,883	237,914	243,963	248,431	249,376	254,840	262,975	267,491
Total Resources	412,609	396,305	386,216	382,790	386,587	395,457	401,824	416,634	447,033	490,737
EXPENDITURES										
Existing Debt Service										
Voted Debt	127,031	133,520	129,615	123,051	116,635	107,539	99,194	85,604	77,758	72,276
Unvoted Debt	64,548	69,476	72,216	63,207	59,158	56,687	53,540	48,075	45,507	39,750
State Infrastructure Bank Loans	1,580	1,580	1,580	591	591	592	589	589	583	584
State Issue II Loans	2,318	2,318	1,781	1,667	1,659	1,638	1,623	1,623	1,819	1,755
RiverSouth Debt Service	7,041	7,045	8,894	8,884	8,879	8,886	8,877	8,885	8,890	5,526
Total Existing Debt	202,518	213,939	214,086	197,400	186,922	175,342	163,823	144,776	134,557	119,891
Proposed Debt Service (3)										
Debt Service - Voted	-	465	930	2,170	2,108	2,046	1,984	1,922	1,860	1,798
Debt Service - Unvoted	-	2,032	7,097	18,524	30,986	42,940	54,593	62,792	67,651	65,375
Total Proposed New Debt	-	2,497	8,027	20,694	33,094	44,986	56,577	64,714	69,511	67,173
Direct Expense										
Tipping Fees	17,302	17,303	17,305	17,306	17,308	17,310	17,311	17,313	17,313	17,313
Police Helicopters	-	2,546	-	2,807	-	3,094	-	3,411	-	3,500
Misc. Development & Leases	6,041	5,401	1,003	1,003	1,243	1,243	1,243	1,243	1,243	1,275
Misc. Expenses	18,527	2,286	919	956	994	1,034	1,076	1,119	1,163	1,210
Total Direct Expenses	41,870	27,536	19,227	22,072	19,545	22,681	19,630	23,086	19,719	23,298
TOTAL EXPENSES	244,388	243,972	241,340	240,166	239,561	243,009	240,030	232,576	223,787	210,362
ENDING FUND BALANCE	168,221	152,333	144,876	142,624	147,026	152,448	161,794	184,058	223,246	280,375
CURRENT YEAR COVERAGE	0.92	0.93	0.97	0.99	1.02	1.02	1.04	1.10	1.18	1.27
TOTAL COVERAGE	1.69	1.62	1.60	1.59	1.61	1.63	1.67	1.79	2.00	2.33
Assumptions:										
(1) Income tax estimate for 2016 is a 2.5% increase over 2015 actual collections. Assumes an annual increase of 2.5% for 2017-2021, 0% increase in 2022, and a 3% increase for 2023-2025.										
(2) Reimbursements from TIF areas that had debt issued by the city. Debt figures are included in the existing debt service totals.										
(3) Proposed debt assumes bonds will be issued immediately as equal principal payments over a 15 year period. Interest rate assumptions are 5% in 2017, and 6% in 2018 and thereafter.										

# SPECIAL INCOME TAX ANALYSIS PROPOSED 2017 BUDGET

## REVENUES



## EXPENDITURES



## Debt Limitations and Obligations

The following explanation of “Debt Limitations” has been extracted from the city’s Official Statement dated August 4, 2016.

### 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 4, 2016.

Political Subdivision of State of Ohio	Mills Required		
	Franklin County	Fairfield County	Delaware County
Direct			
City of Columbus	5.7952	5.7952	5.7952
Overlapping			
County	0.9174	1.7915	0.5129
School District	0.4404	--	--
Joint Vocational School District	--	0.0521	--
Solid Waste Authority of Central Ohio	0.4099	0.4125	0.4124
Township	2.1701	--	--
<b>Total Millage Required</b>	<b>9.7330</b>	<b>8.0513</b>	<b>6.7205</b>
Maximum Millage Permitted	10.0000	10.0000	10.0000
Remaining Millage Capacity	0.2670	1.9487	3.2795

## Debt Service Payments

During fiscal year 2016, the city will have retired approximately \$240.2 million in principal of general obligation debt and issued an additional \$481.4 million in general obligation bonds and notes. Along with new debt, the city refunds existing debt to try and achieve the maximum amount of savings possible. As of October 16, 2016, beginning with fiscal year 2017, approximately 65.9% of the principal payments on the city's outstanding general obligation and revenue bonds will fully mature within the next 10 years. The table below demonstrates the debt service schedule for existing general obligation bonds and revenue bonds.

<b>EXISTING DEBT SERVICE</b>			
<b>GENERAL OBLIGATION AND REVENUE BONDS</b>			
<u>Period Ending</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2017	\$ 234,160,176	\$ 126,556,328	\$ 360,716,504
2018	247,045,825	116,713,437	363,759,262
2019	229,237,821	106,986,740	336,224,561
2020	218,507,821	98,203,876	316,711,697
2021	209,002,820	90,060,748	299,063,568
2022	199,707,820	81,265,218	280,973,038
2023	189,600,000	73,180,815	262,780,815
2024	188,495,000	64,710,745	253,205,745
2025	194,855,000	56,414,066	251,269,066
2026	169,930,000	48,032,371	217,962,371
2027	156,385,000	40,301,943	196,686,943
2028	167,680,000	33,147,036	200,827,036
2029	172,435,000	25,811,453	198,246,453
2030	163,480,000	18,891,078	182,371,078
2031	154,185,000	12,171,143	166,356,143
2032	133,990,000	7,069,353	141,059,353
2033	47,755,000	4,145,153	51,900,153
2034	27,425,000	2,658,966	30,083,966
2035	23,110,000	1,669,225	24,779,225
2036	18,475,000	951,875	19,426,875
2037	11,435,000	343,050	11,778,050
<b>Total</b>	<b><u>\$ 3,156,897,283</u></b>	<b><u>\$ 1,009,284,619</u></b>	<b><u>\$ 4,166,181,902</u></b>

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

Of the existing outstanding debt service, the funding breakdown over the next five years is listed below. These amounts include both principal and interest payments.

DEBT SERVICE BY FUND GENERAL OBLIGATION AND REVENUE BONDS						
Non-Enterprise Funds	2017	2018	2019	2020	2021	Total
SIT Fund Supported	191,085,958	190,241,337	175,983,835	167,006,883	156,549,909	880,867,922
Non-Enterprise Sub Total	\$ 191,085,958	\$ 190,241,337	\$ 175,983,835	\$ 167,006,883	\$ 156,549,909	\$ 880,867,922
<b>Enterprise Funds</b>						
Water	78,020,427	76,757,042	70,065,008	65,123,076	61,445,651	351,411,204
Sanitary Sewer	63,479,326	69,449,822	65,494,256	62,596,846	61,446,017	322,466,267
Storm	14,634,461	14,667,176	13,824,471	12,638,038	11,401,762	67,165,908
Electricity	1,588,144	1,053,775	582,275	561,525	544,275	4,329,994
Enterprise Sub Total	\$ 157,722,358	\$ 161,927,815	\$ 149,966,010	\$ 140,919,485	\$ 134,837,705	\$ 745,373,373
<b>Internal Service Funds</b>						
Fleet Management	5,483,674	5,458,598	5,281,497	4,569,915	4,355,775	25,149,459
Information Services	6,424,514	6,131,512	4,993,219	4,215,414	3,320,179	25,084,838
Internal Service Sub Total	\$ 11,908,188	\$ 11,590,110	\$ 10,274,716	\$ 8,785,329	\$ 7,675,954	\$ 50,234,297
<b>Total</b>	<b>\$ 360,716,504</b>	<b>\$ 363,759,262</b>	<b>\$ 336,224,561</b>	<b>\$ 316,711,697</b>	<b>\$ 299,063,568</b>	<b>\$ 1,676,475,592</b>

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

### The Proposed 2017-2022 Capital Improvement Program

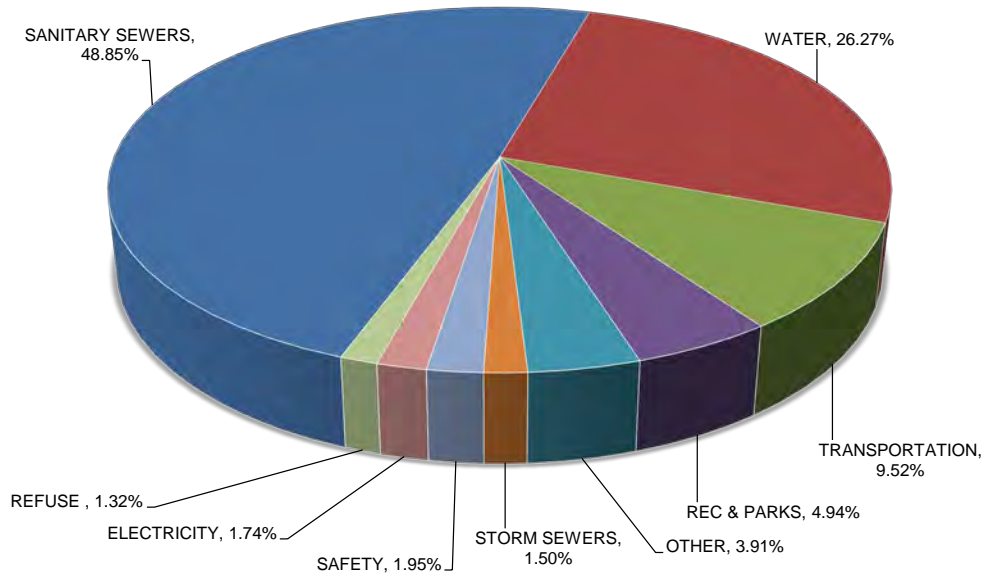
The proposed Capital Improvement Program provides approximately \$2.77 billion in funding for various capital improvements for the period of 2017-2022. Of this amount, \$567.36 million is to be supported by the SIT while \$2.17 billion will be supported by the enterprise agencies of the city. The proposed 2017-2022 CIP represents a slight 0.2% decrease over the adopted 2016-2021 CIP. The proposed 2017 CIB totals approximately \$473.88 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. Based on the results of the November 8, 2016 election, the funding sources listed in the proposed 2017-2022 CIP on the following pages are subject to change.

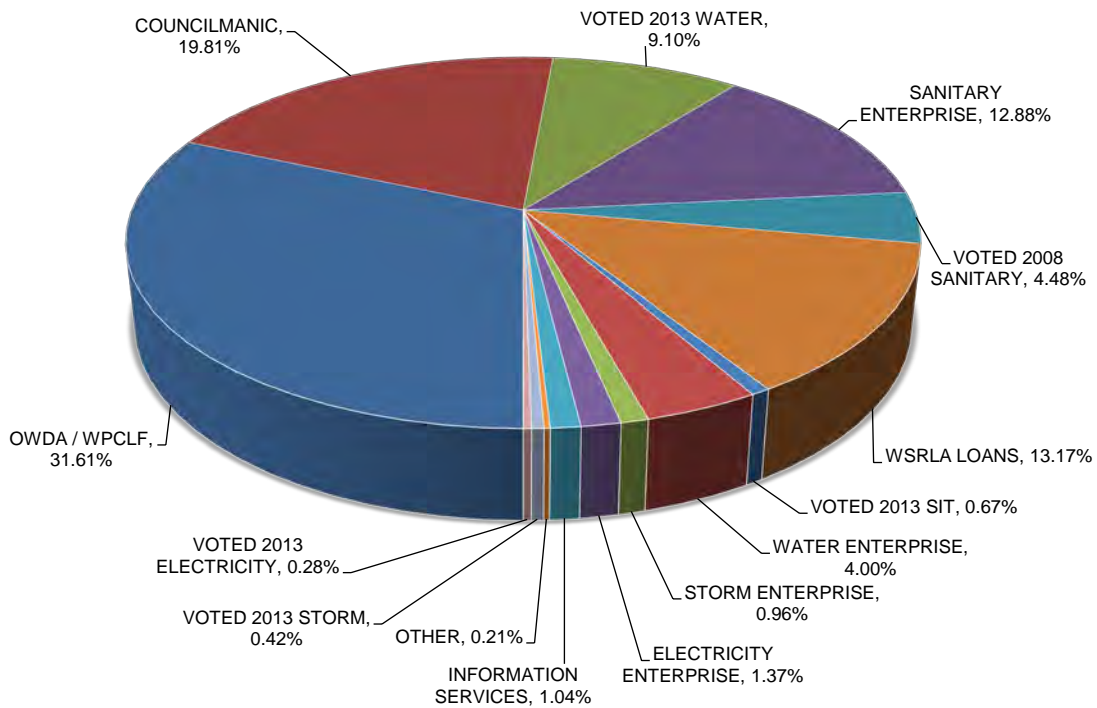


# PROPOSED 2017-2022 CAPITAL IMPROVEMENTS PROGRAM

PERCENT BY DIVISION



PERCENT BY FUNDING SOURCE



2017 - 2022 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2017	2018	2019	2020	2021	2022	Total Budget	Funding Source
<b><u>PUBLIC SAFETY</u></b>								
<b>POLICE 30-03</b>								
30-03 Police Facility Renovation	1,680,000	1,680,000	1,680,000	1,680,000	1,680,000	1,680,000	10,080,000	Councilmanic SIT Supported
<b>Subtotal - POLICE 30-03</b>	<b>\$ 1,680,000</b>	<b>\$ 1,680,000</b>	<b>\$ 1,680,000</b>	<b>\$ 1,680,000</b>	<b>\$ 1,680,000</b>	<b>\$ 1,680,000</b>	<b>\$ 10,080,000</b>	
<b>FIRE 30-04</b>								
Fire Facility Renovation	1,320,000	1,320,000	1,320,000	1,320,000	1,320,000	1,320,000	7,920,000	Councilmanic SIT Supported
Fire Apparatus Replacement - Medics	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000	Councilmanic SIT Supported
Fire Apparatus Replacement - Platform Ladders	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000	Councilmanic SIT Supported
Fire Apparatus Replacement - Engines	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000	Councilmanic SIT Supported
<b>Subtotal - FIRE 30-04</b>	<b>\$ 7,320,000</b>	<b>\$ 7,320,000</b>	<b>\$ 7,320,000</b>	<b>\$ 7,320,000</b>	<b>\$ 7,320,000</b>	<b>\$ 7,320,000</b>	<b>\$ 43,920,000</b>	
<b><u>DEVELOPMENT</u></b>								
<b>ADMINISTRATION 44-01</b>								
Green Columbus Fund	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000	Councilmanic SIT Supported
Economic & Community Development	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000	Councilmanic SIT Supported
44-10 Housing Preservation	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000	Councilmanic SIT Supported
44-10 Emergency Shelter Repair	350,000	350,000	350,000	350,000	350,000	350,000	2,100,000	Councilmanic SIT Supported
<b>Subtotal - ADMINISTRATION 44-01</b>	<b>\$ 3,600,000</b>	<b>\$ 3,600,000</b>	<b>\$ 3,600,000</b>	<b>\$ 3,600,000</b>	<b>\$ 3,600,000</b>	<b>\$ 3,600,000</b>	<b>\$ 21,600,000</b>	
<b><u>FINANCE AND MANAGEMENT</u></b>								
<b>CONSTRUCTION MANAGEMENT 45-27</b>								
Facility Renovations - Project cost Allocation	600,000	600,000	600,000	600,000	600,000	600,000	3,600,000	Councilmanic SIT Supported
Facility Renovations - Various	1,248,000	2,748,000	2,748,000	2,748,000	2,748,000	2,748,000	14,988,000	Councilmanic SIT Supported
Construction Management - Design Services	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000	Councilmanic SIT Supported
Construction Management - Project Management	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000	Councilmanic SIT Supported
City Hall Renovations - Various	542,000	2,642,000	2,642,000	2,642,000	2,642,000	2,642,000	13,752,000	Councilmanic SIT Supported
Municipal Court - Phased Renovations	2,300,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	13,300,000	Councilmanic SIT Supported
CSB Elevator Modernization	2,000,000	-	-	-	-	-	2,000,000	Councilmanic SIT Supported
77 North Front St Renovations	500,000	-	-	-	-	-	500,000	Councilmanic SIT Supported
1111 E. Broad Street Renovations	500,000	-	-	-	-	-	500,000	Councilmanic SIT Supported
1111 E. Broad Street Renovations - Elevator Modernization	500,000	-	-	-	-	-	500,000	Councilmanic SIT Supported
<b>Subtotal - CONSTRUCTION MANAGEMENT 45-27</b>	<b>\$ 8,690,000</b>	<b>\$ 8,690,000</b>	<b>\$ 8,690,000</b>	<b>\$ 8,690,000</b>	<b>\$ 8,690,000</b>	<b>\$ 8,690,000</b>	<b>\$ 52,140,000</b>	
<b>FLEET MANAGEMENT 45-05</b>								
Fleet Automated Fuel Location Upgrades	-	100,000	100,000	100,000	100,000	100,000	500,000	Fleet Management (Unvoted)
Fleet Equipment Replacement	100,000	100,000	100,000	100,000	100,000	100,000	600,000	Fleet Management (Unvoted)
Fuel Tank Management	600,000	600,000	600,000	600,000	600,000	600,000	3,600,000	Fleet Management (Unvoted)
Fleet Smart Cities Infrastructure	1,000,000	-	-	-	-	-	1,000,000	Fleet Management (Unvoted)
<b>Subtotal - FLEET MANAGEMENT 45-05</b>	<b>\$ 1,700,000</b>	<b>\$ 800,000</b>	<b>\$ 800,000</b>	<b>\$ 800,000</b>	<b>\$ 800,000</b>	<b>\$ 800,000</b>	<b>\$ 5,700,000</b>	
<b><u>TECHNOLOGY</u></b>								
<b>DOT ADMINISTRATION 47-01</b>								
47-02 Data Center Facility Upgrades	200,000	-	100,000	200,000	1,200,000	100,000	1,800,000	Information Services
City Hall Data Center Facility Upgrades	-	30,000	30,000	-	30,000	40,000	130,000	Information Services
47-02 Disaster Recovery Project	100,000	-	100,000	-	325,000	100,000	625,000	Information Services
47-02 Connectivity Project Fiber/Wireless	750,000	750,000	1,250,000	1,250,000	1,250,000	1,250,000	6,500,000	Information Services
47-02 CTSS Fiber Purchase B.C.D	-	800,000	-	800,000	-	1,000,000	2,600,000	Information Services
Routing Equipment Upgrade	300,000	300,000	300,000	300,000	300,000	500,000	2,000,000	Information Services
Uninterruptable Power Supply (UPS)	90,000	50,000	50,000	50,000	50,000	50,000	340,000	Information Services
Wireless LAN	80,000	80,000	80,000	50,000	50,000	80,000	420,000	Information Services
47-02 Enterprise System Upgrades	375,000	1,700,000	425,000	400,000	375,000	1,000,000	4,275,000	Information Services
Enterprise System Upgrades - Security Program	250,000	190,000	290,000	200,000	200,000	100,000	1,230,000	Information Services
Asset Management	190,000	190,000	100,000	200,000	200,000	-	880,000	Information Services

## Capital Improvements Program

2017 - 2022 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2017	2018	2019	2020	2021	2022	Total Budget	Funding Source
Enterprise System Upgrades - GIS	50,000	50,000	250,000	200,000	70,000	70,000	690,000	Information Services
Enterprise System Upgrades - Applications	150,000	150,000	150,000	150,000	-	150,000	750,000	Information Services
E-Gov Initiatives	-	270,000	100,000	450,000	-	250,000	1,070,000	Information Services
E-Gov Initiatives - Mobile Application	-	-	150,000	250,000	-	250,000	650,000	Information Services
E-Gov Initiatives - SharePoint	100,000	100,000	100,000	100,000	-	150,000	550,000	Information Services
CS Telephony Upgrade - VOIP	370,000	875,000	340,000	325,000	200,000	200,000	2,310,000	Information Services
IVR Telephony Enhancements-Upgrades	40,000	40,000	100,000	100,000	100,000	100,000	480,000	Information Services
Media Services - Control Room Equipment	-	-	-	-	-	150,000	150,000	Information Services
Media Services - Studio Equipment	-	-	150,000	-	-	-	150,000	Information Services
Media Services - Field Camera System	-	-	50,000	25,000	-	-	75,000	Information Services
Media Services - NLE Editor Purchases	-	-	-	25,000	-	-	25,000	Information Services
Unified Communications	600,000	150,000	-	150,000	-	200,000	1,100,000	Information Services
<b>Subtotal - DOT ADMINISTRATION 47- 01</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>\$ 5,740,000</b>	<b>\$ 28,800,000</b>	
<b>RECREATION AND PARKS</b>								
<b>RECREATION AND PARKS 51- 01</b>								
51 Urban Infra.- Rec & Parks	-	753,200	753,200	753,200	753,200	753,200	3,766,000	Councilmanic SIT Supported
51 Urban Infra.- Rec & Parks	753,200	-	-	-	-	-	753,200	Voted 2013 Debt SIT Supported
51-01 Swimming Facilities	-	2,318,000	2,318,000	2,318,000	2,318,000	2,318,000	11,590,000	Councilmanic SIT Supported
51-01 Swimming Facilities	2,318,000	-	-	-	-	-	2,318,000	Voted 2013 Debt SIT Supported
51-01 Park & Playground Development	-	856,000	856,000	856,000	856,000	856,000	4,280,000	Councilmanic SIT Supported
51-01 Park & Playground Development	856,000	-	-	-	-	-	856,000	Voted 2013 Debt SIT Supported
Park and Playgrounds - Misc.	-	200,000	200,000	200,000	200,000	200,000	1,000,000	Councilmanic SIT Supported
Park and Playgrounds - Misc.	200,000	-	-	-	-	-	200,000	Voted 2013 Debt SIT Supported
Hard Surface Improvements: Yearly Improvements	-	800,000	800,000	800,000	800,000	800,000	4,000,000	Councilmanic SIT Supported
Hard Surface Improvements: Yearly Improvements	800,000	-	-	-	-	-	800,000	Voted 2013 Debt SIT Supported
Park & Playground - Project Cost Allocation	-	225,000	225,000	225,000	225,000	225,000	1,125,000	Councilmanic SIT Supported
Park & Playground - Project Cost Allocation	225,000	-	-	-	-	-	225,000	Voted 2013 Debt SIT Supported
51-01 Facility Renovations	-	6,085,000	6,085,000	6,085,000	6,085,000	6,085,000	30,425,000	Councilmanic SIT Supported
51-01 Facility Renovations	1,585,000	-	-	-	-	-	1,585,000	Voted 2013 Debt SIT Supported
Facility Imps - Contingencies	-	340,000	340,000	340,000	340,000	340,000	1,700,000	Councilmanic SIT Supported
Facility Imps - Contingencies	340,000	-	-	-	-	-	340,000	Voted 2013 Debt SIT Supported
HVAC Improvements: various facilities	-	3,150,000	3,150,000	3,150,000	3,150,000	3,150,000	15,750,000	Councilmanic SIT Supported
HVAC Improvements: various facilities	3,150,000	-	-	-	-	-	3,150,000	Voted 2013 Debt SIT Supported
Facility Improvements - Project Cost Allocation	-	225,000	225,000	225,000	225,000	225,000	1,125,000	Councilmanic SIT Supported
Facility Improvements - Project Cost Allocation	225,000	-	-	-	-	-	225,000	Voted 2013 Debt SIT Supported
Facility: Roof Improvements Various	-	800,000	800,000	800,000	800,000	800,000	4,000,000	Councilmanic SIT Supported
Facility: Roof Improvements Various	800,000	-	-	-	-	-	800,000	Voted 2013 Debt SIT Supported
Street Trees: Green Initiative	-	400,000	400,000	400,000	400,000	400,000	2,000,000	Councilmanic SIT Supported
Street Trees: Green Initiative	400,000	-	-	-	-	-	400,000	Voted 2013 Debt SIT Supported
Maintenance Equipment-Parks	-	250,000	250,000	250,000	250,000	250,000	1,250,000	Councilmanic SIT Supported
Maintenance Equipment-Parks	250,000	-	-	-	-	-	250,000	Voted 2013 Debt SIT Supported
Maintenance Equipment-Sports	-	50,000	50,000	50,000	50,000	50,000	250,000	Councilmanic SIT Supported
Maintenance Equipment-Sports	50,000	-	-	-	-	-	50,000	Voted 2013 Debt SIT Supported
51-01 Park Acquisition	-	774,000	774,000	774,000	774,000	774,000	3,870,000	Councilmanic SIT Supported
51-01 Park Acquisition	774,000	-	-	-	-	-	774,000	Voted 2013 Debt SIT Supported
Central Maintenance Zone Headquarters	3,055,000	-	-	-	-	-	3,055,000	Councilmanic SIT Supported
Central Maintenance Zone Headquarters	1,445,000	-	-	-	-	-	1,445,000	Voted 2013 Debt SIT Supported
Bikeway Trail Safety - General	-	433,800	433,800	433,800	433,800	433,800	2,169,000	Councilmanic SIT Supported
Bikeway Trail Safety - General	433,800	-	-	-	-	-	433,800	Voted 2013 Debt SIT Supported
51-01 Greenways Projects	-	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000	Councilmanic SIT Supported
51-01 Greenways Projects	3,000,000	-	-	-	-	-	3,000,000	Voted 2013 Debt SIT Supported
Watercourse Bike Path Development & Connection Improvements	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	Councilmanic SIT Supported
Watercourse Bike Path Development & Connection Improvements	1,000,000	-	-	-	-	-	1,000,000	Voted 2013 Debt SIT Supported

2017 - 2022 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2017	2018	2019	2020	2021	2022	Total Budget	Funding Source
51-01 Safe Playgrounds	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000	Councilmanic SIT Supported
Golf: Equipment Replacements	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000	Councilmanic SIT Supported
Golf: Hard Surface Improvements	70,000	70,000	70,000	70,000	70,000	70,000	420,000	Councilmanic SIT Supported
Golf Improvements - Miscellaneous	50,000	50,000	50,000	50,000	50,000	50,000	300,000	Councilmanic SIT Supported
Golf Improvements: General Golf Facility Improvements	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000	Councilmanic SIT Supported
<b>Subtotal - RECREATION AND PARKS 51- 01</b>	<b>\$ 22,780,000</b>	<b>\$ 22,780,000</b>	<b>\$ 22,780,000</b>	<b>\$ 22,780,000</b>	<b>\$ 22,780,000</b>	<b>\$ 22,780,000</b>	<b>\$ 136,680,000</b>	
<b>Public Service</b>								
<b>TRANSPORTATION 59-12</b>								
UIRF - Urban Infrastructure Recovery Fund (59-12)	5,651,813	5,651,813	5,651,813	5,651,813	5,651,813	5,651,813	33,910,878	Councilmanic SIT Supported
Street Equipment - Traffic Management	428,397	428,397	428,397	428,397	428,397	428,397	2,570,382	Councilmanic SIT Supported
Street Equipment - Infrastructure Management	428,397	428,397	428,397	428,397	428,397	428,397	2,570,382	Councilmanic SIT Supported
NCR-TBD	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	15,000,000	Councilmanic SIT Supported
Alley Rehabilitation - Misc.	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	9,000,000	Councilmanic SIT Supported
Roadway Improvements - SCMRF reimbursements	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	15,300,000	Councilmanic SIT Supported
Roadway Improvements - Utility Relocation Reimbursements	100,000	100,000	100,000	100,000	100,000	100,000	600,000	Councilmanic SIT Supported
Roadway Improvements - Miscellaneous Construction Inspection	100,000	100,000	100,000	100,000	100,000	100,000	600,000	Councilmanic SIT Supported
Roadway Improvements - Miscellaneous Right of Way Acquisition	100,000	100,000	100,000	100,000	100,000	100,000	600,000	Councilmanic SIT Supported
Curb Reconstruction - Qwik Curb Commodity	50,000	50,000	50,000	50,000	50,000	50,000	300,000	Councilmanic SIT Supported
Resurfacing - Pavement Management Services	-	-	1,000,000	-	-	-	1,000,000	Councilmanic SIT Supported
Resurfacing - Resurfacing Projects	15,101,000	14,298,800	15,500,000	16,500,000	16,500,000	16,500,000	94,399,800	Councilmanic SIT Supported
Resurfacing - Urban Paving - SR33 Dublin Rd/Spring Street (PID 86651)	440,000	-	-	-	-	-	440,000	Councilmanic SIT Supported
Resurfacing - Preventive Surface Treatments - Crack Seal	750,000	750,000	750,000	750,000	750,000	750,000	4,500,000	Councilmanic SIT Supported
Resurfacing - Preventive Surface Treatments - Slurry Seal	750,000	1,000,000	1,250,000	1,250,000	1,250,000	1,250,000	6,750,000	Councilmanic SIT Supported
Resurfacing - Urban Paving - SR315 (PID 76420)	350,000	-	-	-	-	-	350,000	Councilmanic SIT Supported
Resurfacing -- West Broad Street Urban Paving (PID 86645)	643,000	-	-	-	-	-	643,000	Councilmanic SIT Supported
Resurfacing -- Urban Paving US 33 - Livingston Ave and Third Street (PID 86652)	-	625,000	-	-	-	-	625,000	Councilmanic SIT Supported
Resurfacing - Urban Paving SR317 Hamilton Rd-PID91490	-	926,200	-	-	-	-	926,200	Councilmanic SIT Supported
Resurfacing - Urban Paving US33 Riverside Drive-PID93136	66,000	-	-	-	-	-	66,000	Councilmanic SIT Supported
Resurfacing - Resurfacing Coordination with future DPU projects	400,000	900,000	-	-	-	-	1,300,000	Councilmanic SIT Supported
Bridge Rehabilitation	55,000	-	-	-	-	3,371,393	3,426,393	Councilmanic SIT Supported
Bridge Rehabilitation - Godown Road Bridge	500,000	-	-	-	-	-	500,000	Councilmanic SIT Supported
Bridge Rehabilitation - Broad Street Bridge Lighting	220,000	-	-	-	-	-	220,000	Councilmanic SIT Supported
Bridge Rehabilitation - Annual Citywide Contract	1,846,393	921,393	1,771,393	871,393	871,393	-	6,281,965	Councilmanic SIT Supported
Bridge Rehabilitation - General Engineering	-	300,000	-	200,000	-	-	500,000	Councilmanic SIT Supported
Bridge Rehabilitation - Second Avenue RR Bridge Replacement	-	-	-	-	1,000,000	-	1,000,000	Councilmanic SIT Supported
Bridge Rehabilitation - 5th Avenue under Conrail and Norfolk Southern RR	750,000	-	-	-	-	-	750,000	Councilmanic SIT Supported
Bridge Rehabilitation - Front Street over Railroad South of Nationwide	-	-	-	-	1,000,000	-	1,000,000	Councilmanic SIT Supported
Bridge Rehabilitation - Joyce Avenue Bridge Rehabilitation	-	-	-	800,000	-	-	800,000	Councilmanic SIT Supported
Bridge Rehabilitation - Sixpoint Court Over Stream West of I-71 South of Park	-	450,000	-	-	-	-	450,000	Councilmanic SIT Supported
Bridge Rehabilitation - Cleveland Avenue Culvert Lining	-	400,000	-	-	-	-	400,000	Councilmanic SIT Supported
Bridge Rehabilitation - Independence Village Culvert Replacements	-	500,000	-	-	-	-	500,000	Councilmanic SIT Supported
Bridge Rehabilitation - Roberts Road over Conrail	-	-	-	1,500,000	-	-	1,500,000	Councilmanic SIT Supported
Bridge Rehabilitation - Overbrook Drive over Adena Brook #3 East of High Street	-	-	500,000	-	-	-	500,000	Councilmanic SIT Supported
Bridge Rehabilitation - Calumet over Walhalla	-	-	-	-	500,000	-	500,000	Councilmanic SIT Supported
Bridge Rehabilitation - Abbeyfield Drive Culvert Replacement	-	-	300,000	-	-	-	300,000	Councilmanic SIT Supported
Bridge Rehabilitation - Brentnell Boulevard Over Ditch	-	-	800,000	-	-	-	800,000	Councilmanic SIT Supported
Bridge Rehabilitation - Lehman Road	-	800,000	-	-	-	-	800,000	Councilmanic SIT Supported
Housing Initiatives - Roadway	800,000	800,000	800,000	800,000	800,000	800,000	4,800,000	Councilmanic SIT Supported
Bikeway Development	-	-	800,000	-	-	-	800,000	Councilmanic SIT Supported
Bikeway Development - Olentangy River Road Shared Use Path - Kinnear to Lane	523,535	-	-	-	-	-	523,535	Councilmanic SIT Supported
Bikeway Development - Cleveland Avenue Shared Use Path - Community Park Drive to Interstate 270	121,000	-	-	-	-	-	121,000	Councilmanic SIT Supported

# Capital Improvements Program

2017 - 2022 CAPITAL IMPROVEMENTS PROGRAM (cont.)								Total	
DEPARTMENT PROJECT	2017	2018	2019	2020	2021	2022	Budget	Funding Source	
Bikeway Development - Bikeway Resurfacing Contributions	54,745	100,000	180,000	300,000	300,000	300,000	1,234,745	Councilmanic SIT Supported	
Bikeway Development - Audubon-Woodward Connector	-	300,000	20,000	1,500,000	-	-	1,820,000	Councilmanic SIT Supported	
Bikeway Development - Britton Parkway Shared Use Path	-	-	-	200,000	25,000	850,000	1,075,000	Councilmanic SIT Supported	
Bikeway Development - CORR Rd Lockbourne Rd Bike Lanes	-	-	-	-	250,000	850,000	1,100,000	Councilmanic SIT Supported	
Bikeway Development - Georgesville Road SUP	-	100,000	500,000	-	-	-	600,000	Councilmanic SIT Supported	
Bikeway Development - Morse Rd at Big Walnut Trail Connector	-	25,000	-	-	-	-	25,000	Councilmanic SIT Supported	
Bikeway Development - Morse Road Bike Lanes	-	200,000	-	-	-	-	200,000	Councilmanic SIT Supported	
Bikeway Development - Norton Road Shared Use Path	130,000	655,000	-	-	-	-	785,000	Councilmanic SIT Supported	
Bikeway Development - Olentangy River Rd SUP-N Broadway to Garrett	-	220,000	-	-	800,000	-	1,020,000	Councilmanic SIT Supported	
Bikeway Development - South Linden Area Bikeways	-	300,000	-	-	-	-	300,000	Councilmanic SIT Supported	
Bikeway Development - Weinland-Shepard Connector	-	100,000	500,000	-	-	-	600,000	Councilmanic SIT Supported	
Bikeway Development - Williams Road Paved Shoulders	-	-	-	-	625,000	-	625,000	Councilmanic SIT Supported	
School Flashers - 20 MPH - Commodities	50,000	50,000	50,000	50,000	50,000	50,000	300,000	Councilmanic SIT Supported	
Traffic Signal Installation - Commodities	950,000	950,000	950,000	950,000	950,000	950,000	5,700,000	Councilmanic SIT Supported	
Sign Upgrading/Streetname Signs - Commodities	325,000	325,000	325,000	325,000	325,000	325,000	1,950,000	Councilmanic SIT Supported	
Permanent Pavement Markings	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000	Councilmanic SIT Supported	
Pedestrian Safety Improvements - Sidewalk Program	-	627,600	2,448,099	3,250,000	2,850,000	3,300,000	12,475,699	Councilmanic SIT Supported	
Pedestrian Safety Improvements - Waggoner Road Shared Use Path-Broad Street to Chapel Stone Road	1,170,720	-	-	-	-	-	1,170,720	Councilmanic SIT Supported	
Pedestrian Safety Improvement - Mound Street Sidewalks - Binns Boulevard to Wayne Avenue	1,420,000	-	-	-	-	-	1,420,000	Councilmanic SIT Supported	
Pedestrian Safety Improvement - Sidewalk Replacement	559,400	600,000	400,000	400,000	400,000	400,000	2,759,400	Councilmanic SIT Supported	
Pedestrian Safety Improvement - Eakin Road Sidewalks - Salisbury to Hague	860,000	-	-	-	-	-	860,000	Councilmanic SIT Supported	
Pedestrian Safety Improvements - Sidewalk NOV	600,000	600,000	300,000	300,000	300,000	300,000	2,400,000	Councilmanic SIT Supported	
Pedestrian Safety Improvements - Refugee Road - Winchester Pike to Hamilton Road	160,000	-	851,901	-	-	-	1,011,901	Councilmanic SIT Supported	
Pedestrian Safety Improvements - SRTS Sidewalks-McGuffey and Duxberry	-	50,000	-	-	-	-	50,000	Councilmanic SIT Supported	
Pedestrian Safety Improvements - Third Avenue Sidewalks	150,000	-	-	50,000	450,000	-	650,000	Councilmanic SIT Supported	
Pedestrian Safety Improvements - Worthington Woods Blvd Sidewalks	250,600	1,002,400	-	-	-	-	1,253,000	Councilmanic SIT Supported	
Pedestrian Safety Improvements - Stormwater Detention	-	750,000	-	-	-	-	750,000	Councilmanic SIT Supported	
Pedestrian Safety Improvements - Binns Burroughs SRTS (HCMP)	-	370,000	-	-	-	-	370,000	Councilmanic SIT Supported	
<b>Subtotal - PUBLIC SERVICE/12 - TRANSPORTATION 59-12</b>	<b>\$ 43,905,000</b>	<b>\$ 43,905,000</b>	<b>\$ 43,905,000</b>	<b>\$ 43,905,000</b>	<b>\$ 43,905,000</b>	<b>\$ 43,905,000</b>	<b>\$ 263,430,000</b>		
<b>REFUSE COLLECTION 59- 02</b>									
Mechanized Collection Equipment - 96-Gallon Containers	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000	Councilmanic SIT Supported	
Mechanized Collection Equipment - 300 Gallon Containers	725,000	755,000	725,000	725,000	725,000	725,000	4,380,000	Councilmanic SIT Supported	
Mechanized Collection Equipment - Automated Side Loader Trucks	3,000,000	3,000,000	2,500,000	3,000,000	3,000,000	3,000,000	17,500,000	Councilmanic SIT Supported	
Mechanized Collection Equipment - Front-Box Loader Trucks	900,000	-	1,380,000	900,000	900,000	900,000	4,980,000	Councilmanic SIT Supported	
Mechanized Collection Equipment - Rear Loading Packer Trucks	-	1,000,000	-	-	-	-	1,000,000	Councilmanic SIT Supported	
Mechanized Collection Equipment - Semi-Automated Trucks	550,000	-	600,000	550,000	550,000	550,000	2,800,000	Councilmanic SIT Supported	
Mechanized Collection Equipment - Flatbed Trucks	230,000	-	-	230,000	230,000	230,000	920,000	Councilmanic SIT Supported	
Mechanized Collection Equipment - Compactor Trucks	250,000	-	450,000	250,000	250,000	250,000	1,450,000	Councilmanic SIT Supported	
Mechanized Collection Equipment - Knuckle Boom Trucks	-	1,000,000	-	-	-	-	1,000,000	Councilmanic SIT Supported	
Mechanized Collection Equipment - Dumpsters	25,000	25,000	25,000	25,000	25,000	25,000	150,000	Councilmanic SIT Supported	
Alum Creek Remediation - Facility Improvements	100,000	-	100,000	100,000	100,000	100,000	500,000	Councilmanic 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>									
Livingston Ave Storm Sewer Replacement	-	5,200,000	-	-	-	-	5,200,000	Storm Sewer Enterprise (Unvoted)	
Storm Sewer Large Diameter Condition Assessment Phase 1	-	-	1,500,000	-	-	-	1,500,000	Storm Sewer Enterprise (Unvoted)	
60-15 Petzinger Rd Stormwater Imps	1,250,000	-	-	-	-	-	1,250,000	Voted 2013 Debt - Storm	
General Engineering Svcs - Storm	-	200,000	200,000	200,000	-	2,000,000	2,600,000	Storm Sewer Enterprise (Unvoted)	
General Engineering Svcs - Storm	200,000	-	-	-	-	-	200,000	Voted 2013 Debt - Storm	
60-15 Linworth Rd/Meeklyn Dr Storm Sewer	500,000	500,000	-	-	-	-	1,000,000	Storm Sewer Enterprise (Unvoted)	

2017 - 2022 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2017	2018	2019	2020	2021	2022	Total Budget	Funding Source
Lehnert Farms/Bolton Field Stormwater System Improvements	1,000,000	-	-	-	-	-	1,000,000	Voted 2013 Debt - Storm
Woodward Avenue Detention Basin Modifications	650,000	-	-	-	-	-	650,000	WPCLF/OWDA
Summit View Detention Basin Modifications	650,000	-	-	-	-	-	650,000	Voted 2013 Debt - Storm
Detention Basin Modifications III	-	350,000	-	-	-	-	350,000	Storm Sewer Enterprise (Unvoted)
Detention Basin Modifications IV	-	-	350,000	-	-	-	350,000	Storm Sewer Enterprise (Unvoted)
Detention Basin Modifications IV	100,000	-	-	-	-	-	100,000	Voted 2013 Debt - Storm
Detention Basin Modifications V	-	100,000	-	350,000	-	-	450,000	Storm Sewer Enterprise (Unvoted)
Detention Basin Modifications VI	-	-	100,000	-	350,000	-	450,000	Storm Sewer Enterprise (Unvoted)
Olde Beechwood Area Stormwater System Improvements	-	50,000	-	-	-	-	50,000	Storm Sewer Enterprise (Unvoted)
Olde Beechwood Area Stormwater System Improvements	250,000	-	-	-	-	-	250,000	Voted 2013 Debt - Storm
Olde Beechwood Area Stormwater System Improvements	-	2,500,000	-	-	-	-	2,500,000	WPCLF/OWDA
60-15 Storm Sewer Contingencies	-	2,000,000	1,500,000	1,500,000	-	-	5,000,000	Storm Sewer Enterprise (Unvoted)
60-15 Storm Sewer Contingencies	1,700,000	-	-	-	-	-	1,700,000	Voted 2013 Debt - Storm
Storm Sewer Contingencies-Joint Projects with DPS	1,000,000	1,000,000	1,000,000	1,000,000	-	-	4,000,000	Storm Sewer Enterprise (Unvoted)
Woodward, Wildwood, and Woodnell Avenue Storm System	2,750,000	-	-	-	-	-	2,750,000	Voted 2013 Debt - Storm
Joyce Avenue Improvements	7,145	-	-	-	-	-	7,145	Storm Sewer Enterprise (Unvoted)
Joyce Avenue Improvements	800,000	-	-	-	-	-	800,000	Voted 2013 Debt - Storm
Stormwater Master Plan	1,000,000	-	-	-	-	-	1,000,000	Voted 2013 Debt - Storm
Holton Park and Eureka Avenue Green Infrastructure Improvements	350,000	-	-	-	-	-	350,000	WPCLF/OWDA
ST-21, ST-22, ST-23 Improvements	-	-	50,000	-	2,000,000	-	2,050,000	Storm Sewer Enterprise (Unvoted)
ST-21, ST-22, ST-23 Improvements	500,000	-	-	-	-	-	500,000	Voted 2013 Debt - Storm
Stormwater Strategic Plan, Phase 2	-	150,000	100,000	-	-	-	250,000	Storm Sewer Enterprise (Unvoted)
Stormwater Strategic Plan, Phase 2	250,000	-	-	-	-	-	250,000	Voted 2013 Debt - Storm
Central Avenue Underpass Stormwater System Improvements	-	-	-	300,000	-	-	300,000	Storm Sewer Enterprise (Unvoted)
Central Avenue Underpass Stormwater System Improvements	80,000	-	-	-	-	-	80,000	Voted 2013 Debt - Storm
Windsor Ave Stormwater System Improvements	-	912,500	-	-	-	-	912,500	Storm Sewer Enterprise (Unvoted)
Windsor Ave Stormwater System Improvements	100,000	-	-	-	-	-	100,000	Voted 2013 Debt - Storm
SMOC SCADA Modernization at Remote Stormwater Facilities	-	2,000,000	-	-	-	-	2,000,000	Storm Sewer Enterprise (Unvoted)
SMOC SCADA Modernization at Remote Stormwater Facilities	950,000	-	-	-	-	-	950,000	Voted 2013 Debt - Storm
<b>Subtotal - PUBLIC UTILITIES/STORM SEWER 60-15</b>	<b>\$ 14,087,145</b>	<b>\$ 14,962,500</b>	<b>\$ 4,800,000</b>	<b>\$ 3,350,000</b>	<b>\$ 2,350,000</b>	<b>\$ 2,000,000</b>	<b>\$ 41,549,645</b>	
<b>PUBLIC UTILITIES/SANITARY SEWERS 60- 05</b>								
Poindexter Village Phase II	1,000,000	-	-	-	-	-	1,000,000	Voted 2008 Debt-Sanitary Sewer
Public Information Outreach	-	-	100,000	100,000	100,000	100,000	400,000	Sanitary Sewer Enterprise (Unvoted)
Public Information Outreach	100,000	100,000	-	-	-	-	200,000	Voted 2008 Debt-Sanitary Sewer
Blueprint 4 Pillars Video Project	1,000,000	500,000	-	-	-	-	1,500,000	Voted 2008 Debt-Sanitary Sewer
Blueprint Columbus Public Information Outreach	1,000,000	500,000	-	-	-	-	1,500,000	Voted 2008 Debt-Sanitary Sewer
Real Time Control - TBD	-	-	-	-	1,000,000	-	1,000,000	Sanitary Sewer Enterprise (Unvoted)
Real Time Control - Alum Creek Storm Tanks	-	-	-	1,000,000	-	-	1,000,000	Sanitary Sewer Enterprise (Unvoted)
Real Time Control - Alum Creek Storm Tanks	50,000	-	-	-	-	-	50,000	Voted 2008 Debt-Sanitary Sewer
Real Time Control - Sewer System Optimization	-	-	500,000	-	-	-	500,000	Sanitary Sewer Enterprise (Unvoted)
Real Time Control - Sewer System Optimization	500,000	500,000	-	-	-	-	1,000,000	Voted 2008 Debt-Sanitary Sewer
DOSD Security & Emergency Preparedness	-	-	100,000	100,000	-	-	200,000	Sanitary Sewer Enterprise (Unvoted)
DOSD Security & Emergency Preparedness	100,000	100,000	-	-	-	-	200,000	Voted 2008 Debt-Sanitary Sewer
SSES Overall Engineering Consultant (OEC) Services	-	-	300,000	300,000	300,000	300,000	1,200,000	Sanitary Sewer Enterprise (Unvoted)
SSES Overall Engineering Consultant (OEC) Services	300,000	300,000	-	-	-	-	600,000	Voted 2008 Debt-Sanitary Sewer
Big Walnut Sanitary Trunk Extension, Phase 2	-	-	-	6,000,000	1,000,000	-	7,000,000	Sanitary Sewer Enterprise (Unvoted)
Big Walnut Sanitary Trunk Extension, Phase 2	-	1,000,000	-	-	-	-	1,000,000	Voted 2008 Debt-Sanitary Sewer
Big Walnut Sanitary Trunk Extension, Phase 2	-	-	-	68,200,000	-	-	68,200,000	WPCLF/OWDA
Central College Subtrunk Extension Phase 3	-	-	3,000,000	-	-	-	3,000,000	Sanitary Sewer Enterprise (Unvoted)
Central College Subtrunk Extension Phase 3	350,000	-	-	-	-	-	350,000	Voted 2008 Debt-Sanitary Sewer
Central College Subtrunk Extension Phase 3	-	-	25,000,000	-	-	-	25,000,000	WPCLF/OWDA

# Capital Improvements Program

2017 - 2022 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2017	2018	2019	2020	2021	2022	Total Budget	Funding Source
60-05 Blacklick Creek Interceptor	1,000,000	1,000,000	-	-	-	-	2,000,000	Voted 2008 Debt-Sanitary Sewer
60-05 Blacklick Creek Sanitary Interceptor Sewer CA/CI	6,000,000	2,000,000	-	-	-	-	8,000,000	Voted 2008 Debt-Sanitary Sewer
60-05 General Engineering Svcs Contract	400,000	400,000	-	-	-	-	800,000	Voted 2008 Debt-Sanitary Sewer
Shadeville Sanitary Interceptor	-	-	-	-	-	2,000,000	2,000,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP Primary Clarifiers Electrical Upgrades	573,000	-	-	-	-	-	573,000	Voted 2008 Debt-Sanitary Sewer
JPWWTP Primary Clarifiers Electrical Upgrades	7,166,735	-	-	-	-	-	7,166,735	WPCLF/OWDA
Roof Replacement for DPU Facilities	2,990,000	2,000,000	-	-	-	-	4,990,000	Voted 2008 Debt-Sanitary Sewer
Roof Replacement for DPU Facilities #2	-	-	2,000,000	2,000,000	2,000,000	2,000,000	8,000,000	Sanitary Sewer Enterprise (Unvoted)
Roof Replacement for DPU Facilities #2	-	195,000	-	-	-	-	195,000	Voted 2008 Debt-Sanitary Sewer
Roof Replacement for DPU Facilities #3	-	-	-	-	-	250,000	250,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP Biosolids Land Application Improvements	1,200,000	-	-	-	-	-	1,200,000	Voted 2008 Debt-Sanitary Sewer
JPWWTP Biosolids Land Application Improvements	15,000,000	-	-	-	-	-	15,000,000	WPCLF/OWDA
JPWWTP Digester Cover Rehab	-	1,895,000	1,895,000	1,895,000	-	-	5,685,000	WPCLF/OWDA
JPWWTP Cogeneration Facility	855,000	888,000	-	-	-	-	1,743,000	Voted 2008 Debt-Sanitary Sewer
JPWWTP Cogeneration Facility	-	11,104,000	-	-	-	-	11,104,000	WPCLF/OWDA
6005 Facilities & Equip Upgrade for WSST	1,228,000	-	-	-	-	-	1,228,000	Voted 2008 Debt-Sanitary Sewer
6005 Facilities & Equip Upgrade for WSST	15,353,000	-	-	-	-	-	15,353,000	WPCLF/OWDA
DPU General Engineering Consultant Services (GEC) #2	500,000	500,000	-	-	-	-	1,000,000	Voted 2008 Debt-Sanitary Sewer
DPU General Engineering Consultant Services (GEC) #3	-	-	500,000	500,000	-	-	1,000,000	Sanitary Sewer Enterprise (Unvoted)
DPU General Engineering Consultant Services (GEC) #3	500,000	500,000	-	-	-	-	1,000,000	Voted 2008 Debt-Sanitary Sewer
DPU General Engineering Consultant Services (GEC) #4	-	-	500,000	500,000	500,000	500,000	2,000,000	Sanitary Sewer Enterprise (Unvoted)
DPU General Engineering Consultant Services (GEC) #5	-	-	-	-	500,000	500,000	1,000,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP Small Capital Projects	-	-	400,000	400,000	400,000	400,000	1,600,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP Small Capital Projects	700,000	400,000	-	-	-	-	1,100,000	Voted 2008 Debt-Sanitary Sewer
SWWTP Small Capital Projects	-	-	400,000	400,000	400,000	400,000	1,600,000	Sanitary Sewer Enterprise (Unvoted)
SWWTP Small Capital Projects	350,000	400,000	-	-	-	-	750,000	Voted 2008 Debt-Sanitary Sewer
SWWTP Building Heating Improvements - Boiler Revisions (RFP 011A)	1,227,020	-	-	-	-	-	1,227,020	Voted 2008 Debt-Sanitary Sewer
SWWTP Building Heating Improvements - Fuel Oil UST Closure (RFP)	359,000	-	-	-	-	-	359,000	Voted 2008 Debt-Sanitary Sewer
SWWTP Boiler System Operational Improvements (S81 Boiler TSFs) (RFP 015)	1,295,000	-	-	-	-	-	1,295,000	Voted 2008 Debt-Sanitary Sewer
Compost Facility Small Capital Projects	-	-	-	200,000	200,000	200,000	600,000	Sanitary Sewer Enterprise (Unvoted)
SMOC Small Capital Projects	-	-	200,000	200,000	200,000	200,000	800,000	Sanitary Sewer Enterprise (Unvoted)
SMOC Small Capital Projects	450,000	200,000	-	-	-	-	650,000	Voted 2008 Debt-Sanitary Sewer
Fairwood Building Facilities Small Capital Projects	-	-	50,000	50,000	50,000	50,000	200,000	Sanitary Sewer Enterprise (Unvoted)
Fairwood Building Facilities Small Capital Projects	50,000	50,000	-	-	-	-	100,000	Voted 2008 Debt-Sanitary Sewer
Faiwood Fueling Station Compliance Upgrade	250,000	-	-	-	-	-	250,000	Voted 2008 Debt-Sanitary Sewer
WWTFs Professional Construction Management Services #2	-	-	9,929,000	5,201,000	1,648,000	1,440,000	18,218,000	Sanitary Sewer Enterprise (Unvoted)
WWTFs Professional Construction Management Services #2	-	7,411,000	-	-	-	-	7,411,000	Voted 2008 Debt-Sanitary Sewer
WWTFs Professional Construction Management Services #3	-	-	-	-	-	1,000,000	1,000,000	Sanitary Sewer Enterprise (Unvoted)
WWTFs Professional Construction Management for Small Capital	-	250,000	250,000	250,000	-	-	750,000	Sanitary Sewer Enterprise (Unvoted)
WWTFs Professional Construction Management for Small Capital	250,000	-	-	-	-	-	250,000	Voted 2008 Debt-Sanitary Sewer
WWTFs Professional Construction Management for Small Capital	-	-	-	-	250,000	250,000	500,000	Sanitary Sewer Enterprise (Unvoted)
DPU Hazardous Energy Control	-	50,000	200,000	50,000	50,000	50,000	400,000	Sanitary Sewer Enterprise (Unvoted)
DPU Hazardous Energy Control	150,000	-	-	-	-	-	150,000	Voted 2008 Debt-Sanitary Sewer
WWTFs Instrumentation and Control (I&C) Integration and Programming	-	-	500,000	500,000	-	-	1,000,000	Sanitary Sewer Enterprise (Unvoted)
WWTFs Instrumentation and Control (I&C) Integration and Programming	500,000	500,000	-	-	-	-	1,000,000	Voted 2008 Debt-Sanitary Sewer
WWTFs Instrumentation and Control (I&C) Integration and Programming	-	-	-	-	500,000	500,000	1,000,000	Sanitary Sewer Enterprise (Unvoted)
60-05 WWTFs Renovations and Rehabilitations	-	-	500,000	500,000	500,000	500,000	2,000,000	Sanitary Sewer Enterprise (Unvoted)
60-05 WWTFs Renovations and Rehabilitations	500,000	500,000	-	-	-	-	1,000,000	Voted 2008 Debt-Sanitary Sewer
SWWTP Digestion Process Expansion	-	1,200,000	-	-	-	-	1,200,000	Voted 2008 Debt-Sanitary Sewer
SWWTP Digestion Process Expansion	-	14,996,940	-	-	-	-	14,996,940	WPCLF/OWDA
SWWTP Cogeneration Facility	-	-	610,000	-	-	-	610,000	Sanitary Sewer Enterprise (Unvoted)
SWWTP Cogeneration Facility	587,000	-	-	-	-	-	587,000	Voted 2008 Debt-Sanitary Sewer
SWWTP Cogeneration Facility	-	-	7,626,000	-	-	-	7,626,000	WPCLF/OWDA

2017 - 2022 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2017	2018	2019	2020	2021	2022	Total Budget	Funding Source
WWTF Upgrade - General Program #4	-	-	1,894,000	1,894,000	1,894,000	-	5,682,000	Sanitary Sewer Enterprise (Unvoted)
WWTF Upgrade - General Program #4	2,700,000	1,894,000	-	-	-	-	4,594,000	Voted 2008 Debt-Sanitary Sewer
WWTF Upgrade - General Program #5	-	-	-	-	-	1,894,000	1,894,000	Sanitary Sewer Enterprise (Unvoted)
60-05 SWWTP Chemically Enhanced Primary Treatment: Preliminary Treatment	3,000,000	-	-	-	-	-	3,000,000	Voted 2008 Debt-Sanitary Sewer
60-05 SWWTP Chemically Enhanced Primary Treatment: Preliminary Treatment	37,000,000	-	-	-	-	-	37,000,000	WPCLF/OWDA
60-05 SWWTP Chemically Enhanced Primary Treatment (CEPT):	3,018,000	-	-	-	-	-	3,018,000	Voted 2008 Debt-Sanitary Sewer
60-05 SWWTP Chemically Enhanced Primary Treatment (CEPT):	36,400,000	-	-	-	-	-	36,400,000	WPCLF/OWDA
60-05 SWWTP Chemically Enhanced Primary Treatment (CEPT):	1,880,000	-	-	-	-	-	1,880,000	Voted 2008 Debt-Sanitary Sewer
60-05 SWWTP Chemically Enhanced Primary Treatment (CEPT):	23,500,000	-	-	-	-	-	23,500,000	WPCLF/OWDA
60-05 Compost Facility Odor Control Improvements	-	660,000	-	-	-	-	660,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Compost Facility Odor Control Improvements	834,687	-	-	-	-	-	834,687	Voted 2008 Debt-Sanitary Sewer
60-05 Compost Facility Odor Control Improvements	-	8,250,000	-	-	-	-	8,250,000	WPCLF/OWDA
2018 Annual Lining Contract	-	5,000,000	-	-	-	-	5,000,000	WPCLF/OWDA
2019 Annual Lining Contract	-	-	5,000,000	-	-	-	5,000,000	WPCLF/OWDA
2020 Annual Lining Contract	-	-	-	5,000,000	-	-	5,000,000	WPCLF/OWDA
2021 Annual Lining Contract	-	-	-	-	5,000,000	-	5,000,000	WPCLF/OWDA
2022 Annual Lining Contract	-	-	-	-	-	5,000,000	5,000,000	WPCLF/OWDA
Sewer System Capacity Model update 2012	1,500,000	2,166,252	-	-	-	-	3,666,252	Voted 2008 Debt-Sanitary Sewer
Sewer System Capacity Model update 2018	-	333,748	1,500,000	1,500,000	1,500,000	1,500,000	6,333,748	Sanitary Sewer Enterprise (Unvoted)
Big Walnut/Rickenbacker Sanitary Interceptor	1,000,000	-	-	-	-	-	1,000,000	Voted 2008 Debt-Sanitary Sewer
Lockbourne Subtrunk Air Quality Improvements	-	3,200,000	-	-	-	-	3,200,000	WPCLF/OWDA
Big Walnut Augmentation / Rickenbacker Interceptor (BWARI) Lockbourne Subtrunk CA/CI	-	2,000,000	-	-	-	-	2,000,000	Voted 2008 Debt-Sanitary Sewer
Intermodal Sanitary Subtrunk Extension	-	150,000	-	-	-	-	150,000	Voted 2008 Debt-Sanitary Sewer
Intermodal Sanitary Subtrunk Extension	1,500,000	-	-	20,000,000	-	-	21,500,000	WPCLF/OWDA
Upper Scioto West Subtrunk, Hayden Run Area, West of Cosgray Rd	-	-	-	-	-	3,000,000	3,000,000	WPCLF/OWDA
Upper Scioto West Shaft	1,500,000	-	-	-	-	-	1,500,000	WPCLF/OWDA
Franklinton East Sewer Improvements	-	3,000,000	-	-	-	-	3,000,000	WPCLF/OWDA
Woodward Avenue Sanitary Sewers	525,000	-	-	-	-	-	525,000	Voted 2008 Debt-Sanitary Sewer
Joyce Ave Sanitary Sewer Improvements	70,000	-	-	-	-	-	70,000	Voted 2008 Debt-Sanitary Sewer
Franklin Main Interceptor Rehabilitation, Sec. 6	-	2,000,000	-	-	-	-	2,000,000	WPCLF/OWDA
60-05 Big Run/Hellbranch Subtrunk (Extension Reimbursement)	1,009,671	-	-	-	-	-	1,009,671	Voted 2008 Debt-Sanitary Sewer
Big Walnut Outfall Rehabilitation	-	-	1,400,000	-	-	-	1,400,000	Sanitary Sewer Enterprise (Unvoted)
Big Walnut Outfall Rehabilitation	-	-	-	14,000,000	-	-	14,000,000	WPCLF/OWDA
60-05 OSIS Augment Relief Sewer, Henry St.-JPWWTP OARS	500,000	-	-	-	-	-	500,000	Voted 2008 Debt-Sanitary Sewer
Lower Olentangy River Ecosystem Restoration, Fifth Ave. Dam Removal	-	20,000	70,000	-	-	-	90,000	Sanitary Sewer Enterprise (Unvoted)
Lower Olentangy River Ecosystem Restoration, Fifth Ave. Dam Removal	50,000	-	-	-	-	-	50,000	Voted 2008 Debt-Sanitary Sewer
Lower Olentangy Tunnel - Phase 1	-	-	-	-	1,000,000	-	1,000,000	Sanitary Sewer Enterprise (Unvoted)
Lower Olentangy Tunnel - Phase 1	5,524,000	5,524,000	-	-	-	-	11,048,000	Voted 2008 Debt-Sanitary Sewer
Lower Olentangy Tunnel - Phase 1	-	-	-	-	-	185,000,000	185,000,000	WPCLF/OWDA
Large Diameter Sewer Rehabilitation - Alum Creek Trunk North Section/Alum Creek Subtrunk Sewer	5,500,000	-	-	-	-	-	5,500,000	WPCLF/OWDA
Large Diameter Sewer Rehabilitation - Alum Creek Trunk Middle Section/Alum Creek Interceptor Sewer	8,500,000	-	-	-	-	-	8,500,000	WPCLF/OWDA
Large Diameter Sewer Rehabilitation - Alum Creek Trunk South Section/Deshler Tunnel-Alum Creek Interceptor Sewer/Truro Sewers	-	5,000,000	-	-	-	-	5,000,000	WPCLF/OWDA
Big Walnut Trunk Sewer - North	300,000	100,000	-	-	-	-	400,000	Voted 2008 Debt-Sanitary Sewer
Big Walnut Trunk Sewer - North	-	7,500,000	-	-	-	-	7,500,000	WPCLF/OWDA
Big Walnut Trunk Sewer - North	300,000	100,000	-	-	-	-	400,000	Voted 2008 Debt-Sanitary Sewer
Large Diameter Sewer Rehabilitation - Big Walnut Middle Trunk Section	-	7,500,000	-	-	-	-	7,500,000	WPCLF/OWDA
Big Walnut Trunk Sewer - South	300,000	100,000	-	-	-	-	400,000	Voted 2008 Debt-Sanitary Sewer
Big Walnut Trunk Sewer - South	-	7,600,000	-	-	-	-	7,600,000	WPCLF/OWDA
OSIS Large Diameter Sewer Rehabilitation	-	1,200,000	1,200,000	-	-	-	2,400,000	Sanitary Sewer Enterprise (Unvoted)
OSIS Large Diameter Sewer Rehabilitation	-	-	-	-	5,000,000	-	5,000,000	WPCLF/OWDA
Center Large Diameter Rehabilitation	250,000	-	-	-	-	-	250,000	Voted 2008 Debt-Sanitary Sewer



# Capital Improvements Program

2017 - 2022 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2017	2018	2019	2020	2021	2022	Total Budget	Funding Source
Center Large Diameter Rehabilitation	-	2,000,000	3,000,000	-	-	-	5,000,000	WPCLF/OWDA
West Side Trunk Rehabilitation	-	300,000	100,000	-	-	-	400,000	Sanitary Sewer Enterprise (Unvoted)
West Side Trunk Rehabilitation	1,500,000	-	-	-	-	-	1,500,000	Voted 2008 Debt-Sanitary Sewer
West Side Trunk Rehabilitation	-	-	-	5,000,000	-	-	5,000,000	WPCLF/OWDA
Large Diameter - Blacklick Creek Main Trunk	1,200,000	-	-	-	-	-	1,200,000	Voted 2008 Debt-Sanitary Sewer
Large Diameter - Blacklick Creek Main Trunk	-	5,000,000	-	-	-	-	5,000,000	WPCLF/OWDA
Large Diameter - Scioto Main Trunk	2,400,000	-	-	-	-	-	2,400,000	Voted 2008 Debt-Sanitary Sewer
Large Diameter - Scioto Main Trunk	-	-	5,000,000	-	-	-	5,000,000	WPCLF/OWDA
Large Diameter Sewer Rehabilitation	-	-	-	1,200,000	-	-	1,200,000	Sanitary Sewer Enterprise (Unvoted)
Near North & East Area Large Diameter Assessment	250,000	-	-	-	-	-	250,000	Voted 2008 Debt-Sanitary Sewer
Near North & East Area Large Diameter Assessment	-	5,000,000	-	-	-	-	5,000,000	WPCLF/OWDA
Brimfield Area Sanitary System Repair Project	1,000,000	-	-	-	-	-	1,000,000	WPCLF/OWDA
2017 General Construction Contract	1,500,000	-	-	-	-	-	1,500,000	Voted 2008 Debt-Sanitary Sewer
2018 General Construction Contract	-	1,036,000	-	-	-	-	1,036,000	Sanitary Sewer Enterprise (Unvoted)
2018 General Construction Contract	-	464,000	-	-	-	-	464,000	Voted 2008 Debt-Sanitary Sewer
2019 General Construction Contract	-	-	1,500,000	-	-	-	1,500,000	Sanitary Sewer Enterprise (Unvoted)
2020 General Construction Contract	-	-	-	1,500,000	-	-	1,500,000	Sanitary Sewer Enterprise (Unvoted)
2021 General Construction Contract	-	-	-	-	3,000,000	-	3,000,000	Sanitary Sewer Enterprise (Unvoted)
2022 General Construction Contract	-	-	-	-	-	3,000,000	3,000,000	Sanitary Sewer Enterprise (Unvoted)
Moler Street Overflow Intercepting Sewer	-	250,000	-	-	-	-	250,000	Sanitary Sewer Enterprise (Unvoted)
Moler Street Overflow Intercepting Sewer	-	-	10,000,000	-	-	-	10,000,000	WPCLF/OWDA
Third Ave Relief Sewer, Phase 3	-	250,000	-	-	-	-	250,000	Sanitary Sewer Enterprise (Unvoted)
Third Ave Relief Sewer, Phase 3	-	-	7,500,000	-	-	-	7,500,000	WPCLF/OWDA
Rickenbacker Area Pump Station (SA-15)	344,000	-	-	-	-	-	344,000	Voted 2008 Debt-Sanitary Sewer
SMOC SCADA Modernization at Remote Sanitary Facilities	700,000	-	-	-	-	-	700,000	Voted 2008 Debt-Sanitary Sewer
SMOC SCADA Modernization at Remote Sanitary Facilities	-	1,500,000	-	-	-	-	1,500,000	WPCLF/OWDA
SMOC SCADA Communication Network Modernization	1,200,000	-	-	-	-	-	1,200,000	Voted 2008 Debt-Sanitary Sewer
SMOC SCADA Communication Network Modernization	-	3,500,000	-	-	-	-	3,500,000	WPCLF/OWDA
General CACI	-	9,500,000	9,500,000	10,000,000	12,200,000	12,200,000	53,400,000	Sanitary Sewer Enterprise (Unvoted)
General CACI	12,500,000	-	-	-	-	-	12,500,000	Voted 2008 Debt-Sanitary Sewer
Lower Olentangy River Ecosystem CACI	-	-	70,000	-	-	-	70,000	Sanitary Sewer Enterprise (Unvoted)
Lower Olentangy River Ecosystem CACI	50,000	20,000	-	-	-	-	70,000	Voted 2008 Debt-Sanitary Sewer
Weisheimer/Indian Springs Integrated Solution	2,500,000	-	-	-	-	-	2,500,000	WPCLF/OWDA
Morse/Dominion Integrated Solution	3,500,000	-	-	-	-	-	3,500,000	WPCLF/OWDA
Blueprint Clintonville Professional Construction Management Services	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Clintonville Professional Construction Management Services	1,000,000	-	-	-	-	-	1,000,000	Voted 2008 Debt-Sanitary Sewer
Blueprint Linden - Hudson / McGuffey	185,000	-	-	-	-	-	185,000	Voted 2008 Debt-Sanitary Sewer
Blueprint Linden - Hudson / McGuffey	-	4,600,000	-	-	-	-	4,600,000	WPCLF/OWDA
Blueprint Linden - Oakland Park / Medina	200,000	-	-	-	-	-	200,000	Voted 2008 Debt-Sanitary Sewer
Blueprint Linden - Oakland Park / Medina	-	4,000,000	-	-	-	-	4,000,000	WPCLF/OWDA
Blueprint Linden - Agler / Berrell	134,000	-	-	-	-	-	134,000	Voted 2008 Debt-Sanitary Sewer
Blueprint Linden - Agler / Berrell	-	4,000,000	-	-	-	-	4,000,000	WPCLF/OWDA
Blueprint Linden - Artane / Parkwood	-	4,000,000	-	-	-	-	4,000,000	WPCLF/OWDA
Blueprint Hilltop - Palmetto/Westgate	700,000	-	-	-	-	-	700,000	Voted 2008 Debt-Sanitary Sewer
Blueprint Hilltop - Palmetto/Westgate	-	-	-	10,000,000	-	-	10,000,000	WPCLF/OWDA
Blueprint Hilltop - Eureka/Fremont	300,000	100,000	-	-	-	-	400,000	Voted 2008 Debt-Sanitary Sewer
Blueprint Hilltop - Eureka/Fremont	-	-	-	10,000,000	-	-	10,000,000	WPCLF/OWDA
Blueprint Miller Kelton - Newton/Bedford	-	96,000	-	-	-	-	96,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Miller Kelton - Newton/Bedford	250,000	-	-	-	-	-	250,000	Voted 2008 Debt-Sanitary Sewer
Blueprint Miller Kelton - Newton/Bedford	-	-	-	15,500,000	-	-	15,500,000	WPCLF/OWDA
Blueprint Miller Kelton - Kelton/Fairwood	-	-	171,154	-	-	-	171,154	Sanitary Sewer Enterprise (Unvoted)
Blueprint Miller Kelton - Kelton/Fairwood	450,000	-	-	-	-	-	450,000	Voted 2008 Debt-Sanitary Sewer
Blueprint 2015 (5th NW, W. Franklinton, Hilltop 4)	-	-	30,000,000	-	-	-	30,000,000	WPCLF/OWDA

2017 - 2022 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2017	2018	2019	2020	2021	2022	Total Budget	Funding Source
Blueprint 2017 Clintonville 2	-	8,000,000	4,000,000	-	-	-	12,000,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint 2017 Clintonville 2	-	-	-	-	40,000,000	-	40,000,000	WPCLF/OWDA
Blueprint 2018 James Livingston 5 + Plumb Ridge	-	-	8,000,000	4,000,000	-	-	12,000,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint 2018 James Livingston 5 + Plumb Ridge	-	-	-	-	-	40,000,000	40,000,000	WPCLF/OWDA
Blueprint 2019 Hilltop 2	-	-	-	8,000,000	4,000,000	-	12,000,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint 5th Ave by Northwest - Northwest - Sunrise / Glenn	-	-	175,000	-	-	-	175,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint 5th Ave by Northwest - Northwest - Sunrise / Glenn	800,000	-	-	-	-	-	800,000	Voted 2008 Debt-Sanitary Sewer
Blueprint 5th Ave by Northwest - Northwest - Sunrise / Glenn	-	-	-	3,700,000	-	-	3,700,000	WPCLF/OWDA
Blueprint 5th Ave by Northwest - Edgehill / Meadow	-	150,000	-	-	-	-	150,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint 5th Ave by Northwest - Edgehill / Meadow	494,370	-	-	-	-	-	494,370	Voted 2008 Debt-Sanitary Sewer
Blueprint 5th Ave by Northwest - Edgehill / Meadow	-	-	-	2,800,000	-	-	2,800,000	WPCLF/OWDA
Blueprint Olde Beechwood Area - Integrated Solutions	500,000	100,000	-	-	-	-	600,000	Voted 2008 Debt-Sanitary Sewer
Blueprint Olde Beechwood Area - Integrated Solutions	-	1,200,000	-	-	-	-	1,200,000	WPCLF/OWDA
Blueprint Hilltop 4 - Highland / Harris	-	500,000	-	-	-	-	500,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Hilltop 4 - Highland / Harris	-	-	-	3,500,000	-	-	3,500,000	WPCLF/OWDA
West Franklinton Sewer Improvements	-	580,000	-	-	-	-	580,000	Sanitary Sewer Enterprise (Unvoted)
Clintonville Lateral Lining / Downspout Redirect	-	4,249,077	5,750,923	-	-	-	10,000,000	Sanitary Sewer Enterprise (Unvoted)
Clintonville Lateral Lining / Downspout Redirect	-	10,000,000	-	-	-	-	10,000,000	Voted 2008 Debt-Sanitary Sewer
Blueprint Lateral Lining / Downspout Redirect	-	-	16,000,000	30,000,000	30,000,000	30,000,000	106,000,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint CIPP Lining	-	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000	WPCLF/OWDA
Blueprint Columbus: Sump Pump Program	-	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Columbus: Sump Pump Program	3,000,000	-	-	-	-	-	3,000,000	Voted 2008 Debt-Sanitary Sewer
Blueprint I/I Reduction Monitoring	-	-	310,000	310,000	310,000	310,000	1,240,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint I/I Reduction Monitoring	310,000	310,000	-	-	-	-	620,000	Voted 2008 Debt-Sanitary Sewer
Scioto Main Sanitary Pump Stations	400,000	-	-	-	-	-	400,000	Voted 2008 Debt-Sanitary Sewer
Scioto Main Sanitary Pump Stations	-	-	4,500,000	-	-	-	4,500,000	WPCLF/OWDA
Scioto Main Sanitary Trunk Sewer Rehabilitation	-	100,000	-	-	-	-	100,000	Sanitary Sewer Enterprise (Unvoted)
Scioto Main Sanitary Trunk Sewer Rehabilitation	-	-	7,500,000	-	-	-	7,500,000	WPCLF/OWDA
Meeklynn Drive Area Sanitary Sewer	2,000,000	-	-	-	-	-	2,000,000	WPCLF/OWDA
HSTS Elimination Program	-	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	27,500,000	Sanitary Sewer Enterprise (Unvoted)
HSTS Elimination Program	500,000	-	-	-	-	-	500,000	Voted 2008 Debt-Sanitary Sewer
<b>Subtotal - PUBLIC UTILITIES/SANITARY SEWERS 60- 05</b>	<b>\$ 240,362,483</b>	<b>\$ 205,043,017</b>	<b>\$ 200,201,077</b>	<b>\$ 257,750,000</b>	<b>\$ 135,002,000</b>	<b>\$ 314,044,000</b>	<b>\$ 1,352,402,577</b>	
<b>PUBLIC UTILITIES/ELECTRICITY 60- 07</b>								
60 UIRF Funded Street Lighting Projects (Urban Infrastructure Recovery	-	505,000	505,000	505,000	505,000	505,000	2,525,000	Councilmanic SIT Supported
60 UIRF Funded Street Lighting Projects (Urban Infrastructure Recovery	505,000	-	-	-	-	-	505,000	Voted 2013 Debt - Electricity
South High Street Decorative Lighting - 2126	-	405,600	-	-	-	-	405,600	Electricity Enterprise (Unvoted)
South High Street Decorative Lighting - 2140	-	241,800	-	-	-	-	241,800	Electricity Enterprise (Unvoted)
Parsons Avenue Underpass Lighting - 2125	-	46,000	-	-	-	-	46,000	Electricity Enterprise (Unvoted)
Mock Road Street Lighting - 1940	-	41,400	-	-	-	-	41,400	Electricity Enterprise (Unvoted)
North Central Standard Lighting - 1938	-	205,000	-	-	-	-	205,000	Electricity Enterprise (Unvoted)
Innis Road Standard Lighting - 1941	-	33,000	-	-	-	-	33,000	Electricity Enterprise (Unvoted)
East Fifth Avenue Decorative Street Lighting	-	-	118,750	-	-	-	118,750	Electricity Enterprise (Unvoted)
DOP Streetlight Program	-	-	-	500,000	500,000	500,000	1,500,000	Electricity Enterprise (Unvoted)
Morse Rd. (Ph. II) System Improvements, Circuit 7221	350,000	-	-	-	-	-	350,000	Voted 2013 Debt - Electricity
Morse Rd. (Ph. III & IV) System Improvements	-	3,850,000	-	-	-	-	3,850,000	Electricity Enterprise (Unvoted)
Morse Rd. (Ph. III & IV) System Improvements	350,000	-	-	-	-	-	350,000	Voted 2013 Debt - Electricity
Substation 69 & 138 KV OCB Replacement to SF6 2017	180,000	-	-	-	-	-	180,000	Voted 2013 Debt - Electricity
Substation 69 & 138KV OCB Replacement to SF6 2018	-	185,000	-	-	-	-	185,000	Electricity Enterprise (Unvoted)
Substation 69 & 138KV OCB Replacement to SF6 2019	-	-	191,000	-	-	-	191,000	Electricity Enterprise (Unvoted)
Substation 69 & 138KV OCB Replacement to SF6 2020	-	-	-	197,000	-	-	197,000	Electricity Enterprise (Unvoted)
Substation 69 & 138KV OCB Replacement to SF6 2021	-	-	-	-	213,000	-	213,000	Electricity Enterprise (Unvoted)
Substation 69 & 138KV OCB Replacement to SF6 2022	-	-	-	-	-	220,000	220,000	Electricity Enterprise (Unvoted)

Capital Improvements Program

2017 - 2022 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2017	2018	2019	2020	2021	2022	Total Budget	Funding Source
AMI Metering	-	400,000	400,000	-	-	-	800,000	Electricity Enterprise (Unvoted)
Mobile Substation	-	-	-	-	1,858,000	-	1,858,000	Electricity Enterprise (Unvoted)
17th Avenue Circuit Upgrade	-	1,375,000	-	-	-	-	1,375,000	Electricity Enterprise (Unvoted)
Dublin Avenue Substation Security Fence	400,000	-	-	-	-	-	400,000	Voted 2013 Debt - Electricity
Alternate 69 KV Feed to W Substat	2,860,000	-	-	-	-	-	2,860,000	Voted 2013 Debt - Electricity
Conversion to 3 Wire	-	300,000	300,000	300,000	300,000	300,000	1,500,000	Electricity Enterprise (Unvoted)
Forest Hills Street Lighting	-	-	-	-	-	430,650	430,650	Electricity Enterprise (Unvoted)
Valleyview Street Lighting	360,640	-	-	-	-	-	360,640	Voted 2013 Debt - Electricity
Transformer Conversions	-	-	1,900,000	-	-	-	1,900,000	Electricity Enterprise (Unvoted)
New Jackson Pike Substation Transformer	1,777,636	-	-	-	-	-	1,777,636	Electricity Enterprise (Unvoted)
New Jackson Pike Substation Transformer	222,364	-	-	-	-	-	222,364	Voted 2013 Debt - Electricity
Jackson Pike Substation DT-2M Transformer	-	-	-	-	-	2,000,000	2,000,000	Electricity Enterprise (Unvoted)
Jackson Pike Substation DT-1E Transformer Replacement	-	-	-	2,000,000	-	-	2,000,000	Electricity Enterprise (Unvoted)
7200V Circuit Upgrade & Reconductoring Phase I	-	215,000	-	1,562,000	-	-	1,777,000	Electricity Enterprise (Unvoted)
7200V Circuit Upgrade & Reconductoring Phase II	-	200,000	-	-	1,617,000	-	1,817,000	Electricity Enterprise (Unvoted)
Convert Circuit 7220 to 14.4KV	-	-	-	220,000	-	1,760,000	1,980,000	Electricity Enterprise (Unvoted)
Convert Circuit 7221 to 14.4KV	-	-	-	-	-	260,000	260,000	Electricity Enterprise (Unvoted)
Convert Circuit 7222 to 14.4KV	-	-	-	130,000	-	-	130,000	Electricity Enterprise (Unvoted)
Convert Circuit 7223 to 14.4KV	-	-	-	-	-	220,000	220,000	Electricity Enterprise (Unvoted)
Circuit Upgrades (4th to Hudson/Arcadia)	-	-	-	-	75,000	-	75,000	Electricity Enterprise (Unvoted)
Circuit Upgrades (4th to Chittenden/Hudson) Circuits 7221 & 7223	-	833,254	-	-	-	-	833,254	Electricity Enterprise (Unvoted)
Oil Switch Replacement Program 2017	120,000	-	-	-	-	-	120,000	Voted 2013 Debt - Electricity
Oil Switch Replacement Program 2019	-	-	120,000	-	-	-	120,000	Electricity Enterprise (Unvoted)
Oil Switch Replacement Program 2020	-	-	-	120,000	-	-	120,000	Electricity Enterprise (Unvoted)
Oil Switch Replacement Program 2021	-	-	-	-	120,000	-	120,000	Electricity Enterprise (Unvoted)
Oil Switch Replacement Program 2022	-	-	-	-	-	120,000	120,000	Electricity Enterprise (Unvoted)
Oil Switch Replacement Program 2018	-	120,000	-	-	-	-	120,000	Electricity Enterprise (Unvoted)
Reconductoring Circuit 14115 on Steel (Wheatland to Hague)	-	-	-	237,000	-	-	237,000	Electricity Enterprise (Unvoted)
Hall Rd Street Lighting	891,957	-	-	-	-	-	891,957	Voted 2013 Debt - Electricity
Hamilton Rd Street Lighting	-	165,750	-	-	-	-	165,750	Electricity Enterprise (Unvoted)
Freeway & Kingshill Street Lighting	-	-	90,650	-	471,380	-	562,030	Electricity Enterprise (Unvoted)
Fitzroy & Morse Rd Street Lighting	-	-	70,000	-	362,000	-	432,000	Electricity Enterprise (Unvoted)
Cherry Creek & Cherryhurst Street Lighting	-	-	50,000	-	250,000	-	300,000	Electricity Enterprise (Unvoted)
Broad Street & Noe Bixby Street Lighting	-	-	250,000	-	-	-	250,000	Electricity Enterprise (Unvoted)
Broad Street & Noe Bixby Street Lighting	50,000	-	-	-	-	-	50,000	Voted 2013 Debt - Electricity
Sancus & Whitewater Street Lighting	-	-	70,000	-	362,000	-	432,000	Electricity Enterprise (Unvoted)
Jasonway & Knightsbridge Street Lighting	-	69,375	-	360,750	-	-	430,125	Electricity Enterprise (Unvoted)
Clime Rd. Street Lighting	-	80,000	-	415,000	-	-	495,000	Electricity Enterprise (Unvoted)
Brookfield & Tupsfield Street Lighting	-	96,000	445,000	-	-	-	541,000	Electricity Enterprise (Unvoted)
Sawmill & Summitview Street Lighting	-	124,225	-	645,970	-	-	770,195	Electricity Enterprise (Unvoted)
Riverview & Stinchcomb Street Lighting	-	50,000	-	255,000	-	-	305,000	Electricity Enterprise (Unvoted)
Morningsstar & North Forty Street Lighting	-	-	399,230	-	-	-	399,230	Electricity Enterprise (Unvoted)
Morningsstar & North Forty Street Lighting	76,775	-	-	-	-	-	76,775	Voted 2013 Debt - Electricity
Cleveland Avenue Street Lighting	-	-	220,480	-	-	-	220,480	Electricity Enterprise (Unvoted)
Cleveland Avenue Street Lighting	50,000	-	-	-	-	-	50,000	Voted 2013 Debt - Electricity
Westerville Road Street Lighting	-	-	300,000	-	-	-	300,000	Electricity Enterprise (Unvoted)
Westerville Road Street Lighting	65,000	-	-	-	-	-	65,000	Voted 2013 Debt - Electricity
Smokey Row Street Lighting	-	-	317,460	-	-	-	317,460	Electricity Enterprise (Unvoted)
Smokey Row Street Lighting	61,050	-	-	-	-	-	61,050	Voted 2013 Debt - Electricity
Dublin-Granville Rd / Deewood / Maple Street Lighting	972,214	-	-	-	-	-	972,214	Voted 2013 Debt - Electricity
General Engineering Services - Power	-	100,000	-	-	-	-	100,000	Electricity Enterprise (Unvoted)
General Engineering Contract 2019 - 2022	-	-	100,000	100,000	100,000	-	300,000	Electricity Enterprise (Unvoted)
General Engineering Contract 2022-2025	-	-	-	-	-	100,000	100,000	Electricity Enterprise (Unvoted)

2017 - 2022 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2017	2018	2019	2020	2021	2022	Total Budget	Funding Source
General CACI - Power	-	50,000	-	-	-	-	50,000	Electricity Enterprise (Unvoted)
General CACI - Power	50,000	-	-	-	-	-	50,000	Voted 2013 Debt - Electricity
GENERAL CACI - POWER 2019-2022	-	-	50,000	50,000	50,000	-	150,000	Electricity Enterprise (Unvoted)
GENERAL CACI - POWER 2022-2025	-	-	-	-	-	50,000	50,000	Electricity Enterprise (Unvoted)
Circuit 237 Street Lighting Improvement Upgrade	-	175,000	985,000	-	-	-	1,160,000	Electricity Enterprise (Unvoted)
Circuit 30 Street Lighting Improvement Upgrade	-	1,059,500	-	-	-	-	1,059,500	Electricity Enterprise (Unvoted)
Security & Emergency Preparedness - Power	-	25,000	25,000	25,000	-	-	75,000	Electricity Enterprise (Unvoted)
Security & Emergency Preparedness - Power	25,000	-	-	-	-	-	25,000	Voted 2013 Debt - Electricity
DPU Hazardous Energy Control (Power)	50,000	-	-	-	-	-	50,000	Voted 2013 Debt - Electricity
<b>Subtotal - PUBLIC UTILITIES/ELECTRICITY 60- 07</b>	<b>\$ 9,417,636</b>	<b>\$ 10,950,904</b>	<b>\$ 6,907,570</b>	<b>\$ 7,622,720</b>	<b>\$ 6,783,380</b>	<b>\$ 6,465,650</b>	<b>\$ 48,147,860</b>	
<b>PUBLIC UTILITIES/WATER 60- 09</b>								
Hoover Reservoir Erosion Control	-	200,000	-	1,700,000	-	-	1,900,000	Voted 2013 Debt - Water
Miscellaneous Water Facilities	-	200,000	200,000	200,000	200,000	-	800,000	Voted 2013 Debt - Water
Miscellaneous Water Facilities	-	-	-	-	-	200,000	200,000	Water Enterprise (Unvoted)
Indianola Exterior Site Imp's	4,300,000	-	-	-	-	-	4,300,000	Voted 2013 Debt - Water
Indianola Facility Improvements	-	2,500,000	-	30,000,000	-	-	32,500,000	Voted 2013 Debt - Water
Rinehart Public Utilities Complex Exterior Site Improvements	1,000,000	6,325,000	-	500,000	-	-	7,825,000	Voted 2013 Debt - Water
Rinehart Public Utilities Complex Exterior Site Improvements	-	-	-	-	-	6,200,000	6,200,000	Water Enterprise (Unvoted)
Indianola Facility Restroom Renovation	566,000	-	-	-	-	-	566,000	Voted 2013 Debt - Water
Distribution Maintenance Area Imp's	500,000	-	-	-	-	-	500,000	Voted 2013 Debt - Water
910 Dublin Road Garage Roof Replacement	-	-	-	1,500,000	-	-	1,500,000	Voted 2013 Debt - Water
Home Road Property Demolition	4,000,000	-	-	-	-	-	4,000,000	Voted 2013 Debt - Water
910 Dublin Road Windows & EIFS Improvements	500,000	-	-	-	-	-	500,000	Voted 2013 Debt - Water
Water Main Rehabilitation	500,000	500,000	-	-	-	-	1,000,000	Voted 2013 Debt - Water
Water Main Rehabilitation	-	-	3,000,000	3,000,000	21,000,000	30,000,000	57,000,000	WSRLA Loan
Main St. & James Rd. W.L. Imp's	-	1,600,000	-	-	-	-	1,600,000	Voted 2013 Debt - Water
Silver Dr. Area WL Imp's	3,800,000	-	-	-	-	-	3,800,000	WSRLA Loan
South Broadleigh Road Area WL Imp's	500,000	-	-	-	-	-	500,000	Voted 2013 Debt - Water
South Broadleigh Road Area WL Imp's	4,300,000	-	-	-	-	-	4,300,000	WSRLA Loan
Maize Road Area Water Line Improvements	3,500,000	-	-	-	-	-	3,500,000	WSRLA Loan
Shattuck Avenue Area Water Line Imp's	3,500,000	-	-	-	-	-	3,500,000	WSRLA Loan
Smith Rd. Water Line Imp's	830,000	-	-	-	-	-	830,000	Voted 2013 Debt - Water
Argyle Dr. Area WL Imp's (fka #36)	3,000,000	-	-	-	-	-	3,000,000	WSRLA Loan
Scottwood Ave. Area WL Imp's (fka #37)	-	375,000	-	-	-	-	375,000	Voted 2013 Debt - Water
Scottwood Ave. Area WL Imp's (fka #37)	-	3,750,000	-	-	-	-	3,750,000	WSRLA Loan
Dewberry Dr. Area WL Imp's (fka #38)	-	450,000	-	-	-	-	450,000	Voted 2013 Debt - Water
Dewberry Dr. Area WL Imp's (fka #38)	-	5,000,000	-	-	-	-	5,000,000	WSRLA Loan
Noe-Bixby Rd. Area WL Imp's (fka #39)	-	400,000	-	-	-	-	400,000	Voted 2013 Debt - Water
Noe-Bixby Rd. Area WL Imp's (fka #39)	-	4,500,000	-	-	-	-	4,500,000	WSRLA Loan
Sale Rd. Area WL Imp's (fka #40)	-	375,000	-	-	-	-	375,000	Voted 2013 Debt - Water
Sale Rd. Area WL Imp's (fka #40)	-	3,500,000	-	-	-	-	3,500,000	WSRLA Loan
Stephen Dr. Area WL Imp's (fka # 41)	-	350,000	-	-	-	-	350,000	Voted 2013 Debt - Water
Stephen Dr. Area WL Imp's (fka # 41)	-	3,600,000	-	-	-	-	3,600,000	WSRLA Loan
Union Ave. Area WL Imp's (fka #42)	-	-	375,000	-	-	-	375,000	Voted 2013 Debt - Water
Union Ave. Area WL Imp's (fka #42)	-	-	3,500,000	-	-	-	3,500,000	WSRLA Loan
Dundee Ave Area W L Imp's (fka #43)	-	-	375,000	-	-	-	375,000	Voted 2013 Debt - Water
Dundee Ave Area W L Imp's (fka #43)	-	-	3,500,000	-	-	-	3,500,000	WSRLA Loan
E. Franklinton WL Imp's	-	600,000	-	-	-	-	600,000	Voted 2013 Debt - Water
Livingston Avenue Area 12" WL Imp's	-	650,000	-	-	-	-	650,000	Voted 2013 Debt - Water
Dawnlight Ave. Area WL Imp's	300,000	-	-	-	-	-	300,000	Voted 2013 Debt - Water
Dresden St. Area WL Imp's	-	-	300,000	-	-	-	300,000	Voted 2013 Debt - Water
Dresden St. Area WL Imp's	-	-	2,700,000	-	-	-	2,700,000	WSRLA Loan

# Capital Improvements Program

2017 - 2022 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2017	2018	2019	2020	2021	2022	Total Budget	Funding Source
Harrington Ct. Area WL Imp's	-	-	300,000	-	-	-	300,000	Voted 2013 Debt - Water
Harrington Ct. Area WL Imp's	-	-	2,700,000	-	-	-	2,700,000	WSRLA Loan
S. Hampton Rd. Area WL Imp's (fka #46)	-	-	300,000	-	-	-	300,000	Voted 2013 Debt - Water
S. Hampton Rd. Area WL Imp's (fka #46)	-	-	2,700,000	-	-	-	2,700,000	WSRLA Loan
Project No. 47 W.M. Replacement	-	-	300,000	-	-	-	300,000	Voted 2013 Debt - Water
Project No. 47 W.M. Replacement	-	-	2,700,000	-	-	-	2,700,000	WSRLA Loan
Project No. 48 W.M. Replacement	-	-	300,000	-	-	-	300,000	Voted 2013 Debt - Water
Project No. 48 W.M. Replacement	-	-	2,700,000	-	-	-	2,700,000	WSRLA Loan
Project No. 49 W.M. Replacement	-	-	300,000	-	-	-	300,000	Voted 2013 Debt - Water
Project No. 49 W.M. Replacement	-	-	2,700,000	-	-	-	2,700,000	WSRLA Loan
Project No. 50 W.M. Replacement	-	250,000	-	300,000	-	-	550,000	Voted 2013 Debt - Water
Project No. 50 W.M. Replacement	-	-	-	2,700,000	-	-	2,700,000	WSRLA Loan
Project No. 51 W.M. Replacement	-	250,000	-	300,000	-	-	550,000	Voted 2013 Debt - Water
Project No. 51 W.M. Replacement	-	-	-	2,700,000	-	-	2,700,000	WSRLA Loan
Project No. 52 W.M. Replacement	-	250,000	-	300,000	-	-	550,000	Voted 2013 Debt - Water
Project No. 52 W.M. Replacement	-	-	-	2,700,000	-	-	2,700,000	WSRLA Loan
Project No. 53 W.M. Replacement	-	250,000	-	300,000	-	-	550,000	Voted 2013 Debt - Water
Project No. 53 W.M. Replacement	-	-	-	2,700,000	-	-	2,700,000	WSRLA Loan
Project No. 54 W.M. Replacement	-	250,000	-	300,000	-	-	550,000	Voted 2013 Debt - Water
Project No. 54 W.M. Replacement	-	-	-	2,700,000	-	-	2,700,000	WSRLA Loan
Project No. 55 W.M. Replacement	-	250,000	-	300,000	-	-	550,000	Voted 2013 Debt - Water
Project No. 55 W.M. Replacement	-	-	-	2,700,000	-	-	2,700,000	WSRLA Loan
Project No. 56 W.M. Replacement	-	250,000	-	300,000	-	-	550,000	Voted 2013 Debt - Water
Project No. 56 W.M. Replacement	-	-	-	2,700,000	-	-	2,700,000	WSRLA Loan
Project No. 57 W.M. Replacement	-	250,000	-	300,000	-	-	550,000	Voted 2013 Debt - Water
Project No. 57 W.M. Replacement	-	-	-	2,700,000	-	-	2,700,000	WSRLA Loan
Project No. 58 W.M. Replacement	-	250,000	-	300,000	-	-	550,000	Voted 2013 Debt - Water
Project No. 58 W.M. Replacement	-	-	-	2,700,000	-	-	2,700,000	WSRLA Loan
Project No. 59 W.M. Replacement	-	-	250,000	-	300,000	-	550,000	Voted 2013 Debt - Water
Project No. 59 W.M. Replacement	-	-	-	-	2,700,000	-	2,700,000	WSRLA Loan
Project No. 60 W.M. Replacement	-	-	250,000	-	300,000	-	550,000	Voted 2013 Debt - Water
Project No. 60 W.M. Replacement	-	-	-	-	2,700,000	-	2,700,000	WSRLA Loan
Project No. 61 W.M. Replacement	-	-	250,000	-	300,000	-	550,000	Voted 2013 Debt - Water
Project No. 61 W.M. Replacement	-	-	-	-	2,700,000	-	2,700,000	WSRLA Loan
Livingston Ave Phase B W.L. Imp's	-	750,000	-	-	-	-	750,000	Voted 2013 Debt - Water
O'Shaughnessy Hydroelectric - FERC	725,000	-	-	-	-	-	725,000	Voted 2013 Debt - Water
O'Shaughnessy Dam FERC Independent Consultant Review 2020	-	-	150,000	250,000	250,000	-	650,000	Voted 2013 Debt - Water
DRWP Miscellaneous Improvements	-	500,000	200,000	200,000	200,000	-	1,100,000	Voted 2013 Debt - Water
DRWP Miscellaneous Improvements	-	-	-	-	-	200,000	200,000	Water Enterprise (Unvoted)
DRWP Misc. Imp's - Flocc Drive Replacement - Part 2	750,000	-	-	-	-	-	750,000	Voted 2013 Debt - Water
DRWP Misc. Imp's - Exterior Door and Window Replacement	-	1,500,000	-	-	-	-	1,500,000	Voted 2013 Debt - Water
DRWP Misc. Imp's - Educational Signage & Displays	-	150,000	-	-	-	-	150,000	Voted 2013 Debt - Water
DRWP Misc. Imp's - Basin Clarifier Rehab	200,000	400,000	1,200,000	400,000	400,000	-	2,600,000	Voted 2013 Debt - Water
DRWP Misc. Imp's - Basin 2 Clarifier Rehab	-	-	-	800,000	-	-	800,000	Voted 2013 Debt - Water
DRWP Misc. Imp's - Basin 3 Clarifier Rehab	-	-	-	-	800,000	-	800,000	Voted 2013 Debt - Water
HCWP Misc. Improvements	-	200,000	200,000	200,000	200,000	-	800,000	Voted 2013 Debt - Water
HCWP Misc. Improvements	-	-	-	-	-	200,000	200,000	Water Enterprise (Unvoted)
HCWP Misc. Improvements - Concrete Improvements	200,000	-	-	-	-	-	200,000	Voted 2013 Debt - Water
HCWP Misc Imp's - Raw Water Screen Replacement	-	-	1,000,000	-	-	-	1,000,000	Voted 2013 Debt - Water
HCWP Misc Imp's - Restroom Imp's	-	-	-	350,000	-	-	350,000	Voted 2013 Debt - Water
HCWP Misc Imp's - HSP Monitoring Imp's	-	-	150,000	-	-	-	150,000	Voted 2013 Debt - Water
Comprehensive Master Plan Update	-	-	3,000,000	-	-	-	3,000,000	Voted 2013 Debt - Water

2017 - 2022 CAPITAL IMPROVEMENTS PROGRAM (cont.)								Total	
DEPARTMENT PROJECT	2017	2018	2019	2020	2021	2022	Budget	Funding Source	
PAWP Facility Misc. Improvements	-	200,000	200,000	200,000	200,000	-	800,000	Voted 2013 Debt - Water	
PAWP Facility Misc. Improvements	-	-	-	-	-	200,000	200,000	Water Enterprise (Unvoted)	
PAWP Misc. Imp's - Lime Slaker and Soda Ash Feeder Replacement	-	3,500,000	-	-	-	-	3,500,000	Voted 2013 Debt - Water	
PAWP Misc. Imp's - Control Room Renovation	-	-	-	300,000	2,800,000	-	3,100,000	Voted 2013 Debt - Water	
PAWP Misc. Imp's - Chemical Storage Tank Imp's	-	-	-	500,000	-	-	500,000	Voted 2013 Debt - Water	
PAWP Misc. Imp's - Laboratory Renovation	-	-	1,750,000	-	-	-	1,750,000	Voted 2013 Debt - Water	
PAWP Misc. Imp's - Roof Renovations - Part 1	-	-	-	-	400,000	-	400,000	Voted 2013 Debt - Water	
PAWP Misc. Imp's - Roof Renovations - Part 2	-	-	-	-	-	400,000	400,000	Water Enterprise (Unvoted)	
PAWP Lime Slurry Pumping Improvements	-	-	-	-	400,000	-	400,000	Voted 2013 Debt - Water	
McKinley Avenue Quarry Misc. Improvements 2017	-	-	1,100,000	-	-	-	1,100,000	Voted 2013 Debt - Water	
Automatic Meter Reading	-	26,000,000	26,000,000	26,000,000	26,000,000	25,000,000	129,000,000	WSRLA Loan	
South Wellfield Expansion - RWL Pickaway Co.	-	-	-	-	-	11,500,000	11,500,000	Water Enterprise (Unvoted)	
South Wellfield Expansion - CW-201/202 & VWs	-	-	-	-	-	17,800,000	17,800,000	Water Enterprise (Unvoted)	
Watershed Road Improvements	-	350,000	-	-	-	-	350,000	Voted 2013 Debt - Water	
Watershed Road Imp's-Part IV Hoover Reservoir	-	-	1,650,000	-	-	-	1,650,000	Voted 2013 Debt - Water	
HCWP Basin Concrete Rehab.	12,600,000	-	-	-	-	-	12,600,000	Voted 2013 Debt - Water	
HCWP A & B Raw & Fin. Water	-	200,000	-	-	-	-	200,000	Voted 2013 Debt - Water	
Water Meter Renewal	-	3,250,000	3,500,000	3,500,000	-	-	10,250,000	Voted 2013 Debt - Water	
Water Meter Renewal	-	-	-	-	3,500,000	3,500,000	7,000,000	Water Enterprise (Unvoted)	
Valve Renewal Program	-	-	2,000,000	-	2,000,000	-	4,000,000	Voted 2013 Debt - Water	
Watershed Misc. Improv. Facilities	-	200,000	200,000	200,000	200,000	-	800,000	Voted 2013 Debt - Water	
Watershed Misc. Improv. Facilities	-	-	-	-	-	200,000	200,000	Water Enterprise (Unvoted)	
Watershed Misc. Improv. - Hoover Dam Misc. Imp.	750,000	-	-	-	-	-	750,000	Voted 2013 Debt - Water	
Watershed Misc. Improv. - Hoover Material Storage Area	-	-	300,000	-	-	-	300,000	Voted 2013 Debt - Water	
Watershed Misc. Imp's - Boat Launch Imp's	300,000	-	1,750,000	250,000	250,000	-	2,550,000	Voted 2013 Debt - Water	
Watershed Misc. Imp's - Hoover Boat Launch Imp's	-	-	-	-	1,250,000	-	1,250,000	Water Enterprise (Unvoted)	
Griggs Dam - Spillway, Abutment and Scour Mitigation Imp's	-	425,000	2,700,000	-	-	-	3,125,000	Voted 2013 Debt - Water	
Griggs Dam Stilling Basin	-	-	-	600,000	-	-	600,000	Voted 2013 Debt - Water	
Griggs Dam Stilling Basin	-	-	-	-	-	5,900,000	5,900,000	Water Enterprise (Unvoted)	
Hoover Dam Imp's - Part 1	350,000	5,100,000	-	-	-	-	5,450,000	Voted 2013 Debt - Water	
Hoover Dam Imp's - Part 2	-	-	500,000	-	-	-	500,000	Voted 2013 Debt - Water	
Hoover Dam Imp's - Part 2	-	-	-	-	5,500,000	-	5,500,000	Water Enterprise (Unvoted)	
Watershed Misc. Imp. - Griffiths Lane Erosion Control	400,000	-	-	-	-	-	400,000	Voted 2013 Debt - Water	
PAWP Sludge Removal - Land Acquisition	425,000	4,000,000	-	-	-	-	4,425,000	Voted 2013 Debt - Water	
Watershed Protection Easements	-	200,000	200,000	200,000	200,000	-	800,000	Voted 2013 Debt - Water	
Watershed Protection Easements	-	-	-	-	-	200,000	200,000	Water Enterprise (Unvoted)	
Alum Creek Pump Station - Exterior Repairs	-	250,000	-	-	-	-	250,000	Voted 2013 Debt - Water	
O'Shaughnessy Hydroelectric Imps	2,200,000	400,000	-	-	-	-	2,600,000	Voted 2013 Debt - Water	
Genl Engin. Svcs - Supply Group	-	-	-	800,000	-	-	800,000	Voted 2013 Debt - Water	
Genl Engin. Svcs - Supply Group	-	-	-	-	800,000	800,000	1,600,000	Water Enterprise (Unvoted)	
Genl Eng Svcs - Supply Group 2015A	350,000	-	-	-	-	-	350,000	Voted 2013 Debt - Water	
Genl Eng Svcs - Supply Group 2015B	350,000	-	-	-	-	-	350,000	Voted 2013 Debt - Water	
Genl Eng Svcs - Supply Group 2018A	-	400,000	400,000	400,000	-	-	1,200,000	Voted 2013 Debt - Water	
Genl Eng Svcs - Supply Group 2018B	-	400,000	400,000	400,000	-	-	1,200,000	Voted 2013 Debt - Water	
Mound District Booster Station 20" Discharge Line	-	3,000,000	-	-	-	-	3,000,000	Voted 2013 Debt - Water	
Misc. Booster Station and Water Tank Imp's	200,000	550,000	400,000	1,000,000	-	-	2,150,000	Voted 2013 Debt - Water	
Misc. Booster Station and Water Tank Imp's	-	-	-	-	1,000,000	500,000	1,500,000	Water Enterprise (Unvoted)	
Misc. Water Tank Overflow Imp's	150,000	500,000	-	-	-	-	650,000	Voted 2013 Debt - Water	
Water Storage Tank Painting	-	2,000,000	750,000	1,000,000	-	-	3,750,000	Voted 2013 Debt - Water	
Water Storage Tank Painting	-	-	-	-	1,500,000	500,000	2,000,000	Water Enterprise (Unvoted)	
Security Enhancements (incl. all eng. & constr. @ Hoover)	600,000	-	1,200,000	1,200,000	-	-	3,000,000	Voted 2013 Debt - Water	
Security Enhancements (incl. all eng. & constr. @ Hoover)	-	-	-	-	600,000	-	600,000	Water Enterprise (Unvoted)	

# Capital Improvements Program

2017 - 2022 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2017	2018	2019	2020	2021	2022	Total Budget	Funding Source
Security Enhancements - 910 Dublin Road	2,600,000	-	-	-	-	-	2,600,000	Voted 2013 Debt - Water
Security Enhancements - HCWP	-	-	5,000,000	-	-	-	5,000,000	Voted 2013 Debt - Water
Security Enhancements - DRWP	-	-	-	-	5,000,000	-	5,000,000	Water Enterprise (Unvoted)
Security Enhancements - PAWP	-	-	-	-	5,000,000	-	5,000,000	Water Enterprise (Unvoted)
HCWP Hypochlorite Disinfection Improvements	1,200,000	-	-	-	-	-	1,200,000	Voted 2013 Debt - Water
HCWP Hypochlorite Disinfection Improvements	-	-	13,200,000	-	-	-	13,200,000	WSRLA Loan
PAWP Hypochlorite Disinfection Improvements	622,487	-	-	-	-	-	622,487	Voted 2013 Debt - Water
PAWP Hypochlorite Disinfection Improvements	-	-	11,500,000	-	-	-	11,500,000	WSRLA Loan
PAWP Treatment Upgrades	1,800,000	-	-	-	-	-	1,800,000	Voted 2013 Debt - Water
HCWP Window Replacement	500,000	-	-	-	-	-	500,000	Voted 2013 Debt - Water
PAWP Automation Upgrade - 2019	-	-	2,500,000	-	-	-	2,500,000	Voted 2013 Debt - Water
HCWP & DRWP Coating Projects	-	-	250,000	1,800,000	-	-	2,050,000	Voted 2013 Debt - Water
HCWP Flocc and Lime Basin Eqpt. Reconstruction	-	200,000	-	-	-	-	200,000	Voted 2013 Debt - Water
HCWP Sludge Disposal Line Imp's	-	2,500,000	-	-	-	-	2,500,000	Voted 2013 Debt - Water
HCWP Intake Structure & Low Head Dam Rehabilitation	500,000	4,400,000	-	-	-	-	4,900,000	Voted 2013 Debt - Water
PAWP HVAC Improvements	250,000	-	1,100,000	-	-	-	1,350,000	Voted 2013 Debt - Water
Water Treatment Plant Environmental Upgrades	-	-	400,000	2,400,000	-	-	2,800,000	Voted 2013 Debt - Water
Water Quality Assurance Lab Renovations	-	2,000,000	-	-	-	-	2,000,000	Voted 2013 Debt - Water
Professional Construction Mgmt.- Supply Group	-	1,000,000	-	-	-	-	1,000,000	Voted 2013 Debt - Water
HCWP Standby Power	325,000	-	-	-	-	-	325,000	Voted 2013 Debt - Water
HCWP Standby Power	13,750,000	-	-	-	-	-	13,750,000	WSRLA Loan
DRWP Standby Power	1,200,000	-	-	-	-	-	1,200,000	Voted 2013 Debt - Water
DRWP Standby Power	12,000,000	-	-	-	-	-	12,000,000	WSRLA Loan
Water Main Repair	900,000	-	900,000	-	-	-	1,800,000	Voted 2013 Debt - Water
Water Main Repair	-	-	-	-	900,000	-	900,000	Water Enterprise (Unvoted)
Large Diameter Valve Replacement	-	2,200,000	-	2,200,000	-	-	4,400,000	Voted 2013 Debt - Water
Large Diameter Valve Replacement	-	-	-	-	-	2,200,000	2,200,000	Water Enterprise (Unvoted)
DRWP Laboratory Upgrades	-	500,000	-	-	-	-	500,000	Voted 2013 Debt - Water
DRWP Central Maintenance Shop	-	-	-	200,000	-	-	200,000	Voted 2013 Debt - Water
DRWP Central Maintenance Shop	-	-	-	-	4,800,000	-	4,800,000	Water Enterprise (Unvoted)
Watershed Facilities Improvements	-	300,000	4,300,000	-	-	-	4,600,000	Voted 2013 Debt - Water
Fire Hydrant Repairs (non R & R)	1,000,000	1,000,000	1,000,000	1,000,000	-	-	4,000,000	Voted 2013 Debt - Water
Fire Hydrant Repairs (non R & R)	-	-	-	-	1,000,000	1,000,000	2,000,000	Water Enterprise (Unvoted)
Gen'l Engineering Services - Distribution Group	500,000	500,000	500,000	600,000	-	-	2,100,000	Voted 2013 Debt - Water
Gen'l Engineering Services - Distribution Group	-	-	-	-	600,000	600,000	1,200,000	Water Enterprise (Unvoted)
PAWP Well Pump Replacement - CWs #101, #104, and #115	-	4,250,000	-	-	-	-	4,250,000	Voted 2013 Debt - Water
DRWP UV Disinfection	-	19,500,000	-	-	-	-	19,500,000	WSRLA Loan
HCWP UV Disinfection	14,500,000	-	-	-	-	-	14,500,000	WSRLA Loan
Karl Road Water Tank	-	-	-	-	-	500,000	500,000	Water Enterprise (Unvoted)
Condition Assessment Program	-	-	1,500,000	-	-	-	1,500,000	Voted 2013 Debt - Water
Condition Assessment Program	-	-	-	-	1,500,000	-	1,500,000	Water Enterprise (Unvoted)
Reservoirs Bathymetric Study	270,000	-	-	-	-	-	270,000	Voted 2013 Debt - Water
General Architectural Services - Division of Water 2017	300,000	300,000	300,000	-	-	-	900,000	Voted 2013 Debt - Water
General Architectural Services - Division of Water 2019	-	-	300,000	300,000	-	-	600,000	Voted 2013 Debt - Water
General Architectural Services - Division of Water 2019	-	-	-	-	300,000	-	300,000	Water Enterprise (Unvoted)
Wellfield Protection Boundary Update	-	-	-	100,000	-	-	100,000	Voted 2013 Debt - Water
HCWP Lime Dust Collection System	-	-	100,000	250,000	-	-	350,000	Voted 2013 Debt - Water
HCWP Lime Dust Collection System	-	-	-	-	600,000	-	600,000	Water Enterprise (Unvoted)
General Construction (CA-CI)	-	600,000	600,000	600,000	-	-	1,800,000	Voted 2013 Debt - Water
General Construction (CA-CI)	-	-	-	-	600,000	600,000	1,200,000	Water Enterprise (Unvoted)
Hoover Reservoir Erosion Study	-	300,000	-	-	-	-	300,000	Voted 2013 Debt - Water
WTP Building Drain Improvements	-	150,000	300,000	1,800,000	-	-	2,250,000	Voted 2013 Debt - Water

2017 - 2022 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2017	2018	2019	2020	2021	2022	Total Budget	Funding Source
Professional Construction Management (PCM) - Part II	6,150,000	-	7,000,000	3,000,000	-	-	16,150,000	Voted 2013 Debt - Water
Laboratory Upgrades	-	700,000	-	-	-	-	700,000	Voted 2013 Debt - Water
Dam Engineering Services (DES)	-	-	-	150,000	-	-	150,000	Voted 2013 Debt - Water
Security & Emergency Preparedness - DOW	100,000	100,000	100,000	100,000	-	-	400,000	Voted 2013 Debt - Water
Land Stewardship Update	250,000	750,000	-	-	-	-	1,000,000	Voted 2013 Debt - Water
DPU Hazardous Energy Control (DOW)	-	100,000	50,000	-	-	-	150,000	Voted 2013 Debt - Water
HCWP Sludge Removal – Lagoon 1 & 2	-	1,650,000	1,650,000	-	-	-	3,300,000	Voted 2013 Debt - Water
HCWP Sludge Removal – Lagoon 1 & 2	-	-	-	-	1,980,000	1,980,000	3,960,000	Water Enterprise (Unvoted)
DRWP Clearwell Improvements	-	-	-	-	1,200,000	-	1,200,000	Water Enterprise (Unvoted)
DRWP Auxiliary Pump Station Imp's	-	-	-	-	-	400,000	400,000	Water Enterprise (Unvoted)
PAWP Building Improvements	-	-	-	-	350,000	-	350,000	Water Enterprise (Unvoted)
Ozone-BAF Optimization Study	250,000	-	-	-	-	-	250,000	Voted 2013 Debt - Water
HCWP AOP Improvements	-	-	-	-	-	250,000	250,000	Water Enterprise (Unvoted)
HCWP Clearwell Improvements	-	-	-	-	100,000	-	100,000	Voted 2013 Debt - Water
HCWP Clearwell Improvements	-	-	-	-	-	300,000	300,000	Water Enterprise (Unvoted)
PAWP Lagoon Sludge Removal	-	-	-	-	6,350,000	6,350,000	12,700,000	Water Enterprise (Unvoted)
DRWP Automation Upgrade	-	-	-	-	-	2,600,000	2,600,000	Water Enterprise (Unvoted)
PAWP Remote Site Improvements	-	-	-	-	-	400,000	400,000	Water Enterprise (Unvoted)
Freight Elevator Improvements	-	-	-	-	-	200,000	200,000	Water Enterprise (Unvoted)
Watershed Signage Master Plan	-	-	300,000	100,000	971,513	-	1,371,513	Voted 2013 Debt - Water
Watershed Signage Master Plan	-	-	-	-	821,513	-	821,513	Water Enterprise (Unvoted)
<b>Subtotal - PUBLIC UTILITIES/WATER 60- 09</b>	<b>\$ 110,613,487</b>	<b>\$ 134,550,000</b>	<b>\$ 133,450,000</b>	<b>\$ 117,250,000</b>	<b>\$ 110,723,026</b>	<b>\$ 120,680,000</b>	<b>\$ 727,266,513</b>	
<b>GRAND TOTAL</b>	<b>\$ 473,880,751</b>	<b>\$ 466,086,421</b>	<b>\$ 444,328,647</b>	<b>\$ 486,052,720</b>	<b>\$ 354,063,406</b>	<b>\$ 543,784,650</b>	<b>\$ 2,768,196,595</b>	



Capital Improvements Program

2017-2022 CAPITAL IMPROVEMENTS PROGRAM							
FUNDING SUMMARY BY DIVISION							
DIVISION	2017	2018	2019	2020	2021	2022	Total Budget
Dev Administration	\$ 3,600,000	\$ 3,600,000	\$ 3,600,000	\$ 3,600,000	\$ 3,600,000	\$ 3,600,000	\$ 21,600,000
Construction Management	8,690,000	8,690,000	8,690,000	8,690,000	8,690,000	8,690,000	52,140,000
Fleet Management	1,700,000	800,000	800,000	800,000	800,000	800,000	5,700,000
Police	1,680,000	1,680,000	1,680,000	1,680,000	1,680,000	1,680,000	10,080,000
Fire	7,320,000	7,320,000	7,320,000	7,320,000	7,320,000	7,320,000	43,920,000
Transportation	43,905,000	43,905,000	43,905,000	43,905,000	43,905,000	43,905,000	263,430,000
Refuse Collection	6,080,000	6,080,000	6,080,000	6,080,000	6,080,000	6,080,000	36,480,000
Storm Sewer	14,087,145	14,962,500	4,800,000	3,350,000	2,350,000	2,000,000	41,549,645
Sanitary Sewers	240,362,483	205,043,017	200,201,077	257,750,000	135,002,000	314,044,000	1,352,402,577
Electricity	9,417,636	10,950,904	6,907,570	7,622,720	6,783,380	6,465,650	48,147,860
Water	110,613,487	134,550,000	133,450,000	117,250,000	110,723,026	120,680,000	727,266,513
Recreation and Parks	22,780,000	22,780,000	22,780,000	22,780,000	22,780,000	22,780,000	136,680,000
DoT Administration	3,645,000	5,725,000	4,115,000	5,225,000	4,350,000	5,740,000	28,800,000
Total	<u>\$ 473,880,751</u>	<u>\$ 466,086,421</u>	<u>\$ 444,328,647</u>	<u>\$ 486,052,720</u>	<u>\$ 354,063,406</u>	<u>\$ 543,784,650</u>	<u>\$ 2,768,196,595</u>

2017-2022 CAPITAL IMPROVEMENTS PROGRAM FUNDING SUMMARY BY SOURCE							
FUNDING SOURCE	2017	2018	2019	2020	2021	2022	Total Budget
WSRLA Loan	\$ 58,350,000	\$ 65,850,000	\$ 76,900,000	\$ 53,300,000	\$ 55,100,000	\$ 55,000,000	\$ 364,500,000
Storm Sewer Enterprise (Unvoted)	1,507,145	12,462,500	4,800,000	3,350,000	2,350,000	2,000,000	26,469,645
Voted 2013 Debt - Water	52,263,487	68,700,000	56,550,000	63,950,000	10,471,513	-	251,935,000
Voted 2013 Debt - Storm	11,580,000	-	-	-	-	-	11,580,000
Fleet Management (Unvoted)	1,700,000	800,000	800,000	800,000	800,000	800,000	5,700,000
WPCLF/OWDA	161,419,735	124,345,940	117,021,000	169,595,000	60,000,000	243,000,000	875,381,675
Electricity Enterprise (Unvoted)	1,777,636	10,445,904	6,402,570	7,117,720	6,278,380	5,960,650	37,982,860
Sanitary Sewer Enterprise (Unvoted)	-	39,024,825	83,180,077	88,155,000	75,002,000	71,044,000	356,405,902
Voted 2008 Debt - Sanitary Sewer	79,942,748	44,172,252	-	-	-	-	124,115,000
Councilmanic SIT Supported	75,450,000	94,560,000	94,560,000	94,560,000	94,560,000	94,560,000	548,250,000
Water Enterprise (Unvoted)	-	-	-	-	45,151,513	65,680,000	110,831,513
Voted 2013 Debt SIT Supported	18,605,000	-	-	-	-	-	18,605,000
Voted 2013 Debt - Electricity	7,640,000	-	-	-	-	-	7,640,000
Information Services	3,645,000	5,725,000	4,115,000	5,225,000	4,350,000	5,740,000	28,800,000
Total	<u>\$ 473,880,751</u>	<u>\$ 466,086,421</u>	<u>\$ 444,328,647</u>	<u>\$ 486,052,720</u>	<u>\$ 354,063,406</u>	<u>\$ 543,784,650</u>	<u>\$ 2,768,196,595</u>

# PROPOSED 2017 CAPITAL IMPROVEMENT BUDGET

---

## Public Safety

### Police

**Project Name:** Police Facility Renovations  
**Type:** Recurring  
**Estimated 2017 Cost:** \$1,680,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Continued renovation of existing facilities to maximize their use. When possible funds are used to reduce operating costs of the facility.

Police subtotal - \$1,680,000

### Fire

**Project Name:** Fire Facility Renovation  
**Type:** Recurring  
**Estimated 2017 Cost:** \$1,320,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Continued renovation and improvements to existing fire facilities. When possible funds are used to reduce operating costs of the facility.

---

**Project Name:** Fire Apparatus Replacement  
**Type:** Recurring  
**Estimated 2017 Cost:** \$6,000,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Funds used to replace aging fleet of heavy fire equipment. Apparatus eligible for capital replacement includes platform ladders, medic vehicles, and fire engines.

Fire subtotal - \$7,320,000

Public Safety Total - \$9,000,000

## Development

**Project Name:** Green Columbus Projects  
**Type:** Recurring  
**Estimated 2017 Cost:** \$1,000,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funds used as grant dollars for brownfield clean-up areas. Funds may also be used as the city match element for additional grants.

**Project Name:** Economic & Community Development  
**Type:** Recurring  
**Estimated 2017 Cost:** \$250,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funds used for land acquisition and infrastructure redevelopment in various areas of the city to promote business growth and spur additional community investment.

**Project Name:** Housing Preservation  
**Type:** Recurring  
**Estimated 2017 Cost:** \$2,000,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funds used to aid in the prevention, acquisition, rehabilitation, and demolition components of the Home Again Initiative. Funds are limited to low and moderate income households.

**Project Name:** Emergency Shelter Repair  
**Type:** Recurring  
**Estimated 2017 Cost:** \$350,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funds granted to aid homeless shelters throughout the city with various capital repairs. Shelters are selected on an annual basis.

Development Total - \$3,600,000

## Finance and Management

### Construction Management

<b>Project Name:</b>	Facility Renovations – Project Cost Allocations
<b>Type:</b>	Recurring
<b>Estimated 2017 Cost:</b>	\$600,000
<b>Funding Source:</b>	Councilmanic SIT Supported G.O. Bonds
<b>Operating Impact:</b>	None
<b>Project Description:</b>	Funding to aid in the allocation of resources to various projects.
.....	
<b>Project Name:</b>	Facility Renovations – Various
<b>Type:</b>	Recurring
<b>Estimated 2017 Cost:</b>	\$1,248,000
<b>Funding Source:</b>	Councilmanic SIT Supported G.O. Bonds
<b>Operating Impact:</b>	Minimal Reduction
<b>Project Description:</b>	Funding to provide for capital improvements on city owned buildings. Funds may be used, but are not limited to, building infrastructure upgrades and interior and exterior facility renovations.
.....	
<b>Project Name:</b>	Construction Management – Design Services
<b>Type:</b>	Recurring
<b>Estimated 2017 Cost:</b>	\$250,000
<b>Funding Source:</b>	Councilmanic SIT Supported G.O. Bonds
<b>Operating Impact:</b>	None
<b>Project Description:</b>	Funding for architectural design services for current and future construction projects.
.....	
<b>Project Name:</b>	Construction Management – Project Management
<b>Type:</b>	Recurring
<b>Estimated 2017 Cost:</b>	\$250,000
<b>Funding Source:</b>	Councilmanic SIT Supported G.O. Bonds
<b>Operating Impact:</b>	Minimal Reduction
<b>Project Description:</b>	Funding for additional project management needs when construction projects arise.
.....	
<b>Project Name:</b>	City Hall Renovations – Various
<b>Type:</b>	Recurring
<b>Estimated 2017 Cost:</b>	\$542,000
<b>Funding Source:</b>	Councilmanic SIT Supported G.O. Bonds
<b>Operating Impact:</b>	Minimal reduction due to savings in energy costs and preventative maintenance services
<b>Project Description:</b>	Renovation of the City Hall building to increase energy efficiency and replace aging infrastructure.
.....	
<b>Project Name:</b>	Municipal Court – Phased Renovations
<b>Type:</b>	Recurring
<b>Estimated 2017 Cost:</b>	\$2,300,000
<b>Funding Source:</b>	Councilmanic SIT Supported G.O. Bonds
<b>Operating Impact:</b>	Minimal reduction due to savings in preventative maintenance services
<b>Project Description:</b>	Funding for the ongoing renovations to the municipal court facility.

**Project Name:** Central Safety Building – Elevator Modernization  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$2,000,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** Minimal reduction due to savings in annual repair and maintenance services  
**Project Description:** Renovations to the existing elevators at the Police Central Safety Building to ensure proper functionality and code compliance.

---

**Project Name:** 77 North Front Street Renovations - Various  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$500,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Continued interior and exterior renovations as they arise.

---

**Project Name:** 1111 E. Broad Street Renovations  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$500,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** Minimal reduction due to savings in energy costs  
**Project Description:** Update, modernize, and renovate the 1111 E. Broad Street facility to ensure the building remains compliant with all applicable codes and increase energy efficiency.

---

**Project Name:** 1111 E. Broad Street Renovations – Elevator Modernization  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$500,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** Minimal reduction due to savings in energy costs  
**Project Description:** Renovations to the existing elevators at 1111 E. Broad Street to ensure proper functionality and code compliance.

Construction Management subtotal - \$8,690,000

## Fleet Management

**Project Name:** Fleet Equipment Replacement  
**Type:** Recurring  
**Estimated 2017 Cost:** \$100,000  
**Funding Source:** Fleet Management G.O. Bonds  
**Operating Impact:** Minimal reduction due to savings in preventative maintenance  
**Project Description:** Annual replacement of equipment due to aging.

---

**Project Name:** Fuel Tank Management  
**Type:** Recurring  
**Estimated 2017 Cost:** \$600,000  
**Funding Source:** Fleet Management G.O. Bonds  
**Operating Impact:** Minimal reduction due to savings in preventative maintenance  
**Project Description:** Renovation, remediation, removal, and/or replacement of citywide fueling infrastructure, including fuel tanks, fuel storage, and dispensing units.

---

**Project Name:** Fleet Smart Cities Infrastructure  
**Type:** Recurring  
**Estimated 2017 Cost:** \$1,000,000  
**Funding Source:** Fleet Management G.O. Bonds  
**Operating Impact:** Minimal increase  
**Project Description:** Grant match required to implement additional electric fueling infrastructure to city sites.

Fleet Management subtotal - \$1,700,000

Finance and Management Total - \$10,390,000

## Technology

**Project Name:** Data Center Facility Upgrades  
**Type:** Recurring  
**Estimated 2017 Cost:** \$200,000  
**Funding Source:** Information Services G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Various repairs and upgrades to the city's main data center building. Improvements are both to the interior and exterior of the building and surrounding area.

**Project Name:** Disaster Recovery Project  
**Type:** Recurring  
**Estimated 2017 Cost:** \$100,000  
**Funding Source:** Information Services G.O. Bonds  
**Operating Impact:** None  
**Project Description:** The expansion and rehabilitation of the city data centers as needed to meet the recovery and availability demands in the event of an emergency.

**Project Name:** Connectivity Project Fiber/Wireless  
**Type:** Recurring  
**Estimated 2017 Cost:** \$750,000  
**Funding Source:** Information Services G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Funds to continue installing fiber optic laterals which will connect the city facilities to the fiber network backbone.

**Project Name:** Routing Equipment Upgrade  
**Type:** Recurring  
**Estimated 2017 Cost:** \$300,000  
**Funding Source:** Information Services G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Replacement of end of life routing and switching equipment which provides connectivity to all city locations.

**Project Name:** Uninterruptible Power Supply  
**Type:** Recurring  
**Estimated 2017 Cost:** \$90,000  
**Funding Source:** Information Services G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Replacement of end of life parts of the uninterruptible power supply network that provides protection of critical network assets from electrical outages.

**Project Name:** Wireless Local Area Network (LAN)  
**Type:** Recurring  
**Estimated 2017 Cost:** \$80,000  
**Funding Source:** Information Services G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Continued replacement of the infrastructure associated with the city's wireless network.



## Capital Improvements Program

---

**Project Name:** Enterprise System Upgrades  
**Type:** Recurring  
**Estimated 2017 Cost:** \$375,000  
**Funding Source:** Information Services G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Replacement of the technology infrastructure that includes the upgrade or replacement of servers, backup recording storage, and professional services.

---

**Project Name:** Enterprise System Upgrades – Security Programs  
**Type:** Recurring  
**Estimated 2017 Cost:** \$250,000  
**Funding Source:** Information Services G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Continued replacement of equipment and professional review of security controls to provide additional cybersecurity to protect city systems.

---

**Project Name:** Asset Management  
**Type:** Recurring  
**Estimated 2017 Cost:** \$190,000  
**Funding Source:** Information Services G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Implementation of an integrated system for the management of assets across various city divisions for service and operations management.

---

**Project Name:** Enterprise System Upgrades – GIS  
**Type:** Recurring  
**Estimated 2017 Cost:** \$50,000  
**Funding Source:** Information Services G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Continued review and replacement of equipment associated with the city's GIS network.

---

**Project Name:** Enterprise System Upgrades – Applications  
**Type:** Recurring  
**Estimated 2017 Cost:** \$150,000  
**Funding Source:** Information Services G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Design and development testing for upgrades related to software applications used throughout the city.

---

**Project Name:** E-Gov Initiatives - SharePoint  
**Type:** Recurring  
**Estimated 2017 Cost:** \$100,000  
**Funding Source:** Information Services G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Creation and implementation of a coordinated document sharing system for all city departments.

---

**Project Name:** Telephony Upgrade – Voice Over Internet Protocol (VOIP)  
**Type:** Recurring  
**Estimated 2017 Cost:** \$370,000  
**Funding Source:** Information Services G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Replacement of end of life equipment and expansion of the telephony infrastructure.

---

**Project Name:** Interactive Voice Response (IVR) Telephony Enhancements  
**Type:** Recurring  
**Estimated 2017 Cost:** \$40,000  
**Funding Source:** Information Services G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Continued upgrades to the existing platform to increase operating functionality and efficiency.

---

**Project Name:** Unified Communications  
**Type:** Recurring  
**Estimated 2017 Cost:** \$600,000  
**Funding Source:** Information Services G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Upgrade and expand the telephony infrastructure and functionality throughout the city.

Technology Total - \$3,645,000

## Recreation and Parks

**Project Name:** Urban Infrastructure Projects  
**Type:** Recurring  
**Estimated 2017 Cost:** \$753,200  
**Funding Source:** Voted 2013 SIT Supported G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Funds used for park improvements and development in urban locations. Specific parks and projects are selected for funding on an annual basis.

---

**Project Name:** Swimming Facilities  
**Type:** Recurring  
**Estimated 2017 Cost:** \$2,318,000  
**Funding Source:** Voted 2013 SIT Supported G.O. Bonds  
**Operating Impact:** \$42,000  
**Project Description:** Continued improvement to the city's existing swimming facilities. Funds are used for renovation and equipment replacement as well as potential construction of a new swimming facility.

---

**Project Name:** Park & Playground Development  
**Type:** Recurring  
**Estimated 2017 Cost:** \$856,000  
**Funding Source:** Voted 2013 SIT Supported G.O. Bonds  
**Operating Impact:** \$50,000  
**Project Description:** Continued improvement and development of existing parks. Improvements may include replacement or renovation of aging facilities and grounds.

---

**Project Name:** Park & Playground Miscellaneous Improvements & Cost Allocations  
**Type:** Recurring  
**Estimated 2017 Cost:** \$425,000  
**Funding Source:** Voted 2013 SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funding for unanticipated improvements or renovations of park facilities throughout the city. Funding is also allocated to eligible project management costs as improvements are needed.

---

**Project Name:** Hard Surface Improvements  
**Type:** Recurring  
**Estimated 2017 Cost:** \$800,000  
**Funding Source:** Voted 2013 SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Annual improvement and replacement of existing hard surface areas. These can include but are not limited to parking lots, walking trails, tennis courts, and basketball courts.

---

**Project Name:** Facility Renovations, Contingencies, & Cost Allocations  
**Type:** Recurring  
**Estimated 2017 Cost:** \$2,150,000  
**Funding Source:** Voted 2013 SIT Supported G.O. Bonds; Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** \$0 - \$45,000 annual increase  
**Project Description:** Improvements to aging facilities as well as funding for construction of new recreation facilities. Funding is also allocated to eligible project management costs as improvements are needed.

**Project Name:** HVAC Improvements  
**Type:** Recurring  
**Estimated 2017 Cost:** \$3,150,000  
**Funding Source:** Voted 2013 SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funding to continue the replacement of outdated and inefficient HVAC equipment to various athletic complexes throughout the city.

**Project Name:** Facility Roof Improvements  
**Type:** Recurring  
**Estimated 2017 Cost:** \$800,000  
**Funding Source:** Voted 2013 SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Replacement of roofs located at aging existing facilities.

**Project Name:** Street Tree Initiative  
**Type:** Recurring  
**Estimated 2017 Cost:** \$400,000  
**Funding Source:** Voted 2013 SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Continued effort to plant new or replacement street trees each year. Costs include the planting of 2,000 to 2,500 trees annually.

**Project Name:** Maintenance Equipment  
**Type:** Recurring  
**Estimated 2017 Cost:** \$300,000  
**Funding Source:** Voted 2013 SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Purchase of new equipment to replace aging fleet. This allows for the continued maintenance of existing parkland and sporting facilities.

**Project Name:** Park Acquisition  
**Type:** Recurring  
**Estimated 2017 Cost:** \$774,000  
**Funding Source:** Voted 2013 SIT Supported G.O. Bonds  
**Operating Impact:** Minimal increase in maintenance costs  
**Project Description:** Purchase of land in underserved areas to expand the existing park system.

## Capital Improvements Program

---

**Project Name:** Central Maintenance Zone Headquarters  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$4,500,000  
**Funding Source:** Voted 2013 SIT Supported G.O. Bonds; Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** \$37,000 annual increase  
**Project Description:** Construction of a new facility to house maintenance equipment used in the upkeep of parks in the central city areas.

---

**Project Name:** Bikeway Trail Safety  
**Type:** Recurring  
**Estimated 2017 Cost:** \$433,800  
**Funding Source:** Voted 2013 SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Continuation of the bikeway trail safety program. Annual allocation for paving improvements, fencing, and implementation of safety equipment along the existing bikeway trails.

---

**Project Name:** Greenways Projects  
**Type:** Recurring  
**Estimated 2017 Cost:** \$3,000,000  
**Funding Source:** Voted 2013 SIT Supported G.O. Bonds  
**Operating Impact:** Minimal increase in maintenance costs  
**Project Description:** Funding dedicated to building new trails and protecting stream corridors throughout the city. Funds may also be used to acquire expanded preservation corridors along the city's waterways.

---

**Project Name:** Watercourse Bike Path Development & Connection Improvements  
**Type:** Recurring  
**Estimated 2017 Cost:** \$1,000,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Improvements and upgrades to improve waterway and boat launch areas.

---

**Project Name:** Safe Playgrounds  
**Type:** Recurring  
**Estimated 2017 Cost:** \$500,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funding to provide safe and accessible playgrounds throughout the city. Funds are used in the construction of new playgrounds and the replacement of older equipment. Playgrounds that do not meet current safety or accessibility standards are the highest priority for replacement.

---

**Project Name:** Golf – Equipment Replacement  
**Type:** Recurring  
**Estimated 2017 Cost:** \$200,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Annual replacement of equipment related to the golf course operations.

---

**Project Name:** Golf – Hard Surface Improvements  
**Type:** Recurring  
**Estimated 2017 Cost:** \$70,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Renovations and replacements of the cart paths, walkways, and parking areas related to city golf courses.

---

**Project Name:** Golf – Facility and Miscellaneous Improvements  
**Type:** Recurring  
**Estimated 2017 Cost:** \$350,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Improvements to aging facilities which includes but is not limited to electrical, plumbing, and roof replacements.

Recreation and Parks Total - \$22,780,000

## Public Service

### Transportation

<b>Project Name:</b>	Urban Infrastructure Recovery
<b>Type:</b>	Recurring
<b>Estimated 2017 Cost:</b>	\$5,651,813
<b>Funding Source:</b>	Councilmanic SIT Supported G.O. Bonds
<b>Operating Impact:</b>	Minimal Increase
<b>Project Description:</b>	Funding established for capital improvements targeted in the older commercial and residential areas of the city. Improvements may include street rehabilitation, alley improvements, curb installations, sidewalk installations and replacements, street lighting, and resurfacing.
<hr/>	
<b>Project Name:</b>	Street Equipment
<b>Type:</b>	Recurring
<b>Estimated 2017 Cost:</b>	\$856,794
<b>Funding Source:</b>	Councilmanic SIT Supported G.O. Bonds
<b>Operating Impact:</b>	Minimal Reduction
<b>Project Description:</b>	Annual replacement of aging equipment for the Division of Traffic Management and the Division of Infrastructure Management.
<hr/>	
<b>Project Name:</b>	Neighborhood Commercial Revitalization (NCR)
<b>Type:</b>	Recurring
<b>Estimated 2017 Cost:</b>	\$2,500,000
<b>Funding Source:</b>	Councilmanic SIT Supported G.O. Bonds
<b>Operating Impact:</b>	Minimal Increase
<b>Project Description:</b>	Funds used to identify commercial areas that are eligible for capital improvement funding. Improvements may include, but are not limited to, replacement of sidewalks, intersection improvements, installation of street trees and installation of street lighting.
<hr/>	
<b>Project Name:</b>	Alley Rehabilitation
<b>Type:</b>	Recurring
<b>Estimated 2017 Cost:</b>	\$1,500,000
<b>Funding Source:</b>	Councilmanic SIT Supported G.O. Bonds
<b>Operating Impact:</b>	Minimal Reduction
<b>Project Description:</b>	Rehabilitation of alleys throughout the city. Alleys are chosen based upon field assessments and inspections by the maintenance engineering staff and input from citizens.
<hr/>	
<b>Project Name:</b>	Roadway Improvements
<b>Type:</b>	Recurring
<b>Estimated 2017 Cost:</b>	\$2,850,000
<b>Funding Source:</b>	Councilmanic SIT Supported G.O. Bonds
<b>Operating Impact:</b>	Minimal Reduction
<b>Project Description:</b>	Project management costs related to the reconstruction of existing streets and roadway extensions. Costs also include utility relocations, construction inspection costs, and right of way acquisitions necessary for roadway projects.

**Project Name:** Curb Reconstruction  
**Type:** Recurring  
**Estimated 2017 Cost:** \$50,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Purchase of longitudinal channelizers for the purpose of traffic control.

**Project Name:** Resurfacing  
**Type:** Recurring  
**Estimated 2017 Cost:** \$18,500,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** Minimal Reduction  
**Project Description:** Funding for resurfacing of roadways to restore surfaces to like new conditions. Resurfacing priorities are determined based on pavement management reports and public input. Funding is also included for several urban paving sites where resurfacing projects are joint endeavors with the Ohio Department of Transportation. The following sites are related to the urban paving program:

- State Route 33 Dublin Road/Spring Street
- State Route 315
- West Broad Street
- Riverside Drive

**Project Name:** Bridge Rehabilitation  
**Type:** Recurring  
**Estimated 2017 Cost:** \$3,371,393  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funding for design and construction work associated with the replacement of expansion joints, full and partial bridge deck replacement, sidewalk and curb reconstruction, and other rehabilitation work to city bridges. The following sites are included for 2017:

- Godown Road Bridge
- Broad Street Bridge Lighting
- 5<sup>th</sup> Avenue under Conrail and Norfolk Southern Railroad

**Project Name:** Housing Initiatives  
**Type:** Recurring  
**Estimated 2017 Cost:** \$800,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** Minimal Increase  
**Project Description:** Funding established to aid in the development of roadway infrastructure in areas where local developers seek to build housing units.

**Project Name:** Bikeway Development  
**Type:** Recurring  
**Estimated 2017 Cost:** \$2,000,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** Minimal Increase  
**Project Description:** Funding to expand and renovate the existing bikeway system, including the creation and addition of shared use paths. Bikeway development included for 2017 includes the following:

- Olentangy River Road Shared Use Path – Kinnear to Lane
- Cleveland Avenue Shared Use Path – Community Park Drive to I-270
- Norton Road Shared Use Path
- Waggoner Road Shared Use Path



## Capital Improvements Program

---

**Project Name:** School Flashers – 20 MPH – Commodities  
**Type:** Recurring  
**Estimated 2017 Cost:** \$50,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** Minimal Reductions  
**Project Description:** Installation of new and replacement “School Speed Limit 20 MPH” signs throughout the city to meet current safety standards.

---

**Project Name:** Traffic Signal Installation – Commodities  
**Type:** Recurring  
**Estimated 2017 Cost:** \$950,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** Minimal Reduction  
**Project Description:** Installation of new and replacement traffic signals throughout the city.

---

**Project Name:** Sign Upgrading/Street name Signs - Commodities  
**Type:** Recurring  
**Estimated 2017 Cost:** \$325,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Installation of new and replacement street name signs and traffic control signs throughout the city.

---

**Project Name:** Permanent Pavement Markings  
**Type:** Recurring  
**Estimated 2017 Cost:** \$500,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Installation of thermoplastic pavement markings on streets throughout the city. Project increases the safety and visibility of motorists during nighttime hours.

---

**Project Name:** Pedestrian Safety Improvements  
**Type:** Recurring  
**Estimated 2017 Cost:** \$4,000,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Installation of new and replacement sidewalks based on public input. Pedestrian safety improvements for 2017 include the following:

- Mound Street Sidewalks – Binns Boulevard to Wayne Avenue
- Eakin Road Sidewalks – Salisbury to Hague
- Refugee Road – Winchester Pike to Hamilton Road
- Third Avenue Sidewalks
- Worthington Woods Boulevard Sidewalks

Transportation subtotal - \$43,905,000

Refuse

**Project Name:** Mechanized Collection Equipment – 96-Gallon Containers  
**Type:** Recurring  
**Estimated 2017 Cost:** \$300,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Purchase of equipment for replacement and expansion purposes.

**Project Name:** Mechanized Collection Equipment – 300-Gallon Containers  
**Type:** Recurring  
**Estimated 2017 Cost:** \$725,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Purchase of equipment for replacement and expansion purposes.

**Project Name:** Mechanized Collection Equipment – Automated Side Loader Trucks  
**Type:** Recurring  
**Estimated 2017 Cost:** \$3,000,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** Minimal Reduction  
**Project Description:** Replacement of aging equipment. New equipment should require fewer repairs and replacement parts.

**Project Name:** Mechanized Collection Equipment – Front-Box Loader Trucks  
**Type:** Recurring  
**Estimated 2017 Cost:** \$900,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** Minimal Reduction  
**Project Description:** Replacement of aging equipment. New equipment should require fewer repairs and replacement parts.

**Project Name:** Mechanized Collection Equipment – Semi-Automated Trucks  
**Type:** Recurring  
**Estimated 2017 Cost:** \$550,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** Minimal Reduction  
**Project Description:** Replacement of aging equipment. New equipment should require fewer repairs and replacement parts.

**Project Name:** Mechanized Collection Equipment – Flatbed Trucks  
**Type:** Recurring  
**Estimated 2017 Cost:** \$230,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** Minimal Reduction  
**Project Description:** Replacement of aging equipment. New equipment should require fewer repairs and replacement parts.

## Capital Improvements Program

---

**Project Name:** Mechanized Collection Equipment – Compactor Trucks  
**Type:** Recurring  
**Estimated 2017 Cost:** \$250,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** Minimal Reduction  
**Project Description:** Replacement of aging equipment. New equipment should require fewer repairs and replacement parts.

---

**Project Name:** Mechanized Collection Equipment – Dumpsters  
**Type:** Recurring  
**Estimated 2017 Cost:** \$25,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Purchase of equipment for replacement and expansion purposes.

---

**Project Name:** Alum Creek Remediation – Facility Improvements  
**Type:** Recurring  
**Estimated 2017 Cost:** \$100,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Remediation of the Alum Creek Transfer station as required by the Ohio Environmental Protection Agency.

Refuse subtotal - \$6,080,000

Public Service Total - \$49,985,000

## Public Utilities

### Storm Sewer

**Project Name:** Petzinger Road Stormwater Improvements  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$1,250,000  
**Funding Source:** Voted 2013 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Stormwater system improvements on Petzinger Road from Glenbrook Drive East to Courtright Road.

**Project Name:** General Engineering Services - Storm  
**Type:** Recurring  
**Estimated 2017 Cost:** \$200,000  
**Funding Source:** Voted 2013 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Funding set up for various project engineering services as needed.

**Project Name:** Linworth Road/ Meeklynn Drive Storm Sewer  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$500,000  
**Funding Source:** Storm Sewer Enterprise Unvoted G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Hydraulic and hydrologic analysis of the stormwater system from Godown Road to the Olentangy River and from contributing areas of Meeklynn Drive to the Olentangy River.

**Project Name:** Lehnert Farms/Bolton Field Stormwater System Improvements  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$1,000,000  
**Funding Source:** Voted 2013 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Analysis and design of stormwater system improvements from the Lehnert Farms detention basin through the Bolton Field Golf Course to Bausch Road.

**Project Name:** Detention Basin Modifications  
**Type:** Recurring  
**Estimated 2017 Cost:** \$1,400,000  
**Funding Source:** Ohio Water Development Authority Loans; Voted 2013 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Engineering services to modify existing detention basins to improve water quality features and reduce maintenance costs. Detention basin modifications for 2017 include funding for the following:

- Woodward Avenue Detention Basin
- Summit View Detention Basin

## Capital Improvements Program

---

**Project Name:** Olde Beechwold Area Stormwater System Improvements  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$250,000  
**Funding Source:** Voted 2013 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Design of stormwater system improvements to mitigate street and yard flooding within the Olde Beechwold historic neighborhood.

---

**Project Name:** Storm Sewer Contingencies  
**Type:** Recurring  
**Estimated 2017 Cost:** \$2,700,000  
**Funding Source:** Voted 2013 Public Utilities G.O. Bonds; Storm Sewer Enterprise Unvoted G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Construction inspection costs associated with the various stormwater system construction projects as well as joint projects under construction with the Department of Public Service.

---

**Project Name:** Woodward, Wildwood, and Woodnell Avenue Storm System Improvements  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$2,750,000  
**Funding Source:** Voted 2013 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Design and construction of improvements to the existing stormwater conveyance system along Woodward Avenue, Wildwood Avenue, and Woodnell Avenue. Project will mitigate street, yard, and structural flooding and reduce roadside drainage issues.

---

**Project Name:** Joyce Avenue Improvements  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$807,145  
**Funding Source:** Voted 2013 Public Utilities G.O. Bonds; Storm Sewer Enterprise Unvoted G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Design and construction of improvements to the existing stormwater conveyance system along Joyce Avenue from 17<sup>th</sup> Avenue to Hudson Street. Project will mitigate street, yard, and structural flooding and reduce roadside drainage issues.

---

**Project Name:** Stormwater Master Plan  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$1,000,000  
**Funding Source:** Voted 2013 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Funding to update the current stormwater master plan to manage compliance and permit requirements for stormwater construction projects.

---

**Project Name:** Holton Park and Eureka Avenue Green Infrastructure Improvements  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$350,000  
**Funding Source:** Ohio Water Development Authority Loan  
**Operating Impact:** None  
**Project Description:** Design and construction green infrastructure on vacant parcels located along the North Eureka Avenue corridor as well as Holton Park. Project will allow for the installation of regional facilities to achieve higher treatment levels.

---

**Project Name:** Pump Stations, ST-21, ST-22, ST-23 Improvements  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$500,000  
**Funding Source:** Voted 2013 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Evaluation and design of infrastructure improvements to the existing storm system pump stations located along Spring Street that may be necessary to ensure access and operation during the 100-year river flood event.

**Project Name:** Stormwater Strategic Plan, Phase 2  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$250,000  
**Funding Source:** Voted 2013 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Funding to improve the efficiency of the identification, design, and construction of stormwater infrastructure projects.

**Project Name:** Central Avenue Underpass Stormwater System Improvements  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$80,000  
**Funding Source:** Voted 2013 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Design and construction of storm sewer improvements along Central Ave between Mound Street and Union Avenue. Project will mitigate flooding of Central Avenue at the railroad bridge.

**Project Name:** Windsor Avenue Stormwater System Improvements  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$100,000  
**Funding Source:** Voted 2013 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Design and construction of stormwater improvements along the Windsor Avenue service road. Project will replace the existing storm sewer pipe with an upsized sanitary grade pipe.

**Project Name:** Sanitary Maintenance and Operations Center (SMOC) Supervisory Control and Data Acquisition (SCADA) Modernization at Remote Stormwater Facilities  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$950,000  
**Funding Source:** Voted 2013 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Replacement of legacy communication equipment at remote stormwater facilities. Current equipment is at the end of its useful life and replacement parts are no longer available.

Stormwater subtotal - \$14,087,145

## Sanitary Sewers

**Project Name:** Poindexter Village Phase II  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$1,000,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Construction of necessary improvements to the sanitary sewer system in the Poindexter Village area.

---

**Project Name:** Public Information Outreach  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$2,100,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Public information outreach associated with the integrated solution, or the Blueprint Columbus project, for the EPA Consent Order requirements.

---

**Project Name:** Real Time Control – Alum Creek Storm Tanks  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$50,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Installation of flow control structures and real time control devices to mitigate combined sewer overflows.

---

**Project Name:** Real Time Control – Sewer System Optimization  
**Type:** Recurring  
**Estimated 2017 Cost:** \$500,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Funding to determine how additional real time control strategies can be implemented within the wastewater collection and treatment system to ultimately reduce overflows.

---

**Project Name:** Department of Sewers and Drains (DOSD) Security & Emergency Preparedness  
**Type:** Recurring  
**Estimated 2017 Cost:** \$100,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Development and installation of a security and emergency preparedness program to better protect, prepare for, respond to, and recover from disasters.

---

**Project Name:** Sanitary Sewer Engineering Section (SSES) Overall Engineering Consultant (OEC) Services  
**Type:** Recurring  
**Estimated 2017 Cost:** \$300,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Funding to provide for engineering consultants to assist the city in execution of large capital improvements for the wastewater collection system.

**Project Name:** Central College Subtrunk Extension Phase 3  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$350,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Extension of the existing 30" sanitary subtrunk sewer approximately 5,800 linear feet along Central College Road towards New Albany

**Project Name:** Blacklick Creek Interceptor Sewer  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$7,000,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Extension of the existing Blacklick Sanitary Interceptor from its existing terminus just south of Blacklick Creek Boulevard north to Morse Road along Reynoldsburg New Albany Road. Funding includes construction administration and inspection costs

**Project Name:** General Engineering Services Contract  
**Type:** Recurring  
**Estimated 2017 Cost:** \$400,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Funding for engineering services for sanitary sewer projects throughout the city on an as needed basis

**Project Name:** Jackson Pike Waste Water Treatment Plant (JPWWTP) Primary Clarifiers Electrical Upgrades  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$7,739,735  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds; Ohio Water Development Authority Loan  
**Operating Impact:** None  
**Project Description:** Replacement of the electrical system that is necessary to operate the A and B Plant Primary Clarifiers. The electrical systems are at the end of their useful life.

**Project Name:** Roof Replacements for Department of Public Utilities Facilities  
**Type:** Recurring  
**Estimated 2017 Cost:** \$2,990,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Replacement of roofs in existing facilities to prevent infrastructure damage due to water leaks

**Project Name:** JPWWTP Biosolids Land Application Improvements  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$16,200,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds; Ohio Water Development Authority Loan  
**Operating Impact:** Undetermined at this time  
**Project Description:** Expansion of the Biosolids land application program as recommended by the 2009 Solids Treatment and Utilization Master Plan. Funds also include rehabilitation of existing storage tanks.



## Capital Improvements Program

---

**Project Name:** JPWWTP Cogeneration Facility  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$855,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** Undetermined at this time  
**Project Description:** Implementation of a cogeneration facility that uses digester biogas to provide approximately half of the plant's electricity. Project will also replace boilers that are at the end of their useful life.

---

**Project Name:** Facilities & Equipment Upgrade for Whittier Street Storm Tanks  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$16,581,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds; Ohio Water Development Authority Loan  
**Operating Impact:** None  
**Project Description:** Upgrading of processing, electrical, and metering equipment for the Whittier Street stormwater control tanks.

---

**Project Name:** Department of Public Utilities General Engineering Consultant Services (GEC) #2 and #3  
**Type:** Recurring  
**Estimated 2017 Cost:** \$1,000,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Engineering and technical services to provide inspections and evaluations of existing conditions, architectural drawings, and specifications and bid documents for various sanitary projects throughout the city.

---

**Project Name:** JPWWTP Small Capital Projects  
**Type:** Recurring  
**Estimated 2017 Cost:** \$700,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Funding for JPWWTP Plant projects submitted through the General Engineering Consultant Service contracts.

---

**Project Name:** Southerly Waste Water Treatment Plant (SWWTP) Small Capital Projects  
**Type:** Recurring  
**Estimated 2017 Cost:** \$350,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Funding for SWWTP projects submitted through the General Engineering Consultant Service contracts.

---

**Project Name:** SWWTP Building Heating Improvements – Boiler Revisions  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$1,227,020  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Funding to analyze and determine heating alternatives available for the replacement of three oil fired systems located at the SWWTP.

**Project Name:** SWWTP Building Heating Improvements – Fuel Oil UST Closure  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$359,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Removal of three underground fuel oil storage tanks to comply with the Wellfield Protection Chapter of the Columbus City Code.

**Project Name:** SWWTP Boiler System Operational Improvements  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$1,295,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Rehabilitation of the existing service building steam plant at the SWWTP.

**Project Name:** SMOC Small Capital Projects  
**Type:** Recurring  
**Estimated 2017 Cost:** \$450,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Funding for SMOC projects submitted through the General Engineering Consultant Service contracts.

**Project Name:** Fairwood Avenue Building Facilities Small Capital Projects  
**Type:** Recurring  
**Estimated 2017 Cost:** \$50,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Funding for projects submitted through the General Engineering Consultant Service contracts located at the Department of Public Utilities Fairwood Avenue building.

**Project Name:** Fairwood Avenue Fueling Station Compliance Upgrade  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$250,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Design and construction of a drainage system for the fueling station located at the Fairwood Avenue facility that includes an oil/water separator.

**Project Name:** Waste Water Treatment Facilities Professional Construction Management for Small Capital Projects  
**Type:** Recurring  
**Estimated 2017 Cost:** \$250,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Construction management services for various capital projects to provide specialized expertise, coordination, and implementation of multiple small capital projects at once throughout the various Department of Public Utilities facilities.

## Capital Improvements Program

---

**Project Name:** Department of Public Utilities Hazardous Energy Control  
**Type:** Recurring  
**Estimated 2017 Cost:** \$150,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Audit and energy control procedure development service for multiple facilities to assist with providing safe working conditions to meet safety requirements.

---

**Project Name:** Waste Water Treatment Facilities Instrumentation and Control (I&C) Integration and Programming Part 2  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$500,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Upgrading of the existing Plant Wide Process Control System at each treatment plant.

---

**Project Name:** Waste Water Treatment Facilities Renovations and Rehabilitations  
**Type:** Recurring  
**Estimated 2017 Cost:** \$500,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Funding for various renovations and rehabilitations at the city waste water treatment facilities on an as needed basis.

---

**Project Name:** SWWTP Cogeneration Facility  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$587,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** Undetermined at this time  
**Project Description:** Implementation of a cogeneration facility that uses digester biogas to provide approximately half of the plant's electricity. Project will also examine existing boilers and provide an engineering study of ways to increase biogas production for increased electrical production.

---

**Project Name:** Waste Water Treatment Facilities Upgrade – General Program #4  
**Type:** Recurring  
**Estimated 2017 Cost:** \$2,700,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Continuation of the general overall engineering consultant contract which provides assistance in the execution of large capital improvement projects for the division.

---

**Project Name:** SWWTP Chemically Enhanced Primary Treatment Preliminary Treatment  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$40,000,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds; Ohio Water Development Authority  
**Operating Impact:** Undetermined at this time  
**Project Description:** Renovation and replacement of various systems at SWWTP to provide additional capacity for preliminary treatment of waste water and increase treatment of additional wet weather flows.

---

**Project Name:** SWWTP Chemically Enhanced Primary Treatment (CEPT): Clarification  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$39,418,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds; Ohio Water Development Authority  
**Operating Impact:** Undetermined at this time  
**Project Description:** Renovation and replacement of various systems at SWWTP to provide additional capacity for clarification of waste water and increase treatment of additional wet weather flows.

**Project Name:** SWWTP Chemically Enhanced Primary Treatment (CEPT): Disinfection  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$25,380,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds; Ohio Water Development Authority  
**Operating Impact:** Undetermined at this time  
**Project Description:** Renovation and replacement of various systems at SWWTP to provide additional capacity for disinfection of waste water and increase treatment of additional wet weather flows.

**Project Name:** Compost Facility Odor Control Improvements  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$834,687  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Construction of the third aeration pad located at the compost facility.

**Project Name:** Sewer System Capacity Model Update 2012  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$1,500,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Continuation of the development of the city's Sewer System Capacity Model which evaluates capacity deficiencies and aids the division in ensuring continued compliance with EPA Consent Orders.

**Project Name:** Big Walnut/Rickenbacker Sanitary Interceptor  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$1,000,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Design and construction of a sanitary subtrunk sewer to service the western portion of the former Air National Guard Base and will service the Village of Lockbourne.

**Project Name:** Intermodal Sanitary Sewer Extension  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$1,500,000  
**Funding Source:** Ohio Water Development Authority Loan  
**Operating Impact:** Undetermined at this time  
**Project Description:** Extension of sanitary sewer service further into the Northern Pickaway Joint Economic Development District by constructing a new sanitary subtrunk sewer.

## Capital Improvements Program

---

**Project Name:** Upper Scioto West Shaft  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$1,500,000  
**Funding Source:** Ohio Water Development Authority Loan  
**Operating Impact:** Minimal  
**Project Description:** Inspection of all 14 shafts for degradation and possible remediation actions. Funding will also include design of final remediation actions.

---

**Project Name:** Woodward Avenue Sanitary Sewers  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$525,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Construction of sanitary sewers in a currently unsewered area.

---

**Project Name:** Joyce Ave Sanitary Sewer Improvements  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$70,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Construction of a sanitary sewer along Joyce Avenue.

---

**Project Name:** Big Run/Hellbranch Subtrunk  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$1,009,671  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Extension of the Big Run Trunk Sewer from the intersection of Galloway Road and Sullivant Avenue west and north approximately 3,000 feet to Broad Street.

---

**Project Name:** Olentangy-Scioto-Interceptor-Sewer (OSIS) Augment Relief Sewer, Henry St. – JPWWTP  
OSIS Augmentation Relief Sewer (OARS)  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$500,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Continuation of funding to aid in the relief structure that will divert high flows from the OSIS to the new tunnel.

---

**Project Name:** Lower Olentangy River Ecosystem Restoration, Fifth Avenue Dam Removal  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$50,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Continuation of the removal of the Fifth Avenue dam and restoration of the Olentangy River at this site.

**Project Name:** Lower Olentangy Tunnel – Phase 1  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$5,524,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Design and construction of a relief sewer in the Olentangy sewer area.

**Project Name:** Large Diameter Sewer Rehabilitation – Alum Creek Trunk North Section/Alum Creek Subtrunk Sewer  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$5,500,000  
**Funding Source:** Ohio Water Development Authority Loan  
**Operating Impact:** None  
**Project Description:** Required rehabilitation restoring the hydraulic capacity of existing infrastructure to extend its useful life.

**Project Name:** Large Diameter Sewer Rehabilitation – Alum Creek Trunk Middle Section/Alum Creek Interceptor Sewer  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$8,500,000  
**Funding Source:** Ohio Water Development Authority Loan  
**Operating Impact:** Minimal  
**Project Description:** Required rehabilitation restoring the hydraulic capacity of existing infrastructure to extend its useful life.

**Project Name:** Big Walnut Trunk Sewer – North  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$300,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Required rehabilitation restoring the hydraulic capacity of existing infrastructure to extend its useful life.

**Project Name:** Large Diameter Sewer Rehabilitation – Big Walnut Middle Trunk Section Sewer  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$300,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Required rehabilitation restoring the hydraulic capacity of existing infrastructure and to rehabilitate it as necessary.

**Project Name:** Big Walnut Trunk Sewer – South  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$300,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Required rehabilitation restoring the hydraulic capacity of existing infrastructure to extend its useful life.

## Capital Improvements Program

---

**Project Name:** Center Large Diameter Rehabilitation  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$250,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Required rehabilitation restoring the hydraulic capacity of existing infrastructure to extend its useful life.

---

**Project Name:** West Side Trunk Rehabilitation  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$1,500,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Required rehabilitation restoring the hydraulic capacity of existing infrastructure to extend its useful life.

---

**Project Name:** Large Diameter – Blacklick Creek Main Trunk  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$1,200,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Required rehabilitation restoring the hydraulic capacity of existing infrastructure to extend its useful life.

---

**Project Name:** Large Diameter – Scioto Main Trunk  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$2,400,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Required rehabilitation restoring the hydraulic capacity of existing infrastructure to extend its useful life.

---

**Project Name:** Near North & East Area Large Diameter Assessments  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$250,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Assessments of existing systems to determine the amount of rehabilitation required and reduce the risk of asset failures.

---

**Project Name:** Brimfield Area Sanitary System Repair Project  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$1,000,000  
**Funding Source:** Ohio Water Development Authority Loan  
**Operating Impact:** None  
**Project Description:** Design and construction of improvements to the sanitary sewer system in the area of Brimfield Road, Beechcroft Road, Tamarack Boulevard, and Forest Village Lane.

---

**Project Name:** 2017 General Construction Contract  
**Type:** Recurring  
**Estimated 2017 Cost:** \$1,500,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Construction and replacement of the older existing sewer infrastructure on an as needed basis.

**Project Name:** Rickenbacker Area Pump Station (SA-15)  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$344,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Replacement of the existing 20 year old sanitary pump station.

**Project Name:** SMOC SCADA Modernization at Remote Sanitary Facilities  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$700,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Replacement of legacy communication equipment and infrastructure at remote sanitary facilities.

**Project Name:** SMOC SCADA Communication Network Modernization  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$1,200,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Replacement of legacy network communication equipment to handle increased data demand for real time control of approximately 40 remote facilities.

**Project Name:** General Construction Administration and Inspection  
**Type:** Recurring  
**Estimated 2017 Cost:** \$12,500,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funding to ensure that construction of all various sanitary sewer projects are consistent with and conform to all construction plans.

**Project Name:** Lower Olentangy River Ecosystem Construction Administration/Construction Inspection (CA/CI)  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$50,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Construction administration and inspections costs associated with the Fifth Avenue dam removal and Lower Olentangy Ecosystem Restoration project.



## Capital Improvements Program

---

**Project Name:** Weisheimer/Indian Springs Integrated Solution  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$2,500,000  
**Funding Source:** Ohio Water Development Authority Loan  
**Operating Impact:** None  
**Project Description:** Implementation of the consent order requirements to remove or reroute inflow infiltration from the sanitary sewers in the Clintonville area.

---

**Project Name:** Morse/Dominion Integrated Solution  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$3,500,000  
**Funding Source:** Ohio Water Development Authority Loan  
**Operating Impact:** None  
**Project Description:** Implementation of the consent order requirements to remove or reroute inflow infiltration from the sanitary sewers in the Clintonville area.

---

**Project Name:** Blueprint Clintonville Professional Construction Management Services  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$1,000,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Construction management services for the installation of green infrastructure in the Clintonville pilot area of the city's Blueprint Columbus Initiative.

---

**Project Name:** Blueprint Linden  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$519,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Implementation of the consent order requirements to remove or reroute inflow infiltration from the sanitary sewers in the Linden area at the following locations:

- Hudson Street/McGuffey Road
- Oakland Park Avenue/Medina Avenue
- Agler Road/Berrell Avenue

---

**Project Name:** Blueprint Hilltop  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$1,000,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Implementation of the consent order requirements to remove or reroute inflow infiltration from the sanitary sewers in the Hilltop area at the following locations:

- Palmetto Street/Westgate Avenue
- Eureka Avenue/Fremont Street

**Project Name:** Blueprint Miller Kelton  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$700,000  
**Funding Source:** Voted 2008 Sanitary G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Implementation of the consent order requirements to remove or reroute inflow infiltration from the sanitary sewers in the Miller Kelton bound area at the following locations:
 

- Newton Street/Bedford Avenue
- Kelton Avenue/Fairwood Avenue

**Project Name:** Blueprint 5<sup>th</sup> Avenue by Northwest  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$1,294,370  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Implementation of the consent order requirements to remove or reroute inflow infiltration from the sanitary sewers in the Fifth Avenue by Northwest Avenue bound area at the following locations:
 

- Sunrise Avenue/Glenn Avenue
- Edgehill Road/Meadow Road

**Project Name:** Blueprint Olde Beechwold Area  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$500,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Implementation of the consent order requirements to remove or reroute inflow infiltration from the sanitary sewers in the Olde Beechwold area.

**Project Name:** Blueprint Columbus: Sump Pump Program  
**Type:** Recurring  
**Estimated 2017 Cost:** \$3,000,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Installation of sump pumps in homes within Blueprint Columbus project areas. Installation will redirect foundation drainage away from sanitary sewer lateral lines.

**Project Name:** Blueprint Inflow/Infiltration (I/I) Reduction Monitoring  
**Type:** Recurring  
**Estimated 2017 Cost:** \$310,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funding to monitor storm water and potential overflows during and after construction of green infrastructures in the Blueprint Columbus project areas.

## Capital Improvements Program

---

**Project Name:** Scioto Main Sanitary Pump Stations  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$400,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Improvements to the Scioto Main sanitary trunk and selected tributary sewers to fully operate facilities constructed as part of the West Columbus Local Protection Project (WCLPP) - Dry Run Levee.

---

**Project Name:** Meeklynn Drive Area Sanitary Sewer  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$2,000,000  
**Funding Source:** Ohio Water Development Authority Loan  
**Operating Impact:** None  
**Project Description:** Construction of a sanitary sewer in the area of Meeklynn Drive.

---

**Project Name:** Home Sewage Treatment System (HSTS) Elimination Program  
**Type:** Recurring  
**Estimated 2017 Cost:** \$500,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** Undetermined at this time  
**Project Description:** Continuation of funding to provide centralized sanitary sewers to developed areas that are currently served by on-lot systems.

Sanitary subtotal - \$240,362,483

## Electricity

<b>Project Name:</b>	Urban Infrastructure Recovery Fund Street Lighting Projects
<b>Type:</b>	Recurring
<b>Estimated 2017 Cost:</b>	\$505,000
<b>Funding Source:</b>	Voted 2013 Electricity G.O. Bonds
<b>Operating Impact:</b>	Minimal
<b>Project Description:</b>	Design and construction of street lighting in urban areas of the city.
.....	
<b>Project Name:</b>	Morse Rd (Phase II) System Improvements, Circuit 7221
<b>Type:</b>	Non-recurring
<b>Estimated 2017 Cost:</b>	\$350,000
<b>Funding Source:</b>	Voted 2013 Electricity G.O. Bonds
<b>Operating Impact:</b>	None
<b>Project Description:</b>	Construction of overhead electrical lines on both the north and south sides of Morse Road from Karl Road to Cleveland Avenue.
.....	
<b>Project Name:</b>	Morse Rd (Phase III & IV) System Improvements
<b>Type:</b>	Non-recurring
<b>Estimated 2017 Cost:</b>	\$350,000
<b>Funding Source:</b>	Voted 2013 Electricity G.O. Bonds
<b>Operating Impact:</b>	None
<b>Project Description:</b>	Construction of overhead electrical lines near Morse Road from High Street to Indianola Avenue.
.....	
<b>Project Name:</b>	Substation Kilovolts (kV) 69 kV & 138 kV Oil Circuit Breakers (OCB) Replacement to SF6 2017
<b>Type:</b>	Non-recurring
<b>Estimated 2017 Cost:</b>	\$180,000
<b>Funding Source:</b>	Voted 2013 Electricity G.O. Bonds
<b>Operating Impact:</b>	None
<b>Project Description:</b>	Replacement of obsolete 69 kV oil circuit breakers to improve the overall city electrical system.
.....	
<b>Project Name:</b>	Dublin Avenue Substation Security Fence
<b>Type:</b>	Non-recurring
<b>Estimated 2017 Cost:</b>	\$400,000
<b>Funding Source:</b>	Voted 2013 Electricity G.O. Bonds
<b>Operating Impact:</b>	None
<b>Project Description:</b>	Replacement of the existing chain link fencing around the Dublin Avenue substation.
.....	
<b>Project Name:</b>	Alternate kilovolts (kV) 69 kV Feed to West Substation
<b>Type:</b>	Non-recurring
<b>Estimated 2017 Cost:</b>	\$2,860,000
<b>Funding Source:</b>	Voted 2013 Electricity G.O. Bonds
<b>Operating Impact:</b>	None
<b>Project Description:</b>	Acquisition and engineering related to providing an alternate 69 kV transmission line to the west substation to improve reliability.

## Capital Improvements Program

---

**Project Name:** Valleyview Street Lighting  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$360,640  
**Funding Source:** Voted 2013 Electricity G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Installation of 98 overhead street lights in Valleyview Heights.

---

**Project Name:** New Jackson Pike Substation Transformer  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$2,000,000  
**Funding Source:** Voted 2013 Electricity G.O. Bonds; Councilmanic Electricity G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Replacement of the existing Jackson Pike Substation Transformer that is at the end of its projected life.

---

**Project Name:** Oil Switch Replacement Program 2017  
**Type:** Recurring  
**Estimated 2017 Cost:** \$120,000  
**Funding Source:** Voted 2013 Electricity G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Replacement of all downtown 4-way and 5-way oil switches with 5-way SF6 gas switches.

---

**Project Name:** Hall Road Street Lighting  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$891,957  
**Funding Source:** Voted 2013 Electricity G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Installation of approximately 64 street lights along Hall Road.

---

**Project Name:** Broad Street & Noe Bixby Street Lighting  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$50,000  
**Funding Source:** Voted 2013 Electricity G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Design for potential installation of street lights in the Broad Street/Noe Bixby Road area.

---

**Project Name:** Morningstar & North Forty Street Lighting  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$76,775  
**Funding Source:** Voted 2013 Electricity G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Design for potential installation of street lights in the area bounded by Sullivant Avenue, Galloway Road, Corral Gate Court, and Countrie View Court.

---

**Project Name:** Cleveland Avenue Street Lighting  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$50,000  
**Funding Source:** Voted 2013 Electricity G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Design for potential installation of street lights on Cleveland Avenue from Minerva Lake Road to Community Park Drive.

**Project Name:** Westerville Road Street Lighting  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$65,000  
**Funding Source:** Voted 2013 Electricity G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Design for potential installation of street lights on Westerville Road from Johnny Appleseed Court to SR-161.

**Project Name:** Smoky Row Street Lighting  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$61,050  
**Funding Source:** Voted 2013 Electricity G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Design for potential installation of street lights on Smoky Row Road from Worthington Woods Boulevard to Snouffer Road.

**Project Name:** Dublin-Granville Road/Deewood/Maple Street Lighting  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$972,214  
**Funding Source:** Voted 2013 Electricity G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Installation of approximately 127 street lights in the area bounded by Cleveland Avenue, Dublin Granville Road, Maple Canyon Avenue, and Jewett Drive.

**Project Name:** General Construction Administration and Inspection – Power  
**Type:** Recurring  
**Estimated 2017 Cost:** \$50,000  
**Funding Source:** Voted 2013 Electricity G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Construction administration and inspection costs related to various power projects on an as needed basis.

**Project Name:** Security & Emergency Preparedness – Power  
**Type:** Recurring  
**Estimated 2017 Cost:** \$25,000  
**Funding Source:** Voted 2013 Electricity G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Development of a security and emergency preparedness program to better protect, prepare for, respond to, and recover from disasters.

## Capital Improvements Program

---

**Project Name:** Department of Public Utilities Hazardous Energy Control (Power)  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$50,000  
**Funding Source:** Voted 2013 Electricity G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funding for audit and energy control procedure development for multiple facilities.

Electricity subtotal - \$9,417,636

Water

<b>Project Name:</b>	Indianola Exterior Site Improvements
<b>Type:</b>	Non-recurring
<b>Estimated 2017 Cost:</b>	\$4,300,000
<b>Funding Source:</b>	Voted 2013 Water G.O. Bonds
<b>Operating Impact:</b>	None
<b>Project Description:</b>	Construction of site improvements at the 3500 and 3568 Indianola Avenue facilities, including pavement, drainage, lighting, security, and parking improvements.
.....	
<b>Project Name:</b>	Rinehart Public Utilities Complex Exterior Site Improvements
<b>Type:</b>	Non-recurring
<b>Estimated 2017 Cost:</b>	\$1,000,000
<b>Funding Source:</b>	Voted 2013 Water G.O. Bonds
<b>Operating Impact:</b>	None
<b>Project Description:</b>	Design of exterior site improvements located at 910 Dublin Road.
.....	
<b>Project Name:</b>	Indianola Facility Restroom Renovation
<b>Type:</b>	Non-recurring
<b>Estimated 2017 Cost:</b>	\$566,000
<b>Funding Source:</b>	Voted 2013 Water G.O. Bonds
<b>Operating Impact:</b>	Minimal
<b>Project Description:</b>	Renovation of the restrooms at the 3500 and 3568 Indianola Avenue facilities.
.....	
<b>Project Name:</b>	Distribution Maintenance Area Improvements
<b>Type:</b>	Non-recurring
<b>Estimated 2017 Cost:</b>	\$500,000
<b>Funding Source:</b>	Voted 2013 Water G.O. Bonds
<b>Operating Impact:</b>	Minimal
<b>Project Description:</b>	Construction of recommended improvements to provide a safe working environment.
.....	
<b>Project Name:</b>	Home Road Property Demolition
<b>Type:</b>	Non-recurring
<b>Estimated 2017 Cost:</b>	\$4,000,000
<b>Funding Source:</b>	Voted 2013 Water G.O. Bonds
<b>Operating Impact:</b>	None
<b>Project Description:</b>	Demolition of city owned structures and remediation of land located on Home Road for eventual re-development purposes.
.....	
<b>Project Name:</b>	910 Dublin Road Windows & Exterior Insulation Finishing System (EIFS) Improvements
<b>Type:</b>	Non-recurring
<b>Estimated 2017 Cost:</b>	\$500,000
<b>Funding Source:</b>	Voted 2013 Water G.O. Bonds
<b>Operating Impact:</b>	Minimal
<b>Project Description:</b>	Exterior window improvements at the 910 Dublin Road location. Windows are damaged and past their useful life.



## Capital Improvements Program

---

**Project Name:** Water Main Rehabilitation  
**Type:** Recurring  
**Estimated 2017 Cost:** \$500,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Funding for general rehabilitation of water distribution lines to eliminate poor fire flow capabilities and poor water quality.

---

**Project Name:** Silver Drive Area Waterline Improvements  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$3,800,000  
**Funding Source:** Water Supply Revolving Loan Account Fund  
**Operating Impact:** Minimal  
**Project Description:** Rehabilitation of existing waterlines and construction of new waterlines in the area of Silver Drive to eliminate poor fire flow capabilities and improve water quality.

---

**Project Name:** South Broadleigh Road Area Waterline Improvements  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$4,800,000  
**Funding Source:** Voted 2013 Water G.O. Bonds; Water Supply Revolving Loan Account Fund  
**Operating Impact:** Minimal  
**Project Description:** Rehabilitation of existing waterlines and construction of new waterlines in the area of South Broadleigh Road to eliminate poor fire flow capabilities and improve water quality.

---

**Project Name:** Maize Road Area Waterline Improvements  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$3,500,000  
**Funding Source:** Water Supply Revolving Loan Account Fund  
**Operating Impact:** Minimal  
**Project Description:** Rehabilitation of existing waterlines and construction of new waterlines in the area of Maize Road to eliminate poor fire flow capabilities and improve water quality.

---

**Project Name:** Shattuck Avenue Area Waterline Improvements  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$3,500,000  
**Funding Source:** Water Supply Revolving Loan Account Fund  
**Operating Impact:** Minimal  
**Project Description:** Rehabilitation of existing waterlines and construction of new waterlines in the area of Shattuck Avenue to eliminate poor fire flow capabilities and improve water quality.

---

**Project Name:** Smith Road Waterline Improvements  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$830,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Replacement of the waterline on Smith Road between Lockbourne Road and Fairwood Avenue.

---

**Project Name:** Argyle Drive Waterline Improvements  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$3,000,000  
**Funding Source:** Water Supply Revolving Loan Account Fund  
**Operating Impact:** Minimal  
**Project Description:** Rehabilitation of existing waterlines and construction of new waterlines in the area of Argyle Drive to eliminate poor fire flow capabilities and improve water quality.

**Project Name:** Dawnlight Avenue Area Waterline Improvements  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$300,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Rehabilitation of existing waterlines and construction of new waterlines in the area of Dawnlight Avenue to eliminate poor fire flow capabilities and improve water quality.

**Project Name:** O'Shaughnessy Hydroelectric – Federal Energy Regulatory Committee  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$725,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Engineering review of the O'Shaughnessy Hydroelectric facility and any related improvements mandated by the Federal Energy Regulatory Committee.

**Project Name:** Dublin Road Water Plant (DRWP) Miscellaneous Improvements – Flocculation Drive Replacement Part 2  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$750,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Replacements of the flocculation basin drive mechanism at the two sedimentation floc tanks and the two softening flocculation tanks.

**Project Name:** DRWP Miscellaneous Improvements – Basin Clarifier Rehab  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$200,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Design of clarifier improvements for several basins in which the clarifier drives are past their useful life.

**Project Name:** Hap Cremean Water Plant (HCWP) Miscellaneous Improvements – Concrete Improvements  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$200,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Replacement of concrete steps, ramps, and walkways at the HCWP.

## Capital Improvements Program

---

**Project Name:** HCWP Basin Concrete Rehab  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$12,600,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Design and construction of the rehabilitation of deteriorated concrete and replacement of handrail and basin gates.

---

**Project Name:** Watershed Misc. Improvements – Hoover Dam Improvements  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$750,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Construction of improvements identified in the Independent Consultant Inspection.

---

**Project Name:** Watershed Misc. Improvements – Boat Launch Improvements  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$300,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Design of improvements to the boat launch facilities at Griggs Reservoir, Hoover Reservoir, and O'Shaughnessy Reservoir.

---

**Project Name:** Hoover Dam Improvements Part 1  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$350,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Various improvements at the Hoover Dam location which include, but are not limited to HVAC and dehumidifier replacement, electrical repair, and electrical upgrades to address existing conditions.

---

**Project Name:** Watershed Misc. Improvements – Griffiths Lane Erosion Control  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$400,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Installation of erosion control measure in the O'Shaughnessy Reservoir to mitigate shoreline erosion.

---

**Project Name:** Parsons Avenue Water Plant (PAWP) Sludge Removal – Land Acquisition  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$425,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Purchase of land for the disposal of sludge removed from the lagoons at PAWP.

---

**Project Name:** O'Shaughnessy Hydroelectric Improvements  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$2,200,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Improvements associated with the turbines located at the O'Shaughnessy Hydroelectric Plant.

**Project Name:** General Engineering Services – Supply Group 2015A; 2015B  
**Type:** Recurring  
**Estimated 2017 Cost:** \$700,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funding for general engineering on various capital projects when needed.

**Project Name:** Booster Station and Water Tank Improvements  
**Type:** Recurring  
**Estimated 2017 Cost:** \$200,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funding for booster station and tank improvements to allow for timely replacement of mechanisms to ensure water tanks continue to operate safely.

**Project Name:** Water Tank Overflow Improvements  
**Type:** Recurring  
**Estimated 2017 Cost:** \$150,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Design and construction of overflow modifications on various water tanks as required by the Ohio Environmental Protection Agency.

**Project Name:** Security Enhancements  
**Type:** Recurring  
**Estimated 2017 Cost:** \$3,200,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** Undetermined at this time  
**Project Description:** Security enhancements necessary at various water facilities throughout the city.

**Project Name:** HCWP Hypochlorite Disinfection Improvements  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$1,200,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Design and construction of improvements to the disinfection storage and feed facilities to provide for an alternate disinfectant.

## Capital Improvements Program

---

**Project Name:** PAWP Hypochlorite Disinfection Improvements  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$622,487  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Design and construction of improvements to the disinfection storage and feed facilities to provide for an alternate disinfectant.

---

**Project Name:** PAWP Treatment Upgrades  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$1,800,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Replacement of equipment that has reached the end of its useful life.

---

**Project Name:** HCWP Window Replacement  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$500,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Replacement of windows at the pump building, chemical feed building, and the filter building at HCWP.

---

**Project Name:** HCWP Intake Structure & Low Head Dam Rehabilitation  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$500,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Engineering assessment and construction needed to ensure continued functionality.

---

**Project Name:** PAWP HVAC Improvements  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$250,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Engineering and design of HVAC improvements at PAWP.

---

**Project Name:** HCWP Standby Power  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$14,075,000  
**Funding Source:** Voted 2013 Water G.O. Bonds; Water Supply Revolving Loan Account Fund  
**Operating Impact:** Undetermined at this time  
**Project Description:** Design and construction of standby power systems at the HCWP to ensure the ability to provide a reliable supply of water during power outages.

---

**Project Name:** DRWP Standby Power  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$13,200,000  
**Funding Source:** Voted 2013 Water G.O. Bonds; Water Supply Revolving Loan Account Fund  
**Operating Impact:** Undetermined at this time  
**Project Description:** Design and construction of standby power systems at the DRWP to ensure the ability to provide a reliable supply of water during power outages.

**Project Name:** Water Main Repair  
**Type:** Recurring  
**Estimated 2017 Cost:** \$900,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funding for emergency replacement of water mains if necessary.

**Project Name:** Fire Hydrant Replacements  
**Type:** Recurring  
**Estimated 2017 Cost:** \$1,000,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Rehabilitation and replacement of fire hydrants to ensure there is adequate volumes for fire protection.

**Project Name:** General Engineering Services – Distribution Group  
**Type:** Recurring  
**Estimated 2017 Cost:** \$500,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Engineering services on an as needed basis for capital projects.

**Project Name:** HCWP UV Disinfection  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$14,500,000  
**Funding Source:** Water Supply Revolving Loan Account Fund  
**Operating Impact:** Undetermined at this time  
**Project Description:** To provide for the addition of ultraviolet disinfection in the water treatment process.

**Project Name:** Reservoirs Bathymetric Study  
**Type:** Non-recurring  
**Estimated 2017 Cost:** \$270,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Evaluation of the existing reservoirs to establish storage capacity and current underwater depth.

## Capital Improvements Program

---

<b>Project Name:</b>	General Architectural Services
<b>Type:</b>	Recurring
<b>Estimated 2017 Cost:</b>	\$300,000
<b>Funding Source:</b>	Voted 2013 Water G.O. Bonds
<b>Operating Impact:</b>	None
<b>Project Description:</b>	Architectural and design services on an as needed basis for various capital improvement projects.
.....	
<b>Project Name:</b>	Professional Construction Management (PCM) Part II
<b>Type:</b>	Recurring
<b>Estimated 2017 Cost:</b>	\$6,150,000
<b>Funding Source:</b>	Voted 2013 Water G.O. Bonds
<b>Operating Impact:</b>	None
<b>Project Description:</b>	Construction management costs associated with the Division of Water capital improvement projects.
.....	
<b>Project Name:</b>	Security & Emergency Preparedness – Division of Water
<b>Type:</b>	Recurring
<b>Estimated 2017 Cost:</b>	\$100,000
<b>Funding Source:</b>	Voted 2013 Water G.O. Bonds
<b>Operating Impact:</b>	Undetermined at this time
<b>Project Description:</b>	Development of a security and emergency preparedness program to better protect, prepare for, respond to, and recover from disasters.
.....	
<b>Project Name:</b>	Land Stewardship Update
<b>Type:</b>	Recurring
<b>Estimated 2017 Cost:</b>	\$250,000
<b>Funding Source:</b>	Voted 2013 Water G.O. Bonds
<b>Operating Impact:</b>	None
<b>Project Description:</b>	Redesign of the current land stewardship program and establishment of specifications to address identified issues and concerns.
.....	
<b>Project Name:</b>	Ozone-Biologically Active Filtration (BAF) Optimization Study
<b>Type:</b>	Non-recurring
<b>Estimated 2017 Cost:</b>	\$250,000
<b>Funding Source:</b>	Voted 2013 Water G.O. Bonds
<b>Operating Impact:</b>	None
<b>Project Description:</b>	Detailed evaluation of the DRWP and the HCWP to evaluate current processes and determine ways to best optimize monitoring, control, and water quality.

Water subtotal - \$110,613,487

Public Utilities Total - \$374,480,751

2017 Capital Improvement Budget Total - \$473,880,751

# Significant Non-Recurring Projects

## Fire Station #2

**Department:** Public Safety  
 Construction Management  
**Planning Area:** Downtown  
**Start Date:** February 2016  
**Est. Completion Date:** April 2017  
**Est. Cost:** \$9,694,000  
**Est. Operating Impact:** \$3,500,000 increase

This project included the demolition of the existing facility that housed both Fire Station #2 and Fire Station #3. Construction of a new fire station, the Mitchell J. Brown Fire Station #3, located at 222 Greenlawn Avenue was completed in 2015. This station currently houses personnel for both stations #2 and #3.

Construction of the new Fire Station #2, located at 150 East Fulton Street, began in February 2016. The redevelopment of this fire station will allow for additional medic personnel and reduced response times.



*Architectural rendering of Fire Station #2. Construction is currently underway.*

## Fire Station #35

**Department:** Public Safety  
 Construction Management  
**Planning Area:** Far East  
**Start Date:** August 2017  
**Est. Completion Date:** October 2018  
**Est. Cost:** \$8,520,000  
**Est. Operating Impact:** \$3,500,000 increase

As the population of the City of Columbus continues to grow, it was determined that the addition of a fire station was necessary to provide for the safety and well-being of citizens. On the far east side of the city, construction of a new fire station located at 711 Waggoner Road is scheduled to begin during the fall of 2017. The addition of a fire station will aid in reducing response times. This fire station will include four apparatus bays to house medic and fire engine vehicles.



*Architectural rendering of Fire Station #35. Finalized design plans are currently underway.*



## Poindexter Village

**Department:** Development  
Public Service  
Public Utilities

**Planning Area:** Near East

**Start Date:** 2014

**Est. Completion Date:** 2019

**Est. Cost:** \$24,000,000

**Est. Operating Impact:** Minimal

Named after Reverend James P. Poindexter, pastor of the Second Baptist Church and the first African-American elected to Columbus City Council in 1880, Poindexter Village was one of the nation's first public housing projects. Poindexter Village is located on the city's near east side and is bounded by Mt. Vernon Avenue to the north, Ohio Avenue to the west, Long Street to the south, and Hughes Street to the east.

In 2014, the City of Columbus received a \$30 million Choice Neighborhood Implementation grant to develop additional housing in the area. The grant, along with the city matching funds, includes the addition of 104 senior living units and 345 mixed-income housing units.

In addition to housing, the project provides for the construction of new water mains to ensure water quality and safety, storm sewers, new sidewalks, improved roadways, street trees, and new street lighting.



*Photograph of the newly added housing units in the Poindexter Village area, currently under construction.*

---

## American Addition

**Department:** Development  
Public Service

**Planning Area:** South Linden

**Start Date:** June 2011

**Est. Completion Date:** Fall 2017

**Est. Cost:** \$10,440,000

**Est. Operating Impact:** Minimal

American Addition is an older neighborhood in the City of Columbus and spans 55-acres in size with 237 parcels. A partnership with the city and Homeport, a non-profit organization, was formed and will produce 100-150 new housing units on the vacant parcels. Infrastructure improvements to the 8 streets in this neighborhood will be constructed by the city and include new roadway surfaces, new curbs, gutters, curb ramps, sidewalks, rain gardens, street trees and street lights. Alley surfaces will also be reconstructed as new concrete.

Funding for the housing portion of the project was available from the Affordable Housing Trust, The Enterprise Foundation, The Ohio Community Development Finance Fund, and NeighborWorks of America.



*Reconstructed sidewalks and roadways along with added housing available from the American Addition project.*

## Driving Park Recreation Center

**Department:** Recreation and Parks  
**Planning Area:** Near South  
**Start Date:** June 2015  
**Completion Date:** September 2016  
**Est. Cost:** \$10,200,000  
**Est. Operating Impact:** \$98,000 annual increase

This project included the facility renovations that increased the size of the recreation center by 16,000 sq. ft. for a total of 28,473 sq. ft. Improvements included the addition of a new full size gymnasium, fitness center, game room, office, restrooms, kitchen, and lobby. The existing gym was converted into a smaller gym that includes storage and an additional classroom. The existing classrooms were also upgraded.

Along with the improvements to the recreation center, a new 8,000 sq. ft. swimming pool was added which features a six lane competition area, zero entry, two slides, spray structures, a dive well, and two shade structures.

The facility had its grand re-opening on September 10, 2016.



*Photograph of the completed Driving Park Recreation Center. Construction completed in 2016.*

## Indian Village – Wyandot Lodge

**Department:** Recreation and Parks  
**Planning Area:** West Scioto  
**Start Date:** July 2016  
**Est. Completion Date:** May 2017  
**Est. Cost:** \$3,070,000  
**Est. Operating Impact:** Minimal

This project includes the construction of a new facility that will total approximately 5,000 sq. ft. This facility will operate as a 'net-zero energy' facility for the Recreation and Parks Department Outdoor Education Program. The building will feature geo-thermal heat pumps, increased insulation, and photo-voltaic solar panels. The building will feature a central activity room as well as a pair of classrooms, offices, and storage. This will allow for the expansion of year round natural resource education and programs. In addition to the indoor facility, an outdoor programming area with a fireplace will also be provided.



*Architectural rendering of the finished Indian Village – Wyandot Lodge facility*

## Lashutka Event Center

**Department:** Recreation and Parks  
**Planning Area:** West Olentangy  
**Start Date:** December 2015  
**Est. Completion Date:** November 2016  
**Est. Cost:** \$2,160,000  
**Est. Operating Impact:** \$26,000 annual increase

Renovation and expansion of the approximately 200 year old historic structure. The renovation will allow it to function as a facility that will be available for rent for public use. The facility will feature a large event room that will have space to accommodate approximately 50 people at tables and chairs as well as a meeting room that will accommodate approximately 15 people. In addition to the facility, there is also an outdoor patio space with views of the Griggs Reservoir. An additional \$700,000 of capital funding for this project was available from the Public Utilities department. The Lashutka Event Center is expected to open in the Fall of 2016.



*Lashutka Event Center, currently under construction. Projected completion date of November 2016.*

---

## Indian Mound Recreation Center

**Department:** Recreation and Parks  
**Planning Area:** Far South  
**Start Date:** Summer 2017  
**Est. Completion Date:** Fall 2018  
**Est. Cost:** \$7,200,000  
**Est. Operating Impact:** \$96,000 annual increase

This project will replace the existing 10,000 sq. ft. facility with a new building that will include a large gymnasium with bleachers, a fitness room, kitchen, classroom, art and ceramics room, game room, restrooms, a multi-purpose room, reconstructed lobby, and a new office area. This project is currently in design, and construction is estimated to start during the summer of 2017.



*Photograph of the current Indian Mound Recreation Center. This facility is scheduled to be updated and replaced beginning in 2017.*

## Hague Avenue Rehabilitation – Broad Street to Sullivant Avenue

**Department:** Public Service  
**Planning Area:** Hilltop  
**Start Date:** May 2016  
**Est. Completion Date:** May 2017  
**Est. Cost:** \$3,500,000  
**Est. Operating Impact:** Minimal

This project consists of reconstructing Hague Avenue between Broad Street and Sullivant Avenue and providing improvements to pavement, curb, sidewalk, bike facilities, accessible crossings, traffic control, and stormwater facilities. Curb extensions will be added at several intersections. Trees in the right-of-way will be planted where feasible.



*Removal of existing roadway to prepare for improvements along Hague Avenue.*

## Hamilton Road “S” Curve

**Department:** Public Service  
**Planning Area:** Rocky Fork - Blacklick  
**Start Date:** April 2016  
**Est. Completion Date:** May 2018  
**Est. Cost:** \$7,806,000  
**Est. Operating Impact:** Minimal

This project consists of the realignment of N. Hamilton Road from a point along existing N. Hamilton Road approximately 500' north of Menerey Lane/Preserve Boulevard to the easternmost Hamilton/Dublin-Granville Road intersection. The existing roadway network does not have the capacity to support significant development. This project will provide a new roadway that can support the development and will provide a more direct route for N. Hamilton Road traffic traveling to and from State Route 161. This project is consistent with the Columbus Thoroughfare Plan, the Mid-Ohio Regional Planning Commission's Metropolitan Transportation Plan, and the Northland Plan Volume II. It will also advance the Preliminary Engineering Source Document completed in 2013.



*Aerial photograph of construction in progress of a new round-about for the N. Hamilton Road “S” curve at State Route 161.*

## Joyce Avenue Rehabilitation

**Department:** Public Service  
Public Utilities  
**Planning Area:** South Linden  
**Start Date:** March 2012  
**Est. Completion Date:** Summer 2017  
**Est. Cost:** \$23,275,000  
**Est. Operating Impact:** Minimal

The Joyce Avenue rehabilitation project is a multi-phase project that began in 1997. Phase 1 included the reconstruction of East Hudson Street from east of Cleveland Avenue to east of Joyce Avenue. Joyce Avenue was reconstructed from north of East Hudson Street to north of Kenmore Avenue. A shared use path, sidewalks, curbs, new waterlines, and storm sewer system were also included. Phase 2 consisted of additional reconstruction of Joyce Avenue from north of 17<sup>th</sup> Avenue to 12<sup>th</sup> Avenue as well as reconstruction of portions of 17<sup>th</sup> Avenue. Shared use paths, sidewalks, curb ramps, and waterlines and storm sewer improvements were also included. The final Phase 3 consists of the reconstruction of Joyce Avenue from north of 17<sup>th</sup> to Kenmore Avenue. This phase of the project will include a shared use path, curbs, and a bike path.

Additional grant funding, totaling approximately \$6,000,000, was available for the various phases of this project from the Ohio Public Works Commission.



*Photograph of the newly rehabbed Joyce Avenue, along with new sidewalks and street trees.*

---

## Hard Road Phase A – Sawmill to Smoky Row

**Department:** Public Service  
**Planning Area:** Far Northwest  
**Start Date:** May 2015  
**Est. Completion Date:** October 2016  
**Est. Cost:** \$16,562,000  
**Est. Operating Impact:** Minimal

This project will widen Hard Road from two lanes to five lanes. The length of the project is approximately 1.2 miles from Sawmill Road to 387 feet west of Smoky Row Road. This project will include full depth roadway replacement, sidewalks, provisions for bicycle traffic, curb, storm sewer, traffic signals, street lighting and landscaping. The construction of this project will receive federal funding. This remaining phase will match this segment with the other 2 segments that have already been or are in the construction phase of widening.



*Photograph of roadwork preparation for the Hard Road project.*

## Fifth Avenue Bridge

**Department:** Public Service  
**Planning Area:** West Scioto  
**Start Date:** May 2015  
**Est. Completion Date:** May 2016  
**Est. Cost:** \$9,725,000  
**Est. Operating Impact:** Minimal

This project included the replacement of the existing four lane bridge for Fifth Avenue over the Scioto River. The project also included an extension of the Scioto Trail between Dublin Road and McKinley Avenue on the south side of Fifth Avenue. Additional improvements include a shared use path, sidewalks, curbs, curb ramps, signal improvements, lighting, and street trees.

Additional funding for this project was available through a grant from the Ohio Department of Transportation in the amount of \$2,495,000 and from the Mid-Ohio Regional Planning Commission in the amount of \$2,231,000.



*The newly constructed Fifth Avenue bridge over the Scioto River.*

## SWWTP Biosolids Land Application Facility

**Department:** Public Utilities – Sanitary  
**Planning Area:** Citywide  
**Start Date:** June 2015  
**Est. Completion Date:** December 2016  
**Est. Cost:** \$38,500,000  
**Est. Operating Impact:** None

Facility improvements located at the SWWTP provide a biosolids land application program that was originally recommended by the 2009 Solids Treatment and Utilization Master Plan. This project will facilitate the maximum beneficial agricultural use by land application of the plant's biosolids. This project provides for the construction of new liquid storage tanks, pumping equipment, piping, a load-out facility, and an odor control system. Funding for this project was provided through a WPCLF loan.

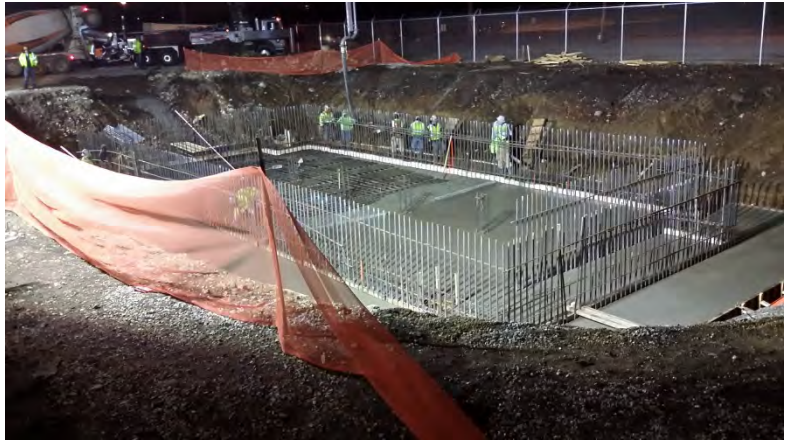


*Photograph of the Truck load-out portion of the Southerly Waste Water Treatment Plant.*

## Dublin Avenue Substation Control/Switchgear Building

**Department:** Public Utilities  
**Planning Area:** Downtown  
**Start Date:** May 2013  
**Est. Completion Date:** May 2016  
**Est. Cost:** \$6,640,000  
**Est. Operating Impact:** Minimal

During two phases, this project incorporated the construction of the Control / Switchgear building vault and foundation, construction of underground concrete electrical duct banks, along with manholes and vaults at the substation site and within Spring Street, Long Street, and the Lower Scioto greenway. In addition, the purchase and installation of the control wire and power cable to be able to replace the existing obsolete 15 kV switchgear. This project provided a new prefabricated Control/Switchgear building that will help the reliability of power to DRWP and city electricity customers.



*Crews work through the night to install the new foundation for the Dublin Avenue Substation.*

---

## DRWP Capacity Increase Project

**Department:** Public Utilities  
**Planning Area:** Citywide  
**Start Date:** 2013  
**Est. Completion Date:** 2018  
**Est. Cost:** \$200,000,000  
**Est. Operating Impact:** \$500,000 - \$750,000 annual increase

Broken into five phases, the DRWP Capacity Increase project includes the construction of a new electrical substation, new sludge pump station, new sludge force main, and new underdrains and new Granular Activated Carbon (GAC) media that currently has nine of 18 filters online. Once this project is completed in 2017, the plant capacity will increase to 80 million gallons of water per day and provide new treatment processes that will enhance water quality and increase treatment reliability.



*Construction on the new ion exchange treatment portion of the DRWP Capacity Increase.*

## HCWP Treatment Improvements Project

**Department:** Public Utilities  
**Planning Area:** Citywide  
**Start Date:** 2012  
**Est. Completion Date:** 2017  
**Est. Cost:** \$74,000,000  
**Est. Operating Impact:** \$750,000 -\$1,000,000 annual increase



*Construction of a portion of the water treatment improvements located at HCWP.*

## PAWP Treatment Upgrades Project

**Department:** Public Utilities  
**Planning Area:** Citywide  
**Start Date:** 2015  
**Est. Completion Date:** 2018  
**Est. Cost:** \$65,000,000  
**Est. Operating Impact:** Minimal increase



*Installation of a new clearwell at PAWP. This will increase the reliability of the water supply system.*



This page has been intentionally left blank.



*Scioto Southland, on the city's far south side, developed later than the communities and neighborhoods to its north much as a result of canal and railroad activity which supported farming. Pressure from new housing construction in the 1950s limited this land use.*

## GLOSSARY OF COMMONLY USED TERMS AND ACRONYMS



Accrual	The term accrual refers to any individual entry recording revenue or expense in the absence of a cash transaction.
Accrual Accounting	Relating to or being a method of accounting that recognizes revenue when earned and expenses when incurred.
Actual(s)	Expenditures plus outstanding encumbrances against current year appropriation.
Ad Valorem	A tax amount that is based on the value of a piece of property.

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

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

**Appropriation** An authorization from city council to incur obligations for a specific purpose. An appropriation is usually limited in amount and as to the time when it may be spent, normally the fiscal year.

**APPS** Applications for Purpose, Pride, & Success. Created in 2011, the mission of the APPS program is to enrich the lives of Columbus youth and young adults (ages 14-21) 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.



---

**Balanced Budget** As described in the Financial Policies section of this document, a budget is considered balanced in a fund if the appropriations in that fund for a given fiscal year do not exceed the resources available to it. Those resources can include a combination of current (budget) year anticipated revenue and the beginning year fund balance.

**Beginning Balance** The beginning balance is comprised of residual funds brought forward from the previous year's ending balance.

**Bond** 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.

---

**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.




---

**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).

**Capital Improvements** Projects that help maintain or improve a city asset. Normally, a capital improvement is a new construction, expansion, renovation, or replacement project for an existing facility or facilities or the purchase of major equipment.

**Capital Improvement Plan (CIP)** The city's allocation plan for capital expenditures over several future years. It sets forth each capital project, identifying the expected beginning and ending date for each project, the amount the city will expend in each year, and the method of financing those expenditures. The CIP is not an authorization of appropriation. City Council approves the plan as a resolution.

**Capital Outlay** A category of expenditures which results in the acquisition of or an addition to, the city's fixed assets.

**Cash Basis Accounting** Cash basis accounting only recognizes revenue and expenses when cash is actually collected or disbursed.

**CDBG** 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.

**CEPT** Chemically Enhanced Primary Treatment

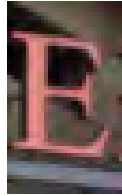
---

City Charter	The City of Columbus Charter is the city's constitution, and only the citizens of Columbus can amend it by voting for changes.
City Codes	The City Code is the collection of all ordinances that govern all citizens and businesses within the city.
Councilmanic	See definition for Unvoted Debt (Councilmanic).
Consolidated Plan	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.
Cost of Service	The cost a utility pays to provide a service. A utility takes these costs into account when determining what rate to charge consumers.



---

Debt Service	The city's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.
Department	A major organizational unit of the city which indicates overall management responsibility for an operation or group of related operations within a functional area.
Depreciation	A decrease in the value of an asset with the passage of time, due to use, wear and tear, or obsolescence.
Division	A categorization of organizational unit, indicating management responsibility for an operation or a group of related operations within a functional area, subordinate to the department level.
DRWP	Dublin Road Water Plant



---

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 the financial year takes place. At the end of this period, the city evaluates its financial position and results of operations carried out in this time period. For the City of Columbus, the fiscal year begins on January 1 and ends December 31. Therefore, the city's fiscal year is the same as the calendar year.
FTE	Full-Time Equivalent. A position, permanent or temporary, based on 2,080 hours per year.

---

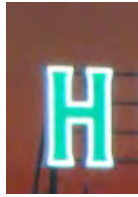
Fund	A budgetary and accounting entity separated from other funds for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.
Fund Balance	The cash available for appropriation in any fund.



---

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.
GASB	Government Accounting Standards Board. GASB is the source of generally accepted accounting principles (GAAP) used by state and local governments.
General Fund	A fund used to account for all general-purpose transactions of the city that do not require a special type of fund.
General Obligation (G.O.) Bond	Bonds that have the full faith and credit of the city and are used or expended for a specific purpose or activity.
GFOA	Abbreviation for Government Finance Officers Association.
GIS	A geographic information system (GIS) is a system designed to capture, store, manipulate, analyze, manage, and present all types of spatial or geographical data.
Goal	A statement of broad direction, purpose, or intent based on the needs of the community. A goal is general and timeless; that is, it is not concerned with a specific achievement in a specific time period.
Governmental Fund	Governmental funds are used to account for “governmental-type activities or functions”. Governmental-type activities include services largely funded through non-exchange revenues (taxes are the most common example).
Grant	A contribution by the state or federal government or other agency to support a particular function.

---



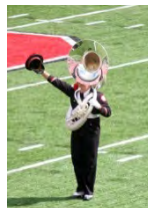

---

HCWP Hap Cremean Water Plant

HOME The HOME Investment Partnerships Program (HOME) provides federal funding for developing affordable housing for rent or homeownership or providing for direct rental assistance to low-income people. HOME is the largest Federal block grant to state and local governments designed exclusively to create affordable housing for low-income households.

HOPWA 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.

HVAC HVAC (heating, ventilation, and air conditioning) is the technology of indoor and vehicular environmental comfort. Its goal is to provide thermal comfort and acceptable indoor air quality.




---

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.



---

JPWWTP      Jackson Pike Waste Water Treatment Plant



---

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.

---

**Modified Accrual** An accounting method commonly used by government agencies that combine accrual basis accounting with cash basis accounting. Modified accrual accounting recognizes revenues when they become available and measurable and, with a few exceptions, recognizes expenditures when liabilities are incurred.



---

**Neighborhood Pride** Neighborhood Pride is a team effort by city departments, neighborhood groups, individual residents, businesses, schools, and other partners to make our neighborhoods safer and cleaner. The program sends teams from City departments into neighborhoods to clean alleys and streets, tend to parks, and check and repair street lights. 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.



---

**OEPA** Ohio Environmental Protection Agency

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.
Operating Budget	The city's annual appropriation of funds for ongoing program costs, including salaries and benefits, services, and supplies, among other cost categories.
Operating Funds	Funds that finance the majority of the city's operations. For the most part, revenues deposited into these funds are raised by the taxing and fee collecting authority of the city. Grants and contributions from governments and other entities compose the other major sources of revenue for these funds.
OPWC	Ohio Public Works Commission
Ordinance	A formal legislative enactment by the City Council which has the full force and effect of law within the boundaries of the city.
OWDA	Ohio Water Development Authority



---

PACE	Pro-Active Code Enforcement. PACE is a team of code officers charged with pro-actively investigating blighted areas of the city without waiting for complaints from citizens.
PAWP	Parsons Avenue Water Plant
Performance Indicators	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.

---

---

Principal	The original amount of a debt on which interest is calculated.
Pro Forma	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.
Program	A group of related activities to accomplish a major service or core business function for which the city is responsible. A program is typically part of a division within a department.
Property Tax	A tax levied on the assessed value of real property. This tax is also known as an ad valorem tax.
Proprietary Fund	In governmental accounting, is a business-like fund of a state or local government. Examples of proprietary funds include enterprise funds and internal service funds. Enterprise funds provide goods or services to the general public for a fee. Internal service funds account for goods and services provided by one department or agency to another department or agency of the governmental unit (or to other governmental units) on a cost-reimbursement basis.
Public-Private Partnerships	A government service or private business venture which is funded and operated through a partnership of government and one or more private sector companies.
Purchase Power	An expenditure in the electrical division in the Department of Utilities that refers to the purchasing of wholesale electricity. The division must purchase wholesale electricity since the city does not generate its own.



---

Rating Agencies	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.
Receipts	A term relating to the total revenue received during a certain time period.

---

Refunding	A procedure whereby an issuer refinances outstanding bonds by issuing new bonds. There are generally two major reasons for refunding: to reduce the issuer's interest costs or to remove a burdensome or restrictive covenant imposed by the terms of the bonds being refinanced. The proceeds of the new bonds are either deposited in escrow to pay the debt service on the outstanding bonds when due in an "advance refunding" or used to promptly (typically within 90 days) retire the outstanding bonds in a "current refunding." The new bonds are referred to as the "refunding bonds," and the outstanding bonds being refinanced are referred to as the "refunded bonds" or the "prior issue."
Reserve	Funds held or appropriated for contingencies.
Revenue	The yield of taxes and other sources of income that the city collects and receives into its treasury for public use.
Revenue Bonds	The earnings of an enterprise fund are used exclusively for the payment of the bonds' principal and interest.



---

SCADA	Supervisory Control and Data Acquisition
SIB	State Infrastructure Bank
SMOC	Sanitary Maintenance Operations Center
Special Improvement District	A defined area within which property owners are required to pay an additional tax or assessment in order to collectively fund projects within the district's boundaries.

---

Special Income Tax (SIT)	Initiated in 1947 and implemented in 1948, pursuant to Ohio law (ORC Chapter 5747), Columbus City Code Section 361.19 authorizes the levying of a two and one half percent income tax on Columbus workers and businesses. Increases in the income tax above one percent are subject to voter approval, pursuant to state law and the Columbus City Charter. The city deposits three quarters of income tax revenue to the general fund and one quarter to the special income tax fund (SIT). The SIT is used to finance capital improvements, generally of a non-enterprise nature.
Special Revenue Funds	Those funds used to account for the proceeds of specific revenue sources (other than special assessments) or to finance specified activities as required by law or administrative regulations.
SSES	Sewer System Evaluation Survey (SSES) is the critical first step in any sewer system evaluation and management program which includes project management/ coordination of flow monitoring, sewer system evaluation, field survey, system mapping, hydraulic modeling and analysis, best management practices, cleaning and long-term maintenance management programs.
Streetscape	The visual elements of a street, including the road, adjoining buildings, sidewalks, street furniture, trees and open spaces, etc., that combine to form the street's character.
SWWTP	Southerly Waste Water Treatment Plant



---

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.



---

Unencumbered Cash

City funds that are free and clear of any encumbrances.

Unvoted Debt (Councilmanic)

Unvoted debt typically carries a higher interest rate since it does not have the backing of the electorate.

User Fees

Fees for direct receipt of a public service, paid by the beneficiary of the service.



---

Vacancy Credit

A term referring to when a department projects savings stemming from the turnover of employees throughout a given budget year.

Voted (Unlimited) Debt

Debt issued by a municipality that is backed by a pledge from the voters that allows for an assessment of property taxes to be levied to pay for associated principal and interest.

---

**Voted Bond Package**

This refers to the city taking the proposition of funding capital improvements to the electorate for a vote. In Columbus, citizens voting in favor of a voted bond package are voting to underwrite the proposed projects with property taxes, if ever necessary. It is important to note however that property taxes have never been levied to pay debt service, nor does the city intend to do so. The benefit of passing voted bond packages is that the city can then borrow money at a lowered interest rate.



---

**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.

**WPCLF**

Water Pollution Control Loan Fund

**WSRLA**

Water Supply Revolving Loan Account

**WWTF**

Waste Water Treatment Facilities



This page has been intentionally left blank.