



# CITY OF COLUMBUS BUDGET 2019

THE CITY OF  
**COLUMBUS**  
ANDREW J. GINTHER, MAYOR







## OFFICE OF THE MAYOR

November 14, 2018

Dear President Hardin and Members of Council:

Today, in accordance with Section 26 of the Charter of the City of Columbus, I am pleased to present the 2019 Budget, a balanced proposal that reflects the priorities of my administration. These priorities mirror my multi-year plan to best use city resources to ensure the safety and prosperity of Columbus residents, strengthen neighborhoods, and make sure every resident in every neighborhood has the opportunity to succeed. This budget also represents my commitment to strengthen Columbus' financial position in times of increasing fiscal challenges.

Our city continues to experience unprecedented growth, with a booming housing market, record low unemployment, and triple A bond ratings from all three rating agencies. We are the 14th largest city in America, and home to a diverse mix of nearly 900,000 residents, spread over 225 square miles.

Two-thirds of our residents in Columbus are doing very well, but it is important to remember that another third are struggling to make ends meet. In this time of prosperity, we must use every tool we have to make the vision of thriving, prosperous neighborhoods a reality.

Stable, safe, and affordable housing is key to family stabilization and neighborhood resiliency. While the city cannot control development, we can influence it. The city has been working on ways to leverage abatements

and incentives to best serve our residents. New policies now in place prioritize neighborhoods based on the greatest opportunities for development, to make public-private partnerships work for residents.

Safety of Columbus residents remains the highest priority and single largest financial investment the city makes each year. In 2019, more than \$622.5 million of the general fund budget is dedicated to the Department of Public Safety, including the Divisions of Police and Fire. This investment allows the city to fund new police and fire recruit classes and to invest in the tools, technology, and training to keep residents and first responders safe.

In addition, investments in the Comprehensive Neighborhood Safety Strategy take a broad-based approach to safety by engaging law enforcement, public health, recreation and parks, businesses, community leaders, and residents to

reduce crime.

I am inspired by the recently launched One Linden Community Plan developed by the Department of Neighborhoods in partnership with the Neighborhood Design Center and The Ohio State University. This plan addresses both the physical challenges facing Linden – like transportation, housing, and retail – and also the social considerations such as education, workforce, health, and safety. While the plan will take time to fully implement,



THE CITY OF  
**COLUMBUS**  
ANDREW J. GINTHER, MAYOR





## OFFICE OF THE MAYOR

we have already begun the work with our support of the Linden Park Early Childhood Education Center, a new Linden Community Recreation Center, and the rebuild of Fire Station 16, the removal of blighted properties, and the continuation of the Safe Streets bike patrol.

The children of today are the future of tomorrow, which is why my administration is working toward growing the availability of high-quality early childhood education. More than \$4.7 million supports our community-wide effort to expand access to high-quality pre-kindergarten opportunities and work with local providers to improve the quality of early childhood educational opportunities. These investments are braided with state and federal funding to maximize city resources.

In the past year, CelebrateOne has sharpened its focus on reducing preterm births, preventing sleep-related deaths, and connecting the disconnected to a vital support system throughout Columbus. Incremental progress is being made. The number of infant deaths among both non-Hispanic whites and blacks is declining across the county. The City of Columbus leverages its \$1.8 million investment by partnering with hospitals, health care providers, Columbus Public Health, Ohio's Medicaid managed care system, The Ohio State University, faith-based organizations, community and social organizations, and nonprofits. At the same time, CelebrateOne has recruited, trained, and empowered residents, including more than 600 Safe Sleep Ambassadors, to serve families with compassion and knowledge in Columbus priority neighborhoods.

I have placed a high standard for the role of diversity and inclusion at the city, pushing for stronger recruitment strategies and tasking leadership to champion the value of diversity.

Each department has developed and implemented inclusion plans and strategies for ensuring that the city's workforce reflects the community we serve. To increase supplier diversity, we are adding value to the city's sourcing and procurement processes through intra-departmental collaboration and the integration of supplier diversity best practices, timely market research, and robust outreach and engagement.

Our city thrives when 100 percent of our residents have the opportunity to succeed. One year after the Columbus Women's Commission launched The Columbus Commitment: Achieving Pay Equity, more than 160 Columbus area companies have signed the pledge to participate in this voluntary, employer-led initiative to close the gender wage gap.

The Smart Columbus initiative continues to put the city on the cutting edge of the future of mobility. Through the decarbonization of our power supply, increased electric vehicle adoption, and promotion of alternate transit modes, Smart Columbus helps put residents on a pathway to a better life.

In addition to providing core city services, it is also my job to ensure that our city is financially sound. This budget supports my administration's commitment to a comprehensive review of city operations to identify greater efficiencies and to reinvest savings in critical city services and programs.

I have proposed a 2019 General Operating Fund budget that is balanced and maintains our commitment to safety, diversity, and neighborhood development, in addition to fiscal responsibility. This budget recognizes the changing fiscal landscape and puts our resources to their best use to ensure that Columbus remains on track to be America's Opportunity City.



November 14, 2018

Mayor Andrew J. Ginther:

Contained herein is the 2019 Budget of \$1.85 billion, of which \$912 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 remains financially sound. The Mayor's 2019 Budget is balanced, while reserve funds ("rainy day" and the 27<sup>th</sup> pay period) continue to grow. The city reached the original goal of \$75 million in the "rainy day" fund this year. Indeed, the city is on schedule to meet the new financial goal of an \$80 million balance in the fund by year-end 2020. In addition, Columbus 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), which was re-affirmed again this year.



Columbus continues to be 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, health care, and banking. Unlike other major cities in the Midwest that have experienced declining populations, the population of Columbus continues to grow in overall number and diversity. The monthly unemployment rate of the greater Columbus area for 2018 has averaged at or

below four percent for most of 2018. This rate is lower than the State of Ohio and close to the overall national unemployment rate. Revenue growth is largely dependent upon income tax, which makes up approximately 78 percent of the total general fund revenues for 2018. The income tax growth rate for 2018 is projected at 1.4 percent, which is below the past several years' actual average of 4.3 percent. While the income tax revenue growth slowed in 2018, other sources of revenue significantly increased, such as property tax collections and investment earnings. For 2019, a 2.25 percent income tax growth rate is projected over the original 2018 estimate. Overall, this proposed 2019 general fund operating budget is two percent higher than 2018. However, due to conservative fiscal practices, the city historically outperforms the budget, resulting in expenditure savings each year.

Altogether, the 2019 budget reflects your priorities and commitment to the people of Columbus for safe and vibrant neighborhoods, a more diverse workforce, public safety, and delivery of basic neighborhood services, all to accomplish your goal of making Columbus America's Opportunity City.

With the exception of the newly created Parking Services Division in Public Service, no other major organizational changes are projected for 2019. The Department of





Neighborhoods will continue to help with revitalization in neighborhoods by connecting resources to residents. As such, two additional liaison positions were added to the Neighborhoods Department budget to further this initiative. CelebrateOne will continue your emphasis on decreasing infant mortality rates in Columbus. The Safe Streets Initiative within Public Safety will receive additional resources. Public Safety will also receive funding to begin a cadet program to help increase diversity recruitment of police officers and firefighters.

Additional funds for the harm reduction program in the Health Department increases the commitment to address the problem of opiate addiction in Columbus. Partnerships with Experience Columbus, the Greater Columbus Arts Council, Columbus 2020, and Rev1 Ventures will continue to receive support from the city in 2019. These programs and partnerships allow the city to attract and create new jobs.

Finally, this document largely represents a continuation budget that supports the

priorities of your administration, while preserving resources that keep the city financially strong.

I want to express once again a special “thank you” to the outstanding and dedicated Finance and Management Department budget team, department directors, as well as the departmental staffs in preparing this budget.

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

Respectfully submitted,



Joseph A. Lombardi  
Director  
Finance and Management Department





**CITY OF COLUMBUS  
PROPOSED 2019 BUDGET**

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**Mayor Andrew J. Ginther**

Presented to Columbus City Council  
November 14, 2018

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Columbus**

**Ohio**

For the Fiscal Year Beginning

**January 1, 2018**

*Christopher P. Morill*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Columbus, Ohio for its annual budget for the fiscal year beginning January 1, 2018. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

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# Introduction

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## **The 2019 Budget Document**

The 2019 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 for those departments under his purview. Included are specific programs and strategies that will contribute toward the achievement of those goals in 2019 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**

Proposed 2019 budget and historical data for both revenues and expenditures are included in this section. In addition, the all funds summary section presents summarized personnel strengths across all funds contained in this document.

### **Community Profile**

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

### **Financial Overview**

The financial overview section discusses the financial environment of the city, both from an internal and external perspective. The section provides an overview of financial issues facing the city in 2019 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 2019, and 2019 budget notes. Budget summary tables are presented, listing departmental financial and personnel data, including information by program, division, and fund. For the 2019 budget book, personnel data in the department personnel summary tables for separately elected officials reflect 2018 and 2019 budgeted strengths, rather than authorized strength as has been displayed in the past. This change aligns those figures with the full-time personnel strengths in the operating budget by program tables.

Those departments under the purview of the Mayor with direct public service provision also present a sampling of performance measures in their respective subsections. Of note, both the strategic priorities in such departments, along with the performance measures mentioned above, are displayed with icons that relate to those seven items in the Mayor's goals section at the beginning of the document.

### **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, 2019 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.

# Mayor Andrew J. Ginther's Goals and Initiatives for 2019

Mayor Ginther's 2019 strategic priorities drive city resources in public policy and service to ensure the safety and prosperity of Columbus residents, strengthen neighborhoods, and make sure every resident in every neighborhood has the opportunity to succeed. For each of Mayor Ginther's strategic priorities, his administration has identified key initiatives that will advance the achievement of these goals. Many of these initiatives cross departments, and collaborative work across city departments encourages greater efficiency and success.



**Public Safety and Health** – Public Safety is the biggest general fund investment we make in our city every year because every person in every neighborhood deserves to be safe. Over the past year, we have employed new approaches to policing that empower our neighborhoods, invest in our officers, and bring the full resources of our city to bear to make our neighborhoods safer and healthier.



**Neighborhoods** – The fabric of Columbus is created by vibrant, distinctive neighborhoods. We focus on our opportunity neighborhoods—Franklinton, Hilltop, Linden, Near East, Northland, Near South, Southeast, and Northeast—by building on their greatest assets, the people who reside in our neighborhoods.



**Economic Development** – The administration works to advance economic opportunity and shared prosperity through public investment and public policies that help to create jobs, increase median wages, improve access to affordable housing, and strengthen neighborhood infrastructure.



**Early Childhood and Education** – Every child in every Columbus neighborhood deserves the opportunity to thrive. The CelebrateOne initiative is committed to reducing infant mortality. Early Start Columbus focuses efforts on preparing and supporting students and families.



**Diversity and Inclusion** – The administration is committed to fostering a culture of inclusion so that our workforce and suppliers reflect the rich diversity that makes up Columbus. Our work includes mobilizing resources to expand opportunities, promoting strong recruitment strategies, and delivering business development education.



**Smart Columbus** – We are moving toward the future of Columbus with enhancements in technology and mobility that will make living in our city better, and will serve as a model for the connected cities of the future.



**Operational Efficiencies** – The administration is committed to a comprehensive review of city operations to identify inefficiencies and reinvest savings in critical city services and programs. We remain committed to collaborating and building partnerships for responsive, transparent, and effective governance.

## PUBLIC SAFETY AND HEALTH



The safety of Columbus residents is the highest priority and single largest financial investment the City of Columbus makes each year. In 2019, more than \$622.5 million of the general fund budget is dedicated to the Department of Public Safety, including the Divisions of Police and Fire. This investment allows the city to **fund new police and fire recruit classes** and to invest in the tools, technology, and training to keep residents and first responders safe.

Investments in the **Comprehensive Neighborhood Safety Strategy** are building stronger neighborhoods through a broad-based approach that engages local law enforcement, public health, recreation and parks, neighborhoods, businesses, community and faith leaders, and residents. The **Violent Crime Review Group** reviews and responds with appropriate services to homicides in Hilltop, Linden, and the South Side with a multi-department effort. The **Safe Streets Initiative**, implemented by the Columbus Division of Police, utilizes uniformed bike patrol officers to focus specifically on improving community-police relations while addressing community concerns and violent crime. The timeframe of the program will be extended in 2019.

Additionally, the Department of Public Safety is committed to recruiting and hiring the most qualified applicants for police and fire with a focus on safety forces reflecting the community they serve. As such, in 2019, the department will implement a **cadet program**, which will leverage community partnerships to build a pipeline of qualified, diverse candidates to enter the safety force academies of both Police and Fire.

The **Recreation and Parks Department** offers a safe space in more than 350 parks and 29 community centers for Columbus youth, adults, families, and seniors, and contributes to the environmental well-being of our city and region. The department is enhancing youth violence intervention programming through **Applications for Purpose Pride and Success (APPS)**. It will also continue to administer its **School's Out** programming for Columbus youth during spring, summer, and winter breaks through collaborative partnerships with local organizations.

**Columbus Public Health** delivers high-quality clinical services for children and families, including sexual health, immunization, dental, women's health, and tuberculosis control, while reducing barriers to care through translation services and evening hours.

Public Health also addresses gun violence through the **CARE (Community Action Resilience Empowerment) Coalition**, which provides grief support services to those impacted by trauma and builds resilience in children, families, and communities.

In addition, Public Health works to combat the opiate epidemic through **comprehensive harm reduction programs and services** at Safe Point, community education, safe medicine disposal, and naloxone access and training.



## NEIGHBORHOODS



Each of our neighborhoods creates the fabric that is Columbus. The city engages residents and aligns resources from all sectors of the community to address neighborhood challenges. The recently completed **One Linden Community Plan** serves as a roadmap for the long-term transformation of Linden, including safety, transportation, housing, retail and small business, and education and workforce. Community engagement for the **Hilltop community plan** will continue in 2019 to advance the needs of its residents and identify strategies for transformation.

**My Brother's Keeper** engages key community stakeholders in the development of a shared agenda and goals to identify and seek to reduce disparities in the community. In 2019, My Brother's Keeper is supported by the annual conference, pilot projects, and the creation of a network of shareholders committed to providing pathways of opportunity for boys and young men of color.

In addition to its other work with neighborhood transformation plans and My Brother's Keeper, the Department of Neighborhoods is building on the success of **Neighborhood Pride**. In 2019, a new series of neighborhoods will be selected for the program. Two additional cohorts of the **New Americans Leadership Academy** will be participating, and new work will focus on ensuring that more New Americans are connected to, and active in, Columbus community organizations.

In its ongoing focus to ensure that all residents have one-stop access to city services, the Department of Neighborhoods is adopting strategies to make certain non-English speaking residents can successfully submit requests to 311, the city's customer service center.

Columbus Recreation and Parks' successful **Go Lunch! summer food program** will increase food access for Franklin County

children year-round in partnership with Columbus Public Health and local private, public, and nonprofit organizations. In addition, a new 50,000 square foot Linden Community Center, expected to break ground in 2019, represents the first **Center for Opportunity**. Private, nonprofit, and public partners are collaborating to facilitate a service-delivery model that focuses on the specific needs of the neighborhood, and emphasizes lifelong learning that extends beyond the classroom. The Department is also expanding therapeutic recreation summer camp opportunities to accommodate all children with special needs, and is growing its **City Leaders youth leadership program** to engage, educate, and develop youth ages 10 to 15 years old as future leaders of Columbus.

Columbus Public Health continues to partner with **PrimaryOne Health**, the **Healthcare Collaborative of Greater Columbus**, and others to support quality, affordable health care for Columbus residents. Public Health also drives the city's efforts to address obesity through strategies that make Columbus an active and vibrant community, including **Healthy Children Healthy Weights**, **Growing Healthy Kids Coalition**, **Columbus and Franklin County Local Food Action Plan**, farmers markets and community gardens, bike and walking paths, walking maps and art walks, Creating Healthy Communities Network, Women, Infants, and Children (WIC), and Columbus and Franklin County Chronic Disease Prevention Coalition.

Public Health serves vulnerable neighborhood residents and connects them to health and social services through private home visiting, the CARE Coalition, and Neighborhood Social Services staff in Neighborhood Pride centers and other community venues.

**Sustainability initiatives** not only protect Columbus for our children and

grandchildren, but also impact residents living in opportunity neighborhoods who are disproportionately affected by climate change.

The Department of Utilities continues to implement **Blueprint Columbus** to eliminate the source of sanitary sewer overflows and basement backups. Blueprint Columbus addresses the problem at its source through the lining of sewer laterals, a voluntary sump pump program, and the redirection of roof water runoff. Green infrastructure, such as rain gardens and pervious pavement, is installed on city right-of-way property to treat rainwater that has been redirected before it enters the storm sewer system. Private property improvements will continue in Clintonville, and Blueprint begins implementation in the Linden neighborhood in 2019.

**GreenSpot**, the city's signature environmental education tool, educates and

engages residents, businesses, and community groups on topics of sustainability.

**Keep Columbus Beautiful** focuses on public education and volunteer service related to quality of life environmental issues including litter, recycling, and beautification by driving litter cleanups and beautification projects across the city.

The Department of Public Service continues to implement the **Clean Neighborhood Initiative** to address the persistent problem of illegal dumping in our neighborhoods. It provides first-rate services in the areas of refuse collection, bulk pickup, recycling, and yard waste collection to city residents. The department also administers high-quality street maintenance, including the resurfacing of city streets, pothole repair, snow and ice removal, and street sweeping.

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## ECONOMIC DEVELOPMENT



The Ginther Administration works to advance economic opportunity and shared prosperity through public investment and policies that help to create jobs, increase wages, grow access to affordable housing, and strengthen neighborhood infrastructure.

The Department of Development works to improve the Columbus economy and neighborhoods through affordable housing development, code enforcement, land redevelopment, and planning, including the reduction of vacant and abandoned properties in Columbus neighborhoods.

The **Residential Tax Incentive Policy** is helping to create more affordable housing units throughout Columbus with the goal of forming mixed income neighborhoods for both homeownership and rental projects. New policies prioritize neighborhoods based on the greatest opportunities for development. We are leveraging the largest

and strongest of our incentives for neighborhoods that need our greatest focus.

Through a variety of new regulations, we require companies that want to build in “market-ready” or booming neighborhoods to also build a certain amount of affordable housing units. Our new policies also put into place requirements for businesses based on average hourly wage, number of new and retained jobs, payroll, and length of lease or ownership of the property.

In 2019, Development will complete its first update to the **Columbus Citywide Planning Policy**. Updated Urban Infrastructure Recovery Fund plans will impact several Columbus neighborhoods. The **Hilltop Land Use Plan** will be adopted, growing the number of Columbus Citywide Planning Policy neighborhoods from three to four and Columbus neighborhoods with Design Guidelines from 13 to 20.

The department's new **Small Business Technical Support Pilot Program** delivers training, advisement, and technical assistance to existing and aspiring small business owners by establishing and deploying a network of **Entrepreneurial Support Organizations (ESOs)**. Partnerships with organizations such as Rev1Ventures, Columbus 2020, and others are integral to the **city's entrepreneurship-based economic development strategy**. By growing community-based jobs and building the entrepreneurial sector in Columbus, this approach impacts all aspects of the city including neighborhood revitalization.

The Department of Public Utilities is addressing the needs of the region's growing population through a series of ongoing improvements at all three water treatment plants, two wastewater treatment plants, and the associated water distribution and wastewater collection systems.

The Department of Public Service collaborates with regional economic development partners to proactively address transportation challenges, such as traffic congestion, highway construction, airports, and mass transit.

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## EARLY CHILDHOOD AND EDUCATION



**Early Start Columbus** helps to ensure that four-year olds in Columbus have access to high-quality pre-kindergarten education. More than \$4.7 million will support this community-wide effort in 2019 by expanding access to high-quality pre-k opportunities and by working with local providers to improve the quality of early childhood education opportunities. These investments are braided with state and federal funding to maximize city resources and increase the number of children served.

The **Hilltop Early Childhood Partnership's** work, launched in 2017 to double the number of children enrolled in early learning programs by 2020, will be supported by a new collaboration to **build a facility in the Hilltop** in partnership with Borror Family Foundation, Wave Innovation Group, and Columbus City Schools. While the primary focus of the new facility will be pre-kindergarten, other community services and programs will be offered.

The Columbus Education Department helps to advance the city-state preschool expansion program, which supplements State of Ohio half-day pre-kindergarten funds with city funds to create full-day openings for Columbus children. The

Education Department's **mini grants to after-school providers in priority neighborhoods** help to provide a safe environment for children to learn after the school day ends.

**CelebrateOne** leverages extensive community resources to reduce infant mortality. Partnerships include hospitals, health care providers, Columbus Public Health, Ohio's Medicaid managed care system, The Ohio State University, faith-based organizations, community and social organizations and nonprofits. CelebrateOne has recruited, trained, and empowered residents, including more than 600 **Safe Sleep Ambassadors**, to serve families with compassion and knowledge in Columbus priority neighborhoods.

**StepOne**, an early CelebrateOne initiative, offers a central call in system for pregnant women to schedule prenatal appointments in the first trimester, a key factor in reducing infant mortality. Once a woman's first prenatal appointment is scheduled, StepOne goes to work on addressing other barriers to a healthy pregnancy, including referral to home visiting and assistance with substance abuse treatment.

The **Smart Columbus prenatal trip assistance program** will help women get to physician appointments, and the

**Community Connector Corps** provides a hyper-local support system that educates pregnant women and new moms.

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## DIVERSITY AND INCLUSION



The Office of Diversity and Inclusion embodies Mayor Ginther's commitment to supplier diversity and stronger diversity inclusion recruitment strategies for the City of Columbus.

**Supplier diversity** is advanced through outreach and engagement to increase the diverse pool of suppliers who compete for City of Columbus contracting opportunities and to ensure fairness, equity, and inclusion in the city's procurement process. In 2019, the office will complete the Disparity Study for the City of Columbus. In addition, the office will promote a conference for small, minority, and women-owned business opportunities in October.

To push for **stronger diversity recruitment strategies**, Mayor Ginther tasked each department to **implement inclusion plans** to ensure that the city's workforce is reflective of the community we serve.

For example, the Recreation and Parks Department's Inclusion Plan addresses policies and practices in staffing, planning, and service delivery to ensure that parks and recreation centers are open and inclusive for all residents. Department staff communicates in multiple languages,

designs facilities and parks for accessibility and programs for inclusion, and hires to represent the people the department serves.

The **Columbus Women's Commission** is advancing the economic well-being of women in the community through its focused work on pay equity, housing, health and education, and workforce development. One year after launching **The Columbus Commitment: Achieving Pay Equity**, over 160 Columbus area companies have signed the pledge to participate in this voluntary, employer-led initiative to close the gender wage gap in Columbus.

Recognizing the high rate of evictions in Columbus and the impact evictions have on women and families in particular, the Commission is convening conversations to impact the court system and change policies to promote family stability. The Commission **advocates around policy recommendations that impact women's well-being**, and works on issues related to health, childcare access and affordability, and workforce opportunities to pursue a pathway out of poverty.

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## SMART COLUMBUS



Columbus has a mandate and opportunity to pave the way through its \$40 million federal grant and accompanying \$10 million grant from Paul G. Allen Philanthropies, and an acceleration fund of aligned investments for the future of mobility. Mayor Ginther sees transportation as not just about vehicles and roads, but rather about how

people access opportunity and how they live.

Columbus is working to decarbonize our power supply, increase electric vehicle adoption, and facilitate alternate transit modes through the **Smart Columbus Electrification Plan**. In a joint effort between AEP and the city, we are modernizing the electric grid through utility

scale renewables, improving efficiencies, and deploying smart meters. Smart Columbus is installing new charging stations on corporate campuses, public streets, and in residential developments to help make electric vehicles the easy choice for individuals and businesses in Columbus.

With our partner organizations, we are investing in building efficiency and renewable energy so that businesses can operate effectively, and homes are not just affordable to buy—but are affordable to live in.

Through the Columbus Food Action Plan, we are encouraging the production of local food and, through collaboration with SWACO, we are helping to develop a **comprehensive food waste initiative**.

The **Smart Columbus Operating System**, an integrated and open data exchange platform, will spur new business opportunities and new insights for better day-to-day planning and decisions. Shared data will power applications and solutions for multimodal trip planning, common payment system, parking location and more—all working to make life easier.

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## OPERATIONAL EFFICIENCIES



A **comprehensive operations review** of numerous city services and departments is well underway to provide a recommended framework for the future structure of city departments.

The Department of Technology is collaborating with the Department of Finance on researching, documenting, and **streamlining performance measures** and corresponding datasets for all city departments and building a platform from which performance measures will become readily available to internal and external users. All datasets will be seamlessly updated.

This work helps to facilitate better decision-making and more efficient data collaboration. Technology is enhancing the city's enterprise visualization platform for all departments and overseeing the implementation, data pipeline creation, and training of users citywide.

The Departments of Neighborhoods and Technology have teamed up to make technical updates and **improvements to the 311 webpage and mobile app** to enhance the experience for residents, manage internal work flow assignments, and ensure better use of data for planning and decision making purposes.

The Department of Human Resources will continue to focus on addressing the components of the 10-year reforms and efficiencies action plan for employee compensation and benefits. The department's 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.

To better provide residents with information on the safety of inspected restaurants, pools, schools and other venues, Columbus Public Health is using enhanced mobile web technologies that improve efficiency, online inspection reports, and posted signage.

The Department of Public Utilities' audit of its billing practices is designed to better promote billing accuracy, ensure maximum revenue recovery, and establish procedures to maintain account accuracy. A revenue recovery project is starting with commercial customers before moving to residential



accounts. Payment plans are available for those impacted by the changes.

The Department of Public Service is using software in the Divisions of Refuse Collection and Infrastructure Management to maximize the efficient use of vehicles and

personnel. The department is collecting and updating its right of way asset management data to prioritize streets for resurfacing and maintenance projects, and to schedule the replacement and repair of signs, wheelchair ramps, and curbs.



# 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.

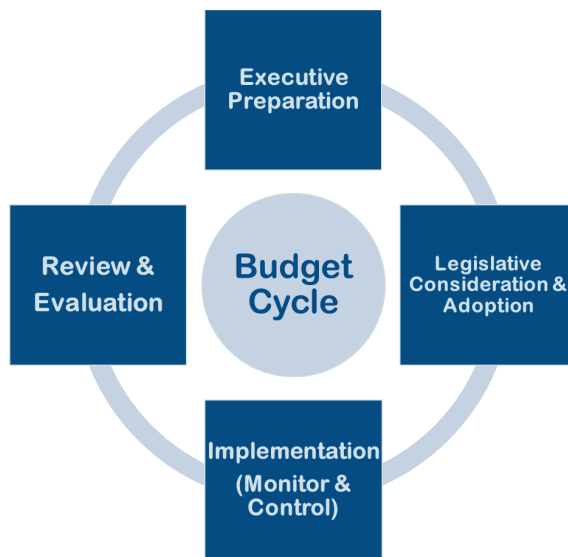
Once completed, the budget office begins preparation for the following year's budget. The City of Columbus uses a budget methodology in which each city department funded with general fund dollars is provided a target amount for the budget year. That amount represents the department's proportionate share 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, oftentimes with the consultation of and direction from the Office of the Mayor. At the same time these decisions are made, a review of the revenue assumptions included in the three year financial plan is conducted, and adjustments are made based on the latest available information. Finance and Management, with informal consultation of the City Auditor, on whose official estimate the proposed general fund budget must be based per the City Charter, develops an estimate of available resources, and uses it and the list of approved target adjustments to derive departmental targets.

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



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, toward the middle to end of this month, the City Auditor releases her official estimate of available general fund resources. Again, as a governmental check and balance dictated by City Charter, the administration's annual proposed budget cannot exceed this estimate. This estimate is located in the General Fund Summary Section of this budget document for reference.

### Executive Budget Proposal

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

### Legislative Consideration & Adoption

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

## Budget Implementation & Control

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

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

## Budget Review & Evaluation

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

## Budget Calendar of Major Activities

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

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

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

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

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

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

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

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

**Budget Process**

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# General Fund Summary

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

Revenues, excluding the unencumbered balance, encumbrance cancellations, and transfers from other funds, are projected at \$875.3 million, an increase of 2.5 percent from 2018 revenue projections. A description of the major revenue sources of the general fund is provided below, followed by a revenue summary table.

## Income Tax

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

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

Approximately 82 percent of income taxes are collected through employer withholdings. Payments are made to the city on a statutorily prescribed basis.

The income tax is the largest source of revenue for general fund operations. In 2019, income tax revenues to the general fund are estimated at \$684.3 million, which is 75 percent of total general fund resources and 78 percent of total general fund revenue. This represents a 2.71 percent growth over 2018 projections.

## Property Tax

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

Pursuant to Ohio statute and Columbus City Codes, property tax revenue is used for three purposes: certain debt service requirements, partial payment of police and fire pension costs,

## General Fund Summary

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and general fund operations. State law requires that the first two obligations be met before property tax revenue can be deposited into the general fund for general operations. Because the city pays debt service on non-enterprise capital improvements from the special income tax (SIT) fund, property tax revenues are deposited directly in the general fund. The 2019 estimate for property tax collections is \$52.8 million, an increase of 7.8 percent over the 2018 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 2018 and 2019 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 \$2.8 million for 2019.

### Casino Tax

In 2009, a constitutional amendment was passed in Ohio, allowing for casinos in four Ohio cities (Columbus, Cincinnati, Cleveland, and Toledo). In 2012, as casinos opened in the State of Ohio, the state began collecting taxes on casino revenues. The city receives a portion of revenue from the gross casino revenue county fund and the gross casino revenue host city fund. After moneys are set aside for Nationwide Arena and debt service, the balance of revenue received will be deposited into the general fund. The 2019 estimate for the general fund deposit for casino tax revenues is \$6.8 million, an increase of 2.7 percent over 2018 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 any residual estate taxes and other smaller taxes. Total revenues are projected at \$21.1 million in 2019, a 3.5 percent increase over projected 2018 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 \$19.0 million in 2019, no change from 2018 collections.

## Charges for Service

Sources of revenue in this category include pro rata charges, third party reimbursements for emergency medical services, parking meter revenues and other parking charges, and revenue from various divisions that charge for services. These include auto impounding fees, sales of impounded autos, certain fire protection and dispatching service charges, and revenue from the collection of income taxes and prosecution services for other municipalities and villages. Total revenues from charges for service are projected at \$62 million in 2019, a 4.8 percent decrease from 2018 estimates.

Pursuant to Ordinance 2293-2018, all independent funds of the city are assessed an administrative service charge of 4.5 percent of revenues, the proceeds of which are deposited into the general fund. This charge, referred to as "pro rata", represents a fee for certain services performed by administrative divisions for enterprise, special revenue, grant, and internal service divisions for which no specific service charge is assessed. Services include, but are not limited to, debt administration and budget preparation provided by the Finance and Management Department, legal services provided by the City Attorney, financial reporting and assistance provided by the City Auditor, and maintenance and cleaning services provided by the Division of Facilities Management.

## Investment Earnings

Investment earnings are deposited into the fund in which they were earned. The Treasury Investment Board, consisting of the City Treasurer, City Auditor, and the Director of Finance and Management, is responsible for investing the city's liquid assets. To ensure the credit-worthiness of the investment of public moneys, federal statutes restrict municipal investment to U.S. government securities, bank certificates of deposit, and repurchase agreements. General fund investment earnings are projected to yield \$13.1 million in 2019, an 18.6 percent increase over 2018 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



## General Fund Summary

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this category are estimated at \$11.4 million in 2019, of which Cable TV permits are expected to be approximately \$8.9 million.

### Other Revenue

This category includes various unclaimed funds, refunds, and miscellaneous revenue. The 2019 estimate is \$2.2 million.

### Encumbrance Cancellations

These funds represent moneys set aside in prior fiscal years for expenditures that subsequently were not made. Funds can then be made available for use through the cancellation of encumbrances. The estimate for 2019 is \$5.0 million.

### Other Miscellaneous Transfers

The basic city services fund was established in 2012 to meet future budget needs due to reductions in the state local government fund and estate tax revenue. In 2019, the entire \$12.96 million balance in the basic city services fund will be transferred into the general fund.



**GENERAL FUND  
REVENUE BY SOURCE AND YEAR  
HISTORICAL AND PROJECTED  
2015 - 2019**

SOURCE	2015		2016		2017		2018		2019		2019
	ACTUAL	PERCENT CHANGE	ACTUAL	PERCENT CHANGE	ACTUAL	PERCENT CHANGE	PROJECTED	PERCENT CHANGE	PROJECTED	PERCENT CHANGE	PERCENT OF TOTAL
Income Tax	\$ 602,241,054	4.08%	\$ 629,935,274	4.60%	\$ 656,889,243	4.28%	\$ 666,200,000	1.42%	\$ 684,258,000	2.71%	75.03%
Property Tax	42,492,804	0.82%	42,751,069	0.61%	44,710,636	4.58%	49,000,000	9.59%	52,838,000	7.83%	5.79%
Kilowatt Hour Tax	3,199,955	102.67%	3,132,269	-2.12%	2,915,539	-6.92%	3,100,000	6.33%	2,790,000	-10.00%	0.31%
Hotel/Motel Tax	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	0.00%
<b>TOTAL TAXES</b>	<b>647,933,813</b>	<b>4.11%</b>	<b>675,818,612</b>	<b>4.30%</b>	<b>704,515,418</b>	<b>4.25%</b>	<b>718,300,000</b>	<b>1.96%</b>	<b>739,886,000</b>	<b>3.01%</b>	<b>81.13%</b>
Local Government Fund	22,059,199	4.20%	20,086,211	-8.94%	19,555,955	-2.64%	19,140,000	-2.13%	19,811,000	3.51%	2.17%
Estate Tax	4,378	-99.41%	61,072	1294.97%	20,913	-65.76%	-	-100.00%	-	0.00%	0.00%
Liquor Permit Fee, Other	1,264,319	-0.34%	1,309,088	3.54%	1,308,313	-0.06%	1,230,000	-5.99%	1,274,000	3.58%	0.14%
Casino Tax	6,331,248	1.61%	6,790,167	7.25%	6,734,707	-0.82%	6,576,000	-2.36%	6,752,314	2.68%	0.74%
<b>TOTAL SHARED REVENUE</b>	<b>29,659,144</b>	<b>0.84%</b>	<b>28,246,538</b>	<b>-4.76%</b>	<b>27,619,888</b>	<b>-2.22%</b>	<b>26,946,000</b>	<b>-2.44%</b>	<b>27,837,314</b>	<b>3.31%</b>	<b>3.05%</b>
License and Permit Fees	13,010,253	12.09%	12,464,834	-4.19%	11,600,987	-6.93%	11,305,000	-2.55%	11,356,000	0.45%	1.25%
Fines and Penalties	18,905,660	-0.41%	18,929,539	0.13%	18,650,054	-1.48%	18,988,000	1.81%	18,988,000	0.00%	2.08%
Investment Earnings	5,694,004	55.34%	7,119,830	25.04%	8,792,163	23.49%	11,000,000	25.11%	13,050,000	18.64%	1.43%
Charges for Service	63,387,533	4.61%	61,857,674	-2.41%	65,170,008	5.35%	65,128,000	-0.06%	61,984,000	-4.83%	6.80%
All Other	1,709,233	-76.63%	2,081,741	21.79%	2,404,812	15.52%	2,103,000	-12.55%	2,169,000	3.14%	0.24%
<b>TOTAL OTHER REVENUES</b>	<b>102,706,683</b>	<b>0.53%</b>	<b>102,453,618</b>	<b>-0.25%</b>	<b>106,618,024</b>	<b>4.06%</b>	<b>108,524,000</b>	<b>1.79%</b>	<b>107,547,000</b>	<b>-0.90%</b>	<b>11.79%</b>
<b>TOTAL ALL REVENUES</b>	<b>780,299,640</b>	<b>3.49%</b>	<b>806,518,768</b>	<b>3.36%</b>	<b>838,753,330</b>	<b>4.00%</b>	<b>853,770,000</b>	<b>1.79%</b>	<b>875,270,314</b>	<b>2.52%</b>	<b>95.97%</b>
Encumbrance Cancellations	9,870,328	186.89%	4,975,349	-49.59%	6,374,423	28.12%	7,223,736	13.32%	5,000,000	-30.78%	0.55%
Unencumbered Balance	29,171,431	-34.38%	30,721,859	5.31%	30,205,726	-1.68%	17,670,166	-41.50%	14,017,067	-20.67%	1.54%
Fund Transfers	3,409,240	44.02%	4,063,974	19.20%	4,307,714	6.00%	4,750,000	10.27%	4,750,000	0.00%	0.52%
Other Misc. Transfers	5,714,000	14.28%	1,830,000	-67.97%	-	-100.00%	16,784,000	N/A	12,962,619	-22.77%	1.42%
Total Annual Resources	828,464,639	2.38%	848,109,950	2.37%	879,641,193	3.72%	900,197,902	2.34%	912,000,000	1.31%	100.00%
27th Pay Period Reserve Fund	15,431,786	17.08%	17,749,786	15.02%	20,137,786	13.45%	22,596,786	12.21%	25,129,786	11.21%	
Economic Stabilization Fund	66,740,821	4.16%	69,522,302	4.17%	73,945,877	6.36%	76,213,161	3.07%	78,963,161	3.61%	
<b>TOTAL GENERAL FUND AVAILABLE RESOURCES</b>	<b>\$ 910,637,246</b>	<b>2.73%</b>	<b>\$ 935,382,038</b>	<b>2.72%</b>	<b>\$ 973,724,856</b>	<b>4.10%</b>	<b>\$ 999,007,849</b>	<b>2.60%</b>	<b>\$ 1,016,092,947</b>	<b>1.71%</b>	





## **Expenditures and Personnel**

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

## General Fund Summary

### GENERAL FUND 2019 PROPOSED BUDGET SUMMARY BY AREA OF EXPENSE

Department/Division	Personnel	Materials	Services	Other	Capital	Transfers	Totals
City Council	\$ 4,185,624	\$ 28,000	\$ 173,840	\$ -	\$ -	\$ -	\$ 4,387,464
<b>City Auditor</b>							
City Auditor	3,687,007	27,600	817,056	700	-	-	4,532,363
Income Tax	8,334,463	78,500	1,251,556	500	-	-	9,665,019
Total	<u>12,021,470</u>	<u>106,100</u>	<u>2,068,612</u>	<u>1,200</u>	<u>-</u>	<u>-</u>	<u>14,197,382</u>
City Treasurer	1,008,288	6,200	348,635	-	-	-	1,363,123
<b>City Attorney</b>							
City Attorney	12,893,818	75,150	416,564	3,000	-	-	13,388,532
Real Estate	149,128	-	-	-	-	-	149,128
Total	<u>13,042,946</u>	<u>75,150</u>	<u>416,564</u>	<u>3,000</u>	<u>-</u>	<u>-</u>	<u>13,537,660</u>
Municipal Court Judges	17,108,960	53,200	1,843,926	-	-	340,000	19,346,086
Municipal Court Clerk	11,621,344	139,734	773,086	-	-	-	12,534,164
Civil Service	3,834,562	28,612	653,038	5,500	-	-	4,521,712
<b>Public Safety</b>							
Administration	1,904,587	10,367	6,530,220	100	-	-	8,445,274
Support Services	5,002,055	388,175	2,185,144	5,800	-	-	7,581,174
Police	318,976,941	3,418,568	14,419,460	255,000	-	5,288,862	342,358,831
Fire	244,832,533	4,102,905	12,848,367	200,000	-	2,160,046	264,143,851
Total	<u>570,716,116</u>	<u>7,920,015</u>	<u>35,983,191</u>	<u>460,900</u>	<u>-</u>	<u>7,448,908</u>	<u>622,529,130</u>
<b>Office of the Mayor</b>							
Mayor	4,107,528	15,000	456,874	500	-	-	4,579,902
Office of Diversity & Inclusion	1,071,036	7,250	109,767	-	-	-	1,188,053
Total	<u>5,178,564</u>	<u>22,250</u>	<u>566,641</u>	<u>500</u>	<u>-</u>	<u>-</u>	<u>5,767,955</u>
Education	539,442	7,500	5,985,944	-	-	-	6,532,886
<b>Development</b>							
Administration	3,073,042	22,476	2,621,608	1,000	-	-	5,718,126
Econ. Development	1,061,380	8,000	2,549,575	1,000	-	-	3,619,955
Code Enforcement	6,938,161	50,000	899,255	7,000	-	-	7,894,416
Planning	1,980,845	9,000	85,777	1,000	-	-	2,076,622
Housing	939,483	13,500	5,668,202	1,000	-	-	6,622,185
Land Redevelopment	679,550	-	1,000	-	-	-	680,550
Total	<u>14,672,461</u>	<u>102,976</u>	<u>11,825,417</u>	<u>11,000</u>	<u>-</u>	<u>-</u>	<u>26,611,854</u>
<b>Finance and Management</b>							
Finance Administration	2,854,939	14,500	2,286,892	-	-	-	5,156,331
Financial Management	3,053,153	15,290	1,755,980	-	-	-	4,824,423
Facilities Management	7,992,661	659,800	8,947,329	2,000	-	-	17,601,790
Total	<u>13,900,753</u>	<u>689,590</u>	<u>12,990,201</u>	<u>2,000</u>	<u>-</u>	<u>-</u>	<u>27,582,544</u>
Finance City-wide	-	-	-	-	-	25,704,628	25,704,628
Finance Technology (Pays gf agency bills)	-	-	18,697,210	-	-	-	18,697,210
Human Resources	1,698,242	48,906	1,244,206	-	-	-	2,991,354
Neighborhoods	4,518,619	40,938	736,601	1,500	-	52,500	5,350,158
Health	-	-	-	-	-	24,997,885	24,997,885
Recreation and Parks	-	-	-	-	-	41,332,906	41,332,906
<b>Public Service</b>							
Administration	690,291	605	22,161	-	-	-	713,057
Refuse Collection	17,916,966	165,500	15,136,876	71,500	10,000	-	33,300,842
Total	<u>18,607,257</u>	<u>166,105</u>	<u>15,159,037</u>	<u>71,500</u>	<u>10,000</u>	<u>-</u>	<u>34,013,899</u>
<b>Total General Operating Fund</b>							
	<b>\$ 692,654,648</b>	<b>\$ 9,435,276</b>	<b>\$ 109,466,149</b>	<b>\$ 557,100</b>	<b>\$ 10,000</b>	<b>\$ 99,876,827</b>	<b>\$ 912,000,000</b>

## General Fund Summary

GENERAL FUND EXPENDITURE AND BUDGET SUMMARY					
	2016	2017	2018	2019	%
	Actual	Actual	Projected	Proposed	Change
City Council	\$ 4,038,825	\$ 4,398,402	\$ 4,365,205	\$ 4,387,464	0.51%
<b>City Auditor</b>					
City Auditor	4,828,723	4,674,967	4,498,055	4,532,363	0.76%
Income Tax	8,856,669	9,057,441	9,292,973	9,665,019	4.00%
Total	13,685,392	13,732,408	13,791,028	14,197,382	2.95%
City Treasurer	1,109,169	1,133,722	1,209,012	1,363,123	12.75%
<b>City Attorney</b>					
City Attorney	11,945,729	12,540,334	13,487,402	13,388,532	-0.73%
Real Estate	110,634	110,511	132,219	149,128	12.79%
Total	12,056,363	12,650,845	13,619,621	13,537,660	-0.60%
Municipal Court Judges	17,460,269	18,261,141	18,859,866	19,346,086	2.58%
Municipal Court Clerk	11,767,131	12,070,543	12,449,362	12,534,164	0.68%
Civil Service	3,817,994	4,123,876	4,148,343	4,521,712	9.00%
<b>Public Safety</b>					
Administration	6,690,807	6,993,430	7,995,814	8,445,274	5.62%
Support Services	6,308,315	7,105,893	6,638,274	7,581,174	14.20%
Police	306,036,958	320,451,188	335,847,844	342,358,831	1.94%
Fire	235,946,043	247,901,990	255,961,641	264,143,851	3.20%
Total	554,982,123	582,452,501	606,443,573	622,529,130	2.65%
<b>Office of the Mayor</b>					
Mayor	2,569,718	3,207,359	4,038,229	4,579,902	13.41%
Community Relations	464,566	-	-	-	-
Office of Diversity & Inclusion	1,450,305	1,479,418	1,036,570	1,188,053	14.61%
Total	4,484,589	4,686,777	5,074,799	5,767,955	13.66%
Education	6,126,116	6,207,228	5,346,382	6,532,886	22.19%
<b>Development</b>					
Administration	6,667,546	5,368,335	5,677,184	5,718,126	0.72%
Economic Development	20,833,361	20,285,083	20,212,135	3,619,955	-82.09%
Code Enforcement	7,467,365	7,002,088	7,719,244	7,894,416	2.27%
Planning	1,639,051	1,860,285	1,895,514	2,076,622	9.55%
Housing	5,222,992	6,024,038	6,521,507	6,622,185	1.54%
Land Redevelopment	-	665,699	665,208	680,550	2.31%
Total	41,830,315	41,200,528	42,690,792	26,611,854	-37.66%
<b>Finance and Management</b>					
Finance Administration	5,480,910	6,607,026	5,127,023	5,156,331	0.57%
Financial Management	3,964,497	4,595,817	3,624,020	4,824,423	33.12%
Facilities Management	15,013,856	16,591,225	15,724,267	17,601,790	11.94%
Total	24,459,263	27,794,068	24,475,310	27,582,544	12.70%
Citywide Technology	18,002,405	18,403,272	17,389,121	18,697,210	7.52%
Finance City-wide	5,024,000	9,689,904	10,539,444	25,704,628	143.89%
Human Resources	2,507,996	2,705,455	2,921,983	2,991,354	2.37%
Neighborhoods	1,651,405	3,886,610	4,686,902	5,350,158	14.15%
Health	23,157,767	21,997,003	22,900,285	24,997,885	9.16%
Recreation and Parks	37,681,259	40,133,854	40,326,391	41,332,906	2.50%
<b>Public Service</b>					
Administration	2,161,990	1,594,234	1,341,120	713,057	-46.83%
Refuse Collection	29,783,208	32,843,058	31,312,664	33,300,842	6.35%
Traffic Management	2,116,645	2,005,598	2,289,466	-	-100.00%
Total	34,061,844	36,442,890	34,943,250	34,013,899	-2.66%
<b>Total General Operating Fund</b>	<b>\$ 817,904,224</b>	<b>\$ 861,971,027</b>	<b>\$ 886,180,669</b>	<b>\$ 912,000,000</b>	<b>2.91%</b>

<b>GENERAL FUND PERSONNEL SUMMARY -- FULL-TIME</b>				
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budgeted</b>	<b>Proposed</b>
City Council	43	43	40	41
<b>City Auditor</b>				
City Auditor	26	26	28	29
Income Tax	78	80	81	82
<b>Total</b>	<b>104</b>	<b>106</b>	<b>109</b>	<b>111</b>
City Treasurer	9	8	8	8
<b>City Attorney</b>				
City Attorney	116	118	124	125
Real Estate	0	1	1	1
<b>Total</b>	<b>116</b>	<b>119</b>	<b>125</b>	<b>126</b>
Municipal Court Judges	183	189	195	199
Municipal Court Clerk	155	152	163	164
Civil Service	35	35	36	36
<b>Public Safety</b>				
Administration	9	10	12	12
Support Services	49	45	45	46
Police- Non Uniformed	361	388	412	412
Police- Uniformed	1,916	1,921	1,948	1,951
Fire- Non Uniformed	50	47	51	51
Fire- Uniformed	1,548	1,576	1,608	1,596
<b>Total</b>	<b>3,933</b>	<b>3,987</b>	<b>4,076</b>	<b>4,068</b>
<b>Office of the Mayor</b>				
Mayor	18	26	26	29
Office of Diversity and Inclusion	9	11	11	11
<b>Total</b>	<b>27</b>	<b>37</b>	<b>37</b>	<b>40</b>
Education	4	4	4	4
<b>Development</b>				
Administration	19	23	23	24
Economic Development	9	9	9	9
Code Enforcement	70	59	72	72
Planning	18	16	18	18
Housing	4	0	7	9
Land Redevelopment	8	5	5	7
<b>Total</b>	<b>128</b>	<b>112</b>	<b>134</b>	<b>139</b>
<b>Finance and Management</b>				
Administration	29	27	29	29
Financial Management	27	24	27	27
Facilities Management	72	80	88	90
<b>Total</b>	<b>128</b>	<b>131</b>	<b>144</b>	<b>146</b>
Human Resources	15	14	14	14
Neighborhoods	35	35	41	45
<b>Public Service</b>				
Administration	13	5	12	6
Refuse Collection	194	197	226	226
Traffic Management	18	0	0	0
<b>Total</b>	<b>225</b>	<b>202</b>	<b>238</b>	<b>232</b>
<b>Total General Fund</b>	<b>5,140</b>	<b>5,174</b>	<b>5,364</b>	<b>5,373</b>

The numbers represented in the 2016 and 2017 columns are year-end actuals, while 2018 and 2019 are budgeted.

October 18, 2018

Per the Charter of the City of Columbus, the Mayor’s estimate of the expense of conducting the affairs of the City for the following fiscal year shall be submitted to City Council on or before the fifteenth day of November in each year. The estimate shall be compiled from certain information obtained from various city departments, including, a statement from the City Auditor of the total probable revenue for the period covered by the Mayor’s estimate. This statement shall serve as the City Auditor’s Statement of Available Resources for Fiscal Year 2019.

City of Columbus, Ohio  
Statement of Estimated Available Resources – General Operating Fund [1000-100010]  
For the Year Ending December 31, 2019

	Original Estimate
<b>ESTIMATED REVENUE:</b>	
Income taxes	\$ 684,258,000
Property taxes	52,838,000
Investment income	13,050,000
Licenses and permits	11,356,000
Shared revenue	27,837,314
Charges for services	61,984,000
Fines and forfeits	18,988,000
Miscellaneous	4,959,000
<b>TOTAL ESTIMATED RESOURCES FROM REVENUE</b>	<b>875,270,314</b>
<b>TRANSFERS IN:</b>	
From Basic City Services Subfund [1000-100010]	12,962,619
From other City funds	4,750,000
<b>TOTAL TRANSFERS IN</b>	<b>17,712,619</b>
<b>TOTAL ESTIMATED RESOURCES FROM REVENUE AND TRANSFERS IN</b>	<b>892,982,933</b>
Estimated prior years’ encumbrance cancellations	5,000,000
Estimated 2018 year end fund balance	14,017,067
<b>TOTAL ESTIMATED AVAILABLE RESOURCES FOR 2019</b>	<b>\$ 912,000,000</b>

This estimate includes an increase in 2019 income tax revenue of 2.25% over the 2018 original estimate of income tax of \$669.2 million. The 2019 estimate of total resources from revenue is 2.76% greater than the 2018 original estimate. See “Notes to the City Auditor’s Statement of Estimated Available Resources” for additional information.



Megan N. Kilgore, City Auditor

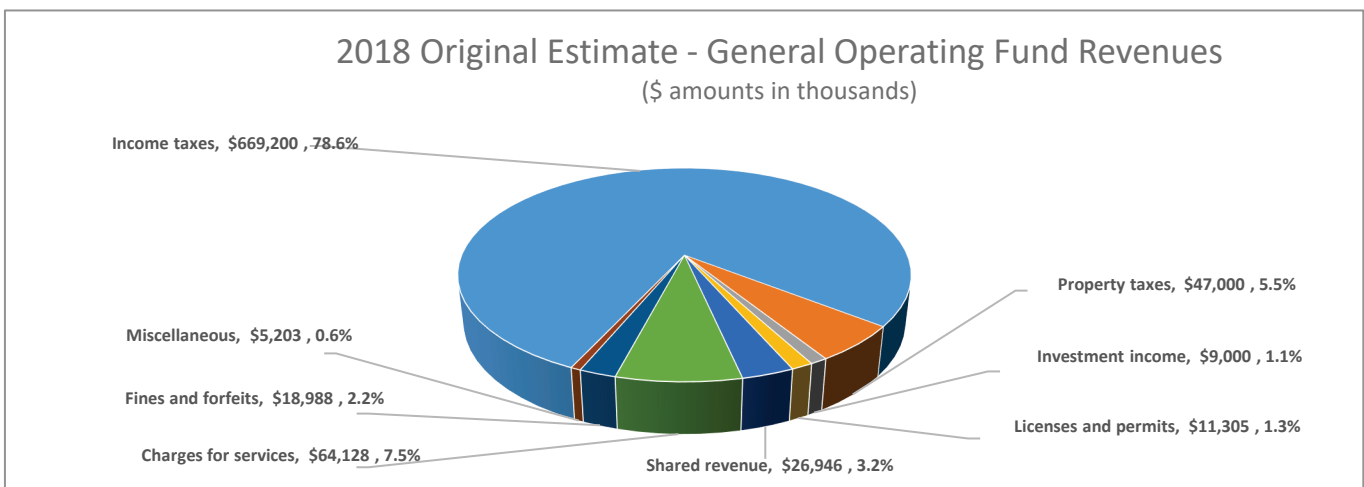
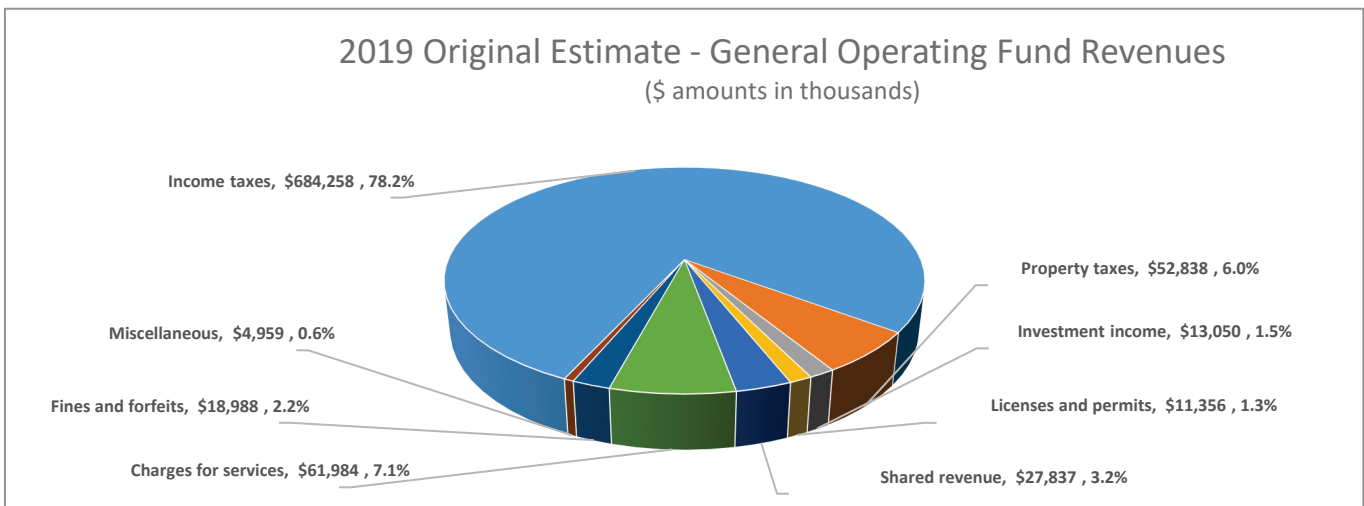




**CITY OF COLUMBUS, OHIO**  
**NOTES TO THE CITY AUDITOR'S STATEMENT OF ESTIMATED AVAILABLE RESOURCES**  
**GENERAL OPERATING FUND**

**NOTE 1 – GENERAL OPERATING FUND RESOURCES**

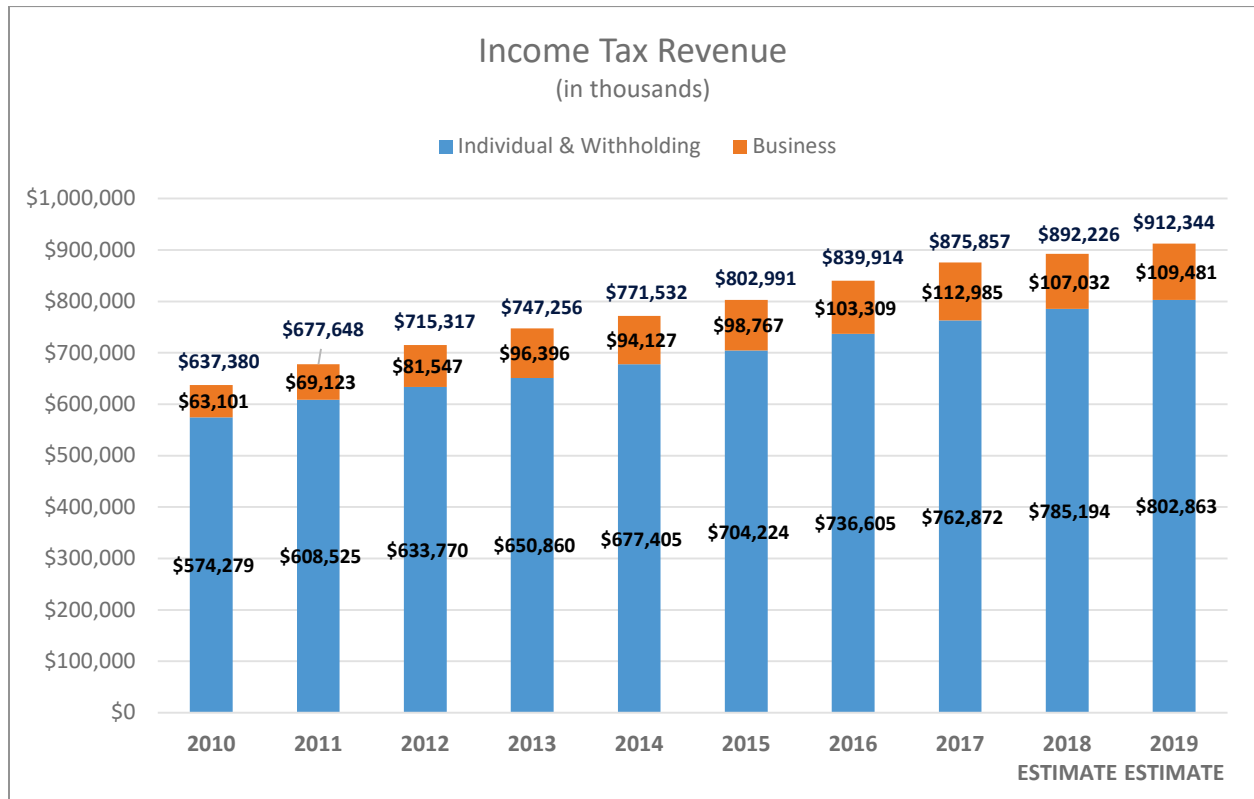
The 2019 general operating fund total estimated revenues for the City of Columbus (“City”) are approximately \$875.3 million. The revenue is generated through income tax, property tax, investment income, licenses and permits, charges for services, shared revenue, fines and forfeitures, and other miscellaneous amounts. Total 2019 estimated resources for the general operating fund, which include revenues, transfers in, estimated cancellations of prior year encumbrances, and the estimated year end cash balance at December 30, 2018 are \$912 million. Total estimated revenues for 2019 increased \$23.5 million or 2.76% over the originally estimated revenues for 2018 of \$851.8 million. Total estimated resources for 2019 represent an \$18 million or 2% increase over the original estimate of total resources for 2018 of \$894 million. The graph below displays the total amount of estimated resources attributable to each category for both 2018 and 2019.



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

**NOTE 2 – INCOME TAX REVENUE**

Income tax revenue represents approximately 78.2 % of total general fund revenues. *Total* income tax collection for 2019, after providing for refunds to taxpayers, are estimated at \$912.344 million. One fourth of the collections will be deposited into a debt services fund, more commonly known as the “Special Income Tax Fund”. The remaining three fourths of the collections, approximately \$684.258 million, will be deposited in the City’s general operating fund. The City’s current income tax rate is 2.5%, which is levied on all wages, salaries, commissions, other compensation paid to employees, and on net profits of business operations in the City. Income tax revenues are estimated based upon trends in the local economy, changes in the job market, unemployment, and timing of payments. The graph below shows total income tax collections/estimates over the past 10 years.



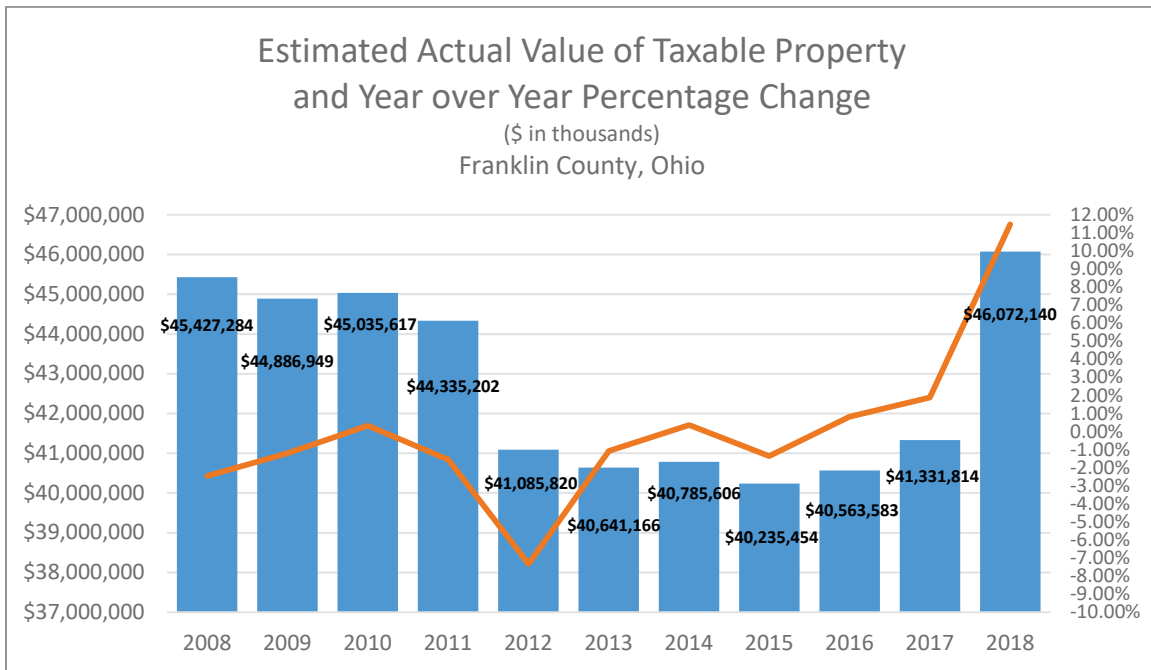
**NOTE 3 – PROPERTY TAX REVENUE**

The City’s share of taxes collected in 2019 attributable to real properties is estimated at \$52.838 million, net of an estimated \$643 thousand retained by the counties and the state for certain of their costs. Amounts paid directly to the City from the State of Ohio, known as “rollbacks”, are included herein. Property tax revenues are estimated based on trends in assessed valuation of property as determined by the county auditors. Assessed values on real property are established by state law at 35 percent of appraised market value. A revaluation of all property is required to be completed every sixth year. The last revaluation in Franklin County was completed in 2017. Ohio law prohibits taxation of property from all taxing authorities within a county in excess of 1 percent of assessed value without a vote of the

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

people. Under current procedures, the City's share is .314 percent (3.14 mills) of assessed value. Increases in the property tax rate are restricted only by voter willingness to approve such increases.

Franklin County tax year 2018 assessed values for property tax amounts to be collected in 2019 will be available in December 2018. Preliminary indications are that assessed values will increase by approximately 13% for tax year 2018. The graph below shows total estimated actual taxable property value and the year over year percentage change for the past 10 years.



**NOTE 4 – INVESTMENT INCOME**

The City pools its cash and investments for maximum investing efficiency. Earnings on the pool are allocated to individual funds at the discretion of City Council after meeting certain requirements. Interest earnings in excess of amounts required to be allocated are recorded as revenue in the general fund. Based on the estimated amount of pooled cash and investments and projected interest rates, it is estimated that \$13.050 million will be posted as revenue to the general fund in 2019.

**NOTE 5 – LICENSES AND PERMITS**

It is estimated that various licenses and permits, issued primarily by the City's Department of Public Safety, will generate approximately \$2.201 million for the general fund in 2019. Cable permits are estimated to produce \$8.9 million, while other licenses and permits will add another \$255 thousand for a total of \$11.356 million in licenses and permits. These estimates are determined based on trending and recognition of changes in various license and permit fees and related activity from year to year.

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

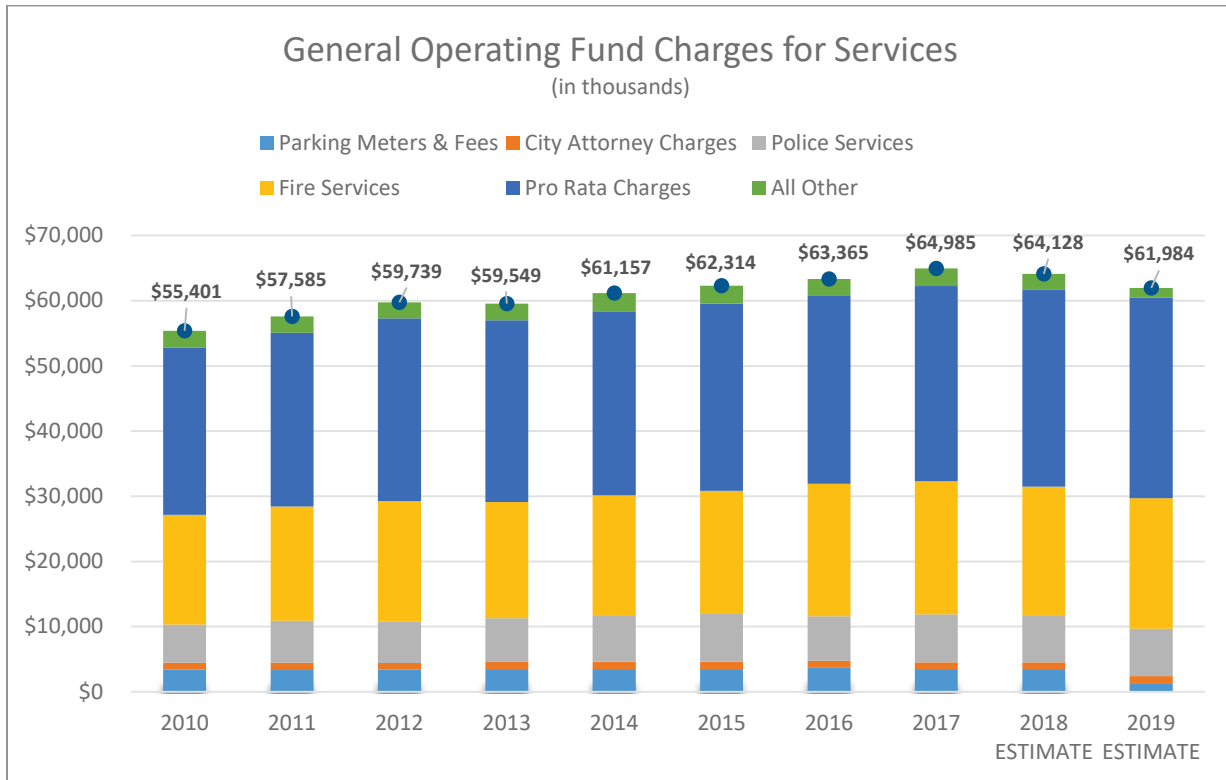
**NOTE 6 – SHARED REVENUE**

Shared revenues include portions of the various State of Ohio taxes which are shared with local governments within the State. It is estimated that these shared taxes will provide \$21.085 million. Additionally, the City receives Casino taxes as an allocation of county share portion and as a host city portion. Total casino taxes are estimated at \$10.983 million. The City has entered into various agreements funded with Casino taxes. For 2019, it is estimated that \$6.752 million in Casino taxes will remain in the general fund.

**NOTE 7 – CHARGES FOR SERVICES**

Charges for services in 2019 are estimated at \$61.984 million. The most significant revenue sources included in charges for services are for pro rata, Division of Fire Emergency Medical Services Billing, and special Police services. Pro Rata (or administrative charges to non-general operating fund divisions) represents certain operating costs borne by the general operating fund and then partially allocated to other funds of the City. Ordinance 2293-2018 calls for an assessment rate of 4.5% of revenues of the funds assessed, resulting in revenue to the general operating fund estimated at \$30.810 million for 2019. The Fire Services estimate of \$20 million includes Fire Emergency Medical Services Billing for fees related to emergency medical transportation services of \$16.2 million for 2019. Special Police services include charges for policing schools, auto impound fees, policing special community and other events and is estimated to generate revenue of \$7.3 million in 2019. In 2018, City Council approved ordinance 1918-2018, which moves parking meter revenue and the related expenditures to the Parking Services Division of Public Service and into a special revenue fund for the purpose of funding parking programs throughout the City. In 2019, this change will result in a \$2.7 million decrease in parking meter revenue (and an equal reduction in parking meter related expenditures) in the general operating fund. These estimates are based on trending from year to year and identification of certain events that may cause fluctuations in the revenue (i.e. change in rates for non-general operating fund divisions will impact pro rata charges). The following graph demonstrates trending of charges for services revenue by source over a ten year period.

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



**NOTE 8 – FINES AND FORFEITS**

Fines, forfeitures, court costs, etc., resulting from operations of the Franklin County Municipal Court should produce approximately \$12.788 million in 2019, while the City's Parking Violations Bureau is expected to collect \$6.2 million in parking ticket fines. These estimates are equal to the amounts estimated for 2018.

**NOTE 9 – MISCELLANEOUS REVENUES**

Miscellaneous revenues are estimated at \$4.959 million for 2019. Kilowatt hour (kWh) tax is permitted to be levied on users of electricity provided by the City's Division of Electricity. State statutes provide for the kWh tax to be deposited into the City's general operating fund and the City reports this amount as miscellaneous revenue. The kWh tax for 2019 is estimated at \$2.790 million. The remaining \$2.169 million estimated in miscellaneous revenue is for rents, refunds, reimbursements, and other miscellaneous payments.

**NOTE 10 – TRANSFER IN**

Transfers from other funds are estimated at \$17.713 million and include the following: \$4.750 million which represents 25% sharing by the Special Income Tax fund set aside of job incentive programs to be paid from the City's general operating fund and \$12.963 million to be transferred from the City's basic services fund [Fund 1000; Subfund 100017]. The \$12.963 million in the City's basic services fund primarily resulted from a refund of 2016 premium received from the Ohio Bureau of Worker's Compensation in 2018.



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

**NOTE 11 – PRIOR YEAR CANCELLATIONS AND ESTIMATED AVAILABLE BEGINNING BALANCE**

Encumbrances which will be carried forward to 2019, but not used are estimated at \$5 million. These cancellations will increase unencumbered cash in 2019 to be used for operations. Cancellations are estimated based on trending of encumbrance amounts carried forward from year to year, as well as the amounts cancelled each year.

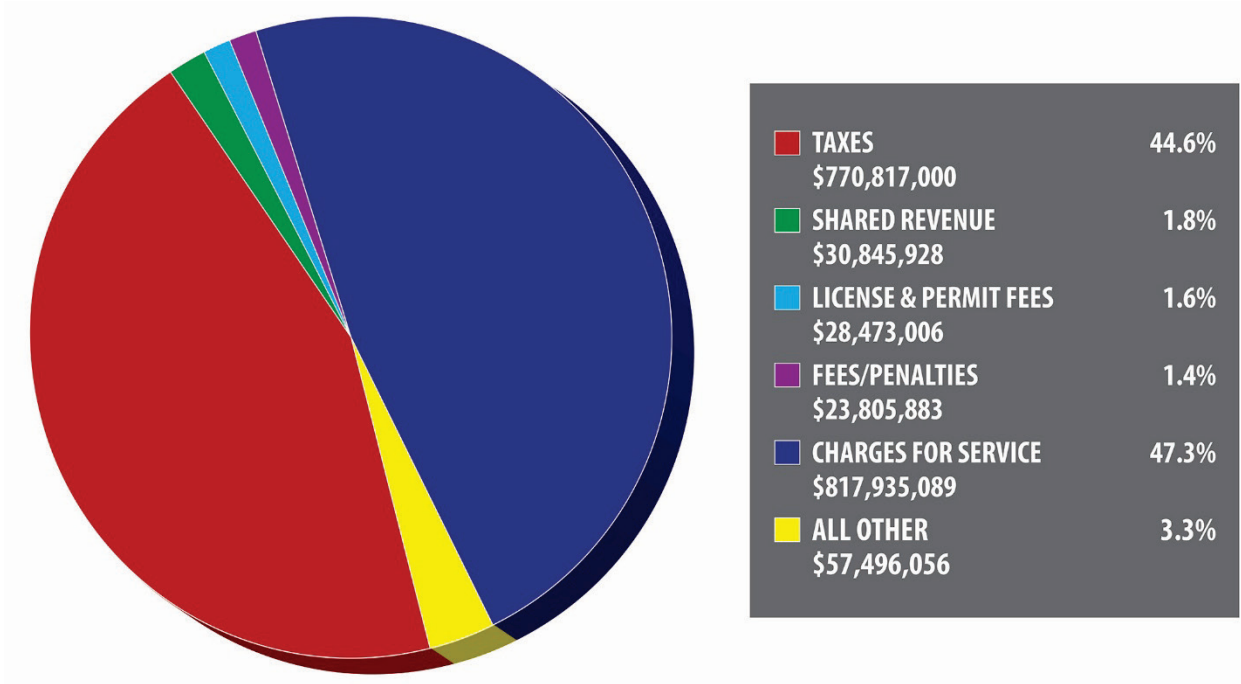
The estimated available beginning balance to be used for 2019 operations is determined based on a 2018 third quarter review of actual revenues as compared to estimated revenues, and actual expenditures as compared to the amount appropriated for the year. The beginning cash balance is estimated as follows:

<b>General Operating Fund Estimated Beginning Cash Balance</b>	(in thousands)
Beginning Cash Balance - January 1, 2018	\$ 52,791
Less - Outstanding Encumbrances at December 31, 2017	35,121
Unencumbered Cash Balance - January 1, 2018	17,670
Add - City Auditor's Estimated 2018 Receipts	851,770
Add - City Auditor's Estimated Encumbrance Cancellations	3,044
Add - Transfers In	21,534
<b>Total Amount Available for Appropriations</b>	<b>\$ 894,018</b>
<b>Total Amount Appropriated for Expenditures</b>	<b>\$ 894,018</b>
Projected Amount Available in Excess of Estimate	
Increase 2018 Revenue Estimate	\$ 2,000
Encumbrance Cancellations in Excess of Estimate	4,180
<b>Projected Amount Available in Excess of Estimate</b>	<b>6,180</b>
Projected Appropriation Surplus (Deficit)	
Total Appropriated as of September 30, 2018	894,018
Less 2018 Projected Operating Expenditures	886,181
<b>Projected Appropriation Surplus (Deficit)</b>	<b>7,837</b>
<b>Projected Available Cash Balance - December 31, 2018</b>	<b>\$ 14,017</b>

# All Funds Summary

The following tables provide historical detail and current proposed 2019 budget figures on all funds' revenues, expenditures, and personnel levels. The 2019 proposed revenue data displayed in the pie chart below is by source category for all funds reported in this document. The two largest categories of revenue sources include charges for services at 47.3 percent and taxes at 44.6 percent.

## All Funds Revenues by Source Category



## All Funds Summary

<b>REVENUE SUMMARY ALL FUNDS</b>				
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Proposed</b>
<b>GENERAL FUND</b>	\$ 806,518,768	\$ 838,753,330	\$ 853,770,000	\$ 875,270,314
<b>SPECIAL REVENUE FUNDS</b>				
Municipal Court Computer	1,714,577	1,958,381	1,732,868	1,850,262
Street Construction, Main. & Repair	51,065,537	52,104,966	53,800,000	54,100,000
Development Services Fund	19,399,697	20,926,753	20,700,000	23,805,000
Private Inspection Fund	3,053,243	3,641,536	4,144,853	4,647,567
Health Special Revenue*	7,324,862	8,289,142	8,754,982	8,477,534
Rec. and Parks Oper. & Extension*	10,422,237	12,035,250	12,382,460	11,995,000
Broad Street Operations Fund*	1,345,326	1,102,900	889,032	889,032
Parking Meter Program Fund	3,091,326	2,968,121	3,596,181	8,694,422
Photo Red Light Fund	106,331	-	-	-
E-911 Fund	1,501,414	2,150,151	1,499,257	1,508,614
Emergency Human Services Fund	2,378,744	2,494,309	2,542,000	2,631,000
<b>INTERNAL SERVICE FUNDS</b>				
Print and Mail Services Fund	1,807,528	1,685,436	1,747,532	1,907,843
Land Acquisition	934,301	870,085	962,874	936,000
Technology Services	33,101,034	33,539,786	32,716,347	40,101,934
Fleet Management Services	30,752,103	31,558,625	33,648,695	39,158,289
Construction Inspection Fund	7,072,283	8,841,424	9,272,133	8,219,705
Employee Benefits	4,695,822	4,766,966	4,758,162	5,400,733
<b>ENTERPRISE FUNDS</b>				
Water System Enterprise	198,751,744	204,579,675	202,361,504	209,367,234
Sewerage System Enterprise	261,245,308	278,907,677	282,574,505	293,714,771
Storm System Enterprise	41,258,980	41,790,962	42,903,662	43,836,569
Electricity Enterprise	80,139,547	87,071,145	83,801,779	85,745,139
<b>CDBG**</b>	7,060,764	7,145,358	9,980,149	7,116,000
<b>Grand Total All Funds</b>	<b>\$ 1,574,741,476</b>	<b>\$ 1,647,181,977</b>	<b>\$ 1,668,538,975</b>	<b>\$ 1,729,372,962</b>
Note: Revenue does not include encumbrance cancellations.				
*Excludes general fund transfers				
**The CDBG revenues include the annual HUD award and exclude reimbursement receipts from HUD.				

## 2019 PROPOSED APPROPRIATIONS - ALL FUNDS SUMMARY BY OBJECT OF EXPENSE

	PERSONNEL	MATERIALS	SERVICES	OTHER	CAPITAL OUTLAY	DEBT SERVICE	TRANSFERS	TOTAL
<b>GENERAL FUND</b>	\$ 692,654,648	\$ 9,435,276	\$ 109,466,149	\$ 557,100	\$ 10,000	\$ -	\$ 99,876,827	\$ 912,000,000
<b>SPECIAL REVENUE FUNDS</b>								
<b>Municipal Court Computer Fund</b>								
Judges	104,835	65,500	403,055	-	-	-	-	573,390
Clerk	719,772	61,000	815,190	-	-	-	-	1,595,962
<b>Total Court Computer</b>	<b>824,607</b>	<b>126,500</b>	<b>1,218,245</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,169,352</b>
<b>Street Construction, Main. &amp; Repair</b>								
Service Administration	3,704,255	15,200	682,805	2,000	-	-	-	4,404,260
Traffic Management	11,626,779	371,000	2,232,489	104,000	-	-	-	14,334,268
Infrastructure Management	18,205,772	511,000	14,978,769	90,000	-	-	-	33,785,541
Refuse Collection	-	-	3,627,995	-	-	-	-	3,627,995
Design & Construction	5,273,026	12,191	1,341,228	3,500	40,000	-	-	6,669,945
<b>Total SCMR</b>	<b>38,809,832</b>	<b>909,391</b>	<b>22,863,286</b>	<b>199,500</b>	<b>40,000</b>	<b>-</b>	<b>-</b>	<b>62,822,009</b>
<b>Development Services Fund</b>								
Building & Zoning	17,956,308	169,814	4,546,788	55,000	280,000	-	-	23,007,910
<b>Private Inspection Fund</b>								
Service Administration	88,335	-	-	-	-	-	-	88,335
Design & Construction	3,779,581	110,000	982,097	-	-	-	-	4,871,678
<b>Total Private Inspection</b>	<b>3,867,916</b>	<b>110,000</b>	<b>982,097</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,960,013</b>
<b>Health Special Revenue</b>								
Department of Public Health	25,483,629	1,109,498	6,957,792	24,500	-	-	-	33,575,419
<b>Rec. and Parks Oper. &amp; Extension</b>								
Department of Recreation & Parks	38,941,227	2,508,195	12,058,245	187,750	-	-	182,489	53,877,906
<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	1,399,024	-	-	-	-	-	-	1,399,024
Support Services	109,590	-	-	-	-	-	-	109,590
<b>Total E-911</b>	<b>1,508,614</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,508,614</b>
<b>Emergency Human Services Fund</b>								
Development Administration	-	-	2,631,000	-	-	-	-	2,631,000
<b>Parking Meter Program Fund</b>								
Service Administration	731,889	605	10,250	-	-	-	-	742,744
Parking Services	4,166,627	125,000	2,568,578	38,000	91,216	-	-	6,989,421
<b>Total Parking Meter Program Fund</b>	<b>4,898,516</b>	<b>125,605</b>	<b>2,578,828</b>	<b>38,000</b>	<b>91,216</b>	<b>-</b>	<b>-</b>	<b>7,732,165</b>

**All Funds Summary**

<b>2019 PROPOSED APPROPRIATIONS - ALL FUNDS SUMMARY BY OBJECT OF EXPENSE (CONT.)</b>									
	<b>PERSONNEL</b>	<b>MATERIALS</b>	<b>SERVICES</b>	<b>OTHER</b>	<b>CAPITAL OUTLAY</b>	<b>DEBT SERVICE</b>	<b>TRANSFERS</b>	<b>TOTAL</b>	
<b>INTERNAL SERVICE FUNDS</b>									
<b>Print and Mailroom Services Fund</b>									
Financial Management	\$ 669,564	\$ 100,360	\$ 1,137,919	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,907,843
<b>Land Acquisition</b>									
Real Estate	992,364	26,520	94,628	2,000	-	-	-	-	1,115,512
<b>Technology Services</b>									
Administration	2,208,456	1,170,268	6,362,867	-	100,000	-	-	-	9,841,591
Information Services	18,313,508	377,006	7,404,217	5,200	72,820	4,262,886	-	-	30,435,637
<b>Total Technology Services</b>	<b>20,521,964</b>	<b>1,547,274</b>	<b>13,767,084</b>	<b>5,200</b>	<b>172,820</b>	<b>4,262,886</b>	<b>-</b>	<b>-</b>	<b>40,277,228</b>
<b>Fleet Management Services</b>									
Division of Fleet Management	12,521,572	16,441,111	4,268,257	1,000	25,000	5,200,388	-	-	38,457,328
Finance and Management Administration	837,612	-	-	-	-	-	-	-	837,612
<b>Total Fleet Management Services</b>	<b>13,359,184</b>	<b>16,441,111</b>	<b>4,268,257</b>	<b>1,000</b>	<b>25,000</b>	<b>5,200,388</b>	<b>-</b>	<b>-</b>	<b>39,294,940</b>
<b>Construction Inspection Fund</b>									
Service Administration	564,056	4,600	7,545	-	-	-	-	-	576,201
Design & Construction	6,878,526	96,500	1,570,830	4,000	188,000	-	-	-	8,737,856
<b>Total Construction Inspection Fund</b>	<b>7,442,582</b>	<b>101,100</b>	<b>1,578,375</b>	<b>4,000</b>	<b>188,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9,314,057</b>
<b>Employee Benefits</b>									
Department of Human Resources	3,374,052	44,776	1,586,905	-	-	-	-	-	5,005,733
Department of Finance and Management	-	-	395,000	-	-	-	-	-	395,000
<b>Total Employee Benefits</b>	<b>3,374,052</b>	<b>44,776</b>	<b>1,981,905</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,400,733</b>
<b>ENTERPRISE FUNDS</b>									
<b>Various Enterprise Funds</b>									
Public Utilities Director's Office	22,581,321	705,064	8,662,048	2,501	144,202	-	-	-	32,095,136
<b>Water System Enterprise</b>									
Division of Water	46,985,381	20,226,475	36,447,279	112,500	1,571,000	85,803,982	-	-	191,146,617
<b>Sewerage System Enterprise</b>									
Division of Sewers and Drains	45,515,855	10,918,075	53,151,985	186,650	5,072,300	146,979,947	18,247,975	-	280,072,787
<b>Storm System Enterprise</b>									
Division of Sewers and Drains	2,485,452	117,290	24,234,452	20,000	115,000	15,126,941	-	-	42,099,135
<b>Electricity Enterprise</b>									
Division of Electricity	11,507,832	58,262,000	12,781,746	20,000	4,220,000	681,919	-	-	87,473,497
<b>COMMUNITY DEVELOPMENT BLOCK GRANT</b>									
Economic Development	-	-	5,291,736	-	-	-	-	-	5,291,736
Code Enforcement	841,059	-	-	-	-	-	-	-	841,059
Housing	63,017	-	448,501	-	-	-	-	-	511,518
Department of Finance and Management	344,686	2,500	5,331,436	56,000	-	-	-	-	5,734,622
Neighborhoods	297,343	-	5,469,000	-	-	-	-	-	5,766,343
Department of Recreation and Parks	797,735	14,424	47,550	1,000	-	-	-	-	860,709
	2,343,840	16,924	16,588,223	57,000	-	-	-	-	19,005,987
<b>Grand Total All Funds</b>	<b>\$ 1,002,724,688</b>	<b>\$ 123,026,248</b>	<b>\$ 339,419,542</b>	<b>\$ 1,472,701</b>	<b>\$ 11,929,538</b>	<b>\$ 258,056,063</b>	<b>\$ 118,307,291</b>	<b>\$ -</b>	<b>\$ 1,854,936,071</b>



<b>EXPENDITURE AND BUDGET SUMMARY ALL FUNDS</b>				
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Proposed</b>
<b>GENERAL FUND</b>	\$ 817,904,224	\$ 861,971,027	\$ 886,180,669	\$ 912,000,000
<b>SPECIAL REVENUE FUNDS</b>				
<b>Municipal Court Computer</b>				
Judges	280,608	511,380	485,605	573,390
Clerk	1,252,744	1,406,639	1,127,309	1,595,962
<b>Total Municipal Court Computer</b>	<b>1,533,352</b>	<b>1,918,019</b>	<b>1,612,914</b>	<b>2,169,352</b>
<b>Street Construction, Main. &amp; Repair</b>				
Service Administration	2,899,136	2,990,061	3,530,242	4,404,260
Traffic Management	11,138,163	12,309,064	13,697,501	14,334,268
Refuse Collection	-	2,100,000	3,314,435	3,627,995
Infrastructure Management	27,614,428	29,398,111	32,791,546	33,785,541
Design & Construction	4,833,374	4,914,428	5,709,893	6,669,945
<b>Total SCMR</b>	<b>46,485,101</b>	<b>51,711,664</b>	<b>59,043,617</b>	<b>62,822,009</b>
<b>Development Services Fund</b>				
Building & Zoning	18,476,014	20,517,455	20,733,384	23,007,910
<b>Private Inspection Fund</b>				
Design & Construction	2,773,518	4,327,667	5,586,227	4,871,678
Service Administration	20,421	40,545	80,639	88,335
<b>Total Private Inspection</b>	<b>2,793,939</b>	<b>4,368,212</b>	<b>5,666,866</b>	<b>4,960,013</b>
<b>Health Special Revenue</b>				
Department of Public Health	30,261,614	30,920,301	32,091,741	33,575,419
<b>Rec. and Parks Oper. &amp; Extension</b>				
Department of Recreation & Parks	48,574,214	53,040,294	53,574,147	53,877,906
<b>Broad Street Operations Fund</b>				
Division of Facilities Management	1,390,695	1,421,638	1,405,956	1,448,211
<b>Photo Red Light Fund</b>				
Division of Police	-	-	180,818	-
<b>E-911 Fund</b>				
Division of Police	1,379,393	1,499,887	1,899,527	1,399,024
Support Services	391,581	129,590	109,590	109,590
<b>Total E-911</b>	<b>1,770,974</b>	<b>1,629,477</b>	<b>2,009,117</b>	<b>1,508,614</b>
<b>Emergency Human Services Fund</b>				
Development Administration	2,508,386	2,493,309	2,542,000	2,631,000
<b>Parking Meter Program Fund</b>				
Service Administration	-	-	-	742,744
Parking Services	-	-	-	6,989,421
Traffic Management	2,952,305	3,004,244	3,695,135	-
<b>Total Parking Meter Program</b>	<b>2,952,305</b>	<b>3,004,244</b>	<b>3,695,135</b>	<b>7,732,165</b>

## All Funds Summary

<b>EXPENDITURE AND BUDGET SUMMARY ALL FUNDS (CONT.)</b>				
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Proposed</b>
<b>INTERNAL SERVICE FUNDS</b>				
<b>Print and Mail Services Fund</b>				
Financial Management	\$ 1,588,592	\$ 1,734,985	\$ 1,779,963	\$ 1,907,843
<b>Land Acquisition</b>				
Real Estate	958,800	973,642	1,018,612	1,115,512
<b>Technology Services</b>				
Administration	6,132,758	6,437,143	6,309,737	9,841,591
Division of Information Services	25,916,160	26,859,683	29,173,633	30,435,637
<b>Total Technology Services</b>	<b>32,048,918</b>	<b>33,296,825</b>	<b>35,483,370</b>	<b>40,277,228</b>
<b>Fleet Management Services</b>				
Division of Fleet Management	31,048,687	33,730,026	34,791,082	38,457,328
Finance and Management Administration	694,121	835,500	787,490	837,612
<b>Total Fleet Management Services</b>	<b>31,742,808</b>	<b>34,565,526</b>	<b>35,578,572</b>	<b>39,294,940</b>
<b>Construction Inspection Fund</b>				
Service Administration	539,259	527,612	516,293	576,201
Design & Construction	7,351,139	7,178,191	7,101,175	8,737,856
<b>Total Construction Inspection Fund</b>	<b>7,890,398</b>	<b>7,705,804</b>	<b>7,617,468</b>	<b>9,314,057</b>
<b>Employee Benefits</b>				
Department of Human Resources	4,300,822	4,371,966	4,363,162	5,005,733
Department of Finance and Management	395,000	395,000	395,000	395,000
<b>Total Employee Benefits</b>	<b>4,695,822</b>	<b>4,766,966</b>	<b>4,758,162</b>	<b>5,400,733</b>
<b>ENTERPRISE FUNDS</b>				
<b>Various Enterprise Funds</b>				
Public Utilities Director's Office	15,361,614	16,234,533	26,100,769	32,095,136
<b>Water System Enterprise</b>				
Division of Water	174,950,020	185,315,475	181,062,708	191,146,617
<b>Sewerage System Enterprise</b>				
Division of Sewers and Drains	241,719,249	252,817,403	263,952,185	280,072,787
<b>Storm System Enterprise</b>				
Division of Sewers and Drains	36,146,354	38,916,844	37,603,005	42,099,135
<b>Electricity Enterprise</b>				
Division of Electricity	76,913,649	80,639,441	84,329,983	87,473,497
<b>CDBG</b>				
Development Administration	772,491	177,618	-	-
Economic Development	1,303,624	1,179,457	378,099	5,291,736
Code Enforcement	1,006,187	1,027,464	832,504	841,059
Housing	2,034,061	1,747,991	2,302,806	511,518
Land Redevelopment	-	227,447	-	-
Department of Finance and Management	518,799	510,537	648,173	5,734,622
Neighborhoods	138,975	311,131	387,077	5,766,343
Department of Public Health	185,867	177,010	189,593	-
Department of Recreation and Parks	773,841	710,079	730,949	860,709
<b>Total CDBG</b>	<b>6,733,845</b>	<b>6,068,733</b>	<b>5,469,202</b>	<b>19,005,987</b>
<b>Grand Total All Funds</b>	<b>\$ 1,605,400,886</b>	<b>\$ 1,696,031,817</b>	<b>\$ 1,753,490,363</b>	<b>\$ 1,854,936,071</b>

<b>ALL FUNDS PERSONNEL SUMMARY (FTE'S)</b>				
<b>Fund Name Division or Department</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budgeted</b>	<b>2019 Proposed</b>
<b>GENERAL FUND</b>	5,140	5,174	5,364	5,373
<b><u>SPECIAL REVENUE FUNDS</u></b>				
<b>Street Construction, Main. &amp; Repair</b>				
Service Administration	28	26	30	32
Traffic Management	102	106	117	115
Infrastructure Management	178	184	190	188
Design & Construction	35	37	40	40
<b>Total SCMR</b>	343	353	377	375
<b>Development Services Fund</b>				
Building & Zoning	134	141	156	160
<b>Private Inspection Fund</b>				
Service Administration	0	0	1	1
Design & Construction	15	18	42	30
<b>Total Private Construction</b>	15	18	43	31
<b>Health Special Revenue</b>				
Department of Public Health	229	221	255	258
<b>Rec. and Parks Oper. &amp; Extension</b>				
Department of Recreation & Parks	317	327	343	345
<b>Municipal Court Computer Fund</b>				
Judges	0	0	1	1
Clerk	6	6	6	6
<b>Total Municipal Court Computer</b>	6	6	7	7
<b>Parking Meter Program Fund</b>				
Service Administration	0	0	0	6
Parking Services	0	0	0	46
Traffic Management	15	35	38	0
<b>Total Parking Meter Program</b>	15	35	38	52



## All Funds Summary

<b>ALL FUNDS PERSONNEL SUMMARY (FTE'S) (CONT.)</b>				
<b>Fund Name Division or Department</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budgeted</b>	<b>2019 Proposed</b>
<b><u>INTERNAL SERVICE FUNDS</u></b>				
<b>Print and Mail Services</b>				
Mailroom Services	3	3	3	3
Print Services	3	3	4	4
<b>Total Print and Mail Services</b>	<b>6</b>	<b>6</b>	<b>7</b>	<b>7</b>
<b>Land Acquisition</b>				
Real Estate	8	8	8	8
<b>Technology Services</b>				
Technology Administration	12	14	15	15
Division of Information Services	126	127	144	144
<b>Total Technology Services</b>	<b>138</b>	<b>141</b>	<b>159</b>	<b>159</b>
<b>Fleet Management Services</b>				
Finance and Management Administration	6	6	7	7
Division of Fleet Management	120	124	131	131
<b>Total Fleet Services</b>	<b>126</b>	<b>130</b>	<b>138</b>	<b>138</b>
<b>Construction Inspection Fund</b>				
Service Administration	2	2	5	5
Design & Construction	65	67	46	57
<b>Total Construction Inspection Fund</b>	<b>67</b>	<b>69</b>	<b>51</b>	<b>62</b>
<b>Employee Benefits</b>				
Department of Human Resources	22	19	27	30
<b><u>ENTERPRISE FUNDS</u></b>				
<b>Water System Enterprise</b>				
Division of Power and Water	491	431	446	443
<b>Sewerage System Enterprise</b>				
Division of Sewers and Drains	435	438	470	437
<b>Storm System Enterprise</b>				
Division of Sewers and Drains	16	16	17	24
<b>Electricity Enterprise</b>				
Division of Power and Water	88	88	101	104
<b>Various Enterprise Funds</b>				
Public Utilities Director's Office	131	194	207	220
<b><u>COMMUNITY DEVELOPMENT BLOCK GRANT</u></b>				
Development Administration	4	0	0	0
Economic Development	7	1	1	0
Code Enforcement	8	8	8	8
Housing	14	1	15	0
Land Redevelopment	1	0	0	0
Department of Finance and Management	3	2	4	3
Neighborhoods	3	2	3	3
Department of Public Health	3	3	3	0
Department of Recreation and Parks	3	4	4	5
<b>Total CDBG</b>	<b>46</b>	<b>21</b>	<b>38</b>	<b>19</b>
<b>Grand Total All Funds</b>	<b>7,773</b>	<b>7,836</b>	<b>8,252</b>	<b>8,252</b>

# Columbus Community Profile



Columbus was founded in 1812 at the confluence of the Scioto and Olentangy rivers. In 1803, the year of Ohio's statehood, the capital was moved from Chillicothe, located 45 miles to the south, to Zanesville, located 50 miles to the east, and back to Chillicothe. Created specifically to be the capital city, state officials finally selected a centralized location in Columbus in 1812 and the city officially became Ohio's permanent capital in 1816. Columbus is ranked the 14th most populated city in the United States.

Covering almost 225 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 diverse, and the community prides itself on being at the forefront of technology, fiscal responsibility, and innovation. Economic investments in the future of Columbus have created jobs and spurred major initiatives focused on improving neighborhoods, community health, and the environment.



## Columbus Government



The city is a home-rule municipal corporation operating under the laws of Ohio. The City Charter, its constitution, can only be amended by a majority of the city’s voters.

The city is administered by a Mayor, a seven-member City Council, the City Auditor, and the City Attorney. These officials are all elected to four-year terms on an at-large basis. The Mayor and four Council members are elected in an odd numbered year. Three Council members, the City Auditor, and the City Attorney are elected in the following odd numbered year. The City Charter provides for appointments and elections of successors to these officials if they should, for any reason, vacate their office. All are chosen through a non-partisan process.

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

### Stay Connected

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



## Key City Services at a Glance

### Development

Annual Average Emergency & Non-Emergency Requests.....40,865  
Annual Average Code Violation Notices.....20,280

### Neighborhoods

Neighborhood Pride Centers.....5  
311 Service Requests Received in 2017.....354,301

### Public Health

Licensed Food Facilities  
Compliant with Health Standards.....99%  
Annual Average Immunizations.....30,208

### Public Safety

Annual Average EMS & Fire Runs Dispatched..... 179,025  
Fire Stations.....33  
Police Substations.....16  
Annual Average 911 Police Service Calls.....655,332

### Public Service

Roadway Lane Miles Maintained.....Over 6,400 Miles  
Refuse Households Serviced.....339,000  
Recycling Tons Collected.....41,701  
Bridges Maintained.....206

### Public Utilities

City-Owned Sewer and Water Lines Maintained.....6,824 Miles  
Wastewater Treatment Plants.....2  
Water Treatment Plants.....3  
Gallons of Wastewater Treated (2017).....68 Billion  
Gallons Drinking Water Treated.....48.6 Billion  
Service Population.....1.2 Million  
City Power Customers.....Over 13,000

### Recreation & Parks

Park Sites.....375  
Acres Maintained (Including Reservoir).....14,639  
Swimming Pools, Spray Grounds, Splash Pads & Fountains.....17  
Golf Courses.....6  
Multi-Use Trails.....123 Miles  
Community Centers.....29  
Athletic Complexes.....5

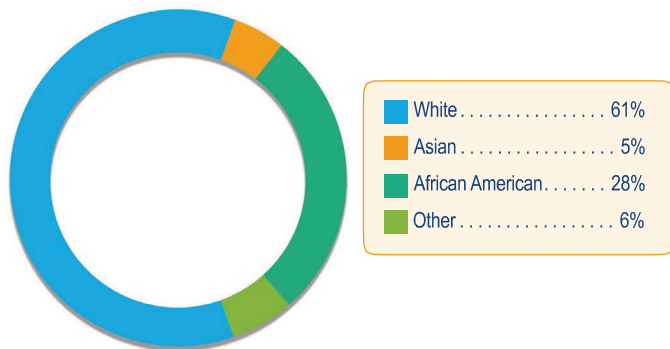
## Columbus Demographics



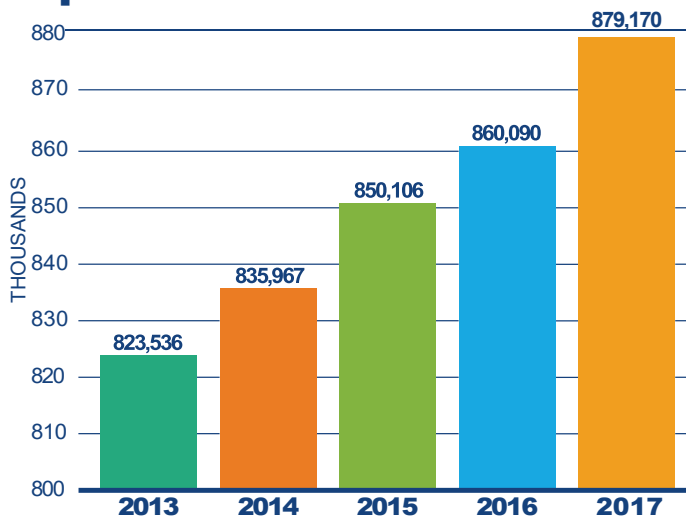
The population of Columbus is diverse, young, and has a growth rate double the national average. The city's population is well educated, with over 34 percent having earned a bachelor or advanced degree compared to the national average of 30 percent.

Source: U.S. Census Bureau April 1, 2010 & July 1, 2017 Estimates

## Racial Demographics



## Population 5 Year Trend



## Population Quick Facts

Population Size..... 879,170  
 Population per Square Mile.....3,915

### Population Growth Rate

COLUMBUS.....11.4%  
 National Average.....5.5%

### Median Income

COLUMBUS.....\$47,156  
 National.....\$55,322

### Median Age

COLUMBUS.....32.2  
 National.....38.1

### Population by Age

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

### Sex

Female.....51.3%  
 Male.....48.7%

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



Source: U.S. Census Bureau April 1, 2010 & July 1, 2017 Estimates Quickfacts; US Census ACS 1-yr, 2017



## 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 2018 Q1 report, the Columbus housing market was ranked 35th nationwide.

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



### Housing Quick Facts

Housing Units.....383,071

#### Persons per Household

COLUMBUS.....2.4  
National Average.....2.6

#### Ownership Rate

COLUMBUS.....45.0%  
National Average.....63.6%

#### Median Home Value

COLUMBUS.....\$131,800  
National.....\$184,700

#### Median Monthly Mortgage

COLUMBUS.....\$1,277  
National.....\$1,491

#### Median Monthly Rent

COLUMBUS.....\$856  
National.....\$949

*Source: U.S. Census Bureau April 1, 2010 & July 1, 2017  
Estimates Quickfacts*



## Columbus Downtown

### Notable Capital Projects

**Creative Campus Roadway Improvements:** This project includes upgrades to roadway, sidewalk, pedestrian safety, and aesthetic elements in the Columbus College of Art and Design area. Also included in this project is the transformation of Cleveland Avenue (North of Mt. Vernon to South of Long Street) from four lanes to three lanes to include a center turn lane, wider sidewalks, safer crosswalks, overhead utility burial, new street trees, and on-street parking to complement Creative Campus neighborhood improvement efforts.

**Nationwide Boulevard & Hocking Street:** This final piece of the Arena District roadway improvements will complete a multi-year project started more than ten years ago. The project included street reconstruction, drainage, traffic control, street lighting, and landscape improvements.



## Notable Neighborhoods

### Arena District

Population.....	809
Area Size.....	0.264 Square Miles
Household Income.....	\$66,463
Median Rent.....	\$997
Median Age.....	33.4

### Central Downtown

Population.....	29,316
Area Size.....	6.406 Square Miles
Household Income.....	\$43,818
Median Rent.....	\$596
Median Age.....	33.6

### Discovery District

Population.....	1,503
Area Size.....	0.444 Square Miles
Household Income.....	\$42,616
Median Rent.....	\$641
Median Age.....	38.2

### Uptown District

Population.....	768
Area Size.....	0.233 Square Miles
Household Income.....	\$57,599
Median Rent.....	\$840
Median Age.....	40.5

Source: City-Data.com





## Columbus North-Side

### Notable Capital Projects

**Short North High Street Improvements:** This project is nearing the end of the first of multiple phases that will provide streetscape improvements to the Short North District. This phase will include sidewalk replacement from the south end of the Convention Center to Goodale Street. The phase will also consist of curblin relocation to maximize the sidewalk width, storm sewer adjustments, landscaping upgrades, road resurfacing, new pedestrian crossing facilities, and traffic signal upgrades.



**Lazelle Road:** This project involves roadway improvements from Sancus to Worthington-Galena. It includes widening the roadway for a center two way left turn lane, provides for sidewalks on the south side of Lazelle Road and a shared use path on the north side of the street, drainage system, and lighting.

**Rathbone Avenue Improvements:** This project includes roadway improvements which will be completed in association with stormwater system improvements. A new storm sewer system will be designed and constructed to service the project area and address concerns related to street and yard flooding along Rathbone Avenue.

## Notable Neighborhoods

### Clintonville

Population.....	35,442
Area Size.....	5.423 Square Miles
Household Income.....	\$76,927
Median Rent.....	\$750
Median Age.....	40.0

### Harrison West

Population.....	4,548
Area Size.....	0.443 Square Miles
Household Income.....	\$70,044
Median Rent.....	\$910
Median Age.....	31.0

### Italian Village

Population.....	3,949
Area Size.....	0.464 Square Miles
Household Income.....	\$55,405
Median Rent.....	\$936
Median Age.....	31.0

### University District

Population.....	34,240
Area Size.....	2.147 Square Miles
Household Income.....	\$28,656
Median Rent.....	\$826
Median Age.....	24.7

### Victorian Village

Population.....	6,819
Area Size.....	0.497 Square Miles
Household Income.....	\$64,837
Median Rent.....	\$853
Median Age.....	30.7

Source: City-Data.com





## Columbus East-Side

### Notable Capital Projects

**Franklin Park Cascades:** Improvements and repairs are needed to allow the Franklin Park water cascades and ponds to be fully operational and in good condition. The community has expressed its desire to keep, restore, and improve this park amenity.

**Fire Station #35:** Fire Station #35 will be located on the far-east side of the city at 711 Waggoner Road. This fire station will include four apparatus bays to house medic and fire engine vehicles, and is designed with the specific intent to keep the living quarters free of the harmful contaminants that could be introduced to the building following a call for service involving a fire or other hazardous material. Also of note, this is the first fire station that will be built under a Community Benefits Agreement, a collaborative effort among labor, the NAACP, and the city.



**Alum Creek Trail Improvements:** The Shepard Connector to the Alum Creek Trail will provide a half mile direct connection to the regional trail from Leonard Avenue. The project will be built along an abandoned rail corridor owned by Recreation and Parks between Leonard Avenue and the Alum Creek Trail at Hayden Park. The Easton segment of the trail along Sunbury Road was constructed in 1998 by the developer of the soccer complex. This project will widen the trail to 10 feet and correct low spots, drainage, and access issues. The trail connection will include a trail to Johnstown Road, where bike lanes will be built along Johnstown Road to Cassady Avenue. A second connection will also provide a bike path from Parkview Avenue to Cassady Avenue, along 10th Avenue, to Krumm Park.

## Notable Neighborhoods

### King-Lincoln

Population.....	1,762
Area Size.....	0.324 Square Miles
Household Income.....	\$32,995
Median Rent.....	\$416
Median Age.....	34

### South Linden

Population.....	9,384
Area Size.....	1.649 Square Miles
Household Income.....	\$23,557
Median Rent.....	\$528
Median Age.....	33.5

### Old Oaks

Population.....	757
Area Size.....	0.109 Square Miles
Household Income.....	\$30,855
Median Rent.....	\$424
Median Age.....	35.8

### Olde Town East

Population.....	7,292
Area Size.....	0.928 Square Miles
Household Income.....	\$35,811
Median Rent.....	\$525
Median Age.....	32.9

### Milo-Grogan

Population.....	3,715
Area Size.....	1.246 Square Miles
Household Income.....	\$34,562
Median Rent.....	\$625
Median Age.....	30.6

Source: City-Data.com

## Columbus South-Side

### Notable Capital Projects

**Indian Mound Facility Improvements:** Renovations to this facility will expand year round natural resource outdoor education and programs. Camps have been at capacity and more space is needed. The project also includes replacing an existing facility on the property that was condemned. The new facility will include additional classrooms for outdoor education and office space for staff for an expanding outdoor education program.

**Livingston Avenue Improvements:** This project will have multiple phases to provide streetscape improvements to Livingston Avenue. The initial phase will include sidewalks, bike lanes, landscaping, and granite curb. Livingston will then be converted to two-way traffic after the Livingston Phase B-5th to High project has been built. Phase B involves roadway improvements for Livingston Avenue from High Street to Fifth Street and will include three bus stops, widening of the sidewalk, and bike lanes in both directions. Phase C will include additional improvements to include bike lanes, curb extensions where parking is permitted, new sidewalk, intersection upgrades, and streetscape improvements, as well as the installation of new storm sewers and street lighting.



## Notable Neighborhoods

### Brewery District

Population.....	4,193
Area Size.....	0.508 Square Miles
Household Income.....	\$63,233
Median Rent.....	\$1,091
Median Age.....	35.4

### Edgewood

Population.....	1,955
Area Size.....	0.422 Square Miles
Household Income.....	\$33,858
Median Rent.....	\$506
Median Age.....	40.5

### German Village

Population.....	3,906
Area Size.....	0.384 Square Miles
Household Income.....	\$71,023
Median Rent.....	\$1,056
Median Age.....	35.5

### Hungarian Village

Population.....	1,927
Area Size.....	0.205 Square Miles
Household Income.....	\$33,055
Median Rent.....	\$585
Median Age.....	38.9

### Merion Village

Population.....	6,647
Area Size.....	0.814 Square Miles
Household Income.....	\$47,050
Median Rent.....	\$782
Median Age.....	34.6

Source: City-Data.com

## Columbus West-Side

**Hilliard Rome Road Improvements:** The improvements to Hilliard Rome at Feder Road will include additional turn lanes at that intersection, as well as adding additional capacity to the east bound on-ramp to Interstate-70. Pedestrian accommodation along Hilliard-Rome and Feder will also be improved.

**Olentangy Trail-Henderson Road Ramp:** This project involves the construction of a new ramp configuration which will address the steep turning radius ramp from the bridge to the underpass beneath. It will reduce the steep grade, widen the turning radius, and significantly increase sight distance for walkers and cyclists to improve the safety of this segment of the trail.

**Trabue Road Shared Use Path:** Together with Franklin County, the city is working to reconstruct the superstructure and deck for the Trabue Road bridge over Buckeye Rail (Norfolk Southern Railroad) and install a shared use path from the private drive approximately 1500 feet east of Walcutt Road to Bolingbrook Drive. The shared use path will be installed along the south side of the roadway and supported across the structure by providing cantilevered overhang support brackets.



## Notable Neighborhoods

### Franklinton

Population.....	8,857
Area Size.....	2.524 Square Miles
Household Income.....	\$30,920
Median Rent.....	\$561
Median Age.....	32.1

### Hilltop

Population.....	63,782
Area Size.....	12,527 Square Miles
Household Income.....	\$39,755
Median Rent.....	\$643
Median Age.....	35.5

### West Olentangy

Population.....	24,176
Area Size.....	5.939 Square Miles
Household Income.....	\$70,507
Median Rent.....	\$813
Median Age.....	36.2

### West Scioto

Population.....	16,257
Area Size.....	8.708 Square Miles
Household Income.....	\$69,247
Median Rent.....	\$788
Median Age.....	35.6

Source: City-Data.com



## Columbus Transportation

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

Source: Columbus Region

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

**John Glenn Columbus International Airport:** Service to 41 destination airports with over 150 daily flights and 7.3 million annual passengers.

**Rickenbacker International Airport:** A multimodal logistics hub serving international airfreight, cargo airlines, manufacturers, and distributors with over 200,000 annual passengers.

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

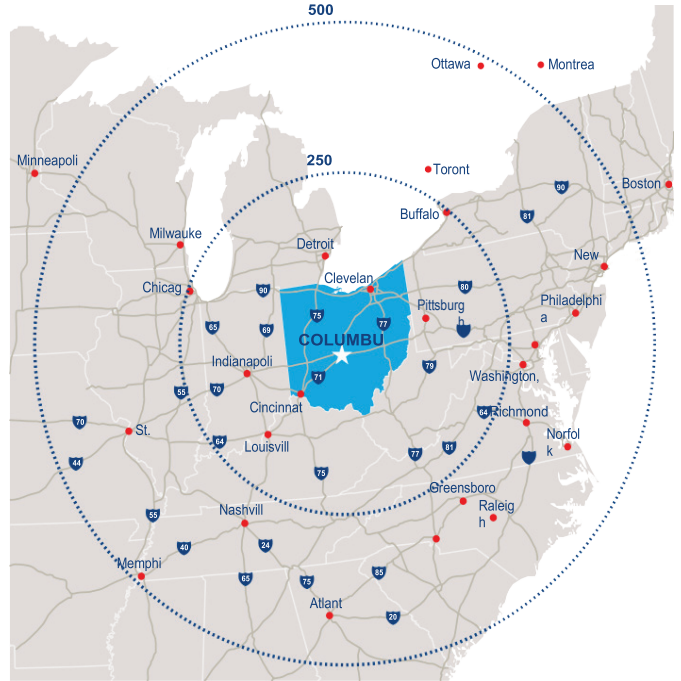
### Other Means of Getting Around Columbus:

**Public Transportation:** The Central Ohio Transit Authority (COTA) provides bus service to over 18 million annual passengers with 79 local, express, and crosstown lines serving 3,500 bus stops. The CBUS delivers free downtown bus service, circulating on a specified route, every 10-15 minutes. AirConnect offers a direct bus service between downtown and the John Glenn Columbus International Airport.

**Sharing Services:** **COGO** provides on demand access to over 365 bicycles located at 46 stations throughout downtown. **Zipcar** provides car-sharing service in on-street parking spots Downtown, as well as the Short North, German Village, and Weinland Park. **Uber** and **Lyft** connect people in need of a ride with available drivers. Electric scooter share options are available through **Bird** and **Lime**.

**Two Wheels:** Columbus’ bikeway program encourages traveling in and around Columbus via bicycles and maintains protected bike lanes and 180 miles of connected trails in the region.

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





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



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

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

**Smart Columbus Outcomes**

OPPORTUNITY	ENVIRONMENT	SAFETY
AGENCY EFFICIENCY	MOBILITY	CUSTOMER SATISFACTION

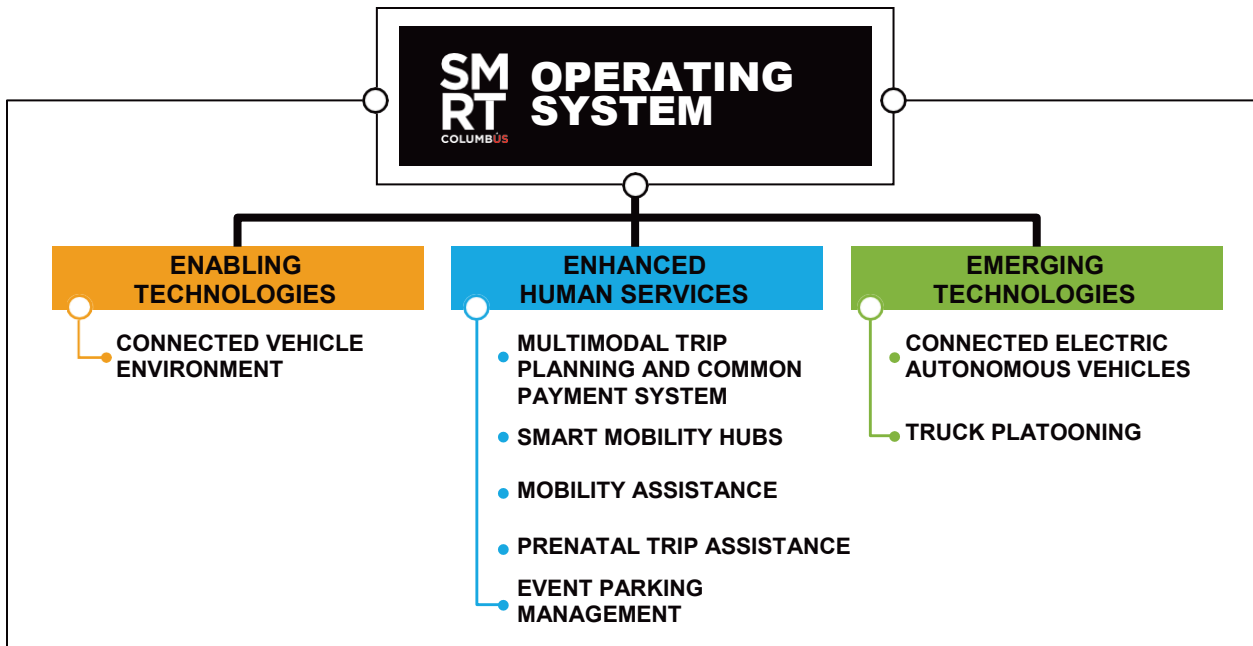
		<b>MISSION</b> To ACCELERATE human PROGRESS through MOBILITY.
		<b>VISION</b> To be the MODEL for CONNECTED CITIES of the FUTURE.
		<b>PURPOSE</b> We are leading COLUMBUS to the FUTURE, and ensuring YOUR PLACE in it.



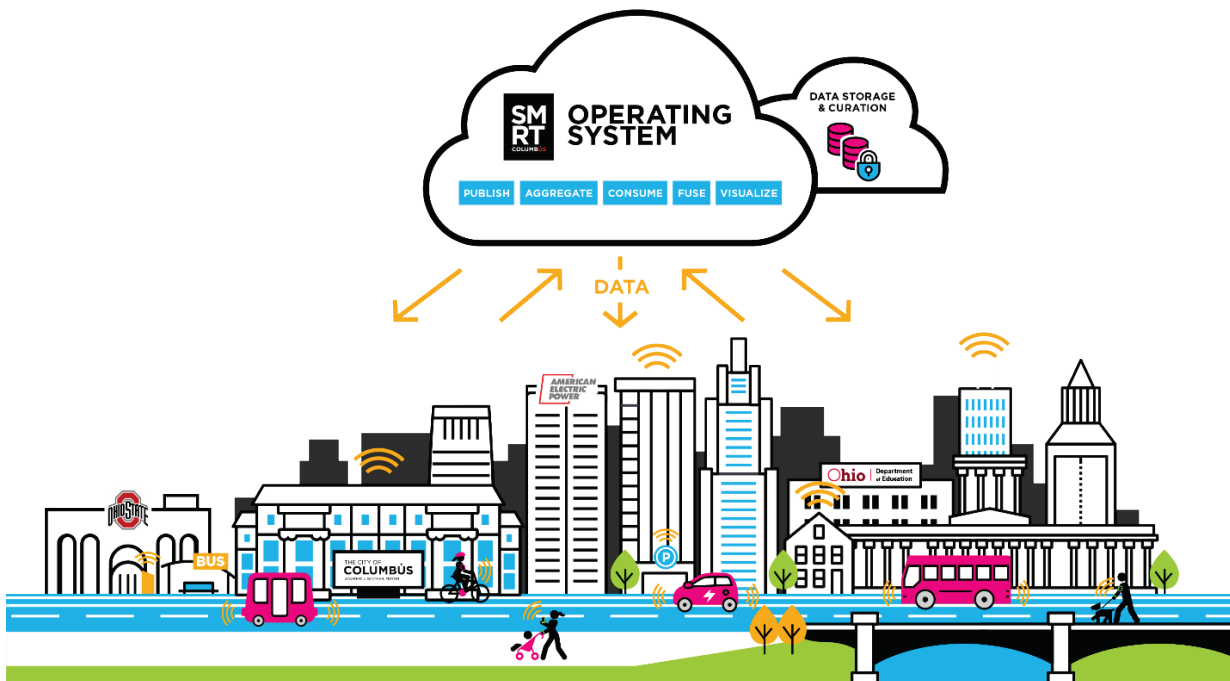
## Community Profile

### USDOT Portfolio

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



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



### USDOT Portfolio: 2018 and Beyond

In the first two years, Smart Columbus has built an experienced team and refined the project portfolio in response to community feedback and city priorities. For example, Smart Columbus added a project related to addressing Columbus’ high infant mortality rate. It engaged stakeholders and validated user needs, using that information to solidify the plan for each project. Several planning documents, called Concept of Operations, which frame the overall system, set the technical course for the project and serve as a bridge between early project motivations and the technical requirement. These are publically available on the Smart Columbus website. Smart Columbus has hosted public webinars to gain stakeholder feedback on each project, and will continue to host webinars through January 2019. In 2018, Smart Columbus continues to refine its vision and user needs. Smart Columbus is working to define technical requirements for each project and gain industry feedback through the System Requirements process.

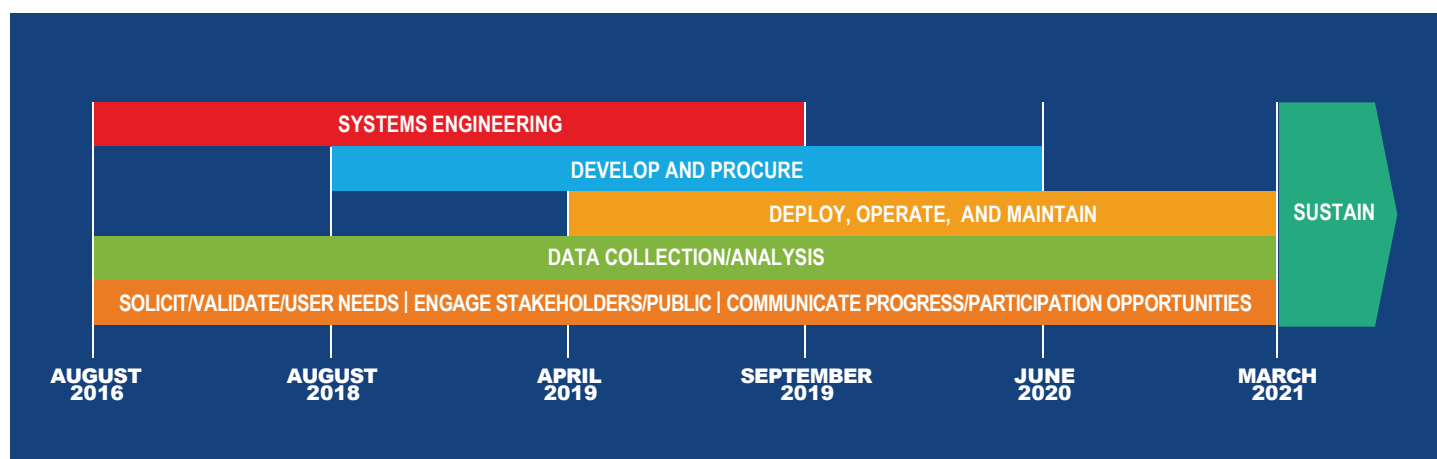
In December 2018, the first project anticipated to be visible to residents will be a self-driving shuttle staffed by a safety operator on a route around the Scioto Mile Peninsula connecting education and recreation locales at COSI, Veterans Memorial Museum, the Smart Columbus Experience Center, and Bicentennial Park. In 2019, Smart Columbus will continue to develop and procure technology and vendors to begin piloting several of the USDOT projects across Columbus. Some pilot projects such as Connected Vehicle Environment and Event Parking Management will start demonstrations in 2020.

### Smart Columbus Operating System:



Part of being a smart city includes providing an integrated and holistic approach to collecting, aggregating, and publishing data, and to use that data for analytics, machine learning, and artificial intelligence to solve various community challenges. The Smart Columbus Operating System is a complex data delivery platform that is the heartbeat of our Smart Columbus program. The Operating System will enable the artificial intelligence necessary for Smart Columbus applications. It will ingest, disseminate, and visualize data from public and private organizations, residents, and connected devices and make that data accessible to the public, entrepreneurs, universities, and more. The operating system makes possible the interoperability and integration of all of the Smart Columbus solutions with each other.

Early examples of the value the Operating System creates include allowing COTA bus riders to view on a map in real time how close their bus is to their stop, without having to use the trip planner feature on COTA’s website. In addition, working in collaboration with the City of Columbus’ Department of Public Services, the Operating System team created a heatmap that displays parking violations. The map can be used to inform staffing decisions, get to the root cause of the violation such as a broken meter or confusing signage, and ultimately improve department efficiency.



### Connected Vehicle Environment:

Smart Columbus will install up to 1,800 on-board units in city fleet, COTA fleet, and residents' personal vehicles, and around 113 road side units at intersections with high crash-rates along High St., Morse Rd., Cleveland Ave., and in logistics districts. By doing so, vehicles can "talk" to one another and "connect" with traffic signals and other infrastructure. This connectivity allows the vehicles to avoid collisions, and provides data that the city can use to identify traffic patterns and safety concerns.



Recruitment of residents who frequently drive in the selected corridors will start later in 2019. Installation of road side units and on-board units will begin in early 2020 with the pilot launch anticipated for July 2020.

### Multi-Modal Trip Planning and Common Payment System:

Smart Columbus will create a single trip planning and payment application that allows travelers to easily and effectively plan trips that involve multiple modes of transportation such as public transit, bike-share, or ride-share.



In late 2018, a vendor will be selected to develop the application. The trip planning application is anticipated to launch in July 2019, and the common payment system is expected to launch in January 2020.

### Smart Mobility Hubs:

The Smart Mobility Hubs will be designated points in the Linden and Easton area to connect multi-modal transportation options like bike-share or ride-share pick-up/drop-off points with fixed route transit. The hubs will be anchored by real-time information kiosks with Wi-Fi access, USB charging ports, and touch-screen displays with access to the multi-modal trip planning app, emergency calling, and other applications. The kiosks will allow for those without smartphones the ability to access multi-modal transportation options and enhance their mobility.



In late 2018, a vendor will be selected and the hubs are anticipated to be installed by the end of 2019.

### Mobility Assistance:

By partnering with the Ohio State University and COTA, Smart Columbus is working to deploy a mobile application that provides highly detailed turn-by-turn navigation specifically designed to assist people with cognitive disabilities to travel safely and more independently on fixed-route bus services. Approximately 15-30 participants will be recruited to test the application from April 2019 through May 2020.



### Prenatal Trip Assistance:

The Prenatal Trip Assistance project aims to partner with Medicaid Managed Care Organizations (MCOs) to reduce the transportation barriers expectant mothers experience getting to their doctor visits by providing enhanced transportation services. Participants will be recruited from CelebrateOne's infant mortality hotspot areas in Central Ohio. In addition, The Ohio State University is partnering with Smart Columbus to measure the impact this project has on preterm birth, a contributing factor to infant mortality.



A request for proposals seeking a transportation service vendor will be published in October 2018. The pilot is anticipated to take place from May 2019 through November 2020.

### Event Parking Management:

Smart Columbus is partnering with the Department of Public Services' parking modernization program and Experience Columbus to create a one-stop shop application to find, reserve, and pay for available parking.



System requirements will be completed by the end of 2018. The pilot of the application is anticipated to launch by March 2020.

### Connected Electric Autonomous Vehicles:

In partnership with Drive Ohio and The Ohio State University, Smart Columbus is working to launch the first pilot of a self-driving shuttle around the Scioto Mile in December 2018.



Smart Columbus is also working to identify an additional route to pilot from November 2019 through November 2020 that serves an identified community need such as connecting residents with jobs and services. The Ohio State University is also exploring a route to connect parts of its ever expanding campus.

### Truck Platooning:

Smart Columbus is working to identify a partner to pilot technology that would provide long-haul trucks the ability to "talk" to one another so that they could follow in a line very close to each other, saving fuel without sacrificing safety.



If a partner is identified, the pilot is anticipated to start March 2020 through March 2021.

## Paul G. Allen Philanthropies Priorities:

In addition to the USDOT grant, Columbus was awarded \$10 million as the winner of the Smart Cities Challenge by the Paul G. Allen Philanthropies. This grant seeks to reduce greenhouse gas emissions by electrifying the transportation section. The Electrification Program is guided by five overarching priorities that will be pursued over a three-year period that began in April 2017:

### Decarbonization:

Smart Columbus and its partners, AEP and the City of Columbus Division of Power, seek to install 904 MW of utility scale renewable energy generation by 2030, procure at least 1.2 million MWh of renewable energy for the City of Columbus through 2022, and save 480 GWh through energy efficiency and smart grid programs. To date, Smart Columbus has deployed more than two dozen DC Solar mobile solar generators and AEP has deployed more than 260,000 smart meters.



### Fleet Adoption:

Smart Columbus seeks to deploy 300 electric vehicles in public fleets. The City of Columbus has committed to procuring 200 of those vehicles, and has already put 93 vehicles into operations. Local municipalities and public sector entities have also procured vehicles, including the cities of Dublin (5 vehicles purchased), Hilliard (2), Westerville (2), Whitehall (2), and Worthington (2), as well as The Ohio State University (2), the Columbus Regional Airport Authority (2), the Mid-Ohio Regional Planning Commission (2), and Franklin County (13).



### Charging Infrastructure:

In order to make driving electric more convenient and attractive, Smart Columbus will deploy nearly 1,000 new charging ports by 2020. Smart Columbus is collaborating with workplaces, multi-unit developers, municipalities, and public places to deploy additional charging stations.



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

Through this priority, Smart Columbus seeks to increase and enhance transit system efficiency to lower carbon intensity and boost ridership, deploy electrified autonomous vehicles and truck platooning to demonstrate proof of concept and lead to long-term carbon reduction, and reduce single occupancy vehicle trips by providing tools to plan and execute multi-modal trips in order to reduce greenhouse gas emissions. Smart Columbus will install additional bike infrastructure, promote shared transportation, and deploy an electric autonomous shuttle.



### Consumer Electric Vehicle Adoption:

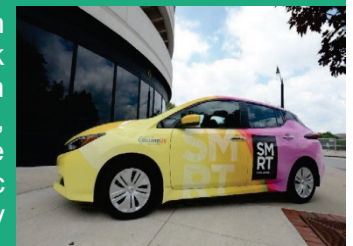
Smart Columbus is working to increase electric vehicle adoption by drivers in the seven-county Columbus region by almost five times—from .37 percent in 2015 to 1.8 percent in 2020. Smart Columbus is partnering with 50 private sector employers to educate Columbus' workforce on the benefits of driving electric and using shared mobility. Electric Vehicle (EV) adoption in central Ohio has already grown to more than .77 percent of vehicles sold—a rate that has eclipsed the US and Midwestern averages.



## Smart Columbus Experience Center is Now Open!

The Smart Columbus Experience Center is an experiential learning destination for residents and visitors to envision the future of mobility and explore how they can help transform mobility in the Columbus region. Hands-on educational experiences and technology demonstrations will show visitors how technology and innovation in transportation will grow the local economy and create ladders of opportunity for central Ohio residents.

Visitors can also learn about electric vehicles, talk to an electric car expert in a no-pressure environment, and even experience the performance of an electric vehicle by test driving any of the three electric vehicles always available at the Experience Center.



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

## CelebrateOne Goals

Reduce Infant Mortality Rate in Columbus & Franklin County



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



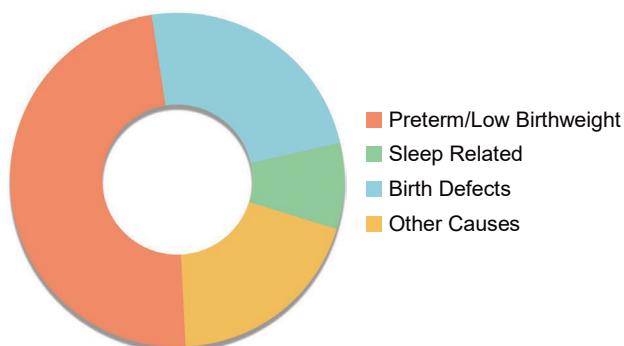
### Reducing Infant Mortality:

Since January 2015, CelebrateOne and our community partners have been fully committed to eliminating preventable sleep-related deaths, reducing preterm births, and improving service delivery to families most impacted by health disparities in our community.

**Incremental progress is being made.** The number of infant deaths among both non-Hispanic whites and blacks is declining in geographies across the county. Three years into this critically important work, CelebrateOne firmly believes that saving babies requires the **coordination of many strategies** aiming for the same goal.

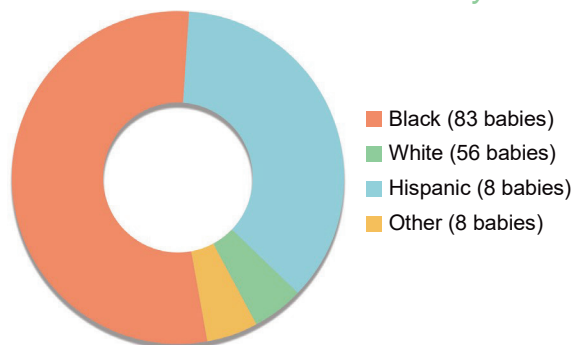
To best address multiple societal and community issues, a collaborative of many organizations is implementing interventions and best practices to improve birth outcomes for families across Columbus. In 2017, CelebrateOne initiated interventions that reinforced **infant safe sleep** practices, resulting in an annual record low number of sleep-related deaths. CelebrateOne also supported the expansion of **Moms2B**, a program providing prenatal education and social support, into eight priority neighborhoods and doubled support for smoking cessation resources for pregnant and parenting women. The community's pregnancy support line, **StepOne for Healthy Pregnancies** and our team of community health workers connected nearly 4,000 women to prenatal care, health insurance, and resources.

### 2017 Leading Causes of Infant Deaths in Franklin County



### Infant Mortality by Race in 2017

*Black infants account for more than 50% of all infant deaths in Franklin County*



2017 is the most current, full year of statistics available.

### Core CelebrateOne Strategies:

- Addressing Disparities in High Risk Neighborhoods
- Improving Women's Health before Pregnancy
- Improving Reproductive Health Planning
- Increasing Prenatal Care for High Risk Families
- Ensuring the Highest Standards of Prenatal Care
- Reducing Maternal and Household Smoking
- Promoting Safe Sleep Practices for Infants

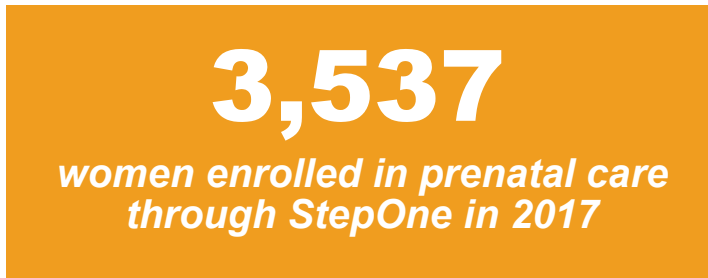


**StepOne:**

**StepOne**, an early CelebrateOne initiative, was launched to offer a central **call-in system for pregnant women to schedule prenatal appointments** in the first trimester, a critical factor in reducing infant mortality. With the support of Physicians Care Connection and funding from the Ohio Better Birth Outcomes Collaborative and the Ohio Department of Medicaid, the goal of 3,500 women enrolled into prenatal care was exceeded in 2017. Once a woman's first prenatal appointment is scheduled, StepOne goes to work on addressing other barriers to a healthy pregnancy, including referrals to home visiting and assistance with substance abuse treatment.

Even before a woman's first prenatal visit, StepOne **care coordinators** help women conquer a range of challenges, from Medicaid coverage to food, shelter, and transportation while **engagement specialists** link women to substance abuse treatment programs. With the support of the United Healthcare Foundation, the

Community Connector Corps continues to provide a hyperlocal support system that educates pregnant women and new moms as they navigate the complex health and social service system. With assistance from the Ohio Department of Medicaid, Moms2B has expanded its pregnancy education and support services into four additional neighborhoods for **a total of eight sites** that now offer weekly sessions for women at high risk for pregnancy complications and preterm birth.



**In 2017:**



**Neighborhood Focus:**

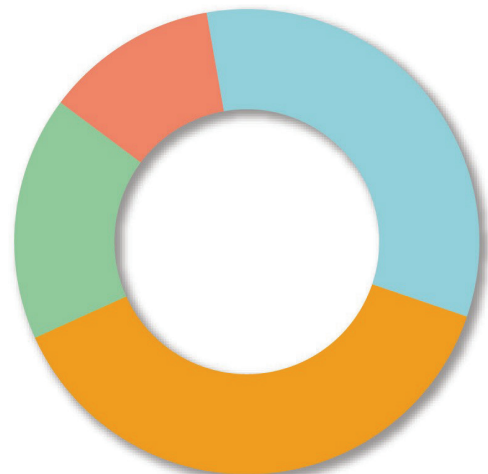
In the past year, CelebrateOne has sharpened its focus on **reducing preterm birth**, the leading cause of infant mortality, **preventing sleep-related infant deaths**, and **connecting the disconnected to a vital support system** that extends across Franklin County and **deep into priority neighborhoods** throughout Columbus. These priority neighborhoods include Linden, the Near South Side, the Near East Side, the Hilltop, Franklinton, and the Northeast, Southeast, and Northland areas.



**Partnerships:**

Our **lead partners** in this work include: Central Ohio Hospital Council, Columbus Department of Development, Columbus Public Health, Franklin County Department of Job and Family Services, Franklin County Family and Children First Council, HandsOn Central Ohio, Moms2B, Ohio Better Birth Outcomes Collaborative, Ohio Department of Health, Ohio Department of Medicaid, and Physicians Care Connection.

**2017 Funding Sources**

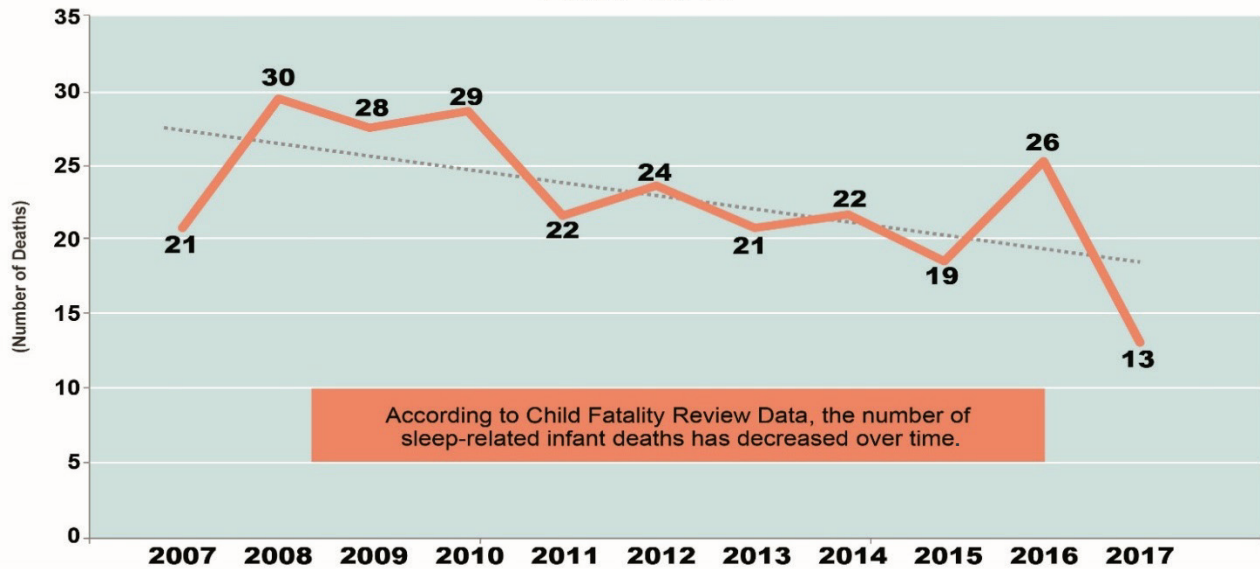


- 12% Central Ohio Hospitals
- 17% Public Funding State of OH
- 33% Private/Foundation
- 38% Public Funding-City/County

\*Based on 2017 commitments, including multi-year

# Sleep Related Deaths

**Number of Sleep Related Infant Deaths, Franklin County  
2007-2017**



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



## Focus 2018-2020

### Eliminate Preventable Infant Sleep Related Deaths

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

### Reduce the Number of Premature Births

- Home visiting improvement and expansion
- Smoking cessation expansion
- Teen Life Plan dissemination and training

### Reduce the Number of Premature Births

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

### Social Determinants of Health - Pilots to Scale

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

### Share Useful Data Broadly

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

## SAFE SLEEP INITIATIVES IN 2017

**1,413**

Cribs were distributed,  
up from 790 in 2015

**27**

Safe Sleep trainings were  
held, up from 3 in 2015

**628**

Safe Sleep ambassadors were  
trained, up from 55 in 2015

## Columbus Employment

Columbus serves as headquarters to major national and multinational corporations, including Nationwide Mutual Insurance, L Brands, Huntington Bancshares, American Electric Power (AEP), and Big Lots. In recent years, the healthcare industry has emerged as a growth sector, with the city boasting four nationally recognized health system employers; each 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
Ohio Health Corporation	19,936
JP Morgan Chase & Company	19,200
United States Government	13,800
Nationwide Insurance	13,000
Honda of America	10,700
Kroger	10,240
Mt. Carmel Health	8,818
Nationwide Children's Hospital	8,400
City of Columbus	8,252
L Brands	7,800
Franklin County	7,000
Columbus Public Schools	6,488
Huntington Bancshares	5,050

*Source: City of Columbus Department of Development Economic Development Division*

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
Nationwide Insurance	Headquarters	Insurance	\$139 million
West-Ward Pharmaceuticals	Manufacturing	Pharmaceuticals	\$78 million
White Castle Systems	Headquarters	Fast Food	\$65 million

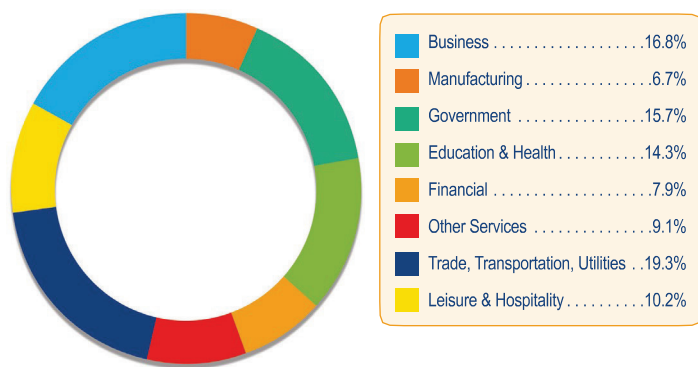
*Source: Ohio Private Investment Survey 2015-2017, Ohio Development Services Agency, March 2018*

# Columbus Workforce Environment

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

Since 2008, almost every sector has experienced growth. The education and health sector has experienced growth of over 43 percent, followed by the business sector, with growth of 28 percent and the leisure and hospitality sector, with growth of 17 percent. The financial sector has also experienced growth of 15 percent.

Source: U.S. Bureau of Labor Statistics June 2018



## Largest Colleges & Universities

Educational opportunities in Columbus range from career training programs to top ranked schools and universities. Employers have access to a large, well-educated and highly skilled workforce. The city is home to more than 55 nearby colleges and universities, with a total enrollment of more than 136,000 students and over 20,000 annual graduates. In addition, Columbus offers a large variety of workforce development programs through community, technical, and vocational schools.

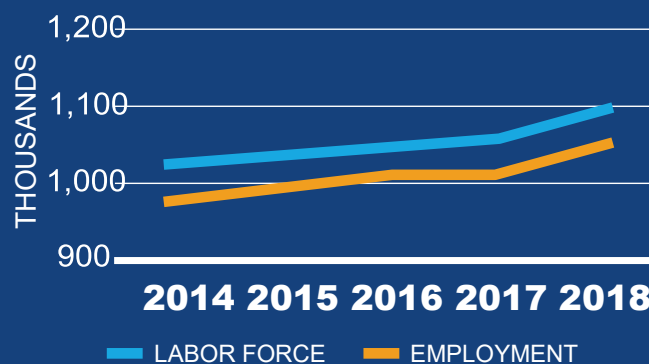
University	Enrollment
The Ohio State University	59,837
Columbus State CC	27,204
Franklin University	4,753
Capital University	3,384
Ohio Dominican University	1,714
DeVry University	1,096



Source: Columbus 2020

## Workforce Quick Facts

### 5 Year - Labor Force Trend



**Workforce Size** ..... 1,100,046

**Unemployment Rate**  
 Columbus.....4.5%  
 National Average.....4.2%

**Mean Hourly Wage**  
 Columbus.....\$24.05  
 National Average.....\$24.04

**Highest Paid Occupation**  
 Management.....\$55.74

**Lowest Paid Occupation**  
 Food preparation.....\$11.32

**Mean Travel Time to Work**  
 Columbus.....21.5 (minutes)  
 National Average.....26.1 (minutes)

Source: U.S. Bureau of Labor Statistics, June 2018, U.S. Census Bureau



# Columbus Downtown Development

## Columbus Profile

With a city population of 879,170 residents, Columbus ranks as the 14th largest city in the United States.

- Columbus metropolitan statistical area (MSA): two million residents
- Columbus ranks No. 1 among large Midwest metros in population and job growth.
- Columbus is ranked in the top ten nationally among large metros for population ages 25-34, offering companies access to a growing, young, labor force. *(Sources: U.S. Census Bureau, ACS 1-year estimate, 2016)*
- Nine Fortune 1000 companies operate their headquarters within the City of Columbus.
- Columbus enjoys a workforce of over 1.1 million, the median age of which is 32.2, or 5.9 years below the national average. *(Source: US Census ACS 1-yr, 2017 [U.S. Median age is 38.1])*
- The annual cost of living in Columbus is over ten percent less than the national average. *(Source: C2ER, 2017 Annual Average)*

## Downtown Quick Facts

### Investments (\$)

Proposed.....	\$1.9B
Under Construction.....	\$548M
Completed.....	\$360M

### Largest Proposed Projects

Scioto Peninsula Redevelopment.....	\$500M
Millennial Tower.....	\$150M
Market Tower.....	\$120M

### Largest Under Construction Projects

National Veterans Memorial and Museum.....	\$55M
Parks Edge Condominiums Phase II.....	\$31M
S. Third St.....	\$29M

### Private and Public Investment

Total since 2007.....	2.2B
-----------------------	------

**Total Residents.....8,400**

### Housing Units

Proposed.....	3,411
Under Construction.....	1,040
Completed.....	478

**Apartment Occupancy Rate.....93%**

**Office Vacancy Rate (Class A, B & C).....13.3%**

**Colleges & Universities.....4 (33,692 students)**

**Hotels.....15**

**Annual Visitors (2017).....10M+**

*Sources: CCSID; DSID; City of Columbus Department of Development, Developer and Architects; US Census ACS 2015; Franklin County Auditor; Vogt Strategic Insights; CBRE; Experience Columbus; College Navigator; US Census Bureau, Population Estimates 2017; Colliers International; C2ER, 2017 Annual Average; BLS, LAUS, 2017; US Census ACS 1-yr, 2016*





## Columbus Economic Development

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

- Add 150,000 net new jobs (Achieved March 2018)
- Increase personal per capita income by 30 percent (at 24.4 percent)
- Add \$8 billion of capital investment (achieved July 2017)
- Be recognized as a national leader in economic development

(\*data through August 2018)

The city remains in a growth phase, both in job creation and real property improvements. Employers covering a diverse group of industries are bringing a surge of new jobs and business to Columbus. These investments are indicators of the continued strength and momentum of Columbus as one of the fastest growing cities in the United States.

### Office of Infrastructure Investments

Public-private partnerships are critical to the continued development of Columbus' neighborhoods. Columbus has seen unprecedented construction activity again in 2018. Below are some examples of neighborhood development projects that will help to create new places for Columbus' residents to live and work. These projects will continue the transformation that many Columbus neighborhoods have experienced where new and existing residents can create unique, balanced neighborhoods across Columbus.

### Hamilton Quarter

In 2015, a public-private partnership with Hamilton Crossing, LLC, The New Albany Company, LLC, Casto AP Residential, LLC, and Center State Enterprises, LLC was initiated to outline mutual commitments for the \$250 million redevelopment of more than 300 acres of property in the vicinity of Hamilton Road and S.R.161. Upon completion, the proposed mixed-use project will include more than 1,000 multi-family residential units, 700,000 square feet of Class A commercial office and more than one million square feet of retail. The first of a series of public infrastructure improvements associated with the Hamilton Quarter development was completed in 2017 and included the construction of a new North Hamilton Road corridor from a point along the existing corridor just north of Menerey Lane/Preserve Boulevard to East Dublin-Granville Road such that it aligns with existing North Hamilton Road from East Dublin-Granville to S.R.161.

### Columbus Metropolitan Library

The Columbus Metropolitan Library (CML) began undertaking its 2020 Vision Plan, a \$120 million capital improvement plan to rebuild or renovate ten libraries in Central Ohio. The City of Columbus committed \$3.79 million toward public infrastructure improvements in support of CML's \$85 million investment in its seven Columbus libraries. In 2017, CML completed its sixth Columbus library project with a new 25,000 square foot Northside Branch library.



**Office of Business Assistance**

The city’s growth phase continued in 2017 with incentives being provided to 25 projects that are projecting a total of \$278 million in new investment related to business expansion. These projects included industry sectors such as manufacturing, distribution, service and speculative office.

A job growth commitment of 1,313 new jobs to be created with new payroll of \$61.4 million and 2,391 jobs retained in Columbus will result from these project investments.

A selection of Columbus’ most recent and larger development initiatives include:

**Manufacturing/Production:**

**West-Ward Pharmaceuticals Corp.** (“West-Ward”) develops, manufactures, and distributes generic pharmaceuticals.

West-Ward is proposing to invest \$78.4 million to expand and enhance manufacturing operations at 1809 Wilson Road in order to accommodate new and expanding pharmaceutical production lines. West-Ward anticipates retaining 1,255 full-time permanent positions and creating 65 new full-time permanent positions within the next three years.



**Total System Services, Inc.** (“TSYS”), a publically traded corporation on the New York Stock Exchange, provides payment processing and other services to card-issuing and merchant acquiring institutions in the United States and interna-



tionally. TSYS is proposing to invest \$25.5 million to establish a credit card production facility with operational capacity to produce 67 million credit cards at 1500 Boltonfield Street. The establishment of operations in Columbus would be TSYS’s first operations site in the State of Ohio. TSYS anticipates creating 140 new full-time permanent positions within the next three years.

**Mixed-Use with speculative office/industrial:**

Ohio-based developer **Crawford Hoying Development Partners** is proposing to redevelop the former Haiku restaurant site located at 800 North High Street, in the Short North Arts District, into a 10-



story, 150,000 square foot mixed use hotel, commercial office, and retail development. The project includes 45,000 square feet of Class A office on floors three through five, a Moxy Hotel supported by Marriott on floors six through nine, and a second restaurant with a roof-top bar on the 10th

floor. The project will invest \$51,000,000 to construct the development.

**Pizzuti Companies**, a Columbus based real estate development company, is constructing an 802,149 square foot industrial warehouse off of Beggrow Street. The company will invest a total of \$34.4 million in order to construct the building, and has estimated that the new warehouse will support the creation of 80 net new full-time permanent positions within the City of Columbus by the end of the third full year of operation. The new warehouse will be in a premier location within the Rickenbacker Community Reinvestment Area and the Rickenbacker Inland Port, and is part of a three-building development plan which can support up to 1.5 million square feet of development.



**Service and Healthcare IT:**

**FacilitySource, LLC** (“FacilitySource”) is a national facilities management company and partner for facility management software, maintenance, and support.

FacilitySource, LLC is expanding its operations at 200 East Campus View Blvd., a commercial office building in which the company already has existing operations which occupies approximately 33,000 square feet, in support of its facility management business.



The project involves a total investment of \$1,538,000 related to building improvements and the acquisition of machinery and equipment, furniture/fixtures, and computers. FacilitySource, LLC will retain 317 existing full-time permanent positions and create 272 new full-time permanent positions.

**InXite Health Systems Inc.** is a healthcare IT company committed to improving the health of the nation by operationalizing and optimizing value-based care. The company connects the dots in a fragmented system, providing patients, and everyone who cares for them, the tools and services they



need to better collaborate and improve health outcomes. InXite Health Systems Inc. is leasing a vacant commercial office space consisting of 14,500 square feet at One East Campus View Blvd. and investing \$1.7 million in leasehold improvements, machinery, equipment, furniture, and fixtures. A total of 163 new full-time permanent positions will be created and eight full-time jobs will be retained and relocated, which will be new jobs and income tax revenue to the City.

## Community Profile

### Office of Small Business and Entrepreneur Development

The City of Columbus has been focused on the success of our total business environment from startup businesses to our largest employers. One area that city leadership has identified as a strong opportunity for continued job growth is investing in its entrepreneurial ecosystem.

Recently, Columbus has experienced significant growth and diversification of our start up community. From successes like **CoverMyMeds**

**covermymeds®**



and **Root Insurance**, Columbus has benefitted from home grown companies creating thousands of new jobs for the city. While this momentum is promising, the

city is focused on extending these opportunities to all neighborhoods.

The Department of Development has embarked on a Small Business Study in 2018 to re-imagine how the City of Columbus can most effectively support small business growth throughout the city. This study will look at best practices throughout the country and focus on an approach unique to Columbus residents seeking to start a business.

While the Small Business Study is important for the future of Columbus, support of existing small business growth has remained front and center for the Department of Development. Below are several examples of recent successes in some of our Neighborhood Commercial corridors and small businesses:

**The Neighborhood Commercial Revitalization (NCR) Program** has seen a 104 percent increase in projects resulting in \$418,920 invoiced and/or paid out to small businesses across 28 projects in NCR Districts. The city contributed 22 percent of the \$2.2 million invested in NCR corridors.

### Recent Projects:

**East Public**, a \$1.5M multi-tenant project (with space



for a restaurant, brewery, and office space) by **Sidestreet Development, LLC** is nearing completion in the Parsons Avenue Corridor. The project is a substantial rehabilitation and mixed-use development with both retail and office space. The project repurposes dilapidated, underutilized structures and positions buildings within the 600 block of Parsons Avenue for future development. The project has its first tenants, **Compton Construction** and **Side Creatives**, and is indicative of the types of projects and impacts the NCR Program is making.

**Bake Me Happy**, the 2017 Recipient of the Reese Neader Memorial Award for Entrepreneurship and Social Change, is a woman owned company, and operated by Wendy Miller Pugh and Letha Pugh. Located at 106 E. Moler St. in Merion Village, Bake Me



Happy has opened additional locations and expanded beyond its wholesale manufacturing operation to now include a retail coffee shop. The owners are exploring additional expansion opportunities in partnership with major organizations and entities throughout the City of Columbus.

The Department of Development, through its Office of Small Business and Entrepreneur Development, provided strategic and growth planning, local and federal business certification, and real estate development advice and assistance to this woman-owned, small business. It identifies Bake Me Happy, LLC as one of Central Ohio's companies to watch.



## 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, *Tripple-A affiliate of the Cleveland Indians*
- Columbus Crew, *Major Leage Soccer*
- The Ohio State University, *Big Ten NCAA Sports*
- Ohio Aviators, *Pro Rugby*

## 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
- National Veterans Memorial and Museum
- Ohio History Connection
- Ohio Theatre
- Opera Columbus
- Palace Theatre
- Shadowbox Theatre
- Short North Arts District
- Wexner Center for the Arts

### Entertainment Venues

- Nationwide Arena
- Express Live!
- Newport Music Hall
- Hollywood Casino
- Eldorado Gaming Scioto Downs

### Events and Activities in Columbus

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





## COLUMBUS RANKINGS

### #1 Rankings



#1 2018  
best cities to  
work in tech  
smartasset™



#1 The six best  
big cities –  
best in Midwest  
**Money**



#1 Top Midwest  
U.S. metro for  
visitor satisfaction  
J.D. POWER  
AND ASSOCIATES



#1 Top metro  
for scaling  
startups  
**CBRE**

### Top 10 Rankings



#2 Top ten hottest  
housing markets in  
the US  
realtor.com®



#4 Best cities to  
start a business  
right now  
**Inc.**



#5 Top ten  
best cities for  
millennials  
**FORTUNE**



#5 Top ten US cities  
for entrepreneurs  
and start-ups  
business.org



#5 Best cities for  
new college grads  
Online  
DEGREES.COM



#5 Top ten large  
cities for salary  
satisfaction  
**USA TODAY**



#7 Top ten  
Metro Areas  
**SITE  
SELECTION**



#7 Best city  
for jobs in 2017  
glassdoor™

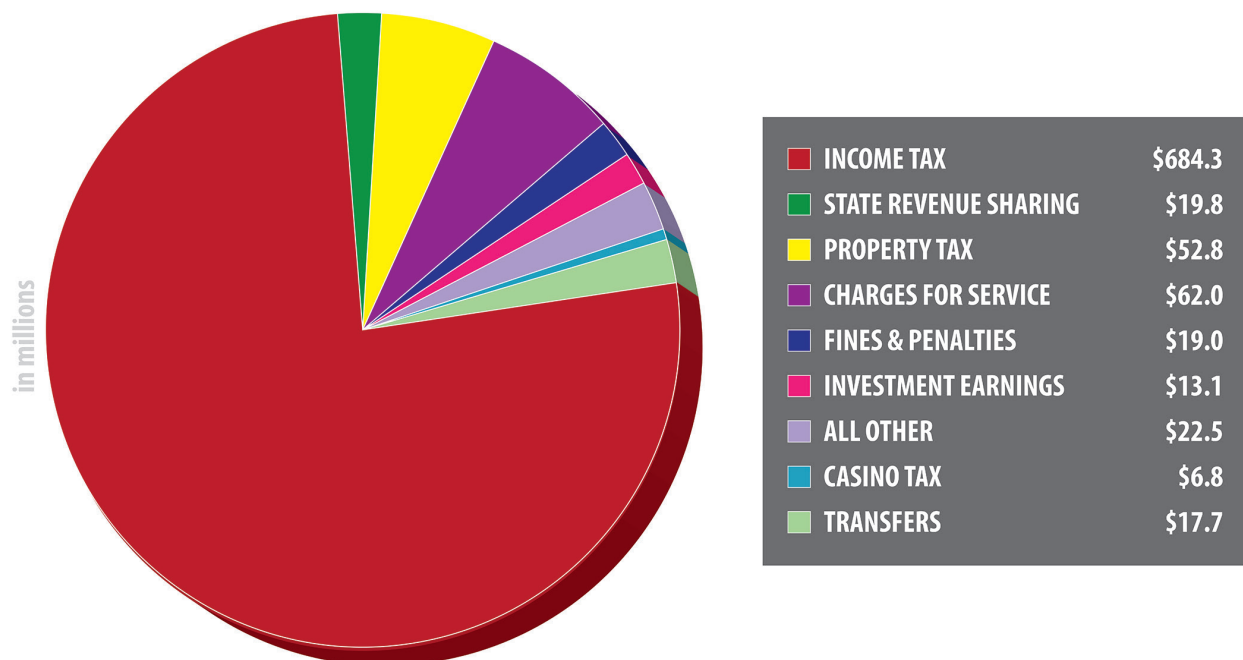
# Financial Overview

## Revenue

The financial health of the city’s general fund is directly tied to the income tax which comprises over 76 percent of the revenue (including encumbrance cancellations) supporting the general fund operating budget. In August 2009, Columbus voters approved a 0.5 percent increase to the income tax rate, raising it to 2.5 percent effective October 1, 2009. Therefore, 2010 was the first full year of collections at the 2.5 percent rate. Three quarters of income tax collections are deposited into the general fund for general government operations, with the balance being set aside for capital and debt service requirements.

The chart below illustrates the projected amount of revenue expected from each major general fund source in 2019. After the income tax, the next two largest revenue sources to the general fund are various charges for services at seven percent and property taxes at six percent.

**2019 Projected General Fund Revenue by Source (in millions)**



## Financial Overview

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Income tax collections are projected at \$666.2 million in 2018 and \$684.3 million in 2019. The City Auditor's 2019 estimate assumes a 2.25 percent growth in income tax receipts over the 2018 original estimate, or an additional \$15.1 million.

Over the past decade, budget reductions at the state level have led to incremental reductions of shared revenues to local governments. In 2001, the City of Columbus received \$51 million in local government funds. The 2018 projection for these funds is \$19.1 million, and in 2019 this revenue source is projected to grow to \$19.8 million. Additionally, the state eliminated the estate tax effective January 1, 2013, and no further receipts will be received.

Property tax receipts fluctuate from year to year, due to reappraisals that occur every three years. In the off years, property tax revenue growth can vary significantly while solid growth is normally expected in the reappraisal years. The city experienced a 10.3 percent increase in assessed valuation during the sexennial reappraisal in 2006, but in 2009, the triennial update year, the county applied a zero growth rate to all residential property values. While 2012 was another reappraisal year, property tax collections actually declined by 7.92 percent due to the ongoing housing decline. Property taxes rebounded in 2015 and increased by 0.82 percent over the prior year. In 2018, the benefits of the reappraisal will be realized as property taxes are expected to increase to \$49 million, or 9.6 percent over 2017 collections. Further growth will be realized in 2019 as property taxes are projected at \$52.8 million, a 7.8 percent increase over the 2018 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. Growth should be substantial in 2018 and 2019 as earnings are projected at \$11 million and \$13.1 million, respectively.

## 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 that year, the city received a \$7 million refund from the Ohio Bureau of Workers' Compensation and deposited it into this fund.

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

In 2013, the city established a goal of \$75 million in the rainy day fund to further ensure that the city is able to withstand future unknown financial events. After deposits of \$7.6 million in 2014, \$2.2 million in 2015 and 2016, \$3.7 million in 2017, and \$1.2 million in 2018, the fund will have accumulated \$76.2 million and surpassed the 2018 goal of \$75 million. In 2017, the city set a new goal to have a fund balance of \$80 million by the end of 2020. A deposit of \$1.75 million will be made into the fund in 2019. The planned deposit schedule through 2020 is illustrated in the following chart.

<b>Economic Stabilization Fund Recommended Future Deposits (000's Omitted)</b>					
<b>Year</b>	<b>Deposit</b>	<b>Investment Earnings*</b>	<b>Expended</b>	<b>Year-End Balance</b>	<b>% of GF Budget</b>
2003	-	608	10,243	18,371	3.49%
2004	59,406	791	25,000	53,568	10.15%
2005	-	1,169	13,000	41,737	7.49%
2006	9,964	2,111	12,000	41,812	7.02%
2007	348	2,320	-	44,480	7.04%
2008	-	-	900	43,580	6.68%
2009	720	739	30,039	15,000	2.43%
2010	7,500	224	-	22,724	3.31%
2011	10,000	173	-	32,897	4.72%
2012	6,725	183	-	39,805	5.47%
2013	16,147	193	-	56,145	7.44%
2014	7,600	330	-	64,075	8.21%
2015	2,200	466	-	66,741	8.37%
2016	2,200	581	-	69,522	8.50%
2017	3,700	724	-	73,946	8.58%
2018	1,200	1,067	-	76,213	8.60%
2019	1,750	1,000	-	78,963	8.66%
2020	1,000	1,000	-	80,963	8.90%

\* 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 resources for the next occurrence, which will be in the year 2020.

<b>Anticipated Expenditure Fund Recommended Future Deposits (000's Omitted)</b>			
<b>Year</b>	<b>Deposit</b>	<b>Expended</b>	<b>Year-End Balance</b>
2011	2,052	-	6,814
2012	2,060	-	8,874
2013	2,122	-	10,996
2014	2,185	-	13,181
2015	2,251	-	15,432
2016	2,318	-	17,750
2017	2,388	-	20,138
2018	2,459	-	22,597
2019	2,533	-	25,130
2020	2,609	-	27,739

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. Since its creation, this fund has helped to ensure the continuation of basic city services. In 2018, deposits into the basic city services fund totaled \$13.1 million. A one-time rebate from the Ohio Bureau of Workers' Compensation comprised the bulk of these deposits. In 2019, the entire \$13.0 million balance will be transferred into the general fund for basic city services.

### **2019 Budget Scenario**

The 2019 budget was balanced by employing certain key principles, as follows:

- Build a budget from the ground up which is aligned with the Mayor's strategic priorities and goals.
- Focus on maintaining essential city services for neighborhoods - police and fire protection, refuse collection, and basic public health services.
- Review all program areas to identify activities in which the city should no longer be engaged, given limited resources.
- Review revenue sources to identify new revenues and/or opportunities for increased revenues.
- Continue implementation of the 10-year reform plan by reducing pension pick-up and increasing the employee share of health insurance premiums for all city employees.

- Continue other reforms and efficiency measures as recommended by the city and affirmed by the accountability committee.
- Promote efficiencies in government by examining opportunities to redeploy uniformed police and firefighters, expanding energy efficiencies, improving the efficiency of fleet and facilities management, 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 make deposits into the “rainy day” fund to achieve a balance of \$80 million by the end of 2020.

## **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 2019 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 2020 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 five percent annually in 2020 and beyond.
- Except as otherwise noted, expenditure projections for 2020 and beyond are premised on maintaining 2019 levels of service.
- No general fund moneys are projected for the purchase of vehicles in 2020 and all years thereafter.

## **Revenue Assumptions**

- Income tax receipts will be \$684.3 million in 2019 and will grow by 3.0 percent in all years thereafter.

## Financial Overview

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- Property taxes will increase by 7.83 percent in 2019, 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 3.51 percent in 2019 and then increase by 3.0 percent thereafter.
- Investment earnings will be \$13.1 million in 2019, will grow by 3 percent for 2 years, and are projected to remain flat in 2022 and thereafter.
- Charges for services are expected to decrease by 4.83 percent in 2019 and then grow by 3.0 percent thereafter.
- The kilowatt hour tax will be \$2.8 million in 2019 and will remain flat thereafter.
- Fines and penalties will be flat in 2019 and increase by 1.0 percent thereafter.
- Licenses and permit fees will increase by 0.45 percent in 2019 and increase by 1.0 percent thereafter.
- Casino revenue will total \$6.8 million in 2019 and increase by 3.0 percent in all years thereafter.

## Division Specific Assumptions

- Two police recruit classes are funded in the general fund in 2019. Thereafter, recruit classes sufficient to replace retiring uniformed staff are projected.
- Two fire recruit classes are funded in 2019. Thereafter, recruit classes sufficient to replace retiring uniformed staff are projected.
- Projections for the Refuse Collection Division assume that a portion of the recycling program will continue to be funded through the street construction, maintenance, and repair fund.

**GENERAL FUND PRO FORMA OPERATING STATEMENT**

<b>Resources:</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
Beginning Balance	17,670,166	14,017,067	-	-	-	-	-	-	-	-	-
Income Tax	666,200,000	684,258,000	704,786,000	725,930,000	747,708,000	770,139,000	793,243,000	817,040,000	841,551,000	866,798,000	892,802,000
Property Tax	49,000,000	52,838,000	53,895,000	56,051,000	57,172,000	58,315,000	60,648,000	61,861,000	63,098,000	65,622,000	66,934,000
Kilowatt Hour Tax	3,100,000	2,790,000	2,790,000	2,790,000	2,790,000	2,790,000	2,790,000	2,790,000	2,790,000	2,790,000	2,790,000
Shared Revenues	20,370,000	21,085,000	21,718,000	22,370,000	23,041,000	23,732,000	24,444,000	25,177,000	25,932,000	26,710,000	27,511,000
License and Permit Fees	11,305,000	11,356,000	11,470,000	11,585,000	11,701,000	11,818,000	11,936,000	12,055,000	12,176,000	12,298,000	12,421,000
Fines and Penalties	18,988,000	18,988,000	19,178,000	19,370,000	19,564,000	19,760,000	19,958,000	20,158,000	20,360,000	20,564,000	20,770,000
Investment Earnings	11,000,000	13,050,000	13,442,000	13,845,000	13,845,000	13,845,000	13,845,000	13,845,000	13,845,000	13,845,000	13,845,000
Charges for Service	65,128,000	61,984,000	63,844,000	65,759,000	67,732,000	69,764,000	71,857,000	74,013,000	76,233,000	78,520,000	80,876,000
All Other Revenue	14,076,736	11,919,000	11,919,000	11,919,000	11,919,000	11,919,000	11,919,000	11,919,000	11,919,000	11,919,000	11,919,000
Basic City Services - Transfer In	16,784,000	12,962,619	-	-	-	-	-	-	-	-	-
Casino Revenue	6,576,000	6,752,314	6,954,883	7,163,530	7,378,436	7,599,789	7,827,783	8,062,616	8,304,495	8,553,629	8,810,238
<b>Total Revenues</b>	<b>882,527,736</b>	<b>897,982,933</b>	<b>909,996,883</b>	<b>936,782,530</b>	<b>962,850,436</b>	<b>989,681,789</b>	<b>1,018,467,783</b>	<b>1,046,920,616</b>	<b>1,076,208,495</b>	<b>1,107,619,629</b>	<b>1,138,678,238</b>
<b>Total Available Resources</b>	<b>900,197,902</b>	<b>912,000,000</b>	<b>909,996,883</b>	<b>936,782,530</b>	<b>962,850,436</b>	<b>989,681,789</b>	<b>1,018,467,783</b>	<b>1,046,920,616</b>	<b>1,076,208,495</b>	<b>1,107,619,629</b>	<b>1,138,678,238</b>
% Change in Revenues from Prior Yr.	3.90%	1.75%	1.34%	2.94%	2.78%	2.79%	2.91%	2.79%	2.80%	2.92%	2.80%
% Change in Resources from Prior Yr.	2.34%	1.31%	-0.22%	2.94%	2.78%	2.79%	2.91%	2.79%	2.80%	2.92%	2.80%
<b>Expenditures:</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
Development	42,690,792	26,611,854	27,385,528	28,144,872	28,927,539	29,734,329	30,566,072	31,423,629	32,307,897	33,219,804	34,160,317
Fire	255,961,641	264,143,851	273,658,835	281,313,309	290,335,836	299,664,300	309,309,763	319,283,717	329,598,100	340,265,316	351,298,251
Governmental Services	106,367,150	127,884,076	134,359,327	137,902,986	141,550,188	145,304,331	149,168,939	153,147,670	157,244,313	161,462,800	165,807,212
Health	22,900,285	24,997,885	26,263,304	27,073,181	27,910,298	28,775,654	29,670,291	30,595,293	31,551,784	32,540,937	33,563,971
Judicial Services	31,309,228	31,880,250	32,733,562	33,820,492	34,946,239	36,112,299	37,320,227	38,571,644	39,868,237	41,211,764	42,604,056
Other Safety	14,634,088	16,026,448	16,449,386	16,875,148	17,313,088	17,763,597	18,227,080	18,703,957	19,194,665	19,699,654	20,219,393
Police	335,847,844	342,358,831	354,544,632	364,927,850	376,796,772	389,074,395	401,775,745	414,916,436	428,512,702	442,581,416	457,140,123
Recreation and Parks	40,326,391	41,332,906	42,984,314	44,282,551	45,623,677	47,009,246	48,440,872	49,920,236	51,449,083	53,029,229	54,662,562
Refuse Collection	31,312,664	33,300,842	34,310,380	35,278,361	36,277,023	37,307,462	38,370,818	39,468,277	40,601,072	41,770,486	42,977,853
Public Service	3,630,586	713,057	747,389	772,318	798,129	824,852	852,524	881,179	910,856	941,593	973,430
Fleet-Vehicles	-	-	-	-	-	-	-	-	-	-	-
<b>Operating Expenditures</b>	<b>884,980,669</b>	<b>909,250,000</b>	<b>943,436,656</b>	<b>970,391,070</b>	<b>1,000,478,789</b>	<b>1,031,570,464</b>	<b>1,063,702,331</b>	<b>1,096,912,038</b>	<b>1,131,238,709</b>	<b>1,166,722,999</b>	<b>1,203,407,167</b>
% Change/Previous Year	3.20%	2.74%	3.76%	2.86%	3.10%	3.11%	3.11%	3.12%	3.13%	3.14%	3.14%
Economic Stabilization Fund Deposit	1,200,000	1,750,000	-	-	-	-	-	-	-	-	-
Basic City Services Fund Deposit	-	1,000,000	-	-	-	-	-	-	-	-	-
<b>Required Expenditure Reductions and/or Revenue Increases</b>	<b>14,017,067</b>	<b>-</b>	<b>(33,439,773)</b>	<b>(33,608,540)</b>	<b>(37,628,353)</b>	<b>(41,888,675)</b>	<b>(45,234,548)</b>	<b>(49,991,422)</b>	<b>(55,030,214)</b>	<b>(59,103,370)</b>	<b>(64,728,929)</b>

Footnotes:

Revenue estimates for 2020 and beyond are those of the Department of Finance & Management, and not the City Auditor.  
 Cumulative deficits are not possible since each budget year must be balanced. Balancing will be achieved through increased revenues, lowered expenditures, or a combination thereof.



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# City of Columbus Financial Policies

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 requirements in Sections 26 and 27 of the City Charter that the Mayor's estimate of the cost of operating the city be used as the basis for appropriation ordinances.
2. While in any given year all or a portion of the beginning balance in a fund may be appropriated for expenditure, the longer-term goal is that operating expenditures not exceed operating revenues on an annualized basis such that structural balance is maintained within each fund. Consistent with this longer-term goal, the better practice is to appropriate portions of the beginning balance only to the extent they support non-recurring expenditures, replace temporary declines in revenue, or are reasonably anticipated to be offset by increased revenue not yet officially recognized in a revenue estimate.
3. The portion of the beginning year balance in a fund which equals the amount by which expenditures exceeded revenues during the year preceding the budget year should be appropriated only to the extent contemplated by the policy defining the appropriate use of the economic stabilization fund.
4. The portion of the beginning year balance in the general operating fund which exceeds ten percent of the expenditures from such fund during the year proceeding the budget year should be transferred to either the anticipated expenditures fund or the economic stabilization fund.

## B. Economic Stabilization Fund

1. The economic stabilization fund (ESF) was created by Ordinance 860-88 in 1988 and is sometimes referred to as the "rainy day fund." It was intended to ensure against reductions in "basic city services during times of economic recession or unexpected revenue loss by the city" which are supported by the general operating fund.

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

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

1. The anticipated expenditure fund was established in 1994 to receive deposits sufficient to provide for funding from the general operating fund of the 27<sup>th</sup> pay period which occurs 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 Director of Finance and Management, charged with compliance and the creation of guidelines. The commission embodies a checks and balances process in that each represents a separately elected official of city government. Pursuant to the above code sections, the following policies exist.
2. The city will not invest in any form of derivatives, except STAR Ohio (an investment pool managed by the State Treasurer's Office that allows governments within the state to pool their funds for investment purposes).
3. The city is prohibited from entering into reverse repurchase agreements and does not leverage its investment portfolio in any manner.
4. Only eligible investments with final maturities not greater than five years from the time of purchase are permitted.
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 (STAR Ohio) pursuant to Ohio Revised Code 135.45.
  - d. Bonds or other obligations of the City of Columbus, Ohio.
  - e. Obligations of the State of Ohio or any municipal corporation, village, township, or other political subdivision of the State of Ohio, as to which there is no default of principal or interest and which have been approved as to their validity by nationally recognized bond counsel.
  - f. Certificates of deposit in eligible institutions applying for moneys as provided in Chapter 321 of the Columbus City Codes.
  - g. Repurchase agreements that are collateralized with legally authorized securities as defined in Chapter 325.010 of Columbus City Code and held in third-party safekeeping designated by the City Treasurer and in the name of the City of Columbus.
  - h. Others as provided for in Ohio Revised Code 135.14 for interim deposits.

## **F. Income Tax and Special Income Tax Fund**

1. Initiated in 1947 and implemented in 1948, pursuant to Ohio law (ORC Chapter 5747), Columbus City Code Section 361.19 authorizes the levying of a two and one half percent income tax on Columbus workers and businesses. Increases in the income tax above one percent are subject to voter approval, pursuant to state law and the Columbus City Charter.
2. The city deposits three quarters of income tax revenue to the general fund and one quarter to the special income tax fund (SIT). 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 Office of the Mayor.
5. With Mayoral approval, the proposed changes shall be presented to the appropriate fee-setting authority for approval.
6. The goal of the rate setting process for the water and sewer enterprise funds shall be to avoid steep increases in rates, while at the same time fully meeting the needs of the system. Ten-year pro forma operating statements for these funds shall be utilized to assist the divisions in achieving this goal.

## **J. Revenue Diversification**

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

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

1. The Ohio Revised Code Section 133.05 provides that the total net debt (as defined by the ORC) of a municipal corporation, whether or not approved by the electors, shall not exceed 10.5 percent of the total value of all property in the municipal corporation as listed and assessed for taxation. In addition, the unvoted net debt of municipal corporations cannot

exceed 5.5 percent of the total taxation value of property. The statutory limitations on debt are measured by the ratio of net debt to tax valuation and expressed in terms of a percentage.

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

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

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

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

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

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

1. The annual reserve balance in the insurance trust fund should be equal to, at a minimum, the sum of one month's worth of health, dental, vision, prescription, disability, and life insurance costs. In calculating the monthly claims costs for purposes of determining the appropriate reserve amount, a rolling average of claims experience for the previous 12 consecutive months shall be used.
2. The State of Ohio Bureau of Workers' Compensation (BWC) determines the city's workers' compensation rate. Starting January 1, 2016, payments will be made prospectively which requires the amount due to be paid before coverage is provided. Starting in 2017, monthly payments to the bureau are required. The city's policy is to set the internal rate at a level sufficient to fund the anticipated payments in the following year. If adjustments are made either to the city's premium rate or to the amount due to the bureau in cases of rebates or credits, the premium rate may be adjusted accordingly.



3. The timing of collections as provided for in the policy above may be altered under the following circumstances, provided that there is a reasonable expectation that services cannot otherwise be maintained at acceptable levels and that increased revenues during the year or years following the budget year will allow replacement of any moneys gained from any such timing change:
  - a. when revenues have been temporarily lowered, whether from economic recession or otherwise
  - b. where unanticipated events of a most unusual nature have occasioned a need for non-recurring emergency expenditures

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

## O. Long-Range Financial Planning

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





# Accounting and Organizational Structure

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

## Accounting Structure

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

## Governmental Funds

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

*Special Revenue Funds* - Special revenue funds are used to account for proceeds of resources that are restricted or committed for purposes other than debt service or capital projects. The uses and limitations of each special revenue fund are specified by city ordinances or federal and state statutes.

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

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

## Proprietary Funds

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

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

### Fiduciary Funds

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

### Fund Relationship Table

The following table depicts the relationship between the departments of the city and the various major and non-major operating funds that each will utilize and/or manage in 2019. Expenditure and revenue history, as well as 2019 budget information, can be found in the All Funds Summary, General Fund Summary, Department Summaries, and separate fund category sections of this document.

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

### Bases of Accounting

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

All governmental funds are accounted for using a current financial resources measurement focus. The modified accrual basis of accounting is utilized for governmental and agency funds. Revenues are recognized when they are both measurable and available. Expenditures are recognized when the related liability is incurred, except for interest on long term debt, which is recorded when due.

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

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

### Organizational Structure

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

The city operates under and is governed by its charter, which was first adopted by the voters in 1914 and which has been and may be amended by city voters. The city is also subject to the general laws of Ohio that are applicable to all cities. Under the Ohio Constitution, the city may exercise all powers of local self-government and may adopt police, sanitary, and similar regulations to an extent not in conflict with applicable general laws.

### Organization

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

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, maintains the city's accounting records, and arranges for the annual independent audit of the city's accounts. The



## Accounting and Organizational Structure

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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:

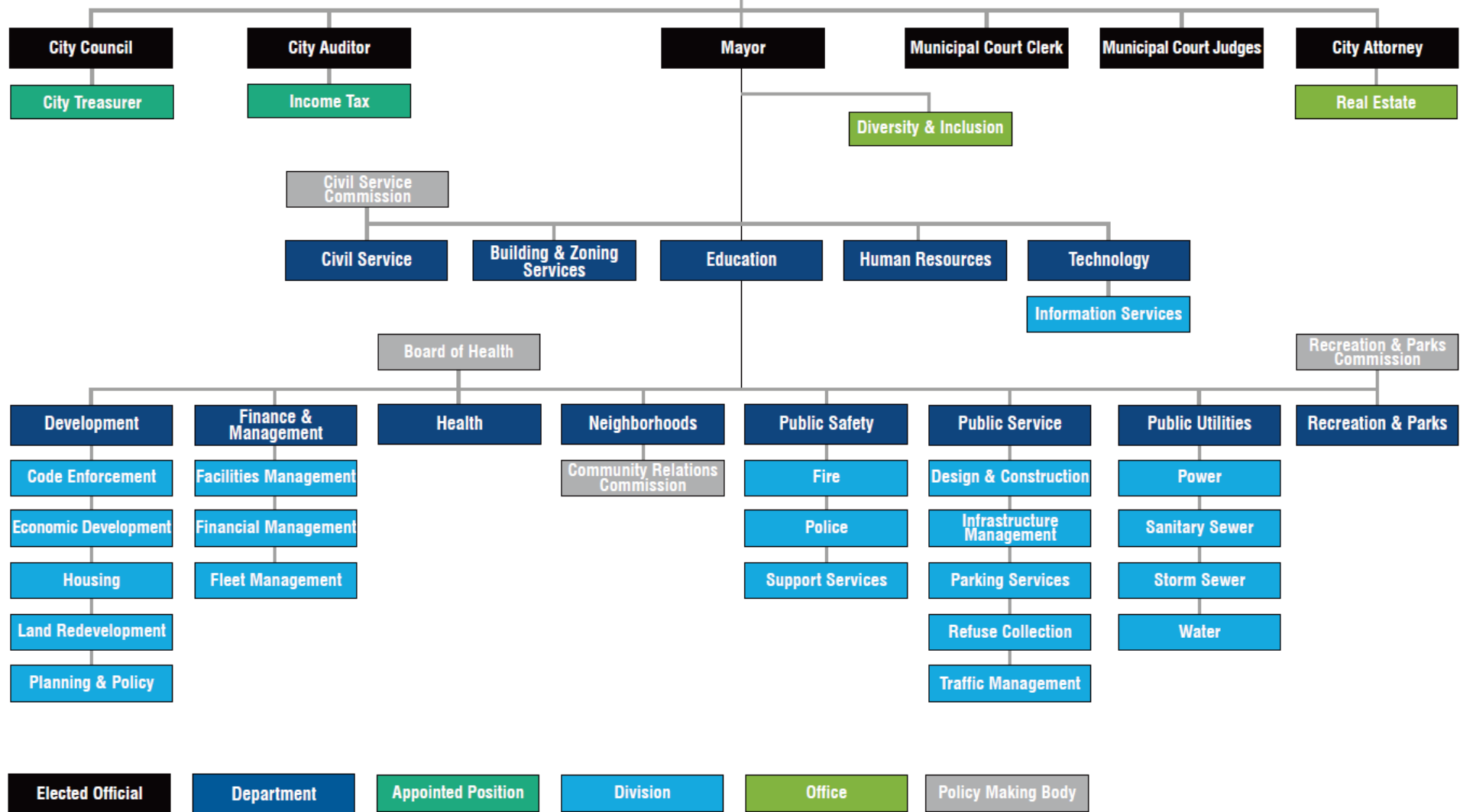
Official	Title	Term Beginning	Term Ending
Andrew J. Ginther	Mayor	January 1, 2016	December 31, 2019
Joe A. Lombardi	Director of Finance and Management	February 1, 2016	Pleasure of Mayor
Megan N. Kilgore	City Auditor	January 1, 2018	December 31, 2021
Zach M. Klein	City Attorney	January 1, 2018	December 31, 2021
Deborah L. Klie	City Treasurer	April 21, 2009	Pleasure of Council
Andrea N. Blevins	City Clerk	June 30, 2003	Pleasure of Council
Shannon G. Hardin	Council President	January 1, 2018	December 31, 2021
Elizabeth C. Brown	Member of Council	January 1, 2016	December 31, 2019
Mitchell J. Brown	Member of Council	January 1, 2018	December 31, 2021
Jaiza N. Page	Member of Council	January 1, 2016	December 31, 2019
Emmanuel V. Remy	Member of Council	January 8, 2018*	December 31, 2019
Michael Stinziano	Member of Council	January 1, 2016	December 31, 2019
Priscilla R. Tyson	Member of Council	January 1, 2018	December 31, 2021

\*Appointed to Council January 8, 2018.

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

# City of Columbus

## THE RESIDENTS OF COLUMBUS



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## Department Description

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

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

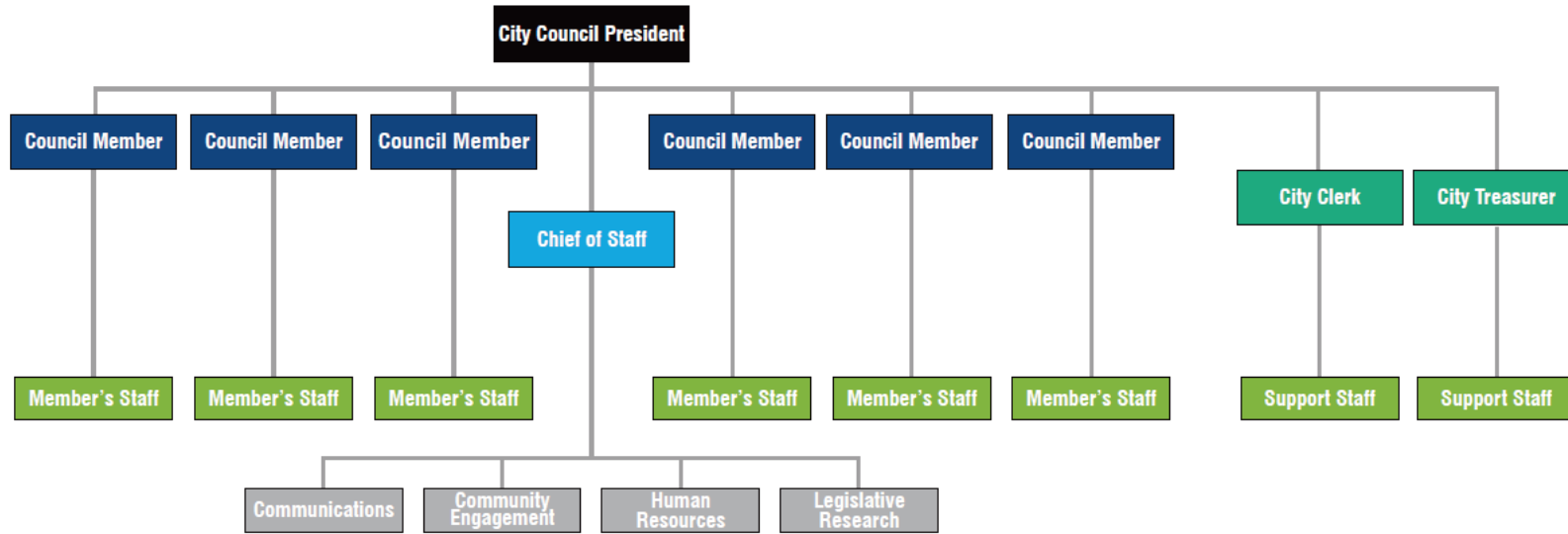
Legislative aides, legislative assistants, the Legislative Research Office, and the Office of Community Engagement provide City Council members information and guidance on public policy decisions impacting public safety, budgetary, economic development, and community matters.

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

## Department Mission

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





## Strategic Priorities For 2019

Partner with the administration to support opportunity neighborhoods through increased investment in infrastructure improvements, the elimination of vacant and abandoned buildings, and the development of affordable and inclusive housing.

Coordinate with the administration to implement the new incentive policy for the most effective application of economic development agreements and job growth incentives.

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

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

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

Explore mass transportation and land use strategies to prepare for the city's projected 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.

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

Promote Columbus as a destination for travel tourism and high-quality of life so as to attract and retain Columbus-based talent through continued investment in Experience Columbus and the Greater Columbus Arts Council.

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.

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.

## 2019 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.

Department Financial Summary by Area of Expense					
Fund	2016 Actual	2017 Actual	2018 Budget	2018 Projected	2019 Proposed
<b>General Fund</b>					
City Council					
Personnel	\$ 3,860,952	\$ 4,232,942	\$ 3,988,383	\$ 4,155,679	\$ 4,185,624
Materials & Supplies	44,179	24,494	28,000	26,000	28,000
Services	133,694	140,966	191,086	183,526	173,840
<b>General Fund Subtotal</b>	<b>4,038,825</b>	<b>4,398,402</b>	<b>4,207,469</b>	<b>4,365,205</b>	<b>4,387,464</b>
<b>Department Total</b>	<b>\$ 4,038,825</b>	<b>\$ 4,398,402</b>	<b>\$ 4,207,469</b>	<b>\$ 4,365,205</b>	<b>\$ 4,387,464</b>

Department Personnel Summary					
Fund	FT/PT	2016 Actual	2017 Actual	2018 Budgeted	2019 Proposed
General Fund					
	FT	43	43	40	41
	<b>Total</b>	<b>43</b>	<b>43</b>	<b>40</b>	<b>41</b>

Operating Budget by Program					
Program	2018 Budget	2018 FTEs	2019 Proposed	2019 FTEs	
Administration	\$ 4,190,883	40	\$ 4,371,568	41	
Internal Services	16,586	0	15,896	0	
<b>Department Total</b>	<b>\$ 4,207,469</b>	<b>40</b>	<b>\$ 4,387,464</b>	<b>41</b>	



# 2019 PROGRAM GUIDE

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## **ADMINISTRATION**

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

## **INTERNAL SERVICES**

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



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## Department Description

The City Auditor is the city's chief accounting officer. The City Auditor is responsible for processing and maintaining accurate, systematic records of all city fiscal transactions, including certification of funds, receipts, disbursements, assets, and liabilities. In addition, the Auditor's payroll unit handles the accurate, bi-weekly generation of paychecks and tax-withholding remittances for over 10,000 city employees, and through its Income Tax Division, maintains the functions of income tax collection and audit. The City Auditor disseminates such fiscal facts, reporting periodically to city officials and the public in summaries and analytical schedules, as prescribed in the City Charter.

For the last 38 years, the City Auditor has received a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA). This certificate is the highest form of recognition for excellence in state and local government financial reporting.

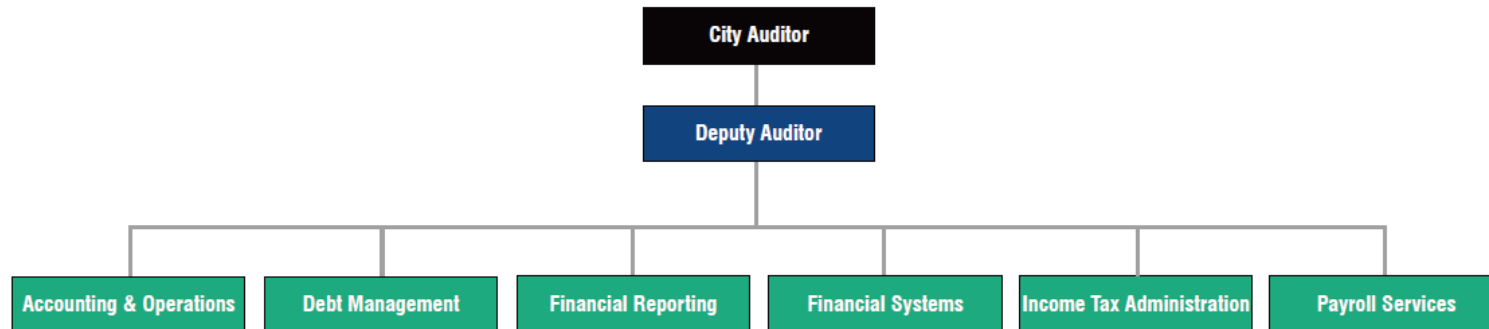
The City Auditor assists in managing the city's long-term debt, including prompt payment of principal, interest, and associated fees on the city's variable rate debt; assures current debt service coverage is sufficient to protect the credit worthiness of the city; and avoids the imposition of increased property taxes related to bonded debt voted directly by the public, both enterprise and non-enterprise.

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

## Department Mission

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

# City Auditor



## 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 2019

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

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

Update technical operations of the payroll section by implementing a new payroll system to provide payroll and related services for all of the city's employees.

Seek to develop a digital dashboard for reporting relevant financial information.

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

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

## 2019 BUDGET NOTES

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### **CITY AUDITOR**

The 2019 budget provides funding for continued staffing levels and outside audit services, including audits for sub-recipients. Of note, the payment for the bonding of various city employees, which occurs every three years, is included in this budget at \$150,000.

### **INCOME TAX**

The 2019 budget for the Income Tax Division includes funding for tax application computer programming services, banking and lockbox services, filing fees, postage, tax form printing, and temporary employment service fees.

<b>Department Financial Summary by Area of Expense</b>					
<b>Fund</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Projected</b>	<b>2019 Proposed</b>
<b>General Fund</b>					
City Auditor					
Personnel	\$ 3,158,261	\$ 3,229,782	\$ 3,551,349	\$ 3,489,289	\$ 3,687,007
Materials & Supplies	22,800	28,910	27,500	19,000	27,600
Services	1,647,661	1,416,275	1,047,387	989,766	817,056
Other	-	-	-	-	700
<b>City Auditor Subtotal</b>	<b>4,828,723</b>	<b>4,674,967</b>	<b>4,626,236</b>	<b>4,498,055</b>	<b>4,532,363</b>
Income Tax					
Personnel	7,652,487	7,759,287	8,323,229	8,127,536	8,334,463
Materials & Supplies	47,422	54,763	79,000	44,484	78,500
Services	1,156,759	1,243,391	1,255,099	1,120,953	1,251,556
Other	-	-	-	-	500
<b>Income Tax Subtotal</b>	<b>8,856,669</b>	<b>9,057,441</b>	<b>9,657,328</b>	<b>9,292,973</b>	<b>9,665,019</b>
<b>General Fund Subtotal</b>	<b>13,685,392</b>	<b>13,732,408</b>	<b>14,283,564</b>	<b>13,791,028</b>	<b>14,197,382</b>
<b>Department Total</b>	<b>\$ 13,685,392</b>	<b>\$ 13,732,408</b>	<b>\$ 14,283,564</b>	<b>\$ 13,791,028</b>	<b>\$ 14,197,382</b>

<b>Division Financial Summary by Area of Expense</b>					
<b>Fund</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Projected</b>	<b>2019 Proposed</b>
<b>City Auditor</b>					
General Fund					
Personnel	\$ 3,158,261	\$ 3,229,782	\$ 3,551,349	\$ 3,489,289	\$ 3,687,007
Materials & Supplies	22,800	28,910	27,500	19,000	27,600
Services	1,647,661	1,416,275	1,047,387	989,766	817,056
Other	-	-	-	-	700
<b>City Auditor Subtotal</b>	<b>4,828,723</b>	<b>4,674,967</b>	<b>4,626,236</b>	<b>4,498,055</b>	<b>4,532,363</b>
<b>Income Tax</b>					
General Fund					
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Materials & Supplies	47,422	54,763	79,000	44,484	78,500
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<b>Income Tax Subtotal</b>	<b>8,856,669</b>	<b>9,057,441</b>	<b>9,657,328</b>	<b>9,292,973</b>	<b>9,665,019</b>
<b>Department Total</b>	<b>\$ 13,685,392</b>	<b>\$ 13,732,408</b>	<b>\$ 14,283,564</b>	<b>\$ 13,791,028</b>	<b>\$ 14,197,382</b>

<b>Department Personnel Summary</b>					
<b>Fund</b>	<b>FT/PT</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budgeted</b>	<b>2019 Proposed</b>
<b>General Fund</b>					
City Auditor	FT	26	26	28	29
	PT	1	0	0	0
Income Tax	FT	78	80	81	82
	PT	0	0	0	1
<b>Total</b>		<b>105</b>	<b>106</b>	<b>109</b>	<b>112</b>



<b>Operating Budget by Program</b>					
<b>Program</b>	<b>2018 Budget</b>	<b>2018 FTEs</b>	<b>2019 Proposed</b>	<b>2019 FTEs</b>	
Accounting	\$ 1,365,324	9	\$ 1,366,195	10	
Administration	3,635,156	6	4,843,606	19	
Payroll	527,644	5	546,364	5	
Auditing	1,139,402	12	890,888	10	
Tax Collection and Audits	7,538,702	77	6,482,771	67	
Internal Services	77,336	0	67,558	0	
<b>Department Total</b>	<b>\$ 14,283,564</b>	<b>109</b>	<b>\$ 14,197,382</b>	<b>111</b>	





# 2019 PROGRAM GUIDE

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## **ACCOUNTING**

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

## **ADMINISTRATION**

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

## **PAYROLL**

To process all city payrolls and insurance programs.

## **AUDITING**

To pre-audit all city financial transactions.

## **TAX COLLECTION AND AUDITS**

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

## **INTERNAL SERVICES**

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



### Department Description

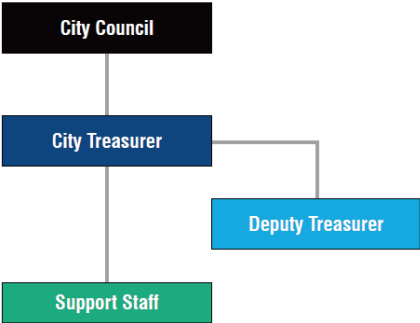
The authority of the City Treasurer is set forth in Sections 88 through 96 of the Columbus City Charter.

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 2019

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

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

## 2019 BUDGET NOTES

The Treasurer's budget is primarily personnel-related, with funding for eight full-time employees in 2019. Non-personnel funding is primarily for banking services contracts, software license fees, and investment advising.

<b>Department Financial Summary by Area of Expense</b>					
Fund	2016 Actual	2017 Actual	2018 Budget	2018 Projected	2019 Proposed
<b>General Fund</b>					
Personnel	\$ 906,351	\$ 936,142	\$ 994,340	\$ 947,837	\$ 1,008,288
Materials & Supplies	4,907	6,069	6,200	8,493	6,200
Services	197,911	191,512	172,338	252,682	348,635
<b>General Fund Subtotal</b>	<b>1,109,169</b>	<b>1,133,722</b>	<b>1,172,878</b>	<b>1,209,012</b>	<b>1,363,123</b>
<b>Department Total</b>	<b>\$ 1,109,169</b>	<b>\$ 1,133,722</b>	<b>\$ 1,172,878</b>	<b>\$ 1,209,012</b>	<b>\$ 1,363,123</b>

<b>Department Personnel Summary</b>					
Fund	FT/PT	2016 Actual	2017 Actual	2018 Budgeted	2019 Proposed
<b>General Fund</b>					
City Treasurer	FT	9	8	8	8
	PT	1	0	0	0
<b>Total</b>		<b>10</b>	<b>8</b>	<b>8</b>	<b>8</b>

<b>Operating Budget by Program</b>				
Program	2018 Budgeted	2018 FTEs	2019 Proposed	2019 FTEs
Administration	\$ 176,519	0	\$ 420,497	0
Treasury Management	994,340	8	941,361	8
Internal Services	2,019	0	1,265	0
<b>Department Total</b>	<b>\$ 1,172,878</b>	<b>8</b>	<b>\$ 1,363,123</b>	<b>8</b>



# 2019 PROGRAM GUIDE

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**ADMINISTRATION**

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

**TREASURY MANAGEMENT**

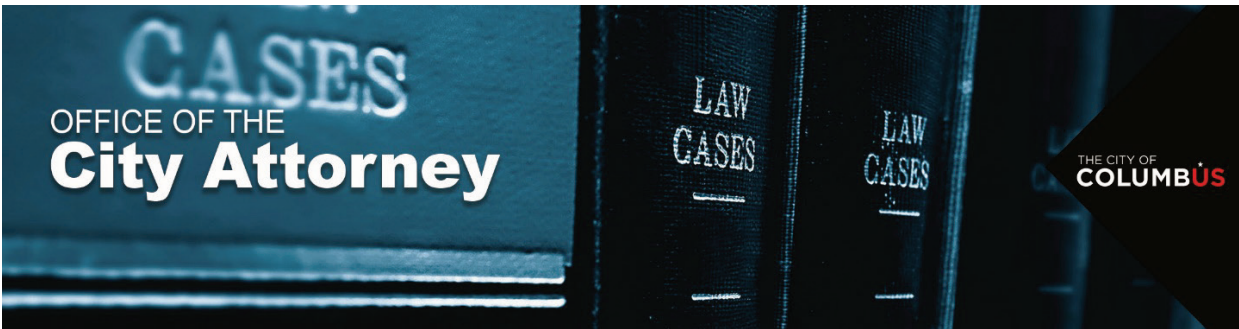
To act as a custodian of all funds, which includes the receipt of tax assessments, disbursements, accounting, deposits, and investments.

**INTERNAL SERVICES**

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



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## Department Description

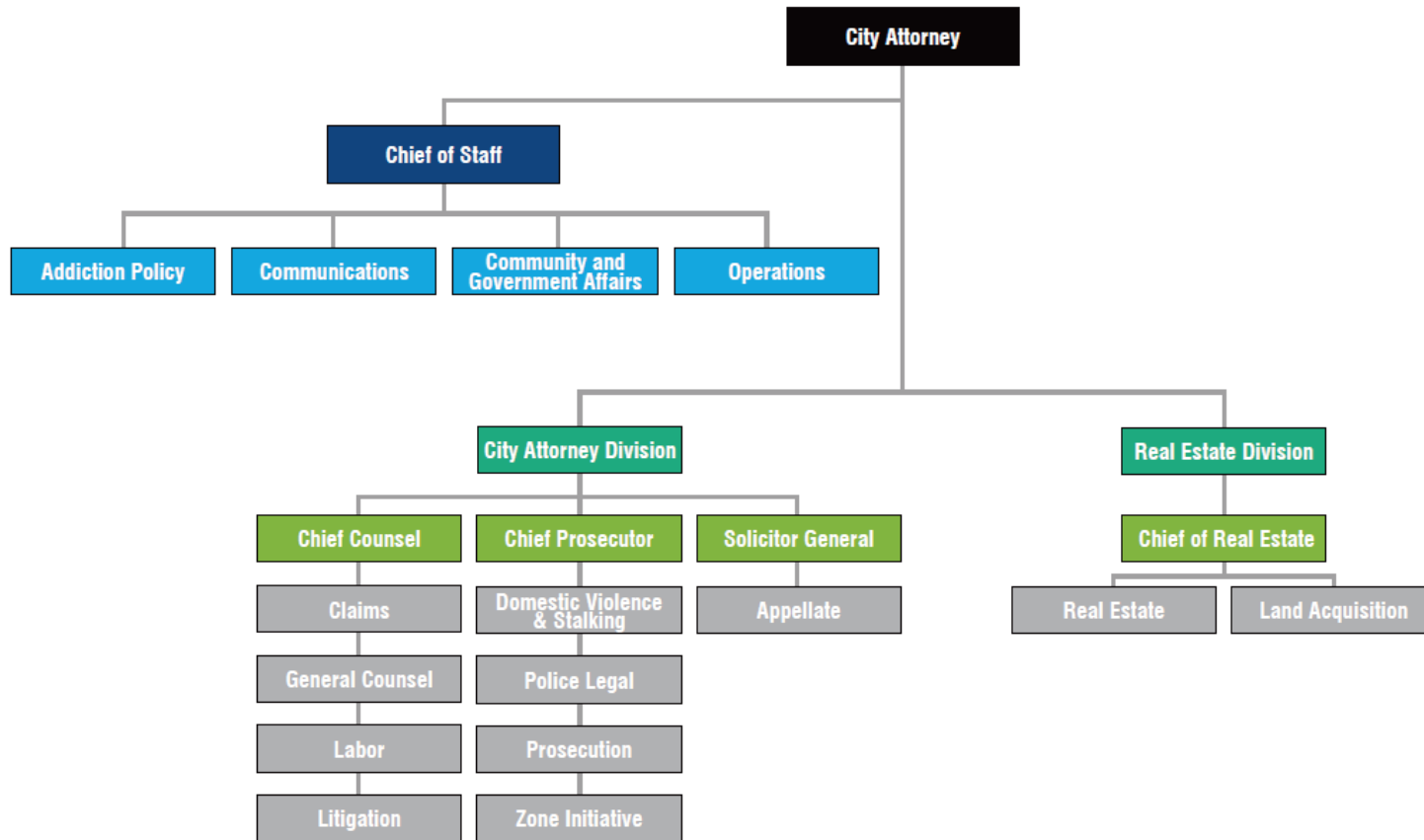
The City Attorney is the legal adviser and attorney for all City of Columbus Departments. The Columbus City Attorney's Office (CAO) provides an array of legal services which include approving contracts, defending the city against lawsuits, assuring that newly enacted legislation conforms to existing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

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

## Department Mission

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

# 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 2019

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

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

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

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

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

## 2019 BUDGET NOTES

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The budget for the City Attorney includes \$2.8 million in funding for the criminal prosecution program. In addition:

- The 2019 budget includes \$1.1 million for land acquisition.
- A total of \$2.1 million is budgeted for the domestic violence and stalking program.
- Of note, outside counsel for cases involving a conflict of interest are budgeted in the Department of Finance and Management.

<b>Department Financial Summary by Area of Expense</b>					
<b>Fund</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Projected</b>	<b>2019 Proposed</b>
<b>General Fund</b>					
City Attorney					
Personnel	\$ 11,262,745	\$ 11,921,453	\$ 12,999,262	\$ 12,870,172	\$ 12,893,818
Materials & Supplies	159,555	118,510	70,200	69,077	75,150
Services	412,672	389,650	421,473	385,932	416,564
Other	-	-	-	-	3,000
Transfers	110,756	110,721	-	162,221	-
<b>City Attorney Subtotal</b>	<b>11,945,729</b>	<b>12,540,334</b>	<b>13,490,935</b>	<b>13,487,402</b>	<b>13,388,532</b>
Real Estate					
Personnel	110,634	110,511	133,198	132,219	149,128
<b>Real Estate Subtotal</b>	<b>110,634</b>	<b>110,511</b>	<b>133,198</b>	<b>132,219</b>	<b>149,128</b>
<b>General Fund Subtotal</b>	<b>12,056,363</b>	<b>12,650,845</b>	<b>13,624,133</b>	<b>13,619,621</b>	<b>13,537,660</b>
<b>Land Acquisition Fund</b>					
Real Estate					
Personnel	876,506	900,367	998,197	938,319	992,364
Materials & Supplies	12,239	11,865	27,020	20,020	26,520
Services	70,055	61,410	90,894	60,273	94,628
Other	-	-	-	-	2,000
<b>Land Acq. Fund Subtotal</b>	<b>958,800</b>	<b>973,642</b>	<b>1,116,111</b>	<b>1,018,612</b>	<b>1,115,512</b>
<b>Department Total</b>	<b>\$ 13,015,163</b>	<b>\$ 13,624,487</b>	<b>\$ 14,740,244</b>	<b>\$ 14,638,233</b>	<b>\$ 14,653,172</b>

<b>Division Financial Summary by Area of Expense</b>					
<b>Fund</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Projected</b>	<b>2019 Proposed</b>
<b>City Attorney</b>					
General Fund					
Personnel	\$ 11,262,745	\$ 11,921,453	\$ 12,999,262	\$ 12,870,172	\$ 12,893,818
Materials & Supplies	159,555	118,510	70,200	69,077	75,150
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Other	-	-	-	-	3,000
Transfers	110,756	110,721	-	162,221	-
<b>City Attorney Subtotal</b>	<b>11,945,729</b>	<b>12,540,334</b>	<b>13,490,935</b>	<b>13,487,402</b>	<b>13,388,532</b>
<b>Real Estate</b>					
General Fund					
Personnel	110,634	110,511	133,198	132,219	149,128
<b>General Fund Subtotal</b>	<b>110,634</b>	<b>110,511</b>	<b>133,198</b>	<b>132,219</b>	<b>149,128</b>
Land Acquisition Fund					
Personnel	876,506	900,367	998,197	938,319	992,364
Materials & Supplies	12,239	11,865	27,020	20,020	26,520
Services	70,055	61,410	90,894	60,273	94,628
Other	-	-	-	-	2,000
<b>Land Acquisition Fund Subtotal</b>	<b>958,800</b>	<b>973,642</b>	<b>1,116,111</b>	<b>1,018,612</b>	<b>1,115,512</b>
<b>Real Estate Subtotal</b>	<b>1,069,434</b>	<b>1,084,153</b>	<b>1,249,309</b>	<b>1,150,831</b>	<b>1,264,640</b>
<b>Department Total</b>	<b>\$ 13,015,163</b>	<b>\$ 13,624,487</b>	<b>\$ 14,740,244</b>	<b>\$ 14,638,233</b>	<b>\$ 14,653,172</b>



Department Personnel Summary					
Fund	FT/PT	2016 Actual	2017 Actual	2018 Budgeted	2019 Proposed
General Fund					
City Attorney	FT	116	118	124	125
	PT	34	28	14	14
Real Estate	FT	0	1	1	1
	PT	0	0	0	0
Land Acquisition Fund					
Real Estate	FT	8	8	8	8
	PT	1	1	1	1
<b>Total</b>		<b>159</b>	<b>156</b>	<b>148</b>	<b>149</b>

Please note: The equivalent of one general fund position in the 2019 proposed column above is being funded by BZS' development services fund.

Operating Budget by Program				
Program	2018 Budget	2018 FTEs	2019 Proposed	2019 FTEs
Appellate	\$ 306,367	3	\$ 497,157	3
General Counsel	660,810	5	672,956	5
Labor & Employment	679,981	5	743,967	6
Police Legal Bureau	312,568	2	312,915	2
Claims	968,920	9	698,517	7
Zone Initiative	830,906	8	989,391	9
Criminal Prosecution	3,632,299	38	2,831,235	38
Prosecution Resource Unit	716,994	6	742,999	6
Domestic Violence & Stalking	2,064,913	24	2,119,612	25
Litigation	977,057	6	977,938	6
Solicitor General	-	0	263,256	2
Administration	1,878,254	15	2,113,842	13
Fiscal	294,719	2	257,247	2
Human Resources	108,087	1	107,861	1
Internal Services	126,511	0	123,902	0
Land Acquisition	1,048,660	8	1,051,249	8
Real Estate Administration	133,198	1	149,128	1
<b>Department Total</b>	<b>\$ 14,740,244</b>	<b>133</b>	<b>\$ 14,653,172</b>	<b>134</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.



# 2019 PROGRAM GUIDE

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## **APPELLATE**

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

## **GENERAL COUNSEL**

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

## **LABOR & EMPLOYMENT**

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

## **POLICE LEGAL BUREAU**

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

## **CLAIMS**

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

**ZONE INITIATIVE**

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

**CRIMINAL PROSECUTION**

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

**PROSECUTION RESOURCE UNIT**

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

**DOMESTIC VIOLENCE & STALKING**

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

**LITIGATION**

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

**SOLICITOR GENERAL**

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

**ADMINISTRATION**

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

**FISCAL**

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

**HUMAN RESOURCES**

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

**INTERNAL SERVICES**

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

**LAND ACQUISITION**

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

**REAL ESTATE  
ADMINISTRATION**

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



## Department Description

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

The judges preside over civil, criminal, and traffic cases, and conduct both jury and non-jury trials. In jury trials, judges interpret the law and the jury determines factual matters. In non-jury trials, by far the more common, judges have the dual role of interpreting the law and determining the facts. The judges also conduct criminal arraignments and initial appearances on felony cases, set bond on criminal charges, issue search warrants, and impose sentence when a defendant is found guilty of a traffic or criminal charge. The judges hear civil cases where the amount in controversy is \$15,000 or less, and cases that are transferred from the Small Claims Division to the regular docket of the court.

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

## 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.

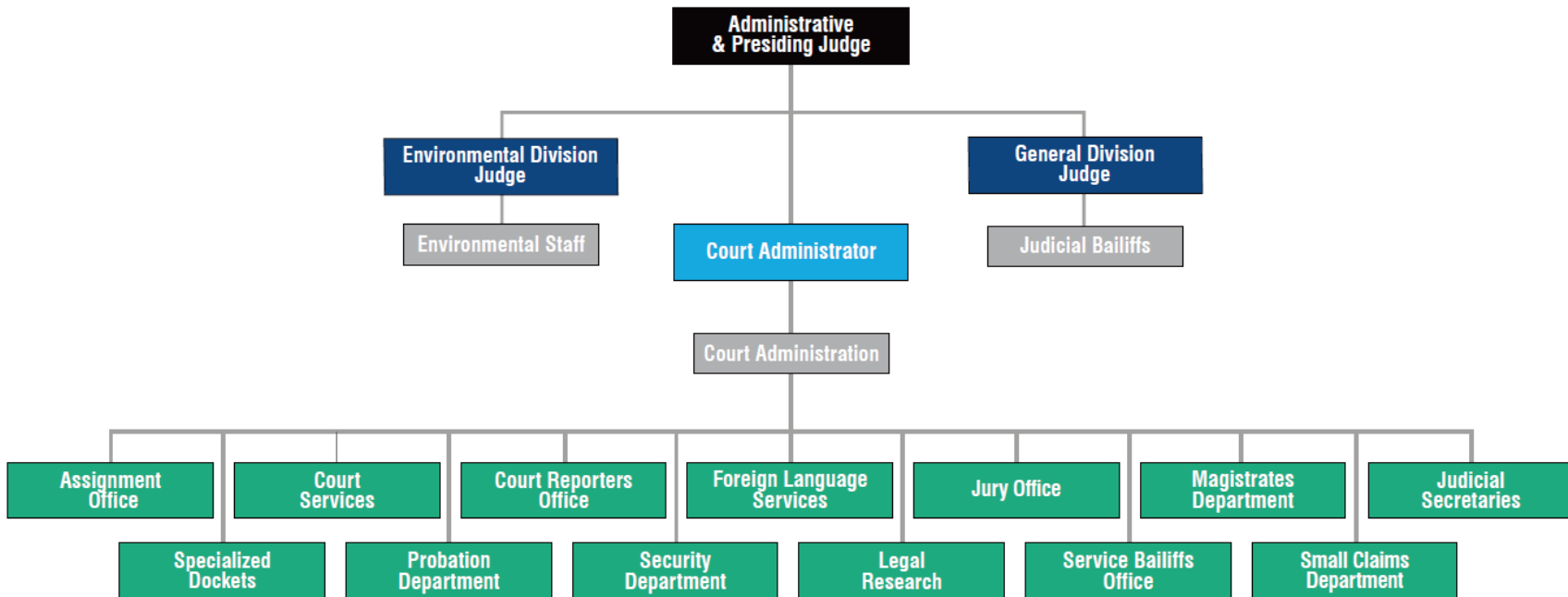


**Department Description (cont.)**

filed by the prosecutor, cognovit notes, motions to excuse jurors, probable cause hearings, motions for default judgments filed in unassigned cases, and the performance of civil wedding ceremonies.

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

# Franklin County Municipal Court Judges



## Strategic Priorities for 2019

Continue the extensive, multi-year renovation project to the Municipal Court Building with elevator modernization.

Advance the Pretrial Services Program developed by the Department of Probation Services (DOPS) through a multi-year probation improvement and incentive grant from the Ohio Department of Rehabilitation and Correction Services. These program enhancements will follow the recommendations that were made by the National Institute of Corrections and will continue to follow the best practice standards outlined by the American Bar Association and the National Association of Pretrial Service Agencies. One specific program enhancement will be the incorporation of the domestic violence population. The goals of the Pretrial Services Program are to reduce the length of incarceration for pretrial detainees, specifically those with significant mental health issues, and reduce the number of pretrial issuance of failure to appear warrants and order-ins.

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

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

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

Enhance the Probation Assisted Victim Empowerment Division Program made possible by a renewed 2019 Victims of Crime Act Grant Award.

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

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

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

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

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

## Strategic Priorities for 2019 (cont.)

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

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

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## 2019 BUDGET NOTES

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The 2019 general fund budget totals \$19,346,086. The general fund supports both personnel and non-personnel costs. Specifically:

- General fund moneys continue to offset a portion of the costs associated with the Mental Health Program, ADAP, CATCH, MAVS and the OEP programs.
- The majority of the Court's technology costs are paid from the Court's computer fund, not the general fund.
- The Court's Work Release Program is an alternative sentencing option in lieu of a mandatory jail sentence, which allows the individual to maintain their employment while serving their sentence. \$125,000 is included in the 2019 general fund budget for this program.
- The 2019 general fund budget continues support of the Environmental Court's Community Service Program, which provides a sentencing alternative for those individuals who are charged with non-violent offenses.
- An increase of three full-time positions in the general fund for 2019 reflects current positions shifted from the court's security fund. Since 2014, a total of 12 positions have been shifted in this manner.
- Included in the general fund budget for 2019 is \$539,448 in funding for contracted security services, which is an increase of \$157,676 over 2018.
- The 2019 general fund budget includes the addition of an attorney to assist in the operation of the Court's Self Help Resource Center, which provides assistance to self-represented litigants.

Department Financial Summary by Area of Expense					
Fund	2016 Actual	2017 Actual	2018 Budget	2018 Projected	2019 Proposed
<b>General Fund</b>					
Municipal Court Judges					
Personnel	\$ 15,606,314	\$ 16,383,265	\$ 16,916,388	\$ 16,910,824	\$ 17,108,960
Materials & Supplies	37,481	69,135	58,200	58,200	53,200
Services	1,476,474	1,468,632	1,551,164	1,550,842	1,843,926
Other	-	109	-	-	-
Transfers	340,000	340,000	340,000	340,000	340,000
<b>General Fund Subtotal</b>	<b>17,460,269</b>	<b>18,261,141</b>	<b>18,865,752</b>	<b>18,859,866</b>	<b>19,346,086</b>
<b>Computer Fund</b>					
Municipal Court Judges					
Personnel	-	-	102,445	-	104,835
Materials & Supplies	83,187	96,121	75,500	155,633	65,500
Services	197,420	415,259	436,700	329,972	403,055
<b>Computer Fund Subtotal</b>	<b>280,608</b>	<b>511,380</b>	<b>614,645</b>	<b>485,605</b>	<b>573,390</b>
<b>Department Total</b>	<b>\$ 17,740,877</b>	<b>\$ 18,772,521</b>	<b>\$ 19,480,397</b>	<b>\$ 19,345,471</b>	<b>\$ 19,919,476</b>

Department Personnel Summary					
Fund	FT/PT	2016 Actual	2017 Actual	2018 Budgeted	2019 Proposed
<b>General Fund</b>					
Municipal Court Judges	FT	183	189	195	199
	PT	15	13	10	12
<b>Computer Fund</b>					
Municipal Court Judges	FT	0	0	1	1
<b>Total</b>		<b>198</b>	<b>202</b>	<b>206</b>	<b>212</b>

Operating Budget by Program				
Program	2018 Budget	2018 FTEs	2019 Proposed	2019 FTEs
Administration	\$ 2,278,626	7	\$ 3,406,468	16
Assignment	862,457	13	903,978	13
Computer Services	574,395	1	476,540	1
Court Reporters	1,252,991	12	952,045	11
Environmental Court	497,108	5	574,161	6
General Court	2,789,637	32	2,826,399	32
Home Incarceration/Work Release	266,065	3	405,228	3
Internal Services	190,881	0	257,888	0
Jury Office	408,651	2	414,104	2
Legal Research	204,309	1	297,139	2
Magistrate Court	2,019,448	22	2,019,705	22
Probation	5,271,999	59	4,966,580	59
Security Services	741,166	8	198,883	3
Service Bailiffs	749,159	16	811,689	15
Small Claims	571,392	6	583,586	6
Specialty Docket Court	194,749	2	198,844	2
Support Services	607,364	7	626,239	7
<b>Department Total</b>	<b>\$ 19,480,397</b>	<b>196</b>	<b>\$ 19,919,476</b>	<b>200</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.



# 2019 PROGRAM GUIDE

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## **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, and post judgment collection matters, small claims cases, parking violation appeals, and any other matters specifically referred to them by the judges.

**PROBATION**

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

**SECURITY SERVICES**

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

**SERVICE BAILIFFS**

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

**SMALL CLAIMS**

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

**SPECIALTY DOCKET COURT**

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

**SUPPORT SERVICES**

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



## Department Description

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

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

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 the following nine programs: administration, internal services, accounting and finance, audit/internal controls, civil, collections, criminal and traffic, traffic violations bureau, and office of information services. The Clerk's Office is open to the public 24 hours per day, seven days per week and provides support services to law enforcement agencies operating within the jurisdiction of the Court. Currently, eight townships and 19 mayor's courts exist within Franklin County and the City of Columbus, which extends into two other

counties – Delaware and Fairfield. The Clerk's Office receives traffic citations and criminal complaints from the Columbus Division of Police, the Ohio State Highway Patrol, the Franklin County Sheriff, the Ohio State University Police, Port Columbus Police, and 21 municipal law enforcement agencies.

## Department Mission

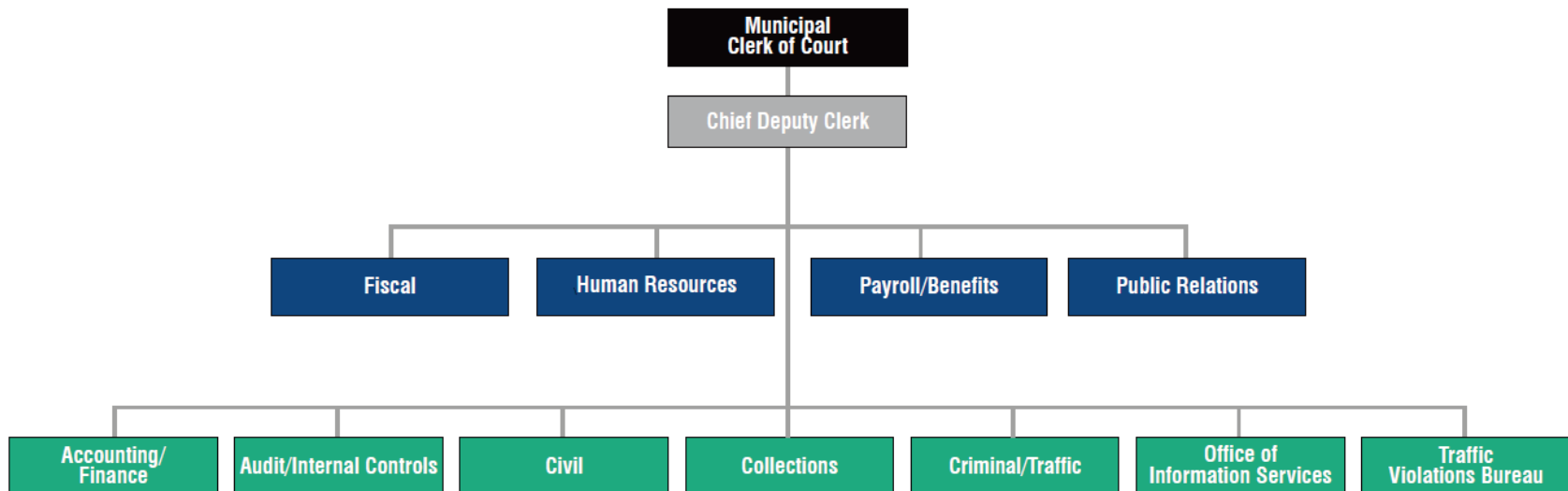
To accurately maintain and safeguard court records, collect and disburse public funds while promoting equal access, fairness, and transparency. The vision of the Clerk's Office is to provide access to justice through competent customer service, communication, and community outreach.

The 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

**Department Description (cont.)**

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.

**Franklin County Municipal Clerk of Court**



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## Strategic Priorities for 2019

Develop and implement new efficiencies through technological advancements for effective public service.

**Courtesy Text Messaging and Automated Phone Calls Pilot:** Contract with an outside vendor to provide courtesy reminders of scheduled court appearances to defendants. The objective is to reduce the number of defendants who fail to appear. This pilot will be funded through Franklin County Homeland Security.

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

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

- Civil – Expand existing processes to include evictions, contracts, and personal injury filings.
- Criminal/Traffic – Establish a new process for law enforcement to electronically file Investigative Subpoenas and Unsealed Search Warrants.
- Electronic Traffic Citations – Collaborate with all law enforcement agencies within the Franklin County Municipal Court’s jurisdiction to employ an electronic filing process for traffic citations.

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

**Payment Kiosk:** Develop and install a self-serve kiosk to provide online payment options for defendants who may pay outstanding warrants/tickets or post bond in lieu of jail.

**Digital Data Sharing:** Cultivate electronic information sharing and system integration with other City and County agencies.

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

## 2019 BUDGET NOTES

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The 2019 general fund budget funds 164 full-time employees. Non-personnel expenses include witness fees, banking, print, postage, and other office expenses.

The 2019 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.



## Municipal Court Clerk

Department Financial Summary by Area of Expense					
Fund	2016 Actual	2017 Actual	2018 Budget	2018 Projected	2019 Proposed
<b>General Fund</b>					
Municipal Court Clerk					
Personnel	\$ 10,769,486	\$ 11,192,341	\$ 11,655,069	\$ 11,511,846	\$ 11,621,344
Materials & Supplies	158,857	132,788	138,978	133,978	139,734
Services	838,788	745,415	782,783	803,538	773,086
<b>General Fund Subtotal</b>	<b>11,767,131</b>	<b>12,070,543</b>	<b>12,576,830</b>	<b>12,449,362</b>	<b>12,534,164</b>
<b>Computer Fund</b>					
Municipal Court Clerk					
Personnel	233,516	428,190	716,799	306,813	719,772
Materials & Supplies	30,025	74,919	61,000	61,000	61,000
Services	714,503	748,680	742,968	718,496	815,190
Principal	260,000	150,000	40,000	40,000	-
Interest	14,700	4,850	1,000	1,000	-
Transfers	-	-	-	-	-
<b>Computer Fund Subtotal</b>	<b>1,252,744</b>	<b>1,406,639</b>	<b>1,561,767</b>	<b>1,127,309</b>	<b>1,595,962</b>
<b>Department Total</b>	<b>\$ 13,019,875</b>	<b>\$ 13,477,182</b>	<b>\$ 14,138,597</b>	<b>\$ 13,576,671</b>	<b>\$ 14,130,126</b>

Department Personnel Summary					
Fund	FT/PT	2016 Actual	2017 Actual	2018 Budgeted	2019 Proposed
<b>General Fund</b>					
Municipal Court Clerk	FT	155	152	163	164
	PT	4	8	1	0
<b>Computer Fund</b>					
Municipal Court Clerk	FT	6	6	6	6
<b>Total</b>		<b>165</b>	<b>166</b>	<b>170</b>	<b>170</b>

Operating Budget by Program				
Program	2018 Budget	2018 FTEs	2019 Proposed	2019 FTEs
Administration	\$ 792,279	8	\$ 890,387	8
Internal Services	613,277	0	634,275	0
Accounting and Finance	2,217,782	29	2,107,771	29
Civil	2,247,723	32	2,209,959	32
Collections	179,124	2	185,069	2
Criminal and Traffic	4,960,030	71	4,930,273	72
Office of Information Services	1,550,531	6	1,574,875	6
Audit/Internal Controls	612,925	7	629,407	7
Traffic Violations Bureau	964,926	14	968,110	14
<b>Department Total</b>	<b>\$ 14,138,597</b>	<b>169</b>	<b>\$ 14,130,126</b>	<b>170</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.



# 2019 PROGRAM GUIDE

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## **ADMINISTRATION**

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

## **INTERNAL SERVICES**

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

## **ACCOUNTING AND FINANCE**

To collect and disburse court costs, fines, and bail for criminal, environmental, and traffic cases filed in the Franklin County Municipal Court; to accept and disburse civil court costs, fees, judgment amounts, garnishment payments, escrow, and trusteeship payments; to process all mail payments; prepare receipts for moneys 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, seven days per week; to process requests for sealing and expungement of records; to process documentation and present to the Franklin County Sheriff's Office for release of prisoners; and to provide timely responses to all public records requests.

**OFFICE OF INFORMATION SERVICES**

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

**AUDIT/INTERNAL CONTROLS**

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

**TRAFFIC VIOLATIONS BUREAU**

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



### Department Description

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

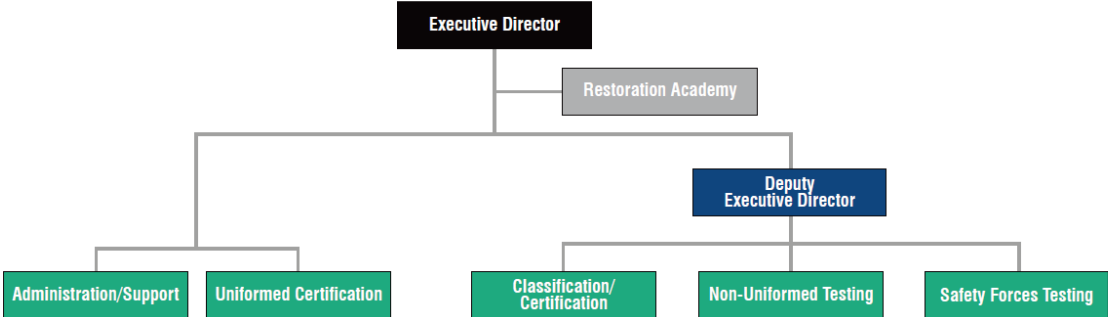
Through its Safety Force and Non-Uniformed Testing sections, the Commission is responsible for the development and administration of valid examinations for both competitive classifications and safety force entry and promotional positions. It maintains eligible lists of candidates so that city agencies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

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 2019

### Neighborhoods



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

### Diversity and Inclusion



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

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

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

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

### Public Safety and Health



Administer the Firefighter, Fire Lieutenant, Fire Captain, Police Officer, and Police Sergeant exams to ensure a sufficient pool of qualified candidates is available for appointment.

### Operational Efficiencies



Assess the qualifications of applicants to ensure they will deliver quality service to the citizens of Columbus.

## 2019 BUDGET NOTES

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The Civil Service Commission budget includes funding for 36 full-time and 8 part-time regular employees. In addition:

- A total of \$285,971 is budgeted for the Restoration Academy, a program to assist ex-offenders in becoming productive citizens through provision of instruction and resources for work readiness, job training, job certification, health and fitness, and life skills.
- To accommodate planned police and fire classes in 2019, the budget includes \$274,950 for medical and psychological screenings for police and fire recruits.
- Funds budgeted for scheduled safety promotional testing in 2019 include \$68,660 for the Fire Lieutenant and Captain exams, and \$68,780 for the Police Sergeant exam.



<b>Department Financial Summary by Area of Expense</b>					
<b>Fund</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Projected</b>	<b>2019 Proposed</b>
<b>General Fund</b>					
Personnel	\$ 3,273,433	\$ 3,454,958	\$ 3,653,884	\$ 3,600,568	\$ 3,834,562
Materials & Supplies	54,401	58,770	39,693	31,959	28,612
Services	490,160	610,148	616,729	515,816	653,038
Other	-	-	-	-	5,500
<b>General Fund Subtotal</b>	<b>3,817,994</b>	<b>4,123,876</b>	<b>4,310,306</b>	<b>4,148,343</b>	<b>4,521,712</b>
<b>Department Total</b>	<b>\$ 3,817,994</b>	<b>\$ 4,123,876</b>	<b>\$ 4,310,306</b>	<b>\$ 4,148,343</b>	<b>\$ 4,521,712</b>

<b>Civil Service Personnel Summary</b>					
<b>Fund</b>	<b>FT/PT</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budgeted</b>	<b>2019 Proposed</b>
<b>General Fund</b>					
Civil Service Commission	FT	35	35	36	36
	PT	4	5	6	8
<b>Total</b>		<b>39</b>	<b>40</b>	<b>42</b>	<b>44</b>

<b>Operating Budget by Program</b>					
<b>Program</b>	<b>2018 Budget</b>	<b>2018 FTEs</b>	<b>2019 Proposed</b>	<b>2019 FTEs</b>	
Administration	\$ 1,824,695	15	\$ 1,130,744	8	
Internal Services	25,465	0	18,631	0	
Applicant & Employee Services	264,546	4	984,755	10	
Non-Uniformed Testing	620,408	7	636,374	7	
Restoration Academy	286,504	1	285,971	1	
Safety Forces Testing and Certification	1,288,688	9	1,465,237	10	
<b>Department Total</b>	<b>\$ 4,310,306</b>	<b>36</b>	<b>\$ 4,521,712</b>	<b>36</b>	



# 2019 PROGRAM GUIDE

## **ADMINISTRATION**

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

## **INTERNAL SERVICES**

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

## **APPLICANT & EMPLOYEE SERVICES**

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

## **NON-UNIFORMED TESTING**

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

## **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.



## Department Description

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

The **Division of Support Services** includes the License Section, Weights and Measures, and Communications. The License section regulates over 34 types of licenses through rules and regulations related to licensing and permit requirements for various types of businesses, charitable solicitations, and the use of commercial and residential alarm systems. The Weights and Measures section is responsible for the provision of equity in the marketplace by attempting to provide a level field of competition for merchants to conduct their business, and seeks to guarantee no monetary damages to buyers and sellers in commercial transactions. The Communications section oversees the installation and coordination of all forms of communications technology to support first responders in Columbus and surrounding jurisdictions.

Established in 1816, the **Columbus Division of Police** has over 1,900 officers and 400 civilian employees making it one of the top 25 largest departments in the country. The division covers 20 precincts across the greater Columbus metropolitan area, while serving over 870,000 residents. The

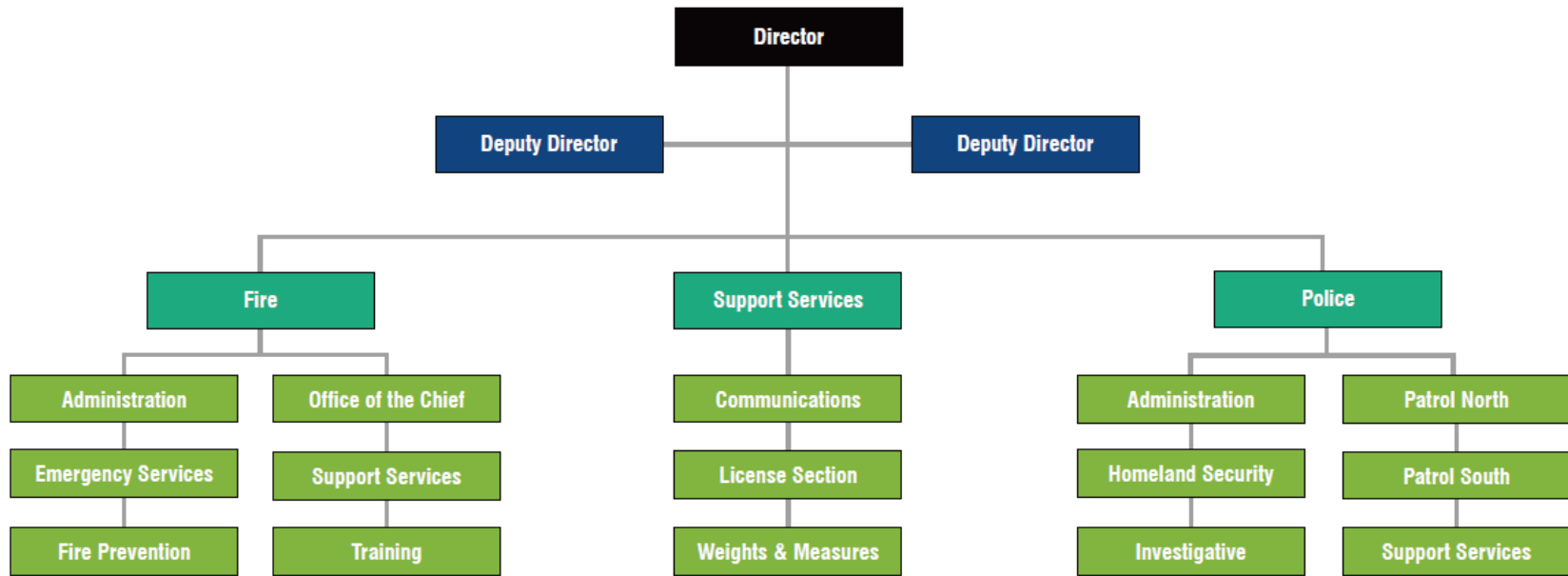
## Department Mission

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

Columbus Division of Police strives to be a trustworthy, diverse, progressive, and community-minded organization devoted to providing excellent public service. Columbus police officers are guided by the Division's Core Values – Professionalism, Respect, Integrity, Discipline, and Enthusiasm; they are committed to the highest professional standards and continuous improvement through ongoing education and training, and are dedicated to preserving the safety and well-being of our community. The division has six bureaus: Administration, Homeland Security, Investigative, Patrol North, Patrol South, and Support Services.

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

# Public Safety



## Strategic Priorities for 2019

### Neighborhoods



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

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

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

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

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

Address localized crime patterns, provide crowd control, and foster community partnerships to enhance quality of life issues through the efforts of Police Community Response Teams (CRT).

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

### Public Safety and Health



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

Support the Franklin County Opiate Action Plan with police and fire outreach to assist those impacted by opiate addiction.

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

Begin construction of a new far north police substation, a replacement for Fire Station 16, and Fire Station 35 located on Waggoner Road, and complete the design of Fire Station 36.

Serve as model safety forces with nationwide best practices in Police and Fire.



## Strategic Priorities for 2019 (cont.)

### Early Childhood and Education

Maintain a presence of safety personnel in the schools, in partnership with Columbus City Schools, who present public safety programs, and firefighters who provide math and reading tutoring. Participate in the Stop the Violence, Say No to Bullies, and Say Yes to Involvement programs.

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

### Operational Efficiencies

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

Work with Franklin County Emergency Management and Homeland Security to pilot new types of outdoor emergency siren and mass notification systems.

Examine technology operations for opportunities to leverage internal partnerships in order to reduce our technology footprint.

Utilize new towing management services to improve efficiency, customer service, and the down time of officers needing a vehicle towed.

Streamline the process for the payment of claims in cases of indigent burial as outlined in a contract utilizing a request for proposals process.

### 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. Engage the community with outreach programs such as the police and fire expos and the public safety exploration boot camp. Assist applicants in the process with study sessions for written testing, as well as Get Fit and Informed events that help prepare candidates for the physical fitness aspects of the testing process.

Promote the Police Explorers program, designed to introduce youth within the community to the field of law enforcement. This program educates and involves youth in police operations and helps provide young men and women exposure to a career in law enforcement.

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

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

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## 2019 BUDGET NOTES

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### **SAFETY ADMINISTRATION**

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

- Jail contract expenses are budgeted at \$4,800,000 in 2019. The per-diem cost is scheduled to increase in 2019 from \$82 to \$85.
- A total of \$375,000 is budgeted for the Community Crime Patrol, which patrols Hilltop, Franklinton, the Merion Village area, the University district including south Clintonville, Olde Towne East/Franklin Park, 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.
- A total of \$33,000 is budgeted for Crime Stoppers.
- In the general fund, the truancy program is budgeted at \$75,000 in 2019.
- Minority recruiting efforts will continue in 2019, with \$65,000 allocated for related activities.
- 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 \$556,512.
- Approximately \$109,590 in funds received by the city from E-911 revenue will be used to offset the salaries and benefits of a communication system specialist.

### **POLICE**

The Division of Police's 2019 budget provides funding for a beginning year strength of 1,951 police officers. It is anticipated that during 2019, there will be a total of 80 separations. Officers lost through these separations will be replaced with two budgeted classes totaling 80 recruits and subsequent internal promotions. In addition:

- Major non-personnel budget items include \$8.9 million in internal charges for fleet (including fuel), \$1.7 million for uniforms, \$2.5 million for the towing contract, and \$545,250 for prisoner medical expenses.

## Public Safety

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- Approximately \$1.4 million in funds received by the city from E-911 revenue will be used to partially fund the salaries and benefits of communications technicians.
- A total of \$150,000 is included in the budget to purchase Naloxone (Narcan), a medication used to block the effects of opioid overdoses.
- A total of \$2.9 million is included to support the Safe Streets Initiative, part of the Comprehensive Neighborhood Safety Strategy.

### FIRE

The Fire Division's 2019 budget provides funding for a beginning year contingent of 1,591 firefighters. It is anticipated that during 2019, there will be a total of 70 separations. Firefighters lost through these separations will be replaced with two budgeted classes totaling 75 recruits and subsequent internal promotions. In addition:

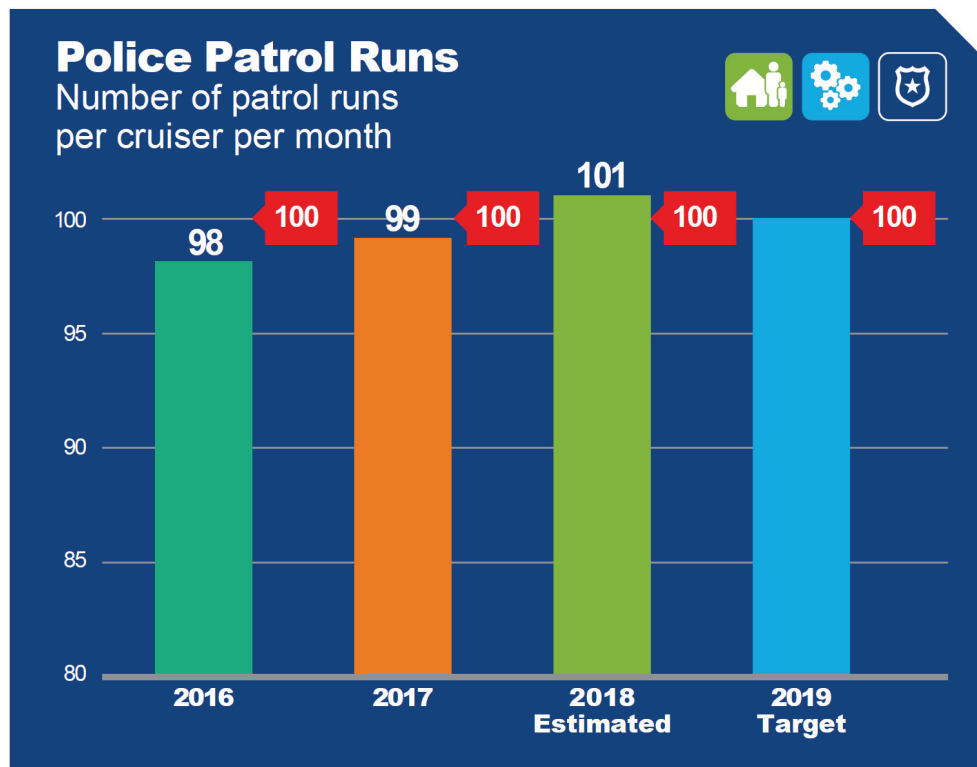
- The division currently provides fire suppression and EMS service with 34 paramedic engine companies, 16 ladder companies, and 5 heavy rescue units. Thirty-three EMS transport units, one for each station, have been attached to engine companies to create two-piece companies capable of responding to either fire or medical emergencies, plus five additional EMS transport vehicles implemented to meet areas of high demand or need for specialization.
- Major non-personnel budget items include \$8.6 million in internal charges for fleet (including fuel), \$948,992 for uniform parts, \$1.55 million for medical supplies, and over \$681,000 for turnout gear.
- The EMS third-party reimbursement program that began in January 2003 is expected to generate \$16.2 million in 2019. The division's cost for EMS related billing services is an estimated \$2.3 million.



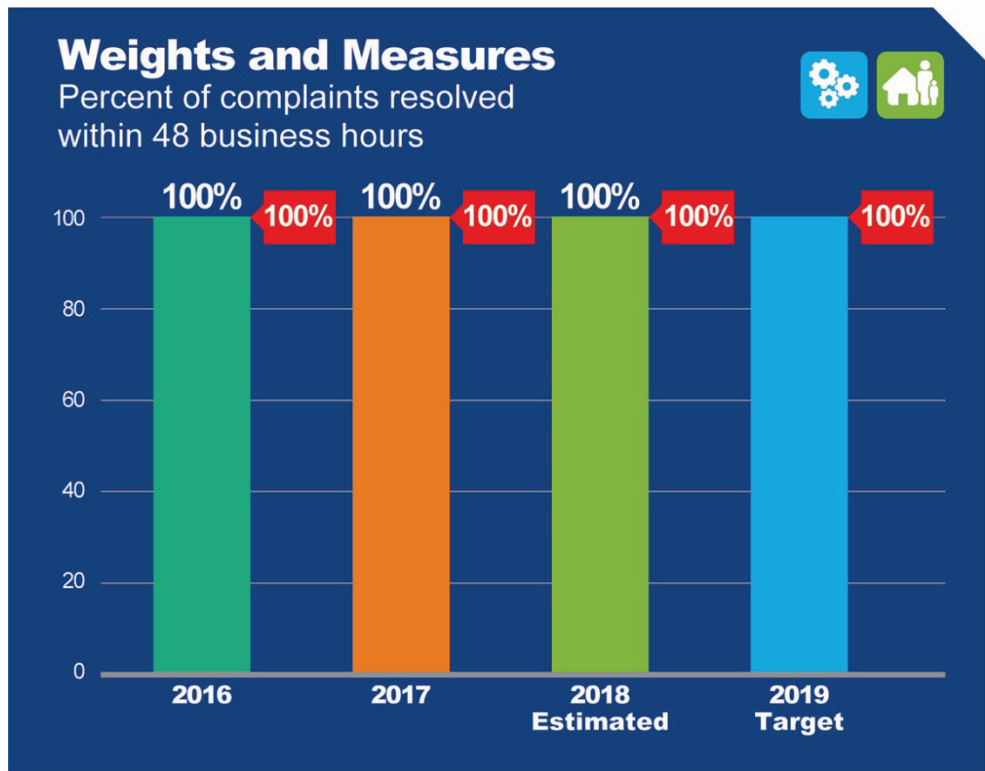
## PERFORMANCE MEASURES



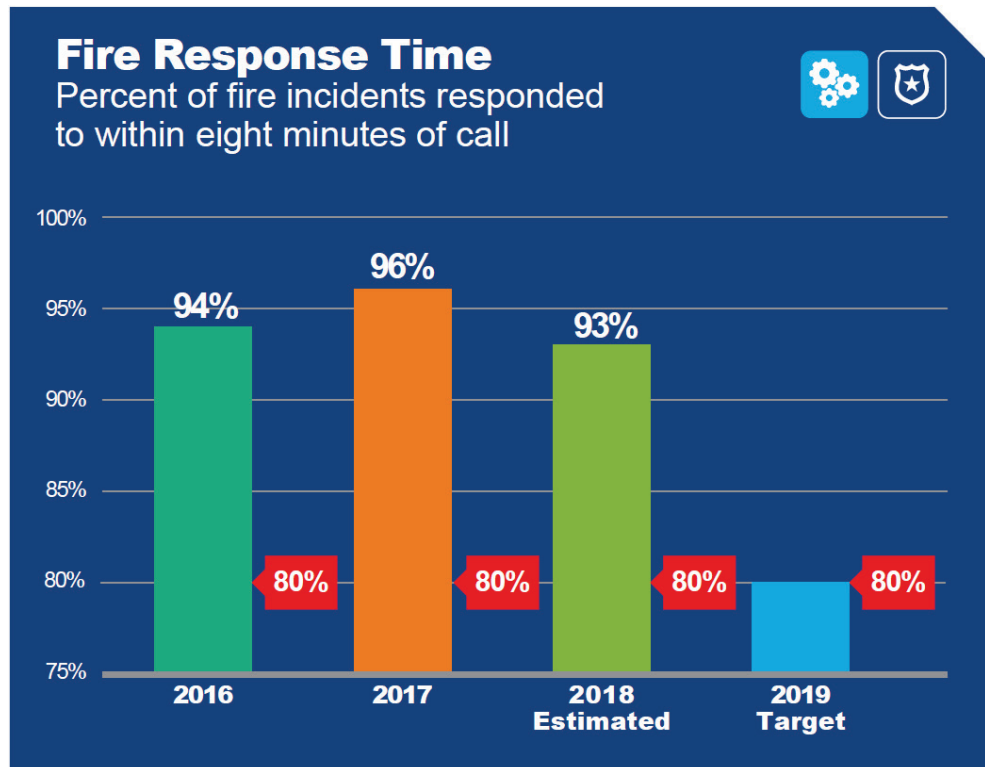
The Communications Bureau personnel strive to answer all 911 calls for service in 20 seconds or less. The Communications Bureau adopted the 95 percent National Emergency Number Association (NENA) standard. In 2019, the target for this measure will meet or exceed 95 percent.



This measure represents the average number of dispatched and self-initiated runs per cruiser per month. The lower the number, the more non-committed time that officers have to engage in community policing activities. The number of cruisers available on a daily basis averages about 340. Revised (2016)

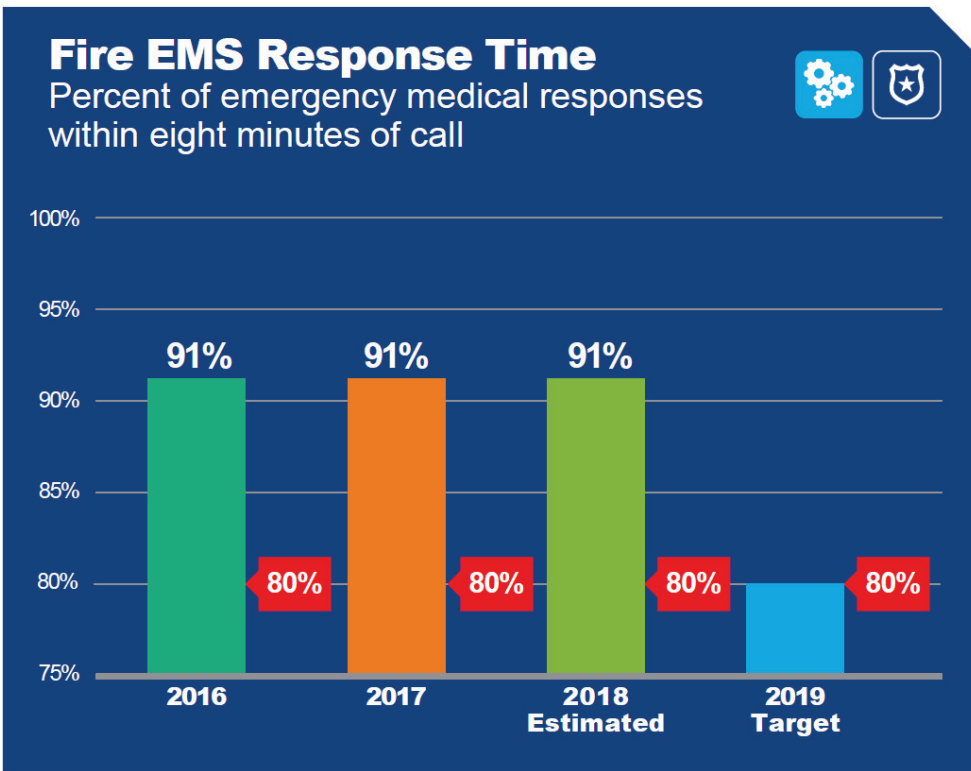


Weights and Measures personnel strive to resolve all consumer complaints within 48 business hours. In doing so, the division helps ensure transparency for buyers and sellers in a variety of commercial transactions. The number of complaints investigated and resolved averages 90 per year.

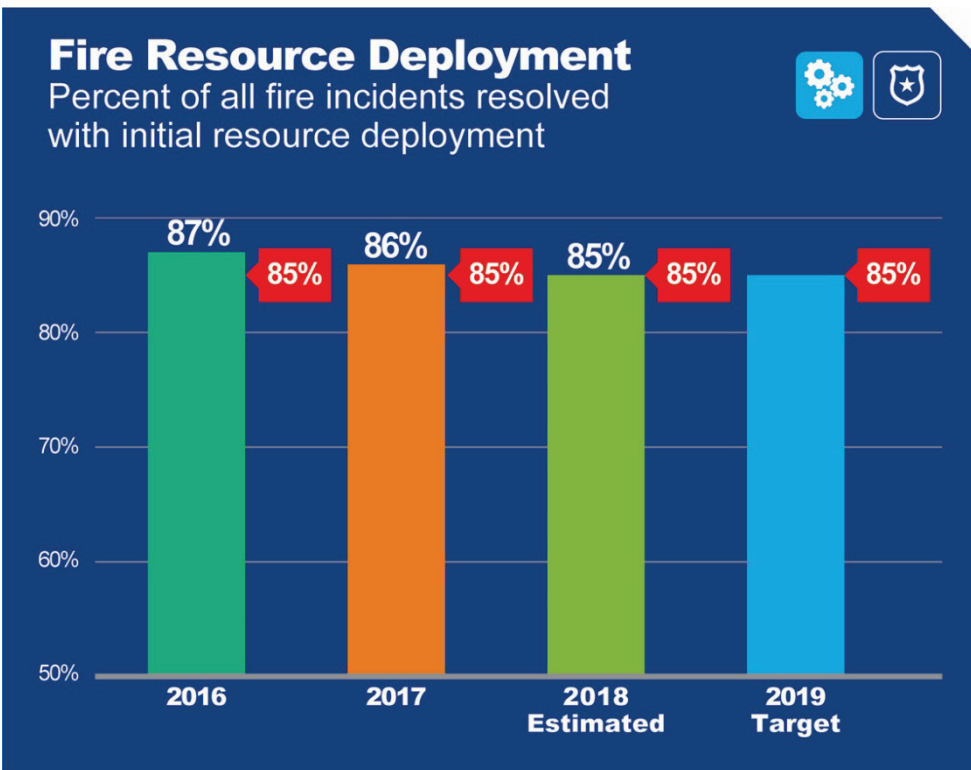


Columbus residents can expect a prompt, high-quality response when they request emergency services. By City Council Resolution, the Division of Fire must maintain an overall total response time of eight minutes or less in at least 80 percent of fire incidents. The Division is on track to achieve this level of service in 2018 and 2019.





By City Council Resolution, the Division of Fire must maintain an overall total response time of eight minutes or less in at least 80 percent of EMS incidents. While the overall percentage has remained consistent over the past few years, a number of EMS staffing changes were made in 2017 to accommodate growing demand.



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

<b>Department Financial Summary by Area of Expense</b>						
<b>Fund</b>		<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Projected</b>	<b>2019 Proposed</b>
<b>General Fund</b>						
Administration						
	Personnel	\$ 1,287,380	\$ 1,457,906	\$ 1,792,448	\$ 1,626,567	\$ 1,904,587
	Materials & Supplies	4,240	3,356	10,367	3,886	10,367
	Services	5,399,187	5,532,168	5,697,538	6,365,361	6,530,220
	Other	-	-	-	-	100
	<b>Administration Subtotal</b>	<b>6,690,807</b>	<b>6,993,430</b>	<b>7,500,353</b>	<b>7,995,814</b>	<b>8,445,274</b>
Support Services						
	Personnel	4,870,069	5,177,756	4,753,981	4,745,628	5,002,055
	Materials & Supplies	372,759	332,602	492,175	372,210	388,175
	Services	1,064,502	1,584,708	1,477,553	1,516,436	2,185,144
	Other	985	10,827	1,000	4,000	5,800
	<b>Support Services Subtotal</b>	<b>6,308,315</b>	<b>7,105,893</b>	<b>6,724,709</b>	<b>6,638,274</b>	<b>7,581,174</b>
Police						
	Personnel	290,406,394	304,312,682	309,788,038	318,360,433	318,976,941
	Materials & Supplies	3,559,973	3,708,126	3,675,409	3,938,794	3,418,568
	Services	11,544,745	12,158,618	13,515,741	13,299,903	14,419,460
	Other	472,011	263,561	225,000	225,000	255,000
	Capital	45,000	-	-	15,000	-
	Transfers	8,835	8,201	4,108,448	8,714	5,288,862
	<b>Police Subtotal</b>	<b>306,036,958</b>	<b>320,451,188</b>	<b>331,312,636</b>	<b>335,847,844</b>	<b>342,358,831</b>
Fire						
	Personnel	220,094,343	232,801,281	237,762,497	240,505,050	244,832,533
	Materials & Supplies	4,491,905	3,890,338	3,908,105	4,182,321	4,102,905
	Services	10,975,807	11,056,289	12,467,838	11,069,254	12,848,367
	Other	357,387	145,143	200,000	200,000	200,000
	Transfers	26,600	8,940	2,357,077	5,016	2,160,046
	<b>Fire Subtotal</b>	<b>235,946,043</b>	<b>247,901,990</b>	<b>256,695,517</b>	<b>255,961,641</b>	<b>264,143,851</b>
	<b>General Fund Subtotal</b>	<b>554,982,123</b>	<b>582,452,501</b>	<b>602,233,215</b>	<b>606,443,573</b>	<b>622,529,130</b>
<b>E-911 Fund</b>						
Support Services						
	Personnel	-	108,770	109,590	109,590	109,590
	Services	391,581	20,820	-	-	-
	<b>Support Services Subtotal</b>	<b>391,581</b>	<b>129,590</b>	<b>109,590</b>	<b>109,590</b>	<b>109,590</b>
Police						
	Personnel	1,379,393	1,499,887	1,899,527	1,899,527	1,399,024
	<b>Police Subtotal</b>	<b>1,379,393</b>	<b>1,499,887</b>	<b>1,899,527</b>	<b>1,899,527</b>	<b>1,399,024</b>
	<b>E-911 Fund Subtotal</b>	<b>1,770,974</b>	<b>1,629,477</b>	<b>2,009,117</b>	<b>2,009,117</b>	<b>1,508,614</b>
<b>Photo Red Light Fund</b>						
Police						
	Personnel	-	-	180,818	180,818	-
	<b>Photo Red Light Fund Subtotal</b>	<b>-</b>	<b>-</b>	<b>180,818</b>	<b>180,818</b>	<b>-</b>
	<b>Department Total</b>	<b>\$ 556,753,097</b>	<b>\$ 584,081,978</b>	<b>\$ 604,423,150</b>	<b>\$ 608,633,508</b>	<b>\$ 624,037,744</b>

<b>Division Financial Summary by Area of Expense</b>					
<b>Fund</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Projected</b>	<b>2019 Proposed</b>
<b>Administration</b>					
General Fund					
Personnel	\$ 1,287,380	\$ 1,457,906	\$ 1,792,448	\$ 1,626,567	\$ 1,904,587
Materials & Supplies	4,240	3,356	10,367	3,886	10,367
Services	5,399,187	5,532,168	5,697,538	6,365,361	6,530,220
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<b>Administration Subtotal</b>	<b>6,690,807</b>	<b>6,993,430</b>	<b>7,500,353</b>	<b>7,995,814</b>	<b>8,445,274</b>
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Personnel	4,870,069	5,177,756	4,753,981	4,745,628	5,002,055
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Services	1,064,502	1,584,708	1,477,553	1,516,436	2,185,144
Other	985	10,827	1,000	4,000	5,800
<b>General Fund Subtotal</b>	<b>6,308,315</b>	<b>7,105,893</b>	<b>6,724,709</b>	<b>6,638,274</b>	<b>7,581,174</b>
E-911 Fund					
Personnel	-	108,770	109,590	109,590	109,590
Services	391,581	20,820	-	-	-
<b>E-911 Fund Subtotal</b>	<b>391,581</b>	<b>129,590</b>	<b>109,590</b>	<b>109,590</b>	<b>109,590</b>
<b>Support Services Subtotal</b>	<b>6,699,896</b>	<b>7,235,483</b>	<b>6,834,299</b>	<b>6,747,864</b>	<b>7,690,764</b>
<b>Police</b>					
General Fund					
Personnel	290,406,394	304,312,682	309,788,038	318,360,433	318,976,941
Materials & Supplies	3,559,973	3,708,126	3,675,409	3,938,794	3,418,568
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Other	472,011	263,561	225,000	225,000	255,000
Capital	45,000	-	-	15,000	-
Transfers	8,835	8,201	4,108,448	8,714	5,288,862
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Photo Red Light Fund					
Personnel	-	-	180,818	180,818	-
<b>Photo Red Light Fund Subtotal</b>	<b>-</b>	<b>-</b>	<b>180,818</b>	<b>180,818</b>	<b>-</b>
<b>Police Subtotal</b>	<b>307,416,351</b>	<b>321,951,075</b>	<b>333,392,981</b>	<b>337,928,189</b>	<b>343,757,855</b>
<b>Fire</b>					
General Fund					
Personnel	220,094,343	232,801,281	237,762,497	240,505,050	244,832,533
Materials & Supplies	4,491,905	3,890,338	3,908,105	4,182,321	4,102,905
Services	10,975,807	11,056,289	12,467,838	11,069,254	12,848,367
Other	357,387	145,143	200,000	200,000	200,000
Transfers	26,600	8,940	2,357,077	5,016	2,160,046
<b>Fire Subtotal</b>	<b>235,946,043</b>	<b>247,901,990</b>	<b>256,695,517</b>	<b>255,961,641</b>	<b>264,143,851</b>
<b>Department Total</b>	<b>\$ 556,753,097</b>	<b>\$ 584,081,978</b>	<b>\$ 604,423,150</b>	<b>\$ 608,633,508</b>	<b>\$ 624,037,744</b>

**Public Safety**

<b>Department Personnel Summary</b>						
<b>Fund</b>	<b>FT/PT</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budgeted</b>	<b>2019 Proposed</b>	
<b>General Fund</b>						
Administration	FT	9	10	12	12	
	PT	1	2	2	2	
Support Services*	FT	49	45	45	46	
	PT	6	6	6	6	
Police						
Uniformed	FT	1,916	1,921	1,948	1,951	
Civilian	FT	361	388	412	412	
	PT	5	9	10	30	
Fire						
Uniformed	FT	1,548	1,576	1,608	1,596	
Civilian	FT	50	47	51	51	
	PT	3	2	4	24	
<b>Total</b>		<b>3,948</b>	<b>4,006</b>	<b>4,098</b>	<b>4,130</b>	

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

*Please note: The equivalent of one general fund position in the 2019 proposed column above is being funded by BZS' development services fund.*

<b>Operating Budget by Program</b>					
<b>Program</b>	<b>2018 Budget</b>	<b>2018 FTEs</b>	<b>2019 Proposed</b>	<b>2019 FTEs</b>	
Administration	\$ 26,649,535	117	\$ 30,689,322	114	
Internal Services	17,263,166	0	17,838,470	0	
Communications	22,430,285	216	8,504,680	53	
Community Programs	10,805,763	70	10,401,420	66	
Fire Emergency Services	209,778,691	1,373	212,831,536	1,376	
Fiscal	1,045,753	11	3,441,319	19	
Homeland Security	23,706,885	147	41,936,817	250	
Human Resources	1,186,636	18	1,828,829	19	
Investigative	50,599,371	349	45,571,344	305	
Legal Matters	869,725	0	840,725	0	
Narcotics	15,357,011	100	16,039,203	101	
Police Patrol	158,422,101	1,130	161,587,468	1,187	
Safety Force Recruitment	1,249,311	10	1,686,990	12	
Safety Regulatory Services	9,166,233	75	8,770,466	67	
Support Operations	27,015,815	190	31,850,698	193	
Technical Operations	2,224,738	16	3,212,786	21	
Training	26,652,131	254	27,005,671	285	
<b>Department Total</b>	<b>\$ 604,423,150</b>	<b>4,076</b>	<b>\$ 624,037,744</b>	<b>4,068</b>	

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



# 2019 PROGRAM GUIDE

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## **ADMINISTRATION**

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

## **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 various neighborhood safety strategies. 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, and the procurement and payment of services, 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 freeways. 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 persons 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 positions of Columbus Police Officer and 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.

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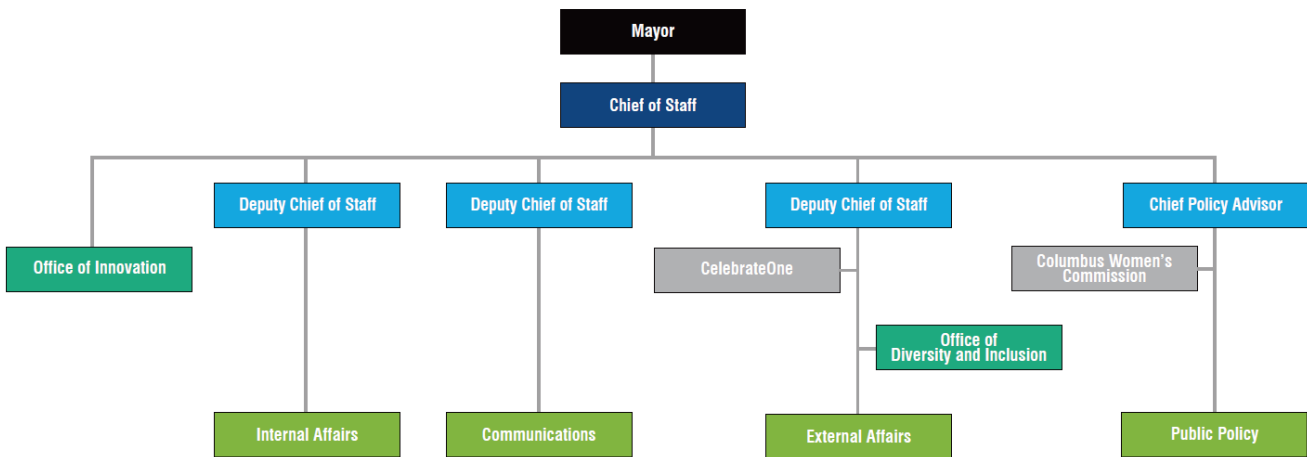
## Department Description

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

## Department Mission

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

# Office of the Mayor



## Strategic Priorities for 2019

Mayor Ginther's 2019 strategic priorities drive city resources in public policy and service to ensure the safety and prosperity of Columbus residents, strengthen Columbus neighborhoods, and make sure every resident in every neighborhood has the opportunity to succeed.



**Public Safety and Health** – Public Safety is the biggest general fund investment we make in our city every year because every person in every neighborhood deserves to be safe. Over the past year, we have employed new approaches to policing that empower our neighborhoods, invest in our officers, and bring the full resources of our city to bear to make our neighborhoods safer and healthier.



**Neighborhoods** – The fabric of Columbus is created by vibrant, distinctive neighborhoods. We focus on opportunity neighborhoods—Franklinton, Hilltop, Linden, Near East, Northland, Near South, Southeast, and Northeast—by building on their greatest assets, the people who reside in our neighborhoods.



**Economic Development** – The administration works to advance economic opportunity and shared prosperity through public investment and public policies that help to create jobs, increase median wages, improve access to affordable housing, and strengthen neighborhood infrastructure.



**Early Childhood and Education** – Every child in every Columbus neighborhood deserves the opportunity to thrive. The CelebrateOne initiative is committed to reducing infant mortality. Early Start Columbus focuses efforts on preparing and supporting students and families.



**Diversity and Inclusion** – The administration is committed to fostering a culture of inclusion, so that our workforce and suppliers reflect the rich diversity that makes up Columbus. Our work includes mobilizing resources to expand opportunities, promoting strong recruitment strategies, and delivering business development education.



**Smart Columbus** – We are moving toward the future of Columbus with enhancements in technology and mobility that will make living in our city better, and will serve as a model for the connected cities of the future.



**Operational Efficiencies** – The administration is committed to a comprehensive review of city operations to identify inefficiencies and reinvest savings in critical city services and programs. We remain committed to collaborating and building partnerships for responsive, transparent, and effective governance.



## 2019 BUDGET NOTES

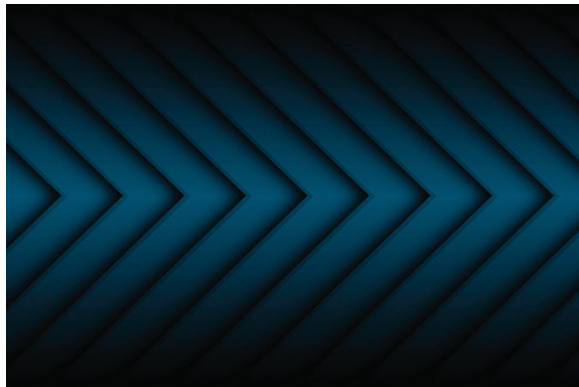
The recommended budget for the Office of the Mayor provides for continued operation of the office, including funding to support the activities of the Women’s Commission and the Office of Innovation.

Of note, the CelebrateOne Initiative, the Greater Columbus Infant Mortality Task Force’s collaborative to address and respond to the unequal distribution and alarming rates of premature births and infant deaths in the Central Ohio area, was transferred from the Health Department to the Office of the Mayor in the second quarter of 2017. This budget proposal, therefore, assumes the second full year of that initiative in the Office of the Mayor’s budget.

<b>Department Financial Summary by Area of Expense</b>					
Fund	2016 Actual	2017 Actual	2018 Budget	2018 Projected	2019 Proposed
<b>General Fund</b>					
Personnel	\$ 2,316,098	\$ 3,085,491	\$ 3,728,443	\$ 3,784,739	\$ 4,107,528
Materials & Supplies	5,026	9,443	7,000	9,532	15,000
Services	76,219	111,851	515,103	243,216	456,874
Other	619	574	500	742	500
Transfers	171,756	-	42,000	-	-
<b>General Fund Subtotal</b>	<b>2,569,718</b>	<b>3,207,359</b>	<b>4,293,046</b>	<b>4,038,229</b>	<b>4,579,902</b>
<b>Department Total</b>	<b>\$ 2,569,718</b>	<b>\$ 3,207,359</b>	<b>\$ 4,293,046</b>	<b>\$ 4,038,229</b>	<b>\$ 4,579,902</b>

<b>Department Personnel Summary</b>					
Fund	FT/PT	2016 Actual	2017 Actual	2018 Budgeted	2019 Proposed
<b>General Fund</b>					
Office of the Mayor	FT	18	26	26	29
<b>Total</b>		<b>18</b>	<b>26</b>	<b>26</b>	<b>29</b>

<b>Operating Budget by Program</b>					
Program	2018 Budgeted	2018 FTEs	2019 Proposed	2019 FTEs	
Administration	\$ 841,927	5	\$ 897,015	6	
Internal Services	17,883	0	30,254	0	
Community Affairs	585,579	4	583,465	4	
Communications	460,114	3	474,086	3	
CelebrateOne	1,050,097	6	1,249,751	8	
Policy and Government Affairs	1,337,446	8	1,345,331	8	
<b>Department Total</b>	<b>\$ 4,293,046</b>	<b>26</b>	<b>\$ 4,579,902</b>	<b>29</b>	



# 2019 PROGRAM GUIDE

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## **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.

## **CELEBRATEONE**

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

## **POLICY AND GOVERNMENT AFFAIRS**

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



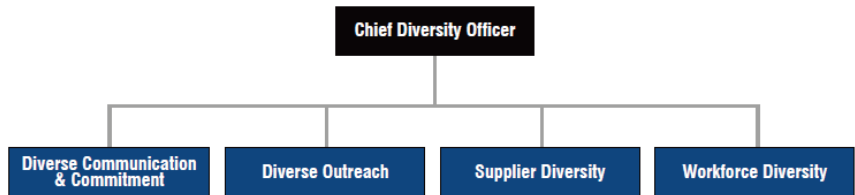
### Division Description

Headed by a cabinet member and rebranded in 2017 with a renewed focus, the Office of Diversity and Inclusion (ODI) will continue to support the Mayor and his cabinet by leading diversity and inclusion management within the City of Columbus. The Office of Diversity and Inclusion remains focused on four pillars of diversity and inclusion management: workforce diversity, supplier diversity, diverse outreach, and internal diverse leadership, commitment, and communication, all necessary for making Columbus “America’s Equal Opportunity City.”

### Division Mission

The Office 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 and under-utilized businesses to gain greater access to procurement opportunities and resources to build viable and sustainable businesses.

## Office of Diversity & Inclusion



## Strategic Priorities for 2019

### Diversity and Inclusion



Advance supplier diversity outreach and engagement to increase the pool of diverse suppliers who compete for City of Columbus contracting opportunities, and monitor and review city contracts for compliance.

Complete the disparity study and implementation of the workforce diversity strategy.

Finalize the ten-year strategic plan aimed at doubling diversity within the Department of Public Safety.

Build on successes of the inaugural Ohio Municipalities Business Conference in promoting small, minority, and women owned business opportunities.

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

Participate in targeted outreach activities and other efforts to ensure fairness, equity, and inclusion in the city's procurement process.

Foster 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.

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

Support the administration and facilitation of the Columbus diversity committee process and the Columbus Recruitment Taskforce.

Partner with the Department of Human Resources to ensure full compliance with the Implicit Bias training for city personnel.

Implement the first citywide diversity scorecard using newly acquired software.

## 2019 BUDGET NOTES

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The Office of Diversity and Inclusion's budget includes funding to facilitate diversity and inclusion initiatives that have implications across all city departments. The office has budgeted for 11 full-time positions, in alignment with its restructuring.

<b>Department Financial Summary by Area of Expense</b>					
<b>Fund</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Projected</b>	<b>2019 Proposed</b>
<b>General Fund</b>					
Personnel	\$ 932,073	\$ 1,144,500	\$ 1,249,079	\$ 941,527	\$ 1,071,036
Materials & Supplies	4,911	6,955	8,000	26,964	7,250
Services	513,322	177,963	46,262	68,079	109,767
Transfer	-	150,000	-	-	-
<b>General Fund Subtotal</b>	<b>1,450,305</b>	<b>1,479,418</b>	<b>1,303,341</b>	<b>1,036,570</b>	<b>1,188,053</b>
<b>Department Total</b>	<b>\$ 1,450,305</b>	<b>\$ 1,479,418</b>	<b>\$ 1,303,341</b>	<b>\$ 1,036,570</b>	<b>\$ 1,188,053</b>

<b>Department Personnel Summary</b>					
<b>Fund</b>	<b>FT/PT</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budgeted</b>	<b>2019 Proposed</b>
<b>General Fund</b>					
Office of Diversity & Inclusion	FT	9	11	11	11
<b>Total</b>		<b>9</b>	<b>11</b>	<b>11</b>	<b>11</b>

Please note: The equivalent of two positions in the 2019 proposed column above are being funded by the Department of Public Utilities' water, sewerage and drainage, storm sewer, and electricity funds.

<b>Operating Budget by Program</b>				
<b>Program</b>	<b>2018 Budget</b>	<b>2018 FTEs</b>	<b>2019 Proposed</b>	<b>2019 FTEs</b>
Administration	\$ 1,255,079	11	\$ 1,181,143	11
Supplier Diversity	40,128	0	-	0
Internal Services	8,134	0	6,910	0
<b>Department Total</b>	<b>\$ 1,303,341</b>	<b>11</b>	<b>\$ 1,188,053</b>	<b>11</b>





# 2019 PROGRAM GUIDE

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## **ADMINISTRATION**

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

## **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 them. 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. Supplier Diversity will be managed within the Administration program in 2019.

## **INTERNAL SERVICES**

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



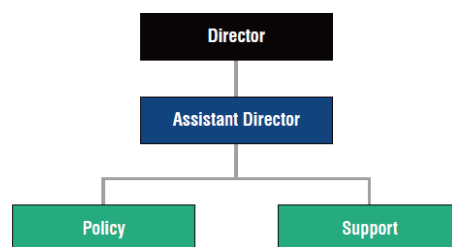
## Department Description

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

In its first five years, the department greatly expanded pre-kindergarten services in Columbus, serving 4,000 children since 2014. In addition to funding early learning programs for children, the department developed two new initiatives to increase the quality of existing 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. Programs developed collaboratively with Columbus State Community College and Action for Children provide an accelerated path for child care workers to participate in a Child Development Associate (CDA) program. Since the programs were created, the department has provided the opportunity for 250 early learning teachers to participate in CDA training.

### 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.



## Strategic Priorities for 2019



### Early Childhood and Education

Look for opportunities to expand the number of pre-kindergarten slots available to Columbus children and increase the quality of the programs in which Columbus children attend. Expanding the number of slots corresponds with the Mayor's goal of universal access to a high-quality pre-kindergarten education for every 4-year old in Columbus.

Ensure that the programs are high-quality, contracting with third-party organizations to assess both the progress of the children enrolled in the program and the program itself. These assessments will provide the information needed for the department and providers to make accurate data-informed decisions.

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

Advance the city-state preschool expansion program, which supplements state half-day pre-kindergarten funds with city funds to create full-day slots. The department will also require providers to "braid" other funding sources with city funds. This strategy allows the department to better manage city funds while providing a more appropriate level of funding to providers. Using this strategy, the department has doubled the number of children served in previous years.

Provide a safe environment for children to learn after the school day ends. The department will provide mini-grants to after-school providers in priority neighborhoods.

Collaborate with community partners, including Columbus City Schools, Columbus State Community College, *FutureReady* Columbus, Action For Children, the OSU Crane Center for Early Childhood Research and Policy, and Franklin County Department of Job and Family Services to advance the Mayor's goals.



### Operational Efficiencies

Work to improve the quality of education and increase the number of children prepared to succeed in America's Opportunity City.

Braid city funds with other available funding sources, and require that they be applied as "last dollar funding" for most effective and efficient funding so that the department will be able to serve more children with the same level of funding.

Utilize a network of additional partners to add to the capacity of the work it performs.

Collaborate with partners to share data and information, communications systems to get out our message, and material and personnel support. Partners include Columbus City Schools, Columbus State Community College, Action For Children, and Franklin County Department of Job and Family Services.

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## 2019 BUDGET NOTES

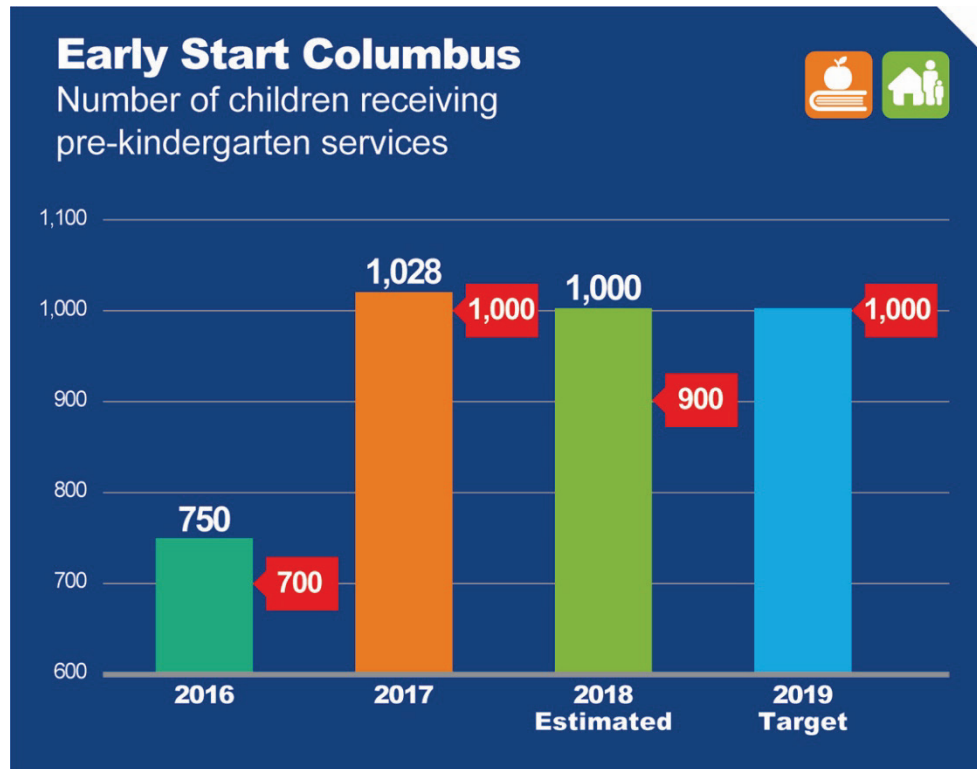
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The Education budget includes funding for four full-time regular employees. In addition:

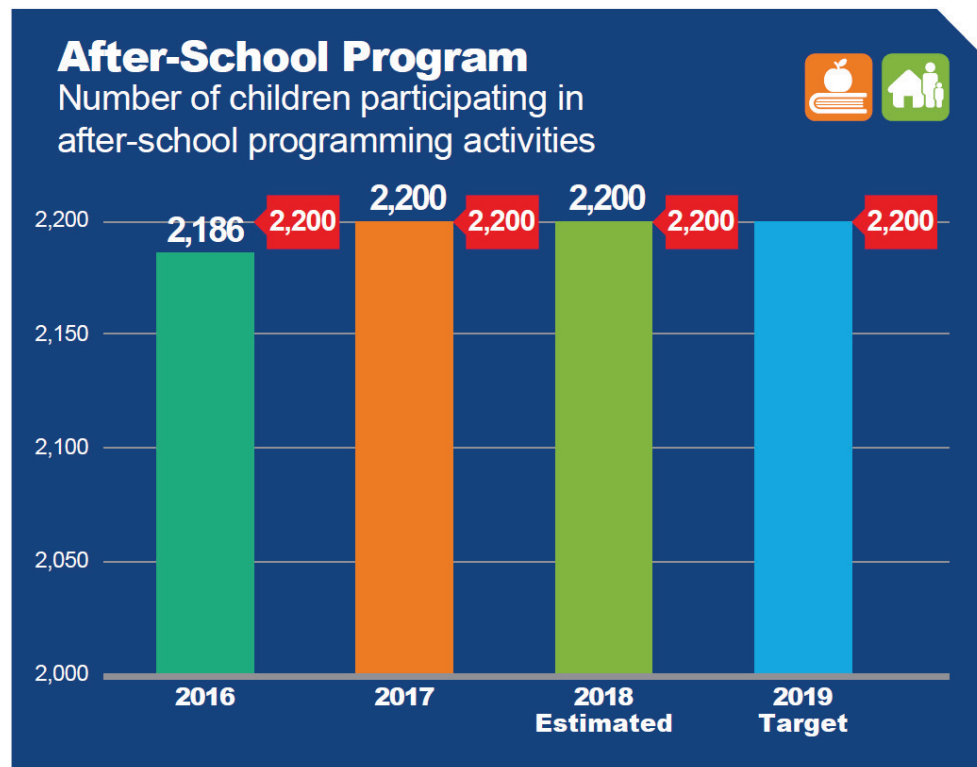
- A total of \$4,731,325 is budgeted for the Early Start Columbus Initiative. This community-wide effort is aimed at preparing 4-year old children for kindergarten by expanding access to high quality pre-kindergarten opportunities and by working with local providers to improve the quality of early childhood educational programming. This year's appropriation is an increase from 2018, as the prior year included a one-time adjustment to align expenses to the budget year rather than the school year. The 2018 appropriation included funding for three quarterly payments to program providers (for the 2018-2019 school year). The 2019 budget reflects the return of funding for four quarterly payments (the final payment of the 2018-2019 school year and the first three payments of the 2019-2020 school year). These moneys are braided with state and federal funding to maximize city resources and to increase the number of children served.
- The department's budget includes \$400,000 in support of FutureReady, the public-private partnership established to implement the recommendations of the Columbus Education Commission.
- 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.



## PERFORMANCE MEASURES



During the 2018-2019 school year, all pre-kindergarten providers with whom the department partners hold a 4- or 5-star Step Up To Quality rating, which is optimal for children. The higher the star rating, the higher the potential cost. Using the “last dollar” approach, the city strives to maximize the number of children who can be served.



The After-School Grant Program offers children a safe extracurricular environment to enhance their education. In 2019, we expect 2,200 children to benefit from this program.



<b>Department Financial Summary by Area of Expense</b>					
<b>Fund</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Projected</b>	<b>2019 Proposed</b>
<b>General Fund</b>					
Personnel	\$ 451,361	\$ 469,933	\$ 524,503	\$ 529,076	\$ 539,442
Materials & Supplies	2,500	6,000	9,435	3,739	7,500
Services	5,672,255	5,731,296	3,978,756	4,813,567	5,985,944
<b>General Fund Subtotal</b>	<b>6,126,116</b>	<b>6,207,228</b>	<b>4,512,694</b>	<b>5,346,382</b>	<b>6,532,886</b>
<b>Department Total</b>	<b>\$ 6,126,116</b>	<b>\$ 6,207,228</b>	<b>\$ 4,512,694</b>	<b>\$ 5,346,382</b>	<b>\$ 6,532,886</b>

<b>Department Personnel Summary</b>					
<b>Fund</b>	<b>FT/PT</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budgeted</b>	<b>2019 Proposed</b>
<b>General Fund</b>					
Education	FT	4	4	4	4
<b>Total</b>		<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

<b>Operating Budget by Program</b>					
<b>Program</b>	<b>2018 Budgeted</b>	<b>2018 FTEs</b>	<b>2019 Proposed</b>	<b>2019 FTEs</b>	
Administration	\$ 572,796	4	\$ 575,937	4	
Early Start	3,548,494	0	5,565,960	0	
After-school Grants	389,819	0	389,819	0	
Internal Services	1,585	0	1,170	0	
<b>Department Total</b>	<b>\$ 4,512,694</b>	<b>4</b>	<b>\$ 6,532,886</b>	<b>4</b>	



# 2019 PROGRAM GUIDE

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## **ADMINISTRATION**

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

## **EARLY START**

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

## **AFTER-SCHOOL GRANTS**

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

## **INTERNAL SERVICES**

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



## Department Description

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

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

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

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

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

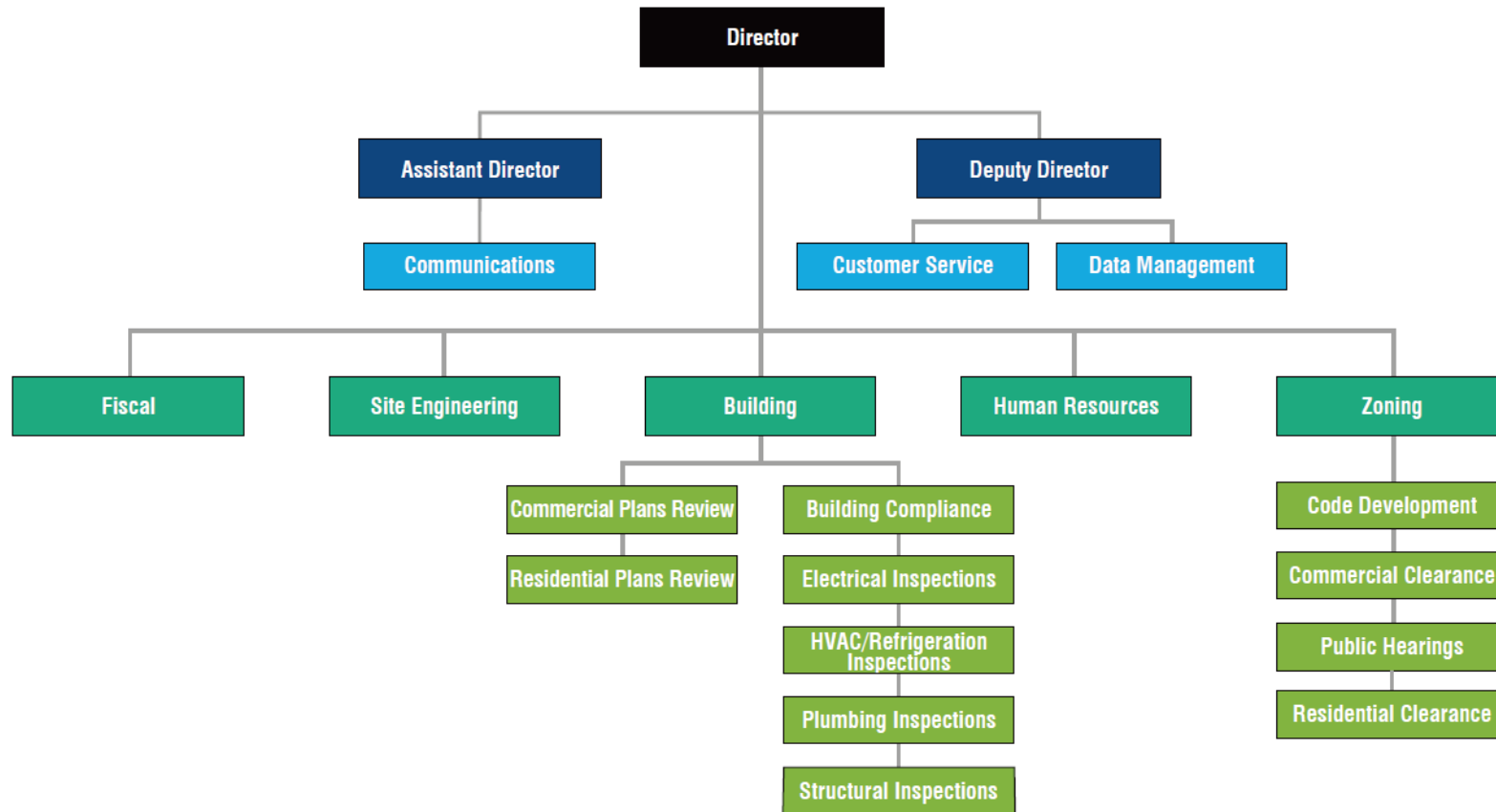
### Department Mission

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

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

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

# Building and Zoning Services



# Strategic Priorities for 2019

## Operational Efficiencies

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

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

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

Invest in technology to expand online permitting options, electronic plans review, and automated inspection scheduling. Leverage existing technologies and seek new integrations to deliver a better and continuously improving customer experience.

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

## Economic Development

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

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

## Public Safety and Health

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

Deliver all necessary safety resources and training to staff.

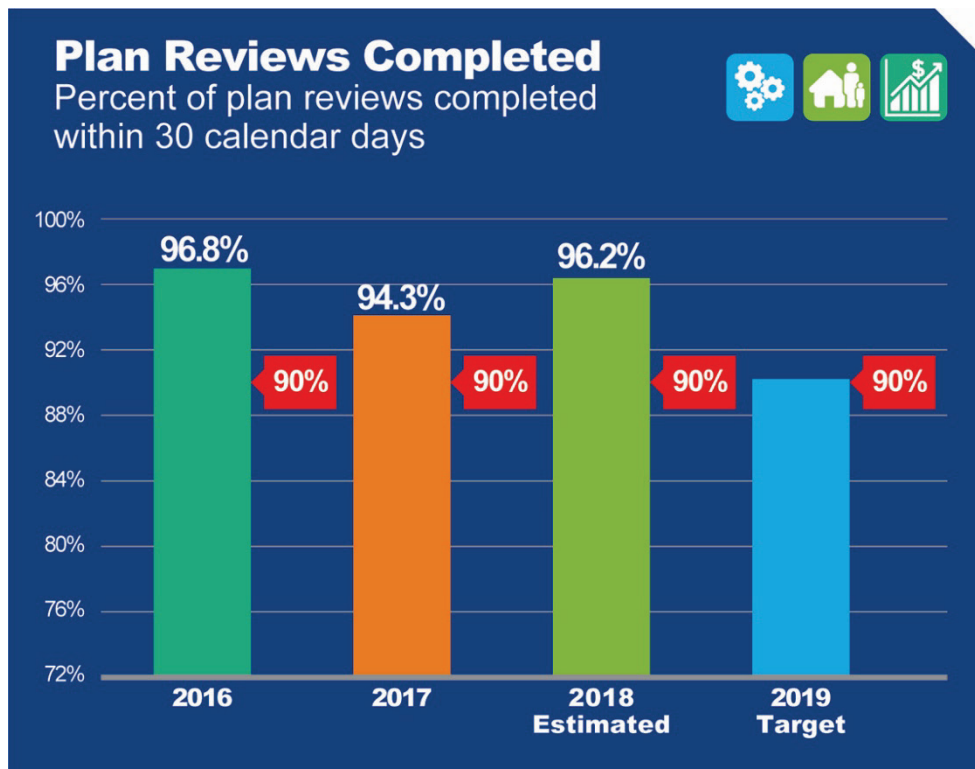


## 2019 BUDGET NOTES

The 2019 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 plan reviews. In addition:

- The department will continue the electronic records storage project in 2019. This initiative will allow for the more expeditious processing of records requests and mitigate the risks associated with managing paper records.
- The department will continue to streamline processes for customers in 2019 with online permitting and review. Currently online permitting accounts for almost 54 percent of the department's total permit volume.
- The department expects a revenue increase of approximately 15 percent for the upcoming year primarily due to a proposed fee schedule change.

## PERFORMANCE MEASURES

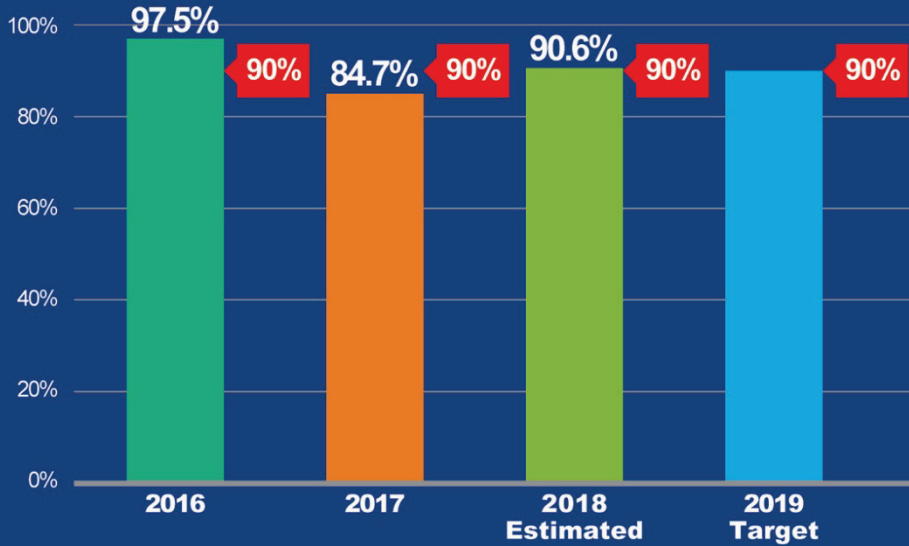


Through continued focus on promoting quality and responsive service to customers, the percentage of plan reviews completed within 30 calendar days has continued to exceed the set target of 90 percent. In 2019, the department expects to complete plan reviews within the target timeline to keep pace with 2018's performance trends.

## Industry Memorandum of Understanding Timelines Met



Percent of permits and reviews completed within MOU timeline

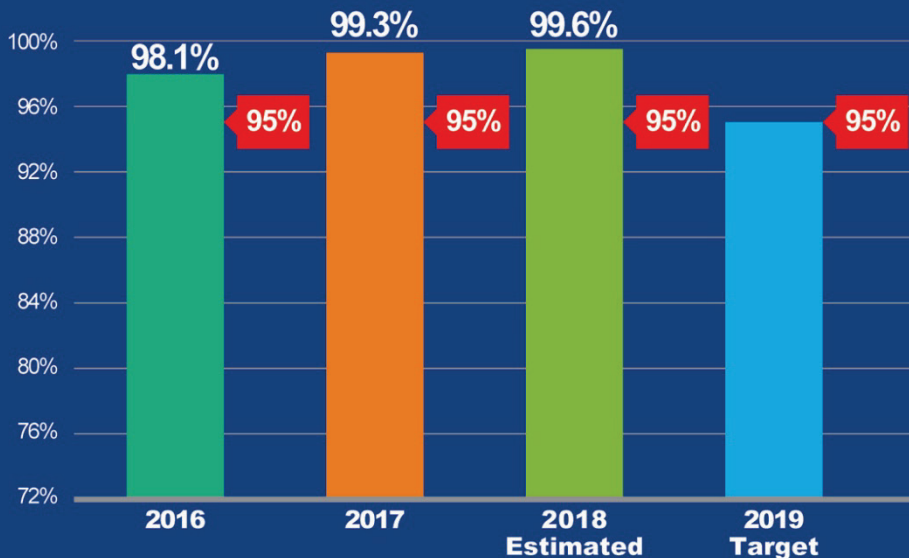


Per a memorandum of understanding with private development stakeholders, the department has committed to meeting review and permitting timelines for private development projects, thus saving time and cost for the building industry. In 2019, the department will work to exceed the 90 percent MOU timelines.

## Inspections Completed



Percent of inspections completed within one business day



The department typically exceeds the 95 percent standard each year. During 2018, the department completed inspections within one business day over 99 percent of the time, on more than 80,000 inspections. The department is poised to exceed the standard again in 2019.

Department Financial Summary by Area of Expense					
Fund	2016 Actual	2017 Actual	2018 Budget	2018 Projected	2019 Proposed
<b>Development Services Fund</b>					
Personnel	\$ 14,746,512	\$ 15,359,825	\$ 17,466,027	\$ 16,625,101	\$ 17,956,308
Materials & Supplies	96,898	147,825	131,971	191,971	169,814
Services	3,039,107	3,581,621	4,200,000	3,611,298	4,546,788
Other	15,765	47,000	47,000	-	55,000
Capital	577,732	881,184	280,000	55,500	280,000
Transfer	-	500,000	-	249,514	-
<b>Development Services Fund Subtotal</b>	<b>18,476,014</b>	<b>20,517,455</b>	<b>22,124,998</b>	<b>20,733,384</b>	<b>23,007,910</b>
<b>Department Total</b>	<b>\$ 18,476,014</b>	<b>\$ 20,517,455</b>	<b>\$ 22,124,998</b>	<b>\$ 20,733,384</b>	<b>\$ 23,007,910</b>

Department Personnel Summary					
Fund	FT/PT	2016 Actual	2017 Actual	2018 Budgeted	2019 Proposed
Development Services Fund					
	FT	134	141	156	160
	PT	11	11	20	18
	<b>Total</b>	<b>145</b>	<b>152</b>	<b>176</b>	<b>178</b>

Please note: In addition to the employees listed above, the department's 2019 budget includes funding for the equivalent of one full-time position for the Attorney's Office and one for the Fire Division.

Operating Budget by Program					
Program	2018 Budgeted	2018 FTEs	2019 Proposed	2019 FTEs	
Fiscal	\$ 259,825	2	\$ 264,755	2	
Human Resources	390,547	3	385,064	3	
Administration	752,805	5	750,805	5	
Data Management	906,110	6	948,288	6	
Customer Service	2,172,050	19	2,073,566	18	
Building Services	11,208,119	92	11,336,750	93	
Engineering Services	912,813	8	1,332,404	12	
Zoning Services	2,300,509	21	2,450,790	21	
Internal Services	3,222,220	0	3,465,488	0	
<b>Department Total</b>	<b>\$ 22,124,998</b>	<b>156</b>	<b>\$ 23,007,910</b>	<b>160</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.



# 2019 PROGRAM GUIDE

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**FISCAL**

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

**HUMAN RESOURCES**

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

**ADMINISTRATION**

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

**DATA MANAGEMENT**

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

**CUSTOMER SERVICE**

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

**BUILDING SERVICES**

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

**ENGINEERING SERVICES**

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

**ZONING SERVICES**

To review all drawings, site plans, graphic permits, lot split 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.

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## Department Description

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

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

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

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

The department's **Housing Division** serves Columbus by preserving and producing housing that helps build strong, distinct, and

## Department Mission

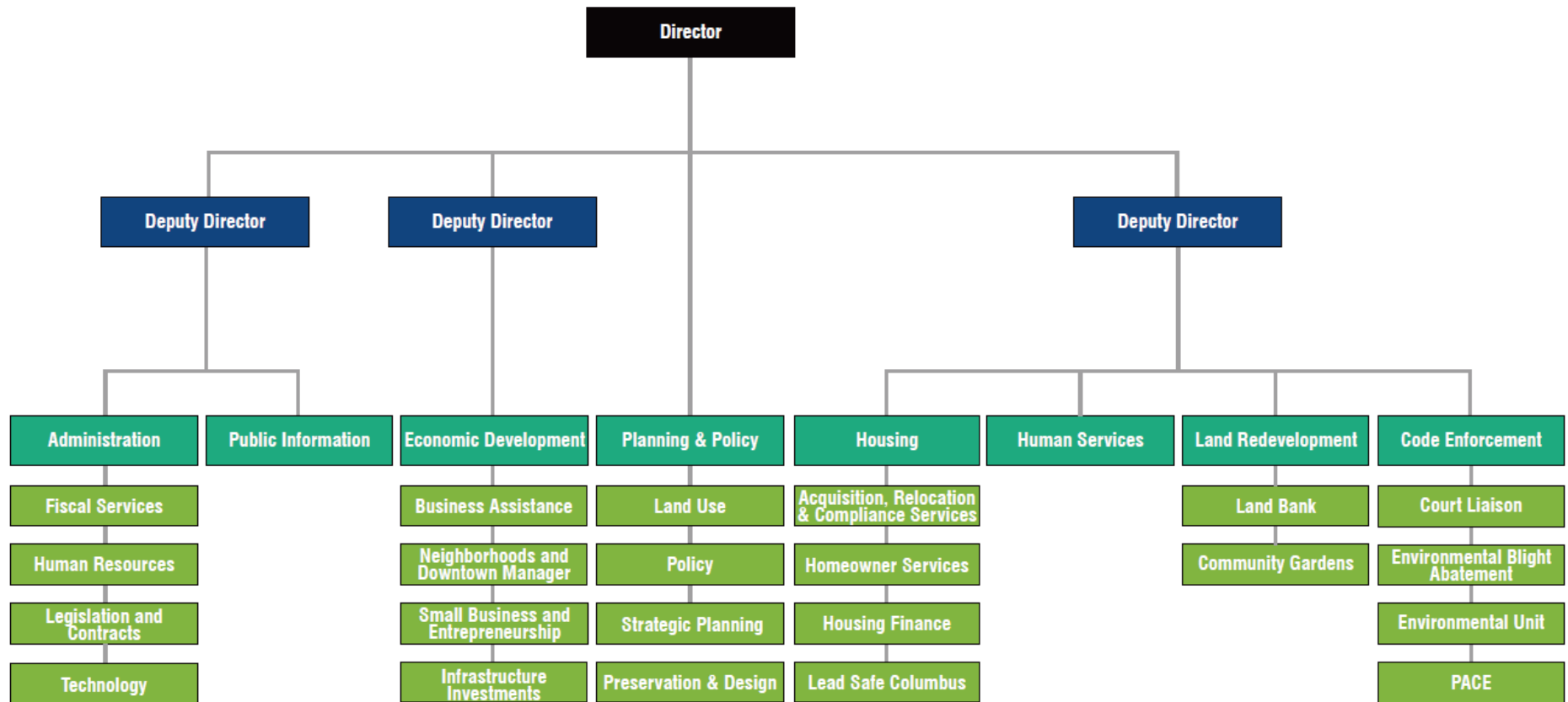
To engage and promote strong, healthy, distinct, and vibrant neighborhoods, provide an atmosphere that promotes job creation and economic growth in existing and emerging industries, develop a thriving downtown that is recognized as a regional asset, and provide high quality customer service.

vibrant neighborhoods, offering programs to assist homeowners, housing developers, and rental property owners.

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

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

# Development



## Strategic Priorities for 2019

### Neighborhoods



Implement the Residential Tax Incentive Policy to create more affordable housing units in mixed income neighborhoods throughout the City.

Complete the first update to the Columbus Citywide Planning Policy (C2P2).

Increase the number of adopted C2P2 Land Use Plans from three to four with the adoption of the Hilltop Land Use Plan.

Increase the number of communities with adopted C2P2 design guidelines from 13 to 20.

Complete the updated Urban Infrastructure Recovery Fund (UIRF) plans for five communities.

Meet or exceed the five-year average in number and percentage increase in projects moved to implementation.

Exceed the five-year average in the reduction of the number of vacant and abandoned properties in our city, the number and percentage increase in the units repaired/rehabilitated, the affordable units being completed in the city, and the amount of funds invested in affordable developer-driven homeownership and rental projects.

### Diversity and Inclusion



Increase supplier diversity utilization by implementing a plan to enhance opportunities for minority business enterprises.

Increase workforce gender and racial diversity through the implementation of a workforce diversity plan to attract and retain diverse candidates for department employment and promotion opportunities.

The Development Diversity and Inclusion Committee will hold quarterly conversations on diversity topics.

Require 100 percent compliance for employees to complete Implicit Bias Training.

Ensure a substantial percentage of employees complete Cultural Competency Training.

## Strategic Priorities for 2019 (cont.)

### Economic Development



Exceed the five-year average in the number and percentage increase of new jobs created, jobs retained, new payroll, new income tax, average hourly wage of new jobs, and private investment dollars leveraged. Surpass the five-year average of number of small businesses assisted and Public Private Partnership Projects completed.

Finalize the Small Business and Entrepreneurial Study, and generate new and/or program improvement recommendations for the Office of Small Business and Entrepreneurial Investment.

### Early Childhood and Education



The Planning Division will continue to support the activities and goals of CelebrateOne.

### Operational Efficiencies



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

Reduce the amount of time from land bank acquisition to productive use based on the five-year average.

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## 2019 BUDGET NOTES

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### ADMINISTRATION

Total support for social service agencies in 2019 is \$5 million, and is comprised of \$2.37 million in general fund support and \$2.63 million in emergency human services funds. In addition:

- The general fund budget includes \$25,000 for the Columbus Region Coalition for the pursuit of federal funding for transportation and infrastructure improvement projects.

### ECONOMIC DEVELOPMENT

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. In addition:

- The division budgeted \$700,000 to assist in the economic development efforts being put forth by Columbus 2020.
- Funding of \$450,000 will be provided for organizations, including Rev1 Ventures, that support entrepreneurship, startups, and small businesses throughout Columbus.
- 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 \$26,000, which will finalize the payout of the agreement for maintenance of the streetscape improvements and other enhancements in the public right-of-way.
- A total of \$100,000 is being allocated to Columbus State Community College to promote economic development and partnership within the Creative Campus area.
- The division supports local economic development through 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 approximately \$436,736.
- The Neighborhood Design Center will receive \$143,000 for support of business improvements for businesses and business associations within the city's Neighborhood Commercial Revitalization (NCR) districts.
- Additional economic development activities include \$75,000 for Sister Cities and \$250,000 for PACT (Partners Achieving Community Transformation) to support near east side neighborhood efforts.
- Two additional economic development infrastructure activities include Parsons Avenue sidewalks, curbs, crosswalks and pedestrian street lighting, as well as pedestrian street lighting along Cleveland Avenue from I-670 to Oakland Park Avenue for a total of \$4,700,000.

### CODE ENFORCEMENT

Total support for code enforcement and environmental nuisance activities in 2019 is \$7.89 million. In addition:

- \$550,000 is included to procure weed cutting services on foreclosed properties that have been abandoned.



### **PLANNING**

The general fund supports 18 full-time equivalent positions in 2019. Funding of \$35,000 is included for the maintenance of public art.

### **HOUSING**

Support for the Community Shelter Board and the Rebuilding Lives program will provide funding of approximately \$6.3 million in 2019. The majority of funding for these programs comes from the general fund, though minor allocations, totaling \$336,487, are provided by HOME funds. 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 \$1.8 million in 2019.

### **LAND REDEVELOPMENT**

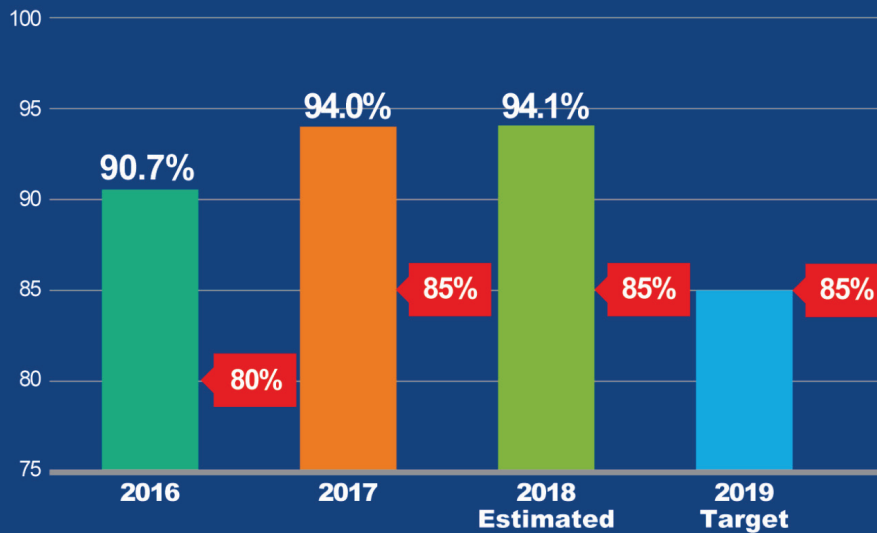
The Division of Land Redevelopment was created to better track services provided by the Land Redevelopment Office which previously reported under the Division of Administration. This is the third full year of funding for the Division of Land Redevelopment as a separate entity. The division improves Columbus neighborhoods by returning vacant, abandoned and underutilized residential and commercial properties to productive community assets. The general fund supports 6.5 full-time equivalent positions in 2019.



## PERFORMANCE MEASURES

### Interior Code Request

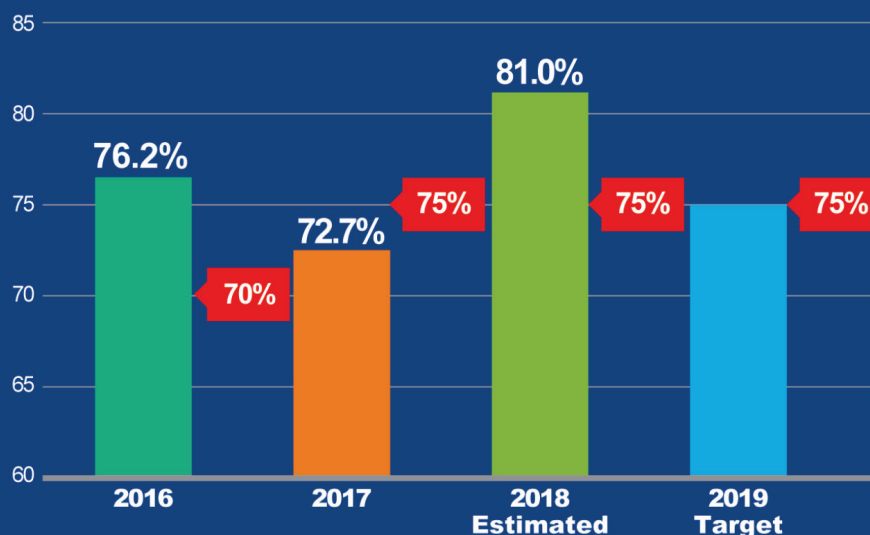
Percent of interior code enforcement requests investigated within two business days



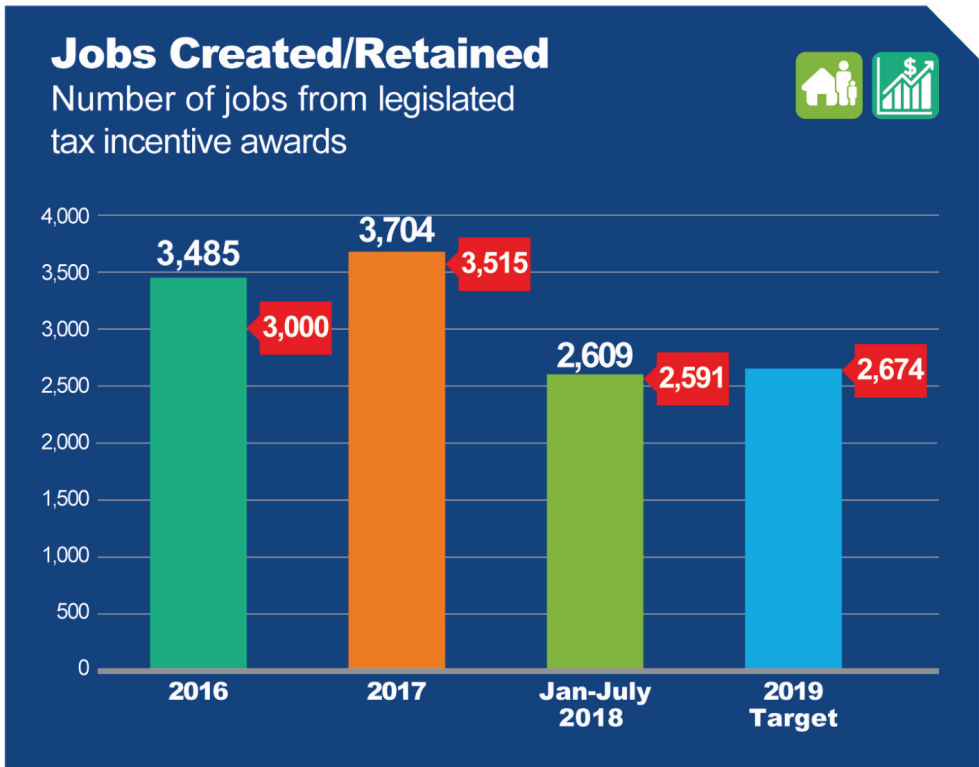
Emergency requests that pose immediate health and safety risks to residents are our highest priority. This measure represents the level of responsiveness of the Code Enforcement Division to emergency code enforcement requests. The target is based on the percentage of emergency requests that are investigated within two business days averaged over the past five years.

### Non-Emergency Code Request

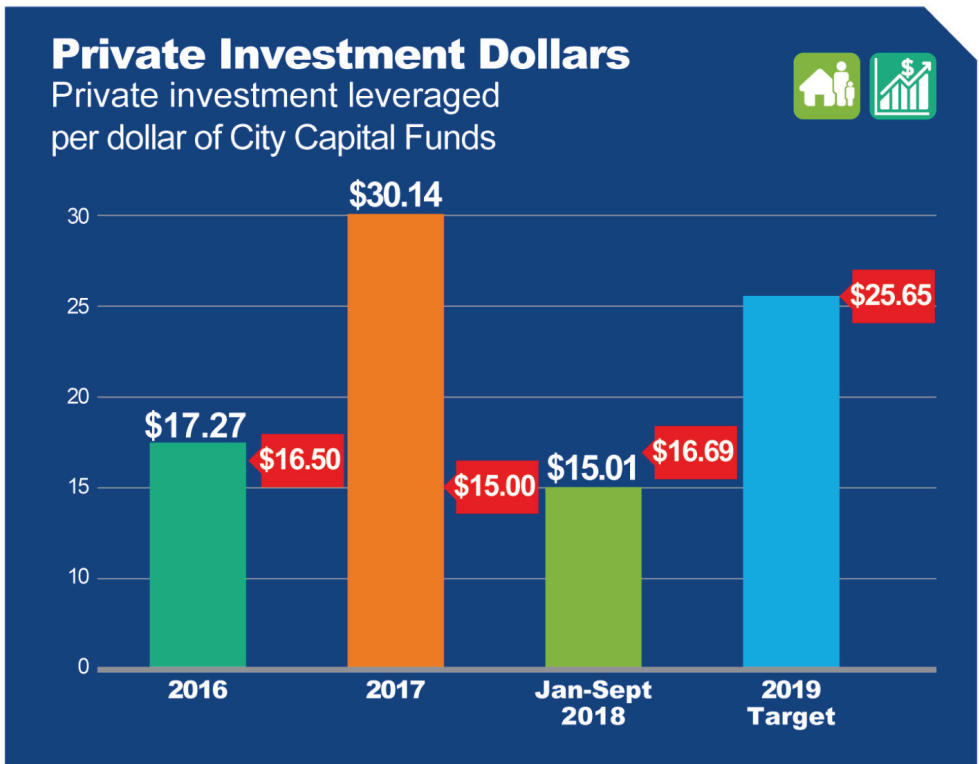
Percent of non-emergency code enforcement requests responded to within ten business days



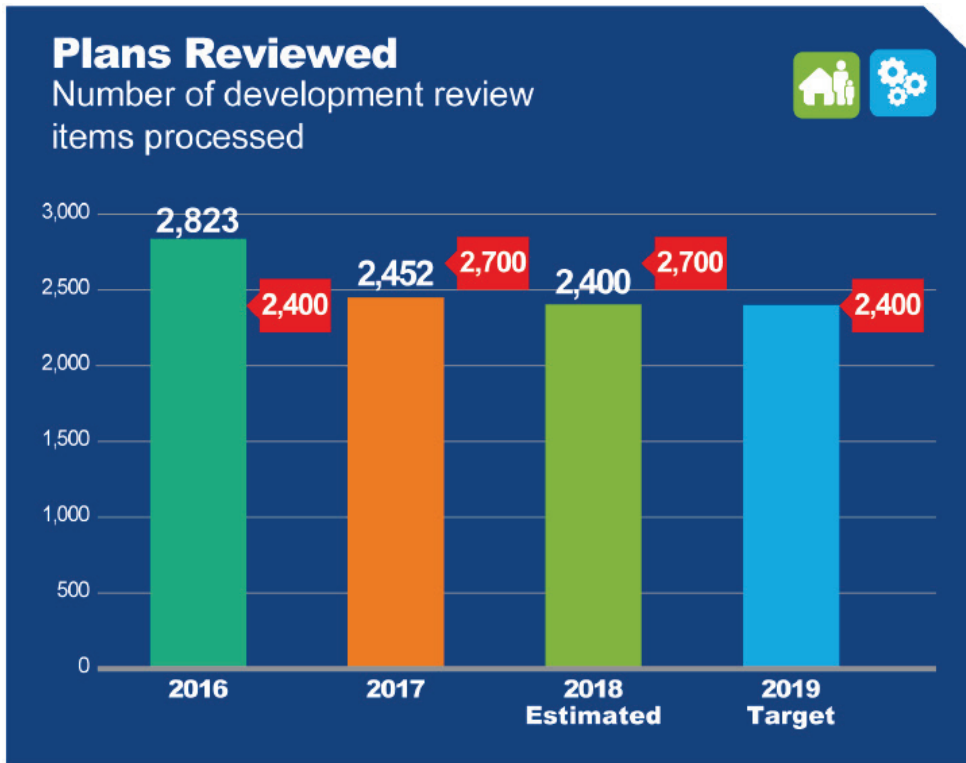
Response times to non-emergency code enforcement requests are dependent on a number of factors, including demand, staffing availability, the nature of the complaint, and weather conditions. The Code Enforcement Division will work to meet or exceed 75 percent of requests responded to within ten business days.



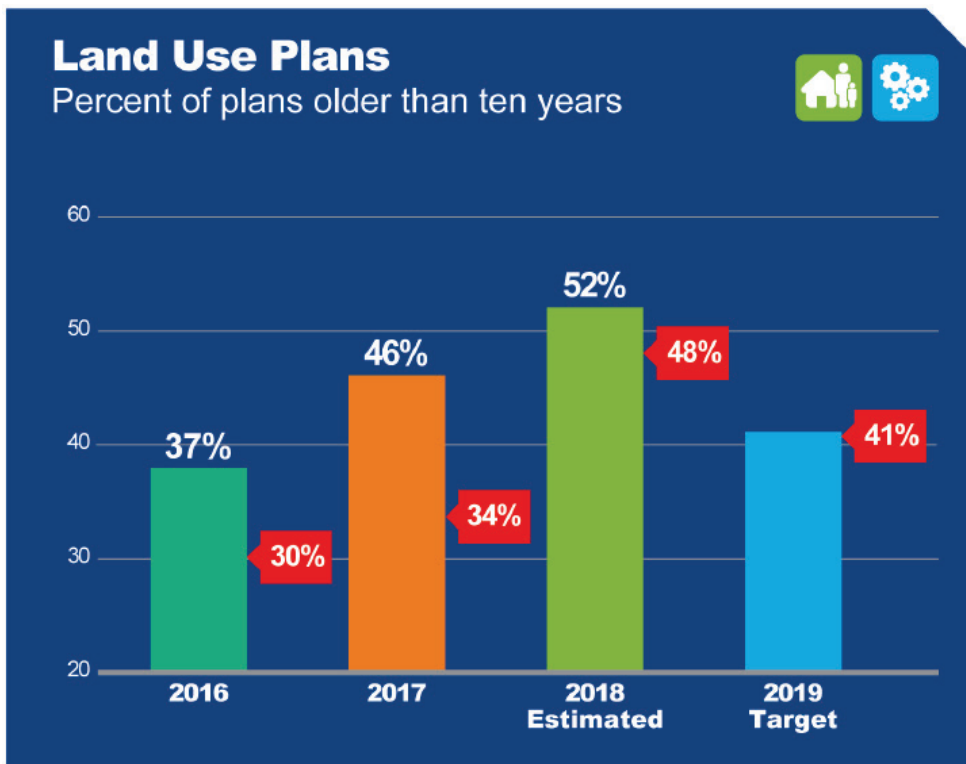
This measure represents the annual number of committed jobs from incentives awarded by the Development Department through legislation. Incentive recipients have a three-year window during which to fulfill their job commitments. As of 2017, the measures included the committed number of new jobs created and retained. Variability and fluctuation of job commitments from incentives occur from year to year. Targets are based on a five-year average. The 2018 estimate is as of July 31, 2018. The 2019 target reflects an updated measure for new job commitments.



The economic health of a community depends on the success of public and private partnership investments. This measure represents the targeted capital investments that leveraged private investment to support the city's economic development efforts. Since 2017, this measure has been calculated based on public-private partnerships' leveraged investment commitments through legislation. The 2019 target is based on the five-year average (2013-2017) of the private investment dollars leveraged per dollar of city capital funding. The 2018 estimate is as of September 30, 2018.



The Planning Division works to ensure property development planning is completed in a timely manner. Through its high-quality customer service, the division projects to review approximately 2,400 plans in 2018. As a result, the expected target will be 2,400 in 2019.



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

<b>Department Financial Summary by Area of Expense</b>						
<b>Fund</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Projected</b>	<b>2019 Proposed</b>	
<b>General Fund</b>						
Administration						
Personnel	\$ 3,377,409	\$ 2,575,611	\$ 2,848,009	\$ 2,745,484	\$ 3,073,042	
Materials & Supplies	25,678	6,431	11,030	10,035	22,476	
Services	3,248,076	2,786,294	2,669,599	2,771,665	2,621,608	
Other	-	-	-	150,000	1,000	
Transfers	16,383	-	-	-	-	
<b>Administration Subtotal</b>	<b>6,667,546</b>	<b>5,368,335</b>	<b>5,528,638</b>	<b>5,677,184</b>	<b>5,718,126</b>	
Economic Development						
Personnel	908,269	901,184	1,055,511	1,050,663	1,061,380	
Materials & Supplies	5,268	5,905	8,000	3,663	8,000	
Services	3,470,991	2,995,782	2,589,546	2,586,609	2,549,575	
Other	16,448,834	16,382,211	-	16,571,200	1,000	
<b>Economic Development Subtotal</b>	<b>20,833,361</b>	<b>20,285,083</b>	<b>3,653,057</b>	<b>20,212,135</b>	<b>3,619,955</b>	
Code Enforcement						
Personnel	6,562,378	6,065,299	7,207,684	6,897,086	6,938,161	
Materials & Supplies	61,886	46,393	58,000	57,897	50,000	
Services	842,540	890,396	713,807	762,761	899,255	
Other	561	-	-	1,500	7,000	
<b>Code Enforcement Subtotal</b>	<b>7,467,365</b>	<b>7,002,088</b>	<b>7,979,491</b>	<b>7,719,244</b>	<b>7,894,416</b>	
Planning						
Personnel	1,585,738	1,790,283	1,915,632	1,783,816	1,980,845	
Materials & Supplies	9,104	4,166	9,000	5,696	9,000	
Services	44,209	65,836	83,148	106,002	85,777	
Other	-	-	-	-	1,000	
<b>Planning Subtotal</b>	<b>1,639,051</b>	<b>1,860,285</b>	<b>2,007,780</b>	<b>1,895,514</b>	<b>2,076,622</b>	
Housing						
Personnel	398,108	464,050	651,609	851,310	939,483	
Materials & Supplies	1,525	3,445	17,200	6,755	13,500	
Services	4,823,359	5,556,543	5,643,622	5,663,442	5,668,202	
Other	-	-	-	-	1,000	
<b>Housing Subtotal</b>	<b>5,222,992</b>	<b>6,024,038</b>	<b>6,312,431</b>	<b>6,521,507</b>	<b>6,622,185</b>	
Land Redevelopment						
Personnel	-	510,699	518,427	513,708	679,550	
Services	-	150,000	151,500	151,500	1,000	
<b>Land Redevelopment Subtotal</b>	<b>-</b>	<b>660,699</b>	<b>669,927</b>	<b>665,208</b>	<b>680,550</b>	
<b>General Fund Subtotal</b>	<b>41,830,315</b>	<b>41,200,528</b>	<b>26,151,324</b>	<b>42,690,792</b>	<b>26,611,854</b>	
<b>Community Development Block Grant</b>						
Administration						
Personnel	568,847	174,982	-	-	-	
Materials & Supplies	2,000	2,637	-	-	-	
Services	201,645	-	-	-	-	
<b>Administration Subtotal</b>	<b>772,491</b>	<b>177,618</b>	<b>-</b>	<b>-</b>	<b>-</b>	
Economic Development						
Personnel	645,921	744,000	156,429	-	-	
Materials & Supplies	-	2,250	-	-	-	
Services	657,703	433,207	620,650	365,000	5,291,736	
Other	-	-	-	13,099	-	
<b>Economic Development Subtotal</b>	<b>1,303,624</b>	<b>1,179,457</b>	<b>777,079</b>	<b>378,099</b>	<b>5,291,736</b>	
Code Enforcement						
Personnel	841,719	885,164	849,366	815,662	841,059	
Materials & Supplies	4,000	(552)	-	-	-	
Services	160,468	142,852	-	-	-	
Other	-	-	-	16,842	-	
<b>Code Enforcement Subtotal</b>	<b>1,006,187</b>	<b>1,027,464</b>	<b>849,366</b>	<b>832,504</b>	<b>841,059</b>	
Housing						
Personnel	1,038,806	1,092,758	1,262,182	530,499	63,017	
Materials & Supplies	8,171	7,773	-	-	-	
Services	985,784	647,459	1,339,389	1,630,390	448,501	
Other	1,300	-	-	141,917	-	
<b>Housing Subtotal</b>	<b>2,034,061</b>	<b>1,747,991</b>	<b>2,601,571</b>	<b>2,302,806</b>	<b>511,518</b>	
Land Redevelopment						
Personnel	-	227,447	-	-	-	
<b>Land Redevelopment Subtotal</b>	<b>-</b>	<b>227,447</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>CDBG Fund Subtotal</b>	<b>5,116,363</b>	<b>4,359,977</b>	<b>4,228,016</b>	<b>3,513,410</b>	<b>6,644,313</b>	
<b>Emergency Human Services Fund</b>						
Administration						
Services	2,508,386	2,493,309	2,542,000	2,542,000	2,631,000	
<b>Emergency Human Services Fund Subtotal</b>	<b>2,508,386</b>	<b>2,493,309</b>	<b>2,542,000</b>	<b>2,542,000</b>	<b>2,631,000</b>	
<b>Department Total</b>	<b>\$ 49,455,064</b>	<b>\$ 48,053,814</b>	<b>\$ 32,921,340</b>	<b>\$ 48,746,202</b>	<b>\$ 35,887,167</b>	



<b>Division Financial Summary by Area of Expense</b>						
<b>Fund</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Projected</b>	<b>2019 Proposed</b>	
<b>Administration</b>						
General Fund						
Personnel	\$ 3,377,409	\$ 2,575,611	\$ 2,848,009	\$ 2,745,484	\$ 3,073,042	
Materials & Supplies	25,678	6,431	11,030	10,035	22,476	
Services	3,248,076	2,786,294	2,669,599	2,771,665	2,621,608	
Other	-	-	-	150,000	1,000	
Transfers	16,383	-	-	-	-	
<b>General Fund Subtotal</b>	<b>6,667,546</b>	<b>5,368,335</b>	<b>5,528,638</b>	<b>5,677,184</b>	<b>5,718,126</b>	
CDBG Fund						
Personnel	568,847	174,982	-	-	-	
Materials & Supplies	2,000	2,637	-	-	-	
Services	201,645	-	-	-	-	
<b>CDBG Fund Subtotal</b>	<b>772,491</b>	<b>177,618</b>	<b>-</b>	<b>-</b>	<b>-</b>	
Emergency Human Services Fund						
Services	2,508,386	2,493,309	2,542,000	2,542,000	2,631,000	
<b>Emergency Human Services Fund Subtotal</b>	<b>2,508,386</b>	<b>2,493,309</b>	<b>2,542,000</b>	<b>2,542,000</b>	<b>2,631,000</b>	
<b>Administration Subtotal</b>	<b>9,948,423</b>	<b>8,039,262</b>	<b>8,070,638</b>	<b>8,219,184</b>	<b>8,349,126</b>	
<b>Economic Development</b>						
General Fund						
Personnel	908,269	901,184	1,055,511	1,050,663	1,061,380	
Materials & Supplies	5,268	5,905	8,000	3,663	8,000	
Services	3,470,991	2,995,782	2,589,546	2,586,609	2,549,575	
Other	16,448,834	16,382,211	-	16,571,200	1,000	
<b>General Fund Subtotal</b>	<b>20,833,361</b>	<b>20,285,083</b>	<b>3,653,057</b>	<b>20,212,135</b>	<b>3,619,955</b>	
CDBG Fund						
Personnel	645,921	744,000	156,429	-	-	
Materials & Supplies	-	2,250	-	-	-	
Services	657,703	433,207	620,650	365,000	5,291,736	
Other	-	-	-	13,099	-	
<b>CDBG Fund Subtotal</b>	<b>1,303,624</b>	<b>1,179,457</b>	<b>777,079</b>	<b>378,099</b>	<b>5,291,736</b>	
<b>Economic Development Subtotal</b>	<b>22,136,985</b>	<b>21,464,540</b>	<b>4,430,136</b>	<b>20,590,234</b>	<b>8,911,691</b>	
<b>Code Enforcement</b>						
General Fund						
Personnel	6,562,378	6,065,299	7,207,684	6,897,086	6,938,161	
Materials & Supplies	61,886	46,393	58,000	57,897	50,000	
Services	842,540	890,396	713,807	762,761	899,255	
Other	561	-	-	1,500	7,000	
<b>General Fund Subtotal</b>	<b>7,467,365</b>	<b>7,002,088</b>	<b>7,979,491</b>	<b>7,719,244</b>	<b>7,894,416</b>	
CDBG Fund						
Personnel	841,719	885,164	849,366	815,662	841,059	
Materials & Supplies	4,000	(552)	-	-	-	
Services	160,468	142,852	-	-	-	
Other	-	-	-	16,842	-	
<b>CDBG Fund Subtotal</b>	<b>1,006,187</b>	<b>1,027,464</b>	<b>849,366</b>	<b>832,504</b>	<b>841,059</b>	
<b>Code Enforcement Subtotal</b>	<b>8,473,552</b>	<b>8,029,552</b>	<b>8,828,857</b>	<b>8,551,748</b>	<b>8,735,475</b>	
<b>Planning</b>						
General Fund						
Personnel	1,585,738	1,790,283	1,915,632	1,783,816	1,980,845	
Materials & Supplies	9,104	4,166	9,000	5,696	9,000	
Services	44,209	65,836	83,148	106,002	85,777	
Other	-	-	-	-	1,000	
<b>Planning Subtotal</b>	<b>1,639,051</b>	<b>1,860,285</b>	<b>2,007,780</b>	<b>1,895,514</b>	<b>2,076,622</b>	

## Development

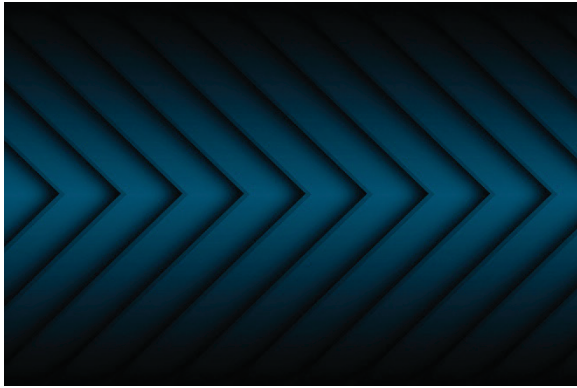
<b>Division Financial Summary by Area of Expense (cont.)</b>					
<b>Fund</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Projected</b>	<b>2019 Proposed</b>
<b>Housing</b>					
General Fund					
Personnel	398,108	464,050	651,609	851,310	939,483
Materials & Supplies	1,525	3,445	17,200	6,755	13,500
Services	4,823,359	5,556,543	5,643,622	5,663,442	5,668,202
Other	-	-	-	-	1,000
<b>General Fund Subtotal</b>	<b>5,222,992</b>	<b>6,024,038</b>	<b>6,312,431</b>	<b>6,521,507</b>	<b>6,622,185</b>
CDBG Fund					
Personnel	1,038,806	1,092,758	1,262,182	530,499	63,017
Materials & Supplies	8,171	7,773	-	-	-
Services	985,784	647,459	1,339,389	1,630,390	448,501
Other	1,300	-	-	141,917	-
<b>CDBG Fund Subtotal</b>	<b>2,034,061</b>	<b>1,747,991</b>	<b>2,601,571</b>	<b>2,302,806</b>	<b>511,518</b>
<b>Housing Subtotal</b>	<b>7,257,053</b>	<b>7,772,029</b>	<b>8,914,002</b>	<b>8,824,313</b>	<b>7,133,703</b>
<b>Land Redevelopment</b>					
General Fund					
Personnel	-	510,699	518,427	513,708	679,550
Services	-	150,000	151,500	151,500	1,000
<b>General Fund Subtotal</b>	<b>-</b>	<b>660,699</b>	<b>669,927</b>	<b>665,208</b>	<b>680,550</b>
CDBG Fund					
Personnel	-	227,447	-	-	-
<b>CDBG Fund Subtotal</b>	<b>-</b>	<b>227,447</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Land Redevelopment Subtotal</b>	<b>-</b>	<b>888,146</b>	<b>669,927</b>	<b>665,208</b>	<b>680,550</b>
<b>Department Total</b>	<b>\$ 49,455,064</b>	<b>\$ 48,053,814</b>	<b>\$ 32,921,340</b>	<b>\$ 48,746,202</b>	<b>\$ 35,887,167</b>

<b>Department Personnel Summary</b>					
<b>Fund</b>	<b>FT/PT</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budgeted</b>	<b>2019 Proposed</b>
<b>General Fund</b>					
Administration	FT	19	23	23	24
Economic Development	FT	9	9	9	9
Code Enforcement	FT	70	59	72	72
Planning	FT	18	16	18	18
Housing	FT	4	0	7	9
Land Redevelopment	FT	8	5	5	7
<b>Community Development Block Grant</b>					
Administration	FT	4	0	0	0
Economic Development	FT	7	1	1	0
Code Enforcement	FT	8	8	8	8
Housing	FT	14	1	15	0
Land Redevelopment	FT	1	0	0	0
<b>Total</b>		<b>162</b>	<b>122</b>	<b>158</b>	<b>147</b>

<b>Operating Budget by Program</b>				
<b>Program</b>	<b>2018 Budget</b>	<b>2018 FTEs</b>	<b>2019 Proposed</b>	<b>2019 FTEs</b>
Administration	\$ 8,765,728	24	\$ 3,122,645	17
Internal Services	242,398	0	285,998	0
Fiscal	770,303	7	1,023,962	9
Human Resources	371,901	4	387,726	4
Social Services	5,000,000	0	5,000,000	0
Land Banking	668,427	5	679,550	7
Job Creation & Expansion	3,641,461	9	3,597,780	9
Code Enforcement	8,028,987	73	7,904,915	73
Environmental Nuisance	623,063	8	636,905	7
Homeownership Assistance	766,345	8	-	0
Neighborhood Planning	653,287	7	495,461	5
Urban Design	242,569	2	253,208	2
Historic Preservation	509,452	5	504,942	5
Homeless Prevention	-	0	4,665,962	0
Relocation	99,496	1	63,017	1
Affordable Housing Opportunity Program	997,155	0	748,969	6
CD Collaborative	45,000	0	33,513	0
Continuum of Care	10,000	0	10,000	0
Economic Development Loans	533,165	1	456,736	0
Fair Housing	225,000	0	-	0
Homebuyer Counseling	60,234	0	60,000	0
Housing Development Financing	352,426	4	-	0
Neighborhood Commercial Development	243,914	0	215,000	0
Rebuilding Lives	71,029	0	877,688	0
CelebrateOne	-	0	163,190	2
CDBG Infrastructure Improvement Projects	-	0	4,700,000	0
<b>Department Total</b>	<b>\$ 32,921,340</b>	<b>158</b>	<b>\$ 35,887,167</b>	<b>147</b>

*In 2018, the CelebrateOne program was included in Neighborhood Planning.*

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.



# 2019 PROGRAM GUIDE

## **ADMINISTRATION**

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

## **INTERNAL SERVICES**

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

## **FISCAL**

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

## **HUMAN RESOURCES**

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

## **SOCIAL SERVICES**

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

## **LAND BANKING**

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

## **JOB CREATION AND EXPANSION**

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

## **CODE ENFORCEMENT**

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

**ENVIRONMENTAL NUISANCE**

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

**HOMEOWNERSHIP ASSISTANCE**

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

**NEIGHBORHOOD PLANNING**

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

**URBAN DESIGN**

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

**HISTORIC PRESERVATION**

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

**HOMELESS PREVENTION**

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

**RELOCATION**

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

**AFFORDABLE HOUSING  
OPPORTUNITY PROGRAM**

To assist low to moderate income owner-occupied homes through programs operated by the Housing Division.



**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. Includes 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.

**CELEBRATEONE**

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

**CDBG INFRASTRUCTURE  
IMPROVEMENT PROJECTS**

To address infrastructure needs in low to moderate income areas.



## Department Description

The Department of Finance and Management is organized into 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 resources, city-wide performance management efforts, and legislative processing functions.

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

The **Financial Management** group includes budget management, grants management, the mail room, print shop, fiscal, and the capital and debt management office. The budget office oversees the development, monitoring, and control of the city's operating budgets. The grants management office provides budget preparation and program monitoring for several federal grant programs. The mail room and print shop provide services to city departments such that business can be conducted in an efficient, timely, and cost effective manner. The fiscal section provides budgetary support for both capital and operational needs within the department. The capital and debt management office provides coordination of

## 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.

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.

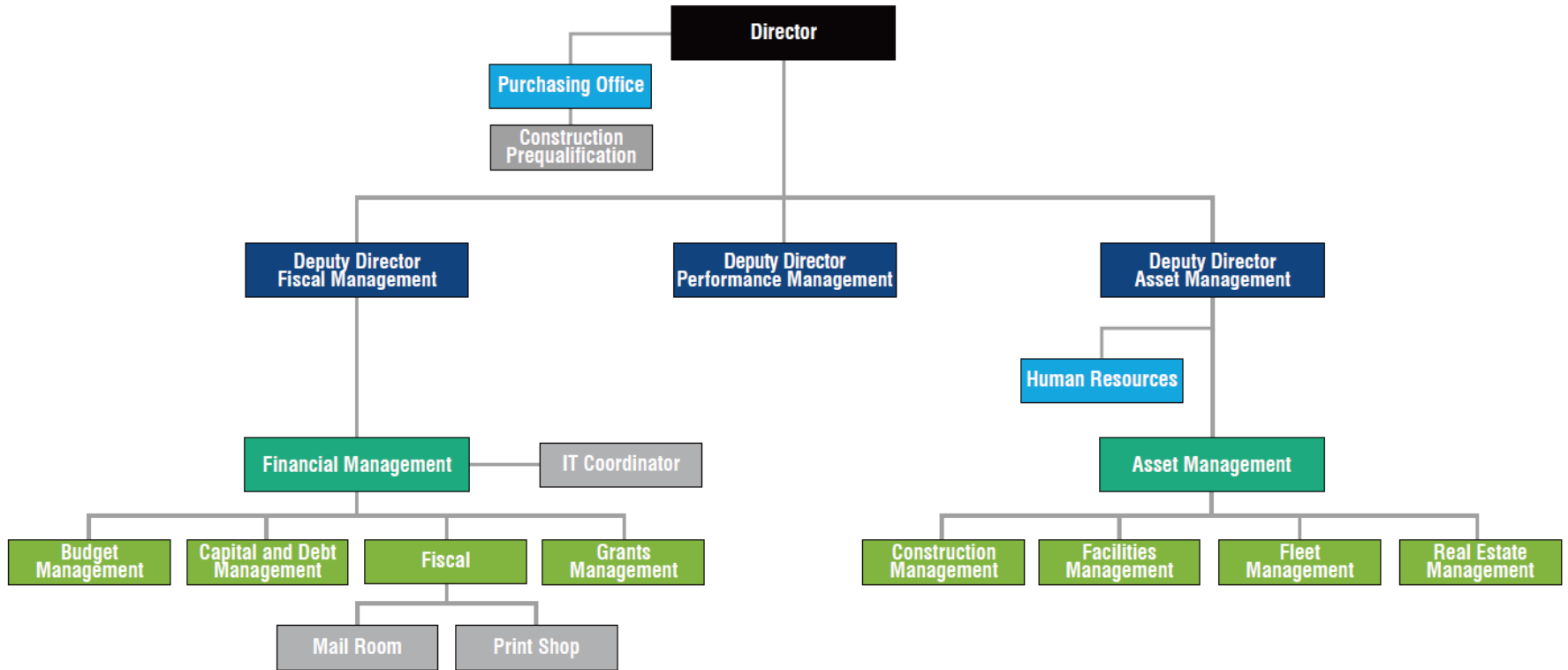
Facilities Management is responsible for custodial services, maintenance, and security for the City Hall campus, Police and Fire Division facilities, the Public Health complex, and the Interstate-71 complex.

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

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

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

# Finance and Management



## Strategic Priorities for 2019

### Operational Efficiencies



Revise procurement codes to incorporate updated procurement methods and technological advancements in public purchasing. Implement the Mayor's Regional Cooperation Initiative through cooperative procurement strategies with other jurisdictions in Central Ohio. This includes sharing the city's electronic catalog and leveraging combined purchasing power to reduce prices and increase efficiencies.

Lead the continued implementation of Enterprise Resource Planning (ERP) modules for procurement and budgeting, to increase efficient service for internal and external customers.

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.

Employ energy usage data (electricity, water/sewer, and 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 and help educate city employees on how they can directly impact the utility spend in the city.

Review and update real property and personal property risk exposure and acquire the most cost-effective insurance protection for city assets to minimize financial exposure to unanticipated expenses resulting from a casualty loss.

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

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

Enhance citywide performance management by strategically using data to inform operational innovations, public policy, and budgetary decisions – focusing on mayoral priorities and optimal results.

Renovate and modernize elevators at the Jerry Hammond Center's Citywide Training and Development office. Finalize the design of the exterior renovations for the Fire Division's Practical Skills building. Address facility and interior improvements at City Hall and the Municipal Court Building. Complete the renovations of the HVAC systems at the Police Academy on Hague Avenue and the Columbus Health Department.

## Strategic Priorities for 2019 (cont.)

### Public Safety and Health



Begin construction of the far north police substation at 8118 Sancus Blvd. and the far east Fire Station 35 on Waggoner Road.

Upgrade security protocols at various city locations and facilities. These upgrades include enhanced training regimens, improvements to standard operating procedures, changes to facility layouts and equipment, and monitoring of employee and visitor traffic into administrative buildings.

### Economic Development



Collaborate with the Department of Development on implementing job incentive programs, land use, and city real estate transactions.

### Smart Columbus



Deploy SMART City vehicles in the fleet with 93 electric and hybrid vehicles in city departments.

Engage city divisions with SMART vehicle acquisition emerging technologies and place electric vehicles in service during 2019.

## 2019 BUDGET NOTES

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### **ADMINISTRATION**

This division includes senior staff positions, as well as full-time positions in Construction Management, Fiscal Management, Real Estate Management, Human Resources, and Support. In 2019, over \$681,000 is expected to be reimbursed to this division as a result of work on capital fund eligible projects. 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 2019.
- The Music Commission is funded at \$50,000 in support of its mission in 2019.
- Operational control and funding of the Municipal Court building continues to be funded in this division to consolidate management contracts for city buildings.
- Funds totaling \$17,614,000 for the hotel-motel tax are included in this division for Experience Columbus and Greater Columbus Cultural Services.

### **FINANCIAL MANAGEMENT**

This division consists of Capital and Debt Management, Budget Management, Grants Management, and the Fiscal division. In 2019, the division budgeted \$233,000 for internal catalog licenses, including \$50,000 for Bonfire, which advertises, submits, and scores requests for proposals. In addition:

- Various items are initially budgeted in the Finance and Management Department citywide account and are transferred, as needed, to other departments throughout the year. In 2019, this includes economic development incentive moneys, projected legal settlements, deposits to the anticipated expenditure fund, the rainy day fund and the basic city services fund.
- 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 2019. This has proven to reduce the volatility of the projections for the general fund.
- The budget for this division includes \$115,000 for various citywide memberships.
- In 2019, \$1.3 million is budgeted for the city's contract with the Public Defender, which provides legal counsel to indigent persons charged with criminal offenses.



### **FACILITIES MANAGEMENT**

This division is responsible for preventative maintenance, repair, replacement, and general upkeep of city facilities. The 2019 budget includes over \$6 million to pay utility bills on behalf of other city agencies. In addition:

- Facilities Management is responsible for managing and maintaining over three million square feet of functional space, and the division provides in-house security assisted by camera monitoring and video recording.
- The division budgeted \$1,254,890 for repair and maintenance services, while \$3,642,551 is budgeted for custodial services at numerous city facilities under the purview of the division.
- In 2019, the division budgeted \$1,819,210 for security services for various facilities around the City of Columbus.
- Facilities Management will continue to purchase new equipment with greater technology, allowing staff to become more efficient and provide consistent cleaning schedules.

### **FLEET MANAGEMENT**

The mission of this division is to provide fleet management support services to city agencies to ensure efficient, safe, reliable, and green vehicle operation and maintenance. The 2019 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 works with community partners and city agencies to identify green opportunities, promoting new technological developments, and increased training opportunities for employees in an effort to maintain vehicles safely and responsibly, while reducing energy costs.
- Fleet Management continues to earn recognition both nationally and regionally for its efficient management, quality staff, superior services, and progressive practices toward greening the city's overall fleet. Currently, the division has over 250 dedicated CNG vehicles. This initiative will continue in 2019 as the division builds upon past successes.
- The division continues to utilize anti-idle technology on safety vehicles to save on fuel and maintenance costs by reducing idle time.
- With Columbus selected as the winning city of the Smart Cities Grant from the U.S. Department of Transportation, Fleet Management has already added 93 electric vehicles to its fleet, with plans to purchase and deploy 107 more.
- The division's budget assumes fueling, parts, service, and preventative maintenance for approximately 6,500 on and off road vehicles.

<b>Department Financial Summary by Area of Expense</b>					
<b>Fund</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Projected</b>	<b>2019 Proposed</b>
<b>General Fund</b>					
Finance and Management Administration					
Personnel	\$ 2,304,960	\$ 2,545,135	\$ 2,769,697	\$ 2,586,774	\$ 2,854,939
Materials & Supplies	14,415	26,831	15,800	4,473	14,500
Services	3,161,535	4,035,060	2,230,162	2,535,776	2,286,892
<b>Administration Subtotal</b>	<b>5,480,910</b>	<b>6,607,026</b>	<b>5,015,659</b>	<b>5,127,023</b>	<b>5,156,331</b>
Financial Management					
Personnel	2,691,588	2,610,611	3,013,377	2,711,020	3,053,153
Materials & Supplies	10,786	13,130	15,290	7,400	15,290
Services	1,262,123	1,972,075	866,713	905,600	1,755,980
Transfers	5,024,000	9,689,904	29,363,144	10,539,444	25,704,628
<b>Financial Management Subtotal</b>	<b>8,988,497</b>	<b>14,285,721</b>	<b>33,258,524</b>	<b>14,163,464</b>	<b>30,529,051</b>
Facilities Management					
Personnel	5,764,231	6,590,941	7,787,293	7,580,579	7,992,661
Materials & Supplies	621,680	627,198	659,800	659,800	659,800
Services	8,627,945	9,366,390	9,416,610	7,483,888	8,947,329
Other	-	6,697	-	-	2,000
<b>Facilities Management Subtotal</b>	<b>15,013,856</b>	<b>16,591,225</b>	<b>17,863,703</b>	<b>15,724,267</b>	<b>17,601,790</b>
Finance Technology					
Services	18,002,405	18,403,272	18,743,941	17,389,121	18,697,210
<b>Finance Technology Subtotal</b>	<b>18,002,405</b>	<b>18,403,272</b>	<b>18,743,941</b>	<b>17,389,121</b>	<b>18,697,210</b>
<b>General Fund Subtotal</b>	<b>47,485,668</b>	<b>55,887,244</b>	<b>74,881,827</b>	<b>52,403,875</b>	<b>71,984,382</b>
<b>Employee Benefits Fund-Property Insurance</b>					
Finance and Management Administration					
Services	395,000	395,000	395,000	395,000	395,000
<b>Employee Benefits Fund Subtotal</b>	<b>395,000</b>	<b>395,000</b>	<b>395,000</b>	<b>395,000</b>	<b>395,000</b>
<b>Fleet Management Fund</b>					
Fleet Management					
Personnel	10,358,386	11,157,299	11,709,174	11,977,894	12,521,572
Materials & Supplies	12,377,916	13,158,162	16,573,768	13,759,196	16,441,111
Services	3,940,655	4,161,792	4,262,214	3,814,300	4,268,257
Principal	3,216,000	3,986,000	4,080,000	4,080,000	4,177,000
Other	-	-	-	-	1,000
Capital	-	60,566	25,000	25,000	25,000
Interest	1,155,730	1,206,207	1,134,692	1,134,692	1,023,388
<b>Fleet Management Subtotal</b>	<b>31,048,687</b>	<b>33,730,026</b>	<b>37,784,848</b>	<b>34,791,082</b>	<b>38,457,328</b>
Finance and Management Administration					
Personnel	694,121	835,500	796,791	787,490	837,612
<b>Administration Subtotal</b>	<b>694,121</b>	<b>835,500</b>	<b>796,791</b>	<b>787,490</b>	<b>837,612</b>
<b>Fleet Management Fund Subtotal</b>	<b>31,742,808</b>	<b>34,565,526</b>	<b>38,581,639</b>	<b>35,578,572</b>	<b>39,294,940</b>
<b>Property Management Fund</b>					
1111 E. Broad Street Operations					
Materials & Supplies	-	-	25,000	-	25,000
Services	1,390,695	1,421,638	1,423,211	1,405,956	1,423,211
<b>Property Management Fund Subtotal</b>	<b>1,390,695</b>	<b>1,421,638</b>	<b>1,448,211</b>	<b>1,405,956</b>	<b>1,448,211</b>
<b>Community Development Block Grant Fund</b>					
Financial Management					
Personnel	402,883	385,983	437,926	273,609	344,686
Materials & Supplies	1,716	1,309	2,500	1,577	2,500
Services	97,638	104,410	124,253	342,426	5,331,436
Other	16,561	18,835	24,000	30,560	56,000
<b>CDBG Fund Subtotal</b>	<b>518,799</b>	<b>510,537</b>	<b>588,679</b>	<b>648,173</b>	<b>5,734,622</b>
<b>Print and Mail Services Fund</b>					
Financial Management					
Personnel	469,471	498,132	516,984	600,344	669,564
Materials & Supplies	59,748	109,005	101,100	117,061	100,360
Services	1,059,373	1,127,848	1,158,522	1,062,558	1,137,919
<b>Print and Mail Services Fund Subtotal</b>	<b>1,588,592</b>	<b>1,734,985</b>	<b>1,776,606</b>	<b>1,779,963</b>	<b>1,907,843</b>
<b>Hotel/Motel Tax Fund</b>					
Finance and Management Administration					
Services	15,894,793	16,701,871	17,018,000	17,018,000	17,614,000
<b>Hotel/Motel Fund Subtotal</b>	<b>15,894,793</b>	<b>16,701,871</b>	<b>17,018,000</b>	<b>17,018,000</b>	<b>17,614,000</b>
<b>Department Total</b>	<b>\$ 99,016,355</b>	<b>\$ 111,216,801</b>	<b>\$ 134,689,961</b>	<b>\$ 109,229,539</b>	<b>\$ 138,378,998</b>

<b>Division Financial Summary by Area of Expense</b>						
<b>Fund</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Projected</b>	<b>2019 Proposed</b>	
<b>Financial Management</b>						
General Fund						
Personnel	\$ 2,691,588	\$ 2,610,611	\$ 3,013,377	\$ 2,711,020	\$ 3,053,153	
Materials & Supplies	10,786	13,130	15,290	7,400	15,290	
Services	1,262,123	1,972,075	866,713	905,600	1,755,980	
Transfers	5,024,000	9,689,904	29,363,144	10,539,444	25,704,628	
<b>General Fund Subtotal</b>	<b>8,988,497</b>	<b>14,285,721</b>	<b>33,258,524</b>	<b>14,163,464</b>	<b>30,529,051</b>	
CDBG Fund						
Personnel	402,883	385,983	437,926	273,609	344,686	
Materials & Supplies	1,716	1,309	2,500	1,577	2,500	
Services	97,638	104,410	124,253	342,426	5,331,436	
Transfers	16,561	18,835	24,000	30,560	56,000	
<b>CDBG Fund Subtotal</b>	<b>518,799</b>	<b>510,537</b>	<b>588,679</b>	<b>648,173</b>	<b>5,734,622</b>	
Print and Mail Service Fund						
Personnel	469,471	498,132	516,984	600,344	669,564	
Materials & Supplies	59,748	109,005	101,100	117,061	100,360	
Services	1,059,373	1,127,848	1,158,522	1,062,558	1,137,919	
<b>Print and Mail Services Fund Subtotal</b>	<b>1,588,592</b>	<b>1,734,985</b>	<b>1,776,606</b>	<b>1,779,963</b>	<b>1,907,843</b>	
<b>Financial Management Subtotal</b>	<b>11,095,888</b>	<b>16,531,243</b>	<b>35,623,809</b>	<b>16,591,600</b>	<b>38,171,516</b>	
<b>Facilities Management</b>						
General Fund						
Personnel	5,764,231	6,590,941	7,787,293	7,580,579	7,992,661	
Materials & Supplies	621,680	627,198	659,800	659,800	659,800	
Services	8,627,945	9,366,390	9,416,610	7,483,888	8,947,329	
Other	-	6,697	-	-	2,000	
<b>General Fund Subtotal</b>	<b>15,013,856</b>	<b>16,591,225</b>	<b>17,863,703</b>	<b>15,724,267</b>	<b>17,601,790</b>	
Property Management Fund						
Materials & Supplies	-	-	25,000	-	25,000	
Services	1,390,695	1,421,638	1,423,211	1,405,956	1,423,211	
<b>Property Management Fund Subtotal</b>	<b>1,390,695</b>	<b>1,421,638</b>	<b>1,448,211</b>	<b>1,405,956</b>	<b>1,448,211</b>	
<b>Facilities Management Subtotal</b>	<b>16,404,551</b>	<b>18,012,863</b>	<b>19,311,914</b>	<b>17,130,223</b>	<b>19,050,001</b>	
<b>Technology Billings</b>						
General Fund						
Services	18,002,405	18,403,272	18,743,941	17,389,121	18,697,210	
<b>Technology Billings Subtotal</b>	<b>18,002,405</b>	<b>18,403,272</b>	<b>18,743,941</b>	<b>17,389,121</b>	<b>18,697,210</b>	
<b>Fleet Management</b>						
Fleet Management Fund						
Personnel	10,358,386	11,157,299	11,709,174	11,977,894	12,521,572	
Materials & Supplies	12,377,916	13,158,162	16,573,768	13,759,196	16,441,111	
Services	3,940,655	4,161,792	4,262,214	3,814,300	4,268,257	
Principal	3,216,000	3,986,000	4,080,000	4,080,000	4,177,000	
Other	-	-	-	-	1,000	
Capital	-	60,566	25,000	25,000	25,000	
Interest	1,155,730	1,206,207	1,134,692	1,134,692	1,023,388	
<b>Fleet Management Subtotal</b>	<b>31,048,687</b>	<b>33,730,026</b>	<b>37,784,848</b>	<b>34,791,082</b>	<b>38,457,328</b>	
<b>Fleet Management Subtotal</b>	<b>31,048,687</b>	<b>33,730,026</b>	<b>37,784,848</b>	<b>34,791,082</b>	<b>38,457,328</b>	
<b>Finance and Management Administration</b>						
General Fund						
Personnel	2,304,960	2,545,135	2,769,697	2,586,774	2,854,939	
Materials & Supplies	14,415	26,831	15,800	4,473	14,500	
Services	3,161,535	4,035,060	2,230,162	2,535,776	2,286,892	
<b>General Fund Subtotal</b>	<b>5,480,910</b>	<b>6,607,026</b>	<b>5,015,659</b>	<b>5,127,023</b>	<b>5,156,331</b>	
Employee Benefits Fund						
Services	395,000	395,000	395,000	395,000	395,000	
<b>Employee Benefits Fund Subtotal</b>	<b>395,000</b>	<b>395,000</b>	<b>395,000</b>	<b>395,000</b>	<b>395,000</b>	
Fleet Management Fund						
Personnel	694,121	835,500	796,791	787,490	837,612	
<b>Fleet Management Fund Subtotal</b>	<b>694,121</b>	<b>835,500</b>	<b>796,791</b>	<b>787,490</b>	<b>837,612</b>	
Hotel/Motel Tax Fund						
Services	15,894,793	16,701,871	17,018,000	17,018,000	17,614,000	
<b>Hotel/Motel Tax Fund Subtotal</b>	<b>15,894,793</b>	<b>16,701,871</b>	<b>17,018,000</b>	<b>17,018,000</b>	<b>17,614,000</b>	
<b>Finance and Management Administration Subtotal</b>	<b>22,464,824</b>	<b>24,539,397</b>	<b>23,225,450</b>	<b>23,327,513</b>	<b>24,002,943</b>	
<b>Department Total</b>	<b>\$ 99,016,355</b>	<b>\$ 111,216,801</b>	<b>\$ 134,689,961</b>	<b>\$ 109,229,539</b>	<b>\$ 138,378,998</b>	

<b>Department Personnel Summary</b>						
<b>Fund</b>	<b>FT/PT</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budgeted</b>	<b>2019 Proposed</b>	
General Fund						
Administration	FT	29	27	29	29	
Financial Management	FT	27	24	27	27	
Facilities Management	FT	72	80	88	90	
	PT	14	13	17	19	
Print and Mail Services Fund						
Mail Services	FT	3	3	3	3	
Print Services	FT	3	3	4	4	
	PT	0	0	0	1	
Fleet Management Fund						
Fleet Management	FT	120	124	131	131	
	PT	3	2	3	3	
Administration	FT	6	6	7	7	
	PT	0	0	0	0	
Community Dev. Block Grant						
Financial Management	FT	3	2	4	3	
	PT	0	0	0	1	
<b>Total</b>		<b>280</b>	<b>284</b>	<b>313</b>	<b>318</b>	

<b>Operating Budget by Program</b>					
<b>Program</b>	<b>2018 Budget</b>	<b>2018 FTEs</b>	<b>2019 Proposed</b>	<b>2019 FTEs</b>	
Administration	\$ 30,433,914	61	\$ 25,221,207	61	
Fiscal	1,357,263	11	1,386,802	11	
Asset Management	1,824,295	5	1,838,706	4	
Property and Boiler Insurance	395,000	0	395,000	0	
Mail Room Services	1,265,460	3	1,266,725	3	
Print Room Services	510,646	4	641,118	4	
Facilities Maintenance and Repair	6,214,366	32	6,092,043	32	
Custodial	2,759,220	31	3,642,551	30	
Security	2,108,339	20	1,819,210	23	
Utility Cost Management	1,500,000	0	1,750,000	0	
Citywide Account	29,363,144	0	25,704,628	0	
Vehicle Maintenance and Repair	19,405,867	124	19,477,763	121	
Fueling Infrastructure	10,962,575	2	10,732,132	1	
Internal Services	25,683,590	0	25,286,084	0	
Financial Management	906,282	0	2,083,064	0	
Fleet Asset Management	-	0	106,955	1	
Debt Management	-	0	5,200,388	0	
Grants Management	-	0	734,622	3	
CDBG Neighborhood Projects	-	0	5,000,000	0	
<b>Department Total</b>	<b>\$ 134,689,961</b>	<b>293</b>	<b>\$ 138,378,998</b>	<b>294</b>	

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



# 2019 PROGRAM GUIDE

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## **ADMINISTRATION**

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

## **FISCAL**

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

## **ASSET MANAGEMENT**

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

## **PROPERTY AND BOILER INSURANCE**

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

## **MAIL ROOM SERVICES**

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

## **PRINT SHOP SERVICES**

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



**FACILITIES MAINTENANCE AND REPAIR**

To efficiently maintain and repair facilities so that employees and visitors may conduct business in a comfortable environment.

**CUSTODIAL**

To provide general cleaning services of common areas, offices and restrooms, to ensure a clean environment for visitors and employees.

**SECURITY**

To provide security and monitoring services (aided by technology), to ensure a safe environment for visitors and employees.

**UTILITY COST MANAGEMENT**

To provide energy management in a proactive effort to save on electrical, heating and cooling costs through education of building tenants on energy conservation behaviors and by monitoring building lighting and heating.

**CITYWIDE ACCOUNT**

To provide a holding account for later transfer to general fund divisions.

**VEHICLE MAINTENANCE AND REPAIR**

To provide fleet management support services to city agencies to ensure efficient, safe, reliable, and green vehicle operation and maintenance.

**FUELING INFRASTRUCTURE**

To assess, monitor, repair, replace, and service the city's fueling infrastructure to ensure safe, reliable fueling services to city agencies, regional partners, and the general public.

**INTERNAL SERVICES**

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

**FINANCIAL MANAGEMENT**

To provide efficient and effective management of funds.

**FLEET ASSET MANAGEMENT**

To enhance deployment and maintenance of vehicles, while improving productivity and lowering operating costs.

**DEBT MANAGEMENT**

To service and track all required debt service obligations (principal and interest) per bond covenant requirements, policies, and procedures. Ensure debt from bonds and loans are used to finance the department's capital program, including those projects in all divisions.

**GRANTS MANAGEMENT**

To administer the following federal grant programs: Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), HOME and Housing Opportunities for Persons with AIDS (HOPWA).

**CDBG NEIGHBORHOOD PROJECTS**

To address community needs related to access to education and safe and clean community space in low to moderate income areas.

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## Department Description

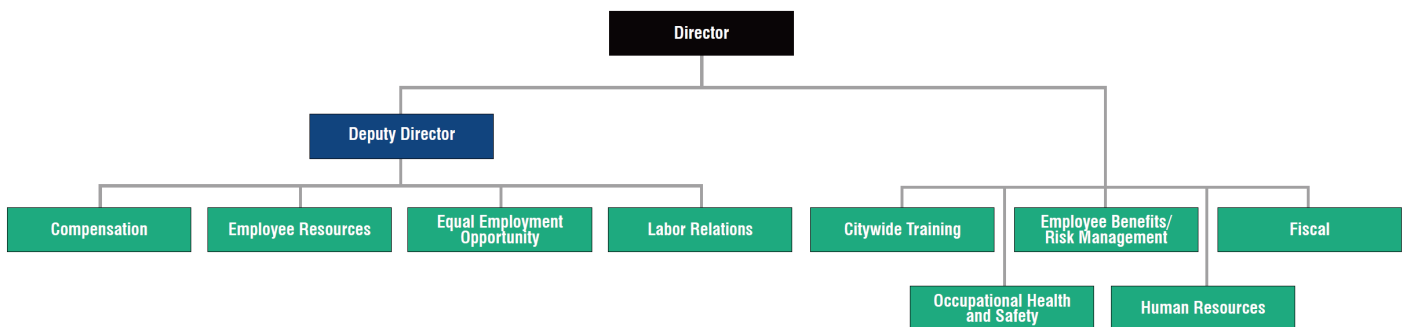
The Department of Human Resources provides leadership, direction, and support to city departments. The department is responsible for administering employee benefit programs, coordinating and delivering citywide training and workforce development opportunities, designing and administering a fair, equitable,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

The Department of Human Resources also develops occupational safety and health programs and monitors compliance with established workplace safety standards. It 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 2019

### Operational Efficiencies



Focus on addressing the components of the ten-year reforms and efficiencies action plan that are related to employee compensation and benefits. Collaboration between Labor Relations, Employee Benefits, and Compensation Management, as well as ongoing contract negotiations with remaining units.

Target efforts to reduce workers' compensation costs. 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.

Advance the Healthy Columbus program initiative that focuses 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.

Sponsor free spring and fall health and wellness fairs, providing an array of screenings and assessments that enable city employees to detect, treat, and continually monitor diagnosed health conditions – and serve as a long-term medical cost reduction tool.

Offer customized courses from Citywide Training and Development (CTD) to fit the needs of individual departments, and ensure the most up-to-date curriculum. New courses designed to advance the agenda of the administration have been developed, including Implicit Bias Training, and additional CPR courses. 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.

## Strategic Priorities for 2019 (cont.)

### Operational Efficiencies (cont.)



Evaluate the learning and development needs of City of Columbus employees through annual training needs assessments and consultations with departments. The Cornerstone Learning Management System was implemented in 2018, and will continue to provide valuable information that will assist CTD to identify the training needs of all city employees into 2019. CTD will also implement a centralized externship program ensuring value and results to all stakeholders.

### Diversity and Inclusion



Collaborate with other departments to analyze opportunities for increasing diversity through creative recruitment and retention efforts. The Equal Employment Resources Manager will provide consultancy regarding complex federal, state, and local employment laws as a part of the human resources best practices strategy to ensure a diverse and inclusive workforce and workplace.

### Public Safety and Health



Assist departments with the Citywide Occupational Safety and Health Program (COSHP) to conduct safety audits and training, indoor air quality investigations, and other environmental health and safety services aimed at reducing the risk of work related injuries and illnesses. COSHP will 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.



## 2019 BUDGET NOTES

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### **HUMAN RESOURCES**

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

- The department made a concerted effort to improve effectiveness and efficiency in the Citywide Training area by hiring dedicated full-time staff in place of part-time contracted trainers. This has permitted the office to expand its course offerings, and has allowed more employees to be trained.
- A slight increase in funding is budgeted for contracts related to physical fitness and wellness testing to provide for firefighter cancer screenings. All contracts are consolidated in this division to enhance service delivery and increase efficiency in contract administration.
- The department continues to focus on improving workplace safety with an objective to decrease workers' compensation costs. The budget provides funding for occupational safety and risk management programs, and purchases of safety and protective supplies to keep employees safe.

### **EMPLOYEE BENEFITS**

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

- The Workers' Compensation/Injury Leave Section was reconfigured to improve overall processes and procedures. A full-time Employee Benefits Analyst position has been added to provide sufficient staffing to assist with claims management.
- Funding in the amount of \$20,000 was added to the Workers' Compensation cost containment contract to allow for additional hearings and case preparation.
- Included in this budget is \$360,000 for the Occupational Safety and Health Clinic which represents level funding when compared to the prior year.
- Funding is incorporated for outside counsel to act as the city's chief negotiator and legal counsel.

<b>Department Financial Summary by Area of Expense</b>						
<b>Fund</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Proposed</b>	
<b>General Fund</b>						
Administration						
Personnel	\$ 1,336,538	\$ 1,431,214	\$ 1,687,555	\$ 1,654,231	\$ 1,698,242	
Materials & Supplies	32,919	25,607	54,656	51,492	48,906	
Services	1,138,539	1,246,138	1,221,505	1,216,260	1,244,206	
Transfers	-	2,495	-	-	-	
<b>General Fund Subtotal</b>	<b>2,507,996</b>	<b>2,705,455</b>	<b>2,963,716</b>	<b>2,921,983</b>	<b>2,991,354</b>	
<b>Employee Benefits Fund</b>						
Administration						
Personnel	-	2,651,537	3,298,606	2,820,852	3,374,052	
Materials & Supplies	-	23,124	39,776	36,095	44,776	
Services	-	1,697,306	1,649,273	1,506,215	1,586,905	
<b>Administration Subtotal</b>	<b>-</b>	<b>4,371,966</b>	<b>4,987,655</b>	<b>4,363,162</b>	<b>5,005,733</b>	
Risk Management						
Personnel	2,791,730	-	-	-	-	
Materials & Supplies	27,738	-	-	-	-	
Services	1,481,353	-	-	-	-	
<b>Risk Management Subtotal</b>	<b>4,300,822</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Employee Benefits Fund Subtotal</b>	<b>4,300,822</b>	<b>4,371,966</b>	<b>4,987,655</b>	<b>4,363,162</b>	<b>5,005,733</b>	
<b>Department Total</b>	<b>\$ 6,808,818</b>	<b>\$ 7,077,421</b>	<b>\$ 7,951,371</b>	<b>\$ 7,285,145</b>	<b>\$ 7,997,087</b>	

<b>Division Financial Summary by Area of Expense</b>						
<b>Fund</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Proposed</b>	
<b>Administration</b>						
General Fund						
Personnel	\$ 1,336,538	\$ 1,431,214	\$ 1,687,555	\$ 1,654,231	\$ 1,698,242	
Materials & Supplies	32,919	25,607	54,656	51,492	48,906	
Services	1,138,539	1,246,138	1,221,505	1,216,260	1,244,206	
Transfers	-	2,495	-	-	-	
<b>General Fund Subtotal</b>	<b>2,507,996</b>	<b>2,705,455</b>	<b>2,963,716</b>	<b>2,921,983</b>	<b>2,991,354</b>	
Employee Benefits Fund						
Personnel	-	2,651,537	3,298,606	2,820,852	3,374,052	
Materials & Supplies	-	23,124	39,776	36,095	44,776	
Services	-	1,697,306	1,649,273	1,506,215	1,586,905	
<b>Employee Benefits Fund Subtotal</b>	<b>-</b>	<b>4,371,966</b>	<b>4,987,655</b>	<b>4,363,162</b>	<b>5,005,733</b>	
<b>Administration Subtotal</b>	<b>2,507,996</b>	<b>7,077,421</b>	<b>7,951,371</b>	<b>7,285,145</b>	<b>7,997,087</b>	
<b>Risk Management</b>						
Employee Benefits Fund						
Personnel	2,791,730	-	-	-	-	
Materials & Supplies	27,738	-	-	-	-	
Services	1,481,353	-	-	-	-	
<b>Employee Benefits Fund Subtotal</b>	<b>4,300,822</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Risk Management Subtotal</b>	<b>4,300,822</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Department Total</b>	<b>\$ 6,808,818</b>	<b>\$ 7,077,421</b>	<b>\$ 7,951,371</b>	<b>\$ 7,285,145</b>	<b>\$ 7,997,087</b>	

## Human Resources

Department Personnel Summary					
Fund	FT/PT	2016	2017	2018	2019
		Actual	Actual	Budgeted	Proposed
General Fund					
Human Resources	FT	15	14	14	14
	PT	1	1	1	1
Employee Benefits Fund					
Employee Benefits	FT	22	19	27	30
	PT	3	3	4	2
<b>Total</b>		<b>41</b>	<b>37</b>	<b>46</b>	<b>47</b>

Operating Budget by Program					
Program	2018		2019		
	Budget	FTEs	Proposed	FTEs	
Human Resources Administration	\$ 474,676	4	\$ 480,115	4	
Internal Services	286,497	0	382,062	0	
Compensation	240,490	2	239,151	2	
Citywide Office of Training and Development	515,497	4	543,548	4	
Labor Relations	249,239	2	256,746	2	
Employee Resources	127,133	1	126,892	1	
Equal Employment Opportunity	176,364	1	135,184	1	
Occupational Health and Safety	2,142,242	2	2,452,480	5	
Benefits Administration	3,013,977	22	2,786,817	22	
EBRM Labor Relations	725,256	3	594,092	3	
<b>Department Total</b>	<b>\$ 7,951,371</b>	<b>41</b>	<b>\$ 7,997,087</b>	<b>44</b>	

For additional financial information related to the Human Resources Department, please refer to the employee benefits fund contained within the Internal Services section. Program descriptions begin on the following page.



# 2019 PROGRAM GUIDE

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## **HUMAN RESOURCES ADMINISTRATION**

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

## **INTERNAL SERVICES**

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

## **COMPENSATION**

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

## **CITYWIDE OFFICE OF TRAINING AND DEVELOPMENT**

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

## **LABOR RELATIONS**

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

## **EMPLOYEE RESOURCES**

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

## **EQUAL EMPLOYMENT OPPORTUNITY**

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

**OCCUPATIONAL HEALTH AND SAFETY**

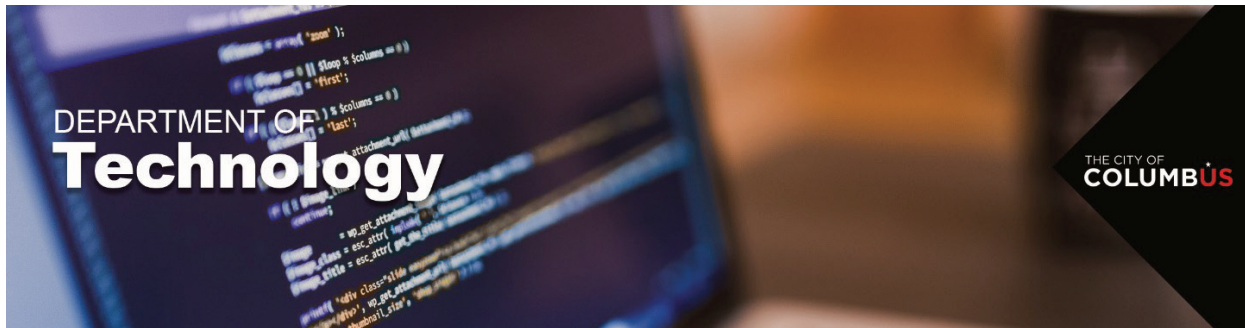
To provide leadership and policy development, as well as necessary supplies and services, to ensure and improve the safety of all employees. Physical fitness assessments for police and fire employees and the Occupational Safety and Health Clinic are incorporated into this program as well. These activities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

**BENEFITS ADMINISTRATION**

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

**EBRM LABOR RELATIONS**

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



## 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.

By partnering with the Office of the Mayor's Communication team and public information officers throughout the city, the department is responsible for designing and maintaining the city's website and mobile application. The department also provides media services as well as desktop and service desk support to city agencies.

The department operates the government access television channel, CTV Channel 3, which provides citizens information about city government and increases citizens' accessibility to city officials and staff. Programming includes coverage of meetings, events, documentaries, talk shows, and call-in programs.

In addition, the Department of Technology provides systems and applications support to the city's 311 call center operated by the Department of Neighborhoods, and manages the city's telecommunication network. The Geographic Information System (GIS) section of the department is

## 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.

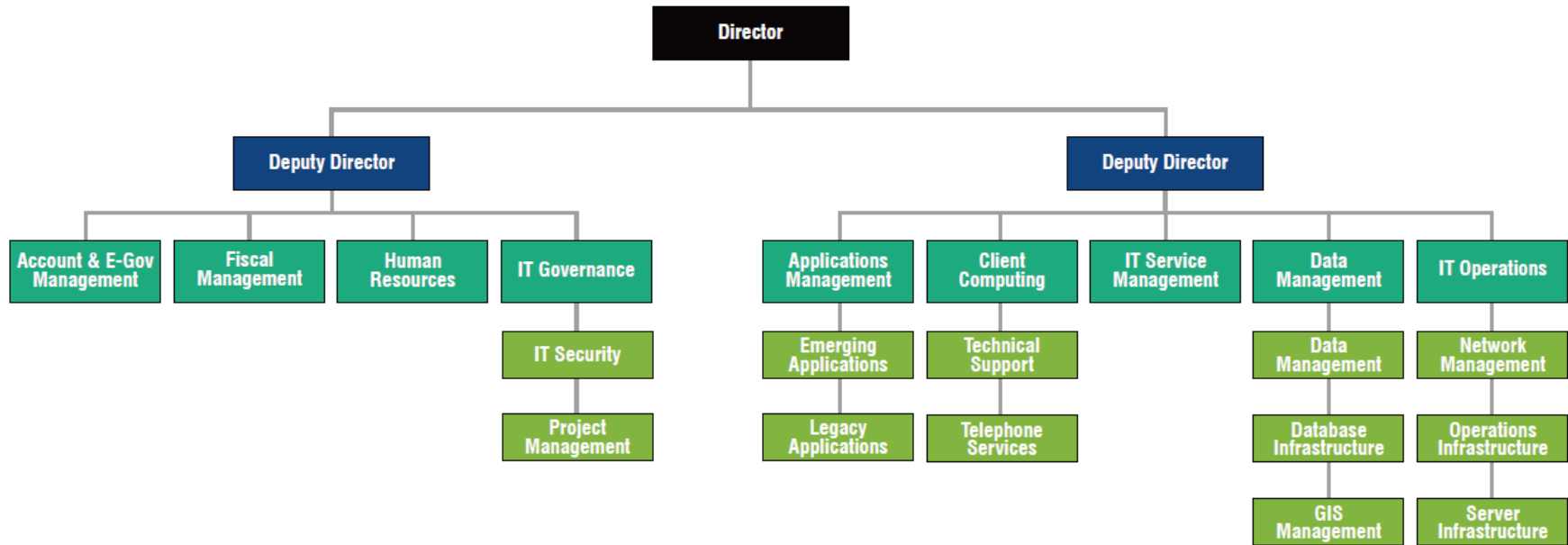
an enterprise-wide system that provides broad access to geospatial data and applications throughout the city and to the public.

The department's IT Operations section maintains and supports all data connectivity across the city, while providing daily business support services including folding, inserting, and mailing services.

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



# Technology



## Strategic Priorities for 2019

### Neighborhoods



Partner with the Department of Neighborhoods to evaluate options for enhancing the City's 311 application. The 311 suite of products offers citizens service request submissions via the columbus.gov website, the 311 call center, and the MyColumbus mobile application-- which accounts for over 36 percent of the volume to the 311 service line. Trash, yard waste, and recycling collection reminders are available via the MyColumbus mobile app, as is the ability to submit new and view existing service requests. Since its inception through mid-July 2018, the 311 program has created 2,829,784 service requests.

Support the new incident/accident reporting application created in partnership with the Recreation and Parks department to document events at Recreation Centers, automating a previously manual process.

Implement a new Private Leisure Assistance for Youth (P.L.A.Y.) grant web application, allowing the department of Recreation and Parks to easily document, review, and approve P.L.A.Y. grant distributions. This application provides funding for recreation center staff to offer unique, specialized, enrichment programs for kids.

Develop a new GIS application for the Department of Neighborhoods. The application will make all of the location based datasets available for efficient decision making. The Comprehensive Neighborhood Safety Strategy programming will become one of the main beneficiaries of the new application.

### Economic Development



Market our city fiber asset as a broadband solution for companies and public institutions interested in expanding their connectivity and reach in Columbus.

### Diversity and Inclusion



Offer the Office of Diversity and Inclusion (ODI) accessibility to data so it can better identify vendors that supply goods and services throughout the City of Columbus, as well as GIS needs by mapping locations of vendors and potential areas to search for prospective employees.

Provide ODI support for the Columbus.gov/ODI web presence, with updates to the website content as needed and support the technology needs of the Office of Diversity and Inclusion resulting from the findings of the Disparity Study.

## Strategic Priorities for 2019 (cont.)

### Public Safety and Health



Upgrade fire station technology to replace aging infrastructure and end-of-support devices.

Collaborate with the Department of Public Safety regarding its use of video and other technologies, including body worn cameras, vehicle, and other video sources. Build fiber optic capacity to increase Public Safety network bandwidth and eliminate leased circuit expenditures for police and fire locations citywide.

Work with the Department of Public Safety to build a data pipeline for crime data, both for internal and external use.

Assist in the implementation of a new application for the Department of Public Safety, including the Weights and Measures unit, to integrate inspection data into Medallion software, which will allow for online account review, payment of inspections, and tracking of late fees. Assist the department with the Shot-Spotter and Towing solutions.

Enhance and support Columbus Public Health's epidemiology section with their new Illness questionnaire web application, created by DoT in 2018 for data collection purposes.

### Early Childhood and Education



Partner with CelebrateOne and the Office of the Mayor to create a new website for the infant mortality initiative ensuring the effective management and update of content.

Finalize the development of a resource center for CelebrateOne using Esri's Hub. The Hub will make GIS maps, datasets, and key performance indicators (KPI) using both Esri and Tableau platforms for mapping and visualization.

Support and maintain the CelebrateOne Community Connector Corps application, a grassroots effort designed to ensure that residents of Columbus neighborhoods most impacted by infant mortality receive support before, during, and after pregnancy.

Enhance and support the Changing Station initiative via the DoT created website: [changingstation.columbus.gov](http://changingstation.columbus.gov).

Facilitate the shared services agreement with Columbus City Schools to update the school district's telephone technology.

## Strategic Priorities for 2019 (cont.)

### Operational Efficiencies



Collaborate with the Department of Finance on researching, documenting, and streamlining performance measures and corresponding datasets for all city departments, and build a platform from which performance measures become readily available to internal and external users – and all datasets could be seamlessly updated.

Implement a citywide data management platform to provide access to information across all city departments to help facilitate decision making and more efficient data collaboration.

Enhance the City's enterprise visualization platform (Tableau) for all departments. Oversee the implementation, data pipeline creation, and training of users citywide.

Support and maintain the Public Utilities Department's enterprise document management system (OnBase).

Utilize enterprise cloud based solutions for file sharing and collaboration to create efficiencies between city departments and external partners.

Offer an Online ArcGIS platform that is "self-service" so that departments can address their needs more efficiently.

Partner with the Department of Public Utilities to launch a public facing GIS Power Outage application, and enhance its existing GIS Hydrant web and Water Valve applications.

Assist the Department of Public Service in acquiring better access to several of its GIS applications, including those involved in snow and ice removal, mowing, and sweeping operations. Develop a new GIS application that will assist prospective vendors interested in bidding on its public asset improvement projects, specifically in estimating costs.

Support the Campaign Finance web application, designed to provide transparency in contributions and expenditures for the campaign committees of Columbus municipal candidates and municipal ballot issues.

Enhance the city's website, Columbus.gov, to include ongoing system and content maintenance for improved stability.

Improve municipal service delivery by interconnecting city facilities with an expanding fiber optic infrastructure.

Provide ongoing support and enhancements to the Enterprise SAP Business Objects/Crystal Reports, which has produced roughly 293,326 historical reports and 2,077 individual reports for 4,155 users citywide.

## Strategic Priorities for 2019 (cont.)

### Operational Efficiencies (cont.)



Manage and support the new Information Technology Service Management application, for improved service delivery, reduced operational costs, and increased opportunities for application integrations. Establish departmental and Department of Technology service desk dashboards for external and internal consumption.

Complete planning and implementation of the first phases of data center, networking, and hyper-converged infrastructure modernization initiatives. Continue assessments and modernization of the city's data center and infrastructure operations.

Replace aging systems citywide through Client Services with the goal of improving end-user efficiency and overall productivity. On average, 500 to 600 systems are replaced annually.

Develop a self-service routing application to assist several departments in routing inspectors to their destinations more quickly and efficiently.

Build a new mapping application for the Department of Public Utilities GreenSpot Program to identify the locations and additional details of the program's participants.

Develop an application for the Department of Public Utilities' Watershed Management Division and the Department of Recreation and Parks to keep track of information about properties that border the three reservoirs the city manages (Griggs, O'Shaughnessy, and Hoover). Included in this application will be tracking of the dock and stake permits at those three reservoirs.

### Smart Columbus



Provide a project manager who works in the Smart Columbus Program Management Office (PMO) for information technology consulting services.

Participate on the Smart Columbus Executive Committee teams, attend Smart Columbus' Data Working Group meetings, and advise other departments on project components as requested.

Furnish a hosting environment for the redesigned Smart Columbus website created and maintained by the Smart Columbus website development team for up-to-date initiatives and opportunities.

## 2019 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 \$7,533,135 for 2019. Of this total, \$1,700,000 is budgeted in the general fund while the balance is allocated among various other funds. In addition:

- The Department assumes a vacancy credit of four percent.
- In 2019, computer replacements for general fund departments and divisions will be purchased using the special income tax fund.
- The Information Services Division funds the cost of maintaining, supporting, and licensing a large inventory of hardware, software, fiber, and infrastructure for which DoT is responsible. A portion of the department's budget also funds debt service costs associated with, 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	2016 Actual	2017 Actual	2018 Budget	2018 Projected	2019 Proposed
<b>Technology Services Fund</b>					
Administration Division					
Personnel	\$ 1,626,116	\$ 1,798,920	\$ 2,117,306	\$ 2,091,974	\$ 2,208,456
Materials & Supplies	1,196,852	670,364	1,111,954	295,630	1,170,268
Services	3,309,790	3,911,007	4,420,291	3,922,133	6,362,867
Capital	-	56,852	154,501	-	100,000
<b>Administration Subtotal</b>	<b>6,132,758</b>	<b>6,437,143</b>	<b>7,804,052</b>	<b>6,309,737</b>	<b>9,841,591</b>
Information Services Division					
Personnel	14,907,174	15,086,334	17,581,236	16,677,573	18,313,508
Materials & Supplies	318,957	316,718	362,006	399,488	377,006
Services	6,268,105	6,529,710	7,398,262	7,256,920	7,404,217
Debt Principal	3,870,000	4,260,000	4,746,632	4,120,000	3,830,000
Other	-	5,000	5,200	5,200	5,200
Capital	14,207	24,740	87,820	87,820	72,820
Interest	537,718	637,181	-	626,632	432,886
<b>Information Services Subtotal</b>	<b>25,916,160</b>	<b>26,859,683</b>	<b>30,181,156</b>	<b>29,173,633</b>	<b>30,435,637</b>
<b>Department Total</b>	<b>\$ 32,048,918</b>	<b>\$ 33,296,826</b>	<b>\$ 37,985,208</b>	<b>\$ 35,483,370</b>	<b>\$ 40,277,228</b>



<b>Division Financial Summary by Area of Expense</b>					
<b>Fund</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Projected</b>	<b>2019 Proposed</b>
<b>Administration</b>					
Information Services Fund					
Personnel	\$ 1,626,116	\$ 1,798,920	\$ 2,117,306	\$ 2,091,974	\$ 2,208,456
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<b>Department Personnel Summary</b>					
<b>Fund</b>	<b>FT/PT</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budgeted</b>	<b>2019 Proposed</b>
Technology Services Fund					
Administration	FT	12	14	15	15
	PT	0	1	2	2
Information Services	FT	126	127	144	144
	PT	1	1	2	4
<b>Total</b>		<b>139</b>	<b>143</b>	<b>163</b>	<b>165</b>

<b>Operating Budget by Program</b>				
<b>Program</b>	<b>2018 Budgeted</b>	<b>2018 FTEs</b>	<b>2019 Proposed</b>	<b>2019 FTEs</b>
Technology Administration	\$ 13,138,985	7	\$ 14,571,904	6
Fiscal	907,703	7	940,438	7
Human Resources	230,159	2	321,007	3
Systems Administration	1,669,387	13	1,789,316	13
Applications Programming	2,855,480	23	3,007,061	23
Government Television Channel	895,820	8	951,801	8
Network	2,557,448	15	2,653,258	15
Security	2,044,603	13	1,845,520	13
Account Management	362,912	3	395,970	3
Computer Operations	1,075,827	9	1,102,527	9
Database	679,521	5	746,001	5
Telephone Services	435,809	4	441,645	4
Project Management	1,485,803	11	1,467,927	11
Contracts	4,152,084	0	4,066,074	0
Desktop Support	2,365,443	22	2,644,343	22
Help Desk	639,757	7	723,720	7
Fiber	245,700	0	345,700	0
Facilities Management	279,600	0	279,600	0
Internal Services	646,468	0	652,433	0
Data Management	1,316,699	9	1,330,983	9
<b>Department Total</b>	<b>\$ 37,985,208</b>	<b>159</b>	<b>\$ 40,277,228</b>	<b>159</b>

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.



# 2019 PROGRAM GUIDE

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## **TECHNOLOGY ADMINISTRATION**

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

## **FISCAL**

To provide fiscal support services to the department and citywide direct charge agencies including procurement, accounts payable, billing and revenue analysis, legislation and contract management, and budgeting and financial management of the department's operational and capital budget.

## **HUMAN RESOURCES**

To provide payroll and human resources support services to the department/divisions' staff including the administration of the city's policies and procedures related to labor relations, employee benefits, performance management, occupational health and safety, employee training, and development.

## **SYSTEMS ADMINISTRATION**

To design, implement, and maintain the city's core information technology data processing server infrastructure, storage area network, backup infrastructure, and maintenance and support of the city's Microsoft enterprise wide software licenses.

**APPLICATIONS PROGRAMMING**

To maintain, upgrade, and/or develop various information technology applications and systems that facilitate business practices throughout the city; to maintain and support citywide internet and intranet web applications, and provide website links for citizens and departments; to provide project management, database administration, GIS application development, and software upgrades for the citywide GIS system.

**GOVERNMENT TELEVISION CHANNEL**

To coordinate contracts for video programming services, prepare scripts, and provide editing services for production programs.

**NETWORK**

To coordinate the design, installation, maintenance, and repair of the city's metronet infrastructure, provide citywide internet access, network firewall security, wireless infrastructure, VOIP infrastructure, and maintain inside building cabling.

**SECURITY**

To ensure that reasonable and appropriate actions are being taken to protect the confidentiality, integrity, and availability of the city's information assets in the most effective and efficient manner in pursuit of the organizational business goals.

**ACCOUNT MANAGEMENT**

To provide information technology account management services to city agencies. Consults and coordinates with departments to develop technology solutions that meet the business needs of the City of Columbus. This includes analyzing departments' technology requirements, collaborating, and leading the execution of technology development.

**COMPUTER OPERATIONS**

To provide the services of monitoring CPU usage, data and application storage on enterprise disk systems and magnetic tapes, printing, folding, and mailing of various forms and reports.

**DATABASE**

To provide database administration to support the functions of the city's software applications, thus maintaining the availability, consistency, and integrity of the city's data.

**TELEPHONE SERVICES**

To provide telephone and consulting services to city agencies on the city's voice over internet protocol VOIP system, voice mail, automated attendants, leased circuit ordering, installation, repair and maintain the interactive voice response (IVR) system in addition to assisting with telephone repairs and training.

**PROJECT MANAGEMENT**

To provide information technology services to project sponsors to enable city agencies to receive new or enhanced technology to satisfy their business requirements.

**CONTRACTS**

To provide funding to cover the cost of annual license fees, software and hardware maintenance agreements for applications and technology systems, and infrastructure that continues to support the business practices throughout the city.

**DESKTOP SUPPORT**

To deploy and maintain the city's desktop computer systems in a manner that will ensure high availability to city employees.

**HELP DESK**

To provide a single point of contact for users to obtain solutions to technology needs, questions, and issues of concern.

**FIBER**

To coordinate the design and installation of city owned fiber optic cabling plant, provide preventive maintenance/repair of outside fiber optic, review capital improvement project plans and cable locate requests, and design and maintain coaxial cable plant.

**FACILITIES MANAGEMENT**

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

**INTERNAL SERVICES**

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

**DATA MANAGEMENT**

To establish an enterprise based data management platform that enables and encourages city departments to manage, share, and publish data. Doing so unleashes public and private sector innovation with open data and empowers data driven decision-making throughout the city.



## Department Description

The Department of Neighborhoods was created in July 2016 to better deliver comprehensive services to Columbus' diverse neighborhoods. This department consolidated the administration of the neighborhood liaison program, the Neighborhood Pride program, the 311 Service Center, and the Community Relations Commission. The department strives to create strong connections between the neighborhoods of Columbus and all city residents. It serves as a single point of contact to help convene and facilitate discussions with civic leaders, business leaders, citizens, and elected officials on issues of ethnic, racial, and cultural diversity.

The **neighborhood liaisons** are a team of advocates created to work across department lines to get results for resident requests, problems, and questions. The city has been divided into service areas and a liaison has been assigned to each of the areas to work directly with the residents and neighborhood organizations.

The liaisons are housed within the **Neighborhood Pride Centers**, and are the direct communications link between the city and the community. Each Pride Center is a one-stop shop for city services and is dedicated to protecting the health, safety, and welfare of the families living in the area.

The **Community Relations Commission** was created and established to recommend ways and means of initiating and improving

## Department Mission

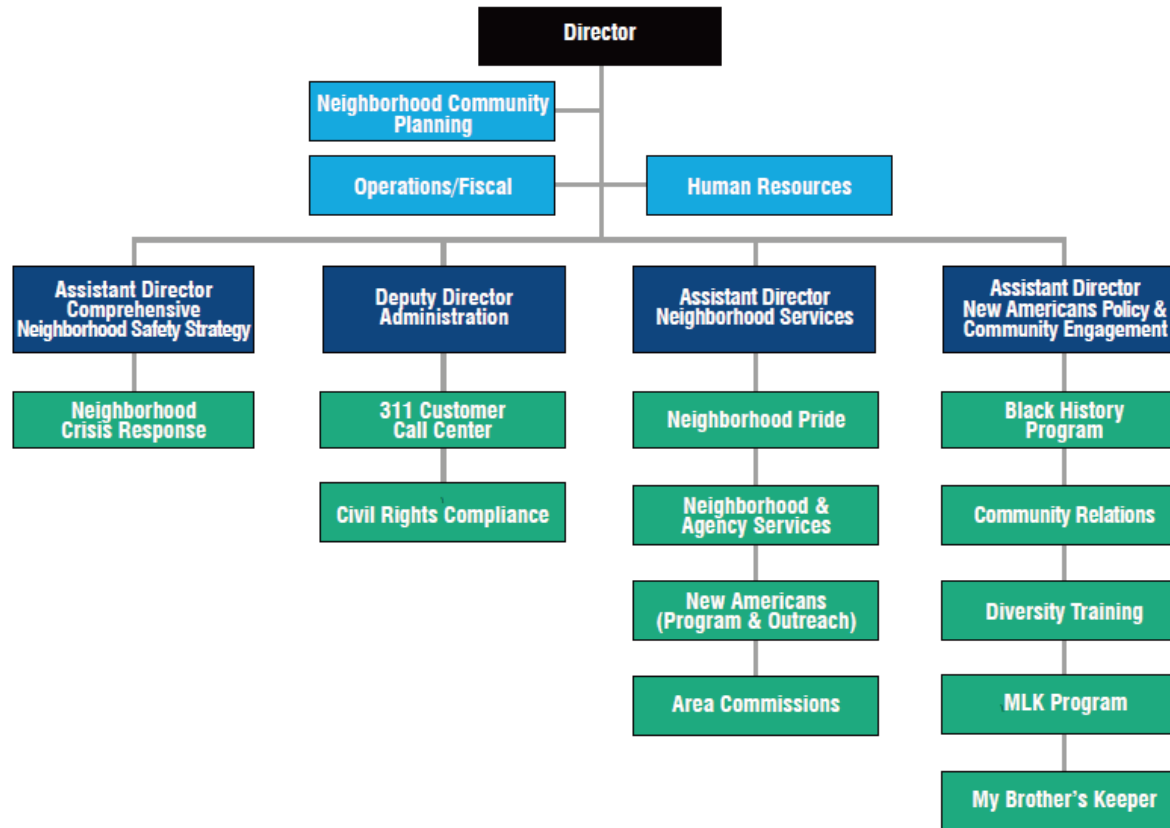
To connect Columbus residents to city services, community resources, and foster partnerships that support programs and services that enhance the quality of life for residents.

city government programs designed to eliminate discrimination and to work to remove the effects of past discrimination. The Commission provides leadership to residents, businesses, and neighborhoods of Columbus through racial, ethnic, and cultural diversity education and by identifying community needs and resolving tensions and challenges.

The 311 Service Center, also known as “**311**”, is the single point of contact for all non-emergency city service requests and is available to residents, city businesses, and visitors. Its mission is to provide access to city services and city information with the highest possible levels of customer service.



# Neighborhoods



# Strategic Priorities for 2019

## Neighborhoods



Engage residents and align resources from all sectors of the community to address significant neighborhood challenges. The Linden planning process will focus on implementation of the ten Big Ideas identified in the community plan. In the Hilltop, the community engagement work will be completed so the plan can be finalized.

Build on the success of Neighborhood Pride by refreshing the program with input from many previous Pride communities and involving a new series of neighborhoods in 2019.

Empower New Americans to engage in vibrant, thriving communities. Two additional cohorts of the New Americans Leadership Academy are planned, and new work will focus on ensuring that more New Americans are connected to, and active in, our local community organizations.

## Public Safety and Health



Invest in the social determinants of safety with the Comprehensive Neighborhood Safety Strategy (CNSS) through dedicated funding and cross-agency partnerships. Neighborhood Crisis Response, one of the seven initiatives within the CNSS, will drive the work in our communities.

## Diversity and Inclusion



My Brother's Keeper will engage key community stakeholders in the development of a shared agenda and goals. Advancement of the agenda will be supported by the annual conference, pilot projects, and the creation of a network of those who share the Mayor's commitment to providing pathways of opportunity for boys and young men of color.

Host the annual Dr. Martin Luther King, Jr. celebration, oratorical contest, and Black History Month activities.

Examine and make recommendations with the Community Relations Commission for improvement of the discrimination complaint process.

## Operational Efficiencies



Ensure all residents have one-stop access to city services. In 2019, 311 will adopt strategies to make certain non-English speaking residents can successfully submit requests. In partnership with the Department of Technology, technical updates and improvements will be made to the 311 webpage and mobile app to enhance the user experience, internal work flows, and ensure better use of data for planning and decision making purposes.

## 2019 BUDGET NOTES

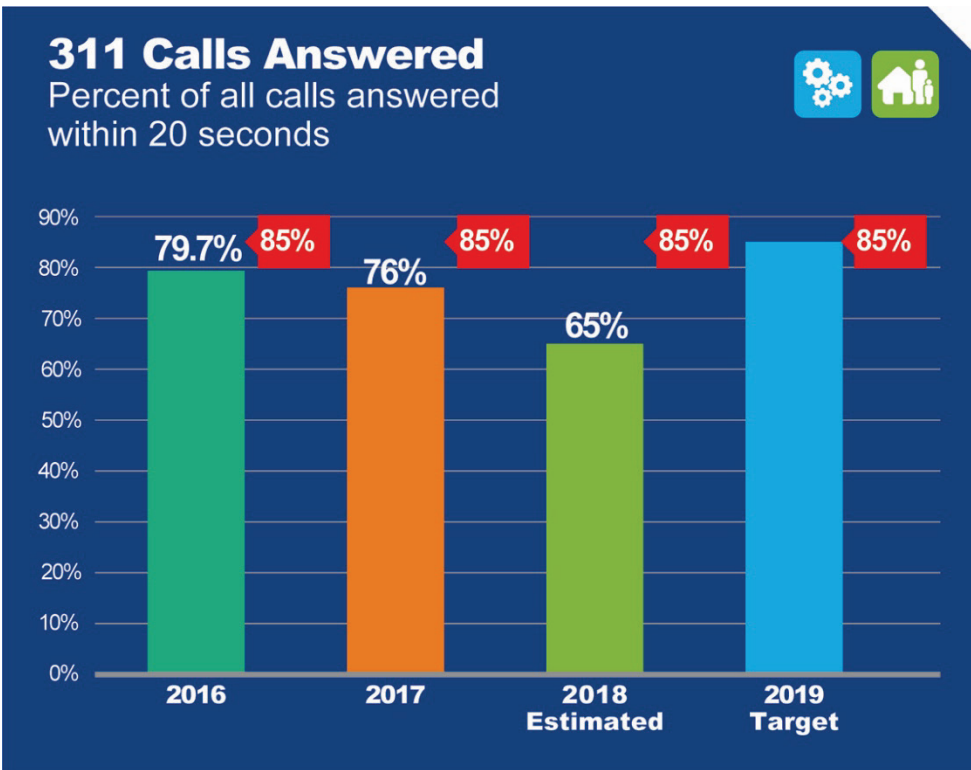
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This is the third full year of the proposed funding for the Department of Neighborhoods, and the budget includes 48 full-time and two part-time regular employees. In addition:

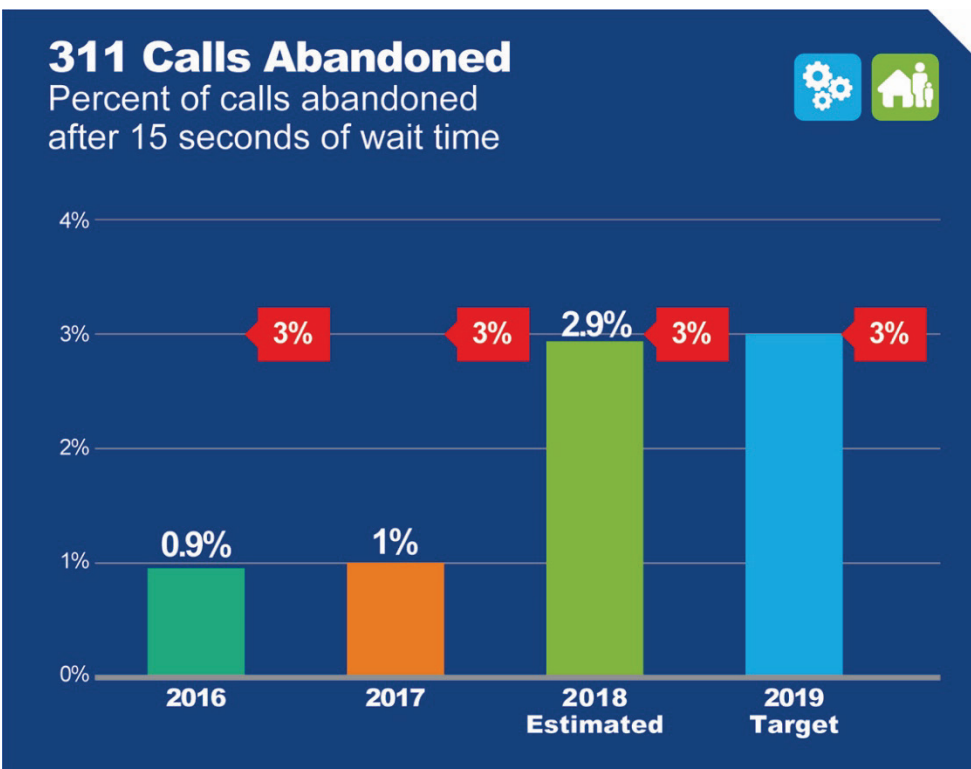
- Two additional full-time Neighborhood Liaison positions are included to provide residents better access to information and city services, and increased efficiency in resolving community concerns.
- The Neighborhood Community Planning program was added in 2019 to focus on housing, education and workforce, transportation, small business and retail, and health and safety, in each of the City's opportunity neighborhoods.
- As part of the Mayor's Comprehensive Neighborhood Safety Strategy Initiative, the department will continue to identify opportunities to address social determinants regarding safety in neighborhoods across the city.
- Funding for the New Americans program continues in 2019 to assist with the assimilation of new Americans arriving in Columbus from other countries. Translation and interpretation services are budgeted.
- Support of the Columbus Neighborhood Community Grants program (CNCG) will continue in 2019. In the past, the CNCG provided funding for the following activities: National Night Out, health literacy, domestic violence prevention, and anti-bullying initiatives.
- The Martin Luther King Jr. Day celebration and the Black History Month program will continue in 2019. Given the timing of the annual events, in January and February respectively, funding is typically included in the prior fiscal year's operating budget for the following year's programming. For 2019, funding for MLK Programming (which is for 2020) is reflected on the Operating Budget by Program table in the Neighborhood and Agency Services Program.
- Support of the My Brother's Keeper program continues to address opportunity gaps for boys and men of color in our community, as well as the impact of community trauma, and is funded at \$20,000.
- Two additional area commissions are proposed for 2019, bringing the total participating area commissions to 21, and payments to them collectively are funded at \$52,500.



## PERFORMANCE MEASURES



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 its commitment to the goal that it will answer 85 percent of calls received by the service center within 20 seconds, and is advancing staffing and technological solutions to achieve this target in 2019.



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 three percent of all calls received are abandoned after 15 seconds of wait time.

## Neighborhoods

Department Financial Summary by Area of Expense					
Fund	2016 Actual	2017 Actual	2018 Budget	2018 Projected	2019 Proposed
<b>General Fund</b>					
Personnel	\$ 1,540,448	\$ 3,336,609	\$ 4,104,386	\$ 3,912,786	\$ 4,518,619
Materials & Supplies	5,133	37,653	40,600	40,600	40,938
Services	105,823	462,798	762,438	686,016	736,601
Other	-	11,550	-	-	1,500
Transfers	-	38,000	47,500	47,500	52,500
<b>General Fund Subtotal</b>	<b>1,651,405</b>	<b>3,886,610</b>	<b>4,954,924</b>	<b>4,686,902</b>	<b>5,350,158</b>
<b>CDBG Fund</b>					
Personnel	138,975	311,131	317,089	233,206	297,343
Materials & Supplies	-	-	2,145	2,000	-
Services	-	-	1,755,900	150,000	5,469,000
Other	-	-	-	1,871	-
<b>CDBG Fund Subtotal</b>	<b>138,975</b>	<b>311,131</b>	<b>2,075,134</b>	<b>387,077</b>	<b>5,766,343</b>
<b>Department Total</b>	<b>\$ 1,790,380</b>	<b>\$ 4,197,741</b>	<b>\$ 7,030,058</b>	<b>\$ 5,073,979</b>	<b>\$ 11,116,501</b>

Department Personnel Summary					
Fund	FT/PT	2016 Actual	2017 Actual	2018 Budgeted	2019 Proposed
<b>General Fund</b>					
	FT	35	35	41	45
	PT	1	0	2	2
<b>CDBG Fund</b>					
	FT	3	2	3	3
	<b>Total</b>	<b>39</b>	<b>37</b>	<b>46</b>	<b>50</b>

Operating Budget by Program					
Program	2018 Budget	2018 FTEs	2019 Proposed	2019 FTEs	
Administration	\$ 981,505	4	\$ 1,061,281	7	
Internal Services	16,545	0	23,509	0	
Fiscal	136,063	1	215,830	2	
Human Resources	117,038	1	135,970	1	
MLK Programming	20,000	0	-	0	
New Americans	228,315	1	273,699	2	
Community Relations Office	379,593	3	-	0	
311 Call Center	1,907,898	22	1,927,122	22	
Neighborhood Pride	1,120,467	9	1,134,913	6	
Neighborhood & Agency Services	2,122,634	3	586,891	5	
Neighborhood Crisis Response	-	0	5,469,000	0	
Neighborhood & Community Planning	-	0	288,286	3	
<b>Department Total</b>	<b>\$ 7,030,058</b>	<b>44</b>	<b>\$ 11,116,501</b>	<b>48</b>	

Note: The Department of Neighborhoods was created on July 1, 2016. As such, the data noted for 2016 represents a partial year of financial information. 2017 was the first full year of funding for the department.



# 2019 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**

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.

**NEIGHBORHOOD CRISIS RESPONSE**

To address neighborhood challenges in response to spikes in violent crime. The program will focus on low to moderate income areas.

**NEIGHBORHOOD AND COMMUNITY PLANNING**

To create a blueprint for community transformation focusing on five pillars: housing, education and workforce, transportation, small business and retail, and health and safety, in each of the City's opportunity neighborhoods.





## Department Description

Columbus Public Health (CPH) is governed by a five member Board of Health, and works to protect the Columbus community from disease and other public health threats by ensuring that all residents and visitors are empowered to live healthier, safer lives. CPH offers a range of programs in the areas of environmental, neighborhood, family, population, clinical health, and addiction services.

CPH protects, promotes, and monitors the health of the public by:

- Assuring compliance with public health laws, mandates, and regulations;
- Establishing policy to address health issues and emerging health threats;
- Providing preventative, environmental, community, clinical, and home-based services.

An array of **clinical and family health services** is provided to Columbus residents ranging from women's health, family planning, primary care, and sexual health, to immunizations, health screenings, infant health, and dental care, among many others. In recent years, the department has been a community leader and actively engaged in the areas of infant mortality, smoking cessation, and the opiate crisis.

CPH's **addiction services** area provides programs and activities related to drug and alcohol addiction, and oversight and coordination of the Franklin County Opioid Action Plan, a community response initiative

## Department Mission

To protect residents' health and improve lives in our community.

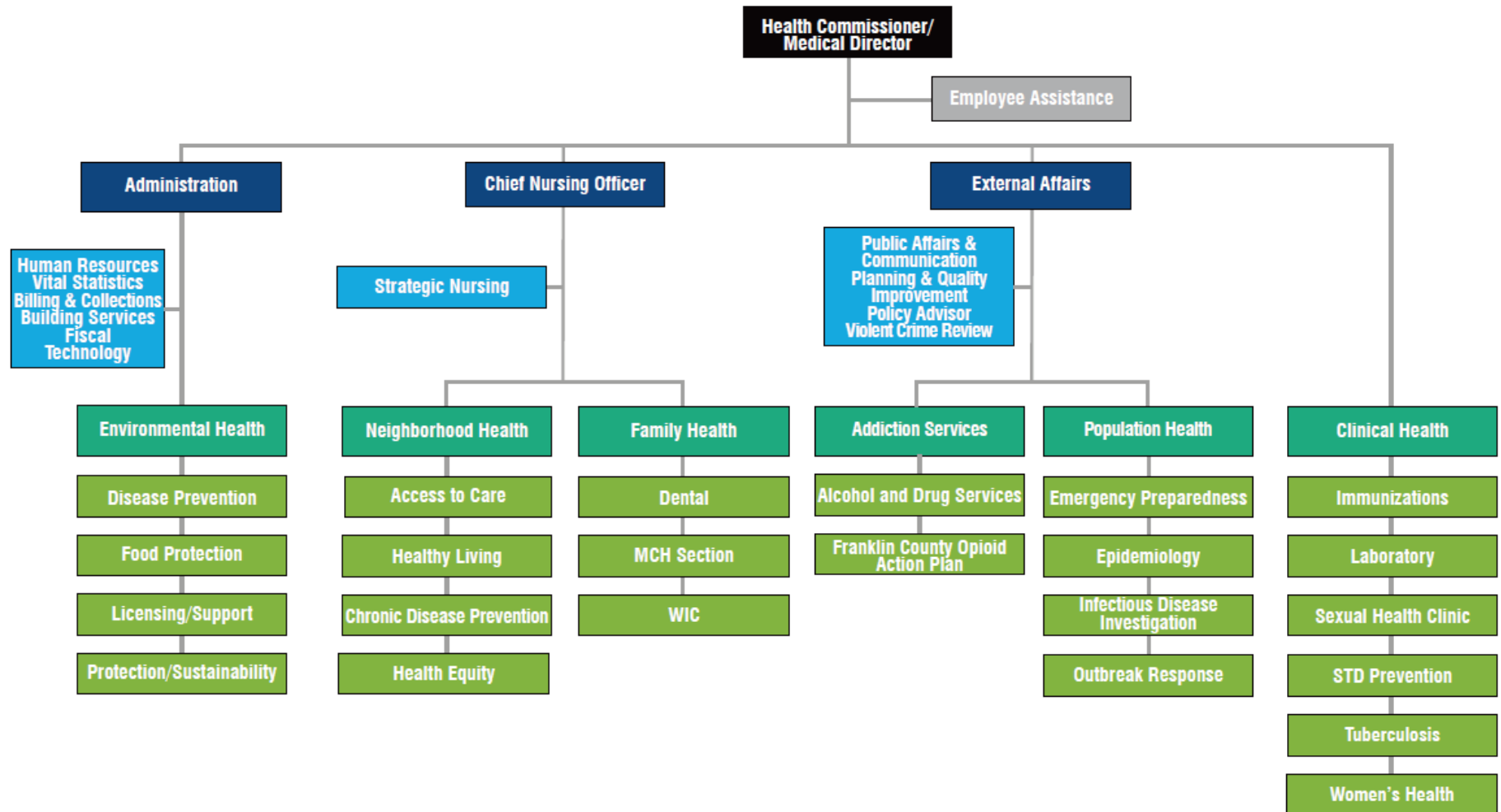
addressing the opioid crisis. The department identifies the resources needed to effectively implement the action plan, and manages and coordinates addiction services including prevention, treatment, and harm reduction.

The department also works to prevent or reduce risks from environmental hazards. **Environmental health** programs seek to prevent disease or injury associated with food, water, air, animals, vectors, hazardous materials, and hazardous waste.

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

Finally, in its **neighborhood health** focus, CPH provides programming targeted to encourage chronic disease prevention, promote an active environment for residents, and ensure equity in health care and healthy food access points.

# Public Health



## Strategic Priorities for 2019

### Neighborhoods



Deliver high-quality clinical services for children and families, including sexual health, immunization, dental, women's health, and tuberculosis control, while reducing barriers to care through translation services and evening hours.

Address gun violence through the CARE (Community Action Resilience Empowerment) Coalition, which provides grief support services to those impacted by trauma and builds resilience in children, families, and communities.

Partner with PrimaryOne Health, the Healthcare Collaborative of Greater Columbus, and other groups to help support quality, affordable health care for as many people as possible.

Lead the city's efforts to address the obesity epidemic through strategies that make Columbus an active and vibrant community, including: Healthy Children Healthy Weights; Growing Healthy Kids Coalition; Columbus & Franklin County Local Food Action Plan; farmers markets and community gardens; bike and walking paths; walking maps and art walks; Creating Healthy Communities Network; Women, Infants, and Children (WIC); and Columbus and Franklin County Chronic Disease Prevention Coalition.

Provide services to prevent, investigate and control infectious diseases, disease outbreaks, sexually transmitted infections, and food-borne and water-borne illnesses.

Serve vulnerable neighborhood residents and connect them to health and social services through private home visiting, the CARE Coalition, and Neighborhood Social Services staff in Neighborhood Pride centers and other community venues.

### Early Childhood and Education



Collaborate with CelebrateOne to reduce the infant mortality rate by providing quality women's health services, safe sleep education and services, immunizations, smoking cessation, home visiting services, and by supporting the Ohio Equity Institute's efforts to address infant deaths.

Enhance the safety of children in, near, and around schools.

Conduct school inspections and work with Columbus City School nurses to serve and address children's health needs.

Improve health in underserved communities through neighborhood and coalition-based partnership initiatives.

## Strategic Priorities for 2019 (cont.)

### Operational Efficiencies



Expand quality improvement, safety, and workplace training efforts to maintain public health accreditation.

Offer timely public health information and education through Columbus Public Health's website and social media.

Advance technology in vital statistics for computer scanning and storage of birth and death certificates, and to provide regular access to real-time data reports.

Provide residents with information on the safety of inspected restaurants, pools, schools, and other venues using enhanced mobile web technologies that improve efficiency, online inspection reports, and posted signage.

Continue Columbus Public Health facility renovations and enhancements to ensure the health and safety of visitors and staff.

Develop and implement software for the human resources area that will streamline and improve the timeliness of the hiring of, and onboarding process for, new employees.

### Public Safety and Health



Combat the opiate epidemic through comprehensive harm reduction programs and services at Safe Point, community education, safe medicine disposal, and naloxone access and training.

Plan and respond to natural disasters, bioterrorism, and other emergencies with an emphasis on community leadership, public education, and staff training for 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.



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## 2019 BUDGET NOTES

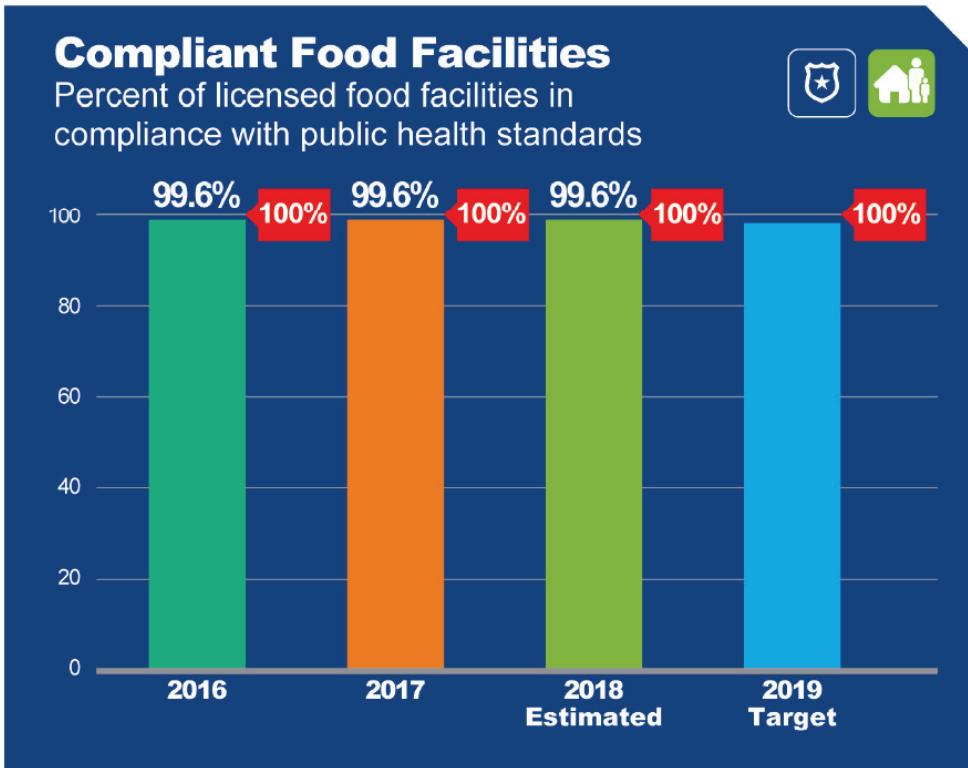
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The 2019 budget for Columbus Public Health allows for continued provision of public health services that are mandated, services that meet the Mayor's priorities, and a variety of programs that the Board of Health deems essential. In addition:

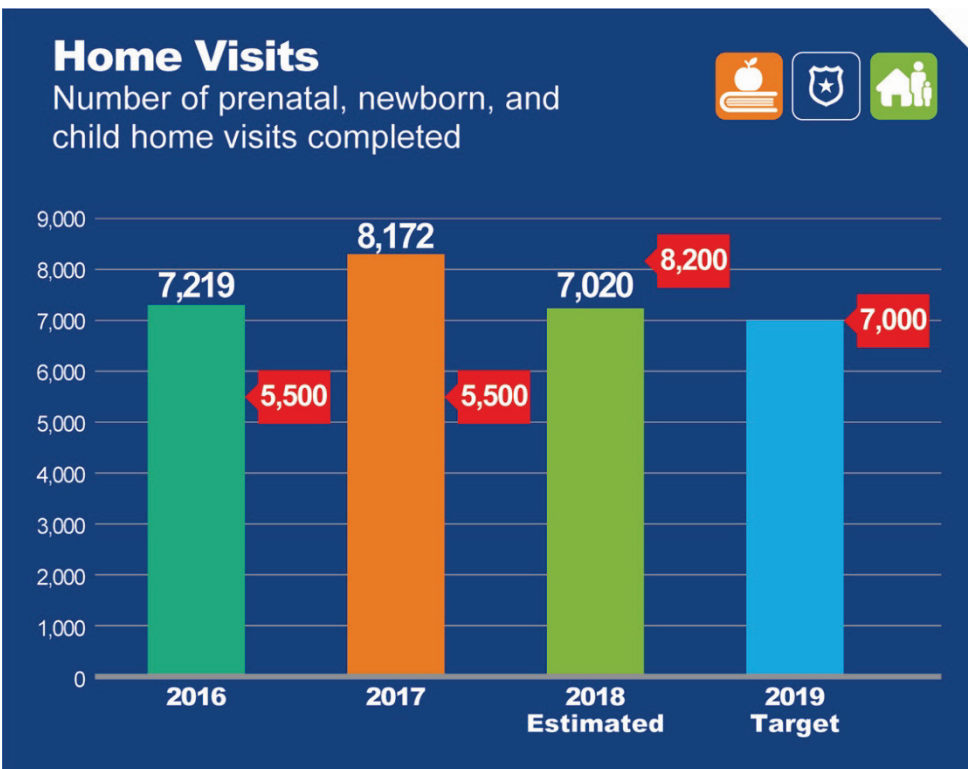
- Funding of \$414,423 is provided to continue the community-wide comprehensive harm reduction program to address heroin and opiate use. Columbus has been plagued by opiate use with devastating, and sometimes deadly, consequences. The addition of a senior leadership position will provide oversight and coordination of the Franklin County Opioid Action Plan and the Addiction Services program. A total of \$250,000 of this funding will support the Safe Point Program providing Naloxone access, addiction counseling, treatment referrals, infectious disease screenings and linkage to care, and prevention education.
- Continued funding is included in the 2019 budget to support the infant mortality initiative in Columbus, CelebrateOne. Funding continues to support the Safe Sleep Campaign and strategic initiatives. More information on CelebrateOne can be found in the Community Profile section of this document, as well as in the office of the Mayor's budget section.
- The Columbus CARE Coalition, a collaborative effort led by Columbus Public Health to address community trauma, and one part of Mayor Andrew J. Ginther's Comprehensive Neighborhood Safety Strategy, continues to be funded. The CARE Coalition, in its pilot period, 2017-2018, reached over 3,000 doors in direct neighborhood outreach, served 400 individuals following a traumatic incident, and led trauma responsive care training for 300 people.
- Funding continues for a part-time epidemiologist position to continue 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 \$4.3 million is included to provide access to care and 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.
- Increased revenues are projected in food license fees and Medicaid administrative claims, offset partially by a decrease in clinical fees. 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



Columbus Public Health's (CPH) Food Protection Program inspects and safeguards retail food establishments for residents of Columbus and Worthington. CPH consistently meets its compliance standards. Retail food establishments not in compliance are under enforcement by CPH to address violations.



CPH Maternal Child Health Home Visiting Programs provide community outreach and in-home family-centered care coordination, education, and support to pregnant and parenting women with very young children. The decline in the 2018 estimate and 2019 target reflects a change in measurement from individual clients to family units. All services are voluntary and at no cost to the client. Visits are made to clients in their homes or other locations as arranged.

## Immunizations

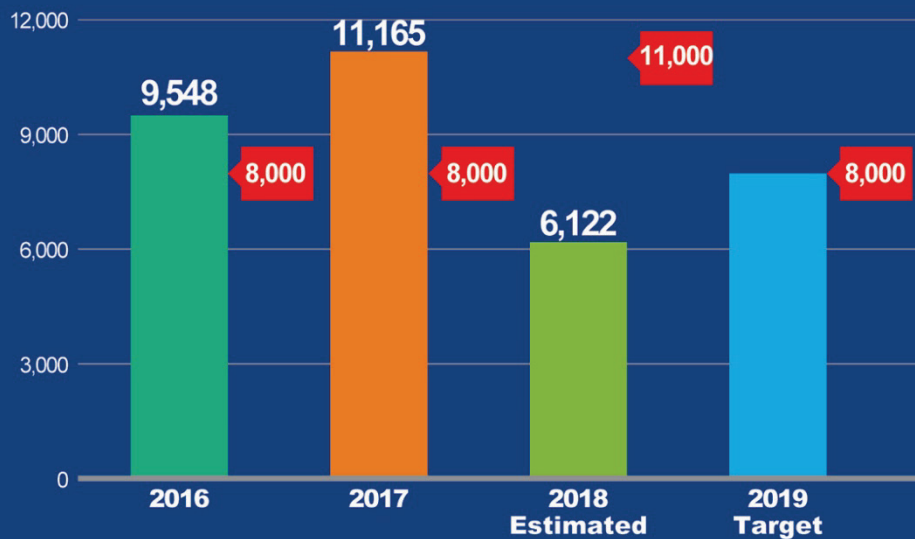
Number of immunizations provided to adults and children



Providing immunizations to adults and children is a top priority in protecting the health of residents by reducing the spread of vaccine-preventable illnesses such as, measles and pertussis (whooping cough). CPH provided over 30,000 vaccinations in 2016 and 2017. The department projects to provide 28,000 vaccinations in 2018 and will target 30,000 again in 2019.

## Pesticide Applications

Number of pesticide applications made to stagnant water sites



The Vector Control Program conducts larviciding each year to prevent mosquitoes from developing into adults where they can then transmit disease. This is accomplished by treating standing water which includes: rain barrel treatment, catch basin treatment, historic mosquito breeding sites being treated, identification and treatment of new mosquito breeding sites, and complaint investigations in which standing water may be observed and treated. The decline in the 2018 estimate is due to the fact that many of the catch basins typically treated by CPH were dry during inspection.



The CelebrateOne initiative, operated out of the Mayor's Office, focuses on reducing infant mortality in Columbus and Franklin County. Sleep-related infant deaths are mostly preventable and are the leading cause of death for babies from birth to one year of age. CPH focuses on annually increasing the number of trained Safe Sleep Ambassadors who share the ABC's of safe sleep with their friends, family, coworkers, neighbors, and community groups. As a new measure, a target was not established in 2016.



<b>Department Financial Summary by Area of Expense</b>					
<b>Fund</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Projected</b>	<b>2019 Proposed</b>
<b>Health Operating Fund</b>					
Personnel	\$ 21,908,558	\$ 23,191,712	\$ 24,581,949	\$ 24,271,471	\$ 25,483,629
Materials & Supplies	874,052	899,781	1,113,204	1,050,065	1,109,498
Services	7,471,952	6,796,309	6,698,724	6,583,734	6,957,792
Other	7,052	12,500	12,500	186,471	24,500
Capital	-	20,000	-	-	-
<b>Health Operating Fund Subtotal</b>	<b>30,261,614</b>	<b>30,920,301</b>	<b>32,406,377</b>	<b>32,091,741</b>	<b>33,575,419</b>
<b>CDBG Fund</b>					
Personnel	185,867	177,010	183,108	185,850	-
Other	-	-	-	3,743	-
<b>CDBG Fund Subtotal</b>	<b>185,867</b>	<b>177,010</b>	<b>183,108</b>	<b>189,593</b>	<b>-</b>
<b>Department Total</b>	<b>\$ 30,447,481</b>	<b>\$ 31,097,311</b>	<b>\$ 32,589,485</b>	<b>\$ 32,281,334</b>	<b>\$ 33,575,419</b>

<b>Department Personnel Summary</b>					
<b>Fund</b>	<b>FT/PT</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budgeted</b>	<b>2019 Proposed</b>
<b>Health Operating Fund</b>					
	FT	229	221	255	258
	PT	37	36	40	39
<b>CDBG Fund</b>					
	FT	3	3	3	0
<b>Total</b>		<b>269</b>	<b>260</b>	<b>298</b>	<b>297</b>

<b>Operating Budget by Program</b>					
<b>Program</b>	<b>2018 Budget</b>	<b>2018 FTEs</b>	<b>2019 Proposed</b>	<b>2019 FTEs</b>	
Health Administration	\$ 9,924,926	50	\$ 9,899,747	49	
Fiscal	559,834	6	431,901	6	
Human Resources	785,764	7	818,983	8	
Internal Services	465,020	0	466,800	0	
Neighborhood Health	3,301,997	30	3,409,327	32	
Clinical Health	5,339,316	46	5,605,228	46	
Population Health	2,453,434	22	3,049,409	26	
Environmental Health	6,093,540	60	5,945,379	60	
Family Health	3,665,654	37	2,186,778	30	
Addiction Services	-	0	1,761,867	1	
<b>Department Total</b>	<b>\$ 32,589,485</b>	<b>258</b>	<b>\$ 33,575,419</b>	<b>258</b>	

For additional financial information related to the Health Department, please refer to the health operating fund contained within the Special Revenue section. Program descriptions begin on the following page.



# 2019 PROGRAM GUIDE

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## **HEALTH ADMINISTRATION**

To provide leadership and direction for the department, administrative and support services in the areas of information systems and facilities management, and to monitor and document the department and community status regarding state and national public health standards.

## **FISCAL**

To provide administrative and support services in the area of fiscal management.

## **HUMAN RESOURCES**

To provide administrative and support services in the area of human resource management.

## **INTERNAL SERVICES**

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

## **NEIGHBORHOOD HEALTH**

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

**CLINICAL HEALTH**

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

**POPULATION HEALTH**

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

**ENVIRONMENTAL HEALTH**

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

**FAMILY HEALTH**

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



**ADDICTION SERVICES**

To provide oversight and coordination of programs and activities of the addiction services area and the Franklin County Opioid Action Plan, a community response initiative addressing the opioid crisis, to identify the resources needed to effectively implement this action plan and communicate the needs to the Health Commissioner and other community leaders, to manage and coordinate the Alcohol and Drug Services program, including prevention, treatment and harm reduction, to oversee an expanded treatment service program to include Medication Assisted Treatment (MAT) for those with substance use disorder, and to manage the Opiate Overdose Surge Notification process.



## Department Description

The Columbus Recreation and Parks Department (CRPD) is the premier health and wellness destination for residents of Columbus. With 375 parks, six golf courses, 123 miles of trails, 29 community centers, eight outdoor pools and the largest ball diamond complex in the country, CRPD offers safe, affordable programming that keeps residents active and healthy throughout the year.

Charged with a commitment to health and wellness, conservation, and social equity, CRPD staff members are dedicated to ensuring Columbus continues to be America's Opportunity City. The department accomplishes this through sustainable practices, connecting neighborhoods, and its commitment to inclusive programming opportunities.

Within the **Aquatic Center**, the CRPD offers an indoor place to swim year round. In the summer, the department operates eight conveniently located outdoor pools, three spray grounds, and five splash pads and interactive fountains.

The CRPD operates five **Athletic Complexes** throughout the City of Columbus, each of which has high school

regulation sized basketball and volleyball courts. In addition, the Columbus Recreation and Parks Department owns and operates 29 **Community Centers** around the City of Columbus. Of the 29, three are multi-generational facilities, and two are senior centers.

As a key section of the Columbus Recreation and Parks Department, Columbus Municipal **Golf** operates six public golf courses which offer a variety of locations, prices, and experiences.

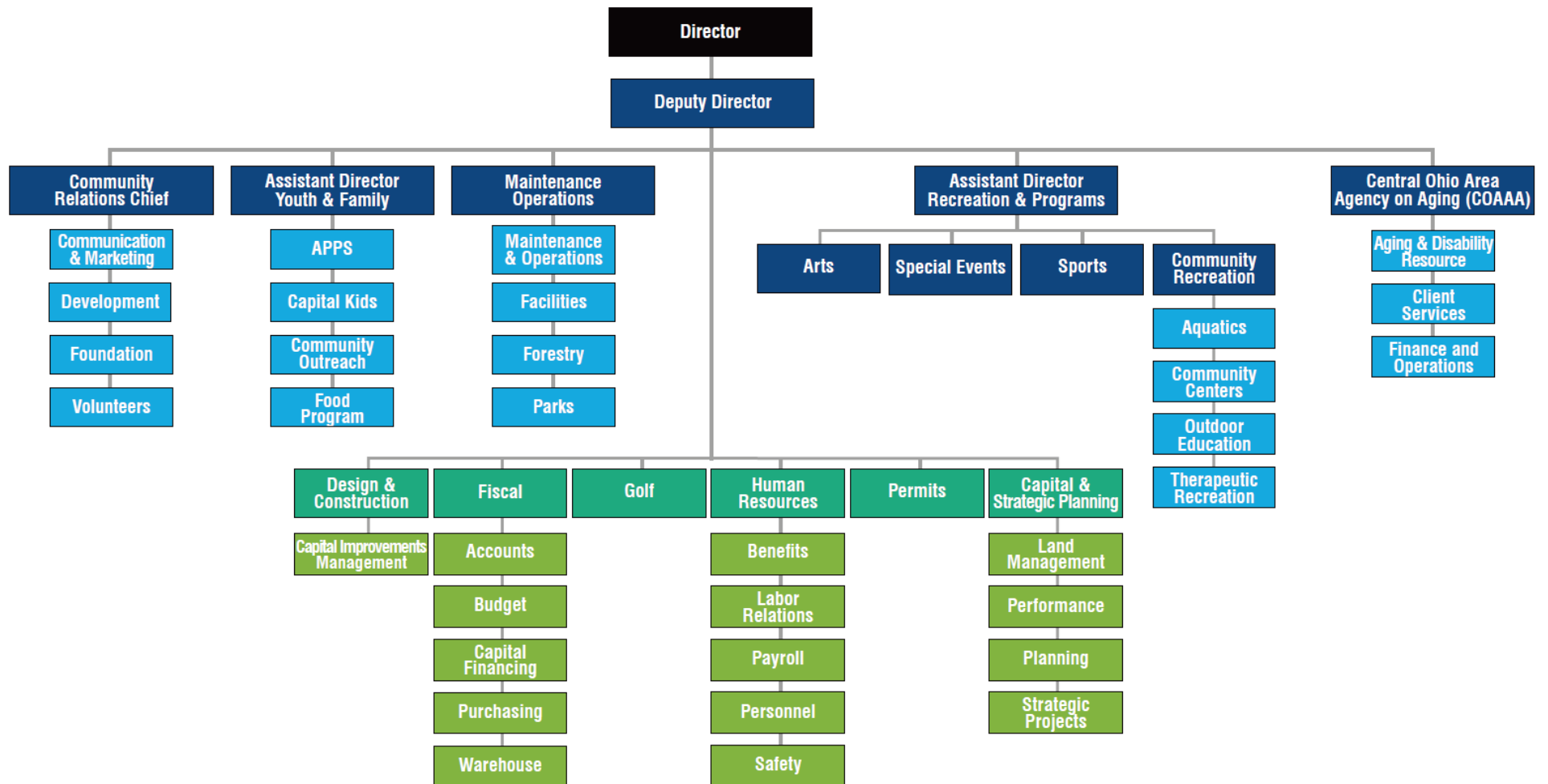
Aside from the aforementioned facilities, the CRPD also manages the **Cultural Arts Center**, the Golden Hobby Gift Shop, and the McKnight Outdoor Education Center.

The CRPD's catalog of programming is extensive and caters to residents of all ages, interests, and abilities. From summer camps, therapeutic recreational activities, youth and adult athletic activities, fitness classes, and educational gardens to swimming and watercraft instruction, art classes, and the Applications for Purpose, Pride, and Success (**APPS**) program, the department offers a wide range of structured recreational opportunities.

**Department Mission**

The Columbus Recreation and Parks Department's mission is to enrich the lives of our residents.

# Recreation and Parks



## Strategic Priorities for 2019

### Public Safety and Health

Offer a safe space in parks and community centers for our youth, adults, families, and seniors. Our parks contribute to the environmental well-being of our city and region.

Collaborate with city departments to bolster the Comprehensive Neighborhood Safety Strategy and safeguard our communities.

Enhance youth violence intervention through the Applications for Purpose Pride and Success (APPS) program, based on an outcome evaluation conducted in 2018.

Administer the School's Out programming and collaboration for youth during spring, winter, and summer breaks by increasing partnerships with local organizations.

### Early Childhood and Education

Increase food access for children by leveraging our partnership with Columbus Public Health and local private, public, and nonprofit partners to manage summer food programming throughout Franklin County year round. Amplify strategic awareness campaigns with collaborative efforts such as GoLunch.club.

Develop a new 50,000 square foot Linden Community Center that will house and facilitate Columbus Recreation and Parks Department's (CRPD) pilot Centers for Opportunity model. Private, nonprofit, and public partners will collaborate to facilitate a service-delivery model that focuses on needs of the neighborhood, and emphasizes lifelong learning that extends beyond the classroom.

Expand therapeutic recreation summer camp opportunities to accommodate all children with special needs.

Build upon the City Leaders youth leadership program to engage, educate, and develop youth (ages 10-15) as future leaders of Columbus.

### Economic Development

Achieve an economic impact of roughly \$60 million through programming at Berliner Park. Programs, events, and facilities draw roughly 1.9 million people to the city.

Strengthen the city's marketability with site selectors and employment centers, ensuring equitable access to safe, well-maintained parks, and 132 miles of greenway trails in 2019.

## Strategic Priorities for 2019 (cont.)

### Operational Efficiencies

Maximize efficiency of daily operations with a ten-year Master Plan, including five strategic priorities: smart growth, sustainability, excellence in programming and service delivery, organizational development, and communication. CRPD's growth plan seeks increases of earned revenues for cost recovery and encompasses effective partnerships to augment the work of the department.

### Neighborhoods

Connect residents to eight neighborhoods identified by CelebrateOne to Centers for Opportunity programming and services including health, wellness, and nutrition programs and services.

Promote centers, programs, and facilities as neighborhood resources and engage partners to help address significant neighborhood issues.

Expand access to green spaces and our facilities, leveraging contributions from private, state, and federal resources to further CRPD's investment impact in Columbus neighborhoods.

Improve consistency of CRPD's core programming at Community Centers, creating greater access to programming to more members of the community.

### Diversity and Inclusion

Communicate in multiple languages, design for accessibility, program for inclusion, and hire to represent the people we serve. Our trails are viable transportation corridors and support diverse access to our multi-modal transportation system.

Host outreach events for minority and women-owned businesses to assist with their understanding of the city's bidding process. With CRPD's Inclusion Plan, we are addressing policies and practices in staffing, planning, and service delivery to ensure that parks and recreation centers are open and inclusive for all residents.

Support the goals of the Columbus Women's Commission, both internally and externally, to improve the economic position of women in our community.

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## 2019 BUDGET NOTES

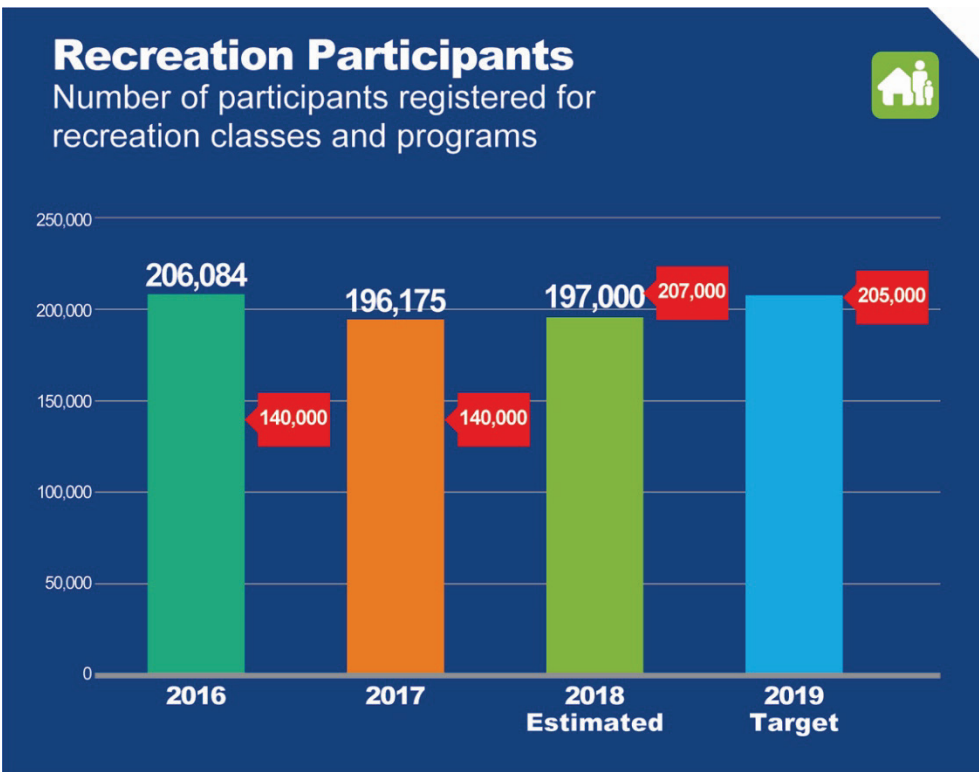
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Franklin Park Conservatory will receive \$350,000 in city support in 2019. The King Arts complex will receive \$125,000. In addition:

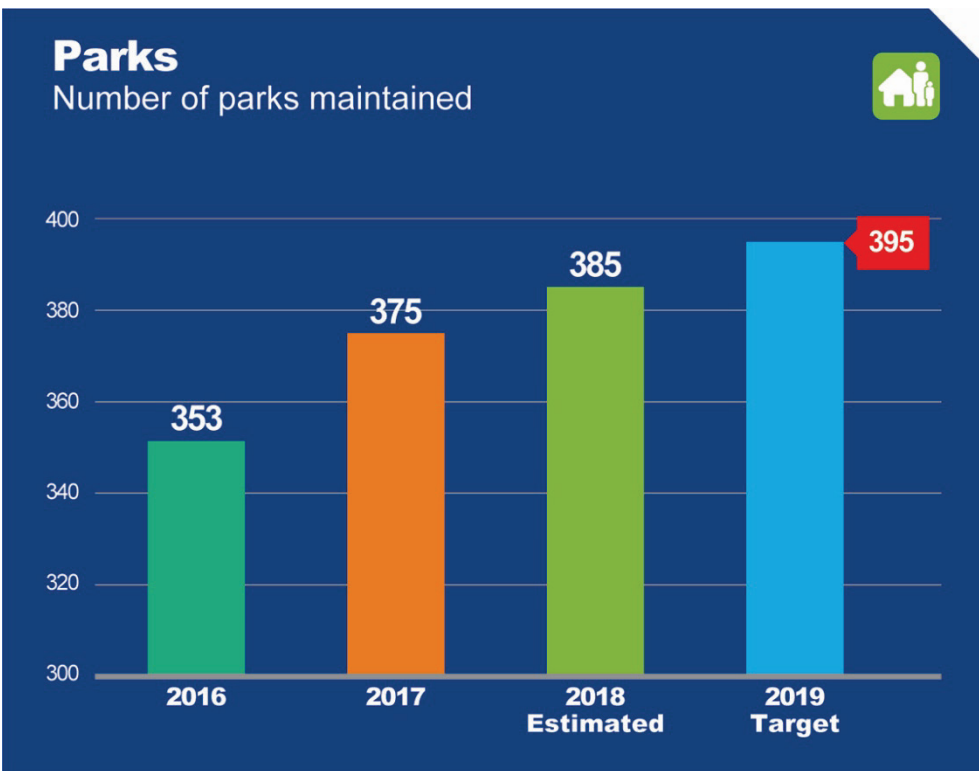
- The division operates 29 community centers, facilities for cultural arts, outdoor education, and therapeutic recreation.
- Franklin Park Cascades improvements and repairs will begin in 2019. The construction will restore and improve the park's water cascades and ponds.
- Renovations of Indian Mound Community Center are currently underway and scheduled for completion in 2019. The renovation will add approximately 14,000 square feet of new space to better meet the needs of the community.
- The department will continue to support the African American Festival by providing \$25,000 to fund the special event.
- The Linden Community Center will be replaced with an Opportunity Community Center. The Opportunity Community Center will offer a larger space and facilitate new programming.
- Construction renovations of the Davis Center will also begin in 2019, allowing the center to be converted into a rentable four season shelter.
- Total funding for the APPS program (Applications through Purpose, Pride, and Success) is \$1,509,822 in 2019. 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.
- Design construction and renovations of Dodge Skate Park will commence in 2019. Upgrades to the existing skate park will better suit the needs of the citizens of Columbus utilizing this outdoor space.
- The department will continue its support of a summer youth work program in the amount of \$430,000.
- In the Aquatics program, the department will operate eight outdoor pools, one indoor aquatic center, three spray grounds, and five splash pads and interactive fountains.
- The department will provide support for School's Out, which offers programming during spring break, winter break, and summer break for Columbus youth in our community centers.
- The community development block grant (CDBG) will provide \$860,709 to fund after-school programs, activities during breaks in the school year, and recreation center staff.
- The department plans to acquire 100 acres of park and conservation area in southeast, southwest, and the northwest areas of Columbus.
- The Alum Creek Trail will have a new connection in the Krumm Park Community, and the Olentangy Trail will be extended north of the Worthington Hills trailhead.



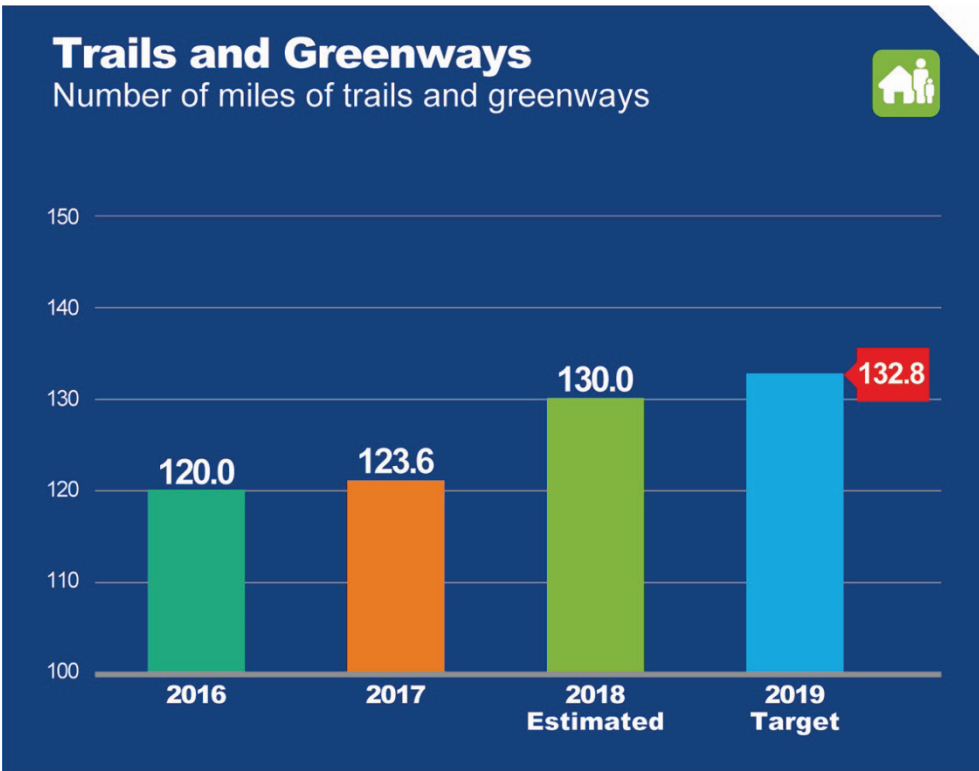
## PERFORMANCE MEASURES



Recreation programming is a high priority. The department is focused on advancing its programming, seeking alternatives to implement new strategies and service models to meet or exceed expectations in 2019.



Parks are one of many precious community assets. The number of parks maintained and acquired has continued to grow, reflecting the city's commitment to conservation, health and wellness, and serves as an important metric for the department's success. This is a new measure for 2019 and, as such, there are no prior year targets.



The Columbus Recreation and Parks Department measures the number of trails and greenway miles as a direct fulfillment of the department's mission: to connect our community through nature and wellness. This measure has continued to increase over the years to the benefit of all who live in or visit the city of Columbus. This is a new measure for 2019 and, as such, there are no prior year targets.



## Recreation and Parks

Department Financial Summary by Area of Expense					
Fund	2016 Actual	2017 Actual	2018 Budget	2018 Projected	2019 Proposed
<b>Operation and Extension Fund</b>					
Personnel	\$ 34,325,842	\$ 37,174,742	\$ 38,636,808	\$ 38,802,903	\$ 38,941,227
Materials & Supplies	1,982,790	2,420,526	2,383,885	2,400,755	2,508,195
Services	11,835,626	13,066,322	12,451,775	12,002,624	12,058,245
Other	105,015	193,173	196,510	185,375	187,750
Capital	139,488	-	-	-	-
Transfers	185,453	185,531	182,489	182,489	182,489
<b>Operation and Extension Fund Subtotal</b>	<b>48,574,214</b>	<b>53,040,294</b>	<b>53,851,467</b>	<b>53,574,147</b>	<b>53,877,906</b>
<b>Community Development Block Grant (CDBG) Fund</b>					
Personnel	735,981	672,926	672,084	682,008	797,735
Materials & Supplies	-	2,200	2,600	2,582	14,424
Services	37,405	34,953	39,324	29,018	47,550
Other	455	-	500	17,342	1,000
<b>CDBG Fund Subtotal</b>	<b>773,841</b>	<b>710,079</b>	<b>714,508</b>	<b>730,949</b>	<b>860,709</b>
<b>Department Total</b>	<b>\$ 49,348,055</b>	<b>\$ 53,750,373</b>	<b>\$ 54,565,975</b>	<b>\$ 54,305,096</b>	<b>\$ 54,738,615</b>

Division Financial Summary by Area of Expense					
Fund	2016 Actual	2017 Actual	2018 Budget	2018 Projected	2019 Proposed
<b>Administration</b>					
Operation and Extension Fund					
Personnel	\$ 34,325,842	\$ 37,174,742	\$ 38,636,808	\$ 38,802,903	\$ 38,941,227
Materials & Supplies	1,982,790	2,420,526	2,383,885	2,400,755	2,508,195
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CDBG Fund					
Personnel	735,981	672,926	672,084	682,008	797,735
Materials & Supplies	-	2,200	2,600	2,582	14,424
Services	37,405	34,953	39,324	29,018	47,550
Other	455	-	500	17,342	1,000
<b>CDBG Fund Subtotal</b>	<b>773,841</b>	<b>710,079</b>	<b>714,508</b>	<b>730,949</b>	<b>860,709</b>
<b>Department Total</b>	<b>\$ 49,348,055</b>	<b>\$ 53,750,373</b>	<b>\$ 54,565,975</b>	<b>\$ 54,305,096</b>	<b>\$ 54,738,615</b>

Department Personnel Summary					
Fund	FT/PT	2016 Actual	2017 Actual	2018 Budgeted	2019 Proposed
Operation and Extension Fund					
	FT	317	327	343	345
	PT	1,079	1,152	1,306	1,304
CDBG Fund					
	FT	3	4	4	5
	PT	62	65	79	79
<b>Total</b>		<b>1,461</b>	<b>1,548</b>	<b>1,732</b>	<b>1,733</b>

<b>Operating Budget by Program</b>					
<b>Program</b>	<b>2018 Budget</b>	<b>2018 FTEs</b>	<b>2019 Proposed</b>	<b>2019 FTEs</b>	
Administration	\$ 6,704,564	9	\$ 5,599,201	8	
Fiscal	1,575,941	13	1,795,457	15	
Human Resources	681,635	6	710,083	6	
Aquatics	1,035,049	3	1,098,679	3	
APPS	1,252,111	1	1,509,822	2	
Building and Facility Maintenance	2,838,979	24	2,965,061	24	
Development Rec and Parks	1,058,491	8	1,285,225	9	
Emerald Ash Borer	276,592	1	280,289	1	
Forestry	2,653,445	29	2,886,267	31	
Park Maintenance	6,139,839	60	6,203,992	60	
Planning and Design	1,326,726	12	707,400	6	
Special Events	660,379	5	643,839	6	
Sports	2,470,425	12	2,630,460	12	
SELF Program	130,584	1	142,377	1	
Warehouse	425,425	1	502,571	1	
Outdoor Education	415,087	3	411,732	3	
Cultural Arts Center	667,316	3	685,640	3	
Permits	986,345	7	822,423	5	
Capital Kids	611,448	5	750,714	5	
COAAA	182,489	0	182,489	0	
Community Recreation	12,295,093	115	12,190,158	115	
Therapeutic Recreation	540,055	3	549,314	3	
Golf	3,719,174	25	3,722,696	25	
Hockey	166,049	1	172,345	1	
Internal Services	5,158,805	0	5,222,441	0	
Strategic Planning	-	0	592,940	5	
Miscellaneous Programs	593,929	0	475,000	0	
<b>Department Total</b>	<b>\$ 54,565,975</b>	<b>347</b>	<b>\$ 54,738,615</b>	<b>350</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.



# 2019 PROGRAM GUIDE

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## **ADMINISTRATION**

To provide management and support through the office of the director for training, marketing, grants, Central Ohio Area Agency on Aging (COAAA), and City of Columbus initiatives.

## **FISCAL**

To oversee the department's operating budget, process all invoices, coordinate telephone and wireless devices, post bids through vendor services, handle legislated contracts and service agreements, and administer grant funding, the capital improvements budget, and the special and permanent improvement funds.

## **HUMAN RESOURCES**

To provide basic services in the areas of recruiting, hiring, payroll, benefits, contract administration, grievance resolution, disciplinary action, training, and compliance with all applicable local, state, and federal employment laws.

## **AQUATICS**

To provide places to swim year round including eight outdoor swimming pools, three spray grounds, five splash pads and interactive fountains, and an indoor swim center. The section also offers a summer watercraft instruction camp that teaches basic sailing and canoeing skills.

## **APPS**

The 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**

To preserve and/or restore buildings and equipment to their original condition or to such a condition that they can be effectively used for their intended purpose and to maintain all fixed assets.

**DEVELOPMENT REC AND PARKS**

To direct all marketing opportunities through the department's web site, social media, publications, promotional materials, and special projects as well as coordinate and track volunteer efforts, and solicit and receive 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**

To manage the health and safety of the city's trees, which includes the planting, pruning, and removal of trees in city parks and on city rights-of-way, as well as maintaining the Park of Roses, responding to calls related to tree damage from storms, and coordinating the annual Arbor Day Celebration.

**PARK MAINTENANCE**

To regularly provide professional grounds and facilities maintenance services to the department's park properties including mowing, raking, trimming, mulching, repairing playground equipment, installing public docks, and refurbishing park benches, tables, fences, and signs.

**PLANNING AND DESIGN**

To direct the department's capital budget and ensure that it is efficiently used for the planning and acquisition of open green space, as well as meet the park and recreational needs of the community, department, and city neighborhoods including multi-use trails throughout the city.



**SPECIAL EVENTS**

To provide guidelines and regulations for producing special events or races. To coordinate city services for special events and races, and permits for use of parks, trails, and streets for events. To secure city permission to conduct alcohol sales at public events. To provide consultations for new events and produce annual events, such as the Jazz & Rib Fest, Rhythm on the River, Fountain Side, and the Grand Illumination at the Scioto Mile.

**SPORTS**

To offer adult leagues for softball, basketball, volleyball, rugby, and flag-football. To host tournaments at the department's athletic fields and manage the Youth First Grant Program to increase the number of opportunities in the city for youth to participate in organized sports at a reasonable cost.

**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**

To oversee the storage and handling of goods and material for the department, as well as inventory control. To govern regulatory compliance for worker safety, as well as accident and claim investigations. To provide finance services for the entire Parks Division.

**OUTDOOR EDUCATION**

To instill an appreciation of the outdoors through learning while fostering environmental stewardship for youth including summer camps and special events.

**CULTURAL ARTS CENTER**

To offer visual arts classes for adults taught by professional artists. To manage main hall and loft gallery exhibitions, coordinate weekly lecture series, and operate a gift shop. The Golden Hobby Shop is a non-profit consignment shop for senior citizens' handcrafted items that is under the direction of the department.

**PERMITS**

To provide quality and affordable rental facilities, special permits, and unique opportunities that promote family, social, business, and department events, private recreation, and community spirit, contributing substantial economic and social benefits to the city.

**CAPITAL KIDS**

The Capital Kids / City Leaders Section helps elementary aged kids focus on their education and improve academic achievement by providing participants with a safe place to learn and play once the school day is over. City Leaders programming develops the city leaders of tomorrow, (grades 6-8 and ages 10-15) by providing an orientation of the City of Columbus to include science, technology, arts, history, education, health and nutrition, social services, law enforcement, safety, government, economic development, and community service through hands-on learning opportunities and meetings and mentoring by current city leadership.

**COAAA**

The Central Ohio Area Agency on Aging (COAAA) is a Columbus agency providing a wide range of free to low-cost services to seniors.

**COMMUNITY RECREATION**

The Recreation Section operates 29 community recreation centers around the City of Columbus in which hundreds of classes are offered throughout the year including arts and crafts, sports, fitness, dance, music, summer camps, and life skills. Of the 29 centers, three are multi-generational facilities (serving all ages), and two are senior centers (serving those 50 years and older).

**THERAPEUTIC RECREATION**

The Therapeutic Recreation Section sponsors recreational activities that are modified to meet the needs of individuals who are differently abled.

**GOLF**

To manage 18-hole courses and a 9-hole course which offer a variety of golfing opportunities for all ages and abilities at affordable, but competitive prices.

**HOCKEY**

The Hockey program teaches individuals how to skate, promotes team building, and off-ice programming in the areas of leadership development and conflict resolution.

**INTERNAL SERVICES**

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

**STRATEGIC PLANNING**

To define department strategies, guide implementation, and make decisions on allocating resources to accomplish goals.

**MISCELLANEOUS  
PROGRAMS**

To support various community agencies.



## Department Description

The Department of Public Service is comprised of the Director's Office and five divisions: Refuse Collection, Design and Construction, Parking Services, Infrastructure Management, and Traffic Management.

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.

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. 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 Parking Services** is responsible for the administration, enforcement, operations, and management of public parking in the City of Columbus. The division also sets policy and manages parking and access programs. The Division includes the Business Office, Enforcement, Meter Operations, and Policies and Strategies sections.

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 Geographic Information Systems, mapping, and addressing for the department.

The **Division of Design and Construction** is responsible

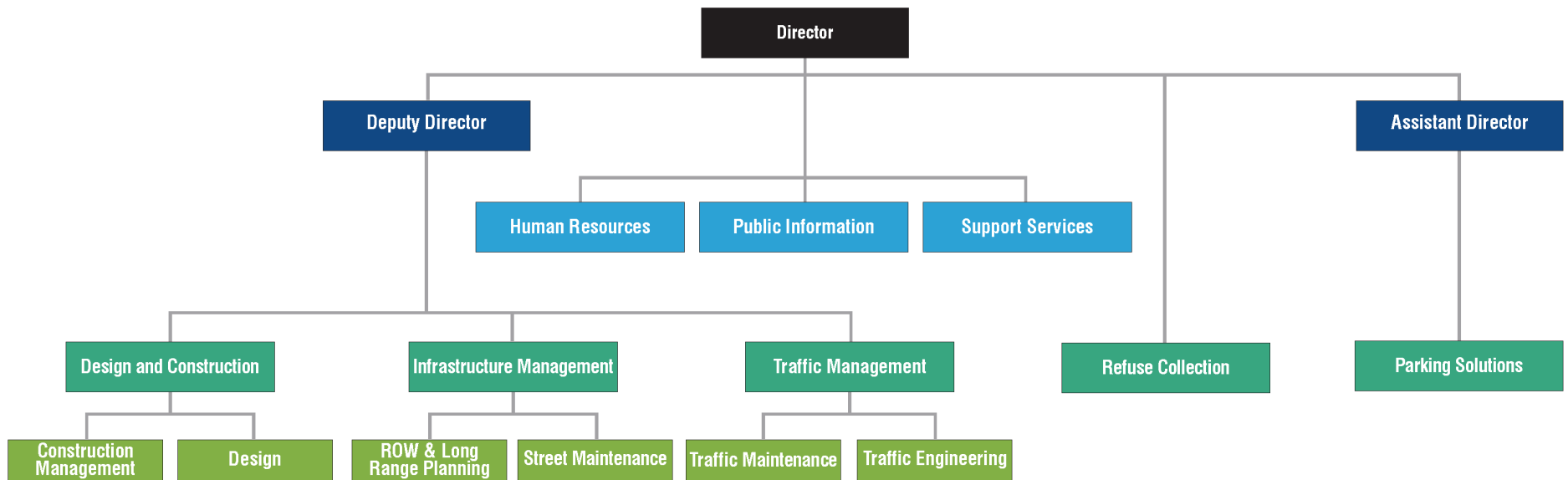
for developing quality construction plans, managing design contracts, and enabling the department to build and maintain a safe and efficient transportation system. In addition, the division manages construction contracts, providing quality and timely construction inspection, surveying, and materials testing services in support of Public Service's, Public Utilities', and privately-funded infrastructure construction projects.

The **Division of Traffic Management** is responsible for overseeing traffic, safety, and congestion studies to ensure a safe and efficient transportation system, as well as improving neighborhood livability and safety. The division oversees multi-modal thoroughfare planning that directs the future of transportation in the City of Columbus. The division installs and maintains pavement markings, traffic signals, traffic signage, and parking meters.

### Department Mission

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

# Public Service



## Strategic Priorities for 2019

### Neighborhoods



Implement the Clean Neighborhood Initiative to address the persistent problem of illegal dumping in our neighborhoods, and provide first-rate services in the areas of refuse, bulk, recycling, and yard waste collection to city residents.

Administer high-quality street maintenance, including the resurfacing of city streets, pothole repair, snow and ice removal, and street sweeping.

Build sidewalks, crosswalks, and on-street bicycle facilities to provide safe passage for pedestrians and bicyclists, focusing on CelebrateOne's high priority neighborhoods and Operation Safewalks for school children.

Modernize permit parking regulations citywide to reduce congestion in highly-traveled areas and efficiently manage the parking areas in the city.

Work with neighborhoods to provide the best solutions for traffic-calming and traffic-control issues to assure pedestrian and motorist safety.

### Economic Development



Support job creation and retention in the city by designing and constructing innovative infrastructure improvements.

Collaborate with regional economic development partners to proactively address transportation challenges, such as traffic congestion, highway construction, airports, and mass transit.

Partner with other city agencies, neighborhood groups, and others to revitalize and/or stabilize our neighborhoods and residential and commercial districts.

### Smart Columbus



Ensure a comprehensive, multi-modal approach to lowering carbon emissions from the region's mobility options.

Connect Smart Columbus initiatives to tangible citywide assets by preparing to take on roles in Geographic Information Systems (GIS) and internal city software development.

Support the development of a prototype for connected vehicle routes throughout various parts of Columbus.

Bring new and innovative transportation options to the residents of Columbus by working with companies that are engaged with Smart Columbus.

Serve as a resource to the Smart City Program Office on financial, procurement, and contracting activities as they relate to the U.S. Department of Transportation and Paul G. Allen Philanthropies grant agreements.



## Strategic Priorities for 2019 (cont.)

### Diversity and Inclusion

Facilitate methods, such as using specialized networking groups and conducting outreach with local public schools, to recruit, develop, and retain diverse employees, including women and minorities, at all levels of our organization.

Develop and use online recruiting tools featuring examples of city employees of diverse backgrounds in their jobs.

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

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

### Operational Efficiencies

Evaluate street maintenance and refuse programs in their entirety to ensure maximum efficiency that will align with neighborhood goals.

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

Utilize software in the Divisions of Refuse Collection and Infrastructure Management that drives the department to maximize the efficient use of vehicles and personnel.

Collect and update the right of way asset management data to prioritize streets for resurfacing and maintenance projects, and to schedule the replacement and repair of signs, wheelchair ramps, and curbs.

### Public Safety and Health

Enhance and implement a snow emergency plan that ensures that residents and businesses can move through the city during times of heavy snow.

Advance public awareness of pedestrian safety and additional opportunities to build bicycle and pedestrian facilities as part of major capital improvement projects.

Correct safety deficiencies at dangerous intersections and corridors in the city to improve vehicular, bicycle, and pedestrian safety.

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## 2019 BUDGET NOTES

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### **DIRECTOR'S OFFICE**

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

- The Director's office reduced general fund personnel allocations from 32 percent to 16 percent to better align work duties with funding sources and to account for work within the new Parking Services division.
- Allocations for supplies and services were also reduced to account for reallocation of funding in the parking meter fund.

### **REFUSE COLLECTION**

Residential refuse collection, yard waste collection, and household recycling services are provided through the general fund and the street construction, maintenance and repair (SCMR) 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 removal, and the Keep Columbus Beautiful program. In addition:

- Refuse collection has dedicated nine refuse driver positions to support the division's Illegal Dumping initiative.
- The 2019 general fund budget includes \$5.4 million for yard waste removal, residential curbside recycling, and household recycling contracts.

### **PARKING SERVICES**

Effective in 2019, the Division of Parking Services is responsible for the administration, enforcement, operations, and management of public parking in the City of Columbus. The division also sets policy and manages parking and access programs. With the creation of this division, parking revenues were moved into the parking meter fund, and all expenses associated with parking were moved into the Division of Parking Services.

- Moneys in the parking meter program fund are available to pay for expenses related to the city's on-street parking system including the replacement of parking meters, enforcement equipment, and associated staff payroll.
- In 2019, the parking meter program fund will also include the creation of the Short North Parking Benefit District, a fund in which excess parking meter revenue will be reinvested back into the Short North District in order to fund transportation and mobility initiatives to support the Short North Parking Plan.

### **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 SCMR fund pays for all activities in the division.

- The 2019 budget includes service contracts of \$750,000 for snow removal, \$450,000 for tipping fees related to street sweeping, \$375,000 for bridge cleaning, \$250,000 for guardrail repair, \$150,000 for sidewalk shaving, and \$100,000 for weed abatement.

## DESIGN AND CONSTRUCTION

The construction inspection fund includes funding for 57 full-time and 19 part-time employees to provide construction inspection services for City of Columbus agencies. The private inspection fund includes funding for 30 full-time and 14 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. Lastly, the SCMR fund allows for 40 full-time employees in this division. With this, the division is able to provide the city and private entities the opportunity to build and maintain a safe and efficient transport system for pedestrians, bicyclists, and vehicular traffic and improve neighborhood livability and safety.

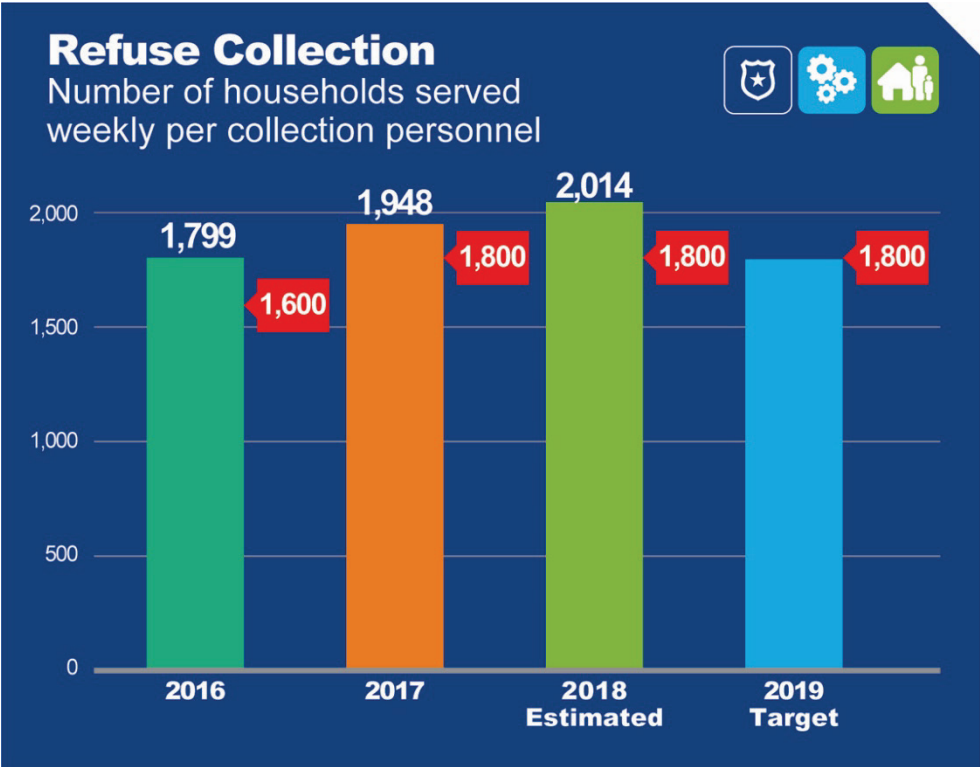
## TRAFFIC MANAGEMENT

The Division of Traffic Management coordinates and provides traffic engineering services, in addition to traffic maintenance services within the City of Columbus's right of way for the maintenance of safe, efficient transportation. Starting in 2019, the Traffic Management division will be funded only out of the SCMR fund; all general fund allocations have been moved to the Parking Meter Fund to align funding within the new Parking Services Division.

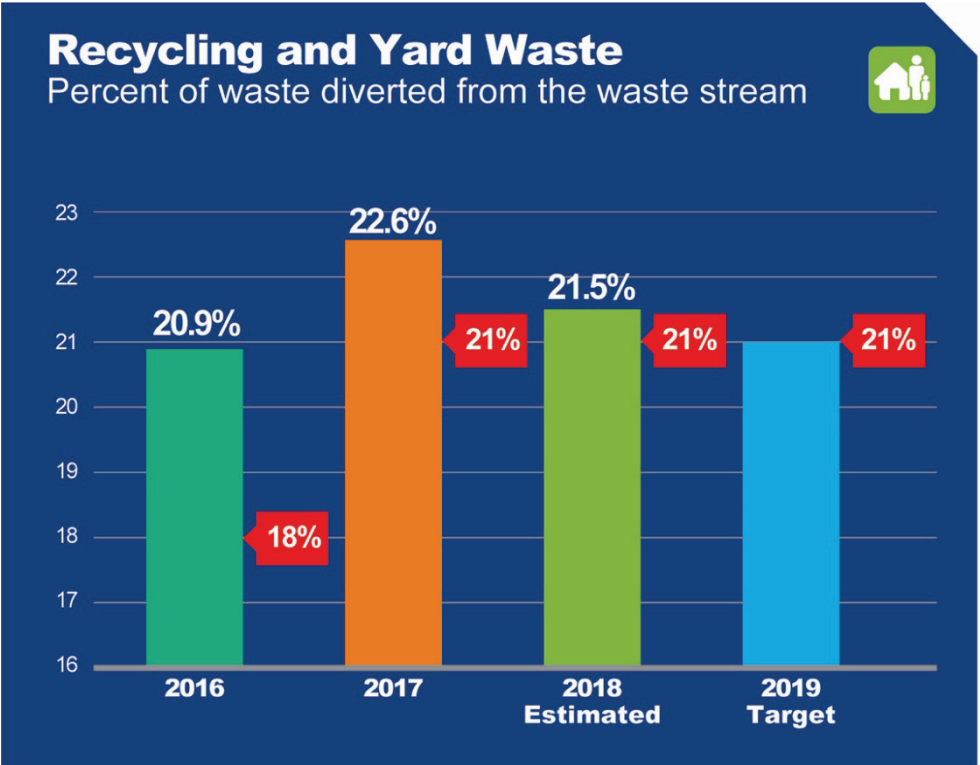
- The 2019 Traffic Management budget includes \$625,000 to operate the city's traffic lights.
- Expenditures of \$617,489 are estimated for fleet, technology, print, and mail internal charges.



# PERFORMANCE MEASURES

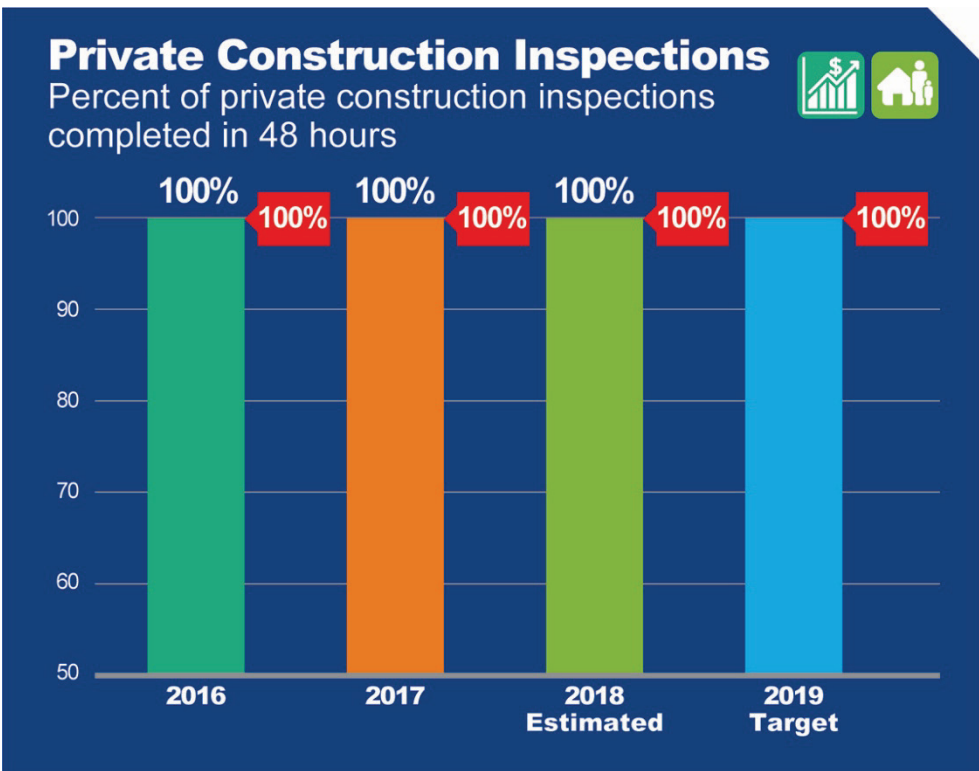


The number of households served on a weekly basis is projected to exceed the annual goal. This measurement is used to ensure customer service levels are met. Revised (2016).

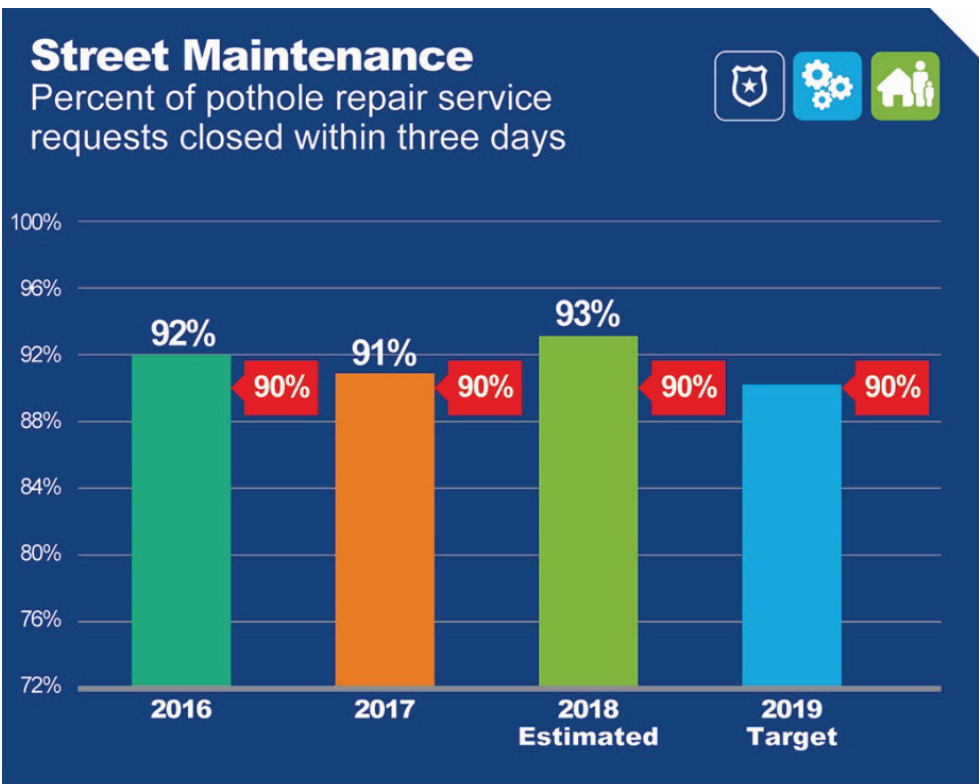


Waste diverted through recycling efforts and yard waste program is expected to be 21 percent in 2019.

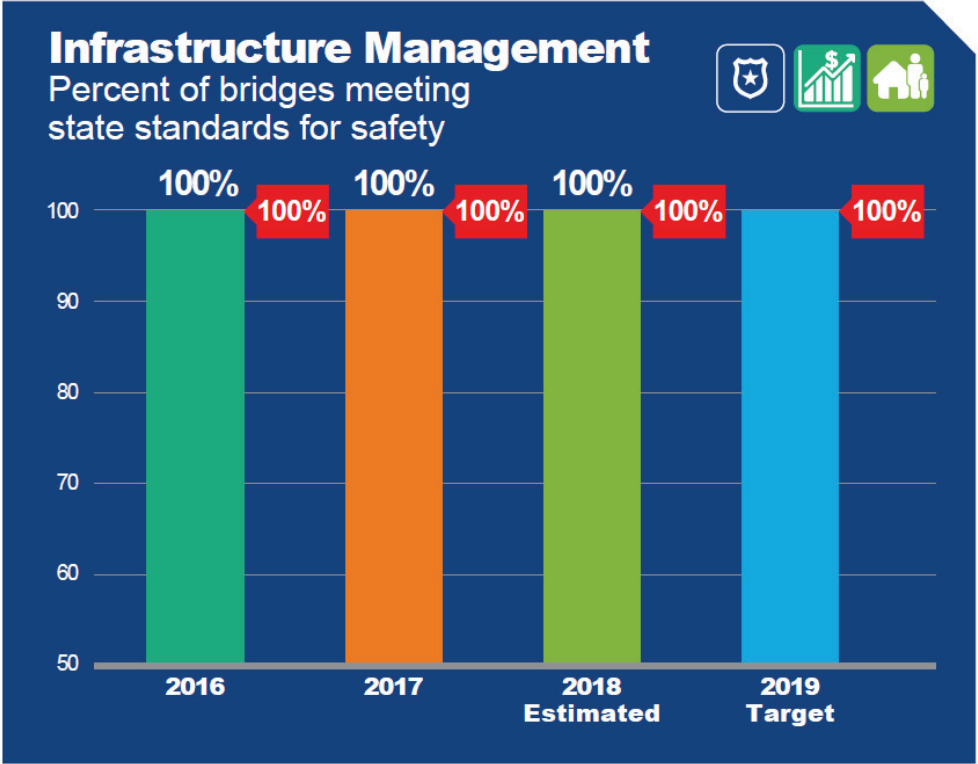




The percent of private construction inspections completed in 48 hours is consistently 100 percent. This measure displays the highest standard of support for development efforts in Columbus.



Filling potholes within three days demonstrates our focus on high-quality customer service. In 2019, the department expects to exceed 90 percent of pothole repair requests closed within three days. Revised (2016).



Infrastructure maintenance is a critical component of our department's mission. In 2019, 100 percent of City of Columbus owned and inspected bridges will meet state standards for safety.





**Public Service**

<b>Department Financial Summary by Area of Expense</b>						
<b>Fund</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Projected</b>	<b>2019 Proposed</b>	
<b>General Fund</b>						
Administration						
Personnel	\$ 2,136,326	\$ 1,314,522	\$ 1,335,776	\$ 1,310,478	\$ 690,291	
Materials & Supplies	1,930	1,688	1,210	510	605	
Services	23,734	278,024	35,319	30,132	22,161	
<b>Administration Subtotal</b>	<b>2,161,990</b>	<b>1,594,234</b>	<b>1,372,305</b>	<b>1,341,120</b>	<b>713,057</b>	
Refuse Collection						
Personnel	15,599,254	17,193,773	18,156,774	17,320,859	17,916,966	
Materials & Supplies	122,593	146,223	168,500	178,500	165,500	
Services	14,000,681	15,424,297	15,856,072	13,743,111	15,136,876	
Other	60,681	70,390	71,500	70,194	71,500	
Capital	-	8,375	10,000	-	10,000	
<b>Refuse Collection Subtotal</b>	<b>29,783,208</b>	<b>32,843,058</b>	<b>34,262,846</b>	<b>31,312,664</b>	<b>33,300,842</b>	
Traffic Management						
Personnel	1,991,605	1,920,656	-	-	-	
Materials & Supplies	23,217	21,983	121,336	104,762	-	
Services	61,077	62,959	2,172,791	2,168,704	-	
Other	40,747	-	18,000	16,000	-	
<b>Traffic Management Subtotal</b>	<b>2,116,645</b>	<b>2,005,598</b>	<b>2,312,127</b>	<b>2,289,466</b>	<b>-</b>	
<b>General Fund Subtotal</b>	<b>34,061,844</b>	<b>36,442,890</b>	<b>37,947,278</b>	<b>34,943,250</b>	<b>34,013,899</b>	
<b>Street Construction, Maintenance, and Repair Fund</b>						
Administration						
Personnel	2,715,961	2,771,095	3,506,138	3,033,650	3,704,255	
Materials & Supplies	4,207	2,609	11,000	9,728	15,200	
Services	178,967	216,358	557,128	486,864	682,805	
Other	-	-	-	-	2,000	
<b>Administration Subtotal</b>	<b>2,899,136</b>	<b>2,990,061</b>	<b>4,074,266</b>	<b>3,530,242</b>	<b>4,404,260</b>	
Traffic Management						
Personnel	9,423,666	10,218,725	11,600,897	11,041,236	11,626,779	
Materials & Supplies	229,439	239,557	327,000	345,067	371,000	
Services	1,317,623	1,324,748	1,908,733	1,809,198	2,232,489	
Other	100,000	100,000	102,000	102,000	104,000	
Capital	67,436	426,033	400,000	400,000	-	
<b>Traffic Management Subtotal</b>	<b>11,138,163</b>	<b>12,309,064</b>	<b>14,338,630</b>	<b>13,697,501</b>	<b>14,334,268</b>	
Infrastructure Management						
Personnel	15,862,292	16,656,455	18,372,453	18,024,214	18,205,772	
Materials & Supplies	302,509	338,726	498,500	459,847	511,000	
Services	10,880,653	11,143,902	15,144,316	13,198,720	14,978,769	
Other	70,000	85,510	88,000	88,000	90,000	
Capital	498,975	1,128,518	1,300,000	1,020,765	-	
Transfers	-	45,000	-	-	-	
<b>Infrastructure Management Subtotal</b>	<b>27,614,428</b>	<b>29,398,111</b>	<b>35,403,269</b>	<b>32,791,546</b>	<b>33,785,541</b>	
Design & Construction						
Personnel	4,127,962	4,174,986	5,003,334	4,810,061	5,273,026	
Materials & Supplies	3,396	6,568	11,970	7,577	12,191	
Services	702,016	729,375	924,088	888,755	1,341,228	
Other	-	3,500	3,500	3,500	3,500	
Capital	-	-	-	-	40,000	
<b>Design &amp; Construction Subtotal</b>	<b>4,833,374</b>	<b>4,914,428</b>	<b>5,942,892</b>	<b>5,709,893</b>	<b>6,669,945</b>	
Refuse						
Services	-	2,100,000	3,314,435	3,314,435	3,627,995	
<b>Refuse Collection Subtotal</b>	<b>-</b>	<b>2,100,000</b>	<b>3,314,435</b>	<b>3,314,435</b>	<b>3,627,995</b>	
<b>Street Const. Fund Subtotal</b>	<b>46,485,101</b>	<b>51,711,664</b>	<b>63,073,492</b>	<b>59,043,617</b>	<b>62,822,009</b>	

<b>Department Financial Summary by Area of Expense (cont.)</b>					
<b>Fund</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Proposed</b>
<b>Construction Inspection Fund</b>					
Administration					
Personnel	536,759	523,257	539,283	512,663	564,056
Materials & Supplies	479	212	630	450	4,600
Services	2,021	4,144	3,880	3,180	7,545
<b>Administration Subtotal</b>	<b>539,259</b>	<b>527,612</b>	<b>543,793</b>	<b>516,293</b>	<b>576,201</b>
Design & Construction					
Personnel	6,538,161	6,415,447	5,911,124	5,811,135	6,878,526
Materials & Supplies	61,899	44,502	114,750	88,613	96,500
Services	751,078	708,946	779,443	1,147,191	1,570,830
Other	-	2,000	2,000	2,000	4,000
Capital	-	7,296	63,000	52,235	188,000
<b>Design &amp; Construction Subtotal</b>	<b>7,351,139</b>	<b>7,178,191</b>	<b>6,870,317</b>	<b>7,101,175</b>	<b>8,737,856</b>
<b>Const. Insp. Fund Subtotal</b>	<b>7,890,398</b>	<b>7,705,804</b>	<b>7,414,110</b>	<b>7,617,468</b>	<b>9,314,057</b>
<b>Private Inspection Fund</b>					
Administration					
Personnel	20,421	40,545	62,837	79,369	88,335
Materials & Supplies	-	-	600	400	-
Services	-	-	1,433	870	-
<b>Administration Subtotal</b>	<b>20,421</b>	<b>40,545</b>	<b>64,870</b>	<b>80,639</b>	<b>88,335</b>
Design & Construction					
Personnel	2,354,064	3,460,297	4,403,588	4,220,849	3,779,581
Materials & Supplies	11,658	31,534	106,000	69,239	110,000
Services	257,076	599,904	455,850	962,899	982,097
Other	-	500	2,000	2,000	-
Capital	150,720	235,432	340,000	331,240	-
<b>Design &amp; Construction Subtotal</b>	<b>2,773,518</b>	<b>4,327,667</b>	<b>5,307,438</b>	<b>5,586,227</b>	<b>4,871,678</b>
<b>Private Insp. Fund Subtotal</b>	<b>2,793,939</b>	<b>4,368,212</b>	<b>5,372,308</b>	<b>5,666,866</b>	<b>4,960,013</b>
<b>Parking Meter Program Fund</b>					
Administration					
Personnel	-	-	-	-	731,889
Materials & Supplies	-	-	-	-	605
Services	-	-	-	-	10,250
<b>Administration Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>742,744</b>
Parking Services					
Personnel	-	-	-	-	4,166,627
Materials & Supplies	-	-	-	-	125,000
Services	-	-	-	-	2,568,578
Other	-	-	-	-	38,000
Capital	-	-	-	-	91,216
<b>Parking Services Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,989,421</b>
Traffic Management					
Personnel	1,126,025	1,119,162	3,428,430	3,365,148	-
Materials & Supplies	56,238	37,955	-	-	-
Services	1,742,762	1,829,127	9,999	329,987	-
Other	9,971	18,000	-	-	-
Capital	17,308	-	-	-	-
<b>Traffic Management Subtotal</b>	<b>2,952,305</b>	<b>3,004,244</b>	<b>3,438,429</b>	<b>3,695,135</b>	<b>-</b>
<b>Parking Meter Fund Subtotal</b>	<b>2,952,305</b>	<b>3,004,244</b>	<b>3,438,429</b>	<b>3,695,135</b>	<b>7,732,165</b>
<b>Department Total</b>	<b>\$ 94,183,586</b>	<b>\$ 103,232,813</b>	<b>\$ 117,245,617</b>	<b>\$ 110,966,336</b>	<b>\$ 118,842,143</b>

<b>Division Financial Summary by Area of Expense</b>						
<b>Fund</b>		<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>
		<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Proposed</b>
<b>Administration</b>						
General Fund						
	Personnel	\$ 2,136,326	\$ 1,314,522	\$ 1,335,776	\$ 1,310,478	\$ 690,291
	Materials & Supplies	1,930	1,688	1,210	510	605
	Services	23,734	278,024	35,319	30,132	22,161
	<b>General Fund Subtotal</b>	<b>2,161,990</b>	<b>1,594,234</b>	<b>1,372,305</b>	<b>1,341,120</b>	<b>713,057</b>
SCMR Fund						
	Personnel	2,715,961	2,771,095	3,506,138	3,033,650	3,704,255
	Materials & Supplies	4,207	2,609	11,000	9,728	15,200
	Services	178,967	216,358	557,128	486,864	682,805
	Other	-	-	-	-	2,000
	<b>SCMR Fund Subtotal</b>	<b>2,899,136</b>	<b>2,990,061</b>	<b>4,074,266</b>	<b>3,530,242</b>	<b>4,404,260</b>
Construction Inspection Fund						
	Personnel	536,759	523,257	539,283	512,663	564,056
	Materials & Supplies	479	212	630	450	4,600
	Services	2,021	4,144	3,880	3,180	7,545
	<b>Construction Inspection Fund Subtotal</b>	<b>539,259</b>	<b>527,612</b>	<b>543,793</b>	<b>516,293</b>	<b>576,201</b>
Private Constr. Inspect. Fund						
	Personnel	20,421	40,545	62,837	79,369	88,335
	Materials & Supplies	-	-	600	400	-
	Services	-	-	1,433	870	-
	<b>Private Constr. Inspect. Fund Subtotal</b>	<b>20,421</b>	<b>40,545</b>	<b>64,870</b>	<b>80,639</b>	<b>88,335</b>
Parking Meter Program Fund						
	Personnel	-	-	-	-	731,889
	Materials & Supplies	-	-	-	-	605
	Services	-	-	-	-	10,250
	<b>Parking Meter Program Fund Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>742,744</b>
	<b>Administration Subtotal</b>	<b>5,620,806</b>	<b>5,152,452</b>	<b>6,055,234</b>	<b>\$ 5,468,294</b>	<b>6,524,597</b>
<b>Refuse Collection</b>						
General Fund						
	Personnel	15,599,254	17,193,773	18,156,774	17,320,859	17,916,966
	Materials & Supplies	122,593	146,223	168,500	178,500	165,500
	Services	14,000,681	15,424,297	15,856,072	13,743,111	15,136,876
	Other	60,681	70,390	71,500	70,194	71,500
	Capital	-	8,375	10,000	-	10,000
	<b>General Fund Subtotal</b>	<b>29,783,208</b>	<b>32,843,058</b>	<b>34,262,846</b>	<b>31,312,664</b>	<b>33,300,842</b>
SCMR Fund						
	Services	-	2,100,000	3,314,435	3,314,435	3,627,995
	<b>SCMR Fund Subtotal</b>	<b>-</b>	<b>2,100,000</b>	<b>3,314,435</b>	<b>3,314,435</b>	<b>3,627,995</b>
	<b>Refuse Collection Subtotal</b>	<b>29,783,208</b>	<b>34,943,058</b>	<b>37,577,281</b>	<b>34,627,099</b>	<b>36,928,837</b>
<b>Infrastructure Management</b>						
SCMR Fund						
	Personnel	15,862,292	16,656,455	18,372,453	18,024,213.67	18,205,772
	Materials & Supplies	302,509	338,726	498,500	459,846.89	511,000
	Services	10,880,653	11,143,902	15,144,316	13,198,720.44	14,978,769
	Other	70,000	85,510	88,000	88,000.00	90,000
	Capital	498,975	1,128,518	1,300,000	1,020,765.00	-
	Transfers	-	45,000	-	-	-
	<b>Infrastructure Management Subtotal</b>	<b>27,614,428</b>	<b>29,398,111</b>	<b>35,403,269</b>	<b>32,791,546.00</b>	<b>33,785,541</b>

<b>Division Financial Summary by Area of Expense (cont.)</b>					
<b>Fund</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Projected</b>	<b>2019 Proposed</b>
<b>Design and Construction</b>					
SCMR Fund					
Personnel	4,127,962	4,174,986	5,003,334	4,810,061	5,273,026
Materials & Supplies	3,396	6,568	11,970	7,577	12,191
Services	702,016	729,375	924,088	888,755	1,341,228
Other	-	3,500	3,500	3,500	3,500
Capital	-	-	-	-	40,000
<b>SCMR Fund Subtotal</b>	<b>4,833,374</b>	<b>4,914,428</b>	<b>5,942,892</b>	<b>5,709,893</b>	<b>6,669,945</b>
Constr. Inspect. Fund					
Personnel	6,538,161	6,415,447	5,911,124	5,811,135	6,878,526
Materials & Supplies	61,899	44,502	114,750	88,613	96,500
Services	751,078	708,946	779,443	1,147,191	1,570,830
Other	-	2,000	2,000	2,000	4,000
Capital	-	7,296	63,000	52,235	188,000
<b>Constr. Inspect. Fund Subtotal</b>	<b>7,351,139</b>	<b>7,178,191</b>	<b>6,870,317</b>	<b>7,101,175</b>	<b>8,737,856</b>
Private Inspect. Fund					
Personnel	2,354,064	3,460,297	4,403,588	4,220,849	3,779,581
Materials & Supplies	11,658	31,534	106,000	69,239	110,000
Services	257,076	599,904	455,850	962,899	982,097
Other	-	500	2,000	2,000	-
Capital	150,720	235,432	340,000	331,240	-
<b>Private Inspect. Fund Subtotal</b>	<b>2,773,518</b>	<b>4,327,667</b>	<b>5,307,438</b>	<b>5,586,227</b>	<b>4,871,678</b>
<b>Design and Construction Subtotal</b>	<b>14,958,031</b>	<b>16,420,286</b>	<b>18,120,647</b>	<b>18,397,295</b>	<b>20,279,479</b>
<b>Parking Services</b>					
Parking Meter Program Fund					
Personnel	-	-	-	-	4,166,627
Materials & Supplies	-	-	-	-	125,000
Services	-	-	-	-	2,568,578
Other	-	-	-	-	38,000
Capital	-	-	-	-	91,216
<b>Parking Meter Program Fund Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,989,421</b>
<b>Parking Services Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,989,421</b>
<b>Traffic Management</b>					
General Fund					
Personnel	1,991,605	1,920,656	-	-	-
Materials & Supplies	23,217	21,983	121,336	104,762	-
Services	61,077	62,959	2,172,791	2,168,704	-
Other	40,747	-	18,000	16,000	-
<b>General Fund</b>	<b>2,116,645</b>	<b>2,005,598</b>	<b>2,312,127</b>	<b>2,289,466</b>	<b>-</b>
SCMR Fund					
Personnel	9,423,666	10,218,725	11,600,897	11,041,236	11,626,779
Materials & Supplies	229,439	239,557	327,000	345,067	371,000
Services	1,317,623	1,324,748	1,908,733	1,809,198	2,232,489
Other	100,000	100,000	102,000	102,000	104,000
Capital	67,436	426,033	400,000	400,000	-
<b>SCMR Fund Subtotal</b>	<b>11,138,163</b>	<b>12,309,063</b>	<b>14,338,630</b>	<b>13,697,501</b>	<b>14,334,268</b>
Parking Meter Program Fund					
Personnel	1,126,025	1,119,162	3,428,430	3,365,148	-
Materials & Supplies	56,238	37,955	-	-	-
Services	1,742,762	1,829,127	9,999	329,987	-
Other	9,971	18,000	-	-	-
Capital	17,308	-	-	-	-
<b>Parking Meter Program Fund Subtotal</b>	<b>2,952,305</b>	<b>3,004,244</b>	<b>3,438,429</b>	<b>3,695,135</b>	<b>-</b>
<b>Traffic Management Subtotal</b>	<b>16,207,113</b>	<b>17,318,905</b>	<b>20,089,186</b>	<b>19,682,102</b>	<b>14,334,268</b>
<b>Department Total</b>	<b>\$ 94,183,586</b>	<b>\$ 103,232,813</b>	<b>\$ 117,245,617</b>	<b>\$ 110,966,336</b>	<b>\$ 118,842,143</b>

<b>Department Personnel Summary</b>						
<b>Fund</b>	<b>FT/PT</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budgeted</b>	<b>2019 Proposed</b>	
<b>General Fund</b>						
Administration	FT	13	5	12	6	
Refuse Collection	FT	194	197	226	226	
Traffic Management	FT	18	0	0	0	
<b>SCMR Fund</b>						
Administration	FT	28	26	30	32	
	PT	0	0	2	0	
Traffic Management	FT	102	106	117	115	
	PT	0	0	2	1	
Infrastructure Management	FT	178	184	190	188	
	PT	0	1	1	1	
Design & Construction	FT	35	37	40	40	
	PT	0	0	2	0	
<b>Construction Inspection Fund</b>						
Administration	FT	2	2	5	5	
Design & Construction	FT	65	67	46	57	
	PT	10	12	23	19	
<b>Private Inspection Fund</b>						
Administration	FT	0	0	1	1	
Design & Construction	FT	15	18	42	30	
	PT	3	2	12	14	
<b>Parking Meter Program Fund</b>						
Administration	FT	0	0	0	6	
Parking Services	FT	0	0	0	46	
Traffic Management	FT	15	35	38	0	
<b>Total</b>		<b>678</b>	<b>692</b>	<b>789</b>	<b>787</b>	

<b>Operating Budget by Program</b>				
<b>Program</b>	<b>2018 Budgeted</b>	<b>2018 FTEs</b>	<b>2019 Proposed</b>	<b>2019 FTEs</b>
Public Service Administration	\$ 18,972,894	80	\$ 22,383,400	58
Fiscal	1,779,785	18	1,919,404	19
Human Resources	1,296,384	13	1,300,567	13
Internal Services	23,699,305	0	23,237,216	0
Construction Management	11,248,923	84	12,452,326	87
Facility Maintenance	889,803	7	1,072,545	7
Street Maintenance	8,367,781	64	6,988,652	62
Right-Of-Way Permits	2,088,494	20	1,915,604	18
Snow Removal/Street Sweeping	8,027,272	80	8,108,959	81
Cashiers	-	0	869,071	10
Parking Enforcement	-	0	1,676,543	20
Collections	-	0	379,973	4
Meter Repair	-	0	418,020	4
Third Party Collections	-	0	247,000	0
Non-Operating Revenue and Expense	-	0	38,000	0
300-Gallon Residential Collection	2,393,603	27	2,063,392	42
90-Gallon Residential Collection	5,440,029	57	4,801,622	63
Dead Animal Collection	83,980	1	76,804	1
Scheduled Bulk Collection	3,884,046	46	3,718,114	42
Litter Collection	391,016	5	346,623	4
Multi-Family Residential Collection	2,308,670	25	2,473,649	27
Residential Recycling	133,536	0	-	0
Container Management	879,184	11	594,886	8
Keep Columbus Beautiful	293,860	3	257,626	3
Solid Waste Inspectors	228,644	3	1,017,317	13
Smart City Grant Program	-	0	642,110	4
Planning & Engineering	10,838,634	88	11,844,552	85
Parking Services	261,826	2	-	0
Parking Violations	5,676,200	38	-	0
Traffic Maintenance	8,061,748	76	7,998,168	77
<b>Department Total</b>	<b>\$ 117,245,617</b>	<b>747</b>	<b>\$ 118,842,143</b>	<b>752</b>

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





# 2019 PROGRAM GUIDE

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## **PUBLIC SERVICE ADMINISTRATION**

To provide leadership, administrative and operational management, and supervisory and clerical support for the divisions within the department.

## **FISCAL**

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

## **HUMAN RESOURCES**

To provide divisional support with regard to personnel management for the department.

## **INTERNAL SERVICES**

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

## **CONSTRUCTION MANAGEMENT**

The construction administration of public-private partnerships, 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.

## **FACILITY MAINTENANCE**

To provide building maintenance for non-general fund plant assets.

## **STREET MAINTENANCE**

To provide efficient street maintenance services within the City of Columbus' right-of-way for the purpose of maintaining a safe and efficient transportation system and improving neighborhood livability and safety.

**RIGHT-OF-WAY PERMITS**

To coordinate the additional right-of-way land acquisition for construction projects, review CIP and Private/Public Projects, review utility relocation plans, and coordinate with utility providers on the relocation of utilities within the right-of-way associated with construction projects.

**SNOW REMOVAL/STREET SWEEPING**

To remove snow, ice, and debris from the city's roadway infrastructure and improve the neighborhood livability and safety.

**CASHIERS**

To provide in-person cashiering services at the Parking Services center with parking ticket payments, towing and associated fees, residential permit payments, and answer questions in person and via phone.

**PARKING ENFORCEMENT**

To provide parking enforcement in nine enforcement zones throughout the City of Columbus.

**COLLECTIONS**

To provide single and multi-space meter collections utilizing thirty routes throughout the City of Columbus.

**METER REPAIR**

To provide single and multi-space meter repair to over 4500 mechanisms and terminals throughout the City of Columbus.

**THIRD PARTY COLLECTIONS**

To provide accounting for the city's delinquent parking ticket third-party collection program.

**NON-OPERATING REVENUE AND EXPENSE**

To provide accounting for non-operational revenue and expenses in the Division of Parking Services, critical for separation from current and future parking benefit districts.

**300-GALLON RESIDENTIAL COLLECTION**

To provide weekly refuse collection service to 300-gallon customers, primarily single-family homes.

**90-GALLON RESIDENTIAL COLLECTION PROGRAM**

To provide weekly refuse collection service to 90-gallon customers, primarily single-family residences.

**DEAD ANIMAL COLLECTION**

To safely and expeditiously remove and dispose of dead animals found within the city's rights-of-way.

**SCHEDULED BULK COLLECTION PROGRAM**

To provide the collection of large household items, excluding construction and demolition debris.

**LITTER COLLECTION**

To empty sidewalk litter containers on a scheduled basis, predominately located in the downtown area and to promote and coordinate litter cleanups, graffiti prevention, recycling and beautification projects.

**MULTI-FAMILY RESIDENTIAL COLLECTION**

To provide weekly refuse collection service to large apartment and condominium complexes having dumpster or compactor service.

**CONTAINER MANAGEMENT**

To provide and maintain 64-gallon, 90-gallon, 300-gallon refuse containers and 64-gallon recycling containers for the residents of the City of Columbus in order to maintain a clean and efficient system of collection.

**KEEP COLUMBUS BEAUTIFUL**

To provide leadership, guidance, education, assistance and materials to citizens of Columbus to end littering and improve neighborhoods.

**SOLID WASTE INSPECTORS**

To investigate, remedy, and assist police to prosecute illegal dumping and other refuse related violations within the City of Columbus.

**SMART CITY GRANT PROGRAM**

To provide for leadership, administrative and program management within the citywide Smart Cities Initiative.

**PLANNING & ENGINEERING**

To develop quality construction plans, manage design contracts, perform construction inspection services, and enable the divisions to build and maintain a safe and efficient transportation system for pedestrians, bicyclists, and vehicular traffic and improve neighborhood livability and safety.

**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.

**RESIDENTIAL RECYCLING**

To provide bi-weekly residential recycling services to residents of the City of Columbus.



## Department Description

The Department of Public Utilities (DPU) protects surface water quality, promotes public health and safety, and sustains economic development. The department is responsible for collecting and treating wastewater generated within the City of Columbus and 25 suburban communities, as well as those unincorporated areas of Franklin County. DPU provides safe and reliable drinking water within the City of Columbus and 22 suburban communities.

The Department of Public Utilities also manages stormwater within the city to mitigate flooding and water quality impacts, educates the public on watershed stewardship and water conservation, and regulates industrial water pollution discharged to sewers.

In addition, DPU supports fire suppression activities with reliable fire hydrants, provides and maintains more than 56,000 street lights, and offers dependable electrical power at a competitive price.

The department is comprised of the Director's Office and four divisions: Water, Power, Sanitary Sewerage and Drainage, and Stormwater.

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

The **Division of Water** oversees the treatment and distribution of drinking water through three water treatment plants. The division is responsible for infrastructure maintenance and improvements, water source protection programs, and water quality monitoring.

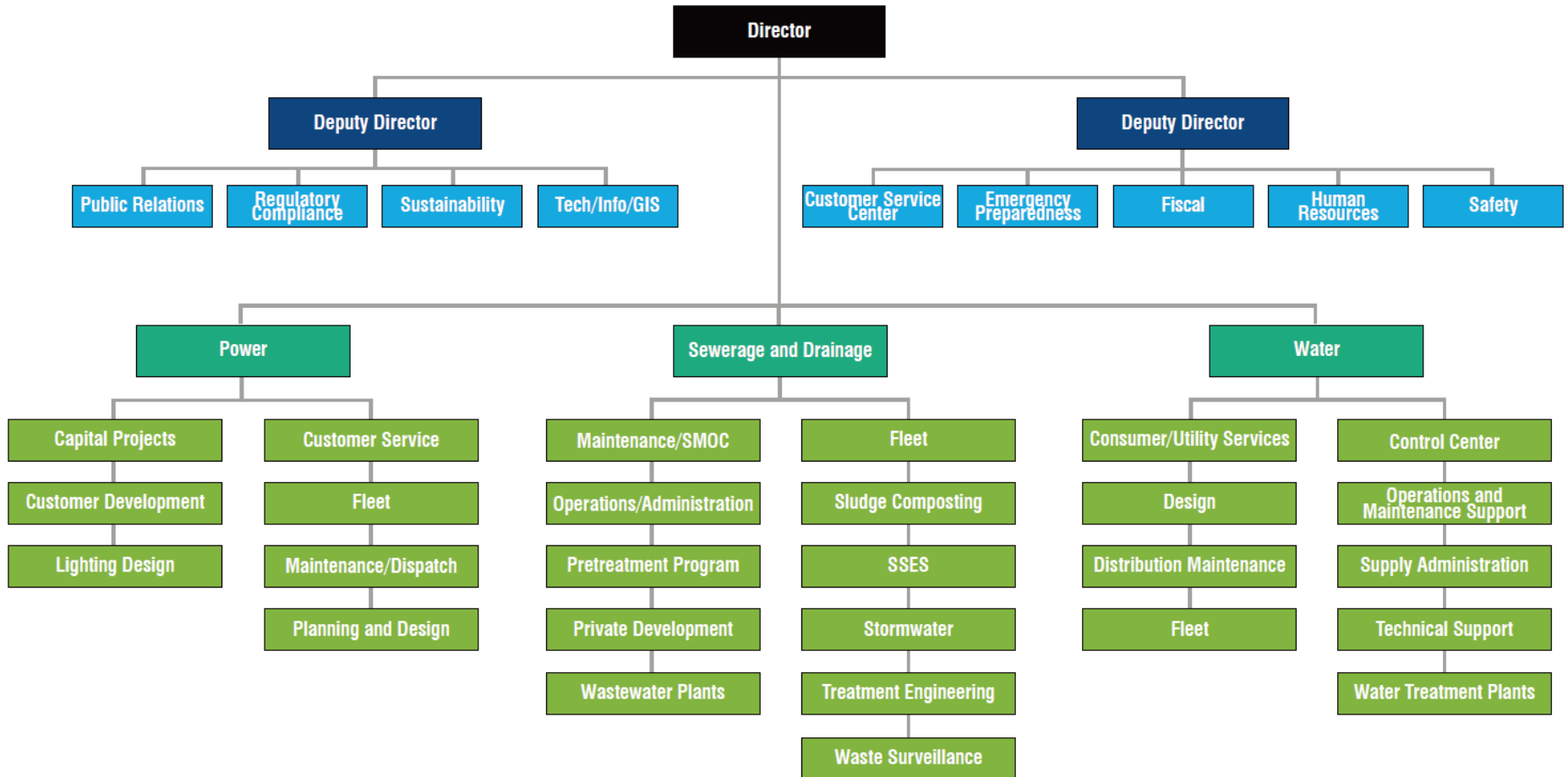
### Department Mission

To enhance the quality of life, now and into the future, for people living, working, and raising families in central Ohio through the economic, efficient, and environmentally responsible stewardship of superior public utilities.

The **Division of Power** is a full-service, publicly owned electrical utility that delivers power to industry and residential customers through its own distribution system. The division also serves the community by providing the city's street light system.

The **Division of Sanitary Sewerage and Drainage** manages wastewater collection and treatment at two treatment plants. The division of **Stormwater** oversees stormwater collection systems. Both divisions work to protect surface water quality.

# Public Utilities



## Strategic Priorities for 2019

### Neighborhoods



Implement Blueprint Columbus in neighborhoods throughout the city to eliminate the source of sanitary sewer overflows and basement backups. Blueprint Columbus addresses the problem at its source through the lining of sewer laterals, a voluntary sump pump program, and the redirection of roof water runoff. Green infrastructure, such as rain gardens and pervious pavement, is installed on city right-of-way property to treat rain water that has been redirected before it enters the storm sewer system. Approximately 440 rain gardens were completed in Clintonville in 2018, our first Blueprint neighborhood. In addition, 262 new sump pumps have been installed, 88 laterals have been lined, and 50 houses were assessed for roof water redirection. Private property improvements will continue in Clintonville. Blueprint will begin implementation in the Linden neighborhood in 2019.

Encourage responsible water conservation practices through a partnership with the Franklin Soil and Water Conservation District on the Community Backyards rain barrel/native plants rebate program, youth education programs, and water quality campaigns for pet waste disposal and healthy lawns. DPU will implement a new education and awareness campaign aimed at informing contractors of proper waste disposal and runoff protection methods. It will partner with the Mid-Ohio Regional Planning Commission to distribute high efficiency showerheads to income-eligible residents and promote water conservation education.

Support the GreenSpot program and its 17,640 members in 2019. 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 Sustainability Initiative.

### Economic Development



Address the needs of the region's growing population, residential and business water demands, and environmental regulations through a series of ongoing improvements at all three drinking water plants, two wastewater treatment plants and the associated water distribution and wastewater collection systems.

Monitor future needs to determine when to begin designing a fourth water treatment plant, for which land has already been acquired.

### Early Childhood and Education



Present the Children's Water Festival educational initiative. This event provides fifth grade students with education about the importance of water and insight into future careers in the water industry. The festival promotes environmental awareness of our valuable water resources through interactive displays, hands-on activities, and workshops led by utility and science professionals. DPU employees join dozens of other volunteers to make the annual event a success.



## Strategic Priorities for 2019 (cont.)

### Operational Efficiencies

Conduct an audit of our billing system with an outside consultant. The goal of the audit is to promote billing accuracy, ensure maximum revenue recovery, and establish procedures to maintain account accuracy. A revenue recovery project is starting with commercial customers before moving to residential accounts. Payment plans are available for those impacted by the changes.

Installation of advanced meters for power and water customers began in 2018, which will provide many new benefits, such as detecting leaks sooner for the department and customers.

### Diversity and Inclusion

Enhance the Diversity and Inclusion program to provide a greater voice for employees from all divisions and support offices. A new steering team that is comprised of first-time members and seasoned DPU employees offers not only a fresh perspective, but also one that recognizes and embraces previous efforts and builds upon those successes. DPU will continue to create opportunities for professional growth.

## Smart Columbus



Engage in various Smart Columbus projects to support its goals and performance measures.

Implement grid modernization programs like Advanced Metering Infrastructure (AMI), which will replace old analog meters with new advanced units that can communicate wirelessly. AMI will allow the department to respond to issues more efficiently, provide customers with real-time information about their usage, and will ultimately reduce greenhouse gas emissions by eliminating 24 vehicles from the roads that average 7,000 miles a year.

## Public Safety and Health

Design and construct projects for enhanced security throughout our treatment, storage, and distribution systems in order to ensure a secure and safe drinking water supply.

Support the Neighborhood Street Lighting Program, working with neighborhoods that apply for decorative streetlights through the petition and assessment process, in addition to standard lighting. The division will complete its design guidelines for both street lighting and distribution to compliment the MIS and TDMIS specifications to clearly articulate standards for division infrastructure. The division is also moving forward with converting all of the City's streetlights to light emitting diode (LED) in order to reduce production of greenhouse gases in the region and provide a significant yearly cost savings for the division. In addition, the division has a Capital Budget project plan to develop a Smart Street lighting system with a centralized control system and other features that will allow future connectivity for Public Safety and other departments.

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## 2019 BUDGET NOTES

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### **DIRECTOR'S OFFICE**

The Sewer and Water Advisory Board (SWAB) will recommend to Columbus City Council increases to water of 2 percent, storm rates of 1 percent, and sanitary sewer rates of 3 percent, respectively for 2019. In addition:

- The management of the permits office has been moved from the Division of Water and the Division of Sanitary Sewerage and Drainage to the Director's Office. This move increases the Director's Office budget by just over two million dollars.
- The 2019 Director's Office \$32.1 million budget is 8.0 percent higher than the 2018 budget.
- The 2019 budget includes \$22.6 million in personnel funding for 220 full-time and 4 part-time positions. Included in these numbers are 18 full-time aforementioned permits office positions.

### **WATER**

The division's 2019 budget is 1.1 percent higher than in 2018. The division continues to focus on the implementation of its capital improvement program which increases the safety and capacity of our drinking water system. Debt service payments represent 44.9 percent of the water enterprise fund's \$191.1 million budget. In addition:

- The 2019 budget includes \$47.0 million for personnel, providing funding for 443 full-time positions. These employees are responsible for the administration, distribution, maintenance, supply, and safety areas in order to provide the Columbus metropolitan area with clean and reliable drinking water.
- Five employees, and just over \$500,000 in overall expenses, were transferred to the Director's Office with the move of the permits office.

### **POWER**

The division's largest expense in the 2019 budget is for the purchase of generated electric power for resale. The budget includes \$56.1 million for this expense, or just over 64 percent of the total budget.

- The 2019 budget includes \$11.5 million for personnel for 104 full-time and 12 part-time positions.
- Included in the 2019 budget are resources to provide maintenance and energy to over 56,000 city streetlights.

### **SANITARY SEWERAGE AND DRAINAGE**

The division's 2019 budget is 1.8 percent higher than the 2018 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 52 percent of the division's operating budget of \$280.1 million. In addition:

## Utilities

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- The 2019 budget includes \$45.5 million for personnel, providing funding for 437 full-time and 3 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.
- 13 employees and just over \$1.5 million in overall expenses were transferred to the Director's Office with the realignment of the permits office.
- An addition of just over \$1.6 million in projected costs for electricity charges is the result of increased wastewater treatment due to the OARS tunnel, which captures combined sewer overflows during heavy rain events, and the recalibration of a meter at one of the treatment facilities.

## STORMWATER

The division's 2019 budget is just over seven percent higher than in 2018. As with the other divisions of this department, a significant portion of the operating budget is devoted to debt service payments. In 2019, debt service payments account for 36.0 percent of the stormwater budget. In addition:

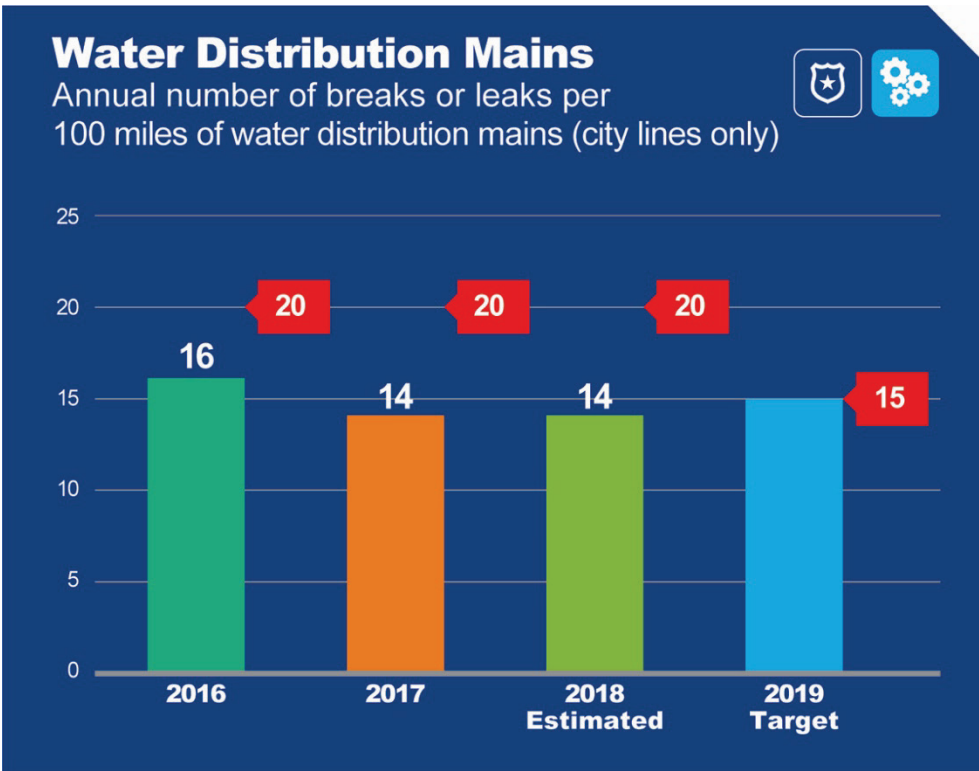
- The 2019 budget includes funds to reimburse the Department of Public Service for costs associated with street cleaning and snow and ice removal. These activities help to protect water quality and minimize the burden on the storm sewer system from ice, snow, and debris. A total of \$10.0 million is budgeted in 2019 for these programs.
- Six new positions are budgeted for stormwater permit compliance.



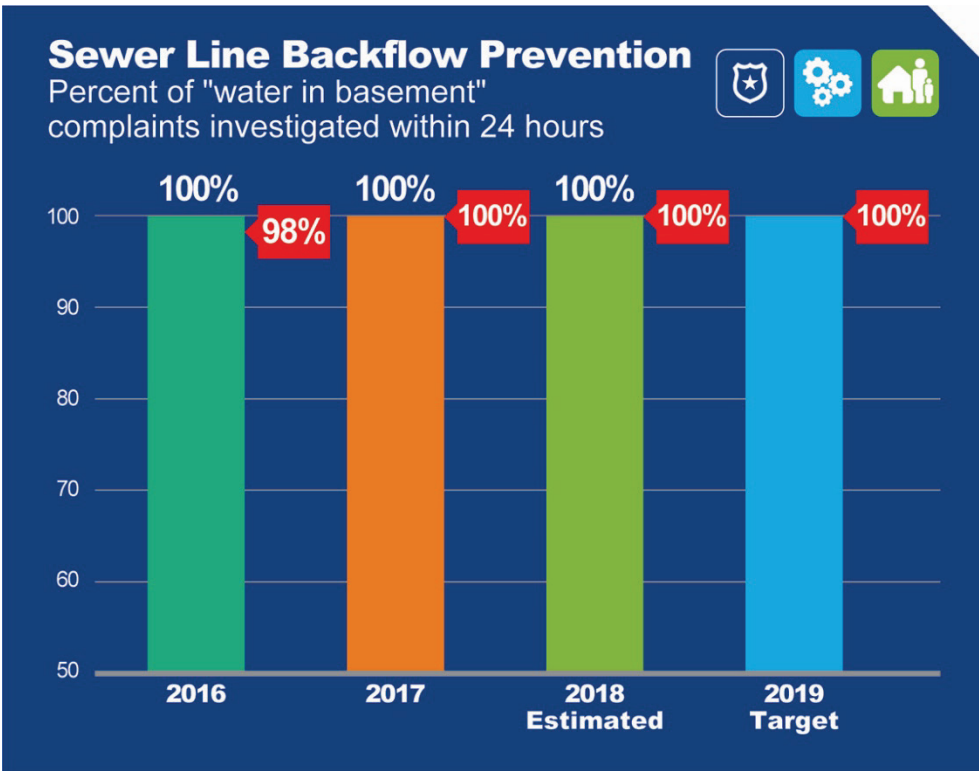
## PERFORMANCE MEASURES



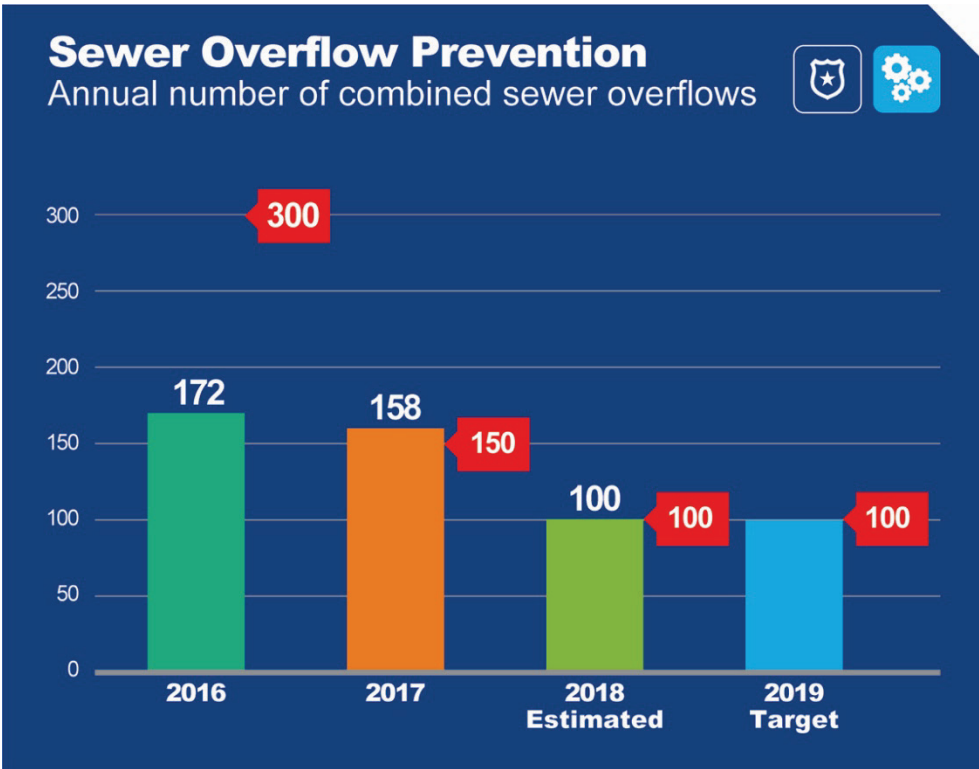
This measure reflects the monthly average number of water quality complaints received by the Division of Water. External conditions can cause the actual number of complaints to vary. In 2019, the target for this measure is being reduced to 50.



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



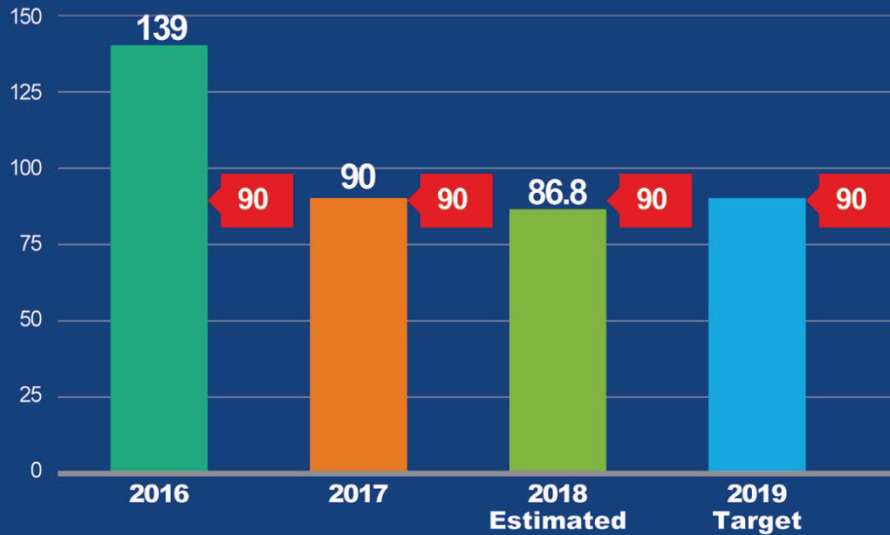
Water-in-basement complaints are expected to be investigated within 24 hours of being reported. In 2019, the Division of Sewerage and Drainage will maintain its high standard of 100 percent.



The Division of Sewerage and Drainage manages an extensive capital improvements program aimed at reducing combined sewer overflows. The division expects to maintain the target number for this measure of less than 100 for 2019.

## Electric Power Outage Remediation

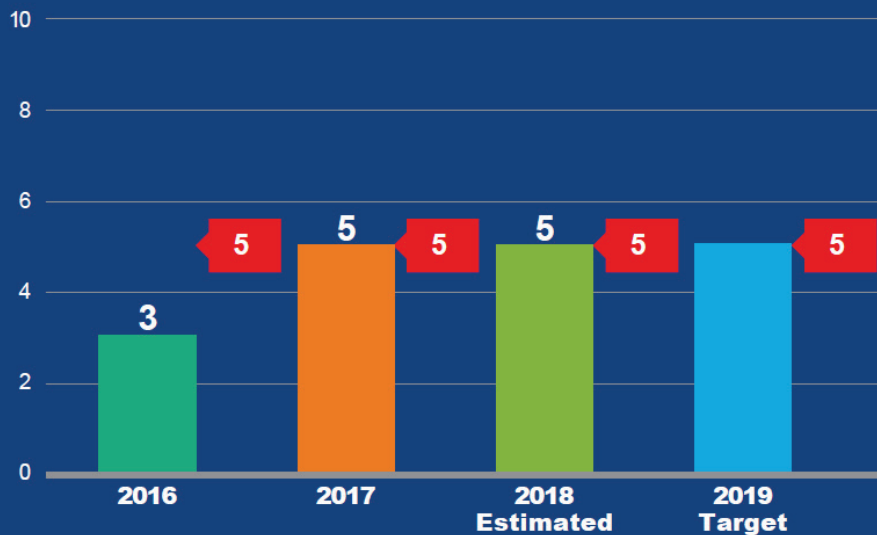
Average duration of electricity outage (minutes)



The Division of Power's aim is to minimize the length of time of any power outage. The target for this measure in 2019 is 90 minutes or less. The 2018 estimate reflects January 1 - August 1, 2018.

## Streetlight Maintenance and Repair

Response time for streetlight outage repair (days)



The Division of Power maintains an extensive street lighting system. This measure reflects the number of days to respond to a streetlight outage. In 2019, the target maximum timeframe to address a streetlight issue is five days.



<b>Division Financial Summary by Area of Expense</b>					
<b>Fund</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Proposed</b>
<b>Department of Public Utilities</b>					
Director's Office					
Personnel	\$ 13,310,968	\$ 13,477,028	\$ 21,357,379	\$ 19,436,471	\$ 22,581,321
Materials & Supplies	130,061	185,925	467,014	398,784	705,064
Services	1,890,706	2,207,033	7,635,475	6,129,267	8,662,048
Other	-	723	2,651	2,558	2,501
Capital	29,878	71,547	267,501	133,688	144,202
Transfers	-	292,277	-	-	-
<b>Director's Office Subtotal</b>	<b>15,361,614</b>	<b>16,234,533</b>	<b>29,730,020</b>	<b>26,100,769</b>	<b>32,095,136</b>
Water					
Personnel	48,407,591	50,192,804	47,127,618	46,364,164	46,985,381
Materials & Supplies	16,551,330	17,061,301	21,442,830	20,610,058	20,226,475
Services	31,392,828	33,352,550	34,461,997	32,546,113	36,447,279
Principal	51,868,996	53,298,881	55,273,222	55,273,222	55,255,954
Other	47,350	51,995	112,465	20,923	112,500
Capital	2,826,042	1,761,845	1,413,400	1,365,398	1,571,000
Interest	23,760,986	28,173,275	29,251,433	24,882,829	30,548,028
Transfers	94,897	1,422,823	-	-	-
<b>Water Subtotal</b>	<b>174,950,020</b>	<b>185,315,475</b>	<b>189,082,965</b>	<b>181,062,708</b>	<b>191,146,617</b>
Power					
Personnel	10,068,552	9,996,989	11,649,306	10,441,987	11,507,832
Materials & Supplies	52,431,140	56,584,934	59,622,500	59,362,024	58,262,000
Services	10,343,318	10,206,306	10,918,906	10,413,897	12,781,746
Principal	1,400,480	1,331,021	922,000	984,000	418,271
Other	2,003	2,087	20,000	3,000	20,000
Capital	2,473,348	2,498,104	3,297,000	2,883,912	4,220,000
Interest	194,806	20,000	241,395	241,163	263,648
<b>Power Subtotal</b>	<b>76,913,649</b>	<b>80,639,441</b>	<b>86,671,107</b>	<b>84,329,983</b>	<b>87,473,497</b>
Sanitary					
Personnel	42,984,896	44,629,409	48,992,097	46,005,284	45,515,855
Materials & Supplies	6,385,448	6,669,527	8,703,824	9,505,607	10,918,075
Services	45,011,588	48,457,660	48,884,485	47,934,893	53,151,985
Principal	89,737,174	92,730,520	100,712,023	100,712,023	101,887,574
Other	25,222	69,116	175,000	86,713	186,650
Capital	3,390,645	3,265,583	4,201,008	3,437,979	5,072,300
Interest	37,391,048	37,888,595	45,211,888	38,021,712	45,092,373
Transfers	16,793,228	19,106,994	18,247,975	18,247,975	18,247,975
<b>Sanitary Subtotal</b>	<b>241,719,249</b>	<b>252,817,403</b>	<b>275,128,300</b>	<b>263,952,185</b>	<b>280,072,787</b>
Storm					
Personnel	1,617,481	1,600,528	1,915,764	1,854,903	2,485,452
Materials & Supplies	12,464	46,743	56,778	100,228	117,290
Services	20,825,540	22,726,664	21,200,230	21,316,248	24,234,452
Principal	9,660,800	10,057,200	10,493,700	10,493,700	10,549,000
Other	-	-	10,000	100,000	20,000
Capital	-	11,495	435,000	34,000	115,000
Interest	4,030,068	4,474,215	5,114,226	3,703,926	4,577,941
<b>Storm Subtotal</b>	<b>36,146,354</b>	<b>38,916,844</b>	<b>39,225,698</b>	<b>37,603,005</b>	<b>42,099,135</b>
<b>Department Total</b>	<b>\$ 545,090,886</b>	<b>\$ 573,923,696</b>	<b>\$ 619,838,090</b>	<b>\$ 593,048,650</b>	<b>\$ 632,887,172</b>

Department Personnel Summary					
Fund	FT/PT	2016 Actual	2017 Actual	2018 Budgeted	2019 Proposed
<b>Department of Public Utilities</b>					
Director's Office	FT	131	194	207	220
	PT	6	5	5	4
Water	FT	491	431	446	443
	PT	8	7	21	23
Power	FT	88	88	101	104
	PT	1	0	3	12
Sanitary	FT	435	438	470	437
	PT	2	1	7	3
Storm	FT	16	16	17	24
	PT	0	0	2	2
<b>Total</b>		<b>1,178</b>	<b>1,180</b>	<b>1,279</b>	<b>1,272</b>

Please note: In addition to the positions listed above in the 2019 proposed column, the proposed budget includes funding for two positions in the Office of Diversity and Inclusion.

Operating Budget by Program					
Program	2018 Budget	2018 FTEs	2019 Proposed	2019 FTEs	
Utilities Administration	\$ 11,384,953	21	\$ 11,325,710	20	
Fiscal	5,618,114	39	4,713,347	38	
Human Resources	4,521,871	33	4,004,886	33	
Internal Services	81,665,617	0	88,204,944	0	
Regulatory Compliance	3,782,423	30	4,212,184	30	
Public Relations	537,149	4	556,579	4	
Sustainability	509,446	4	936,031	5	
Emergency Preparedness	1,149,268	11	1,383,096	10	
Septic Tank Elimination Program	-	0	160,000	0	
Customer Service	27,738,581	230	30,600,304	223	
Maintenance	24,205,276	179	23,565,997	159	
Engineering and Development	76,857,054	113	76,096,569	121	
Fleet Management	3,075,145	24	3,070,213	25	
Water Distribution	58,664,496	264	57,018,517	264	
Wastewater Treatment	37,306,798	211	39,901,326	204	
Stormwater Management	3,520,719	17	3,907,103	24	
Electricity Distribution	11,063,144	47	11,035,263	46	
Street Lighting	4,127,174	14	5,354,339	22	
Debt Management	264,110,862	0	266,840,764	0	
<b>Department Total</b>	<b>\$ 619,838,090</b>	<b>1,241</b>	<b>\$ 632,887,172</b>	<b>1,228</b>	

For additional financial information related to the Department of Public Utilities, please refer to the water, sanitary sewer, storm sewer, and electricity operating fund summaries contained within the Enterprise Funds section. Program descriptions begin on the following page.



# 2019 PROGRAM GUIDE

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## **UTILITIES ADMINISTRATION**

To provide administrative support services for the Department of Public Utilities.

## **FISCAL**

To ensure the financial integrity of the department. Includes budgeting, auditing, accounting, procurement, and debt service.

## **HUMAN RESOURCES**

To ensure the effective and efficient management of human resources and safety for the department. Includes labor relations, payroll, benefits, training, selecting employees, classification management, compensation, organizational development, safety, and industrial hygiene.

## **INTERNAL SERVICES**

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

## **REGULATORY COMPLIANCE**

To ensure regulatory compliance and support to all divisions in the areas of environmental and other regulations.

## **PUBLIC RELATIONS**

To provide information to residents of the City of Columbus and contracting areas regarding the department's water, power, and sewerage and drainage systems.

## **SUSTAINABILITY**

To promote green infrastructure and conservation technologies in the department.

## **EMERGENCY PREPAREDNESS**

Coordinates all emergency preparedness activities for the department.

## **SEPTIC TANK ELIMINATION PROGRAM**

A partnership with Columbus Public Health to protect area water sources by eliminating onsite sewage treatment systems and connecting these properties to the city's sanitary sewer. The city offers a no-interest loan program to assist homeowners with associated expenses.

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**CUSTOMER SERVICE**

To support managers of the other divisions by providing timely and accurate information related to the core business functions of the utility for daily operational decisions and long-term strategic planning.

**MAINTENANCE**

To provide general maintenance for the department and division facilities including upkeep of buildings, heating, cooling, and ventilation, lighting, parking lot maintenance, and grounds and green space maintenance.

**ENGINEERING AND DEVELOPMENT**

To provide engineering support and development to the department's capital program and to ensure project engineering plans and specifications are in proper form and accordance with all applicable rules and regulations.

**FLEET MANAGEMENT**

To provide assistance in all phases of fleet management for the department including coordination with the Fleet Division in the Department of Finance and Management, development and review of specifications, and assistance and execution of vehicle procurement related functions.

**WATER DISTRIBUTION**

To ensure the residents of the Columbus Metropolitan Area have an uninterrupted distribution of safe, reliable water and that the infrastructure of the utility is maintained.

**WASTEWATER TREATMENT**

To promote the health and safety of residents of the Columbus Metropolitan Area through the effective treatment of wastewater.

**STORMWATER MANAGEMENT**

To provide effective stormwater collection services to the community within the corporate limits of Columbus.

**ELECTRICITY DISTRIBUTION**

To ensure that customers receive safe and reliable electric power and that neighborhoods receive modern street lighting.

**STREET LIGHTING**

To promote public safety through the design, construction, maintenance, and operation of an efficient and reliable street lighting system.

**DEBT MANAGEMENT**

To service and track all required debt service obligations (principal and interest) per bond covenant requirements, policies, and procedures. Ensure debt from bonds and loans are used to finance the department's capital program, including those projects in all divisions.

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# Community Development Block Grant (CDBG) Fund

## 2019 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: 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 carryforward balances resulting from reprogramming of previous years' unspent funds and unappropriated award resources held in reserve to offset revenue fluctuations. The 2019 beginning unencumbered cash balance is projected to be \$7,103,626.

The following table reflects the fund balance assumptions:

<b>2019 CDBG Fund Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2019)	\$ 7,103,626
Plus Estimated 2019 Receipts	7,116,000
Plus Estimated Encumbrance Cancellations	-
Plus Funds Transferred In	4,815,187
Total Estimated Available Resources	<u>\$ 19,034,812</u>
Less 2019 Recommended Operating Budget	(19,005,987)
Projected Available Balance (December 31, 2019)	<u><b>\$ 28,825</b></u>

## 2019 Revenues

The 2019 entitlement award from the U.S. Department of Housing & Urban Development (HUD) is expected to comprise 34 percent of all city CDBG resources. In 2019, the city projects an entitlement allocation of \$6,500,000, which reflects an eight percent reduction from the 2018 actual award; entitlement allocations vary according to congressional legislative action.

In addition to the entitlement award, the city expects to receive revenue from various program categories. The following projections are based on historical trend analysis.



## CDBG Fund

Economic development receipts account for two percent of CDBG resources, including interest earnings on revolving loan funds (which must be remitted to HUD). Separately, the city contracts with two agencies to service economic development revolving loan programs; these loan repayments are submitted to the city for future CDBG eligible projects.

Housing loan receipts are expected to be one percent of CDBG resources as a result of the use of grants, rather than amortized loans, in recent years.

Miscellaneous receipts are generated from activities such as the Columbus Recreation and Parks Department (CRPD) Fitness Camp and Capital Kids programs. These revenues are expected to account for less than one percent of CDBG resources.

The unencumbered cash balance, representing carryforward and reprogrammed funds, will provide 37 percent of the available funding in 2019.

The funds transferred in resources include economic development revolving loan fund balances that will be reprogrammed for 2019 projects and will provide 25 percent of the available funding.

The following table summarizes CDBG revenues by type and year:

<b>2019 CDBG Fund</b>				
<b>Revenue by Source and Year</b>				
<b>Historical and Projected</b>				
<b>Revenue Summary</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Projected</b>	<b>2019 Proposed</b>
Entitlement Award	\$ 6,501,384	\$ 6,471,005	\$ 7,036,294	\$ 6,500,000
Economic Development Receipts	265,862	255,705	90,000	375,000
Housing Loan Receipts	204,765	283,474	177,860	135,000
Miscellaneous Receipts	88,753	135,174	240,000	106,000
Encumbrance Cancellations	724,338	973,704	1,050,000	-
Unencumbered Cash Balance	1,936,049	5,037,635	3,145,878	7,103,626
Funds Transferred In	-	-	2,435,995	4,815,187
<b>Total Resources</b>	<b>\$ 9,721,151</b>	<b>\$ 13,156,697</b>	<b>\$ 14,176,027</b>	<b>\$ 19,034,812</b>
Percent Change		35.34%	7.75%	34.27%

## 2019 Proposed Operating Budget

The CDBG budget is 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. The CDBG program works to build neighborhoods of choice. All planned activities satisfy one of two basic federal mandates: elimination of slum and blight or benefit to low- and moderate-income families and individuals.

The topics of focus and activities are further defined below:

### Affordable Housing

Activities focused on meeting the goals within affordable housing 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 programs that directly support the goal of affordable housing. These programs are used to fund contracts for fair housing services and homebuyer counseling services. The affordable housing component includes various activities totaling three percent of the CDBG budget; however some of these funds will also benefit homeless and special needs populations.

### **Community and Economic Development**

Activities funded under the community and economic development topic 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 maintaining safe and sanitary housing and vacant properties. These activities are funded with moneys from Neighborhood Commercial Development, Code Enforcement, and Neighborhood Crisis Response programs. These programs total 63 percent of the CDBG budget.

### **Recreational and Social Services**

Activities conducted under recreational and social services offer safe, affordable programming that keeps residents active and healthy throughout the year. Activities support and provide a coordinated system of childcare, education, and recreational services for children, teens, and families.

Activities funded are Capital Kids, CRPD Fitness Camp (formerly School's Out), and City Recreation Facilities. CDBG will also fund Phase 1 of the Hilltop Early Learning Education Center project managed by the Department of Education. This public facility will target a low- and moderate-income pre-kindergarten cohort in a historically underserved neighborhood. Phase 1 of this project includes site acquisition and design work.

All activities funded under this theme require benefit to low- and moderate-income citizens; funding for these services totals 31 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 three percent of the CDBG budget.

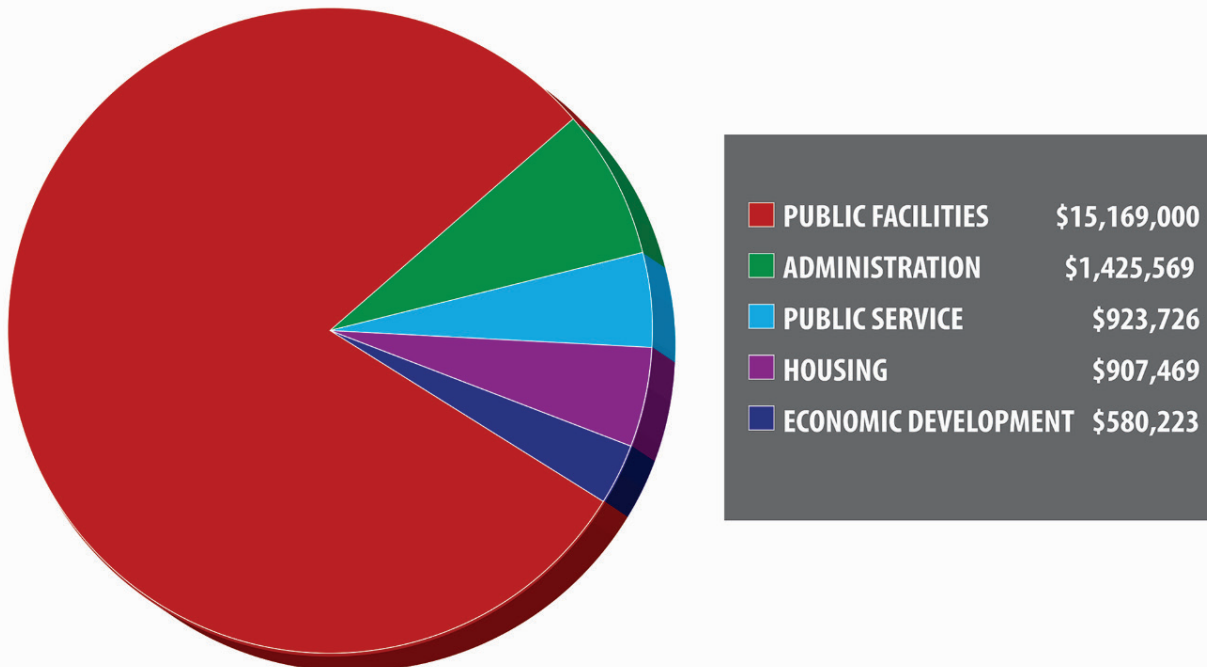
**Non-Program Expenditures**

CDBG regulations require any interest earned on revolving loan funds be remitted to the U.S. Treasury. The estimate for interest earnings is \$56,000 and represents 0.3 percent of the total budget.

The following table summarizes the Community Development Block Grant (CDBG) fund recommended appropriation levels:

<b>2019 CDBG Fund</b>					
<b>Proposed Operating Budget</b>					
<b>Division</b>	<b>Personnel</b>	<b>Supplies</b>	<b>Services</b>	<b>Other</b>	<b>Total</b>
Economic Development	-	-	5,291,736	-	5,291,736
Code Enforcement	841,059	-	-	-	841,059
Housing	63,017	-	448,501	-	511,518
Finance & Management	344,686	2,500	5,331,436	56,000	5,734,622
Neighborhoods	297,343	-	5,469,000	-	5,766,343
Recreation and Parks	797,735	14,424	47,550	1,000	860,709
<b>Total</b>	<b>\$ 2,343,840</b>	<b>\$ 16,924</b>	<b>\$ 16,588,223</b>	<b>\$ 57,000</b>	<b>\$ 19,005,987</b>

**Budget Distribution by Project Type**



# 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.

### 2019 Cash Balance Statement

The municipal court computer fund is projected to begin 2019 with an unencumbered cash balance of \$1,642,280 and end the year with an available balance of \$1,333,190.

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 2019 is \$528,262. Expected revenue for the Clerk of Courts is \$1,322,000. In addition, a total of \$10,000 in cancellation of prior year encumbrances is expected.

<b>2019 Municipal Court Computer Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2019)	\$ 1,642,280
Plus Estimated 2019 Receipts	1,850,262
Plus Estimated Encumbrance Cancellations	10,000
Total Estimated Available Resources	<u>\$ 3,502,542</u>
Less 2019 Recommended Operating Budget	(2,169,352)
Projected Available Balance (December 31, 2019)	<u><b>\$ 1,333,190</b></u>

## Street Construction Maintenance and Repair Fund



The street construction, maintenance, and repair (SCMR) fund is the main operating fund for street construction and maintenance projects throughout the City of Columbus. Currently, the fund collects revenue from a variety of fees, taxes, reimbursements, and charges for service.

### 2019 Cash Balance Statement

The street construction, maintenance, and repair fund is expected to begin 2019 with an unencumbered fund balance of \$19,723,958. Revenue for the SCMR fund is projected at \$54,100,000 and encumbrance cancellations of

\$800,000 are anticipated. Assuming expenditures of almost \$63 million, the fund will end 2019 with a balance of \$11,801,949.

### 2019 Street Construction Maintenance and Repair Balance Summary

Unencumbered Cash Balance (January 1, 2019)	\$ 19,723,958
Plus Estimated 2019 Receipts	54,100,000
Plus Estimated Encumbrance Cancellations	800,000
Total Estimated Available Resources	<u>\$ 74,623,958</u>
Less 2019 Recommended Operating Budget	(62,822,009)
Projected Available Balance (December 31, 2019)	<u><b>\$ 11,801,949</b></u>

## 2019 Revenue Summary

<b>2019 Street Construction Maintenance and Repair Fund</b>				
<b>Revenue by Source and Year</b>				
<b>Historical and Projected</b>				
<b>Revenue Summary</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Estimated</b>	<b>2019 Proposed</b>
Motor Vehicle Fuel Tax	\$ 24,631,203	\$ 25,565,661	\$ 26,100,000	\$ 26,300,000
Motor Vehicle Licensing Fees	6,677,057	6,637,106	6,800,000	6,900,000
Snow/Street Cleaning	8,799,982	8,885,533	9,200,000	9,300,000
Capital Reimbursement	3,034,377	1,958,839	2,300,000	2,800,000
Franklin County Vehicle Tax	1,889,671	2,101,198	1,900,000	2,000,000
Franklin County Reimbursement	3,000,000	3,000,000	3,300,000	3,300,000
Permits	2,281,849	2,485,949	2,500,000	2,500,000
Damages/Contracts	489,261	514,660	600,000	600,000
Miscellaneous	262,137	956,018	1,100,000	400,000
Encumbrance Cancellations	495,546	1,136,518	1,300,000	800,000
Unencumbered Cash Balance	17,061,773	22,137,755	23,667,575	19,723,958
<b>Total Resources</b>	<b>\$ 68,622,856</b>	<b>\$ 75,379,239</b>	<b>\$ 78,767,575</b>	<b>\$ 74,623,958</b>
Percent Change		9.85%	4.50%	-5.26%

## Notes:

- The motor vehicle fuel tax revenue has fluctuated over the past years, as displayed by revenue trends. Motor vehicle fuel tax revenues are projected to increase by \$200,000 in 2019 over the 2018 projection in the third quarter review based on historical trend analysis.
- Permit fees are projected to be flat in 2019 based on historical data. This revenue includes building, engineering, right-of-way, and zoning permits.
- Snow and street cleaning will slightly increase in 2019. This revenue originates from snow and street cleaning operations performed by the Division of Infrastructure Management's Street Maintenance Section.
- The total revenue projections are derived based on historical data and are projected to increase by \$300,000 in 2019, over the 2018 projection in the third quarter review.

## 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 2019 and beyond are as follows:

- The projected annual growth for motor vehicle fuel tax revenues is one percent a year in 2019 and beyond.
- Motor vehicle license tax revenue is projected at two percent in 2019 and beyond.
- Insurance cost projections include a five percent annual growth rate in 2020 and beyond.
- Pro rata charges represent 4.5 percent of revenue. It is assumed a one half percent annual growth rate in technology and fleet expenses will occur in 2019 and beyond.
- The ending fund balance is positive through 2020 and then negative in all years thereafter.



**Special Revenue Funds**

**STREET CONSTRUCTION MAINTENANCE AND REPAIR FUND**

<b>REVENUE</b>	Actual 2017	Estimated 2018	Projected 2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Motor Vehicle Fuel Tax	25,565,661	26,100,000	26,300,000	26,563,000	26,828,630	27,096,916	27,367,885	27,641,564	27,917,980	28,197,160	28,479,131	28,763,923
Motor Vehicle License Fees	6,637,106	6,800,000	6,900,000	7,038,000	7,178,760	7,322,335	7,468,782	7,618,158	7,770,521	7,925,931	8,084,450	8,246,139
Snow/Street Cleaning	8,885,533	9,200,000	9,300,000	9,579,000	9,866,370	10,162,361	10,467,232	10,781,249	11,104,686	11,437,827	11,780,962	12,134,391
Capital Reimbursement	1,958,839	2,300,000	2,800,000	2,828,000	2,856,280	2,884,843	2,913,691	2,942,828	2,972,256	3,001,979	3,031,999	3,062,319
Franklin County Vehicle Tax	2,101,198	1,900,000	2,000,000	2,040,000	2,080,800	2,122,416	2,164,864	2,208,162	2,252,325	2,297,371	2,343,319	2,390,185
Franklin County Reimbursement	3,000,000	3,300,000	3,300,000	3,399,000	3,500,970	3,605,999	3,714,179	3,825,604	3,940,373	4,058,584	4,180,341	4,305,752
Permits	2,485,949	2,500,000	2,500,000	2,600,000	2,704,000	2,812,160	2,924,646	3,041,632	3,163,298	3,289,829	3,421,423	3,558,280
Damages/Contracts	514,660	600,000	600,000	606,000	612,060	618,181	624,362	630,606	636,912	643,281	649,714	656,211
Miscellaneous	956,018	1,100,000	400,000	404,000	408,040	412,120	416,242	420,404	424,608	428,854	433,143	437,474
<b>TOTAL REVENUE</b>	<b>52,104,966</b>	<b>\$53,800,000</b>	<b>54,100,000</b>	<b>55,057,000</b>	<b>56,035,910</b>	<b>57,037,332</b>	<b>58,061,884</b>	<b>59,110,207</b>	<b>60,182,959</b>	<b>61,280,817</b>	<b>62,404,481</b>	<b>63,554,672</b>
Beginning Fund Balance	22,137,755	23,667,575	19,723,958	11,801,949	2,518,237	(5,784,526)	(14,111,675)	(22,469,042)	(30,862,990)	(39,300,454)	(47,788,969)	(56,336,721)
Encumbrance Cancellations	1,136,518	1,300,000	800,000	832,000	865,280	899,891	935,887	973,322	1,012,255	1,052,745	1,094,855	1,138,649
<b>TOTAL RESOURCES</b>	<b>75,379,239</b>	<b>\$78,767,575</b>	<b>74,623,958</b>	<b>67,690,949</b>	<b>59,419,428</b>	<b>52,152,696</b>	<b>44,886,095</b>	<b>37,614,488</b>	<b>30,332,223</b>	<b>23,033,109</b>	<b>15,710,367</b>	<b>8,356,601</b>
<b>OPERATING EXPENSES</b>												
Personnel Services	26,238,304	28,846,744	30,825,746	31,288,132	31,757,454	32,233,816	32,717,323	33,208,083	33,706,204	34,211,797	34,724,974	35,245,849
Health Insurance	7,582,957	8,062,418	7,984,086	8,383,290	8,802,455	9,242,578	9,704,706	10,189,942	10,699,439	11,234,411	11,796,131	12,385,938
27th Pay Period	-	-	-	1,000,000	-	-	-	-	-	-	-	-
Supplies & Materials	587,459	822,219	909,391	913,938	918,508	923,100	927,716	932,354	937,016	941,701	946,410	951,142
Contractual Services	7,201,875	9,694,555	11,298,798	11,355,292	11,412,068	11,469,129	11,526,474	11,584,107	11,642,027	11,700,237	11,758,739	11,817,532
Pro Rata	1,683,828	2,300,000	2,000,000	1,919,250	1,949,097	1,979,556	2,010,643	2,042,376	2,074,771	2,107,845	2,141,618	2,176,108
Technology	1,756,682	2,160,379	2,597,414	2,610,401	2,623,453	2,636,570	2,649,753	2,663,002	2,676,317	2,689,698	2,703,147	2,716,663
Fleet	4,595,211	5,182,160	6,571,074	6,603,929	6,636,949	6,670,133	6,703,484	6,737,001	6,770,686	6,804,540	6,838,563	6,872,755
311 Operations	276,787	360,878	396,000	397,980	399,970	401,970	403,980	405,999	408,029	410,070	412,120	414,181
Other	189,010	193,500	199,500	200,498	201,500	202,508	203,521	204,538	205,561	206,589	207,622	208,660
Capital	1,554,551	1,420,765	40,000	500,000	502,500	505,013	507,538	510,075	512,626	515,189	517,765	520,354
Transfers	45,000	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL OPERATING EXPENSES</b>	<b>51,711,664</b>	<b>59,043,617</b>	<b>62,822,009</b>	<b>65,172,710</b>	<b>65,203,954</b>	<b>66,264,372</b>	<b>67,355,138</b>	<b>68,477,478</b>	<b>69,632,677</b>	<b>70,822,078</b>	<b>72,047,088</b>	<b>73,309,181</b>
Ending Fund Balance	23,667,575	19,723,958	11,801,949	2,518,237	(5,784,526)	(14,111,675)	(22,469,042)	(30,862,990)	(39,300,454)	(47,788,969)	(56,336,721)	(64,952,581)

## Health Special Revenue Fund

The 2019 Health Department budget allows for the continued provision of public health mandated services, as well as services that meet the Mayor’s priorities and those deemed essential by the Board of Health. Health’s special revenue fund receives funding from the city’s general fund each year to cover all budgeted operating expenses that cannot be supported solely by other revenue sources.



### 2019 Cash Balance Statement

The health special revenue fund is projected to begin and end 2019 with a zero fund balance. Total available resources include any unencumbered cash at the beginning of the year, revenues deposited into the health special revenue fund, a general fund transfer subsidy, and encumbrance cancellations. These resources are used to cover the Health Department’s operating expenditures.

<b>2019 Health Operating Fund Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2019)	\$ -
Plus Estimated 2019 Receipts	8,477,534
Plus General Fund Transfer	24,997,885
Plus Estimated Encumbrance Cancellations	100,000
Total Estimated Available Resources	<u>\$ 33,575,419</u>
Less 2019 Recommended Operating Budget	(33,575,419)
Projected Available Balance (December 31, 2019)	<u><u>\$ -</u></u>

## 2019 Revenue Summary

<b>2019 Health Operating Fund</b>				
<b>Revenue by Source and Year</b>				
<b>Historical and Projected</b>				
<b>Revenue Summary</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>
General Fund Transfer	\$ 23,157,767	\$ 21,997,003	\$ 22,900,285	\$ 24,997,885
Licenses and Permit Fees	2,805,009	3,214,014	3,326,818	3,403,934
Home Health Inspections	125	150	-	-
Vital Statistics	1,289,685	1,295,653	1,311,760	1,293,000
Employee Assistance Program	400,000	410,000	422,000	505,000
Misc. Charges for Services	1,818,495	1,829,187	1,838,025	1,770,600
Misc. Revenues and Refunds	1,011,548	1,540,138	1,856,378	1,505,000
Encumbrance Cancellations	29,569	663,193	37,000	100,000
Unencumbered Cash Balance	119,853	370,437	399,474	-
<b>Total Resources</b>	<b>\$ 30,632,051</b>	<b>\$ 31,319,775</b>	<b>\$ 32,091,741</b>	<b>\$ 33,575,419</b>
Percent Change		2.25%	2.46%	4.62%

**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 2019, the general fund subsidy totals \$24,997,885 and represents approximately 75 percent of the department’s operating revenues. This subsidy is higher than the past three years and represents an increase of nine percent over the estimated subsidy in 2018.
- Other revenues include Medicare administrative claims, license and permit fees, charges for services, birth and death certificate fees, and various program fees. Total revenue projections are derived based on historical data and have increased significantly in the past year. Revenues, excluding the general fund subsidy and encumbrance cancellations, are projected to be \$8,477,534, an increase of four percent over budgeted 2018 revenues. This increase is primarily the result of an increase in Medicaid Administrative Claims reimbursements. The department is also projecting additional revenue in the Environmental Health program related to increases in food service operation license fees, food establishment licenses, and fees associated with demolition and construction permits.

## Recreation and Parks Operation and Extension Fund



The recreation and parks operation and extension fund is the primary operating fund supporting the department's activities. The largest revenue source for the fund is the annual transfer from the general fund.

### 2019 Cash Balance Statement

The recreation and parks operation and extension fund cash balance statement is itemized below. While the fund is not expected to have an unencumbered cash balance at the beginning of 2019, total available resources include departmental revenue, a general fund transfer subsidy, and encumbrance cancellations. These resources are used to cover the Recreation and Parks Department's operating expenditures.

<b>2019 Recreation and Parks Operation and Extension Fund Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2019)	\$ -
Plus Estimated 2019 Receipts	11,995,000
Plus General Fund Transfer	41,332,906
Plus Estimated Encumbrance Cancellations	550,000
Total Estimated Available Resources	<u>\$ 53,877,906</u>
Less 2019 Recommended Operating Budget	(53,877,906)
Projected Available Balance (December 31, 2019)	<u><u>\$ -</u></u>

## 2019 Revenue Summary

<b>2019 Recreation and Parks Operation and Extension Fund</b>				
<b>Revenue by Source and Year</b>				
<b>Historical and Projected</b>				
<b>Revenue Summary</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>
Adult Sports	\$ 1,563,795	\$ 2,128,085	\$ 2,391,742	\$ 2,425,000
Aquatics	200,248	216,396	199,529	214,000
Recreation Centers	672,935	1,401,053	998,693	1,061,000
Youth Sports	-	-	230,339	237,000
Senior Citizen Centers	3,013	3,772	2,782	3,000
Miscellaneous Revenue	103,336	820,507	924,873	14,000
Permits Facilities and Docks	1,182,643	662,395	1,077,232	1,000,000
Special Activities Permits	-	-	202,636	220,000
Boat Docks and Stakes	251,160	144,311	-	-
CIP Reimbursement	971,134	1,006,357	1,075,000	1,100,000
Rent	46,000	61,504	40,556	47,000
Refunds	12,000	6,484	45,994	54,000
Golf	4,100,938	4,108,178	3,824,052	4,130,000
Therapeutic Recreation	43,079	50,337	48,371	53,000
Summer Camps	339,181	332,197	345,707	364,000
Cultural Arts Center	309,874	315,661	320,539	332,000
Fitness	35,365	45,244	45,148	55,000
Tennis	13,524	15,127	19,914	18,000
Capital Kids	6,626	7,852	7,992	9,000
Play Grant Reimbursement	75,515	67,504	70,000	72,000
Recreation Center IDs	17,309	23,104	23,079	22,000
Boat Clubs	130,000	265,250	124,971	155,000
Activenet Transaction Fees	64,121	76,375	76,725	95,000
Outdoor Education	280,441	277,558	286,585	315,000
General Fund Transfer	37,681,259	40,133,854	40,326,391	41,332,906
Encumbrance Cancellations	358,513	1,062,680	550,000	550,000
Unencumbered Cash Balance	236,011	123,806	315,296	-
<b>Total Resources</b>	<b>\$ 48,698,020</b>	<b>\$ 53,355,590</b>	<b>\$ 53,574,147</b>	<b>\$ 53,877,906</b>
Percent Change		9.56%	0.41%	0.57%

**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 2019 is \$41.3 million. The general fund subsidy does not include technology expenditures, which are budgeted in the Department of Finance and Management.
- Revenues come from adult sports leagues (softball, soccer, basketball, football, and volleyball), recreation fees, facility and gymnasium rentals, tree trimming, capital project management, golf, and various other charges. Total revenues are expected to be \$12 million in 2019.

## Development Services Fund

The development services fund supports the operations of the Department of Building and Zoning Services, which separated from the Department of Development in 2010. The fund derives revenue from fees paid for construction permits, review of commercial and residential building plans, and construction inspections.

### 2019 Cash Balance Statement

All fees and charges associated with development related services are deposited into the fund. The development services fund is projected to begin 2019 with an unencumbered cash balance of \$13,191,943. Revenue to the fund is projected at \$23,805,000 in 2019, providing the department with total estimated resources of approximately \$37 million. After expenses estimated at \$23 million, the fund is projected to end 2019 with an unencumbered cash balance of \$14,039,033.

<b>2019 Development Services Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2019)	\$ 13,191,943
Plus Estimated 2019 Receipts	23,805,000
Plus Estimated Encumbrance Cancellations	50,000
Total Estimated Available Resources	<u>\$ 37,046,943</u>
Less 2019 Recommended Operating Budget	(23,007,910)
Projected Available Balance (December 31, 2019)	<u><b>\$ 14,039,033</b></u>





## 2019 Revenue Summary

<b>2019 Development Services Fund</b>				
<b>Revenue by Source and Year</b>				
<b>Historical and Projected</b>				
<b>Revenue Summary</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>
Residential Construction	\$ 3,374,938	\$ 3,251,618	\$ 3,500,000	\$ 4,025,000
Commercial Construction	10,106,282	11,459,401	10,700,000	12,305,000
Zoning	2,097,770	2,070,366	2,300,000	2,645,000
License/Registration	1,676,380	1,802,440	1,800,000	2,070,000
Other	2,144,327	2,342,928	2,400,000	2,760,000
Interfund Transfer	-	-	-	-
Encumbrance Cancellations	47,214	78,282	50,000	50,000
Unencumbered Cash Balance	11,716,849	12,687,747	13,175,327	13,191,943
<b>Total Resources</b>	<b>\$ 31,163,760</b>	<b>\$ 33,692,782</b>	<b>\$ 33,925,327</b>	<b>\$ 37,046,943</b>
Percent Change		8.12%	0.69%	9.20%

**Note:**

- The department expects all revenue classes to increase in 2019 based on historical trends and a proposed fee schedule change. Revenues come from zoning, licenses, registrations, and multi-family, commercial, and residential construction.

## Development Services Fund Pro Forma Operating Statement

A ten-year pro forma operating statement is presented on the following page. It represents the fund's revenues and expenditures for that period, given certain assumptions, and is essential in providing a framework for future financial decisions. The major assumptions included in this pro forma for years 2019 and beyond are as follows:

- Revenue is estimated to increase by 15 percent in 2019 over the prior year and ten percent in 2024 based on rate reassessments. These assessments are performed every five years and include a thorough analysis of all fees, which are adjusted accordingly. For all other years, revenues increase by one percent.
- Insurance costs are projected to grow by five percent annually starting in 2020 and beyond.
- Pro rata fees represent 4.5 percent of revenue generated in the fund.

DEVELOPMENT SERVICES FUND												
PRO FORMA OPERATING STATEMENT- 2019 Budget 15% Fee Increase 2019 and 10% Increase 2024												
	Actual 2017	Estimated 2018	Proposed 2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
REVENUE SOURCE												
RESIDENTIAL CONSTRUCTION	3,251,618	3,500,000	4,025,000	4,065,250	4,105,903	4,146,962	4,188,431	4,607,274	4,653,347	4,699,880	4,746,879	4,794,348
COMMERCIAL CONSTRUCTION	11,459,401	10,700,000	12,305,000	12,428,050	12,552,331	12,677,854	12,804,632	14,085,096	14,225,947	14,368,206	14,511,888	14,657,007
ZONING	2,070,366	2,300,000	2,645,000	2,671,450	2,698,165	2,725,146	2,752,398	3,027,637	3,057,914	3,088,493	3,119,378	3,150,572
LICENSE/REGISTRATION	1,802,440	1,800,000	2,070,000	2,090,700	2,111,607	2,132,723	2,154,050	2,369,455	2,393,150	2,417,081	2,441,252	2,465,665
ALL OTHER	2,342,928	2,400,000	2,760,000	2,787,600	2,815,476	2,843,631	2,872,067	3,159,274	3,190,867	3,222,775	3,255,003	3,287,553
<b>TOTAL REVENUE</b>	<b>20,926,753</b>	<b>20,700,000</b>	<b>23,805,000</b>	<b>24,043,050</b>	<b>24,283,481</b>	<b>24,526,315</b>	<b>24,771,578</b>	<b>27,248,736</b>	<b>27,521,224</b>	<b>27,796,436</b>	<b>28,074,400</b>	<b>28,355,144</b>
BEGINNING UNENC. FUND BALANCE	12,687,747	13,175,327	13,191,943	14,039,033	13,990,000	14,129,641	13,892,151	13,261,096	14,348,501	15,028,769	15,283,625	15,094,056
ENCUMBRANCE CANCELLATIONS	78,282	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
<b>TOTAL RESOURCES</b>	<b>33,692,782</b>	<b>33,925,327</b>	<b>37,046,943</b>	<b>38,132,083</b>	<b>38,323,480</b>	<b>38,705,956</b>	<b>38,713,730</b>	<b>40,559,832</b>	<b>41,919,725</b>	<b>42,875,205</b>	<b>43,408,025</b>	<b>43,499,201</b>
EXPENDITURES												
OPERATIONS & MAINTENANCE:												
PERSONNEL SERVICES	12,444,212	13,475,757	14,737,189	15,031,933	15,332,571	15,639,223	15,952,007	16,271,047	16,596,468	16,928,398	17,266,966	17,612,305
EMPLOYEE INSURANCE	2,915,613	3,149,344	3,219,119	3,380,075	3,549,079	3,726,533	3,912,859	4,108,502	4,313,927	4,529,624	4,756,105	4,993,910
27th PAY PERIOD	-	-	-	550,000	-	-	-	-	-	-	-	-
MATERIALS & SUPPLIES	147,825	191,971	169,814	174,908	180,156	185,560	191,127	196,861	202,767	208,850	215,115	221,569
SERVICES	951,894	1,041,106	1,257,131	1,294,845	1,333,690	1,373,701	1,414,912	1,457,359	1,501,080	1,546,113	1,592,496	1,640,271
PRO RATA	943,173	931,500	1,071,225	1,081,937	1,092,757	1,103,684	1,114,721	1,226,193	1,238,455	1,250,840	1,263,348	1,275,981
TECHNOLOGY	1,596,818	1,541,938	2,120,285	2,183,894	2,249,410	2,316,893	2,386,399	2,457,991	2,531,731	2,607,683	2,685,914	2,766,491
FLEET	89,736	96,754	98,147	101,091	104,124	107,248	110,465	113,779	117,193	120,708	124,330	128,060
OTHER	47,000	55,500	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000
CAPITAL OUTLAY	881,184	249,514	280,000	288,400	297,052	305,964	315,142	324,597	334,335	344,365	354,696	365,336
TRANSFERS	500,000	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL OPERATIONS &amp; MAINTENANC</b>	<b>20,517,455</b>	<b>20,733,384</b>	<b>23,007,910</b>	<b>24,142,083</b>	<b>24,193,839</b>	<b>24,813,805</b>	<b>25,452,634</b>	<b>26,211,331</b>	<b>26,890,956</b>	<b>27,591,580</b>	<b>28,313,969</b>	<b>29,058,923</b>
<b>TOTAL EXPENSE</b>	<b>20,517,455</b>	<b>20,733,384</b>	<b>23,007,910</b>	<b>24,142,083</b>	<b>24,193,839</b>	<b>24,813,805</b>	<b>25,452,634</b>	<b>26,211,331</b>	<b>26,890,956</b>	<b>27,591,580</b>	<b>28,313,969</b>	<b>29,058,923</b>
ENDING UNENCUMBERED FUND BAL.	\$ 13,175,327	\$ 13,191,943	\$ 14,039,033	\$ 13,990,000	\$ 14,129,641	\$ 13,892,151	\$ 13,261,096	\$ 14,348,501	\$ 15,028,769	\$ 15,283,625	\$ 15,094,056	\$ 14,440,277

## Property Management – 1111 East Broad Street Fund

The east broad street operation fund is the largest subfund within the property management fund and is a dedicated funding source for revenue collected from tenants at 1111 E. Broad Street, also known as the Jerry Hammond Center. These funds are used to help offset operating expenses to maintain the facility. Current paying tenants include the Workforce Development Board (WFB), formerly Central Ohio Workforce Investment Corporation (COWIC), and the Department of Technology.

### 2019 Cash Balance Statement

Total revenue projections of \$1,448,211 reflect a general fund subsidy of \$559,179. The projected 2019 operating budget equals the estimate of available resources in this fund. As a result, a zero unencumbered cash balance is expected at year-end. Over the past few years, the year-end fund balance has fluctuated based on changes in the Workforce Development Board's lease. As a result, the fund will be monitored and adjustments will be made throughout the year as necessary.

<b>2019 1111 East Broad Street Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2019)	\$ -
Plus Estimated 2019 Receipts	889,032
Plus Estimated General Fund Transfer	559,179
Plus Estimated Encumbrance Cancellations	-
Total Estimated Available Resources	<u>\$ 1,448,211</u>
Less 2019 Recommended Operating Budget	(1,448,211)
Projected Available Balance (December 31, 2019)	<u><u>\$ -</u></u>

## Private Inspection Fund

On April 1, 2009, the Department of Public Service ceased all expenditure and revenue activity in the development services fund and established two new funds: the private construction inspection fund and the internal service construction inspection fund. The private construction inspection fund captures the accounting activity of the Division of Design and Construction that is connected with the inspection of private development infrastructure construction generally associated with subdivision and commercial development.

### 2019 Cash Balance Statement

The private inspection fund and the construction inspection fund share employees within the Design & Construction Division based on need and the number of projects sold. The employees or their respective supervisors record their hours into the Department of Public Service billing system for either a private, Ohio Department of Transportation (ODOT), or Capital Improvement Plan (CIP) project. These hours are then billed out to the respective owners on a bi-weekly basis.

The revenue estimates are historically based on the prior 12-month period of total billable hours per employee between private and public jobs. The hours are compiled by employee for the twelve month period by private, ODOT, or CIP projects due to different billing rates. Once the compilation of hours is complete, the revenue estimate is calculated using the hours worked times the appropriate billing rate for each project type and attributed to either the private inspection fund or the construction inspection fund. Revenues for the private inspection fund for 2019 are budgeted at \$4,647,567 and encumbrance cancellations of \$30,000 are expected. Public Service expects that by the end of 2019, the fund will have a remaining balance of \$30,744.

<b>2019 Private Inspection Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2019)	\$ 313,190
Plus Estimated 2019 Receipts	4,647,567
Plus Estimated Encumbrance Cancellations	30,000
Total Estimated Available Resources	<u>\$ 4,990,757</u>
Less 2019 Recommended Operating Budget	(4,960,013)
Projected Available Balance (December 31, 2019)	<u><u>\$ 30,744</u></u>

## Parking Meter Program Fund



The parking meter program fund was created in 2009 and revised in 2018. Effective January 1, 2019, all on-street parking revenues except parking citation revenue is deposited into the fund. In addition, at the recommendation of the Directors of Finance and Management and Public Service, additional on-street parking revenues may be deposited to the general fund. For 2019, \$700,000 will be deposited into the general fund in addition to all parking citation revenue. The parking meter program fund supports the Division of Parking Services, a division of the Department of Public Service that is responsible for the administration, enforcement, operations, and management of public parking in the City of Columbus. The division also sets policy and manages parking and access programs. The division is separated into four different sections including the Business Office, Enforcement, Meter Operations, and Policies and Strategies.

### 2019 Cash Balance Statement

Moneys in the parking meter program fund are available to pay for all expenses related to the city's on-street parking system including the replacement of parking meters, enforcement equipment, and associated staff payroll. In 2019, the parking meter program fund will also include the creation of the Short North Parking Benefit District, a subfund in which excess parking meter revenue will be reinvested back into the Short North District in order to fund transportation and mobility initiatives to support the Short North Parking Plan. The parking meter program fund will begin the year with an unencumbered cash balance of \$1,755,302. Revenue for the fund is projected to reach \$9,394,422 and encumbrance cancellations should total \$200,000 by year's end. Therefore, the parking meter program fund is projected to end 2019 with a fund balance of \$2,917,559.

<b>2019 Parking Meter Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2019)	\$ 1,755,302
Plus Estimated 2019 Receipts	9,394,422
Plus Estimated Encumbrance Cancellations	<u>200,000</u>
Total Estimated Available Resources	\$ 11,349,724
Less 2019 Recommended Operating Budget	(7,732,165)
Less 2019 Transfer	(700,000)
Projected Available Balance (December 31, 2019)	<b><u>\$ 2,917,559</u></b>

## 2019 Revenue Summary

<b>2019 Parking Meter Program Fund</b>				
<b>Revenue by Source and Year</b>				
<b>Historical and Projected</b>				
<b>Revenue Summary</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>
Mobile Payment	\$ -	\$ -	\$ -	\$ 1,057,250
Lost Meter Revenue	-	-	-	580,000
Parking Meter Collections	6,378,845	5,759,534	5,619,539	7,471,137
Investment Revenue	-	19,295	19,873	11,035
Permits	-	-	-	200,000
Miscellaneous Revenue	71,265	539,162	1,306,639	75,000
Encumbrance Cancellations	8,900	203,167	100,000	200,000
Unencumbered Cash Balance	1,439,290	1,587,212	1,754,256	1,755,302
<b>Total Resources</b>	<b>\$ 7,898,300</b>	<b>\$ 8,108,370</b>	<b>\$ 8,800,307</b>	<b>\$ 11,349,724</b>
Percent Change		2.66%	8.53%	28.97%

## 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 2019 and beyond are as follows:

- Parking meter revenue is projected to increase sharply in 2019 due to adjustments in meter rates city wide, which are reflective of historical growth and sustained mixed use development in the downtown and surrounding region. More conservative growth assumptions are utilized in the out-years for planning purposes.
- Mobile payment is a new source of revenue which is expected to grow as the city adopts new technology for use in parking payments.
- Lost meter revenue, permits, and miscellaneous revenue are being deposited into the parking meter fund starting in 2019.
- Personnel, excluding health insurance, and fleet expenses grow at three percent per year. Insurance costs grow by five percent annually starting in 2020 and beyond.
- All expenditures historically split funded between the parking meter program fund and the general fund are fully funded within the parking meter fund budget in 2019 and beyond.



## Special Revenue Funds

### PARKING METER PROGRAM FUND PRO FORMA OPERATING STATEMENT

REVENUE	Actual 2017	Estimated 2018	Proposed 2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Mobile Payment	-	-	1,057,250	1,335,113	1,401,868	1,471,962	1,545,560	1,622,838	1,703,979	1,789,178	1,878,637	1,972,569
Lost Meter Revenue	-	-	580,000	609,000	639,450	671,423	704,994	740,243	777,255	816,118	856,924	899,770
Parking Meter Collections	5,759,534	5,619,539	7,471,137	7,657,915	7,849,363	8,045,597	8,246,737	8,452,906	8,664,228	8,880,834	9,102,855	9,330,426
Investment Revenue	19,295	19,873	11,035	11,587	12,166	12,774	13,413	14,084	14,788	15,527	16,304	17,119
Permits	-	-	200,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Miscellaneous Revenue	539,162	1,306,639	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
<b>TOTAL REVENUE</b>	<b>6,317,991</b>	<b>6,946,051</b>	<b>9,394,422</b>	<b>9,988,615</b>	<b>10,277,848</b>	<b>10,576,756</b>	<b>10,885,704</b>	<b>11,205,070</b>	<b>11,535,251</b>	<b>11,876,658</b>	<b>12,229,720</b>	<b>12,594,885</b>
Beginning Fund Balance	1,587,212	1,754,256	1,755,302	2,917,559	4,121,644	5,543,893	6,986,068	8,448,105	9,929,933	11,461,982	13,018,472	14,599,660
Encumbrance Cancellations	203,167	100,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
<b>TOTAL RESOURCES</b>	<b>8,108,370</b>	<b>8,800,307</b>	<b>11,349,724</b>	<b>13,106,174</b>	<b>14,599,491</b>	<b>16,320,649</b>	<b>18,071,772</b>	<b>19,853,175</b>	<b>21,665,185</b>	<b>23,538,641</b>	<b>25,448,193</b>	<b>27,394,544</b>
<b>OPERATING EXPENSES</b>												
Directors Office Operating Expenses	-	-	742,744	772,454	803,352	835,486	868,905	903,662	939,808	977,400	1,016,496	1,057,156
Personnel Services	961,580	3,365,148	4,166,627	4,375,432	4,550,449	4,732,467	4,921,766	5,118,636	5,323,382	5,536,317	5,757,769	5,988,080
27th Pay Period	-	-	-	198,185	-	-	-	-	-	-	-	-
Supplies & Materials	36,364	-	125,000	127,500	130,050	132,651	135,304	138,010	140,770	143,586	146,457	149,387
Contractual Services	1,961,802	100,000	2,051,200	2,092,224	2,134,068	2,176,750	2,220,285	2,264,691	2,309,984	2,356,184	2,403,308	2,451,374
Internal Bills	10,538	4,987	517,378	527,726	538,280	549,046	560,027	571,227	582,652	594,305	606,191	618,315
Other	16,761	-	38,000	38,760	39,535	40,326	41,132	41,955	42,794	43,650	44,523	45,414
Capital	17,199	-	91,216	-	-	-	-	-	-	-	-	-
Community Support	-	225,000	-	152,250	159,863	167,856	176,248	185,061	163,812	168,726	173,788	179,002
Transfer	3,349,870	3,349,870	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000
<b>TOTAL OPERATING EXPENSES</b>	<b>6,354,114</b>	<b>7,045,005</b>	<b>8,432,165</b>	<b>8,984,530</b>	<b>9,055,598</b>	<b>9,334,581</b>	<b>9,623,667</b>	<b>9,923,242</b>	<b>10,203,202</b>	<b>10,520,168</b>	<b>10,848,533</b>	<b>11,188,727</b>
Ending Fund Balance	1,754,256	1,755,302	2,917,559	4,121,644	5,543,893	6,986,068	8,448,105	9,929,933	11,461,982	13,018,472	14,599,660	16,205,818

# 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.

### 2019 Cash Balance Statement

A portion of the Employee Benefits Fund is dedicated to the administration of the risk management section of the Department of Human Resources. The fund's primary source of revenue is the monthly insurance premium paid by each division for all participating employees of the city's insurance program.

<b>2019 Employee Benefits Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2019)	\$ -
Plus Estimated 2019 Receipts	5,400,733
Total Estimated Available Resources	\$ 5,400,733
Less 2019 Recommended Operating Budget - Human Resources	(5,005,733)
Less 2019 Recommended Operating Budget - Finance	(395,000)
Projected Available Balance (December 31, 2019)	<u>\$ -</u>

#### Notes:

- The figures cited above reflect only the revenues and expenditures associated with administration of the risk management section of the Department of Human Resources and include the payments for the property and boiler insurance for city facilities.
- The fund is expected to begin and end the year with a zero balance.
- Revenues and expenditures associated with the payment of 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.

### 2019 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 2019 with an unencumbered cash balance of \$211,427. The fund is expected to end 2019 with a positive unencumbered cash balance of \$223,427. Significant improvements in billing procedures, office space, and equipment have been implemented and the resulting benefits continue to be reflected in both operations. Overall, more departments are requesting print and mail services, rather than outsourced jobs, thus creating more revenue.

<b>2019 Print and Mailroom Services Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2019)	\$ 211,427
Plus Estimated 2019 Print Services Receipts	641,118
Plus Estimated 2019 Mailroom Services Receipts	1,266,725
Plus Estimated Encumbrance Cancellations	12,000
Total Estimated Available Resources	<u>\$ 2,131,270</u>
Less 2019 Recommended Operating Budget - Print	(641,118)
Less 2019 Recommended Operating Budget - Mailroom	(1,266,725)
Projected Available Balance (December 31, 2019)	<u><u>\$ 223,427</u></u>

### 2019 Revenue Summary

<b>2019 Print and Mailroom Services Fund</b>				
<b>Revenue by Source and Year</b>				
<b>Historical and Projected</b>				
<b>Revenue Summary</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>
Print Services	\$ 500,001	\$ 495,361	\$ 573,895	\$ 641,118
Mailroom Services	1,307,527	1,190,075	1,173,637	1,266,725
Encumbrance Cancellations	15,189	25,339	12,000	12,000
Unencumbered Cash Balance	21,943	256,068	231,858	211,427
<b>Total Resources</b>	<u><b>\$ 1,844,660</b></u>	<u><b>\$ 1,966,843</b></u>	<u><b>\$ 1,991,390</b></u>	<u><b>\$ 2,131,270</b></u>
Percent Change		6.62%	1.25%	7.02%

## Land Acquisition Fund

The City Attorney's Real Estate division is responsible for the acquisition of real property interests needed by city departments. Revenues to the land acquisition fund are comprised of charges to other city departments for these services, which often includes title and appraisal preparation and review, legal document and instrument preparation and review, negotiations, and closings.

### 2019 Cash Balance Statement

The beginning year unencumbered cash balance in this fund is projected at \$458,704. The 2019 revenue estimate is equal to a projection of 3,120 hours of services billed at a rate of \$300 per hour. The division reviews its rate periodically and increases it when necessary to fully recover costs. With a proposed budget of \$1,115,512, the anticipated fund balance by year end is \$279,192.

<b>2019 Land Acquisition Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2019)	\$ 458,704
Plus Estimated 2019 Receipts	936,000
Plus Estimated Encumbrance Cancellations	-
Total Estimated Available Resources	\$ 1,394,704
Less 2019 Recommended Operating Budget	(1,115,512)
Projected Available Balance (December 31, 2019)	<b>\$ 279,192</b>

## 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.

### 2019 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 \$559,190 and end the year with \$533,896. Revenues to the fund consist of charges to other city divisions for technology services, utilizing a cost recovery model to determine applicable rates for various operational functions. In addition, the department procures goods, services, and other computer related equipment on behalf of city divisions and bills back the cost as a direct charge. The department also receives revenue from outside sources, such as Franklin County and Columbus City Schools, for services provided.

<b>2019 Technology Services Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2019)	\$ 559,190
Plus Estimated 2019 Receipts	40,101,934
Plus Estimated Encumbrance Cancellations	150,000
Total Estimated Available Resources	<u>\$ 40,811,124</u>
Less 2019 Recommended Operating Budget	(40,277,228)
Projected Available Balance (December 31, 2019)	<u><b>\$ 533,896</b></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, a cost recovery 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 five percent annually in 2020 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 23 percent increase in revenues in 2019 over 2018, as necessary, to meet that goal. Revenues in each of the years thereafter are adjusted to maintain a positive balance in the fund.



**Internal Service Funds**

**INFORMATION SERVICES DIVISION  
PRO FORMA OPERATING STATEMENT**

	<b>Actual 2017</b>	<b>Estimated 2018</b>	<b>Proposed 2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
<b>REVENUES BY SOURCE</b>												
Other Fund-Direct Charge	3,239,901	2,624,373	5,763,806	6,051,996	6,233,556	6,389,395	6,517,183	6,680,113	6,780,314	6,882,019	7,054,069	7,230,421
Other Fund-Indirect Charge	11,524,978	12,649,673	15,547,006	16,324,356	16,814,087	17,234,439	17,579,128	18,018,606	18,288,885	18,563,219	19,027,299	19,502,981
General Fund-Direct Charge	1,397,239	1,593,390	1,700,000	1,785,000	1,838,550	1,884,514	1,922,204	1,970,259	1,999,813	2,029,810	2,080,555	2,132,569
General Fund-Indirect Charge	17,008,165	15,795,731	16,997,210	17,847,071	18,382,483	18,842,045	19,218,886	19,699,358	19,994,848	20,294,771	20,802,140	21,322,194
Outside Source Revenue	369,503	53,180	93,912	98,608	101,566	104,105	106,187	108,842	110,474	112,131	114,935	117,808
<b>Total Revenue</b>	<b>33,539,786</b>	<b>32,716,347</b>	<b>40,101,934</b>	<b>42,107,031</b>	<b>43,370,242</b>	<b>44,454,498</b>	<b>45,343,588</b>	<b>46,477,177</b>	<b>47,174,335</b>	<b>47,881,950</b>	<b>49,078,999</b>	<b>50,305,974</b>
<b>Encumbrance Cancellations</b>	1,439,929	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
<b>Beginning Fund Balance</b>	1,493,324	3,176,213	559,190	533,896	302,576	891,953	1,498,772	1,862,995	1,790,278	2,843,161	2,205,655	1,722,461
<b>TOTAL RESOURCES</b>	<b>36,473,038</b>	<b>36,042,560</b>	<b>40,811,124</b>	<b>42,790,927</b>	<b>43,822,818</b>	<b>45,496,451</b>	<b>46,992,359</b>	<b>48,490,172</b>	<b>49,114,613</b>	<b>50,875,111</b>	<b>51,434,653</b>	<b>52,178,434</b>
<b>EXPENDITURES</b>												
<b>Operating- Admin &amp; ISD</b>												
Personnel Services	14,021,329	15,571,557	17,268,093	17,613,455	17,965,724	18,325,038	18,691,539	19,065,370	19,446,677	19,835,611	20,232,323	20,636,970
27th pay period	-	-	-	677,441	-	-	-	-	-	-	-	-
Health Insurance	2,863,925	3,197,990	3,253,871	3,416,565	3,587,393	3,766,762	3,955,101	4,152,856	4,360,498	4,578,523	4,807,449	5,047,822
Materials & Supplies	987,082	695,118	1,547,274	1,578,219	1,609,784	1,641,980	1,674,819	1,708,316	1,742,482	1,777,331	1,812,878	1,849,136
Services	10,399,800	11,136,255	13,719,209	13,993,593	14,273,465	14,558,934	14,850,113	15,147,115	15,450,058	15,759,059	16,074,240	16,395,725
Fleet	40,916	42,798	47,875	48,833	49,809	50,805	51,821	52,858	53,915	54,993	56,093	57,215
Other	5,000	5,200	5,200	5,304	5,410	5,518	5,629	5,741	5,856	5,973	6,093	6,214
Capital Outlay	81,592	87,820	172,820	176,276	179,802	183,398	187,066	190,807	194,623	198,516	202,486	206,536
<b>Total Operating Expenses</b>	<b>28,399,644</b>	<b>30,736,737</b>	<b>36,014,342</b>	<b>37,509,686</b>	<b>37,671,387</b>	<b>38,532,436</b>	<b>39,416,088</b>	<b>40,323,063</b>	<b>41,254,110</b>	<b>42,210,007</b>	<b>43,191,563</b>	<b>44,199,617</b>
Debt Service - Principal	4,260,000	4,120,000	3,830,000	4,035,000	4,170,000	4,233,000	4,330,000	4,778,000	3,303,000	4,737,000	4,759,000	5,435,000
Debt Service - Interest	637,181	626,632	432,886	943,666	1,089,478	1,232,243	1,383,277	1,598,832	1,714,342	1,722,450	1,761,630	1,760,190
<b>Total Debt Service Expenses</b>	<b>4,897,181</b>	<b>4,746,632</b>	<b>4,262,886</b>	<b>4,978,666</b>	<b>5,259,478</b>	<b>5,465,243</b>	<b>5,713,277</b>	<b>6,376,832</b>	<b>5,017,342</b>	<b>6,459,450</b>	<b>6,520,630</b>	<b>7,195,190</b>
<b>TOTAL EXPENSES</b>	<b>33,296,825</b>	<b>35,483,370</b>	<b>40,277,228</b>	<b>42,488,351</b>	<b>42,930,865</b>	<b>43,997,679</b>	<b>45,129,364</b>	<b>46,699,894</b>	<b>46,271,452</b>	<b>48,669,457</b>	<b>49,712,193</b>	<b>51,394,807</b>
<b>ENDING FUND BALANCE</b>	<b>3,176,213</b>	<b>559,190</b>	<b>533,896</b>	<b>302,576</b>	<b>891,953</b>	<b>1,498,772</b>	<b>1,862,995</b>	<b>1,790,278</b>	<b>2,843,161</b>	<b>2,205,655</b>	<b>1,722,461</b>	<b>783,627</b>
<b>Assumptions:</b>												
Expenditures increase 2% for personnel expenses, materials & supplies, services, and capital expenses; insurance costs increase at 5%.												
Revenues increase at minimum variable rates from 2020-2028 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.

### 2019 Cash Balance Statement

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

The fleet management services fund is projected to start the year with a negative unencumbered cash balance of \$4,560,752 and will end 2019 with a negative unencumbered cash balance of \$4,297,403.

<b>2019 Fleet Management Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2019)	\$ (4,560,752)
Plus Estimated 2019 Receipts	39,158,289
Plus Estimated Encumbrance Cancellations	400,000
Total Estimated Available Resources	\$ 34,997,537
Less 2019 Recommended Operating Budget	(39,294,940)
Projected Available Balance (December 31, 2019)	<b>\$ (4,297,403)</b>

### 2019 Revenue Summary

<b>2019 Fleet Management Fund</b>				
<b>Revenue by Source and Year</b>				
<b>Historical and Projected</b>				
<b>Revenue Summary</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>
Public Safety	\$ 13,231,713	\$ 13,304,334	\$ 15,528,561	\$ 17,583,136
Refuse Collection	7,403,375	7,723,367	7,722,658	9,127,970
Other General Fund	258,533	319,155	736,131	1,516,028
Other Funds	8,994,519	8,953,436	8,185,372	10,181,155
Refunds/Miscellaneous	863,963	1,258,332	1,475,973	750,000
Encumbrance Cancellations	24,759	1,028,471	360,000	400,000
Unencumbered Cash Balance	(46,499)	(1,012,445)	(2,990,875)	(4,560,752)
<b>Total Resources</b>	<b>\$ 30,730,363</b>	<b>\$ 31,574,651</b>	<b>\$ 31,017,820</b>	<b>\$ 34,997,537</b>
Percent Change		2.75%	-1.76%	12.83%

## **Pro Forma Operating Statement**

A ten-year pro forma operating statement is presented on the following page. It represents the Division of Fleet Management's projected revenues and expenditures for that period, given certain assumptions. The pro forma is essential in planning recovery rate percentage increases or decreases, and for maintaining an acceptable year-end balance. The major assumptions included in this pro forma are as follows:

- Personnel expenses, materials and supplies, services, and other expenses are inflated at two percent per year.
- Insurance costs are projected to grow by five percent annually in 2020 and beyond.
- Debt service principal and interest have been broken out separately.
- Recovery rates in the pro forma are adjusted as necessary to allow the division to maintain positive year-end unencumbered cash balances.



**FLEET MANAGEMENT FUND  
PRO FORMA OPERATING STATEMENT**

	Actual 2017	Estimated 2018	Proposed 2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>REVENUE SOURCE</b>												
MAINTENANCE SERVICE CHARGES												
Public Safety	13,304,334	15,528,561	17,583,136	17,627,094	18,332,178	18,744,652	18,932,098	19,310,740	19,696,955	20,140,136	20,593,289	21,005,155
Refuse Collection	7,723,367	7,722,658	9,127,970	9,150,790	9,516,822	9,730,950	9,828,260	10,024,825	10,225,321	10,455,391	10,690,637	10,904,450
Other General Fund Divisions	319,155	736,131	1,516,028	1,519,818	1,580,611	1,616,175	1,632,336	1,664,983	1,698,283	1,736,494	1,775,565	1,811,076
Other Funds	8,953,436	8,185,372	10,181,155	10,206,608	10,614,872	10,853,707	10,962,244	11,181,489	11,405,119	11,661,734	11,924,123	12,162,605
Miscellaneous Revenues	1,258,332	1,475,973	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>31,558,625</b>	<b>33,648,695</b>	<b>39,158,289</b>	<b>39,276,810</b>	<b>40,840,157</b>	<b>41,765,028</b>	<b>42,199,069</b>	<b>43,051,492</b>	<b>43,912,522</b>	<b>44,900,554</b>	<b>45,910,816</b>	<b>46,829,032</b>
Beginning Fund Balance	(1,012,445)	(2,990,875)	(4,560,752)	(4,297,403)	(4,539,302)	(3,480,073)	(2,183,851)	(1,150,433)	34,703	2,080,861	4,939,557	9,871,705
Encumbrance Cancellations	1,028,471	360,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
<b>TOTAL RESOURCES</b>	<b>31,574,651</b>	<b>31,017,820</b>	<b>34,997,537</b>	<b>35,379,407</b>	<b>36,700,855</b>	<b>38,684,955</b>	<b>40,415,218</b>	<b>42,301,059</b>	<b>44,347,225</b>	<b>47,381,414</b>	<b>51,250,373</b>	<b>57,100,738</b>
<b>EXPENDITURES</b>												
Operations and Maintenance												
Personnel Services	8,440,491	9,267,821	9,558,385	9,749,553	9,944,544	10,143,435	10,346,303	10,553,229	10,764,294	10,979,580	11,199,171	11,423,155
27th Pay Period	-	-	-	305,453	-	-	-	-	-	-	-	-
Health Insurance	2,716,808	2,710,073	2,963,187	3,111,346	3,266,914	3,430,259	3,601,772	3,781,861	3,970,954	4,169,502	4,377,977	4,596,876
Materials & Supplies	13,158,162	13,759,196	16,441,111	16,769,933	17,105,332	17,447,439	17,796,387	18,152,315	18,515,361	18,885,669	19,263,382	19,648,650
Services	4,161,792	3,814,300	4,268,257	4,353,622	4,440,695	4,529,508	4,620,099	4,712,501	4,806,751	4,902,886	5,000,943	5,100,962
Capital	60,566	25,000	25,000	25,500	26,010	26,530	27,061	27,602	28,154	28,717	29,291	29,877
Other	-	-	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195
<b>Total Operations &amp; Maintenance</b>	<b>28,537,819</b>	<b>29,576,390</b>	<b>33,256,940</b>	<b>34,316,427</b>	<b>34,784,534</b>	<b>35,578,232</b>	<b>36,392,705</b>	<b>37,228,612</b>	<b>38,086,640</b>	<b>38,967,502</b>	<b>39,871,937</b>	<b>40,800,715</b>
Director's Office	835,500	787,490	837,612	850,176	862,929	875,873	889,011	902,346	915,881	929,619	943,564	957,717
Debt Service												
Principal	3,986,000	4,080,000	4,177,000	3,860,000	3,770,000	3,775,000	3,785,000	3,785,000	3,045,000	2,440,000	540,000	150,000
Interest	1,206,207	1,134,692	1,023,388	892,105	763,465	639,701	498,936	350,398	218,843	104,737	23,168	2,085
<b>Total Debt Service</b>	<b>5,192,207</b>	<b>5,214,692</b>	<b>5,200,388</b>	<b>4,752,105</b>	<b>4,533,465</b>	<b>4,414,701</b>	<b>4,283,936</b>	<b>4,135,398</b>	<b>3,263,843</b>	<b>2,544,737</b>	<b>563,168</b>	<b>152,085</b>
<b>TOTAL EXPENSES</b>	<b>34,565,526</b>	<b>35,578,572</b>	<b>39,294,940</b>	<b>39,918,709</b>	<b>40,180,928</b>	<b>40,868,806</b>	<b>41,565,651</b>	<b>42,266,356</b>	<b>42,266,364</b>	<b>42,441,857</b>	<b>41,378,668</b>	<b>41,910,517</b>
<b>ENDING FUND BALANCE</b>	<b>(2,990,875)</b>	<b>(4,560,752)</b>	<b>(4,297,403)</b>	<b>(4,539,302)</b>	<b>(3,480,073)</b>	<b>(2,183,851)</b>	<b>(1,150,433)</b>	<b>34,703</b>	<b>2,080,861</b>	<b>4,939,557</b>	<b>9,871,705</b>	<b>15,190,221</b>
<b>Assumptions:</b>												
Expenditures increase 2% for personnel expenses, materials & supplies, services, other disbursements, and capital; insurance costs increases at 5%.												
Revenues increase at a minimum variable rate from 2020-2028 to maintain fund solvency.												

## Construction Inspection Fund

On April 1, 2009, the Department of Public Service ceased all expenditure and revenue activity in the development services fund and established two new funds: the private construction inspection fund and the internal service construction inspection fund. The construction inspection fund captures the accounting activity associated with the construction administration and inspection services of the Department of Public Service's Division of Design and Construction. This division provides these services for roadway, bridge, water, sanitary and storm sewer, electric power, and signal infrastructure for the City of Columbus.

### 2019 Cash Balance Statement

The Construction Inspection Fund and the Private Inspection Fund share employees within the Design & Construction Division of Public Service based on need and the number of projects sold. The employees or their respective supervisors record their hours into the DPS Billing system for either a private, Ohio Department of Transportation (ODOT), or Capital Improvement Program (CIP) project. These hours are then billed out to the respective owners on a bi-weekly basis.

The revenue estimates are historically based on the prior 12-month period of total billable hours per employee between private and public jobs. The hours are compiled by employee for the twelve month period by private, ODOT, or CIP projects due to different billing rates. Once the compilation of hours is complete, the revenue estimate is calculated using the hours worked times the appropriate billing rate for each project type and attributed to either the private inspection fund or the construction inspection fund. The construction inspection fund will begin the year with a balance of \$2,936,786. Revenues for 2019 are budgeted at \$8,219,705 and encumbrance cancellations of \$30,000 are expected. With a proposed budget of \$9,314,057, the fund is projected to end the year with an unencumbered cash balance of \$1,872,434.

<b>2019 Construction Inspection Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2019)	\$ 2,936,786
Plus Estimated 2019 Receipts	8,219,705
Plus Estimated Encumbrance Cancellations	30,000
Total Estimated Available Resources	\$ 11,186,491
Less 2019 Recommended Operating Budget	(9,314,057)
Projected Available Balance (December 31, 2019)	<b>\$ 1,872,434</b>

# Enterprise Funds

## Sewerage and Drainage Operating Fund

The sanitary sewer enterprise fund is used by the city to account for all financial activity related to the operation of the sanitary sewer enterprise. The city collects and treats effluent of city residents and residents of certain suburban areas. The city has two sewerage treatment plants. Revenues consist primarily of user charges.

### 2019 Cash Balance Statement

The projected beginning year 2019 cash balance is \$253.7 million, which includes \$125 million in two reserve funds and an Environmental Protection Agency mandated replacement fund.

### 2019 Sewerage and Drainage Operating Fund Balance Summary

Unencumbered Cash Balance (January 1, 2019)	\$ 253,675,711
Plus Estimated 2019 Receipts	293,714,771
Total Estimated Available Resources	<u>\$ 547,390,482</u>
Less 2019 Recommended Operating Budget (Sewers/Drains)	(280,072,787)
Less 2019 Recommended Operating Budget (Administration)	(13,912,972)
Projected Available Balance (December 31, 2019)	<u><u>\$ 253,404,723</u></u>

### 2019 Revenue Summary

User fees support the operations of the Division of Sewerage and Drainage. Section 118 of the Columbus City Charter empowers City Council to establish separate utility rates to fully cover the cost of service. Rates are set to fully recover the cost of operations, maintenance, and debt service, and are reviewed annually by the Sewer and Water Advisory Board. City Council must approve all rate increases before they are effective.

One of the city's goals in the rate setting process is to avoid steep increases and at the same time fully meet the needs of the system. To achieve this goal, a pro forma operating statement was developed. The pro forma is routinely updated to reflect changing appropriations, expenditures, and revenues.



<b>2019 Sewerage and Drainage Operating Fund</b>				
<b>Revenue by Source and Year</b>				
<b>Historical and Projected</b>				
<b>Revenue Summary</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>
Sewer Sales	\$ 205,929,376	\$ 219,479,928	\$ 222,621,825	\$ 231,328,307
Wet Weather Charges	35,406,627	36,935,862	38,424,814	39,851,002
System Capacity Charges	8,530,324	8,533,390	8,448,056	8,870,459
Investment Income	2,538,990	3,563,475	4,097,996	4,507,796
Storm Maintenance Reimbursement	7,194,461	8,723,621	8,758,510	8,933,680
Other Revenue*	1,645,530	1,671,401	223,304	223,527
Cash Balance	214,939,630	227,682,301	246,566,039	253,675,711
<b>Total Resources</b>	<b>\$ 476,184,938</b>	<b>\$ 506,589,978</b>	<b>\$ 529,140,544</b>	<b>\$ 547,390,482</b>
Percent Change		6.39%	4.45%	3.45%

\*Includes debt refinancing premiums and transfers in 2017.

**Notes:**

- The Sewer and Water Advisory Board recommended a three percent increase in revenues for 2019. With this increase, revenues, excluding the beginning balance, will total \$293.7 million in 2019.
- There will be no change to the sewer system capacity fee in 2019.
- The interest income projection in 2019 estimates a ten percent increase over 2018. 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 2019. 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 2019. 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 2017 through 2028, 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 2019.

- 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 five 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 2019 operations and maintenance budget includes \$12.7 million to pay pro rata (payment to the general fund for services provided to the utility divisions by general fund agencies).
- In 2019, the division will pay just over \$165.2 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 \$87.5 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 2019, \$13.9 million is allocated in this fund for the Director's Office.

**SANITARY SEWER ENTERPRISE FUND**

**Pro Forma Operating Statement  
For Years 2017 - 2028 (000's omitted)**

	<b>Actuals</b>		<b>Estimate</b>		<b>Budget</b>							
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
<b>Beginning Cash Balance</b>	<b>227,682</b>	<b>246,566</b>	<b>253,676</b>	<b>253,405</b>	<b>254,065</b>	<b>247,341</b>	<b>243,323</b>	<b>233,505</b>	<b>232,411</b>	<b>222,956</b>	<b>205,818</b>	<b>207,437</b>
<b>Utility Revenues</b>												
Sewer Sales	219,480	222,622	223,735	231,431	243,933	257,123	273,563	291,072	309,718	329,577	350,727	369,791
Sewer Sales Increase	-	-	5,593	9,643	10,164	12,856	13,678	14,554	15,486	16,479	14,614	15,408
Wet Weather	36,936	38,425	38,890	40,334	42,463	44,678	47,368	50,203	53,202	56,381	59,750	62,844
Wet Weather Increase	-	-	961	1,620	1,681	2,123	2,234	2,368	2,510	2,660	2,349	2,490
Interest Income	3,563	4,098	4,508	4,733	4,970	5,218	5,479	5,753	6,041	6,343	6,660	6,993
System Capacity Charge	8,533	8,448	8,870	9,314	9,780	10,269	10,782	11,321	11,887	12,482	13,106	13,761
Other	850	223	224	224	224	224	224	225	225	225	225	226
Reimbursement from Stormwater Fund	8,724	8,759	8,934	9,157	9,386	9,621	9,861	10,108	10,360	10,619	10,885	11,157
Workers Comp Rebate	822	-	-	-	-	-	-	-	-	-	-	-
Meter Revenue AMR	-	-	2,000	4,500	4,500	4,500	4,500	4,500	2,500	-	-	-
<b>Total Revenue</b>	<b>278,908</b>	<b>282,575</b>	<b>293,715</b>	<b>310,956</b>	<b>327,100</b>	<b>346,612</b>	<b>367,690</b>	<b>390,104</b>	<b>411,930</b>	<b>434,766</b>	<b>458,315</b>	<b>482,669</b>
<b>Total Resources</b>	<b>506,590</b>	<b>529,141</b>	<b>547,390</b>	<b>564,360</b>	<b>581,165</b>	<b>593,953</b>	<b>611,013</b>	<b>623,609</b>	<b>644,341</b>	<b>657,722</b>	<b>664,134</b>	<b>690,106</b>
<b>Utility Expense</b>												
<b>Operations &amp; Maintenance</b>												
Personnel Services	34,935	36,056	36,119	36,480	36,845	37,214	37,586	37,962	38,341	38,725	39,112	39,503
27th Pay Period	-	-	-	1,417	-	-	-	-	-	-	-	-
Health Insurance	9,695	9,950	9,397	9,866	10,360	10,878	11,422	11,993	12,592	13,222	13,883	14,577
Supplies & Materials	6,670	9,506	10,918	11,027	11,138	11,249	11,361	11,475	11,590	11,706	11,823	11,941
Pro Rata	11,947	12,716	12,690	13,993	14,719	15,598	16,546	17,555	18,537	19,564	20,624	21,720
Contractual Services	36,511	35,219	40,462	40,867	41,276	41,689	42,105	42,526	42,952	43,381	43,815	44,253
Other	69	87	187	188	189	189	190	191	192	193	194	195
Equipment	3,266	3,438	5,072	4,201	4,411	4,632	4,863	5,106	5,362	5,630	5,911	6,207
Department of Public Utilities Allocation	7,207	11,513	13,913	14,052	14,193	14,335	14,478	14,623	14,769	14,917	15,066	15,216
<b>Total Operations &amp; Maintenance</b>	<b>110,298</b>	<b>118,483</b>	<b>128,758</b>	<b>132,092</b>	<b>133,130</b>	<b>135,782</b>	<b>138,552</b>	<b>141,431</b>	<b>144,335</b>	<b>147,338</b>	<b>150,428</b>	<b>153,613</b>
<b>Debt Service</b>												
Revenue Bond	19,107	18,248	18,248	18,248	18,248	18,248	27,023	32,910	46,273	34,490	33,572	51,736
General Obligation	40,519	49,487	58,407	58,666	57,093	55,473	51,580	49,507	47,990	44,784	37,767	35,145
OWPCLF/OWDA Debt- Non Wet Weather	89,547	88,666	87,539	94,018	103,234	98,487	95,625	90,841	87,254	85,206	82,152	66,751
Proposed New Debt	-	-	503	6,741	21,590	42,112	64,229	76,009	95,032	139,586	152,277	164,815
Fiscal Charges	552	581	500	500	500	500	500	500	500	500	500	500
Assessments	-	-	31	30	29	29	-	-	-	-	-	-
<b>Total Debt Service</b>	<b>149,726</b>	<b>156,982</b>	<b>165,228</b>	<b>178,203</b>	<b>200,694</b>	<b>214,848</b>	<b>238,956</b>	<b>249,767</b>	<b>277,049</b>	<b>304,566</b>	<b>306,268</b>	<b>318,947</b>
<b>Total Expense</b>	<b>260,024</b>	<b>275,465</b>	<b>293,986</b>	<b>310,296</b>	<b>333,824</b>	<b>350,630</b>	<b>377,508</b>	<b>391,198</b>	<b>421,384</b>	<b>451,904</b>	<b>456,697</b>	<b>472,560</b>
<b>Ending Fund Balance</b>	<b>246,566</b>	<b>253,676</b>	<b>253,405</b>	<b>254,065</b>	<b>247,341</b>	<b>243,323</b>	<b>233,505</b>	<b>232,411</b>	<b>222,956</b>	<b>205,818</b>	<b>207,437</b>	<b>217,545</b>
<b>Projected Revenue Increase</b>	-	-	3.00%	5.00%	5.00%	6.00%	6.00%	6.00%	6.00%	6.00%	5.00%	5.00%

## Electricity Enterprise Fund

The electricity enterprise fund is used by the city to account for all financial activity related to the operation of the electricity enterprise. The city purchases, but does not generate, electricity and sells it to its residential and commercial customers. Revenues consist primarily of user charges.

### 2019 Cash Balance Statement

Revenues into the electricity enterprise fund are expected to continue to parallel the expense for the purchase of power. Electrical sales revenue is expected to increase slightly over that of the previous year.

At the beginning of 2019, there is a projected cash balance of almost \$27.1 million, which reflects the combined balances of the reserve and operating funds.

<b>2019 Electricity Enterprise Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2019)	\$ 27,064,547
Plus Estimated 2019 Receipts	85,745,139
Total Estimated Available Resources	<u>\$ 112,809,686</u>
Less 2019 Recommended Operating Budget (Power)	(87,473,497)
Less 2019 Recommended Operating Budget (Administration)	(1,922,531)
Projected Available Balance (December 31, 2019)	<u><u>\$ 23,413,658</u></u>

### 2019 Revenue Summary

The Electricity Enterprise is supported by revenues generated through the sale of wholesale (purchased) power. Section 118 of the Columbus City Charter empowers City Council to establish separate utility rates to fully cover the cost of service. Rates are set to fully recover the cost of operations, maintenance, and debt service. City Council must approve all rate increases before they are effective.

Electricity operating fund revenues fall into two basic categories: revenue from the retail sale of electricity and specific services (e.g. operation and maintenance of expressway lighting) and investment earnings.

<b>2019 Electricity Enterprise Fund</b>				
<b>Revenue by Source and Year</b>				
<b>Historical and Projected</b>				
<b>Revenue Summary</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>
Charges for Electrical Service	\$ 78,034,429	\$ 80,759,080	\$ 80,672,976	\$ 82,540,638
Investment Income	270,477	371,973	228,426	285,533
Other Revenue*	1,664,528	5,812,889	2,837,757	2,914,879
Street Light Assessments	170,113	127,204	62,620	4,089
Cash Balance	21,459,468	23,732,418	29,178,231	27,064,547
<b>Total Resources</b>	<b>\$ 101,599,015</b>	<b>\$ 110,803,564</b>	<b>\$ 112,980,010</b>	<b>\$ 112,809,686</b>
Percent Change		9.06%	1.96%	-0.15%

\*Includes transfers in 2017.

**Notes:**

- Revenues, excluding the beginning year cash balance are expected to be just over \$85.7 million in 2019.
- 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 2019. In 2019, the general fund will retain 100 percent of the value of the kilowatt hour tax.
- 2019 includes \$325,000 of revenue anticipated from the electric standby rate. This rate is charged to customers of other utility companies, who purchase backup coverage in the case of an outage.

## **Electricity Enterprise Fund**

### **Pro Forma Operating Statement**

Presented on the next page is a pro forma operating statement for the electricity enterprise operating fund, which outlines projections of operating fund revenues and expenditures on a cash basis for the period 2017 through 2028. 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 2019, \$56.1 million is budgeted for this commodity. This amount is 1.9 percent more than expended in 2017 and 2.6 percent less than projected spending in 2018. These reflect the division's estimates for transmission, capacity, and other ancillary charges.
- Growth of the electric system (i.e., sales) is projected to be 0.05 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 2019, \$1.9 million is allocated in this fund for this purpose.



## ELECTRICITY ENTERPRISE FUND

## Pro Forma Operating Statement

For Years 2017 - 2028 (000's omitted)

	Actual	Estimate	Budget									
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>Beginning Cash Balance</b>	<b>23,732</b>	<b>29,178</b>	<b>27,065</b>	<b>23,414</b>	<b>15,219</b>	<b>14,027</b>	<b>11,698</b>	<b>11,573</b>	<b>14,341</b>	<b>15,258</b>	<b>15,369</b>	<b>14,003</b>
<b>Utility Revenues</b>												
System Growth at .05% (.005)	-	-	402	413	417	414	417	421	424	417	421	424
<b>Electricity Sales</b>												
Residential	7,440	7,738	7,892	8,050	8,211	8,375	8,543	8,714	8,888	9,066	9,247	9,432
Commercial	68,738	66,690	66,857	67,024	67,191	67,359	67,528	67,697	67,866	68,035	68,206	68,376
Expressway Lighting	600	581	592	604	616	628	641	654	667	680	694	708
Kilowatt Hour Tax Reduction	-2,916	-3,414	-3,196	-3,207	-3,219	-3,230	-3,242	-3,255	-3,267	-3,280	-3,293	-3,306
(Cogen) DOP Revenue loss - Energy	-	-	-	-	-1,090	-1,091	-1,091	-1,092	-2,184	-2,185	-2,187	-2,187
(Cogen) DOP Revenue loss - Demand	-	-	-	-	-476	-476	-477	-477	-954	-955	-955	-955
(Cogen) DOP Incremental Revenue	-	-	-	-	326	342	312	351	350	348	337	337
AMI	-	-	500	500	500	500	500	500	-	-	-	-
Electric Standby Rate	-	78	325	325	325	325	325	325	325	325	325	325
Pole Agreements	-	-	-	250	275	303	333	366	403	443	487	536
PCRA	7,068	9,001	9,169	9,444	9,728	10,019	10,320	10,630	10,949	11,277	11,615	11,964
<b>Total Electric Sales</b>	<b>80,930</b>	<b>80,673</b>	<b>82,541</b>	<b>83,403</b>	<b>82,804</b>	<b>83,468</b>	<b>84,109</b>	<b>84,833</b>	<b>83,465</b>	<b>84,172</b>	<b>84,897</b>	<b>85,654</b>
Other Revenues	1,848	2,838	2,915	2,929	2,944	2,959	2,974	2,988	3,003	3,018	3,034	3,049
Reimbursement of SL Assessments	-	63	4	4	4	4	4	4	4	4	3	3
Workers Comp Rebate	190	-	-	-	-	-	-	-	-	-	-	-
Investment Earnings	372	228	286	357	446	491	540	594	713	784	862	948
<b>Total Revenue</b>	<b>87,071</b>	<b>83,802</b>	<b>85,745</b>	<b>86,693</b>	<b>86,199</b>	<b>86,922</b>	<b>87,626</b>	<b>88,419</b>	<b>87,185</b>	<b>87,978</b>	<b>88,796</b>	<b>89,655</b>
<b>Total Resources</b>	<b>110,804</b>	<b>112,980</b>	<b>112,810</b>	<b>110,107</b>	<b>101,418</b>	<b>100,948</b>	<b>99,324</b>	<b>99,992</b>	<b>101,526</b>	<b>103,236</b>	<b>104,166</b>	<b>103,658</b>
<b>Utility Expense</b>												
<b>Operations &amp; Maintenance</b>												
Personnel Services	8,094	8,488	9,381	9,474	9,569	9,665	9,762	9,859	9,958	10,057	10,158	10,260
27th Pay Period	-	-	-	364	-	-	-	-	-	-	-	-
Health Insurance	1,903	1,954	2,127	2,234	2,345	2,462	2,586	2,715	2,851	2,993	3,143	3,300
Purchase Power	55,074	57,632	56,138	60,259	53,672	54,587	52,299	49,095	50,065	50,915	52,237	52,732
Purchase Power Co-Gen Savings	-	-	-	-	-1,335	-1,271	-1,396	-1,236	-2,482	-2,495	-2,594	-2,594
Supplies & Materials	1,511	1,730	2,125	2,231	2,342	2,459	2,582	2,711	2,847	2,989	3,139	3,296
Pro Rata	3,745	3,771	3,817	3,901	3,879	3,911	3,943	3,979	3,923	3,959	3,996	4,034
Services	6,461	6,643	8,965	9,234	9,511	9,796	10,090	10,393	10,704	11,025	11,356	11,697
Other Disbursements	2	3	20	20	20	21	21	21	21	21	22	22
Capital Equipment	2,498	2,884	4,220	4,431	4,653	4,885	5,129	5,386	5,655	5,938	6,235	6,547
Department of Public Utilities Allocation	986	1,585	1,923	1,942	1,961	1,981	2,001	2,021	2,041	2,061	2,082	2,103
<b>Total Operations &amp; Maintenance</b>	<b>80,274</b>	<b>84,690</b>	<b>88,714</b>	<b>94,090</b>	<b>86,618</b>	<b>88,497</b>	<b>87,016</b>	<b>84,943</b>	<b>85,583</b>	<b>87,465</b>	<b>89,773</b>	<b>91,396</b>
<b>Debt Service</b>												
Distribution G.O. Debt	1,331	922	251	242	233	223	219	210	205	-	-	-
Street Lighting G.O. debt	-	-	431	555	541	531	516	497	480	402	390	378
Street Light Assessments	-	1	-	-	-	-	-	-	-	-	-	-
New Street Lighting Debt Service	-	234	-	-	-	-	-	-	-	-	-	-
Street Lighting Note	-	62	-	-	-	-	-	-	-	-	-	-
Premium Adjustment	20	7	-	-	-	-	-	-	-	-	-	-
<b>Total Debt Service</b>	<b>1,351</b>	<b>1,225</b>	<b>682</b>	<b>797</b>	<b>773</b>	<b>754</b>	<b>735</b>	<b>707</b>	<b>685</b>	<b>402</b>	<b>390</b>	<b>378</b>
<b>Total Expense</b>	<b>81,625</b>	<b>85,915</b>	<b>89,396</b>	<b>94,887</b>	<b>87,391</b>	<b>89,251</b>	<b>87,751</b>	<b>85,650</b>	<b>86,268</b>	<b>87,866</b>	<b>90,163</b>	<b>91,774</b>
<b>Ending Fund Balance</b>	<b>29,178</b>	<b>27,065</b>	<b>23,414</b>	<b>15,219</b>	<b>14,027</b>	<b>11,698</b>	<b>11,573</b>	<b>14,341</b>	<b>15,258</b>	<b>15,369</b>	<b>14,003</b>	<b>11,884</b>

## Water Operating Fund

The water enterprise fund is used by the city to account for all financial activity relating to the operation of the water enterprise. The city collects, purifies, and sells water to city residents and residents of certain suburban areas. Water is collected from surface areas (rivers) and wells. The city has three water treatment plants. Revenues consist primarily of user charges.

### 2019 Cash Balance Statement

The projected beginning year 2019 cash balance is \$127.4 million, which includes \$45.0 million in a reserve fund.

<b>2019 Water Operating Fund Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2019)	\$ 127,358,149
Plus Estimated 2019 Receipts	<u>209,367,234</u>
Total Estimated Available Resources	\$ 336,725,383
Less 2019 Recommended Operating Budget (Water)	(191,146,617)
Less 2019 Recommended Operating Budget (Administration)	(12,610,390)
Projected Available Balance (December 31, 2019)	<u><b>\$ 132,968,376</b></u>

### 2019 Revenue Summary

User fees completely support the operations of the Water Division. Section 118 of the Columbus City Charter empowers City Council to establish separate utility rates to fully cover the cost of service. Rates are set to recover the cost of operations, maintenance, and debt service, and are reviewed annually by the Sewer and Water Advisory Board. City Council must approve all rate increases before they are effective.

One of the city's goals in the rate setting process is to avoid steep increases and at the same time fully meet the needs of the system. To achieve this goal, a pro forma operating statement was developed. The pro forma is routinely updated to reflect changing appropriations, expenditures and revenues.

<b>2019 Water Operating Fund</b>				
<b>Revenue by Source and Year</b>				
<b>Historical and Projected</b>				
<b>Revenue Summary</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
<b>Revenue Summary</b>	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>
Water Sales	\$ 176,211,914	\$ 181,945,822	\$ 182,605,490	\$ 188,577,159
Water Penalty Fee	2,182,342	2,289,797	2,427,398	2,475,946
System Capacity Charges	5,923,765	6,841,695	7,662,698	8,428,968
Sewer Billings	6,039,904	6,883,319	1,982,054	2,021,695
Meter Service Fee	832,510	780,624	881,166	885,572
Investment Income	1,770,450	2,173,129	3,137,408	3,294,278
Other Revenue*	5,790,859	3,665,290	3,665,290	3,683,616
Cash Balance	84,948,103	102,879,806	115,950,179	127,358,149
<b>Total Resources</b>	<b>\$ 283,699,847</b>	<b>\$ 307,459,481</b>	<b>\$ 318,311,683</b>	<b>\$ 336,725,383</b>
Percent Change		8.37%	3.53%	5.78%

\*Includes debt refinancing premiums in 2015, 2017.

**Notes:**

- The Sewer and Water Advisory Board recommended a two percent increase in water rates for 2019. Water sales are projected to generate \$188.6 million in 2019.
- Included in the 2019 water sales is an additional \$2.0 million in revenue resulting from a project to replace current meters with smart meters, which is slated to begin in late 2018.
- There will be no change to the water system capacity fee in 2019.
- The low income discount is continued in 2019. This discount is applied to the commodity portion of the customer's water bill to provide financial relief to qualifying customers.
- The 2019 interest income projection reflects an increase of five percent over 2018 estimated income. Investment income, as a revenue source to the enterprise funds, is based on the amount of cash available in the treasury upon which interest can be earned.

## **Water Operating Fund**

### **Pro Forma Operating Statement**

A pro forma operating statement from 2017 through 2028 is presented on the following page. The statement is designed to project the utility's revenues and expenditures for that period, given certain assumptions and is essential to the planning and rate setting process. The major assumptions upon which the water pro forma's numbers are based are as follows:

- The Sewer and Water Advisory Board recommended a two percent increase in water rates for 2019.
- 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 five percent annually.
- Interest rates on investments of revenues and reserves are projected to grow by five percent annually.
- Included in the operations and maintenance budget for 2019 is just over \$9.6 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 2019, \$12.6 million is allocated in this fund for this purpose.

## WATER ENTERPRISE FUND

### Pro Forma Operating Statement

For Years 2017 - 2028 (000's omitted)

	<u>Actual 2017</u>	<u>Estimate 2018</u>	<u>Budget 2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>
<b>Beginning Cash Balance</b>	<b>102,880</b>	<b>115,950</b>	<b>127,358</b>	<b>132,968</b>	<b>131,066</b>	<b>130,231</b>	<b>130,241</b>	<b>129,368</b>	<b>130,454</b>	<b>128,582</b>	<b>122,876</b>	<b>116,840</b>
<b>Utility Revenues</b>												
Water Sales	181,946	182,605	183,519	188,125	192,847	199,625	206,642	213,906	223,574	231,433	239,568	247,988
Water Sales Increase	-	-	3,059	3,135	4,821	4,991	5,166	7,130	5,589	5,786	5,989	6,200
Interest Income	2,173	3,137	3,294	3,459	3,632	3,814	4,004	4,204	4,415	4,635	4,867	5,111
System Capacity Charges	6,842	7,663	8,429	8,850	9,293	9,758	10,245	10,758	11,296	11,860	12,453	13,076
CUBS Billing Charges	6,883	1,982	2,022	2,052	2,083	2,114	2,146	2,178	2,211	2,244	2,277	2,312
Penalties	2,290	2,427	2,476	2,525	2,576	2,627	2,680	2,734	2,788	2,844	2,901	2,959
Meter Service Fees	781	881	886	890	894	899	903	908	912	917	922	926
Other	3,665	3,665	3,684	3,702	3,721	3,739	3,758	3,777	3,796	3,814	3,834	3,853
Debt Refinancing	-	-	-	-	-	-	-	-	-	-	-	-
Premium adj.	-	-	-	-	-	-	-	-	-	-	-	-
Meter Revenue AMR	-	-	2,000	4,500	4,500	4,500	4,500	4,500	2,500	-	-	-
<b>Total Revenue</b>	<b>204,580</b>	<b>202,362</b>	<b>209,367</b>	<b>217,239</b>	<b>224,367</b>	<b>232,067</b>	<b>240,045</b>	<b>250,094</b>	<b>257,081</b>	<b>263,534</b>	<b>272,811</b>	<b>282,424</b>
<b>Total Resources</b>	<b>307,459</b>	<b>318,312</b>	<b>336,725</b>	<b>350,208</b>	<b>355,433</b>	<b>362,298</b>	<b>370,286</b>	<b>379,462</b>	<b>387,534</b>	<b>392,116</b>	<b>395,687</b>	<b>399,265</b>
<b>Utility Expense</b>												
<b>Operations &amp; Maintenance</b>												
Personnel Services	39,451	36,697	37,532	38,095	38,667	39,247	39,835	40,433	41,039	41,655	42,280	42,914
27th Pay Period	-	-	-	1,465	-	-	-	-	-	-	-	-
Health Insurance	10,742	9,667	9,453	9,926	10,422	10,943	11,490	12,065	12,668	13,302	13,967	14,665
Supplies & Materials	17,061	20,610	20,226	20,429	20,633	20,839	21,048	21,258	21,471	21,686	21,902	22,121
Pro Rata	8,632	9,106	9,591	9,776	10,096	10,443	10,802	11,254	11,569	11,859	12,276	12,709
Contractual Services	24,720	23,440	26,856	27,393	27,941	28,500	29,070	29,651	30,245	30,849	31,466	32,096
Other	52	21	113	113	114	114	115	115	116	116	117	118
Equipment	1,762	1,365	1,571	1,728	1,901	2,091	2,300	2,530	2,783	3,061	3,368	3,704
Department of Public Utilities Allocation	6,194	9,891	12,610	12,736	12,864	12,992	13,122	13,254	13,386	13,520	13,655	13,792
Transfers	1,423	-	-	-	-	-	-	-	-	-	-	-
<b>Total Operations &amp; Maintenance</b>	<b>110,037</b>	<b>110,797</b>	<b>117,953</b>	<b>121,662</b>	<b>122,638</b>	<b>125,170</b>	<b>127,783</b>	<b>130,561</b>	<b>133,277</b>	<b>136,048</b>	<b>139,032</b>	<b>142,119</b>
<b>Debt Service</b>												
General Obligation	81,472	79,806	85,454	90,491	86,592	81,618	76,934	73,529	71,971	70,232	67,944	66,388
Proposed New Debt	-	-	-	6,639	15,622	24,919	35,851	44,569	53,355	62,609	71,521	80,289
Fiscal & Note Charges	-	350	350	350	350	350	350	350	350	350	350	350
<b>Total Debt Service</b>	<b>81,472</b>	<b>80,156</b>	<b>85,804</b>	<b>97,480</b>	<b>102,564</b>	<b>106,887</b>	<b>113,135</b>	<b>118,448</b>	<b>125,675</b>	<b>133,191</b>	<b>139,815</b>	<b>147,027</b>
<b>Total Expense</b>	<b>191,509</b>	<b>190,954</b>	<b>203,757</b>	<b>219,142</b>	<b>225,201</b>	<b>232,057</b>	<b>240,917</b>	<b>249,009</b>	<b>258,952</b>	<b>269,240</b>	<b>278,847</b>	<b>289,146</b>
<b>Ending Fund Balance</b>	<b>115,950</b>	<b>127,358</b>	<b>132,968</b>	<b>131,066</b>	<b>130,231</b>	<b>130,241</b>	<b>129,368</b>	<b>130,454</b>	<b>128,582</b>	<b>122,876</b>	<b>116,840</b>	<b>110,119</b>
<b>Projected Revenue Increase</b>	-	-	<b>2.00%</b>	<b>2.00%</b>	<b>3.00%</b>	<b>3.00%</b>	<b>3.00%</b>	<b>4.00%</b>	<b>3.00%</b>	<b>3.00%</b>	<b>3.00%</b>	<b>3.00%</b>

## Storm Sewer Maintenance Fund

The storm sewer maintenance fund is used by the city to account for all financial activity related to the operation of the storm sewer enterprise. The city has a separate storm sewerage system, as well as a combined system that also handles sanitary sewage. Revenues consist primarily of user charges.

Prior to 1993, the storm sewer maintenance special revenue fund was used only to reimburse the sanitary operating fund for stormwater management expenses. No expenditures were made directly out of this fund. This arrangement changed in 1993, when the storm sewer maintenance fund became the operating fund for stormwater management engineering and design, although the sanitary fund is still reimbursed for some storm sewer maintenance expenses. More recently, this fund's designation changed from that of special revenue to enterprise fund. This change allowed the division to set aside moneys in a reserve fund against which contracts could be certified in the absence of bond cash.

### 2019 Cash Balance Statement

A 2019 beginning year cash balance of \$27.4 million is projected for this fund. This includes a \$9.0 million reserve balance.

<b>2019 Storm Sewer Maintenance Fund</b>	
<b>Balance Summary</b>	
Unencumbered Cash Balance (January 1, 2019)	\$ 27,380,952
Plus Estimated 2019 Receipts	43,836,569
Total Estimated Available Resources	<u>\$ 71,217,521</u>
Less 2019 Recommended Operating Budget (Storm Sewer)	(42,099,135)
Less 2019 Recommended Operating Budget (Administration)	(3,649,243)
Projected Available Balance (December 31, 2019)	<u><u>\$ 25,469,143</u></u>

### 2019 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 2019, the board has recommended a one percent increase.



<b>2019 Storm Sewer Maintenance Fund</b>				
<b>Revenue by Source and Year</b>				
<b>Historical and Projected</b>				
<b>Revenue Summary</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>
Storm Maintenance Fees	\$ 40,721,789	\$ 40,759,716	\$ 41,656,429	\$ 42,579,932
Investment Income	443,463	591,320	768,717	772,561
Other Revenue*	(109,445)	36,460	38,739	39,901
Penalties	203,173	403,465	439,777	444,175
Cash Balance	20,808,902	24,166,270	25,192,110	27,380,952
<b>Total Resources</b>	<b>\$ 62,067,882</b>	<b>\$ 65,957,232</b>	<b>\$ 68,095,772</b>	<b>\$ 71,217,521</b>
Percent Change		6.27%	3.24%	4.58%

\*Includes debt refinancing premiums in 2017.

## 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 2019.
- 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 2019, ten million dollars 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 2019, \$3.6 million is allocated in this fund for this purpose.

**STORM SEWER ENTERPRISE FUND**  
**Pro Forma Operating Statement**  
**For Years 2017 - 2028 (000's omitted)**

	<u>Actual</u>	<u>Estimate</u>	<u>Budget</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>	<u>2027</u>	<u>2028</u>
<b>Beginning Cash Balance</b>	<b>24,166</b>	<b>25,192</b>	<b>27,381</b>	<b>25,469</b>	<b>23,873</b>	<b>22,947</b>	<b>22,557</b>	<b>22,699</b>	<b>21,425</b>	<b>20,974</b>	<b>22,747</b>	<b>26,474</b>
<b>Utility Revenues</b>												
Storm Maintenance Service Charges	40,760	41,656	42,228	42,889	44,007	45,589	47,186	48,890	50,609	52,344	54,189	56,051
Rate Increase (Decrease)	-	-	352	715	1,100	1,140	1,180	1,222	1,265	1,309	1,355	467
Investment Earnings	591	769	773	811	852	894	939	986	1,035	1,087	1,141	1,198
Storm Sewer Maintenance Penalties	403	440	444	466	490	514	540	567	595	625	656	689
Other Revenues	57	39	40	42	44	46	49	51	53	56	59	62
Unapplied	-71	-	-	-	-	-	-	-	-	-	-	-
Workers Comp Rebate	51	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>41,791</b>	<b>42,904</b>	<b>43,837</b>	<b>44,923</b>	<b>46,492</b>	<b>48,184</b>	<b>49,893</b>	<b>51,716</b>	<b>53,558</b>	<b>55,421</b>	<b>57,400</b>	<b>58,467</b>
<b>Total Resources</b>	<b>65,957</b>	<b>68,096</b>	<b>71,218</b>	<b>70,392</b>	<b>70,366</b>	<b>71,130</b>	<b>72,450</b>	<b>74,415</b>	<b>74,983</b>	<b>76,395</b>	<b>80,147</b>	<b>84,941</b>
<b>Utility Expense</b>												
<b>Operations &amp; Maintenance</b>												
Personnel Services	1,262	1,460	2,055	2,066	2,076	2,086	2,097	2,107	2,118	2,128	2,139	2,150
27th Pay Period	-	-	-	79	-	-	-	-	-	-	-	-
Health Insurance	338	395	430	452	474	498	523	549	576	605	636	667
Supplies & Materials	47	100	117	141	169	203	243	292	350	420	504	605
Contractual Services	2,344	1,022	1,873	2,060	2,266	2,493	2,742	3,017	3,318	3,650	4,015	4,417
Pro Rata	1,857	1,931	1,936	2,022	2,092	2,168	2,245	2,327	2,410	2,494	2,583	2,631
Equipment	11	34	115	117	120	122	124	127	130	132	135	137
Other	-	100	20	20	21	21	22	22	23	23	23	24
Reimbursement to Sanitary Enterprise (SMOC costs)	8,515	7,099	8,827	9,004	9,184	9,367	9,555	9,746	9,941	10,140	10,342	10,549
Department of Public Utilities Allocation	1,848	3,112	3,649	3,686	3,723	3,760	3,797	3,835	3,874	3,912	3,952	3,991
Dept of Technology Allocation	1,129	1,233	1,599	1,615	1,631	1,647	1,664	1,680	1,697	1,714	1,731	1,748
Street Cleaning (transferred TO Public Service)	8,881	10,032	10,000	10,200	10,404	10,612	10,824	11,041	11,262	11,487	11,717	11,951
<b>Total Operations &amp; Maintenance</b>	<b>26,234</b>	<b>26,517</b>	<b>30,621</b>	<b>31,461</b>	<b>32,159</b>	<b>32,978</b>	<b>33,837</b>	<b>34,743</b>	<b>35,698</b>	<b>36,706</b>	<b>37,777</b>	<b>38,871</b>
<b>Debt Service</b>												
General Obligation	14,531	14,189	14,927	13,990	12,715	12,044	11,376	10,786	10,387	8,474	6,049	5,286
Proposed New Debt (Bond)	-	-	-	456	1,337	2,058	2,837	3,442	3,790	4,290	5,007	5,705
Proposed New Debt (Loan)	-	-	-	412	1,008	1,293	1,501	3,819	3,935	3,978	4,640	5,302
Fiscal Charges	-	9	200	200	200	200	200	200	200	200	200	200
<b>Total Debt Service</b>	<b>14,531</b>	<b>14,198</b>	<b>15,127</b>	<b>15,058</b>	<b>15,260</b>	<b>15,595</b>	<b>15,915</b>	<b>18,246</b>	<b>18,312</b>	<b>16,942</b>	<b>15,896</b>	<b>16,493</b>
<b>Total Expense</b>	<b>40,765</b>	<b>40,715</b>	<b>45,748</b>	<b>46,519</b>	<b>47,419</b>	<b>48,573</b>	<b>49,751</b>	<b>52,990</b>	<b>54,010</b>	<b>53,648</b>	<b>53,673</b>	<b>55,364</b>
<b>Ending Fund Balance</b>	<b>25,192</b>	<b>27,381</b>	<b>25,469</b>	<b>23,873</b>	<b>22,947</b>	<b>22,557</b>	<b>22,699</b>	<b>21,425</b>	<b>20,974</b>	<b>22,747</b>	<b>26,474</b>	<b>29,577</b>
<b>Projected Revenue Increase</b>			1.00%	2.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	1.00%

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# Capital Improvement 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.

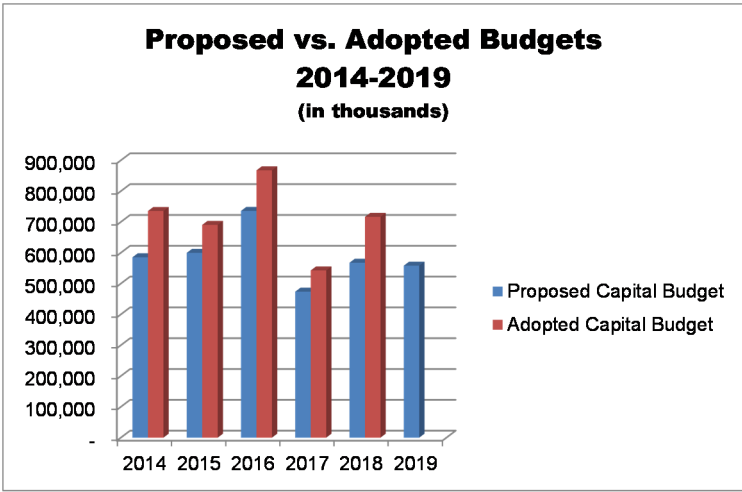
The Capital Improvements Budget (CIB) serves as the basis for all budgeting and spending related to capital projects throughout the city for the ensuing year. The CIB is a one-year budget that is authorized by an ordinance passed by City Council. The CIB is also included as the first year within the 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

## Capital Improvements Program

year, the capital funding assumptions are updated and finalized. These updated figures serve as the total funding available for the CIB and the CIP.

The Department of Finance and Management, in consultation with the Mayor's office and the other administrative departments of the city, will analyze and recommend an updated CIB and CIP for consideration before City Council after the fiscal year has officially closed.

### Types of Capital Funding

The CIP is funded mainly by the issuance of debt in the form of general obligation bonds. The city utilizes both voted debt and unvoted debt, also called councilmanic debt, when issuing general obligation bonds. Voted debt is authorized by a popular vote of the electorate and is not subject to the same debt limitations as unvoted debt. Voter approval provides the city with the ability to levy an *ad valorem* property tax to service the debt. This property tax is based upon the assessed value of a property. While the city solicits voter approval from time to time, it has never exercised its taxing authority for this purpose and does not intend to do so; however, its ability to do so gives potential investors assurance their investments in the city are secure. Because of this security, voted debt typically carries a lower interest expense than unvoted debt. This results in additional savings for the city.

The city typically requests voter approval for the issuance of voted debt through bond packages every three to five years. A bond package normally consists of several issues that will be placed on the ballot for a popular vote. Seeking voter approval every few years allows the city to solicit voter input and participation in the capital project prioritization process.

The most recently approved bond package was on the November 8, 2016 ballot. The voters approved four separate bond issues totaling \$950 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 and Health, Recreation and Parks, Public Service, and Public Utilities. The city has utilized \$388 million of the 2016 voted authority. In addition, the city also has \$152 million remaining authority from the 2013 voted bond package. The tables below show the remaining voted authority, by purpose, as of October 25, 2018.

<b>Voted Bond Packages</b>				
<b>(000's omitted)</b>				
<b>Purpose</b>	<b>2013</b>		<b>2016</b>	
	<b>Amount Authorized</b>	<b>Amount Remaining</b>	<b>Amount Authorized</b>	<b>Amount Remaining</b>
Safety and Health	\$ 52,500	\$ -	\$ 70,000	\$ 30,900
Recreation and Parks	123,910	-	110,000	60,265
Public Service	220,300	-	310,000	30,370
Public Utilities	445,295	151,925	460,000	440,405
<b>Total</b>	<b>\$ 842,005</b>	<b>\$ 151,925</b>	<b>\$ 950,000</b>	<b>\$ 561,940</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.

### **Funding the Capital Improvement Program**

The city deposits 25 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 2019, SIT income tax deposits are currently projected at approximately \$230.0 million. This amount will be revised when the final 2018 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 \$16.8 million for 2019.



## Capital Improvements Program

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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 2018 to 2027.

Capital projects for enterprise agencies are funded primarily through user fees. The determination of the ability to fund enterprise projects is done at the department level. These debt service projections are included in the individual department pro formas.

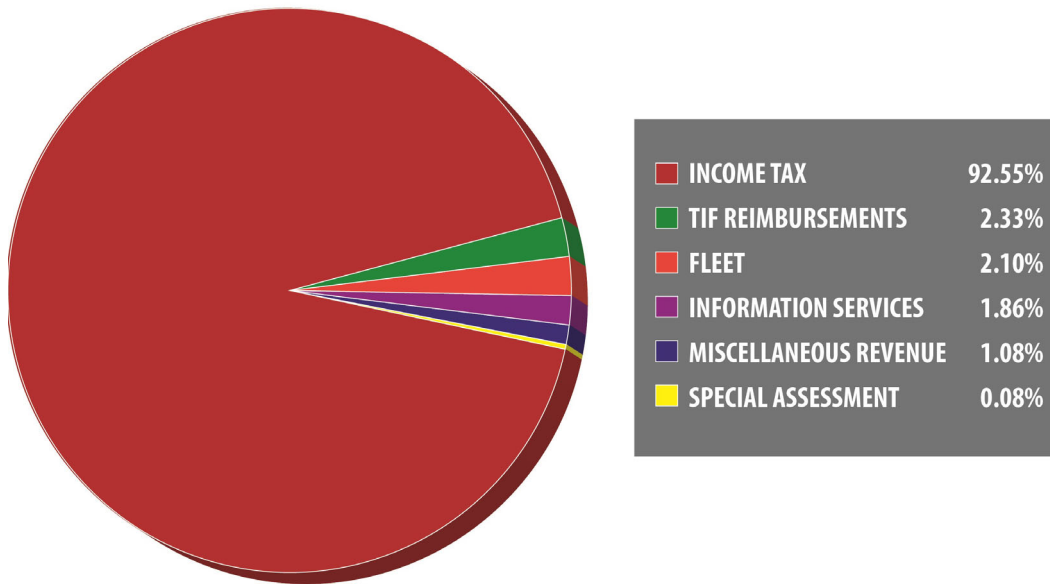
### Coverage Factor

The SIT fund's available capacity for new debt, and its ability to service existing debt, is expressed as its coverage factor. Coverage, depicted within the SIT analysis, is a ratio of revenues to expenditures and provides a minimum level at which a fund balance should be maintained for contingency purposes. Coverage levels are goals, not absolute minimum levels of acceptance. "Current year coverage" shows the degree to which current revenues will meet current expenditures. "Total coverage" is similar, but also includes the prior year-end fund balance as revenue. At present, the targeted level is to maintain a 50 percent surplus capacity (a 1.5 total coverage factor). This surplus level means that for every dollar projected to be expended from the SIT, there must be an additional dollar-and-a-half of projected revenue deposited into the SIT.

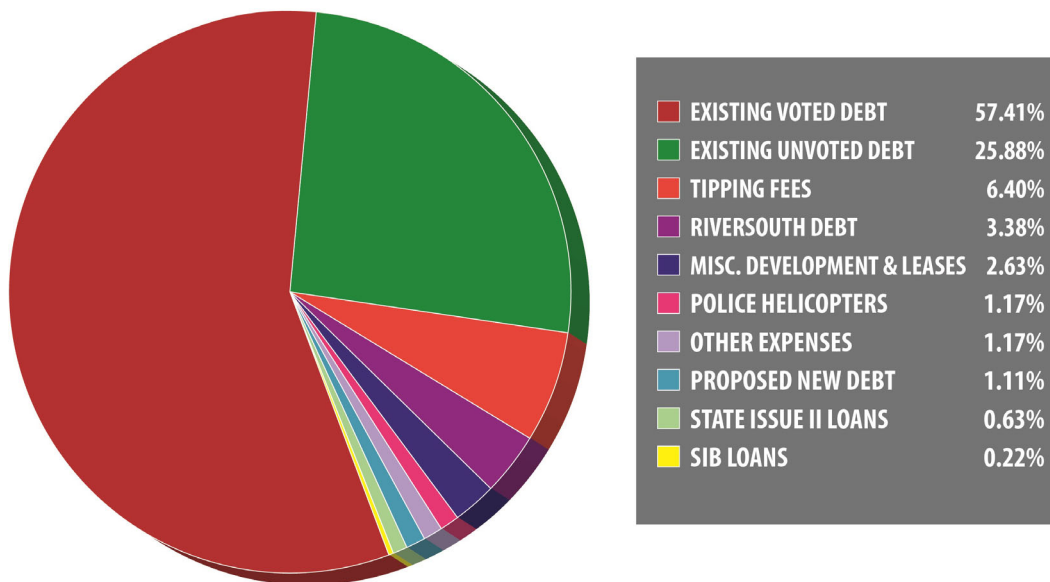
<b>SPECIAL INCOME TAX ANALYSIS - SUMMARY</b>										
<i>(000's omitted)</i>										
	<b>Estimated 2018</b>	<b>Proposed 2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>BEGINNING FUND BALANCE</b>	<b>186,728</b>	<b>193,018</b>	<b>178,748</b>	<b>163,883</b>	<b>152,421</b>	<b>148,952</b>	<b>158,557</b>	<b>171,176</b>	<b>196,548</b>	<b>242,132</b>
<b>REVENUES BY SOURCE</b>										
Income Tax (1)	224,984	230,047	235,798	241,693	247,735	253,928	253,928	261,546	269,393	277,474
Debt Service - Information Services	4,711	4,629	5,046	5,077	5,003	4,935	5,166	4,892	4,754	3,788
Debt Service - Fleet	5,215	5,220	4,816	4,695	4,672	4,634	4,575	3,766	3,082	1,083
Debt Service - Casino	1,246	-	-	-	-	-	-	-	-	-
TIF Reimbursements (2)	5,811	5,787	5,752	5,720	5,726	5,687	5,645	5,609	1,105	575
Special Assessment Reimbursement	190	190	190	190	190	190	190	190	190	190
Police Helicopter Reimbursement	-	1,698	-	1,872	-	2,064	-	2,276	-	2,509
2018 Bond Sale Premium	30,325	-	-	-	-	-	-	-	-	-
Misc. Revenue	1,012	978	986	997	1,016	832	853	873	910	918
<b>Total Revenue</b>	<b>273,494</b>	<b>248,549</b>	<b>252,588</b>	<b>260,244</b>	<b>264,342</b>	<b>272,270</b>	<b>270,357</b>	<b>279,152</b>	<b>279,434</b>	<b>286,537</b>
<b>Total Resources</b>	<b>460,222</b>	<b>441,567</b>	<b>431,336</b>	<b>424,127</b>	<b>416,763</b>	<b>421,222</b>	<b>428,914</b>	<b>450,328</b>	<b>475,982</b>	<b>528,669</b>
<b>EXPENDITURES</b>										
<b>Existing Debt Service</b>										
Voted Debt	134,998	150,855	160,249	149,940	140,386	125,255	114,993	108,054	101,110	93,299
Unvoted Debt	72,961	68,012	67,544	64,852	61,485	55,812	53,034	47,070	36,956	29,792
State Infrastructure Bank Loans	1,580	591	591	592	589	589	583	584	584	583
State Issue II Loans	1,781	1,667	1,659	1,638	1,623	1,623	1,819	1,755	1,755	1,722
RiverSouth Debt Service	8,894	8,884	8,879	8,886	8,877	8,885	8,890	5,526	1,841	1,844
<b>Total Existing Debt</b>	<b>220,214</b>	<b>230,009</b>	<b>238,922</b>	<b>225,908</b>	<b>212,960</b>	<b>192,164</b>	<b>179,319</b>	<b>162,989</b>	<b>142,246</b>	<b>127,240</b>
<b>Proposed Debt Service (3)</b>										
Debt Service - Voted	-	1,708	4,385	10,583	13,193	14,351	13,935	13,486	13,037	12,589
Debt Service - Unvoted	-	1,209	4,506	12,120	21,914	32,600	44,631	53,226	58,549	56,590
<b>Total Proposed New Debt</b>	<b>-</b>	<b>2,917</b>	<b>8,891</b>	<b>22,703</b>	<b>35,107</b>	<b>46,951</b>	<b>58,566</b>	<b>66,712</b>	<b>71,586</b>	<b>69,179</b>
<b>Direct Expense</b>										
Tipping Fees	16,776	16,817	16,818	16,820	16,822	16,823	16,825	16,827	16,829	16,831
Police Helicopters	-	3,087	-	3,404	-	3,753	-	4,137	-	4,561
Misc. Development & Leases	6,905	6,905	1,387	1,387	1,387	1,387	1,387	1,419	1,419	1,419
Misc. Expenses	23,309	3,084	1,435	1,484	1,535	1,587	1,641	1,696	1,770	1,819
<b>Total Direct Expenses</b>	<b>46,990</b>	<b>29,893</b>	<b>19,640</b>	<b>23,095</b>	<b>19,744</b>	<b>23,550</b>	<b>19,853</b>	<b>24,079</b>	<b>20,018</b>	<b>24,630</b>
<b>TOTAL EXPENSES</b>	<b>267,204</b>	<b>262,819</b>	<b>267,453</b>	<b>271,706</b>	<b>267,811</b>	<b>262,665</b>	<b>257,738</b>	<b>253,780</b>	<b>233,850</b>	<b>221,049</b>
<b>ENDING FUND BALANCE</b>	<b>193,018</b>	<b>178,748</b>	<b>163,883</b>	<b>152,421</b>	<b>148,952</b>	<b>158,557</b>	<b>171,176</b>	<b>196,548</b>	<b>242,132</b>	<b>307,620</b>
<b>CURRENT YEAR COVERAGE</b>	<b>1.02</b>	<b>0.95</b>	<b>0.94</b>	<b>0.96</b>	<b>0.99</b>	<b>1.04</b>	<b>1.05</b>	<b>1.10</b>	<b>1.19</b>	<b>1.30</b>
<b>TOTAL COVERAGE</b>	<b>1.72</b>	<b>1.68</b>	<b>1.61</b>	<b>1.56</b>	<b>1.56</b>	<b>1.60</b>	<b>1.66</b>	<b>1.77</b>	<b>2.04</b>	<b>2.39</b>
<b>Assumptions:</b>										
(1) Income Tax estimate for 2018 is a 2.75% increase over 2017 actual collections. Assumes an annual increase of 2.25% for 2019, 2.5% increase for 2020-2023, 0% increase in 2024, and a 3% increase for 2025-2027.										
(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 2019, and 6% in 2020 and thereafter.										

# SPECIAL INCOME TAX ANALYSIS PROPOSED 2019 BUDGET

## Revenues



## Expenditures



## Debt Limitations and Obligations

The following explanation of “Debt Limitations” has been extracted from the city’s Official Statement dated October 17, 2018.

### Direct Debt Limitations

Section 133.05, Ohio Revised Code, provides that the net unvoted general obligation debt of the City, excluding certain “exempt debt,” (as further discussed below) shall never exceed five and one-half percent (5.5%) of the total value of all property in the City as listed and assessed for taxation. Section 133.05 further provides that the net general obligation debt of the City, including all voted and unvoted general obligation debt, but excluding exempt debt, shall never exceed ten and one-half percent (10.5%) of such total assessed valuation. The two limitations, referred to as the “direct debt limitations” may be amended from time to time by the General Assembly.

Ohio law provides that certain forms of municipal debt are exempt from the direct debt limitations (“exempt debt”). Exempt debt includes, among others, general obligation debt, to the extent that such debt is “self-supporting” (that is, revenues from the facilities financed are sufficient to pay applicable operating and maintenance expenses and related debt service and other requirements); bonds issued in anticipation of the collection of special assessments; revenue bonds; unvoted debt to the extent that the authorizing legislation includes covenants to appropriate annually from lawfully available municipal income taxes in amounts necessary to pay debt service charges on the obligations; notes issued in anticipation of the collection of current revenues or in anticipation of the proceeds of a specific tax levy; notes issued for certain emergency purposes; and bonds issued to pay final judgments. Notes issued in anticipation of such bonds are also exempt from the direct debt limitations.

### Indirect Debt Limitations; The Ten Mill Tax Limitation

Ohio law requires that general obligation bonded indebtedness cannot be incurred or renewed unless provision is made in the legislation authorizing such debt for the levy of an ad valorem property tax in an amount sufficient to pay the principal of and interest on such indebtedness when due. Ohio law also provides that the aggregate amount of such taxes that can be levied for all purposes without a vote of the electors cannot exceed ten mills per one dollar of assessed valuation.

With respect to unvoted general obligation debt, these two requirements — the requirement that provision be made for the levy of taxes to support such debt and the requirement that the total amount of unvoted property taxes which can be levied cannot exceed ten mills per one dollar of valuation — have been construed by the Ohio Supreme Court to create an indirect debt limitation on the issuance by a political subdivision of unvoted general obligation debt.

The ten mills, which may be levied without a vote of the electors, are allocated among the overlapping political subdivisions of the State pursuant to a statutory formula. This “inside” millage allocated to each political subdivision is required to be used first for the payment of debt service on unvoted general obligation debt of the subdivision, unless provision has been made for payment of the debt from other sources; second for partial police and fire pension requirements; and, the balance for other general fund purposes. To the extent this millage is required for debt service, the amount that would otherwise be available for general fund purposes is reduced.

A subdivision’s allocation of inside millage can be increased by action of the Franklin County Budget Commission pursuant to

## Capital Improvements Program

statute only in the event additional millage is required for the payment of debt service on its unvoted general obligation debt and, in that case, the inside millage allocated to the other overlapping subdivisions would be reduced to bring the aggregate levies of inside millage within the ten mill limitation.

The ten mill limitation applies even if the debt service on unvoted general obligation debt is expected to be paid from special assessments, utility earnings or other non-tax revenue sources. However, revenue bonds and notes and other special obligations of an issuer, payable solely from specifically pledged revenues, are not included in calculating debt subject to the ten mill limitation because the debt is not general obligation indebtedness of the issuer and the full faith and credit of the issuer is not pledged for their payment.

In determining whether or not unvoted general obligation debt to be issued by the City is within the ten mill limitation, it is first necessary to determine how much millage has already been committed for the outstanding unvoted general obligation debt of the City and how much millage has been committed by each overlapping political subdivision for its outstanding unvoted general obligation debt. The amount of such committed millage for each political subdivision is that which will be required for all of such subdivision's outstanding unvoted general obligation debt for that fiscal year in which the debt service charges

of that subdivision for such debt will be the highest. In the case of notes issued in anticipation of bonds, the debt service requirements estimated for the bonds anticipated by the notes are used to calculate the millage required.

The City overlaps several political subdivisions and it is therefore necessary to determine, with respect to each such subdivision, how much millage that subdivision has committed for its outstanding unvoted general obligation debt. The aggregate millage that has been committed by that combination of overlapping subdivisions that yields the highest total of committed millage thus determines the millage within the ten mill limitation which is available and can be committed to service additional unvoted general obligation debt.

The following table represents the estimated inside millage requirements for the City and its overlapping subdivisions as of October 17, 2018 for Franklin, Fairfield, and Delaware Counties. Other political subdivisions within Franklin, Fairfield or Delaware County may issue unvoted general obligation debt which would cause the requirements below to change. However, any such issues, including those of the City, will not exceed the indirect debt limit under Ohio law. Currently, the city has \$520.32 million of outstanding debt subject to the indirect debt limitation.

Political Subdivision of State of Ohio	Mills Required		
	Franklin County	Fairfield County	Delaware County
Direct			
City of Columbus	3.1162	4.5464	4.5464
Overlapping			
County	0.7814	1.6682	0.4422
School District	2.5686	-	0.2173
Joint Vocational School District	-	0.0455	-
Solid Waste Authority of Central Ohio	0.2575	0.2571	0.2864
Township	2.1310	-	-
<b>Total Millage Required</b>	<b>8.8546</b>	<b>6.5172</b>	<b>5.4923</b>
Maximum Millage Permitted	10.0000	10.0000	10.0000
Remaining Millage Capacity	1.1454	3.4828	4.5077

### Debt Service Payments

During fiscal year 2018, the city will have retired approximately \$248.1 million in principal of general obligation debt and issued an additional \$405.8 million in general obligation bonds and notes. Along with issuing new debt, the city refunds existing debt to try and achieve the maximum amount of savings possible. As of October 17, 2018, beginning with fiscal year 2019, approximately 69.02 percent of the principal payments on the city's outstanding general obligation and revenue bonds will fully mature within the next ten years. The table below demonstrates the debt service schedule for existing general obligation bonds and revenue bonds and is exclusive of OWDA outstanding balances.

<b>EXISTING DEBT SERVICE GENERAL OBLIGATION AND REVENUE BONDS</b>			
<u>Period Ending</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2019	\$ 248,916,092	\$ 135,866,846	\$ 384,782,938
2020	264,221,092	126,750,962	390,972,054
2021	254,696,091	116,636,901	371,332,992
2022	245,391,091	105,864,390	351,255,481
2023	234,123,271	95,947,669	330,070,940
2024	232,253,271	84,701,128	316,954,399
2025	238,528,271	75,517,859	314,046,130
2026	212,948,271	65,250,798	278,199,069
2027	195,933,271	54,758,342	250,691,613
2028	207,708,270	45,854,803	253,563,073
2029	211,885,000	37,329,544	249,214,544
2030	201,840,000	28,448,551	230,288,551
2031	192,505,000	20,471,344	212,976,344
2032	172,205,000	13,924,545	186,129,545
2033	85,910,000	9,424,348	95,334,348
2034	63,700,000	6,388,937	70,088,937
2035	46,435,000	4,052,549	50,487,549
2036	30,980,000	2,554,516	33,534,516
2037	23,940,000	1,432,354	25,372,354
2038	12,505,000	570,924	13,075,924
2039	6,200,000	155,000	6,355,000
<b>Total</b>	<b><u>\$ 3,382,823,991</u></b>	<b><u>\$ 1,031,902,310</u></b>	<b><u>\$ 4,414,726,301</u></b>

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



## Capital Improvements Program

Of the existing outstanding debt service, the funding breakdown over the next five years is listed below. These amounts include both principal and interest payments.

<b>DEBT SERVICE BY FUND</b>						
<b>GENERAL OBLIGATION AND REVENUE BONDS</b>						
Non-Enterprise Funds	2019	2020	2021	2022	2023	Total
SIT Fund Supported	\$ 208,617,250	\$ 217,928,195	\$ 205,817,263	\$ 193,804,788	\$ 173,736,179	\$ 999,903,675
Non-Enterprise Sub Total	\$ 208,617,250	\$ 217,928,195	\$ 205,817,263	\$ 193,804,788	\$ 173,736,179	\$ 999,903,675
<b>Enterprise Funds</b>						
Water	\$ 76,437,506	\$ 74,126,386	\$ 70,222,261	\$ 65,243,586	\$ 60,554,311	\$ 346,584,050
Sanitary Sewer	74,429,405	74,807,934	73,353,557	71,852,835	76,826,133	371,269,864
Storm	14,926,941	13,989,652	12,714,701	12,044,298	11,376,463	65,052,055
Electricity	681,920	797,156	773,075	753,993	734,661	3,740,805
Enterprise Sub Total	\$ 166,475,772	\$ 163,721,128	\$ 157,063,594	\$ 149,894,712	\$ 149,491,568	\$ 786,646,774
<b>Internal Service Funds</b>						
Fleet Management	\$ 5,200,387	\$ 4,752,105	\$ 4,533,465	\$ 4,414,701	\$ 4,283,936	\$ 23,184,594
Information Services	4,489,529	4,570,626	3,918,670	3,141,280	2,559,257	18,679,362
Internal Service Sub Total	\$ 9,689,916	\$ 9,322,731	\$ 8,452,135	\$ 7,555,981	\$ 6,843,193	\$ 41,863,956
<b>Total</b>	<b>\$ 384,782,938</b>	<b>\$ 390,972,054</b>	<b>\$ 371,332,992</b>	<b>\$ 351,255,481</b>	<b>\$ 330,070,940</b>	<b>\$ 1,828,414,405</b>

\* Interest payments associated with variable rate debt are not included.

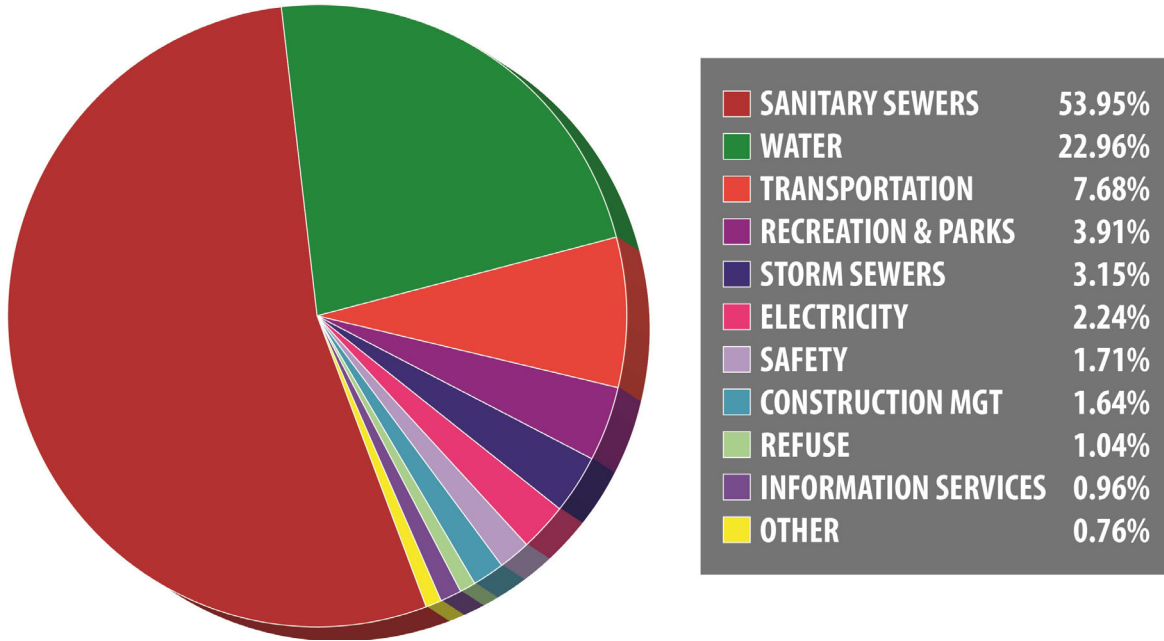
## The Proposed 2019-2024 Capital Improvement Program

The proposed Capital Improvement Program provides approximately \$3.50 billion in funding for various capital improvements for the period of 2019-2024. Of this amount, \$583.11 million is to be supported by the SIT while \$2.87 billion will be supported by the enterprise agencies of the city. The proposed 2019-2024 CIP represents a 13.6 percent increase over the adopted 2018-2023 CIP. The proposed 2019 CIB totals approximately \$558.16 million.

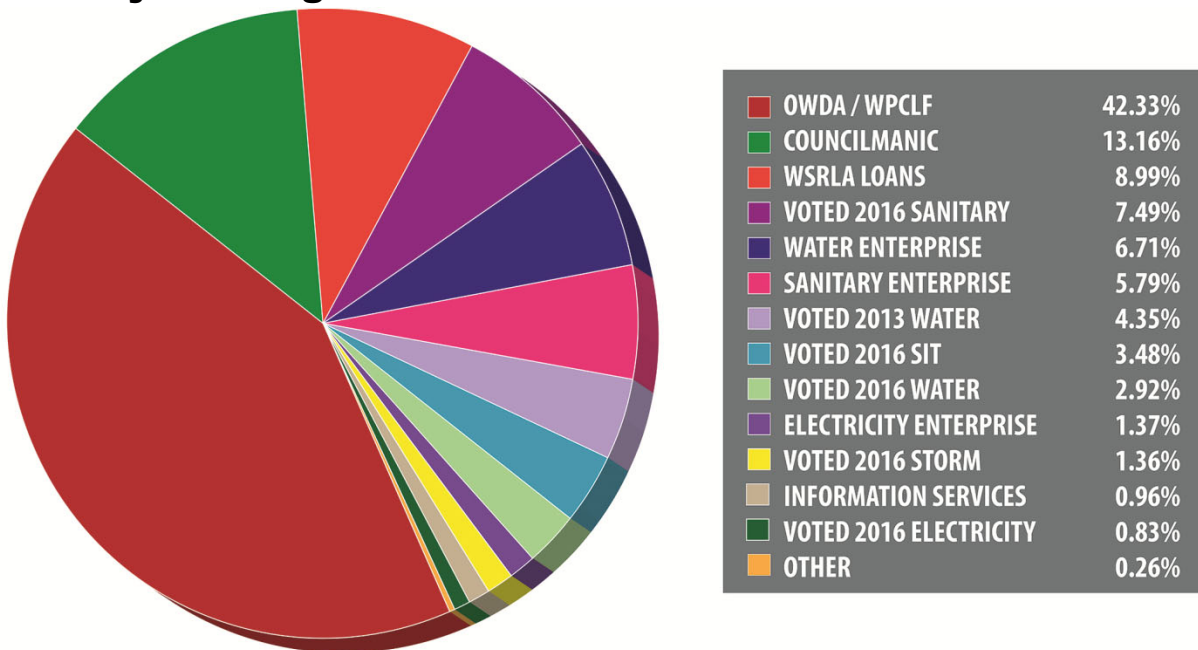
The administration intends to continue to review the proposed CIP through the end of the year. It is possible that adjustments to the proposed plan could occur to accommodate changes in priorities and financial assumptions.

# PROPOSED 2019-2024 CAPITAL IMPROVEMENTS PROGRAM

**CIP % by Division**



**CIP % by Funding Source**



## Capital Improvements Program

2019 - 2024 CAPITAL IMPROVEMENTS PROGRAM									
DEPARTMENT PROJECT	2019	2020	2021	2022	2023	2024	Total Budget	Funding Source	
<b>PUBLIC SAFETY</b>									
<b>POLICE</b>									
30-03 Police Facility Renovation	\$ -	\$ -	\$ -	\$ 1,680,000	\$ 1,680,000	\$ 1,680,000	\$ 5,040,000	Councilmanic SIT Supported	
30-03 Police Facility Renovation	1,680,000	1,680,000	1,680,000	-	-	-	5,040,000	Voted 2016 Debt SIT Supported	
Real Time Crime Center	1,000,000	-	-	-	-	-	1,000,000	Voted 2016 Debt SIT Supported	
<b>Subtotal - POLICE</b>	<b>\$ 2,680,000</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>\$ 11,080,000</b>		
<b>FIRE</b>									
30-04 Fire Facility Renovation	-	-	-	1,320,000	1,320,000	1,320,000	3,960,000	Councilmanic SIT Supported	
30-04 Fire Facility Renovation	1,320,000	1,320,000	1,320,000	-	-	-	3,960,000	Voted 2016 Debt SIT Supported	
Fire Apparatus Replacement - Medics	-	-	1,780,000	2,000,000	2,000,000	2,000,000	7,780,000	Councilmanic SIT Supported	
Fire Apparatus Replacement - Medics	2,000,000	2,000,000	220,000	-	-	-	4,220,000	Voted 2016 Debt SIT Supported	
Fire Apparatus Replacement - Platform Ladders	-	-	-	2,000,000	2,000,000	2,000,000	6,000,000	Councilmanic SIT Supported	
Fire Apparatus Replacement - Platform Ladders	2,000,000	2,000,000	2,000,000	-	-	-	6,000,000	Voted 2016 Debt SIT Supported	
Fire Apparatus Replacement - Engines	-	-	-	2,000,000	2,000,000	2,000,000	6,000,000	Councilmanic SIT Supported	
Fire Apparatus Replacement - Engines	2,000,000	2,000,000	2,000,000	-	-	-	6,000,000	Voted 2016 Debt SIT Supported	
Fire Station #16	4,680,000	-	-	-	-	-	4,680,000	Voted 2016 Debt SIT Supported	
<b>Subtotal - FIRE</b>	<b>\$ 12,000,000</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>\$ 48,600,000</b>		
<b>DEVELOPMENT</b>									
<b>DEVELOPMENT ADMINISTRATION</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 - DEVELOPMENT ADMINISTRATION</b>	<b>\$ 3,600,000</b>	<b>\$ 3,600,000</b>	<b>\$ 3,600,000</b>	<b>\$ 3,600,000</b>	<b>\$ 3,600,000</b>	<b>\$ 3,600,000</b>	<b>\$ 21,600,000</b>		
<b>FINANCE AND MANAGEMENT</b>									
<b>CONSTRUCTION MANAGEMENT</b>									
Facility Renovations - Project cost Allocation	600,000	600,000	600,000	600,000	600,000	600,000	3,600,000	Councilmanic SIT Supported	
Facility Renovations - Various	5,278,000	2,748,000	2,748,000	2,748,000	2,748,000	2,748,000	19,018,000	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	5,172,000	2,642,000	2,642,000	2,642,000	2,642,000	2,642,000	18,382,000	Councilmanic SIT Supported	
Municipal Court - Phased Renovations	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	13,200,000	Councilmanic SIT Supported	
<b>Subtotal - CONSTRUCTION MANAGEMENT</b>	<b>\$ 13,750,000</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>\$ 57,200,000</b>		
<b>FLEET MANAGEMENT</b>									
Fleet Automated Fuel Location Upgrades	100,000	100,000	100,000	100,000	100,000	100,000	600,000	Fleet Management (Unvoted)	
Fleet Equipment Replacement	100,000	100,000	100,000	100,000	100,000	100,000	600,000	Fleet Management (Unvoted)	
Fuel Tank Management	300,000	600,000	600,000	600,000	600,000	600,000	3,300,000	Fleet Management (Unvoted)	
Fleet Vehicle Pooling	300,000	-	-	-	-	-	300,000	Fleet Management (Unvoted)	
<b>Subtotal - FLEET MANAGEMENT</b>	<b>\$ 800,000</b>	<b>\$ 800,000</b>	<b>\$ 800,000</b>	<b>\$ 800,000</b>	<b>\$ 800,000</b>	<b>\$ 800,000</b>	<b>\$ 4,800,000</b>		
<b>TECHNOLOGY</b>									
<b>TECHNOLOGY ADMINISTRATION</b>									
47-02 Data Center Facility Upgrades	1,460,000	1,490,000	1,200,000	140,000	200,000	250,000	4,740,000	Information Services	
47-02 Disaster Recovery Project	100,000	-	325,000	100,000	-	-	525,000	Information Services	
47-02 Connectivity Project Fiber/Wireless	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000	Information Services	
47-02 CTSS Fiber Purchase B,C,D	-	900,000	-	1,000,000	-	1,500,000	3,400,000	Information Services	
47-02 Enterprise System Upgrades	425,000	400,000	375,000	1,000,000	650,000	1,300,000	4,150,000	Information Services	
Enterprise System Upgrades - Security Program	290,000	200,000	200,000	100,000	300,000	-	1,090,000	Information Services	
Enterprise System Upgrades - GIS	250,000	90,000	90,000	90,000	90,000	250,000	860,000	Information Services	
Enterprise System Upgrades - Applications	400,000	500,000	-	550,000	500,000	-	1,950,000	Information Services	
E-Gov Initiatives	100,000	450,000	-	250,000	250,000	-	1,050,000	Information Services	

2019 - 2024 CAPITAL IMPROVEMENTS PROGRAM (cont.)

DEPARTMENT PROJECT	2019	2020	2021	2022	2023	2024	Total Budget	Funding Source
Media Services Equipment and Infrastructure	200,000	50,000	-	150,000	25,000	50,000	475,000	Information Services
Network Improvements	430,000	400,000	400,000	630,000	600,000	1,700,000	4,160,000	Information Services
Data Management Services	-	520,000	-	-	-	500,000	1,020,000	Information Services
Telephony and IVR Infrastructure	930,000	545,000	300,000	500,000	830,000	1,200,000	4,305,000	Information Services
<b>Subtotal - TECHNOLOGY ADMINISTRATION</b>	<b>\$ 5,585,000</b>	<b>\$ 6,545,000</b>	<b>\$ 3,890,000</b>	<b>\$ 5,510,000</b>	<b>\$ 4,445,000</b>	<b>\$ 7,750,000</b>	<b>\$ 33,725,000</b>	
<b>RECREATION AND PARKS</b>								
51 Urban Infra - Rec & Parks	-	-	-	753,200	753,200	753,200	2,259,600	Councilmanic SIT Supported
51 Urban Infra - Rec & Parks	753,200	753,200	753,200	-	-	-	2,259,600	Voted 2016 Debt SIT Supported
51-01 Swimming Facilities	-	-	-	2,318,000	2,318,000	2,318,000	6,954,000	Councilmanic SIT Supported
51-01 Swimming Facilities	2,318,000	2,318,000	2,318,000	-	-	-	6,954,000	Voted 2016 Debt SIT Supported
HVAC Improvements - Various Facilities	-	-	3,150,000	3,150,000	3,150,000	3,150,000	12,600,000	Councilmanic SIT Supported
HVAC Improvements - Various Facilities	3,150,000	3,150,000	-	-	-	-	6,300,000	Voted 2016 Debt SIT Supported
Street Trees - Green Initiative	-	-	-	400,000	400,000	400,000	1,200,000	Councilmanic SIT Supported
Street Trees - Green Initiative	400,000	400,000	400,000	-	-	-	1,200,000	Voted 2016 Debt SIT Supported
Maintenance Equipment - Parks	250,000	-	-	-	-	-	250,000	Voted 2016 Debt SIT Supported
Bikeway Trail Safety - General	-	-	-	433,800	433,800	433,800	1,301,400	Councilmanic SIT Supported
Bikeway Trail Safety - General	433,800	433,800	433,800	-	-	-	1,301,400	Voted 2016 Debt SIT Supported
51-01 Greenways Projects	-	-	1,279,600	3,000,000	3,000,000	3,000,000	10,279,600	Councilmanic SIT Supported
51-01 Greenways Projects	3,000,000	3,000,000	1,720,400	-	-	-	7,720,400	Voted 2016 Debt SIT Supported
Watercourse Bike Path Development & Connection Improvements	-	-	-	1,000,000	1,000,000	1,000,000	3,000,000	Councilmanic SIT Supported
Watercourse Bike Path Development & Connection Improvements	1,000,000	1,000,000	1,000,000	-	-	-	3,000,000	Voted 2016 Debt SIT Supported
51-01 Safe Playgrounds	500,000	-	-	-	-	-	500,000	Voted 2016 Debt SIT Supported
Renovation - Misc.	-	-	3,645,400	3,645,400	3,645,400	3,645,400	14,581,600	Councilmanic SIT Supported
Renovation - Misc.	1,545,400	3,645,400	-	-	-	-	5,190,800	Voted 2016 Debt SIT Supported
Renovation - Cost Allocation	-	-	-	440,000	440,000	440,000	1,320,000	Councilmanic SIT Supported
Renovation - Cost Allocation	440,000	440,000	440,000	-	-	-	1,320,000	Voted 2016 Debt SIT Supported
Hard Surface Improvements	800,000	-	-	-	-	-	800,000	Voted 2016 Debt SIT Supported
Roof Improvements	800,000	-	-	-	-	-	800,000	Voted 2016 Debt SIT Supported
New Development - Misc.	-	-	-	1,011,200	1,011,200	1,011,200	3,033,600	Councilmanic SIT Supported
New Development - Misc.	661,200	1,011,200	1,011,200	-	-	-	2,683,600	Voted 2016 Debt SIT Supported
New Development - Cost Allocation	-	-	-	250,000	250,000	250,000	750,000	Councilmanic SIT Supported
New Development - Cost Allocation	250,000	250,000	250,000	-	-	-	750,000	Voted 2016 Debt SIT Supported
Blueways Development	100,000	-	-	-	-	-	100,000	Voted 2016 Debt SIT Supported
Acquisition - Misc.	-	-	-	1,742,400	1,742,400	1,742,400	5,227,200	Councilmanic SIT Supported
Acquisition - Misc.	1,742,400	1,742,400	1,742,400	-	-	-	5,227,200	Voted 2016 Debt SIT Supported
Acquisition - Cost Allocation	-	-	-	80,000	80,000	80,000	240,000	Councilmanic SIT Supported
Acquisition - Cost Allocation	80,000	80,000	80,000	-	-	-	240,000	Voted 2016 Debt SIT Supported
Small Capital Improvements - Cost Allocation	-	-	-	70,000	70,000	70,000	210,000	Councilmanic SIT Supported
Small Capital Improvements - Cost Allocation	70,000	70,000	70,000	-	-	-	210,000	Voted 2016 Debt SIT Supported
Small Capital Improvements - Golf Misc.	-	-	-	762,300	762,300	762,300	2,286,900	Councilmanic SIT Supported
Small Capital Improvements - Golf Misc.	762,300	762,300	762,300	-	-	-	2,286,900	Voted 2016 Debt SIT Supported
Small Capital Improvements - Sports Misc.	-	-	-	518,364	518,364	518,364	1,555,092	Councilmanic SIT Supported
Small Capital Improvements - Sports Misc.	518,364	518,364	518,364	-	-	-	1,555,092	Voted 2016 Debt SIT Supported
Small Capital Improvements - Permits Misc.	-	-	-	243,936	243,936	243,936	731,808	Councilmanic SIT Supported
Small Capital Improvements - Permits Misc.	243,936	243,936	243,936	-	-	-	731,808	Voted 2016 Debt SIT Supported
Large Scale Capital Improvements - Misc.	-	-	-	1,089,000	1,089,000	1,089,000	3,267,000	Councilmanic SIT Supported
Large Scale Capital Improvements - Misc.	1,089,000	1,089,000	1,089,000	-	-	-	3,267,000	Voted 2016 Debt SIT Supported
Large Scale Capital Improvements - Cost Allocation	-	-	-	50,000	50,000	50,000	150,000	Councilmanic SIT Supported
Large Scale Capital Improvements - Cost Allocation	50,000	50,000	50,000	-	-	-	150,000	Voted 2016 Debt SIT Supported
Emergency Repair - Misc.	-	-	-	1,089,000	1,089,000	1,089,000	3,267,000	Councilmanic SIT Supported
Emergency Repair - Misc.	1,089,000	1,089,000	1,089,000	-	-	-	3,267,000	Voted 2016 Debt SIT Supported

# Capital Improvements Program

2019 - 2024 CAPITAL IMPROVEMENTS PROGRAM (cont.)									
DEPARTMENT PROJECT	2019	2020	2021	2022	2023	2024	Total Budget	Funding Source	
Emergency Repair - Cost Allocation	-	-	-	50,000	50,000	50,000	150,000	Councilmanic SIT Supported	
Emergency Repair - Cost Allocation	50,000	50,000	50,000	-	-	-	150,000	Voted 2016 Debt SIT Supported	
Quick Strike - Misc.	-	-	-	643,400	643,400	643,400	1,930,200	Councilmanic SIT Supported	
Quick Strike - Misc.	643,400	643,400	643,400	-	-	-	1,930,200	Voted 2016 Debt SIT Supported	
Quick Strike - Cost Allocation	-	-	-	40,000	40,000	40,000	120,000	Councilmanic SIT Supported	
Quick Strike - Cost Allocation	40,000	40,000	40,000	-	-	-	120,000	Voted 2016 Debt SIT Supported	
<b>Subtotal - RECREATION AND PARKS</b>	<b>\$ 22,780,000</b>	<b>\$ 22,780,000</b>	<b>\$ 22,780,000</b>	<b>\$ 22,780,000</b>	<b>\$ 22,780,000</b>	<b>\$ 22,780,000</b>	<b>\$ 136,680,000</b>		
<b>Public Service</b>									
<b>TRANSPORTATION</b>									
UIRF - Urban Infrastructure Recovery Fund (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	
UIRF - Mio Grogan Second Avenue Improvements	860,000	-	-	-	-	-	860,000	Councilmanic SIT Supported	
Street Equipment - Traffic Management	263,397	428,397	428,397	428,397	428,397	428,397	2,405,382	Councilmanic SIT Supported	
Street Equipment - Traffic Management	165,000	-	-	-	-	-	165,000	Voted 2016 Debt 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	
Intersection Improvements - James Road at Livingston Avenue	560,000	-	-	-	-	-	560,000	Councilmanic SIT Supported	
ADA Ramp Projects - 2018 General Engineering	250,000	-	-	-	-	-	250,000	Voted 2016 Debt SIT Supported	
Alley Rehabilitation - Misc.	850,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	8,350,000	Councilmanic SIT Supported	
Alley Rehabilitation - Misc.	1,500,000	-	-	-	-	-	1,500,000	Voted 2016 Debt SIT Supported	
Roadway Improvements - SCMRP reimbursements	-	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	12,750,000	Councilmanic SIT Supported	
Roadway Improvements - SCMRP reimbursements	2,550,000	-	-	-	-	-	2,550,000	Voted 2016 Debt SIT Supported	
Roadway Improvements - Utility Relocation Reimbursements	-	100,000	100,000	100,000	100,000	100,000	500,000	Councilmanic SIT Supported	
Roadway Improvements - Utility Relocation Reimbursements	100,000	-	-	-	-	-	100,000	Voted 2016 Debt SIT Supported	
Roadway Improvements - Miscellaneous Construction Inspection	-	100,000	100,000	100,000	100,000	100,000	500,000	Councilmanic SIT Supported	
Roadway Improvements - Miscellaneous Construction Inspection	100,000	-	-	-	-	-	100,000	Voted 2016 Debt SIT Supported	
Roadway Improvements - Miscellaneous Right of Way Acquisition	-	100,000	100,000	100,000	100,000	100,000	500,000	Councilmanic SIT Supported	
Roadway Improvements - Miscellaneous Right of Way Acquisition	100,000	-	-	-	-	-	100,000	Voted 2016 Debt SIT Supported	
Roadway Improvements - Lazelle Road Phase C	1,300,000	-	-	-	-	-	1,300,000	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	1,500,000	-	-	-	-	-	1,500,000	Voted 2016 Debt SIT Supported	
Resurfacing - Resurfacing Projects	560,160	18,095,700	18,450,000	18,450,000	18,450,000	18,450,000	92,455,860	Councilmanic SIT Supported	
Resurfacing - Resurfacing Projects	11,040,000	-	-	-	-	-	11,040,000	Voted 2016 Debt SIT Supported	
Resurfacing -- West Broad Street Urban Paving (PID 86645)	57,000	-	-	-	-	-	57,000	Councilmanic SIT Supported	
Resurfacing -- West Broad Street Urban Paving (PID 86645)	930,000	-	-	-	-	-	930,000	Voted 2016 Debt SIT Supported	
Resurfacing - Asset Management	1,500,000	-	-	-	-	-	1,500,000	Voted 2016 Debt SIT Supported	
Resurfacing - Resurfacing Coordination with future DPU projects	2,500,000	-	-	-	-	-	2,500,000	Voted 2016 Debt SIT Supported	
Resurfacing - Urban Paving-FRA 23-18.53 (Morse Rd and High St)	423,540	-	-	-	-	-	423,540	Councilmanic SIT Supported	
Resurfacing - Urban Paving-FRA 23-18.53 (Morse Rd and High St)	480,000	-	-	-	-	-	480,000	Voted 2016 Debt SIT Supported	
Resurfacing-Urban Paving-FRA 62-12.44 (Town St/Glenwood Av/Rich St)	274,300	354,300	-	-	-	-	628,600	Councilmanic SIT Supported	
Resurfacing-Urban Paving-FRA 62-12.44 (Town St/Glenwood Av/Rich St)	130,000	-	-	-	-	-	130,000	Voted 2016 Debt SIT Supported	
Resurfacing-Urban Paving-FRA 62DC-1.61 (Town St)	80,000	-	-	-	-	-	80,000	Councilmanic SIT Supported	
Resurfacing - In House Design Right of Way Fund	-	50,000	50,000	50,000	50,000	50,000	250,000	Councilmanic SIT Supported	
Resurfacing - In House Design Right of Way Fund	50,000	-	-	-	-	-	50,000	Voted 2016 Debt SIT Supported	
Resurfacing - Urban Paving - FRA-62-8.53 (Harrisburg Pike)	100,000	-	-	-	-	-	100,000	Councilmanic SIT Supported	
Resurfacing - Urban Paving - FRA33-4.27 Riverside Drive (Martin Rd to River Park Rd)	120,000	-	-	-	-	-	120,000	Voted 2016 Debt SIT Supported	
Bridge Rehabilitation - General Engineering Bridges	-	300,000	-	300,000	-	-	600,000	Councilmanic SIT Supported	
Bridge Rehabilitation - Annual Citywide Contract	1,500,000	1,751,393	3,371,393	3,071,393	3,371,393	3,371,393	16,436,965	Councilmanic SIT Supported	
Bridge Rehabilitation - SR 315 Median Barrier Wall - Contribution to OhioHealth Project	951,393	-	-	-	-	-	951,393	Councilmanic SIT Supported	
Bridge Rehabilitation - Lehman Road Bridge Replacement	10,000	1,320,000	-	-	-	-	1,330,000	Councilmanic SIT Supported	
Bridge Rehabilitation - Calumet St. (o) Glen Echo Fence	50,000	-	-	-	-	-	50,000	Councilmanic SIT Supported	
Housing Initiatives - Roadway	1,600,000	800,000	800,000	800,000	800,000	800,000	5,600,000	Councilmanic SIT Supported	
Bikeway Development	-	1,689,700	-	1,900,000	1,900,000	1,900,000	7,389,700	Councilmanic SIT Supported	
Bikeway Development - Bikeway Resurfacing Contributions	67,000	100,000	100,000	100,000	100,000	100,000	567,000	Councilmanic SIT Supported	
Bikeway Development - Norton Road Shared Use Path	655,000	-	-	-	-	-	655,000	Councilmanic SIT Supported	

2019 - 2024 CAPITAL IMPROVEMENTS PROGRAM (cont.)

DEPARTMENT PROJECT	2019	2020	2021	2022	2023	2024	Total Budget	Funding Source
Bikeway Development - Olentangy River Rd SUP-N Broadway to Garrett	-	51,900	605,500	-	-	-	657,400	Councilmanic SIT Supported
Bikeway Development-Refugee Rd over Big Walnut Creek Shared Use Path	750,000	-	-	-	-	-	750,000	Councilmanic SIT Supported
Bikeway Development - Trabue Rd Renner Rd SUP	528,000	158,400	1,294,500	-	-	-	1,980,900	Councilmanic SIT Supported
59-04 School Flashers	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	4,750,000	Councilmanic SIT Supported
Traffic Signal Installation - Commodities	950,000	-	-	-	-	-	950,000	Voted 2016 Debt SIT Supported
Sign Upgrading/Streetname Signs - Commodities	-	325,000	325,000	325,000	325,000	325,000	1,625,000	Councilmanic SIT Supported
Sign Upgrading/Streetname Signs - Commodities	325,000	-	-	-	-	-	325,000	Voted 2016 Debt 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	217,082	-	200,000	3,500,000	3,500,000	3,500,000	10,917,082	Councilmanic SIT Supported
Pedestrian Safety Improvement - Sidewalk Replacement (Tree Root)	650,000	600,000	500,000	500,000	500,000	500,000	3,250,000	Councilmanic SIT Supported
Pedestrian Safety Improvements - Sidewalk Design III	195,737	-	-	-	-	-	195,737	Councilmanic SIT Supported
Pedestrian Safety Improvements - Refugee Road - Winchester Pk to Hamilton Road	833,628	-	-	-	-	-	833,628	Councilmanic SIT Supported
Pedestrian Safety Improvements - Third Avenue Sidewalks	550,000	-	-	-	-	-	550,000	Councilmanic SIT Supported
Pedestrian Safety Improvements - Kingsford Road Sidewalks	120,000	261,899	-	-	-	-	381,899	Councilmanic SIT Supported
Pedestrian Safety Improvements - Worthington Woods Boulevard Sidewalks	144,000	1,423,537	-	-	-	-	1,567,537	Councilmanic SIT Supported
Pedestrian Safety Improvements-Maize Road Sidewalks	254,263	84,754	988,800	-	-	-	1,327,817	Councilmanic SIT Supported
SRTS Toronto Street Sidewalks	25,000	-	-	-	-	-	25,000	Councilmanic SIT Supported
Pedestrian Safety - Courtright Rd Sidewalks	369,630	123,210	390,400	-	-	-	883,240	Councilmanic SIT Supported
Pedestrian Safety - Godown Rd Sidewalks - West Case Rd to Bethel Rd	297,400	89,220	1,040,900	-	-	-	1,427,520	Councilmanic SIT Supported
Pedestrian Safety -Walford St and Sharbot Dr Sidewalks	226,260	50,280	879,900	-	-	-	1,156,440	Councilmanic SIT Supported
Pedestrian Safety Improvements-Maple Canyon Avenue Sidewalks	117,000	1,367,100	-	-	-	-	1,484,100	Councilmanic SIT Supported
<b>Subtotal - TRANSPORTATION</b>	<b>\$ 48,910,000</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>\$ 268,435,000</b>	
<b>REFUSE COLLECTION</b>								
59-02 Mechanized Collection Equipment	-	4,930,000	4,930,000	4,930,000	4,930,000	4,930,000	24,650,000	Councilmanic SIT Supported
59-02 Mechanized Collection Equipment	4,930,000	-	-	-	-	-	4,930,000	Voted 2016 Debt SIT Supported
Alum Creek Remediation - Facility Improvements	-	100,000	100,000	100,000	100,000	100,000	500,000	Councilmanic SIT Supported
Alum Creek Remediation - Facility Improvements	100,000	-	-	-	-	-	100,000	Voted 2016 Debt SIT Supported
Mechanized Collection Equipment - Containers	-	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000	5,250,000	Councilmanic SIT Supported
Mechanized Collection Equipment - Containers	1,050,000	-	-	-	-	-	1,050,000	Voted 2016 Debt SIT Supported
<b>Subtotal - REFUSE COLLECTION</b>	<b>\$ 6,080,000</b>	<b>\$ 6,080,000</b>	<b>\$ 6,080,000</b>	<b>\$ 6,080,000</b>	<b>\$ 6,080,000</b>	<b>\$ 6,080,000</b>	<b>\$ 36,480,000</b>	
<b>Public Utilities</b>								
<b>STORM SEWER</b>								
Fountain Square Stormwater System Improvements	4,000,000	-	-	-	-	-	4,000,000	WPCLF/OWDA
Storm Sewer Large Diameter Condition Assessment Phase 1	1,500,000	-	-	-	-	-	1,500,000	Voted 2016 Debt - Storm
General Construction Contract (Storm)	-	-	-	-	-	1,150,000	1,150,000	Storm Sewer Enterprise (Unvoted)
General Construction Contract (Storm)	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	-	5,750,000	Voted 2016 Debt - Storm
Storm Sewer Large Diameter Condition Assessment Phase 2	-	1,500,000	-	-	-	-	1,500,000	Voted 2016 Debt - Storm
Storm Sewer Large Diameter Condition Assessment Phase 4	-	-	-	1,500,000	1,500,000	-	3,000,000	Voted 2016 Debt - Storm
Storm Sewer Large Diameter Condition Assessment Phase 6	-	-	-	-	-	1,500,000	1,500,000	Storm Sewer Enterprise (Unvoted)
60-15 Petzinger Rd Stormwater Imps	150,000	-	-	-	-	-	150,000	Voted 2016 Debt - Storm
60-15 Petzinger Rd Stormwater Imps	-	1,100,000	-	-	-	-	1,100,000	WPCLF/OWDA
2021 General Engineering Svcs. - Storm	400,000	400,000	-	-	-	-	800,000	Voted 2016 Debt - Storm
2022 General Engineering Svcs. - Storm	-	-	400,000	400,000	400,000	400,000	1,600,000	Voted 2016 Debt - Storm
60-15 Linworth Rd/Meeklynn Dr Storm Sewer	150,000	-	-	-	-	-	150,000	Voted 2016 Debt - Storm
60-15 Linworth Rd/Meeklynn Dr Storm Sewer	1,000,000	-	-	-	-	-	1,000,000	WPCLF/OWDA
Linden Neighborhood Stormwater System Improvements Phase 2	150,000	-	-	-	-	-	150,000	Voted 2016 Debt - Storm
Linden Neighborhood Stormwater System Improvements Phase 2	1,000,000	-	-	-	-	-	1,000,000	WPCLF/OWDA
Summit View Detention Basin Modifications	650,000	-	-	-	-	-	650,000	WPCLF/OWDA
Detention Basin Modifications III	100,000	-	100,000	-	-	-	200,000	Voted 2016 Debt - Storm
Detention Basin Modifications III	-	-	650,000	-	-	-	650,000	WPCLF/OWDA
Detention Basin Modifications IV	-	-	100,000	100,000	-	-	200,000	Voted 2016 Debt - Storm
Detention Basin Modifications IV	-	-	-	650,000	-	-	650,000	WPCLF/OWDA



## Capital Improvements Program

2019 - 2024 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2019	2020	2021	2022	2023	2024	Total Budget	Funding Source
Detention Basin Modifications V	-	-	-	100,000	100,000	-	200,000	Voted 2016 Debt - Storm
Detention Basin Modifications V	-	-	-	-	650,000	-	650,000	WPCLF/OWDA
Detention Basin Modifications VI	-	-	-	-	100,000	100,000	200,000	Voted 2016 Debt - Storm
Detention Basin Modifications VI	-	-	-	-	-	650,000	650,000	WPCLF/OWDA
Olde Beechwood Area Stormwater System Improvements	380,000	-	-	-	-	-	380,000	Voted 2016 Debt - Storm
Olde Beechwood Area Stormwater System Improvements	2,500,000	-	-	-	-	-	2,500,000	WPCLF/OWDA
Franklinton Area Stormwater System Improvements	2,000,000	-	5,000,000	2,000,000	-	-	9,000,000	Voted 2016 Debt - Storm
Franklinton Area Stormwater System Improvements	-	-	-	15,000,000	-	-	15,000,000	WPCLF/OWDA
Holt Avenue / Somersworth Drive Stormwater System Improvements	1,000,000	-	-	-	-	-	1,000,000	WPCLF/OWDA
Holton Park and Eureka Avenue Green Infrastructure Improvements	65,000	-	-	-	-	-	65,000	Voted 2016 Debt - Storm
Holton Park and Eureka Avenue Green Infrastructure Improvements	400,000	-	-	-	-	-	400,000	WPCLF/OWDA
ST-21, ST-22, ST-23 Improvements	1,500,000	150,000	-	3,000,000	-	-	4,650,000	Voted 2016 Debt - Storm
ST-21, ST-22, ST-23 Improvements	-	-	-	-	20,000,000	-	20,000,000	WPCLF/OWDA
Stormwater Strategic Plan, Phase 2	150,000	150,000	150,000	-	-	-	450,000	Voted 2016 Debt - Storm
Central Avenue Underpass Stormwater System Improvements	180,000	-	-	-	-	-	180,000	Voted 2016 Debt - Storm
Central Avenue Underpass Stormwater System Improvements	1,257,000	-	-	-	-	-	1,257,000	WPCLF/OWDA
SMOC SCADA Modernization at Remote Stormwater Facilities	1,350,000	450,000	-	-	-	-	1,800,000	Voted 2016 Debt - Storm
SMOC SCADA Modernization at Remote Stormwater Facilities	-	3,000,000	-	-	-	-	3,000,000	WPCLF/OWDA
Krieger Court Stormwater Improvements	400,000	100,000	375,000	-	-	-	875,000	Voted 2016 Debt - Storm
Krieger Court Stormwater Improvements	-	-	2,500,000	-	-	-	2,500,000	WPCLF/OWDA
Tw in Lakes Upper Dam and Greenlaw n Low Head Dam Improvements	195,000	2,530,000	-	-	-	-	2,725,000	Voted 2016 Debt - Storm
Barnett Road Stormwater Improvements Project	200,000	-	25,000	110,000	-	-	335,000	Voted 2016 Debt - Storm
Barnett Road Stormwater Improvements Project	-	-	-	1,100,000	-	-	1,100,000	WPCLF/OWDA
Storm Sewer Assessment - North Linden 2 Blueprint Area	-	-	2,000,000	-	-	-	2,000,000	Voted 2016 Debt - Storm
Storm Sewer Assessment - Hilltop 2 Blueprint Area	-	2,000,000	-	-	2,000,000	-	4,000,000	Voted 2016 Debt - Storm
Storm Sewer Assessment - James Livingston 5 Blueprint Area	2,000,000	-	-	-	-	-	2,000,000	Voted 2016 Debt - Storm
Storm Sewer Assessment - James Livingston 3 Blueprint Area	-	-	-	-	-	1,365,000	1,365,000	Storm Sewer Enterprise (Unvoted)
Storm Sewer Assessment - James Livingston 3 Blueprint Area	-	-	-	2,000,000	-	-	2,000,000	Voted 2016 Debt - Storm
Storm Sewer Assessment - James Livingston 2	-	-	-	-	-	480,000	480,000	Storm Sewer Enterprise (Unvoted)
Storm Sewer Assessment - James Livingston 2	-	-	-	-	155,000	-	155,000	Voted 2016 Debt - Storm
Storm Sewer Assessment - Plum Ridge Blueprint Area	-	-	500,000	-	-	-	500,000	Voted 2016 Debt - Storm
Bethel Road Culvert Rehabilitation Project	450,000	-	-	-	-	-	450,000	WPCLF/OWDA
Cooke Rd. Culvert Improvements Project	200,000	210,000	65,000	-	-	-	475,000	Voted 2016 Debt - Storm
Cooke Rd. Culvert Improvements Project	-	-	650,000	-	-	-	650,000	WPCLF/OWDA
FRA-70 Pump Station ST-8 Rehab	450,000	-	-	-	-	-	450,000	Voted 2016 Debt - Storm
<b>Subtotal - STORM SEWER</b>	<b>\$ 24,927,000</b>	<b>\$ 12,740,000</b>	<b>\$ 13,665,000</b>	<b>\$ 27,110,000</b>	<b>\$ 26,055,000</b>	<b>\$ 5,645,000</b>	<b>\$ 110,142,000</b>	
<b>SANITARY SEWERS</b>								
Real Time Control - Alum Creek Storm Tanks	127,500	-	-	-	-	-	127,500	Voted 2016 Debt - Sanitary Sewer
Real Time Control - Alum Creek Storm Tanks	1,000,000	-	-	-	-	-	1,000,000	WPCLF/OWDA
Real Time Control - Sewer System Optimization	425,000	-	-	-	-	-	425,000	Voted 2016 Debt - Sanitary Sewer
DOSD Security & Emergency Preparedness	85,000	-	-	-	-	-	85,000	Voted 2016 Debt - Sanitary Sewer
SSES Overall Engineering Consultant (OEC) Services	-	-	-	300,000	300,000	300,000	900,000	Sanitary Sewer Enterprise (Unvoted)
SSES Overall Engineering Consultant (OEC) Services	255,000	255,000	300,000	-	-	-	810,000	Voted 2016 Debt - Sanitary Sewer
Big Walnut Sanitary Trunk Extension, Phase 2	-	-	-	1,000,000	-	-	1,000,000	Sanitary Sewer Enterprise (Unvoted)
Big Walnut Sanitary Trunk Extension, Phase 2	850,000	-	1,000,000	-	-	-	1,850,000	Voted 2016 Debt - Sanitary Sewer
Big Walnut Sanitary Trunk Extension, Phase 2	-	-	68,200,000	-	-	-	68,200,000	WPCLF/OWDA
Central College Subtrunk Extension Phase 3	-	30,000,000	-	-	-	-	30,000,000	WPCLF/OWDA
Big Walnut Trunk Extension Phase 2 - Construction Management	-	-	-	3,000,000	-	-	3,000,000	Sanitary Sewer Enterprise (Unvoted)
Big Walnut Trunk Extension Phase 2 - Construction Management	-	4,250,000	-	-	-	-	4,250,000	Voted 2016 Debt - Sanitary Sewer
Central College Subtrunk Extension Phase 3 - Construction Management	3,187,500	-	-	-	-	-	3,187,500	Voted 2016 Debt - Sanitary Sewer
60-05 Blacklick Creek Interceptor	212,500	-	-	-	-	-	212,500	Voted 2016 Debt - Sanitary Sewer
60-05 Blacklick Creek Sanitary Interceptor Sewer CA/CI	3,400,000	1,700,000	-	-	-	-	5,100,000	Voted 2016 Debt - Sanitary Sewer
60-05 Blacklick Creek Interceptor Air Quality Facility Improvements	-	297,500	350,000	-	-	-	647,500	Voted 2016 Debt - Sanitary Sewer
60-05 Blacklick Creek Interceptor Air Quality Facility Improvements	-	-	3,500,000	-	-	-	3,500,000	WPCLF/OWDA

2019 - 2024 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2019	2020	2021	2022	2023	2024	Total Budget	Funding Source
60-05 Rocky Fork-Blacklick Connector Sewer	-	-	-	-	-	3,600,000	3,600,000	Sanitary Sewer Enterprise (Unvoted)
60-05 General Engineering Svcs Contract	-	-	-	200,000	200,000	200,000	600,000	Sanitary Sewer Enterprise (Unvoted)
60-05 General Engineering Svcs Contract	170,000	170,000	200,000	-	-	-	540,000	Voted 2016 Debt - Sanitary Sewer
DOSD Roof Replacements, No. 2	2,690,250	2,690,250	3,125,000	2,380,000	-	-	10,885,500	Voted 2016 Debt - Sanitary Sewer
DOSD Roof Replacements, No. 3	-	-	-	250,000	2,600,000	2,600,000	5,450,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP Digester Improvements	-	-	-	2,365,000	3,311,000	4,300,000	9,976,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP Biosolids Land Application Improvements	1,040,400	-	-	-	-	-	1,040,400	Voted 2016 Debt - Sanitary Sewer
JPWWTP Biosolids Land Application Improvements	15,300,000	-	-	-	-	-	15,300,000	WPCLF/OWDA
JPWWTP, Support Facilities	-	-	-	-	-	284,000	284,000	Sanitary Sewer Enterprise (Unvoted)
Jackson Pike WWTP Aeration Optimization	-	-	-	-	-	2,640,000	2,640,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP Sludge Dewatering Improvements	-	-	-	-	1,045,000	1,463,000	2,508,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP Cogeneration Facility	-	2,595,560	-	-	-	-	2,595,560	Voted 2016 Debt - Sanitary Sewer
JPWWTP Cogeneration Facility	-	20,911,854	-	-	-	-	20,911,854	WPCLF/OWDA
JPWWTP Screening Improvements	467,500	654,500	1,000,000	880,000	-	-	3,002,000	Voted 2016 Debt - Sanitary Sewer
JPWWTP Screening Improvements	-	-	-	10,000,000	-	-	10,000,000	WPCLF/OWDA
JPWWTP Power Monitoring System	-	-	-	-	128,000	180,000	308,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP Power Monitoring System	-	-	-	-	-	1,000,000	1,000,000	WPCLF/OWDA
6005 Facilities & Equip Upgrade for WSST	1,122,000	-	-	-	-	-	1,122,000	Voted 2016 Debt - Sanitary Sewer
6005 Facilities & Equip Upgrade for WSST	12,000,000	-	-	-	-	-	12,000,000	WPCLF/OWDA
Whittier Street Storm Tanks, Part 2	-	-	-	-	2,100,000	12,100,000	14,200,000	Sanitary Sewer Enterprise (Unvoted)
Short Circuit, Coordination, and Arc Flash Studies #1	850,000	425,000	500,000	500,000	-	-	2,275,000	Voted 2016 Debt - Sanitary Sewer
DPJ General Engineering Consultant Services (GEC) #3	425,000	425,000	-	-	-	-	850,000	Voted 2016 Debt - Sanitary Sewer
DPJ General Engineering Consultant Services (GEC) #4	425,000	425,000	500,000	500,000	-	-	1,850,000	Voted 2016 Debt - Sanitary Sewer
DPJ General Engineering Consultant Services (GEC) #5	-	-	-	500,000	500,000	500,000	1,500,000	Sanitary Sewer Enterprise (Unvoted)
DPJ General Engineering Consultant Services (GEC) #5	-	-	500,000	-	-	-	500,000	Voted 2016 Debt - Sanitary Sewer
DPJ General Engineering Consultant Services (GEC) #6	-	-	-	-	500,000	500,000	1,000,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP Small Capital Projects	-	-	-	1,100,000	1,100,000	1,100,000	3,300,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP Small Capital Projects	143,992	935,000	1,100,000	-	-	-	2,178,992	Voted 2016 Debt - Sanitary Sewer
JPWWTP FIBER OPTIC INSTALLATION	365,500	-	-	-	-	-	365,500	Voted 2016 Debt - Sanitary Sewer
JPWWTP Digester Gas Piping Replacement	474,300	-	-	-	-	-	474,300	Voted 2016 Debt - Sanitary Sewer
JPWWTP DC2 HVAC Replacement	425,508	-	-	-	-	-	425,508	Voted 2016 Debt - Sanitary Sewer
SWWTP Small Capital Projects	-	-	-	1,100,000	1,100,000	1,100,000	3,300,000	Sanitary Sewer Enterprise (Unvoted)
SWWTP Small Capital Projects	680,000	935,000	1,100,000	-	-	-	2,715,000	Voted 2016 Debt - Sanitary Sewer
SWWTP Building Heating Improvements - Boiler Revisions (RFP 011A)	3,355,122	-	-	-	-	-	3,355,122	Voted 2016 Debt - Sanitary Sewer
SWWTP Boiler System Operational Improvements (S81 Boiler TSFs) (RFP 015)	1,180,115	-	-	-	-	-	1,180,115	Voted 2016 Debt - Sanitary Sewer
SWWTP Service Drive Lighting Improvements	255,000	-	-	-	-	-	255,000	Voted 2016 Debt - Sanitary Sewer
Fairwood Building Facilities Small Capital Projects	-	-	-	350,000	350,000	350,000	1,050,000	Sanitary Sewer Enterprise (Unvoted)
Fairwood Building Facilities Small Capital Projects	297,500	297,500	350,000	-	-	-	945,000	Voted 2016 Debt - Sanitary Sewer
Fairwood Facility Methane Detector Replacement	170,000	-	-	-	-	-	170,000	Voted 2016 Debt - Sanitary Sewer
WWTFs Professional Construction Management Services #2	297,500	297,500	350,000	-	-	-	945,000	Voted 2016 Debt - Sanitary Sewer
WWTFs Professional Construction Management Services #3	-	-	-	737,000	737,000	737,000	2,211,000	Sanitary Sewer Enterprise (Unvoted)
DOSD HVAC and Air Purification System Replacements, No. 1	2,295,000	2,295,000	2,600,000	2,400,000	-	-	9,590,000	Voted 2016 Debt - Sanitary Sewer
DOSD HVAC and Air Purification System Replacements, No. 2	-	-	-	300,000	2,600,000	2,600,000	5,500,000	Sanitary Sewer Enterprise (Unvoted)
Land Acquisition	-	-	-	7,500,000	-	-	7,500,000	Sanitary Sewer Enterprise (Unvoted)
DPJ Hazardous Energy Control	-	-	-	50,000	50,000	-	100,000	Sanitary Sewer Enterprise (Unvoted)
DPJ Hazardous Energy Control	42,500	170,000	50,000	-	-	-	262,500	Voted 2016 Debt - Sanitary Sewer
WWTFs Instrumentation and Control (I&C) Integration and Programming Part 2	425,000	425,000	500,000	-	-	-	1,350,000	Voted 2016 Debt - Sanitary Sewer
WWTFs Instrumentation and Control (I&C) Integration and Programming #3	-	-	-	500,000	500,000	500,000	1,500,000	Sanitary Sewer Enterprise (Unvoted)
60-05 SWWTP Sludge Dewatering Improvements	-	-	-	-	1,045,000	3,363,000	4,408,000	Sanitary Sewer Enterprise (Unvoted)
SWWTP Digestion Process Expansion	1,522,350	-	-	-	-	-	1,522,350	Voted 2016 Debt - Sanitary Sewer
SWWTP Digestion Process Expansion	22,479,107	-	-	-	-	-	22,479,107	WPCLF/OWDA
SWWTP Cogeneration Facility	-	-	-	1,519,000	755,700	-	2,274,700	Sanitary Sewer Enterprise (Unvoted)
SWWTP Cogeneration Facility	-	-	-	-	8,582,538	-	8,582,538	WPCLF/OWDA
SWWTP Post Aeration Diffuser Replacement	605,200	300,900	-	-	-	-	906,100	Voted 2016 Debt - Sanitary Sewer
SWWTP Post Aeration Diffuser Replacement	-	4,022,000	-	-	-	-	4,022,000	WPCLF/OWDA

## Capital Improvements Program

2019 - 2024 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2019	2020	2021	2022	2023	2024	Total Budget	Funding Source
SWWTP Power Monitoring System	-	-	-	-	160,000	260,000	420,000	Sanitary Sewer Enterprise (Unvoted)
SWWTP Power Monitoring System	-	-	-	-	-	1,250,000	1,250,000	WPCLF/OWDA
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	1,609,900	1,609,900	1,894,000	-	-	-	5,113,800	Voted 2016 Debt - Sanitary Sewer
60-05 SWWTP Chemically Enhanced Primary Treatment: Preliminary Treatment	-	-	-	-	-	-	1,110,200	Voted 2016 Debt - Sanitary Sewer
60-05 SWWTP Chemically Enhanced Primary Treatment (CEPT): Clarification	1,168,000	-	-	-	-	-	1,168,000	Voted 2016 Debt - Sanitary Sewer
60-05 SWWTP Chemically Enhanced Primary Treatment (CEPT): Disinfection	1,097,240	-	-	-	-	-	1,097,240	Voted 2016 Debt - Sanitary Sewer
SWWTP Aeration Optimization	-	-	-	-	-	3,960,000	3,960,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Compost Facility Odor Control Improvements	3,787,260	-	-	-	-	-	3,787,260	Voted 2016 Debt - Sanitary Sewer
60-05 Compost Facility Odor Control Improvements	23,700,000	-	-	-	-	-	23,700,000	WPCLF/OWDA
Compost Facility Odor Reduction Improvements - Part 2	-	-	-	-	1,851,800	-	1,851,800	Sanitary Sewer Enterprise (Unvoted)
Compost Facility Odor Reduction Improvements - Part 2	-	85,000	758,450	-	-	-	843,450	Voted 2016 Debt - Sanitary Sewer
Compost Facility Odor Reduction Improvements - Part 2	-	-	-	-	10,000,000	-	10,000,000	WPCLF/OWDA
2018 Annual Lining Contract	722,500	-	-	-	-	-	722,500	Voted 2016 Debt - Sanitary Sewer
2018 Annual Lining Contract	5,000,000	-	-	-	-	-	5,000,000	WPCLF/OWDA
2020 Annual Lining Contract	-	722,500	-	-	-	-	722,500	Voted 2016 Debt - Sanitary Sewer
2020 Annual Lining Contract	-	5,000,000	-	-	-	-	5,000,000	WPCLF/OWDA
2021 Annual Lining Contract	-	-	850,000	-	-	-	850,000	Voted 2016 Debt - Sanitary Sewer
2021 Annual Lining Contract	-	-	5,000,000	-	-	-	5,000,000	WPCLF/OWDA
2022 Annual Lining Contract	-	-	-	850,000	-	-	850,000	Sanitary Sewer Enterprise (Unvoted)
2022 Annual Lining Contract	-	-	-	5,000,000	-	-	5,000,000	WPCLF/OWDA
2023 Annual Lining Contract	-	-	-	-	850,000	-	850,000	Sanitary Sewer Enterprise (Unvoted)
2023 Annual Lining Contract	-	-	-	-	5,000,000	-	5,000,000	WPCLF/OWDA
2024 Annual Lining Contract	-	-	-	-	-	850,000	850,000	Sanitary Sewer Enterprise (Unvoted)
2024 Annual Lining Contract	-	-	-	-	-	5,000,000	5,000,000	WPCLF/OWDA
Cleveland Avenue Sanitary Sewer Extension	-	875,000	-	-	-	-	875,000	WPCLF/OWDA
Walnut Street Sanitary Sewer Extension	-	-	-	-	750,000	100,000	850,000	Sanitary Sewer Enterprise (Unvoted)
Sewer System Capacity Model update 2018	-	-	-	-	-	2,000,000	2,000,000	Sanitary Sewer Enterprise (Unvoted)
Sewer System Capacity Model update 2018	-	1,700,000	-	2,000,000	-	-	3,700,000	Voted 2016 Debt - Sanitary Sewer
Big Walnut Interceptor Lockbourne Subtrunk Canal Road Area	-	-	625,000	-	-	-	625,000	Voted 2016 Debt - Sanitary Sewer
Big Walnut Interceptor Lockbourne Subtrunk Canal Road Area	-	-	-	3,500,000	-	-	3,500,000	WPCLF/OWDA
Lockbourne Subtrunk Air Quality Improvements	408,000	-	-	-	-	-	408,000	Voted 2016 Debt - Sanitary Sewer
Lockbourne Subtrunk Air Quality Improvements	3,200,000	-	-	-	-	-	3,200,000	WPCLF/OWDA
Intermodal Sanitary Subtrunk Extension	-	-	20,000,000	-	-	-	20,000,000	WPCLF/OWDA
Rickenbacker Intermodal Sanitary Extension	637,500	-	625,000	-	-	-	1,262,500	Voted 2016 Debt - Sanitary Sewer
Rickenbacker Intermodal Sanitary Extension	-	-	-	3,500,000	-	-	3,500,000	WPCLF/OWDA
Intermodal Sanitary Subtrunk Extension - Construction Management	-	2,125,000	-	-	-	-	2,125,000	Voted 2016 Debt - Sanitary Sewer
Hayden Run Aerial Sewer Improvements	76,500	-	-	-	-	-	76,500	Voted 2016 Debt - Sanitary Sewer
Hayden Run Aerial Sewer Improvements	500,000	-	-	-	-	-	500,000	WPCLF/OWDA
Upper Scioto West Subtrunk, Hayden Run Area, West of Cosgray Rd	892,500	637,500	-	-	-	-	1,530,000	Voted 2016 Debt - Sanitary Sewer
Upper Scioto West Subtrunk, Hayden Run Area, West of Cosgray Rd	-	-	7,500,000	-	-	-	7,500,000	WPCLF/OWDA
DPJ Archive and Records Storage	327,250	799,000	5,000,000	-	-	-	6,126,250	Voted 2016 Debt - Sanitary Sewer
East Franklinton Phase 1	1,318,100	-	-	-	-	-	1,318,100	WPCLF/OWDA
East Franklinton Phase 3	-	170,000	-	-	-	-	170,000	Voted 2016 Debt - Sanitary Sewer
East Franklinton Phase 3	-	-	3,000,000	-	-	-	3,000,000	WPCLF/OWDA
Woodward Avenue Sanitary Sewers	525,000	-	-	-	-	-	525,000	WPCLF/OWDA
Ohio State University Area Utility Easement Project	318,750	-	-	-	-	-	318,750	Voted 2016 Debt - Sanitary Sewer
Franklin Main Interceptor Rehabilitation, Sec. 6	-	-	300,000	-	-	-	300,000	Voted 2016 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)	1,486,710	-	-	-	-	-	1,486,710	Voted 2016 Debt - Sanitary Sewer
60-05 Portage Grove Area Assessment	2,100,000	-	-	-	-	-	2,100,000	WPCLF/OWDA
Big Walnut Outfall Rehabilitation	-	1,105,000	50,000	-	-	-	1,155,000	Voted 2016 Debt - Sanitary Sewer
Big Walnut Outfall Rehabilitation	-	-	-	13,000,000	-	-	13,000,000	WPCLF/OWDA
Lower Olentangy River Ecosystem Restoration, Fifth Ave. Dam Removal	42,500	-	-	-	-	-	42,500	Voted 2016 Debt - Sanitary Sewer
Lower Olentangy Tunnel - Phase 1	4,695,400	-	-	-	-	-	4,695,400	Voted 2016 Debt - Sanitary Sewer

2019 - 2024 CAPITAL IMPROVEMENTS PROGRAM (cont.)

DEPARTMENT PROJECT	2019	2020	2021	2022	2023	2024	Total Budget	Funding Source
Lower Olentangy Tunnel - Phase 1	-	-	244,200,000	-	-	-	244,200,000	WPCLF/OWDA
Lower Olentangy Tunnel Construction Management	-	-	-	3,500,000	3,500,000	3,500,000	10,500,000	Sanitary Sewer Enterprise (Unvoted)
Lower Olentangy Tunnel Construction Management	-	6,800,000	3,500,000	-	-	-	10,300,000	Voted 2016 Debt - Sanitary Sewer
Large Diameter Sewer Rehabilitation - Alum Creek Trunk South Section/Deshler Tunnel	-	-	-	-	-	500,000	500,000	Sanitary Sewer Enterprise (Unvoted)
Large Diameter Sewer Rehabilitation - Alum Creek Trunk South Section/Deshler Tunnel	85,000	425,000	-	500,000	-	-	1,010,000	Voted 2016 Debt - Sanitary Sewer
Large Diameter Sewer Rehabilitation - Alum Creek Trunk South Section/Deshler Tunnel	-	5,000,000	-	5,000,000	-	5,000,000	15,000,000	WPCLF/OWDA
OSIS Large Diameter Sewer Rehabilitation	1,020,000	1,020,000	500,000	-	-	-	2,540,000	Voted 2016 Debt - Sanitary Sewer
OSIS Large Diameter Sewer Rehabilitation	-	-	5,000,000	-	-	-	5,000,000	WPCLF/OWDA
Center Large Diameter Rehabilitation	637,500	-	-	-	-	-	637,500	Voted 2016 Debt - Sanitary Sewer
Center Large Diameter Rehabilitation	5,000,000	-	-	-	-	-	5,000,000	WPCLF/OWDA
West Side Trunk Rehabilitation	340,000	637,500	-	-	-	-	977,500	Voted 2016 Debt - Sanitary Sewer
West Side Trunk Rehabilitation	-	5,000,000	-	-	-	-	5,000,000	WPCLF/OWDA
Large Diameter - Blacklick Creek Main Trunk	467,500	4,250,000	-	-	-	-	4,717,500	Voted 2016 Debt - Sanitary Sewer
Large Diameter - Blacklick Creek Main Trunk	-	5,000,000	-	-	-	-	5,000,000	WPCLF/OWDA
Large Diameter - Scioto Main Trunk	1,105,000	-	790,000	-	-	-	1,895,000	Voted 2016 Debt - Sanitary Sewer
Large Diameter - Scioto Main Trunk	-	-	5,300,000	-	-	-	5,300,000	WPCLF/OWDA
Near North & East Area Large Diameter Assessment	-	-	-	-	-	675,000	675,000	Sanitary Sewer Enterprise (Unvoted)
Near North & East Area Large Diameter Assessment	127,500	318,750	-	675,000	-	-	1,121,250	Voted 2016 Debt - Sanitary Sewer
Near North & East Area Large Diameter Assessment	-	2,500,000	-	4,750,000	-	4,750,000	12,000,000	WPCLF/OWDA
Alum Creek Trunk (Middle) Rehabilitation - Phase C	935,000	-	-	-	-	-	935,000	Voted 2016 Debt - Sanitary Sewer
Alum Creek Trunk (Middle) Rehabilitation - Phase C	7,000,000	-	-	-	-	-	7,000,000	WPCLF/OWDA
Brimfield Area Sanitary System Repair Project	1,300,000	-	-	-	-	-	1,300,000	WPCLF/OWDA
2019 General Construction Contract	1,955,000	-	-	-	-	-	1,955,000	Voted 2016 Debt - Sanitary Sewer
2020 General Construction Contract	-	1,955,000	-	-	-	-	1,955,000	Voted 2016 Debt - Sanitary Sewer
2021 General Construction Contract	-	-	2,300,000	-	-	-	2,300,000	Voted 2016 Debt - Sanitary Sewer
2022 General Construction Contract	-	-	-	2,300,000	-	-	2,300,000	Sanitary Sewer Enterprise (Unvoted)
2023 General Construction Contract	-	-	-	-	2,300,000	-	2,300,000	Sanitary Sewer Enterprise (Unvoted)
2024 General Construction Contract	-	-	-	-	-	2,300,000	2,300,000	Sanitary Sewer Enterprise (Unvoted)
Third Avenue CSO Increased Capture and Green Infrastructure	3,015,000	-	-	-	-	-	3,015,000	WPCLF/OWDA
Moler Street Overflow Intercepting Sewer	-	247,095	2,092,722	-	-	-	2,339,817	Voted 2016 Debt - Sanitary Sewer
Moler Street Overflow Intercepting Sewer	-	-	13,951,480	-	-	-	13,951,480	WPCLF/OWDA
Third Ave Relief Sewer, Phase 3	561,000	-	-	-	-	-	561,000	Voted 2016 Debt - Sanitary Sewer
Third Ave Relief Sewer, Phase 3	3,000,000	-	-	-	-	-	3,000,000	WPCLF/OWDA
SMOC SCADA Modernization at Remote Sanitary Facilities	1,105,000	319,430	-	-	-	-	1,424,430	Voted 2016 Debt - Sanitary Sewer
SMOC SCADA Modernization at Remote Sanitary Facilities	-	2,500,000	-	-	-	-	2,500,000	WPCLF/OWDA
SMOC SCADA Communication Network Modernization	1,530,000	510,000	-	-	-	-	2,040,000	Voted 2016 Debt - Sanitary Sewer
SMOC SCADA Communication Network Modernization	-	4,000,000	-	-	-	-	4,000,000	WPCLF/OWDA
Inflow Redirection - Noble & 4th St	-	25,500	50,000	-	-	-	75,500	Voted 2016 Debt - Sanitary Sewer
Inflow Redirection - Noble & 4th St	-	-	450,000	-	-	-	450,000	WPCLF/OWDA
Inflow Redirection - Kerr / Russell	680,000	-	115,765	115,765	-	-	911,530	Voted 2016 Debt - Sanitary Sewer
Inflow Redirection - Kerr / Russell	-	-	-	1,504,941	-	-	1,504,941	WPCLF/OWDA
3rd Ave. Blocked Sewer	-	70,890	-	-	-	-	70,890	Voted 2016 Debt - Sanitary Sewer
Inflow Redirection - Markison	-	816,000	1,400,000	-	-	-	2,216,000	Voted 2016 Debt - Sanitary Sewer
Inflow Redirection - Markison	-	-	13,800,000	-	-	-	13,800,000	WPCLF/OWDA
Hydraulic Modification to CSO Regulator - Markison	-	15,860	24,300	-	-	-	40,160	Voted 2016 Debt - Sanitary Sewer
Hydraulic Modification to CSO Regulator - Markison	-	-	242,572	-	-	-	242,572	WPCLF/OWDA
General CA/CI	-	-	-	-	100,000	100,000	200,000	Sanitary Sewer Enterprise (Unvoted)
General CA/CI	85,000	85,000	100,000	100,000	-	-	370,000	Voted 2016 Debt - Sanitary Sewer
DSR 147 Overflow Pipe Raise - 5th by Northwest Blueprint Area	-	-	-	11,206	84,045	-	95,251	Sanitary Sewer Enterprise (Unvoted)
DSR 148 Overflow Pipe Raise - 5th by Northwest Blueprint Area	-	-	-	11,206	84,045	-	95,251	Sanitary Sewer Enterprise (Unvoted)
DSR 149 Overflow Pipe Raise - 5th by Northwest Blueprint Area	-	-	-	11,206	84,045	-	95,251	Sanitary Sewer Enterprise (Unvoted)
DSR 150 Overflow Pipe Raise - 5th by Northwest Blueprint Area	-	-	-	11,206	84,045	-	95,251	Sanitary Sewer Enterprise (Unvoted)
Flow Split Reconfiguration - 5th by Northwest Blueprint Area	-	-	-	9,419	70,641	-	80,060	Sanitary Sewer Enterprise (Unvoted)
Bulkhead of Oxley Road Relief Pipe - 5th by Northwest Blueprint Area	-	-	-	-	83,203	-	83,203	Sanitary Sewer Enterprise (Unvoted)
DSR 109 Closure - 5th by Northwest Blueprint Area	-	-	-	-	95,251	-	95,251	Sanitary Sewer Enterprise (Unvoted)

# Capital Improvements Program

2019 - 2024 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2019	2020	2021	2022	2023	2024	Total Budget	Funding Source
DSR 111 Closure - 5th by Northw est Blueprint Area	-	-	-	-	95,251	-	95,251	Sanitary Sew er Enterprise (Unvoted)
DSR 146 Closure - 5th by Northw est Blueprint Area	-	-	-	-	95,251	-	95,251	Sanitary Sew er Enterprise (Unvoted)
New Relief Pipe to the Olentangy Scioto Interceptor Sew er - Clintonville 2	-	-	-	-	1,850,000	673,974	2,523,974	Sanitary Sew er Enterprise (Unvoted)
New Relief Pipe to the Olentangy Scioto Interceptor Sew er - Clintonville 2	-	-	-	-	8,761,311	-	8,761,311	WPCLF/OWDA
DSR 873 New Relief Sew er	-	-	-	12,208	-	85,456	97,664	Sanitary Sew er Enterprise (Unvoted)
DSR 328 Closure - Clintonville 3	-	-	-	-	-	95,251	95,251	Sanitary Sew er Enterprise (Unvoted)
Remove Weir - Project ID 1 - North Linden 2	-	-	-	-	95,251	-	95,251	Sanitary Sew er Enterprise (Unvoted)
Remove Weir - Project ID 2 - North Linden 2	-	-	-	-	95,251	-	95,251	Sanitary Sew er Enterprise (Unvoted)
Remove Weir - Project ID 3 - North Linden 2	-	-	-	-	95,251	-	95,251	Sanitary Sew er Enterprise (Unvoted)
Upsizing Sew er Pipes (Project ID 2) - Hilltop 2	-	-	-	73,920	-	36,960	110,880	Sanitary Sew er Enterprise (Unvoted)
Upsizing Sew er Pipes (Project ID 3) - Hilltop 2	-	-	-	29,754	-	244,465	274,219	Sanitary Sew er Enterprise (Unvoted)
Upsizing Sew er Pipes (Project ID 3) - Hilltop 2	-	-	-	459,176	-	-	459,176	Voted 2016 Debt - Sanitary Sew er
2nd Barrel Interconnector Augmentation	1,530,000	85,000	3,000,000	-	-	-	4,615,000	Voted 2016 Debt - Sanitary Sew er
2nd Barrel Interconnector Augmentation	-	-	18,000,000	-	-	-	18,000,000	WPCLF/OWDA
DSR 177 Closure - Miller Kelton Blueprint Area	-	-	95,251	-	-	-	95,251	Voted 2016 Debt - Sanitary Sew er
Flow Redirection - Plum Ridge	-	-	-	134,000	-	67,000	201,000	Sanitary Sew er Enterprise (Unvoted)
Blueprint Clintonville Professional Construction Management Services	637,500	-	-	-	-	-	637,500	Voted 2016 Debt - Sanitary Sew er
Blueprint Linden - Hudson / McGuffey	365,500	-	-	-	-	-	365,500	Voted 2016 Debt - Sanitary Sew er
Blueprint Linden - Hudson / McGuffey	4,294,201	-	-	-	-	-	4,294,201	WPCLF/OWDA
Blueprint Linden - Oakland Park / Medina	382,500	-	-	-	-	-	382,500	Voted 2016 Debt - Sanitary Sew er
Blueprint Linden - Oakland Park / Medina	3,000,000	-	-	-	-	-	3,000,000	WPCLF/OWDA
Blueprint Linden - Agler / Berrell	531,250	-	-	-	-	-	531,250	Voted 2016 Debt - Sanitary Sew er
Blueprint Linden - Agler / Berrell	3,500,000	-	-	-	-	-	3,500,000	WPCLF/OWDA
Blueprint Linden - Artane / Parkw ood	340,000	-	-	-	-	-	340,000	Voted 2016 Debt - Sanitary Sew er
Blueprint Linden - Artane / Parkw ood	4,000,000	-	-	-	-	-	4,000,000	WPCLF/OWDA
Blueprint Hilltop - Palmetto/Westgate	807,500	-	-	-	-	-	807,500	Voted 2016 Debt - Sanitary Sew er
Blueprint Hilltop - Palmetto/Westgate	12,000,000	-	-	-	-	-	12,000,000	WPCLF/OWDA
Blueprint Hilltop - Eureka/Fremont	768,549	-	-	-	-	-	768,549	Voted 2016 Debt - Sanitary Sew er
Blueprint Hilltop - Eureka/Fremont	10,303,527	-	-	-	-	-	10,303,527	WPCLF/OWDA
Blueprint Miller Kelton - New ton/Bedford	1,038,054	-	-	-	-	-	1,038,054	Voted 2016 Debt - Sanitary Sew er
Blueprint Miller Kelton - New ton/Bedford	6,007,000	-	-	-	-	-	6,007,000	WPCLF/OWDA
Blueprint Miller Kelton - Kelton/Fairw ood	935,000	-	-	-	-	-	935,000	Voted 2016 Debt - Sanitary Sew er
Blueprint Miller Kelton - Kelton/Fairw ood	3,000,000	-	-	-	-	-	3,000,000	WPCLF/OWDA
Blueprint 5th Ave by Northw est - Northw est - Sunrise / Glenn	148,750	484,500	-	-	-	-	633,250	Voted 2016 Debt - Sanitary Sew er
Blueprint 5th Ave by Northw est - Northw est - Sunrise / Glenn	-	3,700,000	-	-	-	-	3,700,000	WPCLF/OWDA
Blueprint 5th Ave by Northw est - Edgehill / Meadow	127,500	527,000	-	-	-	-	654,500	Voted 2016 Debt - Sanitary Sew er
Blueprint 5th Ave by Northw est - Edgehill / Meadow	-	4,450,000	-	-	-	-	4,450,000	WPCLF/OWDA
Blueprint Winthrop / Milton Area Integrated Solutions	595,000	-	-	-	-	-	595,000	Voted 2016 Debt - Sanitary Sew er
Blueprint Winthrop / Milton Area Integrated Solutions	-	3,700,000	-	-	-	-	3,700,000	WPCLF/OWDA
Blueprint Dorris / Weber Area Integrated Solutions	170,000	561,000	-	-	-	-	731,000	Voted 2016 Debt - Sanitary Sew er
Blueprint Dorris / Weber Area Integrated Solutions	-	6,600,000	-	-	-	-	6,600,000	WPCLF/OWDA
Blueprint Fredonia / Piedmont Area Integrated Solutions	-	692,750	-	-	-	-	692,750	Voted 2016 Debt - Sanitary Sew er
Blueprint Fredonia / Piedmont Area Integrated Solutions	-	4,100,000	-	-	-	-	4,100,000	WPCLF/OWDA
Blueprint Tulane / Findley Area Integrated Solutions	170,000	595,000	-	-	-	-	765,000	Voted 2016 Debt - Sanitary Sew er
Blueprint Tulane / Findley Area Integrated Solutions	-	6,000,000	-	-	-	-	6,000,000	WPCLF/OWDA
Blueprint Milford / Summit Area Integrated Solutions	191,250	541,875	-	-	-	-	733,125	Voted 2016 Debt - Sanitary Sew er
Blueprint Milford / Summit Area Integrated Solutions	-	4,250,000	-	-	-	-	4,250,000	WPCLF/OWDA
Blueprint Olde Beechw old Area - Integrated Solutions	153,000	-	-	-	-	-	153,000	Voted 2016 Debt - Sanitary Sew er
Blueprint Olde Beechw old Area - Integrated Solutions	1,200,000	-	-	-	-	-	1,200,000	WPCLF/OWDA
Leland / Highland Area Integrated Solutions	427,308	-	169,156	858,885	-	-	1,455,349	Voted 2016 Debt - Sanitary Sew er
Leland / Highland Area Integrated Solutions	-	-	-	-	4,225,900	-	4,225,900	WPCLF/OWDA
Charleston / Kanaw ha Area Integrated Solutions	456,964	-	237,900	918,375	-	-	1,613,239	Voted 2016 Debt - Sanitary Sew er
Charleston / Kanaw ha Area Integrated Solutions	-	-	-	-	4,622,500	-	4,622,500	WPCLF/OWDA
Crosw ell / Beaumont Area Integrated Solutions	943,223	-	725,634	1,340,453	-	-	3,009,310	Voted 2016 Debt - Sanitary Sew er
Crosw ell / Beaumont Area Integrated Solutions	-	-	-	-	7,436,350	-	7,436,350	WPCLF/OWDA

2019 - 2024 CAPITAL IMPROVEMENTS PROGRAM (cont.)

DEPARTMENT PROJECT	2019	2020	2021	2022	2023	2024	Total Budget	Funding Source
Jeffrey / Sellers Area Integrated Solutions	1,075,678	-	704,704	1,322,340	-	-	3,102,722	Voted 2016 Debt - Sanitary Sewer
Jeffrey / Sellers Area Integrated Solutions	-	-	-	-	7,315,600	-	7,315,600	WPCLF/OWDA
Green Infrastructure - North Linden 2 Blueprint Area	-	-	-	3,362,746	-	1,480,473	4,843,219	Sanitary Sewer Enterprise (Unvoted)
Green Infrastructure - South Linden	-	-	-	-	-	3,087,923	3,087,923	Sanitary Sewer Enterprise (Unvoted)
Blueprint Hilltop 4 - Highland / Harris	845,750	-	-	-	-	-	845,750	Voted 2016 Debt - Sanitary Sewer
Blueprint Hilltop 4 - Highland / Harris	-	5,300,000	-	-	-	-	5,300,000	WPCLF/OWDA
Green Infrastructure - Hilltop 2 Blueprint Area	-	-	-	-	1,521,936	1,521,936	3,043,872	Sanitary Sewer Enterprise (Unvoted)
Green Infrastructure - Hilltop 2 Blueprint Area	-	-	3,606,972	-	-	-	3,606,972	Voted 2016 Debt - Sanitary Sewer
Green Infrastructure - Hilltop 2 Blueprint Area	-	-	-	-	-	19,785,168	19,785,168	WPCLF/OWDA
Blueprint W. Franklinton - Yale / Edwin	42,500	807,500	200,000	-	-	-	1,050,000	Voted 2016 Debt - Sanitary Sewer
Blueprint W. Franklinton - Yale / Edwin	-	3,000,000	-	-	-	-	3,000,000	WPCLF/OWDA
Blueprint W. Franklinton - Green / Glenwood	1,423,750	425,000	200,000	-	-	-	2,048,750	Voted 2016 Debt - Sanitary Sewer
Blueprint W. Franklinton - Green / Glenwood	-	4,800,000	-	-	-	-	4,800,000	WPCLF/OWDA
West Franklinton Sewer Improvements	112,200	-	-	-	-	-	112,200	Voted 2016 Debt - Sanitary Sewer
West Franklinton Sewer Improvements	486,003	-	-	-	-	-	486,003	WPCLF/OWDA
Green Infrastructure - James Livingston 5 Blueprint Area	-	-	-	-	-	1,374,291	1,374,291	Sanitary Sewer Enterprise (Unvoted)
Green Infrastructure - James Livingston 5 Blueprint Area	-	2,441,548	-	981,637	-	-	3,423,185	Voted 2016 Debt - Sanitary Sewer
Green Infrastructure - James Livingston 5 Blueprint Area	-	-	-	-	13,742,912	-	13,742,912	WPCLF/OWDA
Green Infrastructure - James Livingston 3 Blueprint Area	-	-	-	-	-	2,592,657	2,592,657	Sanitary Sewer Enterprise (Unvoted)
Green Infrastructure - Plum Ridge Blueprint Area	-	-	-	-	-	242,522	242,522	Sanitary Sewer Enterprise (Unvoted)
Green Infrastructure - Plum Ridge Blueprint Area	-	339,935	-	173,230	-	-	513,165	Voted 2016 Debt - Sanitary Sewer
Green Infrastructure - Plum Ridge Blueprint Area	-	-	-	-	2,425,220	-	2,425,220	WPCLF/OWDA
Blueprint Near South - Morrill/Ann Area Integrated Solutions	594,269	212,500	355,665	-	-	-	1,162,434	Voted 2016 Debt - Sanitary Sewer
Blueprint Near South - Morrill/Ann Area Integrated Solutions	-	-	3,556,650	-	-	-	3,556,650	WPCLF/OWDA
Blueprint Near South - Champion/Roberts Area Integrated Solutions	594,269	212,500	403,350	-	-	-	1,210,119	Voted 2016 Debt - Sanitary Sewer
Blueprint Near South - Champion/Roberts Area Integrated Solutions	-	-	4,033,500	-	-	-	4,033,500	WPCLF/OWDA
Roof Redirection - 5th by Northwest Blueprint Area	-	-	891,135	-	-	-	891,135	Voted 2016 Debt - Sanitary Sewer
Roof Redirection - 5th by Northwest Blueprint Area	-	-	5,940,900	-	-	-	5,940,900	WPCLF/OWDA
Roof Redirection - Clintonville 1 Blenheim / Glencoe	913,474	-	-	-	-	-	913,474	Voted 2016 Debt - Sanitary Sewer
Roof Redirection - Clintonville 1 Blenheim / Glencoe	7,164,500	-	-	-	-	-	7,164,500	WPCLF/OWDA
Roof Redirection - Clintonville 3 Blueprint Area	-	-	-	-	-	5,875,000	5,875,000	Sanitary Sewer Enterprise (Unvoted)
Roof Redirection - Clintonville 3 Blueprint Area	-	-	-	-	-	39,000,000	39,000,000	WPCLF/OWDA
Roof Redirection - Clintonville 2 Blueprint Area	-	-	-	-	-	3,274,740	3,274,740	Sanitary Sewer Enterprise (Unvoted)
Roof Redirection - Clintonville 2 Blueprint Area	-	-	-	-	-	21,831,600	21,831,600	WPCLF/OWDA
Roof Redirection - North Linden 1 Blueprint Area	-	3,603,602	-	-	-	-	3,603,602	Voted 2016 Debt - Sanitary Sewer
Roof Redirection - North Linden 1 Blueprint Area	-	28,263,550	-	-	-	-	28,263,550	WPCLF/OWDA
Roof Redirection - Hilltop 1 Blueprint Area	-	-	-	4,860,000	-	-	4,860,000	Sanitary Sewer Enterprise (Unvoted)
Roof Redirection - Hilltop 1 Blueprint Area	-	-	-	24,300,000	8,100,000	-	32,400,000	WPCLF/OWDA
Roof Redirection - Hilltop 4 Blueprint Area	-	-	1,979,093	-	-	-	1,979,093	Voted 2016 Debt - Sanitary Sewer
Roof Redirection - Hilltop 4 Blueprint Area	-	-	13,193,950	-	-	-	13,193,950	WPCLF/OWDA
Roof Redirection - West Franklinton Blueprint Area	-	-	2,596,125	-	-	-	2,596,125	Voted 2016 Debt - Sanitary Sewer
Roof Redirection - West Franklinton Blueprint Area	-	-	17,307,500	-	-	-	17,307,500	WPCLF/OWDA
Roof Redirection - James Livingston 5 Blueprint Area	-	-	-	-	-	3,719,100	3,719,100	Sanitary Sewer Enterprise (Unvoted)
Roof Redirection - James Livingston 5 Blueprint Area	-	-	-	-	-	24,794,000	24,794,000	WPCLF/OWDA
Roof Redirection - Plum Ridge Blueprint Area	-	-	-	-	-	546,998	546,998	Sanitary Sewer Enterprise (Unvoted)
Roof Redirection - Plum Ridge Blueprint Area	-	-	-	-	-	3,646,650	3,646,650	WPCLF/OWDA
Roof Redirection - Miller Kelton Blueprint Area	-	-	-	-	2,100,000	-	2,100,000	Sanitary Sewer Enterprise (Unvoted)
Roof Redirection - Miller Kelton Blueprint Area	-	-	-	-	14,000,000	-	14,000,000	WPCLF/OWDA
Roof Redirection - Near South Blueprint Area	-	-	-	-	-	2,079,315	2,079,315	Sanitary Sewer Enterprise (Unvoted)
Roof Redirection - Near South Blueprint Area	-	-	-	-	-	13,862,100	13,862,100	WPCLF/OWDA
Lateral Lining - 5th by Northwest Blueprint Area	-	-	827,483	-	-	-	827,483	Voted 2016 Debt - Sanitary Sewer
Lateral Lining - 5th by Northwest Blueprint Area	-	-	5,516,550	-	-	-	5,516,550	WPCLF/OWDA
Lateral Lining - Clintonville 1 Blenheim / Glencoe	848,225	-	-	-	-	-	848,225	Voted 2016 Debt - Sanitary Sewer
Lateral Lining - Clintonville 1 Blenheim / Glencoe	6,652,750	-	-	-	-	-	6,652,750	WPCLF/OWDA
Lateral Lining - Clintonville 1 Schreyer / Springs	2,000,000	-	-	-	-	-	2,000,000	WPCLF/OWDA



# Capital Improvements Program

2019 - 2024 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2019	2020	2021	2022	2023	2024	Total Budget	Funding Source
Lateral Lining - Clintonville 3 Blueprint area	-	-	-	-	-	5,800,000	5,800,000	Sanitary Sewer Enterprise (Unvoted)
Lateral Lining - Clintonville 3 Blueprint area	-	-	-	-	-	29,000,000	29,000,000	WPCLF/OWDA
Lateral Lining - Clintonville 2 Blueprint area	-	-	-	-	-	3,040,830	3,040,830	Sanitary Sewer Enterprise (Unvoted)
Lateral Lining - Clintonville 2 Blueprint area	-	-	-	-	-	20,272,200	20,272,200	WPCLF/OWDA
Lateral Lining - North Linden 1 Blueprint Area	-	3,346,202	-	-	-	-	3,346,202	Voted 2016 Debt - Sanitary Sewer
Lateral Lining - North Linden 1 Blueprint Area	-	26,244,725	-	-	-	-	26,244,725	WPCLF/OWDA
Lateral Lining - Hilltop 1 Blueprint Area	-	-	-	4,560,000	-	-	4,560,000	Sanitary Sewer Enterprise (Unvoted)
Lateral Lining - Hilltop 1 Blueprint Area	-	-	-	22,800,000	7,600,000	-	30,400,000	WPCLF/OWDA
Lateral Lining - Hilltop 4 Blueprint Area	-	1,562,070	-	-	-	-	1,562,070	Voted 2016 Debt - Sanitary Sewer
Lateral Lining - Hilltop 4 Blueprint Area	-	12,251,525	-	-	-	-	12,251,525	WPCLF/OWDA
Lateral Lining - West Franklinton Blueprint Area	-	2,049,084	-	-	-	-	2,049,084	Voted 2016 Debt - Sanitary Sewer
Lateral Lining - West Franklinton Blueprint Area	-	16,071,250	-	-	-	-	16,071,250	WPCLF/OWDA
Lateral Lining - James Livingston 5 Blueprint area	-	-	-	-	-	3,453,450	3,453,450	Sanitary Sewer Enterprise (Unvoted)
Lateral Lining - James Livingston 5 Blueprint area	-	-	-	-	-	23,023,000	23,023,000	WPCLF/OWDA
Lateral Lining - Plum Ridge Blueprint area	-	-	-	-	-	507,926	507,926	Sanitary Sewer Enterprise (Unvoted)
Lateral Lining - Plum Ridge Blueprint area	-	-	-	-	-	3,386,175	3,386,175	WPCLF/OWDA
Lateral Lining - Miller Kelton Blueprint Area	-	-	-	-	1,950,000	-	1,950,000	Sanitary Sewer Enterprise (Unvoted)
Lateral Lining - Miller Kelton Blueprint Area	-	-	-	-	13,000,000	-	13,000,000	WPCLF/OWDA
Lateral Lining - Near South Blueprint area	-	-	-	-	-	1,930,794	1,930,794	Sanitary Sewer Enterprise (Unvoted)
Lateral Lining - Near South Blueprint area	-	-	-	-	-	12,871,950	12,871,950	WPCLF/OWDA
Mainline Lining - Clintonville 2 Blueprint Area	-	374,000	440,000	-	-	-	814,000	Voted 2016 Debt - Sanitary Sewer
Mainline Lining - Clintonville 2 Blueprint Area	-	2,894,243	2,894,243	-	-	-	5,788,486	WPCLF/OWDA
Mainline Lining - North Linden 2 Blueprint Area	-	-	-	-	550,000	550,000	1,100,000	Sanitary Sewer Enterprise (Unvoted)
Mainline Lining - North Linden 2 Blueprint Area	-	-	-	-	7,456,448	7,456,448	14,912,896	WPCLF/OWDA
Mainline Lining - Hilltop 2 Blueprint Area	-	-	-	-	550,000	550,000	1,100,000	Sanitary Sewer Enterprise (Unvoted)
Mainline Lining - Hilltop 2 Blueprint Area	-	-	-	7,635,302	7,635,302	-	15,270,604	WPCLF/OWDA
Mainline Lining - James Livingston 5 Blueprint Area	-	-	1,368,948	-	-	-	1,368,948	Voted 2016 Debt - Sanitary Sewer
Mainline Lining - James Livingston 5 Blueprint Area	-	-	13,689,481	-	-	-	13,689,481	WPCLF/OWDA
Mainline Lining - James Livingston 3 Blueprint Area	-	-	-	-	-	2,258,960	2,258,960	Sanitary Sewer Enterprise (Unvoted)
Mainline Lining - James Livingston 3 Blueprint Area	-	-	-	-	-	22,589,605	22,589,605	WPCLF/OWDA
Mainline Lining - Plum Ridge Blueprint Area	-	-	228,909	-	-	-	228,909	Voted 2016 Debt - Sanitary Sewer
Mainline Lining - Plum Ridge Blueprint Area	-	-	2,289,097	-	-	-	2,289,097	WPCLF/OWDA
Mainline Lining - Near South Blueprint Area	1,989,276	1,989,276	-	-	-	-	3,978,552	Voted 2016 Debt - Sanitary Sewer
Mainline Lining - Near South Blueprint Area	7,020,974	7,020,974	-	-	-	-	14,041,948	WPCLF/OWDA
Volunteer Sump Pump Program - 5th by Northwest Blueprint Area	1,455,742	-	-	-	-	-	1,455,742	Voted 2016 Debt - Sanitary Sewer
Volunteer Sump Pump Program - Clintonville 3 Blueprint Area	1,832,600	1,832,600	2,156,000	2,156,000	-	-	7,977,200	Voted 2016 Debt - Sanitary Sewer
Volunteer Sump Pump Program - Clintonville 2 Blueprint Area	-	-	6,276,585	-	-	-	6,276,585	Voted 2016 Debt - Sanitary Sewer
Volunteer Sump Pump Program - Blueprint North Linden 1, Phase 2	1,727,218	-	-	-	-	-	1,727,218	Voted 2016 Debt - Sanitary Sewer
Volunteer Sump Pump Program - Blueprint North Linden 1, Phase 3	-	1,727,218	-	-	-	-	1,727,218	Voted 2016 Debt - Sanitary Sewer
Volunteer Sump Pump Program - Blueprint North Linden 1, Phase 4	-	-	2,032,021	-	-	-	2,032,021	Voted 2016 Debt - Sanitary Sewer
Volunteer Sump Pump Program - North Linden 2 Blueprint Area	-	-	-	-	-	2,032,119	2,032,119	Sanitary Sewer Enterprise (Unvoted)
Volunteer Sump Pump Program - Hilltop 1 Blueprint Area	1,700,000	1,700,000	2,000,000	2,000,000	-	-	7,400,000	Voted 2016 Debt - Sanitary Sewer
Volunteer Sump Pump Program - Hilltop 4 Blueprint Area	850,000	850,000	1,000,000	1,000,000	-	-	3,700,000	Voted 2016 Debt - Sanitary Sewer
Volunteer Sump Pump Program - Hilltop 2 Blueprint Area	-	-	-	-	1,561,680	1,561,680	3,123,360	Sanitary Sewer Enterprise (Unvoted)
Volunteer Sump Pump Program - West Franklinton Blueprint Area	-	-	-	1,000,000	1,000,000	-	2,000,000	Sanitary Sewer Enterprise (Unvoted)
Volunteer Sump Pump Program - West Franklinton Blueprint Area	-	850,000	1,000,000	-	-	-	1,850,000	Voted 2016 Debt - Sanitary Sewer
Volunteer Sump Pump Program - James Livingston 5 Blueprint Area	-	-	-	-	-	7,128,275	7,128,275	Sanitary Sewer Enterprise (Unvoted)
Volunteer Sump Pump Program - Plum Ridge Blueprint Area	-	-	-	-	-	1,046,098	1,046,098	Sanitary Sewer Enterprise (Unvoted)
Volunteer Sump Pump Program - Miller Kelton Blueprint Area	850,000	1,700,000	2,000,000	1,000,000	-	-	5,550,000	Voted 2016 Debt - Sanitary Sewer
Volunteer Sump Pump Program - Near South Blueprint Area	-	-	-	-	-	3,989,984	3,989,984	Sanitary Sewer Enterprise (Unvoted)
Upsizing Sewer Pipes - Project ID 5a, 5b, 5c - North Linden 2	-	-	-	-	-	175,350	175,350	Sanitary Sewer Enterprise (Unvoted)
Scioto Peninsula Improvements	-	2,720,430	-	-	-	-	2,720,430	Voted 2016 Debt - Sanitary Sewer
Scioto Peninsula Improvements	-	2,200,506	-	-	-	-	2,200,506	WPCLF/OWDA
Scioto Main Sanitary Pump Stations	510,000	-	4,500,000	-	-	-	5,010,000	Voted 2016 Debt - Sanitary Sewer
Scioto Main Sanitary Pump Stations	-	-	30,000,000	-	-	-	30,000,000	WPCLF/OWDA

2019 - 2024 CAPITAL IMPROVEMENTS PROGRAM (cont.)

DEPARTMENT PROJECT	2019	2020	2021	2022	2023	2024	Total Budget	Funding Source
Scioto Main Sanitary Trunk Sewer Rehabilitation	85,000	637,500	-	-	-	-	722,500	Voted 2016 Debt - Sanitary Sewer
Scioto Main Sanitary Trunk Sewer Rehabilitation	-	10,000,000	-	-	-	-	10,000,000	WPCLF/OWDA
Meeklynn Drive Area Sanitary Sewer	255,000	-	-	-	-	-	255,000	Voted 2016 Debt - Sanitary Sewer
Meeklynn Drive Area Sanitary Sewer	2,000,000	-	-	-	-	-	2,000,000	WPCLF/OWDA
HSTS Elimination Program	-	-	-	250,000	250,000	250,000	750,000	Sanitary Sewer Enterprise (Unvoted)
HSTS Elimination Program	-	-	200,000	-	-	-	200,000	Voted 2016 Debt - Sanitary Sewer
HSTS Elimination Program	-	-	-	300,000	300,000	300,000	900,000	WPCLF/OWDA
Williams / Behm HSTS Elimination Project	-	318,750	-	-	-	-	318,750	Voted 2016 Debt - Sanitary Sewer
Williams / Behm HSTS Elimination Project	-	3,933,278	-	-	-	-	3,933,278	WPCLF/OWDA
Dyer / Lazar HSTS Elimination Project	85,000	344,250	-	-	-	-	429,250	Voted 2016 Debt - Sanitary Sewer
Dyer / Lazar HSTS Elimination Project	-	2,700,000	-	-	-	-	2,700,000	WPCLF/OWDA
Brooklyn / Cleveland HSTS Elimination Project	46,750	-	50,000	63,750	-	-	160,500	Voted 2016 Debt - Sanitary Sewer
Brooklyn / Cleveland HSTS Elimination Project	-	-	-	425,000	-	-	425,000	WPCLF/OWDA
Community Park / Maple Canyon HSTS Elimination Project	85,000	-	100,000	121,500	-	-	306,500	Voted 2016 Debt - Sanitary Sewer
Community Park / Maple Canyon HSTS Elimination Project	-	-	-	500,000	-	-	500,000	WPCLF/OWDA
Barnett / E Deshler HSTS Elimination Project	85,000	-	-	212,500	-	-	297,500	Voted 2016 Debt - Sanitary Sewer
Barnett / E Deshler HSTS Elimination Project	-	-	-	750,000	-	-	750,000	WPCLF/OWDA
Olentangy River Rd / Snouffer Rd HSTS Elimination Project	-	-	-	-	60,000	60,000	120,000	Sanitary Sewer Enterprise (Unvoted)
<b>Subtotal - SANITARY SEWERS</b>	<b>\$ 265,072,658</b>	<b>\$ 321,813,630</b>	<b>\$ 582,411,091</b>	<b>\$ 169,275,725</b>	<b>\$ 172,986,727</b>	<b>\$ 374,708,423</b>	<b>\$ 1,886,268,254</b>	
<b>ELECTRICITY</b>								
60 UIRF Funded Street Lighting Projects (Urban Infrastructure Recovery Fund)	-	-	-	505,000	505,000	505,000	1,515,000	Councilmanic SIT Supported
60 UIRF Funded Street Lighting Projects (Urban Infrastructure Recovery Fund)	-	505,000	505,000	-	-	-	1,010,000	Voted 2016 Debt - Electricity
South High Street Decorative Lighting - 2126	302,490	-	-	-	-	-	302,490	Voted 2016 Debt - Electricity
South High Street Decorative Lighting - 2140	241,800	-	-	-	-	-	241,800	Voted 2016 Debt - Electricity
Parsons Avenue Underpass Lighting - 2125	6,500	-	-	-	-	-	6,500	Voted 2016 Debt - Electricity
Mock Road Street Lighting - 1940	85,000	-	-	-	-	-	85,000	Voted 2016 Debt - Electricity
North Central Standard Lighting - 1938	295,000	-	-	-	-	-	295,000	Voted 2016 Debt - Electricity
Innis Road Standard Lighting - 1941	70,000	-	-	-	-	-	70,000	Voted 2016 Debt - Electricity
East Fifth Avenue Decorative Street Lighting	118,750	-	-	-	-	-	118,750	Voted 2016 Debt - Electricity
UIRF Cleveland Ave. - Chittenden to Hudson	1,086,930	-	-	-	-	-	1,086,930	Voted 2016 Debt - Electricity
DOP Streetlight Program	-	-	-	500,000	500,000	500,000	1,500,000	Electricity Enterprise (Unvoted)
DOP Streetlight Program	-	500,000	500,000	-	-	-	1,000,000	Voted 2016 Debt - Electricity
Morse Rd. (Ph. II) System Improvements, Circuit 7221	-	-	-	290,000	-	-	290,000	Electricity Enterprise (Unvoted)
Morse Rd. (Ph. III & IV) System Improvements	-	-	-	350,000	5,088,439	-	5,438,439	Electricity Enterprise (Unvoted)
Substation 69 & 138KV OCB Replacement to SF6 2020	-	197,000	-	-	-	-	197,000	Voted 2016 Debt - Electricity
Substation 69 & 138KV OCB Replacement to SF6 2021	-	-	213,000	-	-	-	213,000	Voted 2016 Debt - Electricity
Substation 69 & 138KV OCB Replacement to SF6 2022	-	-	-	220,000	-	-	220,000	Electricity Enterprise (Unvoted)
Conversion to 3 Wire	-	-	300,000	300,000	300,000	300,000	1,200,000	Electricity Enterprise (Unvoted)
Forest Hills Street Lighting	-	-	-	469,260	-	-	469,260	Electricity Enterprise (Unvoted)
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)
Furnace St. Substation DT-1 Transformer Replacement	-	2,000,000	-	-	-	-	2,000,000	Voted 2016 Debt - Electricity
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	-	200,000	Electricity Enterprise (Unvoted)
Oil Switch Replacement Program 2019	-	120,000	-	-	-	-	120,000	Voted 2016 Debt - Electricity
Oil Switch Replacement Program 2020	-	-	120,000	-	-	-	120,000	Voted 2016 Debt - Electricity
Oil Switch Replacement Program 2021	-	-	-	120,000	-	-	120,000	Electricity Enterprise (Unvoted)
Oil Switch Replacement Program 2022	-	-	-	-	120,000	-	120,000	Electricity Enterprise (Unvoted)
Tw in Rivers - Vine Street Lighting	-	-	40,000	-	200,000	-	240,000	Electricity Enterprise (Unvoted)
Fitzroy & Morse Rd Street Lighting	-	-	-	537,280	-	-	537,280	Electricity Enterprise (Unvoted)
Fitzroy & Morse Rd Street Lighting	-	116,800	-	-	-	-	116,800	Voted 2016 Debt - Electricity
Cherry Creek & Cherryhurst Street Lighting	-	-	50,000	-	250,000	-	300,000	Electricity Enterprise (Unvoted)
Sancus & Whitewater Street Lighting	-	-	70,000	362,000	-	-	432,000	Electricity Enterprise (Unvoted)
Jasonway & Knightsbridge Street Lighting	-	312,000	-	-	-	-	312,000	Voted 2016 Debt - Electricity

## Capital Improvements Program

2019 - 2024 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2019	2020	2021	2022	2023	2024	Total Budget	Funding Source
Clime Rd. Street Lighting	89,305	440,000	-	-	-	-	529,305	Voted 2016 Debt - Electricity
Capitol & Fulton Street Lighting	-	-	100,000	-	316,250	-	416,250	Electricity Enterprise (Unvoted)
Brookfield & Tupsfield Street Lighting	-	-	445,000	-	-	-	445,000	Voted 2016 Debt - Electricity
Sharbot & Tamarack Street Lighting	-	-	-	-	-	22,750	22,750	Electricity Enterprise (Unvoted)
Saw mill & Summitview Street Lighting	129,225	-	645,970	-	-	-	775,195	Voted 2016 Debt - Electricity
Riverview & Stinchcomb Street Lighting	50,000	-	221,250	-	-	-	271,250	Voted 2016 Debt - Electricity
Cleveland Avenue Street Lighting	-	-	140,775	-	-	-	140,775	Electricity Enterprise (Unvoted)
Cleveland Avenue Street Lighting	-	42,400	140,775	-	-	-	183,175	Voted 2016 Debt - Electricity
Cherry & Lazelle Rd Street Lighting	-	-	-	-	135,000	-	135,000	Electricity Enterprise (Unvoted)
GENERAL ENGINEERING CONTRACT 2019 - 2022	-	-	150,000	-	-	-	150,000	Electricity Enterprise (Unvoted)
GENERAL ENGINEERING CONTRACT 2022-2025	-	-	-	100,000	100,000	100,000	300,000	Electricity Enterprise (Unvoted)
Circuit 237 Street Lighting Improvement Upgrade	-	1,017,750	-	-	-	-	1,017,750	Voted 2016 Debt - Electricity
Circuit 30 Street Lighting Improvement Upgrade	-	-	1,059,500	-	-	-	1,059,500	Electricity Enterprise (Unvoted)
Security & Emergency Preparedness - Power	25,000	-	-	-	-	-	25,000	Voted 2016 Debt - Electricity
SMART Streetlighting	-	-	-	7,000,000	7,000,000	7,000,000	21,000,000	Electricity Enterprise (Unvoted)
SMART Streetlighting	-	7,000,000	7,000,000	-	-	-	14,000,000	Voted 2016 Debt - Electricity
Underground / Overhead Service Contract	-	-	500,000	500,000	500,000	500,000	2,000,000	Electricity Enterprise (Unvoted)
60' Line Truck, Heavy Duty	-	-	450,000	-	-	-	450,000	Voted 2016 Debt - Electricity
System Neutral and Grounding Improvements	-	-	116,945	200,000	200,000	200,000	716,945	Electricity Enterprise (Unvoted)
System Neutral and Grounding Improvements	-	200,000	83,055	-	-	-	283,055	Voted 2016 Debt - Electricity
Voltage Conversions and Reconductoring	-	-	-	1,000,000	1,000,000	1,000,000	3,000,000	Electricity Enterprise (Unvoted)
Voltage Conversions and Reconductoring	-	1,250,000	1,000,000	-	-	-	2,250,000	Voted 2016 Debt - Electricity
System Protection Improvements	-	-	-	500,000	500,000	500,000	1,500,000	Electricity Enterprise (Unvoted)
System Protection Improvements	-	500,000	500,000	-	-	-	1,000,000	Voted 2016 Debt - Electricity
Cutout and Lightning Arrester Replacements	-	-	-	200,000	200,000	200,000	600,000	Electricity Enterprise (Unvoted)
Cutout and Lightning Arrester Replacements	-	200,000	200,000	-	-	-	400,000	Voted 2016 Debt - Electricity
<b>Subtotal - ELECTRICITY</b>	<b>\$ 2,500,000</b>	<b>\$ 14,400,950</b>	<b>\$ 14,551,270</b>	<b>\$ 15,153,540</b>	<b>\$ 17,329,689</b>	<b>\$ 14,389,750</b>	<b>\$ 78,325,199</b>	
<b>WATER</b>								
Hoover Reservoir Erosion Control	180,000	1,700,000	-	-	-	-	1,880,000	Voted 2013 Debt - Water
Misc. Erosion Control	90,000	100,000	-	-	-	-	190,000	Voted 2013 Debt - Water
Misc. Erosion Control	-	-	100,000	90,000	-	-	190,000	Voted 2016 Debt - Water
Misc. Erosion Control	-	-	-	-	90,000	100,000	190,000	Water Enterprise (Unvoted)
Miscellaneous Water Facilities	90,000	100,000	-	-	-	-	190,000	Voted 2013 Debt - Water
Miscellaneous Water Facilities	-	-	100,000	90,000	-	-	190,000	Voted 2016 Debt - Water
Miscellaneous Water Facilities	-	-	-	-	90,000	100,000	190,000	Water Enterprise (Unvoted)
Indianola Facility Improvements	540,000	400,000	2,500,000	-	-	-	3,440,000	Voted 2013 Debt - Water
Indianola Facility Improvements	-	-	-	7,000,000	-	-	7,000,000	Voted 2016 Debt - Water
Indianola Facility Improvements	-	-	-	18,000,000	-	-	18,000,000	Water Enterprise (Unvoted)
Rinehart Public Utilities Complex Exterior Site Improvements	5,692,500	-	-	-	-	-	5,692,500	Voted 2013 Debt - Water
Rinehart Public Utilities Complex Exterior Site Improvements	-	-	-	-	450,000	-	450,000	Water Enterprise (Unvoted)
Distribution Maintenance Area Imp's	-	400,000	-	-	-	-	400,000	Voted 2013 Debt - Water
910 Dublin Road Garage Roof Replacement	-	-	712,000	-	-	-	712,000	Voted 2013 Debt - Water
910 Dublin Road Garage Roof Replacement	-	-	788,000	-	-	-	788,000	Voted 2016 Debt - Water
910 Dublin Road Standby Power Improvements	-	150,000	-	-	-	-	150,000	Voted 2013 Debt - Water
Water Main Rehabilitation	4,500,000	6,000,000	-	-	-	-	10,500,000	Voted 2013 Debt - Water
Water Main Rehabilitation	-	-	24,000,000	-	-	-	24,000,000	Voted 2016 Debt - Water
Water Main Rehabilitation	-	-	-	27,000,000	30,000,000	30,000,000	87,000,000	Water Enterprise (Unvoted)
Main St. & James Rd. W.L. Imp's	1,440,000	-	-	-	-	-	1,440,000	Voted 2013 Debt - Water
South Broadleigh Road Area WL Imp's	540,000	-	-	-	-	-	540,000	Voted 2013 Debt - Water
South Broadleigh Road Area WL Imp's	4,300,000	-	-	-	-	-	4,300,000	WSRLA Loan
Dresden St. Area WL Imp's	405,000	-	-	-	-	-	405,000	Voted 2013 Debt - Water
Harrington Ct. Area WL Imp's	270,000	-	-	-	-	-	270,000	Voted 2013 Debt - Water
Harrington Ct. Area WL Imp's	2,700,000	-	-	-	-	-	2,700,000	WSRLA Loan
East Gates Street Area Water Line Imp's	297,000	-	-	-	-	-	297,000	Voted 2013 Debt - Water

2019 - 2024 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2019	2020	2021	2022	2023	2024	Total Budget	Funding Source
East Gates Street Area Water Line Imp's	3,300,000	-	-	-	-	-	3,300,000	WSRLA Loan
Thomas Lane Area Water Line Imp's	225,000	-	-	-	-	-	225,000	Voted 2013 Debt - Water
Thomas Lane Area Water Line Imp's	2,600,000	-	-	-	-	-	2,600,000	WSRLA Loan
Valleyview Drive Area Water Line Imp's	405,000	-	-	-	-	-	405,000	Voted 2013 Debt - Water
Valleyview Drive Area Water Line Imp's	4,000,000	-	-	-	-	-	4,000,000	WSRLA Loan
Ziegler Ave. Area WL Imp's	-	270,000	-	-	-	-	270,000	Voted 2013 Debt - Water
Ziegler Ave. Area WL Imp's	-	2,700,000	-	-	-	-	2,700,000	WSRLA Loan
South Weyant Ave. Area WL Imp's	-	400,000	-	-	-	-	400,000	Voted 2013 Debt - Water
South Weyant Ave. Area WL Imp's	-	3,300,000	-	-	-	-	3,300,000	WSRLA Loan
Chestershire Rd. Area WL Imp's	-	300,000	-	-	-	-	300,000	Voted 2013 Debt - Water
Chestershire Rd. Area WL Imp's	-	2,700,000	-	-	-	-	2,700,000	WSRLA Loan
Atwood Terrace Area WL Imp's	-	400,000	-	-	-	-	400,000	Voted 2013 Debt - Water
Atwood Terrace Area WL Imp's	-	3,000,000	-	-	-	-	3,000,000	WSRLA Loan
Greenway Ave. Area WL Imp's	-	400,000	-	-	-	-	400,000	Voted 2013 Debt - Water
Greenway Ave. Area WL Imp's	-	3,000,000	-	-	-	-	3,000,000	WSRLA Loan
Woodland Ave. Area WL Imp's	-	400,000	-	-	-	-	400,000	Voted 2013 Debt - Water
Woodland Ave. Area WL Imp's	-	3,000,000	-	-	-	-	3,000,000	WSRLA Loan
Project No. 56 W.M. Replacement	-	-	400,000	-	-	-	400,000	Voted 2016 Debt - Water
Project No. 56 W.M. Replacement	-	-	3,000,000	-	-	-	3,000,000	WSRLA Loan
Project No. 57 W.M. Replacement	-	-	400,000	-	-	-	400,000	Voted 2016 Debt - Water
Project No. 57 W.M. Replacement	-	-	3,000,000	-	-	-	3,000,000	WSRLA Loan
Project No. 58 W.M. Replacement	-	-	400,000	-	-	-	400,000	Voted 2016 Debt - Water
Project No. 58 W.M. Replacement	-	-	3,000,000	-	-	-	3,000,000	WSRLA Loan
Project No. 59 W.M. Replacement	225,000	-	-	-	-	-	225,000	Voted 2013 Debt - Water
Project No. 59 W.M. Replacement	-	-	400,000	-	-	-	400,000	Voted 2016 Debt - Water
Project No. 59 W.M. Replacement	-	-	3,000,000	-	-	-	3,000,000	WSRLA Loan
Project No. 60 W.M. Replacement	225,000	-	-	-	-	-	225,000	Voted 2013 Debt - Water
Project No. 60 W.M. Replacement	-	-	400,000	-	-	-	400,000	Voted 2016 Debt - Water
Project No. 60 W.M. Replacement	-	-	3,000,000	-	-	-	3,000,000	WSRLA Loan
Project No. 61 W.M. Replacement	225,000	-	-	-	-	-	225,000	Voted 2013 Debt - Water
Project No. 61 W.M. Replacement	-	-	400,000	-	-	-	400,000	Voted 2016 Debt - Water
Project No. 61 W.M. Replacement	-	-	3,000,000	-	-	-	3,000,000	WSRLA Loan
Livingston Ave Phase B W.L. Imp's	-	-	100,000	-	-	-	100,000	Voted 2016 Debt - Water
Transite Pipe Replacement	270,000	-	-	-	-	-	270,000	Voted 2013 Debt - Water
Transite Pipe Replacement	2,000,000	-	-	-	-	-	2,000,000	WSRLA Loan
Manchester Avenue WL Imp's	1,035,000	-	-	-	-	-	1,035,000	Voted 2013 Debt - Water
E. Franklinton WL Imp's (2017) - Constr. Phase 1	900,000	-	-	-	-	-	900,000	Voted 2013 Debt - Water
E. Franklinton WL Imp's (2017) - Constr. Phase 1	-	-	3,000,000	-	-	-	3,000,000	Voted 2016 Debt - Water
Oakland Park / Medina WL Imp's	1,035,000	-	-	-	-	-	1,035,000	Voted 2013 Debt - Water
Sunrise Glenn WL Imp's	-	550,000	-	-	-	-	550,000	Voted 2013 Debt - Water
Central College Road 16-Inch Waterline Extension	90,000	-	-	-	-	-	90,000	Voted 2013 Debt - Water
New ton/Bedford WL Imp's	594,000	-	-	-	-	-	594,000	Voted 2013 Debt - Water
O'Shaughnessy Dam FERC Independent Consultant Review	135,000	250,000	-	-	-	-	385,000	Voted 2013 Debt - Water
O'Shaughnessy Dam FERC Independent Consultant Review	-	-	250,000	-	-	-	250,000	Voted 2016 Debt - Water
DRWP Miscellaneous Improvements	90,000	100,000	-	-	-	-	190,000	Voted 2013 Debt - Water
DRWP Miscellaneous Improvements	-	-	110,000	103,500	-	-	213,500	Voted 2016 Debt - Water
DRWP Miscellaneous Improvements	-	-	-	-	108,000	120,000	228,000	Water Enterprise (Unvoted)
DRWP Misc. Imp's - Exterior Door and Window Replacement	-	-	-	-	-	1,500,000	1,500,000	Water Enterprise (Unvoted)
DRWP Misc. Imp's - Educational Signage & Displays	-	-	150,000	-	-	-	150,000	Voted 2016 Debt - Water
DRWP Misc. Imp's - Basin Clarifier Rehab	540,000	-	-	-	-	-	540,000	Voted 2013 Debt - Water
DRWP Misc. Imp's - Basin Clarifier Rehab	6,000,000	-	-	-	-	-	6,000,000	WSRLA Loan
DRWP Alum Feed Improvements	-	-	-	-	-	250,000	250,000	Water Enterprise (Unvoted)
HCWP Misc. Improvements	90,000	110,000	-	-	-	-	200,000	Voted 2013 Debt - Water
HCWP Misc. Improvements	-	-	115,000	108,000	-	-	223,000	Voted 2016 Debt - Water
HCWP Misc. Improvements	-	-	-	-	108,000	120,000	228,000	Water Enterprise (Unvoted)

## Capital Improvements Program

2019 - 2024 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2019	2020	2021	2022	2023	2024	Total Budget	Funding Source
HCWP Misc. Improvements - HCWP Clearwell Actuator Replacement	-	350,000	-	-	-	-	350,000	Voted 2013 Debt - Water
HCWP Misc. Imp's - Raw Water Screen Replacement	-	450,000	-	-	-	-	450,000	Voted 2013 Debt - Water
HCWP Misc. Imp's - Raw Water Screen Replacement	-	-	-	315,000	-	-	315,000	Voted 2016 Debt - Water
HCWP Misc. Imp's - Raw Water Screen Replacement	-	-	-	3,000,000	-	-	3,000,000	WSRLA Loan
HCWP Misc. Imp's - Restroom Imp's	-	-	350,000	-	-	-	350,000	Voted 2016 Debt - Water
HCWP Misc. Improvements - Misc. Concrete Improvements	-	-	-	-	-	350,000	350,000	Water Enterprise (Unvoted)
HCWP Misc. Improvements - Plant Roadway Improvements	-	-	-	-	540,000	-	540,000	Water Enterprise (Unvoted)
HCWP Misc. Improvements - Roof Improvements	-	-	-	-	-	300,000	300,000	Water Enterprise (Unvoted)
Distribution Imp's - 2019 Water Audit	450,000	-	-	-	-	-	450,000	Voted 2013 Debt - Water
New Technologies in Leak Detection	90,000	100,000	-	-	-	-	190,000	Voted 2013 Debt - Water
New Technologies in Leak Detection	-	-	100,000	90,000	-	-	190,000	Voted 2016 Debt - Water
New Technologies in Leak Detection	-	-	-	-	90,000	100,000	190,000	Water Enterprise (Unvoted)
PAWP Facility Misc. Improvements	99,000	110,000	-	-	-	-	209,000	Voted 2013 Debt - Water
PAWP Facility Misc. Improvements	-	-	115,000	108,000	-	-	223,000	Voted 2016 Debt - Water
PAWP Facility Misc. Improvements	-	-	-	-	108,000	120,000	228,000	Water Enterprise (Unvoted)
PAWP Misc. Imp's - Lime Slaker and Soda Ash Feeder Replacement	-	700,000	-	-	-	-	700,000	Voted 2013 Debt - Water
PAWP Misc. Imp's - Lime Slaker and Soda Ash Feeder Replacement	-	6,000,000	-	-	-	-	6,000,000	WSRLA Loan
PAWP Misc. Imp's - Control Room Renovation	-	350,000	-	-	-	-	350,000	Voted 2013 Debt - Water
PAWP Misc. Imp's - Control Room Renovation	-	-	350,000	-	-	-	350,000	Voted 2016 Debt - Water
PAWP Misc. Imp's - Control Room Renovation	-	-	2,500,000	-	-	-	2,500,000	WSRLA Loan
PAWP Misc. Imp's - Chemical Storage Tank Imp's	-	-	500,000	-	-	-	500,000	WSRLA Loan
PAWP Misc. Imp's - Laboratory Renovation	-	1,500,000	-	-	-	-	1,500,000	WSRLA Loan
PAWP Misc. Imp's - Roof Renovations - Part 1	-	-	800,000	-	-	-	800,000	Voted 2016 Debt - Water
PAWP Misc. Imp's - Roof Renovations - Part 2	-	-	-	-	720,000	-	720,000	Water Enterprise (Unvoted)
McKinley Avenue Quarry Misc. Improvements 2021	-	-	1,100,000	-	-	-	1,100,000	Voted 2016 Debt - Water
Automatic Meter Reading	900,000	1,000,000	-	-	-	-	1,900,000	Voted 2013 Debt - Water
Automatic Meter Reading	-	-	1,000,000	900,000	-	-	1,900,000	Voted 2016 Debt - Water
Automatic Meter Reading	30,000,000	25,000,000	25,000,000	25,000,000	25,000,000	-	130,000,000	WSRLA Loan
Automatic Meter Reading	-	-	-	-	900,000	-	900,000	Water Enterprise (Unvoted)
South Wellfield Expansion - RWL Pickaway Co.	-	-	800,000	-	-	-	800,000	Voted 2016 Debt - Water
South Wellfield Expansion - RWL Pickaway Co.	-	-	-	-	10,000,000	-	10,000,000	Water Enterprise (Unvoted)
South Wellfield Expansion - CW-201/202 & VW's	-	-	1,200,000	-	-	-	1,200,000	Voted 2016 Debt - Water
South Wellfield Expansion - CW-201/202 & VW's	-	-	-	-	16,000,000	-	16,000,000	Water Enterprise (Unvoted)
HCWP Basin Concrete Rehab.	1,080,000	-	-	-	-	-	1,080,000	Voted 2013 Debt - Water
HCWP Basin Concrete Rehab.	6,000,000	-	-	-	-	-	6,000,000	WSRLA Loan
HCWP Basin Concrete Rehabilitation Part 2	-	9,000,000	-	-	-	-	9,000,000	WSRLA Loan
HCWP A & B Raw & Fin. Water	200,000	-	-	-	-	-	200,000	Voted 2013 Debt - Water
Water Meter Renewal	2,025,000	2,250,000	-	-	-	-	4,275,000	Voted 2013 Debt - Water
Water Meter Renewal	-	-	2,500,000	2,000,000	-	-	4,500,000	Voted 2016 Debt - Water
Water Meter Renewal	-	-	-	-	2,250,000	2,500,000	4,750,000	Water Enterprise (Unvoted)
Valve Renewal Program	2,250,000	-	-	-	-	-	2,250,000	Voted 2013 Debt - Water
Valve Renewal Program	-	-	2,500,000	-	-	-	2,500,000	Voted 2016 Debt - Water
Valve Renewal Program	-	-	-	-	2,250,000	-	2,250,000	Water Enterprise (Unvoted)
Watershed Misc. Improv. Facilities	99,000	110,000	-	-	-	-	209,000	Voted 2013 Debt - Water
Watershed Misc. Improv. Facilities	-	-	115,000	108,000	-	-	223,000	Voted 2016 Debt - Water
Watershed Misc. Improv. Facilities	-	-	-	-	108,000	120,000	228,000	Water Enterprise (Unvoted)
Watershed Misc. Imp's - Griggs Boat Launch Imp's	225,000	-	-	-	-	-	225,000	Voted 2013 Debt - Water
Griggs Dam - Spillway, Abutment and Scour Mitigation Imp's	-	-	-	-	-	400,000	400,000	Water Enterprise (Unvoted)
Hoover Dam Imp's - Part 1	-	14,400,000	-	-	-	-	14,400,000	Voted 2013 Debt - Water
Hoover Dam Imp's - Part 2	-	500,000	-	-	-	-	500,000	Voted 2013 Debt - Water
Hoover Dam Imp's - Part 2	-	-	-	4,000,000	-	-	4,000,000	Voted 2016 Debt - Water
Watershed Misc. Imp's - Hoover Maintenance Complex Fuel System	-	350,000	-	-	-	-	350,000	Voted 2013 Debt - Water
Watershed Protection Easements	99,000	110,000	-	-	-	-	209,000	Voted 2013 Debt - Water
Watershed Protection Easements	-	-	115,000	108,000	-	-	223,000	Voted 2016 Debt - Water
Watershed Protection Easements	-	-	-	-	108,000	120,000	228,000	Water Enterprise (Unvoted)

2019 - 2024 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2019	2020	2021	2022	2023	2024	Total Budget	Funding Source
O'Shaughnessy Hydroelectric Imps	11,970,000	-	-	-	-	-	11,970,000	Voted 2013 Debt - Water
Gen'l Eng. Svcs - Supply Group 2018A	360,000	400,000	-	-	-	-	760,000	Voted 2013 Debt - Water
Gen'l Eng. Svcs - Supply Group 2018B	360,000	400,000	-	-	-	-	760,000	Voted 2013 Debt - Water
Gen'l Eng. Svcs - Supply Group 2021A	-	-	400,000	360,000	-	-	760,000	Voted 2016 Debt - Water
Gen'l Eng. Svcs - Supply Group 2021A	-	-	-	-	360,000	-	360,000	Water Enterprise (Unvoted)
Gen'l Eng. Svcs - Supply Group 2021B	-	-	400,000	360,000	-	-	760,000	Voted 2016 Debt - Water
Gen'l Eng. Svcs - Supply Group 2021B	-	-	-	-	400,000	-	400,000	Water Enterprise (Unvoted)
Gen'l Eng. Svcs - Supply Group 2024A	-	-	-	-	-	450,000	450,000	Water Enterprise (Unvoted)
Gen'l Eng. Svcs - Supply Group 2024B	-	-	-	-	-	450,000	450,000	Water Enterprise (Unvoted)
O'Shaughnessy Gatehouse Misc. Imp's	-	1,000,000	-	-	-	-	1,000,000	Voted 2013 Debt - Water
Msc. Booster Station and Water Tank Imp's	720,000	1,000,000	-	-	-	-	1,720,000	Voted 2013 Debt - Water
Msc. Booster Station and Water Tank Imp's	-	-	1,000,000	900,000	-	-	1,900,000	Voted 2016 Debt - Water
Msc. Booster Station and Water Tank Imp's	-	-	-	-	900,000	1,000,000	1,900,000	Water Enterprise (Unvoted)
Water Storage Tank Painting	1,350,000	1,250,000	-	-	-	-	2,600,000	Voted 2013 Debt - Water
Water Storage Tank Painting	-	-	2,000,000	2,000,000	-	-	4,000,000	Voted 2016 Debt - Water
Water Storage Tank Painting	-	-	-	-	1,350,000	2,000,000	3,350,000	Water Enterprise (Unvoted)
Security Enhancements - 910 Dublin Road	2,340,000	-	-	-	-	-	2,340,000	Voted 2013 Debt - Water
Security Enhancements - PAWP	-	-	-	-	-	5,000,000	5,000,000	Water Enterprise (Unvoted)
HCWP Hypochlorite Disinfection Improvements	-	1,505,000	-	-	-	-	1,505,000	Voted 2013 Debt - Water
HCWP Hypochlorite Disinfection Improvements	-	13,200,000	-	-	-	-	13,200,000	WSRLA Loan
PAWP Hypochlorite Disinfection Improvements	-	1,000,000	-	-	-	-	1,000,000	Voted 2013 Debt - Water
PAWP Hypochlorite Disinfection Improvements	-	10,500,000	-	-	-	-	10,500,000	WSRLA Loan
HCWP Window Replacement	-	500,000	-	-	-	-	500,000	Voted 2013 Debt - Water
PAWP Automation Upgrade - 2019	2,250,000	-	-	-	-	-	2,250,000	Voted 2013 Debt - Water
HCWP, DRWP, & PAWP Coating Project	-	-	-	90,000	-	-	90,000	Voted 2016 Debt - Water
HCWP, DRWP, & PAWP Coating Project	-	-	-	-	765,000	-	765,000	Water Enterprise (Unvoted)
Dublin Road 30" Water Line	-	700,000	-	-	-	-	700,000	Voted 2013 Debt - Water
Dublin Road 30" Water Line	-	7,000,000	-	-	-	-	7,000,000	WSRLA Loan
HCWP Sludge Disposal Line Imp's	-	600,000	-	-	-	-	600,000	Voted 2013 Debt - Water
HCWP Sludge Disposal Line Imp's	-	7,500,000	-	-	-	-	7,500,000	WSRLA Loan
HCWP Intake Structure & Low Head Dam Rehabilitation	-	5,750,000	-	-	-	-	5,750,000	Voted 2013 Debt - Water
PAWP HVAC Improvements	4,657,500	-	-	-	-	-	4,657,500	Voted 2013 Debt - Water
Water Treatment Plant Environmental Upgrades	-	350,000	-	-	-	-	350,000	Voted 2013 Debt - Water
Water Treatment Plant Environmental Upgrades	-	-	-	225,000	-	-	225,000	Voted 2016 Debt - Water
Water Treatment Plant Environmental Upgrades	-	-	-	2,000,000	-	-	2,000,000	WSRLA Loan
Water Quality Assurance Lab Renovations	8,280,000	-	-	-	-	-	8,280,000	Voted 2013 Debt - Water
Lead Water Tap Replacement Program	-	1,500,000	-	-	-	-	1,500,000	Voted 2013 Debt - Water
Lead Water Tap Replacement Program	-	-	-	1,350,000	-	-	1,350,000	Voted 2016 Debt - Water
Lead Water Tap Replacement Program	-	-	2,000,000	2,000,000	2,000,000	2,000,000	8,000,000	WSRLA Loan
Lead Water Tap Replacement Program	-	-	-	-	-	1,000,000	1,000,000	Water Enterprise (Unvoted)
Water Distribution System SCADA Improvements	-	-	-	-	-	2,000,000	2,000,000	WSRLA Loan
Water Distribution System SCADA Improvements	-	-	-	225,000	-	250,000	475,000	Water Enterprise (Unvoted)
DRWP Laboratory Upgrades	-	1,500,000	-	-	-	-	1,500,000	Voted 2013 Debt - Water
DRWP Central Maintenance Shop	-	-	-	-	-	750,000	750,000	Water Enterprise (Unvoted)
Watershed Facilities Improvements	-	-	2,250,000	225,000	-	-	2,475,000	Voted 2016 Debt - Water
Watershed Facilities Improvements	-	-	-	-	-	1,250,000	1,250,000	Water Enterprise (Unvoted)
Fire Hydrant Repairs (non R & R)	900,000	-	-	-	-	-	900,000	Voted 2013 Debt - Water
Fire Hydrant Repairs (non R & R)	-	-	1,000,000	-	-	-	1,000,000	Voted 2016 Debt - Water
Fire Hydrant Repairs (non R & R)	-	-	-	-	900,000	-	900,000	Water Enterprise (Unvoted)
Gen'l Engineering Services - Distribution Group	450,000	600,000	-	-	-	-	1,050,000	Voted 2013 Debt - Water
Gen'l Engineering Services - Distribution Group	-	-	600,000	540,000	-	-	1,140,000	Voted 2016 Debt - Water
Gen'l Engineering Services - Distribution Group	-	-	-	-	540,000	600,000	1,140,000	Water Enterprise (Unvoted)
PAWP Well Pump Replacement - CWs #101, #104, and #115	315,000	-	-	-	-	-	315,000	Voted 2013 Debt - Water
PAWP Well Pump Replacement - CWs #101, #104, and #115	3,900,000	-	-	-	-	-	3,900,000	WSRLA Loan
DRWP UV Disinfection	1,260,000	-	-	-	-	-	1,260,000	Voted 2013 Debt - Water



## Capital Improvements Program

2019 - 2024 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2019	2020	2021	2022	2023	2024	Total Budget	Funding Source
HCWP UV Disinfection	900,000	-	-	-	-	-	900,000	Voted 2013 Debt - Water
Karl Road Water Tank	-	-	-	450,000	-	-	450,000	Voted 2016 Debt - Water
Karl Road Water Tank	-	-	-	-	-	6,000,000	6,000,000	Water Enterprise (Unvoted)
Condition Assessment Program	-	-	-	1,350,000	-	-	1,350,000	Voted 2016 Debt - Water
Condition Assessment Program	-	-	-	-	-	1,500,000	1,500,000	Water Enterprise (Unvoted)
General Architectural Services - Division of Water 2018	270,000	300,000	-	-	-	-	570,000	Voted 2013 Debt - Water
General Architectural Services - Division of Water 2018	-	-	300,000	270,000	-	-	570,000	Voted 2016 Debt - Water
General Architectural Services - Division of Water 2018	-	-	-	-	270,000	300,000	570,000	Water Enterprise (Unvoted)
Wellfield Protection Boundary Update	-	100,000	-	-	-	-	100,000	Voted 2013 Debt - Water
HCWP Lime Dust Collection System	90,000	850,000	-	-	-	-	940,000	Voted 2013 Debt - Water
General Construction (CA-CI)	360,000	800,000	400,000	-	-	-	1,560,000	Voted 2013 Debt - Water
General Construction (CA-CI)	-	-	-	360,000	-	-	360,000	Voted 2016 Debt - Water
General Construction (CA-CI)	-	-	-	-	360,000	400,000	760,000	Water Enterprise (Unvoted)
Hoover Reservoir Erosion Study	270,000	-	-	-	-	-	270,000	Voted 2013 Debt - Water
Plant Drain & Water System Imp's	135,000	2,600,000	-	-	-	-	2,735,000	Voted 2013 Debt - Water
Professional Construction Management (PCM) - Part II	4,410,000	2,000,000	-	-	-	-	6,410,000	Voted 2013 Debt - Water
Professional Construction Management (PCM) - Part II	-	-	1,000,000	-	-	-	1,000,000	Voted 2016 Debt - Water
Laboratory Upgrades	1,035,000	450,000	-	-	-	-	1,485,000	Voted 2013 Debt - Water
Dam Engineering Services (DES)	-	-	150,000	135,000	-	-	285,000	Voted 2016 Debt - Water
Dam Engineering Services (DES)	-	-	-	-	135,000	150,000	285,000	Water Enterprise (Unvoted)
Security & Emergency Preparedness - DOW	90,000	-	-	-	-	-	90,000	Voted 2013 Debt - Water
Land Stewardship Update	-	250,000	-	-	-	-	250,000	Voted 2013 Debt - Water
DPU Hazardous Energy Control (DOW)	90,000	75,000	-	-	-	-	165,000	Voted 2013 Debt - Water
DPU Hazardous Energy Control (DOW)	-	-	-	-	-	3,200,000	3,200,000	Water Enterprise (Unvoted)
HCWP Sludge Removal – Lagoon 1 & 2	1,485,000	-	-	-	-	-	1,485,000	Voted 2013 Debt - Water
HCWP Sludge Removal – Lagoon 1 & 2	-	-	1,980,000	1,782,000	-	-	3,762,000	Voted 2016 Debt - Water
HCWP Sludge Removal – Lagoon 1 & 2	-	-	-	-	-	1,650,000	1,650,000	Water Enterprise (Unvoted)
DRWP Clearwell Improvements	-	-	-	-	-	20,000,000	20,000,000	WSRLA Loan
DRWP Clearwell Improvements	-	-	-	270,000	1,530,000	1,000,000	2,800,000	Water Enterprise (Unvoted)
DRWP Auxiliary Pump Station Imp's	-	-	-	-	-	500,000	500,000	Water Enterprise (Unvoted)
PAWP Building Improvements	-	-	250,000	1,575,000	-	-	1,825,000	Voted 2016 Debt - Water
HCWP AOP Improvements	-	-	-	-	-	500,000	500,000	Water Enterprise (Unvoted)
HCWP Clearwell Improvements	-	-	-	-	-	3,000,000	3,000,000	WSRLA Loan
HCWP Clearwell Improvements	-	-	-	-	315,000	200,000	515,000	Water Enterprise (Unvoted)
PAWP Lagoon Sludge Removal	-	-	-	5,040,000	5,040,000	5,600,000	15,680,000	Water Enterprise (Unvoted)
DRWP Automation Upgrade	-	-	-	2,000,000	-	-	2,000,000	Voted 2016 Debt - Water
PAWP Remote Site Improvements	-	-	350,000	270,000	-	-	620,000	Voted 2016 Debt - Water
Elevator Improvements	-	-	-	360,000	-	-	360,000	Voted 2016 Debt - Water
Watershed Signage Master Plan	-	100,000	-	-	-	-	100,000	Voted 2013 Debt - Water
Watershed Signage Master Plan	-	-	-	225,000	-	-	225,000	Voted 2016 Debt - Water
Watershed Signage Master Plan	-	-	-	-	135,000	-	135,000	Water Enterprise (Unvoted)
DOW Risk Mitigation Measure Upgrades	-	-	600,000	900,000	-	-	1,500,000	Voted 2016 Debt - Water
DOW Risk Mitigation Measure Upgrades	-	-	-	-	900,000	500,000	1,400,000	Water Enterprise (Unvoted)
DOW LIMS Upgrade	540,000	-	-	-	-	-	540,000	Voted 2013 Debt - Water
Electrical Power System Studies	405,000	200,000	-	-	-	-	605,000	Voted 2013 Debt - Water
Electrical Power System Studies	-	-	225,000	202,500	-	-	427,500	Voted 2016 Debt - Water
Electrical Power System Studies	-	-	-	-	225,000	-	225,000	Water Enterprise (Unvoted)
RTU Replacement	-	-	200,000	90,000	-	-	290,000	Voted 2016 Debt - Water
RTU Replacement	-	-	-	-	585,000	-	585,000	Water Enterprise (Unvoted)
DOW Safety Improvements	-	-	300,000	1,215,000	-	-	1,515,000	Voted 2016 Debt - Water
DRWP Intake Screen Replacement	-	-	-	-	-	1,250,000	1,250,000	WSRLA Loan
DRWP Intake Screen Replacement	-	-	-	180,000	-	150,000	330,000	Water Enterprise (Unvoted)
DRWP Caustic Feed Improvements	-	150,000	-	-	-	-	150,000	Voted 2013 Debt - Water
DRWP Caustic Feed Improvements	-	-	150,000	3,562,000	-	-	3,712,000	Voted 2016 Debt - Water
DRWP Caustic Feed Improvements	-	-	500,000	-	-	-	500,000	WSRLA Loan

2019 - 2024 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2019	2020	2021	2022	2023	2024	Total Budget	Funding Source
DRWP Caustic Feed Improvements	-	-	-	438,000	2,500,000	500,000	3,438,000	Water Enterprise (Unvoted)
PAWP Sludge Disposal Improvements	1,080,000	800,000	-	-	-	-	1,880,000	Voted 2013 Debt - Water
PAWP Sludge Disposal Improvements	-	-	10,000,000	-	-	-	10,000,000	WSRLA Loan
PAWP Wellfield Development	-	-	-	-	720,000	8,300,000	9,020,000	Water Enterprise (Unvoted)
DOW Perimeter Fence Improvements	-	-	-	675,000	-	-	675,000	Voted 2016 Debt - Water
DOW Perimeter Fence Improvements	-	-	-	-	360,000	-	360,000	Water Enterprise (Unvoted)
Large Diameter Valve Replacement	-	-	-	-	-	2,000,000	2,000,000	WSRLA Loan
PAWP Backwash Pump Replacement	-	-	-	-	225,000	250,000	475,000	Water Enterprise (Unvoted)
Upground Reservoir Embankment Repairs - 2019	270,000	-	-	-	-	-	270,000	Voted 2013 Debt - Water
Upground Reservoir Embankment Repairs - 2023	-	-	-	-	450,000	-	450,000	Water Enterprise (Unvoted)
Watershed Boathouse Improvements	-	-	-	-	202,500	600,000	802,500	Water Enterprise (Unvoted)
Professional Construction Management (PCM) - 2018	4,500,000	4,500,000	-	-	-	-	9,000,000	Voted 2013 Debt - Water
Professional Construction Management (PCM) - 2018	-	-	3,000,000	900,000	-	-	3,900,000	Voted 2016 Debt - Water
Professional Construction Management (PCM) - 2020	-	3,000,000	-	-	-	-	3,000,000	Voted 2013 Debt - Water
Professional Construction Management (PCM) - 2020	-	-	4,000,000	-	-	-	4,000,000	Voted 2016 Debt - Water
Professional Construction Management (PCM) - 2020	-	-	-	4,000,000	2,000,000	-	6,000,000	Water Enterprise (Unvoted)
Professional Construction Management (PCM) - 2022	-	-	-	2,000,000	4,000,000	4,000,000	10,000,000	Water Enterprise (Unvoted)
Professional Construction Management (PCM) - 2024	-	-	-	-	-	2,000,000	2,000,000	Water Enterprise (Unvoted)
Olentangy River Rd. 24" Water Main (Phase 1)	225,000	-	-	-	-	-	225,000	Voted 2013 Debt - Water
Olentangy River Rd. 24" Water Main (Phase 1)	1,600,000	-	-	-	-	-	1,600,000	WSRLA Loan
Olentangy River Road 24-Inch Water Main (Phase 2)	360,000	-	-	-	-	-	360,000	Voted 2013 Debt - Water
Olentangy River Road 24-Inch Water Main (Phase 2)	2,800,000	-	-	-	-	-	2,800,000	WSRLA Loan
Large Diameter Valve Replacement Program	-	1,000,000	-	-	-	-	1,000,000	Voted 2013 Debt - Water
Large Diameter Valve Replacement Program	-	-	1,000,000	900,000	-	-	1,900,000	Voted 2016 Debt - Water
Large Diameter Valve Replacement Program	-	-	-	-	900,000	1,000,000	1,900,000	Water Enterprise (Unvoted)
Large Diameter Valve Replacement Part 2	900,000	-	-	-	-	-	900,000	Voted 2013 Debt - Water
PAWP Filter Console Replacement	-	-	-	-	-	200,000	200,000	Water Enterprise (Unvoted)
PAWP Quarry Demolition	-	-	400,000	-	-	-	400,000	Voted 2016 Debt - Water
<b>Subtotal - WATER</b>	<b>\$ 149,473,000</b>	<b>\$ 165,440,000</b>	<b>\$ 125,825,000</b>	<b>\$ 127,445,000</b>	<b>\$ 120,187,500</b>	<b>\$ 114,500,000</b>	<b>\$ 802,870,500</b>	
<b>Grand Total</b>	<b>\$ 558,157,658</b>	<b>\$ 615,794,580</b>	<b>\$ 835,197,361</b>	<b>\$ 439,349,265</b>	<b>\$ 435,858,916</b>	<b>\$ 611,848,173</b>	<b>\$ 3,496,205,953</b>	

## Capital Improvements Program

2019-2024 CAPITAL IMPROVEMENTS PROGRAM							
FUNDING SUMMARY BY DIVISION							
DIVISION	2019	2020	2021	2022	2023	2024	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	13,750,000	8,690,000	8,690,000	8,690,000	8,690,000	8,690,000	57,200,000
Fleet Management	800,000	800,000	800,000	800,000	800,000	800,000	4,800,000
Police	2,680,000	1,680,000	1,680,000	1,680,000	1,680,000	1,680,000	11,080,000
Fire	12,000,000	7,320,000	7,320,000	7,320,000	7,320,000	7,320,000	48,600,000
Transportation	48,910,000	43,905,000	43,905,000	43,905,000	43,905,000	43,905,000	268,435,000
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	24,927,000	12,740,000	13,665,000	27,110,000	26,055,000	5,645,000	110,142,000
Sanitary Sewers	265,072,658	321,813,630	582,411,091	169,275,725	172,986,727	374,708,423	1,886,268,254
Electricity	2,500,000	14,400,950	14,551,270	15,153,540	17,329,689	14,389,750	78,325,199
Water	149,473,000	165,440,000	125,825,000	127,445,000	120,187,500	114,500,000	802,870,500
Recreation and Parks	22,780,000	22,780,000	22,780,000	22,780,000	22,780,000	22,780,000	136,680,000
DoT Administration	5,585,000	6,545,000	3,890,000	5,510,000	4,445,000	7,750,000	33,725,000
<b>Total</b>	<b>\$ 558,157,658</b>	<b>\$ 615,794,580</b>	<b>\$ 835,197,361</b>	<b>\$ 439,349,265</b>	<b>\$ 435,858,916</b>	<b>\$ 611,848,173</b>	<b>\$ 3,496,205,953</b>

2019-2024 CAPITAL IMPROVEMENTS PROGRAM							
FUNDING SUMMARY BY SOURCE							
FUNDING SOURCE	2019	2020	2021	2022	2023	2024	Total Budget
Sanitary Sewer Enterprise (Unvoted)	\$ -	\$ -	\$ -	\$ 43,651,871	\$ 42,782,646	\$ 115,889,527	\$ 202,324,044
Voted 2013 Debt - Water	80,273,000	68,040,000	3,612,000	-	-	-	151,925,000
Voted 2016 Debt - Electricity	2,500,000	14,400,950	12,024,050	-	-	-	28,925,000
Voted 2016 Debt - Storm	12,670,000	8,640,000	9,865,000	10,360,000	5,405,000	500,000	47,440,000
Voted 2016 Debt SIT Supported	67,830,000	31,780,000	21,925,000	-	-	-	121,535,000
Fleet Management (Unvoted)	800,000	800,000	800,000	800,000	800,000	800,000	4,800,000
Electricity Enterprise (Unvoted)	-	-	2,527,220	14,648,540	16,824,689	13,884,750	47,885,199
Storm Sewer Enterprise (Unvoted)	-	-	-	-	-	4,495,000	4,495,000
WPCLF/OWDA	191,323,162	246,388,905	512,365,923	119,715,243	150,854,081	259,468,896	1,480,116,210
Water Enterprise (Unvoted)	-	-	-	57,153,000	93,187,500	84,250,000	234,590,500
Councilmanic SIT Supported	41,970,000	62,275,000	72,130,000	94,560,000	94,560,000	94,560,000	460,055,000
Voted 2016 Debt - Sanitary Sewer	86,006,496	79,524,725	73,845,168	22,658,611	-	-	262,035,000
WSRLA Loan	69,200,000	97,400,000	58,500,000	32,000,000	27,000,000	30,250,000	314,350,000
Voted 2016 Debt - Water	-	-	63,713,000	38,292,000	-	-	102,005,000
Information Services	5,585,000	6,545,000	3,890,000	5,510,000	4,445,000	7,750,000	33,725,000
<b>Total</b>	<b>\$ 558,157,658</b>	<b>\$ 615,794,580</b>	<b>\$ 835,197,361</b>	<b>\$ 439,349,265</b>	<b>\$ 435,858,916</b>	<b>\$ 611,848,173</b>	<b>\$ 3,496,205,953</b>

# PROPOSED 2019 CAPITAL IMPROVEMENT BUDGET

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## Public Safety

### Police

**Project Name:** Police Facility Renovations  
**Type:** Recurring  
**Estimated 2019 Cost:** \$1,680,000  
**Funding Source:** Voted 2016 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.

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**Project Name:** Real Time Crime Center  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$1,000,000  
**Funding Source:** Voted 2016 SIT Supported G.O. Bonds  
**Operating Impact:** To be determined  
**Project Description:** Funding for the design of a real time crime center to provide up to date information to Public Safety forces.

**Police subtotal - \$2,680,000**

### Fire

**Project Name:** Fire Facility Renovation  
**Type:** Recurring  
**Estimated 2019 Cost:** \$1,320,000  
**Funding Source:** Voted 2016 SIT Supported G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Continued renovation and improvements to existing fire facilities.

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**Project Name:** Fire Apparatus Replacement  
**Type:** Recurring  
**Estimated 2019 Cost:** \$6,000,000  
**Funding Source:** Voted 2016 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.

**Project Name:** Fire Station #16  
**Type:** Non-Recurring  
**Estimated 2019 Cost:** \$4,680,000  
**Funding Source:** Voted 2016 SIT Supported G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Relocation and construction of a new fire station #16. Due to changes in EMS/Fire practices, the existing Fire Station 16 is nearing the end of its useful life as a fire station. A new site has been identified on Oakland Park Avenue that is of adequate size to accommodate construction of a modern Fire/EMS facility to serve the North Linden Neighborhood.

**Fire subtotal - \$12,000,000**

**Public Safety Total - \$14,680,000**



## **Development**

**Project Name:** Green Columbus Projects  
**Type:** Recurring  
**Estimated 2019 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.

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**Project Name:** Economic & Community Development  
**Type:** Recurring  
**Estimated 2019 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.

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**Project Name:** Housing Preservation  
**Type:** Recurring  
**Estimated 2019 Cost:** \$2,000,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funds used to aid in the prevention, acquisition, rehabilitation, and demolition components of the Housing Preservation programs.

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**Project Name:** Emergency Shelter Repair  
**Type:** Recurring  
**Estimated 2019 Cost:** \$350,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funds granted to aid homeless shelters throughout the city with various capital repairs. Shelters are selected on an annual basis.

**Development Total - \$3,600,000**

## Finance and Management

### Construction Management

**Project Name:** Facility Renovations – Project Cost Allocations

**Type:** Recurring

**Estimated 2019 Cost:** \$600,000

**Funding Source:** Councilmanic SIT Supported G.O. Bonds

**Operating Impact:** None

**Project Description:** Funding to aid in the allocation of resources to various projects.

**Project Name:** Facility Renovations – Various

**Type:** Recurring

**Estimated 2019 Cost:** \$5,278,000

**Funding Source:** Councilmanic SIT Supported G.O. Bonds

**Operating Impact:** Minimal to moderate reduction in preventative maintenance costs

**Project Description:** Funding to provide for capital improvements on city owned buildings. Funds may be used, but are not limited to, building infrastructure upgrades and interior and exterior facility renovations.

**Project Name:** Construction Management – Design and Project Management Services

**Type:** Recurring

**Estimated 2019 Cost:** \$500,000

**Funding Source:** Councilmanic SIT Supported G.O. Bonds

**Operating Impact:** None

**Project Description:** Funding for architectural design services for current and future construction projects as well as additional project management needs.

**Project Name:** City Hall Renovations – Various

**Type:** Recurring

**Estimated 2019 Cost:** \$5,172,000

**Funding Source:** Councilmanic SIT Supported G.O. Bonds

**Operating Impact:** Minimal to moderate reduction in preventative maintenance costs

**Project Description:** Renovation of the City Hall building to replace aging infrastructure. Funds may be used, but are not limited to, building infrastructure upgrades and interior and exterior facility renovations.

**Project Name:** Municipal Court – Phased Renovations

**Type:** Recurring

**Estimated 2019 Cost:** \$2,200,000

**Funding Source:** Councilmanic SIT Supported G.O. Bonds

**Operating Impact:** Minimal reduction due to savings on preventative maintenance services

**Project Description:** Funding for the ongoing renovations to the municipal court facility.

**Construction Management subtotal - \$13,750,000**

**Fleet Management**

**Project Name:** Fleet Automated Fuel Location Upgrades  
**Type:** Recurring  
**Estimated 2019 Cost:** \$100,000  
**Funding Source:** Fleet Management G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Renovation, remediation, removal, and/or replacement of citywide fueling infrastructure, including fuel tanks, fuel storage, and dispensing units.

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**Project Name:** Fleet Equipment Replacement  
**Type:** Recurring  
**Estimated 2019 Cost:** \$100,000  
**Funding Source:** Fleet Management G.O. Bonds  
**Operating Impact:** Minimal reduction due to savings on preventative maintenance services  
**Project Description:** Periodic replacement of aging equipment.

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**Project Name:** Fuel Tank Management  
**Type:** Recurring  
**Estimated 2019 Cost:** \$300,000  
**Funding Source:** Fleet Management G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Remediation, removal, and/or replacement of fuel tanks.

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**Project Name:** Fleet Vehicle Pooling  
**Type:** Non-Recurring  
**Estimated 2019 Cost:** \$300,000  
**Funding Source:** Fleet Management G.O. Bonds  
**Operating Impact:** Minimal to moderate reduction due to increased efficiency in vehicle usage  
**Project Description:** Infrastructure to allow for more efficient pooling of city vehicles.

**Fleet Management subtotal - \$800,000**

**Finance and Management Total - \$14,550,000**

## Technology

**Project Name:** Data Center Facility Upgrades  
**Type:** Recurring  
**Estimated 2019 Cost:** \$1,460,000  
**Funding Source:** Information Services G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funds to upgrade the city's data centers infrastructures required to move from Tier I to Tier II service level status.

**Project Name:** Disaster Recovery Project  
**Type:** Recurring  
**Estimated 2019 Cost:** \$100,000  
**Funding Source:** Information Services G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Continue assessment of rehabilitation of the city data centers as needed to meet the recovery and availability demands in the event of an emergency/Disaster Avoidance Plan.

**Project Name:** Connectivity Project Fiber/Wireless  
**Type:** Recurring  
**Estimated 2019 Cost:** \$1,000,000  
**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:** Enterprise System Upgrades  
**Type:** Recurring  
**Estimated 2019 Cost:** \$425,000  
**Funding Source:** Information Services G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Continued 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 2019 Cost:** \$290,000  
**Funding Source:** Information Services G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Continued replacement of equipment and professional review of security controls to provide additional cybersecurity to protect city systems.

**Project Name:** Enterprise System Upgrades – GIS  
**Type:** Recurring  
**Estimated 2019 Cost:** \$250,000  
**Funding Source:** Information Services G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Assessment of the city's GIS system architecture and database schema design. Purchase of GIS software and application upgrades.

## Capital Improvements Program

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**Project Name:** Enterprise System Upgrades – Applications  
**Type:** Recurring  
**Estimated 2019 Cost:** \$400,000  
**Funding Source:** Information Services G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Continue upgrades to various software applications used throughout the city.

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**Project Name:** E-Gov Initiatives  
**Type:** Recurring  
**Estimated 2019 Cost:** \$100,000  
**Funding Source:** Information Services G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Continue system upgrades to the content management system that generate data for the city's websites.

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**Project Name:** Media Service Equipment and Infrastructure  
**Type:** Recurring  
**Estimated 2019 Cost:** \$200,000  
**Funding Source:** Information Services G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Replacement of obsolete/end of life control room studio equipment associated with City meetings/events requiring media coverage services.

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**Project Name:** Network Improvements  
**Type:** Recurring  
**Estimated 2019 Cost:** \$430,000  
**Funding Source:** Information Services G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Purchase of equipment and system upgrades associated with the citywide data network.

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**Project Name:** Telephony and Interactive Voice Response (IVR) Infrastructure Improvements  
**Type:** Recurring  
**Estimated 2019 Cost:** \$930,000  
**Funding Source:** Information Services G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Purchase of additional equipment/software to upgrade the Call Manager/Unified Communications system and telephone equipment refresh.

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**Technology Total - \$5,585,000**

## Recreation and Parks

**Project Name:** Urban Infrastructure Projects  
**Type:** Recurring  
**Estimated 2019 Cost:** \$753,200  
**Funding Source:** Voted 2016 SIT Supported G.O. Bonds  
**Operating Impact:** Minimal increase for maintenance of new amenities  
**Project Description:** Funds used for park improvements and development in urban locations. Specific parks and projects are selected for funding on an annual basis via community requests.

**Project Name:** Swimming Facilities  
**Type:** Recurring  
**Estimated 2019 Cost:** \$2,318,000  
**Funding Source:** Voted 2016 SIT Supported G.O. Bonds  
**Operating Impact:** \$42,000 increase for large scale pool improvements including added amenities  
**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:** HVAC Improvements  
**Type:** Recurring  
**Estimated 2019 Cost:** \$3,150,000  
**Funding Source:** Voted 2016 SIT Supported G.O. Bonds  
**Operating Impact:** \$50,000 increase for new HVAC additions  
**Project Description:** Funding to continue the replacement of outdated and inefficient HVAC equipment in various recreational facilities throughout the city. Funding is also used to add HVAC capabilities in various recreational facilities throughout the city.

**Project Name:** Street Tree Initiative  
**Type:** Recurring  
**Estimated 2019 Cost:** \$400,000  
**Funding Source:** Voted 2016 SIT Supported G.O. Bonds  
**Operating Impact:** Minimal increase for care of new trees  
**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 - Parks  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$250,000  
**Funding Source:** Voted 2016 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:** Bikeway Trail Safety  
**Type:** Recurring  
**Estimated 2019 Cost:** \$433,800  
**Funding Source:** Voted 2016 SIT Supported G.O. Bonds  
**Operating Impact:** Minimal increase for maintenance of new amenities  
**Project Description:** Continuation of the bikeway trail safety program. Annual allocation for paving improvements, fencing, and implementation of safety equipment along the existing system.



## Capital Improvements Program

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**Project Name:** Greenways Projects  
**Type:** Recurring  
**Estimated 2019 Cost:** \$3,000,000  
**Funding Source:** Voted 2016 SIT Supported G.O. Bonds  
**Operating Impact:** Minimal increase for maintenance of new amenities  
**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 2019 Cost:** \$1,000,000  
**Funding Source:** Voted 2016 SIT Supported G.O. Bonds  
**Operating Impact:** Minimal increase for maintenance of new amenities  
**Project Description:** Improvements and upgrades to waterway and boat launch areas.

---

**Project Name:** Safe Playgrounds  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$500,000  
**Funding Source:** Voted 2016 SIT Supported G.O. Bonds  
**Operating Impact:** Minimal increase for maintenance of new playground equipment  
**Project Description:** Funding to provide safe and accessible playgrounds throughout the city. Funds are used in the construction of new playgrounds and the replacement of older equipment. Playgrounds that do not meet current safety or accessibility standards are the highest priority for replacement.

---

**Project Name:** Renovations – Miscellaneous Improvements & Cost Allocations  
**Type:** Recurring  
**Estimated 2019 Cost:** \$1,985,400  
**Funding Source:** Voted 2016 SIT Supported G.O. Bonds  
**Operating Impact:** Minimal increase for maintenance of new amenities  
**Project Description:** Improvements and renovations to existing parks, facilities, and amenities. Yearly determinations to be made.

---

**Project Name:** Hard Surface Improvements  
**Type:** Recurring  
**Estimated 2019 Cost:** \$800,000  
**Funding Source:** Voted 2016 SIT Supported G.O. Bonds  
**Operating Impact:** Minimal increase for maintenance of new amenities  
**Project Description:** Annual improvement and replacement of existing hard surface areas. Funding also is used to add new hard surface amenities. These can include, but are not limited to, sidewalks, parking lots, walking trails, tennis courts, and basketball courts.

---

**Project Name:** Facility Roof Improvements  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$800,000  
**Funding Source:** Voted 2016 SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Replacement and extensive renovation of roofs located at aging existing facilities.

---

**Project Name:** New Development - Miscellaneous Improvements & Cost Allocations  
**Type:** Recurring  
**Estimated 2019 Cost:** \$911,200  
**Funding Source:** Voted 2016 SIT Supported G.O. Bonds  
**Operating Impact:** \$30,000 for maintenance of new parks, facilities, and amenities  
**Project Description:** Funding dedicated to the implementation of the development of new parks, facilities, and amenities that are new to the system and/or have not existed previously.

**Project Name:** Blueways Development  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$100,000  
**Funding Source:** Voted 2016 SIT Supported G.O. Bonds  
**Operating Impact:** Minimal increase for maintenance of new amenities  
**Project Description:** Funding for the development of public access points on waterways for recreational use.

**Project Name:** Acquisition – Miscellaneous Acquisition & Cost Allocations  
**Type:** Recurring  
**Estimated 2019 Cost:** \$1,822,400  
**Funding Source:** Voted 2016 SIT Supported G.O. Bonds  
**Operating Impact:** \$25,000 for maintenance of new land  
**Project Description:** Purchase of land and property in underserved areas, for conservation, and/or to expand the existing park system.

**Project Name:** Small Capital Improvements – Golf, Sports, Permits & Cost Allocations  
**Type:** Recurring  
**Estimated 2019 Cost:** \$1,594,600  
**Funding Source:** Voted 2016 SIT Supported G.O. Bonds  
**Operating Impact:** Minimal increase for maintenance of new amenities  
**Project Description:** Small improvements to existing golf, sports, and permitted rental facilities to keep them safe, user friendly, and competitive in the marketplace.

**Project Name:** Large Scale Capital Investments & Cost Allocations  
**Type:** Recurring  
**Estimated 2019 Cost:** \$1,139,000  
**Funding Source:** Voted 2016 SIT Supported G.O. Bonds  
**Operating Impact:** \$25,000 for maintenance of new amenities and facilities  
**Project Description:** Large scale improvements to existing golf, sports, and permitted rental facilities. Funding is also used for construction of new golf, sports, and permitted rental facilities.

**Project Name:** Emergency Improvements & Cost Allocations  
**Type:** Recurring  
**Estimated 2019 Cost:** \$1,139,000  
**Funding Source:** Voted 2016 SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funding for unforeseen items such as fixing of a design flaw, replacing a major component, repairing a major structural part of an asset, increasing capacity/efficiency of an asset, or adapting something to a new use as a result of the repairs.

## Capital Improvements Program

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**Project Name:** Quick Strike Projects & Cost Allocations  
**Type:** Recurring  
**Estimated 2019 Cost:** \$683,400  
**Funding Source:** Voted 2016 SIT Supported G.O. Bonds  
**Operating Impact:** Minimal increase for maintenance of new amenities  
**Project Description:** Funding for high priority opportunities that are unanticipated and time-sensitive, aligning with strategic goals.

**Recreation and Parks Total - \$22,780,000**

## Public Service

### Transportation

**Project Name:** Urban Infrastructure Recovery  
**Type:** Recurring  
**Estimated 2019 Cost:** \$5,651,813  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** Minimal Increase  
**Project Description:** Funding established for capital improvements targeted in the older commercial and residential areas of the city. Improvements may include street rehabilitation, alley improvements, curb installations, sidewalk installations and replacements, street lighting, and resurfacing.

**Project Name:** Urban Infrastructure Recovery – Milo Grogan Second Avenue Improvements  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$860,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** Minimal Increase  
**Project Description:** Design and construction of improvements along 2<sup>nd</sup> Avenue in Milo Grogan area.

**Project Name:** Street Equipment – Traffic and Infrastructure Management  
**Type:** Recurring  
**Estimated 2019 Cost:** \$856,794  
**Funding Source:** Voted 2016 SIT Supported G.O. Bonds; Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** Minimal Reduction  
**Project Description:** Annual replacement of aging equipment for the Division of Traffic Management and the Division of Infrastructure Management.

**Project Name:** Neighborhood Commercial Revitalization (NCR)  
**Type:** Recurring  
**Estimated 2019 Cost:** \$2,500,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** Minimal Increase  
**Project Description:** Funds used to identify commercial areas that are eligible for capital improvement funding. Improvements may include, but are not limited to, replacement of sidewalks, intersection improvements, installation of street trees, and installation of street lighting.

**Project Name:** Intersection Improvements – James Road at Livingston Avenue  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$560,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** Minimal Increase  
**Project Description:** Addition of turn lanes and traffic signal upgrades to the intersection as safety measures. Project includes upgrades to the storm sewer capacity on Livingston Avenue.

## Capital Improvements Program

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**Project Name:** ADA Ramp Projects – 2018 General Engineering  
**Type:** Recurring  
**Estimated 2019 Cost:** \$250,000  
**Funding Source:** Voted 2016 SIT Supported G.O. Bonds  
**Operating Impact:** Minimal Increase  
**Project Description:** Installation and reconstruction of curb ramps throughout the city.

---

**Project Name:** Alley Rehabilitation  
**Type:** Recurring  
**Estimated 2019 Cost:** \$2,350,000  
**Funding Source:** Voted 2016 SIT Supported G.O. Bonds; Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** Minimal Reduction  
**Project Description:** Rehabilitation of alleys throughout the city. Alleys are chosen based upon field assessments and inspections by the maintenance engineering staff and input from citizens.

---

**Project Name:** Roadway Improvements  
**Type:** Recurring  
**Estimated 2019 Cost:** \$2,850,000  
**Funding Source:** Voted 2016 SIT Supported G.O. Bonds  
**Operating Impact:** Minimal Reduction  
**Project Description:** Project management costs related to the reconstruction of existing streets and roadway extensions. Costs also include utility relocations, construction inspection costs, and right of way acquisitions necessary for roadway projects.

---

**Project Name:** Roadway Improvements – Lazelle Road Phase C  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$1,300,000  
**Funding Source:** Councilmanic SIT Supported G.O. Bonds  
**Operating Impact:** Minimal Reduction  
**Project Description:** Roadway improvements from Sancus Boulevard to Worthington-Galena Road. Project will widen for a center two way left turn lane, provide for sidewalks on the south side of Lazelle Road, and for a shared use path on the north side of the street as well as a drainage system and lighting.

---

**Project Name:** Curb Reconstruction  
**Type:** Recurring  
**Estimated 2019 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 2019 Cost:** \$19,745,000  
**Funding Source:** Voted 2016 SIT Supported G.O. Bonds; 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:

- West Broad Street
- Morse Road and High Street
- Town Street/Glenwood Avenue/Rich Street
- Town Street
- Harrisburg Pike
- Riverside Drive – Martin Road to River Park Road

**Project Name:** Bridge Rehabilitation  
**Type:** Recurring  
**Estimated 2019 Cost:** \$2,511,393  
**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 2019:

- State Route 315 Median Barrier Wall
- Lehman Road
- Calumet Street

**Project Name:** Housing Initiatives  
**Type:** Recurring  
**Estimated 2019 Cost:** \$1,600,000  
**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 2019 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 2018 includes the following:

- Norton Road Shared Use Path
- Olentangy River Road Shared Use Path – North Broadway to Garrett
- Refugee Road over Big Walnut Creek Shared Use Path
- Trabue Road/Renner Road Shared Use Path



## Capital Improvements Program

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**Project Name:** School Flashers  
**Type:** Recurring  
**Estimated 2019 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 2019 Cost:** \$950,000  
**Funding Source:** Voted 2016 SIT Supported G.O. Bonds  
**Operating Impact:** Minimal Reductions  
**Project Description:** Installation of new and replacement traffic signals throughout the city.

---

**Project Name:** Sign Upgrading/Street Name Signs – Commodities  
**Type:** Recurring  
**Estimated 2019 Cost:** \$325,000  
**Funding Source:** Voted 2016 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 2019 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 2019 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 2019 include the following:

- Refugee Road – Winchester Pike to Hamilton Road
- Third Avenue Sidewalks
- Kingsford Road Sidewalks
- Worthington Woods Boulevard Sidewalks
- Maize Road Sidewalks
- Toronto Street Sidewalks
- Courtright Road Sidewalks
- Godown Road Sidewalks – West Case Road to Bethel Road
- Walford Street and Sharbot Drive Sidewalks
- Maple Canyon Avenue Sidewalks

**Transportation subtotal - \$48,910,000**

**Refuse**

**Project Name:** Mechanized Collection Equipment  
**Type:** Recurring  
**Estimated 2019 Cost:** \$4,930,000  
**Funding Source:** Voted 2016 SIT Supported G.O. Bonds  
**Operating Impact:** Minimal Reduction  
**Project Description:** Annual replacement of aging equipment for the Division of Refuse Collection.

---

**Project Name:** Alum Creek Remediation – Facility Improvements  
**Type:** Recurring  
**Estimated 2019 Cost:** \$100,000  
**Funding Source:** Voted 2016 SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Rehabilitation of existing collection facilities.

---

**Project Name:** Mechanized Collection Equipment – Containers  
**Type:** Recurring  
**Estimated 2019 Cost:** \$1,050,000  
**Funding Source:** Voted 2016 SIT Supported G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Purchase of collection containers.

**Refuse subtotal - \$6,080,000**

**Public Service Total - \$54,990,000**

## **Public Utilities**

### **Storm Sewer**

**Project Name:** Fountain Square Stormwater System Improvements  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$4,000,000  
**Funding Source:** Ohio Water Development Authority Loan  
**Operating Impact:** None  
**Project Description:** Mitigation efforts for street flooding along the Morse Road service road in the Fountain Square area.

---

**Project Name:** Storm Sewer Large Diameter Condition Assessment Phase 1  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$1,500,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Funding for the systematic assessment and rehabilitation of the large diameter storm sewer infrastructure.

---

**Project Name:** General Construction Contract - Storm  
**Type:** Recurring  
**Estimated 2019 Cost:** \$1,150,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** This project makes improvements to existing storm infrastructure including sewers, inlets, culverts, and associated appurtenances that may have failed unexpectedly or require immediate attention.

---

**Project Name:** Petzinger Road Stormwater Improvements  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$150,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** This project will construct storm system improvements along Petzinger Road from Glenbrook Drive east to Courtright Road.

---

**Project Name:** General Engineering Services - Storm  
**Type:** Recurring  
**Estimated 2019 Cost:** \$400,000  
**Funding Source:** Voted 2013 Public Utilities G.O. Bonds; Voted 2016 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 2019 Cost:** \$1,150,000  
**Funding Source:** Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** This project would mitigate street and yard flooding, and reduce roadside drainage problems.

---

**Project Name:** Linden Neighborhood Stormwater System Improvements Phase 2  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$1,150,000  
**Funding Source:** Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Mitigation of street and yard flooding, and the reduction of drainage issues in the Linden Neighborhood.

**Project Name:** Detention Basin Modifications  
**Type:** Recurring  
**Estimated 2019 Cost:** \$750,000  
**Funding Source:** Ohio Water Development Authority Loan; Voted 2016 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 2019 include funding for the following:

- Summit View Detention Basin

**Project Name:** Olde Beechwood Area Stormwater System Improvements  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$2,880,000  
**Funding Source:** Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Stormwater system improvements to mitigate street and yard flooding within the Olde Beechwood historic neighborhood.

**Project Name:** Franklinton Area Stormwater System Improvements  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$2,000,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Mitigation of street flooding, yard flooding, and water in basement occurrences in the Franklinton area.

**Project Name:** Holt Avenue/Somersworth Drive Stormwater System Improvements  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$1,000,000  
**Funding Source:** Ohio Water Development Authority Loan  
**Operating Impact:** None  
**Project Description:** Design and construction of stormwater improvements along Holt Road, through the Brentnell Avenue Parkland to Somersworth Drive.

**Project Name:** Holton Park and Eureka Avenue Green Infrastructure Improvements  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$465,000  
**Funding Source:** Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** This project will design and construct green infrastructure on vacant parcels along the N. Eureka Ave corridor as well as at the Holton Park site in an effort to provide the water quality treatment for CIP 611009 - Terrace/Broad Stormwater System Improvements.

## Capital Improvements Program

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**Project Name:** Pump Stations, ST-21, ST-22, ST-23 Improvements  
**Type:** Recurring  
**Estimated 2019 Cost:** \$1,500,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funding for the design and construction of the storm system and flood protection improvements for the area southwest of the Arena District.

---

**Project Name:** Stormwater Strategic Plan, Phase 2  
**Type:** Recurring  
**Estimated 2019 Cost:** \$150,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** The work to be performed under this contract will improve the efficiency of the identification, design, and construction of stormwater infrastructure, which in turn can be expected to reduce construction and long-term maintenance costs.

---

**Project Name:** Central Avenue Underpass Stormwater System Improvements  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$1,437,000  
**Funding Source:** Ohio Water Development Authority Loan; Voted 2016 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:** SMOC SCADA Modernization at Remote Stormwater Facilities  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$1,350,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Replace legacy communication equipment at remote stormwater facilities.

---

**Project Name:** Krieger Court Stormwater Improvements  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$400,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Engineering services to analyze drainage issues upstream and downstream of the Kreiger Court Stormwater Basin.

---

**Project Name:** Twin Lakes Upper Dam and Greenlawn Low Head Dam Improvements  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$195,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** This project will investigate action items identified by ODNR's 2016 inspection and report of the Twin Lakes Upper Dam and the Greenlawn Avenue Low Head Dam. Repair recommendations, design and services during construction will be performed.

---

**Project Name:** Barnett Road Stormwater Improvements  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$200,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** This project will investigate drainage issues along Barnett Road, between Main Street and Livingston Avenue, as drainage issues have been reported in this area. Following the investigation, this project will allow for design recommendation to alleviate standing water and stormwater drainage issues.

---

**Project Name:** Storm Sewer Assessment – James Livingston 5 Blueprint Area  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$2,000,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** This project involves assessing and cleaning sewers in the James Livingston 5 Blueprint Area.

---

**Project Name:** Bethel Road Culvert Rehabilitation  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$450,000  
**Funding Source:** Ohio Water Development Authority Loan  
**Operating Impact:** Minimal  
**Project Description:** This project will allow the city to repair the existing 84" and 24" culverts.

---

**Project Name:** Cooke Road Culvert Improvements  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$200,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** This project will allow the city to repair the existing 24" storm culvert.

---

**Project Name:** Pump Station ST-8 Rehabilitation  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$450,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Installation of new electrical equipment, refurbishing the existing pumps, and making improvements to the wet well along with the addition of a new duty pump.

---

**Stormwater subtotal - \$24,927,000**



**Sanitary Sewers**

**Project Name:** Real Time Control – Alum Creek Storm Tanks  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$1,127,500  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds; Ohio Water Development Authority Loan  
**Operating Impact:** Minimal  
**Project Description:** Project to address the combined sewer overflow volume and frequency at the Alum Creek storm tank.

---

**Project Name:** Real Time Control – Sewer System Optimization  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$425,000  
**Funding Source:** Voted 2016 Public Utilities 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:** Non-recurring  
**Estimated 2019 Cost:** \$85,000  
**Funding Source:** Voted 2016 Public Utilities 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:** SSES Overall Engineering Consultant Services  
**Type:** Recurring  
**Estimated 2019 Cost:** \$255,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** This contract is essential to the conceptualization and execution of large capital improvements for the sewer collection system and all related infrastructures.

---

**Project Name:** Big Walnut Sanitary Trunk Extension, Phase 2  
**Type:** Recurring  
**Estimated 2019 Cost:** \$850,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Project to provide sanitary sewer service for the developing area between Hoover Reservoir and the Village of New Albany.

---

**Project Name:** Central College Subtrunk Extension Phase 3  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$3,187,500  
**Funding Source:** Voted 2016 Public Utilities 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 2019 Cost:** \$3,612,500  
**Funding Source:** Voted 2016 Public Utilities 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 2019 Cost:** \$170,000  
**Funding Source:** Voted 2016 Public Utilities 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:** Roof Replacements for Department of Public Utilities Facilities  
**Type:** Recurring  
**Estimated 2019 Cost:** \$2,690,250  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Replacement of roofs at existing facilities to prevent infrastructure damage due to water leaks.

---

**Project Name:** Jackson Pike Waste Water Treatment Plant (JPWWTP) Biosolids Land Application Improvements  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$16,340,400  
**Funding Source:** Voted 2016 Public Utilities 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.

---

**Project Name:** JPWWTP Screening Improvements  
**Type:** Recurring  
**Estimated 2019 Cost:** \$467,500  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** This project will upgrade the current Jackson Pike mechanical screen dewatering and disposal systems and identify improvements to the existing screen building to increase reliability.

---

**Project Name:** Facilities & Equipment Upgrade for Whittier Street Storm Tanks  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$13,122,000  
**Funding Source:** Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Upgrading of processing, electrical, and metering equipment for the Whittier Street stormwater control tanks.

## Capital Improvements Program

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**Project Name:** Short Circuit, Coordination, and Arc Flash Studies #1  
**Type:** Recurring  
**Estimated 2019 Cost:** \$850,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Engineering services to reduce incorrect tripping of electrical equipment and provide a safer working environment.

---

**Project Name:** Department of Public Utilities General Engineering Consultant Services (GEC) #3 and #4  
**Type:** Recurring  
**Estimated 2019 Cost:** \$850,000  
**Funding Source:** Voted 2016 Public Utilities 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 2019 Cost:** \$143,992  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Funding for JPWWTP Plant projects submitted through the General Engineering Consultant Service contracts.

---

**Project Name:** JPWWTP Fiber Optic Installation  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$365,500  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** This project will provide the Southerly WWTP and Compost Facility with a fiber optic internet connection through the City of Columbus MetroNet system. This project will also provide a means to connect other City of Columbus facilities south of JPWWTP.

---

**Project Name:** JPWWTP Digester Gas Piping Replacement  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$474,300  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** This project will replace the existing digester piping with new piping.

---

**Project Name:** JPWWTP HVAC Replacement  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$425,508  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Replacement of the Incinerator Building HVAC unit.

---

**Project Name:** Southerly Waste Water Treatment Plant (SWWTP) Small Capital Projects  
**Type:** Recurring  
**Estimated 2019 Cost:** \$680,000  
**Funding Source:** Voted 2016 Public Utilities 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 2019 Cost:** \$3,355,122  
**Funding Source:** Voted 2016 Public Utilities 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 Boiler System Operational Improvements  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$1,180,115  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Rehabilitation of the existing service building steam plant at the SWWTP.

---

**Project Name:** SWWTP Service Drive Lighting Improvements  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$255,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Replace the poles and traffic light at the south entrance of the SWWTP. Provide lighting along the south drive.

---

**Project Name:** Fairwood Avenue Building Facilities Small Capital Projects  
**Type:** Recurring  
**Estimated 2019 Cost:** \$297,500  
**Funding Source:** Voted 2016 Public Utilities 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 Facility Methane Detector Replacement  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$170,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** This project will replace the current methane detection system with a new, more robust system.

## Capital Improvements Program

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**Project Name:** WWTF Professional Construction Management Services #2  
**Type:** Recurring  
**Estimated 2019 Cost:** \$297,500  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** This contract is for Professional Construction Management services for the Division of Sewerage and Drainage Wastewater Treatment Facilities projects.

---

**Project Name:** HVAC & Air Purification System Replacement  
**Type:** Recurring  
**Estimated 2019 Cost:** \$2,295,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Replacement of equipment that is currently at the end of its useful life.

---

**Project Name:** Department of Public Utilities Hazardous Energy Control  
**Type:** Recurring  
**Estimated 2019 Cost:** \$42,500  
**Funding Source:** Voted 2016 Public Utilities 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:** WWTF Instrumentation and Control Integration and Programming Part 2  
**Type:** Recurring  
**Estimated 2019 Cost:** \$425,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Wastewater Treatment Facilities Instrumentation and Control (I&C) System Upgrade.

---

**Project Name:** SWWTP Digestion Process Expansion  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$24,001,457  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds; Ohio Water Development Authority Loan  
**Operating Impact:** Power usage and maintenance cost increases in 2020  
**Project Description:** Expansion of plant infrastructure to provide for additional facilities needed for the anaerobic digestion of biosolids.

---

**Project Name:** SWWTP Post Aeration Diffuser Replacement  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$605,200  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Undetermined at this time  
**Project Description:** Replacement of the aeration diffuser that has reached the end of its useful life.

---

**Project Name:** Waste Water Treatment Facilities Upgrade – General Program #4  
**Type:** Recurring  
**Estimated 2019 Cost:** \$1,609,900  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Continuation of the general overall engineering consultant contract which provides assistance in the execution of large capital improvement projects for the division.

---

**Project Name:** SWWTP Chemically Enhanced Primary Treatment – Preliminary, Clarification, and Disinfection  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$3,375,440  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Undetermined at this time  
**Project Description:** The project will provide a Chemically Enhanced Primary Treatment (CEPT) facility to treat additional wet weather flows at the SWWTP.

---

**Project Name:** Compost Facility Odor Control Improvements  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$27,487,260  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds; Ohio Water Development Authority Loan  
**Operating Impact:** Undetermined at this time  
**Project Description:** Continued improvements to further reduce the odors generated by the composting process.

---

**Project Name:** 2018 Annual Lining Contract  
**Type:** Recurring  
**Estimated 2019 Cost:** \$5,722,500  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds; Ohio Water Development Authority Loan  
**Operating Impact:** Undetermined at this time  
**Project Description:** Rehabilitation of existing sanitary sewers using cured-in-place pipe.

---

**Project Name:** Lockbourne Subtrunk Air Quality Improvements  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$3,608,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds; Ohio Water Development Authority Loan  
**Operating Impact:** Undetermined at this time  
**Project Description:** Design and construction of two active air quality systems along the Lockbourne Intermodal subtrunk alignment.

---

**Project Name:** Rickenbacker Intermodal Sanitary Extension  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$637,500  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Extension of the gravity sanitary sewer main from the existing Military Pump Station along Rickenbacker Parkway.



## Capital Improvements Program

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**Project Name:** Hayden Run Aerial Sewer Improvements  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$576,500  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds; Ohio Water Development Authority Loan  
**Operating Impact:** Undetermined at this time  
**Project Description:** This project will provide rehabilitation to a section of an elevated, 42" aerial sewer that has developed leaks along the midpoints of the pipe spans.

---

**Project Name:** Upper Scioto West Subtrunk - Hayden Run Area West of Cosgray Road  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$892,500  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** This sanitary sewer extension will begin on the east side of Cosgray Road and extend northwesterly to the vicinity of Rings and Houchard Roads.

---

**Project Name:** DPU Archive and Records Storage  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$327,250  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** This project will centralize project records for ease of access and control.

---

**Project Name:** East Franklinton Phase 1  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$1,318,100  
**Funding Source:** Ohio Water Development Authority Loan  
**Operating Impact:** None  
**Project Description:** Rehabilitation of the current sewer infrastructure in the Dodge Park area.

---

**Project Name:** Woodward Avenue Sanitary Sewers  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$525,000  
**Funding Source:** Ohio Water Development Authority Loan  
**Operating Impact:** None  
**Project Description:** Construction of sanitary sewers in a currently unsewered area.

---

**Project Name:** Ohio State University (OSU) Area Utility Easement Project  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$318,750  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** This project will update/renew or obtain new easements around OSU owned areas. Utility easements allow for maintenance and operation of existing city-owned utilities.

---

**Project Name:** Big Run/Hellbranch Subtrunk  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$1,486,710  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** This project will extend the Big Run Trunk Sewer from the intersection of Galloway Road and Sullivant Avenue west and north approximately 3000 feet to Broad Street.

---

**Project Name:** Portage Grove Area Assessment  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$2,100,000  
**Funding Source:** Ohio Water Development Authority Loan  
**Operating Impact:** None  
**Project Description:** Extension of the existing infrastructure to the developed areas that are currently served by on-lot systems.

---

**Project Name:** Lower Olentangy River Ecosystem Restoration, Fifth Avenue Dam Removal  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$42,500  
**Funding Source:** Voted 2016 Public Utilities 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 2019 Cost:** \$4,695,400  
**Funding Source:** Voted 2016 Public Utilities 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 South Section/Deshler Tunnel  
**Type:** Recurring  
**Estimated 2019 Cost:** \$85,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Perform condition assessment of sanitary trunk line sewer through video inspection in accordance with the requirements of the OEPA Consent Order.

---

**Project Name:** Olentangy-Scioto-Interceptor-Sewer (OSIS) Large Diameter Sewer Rehabilitation  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$1,020,000  
**Funding Source:** Voted 2016 Public Utilities 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

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**Project Name:** Center Large Diameter Rehabilitation  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$5,637,500  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds; Ohio Water Development Authority Loan  
**Operating Impact:** None  
**Project Description:** Systematic rehabilitation restoring the hydraulic capacity of existing infrastructure to extend its useful life.

---

**Project Name:** West Side Trunk Rehabilitation  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$340,000  
**Funding Source:** Voted 2016 Public Utilities 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 2019 Cost:** \$467,500  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funding to allow for the systematic inspection and rehabilitation of the city’s large diameter sewer infrastructure.

---

**Project Name:** Large Diameter – Scioto Main Trunk  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$1,105,000  
**Funding Source:** Voted 2016 Public Utilities 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:** Recurring  
**Estimated 2019 Cost:** \$127,500  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Required rehabilitation that will restore the hydraulic capacity of the existing system to extend the useful life of the sewer infrastructure.

---

**Project Name:** Alum Creek Trunk (Middle) Rehabilitation – Phase C  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$7,935,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds; Ohio Water Development Authority Loan  
**Operating Impact:** None  
**Project Description:** Rehabilitation of the current infrastructure to extend the useful life.

---

**Project Name:** Brimfield Area Sanitary System Repair Project  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$1,300,000  
**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:** 2019 General Construction Contract  
**Type:** Recurring  
**Estimated 2019 Cost:** \$1,955,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Construction and replacement of the older existing sewer infrastructure on an as needed basis.

**Project Name:** Third Avenue Combined Sewer Overflows Increased Capture and Green Infrastructure  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$3,015,000  
**Funding Source:** Ohio Water Development Authority Loan  
**Operating Impact:** None  
**Project Description:** Project to mitigate flooding and sewer overflows at the Third Avenue railway underpass.

**Project Name:** Third Avenue Relief Sewer, Phase 3  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$3,561,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds; Ohio Water Development Authority Loan  
**Operating Impact:** None  
**Project Description:** Construction of a sanitary relief sewer at three locations on Third Avenue between Edgehill Road and Northwest Boulevard.

**Project Name:** SMOC SCADA Modernization at Remote Sanitary Facilities  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$1,105,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Replace legacy communication equipment at remote sanitary facilities.

**Project Name:** SMOC SCADA Communication Network Modernization  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$1,530,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Update legacy network communication equipment to handle increased data demand for real time control of approximately 40 remote facilities.

## Capital Improvements Program

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**Project Name:** Inflow Redirection – Kerr/Russell  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$680,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Redirection of stormwater in the Kerr/Russell sewer-shed by installing three new storm sewers near the intersection of Warren St. and 4th St., one in an alley between Warren and Lincoln St., and one downstream of the Kerr/Russell Combined Sewer Overflow (CSO).

---

**Project Name:** General Construction Administration and Construction Inspection  
**Type:** Recurring  
**Estimated 2019 Cost:** \$85,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Funding for construction administration and inspection services during the construction of various sanitary sewer projects.

---

**Project Name:** 2<sup>nd</sup> Barrel Interconnector Augmentation  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$1,530,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** This project reduces the peak hydraulic grade line along the interconnector sewer and upstream tributary sewers during large flow events, providing a 10 year level of service for DSR 95 and reducing water in basement events within the West Franklinton area.

---

**Project Name:** Blueprint Clintonville Professional Construction Management Services  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$637,500  
**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 2019 Cost:** \$16,413,451  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds; 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 Linden area at the following locations:

- Hudson Street/McGuffey Road
- Oakland Park Avenue/Medina Avenue
- Agler Road/Berrell Avenue
- Artane Place/Parkwood Avenue

---

**Project Name:** Blueprint Hilltop  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$23,879,576  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds; 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 Hilltop area at the following locations:
 

- Palmetto Street/Westgate Avenue
- Eureka Avenue/Fremont Street

**Project Name:** Blueprint Miller Kelton  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$10,980,054  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds; 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 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 2019 Cost:** \$276,250  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** This project upgrades the collection system in the 5th by Northwest Blueprint area by upsizing the existing sanitary sewer along Third Ave. to convey more wastewater from the area. This will help to reduce sanitary sewer overflows and sewer backups into basements.

**Project Name:** Blueprint Integrated Solutions  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$5,382,423  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds; 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 at the following locations:
 

- Winthrop/Milton Area
- Dorris/Weber Area
- Fredonia/Piedmont Area
- Tulane/Findley Area
- Milford/Summit Area
- Olde Beechwold Area
- Leland/Highland Area
- Charleston/Kanawha Area
- Croswell/Beaumont Area
- Jeffrey/Sellers Area

**Project Name:** Blueprint Hilltop 4 – Highland/Harris  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$845,750  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Project will address various green solutions to relieve water in basement occurrences in the Hilltop area.



## Capital Improvements Program

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**Project Name:** Blueprint West Franklinton  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$1,466,250  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Implementation of the consent order requirements to remove or reroute inflow infiltration from the sanitary sewers at the following locations:

- Yale/Edwin Area
- Green/Glenwood Area

---

**Project Name:** West Franklinton Sewer Improvements  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$598,203  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds; Ohio Water Development Authority Loan  
**Operating Impact:** None  
**Project Description:** Upgrades to the current collection systems in the West Franklinton Blueprint areas to reduce the occurrence of sewer backups.

---

**Project Name:** Blueprint Near South  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$1,188,538  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Implementation of the consent order requirements to remove or reroute inflow infiltration from the sanitary sewers at the following locations:

- Morrill/Ann Area
- Champion/Roberts Area

---

**Project Name:** Roof Redirection – Clintonville 1  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$8,077,974  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds; Ohio Water Development Authority Loan  
**Operating Impact:** None  
**Project Description:** Redirection of downspouts from homes to discharge to the street to remove excess stormwater from the sanitary sewer system.

---

**Project Name:** Lateral Lining – Clintonville 1  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$9,500,975  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds; Ohio Water Development Authority Loan  
**Operating Impact:** None  
**Project Description:** Lining sanitary laterals to prevent excess stormwater from entering the sanitary sewer system in the following areas:

- Blenheim/Glencoe Area
- Schreyer/Springs Area

---

**Project Name:** Near South Blueprint Area – Mainline Lining  
**Type:** Recurring  
**Estimated 2019 Cost:** \$9,010,250  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds; Ohio Water Development Authority Loan  
**Operating Impact:** Undetermined at this time  
**Project Description:** Lining of all the mainline sanitary sewers and manholes in this area to reduce the amount of rainwater entering the sanitary sewer system.

---

**Project Name:** Volunteer Sump Pump Program  
**Type:** Recurring  
**Estimated 2019 Cost:** \$8,415,560  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Undetermined at this time  
**Project Description:** Installation of sump pumps in residential basements to reduce excess stormwater entering the city's sanitary system in the following areas:
 

- 5<sup>th</sup> by Northwest Blueprint Area
- Clintonville 3 Blueprint Area
- North Linden 1 Phase 2 Area
- Hilltop 1 Blueprint Area
- Hilltop 4 Blueprint Area
- Miller Kelton Blueprint Area

**Project Name:** Scioto Main Sanitary Pump Stations  
**Type:** Recurring  
**Estimated 2019 Cost:** \$510,000  
**Funding Source:** Voted 2008 Sanitary Sewer G.O. Bonds  
**Operating Impact:** Undetermined at this time  
**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:** Scioto Main Sanitary Trunk Sewer Rehabilitation  
**Type:** Recurring  
**Estimated 2019 Cost:** \$85,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Undetermined at this time  
**Project Description:** Design and construction of the rehabilitation of approximately 7,600 linear feet of a 120" diameter sewer.

**Project Name:** Meeklynn Drive Area Sanitary Sewer  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$2,255,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds; Ohio Water Development Authority Loan  
**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.

**Project Name:** HSTS Elimination Projects  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$301,750  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Undetermined at this time  
**Project Description:** Design and construction of a new sanitary sewer extension to sure the developed area that is currently served by home treatment systems in the following areas:
 

- Dyer/Lazar Area
- Brooklyn/Cleveland Area
- Community Park/Maple Canyon Area
- Barnett/East Deshler Area

**Sanitary subtotal - \$265,072,658**

## Capital Improvements Program

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### **Electricity**

**Project Name:** Urban Infrastructure Recovery Fund Street Lighting Projects  
**Type:** Recurring  
**Estimated 2019 Cost:** \$2,206,470  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Design and construction of street lighting in urban areas of the city.

- South High Street Decorative Lighting
- Parsons Avenue Underpass Lighting
- Mock Road Street Lighting
- North Central Standard Lighting
- Innis Road Standard Lighting
- East Fifth Avenue Decorative Street Lighting
- Cleveland Avenue – Chittenden to Hudson

---

**Project Name:** Clime Road Street Lighting  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$89,305  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Provide street lighting in response to the 2014 Street Lighting Prioritization Plan.

---

**Project Name:** Sawmill and Summitview Street Lighting  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$129,225  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Provide street lighting in response to the 2014 Street Lighting Prioritization Plan.

---

**Project Name:** Riverview and Stinchcomb Street Lighting  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$50,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Provide street lighting in response to the 2014 Street Lighting Prioritization Plan.

---

**Project Name:** Security and Emergency Preparedness - Power  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$25,000  
**Funding Source:** Voted 2016 Public Utilities G.O. Bonds  
**Operating Impact:** None  
**Project Description:** DOP is developing a security and emergency preparedness program to better protect, prepare for, respond to, and recover from disasters.

**Electricity subtotal - \$2,500,000**

**Water**

**Project Name:** Hoover Reservoir Erosion Control  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$180,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Ongoing land purchases in the area near the reservoir due to continual erosion along the shorelines from wave and ice damage.

-----  
**Project Name:** Miscellaneous Erosion Control  
**Type:** Recurring  
**Estimated 2019 Cost:** \$90,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funding to provide for unanticipated projects that may arise.

-----  
**Project Name:** Miscellaneous Water Facilities  
**Type:** Recurring  
**Estimated 2019 Cost:** \$90,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funding to provide for unanticipated projects that may arise.

-----  
**Project Name:** Indianola Facility Improvements  
**Type:** Recurring  
**Estimated 2019 Cost:** \$540,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Improvements are needed to address the building condition, to modify the facility to accommodate the planned use of CNG vehicles, and to extend the life of the facility.

-----  
**Project Name:** Rinehart Public Utilities Complex Exterior Site Improvements  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$5,692,500  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Construction of exterior site improvements located at 910 Dublin Road.

-----  
**Project Name:** Water Main Rehabilitation  
**Type:** Recurring  
**Estimated 2019 Cost:** \$4,500,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Funding for general rehabilitation of water distribution lines to eliminate poor fire flow capabilities and poor water quality.

## Capital Improvements Program

---

**Project Name:** Area Waterline Improvements  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$24,136,000  
**Funding Source:** Voted 2013 Water G.O. Bonds; Ohio Water Development Authority Loan  
**Operating Impact:** Minimal  
**Project Description:** Rehabilitation of existing waterlines and construction of new waterlines to eliminate poor fire flow capabilities and improve water quality in the following areas:

- Main Street and James Road Area
- South Broadleigh Road Area
- Dresden Street Area
- Harrington Court Area
- East Gates Street Area
- Thomas Lane Area
- Valleyview Drive Area
- East Franklinton Area
- Oakland Park/Medina Area
- Central College Road Area
- Newton/Bedford Area

---

**Project Name:** Watermain Replacement Projects  
**Type:** Recurring  
**Estimated 2019 Cost:** \$675,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Design funding to provide for the general rehabilitation of the water distribution system in areas yet to be determined.

---

**Project Name:** Transite Pipe Replacement  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$2,270,000  
**Funding Source:** Voted 2013 Water G.O. Bonds; Ohio Water Development Authority Loan  
**Operating Impact:** None  
**Project Description:** Construction of new and replacement transite watermains.

---

**Project Name:** O'Shaughnessy Hydroelectric – Federal Energy Regulatory Committee (FERC)  
**Type:** Recurring  
**Estimated 2019 Cost:** \$135,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Engineering services related to projects mandated by the Federal Energy Regulatory Committee.

---

**Project Name:** Dublin Road Water Plant (DRWP) Miscellaneous Improvements  
**Type:** Recurring  
**Estimated 2019 Cost:** \$90,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Continuing small improvements of the existing water plant.

**Project Name:** DRWP Miscellaneous Improvements – Basin Clarifier Rehabilitation  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$6,540,000  
**Funding Source:** Voted 2013 Water G.O. Bonds; Ohio Water Development Authority Loan  
**Operating Impact:** None  
**Project Description:** Replacement of aging clarifier and flocculation equipment and repair / replacement of miscellaneous appurtenances relates to the clarifier and flocculation basins.

---

**Project Name:** Hap Cremean Water Plan (HCWP) Miscellaneous Improvements  
**Type:** Recurring  
**Estimated 2019 Cost:** \$90,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Continuing small improvements of the existing water plant.

---

**Project Name:** Distribution Improvements – 2019 Water Audit  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$450,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Comprehensive Water Audit of the water distribution system to identify and quantify sources of water loss.

---

**Project Name:** New Technologies in Leak Detection  
**Type:** Recurring  
**Estimated 2019 Cost:** \$90,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Design of new leak detection technologies that will better locate water losses in the distribution system.

---

**Project Name:** Parsons Avenue Water Plant (PAWP) Facility Miscellaneous Improvements  
**Type:** Recurring  
**Estimated 2019 Cost:** \$99,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Continuing small improvements of the existing water plant.

---

**Project Name:** Automatic Meter Reading  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$30,900,000  
**Funding Source:** Voted 2013 Water G.O. Bonds; Water Supply Revolving Loan Account Fund  
**Operating Impact:** Minimal  
**Project Description:** Establishment of an automatic meter reading system to lower current meter reading costs, allow for more frequent readings, and enhance customer service capabilities.



## Capital Improvements Program

---

**Project Name:** HCWP Basin Concrete Rehabilitation  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$7,080,000  
**Funding Source:** Voted 2013 Water G.O. Bonds; Water Supply Revolving Loan Account Fund  
**Operating Impact:** None  
**Project Description:** Rehabilitation of the deteriorated concrete and handrail replacement in the basin area of the water plant.

---

**Project Name:** HCWP A & B Raw and Finished Water  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$200,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Replacement of equipment to significantly reduce energy consumption, unnecessary downtime, and maintenance expenses.

---

**Project Name:** Water Meter Renewal  
**Type:** Recurring  
**Estimated 2019 Cost:** \$2,025,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Removal and replacement of domestic water meters which are no longer accurately measuring customer usage.

---

**Project Name:** Valve Renewal Program  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$2,250,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Broken valves are to be removed from the distribution system and replaced with new valves. Approximately 500 valves will be scheduled for replacement each year.

---

**Project Name:** Watershed Miscellaneous Improvements Facilities  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$99,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Ongoing funding for small capital improvements at the existing dams and reservoirs.

---

**Project Name:** Watershed Miscellaneous Improvements – Griggs Boat Launch Improvements  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$225,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Design of improvements related to the boat launch facility at Griggs Reservoir.

---

**Project Name:** Watershed Protection Easements  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$99,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Purchase of land to provide buffer zones along streams within the watershed of the supply reservoirs to limit degradation of water quality.

---

**Project Name:** O'Shaughnessy Hydroelectric Improvements  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$11,970,000  
**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 2018A; 2018B  
**Type:** Recurring  
**Estimated 2019 Cost:** \$720,000  
**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 2019 Cost:** \$720,000  
**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 Storage Tank Painting  
**Type:** Recurring  
**Estimated 2019 Cost:** \$1,350,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Recoating of the interior and exterior of water storage tanks to keep tanks in optimal condition.

---

**Project Name:** Security Enhancements – 910 Dublin Road  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$2,340,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Improvements to access control, cameras, and life safety elements of the 910 Dublin Road facility. Will need ongoing service contract to maintain camera/access systems.

---

## Capital Improvements Program

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**Project Name:** PAWP Automation Upgrade - 2019  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$2,250,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Replace computer hardware and software associated with the plant's Supervisory Control and Data Acquisition System that is past its expected design life.

---

**Project Name:** PAWP HVAC Improvements  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$4,657,500  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Replace aging HVAC equipment and address heating and cooling performance issues to improve system reliability and environmental conditions.

---

**Project Name:** Water Quality Assurance Lab Renovations  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$8,280,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Renovate the WQAL to meet current building codes, meet functional needs of staff and the laboratory equipment, and address ergonomic issues with the outdated, existing space.

---

**Project Name:** Fire Hydrant Replacements  
**Type:** Recurring  
**Estimated 2019 Cost:** \$900,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Rehabilitation and replacement of fire hydrants to ensure there is adequate volume for fire protection.

---

**Project Name:** General Engineering Services – Distribution Group  
**Type:** Recurring  
**Estimated 2019 Cost:** \$450,000  
**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:** PAWP Well Pump Replacement  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$4,215,000  
**Funding Source:** Voted 2013 Water G.O. Bonds; Water Supply Revolving Loan Account Fund  
**Operating Impact:** Minimal  
**Project Description:** This project will rehabilitate and/or replace the original well pumps and motors at collector wells.

---

**Project Name:** DRWP Ultraviolet (UV) Disinfection  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$1,260,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** Moderate  
**Project Description:** To provide for the design and construction of ultraviolet disinfection in the water treatment process.

---

**Project Name:** HCWP UV Disinfection  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$900,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** Moderate  
**Project Description:** To provide for the addition of ultraviolet disinfection in the water treatment process.

---

**Project Name:** General Architectural Services  
**Type:** Recurring  
**Estimated 2019 Cost:** \$270,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Architectural and design services on an as needed basis for various capital improvement projects.

---

**Project Name:** HCWP Lime Dust Collection System  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$90,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Make improvements to reduce the discharge of lime dust into working areas that can occur with the unloading and handling of lime.

---

**Project Name:** General Construction Administration and Construction Inspection  
**Type:** Recurring  
**Estimated 2019 Cost:** \$360,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Construction management costs associated with the Division of Water capital improvement projects.

---

**Project Name:** Hoover Reservoir Erosion Study  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$270,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Engineering services to assess shoreline erosion rates and determine projects necessary to manage erosion along Hoover Reservoir.

## Capital Improvements Program

---

**Project Name:** Plant Drain and Water System Improvements  
**Type:** Recurring  
**Estimated 2019 Cost:** \$135,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Modify drain piping to improve handling and disposal of discharges from chemical containment areas and replace and/or repair piping / valving associated with plant water systems.

---

**Project Name:** Professional Construction Management (PCM) Part II  
**Type:** Recurring  
**Estimated 2019 Cost:** \$4,410,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Professional management services to monitor the numerous current and future projects during construction.

---

**Project Name:** Laboratory Upgrades  
**Type:** Recurring  
**Estimated 2019 Cost:** \$1,035,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Design and engineering services to renovate the 910 Dublin Road Water Quality Assurance Lab, the DRWP Lab, and the PAWP Lab.

---

**Project Name:** Security & Emergency Preparedness – Division of Water  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$90,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** Undetermined at this time  
**Project Description:** Development of a security and emergency preparedness program to better protect, prepare for, respond to, and recover from disasters.

---

**Project Name:** Department of Public Utilities (DPU) Hazardous Energy Control – Division of Water  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$90,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Project to allow for audit and energy control procedure development services for multiple facilities. This will ensure that hazardous energy is properly controlled prior to working on equipment.

---

**Project Name:** HCWP Sludge Removal – Lagoon 1 & 2  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$1,485,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Project to allow for the removal of sludge at the HCWP to extend the useful life of the lagoons.

---

**Project Name:** DOW LIMS Upgrade  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$540,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Replace outdated software to improve management of laboratory information.

---

**Project Name:** Electrical Power System Studies  
**Type:** Recurring  
**Estimated 2019 Cost:** \$405,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Evaluation and analysis of electrical systems at various DOW facilities to determine proper equipment settings and labelling to comply with regulatory safety requirements.

---

**Project Name:** PAWP Sludge Disposal Improvements  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$1,080,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** Minimal  
**Project Description:** Design and construct improvements needed to address treatment residuals disposal needs.

---

**Project Name:** Upground Reservoir Embankment Repairs - 2019  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$270,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Perform embankment repairs and install erosion control measures.

---

**Project Name:** Professional Construction Management - 2018  
**Type:** Recurring  
**Estimated 2019 Cost:** \$4,500,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Professional services to assist Division of Water with managing and monitoring capital improvement projects.

---

**Project Name:** Olentangy River Road – 24” Water Main Phase 1 & 2  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$4,985,000  
**Funding Source:** Voted 2013 Water G.O. Bonds; Water Supply Revolving Loan Account Fund  
**Operating Impact:** Minimal  
**Project Description:** This project provides for the replacement of the existing 20-inch water main in Olentangy River Road with a new 24-inch water main, abandoning the existing 20-inch main, potential fire hydrant installations, and transferring of water service lines.



## Capital Improvements Program

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**Project Name:** PAWP Filter Console Replacement  
**Type:** Non-recurring  
**Estimated 2019 Cost:** \$900,000  
**Funding Source:** Voted 2013 Water G.O. Bonds  
**Operating Impact:** None  
**Project Description:** Replace outdated filter control consoles.

**Water subtotal - \$149,473,000**

**Public Utilities Total - \$441,972,658**

**2019 Capital Improvement Budget Total - \$558,157,658**

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# Significant Non-Recurring Projects

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## Police Substation 1

**Department:** Public Safety  
Construction Management

**Planning Area:** Northland

**Start Date:** September 2018

**Est. Completion Date:** November 2019

**Est. Cost:** \$7,400,000

**Est. Operating Impact:** To be determined



Police Substation 1 is an important step in the modernization of facilities for the Division of Police and its strategic roll out of facilities in north Columbus.

Located at 8118 Sancus Boulevard, this substation will serve a densely populated and growing region of Columbus. It will accommodate all new and existing law enforcement systems and programs, meet all contemporary code requirements, and exceed energy and sustainability expectations.

*Architectural rendering of the police Substation.*

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## Fire Station #35

**Department:** Public Safety  
Construction Management

**Planning Area:** Far East

**Start Date:** September 2018

**Est. Completion Date:** November 2019

**Est. Cost:** \$10,600,000

**Est. Operating Impact:** \$3,500,000 increase



Fire Station #35 will be located on the far-east side of the city at 711 Waggoner Road. This fire station will include four apparatus bays to house medic and fire engine vehicles, and is designed with the specific intent to keep the living quarters free of the harmful contaminants that could be introduced to the building following a call for service involving a fire or other hazardous material. Also of note, this is the first fire station that will be built under a Community Benefits Agreement, a collaborative effort among labor, the NAACP, and the city.

*Architectural rendering of Fire Station #35.*

## 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:** 2018

**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.*



## Indian Mound Recreation Center

**Department:** Recreation and Parks  
**Planning Area:** Far South  
**Start Date:** Spring 2018  
**Est. Completion Date:** Fall 2019  
**Est. Cost:** \$7,500,000  
**Est. Operating Impact:** \$96,000 annual increase

This project will remodel the existing 10,000 sq. ft. facility and add an additional 18,000 sq. ft. which will include an updated gymnasium, a fitness room, kitchen, classrooms, art and ceramics rooms, game room, restrooms, a multi-purpose room, lobby, and office area. This project is currently in design, and construction is estimated to finish during the fall of 2019.



*Photograph of the current Indian Mound Recreation Center.*

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## Linden Community Center and Park Renovation

**Department:** Recreation and Parks  
**Planning Area:** North Linden  
**Design Start Date:** January 2018  
**Completion Date:** Fall 2020  
**Est. Construction Cost:** \$28,000,000 (pending the final project scope)  
**Est. Operating Impact:** \$317,500 annual increase

This project includes the replacement of the existing 24,000 sq. ft. facility with a brand new 50,000 sq. ft. community center. The new center improvements include a full size gymnasium, elevated track, fitness center, game room, teaching kitchen, music studio, partnership spaces, and other program spaces.

Along with the new center, the surrounding 19.5 acre park will be completely renovated to include a new fishing pond, performance space, loop walks, play areas, sprayground, sports courts, parking, lighting, and landscape as determined through public meetings.



*Conceptual site plan for Linden Park.*

## **Franklin Park Cascades**

**Department:** Recreation and Parks  
**Planning Area:** Near East  
**Start Date:** Winter 2018  
**Est. Completion Date:** Fall 2019  
**Est. Cost:** \$2,500,000  
**Est. Operating Impact:** Minimal

Phase I included replacement of the existing pond pumps in a new above ground structure to allow the pumping of water from the lower pond to the upper pond.

Phase II includes the study and analysis of the existing cascades now that the water has been restored to the cascades in order to inventory leaks and conditions. The entire cascades area between the ponds will be completely revamped, restoring it into a natural and sustainable water feature for the future of the park.

Other Phase II modifications being negotiated include upper pond edge repairs, deepening of the pond, and relining. The lower pond will be addressed with overall cleanup. Pond improvements in conjunction with the cascade project will provide a more uniform and healthier system.



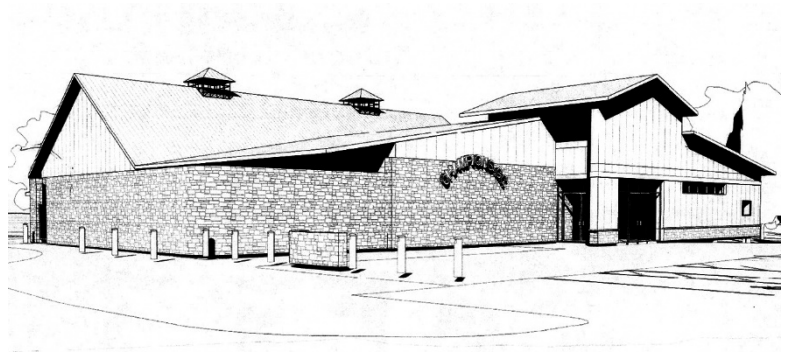
*Photograph of the existing cascade between ponds.*

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## **Champions Clubhouse**

**Department:** Recreation and Parks  
**Planning Area:** North Linden  
**Start Date:** February 2019  
**Est. Completion Date:** March 2020  
**Est. Cost:** \$4,500,000  
**Est. Operating Impact:** \$20,000 Annual Increase

When completed, this new building will be approximately 11,000 sq. ft. and will feature a golf pro shop, dining area, and commercial kitchen. Additionally, it will also have a 3,800 sq. ft. event room that will be available for rent and will be capable of hosting more than 250 guests. The project will also improve the parking lot, entry drive, and address drainage issues. This new facility will encourage greater use of the Champions Golf Course by individual visitors to both the golf course and tennis courts. It will also provide a premier event facility that will be available for use by the community to host weddings, meetings, or other events.



*Conceptual rendering of Champions Clubhouse.*



## Davis Center

**Department:** Recreation and Parks  
**Planning Area:** Near East  
**Start Date:** January 2019  
**Est. Completion Date:** December 2019  
**Est. Cost:** \$2,500,000  
**Est. Operating Impact:** \$35,000 Annual Increase

The Davis Center was originally constructed as a shelter house in 1914. In 1992, the building was converted to a performance space as part of the Ameriflora exhibition and then later closed in 2008. This project will renovate the building to allow year round use as a reservable shelter house. The upper floor of the building will be used for events and weddings while the lower floor will be used for the building mechanicals and storage. The deteriorated porches will be demolished and new porch slabs on grade will be provided. The building steps and entry will be redesigned to allow visitors an upgraded approach to the building. The project will also replace windows and new mechanical, electrical, plumbing, and technology improvements will be provided.



*Davis Center existing exterior.*

## 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 the completed construction of the N. Hamilton Road “S” curve at State Route 161.*

## **CelebrateOne Sidewalks**

**Department:** Public Service  
**Planning Area:** Hilltop, South Linden, Near South  
**Start Date:** September 2017  
**Est. Completion Date:** Various  
**Est. Cost:** \$8,085,000  
**Est. Operating Impact:** Minimal

This project consists of building sidewalks, crosswalks, and on-street bicycle facilities to continue to provide safe passage for pedestrians and bicyclists to residents of CelebrateOne areas concentrating in the Hilltop, South Linden and Near South areas.



*New sidewalk filling in the gaps at Mound and Clark*

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## **Mound Street Sidewalks – Binns Blvd. to Wayne Ave.**

**Department:** Public Service  
**Planning Area:** Hilltop  
**Start Date:** June 2017  
**Est. Completion Date:** May 2018  
**Est. Cost:** \$4,100,000  
**Est. Operating Impact:** Minimal

This project adjusts curb lines on Mound Street to accommodate sidewalks while including some traffic signal work, along with drainage improvements and the installation of LED street lighting. Mound Street will be reduced to two traffic lanes from Binns Boulevard to South Hague Avenue with a 5-foot sidewalk, and reduced to three traffic lanes from South Hague Avenue to Wayne Avenue with a 7-foot sidewalk. Mound Street will be resurfaced for the limits of the project.



*Installing sidewalk on W. Mound Street near S. Terrace Ave.*



## Livingston Ave. Phase C

**Department:** Public Service  
**Planning Area:** Hilltop  
**Start Date:** September 2015  
**Est. Completion Date:** November 2019  
**Est. Cost:** \$11,900,000  
**Est. Operating Impact:** Minimal

The roadway will be reconstructed and widened from 5<sup>th</sup> street to Kennedy. Grant Avenue will also be widened to accommodate a second southbound left turn lane at Livingston Avenue and will be resurfaced from Livingston Avenue to the southern limit of the approach slab of the bridge over I-70/I-71. Additional improvements include bike lanes, curb extensions where parking is permitted, new sidewalk, intersection upgrades, and streetscape improvements. New storm sewer and street lighting will be installed. All aerial utilities will be relocated underground.



*Preparing to deploy orange barrels on Livingston Avenue so project work can begin.*

## Short North Phase 2

**Department:** Public Service  
**Planning Area:** Short North  
**Start Date:** December 2016  
**Est. Completion Date:** November 2018  
**Est. Cost:** \$10,820,000  
**Est. Operating Impact:** Minimal

This project consists of replacing the sidewalk and curb on both sides of North High Street between West Poplar Avenue and West Starr Avenue, installing landscaping planter beds and street trees, overlaying North High Street, installing mast arm traffic signal facilities, implementing other traffic control improvements, replacing street and pedestrian light fixtures within the project limits, relocating storm sewer inlets to accommodate curb modifications, and relocating all overhead utilities along North High Street within the project limits underground.



*Roadway work along N. High Street.*

## Creative Campus Phase I

**Department:** Public Service  
**Planning Area:** Downtown  
**Start Date:** March 2012  
**Est. Completion Date:** 2018  
**Est. Cost:** \$7,275,000  
**Est. Operating Impact:** Minimal

The Creative Campus project consists of two phases. Phase 1A will reconstruct East Gay Street from Cleveland Avenue to North Washington Avenue. Phase 1B will upgrade Cleveland Avenue, Ninth Street and Washington Avenue. Improvements will include pavement reconstruction and resurfacing, curbs, sidewalks, street trees, street lighting, water line, storm water facilities, brick/pavers and landscape elements.



*Roadwork along Cleveland Ave.*

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## DRWP Capacity Increase Project

**Department:** Public Utilities  
**Planning Area:** Citywide  
**Start Date:** 2013  
**Est. Completion Date:** 2019  
**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, a new sludge pump station, a new sludge force main, a new ozone-biologically active filtration process, and a new ion exchange process. Once this project is completed in 2019, 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 of the new ion exchange facility.*

## **DRWP UV Disinfection Facility**

**Department:** Public Utilities  
**Planning Area:** Citywide  
**Start Date:** 2018  
**Est. Completion Date:** 2021  
**Est. Cost:** \$23,800,000  
**Est. Operating Impact:** Minimal increase

The DRWP UV Disinfection Facility project will install a new treatment process at the plant that uses ultraviolet (UV) light to disinfect the water. With UV disinfection in place, the plant will have a multi-barrier disinfection scheme (chlorine + UV) that enhances public health protection and helps the City comply with upcoming regulatory requirements.



*Excavation begins for the new DRWP UV Disinfection Facility*

## **PAWP Treatment Upgrades Project**

**Department:** Public Utilities  
**Planning Area:** Citywide  
**Start Date:** 2016  
**Est. Completion Date:** 2018  
**Est. Cost:** \$65,000,000  
**Est. Operating Impact:** Minimal increase

Construction began in 2016 on the PAWP Treatment Upgrades project, which will renovate or replace aging treatment structures, equipment, and systems to improve treatment process reliability. Reliability improvements include the replacement and rehabilitation of clarifier mechanisms, new re-carbonation equipment, filter media replacements, new chemical handling systems, and a new electrical substation.



*Installation of a new clearwell at PAWP. This will increase the reliability of the water supply system.*



## **SWWTP Chemically Enhanced Primary Treatment (CEPT) – Preliminary Treatment**

**Department:** Public Utilities – Sanitary  
**Planning Area:** Citywide  
**Start Date:** September 2017  
**Est. Completion Date:** October 2020  
**Est. Cost:** \$25,604,141  
**Est. Operating Impact:** None

The CEPT facility will treat the additional wet weather flows at the Southerly Wastewater Treatment Plant (SWWTP). The contract will add a treatment train to the plant and will increase plant capacity from 330 MGD to 440 MGD. The facility will be constructed with three construction contracts.

The CEPT - Preliminary Treatment construction contract will expand the plant's headworks facility, which includes replacing four existing raw sewerage pumps, adding two additional raw sewage pumps, and adding two fine screens. This contract will also add a gravity thickener for the solids that will be produced by the facility. Funding for this project is being provided through a WPCLF loan.



*Photograph of the construction of the new Gravity Thickener at the Southerly Wastewater Treatment Plant.*

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## **SWWTP Chemically Enhanced Primary Treatment (CEPT) – Clarification**

**Department:** Public Utilities – Sanitary  
**Planning Area:** Citywide  
**Start Date:** September 2017  
**Est. Completion Date:** May 2020  
**Est. Cost:** \$27,769,639  
**Est. Operating Impact:** None

The CEPT facility will treat the additional wet weather flows at the Southerly Wastewater Treatment Plant (SWWTP). The contract will add a treatment train to the plant and will increase plant capacity from 330 MGD to 440 MGD. The facility will be constructed with three construction contracts.

The CEPT - Clarification construction contract will add two primary clarifiers and chemical storage and feed facilities. Funding for this project is being provided through a WPCLF loan.



*Photograph of the construction of a CEPT Chemical Building and Primary Clarifier at the Southerly Wastewater Treatment Plant.*

## **SWWTP Chemically Enhanced Primary Treatment (CEPT) – Disinfection**

**Department:** Public Utilities – Sanitary  
**Planning Area:** Citywide  
**Start Date:** September 2017  
**Est. Completion Date:** June 2020  
**Est. Cost:** \$17,633,252  
**Est. Operating Impact:** None

The CEPT facility will treat the additional wet weather flows at the Southerly Wastewater Treatment Plant (SWWTP). The contract will add a treatment train to the plant and will increase plant capacity from 330 MGD to 440 MGD. The facility will be constructed with three construction contracts.

The CEPT - Disinfection construction contract will install effluent piping and construct chlorine disinfection and de-chlorination facilities. Funding for this project is being provided through a WPCLF loan.



*Photograph of the construction of the CEPT effluent pipeline at the Southerly Wastewater Treatment Plant.*

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# Glossary

## A

<b>Accrual</b>	The term accrual refers to any individual entry recording revenue or expense in the absence of a cash transaction.
<b>Accrual Accounting</b>	Relating to or being a method of accounting that recognizes revenue when earned and expenses when incurred.
<b>Actual(s)</b>	Expenditures plus outstanding encumbrances against current year appropriation.
<b>Ad Valorem</b>	A tax amount that is based on the value of a piece of property.
<b>Adopted Budget</b>	The budget adopted by City Council including council-approved modifications.
<b>Allocation</b>	A part of a lump-sum appropriation designated for expenditure by specific organizational units and/or for special purposes, activities, or objects.
<b>Appropriation</b>	An authorization from City Council to incur obligations for a specific purpose. An appropriation is usually limited in amount and as to the time when it may be spent, normally the fiscal year.
<b>APPS</b>	Applications for Purpose, Pride, & Success. Created in 2011, the mission of the APPS program is to enrich the lives of Columbus youth and young adults (ages 14-21) 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.

# B

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<b>Balanced Budget</b>	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.
<b>Beginning Balance</b>	The beginning balance is comprised of residual funds brought forward from the previous year's ending balance.
<b>Bond</b>	The written evidence of debt, which upon presentation entitles the bondholder or owner to a fixed sum of money plus interest. The debt bears a stated rate(s) of interest or states a formula for determining that rate and matures on a certain date.
<b>Budget</b>	A plan of financial operation embodying an estimate of proposed expenditures for a given period or purpose and the proposed means of financing them. The term can refer to the financial plan presented to City Council for consideration and the final document approved by City Council.

# C

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<b>Capital Assets</b>	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.
<b>Capital Budget</b>	The city's budget for projects, major renovation, and improvements or additions to the city's fixed assets (e.g., streets, sidewalks, roads, sewers, plant improvements, water lines, parks, and buildings).
<b>Capital Improvements</b>	Projects that help maintain or improve a city asset. Normally, a capital improvement is a new construction, expansion, renovation, or replacement project for an existing facility or facilities, or the purchase of major equipment.

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<b>Capital Improvement Plan (CIP)</b>	The city's allocation plan for capital expenditures over several future years. It sets forth each capital project, identifying the expected beginning and ending date for each project, the amount the city will expend in each year, and the method of financing those expenditures. The CIP is not an authorization of appropriation. City Council approves the plan as a resolution.
<b>Capital Outlay</b>	A category of expenditures which results in the acquisition of, or an addition to, the city's fixed assets.
<b>Cash Basis Accounting</b>	Cash basis accounting only recognizes revenue and expenses when cash is actually collected or disbursed.
<b>CDBG</b>	Community Development Block Grant. A type of federal grant established under Title I of the Housing and Community Development Act of 1974 for the purpose of community development and affordable housing.
<b>CEPT</b>	Chemically Enhanced Primary Treatment
<b>City Charter</b>	The City of Columbus Charter is the city's constitution, and only the citizens of Columbus can amend it by voting for changes.
<b>City Codes</b>	The City Code is the collection of all ordinances that govern all citizens and businesses within the city.
<b>Consolidated Plan</b>	A collaborative process through which the community identifies its housing, homeless, and community development needs and establishes a vision, goals, and strategies for addressing those needs. The plan uses these priorities to determine program funding for the coming year.
<b>Councilmanic</b>	See definition for Unvoted Debt (Councilmanic).
<b>Cost of Service</b>	The cost a utility pays to provide a service. A utility takes these costs into account when determining what rate to charge consumers.

## D

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<b>Debt Service</b>	The city's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.
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<b>Department</b>	A major organizational unit of the city which indicates overall management responsibility for an operation or group of related operations within a functional area.
<b>Depreciation</b>	A decrease in the value of an asset with the passage of time, due to use, wear and tear, or obsolescence.
<b>Division</b>	A categorization of organizational unit, indicating management responsibility for an operation or a group of related operations within a functional area, subordinate to the department level.
<b>DRWP</b>	Dublin Road Water Plant

## E

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<b>Encumbrance</b>	Obligations in the form of purchase orders or contracts, which are chargeable to an appropriation and for which part of the appropriation is reserved. To encumber funds means to set aside or commit funds for future expenditures.
<b>Encumbrance Cancellation</b>	Funds cease to be encumbered when the obligations are paid or otherwise liquidated (cancelled).
<b>Enterprise Fund</b>	A fund established to account for operations that the city financed and operated in a manner similar to private business enterprises. In the funds, the intent of the city is to recover the costs of providing services to the general public on a continuing basis primarily through user charges.
<b>ESG</b>	The Emergency Solutions Grant enacted under Subtitle B of Title IV of the McKinney-Vento Homeless Assistance Act which provides funding for homelessness prevention and rapid-rehousing.
<b>Expenditure</b>	This term refers to a payment for an asset, goods, or services with appropriated funds. This is different from when an entity encumbers funds, thereby reserving funds they plan to expend.

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# F

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<b>Fiscal Year</b>	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.
<b>FTE</b>	Full-Time Equivalent. A position, permanent or temporary, based on 2,080 hours per year.
<b>Fund</b>	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.
<b>Fund Balance</b>	Unless otherwise defined, the cash available for appropriation in any fund that is unencumbered for any specified purpose.

# G

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<b>GAAP</b>	Generally Accepted Accounting Principles. A body of accounting and financial reporting standards set by the Governmental Accounting Standards Board (GASB) for state and local governments, and by the Financial Accounting Standards Board (FASB) for private sector organizations.
<b>GASB</b>	Government Accounting Standards Board. GASB is the source of generally accepted accounting principles (GAAP) used by state and local governments.
<b>General Fund</b>	A fund used to account for all general-purpose transactions of the city that do not require a special type of fund.
<b>General Obligation (G.O.) Bond</b>	Bonds that have the full faith and credit of the city and are used or expended for a specific purpose or activity.
<b>GFOA</b>	Abbreviation for Government Finance Officers Association.

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**GIS**

A geographic information system (GIS) is a system designed to capture, store, manipulate, analyze, manage, and present all types of spatial or geographical data.

**Goal**

A statement of broad direction, purpose, or intent based on the needs of the community.

**Governmental Fund**

Governmental funds are used to account for “governmental-type activities or functions.” Governmental-type activities include services largely funded through non-exchange revenues (taxes are the most common example).

**Grant**

A contribution by another level or entity of government, or other organization (in the case of private grants) to support a particular function.

**H**

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**HCWP**

Hap Cremean Water Plant

**HOME**

The HOME Investment Partnerships Program (HOME) provides federal funding for developing affordable housing for rent or homeownership or providing for direct rental assistance to low-income people. HOME is the largest federal block grant to state and local governments designed exclusively to create affordable housing for low-income households.

**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 Federal 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.



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**I**

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<b>Initiatives</b>	A strategy or action that the city takes to resolve a specific issue.
<b>Infrastructure Improvements</b>	Capital events that materially extend the useful life or increase the value of the infrastructure, or both.
<b>Interest</b>	Money paid regularly at a particular rate for the use of money lent, or for delaying the repayment of a debt.
<b>Internal Service Fund</b>	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.
<b>Investment Income</b>	Income coming from interest payments, dividends, capital gains collected upon sale of a security or other assets, and other profit from an investment vehicle of any kind.

**J**

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<b>JPWWTP</b>	Jackson Pike Waste Water Treatment Plant
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**L**

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<b>Loan</b>	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.
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# M

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**MCH**

The Maternal & Child Health (MCH) Section of Columbus Health is responsible for newborn home visits, safe sleep programming, fetal & infant mortality reviews, child fatality reviews, injury prevention, and school health.

**Modified Accrual**

An accounting method commonly used by government agencies that combines accrual basis accounting with cash basis accounting. Modified accrual accounting recognizes revenues when they become available and measurable and, with a few exceptions, recognizes expenditures when liabilities are incurred.

# N

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**Neighborhood Pride**

Neighborhood Pride is a team effort by city departments, neighborhood groups, individual residents, businesses, schools, and other partners to make our neighborhoods safer and cleaner. The program sends teams from city departments into neighborhoods to clean alleys and streets, tend to parks, and check and repair street lights. They also identify safety and health hazards, find code problems, and help families find answers and resources to fix those problems.

**Note**

A financial security that generally has a longer term than a bill, but a shorter term than a bond. However, the duration of a note can vary significantly, and may not always fall neatly into this categorization. Notes are similar to bonds in that they are sold at, above, or below face (par) value, make regular interest payments, and have a specified term until maturity.

**NSP**

The Neighborhood Stabilization Program (NSP) provides targeted emergency assistance to acquire and redevelop foreclosed properties that might otherwise become sources of abandonment and blight.

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# O

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<b>OEPA</b>	Ohio Environmental Protection Agency
<b>Official Statement</b>	Document published by the issuer of bonds which generally discloses material information on a bond issue, including the purposes of the bond issue, how the bonds will be repaid, and the financial, economic, and demographic characteristics of the issuing government. Investors may use this information to evaluate the credit quality of the bonds.
<b>Operating Budget</b>	The city's annual appropriation of funds for ongoing program costs, including salaries and benefits, services, and supplies, among other cost categories.
<b>Operating Funds</b>	Funds that finance the majority of the city's operations. For the most part, revenues deposited into these funds are raised by the taxing and fee collecting authority of the city. Grants and contributions from governments and other entities compose the other major sources of revenue for these funds.
<b>OPWC</b>	Ohio Public Works Commission
<b>Ordinance</b>	A formal legislative enactment by the City Council which has the full force and effect of law within the boundaries of the city.
<b>OWDA</b>	Ohio Water Development Authority

# P

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<b>PACE</b>	Pro-Active Code Enforcement. PACE is a team of code officers charged with pro-actively investigating blighted areas of the city without waiting for complaints from citizens.
<b>PAWP</b>	Parsons Avenue Water Plant

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**Performance Indicators (or Measures)**

Performance indicators are the means by which an objective can be judged to have been achieved or not achieved. Indicators are therefore tied to goals and objectives and serve simply as “yardstick” by which to measure the degree of success in goal achievement. Performance indicators are quantitative tools and are usually expressed as a rate, ratio, or percentage.

**Personnel Services**

Items of expenditures in the operating budget for salaries and wages paid for services performed by city employees, as well as the fringe benefit costs associated with city employment.

**Principal**

The original amount of a debt on which interest is calculated.

**Pro Forma**

A projected or estimated statement that presents the future financial position of a fund if present trends continue or certain assumptions hold true.

**Program**

A group of related activities to accomplish a major service or core business function for which the city is responsible. A program is typically part of a division within a department, but can cross department and/or fund lines as well.

**Property Tax**

A tax levied on the assessed value of real property. This tax is also known as an ad valorem tax.

**Proprietary Fund**

In governmental accounting, is a business-like fund of a state or local government. Examples of proprietary funds include enterprise funds and internal service funds. Enterprise funds provide goods or services to the general public for a fee. Internal service funds account for goods and services provided by one department or agency to another department or agency of the governmental unit (or to other governmental units) on a cost-reimbursement basis.

**Public-Private Partnerships**

A government service or private business venture which is funded and operated through a partnership of government and one or more private sector companies.

**Purchase Power**

An expenditure in the electrical division in the Department of Utilities that refers to the purchasing of wholesale electricity. The division must purchase wholesale electricity since the city does not generate its own.

# R

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<b>Rating Agencies</b>	Companies that provide ratings to indicate their respective opinion of the relative credit quality of securities. Examples include S&P Global Ratings, Moody's Investors Service, Inc., and Fitch Ratings, Inc.
<b>Receipts</b>	A term relating to the total revenue received during a certain time period.
<b>Refunding</b>	A procedure whereby an issuer refinances outstanding bonds by issuing new bonds. There are generally two major reasons for refunding: to reduce the issuer's interest costs or to remove a burdensome or restrictive covenant imposed by the terms of the bonds being refinanced. The proceeds of the new bonds are either deposited in escrow to pay the debt service on the outstanding bonds when due in an "advance refunding" or used to promptly (typically within 90 days) retire the outstanding bonds in a "current refunding." The new bonds are referred to as the "refunding bonds," and the outstanding bonds being refinanced are referred to as the "refunded bonds" or the "prior issue."
<b>Reserve</b>	Funds held or appropriated for contingencies.
<b>Revenue</b>	The yield of taxes and other sources of income that the city collects and receives into its treasury for public use.
<b>Revenue Bonds</b>	The earnings of an enterprise fund are used exclusively for the payment of the bonds' principal and interest.

# S

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<b>SCADA</b>	Supervisory Control and Data Acquisition
<b>SIB</b>	State Infrastructure Bank
<b>SMOC</b>	Sanitary Maintenance Operations Center

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**Special Improvement District**

A defined area within which property owners are required to pay an additional tax or assessment in order to collectively fund projects within the district's boundaries.

**Special Income Tax (SIT)**

Initiated in 1947 and implemented in 1948, pursuant to Ohio law (ORC Chapter 5747), Columbus City Code Section 361.19 authorizes the levying of a two and one half percent income tax on Columbus workers and businesses. Increases in the income tax above one percent are subject to voter approval, pursuant to state law and the Columbus City Charter. The city deposits three quarters of income tax revenue to the general fund and one quarter to the special income tax fund (SIT). The SIT is used to finance capital improvements, generally of a non-enterprise nature.

**Special Revenue Funds**

Those funds used to account for the proceeds of specific revenue sources (other than special assessments) or to finance specified activities as required by law or administrative regulations.

**SSES**

Sewer System Evaluation Survey (SSES) is the critical first step in any sewer system evaluation and management program which includes project management/coordination of flow monitoring, sewer system evaluation, field survey, system mapping, hydraulic modeling and analysis, best management practices, cleaning, and long-term maintenance management programs.

**Streetscape**

The visual elements of a street, including the road, adjoining buildings, sidewalks, street furniture, trees and open spaces, etc., that combine to form the street's character.

**SWACO**

Solid Waste Authority of Central Ohio

**SWWTP**

Southerly Waste Water Treatment Plant

**T**

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**Tax Abatements**

Subsidies that lower the cost of owning real and personal property by reducing or eliminating the taxes a property owner pays on it.



**Tax Increment Financing (TIF)**

A funding mechanism for economic development which is available to local governments in Ohio to finance public infrastructure improvements. TIFs are comprised of specific areas and work by locking in the taxable worth of real estate within a defined area. Any payments derived from an increase in the assessed value of a property will be directed towards a separate TIF fund to finance public infrastructure defined within the original TIF legislation.

**Tipping Fee**

The charge levied upon a given quantity of waste received at a waste processing facility. In the case of a landfill, it is generally levied to offset the cost of opening, maintaining, and eventually closing the site.

**U****Unencumbered Cash**

City funds that are free and clear of any encumbrances.

**Unvoted Debt (Councilmanic)**

Unvoted debt typically carries a higher interest rate since it does not have the backing of the electorate.

**User Fees**

Fees for direct receipt of a public service, paid by the beneficiary of the service.

**V****Vacancy Credit**

A term referring to when a department anticipates savings stemming from the turnover of employees throughout a given budget year.

**Voted Bond Package**

This refers to the city taking the proposition of funding capital improvements to the electorate for a vote. In Columbus, citizens voting in favor of a voted bond package are voting to underwrite the proposed projects with property taxes, if ever necessary. It is important to note, however, that property taxes have never been levied to pay debt service, nor does the city intend to do so. The benefit of passing voted bond packages is that the city can then borrow money at a lower interest rate.

**Voted (Unlimited)  
Debt**

Debt issued by a municipality that is backed by a pledge from the voters that allows for an assessment of property taxes to be levied to pay for associated principal and interest.

**W**

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**WIC**

The Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) provides federal grants to states for supplemental foods, health care referrals, and nutrition education for low-income pregnant, breastfeeding, and non-breastfeeding postpartum women, and to infants and children up to age five who are found to be at nutritional risk.

**WPCLF**

Water Pollution Control Loan Fund

**WSRLA**

Water Supply Revolving Loan Account

**WWTF**

Waste Water Treatment Facilities