

CITY OF COLUMBUS

2020 BUDGET



US



THE CITY OF
COLUMBUS

ANDREW J. GINTHER, MAYOR



OFFICE OF THE MAYOR

November 13, 2019

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 2020 Budget, a balanced proposal that reflects the priorities of my administration – neighborhood safety, inclusive growth, shared prosperity, and a commitment to assure every resident in every neighborhood has the opportunity to succeed.

Columbus continues to experience unprecedented growth, record low unemployment, and rising wages. Our strong economy and sound fiscal management will allow the city to continue to invest in Columbus neighborhoods, especially in our opportunity neighborhoods that have not yet fully shared in the success that defines Columbus, while also setting aside resources to maintain essential city services should the economy decline.

The 2020 budget invests in the implementation of One Linden, a master plan to address the physical and social challenges facing Linden, including transportation, housing, education, health, and safety. In addition, my budget will fund the implementation of a new community-driven plan for the Hilltop that focuses on the people as its greatest

resource, leveraging the strength of the community to create an environment where businesses and residents can thrive. This includes investing in our youngest residents, preparing for the opening of the new Hilltop Early Childhood Center while pressing forward with our community-wide effort to expand access to pre-K to assure every child is prepared to succeed in school – and in life. This effort builds on the success of CelebrateOne, and our continued efforts to reduce infant mortality and improve life expectancy for premature births through an expansion of evidence-based home visiting programs.

As the population of Columbus continues to grow, we will continue to leverage the city's investments, align our incentive policies, and form public-private partnerships to increase access to housing Columbus families can afford, and keep residents from being priced out of their

neighborhoods. In addition, the city is committed to making sure current housing is healthy and safe through increased proactive code enforcement, enhanced efforts to crack down on illegal dumping, and a heightened focus on predatory evictions to prevent family homelessness.



THE CITY OF COLUMBUS ANDREW J. GINTHER, MAYOR



OFFICE OF THE MAYOR

Public safety remains the single largest financial investment the city makes each year. In 2020, 67 percent of the general fund is dedicated to the Department of Public Safety, including the Divisions of Fire and Police. My budget will fund new police and fire recruit classes, and place more police officers and firefighters on the street than at any other point in our city's history. We will also invest in additional police and fire cadet classes to prepare young people to become Columbus police officers and firefighters, while helping to increase the diversity of our safety forces in the future.

The budget continues to fund the Comprehensive Neighborhood Safety Strategy – a broad-based approach to neighborhood safety, focused on improving community-police relations which is making Columbus neighborhoods safer. In 2020, funds will again be directed to the expanded Safe Streets bike patrol and ShotSpotter gunfire detection system, as well as intervention programs to reduce gun violence through the Departments of Public Health and Recreation and Parks. The 2020 budget also sets aside resources for the implementation of the police operations review and to advance the recommendations of the Columbus Community Safety Advisory Commission to provide public safety services that are transparent, accountable, and responsive for every person in every neighborhood.

The 2020 budget places a high value on diversity and inclusion in all city programs

and offerings. The city continues to work to improve human resource practices, press for stronger recruitment strategies, and I have challenged directors to become models of inclusive leadership. In 2020, we will begin to implement recommendations of the 2019 disparity study to expand access to city contracts for minority and female-owned businesses. My budget also continues to invest in the Columbus Women's Commission to advance the economic well-being of women in our community – including closing the gender wage gap.

The strength of the Columbus economy coupled with sound fiscal policies have placed the city in a strong position. Not only are we able to invest in Columbus neighborhoods, we are also able to continue to save for our future. In 2019, we will reach our goal of \$80 million for the Rainy Day Fund a full year ahead of schedule and set a new goal of \$90 million in savings by the end of 2024. In 2020, we will deposit \$5.6 million into the Basic City Services Fund, bringing its total to \$20.4 million to be used to weather sudden, unexpected financial challenges and preserve essential city services.

In the following pages, you will find additional details of my proposed 2020 Operating Fund Budget. It is a balanced budget that invests in the safety of our neighborhoods, inclusive growth, and shared prosperity, while maintaining fiscal responsibility and securing the financial future of Columbus.

November 13, 2019

Mayor Andrew J. Ginther:

Contained herein is the 2020 Budget totaling \$1.96 billion, of which \$965 million is for general fund operating expenses. Overall, the proposed 2020 general fund operating budget is 5.56 percent higher than 2019. While the percentage increase in the 2020 general fund budget is larger when compared to 2019, there are a number of significant deposits to reserve funds in the 2020 budget.

Due to your continuing 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 2020 Budget is balanced, while reserve funds (Rainy Day, the 27th pay period, and Basic City Services) continue to grow. The city reached the original goal of \$75 million in the Rainy Day fund in 2018, and more importantly, because of your leadership, the city will meet the amended Rainy Day fund goal of \$80 million in 2019, a full year ahead of schedule.

While the Columbus economy is in a time of prosperity, it is imperative that we prepare for future economic changes. Therefore, due to better than estimated 2019 revenues, the 2020 Budget establishes a new "Rainy Day" fund goal of \$90 million by 2024. In addition, this budget deposits \$5.6 million into the Basic City Services fund, bringing the total balance to \$20.4 million in 2020. In May of 2019, Columbus voters approved a \$1.03 billion bond package which included for the first time \$50 million for affordable housing.

Finally, Columbus retained the AAA bond rating from all three major rating agencies (Moody's, Fitch, and S & P), one of only five peer cities our population size to receive such a financial rating.

Columbus and the surrounding region are in a time of unprecedented growth. The city 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 remains service oriented with major employers in insurance, public utilities, retail, health care, and banking.

The population of Columbus continues to increase, and it is estimated that the region will grow by approximately one million people over the next 30 years. The monthly unemployment rate of the greater Columbus area has averaged below 4 percent for all of 2019. 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. The income tax growth rate for 2019 is projected at 4.5 percent, which is a significant improvement over both the 2018 actual increase and the Auditor's original estimate of 2.3 percent for 2019. For 2020, a 3.0 percent income tax growth rate is projected.



No major organizational changes are projected for 2020 at this time. However, funding for a number of initiatives referenced in the Division of Police operations review is contained herein. City organizations created during your first term as Mayor, such as the Department of Neighborhoods, the Office of Diversity and Inclusion, CelebrateOne, and the Parking Services Division, continue to help with neighborhood revitalization by connecting residents to resources, to reflect your emphasis on operational efficiencies and diversity and inclusion, and to ensure a decrease in infant mortality rates in Columbus. Also receiving funding in Public Safety are the Safe Streets Initiative and an expansion to the cadet program, the latter of which helps increase diversity recruitment of police officers and firefighters.

New funding for recreational programming, proactive code enforcement, community planning, women's health, and post-natal home visits are included for 2020. Partnerships with Experience Columbus, the Greater Columbus Arts Council, One Columbus, and Rev1 Ventures will continue to receive support from the city.

The 2020 budget continues to reflect your priorities and commitment to the people of

Columbus for vibrant neighborhoods, public safety, early childhood education, decreased infant mortality, a more diverse workforce, delivery of basic neighborhood services, innovation, and economic development all to accomplish your goal of making Columbus America's Opportunity City.

I want to express a special thank you to the outstanding and dedicated Department of Finance and Management budget team, department directors, as well as departmental staff in preparing this budget.

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

Respectfully submitted,



Joseph A. Lombardi
Director
Department of Finance and Management



THE CITY OF COLUMBUS

ANDREW J. GINTHER, MAYOR

CITY OF COLUMBUS PROPOSED 2020 BUDGET

Mayor Andrew J. Ginther

Presented to Columbus City Council
November 13, 2019

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

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January 1, 2019

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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Table of Contents

	<i>Page</i>
Introduction	1
Mayor Andrew J. Ginther’s 2020 Strategic Priorities	3
Budget Process	5
General Fund Summary	9
All Funds Summary	25
Community Profile	33
Financial Overview	57
Financial Policies	65
Accounting and Organizational Structure	73
Department Summaries	
City Council	79
City Auditor	85
City Treasurer	91
City Attorney	95
Municipal Court Judges	103
Municipal Court Clerk	113
Civil Service Commission	121
Public Safety	125
Office of the Mayor	143
Office of Diversity and Inclusion	149
Education	155
Building and Zoning Services	163
Development	171
Finance and Management	187
Human Resources	199
Technology	207
Neighborhoods	219
Public Health	229
Recreation and Parks	241
Public Service	257
Public Utilities	273
Special Revenue Funds	289
Internal Service Funds	305
Enterprise Funds	315
Capital Improvements Program	331
Glossary	413

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Introduction



The 2020 Budget Document

The 2020 budget is organized to provide the reader with user-friendly, yet detailed, information on city resource allocation and service delivery. The document is divided into the primary sections outlined below:

Mayor's Strategic Priorities

The Mayor's strategic priorities section lists Mayor Andrew J. Ginther's priorities for the upcoming year for those departments under his purview.

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 2020 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 2020 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 2020, and 2020 budget notes. Budget summary tables are presented, listing departmental financial and personnel data, including information by program, division, and fund.

Those departments with direct public service provision under the purview of the Mayor also present a sampling of performance measures in their respective subsections. 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 strategic priorities section at the beginning of the document.

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 2020 Strategic Priorities

THE CITY OF
COLUMBUS

Mayor Ginther's 2020 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, and those can be found in the individual department sections. Many of these initiatives cross departments, and collaborative work across city departments encourages greater efficiency and success.



Neighborhoods – At the core of every great city are strong and vibrant neighborhoods. In Columbus, each of its distinctive neighborhoods makes up the fabric of who we are and what makes our city special. The city is investing in neighborhoods throughout Columbus, and is especially focused on its *Opportunity Neighborhoods* – Franklinton, Hilltop, Linden, Near East, Northland, Near South, Southeast, and Northeast – by building on their greatest assets, the people who reside there.



Neighborhood Safety and Public Health – The city continues to employ new approaches to policing that empower neighborhoods, invest in police officers and firefighters, and bring the full resources of the city to bear to make Columbus neighborhoods safer and healthier. The Comprehensive Neighborhood Safety Strategy engages local law enforcement, public health, recreation and parks, neighborhoods, businesses, community and faith leaders, and residents in an innovative, broad-based approach to building stronger and safer neighborhoods.



Economic Development and Affordable Housing – The city is working to advance economic opportunity and shared prosperity through public investment and public policies that create jobs, increase wages, improve access to housing, and strengthen Columbus neighborhoods. As the city continues to grow, the administration is focused on increasing good-paying jobs that generate the revenue to support critical city services, and driving a collaborative approach to create housing all Columbus residents can afford.



Birth to Five and Education – Every child in every Columbus neighborhood deserves the opportunity to thrive. The city is investing in CelebrateOne to ensure all babies in Columbus and Franklin County – regardless of race, zip code, or family income – celebrate their first birthday. Early Start Columbus is focused on birth to five year-olds to ensure their ability to enter kindergarten with the skills and knowledge they need to succeed.



Diversity and Inclusion – The administration is committed to fostering a culture of inclusion to ensure its workforce and suppliers reflect the rich diversity of Columbus. The city is expanding implicit bias training, strengthening recruitment strategies, increasing minority business participation and investing in business development support for women and minority-owned businesses. The Columbus Women's Commission is working to advance the economic well-being of women through its pay equity initiative, housing and eviction prevention efforts, and advocacy for increased access to affordable child care.



Innovation – The city is investing in technology and advanced mobility options to improve access to jobs, education, and healthcare, and to serve as a model for connected cities. The administration is reviewing city operations to increase efficiencies and reinvest savings in critical city services, and to develop a modern, transparent, and effective government structure to continue to meet the needs of Columbus in the future.



Sustainable Columbus – A healthy environment is critical to ensure Columbus is America's Opportunity City, and Sustainable Columbus is optimizing internal city operations and working with external stakeholders throughout the community to enhance and promote environmentally friendly policies.



Budget Process

The logo for The City of Columbus, featuring the text "THE CITY OF COLUMBUS" in a stylized font with a red "U" in "COLUMBUS".

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).

Budget Process



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.

The Office of the Mayor, during this time, establishes the priorities and goals for the upcoming year. Those goals are sent to the departments under his purview to use as a guide in submitting departmental strategic priorities and performance measures, as applicable, to the Finance and Management Department in August. The intention is that these departmental priorities align with the Mayor's stated goals. Separately elected officials are solicited to submit their strategic priorities for publication in their respective budget section as well.

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 15th to City Council. The budget office, in addition to the budget document, sends accompanying appropriation legislation to City Council for consideration. Customarily, this legislation is read into the record and tabled until the following year.

Legislative Consideration & Adoption

For the latter half of November into December, City Council holds 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.

June-August: Mayor establishes his goals for the upcoming year, and departments under his purview submit departmental strategic priorities and performance measures in alignment with those goals. Separately elected officials submit strategic priorities as well.

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

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

October: F&M completes the 3rd 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 15th.

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

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

Budget Process

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General Fund Summary



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

Revenues, excluding the unencumbered balance, encumbrance cancellations, and transfers from other funds, are projected at \$919.7 million, an increase of 2.5 percent from 2019 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 2020, income tax revenues to the general fund are estimated at \$719.7 million, which is 75 percent of total general fund resources and 78 percent of total general fund revenue. This represents a three percent growth over 2019 projections.

Property Tax

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

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

General Fund Summary

and general fund operations. State law requires that the first two obligations be met before property tax revenue can be deposited into the general fund for general operations. Because the city pays debt service on non-enterprise capital improvements from the special income tax (SIT) fund, property tax revenues are deposited directly in the general fund. The 2020 estimate for property tax collections is \$50.7 million, an increase of 0.6 percent over the 2019 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 2019 and 2020 projections for general fund hotel/motel tax receipts are \$0.

Kilowatt-Hour Tax

Beginning in 2001, a tax was levied on users of electricity provided by the Division of Electricity. Known as the kilowatt-hour (KWH) tax, state statutes allow that funds collected from users located within the city be deposited into the city's general fund. These revenues are estimated at \$3.4 million for 2020.

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 2020 estimate for the general

fund deposit for casino tax revenues is \$6.8 million, an increase of 1.1 percent over 2019 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 \$23.8 million in 2020, a 6.9 percent increase over projected 2019 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 \$19.6 million in 2020, a three percent increase over 2019 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 \$63.2 million in 2020, a two percent increase over 2019 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 \$17.9 million in 2020, a 10.1 percent decrease from 2019 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 5 percent of cable operator gross revenues. Fees in this category are estimated at \$12.4 million in 2020, 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 2020 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 2020 is \$5.0 million.

Other Miscellaneous Transfers

The basic city services fund was established in 2012 to meet future budget needs due to reductions in the state local government fund and estate tax revenue. A transfer from the basic city services fund into the general fund will not be needed for 2020.



GENERAL FUND REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2016 - 2020											
SOURCE	2016	PERCENT	2017	PERCENT	2018	PERCENT	2019	PERCENT	2020	PERCENT	2020
	ACTUAL	CHANGE	ACTUAL	CHANGE	ACTUAL	CHANGE	PROJECTED	CHANGE	PROJECTED	CHANGE	PERCENT OF TOTAL
Income Tax	\$ 629,935,274	4.60%	\$ 656,889,243	4.28%	\$ 668,685,419	1.80%	\$ 698,777,000	4.50%	\$ 719,742,000	3.00%	74.58%
Property Tax	42,751,069	0.61%	44,710,636	4.58%	49,246,740	10.15%	50,395,000	2.33%	50,712,000	0.63%	5.26%
Kilowatt Hour Tax	3,132,269	(2.12%)	2,915,539	(6.92%)	3,320,402	13.89%	3,350,000	0.89%	3,350,000	0.00%	0.35%
Hotel/Motel Tax	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	0.00%
TOTAL TAXES	675,818,612	4.30%	704,515,418	4.25%	721,252,561	2.38%	752,522,000	4.34%	773,804,000	2.83%	80.19%
Local Government Fund	20,086,211	(8.94%)	19,555,955	(2.64%)	19,891,400	1.72%	20,996,000	5.55%	22,494,000	7.13%	2.33%
Estate Tax	61,072	1294.97%	20,913	(65.76%)	-	(100.00%)	-	0.00%	-	0.00%	0.00%
Liquor Permit Fee, Other	1,309,088	3.54%	1,308,313	(0.06%)	1,336,345	2.14%	1,274,000	(4.67%)	1,313,000	3.06%	0.14%
Casino Tax	6,790,167	7.25%	6,734,707	(0.82%)	6,943,951	3.11%	6,752,314	(2.76%)	6,824,000	1.06%	0.71%
TOTAL SHARED REVENUE	28,246,538	(4.76%)	27,619,888	(2.22%)	28,171,696	2.00%	29,022,314	3.02%	30,631,000	5.54%	3.17%
License and Permit Fees	12,464,834	(4.19%)	11,600,987	(6.93%)	11,929,719	2.83%	12,356,000	3.57%	12,431,000	0.61%	1.29%
Fines and Penalties	18,929,539	0.13%	18,650,054	(1.48%)	18,478,699	(0.92%)	18,988,000	2.76%	19,564,000	3.03%	2.03%
Investment Earnings	7,119,830	25.04%	8,792,163	23.49%	12,240,506	39.22%	19,900,000	62.57%	17,900,000	(10.05%)	1.85%
Charges for Service	61,857,674	(2.41%)	65,170,008	5.35%	65,689,652	0.80%	61,984,000	(5.64%)	63,234,000	2.02%	6.55%
All Other	2,081,741	21.79%	2,404,812	15.52%	3,083,164	28.21%	2,169,000	(29.65%)	2,169,000	0.00%	0.22%
TOTAL OTHER REVENUES	102,453,618	(0.25%)	106,618,024	4.06%	111,421,740	4.51%	115,397,000	3.57%	115,298,000	(0.09%)	11.95%
TOTAL ALL REVENUES	806,518,768	3.36%	838,753,330	4.00%	860,845,997	2.63%	896,941,314	4.19%	919,733,000	2.54%	95.31%
Encumbrance Cancellations	4,975,349	(49.59%)	6,374,423	28.12%	8,090,989	26.93%	9,000,000	11.23%	5,000,000	(44.44%)	0.52%
Unencumbered Balance	30,721,859	5.31%	30,205,726	(1.68%)	17,670,166	(41.50%)	16,170,686	(8.49%)	36,267,000	124.28%	3.76%
Fund Transfers	4,063,974	19.20%	4,307,714	6.00%	3,833,900	(11.00%)	3,346,000	(12.73%)	4,000,000	19.55%	0.41%
Other Misc. Transfers	1,830,000	(67.97%)	-	(100.00%)	16,784,000	N/A	12,962,619	(22.77%)	-	(100.00%)	0.00%
Total Annual Resources	848,109,950	2.37%	879,641,193	3.72%	907,225,051	3.14%	938,420,619	3.44%	965,000,000	2.83%	100.00%
27th Pay Period Reserve Fund	17,749,786	15.02%	20,137,786	13.45%	22,596,786	12.21%	25,129,786	11.21%	27,738,786	10.38%	
Economic Stabilization Fund	69,522,302	4.17%	73,945,877	6.36%	76,180,089	3.02%	80,571,004	5.76%	84,571,004	4.96%	
TOTAL GENERAL FUND AVAILABLE RESOURCES	\$ 935,382,038	2.72%	\$ 973,724,856	4.10%	\$ 1,006,001,926	3.31%	\$ 1,044,121,409	3.79%	\$ 1,077,309,790	3.18%	



Expenditures and Personnel

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

General Fund Summary

GENERAL FUND 2020 PROPOSED BUDGET SUMMARY BY AREA OF EXPENSE

Department/Division	Personnel	Materials	Services	Other	Capital	Transfers	Totals
City Council	\$ 4,600,980	\$ 28,000	\$ 249,123	\$ 3,000	\$ -	\$ -	\$ 4,881,103
City Auditor							
City Auditor	4,057,737	27,600	712,731	1,000	-	-	4,799,068
Income Tax	8,627,066	78,500	1,246,663	500	-	-	9,952,729
Total	12,684,803	106,100	1,959,394	1,500	-	-	14,751,797
City Treasurer	1,152,190	4,200	316,900	-	-	-	1,473,290
City Attorney							
City Attorney	13,083,077	85,200	410,312	3,000	-	-	13,581,589
Real Estate	155,321	-	-	-	-	-	155,321
Total	13,238,398	85,200	410,312	3,000	-	-	13,736,910
Municipal Court Judges	17,669,897	60,300	1,995,249	-	-	490,000	20,215,446
Municipal Court Clerk	11,782,809	139,734	845,321	-	-	-	12,767,864
Civil Service	3,667,417	21,400	735,187	3,500	-	-	4,427,504
Public Safety							
Administration	2,190,475	10,367	5,927,210	100	-	-	8,128,152
Support Services	5,060,118	427,175	2,428,105	5,800	-	-	7,921,198
Police	332,926,400	4,742,414	16,396,181	255,000	-	5,650,427	359,970,422
Fire	252,624,178	4,413,729	12,097,328	125,000	-	2,118,390	271,378,625
Total	592,801,171	9,593,685	36,848,824	385,900	-	7,768,817	647,398,397
Office of the Mayor							
Mayor	4,380,702	15,000	524,427	1,250	-	-	4,921,379
Office of Diversity & Inclusion	1,522,200	8,500	226,687	-	-	-	1,757,387
Total	5,902,902	23,500	751,114	1,250	-	-	6,678,766
Education	541,897	7,500	6,112,513	-	-	-	6,661,910
Development							
Administration	3,170,658	22,600	3,007,751	1,000	-	-	6,202,009
Econ. Development	1,833,111	8,000	2,626,423	1,000	-	-	4,468,534
Code Enforcement	8,250,760	53,900	818,231	7,000	-	-	9,129,891
Planning	1,822,633	9,000	66,710	1,000	-	-	1,899,343
Housing	1,836,860	11,500	5,649,450	1,000	-	-	7,498,810
Land Redevelopment	677,974	-	1,000	-	-	-	678,974
Total	17,591,996	105,000	12,169,565	11,000	-	-	29,877,561
Finance and Management							
Finance Administration	2,783,667	43,500	2,550,267	-	-	-	5,377,434
Financial Management	3,083,127	15,290	1,819,479	-	-	-	4,917,896
Facilities Management	8,027,305	674,800	8,961,931	2,000	-	-	17,666,036
Total	13,894,099	733,590	13,331,677	2,000	-	-	27,961,366
Finance City-wide	-	-	-	-	-	40,749,696	40,749,696
Finance Technology (Pays of agency bills)	-	-	20,260,570	-	-	-	20,260,570
Human Resources	1,858,311	28,409	1,236,096	-	-	-	3,122,816
Neighborhoods	4,654,922	34,000	1,325,628	1,500	-	52,500	6,068,550
Health	-	-	-	-	-	26,716,803	26,716,803
Recreation and Parks	-	-	-	-	-	43,030,613	43,030,613
Public Service							
Administration	697,795	-	14,617	-	-	-	712,412
Refuse Collection	17,654,928	161,900	15,627,798	52,000	10,000	-	33,506,626
Total	18,352,723	161,900	15,642,415	52,000	10,000	-	34,219,038
Total General Operating Fund	\$ 720,394,515	\$ 11,132,518	\$ 114,189,888	\$ 464,650	\$ 10,000	\$ 118,808,429	\$ 965,000,000

General Fund Summary

GENERAL FUND EXPENDITURE AND BUDGET SUMMARY					
	2017	2018	2019	2020	%
	Actual	Actual	Projected	Proposed	Change
City Council	\$ 4,398,402	\$ 4,286,128	\$ 4,547,424	\$ 4,881,103	7.34%
City Auditor					
City Auditor	4,674,967	4,518,648	4,394,183	4,799,068	9.21%
Income Tax	9,057,441	9,027,551	8,830,092	9,952,729	12.71%
Total	13,732,408	13,546,199	13,224,275	14,751,797	11.55%
City Treasurer	1,133,722	1,193,919	1,315,626	1,473,290	11.98%
City Attorney					
City Attorney	12,540,334	13,508,467	13,379,542	13,581,589	1.51%
Real Estate	110,511	132,829	143,290	155,321	8.40%
Total	12,650,845	13,641,296	13,522,832	13,736,910	1.58%
Municipal Court Judges	18,261,141	18,862,874	19,459,472	20,215,446	3.88%
Municipal Court Clerk	12,070,543	12,400,074	12,577,539	12,767,864	1.51%
Civil Service	4,123,876	4,164,871	4,489,138	4,427,504	(1.37%)
Public Safety					
Administration	6,993,430	7,974,950	8,051,531	8,128,152	0.95%
Support Services	7,105,893	6,634,876	7,030,141	7,921,198	12.67%
Police	320,451,188	337,892,617	345,247,634	359,970,422	4.26%
Fire	247,901,990	258,044,710	265,662,293	271,378,625	2.15%
Total	582,452,501	610,547,154	625,991,599	647,398,397	3.42%
Office of the Mayor					
Mayor	3,207,359	4,018,678	4,225,244	4,921,379	16.48%
Office of Diversity & Inclusion	1,479,418	1,074,201	1,009,572	1,757,387	74.07%
Total	4,686,777	5,092,879	5,234,816	6,678,766	27.58%
Education	6,207,228	5,349,282	6,523,841	6,661,910	2.12%
Development					
Administration	5,368,335	5,611,678	6,083,505	6,202,009	1.95%
Economic Development	20,285,083	18,976,767	16,843,939	4,468,534	(73.47%)
Code Enforcement	7,002,088	7,667,631	7,704,898	9,129,891	18.49%
Planning	1,860,285	1,864,057	1,836,669	1,899,343	3.41%
Housing	6,024,038	6,502,559	6,556,453	7,498,810	14.37%
Land Redevelopment	660,699	663,598	652,703	678,974	4.02%
Total	41,200,528	41,286,289	39,678,167	29,877,561	(24.70%)
Finance and Management					
Finance Administration	6,607,026	5,459,091	5,164,513	5,377,434	4.12%
Financial Management	4,595,817	3,617,119	4,690,488	4,917,896	4.85%
Facilities Management	16,591,225	18,926,789	16,084,258	17,666,036	9.83%
Total	27,794,068	28,002,999	25,939,259	27,961,366	7.80%
Citywide Technology	18,403,272	17,300,249	16,784,320	20,260,570	20.71%
Finance City-wide	9,689,904	7,090,414	9,422,346	40,749,696	332.48%
Human Resources	2,705,455	2,868,931	2,981,374	3,122,816	4.74%
Neighborhoods	3,886,610	4,583,599	5,149,148	6,068,550	17.86%
Health	21,997,003	23,095,550	24,001,456	26,716,803	11.31%
Recreation and Parks	40,133,854	41,162,178	39,623,114	43,030,613	8.60%
Public Service					
Administration	1,594,234	1,321,762	674,018	712,412	5.70%
Refuse Collection	32,843,058	33,023,011	31,013,237	33,506,626	8.04%
Traffic Management	2,005,598	2,275,559	-	-	0.00%
Total	36,442,890	36,620,332	31,687,255	34,219,038	7.99%
Total General Operating Fund	\$ 861,971,027	\$ 891,095,217	\$ 902,153,000	\$ 965,000,000	6.97%

GENERAL FUND PERSONNEL SUMMARY -- FULL-TIME				
	2017	2018	2019	2020
	Actual	Actual	Budgeted	Proposed
City Council	43	39	42	42
City Auditor				
City Auditor	26	29	29	31
Income Tax	80	75	82	84
Total	106	104	111	115
City Treasurer	8	8	8	9
City Attorney				
City Attorney	118	126	125	124
Real Estate	1	1	1	1
Total	119	127	126	125
Municipal Court Judges	189	193	199	208
Municipal Court Clerk	152	161	164	165
Civil Service	35	36	36	36
Public Safety				
Administration	10	11	12	14
Support Services	45	42	46	46
Police- Non Uniformed	388	370	412	412
Police- Uniformed	1,921	1,953	1,951	1,963
Fire- Non Uniformed	47	48	51	51
Fire- Uniformed	1,576	1,591	1,596	1,606
Total	3,987	4,015	4,068	4,092
Office of the Mayor				
Mayor	26	27	29	31
Office of Diversity and Inclusion	11	4	11	14
Total	37	31	40	45
Education	4	4	4	4
Development				
Administration	23	23	24	24
Economic Development	9	9	9	15
Code Enforcement	59	67	72	84
Planning	16	16	18	17
Housing	0	8	9	18
Land Redevelopment	5	7	7	7
Total	112	130	139	165
Finance and Management				
Administration	27	29	29	29
Financial Management	24	25	27	27
Facilities Management	80	87	90	90
Total	131	141	146	146
Human Resources	14	14	14	15
Neighborhoods	35	40	45	48
Public Service				
Administration	5	6	6	6
Refuse Collection	197	191	226	226
Total	202	197	232	232
Total General Fund	5,174	5,240	5,374	5,447

The numbers represented in the 2017 and 2018 columns are year-end actuals, while 2019 and 2020 are budgeted.

October 17, 2019

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 2020.

City of Columbus, Ohio
Statement of Estimated Available Resources – General Operating Fund [1000-100010]

	Original Estimate
ESTIMATED REVENUE:	
Income taxes	\$719,742,000
Property taxes	50,712,000
Investment earnings	17,900,000
Licenses and permits fees	12,431,000
Shared revenue	30,631,000
Charges for services	63,234,000
Fines and forfeits	19,564,000
Miscellaneous revenue	5,519,000
TOTAL ESTIMATED RESOURCES FROM REVENUE	\$919,733,000
TOTAL TRANSFERS IN	4,000,000
TOTAL ESTIMATED RESOURCES AND TRANSFERS	\$923,733,000
Estimated prior year encumbrance cancellations	5,000,000
Estimated 2019 Year End Fund Balance	36,267,000
TOTAL ESTIMATED AVAILABLE RESOURCES	\$965,000,000

This estimate includes an increase in 2020 income tax revenue of 3% over the 2019 revised estimate of income tax of \$698.8 million. The 2020 estimate of total resources from revenue is 2.83% greater than the 2019 revised estimate.

In addition to the total resources above, the Basic City Services Fund [1000-100017] has a balance of \$13,300,000 resulting from the 2019 rebate of 2017 Bureau of Worker’s Compensation premiums. If transferred to the General Operating Fund, the Total Estimated Available Resources for 2020 becomes \$978,300,000.

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



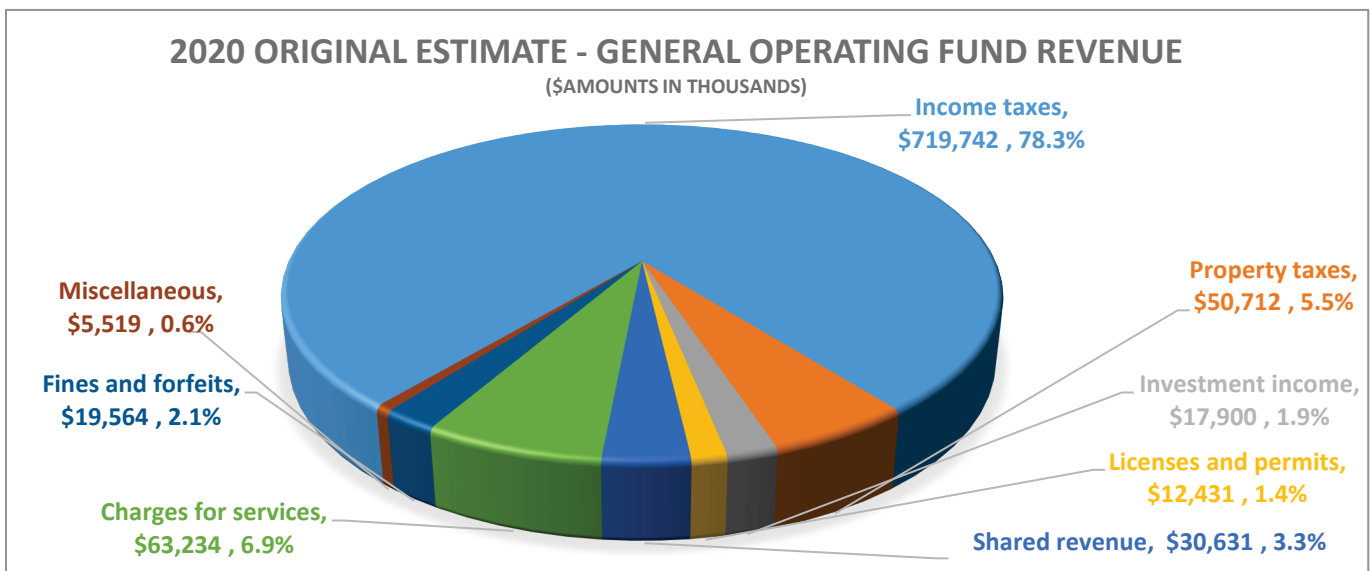
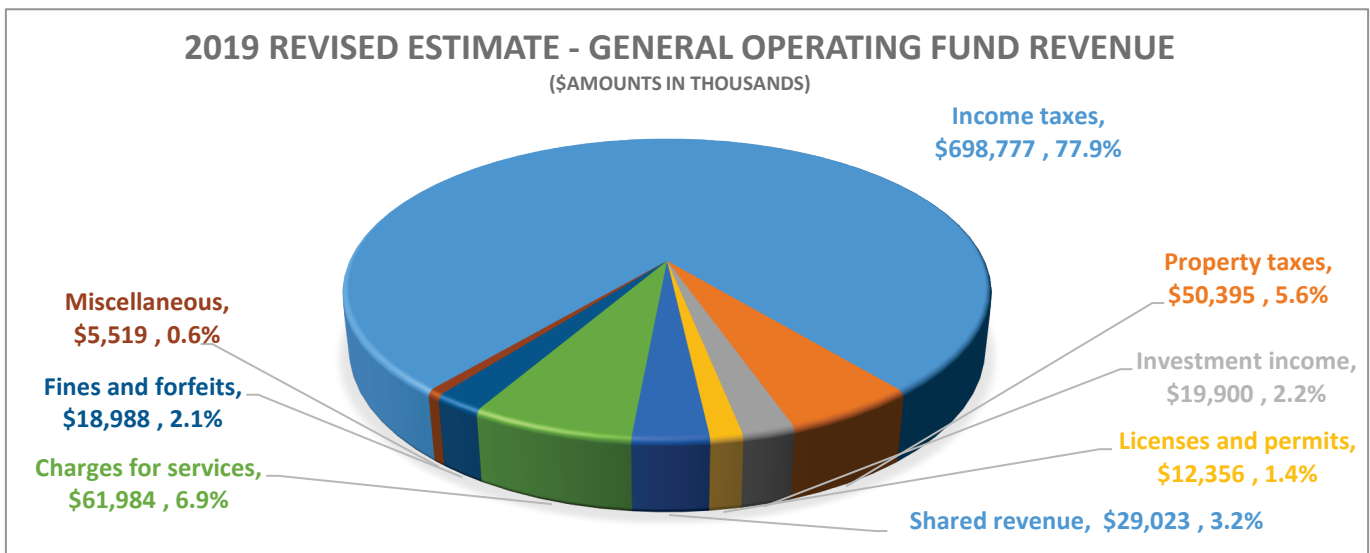
Megan N. Kilgore, City Auditor



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

NOTE 1 – GENERAL OPERATING FUND RESOURCES

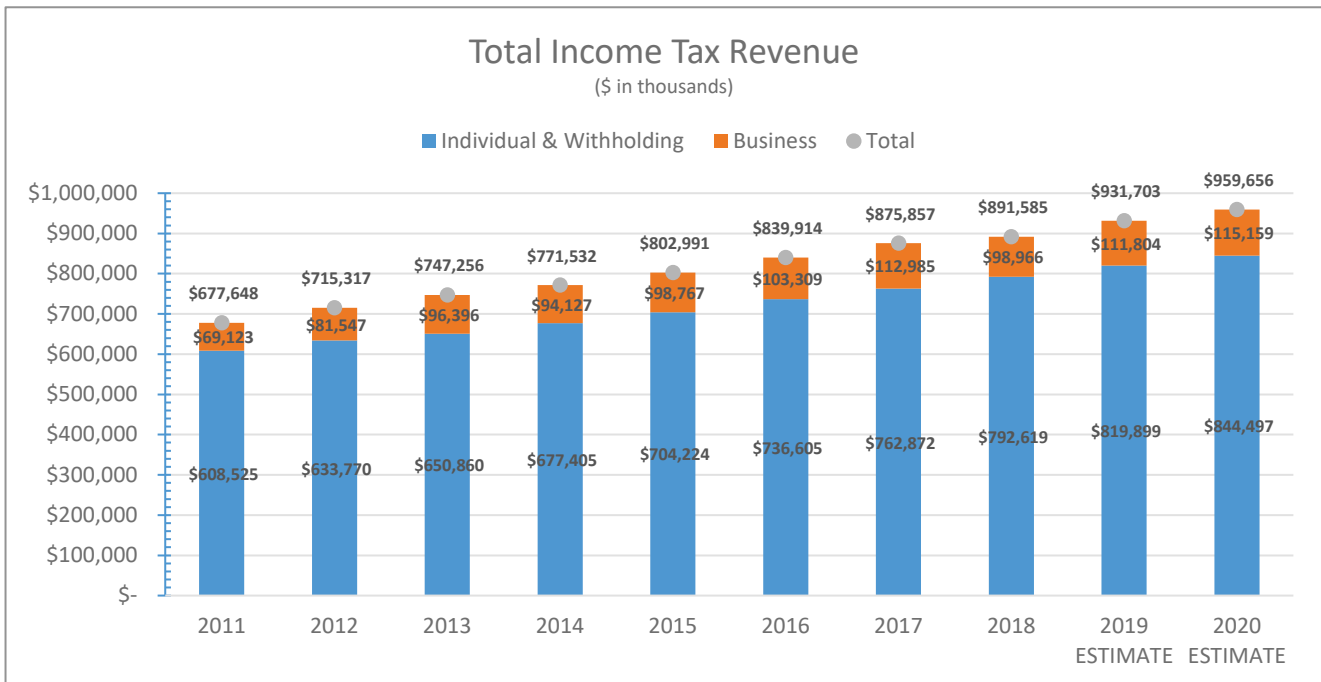
The 2020 general operating fund total estimated revenues for the City of Columbus (“City”) are approximately \$919.7 million. The revenue is generated through income tax, property tax, investment income, licenses and permits, charges for services, shared revenue, fines and forfeitures and other miscellaneous revenue. Total 2020 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, 2019 are \$965 million. Total estimated revenues for 2020 increased \$22.8 million or 2.54% over the revised estimated revenues for 2019 of \$896.9 million. Total estimated resources for 2020 represent a \$26.6 million or 2.83% increase over the revised estimate of total resources for 2019 of \$938.4 million. The graph below displays the total amount of estimated revenue attributable to each revenue category for both 2019 and 2020.



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 78.3 % of total general fund revenues. *Total* income tax collection for 2020, after providing for refunds to taxpayers, are estimated at \$959.656 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 \$719.742 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.



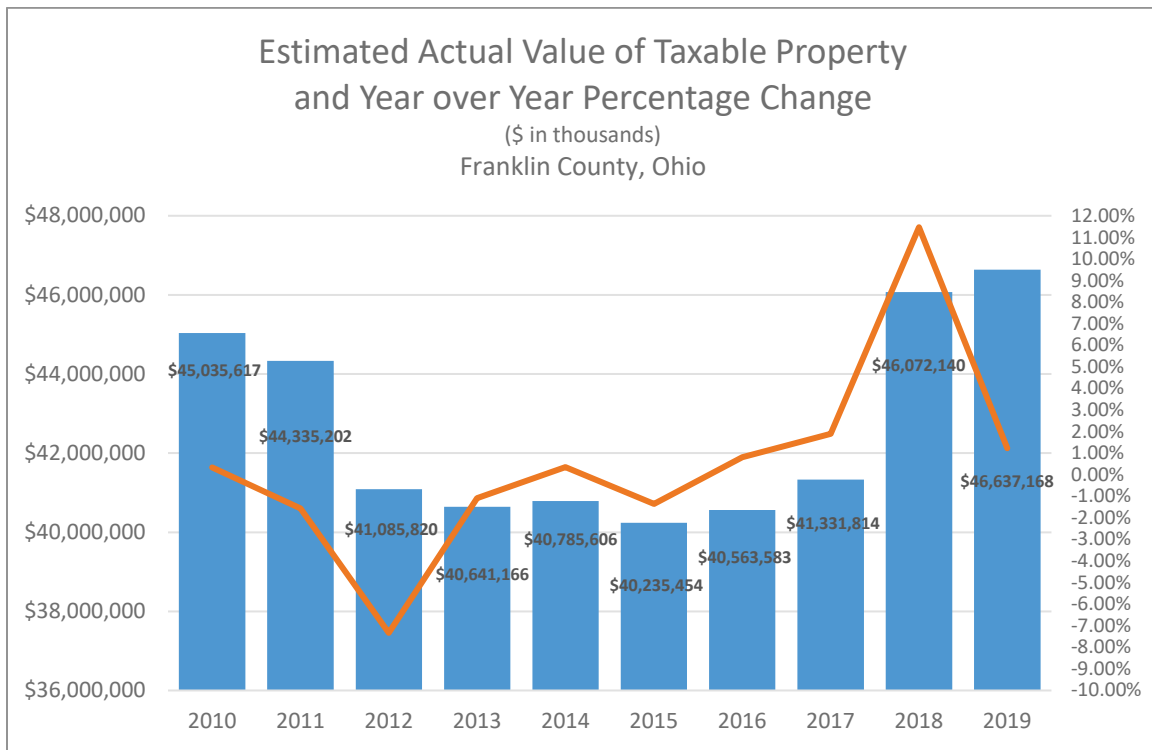
NOTE 3 – PROPERTY TAX REVENUE

The City’s share of taxes collected in 2020 attributable to real properties is estimated at \$50.712 million, net of an estimated \$1.725 million retained by the counties and the state for certain of their costs. Amounts paid directly to the City from the State of Ohio, known as “rollbacks”, are included herein. 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 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 2019 assessed values for property tax amounts to be collected in 2020 will be available in December 2019. Preliminary indications are that assessed values will remain flat for tax year

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

2019. 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 \$17.9 million will be posted as revenue to the general fund in 2020.

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 \$3.269 million for the general fund in 2020. Cable permits are estimated to produce \$8.9 million, while other licenses and permits will add another \$262 thousand for a total of \$12.431 million in licenses and permits. These estimates are determined based on trending and recognition of changes in various license in permit fees and related activity from year to year.

NOTE 6 – SHARED REVENUE

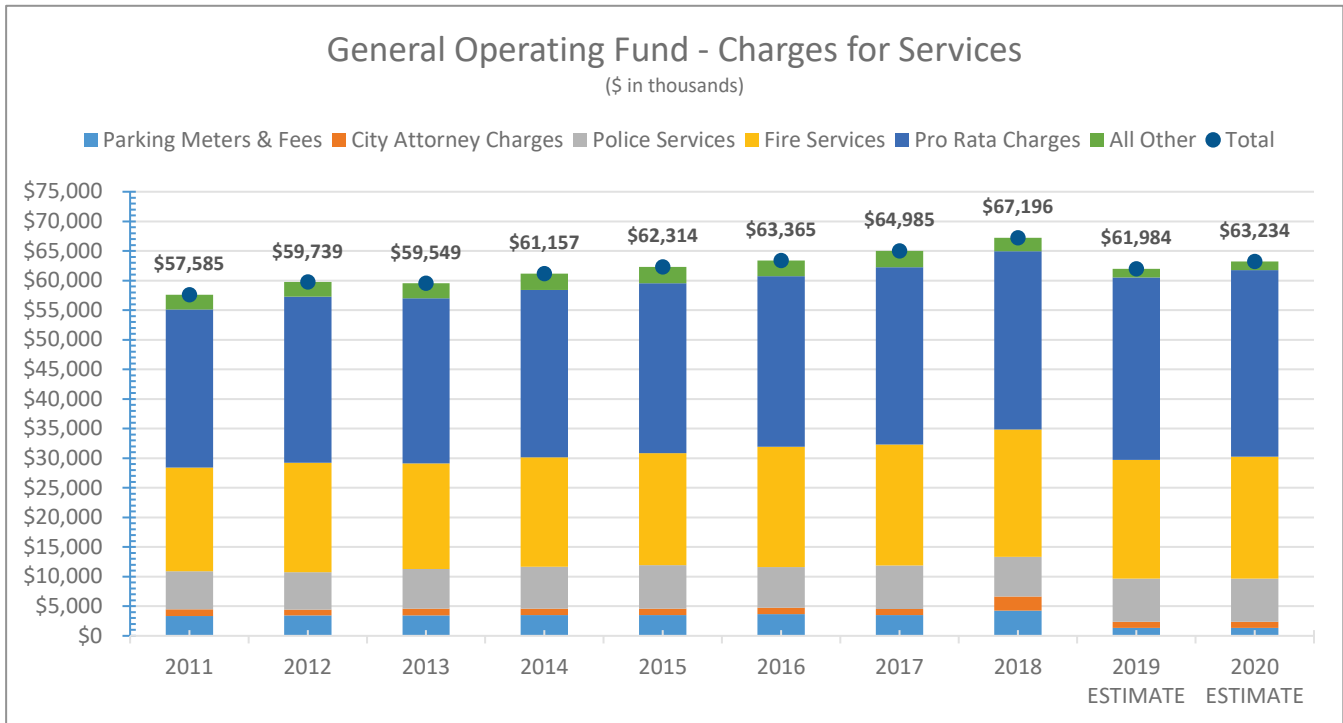
Shared revenues include portions of the various State of Ohio taxes which are shared with local governments within the State. It is estimated that these shared taxes will provide \$23.807 million.

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

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 \$11.131 million. The City has entered into various agreements funded with Casino taxes. For 2020 it is estimated that \$6.824 million in Casino taxes will remain in the general fund.

NOTE 7 – CHARGES FOR SERVICES

Charges for services in 2020 are estimated at \$63.234 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 \$31.510 million for 2020. The Fire Services estimate of \$20.5 million includes fire Emergency Medical Services Billing for fees related to emergency medical transportation services of \$16.7 million for 2020. 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 2020. 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. This change resulted in a \$2.7 million decrease in parking meter revenue (and an equal reduction in parking meter related expenditures) in the general operating fund in 2019. 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 10 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 \$13.2 million in 2020, while the City's Parking Violations Bureau is expected to collect \$6.4 million in parking ticket fines. These estimates are 3% higher than the amounts estimated for 2019.

NOTE 9 – MISCELLANEOUS REVENUES

Miscellaneous revenues are estimated at \$5.519 million for 2020. 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 2020 is estimated at \$3.350 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 for 2020 are estimated at \$4 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. Although not included in the Total Estimated Available Resources for 2020, there is \$13.3 million in the Basic City Services Fund [Fund 1000; Subfund 100017] as a result of a 2019 refund of 2017 Bureau of Worker's Compensation premiums. If this amount was transferred into the General Operating Fund, the Total Estimated Available Resources for 2020 would be a total of \$978.3 million.

NOTE 11 – PRIOR YEAR ENCUMBRANCE CANCELLATIONS

Encumbrances which will be carried forward to 2020, but not used are estimated at \$5 million. These cancellations will increase unencumbered cash in 2020 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.

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

NOTE 12 – ESTIMATED AVAILABLE BEGINNING BALANCE

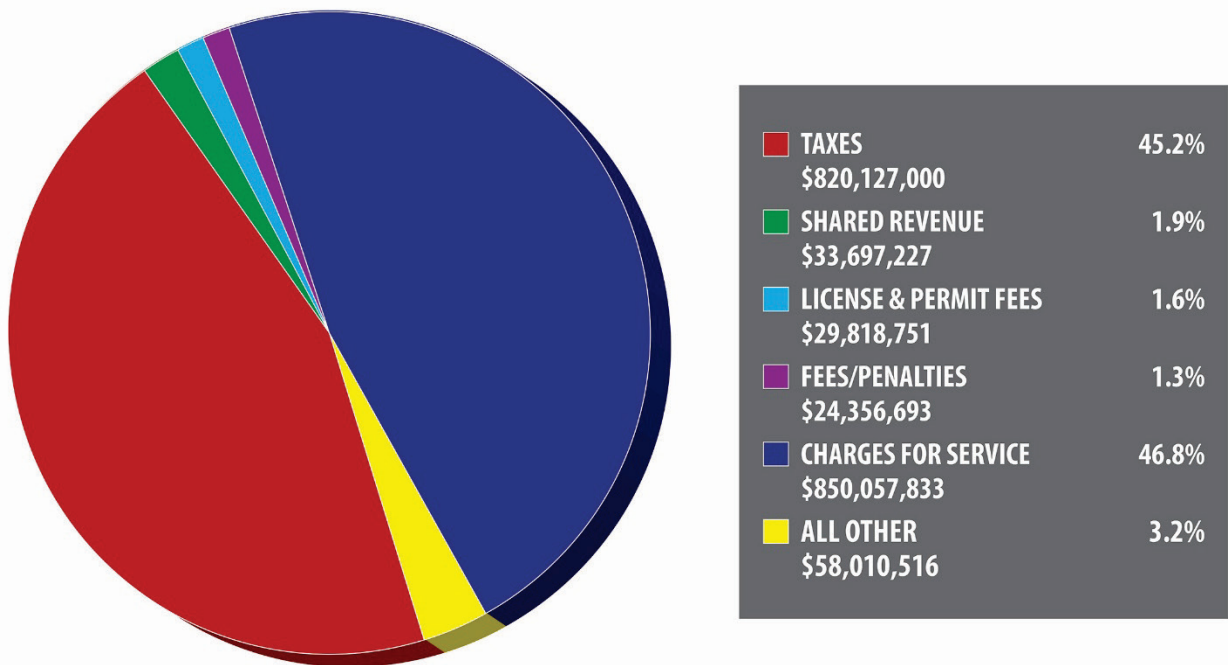
The estimated available beginning balance to be used for 2020 operations is determined based on a 2019 third quarter review of actual revenues as compared to estimated revenues and actual expenditures as compared to the amount appropriated for the year. The beginning cash balance is estimated as follows:

General Operating Fund Estimated Beginning Cash Balance	(in thousands)
Beginning Cash Balance - January 1, 2019	\$ 58,380
Less - Outstanding Encumbrances at December 31, 2018	42,209
Unencumbered Cash Balance - January 1, 2019	16,171
Add - City Auditor's Estimated 2019 Receipts [Original Estimate]	875,270
Add - City Auditor's Estimated Encumbrance Cancellations [Original Estimate]	5,000
Add - Transfers In [Original Estimate]	17,713
Total Amount Available for Appropriations	\$ 914,154
Total Amount Appropriated for Expenditures	\$ 914,154
Projected Amount Available in Excess of Estimate	
Increase 2019 Revenue Estimate	\$ 20,267
Encumbrance Cancellations in Excess of Estimate	4,000
Projected Amount Available in Excess of Estimate	24,267
Projected Appropriation Surplus (Deficit)	
Total Appropriated as of September 30, 2019	914,154
Less 2019 Projected Operating Expenditures	902,154
Projected Appropriation Surplus (Deficit)	12,000
Projected Available Cash Balance - December 31, 2019	\$ 36,267



The following tables provide historical detail and current proposed 2020 budget figures on all funds' revenues, expenditures, and personnel levels. The 2020 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 46.9 percent and taxes at 45.1 percent.

All Funds Revenues by Source Category



All Funds Summary

REVENUE SUMMARY ALL FUNDS				
	2017 Actual	2018 Actual	2019 Projected	2020 Proposed
GENERAL FUND	\$ 838,753,330	\$ 860,845,996	\$ 896,941,314	\$ 919,733,000
SPECIAL REVENUE FUNDS				
Municipal Court Computer	1,958,381	1,802,025	1,739,870	1,792,300
Street Construction, Main. & Repair	52,104,966	54,773,764	60,500,000	69,550,000
Development Services Fund	20,926,753	20,902,033	23,442,880	23,677,309
Private Inspection Fund	3,641,536	4,078,476	5,005,752	5,223,473
Health Special Revenue*	8,289,142	9,070,312	9,534,710	9,025,634
Rec. and Parks Oper. & Extension*	12,035,250	11,947,635	13,043,342	12,210,000
Broad Street Operations Fund*	877,064	896,688	889,032	889,032
Parking Meter Program Fund	2,968,121	3,382,510	8,085,773	9,281,340
E-911 Fund	2,150,151	1,680,918	1,508,614	1,566,227
Emergency Human Services Fund	2,494,309	2,545,002	2,631,000	2,723,000
INTERNAL SERVICE FUNDS				
Print and Mail Services Fund	1,685,436	1,854,991	1,703,788	1,941,901
Land Acquisition	870,085	1,045,108	1,012,033	936,000
Technology Services	33,539,786	32,926,598	36,457,065	43,184,752
Fleet Management Services	31,558,624	35,305,540	36,117,829	40,979,382
Construction Inspection Fund	8,841,424	9,666,331	12,044,619	11,325,947
Employee Benefits	4,766,966	4,660,331	5,246,679	6,203,836
ENTERPRISE FUNDS				
Water System Enterprise	204,579,675	198,981,864	205,289,899	210,329,182
Sewerage System Enterprise	278,907,677	279,006,552	296,442,752	310,572,923
Storm System Enterprise	41,790,962	42,512,296	42,664,602	44,976,275
Electricity Enterprise	87,071,145	86,674,470	86,132,698	89,946,507
Grand Total All Funds	\$ 1,639,810,782	\$ 1,664,559,440	\$ 1,746,434,251	\$ 1,816,068,020
Note: Revenue does not include encumbrance cancellations.				
*Excludes general fund transfers				

2020 PROPOSED APPROPRIATIONS - ALL FUNDS SUMMARY BY OBJECT OF EXPENSE

	PERSONNEL	MATERIALS	SERVICES	OTHER	CAPITAL OUTLAY	DEBT SERVICE	TRANSFERS	TOTAL
GENERAL FUND	\$ 720,394,515	\$ 11,132,518	\$ 114,189,888	\$ 464,650	\$ 10,000	\$ -	\$ 118,808,429	\$ 965,000,000
SPECIAL REVENUE FUNDS								
Municipal Court Computer Fund								
Judges	113,293	110,500	391,206	-	-	-	-	614,999
Clerk	720,554	61,000	785,921	-	-	-	-	1,567,475
Total Court Computer	833,847	171,500	1,177,127	-	-	-	-	2,182,474
Street Construction, Main. & Repair								
Service Administration	4,232,156	14,000	695,060	4,000	-	-	-	4,945,216
Traffic Management	12,736,357	2,240,400	2,473,766	104,000	4,180,000	-	-	21,734,523
Infrastructure Management	20,697,193	1,308,000	16,747,402	90,000	1,200,000	-	-	40,042,595
Refuse Collection	-	-	3,600,000	-	-	-	-	3,600,000
Design & Construction	5,322,596	14,000	1,502,392	3,500	1,040,000	-	-	7,882,488
Total SCMR	42,988,302	3,576,400	25,018,620	201,500	6,420,000	-	-	78,204,822
Development Services Fund								
Building & Zoning	19,350,827	186,100	5,142,719	63,500	290,000	-	-	25,033,146
Private Inspection Fund								
Service Administration	100,615	-	-	-	-	-	-	100,615
Design & Construction	3,620,391	59,292	893,112	2,940	312,000	-	-	4,887,735
Total Private Inspection	3,721,006	59,292	893,112	2,940	312,000	-	-	4,988,350
Health Special Revenue								
Department of Public Health	27,106,941	1,109,848	7,539,859	32,000	53,789	-	-	35,842,437
Rec. and Parks Oper. & Extension								
Department of Recreation & Parks	39,829,478	2,623,666	12,993,230	161,750	-	-	182,489	55,790,613
Broad Street Operations Fund								
Division of Facilities Management	-	25,000	1,505,357	-	-	-	-	1,530,357
E-911 Fund								
Division of Police	1,448,524	-	-	-	-	-	-	1,448,524
Support Services	117,703	-	-	-	-	-	-	117,703
Total E-911	1,566,227	-	-	-	-	-	-	1,566,227
Emergency Human Services Fund								
Development Administration	-	-	2,723,000	-	-	-	-	2,723,000
Parking Meter Program Fund								
Service Administration	770,166	2,000	13,000	-	-	-	-	785,166
Parking Services	4,676,255	130,000	3,204,889	50,000	100,000	-	-	8,161,144
Total Parking Meter Program Fund	5,446,421	132,000	3,217,889	50,000	100,000	-	-	8,946,310

All Funds Summary

2020 PROPOSED APPROPRIATIONS - ALL FUNDS SUMMARY BY OBJECT OF EXPENSE (CONT.)								
	PERSONNEL	MATERIALS	SERVICES	OTHER	CAPITAL OUTLAY	DEBT SERVICE	TRANSFERS	TOTAL
INTERNAL SERVICE FUNDS								
Print and Mailroom Services Fund								
Financial Management	\$ 678,129	\$ 126,500	\$ 1,137,272	\$ -	\$ -	\$ -	\$ -	\$ 1,941,901
Land Acquisition								
Real Estate	1,082,653	26,500	123,431	2,000	-	-	-	1,234,584
Technology Services								
Administration	2,302,200	1,108,554	6,787,138	-	100,000	-	-	10,297,892
Information Services	19,185,660	410,000	9,744,891	5,200	72,749	4,149,876	-	33,568,376
Total Technology Services	21,487,860	1,518,554	16,532,029	5,200	172,749	4,149,876	-	43,866,268
Fleet Management Services								
Division of Fleet Management	12,543,556	16,827,146	5,012,829	1,500	25,000	4,752,105	-	39,162,136
Finance and Management Administration	976,963	-	-	-	-	-	-	976,963
Total Fleet Management Services	13,520,519	16,827,146	5,012,829	1,500	25,000	4,752,105	-	40,139,099
Construction Inspection Fund								
Service Administration	645,460	5,000	8,700	-	-	-	-	659,160
Design & Construction	8,443,716	138,346	1,868,141	6,860	728,000	-	-	11,185,063
Total Construction Inspection Fund	9,089,176	143,346	1,876,841	6,860	728,000	-	-	11,844,223
Employee Benefits								
Department of Human Resources	3,600,799	68,548	2,139,489	-	-	-	-	5,808,836
Department of Finance and Management	-	-	395,000	-	-	-	-	395,000
Total Employee Benefits	3,600,799	68,548	2,534,489	-	-	-	-	6,203,836
ENTERPRISE FUNDS								
Various Enterprise Funds								
Public Utilities Director's Office	24,200,352	514,836	9,370,472	5,501	-	-	-	34,091,161
Water System Enterprise								
Division of Water	48,728,503	19,801,970	38,054,337	91,000	2,059,000	94,095,888	-	202,830,698
Sewerage System Enterprise								
Division of Sewers and Drains	47,467,905	12,467,311	56,286,676	165,800	4,761,500	152,868,459	23,087,975	297,105,626
Storm System Enterprise								
Division of Sewers and Drains	2,818,224	101,415	24,368,458	20,000	31,000	14,571,550	-	41,910,647
Electricity Enterprise								
Division of Electricity	12,642,916	62,313,650	15,005,532	21,000	4,062,000	947,157	-	94,992,255
Grand Total All Funds	\$ 1,046,554,600	\$ 132,926,100	\$ 344,703,167	\$ 1,295,201	\$ 19,025,038	\$ 271,385,035	\$ 142,078,893	\$ 1,957,968,034

EXPENDITURE AND BUDGET SUMMARY ALL FUNDS				
	2017	2018	2019	2020
	Actual	Actual	Projected	Proposed
GENERAL FUND	\$ 861,971,027	\$ 891,095,217	\$ 902,153,000	\$ 965,000,000
SPECIAL REVENUE FUNDS				
Municipal Court Computer				
Judges	511,380	456,841	477,252	614,999
Clerk	1,406,639	1,116,655	1,337,211	1,567,475
Total Municipal Court Computer	1,918,019	1,573,495	1,814,463	2,182,474
Street Construction, Main. & Repair				
Service Administration	2,990,061	3,228,604	5,107,121	4,945,216
Traffic Management	12,309,064	13,452,031	14,998,389	21,734,523
Refuse Collection	2,100,000	3,314,435	3,627,995	3,600,000
Infrastructure Management	29,398,111	31,735,853	36,577,078	40,042,595
Design & Construction	4,914,428	5,407,633	6,465,612	7,882,488
Total SCMR	51,711,664	57,138,556	66,776,195	78,204,822
Development Services Fund				
Building & Zoning	20,517,455	20,451,279	22,635,951	25,033,146
Private Inspection Fund				
Design & Construction	4,327,667	5,272,613	4,512,702	4,887,735
Service Administration	40,545	71,507	82,080	100,615
Total Private Inspection	4,368,212	5,344,119	4,594,782	4,988,350
Health Special Revenue				
Department of Public Health	30,920,301	32,339,617	34,072,862	35,842,437
Rec. and Parks Oper. & Extension				
Department of Recreation & Parks	53,040,294	53,882,511	54,242,515	55,790,613
Broad Street Operations Fund				
Division of Facilities Management	1,421,638	1,422,956	1,522,843	1,530,357
Photo Red Light Fund				
Division of Police	-	180,818	-	-
E-911 Fund				
Division of Police	1,499,887	1,899,527	1,399,024	1,448,524
Support Services	129,590	109,590	109,590	117,703
Total E-911	1,629,477	2,009,117	1,508,614	1,566,227
Emergency Human Services Fund				
Development Administration	2,493,309	2,422,448	2,631,000	2,723,000
Parking Meter Program Fund				
Service Administration	-	-	721,249	785,166
Parking Services	-	-	7,072,628	8,161,144
Traffic Management	3,004,244	3,667,266	-	-
Total Parking Meter Program	3,004,244	3,667,266	7,793,877	8,946,310

All Funds Summary

EXPENDITURE AND BUDGET SUMMARY ALL FUNDS (CONT.)				
	2017	2018	2019	2020
	Actual	Actual	Projected	Proposed
INTERNAL SERVICE FUNDS				
Print and Mail Services Fund				
Financial Management	\$ 1,734,985	\$ 1,833,969	\$ 1,877,117	\$ 1,941,901
Land Acquisition				
Real Estate	973,642	985,776	1,063,885	1,234,584
Technology Services				
Administration	6,437,143	6,626,943	9,337,748	10,297,892
Division of Information Services	26,859,683	27,349,274	29,783,358	33,568,376
Total Technology Services	33,296,826	33,976,216	39,121,106	43,866,268
Fleet Management Services				
Division of Fleet Management	33,730,026	36,257,374	37,448,881	39,162,136
Finance and Management Administration	835,500	800,818	890,315	976,963
Total Fleet Management Services	34,565,526	37,058,192	38,339,196	40,139,099
Construction Inspection Fund				
Service Administration	527,612	510,207	526,835	659,160
Design & Construction	7,178,191	7,132,322	9,812,092	11,185,063
Total Construction Inspection Fund	7,705,804	7,642,529	10,338,927	11,844,223
Employee Benefits				
Department of Human Resources	4,371,966	4,265,331	4,851,679	5,808,836
Department of Finance and Management	395,000	395,000	395,000	395,000
Total Employee Benefits	4,766,966	4,660,331	5,246,679	6,203,836
ENTERPRISE FUNDS				
Various Enterprise Funds				
Public Utilities Director's Office	16,234,533	23,198,924	28,096,105	34,091,161
Water System Enterprise				
Division of Water	185,315,475	177,909,841	182,559,902	202,830,698
Sewerage System Enterprise				
Division of Sewers and Drains	252,817,403	256,851,365	270,026,073	297,105,626
Storm System Enterprise				
Division of Sewers and Drains	38,916,844	37,865,261	41,656,639	41,910,647
Electricity Enterprise				
Division of Electricity	80,639,441	83,477,000	85,858,229	94,992,255
Grand Total All Funds	\$ 1,689,963,084	\$ 1,736,986,804	\$ 1,803,929,961	\$ 1,957,968,034

ALL FUNDS PERSONNEL SUMMARY (FTE'S)				
Fund Name Division or Department	2017 Actual	2018 Actual	2019 Budgeted	2020 Proposed
GENERAL FUND	5,174	5,240	5,374	5,447
SPECIAL REVENUE FUNDS				
Street Construction, Main. & Repair				
Service Administration	26	30	32	35
Traffic Management	106	108	115	122
Infrastructure Management	184	185	188	222
Design & Construction	37	39	40	37
Total SCMR	353	362	375	416
Development Services Fund				
Building & Zoning	141	145	160	164
Private Inspection Fund				
Service Administration	0	1	1	1
Design & Construction	18	35	30	30
Total Private Construction	18	36	31	31
Health Special Revenue				
Department of Public Health	221	235	258	283
Rec. and Parks Oper. & Extension				
Department of Recreation & Parks	327	322	345	356
Municipal Court Computer Fund				
Judges	0	0	1	1
Clerk	6	0	6	6
Total Municipal Court Computer	6	0	7	7
Parking Meter Program Fund				
Service Administration	0	6	6	6
Parking Services	0	42	46	51
Traffic Management	35	0	0	0
Total Parking Meter Program	35	48	52	57



All Funds Summary

ALL FUNDS PERSONNEL SUMMARY (FTE'S) (CONT.)				
Fund Name	2017	2018	2019	2020
Division or Department	Actual	Actual	Budgeted	Proposed
INTERNAL SERVICE FUNDS				
Print and Mail Services				
Mailroom Services	3	3	3	3
Print Services	3	4	4	4
Total Print and Mail Services	6	7	7	7
Land Acquisition				
Real Estate	8	8	8	9
Technology Services				
Technology Administration	14	15	15	15
Division of Information Services	127	131	144	146
Total Technology Services	141	146	159	161
Fleet Management Services				
Finance and Management Administration	6	7	7	8
Division of Fleet Management	124	124	131	132
Total Fleet Services	130	131	138	140
Construction Inspection Fund				
Service Administration	2	5	5	6
Design & Construction	67	52	57	71
Total Construction Inspection Fund	69	57	62	77
Employee Benefits				
Department of Human Resources	19	24	30	31
ENTERPRISE FUNDS				
Water System Enterprise				
Division of Power and Water	431	426	443	468
Sewerage System Enterprise				
Division of Sewers and Drains	438	416	437	471
Storm System Enterprise				
Division of Sewers and Drains	16	17	24	26
Electricity Enterprise				
Division of Power and Water	88	91	104	110
Various Enterprise Funds				
Public Utilities Director's Office	194	207	220	239
Grand Total All Funds	7,815	7,918	8,234	8,500

Columbus Community Profile

THE CITY OF
COLUMBUS



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

Covering almost 226 square miles, the city is recognized nationwide for its historic neighborhoods, booming downtown arts and sporting district, open attitude, and notably affordable quality of life. The city's economy is very diverse and the community prides itself on being at the forefront of education reform, fiscal responsibility, and public safety. Economic investments in the future of Columbus have created jobs and spurred major initiatives focused on improving neighborhoods, community health, and the environment.

Columbus Government



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

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

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

Stay Connected

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



Key City Services at a Glance

Development

Annual Average Emergency & Non-Emergency Requests	38,466
Annual Average Code Violation Notices	19,317

Neighborhoods

Neighborhood Pride Centers	5
311 Service Requests Received in 2018	301,655

Public Health

Licensed Food Facilities	
Compliant with Health Standards	99%
Annual Average Immunizations	29,716

Public Safety

Annual Average EMS & Fire Runs Dispatched	158,792
Fire Stations	34
Police Substations	16
Annual Average 911 Police Service Calls	636,336

Public Service

Roadway Lane Miles Maintained ..	Over 6,400 Miles
Refuse Total Households Serviced	341,000
Recycling Tons Collected	40,000
Bridges Maintained	206

Public Utilities

City-Owned Sewer and Water Lines Maintained	7,043 Miles
Wastewater Treatment Plants	2
Water Treatment Plants	3
Gallons of Wastewater Treated (2018)	78 Billion
Gallons of Drinking Water Treated	48.8 Billion
Service Population	1.2 Million
City Power Customers	Over 14,950

Recreation & Parks

Park Sites	380
Acres Maintained (Including Reservoirs)	15,267
Swimming Pools, Spray Grounds, Splash Pads & Fountains	17
Golf Courses	6
Multi-Use Trails	126 Miles
Community Centers	29
Athletic Complexes	5

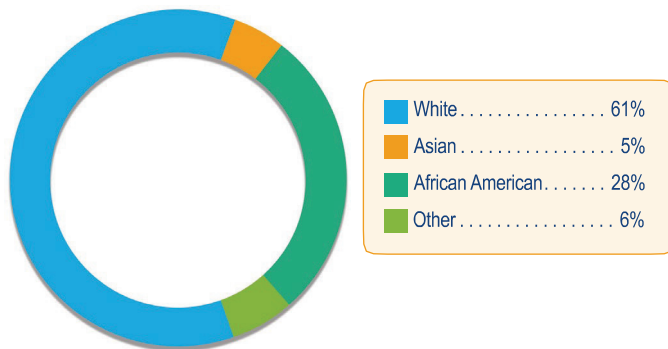
Columbus Demographics



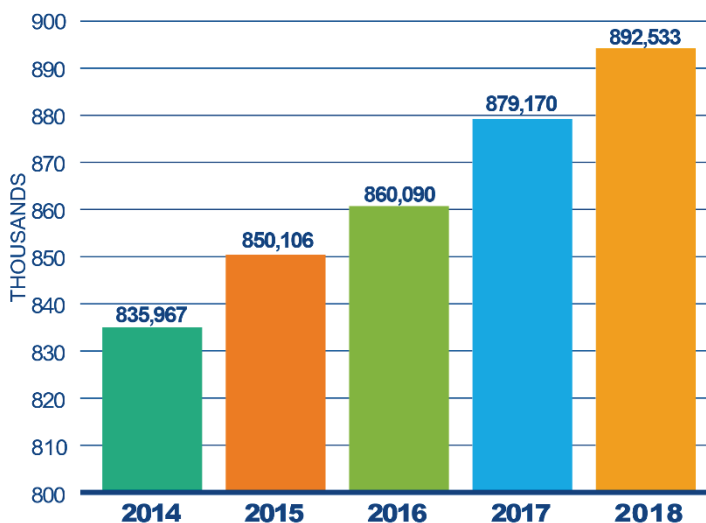
The population of Columbus is diverse, young, and has a growth rate double the national average. The city's population is well educated, with over 35 percent having earned a bachelor's or advanced degree compared to the national average of 31 percent.

Source: U.S. Census Bureau April 1, 2010 & July 1, 2018 Estimates

Racial Demographics



Population 5 Year Trend



Population Quick Facts

Population Size..... 892,533
 Population per Square Mile..... 3,967

Population Growth Rate

COLUMBUS 13.1%
 National Average 6.0%

Median Income

COLUMBUS \$49,478
 National \$57,652

Median Age

COLUMBUS 32.3
 National 38.2

Population by Age

Under 18 22.7%
 18 to 65 67.5%
 Over 65 9.8%

Sex

Female 51.3%
 Male 48.7%

FUN FACT!
 Columbus has never declined in population



Source: U.S. Census Bureau 2018 Estimates, QuickFacts & American FactFinder

Columbus Housing

The City of Columbus' housing market is booming with trendy and desirable neighborhoods, affordable housing options, and a thriving local economy. In Nationwide's Health of Housing Markets 2019 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, to the popular Short North, or newly developed downtown condominiums.



Housing Quick Facts

Housing Units 385,850

Persons per Household

COLUMBUS 2.4

National Average 2.6

Ownership Rate

COLUMBUS 45.1%

National Average 63.8%

Median Home Value

COLUMBUS \$136,500

National \$193,500

Median Monthly Mortgage

COLUMBUS \$1,293

National \$1,515

Median Monthly Rent

COLUMBUS \$889

National \$982

*Source: U.S. Census Bureau April 1, 2010 & July 1, 2018
Estimates QuickFacts and American FactFinder*

Columbus North-Side

Notable Capital Projects



Short North High Street Improvements: This project is entering the third of multiple phases that will provide streetscape improvements to the Short North District. This phase will include sidewalk replacement along High Street from West Poplar Street to King and 7th Avenues. Existing traffic signals will be replaced with new, decorative mast arm traffic signals. A new storm sewer will be installed to separate the storm water system from the existing combined sewer system. All overhead utilities will be relocated underground. Water kiosks and electrical receptacles will be installed to provide access to these utilities in the right-of-way for the Short North Alliance.



Fire Station #16: This project will replace the existing, outdated station with a new 22,000 square foot fire station.

Linden Community Recreation Center: This project will replace the existing recreation center with a community center twice the size of the former building. 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 park will be renovated to include a new fishing pond, performance space, loop walks, play areas, playground, sport courts, parking, lighting, and landscaping.

Columbus South-Side

Notable Capital Projects

Indian Mound Facility Improvements: The facility is to be renovated to 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 is to 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 curbs. 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 add bike lanes, curb extensions where parking is permitted, a new sidewalk, intersection upgrades, and streetscape improvements, as well as the installation of new storm sewers and street lighting.



Arterial Street Rehab – Alum Creek Drive: This project completes the expansion of the Alum Creek Drive corridor from Livingston Avenue to I-270. Alum Creek Drive experiences heavy truck traffic. Widening this portion of the road will increase capacity, reduce delays, and increase safety. Pedestrian and bikeway facilities will also be provided where none currently exist.

Columbus East-Side

Notable Capital Projects

Intersection Improvements: Main Street at McNaughten Road -- This project will provide improvements to the intersection of Main Street and McNaughten Road that will increase capacity and improve safety for motorists and pedestrians.



Windsor Pool Renovations: This project will benefit the public by improving and repairing an important recreational facility that has served the community for over fifty years. Improvements to Windsor Pool, located in South Linden, will extend its serviceable life for a planned two years while planning work is performed to determine the long-term future use of the facility.

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.

Columbus West-Side

Notable Capital Projects

School Sidewalks - Hilltop: Installation of sidewalks serving Columbus City School students in the Hilltop area, including West High School, Highland Elementary School, and West Broad Elementary School.

East Franklinton Roadway Extensions: A new mode for traffic circulation is needed to support new development and the creation of jobs. Lucas Street will be extended 350 feet south from Rich Street. Cherry Street will be extended from McDowell Street to the new Lucas Street addition.



Norton Road Shared Use Path: This project allows for construction of one half mile of ten foot wide shared-use path along the west side of Norton Road from Camp Chase Trail to Hall Road, including drainage improvements. This will provide a path to connect the Camp Chase Trail to local neighborhood streets and Norton Road bike lanes north of Hall Road.

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.



Town Street Water Main Improvements: This project provides general rehabilitation of the area's water distribution system and includes construction of new water mains, ceased use of existing water mains, and transferring water services.

Columbus Transportation

Columbus is located in the heart of the Midwest, and is within a one day drive or one hour flight to nearly half of the population in the United States and one-third of the population in Canada. Eight major interstates cross through Columbus, providing convenient access from coast to coast and benefitting in-state commerce.

Source: Columbus Region

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

John Glenn Columbus International Airport: Service to over 40 destination airports with over 150 daily flights and 8.1 million annual passengers.

Rickenbacker International Airport: A multimodal logistics hub serving international airfreight, cargo airlines, manufacturers, and distributors with over 300,000 annual passengers.

Bolton Air Field: Services the needs of area businesses, private pilots, and aviation enthusiasts. In addition, Columbus is also home to **The Ohio State University Airport**, with over 80,000 operations a year, including corporate activity, student training, and pleasure flying.

Source: Columbus Regional Airport Authority

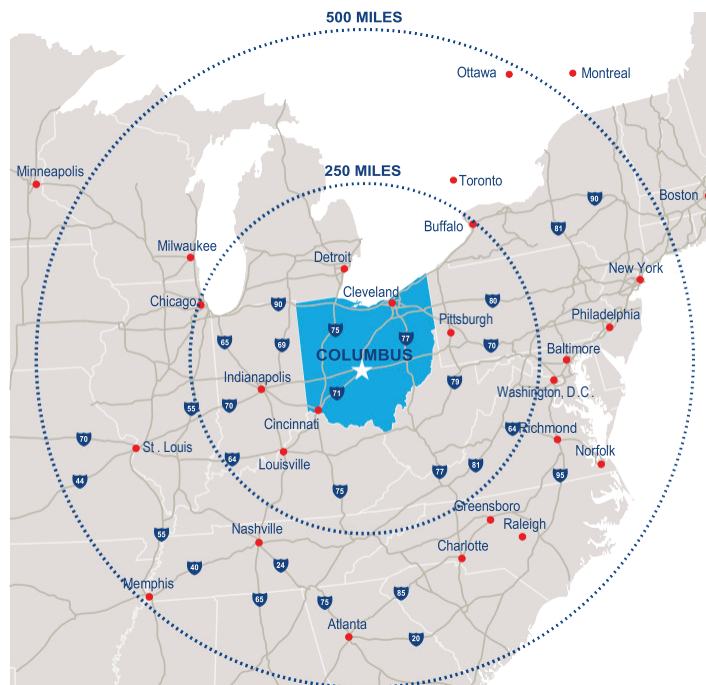
Other Means of Getting Around Columbus:

Public Transportation: The Central Ohio Transit Authority (**COTA**) provides bus service to nearly 19 million annual passengers with 43 local, express, and crosstown lines serving a 562 square mile area. The **CBUS** delivers free downtown bus service every 10-15 minutes. **AirConnect** offers direct bus service between downtown and the John Glenn Columbus International Airport. **Smart Columbus**'s self-driving shuttle is moving from downtown in 2020, running a 2.7 mile route in Linden.

Sharing Services: COGO provides access to over 597 bicycles located at 72 stations throughout downtown. **Zipcar** provides car-sharing service in on-street parking spots Downtown, in the Short North, German Village, and Weinland Park. **Uber** and **Lyft** connect people needing a ride with available drivers. Electric scooter shares are available through **Bird**, **Lime**, **Lyft**, **Jump**, and **Spin**, while **Roam** offers a dockless rideshare program with electric pedal assist bicycles.

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

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





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 at the intersection of technology and transportation.



The USDOT intended for this competition to focus on how emerging transportation data, technologies, and applications can not only be integrated with existing city systems to address transportation challenges, but can also be used to spur reinvestment in under-served 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 the Paul G. Allen Family Foundation to fund work aimed at reducing greenhouse gas emissions from the transportation sector.

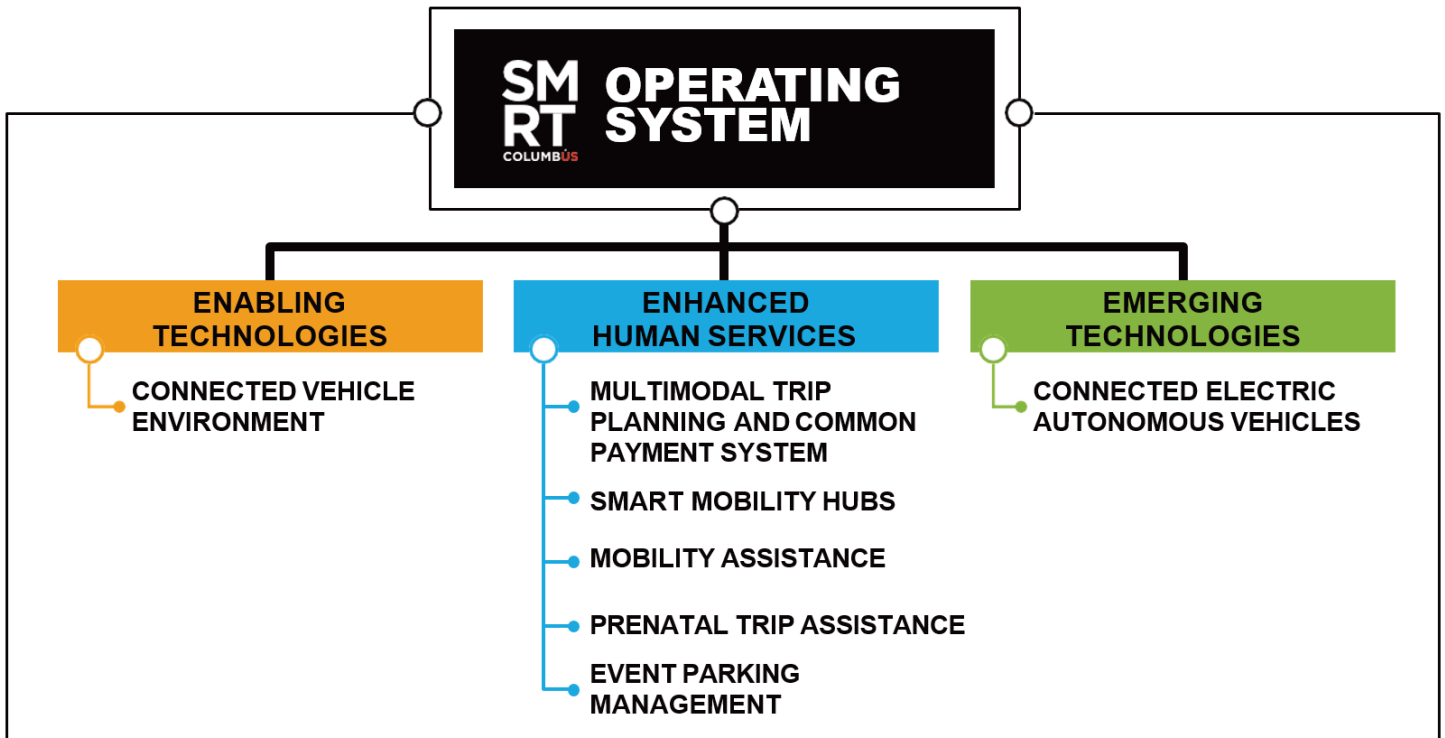
Smart Columbus Outcomes

OPPORTUNITY	ENVIRONMENT	SAFETY
AGENCY EFFICIENCY	MOBILITY	CUSTOMER SATISFACTION

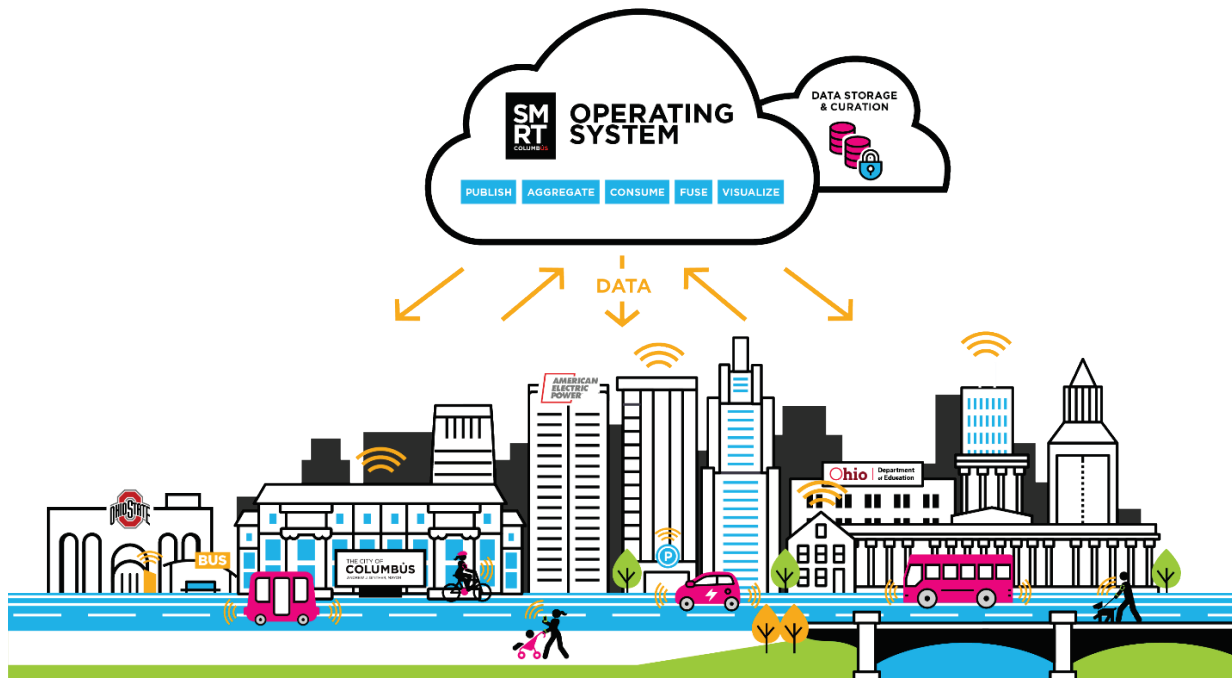
	MISSION To ACCELERATE human PROGRESS through MOBILITY.
	VISION To be the MODEL for CONNECTED CITIES of the FUTURE.
	PURPOSE We are leading COLUMBUS to the FUTURE, and ensuring YOUR PLACE in it.

USDOT Portfolio

There are eight 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: Develop, Procure & Deploy

Smart Columbus has continued the Systems Engineering process to develop each project, procure the appropriate vendor to execute each project, and deploy two projects: Mobility Assistance for People with Cognitive Disabilities and Prenatal Trip Assistance.

Smart Columbus held webinars to seek public and expert comment on each project through January 2019. Recordings and slides from the webinars are available on the Smart Columbus website.

The following vendors were selected to support the development and deployment of each project:

- Mobility Assistance for People with Cognitive Disabilities: AbleLink
- Prenatal Trip Assistance: Kaizen Health
- Multi-Modal Trip Planner/Common Payment System: MTECH and Siemens
- Connected Vehicle Environment: Siemens and Kaptch
- Connected Electric Autonomous Vehicle: EasyMile
- Event Parking Management: ParkMobile
- Smart Mobility Hubs: Orange Barrel

The first USDOT portfolio project to launch was Mobility Assistance for People with Cognitive Disabilities in April 2019. The recruitment goal was met by identifying 23 people to train and use the Wayfinder app. As the first government entity to test this application, Columbus will continue to evaluate the successful implementation of project goals.

The second USDOT portfolio project to launch was Prenatal Trip Assistance in May 2019. Recruitment of expectant women in need of rides to the doctor to participate in our study continues through March 2020.

Smart Columbus Operating System:



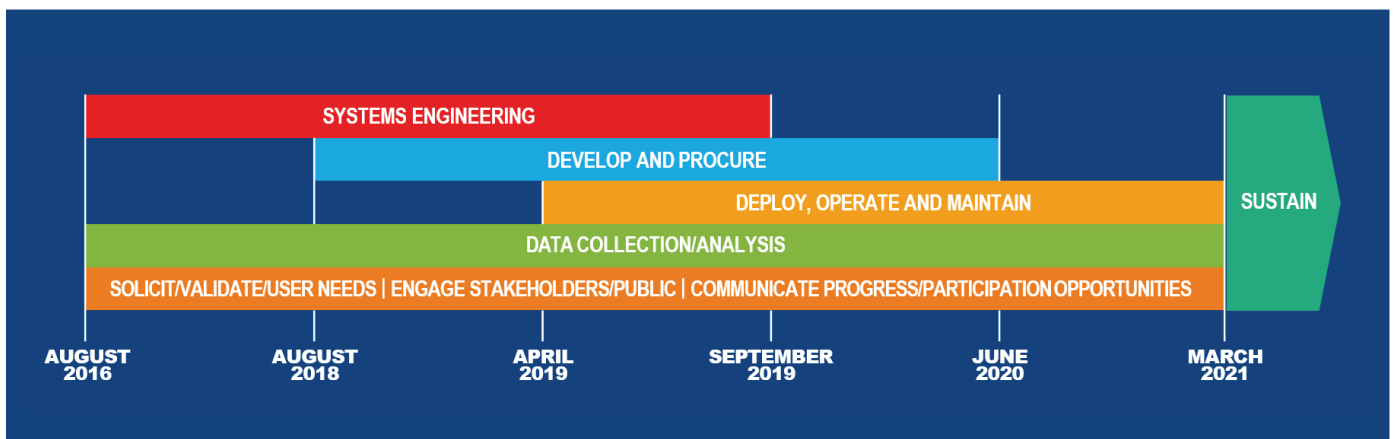
The Operating System, a dynamic data platform, serves as the backbone to smart city projects. New features of the 2.0 version launched on April 22, 2019 include: preparations to stream more near-real-time data, the use of open source tools, and architecture built in a way to increase the flexibility of the system.

The Operating System currently stores over 3,000 datasets. Examples of datasets include: Traffic Characteristics, City Infrastructure Inventory, Crash Records, Weather Readings, Emergency Response Times, Food Services, Parking Locations and Health Behaviors. A Data Management Plan and Data Privacy Plan inform how the system technically ensures privacy of data. Data has been made available to the Operating System from USDOT projects.

In June 2019, the Operating System released its first iteration as an open source platform making it a scalable, extensible, portable, and sustainable platform for other cities to leverage.

A core feature to look forward to is a series of visualization tooling that will not require a programming background. These tools will allow data to be visualized via graphs, charts, dashboards and/or maps. Additional visualization tools were released in October 2019 that will allow the ability to analyze data from multiple datasets.

Another key feature of the system is the ability to host applications that can be shared with other applications. For example, hosting the Payment Broker for Common Payment Systems and the Trip Optimization Engine of the Multi-modal Trip Planning Application. The team will continue to engage the community through collaborating with city agencies to improve their processes and ability to serve the community.



Connected Vehicle Environment:

Smart Columbus will install up to 1,800 on-board units in city fleet, COTA buses, emergency vehicles, and residents' personal vehicles, as well as install 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.



Kaptch has been on-boarded to provide equipment and software development for the road-side units. Siemens was brought on to provide on-board unit equipment and manage installations through Brandmotion.

Recruitment of residents who frequently drive in the selected corridors started in October 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 is working to create a single trip planning and payment application that allows travelers to easily plan and pay for trips that involve multiple modes of transportation such as the bus, bikes, scooters, taxis, ride-share, and more.



MTECH was on-boarded to develop the trip planner app, called Pivot. An early version of the app with trip planning capabilities only is available in the app store for Apple or Android as of August. The full trip planning application with an account-based single payment system is expected to launch in January 2020.

Smart Mobility Hubs:

The Smart Mobility Hubs will be 6 locations near Columbus State Community College, Linden, and Easton areas to connect people to available transportation options like bikes, scooters, ride-share, and bus service. The hubs will be anchored by real-time information kiosks with free Wi-Fi access and touch-screen displays to access Pivot, 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. Orange Barrel was on-boarded to provide the real time information kiosks known as IKeS. Construction began in October 2019 and will be completed in March 2020.



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. The recruitment goal was met by identifying 23 people to train and use the Wayfinder app.



Prenatal Trip Assistance:

Smart Columbus, The Ohio State University Wexner Medical Center, Caresource, Molina Healthcare, CelebrateOne, Physicians Care Connection, and StepOne have partnered to learn how best to provide transportation services for moms-to-be. OSU will examine women's satisfaction with transportation services that they receive. They will also examine whether a particular model of transportation delivery is associated with improved pregnancy outcomes and lower infant mortality. Recruitment of expectant women will continue through March 2020.



Kaizen Health was on-boarded to provide some of the transportation for the pilot. A request for proposals seeking a transportation service vendor was 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.



ParkMobile was on-boarded to expand the features of the ParkColumbus app. New features will be added September 2019 through March 2020.

Connected Electric Autonomous Vehicles:

Smart Columbus will establish a new transportation option in Linden by launching a self-driving shuttle. The shuttle will have an operator on board and will have stops at the Linden Transit Center, Douglas Recreation Center, Rosewind Resident Council, and St. Stephen's Community House.



The goal of this project is for Linden residents to be better able to travel their community and connect to the rapid transit bus line to improve access to jobs and services throughout the city.

EasyMile was on-boarded to provide transportation service along the route. The shuttle is anticipated to launch by the end of 2019.

Paul G. Allen Family Foundation 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 Family Foundation. This grant seeks to reduce greenhouse gas emissions by electrifying vehicles and encouraging people to use shared modes of transportation. 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 Ohio and the City of Columbus Division of Power, seek to install 905 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. As of June 30, 2019, AEP Ohio has deployed more than 762,344 smart meters throughout its service territory, with more than 532,195 installed in the seven-county Columbus region.



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.



Fleet Adoption:

Smart Columbus seeks to deploy 265 electric vehicles in public fleets. The City of Columbus has committed to procuring 200 of those vehicles, and has already put 125 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).



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 0.37 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 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.



Charging Infrastructure:

In order to make driving electric more convenient and attractive, Smart Columbus will deploy more than 900 new charging ports by 2020. Smart Columbus is collaborating with workplaces, multi-unit developers, municipalities and public places to deploy additional charging stations.



Smart Columbus Experience Center is 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.



CelebrateOne



< CELEBRATEONE INFO >

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



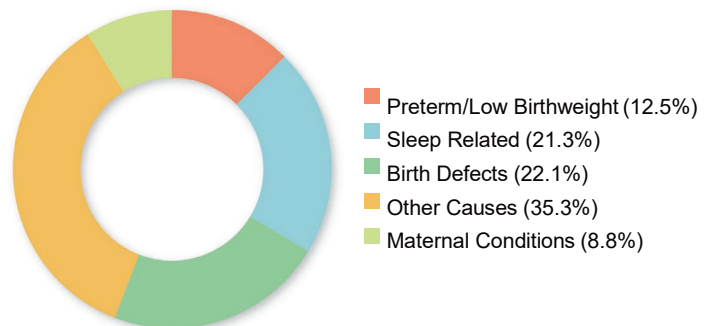
Reducing Infant Mortality:

Since January 2015, CelebrateOne and its 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 are 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.

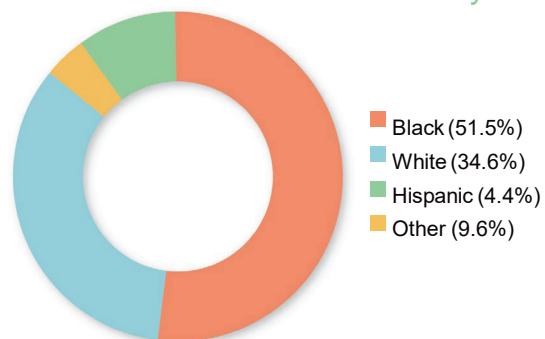
To best address multiple societal and community issues, a collaborative of many organizations is implementing interventions and best practices to improve birth outcomes for families across Columbus. In 2018, CelebrateOne initiated interventions that reinforced **infant safe sleep** practices, started the **Healthy Beginnings at Home program** to serve pregnant women experiencing housing instability and coordinated a community-wide effort to increase home visiting providers to reach at least 5,000 women in Franklin County by 2020. 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.

2018 Leading Causes of Infant Deaths in Franklin County



Infant Mortality by Race in 2018

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



2018 is the most current 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

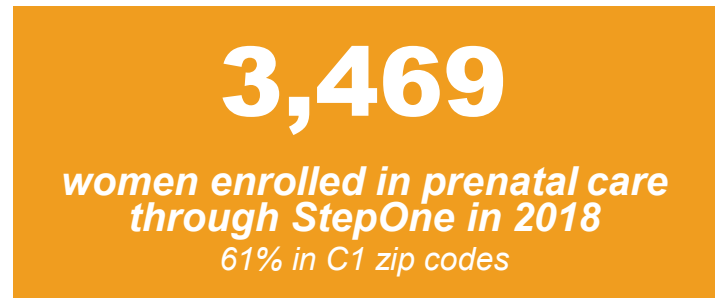
Community Profile

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, 3,469 women were enrolled in prenatal care through StepOne in 2018. 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** continued to provide a hyperlocal support system that

educates pregnant women and new moms as they navigate the complex health and social service system. A total of 3,232 families were assisted in 2018 under this program. With assistance from the Ohio Department of Medicaid, **Moms2B** expanded its pregnancy education and support services into four additional neighborhoods for a total of eight sites that now offer the weekly sessions for women at high risk for pregnancy complications and preterm birth. This program saw an increase in nearly 500 newly enrolled women in 2018.



In 2018:



Neighborhood Focus:

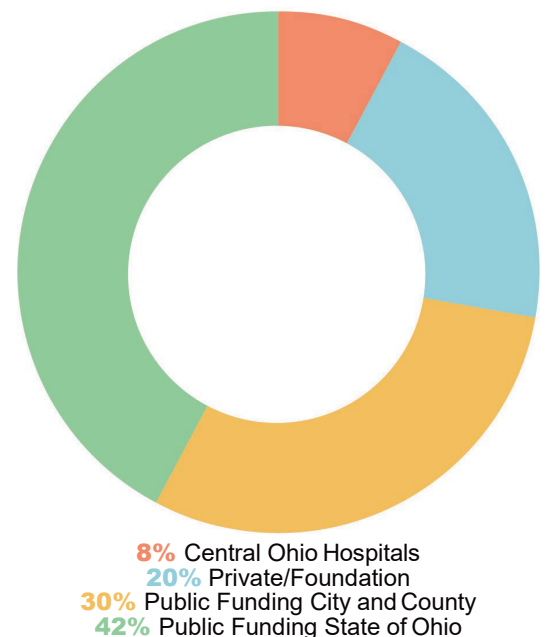
In the past year, CelebrateOne has sharpened its focus on **reducing preterm birth**, the leading cause of infant mortality, **preventing sleep-related infant deaths**, and **connecting the disconnected** to a **vital support system** that extends across Franklin County and **deep into priority neighborhoods** 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:

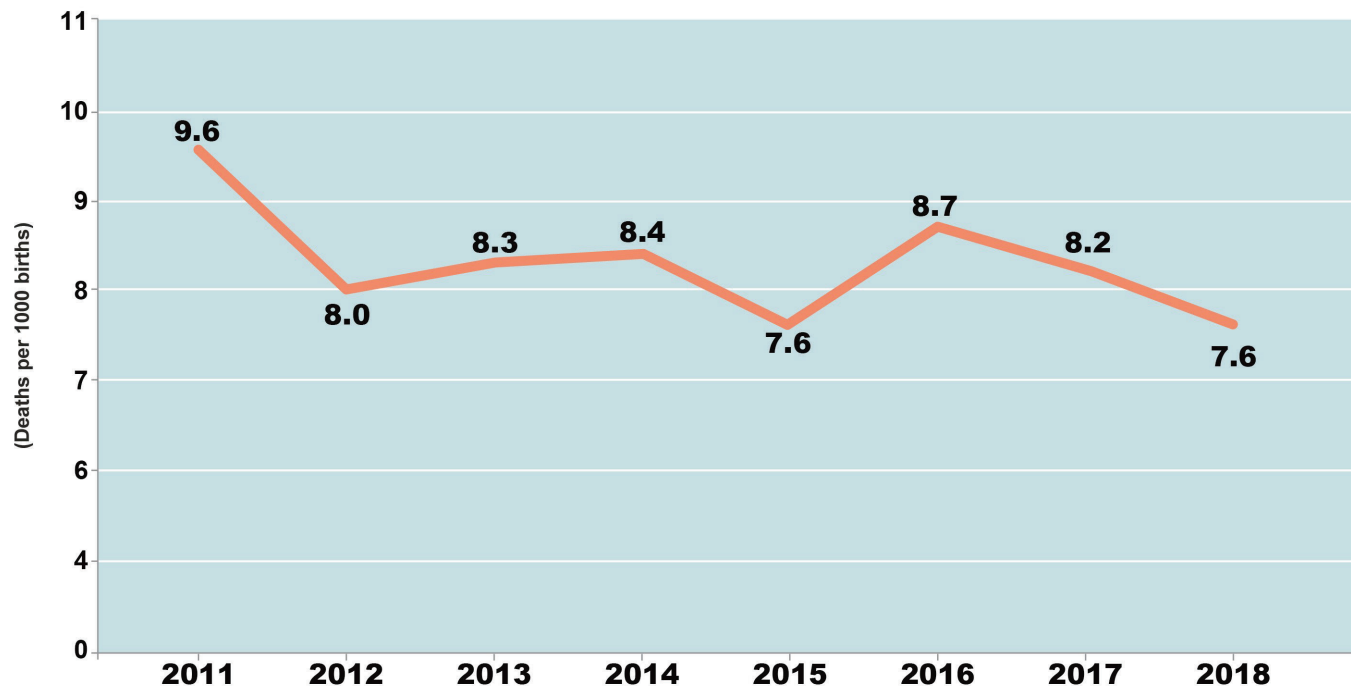
Our **lead partners** in this work include: Central Ohio Hospital Council, Columbus Department of Development, Columbus Public Health, Franklin County Department of Job and Family Services, Franklin County Family and Children First Council, HandsOn Central Ohio, Moms2B, Ohio Better Birth Outcomes Collaborative,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

2018 Funding Sources



Infant Mortality Rate Over Time

Infant Mortality Rate, Franklin County 2011-2018



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

Connect the Disconnected

- 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 2018

1,635

cribs were distributed,
up from 790 in 2015

39

Safe Sleep trainings were
held, up from 3 in 2015

776

Safe Sleep ambassadors were
trained, up from 55 in 2015.







We launched the Comprehensive Neighborhood Safety Strategy in November 2017 based on feedback from the Columbus community, insights from law enforcement professionals, and data-driven, proven practices from other cities. This multi-pronged strategy reflects our shared belief that every resident in every neighborhood deserves to be safe.

To achieve this goal, we implemented the following new initiatives across many city departments to address crime differently, while continuing to invest in proven safety strategies:

- **Safe Streets** bike patrol to re-engage the community and reduce violent crime
- **Violent Crime Review Group** led by Columbus Public Health to increase communication between departments and work to lower homicide rates through a focused, multi-department review
- **CARE Coalition (Community, Action, Resiliency, Empowerment)** to provide direct outreach to residents impacted by gun violence, help connect them to services, and build resiliency in neighborhoods
- **Neighborhood Crisis Response** to create physical deterrents to crime

All Funds for Comprehensive Neighborhood Safety Strategy in 2020

	Department of Neighborhoods:	\$60,000
	Columbus Public Health:	\$5,745,629
	Columbus Recreation and Parks Department:	\$943,743
	Department of Public Safety:	\$4,110,190
	Total:	\$10,859,562



Columbus Employment

Columbus serves as headquarters to major national and multinational corporations including Nationwide Mutual Insurance, L Brands, Huntington Bancshares, American Electric Power, 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	32,111
Ohio Health	26,599
Wal-Mart Stores Inc.	26,000
State of Ohio	24,955
JPMorgan Chase & Co	18,701
Nationwide	13,455
Nationwide Children's Hospital	12,023
Kroger Co.	11,206
Mount Carmel Health System	8,708
City of Columbus	8,500
Honda North America Inc.	8,300
Columbus City Schools	7,890
L Brands Inc.	7,662
Franklin County	7,249
Huntington Bancshares Inc.	5,983

Source: Columbus Business First's 2018-2019 Book of Lists (City of Columbus' number is the 2020 proposed full-time employee count).

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
CoverMyMeds	Office	Automated Prescription Services	\$225 million
Nationwide Insurance	Headquarters	Insurance	\$139 million
West-Ward Pharmaceuticals	Manufacturing	Pharmaceuticals	\$78 million

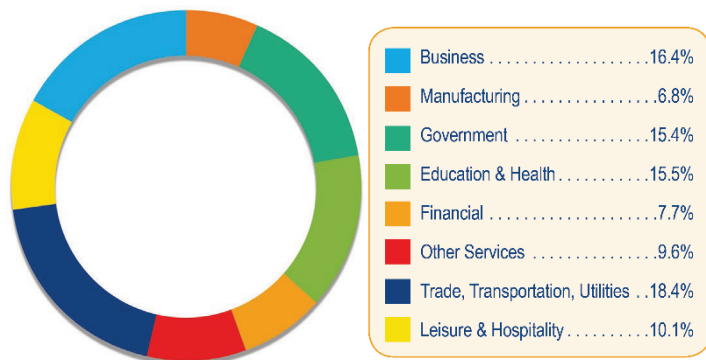
Source: Ohio Private Investment Survey 2016-2018, Ohio Development Services Agency, March 2019

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 2009, almost every sector has experienced growth. The education and health sector has experienced growth of over 44 percent, followed by the business sector, with growth of 26 percent and the financial sector, with growth of 24 percent.

Source: U.S. Bureau of Labor Statistics



Largest Colleges & Universities

Educational opportunities in Columbus range from career training programs to top ranked schools and universities. Employers have access to a large, well-educated and highly skilled workforce. The city is home to more than 50 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.

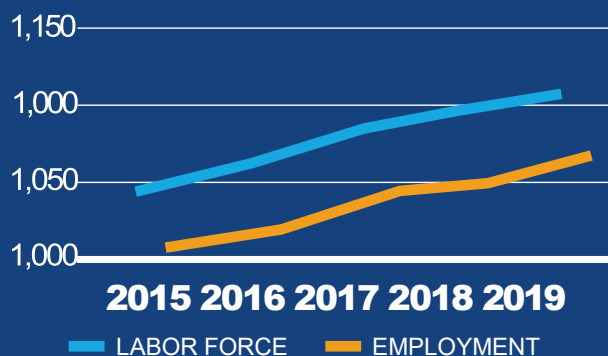
University	Enrollment
The Ohio State University	58,663
Columbus State CC	25,983
Franklin University	5,102
Capital University	3,465
Ohio Dominican University	2,534
DeVry University	2,307



Source: Columbus 2020

Workforce Quick Facts

5 Year - Labor Force Trend



Workforce Size 1,104,276

Unemployment Rate
 Columbus 3.7%
 National Average 3.7%

Mean Hourly Wage
 Columbus \$24.65
 National Average \$24.98

Highest Paid Occupation
 Management \$55.92

Lowest Paid Occupation
 Food preparation \$11.48

Mean Travel Time to Work
 Columbus 21.6 (minutes)
 National Average 26.4 (minutes)

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

Columbus Downtown Development

Columbus Profile

With a city population of 892,533 residents, Columbus ranks as the 14th largest city in the United States.

- Columbus metropolitan statistical area (MSA): 2.1 million residents
- Columbus ranks No. 1 among large Midwest metros in population, job growth, and GDP 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, 2017)*
- 15 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 32.3, or 5.9 years below the national average. *(Source: US Census ACS 1-yr, 2018 [U.S. Median age is 38.2])*
- The annual cost of living in Columbus is over ten percent less than the national average. *(Source: C2ER, 2018 Annual Average)*

Downtown Quick Facts

Investments (\$)

Proposed.....	\$2.1B
Under Construction.....	\$454M
Completed.....	\$299M

Largest Proposed Projects

Scioto Peninsula Redevelopment.....	\$500M
Crew Stadium.....	\$240M
Hilton 2.0.....	\$210M

Largest Under Construction Projects

Rhodes Tower Modernization.....	\$50M
The Nicholas.....	\$40M
Xander on State.....	\$35M

Private and Public Investment

Total since 2008.....	\$2.5B
-----------------------	--------

Total Residents.....9,000

Housing Units

Proposed.....	3,966
Under Construction.....	1,265
Completed in 2018.....	455

Apartment Occupancy Rate.....95%

Office Vacancy Rate (Class A, B & C).....14.9%

Colleges & Universities.....4 (33,457 students)

Hotels.....16

Annual Visitors (2018).....10M+

Sources: State of Downtown Columbus Year End 2018, prepared by CCSID; DSID; City of Columbus Department of Development,




Columbus Economic Development

The Columbus economy is balanced with a combination of education, technology, government, research, insurance, and health care entities as major employers within the city. As one of the fastest growing cities in the United States, these diverse investments are indicators of a strong economy and continue to signal markets across the globe that Columbus is a great place to do business. Columbus frequently earns nationwide recognition for its booming downtown, historic neighborhoods, arts and sporting districts, open attitude, and a noticeably affordable quality of life. The City of Columbus remains on its growth trajectory from 2019 into 2020 and continues to absorb a tremendous number of net new jobs and investment throughout the city.

OFFICE OF BUSINESS ASSISTANCE

In 2018, business and job growth continued for the city with 20 projects projected to total \$322 million in new investment in real property, equipment, furniture, and fixtures. These projects continued to span the industry sectors related to manufacturing, service, distribution, mixed-use development, and headquarters expansions. A total of seven operations with headquarters in Columbus grew with newly constructed facilities or expansion to existing operations. These total investments will result in new job commitments of 2,177 jobs to be created with new payroll of close to \$146 million and 1,357 jobs retained in the city.

A selection of Columbus' most recent and larger development projects include:


CoverMyMeds LLC  (an operating company within the McKesson Corporation), is a leader in electronic prior authorization (ePA) solutions, and one of the fastest growing health care technology companies in the U.S. CoverMyMeds, LLC's software suite automates the medication prior authorization process for more than 500 electronic health records (EHR) systems, 49,000 pharmacies, 700,000 providers and most health plans and pharmacy benefit managers (PBMs). By ensuring appropriate access to medications, the company helps its customers avoid billions of dollars each year in administrative waste and avoidable medical spending caused by prescription abandonment. CoverMyMeds, LLC intends to construct a new headquarters campus project along McKinley Avenue in two phases totaling \$240 million in new investment. The project will result in the creation of 1,032 new jobs and 592 jobs retained.

BBI Logistics LLC is a freight brokerage firm founded in 2017.  BBI Logistics specializes in handling full truck load shipments across the United States and Canada for dry **BBI LOGISTICS** van, refrigerated, and all open deck trailers, while also performing a variety of other services such as, less than truckload (LTL), intermodal, specialized equipment, and expediting of shipments. BBI Logistics intends to lease, renovate, equip, and occupy approximately 15,000 square feet of commercial office space at 80 E. Rich Street, Columbus, Ohio 43215 ("Project Site") near the Columbus Commons, and anticipates investing approximately \$435,000 to renovate and equip the Project Site. It also plans to create 150 new jobs and retain 15 existing positions.

A number of service industry expansions were proposed this year, including IBP.

Installed Building Products, Inc. is the second largest insulation installer serving the residential new construction market in the United States.  The company technically began in 1977 with one location, known at that time as Edwards Insulation in Columbus, Ohio. As of December 31, 2016, the company's national platform included over 100 locations accessing customers in 48 continental states and the District of Columbia. Installed Building Products, Inc. is proposing to invest a total of approximately \$680,850 to expand its corporate headquarters at 495 S. High Street, Columbus, Ohio 43215 located in the Brewery District. Additionally, Installed Building Products, Inc. will create 52 new jobs and retain 145 full-time jobs.

Two production technology and manufacturing expansions are described below:

Bertec Corporation is an industry  leader in force measurement technology for biomechanics and is headquartered in Columbus. The company has grown to specialize in gait analysis equipment, balance assessment and training, ergonomics, athletic performance and enhancement, and industrial applications for specialized load cells/transducers. For 30 years, researchers and clinicians at gait labs all over the world have trusted Bertec to provide accurate force measuring equipment and software. The company plans to construct a new 25,600 square foot headquarters on Citygate Drive with an investment of \$5.1 million. Bertec Corporation will also create 15 positions and retain 35 existing positions.

Carr Supply was founded in 1917 by Charles E. Carr in a small shop located on Third Street in Columbus. The business started as a manufacturer and distributor of sheet metal, hardware, and livestock water equipment. Carr Supply expanded its operation to include the distribution of plumbing supplies, HVAC supplies, and equipment. It currently has 15 locations throughout Central Ohio and distribution facilities in Kentucky and Michigan. With the \$2.7 million expansion of its headquarters and distribution facility on Old Leonard Avenue, the company will create 15 new jobs and retain 122 positions at the site.



OFFICE OF INFRASTRUCTURE INVESTMENTS

Public-private partnerships are critical to the continued development of Columbus' neighborhoods and business centers. Columbus continues to see unprecedented construction activity again this year. A selection of neighborhood development projects demonstrates the gradual transformation of our communities as new and existing residents, developers, and local partners work to create unique, balanced neighborhoods across Columbus.

Gravity is located on West Broad Street in the heart of East Franklinton, at the site of the former Phillips Coney Island and Wasserstrom National Office Warehouse. It is comprised of 50,000 square feet of Class A commercial office space, 30,000 square feet of retail, 234 multi-family residential units including 36 at mixed income rents, and a 564-space parking garage including 200 public



parking spaces. The total private investment in this project is approximately \$72 million. Public investment for streetscape/ roadway improvements and parking garage contribution total approximately \$4 million.

Parsons Avenue/Schottenstein Roadways

The City of Columbus amassed multiple properties, primarily the former Schottenstein Department Store, for redevelopment as the Southern Gateway to the city. A neighborhood planning effort had recommended this location as buildings had fallen into disrepair and presented a blighted look of the city's south side. The city built a public health center on one of the four development sites which attracted private interest, thus the remaining three sites are now the home of two senior retirement homes and a transitional housing development. These non-city developments have an investment value of \$34 million. The city is reconstructing four streets around and through the site focusing on upgrading and enhancing the pedestrian environment. Public investment in the roadways equals \$3,500,000.

OFFICE OF SMALL BUSINESS AND ENTREPRENEUR DEVELOPMENT

The Office of Small Business and Entrepreneur Development (OSBED) is the team within the Economic Development Division that specifically and intentionally targets the small business and entrepreneurial community. The office leverages a vast network of partner organizations and utilizes a specialized set of tools and programs to assist aspiring and existing entrepreneurs seeking to start, grow, and expand viable businesses. OSBED simultaneously aids in the stabilization and revitalization of our traditional urban neighborhoods and corridors.

In 2018, the Department of Development embarked on a Small Business Study to re-imagine the city's role in most effectively supporting city-wide small business growth. A 21-member Advisory Committee made up of small business owners, entrepreneur support organizations, capital providers, and other key stakeholders was convened to hear direct input from local entrepreneurs and small business owners as well as review best practices from peer national and regional cities with specific comparison to Columbus' economic, social, and small business climate. Outcomes of this research revealed specific gaps and opportunities for women and entrepreneurs of color.

At mid-year 2019, we saw the completion of Phase 1 of the city's Small Business Ecosystem Assessment. These findings provided a variety of valuable insights into the local small business ecosystem. Of note, 95 percent of the 124,205 businesses in Columbus are considered small businesses (those that employ less

than 20 employees). Furthermore, only 21 percent of local small businesses have paid employees, and Baby Boomers own approximately 50 percent of small businesses in Columbus. Outcomes of this research also revealed specific gaps and opportunities for women and entrepreneurs of color.

In July, the Department of Development surged into Phase 2, which began with the prioritization of strategies. Phase 2 will conclude later in the year with the release of the Columbus Small Business Agenda – a public-facing document that will define and clearly articulate strategies, programs, and partnerships as well as recommend policies, funding requirements, and cross-departmental realignments necessary not only to facilitate the implementation of the Small Business Agenda in Phase 3, but also to realize key economic development impacts and outcomes envisioned within the document over a multi-year period.

New Programs

One of the goals of the Office of Small Business and Entrepreneur Development is to continually monitor and be informed by national trends and outreach programs that specifically target existing small business owners and aspiring entrepreneurs. In cases where compatible programs that meet the needs of local entrepreneurs are absent in our market, the office will work within its partner network to seek to bring those programs to the city. Where those programs or relationships do not exist or do not fit identified needs, the office may develop specific programs such as Accelerate Columbus that are more aligned with desired outcomes.

The Accelerate Columbus brand of programs was developed and launched in January as part of this initiative to offer structured management and technical assistance, training, and advisory services to our small business community. The city partners with certified entrepreneur support organizations (ESOs) to make these services available to the small business community. In this pilot year, we have partnered with the following organizations: YMT Consultants, Columbus Urban League, Ohio Small Business Development Centers, and R. L. Underwood & Associates. These organizations serve as partners to the city in implementing this program.



The Neighborhood Commercial Revitalization (NCR) Program is a redevelopment partnership between the city, local area merchants, the Neighborhood Design Center, and local developers that build upon the economic base of seven designated commercial districts. The grant programs have had a significant impact in encouraging renovation, business expansion, and new investment in these areas. The NCR program provides neighborhood-based access to affordable office and retail space. In addition to facilitating and commissioning neighborhood studies and redevelopment of targeted areas, the NCR program provides support aimed at building the capacity of neighborhood business and merchant associations, and makes available interior/exterior grants to local small businesses and property owners. The program has experienced a substantial peak in interest during fiscal year 2019.



Over 62 potential projects were submitted by businesses and property owners during the open period. These potential projects represent approximately \$1,493,590 in grant-funded requests -- over 3 times the amount of funds currently budgeted for the program. A few such projects are highlighted below:

- CDL East Main LLC – Main Street Corridor
- Southside Gateway – Parsons Ave. Corridor
- State of the Arts Productions – Linden Corridor
- Lincoln Café – Long Street Corridor
- Franklinton Cycle Works – Franklinton Corridor

These key findings shed light on unique opportunities for the city and other stakeholders to realign program offerings, establish additional partnerships, and otherwise focus more intently on increasing entrepreneurship-based economic development.

Columbus Fun

Columbus is home to many renowned facilities, including the nationally ranked Columbus Zoo and Aquarium, COSI and Columbus Metropolitan Libraries. Organizations such as the Columbus Symphony, Columbus Jazz Orchestra, and Opera Columbus provide year-round opportunities for live music performances.



Arts & Cultural Attractions

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

Entertainment Venues



Sports Teams



Events and Activities in Columbus

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



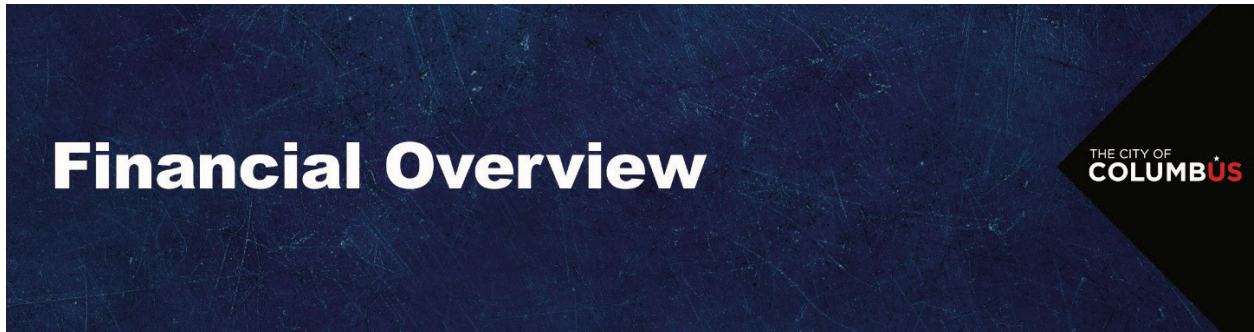
COLUMBUS RANKINGS

#1 Rankings



Top 10 Rankings



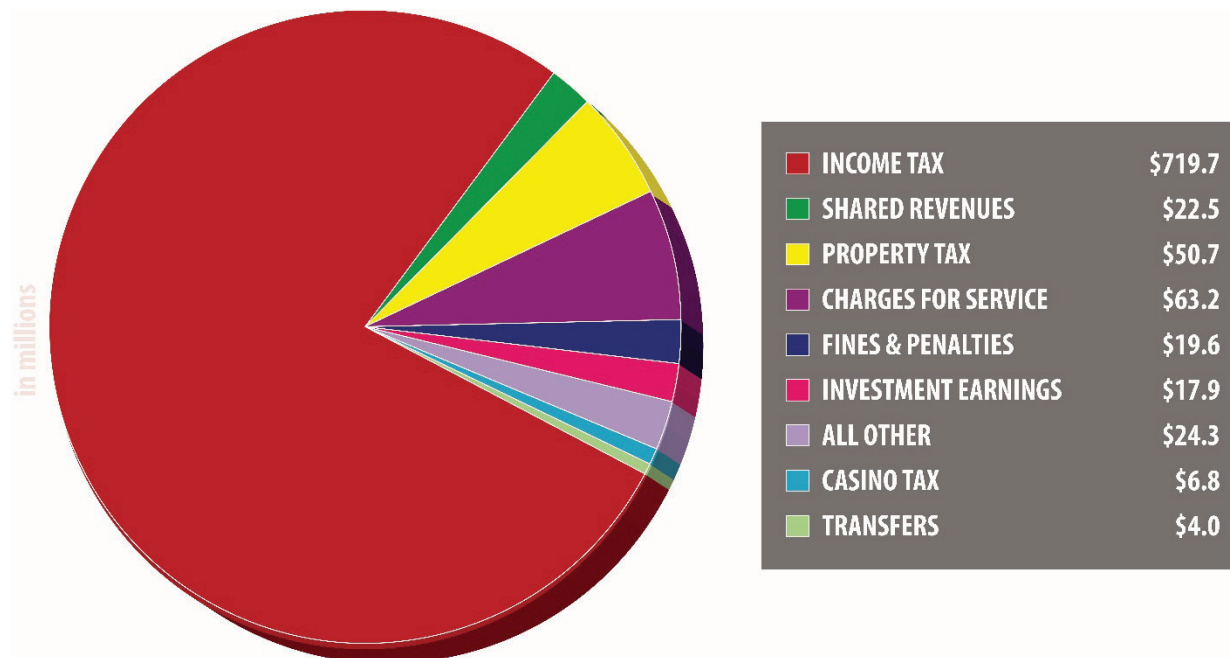


Revenue

The financial health of the city’s general fund is directly tied to the income tax which comprises over 78 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 2020. 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.

2020 Projected General Fund Revenue by Source (in millions)



Financial Overview

Income tax collections are projected at \$698.8 million in 2019 and \$719.7 million in 2020. The City Auditor's 2020 estimate assumes a 3.0 percent growth in income tax receipts over the 2019 revised estimate, or an additional \$21.0 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 2019 projection for these funds is \$21.0 million, and in 2020 this revenue source is projected to grow to \$22.5 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 were realized as property taxes grew to \$49.2 million. For 2019, the Auditor is estimating \$50.4 million in receipts. Modest growth will be realized in 2020 as property taxes are projected at \$50.7 million, a 0.6 percent increase over the 2019 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. During 2018, the city hired an investment advisor. The benefits of the firm's advice as well as higher interest rates have resulted in substantial growth in investment earnings. In 2019 and 2020, earnings are projected at \$19.9 million and \$17.9 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 had accumulated \$76.2 million and surpassed the 2018 goal of \$75 million. In 2017, the city set another goal to have a fund balance of \$80 million by the end of 2020. After depositing \$2.75 million during 2019, the city will have met its goal a year early with a balance of over \$80 million by the end of 2019.

The city has now set a new goal of a \$90 million fund balance by the end of 2024. A deposit of \$2.5 million will be made into the fund in 2020. The planned deposit schedule through 2020 is illustrated in the following chart.

Economic Stabilization Fund Recommended Future Deposits					
(000's Omitted)					
Year	Deposit	Investment Earnings*	Expended	Year-End Balance	% of GF Budget
2003	\$ -	\$ 608	\$ 10,243	\$ 18,371	3.49%
2004	59,406	791	25,000	53,568	10.15%
2005	-	1,169	13,000	41,737	7.49%
2006	9,964	2,111	12,000	41,812	7.02%
2007	348	2,320	-	44,480	7.04%
2008	-	-	900	43,580	6.68%
2009	720	739	30,039	15,000	2.43%
2010	7,500	224	-	22,724	3.31%
2011	10,000	173	-	32,897	4.72%
2012	6,725	183	-	39,805	5.47%
2013	16,147	193	-	56,145	7.44%
2014	7,600	330	-	64,075	8.21%
2015	2,200	466	-	66,741	8.37%
2016	2,200	581	-	69,522	8.50%
2017	3,700	724	-	73,946	8.58%
2018	1,200	1,034	-	76,180	8.60%
2019	2,750	1,641	-	80,571	8.59%
2020	2,500	1,500	-	84,571	8.76%

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

The anticipated expenditure fund was established in 1994 to prepare for those fiscal years in which there are 27 pay dates rather than the standard 26. After payment of \$17.8 million for the 27th pay date 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. The fund is estimated to have a \$1.7 million balance after the payment in 2020.

Anticipated Expenditure Fund Recommended Future Deposits (000's Omitted)			
Year	Deposit	Estimated Expense	Year-End Balance
2011	2,052	-	6,814
2012	2,060	-	8,874
2013	2,122	-	10,996
2014	2,185	-	13,181
2015	2,251	-	15,432
2016	2,318	-	17,750
2017	2,388	-	20,138
2018	2,459	-	22,597
2019	2,533	-	25,130
2020	2,609	(26,000)	1,739

The next occurrence of a year with 27 pay dates will be 2020. Escalating deposits have been realized to meet an estimated expense of \$26 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 2019, deposits into the basic city services fund totaled \$14.7 million. A one-time rebate from the Ohio Bureau of Workers' Compensation comprised the bulk of these deposits. In 2020, an additional deposit of \$5.6 million will be made into the fund bringing the total fund balance to \$20.4 million.

2020 Budget Scenario

The 2020 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 \$90 million by the end of 2024.

General Fund Pro Forma

A general fund pro forma operating statement is provided herein, which projects the city’s future general fund financial outlook. The pro forma bases year 2020 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 2021 and thereafter.
- Personnel costs (excluding insurance costs) for employees that are covered by current collective bargaining agreements are projected at the wage rates in effect per those contracts. For those units that have contracts that are currently under negotiation, and for the years that follow the expiration date of contracts currently in place, a rate that represents the city’s efforts to control pay increases is used.
- Insurance costs are projected to grow by five percent annually in 2021 and beyond.
- Except as otherwise noted, expenditure projections for 2021 and beyond are premised on maintaining 2020 levels of service.
- No general fund moneys are projected for the purchase of vehicles in 2021 and all years thereafter.

Revenue Assumptions

- Income tax receipts will be \$719.7 million in 2020 and will grow by 3.0 percent in all years thereafter.
- Property taxes will increase by 0.63 percent in 2020, and grow by 2.0 percent thereafter, except for every third year, during the triennial review, when they will increase by 4.0 percent.

Financial Overview

- Local government fund revenue, or shared revenues, is projected to increase by 6.9 percent in 2020 and then increase by 2.0 percent thereafter.
- Investment earnings will be \$17.9 million in 2020 and are projected to remain flat in 2021 and thereafter.
- Charges for services are expected to increase by 2.0 percent in 2020 and then grow by 2.0 percent thereafter.
- The kilowatt hour tax will be \$3.4 million in 2020 and will grow by 0.5 percent in all years thereafter.
- Fines and penalties will increase by 3.0 percent in 2020 and grow by 3.0 percent thereafter.
- Licenses and permit fees will increase by 0.61 percent in 2020 and increase by 1.0 percent thereafter.
- Casino revenue will total \$6.8 million in 2020 and increase by 2.0 percent in all years thereafter.

Division Specific Assumptions

- Two police recruit classes are funded in the general fund in 2020. Thereafter, recruit classes sufficient to replace retiring uniformed staff are projected.
- Two fire recruit classes are funded in 2020. 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

Resources:	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Beginning Balance	\$ 16,170,687	\$ 36,267,000	-	-	-	-	-	-	-	-	-
Income Tax	698,777,000	719,742,000	741,334,000	763,574,000	786,481,000	810,075,000	834,377,000	859,408,000	885,190,000	911,746,000	939,098,000
Property Tax	50,395,000	50,712,000	52,740,000	53,795,000	54,871,000	57,066,000	58,207,000	59,371,000	61,746,000	62,981,000	64,241,000
Kilowatt Hour Tax	3,350,000	3,350,000	3,367,000	3,384,000	3,401,000	3,418,000	3,435,000	3,452,000	3,469,000	3,486,000	3,503,000
Shared Revenues	22,270,000	23,807,000	24,283,000	24,769,000	25,264,000	25,769,000	26,284,000	26,810,000	27,346,000	27,893,000	28,451,000
License and Permit Fees	12,356,000	12,431,000	12,555,000	12,681,000	12,808,000	12,936,000	13,065,000	13,196,000	13,328,000	13,461,000	13,596,000
Fines and Penalties	18,988,000	19,564,000	20,151,000	20,756,000	21,379,000	22,020,000	22,681,000	23,361,000	24,062,000	24,784,000	25,528,000
Investment Earnings	19,900,000	17,900,000	17,900,000	17,900,000	17,900,000	17,900,000	17,900,000	17,900,000	17,900,000	17,900,000	17,900,000
Charges for Service	61,984,000	63,234,000	64,499,000	65,789,000	67,105,000	68,447,000	69,816,000	71,212,000	72,636,000	74,089,000	75,571,000
All Other Revenue	14,515,000	11,169,000	11,169,000	11,169,000	11,169,000	11,169,000	11,169,000	11,169,000	11,169,000	11,169,000	11,169,000
Basic City Services - Transfer In	12,962,619	-	-	-	-	-	-	-	-	-	-
Casino Revenue	6,752,314	6,824,000	6,960,480	7,099,690	7,241,683	7,386,517	7,534,247	7,684,932	7,838,631	7,995,404	8,155,312
Total Revenues	922,249,933	928,733,000	954,958,480	980,916,690	1,007,619,683	1,036,186,517	1,064,468,247	1,093,563,932	1,124,684,631	1,155,504,404	1,187,212,312
Total Available Resources	938,420,619	965,000,000	954,958,480	980,916,690	1,007,619,683	1,036,186,517	1,064,468,247	1,093,563,932	1,124,684,631	1,155,504,404	1,187,212,312
% Change in Revenues from Prior Yr.	3.68%	0.70%	2.82%	2.72%	2.72%	2.84%	2.73%	2.73%	2.85%	2.74%	2.74%
% Change in Resources from Prior Yr.	3.44%	2.83%	(1.04%)	2.72%	2.72%	2.84%	2.73%	2.73%	2.85%	2.74%	2.74%
Expenditures:	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Development	39,678,167	29,877,561	30,775,499	31,639,594	32,530,414	33,448,874	34,395,926	35,372,559	36,379,798	37,418,708	38,490,394
Fire	265,662,293	271,378,625	281,105,343	288,901,375	298,104,793	307,616,916	317,448,750	327,611,723	338,117,696	348,978,990	360,208,395
Governmental Services	105,384,399	142,638,102	156,022,697	159,885,273	164,158,971	168,253,386	172,766,361	177,107,760	181,875,707	186,480,358	191,520,139
Health	24,001,456	26,716,803	27,896,744	28,747,075	29,625,567	30,533,239	31,471,147	32,440,389	33,442,107	34,477,489	35,547,769
Judicial Services	32,037,011	32,983,310	34,541,949	35,689,017	36,877,118	38,107,835	39,382,819	40,703,785	42,072,524	43,490,900	44,960,853
Other Safety	15,081,672	16,049,350	16,556,803	16,989,248	17,434,146	17,891,898	18,362,920	18,847,643	19,346,515	19,859,997	20,388,570
Police	345,247,634	359,970,422	371,863,082	383,390,811	395,697,717	408,421,567	421,577,406	435,180,861	449,248,161	463,796,169	478,842,402
Recreation and Parks	39,623,114	43,030,613	44,843,934	46,183,452	47,566,632	48,995,034	50,470,278	51,994,046	53,568,088	55,194,222	56,874,336
Refuse Collection	31,013,237	33,506,626	35,336,279	36,334,605	37,364,643	38,427,531	39,524,448	40,656,626	41,825,341	43,031,924	44,277,759
Public Service	674,018	712,412	755,085	780,114	806,018	832,828	860,579	889,305	919,044	949,832	981,711
Fleet-Vehicles	-	-	-	-	-	-	-	-	-	-	-
Operating Expenditures	898,403,000	956,863,824	999,697,413	1,028,540,563	1,060,166,019	1,092,529,108	1,126,260,634	1,160,804,698	1,196,794,982	1,233,678,588	1,272,092,327
% Change/Previous Year	0.96%	6.51%	4.48%	2.89%	3.07%	3.05%	3.09%	3.07%	3.10%	3.08%	3.11%
Economic Stabilization Fund Deposit	2,750,000	2,500,000	-	-	-	-	-	-	-	-	-
Basic City Services Fund Deposit	1,000,000	5,636,176	-	-	-	-	-	-	-	-	-
Required Expenditure Reductions and/or Revenue Increases	\$ 36,267,000	-	\$ (44,738,933)	\$ (47,623,874)	\$ (52,546,336)	\$ (56,342,591)	\$ (61,792,386)	\$ (67,240,765)	\$ (72,110,351)	\$ (78,174,185)	\$ (84,880,015)

Footnotes:
 Revenue estimates for 2021 and beyond are those of the Department of Finance & Management, and not the City Auditor.
 Cumulative deficits are not possible since each budget year must be balanced. Balancing will be achieved through increased revenues, lowered expenditures, or a combination thereof.

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City of Columbus Financial Policies

The logo for the City of Columbus, featuring the text "THE CITY OF COLUMBUS" in a stylized font with a red dot above the "U" in "COLUMBUS".

This set of financial policies was developed to ensure that the city's financial resources are managed in a responsible manner and that decisions are made in a disciplined way. Unless otherwise stated, these policies are reviewed and updated as needed.

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 27th 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 27th pay period in the years in which it occurs. It may receive additional deposits to the extent not needed for current general fund operating expenses or to the extent not needed in the economic stabilization fund.
3. To the extent not being accrued for the 27th pay period, moneys in this fund may support non-recurring expenditures from the general operating fund. Any moneys in this fund being accrued for the 27th pay period, as determined by the Department of Finance and

Management, may be used to support general fund operating expenses only under the circumstances provided for use of the economic stabilization fund, including those related to replacement of moneys so used.

D. Financial Accountability

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



E. Investment of City Funds

1. Requirements regarding the deposit of public money and the investment of funds in the city treasury are set forth in the Columbus City Codes, Chapters 321 and 325. Various articles establish a three-person depository commission, made up of the City Auditor, City Treasurer and the Director of Finance and Management, charged with compliance and the creation of guidelines. The commission embodies a checks and balances process in that each represents a separately elected official of city government. Pursuant to the above code sections, the following policies exist.
2. The city will not invest in any form of derivatives, except STAR Ohio (an investment pool managed by the State Treasurer's Office that allows governments within the state to pool their funds for investment purposes).
3. The city is prohibited from entering into reverse repurchase agreements and does not leverage its investment portfolio in any manner.
4. Only eligible investments with final maturities not greater than five years from the time of purchase are permitted.
5. The city purchases investments only through member banks of the Federal Reserve System or broker dealers licensed by the State of Ohio and registered with the Financial Industry Regulatory Authority (FINRA).
6. Investments permitted by Chapter 325 of the Columbus City Code are limited to the following:
 - a. Bonds, notes, or other obligations of the United States government or its agencies for which the faith of the United States is pledged for the payment of principal and interest.
 - b. Bonds, notes, debentures, or other obligations issued by any of the federal government-sponsored enterprises listed below:
 - Federal Farm Credit System
 - Federal Home Loan Bank
 - Federal Home Loan Mortgage Corporation
 - Federal National Mortgage Association
 - c. The Ohio State Treasurer's Asset Reserve Funds (STAR Ohio) pursuant to Ohio Revised Code 135.45.
 - d. Bonds or other obligations of the City of Columbus, Ohio.
 - e. Obligations of the State of Ohio or any municipal corporation, village, township, or other political subdivision of the State of Ohio, as to which there is no default of principal or interest and which have been approved as to their validity by nationally recognized bond counsel.
 - f. Certificates of deposit in eligible institutions applying for moneys as provided in Chapter 321 of the Columbus City Codes.
 - g. Repurchase agreements that are collateralized with legally authorized securities as defined in Chapter 325.010 of Columbus City Code and held in third-party safekeeping designated by the City Treasurer and in the name of the City of Columbus.
 - h. Others as provided for in Ohio Revised Code 135.14 for interim deposits.

F. Income Tax and Special Income Tax Fund

1. Initiated in 1947 and implemented in 1948, pursuant to Ohio law (ORC Chapter 5747), Columbus City Code Section 361.19 authorizes the levying of a two and one half percent income tax on Columbus workers and businesses. Increases in the income tax above one percent are subject to voter approval, pursuant to state law and the Columbus City Charter.
2. The city deposits three quarters of income tax revenue to the general fund and one quarter to the special income tax fund (SIT). 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

THE CITY OF
COLUMBUS

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 2020. Expenditure and revenue history, as well as 2020 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 Inspection	Employee Benefits
City Council	X																				
City Auditor	X																				
City Treasurer	X																				
City Attorney	X															X					
Municipal Court Judges	X	X																			
Municipal Court Clerk	X	X																			
Civil Service	X																				
Public Safety	X							X													
Mayor's Office	X																				
Diversity and Inclusion	X																				
Education	X																				
Building and Zoning			X																		
Development	X							X													
Finance and Management	X						X							X			X				X
Human Resources	X																				X
Technology																	X				
Neighborhoods	X																				
Health	X				X																
Recreation and Parks	X					X															
Public Service	X	X	X						X											X	
Public Utilities										X	X	X	X								

Bases of Accounting

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

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

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

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

Organizational Structure

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

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

Organization

The Columbus City Charter provides for a mayor-council form of government. The Mayor is the chief executive officer and is elected to a four year term. The seven member City Council is the legislative body. Members are elected at-large to four year terms at two year intervals. A charter amendment to change the total number of City Council members from seven to nine, and to change City Council structure from at-large to by place, was approved by the voters on May 8, 2018. Such changes take effect in 2023.

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

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

Accounting and Organizational Structure

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

Principal Officials

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

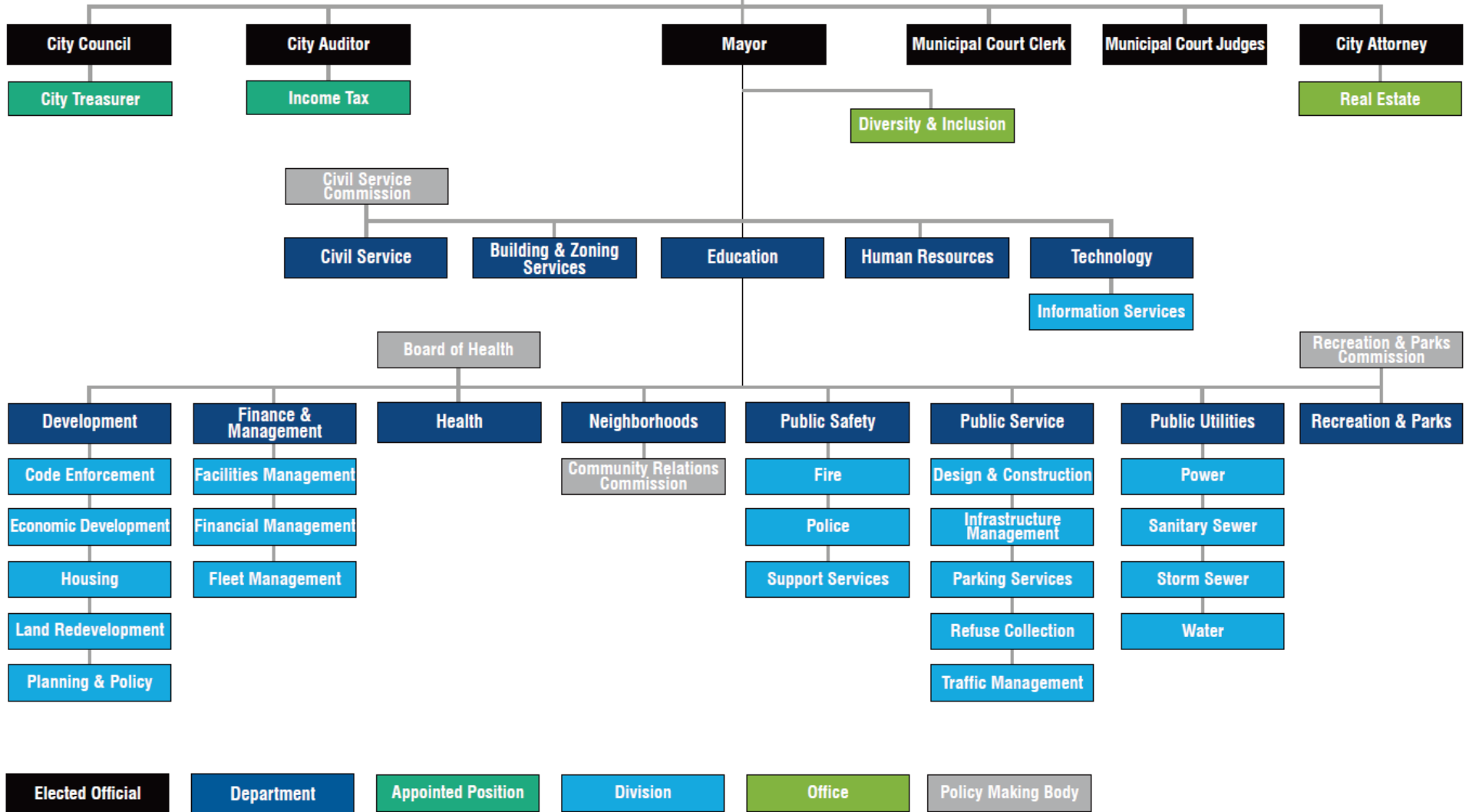
Official	Title	Term Beginning	Term Ending
Andrew J. Ginther	Mayor	January 1, 2016	December 31, 2019
Joe A. Lombardi	Director of Finance and Management	February 1, 2016	Pleasure of Mayor
Megan N. Kilgore	City Auditor	January 1, 2018	December 31, 2021
Zach M. Klein	City Attorney	January 1, 2018	December 31, 2021
Deborah L. Klie	City Treasurer	April 21, 2009	Pleasure of Council
Andrea Blevins	City Clerk	June 30, 2003	Pleasure of Council
Shannon G. Hardin	Council President	January 1, 2018	December 31, 2021
Elizabeth C. Brown	Council President Pro Tempore	January 1, 2016	December 31, 2019
Mitchell J. Brown	Member of Council	January 1, 2018	December 31, 2021
Rob Dorans	Member of Council	February 25, 2019*	December 31, 2019
Shayla D. Favor	Member of Council	January 14, 2019*	December 31, 2019
Emmanuel V. Remy	Member of Council	January 8, 2018*	December 31, 2019
Priscilla R. Tyson	Member of Council	January 1, 2018	December 31, 2021

*Appointed to Council on those respective dates.

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

City of Columbus

THE RESIDENTS OF COLUMBUS



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Department Description

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

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

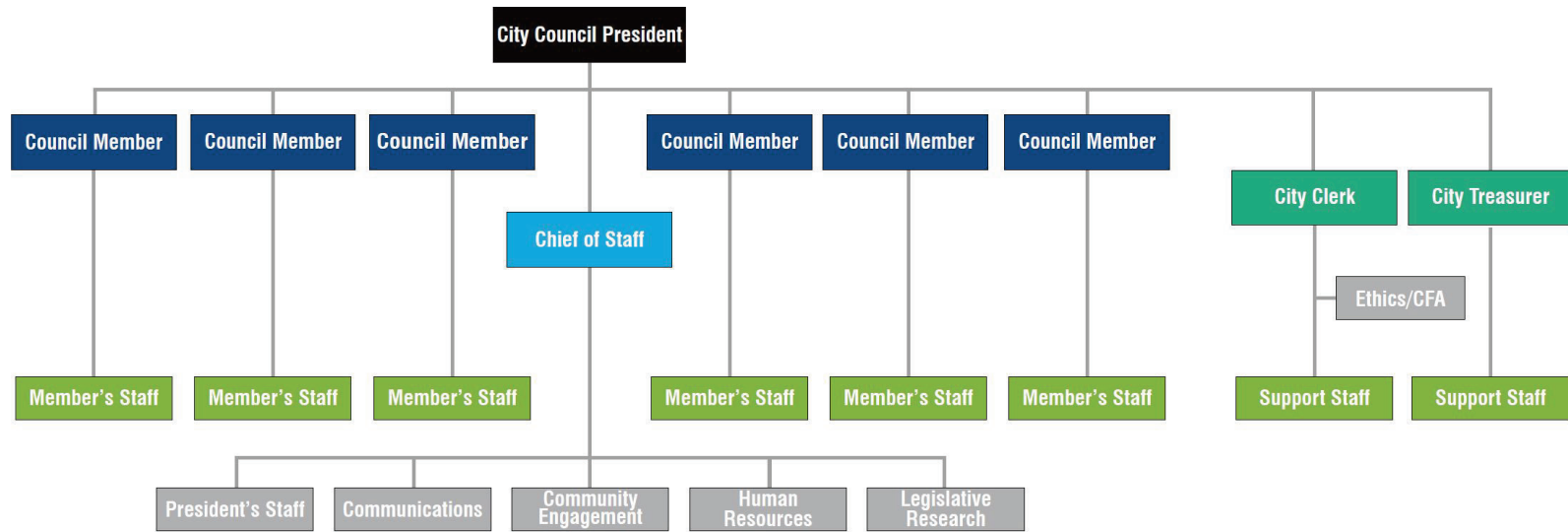
Legislative aides, legislative assistants, the Legislative Research Office, and the Office of Community Engagement provide City Council members information and guidance on public policy decisions impacting public safety, budgetary, economic development, and community matters.

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

Department Mission

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

Budget Summary				
Fund	2017	2018	2019	2020
	Actual	Actual	Budget	Proposed
General Fund	4,398,402	4,286,128	4,754,697	4,881,103
Department Total	\$ 4,398,402	\$ 4,286,128	\$ 4,754,697	\$ 4,881,103



Strategic Priorities For 2020

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.

Protect existing housing stock with efficient home repair and remediation programs, and protect low-income homeowners and renters with eviction prevention initiatives.

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 good-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 opportunities for innovation in transportation and mobility, and land use strategies.

Harness investment and growth in select corridors to allow more sustainable development, more affordable housing development, and increased economic activity along transit corridors.

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 and tourism around industry clusters and creative arts in partnership with Experience Columbus and the Greater Columbus Arts Council.

Promote energy efficiency within both city facilities and neighborhoods with strategies and incentives that encourage responsible, sustainable development.

Identify and implement policies and practices to make government more effective, efficient, and accessible.

2020 BUDGET NOTES

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

Financial Summary by Area of Expense					
	2017	2018	2019	2019	2020
	Actual	Actual	Budget	Projected	Proposed
City Council					
General Fund					
Personnel	\$ 4,232,942	\$ 4,089,464	\$ 4,552,857	\$ 4,254,005	\$ 4,600,980
Materials & Supplies	24,494	22,384	28,000	25,500	28,000
Services	140,966	174,280	173,840	264,919	249,123
Other	-	-	-	3,000	3,000
City Council Subtotal	4,398,402	4,286,128	4,754,697	4,547,424	4,881,103
Department Total	\$ 4,398,402	\$ 4,286,128	\$ 4,754,697	\$ 4,547,424	\$ 4,881,103

Department Personnel Summary								
Fund	2017		2018		2019		2020	
	Actual		Actual		Budget		Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
City Council	43	0	39	0	42	0	42	1
Total	43	0	39	0	42	0	42	1

Operating Budget by Program				
Program	2019		2020	
	Budget	FTEs	Proposed	FTEs
Administration	\$ 4,738,801	42	\$ 4,866,480	42
Internal Services	15,896	0	14,623	0
Department Total	\$ 4,754,697	42	\$ 4,881,103	42



2020 PROGRAM GUIDE

ADMINISTRATION

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

INTERNAL SERVICES

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

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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 39 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.

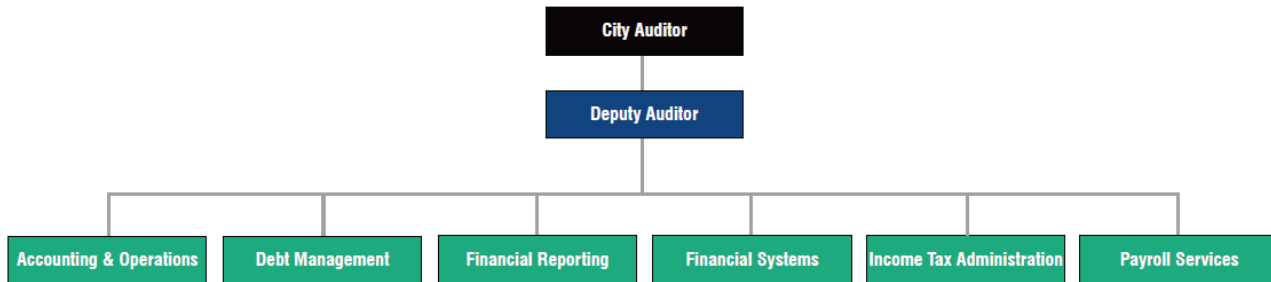
The City Auditor assists in managing the city’s long-term debt, including prompt payment of principal, interest, and associated fees on the city’s variable rate debt; assures current debt service coverage is sufficient to protect the credit worthiness of the city; and avoids the imposition of increased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

Budget Summary				
Fund	2017 Actual	2018 Actual	2019 Budget	2020 Proposed
General Fund	13,732,408	13,546,199	14,197,382	14,751,797
Department Total	\$ 13,732,408	\$ 13,546,199	\$ 14,197,382	\$ 14,751,797



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 2020

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 and individual users.

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.

Enhance technical operations of the city’s accounting infrastructure by implementing an upgrade to the current accounting system.

Develop and deploy training for end users of the new payroll, accounting, and income tax systems.

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.

2020 BUDGET NOTES

CITY AUDITOR

The 2020 budget provides funding for continued staffing levels and outside audit services, including audits for sub-recipients. After accounting for the reallocation of existing positions between the two divisions for 2020, three new positions are funded in support of the upgrade that will take place to the city's financial system, for a purchasing card pilot program, and to assist with managing the city's debt portfolio.

INCOME TAX

The 2020 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. The budgeted full-time strength increased by two positions for 2020 to support the management of the human resources and payroll functions of the entire department.

Financial Summary by Fund					
Fund	2017 Actual	2018 Actual	2019 Budget	2019 Projected	2020 Proposed
General Fund					
City Auditor	\$ 4,674,967	\$ 4,518,648	\$ 4,532,363	\$ 4,394,183	\$ 4,799,068
Income Tax	9,057,441	9,027,551	9,665,019	8,830,092	9,952,729
General Fund Subtotal	13,732,408	13,546,199	14,197,382	13,224,275	14,751,797
Department Total	\$ 13,732,408	\$ 13,546,199	\$ 14,197,382	\$ 13,224,275	\$ 14,751,797

Division Financial Summary by Area of Expense					
Division	2017 Actual	2018 Actual	2019 Budget	2019 Projected	2020 Proposed
City Auditor					
General Fund					
Personnel	\$ 3,229,782	\$ 3,483,355	\$ 3,687,007	\$ 3,549,240	\$ 4,057,737
Materials & Supplies	28,910	24,635	27,600	27,600	27,600
Services	1,416,275	1,010,657	817,056	816,643	712,731
Other	-	-	700	700	1,000
City Auditor Subtotal	4,674,967	4,518,648	4,532,363	4,394,183	4,799,068
Income Tax					
General Fund					
Personnel	7,759,287	7,868,279	8,334,463	7,767,689	8,627,066
Materials & Supplies	54,763	51,062	78,500	53,379	78,500
Services	1,243,391	1,108,210	1,251,556	1,008,524	1,246,663
Other	-	-	500	500	500
Income Tax Subtotal	9,057,441	9,027,551	9,665,019	8,830,092	9,952,729
Department Total	\$ 13,732,408	\$ 13,546,199	\$ 14,197,382	\$ 13,224,275	\$ 14,751,797

Department Personnel Summary								
Fund	2017 Actual		2018 Actual		2019 Budget		2020 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
City Auditor	26	0	29	1	29	0	31	1
Income Tax	80	0	75	0	82	1	84	0
Total	106	0	104	1	111	1	115	1

Operating Budget by Program				
Program	2019	2019	2020	2020
	Budget	FTEs	Proposed	FTEs
Accounting	\$ 1,366,195	10	\$ 1,718,675	12
Administration	4,843,606	19	4,309,654	14
Payroll	546,364	5	547,300	5
Auditing	890,888	10	1,174,820	12
Tax Collection and Audits	6,482,771	67	6,951,408	72
Internal Services	67,558	0	49,940	0
Department Total	\$ 14,197,382	111	\$ 14,751,797	115



2020 PROGRAM GUIDE

ACCOUNTING

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

ADMINISTRATION

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

PAYROLL

To process all city payrolls and insurance programs.

AUDITING

To pre-audit all city financial transactions.

TAX COLLECTION AND AUDITS

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

INTERNAL SERVICES

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

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Department Description

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

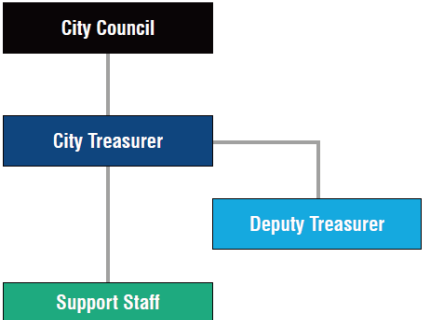
Specifically, the City Treasurer's responsibilities include the receipt and deposit of all city funds into bank accounts of the city in accordance with Chapter 321 of Columbus City Codes, the disbursement of city funds upon warrant by the City Auditor, and the investment of all excess funds not needed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

Department Mission

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

Budget Summary				
Fund	2017 Actual	2018 Actual	2019 Budget	2020 Proposed
General Fund	1,133,722	1,193,919	1,363,123	1,473,290
Department Total	\$ 1,133,722	\$ 1,193,919	\$ 1,363,123	\$ 1,473,290

City Treasurer



Strategic Priorities for 2020

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.

2020 BUDGET NOTES

The Treasurer's budget is primarily personnel-related, with funding for nine full-time employees in 2020. An additional full-time analyst position was added in 2020 to provide needed support to the department. Non-personnel funding is primarily for banking services contracts, software license fees, and investment advising.

Financial Summary by Area of Expense					
	2017	2018	2019	2019	2020
	Actual	Actual	Budget	Projected	Proposed
Treasurer					
General Fund					
Personnel	\$ 936,142	\$ 937,303	\$ 1,008,288	\$ 965,528	\$ 1,152,190
Materials & Supplies	6,069	7,030	6,200	6,200	4,200
Services	191,512	249,586	348,635	343,898	316,900
General Fund Subtotal	1,133,722	1,193,919	1,363,123	1,315,626	1,473,290
Department Total	\$ 1,133,722	\$ 1,193,919	\$ 1,363,123	\$ 1,315,626	\$ 1,473,290

Department Personnel Summary								
Fund	2017		2018		2019		2020	
	Actual		Actual		Budget		Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Treasurer	8	0	8	0	8	0	9	1
Total	8	0	8	0	8	0	9	1

Operating Budget by Program				
Program	2019	2019	2020	2020
	Budgeted	FTEs	Proposed	FTEs
Administration	\$ 420,497	0	\$ 398,295	0
Treasury Management	941,361	8	1,073,815	9
Internal Services	1,265	0	1,180	0
Department Total	\$ 1,363,123	8	\$ 1,473,290	9



2020 PROGRAM GUIDE

ADMINISTRATION

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

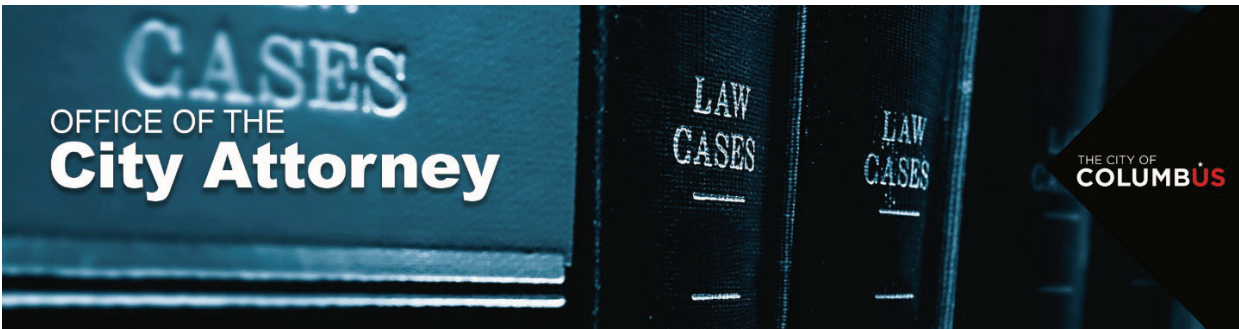
TREASURY MANAGEMENT

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

INTERNAL SERVICES

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

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Department Description

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

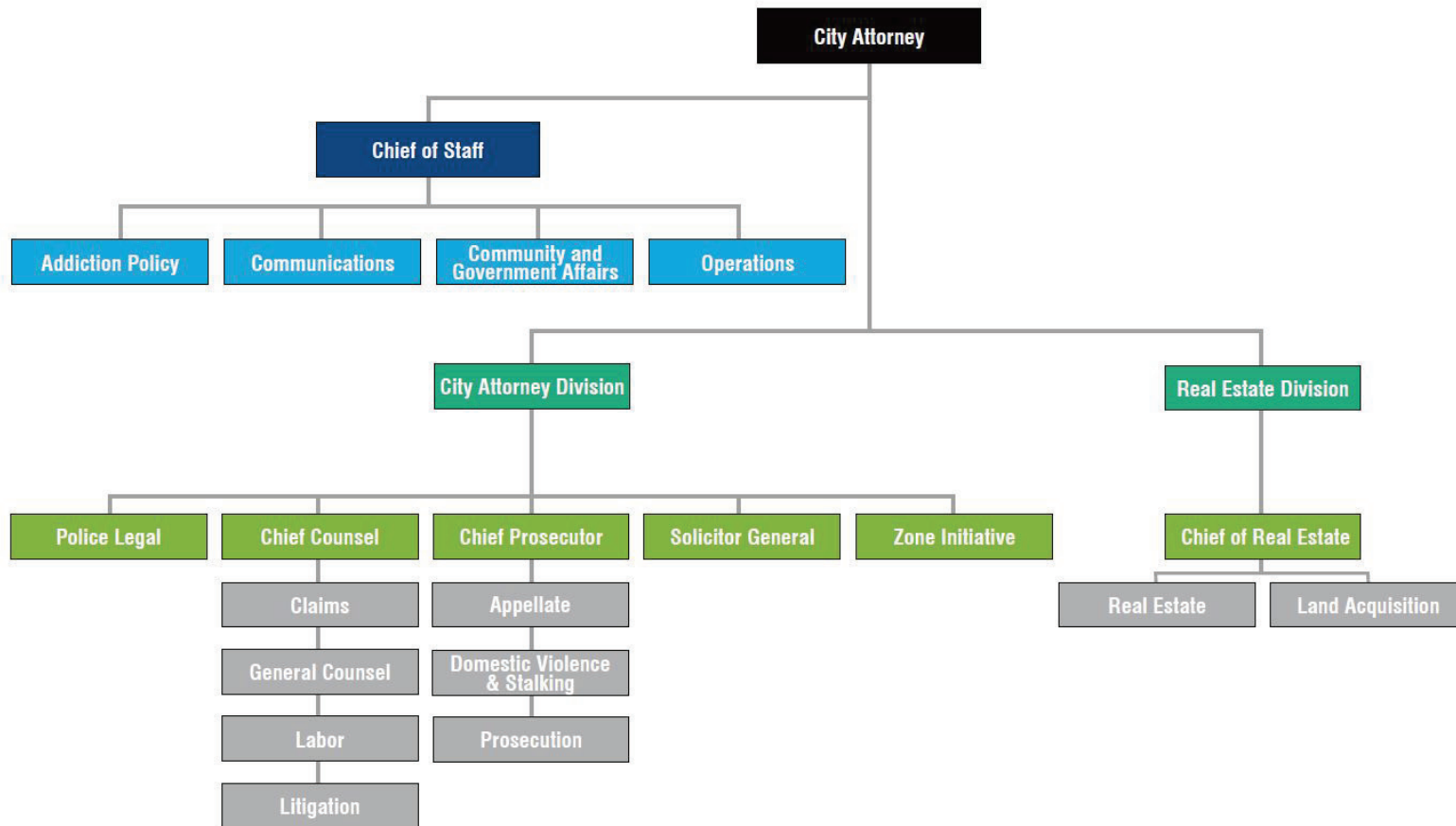
The Real Estate Division is responsible for the acquisition of all real property needed by the city departments, the provision of legal assistance with regard to all real estate matters, including the sale and leasing of property, and matters related to real estate taxes. The Real Estate Division provides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

Department Mission

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

Budget Summary				
Fund	2017 Actual	2018 Actual	2019 Budget	2020 Proposed
General Fund	12,650,845	13,641,296	13,537,660	13,736,910
Land Acquisition Fund	973,642	985,776	1,115,512	1,234,584
Department Total	\$ 13,624,487	\$ 14,627,072	\$ 14,653,172	\$ 14,971,494

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 2020

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.

2020 BUDGET NOTES

- This year's budget supports a total of 134 full-time personnel and 16 part-time personnel.
- The City Attorney's 2020 budget provides \$3.6 million in funding for its largest program area, Criminal Prosecution, which represents an increase of over \$800 thousand from the 2019 budget.
- In addition, the 2020 budget provides \$1.9 million for its second largest program, Domestic Violence and Stalking.

City Attorney

Financial Summary by Fund					
Fund	2017 Actual	2018 Actual	2019 Budget	2019 Projected	2020 Proposed
General Fund					
City Attorney	\$ 12,540,334	\$ 13,508,467	\$ 13,388,532	\$ 13,379,542	\$ 13,581,589
Real Estate	110,511	132,829	149,128	143,290	155,321
General Fund Subtotal	12,650,845	13,641,296	13,537,660	13,522,832	13,736,910
Land Acquisition Fund					
Real Estate	973,642	985,776	1,115,512	1,063,885	1,234,584
Land Acq. Fund Subtotal	973,642	985,776	1,115,512	1,063,885	1,234,584
Department Total	\$ 13,624,487	\$ 14,627,072	\$ 14,653,172	\$ 14,586,717	\$ 14,971,494

Financial Summary by Area of Expense					
Division	2017 Actual	2018 Actual	2019 Budget	2019 Projected	2020 Proposed
City Attorney					
General Fund					
Personnel	\$ 11,921,453	\$ 12,866,826	\$ 12,893,818	\$ 12,765,389	\$ 13,083,077
Materials & Supplies	118,510	69,309	75,150	75,150	85,200
Services	389,650	410,691	416,564	390,460	410,312
Other	-	161,641	3,000	1,796	3,000
Transfers	110,721	-	-	146,747	-
City Attorney Subtotal	12,540,334	13,508,467	13,388,532	13,379,542	13,581,589
Real Estate					
General Fund					
Personnel	110,511	132,829	149,128	143,290	155,321
General Fund Subtotal	110,511	132,829	149,128	143,290	155,321
Land Acquisition Fund					
Personnel	900,367	916,535	992,364	989,944	1,082,653
Materials & Supplies	11,865	14,520	26,520	16,538	26,500
Services	61,410	54,722	94,628	57,048	123,431
Other	-	-	2,000	356	2,000
Land Acquisition Fund Subtotal	973,642	985,776	1,115,512	1,063,885	1,234,584
Real Estate Subtotal	1,084,153	1,118,605	1,264,640	1,207,175	1,389,905
Department Total	\$ 13,624,487	\$ 14,627,072	\$ 14,653,172	\$ 14,586,717	\$ 14,971,494

Department Personnel Summary								
Fund	2017 Actual		2018 Actual		2019 Budget		2020 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
City Attorney	118	28	126	28	125	14	124	15
Real Estate	1	0	1	0	1	0	1	0
Land Acquisition Fund								
Real Estate	8	1	8	1	8	1	9	1
Total	127	29	135	29	134	15	134	16

Please note: The equivalent of one City Attorney Division position in the 2019 budget and 2020 proposed columns above is being funded by BZS' development services fund.

Operating Budget by Program				
Program	2019 Budget	2019 FTEs	2020 Proposed	2020 FTEs
Appellate	\$ 497,157	3	\$ 411,728	3
General Counsel	672,956	5	540,134	5
Labor & Employment	743,967	6	667,044	5
Police Legal Bureau	312,915	2	312,892	2
Claims	698,517	7	730,175	8
Zone Initiative	989,391	9	988,250	9
Criminal Prosecution	2,831,235	38	3,632,825	39
Prosecution Resource Unit	742,999	6	979,164	8
Domestic Violence & Stalking	2,119,612	25	1,884,900	22
Litigation	977,938	6	874,446	6
Solicitor General	263,256	2	265,200	2
Administration	2,113,842	13	1,866,770	12
Fiscal	257,247	2	257,193	3
Human Resources	107,861	1	111,064	1
Internal Services	123,902	0	151,168	0
Land Acquisition	1,051,249	8	1,143,220	8
Real Estate Administration	149,128	1	155,321	1
Department Total	\$ 14,653,172	134	\$ 14,971,494	134

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.



2020 PROGRAM GUIDE

APPELLATE

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

GENERAL COUNSEL

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

LABOR & EMPLOYMENT

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

POLICE LEGAL BUREAU

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

CLAIMS

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

ZONE INITIATIVE

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

CRIMINAL PROSECUTION

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

PROSECUTION RESOURCE UNIT

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

Department Mission

Judiciary: To safeguard the constitutional rights of all citizens and to provide equal access to all; professional, fair, and impartial treatment; timely disposition of cases without unnecessary delay; and a just resolution of all court matters.

Administration: The mission of Court Administration is to oversee the operations and employees of the Court, implement the policies and procedures established by the judiciary and the legislature in a professional and dedicated manner, and to ensure accessibility, fairness, accountability, and courtesy in the administration of justice.

Budget Summary				
Fund	2017 Actual	2018 Actual	2019 Budget	2020 Proposed
General Fund	18,261,141	18,862,874	19,346,086	20,215,446
Computer Fund	511,380	456,841	573,390	614,999
Department Total	\$ 18,772,521	\$ 19,319,715	\$ 19,919,476	\$ 20,830,445

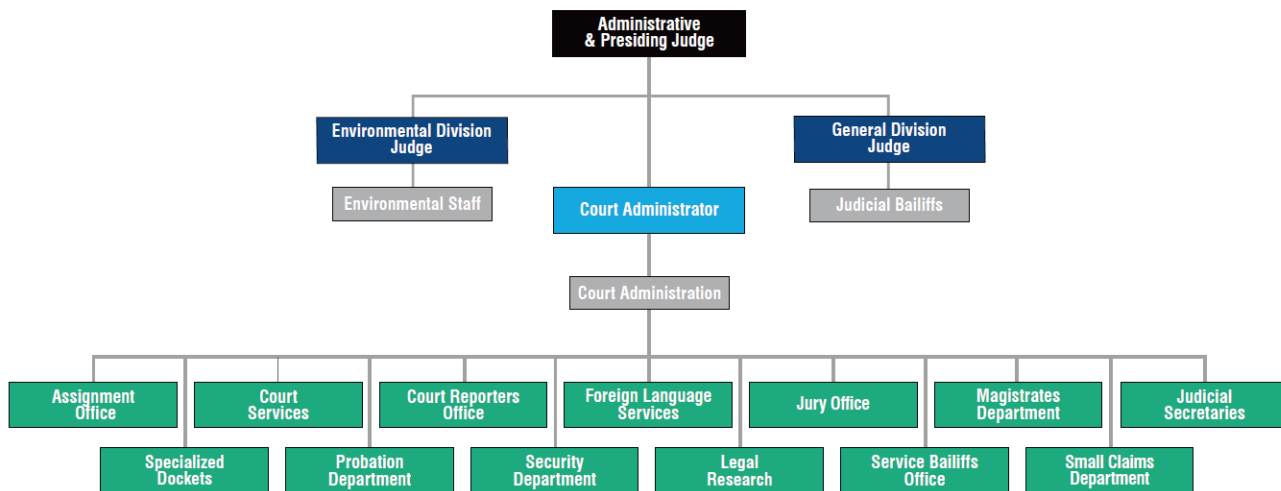
Municipal Court Judges

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

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

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

Franklin County Municipal Court Judges



Strategic Priorities for 2020

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 the 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 2020 (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.

2020 BUDGET NOTES

The 2020 general fund budget totals \$20,215,446. The general fund supports both personnel and non-personnel costs. Specifically:

- General fund moneys continue to offset a portion of the costs associated with the Mental Health Program, ADAP, CATCH, MAVS, and OEP programs.
- The Court's Work Release Program is an alternative sentencing option in lieu of a mandatory jail sentence, which allows the individual to maintain their employment while serving their sentence. A total of \$125,000 is included in the 2020 general fund budget for this program.
- The 2020 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.
- Included in the general fund budget for 2020 is \$555,000 in funding for contracted security services, which is an increase of \$15,552 over 2019.
- The full-time staffing level for 2020 reflects the addition of five new probation officer positions for the domestic violence unit, a human resources assistant position, and an assignment coordinator position.
- An increase of \$150,000 for specialty docket funding is included in this budget, bringing the total city contribution for this work to \$490,000.
- The 2020 general fund budget continues support of the Environmental Court's Community Service Program, which provides a sentencing alternative for those individuals who are charged with non-violent offenses.
- The majority of the Court's technology costs are paid from the Court's computer fund, not the general fund.

Financial Summary by Area of Expense						
Division	2017 Actual	2018 Actual	2019 Budget	2019 Projected	2020 Proposed	
Municipal Court Judges						
General Fund						
Personnel	\$ 16,383,265	\$ 16,907,806	\$ 17,108,960	\$ 17,106,435	\$ 17,669,897	
Materials & Supplies	69,135	57,723	53,200	51,328	60,300	
Services	1,468,632	1,557,346	1,843,926	1,821,709	1,995,249	
Other	109	-	-	140,000	-	
Transfers	340,000	340,000	340,000	340,000	490,000	
General Fund Subtotal	18,261,141	18,862,874	19,346,086	19,459,472	20,215,446	
Computer Fund						
Personnel	-	-	104,835	74,082	113,293	
Materials & Supplies	96,121	183,328	65,500	89,564	110,500	
Services	415,259	273,512	403,055	313,606	391,206	
Computer Fund Subtotal	511,380	456,841	573,390	477,252	614,999	
Department Total	\$ 18,772,521	\$ 19,319,715	\$ 19,919,476	\$ 19,936,724	\$ 20,830,445	

Department Personnel Summary								
Fund	2017 Actual		2018 Actual		2019 Budget		2020 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Municipal Court Judges	189	13	193	13	199	12	208	9
Computer Fund								
Municipal Court Judges	0	0	0	0	1	0	1	0
Total	189	13	193	13	200	12	209	9

Municipal Court Judges

Operating Budget by Program					
Program	2019	2019	2020	2020	
	Budget	FTEs	Proposed	FTEs	
Administration	\$ 3,406,468	16	\$ 3,883,198	20	
Assignment	903,978	13	1,020,245	15	
Computer Services	476,540	1	536,223	1	
Court Reporters	952,045	11	835,915	11	
Environmental Court	574,161	6	360,278	4	
General Court	2,826,399	32	2,826,614	31	
Home Incarceration/Work Release	405,228	3	405,245	3	
Internal Services	257,888	0	217,385	0	
Jury Office	414,104	2	444,385	2	
Legal Research	297,139	2	323,344	2	
Magistrate Court	2,019,705	22	1,877,563	21	
Probation	4,966,580	59	5,948,081	69	
Security Services	198,883	3	-	0	
Service Bailiffs	811,689	15	844,283	16	
Small Claims	583,586	6	563,027	6	
Specialty Docket Court	198,844	2	185,138	2	
Support Services	626,239	7	559,521	6	
Department Total	\$ 19,919,476	200	\$ 20,830,445	209	

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.



2020 PROGRAM GUIDE

ADMINISTRATION

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

ASSIGNMENT

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

COMPUTER SERVICES

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

COURT REPORTERS

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

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.

Municipal Court Judges

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Department Description

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

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

Department Mission

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

The Franklin County Municipal Court and Clerk of Court respectfully operate under state statute with fifteen Judges and one Clerk of Court, each of whose term is a period of six years.

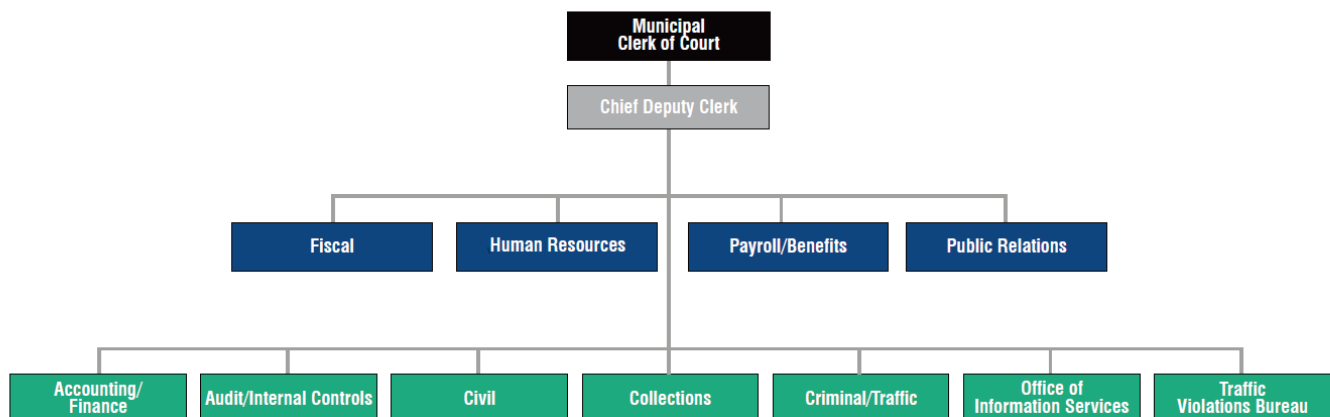
The Franklin County Municipal Clerk of Court’s Office serves as the legal guardian and keeper of the official records of the Franklin County Municipal Court. It consists of the following nine programs: administration, internal services, accounting and finance, audit/internal controls, civil, collections, criminal and traffic, traffic violations bureau, and office of information services. The Clerk’s Office is open to the public 24 hours per day, seven days per week and provides support services to law enforcement agencies operating within the jurisdiction of the Court. Currently, eight townships and 19 mayor’s courts exist within Franklin County and the City of Columbus, which extends into two other counties – Delaware and Fairfield. The Clerk’s Office receives traffic citations and criminal complaints from the Columbus Division of Police, the Ohio State Highway Patrol, the Franklin County Sheriff, the Ohio State University Police, Port Columbus Police, and 21 municipal law enforcement agencies.

Budget Summary				
Fund	2017	2018	2019	2020
	Actual	Actual	Budget	Proposed
General Fund	12,070,543	12,400,074	12,534,164	12,767,864
Computer Fund	1,406,639	1,116,655	1,595,962	1,567,475
Department Total	\$ 13,477,182	\$ 13,516,729	\$ 14,130,126	\$ 14,335,339

Municipal Court Clerk

The Clerk's Office is responsible for accepting and processing documents filed in criminal, civil, environmental, and traffic cases as well as the collection and disbursement of court costs, fines, and fees according to legal mandates. Documents include complaints, arrest warrants, citations, subpoenas, search warrants, motions, and pleadings. In order to ensure the security, integrity, and availability of digital records into the future, the Clerk's Office has implemented a digital imaging process for the safe and effective management of digital images, files, and related information. It also maintains an extensive website that provides public access to court records and information regarding services offered by the Court and the Clerk's Office. Complete detailing of financial transactions is compiled and published in an annual report which is available on its website.

Franklin County Municipal Clerk of Court



Strategic Priorities for 2020

To develop and implement new efficiencies using available technology for effective public service.

Courtesy Text Notifications: Expand the program to include sending courtesy text reminders and a link to the Franklin County Municipal Court Clerk's Website to defendants whose cases are eligible for record sealing/expungement consideration.

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, small claims, personal injury and subsequent filings that require filing fees.
- Criminal/Traffic – Establish a new process for law enforcement to electronically file Investigative Subpoenas and Unsealed Search Warrants. Expand electronic filing services for Applications for Record Sealing/Expungement to Legal Aid and local colleges.
- Electronic Traffic Citations – Implement E-Citation and collaborate with 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: Implement a self-serve kiosk to provide the following services: online payment options for defendants who may pay outstanding warrants/tickets or post a bond in lieu of jail; check-in process for Criminal and Traffic Arraignment Courts; Courtesy Text Reminder Forms and approval; and Courthouse information.

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

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

2020 BUDGET NOTES

- The 2020 general fund budget funds 165 full-time employees. Non-personnel expenses include witness fees, banking, print, postage, and other office expenses.
- As The National Center for State Courts works to develop business and technical court data standards in support of interagency data sharing and integration, a data standards and compliance officer position has been added to the budget for 2020.
- Funding in the amount of \$50,000 has been added to the Clerk’s budget in 2020 for the continuation of the Short Message Service (SMS) reminder notification pilot project begun in 2019. This program provides defendants an automated courtesy text reminder of court appearances.
- The 2020 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.

Financial Summary by Area of Expense						
Division	2017 Actual	2018 Actual	2019 Budget	2019 Projected	2020 Proposed	
Municipal Court Clerk						
General Fund						
Personnel	\$ 11,192,341	\$ 11,455,058	\$ 11,621,344	\$ 11,621,420	\$ 11,782,809	
Materials & Supplies	132,788	138,978	139,734	139,734	139,734	
Services	745,415	806,039	773,086	816,385	845,321	
General Fund Subtotal	\$ 12,070,543	\$ 12,400,074	\$ 12,534,164	\$ 12,577,539	\$ 12,767,864	
Computer Fund						
Personnel	428,190	306,428	719,772	368,020	720,554	
Materials & Supplies	74,919	91,000	61,000	61,000	61,000	
Services	748,680	678,226	815,190	908,190	785,921	
Principal	150,000	40,000	-	-	-	
Interest	4,850	1,000	-	-	-	
Computer Fund Subtotal	1,406,639	1,116,655	1,595,962	1,337,211	1,567,475	
Department Total	\$ 13,477,182	\$ 13,516,729	\$ 14,130,126	\$ 13,914,750	\$ 14,335,339	

Department Personnel Summary								
Fund	2017 Actual		2018 Actual		2019 Budget		2020 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Municipal Court Clerk	152	8	161	2	164	0	165	0
Computer Fund								
Municipal Court Clerk	6	0	0	0	6	0	6	0
Total	158	8	161	2	170	0	171	0

Operating Budget by Program				
Program	2019 Budget	2019 FTEs	2020 Proposed	2020 FTEs
Administration	\$ 890,387	8	\$ 893,244	8
Internal Services	634,275	0	666,520	0
Accounting and Finance	2,107,771	29	2,299,698	31
Civil	2,209,959	32	2,210,336	32
Collections	185,069	2	184,350	2
Criminal and Traffic	4,930,273	72	4,848,715	71
Office of Information Services	1,574,875	6	1,686,480	6
Audit/Internal Controls	629,407	7	632,669	7
Traffic Violations Bureau	968,110	14	913,327	14
Department Total	\$ 14,130,126	170	\$ 14,335,339	171

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



2020 PROGRAM GUIDE

ADMINISTRATION

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

INTERNAL SERVICES

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

ACCOUNTING AND FINANCE

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

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Department Description

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

The Commission also works with city agencies to establish hiring criteria for city jobs, and assesses the qualifications of applicants against these criteria. The Commission ensures individuals hired to work for the city are qualified for the work to be performed and are compensated appropriately. Each pay period, the Commission reviews each personnel transaction and certifies that employees have been employed and are being paid in accordance with the City Charter, city ordinances, and Commission rules.

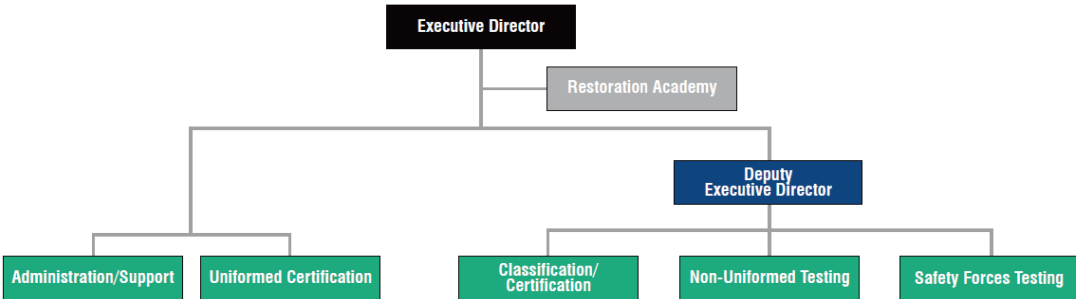
Through its Safety Force and Non-Uniformed Testing sections, the Commission is responsible for the development and administration of valid examinations for both competitive classifications and safety force entry and promotional positions. It maintains eligible lists of candidates so that city agencies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

Department Mission

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

Budget Summary				
Fund	2017 Actual	2018 Actual	2019 Budget	2020 Proposed
General Fund	4,123,876	4,164,871	4,521,712	4,427,504
Department Total	\$ 4,123,876	\$ 4,164,871	\$ 4,521,712	\$ 4,427,504

Civil Service



Strategic Priorities for 2020

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.

Continue to review and update class plan and selection processes, as appropriate, to ensure open and inclusive access to city jobs.

Neighborhood Safety and Public Health



Administer the Fire Battalion Chief, Fire Deputy Chief, Police Commander, Police Lieutenant, and Police Officer exams to ensure a sufficient pool of qualified candidates is available for appointment.

Innovation



Assess the qualifications of applicants to ensure they are capable of delivering quality service to the citizens of Columbus.

Utilize available technology to aid in exam development, administration, and overall management.

2020 BUDGET NOTES

The Civil Service Commission budget includes funding for 36 full-time and 12 part-time regular employees. In addition:

- A total of \$286,179 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 2020, the budget includes \$255,991 for medical and psychological screenings for police and fire recruits.
- Funds budgeted for scheduled safety promotional testing in 2020 include \$82,080 for the Fire Battalion and Deputy Chief exams, and \$59,830 for the Police Lieutenant and Commander exams.
- A total of \$70,000 is budgeted to support the implementation of a streamlined test item banking software platform to enhance impact analysis and further ensure fairness and equality across all examinations.

Financial Summary by Area of Expense					
Division	2017 Actual	2018 Actual	2019 Budget	2019 Projected	2020 Proposed
Civil Service					
General Fund					
Personnel	\$ 3,454,958	\$ 3,618,833	\$ 3,834,562	\$ 3,801,988	\$ 3,667,417
Materials & Supplies	58,770	24,655	28,612	48,612	21,400
Services	610,148	521,382	653,038	633,038	735,187
Other	-	-	5,500	5,500	3,500
General Fund Subtotal	4,123,876	4,164,871	4,521,712	4,489,138	4,427,504
Department Total	\$ 4,123,876	\$ 4,164,871	\$ 4,521,712	\$ 4,489,138	\$ 4,427,504

Department Personnel Summary								
Fund	2017 Actual		2018 Actual		2019 Budget		2020 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Civil Service	35	5	36	7	36	8	36	12
Total	35	5	36	7	36	8	36	12

Operating Budget by Program					
Program	2019 Budget	2019 FTEs	2020 Proposed	2020 FTEs	
Administration	\$ 1,130,744	8	\$ 1,449,756	10	
Internal Services	18,631	0	22,641	0	
Applicant & Employee Services	984,755	10	809,145	9	
Non-Uniformed Testing	636,374	7	654,269	7	
Restoration Academy	285,971	1	286,179	1	
Safety Forces Testing and Certification	1,465,237	10	1,205,514	9	
Department Total	\$ 4,521,712	36	\$ 4,427,504	36	



2020 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 890,000 residents. The 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 – Integrity, Compassion, Accountability, Respect, and Excellence; 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 is organized into six subdivisions: Public Accountability, Patrol Operations, Special Operations, Criminal Investigations, Community Services, and Support Services.

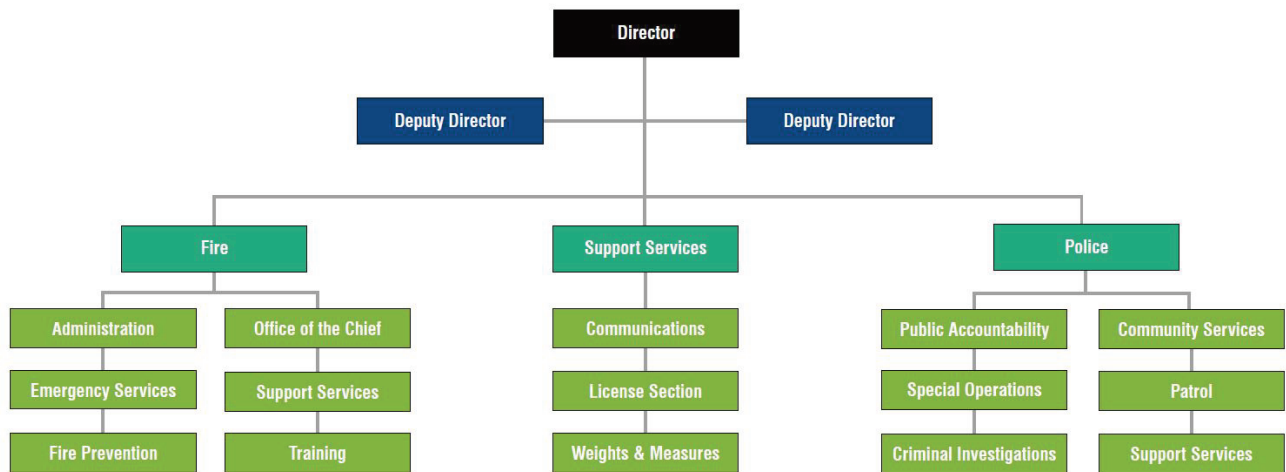
Department Mission

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

Budget Summary				
Fund	2017 Actual	2018 Actual	2019 Budget	2020 Proposed
General Fund	582,452,501	610,547,154	622,529,130	647,398,397
E-911 Fund	1,629,477	2,009,117	1,508,614	1,566,227
Photo Red Light Fund	-	180,818	-	-
Department Total	\$ 584,081,978	\$ 612,737,089	\$ 624,037,744	\$ 648,964,624

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 2020

Neighborhoods



Continue to incorporate 21st Century Policing Concepts and the recommendations from both the Community Safety Advisory Commission and Matrix into policy, training and practice.

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 camera 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.

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

Neighborhood Safety and Public Health



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

Support the Columbus and Franklin County Addiction 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 replacement for Fire Station 16, and complete the design of Fire Station 36.

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

Strategic Priorities for 2020 (cont.)

Birth to Five 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.

Continue our partnership with the Franklin County Court of Common Pleas, Juvenile Branch to run the TAPS program which is designed to provide a structured environment to mentor kids ages 12-16.

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.

Innovation



Continue to examine technology operations for opportunities to leverage internal partnerships in order to reduce our technology footprint and expand efficiencies.

Continue to 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



The newly hired Assistant Director for EEO will further engage the department by reviewing policies, implementing necessary training and overseeing EEO investigations.

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 young men and women, and exposes them to a career in law enforcement by involving them in police operations.

Support 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.

2020 BUDGET NOTES

SAFETY ADMINISTRATION

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

- A total of \$375,000 is budgeted for the Community Crime Patrol, which patrols Hilltop, Franklinton, the Merion Village area, the University district including south Clintonville, the Northland/North Linden area, the Near East Side, the East Main Special Improvement District, and any other patrol area as directed by the city. The Community Crime Patrol assists the Division of Police in identifying suspicious activities indicative of criminal behavior and includes reporting quality of life issues to appropriate city agencies, such as code violations, burned out street and traffic lights, water leaks, and downed utility and power lines.
- Jail contract expenses are budgeted at \$4,300,000 in 2020. The per-diem cost is scheduled to increase in 2020 from \$85 to \$88.
- A total of \$33,000 is budgeted for Crime Stoppers.
- Minority recruiting efforts will continue in 2020, 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 \$564,090.
- Approximately \$117,703 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 2020 budget provides funding for a beginning year strength of 1,963 police officers. It is anticipated that during 2020, there will be a total of 90 separations. Officers lost through these separations will be replaced with two budgeted classes totaling 90 recruits and subsequent internal promotions. In addition:

- A total of \$2.9 million is included for additional overtime, replacement bicycles, and equipment to support the Safe Streets Initiative, part of the Comprehensive Neighborhood Safety Strategy. In 2018, Safe Streets officers recorded over 8,000 citizen contacts and attended 151 community events, strengthening community-police relations and building stronger, safer neighborhoods through community engagement.

Public Safety

- The 2020 budget includes \$350,016 to continue building a pipeline of qualified, diverse candidates for the Division of Police by funding a second class of 20 Police Cadets. The initial class, which began in 2019, is fully funded in 2020.
- ShotSpotter was strategically deployed across nine square miles of the city during the first quarter of 2019 and has proven to be an effective tool in identifying and reducing response times to gunfire. A total of \$625,000 is included in the 2020 budget to support this initial deployment.
- A total of \$371,670 is budgeted to support the body worn camera program.
- Major non-personnel budget items include \$8.9 million in internal charges for fleet (including fuel), \$2 million for uniforms, \$2.5 million for the towing contract, and \$515,250 for prisoner medical expenses.
- 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.

FIRE

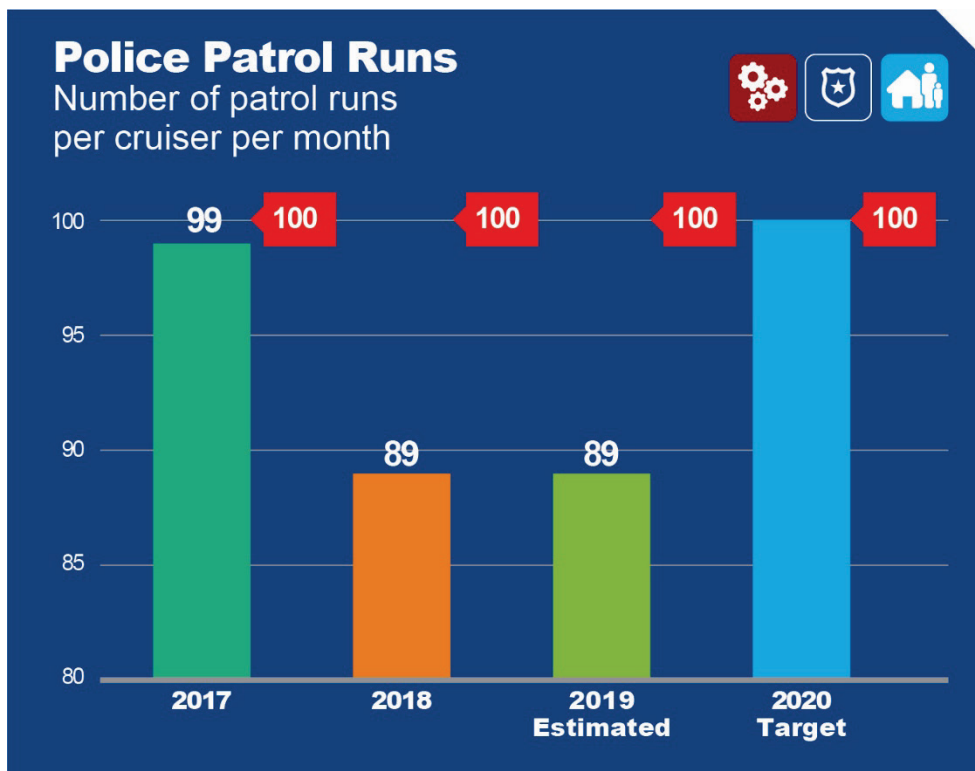
The Fire Division's 2020 budget provides funding for a beginning year contingent of 1,606 firefighters. It is anticipated that during 2020, there will be a total of 70 separations. Firefighters lost through these separations will be replaced with two budgeted classes totaling 70 recruits and subsequent internal promotions. In addition:

- The 2020 budget includes \$671,720 to continue building a pipeline of qualified, diverse candidates for the Division of Fire by funding a second class of 20 Fire Cadets. The initial class, which began in 2019, is fully funded in 2020.
- Fire and EMS personnel will continue to benefit from the most innovative training technologies available in order to best serve Columbus residents. Approximately \$118,000 is budgeted to facilitate ongoing education covering the latest industry standards in Basic and Advanced Cardiovascular Life Support (BLS/ACLS).
- Major non-personnel budget items include \$8.7 million in internal charges for fleet (including fuel), \$965,252 for uniform parts, \$1.78 million for medical supplies, and over \$695,000 for turnout gear.
- The EMS third-party reimbursement program that began in January 2003 is expected to generate \$16.7 million in 2020. A total of \$1.5 million is budgeted to fund the division's cost for EMS related billing services.

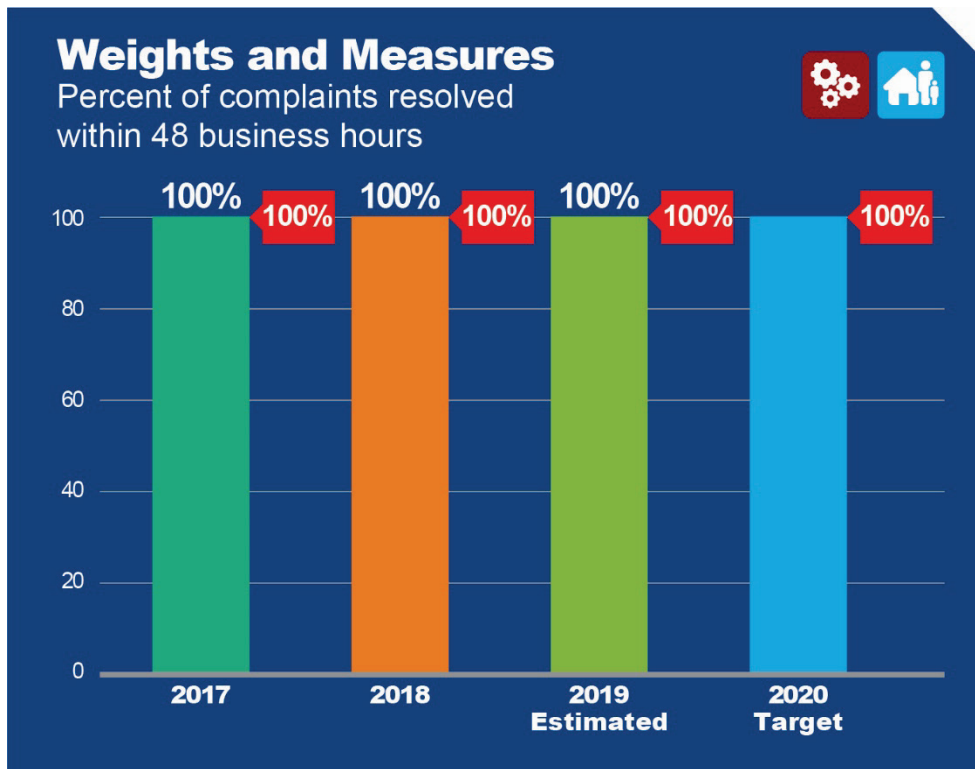
PERFORMANCE MEASURES



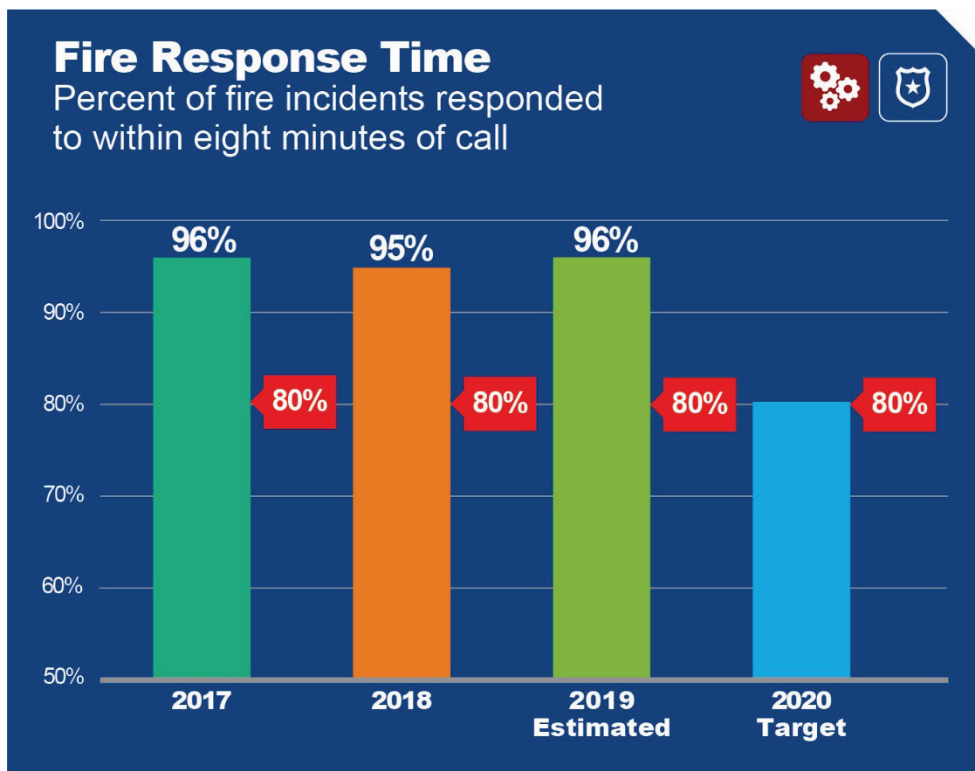
The Communications Bureau personnel strive to answer all 911 calls for service in 20 seconds or less. The Communications Bureau adopted the 95 percent National Emergency Number Association (NENA) Standard and continually exceeds this standard. In 2020 the target for this measure will meet or exceed 95 percent.



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



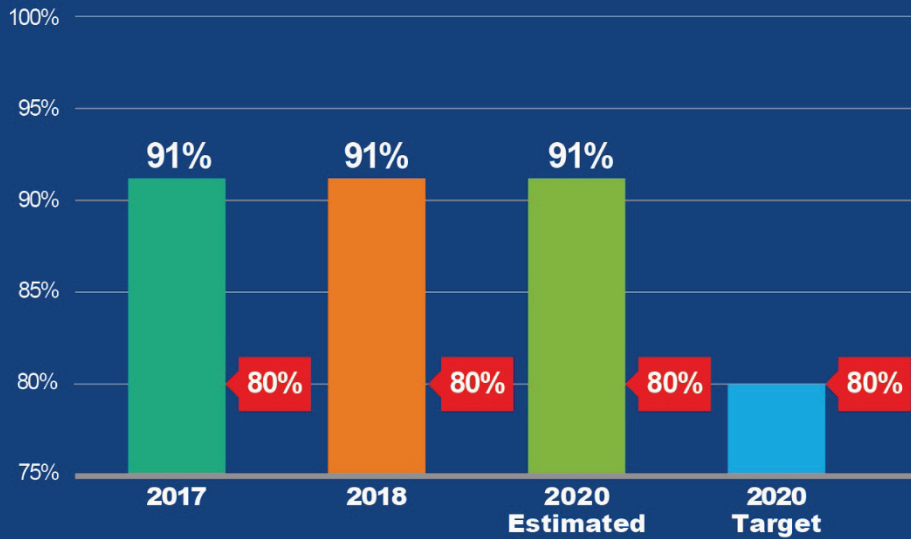
Weights and Measures personnel strive to resolve all consumer complaints within 48 business hours. In doing so, the division helps ensure transparency for buyers and sellers in a variety of commercial transactions. The number of complaints investigated and resolved averages 90 per year.



Columbus residents can expect a prompt, high-quality response when they request emergency services. By City Council Resolution, the Division of Fire must maintain an overall total response time of eight minutes or less in at least 80 percent of fire incidents. The Division is on track to achieve or exceed this level of service in 2019 and 2020.

Fire EMS Response Time

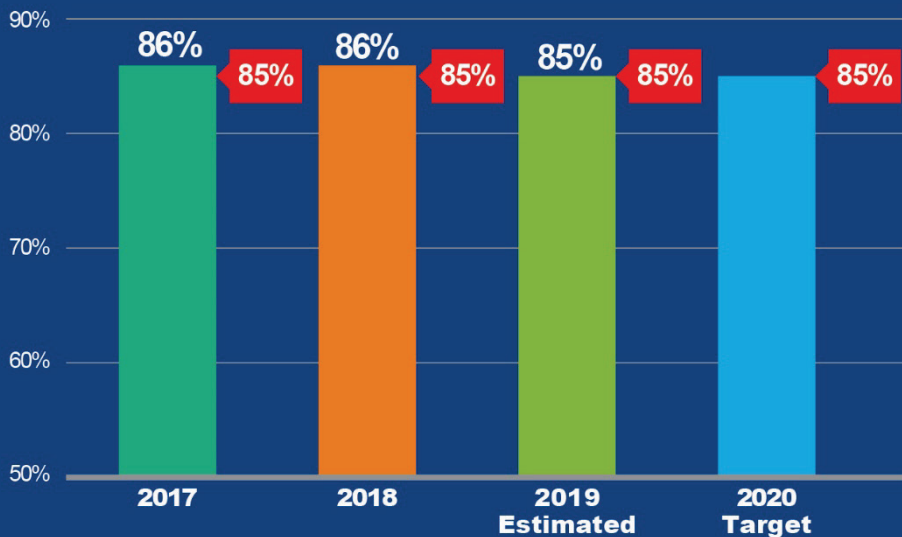
Percent of emergency medical responses within eight minutes of call



By City Council Resolution, the Division of Fire must maintain an overall total response time of eight minutes or less in at least 80 percent of EMS incidents. While the overall percentage has remained consistent over the past few years, deployment models are regularly updated to accommodate increasing demand.

Fire Resource Deployment

Percent of all fire incidents resolved with initial resource deployment



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

Financial Summary by Fund					
Fund	2017 Actual	2018 Actual	2019 Budget	2019 Projected	2020 Proposed
General Fund					
Administration	\$ 6,993,430	\$ 7,974,950	\$ 8,445,274	\$ 8,051,531	\$ 8,128,152
Support Services	7,105,893	6,634,876	7,581,174	7,030,141	7,921,198
Police	320,451,188	337,892,617	342,358,831	345,247,634	359,970,422
Fire	247,901,990	258,044,710	264,143,851	265,662,293	271,378,625
General Fund Subtotal	582,452,501	610,547,154	622,529,130	625,991,599	647,398,397
E-911 Fund					
Support Services	129,590	109,590	109,590	109,590	117,703
Police	1,499,887	1,899,527	1,399,024	1,399,024	1,448,524
E-911 Fund Subtotal	1,629,477	2,009,117	1,508,614	1,508,614	1,566,227
Photo Red Light Fund					
Police	-	180,818	-	-	-
Photo Red Light Fund Subtotal	-	180,818	-	-	-
Department Total	\$ 584,081,978	\$ 612,737,089	\$ 624,037,744	\$ 627,500,213	\$ 648,964,624



Financial Summary by Area of Expense						
Division		2017	2018	2019	2019	2020
		Actual	Actual	Budget	Projected	Proposed
Administration						
General Fund						
	Personnel	\$ 1,457,906	\$ 1,603,595	\$ 1,904,587	\$ 1,662,038	\$ 2,190,475
	Materials & Supplies	3,356	3,886	10,367	7,299	10,367
	Services	5,532,168	6,367,469	6,530,220	6,382,094	5,927,210
	Other	-	-	100	100	100
	Administration Subtotal	6,993,430	7,974,950	8,445,274	8,051,531	8,128,152
Support Services						
General Fund						
	Personnel	5,177,756	4,754,115	5,002,055	4,399,923	5,060,118
	Materials & Supplies	332,602	363,152	388,175	354,205	427,175
	Services	1,584,708	1,513,609	2,185,144	2,270,213	2,428,105
	Other	10,827	4,000	5,800	5,800	5,800
	General Fund Subtotal	7,105,893	6,634,876	7,581,174	7,030,141	7,921,198
E-911 Fund						
	Personnel	108,770	109,590	109,590	109,590	117,703
	Services	20,820	-	-	-	-
	E-911 Fund Subtotal	129,590	109,590	109,590	109,590	117,703
	Support Services Subtotal	7,235,483	6,744,466	7,690,764	7,139,731	8,038,901
Police						
General Fund						
	Personnel	304,312,682	320,258,330	318,976,941	325,734,917	332,926,400
	Materials & Supplies	3,708,126	3,891,254	3,418,568	4,414,966	4,742,414
	Services	12,158,618	13,258,956	14,419,460	14,324,787	16,396,181
	Other	263,561	430,362	255,000	765,000	255,000
	Capital	-	45,000	-	-	-
	Transfers	8,201	8,714	5,288,862	7,964	5,650,427
	General Fund Subtotal	320,451,188	337,892,617	342,358,831	345,247,634	359,970,422
E-911 Fund						
	Personnel	1,499,887	1,899,527	1,399,024	1,399,024	1,448,524
	E-911 Fund Subtotal	1,499,887	1,899,527	1,399,024	1,399,024	1,448,524
Photo Red Light Fund						
	Personnel	-	180,818	-	-	-
	Photo Red Light Fund Subtotal	-	180,818	-	-	-
	Police Subtotal	321,951,075	339,972,962	343,757,855	346,646,658	361,418,946
Fire						
General Fund						
	Personnel	232,801,281	242,623,857	244,832,533	248,731,450	252,624,178
	Materials & Supplies	3,890,338	4,180,576	4,102,905	4,564,150	4,413,729
	Services	11,056,289	11,073,670	12,848,367	12,207,538	12,097,328
	Other	145,143	147,150	200,000	152,000	125,000
	Transfers	8,940	19,458	2,160,046	7,155	2,118,390
	Fire Subtotal	247,901,990	258,044,710	264,143,851	265,662,293	271,378,625
	Department Total	\$ 584,081,978	\$ 612,737,089	\$ 624,037,744	\$ 627,500,213	\$ 648,964,624

Department Personnel Summary								
Fund	2017 Actual		2018 Actual		2019 Budget		2020 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Administration	10	2	11	2	12	2	14	2
Support Services	45	6	42	6	46	6	46	6
Police, Uniformed	1,921	0	1,953	0	1,951	0	1,963	0
Police, Civilian	388	9	370	5	412	30	412	51
Fire, Uniformed	1,576	0	1,591	0	1,596	0	1,606	0
Fire, Civilian	47	2	48	4	51	24	51	44
Total	3,987	19	4,015	17	4,068	62	4,092	103

Please note: The equivalent of one Fire Division uniformed position in the 2019 budget and 2020 proposed columns above is being funded by BZS' development services fund.



Operating Budget by Program					
Program	2019 Budget	2019 FTEs	2020 Proposed	2020 FTEs	
911 Support Group	\$ -	0	\$ 8,195,162	69	
Administration	30,689,322	114	27,647,855	117	
Communications	8,504,680	53	9,428,264	56	
Community Programs	10,401,420	66	15,884,937	78	
Drug Enforcement*	16,039,203	101	14,500,746	90	
Fire Emergency Services	212,831,536	1,376	215,048,973	1,384	
Fiscal	3,441,319	19	2,702,029	16	
Human Resources	1,828,829	19	2,458,773	21	
Internal Services	17,838,470	0	18,151,789	0	
Investigative	45,571,344	305	46,972,328	299	
Legal Matters	840,725	0	355,475	0	
License Enforcement	-	0	523,438	5	
License Support	-	0	605,358	5	
Opiate Initiatives	-	0	480,500	0	
Police Patrol	161,587,468	1,187	172,388,232	1,134	
Public Safety Network/CAD	-	0	2,481,250	7	
Safety Force Recruitment	1,686,990	12	1,342,344	11	
Safety Regulatory Services	8,770,466	67	-	0	
Special Operations*	41,936,817	250	43,435,682	284	
Support Operations	31,850,698	193	36,825,600	220	
Technical Operations	3,212,786	21	-	0	
Training	27,005,671	285	28,934,146	290	
Weights and Measures	-	0	601,743	6	
Department Total	\$ 624,037,744	4,068	\$ 648,964,624	4,092	

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.

**Renamed for 2020. See program guide.*



2020 PROGRAM GUIDE

911 SUPPORT

To provide maintenance and technical support for the critical components that serve the PSAP system, which supports the City of Columbus and seven additional 911 agencies in Franklin County.

ADMINISTRATION

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

COMMUNICATIONS

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

COMMUNITY PROGRAMS

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

DRUG ENFORCEMENT

To interdict the flow of illegal narcotics into Columbus and specific geographical areas within its boundaries, respond to complaints and concerns of drug related activity, seize drugs and assets, and to educate the public on how to fight drug trafficking. To enforce laws against prostitution, gambling, morality, liquor violations, and related drug offenses. (*Previously 'Narcotics'*)

FIRE EMERGENCY SERVICES

To minimize injuries, death, and property loss related to fire and medical emergencies.

FISCAL

To support the Department of Public Safety's mission and personnel through budget preparation, fiscal monitoring, and the procurement and payment of services, supplies, and materials.

HUMAN RESOURCES

To provide professional services in the areas of employee benefits, compensation, labor relations, industrial hygiene, equal employment opportunities, and the hiring of both civilian and sworn personnel.

INTERNAL SERVICES

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

INVESTIGATIVE

To shield victims of sexual assault, family violence, child abuse, child exploitation, and missing persons from further danger through investigations and prosecution. To investigate felony property crimes, as well as crimes against persons resulting in the loss of human life or serious physical harm. To investigate the origins of suspicious fires including filing charges against suspects.

LEGAL MATTERS

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

LICENSE ENFORCEMENT

To enforce rules and regulations pertaining to licenses and licensing procedures as they affect the public health, safety, and welfare.

LICENSE SUPPORT

To provide service and support to customers throughout all phases of the licensure process.

OPIATE INITIATIVES

To account for the costs associated with the prevention and treatment of opioid abuse.

POLICE PATROL

To provide public service that reflects a genuine desire to care for the safety and well-being of our community and our employees.

PUBLIC SAFETY NETWORK/CAD

To maintain and troubleshoot all server and client hardware and software directly related to the CAD system.

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.

SPECIAL OPERATIONS

To provide the citizens of Central Ohio with a safe environment and a comprehensive emergency management solution to catastrophic events. To promote the safe movement of pedestrian and vehicular traffic on city streets and freeways. To provide for the mitigation of suspected explosive devices and direct operations of spills containing hazardous materials.
(Previously 'Homeland Security')

SUPPORT OPERATIONS

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

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.

WEIGHTS AND MEASURES

To provide equity in the marketplace by assuring the weights and measures in commercial service within the city are properly installed and accurate.

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Department Description

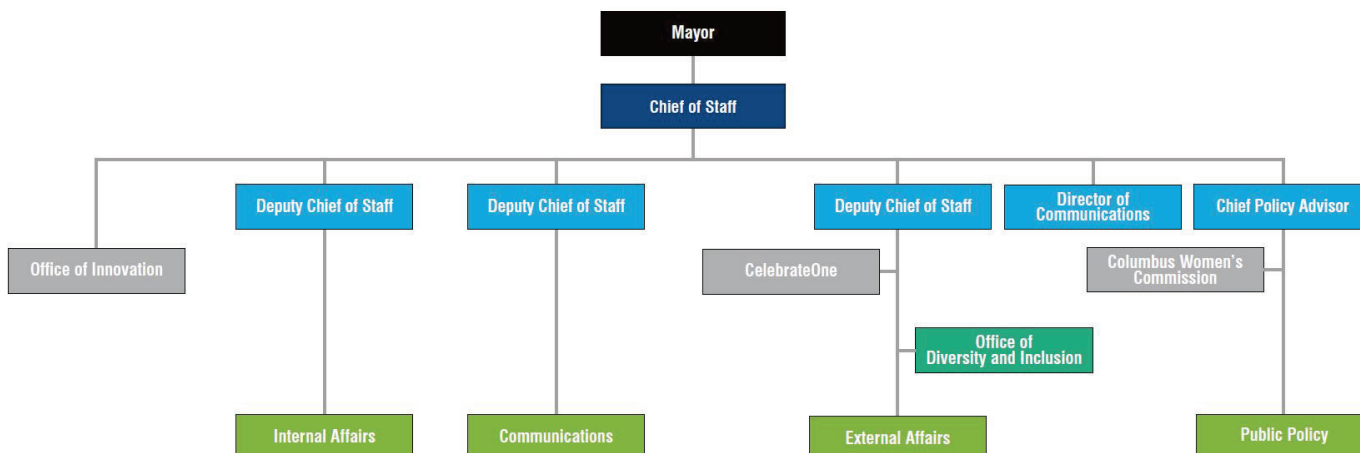
Mayor Andrew J. Ginther is the chief executive of the City of Columbus and is responsible for establishing public policy and budget priorities for the city. As the head of the executive branch, Mayor Ginther leads 14 cabinet members responsible for the administration of city government, the delivery 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.

Budget Summary				
Fund	2017 Actual	2018 Actual	2019 Budget	2020 Proposed
General Fund	3,207,359	4,018,678	4,579,902	4,921,379
Department Total	\$ 3,207,359	\$ 4,018,678	\$ 4,579,902	\$ 4,921,379

Office of the Mayor



Strategic Priorities for 2020

Mayor Ginther's 2020 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.



Neighborhoods – At the core of every great city are strong and vibrant neighborhoods. In Columbus, each of its distinctive neighborhoods make up the fabric of who we are and what makes our city special. The City is investing in neighborhoods throughout Columbus, and is especially focused on its *Opportunity Neighborhoods* – Franklinton, Hilltop, Linden, Near East, Northland, Near South, Southeast, and Northeast – by building on their greatest assets, the people who reside there.



Neighborhood Safety and Public Health – The City continues to employ new approaches to policing that empower neighborhoods, invest in police officers and firefighters, and bring the full resources of the City to bear to make Columbus neighborhoods safer and healthier. The Comprehensive Neighborhood Safety Strategy engages local law enforcement, public health, recreation and parks, neighborhoods, businesses, community and faith leaders, and residents in an innovative, broad-based approach to building stronger and safer neighborhoods.



Economic Development and Affordable Housing – The City is working to advance economic opportunity and shared prosperity through public investment and public policies that create jobs, increase wages, improve access to housing, and strengthen Columbus neighborhoods. As the city continues to grow, the administration is focused on increasing good-paying jobs that generate the revenue to support critical City services, and driving a collaborative approach to create housing all Columbus residents can afford.



Birth to Five and Education – Every child in every Columbus neighborhood deserves the opportunity to thrive. The City is investing in CelebrateOne to ensure all babies in Columbus and Franklin County – regardless of race, zip code, or family income – celebrate their first birthday. Early Start Columbus is focused on birth to five year-olds to ensure their ability to enter kindergarten with the skills and knowledge they need to succeed.



Diversity and Inclusion – The administration is committed to fostering a culture of inclusion to ensure its workforce and suppliers reflect the rich diversity of Columbus. The City is expanding implicit bias training, strengthening recruitment strategies, increasing minority business participation and investing in business development support for women and minority-owned businesses. The Columbus Women's Commission is working to advance the economic well-being of women through its pay equity initiative, housing and eviction prevention efforts, and advocacy for increased access to affordable child care.



Innovation – The City is investing in technology and advanced mobility options to improve access to jobs, education and healthcare, and to serve as a model for connected cities. The administration is reviewing city operations to increase efficiencies and reinvest savings in critical city services, and to develop a modern, transparent and effective government structure to continue to meet the needs of Columbus in the future.



Sustainable Columbus – A healthy environment is critical to ensure Columbus is America's Opportunity City, and Sustainable Columbus is optimizing internal city operations and working with external stakeholders throughout the community to enhance and promote environmentally friendly policies.

2020 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, the Office of Innovation, and CelebrateOne.

Heading into its fourth year, the **Columbus Women’s Commission**, is funded at \$326,039 and remains focused on dismantling barriers and reducing gender-based inequities to improve the economic position of women in our community. Through education, data collecting, and advocacy, the Commission works toward policy change by addressing the following areas: gender equity in the workplace, affordable housing and evictions, health, and workforce development. Of particular note, over 220 Columbus area employers have signed the Columbus Commitment, a voluntary, employer-led initiative to close the gender and race-based wage gap in Columbus.

The **Office of Innovation**, funded at \$253,002, will assist in achieving mayoral goals by pursuing initiatives that advance the city’s work with regards to data, mobility, enhanced human services, safety, housing, workforce and economic development, and emerging technologies. The city’s innovation work will create a culture of operational excellence and better align efforts across departments with mayoral priorities.

CelebrateOne, 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 enters its 3rd full year of implementation in the Office of the Mayor. While the majority of the city’s general fund dollars for this initiative are located within the Office of the Mayor’s proposed budget, Columbus Public Health, and the Departments of Development and Finance and Management, also contribute general fund support. In addition to these funds, the city provides in-kind contributions in various ways. This city investment, or approximately 27 percent of CelebrateOne’s annual operating budget of \$7 million, leverages grant dollars from partners including the Franklin County Commissioners, Franklin County Job and Family Services, the Central Ohio Hospital Council, Ohio Better Birth Outcomes, Managed Care Plans and private local foundations and donors. The general fund dollars allocated to CelebrateOne within the Office of the Mayor’s 2020 proposed budget amount to \$1,360,316.

Financial Summary by Area of Expense					
Division	2017 Actual	2018 Actual	2019 Budget	2019 Projected	2020 Proposed
Mayor					
General Fund					
Personnel	\$ 3,085,491	\$ 3,772,257	\$ 4,107,528	\$ 3,965,968	\$ 4,380,702
Materials & Supplies	9,443	6,568	15,000	9,350	15,000
Services	111,851	239,311	456,874	248,676	524,427
Other	574	542	500	1,250	1,250
General Fund Subtotal	3,207,359	4,018,678	4,579,902	4,225,244	4,921,379
Department Total	\$ 3,207,359	\$ 4,018,678	\$ 4,579,902	\$ 4,225,244	\$ 4,921,379

Mayor

Department Personnel Summary									
Fund	2017 Actual		2018 Actual		2019 Budget		2020 Proposed		
	FT	PT	FT	PT	FT	PT	FT	PT	
General Fund	Mayor	26	0	27	0	29	0	31	0
	Total	26	0	27	0	29	0	31	0

Operating Budget by Program					
Program	2019		2020		2020 FTEs
	Budgeted	FTEs	Proposed	FTEs	
Administration	\$ 897,015	6	\$ 837,478	5	
Internal Services	30,254	0	30,807	0	
Community Affairs	583,465	4	709,179	5	
Communications	474,086	3	508,641	3	
CelebrateOne	1,249,751	8	1,360,316	9	
Policy and Government Affairs	1,345,331	8	1,474,958	9	
Department Total	\$ 4,579,902	29	\$ 4,921,379	31	





2020 PROGRAM GUIDE

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.

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Division Description

The Office of Diversity and Inclusion was established in 2017 as one of Mayor Ginther's first acts as the newly-elected Mayor of Columbus. Headed by a Chief Diversity Officer, the Office of Diversity and Inclusion supports the Mayor and his cabinet by leading diversity and inclusion management within the City of Columbus.

Promoting the City of Columbus as "America's Equal Opportunity City," the Office of Diversity and Inclusion is focused on two primary areas of inclusion management: workforce diversity and supplier diversity.

Division Mission

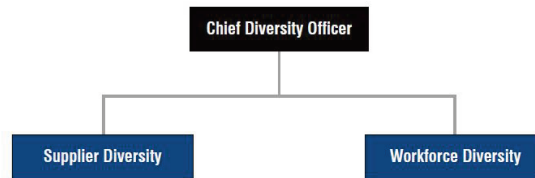
The Office is dedicated to creating and implementing programs, policies, and procedures that will deliver and capture value through workforce and supplier diversity.

Within the Workforce Diversity pillar, the Office of Diversity and Inclusion works in partnership with City Departments to advance recruitment strategies that promote a diverse workforce that is reflective of the full diversity of Columbus Ohio residents. Similarly, the Office of Diversity and Inclusion works collaboratively across City Departments to advance a workplace culture of inclusion that is open and welcoming to all. With a strategic focus on recruiting, retaining, and promoting the best diverse talent available, and applying new and innovative approaches to attracting and retaining diverse talent, the Office of Diversity and Inclusion helps to ensure that diversity and inclusion is an integral part of the City employment process.

The goal within the Supplier Diversity pillar is to promote the economic inclusion of City of Columbus certified Minority and Women-owned Business Enterprises (MWBES). The Office of Diversity and Inclusion creates added value to the city's sourcing and procurement processes through intra-departmental collaboration, the integration of supplier diversity best practices, timely market research, and MWBE development and engagement strategies. As part of the services provided to diverse businesses, the Office of Diversity and Inclusion provides, certification management, business opportunity development, business supportive services, and outreach and engagement.

Budget Summary				
Fund	2017 Actual	2018 Actual	2019 Budget	2020 Proposed
General Fund	1,479,418	1,074,201	1,188,053	1,757,387
Department Total	\$ 1,479,418	\$ 1,074,201	\$ 1,188,053	\$ 1,757,387

Office of Diversity & Inclusion



Our Diversity Makes us Stronger



Strategic Priorities for 2020

Diversity and Inclusion



Implement recommendations of the Disparity Study with broad internal and external stakeholder engagement to include: development of a Minority and Women Owned Business Enterprise (MWBE) program, adoption of new city ordinances to support the new program, and broad internal and external outreach/education related to implementation.

Implement a diversity management software solution to enhance the office's tracking, monitoring, and reporting of MWBE utilization, compliance processes, and outreach efforts.

Collaborate with the Department of Public Safety in the implementation and measurement of the ten-year strategic plan aimed at doubling diversity within the police and firefighter ranks.

Provide a comprehensive supplier diversity outreach and educational program promoting the City of Columbus' bidding processes and procurement opportunities for Columbus-based small, minority, and women-owned businesses.

Implement the first City of Columbus Diversity and Inclusion Leadership Symposium, a day-long convening of business leaders, and diversity and inclusion and human resources professionals around best practices in workforce diversity strategy, recruitment, retention, and diverse talent pipeline development.

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.

In collaboration with the Citywide Recruitment Task Force, engage in efforts to streamline recruitment strategies and marketing to promote full-time, seasonal, and internship opportunities for diverse applicants.

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

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

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

2020 BUDGET NOTES

The Office of Diversity and Inclusion's budget of \$1.8 million includes funding to facilitate diversity and inclusion initiatives that have implications across all city departments. To further advance the goals of the administration in this citywide strategic priority, the office has budgeted for 14 full-time positions, which includes the following new positions: a business development specialist, a compliance officer, and a data analyst. In addition:

Office of Diversity and Inclusion

- The office has driven the city's increased partnerships with MWBE from 8.4 percent in 2016 to 15.6 percent in 2018.
- The office will implement a new, best-in-class diversity management system. This new system will enable the strategic alignment of procurement practices with sound, forward-thinking policies on economic inclusion.
- The office continues aggressive outreach and engagement for diverse talent within the city's workforce.
- The Office will also host the first City of Columbus Diversity and Inclusion Leadership Symposium, a day-long convening of business leaders, Diversity and Inclusion and Human Resources professionals around best practices in workforce diversity strategy, recruitment, retention and diverse talent pipeline development. Funding of \$50,000 has been included in the budget for the symposium.

Financial Summary by Area of Expense					
Division	2017 Actual	2018 Actual	2019 Budget	2019 Projected	2020 Proposed
Diversity and Inclusion					
General Fund					
Personnel	\$ 1,144,500	\$ 905,519	\$ 1,071,036	\$ 522,568	\$ 1,522,200
Materials & Supplies	6,955	35,817	7,250	26,112	8,500
Services	177,963	132,865	109,767	460,892	226,687
Transfer	150,000	-	-	-	-
General Fund Subtotal	1,479,418	1,074,201	1,188,053	1,009,572	1,757,387
Department Total	\$ 1,479,418	\$ 1,074,201	\$ 1,188,053	\$ 1,009,572	\$ 1,757,387

Department Personnel Summary								
Fund	2017 Actual		2018 Actual		2019 Budget		2020 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Diversity and Inclusion	11	0	4	0	11	0	14	0
Total	11	0	4	0	11	0	14	0

Please note: The equivalent of two positions in the 2019 budget column above were funded by the Department of Public Utilities' water, sewerage and drainage, storm sewer, and electricity funds. In 2020, those positions are budgeted in ODI.

Operating Budget by Program				
Program	2019 Budget	2019 FTEs	2020 Proposed	2020 FTEs
Administration	\$ 1,181,143	11	\$ 1,750,245	14
Internal Services	6,910	0	7,142	0
Department Total	\$ 1,188,053	11	\$ 1,757,387	14



2020 PROGRAM GUIDE

ADMINISTRATION

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

INTERNAL SERVICES

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

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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.

The department is instrumental in accomplishing the Mayor’s strategic priorities in the areas of Birth to Five and Education and Neighborhoods. In its first six years, the department greatly expanded pre-kindergarten services in Columbus, serving 5,000 children since 2014. In addition, the department is assisting Future Ready Columbus in the development of a birth to five strategic plan for Columbus and Franklin County.

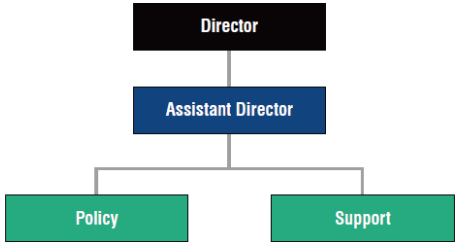
Department Mission

To enable all Columbus children to succeed in its vibrant and growing economy and to develop into a highly-skilled, creative, entrepreneurial workforce that will propel economic growth in the 21st century. The department will leverage the resources of the entire community to meet these goals.

Programs that support Columbus neighborhoods including the Hilltop, Linden, and Weinland Park are being developed and advanced by the department. A new Early Childhood Center being developed in the Hilltop will support approximately 240 children and their families; and through a partnership with Columbus City Schools, the department will again provide funding for approximately 100 Linden pre-kindergarten students. The department partners every year with The Ohio State University on the Weinland Park Summer Success program to increase kindergarten readiness in that community. Funding provided by the department will allow 96 four- and five-year-olds to receive critical core academic competencies in math and literacy, with supporting physical and motor development.

Budget Summary				
Division	2017 Actual	2018 Actual	2019 Budget	2020 Proposed
General Fund	6,207,228	5,349,282	6,532,886	6,661,910
Department Total	\$ 6,207,228	\$ 5,349,282	\$ 6,532,886	\$ 6,661,910

Education



Strategic Priorities for 2020

Birth to Five and Education

In 2020, the Department of Education will work to support the Mayor's goals for Birth to Five and Education in Columbus.

Through **Early Start Columbus**, the department will provide another 1,000 Columbus children the opportunity to attend a high-quality pre-kindergarten education, while continuing to examine strategies to expand the number of children served. As program quality is crucial in the development of children, the department will work to increase the quality of the programs in which Columbus children attend.

Efficiency remains a priority in 2020. The department will supplement 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.

The department will assure that learning does not end with the school day for many Columbus children. By providing grants to after school providers through the **After School Grant Program**, 2,200 Columbus children will have a safe place to continue their learning and development.

A Birth to Five strategy is being developed by **Future Ready Columbus** and the department will continue to support its work. An annual grant from the department to Future Ready Columbus is impactful to the organization in the development of its plan for the growth and success of Columbus children. The department and Future Ready Columbus collaborate and support each other on many projects including Future Ready Columbus' work to register Columbus providers in Step Up To Quality. This partnership allows both entities to advance their missions efficiently and collaboratively.

The department will collaborate with **community partners**, including Columbus City Schools, Columbus State Community College, Future Ready 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.

Neighborhoods

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, 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.



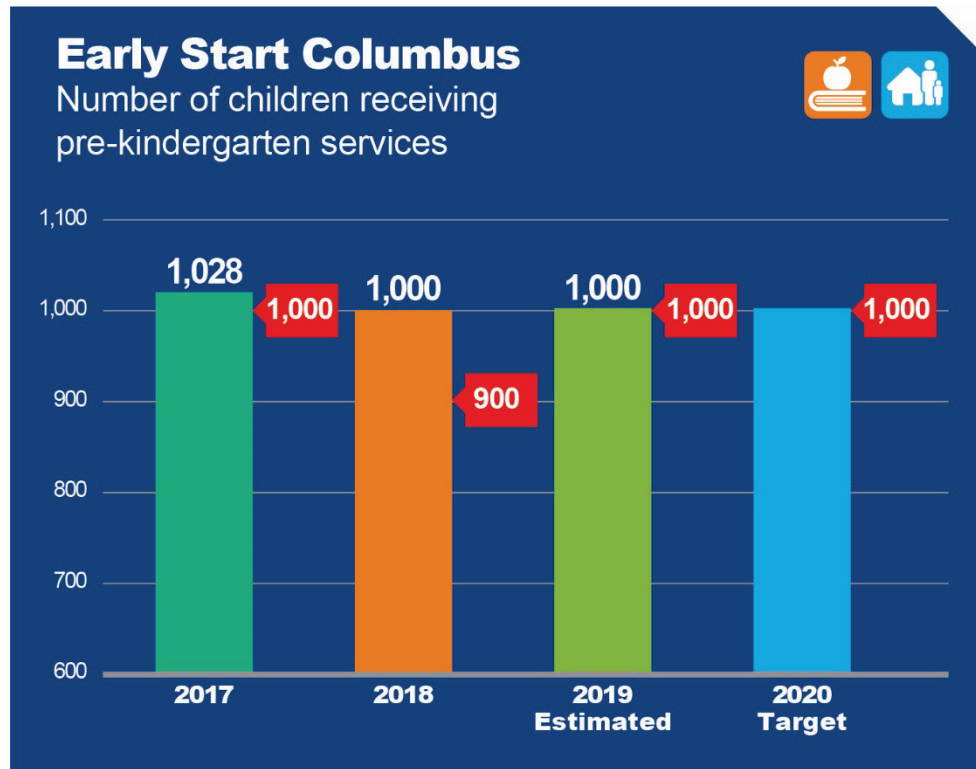
2020 BUDGET NOTES

As one of the Mayor's seven strategic priorities (Birth to Five and Education), the Department of Education's budget of \$6.7 million includes funding for four full-time regular employees. In addition:

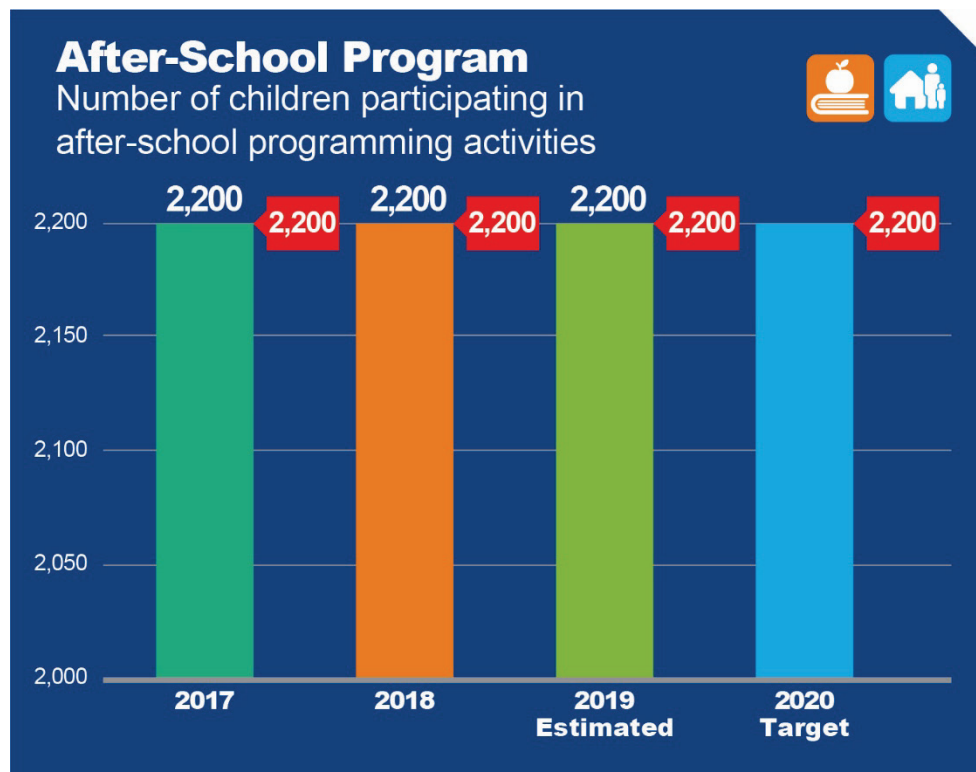
- A total of \$5,629,325 is allocated for the Early Start Columbus Initiative. This community-wide effort's focus is preparing four-year-old children for kindergarten by expanding access to high-quality pre-kindergarten opportunities and by working with local providers to improve the quality of early childhood educational programming. This year's proposed appropriation is targeted to serve 1,000 children.
- The department's Early Start budget includes \$400,000 in support of Future Ready Columbus, the public-private partnership established to develop a birth to five strategic plan for Columbus and Franklin County.
- The After-School Grants program is funded at continuation levels with amounts budgeted to help support a variety of recreational and educational activities in safe places throughout the community for 2,200 of the city's children to utilize after the school bell rings.



PERFORMANCE MEASURES



Early Start Columbus is the Department of Education's program that expands the number of pre-kindergarten slots available to Columbus children and increases the quality of the programs in which Columbus children attend. This expansion is aligned with the Mayor's goal of universal access to a high-quality pre-kindergarten education for every 4-year old in Columbus.



The After School Grant Program is the Department of Education's program to provide a safe environment for children to learn after the school day ends. The department provides mini-grants to after school providers to assist them in their effort.

Education

Financial Summary by Area of Expense					
Division	2017 Actual	2018 Actual	2019 Budget	2019 Projected	2020 Proposed
Education					
General Fund					
Personnel	\$ 469,933	\$ 526,971	\$ 539,442	\$ 479,930	\$ 541,897
Materials & Supplies	6,000	10,565	7,500	1,155	7,500
Services	5,731,296	4,811,746	5,985,944	6,042,756	6,112,513
General Fund Subtotal	6,207,228	5,349,282	6,532,886	6,523,841	6,661,910
Department Total	\$ 6,207,228	\$ 5,349,282	\$ 6,532,886	\$ 6,523,841	\$ 6,661,910

Department Personnel Summary								
Fund	2017 Actual		2018 Actual		2019 Budget		2020 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Education	4	0	4	0	4	0	4	0
Total	4	0	4	0	4	0	4	0

Operating Budget by Program				
Program	2019 Budgeted	2019 FTEs	2020 Proposed	2020 FTEs
Administration	\$ 575,937	4	\$ 638,195	4
Early Start	5,565,960	0	5,629,325	0
After-school Grants	389,819	0	389,819	0
Internal Services	1,170	0	4,571	0
Department Total	\$ 6,532,886	4	\$ 6,661,910	4



2020 PROGRAM GUIDE

ADMINISTRATION

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

EARLY START

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

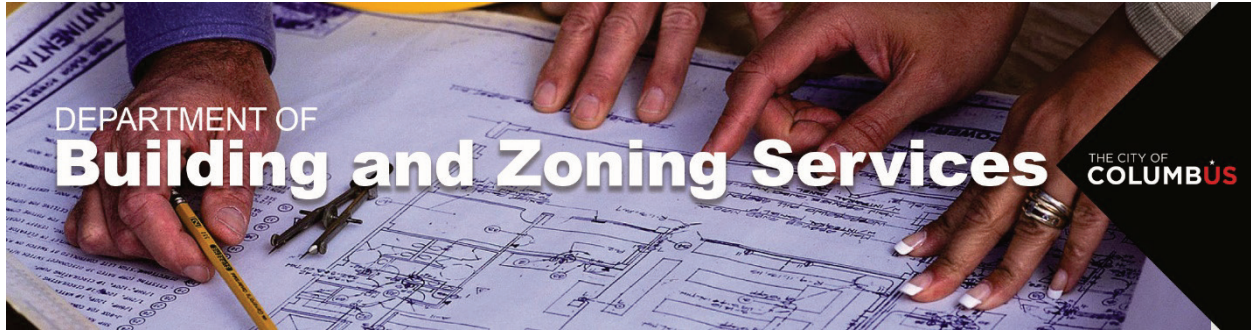
AFTER-SCHOOL GRANTS

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

INTERNAL SERVICES

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

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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.

Department Mission

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

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

The 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.

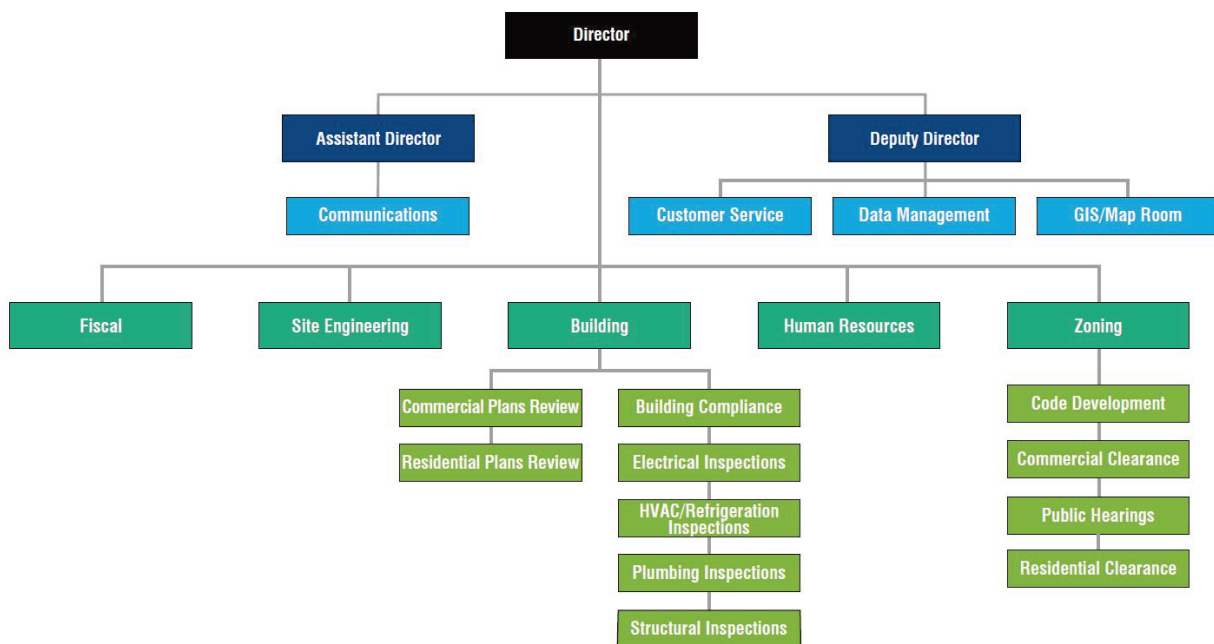
Budget Summary				
Fund	2017 Actual	2018 Actual	2019 Budget	2020 Proposed
Development Services Fund	20,517,455	20,451,279	23,007,910	25,033,146
Department Total	\$ 20,517,455	\$ 20,451,279	\$ 23,007,910	\$ 25,033,146

Building and Zoning

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 are at the forefront of the development process.

Building and Zoning Services



Strategic Priorities for 2020

Innovation

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 and 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 and Affordable Housing

Furnish outreach training on an annual basis to the industry and 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.

Neighborhood Safety and Public Health

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

Deliver all necessary safety resources and training to staff.

2020 BUDGET NOTES

The 2020 budget of \$25.03 million 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 to streamline processes for customers in 2020 with online permitting and review. Currently, online permitting accounts for almost 57 percent of the department’s total permit volume.
- In partnership with the Department of Technology, Building and Zoning Services plans to automate the scheduling of inspections received via phone-initiated requests in 2020.

PERFORMANCE MEASURES

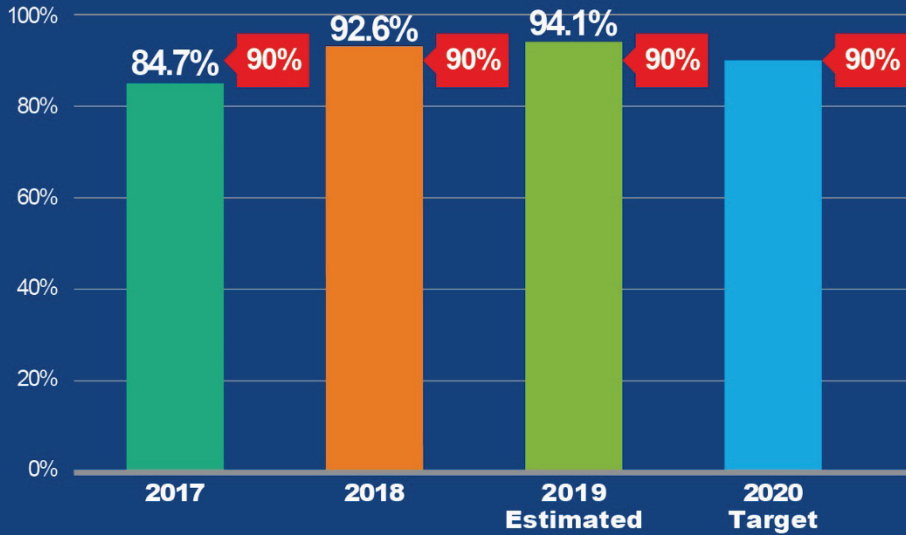


Through continued focus on promoting quality and responsive service to customers, the percentage of plan reviews completed within 30 calendar days has continued to exceed the set target of 90 percent. In 2020, the department expects to complete plan reviews within the target timeline to keep pace with 2019 performance trends.

Industry Memorandum of Understanding Timelines Met



Percent of permits and reviews completed within MOU timeline

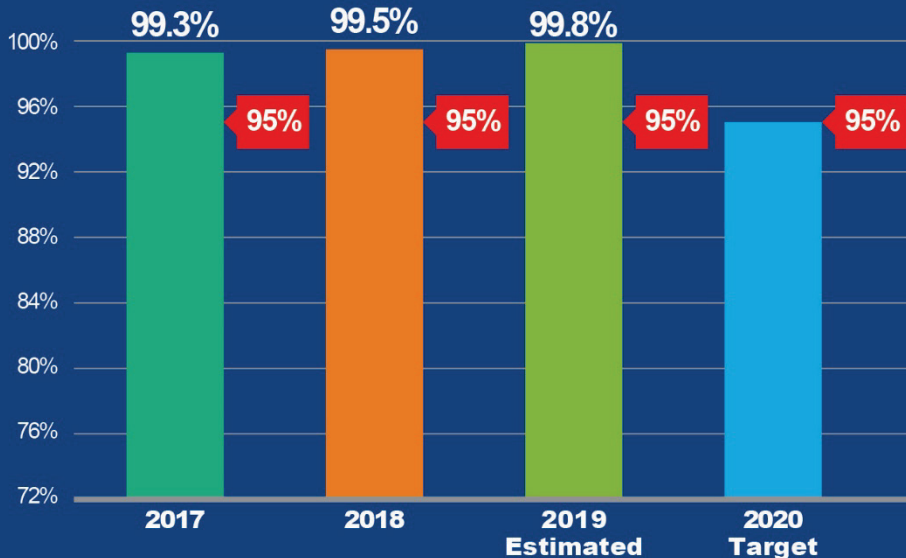


Per a memorandum of understanding (MOU) with private development stakeholders, the department has committed to meeting review and permitting timelines for private development projects, thus saving time and cost for the building industry. In 2020, the division will work to exceed the 90 percent MOU timelines.

Inspections Completed



Percent of inspections completed within one business day



The department typically exceeds the 95 percent standard each year. During 2019, the department projects to complete 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 2020.

Building and Zoning

Financial Summary by Area of Expense					
Division	2017 Actual	2018 Actual	2019 Budget	2019 Projected	2020 Proposed
Building and Zoning Services					
Development Services Fund					
Personnel	\$ 15,359,825	\$ 16,466,121	\$ 17,956,308	\$ 17,677,592	\$ 19,350,827
Materials & Supplies	147,825	190,733	169,814	209,814	186,100
Services	3,581,621	3,482,251	4,546,788	4,437,142	5,142,719
Other	47,000	73,500	55,000	55,000	63,500
Capital	881,184	238,674	280,000	236,403	290,000
Transfer	500,000	-	-	20,000	-
Development Services Fund Subtotal	20,517,455	20,451,279	23,007,910	22,635,951	25,033,146
Department Total	\$ 20,517,455	\$ 20,451,279	\$ 23,007,910	\$ 22,635,951	\$ 25,033,146

Department Personnel Summary								
Fund	2017 Actual		2018 Actual		2019 Budget		2020 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
Development Services Fund								
Building and Zoning Services	141	11	145	11	160	18	164	17
Total	141	11	145	11	160	18	164	17

Please note: In addition to the employees listed above, the department's 2019 and 2020 budgets include 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	2019 Budgeted	2019 FTEs	2020 Proposed	2020 FTEs
Administration	\$ 750,805	5	\$ 1,521,722	11
Building Services	11,336,750	93	11,918,287	93
Customer Service	2,073,566	18	2,204,504	18
Data Management	948,288	6	936,250	6
Engineering Services	1,332,404	12	1,264,574	10
Fiscal	264,755	2	276,804	2
Human Resources	385,064	3	432,892	3
Internal Services	3,465,488	0	3,955,719	0
Zoning Services	2,450,790	21	2,522,394	21
Department Total	\$ 23,007,910	160	\$ 25,033,146	164

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.



2020 PROGRAM GUIDE

ADMINISTRATION

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

BUILDING SERVICES

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

CUSTOMER SERVICE

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

DATA MANAGEMENT

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

ENGINEERING SERVICES

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

FISCAL

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

HUMAN RESOURCES

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

INTERNAL SERVICES

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

ZONING SERVICES

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

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

Department Mission

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

Budget Summary				
Fund	2017 Actual	2018 Actual	2019 Budget	2020 Proposed
General Fund	41,200,528	41,286,289	26,611,854	29,877,561
Emergency Human Services Fund	2,493,309	2,422,448	2,631,000	2,723,000
Department Total	\$ 43,693,837	\$ 43,708,737	\$ 29,242,854	\$ 32,600,561

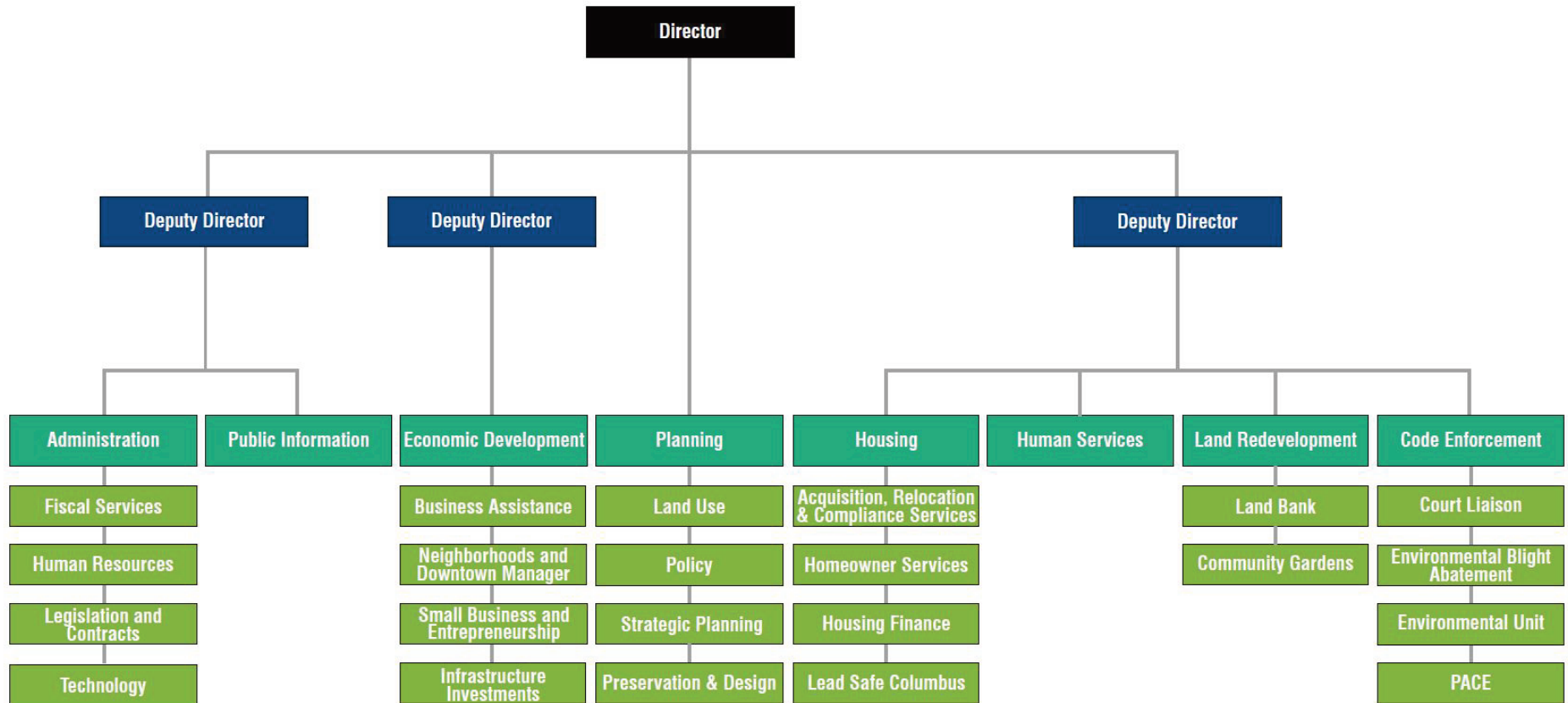
Development

The Columbus Land Bank was established in 1994 to improve Columbus neighborhoods by returning vacant, abandoned, and underutilized residential and commercial properties into productive community assets. The **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 2020

Neighborhoods

Expand Residential Tax Incentive Policy to include the Downtown Community Reinvestment Area (CRA) to encourage the development of more affordable housing units in mixed income neighborhoods throughout the city.

Launch the “Columbus Planning Classroom,” which will include educational materials that engage neighborhoods in planning topics related to the city’s future growth.

Continue to raise awareness of Columbus Citywide Planning Policies (C2P2) and increase the number of communities with adopted C2P2 design guidelines from 14 to 20.

Implement improvements for the processing of development applications in the city’s design review areas, including the creation of a digital application system and training for commissioners.

Construct 25 or more new Urban Infrastructure Recovery Fund (UIRF) projects.

Exceed the five-year average in the number of units that are repaired or rehabilitated through the department’s programs.

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.

Diversity and Inclusion

Exceed supplier diversity 2019 utilization.

Hold 4th Annual Development Supplier Diversity Procurement Fair.

Increase workforce gender and racial diversity through the implementation of the department’s diversity recruitment plan.

Neighborhood Safety and Public Health

Exceed the five-year average in the reduction of the number of vacant and abandoned properties in our city.

Strategic Priorities for 2020 (cont.)

Economic Development and Affordable Housing

Assist in the completion and begin implementation of the Mid-Ohio Regional Planning Commission's (MORPC) Regional Housing Strategy.

Exceed the five-year average in the number of affordable housing units completed in the city.

Exceed the five-year average in the number of new job commitments, payroll of new job commitments, and leveraged investment per dollar of city capital funds.

Finalize the Small Business Ecosystem Assessment and begin implementation of the recommendations to refocus and enhance the city's small business programming to support entrepreneurs operating in our neighborhoods.

Birth to Five and Education

Continue Planning Division staff support for the activities and goals of CelebrateOne.

Innovation

Collaborate with the Department of Technology to implement the Data Management Platform to improve department data sharing, collection, governance, quality, and analytics.

Sustainable Columbus

Collaborate with the Department of Public Utilities to implement the Sustainable Columbus Climate Action Plan.

Exceed the five-year average in the number of financed commercial Property Assessed Clean Energy projects.

Implement a residential Property Assessed Clean Energy financing program for single family homes to provide a long term lending option, for energy efficiency upgrades, to homeowners throughout the city.

2020 BUDGET NOTES

ADMINISTRATION

Total support for social service agencies in 2020 is \$5 million, and is comprised of \$2.27 million in general fund support and \$2.73 million in emergency human services funds. In addition, funding of \$500,000 is provided for Experience Columbus in support of their efforts to market and promote Columbus as a premier destination for visitors and conventions. The general fund budget also includes \$25,000 for the Columbus Region Coalition for the pursuit of federal funding for transportation and infrastructure improvement projects.

ECONOMIC DEVELOPMENT

In support of the Mayor's strategic priority, the Division of Economic Development will continue its work to advance economic opportunity and shared prosperity to further strengthen Columbus neighborhoods by creating jobs and increasing wages. The division will focus its efforts on the retention and expansion of existing Columbus businesses, the attraction of new businesses to Columbus, and the creation of new business opportunities from local research institutions, and community entrepreneurs. In addition:

- The division budgeted \$700,000 to assist in the economic development efforts being put forth by One Columbus (formerly Columbus 2020) which include, increasing jobs and encouraging private investment in the city.
- Funding of \$250,000 will be provided for organizations, including Rev1 Ventures that support entrepreneurship, startups, and small businesses throughout Columbus, connecting them to capital and resources.
- The division continues to support downtown development through a contract with the Capital Crossroads Special Improvement District for \$190,000. A total of \$40,000 is being allocated to Columbus State Community College to continue to promote economic development and partnership within the Creative Campus area.
- Additional economic development activities include \$75,000 for Sister Cities and \$200,000 for PACT (Partners Achieving Community Transformation) to support near east side neighborhood development efforts.

CODE ENFORCEMENT

In an effort to further the Mayor's goal to invest in Columbus neighborhoods, making them safer and healthier for residents, total support for code enforcement and environmental nuisance activities in 2020 is \$9.13 million. Included in this is:

- Funding of \$269,726 to expand the Proactive Code Enforcement (PACE) Team by creating a new team and increasing the staff by four full-time equivalent positions. The PACE team focuses on addressing code violations before a complaint is submitted.
- A total of \$450,000 is funded to continue procurement of weed cutting services on foreclosed properties that have been abandoned.

PLANNING

The general fund supports 17 full-time equivalent positions in 2020. In addition:

- The Planning Division continues to support the Mayor's Infant Mortality Initiative, CelebrateOne, in the amount of \$166,166 to provide neighborhood planning data that inform decisions related to social determinants of health that impact infant mortality. More information on CelebrateOne can be found in the Community Profile section of this document, as well as in the Office of the Mayor's budget section.
- Funding of \$20,550 is included for the maintenance of public art throughout the city.

HOUSING

With a mayoral charge to create an affordable housing plan for the city's rapidly growing population, the Housing Division continues to support policies and initiatives that further the development of housing all Columbus residents can afford. In addition:

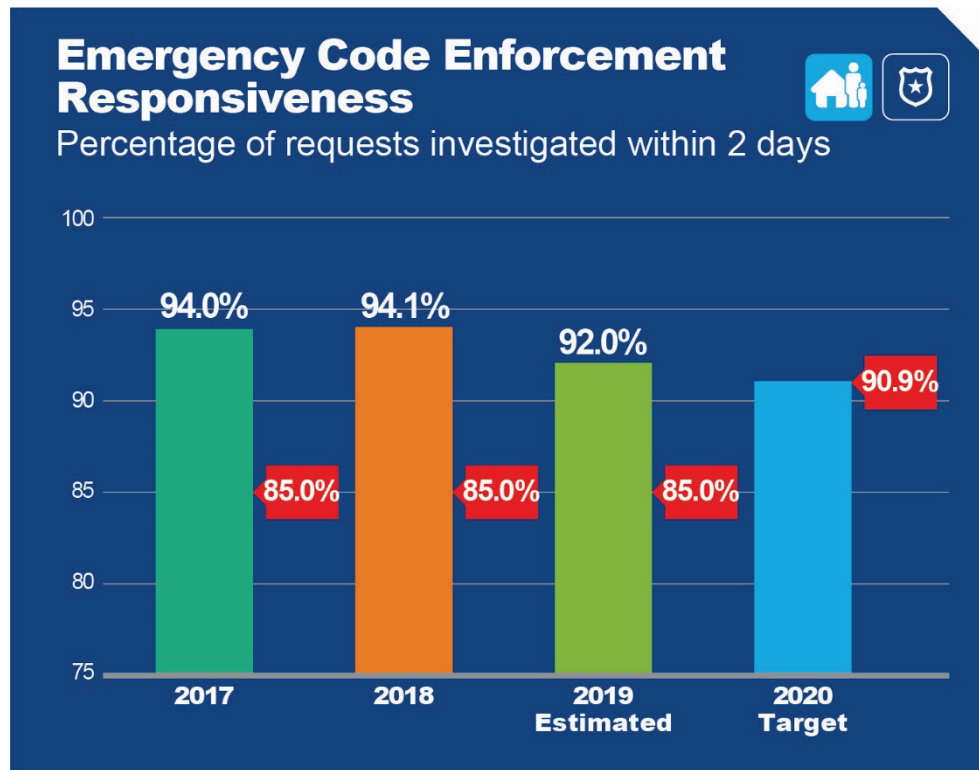
- Support for the Community Shelter Board and the Rebuilding Lives program will provide funding of approximately \$6.3 million in 2020. This includes funding of \$292,000 for homeless veterans and pregnant women.
- Funding of \$139,000 is included to provide homeowner counseling and other support services to help keep residents in their homes.
- The Affordable Housing Trust (AHT) fund, administered through the Affordable Housing Trust for Columbus and Franklin County, was formed in 2000 to address the housing shortage affecting working families. The AHT fund was seeded with \$2 million in Urban Development Action Grant (UDAG) repayments and receives annual deposits of 8.43 percent of the city's portion of the hotel/motel tax fund revenues. City support for AHT programs is estimated at \$1.95 million in 2020.

LAND REDEVELOPMENT

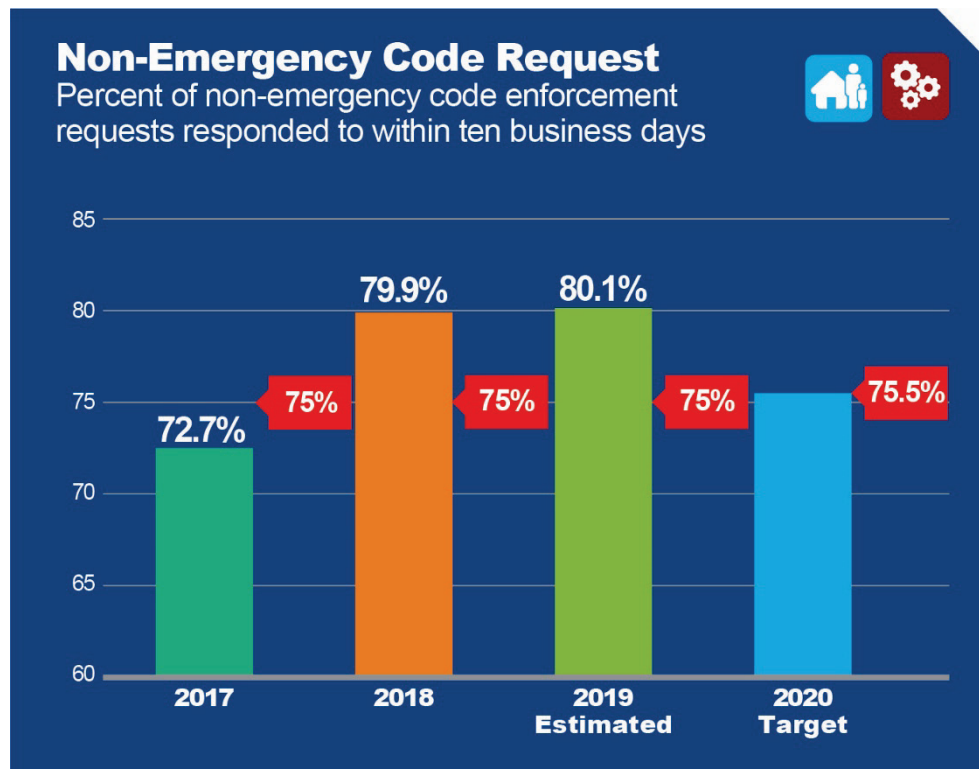
The Division of Land Redevelopment was created in 2017 to better track services provided by the Land Redevelopment Office which previously reported under the Division of Administration. This is the fourth full year of funding for the Division of Land Redevelopment as a separate entity. The division improves Columbus neighborhoods by returning vacant, abandoned, and underutilized residential and commercial properties to productive community assets. The general fund supports 7 full-time positions in 2020.



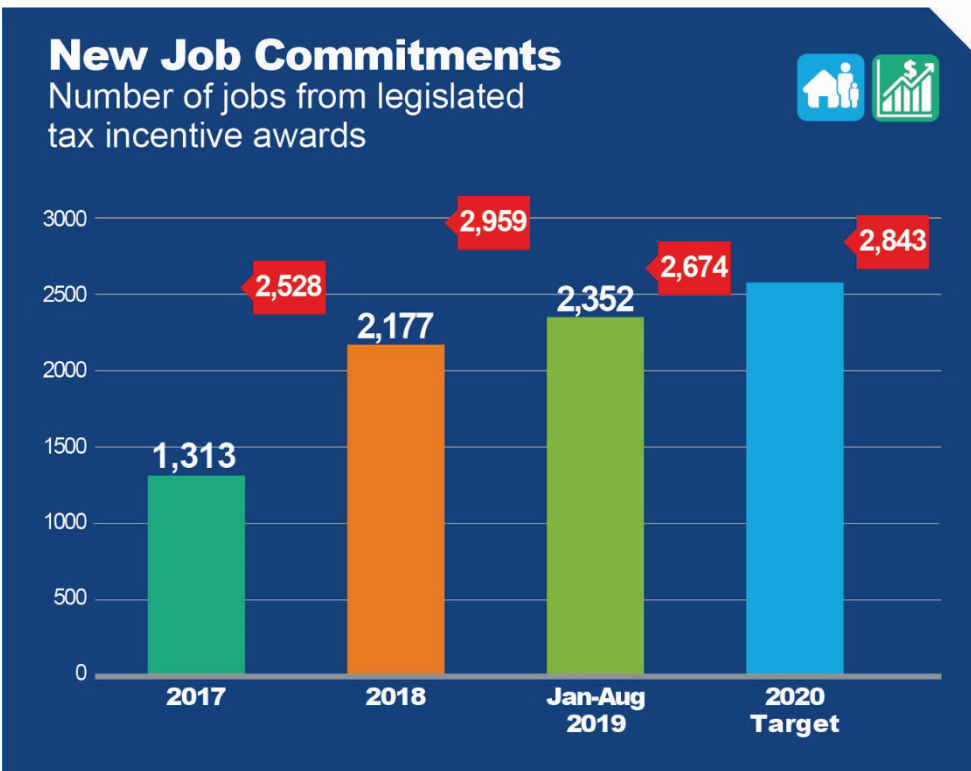
PERFORMANCE MEASURES



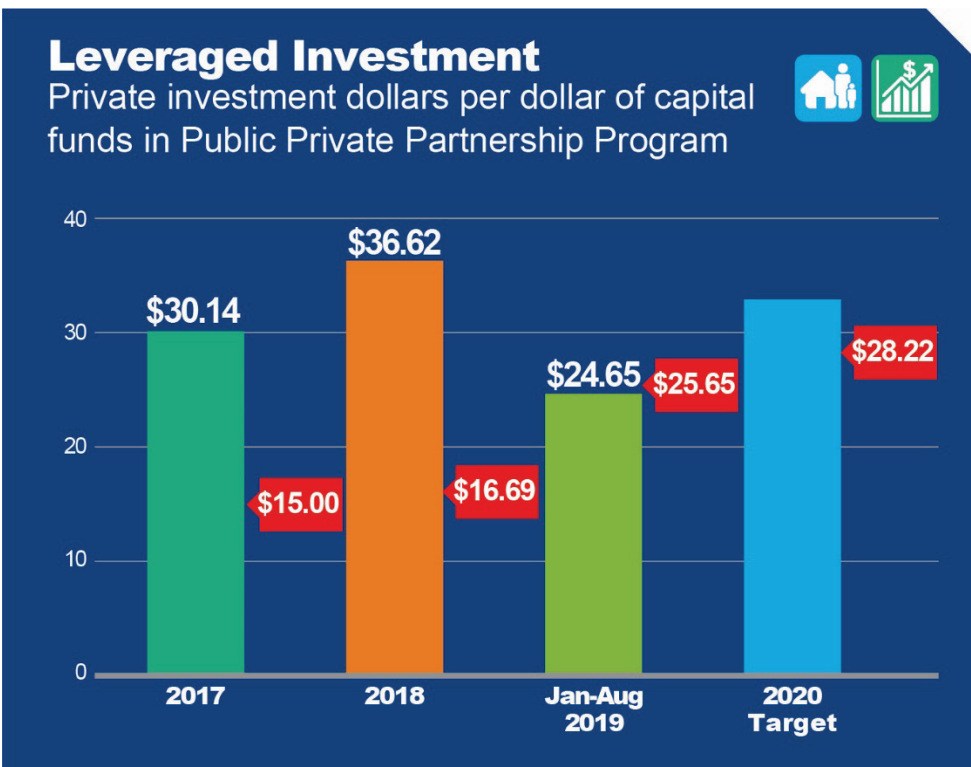
Emergency code requests, such as, no heat, no water, and raw sewage in basements, which pose immediate health and safety risks to residents are our highest priority. This measure represents the level of responsiveness of the Code Enforcement Division to emergency code enforcement requests. The targets are based on the percentage of emergency requests that are investigated within two business days averaged over the previous five years.



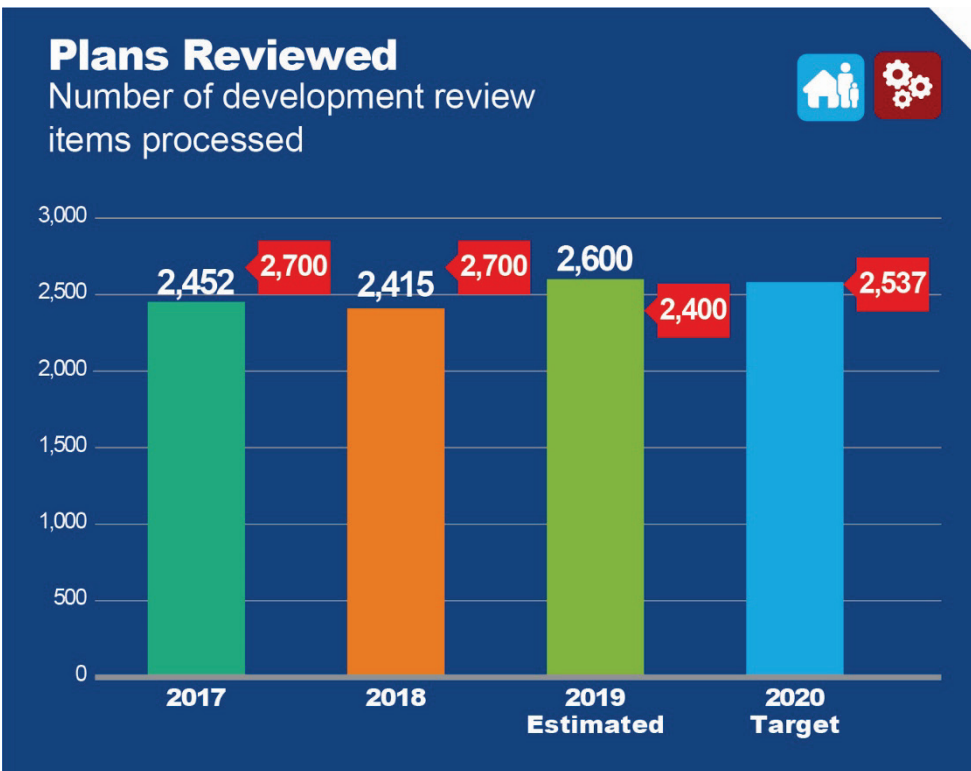
Response times to non-emergency code enforcement requests are dependent on a number of factors, including demand, staffing availability, the nature of the complaint, and weather conditions. The Code Enforcement Division will work to meet or exceed 75 percent of requests responded to within ten business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



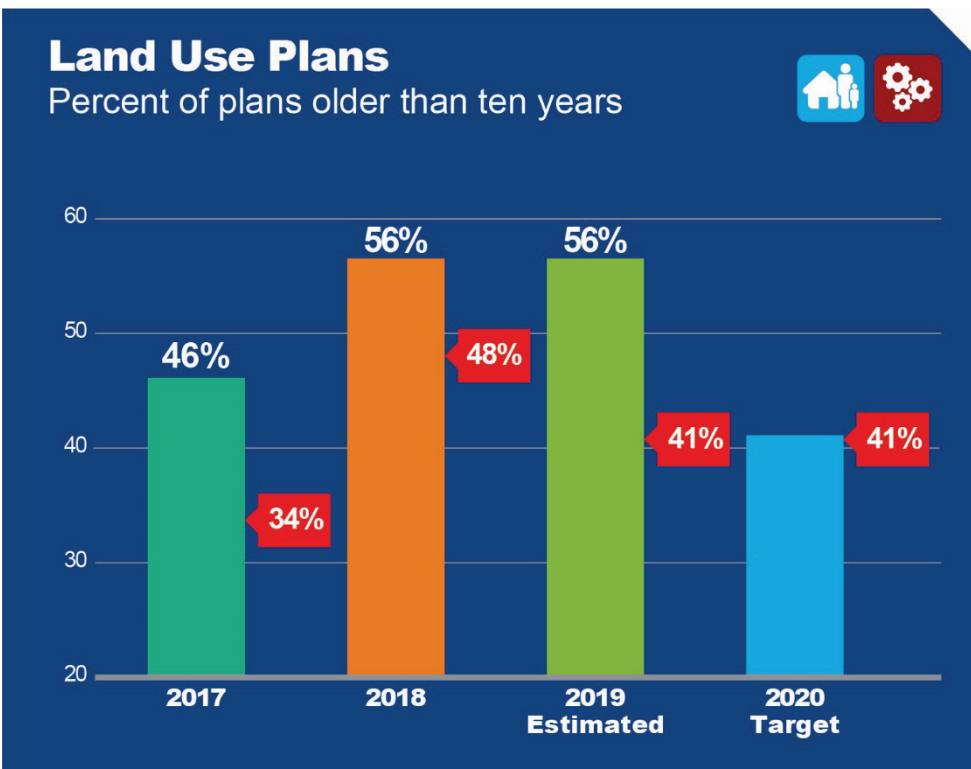
This measure represents the annual number of new committed jobs from incentives awarded by the city through legislation. Incentive recipients have a three-year window to fulfill their job commitments. Variability and fluctuation of job commitments from incentives occur from year to year, and the targets for each year are based on an average of the previous five years. Based on current information through 2018, the target for job commitments for 2020 is 2,843.



The department makes targeted infrastructure investments that leverage private investment to support the city's economic development efforts through the Public Private Partnership Program. These projects create new employment centers, revitalize neighborhoods and spur job creation throughout Columbus. The targets each year are based on the average of the previous five years of private investment dollars leveraged per dollar of public infrastructure investment.



The Planning Division works to ensure property development planning is completed in a timely manner. Through its high-quality customer service, the division projects to review approximately 2,600 plans in 2019. The expected target is increased to 2,537 for 2020.



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

Financial Summary by Fund					
Fund	2017 Actual	2018 Actual	2019 Budget	2019 Projected	2020 Proposed
General Fund					
Administration	\$ 5,368,335	\$ 5,611,678	\$ 5,718,126	\$ 6,083,505	\$ 6,202,009
Economic Development	20,285,083	18,976,767	3,619,955	16,843,939	4,468,534
Code Enforcement	7,002,088	7,667,631	7,894,416	7,704,898	9,129,891
Planning	1,860,285	1,864,057	2,076,622	1,836,669	1,899,343
Housing	6,024,038	6,502,559	6,622,185	6,556,453	7,498,810
Land Redevelopment	660,699	663,598	680,550	652,703	678,974
General Fund Subtotal	41,200,528	41,286,289	26,611,854	39,678,167	29,877,561
Emergency Human Services Fund					
Administration	2,493,309	2,422,448	2,631,000	2,631,000	2,723,000
Emergency Human Services Fund Subtotal	2,493,309	2,422,448	2,631,000	2,631,000	2,723,000
Department Total	\$ 43,693,837	\$ 43,708,737	\$ 29,242,854	\$ 42,309,167	\$ 32,600,561



Development

Financial Summary by Area of Expense					
Division	2017	2018	2019	2019	2020
	Actual	Actual	Budget	Projected	Proposed
Administration					
General Fund					
Personnel	\$ 2,575,611	\$ 2,746,400	\$ 3,073,042	\$ 2,972,717	\$ 3,170,658
Materials & Supplies	6,431	8,934	22,476	12,744	22,600
Services	2,786,294	2,706,343	2,621,608	3,032,044	3,007,751
Other	-	150,000	1,000	66,000	1,000
General Fund Subtotal	5,368,335	5,611,678	5,718,126	6,083,505	6,202,009
Emergency Human Services Fund					
Services	2,493,309	2,422,448	2,631,000	2,631,000	2,723,000
Emergency Human Services Fund Subtotal	2,493,309	2,422,448	2,631,000	2,631,000	2,723,000
Administration Subtotal	7,861,644	8,034,126	8,349,126	8,714,505	8,925,009
Economic Development					
General Fund					
Personnel	901,184	1,049,583	1,061,380	932,876	1,833,111
Materials & Supplies	5,905	3,925	8,000	6,054	8,000
Services	2,995,782	2,601,137	2,549,575	2,520,190	2,626,423
Other	16,382,211	15,322,122	1,000	13,384,819	1,000
Economic Development Subtotal	20,285,083	18,976,767	3,619,955	16,843,939	4,468,534
Code Enforcement					
General Fund					
Personnel	6,065,299	6,828,152	6,938,161	6,841,490	8,250,760
Materials & Supplies	46,393	54,943	50,000	116,574	53,900
Services	890,396	752,545	899,255	739,834	818,231
Other	-	31,990	7,000	7,000	7,000
Code Enforcement Subtotal	7,002,088	7,667,631	7,894,416	7,704,898	9,129,891
Planning					
General Fund					
Personnel	1,790,283	1,751,949	1,980,845	1,748,309	1,822,633
Materials & Supplies	4,166	5,589	9,000	11,500	9,000
Services	65,836	106,519	85,777	60,360	66,710
Other	-	-	1,000	5,500	1,000
Capital	-	-	-	11,000	-
Planning Subtotal	1,860,285	1,864,057	2,076,622	1,836,669	1,899,343
Housing					
General Fund					
Personnel	464,050	828,913	939,483	719,538	1,836,860
Materials & Supplies	3,445	8,035	13,500	9,965	11,500
Services	5,556,543	5,665,611	5,668,202	5,825,950	5,649,450
Other	-	-	1,000	1,000	1,000
Housing Subtotal	6,024,038	6,502,559	6,622,185	6,556,453	7,498,810
Land Redevelopment					
General Fund					
Personnel	510,699	513,321	679,550	651,703	677,974
Services	150,000	150,277	1,000	1,000	1,000
Land Redevelopment Subtotal	660,699	663,598	680,550	652,703	678,974
Department Total	\$ 43,693,837	\$ 43,708,737	\$ 29,242,854	\$ 42,309,167	\$ 32,600,561

Department Personnel Summary								
Fund	2017 Actual		2018 Actual		2019 Budgeted		2020 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Administration	23	0	23	0	24	0	24	0
Economic Development	9	0	9	0	9	0	15	0
Code Enforcement	59	0	67	0	72	0	84	0
Planning	16	0	16	0	18	0	17	0
Housing	0	0	8	0	9	0	18	0
Land Redevelopment	5	0	7	0	7	0	7	0
Total	112	0	130	0	139	0	165	0

Operating Budget by Program						
Program	2019		2020		2020	
	Budget	FTEs	Proposed	FTEs		
Administration	\$ 3,122,645	17	\$ 5,261,258	34		
Internal Services	285,998	0	279,981	0		
Fiscal	1,023,962	9	897,512	8		
Human Resources	387,726	4	390,770	4		
Social Services	5,000,000	0	5,000,000	0		
Land Banking	679,550	7	677,974	7		
Job Creation & Expansion	3,597,780	9	4,448,058	15		
Code Enforcement	7,063,856	66	8,416,799	78		
Environmental Nuisance	636,905	7	512,515	6		
Neighborhood Planning	495,461	5	399,725	4		
Urban Design	253,208	2	230,614	2		
Historic Preservation	504,942	5	504,539	5		
Homeless Prevention	4,665,962	0	4,526,962	0		
Affordable Housing Opportunity Program	440,468	6	-	0		
CD Collaborative	33,513	0	-	0		
Continuum of Care	10,000	0	10,000	0		
Rebuilding Lives	877,688	0	877,688	0		
CelebrateOne	163,190	2	166,166	2		
Department Total	\$ 29,242,854	139	\$ 32,600,561	165		

For additional financial information related to the Development Department, please refer to the emergency human services (EHS) fund contained within the All Funds Summary section.



2020 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.

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.

**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

REBUILDING LIVES

and to develop permanent supportive housing.
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.



Department Description

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

The Purchasing Office promotes cost-effective city operations by acquiring high-quality goods and services at the lowest price and by selling surplus goods at the highest price. This office 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 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.

Department Mission

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

Budget Summary				
Fund	2017 Actual	2018 Actual	2019 Budget	2020 Proposed
General Fund	55,887,244	52,393,662	73,770,149	88,971,632
Employee Benefits Fund-Property Insurance	395,000	395,000	395,000	395,000
Fleet Management Fund	34,565,526	37,058,192	39,158,289	40,139,099
Property Management Fund	1,421,638	1,422,956	1,448,211	1,530,357
Print and Mail Services Fund	1,734,985	1,833,969	1,907,843	1,941,901
Hotel/Motel Tax Fund	16,701,871	17,041,306	17,614,000	18,231,000
Department Total	\$ 110,706,264	\$ 110,145,085	\$ 134,293,492	\$ 151,208,989

Finance and Management

Facilities Management is responsible for custodial services, maintenance, and security for the City Hall campus, Police and Fire Division facilities, the Public Health complex, and the Interstate-71 complex.

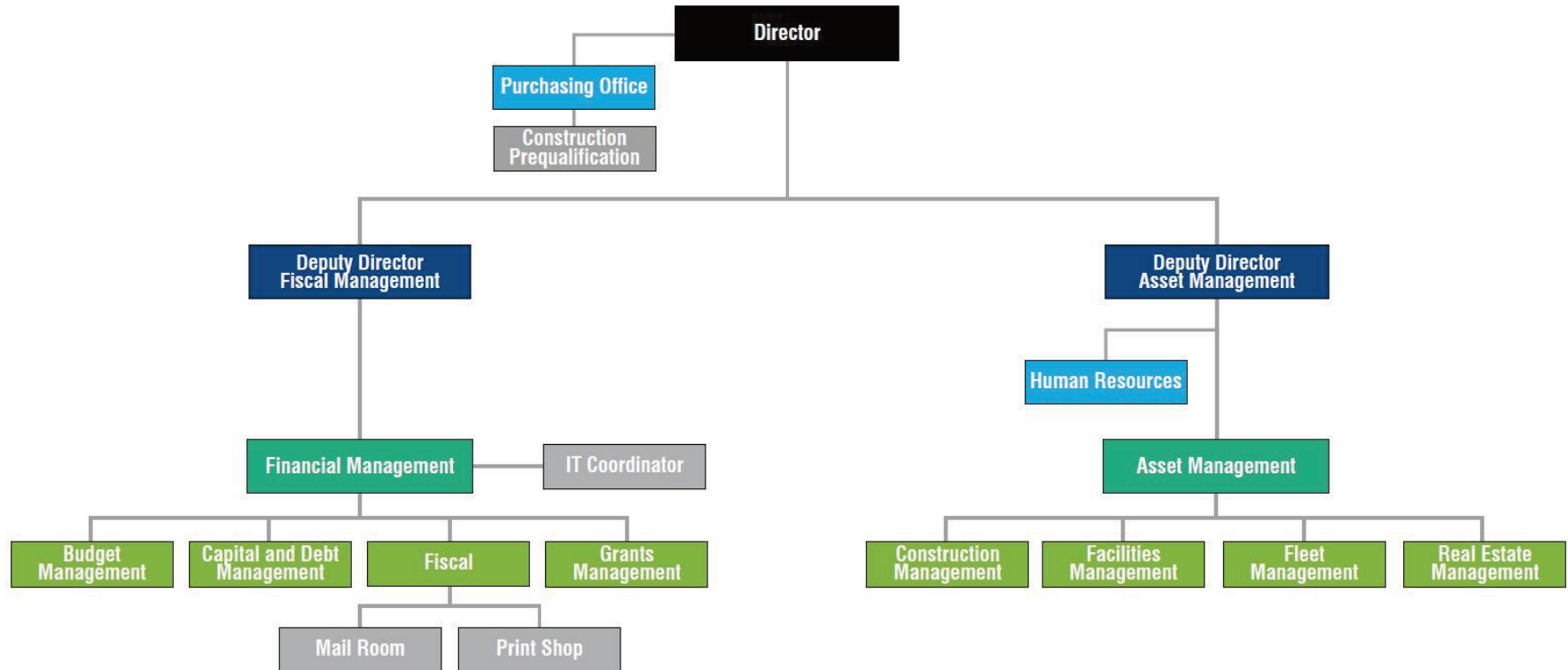
The Fleet Management Division maintains motorized equipment for most city departments and divisions. The division also develops and promotes citywide policies that govern the acquisition, maintenance, use, and disposal of vehicles. Its goal is to deploy the most cost effective vehicles, reduce underutilized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

Construction Management is responsible for building construction, renovation, energy management, and project management.

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



Finance and Management



Strategic Priorities for 2020

Neighborhoods



Debt & Capital Management – prioritize funding opportunities for Neighborhood, Economic Development, Affordable Housing, and Public Health projects.

Fire Station 16 – the complete construction of this new fire station located in the North Linden neighborhood, with a projected completion date of fall 2020.

Department of Neighborhoods – a complete renovation of the former Point of Pride building located at 1410 Cleveland Avenue for use by the Department of Neighborhoods.

Birth to Five and Education



Hilltop Early Childhood Center – complete design and begin construction.

CelebrateOne – continue to provide dedicated staff for Fiscal and Administrative support to the CelebrateOne program and the Office of the Mayor to help achieve program outcomes.

Diversity and Inclusion



Disparity Study Implementation - partner with the Office of Diversity and Inclusion as well as the Office of the Mayor to successfully implement the approved recommendations of the Disparity Study.

Small and Minority Business Outreach – continue to host and attend small business outreach events.

Vendor Training – host vendor training open houses, where vendors can receive hands-on training on city bidding and contracting requirements.

Strategic Priorities for 2020 (cont.)

Innovation



Electronic Signature Platform – reduce turnaround time on contracts by implementing an electronic signature platform in Purchasing, which is more user-friendly for vendors and small businesses.

D365 Implementation – Purchasing and the Budget Office will partner with the Auditor's Office for the upgrade of the city's financial system.

P-Card - partner with the Auditor's Office to implement a new purchasing card program for small dollar amount purchases. This will help reduce turnaround time and enhance service delivery.

Service Contracting - work with city departments to evaluate their contracting needs and create universal term contracts with multiple vendors to be shared across departments.

Bond Refunding – partner with the Auditor's Office to identify and administer bond refunding opportunities to lower the city's debt servicing costs.

Sustainable Columbus



Electric Vehicles – continue the implementation of the Smart Columbus initiative, which includes the addition of 200 electric vehicles and related charging infrastructure.

Energy Management – actively procure for the lowest utility market rates and explore the continued expansion of “green” power through contracting, retro-commissioning, and infrastructure investment.

2020 BUDGET NOTES

ADMINISTRATION

This division includes senior staff positions, as well as full-time positions in Construction Management, Fiscal Management, Real Estate Management, Human Resources, and Support. In 2020, over \$685,000 is expected to be reimbursed to this division as a result of work on capital fund eligible projects. In addition:

- Operational control and funding of the Municipal Court building continue to be funded in this division to consolidate management contracts for city buildings.
- Funds totaling \$18,231,000 for the hotel-motel tax are included in this division for Experience Columbus and Greater Columbus Cultural Services.

FINANCIAL MANAGEMENT

This division consists of Capital and Debt Management, Budget Management, Grants Management, and the Fiscal Office. In 2020, the division budgeted \$233,000 for internal purchasing catalog licenses, including \$50,000 for Bonfire, which advertises, submits, and scores requests for proposals. In addition:

- Various items are initially budgeted in the Finance and Management Department's citywide account and are transferred, as needed, to other departments throughout the year. In 2020, this includes, among other items, economic development incentive money, 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 2020. 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 2020, \$1.35 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 2020 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 \$1,313,719 for repair and maintenance services, while \$3,416,271 is budgeted for custodial services at numerous city facilities under the purview of the division.
- In 2020, the division budgeted \$1,740,936 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 2020 budget includes approximately \$9.3 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 2020 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 125 electric vehicles to its fleet, with 75 additional units currently on order.
- The division's budget assumes fueling, parts, service, and preventative maintenance for approximately 6,134 on and off-road vehicles.

Financial Summary by Fund					
Fund	2017 Actual	2018 Actual	2019 Budget	2019 Projected	2020 Proposed
General Fund					
Finance and Management Administration	\$ 6,607,026	\$ 5,459,091	\$ 5,156,331	\$ 5,164,513	\$ 5,377,434
Financial Management	14,285,721	10,707,533	32,482,051	14,112,834	45,667,592
Facilities Management	16,591,225	18,926,789	17,434,557	16,084,258	17,666,036
Finance Technology	18,403,272	17,300,249	18,697,210	16,784,320	20,260,570
General Fund Subtotal	55,887,244	52,393,662	73,770,149	52,145,925	88,971,632
Employee Benefits Fund-Property Insurance					
Finance and Management Administration	395,000	395,000	395,000	395,000	395,000
Employee Benefits Fund Subtotal	395,000	395,000	395,000	395,000	395,000
Fleet Management Fund					
Fleet Management	33,730,026	36,257,374	38,320,677	37,448,881	39,162,136
Finance and Management Administration	835,500	800,818	837,612	890,315	976,963
Fleet Management Fund Subtotal	34,565,526	37,058,192	39,158,289	38,339,196	40,139,099
Property Management Fund					
1111 E. Broad Street Operations	1,421,638	1,422,956	1,448,211	1,522,843	1,530,357
Property Management Fund Subtotal	1,421,638	1,422,956	1,448,211	1,522,843	1,530,357
Print and Mail Services Fund					
Financial Management	1,734,985	1,833,969	1,907,843	1,877,117	1,941,901
Print and Mail Services Fund Subtotal	1,734,985	1,833,969	1,907,843	1,877,117	1,941,901
Hotel/Motel Tax Fund					
Finance and Management Administration	16,701,871	17,041,306	17,614,000	17,614,000	18,231,000
Hotel/Motel Fund Subtotal	16,701,871	17,041,306	17,614,000	17,614,000	18,231,000
Department Total	\$ 110,706,264	\$ 110,145,085	\$ 134,293,492	\$ 111,894,081	\$ 151,208,989

Financial Summary by Area of Expense						
Division		2017	2018	2019	2019	2020
		Actual	Actual	Budget	Projected	Proposed
Financial Management						
General Fund						
	Personnel	\$ 2,610,611	\$ 2,699,805	\$ 3,053,153	\$ 2,932,508	\$ 3,083,127
	Materials & Supplies	13,130	3,574	15,290	5,201	15,290
	Services	1,972,075	913,740	1,755,980	1,752,779	1,819,479
	Transfers	9,689,904	7,090,414	27,657,628	9,422,346	40,749,696
	General Fund Subtotal	14,285,721	10,707,533	32,482,051	14,112,834	45,667,592
Print and Mail Service Fund						
	Personnel	498,132	597,035	669,564	639,323	678,129
	Materials & Supplies	109,005	129,750	100,360	100,166	126,500
	Services	1,127,848	1,107,005	1,137,919	1,137,628	1,137,272
	Capital	-	178	-	-	-
	Print and Mail Services Fund Subtotal	1,734,985	1,833,969	1,907,843	1,877,117	1,941,901
	Financial Management Subtotal	16,020,706	12,541,502	34,389,894	15,989,951	47,609,493
Facilities Management						
General Fund						
	Personnel	6,590,941	7,596,776	7,992,661	7,873,145	8,027,305
	Materials & Supplies	627,198	699,932	659,800	772,861	674,800
	Services	9,366,390	10,630,080	8,780,096	7,436,252	8,961,931
	Other	6,697	-	2,000	2,000	2,000
	General Fund Subtotal	16,591,225	18,926,789	17,434,557	16,084,258	17,666,036
Property Management Fund						
	Materials & Supplies	-	-	25,000	-	25,000
	Services	1,421,638	1,422,956	1,423,211	1,522,843	1,505,357
	Property Management Fund Subtotal	1,421,638	1,422,956	1,448,211	1,522,843	1,530,357
	Facilities Management Subtotal	18,012,863	20,349,745	18,882,768	17,607,101	19,196,393
Technology Billings						
General Fund						
	Services	18,403,272	17,300,249	18,697,210	16,784,320	20,260,570
	Technology Billings Subtotal	18,403,272	17,300,249	18,697,210	16,784,320	20,260,570
Fleet Management						
Fleet Management Fund						
	Personnel	11,157,299	12,030,305	12,521,572	11,629,341	12,543,556
	Materials & Supplies	13,158,162	14,820,981	16,304,460	16,087,549	16,827,146
	Services	4,161,792	4,171,766	4,268,257	4,511,203	5,012,829
	Principal	3,986,000	4,080,000	4,177,000	4,177,000	3,860,000
	Other	-	-	1,000	1,400	1,500
	Capital	60,566	19,630	25,000	19,000	25,000
	Interest	1,206,207	1,134,692	1,023,388	1,023,388	892,105
	Fleet Management Subtotal	33,730,026	36,257,374	38,320,677	37,448,881	39,162,136
Finance and Management Administration						
General Fund						
	Personnel	2,545,135	2,679,735	2,854,939	2,631,923	2,783,667
	Materials & Supplies	26,831	23,784	14,500	6,950	43,500
	Services	4,035,060	2,755,572	2,286,892	2,525,640	2,550,267
	General Fund Subtotal	6,607,026	5,459,091	5,156,331	5,164,513	5,377,434
Employee Benefits Fund						
	Services	395,000	395,000	395,000	395,000	395,000
	Employee Benefits Fund Subtotal	395,000	395,000	395,000	395,000	395,000
Fleet Management Fund						
	Personnel	835,500	800,818	837,612	890,315	976,963
	Fleet Management Fund Subtotal	835,500	800,818	837,612	890,315	976,963
Hotel/Motel Tax Fund						
	Services	16,701,871	17,041,306	17,614,000	17,614,000	18,231,000
	Hotel/Motel Tax Fund Subtotal	16,701,871	17,041,306	17,614,000	17,614,000	18,231,000
	Finance and Management Administration Subtotal	24,539,397	23,696,215	24,002,943	24,063,828	24,980,397
	Department Total	\$110,706,264	\$110,145,085	\$134,293,492	\$111,894,081	\$151,208,989

Department Personnel Summary								
Fund	2017 Actual		2018 Actual		2019 Budget		2020 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Administration	27	0	29	0	29	0	29	1
Financial Management	24	0	25	0	27	0	27	0
Facilities Management	80	13	87	17	90	19	90	24
Print and Mail Services Fund								
Financial Management	6	0	7	0	7	1	7	1
Fleet Management Fund								
Fleet Management	124	2	124	4	131	3	132	4
Finance and Management Administration	6	0	7	0	7	0	8	0
Total	267	15	279	21	291	23	293	30

Operating Budget by Program						
Program	2019		2020		2020	
	Budget	FTEs	Proposed	FTEs		
Administration	\$ 27,374,207	61	\$ 26,585,321	61		
Fiscal	1,386,802	11	1,261,962	10		
Asset Management	1,838,706	4	1,982,368	4		
Property and Boiler Insurance	395,000	0	395,000	0		
Mail Room Services	1,266,725	3	1,288,210	3		
Print Room Services	641,118	4	653,691	4		
Facilities Maintenance and Repair	6,092,043	32	6,161,703	31		
Custodial	3,642,551	30	3,416,271	28		
Security	1,819,210	23	1,740,936	20		
Utility Cost Management	1,666,384	0	1,666,384	0		
Citywide Account	25,504,628	0	40,749,696	0		
Vehicle Maintenance and Repair	19,477,763	121	21,304,365	130		
Fueling Infrastructure	10,595,481	1	10,263,143	1		
Internal Services	25,202,467	0	27,013,415	0		
Financial Management	2,083,064	0	1,865,790	0		
Fleet Asset Management	106,955	1	108,629	1		
Debt Management	5,200,388	0	4,752,105	0		
Department Total	\$ 134,293,492	291	\$ 151,208,989	293		

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



2020 PROGRAM GUIDE

ADMINISTRATION

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

FISCAL

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

ASSET MANAGEMENT

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

PROPERTY AND BOILER INSURANCE

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

MAIL ROOM SERVICES

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

PRINT SHOP SERVICES

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

FACILITIES MAINTENANCE AND REPAIR

To efficiently maintain and repair facilities so that employees and visitors may conduct business in a comfortable environment.

CUSTODIAL

To provide general cleaning services of common areas, offices, and restrooms, to ensure a clean environment for visitors and employees.

SECURITY

To provide security and monitoring services (aided by technology), to ensure a safe environment for visitors and employees.

UTILITY COST MANAGEMENT

To provide energy management in a proactive effort to save on electrical, heating and cooling costs through education of building tenants on energy conservation behaviors and by monitoring building lighting and heating.

CITYWIDE ACCOUNT

To provide a holding account for later transfer to general fund divisions.

VEHICLE MAINTENANCE AND REPAIR

To provide fleet management support services to city agencies to ensure efficient, safe, reliable, and green vehicle operation and maintenance.

FUELING INFRASTRUCTURE

To assess, monitor, repair, replace, and service the city's fueling infrastructure to ensure safe, reliable fueling services to city agencies, regional partners, and the general public.

INTERNAL SERVICES

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

FINANCIAL MANAGEMENT

To provide efficient and effective management of funds.

FLEET ASSET MANAGEMENT

To enhance deployment and maintenance of vehicles, while improving productivity and lowering operating costs.

DEBT MANAGEMENT

To service and track all required debt service obligations (principal and interest) per bond covenant requirements, policies, and procedures. Ensure debt from bonds and loans are used to finance the department's capital program, including those projects in all divisions.

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Department Description

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

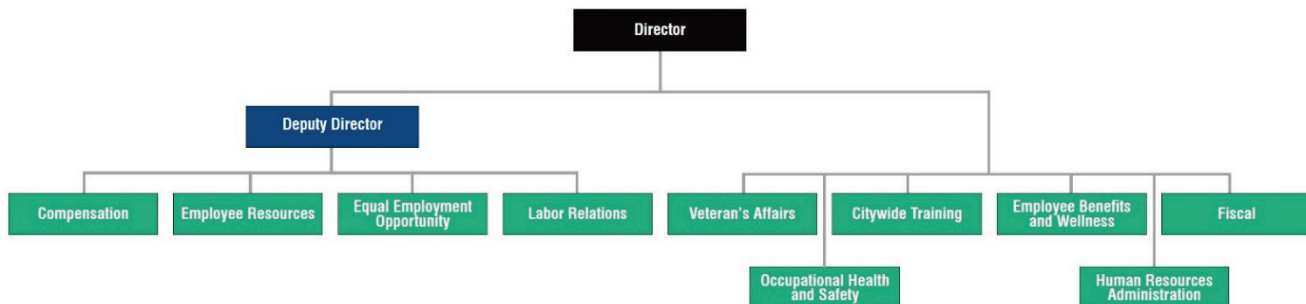
Department Mission

To promote and support organizational excellence through effective human resources programming administered in an environment that embraces diversity, quality customer service, and professional development.

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

Budget Summary				
Fund	2017	2018	2019	2020
	Actual	Actual	Budget	Proposed
General Fund	2,705,455	2,868,931	2,991,354	3,122,816
Employee Benefits Fund	4,371,966	4,265,331	5,005,733	5,808,836
Department Total	\$ 7,077,421	\$ 7,134,262	\$ 7,997,087	\$ 8,931,652

Human Resources



Strategic Priorities for 2020

Innovation



Focus on addressing the components of the ten-year reforms and efficiencies action plan that are related to employee compensation and benefits. Continued collaboration between Labor Relations, Employee Benefits and Wellness, and Compensation Management, as well as preparation for contract negotiations with all bargaining units in 2020.

The reorganization of the Occupational Safety and Health Section, which now includes injury and Bureau of Workers' Compensation (BWC) claims management, has resulted in the reduction of workers' compensation costs. This section continues to work collaboratively with the city's managed care organization, BWC, and city departments to aggressively manage workers' compensation and injury leave claims. Continued participation in available premium reduction programs offered by BWC has resulted in the City of Columbus successfully obtaining rebates for several years.

The Employee Benefits and Wellness Programs work to achieve healthcare literacy and consumerism by implementing communication campaigns, including updated intranet communications, weekly email newsletters, monthly educational videos, lunch and learns, and re-establishing the insurance benefit committee meetings with union leadership.

The Employee Benefits and Wellness section will also implement the city's first high deductible health plans with health savings accounts and cancer advocacy education, training and programming which continue to move the city and its employees toward healthcare literacy and informed consumerism. Currently, these programs are only available to the International Association of Fire Fighters' (IAFF) bargaining unit employees. Programming will focus on reducing the city's cost, while providing modern and innovative benefits and wellness programming.

Employee Benefits and Wellness Programs continue to sponsor the annual fall health and wellness fair. The annual health fair provides employees with an array of screenings, flu shot immunization options, and healthcare assessments. These tools and resources enable the city's employees to prevent, detect, treat, and continually monitor diagnosed health conditions, and serve as a long-term medical cost reduction tool. *HealthyColumbus* wellness programming continues to focus on weight control, nutrition, disease management, physical fitness, and healthy lifestyle habits. *HealthyColumbus*, along with the Front Street Fitness Center, share monthly nutrition workshops to promote the benefits of healthy eating habits and orient city employees to the fitness center along with "Wellness On the Go" options for all departments.

Strategic Priorities for 2020 (cont.)

Innovation (cont.)



Citywide Training and Development (CTD) will offer customized courses to fit the needs of individual departments, and ensure the most up-to-date curriculum. Courses designed to advance the agenda of the administration have been developed, as well as ongoing support for CPR and First Aid courses, Ohio Ethics training, Drug-free Workplace training, and Diversity and Inclusion training. 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, and other social media. CTD will also continue to provide free resume reviews and career development courses to the public. Citywide Training and Development was the recipient of the *Columbus Business First*, Diversity In Business Award for large employers.

The Veterans Affairs Coordinator will continue to identify resources for city employees and residents who are veterans and active duty members, as well as coordinate programming for the 9/11 Remembrance Ceremony, the Purple Heart Ceremony, and the Veterans Day Luncheon for city employees. This office will prepare military leave extension legislation in a timely manner to ensure there is no lapse in benefits for employees and their families following deployment to active duty.

Diversity and Inclusion



The department will continue to collaborate with other city departments to increase diversity in the workplace through creative and effective recruitment and retention strategies. The Equal Employment Resources Manager will provide consultancy regarding complex federal, state, and local employment laws as a part of the overall human resources strategy to ensure a diverse and inclusive workplace. The Human Resource Manager will provide consultancy and serve as a resource to city departments in areas of recruitment, retention, workforce planning, and succession planning. In partnership with the Office of Diversity and Inclusion, the department will work to develop Employee Resource Groups in an effort to champion an inclusive workplace.

Neighborhood Safety and Public Health



The priority of the Citywide Occupational Safety and Health Program (COSHP) is to create a workplace with zero on-the-job injuries and to empower and educate City of Columbus employees to be safety conscious and reduce occupational hazards. COSHP staff share a professional commitment to protecting the safety and health of our employees, our customers, and our visitors. Additionally, COSHP strives to achieve this by designing a comprehensive, integrated Occupational Safety and Health Program that promotes a safe and healthy working environment for all city employees.

2020 BUDGET NOTES

HUMAN RESOURCES

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

- Funding is continued for contracts related to physical fitness and wellness testing for police officers and firefighters; this includes sufficient funding for the firefighter cancer screening initiative. All contracts are consolidated in this division to enhance service delivery and increase efficiency in contract administration.
- The department continues to focus on improving workplace safety with an objective to decrease workers' compensation costs. The budget provides funding for occupational safety and risk management programs, and purchases of safety and protective supplies to keep employees safe.

EMPLOYEE BENEFITS

The employee benefits fund 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 Employee Benefits and Wellness Office 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 analysis of the city benefits and wellness programs, as well as serve as a liaison between the benefits and wellness programs and the department finance team.
- Included in this budget is \$360,000 for the Occupational Safety and Health Clinic which represents level funding when compared to the prior year.
- Funding is allocated for outside counsel to act as the city's chief negotiator and legal counsel. Increased funding over 2019 is included in 2020 for this expense, as the labor contracts with all bargaining units expire on various dates throughout the year.

Financial Summary by Fund					
Fund	2017 Actual	2018 Actual	2019 Budget	2019 Projected	2020 Proposed
General Fund					
Administration	\$ 2,705,455	\$ 2,868,931	\$ 2,991,354	\$2,981,374	\$3,122,816
General Fund Subtotal	2,705,455	2,868,931	2,991,354	2,981,374	3,122,816
Employee Benefits Fund					
Administration	4,371,966	4,265,331	5,005,733	4,851,679	5,808,836
Employee Benefits Fund Subtotal	4,371,966	4,265,331	5,005,733	4,851,679	5,808,836
Department Total	\$ 7,077,421	\$ 7,134,262	\$ 7,997,087	\$ 7,833,053	\$ 8,931,652

Financial Summary by Area of Expense					
Division	2017 Actual	2018 Actual	2019 Budget	2019 Projected	2020 Proposed
Administration					
General Fund					
Personnel	\$ 1,431,214	\$ 1,625,811	\$ 1,698,242	\$ 1,686,014	\$ 1,858,311
Materials & Supplies	25,607	28,154	48,906	41,316	28,409
Services	1,246,138	1,214,965	1,244,206	1,254,044	1,236,096
Transfers	2,495	-	-	-	-
General Fund Subtotal	2,705,455	2,868,931	2,991,354	2,981,374	3,122,816
Employee Benefits Fund					
Personnel	2,651,537	2,779,010	3,374,052	3,251,754	3,600,799
Materials & Supplies	23,124	26,655	44,776	42,475	68,548
Services	1,697,306	1,459,667	1,586,905	1,557,450	2,139,489
Employee Benefits Fund Subtotal	4,371,966	4,265,331	5,005,733	4,851,679	5,808,836
Administration Subtotal	7,077,421	7,134,262	7,997,087	7,833,053	8,931,652
Department Total	\$ 7,077,421	\$ 7,134,262	\$ 7,997,087	\$ 7,833,053	\$ 8,931,652



Human Resources

Department Personnel Summary								
Fund	2017 Actual		2018 Actual		2019 Budgeted		2020 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Administration	14	1	14	0	14	1	15	1
Employee Benefits Fund								
Administration	19	3	24	2	30	2	31	2
Total	33	4	38	2	44	3	46	3

Operating Budget by Program					
Program	2019		2020		
	Budget	FTEs	Proposed	FTEs	
Human Resources Administration	\$ 480,115	4	\$ 597,227	5	
Internal Services	382,062	0	493,496	0	
Compensation	239,151	2	252,358	2	
Citywide Office of Training and Development	543,548	4	610,504	4	
Labor Relations	256,746	2	259,719	2	
Employee Resources	126,892	1	127,834	1	
Equal Employment Opportunity	135,184	1	137,063	1	
Occupational Health and Safety	2,452,480	5	3,293,050	12	
Benefits Administration	2,786,817	22	2,485,804	16	
EBRM Labor Relations	594,092	3	674,597	3	
Department Total	\$ 7,997,087	44	\$ 8,931,652	46	

For additional financial information related to the Human Resources Department, please refer to the employee benefits fund contained within the Internal Services section. Program descriptions begin on the following page.



2020 PROGRAM GUIDE

HUMAN RESOURCES ADMINISTRATION

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

INTERNAL SERVICES

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

COMPENSATION

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

CITYWIDE OFFICE OF TRAINING AND DEVELOPMENT

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

LABOR RELATIONS

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

EMPLOYEE RESOURCES

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

EQUAL EMPLOYMENT OPPORTUNITY

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

OCCUPATIONAL HEALTH AND SAFETY

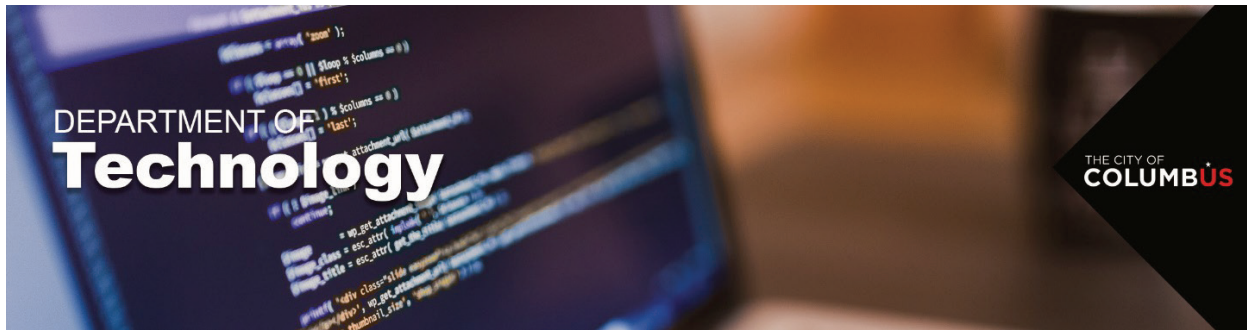
To provide leadership and policy development, as well as necessary supplies and services, to ensure and improve the safety of all employees. Physical fitness assessments for police and fire employees and the Occupational Safety and Health Clinic are incorporated into this program as well. These activities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

BENEFITS ADMINISTRATION

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

EBRM LABOR RELATIONS

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



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, and for supporting various digital communication tools. The department also provides desktop and service desk support to city agencies.

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

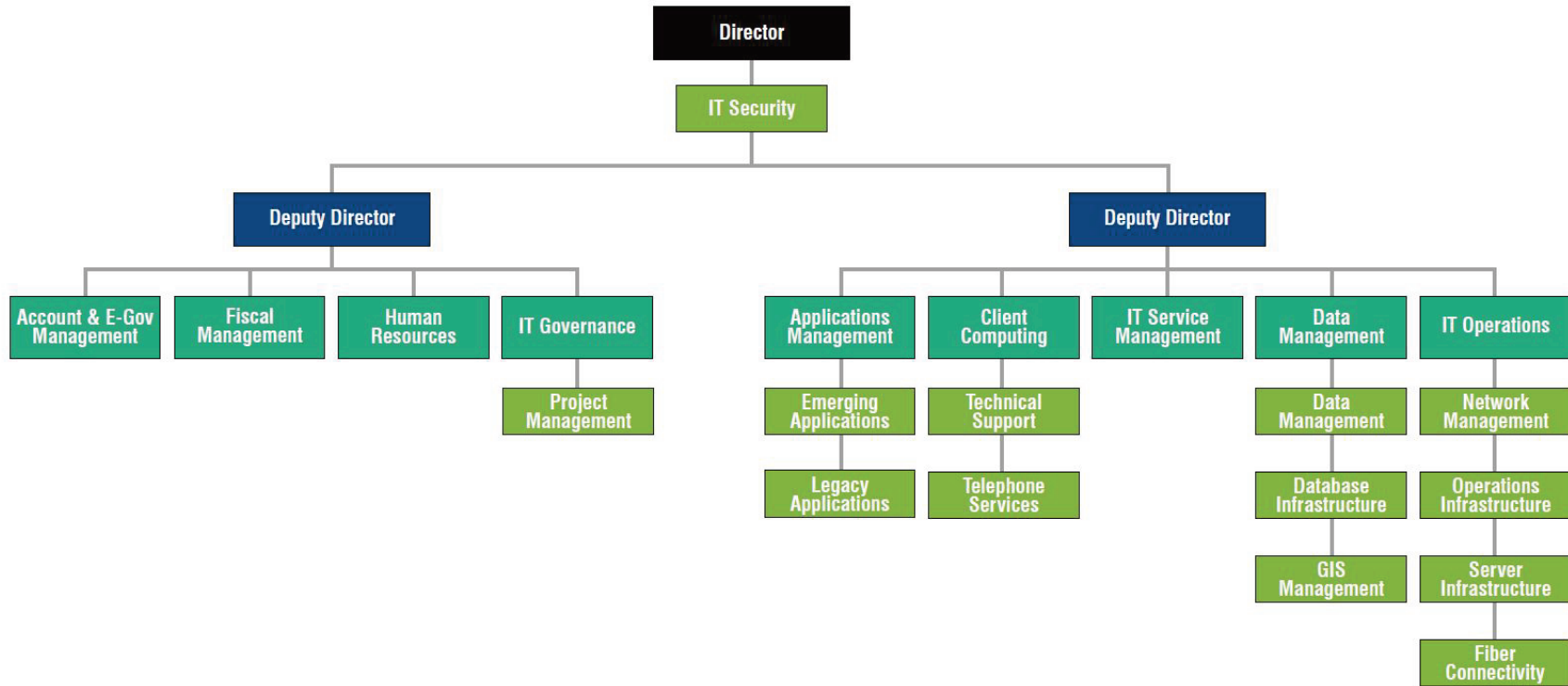
In addition, the Department of Technology provides systems and applications support to the city’s 311 call center operated by the Department of Neighborhoods, and manages the city’s telecommunication network. The **Geographic Information System (GIS) section** of the department is an enterprise-wide system that provides broad access to geospatial data and applications throughout the city and to the public. The department’s **IT Operations section** maintains and supports all data connectivity across the city, while providing daily business support services including folding, inserting, and mailing services. Finally, the **Project Management section** supports technology implementations, and the **Account Management section** assists all city agencies in the procurement of technology related purchases.

Department Mission

The Department of Technology plans, designs, develops, procures, and delivers citywide information technology, telecommunications, and media services in partnership with city departments, city council, boards and commissions, and other government entities.

Budget Summary				
Fund	2017	2018	2019	2020
	Actual	Actual	Budget	Proposed
Technology Services Fund	33,296,826	33,976,216	40,107,899	43,866,268
Department Total	\$ 33,296,826	\$ 33,976,216	\$ 40,107,899	\$ 43,866,268

Technology



Strategic Priorities for 2020

Neighborhoods



Partner with the Department of Neighborhoods to adopt and migrate the City's 311 and MyColumbus application to a new platform, including maintaining current 311 departmental integrations. The 311 suite of products offers citizens service request submissions via the columbus.gov website, the 311 call center, and the MyColumbus mobile application. 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.

Maintain and support new Department of Neighborhoods websites, including the Area Commission training reservation system and the My Brother's Keeper website.

Continue development of a new geographic information system (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.

Continue to partner with the Mayor's office to enhance and maintain the 2020 Census website.

Economic Development and Affordable Housing



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



Provide 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 2020 (cont.)

Neighborhood Safety and Public Health



Collaborate with the Department of Public Safety to implement the Public Safety Infrastructure Modernization Program, including Phase I upgrades of the city's Computer-Aided Dispatch program. Complete assessments for Phase Two of the Infrastructure Modernization Program, including assessment and plans for other infrastructure operational components, such as, aging public safety telephony systems.

Expand network fiber connectivity to public safety stations and replace aging infrastructure and end-of-support devices.

Continue to provide support and assistance with the opioid site used to share documents and collaborate on the opioid litigation.

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.

Strategic Priorities for 2020 (cont.)

Birth to Five and Education



Partner with CelebrateOne and the Office of the Mayor to enhance and maintain the website for the Infant Mortality Initiative, ensuring the effective management and update of content.

Finalize the development of a resource center for CelebrateOne. The center will display geographic information system (GIS) maps, datasets, and key performance indicators (KPI) using various mapping and visualization platforms.

Continue to facilitate and manage the shared services agreement with Columbus City Schools to update the school district's telephone technology.

Innovation



Work towards building a robust data governance body and framework, establish an enterprise data service bus to allow applications to interface data in a standard way. Enhance the city's enterprise data visualization platform (Tableau) for participating city departments. Oversee the implementation, data pipeline creation, and training of users citywide.

Expand DoT's operational capacity to support commercial, off the shelf platforms such as OnBase, Cherwell, Accela, Lucity, and others that enable efficient and effective departmental operations.

Continue adoption of the new Information Technology Service Management application (TechDesk/Cherwell) 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.

Continue the city's infrastructure IT modernization program, including data center upgrades and implementation of new infrastructure platforms (hyperconvergence).

Develop a self-service routing application to assist several departments in routing inspectors to their destinations more quickly and efficiently.

Strategic Priorities for 2020 (cont.)

Innovation (cont.)



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.

Continue to automate the upgrade of SQL and Oracle database so that all database servers can be upgraded efficiently to new and supported versions.

Continue to enhance programming and services available on CTV by working with city departments and agencies to create engaging and informational programming for the public, and automating and expanding closed caption language options.

Sustainable Columbus



Build a new mapping application for the Department of Public Utilities' GreenSpot Program to identify the locations and additional details of program participants.

Maintain and enhance the Sustainable Columbus webpage providing programming information about services and successes.

2020 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 \$7,995,692 for 2020. 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 plans to add approximately 200 additional miles of fiber optic cable in 2020, increasing the total fiber optic cable maintained by the city to roughly 1,000 miles.
- In 2020, computer replacements for general fund departments and divisions will be purchased using the special income tax fund.
- Increased personnel in 2020 reflect needs in the CTV media services section.
- 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. All projected internal service charges to general fund agencies for technology services are budgeted in the Department of Finance and Management in order to reduce the volatility of projections for the general fund. Internal service charges to other funds are billed back to departments on a monthly basis.

Financial Summary by Area of Expense						
Division	2017	2018	2019	2019	2020	
	Actual	Actual	Budget	Projected	Proposed	
Administration						
Information Services Fund						
Personnel	\$ 1,798,920	\$ 2,025,960	\$ 2,208,456	\$ 2,068,084	\$ 2,302,200	
Materials & Supplies	670,364	297,297	1,170,268	995,498	1,108,554	
Services	3,911,007	4,297,836	6,193,538	6,174,165	6,787,138	
Capital	56,852	5,850	100,000	100,000	100,000	
Administration Subtotal	6,437,143	6,626,943	9,672,262	9,337,748	10,297,892	
Information Services						
Information Services Fund						
Personnel	15,086,334	16,331,836	18,313,508	16,970,278	19,185,660	
Materials & Supplies	316,718	290,911	377,006	377,006	410,000	
Services	6,529,710	6,218,876	7,404,217	8,141,902	9,744,891	
Debt Principal	4,260,000	4,120,000	4,262,886	3,830,000	4,040,000	
Other	5,000	-	5,200	1,200	5,200	
Capital	24,740	32,730	72,820	30,085	72,749	
Interest	637,181	354,920	-	432,886	109,876	
Information Services Subtotal	26,859,683	27,349,274	30,435,637	29,783,358	33,568,376	
Department Total	\$ 33,296,826	\$ 33,976,216	\$ 40,107,899	\$ 39,121,106	\$ 43,866,268	

Technology

Department Personnel Summary								
Fund	2017 Actual		2018 Actual		2019 Budgeted		2020 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
Technology Services Fund								
Administration	14	1	15	1	15	2	15	3
Information Services	127	1	131	3	144	4	146	4
Total	141	2	146	4	159	6	161	7

Operating Budget by Program				
Program	2019		2020	
	Budgeted	FTEs	Proposed	FTEs
Technology Administration	\$ 14,402,575	6	\$ 15,623,023	7
Fiscal	940,438	7	900,069	7
Human Resources	321,007	3	275,499	2
Systems Administration	1,789,316	13	1,532,965	11
Applications Programming	3,007,061	23	3,235,670	24
Government Television Channel	951,801	8	1,078,637	8
Network	2,653,258	15	1,612,358	7
Security	1,845,520	13	1,668,960	10
Account Management	395,970	3	379,965	4
Computer Operations	1,102,527	9	1,344,036	10
Database	746,001	5	763,098	5
Telephone Services	441,645	4	809,087	8
Project Management	1,467,927	11	1,600,351	14
Contracts	4,066,074	0	6,201,026	0
Desktop Support	2,644,343	22	2,728,308	23
Help Desk	723,720	7	724,689	7
Fiber	345,700	0	1,136,598	5
Facilities Management	279,600	0	286,500	0
Internal Services	652,433	0	684,025	0
Data Management	1,330,983	9	1,281,404	9
Department Total	\$ 40,107,899	159	\$ 43,866,268	161

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.



2020 PROGRAM GUIDE

TECHNOLOGY ADMINISTRATION

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

FISCAL

To provide fiscal support services to the department and citywide direct charge agencies including procurement, accounts payable, billing and revenue analysis, legislation and contract management, and budgeting and financial management of the department's operational and capital budget.

HUMAN RESOURCES

To provide payroll and human resources support services to the department/divisions' staff including the administration of the city's policies and procedures related to labor relations, employee benefits, performance management, occupational health and safety, employee training, and development.

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.

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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.

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.

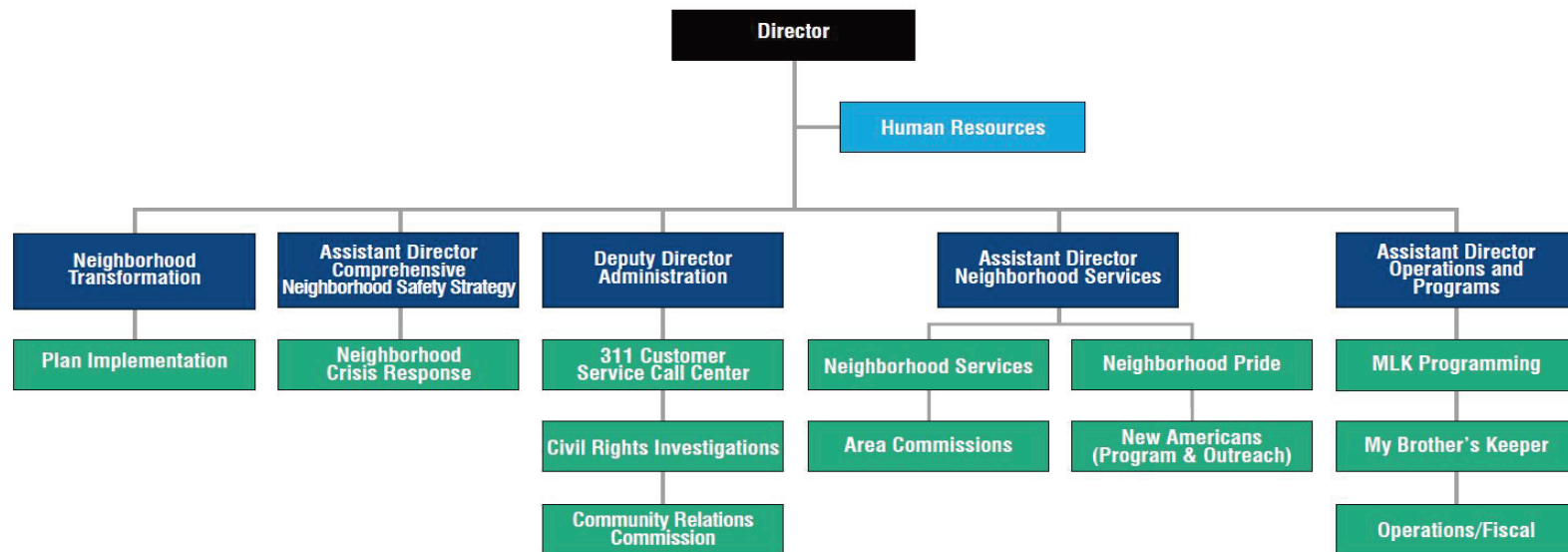
The **neighborhood liaisons** are a team of advocates created to work across department lines to get results for resident requests, problems, and questions. The city has been divided into service areas and a liaison has been assigned to each of the areas to work directly with the residents and neighborhood 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 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.

Budget Summary				
Fund	2017 Actual	2018 Actual	2019 Budget	2020 Proposed
General Fund	3,886,610	4,583,599	5,350,158	6,068,550
Department Total	\$ 3,886,610	\$ 4,583,599	\$ 5,350,158	\$ 6,068,550

Neighborhoods



Strategic Priorities for 2020

Neighborhoods



Following the successful launch of the Linden and Hilltop community plans, work will continue to support projects, initiatives, and programs that advance the priorities identified by the community for each plan.

The refreshed Neighborhood Pride program will engage new communities and provide opportunities to build greater awareness and connection between residents and their local civic organizations.

In September, the Department of Neighborhoods will host community leaders from cities across Indiana, Illinois, Kentucky, Ohio, and Tennessee at the Regional Neighborhood Network Conference.

Area Commission members will have the opportunity to participate in a series of professional development trainings to enhance their ability to represent the neighborhoods they serve.

Neighborhood Safety and Public Health



The Comprehensive Neighborhood Safety Strategy (CNSS) will continue to invest in the social determinants of safety through dedicated funding and cross-agency partnerships. Strategies will be informed through feedback from the Neighborhood Safety Committee meetings and data analysis. LED-based pedestrian lighting will be installed in Linden, Hilltop, and the South Side. Work will begin to construct new sidewalks that will close the gap between some existing sections of sidewalk.

In partnership with community leaders and the Departments of Public Safety and Public Service, the Neighborhood Crisis Response program will clean-up alleys in Linden, Hilltop, and the South Side.

A Landlord Fair will be held to engage property owners to work in partnership with the city to provide safe, affordable housing in our target neighborhoods and address the issue of evictions and their impact on families and neighborhoods.

Strategic Priorities for 2020 (cont.)

Diversity and Inclusion



The Community Relations Commission will continue its community education efforts to share the enhanced process to investigate and resolve discrimination complaints. Working in partnership with the Columbus Women's Commission, the annual Lunch and Learn series will focus on issues of discrimination facing women in the community.

The New American Leadership Academy (NALA) will welcome a new cohort with an extended and more in-depth learning experience. Opportunities will be provided for the nearly 60 NALA alumni to remain engaged and continue learning.

My Brother's Keeper will work to implement a new framework to provide pathways of opportunity for boys and young men of color. This will include the annual conference and summit, and provide the Business, Entrepreneurship, and Technology Advancement (BETA) program to help those in high school enhance their understanding of technology and entrepreneurship.

Innovation



In partnership with the Department of Technology, a refreshed 311 system will be launched. The changes, including a new website and mobile application, will enhance the user experience, improve internal work flows, and ensure better use of data for planning and decision making purposes. Community education on the availability of the call back feature and options to submit service requests online will continue.

To enhance efficiency and resident experience, opportunities to add additional services and programming at the Neighborhood Pride Centers will be identified in partnership with other departments, and operations of the department will be consolidated at 1410 Cleveland Avenue.



2020 BUDGET NOTES

This is the fourth full year of the proposed funding for the Department of Neighborhoods, and the budget includes 48 full-time and 2 part-time regular employees. Noteworthy programs, opportunities, and items of importance are as follows:

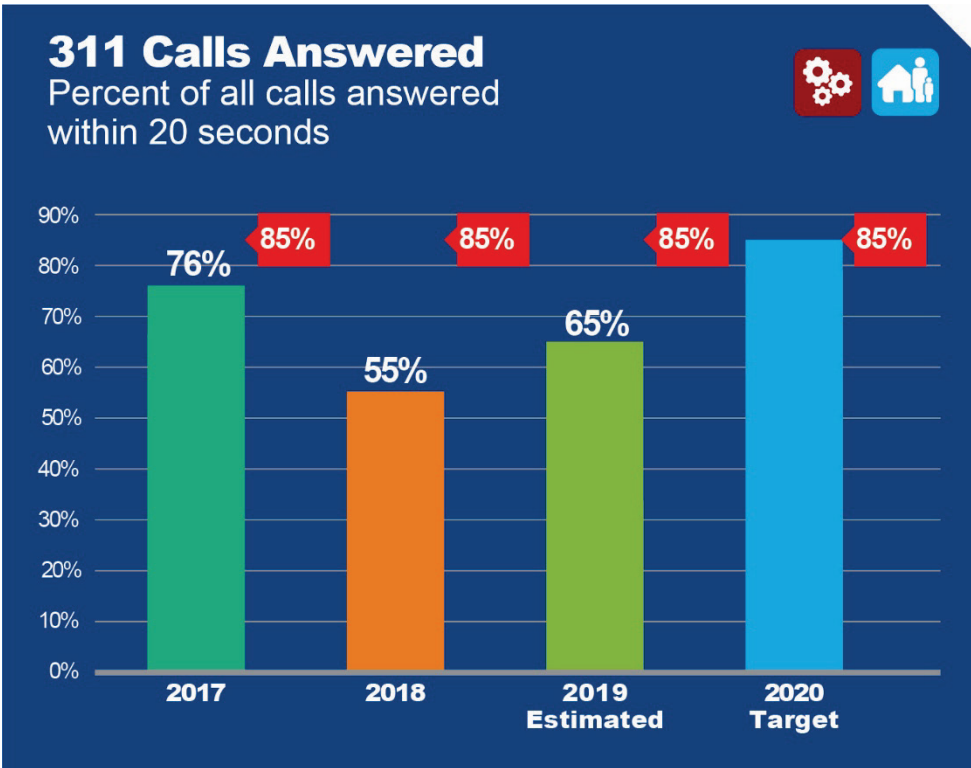
- As part of the Mayor's Comprehensive Neighborhood Safety Strategy Initiative, the department will continue funding in the amount of \$60,000 to identify opportunities to address social determinants regarding safety in neighborhoods across the city.
- Two additional 311 Service Representatives are included to assist residents seeking information and resources. The increased call volume, community awareness, and increased program partnership has prompted the need for additional staffing.
- 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. This program will continue in 2020 budgeted at \$721,125.
- The Linden and Hilltop community plans will continue to support projects, initiatives, and programs that will advance the priorities identified by the community. This includes supporting the One Linden School Project that will increase academic achievement by enhancing parent engagement as well as better connecting families to services. Partners will be engaged to enhance housing and commercial properties as well as support the Department of Recreation and Parks' new Center for Opportunities within the Linden community. For the Hilltop, an initial focus will be placed on creating community gathering spaces to increase community pride and engagement. Work will be done to ensure alignment between the Hilltop Plan and the work of the Department of Education to develop the new Early Childhood Center.
- Support of the My Brother's Keeper program continues to address opportunity gaps for boys and men of color in our community, as well as the impact of community trauma, and is funded at \$30,000.
- Funding for the New Americans program continues in 2020 to assist with the assimilation of new Americans arriving in Columbus from other countries. Translation and interpretation services are budgeted.
- The New American Leadership Academy funding will continue in the amount of \$50,000. This funding will allow NALA alumni to remain engaged in the program and continue their involvement.
- Support of the Columbus Neighborhood Community Grants program (CNCG) will continue in 2020 and is budgeted at \$20,000. In the past, the CNCG provided funding for the following activities: National Night Out, health literacy, domestic violence prevention, and anti-bullying initiatives.

Neighborhoods

- The Martin Luther King Jr. Day celebration and the Black History Month program will continue in 2020. 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 2020, funding for MLK Programming (which is for 2021) is reflected on the Operating Budget by Program table in the Neighborhood and Agency Services Program.
- Support and additional training for area commissions will continue in 2020 through the allocation of \$62,000.



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 2020.



Connecting to residents who seek information is essential to providing quality customer service. The 2019 estimate is the result of the team answering an increased volume of calls as a result of expanded community awareness, more program partnerships, the use of a call back feature, and a growing number of digital service requests. In 2020, the department is implementing measures to ensure that less than three percent of all calls received are abandoned after 15 seconds of wait time.

Neighborhoods

Financial Summary by Area of Expense					
Division	2017 Actual	2018 Actual	2019 Budget	2019 Projected	2020 Proposed
Neighborhoods					
General Fund					
Personnel	\$ 3,336,609	\$ 3,914,279	\$ 4,518,619	\$ 4,119,295	\$ 4,654,922
Materials & Supplies	37,653	45,339	40,938	40,938	34,000
Services	462,798	576,480	736,601	935,123	1,325,628
Other	11,550	-	1,500	1,292	1,500
Transfers	38,000	47,500	52,500	52,500	52,500
General Fund Subtotal	3,886,610	4,583,599	5,350,158	5,149,148	6,068,550
Department Total	\$ 3,886,610	\$ 4,583,599	\$ 5,350,158	\$ 5,149,148	\$ 6,068,550

Department Personnel Summary								
Fund	2017 Actual		2018 Actual		2019 Budgeted		2020 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Administration	35	0	40	2	45	2	48	2
Total	35	0	40	2	45	2	48	2

Operating Budget by Program				
Program	2019 Budget	2019 FTEs	2020 Proposed	2020 FTEs
Administration	\$ 1,061,281	7	\$ 842,831	6
Internal Services	23,509	0	21,442	0
Fiscal	215,830	2	230,045	2
Human Resources	135,970	1	120,503	1
New Americans	273,699	2	242,012	2
Community Relations	-	0	186,830	1
311 Service Center	1,927,122	22	2,082,113	24
Neighborhood Pride	1,134,913	6	1,319,149	10
Neighborhood & Agency Services	289,548	2	302,500	0
Neighborhood & Community Planning	288,286	3	721,125	2
Department Total	\$ 5,350,158	45	\$ 6,068,550	48



2020 PROGRAM GUIDE

ADMINISTRATION

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

INTERNAL SERVICES

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

FISCAL

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

HUMAN RESOURCES

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

NEW AMERICANS

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

COMMUNITY RELATIONS

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

311 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.

Department Mission

To protect residents' health and improve lives in our community.

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 Columbus and Franklin County Addiction Plan, a community response initiative 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.

Budget Summary				
Fund	2017 Actual	2018 Actual	2019 Budget	2020 Proposed
Health Operating Fund	30,920,301	32,339,617	33,575,419	35,842,437
Department Total	\$ 30,920,301	\$ 32,339,617	\$ 33,575,419	\$ 35,842,437

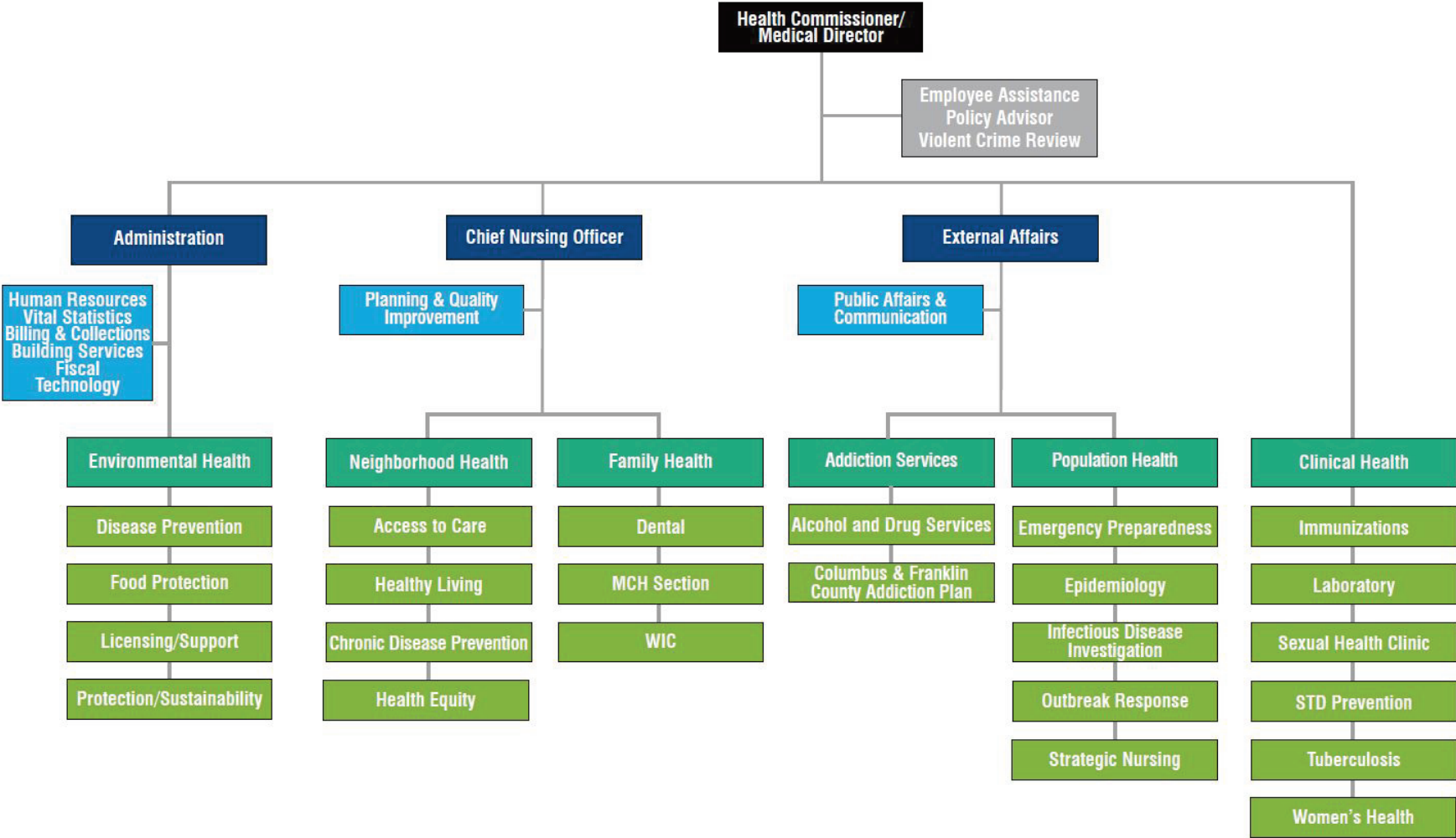
Public Health

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 2020

Neighborhoods



Deliver high-quality clinical services for children and families, including sexual health, immunization, dental sealants, women's health, and tuberculosis control, while reducing barriers to care through health insurance enrollment, translation services, and extended 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, and the Violent Crime Review Group which works to lower homicide rates through a review of, and rapid response to, violent crimes.

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.

Lead the city's efforts to address the obesity epidemic through strategies that make Columbus an active and vibrant community, including: Growing Healthy Kids Columbus; the Columbus & Franklin County Local Food Action Plan; Creating Healthy Communities Network; Women, Infants, and Children (WIC); and the Columbus and Franklin County Chronic Disease Prevention Coalition which includes partnering with the Finance and Management Department to increase healthy options in City vending machines.

Partner with PrimaryOne Health and other groups to help support quality, affordable health care for as many people as possible.

Birth to Five 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 Schools nurses to serve and address children's health needs by providing in-school immunizations and lead screenings.

Improve health in underserved communities through neighborhood and coalition-based partnership initiatives.

Strategic Priorities for 2020 (cont.)

Innovation



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 hiring timeliness of, and onboarding process for, new employees.

Neighborhood Safety and Public Health



Combat the drug addiction crisis, including the opiate epidemic, through comprehensive harm reduction programs and services at Safe Point, community education, safe medicine disposal, naloxone access and training, and leadership of the Columbus and Franklin County Addiction Plan.

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.

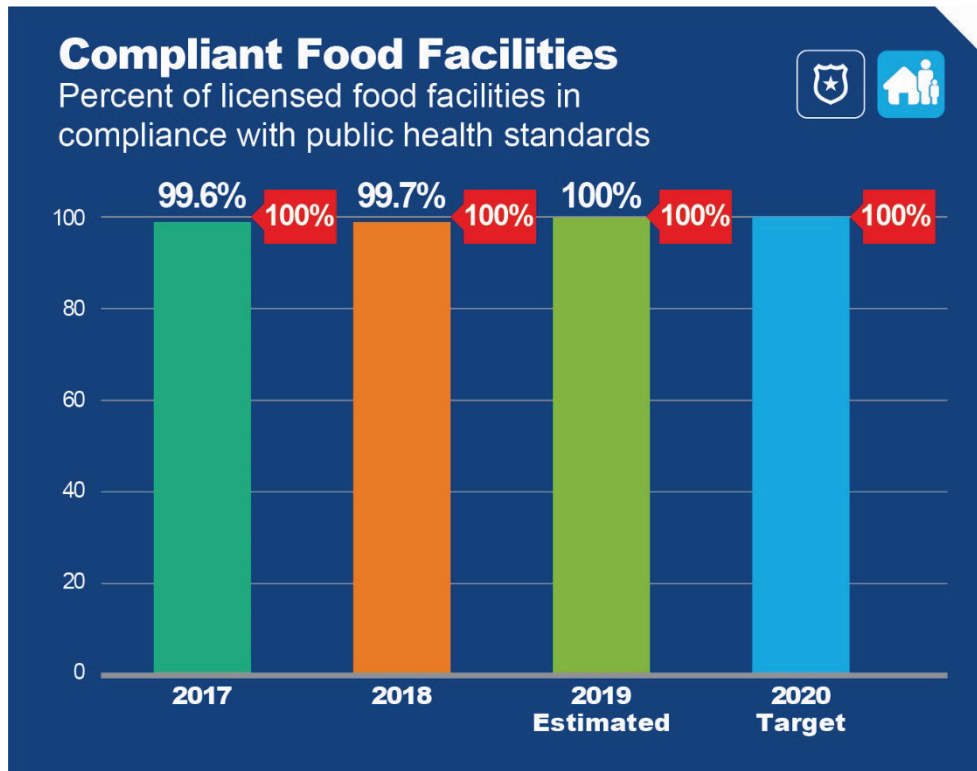
Maintain a year-round seasonal influenza initiative to better protect Columbus residents and workplaces.

2020 BUDGET NOTES

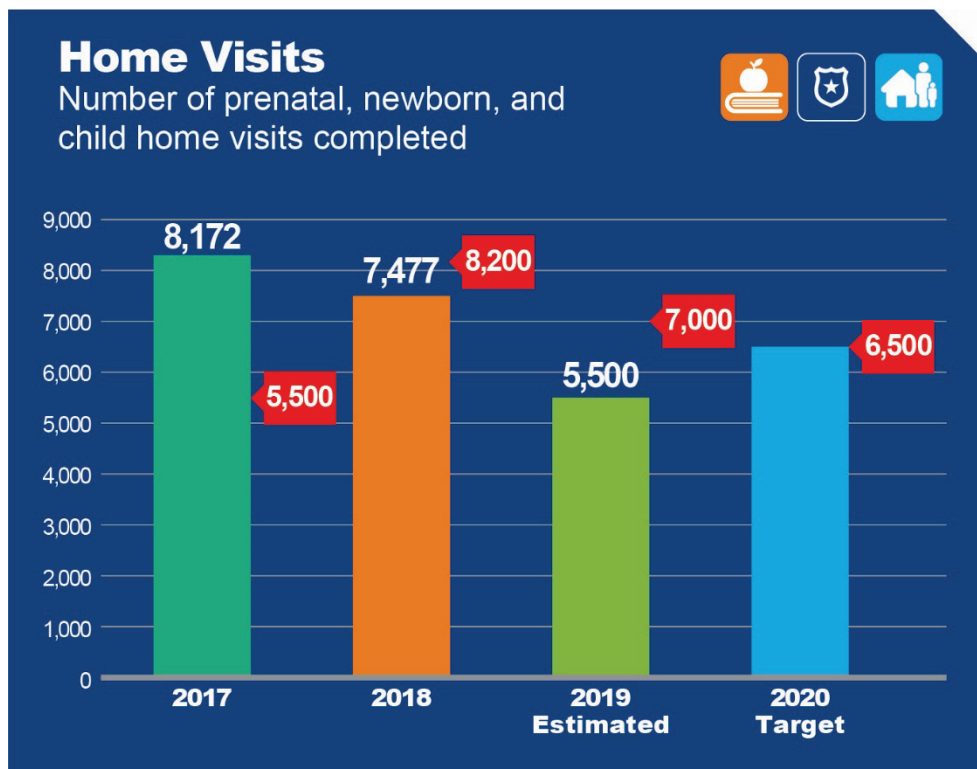
The 2020 budget for Columbus Public Health allows for continued provision of public health services that are mandated, services that meet the Mayor's strategic priorities, and a variety of programs that the Board of Health deems essential. In addition:

- A new approach in making neighborhoods healthier is being implemented with the purchase of a Mobile Medical Unit in the amount of \$165,000. This unit will provide evidence-based, high quality care and services to the people who need them the most, in the neighborhoods where they live. Because of its flexibility, this mobile medical unit will reach those individuals who are disconnected from care or unable to travel to the conventional brick and mortar clinics for health services. It is also versatile in its service delivery in that it can be utilized for regular health care services, or quickly mobilized during emergency drug overdose surges.
- Funding of \$1,482,074 is provided to continue to address heroin and opiate use as part of the Columbus and Franklin County Addiction Plan. A total of \$350,000 of this funding will continue to support the Safe Point Program providing Naloxone access, addiction counseling, treatment referrals, infectious disease screenings and linkage to care, and prevention education. In addition, \$50,000 is specifically provided for medication assisted treatment services.
- Continued funding is included in the 2020 budget to support the infant mortality initiative, CelebrateOne. An expanded amount of funding for Pre- and Post-Natal Evidence Based Home Visiting services are included in the amount of \$267,250, to provide wrap-around social and nursing support to more women and babies in an effort to help reduce infant deaths. Funding also continues to support the Safe Sleep Campaign and other 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 component of the Comprehensive Neighborhood Safety Strategy (CNSS), continues to be funded for 2020 at \$1,080,450. Another element of the CNSS is the Violent Crime Review Group, a multi-departmental committee working to understand and lower the rate of homicides, is funded at \$129,000.
- Support for PrimaryOne, formerly known as the Community Neighborhood Health Centers (CNHC), in the amount of \$4.3 million is included to provide access to care and to address health concerns at multiple health centers.
- The department continues to assist Columbus Public Schools by contracting with the district to provide general consultation and input on school health procedures and protocols.
- Increased revenues are projected in food license and fees, Evidenced Based Home Visiting reimbursements, and Tobacco 21 fines. 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 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 2019 estimate and 2020 target reflects a restructuring of the home visiting program in order to implement evidence-based home visiting. Full implementation of all CPH home visiting programs/models are expected by the end of 2020.

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 2017 and nearly 25,000 in 2018. The department projects it will provide 30,000 vaccinations in 2019 and will target that again in 2020.

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 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, co-workers, neighbors, and community groups.



Public Health

Financial Summary by Area of Expense					
Division	2017 Actual	2018 Actual	2019 Budget	2019 Projected	2020 Proposed
Health					
Health Operating Fund					
Personnel	\$ 23,191,712	\$ 24,512,250	\$ 25,483,629	\$ 25,218,236	\$ 27,106,941
Materials & Supplies	899,781	1,048,976	1,109,498	1,176,204	1,109,848
Services	6,796,309	6,593,920	6,957,792	7,608,869	7,539,859
Other	12,500	184,471	24,500	29,250	32,000
Capital	20,000	-	-	40,303	53,789
Health Operating Fund Subtotal	30,920,301	32,339,617	33,575,419	34,072,862	35,842,437
Department Total	\$ 30,920,301	\$ 32,339,617	\$ 33,575,419	\$ 34,072,862	\$ 35,842,437

Department Personnel Summary								
Fund	2017 Actual		2018 Actual		2019 Budgeted		2020 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
Health Operating Fund								
Administration	221	36	235	36	258	39	283	39
Total	221	36	235	36	258	39	283	39

Operating Budget by Program					
Program	2019 Budget	2019 FTEs	2020 Proposed	2020 FTEs	
Health Administration	\$ 9,899,747	49	\$ 9,289,112	47	
Fiscal	431,901	6	649,034	6	
Human Resources	818,983	8	981,612	9	
Internal Services	466,800	0	491,342	0	
Neighborhood Health	3,409,327	32	3,817,703	36	
Clinical Health	5,605,228	46	5,865,510	48	
Population Health	3,049,409	26	3,371,118	30	
Environmental Health	5,945,379	60	6,270,469	63	
Family Health	2,186,778	30	3,624,463	33	
Opiate Initiatives	1,761,867	1	1,482,074	11	
Department Total	\$ 33,575,419	258	\$ 35,842,437	283	

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.



2020 PROGRAM GUIDE

HEALTH ADMINISTRATION

To provide leadership and direction for the department, administrative and support services in the areas of information systems and facilities management, and to monitor and document the department and community status regarding state and national public health standards.

FISCAL

To provide administrative and support services in the area of fiscal management.

HUMAN RESOURCES

To provide administrative and support services in the area of human resource management.

INTERNAL SERVICES

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

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.

OPIATE INITIATIVES

To account for the costs associated with the prevention and treatment of opioid abuse.



Department Description

Columbus Recreation and Parks Department’s (CRPD) mission is to connect the people of our community through the power of nature, wellness, and creativity. With more than 380 parks, 29 community centers, five athletic complexes, six golf courses, and 120 miles of regional trails, the department’s vision is to ensure every resident has access to all of its many services. With this mission and vision, along with the objectives set forth in the 2019-2024 Strategic Plan, the CRPD’s programs and services are critical in ensuring Columbus remains America’s Opportunity City.

Department Mission

We connect the people of our community through the power of nature, wellness, and creativity.

CRPD’s catalog of programming is extensive and caters to residents of all ages, interests, and abilities. Programming includes summer camps, therapeutic recreational activities, youth and adult athletic activities, fitness classes, educational gardens, swimming and watercraft instruction, art classes, nutritional programming, and youth and family development services. The department offers a wide range of structured recreational opportunities and aims to be equitable and open for all.

Examples of programmatic highlights include our aquatics programming. Within the **Aquatic Center**, CRPD offers an indoor place to swim by providing lessons, aerobics classes, diving and stroke clinics, and open swim sessions. In the summer, the department operates eight conveniently located outdoor pools, three spray grounds, and three splash pads and interactive fountains.

CRPD operates five **Athletic Complexes** throughout Columbus, which include high school regulation sized basketball and volleyball courts. Additionally, the department owns and operates 29 **Community Centers**, which include two centers dedicated to senior programming. Lastly, the department operates six public **Golf Courses**, which provide residents, of any skill level, the opportunity to play and improve their game.

Budget Summary				
Fund	2017 Actual	2018 Actual	2019 Budget	2020 Proposed
Operation and Extension Fund	53,040,294	53,882,511	53,877,906	55,790,613
Department Total	\$ 53,040,294	\$ 53,882,511	\$ 53,877,906	\$ 55,790,613

Recreation and Parks

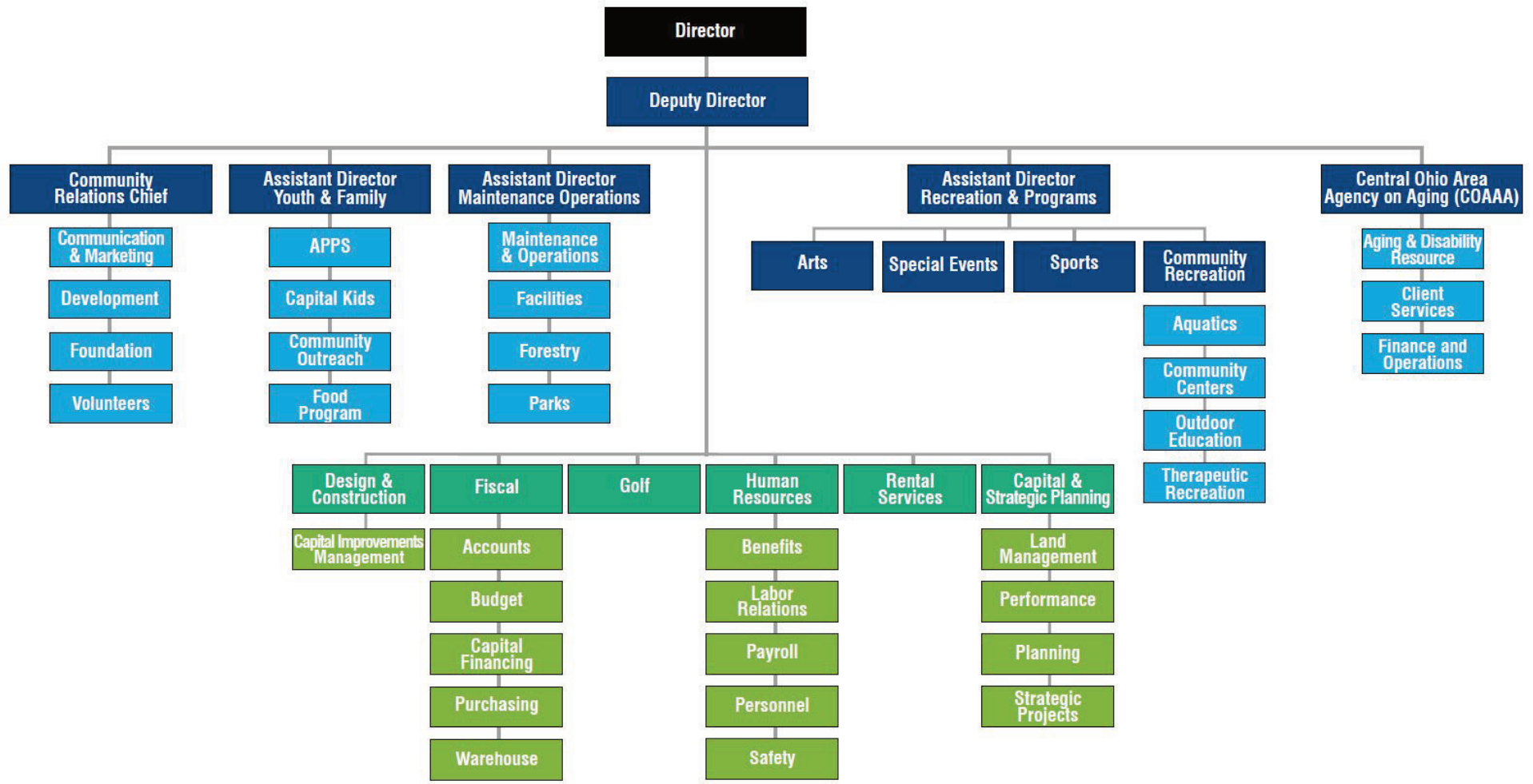
Aside from the aforementioned facilities, the CRPD also manages the **Cultural Arts Center**, the Golden Hobby Gift Shop, and the McKnight Outdoor Education Center.

As stewards of the land, CRPD invests heavily in conserving the community's natural environment. In 2018, the department conserved five additional wetlands, planted 3,500 street and park trees, and 1,100 native plants. In 2019, the department conserved four additional wetlands, planted 4,338 street and park trees, and 668 native plants. The department manages roughly 14,000 acres of parkland and 33 pollinator gardens.

CRPD is committed to embedding recreation and leisure space in Columbus neighborhoods and adding to residents' quality of life. The department serves roughly 1.7 million residents throughout Central Ohio and relies on the support of nearly 11,000 volunteers. As the largest summer food provider in the state of Ohio, the department provided roughly 475,000 summer meals to kids under the age of 18 in 2019. Lastly, the department is committed to serving as an important resource for reducing crime and violence between young adults (ages 14-23) through proven prevention and intervention strategies via the Applications for Purpose Pride and Success (**APPS**) program.



Recreation and Parks



Strategic Priorities for 2020

Neighborhood Safety and Public Health

Champion the city's effort to promote safe and healthy use of menstrual products across all communities by providing access to free products in restrooms of each of our Community Recreation Centers.

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.

Continue to expand Applications for Purpose Pride and Success (APPS) Neighborhood Violence Intervention programming within recreation centers and through street-level interventions. Engage over 700 at-risk youth ages 14-23 to strengthen protective factors for our youth throughout neighborhoods.

Birth to Five and Education

Program a newly developed 50,000 square foot Linden Community Center that will serve as Columbus Recreation and Parks Department's Center for Opportunities. Private, nonprofit, and public partners will collaborate to facilitate a service-delivery model that focuses on the 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.

Administer the School's Out programming and collaboration for youth during spring, winter, and summer breaks by increasing partnerships with local organizations.

Continue successful delivery of Capital Kids after school and camp programming for kindergarten through fifth graders at Marion-Franklin, Fedderson, Beatty, and Sullivant Gardens Community Recreation Centers.

Build upon the City Leaders youth leadership program to engage, educate, and develop youth (ages 10-15) as future leaders of Columbus.

Economic Development and Affordable Housing

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.

Through our Special Events office, produce the city's signature events—Jazz and Ribs Fest, Rhythm on the River, Winterfest, and African American Cultural Festival, which draw a combined 500,000 to downtown Columbus.

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 2020.

Strategic Priorities for 2020 (cont.)

Innovation

Expand successful public-private partnerships to promote bikeshare and electronic scooters as affordable alternative public transportation sources.

Continue the successful implementation begun in 2019, of a centralized city-wide events permitting system managed through CRPD's Special Events office.

Invest in downtown, neighborhood, and east-west trail connections that link thousands of residents to a regional trail system and provide affordable and safer connections to jobs, services, retail, and recreation opportunities.

Continue to generate new revenue through better utilization of CRPD's parks and facilities. Expand service offerings for Columbus residents through strategic partnerships that add value to our parks and facilities.

Maximize efficiency of daily operations with a Five Year Strategic 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

Through targeted acquisition and trail construction, connect unserved Columbus residents to future parks and trails within a ten minute walk of their home.

Develop new parks and trail connections that enhance service for Columbus residents.

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.

As the largest sponsor of USDA Summer Meals in the State of Ohio, continue to serve half a million meals to children and youth through age 18 in the summer months. 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. Promote centers, programs, and facilities as neighborhood resources and engage partners to help address significant neighborhood issues.

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 multimodal transportation system.

Host outreach events for minority and women-owned businesses to assist with their understanding of the city's bidding process.

Support the goals of the Columbus Women's Commission, both internally and externally, to improve the economic position of women in our community.

With CRPD's 2019 created Diversity and Inclusion Policy Statement as a guiding document, implement a plan to achieve four primary goals: Have a workforce broadly reflective of the community; attract/retain a workforce skilled in working in a diverse and inclusive environment; create equitable processes and programs that meet the diverse needs of those we service; create equitable processes and programs that meet the diverse needs of contractors and vendors.

Strategic Priorities for 2020 (cont.)

Sustainable Columbus



Develop an Urban Forestry Master Plan that guides our city's approach to expand and preserve our urban tree canopy, improving the quality of life of our residents, strengthening our climate resiliency, and responding to the urban heat island effects of economic growth.

Increase the number of parks in Columbus Recreation and Parks' portfolio to 400 in 2020.

Implement key policy changes and code revisions such as the Parkland Dedication Ordinance, which once in place, will provide the city with more land and funding necessary to acquire and preserve open spaces for current and future generations of Columbus residents to enjoy.

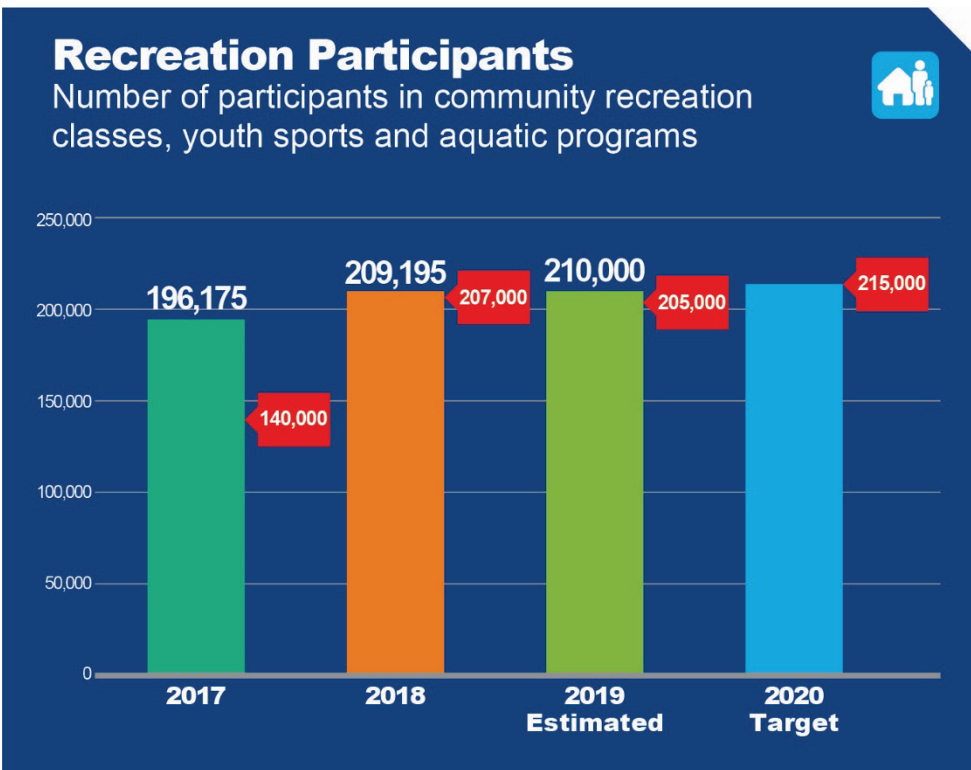


2020 BUDGET NOTES

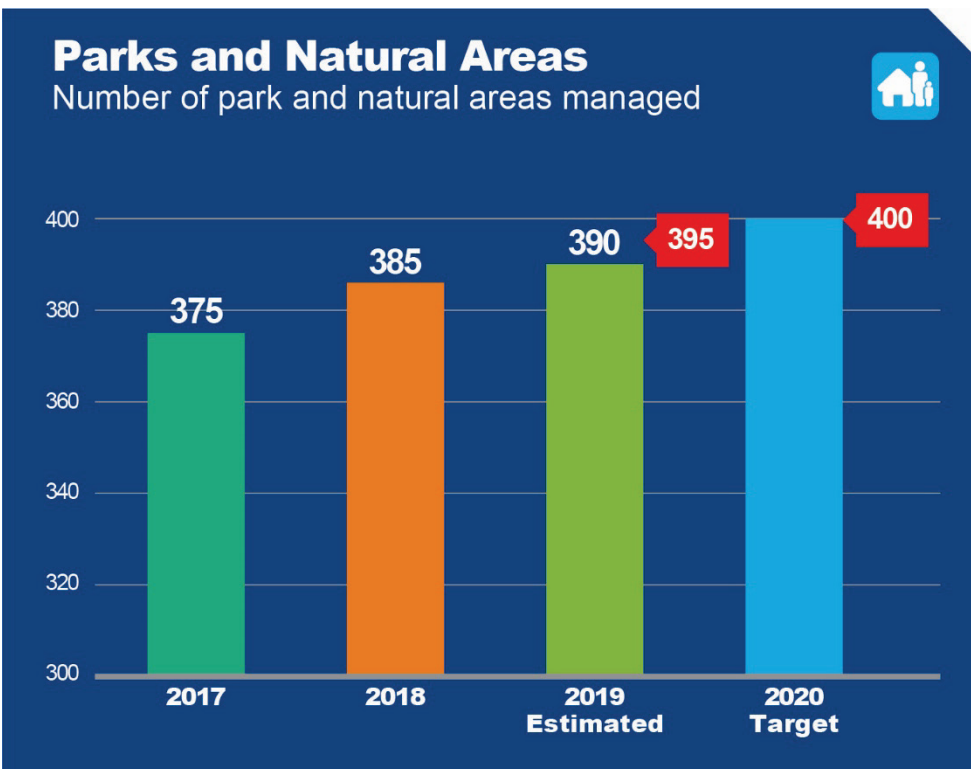
The Recreation and Parks Department provides many different programs, opportunities, and outdoor spaces that are very important to the residents of the City of Columbus. Some of the highlighted programming, opportunities, spaces, and items of importance are as follows:

- The Linden Community Center will be replaced with an Opportunity Community Center. The Opportunity Community Center will open in 2020 and will offer a larger space and facilitate new programming that will emphasize lifelong learning that will extend beyond the classroom.
- Total funding for the APPS program (Applications through Purpose, Pride, and Success) is \$1,878,475 in 2020. This program enriches the lives of youth ages 14 to 23 and young adults by connecting them to services and programs focused on building life skills, character development, jobs, postsecondary education, and other components.
- The department will begin adding programming to better serve the Southeast area of Columbus. This programming will provide much needed after school as well as other recreational opportunities for residents.
- A total of \$943,743 has been budgeted for the cross departmental Comprehensive Neighborhood Safety Strategy, including funding for the Community Crime Patrol, Cap City Nights, and a portion of the aforementioned APPS programming.
- The division served nearly 475,000 meals to children and youth as a part of the summer food programming in 2019. The goal in 2020 is to serve approximately 500,000 meals to children and youth.
- The department will continue its support of the newly-implemented Recreation and Parks summer work program including part-time employment and job skills training, services, and administration of the program.
- Support for the city's signature events will continue in 2020 including the Jazz and Rib Fest, African American Festival, Rhythm on the River, and Winterfest.
- In 2019, the department began steps to evaluate the city's urban tree canopy with an ultimate goal of creating and implementing a comprehensive urban forestry master plan. Total forestry funding for 2020 is \$2,600,312.
- Franklin Park Conservatory will receive \$350,000 and the King Arts complex will receive \$125,000 in continued city support in 2020.

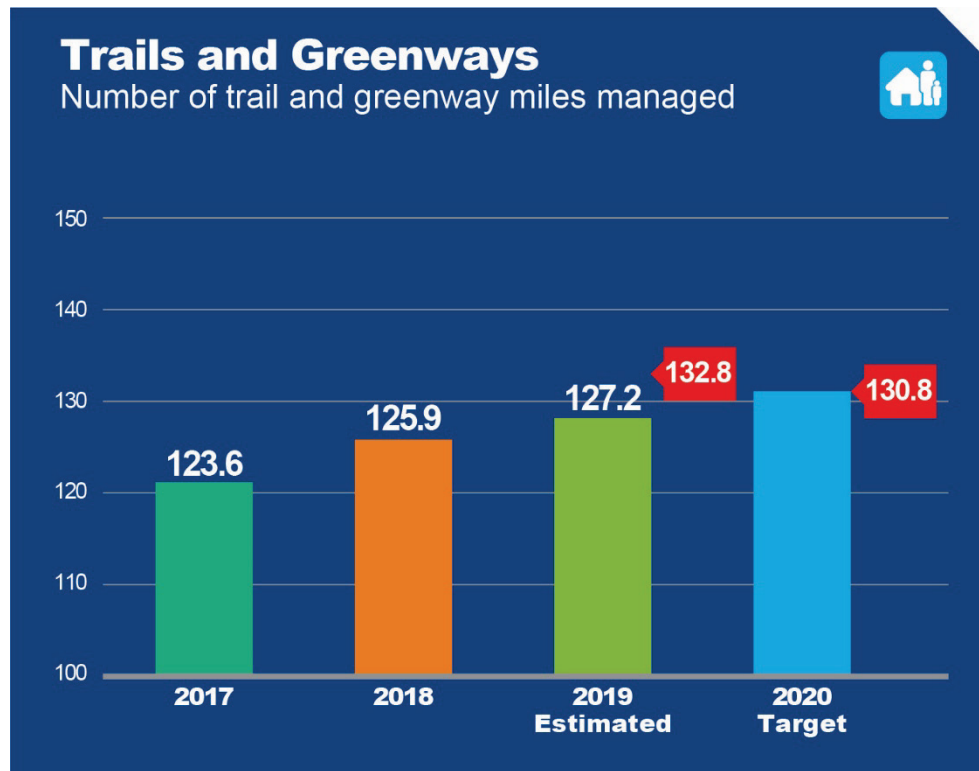
PERFORMANCE MEASURES



Excellence in programming and service delivery is one of Recreation and Parks' five strategic objectives. The department prioritizes participation growth through inclusive programming, data-driven decisions and increased partnership between divisions and external partners.



Parks are one of many precious community assets. The number of parks and natural areas managed has continued to grow, reflecting the city's commitment to conservation, health and wellness, and serves as an important metric for the department's success. This was a new measure in 2019, therefore, no prior year targets exist.



Trails and greenway miles are measured as a direct fulfillment of the department's mission: to connect our community through nature and wellness. The increase in miles reflects annual mileage constructed. Low mileage years indicate investments in many smaller east-west, neighborhood, and downtown connectors to the regional trail system, as well as investments in the planning and design phase of trail projects. This was a new measure in 2019, therefore, no prior year targets exist.

Financial Summary by Area of Expense					
Division	2017 Actual	2018 Actual	2019 Budget	2019 Projected	2020 Proposed
Administration					
Operation and Extension Fund					
Personnel	\$ 37,174,742	\$ 38,782,977	\$ 38,941,227	\$ 39,262,691	\$ 39,829,478
Materials & Supplies	2,420,526	2,420,713	2,508,195	2,487,065	2,623,666
Services	13,066,322	12,314,251	12,058,245	12,107,137	12,993,230
Other	193,173	182,080	187,750	183,244	161,750
Transfers	185,531	182,489	182,489	202,379	182,489
Administration Subtotal	53,040,294	53,882,511	53,877,906	54,242,515	55,790,613
Rec and Parks Total	\$ 53,040,294	\$ 53,882,511	\$ 53,877,906	\$ 54,242,515	\$ 55,790,613

Department Personnel Summary								
Fund	2017 Actual		2018 Actual		2019 Budgeted		2020 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
Operation and Extension Fund								
Administration	327	1,152	322	825	345	1,304	356	1,361
Total	327	1,152	322	825	345	1,304	356	1,361

Recreation and Parks

Operating Budget by Program					
Program	2019	2019	2020	2020	
	Budget	FTEs	Proposed	FTEs	
Administration	\$ 5,599,201	8	\$ 5,136,231	8	
Fiscal	1,795,457	15	1,725,490	15	
Human Resources	710,083	6	754,312	6	
Aquatics	1,098,679	3	1,227,849	2	
APPS	1,509,822	2	1,878,475	7	
Building and Facility Maintenance	2,965,061	24	2,971,354	24	
Communications and Development	1,285,225	9	1,353,791	9	
Emerald Ash Borer	280,289	1	371,153	1	
Forestry	2,886,267	31	2,600,312	28	
Park Maintenance	6,203,992	60	6,458,601	63	
Design and Construction	707,400	6	834,289	7	
Special Events	643,839	6	1,116,116	7	
Sports	2,630,460	12	3,022,516	14	
Food and Nutrition	142,377	1	187,446	2	
Warehouse	502,571	1	624,056	1	
Outdoor Recreation	411,732	3	486,251	3	
Cultural Arts	685,640	3	777,950	3	
Permits and Rental Services	822,423	5	966,288	6	
Capital Kids	-	0	33,000	0	
COAAA	182,489	0	182,489	0	
Community Recreation	12,080,163	115	11,966,006	116	
Therapeutic Recreation	549,314	3	630,494	3	
Golf	3,722,696	25	3,763,737	25	
Hockey	172,345	1	201,554	1	
Fitness	-	0	107,975	0	
Internal Services	5,222,441	0	5,315,265	0	
Capital and Strategic Planning	592,940	5	622,613	5	
Miscellaneous Programs	475,000	0	475,000	0	
Department Total	\$ 53,877,906	345	\$ 55,790,613	356	

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



2020 PROGRAM GUIDE

ADMINISTRATION

To provide management and support through the office of the director for training, marketing, grants, Central Ohio Area Agency on Aging (COAAA), and City of Columbus initiatives.

FISCAL

To oversee the department's operating budget, process all invoices, coordinate telephone and wireless devices, post bids through vendor services, handle legislated contracts and service agreements, administration of grant funding, the capital improvements budget, and the special and permanent improvement funds.

HUMAN RESOURCES

To provide basic services in the areas of recruiting, hiring, payroll, benefits, contract administration, grievance resolution, disciplinary action, training, and compliance with all applicable local, state, and federal employment laws.

AQUATICS

To provide places to swim year-round including an indoor swim center, eight outdoor swimming pools, three spray grounds, and three splash pads, and interactive fountains. The section also offers swim lessons for all ages, infants to adults; swim team and dive team opportunities, and water fitness programs for all ages.

APPS

The Application for Purpose, Pride, and Success (APPS) section works to enrich the lives of at-risk youth, ages 14-23, by connecting them to programs focused on building life skills, character development, workforce development, postsecondary education, and by further enhancing the recreational programs the department currently provides.

**BUILDING AND FACILITY
MAINTENANCE**

To preserve and/or restore buildings and equipment to their original condition or to such a condition that they can be effectively used for their intended purpose and to maintain all fixed assets.

**COMMUNICATIONS AND
DEVELOPMENT**

To connect the community to the services and programs within the department by creating opportunities that result in increased funds, engagement, and awareness. All print and digital media, publications, promoted materials, and *Go Lunch* branding are lead through this section. This section is responsible for tracking volunteer efforts and soliciting monetary and in-kind donations to support the department's vision of a socially equitable city. The section also annually raises funds for the PLAY (Private Leisure Assistance for Youth) fund, and manages the department's relationship with the Columbus Recreation and Parks Foundation (501c3).

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.

DESIGN AND CONSTRUCTION

To provide design and construction project management services for active Capital Improvement Projects. To ensure the creation and preservation of park and facility assets that are high quality, functional, and sustainable across generations of park use.

SPECIAL EVENTS

To provide guidelines and regulations for producing special events and races. To coordinate city services for special events and races, and permits for use of parks, trails, and streets for events. To secure city permission to conduct alcohol sales at public events. To provide consultations for new events and produce annual events, such as Jazz & Rib Fest, Rhythm on the River, and Winterfest 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.

FOOD AND NUTRITION

To provide free, nutritionally balanced breakfasts, lunches, and snacks to over 220 sites in the summer with the support of 40 local partner organizations. The nutrition program is part of a year-long initiative with the support of the United States Department of Agriculture's Summer Food Service Program (SFSP).

WAREHOUSE

To oversee the storage and handling of goods and materials for the department, as well as inventory control.

OUTDOOR RECREATION

To instill an appreciation of the outdoors through learning while fostering environmental stewardship for youth including summer camps and special events.

CULTURAL ARTS

To offer visual arts classes for adults taught by professional artists. To manage main hall and loft gallery exhibitions, coordinate weekly lecture series, and operate a gift shop. The Golden Hobby Shop is a non-profit consignment shop for senior citizens' handcrafted items that is under the direction of the department.

PERMITS AND RENTAL SERVICES

To provide quality and affordable rental facilities, special permits, and unique opportunities that promote family, social, business, and department events, private recreation, and community spirit, contributing substantial economic and social benefits to the city.

CAPITAL KIDS

The Capital Kids / City Leaders Section helps elementary-aged kids focus on their education and improve academic achievement by providing participants with a safe place to learn and play once the school day is over. City Leaders programming develops the city leaders of tomorrow, (grades 6-8 and ages 10-15) by providing an orientation of the City of Columbus to include science, technology, arts, history, education, health and nutrition, social services, law enforcement, safety, government, economic development, and community service through hands-on learning opportunities and meetings and mentoring by current city leadership.

COAAA

The Central Ohio Area Agency on Aging (COAAA) is a Columbus agency providing a wide range of free to low-cost services to seniors.

COMMUNITY RECREATION

The Recreation Section operates 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 and implements recreational activities that ensure inclusive programming and provides modifications To meet the needs of individuals who are differently abled.

GOLF

To manage 18-hole courses and a 9-hole course which offer a variety of golfing opportunities for all ages and abilities at affordable, but competitive prices.

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.

FITNESS

To provide a standard of health and wellness opportunities for the community through various avenues: 19 Get Active fitness sites, after school physical activity programming, various fitness classes, active aging adults programming, affordable fitness summer camps located at five different locations, and annual wellness events and expos.

CAPITAL AND STRATEGIC PLANNING

To direct the department's Capital Improvement Program and ensure that funds are effectively sourced and allocated to balance the priorities of acquiring and preserving open green space and natural areas, managing natural resources, creating connectivity through an expanding network of multi-use trails, and developing and maintaining quality parks, public spaces, and recreational facilities throughout the city. To define department priorities and develop strategies that guide implementation, support the creation of department policy, protocol and best management practices, and align resources to our mission and strategic objectives.

MISCELLANEOUS PROGRAMS

To support various community agencies.



Department Description

The Department of Public Service is comprised of the Director's Office and five divisions: Refuse Collection, Parking Services, Infrastructure Management, Design and Construction, and Traffic Management.

The **Director's Office** coordinates fiscal, human resources, contracting, communications, and legislative processing functions.

The **Division of Refuse Collection** provides residential collection services, litter-container collection, clean up for major downtown special events, and administers contracts for yard waste and recycling 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 of Infrastructure Management** manages the transportation infrastructure. The division provides street maintenance services including street sweeping, litter control, graffiti removal, and snow removal in an efficient manner. The division also oversees all Geographic Information Systems, mapping, and addressing for the department.

The **Division of Design and Construction** is responsible for managing construction contracts, providing quality and timely construction inspection, surveying, and materials testing services in support of publicly and privately-funded infrastructure construction projects.

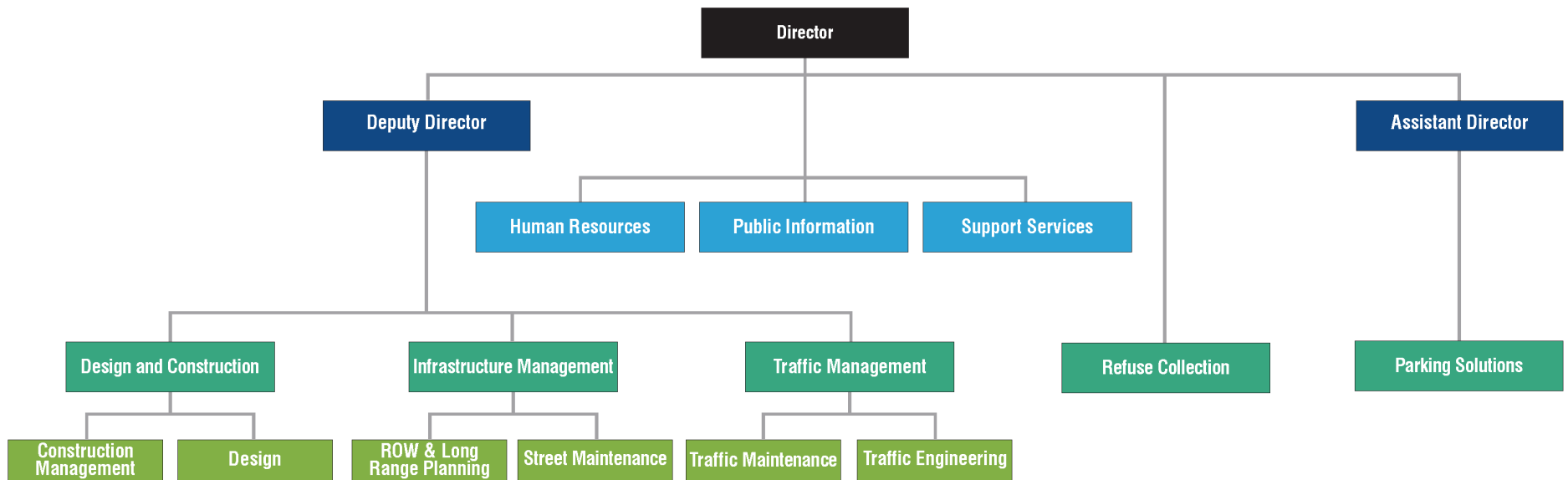
The **Division of Traffic Management** is responsible for overseeing traffic, safety, and congestion studies to ensure a safe and efficient transportation system. The division installs and maintains pavement markings, traffic signals, traffic signage, and parking meters.

Department Mission

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

Budget Summary				
Fund	2017 Actual	2018 Actual	2019 Budget	2020 Proposed
General Fund	36,442,890	36,620,332	34,013,899	34,219,038
Street Construction, Maintenance, and Repair Fund	51,711,664	57,138,556	62,822,009	78,204,822
Construction Inspection Fund	7,705,804	7,642,529	9,314,057	11,844,223
Private Inspection Fund	4,368,212	5,344,120	4,960,013	4,988,350
Parking Meter Program Fund	3,004,244	3,667,266	7,732,165	8,946,310
Department Total	\$ 103,232,813	\$ 110,412,803	\$ 118,842,143	\$ 138,202,743

Public Service



Strategic Priorities for 2020

Neighborhoods



Increase mobility by providing high-quality street maintenance, including the resurfacing of city streets, pothole repair, snow and ice removal, and street sweeping.

Provide accessible, equitable, and predictable mobility and parking options and modernize permit parking regulations citywide to reduce congestion in highly-traveled areas.

Work with neighborhoods to implement “SlowStreet” solutions to ensure pedestrian, bicyclist, and motorist safety.

Economic Development and Affordable Housing



Support job creation and retention in the city by designing and constructing innovative infrastructure improvements, and supporting mobility efforts by establishing multi-modal transportation corridors.

Collaborate with regional economic development partners to proactively address transportation challenges, such as traffic congestion, highway construction, airports, and mass transit.

Partner with city agencies, neighborhood groups, and others to revitalize and stabilize our neighborhoods and residential and commercial districts.

Innovation



Connect Smart Columbus initiatives to tangible citywide assets by preparing to take on roles in Geographic Information Systems (GIS) and internal city software development.

Complete a comprehensive evaluation of street maintenance and refuse programs to ensure maximum efficiency that will align with neighborhood goals.

Bring new and innovative parking and transportation solutions to the residents of Columbus by collaborating with private partners.

Collect and update the right of way asset management data to prioritize streets for resurfacing and maintenance projects, and to schedule the repair or replacement of signs, wheelchair ramps, and curbs.

Birth to Five and Education



Focus on mobility by building sidewalks, crosswalks, and on-street bicycle facilities to provide safe passage for pedestrians and bicyclists, concentrating on CelebrateOne’s high priority neighborhoods and Operation Safewalks for school children.

Strategic Priorities for 2020 (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.

Foster diversity and inclusion through mobility options in Opportunity Neighborhoods.

Develop and use online recruiting tools to increase representation among city employees.

Encourage minority and women business participation, and work with the Office of Diversity and Inclusion on bidding opportunities for minority and women owned, small and emerging businesses.

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

Sustainable Columbus

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.

Ensure a comprehensive, multi-modal approach to lowering carbon emissions from the region's mobility options.

Neighborhood Safety and Public Health

Enhance and implement a snow emergency plan that ensures residents and businesses can move through the city during times of heavy snow.

Advance public awareness of mobility options to increase pedestrian safety and support 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.

Increase access to employment as well as social, health, and education-related activities through street resurfacing in Opportunity Neighborhoods.

2020 BUDGET NOTES

DIRECTOR'S OFFICE

The Director's office provides the overall coordination and policy direction for the department. In addition, the office manages the fiscal, human resources, community relations, asset management, and legislative processing functions for the whole department.

- The Director's office will continue to support the SMART Columbus initiative by providing funding for personnel and innovative projects.
- The Director's office will lead the Northwest Mobility Study and establish a Vision and Implementation Strategy for the corridor that results in the development of a multi-modal transportation system supportive of mixed-use, transit-oriented, pedestrian, and bicycle-friendly development patterns.

REFUSE COLLECTION

Residential refuse collection, yard waste collection, and household residential recycling services are provided through the general fund and the street construction, maintenance and repair (SCMR) fund. This includes 90-gallon, 300-gallon, scheduled bulk refuse collection, and multi-family methods. The general fund also funds the budget for sidewalk litter receptacles collection, public recycling and the Keep Columbus Beautiful program. In addition:

- In 2020, Refuse Collection has dedicated 20 refuse positions, both drivers and solid waste inspectors, to continue the implementation of the Mayor's "Clean Neighborhood Initiative" to fight the persistent problem of illegal dumping in our neighborhoods. These efforts include:
 - Continuing to replace 300-gallon refuse containers with 90-gallon containers
 - Crews dedicated to alley clean-up, including the dedication of nine full-time staff
 - Continuing to utilize the installation of cameras and work with the Department of Public Safety to capture illegal dumpers
 - Educating residents on how to assist with stopping illegal dumping
- The 2020 general fund budget includes \$5.6 million for yard waste removal and residential curbside recycling contract.

PARKING 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. With the creation of this division in 2019, parking revenues were moved into the parking meter fund, and all expenses associated with parking were consolidated and moved into the Division of Parking Services.

- In 2019, Parking Services developed the Strategic Parking Plan (SPP) to support the growth and development of Columbus while maintaining access and quality of life for existing residential and business districts. Recommendations from the SPP will begin to be implemented in 2020, starting with the creation of the Downtown Parking Benefit District and Management Plan and finalizing plans to implement a University Parking Benefit District and Management Plan.

- This budget provides funding for three additional administrative support personnel and two enforcement officers that will be needed to more proactively manage curb and parking lanes in these developing districts.

INFRASTRUCTURE MANAGEMENT

The 2020 Infrastructure Management budget includes funding for all current street maintenance employees who are responsible for providing high-quality pothole repair, snow & ice removal, and street sweeping services throughout the city.

This budget also includes new and expanded funding for an additional 34 street maintenance employees, inspectors, supervisors, contractors, and materials needed to continue and expand programs such as the Alley Rehabilitation, Bridge Cleaning & Inspection, Sidewalk Repairs, Utility Cut Restoration, Guardrail repair, Weed Abatement, and supplemental Snow/Ice removal Services.

DESIGN AND CONSTRUCTION

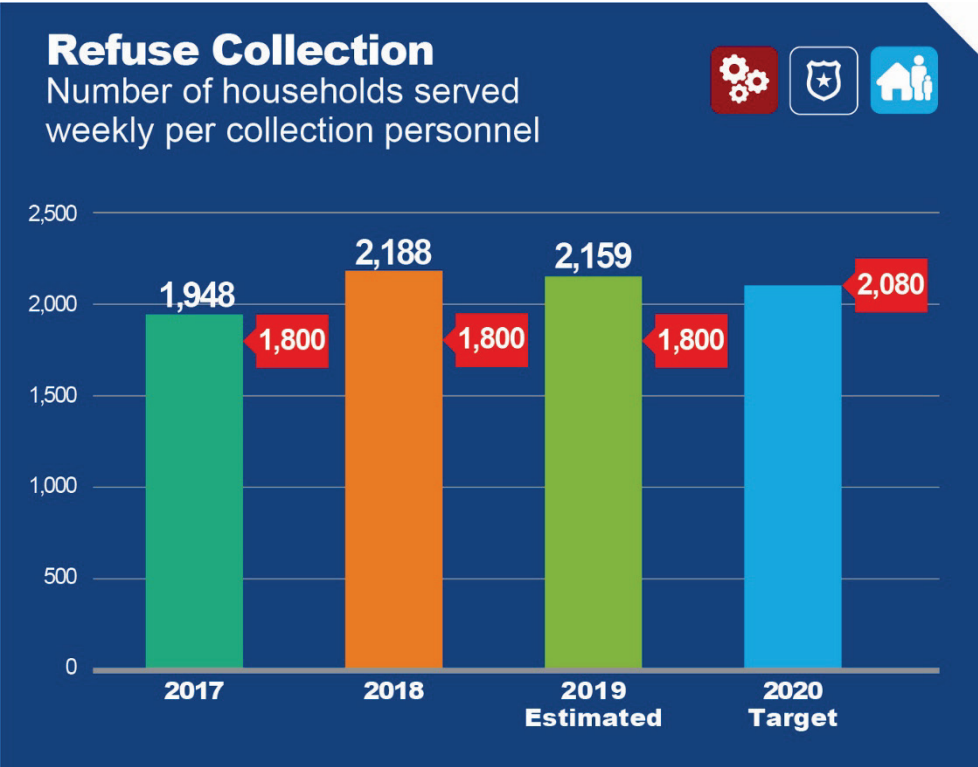
The 2020 Design and Construction budget includes funding for engineering and construction inspection services throughout the city. This budget includes expanded funding for ten additional full-time inspectors needed to meet the demands of our rapidly growing and developing city. Other expanded programming includes the addition of \$1 million to construct ramps compliant with the Americans with Disabilities Act.

TRAFFIC MANAGEMENT

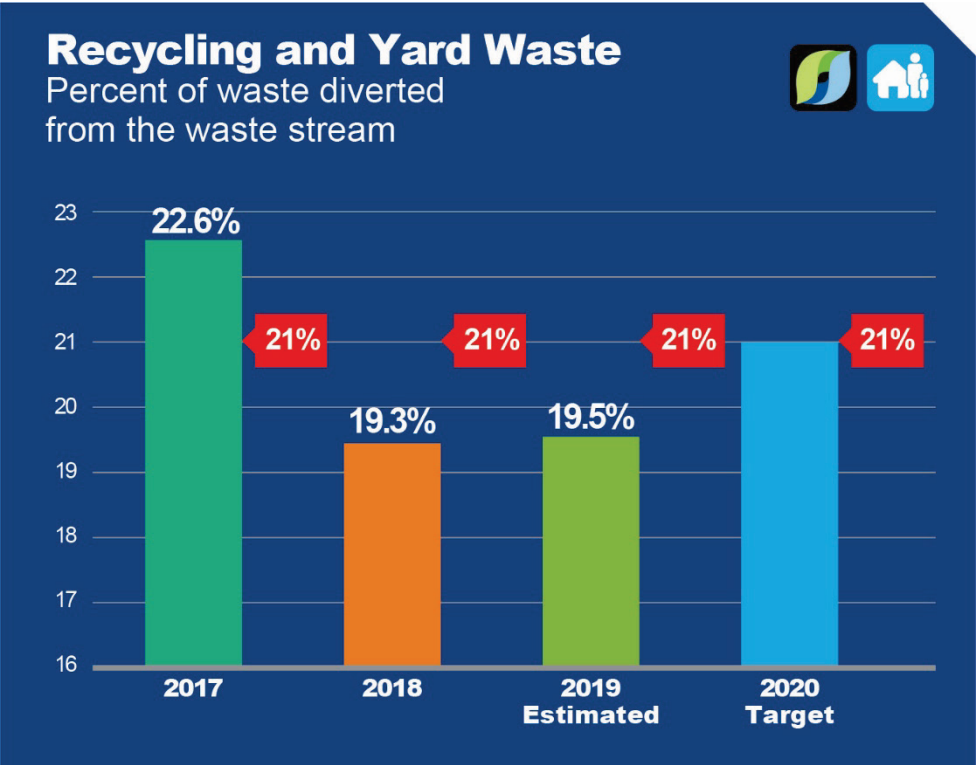
The 2020 Traffic Management budget includes funding for all current traffic maintenance, planning, engineering and GIS employees who are responsible for designing and repairing all traffic signals, signs and pavement markings throughout the city. This budget includes seven expansion positions and contracts such as traffic signal retiming and refurbishment along with additional traffic studies funding necessary to understand and plan for a growing and rapidly changing city.



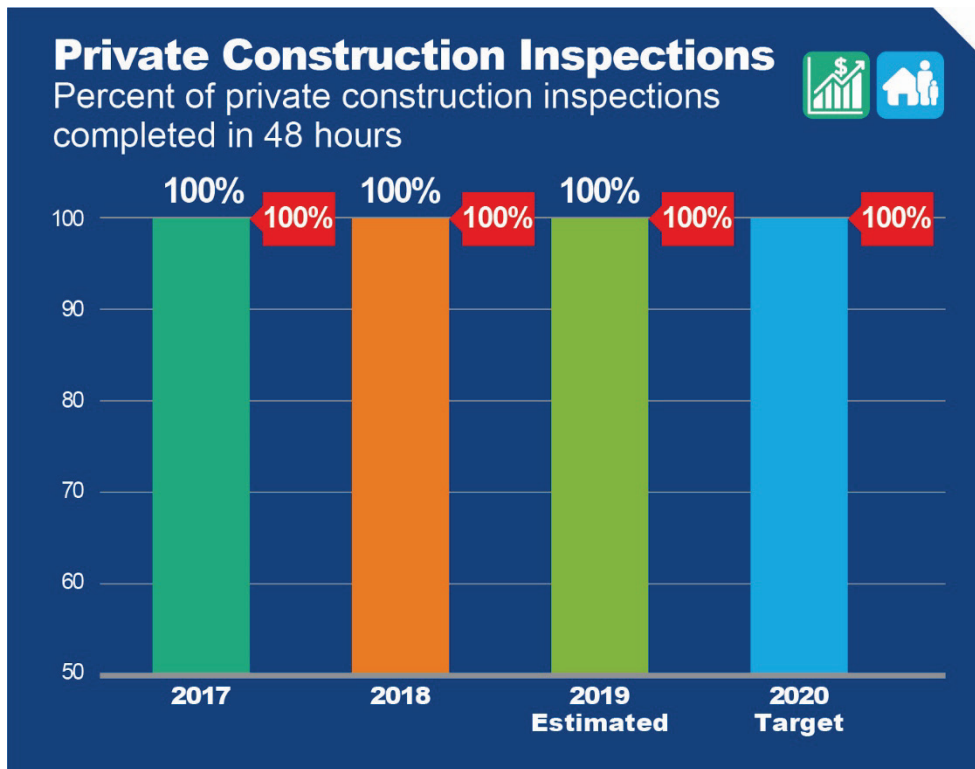
PERFORMANCE MEASURES



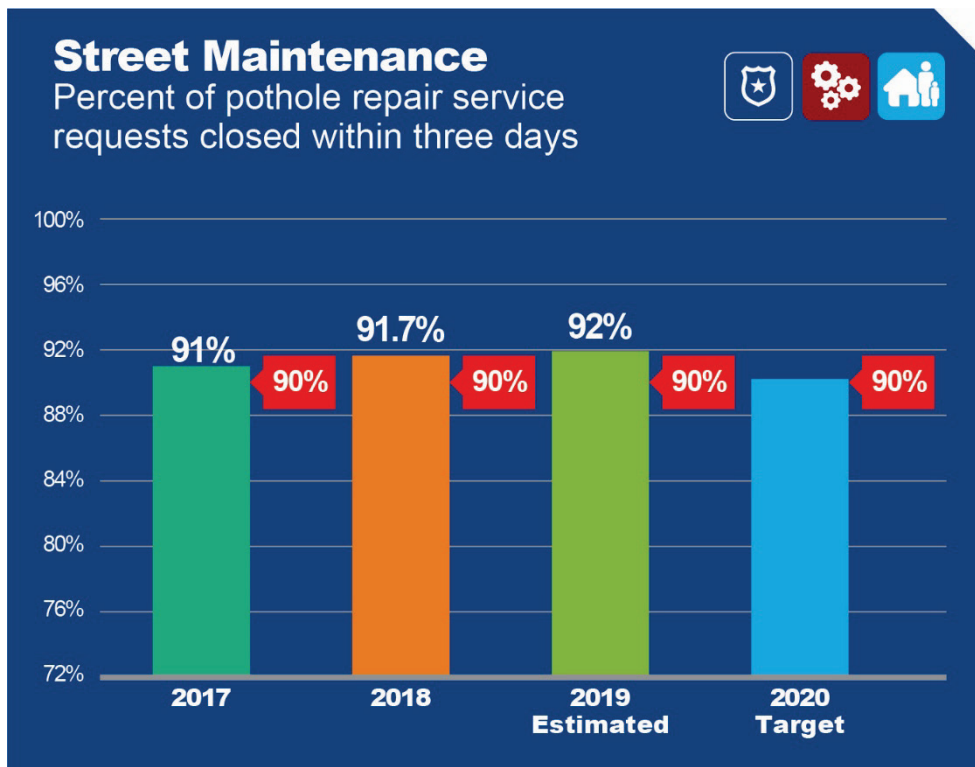
The number of households served on a weekly basis is projected to exceed the annual goal. This measurement is used to ensure customer service levels are met.



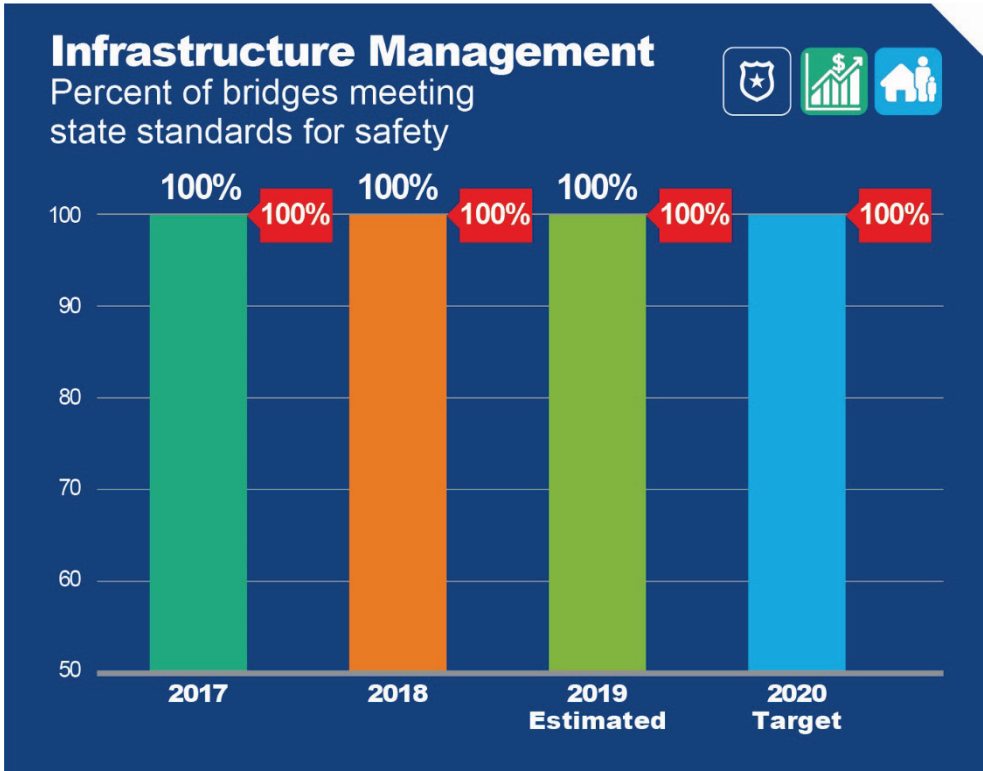
Waste diverted through recycling efforts and the yard waste program is expected to be 21 percent in 2020.



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 2020, the department expects to exceed 90 percent of pothole repair requests closed within three days.



Infrastructure maintenance is a critical component of the department's mission. In 2020, 100 percent of City of Columbus owned and inspected bridges will meet state standards for safety.



Public Service

Financial Summary by Fund					
Fund	2017 Actual	2018 Actual	2019 Budget	2019 Projected	2020 Proposed
General Fund					
Administration	\$ 1,594,234	\$ 1,321,762	\$ 713,057	\$ 674,018	\$ 712,412
Refuse Collection	32,843,058	33,023,011	33,300,842	31,013,237	33,506,626
Traffic Management	2,005,598	2,275,559	-	-	-
General Fund Subtotal	36,442,890	36,620,332	34,013,899	31,687,255	34,219,038
Street Construction, Maintenance, and Repair Fund					
Administration	2,990,061	3,228,604	4,404,260	5,107,121	4,945,216
Traffic Management	12,309,064	13,452,031	14,334,268	14,998,389	21,734,523
Infrastructure Management	29,398,111	31,735,853	33,785,541	36,577,078	40,042,595
Design & Construction	4,914,428	5,407,633	6,669,945	6,465,612	7,882,488
Refuse	2,100,000	3,314,435	3,627,995	3,627,995	3,600,000
Street Const. Fund Subtotal	51,711,664	57,138,556	62,822,009	66,776,195	78,204,822
Construction Inspection Fund					
Administration	527,612	510,207	576,201	526,835	659,160
Design & Construction	7,178,191	7,132,322	8,737,856	9,812,092	11,185,063
Const. Insp. Fund Subtotal	7,705,804	7,642,529	9,314,057	10,338,927	11,844,223
Private Inspection Fund					
Administration	40,545	71,507	88,335	82,080	100,615
Design & Construction	4,327,667	5,272,613	4,871,678	4,512,702	4,887,735
Private Insp. Fund Subtotal	4,368,212	5,344,120	4,960,013	4,594,782	4,988,350
Parking Meter Program Fund					
Administration	-	-	742,744	721,249	785,166
Parking Services	-	-	6,989,421	7,072,628	8,161,144
Traffic Management	3,004,244	3,667,266	-	-	-
Parking Meter Fund Subtotal	3,004,244	3,667,266	7,732,165	7,793,877	8,946,310
Department Total	\$ 103,232,813	\$ 110,412,803	\$ 118,842,143	\$ 121,191,036	\$ 138,202,743

Financial Summary by Area of Expense					
Division	2017 Actual	2018 Actual	2019 Budget	2019 Projected	2020 Proposed
Administration					
General Fund					
Personnel	\$ 1,314,522	\$ 1,303,841	\$ 690,291	\$ 654,881	\$ 697,795
Materials & Supplies	1,688	510	605	605	-
Services	278,024	17,411	22,161	18,532	14,617
General Fund Subtotal	1,594,234	1,321,762	713,057	674,018	712,412
SCMR Fund					
Personnel	2,771,095	3,002,236	3,704,255	3,633,346	4,232,156
Materials & Supplies	2,609	878	15,200	15,200	14,000
Services	216,358	225,490	682,805	1,456,575	695,060
Other	-	-	2,000	2,000	4,000
SCMR Fund Subtotal	2,990,061	3,228,604	4,404,260	5,107,121	4,945,216
Construction Inspection Fund					
Personnel	523,257	509,785	564,056	514,690	645,460
Materials & Supplies	212	200	4,600	4,600	5,000
Services	4,144	222	7,545	7,545	8,700
Construction Inspection Fund Subtotal	527,612	510,207	576,201	526,835	659,160
Private Constr. Inspect. Fund					
Personnel	40,545	70,182	88,335	82,080	100,615
Materials & Supplies	-	400	-	-	-
Services	-	925	-	-	-
Private Constr. Inspect. Fund Subtotal	40,545	71,507	88,335	82,080	100,615
Parking Meter Program Fund					
Personnel	-	-	731,889	710,394	770,166
Materials & Supplies	-	-	605	605	2,000
Services	-	-	10,250	10,250	13,000
Parking Meter Program Fund Subtotal	-	-	742,744	721,249	785,166
Administration Subtotal	5,152,452	5,132,080	6,524,597	7,111,303	7,202,569

Financial Summary by Area of Expense (cont.)					
Division	2017 Actual	2018 Actual	2019 Budget	2019 Projected	2020 Proposed
Refuse Collection					
General Fund					
Personnel	17,193,773	17,008,380	17,916,966	17,323,878	17,654,928
Materials & Supplies	146,223	153,367	165,500	164,810	161,900
Services	15,424,297	15,769,509	15,136,876	13,443,049	15,627,798
Other	70,390	70,194	71,500	71,500	52,000
Capital	8,375	-	10,000	10,000	10,000
Transfers	-	21,563	-	-	-
General Fund Subtotal	32,843,058	33,023,011	33,300,842	31,013,237	33,506,626
SCMR Fund					
Services	2,100,000	3,314,435	3,627,995	3,627,995	3,600,000
SCMR Fund Subtotal	2,100,000	3,314,435	3,627,995	3,627,995	3,600,000
Refuse Collection Subtotal	34,943,058	36,337,446	36,928,837	34,641,232	37,106,626
Infrastructure Management					
SCMR Fund					
Personnel	16,656,455	17,780,778	18,205,772	17,992,337	20,697,193
Materials & Supplies	338,726	487,186	511,000	699,770	1,308,000
Services	11,143,902	12,642,204	14,978,769	13,888,643	16,747,402
Other	85,510	86,234	90,000	-	90,000
Capital	1,128,518	739,450	-	63,668	1,200,000
Transfers	45,000	-	-	3,932,660	-
Infrastructure Management Subtotal	29,398,111	31,735,853	33,785,541	36,577,078	40,042,595
Design and Construction					
SCMR Fund					
Personnel	4,174,986	4,531,209	5,273,026	5,137,232	5,322,596
Materials & Supplies	6,568	8,147	12,191	12,191	14,000
Services	729,375	868,277	1,341,228	1,272,689	1,502,392
Other	3,500	-	3,500	3,500	3,500
Capital	-	-	40,000	40,000	1,040,000
SCMR Fund Subtotal	4,914,428	5,407,633	6,669,945	6,465,612	7,882,488
Constr. Inspect. Fund					
Personnel	6,415,447	5,902,196	6,878,526	7,308,944	8,443,716
Materials & Supplies	44,502	56,461	96,500	90,866	138,346
Services	708,946	1,119,727	1,570,830	1,602,085	1,868,141
Other	2,000	2,000	4,000	3,800	6,860
Capital	7,296	51,938	188,000	806,396	728,000
Constr. Inspect. Fund Subtotal	7,178,191	7,132,322	8,737,856	9,812,092	11,185,063
Private Inspect. Fund					
Personnel	3,460,297	4,182,369	3,779,581	3,394,123	3,620,391
Materials & Supplies	31,534	33,885	110,000	103,110	59,292
Services	599,904	932,219	982,097	1,005,807	893,112
Other	500	2,000	-	9,662	2,940
Capital	235,432	122,140	-	-	312,000
Private Inspect. Fund Subtotal	4,327,667	5,272,613	4,871,678	4,512,702	4,887,735
Design and Construction Subtotal	16,420,286	17,812,568	20,279,479	20,790,406	23,955,286
Parking Services					
Parking Meter Program Fund					
Personnel	-	-	4,166,627	3,994,543	4,676,255
Materials & Supplies	-	-	125,000	56,820	130,000
Services	-	-	2,568,578	2,774,854	3,204,889
Other	-	-	38,000	36,201	50,000
Capital	-	-	91,216	210,210	100,000
Parking Services Subtotal	-	-	6,989,421	7,072,628	8,161,144
Traffic Management					
General Fund					
Personnel	1,920,656	-	-	-	-
Materials & Supplies	21,983	91,719	-	-	-
Services	62,959	2,165,926	-	-	-
Other	-	17,915	-	-	-
General Fund Subtotal	2,005,598	2,275,559	-	-	-
SCMR Fund					
Personnel	10,218,725	10,973,536	11,626,779	11,362,012	12,736,357
Materials & Supplies	239,557	343,144	371,000	371,000	2,240,400
Services	1,324,748	1,738,965	2,232,489	2,645,540	2,473,766
Other	100,000	100,000	104,000	41,610	104,000
Capital	426,033	296,387	-	578,225	4,180,000
SCMR Fund Subtotal	12,309,064	13,452,031	14,334,268	14,998,389	21,734,523
Parking Meter Program Fund					
Personnel	1,119,162	3,335,170	-	-	-
Materials & Supplies	37,955	-	-	-	-
Services	1,829,127	332,096	-	-	-
Other	18,000	-	-	-	-
Capital	-	-	-	-	-
Parking Meter Program Fund Subtotal	3,004,244	3,667,266	-	-	-
Traffic Management Subtotal	17,318,905	19,394,856	14,334,268	14,998,389	21,734,523
Department Total	\$ 103,232,813	\$ 110,412,803	\$ 118,842,143	\$ 121,191,036	\$ 138,202,743

Public Service



Department Personnel Summary								
Fund	2017 Actual		2018 Actual		2019 Budgeted		2020 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Administration	5	0	6	0	6	0	6	0
Refuse Collection	197	0	191	0	226	0	226	0
SCMR Fund								
Administration	26	0	30	2	32	0	35	0
Traffic Management	106	0	108	2	115	1	122	1
Infrastructure Management	184	1	185	1	188	1	222	1
Design & Construction	37	0	39	2	40	0	37	0
Construction Inspection Fund								
Administration	2	0	5	0	5	0	6	0
Design & Construction	67	12	52	23	57	19	71	23
Private Inspection Fund								
Administration	0	0	1	0	1	0	1	0
Design & Construction	18	2	35	12	30	14	30	10
Parking Meter Program Fund								
Administration	0	0	0	0	6	0	6	0
Parking Services	0	0	42	0	46	0	51	0
Traffic Management	35	0	6	0	0	0	0	0
Total	677	15	700	42	752	35	813	35

Operating Budget by Program					
Program	2019 Budgeted	2019 FTEs	2020 Proposed	2020 FTEs	
Public Service Administration	\$ 22,383,400	58	\$ 27,449,111	55	
Fiscal	1,919,404	19	2,410,974	21	
Human Resources	1,300,567	13	1,269,993	13	
Internal Services	23,237,216	0	24,401,751	0	
Construction Management	12,452,326	87	11,177,601	98	
Facility Maintenance	1,072,545	7	1,437,251	8	
Street Maintenance	6,988,652	62	9,266,034	78	
Right-Of-Way Permits	1,915,604	18	2,074,153	19	
Snow Removal/Street Sweeping	8,108,959	81	8,918,352	96	
Cashiers	869,071	10	931,898	11	
Parking Enforcement	1,676,543	20	1,791,415	22	
Collections	379,973	4	365,021	4	
Meter Repair	418,020	4	447,426	4	
Third Party Collections	247,000	0	-	0	
Non-Operating Revenue and Expense	38,000	0	50,000	0	
300-Gallon Residential Collection	2,063,392	42	1,779,440	19	
90-Gallon Residential Collection	4,801,622	63	4,508,133	84	
Dead Animal Collection	76,804	1	-	0	
Scheduled Bulk Collection	3,718,114	42	3,417,577	38	
Litter Collection	346,623	4	420,997	5	
Multi-Family Residential Collection	2,473,649	27	2,153,163	23	
Residential Recycling	-	0	133,536	0	
Container Management	594,886	8	826,527	11	
Keep Columbus Beautiful	257,626	3	256,431	3	
Solid Waste Inspection	1,017,317	13	1,778,409	21	
Smart City Grant Program	642,110	4	1,275,991	9	
Planning & Engineering	11,844,552	85	14,997,867	92	
Traffic Maintenance	7,998,168	77	14,081,827	73	
GIS	-	0	581,865	6	
Department Total	\$ 118,842,143	752	\$ 138,202,743	813	

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



2020 PROGRAM GUIDE

PUBLIC SERVICE ADMINISTRATION

To provide leadership, administrative and operational management, and supervisory and clerical support for the divisions within the department.

FISCAL

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

HUMAN RESOURCES

To provide divisional support with regard to personnel management for the department.

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 4,500 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 manages stormwater within the city to mitigate flooding and water quality impacts, educates the public on watershed stewardship and water conservation, and regulates industrial water pollution discharged to sewers. In addition, DPU supports fire suppression activities with reliable fire hydrants, provides and maintains more than 57,000 street lights, and offers dependable electrical power at a competitive price.

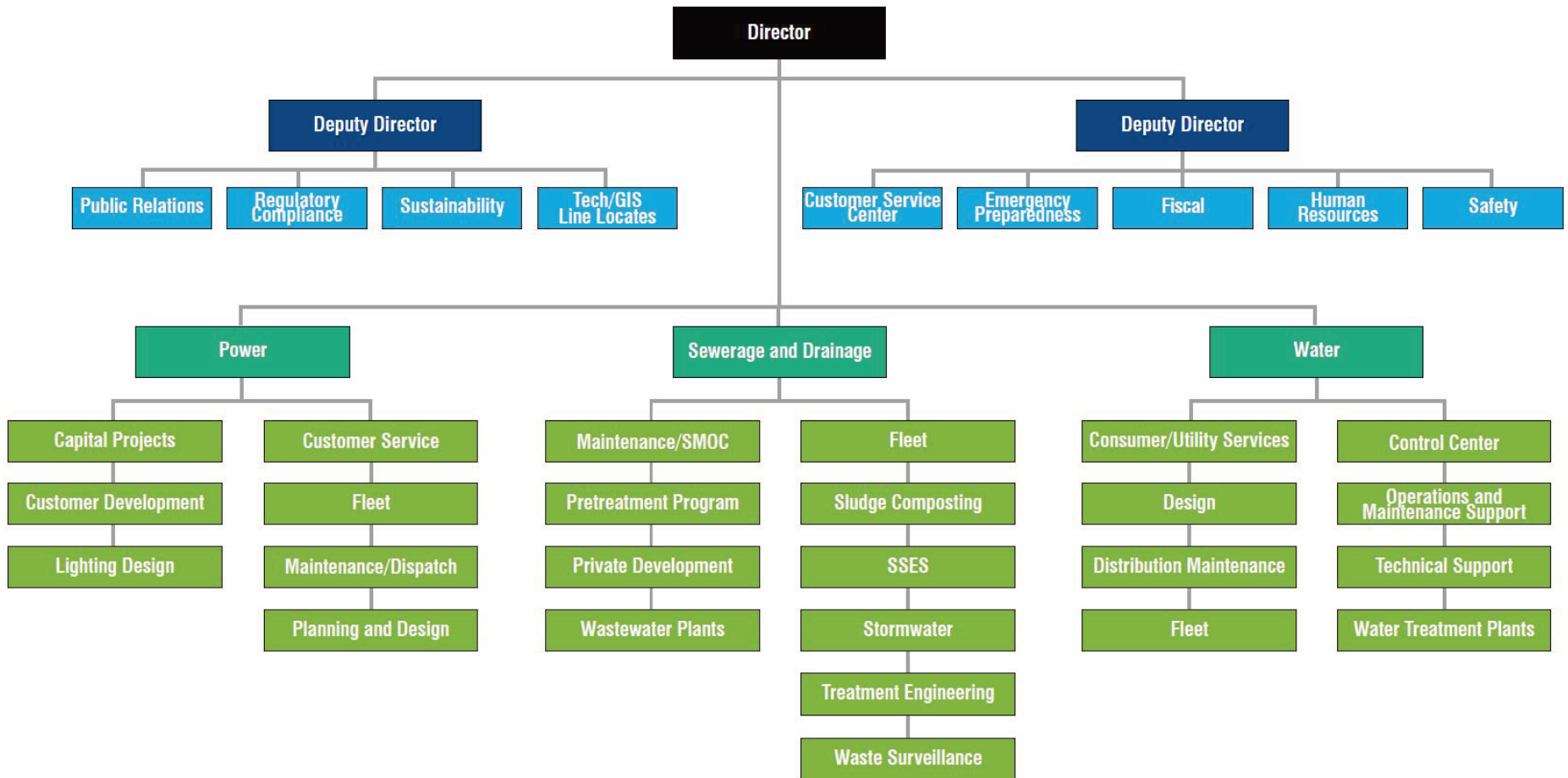
The department is comprised of the Director’s Office and four divisions. The **Director’s Office** provides overall direction for the department. Fiscal, human resources, public information, technology, regulatory compliance, emergency preparedness, and customer service are all coordinated by this office. The **Division of Water** oversees the treatment and distribution of drinking water through three water treatment plants. The division is responsible for infrastructure maintenance and improvements, water source protection programs, and water quality monitoring. The **Division of Power** is a full-service, publicly owned electrical utility that delivers power to industry and residential customers through its own distribution system. The division also serves the community by providing the city’s street light system. The **Division of Sanitary Sewerage and Drainage** manages wastewater collection and treatment at two treatment plants. The division of **Stormwater** oversees stormwater collection systems.

Department Mission

To enhance the quality of life, now and into the future, for people living, working, and raising families in central Ohio through the economic, efficient, and environmentally responsible stewardship of superior public utilities.

Budget Summary				
Fund	2017 Actual	2018 Actual	2019 Budget	2020 Proposed
Water Operating Fund	191,509,301	186,838,315	203,757,007	216,186,025
Electricity Operating Fund	81,625,333	84,858,441	89,396,028	97,059,900
Sanitary Sewer Operating Fund	260,023,940	267,036,256	293,985,759	311,849,171
Storm Sewer Operating Fund	40,765,122	40,569,381	45,748,378	45,835,291
Department Total	\$ 573,923,696	\$ 579,302,393	\$ 632,887,172	\$ 670,930,387

Public Utilities



Strategic Priorities for 2020

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 423 rain gardens were completed in Clintonville, the first Blueprint neighborhood. In addition, 365 new sump pumps have been installed, and over 1,000 houses have been assessed for roof water redirection and lateral lining. These private property improvements will continue in Clintonville until 2021. Blueprint will begin implementation in the Linden neighborhood in 2020.

Encourage responsible water conservation practices through a partnership with the Franklin Soil and Water Conservation District on the GreenSpot Community Backyards rain barrel/native plants rebate program, youth education programs, and water quality campaigns for pet waste disposal and healthy lawns. DPU implemented a new education and awareness campaign aimed at informing contractors of proper waste disposal and runoff protection methods in 2019.

Support the GreenSpot program and its 19,500 members in 2020. This program inspires, educates, and recognizes residents, businesses, community groups, and neighborhoods for committing to the conservation and protection of natural resources consistent with the city's Sustainability Initiative.

Economic Development and Affordable Housing



Address the needs of the region's growing population, residential and business water demands, and environmental regulations through a series of continued 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.

Birth to Five 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 2020 (cont.)

Innovation

Begin installation of advanced meters for power and water customers in 2020, which will provide many new benefits, such as detecting leaks sooner for the department and customers, help customers to monitor consumption levels, and allow for future monthly billing.

Hire additional personnel in our Customer Service Center to manage call volume, minimize hold times and improve customer service.

Continue efforts to manage water and wastewater residuals by seeking new beneficial reuse options, such as expanding water residuals markets and using new and innovative approaches to biosolids application management.

Diversity and Inclusion

Enhance the Diversity and Inclusion program to provide a greater voice for employees from all divisions and support offices, and continue to create opportunities for professional growth. Emphasize our **TEAM** environment where: **T**ogether **E**veryone **A**chieves **M**ore. Work towards fulfilling the department's mission of developing a workplace and atmosphere where diversity is welcomed and accepted, and in which the employees resemble and represent the great diversity of the Columbus community. Encourage practices and policies that reflect the needs of a diverse workforce. Strive for the cohesiveness that makes DPU a wonderful place to work.

Sustainable Columbus

Engage in various Smart Columbus projects to support its goals and performance measures.

Engage in projects to support the four key priorities of Sustainable Columbus: Natural Resource Conservation and Protection, Climate & Energy, Waste Reduction, and GreenSpot goals. Collaborate intra-departmentally to incorporate greenspace, tree canopy protection, and community gardens in Blueprint Columbus designs. Participate in the Sustainable Columbus Climate Commitments Working Group, and help develop and implement the City's Climate Action Plan and Renewable Energy Procurement Plan. Encourage recycling and reuse at DPU facilities and host internal e-waste events to promote the safe disposal of hard to recycle waste streams.

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.

Strategic Priorities for 2020 (cont.)

Neighborhood Safety and Public Health



Design and construct projects that enhance security and provide redundancy, throughout our treatment, storage, and distribution systems in order to ensure a secure and safe drinking water supply. Provide reliable back-up power sources to continue to provide water service in the event of a major power grid system outage.

Support the Neighborhood Street Lighting Program by working with neighborhoods to apply for decorative streetlights through the petition and assessment process. The Division of Power will continue 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 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 the Department of Public Safety and other departments.

2020 BUDGET NOTES

DIRECTOR'S OFFICE

The Sewer and Water Advisory Board (SWAB) will recommend to Columbus City Council increases to water of three percent, storm rates of two percent, and sanitary sewer rates of three percent, respectively for 2020. In addition:

- The 2020 Director's Office \$34.1 million budget is 6.2 percent higher than the 2019 budget.
- The 2020 budget includes \$24.2 million in personnel funding for 239 full-time and 11 part-time positions. Included in these numbers is the addition of 11 full-time positions in the Customer Service Center and \$752,017 to pay for an additional pay period in 2020.

WATER

The division's 2020 budget is 6.1 percent higher than in 2019. 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 46.4 percent of the water division's \$202.8 million budget. In addition:

- The 2020 budget includes \$48.7 million for personnel, providing funding for 468 full-time positions. These employees are responsible for the administration, distribution, maintenance, supply, and safety in order to provide the Columbus metropolitan area with clean and reliable drinking water.
- The 2020 budget includes almost \$1.5 million to cover the cost of an additional pay period in 2020.
- The 2020 budget includes additional funding in capital outlay for the acquisition of eight new vehicles.

POWER

The division's largest expense in the 2020 budget is for the purchase of generated electric power for resale. The budget includes \$58.1 million for this expense, or just over 61 percent of the total budget.

- The 2020 budget includes \$12.6 million for personnel for 110 full-time and 4 part-time positions. The personnel budget includes \$379,355 for the cost of an additional pay period in 2020. This also includes 6 additional positions to support the addition of a third powerline crew to maintain service demands.
- Included in the 2020 budget are resources to provide maintenance and energy to over 57,000 city streetlights.

SANITARY SEWERAGE AND DRAINAGE

The division's 2020 budget is 6.1 percent higher than the 2019 budget. A significant portion of this budget is comprised of funds for debt service payments, reflecting the division's extensive capital improvement program. Debt service costs associated with maintaining and improving the city's wastewater system comprise over 51 percent of the division's operating budget of \$297.1 million. In addition:

- The 2020 budget includes \$47.5 million for personnel, providing funding for 471 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.
- The division is anticipating increased costs in materials and supplies of 14.2 percent due primarily to chemical costs related to new processes and the increased need for woodchips for the Compost facility.
- Services are projected to be \$56.3 million, which is \$3.1 million more than was budgeted in 2019. This is due to increased costs in electricity, maintenance service contracts and biosolid removal contracts.

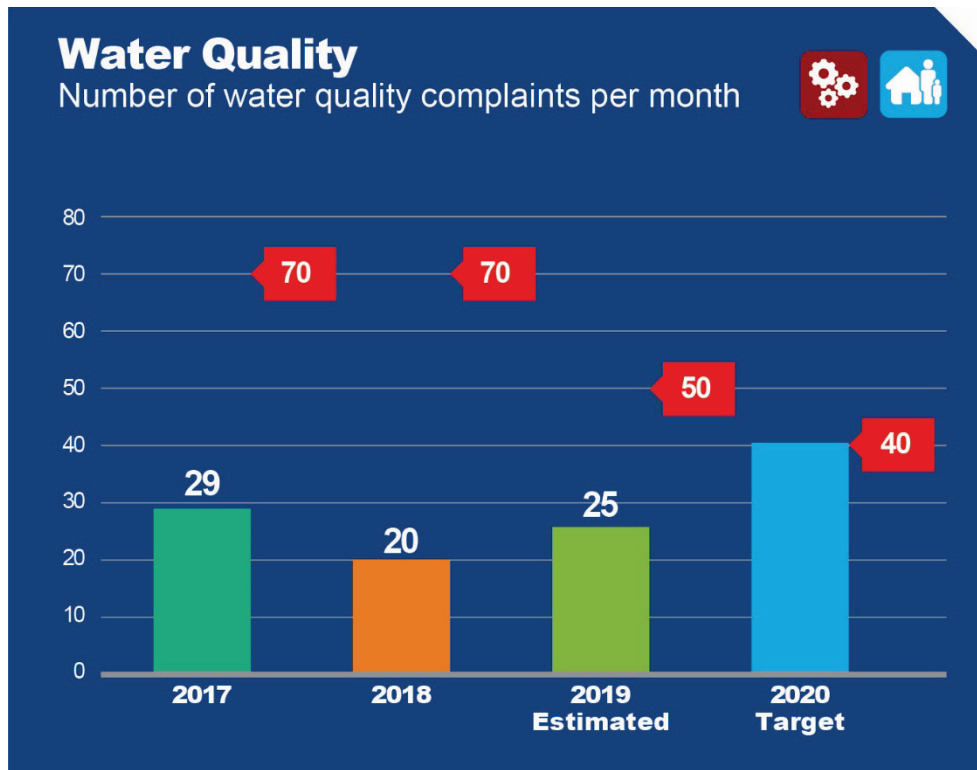
STORMWATER

As with the other divisions of this department, a significant portion of the operating budget for the Stormwater Division is devoted to debt service payments. In 2020, debt service payments amount to \$14.6 million. In addition:

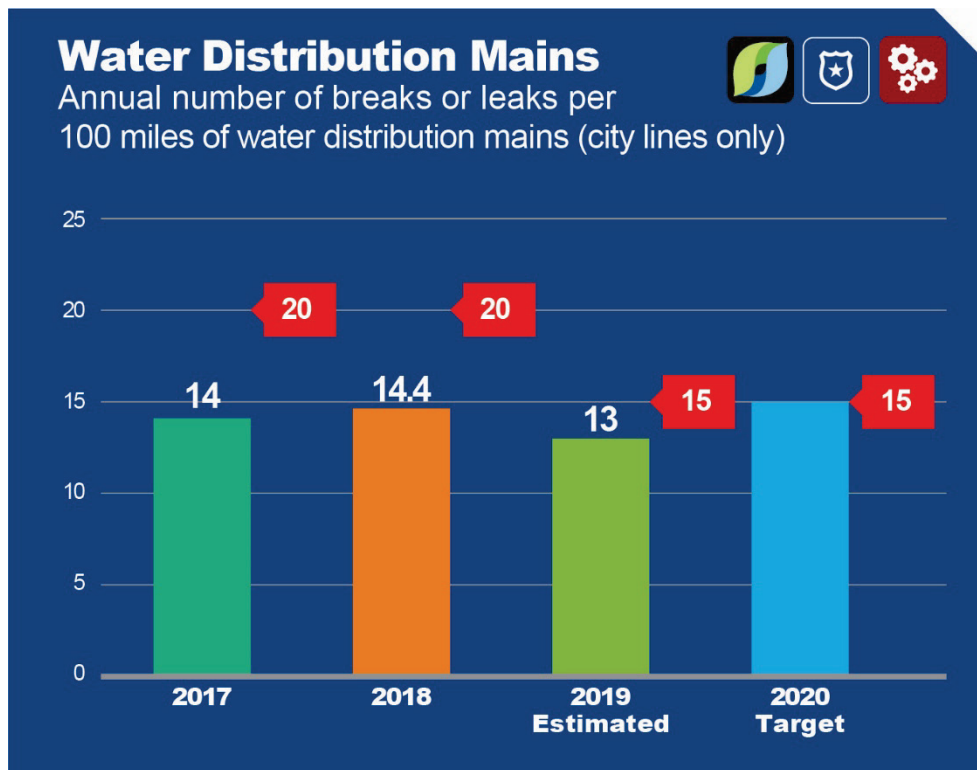
- The budget includes one new position for stormwater permit compliance.



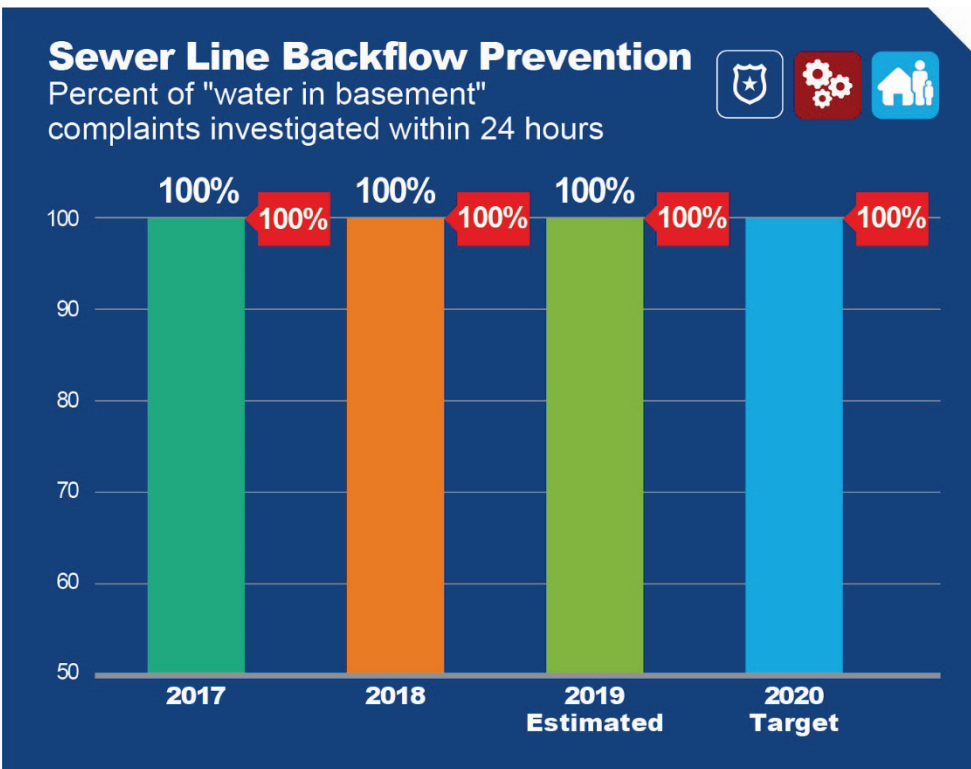
PERFORMANCE MEASURES



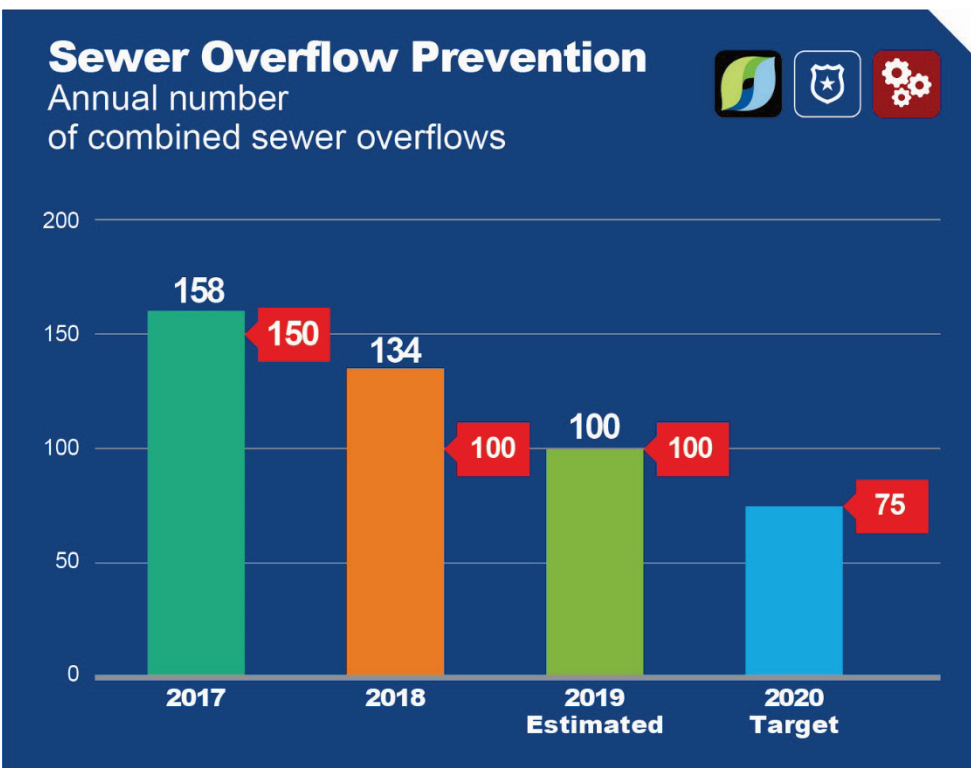
This measure reflects the monthly average number of water quality complaints received by the Division of Water. External conditions can cause the actual number of complaints to vary. In 2020, the target for this measure is being reduced to 40.



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 was reduced to 15 or fewer per 100 miles in 2019, and will continue for 2020.



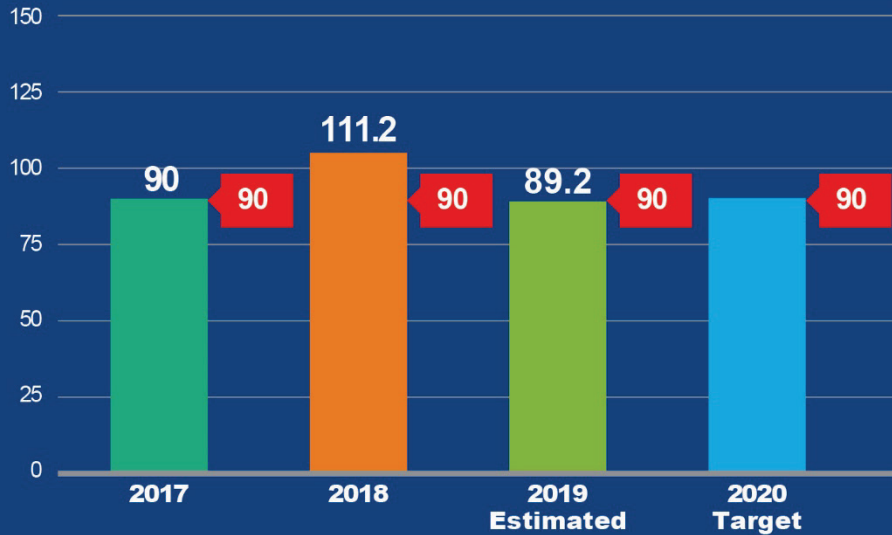
Water-in-basement complaints are expected to be investigated within 24 hours of being reported. In 2020, the Division of Sewerage and Drainage will maintain its high standard of 100 percent.



The Division of Sewerage and Drainage manages an extensive capital improvements program aimed at reducing combined sewer overflows (CSO). The first half of 2019 was extraordinarily wet, but should it remain normal for the remainder of the year, the division maintains that it will meet the target. In 2020, the division plans to implement measures that will significantly reduce CSO activations, thus the target for this measure is being reduced.

Electric Power Outage Remediation

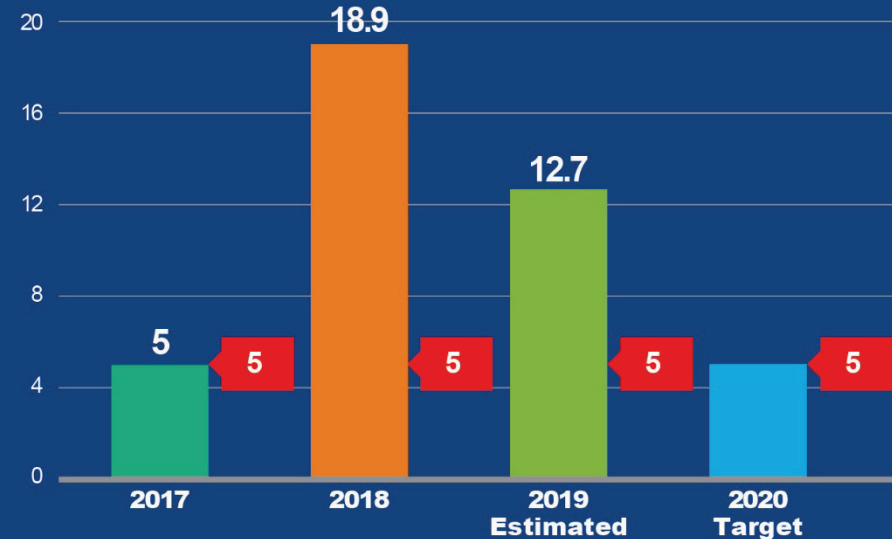
Average duration of electricity outage (minutes)



The Division of Power's aim is to minimize the length of time of any power outage. The target for this measure in 2020 is 90 minutes or less. The 2019 estimate reflects actual data for January 1-June 30, 2019.

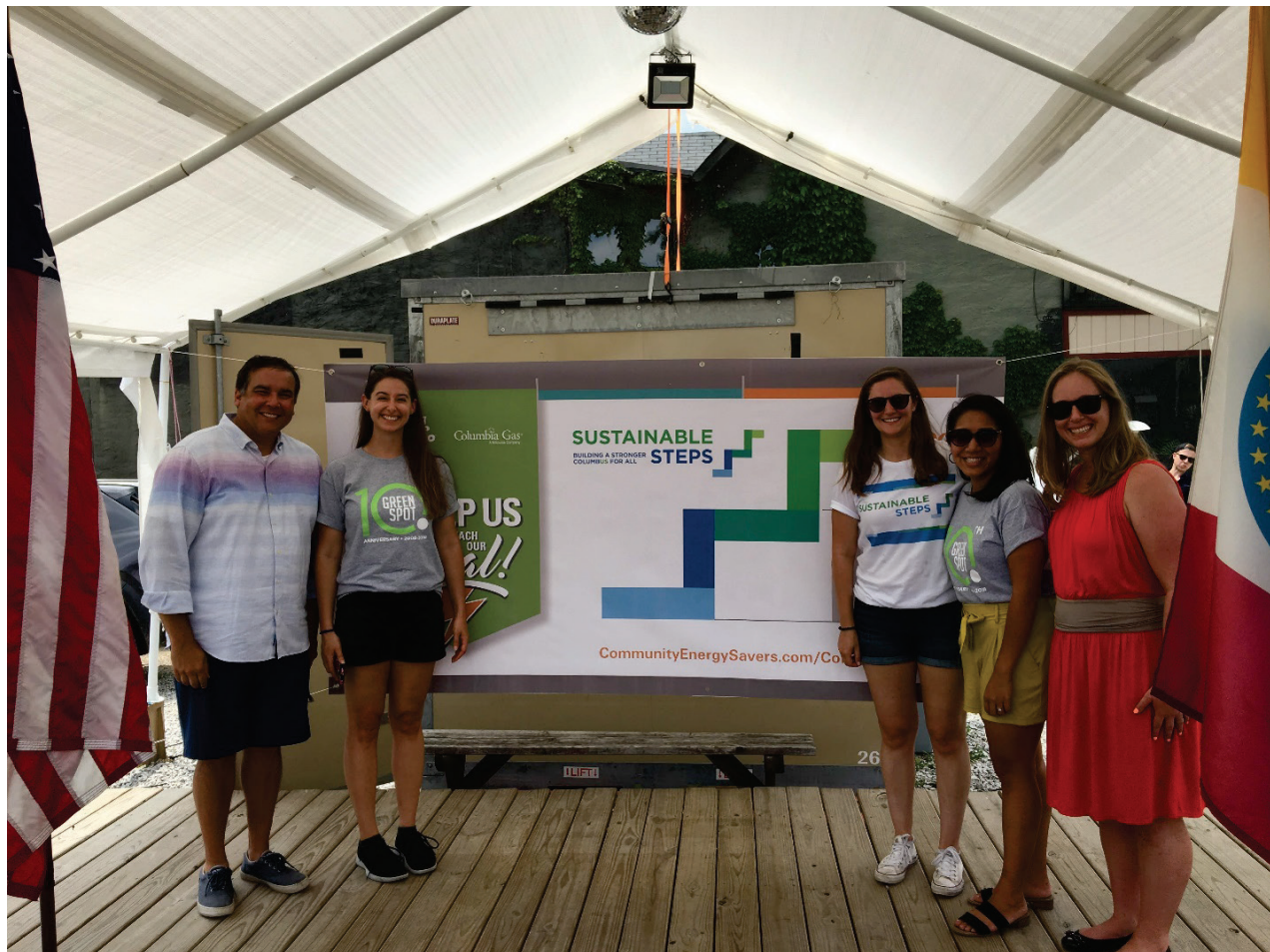
Streetlight Maintenance and Repair

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 2020, the division will continue to strive to meet the target maximum timeframe to address a streetlight issue in five days.

Financial Summary by Fund					
Fund	2017 Actual	2018 Actual	2019 Budget	2019 Projected	2020 Proposed
Water Operating Fund					
Director's Office	\$ 6,193,827	\$ 8,928,474	\$ 12,610,390	\$ 10,882,750	\$ 13,355,327
Water	185,315,475	177,909,841	191,146,617	182,559,902	202,830,698
Water Fund Subtotal	191,509,301	186,838,315	203,757,007	193,442,652	216,186,025
Electricity Operating Fund					
Director's Office	985,891	1,381,441	1,922,531	1,687,902	2,067,645
Power	80,639,441	83,477,000	87,473,497	85,858,229	94,992,255
Electricity Fund Subtotal	81,625,333	84,858,441	89,396,028	87,546,131	97,059,900
Sanitary Sewer Operating Fund					
Director's Office	7,206,537	10,184,891	13,912,972	12,320,159	14,743,545
Sanitary	252,817,403	256,851,365	280,072,787	270,026,074	297,105,626
Sanitary Sewer Fund Subtotal	260,023,940	267,036,256	293,985,759	282,346,233	311,849,171
Storm Sewer Operating Fund					
Director's Office	1,848,278	2,704,119	3,649,243	3,205,294	3,924,644
Storm	38,916,844	37,865,262	42,099,135	41,656,639	41,910,647
Storm Sewer Fund Subtotal	40,765,122	40,569,381	45,748,378	44,861,933	45,835,291
Department Total	\$ 573,923,696	\$ 579,302,393	\$ 632,887,172	\$ 608,196,949	\$ 670,930,387



Financial Summary by Area of Expense					
Division	2017	2018	2019	2019	2020
	Actual	Actual	Budget	Projected	Proposed
Directors Office					
Water Operating Fund					
Personnel	\$ 5,121,987	\$ 7,305,111	\$ 8,761,689	\$ 8,111,727	\$ 9,389,722
Materials & Supplies	72,047	97,757	441,862	129,580	327,558
Services	858,349	1,515,367	3,349,919	2,567,294	3,635,913
Other	281	897	970	710	2,134
Capital	27,760	9,342	55,950	-	-
Transfers	113,404	-	-	73,440	-
Water Operating Fund Subtotal	6,193,827	8,928,474	12,610,390	10,882,750	13,355,327
Electricity Operating Fund					
Personnel	815,132	1,157,085	1,377,508	1,275,297	1,476,276
Materials & Supplies	11,368	15,454	26,236	20,372	17,148
Services	137,154	207,292	509,837	380,576	573,885
Other	44	141	153	112	336
Capital	4,364	1,469	8,797	-	-
Transfers	17,829	-	-	11,546	-
Electricity Operating Fund Subtotal	985,891	1,381,441	1,922,531	1,687,902	2,067,645
Sanitary Sewer Operating Fund					
Personnel	6,010,476	8,521,396	9,822,755	9,094,333	10,527,097
Materials & Supplies	80,868	109,611	187,078	145,276	137,525
Services	956,615	1,542,403	3,839,323	2,997,418	4,076,530
Other	315	1,006	1,088	796	2,393
Capital	31,123	10,474	62,728	-	-
Transfers	127,141	-	-	82,336	-
Sanitary Sewer Operating Fund Subtotal	7,206,537	10,184,891	13,912,972	12,320,159	14,743,545
Storm Sewer Operating Fund					
Personnel	1,529,433	2,193,478	2,619,369	2,425,155	2,807,257
Materials & Supplies	21,642	29,141	49,888	38,740	32,605
Services	254,915	478,439	962,969	719,230	1,084,144
Other	84	268	290	212	638
Capital	8,299	2,793	16,727	-	-
Transfers	33,904	-	-	21,956	-
Storm Sewer Operating Fund Subtotal	1,848,278	2,704,119	3,649,243	3,205,294	3,924,644
Director's Office Subtotal	16,234,533	23,198,925	32,095,136	28,096,105	34,091,161

Financial Summary by Area of Expense, cont.						
Division		2017 Actual	2018 Actual	2019 Budget	2019 Projected	2020 Proposed
Water						
	Personnel	50,192,804	46,209,375	46,985,381	45,239,372	48,728,503
	Materials & Supplies	17,061,301	17,735,996	20,226,475	20,077,507	19,801,970
	Services	33,352,550	32,607,471	36,447,279	36,420,805	38,054,337
	Principal	53,298,881	55,044,872	55,255,954	55,068,841	60,426,283
	Other	51,995	669,026	112,500	33,401	91,000
	Capital	1,761,845	1,110,294	1,571,000	1,533,282	2,059,000
	Interest	28,173,275	24,532,806	30,548,028	24,186,695	33,669,605
	Transfers	1,422,823	-	-	-	-
	Water Subtotal	185,315,475	177,909,841	191,146,617	182,559,902	202,830,698
Power						
	Personnel	9,996,989	10,338,536	11,507,832	10,717,763	12,642,916
	Materials & Supplies	56,584,934	58,549,470	58,262,000	58,000,252	62,313,650
	Services	10,206,306	9,999,864	12,781,746	12,728,814	15,005,532
	Principal	1,331,021	984,000	418,271	418,271	553,271
	Other	2,087	-	20,000	20,000	21,000
	Capital	2,498,104	3,429,664	4,220,000	3,972,312	4,062,000
	Interest	20,000	175,466	263,648	818	393,886
	Power Subtotal	80,639,441	83,477,000	87,473,497	85,858,229	94,992,255
Sanitary						
	Personnel	44,629,409	45,543,167	45,515,855	43,582,421	47,467,905
	Materials & Supplies	6,669,527	7,194,613	10,918,075	10,918,075	12,467,311
	Services	48,457,660	44,927,944	53,151,985	55,104,288	56,286,676
	Principal	92,730,520	100,609,015	101,887,574	97,303,949	105,955,564
	Other	69,116	130,263	186,650	263,804	165,800
	Capital	3,265,583	2,789,329	5,072,300	4,600,260	4,761,500
	Interest	37,888,595	38,040,021	45,092,373	36,493,114	46,912,895
	Transfers	19,106,994	17,617,013	18,247,975	21,760,163	23,087,975
	Sanitary Subtotal	252,817,403	256,851,365	280,072,787	270,026,074	297,105,626
Storm						
	Personnel	1,600,528	1,844,017	2,485,452	2,408,659	2,818,224
	Materials & Supplies	46,743	32,523	117,290	116,564	101,415
	Services	22,726,664	21,693,830	24,234,452	24,153,151	24,368,458
	Principal	10,057,200	10,493,700	10,549,000	10,549,000	10,113,010
	Other	-	100,000	20,000	-	20,000
	Capital	11,495	-	115,000	102,000	31,000
	Interest	4,474,215	3,701,192	4,577,941	4,327,265	4,458,540
	Storm Subtotal	38,916,844	37,865,262	42,099,135	41,656,639	41,910,647
	Department Total	\$ 573,923,696	\$ 579,302,393	\$ 632,887,172	\$ 608,196,949	\$ 670,930,387

Utilities

Department Personnel Summary								
	2017 Actual		2018 Actual		2019 Budget		2020 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
Dept of Public Utilities								
Director's Office	194	5	207	3	220	4	239	11
Water	431	7	426	8	443	23	468	45
Power	88	0	91	0	104	12	110	4
Sanitary	438	1	416	0	437	3	471	3
Storm	16	0	17	0	24	2	26	2
Total	1,167	13	1,157	11	1,228	44	1,314	65

Please note: In addition to the positions listed above in the 2019 column, funding was included for two positions in the Office of Diversity and Inclusion.

Operating Budget by Program				
Program	2019 Budget	2019 FTEs	2020 Proposed	2020 FTEs
Utilities Administration	\$ 11,325,710	20	\$ 16,410,396	27
Fiscal	4,713,347	38	7,189,143	39
Human Resources	4,004,886	33	4,344,407	35
Internal Services	88,204,944	0	93,564,934	0
Regulatory Compliance	4,212,184	30	4,188,957	29
Public Relations	556,579	4	570,103	4
Sustainability	936,031	5	889,787	6
Emergency Preparedness	1,383,096	10	1,225,148	11
Septic Tank Elimination Program	160,000	0	160,000	0
Customer Service	30,600,304	223	31,070,265	243
Maintenance	23,565,997	159	23,879,604	176
Engineering and Development	76,096,569	121	79,139,373	128
Fleet Management	3,070,213	25	2,883,994	26
Water Distribution	57,018,517	264	55,014,129	275
Wastewater Treatment	39,901,326	204	42,536,878	215
Stormwater Management	3,907,103	24	4,067,182	26
Electricity Distribution	11,035,263	46	14,104,246	48
Street Lighting	5,354,339	22	5,518,598	26
Debt Management	266,840,764	0	284,173,243	0
Department Total	\$ 632,887,172	1,228	\$ 670,930,387	1,314

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.



2020 PROGRAM GUIDE

UTILITIES ADMINISTRATION

To provide administrative support services for the Department of Public Utilities.

FISCAL

To ensure the financial integrity of the department. Includes budgeting, auditing, accounting, procurement, and debt service.

HUMAN RESOURCES

To ensure the effective and efficient management of human resources and safety for the department. Includes labor relations, payroll, benefits, training, selecting employees, classification management, compensation, organizational development, safety, and industrial hygiene.

INTERNAL SERVICES

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

REGULATORY COMPLIANCE

To ensure regulatory compliance and support to all divisions in the areas of environmental and other regulations.

PUBLIC RELATIONS

To provide information to residents of the City of Columbus and contracting areas regarding the department's water, power, and sewerage and drainage systems.

SUSTAINABILITY

To promote green infrastructure and conservation technologies in the department.

EMERGENCY PREPAREDNESS

Coordinates all emergency preparedness activities for the department.

SEPTIC TANK ELIMINATION PROGRAM

A partnership with Columbus Public Health to protect area water sources by eliminating onsite sewage treatment systems and connecting these properties to the city's sanitary sewer. The city offers a no-interest loan program to assist homeowners with associated expenses.

CUSTOMER SERVICE

To support managers of the other divisions by providing timely and accurate information related to the core business functions of the utility for daily operational decisions and long-term strategic planning.

MAINTENANCE

To provide general maintenance for the department and division facilities including upkeep of buildings, heating, cooling, and ventilation, lighting, parking lot maintenance, and grounds and green space maintenance.

ENGINEERING AND DEVELOPMENT

To provide engineering support and development to the department's capital program and to ensure project engineering plans and specifications are in proper form and accordance with all applicable rules and regulations.

FLEET MANAGEMENT

To provide assistance in all phases of fleet management for the department including coordination with the Fleet Division in the Department of Finance and Management, development and review of specifications, and assistance and execution of vehicle procurement related functions.

WATER DISTRIBUTION

To ensure the residents of the Columbus Metropolitan Area have an uninterrupted distribution of safe, reliable water and that the infrastructure of the utility is maintained.

WASTEWATER TREATMENT

To promote the health and safety of residents of the Columbus Metropolitan Area through the effective treatment of wastewater.

STORMWATER MANAGEMENT

To provide effective stormwater collection services to the community within the corporate limits of Columbus.

ELECTRICITY DISTRIBUTION

To ensure that customers receive safe and reliable electric power and that neighborhoods receive modern street lighting.

STREET LIGHTING

To promote public safety through the design, construction, maintenance, and operation of an efficient and reliable street lighting system.

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.

Special Revenue Funds

THE CITY OF
COLUMBUS

Municipal Court Computer System Procurement and Maintenance Fund

The municipal court computer system procurement and maintenance fund provide 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.

2020 Cash Balance Statement

The municipal court computer fund is projected to begin 2020 with an unencumbered cash balance of \$1,733,211 and end the year with an available balance of \$1,353,037.

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 2020 is \$425,500. The expected revenue for the Clerk of Courts is \$1,366,800. In addition, a total of \$10,000 in cancellation of prior year encumbrances is assumed.

2020 Municipal Court Computer Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2020)	\$ 1,733,211
Plus Estimated 2020 Receipts	1,792,300
Plus Estimated Encumbrance Cancellations	10,000
Total Estimated Available Resources	<u>\$ 3,535,511</u>
Less 2020 Recommended Operating Budget	(2,182,474)
Projected Available Balance (December 31, 2020)	<u><u>\$ 1,353,037</u></u>

Street Construction Maintenance and Repair Fund



The street construction, maintenance, and repair (SCMR) fund is the main operating fund for street construction and maintenance projects throughout the City of Columbus. Currently, the fund collects revenue from a variety of fees, taxes, reimbursements, and charges for service.

2020 Cash Balance Statement

The street construction, maintenance, and repair fund is expected to begin 2020 with an unencumbered fund balance of \$17,792,440. Revenue for the SCMR fund is projected at \$69,550,000, and encumbrance cancellations of

\$900,000 are anticipated. Assuming expenditures of approximately \$78.2 million, the fund will end 2020 with a balance of \$10,037,618.

2020 Street Construction Maintenance and Repair Balance Summary

Unencumbered Cash Balance (January 1, 2020)	\$ 17,792,440
Plus Estimated 2020 Receipts	69,550,000
Plus Estimated Encumbrance Cancellations	900,000
Total Estimated Available Resources	<u>\$ 88,242,440</u>
Less 2020 Recommended Operating Budget	(78,204,822)
Projected Available Balance (December 31, 2020)	<u><u>\$ 10,037,618</u></u>



2020 Revenue Summary

2020 Street Construction Maintenance and Repair Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2017	2018	2019	2020
Revenue Summary	Actual	Actual	Estimated	Proposed
Motor Vehicle Fuel Tax	\$ 25,565,661	\$ 26,267,293	\$ 31,800,000	\$ 41,600,000
Motor Vehicle Licensing Fees	6,637,106	7,023,790	6,900,000	7,050,000
Snow/Street Cleaning	8,885,533	9,637,697	9,400,000	9,500,000
Capital Reimbursement	1,958,839	2,413,165	2,900,000	2,500,000
Franklin County Vehicle Tax	2,101,198	1,844,350	2,000,000	2,000,000
Franklin County Reimbursement	3,000,000	3,300,000	3,300,000	3,300,000
Permits	2,485,949	2,502,915	2,500,000	2,600,000
Damages/Contracts	514,660	684,509	600,000	600,000
Miscellaneous	956,018	1,100,045	1,100,000	400,000
Encumbrance Cancellations	1,136,518	1,665,852	1,100,000	900,000
Unencumbered Cash Balance	22,137,755	23,667,575	22,968,635	17,792,440
Total Resources	\$ 75,379,239	\$ 80,107,191	\$ 84,568,635	\$ 88,242,440
Percent Change		6.27%	5.57%	4.34%

Notes:

- The State of Ohio increased the motor vehicle fuel tax rate in the state's 2019 transportation budget, and the city began to collect the increased gas tax effective July 2019. As a result, the city anticipates an increase in total revenue of \$9,050,000 in 2020 over the 2019 projection.

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 2020 and beyond are as follows:

- After the initial increase due to the rate change in 2019, the projected annual growth for motor vehicle fuel tax revenues is one and a half percent a year in 2021 and beyond.
- Motor vehicle license tax revenue is projected at two percent in 2021 and beyond.
- Permit fees are projected to grow by 2 percent in 2021 and beyond. This revenue includes building, engineering, right-of-way, and zoning permits.
- Snow and street cleaning will slightly increase by 2 percent in 2021 and each year thereafter. This revenue originates from snow and street cleaning operations performed by the Division of Infrastructure Management's Street Maintenance Section.
- Insurance cost projections include a five percent annual growth rate in 2021 and beyond.
- Pro rata charges represent 4.5 percent of revenue. It is assumed a two percent annual growth rate in technology and a one percent annual growth rate in fleet expenses will occur in 2021 and beyond.
- The ending fund balance is positive through 2021 and then negative in all years thereafter.

Special Revenue Funds

**STREET CONSTRUCTION MAINTAINENCE REPAIR FUND
PRO FORMA OPERATING STATEMENT**

	Actuals 2018	Estimated 2019	Proposed 2020	2021	2022	2023	2024	2025	2026	2027	2027	2028	2029
Revenue													
Gasoline Taxes	\$ 26,267,293	\$ 31,800,000	\$ 41,600,000	\$ 42,224,000	\$ 42,857,360	\$ 43,500,220	\$ 44,152,724	\$ 44,815,015	\$ 45,487,240	\$ 46,169,548	\$ 46,862,092	\$ 47,565,023	\$ 48,278,498
Motor Vehicle License Tax	7,023,790	6,900,000	7,050,000	7,191,000	7,334,820	7,481,516	7,631,147	7,783,770	7,939,445	8,098,234	8,260,199	8,425,403	8,593,911
Snow/Street Cleaning	9,637,697	9,400,000	9,500,000	9,690,000	9,883,800	10,081,476	10,283,106	10,488,768	10,698,543	10,912,514	11,130,764	11,353,379	11,580,447
Capital Reimbursement	2,413,165	2,900,000	2,500,000	-	-	-	-	-	-	-	-	-	-
County Vehicle Tax	1,844,350	2,000,000	2,000,000	2,040,000	2,080,800	2,122,416	2,164,864	2,208,162	2,252,325	2,297,371	2,343,319	2,390,185	2,437,989
Franklin County Reimbursement	3,300,000	3,300,000	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	4,434,924
Permits	2,502,915	2,500,000	2,600,000	2,652,000	2,705,040	2,759,141	2,814,324	2,870,610	2,928,022	2,986,583	3,046,314	3,107,241	3,169,385
Damages/Contracts	684,509	600,000	600,000	606,000	612,060	618,181	624,362	630,606	636,912	643,281	649,714	656,211	662,773
Miscellaneous	1,100,045	1,100,000	400,000	404,000	408,040	412,120	416,242	420,404	424,608	428,854	433,143	437,474	441,849
Total Revenue	54,773,764	60,500,000	69,550,000	68,206,000	69,382,890	70,581,070	71,800,947	73,042,938	74,307,468	75,594,969	76,905,885	78,240,668	79,599,776
Beginning Fund Balance	23,667,575	22,968,635	17,792,440	10,037,618	2,248,238	(5,914,126)	(14,468,669)	(23,435,526)	(32,835,821)	(42,691,711)	(53,026,437)	(63,864,382)	(75,231,122)
Encumbrance Cancellations	1,665,852	1,100,000	900,000	945,000	992,250	1,041,863	1,093,956	1,148,653	1,206,086	1,266,390	1,329,710	1,396,195	1,466,005
Total Resources	80,107,191	84,568,635	88,242,440	79,188,618	72,623,378	65,708,806	58,426,234	50,756,065	42,677,732	34,169,649	25,209,158	15,772,481	5,834,660
Operating Expenses													
Personnel	28,231,367	30,368,544	33,715,256	34,389,561	35,077,352	35,778,899	36,494,477	37,224,367	37,968,854	38,728,231	39,502,796	40,292,852	41,098,709
Insurance	8,056,392	7,756,383	7,908,046	8,303,448	8,718,621	9,154,552	9,612,279	10,092,893	10,597,538	11,127,415	11,683,786	12,267,975	12,881,374
27th Pay Period	-	-	1,365,000	-	-	-	-	-	-	-	-	-	-
Materials & Supplies	839,355	1,098,161	3,576,400	3,612,164	3,648,286	3,684,768	3,721,616	3,758,832	3,796,421	3,834,385	3,872,729	3,911,456	3,950,571
Services	9,480,474	12,768,094	12,527,679	12,778,233	13,033,797	13,294,473	13,560,363	13,831,570	14,108,201	14,390,365	14,678,173	14,971,736	15,271,171
Pro Rata	1,713,598	2,000,000	2,600,000	2,633,220	2,677,459	2,722,482	2,768,303	2,814,938	2,862,402	2,910,710	2,959,880	3,009,928	3,060,870
Technology	2,112,747	2,515,949	2,642,901	2,695,759	2,749,674	2,804,668	2,860,761	2,917,976	2,976,336	3,035,862	3,096,580	3,158,511	3,221,682
Fleet	5,183,332	5,239,231	6,852,040	6,920,560	6,989,766	7,059,664	7,130,260	7,201,563	7,273,579	7,346,314	7,419,777	7,493,975	7,568,915
311 Call Center Operations	299,220	368,168	396,000	403,920	411,998	420,238	428,643	437,216	445,960	454,880	463,977	473,257	482,722
Other	186,234	110,778	201,500	203,515	205,550	207,606	209,682	211,779	213,896	216,035	218,196	220,378	222,581
Capital Outlay	1,035,837	4,550,885	6,420,000	5,000,000	5,025,000	5,050,125	5,075,376	5,100,753	5,126,256	5,151,888	5,177,647	5,203,535	5,229,553
Total Operating Expenses	57,138,556	66,776,195	78,204,822	76,940,380	78,537,504	80,177,475	81,861,760	83,591,886	85,369,443	87,196,086	89,073,540	91,003,603	92,988,146
Ending Fund Balance	\$ 22,968,635	\$ 17,792,440	\$ 10,037,618	\$ 2,248,238	\$ (5,914,126)	\$ (14,468,669)	\$ (23,435,526)	\$ (32,835,821)	\$ (42,691,711)	\$ (53,026,437)	\$ (63,864,382)	\$ (75,231,122)	\$ (87,153,486)

Health Special Revenue Fund

The 2020 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.



2020 Cash Balance Statement

The health special revenue fund is projected to begin and end 2020 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.

2020 Health Operating Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2020)	\$ -
Plus Estimated 2020 Receipts	9,025,634
Plus General Fund Transfer	26,716,803
Plus Estimated Encumbrance Cancellations	100,000
Total Estimated Available Resources	\$ 35,842,437
Less 2020 Recommended Operating Budget	(35,842,437)
Projected Available Balance (December 31, 2020)	<u>\$ -</u>

2020 Revenue Summary

2020 Health Operating Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2017	2018	2019	2020
Actual	Actual	Estimated	Proposed	
General Fund Transfer	\$ 21,997,003	\$ 23,095,550	\$ 24,001,456	\$ 26,716,803
Licenses and Permit Fees	3,214,014	3,454,723	3,473,136	3,657,684
Home Health Inspections	150	230	500	500
Vital Statistics	1,295,653	1,316,125	1,312,400	1,338,000
Employee Assistance Program	410,000	431,810	438,060	520,150
Misc. Charges for Services	1,829,187	3,233,328	3,230,931	3,326,800
Misc. Revenues and Refunds	1,540,138	634,096	1,079,683	182,500
Encumbrance Cancellations	663,193	235,476	75,000	100,000
Unencumbered Cash Balance	370,437	399,474	461,696	-
Total Resources	\$ 31,319,775	\$ 32,800,812	\$ 34,072,862	\$ 35,842,437
Percent Change		4.73%	3.88%	5.19%

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 2020, the general fund subsidy totals \$26,716,803 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 11 percent over the estimated subsidy in 2019.
- Other revenues include Medicare administrative claims reimbursements, license and permit fees, charges for services, birth and death certificate fees, and various program fees. Total revenue projections are derived based on historical data and have increased significantly in the past year. Revenues, excluding the general fund subsidy and encumbrance cancellations, are projected to be \$9,025,634, an increase of \$548,100 or 6.5 percent over budgeted 2019 revenues of \$8,477,534. This increase is attributed to growth in the following revenue streams: food service operation licenses and plan review fees, Evidenced Based Home Visiting program reimbursements, and Tobacco 21 fines.

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.

2020 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 2020, 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.

2020 Recreation and Parks Operation and Extension Fund Balance Summary	
Unencumbered Cash Balance (January 1, 2020)	\$ -
Plus Estimated 2020 Receipts	12,210,000
Plus General Fund Transfer	43,030,613
Plus Estimated Encumbrance Cancellations	550,000
Total Estimated Available Resources	<u>\$ 55,790,613</u>
Less 2020 Recommended Operating Budget	(55,790,613)
Projected Available Balance (December 31, 2020)	<u><u>\$ -</u></u>



2020 Revenue Summary

2020 Recreation and Parks Operation and Extension Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2017	2018	2019	2020
	Actual	Actual	Estimated	Proposed
Adult Sports	\$ 2,128,085	\$ 2,442,508	\$ 2,673,088	\$ 2,650,000
Aquatics	216,396	209,828	306,718	250,000
Recreation Centers	1,401,053	847,199	981,719	1,060,000
Youth Sports	-	210,198	199,730	225,000
Senior Citizen Centers	3,772	2,744	3,318	3,000
Miscellaneous Revenue	820,507	923,782	1,034,272	28,000
Permits Facilities and Docks	662,395	1,016,462	1,037,570	950,000
Special Activities Permits	-	205,057	166,483	205,000
Boat Docks and Stakes	144,311	-	-	-
CIP Reimbursement	1,006,357	1,101,608	1,100,000	1,100,000
Rent	61,504	64,694	69,024	90,000
Refunds	6,484	23,163	17,500	31,000
Golf	4,108,178	3,742,089	3,992,594	4,100,000
Therapeutic Recreation	50,337	48,558	51,926	55,000
Summer Camps	332,197	304,940	355,991	380,000
Cultural Arts	315,661	326,911	353,544	360,000
Fitness	45,244	43,277	37,904	48,000
Tennis	15,127	19,914	16,519	17,000
Capital Kids	7,852	8,406	-	-
Play Grant Reimbursement	67,504	76,252	76,000	76,000
Recreation Center IDs	23,104	22,209	4,634	22,000
Boat Clubs	265,250	151,106	175,190	155,000
Activenet Transaction Fees	76,375	80,540	94,592	100,000
Outdoor Recreation	277,558	288,190	295,026	305,000
General Fund Transfer	40,133,854	41,162,178	39,623,114	43,030,613
Encumbrance Cancellations	1,062,680	745,452	1,076,009	550,000
Unencumbered Cash Balance	123,806	315,296	500,050	-
Total Resources	\$ 53,355,590	\$ 54,382,561	\$ 54,242,515	\$ 55,790,613
Percent Change		1.92%	-0.26%	2.85%

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 2020 is \$43 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 \$12.2 million in 2020.

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.

2020 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 2020 with an unencumbered cash balance of \$14,827,653. Revenue to the fund is projected at \$23,677,309 in 2020, providing the department with total estimated resources of approximately \$38.5 million. After expenses estimated at \$25 million, the fund is projected to end 2020 with an unencumbered cash balance of \$13,521,816.

2020 Development Services Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2020)	\$ 14,827,653
Plus Estimated 2020 Receipts	23,677,309
Plus Estimated Encumbrance Cancellations	50,000
Total Estimated Available Resources	<u>\$ 38,554,962</u>
Less 2020 Recommended Operating Budget	(25,033,146)
Projected Available Balance (December 31, 2020)	<u><u>\$ 13,521,816</u></u>



2020 Revenue Summary

2020 Development Services Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2017	2018	2019	2020
Revenue Summary	Actual	Actual	Estimated	Proposed
Residential Construction	\$ 3,251,618	\$ 3,289,873	\$ 3,963,772	\$ 4,003,410
Commercial Construction	11,459,401	11,183,993	12,117,818	12,238,996
Zoning	2,070,366	2,165,492	2,604,764	2,630,812
License/Registration	1,802,440	1,773,885	2,038,511	2,058,896
Other	2,342,928	2,488,790	2,718,015	2,745,195
Interfund Transfer	-	-	-	-
Encumbrance Cancellations	78,282	274,643	120,000	50,000
Unencumbered Cash Balance	12,687,747	13,175,327	13,900,724	14,827,653
Total Resources	\$ 33,692,782	\$ 34,352,003	\$ 37,463,604	\$ 38,554,962
Percent Change		1.96%	9.06%	2.91%

Note:

- The department expects all revenue classes to increase in 2020 based on historical trends. Revenues come from zoning, licenses, registrations, and multi-family, commercial, and residential construction.

Development Services Fund Pro Forma Operating Statement

A ten-year pro forma operating statement is presented on the following page. It represents the fund's revenues and expenditures for that period, given certain assumptions, and is essential in providing a framework for future financial decisions. The major assumptions included in this pro forma for years 2020 and beyond are as follows:

- Revenue is estimated to increase by 1 percent in 2020 over the prior year and 10 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 1 percent.
- Insurance costs are projected to grow by 5 percent annually starting in 2021 and beyond.
- Pro rata fees represent 4.5 percent of the revenue generated in the fund.

DEVELOPMENT SERVICES FUND

PRO FORMA OPERATING STATEMENT

	Actual 2018	Estimated 2019	Proposed 2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
REVENUE SOURCE												
Residential Construction	\$ 3,289,873	\$ 3,963,772	\$ 4,003,410	\$ 4,043,444	\$ 4,083,878	\$ 4,124,717	\$ 4,537,189	\$ 4,582,561	\$ 4,628,386	\$ 4,674,670	\$ 4,721,417	\$ 4,768,631
Commercial Construction	11,183,993	12,117,818	12,238,996	12,361,386	12,485,000	12,609,850	13,870,835	14,009,543	14,149,639	14,291,135	14,434,047	14,578,387
Zoning	2,165,492	2,604,764	2,630,812	2,657,120	2,683,691	2,710,528	2,981,581	3,011,396	3,041,510	3,071,926	3,102,645	3,133,671
License/registration	1,773,885	2,038,511	2,058,896	2,079,485	2,100,280	2,121,283	2,333,411	2,356,745	2,380,313	2,404,116	2,428,157	2,452,438
All Other	2,488,790	2,718,015	2,745,195	2,772,647	2,800,374	2,828,377	3,111,215	3,142,327	3,173,750	3,205,488	3,237,543	3,269,918
TOTAL REVENUE	20,902,033	23,442,880	23,677,309	23,914,082	24,153,223	24,394,755	26,834,230	27,102,573	27,373,598	27,647,334	27,923,808	28,203,046
Beginning Unenc. Fund Balance	13,175,327	13,900,724	14,827,653	13,521,816	12,467,051	11,019,028	9,161,330	8,973,632	8,362,457	7,309,605	5,796,164	3,802,471
Encumbrance Cancellations	274,643	120,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
TOTAL RESOURCES	34,352,003	37,463,604	38,554,962	37,485,898	36,670,274	35,463,783	36,045,561	36,126,205	35,786,055	35,006,940	33,769,972	32,055,517
EXPENDITURES												
Operations & Maintenance:												
Personnel Services	13,316,095	14,547,643	15,649,123	15,962,105	16,281,348	16,606,975	16,939,114	17,277,896	17,623,454	17,975,923	18,335,442	18,702,151
Employee Insurance	3,150,026	3,129,949	3,089,638	3,244,120	3,406,326	3,576,642	3,755,474	3,943,248	4,140,410	4,347,431	4,564,802	4,793,043
27th Pay Period	-	-	612,066	-	-	-	-	-	-	-	-	-
Materials & Supplies	190,733	209,814	186,100	191,683	197,433	203,356	209,457	215,741	222,213	228,880	235,746	242,818
Services	930,221	1,173,074	1,376,335	1,417,625	1,460,154	1,503,958	1,549,077	1,595,549	1,643,416	1,692,718	1,743,500	1,795,805
Pro Rata	928,168	1,071,225	1,081,938	1,076,134	1,086,895	1,097,764	1,207,540	1,219,616	1,231,812	1,244,130	1,256,571	1,269,137
Technology	1,527,108	2,115,227	2,559,089	2,635,862	2,714,938	2,796,386	2,880,277	2,966,686	3,055,686	3,147,357	3,241,777	3,339,031
Fleet	96,754	77,616	125,357	129,118	132,991	136,981	141,090	145,323	149,683	154,173	158,798	163,562
Other	73,500	55,000	63,500	63,500	63,500	63,500	63,500	63,500	63,500	63,500	63,500	63,500
Capital Outlay	238,674	236,403	290,000	298,700	307,661	316,891	326,398	336,189	346,275	356,663	367,363	378,384
Transfers	-	20,000	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATIONS & MAINTENANCE	20,451,279	22,635,951	25,033,146	25,018,846	25,651,246	26,302,453	27,071,928	27,763,749	28,476,450	29,210,776	29,967,501	30,747,431
TOTAL EXPENSE	20,451,279	22,635,951	25,033,146	25,018,846	25,651,246	26,302,453	27,071,928	27,763,749	28,476,450	29,210,776	29,967,501	30,747,431
ENDING UNENCUMBERED FUND BAL.	\$ 13,900,724	\$ 14,827,653	\$ 13,521,816	\$ 12,467,051	\$ 11,019,028	\$ 9,161,330	\$ 8,973,632	\$ 8,362,457	\$ 7,309,605	\$ 5,796,164	\$ 3,802,471	\$ 1,308,086

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.

2020 Cash Balance Statement

Total revenue projections of \$1,530,357 reflect a general fund subsidy of \$641,325. The projected 2020 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.

2020 1111 East Broad Street Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2020)	\$ -
Plus Estimated 2020 Receipts	889,032
Plus Estimated General Fund Transfer	641,325
Plus Estimated Encumbrance Cancellations	-
Total Estimated Available Resources	<u>\$ 1,530,357</u>
Less 2020 Recommended Operating Budget	(1,530,357)
Projected Available Balance (December 31, 2020)	<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.

2020 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 2020 are budgeted at \$5,223,473 and encumbrance cancellations of \$25,000 are expected. Public Service expects that by the end of 2020, the fund will have a remaining balance of \$1,274,758.

2020 Private Inspection Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2020)	\$ 1,014,635
Plus Estimated 2020 Receipts	5,223,473
Plus Estimated Encumbrance Cancellations	<u>25,000</u>
Total Estimated Available Resources	\$ 6,263,108
Less 2020 Recommended Operating Budget	(4,988,350)
Projected Available Balance (December 31, 2020)	<u>\$ 1,274,758</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 2020, \$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. Separated into four different sections including the Business Office, Enforcement, Meter Operations, and Policies and Strategies, the division also sets policy and manages parking and access programs.

2020 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 2020, funding in the parking meter program fund will also assume the creation of the Downtown North Parking Benefit District, a subfund in which excess parking meter revenue will be reinvested back into the Downtown District in order to fund transportation and mobility initiatives to support the Strategic Parking Plan. The parking meter program fund will begin the year with an unencumbered cash balance of \$1,989,017. Revenue for the fund is projected to reach \$9,981,340, and encumbrance cancellations should total \$50,000 by year's end. Accounting for these numbers, and a deposit of \$700,000 into the General Fund, the parking meter program fund is projected to end 2020 with a fund balance of \$2,374,047.

2020 Parking Meter Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2020)	\$ 1,989,017
Plus Estimated 2020 Receipts	9,981,340
Plus Estimated Encumbrance Cancellations	50,000
Total Estimated Available Resources	<u>\$ 12,020,357</u>
Less 2020 Recommended Operating Budget	(8,946,310)
Less 2020 Transfer	(700,000)
Projected Available Balance (December 31, 2020)	<u><u>\$ 2,374,047</u></u>

2020 Revenue Summary

2020 Parking Meter Program Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2017	2018	2019	2020
	Actual	Actual	Estimated	Proposed
Other Permits	\$ -	\$ -	\$ 73,547	\$ 114,592
Investment Revenue	19,295	20,468	45,972	31,912
Parking Space Revenue	5,759,534	6,192,669	8,120,728	9,325,085
Residential Permits	-	-	481,087	410,077
Refunds	-	20,585	837	168
Miscellaneous Revenue	539,162	498,658	63,602	99,506
Encumbrance Cancellations	203,167	27,621	200,000	50,000
Unencumbered Cash Balance	1,587,212	1,754,256	1,497,121	1,989,017
Total Resources	\$ 8,108,370	\$ 8,514,257	\$10,482,894	\$12,020,357
Percent Change		5.01%	23.12%	14.67%

Revenue Notes

In 2017 and 2018, \$3,349,870 of revenues reported above were deposited in the general fund. As was mentioned in the cash balance statement, in 2019 and 2020 on \$700,000 of revenues reported above will be deposited there.

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 2020 and beyond are as follows:

- Parking meter revenue is projected to increase again in 2020 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.
- Personnel expenses grow at a rate of five percent annually, while supplies and capital spending grow at two percent and services at three percent annually.

Special Revenue Funds

PARKING METER PROGRAM FUND												
PRO FORMA OPERATING STATEMENT												
	Actuals	Estimated	Proposed									
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Revenue												
Other Permits	\$ -	\$ 73,547	\$ 114,592	\$ 118,030	\$ 121,571	\$ 125,218	\$ 128,974	\$ 132,844	\$ 136,829	\$ 140,934	\$ 145,162	\$ 149,517
Investment Earnings	20,468	45,972	31,912	32,869	33,855	34,871	35,917	36,995	38,105	39,248	40,425	41,638
All Parking Space Revenues	6,192,669	8,120,728	9,325,085	9,604,838	9,892,983	10,189,772	10,495,465	10,810,329	11,134,639	11,468,678	11,812,739	12,167,121
Residential Permits	-	481,087	410,077	422,379	435,051	448,102	461,545	475,392	489,653	504,343	519,473	535,057
Refunds	20,585	837	168	173	178	184	189	195	201	207	213	219
Miscellaneous Revenue	498,658	63,602	99,506	102,491	105,566	108,733	111,995	115,355	118,815	122,380	126,051	129,833
General Fund Deposit	(3,349,870)	(700,000)	(700,000)	(700,000)	(700,000)	(700,000)	(700,000)	(700,000)	(700,000)	(700,000)	(700,000)	(700,000)
Total Revenue	3,382,510	8,085,773	9,281,340	9,580,780	9,889,204	10,206,880	10,534,086	10,871,109	11,218,242	11,575,789	11,944,063	12,323,385
Beginning Fund Balance	1,754,256	1,497,121	1,989,017	2,374,047	2,873,406	3,307,372	3,668,984	3,950,828	4,145,002	4,243,097	4,236,163	4,114,679
Encumbrance Cancellations	27,621	200,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Total Resources	5,164,387	9,782,894	11,320,357	12,004,827	12,812,609	13,564,251	14,253,071	14,871,937	15,413,244	15,868,886	16,230,226	16,488,064
Operating Expenses												
Director's Office Division Charges	-	721,249	785,166	816,573	849,236	883,205	918,533	955,274	993,485	1,033,225	1,074,554	1,117,536
Personnel Services	2,541,459	3,030,172	3,501,220	3,676,281	3,860,095	4,053,100	4,255,755	4,468,543	4,691,970	4,926,568	5,172,897	5,431,541
Health Insurance	793,711	964,371	1,001,840	1,051,932	1,104,529	1,159,755	1,217,743	1,278,630	1,342,561	1,409,689	1,480,174	1,554,183
27th Pay Period	-	-	173,195	-	-	-	-	-	-	-	-	-
Supplies & Materials	-	56,820	130,000	132,600	135,252	137,957	140,716	143,531	146,401	149,329	152,316	155,362
Contractual Services	332,096	2,774,854	3,204,889	3,301,036	3,400,067	3,502,069	3,607,131	3,715,345	3,826,805	3,941,609	4,059,857	4,181,653
Miscellaneous	-	36,201	50,000	51,000	52,020	53,060	54,122	55,204	56,308	57,434	58,583	59,755
Capital Spending	-	210,210	100,000	102,000	104,040	106,121	108,243	110,408	112,616	114,869	117,166	119,509
Total Operating Expenses	3,667,266	7,793,877	8,946,310	9,131,421	9,505,238	9,895,267	10,302,243	10,726,934	11,170,147	11,632,724	12,115,547	12,619,539
Ending Fund Balance	\$ 1,497,121	\$ 1,989,017	\$ 2,374,047	\$ 2,873,406	\$ 3,307,372	\$ 3,668,984	\$ 3,950,828	\$ 4,145,002	\$ 4,243,097	\$ 4,236,163	\$ 4,114,679	\$ 3,868,525

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.

2020 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.

2020 Employee Benefits Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2020)	\$ -
Plus Estimated 2019 Receipts	6,203,836
Total Estimated Available Resources	\$ 6,203,836
Less 2020 Recommended Operating Budget - Human Resources	(5,808,836)
Less 2020 Recommended Operating Budget - Finance	(395,000)
Projected Available Balance (December 31, 2020)	\$ -

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.

2020 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 2020 with an unencumbered cash balance of \$157,599 and end the year at \$169,599. Significant improvements in billing procedures, office space, and equipment have been implemented over the past several years, and the resulting benefits continue to be reflected in both operations. Overall, more departments are requesting print and mail services, rather than outsourced jobs, thus creating more revenue.

2020 Print and Mailroom Services Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2020)	\$ 157,599
Plus Estimated 2020 Print Services Receipts	653,691
Plus Estimated 2020 Mailroom Services Receipts	1,288,210
Plus Estimated Encumbrance Cancellations	12,000
Total Estimated Available Resources	<u>\$ 2,111,500</u>
Less 2020 Recommended Operating Budget - Print	(653,691)
Less 2020 Recommended Operating Budget - Mailroom	(1,288,210)
Projected Available Balance (December 31, 2020)	<u><u>\$ 169,599</u></u>

2020 Revenue Summary

2020 Print and Mailroom Services Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2017	2018	2019	2020
	Actual	Actual	Estimated	Proposed
Print Services	\$ 495,361	\$ 626,608	\$ 552,214	\$ 653,691
Mailroom Services	1,190,075	1,228,383	1,151,574	1,288,210
Encumbrance Cancellations	25,339	78,048	-	12,000
Unencumbered Cash Balance	256,068	498,852	330,928	157,599
Total Resources	<u>\$ 1,966,843</u>	<u>\$ 2,431,891</u>	<u>\$ 2,034,716</u>	<u>\$ 2,111,500</u>
Percent Change		23.64%	-16.33%	3.77%

Land Acquisition Fund

The City Attorney's Real Estate division is responsible for the acquisition of real property interests needed by city departments. Revenues to the land acquisition fund are comprised of charges to other city departments for these services, which often include title and appraisal preparation and review, legal document and instrument preparation and review, negotiations, and closings.

2020 Cash Balance Statement

The beginning year unencumbered cash balance in this fund is projected at \$536,967. The 2020 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 \$1,234,584, the anticipated fund balance by year end is \$238,383.

2020 Land Acquisition Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2020)	\$ 536,967
Plus Estimated 2020 Receipts	936,000
Plus Estimated Encumbrance Cancellations	-
Total Estimated Available Resources	<u>\$ 1,472,967</u>
Less 2020 Recommended Operating Budget	(1,234,584)
Projected Available Balance (December 31, 2020)	<u>\$ 238,383</u>

Technology Services Fund

The technology services fund is an internal service fund that supports the operations of the Department of Technology. The fund receives revenue from other city departments both directly, wherein the department pays certain technology costs on behalf of other departments and charges on a dollar-for-dollar basis, and indirectly, wherein the department charges departments based on their allocated utilization of technology services, such as application maintenance, email and messaging services, and project management.

2020 Cash Balance Statement

The technology services fund is managed by the Department of Technology and is projected to begin the year with an unencumbered cash balance of \$702,905 and end the year with \$171,389. 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.

2020 Technology Services Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2020)	\$ 702,905
Plus Estimated 2020 Receipts	43,184,752
Plus Estimated Encumbrance Cancellations	150,000
Total Estimated Available Resources	<u>\$ 44,037,657</u>
Less 2020 Recommended Operating Budget	(43,866,268)
Projected Available Balance (December 31, 2020)	<u>\$ 171,389</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 2021 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 18.5 percent increase in revenues in 2020 over 2019 projections, 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												
	Actual 2018	Estimated 2019	Proposed 2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
REVENUES BY SOURCE												
Other Fund-Direct Charge	\$ 2,565,723	\$ 5,604,054	\$ 6,295,692	\$ 6,563,259	\$ 6,760,157	\$ 6,929,161	\$ 7,379,556	\$ 7,416,454	\$ 7,787,277	\$ 7,842,900	\$ 7,865,149	\$ 8,140,429
Other Fund-Indirect Charge	12,633,982	13,634,092	16,579,585	17,284,217	17,802,744	18,247,812	19,433,920	19,531,090	20,507,644	20,654,128	20,712,721	21,437,666
General Fund-Direct Charge	1,462,187	1,665,609	1,700,000	1,772,250	1,825,418	1,871,053	1,992,671	2,002,635	2,102,766	2,117,786	2,123,794	2,198,127
General Fund-Indirect Charge	15,838,043	15,118,711	18,560,570	19,349,394	19,929,876	20,428,123	21,755,951	21,864,731	22,957,967	23,121,953	23,187,547	23,999,111
Outside Source Revenue	426,663	434,598	48,905	50,983	52,513	53,826	57,324	57,611	60,492	60,924	61,097	63,235
TOTAL REVENUE	32,926,598	36,457,065	43,184,752	45,020,104	46,370,707	47,529,975	50,619,423	50,872,520	53,416,146	53,797,690	53,950,308	55,838,568
Encumbrance Cancellations	990,351	250,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Beginning Fund Balance	3,176,213	3,116,946	702,905	171,389	117,599	111,591	105,012	134,737	190,971	116,474	178,898	165,421
TOTAL RESOURCES	37,093,162	39,824,010	44,037,657	45,341,493	46,638,306	47,791,566	50,874,435	51,157,257	53,757,117	54,064,165	54,279,205	56,153,989
EXPENDITURES												
Operating - Admin & ISD												
Personnel Services	15,209,876	16,056,227	17,869,454	18,226,843	18,591,380	18,963,208	19,342,472	19,729,321	20,123,908	20,123,908	20,526,386	20,936,913
27th pay period	-	-	678,400	-	-	-	-	-	-	-	-	-
Health Insurance	3,147,920	2,982,135	2,940,006	3,087,006	3,241,357	3,403,424	3,573,596	3,752,275	3,939,889	3,939,889	4,136,884	4,343,728
Materials & Supplies	588,208	1,372,504	1,518,554	1,548,925	1,579,904	1,611,502	1,643,732	1,676,606	1,710,138	1,710,138	1,744,341	1,779,228
Services	10,473,914	14,304,304	16,483,076	16,812,738	17,148,992	17,491,972	19,341,812	19,728,648	20,123,221	20,123,221	20,525,685	20,936,199
Fleet	42,798	11,763	48,953	49,932	50,931	51,949	52,988	54,048	55,129	55,129	56,232	57,356
Other	-	1,200	5,200	5,304	5,410	5,518	5,629	5,741	5,856	5,856	5,973	6,093
Capital Outlay	38,580	130,085	172,749	176,204	179,728	183,323	186,989	190,729	194,543	194,543	198,434	202,403
Total Operating Expenses	29,501,296	34,858,218	39,716,392	39,906,952	40,797,701	41,710,896	44,147,217	45,137,369	46,152,684	46,152,684	47,193,935	48,261,920
Debt Service - Principal	4,120,000	3,830,000	4,040,000	4,315,000	4,610,000	4,710,000	5,145,000	4,165,000	5,675,000	5,840,000	5,045,000	5,707,000
Debt Service - Interest	354,920	432,886	109,876	1,001,942	1,119,014	1,265,658	1,447,481	1,663,918	1,812,958	1,892,582	1,874,850	1,949,850
Total Debt Service Expenses	4,474,920	4,262,886	4,149,876	5,316,942	5,729,014	5,975,658	6,592,481	5,828,918	7,487,958	7,732,582	6,919,850	7,656,850
TOTAL EXPENSES	33,976,216	39,121,105	43,866,268	45,223,894	46,526,715	47,686,554	50,739,698	50,966,287	53,640,642	53,885,267	54,113,785	55,918,770
ENDING FUND BALANCE	\$ 3,116,946	\$ 702,905	\$ 171,389	\$ 117,599	\$ 111,591	\$ 105,012	\$ 134,737	\$ 190,971	\$ 116,474	\$ 178,898	\$ 165,421	\$ 235,219

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.

2020 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 \$3,800,509 and will end 2020 with a negative unencumbered cash balance of \$2,560,226.

2020 Fleet Management Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2020)	\$ (3,800,509)
Plus Estimated 2020 Receipts	40,979,382
Plus Estimated Encumbrance Cancellations	400,000
Total Estimated Available Resources	\$ 37,578,873
Less 2020 Recommended Operating Budget	(40,139,099)
Projected Available Balance (December 31, 2020)	\$ (2,560,226)

2020 Revenue Summary

2020 Fleet Management Fund				
Revenue by Source and Year				
Historical and Projected				
	2017	2018	2019	2020
Revenue Summary	Actual	Actual	Estimated	Proposed
Public Safety	\$ 13,304,334	\$ 15,415,297	\$ 16,619,569	\$ 17,578,607
Refuse Collection	7,723,367	7,918,309	7,435,825	9,233,118
Other General Fund	319,155	394,485	2,010,057	2,417,535
Other Funds	8,953,436	9,881,598	9,122,378	10,810,822
Refunds/Miscellaneous	1,258,332	1,695,851	930,000	939,300
Encumbrance Cancellations	1,028,471	2,414,386	750,000	400,000
Unencumbered Cash Balance	(1,012,445)	(2,990,875)	(2,329,142)	(3,800,509)
Total Resources	\$ 31,574,651	\$ 34,729,051	\$ 34,538,687	\$ 37,578,873
Percent Change		9.99%	-0.55%	8.80%

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 2021 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 2018	Estimated 2019	Proposed 2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
REVENUE SOURCE												
MAINTENANCE SERVICE CHARGES												
Public Safety	\$ 15,415,297	\$ 16,619,569	\$ 17,578,607	\$ 17,754,393	\$ 17,931,937	\$ 18,111,256	\$ 18,292,369	\$ 18,475,293	\$ 18,660,046	\$ 18,846,646	\$ 19,035,112	\$ 19,225,464
Refuse Collection	7,918,309	7,435,825	9,233,118	9,325,449	9,418,704	9,512,891	9,608,020	9,704,100	9,801,141	9,899,152	9,998,144	10,098,125
Other General Fund Divisions	394,485	2,010,057	2,417,535	2,441,710	2,466,127	2,490,789	2,515,697	2,540,854	2,566,262	2,591,925	2,617,844	2,644,022
Other Funds	9,881,598	9,122,378	10,810,822	10,918,930	11,028,120	11,138,401	11,249,785	11,362,283	11,475,905	11,590,664	11,706,571	11,823,637
Miscellaneous Revenues	1,695,851	930,000	939,300	948,693	958,180	967,762	977,439	987,214	997,086	1,007,057	1,017,127	1,027,299
TOTAL REVENUE	35,305,540	36,117,829	40,979,382	41,389,176	41,803,068	42,221,098	42,643,309	43,069,742	43,500,440	43,935,444	44,374,799	44,818,547
Beginning Fund Balance	(2,990,875)	(2,329,142)	(3,800,509)	(2,560,226)	(1,150,253)	(81,348)	605,255	916,363	1,563,478	2,382,061	4,621,887	6,699,167
Encumbrance Cancellations	2,414,386	750,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
TOTAL RESOURCES	34,729,051	34,538,687	37,578,873	39,228,950	41,052,815	42,539,750	43,648,564	44,386,106	45,463,918	46,717,505	49,396,686	51,917,713
EXPENDITURES												
Operations and Maintenance												
Personnel Services	9,283,256	9,024,380	9,821,611	10,018,043	10,218,404	10,422,772	10,631,228	10,843,852	11,060,729	11,281,944	11,507,583	11,737,734
27th Pay Period	-	-	352,162	-	-	-	-	-	-	-	-	-
Health Insurance	2,747,049	2,604,961	2,369,783	2,488,272	2,612,686	2,743,320	2,880,486	3,024,510	3,175,736	3,334,523	3,501,249	3,676,311
Materials & Supplies	14,820,981	16,087,549	16,827,146	17,163,689	17,506,963	17,857,102	18,214,244	18,578,529	18,950,099	19,329,101	19,715,683	20,109,997
Services	4,171,766	4,511,203	5,012,829	5,113,086	5,215,347	5,319,654	5,426,047	5,534,568	5,645,260	5,758,165	5,873,328	5,990,795
Capital	19,631	19,000	25,000	25,500	26,010	26,530	27,061	27,602	28,154	28,717	29,291	29,877
Other	-	1,400	1,500	1,530	1,561	1,592	1,624	1,656	1,689	1,723	1,757	1,793
Total Operations & Maintenance	31,042,683	32,248,493	34,410,031	34,810,120	35,580,970	36,370,970	37,180,689	38,010,718	38,861,667	39,734,173	40,628,892	41,546,507
Director's Office	800,818	890,315	976,963	991,617	1,006,492	1,021,589	1,036,913	1,052,467	1,068,254	1,084,277	1,100,542	1,117,050
Debt Service												
Principal	4,080,000	4,177,000	3,860,000	3,770,000	3,815,000	3,905,000	3,985,000	3,325,000	2,800,000	980,000	670,000	600,000
Interest	1,134,692	1,023,388	892,105	807,465	731,701	636,936	529,598	434,443	351,937	297,168	298,085	313,200
Total Debt Service	5,214,692	5,200,388	4,752,105	4,577,465	4,546,701	4,541,936	4,514,598	3,759,443	3,151,937	1,277,168	968,085	913,200
TOTAL EXPENSES	37,058,193	38,339,196	40,139,099	40,379,202	41,134,163	41,934,495	42,732,201	42,822,627	43,081,858	42,095,618	42,697,519	43,576,757
ENDING FUND BALANCE	\$ (2,329,142)	\$ (3,800,509)	\$ (2,560,226)	\$ (1,150,253)	\$ (81,348)	\$ 605,255	\$ 916,363	\$ 1,563,478	\$ 2,382,061	\$ 4,621,887	\$ 6,699,167	\$ 8,340,956

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.

2020 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 the employee for the twelve month period by private, ODOT, or CIP projects due to different billing rates. Once the compilation of hours is complete, the revenue estimate is calculated using the hours worked times the appropriate billing rate for each project type and attributed to either the private inspection fund or the construction inspection fund. The construction inspection fund will begin the year with an estimated balance of \$5,146,813. Revenues for 2020 are budgeted at \$11,325,947 and encumbrance cancellations of \$75,000 are expected. With a proposed budget of \$11,844,223, the fund is projected to end the year with an unencumbered cash balance of \$4,703,537.

2020 Construction Inspection Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2020)	\$ 5,146,813
Plus Estimated 2020 Receipts	11,325,947
Plus Estimated Encumbrance Cancellations	75,000
Total Estimated Available Resources	<u>\$ 16,547,760</u>
Less 2019 Recommended Operating Budget	(11,844,223)
Projected Available Balance (December 31, 2020)	<u><u>\$ 4,703,537</u></u>

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.

2020 Cash Balance Statement

The projected beginning year 2020 cash balance is \$227.1 million, which includes \$79.5 million in two reserve funds and an Environmental Protection Agency mandated replacement fund.

2020 Sewerage and Drainage Operating Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2020)	\$ 227,145,170
Plus Estimated 2020 Receipts	310,572,923
Total Estimated Available Resources	<u>\$ 537,718,093</u>
Less 2020 Recommended Operating Budget (Sewers/Drains)	(297,105,626)
Less 2020 Recommended Operating Budget (Administration)	(14,743,545)
Projected Available Balance (December 31, 2020)	<u><u>\$ 225,868,922</u></u>

2020 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.

2020 Sewerage and Drainage Operating Fund				
Revenue by Source and Year				
Historical and Projected				
	2017	2018	2019	2020
Revenue Summary	Actual	Actual	Estimated	Proposed
Sewer Sales	\$ 219,479,928	\$ 219,020,009	\$ 229,224,878	\$ 242,871,669
Wet Weather Charges	36,935,862	37,515,626	39,068,317	41,306,111
System Capacity Charges	8,533,390	7,334,835	8,692,370	8,779,294
Investment Income	3,563,475	5,156,888	8,153,542	8,235,078
Storm Maintenance Reimbursement	8,723,621	7,956,033	8,827,108	9,157,022
Other Revenue*	1,671,401	2,023,161	2,476,537	223,751
Cash Balance	227,682,301	246,566,039	258,536,335	227,145,170
Total Resources	\$ 506,589,978	\$ 525,572,591	\$ 554,979,087	\$ 537,718,093
Percent Change		3.75%	5.60%	-3.11%

*Includes debt refinancing premiums and transfers in 2017.

Notes:

- The Sewer and Water Advisory Board recommended a three percent increase in revenues for 2020. With this increase, revenues, excluding the beginning balance, will total \$310.6 million in 2020.
- The interest income projection in 2020 estimates a one percent increase over 2019 estimated revenue. Investment income, as a revenue source to the enterprise funds, is based on the amount of cash available in the treasury upon which interest can be earned.
- The storm maintenance reimbursement will continue in 2020. 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 2020. 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 2018 through 2029, 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 2020.

- Growth of the sanitary system is projected to be 0.5 percent throughout the pro forma projection period.
- System capacity charges are assumed to grow by one percent annually.
- Projections for personnel costs reflect the rates in effect for the various collective bargaining agreements and/or management salary ordinances represented in the division.
- The 2020 operations and maintenance budget includes \$13.6 million to pay pro rata (payment to the general fund for services provided to the utility divisions by general fund agencies).
- In 2020, the division will pay almost \$176 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 \$95.3 million in debt service payments to the Ohio Water Development Authority (OWDA). Use of these low-interest moneys help to decrease the debt retirement expenses associated with sanitary sewer projects. Unlike municipal bonds, debt service on OWDA funded construction projects is not paid until construction is complete.
- The Division of Sewerage and Drainage's capital improvements plan has been reduced by ten percent throughout the pro forma period. This reduction recognizes the likelihood that actual debt issuance in any given year will not reach levels outlined in the capital improvements budget because of unavoidable lags in the project planning and implementation process.
- The Division of Sewerage and Drainage's pro forma statement also assumes that all general obligation debt will be issued late in any given year, such that the interest expense is not due until the following year and the principal payment is due the year after that.
- A portion of the costs associated with the Public Utilities Director's Office are borne by the sewerage enterprise operating fund. In 2020, \$14.7 million is allocated in this fund for the Director's Office.

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

	Actuals 2018	Estimated 2019	Proposed 2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Revenue												
Sewer Sales	219,020	229,225	236,948	245,102	253,541	262,275	273,890	286,028	298,711	314,904	328,886	340,256
Sewer Sales Increase	-	-	5,924	6,128	6,339	8,743	9,130	9,534	12,446	10,497	8,222	5,671
Wet Weather	37,516	39,068	40,334	41,807	43,334	44,917	46,923	49,001	51,172	53,852	56,225	58,262
Wet Weather Increase	-	-	972	1,008	1,045	1,444	1,497	1,564	2,042	1,706	1,346	937
Interest Income	5,157	8,154	8,235	8,317	8,401	8,485	8,569	8,655	8,742	8,829	8,917	9,007
System Capacity Charges	7,335	8,692	8,779	8,867	8,956	9,045	9,136	9,227	9,319	9,413	9,507	9,602
Other	2,023	2,477	224	224	224	224	225	225	225	225	226	226
Reimbursement from Stormwater Fund	7,956	8,827	9,157	9,386	9,621	9,861	10,108	10,360	10,619	10,885	11,157	11,436
Meter Revenuenue AMR	-	-	-	3,000	4,500	4,500	4,500	4,500	2,500	-	-	-
Total Revenue	279,007	296,443	310,573	323,839	335,960	349,494	363,978	379,095	395,776	410,311	424,486	435,396
Beginning Fund Balance	246,566	258,536	227,145	225,869	217,613	216,627	207,131	191,995	165,894	143,564	133,221	163,300
Total Resources	525,573	554,979	537,718	549,708	553,573	566,122	571,108	571,089	561,671	553,875	557,708	598,696
Operating Expenses												
Personnel Services	35,594	34,651	37,077	37,448	37,822	38,201	38,583	38,968	39,358	39,752	40,149	40,551
27th Pay Period	-	-	1,537	-	-	-	-	-	-	-	-	-
Health Insurance	9,950	8,931	8,854	9,297	9,761	10,250	10,762	11,300	11,865	12,458	13,081	13,735
Supplies & Materials	7,195	10,918	12,467	12,592	12,718	12,845	12,974	13,103	13,234	13,367	13,500	13,635
Pro Rata	11,741	13,340	13,643	14,573	15,118	15,727	16,379	17,059	17,810	18,464	19,102	19,593
Contractual Services	33,187	41,764	42,643	42,856	43,071	43,286	43,503	43,720	43,939	44,158	44,379	44,601
Other	130	264	166	167	169	171	173	174	176	178	180	181
Equipment	2,789	4,600	4,762	4,904	5,051	5,203	5,359	5,520	5,685	5,856	6,032	6,213
Department of Public Utilities Allocation	10,185	12,320	14,744	14,891	15,040	15,190	15,342	15,496	15,651	15,807	15,965	16,125
AMI SAAS NAAS Costs	-	-	-	625	625	625	625	625	625	625	625	625
Total Operating Expenses	110,770	126,789	135,893	137,353	139,376	141,498	143,698	145,966	148,343	150,665	153,013	155,259
Debt Service												
Revenue Bond	17,617	21,760	18,248	16,297	16,297	25,072	30,959	44,322	32,539	31,621	11,736	71,834
General Obligation	49,972	46,184	58,666	64,498	62,685	58,598	56,343	54,632	51,311	44,149	41,338	40,030
OWPCLF/OWDA Debt - Non Wet Weather	88,563	87,107	95,322	105,238	100,509	97,603	92,773	89,139	87,040	83,934	68,481	55,018
Proposed New Debt	-	-	2,322	8,179	17,550	35,720	54,840	70,637	98,373	109,785	119,340	132,219
Fiscal Charges	114	506	1,368	500	500	500	500	500	500	500	500	500
Assessments	-	-	30	29	29	-	-	-	-	-	-	-
Total Debt Service	156,266	155,557	175,956	194,741	197,570	217,493	235,415	259,229	269,763	269,988	241,394	299,601
Total Expense	267,036	282,346	311,849	332,095	336,946	358,991	379,114	405,195	418,107	420,653	394,407	454,860
Ending Fund Balance	258,536	227,145	225,869	217,613	216,627	207,131	191,995	165,894	143,564	133,221	163,300	143,836

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.

2020 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 2020, there is a projected cash balance of almost \$29.6 million, which reflects the combined balances of the reserve and operating funds.

2020 Electricity Enterprise Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2020)	\$ 29,580,827
Plus Estimated 2020 Receipts	<u>89,946,507</u>
Total Estimated Available Resources	\$ 119,527,334
Less 2020 Recommended Operating Budget (Power)	(94,992,255)
Less 2020 Recommended Operating Budget (Administration)	(2,067,645)
Projected Available Balance (December 31, 2020)	<u><u>\$ 22,467,434</u></u>

2020 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.

2020 Electricity Enterprise Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2017	2018	2019	2020
	Actual	Actual	Estimated	Proposed
Charges for Electrical Service	\$ 80,759,080	\$ 83,816,049	\$ 84,143,070	\$ 87,887,245
Investment Income	371,973	676,213	1,000,180	1,050,189
Other Revenue*	5,812,889	2,080,360	985,360	1,005,067
Street Light Assessments	127,204	101,848	4,089	4,007
Cash Balance	23,732,418	29,178,231	30,994,260	29,580,827
Total Resources	\$ 110,803,564	\$ 115,852,701	\$ 117,126,959	\$ 119,527,334
Percent Change		4.56%	1.10%	2.05%

*Includes transfers in 2017.

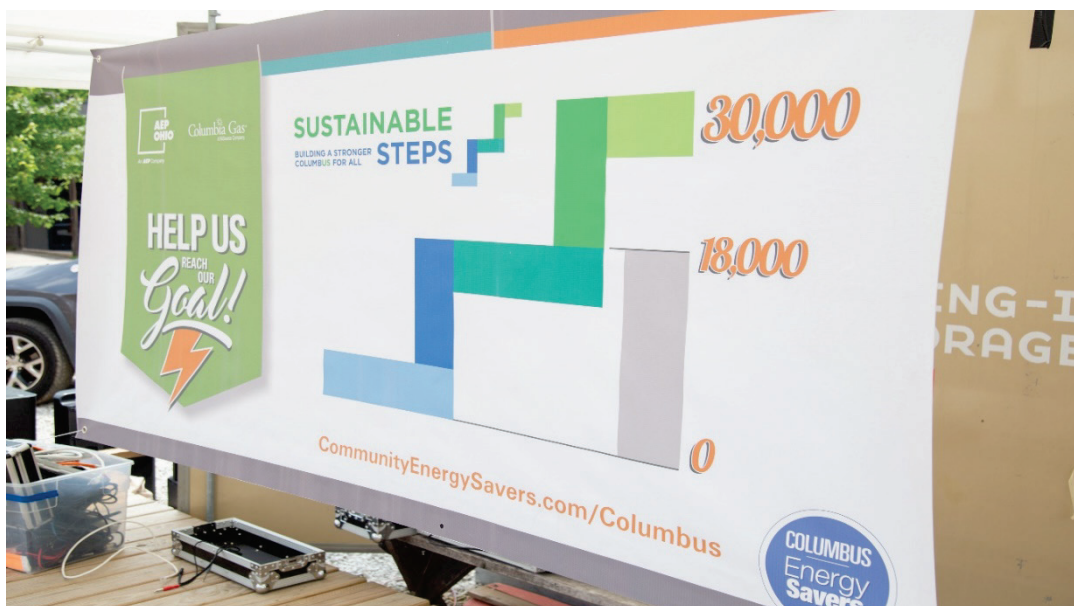
Notes:

- Revenues, excluding the beginning year cash balance are expected to be just under \$90 million in 2020.
- 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 2020, the general fund will retain 100 percent of the value of the kilowatt hour tax.
- 2020 includes \$328,250 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 2018 through 2029. 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 2020, \$58.1 million is budgeted for this commodity. This amount is 1.4 percent more than expended in 2018 and 2.7 percent less than projected spending in 2019. 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 2020, \$2.1 million is allocated in this fund for this purpose.



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

	Actuals	Estimated	Proposed									
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Revenue												
Residential Electricity Sales	8,216	8,869	8,632	9,064	9,517	9,993	10,492	11,017	11,568	12,146	12,753	13,391
Commercial Electricity Sales	70,640	70,905	71,609	71,967	72,327	72,689	73,052	73,417	73,784	74,153	74,524	74,897
Expressway Lighting	491	759	763	766	770	774	778	782	786	790	794	798
Kilowatt Hour Tax Reduction	(3,320)	(3,358)	(3,139)	(3,150)	(3,162)	(3,174)	(3,186)	(3,198)	(3,211)	(3,224)	(3,238)	(3,252)
(Cogen) DOP Revenue Loss - Energy Charges	-	-	-	-	(1,378)	(1,379)	(1,379)	(1,380)	(1,381)	(2,556)	(2,558)	(2,559)
(Cogen) DOP Revenue Loss - Demand Charges	-	-	-	-	(595)	(596)	(596)	(596)	(597)	(1,105)	(1,105)	(1,105)
(Cogen) DOP Incremental Revenue	-	-	-	-	277	274	289	310	305	300	292	290
AMI	-	-	-	500	500	500	500	500	500	-	-	-
Electric Standby Rate	-	-	328	332	335	338	342	345	348	352	355	359
Pole Agreements	-	-	250	275	303	333	366	403	443	487	536	589
PCRA	8,280	6,968	9,444	9,728	10,019	10,320	10,630	10,949	11,277	11,615	11,964	11,964
Other Revenues	2,182	989	1,009	1,029	1,050	1,070	1,092	1,113	1,135	1,158	1,181	1,205
Investment Earnings	676	1,000	1,050	1,103	1,158	1,216	1,277	1,340	1,407	1,478	1,552	1,629
Total Revenue	86,674	86,133	89,947	91,613	91,120	92,358	93,655	95,001	96,366	95,594	97,050	98,205
Beginning Fund Balance	29,178	30,994	29,581	22,467	25,493	24,412	24,030	27,227	29,704	31,773	31,787	31,606
Total Resources	115,853	117,127	119,527	114,080	116,613	116,770	117,685	122,228	126,070	127,367	128,837	129,811
Operating Expenses												
Personnel Services	8,384	8,775	10,023	10,073	10,124	10,174	10,225	10,276	10,328	10,379	10,431	10,483
27th Pay Period	-	-	379	-	-	-	-	-	-	-	-	-
Health Insurance	1,955	1,943	2,240	2,352	2,470	2,594	2,723	2,859	3,002	3,152	3,310	3,476
Purchase Power	56,704	55,418	58,100	50,526	54,941	54,700	51,536	52,651	53,819	55,476	56,225	57,943
Purchase Power Co-Gen Savings	-	-	-	-	(1,490)	(1,507)	(1,443)	(1,351)	(1,373)	(2,585)	(2,652)	(2,674)
Supplies & Materials	1,846	2,583	4,214	2,300	2,415	2,536	2,663	2,796	2,935	3,082	3,236	3,398
Pro Rata	3,779	3,876	4,237	4,123	4,100	4,156	4,214	4,275	4,336	4,302	4,367	4,419
Services	6,221	8,853	10,769	10,984	11,204	11,428	11,656	11,890	12,127	12,370	12,617	12,870
Other	0	20	21	21	21	22	22	22	22	23	23	23
Capital Equipment	3,430	3,972	4,062	4,265	4,478	4,702	4,937	5,184	5,443	5,716	6,001	6,301
Department of Public Utilities Allocation	1,381	1,688	2,068	2,109	2,151	2,194	2,238	2,283	2,329	2,375	2,423	2,471
Total Operating Expenses	83,699	87,127	96,113	86,754	90,414	90,999	88,772	90,885	92,969	94,291	95,981	98,710
Debt Service												
General Obligation	860	419	242	233	223	219	210	205	-	-	-	-
Street Light Assessments	1	-	555	1,117	1,091	1,059	1,024	990	895	866	837	805
New Distribution Debt Service	168	-	150	483	473	463	453	443	433	423	413	403
Adjustment	124	-	-	-	-	-	-	-	-	-	-	-
Premium Adjustment	7	-	-	-	-	-	-	-	-	-	-	-
Total Debt Service	1,159	419	947	1,833	1,787	1,741	1,687	1,638	1,328	1,289	1,250	1,208
Total Expense	84,858	87,546	97,060	88,587	92,201	92,740	90,458	92,523	94,297	95,580	97,232	99,918
Ending Fund Balance	30,994	29,581	22,467	25,493	24,412	24,030	27,227	29,704	31,773	31,787	31,606	29,892

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.

2020 Cash Balance Statement

The projected beginning year 2020 cash balance is \$139.9 million, which includes \$45.0 million in a reserve fund.

2020 Water Operating Fund Balance Summary	
Unencumbered Cash Balance (January 1, 2020)	\$ 139,940,975
Plus Estimated 2020 Receipts	<u>210,329,182</u>
Total Estimated Available Resources	\$ 350,270,157
Less 2020 Recommended Operating Budget (Water)	(202,830,698)
Less 2020 Recommended Operating Budget (Administration)	(13,355,327)
Projected Available Balance (December 31, 2020)	<u><u>\$ 134,084,131</u></u>

2020 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.

2020 Water Operating Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2017	2018	2019	2020
	Actual	Actual	Estimated	Proposed
Water Sales	\$ 181,945,822	\$ 182,698,556	\$ 186,674,834	\$ 192,298,413
Water Penalty Fee	2,289,797	2,322,769	2,346,539	2,393,470
System Capacity Charges	6,841,695	5,793,870	6,403,687	6,531,761
Sewer Billings	6,883,319	1,579,911	1,604,728	1,628,799
Meter Service Fee	780,624	800,133	833,393	841,727
Investment Income	2,173,129	3,079,718	4,964,338	5,212,555
Other Revenue*	3,665,290	2,706,906	2,462,380	1,422,457
Cash Balance	102,879,806	115,950,179	128,093,728	139,940,975
Total Resources	\$ 307,459,481	\$ 314,932,043	\$ 333,383,627	\$ 350,270,156
Percent Change		2.43%	5.86%	5.07%

*Includes debt refinancing premiums in 2017.

Notes:

- The Sewer and Water Advisory Board recommended a three percent increase in water rates for 2020. Water sales are projected to generate \$192.3 million in 2020.
- There will be no change to the water system capacity fee in 2020.
- The low income discount is continued in 2020. This discount is applied to the commodity portion of the customer’s water bill to provide financial relief to qualifying customers.
- The 2020 interest income projection reflects an increase of five percent over 2019 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 2018 through 2029 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 three percent increase in water rates for 2020.
- Growth of the water system is projected to be 0.5 percent throughout the pro forma period.
- System capacity charges are assumed to be two percent in 2020, and one percent thereafter.
- Interest rates on investments of revenues and reserves are projected to grow by two percent annually.
- Included in the operations and maintenance budget for 2020 is just over \$9.5 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 2020, \$13.4 million is allocated in this fund for this purpose.

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

	Actuals 2018	Estimated 2019	Proposed 2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Revenue												
Water Sales	182,699	186,675	187,608	194,203	202,981	212,155	223,877	236,246	249,299	263,072	274,963	287,392
Water Sales Increase	-	-	4,690	6,473	6,766	8,840	9,328	9,844	10,387	8,769	9,165	7,185
Interest Income	3,080	4,964	5,213	5,734	5,848	5,965	6,085	6,206	6,331	6,457	6,586	6,718
System Capacity Charges	5,794	6,404	6,532	6,597	6,663	6,730	6,797	6,865	6,934	7,003	7,073	7,144
CUBS Billing Charges	1,580	1,605	1,629	1,653	1,678	1,703	1,729	1,755	1,781	1,808	1,835	1,862
Penalties	2,323	2,347	2,393	2,441	2,490	2,540	2,591	2,643	2,695	2,749	2,804	2,860
Meter Service Fees	800	833	842	850	859	867	876	885	894	902	911	921
Other	2,707	2,462	1,422	1,430	1,437	1,444	1,451	1,458	1,466	1,473	1,480	1,488
Meter Revenuen AMR	-	-	-	2,000	4,500	4,500	4,500	4,500	2,500	-	-	-
Total Revenue	198,982	205,290	210,329	221,381	233,222	244,745	257,233	270,401	282,286	292,234	304,819	315,569
Beginning Fund Balance	115,950	128,094	139,941	134,084	123,931	110,414	108,443	108,112	99,164	92,405	95,228	99,725
Total Resources	314,932	333,384	350,270	355,465	357,153	355,159	365,677	378,513	381,450	384,639	400,047	415,295
Operating Expenses												
Personnel Services	36,517	36,293	38,647	39,034	39,424	39,818	40,217	40,619	41,025	41,435	41,850	42,268
27th Pay Period	-	-	1,458	-	-	-	-	-	-	-	-	-
Health Insurance	9,692	8,946	8,623	9,054	9,507	9,982	10,481	11,005	11,556	12,133	12,740	13,377
Supplies & Materials	17,736	20,078	19,802	20,000	20,200	20,402	20,606	20,812	21,020	21,230	21,443	21,657
Pro Rata	8,538	9,238	9,455	9,962	10,495	11,014	11,576	12,168	12,703	13,151	13,717	14,201
Contractual Services	24,070	27,183	28,600	28,886	29,174	29,466	29,761	30,058	30,359	30,663	30,969	31,279
Other	669	33	91	91	92	92	93	93	94	94	95	95
Equipment	1,110	1,533	2,059	2,162	2,227	2,294	2,362	2,433	2,506	2,581	2,659	2,739
Department of Public Utilities Allocation	8,928	10,883	13,355	13,622	13,895	14,173	14,456	14,745	15,040	15,341	15,648	15,961
Transfers	-	-	-	-	-	-	-	-	-	-	-	-
AMI SAAS NAAS Costs	-	-	-	625	625	625	625	625	625	625	625	625
Residuals	-	-	-	6,075	14,225	6,625	12,325	25,725	22,165	14,255	14,615	11,785
Total Operating Expenses	107,261	114,187	122,090	129,512	139,864	134,491	142,502	158,285	157,093	151,509	154,360	153,987
Debt Service												
General Obligation	79,578	79,056	91,730	97,221	93,789	90,413	86,837	85,098	83,179	80,710	78,973	73,920
Proposed New Debt	-	-	2,166	4,652	12,936	21,662	28,076	35,817	48,624	57,042	66,838	77,066
Fiscal Notes and Charges	0	200	200	150	150	150	150	150	150	150	150	150
Total Debt Service	79,578	79,256	94,096	102,022	106,875	112,225	115,063	121,065	131,952	137,902	145,961	151,136
Total Expense	186,838	193,443	216,186	231,534	246,739	246,716	257,565	279,349	289,045	289,411	300,321	305,122
Ending Fund Balance	128,094	139,941	134,084	123,931	110,414	108,443	108,112	99,164	92,405	95,228	99,725	110,172

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.

2020 Cash Balance Statement

A 2020 beginning year cash balance of \$24.9 million is projected for this fund. This includes a \$9.0 million reserve balance.

2020 Storm Sewer Maintenance Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2020)	\$ 24,937,695
Plus Estimated 2020 Receipts	44,976,275
Total Estimated Available Resources	<u>\$ 69,913,970</u>
Less 2020 Recommended Operating Budget (Storm Sewer)	(41,910,647)
Less 2020 Recommended Operating Budget (Administration)	(3,924,644)
Projected Available Balance (December 31, 2020)	<u><u>\$ 24,078,679</u></u>

2020 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 2020, the board has recommended a two percent increase.

2020 Storm Sewer Maintenance Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2017	2018	2019	2020
Actual	Actual	Estimated	Proposed	
Storm Maintenance Fees	\$ 40,759,716	\$ 41,075,693	\$ 41,293,945	\$ 43,603,552
Investment Income	591,320	853,926	874,750	918,488
Other Revenue*	36,460	175,148	79,790	17,312
Penalties	403,465	407,529	416,117	436,923
Cash Balance	24,166,270	25,192,110	27,135,026	24,937,695
Total Resources	\$ 65,957,232	\$ 67,704,406	\$ 69,799,628	\$ 69,913,970
Percent Change		2.65%	3.09%	0.16%

*Includes debt refinancing premiums in 2017.

Storm Sewer Maintenance Fund Pro Forma Operating Statement

- The storm sewer maintenance pro forma operating statement assumes a two percent increase to the storm sewer maintenance fee in 2020. This increase will fund increased costs due to capital projects to mitigate stormwater issues in neighborhoods and to maintain new green infrastructure.
- Proposed new debt is issued both in the form of general obligation bonds 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.
- A portion of the costs associated with the Public Utilities Director's Office are borne by the storm sewer enterprise operating fund. In 2020, \$3.9 million is allocated in this fund for this purpose.

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

	Actuals	Estimated	Proposed									
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Revenue												
Storm Maintenance Service Charges	41,076	41,294	42,889	44,007	45,135	46,730	48,339	50,056	51,788	53,072	54,366	55,202
Rate Increase (Decrease)	-	-	715	733	1,128	1,168	1,208	1,251	863	885	453	460
Investment Earnings	854	875	918	964	1,013	1,063	1,116	1,172	1,231	1,292	1,357	1,425
Storm Sewer Maintenance Penalties	408	416	437	459	482	506	531	558	586	615	646	678
Other Revenues	175	80	17	18	19	20	21	22	23	24	26	27
Total Revenue	42,512	42,665	44,976	46,182	47,777	49,487	51,216	53,059	54,491	55,888	56,847	57,792
Beginning Fund Balance	25,192	27,135	24,938	24,079	22,450	21,575	21,156	20,275	18,707	18,827	20,545	21,682
Total Resources	67,704	69,800	69,914	70,260	70,227	71,062	72,373	73,334	73,199	74,715	77,392	79,474
Operating Expenses												
Personnel Services	1,453	1,938	2,235	2,280	2,371	2,466	2,564	2,667	2,773	2,884	3,000	3,120
27th Pay Period	-	-	85	-	-	-	-	-	-	-	-	-
Health Insurance	391	471	498	523	550	577	606	636	668	701	736	773
Supplies & Materials	33	117	101	112	123	135	148	163	180	198	217	239
Contractual Services	1,023	1,734	1,288	1,416	1,558	1,714	1,885	2,074	2,281	2,509	2,760	3,036
Pro Rata	1,842	1,920	2,038	2,078	2,150	2,227	2,305	2,388	2,452	2,515	2,558	2,601
Equipment	-	102	31	32	32	33	34	34	35	36	36	37
Other	100	-	20	20	21	21	22	22	23	23	23	24
Reimbursement to Sanitary Enterprise	7,956	8,827	9,000	9,180	9,364	9,551	9,742	9,937	10,135	10,338	10,545	10,756
Department of Public Utilities Allocation	2,704	3,205	3,925	4,003	4,083	4,165	4,248	4,333	4,420	4,508	4,598	4,690
Department of Technology Allocation	1,242	1,672	1,843	1,879	1,917	1,955	1,994	2,034	2,075	2,117	2,159	2,202
Street Cleaning	9,631	10,000	10,200	10,404	10,612	10,824	11,041	11,262	11,487	11,717	11,951	12,190
Total Operating Expenses	26,374	29,986	31,264	31,928	32,780	33,668	34,589	35,550	36,529	37,546	38,585	39,668
Debt Service												
General Obligation	14,189	14,874	14,085	13,675	12,978	12,284	11,663	11,239	9,368	6,999	6,207	6,034
Proposed New Debt	-	-	342	1,103	1,701	2,170	2,498	3,220	3,598	4,121	4,809	5,526
Proposed New Debt (Loan)	-	-	69	904	992	1,584	3,148	4,419	4,676	5,305	5,910	6,543
Fiscal Charges	6	2	76	200	200	200	200	200	200	200	200	200
Total Debt Service	14,195	14,876	14,572	15,882	15,872	16,238	17,509	19,077	17,842	16,625	17,126	18,303
Total Expense	40,569	44,862	45,835	47,810	48,652	49,906	52,098	54,627	54,371	54,170	55,710	57,971
Ending Fund Balance	27,135	24,938	24,079	22,450	21,575	21,156	20,275	18,707	18,827	20,545	21,682	21,502

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The Capital Improvements Program (CIP) is a six-year planning document for future capital projects throughout the city. The CIP does not authorize spending, but rather is a resolution passed by City Council.

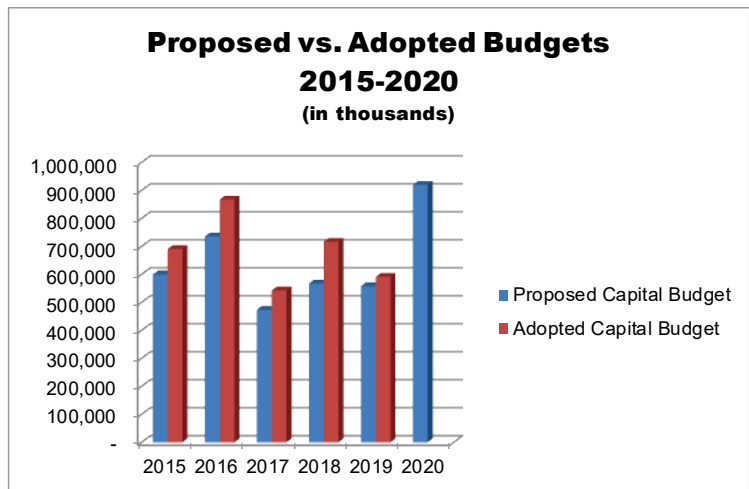
The Capital Improvements Budget (CIB) serves as the basis for all budgeting and spending related to capital projects throughout the city for the ensuing year. The CIB is a one-year budget authorized via an ordinance passed by City Council. The CIB is also included as the first year within the six-year CIP. Both the CIB and the CIP provide a breakdown of the various capital projects by the department and by the funding source.

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 will extend the useful life of an asset.

Some examples of capital improvement projects include the purchase of major equipment, street lighting improvements, street and highway improvements, land acquisition, recreational trail improvements, building construction, facility rehabilitation, and improvements to the public utilities systems throughout the city.

The Capital Planning Process

In accordance with City Code Section 333.05, each city department shall submit to the Director of Finance and Management all proposed capital projects to be given consideration for the CIB and the six-year CIP no later than September 15th each year. All projects submitted must meet the eligibility requirements for capital funding.



Based on assumptions at the time of submission, the proposed CIB and proposed CIP are submitted to City Council no later than 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, the city has never exercised its taxing authority for this purpose and does not intend to do so; however, its ability to do so gives potential investors assurance their investments in the city are secure. Because of this security, voted debt typically carries a lower interest expense than unvoted debt. This results in additional savings for the city.

The city typically requests voter approval for the issuance of voted debt through bond packages every three to five years. A bond package normally consists of several issues placed on the ballot for a popular vote. Seeking voter approval every few years allows the city to solicit voter input and participation in the capital project prioritization process.

The most recent bond package was on the May 7, 2019 ballot. The voters approved five separate bond issues totaling \$1.030 billion. These issues were intended to accommodate planned capital improvements for non-enterprise and enterprise agencies. The package provided voted authority for the purposes of Health, Safety and Infrastructure, Recreation and Parks, Public Service, Neighborhood Development, and Public Utilities. The city has utilized \$28.9 million of the 2019 voted authority and \$559.8 million of the 2016 voted authority. In addition, the city also has \$79.7 million of remaining authority from the 2013 voted bond package. The tables below show the remaining voted authority, by purpose, as of October 16, 2019.

Voted Bond Packages						
(000's omitted)						
Purpose	2013		2016		2019	
	Amount Authorized	Amount Remaining	Amount Authorized	Amount Remaining	Amount Authorized	Amount Remaining
Safety and Health	\$ 52,500	\$ -	\$ 70,000	\$ 7,750	\$ -	\$ -
Health, Safety, and Infrastructure	-	-	-	-	205,000	205,000
Recreation and Parks	123,910	-	110,000	35,895	100,000	100,000
Public Service	220,300	-	310,000	-	425,000	396,070
Public Utilities	445,295	79,725	460,000	346,605	250,000	250,000
Neighborhood Development	-	-	-	-	50,000	50,000
Total	\$ 842,005	\$ 79,725	\$ 950,000	\$ 390,250	\$ 1,030,000	\$ 1,001,070

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 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 2020, SIT income tax deposits are currently projected at approximately \$239.6 million. This amount will be revised when the final 2019 income tax proceeds are collected and deposited into the SIT fund. Non-enterprise agencies primarily represent operations funded by the general fund or the street construction, maintenance, and repair fund that do not have separate revenue sources. Non-enterprise projects include construction and improvements of expressways, parks, fire stations and equipment, police facilities, streets, and traffic control. In addition, the SIT fund services debt on the Capitol South redevelopment projects as well as the tipping fees for solid waste disposal. Currently, tipping fees are budgeted at \$17.1 million for 2020.

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 2019 to 2028.

Capital Improvements Program

Capital projects for enterprise agencies are funded primarily through user fees. The determination of the ability to fund enterprise projects is done at the department level. These debt service projections are included in the individual department pro formas.

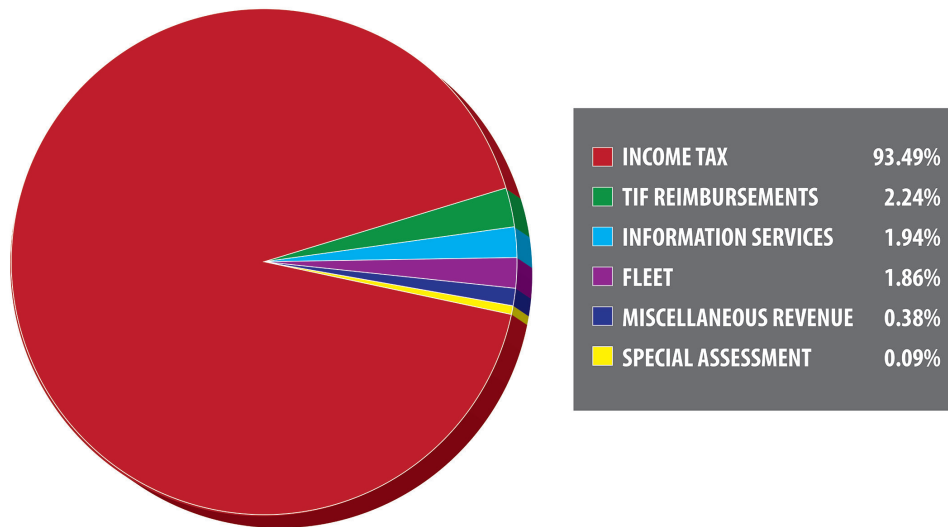
Coverage Factor

The SIT fund's available capacity for new debt, and its ability to service existing debt, is expressed as its coverage factor. Coverage, depicted within the SIT analysis, is a ratio of revenues to expenditures and provides a minimum level at which a fund balance should be maintained for contingency purposes. Coverage levels are goals, not absolute minimum levels of acceptance. "Current year coverage" shows the degree to which current revenues will meet current expenditures. "Total coverage" is similar, but also includes the prior year-end fund balance as revenue. At present, the targeted level is to maintain a 50 percent surplus capacity (a 1.5 total coverage factor). This surplus level means that for every dollar projected to be expended from the SIT, there must be an additional dollar-and-a-half of projected revenue deposited into the SIT.

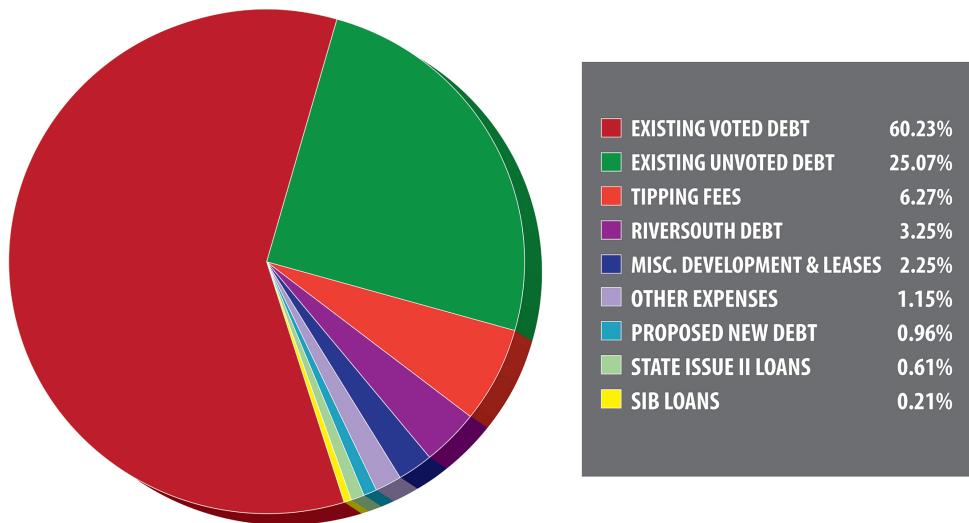
SPECIAL INCOME TAX ANALYSIS - SUMMARY										
(000's omitted)										
	Estimated 2019	Proposed 2020	2021	2022	2023	2024	2025	2026	2027	2028
REVENUE SOURCE										
Income Tax (1)	\$ 232,602	\$ 239,580	\$ 245,570	\$ 251,709	\$ 258,002	\$ 264,452	\$ 264,452	\$ 272,386	\$ 280,557	\$ 288,974
Debt Service - Information Services	4,490	4,970	5,404	5,327	5,270	5,481	5,388	5,421	4,903	3,953
Debt Service - Fleet	5,200	4,762	4,577	4,537	4,502	4,447	3,666	3,011	1,066	638
Debt Service - Casino	1,221	-	-	-	-	-	-	-	-	-
TIF Reimbursements (2)	5,787	5,752	5,720	5,726	5,687	5,645	5,609	1,105	575	575
Special Assessment Reimbursement	570	242	333	395	395	395	395	395	205	205
Police Helicopter Reimbursement	1,698	-	1,872	-	2,064	-	2,276	-	2,509	-
Misc. Revenue	1,363	986	997	1,016	832	853	873	910	928	948
TOTAL REVENUE	252,931	256,292	264,473	268,710	276,752	281,273	282,659	283,228	290,743	295,293
Beginning Fund Balance	230,089	208,966	192,252	183,809	183,393	196,086	218,014	241,996	284,468	340,385
TOTAL RESOURCES	483,020	465,258	456,725	452,519	460,145	477,359	500,673	525,224	575,211	635,678
EXPENDITURES										
Existing Debt Service										
Voted Debt	150,285	164,400	161,554	151,666	136,205	125,820	118,536	110,207	102,110	96,365
Unvoted Debt	68,006	68,454	68,883	65,405	59,677	56,794	50,715	40,500	33,223	27,372
State Infrastructure Bank Loans	-	591	592	589	589	583	584	584	583	585
State Issue II Loans	1,487	1,666	1,644	1,629	1,629	1,825	1,761	1,761	1,728	1,750
RiverSouth Debt Service	8,884	8,879	8,886	8,877	8,885	8,890	5,526	1,841	1,844	1,844
Total Existing Debt	228,662	243,990	241,559	228,166	206,985	193,912	177,122	154,893	139,488	127,916
Proposed Debt Service (3)										
Debt Service - Voted	-	2,107	6,666	17,190	27,265	37,013	46,434	53,075	56,936	55,020
Debt Service - Unvoted	-	496	1,526	3,955	6,187	8,495	10,729	12,457	13,448	12,998
Total Proposed New Debt	-	2,603	8,192	21,145	33,452	45,508	57,163	65,532	70,384	68,018
Direct Expense										
Tipping Fees	16,817	17,128	17,130	17,133	17,135	17,137	17,140	17,142	17,145	17,148
Police Helicopters	3,404	-	3,404	-	3,753	-	4,137	-	4,561	-
Misc. Development & Leases	7,200	6,155	1,147	1,147	1,147	1,147	1,419	1,419	1,419	1,419
Misc. Expenses	17,971	3,130	1,484	1,535	1,587	1,641	1,696	1,770	1,829	1,890
Total Direct Expenses	45,392	26,413	23,165	19,815	23,622	19,925	24,392	20,331	24,954	20,457
TOTAL EXPENSES	274,054	273,006	272,916	269,126	264,059	259,345	258,677	240,756	234,826	216,391
ENDING FUND BALANCE	\$ 208,966	\$ 192,252	\$ 183,809	\$ 183,393	\$ 196,086	\$ 218,014	\$ 241,996	\$ 284,468	\$ 340,385	\$ 419,287
CURRENT YEAR COVERAGE	0.92	0.94	0.97	1.00	1.05	1.08	1.09	1.18	1.24	1.36
TOTAL COVERAGE	1.76	1.70	1.67	1.68	1.74	1.84	1.94	2.18	2.45	2.94
Notes:										
(1) Income Tax estimate for 2019 is a 4.50% increase over 2018 actual collections. Assumes an annual increase of 3.00% for 2020, 2.5% increase for 2021-2024, 0% increase in 2025, and a 3% increase for 2026-2028.										
(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 2020, and 6% in 2021 and thereafter.										

SPECIAL INCOME TAX ANALYSIS PROPOSED 2020 BUDGET

Revenues



Expenditures



Debt Limitations and Obligations

The following explanation of “Debt Limitations” has been extracted from the city’s Official Statement dated October 4, 2019.

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. Currently, the direct debt limitation of 10.5

percent and 5.5 percent for the city are \$1.759 billion and \$921.4 million respectively.

Indirect Debt Limitations; The Ten Mill Tax Limitation

Ohio law requires that general obligation bonded indebtedness cannot be incurred or renewed unless provision is made in the legislation authorizing such debt for the levy of an ad valorem property tax in an amount sufficient to pay the principal of and interest on such indebtedness when due. Ohio law also provides that the aggregate amount of such taxes that can be levied for all purposes without a vote of the electors cannot exceed ten mills per one dollar of assessed valuation.

With respect to unvoted general obligation debt, these two requirements — the requirement that provision be made for the levy of taxes to support such debt and the requirement that the total amount of unvoted property taxes which can be levied cannot exceed ten mills per one dollar of valuation — have been construed by the Ohio Supreme Court to create an indirect debt limitation on the issuance by a political subdivision of unvoted general obligation debt.

The ten mills, which may be levied without a vote of the electors, are allocated among the overlapping political subdivisions of the State pursuant to a statutory formula. This “inside” millage allocated to each political subdivision is required to be used first for the payment of debt service on unvoted general obligation debt of the subdivision, unless provision has been made for payment of the debt from other sources; second for partial police and fire pension requirements; and, the balance for other general fund purposes. To the extent this millage is required for debt service, the amount that would otherwise be available for general fund purposes is reduced.

Capital Improvements Program

A subdivision's allocation of inside millage can be increased by action of the Franklin County Budget Commission pursuant to statute only in the event additional millage is required for the payment of debt service on its unvoted general obligation debt and, in that case, the inside millage allocated to the other overlapping subdivisions would be reduced to bring the aggregate levies of inside millage within the ten mill limitation.

The ten mill limitation applies even if the debt service on 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 16, 2019 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.

Political Subdivision of State of Ohio	Mills Required		
	Franklin	Fairfield	Delaware
Maximum Millage Permitted	10.0000	10.0000	10.0000
Direct			
City of Columbus	3.2762	4.4132	4.3967
Overlapping			
County	0.7448	1.6259	0.4451
School District	2.5465	-	0.2118
Joint Vocational School District	-	0.0418	-
Solid Waste Authority of Central Ohio	0.2544	0.2543	0.2573
Township	2.0330	-	-
Millage Required	8.8549	6.3352	5.3109
Total Remaining Millage Capacity	1.1451	3.6648	4.6891

Debt Service Payments

During fiscal year 2019, the city will have retired approximately \$248.9 million in principal of general obligation debt and issued an additional \$311.9 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. Beginning with fiscal year 2020, approximately 64.46 percent of the principal payments on the city's outstanding general obligation and revenue bonds will fully mature within the next ten years. The table below demonstrates the debt service schedule for existing general obligation bonds and revenue bonds and is exclusive of OWDA outstanding balances.

EXISTING DEBT SERVICE			
GENERAL OBLIGATION AND REVENUE BONDS			
Period Ending	Principal	Interest	Total
2020	\$ 264,221,092	\$ 137,706,182	\$ 401,927,274
2021	273,596,091	127,810,206	401,406,297
2022	264,296,091	116,158,216	380,454,307
2023	253,003,271	105,442,433	358,445,704
2024	251,373,271	93,309,843	344,683,114
2025	257,508,271	83,375,791	340,884,062
2026	230,883,271	72,377,637	303,260,908
2027	213,828,271	61,225,668	275,053,939
2028	185,678,270	52,519,243	238,197,513
2029	228,830,000	44,192,328	273,022,328
2030	218,765,000	34,598,667	253,363,667
2031	208,400,000	25,868,783	234,268,783
2032	188,080,000	18,589,302	206,669,302
2033	101,790,000	13,479,026	115,269,026
2034	79,685,000	9,744,028	89,429,028
2035	62,415,000	6,779,073	69,194,073
2036	44,495,000	4,570,816	49,065,816
2037	32,640,000	2,910,082	35,550,082
2038	21,205,000	1,626,444	22,831,444
2039	14,900,000	788,312	15,688,312
2040	8,700,000	211,104	8,911,104
Total	\$ 3,404,292,899	\$ 1,013,283,184	\$ 4,417,576,083

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

Capital Improvements Program

Of the existing outstanding debt service, the funding breakdown over the next five years is listed below. These amounts include both principal and interest payments.

DEBT SERVICE BY FUND						
GENERAL OBLIGATION AND REVENUE BONDS						
Fund Type	2020	2021	2022	2023	2024	Total
Non-Enterprise Fund						
SIT Fund Supported	\$ 223,298,124	\$ 220,956,881	\$ 208,520,379	\$ 188,079,678	\$ 175,440,600	\$ 1,016,295,662
Non-Enterprise Sub Total	223,298,124	220,956,881	208,520,379	188,079,678	175,440,600	1,016,295,662
Enterprise Funds						
Water	77,358,046	77,136,766	71,977,591	67,107,816	63,526,628	357,106,847
Sanitary Sewer	76,318,546	78,808,156	77,113,935	81,893,732	85,646,150	399,780,519
Storm	14,359,403	13,674,937	12,978,419	12,284,348	11,662,627	64,959,734
Electricity	1,036,741	1,349,700	1,313,868	1,277,786	1,233,330	6,211,425
Enterprise Sub Total	169,072,736	170,969,559	163,383,813	162,563,682	162,068,735	828,058,525
Internal Service Funds						
Fleet Management	4,752,105	4,533,465	4,414,701	4,283,936	4,135,398	22,119,605
Information Services	4,804,309	4,946,392	4,135,414	3,518,408	3,038,381	20,442,904
Internal Service Sub Total	9,556,414	9,479,857	8,550,115	7,802,344	7,173,779	42,562,509
Total	\$ 401,927,274	\$ 401,406,297	\$ 380,454,307	\$ 358,445,704	\$ 344,683,114	\$ 1,886,916,696

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

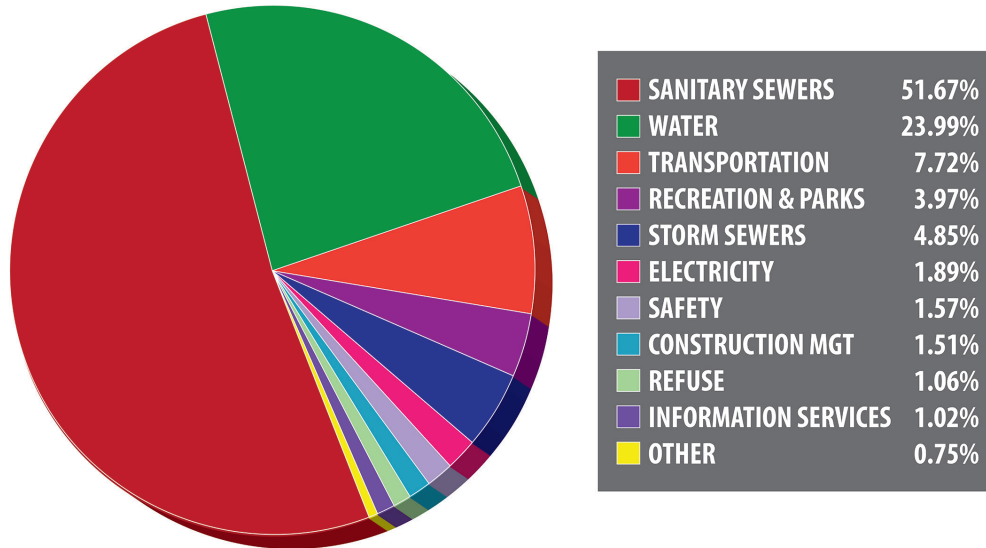
The Proposed 2020-2025 Capital Improvement Program

The proposed Capital Improvement Program provides approximately \$3.44 billion in funding for various capital improvements for the period of 2020-2025. Of this amount, \$569.86 million is to be supported by the SIT while \$2.83 billion will be supported by the enterprise agencies of the city. The proposed 2020-2025 CIP represents a 2.5 percent decrease from the adopted 2019-2024 CIP. The proposed 2020 CIB totals approximately \$920.62 million.

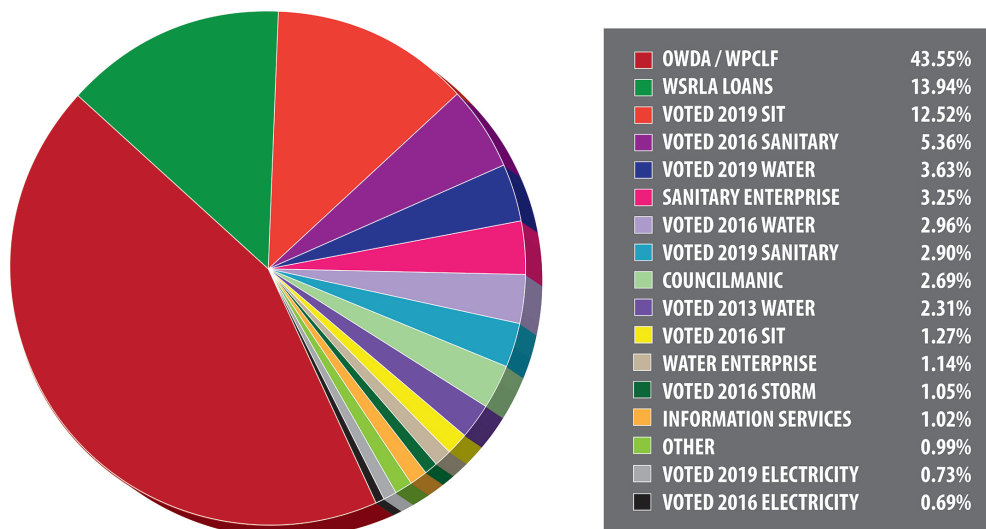
The administration intends to continue to review the proposed CIP through the end of the year. It is possible that adjustments to the proposed plan could occur to accommodate changes in priorities and financial assumptions.

PROPOSED 2020-2025 CAPITAL IMPROVEMENTS PROGRAM

CIP % by Division



CIP % by Funding Source



Capital Improvements Program

2020 - 2025 CAPITAL IMPROVEMENTS PROGRAM									
DEPARTMENT PROJECT	2020	2021	2022	2023	2024	2025	Total Budget	Funding Source	
PUBLIC SAFETY									
POLICE									
Police Facility Renovation	\$ 430,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 430,000	Voted 2016 Debt SIT Supported	
Police Facility Renovation	1,250,000	1,680,000	1,680,000	1,680,000	1,680,000	1,680,000	9,650,000	Voted 2019 SIT Supported	
Subtotal - POLICE	\$ 1,680,000	\$ 1,680,000	\$ 1,680,000	\$ 1,680,000	\$ 1,680,000	\$ 1,680,000	\$ 10,080,000		
FIRE									
Fire Facility Renovation	\$ 1,320,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,320,000	Voted 2016 Debt SIT Supported	
Fire Facility Renovation	-	1,320,000	1,320,000	1,320,000	1,320,000	1,320,000	6,600,000	Voted 2019 SIT Supported	
Fire Apparatus Replacement - Medics	2,000,000	-	-	-	-	-	2,000,000	Voted 2016 Debt SIT Supported	
Fire Apparatus Replacement - Medics	-	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000	Voted 2019 SIT Supported	
Fire Apparatus Replacement - Platform Ladders	2,000,000	-	-	-	-	-	2,000,000	Voted 2016 Debt SIT Supported	
Fire Apparatus Replacement - Platform Ladders	-	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000	Voted 2019 SIT Supported	
Fire Apparatus Replacement - Engines	2,000,000	-	-	-	-	-	2,000,000	Voted 2016 Debt SIT Supported	
Fire Apparatus Replacement - Engines	-	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000	Voted 2019 SIT Supported	
Subtotal - FIRE	\$ 7,320,000	\$ 7,320,000	\$ 7,320,000	\$ 7,320,000	\$ 7,320,000	\$ 7,320,000	\$ 43,920,000		
DEVELOPMENT									
DEVELOPMENT ADMINISTRATION									
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	
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	
Emergency Shelter Repair	350,000	350,000	350,000	350,000	350,000	350,000	2,100,000	Councilmanic SIT Supported	
Subtotal - DEVELOPMENT ADMINISTRATION	\$ 3,600,000	\$ 3,600,000	\$ 3,600,000	\$ 3,600,000	\$ 3,600,000	\$ 3,600,000	\$ 21,600,000		
FINANCE AND MANAGEMENT									
CONSTRUCTION MANAGEMENT									
Facility Renovations - Project cost Allocation	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 3,600,000	Councilmanic SIT Supported	
Facility Renovations - Various	7,590,000	2,748,000	2,748,000	2,748,000	2,748,000	2,748,000	21,330,000	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	-	2,642,000	2,642,000	2,642,000	2,642,000	2,642,000	13,210,000	Councilmanic SIT Supported	
Municipal Court - Phased Renovations	-	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	11,000,000	Councilmanic SIT Supported	
Subtotal - CONSTRUCTION MANAGEMENT	\$ 8,690,000	\$ 8,690,000	\$ 8,690,000	\$ 8,690,000	\$ 8,690,000	\$ 8,690,000	\$ 52,140,000		
FLEET MANAGEMENT									
Fleet Automated Fuel Location Upgrades	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 600,000	Fleet Management (Unvoted)	
Fleet Equipment Replacement	100,000	100,000	100,000	100,000	100,000	100,000	600,000	Fleet Management (Unvoted)	
Fuel Tank Management	200,000	600,000	600,000	600,000	600,000	600,000	3,200,000	Fleet Management (Unvoted)	
Subtotal - FLEET MANAGEMENT	\$ 400,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 4,400,000		
TECHNOLOGY									
TECHNOLOGY ADMINISTRATION									
Data Center Facility Upgrades	\$ 1,490,000	\$ 1,825,000	\$ 240,000	\$ 200,000	\$ 250,000	\$ 1,500,000	\$ 5,505,000	Information Services	
Connectivity Project Fiber/Wireless	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,500,000	6,500,000	Information Services	
CTSS Fiber Purchase B,C,D,E	1,000,000	-	1,100,000	-	1,300,000	-	3,400,000	Information Services	
Enterprise System Upgrades	400,000	375,000	1,000,000	650,000	1,300,000	2,000,000	5,725,000	Information Services	
E-Gov Initiatives	150,000	-	250,000	250,000	-	-	650,000	Information Services	
Media Services Equipment and Infrastructure	50,000	-	150,000	25,000	50,000	60,000	335,000	Information Services	
Network Improvements	400,000	400,000	630,000	600,000	1,700,000	1,000,000	4,730,000	Information Services	
Data Management Services	520,000	-	-	-	500,000	180,000	1,200,000	Information Services	
VMWare Workspace One	600,000	-	-	-	-	-	600,000	Information Services	
Telephony and IVR Infrastructure	545,000	300,000	500,000	830,000	1,200,000	500,000	3,875,000	Information Services	

2020 - 2025 CAPITAL IMPROVEMENTS PROGRAM (cont.)

DEPARTMENT PROJECT	2020	2021	2022	2023	2024	2025	Total	
							Budget	Funding Source
Security Program	200,000	200,000	100,000	300,000	-	-	800,000	Information Services
GIS	90,000	90,000	90,000	90,000	250,000	90,000	700,000	Information Services
Applications	200,000	-	550,000	500,000	-	-	1,250,000	Information Services
Subtotal - TECHNOLOGY ADMINISTRATION	\$ 6,645,000	\$ 4,190,000	\$ 5,610,000	\$ 4,445,000	\$ 7,550,000	\$ 6,830,000	\$ 35,270,000	
RECREATION AND PARKS								
RECREATION AND PARKS								
Urban Infra.- Rec & Parks	\$ 753,200	\$ 753,200	\$ -	\$ -	\$ -	\$ -	\$ 1,506,400	Voted 2016 Debt SIT Supported
Urban Infra.- Rec & Parks	-	-	753,200	753,200	753,200	753,200	3,012,800	Voted 2019 SIT Supported
Renovation - Misc.	3,386,800	-	-	-	-	-	3,386,800	Voted 2016 Debt SIT Supported
Renovation - Misc.	-	7,386,800	7,386,800	7,386,800	7,386,800	7,386,800	36,934,000	Voted 2019 SIT Supported
Renovation - Cost Allocation	500,000	500,000	-	-	-	-	1,000,000	Voted 2016 Debt SIT Supported
Renovation - Cost Allocation	-	-	500,000	500,000	500,000	500,000	2,000,000	Voted 2019 SIT Supported
Facility Assessment Implementation	4,000,000	-	-	-	-	-	4,000,000	Voted 2016 Debt SIT Supported
Hard Surface Improvements	800,000	800,000	-	-	-	-	1,600,000	Voted 2016 Debt SIT Supported
Hard Surface Improvements	-	-	800,000	800,000	800,000	800,000	3,200,000	Voted 2019 SIT Supported
Roof Improvements	800,000	800,000	-	-	-	-	1,600,000	Voted 2016 Debt SIT Supported
Roof Improvements	-	-	800,000	800,000	800,000	800,000	3,200,000	Voted 2019 SIT Supported
Maintenance Equipment - Parks	250,000	250,000	-	-	-	-	500,000	Voted 2016 Debt SIT Supported
Maintenance Equipment - Parks	-	-	250,000	250,000	250,000	250,000	1,000,000	Voted 2019 SIT Supported
Street Trees - Green Initiative	400,000	400,000	-	-	-	-	800,000	Voted 2016 Debt SIT Supported
Street Trees - Green Initiative	-	-	400,000	400,000	400,000	400,000	1,600,000	Voted 2019 SIT Supported
Safe Playgrounds	500,000	500,000	-	-	-	-	1,000,000	Voted 2016 Debt SIT Supported
Safe Playgrounds	-	-	500,000	500,000	500,000	500,000	2,000,000	Voted 2019 SIT Supported
New Development - Misc.	-	-	-	-	-	785,000	785,000	Councilmanic SIT Supported
New Development - Misc.	5,227,200	2,949,000	-	-	-	-	8,176,200	Voted 2016 Debt SIT Supported
New Development - Misc.	-	2,278,200	5,227,200	5,227,200	5,227,200	4,442,200	22,402,000	Voted 2019 SIT Supported
New Development - Cost Allocation	240,000	240,000	-	-	-	-	480,000	Voted 2016 Debt SIT Supported
New Development - Cost Allocation	-	-	240,000	240,000	240,000	240,000	960,000	Voted 2019 SIT Supported
Acquisition - Misc.	1,524,600	1,524,600	-	-	-	-	3,049,200	Voted 2016 Debt SIT Supported
Acquisition - Misc.	-	-	1,524,600	1,524,600	1,524,600	1,524,600	6,098,400	Voted 2019 SIT Supported
Acquisition - Cost Allocation	70,000	70,000	-	-	-	-	140,000	Voted 2016 Debt SIT Supported
Acquisition - Cost Allocation	-	-	70,000	70,000	70,000	70,000	280,000	Voted 2019 SIT Supported
Program Projects (Small) - Cost Allocation	70,000	70,000	-	-	-	-	140,000	Voted 2016 Debt SIT Supported
Program Projects (Small) - Cost Allocation	-	-	70,000	70,000	70,000	70,000	280,000	Voted 2019 SIT Supported
Program Projects (Small) - Golf Misc.	762,300	762,300	-	-	-	-	1,524,600	Voted 2016 Debt SIT Supported
Program Projects (Small) - Golf Misc.	-	-	762,300	762,300	762,300	762,300	3,049,200	Voted 2019 SIT Supported
Program Projects (Small) - Sports Misc.	548,856	548,856	-	-	-	-	1,097,712	Voted 2016 Debt SIT Supported
Program Projects (Small) - Sports Misc.	-	-	548,856	548,856	548,856	548,856	2,195,424	Voted 2019 SIT Supported
Program Projects (Small) - Rental Services Misc.	213,444	213,444	-	-	-	-	426,888	Voted 2016 Debt SIT Supported
Program Projects (Small) - Rental Services Misc.	-	-	213,444	213,444	213,444	213,444	853,776	Voted 2019 SIT Supported
Program Projects (Large) - Misc.	189,000	1,089,000	-	-	-	-	1,278,000	Voted 2016 Debt SIT Supported
Program Projects (Large) - Misc.	-	-	1,089,000	1,089,000	1,089,000	1,089,000	4,356,000	Voted 2019 SIT Supported
Program Projects (Large) - Cost Allocation	50,000	50,000	-	-	-	-	100,000	Voted 2016 Debt SIT Supported
Program Projects (Large) - Cost Allocation	-	-	50,000	50,000	50,000	50,000	200,000	Voted 2019 SIT Supported
North Bank Pavilion Patio Improvements	900,000	-	-	-	-	-	900,000	Voted 2016 Debt SIT Supported
Emergency Replacement - Misc.	871,200	871,200	-	-	-	-	1,742,400	Voted 2016 Debt SIT Supported
Emergency Replacement - Misc.	-	-	871,200	871,200	871,200	871,200	3,484,800	Voted 2019 SIT Supported
Emergency Replacement - Cost Allocation	40,000	40,000	-	-	-	-	80,000	Voted 2016 Debt SIT Supported
Emergency Replacement - Cost Allocation	-	-	40,000	40,000	40,000	40,000	160,000	Voted 2019 SIT Supported
Opportunity Projects - Misc.	653,400	653,400	-	-	-	-	1,306,800	Voted 2016 Debt SIT Supported
Opportunity Projects - Misc.	-	-	653,400	653,400	653,400	653,400	2,613,600	Voted 2019 SIT Supported
Opportunity Projects - Cost Allocation	30,000	30,000	-	-	-	-	60,000	Voted 2016 Debt SIT Supported
Opportunity Projects - Cost Allocation	-	-	30,000	30,000	30,000	30,000	120,000	Voted 2019 SIT Supported
Subtotal - RECREATION AND PARKS	\$ 22,780,000	\$ 22,780,000	\$ 22,780,000	\$ 22,780,000	\$ 22,780,000	\$ 22,780,000	\$ 136,680,000	

Capital Improvements Program

2020 - 2025 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2020	2021	2022	2023	2024	2025	Total Budget	Funding Source
Public Service								
TRANSPORTATION								
UIRF - Urban Infrastructure Recovery Fund	\$ 5,651,813	\$ 5,651,813	\$ 5,651,813	\$ 5,651,813	\$ 5,651,813	\$ 5,651,813	\$ 33,910,878	Voted 2019 SIT Supported
UIRF - Milo Grogan Second Avenue Improvements	700,000	-	-	-	-	-	700,000	Voted 2019 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	Voted 2019 SIT Supported
Intersection Improvements - Hilliard Rome Road at Feder Road	216,350	-	-	-	-	-	216,350	Voted 2019 SIT Supported
Intersection Improvements - Georgesville Road at Hall Road	402,181	-	-	-	-	-	402,181	Voted 2019 SIT Supported
Arterial Street Rehabilitation - SR161 - I-71 to Cleveland Avenue Phase I	1,927,263	500,000	2,841,794	-	-	-	5,269,057	Voted 2019 SIT Supported
Roadway Improvements - Utility Relocation Reimbursements	100,000	100,000	100,000	100,000	100,000	100,000	600,000	Voted 2019 SIT Supported
Roadway Improvements - Miscellaneous Construction Inspection	100,000	100,000	100,000	100,000	100,000	100,000	600,000	Voted 2019 SIT Supported
Roadway Improvements - Miscellaneous Right of Way Acquisition	100,000	100,000	100,000	100,000	100,000	100,000	600,000	Voted 2019 SIT Supported
Roadway Improvements - I70/71 South and East Freeway	-	-	-	5,281,794	5,281,794	5,281,794	15,845,382	Voted 2019 SIT Supported
Resurfacing - Urban Paving - FRA-23-15.31 (Indianola Ave.) PID 106095	250,000	531,180	-	-	-	-	781,180	Voted 2019 SIT Supported
Resurfacing - Resurfacing Projects	15,557,980	16,918,820	17,450,000	17,450,000	17,450,000	17,450,000	102,276,800	Voted 2019 SIT Supported
Resurfacing - West Broad Street Urban Paving (PID 86645)	300,000	-	-	-	-	-	300,000	Voted 2019 SIT Supported
Resurfacing - Resurfacing Coordination with future DPU projects	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000	Voted 2019 SIT Supported
Resurfacing-Urban Paving-FRA 62-12.44 (Town St/Glenwood Av/Rich St)	354,300	-	-	-	-	-	354,300	Voted 2019 SIT Supported
Resurfacing - In House Design Right of Way Fund	50,000	50,000	50,000	50,000	50,000	50,000	300,000	Voted 2019 SIT Supported
Resurfacing - Citywide Brick Rehabilitation	750,000	-	750,000	-	750,000	-	2,250,000	Voted 2019 SIT Supported
Resurfacing - Concrete Rehabilitation	750,000	-	750,000	-	750,000	-	2,250,000	Voted 2019 SIT Supported
Resurfacing - Coordination with Bexley for Gould Road	350,000	-	-	-	-	-	350,000	Voted 2019 SIT Supported
Resurfacing - Urban Paving - FRA-40-7.70 (W. Broad St) PID106097	487,720	-	-	-	-	-	487,720	Voted 2019 SIT Supported
Resurfacing - Urban Paving - FRA-161-14.02 (E. Dublin-Granville Rd)	150,000	-	-	-	-	-	150,000	Voted 2019 SIT Supported
Resurfacing - Preventative Surface Treatments - Crack Seal	-	750,000	-	750,000	-	750,000	2,250,000	Voted 2019 SIT Supported
Resurfacing - Preventative Surface Treatments - Slurry Seal	-	750,000	-	750,000	-	750,000	2,250,000	Voted 2019 SIT Supported
Bridge Rehabilitation - General Engineering Bridges	300,000	-	300,000	-	300,000	-	900,000	Voted 2019 SIT Supported
Bridge Rehabilitation - Annual Citywide Contract	1,051,393	3,371,393	3,071,393	3,371,393	3,071,393	3,371,393	17,308,358	Voted 2019 SIT Supported
Bridge Rehabilitation - Lehman Road Bridge Replacement	1,320,000	-	-	-	-	-	1,320,000	Voted 2019 SIT Supported
Housing Initiatives - Roadway	800,000	800,000	800,000	800,000	800,000	800,000	4,800,000	Voted 2019 SIT Supported
Intersection Improvements - SR 161 at Karl Rd	800,000	205,000	2,440,000	-	-	-	3,445,000	Voted 2019 SIT Supported
Bikeway Development	317,067	279,021	147,553	750,000	550,000	1,450,000	3,493,641	Voted 2019 SIT Supported
Bikeway Development - Bikeway Resurfacing Contributions	-	100,000	-	100,000	100,000	100,000	400,000	Voted 2019 SIT Supported
Bikeway Development - Olentangy River Rd SUP-McConnell to Garrett	-	-	-	50,000	900,000	-	950,000	Voted 2019 SIT Supported
Bikeway Development-Refugee Rd over Big Walnut Creek Shared Use Path	-	810,000	-	-	-	-	810,000	Voted 2019 SIT Supported
Bikeway Development-Georgesville Rd SUP - Hall Rd to Clime Rd	360,629	120,210	1,402,447	-	-	-	1,883,286	Voted 2019 SIT Supported
Bikeway Development - Tussing Road SUP (Brice Rd to Hines Rd)	722,304	240,769	-	-	-	-	963,073	Voted 2019 SIT Supported
Bikeway Development - Kenny Road SUP (Kinnear Rd to Ackerman Rd)	-	-	-	650,000	-	-	650,000	Voted 2019 SIT Supported
Bikeway Development - Active Transportation Network Prioritization	100,000	-	-	-	-	-	100,000	Voted 2019 SIT Supported
Bikeway Development - Indianola-Summit Bikeway Gaps Connection	250,000	-	-	-	-	-	250,000	Voted 2019 SIT Supported
Bikeway Development - Low Stress Bikeways	250,000	450,000	450,000	450,000	450,000	450,000	2,500,000	Voted 2019 SIT Supported
Pedestrian Safety Improvements - Sidewalk Program	200,000	1,365,440	-	3,200,000	3,200,000	3,200,000	11,165,440	Voted 2019 SIT Supported
Pedestrian Safety Improvement - Sidewalk Replacement (Tree Root)	650,000	750,000	500,000	500,000	500,000	500,000	3,400,000	Voted 2019 SIT Supported
Pedestrian Safety Improvements - Sidewalk NOV	299,480	300,000	270,200	300,000	300,000	300,000	1,769,680	Voted 2019 SIT Supported
Pedestrian Safety Improvements - Worthington Woods Blvd Sidewalks (Sanctus to Deer Creek)	1,900,000	-	-	-	-	-	1,900,000	Voted 2019 SIT Supported
Pedestrian Safety - Courtright Rd Sidewalks (Courtright Ln to Groves Rd)	415,260	92,280	1,614,900	-	-	-	2,122,440	Voted 2019 SIT Supported
Pedestrian Safety -Walford St and Sharbot Dr Sidewalks	415,260	92,280	1,614,900	-	-	-	2,122,440	Voted 2019 SIT Supported
Pedestrian Safety Improvements-Maple Canyon Avenue Sidewalks	120,000	1,400,000	-	-	-	-	1,520,000	Voted 2019 SIT Supported
CelebrateOne Sidewalk Gaps	540,000	-	-	-	-	-	540,000	Voted 2019 SIT Supported
Operation Sidewalks - School Sidewalk - Olive Street - Floral Avenue	90,000	1,320,000	-	-	-	-	1,410,000	Voted 2019 SIT Supported
Operation Safewalks - School Sidewalk - Sycamore Street (Carpenter St to Champion Av)	70,000	550,000	-	-	-	-	620,000	Voted 2019 SIT Supported
Operation Safewalks - School Sidewalk - Ann Street and 17th Street	150,000	800,000	-	-	-	-	950,000	Voted 2019 SIT Supported

2020 - 2025 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2020	2021	2022	2023	2024	2025	Total Budget	Funding Source
CelebrateOne - Blueprint Linden - Hudson McGuffey Sidewalk	100,000	376,794	-	-	-	-	476,794	Voted 2019 SIT Supported
CelebrateOne Sidewalk - Hilltop (Belvidere from Mound to Sullivan)	814,000	-	-	-	-	-	814,000	Voted 2019 SIT Supported
CelebrateOne Sidewalk - Near South (Deshler from 18th Street to Lockbourne Avenue)	117,000	-	-	-	-	-	117,000	Voted 2019 SIT Supported
Operation Safewalks – School Sidewalks – Noe Bixby (Refugee to Carbondale)	30,000	385,000	-	-	-	-	415,000	Voted 2019 SIT Supported
CelebrateOne Sidewalk - Hamilton Avenue - Minnesota Avenue to Weber Roar	515,000	-	-	-	-	-	515,000	Voted 2019 SIT Supported
CelebrateOne Sidewalk – Hamilton Av and Briarwood Ave along Linden Park	125,000	-	-	-	-	-	125,000	Voted 2019 SIT Supported
Subtotal - TRANSPORTATION	\$ 46,405,000	\$ 43,905,000	\$ 43,905,000	\$ 43,905,000	\$ 43,905,000	\$ 43,905,000	\$ 265,930,000	
REFUSE COLLECTION								
Mechanized Collection Equipment	\$ -	\$ -	\$ -	\$ 4,930,000	\$ 4,930,000	\$ 4,930,000	\$ 14,790,000	Councilmanic SIT Supported
Mechanized Collection Equipment	4,930,000	4,930,000	4,930,000	-	-	-	14,790,000	Voted 2019 SIT Supported
Alum Creek Remediation - Facility Improvements	-	-	-	100,000	100,000	100,000	300,000	Councilmanic SIT Supported
Alum Creek Remediation - Facility Improvements	100,000	100,000	100,000	-	-	-	300,000	Voted 2019 SIT Supported
Mechanized Collection Equipment - Containers	1,050,000	1,050,000	1,050,000	1,000,000	-	-	4,150,000	Voted 2019 SIT Supported
Recycling Containers - ROW	-	-	-	50,000	1,050,000	1,050,000	2,150,000	Councilmanic SIT Supported
Subtotal - REFUSE COLLECTION	\$ 6,080,000	\$ 6,080,000	\$ 6,080,000	\$ 6,080,000	\$ 6,080,000	\$ 6,080,000	\$ 36,480,000	
Public Utilities								
STORM SEWER								
Fountain Square Stormwater System Improvements	\$ 4,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,000,000	WPCLF/OWDA
Storm Sewer Large Diameter Condition Assessment Phase 1	-	300,000	-	200,000	-	-	500,000	Voted 2016 Debt - Storm
Storm Sewer Large Diameter Condition Assessment Phase 1	-	-	-	2,000,000	-	-	2,000,000	WPCLF/OWDA
General Construction Contract (Storm)	-	-	-	1,150,000	1,150,000	1,150,000	3,450,000	Storm Sewer Enterprise (Unvoted)
General Construction Contract (Storm)	1,150,000	1,150,000	1,150,000	-	-	-	3,450,000	Voted 2016 Debt - Storm
Storm Sewer Large Diameter Condition Assessment Phase 2	-	-	-	-	-	200,000	200,000	Storm Sewer Enterprise (Unvoted)
Storm Sewer Large Diameter Condition Assessment Phase 2	-	1,500,000	-	300,000	-	-	1,800,000	Voted 2016 Debt - Storm
Storm Sewer Large Diameter Condition Assessment Phase 2	-	-	-	-	-	2,000,000	2,000,000	WPCLF/OWDA
Storm Sewer Large Diameter Condition Assessment Phase 3	-	-	-	-	300,000	-	300,000	Storm Sewer Enterprise (Unvoted)
Storm Sewer Large Diameter Condition Assessment Phase 3	-	-	1,500,000	-	-	-	1,500,000	Voted 2016 Debt - Storm
Storm Sewer Large Diameter Condition Assessment Phase 4	-	-	-	-	-	300,000	300,000	Storm Sewer Enterprise (Unvoted)
Storm Sewer Large Diameter Condition Assessment Phase 4	-	-	-	1,500,000	-	-	1,500,000	Voted 2016 Debt - Storm
Storm Sewer Large Diameter Condition Assessment Phase 5	-	-	-	-	1,500,000	-	1,500,000	Storm Sewer Enterprise (Unvoted)
Storm Sewer Large Diameter Condition Assessment Phase 6	-	-	-	-	-	1,500,000	1,500,000	Storm Sewer Enterprise (Unvoted)
Petzinger Rd Stormwater Imps	150,000	-	-	-	-	-	150,000	Voted 2016 Debt - Storm
Petzinger Rd Stormwater Imps	1,100,000	-	-	-	-	-	1,100,000	WPCLF/OWDA
2020 General Engineering Svcs. - Storm	400,000	-	-	-	-	-	400,000	Voted 2016 Debt - Storm
2021 General Engineering Svcs. - Storm	-	400,000	-	-	-	-	400,000	Voted 2016 Debt - Storm
General Engineering Services - Storm - 2022	-	-	400,000	-	-	-	400,000	Voted 2016 Debt - Storm
2023 General Engineering Svcs. - Storm	-	-	-	400,000	-	-	400,000	Voted 2016 Debt - Storm
2024 General Engineering Svcs. - Storm	-	-	-	-	400,000	400,000	800,000	Storm Sewer Enterprise (Unvoted)
Linworth Rd/Meeklynn Dr Storm Sewer	-	-	150,000	-	-	-	150,000	Voted 2016 Debt - Storm
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
West North Broadway Detention Basin Modification	-	98,000	-	-	-	-	98,000	Voted 2016 Debt - Storm
West North Broadway Detention Basin Modification	-	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
Detention Basin Modifications V	-	-	-	-	100,000	-	100,000	Storm Sewer Enterprise (Unvoted)
Detention Basin Modifications V	-	-	-	100,000	-	-	100,000	Voted 2016 Debt - Storm
Detention Basin Modifications V	-	-	-	-	650,000	-	650,000	WPCLF/OWDA
Detention Basin Modifications VI	-	-	-	-	100,000	100,000	200,000	Storm Sewer Enterprise (Unvoted)
Detention Basin Modifications VI	-	-	-	-	-	650,000	650,000	WPCLF/OWDA
Old Beechwood Area Stormwater System Improvements	2,500,000	-	-	-	-	-	2,500,000	WPCLF/OWDA
Joint Storm Sewer Projects with DPS	-	-	-	-	1,000,000	1,000,000	2,000,000	Storm Sewer Enterprise (Unvoted)
Joint Storm Sewer Projects with DPS	2,000,000	1,000,000	1,000,000	1,000,000	-	-	5,000,000	Voted 2016 Debt - Storm

Capital Improvements Program

2020 - 2025 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2020	2021	2022	2023	2024	2025	Total Budget	Funding Source
Franklinton Area Stormwater System Improvements	750,000	5,000,000	-	2,000,000	-	-	7,750,000	Voted 2016 Debt - Storm
Franklinton Area Stormwater System Improvements	-	-	-	15,000,000	-	-	15,000,000	WPCLF/OWDA
Holton Park and Eureka Avenue Green Infrastructure Improvements	400,000	-	-	-	-	-	400,000	WPCLF/OWDA
ST-21, ST-22, ST-23 Improvements	1,650,000	-	-	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
SMOC SCADA Modernization at Remote Stormwater Facilities	-	-	-	1,815,500	-	540,000	2,355,500	Storm Sewer Enterprise (Unvoted)
SMOC SCADA Modernization at Remote Stormwater Facilities	-	-	-	34,500	-	-	34,500	Voted 2016 Debt - Storm
SMOC SCADA Modernization at Remote Stormwater Facilities	-	-	-	-	-	3,600,000	3,600,000	WPCLF/OWDA
Krieger Court Stormwater Improvements	-	200,000	375,000	-	-	-	575,000	Voted 2016 Debt - Storm
Krieger Court Stormwater Improvements	-	-	2,500,000	-	-	-	2,500,000	WPCLF/OWDA
Twin Lakes Upper Dam and Greenlawn Low Head Dam Improvements	-	475,000	-	-	-	-	475,000	Voted 2016 Debt - Storm
Twin Lakes Upper Dam and Greenlawn Low Head Dam Improvements	-	3,850,000	-	-	-	-	3,850,000	WPCLF/OWDA
Barnett Road Stormwater Improvements Project	25,000	-	110,000	-	-	-	135,000	Voted 2016 Debt - Storm
Barnett Road Stormwater Improvements Project	-	-	1,100,000	-	-	-	1,100,000	WPCLF/OWDA
Bethel Road Culvert Rehabilitation Project	400,000	-	-	-	-	-	400,000	WPCLF/OWDA
Cooke Rd. Culvert Improvements Project	250,000	210,000	97,500	-	-	-	557,500	Voted 2016 Debt - Storm
Cooke Rd. Culvert Improvements Project	-	-	650,000	-	-	-	650,000	WPCLF/OWDA
Second Avenue Sewer Improvements	-	50,000	-	-	-	-	50,000	Voted 2016 Debt - Storm
Second Avenue Sewer Improvements	-	-	4,000,000	-	-	-	4,000,000	WPCLF/OWDA
Mound Street Floodwall	-	-	1,200,000	-	-	-	1,200,000	WPCLF/OWDA
Floodwall Gate Sills	550,000	-	450,000	-	-	-	1,000,000	Voted 2016 Debt - Storm
Floodwall Gate Sills	-	-	5,000,000	-	-	-	5,000,000	WPCLF/OWDA
Thurston Grimsby Storm Sewer Improvements Project	-	-	127,875	127,875	-	-	255,750	Voted 2016 Debt - Storm
Thurston Grimsby Storm Sewer Improvements Project	-	-	-	-	852,500	-	852,500	WPCLF/OWDA
Astor Bernhard Storm Sewer Improvements	-	-	244,125	244,125	-	-	488,250	Voted 2016 Debt - Storm
Astor Bernhard Storm Sewer Improvements	-	-	-	-	1,627,500	-	1,627,500	WPCLF/OWDA
Gertrude Latimer Storm Sewer Improvements	-	-	616,125	616,125	-	-	1,232,250	Voted 2016 Debt - Storm
Gertrude Latimer Storm Sewer Improvements	-	-	-	-	4,107,500	-	4,107,500	WPCLF/OWDA
Plum Ridge Storm Improvements	-	-	174,375	174,375	-	-	348,750	Voted 2016 Debt - Storm
Plum Ridge Storm Improvements	-	-	-	-	1,162,500	-	1,162,500	WPCLF/OWDA
Minor Stormwater Drainage Improvements	-	-	-	-	300,000	300,000	600,000	Storm Sewer Enterprise (Unvoted)
Minor Stormwater Drainage Improvements	-	-	130,000	300,000	-	-	430,000	Voted 2016 Debt - Storm
Minor Stormwater Drainage Improvements	-	-	-	1,700,000	1,700,000	1,700,000	5,100,000	WPCLF/OWDA
Major Stormwater Drainage Improvements	-	-	-	-	620,000	620,000	1,240,000	Storm Sewer Enterprise (Unvoted)
Major Stormwater Drainage Improvements	-	620,000	620,000	620,000	-	-	1,860,000	Voted 2016 Debt - Storm
Major Stormwater Drainage Improvements	-	-	-	8,630,000	8,630,000	8,630,000	25,890,000	WPCLF/OWDA
Storm Sewer Lining Projects	-	-	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000	WPCLF/OWDA
Subtotal - STORM SEWER	\$ 16,475,000	\$ 15,503,000	\$ 23,695,000	\$ 62,662,500	\$ 25,200,000	\$ 23,690,000	\$ 167,225,500	
SANITARY SEWERS								
Real Time Control - Alum Creek Storm Tanks	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000	WPCLF/OWDA
Real Time Control Sewer System Optimization, Part 2	500,000	500,000	500,000	-	-	-	1,500,000	Voted 2016 Debt - Sanitary Sewer
Real Time Control Sewer System Optimization, Part 2	-	-	-	500,000	500,000	-	1,000,000	Voted 2019 Debt - Sanitary
Hoover Farms Subtrunk	4,125,000	-	-	-	-	-	4,125,000	Voted 2016 Debt - Sanitary Sewer
SSES Overall Engineering Consultant (OEC) Services	300,000	300,000	-	-	-	-	600,000	Voted 2016 Debt - Sanitary Sewer
Overall Engineering Consultants (OEC) 2022-2026	-	-	-	-	246,985	300,000	546,985	Sanitary Sewer Enterprise (Unvoted)
Overall Engineering Consultants (OEC) 2022-2026	-	-	300,000	-	-	-	300,000	Voted 2016 Debt - Sanitary Sewer
Overall Engineering Consultants (OEC) 2022-2026	-	-	-	300,000	53,015	-	353,015	Voted 2019 Debt - Sanitary
Big Walnut Sanitary Trunk Extension, Phase 2	5,500,000	1,000,000	-	-	-	-	6,500,000	Voted 2016 Debt - Sanitary Sewer
Big Walnut Sanitary Trunk Extension, Phase 2	-	-	4,500,000	-	-	-	4,500,000	Voted 2019 Debt - Sanitary
Big Walnut Sanitary Trunk Extension, Phase 2	-	81,750,000	-	-	-	-	81,750,000	WPCLF/OWDA
Central College Subtrunk Extension Phase 3	32,000,000	-	-	-	-	-	32,000,000	WPCLF/OWDA
Blacklick Creek Interceptor Air Quality Facility Improvements	3,500,000	-	-	-	-	-	3,500,000	WPCLF/OWDA
Rocky Fork-Blacklick Connector Sewer	-	-	-	-	3,600,000	500,000	4,100,000	Sanitary Sewer Enterprise (Unvoted)
General Engineering Services - Sanitary - 2020	400,000	-	-	-	-	-	400,000	Voted 2016 Debt - Sanitary Sewer
General Engineering Services - Sanitary - 2021	-	400,000	-	-	-	-	400,000	Voted 2016 Debt - Sanitary Sewer

2020 - 2025 CAPITAL IMPROVEMENTS PROGRAM (cont.)

DEPARTMENT PROJECT	2020	2021	2022	2023	2024	2025	Total Budget	Funding Source
General Engineering Services - Sanitary - 2023	-	-	-	400,000	-	-	400,000	Voted 2019 Debt - Sanitary
General Engineering Services - Sanitary - 2024	-	-	-	-	400,000	-	400,000	Sanitary Sewer Enterprise (Unvoted)
General Engineering Services - Sanitary - 2025	-	-	-	-	-	400,000	400,000	Sanitary Sewer Enterprise (Unvoted)
Shadeville Sanitary Interceptor	4,000,000	-	2,000,000	-	-	-	6,000,000	Voted 2016 Debt - Sanitary Sewer
Shadeville Sanitary Interceptor	-	-	-	2,000,000	-	-	2,000,000	Voted 2019 Debt - Sanitary
Shadeville Sanitary Interceptor	-	-	-	-	-	133,500,000	133,500,000	WPCLF/OWDA
DOSD Roof Replacements, No. 2	3,165,000	3,125,000	2,380,000	-	-	-	8,670,000	Voted 2016 Debt - Sanitary Sewer
DOSD Roof Replacements, No. 3	-	-	-	-	3,150,000	3,150,000	6,300,000	Sanitary Sewer Enterprise (Unvoted)
DOSD Roof Replacements, No. 3	-	-	250,000	-	-	-	250,000	Voted 2016 Debt - Sanitary Sewer
DOSD Roof Replacements, No. 3	-	-	-	3,150,000	-	-	3,150,000	Voted 2019 Debt - Sanitary
JPWWTP Digester Improvements	-	3,311,000	2,559,382	-	-	-	5,870,382	Voted 2016 Debt - Sanitary Sewer
JPWWTP Digester Improvements	-	-	5,180,618	-	-	-	5,180,618	Voted 2019 Debt - Sanitary
JPWWTP Digester Improvements	-	-	43,000,000	-	-	-	43,000,000	WPCLF/OWDA
Jackson Pike WWTP Aeration Optimization	-	-	-	-	2,640,000	3,760,000	6,400,000	Sanitary Sewer Enterprise (Unvoted)
Jackson Pike WWTP Aeration Optimization	-	-	-	-	-	20,000,000	20,000,000	WPCLF/OWDA
Jackson Pike A-Plant Secondary Clarifier Electrical Upgrades & Miscellaneous	-	-	-	-	2,580,618	-	2,580,618	Sanitary Sewer Enterprise (Unvoted)
Jackson Pike A-Plant Secondary Clarifier Electrical Upgrades & Miscellaneous	-	-	825,000	1,155,000	239,382	-	2,219,382	Voted 2019 Debt - Sanitary
Jackson Pike A-Plant Secondary Clarifier Electrical Upgrades & Miscellaneous	-	-	-	-	15,000,000	-	15,000,000	WPCLF/OWDA
JPWWTP Cogeneration Facility	-	2,595,560	-	-	-	-	2,595,560	Voted 2016 Debt - Sanitary Sewer
JPWWTP Cogeneration Facility	-	25,911,854	-	-	-	-	25,911,854	WPCLF/OWDA
JPWWTP Screening Improvements	-	1,000,000	880,000	-	-	-	1,880,000	Voted 2016 Debt - Sanitary Sewer
JPWWTP Screening Improvements	-	-	10,000,000	-	-	-	10,000,000	WPCLF/OWDA
JPWWTP Power Monitoring System	-	-	-	128,000	180,000	-	308,000	Voted 2019 Debt - Sanitary
JPWWTP Power Monitoring System	-	-	-	-	1,000,000	-	1,000,000	WPCLF/OWDA
Short Circuit, Coordination, and Arc Flash Studies #1	-	500,000	500,000	-	-	-	1,000,000	Voted 2016 Debt - Sanitary Sewer
DPU General Engineering Consultant Services (GEC) #3	500,000	-	-	-	-	-	500,000	Voted 2016 Debt - Sanitary Sewer
DPU General Engineering Consultant Services (GEC) #4	500,000	500,000	500,000	-	-	-	1,500,000	Voted 2016 Debt - Sanitary Sewer
DPU General Engineering Consultant Services (GEC) #5	-	500,000	500,000	-	-	-	1,000,000	Voted 2016 Debt - Sanitary Sewer
DPU General Engineering Consultant Services (GEC) #5	-	-	-	500,000	500,000	-	1,000,000	Voted 2019 Debt - Sanitary
DPU General Engineering Consultant Services (GEC) #6	-	-	-	-	-	500,000	500,000	Sanitary Sewer Enterprise (Unvoted)
DPU General Engineering Consultant Services (GEC) #6	-	-	-	500,000	500,000	-	1,000,000	Voted 2019 Debt - Sanitary
DPU General Engineering Consultant Services (GEC) #8	-	-	-	-	-	500,000	500,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP Small Capital Projects	-	-	-	-	1,100,000	1,100,000	2,200,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP Small Capital Projects	35,000	1,600,000	1,100,000	-	-	-	2,735,000	Voted 2016 Debt - Sanitary Sewer
JPWWTP Small Capital Projects	-	-	-	1,100,000	-	-	1,100,000	Voted 2019 Debt - Sanitary
JPWWTP Raw Sewage Pump Valve Actuator Replacement	900,000	-	-	-	-	-	900,000	WPCLF/OWDA
JPWWTP Incinerator Building Rehabilitation	-	-	2,300,000	-	-	-	2,300,000	Voted 2019 Debt - Sanitary
SWWTP Small Capital Projects	-	-	-	-	1,100,000	1,100,000	2,200,000	Sanitary Sewer Enterprise (Unvoted)
SWWTP Small Capital Projects	935,000	1,100,000	1,600,000	-	-	-	3,635,000	Voted 2016 Debt - Sanitary Sewer
SWWTP Small Capital Projects	-	-	-	1,100,000	-	-	1,100,000	Voted 2019 Debt - Sanitary
SWWTP Building Heating Improvements - Boiler Revisions (RFP 011A)	4,175,765	-	-	-	-	-	4,175,765	WPCLF/OWDA
SWWTP Boiler System Operational Improvements (S81 Boiler TSFs) (RFP 01)	1,180,115	-	-	-	-	-	1,180,115	WPCLF/OWDA
Fairwood Building Facilities Small Capital Projects	-	-	-	-	-	350,000	350,000	Sanitary Sewer Enterprise (Unvoted)
Fairwood Building Facilities Small Capital Projects	297,500	350,000	350,000	-	-	-	997,500	Voted 2016 Debt - Sanitary Sewer
Fairwood Building Facilities Small Capital Projects	-	-	-	350,000	350,000	-	700,000	Voted 2019 Debt - Sanitary
WWTFs Professional Construction Management Services #2	-	450,000	-	-	-	-	450,000	Voted 2016 Debt - Sanitary Sewer
WWTFs Professional Construction Management Services #3	-	-	-	-	-	485,000	485,000	Sanitary Sewer Enterprise (Unvoted)
WWTFs Professional Construction Management Services #3	-	-	485,000	-	-	-	485,000	Voted 2016 Debt - Sanitary Sewer
WWTFs Professional Construction Management Services #3	-	-	-	485,000	485,000	-	970,000	Voted 2019 Debt - Sanitary
DOSD HVAC and Air Purification System Replacements, No. 1	1,435,500	2,600,000	2,400,000	-	-	-	6,435,500	Voted 2016 Debt - Sanitary Sewer
DOSD HVAC and Air Purification System Replacements, No. 2	-	-	-	-	2,600,000	2,600,000	5,200,000	Sanitary Sewer Enterprise (Unvoted)
DOSD HVAC and Air Purification System Replacements, No. 2	-	-	300,000	-	-	-	300,000	Voted 2016 Debt - Sanitary Sewer
DOSD HVAC and Air Purification System Replacements, No. 2	-	-	-	2,800,000	-	-	2,800,000	Voted 2019 Debt - Sanitary
Jackson Pike WWTP Stormwater and Floodplain Improvements	352,000	150,000	-	-	-	-	502,000	Voted 2016 Debt - Sanitary Sewer
Jackson Pike WWTP Stormwater and Floodplain Improvements	-	5,000,000	-	-	-	-	5,000,000	WPCLF/OWDA

Capital Improvements Program

2020 - 2025 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2020	2021	2022	2023	2024	2025	Total Budget	Funding Source
WWTFS Instrumentation and Control (I&C) Integration and Programming	-	-	-	-	-	500,000	500,000	Sanitary Sewer Enterprise (Unvoted)
WWTFS Instrumentation and Control (I&C) Integration and Programming	500,000	500,000	500,000	-	-	-	1,500,000	Voted 2016 Debt - Sanitary Sewer
WWTFS Instrumentation and Control (I&C) Integration and Programming	-	-	-	500,000	500,000	-	1,000,000	Voted 2019 Debt - Sanitary
SWWTP Sludge Dewatering Improvements	-	-	-	-	3,363,000	-	3,363,000	Sanitary Sewer Enterprise (Unvoted)
SWWTP Sludge Dewatering Improvements	-	-	-	1,045,000	-	-	1,045,000	Voted 2019 Debt - Sanitary
SWWTP Digestion Process Expansion	1,504,000	-	-	-	-	-	1,504,000	Voted 2016 Debt - Sanitary Sewer
SWWTP Digestion Process Expansion	20,490,000	-	-	-	-	-	20,490,000	WPCLF/OWDA
SWWTP Cogeneration Revised Capacity	-	-	500,000	1,519,000	755,700	-	2,774,700	Voted 2019 Debt - Sanitary
SWWTP Cogeneration Revised Capacity	-	-	-	-	8,582,538	-	8,582,538	WPCLF/OWDA
SWWTP Digester Process Expansion, Phase II	1,375,000	1,925,000	2,500,000	-	-	-	5,800,000	Voted 2016 Debt - Sanitary Sewer
SWWTP Digester Process Expansion, Phase II	-	-	-	2,200,000	-	-	2,200,000	Voted 2019 Debt - Sanitary
SWWTP Digester Process Expansion, Phase II	-	-	-	24,955,000	-	-	24,955,000	WPCLF/OWDA
SWWTP Post Aeration Diffuser Replacement	870,000	670,000	-	-	-	-	1,540,000	Voted 2016 Debt - Sanitary Sewer
SWWTP Post Aeration Diffuser Replacement	-	8,695,000	-	-	-	-	8,695,000	WPCLF/OWDA
SWWTP Power Monitoring System	-	-	-	160,000	260,000	-	420,000	Voted 2019 Debt - Sanitary
SWWTP Power Monitoring System	-	-	-	-	1,250,000	-	1,250,000	WPCLF/OWDA
Power Quality Analysis	-	-	-	-	-	500,000	500,000	Sanitary Sewer Enterprise (Unvoted)
WWTF Upgrade - General Program #4	1,609,900	1,894,000	-	-	-	-	3,503,900	Voted 2016 Debt - Sanitary Sewer
WWTF Upgrade - General Program #5	-	-	-	-	1,894,000	1,894,000	3,788,000	Sanitary Sewer Enterprise (Unvoted)
WWTF Upgrade - General Program #5	-	-	1,894,000	-	-	-	1,894,000	Voted 2016 Debt - Sanitary Sewer
WWTF Upgrade - General Program #5	-	-	-	1,894,000	-	-	1,894,000	Voted 2019 Debt - Sanitary
East and Far East Return Activated Sludge Sludge Control Bldg Electrical	-	-	220,000	-	-	-	220,000	Voted 2016 Debt - Sanitary Sewer
East and Far East Return Activated Sludge Sludge Control Bldg Electrical	-	-	-	308,000	752,000	-	1,060,000	Voted 2019 Debt - Sanitary
East and Far East Return Activated Sludge Sludge Control Bldg Electrical	-	-	-	-	4,000,000	-	4,000,000	WPCLF/OWDA
SWWTP Aeration Optimization	-	-	-	-	-	3,960,000	3,960,000	Sanitary Sewer Enterprise (Unvoted)
Southerly EAC HVAC and Air Purification	231,000	3,540,000	-	-	-	-	3,771,000	Voted 2016 Debt - Sanitary Sewer
Compost Facility Odor Control Improvements	5,030,618	-	-	-	-	-	5,030,618	Voted 2016 Debt - Sanitary Sewer
Compost Facility Odor Control Improvements	38,000,000	-	-	-	-	-	38,000,000	WPCLF/OWDA
Compost Facility Odor Reduction Improvements - Part 2	-	860,000	-	-	-	-	860,000	Voted 2016 Debt - Sanitary Sewer
Compost Facility Odor Reduction Improvements - Part 2	-	-	-	1,851,000	-	-	1,851,000	Voted 2019 Debt - Sanitary
Compost Facility Odor Reduction Improvements - Part 2	-	-	-	9,850,000	-	-	9,850,000	WPCLF/OWDA
Southerly Stormwater and Floodplain Improvements	502,000	-	-	-	-	-	502,000	Voted 2016 Debt - Sanitary Sewer
Southerly Stormwater and Floodplain Improvements	-	5,000,000	-	-	-	-	5,000,000	WPCLF/OWDA
2020 Annual Lining Contract	850,000	-	-	-	-	-	850,000	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	Voted 2016 Debt - Sanitary Sewer
2022 Annual Lining Contract	-	-	5,000,000	-	-	-	5,000,000	WPCLF/OWDA
2023 Annual Lining Contract	-	-	-	850,000	-	-	850,000	Voted 2019 Debt - Sanitary
2023 Annual Lining Contract	-	-	-	5,000,000	-	-	5,000,000	WPCLF/OWDA
2024 Annual Lining Contract	-	-	-	-	850,000	-	850,000	Sanitary Sewer Enterprise (Unvoted)
2024 Annual Lining Contract	-	-	-	-	5,000,000	-	5,000,000	WPCLF/OWDA
2025 Annual Lining Contract	-	-	-	-	-	850,000	850,000	Sanitary Sewer Enterprise (Unvoted)
2025 Annual Lining Contract	-	-	-	-	-	5,000,000	5,000,000	WPCLF/OWDA
Walnut Street Sanitary Sewer Extension	-	-	-	-	-	400,000	400,000	Sanitary Sewer Enterprise (Unvoted)
Walnut Street Sanitary Sewer Extension	-	-	-	750,000	-	-	750,000	Voted 2019 Debt - Sanitary
Walnut Street Sanitary Sewer Extension	-	-	-	-	-	2,000,000	2,000,000	WPCLF/OWDA
Sewer System Capacity Model update 2020	-	-	-	-	1,500,000	-	1,500,000	Sanitary Sewer Enterprise (Unvoted)
Sewer System Capacity Model update 2020	-	-	2,000,000	-	-	-	2,000,000	Voted 2019 Debt - Sanitary
Big Walnut Interceptor Lockbourne Subtrunk Canal Road Area	100,000	525,000	-	-	-	-	625,000	Voted 2016 Debt - Sanitary Sewer
Big Walnut Interceptor Lockbourne Subtrunk Canal Road Area	-	-	3,500,000	-	-	-	3,500,000	WPCLF/OWDA
Intermodal Sanitary Subtrunk Extension	26,750,000	-	-	-	-	-	26,750,000	WPCLF/OWDA
Rickenbacker Intermodal Sanitary Extension	625,000	-	-	-	-	-	625,000	Voted 2016 Debt - Sanitary Sewer
Rickenbacker Intermodal Sanitary Extension	3,500,000	-	-	-	-	-	3,500,000	WPCLF/OWDA

2020 - 2025 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2020	2021	2022	2023	2024	2025	Total Budget	Funding Source
Intermodal Sanitary Subtrunk Extension - Phase 2	-	-	900,000	-	-	-	900,000	Voted 2016 Debt - Sanitary Sewer
Intermodal Sanitary Subtrunk Extension - Phase 2	-	-	9,000,000	-	-	-	9,000,000	WPCLF/OWDA
Hayden Run Sewer Extension Phase III	-	750,000	200,000	-	-	-	950,000	Voted 2016 Debt - Sanitary Sewer
Hayden Run Sewer Extension Phase III	-	-	7,500,000	-	-	-	7,500,000	WPCLF/OWDA
DPU Archive / Records Storage and SMOC Locker Room Renovations	5,369,500	-	-	-	-	-	5,369,500	Voted 2016 Debt - Sanitary Sewer
SMOC Inventory Control Consolidations	-	154,000	2,376,000	-	-	-	2,530,000	Voted 2016 Debt - Sanitary Sewer
East Franklinton Phase 3	300,000	-	-	-	-	-	300,000	Voted 2016 Debt - Sanitary Sewer
East Franklinton Phase 3	3,000,000	-	-	-	-	-	3,000,000	WPCLF/OWDA
Ohio State University Area Utility Easement Project	275,000	-	-	-	-	-	275,000	Voted 2016 Debt - Sanitary Sewer
Big Run/Hellbranch Subtrunk (Extension Reimbursement)	1,749,071	-	-	-	-	-	1,749,071	Voted 2016 Debt - Sanitary Sewer
Portage Grove Area Assessment	300,000	-	-	-	-	-	300,000	Voted 2016 Debt - Sanitary Sewer
Portage Grove Area Assessment	2,500,000	-	-	-	-	-	2,500,000	WPCLF/OWDA
Big Walnut Outfall (South) Rehabilitation	2,400,000	100,000	-	-	-	-	2,500,000	Voted 2016 Debt - Sanitary Sewer
Big Walnut Outfall (South) Rehabilitation	-	-	3,000,000	-	-	-	3,000,000	Voted 2019 Debt - Sanitary
Big Walnut Outfall (South) Rehabilitation	-	-	30,000,000	-	-	-	30,000,000	WPCLF/OWDA
Big Walnut Outfall (North) Rehabilitation	-	-	-	-	2,000,000	-	2,000,000	Sanitary Sewer Enterprise (Unvoted)
Big Walnut Outfall (North) Rehabilitation	-	-	1,600,000	100,000	-	-	1,700,000	Voted 2019 Debt - Sanitary
Big Walnut Outfall (North) Rehabilitation	-	-	-	-	20,000,000	-	20,000,000	WPCLF/OWDA
Lower Olentangy Tunnel - Phase 1	-	-	-	-	6,000,000	-	6,000,000	Sanitary Sewer Enterprise (Unvoted)
Lower Olentangy Tunnel - Phase 1	-	9,000,000	-	-	-	-	9,000,000	Voted 2016 Debt - Sanitary Sewer
Lower Olentangy Tunnel - Phase 1	-	-	1,500,000	6,000,000	-	-	7,500,000	Voted 2019 Debt - Sanitary
Lower Olentangy Tunnel - Phase 1	223,000,000	-	-	-	-	-	223,000,000	WPCLF/OWDA
Large Diameter Sewer Rehabilitation - Alum Creek Trunk South Section/Deshler Tunnel-Alum Creek Interceptor Sewer/Truro Sewers	900,000	-	-	-	-	-	900,000	Voted 2016 Debt - Sanitary Sewer
Large Diameter Sewer Rehabilitation - Alum Creek Trunk South Section/Deshler Tunnel-Alum Creek Interceptor Sewer/Truro Sewers	-	14,500,000	-	-	-	-	14,500,000	WPCLF/OWDA
OSIS Large Diameter Sewer Rehabilitation	-	-	550,000	-	-	-	550,000	Voted 2016 Debt - Sanitary Sewer
OSIS Large Diameter Sewer Rehabilitation	-	-	5,000,000	-	-	-	5,000,000	WPCLF/OWDA
Center Large Diameter Rehabilitation	8,000,000	-	-	-	-	-	8,000,000	WPCLF/OWDA
West Side Trunk Rehabilitation	850,000	-	-	-	-	-	850,000	Voted 2016 Debt - Sanitary Sewer
West Side Trunk Rehabilitation	5,000,000	-	-	-	-	-	5,000,000	WPCLF/OWDA
Large Diameter - Blacklick Creek Main Trunk	550,000	-	-	-	-	-	550,000	Voted 2016 Debt - Sanitary Sewer
Large Diameter - Blacklick Creek Main Trunk	-	7,200,000	-	-	-	-	7,200,000	WPCLF/OWDA
Large Diameter - Scioto Main Trunk	100,000	1,275,000	-	-	-	-	1,375,000	Voted 2016 Debt - Sanitary Sewer
Large Diameter - Scioto Main Trunk	-	8,500,000	-	-	-	-	8,500,000	WPCLF/OWDA
Alum Creek Trunk (Middle) Rehabilitation - Phase C	7,000,000	-	-	-	-	-	7,000,000	WPCLF/OWDA
Near North & East Area Large Diameter Assessment - Phase 2	375,000	-	-	-	-	-	375,000	Voted 2016 Debt - Sanitary Sewer
Near North & East Area Large Diameter Assessment - Phase 2	2,500,000	-	-	-	-	-	2,500,000	WPCLF/OWDA
Near North & East Area Large Diameter Assessment - Phase 3	-	675,000	-	-	-	-	675,000	Voted 2016 Debt - Sanitary Sewer
Near North & East Area Large Diameter Assessment - Phase 3	-	4,750,000	-	-	-	-	4,750,000	WPCLF/OWDA
Near North & East Area Large Diameter Assessment - Phase 4	-	-	-	675,000	-	-	675,000	Voted 2019 Debt - Sanitary
Near North & East Area Large Diameter Assessment - Phase 4	-	-	-	4,750,000	-	-	4,750,000	WPCLF/OWDA
Alum Creek Trunk (South) - Phase 2	-	-	1,025,000	-	-	-	1,025,000	Voted 2016 Debt - Sanitary Sewer
Alum Creek Trunk (South) - Phase 2	-	-	-	13,000,000	-	-	13,000,000	WPCLF/OWDA
Alum Creek Trunk (South) - Phase 3	-	-	-	-	800,000	-	800,000	Sanitary Sewer Enterprise (Unvoted)
Alum Creek Trunk (South) - Phase 3	-	-	600,000	-	-	-	600,000	Voted 2016 Debt - Sanitary Sewer
Alum Creek Trunk (South) - Phase 3	-	-	-	-	10,000,000	-	10,000,000	WPCLF/OWDA
Blacklick Creek Sanitary Subtrunk Rehabilitation	512,000	-	-	-	-	-	512,000	Voted 2016 Debt - Sanitary Sewer
Blacklick Creek Sanitary Subtrunk Rehabilitation	-	-	-	562,000	-	-	562,000	Voted 2019 Debt - Sanitary
Blacklick Creek Sanitary Subtrunk Rehabilitation	-	-	-	6,400,000	-	-	6,400,000	WPCLF/OWDA
Annual Large Diameter Sewer Assessment	-	-	-	-	3,000,000	3,000,000	6,000,000	Sanitary Sewer Enterprise (Unvoted)
Annual Large Diameter Sewer Assessment	-	3,000,000	-	-	-	-	3,000,000	Voted 2016 Debt - Sanitary Sewer
Annual Large Diameter Sewer Assessment	-	-	3,000,000	3,000,000	-	-	6,000,000	Voted 2019 Debt - Sanitary
Annual Large Diameter Sewer Assessment	-	-	-	10,312,500	10,312,500	10,312,500	30,937,500	WPCLF/OWDA
Big Walnut Trunk South Rehabilitation	-	-	-	-	2,000,000	150,000	2,150,000	Sanitary Sewer Enterprise (Unvoted)
Brimfield Area Sanitary System Repair Project	1,300,000	-	-	-	-	-	1,300,000	WPCLF/OWDA
2020 General Construction Contract	2,300,000	-	-	-	-	-	2,300,000	Voted 2016 Debt - Sanitary Sewer

Capital Improvements Program

2020 - 2025 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2020	2021	2022	2023	2024	2025	Total Budget	Funding Source
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	Voted 2019 Debt - Sanitary
2023 General Construction Contract	-	-	-	2,300,000	-	-	2,300,000	Voted 2019 Debt - Sanitary
2024 General Construction Contract	-	-	-	-	2,300,000	-	2,300,000	Sanitary Sewer Enterprise (Unvoted)
2025 General Construction Contract	-	-	-	-	-	2,300,000	2,300,000	Sanitary Sewer Enterprise (Unvoted)
Moler Street Overflow Intercepting Sewer	-	2,092,722	-	-	-	-	2,092,722	Voted 2016 Debt - Sanitary Sewer
Moler Street Overflow Intercepting Sewer	-	13,951,480	-	-	-	-	13,951,480	WPCLF/OWDA
Third Ave Relief Sewer, Phase 3	600,000	-	-	-	-	-	600,000	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	-	-	-	-	-	485,000	485,000	Sanitary Sewer Enterprise (Unvoted)
SMOC SCADA Modernization at Remote Sanitary Facilities	-	-	-	1,800,000	-	-	1,800,000	Voted 2019 Debt - Sanitary
SMOC SCADA Modernization at Remote Sanitary Facilities	-	-	-	-	-	3,200,000	3,200,000	WPCLF/OWDA
SMOC SCADA Communication Network Modernization	-	-	-	-	-	720,000	720,000	Sanitary Sewer Enterprise (Unvoted)
SMOC SCADA Communication Network Modernization	-	-	-	2,400,000	-	-	2,400,000	Voted 2019 Debt - Sanitary
SMOC SCADA Communication Network Modernization	-	-	-	-	-	4,800,000	4,800,000	WPCLF/OWDA
Inflow Redirection - Noble & 4th St	30,000	50,000	-	-	-	-	80,000	Voted 2016 Debt - Sanitary Sewer
Inflow Redirection - Noble & 4th St	-	450,000	-	-	-	-	450,000	WPCLF/OWDA
Inflow Redirection - Kerr / Russell	-	-	300,000	-	-	-	300,000	Voted 2019 Debt - Sanitary
Inflow Redirection - Kerr / Russell	-	-	3,000,000	-	-	-	3,000,000	WPCLF/OWDA
Inflow Redirection - Markison	1,775,000	-	-	-	-	-	1,775,000	Voted 2016 Debt - Sanitary Sewer
Inflow Redirection - Markison	-	13,800,000	-	-	-	-	13,800,000	WPCLF/OWDA
Hydraulic Modification to CSO Regulator - Markison	24,300	-	-	-	-	-	24,300	Voted 2016 Debt - Sanitary Sewer
Hydraulic Modification to CSO Regulator - Markison	-	242,572	-	-	-	-	242,572	WPCLF/OWDA
Construction Administration Services 2020 to 2022	-	-	-	-	1,546,000	1,546,000	3,092,000	Sanitary Sewer Enterprise (Unvoted)
Construction Administration Services 2020 to 2022	-	823,000	1,208,000	-	-	-	2,031,000	Voted 2016 Debt - Sanitary Sewer
Construction Administration Services 2020 to 2022	-	-	-	1,646,000	-	-	1,646,000	Voted 2019 Debt - Sanitary
DSR 147 Overflow Pipe Raise - 5th by Northwest Blueprint Area	-	-	11,206	-	-	-	11,206	Voted 2016 Debt - Sanitary Sewer
DSR 147 Overflow Pipe Raise - 5th by Northwest Blueprint Area	-	-	-	84,045	-	-	84,045	Voted 2019 Debt - Sanitary
DSR 148 Overflow Pipe Raise - 5th by Northwest Blueprint Area	-	-	11,206	-	-	-	11,206	Voted 2016 Debt - Sanitary Sewer
DSR 148 Overflow Pipe Raise - 5th by Northwest Blueprint Area	-	-	-	84,045	-	-	84,045	Voted 2019 Debt - Sanitary
DSR 149 Overflow Pipe Raise - 5th by Northwest Blueprint Area	-	-	11,206	-	-	-	11,206	Voted 2016 Debt - Sanitary Sewer
DSR 149 Overflow Pipe Raise - 5th by Northwest Blueprint Area	-	-	-	84,045	-	-	84,045	Voted 2019 Debt - Sanitary
DSR 150 Overflow Pipe Raise - 5th by Northwest Blueprint Area	-	-	-	-	-	11,206	11,206	Sanitary Sewer Enterprise (Unvoted)
Flow Split Reconfiguration - 5th by Northwest Blueprint Area	-	-	9,419	-	-	-	9,419	Voted 2016 Debt - Sanitary Sewer
Flow Split Reconfiguration - 5th by Northwest Blueprint Area	-	-	-	70,641	-	-	70,641	Voted 2019 Debt - Sanitary
Bulkhead of Oxley Road Relief Pipe - 5th by Northwest Blueprint Area	-	-	-	83,399	-	-	83,399	Voted 2019 Debt - Sanitary
DSR 109 Closure - 5th by Northwest Blueprint Area	-	-	-	95,251	-	-	95,251	Voted 2019 Debt - Sanitary
DSR 111 Closure - 5th by Northwest Blueprint Area	-	-	-	95,251	-	-	95,251	Voted 2019 Debt - Sanitary
DSR 146 Closure - 5th by Northwest Blueprint Area	-	-	-	95,251	-	-	95,251	Voted 2019 Debt - Sanitary
DSR 103 Closure - 5th by Northwest Blueprint Area	-	-	-	-	-	95,251	95,251	Sanitary Sewer Enterprise (Unvoted)
New Relief Pipe to the Olentangy Scioto Interceptor Sewer - Clintonville 2	-	673,947	106,697	-	-	-	780,644	Voted 2016 Debt - Sanitary Sewer
New Relief Pipe to the Olentangy Scioto Interceptor Sewer - Clintonville 2	-	-	1,207,500	-	-	-	1,207,500	Voted 2019 Debt - Sanitary
New Relief Pipe to the Olentangy Scioto Interceptor Sewer - Clintonville 2	-	-	-	8,761,311	-	-	8,761,311	WPCLF/OWDA
DSR 873 New Relief Sewer	-	-	-	-	50,000	-	50,000	Sanitary Sewer Enterprise (Unvoted)
DSR 873 New Relief Sewer	-	-	12,208	-	-	-	12,208	Voted 2016 Debt - Sanitary Sewer
Second Barrel Interconnector Augmentation	-	400,000	-	-	-	-	400,000	Voted 2016 Debt - Sanitary Sewer
Second Barrel Interconnector Augmentation	-	4,000,000	-	-	-	-	4,000,000	WPCLF/OWDA
Flow Redirection - Plum Ridge	-	-	-	-	67,000	-	67,000	Sanitary Sewer Enterprise (Unvoted)
Flow Redirection - Plum Ridge	-	-	134,000	-	-	-	134,000	Voted 2016 Debt - Sanitary Sewer
Upsizing Sewer Pipes Project ID 2 Near South	-	1,200,000	-	-	-	-	1,200,000	WPCLF/OWDA
Upsizing Sewer Pipes Project ID 3 Near South	-	400,000	-	-	-	-	400,000	WPCLF/OWDA
Blueprint Linden - Hudson / McGuffey	4,294,201	-	-	-	-	-	4,294,201	WPCLF/OWDA
Blueprint Linden - Oakland Park / Medina	3,000,000	-	-	-	-	-	3,000,000	WPCLF/OWDA
Blueprint Linden - Agler / Berrell	525,000	-	-	-	-	-	525,000	Voted 2016 Debt - Sanitary Sewer
Blueprint Linden - Agler / Berrell	3,500,000	-	-	-	-	-	3,500,000	WPCLF/OWDA

2020 - 2025 CAPITAL IMPROVEMENTS PROGRAM (cont.)

DEPARTMENT PROJECT	2020	2021	2022	2023	2024	2025	Total	
							Budget	Funding Source
Blueprint Linden - Artane / Parkwood	650,000	-	-	-	-	-	650,000	Voted 2016 Debt - Sanitary Sewer
Blueprint Linden - Artane / Parkwood	4,000,000	-	-	-	-	-	4,000,000	WPCLF/OWDA
Blueprint Linden - Linview Park	150,000	-	-	-	-	-	150,000	Voted 2016 Debt - Sanitary Sewer
Blueprint Linden - Linview Park	900,000	-	-	-	-	-	900,000	WPCLF/OWDA
Blueprint Hilltop - Palmetto/Westgate	2,000,000	-	-	-	-	-	2,000,000	WPCLF/OWDA
Blueprint Hilltop - Eureka/Fremont	1,030,352	-	-	-	-	-	1,030,352	Voted 2016 Debt - Sanitary Sewer
Blueprint Hilltop - Eureka/Fremont	10,303,527	-	-	-	-	-	10,303,527	WPCLF/OWDA
Blueprint Miller Kelton - Newton/Bedford	-	200,000	-	-	-	-	200,000	Voted 2016 Debt - Sanitary Sewer
Blueprint Miller Kelton - Newton/Bedford	-	1,000,000	-	-	-	-	1,000,000	WPCLF/OWDA
Blueprint Miller Kelton - Kelton/Fairwood	-	900,000	-	-	-	-	900,000	Voted 2016 Debt - Sanitary Sewer
Blueprint Miller Kelton - Kelton/Fairwood	-	9,000,000	-	-	-	-	9,000,000	WPCLF/OWDA
Blueprint 5th Ave by Northwest - Northwest - Sunrise / Glenn	-	745,000	-	-	-	-	745,000	Voted 2016 Debt - Sanitary Sewer
Blueprint 5th Ave by Northwest - Northwest - Sunrise / Glenn	-	-	3,700,000	-	-	-	3,700,000	WPCLF/OWDA
Blueprint 5th Ave by Northwest - Edgehill / Meadow	-	-	675,390	-	-	-	675,390	Voted 2016 Debt - Sanitary Sewer
Blueprint 5th Ave by Northwest - Edgehill / Meadow	-	-	94,610	-	-	-	94,610	Voted 2019 Debt - Sanitary
Blueprint 5th Ave by Northwest - Edgehill / Meadow	-	-	4,450,000	-	-	-	4,450,000	WPCLF/OWDA
Blueprint Winthrop / Milton Area Integrated Solutions	-	542,412	150,000	-	-	-	692,412	Voted 2016 Debt - Sanitary Sewer
Blueprint Winthrop / Milton Area Integrated Solutions	-	-	-	700,000	-	-	700,000	Voted 2019 Debt - Sanitary
Blueprint Winthrop / Milton Area Integrated Solutions	-	-	-	3,700,000	-	-	3,700,000	WPCLF/OWDA
Blueprint Dorris / Weber Area Integrated Solutions	340,000	-	-	-	-	-	340,000	Voted 2016 Debt - Sanitary Sewer
Blueprint Dorris / Weber Area Integrated Solutions	-	-	-	860,000	-	-	860,000	Voted 2019 Debt - Sanitary
Blueprint Dorris / Weber Area Integrated Solutions	-	-	-	6,600,000	-	-	6,600,000	WPCLF/OWDA
Blueprint Fredonia / Piedmont Area Integrated Solutions	-	700,000	160,000	-	-	-	860,000	Voted 2016 Debt - Sanitary Sewer
Blueprint Fredonia / Piedmont Area Integrated Solutions	-	-	-	815,000	-	-	815,000	Voted 2019 Debt - Sanitary
Blueprint Fredonia / Piedmont Area Integrated Solutions	-	-	-	4,100,000	-	-	4,100,000	WPCLF/OWDA
Blueprint Tulane / Findley Area Integrated Solutions	-	900,000	-	-	-	-	900,000	Voted 2016 Debt - Sanitary Sewer
Blueprint Tulane / Findley Area Integrated Solutions	-	-	-	200,000	700,000	-	900,000	Voted 2019 Debt - Sanitary
Blueprint Tulane / Findley Area Integrated Solutions	-	-	-	-	6,000,000	-	6,000,000	WPCLF/OWDA
Blueprint Milford / Summit Area Integrated Solutions	-	330,000	25,000	-	-	-	355,000	Voted 2016 Debt - Sanitary Sewer
Blueprint Milford / Summit Area Integrated Solutions	-	-	-	200,000	637,500	-	837,500	Voted 2019 Debt - Sanitary
Blueprint Milford / Summit Area Integrated Solutions	-	-	-	-	4,250,000	-	4,250,000	WPCLF/OWDA
Blueprint Old Beechwood Area - Integrated Solutions	680,000	200,000	-	-	-	-	880,000	Voted 2016 Debt - Sanitary Sewer
Leland / Highland Area Integrated Solutions	-	-	-	-	-	873,000	873,000	Sanitary Sewer Enterprise (Unvoted)
Charleston / Kanawha Area Integrated Solutions	-	-	-	-	-	537,605	537,605	Sanitary Sewer Enterprise (Unvoted)
Croswell / Beaumont Area Integrated Solutions	-	-	-	-	-	1,109,674	1,109,674	Sanitary Sewer Enterprise (Unvoted)
Jeffrey / Sellers Area Integrated Solutions	-	-	-	-	-	1,327,418	1,327,418	Sanitary Sewer Enterprise (Unvoted)
Blueprint Hilltop 4 - Highland / Harris	-	500,000	995,000	-	-	-	1,495,000	Voted 2016 Debt - Sanitary Sewer
Blueprint Hilltop 4 - Highland / Harris	-	-	5,300,000	-	-	-	5,300,000	WPCLF/OWDA
Blueprint W. Franklinton - Yale / Edwin	-	-	-	-	500,000	-	500,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint W. Franklinton - Green / Glenwood	-	-	-	-	675,000	-	675,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Near South - Morrill/Ann Area Integrated Solutions	-	-	-	-	-	200,000	200,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Near South - Morrill/Ann Area Integrated Solutions	-	-	669,140	-	-	-	669,140	Voted 2016 Debt - Sanitary Sewer
Blueprint Near South - Champion/Roberts Area Integrated Solutions	-	-	-	-	-	200,000	200,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Near South - Champion/Roberts Area Integrated Solutions	-	-	699,140	-	-	-	699,140	Voted 2016 Debt - Sanitary Sewer
Blueprint Hilltop 1 Palmetto / Westgate Permeable Pavers	607,500	-	-	-	-	-	607,500	Voted 2016 Debt - Sanitary Sewer
Blueprint Hilltop 1 Palmetto / Westgate Permeable Pavers	10,000,000	-	-	-	-	-	10,000,000	WPCLF/OWDA
Blueprint Hilltop 1 Eureka / Fremont Permeable Pavers	120,000	-	-	-	-	-	120,000	Voted 2016 Debt - Sanitary Sewer
Blueprint Hilltop 1 Eureka / Fremont Permeable Pavers	1,200,000	-	-	-	-	-	1,200,000	WPCLF/OWDA
Astor / Bernhard Integrated Solutions	-	-	-	-	-	50,000	50,000	Sanitary Sewer Enterprise (Unvoted)
Astor / Bernhard Integrated Solutions	-	-	787,666	-	-	-	787,666	Voted 2016 Debt - Sanitary Sewer
Astor / Bernhard Integrated Solutions	-	-	-	279,015	100,000	-	379,015	Voted 2019 Debt - Sanitary
Astor / Bernhard Integrated Solutions	-	-	-	-	2,790,150	-	2,790,150	WPCLF/OWDA
Thurston / Grimsby Integrated Solutions	-	-	418,404	-	-	-	418,404	Voted 2016 Debt - Sanitary Sewer
Thurston / Grimsby Integrated Solutions	-	-	-	140,610	150,000	-	290,610	Voted 2019 Debt - Sanitary
Thurston / Grimsby Integrated Solutions	-	-	-	-	1,406,100	-	1,406,100	WPCLF/OWDA

Capital Improvements Program

2020 - 2025 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2020	2021	2022	2023	2024	2025	Total	
							Budget	Funding Source
Gertrude / Lattimer Integrated Solutions	-	-	-	-	947,515	-	947,515	Sanitary Sewer Enterprise (Unvoted)
Gertrude / Lattimer Integrated Solutions	-	-	1,958,346	-	-	-	1,958,346	Voted 2019 Debt - Sanitary
Gertrude / Lattimer Integrated Solutions	-	-	-	-	-	6,975,150	6,975,150	WPCLF/OWDA
Plum Ridge Integrated Solutions	-	-	-	-	354,645	-	354,645	Sanitary Sewer Enterprise (Unvoted)
Plum Ridge Integrated Solutions	-	-	545,678	-	-	-	545,678	Voted 2016 Debt - Sanitary Sewer
Plum Ridge Integrated Solutions	-	-	-	-	-	2,046,450	2,046,450	WPCLF/OWDA
Blueprint Miller Kelton Newton / Bedford Permeable Pavers	900,000	-	-	-	-	-	900,000	Voted 2016 Debt - Sanitary Sewer
Blueprint Miller Kelton Newton / Bedford Permeable Pavers	9,000,000	-	-	-	-	-	9,000,000	WPCLF/OWDA
Blueprint Linden 1 Downspot Redirection Project 1	-	529,942	-	-	-	-	529,942	Voted 2016 Debt - Sanitary Sewer
Blueprint Linden 1 Downspot Redirection Project 1	-	3,532,944	-	-	-	-	3,532,944	WPCLF/OWDA
Blueprint Linden 1 Downspot Redirection Project 2	-	-	529,942	-	-	-	529,942	Voted 2016 Debt - Sanitary Sewer
Blueprint Linden 1 Downspot Redirection Project 2	-	-	3,532,944	-	-	-	3,532,944	WPCLF/OWDA
Blueprint Linden 1 Downspot Redirection Project 3	-	-	529,942	-	-	-	529,942	Voted 2016 Debt - Sanitary Sewer
Blueprint Linden 1 Downspot Redirection Project 3	-	-	3,532,944	-	-	-	3,532,944	WPCLF/OWDA
Blueprint Linden 1 Downspot Redirection Project 4	-	-	529,942	-	-	-	529,942	Voted 2016 Debt - Sanitary Sewer
Blueprint Linden 1 Downspot Redirection Project 4	-	-	3,532,944	-	-	-	3,532,944	WPCLF/OWDA
Blueprint Linden 1 Downspot Redirection Project 5	-	-	529,942	-	-	-	529,942	Voted 2016 Debt - Sanitary Sewer
Blueprint Linden 1 Downspot Redirection Project 5	-	-	3,532,944	-	-	-	3,532,944	WPCLF/OWDA
Blueprint Linden 1 Downspot Redirection Project 6	-	-	-	529,942	-	-	529,942	Voted 2019 Debt - Sanitary
Blueprint Linden 1 Downspot Redirection Project 6	-	-	-	3,532,944	-	-	3,532,944	WPCLF/OWDA
Blueprint Linden 1 Downspot Redirection Project 7	-	-	-	529,942	-	-	529,942	Voted 2019 Debt - Sanitary
Blueprint Linden 1 Downspot Redirection Project 7	-	-	-	3,532,944	-	-	3,532,944	WPCLF/OWDA
Blueprint Linden 1 Downspot Redirection Project 8	-	-	-	529,942	-	-	529,942	Voted 2019 Debt - Sanitary
Blueprint Linden 1 Downspot Redirection Project 8	-	-	-	3,532,944	-	-	3,532,944	WPCLF/OWDA
Roof Redirection - 5th by Northwest, Phase 1	-	-	-	-	-	445,568	445,568	Sanitary Sewer Enterprise (Unvoted)
Roof Redirection - 5th by Northwest, Phase 1	-	-	-	-	-	2,970,450	2,970,450	WPCLF/OWDA
Roof Redirection - 5th by Northwest, Phase 2	-	-	-	-	-	445,568	445,568	Sanitary Sewer Enterprise (Unvoted)
Roof Redirection - 5th by Northwest, Phase 2	-	-	-	-	-	2,970,450	2,970,450	WPCLF/OWDA
Blueprint Hilltop 1 Palmetto / Westgate Roof Redirection Project 1	-	-	-	607,500	-	-	607,500	Voted 2019 Debt - Sanitary
Blueprint Hilltop 1 Palmetto / Westgate Roof Redirection Project 1	-	-	-	4,050,000	-	-	4,050,000	WPCLF/OWDA
Blueprint Hilltop 1 Palmetto / Westgate Roof Redirection Project 2	-	-	-	607,500	-	-	607,500	Voted 2019 Debt - Sanitary
Blueprint Hilltop 1 Palmetto / Westgate Roof Redirection Project 2	-	-	-	4,050,000	-	-	4,050,000	WPCLF/OWDA
Blueprint Hilltop 1 Palmetto / Westgate Roof Redirection Project 3	-	-	-	607,500	-	-	607,500	Voted 2019 Debt - Sanitary
Blueprint Hilltop 1 Palmetto / Westgate Roof Redirection Project 3	-	-	-	4,050,000	-	-	4,050,000	WPCLF/OWDA
Blueprint Hilltop 1 Palmetto / Westgate Roof Redirection Project 4	-	-	-	607,500	-	-	607,500	Voted 2019 Debt - Sanitary
Blueprint Hilltop 1 Palmetto / Westgate Roof Redirection Project 4	-	-	-	4,050,000	-	-	4,050,000	WPCLF/OWDA
Blueprint Hilltop 1 Eureka / Fremont Roof Redirection Project 5	-	-	-	607,500	-	-	607,500	Voted 2019 Debt - Sanitary
Blueprint Hilltop 1 Eureka / Fremont Roof Redirection Project 5	-	-	-	-	4,050,000	-	4,050,000	WPCLF/OWDA
Blueprint Hilltop 1 Eureka / Fremont Roof Redirection Project 6	-	-	-	-	607,500	-	607,500	Sanitary Sewer Enterprise (Unvoted)
Blueprint Hilltop 1 Eureka / Fremont Roof Redirection Project 6	-	-	-	-	4,050,000	-	4,050,000	WPCLF/OWDA
Blueprint Hilltop 1 Eureka / Fremont Roof Redirection Project 7	-	-	-	-	607,500	-	607,500	Sanitary Sewer Enterprise (Unvoted)
Blueprint Hilltop 1 Eureka / Fremont Roof Redirection Project 7	-	-	-	-	4,050,000	-	4,050,000	WPCLF/OWDA
Blueprint Hilltop 1 Eureka / Fremont Roof Redirection Project 8	-	-	-	-	607,500	-	607,500	Sanitary Sewer Enterprise (Unvoted)
Blueprint Hilltop 1 Eureka / Fremont Roof Redirection Project 8	-	-	-	-	4,050,000	-	4,050,000	WPCLF/OWDA
Blueprint Miller-Kelton Newton / Bedford Roof Redirection Project 1	-	-	-	-	525,000	-	525,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Miller-Kelton Newton / Bedford Roof Redirection Project 1	-	-	-	-	3,500,000	-	3,500,000	WPCLF/OWDA
Blueprint Miller-Kelton Newton / Bedford Roof Redirection Project 2	-	-	-	-	525,000	-	525,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Miller-Kelton Newton / Bedford Roof Redirection Project 2	-	-	-	-	3,500,000	-	3,500,000	WPCLF/OWDA
Blueprint Miller-Kelton Fairwood / Kent Roof Redirection Project 3	-	-	-	-	-	525,000	525,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Miller-Kelton Fairwood / Kent Roof Redirection Project 3	-	-	-	-	-	3,500,000	3,500,000	WPCLF/OWDA
Blueprint Miller-Kelton Fairwood / Kent Roof Redirection Project 4	-	-	-	-	-	525,000	525,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Miller-Kelton Fairwood / Kent Roof Redirection Project 4	-	-	-	-	-	3,500,000	3,500,000	WPCLF/OWDA
Lateral Lining - Clintonville 1 Schreyer / Springs	2,000,000	-	-	-	-	-	2,000,000	WPCLF/OWDA
Blueprint Linden 1 Lateral Lining Project 1	-	492,089	-	-	-	-	492,089	Voted 2016 Debt - Sanitary Sewer
Blueprint Linden 1 Lateral Lining Project 1	-	3,280,591	-	-	-	-	3,280,591	WPCLF/OWDA

2020 - 2025 CAPITAL IMPROVEMENTS PROGRAM (cont.)

DEPARTMENT PROJECT	2020	2021	2022	2023	2024	2025	Total	
							Budget	Funding Source
Blueprint Linden 1 Lateral Lining Project 2	-	-	492,089	-	-	-	492,089	Voted 2016 Debt - Sanitary Sewer
Blueprint Linden 1 Lateral Lining Project 2	-	-	3,280,591	-	-	-	3,280,591	WPCLF/OWDA
Blueprint Linden 1 Lateral Lining Project 3	-	-	492,089	-	-	-	492,089	Voted 2016 Debt - Sanitary Sewer
Blueprint Linden 1 Lateral Lining Project 3	-	-	3,280,591	-	-	-	3,280,591	WPCLF/OWDA
Blueprint Linden 1 Lateral Lining Project 4	-	-	492,089	-	-	-	492,089	Voted 2016 Debt - Sanitary Sewer
Blueprint Linden 1 Lateral Lining Project 4	-	-	3,280,591	-	-	-	3,280,591	WPCLF/OWDA
Blueprint Linden 1 Lateral Lining Project 5	-	-	492,089	-	-	-	492,089	Voted 2016 Debt - Sanitary Sewer
Blueprint Linden 1 Lateral Lining Project 5	-	-	3,280,591	-	-	-	3,280,591	WPCLF/OWDA
Blueprint Linden 1 Lateral Lining Project 6	-	-	-	492,089	-	-	492,089	Voted 2019 Debt - Sanitary
Blueprint Linden 1 Lateral Lining Project 6	-	-	-	3,280,591	-	-	3,280,591	WPCLF/OWDA
Blueprint Linden 1 Lateral Lining Project 7	-	-	-	492,089	-	-	492,089	Voted 2019 Debt - Sanitary
Blueprint Linden 1 Lateral Lining Project 7	-	-	-	3,280,591	-	-	3,280,591	WPCLF/OWDA
Blueprint Linden 1 Lateral Lining Project 8	-	-	-	492,089	-	-	492,089	Voted 2019 Debt - Sanitary
Blueprint Linden 1 Lateral Lining Project 8	-	-	-	3,280,591	-	-	3,280,591	WPCLF/OWDA
Lateral Lining - 5th by Northwest, Phase 1	-	-	-	-	-	413,741	413,741	Sanitary Sewer Enterprise (Unvoted)
Lateral Lining - 5th by Northwest, Phase 1	-	-	-	-	-	2,758,275	2,758,275	WPCLF/OWDA
Lateral Lining - 5th by Northwest, Phase 2	-	-	-	-	-	413,741	413,741	Sanitary Sewer Enterprise (Unvoted)
Lateral Lining - 5th by Northwest, Phase 2	-	-	-	-	-	2,758,275	2,758,275	WPCLF/OWDA
Blueprint Hilltop 1 Palmetto / Westgate Lateral Lining Project 1	-	-	-	570,000	-	-	570,000	Voted 2019 Debt - Sanitary
Blueprint Hilltop 1 Palmetto / Westgate Lateral Lining Project 1	-	-	-	3,800,000	-	-	3,800,000	WPCLF/OWDA
Blueprint Hilltop 1 Palmetto / Westgate Lateral Lining Project 2	-	-	-	570,000	-	-	570,000	Voted 2019 Debt - Sanitary
Blueprint Hilltop 1 Palmetto / Westgate Lateral Lining Project 2	-	-	-	3,800,000	-	-	3,800,000	WPCLF/OWDA
Blueprint Hilltop 1 Palmetto / Westgate Lateral Lining Project 3	-	-	-	570,000	-	-	570,000	Voted 2019 Debt - Sanitary
Blueprint Hilltop 1 Palmetto / Westgate Lateral Lining Project 3	-	-	-	3,800,000	-	-	3,800,000	WPCLF/OWDA
Blueprint Hilltop 1 Palmetto / Westgate Lateral Lining Project 4	-	-	-	570,000	-	-	570,000	Voted 2019 Debt - Sanitary
Blueprint Hilltop 1 Palmetto / Westgate Lateral Lining Project 4	-	-	-	3,800,000	-	-	3,800,000	WPCLF/OWDA
Blueprint Hilltop 1 Eureka / Fremont Lateral Lining Project 5	-	-	-	570,000	-	-	570,000	Voted 2019 Debt - Sanitary
Blueprint Hilltop 1 Eureka / Fremont Lateral Lining Project 5	-	-	-	-	3,800,000	-	3,800,000	WPCLF/OWDA
Blueprint Hilltop 1 Eureka / Fremont Lateral Lining Project 6	-	-	-	-	570,000	-	570,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Hilltop 1 Eureka / Fremont Lateral Lining Project 6	-	-	-	-	3,800,000	-	3,800,000	WPCLF/OWDA
Blueprint Hilltop 1 Eureka / Fremont Lateral Lining Project 7	-	-	-	-	570,000	-	570,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Hilltop 1 Eureka / Fremont Lateral Lining Project 7	-	-	-	-	3,800,000	-	3,800,000	WPCLF/OWDA
Blueprint Hilltop 1 Eureka / Fremont Lateral Lining Project 8	-	-	-	-	570,000	-	570,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Hilltop 1 Eureka / Fremont Lateral Lining Project 8	-	-	-	-	3,800,000	-	3,800,000	WPCLF/OWDA
Blueprint Miller-Kelton Newton / Bedford Lateral Lining Project 1	-	-	-	-	487,500	-	487,500	Sanitary Sewer Enterprise (Unvoted)
Blueprint Miller-Kelton Newton / Bedford Lateral Lining Project 1	-	-	-	-	3,250,000	-	3,250,000	WPCLF/OWDA
Blueprint Miller-Kelton Newton / Bedford Lateral Lining Project 2	-	-	-	-	487,500	-	487,500	Sanitary Sewer Enterprise (Unvoted)
Blueprint Miller-Kelton Newton / Bedford Lateral Lining Project 2	-	-	-	-	3,250,000	-	3,250,000	WPCLF/OWDA
Blueprint Miller-Kelton Fairwood / Kent Lateral Lining Project 3	-	-	-	-	-	487,500	487,500	Sanitary Sewer Enterprise (Unvoted)
Blueprint Miller-Kelton Fairwood / Kent Lateral Lining Project 3	-	-	-	-	-	3,250,000	3,250,000	WPCLF/OWDA
Blueprint Miller-Kelton Fairwood / Kent Lateral Lining Project 4	-	-	-	-	-	487,500	487,500	Sanitary Sewer Enterprise (Unvoted)
Blueprint Miller-Kelton Fairwood / Kent Lateral Lining Project 4	-	-	-	-	-	3,250,000	3,250,000	WPCLF/OWDA
Mainline Lining - Clintonville 2 Blueprint Area	-	-	-	-	-	440,000	440,000	Sanitary Sewer Enterprise (Unvoted)
Mainline Lining - Clintonville 2 Blueprint Area	-	-	-	-	-	5,788,486	5,788,486	WPCLF/OWDA
Mainline Lining - James Livingston 5 Blueprint Area	-	-	-	-	1,368,948	-	1,368,948	Sanitary Sewer Enterprise (Unvoted)
Mainline Lining - James Livingston 5 Blueprint Area	-	-	-	-	13,689,481	-	13,689,481	WPCLF/OWDA
Mainline Lining - Plum Ridge Blueprint Area	-	-	-	-	100,726	-	100,726	Sanitary Sewer Enterprise (Unvoted)
Mainline Lining - Plum Ridge Blueprint Area	-	-	-	-	128,183	-	128,183	Voted 2019 Debt - Sanitary
Mainline Lining - Plum Ridge Blueprint Area	-	-	-	-	2,289,096	-	2,289,096	WPCLF/OWDA
Volunteer Sump Pump Program - Blueprint North Linden 1, Phase 3	1,766,975	-	-	-	-	-	1,766,975	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	-	-	-	-	-	4,356,357	4,356,357	Sanitary Sewer Enterprise (Unvoted)
Volunteer Sump Pump Program - Hilltop 2 Blueprint Area	-	-	-	-	150,000	150,000	300,000	Sanitary Sewer Enterprise (Unvoted)
Volunteer Sump Pump Program - Blueprint Clintonville 3 Project 1	2,590,000	-	-	-	-	-	2,590,000	Voted 2016 Debt - Sanitary Sewer
Volunteer Sump Pump Program - Blueprint Clintonville 3 Project 2	338,000	2,252,000	-	-	-	-	2,590,000	Voted 2016 Debt - Sanitary Sewer

Capital Improvements Program

2020 - 2025 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2020	2021	2022	2023	2024	2025	Total	
							Budget	Funding Source
Volunteer Sump Pump Program - Blueprint Clintonville 3 Project 3	-	2,590,000	-	-	-	-	2,590,000	Voted 2016 Debt - Sanitary Sewer
Volunteer Sump Pump Program - Blueprint Clintonville 3 Project 4	-	-	2,590,000	-	-	-	2,590,000	Voted 2019 Debt - Sanitary
Volunteer Sump Pump Program - Blueprint 5th by Northwest	-	1,725,000	-	-	-	-	1,725,000	Voted 2016 Debt - Sanitary Sewer
Volunteer Sump Pump Program - Blueprint Hilltop 4, Phase 1	-	1,725,000	-	-	-	-	1,725,000	Voted 2016 Debt - Sanitary Sewer
Volunteer Sump Pump Program - Blueprint Hilltop 4, Phase 2	-	-	1,725,000	-	-	-	1,725,000	Voted 2019 Debt - Sanitary
Blueprint Hilltop 1 Volunteer Sump Pump Program Project 2	1,863,575	-	-	-	-	-	1,863,575	Voted 2016 Debt - Sanitary Sewer
Blueprint Hilltop 1 Volunteer Sump Pump Program Project 3	2,213,575	-	-	-	-	-	2,213,575	Voted 2016 Debt - Sanitary Sewer
Blueprint Hilltop 1 Volunteer Sump Pump Program Project 4	350,000	1,863,575	-	-	-	-	2,213,575	Voted 2016 Debt - Sanitary Sewer
Volunteer Sump Pump Program - Blueprint West Franklinton, Phase 1	-	-	-	-	1,668,000	-	1,668,000	Sanitary Sewer Enterprise (Unvoted)
Volunteer Sump Pump Program - Blueprint West Franklinton, Phase 2	-	-	-	-	-	1,668,000	1,668,000	Sanitary Sewer Enterprise (Unvoted)
Volunteer Sump Pump Program - Blueprint James Livingston 5, Phase 1	-	-	-	-	2,070,000	-	2,070,000	Sanitary Sewer Enterprise (Unvoted)
Volunteer Sump Pump Program - Blueprint James Livingston 5, Phase 2	-	-	-	-	-	2,070,000	2,070,000	Sanitary Sewer Enterprise (Unvoted)
Volunteer Sump Pump Program - Blueprint James Livingston 5, Phase 3	-	-	-	-	-	2,070,000	2,070,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Miller/Kelton Volunteer Sump Pump Program Project 2	1,860,000	-	-	-	-	-	1,860,000	Voted 2016 Debt - Sanitary Sewer
BP Near South Volunteer Sump Pump 1	-	-	-	-	1,994,991	-	1,994,991	Sanitary Sewer Enterprise (Unvoted)
BP Near South Volunteer Sump Pump 2	-	-	-	-	1,994,991	-	1,994,991	Sanitary Sewer Enterprise (Unvoted)
Upsizing Sewer Pipes - Project ID 4 - North Linden 2	-	-	-	-	118,701	-	118,701	Sanitary Sewer Enterprise (Unvoted)
Upsizing Sewer Pipes - Project ID 5a, 5b, 5c - North Linden 2	-	-	-	-	175,350	-	175,350	Sanitary Sewer Enterprise (Unvoted)
Scioto Main Sanitary Pump Stations	-	1,200,000	-	-	-	-	1,200,000	Voted 2016 Debt - Sanitary Sewer
Scioto Main Sanitary Pump Stations	-	-	12,000,000	-	-	-	12,000,000	WPCLF/OWDA
Scioto Main Sanitary Trunk Sewer Rehabilitation	100,000	1,200,000	-	-	-	-	1,300,000	Voted 2016 Debt - Sanitary Sewer
Scioto Main Sanitary Trunk Sewer Rehabilitation	-	15,000,000	-	-	-	-	15,000,000	WPCLF/OWDA
Meeklynn Drive Area Sanitary Sewer	-	450,000	-	-	-	-	450,000	Voted 2016 Debt - Sanitary Sewer
Meeklynn Drive Area Sanitary Sewer	-	3,000,000	-	-	-	-	3,000,000	WPCLF/OWDA
HSTS Elimination Program	-	-	-	-	200,000	400,000	600,000	Sanitary Sewer Enterprise (Unvoted)
HSTS Elimination Program	-	-	-	-	-	1,450,000	1,450,000	WPCLF/OWDA
Williams / Behm HSTS Elimination Project	3,933,277	-	-	-	-	-	3,933,277	WPCLF/OWDA
Dyer / Lazar HSTS Elimination Project	405,000	-	-	-	-	-	405,000	Voted 2016 Debt - Sanitary Sewer
Dyer / Lazar HSTS Elimination Project	-	4,000,000	-	-	-	-	4,000,000	WPCLF/OWDA
Brooklyn / Cleveland HSTS Elimination Project	-	257,000	-	-	-	-	257,000	Voted 2016 Debt - Sanitary Sewer
Brooklyn / Cleveland HSTS Elimination Project	-	1,120,000	-	-	-	-	1,120,000	WPCLF/OWDA
Community Park / Maple Canyon HSTS Elimination Project	100,000	200,000	-	-	-	-	300,000	Voted 2016 Debt - Sanitary Sewer
Community Park / Maple Canyon HSTS Elimination Project	-	1,800,000	-	-	-	-	1,800,000	WPCLF/OWDA
Barnett / E Deshler HSTS Elimination Project	-	100,000	112,500	-	-	-	212,500	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	-	1,320,000	-	-	-	-	1,320,000	Voted 2016 Debt - Sanitary Sewer
Olentangy River Rd / Snouffer Rd HSTS Elimination Project	-	-	-	220,000	-	-	220,000	Voted 2019 Debt - Sanitary
Olentangy River Rd / Snouffer Rd HSTS Elimination Project	-	-	-	860,000	-	-	860,000	WPCLF/OWDA
Sunbury Rd / Mock Rd HSTS Elimination Project	-	-	-	-	450,000	-	450,000	Sanitary Sewer Enterprise (Unvoted)
Sunbury Rd / Mock Rd HSTS Elimination Project	-	-	350,000	-	-	-	350,000	Voted 2016 Debt - Sanitary Sewer
Sunbury Rd / Mock Rd HSTS Elimination Project	-	-	-	-	2,500,000	-	2,500,000	WPCLF/OWDA
Spangler Rd / Williams Rd HSTS Elimination Project	-	-	-	270,000	370,000	-	640,000	Voted 2019 Debt - Sanitary
Spangler Rd / Williams Rd HSTS Elimination Project	-	-	-	-	-	2,000,000	2,000,000	WPCLF/OWDA
Lockbourne Rd / Williams Rd HSTS Elimination Project	-	-	-	-	200,000	300,000	500,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint Affordability Update	-	-	-	500,000	-	-	500,000	Voted 2019 Debt - Sanitary
Subtotal - SANITARY SEWERS	\$ 516,669,251	\$ 317,077,709	\$ 243,834,580	\$ 207,987,562	\$ 221,444,615	\$ 272,682,165	\$ 1,779,695,882	
ELECTRICITY								
UIRF Funded Street Lighting Projects (Urban Infrastructure Recovery Fund)	\$ -	\$ -	\$ -	\$ -	\$ 505,000	\$ 505,000	\$ 1,010,000	Councilmanic SIT Supported
UIRF Funded Street Lighting Projects (Urban Infrastructure Recovery Fund)	505,000	505,000	-	-	-	-	1,010,000	Voted 2016 Debt - Electricity
UIRF Funded Street Lighting Projects (Urban Infrastructure Recovery Fund)	-	-	505,000	505,000	-	-	1,010,000	Voted 2019 Debt - Electricity
East Fifth Avenue Decorative Street Lighting	353,237	-	-	-	-	-	353,237	Voted 2016 Debt - Electricity
DOP Streetlight Program	-	-	-	-	-	500,000	500,000	Electricity Enterprise (Unvoted)
DOP Streetlight Program	-	500,000	73,714	-	-	-	573,714	Voted 2016 Debt - Electricity
DOP Streetlight Program	-	-	426,286	500,000	500,000	-	1,426,286	Voted 2019 Debt - Electricity

2020 - 2025 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2020	2021	2022	2023	2024	2025	Total Budget	Funding Source
Morse Rd. (Ph. II) System Improvements, Circuit 7221	-	-	290,000	-	-	-	290,000	Voted 2016 Debt - Electricity
Morse Rd. (Ph. III & IV) System Improvements	-	-	350,000	-	-	-	350,000	Voted 2016 Debt - Electricity
Morse Rd. (Ph. III & IV) System Improvements	-	-	-	5,438,439	-	-	5,438,439	Voted 2019 Debt - Electricity
17th Avenue Circuit Upgrade	150,000	1,250,000	-	-	-	-	1,400,000	Voted 2016 Debt - Electricity
Conversion to 3 Wire	-	-	-	-	-	300,000	300,000	Electricity Enterprise (Unvoted)
Conversion to 3 Wire	-	300,000	300,000	-	-	-	600,000	Voted 2016 Debt - Electricity
Conversion to 3 Wire	-	-	-	300,000	300,000	-	600,000	Voted 2019 Debt - Electricity
Forest Hills Street Lighting	-	-	44,550	-	-	-	44,550	Voted 2016 Debt - Electricity
Forest Hills Street Lighting	-	-	-	386,100	-	-	386,100	Voted 2019 Debt - Electricity
Jackson Pike Substation DT-1E Transformer Replacement	-	-	-	-	-	2,000,000	2,000,000	Electricity Enterprise (Unvoted)
Jackson Pike Substation DT-1E Transformer Replacement	-	-	-	2,000,000	-	-	2,000,000	Voted 2019 Debt - Electricity
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	Voted 2019 Debt - Electricity
7200V Circuit Upgrade & Reconductoring Phase II	-	-	-	-	-	1,617,000	1,617,000	Electricity Enterprise (Unvoted)
7200V Circuit Upgrade & Reconductoring Phase II	-	-	-	200,000	-	-	200,000	Voted 2019 Debt - Electricity
Oil Switch Replacement Program 2020	120,000	120,000	-	-	-	-	240,000	Voted 2016 Debt - Electricity
Oil Switch Replacement Program 2021	-	-	120,000	-	-	-	120,000	Voted 2016 Debt - Electricity
Oil Switch Replacement Program 2022	-	-	-	-	106,090	120,000	226,090	Electricity Enterprise (Unvoted)
Oil Switch Replacement Program 2022	-	-	-	120,000	13,910	-	133,910	Voted 2019 Debt - Electricity
Twin Rivers - Vine Street Lighting	-	40,000	-	-	-	-	40,000	Voted 2016 Debt - Electricity
Twin Rivers - Vine Street Lighting	-	-	-	200,000	-	-	200,000	Voted 2019 Debt - Electricity
Mair - Scioto Street Lighting	-	-	-	-	-	38,003	38,003	Electricity Enterprise (Unvoted)
Freeway & Kingshill Street Lighting	960,000	-	-	-	-	-	960,000	Voted 2016 Debt - Electricity
Fitzroy & Morse Rd Street Lighting	-	-	537,280	-	-	-	537,280	Voted 2016 Debt - Electricity
Cherry Creek & Cherryhurst Street Lighting	-	-	307,470	-	-	-	307,470	Voted 2016 Debt - Electricity
Broad Street & Noe Bixby Street Lighting	-	-	297,644	-	-	-	297,644	Voted 2016 Debt - Electricity
Sancus & Whitewater Street Lighting	-	70,000	-	-	-	-	70,000	Voted 2016 Debt - Electricity
Sancus & Whitewater Street Lighting	-	-	-	362,000	-	-	362,000	Voted 2019 Debt - Electricity
Jasonway & Knightsbridge Street Lighting	-	875,000	-	-	-	-	875,000	Voted 2016 Debt - Electricity
Clime Rd. Street Lighting	-	100,000	515,000	-	-	-	615,000	Voted 2016 Debt - Electricity
Capitol & Fulton Street Lighting	-	50,000	-	-	-	-	50,000	Voted 2016 Debt - Electricity
Capitol & Fulton Street Lighting	-	-	-	316,250	-	-	316,250	Voted 2019 Debt - Electricity
Brookfield & Tupsfield Street Lighting	-	445,000	-	-	-	-	445,000	Voted 2016 Debt - Electricity
Shabot & Tamarack Street Lighting	-	-	-	-	22,750	-	22,750	Electricity Enterprise (Unvoted)
Sawmill & Summitview Street Lighting	-	125,225	670,022	-	-	-	795,247	Voted 2016 Debt - Electricity
Riverview & Stinchcomb Street Lighting	-	304,484	-	-	-	-	304,484	Voted 2016 Debt - Electricity
Morningstar & North Forty Street Lighting	808,173	-	-	-	-	-	808,173	Voted 2016 Debt - Electricity
Cleveland Avenue Street Lighting	-	47,721	220,480	-	-	-	268,201	Voted 2016 Debt - Electricity
Westerville Road Street Lighting	-	-	-	-	444,000	-	444,000	Electricity Enterprise (Unvoted)
Smoky Row Street Lighting	-	-	-	-	650,015	-	650,015	Voted 2019 Debt - Electricity
General Engineering Contract 2019 - 2022	150,000	150,000	-	-	-	-	300,000	Voted 2016 Debt - Electricity
General Engineering Contract 2022-2025	-	-	-	-	-	100,000	100,000	Electricity Enterprise (Unvoted)
General Engineering Contract 2022-2025	-	-	100,000	-	-	-	100,000	Voted 2016 Debt - Electricity
General Engineering Contract 2022-2025	-	-	-	100,000	100,000	-	200,000	Voted 2019 Debt - Electricity
Circuit 30 Street Lighting Improvement Upgrade	-	-	-	-	1,059,500	-	1,059,500	Electricity Enterprise (Unvoted)
SMART Streetlighting	-	-	-	-	3,500,000	3,500,000	7,000,000	Electricity Enterprise (Unvoted)
SMART Streetlighting	2,250,000	3,500,000	-	-	-	-	5,750,000	Voted 2016 Debt - Electricity
SMART Streetlighting	-	-	3,500,000	3,500,000	-	-	7,000,000	Voted 2019 Debt - Electricity
System Neutral and Grounding Improvements	-	-	200,000	-	-	-	200,000	Voted 2016 Debt - Electricity
System Neutral and Grounding Improvements	-	-	-	200,000	200,000	-	400,000	Voted 2019 Debt - Electricity
Voltage Conversions and Reconductoring	-	-	-	-	-	1,000,000	1,000,000	Electricity Enterprise (Unvoted)
Voltage Conversions and Reconductoring	500,000	1,000,000	1,000,000	-	-	-	2,500,000	Voted 2016 Debt - Electricity
Voltage Conversions and Reconductoring	-	-	-	1,000,000	1,000,000	-	2,000,000	Voted 2019 Debt - Electricity
System Protection Improvements	250,000	-	-	-	-	-	250,000	Voted 2016 Debt - Electricity

Capital Improvements Program

2020 - 2025 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2020	2021	2022	2023	2024	2025	Total Budget	Funding Source
Cutout and Lightning Arrester Replacements	250,000	-	-	-	-	-	250,000	Voted 2016 Debt - Electricity
Circuit 576 Street Lighting Improvements	-	120,000	1,000,000	-	-	-	1,120,000	Voted 2016 Debt - Electricity
Circuit 577 Street Lighting Improvements	-	-	100,000	-	-	-	100,000	Voted 2016 Debt - Electricity
Circuit 577 Street Lighting Improvements	-	-	-	900,000	-	-	900,000	Voted 2019 Debt - Electricity
Circuit 23 Street Lighting Improvements	-	-	-	-	85,000	750,000	835,000	Electricity Enterprise (Unvoted)
Subtotal - ELECTRICITY	\$ 6,296,410	\$ 11,502,430	\$ 10,557,446	\$ 16,242,789	\$ 10,048,265	\$ 10,430,003	\$ 65,077,343	
WATER								
Misc. Erosion Control	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,500,000	Voted 2013 Debt - Water
Misc. Erosion Control	-	100,000	100,000	-	-	-	200,000	Voted 2016 Debt - Water
Misc. Erosion Control	-	-	-	100,000	-	-	100,000	Voted 2019 Debt - Water
Miscellaneous Water Facilities	100,000	-	-	-	-	-	100,000	Voted 2013 Debt - Water
Miscellaneous Water Facilities	-	100,000	100,000	-	-	-	200,000	Voted 2016 Debt - Water
Miscellaneous Water Facilities	-	-	-	-	100,000	-	100,000	Voted 2019 Debt - Water
Indianola Facility Improvements	2,150,000	-	-	-	-	-	2,150,000	Voted 2013 Debt - Water
Indianola Facility Improvements	-	-	21,200,000	-	-	-	21,200,000	Voted 2016 Debt - Water
Distribution Maintenance Area Imp's	-	-	400,000	-	-	-	400,000	Voted 2016 Debt - Water
910 Dublin Road Garage Roof Replacement	-	1,000,000	-	-	-	-	1,000,000	Voted 2013 Debt - Water
910 Dublin Road Garage Roof Replacement	-	500,000	-	-	-	-	500,000	Voted 2016 Debt - Water
910 Dublin Road Standby Power Improvements	150,000	-	-	-	-	-	150,000	Voted 2013 Debt - Water
Rinehart Public Utilities Complex Water Service Improvements	100,000	-	-	-	-	-	100,000	Voted 2013 Debt - Water
Water Main Rehabilitation	100,000	-	-	-	-	-	100,000	Voted 2013 Debt - Water
Water Main Rehabilitation	-	5,000,000	6,000,000	-	-	-	11,000,000	Voted 2016 Debt - Water
Water Main Rehabilitation	-	-	-	4,400,000	3,062,500	1,287,500	8,750,000	Voted 2019 Debt - Water
Water Main Rehabilitation	-	-	-	-	21,437,500	30,625,000	52,062,500	WSRLA Loan
Water Main Rehabilitation	-	-	-	-	-	3,087,500	3,087,500	Water Enterprise (Unvoted)
Ziegler Ave. Area WL Imp's	360,000	-	-	-	-	-	360,000	Voted 2013 Debt - Water
Ziegler Ave. Area WL Imp's	3,600,000	-	-	-	-	-	3,600,000	WSRLA Loan
South Weyant Ave. Area WL Imp's	400,000	-	-	-	-	-	400,000	Voted 2013 Debt - Water
South Weyant Ave. Area WL Imp's	3,000,000	-	-	-	-	-	3,000,000	WSRLA Loan
Chestershire Rd. Area WL Imp's	400,000	-	-	-	-	-	400,000	Voted 2013 Debt - Water
Chestershire Rd. Area WL Imp's	2,868,000	-	-	-	-	-	2,868,000	WSRLA Loan
Atwood Terrace Area WL Imp's	-	400,000	-	-	-	-	400,000	Voted 2016 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	450,000	-	-	-	-	-	450,000	Voted 2013 Debt - Water
Woodland Ave. Area WL Imp's	3,500,000	-	-	-	-	-	3,500,000	WSRLA Loan
Aragon Avenue Area Water Line Improvements	-	400,000	-	-	-	-	400,000	Voted 2016 Debt - Water
Aragon Avenue Area Water Line Improvements	-	3,000,000	-	-	-	-	3,000,000	WSRLA Loan
Mock Road Area Water Line Improvements	-	400,000	-	-	-	-	400,000	Voted 2016 Debt - Water
Mock Road Area Water Line Improvements	-	3,000,000	-	-	-	-	3,000,000	WSRLA Loan
Edsel Avenue Area Water Line Improvements	-	450,000	-	-	-	-	450,000	Voted 2016 Debt - Water
Edsel Avenue Area Water Line Improvements	-	3,500,000	-	-	-	-	3,500,000	WSRLA Loan
Homestead Drive Area Water Line Improvements (fka #59)	-	400,000	-	-	-	-	400,000	Voted 2016 Debt - Water
Homestead Drive Area Water Line Improvements (fka #59)	-	3,000,000	-	-	-	-	3,000,000	WSRLA Loan
Varsity Avenue Area Water Line Improvements (fka #60)	-	400,000	-	-	-	-	400,000	Voted 2016 Debt - Water
Varsity Avenue Area Water Line Improvements (fka #60)	-	3,000,000	-	-	-	-	3,000,000	WSRLA Loan
Roswell Drive Area Water Line Improvements (fka #61)	-	400,000	-	-	-	-	400,000	Voted 2016 Debt - Water
Roswell Drive Area Water Line Improvements (fka #61)	-	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	-	400,000	-	-	-	-	400,000	Voted 2016 Debt - Water
Transite Pipe Replacement	-	3,500,000	-	-	-	-	3,500,000	WSRLA Loan
E. Franklinton WL Imp's (2017) - Constr. Phase 2	450,000	-	-	-	-	-	450,000	Voted 2013 Debt - Water
E. Franklinton WL Imp's (2017) - Constr. Phase 2	3,000,000	-	-	-	-	-	3,000,000	WSRLA Loan

2020 - 2025 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2020	2021	2022	2023	2024	2025	Total Budget	Funding Source
Sunrise Glenn WL Imp's	-	75,000	-	-	-	-	75,000	Voted 2016 Debt - Water
Sunrise Glenn WL Imp's	-	-	500,000	-	-	-	500,000	WSRLA Loan
Central College Road 16-Inch Waterline Extension	100,000	-	-	-	-	-	100,000	Voted 2013 Debt - Water
Newton/Bedford WL Imp's	60,000	-	-	-	-	-	60,000	Voted 2013 Debt - Water
Newton/Bedford WL Imp's	500,000	-	-	-	-	-	500,000	WSRLA Loan
Project No. 62 W.M. Replacement	300,000	-	-	-	-	-	300,000	Voted 2013 Debt - Water
Project No. 62 W.M. Replacement	-	-	450,000	-	-	-	450,000	Voted 2016 Debt - Water
Project No. 62 W.M. Replacement	-	-	3,000,000	-	-	-	3,000,000	WSRLA Loan
Project No. 63 W.M. Replacement	300,000	-	-	-	-	-	300,000	Voted 2013 Debt - Water
Project No. 63 W.M. Replacement	-	-	450,000	-	-	-	450,000	Voted 2016 Debt - Water
Project No. 63 W.M. Replacement	-	-	3,000,000	-	-	-	3,000,000	WSRLA Loan
Project No. 64 W.M. Replacement	300,000	-	-	-	-	-	300,000	Voted 2013 Debt - Water
Project No. 64 W.M. Replacement	-	-	450,000	-	-	-	450,000	Voted 2016 Debt - Water
Project No. 64 W.M. Replacement	-	-	3,000,000	-	-	-	3,000,000	WSRLA Loan
Project No. 65 W.M. Replacement	300,000	-	-	-	-	-	300,000	Voted 2013 Debt - Water
Project No. 65 W.M. Replacement	-	-	450,000	-	-	-	450,000	Voted 2016 Debt - Water
Project No. 65 W.M. Replacement	-	-	3,000,000	-	-	-	3,000,000	WSRLA Loan
Project No. 66 W.M. Replacement	300,000	-	-	-	-	-	300,000	Voted 2013 Debt - Water
Project No. 66 W.M. Replacement	-	-	450,000	-	-	-	450,000	Voted 2016 Debt - Water
Project No. 66 W.M. Replacement	-	-	3,000,000	-	-	-	3,000,000	WSRLA Loan
Project No. 67 W.M. Replacement	300,000	-	-	-	-	-	300,000	Voted 2013 Debt - Water
Project No. 67 W.M. Replacement	-	-	450,000	-	-	-	450,000	Voted 2016 Debt - Water
Project No. 67 W.M. Replacement	-	-	3,000,000	-	-	-	3,000,000	WSRLA Loan
Project No. 68 W.M. Replacement	-	300,000	-	-	-	-	300,000	Voted 2016 Debt - Water
Project No. 68 W.M. Replacement	-	-	-	450,000	-	-	450,000	Voted 2019 Debt - Water
Project No. 68 W.M. Replacement	-	-	-	3,000,000	-	-	3,000,000	WSRLA Loan
Project No. 69 W.M. Replacement	-	300,000	-	-	-	-	300,000	Voted 2016 Debt - Water
Project No. 69 W.M. Replacement	-	-	-	450,000	-	-	450,000	Voted 2019 Debt - Water
Project No. 69 W.M. Replacement	-	-	-	3,000,000	-	-	3,000,000	WSRLA Loan
Project No. 70 W.M. Replacement	-	300,000	-	-	-	-	300,000	Voted 2016 Debt - Water
Project No. 70 W.M. Replacement	-	-	-	450,000	-	-	450,000	Voted 2019 Debt - Water
Project No. 70 W.M. Replacement	-	-	-	3,000,000	-	-	3,000,000	WSRLA Loan
Project No. 71 W.M. Replacement	-	300,000	-	-	-	-	300,000	Voted 2016 Debt - Water
Project No. 71 W.M. Replacement	-	-	-	450,000	-	-	450,000	Voted 2019 Debt - Water
Project No. 71 W.M. Replacement	-	-	-	3,000,000	-	-	3,000,000	WSRLA Loan
Project No. 72 W.M. Replacement	-	300,000	-	-	-	-	300,000	Voted 2016 Debt - Water
Project No. 72 W.M. Replacement	-	-	-	450,000	-	-	450,000	Voted 2019 Debt - Water
Project No. 72 W.M. Replacement	-	-	-	3,000,000	-	-	3,000,000	WSRLA Loan
Project No. 73 W.M. Replacement	-	300,000	-	-	-	-	300,000	Voted 2016 Debt - Water
Project No. 73 W.M. Replacement	-	-	-	450,000	-	-	450,000	Voted 2019 Debt - Water
Project No. 73 W.M. Replacement	-	-	-	3,000,000	-	-	3,000,000	WSRLA Loan
Project No. 74 W.M. Replacement	-	300,000	-	-	-	-	300,000	Voted 2016 Debt - Water
Project No. 74 W.M. Replacement	-	-	-	450,000	-	-	450,000	Voted 2019 Debt - Water
Project No. 74 W.M. Replacement	-	-	-	3,000,000	-	-	3,000,000	WSRLA Loan
Project No. 75 W.M. Replacement	-	300,000	-	-	-	-	300,000	Voted 2016 Debt - Water
Project No. 75 W.M. Replacement	-	-	-	450,000	-	-	450,000	Voted 2019 Debt - Water
Project No. 75 W.M. Replacement	-	-	-	3,000,000	-	-	3,000,000	WSRLA Loan
Project No. 76 W.M. Replacement	-	300,000	-	-	-	-	300,000	Voted 2016 Debt - Water
Project No. 76 W.M. Replacement	-	-	-	450,000	-	-	450,000	Voted 2019 Debt - Water
Project No. 76 W.M. Replacement	-	-	-	3,000,000	-	-	3,000,000	WSRLA Loan
Project No. 77 W.M. Replacement	-	-	300,000	-	-	-	300,000	Voted 2016 Debt - Water
Project No. 77 W.M. Replacement	-	-	-	-	450,000	-	450,000	Voted 2019 Debt - Water
Project No. 77 W.M. Replacement	-	-	-	-	3,000,000	-	3,000,000	WSRLA Loan
Project No. 78 W.M. Replacement	-	-	300,000	-	-	-	300,000	Voted 2016 Debt - Water

Capital Improvements Program

2020 - 2025 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2020	2021	2022	2023	2024	2025	Total Budget	Funding Source
Project No. 78 W.M. Replacement	-	-	-	-	450,000	-	450,000	Voted 2019 Debt - Water
Project No. 78 W.M. Replacement	-	-	-	-	3,000,000	-	3,000,000	WSRLA Loan
Project No. 79 W.M. Replacement	-	-	300,000	-	-	-	300,000	Voted 2016 Debt - Water
Project No. 79 W.M. Replacement	-	-	-	-	450,000	-	450,000	Voted 2019 Debt - Water
Project No. 79 W.M. Replacement	-	-	-	-	3,000,000	-	3,000,000	WSRLA Loan
Barnett Road Water Main Imp's	-	-	450,000	-	-	-	450,000	Voted 2016 Debt - Water
Old Beechwood Area Water Line Imp's	3,000,000	-	-	-	-	-	3,000,000	WSRLA Loan
Scioto Peninsula WL Imp's	3,000,000	-	-	-	-	-	3,000,000	Voted 2013 Debt - Water
Eureka-Fremont Area Water Line Improvements	1,500,000	-	-	-	-	-	1,500,000	WSRLA Loan
Kent-Fairwood Area Water Line Improvements	1,200,000	-	-	-	-	-	1,200,000	Voted 2013 Debt - Water
Palmetto/Westgate Water Line Improvements	1,000,000	-	-	-	-	-	1,000,000	WSRLA Loan
O'Shaughnessy Dam FERC Independent Consultant Review	250,000	250,000	-	-	-	-	500,000	Voted 2013 Debt - Water
DRWP Miscellaneous Improvements	150,000	-	-	-	-	-	150,000	Voted 2013 Debt - Water
DRWP Miscellaneous Improvements	-	100,000	100,000	-	-	-	200,000	Voted 2016 Debt - Water
DRWP Miscellaneous Improvements	-	-	-	125,000	125,000	-	250,000	Voted 2019 Debt - Water
DRWP Miscellaneous Improvements	-	-	-	-	-	125,000	125,000	Water Enterprise (Unvoted)
DRWP Misc. Imp's - Exterior Door and Window Replacement	-	-	-	-	1,500,000	-	1,500,000	Voted 2019 Debt - Water
DRWP Misc. Imp's - Educational Signage & Displays	-	-	150,000	-	-	-	150,000	Voted 2016 Debt - Water
DRWP Misc. Imp's - Basin Clarifier Rehab	1,400,000	-	-	-	-	-	1,400,000	Voted 2013 Debt - Water
DRWP Misc. Imp's - Basin Clarifier Rehab	12,000,000	-	-	-	-	-	12,000,000	WSRLA Loan
DRWP Alum Feed Improvements	-	-	-	-	250,000	-	250,000	Voted 2019 Debt - Water
HCWP Misc. Improvements	350,000	-	-	-	-	-	350,000	Voted 2013 Debt - Water
HCWP Misc. Improvements	-	115,000	115,000	-	-	-	230,000	Voted 2016 Debt - Water
HCWP Misc. Improvements	-	-	-	120,000	120,000	120,000	360,000	Voted 2019 Debt - Water
HCWP Misc. Improvements	-	-	-	-	-	5,000	5,000	Water Enterprise (Unvoted)
HCWP Misc. Improvements - HCWP Actuator and HSP Monitoring Improvemei	750,000	-	-	-	-	-	750,000	Voted 2013 Debt - Water
HCWP Misc Imp's - Raw Water Screen Replacement	-	-	-	-	-	450,000	450,000	Water Enterprise (Unvoted)
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	Voted 2019 Debt - Water
HCWP Misc. Improvements - Plant Roadway Improvements	-	-	-	600,000	-	-	600,000	Voted 2019 Debt - Water
HCWP Misc. Improvements - Roof Improvements	-	-	-	-	300,000	-	300,000	Voted 2019 Debt - Water
PAWP Facility Misc. Improvements	110,000	-	-	-	-	-	110,000	Voted 2013 Debt - Water
PAWP Facility Misc. Improvements	-	115,000	115,000	-	-	-	230,000	Voted 2016 Debt - Water
PAWP Facility Misc. Improvements	-	-	-	120,000	120,000	-	240,000	Voted 2019 Debt - Water
PAWP Facility Misc. Improvements	-	-	-	-	-	5,000,000	5,000,000	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 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	-	-	-	-	800,000	-	800,000	Voted 2019 Debt - Water
McKinley Avenue Quarry Misc. Improvements 2021	-	1,000,000	-	-	-	-	1,000,000	Voted 2013 Debt - Water
Automatic Meter Reading	750,000	-	-	-	-	-	750,000	Voted 2013 Debt - Water
Automatic Meter Reading	-	1,500,000	1,500,000	-	-	-	3,000,000	Voted 2016 Debt - Water
Automatic Meter Reading	-	-	-	1,350,000	-	-	1,350,000	Voted 2019 Debt - Water
Automatic Meter Reading - Equipment 2019	5,000,000	-	-	-	-	-	5,000,000	WSRLA Loan
Automatic Meter Reading - Equipment 2020	5,000,000	-	-	-	-	-	5,000,000	WSRLA Loan
Automatic Meter Reading - Construction 2020	80,000,000	-	-	-	-	-	80,000,000	WSRLA Loan
Automatic Meter Reading - Equipment 2021	-	5,000,000	-	-	-	-	5,000,000	WSRLA Loan
Automatic Meter Reading - Equipment 2022	-	-	5,000,000	-	-	-	5,000,000	WSRLA Loan
Automatic Meter Reading - Equipment 2023	-	-	-	5,000,000	-	-	5,000,000	WSRLA Loan
Watershed Roadway Improvements - Part 5	175,000	-	-	-	-	-	175,000	Voted 2013 Debt - Water

2020 - 2025 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2020	2021	2022	2023	2024	2025	Total Budget	Funding Source
Watershed Roadway Improvements - Part 5	-	250,000	50,000	-	-	-	300,000	Voted 2016 Debt - Water
Watershed Roadway Improvements - Part 6	-	-	-	-	-	500,000	500,000	Water Enterprise (Unvoted)
HCWP Basin Concrete Rehab.	1,500,000	-	-	-	-	-	1,500,000	Voted 2013 Debt - Water
HCWP Basin Concrete Rehabilitation Part 2	-	15,000,000	-	-	-	-	15,000,000	WSRLA Loan
HCWP Pump Improvements	200,000	-	-	-	-	-	200,000	Voted 2013 Debt - Water
HCWP Pump Improvements	-	200,000	200,000	-	-	-	400,000	Voted 2016 Debt - Water
HCWP Pump Improvements	-	-	-	225,000	225,000	-	450,000	Voted 2019 Debt - Water
HCWP Pump Improvements	-	-	-	-	-	225,000	225,000	Water Enterprise (Unvoted)
Water Meter Renewal	-	800,000	500,000	-	-	-	1,300,000	Voted 2016 Debt - Water
Water Meter Renewal	-	-	-	500,000	2,500,000	-	3,000,000	Voted 2019 Debt - Water
Water Meter Renewal	-	-	-	-	-	2,500,000	2,500,000	Water Enterprise (Unvoted)
Valve Renewal Program	-	2,000,000	-	-	-	-	2,000,000	Voted 2016 Debt - Water
Valve Renewal Program	-	-	-	2,000,000	-	-	2,000,000	Voted 2019 Debt - Water
Valve Renewal Program	-	-	-	-	-	2,000,000	2,000,000	Water Enterprise (Unvoted)
Watershed Misc. Improv. Facilities	110,000	-	-	-	-	-	110,000	Voted 2013 Debt - Water
Watershed Misc. Improv. Facilities	-	115,000	115,000	-	-	-	230,000	Voted 2016 Debt - Water
Watershed Misc. Improv. Facilities	-	-	-	120,000	120,000	-	240,000	Voted 2019 Debt - Water
Watershed Misc. Improv. Facilities	-	-	-	-	-	125,000	125,000	Water Enterprise (Unvoted)
Griggs Dam - Spillway, Abutment and Scour Mitigation Imp's	-	-	-	-	400,000	2,800,000	3,200,000	Voted 2019 Debt - Water
Hoover Dam Imp's - Part 1	13,000,000	-	-	-	-	-	13,000,000	Voted 2013 Debt - Water
Hoover Dam Imp's - Part 2	-	-	300,000	-	-	-	300,000	Voted 2016 Debt - Water
Hoover Dam Imp's - Part 2	-	-	-	700,000	7,800,000	-	8,500,000	Voted 2019 Debt - Water
Watershed Misc. Imp's - Hoover Maintenance Complex Fuel System	-	-	-	-	-	350,000	350,000	Water Enterprise (Unvoted)
Watershed Protection Easements	-	50,000	50,000	-	-	-	100,000	Voted 2016 Debt - Water
Watershed Protection Easements	-	-	-	50,000	50,000	-	100,000	Voted 2019 Debt - Water
Watershed Protection Easements	-	-	-	-	-	50,000	50,000	Water Enterprise (Unvoted)
Gen'l Eng Svcs - Supply Group 2018A	400,000	400,000	-	-	-	-	800,000	Voted 2013 Debt - Water
Gen'l Eng Svcs - Supply Group 2018B	400,000	-	-	-	-	-	400,000	Voted 2013 Debt - Water
Gen'l Eng Svcs - Supply Group 2018B	-	400,000	-	-	-	-	400,000	Voted 2016 Debt - Water
Gen'l Eng Svcs - Supply Group 2021A	-	400,000	400,000	-	-	-	800,000	Voted 2016 Debt - Water
Gen'l Eng Svcs - Supply Group 2021A	-	-	-	400,000	-	-	400,000	Voted 2019 Debt - Water
Gen'l Eng Svcs - Supply Group 2021B	-	400,000	400,000	-	-	-	800,000	Voted 2016 Debt - Water
Gen'l Eng Svcs - Supply Group 2021B	-	-	-	400,000	-	-	400,000	Voted 2019 Debt - Water
Gen'l Eng Svcs - Supply Group 2024A	-	-	-	-	450,000	450,000	900,000	Voted 2019 Debt - Water
Gen'l Eng Svcs - Supply Group 2024B	-	-	-	-	450,000	35,000	485,000	Voted 2019 Debt - Water
Gen'l Eng Svcs - Supply Group 2024B	-	-	-	-	-	415,000	415,000	Water Enterprise (Unvoted)
O'Shaughnessy Gatehouse Misc. Imp.'s	1,000,000	-	-	-	-	-	1,000,000	Voted 2013 Debt - Water
Misc. Booster Station and Water Tank Imp's	900,000	-	-	-	-	-	900,000	Voted 2016 Debt - Water
Misc. Booster Station and Water Tank Imp's	-	1,000,000	1,000,000	-	-	-	2,000,000	Voted 2016 Debt - Water
Misc. Booster Station and Water Tank Imp's	-	-	-	1,000,000	1,000,000	-	2,000,000	Voted 2019 Debt - Water
Misc. Booster Station and Water Tank Imp's	-	-	-	-	-	1,000,000	1,000,000	Water Enterprise (Unvoted)
Water Storage Tank Painting	-	3,000,000	2,000,000	-	-	-	5,000,000	Voted 2016 Debt - Water
Water Storage Tank Painting	-	-	-	1,500,000	1,000,000	-	2,500,000	Voted 2019 Debt - Water
Water Storage Tank Painting	-	-	-	-	-	1,500,000	1,500,000	Water Enterprise (Unvoted)
Security Enhancements - 910 Dublin Road	2,600,000	-	-	-	-	-	2,600,000	Voted 2013 Debt - Water
Security Enhancements - HCWP	-	-	-	-	-	5,000,000	5,000,000	Water Enterprise (Unvoted)
Security Enhancements - PAWP	-	-	-	-	5,000,000	-	5,000,000	Voted 2019 Debt - Water
HCWP Hypochlorite Disinfection Improvements	1,600,000	-	-	-	-	-	1,600,000	Voted 2013 Debt - Water
HCWP Hypochlorite Disinfection Improvements	16,000,000	-	-	-	-	-	16,000,000	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 2016 Debt - Water
Fourth Water Plant Quarry Land Acquisition	6,000,000	-	-	-	-	-	6,000,000	Voted 2013 Debt - Water
Dublin Road 30" Water Line	900,000	-	-	-	-	-	900,000	Voted 2013 Debt - Water

Capital Improvements Program

2020 - 2025 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2020	2021	2022	2023	2024	2025	Total Budget	Funding Source
Dublin Road 30" Water Line	10,000,000	-	-	-	-	-	10,000,000	WSRLA Loan
HCWP Sludge Disposal Line Imp's	7,500,000	-	-	-	-	-	7,500,000	WSRLA Loan
HCWP Intake Structure & Low Head Dam Rehabilitation	800,000	-	-	-	-	-	800,000	Voted 2013 Debt - Water
HCWP Intake Structure & Low Head Dam Rehabilitation	8,000,000	-	-	-	-	-	8,000,000	WSRLA Loan
PAWP HVAC Improvements	5,175,000	-	-	-	-	-	5,175,000	Voted 2013 Debt - Water
Water Quality Assurance Lab Renovations	9,200,000	-	-	-	-	-	9,200,000	WSRLA Loan
Water Main Repair	-	1,250,000	-	-	-	-	1,250,000	Voted 2016 Debt - Water
Water Main Repair	-	-	-	1,250,000	-	-	1,250,000	Voted 2019 Debt - Water
Water Main Repair	-	-	-	-	-	1,250,000	1,250,000	Water Enterprise (Unvoted)
Water Distribution System SCADA Improvements	-	-	250,000	-	-	-	250,000	Voted 2016 Debt - Water
Water Distribution System SCADA Improvements	-	-	-	-	2,250,000	-	2,250,000	Voted 2019 Debt - Water
DRWP Laboratory Upgrades	-	1,500,000	-	-	-	-	1,500,000	Voted 2016 Debt - Water
DRWP Central Maintenance Shop	-	-	-	-	500,000	200,000	700,000	Voted 2019 Debt - Water
Watershed Facilities Improvements	2,250,000	-	-	-	-	-	2,250,000	Voted 2013 Debt - Water
Watershed Facilities Improvements	-	-	250,000	-	-	-	250,000	Voted 2016 Debt - Water
Watershed Facilities Improvements	-	-	-	-	1,250,000	-	1,250,000	Voted 2019 Debt - Water
Fire Hydrant Repairs (non R & R)	-	1,250,000	-	-	-	-	1,250,000	Voted 2016 Debt - Water
Fire Hydrant Repairs (non R & R)	-	-	-	1,250,000	-	-	1,250,000	Voted 2019 Debt - Water
Fire Hydrant Repairs (non R & R)	-	-	-	-	-	1,250,000	1,250,000	Water Enterprise (Unvoted)
Gen'l Engineering Services - Distribution Group	-	-	-	600,000	600,000	-	1,200,000	Voted 2019 Debt - Water
Gen'l Engineering Services - Distribution Group	-	-	-	-	-	600,000	600,000	Water Enterprise (Unvoted)
2020 - 2022 Gen'l Engineering Services - Distribution Group	-	600,000	600,000	-	-	-	1,200,000	Voted 2016 Debt - Water
PAWP Well Pump Replacement - CWs #101, #104, and #115	625,000	-	-	-	-	-	625,000	Voted 2013 Debt - Water
PAWP Well Pump Replacement - CWs #101, #104, and #115	7,000,000	-	-	-	-	-	7,000,000	WSRLA Loan
Karl Road Water Tank	-	-	500,000	-	-	-	500,000	Voted 2016 Debt - Water
Karl Road Water Tank	-	-	-	-	6,000,000	-	6,000,000	Voted 2019 Debt - Water
Condition Assessment Program	-	-	-	1,500,000	-	-	1,500,000	Voted 2019 Debt - Water
Condition Assessment Program	-	-	-	-	-	1,500,000	1,500,000	Water Enterprise (Unvoted)
Residuals Management Plan Update	100,000	100,000	-	-	-	-	200,000	Voted 2013 Debt - Water
General Architectural Services - Division of Water 2021	300,000	-	-	-	-	-	300,000	Voted 2013 Debt - Water
General Architectural Services - Division of Water 2021	-	300,000	300,000	-	-	-	600,000	Voted 2016 Debt - Water
General Architectural Services - Division of Water 2021	-	-	-	300,000	300,000	-	600,000	Voted 2019 Debt - Water
HCWP Lime and Soda Ash Dust Collection System Improvements	-	725,000	-	-	-	-	725,000	Voted 2016 Debt - Water
General Construction (CA-CI) for 2020, 2021, 2022	800,000	-	-	-	-	-	800,000	Voted 2013 Debt - Water
General Construction (CA-CI) for 2020, 2021, 2022	-	400,000	400,000	-	-	-	800,000	Voted 2016 Debt - Water
General Construction (CA-CI) for 2023, 2024, 2025	-	-	-	800,000	400,000	-	1,200,000	Voted 2019 Debt - Water
General Construction (CA-CI) for 2023, 2024, 2025	-	-	-	-	-	400,000	400,000	Water Enterprise (Unvoted)
Plant Drain & Water System Imp's	-	250,000	-	-	-	-	250,000	Voted 2016 Debt - Water
Plant Drain & Water System Imp's	-	2,000,000	-	-	-	-	2,000,000	WSRLA Loan
Professional Construction Management (PCM) - Part II	2,000,000	250,000	-	-	-	-	2,250,000	Voted 2013 Debt - Water
Laboratory Upgrades	700,000	-	-	-	-	-	700,000	Voted 2013 Debt - Water
Laboratory Upgrades	-	450,000	-	-	-	-	450,000	Voted 2016 Debt - Water
Dam Engineering Services (DES)	-	150,000	150,000	-	-	-	300,000	Voted 2016 Debt - Water
Dam Engineering Services (DES)	-	-	-	150,000	150,000	-	300,000	Voted 2019 Debt - Water
Land Stewardship Update	250,000	-	-	-	-	-	250,000	Voted 2013 Debt - Water
DRWP Auxiliary Pump Station Imp's	-	-	-	-	800,000	-	800,000	Voted 2019 Debt - Water
PAWP Building Improvements	-	-	-	-	-	350,000	350,000	Water Enterprise (Unvoted)
HCWP Clearwell Improvements	-	-	-	250,000	-	-	250,000	Voted 2019 Debt - Water
PAWP Lagoon Sludge Removal	-	-	250,000	-	-	-	250,000	Voted 2016 Debt - Water
PAWP Lagoon Sludge Removal	-	-	-	-	-	250,000	250,000	Water Enterprise (Unvoted)
PAWP Remote Site Improvements	-	-	3,400,000	-	-	-	3,400,000	Voted 2016 Debt - Water
PAWP Remote Site Improvements	-	-	-	-	3,200,000	-	3,200,000	WSRLA Loan
Elevator Improvements	-	-	400,000	-	-	-	400,000	Voted 2019 Debt - Water
Watershed Signage Master Plan	-	-	250,000	-	-	-	250,000	Voted 2016 Debt - Water

2020 - 2025 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2020	2021	2022	2023	2024	2025	Total Budget	Funding Source
Watershed Signage Master Plan	-	-	-	250,000	-	-	250,000	Voted 2019 Debt - Water
DOW LIMS Upgrade	-	600,000	-	-	-	-	600,000	Voted 2016 Debt - Water
Electrical Power System Studies	-	350,000	250,000	-	-	-	600,000	Voted 2016 Debt - Water
Electrical Power System Studies	-	-	-	250,000	-	-	250,000	Voted 2019 Debt - Water
DOW Safety Improvements	-	300,000	1,350,000	-	-	-	1,650,000	Voted 2016 Debt - Water
DRWP Caustic Feed Improvements	200,000	125,000	-	-	-	-	325,000	Voted 2013 Debt - Water
DRWP Caustic Feed Improvements	-	600,000	-	-	-	-	600,000	WSRLA Loan
PAWP Treatment Residuals Disposal Improvements	2,250,000	-	-	-	-	-	2,250,000	Voted 2013 Debt - Water
PAWP Treatment Residuals Disposal Improvements	-	-	3,000,000	-	-	-	3,000,000	Voted 2016 Debt - Water
PAWP Treatment Residuals Disposal Improvements	-	-	21,400,000	-	-	-	21,400,000	WSRLA Loan
PAWP Wellfield Development	-	1,200,000	250,000	-	-	-	1,450,000	Voted 2016 Debt - Water
PAWP Wellfield Development	-	-	-	700,000	-	-	700,000	Voted 2019 Debt - Water
PAWP Wellfield Development	-	-	-	6,000,000	-	-	6,000,000	WSRLA Loan
DOW Perimeter Fence Improvements	-	-	750,000	-	-	-	750,000	Voted 2016 Debt - Water
Large Diameter Valve Replacement	-	-	-	-	200,000	200,000	400,000	Voted 2019 Debt - Water
PAWP Backwash Pump Replacement	-	-	-	350,000	-	-	350,000	Voted 2019 Debt - Water
PAWP Backwash Pump Replacement	-	-	-	-	-	1,250,000	1,250,000	WSRLA Loan
PAWP Backwash Pump Replacement	-	-	-	-	-	250,000	250,000	Water Enterprise (Unvoted)
Upground Reservoir Embankment Repairs - 2023	-	-	-	500,000	-	-	500,000	Voted 2019 Debt - Water
Watershed Boathouse Improvements	-	-	-	225,000	-	-	225,000	Voted 2019 Debt - Water
Watershed Boathouse Improvements	-	-	-	-	-	600,000	600,000	Water Enterprise (Unvoted)
Professional Construction Management (PCM) - 2018	5,500,000	-	-	-	-	-	5,500,000	Voted 2013 Debt - Water
Professional Construction Management (PCM) - 2018	-	4,000,000	500,000	-	-	-	4,500,000	Voted 2016 Debt - Water
Professional Construction Management (PCM) - 2020	1,700,000	1,035,000	-	-	-	-	2,735,000	Voted 2013 Debt - Water
Professional Construction Management (PCM) - 2020	-	2,665,000	700,000	-	-	-	3,365,000	Voted 2016 Debt - Water
Professional Construction Management (PCM) - 2020	-	-	6,000,000	9,250,000	7,750,000	3,500,000	26,500,000	Voted 2019 Debt - Water
Professional Construction Management (PCM) - 2022	-	-	1,500,000	-	-	-	1,500,000	Voted 2016 Debt - Water
Professional Construction Management (PCM) - 2022	-	-	-	5,000,000	4,500,000	-	9,500,000	Voted 2019 Debt - Water
Professional Construction Management (PCM) - 2022	-	-	-	-	-	3,500,000	3,500,000	Water Enterprise (Unvoted)
Professional Construction Management (PCM) - 2024	-	-	-	-	1,500,000	-	1,500,000	Voted 2019 Debt - Water
Professional Construction Management (PCM) - 2024	-	-	-	-	-	5,000,000	5,000,000	Water Enterprise (Unvoted)
Olentangy River Road 24-Inch Water Main (Phase 2)	3,600,000	-	-	-	-	-	3,600,000	WSRLA Loan
Olentangy River Road 24-Inch Water Main (Phase 3)	100,000	-	-	-	-	-	100,000	Voted 2013 Debt - Water
Large Diameter Valve Replacement Program	-	1,000,000	1,000,000	-	-	-	2,000,000	Voted 2016 Debt - Water
Large Diameter Valve Replacement Program	-	-	-	1,000,000	1,000,000	-	2,000,000	Voted 2019 Debt - Water
Large Diameter Valve Replacement Program	-	-	-	-	-	1,000,000	1,000,000	Water Enterprise (Unvoted)
PAWP Filter Console Replacement	-	-	-	-	200,000	100,000	300,000	Voted 2019 Debt - Water
McKinley Avenue Quarry Dewatering Facility	1,100,000	-	-	-	-	-	1,100,000	Voted 2013 Debt - Water
McKinley Avenue Quarry Dewatering Facility	-	4,000,000	-	-	-	-	4,000,000	Voted 2016 Debt - Water
McKinley Avenue Quarry Dewatering Facility	-	-	-	3,100,000	2,000,000	-	5,100,000	Voted 2019 Debt - Water
McKinley Avenue Quarry Dewatering Facility	-	-	-	34,000,000	-	-	34,000,000	WSRLA Loan
DRWP Residuals Handling Improvements	1,000,000	2,750,000	-	-	-	-	3,750,000	Voted 2013 Debt - Water
DRWP Residuals Handling Improvements	-	-	-	3,000,000	-	-	3,000,000	Voted 2019 Debt - Water
DRWP Residuals Handling Improvements	-	-	-	25,000,000	-	-	25,000,000	WSRLA Loan
HCWP Residuals Handling Improvements	-	-	750,000	-	-	-	750,000	Voted 2016 Debt - Water
HCWP Residuals Handling Improvements	-	-	-	1,650,000	1,500,000	-	3,150,000	Voted 2019 Debt - Water
HCWP Residuals Handling Improvements	-	-	-	-	16,000,000	-	16,000,000	WSRLA Loan
HCWP Residuals Handling Improvements	-	-	-	-	-	900,000	900,000	Water Enterprise (Unvoted)
Hudson Street 24" Water Line Improvements	-	1,500,000	-	-	-	-	1,500,000	Voted 2016 Debt - Water
PAWP Wellfield Development	-	-	-	1,500,000	-	1,300,000	2,800,000	Voted 2019 Debt - Water
HCWP Polymer Feed Improvements	-	-	-	-	-	200,000	200,000	Water Enterprise (Unvoted)
Subtotal - WATER	\$ 277,583,000	\$ 99,620,000	\$ 112,195,000	\$ 148,135,000	\$ 107,610,000	\$ 81,250,000	\$ 826,393,000	
Total	\$ 920,623,661	\$ 542,748,139	\$ 490,747,026	\$ 534,327,851	\$ 466,707,880	\$ 489,737,168	\$ 3,444,891,725	

Capital Improvements Program

2020-2025 CAPITAL IMPROVEMENTS PROGRAM							
FUNDING SUMMARY BY DIVISION							
DIVISION	2020	2021	2022	2023	2024	2025	Total Budget
Dev Administration	\$ 3,600,000	\$ 3,600,000	\$ 3,600,000	\$ 3,600,000	\$ 3,600,000	\$ 3,600,000	\$ 21,600,000
Construction Management	8,690,000	8,690,000	8,690,000	8,690,000	8,690,000	8,690,000	52,140,000
Fleet Management	400,000	800,000	800,000	800,000	800,000	800,000	4,400,000
Police	1,680,000	1,680,000	1,680,000	1,680,000	1,680,000	1,680,000	10,080,000
Fire	7,320,000	7,320,000	7,320,000	7,320,000	7,320,000	7,320,000	43,920,000
Transportation	46,405,000	43,905,000	43,905,000	43,905,000	43,905,000	43,905,000	265,930,000
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	16,475,000	15,503,000	23,695,000	62,662,500	25,200,000	23,690,000	167,225,500
Sanitary Sewers	516,669,251	317,077,709	243,834,580	207,987,562	221,444,615	272,682,165	1,779,695,882
Electricity	6,296,410	11,502,430	10,557,446	16,242,789	10,048,265	10,430,003	65,077,343
Water	277,583,000	99,620,000	112,195,000	148,135,000	107,610,000	81,250,000	826,393,000
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	6,645,000	4,190,000	5,610,000	4,445,000	7,550,000	6,830,000	35,270,000
Total	\$ 920,623,661	\$ 542,748,139	\$ 490,747,026	\$ 534,327,851	\$ 466,707,880	\$ 489,737,168	\$ 3,444,891,725

2020-2025 CAPITAL IMPROVEMENTS PROGRAM								
FUNDING SUMMARY BY SOURCE								
FUNDING SOURCE	2020	2021	2022	2023	2024	2025	Total Budget	
WSRLA Loan	\$ 204,768,000	\$ 47,600,000	\$ 48,900,000	\$ 97,500,000	\$ 49,637,500	\$ 31,875,000	\$ 480,280,500	
Fleet Management (Unvoted)	400,000	800,000	800,000	800,000	800,000	800,000	4,400,000	
Voted 2016 Debt - Electricity	6,296,410	11,502,430	6,126,160	-	-	-	23,925,000	
Voted 2016 Debt SIT Supported	30,530,000	13,115,000	-	-	-	-	43,645,000	
Voted 2016 Debt - Water	-	45,110,000	56,895,000	-	-	-	102,005,000	
WPCLF/OWDA	455,826,885	246,584,441	185,904,140	199,109,416	172,699,865	239,610,036	1,499,734,783	
Information Services	6,645,000	4,190,000	5,610,000	4,445,000	7,550,000	6,830,000	35,270,000	
Voted 2013 Debt - Water	72,815,000	6,910,000	-	-	-	-	79,725,000	
Storm Sewer Enterprise (Unvoted)	-	-	-	2,965,500	5,470,000	6,110,000	14,545,500	
Councilmanic SIT Supported	12,290,000	12,290,000	12,290,000	17,370,000	18,875,000	19,660,000	92,775,000	
Voted 2016 Debt - Sanitary Sewer	70,242,366	74,993,268	39,399,366	-	-	-	184,635,000	
Voted 2016 Debt - Storm	7,075,000	11,003,000	7,245,000	10,717,000	-	-	36,040,000	
Voted 2019 Debt - Sanitary	-	-	34,981,074	57,858,146	7,160,780	-	100,000,000	
Voted 2019 SIT Supported	53,735,000	68,650,000	81,765,000	76,685,000	75,685,000	74,900,000	431,420,000	
Water Enterprise (Unvoted)	-	-	-	-	-	39,382,500	39,382,500	
Voted 2019 Debt - Water	-	-	6,400,000	50,635,000	57,972,500	9,992,500	125,000,000	
Voted 2019 Debt - Electricity	-	-	4,431,286	16,242,789	4,325,925	-	25,000,000	
Sanitary Sewer Enterprise (Unvoted)	-	-	-	-	61,313,970	50,652,129	111,966,099	
Electricity Enterprise (Unvoted)	-	-	-	-	5,217,340	9,925,003	15,142,343	
Total	\$ 920,623,661	\$ 542,748,139	\$ 490,747,026	\$ 534,327,851	\$ 466,707,880	\$ 489,737,168	\$ 3,444,891,725	

PROPOSED 2020 CAPITAL IMPROVEMENT BUDGET

Public Safety

Police

Project Name: Police Facility Renovations
Type: Recurring
Estimated 2020 Cost: \$1,680,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds; Voted 2019 SIT Supported G.O. Bonds
Operating Impact: Minimal
Project Description: Continued renovation of existing facilities to maximize their use. When possible, funds are used to reduce the operating costs of the facility.

Police subtotal - \$1,680,000

Fire

Project Name: Fire Facility Renovation
Type: Recurring
Estimated 2020 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.

Project Name: Fire Apparatus Replacement
Type: Recurring
Estimated 2020 Cost: \$6,000,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: Minimal
Project Description: Funds used to replace the aging fleet of heavy fire equipment. Apparatus eligible for capital replacement includes platform ladders, medic vehicles, and fire engines.

Fire subtotal - \$7,320,000

Public Safety Total - \$9,000,000

Development

Project Name: Green Columbus Projects
Type: Recurring
Estimated 2020 Cost: \$1,000,000
Funding Source: Councilmanic SIT Supported G.O. Bonds
Operating Impact: None
Project Description: Funds used as grant dollars for brownfield clean-up areas. Funds may also be used as the city match element for additional grants.

Project Name: Economic & Community Development
Type: Recurring
Estimated 2020 Cost: \$250,000
Funding Source: Councilmanic SIT Supported G.O. Bonds
Operating Impact: None
Project Description: Funds used for land acquisition and infrastructure redevelopment in various areas of the city to promote business growth and spur additional community investment.

Project Name: Housing Preservation
Type: Recurring
Estimated 2020 Cost: \$2,000,000
Funding Source: Councilmanic SIT Supported G.O. Bonds
Operating Impact: None
Project Description: Funds used to aid in the prevention, acquisition, rehabilitation, and demolition components of the Housing Preservation programs.

Project Name: Emergency Shelter Repair
Type: Recurring
Estimated 2020 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 2020 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 2020 Cost: \$7,590,000
Funding Source: Councilmanic SIT Supported G.O. Bonds
Operating Impact: Minimal to moderate reduction in preventative maintenance costs
Project Description: Funding to provide for capital improvements on city owned buildings. Funds may be used for, but are not limited to, building infrastructure upgrades and interior and exterior facility renovations.

Project Name: Construction Management – Design and Project Management Services
Type: Recurring
Estimated 2020 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.

Construction Management subtotal - \$8,690,000

Fleet Management

Project Name: Fleet Automated Fuel Location Upgrades
Type: Recurring
Estimated 2020 Cost: \$100,000
Funding Source: Fleet Management G.O. Bonds
Operating Impact: None
Project Description: Renovation, remediation, removal, and replacement of citywide fueling infrastructure, including fuel tanks, fuel storage, and dispensing units.

Project Name: Fleet Equipment Replacement
Type: Recurring
Estimated 2020 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.

Project Name: Fuel Tank Management
Type: Recurring
Estimated 2020 Cost: \$200,000
Funding Source: Fleet Management G.O. Bonds
Operating Impact: None
Project Description: Remediation, removal, and replacement of fuel tanks.

Fleet Management subtotal - \$400,000

Finance and Management Total - \$9,090,000

Technology

Project Name: Data Center Facility Upgrades
Type: Recurring
Estimated 2020 Cost: \$1,490,000
Funding Source: Information Services G.O. Bonds
Operating Impact: None
Project Description: Funds to upgrade the city's data center infrastructures required to move from Tier I to Tier III service level status.

Project Name: Connectivity Project Fiber/Wireless
Type: Recurring
Estimated 2020 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: CTSS Fiber Purchases Phases B, C, D, E
Type: Recurring
Estimated 2020 Cost: \$1,000,000
Funding Source: Information Services G.O. Bonds
Operating Impact: Minimal
Project Description: Columbus traffic signal system fiber optic cable expansion project in conjunction with the Department of Public Service.

Project Name: Enterprise System Upgrades
Type: Recurring
Estimated 2020 Cost: \$400,000
Funding Source: Information Services G.O. Bonds
Operating Impact: Minimal
Project Description: Replacement of the existing server architecture, storage, and backup solutions currently utilized.

Project Name: E-Gov Initiatives
Type: Recurring
Estimated 2020 Cost: \$150,000
Funding Source: Information Services G.O. Bonds
Operating Impact: Minimal
Project Description: System upgrades to the current content management systems and the public facing websites.

Project Name: Media Services Equipment and Infrastructure
Type: Recurring
Estimated 2020 Cost: \$50,000
Funding Source: Information Services G.O. Bonds
Operating Impact: None
Project Description: Purchase of equipment and installation of video production equipment to increase the ability to provide coverage of public events.

Project Name: Network Improvements
Type: Recurring
Estimated 2020 Cost: \$400,000
Funding Source: Information Services G.O. Bonds
Operating Impact: None
Project Description: Replacement of end of life equipment related to network routers/switches, wireless controllers/access points, and the uninterruptable power supply.

Project Name: Data Management Services
Type: Recurring
Estimated 2020 Cost: \$520,000
Funding Source: Information Services G.O. Bonds
Operating Impact: Increase
Project Description: Purchase of hardware, software, and professional services related to the design, implementation, and support of the city's data management platform.

Project Name: VMWare Workspace One
Type: Recurring
Estimated 2020 Cost: \$600,000
Funding Source: Information Services G.O. Bonds
Operating Impact: None
Project Description: Funding to allow for development opportunities in expanding the city's ability to operate in a more effective and mobile capacity.

Project Name: Telephony and Interactive Voice Response (IVR) Infrastructure Improvements
Type: Recurring
Estimated 2020 Cost: \$545,000
Funding Source: Information Services G.O. Bonds
Operating Impact: None
Project Description: Funding to continue the upgrades of the current IVR system to keep it within industry standards thus providing optimum service and a more streamlined business process.

Project Name: Enterprise System Upgrades – Security Program
Type: Recurring
Estimated 2020 Cost: \$200,000
Funding Source: Information Services G.O. Bonds
Operating Impact: None
Project Description: Funding to provide ongoing security controls protecting and maintaining the confidentiality, integrity, and availability of sensitive and protected information.

Project Name: Enterprise System Upgrades – GIS
Type: Recurring
Estimated 2020 Cost: \$90,000
Funding Source: Information Services G.O. Bonds
Operating Impact: None
Project Description: Funding to allow for continuous and multi-year assessments, reviews, and upgrades of the Enterprise GIS system.

Capital Improvements Program

Project Name: Enterprise System Upgrades – Applications
Type: Recurring
Estimated 2020 Cost: \$200,000
Funding Source: Information Services G.O. Bonds
Operating Impact: None
Project Description: Continuation of system upgrades, enhancements, and expansions for various software applications utilized throughout the city.

Technology Total - \$6,645,000

Recreation and Parks

Project Name: Urban Infrastructure Projects
Type: Recurring
Estimated 2020 Cost: \$753,200
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: Minimal increase
Project Description: Funds used for park improvements and development in urban locations. Specific parks and projects are selected for funding on an annual basis via community requests.

Project Name: Renovations – Miscellaneous Improvements and Cost Allocations
Type: Recurring
Estimated 2020 Cost: \$3,886,800
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: Minimal decrease
Project Description: Improvements and renovations to existing parks, facilities, and amenities. An annual determination will be made to allocate funding based on need.

Project Name: Facility Assessment Implementation
Type: Non-recurring
Estimated 2020 Cost: \$4,000,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: Decrease
Project Description: An assessment to identify issues with existing facilities and funding to make necessary improvements.

Project Name: Hard Surface Improvements
Type: Recurring
Estimated 2020 Cost: \$800,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: Minimal increase
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 2020 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 existing facilities.

Project Name: Maintenance Equipment - Parks
Type: Recurring
Estimated 2020 Cost: \$250,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: Minimal decrease
Project Description: Purchase of new equipment to provide for the maintenance of existing parkland and facilities.

Capital Improvements Program

Project Name: Street Trees – Green Initiative
Type: Recurring
Estimated 2020 Cost: \$400,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: Minimal increase
Project Description: Funds to increase the urban tree canopy and help reduce stormwater runoff.

Project Name: Safe Playgrounds
Type: Recurring
Estimated 2020 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.

Project Name: New Development – Miscellaneous Improvements and Cost Allocations
Type: Recurring
Estimated 2020 Cost: \$5,467,200
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: Minimal
Project Description: Funding to provide for the development of new parks and the expansion of facilities and amenities.

Project Name: Acquisition – Miscellaneous Acquisition and Cost Allocations
Type: Recurring
Estimated 2020 Cost: \$1,594,600
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: Increase
Project Description: Purchase of land and property in underserved areas, for conservation, and to expand the existing park system.

Project Name: Small Scale Capital Improvements – Golf, Sports, Permits & Cost Allocations
Type: Recurring
Estimated 2020 Cost: \$1,594,600
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: None
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 and Cost Allocations
Type: Recurring
Estimated 2020 Cost: \$239,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: Increase
Project Description: Large scale improvements to existing golf, sports, and permitted rental facilities. Funding is also used for the construction of new golf, sports, and permitted rental facilities.

Project Name: North Bank Pavilion Patio Improvements
Type: Non-recurring
Estimated 2020 Cost: \$900,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: Increase
Project Description: Addition of a permanent retractable tent that will add value to the event space.

Project Name: Emergency Improvements and Cost Allocations
Type: Recurring
Estimated 2020 Cost: \$911,200
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: None
Project Description: Funding for unforeseen items such as updating designs, replacing a major component, repairing a major structural part of an asset, increasing the capacity or efficiency of an asset, or adapting something to a new use as a result of the improvements.

Project Name: Opportunity Projects and Cost Allocations
Type: Recurring
Estimated 2020 Cost: \$683,400
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: Increase
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 2020 Cost: \$5,651,813
Funding Source: Voted 2019 SIT Supported G.O. Bonds
Operating Impact: Minimal
Project Description: Funding established for capital improvements targeted in the older commercial and residential areas of the city. Improvements may include street rehabilitation, alley improvements, curb installations, sidewalk installations and replacements, street lighting, and resurfacing.

Project Name: Urban Infrastructure Recovery – Milo Grogan Second Avenue Improvements
Type: Non-recurring
Estimated 2020 Cost: \$700,000
Funding Source: Voted 2019 SIT Supported G.O. Bonds
Operating Impact: Minimal
Project Description: Design and construction of improvements to Second Avenue in Milo Grogan from St. Clair to Sixth Street.

Project Name: Neighborhood Commercial Revitalization (NCR)
Type: Recurring
Estimated 2020 Cost: \$2,500,000
Funding Source: Voted 2019 SIT Supported G.O. Bonds
Operating Impact: Minimal
Project Description: Funds used to identify commercial areas that are eligible for capital improvement funding. Improvements may include but are not limited to, replacement of sidewalks, intersection improvements, installation of street trees, and installation of street lighting.

Project Name: Intersection Improvements – Hilliard Rome Road at Feder Road
Type: Non-recurring
Estimated 2020 Cost: \$216,350
Funding Source: Voted 2019 SIT Supported G.O. Bonds
Operating Impact: Minimal
Project Description: Funds used for the Hilliard Rome Road at Feder Road intersection which will improve pedestrian accommodations as well as add additional turn lanes thus providing additional capacity to the eastbound on-ramp to I-70.

Project Name: Intersection Improvements – Georgesville Road at Hall Road
Type: Non-recurring
Estimated 2020 Cost: \$402,181
Funding Source: Voted 2019 SIT Supported G.O. Bonds
Operating Impact: Minimal
Project Description: Improvements to the traffic signals at the Georgesville Road and Hall Road intersection along with the addition of right turn lanes in the southbound and eastbound directions.

Project Name: Arterial Street Rehabilitation – State Route 161 – I-71 to Cleveland Avenue Phase I
Type: Non-recurring
Estimated 2020 Cost: \$1,927,263
Funding Source: Voted 2019 SIT Supported G.O. Bonds
Operating Impact: None
Project Description: Funding to provide the preliminary preparation of engineering documents and design plans for the improvement of the East Dublin-Granville Road/State Route 161 corridor between I-71 and Cleveland Avenue.

Project Name: Roadway Improvements
Type: Recurring
Estimated 2020 Cost: \$300,000
Funding Source: Voted 2019 SIT Supported G.O. Bonds
Operating Impact: Minimal
Project Description: Project management costs related to the reconstruction of existing streets and roadway extensions. Costs also include utility relocations, construction inspection costs, and right of way acquisitions necessary for roadway projects.

Project Name: Resurfacing
Type: Recurring
Estimated 2020 Cost: \$20,000,000
Funding Source: Voted 2019 SIT Supported G.O. Bonds
Operating Impact: Decrease
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:

- Indianola Avenue
- West Broad Street
- Town Street/Glenwood Avenue/Rich Street
- Gould Road
- East Dublin-Granville Road

Project Name: Bridge Rehabilitation
Type: Recurring
Estimated 2020 Cost: \$2,671,393
Funding Source: Voted 2019 SIT Supported G.O. Bonds
Operating Impact: Decrease
Project Description: Funding for design and construction work associated with the replacement of expansion joints, full and partial bridge deck replacement, sidewalk and curb reconstruction, and other rehabilitation work to city bridges.

Project Name: Housing Initiatives
Type: Recurring
Estimated 2020 Cost: \$800,000
Funding Source: Voted 2019 SIT Supported G.O. Bonds
Operating Impact: Minimal
Project Description: Funding established to aid in the development of roadway infrastructure in areas where local developers seek to build housing units.

Capital Improvements Program

Project Name: Intersection Improvements – State Route 161 at Karl Road
Type: Non-recurring
Estimated 2020 Cost: \$800,000
Funding Source: Voted 2019 SIT Supported G.O. Bonds
Operating Impact: Minimal
Project Description: Funding for the study, design, and construction work associated with the improved safety of the intersection of State Route 161 and Karl Road. The project will add a mini roundabout and median, along with a reconstructed traffic signal that accommodates the modified area, and improvements to the drainage.

Project Name: Bikeway Development
Type: Recurring
Estimated 2020 Cost: \$2,000,000
Funding Source: Voted 2019 SIT Supported G.O. Bonds
Operating Impact: Minimal
Project Description: Funding to expand and renovate the existing bikeway system, including the creation and addition of shared use paths. Bikeway development included for 2020 includes the following:

- Georgesville Road Shared Use Path – Hall Road to Clime Road
- Tussing Road Shared Use Path
- Indianola Avenue – Summit Bikeway gaps

Project Name: Pedestrian Safety Improvements
Type: Recurring
Estimated 2020 Cost: \$4,000,000
Funding Source: Voted 2019 SIT Supported G.O. Bonds
Operating Impact: Minimal
Project Description: Installation of new and replacement sidewalks based on public input. Pedestrian safety improvements for 2020 include the following:

- Worthington Woods Boulevard from Sancus to Deer Creek
- Courtright Road from Courtright Lane to Groves Road
- Walford Street and Sharbot Drive Sidewalks
- Maple Canyon Avenue Sidewalks

Project Name: Pedestrian Safety Improvements - CelebrateOne
Type: Recurring
Estimated 2020 Cost: \$2,451,000
Funding Source: Voted 2019 SIT Supported G.O. Bonds
Operating Impact: Minimal
Project Description: Installation of new and replacement sidewalks based on public input. Pedestrian safety improvements for 2020 include the following:

- CelebrateOne Sidewalk gaps
- Linden – Hudson Street and McGuffey Sidewalks
- Hilltop – Belvidere Avenue from Mound Street to Sullivant Avenue
- Near South – Deshler Avenue from 18th Street to Lockbourne Avenue
- Hilltop – Springmont Avenue
- Near South – Kossuth Street from Carpenter Street to Linwood Avenue
- Hamilton Avenue – Hamilton Avenue from Minnesota Avenue to Weber Road
- Linden Park – Hamilton Avenue from Briarwood Avenue to Linden Park Drive

Project Name: Pedestrian Safety Improvements – School Sidewalks
Type: Recurring
Estimated 2020 Cost: \$1,985,000
Funding Source: Voted 2019 SIT Supported G.O. Bonds
Operating Impact: Minimal
Project Description: Installation of new and replacement sidewalks based on public input. Pedestrian safety improvements for 2020 include the following:

- Olive Street and Floral Avenue from South Powell Avenue to South Highland Avenue
- Sycamore Street from Carpenter Street to Champion Avenue
- Ann Street and 17th Street between Lincoln Park Elementary and South High School
- Noe Bixby Road from Refugee Road to Carbondale Drive
- Refugee Road from Noe Bixby Road to Blue Moon Drive and Glenbriar Street

Transportation subtotal - \$46,405,000

Refuse

Project Name: Mechanized Collection Equipment
Type: Recurring
Estimated 2020 Cost: \$4,930,000
Funding Source: Voted 2019 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 2020 Cost: \$100,000
Funding Source: Voted 2019 SIT Supported G.O. Bonds
Operating Impact: None
Project Description: Rehabilitation of existing collection facilities.

Project Name: Mechanized Collection Equipment – Containers
Type: Recurring
Estimated 2020 Cost: \$1,050,000
Funding Source: Voted 2019 SIT Supported G.O. Bonds
Operating Impact: None
Project Description: Purchase of collection containers.

Refuse subtotal - \$6,080,000

Public Service Total - \$52,485,000

Public Utilities

Storm Sewer

Project Name: Fountain Square Stormwater System Improvements
Type: Non-recurring
Estimated 2020 Cost: \$4,000,000
Funding Source: Ohio Water Development Authority Loan
Operating Impact: Minimal increase
Project Description: Mitigation efforts for street flooding along the Morse Road service road in the Fountain Square area.

Project Name: General Construction Contract - Storm
Type: Recurring
Estimated 2020 Cost: \$1,150,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This project makes improvements to existing storm infrastructure including sewers, inlets, culverts, and associated appurtenances that may have failed unexpectedly or require immediate attention.

Project Name: Petzinger Road Stormwater Improvements
Type: Non-recurring
Estimated 2020 Cost: \$1,250,000
Funding Source: Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal increase
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 2020 Cost: \$400,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Funding established for various project engineering services as needed.

Project Name: Linden Neighborhood Stormwater System Improvements Phase 2
Type: Non-recurring
Estimated 2020 Cost: \$1,150,000
Funding Source: Ohio Water Development Authority Loan; Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal increase
Project Description: Mitigation of street and yard flooding, and the reduction of drainage issues in the Linden Neighborhood.

Project Name: Old Beechwood Area Stormwater System Improvements
Type: Non-recurring
Estimated 2020 Cost: \$2,500,000
Funding Source: Ohio Water Development Authority Loan
Operating Impact: Minimal increase
Project Description: Stormwater system improvements to mitigate street and yard flooding within the Old Beechwood historic neighborhood.

Project Name: Joint Projects with the Department of Public Service
Type: Recurring
Estimated 2020 Cost: \$2,000,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal increase
Project Description: Funding to allow the division to take advantage of collaboration opportunities that may arise during roadway improvement projects with the Department of Public Service.

Project Name: Franklinton Area Stormwater System Improvements
Type: Non-recurring
Estimated 2020 Cost: \$750,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal increase
Project Description: Funding for the design of new storm sewers and stormwater detention facilities in the Franklinton area.

Project Name: Holton Park and Eureka Avenue Green Infrastructure Improvements
Type: Non-recurring
Estimated 2020 Cost: \$400,000
Funding Source: Ohio Water Development Authority Loan
Operating Impact: Minimal increase
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 water quality treatment for the Terrace/Broad Stormwater System Improvements.

Project Name: Pump Stations, ST-21, ST-22, ST-23 Improvements
Type: Recurring
Estimated 2020 Cost: \$1,650,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal increase
Project Description: Funding for the design and construction of the storm system and flood protection improvements for the area southwest of the Arena District.

Project Name: Barnett Road Stormwater Improvements
Type: Non-recurring
Estimated 2020 Cost: \$25,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal increase
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 recommendations to alleviate standing water and stormwater drainage issues.

Project Name: Bethel Road Culvert Rehabilitation
Type: Non-recurring
Estimated 2020 Cost: \$400,000
Funding Source: Ohio Water Development Authority Loan
Operating Impact: None
Project Description: This project will allow the city to repair the existing 84" and 24" culverts.

Capital Improvements Program

Project Name: Cooke Road Culvert Improvements
Type: Non-recurring
Estimated 2020 Cost: \$250,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This project will allow the city to repair the existing 24" storm culvert.

Project Name: Floodwall Gate Sills
Type: Non-recurring
Estimated 2020 Cost: \$550,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal increase
Project Description: This project will address areas of concrete deterioration along the Franklinton floodwall.

Stormwater subtotal - \$16,475,000

Sanitary Sewers

Project Name: Real Time Control – Alum Creek Storm Tanks
Type: Non-recurring
Estimated 2020 Cost: \$1,500,000
Funding Source: Ohio Water Development Authority Loan
Operating Impact: Minimal increase
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, Part 2
Type: Non-recurring
Estimated 2020 Cost: \$500,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal increase
Project Description: Development of additional functionality for the real time control decision supports.

Project Name: Hoover Farms Subtrunk
Type: Non-recurring
Estimated 2020 Cost: \$4,125,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal increase
Project Description: Construction of a sanitary sewer subtrunk to serve the Hoover Farms development and the surrounding tributary area.

Project Name: SSES Overall Engineering Consultant Services
Type: Recurring
Estimated 2020 Cost: \$300,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This project will allow the design of large capital improvements for the sewer collection system and all related infrastructures.

Project Name: Big Walnut Sanitary Trunk Extension, Phase 2
Type: Non-recurring
Estimated 2020 Cost: \$5,500,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal increase
Project Description: Extension of the Big Walnut sanitary trunk sewer north of Dempsey Road and east of Hoover Reservoir.

Project Name: Central College Subtrunk Extension Phase 3
Type: Non-recurring
Estimated 2020 Cost: \$32,000,000
Funding Source: Ohio Water Development Authority Loan
Operating Impact: Minimal increase
Project Description: Extension of the existing 30" sanitary subtrunk sewer approximately 5,800 linear feet along Central College Road towards New Albany.

Capital Improvements Program

Project Name: Blacklick Creek Interceptor Air Quality Facility Improvements
Type: Non-recurring
Estimated 2020 Cost: \$3,500,000
Funding Source: Ohio Water Development Authority Loan
Operating Impact: Minimal increase
Project Description: Installation of new active air treatment facilities at the Blacklick Creek sanitary interceptor sewer.

Project Name: General Engineering Services – Sanitary 2020
Type: Recurring
Estimated 2020 Cost: \$400,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Funding for additional engineering services on an as needed basis.

Project Name: Shadeville Sanitary Interceptor
Type: Non-recurring
Estimated 2020 Cost: \$4,000,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal increase
Project Description: This project will provide sanitary sewer service for the tributary area adjacent to the sewer west of USR-23 north to the vicinity of Rathmell Road, with the potential to be extended north of I-270 to eliminate the Williams Road and Castle Road pump stations.

Project Name: Roof Replacements for Department of Public Utilities Facilities
Type: Recurring
Estimated 2020 Cost: \$3,165,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Replacement of roofs at existing facilities to prevent infrastructure damage due to water leaks.

Project Name: Department of Public Utilities General Engineering Consultant Services (GEC) #3 and #4
Type: Recurring
Estimated 2020 Cost: \$1,000,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Engineering and technical services to provide inspections and evaluations of existing conditions, architectural drawings, and specifications and bid documents for various sanitary projects throughout the city.

Project Name: Jackson Pike Wastewater Treatment Plant (JPWWTP) Small Capital Projects
Type: Recurring
Estimated 2020 Cost: \$35,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Funding for JPWWTP Plant projects submitted through the General Engineering Consultant Service contracts.

Project Name: JPWWTP Raw Sewage Pump Valve Actuator Replacement
Type: Non-recurring
Estimated 2020 Cost: \$900,000
Funding Source: Ohio Water Development Authority Loan
Operating Impact: Minimal decrease
Project Description: Replacement of the five raw sewage cone valve actuators and the installation of new electrical lines.

Project Name: Southerly Waste Water Treatment Plant (SWWTP) Small Capital Projects
Type: Recurring
Estimated 2020 Cost: \$935,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Funding for SWWTP projects submitted through the General Engineering Consultant Service contracts.

Project Name: SWWTP Building Heating Improvements – Boiler Revisions
Type: Non-recurring
Estimated 2020 Cost: \$4,175,765
Funding Source: Ohio Water Development Authority Loan
Operating Impact: Minimal decrease
Project Description: Construction of the replacement systems for the three oil fired systems located at the SWWTP.

Project Name: SWWTP Boiler System Operational Improvements
Type: Non-recurring
Estimated 2020 Cost: \$1,180,115
Funding Source: Ohio Water Development Authority Loan
Operating Impact: Minimal decrease
Project Description: Rehabilitation of the existing service building steam plant at the SWWTP.

Project Name: Fairwood Avenue Building Facilities Small Capital Projects
Type: Recurring
Estimated 2020 Cost: \$297,500
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
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: Department of Sewerage and Drainage (DOSD) HVAC and Air Purification
Type: Non-recurring
Estimated 2020 Cost: \$1,435,500
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal decrease
Project Description: Replacement of equipment that is currently at the end of its useful life.

Capital Improvements Program

Project Name: JPWWTP Stormwater and Floodplain Improvements
Type: Non-recurring
Estimated 2020 Cost: \$352,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Creation of a phased development master plan to mitigate flooding.

Project Name: WWTF Instrumentation and Control Integration and Programming Part 2
Type: Recurring
Estimated 2020 Cost: \$500,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal decrease
Project Description: Wastewater Treatment Facilities Instrumentation and Control (I&C) System Upgrade.

Project Name: SWWTP Digestion Process Expansion
Type: Non-recurring
Estimated 2020 Cost: \$23,369,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds; Ohio Water Development Authority Loan
Operating Impact: Minimal increase
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 2020 Cost: \$870,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Replacement of the aeration diffuser that has reached the end of its useful life.

Project Name: Waste Water Treatment Facilities Upgrade – General Program #4
Type: Recurring
Estimated 2020 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 HVAC and Air Purification Improvements
Type: Non-recurring
Estimated 2020 Cost: \$231,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal decrease
Project Description: Replacement of the air purification systems in the East Aeration Control building that have reached the end of their useful life.

Project Name: Compost Facility Odor Control Improvements
Type: Non-recurring
Estimated 2020 Cost: \$43,030,618
Funding Source: Voted 2016 Public Utilities G.O. Bonds; Ohio Water Development Authority Loan
Operating Impact: Minimal increase
Project Description: Continued improvements to further reduce the odors generated by the composting process.

Project Name: Southerly Stormwater and Floodplain Improvements
Type: Non-recurring
Estimated 2020 Cost: \$502,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Creation of a phased development master plan to mitigate flooding.

Project Name: 2020 Annual Lining Contract
Type: Recurring
Estimated 2020 Cost: \$5,850,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds; Ohio Water Development Authority Loan
Operating Impact: Minimal increase
Project Description: Rehabilitation of existing sanitary sewers using cured-in-place pipe.

Project Name: Big Walnut Interceptor Lockbourne Subtrunk Canal Road Area
Type: Non-recurring
Estimated 2020 Cost: \$100,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal increase
Project Description: Extension of the 18" sanitary sewer line in the Rickenbacker area.

Project Name: Intermodal Sanitary Subtrunk Extension
Type: Non-recurring
Estimated 2020 Cost: \$26,750,000
Funding Source: Ohio Water Development Authority Loan
Operating Impact: Minimal increase
Project Description: Extension of the sanitary sewer service along the Northern Pickaway Joint Economic Development District.

Project Name: Rickenbacker Intermodal Sanitary Extension
Type: Non-recurring
Estimated 2020 Cost: \$4,125,000
Funding Source: Ohio Water Development Authority Loan
Operating Impact: Minimal increase
Project Description: Extension of the gravity sanitary sewer main from the existing Military Pump Station along Rickenbacker Parkway.

Capital Improvements Program

Project Name: DPU Archive and Records Storage and Locker Room Renovations
Type: Non-recurring
Estimated 2020 Cost: \$5,369,500
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Creation of a centralized large storage and records area in the former police property room at the Fairwood Avenue facility.

Project Name: East Franklinton Phase 3
Type: Non-recurring
Estimated 2020 Cost: \$3,300,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds; Ohio Water Development Authority Loan
Operating Impact: Minimal increase
Project Description: Improvements to the utility infrastructure in the East Franklinton neighborhood to address items in the Combined Sewer Overflow consent order obligations.

Project Name: Ohio State University (OSU) Area Utility Easement Project
Type: Non-recurring
Estimated 2020 Cost: \$275,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Funding to obtain new easements in the OSU area.

Project Name: Big Run/Hellbranch Subtrunk
Type: Non-recurring
Estimated 2020 Cost: \$1,749,071
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal increase
Project Description: Extension of the Big Run trunk sewer from the intersection of Galloway Road and Sullivant Avenue to West Broad Street.

Project Name: Portage Grove Area Assessment
Type: Non-recurring
Estimated 2020 Cost: \$2,800,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds; Ohio Water Development Authority Loan
Operating Impact: Minimal increase
Project Description: Extension of the existing infrastructure to the developed areas that are currently served by on-lot systems.

Project Name: Big Walnut Outfall (South) Rehabilitation
Type: Non-recurring
Estimated 2020 Cost: \$2,400,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal decrease
Project Description: Rehabilitation of the 108" Big Walnut Outfall sewer to address structural problems.

Project Name: Lower Olentangy Tunnel – Phase 1
Type: Non-recurring
Estimated 2020 Cost: \$223,000,000
Funding Source: Ohio Water Development Authority Loan
Operating Impact: Minimal increase
Project Description: Design and construction of a relief sewer in the Olentangy corridor.

Project Name: Large Diameter Sewer Rehabilitation – Alum Creek Trunk South Section/Deshler Tunnel
Type: Non-recurring
Estimated 2020 Cost: \$900,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal increase
Project Description: Inspection and condition assessment of the sanitary trunk line sewer.

Project Name: Center Large Diameter Rehabilitation
Type: Non-recurring
Estimated 2020 Cost: \$8,000,000
Funding Source: Ohio Water Development Authority Loan
Operating Impact: Minimal decrease
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 2020 Cost: \$5,850,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds; Ohio Water Development Authority Loan
Operating Impact: Minimal decrease
Project Description: Required rehabilitation to restore the hydraulic capacity of existing infrastructure to extend its useful life.

Project Name: Large Diameter – Blacklick Creek Main Trunk
Type: Non-recurring
Estimated 2020 Cost: \$550,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal decrease
Project Description: Rehabilitation of the sanitary sewer infrastructure to extend its useful life.

Project Name: Large Diameter – Scioto Main Trunk
Type: Non-recurring
Estimated 2020 Cost: \$100,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal decrease
Project Description: Required rehabilitation to restore the hydraulic capacity of existing infrastructure to extend its useful life.

Capital Improvements Program

Project Name: Alum Creek Trunk (Middle) Rehabilitation – Phase C
Type: Non-recurring
Estimated 2020 Cost: \$7,000,000
Funding Source: Ohio Water Development Authority Loan
Operating Impact: Minimal decrease
Project Description: Rehabilitation of the current infrastructure to extend the useful life.

Project Name: Near North & East Area Large Diameter Assessments
Type: Non-recurring
Estimated 2020 Cost: \$2,875,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds; Ohio Water Development Authority Loan
Operating Impact: Minimal decrease
Project Description: Rehabilitation of the current infrastructure to extend the useful life.

Project Name: Blacklick Creek Sanitary Subtrunk Extension
Type: Non-recurring
Estimated 2020 Cost: \$512,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal increase
Project Description: Rehabilitation of the 42" sanitary trunk sewer pipe.

Project Name: Brimfield Area Sanitary System Repair Project
Type: Non-recurring
Estimated 2020 Cost: \$1,300,000
Funding Source: Ohio Water Development Authority Loan
Operating Impact: Minimal decrease
Project Description: Design and construction of improvements to the sanitary system bounded in the area of Brimfield Road, Beechcroft Road, Tamarack Boulevard, and Forest Village Lane.

Project Name: 2020 General Construction Contract
Type: Recurring
Estimated 2020 Cost: \$2,300,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Construction and replacement of the older existing sewer infrastructure on an as needed basis.

Project Name: Third Avenue Relief Sewer, Phase 3
Type: Non-recurring
Estimated 2020 Cost: \$3,600,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds; Ohio Water Development Authority Loan
Operating Impact: Minimal increase
Project Description: Construction of the sanitary relief sewer from Edgehill Road to Northwest Boulevard.

Project Name: Inflow Redirection – Noble and 4th Street
Type: Non-recurring
Estimated 2020 Cost: \$30,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal increase
Project Description: Redirection of the public inflow of six acres of area tributary in the Noble and 4th Street area to address combined sewer overflows.

Project Name: Inflow Redirection – Markison Avenue
Type: Non-recurring
Estimated 2020 Cost: \$1,775,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal increase
Project Description: Redirection of the public inflow of 147 acres of area tributary in the Markison Avenue combined sewer overflow area.

Project Name: Hydraulic Modification to Combined Sewer Overflow Regulator (CSO) – Markison Avenue
Type: Non-recurring
Estimated 2020 Cost: \$24,300
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal increase
Project Description: Renovations to the hydraulics of the Markison Avenue CSO regulator to decrease combined sewer overflows during periods of heavy rainfall.

Project Name: Blueprint Linden
Type: Non-recurring
Estimated 2020 Cost: \$17,019,201
Funding Source: Voted 2016 Public Utilities G.O. Bonds; Ohio Water Development Authority Loan
Operating Impact: Minimal increase
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
- Linview Park

Project Name: Blueprint Hilltop
Type: Non-recurring
Estimated 2020 Cost: \$13,333,879
Funding Source: Voted 2016 Public Utilities G.O. Bonds; Ohio Water Development Authority Loan
Operating Impact: Minimal increase
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

Capital Improvements Program

Project Name: Blueprint Integrated Solutions
Type: Non-recurring
Estimated 2020 Cost: \$1,020,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal increase
Project Description: Implementation of the consent order requirements to remove or reroute inflow infiltration from the sanitary sewers at the following locations:

- Dorris/Weber Area
- Old Beechwold Area

Project Name: Blueprint Hilltop 1 – Permeable Pavers
Type: Non-recurring
Estimated 2020 Cost: \$11,927,500
Funding Source: Voted 2016 Public Utilities G.O. Bonds; Ohio Water Development Authority Loan
Operating Impact: Minimal increase
Project Description: Installation of permeable pavers along multiple streets to meet consent order requirements in the following areas:

- Palmetto/Westgate
- Eureka/Fremont

Project Name: Blueprint Miller Kelton – Permeable Pavers
Type: Non-recurring
Estimated 2020 Cost: \$9,900,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds; Ohio Water Development Authority Loan
Operating Impact: Minimal increase
Project Description: Installation of permeable pavers along multiple streets to meet consent order requirements in the following area:

- Newton/Bedford

Project Name: Lateral Lining – Clintonville 1
Type: Recurring
Estimated 2020 Cost: \$2,000,000
Funding Source: Ohio Water Development Authority Loan
Operating Impact: Minimal decrease
Project Description: Lining sanitary laterals to prevent excess stormwater from entering the sanitary sewer system in the following areas:

- Schreyer/Springs Area

Project Name: Volunteer Sump Pump Program
Type: Recurring
Estimated 2020 Cost: \$10,982,125
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal decrease
Project Description: Installation of sump pumps in residential basements to reduce excess stormwater entering the city's sanitary system in the following areas:

- North Linden 1, Phase 3
- Clintonville 3, Project 1
- Clintonville 3, Project 2
- Miller Kelton Blueprint Area

Project Name: Scioto Main Sanitary Trunk Sewer Rehabilitation
Type: Recurring
Estimated 2020 Cost: \$100,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal increase
Project Description: Design for the rehabilitation of the 120" diameter sewer from the Scioto Main and West Side Sanitary Junction Chamber to the JPWWTP.

Project Name: HSTS Elimination Projects
Type: Recurring
Estimated 2020 Cost: \$4,438,277
Funding Source: Voted 2016 Public Utilities G.O. Bonds; Ohio Water Development Authority Loan
Operating Impact: Minimal increase
Project Description: Design and construction of a new sanitary sewer extension to serve the developed area that is currently served by home treatment systems in the following areas:

- Williams/Behm Area
- Dyer/Lazar Area
- Community Park/Maple Canyon Area

Sanitary subtotal - \$516,669,251

Capital Improvements Program

Electricity

Project Name: Urban Infrastructure Recovery Fund Street Lighting Projects
Type: Recurring
Estimated 2020 Cost: \$505,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal increase
Project Description: Design and construction of street lighting in urban areas of the city.

Project Name: East Fifth Avenue Decorative Street Lighting
Type: Non-recurring
Estimated 2020 Cost: \$353,237
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal increase
Project Description: Street lighting on East Fifth Avenue from North High Street to North 4th Street.

Project Name: 17th Avenue Circuit Upgrade
Type: Non-recurring
Estimated 2020 Cost: \$150,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal decrease
Project Description: Upgrading of the existing conductors to improve service and system capacity in the 17th Avenue area.

Project Name: Oil Switch Replacement Program 2020
Type: Recurring
Estimated 2020 Cost: \$120,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal decrease
Project Description: Replacement of aging infrastructure that is no longer being manufactured.

Project Name: Freeway & Knightshill Street Lighting
Type: Non-recurring
Estimated 2020 Cost: \$960,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal increase
Project Description: Provide overhead street lighting in the areas bounded by Morse Road, Sinclair Road, Tamarack Boulevard, and Sugar Maple Drive.

Project Name: Morningstar & Northforty Street Lighting
Type: Non-recurring
Estimated 2020 Cost: \$808,173
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal increase
Project Description: Provide overhead street lighting in the areas bounded by Sullivant Avenue, Galloway Road, Wild Stallion Drive, Corral Gate Court, and Countrie Glen Drive.

Project Name: General Engineering Contracts 2019-2022
Type: Recurring
Estimated 2020 Cost: \$150,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Engineering and professional design contracts on an as needed basis.

Project Name: SMART Street lighting
Type: Recurring
Estimated 2020 Cost: \$2,250,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal increase
Project Description: Continued conversion of the existing street light infrastructure to LED lighting.

Project Name: Voltage Conversions and Reconductoring
Type: Recurring
Estimated 2020 Cost: \$500,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal increase
Project Description: Conversion of the current infrastructure to allow for increased voltage to provide additional reliability and stability of the electrical system for regional growth.

Project Name: System Protection Improvements
Type: Recurring
Estimated 2020 Cost: \$250,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Installation of new or replacement of outdated protective devices on the electrical distribution system.

Project Name: Cutout and Lightning Arrester Replacements
Type: Recurring
Estimated 2020 Cost: \$250,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Replacement of fused cutouts and gapped lightning arresters.

Electricity subtotal - \$6,296,410

Capital Improvements Program

Water

Project Name: Miscellaneous Erosion Control
Type: Recurring
Estimated 2020 Cost: \$2,500,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds
Operating Impact: Minimal increase
Project Description: Funding to provide continued erosion management and mitigation.

Project Name: Miscellaneous Water Facilities
Type: Recurring
Estimated 2020 Cost: \$100,000
Funding Source: Voted 2013 Public Utilities 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 2020 Cost: \$2,150,000
Funding Source: Voted 2013 Public Utilities 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: 910 Dublin Road Standby Power Improvements
Type: Non-recurring
Estimated 2020 Cost: \$150,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds
Operating Impact: Minimal increase
Project Description: Improvements are needed to modify the electrical wiring, panels, as well as installation of a generator hookup to the building in order for continued support of critical functions during power outages.

Project Name: Rinehart Public Utilities Complex Water Service Improvements
Type: Non-recurring
Estimated 2020 Cost: \$100,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Funding to provide master water meters and backflow prevention for buildings located at the Reinhart Public Utilities Complex.

Project Name: Water Main Rehabilitation
Type: Recurring
Estimated 2020 Cost: \$100,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds
Operating Impact: Minimal increase
Project Description: Funding for general rehabilitation of water distribution lines to eliminate poor fire flow capabilities and poor water quality.

Project Name: Area Waterline Improvements
Type: Non-recurring
Estimated 2020 Cost: \$31,788,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds; Water Supply Revolving Loan Account Fund
Operating Impact: Minimal increase
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:

- Ziegler Avenue Area
- South Weyant Avenue Area
- Chestershire Road Area
- Greenway Avenue Area
- Woodland Avenue Area
- East Franklinton Area
- Central College Road Area
- Newton/Bedford Area
- Old Beechwold Area
- Scioto Peninsula Area
- Eureka/Fremont Area
- Kent/Fairwood Area
- Palmetto/Westgate Area

Project Name: Watermain Replacement Projects
Type: Recurring
Estimated 2020 Cost: \$1,800,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds
Operating Impact: Minimal increase
Project Description: Design funding to provide for the general rehabilitation of the water distribution system in areas yet to be determined.

Project Name: O'Shaughnessy Hydroelectric – Federal Energy Regulatory Committee (FERC)
Type: Non-recurring
Estimated 2020 Cost: \$250,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Engineering services related to projects mandated by the Federal Energy Regulatory Committee.

Project Name: Dublin Road Water Plant (DRWP) Miscellaneous Improvements
Type: Recurring
Estimated 2020 Cost: \$150,000
Funding Source: Voted 2013 Public Utilities 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 2020 Cost: \$13,400,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds; Water Supply Revolving Loan Account Fund
Operating Impact: Minimal decrease
Project Description: Replacement of aging clarifier and flocculation equipment and repair or replacement of miscellaneous appurtenances related to the clarifier and flocculation basins.

Capital Improvements Program

Project Name: Hap Cremean Water Plan (HCWP) Miscellaneous Improvements
Type: Recurring
Estimated 2020 Cost: \$350,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Continuing small improvements of the existing water plant.

Project Name: HCWP Actuator and HSP Monitoring Improvements
Type: Non-recurring
Estimated 2020 Cost: \$750,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds
Operating Impact: Minimal decrease
Project Description: Replacement of nine aging yard valve actuators along with the installation of new electrical controls, motor starters, and power supplies to reduce maintenance costs.

Project Name: Parsons Avenue Water Plant (PAWP) Facility Miscellaneous Improvements
Type: Recurring
Estimated 2020 Cost: \$110,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Continuing small improvements of the existing water plant.

Project Name: PAWP – Lime Slaker and Soda Ash Feeder Replacement
Type: Non-recurring
Estimated 2020 Cost: \$6,700,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds; Water Supply Revolving Loan Account Fund
Operating Impact: Minimal decrease
Project Description: Design and construction funding to provide replacement lime slaker and soda ash feeder equipment.

Project Name: Automatic Meter Reading
Type: Non-recurring
Estimated 2020 Cost: \$90,750,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds; Water Supply Revolving Loan Account Fund
Operating Impact: Significant reduction in operating costs
Project Description: Establishment of an automatic meter reading system to lower current meter reading costs, allow for more frequent readings, and enhance customer service capabilities.

Project Name: Watershed Roadway Improvements
Type: Recurring
Estimated 2020 Cost: \$175,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds
Operating Impact: Minimal increase
Project Description: Funding to provide watershed roadway improvements around Griggs, O'Shaughnessy, and Hoover Reservoirs.

Project Name: HCWP Basin Concrete Rehabilitation
Type: Non-recurring
Estimated 2020 Cost: \$1,500,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds
Operating Impact: Minimal decrease
Project Description: Rehabilitation of the deteriorated concrete and handrail replacement in the basin area of the water plant.

Project Name: HCWP Pump Improvements
Type: Recurring
Estimated 2020 Cost: \$200,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds
Operating Impact: Minimal decrease
Project Description: Funding to provide for replacement of various pumps located at the water plant.

Project Name: Watershed Miscellaneous Improvements Facilities
Type: Recurring
Estimated 2020 Cost: \$110,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Ongoing funding for small capital improvements at the existing dams and reservoirs.

Project Name: Hoover Dam Improvements – Part 1
Type: Non-Recurring
Estimated 2020 Cost: \$13,000,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds
Operating Impact: Minimal increase
Project Description: Funding to provide for the study of the environmental controls, equipment, and future demands of the Hoover Dam as it relates to the Hap Cremean Water Plant.

Project Name: General Engineering Services – Supply Group 2018A; 2018B
Type: Recurring
Estimated 2020 Cost: \$800,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Funding for general engineering on various capital projects when needed.

Project Name: O’Shaughnessy Gatehouse Miscellaneous Improvements
Type: Non-recurring
Estimated 2020 Cost: \$1,000,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Improvements to the exterior of the O’ Shaughnessy Gatehouse that includes masonry rehabilitation and lighting upgrades.

Capital Improvements Program

Project Name: Booster Station Improvements
Type: Recurring
Estimated 2020 Cost: \$900,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds
Operating Impact: Minimal increase
Project Description: Funding for booster station and tank improvements for timely replacement of mechanisms to ensure water tanks continue to operate safely.

Project Name: Security Enhancements – 910 Dublin Road
Type: Non-recurring
Estimated 2020 Cost: \$2,600,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds
Operating Impact: Minimal increase
Project Description: Improvements to access control, cameras, and life safety elements of the 910 Dublin Road facility. Improvements will require ongoing service contracts to maintain camera access systems.

Project Name: HCWP Hypochlorite Disinfection Improvements
Type: Non-recurring
Estimated 2020 Cost: \$17,600,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds; Water Supply Revolving Loan Account Fund
Operating Impact: Minimal increase
Project Description: Engineering design and construction as it relates to the disinfection storage and feed facilities at the Hap Cremean Water Plant.

Project Name: PAWP Hypochlorite Disinfection Improvements
Type: Non-recurring
Estimated 2020 Cost: \$11,500,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds; Water Supply Revolving Loan Account Fund
Operating Impact: Minimal increase
Project Description: Engineering design and construction as it relates to the disinfection storage and feed facilities at the Parsons Avenue Water Plant.

Project Name: Fourth Water Plant Quarry Land Acquisition
Type: Non-recurring
Estimated 2020 Cost: \$6,000,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Purchase of land for sludge disposal and for the proposed future fourth water plant to meet future water demands.

Project Name: Dublin Road 30" Waterline
Type: Non-recurring
Estimated 2020 Cost: \$10,900,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds; Water Supply Revolving Loan Account Fund
Operating Impact: Minimal increase
Project Description: To provide an improvement to water transmission and Blazer tank turnover.

Project Name: HCWP Sludge Disposal Line Improvements
Type: Non-recurring
Estimated 2020 Cost: \$7,500,000
Funding Source: Water Supply Revolving Loan Account Fund
Operating Impact: Minimal increase
Project Description: To provide improvements to the sludge disposal line to allow for continued water treatment.

Project Name: HCWP Intake Structure and Low Head Dam Rehabilitation
Type: Non-recurring
Estimated 2020 Cost: \$8,800,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds; Water Supply Revolving Loan Account Fund
Operating Impact: Minimal increase
Project Description: To provide engineering and construction improvements to the intake structure and low-head dam assuring the integrity of these structures.

Project Name: PAWP HVAC Improvements
Type: Non-recurring
Estimated 2020 Cost: \$5,175,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds
Operating Impact: Minimal decrease
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 (WQAL) Renovations
Type: Non-recurring
Estimated 2020 Cost: \$9,200,000
Funding Source: Water Supply Revolving Loan Account Fund
Operating Impact: None
Project Description: Renovate the WQAL to meet current building codes, meet the functional needs of staff and laboratory equipment, and address ergonomic issues with the outdated, existing space.

Project Name: Watershed Facilities Improvements
Type: Recurring
Estimated 2020 Cost: \$2,250,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Funding to assess, identify needs, and develop improvement options for multiple watershed facilities.

Project Name: PAWP Well Pump Replacement
Type: Non-recurring
Estimated 2020 Cost: \$7,625,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds; Water Supply Revolving Loan Account Fund
Operating Impact: Minimal decrease
Project Description: This project will rehabilitate the original well pumps and motors at collector wells.

Capital Improvements Program

Project Name: Residuals Management Plan Update
Type: Recurring
Estimated 2020 Cost: \$100,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: To provide the funding for an update of the residuals management plan for long-range residuals disposal alternatives.

Project Name: General Architectural Services – Division of Water 2021
Type: Recurring
Estimated 2020 Cost: \$300,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Architectural and design services on an as needed basis for various capital improvement projects.

Project Name: General Construction Administration and Construction Inspection
Type: Recurring
Estimated 2020 Cost: \$800,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Construction management costs associated with the Division of Water capital improvement projects.

Project Name: Professional Construction Management (PCM) Part II
Type: Recurring
Estimated 2020 Cost: \$2,000,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Professional management services to monitor the numerous current and future projects during construction.

Project Name: Laboratory Upgrades
Type: Recurring
Estimated 2020 Cost: \$700,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Design and engineering services to renovate the 910 Dublin Road Water Quality Assurance Lab, the DRWP Lab, and the PAWP Lab.

Project Name: Land Stewardship Update
Type: Non-recurring
Estimated 2020 Cost: \$250,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Update to the land stewardship program to design new standards to address water reservoir erosion.

Project Name: DRWP Caustic Feed Improvements
Type: Recurring
Estimated 2020 Cost: \$200,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Engineering to modify the existing caustic storage and feed facilities within the DRWP.

Project Name: PAWP Treatment Residuals Disposal Improvements
Type: Non-recurring
Estimated 2020 Cost: \$2,250,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Engineering and construction services needed to address residual disposal improvements.

Project Name: Professional Construction Management
Type: Recurring
Estimated 2020 Cost: \$7,200,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Professional construction management services for various Division of Water construction contracts.

Project Name: Olentangy River Road – 24" Water Main Phases 2 & 3
Type: Non-recurring
Estimated 2020 Cost: \$3,700,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds; Water Supply Revolving Loan Account Fund
Operating Impact: Minimal decrease
Project Description: Replacement of the existing 20" water main in Olentangy River Road with a new 24" water main, abandoning the existing 20" main, fire hydrant installations, and water service lines.

Project Name: McKinley Avenue Quarry Dewatering Facility
Type: Non-recurring
Estimated 2020 Cost: \$1,100,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds
Operating Impact: Minimal increase
Project Description: Design and construction of a new residual facility at the McKinley Avenue Quarry.

Project Name: DRWP Residuals Handling Improvements
Type: Non-recurring
Estimated 2020 Cost: \$1,000,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds
Operating Impact: Minimal increase
Project Description: Design and construction improvements at the DRWP for residuals handling improvements.

Water subtotal - \$277,583,000

Public Utilities Total - \$817,023,661

2020 Capital Improvement Budget Total - \$920,623,661

Significant Non-Recurring Projects

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 rollout 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.

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 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.



Photograph of the newly added housing units in the Poindexter Village area.

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.

Poindexter Museum

Department:	Development
Planning Area:	Near East
Start Date:	2017
Est. Completion Date:	2020
Est. Cost:	\$1,100,000
Est. Operating Impact:	Minimal

In 1940 the Columbus Metropolitan Housing Authority (CMHA) developed 426 dwelling units in 33 buildings to provide affordable housing for primarily African American residents on the eastside of Columbus. The development was named after pastor and activist Reverend James P. Poindexter. The Village was home to many nationally and locally successful individuals including Aminah Robinson, Nancy Wilson, and Jimmy Rogers.



Project is currently under construction/redevelopment.

In 2008, CMHA undertook a process to redevelop the Poindexter Village site. Although the majority of the original buildings were demolished, CMHA preserved two of the original buildings. In December of 2016, CMHA approved the sale of the buildings to the Ohio History Connection for long term preservation. The Ohio History Connection will collaborate with the James Preston Poindexter Foundation to renovate the facility to create exhibits and programming that promote the history and story of the residents.

Indian Mound Recreation Center

Department: Recreation and Parks
Planning Area: Far South
Start Date: Spring 2018
Est. Completion Date: Winter 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, fitness room, kitchen, classrooms, art and ceramics room, game room, restrooms, multi-purpose room, lobby, and office area. This project is currently in design, and construction is estimated to finish during late 2019.



Photograph of the construction at Indian Mound Recreation Center.

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.



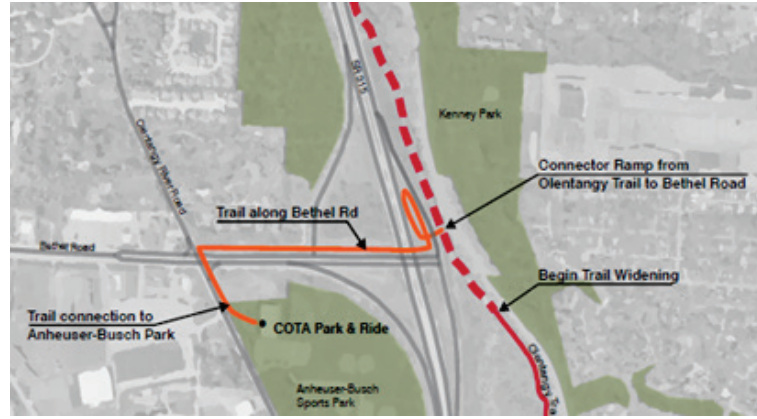
Conceptual site plan for Linden Park.

Olentangy Trail: Bethel Road Connector and Antrim Park to Bethel Road Improvements

Department: Recreation and Parks
Planning Area: Northwest and Clintonville
Start Date: Winter 2016
Est. Completion Date: December 2019
Est. Cost: \$3,600,000
Est. Operating Impact: Minimal

The trail improvement project will increase safety and access to the Olentangy Trail, from Antrim Park to Bethel Road. The work will include widening the trail from 9' to 12', constructing a ramp with a tunnel from the trail to the Bethel Road corridor, and constructing a path along Bethel Road to Anheuser Busch Park on Olentangy River Road.

The Olentangy Trail is the busiest trail in Ohio, and several segments of the trail receive over 1,000 users per day. When complete, over 20,000 residents living along the Bethel Road corridor will gain access to the trail, and the narrowest, most congested section of the 14 mile trail will become much safer for trail users.



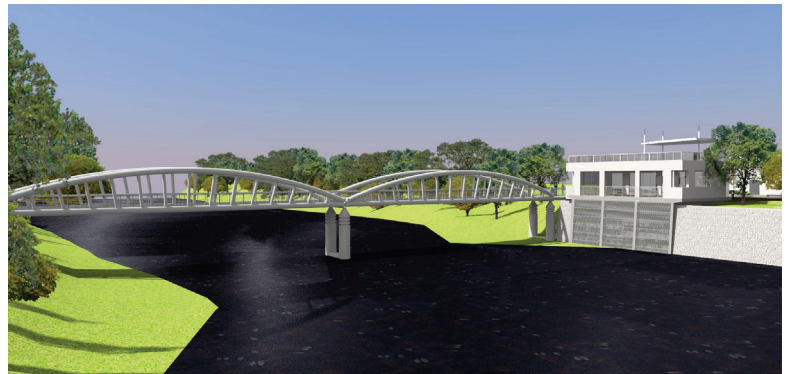
Conceptual map of the Bethel Road Connector

Olentangy Trail: Confluence Village Connector Bridge and Park Development

Department: Recreation and Parks
Planning Area: Downtown
Design Start Date: Winter 2017
Est. Completion Date: Spring 2021
Est. Cost: \$2,400,000
Est. Operating Impact: Minimal

The project includes the design and construction of a new pedestrian and bicycle bridge spanning the Olentangy River near the heart of the city. The bridge will create a new connection from the confluence of the Scioto and Olentangy trails directly to the Arena District.

The project provides a significant alternative transportation option to jobs, special events, housing, retail, and entertainment. Non-motorized access to busy urban areas is a high target civic improvement of the city.



Conceptual rendering of Confluence Village Bridge Connector

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 replace windows and add electrical, plumbing, and technology improvements.



Existing exterior of the Davis Center.

Lazelle Road Phases A, B, and C

Department: Public Service
Planning Area: Far North
Start Date: 2007
Completion Date: Summer 2020
Est. Cost: \$29,800,000
Est. Operating Impact: Minimal

The Lazelle Road rehabilitation project is a multi-phase project that began design in 2007. Phase A consists of reconstructing, resurfacing, and widening of Lazelle Road from High Street to Olenbrook Drive, including side streets. Improvements will include: sidewalks, a shared use path, street lighting, water lines, a detention basin, and storm sewers. Phase B consists of reconstructing, resurfacing, and widening of Lazelle Road from Olenbrook Drive to Sancus Boulevard, work on Flint Road and South Old State. Phase C includes roadway improvements from Sancus to Worthington-Galena Rd and 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.



Construction in progress on Lazelle Road.

Intersection Improvements – Main Street and McNaughten Road

Department: Public Service
Planning Area: Far East
Start Date: May 2013
Est. Completion Date: November 2019
Est. Cost: \$3,099,909
Est. Operating Impact: Minimal

This project will make improvements to the intersection of Main Street and McNaughten Road that will provide additional capacity and improve safety for motorists and pedestrians including four bus stops and 3,000 ft. of total sidewalk - along both the north and south sides of Main Street. The roadway will be widened for an eastbound right turn lane on Main Street, reconstruct existing traffic signals, and revise signal timings.



Construction In progress.

Intersection Improvement – Livingston at Barnett

Department: Public Service
Planning Area: Eastmoor-Walnut Ridge
Start Date: February 2015
Est. Completion Date: November 2019
Est. Cost: \$1,757,143
Est. Operating Impact: Minimal

This project will replace the traffic signal at the intersection of Livingston Avenue and Barnett Road and add left turn lanes to Barnett Road. Both northbound and southbound approaches experience significant delays as a result of a lack of capacity. Sidewalks will be installed north of Livingston Avenue to the parks off Barnett Road.



Roadway work at Barnett and Livingston.

Roadway Improvements - Polaris Parkway

Department: Public Service
Planning Area: Far North
Start Date: September 2013
Est. Completion Date: October 2020
Est. Cost: \$18,857,592
Est. Operating Impact: Minimal

This project will widen Polaris Parkway to provide a third eastbound through lane from I-71 to Olde Worthington Road, and a third westbound through lane from Orion Place to Olde Worthington Road. At the intersection of Polaris Parkway and Orion Place, modifications will be made to the lane striping to provide additional left turn lanes in each direction. This project will also provide pedestrian sidewalks, a shared use path, and install a roundabout at the intersection of Orion Place and Olde Worthington Road.



Curb Installation on Polaris Parkway

Roadway Improvements – Livingston Avenue Phase C

Department: Public Service
Planning Area: Near East
Start Date: October 2016
Est. Completion Date: October 2019
Est. Cost: \$16,900,000
Est. Operating Impact: Minimal

The roadway will be reconstructed and widened. 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 sidewalks, intersection upgrades, and streetscape improvements. New storm sewers and street lighting will also be installed. All aerial utilities will be relocated underground.



Roadwork along Livingston Ave.

Westgate Tank Replacement

Department: Public Utilities
Planning Area: Greater Hilltop
Start Date: 2018
Est. Completion Date: 2020
Est. Cost: \$5,900,000
Est. Operating Impact: None

The one million gallon Westgate (East) elevated storage tank was constructed around 1930 and was the oldest operating tank in our system. This riveted steel tank was at the end of its service life and needed to be replaced. The one million gallon tank was demolished and a new two million gallon tank is being erected as recommended in the Water Distribution System Master Plan.



Completed concrete column of new composite elevated storage tank.

Parsons Avenue Water Plant (PAWP) Lime Slaker and Soda Ash Replacement Project

Department: Public Utilities
Planning Area: Citywide
Start Date: 2020
Est. Completion Date: 2021
Est. Cost: \$6,000,000
Est. Operating Impact: Minimal increase

The PAWP Lime Slaker & Soda Ash Feeder replacement project will replace aging chemical feed equipment to improve reliability and reduce maintenance associated with the current equipment that is used to clarify and soften the water.



Existing Lime Slakers at PAWP. New Slakers & Feeders will increase the reliability of the water supply system.

DRWP Misc. Improvements – Basin Clarifier Rehabilitation

Department: Public Utilities
Planning Area: Citywide
Start Date: 2020
Est. Completion Date: 2023
Est. Cost: \$12,000,000
Est. Operating Impact: Minimal increase

The DRWP Basin Clarifier Rehabilitation project will include the replacement of twelve clarifier mechanisms in basins 1, 2 & 3 and make improvements to associated basin concrete, piping, and other clarifier appurtenances. Sixteen flocculator drives will also be replaced. Most of these components are original plant assets from the 1970's and are now past their useful life. This equipment is needed to clarify and soften the water.



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

DRWP UV Disinfection Facility

Department: Public Utilities
Planning Area: Citywide
Start Date: 2018
Est. Completion Date: 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 for the new DRWP UV Disinfection Facility

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 sewerage 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 a new Raw Water Sewage Pump at the Southerly Wastewater Treatment Plant.

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, chemical storage, and feed facilities. Funding for this project is being provided through a WPCLF loan.



Photograph of the construction of the CEPT Chemical Building and 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.

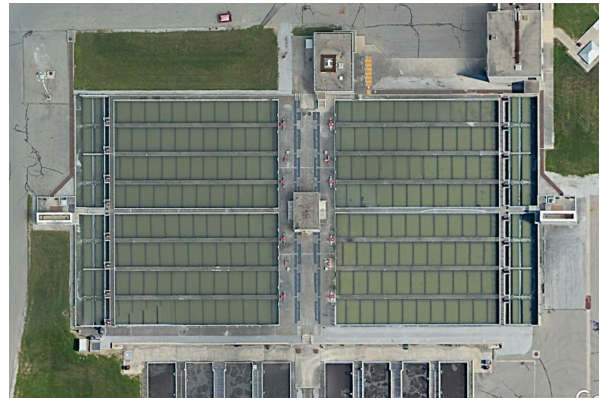


Photograph of the construction of the CEPT Dechlorination Structure at the Southerly Wastewater Treatment Plant.

JPWWTP Primary Clarifiers Electrical Upgrades

Department: Public Utilities – DOSD
Planning Area: Citywide
Start Date: December 2017
Est. Completion Date: February 2020
Est. Cost: \$3,816,000
Est. Operating Impact: N/A

Due to the corrosive nature of the primary clarifier process and age of the electrical infrastructure the controls wiring and electrical infrastructure required rehabilitation. This project installed new electrical equipment, controls, power distribution, and drives for the primary clarifiers.



Photograph of the B-Plant Primary Clarifiers at Jackson Pike Wastewater Treatment Plant

Glossary

THE CITY OF
COLUMBUS

A

Accrual

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

Accrual Accounting

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

Actual(s)

Expenditures plus outstanding encumbrances against current year appropriation.

Ad Valorem

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

Adopted Budget

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

Allocation

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

Appropriation

An authorization from City Council to incur obligations for a specific purpose. An appropriation is usually limited in amount and as to the time when it may be spent, normally the fiscal year.

APPS

Applications for Purpose, Pride, & Success. Created in 2011, the mission of the APPS program is to enrich the lives of Columbus youth and young adults (ages 14-23) by connecting individuals and their families to programs and services focused on building life skills, character development, employment, postsecondary education, and other components that foster success in life.

B

Balanced Budget	As described in the Financial Policies section of this document, a budget is considered balanced in a fund if the appropriations in that fund for a given fiscal year do not exceed the resources available to it. Those resources can include a combination of current (budget) year anticipated revenue and the beginning year fund balance.
Beginning Balance	The beginning balance is comprised of residual funds brought forward from the previous year's ending balance.
Bond	The written evidence of debt, which upon presentation entitles the bondholder or owner to a fixed sum of money plus interest. The debt bears a stated rate(s) of interest or states a formula for determining that rate and matures on a certain date.
Budget	A plan of financial operation embodying an estimate of proposed expenditures for a given period or purpose and the proposed means of financing them. The term can refer to the financial plan presented to City Council for consideration and the final document approved by City Council.

C

Capital Assets	Permanent, tangible assets with a value in excess of \$5,000 and whose expected useful life exceeds five years. This includes items such as equipment, furniture, and vehicles.
Capital Budget	The city's budget for projects, major renovations, and improvements or additions to the city's fixed assets (e.g., streets, sidewalks, roads, sewers, plant improvements, water lines, parks, and buildings).
Capital Improvements	Projects that help maintain or improve a city asset. Normally, a capital improvement is a new construction, expansion, renovation, or replacement project for an existing facility or facilities, or the purchase of major equipment.

Capital Improvement Plan (CIP)	The city's allocation plan for capital expenditures over several future years. It sets forth each capital project, identifying the expected beginning and ending date for each project, the amount the city will expend in each year, and the method of financing those expenditures. The CIP is not an authorization of appropriation. City Council approves the plan as a resolution.
Capital Outlay	A category of expenditures which results in the acquisition of, or an addition to, the city's fixed assets.
Cash Basis Accounting	Cash basis accounting only recognizes revenue and expenses when cash is actually collected or disbursed.
CEPT	Chemically Enhanced Primary Treatment
City Charter	The City of Columbus Charter is the city's constitution, and only the citizens of Columbus can amend it by voting for changes.
City Codes	The City Code is the collection of all ordinances that govern all citizens and businesses within the city.
Consolidated Plan	A collaborative process through which the community identifies its housing, homeless, and community development needs and establishes a vision, goals, and strategies for addressing those needs. The plan uses these priorities to determine program funding for the coming year.
Cost of Service	The cost a utility pays to provide a service. A utility takes these costs into account when determining what rate to charge consumers.
Councilmanic	See definition for Unvoted Debt (Councilmanic)

D

Debt Service	The city's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.
Department	A major organizational unit of the city which indicates overall management responsibility for an operation or group of related operations within a functional area.

Depreciation

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

Division

A categorization of organizational unit, indicating management responsibility for an operation or a group of related operations within a functional area, subordinate to the department level.

DRWP

Dublin Road Water Plant

E

Encumbrance

Obligations in the form of purchase orders or contracts, which are chargeable to an appropriation and for which part of the appropriation is reserved. To encumber funds means to set aside or commit funds for future expenditures.

Encumbrance Cancellation

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

Enterprise Fund

A fund established to account for operations that the city financed and operated in a manner similar to private business enterprises. In the funds, the intent of the city is to recover the costs of providing services to the general public on a continuing basis primarily through user charges.

ESG

The Emergency Solutions Grant enacted under Subtitle B of Title IV of the McKinney-Vento Homeless Assistance Act which provides funding for homelessness prevention and rapid-rehousing.

Expenditure

This term refers to a payment for an asset, goods, or services with appropriated funds. This is different from when an entity encumbers funds, thereby reserving funds they plan to expend.

F

FASB	Financial Accounting Standards Board. A standard-setting body that prescribes authoritative standards of financial accounting and reporting practices of private sector entities.
Fiscal Year	The twelve-month period over which the financial year takes place. At the end of this period, the city evaluates its financial position and results of operations carried out in this time period. For the City of Columbus, the fiscal year begins on January 1 and ends December 31. Therefore, the city's fiscal year is the same as the calendar year.
FTE	Full-Time Equivalent. A position, permanent or temporary, based on 2,080 hours per year.
Fund	A budgetary and accounting entity separated from other funds for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.
Fund Balance	Unless otherwise defined, the cash available for appropriation in any fund that is unencumbered for any specified purpose.

G

GAAP	Generally Accepted Accounting Principles. A body of accounting and financial reporting standards set by the Governmental Accounting Standards Board (GASB) for state and local governments, and by the Financial Accounting Standards Board (FASB) for private sector organizations.
GASB	Government Accounting Standards Board. GASB is the source of generally accepted accounting principles (GAAP) used by state and local governments.
General Fund	A fund used to account for all general-purpose transactions of the city that do not require a special type of fund.
General Obligation (G.O.) Bond	Bonds that have the full faith and credit of the city and are used or expended for a specific purpose or activity.

GFOA	Abbreviation for Government Finance Officers Association.
GIS	A geographic information system (GIS) is a system designed to capture, store, manipulate, analyze, manage, and present all types of spatial or geographical data.
Goal	A statement of broad direction, purpose, or intent based on the needs of the community.
Governmental Fund	Governmental funds are used to account for “governmental-type activities or functions.” Governmental-type activities include services largely funded through non-exchange revenues (taxes are the most common example).
Grant	A contribution by another level or entity of government, or other organization (in the case of private grants) to support a particular function.

H

HCWP	Hap Cremean Water Plant
HOME	The HOME Investment Partnerships Program (HOME) provides federal funding for developing affordable housing for rent or homeownership or providing for direct rental assistance to low-income people. HOME is the largest federal block grant to state and local governments designed exclusively to create affordable housing for low-income households.
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.

I**Initiatives**

A strategy or action that the city takes to resolve a specific issue.

Infrastructure Improvements

Capital events that materially extend the useful life or increase the value of the infrastructure, or both.

Interest

Money paid regularly at a particular rate for the use of money lent, or for delaying the repayment of a debt.

Internal Service Fund

A fund used to account for the financing of goods or services provided by one department or agency to other departments or agencies, on a cost-reimbursement basis.

Investment Income

Income coming from interest payments, dividends, capital gains collected upon sale of a security or other assets, and other profit from an investment vehicle of any kind.

J**JPWWTP**

Jackson Pike Waste Water Treatment Plant

L**Loan**

Written or oral agreement for a temporary transfer of funds from the owner (lender) to a borrower who promises to return it according to the terms of the agreement, usually with interest for its use.

M

MCH

The Maternal & Child Health (MCH) Section of Columbus Health is responsible for newborn home visits, safe sleep programming, fetal & infant mortality reviews, child fatality reviews, injury prevention, and school health.

Modified Accrual

An accounting method commonly used by government agencies that combines accrual basis accounting with cash basis accounting. Modified accrual accounting recognizes revenues when they become available and measurable and, with a few exceptions, recognizes expenditures when liabilities are incurred.

N

Neighborhood Pride

Neighborhood Pride is a team effort by city departments, neighborhood groups, individual residents, businesses, schools, and other partners to make our neighborhoods safer and cleaner. The program sends teams from city departments into neighborhoods to clean alleys and streets, tend to parks, and check and repair street lights. 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.

O

OEPA	Ohio Environmental Protection Agency
Official Statement	Document published by the issuer of bonds which generally discloses material information on a bond issue, including the purposes of the bond issue, how the bonds will be repaid, and the financial, economic, and demographic characteristics of the issuing government. Investors may use this information to evaluate the credit quality of the bonds.
Operating Budget	The city's annual appropriation of funds for ongoing program costs, including salaries and benefits, services, and supplies, among other cost categories.
Operating Funds	Funds that finance the majority of the city's operations. For the most part, revenues deposited into these funds are raised by the taxing and fee collecting authority of the city. Grants and contributions from governments and other entities compose the other major sources of revenue for these funds.
OPWC	Ohio Public Works Commission
Ordinance	A formal legislative enactment by the City Council which has the full force and effect of law within the boundaries of the city.
OWDA	Ohio Water Development Authority

P

PACE	Pro-Active Code Enforcement. PACE is a team of code officers charged with pro-actively investigating blighted areas of the city without waiting for complaints from citizens.
PAWP	Parsons Avenue Water Plant

Performance Indicators (or Measures)

Performance indicators are the means by which an objective can be judged to have been achieved or not achieved. Indicators are therefore tied to goals and objectives and serve simply as “yardstick” by which to measure the degree of success in goal achievement. Performance indicators are quantitative tools and are usually expressed as a rate, ratio, or percentage.

Personnel Services

Items of expenditures in the operating budget for salaries and wages paid for services performed by city employees, as well as the fringe benefit costs associated with city employment.

Principal

The original amount of a debt on which interest is calculated.

Pro Forma

A projected or estimated statement that presents the future financial position of a fund if present trends continue or certain assumptions hold true.

Program

A group of related activities to accomplish a major service or core business function for which the city is responsible. A program is typically part of a division within a department, but can cross department and/or fund lines as well.

Property Tax

A tax levied on the assessed value of real property. This tax is also known as an ad valorem tax.

Proprietary Fund

In governmental accounting, is a business-like fund of a state or local government. Examples of proprietary funds include enterprise funds and internal service funds. Enterprise funds provide goods or services to the general public for a fee. Internal service funds account for goods and services provided by one department or agency to another department or agency of the governmental unit (or to other governmental units) on a cost-reimbursement basis.

Public-Private Partnerships

A government service or private business venture which is funded and operated through a partnership of government and one or more private sector companies.

Purchase Power

An expenditure in the electrical division in the Department of Utilities that refers to the purchasing of wholesale electricity. The division must purchase wholesale electricity since the city does not generate its own.

R

Rating Agencies	Companies that provide ratings to indicate their respective opinion of the relative credit quality of securities. Examples include S&P Global Ratings, Moody's Investors Service, Inc., and Fitch Ratings, Inc.
Receipts	A term relating to the total revenue received during a certain time period.
Refunding	A procedure whereby an issuer refinances outstanding bonds by issuing new bonds. There are generally two major reasons for refunding: to reduce the issuer's interest costs or to remove a burdensome or restrictive covenant imposed by the terms of the bonds being refinanced. The proceeds of the new bonds are either deposited in escrow to pay the debt service on the outstanding bonds when due in an "advance refunding" or used to promptly (typically within 90 days) retire the outstanding bonds in a "current refunding." The new bonds are referred to as the "refunding bonds," and the outstanding bonds being refinanced are referred to as the "refunded bonds" or the "prior issue."
Reserve	Funds held or appropriated for contingencies.
Revenue	The yield of taxes and other sources of income that the city collects and receives into its treasury for public use.
Revenue Bonds	The earnings of an enterprise fund are used exclusively for the payment of the bonds' principal and interest.

S

SCADA	Supervisory Control and Data Acquisition
SIB	State Infrastructure Bank
SMOC	Sanitary Maintenance Operations Center

Special Improvement District

A defined area within which property owners are required to pay an additional tax or assessment in order to collectively fund projects within the district's boundaries.

Special Income Tax (SIT)

Initiated in 1947 and implemented in 1948, pursuant to Ohio law (ORC Chapter 5747), Columbus City Code Section 361.19 authorizes the levying of a two and one half percent income tax on Columbus workers and businesses. Increases in the income tax above one percent are subject to voter approval, pursuant to state law and the Columbus City Charter. The city deposits three quarters of income tax revenue to the general fund and one quarter to the special income tax fund (SIT). The SIT is used to finance capital improvements, generally of a non-enterprise nature.

Special Revenue Funds

Those funds used to account for the proceeds of specific revenue sources (other than special assessments) or to finance specified activities as required by law or administrative regulations.

SSES

Sewer System Evaluation Survey (SSES) is the critical first step in any sewer system evaluation and management program which includes project management/coordination of flow monitoring, sewer system evaluation, field survey, system mapping, hydraulic modeling and analysis, best management practices, cleaning, and long-term maintenance management programs.

Streetscape

The visual elements of a street, including the road, adjoining buildings, sidewalks, street furniture, trees and open spaces, etc., that combine to form the street's character.

SWACO

Solid Waste Authority of Central Ohio

SWWTP

Southerly Waste Water Treatment Plant

T

Tax Abatements

Subsidies that lower the cost of owning real and personal property by reducing or eliminating the taxes a property owner pays on it.

Tax Increment Financing (TIF)

A funding mechanism for economic development which is available to local governments in Ohio to finance public infrastructure improvements. TIFs are comprised of specific areas and work by locking in the taxable worth of real estate within a defined area. Any payments derived from an increase in the assessed value of a property will be directed towards a separate TIF fund to finance public infrastructure defined within the original TIF legislation.

Tipping Fee

The charge levied upon a given quantity of waste received at a waste processing facility. In the case of a landfill, it is generally levied to offset the cost of opening, maintaining, and eventually closing the site.

U**Unencumbered Cash**

City funds that are free and clear of any encumbrances.

Unvoted Debt (Councilmanic)

Unvoted debt typically carries a higher interest rate since it does not have the backing of the electorate.

User Fees

Fees for direct receipt of a public service, paid by the beneficiary of the service.

V**Vacancy Credit**

A term referring to when a department anticipates savings stemming from the turnover of employees throughout a given budget year.

Voted Bond Package

This refers to the city taking the proposition of funding capital improvements to the electorate for a vote. In Columbus, citizens voting in favor of a voted bond package are voting to underwrite the proposed projects with property taxes, if ever necessary. It is important to note, however, that property taxes have never been levied to pay debt service, nor does the city intend to do so. The benefit of passing voted bond packages is that the city can then borrow money at a lower interest rate.

Voted (Unlimited) Debt

Debt issued by a municipality that is backed by a pledge from the voters that allows for an assessment of property taxes to be levied to pay for associated principal and interest.

W

WIC

The Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) provides federal grants to states for supplemental foods, health care referrals, and nutrition education for low-income pregnant, breastfeeding and non-breastfeeding postpartum women, and infants and children up to age five who are found to be at nutritional risk.

WPCLF

Water Pollution Control Loan Fund

WSRLA

Water Supply Revolving Loan Account

WWTF

Waste Water Treatment Facilities

