



## 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.

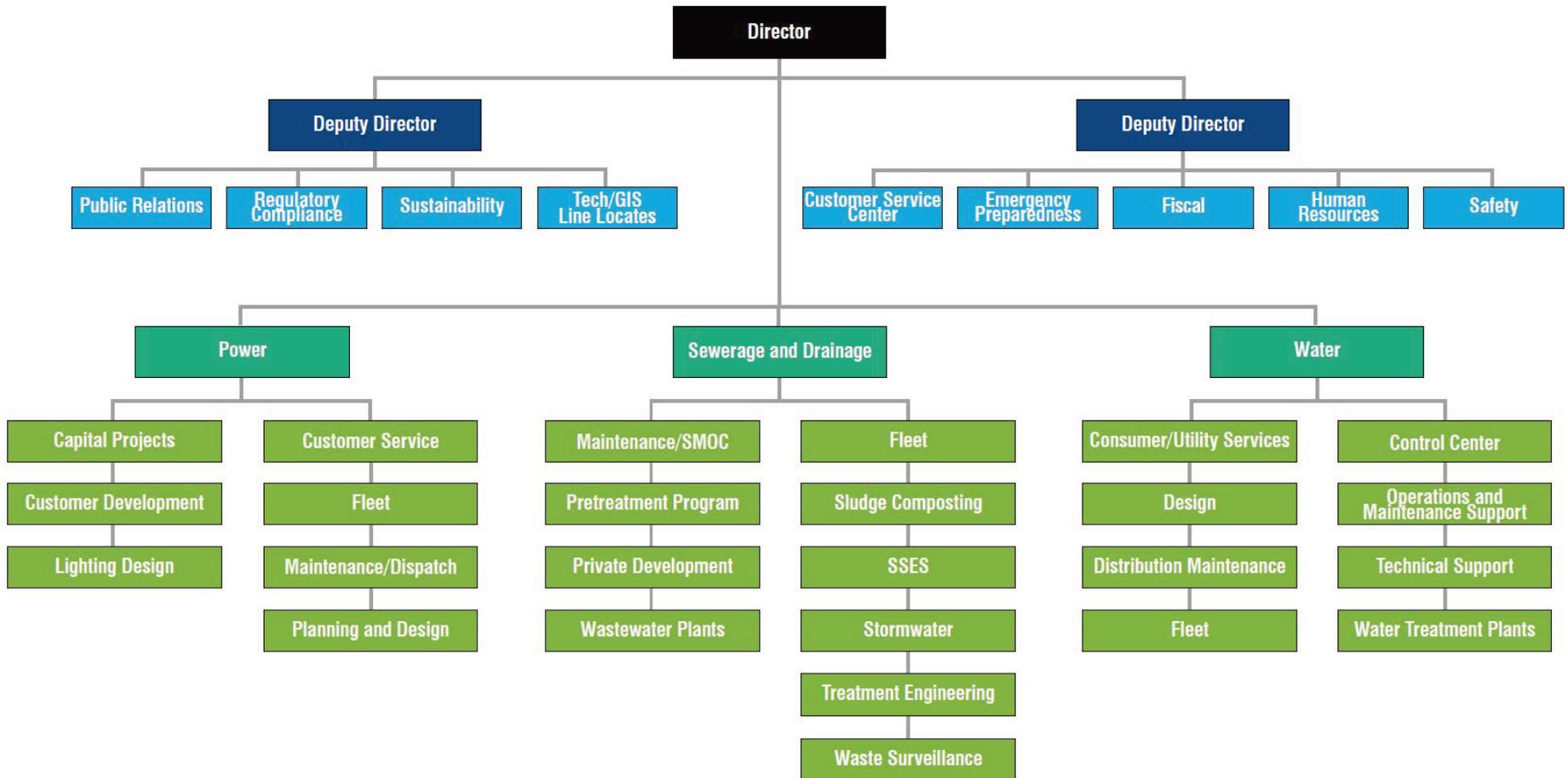
The department is comprised of the Director's Office and four divisions. The **Director's Office** provides overall direction for the department. Fiscal, human resources, public information, technology, regulatory compliance, emergency preparedness, and customer service are all coordinated by this office. 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.

<b>Budget Summary</b>				
<b>Fund</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2020 Proposed</b>
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
<b>Department Total</b>	<b>\$ 573,923,696</b>	<b>\$ 579,302,393</b>	<b>\$ 632,887,172</b>	<b>\$ 670,930,387</b>

# 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.

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## 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.

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## 2020 BUDGET NOTES

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### **DIRECTOR'S OFFICE**

The Sewer and Water Advisory Board (SWAB) will recommend to Columbus City Council increases to water of 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:

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- 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:

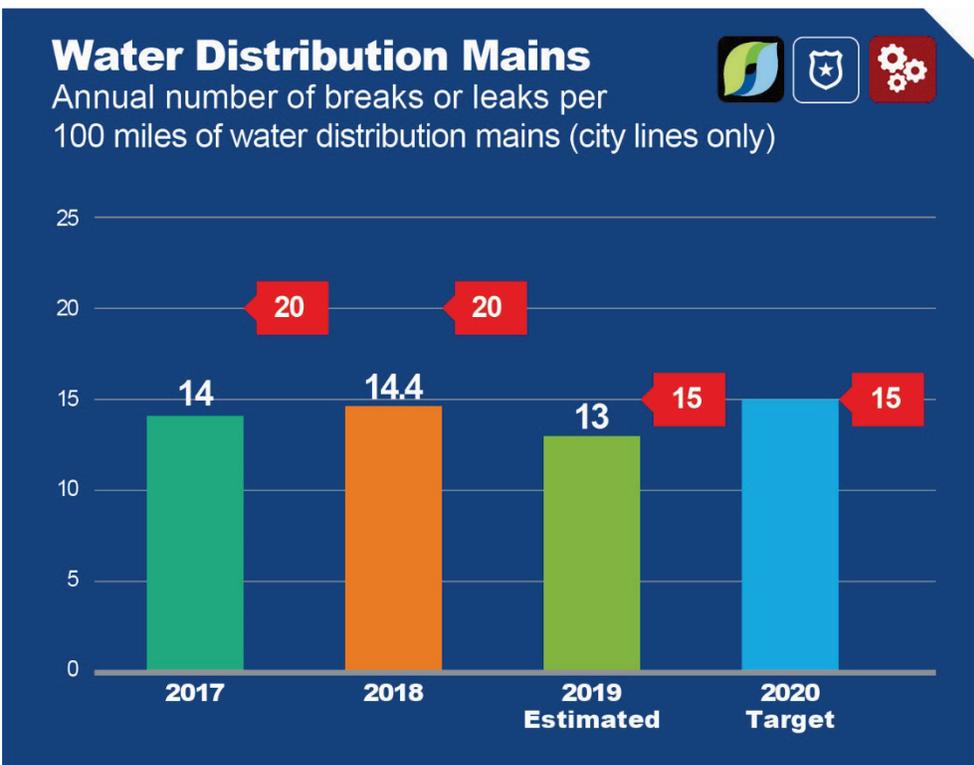
- The budget includes one new position for stormwater permit compliance.



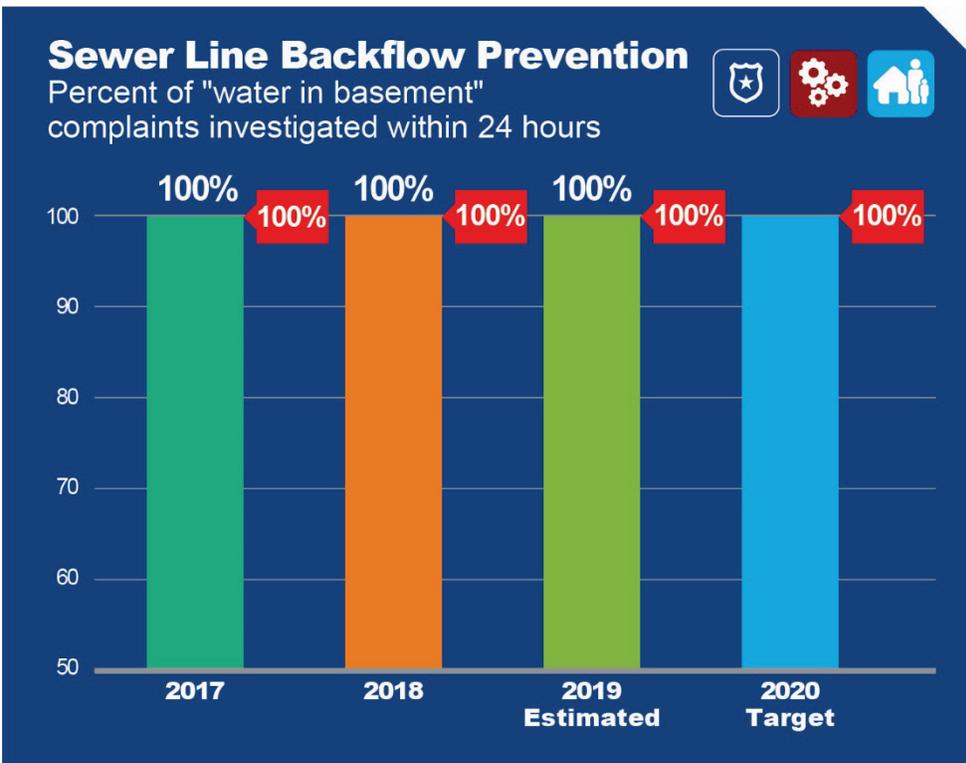
## PERFORMANCE MEASURES



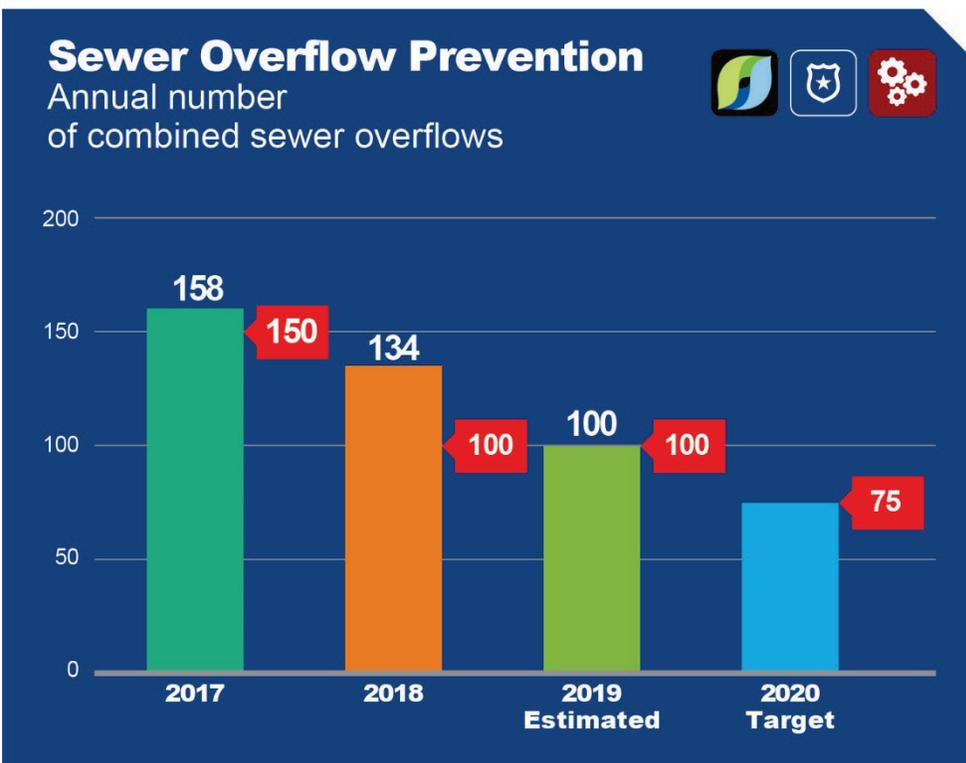
This measure reflects the monthly average number of water quality complaints received by the Division of Water. External conditions can cause the actual number of complaints to vary. In 2020, the target for this measure is being reduced to 40.



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
<b>Water Operating Fund</b>					
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
<b>Water Fund Subtotal</b>	<b>191,509,301</b>	<b>186,838,315</b>	<b>203,757,007</b>	<b>193,442,652</b>	<b>216,186,025</b>
<b>Electricity Operating Fund</b>					
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
<b>Electricity Fund Subtotal</b>	<b>81,625,333</b>	<b>84,858,441</b>	<b>89,396,028</b>	<b>87,546,131</b>	<b>97,059,900</b>
<b>Sanitary Sewer Operating Fund</b>					
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
<b>Sanitary Sewer Fund Subtotal</b>	<b>260,023,940</b>	<b>267,036,256</b>	<b>293,985,759</b>	<b>282,346,233</b>	<b>311,849,171</b>
<b>Storm Sewer Operating Fund</b>					
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
<b>Storm Sewer Fund Subtotal</b>	<b>40,765,122</b>	<b>40,569,381</b>	<b>45,748,378</b>	<b>44,861,933</b>	<b>45,835,291</b>
<b>Department Total</b>	<b>\$ 573,923,696</b>	<b>\$ 579,302,393</b>	<b>\$ 632,887,172</b>	<b>\$ 608,196,949</b>	<b>\$ 670,930,387</b>



## Utilities

Financial Summary by Area of Expense						
Division		2017	2018	2019	2019	2020
		Actual	Actual	Budget	Projected	Proposed
<b>Directors Office</b>						
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	-
	<b>Water Operating Fund Subtotal</b>	<b>6,193,827</b>	<b>8,928,474</b>	<b>12,610,390</b>	<b>10,882,750</b>	<b>13,355,327</b>
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	-
	<b>Electricity Operating Fund Subtotal</b>	<b>985,891</b>	<b>1,381,441</b>	<b>1,922,531</b>	<b>1,687,902</b>	<b>2,067,645</b>
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	-
	<b>Sanitary Sewer Operating Fund Subtotal</b>	<b>7,206,537</b>	<b>10,184,891</b>	<b>13,912,972</b>	<b>12,320,159</b>	<b>14,743,545</b>
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	-
	<b>Storm Sewer Operating Fund Subtotal</b>	<b>1,848,278</b>	<b>2,704,119</b>	<b>3,649,243</b>	<b>3,205,294</b>	<b>3,924,644</b>
	<b>Director's Office Subtotal</b>	<b>16,234,533</b>	<b>23,198,925</b>	<b>32,095,136</b>	<b>28,096,105</b>	<b>34,091,161</b>

<b>Financial Summary by Area of Expense, cont.</b>						
<b>Division</b>		<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2019 Projected</b>	<b>2020 Proposed</b>
<b><u>Water</u></b>						
	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	-	-	-	-
	<b>Water Subtotal</b>	<b>185,315,475</b>	<b>177,909,841</b>	<b>191,146,617</b>	<b>182,559,902</b>	<b>202,830,698</b>
<b><u>Power</u></b>						
	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
	<b>Power Subtotal</b>	<b>80,639,441</b>	<b>83,477,000</b>	<b>87,473,497</b>	<b>85,858,229</b>	<b>94,992,255</b>
<b><u>Sanitary</u></b>						
	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
	<b>Sanitary Subtotal</b>	<b>252,817,403</b>	<b>256,851,365</b>	<b>280,072,787</b>	<b>270,026,074</b>	<b>297,105,626</b>
<b><u>Storm</u></b>						
	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
	<b>Storm Subtotal</b>	<b>38,916,844</b>	<b>37,865,262</b>	<b>42,099,135</b>	<b>41,656,639</b>	<b>41,910,647</b>
	<b>Department Total</b>	<b>\$ 573,923,696</b>	<b>\$ 579,302,393</b>	<b>\$ 632,887,172</b>	<b>\$ 608,196,949</b>	<b>\$ 670,930,387</b>

## Utilities

Department Personnel Summary								
	2017 Actual		2018 Actual		2019 Budget		2020 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
<b>Dept of Public Utilities</b>								
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
<b>Total</b>	<b>1,167</b>	<b>13</b>	<b>1,157</b>	<b>11</b>	<b>1,228</b>	<b>44</b>	<b>1,314</b>	<b>65</b>

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	2019	2020	2020
	Budget	FTEs	Proposed	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
<b>Department Total</b>	<b>\$ 632,887,172</b>	<b>1,228</b>	<b>\$ 670,930,387</b>	<b>1,314</b>

For additional financial information related to the Department of Public Utilities, please refer to the water, sanitary sewer, storm sewer, and electricity operating fund summaries contained within the Enterprise Funds section. Program descriptions begin on the following page.



# 2020 PROGRAM GUIDE

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## **UTILITIES ADMINISTRATION**

To provide administrative support services for the Department of Public Utilities.

## **FISCAL**

To ensure the financial integrity of the department. Includes budgeting, auditing, accounting, procurement, and debt service.

## **HUMAN RESOURCES**

To ensure the effective and efficient management of human resources and safety for the department. Includes labor relations, payroll, benefits, training, selecting employees, classification management, compensation, organizational development, safety, and industrial hygiene.

## **INTERNAL SERVICES**

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

## **REGULATORY COMPLIANCE**

To ensure regulatory compliance and support to all divisions in the areas of environmental and other regulations.

## **PUBLIC RELATIONS**

To provide information to residents of the City of Columbus and contracting areas regarding the department's water, power, and sewerage and drainage systems.

## **SUSTAINABILITY**

To promote green infrastructure and conservation technologies in the department.

## **EMERGENCY PREPAREDNESS**

Coordinates all emergency preparedness activities for the department.

## **SEPTIC TANK ELIMINATION PROGRAM**

A partnership with Columbus Public Health to protect area water sources by eliminating onsite sewage treatment systems and connecting these properties to the city's sanitary sewer. The city offers a no-interest loan program to assist homeowners with associated expenses.

**CUSTOMER SERVICE**

To support managers of the other divisions by providing timely and accurate information related to the core business functions of the utility for daily operational decisions and long-term strategic planning.

**MAINTENANCE**

To provide general maintenance for the department and division facilities including upkeep of buildings, heating, cooling, and ventilation, lighting, parking lot maintenance, and grounds and green space maintenance.

**ENGINEERING AND DEVELOPMENT**

To provide engineering support and development to the department's capital program and to ensure project engineering plans and specifications are in proper form and accordance with all applicable rules and regulations.

**FLEET MANAGEMENT**

To provide assistance in all phases of fleet management for the department including coordination with the Fleet Division in the Department of Finance and Management, development and review of specifications, and assistance and execution of vehicle procurement related functions.

**WATER DISTRIBUTION**

To ensure the residents of the Columbus Metropolitan Area have an uninterrupted distribution of safe, reliable water and that the infrastructure of the utility is maintained.

**WASTEWATER TREATMENT**

To promote the health and safety of residents of the Columbus Metropolitan Area through the effective treatment of wastewater.

**STORMWATER MANAGEMENT**

To provide effective stormwater collection services to the community within the corporate limits of Columbus.

**ELECTRICITY DISTRIBUTION**

To ensure that customers receive safe and reliable electric power and that neighborhoods receive modern street lighting.

**STREET LIGHTING**

To promote public safety through the design, construction, maintenance, and operation of an efficient and reliable street lighting system.

**DEBT MANAGEMENT**

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

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