

2024

**POPULAR
ANNUAL
FINANCIAL
REPORT**

A Report to our Citizens

City of Columbus, Ohio



For the Fiscal
Year ended
December 31, 2024

THE CITY OF
COLUMBUS

OFFICE OF THE CITY AUDITOR
MEGAN N. KILGORE, AUDITOR

FROM THE CITY AUDITOR

Dear Residents of Columbus:

Columbus is a city that knows how to grow, adapt, and lead. We are seeing sustained economic expansion, proactive investment in infrastructure, and a workforce that continues to strengthen our position as one of the most dynamic cities in the country. This Popular Annual Financial Report (PAFR) exists to give you a clear, simplified look at the financial health of our city—where we are today, how we’re investing for tomorrow, and what it all means for you.



Megan N. Klone

entrepreneurs, and residents who see Columbus as a place where they can build their future.

Of course, challenges always exist. We continue to navigate the evolving landscape of the nation’s economic headwinds and make smart decisions that protect our long-term fiscal health. What separates strong cities from the rest is the ability to adapt, stay disciplined, and invest wisely—principles that drive every financial decision we make.

Strong financial management is the backbone of any successful economy, and Columbus is no exception. Our revenues are stable, our tax base is growing, and we are making targeted, strategic investments in areas that deliver the greatest returns—housing, public safety, workforce development, and mobility. We are a magnet for talent and capital, drawing in new businesses,

At the end of the day, a city’s financials reflect its values—and Columbus remains committed to opportunity, innovation, and a relentless focus on delivering for its people. I encourage you to dive into this year’s PAFR, understand the numbers, and see the strategy behind them. Because Columbus isn’t just growing—it’s leading.

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Understanding the PAFR

The purpose of this document is to provide an abbreviated and simplified version of our required annual audit – the more than 360-page 2024 Annual Comprehensive Financial Report (ACFR). For more than 20 years, the City of Columbus has been nationally recognized as one of the fastest large cities in the country to issue our audited financial statements in compliance with generally accepted accounting principles (GAAP). Beyond good financial management and governance, audit time is critically important to investors who require timely and comprehensive financial information to make accurate investment decisions.

Though this publication is intended to be simple to understand, there are some commonly used accounting terms used in this PAFR:

Bonds: a type of debt-based investment where money is loaned to a government in return for an agreed rate of interest

Bond Ratings: independent, forward-looking opinions on the creditworthiness of a bond issuer

Business-type activities: one of two classes of activities reported in the government-wide financial statements. Business-type activities are financed in whole or in part by fees charged to external parties for goods or services. These activities usually are reported in enterprise funds

Expenditures: everything that a government spends money on

Fiscal Year (FY): a government or organization's 12-month financial budget and reporting period; not all fiscal years correspond to the calendar year but the City of Columbus' does

Fund: a separate fiscal and accounting entity used to segregate and account for resources related to a specific activity

General Fund: the main operating fund of a government

General Obligation Bonds: bonds that are backed by the full faith and credit of the government

Governmental Activities: activities generally financed through taxes, intergovernmental revenues, and other non-exchange revenues – general fund, special revenue funds, debt service funds, and capital project funds

OPEB: Other Post-Employment Benefits

Net Position: the difference between what the City owns and what the City owes; positive net position indicates a measure of financial stability

Rating Agencies: private entities that assist investors by providing rating and research on debt issuers; for example, Fitch Ratings, Moody's Investors Service, and S&P Global Ratings

Revenues: money received by a government either by taxes or non-tax sources

Revenue bonds: bonds that are backed by a dedicated revenue stream such as sewer bills



Government Finance Officers Association

Award for Outstanding Achievement in Popular Annual Financial Reporting

Presented to

**City of Columbus
Ohio**

For its Annual Financial Report
For the Fiscal Year Ended

December 31, 2023

Christopher P. Morrell

Executive Director/CEO

The City's Annual Comprehensive Financial Reports for the years 2022 and 2023, from which financial results found in this PAFR have been drawn, were awarded the Certificate of Achievement for Excellence in Financial Reporting by Government Finance Officers Association of the United States and Canada (GFOA). The Certificate of Achievement is the highest form of recognition for excellence in state and local government financial reporting.

In order to be awarded a Certificate of Achievement, a government unit must publish an easily readable and efficiently organized Annual Comprehensive Financial Report, whose contents conform to program standards. Such an ACFR must satisfy both generally accepted accounting principles and applicable legal requirements.

A Certificate of Achievement is valid for a period of one year only. We believe that our current Annual Comprehensive Financial Report continues to conform to the Certificate of Achievement Program's requirements, and we are submitting it to GFOA to determine its eligibility for another Certificate.



OVERVIEW OF GOVERNMENT

Columbus was founded in 1812 and created specifically to be the capital city due to its central location in the state of Ohio. Today, it covers approximately 227 square miles.

The City's management consists of a Mayor, nine-member Council, City Auditor, and City Attorney. These officials are elected to four-year terms. For more than a century, these officials were elected via a fully at-large system. On May 8, 2018, Columbus voters amended the City's Charter, opting for a hybrid districting system exclusively for City Council that created nine residential districts and expanded Council from seven to nine seats. Such changes took effect in 2023 and applied to elected terms beginning January 1, 2024.

Terms for all of the City's elected officials are intentionally staggered. The City's Charter also provides for appointments and elections of successors to these officials if they should, for any reason, vacate their office. The Mayor, City Auditor, and City Attorney continue to be elected via an at-large process.

The Recreation and Parks Director, the Health Commissioner, the Inspector General, and the Civil Service Executive Director are appointed by, and report to, independent commissions. The City Treasurer and the City 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.

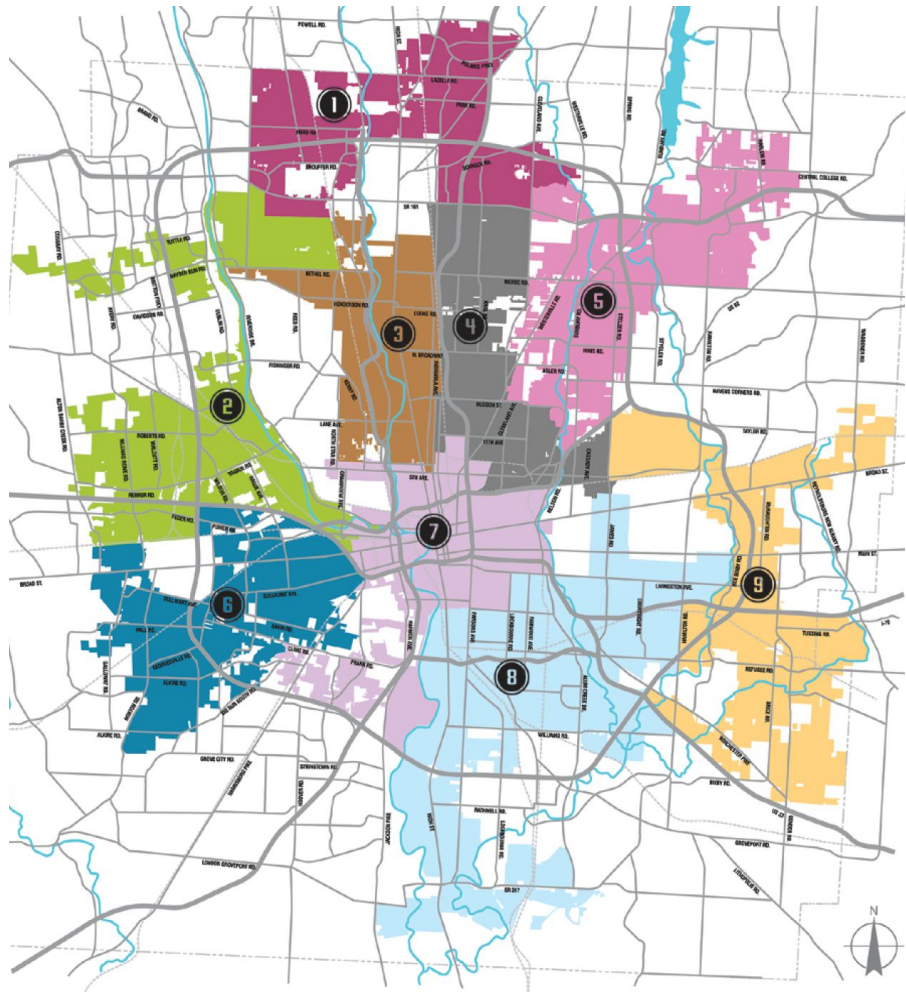
Columbus City Council

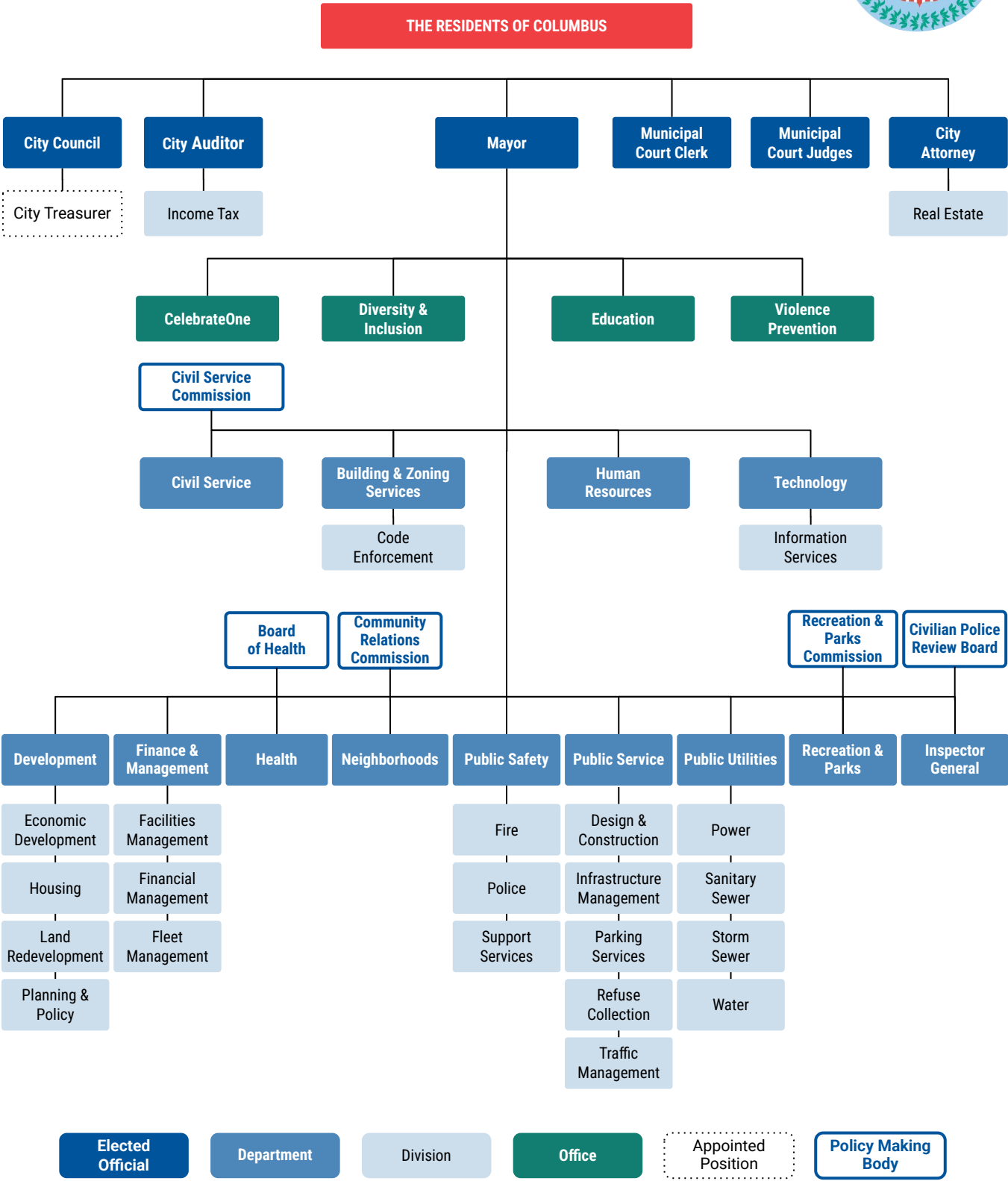
Since 2018, City Council has been led by President Shannon G. Hardin, who was elected to the post by fellow councilmembers. City Council meets in the City Hall council chambers most Mondays at 5 p.m.

Our Elected Officials (as of January 2025):

					
Andrew J. Ginther, Mayor	Megan N. Kilgore, City Auditor	Zach Klein, City Attorney	District 9 Shannon G. Hardin, Council President	District 3 Rob Dorans, President Pro Tempore	District 2 Nancy Day-Achauer, Councilmember
					
District 5 Nicholas J. Bankston, Councilmember	District 8 Lourdes Barroso de Padilla, Councilmember	District 6 Melissa Green, Councilmember	District 7 Otto Beatty, Councilmember	District 4 Emmanuel Remy, Councilmember	District 1 Chris Wyche, Councilmember

City Council Districts





CITY SERVICES BY THE NUMBERS

Section	ACFR	Figure Name	2022	2023	2024
Public Service	Table 38	Streets (miles)	2,775	2,773	2,775
	Table 21	Land area (square miles)	226.463	227.241	227.555
	Table 37	% Potholes service requests closed within 3 days	91%	94%	94%
Public Safety	Table 36	Police personnel	1,893	1,925	1,882
	Table 36	Fire personnel	1,670	1,736	1,760
	Table 38	Police substations	17	18	19
	Table 38	Fire stations	34	34	35
	Table 37	% Structure fire incident responses within 8 minutes of call	95%	97%	96%
	Table 37	% Emergency medical responses within 8 minutes of call	92%	93%	91%
Development	Table 37	Full-time jobs committed to be created through economic development incentive programs*	3,299	526	1,019
Health	Table 37	Food safety inspections completed	16,197	16,572	17,486
Recreation & Parks	Table 38	Park acres managed	14,042	14,978	15,132
	Table 38	Parks managed	410	422	454
	Table 38	Playgrounds	170	170	173
	Table 38	Community/Senior Centers	32	32	32
Water	Table 38	Water mains (miles)	2,535	2,539	2,541
	Table 38	Maximum daily capacity (millions of gallons)	255	245	245
	Note A (b)	Water treatment plants	3	3	3
Sewer	Table 38	Sanitary sewers (miles)	4,500	4,595	4,668
	Note A (b)	Wastewater treatment plants	2	2	2

*Development reports committed jobs in the year in which the project is legislated.

Sources: 2024 Various City Departments

THE CITY'S NET POSITION

The City's net position represents the difference between what the City owns—assets and deferred outflows of resources—and what it owes—liabilities and deferred inflows. In essence, it reflects the City's overall financial health or "net worth."

While every city has a net position, the critical factor is not its size alone, but whether it is positive and growing, as this indicates sound fiscal management and long-term stability. Columbus continues to demonstrate this strength.

In 2024, the City's net position grew from \$4.080 billion to \$4.294 billion. Although governmental activities experienced a slight decrease of less than \$1 million, this was more than offset by strong performance in business-

type activities, which contributed a \$214 million increase. The City's five enterprise systems—water (\$57M), sanitary sewer (\$135M), storm sewer (\$10M), electricity (\$2M), and mobility (\$10M)—were the primary drivers of this growth. These systems are self-supporting and funded largely through user charges rather than taxes.

In contrast, governmental activities encompass the core public services funded by general revenues, including public safety, public service, recreation and parks, health, and other general government functions. This continued growth in net position reflects Columbus' commitment to responsible stewardship of public resources and long-term financial resilience.

Net Position at December 31 (in millions)

	2022	2023	2024
Current and other assets	\$2,959	\$3,288	\$3,266
Net OPEB asset	73	-	21
Capital assets	7,964	8,358	8,798
Deferred outflows of resources	513	880	716
Total assets and deferred outflows of resources	\$11,509	\$12,526	\$12,801
Long-term liabilities, excluding pension & OPEB	5,212	5,492	5,677
Net pension & OPEB liability	1,260	2,167	2,128
Other liabilities	376	428	364
Deferred inflow of resources	839	359	338
Total liabilities and deferred inflows of resources	\$7,687	\$8,446	\$8,507
Net investment in capital assets	3,713	3,890	4,187
Restricted	221	299	306
Unrestricted	(112)	(109)	(199)
Net position	\$3,822	\$4,080	\$4,294

Revenues and Expenses

In 2024, the City's revenue reached \$3.001 billion, marking a \$178 million (6.3%) increase from 2023. This growth was primarily driven by higher revenues from Operating Grants & Contributions (\$93 million), Charges for Services (\$68 million), and Property Tax (\$19 million). Notably, revenue increased despite a \$16 million decline in the City's principal revenue source, Income Tax, which decreased from \$1.151 billion in 2023 to \$1.135 billion in 2024.

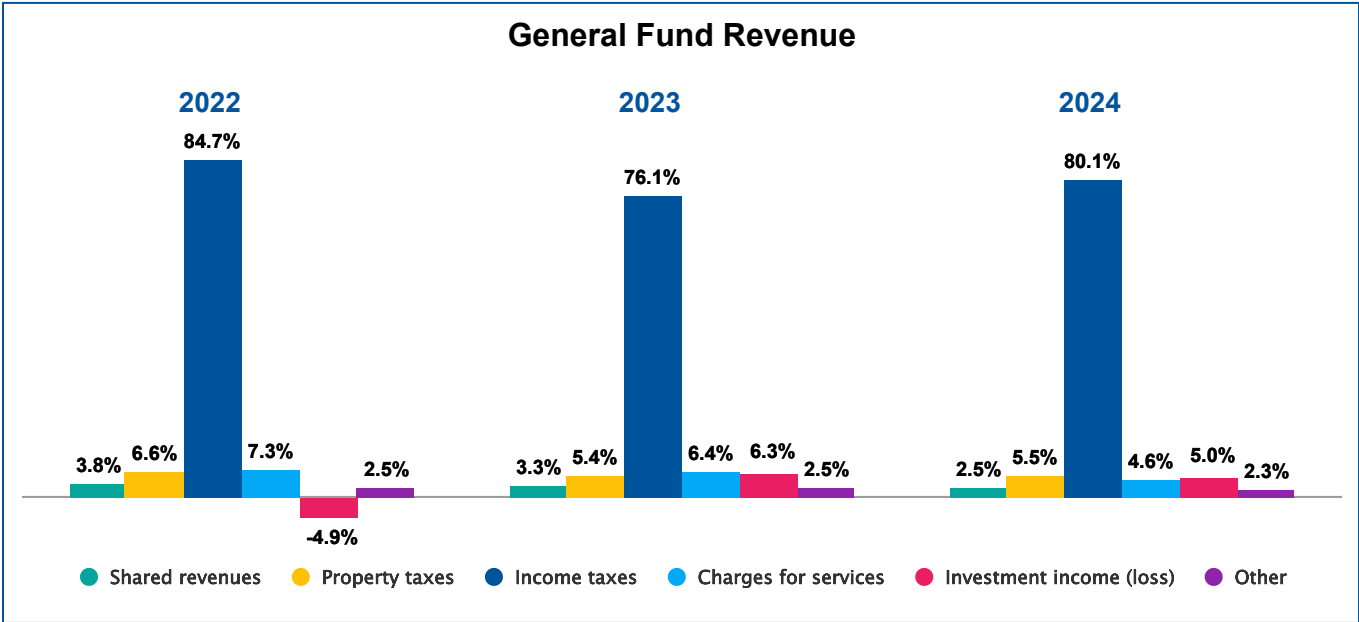
In 2024, the City's expenses totaled \$2.787 billion, reflecting an increase of \$223 million (8.7%) compared to 2023. Increases in year-over-year spending are notable in the following functions/programs: Recreation & Parks (\$76 million), Public Safety (\$64 million), other governmental

activities expenses (\$41 million), Water (\$24 million) and Sanitary sewer (\$10 million). The increase in expenses is primarily due to pay increases resulting from settling all of the City's major labor contracts and an increase in the overall number of City employees in 2024.

Changes in Net Position (in millions)

	2022	2023	2024
Revenues	\$2,530	\$2,823	\$3,001
Expenses	2,095	2,565	2,787
Changes in Net Position	435	258	214
Net Position - Beginning	3,387	3,822	4,080
Net Position - Ending	\$3,822	\$4,080	\$4,294

WHERE THE MONEY COMES FROM



Sources of Income Tax

Income Tax Collected	2022	2023	2024
Withholding	81.3%	79.8%	79.9%
Individual Accounts (Not From Withholding)	4.0%	4.3%	4.6%
Business Accounts	14.7%	15.9%	15.5%

2024



The City’s General Fund—the primary operating fund—supports essential services such as public safety, refuse collection, parks and recreation, and neighborhood development. In 2024, General Fund revenues totaled \$1.429 billion, with income taxes accounting for 80.1% of this total.

Beyond income taxes, the General Fund is supported by a diverse mix of property taxes, charges for services, fines, investment income, and other sources. Across all

governmental funds, the City recognized \$1.145 billion in income tax revenue in 2024.

The Debt Retirement Fund (formerly known as the Special Income Tax Fund) is used to manage the repayment of governmental activities general obligation debt, including principal, interest, and related costs. By City Code, the City sets aside 25% of income tax revenues to support this fund, ensuring strong fiscal stewardship and continued investment in capital improvements.

“Rainy Day” Fund Balance 10-Year Trend (in millions of dollars)

2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
\$66.7	\$69.5	\$73.9	\$76.2	\$80.7	\$85.2	\$87.9	\$90.8	\$96.6	\$102.8

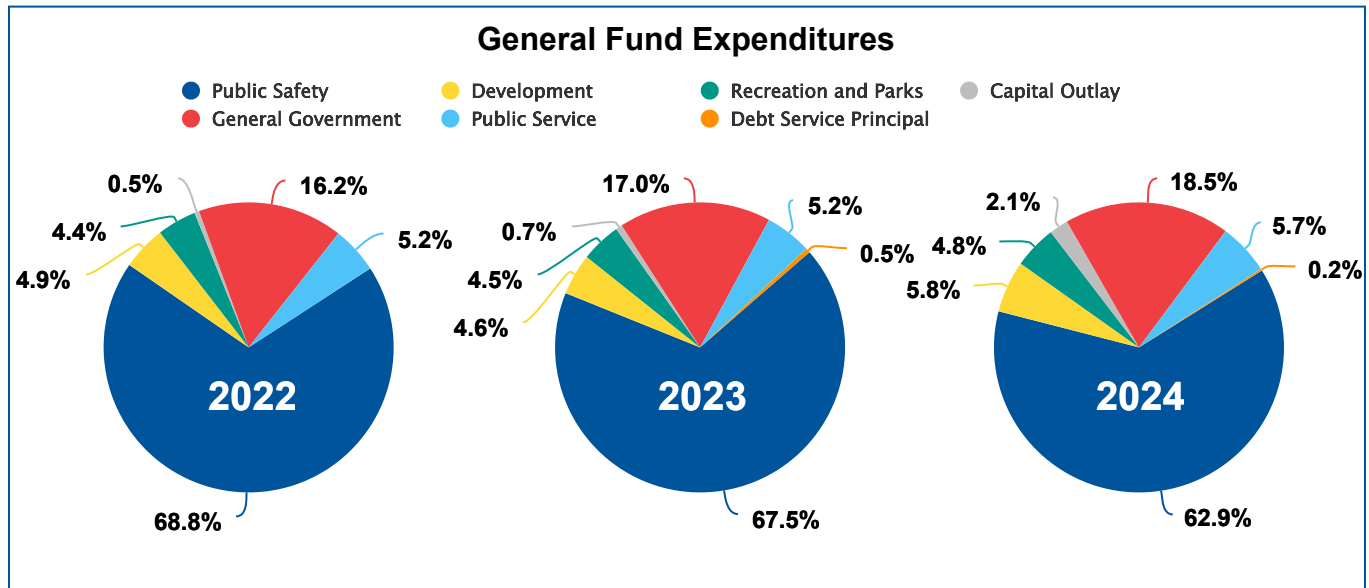
The City’s economy remains strong, and our financial position is secure. Still, we must stay vigilant and plan for whatever challenges may arise. As of December 31, 2024, the City has accumulated a \$236.0 million unassigned

fund balance in the General Fund, of which \$102.8 million has been set aside for a “Rainy Day.” This represents approximately 9% of the City’s total 2024 General Fund expenditures.

WHERE THE MONEY GOES

The City provides a full range of services through its General Fund operations such as police and fire protection, recreational activities, refuse collection, development, public health, and other amenities.

In 2024, General Fund expenditures and transfers out totaled \$1.418 billion, including \$211.0 million in transfers out to the Debt Retirement Fund which is a major fund that pays debt service of governmental activities.



Cybersecurity Incident

The City of Columbus relies on information technology (IT) infrastructure to support daily operations, financial management, and public services. While the City maintains robust security measures, IT systems remain vulnerable to cyber threats, including unauthorized access, compromise of the City's data and information, and ransomware attacks.

In July 2024, the City experienced a cybersecurity incident (the "Incident") involving an attempted disruption of IT infrastructure by a foreign cyber threat actor. The Department of Technology promptly identified the intrusion and took immediate containment measures, including severing internet connectivity and engaging cybersecurity experts. The City understands that certain City data was accessed and obtained. The City continues to collaborate with local, state, and federal law enforcement agencies, including the Department of Homeland Security and the Federal Bureau of Investigation (FBI).

As a result of the Incident, the City is facing consolidated litigation in the Franklin County, Ohio Court of Common Pleas. The litigation was filed by unnamed employees, former employees, and a resident, as a putative class action alleging damages that are purported to arise from the Incident. The City has engaged legal counsel to defend against these claims. The City has moved to dismiss the consolidated lawsuits. The City's motion to dismiss the

litigation remains pending. The potential liabilities and financial implications remain uncertain.

As of December 31, 2024, the City Council has allocated over \$7.3 million for investigation, remediation, identity theft protection, legal counsel, and cybersecurity upgrades. Future expenditures may be required to strengthen defenses and prevent future incidents.

The City has implemented and is planning additional measures that are designed to strengthen cybersecurity infrastructure and prevent future incidents.

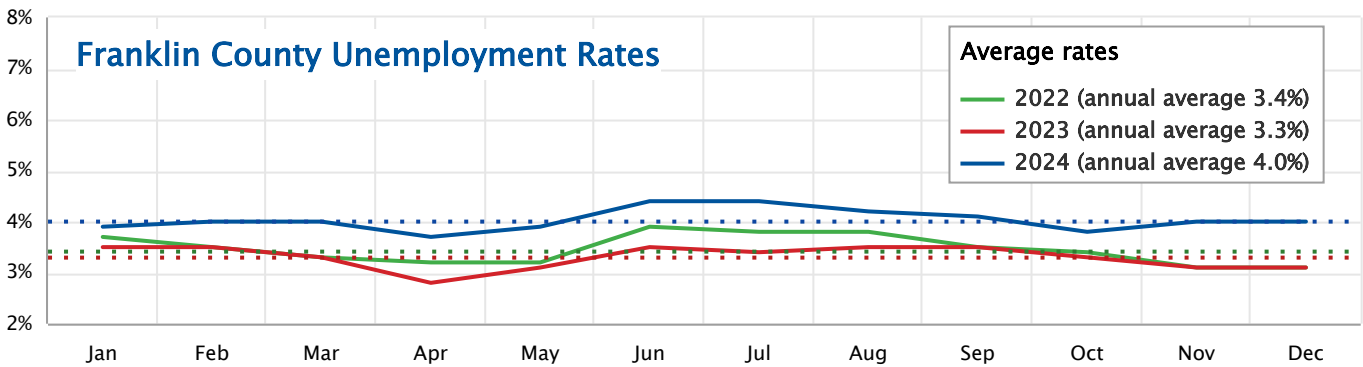


2024 STATE OF THE LOCAL ECONOMY

Columbus remains one of the fastest-growing and most resilient cities in the nation. In 2024, strong job growth, rising wages, and private-sector investment across industries—especially healthcare, finance, logistics, and manufacturing—further strengthened our income tax base. Emerging sectors like health tech, energy, and artificial intelligence are taking root, fueled by a skilled workforce, top-tier research institutions, and a culture of innovation. Strategic investments in infrastructure, talent, and business attraction are laying the foundation for long-term economic stability and prosperity.

RANK	TOP 10 EMPLOYERS	FULL-TIME EMPLOYEES
1	The Ohio State University	36,433
2	Ohio Health	24,662
3	State of Ohio	24,217
4	JP Morgan Chase & Co.	18,600
5	Nationwide Children’s Hospital	14,037
6	Kroger Co.	14,006
7	Nationwide Mutual Insurance Co.	11,000
8	Amazon	9,262
9	City of Columbus	9,150
10	Mount Carmel Health System	8,200

Source: Columbus Business First



Source: Ohio Department of Job and Family Services, Bureau of Labor Market Information

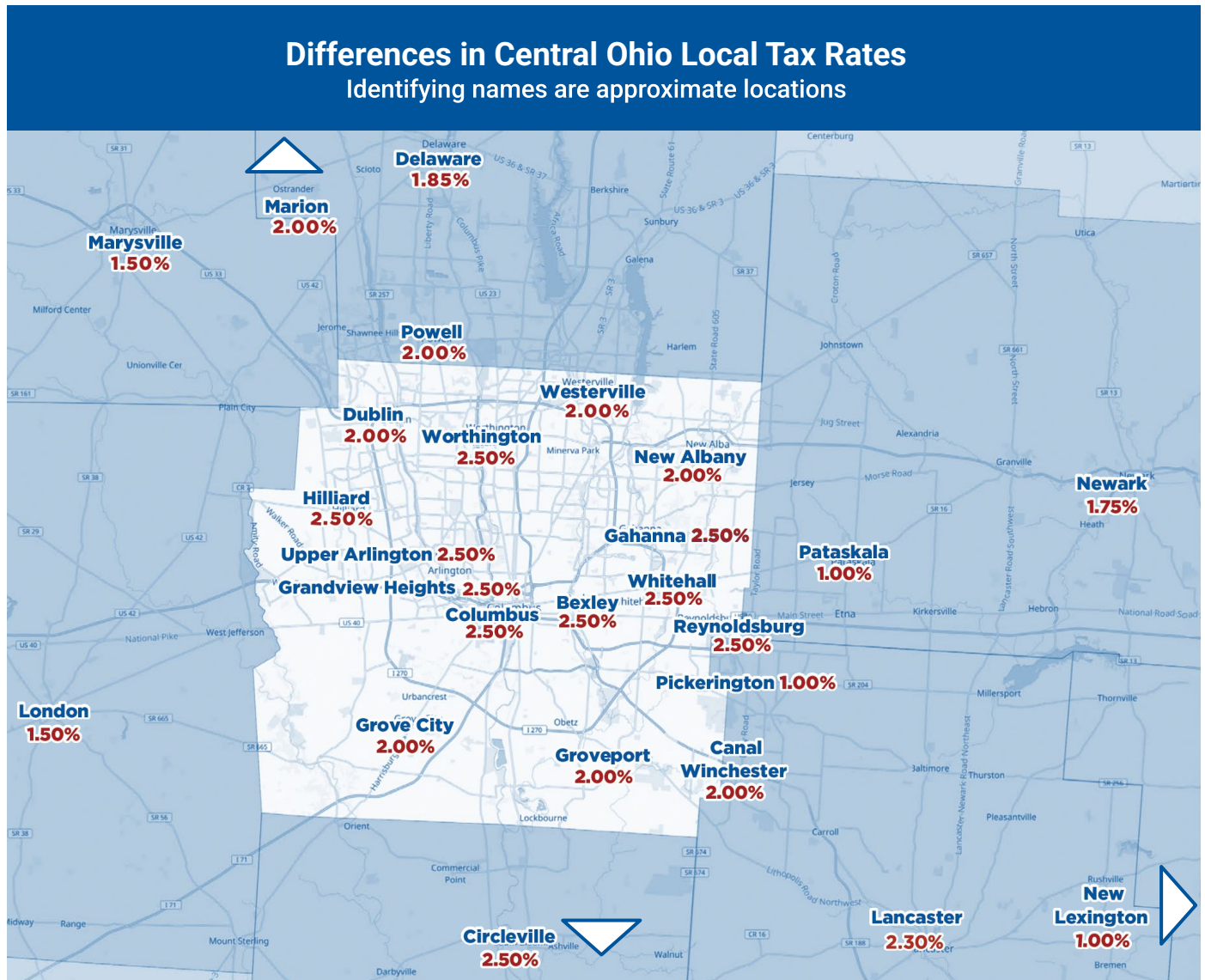


A rendering of Ohio State University’s Carmenton innovation district.
Image courtesy of The Ohio State University.

REMOTE WORK AND INCOME TAX COLLECTIONS

The public health emergency related to the COVID-19 pandemic officially ended on May 11, 2023. The pandemic reshaped the way people work, live, and engage with the City of Columbus. Remote work continues to impact Columbus' income tax revenue. While early concerns anticipated significant losses due to the shift away from traditional office-based work, new job creation, rising wages, and an influx of remote professionals choosing to live in Columbus have largely mitigated these impacts. Additionally, several key employers, particularly in finance, insurance, and professional services, have begun bringing employees back to the office—either through hybrid or full-time in-person work models—helping to stabilize the tax base.

The City continues to closely monitor these trends, as future shifts in work trends and employer policies could further affect revenue collection. While the long-term impact of remote work remains uncertain, Columbus' diversified employment base and strong economic growth have allowed the City to maintain fiscal stability and adjust financial planning accordingly. The City's commitment to strategic investments in workforce development, infrastructure, and Columbus-specific business expansion aims to further strengthen revenue stability and ensure sustainable economic resilience.

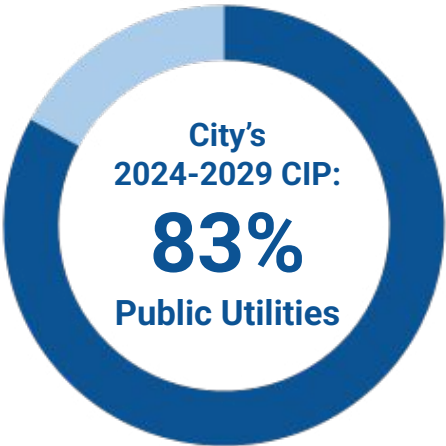


CAPITAL IMPROVEMENTS

The City manages the long-term financing of its capital needs through the annual fulfillment of its Capital Improvement Plan (CIP). The CIP schedules capital improvements through the current and succeeding five years. The CIP contains not only a detailed listing of planned projects but also, in most instances, their funding source or sources. Most capital projects are funded through the use of long-term debt, bonds or monies borrowed via the Ohio Water Development Authority.

The City typically requests voter approval for the issuance of voted debt through bond packages every three to five years. Seeking voter approval every few years allows the City to solicit voter input and participation in its capital project prioritization process.

Since 1956 (most recently in 2022), the City has sought voter approval 106 times to issue debt for various purposes. The voters have given their approval 100 times. All requests have passed since 1981.



Voted Debt Authority (in millions)

Voter Approved	Total Authorized	Issued	Remaining Authority
November 2016	\$ 950	\$ 884	\$ 66
May 2019	\$ 1,030	\$ 751	\$ 279
May 2022	\$ 1,500	\$ 202	\$ 1,298
Total	\$ 3,480	\$ 1,837	\$ 1,643



Some examples of capital improvements above include: Fire Apparatuses (Top Left), The Franklinton Floodwall (Bottom Left) operated by the Division of Sewerage & Drainage, The Sullivant Avenue and I-70 Underpass Lighted Mural (Right) which was one of the city’s many recent investments in the Envision Hilltop Plan Area. Capital improvements typically have a useful life of five years or more and a cost of \$5,000 or more.

CAPITAL ASSETS

The City's capital assets are categorized as either governmental activities or business-type activities. Governmental capital assets consist primarily of infrastructure, including roadways, curbs, and sidewalks. Business-type capital assets are mainly improvements other than buildings, such as water and sewer treatment plants, pipelines, and reservoirs.

Total capital assets, net of accumulated depreciation, increased \$440.8 million in 2024. Total additions were \$773.6 million, while depreciation expense and disposals totaled \$332.8 million.

Significant capital asset additions included:

- \$133.8 million in public service improvement projects such as various resurfacing and roadway improvements, the I-70/71 South and East Freeway, the Front Street/Marconi Boulevard improvements and various signal projects.
- \$69.0 million in recreation and parks land and general improvements projects including the Fran Ryan Center (opened, January 2025), Ulry Warner parkland, Olentangy and Souder Avenue trail systems, as well as \$3.2 million in equipment such as chippers and mowers.
- \$20.1 million for public safety equipment and vehicles.
- \$20.3 million for public service equipment including new garbage trucks and other trucks.
- \$13.8 million for Columbus Public Health third and fourth floor renovations.
- \$159.7 million in various sanitary sewer line and plant improvements such as the Lower Olentangy Tunnel project.
- \$106.8 million in water line and plant improvements including the Dublin Road, Hap Cremean and Parsons Avenue Water Plants and the Water Quality Assurance Lab; \$17.3 million in new construction on a fourth water treatment plant.

CAPITAL ASSETS, Net of Accumulated Depreciation (in millions of dollars)

	Total 2022	Total 2023	Governmental Activities	Business-type Activities	Total 2024
Land	\$407.482	\$423.791	\$334.591	\$100.679	\$435.270
Buildings	\$662.162	\$639.006	\$538.210	\$80.483	\$618.693
Improvements, other than building	\$4,635.655	\$4,940.714	\$820.802	\$4,428.972	\$5,249.774
Machinery and equipment	\$164.387	\$177.494	\$172.919	\$36.879	\$209.798
Infrastructure	\$1,988.437	\$1,975.158	\$1,842.482	\$184.661	\$2,027.143
Construction in progress	\$105.879	\$172.982	\$14.248	\$219.348	\$233.596
Intangible Assets	\$-	\$28.493	\$23.445	\$0.750	\$24.195
Total	\$7,964.002	\$8,357.638	\$3,746.697	\$5,051.772	\$8,798.469



MANAGING THE CITY'S DEBT

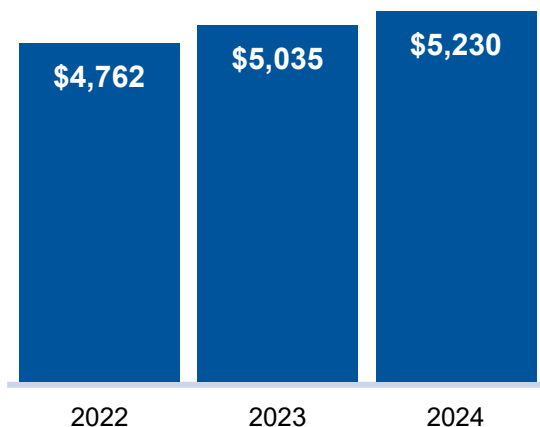
The City strategically uses debt to fund major capital projects like water reservoirs, sewer lines, and street improvements. Financing tools include general obligation bonds, revenue bonds, notes, and State of Ohio loans, all issued in accordance with the City's debt policies.

Columbus holds the highest possible bond ratings—Aaa/AAA/AAA—from all three major agencies, reflecting strong financial management. These ratings reduce borrowing costs and save money for taxpayers and ratepayers. Achieving this level is often compared to having a perfect score—a rare mark of fiscal excellence.

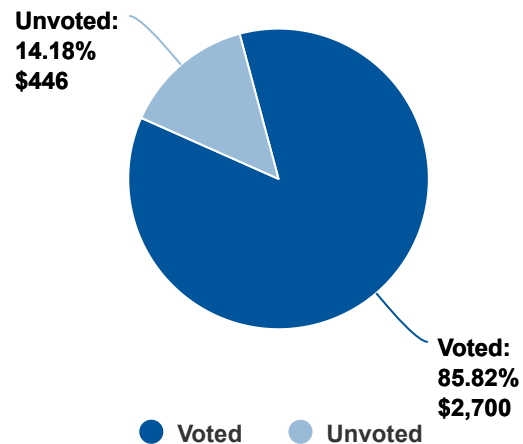
Municipal Bond Rating	Moody's	S&P Global	Fitch
General Obligation (GO) Bonds	Aaa	AAA	AAA
2006 Sanitary Sewer System Adjustable Rate GO Bonds	Aaa/ VMIG1	AAA/A-1+	AAA/ F1+
2008 Sanitary Sewer System Adjustable Rate Revenue Bonds (Series 2008B)	Aa1/ VMIG1	AA/A-1+	AA-/F1+
2015 Sanitary Sewer System Fixed Rate Revenue Refunding Bonds	Aa1	AA	(Not Rated)

Debt and Other Financial Obligations Portfolio (in millions)	Outstanding Fixed Rate	Outstanding Variable Rate	Total Outstanding Principal
General Obligation (GO) Bonds	\$3,127	8	\$3,135
Sanitary Sewer Revenue Obligation Bonds	150	52	202
Tax Increment Financing (TIF) Revenue Notes	11	-	11
State Infrastructure Bank (SIB) Loan - Direct Borrowing	6	-	6
Ohio Public Works Commission (OPWC) Loans - Direct Borrowing	5	-	5
Lease Revenue Bonds	86	-	86
Ohio Water Development Authority (OWDA) Revenue Loans			
Water - Direct Borrowing	552	-	552
Sanitary Sewer - Direct Borrowing	1,205	-	1,205
Storm Sewer - Direct Borrowing	11	-	11
General Obligation Notes - Direct Placement	17	-	17
	\$5,170	60	\$5,230

**City of Columbus, Ohio
Outstanding Bonds and Notes
(in millions of dollars)**



**Long-Term General Obligation Debt
Outstanding at 12/31/2024
(in millions)**



FISCAL YEAR 2025 REVENUE PROJECTION

Each year, the City Auditor is responsible for providing an accurate and reliable revenue estimate to guide the City's financial planning. Columbus' economy remains strong, driven by steady job growth, rising wages, and ongoing investments in key industries. However, external factors—such as economic trends, national trade policies, inflationary pressures, and shifting interest rate policies—continue to influence local business activity and consumer behavior. While Columbus is well-positioned for continued growth, the City remains vigilant—monitoring economic conditions to safeguard fiscal stability and sustain essential services and strategic investments.



Statement of Estimated Available Resources General Operating Fund

(in millions)

	Original Estimate
Estimated Revenue:	
Income taxes	\$898.474
Property taxes	85.679
Investment earnings	51.000
Licenses and permits fees	6.100
Shared revenue	35.805
Charges for services	82.664
Fines and forfeits	10.000
Miscellaneous revenue	5.750
Total Estimated Resources From Revenue	\$1,175.472
Total Transfers In	21.562
Total Estimated Resources And Transfers	\$1,197.034
Estimated prior year encumbrance cancellations	13.784
Actual 12/31/2024 Unencumbered Cash Balance	\$15.535
Total Estimated Available Resources	\$1,226.353





The Columbus City Auditor is committed to providing transparent reporting of the City's financial activities. We hope this report has been helpful in providing a brief overview of the City and its finances. The financial data presented in the PAFR is derived from the City's 2024 Annual Comprehensive Financial Report and is consistent with Generally Accepted Accounting Principles. The City's PAFR does not report on all governmental funds or include detailed footnotes. A full copy of the City's annual report is available at [Columbus.gov/Government/City-Auditor/Financial-Reports](https://columbus.gov/Government/City-Auditor/Financial-Reports).

Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to:

Columbus City Auditor
90 West Broad Street
Columbus, Ohio 43215
614.645.7615
cityauditor@columbus.gov



THE CITY OF
COLUMBUS
OFFICE OF THE CITY AUDITOR
MEGAN N. KILGORE, AUDITOR

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