November 13, 2024

In accordance with Section 26 of our city charter, I am pleased to present the 2025 City of Columbus Operating Budget, a balanced proposal developed to foster equitable prosperity and safety for Columbus residents as our city continues to grow. This $1.23 billion proposal reflects my top priorities of safety, housing and transportation that will increase quality of city services today and put forth important investments in our future.



In this, my ninth Operating Budget proposal, I continue to adopt a purposeful and intentional approach, acknowledging that inflation has impacted both households and cities nationwide, and that the city's federal pandemic resources are almost fully invested. As such, I've held steady on investments driving important improvements for our residents while looking out for opportunities to innovate.

Among the most powerful of our metrics, homicides in Columbus are down 25% compared to 2023, demonstrating the value of our ongoing investments within the Department of Public Safety and Office of Violence Prevention as well as the contributions of our Department of Recreation and Parks, the Department of Neighborhoods and Columbus Public Health. Working together, we're implementing our Comprehensive Neighborhood Safety Strategy focused on stopping violent crime through prevention, intervention and enforcement.

One place we've seen the greatest impact is in the Columbus Division of Police's recently restructured Zone 6, encompassing parts of Linden and the Near East Side. Chief Elaine Bryant has been testing successful interventions there, including a non-fatal shooting review pilot program that devotes the same resources to investigating a felony shooting as a homicide. This enhanced level of community engagement and intervention are proving promising, and this pilot may be expanded citywide over the next two years. As part of our prevention and intervention efforts, this year's Operating Budget will fund an assessment to examine the opportunity to expand our Alternative Crisis Response programming, as well.

Of course, the largest portion of our Operating Budget goes toward enforcement, via our Public Safety personnel. The proposed 2025 budget will continue to invest in our people, through three police classes and one fire class, which could help us deploy up to 180 police officers and 45 firefighters in our neighborhoods. I'm proud to say that, this year, we recruited the largest, most diverse pool of police and fire applicants ever, thanks to our Cadet program that specifically reaches aspiring police officers and firefighters. We're also equipping our Public Safety team to serve an increasingly diverse city, with new services that will translate texts to 9-1-1 that are placed in different languages as well as new capabilities to text video to 9-1-1 in the event of an emergency.

That's not the only way we're using our Operating Budget dollars to reflect the needs of a growing city. Introduced in 2022, my Columbus Housing Strategy advocates that we use our resources and influence to build 200,000 more housing units across our region over the next decade, and continually invest in ways that promote equity throughout Columbus neighborhoods.

My proposed budget will further advance the Columbus Housing Strategy's equity goals by providing more robust support for individuals most acutely impacted by the housing crisis. The crisis has enabled the market to exploit our most vulnerable, like those who lived at Latitude 525 and Colonial Village.

Just two years since the introduction of the Columbus Housing Strategy, our efforts are already unlocking progress in the housing market.

THE CITY OF
COLUMBUS
ANDREW J. GINTHER, MAYOR

Our use of residential tax incentives has created new market-rate units by addressing the cost barriers new residential projects face, while also requiring the creation of income-restricted and protected affordable housing units. We expect that 6,492 new residential units will be built in our city in 2024 – a 21.39% over 2023.

Additional progress is on the horizon for 2025 as home builders begin to use the new zoning code developed and passed via the Zone In initiative this year. This change has the potential to help the market build 88,000 homes along our key corridors over the next 10 years. In 2025, the Operating Budget will fund our continued pursuit of zoning reform through Zone In, as we explore how our code can support greater housing diversity in our city.

Our Operating Budget also funds the administration of our Affordable Housing Bond dollars. Our Housing Division staff, funded by the Operating Budget, have doled out $141.5 million of the $250 million generated by the 2019 and 2022 Affordable Housing bond packages. This funding has supported construction of 39 affordable housing projects, totaling 3,046 affordable rental units, including 523 units of permanent supportive housing. The bonds have also enabled us to invest $31 million in affordable home ownership, so more Columbus residents can pursue the dream of home ownership.

Between our incentives and the Affordable Housing Bond, both activated by our Operating Budget, I'm proud to say that 16% of the 29,418 units built in Columbus in the last five years were income-qualified affordable housing.

Columbus voters took decisive action earlier this month in support of my final key priority, transportation, by approving the Central Ohio Transit Authority Levy to fund the construction of bus rapid transit services and hundreds of miles of sidewalks through the LinkUS initiative. While that program will unfold over the coming years, this budget will fund personnel for the engineers, parking attendants and street sweepers who keep us moving every day.

Finally, this year taught us that investing for a growing city means investing in our digital infrastructure as well as our physical infrastructure. This Operating Budget includes $1.6 million for additional full-time employees in our Department of Technology to strengthen our IT infrastructure and data management.

In the following pages, you will find additional details of my proposed 2025 Operating Budget, which will employ more than 9,000 city employees spread across community centers, police and fire stations, road maintenance outposts, health clinics, our new housing division and more. I look forward to investing our resources wisely to promote a more prosperous future for everyone we serve.

KATHY A. OWENS
Director

THE CITY OF
COLUMBUS
ANDREW J. GINTHER, MAYOR

DEPARTMENT OF FINANCE
AND MANAGEMENT

November 13, 2024

Mayor Andrew J. Ginther:

Contained herein is the 2025 Operating Budget totaling $2.52 billion, of which $1.23 billion is for general fund operating expenses.

Due to your continuing leadership and the support of City Council, and the City Auditor, I am pleased to report that the City of Columbus remains fiscally strong. The Mayor's 2025 Budget is balanced and continues to strengthen critical city services. These investments include neighborhood safety and violence prevention, infant mortality reduction, pre-kindergarten programming, after-school programming for middle school children, human services, recreation and parks programming, affordable and stable housing, weekly recycling, and bulk pickup centers to address illegal dumping.



During 2022, the city announced a new goal for the rainy day fund to build a balance of 10% of the 2023 general fund budget ($114 million) by the end of 2027. As of the end of 2025, the city projects to have a balance of $105 million in the rainy day fund. The city is well on track to meet the new goal. Once again, no monies will be drawn from the rainy day fund in 2025. The basic city services fund will end 2024 with a $19.7 million balance. The city will utilize the remaining amount in this fund to help balance the 2025 budget.

The Columbus economy remains strong. We are experiencing population growth as well as jobs growth in key industries – technology and healthcare. Given the sound fiscal leadership of the city along with the strength of our local and regional economies, I remain optimistic about the near and long-term financial stability of the city.

The city's revenue growth is largely dependent upon income tax, which makes up approximately 76 percent of total general fund revenues. The income tax growth rate for 2024 is projected at 2.33 percent, which is an indication of the health of our local economy and its ability to rebound from the pandemic related economic contractions. The 2025 income tax revenue growth rate is expected to experience a 3 percent increase. This is a strong revenue forecast that should continue to keep growing in the coming years.

The impact of two other sources of revenue should also be stated - property taxes and investment earnings. Because property values are still rising, property taxes will grow to almost $86 million in 2025. Also, as interest rates remain high, investment earnings will continue to grow, reaching $51 million.

A final note on revenue - in 2023, the sale of marijuana to individuals 21 and over was approved by Ohio voters. A 10 percent tax on these sales is collected by dispensaries and 36 percent of the collections will be remitted to cities where the dispensaries reside. Marijuana sales began in 2024 and payments to municipalities are expected during the latter half of 2025. Total revenues are projected at $8 million in 2025 and should rise in future years.

The 2025 budget continues to fund Public Safety at historically high levels. Monies are provided to the Right Response, REACT, and Comprehensive Neighborhood Safety Strategy programs. The Division of Police will add three recruit classes and the Division of Fire will add one recruit class. Both are funded to ensure adequate staffing levels to meet the needs of the communities they serve. Police and Fire cadet classes will continue to be funded in 2025 as well. Also, the budget includes investing in the Office of Violence Prevention to continue violence reduction programming in our neighborhoods.

The budget also includes new funding for the Department of Technology. Monies were added to Technology's budget for 25 new employees to

fortify our data governance, data management, and cybersecurity.

I would like to thank the Department of Finance and Management budget team, as well as department directors and their staff in preparing this budget.

The Department of Finance and Management will continue its mission to provide financial leadership to ensure the future health of the city's finances.

Respectfully submitted,



Kathy A. Owens
Director
Department of Finance and Management

THE CITY OF
COLUMBUS
ANDREW J. GINTHER, MAYOR

CITY OF COLUMBUS
PROPOSED 2025 BUDGET

Mayor Andrew J. Ginther

Presented to Columbus City Council
November 13, 2024

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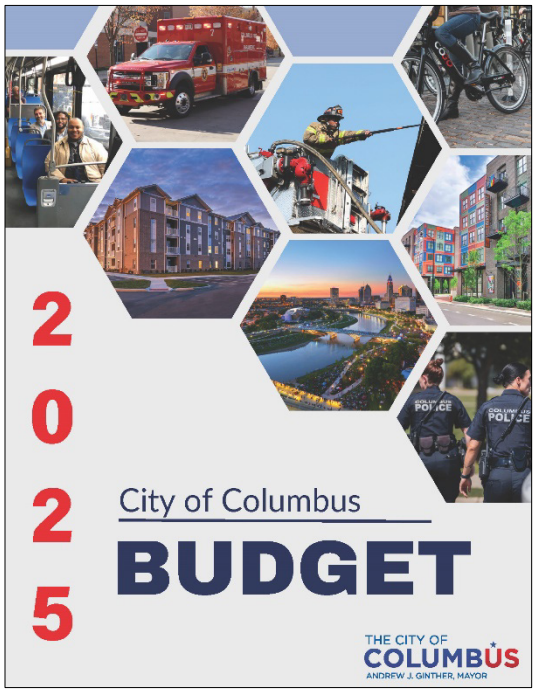
Additional Special Thanks to Gabrielle Kennedy for the Cover Design.

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ANDREW J. GINTHER, MAYOR

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Electronic Resource:
2025 Budget: https://www.columbus.gov/2025budget/

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Introduction

THE CITY OF COLUMBUS

The 2025 Budget Document
The 2025 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. Separately elected officials put forth their own strategic priorities for 2025, and those are described in their respective sections.

Budget Process
The budget process section provides readers with 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 2025 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 2025 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, mission, and 2025 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.

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 relevant 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 Income Tax Set Aside subfund of the general 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 2025 Strategic Priorities

Opportunity Rising

Columbus is a city on the rise – but not everyone is sharing in our success. Columbus' residents of color continue to experience the outcomes of systemic racism. The discrimination and divestment that has caused these inequities in our city are complex, but their unjust outcomes are ours to change.

That is why we are incorporating equity into everything we do – and this is where the next phase of our Equity Agenda comes into play. We call it "Opportunity Rising," and it is the strategic, quantifiable playbook by which we will optimize our resources to tackle our city's greatest challenges – all while strengthening our shared social fabric.

Opportunity Rising names 21 aspirations that Mayor Andrew J. Ginther has for every Columbus resident. Whether it's a safe home to sleep in at night, a job that supports a family, clean air to breathe or access to high-speed internet, there are things that everyone should have in America's 21st Century City. In order to get everyone to a place of opportunity, we'll need to think, act, and invest our resources differently. Equitably.

To achieve the aspirations of Opportunity Rising, the City of Columbus will boldly collaborate with partners and residents to dismantle racism in our city and advance opportunity and prosperity for all. This will benefit every Columbus resident through the community's improved economic stability, stronger health and well-being, and safer, more resilient neighborhoods.

With Opportunity Rising and equity in mind, the Mayor's Strategic Priorities continue in 2025 and are:

ECONOMIC STABILITY	
Workforce Development	Every Columbus resident is prepared to enter and advance in the workforce
Jobs	Every resident earns a wage to support their household
Business Climate	Every business has equal access to resources and opportunities to succeed
Mobility	Every resident lives within a 30 minute commute of work, education, and healthcare
Financial Security	Every resident achieves and maintains financial security
Childcare	Every family has access to high-quality, affordable childcare during the hours they need it
Kindergarten Preparedness	Every Columbus child is prepared to thrive in kindergarten
Digital Inclusion	Every resident can afford and use high-speed, high-capacity internet from home
Housing Stability	No resident pays more than 30 percent of their monthly income to live in a neighborhood of their choice
Homelessness	Every resident is stably housed

Mayor's Strategic Priorities

HEALTH & WELLBEING	
Infant Vitality	Every baby reaches their first birthday
Chronic Disease Prevention	Healthy choices are easy for everyone to access and afford
Climate	Every resident enjoys the benefit of a sustainable environment
Behavioral Health & Trauma	Timely, affordable behavioral health services are available to every resident without stigma
SAFE & RESILIENT COMMUNITIES	
Crisis Mitigation	Every call for help is served by the right response and use of force
Neighborhood Building	Every neighborhood has the infrastructure, greenspace, and programs to support safe and healthy living
Violence Elimination	Every resident lives in a neighborhood free of violent crime
Re-entry	Justice-involved residents are ready to contribute to and be accepted by the community
Youth	Every Columbus young person can find safety and engagement in their neighborhood outside school hours
Community Collaboration	Residents collaborate with their city to create the community they wish to live in
Resiliency	Every resident has the resources to quickly recover from community crisis



Budget Process

Budget Preparation

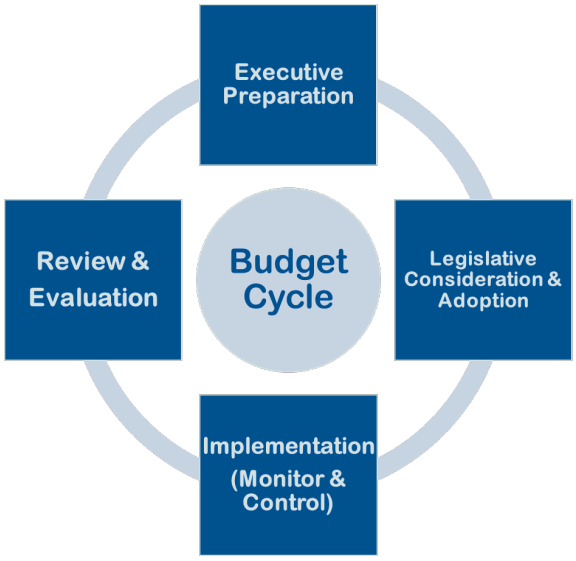
In the spring of each year, following budget adoption, the Finance and Management Department's budget office completes a three-year revenue projection of the general fund. With that information, assumptions are made to expand the focus of fiscal decision-making from the one year horizon provided by the annual budget process to a multi-year horizon.

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 considers general fund target adjustments. Finance and Management leadership make recommendations for granting 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 could be reflected in these adjustments.

In June, the Finance and Management Department makes the final decisions on target adjustments 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 projections is conducted, and adjustments are made based on the latest available information. Finance and Management, with informal consultation of the City Auditor, on whose official estimate the proposed general fund budget must be based per the City Charter, develops an estimate of available resources and uses it and the list of approved target adjustments to derive departmental targets.

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



Those departments with funds other than the general fund do not receive a target for those funds 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 strategic priorities 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 and budget submissions align with the Mayor's stated priorities. Separately elected officials are solicited to submit their strategic priorities for publication in their respective budget section as well, but are not requested or required to align them with the Mayor's strategic priorities, nor track performance measures for purposes of publication in this document.

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 a 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, among other things, officially establishes the year-end general fund carryover projection. This carryover projection becomes part of the Auditor's official estimate of available resources for the following year. Second, budget meetings are held between the Mayor, the Mayor's staff, and Finance and Management leadership to review submissions and outstanding issues. Finally, toward the middle of this month, the City Auditor releases the 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 departments' 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 public 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 legal, 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 and division 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 distributed 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 quarter financial review, budget meetings with 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 on or 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.

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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 $1.18 billion, an increase of 5.7 percent from 2024 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 80 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 2025, income tax revenues to the general fund are estimated at $898.5 million, which is 73.2 percent of total general fund resources and 75.9 percent of total general fund revenue. This represents a 3 percent increase from 2024 projections.

Property Tax

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

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

and general fund operations. State law requires that the first two obligations be met before property tax revenue can be deposited into the general fund for general operations. Because the city pays debt service on non-enterprise capital improvements from the income tax set aside (ITSA) subfund, property tax revenues are deposited directly in the general fund. The 2025 estimate for property tax collections is $85.7 million, an increase of 2.5 percent from the 2024 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 2024 and 2025 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 funds collected from users located within the city be deposited into the city's general fund. These revenues are estimated at $3.5 million for 2025.

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 $8.5 million estimate for the 2025 general fund deposit for casino tax revenues is a 3.7 percent increase over the 2024 projection.

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 $25.8 million in 2025, or a 2.7 percent increase over projected 2024 revenues.

Adult-Use Cannabis Tax

In 2023, the sale of marijuana to individuals 21 and over was approved by Ohio voters. A 10 percent tax on these sales is collected by dispensaries and 36 percent of the collections will be remitted to cities where the dispensaries reside. Marijuana sales began in 2024 and payments to municipalities are expected during the latter half of 2025. Total revenues are projected at $8 million in 2025.

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 violations. In 2022, fines assessed for parking violations were moved to the newly created mobility enterprise fund. 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 $10.0 million in 2025, a 2.9 percent increase from 2024 collections.

Charges for Service

Sources of revenue in this category include pro rata charges, third-party reimbursements for emergency medical services (EMS), 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. Because a large portion of EMS reimbursements are being shifted to 2025, total revenues from charges for services are projected at $82.7 million in 2025, a 44.9 percent increase from 2024 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. As interest rates continue to be high, general fund investment earnings are projected to yield $51.0 million in 2025, a 1.6 percent increase from 2024 estimates.

License and Permit Fees

This category consists primarily of cable communications fees and fees charged by the Department of Public Safety for the issuance and enforcement of City of Columbus licenses and permits. The city charges cable companies a service permit fee for the ability to operate a cable system in the City of Columbus, equal to five percent of cable operator gross revenues. Fees in this category are estimated at $6.1 million in 2025, of which cable TV permits are expected to be approximately $5.5 million.

Other Revenue

This category includes various unclaimed funds, refunds, and miscellaneous revenue. The 2025 estimate is $2.3 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 2025 is $7.5 million.

Other Miscellaneous and Fund Transfers

In 2025, a transfer of $19.7 million from the basic city services fund into the general fund will be needed as well as a transfer of $0.3 million from the reimagine safety subfund.

GENERAL FUND
REVENUE BY SOURCE AND YEAR
HISTORICAL AND PROJECTED
2021 - 2025

SOURCE	2021 ACTUAL	2022 ACTUAL	PERCENT CHANGE	2023 Actual	PERCENT CHANGE	2024 PROJECTED	PERCENT CHANGE	2025 PROJECTED	PERCENT CHANGE	2025 PERCENT OF TOTAL
Income Tax	$ 776,095,407	$ 810,428,709	4.42%	$ 852,460,523	5.19%	$ 872,305,000	2.33%	$ 898,474,000	3.00%	73.16%
Property Tax	60,174,110	60,955,469	1.30%	63,610,301	4.36%	83,615,000	31.45%	85,679,000	2.47%	6.98%
Kilowatt Hour Tax	3,312,758	3,358,596	1.38%	3,360,752	0.06%	3,380,000	0.57%	3,500,000	3.55%	0.28%
Hotel/Motel Tax	-	-	0.00%	-	0.00%	-	0.00%	-	0.00%	0.00%
TOTAL TAXES	839,582,275	874,742,774	4.19%	919,431,576	5.11%	959,300,000	4.34%	987,653,000	2.96%	80.42%
Local Government Fund	23,758,335	26,056,260	9.67%	26,660,847	2.32%	25,125,000	(5.76%)	25,805,000	2.71%	2.10%
Adult-Use Cannabis	-	-	0.00%	-	0.00%	-	0.00%	8,000,000	0.00%	0.65%
Liquor Permit Fee, Other	884,214	1,767,555	99.90%	1,390,407	(21.34%)	1,660,000	19.39%	1,500,000	(9.64%)	0.12%
Casino Tax	7,989,634	8,373,924	4.81%	8,528,855	1.85%	8,200,000	(3.86%)	8,500,000	3.66%	0.69%
TOTAL SHARED REVENUE	32,632,183	36,197,739	10.93%	36,580,109	1.06%	34,985,000	(4.36%)	43,805,000	25.21%	3.57%
License and Permit Fees	8,825,273	9,036,487	2.39%	7,122,420	(21.18%)	6,184,000	(13.18%)	6,100,000	(1.36%)	0.50%
Fines and Penalties	13,572,065	8,605,576	(36.59%)	9,146,112	6.28%	9,720,000	6.27%	10,000,000	2.88%	0.81%
Investment Earnings	9,511,747	11,625,088	22.22%	30,961,925	166.34%	50,200,000	62.13%	51,000,000	1.59%	4.15%
Charges for Service	63,265,602	69,384,763	9.67%	71,702,802	3.34%	57,040,000	(20.45%)	82,664,000	44.92%	6.73%
All Other	5,952,881	2,639,779	(55.66%)	3,028,598	14.73%	2,370,000	(21.75%)	2,250,000	(5.06%)	0.18%
TOTAL OTHER REVENUES	101,127,568	101,291,693	0.16%	121,961,857	20.41%	125,514,000	2.91%	152,014,000	21.11%	12.38%
TOTAL ALL REVENUES	973,342,026	1,012,232,206	4.00%	1,077,973,542	6.49%	1,119,799,000	3.88%	1,183,472,000	5.69%	96.37%
Encumbrance Cancellations	6,595,499	6,645,312	0.76%	7,703,413	15.92%	13,500,000	75.25%	7,500,000	(44.44%)	0.61%
Unencumbered Balance	78,259,958	58,299,693	(25.51%)	100,022,386	71.57%	50,883,657	(49.13%)	17,103,000	(66.39%)	1.39%
Fund Transfers	7,857,481	19,097,101	143.04%	2,156,500	(88.71%)	-	(100.00%)	330,508	N/A	0.03%
Other Misc. Transfers	-	-	N/A	-	N/A	30,000,000	N/A	19,669,492	(34.44%)	1.60%
Total Annual Resources	1,066,054,963	1,096,274,312	2.83%	1,187,855,841	8.35%	1,214,182,657	2.22%	1,228,075,000	1.14%	100.00%
27th Pay Period Reserve Fund	5,953,058	8,721,058	46.50%	11,572,058	32.69%	14,509,058	25.38%	14,509,058	0.00%	
Basic City Services Fund	60,545,492	49,669,492	(17.96%)	49,669,492	0.00%	19,669,492	(60.40%)	-	(100.00%)	
Economic Stabilization Fund	87,880,608	90,777,313	3.30%	96,627,955	6.45%	102,445,158	6.02%	104,945,158	2.44%	
TOTAL GENERAL FUND AVAILABLE RESOURCES	**$1,220,434,121**	**$ 1,245,442,175**	**2.05%**	**$1,345,725,346**	**8.05%**	**$ 1,350,806,365**	**0.38%**	**$1,347,529,216**	**(0.24%)**	

Expenditures and Personnel

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

GENERAL FUND 2025 PROPOSED BUDGET SUMMARY BY AREA OF EXPENSE

Department/Division	Personnel	Materials	Services	Other	Capital	Transfers	Totals
City Council	$ 7,258,098	$ 55,000	$ 379,008	$ 3,000	$ -	$ -	$ 7,695,106
City Auditor							
City Auditor	5,650,327	34,500	1,002,491	1,000	-	-	6,688,318
Income Tax	8,858,287	85,000	5,091,836	500	-	-	14,035,623
Total	14,508,614	119,500	6,094,327	1,500	-	-	20,723,941
City Treasurer	1,292,987	4,200	637,481	-	-	-	1,934,668
City Attorney							
City Attorney	17,645,101	103,500	407,540	3,500	-	-	18,159,641
Real Estate	262,260	-	-	-	-	-	262,260
Total	17,907,361	103,500	407,540	3,500	-	-	18,421,901
Municipal Court Judges	25,671,239	181,000	2,472,621	-	-	490,000	28,814,860
Municipal Court Clerk	17,741,950	151,950	1,163,423	-	-	-	19,057,323
Civil Service	5,284,628	84,404	1,020,430	303,500	20,000	-	6,712,962
Public Safety							
Administration	10,229,539	130,367	4,784,430	25,150	-	-	15,169,486
Support Services	20,940,237	623,852	3,787,255	30,800	120,000	-	25,502,144
Police	361,416,335	9,117,851	26,678,179	300,000	40,000	-	397,552,365
Fire	313,567,603	5,339,210	17,107,555	150,000	80,000	-	336,244,368
Total	706,153,714	15,211,280	52,357,419	505,950	240,000	-	774,468,363
Office of the Mayor							
Mayor	4,157,734	30,500	468,003	2,000	-	-	4,658,237
Office of Diversity & Inclusion	1,822,671	10,000	577,578	50,000	-	-	2,460,249
Office of CelebrateOne	1,615,972	60,000	272,569	516,000	-	-	2,464,541
Office of Education	345,824	7,000	13,138,671	170,000	-	-	13,661,495
Office of Violence Prevention	2,685,547	450,871	3,044,581	625,000	-	-	6,805,999
Total	10,627,748	558,371	17,501,402	1,363,000	-	-	30,050,521
Inspector General	2,181,288	27,699	167,904	-	-	-	2,376,891
Building and Zoning Services							
Building & Zoning	2,171,202	35,500	204,000	3,500	-	-	2,414,202
Code Enforcement	7,347,993	70,493	695,444	9,000	-	-	8,122,930
Total	9,519,195	105,993	899,444	12,500	-	-	10,537,132
Development							
Administration	4,922,700	42,100	1,293,900	12,048,700	-	-	18,307,400
Econ. Development	1,950,756	5,400	3,924,474	941,000	-	-	6,821,630
Planning	2,306,933	7,000	565,321	1,000	-	-	2,880,254
Housing	3,352,028	13,000	856,818	54,000	-	-	4,275,846
Land Redevelopment	1,289,986	-	1,000	-	-	-	1,290,986
Total	13,822,403	67,500	6,641,513	13,044,700	-	-	33,576,116
Finance and Management							
Finance Administration	3,753,452	273,000	1,938,414	10,000	-	-	5,974,866
Financial Management	3,639,695	7,000	1,672,938	-	-	-	5,319,633
Facilities Management	10,911,409	1,268,000	12,719,009	3,000	-	-	24,901,418
Total	18,304,556	1,548,000	16,330,361	13,000	-	-	36,195,917
Finance City-wide	-	-	-	-	-	26,159,193	26,159,193
Finance Technology (pays gf agency bills)	-	-	32,067,672	-	-	-	32,067,672
Human Resources	2,202,457	80,500	1,654,956	-	-	-	3,937,913
Neighborhoods	7,579,978	183,200	1,413,386	5,995,000	-	52,500	15,224,064
Health	-	-	-	-	-	33,289,251	33,289,251
Recreation and Parks	-	-	-	-	-	58,728,767	58,728,767
Public Service							
Administration	1,048,146	-	6,926	-	-	-	1,055,072
Refuse Collection	19,768,871	298,000	46,834,372	100,000	46,124	-	67,047,367
Total	20,817,017	298,000	46,841,298	100,000	46,124	-	68,102,439
Total General Operating Fund	**$ 880,873,233**	**$ 18,780,097**	**$ 188,050,185**	**$ 21,345,650**	**$ 306,124**	**$ 118,719,711**	**$ 1,228,075,000**

General Fund Summary

GENERAL FUND EXPENDITURE AND BUDGET SUMMARY					
	2022 Actual	2023 Actual	2024 Budget	2024 Projected	2025 Proposed
City Council	$ 5,753,848	$ 6,019,092	$ 7,081,941	$ 7,094,434	$ 7,695,106
City Auditor					
City Auditor	5,178,397	5,499,619	6,353,298	6,123,101	6,688,318
Income Tax	7,740,686	8,163,345	14,233,457	12,534,726	14,035,623
Total	12,919,084	13,662,964	20,586,755	18,657,827	20,723,941
City Treasurer	1,423,068	1,474,430	1,904,640	1,489,915	1,934,668
City Attorney					
City Attorney	14,018,617	16,197,842	16,909,021	17,301,716	18,159,641
Real Estate	159,162	185,051	249,092	246,979	262,260
Total	14,177,779	16,382,893	17,158,113	17,548,695	18,421,901
Municipal Court Judges	22,518,486	25,729,461	27,666,596	28,460,681	28,814,860
Municipal Court Clerk	12,742,786	15,898,165	17,830,605	18,094,644	19,057,323
Civil Service	5,393,560	5,474,582	6,712,802	6,499,237	6,712,962
Public Safety					
Administration	14,712,379	13,794,908	15,191,242	14,620,353	15,169,486
Support Services	20,806,017	23,259,806	27,329,608	26,040,844	25,502,144
Police	339,834,484	381,339,038	390,480,763	382,565,571	397,552,365
Fire	272,808,170	307,699,580	320,681,339	308,262,142	336,244,368
Total	648,161,051	726,093,332	753,682,952	731,488,910	774,468,363
Office of the Mayor					
Mayor	3,661,973	3,816,457	4,641,570	4,583,415	4,658,237
Office of Diversity & Inclusion	1,386,057	1,926,080	2,519,022	2,635,159	2,460,249
Office of CelebrateOne*	1,382,519	1,670,853	1,988,369	3,746,808	2,464,541
Office of Education	9,728,431	14,213,103	13,551,804	14,677,008	13,661,495
Office of Violence Prevention	-	1,576,433	4,521,887	5,158,333	6,805,999
Total	16,158,981	23,202,926	27,222,652	30,800,723	30,050,521
Inspector General	831,453	1,443,385	2,376,972	1,950,386	2,376,891
Building and Zoning Services					
Building & Zoning	284,952	197,470	281,941	1,606,136	2,414,202
Code Enforcement**	7,032,798	7,270,774	7,933,797	7,432,495	8,122,930
Total	7,317,750	7,468,244	8,215,738	9,038,631	10,537,132
Development					
Administration	10,984,913	14,360,125	19,585,059	25,406,924	18,307,400
Economic Development	19,225,723	16,124,342	6,668,375	15,797,595	6,821,630
Planning	1,678,893	2,161,936	2,334,679	2,369,419	2,880,254
Housing	8,157,995	8,674,751	4,606,665	4,528,110	4,275,846
Land Redevelopment	585,422	597,977	1,279,670	1,282,682	1,290,986
Total	40,632,946	41,919,131	34,474,448	49,384,730	33,576,116
Finance and Management					
Finance Administration	9,788,942	8,809,995	6,135,365	6,101,440	5,974,866
Financial Management	4,095,846	5,114,023	5,165,388	4,348,619	5,319,633
Fleet Management	3,000,000	-	-	-	-
Facilities Management	19,409,486	20,567,898	23,440,180	21,620,930	24,901,418
Total	36,294,274	34,491,916	34,740,933	32,070,989	36,195,917
Citywide Technology	20,879,409	26,226,678	27,750,280	25,749,212	32,067,672
Finance City-wide	21,814,782	27,848,224	49,400,332	24,257,000	26,159,193
Human Resources	3,288,639	3,335,243	3,658,238	3,372,850	3,937,913
Technology	-	2,704,841	-	20,705,443	-
Neighborhoods	9,965,146	11,745,496	13,470,428	13,721,455	15,224,064
Health	22,818,174	32,315,513	33,617,527	32,583,512	33,289,251
Recreation and Parks	43,387,465	48,854,555	56,325,377	57,971,475	58,728,767
Public Service					
Administration	832,222	867,210	957,333	922,022	1,055,072
Refuse Collection	48,940,864	63,813,866	66,744,995	65,295,097	67,047,367
Total	49,773,086	64,681,076	67,702,328	66,217,119	68,102,439
Total General Operating Fund	**$ 996,251,765**	**$ 1,136,972,146**	**$ 1,211,579,657**	**$1,197,157,868**	**$ 1,228,075,000**

GENERAL FUND PERSONNEL SUMMARY -- FULL-TIME

	2022 Actual	2023 Actual	2024 Budget	2025 Proposed
City Council	43	45	54	56
City Auditor				
City Auditor	39	36	40	39
Income Tax	58	66	80	74
Total	97	102	120	113
City Treasurer	9	6	8	7
City Attorney				
City Attorney	128	129	134	134
Real Estate	1	1	1	1
Total	129	130	135	135
Municipal Court Judges	221	228	238	247
Municipal Court Clerk	157	178	186	186
Civil Service	38	41	41	42
Public Safety				
Administration	68	62	85	83
Support Services	142	153	196	180
Police- Non Uniformed	195	210	288	290
Police- Uniformed	1,861	1,882	1,980	2,117
Fire- Non Uniformed	48	44	57	56
Fire- Uniformed	1,582	1,655	1,788	1,765
Total	3,896	4,006	4,394	4,491
Office of the Mayor				
Mayor	20	21	27	23
Office of Diversity and Inclusion	9	12	14	14
Office of CelebrateOne	8	11	13	11
Office of Education	2	1	2	2
Office of Violence Prevention	0	7	8	21
Total	39	52	64	71
Inspector General	10	13	18	18
Building and Zoning Services				
Building & Zoning	3	2	3	17
Code Enforcement	65	64	66	67
Total	68	66	69	84
Development				
Administration	29	31	32	33
Economic Development	10	12	16	16
Planning	15	20	21	21
Housing	31	33	35	31
Land Redevelopment	6	5	10	10
Total	91	101	114	111
Finance and Management				
Administration	29	30	33	30
Financial Management	25	24	28	28
Facilities Management	97	98	112	116
Total	151	152	173	174
Human Resources	14	15	15	15
Neighborhoods	50	58	67	68
Public Service				
Administration	6	7	7	7
Refuse Collection	186	182	240	240
Total	192	189	247	247
Total General Fund	**5,205**	**5,382**	**5,943**	**6,065**

MEGAN N. KILGORE
City Auditor

DARLENE WILDES, CPA
Deputy City Auditor

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

To: Mayor Andrew J. Ginther
Columbus City Councilmembers
City Attorney Zach Klein

From: City Auditor Megan Kilgore

Date: October 29, 2024

2025 Official Revenue Estimate

Dear Colleagues:

As we enter 2025, the macroeconomic environment remains complex. Geopolitical uncertainties, persistent inflation, and the reality of elevated interest rates continue to challenge both businesses and residents. While these factors create headwinds nationally, Columbus is well-positioned to manage through this environment. The City's job market continues to outperform national averages in many sectors, and our growing population and diverse economy provide a strong foundation for sustainable revenue growth.

The strength of Columbus lies in its ability to attract talent, investment, and innovation. Key industries, including technology, healthcare, logistics, and advanced manufacturing, are driving both job creation and economic momentum. We also benefit from emerging sectors such as clean energy. These investments position Columbus to capitalize on growth opportunities, even as national and global uncertainties persist.

We remain vigilant in our monitoring of both local and broader economic trends, adjusting our strategy as needed to ensure fiscal resilience.

The detailed notes attached provide additional insight into our assumptions for the 2025 Official Revenue Estimate.

General Fund resources for 2025 are forecasted to be $1,228,075,000, an increase of 1.4% relative to the 2024 Original Revenue Estimate of $1,211,579,657 (dated 1/2/2024). We will closely monitor the actual impacts to revenues in the first quarter of 2025 and will update projections as needed.

We endeavored to provide a lot of useful information in the ensuing document. Please contact me with any follow-up questions.

Megan N. Kilgore
City Auditor

MEGAN N. KILGORE
City Auditor

DARLENE WILDES, CPA
Deputy City Auditor

October 29, 2024

2025 Official Revenue Estimate

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 2025.

ESTIMATED GENERAL OPERATING FUND REVENUE:	
Income taxes	$898,474,000
Property taxes	85,679,000
Investment earnings	51,000,000
Licenses and permits fees	6,100,000
Shared revenue	43,805,000
Charges for services	82,664,000
Fines, forfeitures and penalties	10,000,000
Miscellaneous revenue	5,750,000
TOTAL ESTIMATED RESOURCES FROM REVENUE	$1,183,472,000
TOTAL TRANSFERS IN - From BASIC CITY SERVICES subfund [100017]	20,000,000
TOTAL ESTIMATED RESOURCES AND TRANSFERS	$1,203,472,000
Estimated prior year encumbrance cancellations	7,500,000
Estimated 2024 Year End Fund Balance	17,103,000
TOTAL ESTIMATED AVAILABLE RESOURCES GENERAL OPERATING FUND	**$1,228,075,000**
UNENCUMBERED CASH AVAILABLE IN OTHER GENERAL FUND SUBFUNDS:	
Estimated Unencumbered Cash – JOB GROWTH [100015]	$1,000,000
Estimated Unencumbered Cash – PUBLIC SAFETY INITIATIVE [100016]	380,000
Estimated Unencumbered Cash – BASIC CITY SERVICES [100017]	-
Estimated Unencumbered Cash – NEIGHBORHOOD INITIATIVE [100018]	3,000,000
Estimated Unencumbered Cash – REIMAGINE SAFETY [100019]	666,000
TOTAL ESTIMATED AVAILABLE RESOURCES	**$1,233,121,000**

This estimate includes an increase in 2025 income tax revenue of 3% as compared to the estimated income tax revenue of $872.3 million for the year ended December 31, 2024. In addition, the estimate includes the transfer in of the balance of the Basic City Services subfund of the General Fund of approximately $20.0 million.

In addition to the total resources estimated for the General Operating Fund, there is an estimated $5.0 million in unencumbered cash in other General Fund subfunds, which could be transferred to the General Operating Fund to cover the cost of basic city services. If the unencumbered balances in these General Fund subfunds were transferred to the General Operating Fund, total estimated available resources would be $1.233 billion for 2025.

See “Notes to the City Auditor’s Statement of 2025 Estimated Available Resources” for additional information.

NOTE 1 – GENERAL OPERATING FUND RESOURCES

The 2025 General Operating Fund total estimated *revenues* for the City of Columbus ("City") are approximately $1.183 billion. The revenue is generated through income tax, property tax, licenses and permit fees, fines, forfeitures and penalties, investment earnings, charges for services, shared revenue, and miscellaneous revenue.

Total 2025 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 31, 2024, are $1.228 billion.

Total estimated revenues for 2025 increased $59.2 million (or 5.3%) as compared to the original estimated revenues for 2024 of $1.124 billion. Total estimated resources for 2025 represent a $16.5 million (or 1.4%) increase as compared to the estimated total resources for 2024 of $1.212 billion. The table below displays the total amount of estimated revenue attributable to each revenue category for both 2025 and 2024 and the actual revenue collected for 2023.

($ in thousands)

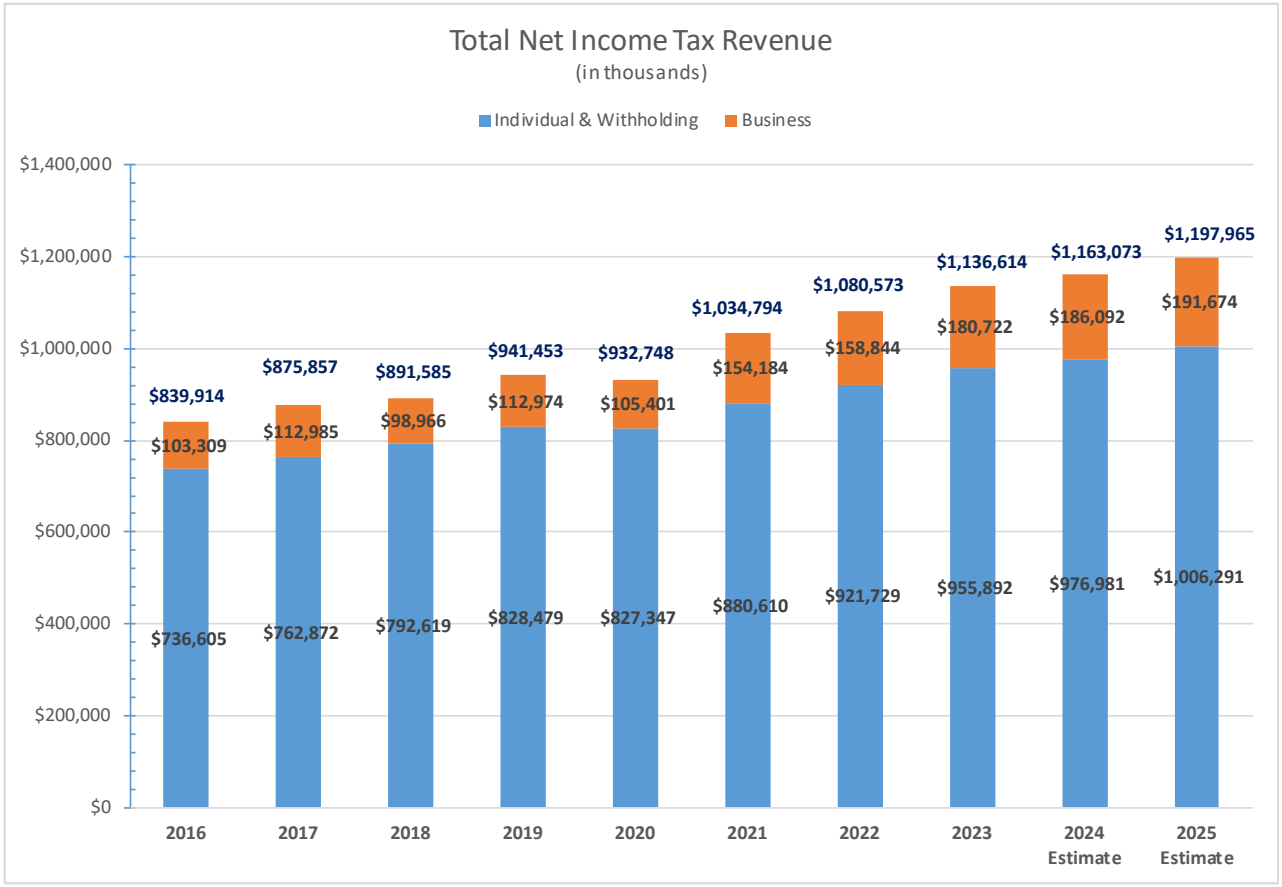
	2023		2024		2025	
Revenue Categories	Actual	% to Total	Original Estimate	% to Total	Original Estimate	% to Total
Income Taxes	$852,461	79.1%	$872,305	77.6%	$898,474	75.9%
Property Taxes	63,610	5.9%	81,800	7.3%	85,679	7.2%
License and permit fees	7,122	0.7%	6,684	0.6%	6,100	0.5%
Fines, forfeitures and penalties	9,146	0.8%	8,020	0.7%	10,000	0.9%
Investment earnings	30,962	2.8%	41,270	3.7%	51,000	4.3%
Charges for service	71,703	6.7%	74,040	6.6%	82,664	7.0%
Shared revenue	36,580	3.4%	34,427	3.1%	43,805	3.7%
Miscellaneous revenue	6,389	0.6%	5,750	0.4%	5,750	0.5%
Resources from revenue	$1,077,973	100.0%	$1,124,296	100.0%	$1,183,472	100.0%

NOTE 2 – INCOME TAXES

Income tax revenue represents approximately 75.9% of total General Fund revenues estimated for 2025.

Total income tax revenues for 2025, after providing for taxpayer refunds, are estimated at $1.198 billion. One fourth of the collections will be deposited into a special subfund for the City's capital program. The remaining three-fourths of the collections, approximately $898.5 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.

The 2025 General Fund income tax revenue was estimated based on projections for employment levels, realized wage inflation, and work-from-home trends. The graph below shows total income tax collections/estimates for a 10-year period.

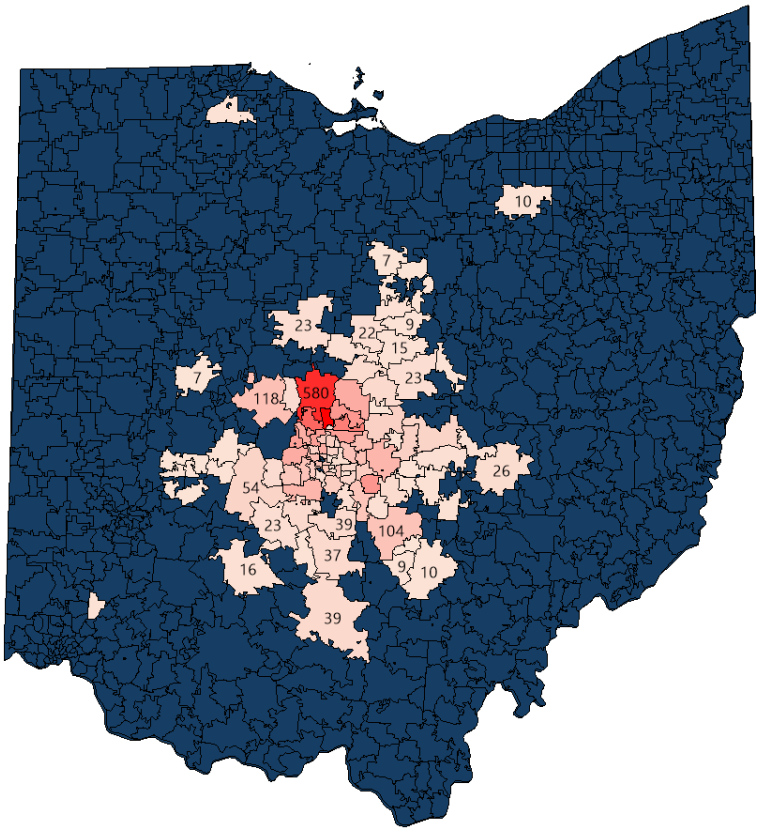


National Economy

As we approach 2025, key uncertainties still dominate the national economic outlook. While inflation has begun to cool, elevated interest rates are likely to persist into 2025, restraining consumer spending and investment. Despite this, Columbus's multi-sector base—particularly in technology, healthcare, and logistics—provides stability against national downturns.

Remote Work and Its Effect on the City's Income Tax Revenues

The heat map below depicts the approximate locations where we have seen the most requests for refunds (through September 2024). While there are many reasons for refund requests, this map provides a useful representation of employees who likely previously worked in Columbus but are now working from their home residence. Darker colors on the heat map mean higher numbers of refunds; lighter colors mean fewer.



In terms of revenue impacts, while we have seen income tax revenue declines resulting from remote work, such declines have been offset by overall wage inflation and growth in new jobs.

Additionally, Columbus is attracting remote workers from other cities, further boosting our tax base. This influx of new residents, combined with the ongoing expansion in major centers/sectors of employment such as our healthcare systems, is helping to maintain stable revenue growth despite the shift in work patterns.

Local Employment Trends

It is increasingly important to analyze the **composition** of Columbus's jobs as the **quality** and **type** of employment opportunities directly affect the City's economic health and fiscal outlook. These factors jointly provide a more informed, holistic picture compared to the raw number of filled jobs alone.

For example, we have seen that for some types of positions, particularly in areas such as customer service or basic data entry, automation has reduced specific demand for tasks and workers. At the same time, this shift has also been accompanied by increased demand for some high-paying positions. Competent data scientists, for instance, are increasingly needed by firms to manage and interpret large amounts of data generated by new technologies.

This transition to higher-skilled positions has helped offset some of the revenue impacts, as higher-income earners contribute significantly to the City's income tax base. This phenomenon underscores the

importance of not just looking at job numbers but also considering the composition of employment, as this evolving job mix will continue to shape Columbus's economic landscape.

As we look towards 2025, Columbus is projected to experience ongoing job growth, albeit with some sectoral variation.

Signs of Strength

- Columbus remains a hub for innovation in sectors such as technology and biotechnology. The **Professional, Scientific, and Technical Services** sector is projected to experience continued growth in 2025 due to strong demand for tech talent, particularly in research and development tied to the **OSU Innovation District** and local startups. High-skill job creation in this sector is contributing to the City's economic vitality and job market resilience.

- Healthcare is one of the strongest sectors within Columbus. **Healthcare and Social Assistance** jobs grew by **4.1%** through August 2024, driven by expansions in the City's healthcare systems and healthcare-related research facilities. With the ongoing development of medical campuses and an increasing demand for health services, this trend is expected to continue through 2025.

- While the **Finance and Insurance** sector in Columbus has experienced a **1.4% decline** in employment through August 2024, the sector is seeing an increase in **high-wage-paying jobs** such as financial analysts, actuaries, and risk managers. This shift toward higher-paying roles helps mitigate the negative revenue impacts of job losses.

- **Construction**: This sector has shown steady growth driven by infrastructure projects and residential development. While not as robust as the Columbus MSA, employment inside-the-City is expected to remain steady.

- The **Arts, Entertainment, and Recreation** sector in Columbus has experienced growth following the post-pandemic recovery, with **4.6% growth** through August 2024.

On Watch

- Manufacturing, transportation, and warehousing employment within Columbus continues to face challenges, mirroring national trends. Jobs in **Transportation and Warehousing** declined by **2.7%** through August 2024, as traditional roles continue to shrink due to automation and broader economic trends, such as supply chain disruptions and changes in trade volumes. Similarly, **Manufacturing** declined by **1.6%** through the same period. While high-tech manufacturing (e.g., semiconductors) holds potential for strong regional growth, our overall outlook for this sector in Columbus remains meager in 2025.

- The **Retail Trade** sector saw a **2.0%** decline through August 2024. The shift to e-commerce continues to challenge brick-and-mortar stores. While some revitalization projects may spur local retail growth, we expect the overall sector to struggle through 2025 as consumer behaviors remain focused on online shopping.

Job Market Dynamics

The City's unemployment rate remains relatively low, reflecting a tight labor market despite the sectoral fluctuations we have described. Looking forward, we anticipate that high-demand roles in technology, healthcare, and renewable energy will contribute to ongoing growth of the City's income tax.

A three-year analysis of jobs, by North American Industry Classification System (NAICS) code designation, and their respective +/- changes is below.

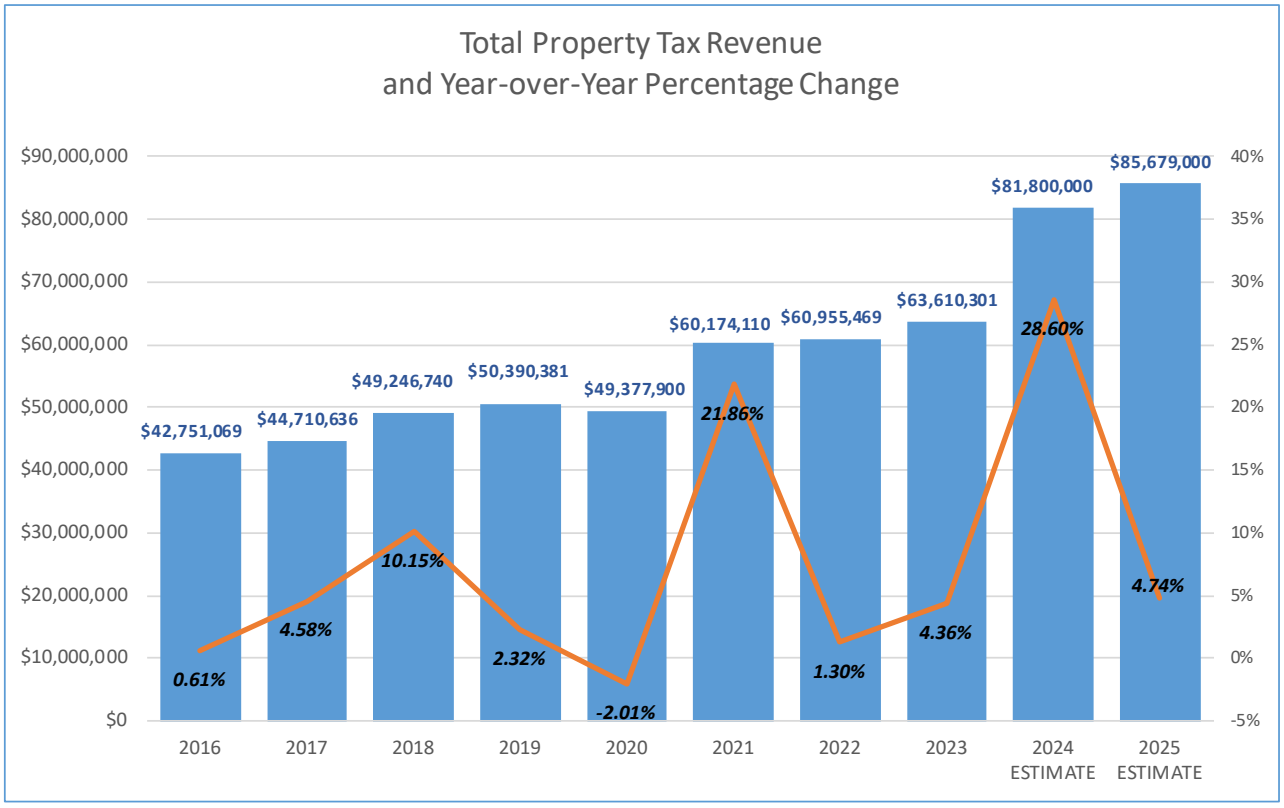
NAICS	NAICS US Title	2022 Columbus City - BLS Average	% Change	2023 Columbus City - BLS Average	% Change	2024 Columbus City - BLS Average as of August	% Change
11	Agriculture, Forestry, Fishing and Hunting	N/A	N/A	N/A	N/A	N/A	N/A
21	Mining, Quarrying, and Oil and Gas Extraction	N/A	N/A	N/A	N/A	N/A	N/A
22	Utilities	*2,558*	*-5.0%*	*2,687*	*5.0%*	*2,656*	*-1.1%*
23	Construction	*26,007*	*6.0%*	*27,590*	*6.1%*	*27,873*	*1.0%*
31-33	Manufacturing	*26,418*	*3.3%*	*26,453*	*0.1%*	*26,026*	*-1.6%*
42	Wholesale Trade	*18,412*	*1.5%*	*19,078*	*3.6%*	*18,546*	*-2.8%*
44-45	Retail Trade	*48,569*	*2.9%*	*48,853*	*0.6%*	*47,861*	*-2.0%*
48-49	Transportation and Warehousing	*38,577*	*0.4%*	*35,382*	*-8.3%*	*34,442*	*-2.7%*
51	Information	*10,362*	*16.5%*	*10,362*	*0.0%*	*10,081*	*-2.7%*
52	Finance and Insurance	*32,363*	*-1.7%*	*31,889*	*-1.5%*	*31,440*	*-1.4%*
53	Real Estate and Rental and Leasing	*12,010*	*6.2%*	*12,575*	*4.7%*	*12,575*	*0.0%*
54	Professional, Scientific, and Technical Services	*37,563*	*4.7%*	*39,878*	*6.2%*	*39,825*	*-0.1%*
55	Management of Companies and Enterprises	*14,537*	*1.6%*	*14,722*	*1.3%*	*14,537*	*-1.3%*
56	Administrative and Support and Waste Management and Remediation Services	*35,107*	*5.3%*	*33,842*	*-3.6%*	*32,893*	*-2.8%*
61	Educational Services	*10,488*	*-0.6%*	*11,077*	*5.6%*	*11,254*	*1.6%*
62	Health Care and Social Assistance	*92,331*	*1.4%*	*97,550*	*5.7%*	*101,513*	*4.1%*
71	Arts, Entertainment, and Recreation	*8,119*	*15.9%*	*8,596*	*5.9%*	*8,994*	*4.6%*
72	Accommodation and Food Services	*46,961*	*8.4%*	*48,669*	*3.6%*	*48,773*	*0.2%*
81	Other Services (except Public Administration)	*24,532*	*4.0%*	*25,478*	*3.9%*	*26,247*	*3.0%*
90	Government	*105,582*	*2.2%*	*108,682*	*2.9%*	*110,788*	*1.9%*
		590,496	*3.2%*	**603,365**	*2.2%*	**606,323**	*0.5%*

Source: BLS; 2024 data through August

NOTE 3 – PROPERTY TAXES

The City's share of taxes collected in 2025 attributable to real properties is estimated at $85.7 million, net of an estimated $2.5 million retained by the counties and the State for costs and fees. Amounts paid directly to the City from the State, 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, with triennial appraisals occurring every third year. The sexennial revaluation in Franklin County was completed in 2023; the last triennial occurred in 2020. Ohio law prohibits taxation of property from all taxing authorities within a county in excess of one 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 2024 assessed values for property tax amounts to be collected in 2025 will be available in December 2024. The graph below shows total property tax revenue and the year-over-year percentage change for a 10- year period.



NOTE 4 – INVESTMENT EARNINGS

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 $51 million will be posted as revenue to the General Fund in 2025. The 2025 investment earnings estimate is marginally higher than that expected to be realized for 2024. This is due to a slight expected decrease in interest rates, coupled with a modest increase in the City's pooled cash and investments.

NOTE 5 – LICENSES AND PERMIT FEES

Licenses and permit fees are estimated at $6.1 million, which is a decrease of $584 thousand or 8.7% as compared to the 2024 estimate. The majority of this revenue, $5.5 million, is from cable permits. The decline in revenue is primarily due to diminishing usage of traditional cable TV.

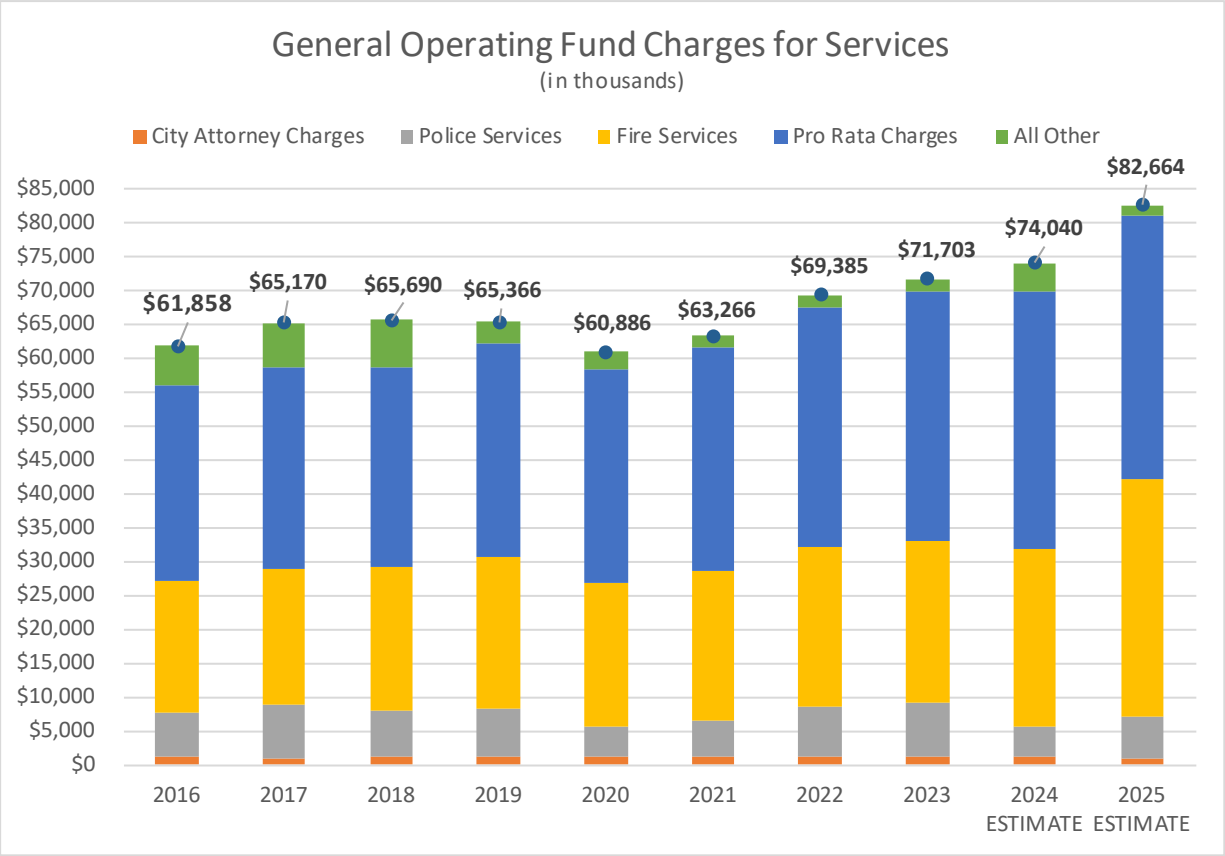
NOTE 6 – SHARED REVENUE

Shared revenue sources are estimated at $43.8 million for 2025. Shared revenues include portions of the various State taxes which are shared with local governments. It is estimated that these shared taxes will provide $27.3 million. The City also receives Casino taxes as an allocation of county share portion and as a host city portion. Total Casino taxes are estimated at $14.0 million. The City has entered into various agreements funded with Casino taxes. For 2025, it is estimated that $8.5 million in Casino taxes will remain in the General Fund.

The City is expected to begin receiving a new source of shared revenue in 2025. The legalization of adult-use cannabis was a significant milestone achieved through a democratic process. On November 7, 2023, Ohio voters approved Issue 2, also known as "An Act to Control and Regulate Adult Use Cannabis," with 57% voting in favor. This measure allowed adults aged 21 and over to purchase and possess cannabis for recreational use. Following the approval, the first sales began on August 6, 2024, marking the official start of adult-use cannabis in the State. These sales are subject to a 10% excise tax, collected at the point of sale. From this tax revenue, 36% is allocated to the Host Community Cannabis Fund, which directly benefits the cities and townships where the dispensaries operate. This fund provides financial resources to support local initiatives and community services, ensuring that the communities hosting these businesses receive meaningful financial support. The State did not appropriate the expenditure of the host community funds in its 2025 fiscal budget; therefore, the City will not receive funds from cannabis sales until after July 1, 2025. As there is limited data available at the time of this revenue estimate, a conservative estimate of $8 million has been included as revenue from adult-use cannabis tax for 2025.

NOTE 7 – CHARGES FOR SERVICES

Charges for services in 2025 are estimated at $82.7 million. The most significant revenue sources included in charges for services are for Pro Rata, Division of Fire Emergency Medical Services (EMS) 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 which are allocated to other funds of the City. Ordinance 3200-2021 calls for an assessment rate of 4.5% of revenues of the funds assessed, resulting in revenue to the General Operating Fund estimated at $38.9 million for 2025. The Fire Services estimate of $35.2 million includes EMS Billing for fees related to emergency medical transportation services of $30.3 million for 2025. This estimate includes $8.8 million of catch-up on 2024 EMS billing amounts that were not collected in 2024 due to a cyberattack on the City's EMS Billing third-party administrator. Special Police services which include auto impound fees, policing special community, and other events are estimated to generate revenue of $3.7 million in 2025. The following graph illustrates charges for services revenue by source over a 10-year period.



NOTE 8 – FINES, FORFEITURES AND PENALTIES

Revenue from fines, forfeitures and penalties consists primarily of court costs. Court costs resulting from operations of the Franklin County Municipal Court should produce approximately $10.0 million in 2025. This estimate represents a 24.7% increase over the 2024 estimate, as the municipal court revenue continues to recover from the impact of the pandemic.

NOTE 9 – MISCELLANEOUS REVENUES

Miscellaneous revenues are estimated at $5.8 million for 2025. 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 2025 is estimated at $3.5 million. The remaining $2.3 million estimated in miscellaneous revenue is for rents, refunds, reimbursements, and other miscellaneous payments.

NOTE 10 – TRANSFERS IN

Transfers from other funds for 2025 are estimated at $20.0 million, which is the amount to be transferred from the Basic City Services General Fund subfund [1000-100017].

NOTE 11 – PRIOR YEAR ENCUMBRANCE CANCELLATIONS

Encumbrances which will be carried forward to 2025, but not used, are estimated at $7.5 million. These cancellations will increase unencumbered cash in 2025 to be used for operations. Cancellations are estimated based on previous trends of encumbrance amounts carried forward from year to year, as well as the amounts cancelled each year.

NOTE 12 – ESTIMATED AVAILABLE BEGINNING BALANCE

The estimated available 2025 beginning balance was determined using estimates of year-end 2024 revenues and expenses based on year-to-date actual revenues and expenditures through the third quarter of 2024.

The 2025 beginning cash balance was estimated as follows:

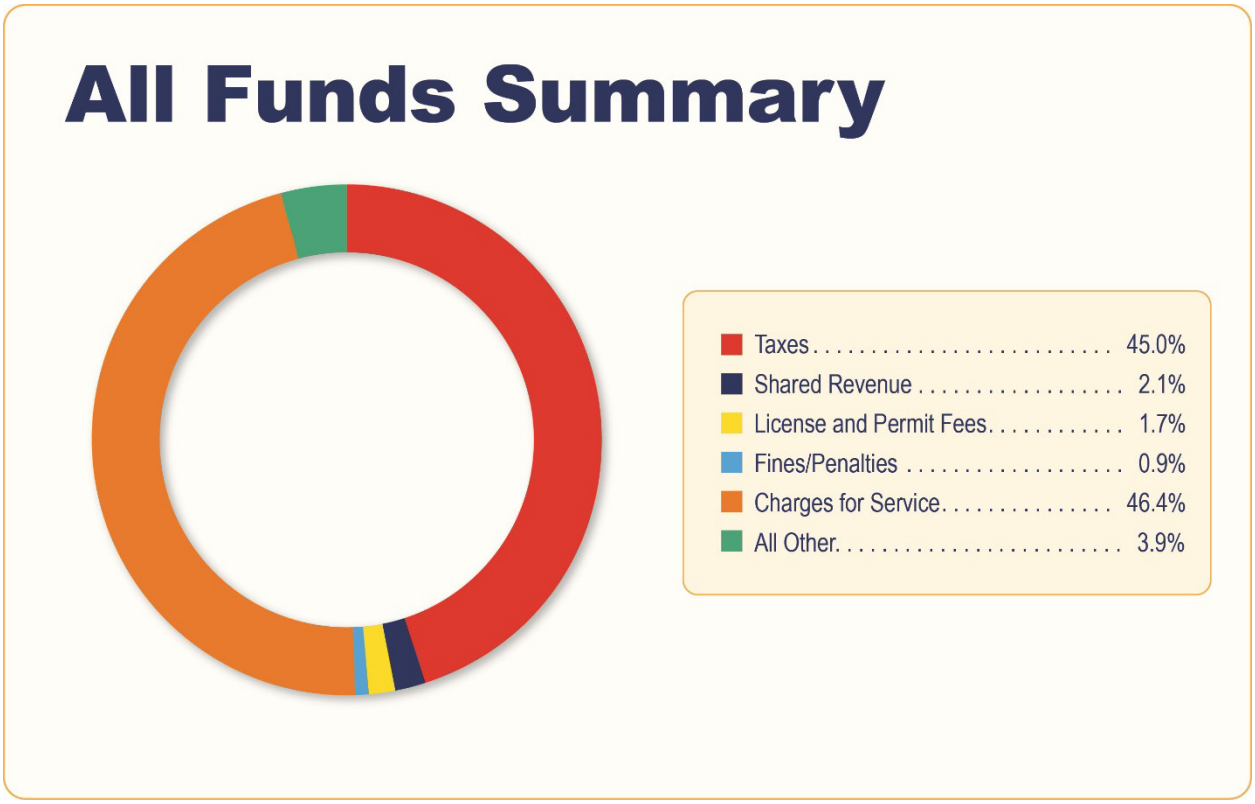
General Operating Fund Estimated Beginning Cash Balance	(in thousands)
Beginning Cash Balance - January 1, 2024	$ 144,850
Less - Outstanding Encumbrances at December 31, 2023	93,966
Unencumbered Cash Balance - January 1, 2024	$ 50,884
Add City Auditor's Official Revised Estimate dated January 1, 2024	-
Add - City Auditor's Estimated 2024 Receipts	$ 1,124,296
Add - City Auditor's Estimated Encumbrance Cancellations	5,000
Add - Transfers In	31,400
Total Amount Available for Appropriations	$ 1,211,580
Add - Estimate of Revenue in Excess of Official Estimate dated Jan 2024	2,603
Less - 2024 Projected Expenditures	1,197,080
Projected Available Cash Balance - December 31, 2024	$ 17,103

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All Funds Summary

The following tables provide historical detail and current proposed 2025 budget figures on all funds' revenues, expenditures, and personnel levels. The 2025 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 46.4 percent taxes at 45 percent.

2025 All Funds Revenues by Source Category



REVENUE SUMMARY ALL FUNDS

	2022 Actual	2023 Actual	2024 Projected	2025 Projected
GENERAL FUND	$ 1,012,232,206	$ 1,077,973,542	$ 1,119,799,000	$ 1,183,472,000
SPECIAL REVENUE FUNDS				
Municipal Court Computer	1,119,511	1,165,291	1,287,000	1,790,000
Street Construction, Main. & Repair	67,029,136	70,370,411	71,574,000	72,740,000
Development Services Fund	24,207,376	23,294,800	28,909,000	34,690,617
Private Inspection Fund	5,060,741	5,860,557	5,800,000	5,650,000
Health Special Revenue*	10,173,978	8,506,937	10,948,164	11,229,423
Rec. and Parks Oper. & Extension*	15,128,467	18,333,295	16,674,187	19,706,829
Broad Street Operations Fund*	933,276	871,152	889,041	903,960
Parking Meter Program Fund	227,935	-	-	-
E-911 Fund	1,653,240	1,543,334	1,566,228	1,566,228
Emergency Human Services Fund	2,656,868	2,884,677	2,919,000	3,492,000
INTERNAL SERVICE FUNDS				
Print and Mail Services Fund	1,774,376	1,161,427	2,471,503	2,179,309
Land Acquisition	1,115,025	1,209,360	1,231,566	1,352,000
Information Services	39,563,709	48,124,119	53,753,279	63,307,891
Fleet Management Services	40,085,081	44,115,401	47,223,965	48,147,775
Construction Inspection Fund	10,069,628	11,005,396	12,000,000	12,360,000
Employee Benefits	5,788,158	6,247,187	7,552,712	8,523,644
ENTERPRISE FUNDS				
Water System Enterprise	226,020,339	243,245,865	253,551,994	275,236,852
Sewerage System Enterprise	323,581,318	345,063,327	349,632,263	381,035,226
Storm System Enterprise	46,775,776	48,639,605	50,170,790	50,051,294
Electricity Enterprise	85,334,466	88,935,192	93,718,449	101,593,279
Mobility Enterprise	25,483,949	23,995,426	24,450,000	23,460,000
Grand Total All Funds	**$ 1,946,014,559**	**$ 2,072,546,301**	**$ 2,156,122,141**	**$ 2,302,488,327**

Note: Revenue does not include encumbrance cancellations.

*Excludes general fund transfers

2025 PROPOSED APPROPRIATIONS - ALL FUNDS SUMMARY BY OBJECT OF EXPENSE

	PERSONNEL	MATERIALS	SERVICES	OTHER	CAPITAL OUTLAY	DEBT SERVICE	TRANSFERS	TOTAL
GENERAL FUND	$ 880,873,233	$ 18,780,097	$ 188,050,185	$ 21,345,650	$ 306,124	$ -	$ 118,719,711	$ 1,228,075,000
SPECIAL REVENUE FUNDS								
Municipal Court Computer Fund								
Judges	126,448	85,000	184,400	-	-	-	-	395,848
Clerk	-	81,000	1,081,161	-	-	-	-	1,162,161
Total Court Computer	126,448	166,000	1,265,561	-	-	-	-	1,558,009
Street Construction, Main. & Repair								
Service Administration	7,578,658	56,000	2,208,952	3,000	140,000	-	-	9,986,610
Traffic Management	14,139,224	2,840,000	3,315,716	63,000	4,605,000	-	-	24,962,940
Infrastructure Management	23,211,418	1,402,000	19,619,916	70,000	1,100,000	-	-	45,403,334
Design & Construction	5,674,808	15,000	1,892,214	3,500	70,000	-	-	7,655,522
Total SCMR	50,604,108	4,313,000	27,036,798	139,500	5,915,000	-	-	88,008,406
Development Services Fund								
Building & Zoning	22,867,109	169,100	8,831,384	233,500	210,000	-	-	32,311,093
Code Enforcement	1,869,151	-	-	-	-	-	-	1,869,151
Total Development Services	24,736,260	169,100	8,831,384	233,500	210,000	-	-	34,180,244
Private Inspection Fund								
Service Administration	114,564	10,000	17,000	-	-	-	-	141,564
Design & Construction	4,249,388	73,500	1,356,506	3,350	250,000	-	-	5,932,744
Total Private Inspection	4,363,952	83,500	1,373,506	3,350	250,000	-	-	6,074,308
Health Special Revenue								
Department of Public Health	35,220,594	1,480,748	7,982,332	35,000	-	-	-	44,718,674
Rec. and Parks Oper. & Extension								
Department of Recreation & Parks	53,825,719	4,514,519	16,815,419	4,297,450	-	-	182,489	79,635,596
Broad Street Operations Fund								
Division of Facilities Management	1,059,960	-	444,000	-	-	-	-	1,503,960
E-911 Fund								
Support Services	1,566,228	-	-	-	-	-	-	1,566,228
Emergency Human Services Fund								
Development Administration	-	-	3,492,000	-	-	-	-	3,492,000

2025 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	$ 529,110	$ 194,500	$ 1,455,699	$ -	$ -	$ -	$ -	$ 2,179,309
Land Acquisition								
Real Estate	1,246,478	31,100	124,894	2,000	-	-	-	1,404,472
Information Services								
Administration	3,069,333	898,054	9,846,242	-	250,000	-	-	14,063,629
Information Services	26,453,676	481,276	16,061,749	1,000	100,000	6,278,294	-	49,375,995
Total Information Services	29,523,009	1,379,330	25,907,991	1,000	350,000	6,278,294	-	63,439,624
Fleet Management Services								
Division of Fleet Management	15,150,886	21,768,590	6,637,490	1,500	25,000	3,549,486	-	47,132,952
Finance and Management Administration	1,114,673	-	-	-	-	-	-	1,114,673
Total Fleet Management Services	16,265,559	21,768,590	6,637,490	1,500	25,000	3,549,486	-	48,247,625
Construction Inspection Fund								
Service Administration	1,287,845	13,000	38,000	-	-	-	-	1,338,845
Design & Construction	9,915,215	167,500	2,558,401	7,650	250,000	-	-	12,898,766
Total Construction Inspection Fund	11,203,060	180,500	2,596,401	7,650	250,000	-	-	14,237,611
Employee Benefits								
Department of Human Resources	5,255,091	125,500	2,463,053	-	-	-	-	7,843,644
Department of Finance and Management	-	-	680,000	-	-	-	-	680,000
Total Employee Benefits	5,255,091	125,500	3,143,053	-	-	-	-	8,523,644
ENTERPRISE FUNDS								
Various Enterprise Funds								
Public Utilities Director's Office	32,847,081	1,326,635	28,027,657	72,000	-	-	-	62,273,373
Water System Enterprise								
Division of Water	54,394,532	38,481,640	76,387,819	53,000	3,933,320	114,177,812	-	287,428,123
Sewerage System Enterprise								
Division of Sewers and Drains	53,430,144	17,083,005	77,520,453	126,500	5,274,100	182,608,786	14,364,134	350,407,122
Storm System Enterprise								
Division of Sewers and Drains	2,900,040	140,905	28,174,043	20,000	105,000	13,294,321	-	44,634,309
Electricity Enterprise								
Division of Electricity	13,249,152	74,065,048	18,479,967	21,500	11,043,000	4,779,059	-	121,637,726
Mobility Enterprise								
Administration	1,254,389	60,000	490,000	-	-	-	-	1,804,389
Parking Services	6,208,924	226,000	14,827,616	53,000	120,000	3,959,244	-	25,394,784
Total Mobility Enterprise	7,463,313	286,000	15,317,616	53,000	120,000	3,959,244	-	27,199,173
Grand Total All Funds	**$ 1,280,683,071**	**$184,569,717**	**$539,064,268**	**$ 26,412,600**	**$27,781,544**	**$328,647,002**	**$ 133,266,334**	**$ 2,520,424,536**

EXPENDITURE AND BUDGET SUMMARY ALL FUNDS

	2022 Actual	2023 Actual	2024 Projected	2025 Proposed
GENERAL FUND	$ 996,251,765	$ 1,136,972,146	$ 1,197,157,868	$ 1,228,075,000
SPECIAL REVENUE FUNDS				
Municipal Court Computer				
Judges	199,918	77,247	176,403	395,848
Clerk	962,791	921,031	1,082,213	1,162,161
Total Municipal Court Computer	1,162,709	998,278	1,258,616	1,558,009
Street Construction, Main. & Repair				
Service Administration	6,636,223	7,028,559	7,965,697	9,986,610
Traffic Management	20,954,820	20,721,054	21,820,238	24,962,940
Infrastructure Management	36,666,586	38,244,499	42,709,698	45,403,334
Design & Construction	5,952,915	5,472,647	6,574,236	7,655,522
Refuse	3,700,000	-	-	-
Total SCMR	73,910,544	71,466,759	79,069,869	88,008,406
Development Services Fund				
Building & Zoning	25,854,392	25,966,916	28,309,995	32,311,093
Code Enforcement	1,559,601	1,637,333	1,670,258	1,869,151
Total Development Services	27,413,993	27,604,249	29,980,253	34,180,244
Private Inspection Fund				
Service Administration	108,327	112,180	122,827	141,564
Design & Construction	3,936,899	4,389,006	7,006,754	5,932,744
Total Private Inspection	4,045,226	4,501,186	7,129,581	6,074,308
Health Special Revenue				
Department of Public Health	37,252,444	42,162,962	44,555,024	44,718,674
Rec. and Parks Oper. & Extension				
Department of Recreation & Parks	61,683,449	69,658,813	76,987,816	79,635,596
Broad Street Operations Fund				
Division of Facilities Management	1,604,127	827,051	1,350,341	1,503,960
E-911 Fund				
Support Services	1,566,227	1,566,228	1,566,228	1,566,228
Emergency Human Services Fund				
Development Administration	2,111,000	2,919,000	3,235,000	3,492,000
Parking Meter Program Fund				
Parking Services	6,927,604	-	-	-

EXPENDITURE AND BUDGET SUMMARY ALL FUNDS (CONT.)

	2022 Actual	2023 Actual	2024 Projected	2025 Proposed
INTERNAL SERVICE FUNDS				
Print and Mail Services Fund				
Financial Management	$ 1,591,495	$ 1,946,436	$ 2,031,516	$ 2,179,309
Land Acquisition				
Real Estate	1,161,058	1,238,127	1,270,886	1,404,472
Information Services				
Administration	8,345,790	9,511,603	12,821,787	14,063,629
Division of Information Services	33,187,559	43,111,795	42,835,966	49,375,995
Total Technology Services	41,533,349	52,623,398	55,657,753	63,439,624
Fleet Management Services				
Division of Fleet Management	39,041,638	43,571,969	44,801,960	47,132,952
Finance and Management Administration	895,937	925,946	991,334	1,114,673
Total Fleet Management Services	39,937,575	44,497,915	45,793,294	48,247,625
Construction Inspection Fund				
Service Administration	836,059	1,046,898	1,189,605	1,338,845
Design & Construction	8,953,718	9,554,028	13,004,392	12,898,766
Total Construction Inspection Fund	9,789,777	10,600,926	14,193,997	14,237,611
Employee Benefits				
Department of Human Resources	5,378,158	5,827,187	6,985,212	7,843,644
Department of Finance and Management	410,000	420,000	567,500	680,000
Total Employee Benefits	5,788,158	6,247,187	7,552,712	8,523,644
ENTERPRISE FUNDS				
Various Enterprise Funds				
Public Utilities Director's Office	26,775,387	32,526,780	44,521,761	62,273,373
Water System Enterprise				
Division of Water	204,227,133	214,883,502	243,675,300	287,428,123
Sewerage System Enterprise				
Division of Sewers and Drains	294,830,225	303,311,077	345,414,193	350,407,122
Storm System Enterprise				
Division of Sewers and Drains	39,871,757	35,636,998	43,908,676	44,634,309
Electricity Enterprise				
Division of Electricity	86,907,810	89,562,326	105,964,601	121,637,726
Mobility Enterprise				
Administration	768,079	923,707	1,319,053	1,804,389
Parking Services	14,439,619	19,736,432	23,374,388	25,394,784
Total Mobility Enterprise	15,207,698	20,660,139	24,693,441	27,199,173
Grand Total All Funds	**$ 1,981,550,510**	**$ 2,172,411,485**	**$ 2,376,968,726**	**$ 2,520,424,536**

ALL FUNDS PERSONNEL SUMMARY (FTE'S)

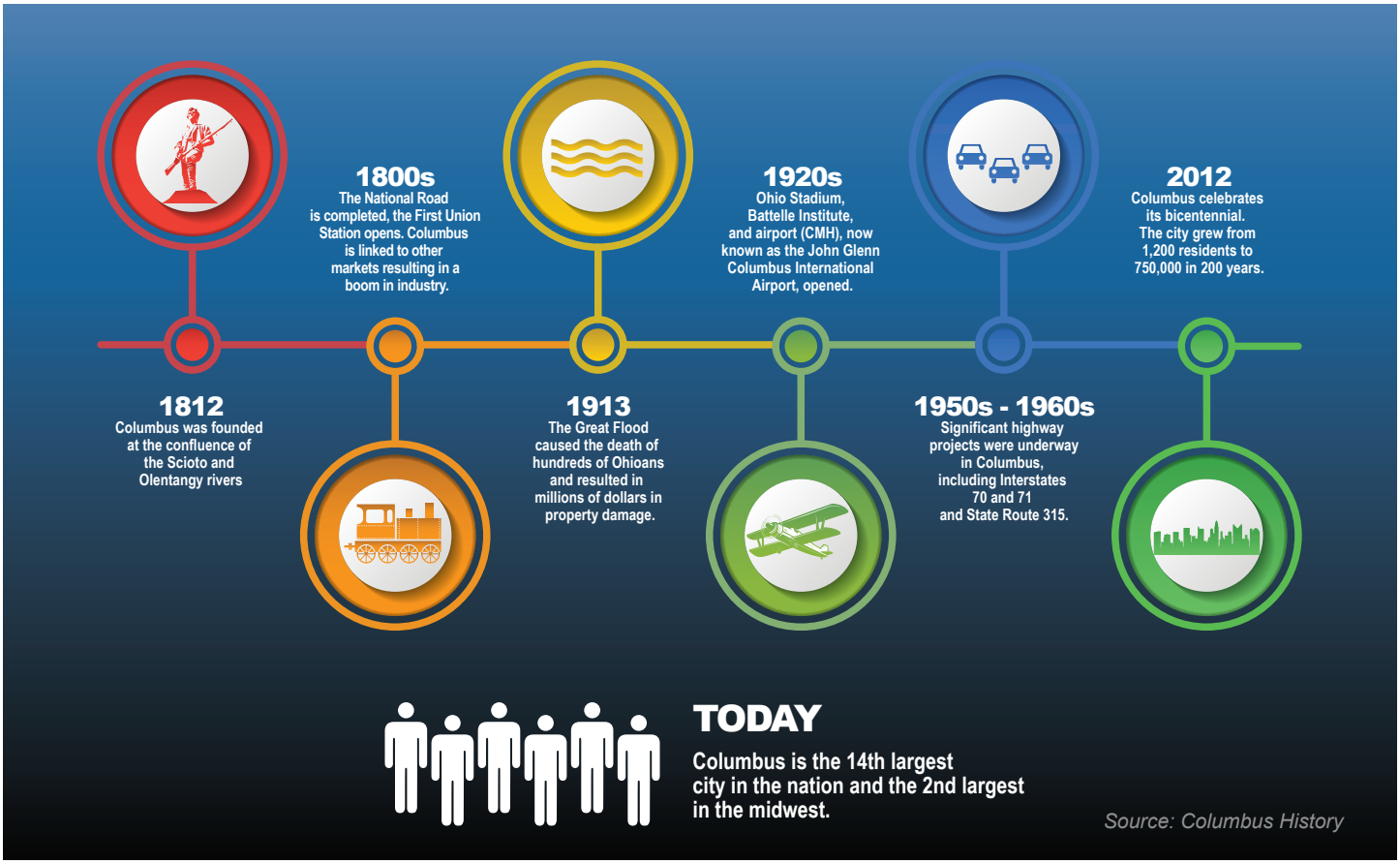
Fund Name Division or Department	2022 Actual	2023 Actual	2024 Budget	2025 Proposed
GENERAL FUND	5,205	5,382	5,943	6,065
SPECIAL REVENUE FUNDS				
Street Construction, Main. & Repair				
Service Administration	45	50	56	59
Traffic Management	102	106	130	130
Infrastructure Management	182	186	210	208
Design & Construction	30	33	37	38
Total SCMR	359	375	433	435
Development Services Fund				
Building & Zoning	145	173	173	173
Code Enforcement	0	0	17	17
	145	173	190	190
Private Inspection Fund				
Service Administration	1	1	1	1
Design & Construction	25	27	31	31
Total Private Construction	26	28	32	32
Health Special Revenue				
Department of Public Health	286	294	331	325
Rec. and Parks Oper. & Extension				
Department of Recreation & Parks	350	383	442	455
Property Management Fund				
1111 E.Broad St. Operation Fund	0	12	14	12
Municipal Court Computer Fund				
Judges	1	0	1	1
Clerk	0	0	0	0
Total Municipal Court Computer	1	0	1	1

ALL FUNDS PERSONNEL SUMMARY (FTE'S) (CONT.)

Fund Name Division or Department	2022 Actual	2023 Actual	2024 Budget	2025 Proposed
INTERNAL SERVICE FUNDS				
Print and Mail Services				
Mailroom Services	2	2	2	2
Print Services	1	3	3	3
Total Print and Mail Services	3	5	5	5
Land Acquisition				
Real Estate	8	8	8	8
Information Services				
Technology Administration	15	15	17	17
Division of Information Services	126	140	165	190
Total Technology Services	141	155	182	207
Fleet Management Services				
Finance and Management Administration	6	7	8	8
Division of Fleet Management	127	122	131	132
Total Fleet Services	133	129	139	140
Construction Inspection Fund				
Service Administration	7	8	9	9
Design & Construction	59	63	72	72
Total Construction Inspection Fund	66	71	81	81
Employee Benefits				
Department of Human Resources	30	30	36	37
ENTERPRISE FUNDS				
Water System Enterprise				
Division of Power and Water	352	376	503	504
Sewerage System Enterprise				
Division of Sewers and Drains	359	366	475	475
Storm System Enterprise				
Division of Sewers and Drains	22	22	25	26
Electricity Enterprise				
Division of Power and Water	83	80	110	110
Various Enterprise Funds				
Public Utilities Director's Office	193	222	257	293
Mobility Enterprise				
Administration	6	6	8	9
Parking Services	40	40	60	61
Total Mobility Enterprise	46	46	68	70
Grand Total All Funds	**7,808**	**8,157**	**9,274**	**9,471**

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 226 square miles, the city is recognized nationwide for its historic neighborhoods, booming downtown arts and sporting districts, 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 nine-member City Council, the City Auditor, and the City Attorney. The Mayor is elected in an odd numbered year and the City Auditor and the City Attorney are elected in the following odd numbered year. City Council members are elected at large to four-year terms at two-year intervals and operate through a hybrid at-large districting system. 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.

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Visit our new Columbus.gov website which features a new mobile friendly layout, service-centric navigation, improved search, and language translation tools.



Key City Services at a Glance

Development

Annual Average Emergency & Non-Emergency Requests 38,644
Annual Average Code Violation Notices 17,800

Neighborhoods

Neighborhood Pride Centers 5
311 Service Requests Received in 2023 332,280

Public Health

Licensed Food Facilities Compliant with Health Standards 98.6%
Annual Average Immunizations 25,000

Public Safety

Total Fire & EMS Calls 172,216
Fire Stations 35
Police Substation 17
Total 911 Police Service Calls. 682,813

Public Service

Roadway Lane Miles Maintained . . . . . .5,678 Miles
Refuse Total Households Serviced. 350,000
Recycling Tons Collected 32,000
Bridges Maintained 209

Public Utilities

City-Owned Sewer and Water Lines Maintained . . . . . .7,189 Miles
Wastewater Reclamation Facilities. 2
Water Treatment Plants 3
Gallons of Wastewater Treated (2023) . . . . . .66 Billion
Gallons of Drinking Water Treated. . . . . .53 Billion
Service Population . . . . . 1.4 Million Customers
City Power Customers 18,793

Recreation & Parks

Park Sites 422
Acres Maintained (Including Reservoirs) 15,844
Swimming Pools, Spray Grounds, Splash Pads & Fountains 16
Golf Courses 6
Multi-Use Trails . . . . . 131 Miles
Community Centers & Specialty Facilities 32
Athletic Complexes 5

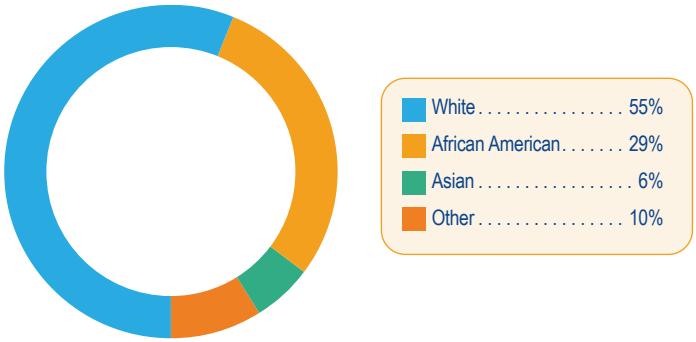
Columbus Demographics



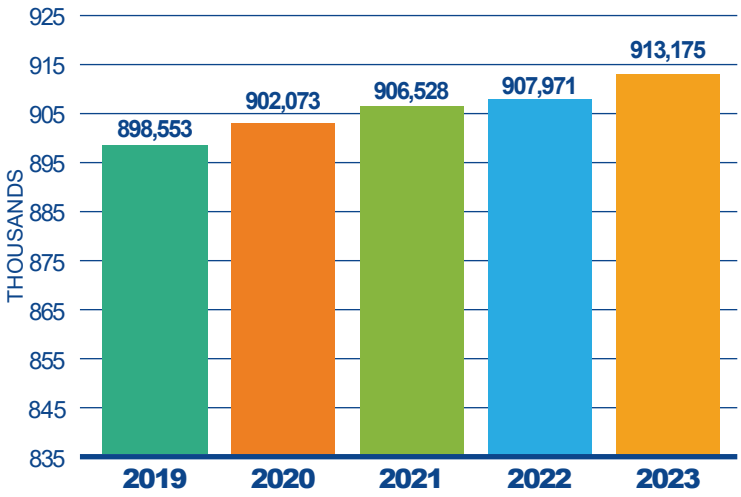
The population of Columbus is diverse, young, and has a growth rate double the national average. The city's population is well educated, with over 38.5 percent having earned a bachelor's or advanced degree compared to the national average of 37.7 percent.

Source: U.S. Census Bureau

Racial Demographics



Population 5 Year Trend



Population Quick Facts

Population Size 913,175
Population per Square Mile 4,095

Population Growth Rate
COLUMBUS 0.6%
National Average 0.5%

Median Income
COLUMBUS $61,727
National $74,580

Median Age
COLUMBUS 33.3
National 38.5

Population by Age
Under 18 . . . . . 21.0%
18 to 65 . . . . . 67.5%
Over 65 . . . . . 11.5%

Sex
Female 50.5%
Male 49.5%

FUN FACT!

The population of Columbus grew faster than any other city in the nation during the second half of 2023.

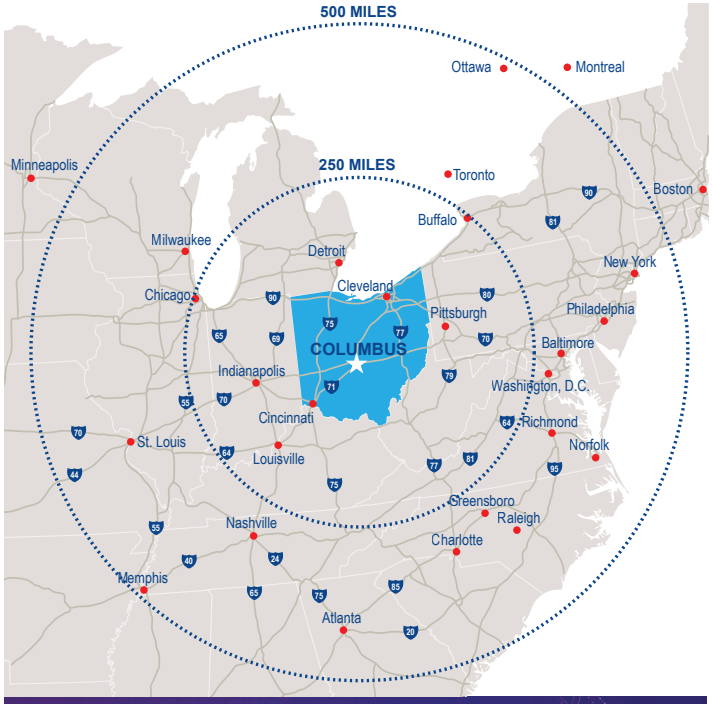


Source: U.S. Census Bureau, Data USA

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 benefiting in-state commerce. In recent years, Columbus was recognized by Inbound Logistics as one of the nation's logistical hotspots.

Source: Columbus Region



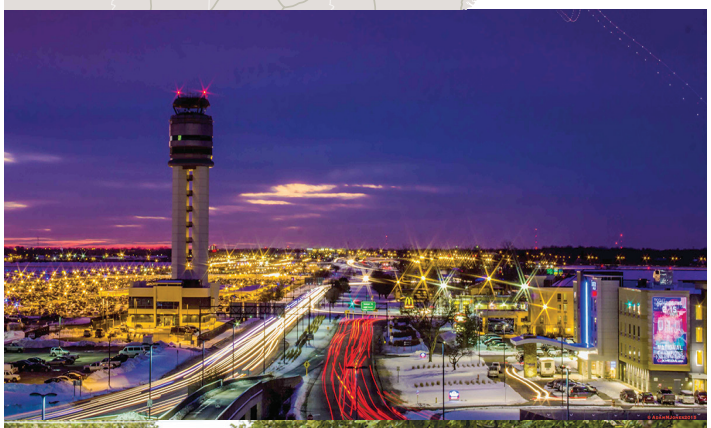
Columbus is also home to the **Columbus Regional Airport Authority** which connects central Ohio with the world through the operation of three airports:

John Glenn Columbus International Airport: Service to nearly 50 destination airports with over 130 daily flights and 8.4 million annual passengers.

Rickenbacker International Airport: A multimodal logistics hub serving international airfreight, cargo airlines, manufacturers, and distributors with almost 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 75,000 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 over 11 million annual passengers with 38 total operational routes serving a 562 square mile area.

Sharing Services: COGO provides on demand access to over 600 bicycles located at more than 80 stations throughout downtown and adjoining neighborhoods. **Zipcar** provides car-sharing service in on-street parking spots Downtown, as well as the Short North, German Village, and Weinland Park. **Uber** and **Lyft** connect people in need of a ride with available drivers. Electric scooter share options are available through **Lime**, **Spin** and **Bird**.



Two Wheels: Columbus' bikeway program encourages traveling in and around Columbus via bicycles and maintains protected bike lanes and 240 miles of connected trails in the region.

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

Columbus Employment

Columbus serves as headquarters to major national and multinational corporations including Nationwide Mutual Insurance, L Brands, Huntington Bancshares, and American Electric Power (AEP). 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	36,433
Ohio Health	24,662
State of Ohio	24,217
JPMorgan Chase & Co.	18,600
Nationwide Children's Hospital	14,037
The Kroger Co.	14,006
Nationwide Insurance	11,000
Amazon	9,262
City of Columbus	**9,150**
Mt. Carmel Health System	8,200
Honda	8,000
Cardinal Health Inc.	4,353
Bath & Body Works Inc.	4,052
Huntington Bancshares Inc.	3,776
Giant Eagle Inc.	3,500
Source: Columbus Business First: Largest Central Ohio Employers, Published July 2024	

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.

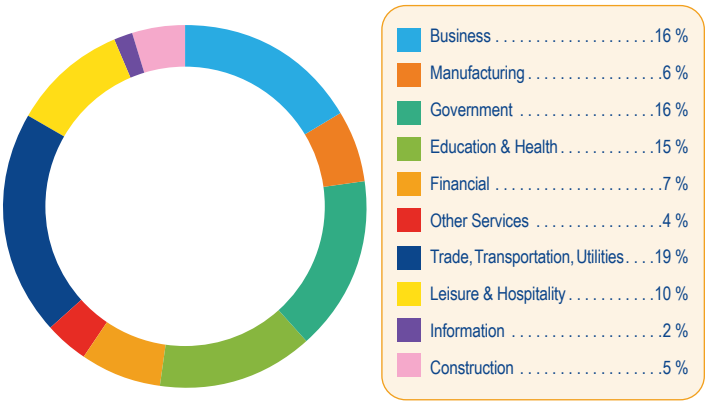
Company	Type	Product	Investment
Magellan Enterprises LLC	Data Center	Data Center	$500 million
Hyperion	Fuel Cells	Fuel Cells	$297 million
Nationwide Children's Hospital / Andelyn Bioscience	Manufacturing Research/Development	Cell and Gene Therapy	$115 million
Source: Ohio Private Investment Survey 2020-2022, Ohio Development Services Agency, June 2023			

Columbus Workforce Environment

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

In the last year alone, the construction sector has experienced growth of 5.6 percent. Education/Health sectors saw growth of 4.3 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 120,000 students and over 22,000 annual graduates. In addition, Columbus offers a large variety of workforce development programs through community, technical, and vocational schools.

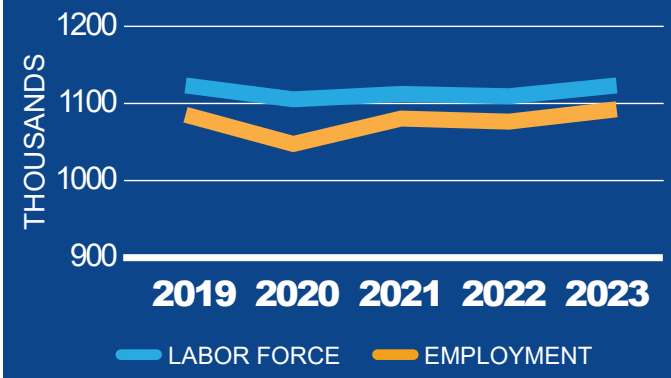
University	Enrollment
The Ohio State University	65,368
Columbus State CC	26,900
Franklin University	8,044
Capital University	2,617
Central Ohio Technical College	2,877

Source: Source: Columbusregion.com/colleges-universities/



Workforce Quick Facts

5 Year - Labor Force Trend



Workforce Size 1,167,300

Unemployment Rate
Columbus 4.8%
National Average. 4.3%

Mean Hourly Wage
Columbus $30.17
National Average. $31.48

Highest Paid Occupation
Management $58.96

Lowest Paid Occupation
Food preparation. $15.57

Mean Travel Time to Work
Columbus . . . . . 21.5 (minutes)
National Average. . . . . 26.9 (minutes)

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

Columbus Economic Development

Columbus ranks as the 14th largest city in the United States with a city population of 913,175. Population estimates are from the July 1, 2023 (V2023) U.S. Census Bureau residents.

- Columbus metropolitan statistical area (MSA): 2,161,511
  (Source: US Census ACS 1-yr, 2022)
- Columbus enjoys a workforce of over 1.16 million, the median age of which is 33.3, or 5.6 years below the national average.
  (Source: BLS and US Census ACS 1-yr, 2022 [U.S. Median age is 38.9])
- The annual cost of living in Columbus is ten percent below the national average.
  (Source: PayScale.com)
- Fifteen Fortune 1000 companies operate their headquarters within the City of Columbus. .
  (Source: ProximityOne.com)

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 2023 into 2024 and continues to absorb a tremendous number of net new jobs and investment throughout the City.



Downtown Development Quick Facts

Investments ($)
Proposed $1.7B
Under Construction $1.1B
Completed $228M

Largest Proposed Projects
70/71 Final Two Phases $526M
Grant Medical Center Expansion $360M
Peninsula Phase 2 . . . . . $290M

Private and Public Investment
Total 2011-2021 . . . . . $3.336B
Total Residents 12,000

Housing Units
Proposed 1,831
Under Construction 1,609
Completed 650

Apartment Occupancy Rate 90%

Office Vacancy Rate 21.1%

Colleges & Universities
4 institutions with 37,264 students
(Downtown - Columbus State Community College, Franklin University, Columbus College of Art & Design, Capital University Law School)

Hotels 20

Annual Visitors (2023) . . . . . over 5 million

(Source: State of Downtown Columbus Year End 2023 prepared by Capital Crossroads & Discovery Special Improvement Districts.)

Columbus
Economic Development

Chipotle was founded by Steve Ells with a single restaurant in 1993 as a brand committed to serving real, responsibly sourced ingredients. Chipotle now has more than 2,500 restaurants in the United States, United Kingdom, France, Canada and Germany. Chipotle committed to a significant expansion of their corporate offices in downtown Columbus. The project, which opened in 2022, was an investment of approximately $3,750,000. The company occupies approximately 80,000 sq. ft. at 500 Neil Avenue. Additionally, Chipotle created 307 net new full-time permanent positions and retained 90 full-time positions.

Sarepta Therapeutics, Inc. was established in 1980 in Corvalis, Oregon. Sarepta is a global commercial biotechnology company focused on genetic medicine for rare diseases. Sarepta Therapeutics, Inc. invested approximately $47,000,000 to establish laboratory and corporate operations at 3435 Stelzer Road. With this project, the company relocated and retained 38 existing full-time permanent positions and created 109 new full-time permanent positions within Columbus.

Coca-Cola Consolidated, Inc. is the largest Coca-Cola bottler in the United States. For 120 years, Coca-Cola Consolidated, Inc. has made, sold, and distributed beverages of The Coca-Cola Company. The company is investing a total of approximately $82 million to construct new operations and distribution center within Columbus. The new construction will consist of an approximately 400,000 square-foot warehouse distribution facility, along with two separate facilities to service their products and vehicles. This project will create 12 net new full-time permanent positions and retain 329 full-time jobs.

Middle West Spirits, LLC is Ohio's award-winning craft distillery founded in 2008 by Brady Konya and Ryan Lang. The company has three operating locations in the Columbus area and produces small batch craft spirits. Middle West Spirits is investing approximately $6,205,000 to redevelop a vacant industrial complex into an approximately 35,189 sq. ft. office, manufacturing and warehouse operation on Alum Creek Drive on the cities near east side. The company will retain and relocate 14 full-time jobs and create 13 net new full-time permanent positions.

Columbus Housing

The City of Columbus' housing market is booming with trendy and desirable neighborhoods, affordable housing options, and a thriving local economy. The Columbus area jumped to 8th place on the Winter 2024 Wall Street Journal/Realtor.com Emerging Housing Markets Index after previously being listed as 9th in the Fall 2023 Index.

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 415,456

Persons per Household
COLUMBUS 2.3
National Average. 2.6

Ownership Rate
COLUMBUS 44.7%
National Average. 64.8%

Median Home Value
COLUMBUS $212,500
National $281,900

Median Monthly Mortgage
COLUMBUS $1,505
National $1,828

Median Monthly Rent
COLUMBUS $1,161
National $1,268

Source: U.S. Census Bureau



Columbus Fun

Columbus is home to many renowned facilities, including the nationally ranked Columbus Zoo and Aquarium, COSI and Franklin Park Conservatory. Organizations such as the Columbus Symphony, Columbus Jazz Orchestra, Wexner Center for the Arts, and Opera Columbus provide year-round opportunities for live arts 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
Short North Stage
Opera Columbus
Palace Theatre
Shadowbox Theatre
Short North Arts District
Wexner Center For The Arts

Entertainment Venues

Nationwide Arena
Greater Columbus Convention Center
Newport Music Hall
Hollywood Casino Columbus, OH
KEMBA Live!
Eldorado Gaming Scioto Downs

Sports Teams

Columbus Blue Jackets
Columbus Clippers
Columbus Crew SC

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 Oktoberfest
GCAC Columbus Arts Festival
OhioHealth Capital City Half Marathon
Pelotonia
Jazz & Rib Fest
Columbus Beerfest
Red, White & Boom!
Susan G. Komen For the Cure
Arnold Sports Festival
Nationwide Children's Hospital Columbus Marathon
Wildlights
Home & Garden Show


COLUMBUS RANKINGS
#1 Rankings
#1 Opportunity City For Startups
Forbes
Fastest Growing City In The Midwest
Forbes
Best Science Museum In The Nation (COSI)
USA TODAY
Largest Wage Growth In The Midwest
Notable Top Rankings
#3 Best College Towns
Time Out
Top 10 Places For Young Professionals
Forbes
#8 Most Climate-Resilient Cities
AD
ARCHITECTURAL DIGEST
#5 Best City For College Graduates
The New York Times
Top 10 Best Riverwalks Across The U.S.
USA TODAY
#2 Safest Cities For Families
bestplaces
Best City For Tech Workers
smartasset
Top 10 Best Cities To Move To
Forbes
America's 100 Best Cities
resonance
#2 City In America For Commerce
SITE SELECTION MAGAZINE

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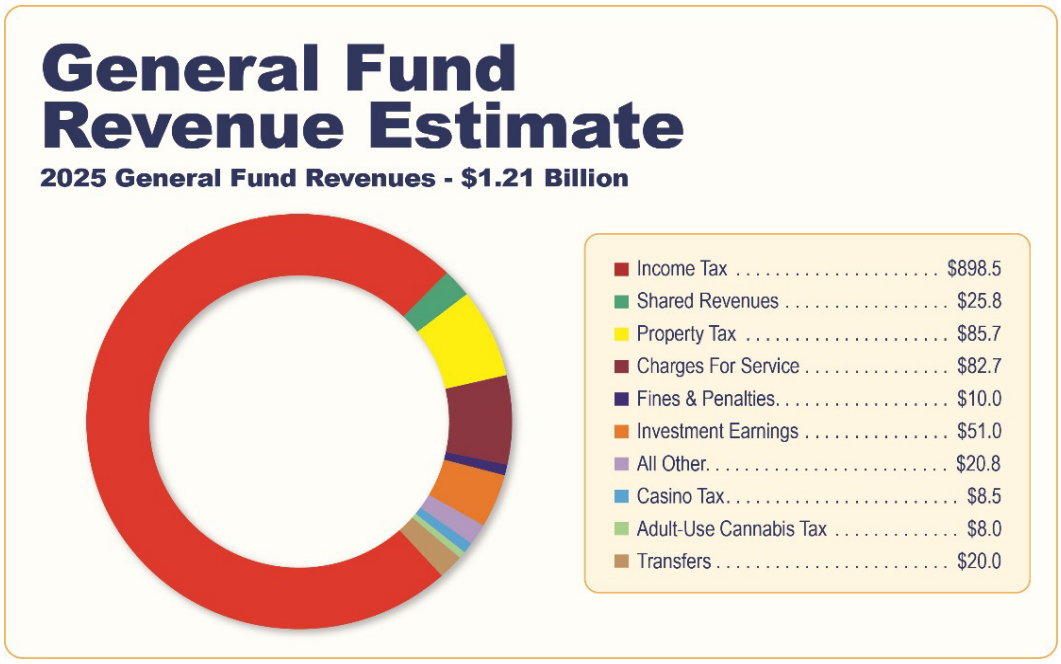
Financial Overview

Revenue

The financial health of the city's general fund is directly tied to the income tax which comprises 74.2 percent of the revenue (including encumbrance cancellations and transfers) 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 2025. After the income tax, the next two largest revenue sources to the general fund are property taxes at 7.1 percent and various charges for services at 6.8 percent.

2025 Projected General Fund Revenue by Source (in millions)



Income tax collections are projected at $872.3 million in 2024 and $898.5 million in 2025. The City Auditor's 2025 estimate assumes an increase of 3.0 percent in income tax receipts from the 2024 estimate.

Over the past two decades, 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 2024 projection for these funds is $25.1 million, and in 2025 this revenue source is projected to increase to $25.8 million. Additionally, the state eliminated the estate tax effective January 1, 2013, and no further receipts will be received.

Property tax receipts fluctuate from year to year due to reappraisals that occur every three years. In the off years, property tax revenue growth can vary significantly while solid growth is normally expected in the reappraisal years. Because of rising property values, the 2023 reappraisal came in very high. The 2023 reappraisal was realized in 2024. The expected estimates in 2024 and 2025 are projected at $83.6 million and $85.7 million, respectively.

Investment earnings are a highly volatile source of revenue and tend to reflect economic conditions. During 2018, the city hired an investment advisor. Through the benefits of the firm's advice, as well as rising interest rates, substantial growth has been seen in investment earnings during the last few years. In 2024 and 2025, earnings are projected at $50.2 million and $51.0 million, respectively.

Bond Ratings

The city continues to retain the highest bond rating available for long-term General Obligation debt by all three major rating agencies: Moody's Investors Service, S&P Global Ratings, and Fitch Ratings. Bond ratings of Aaa and AAA, respectively, were awarded to the city in 1995 by Moody's and S&P Global Ratings, and have been maintained ever since. Fitch Ratings rated the city for the first time in 2006, also awarding Columbus the AAA rating. Columbus is one of the largest cities in the nation to maintain the highest credit rating for unlimited and limited general obligation debt from each of the three major rating agencies. These ratings afford Columbus the opportunity to realize savings in the cost of long-term financing, affirm investors' 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 each of 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 met its goal a year early with a balance of $80.7 million by the end of 2019.

The city's next goal was to achieve a $90 million fund balance by the end of 2024. After depositing $3 million into the fund during 2020, $2 million in 2021, and $2 million in 2022, the fund reached this goal by the end of 2022, two years ahead of schedule.

During 2022, the city announced a new goal for the rainy day fund - to build a balance of 10% of the 2023 general fund budget of $1.144 billion (or $114.4 million) by the end of 2027. The planned deposit schedule through 2025 is illustrated in the following chart.

Economic Stabilization Fund Deposits
(000's Omitted)

Year	Deposit	Investment Earnings	Expended	Year-End Balance	% of GF Budget
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	8.55%
2019	2,750	1,725	-	80,655	8.85%
2020	3,000	1,503	-	85,158	9.12%
2021	2,000	722	-	87,880	8.72%
2022	2,000	897	-	90,777	9.11%
2023	3,750	2,101	-	96,628	8.50%
2024	2,750	3,067	-	102,445	8.56%
2025	-	2,500	-	104,945	8.55%

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 the payment of $17.8 million for the 27th pay date in 2008, the fund had a balance of $1.23 million. The 2020 payment totaled $24.5 million, leaving a balance of $3.3 million in the fund. Annual deposits are made into the fund to ensure that there are sufficient resources for the next occurrence, which is in 2032. There will not be a deposit into the fund during 2025, leaving a balance of $14.5 million in the fund.

Anticipated Expenditure Fund Deposits (000's Omitted)			
Year	Deposit	Actual Expense	Year-End Balance
2013	$2,122	$0	$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	(24,473)	3,266
2021	2,687	-	5,953
2022	2,768	-	8,721
2023	2,851	-	11,572
2024	2,937	-	14,509
2025	-	-	14,509

The next occurrence of a year with 27 pay dates will be 2032. Escalating deposits are planned to meet a projected liability of $35 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.

The basic city services fund began 2024 with a balance of $49.7 million. A transfer of $30 million was necessary to fund the 2024 budget. The 2025 budget includes a transfer of $19.7 million from the fund, leaving a balance of zero in the fund.

2025 Budget Scenario

The 2025 budget was balanced by employing certain key principles, as follows:

- Build a budget from the ground up which is aligned with the Mayor's Opportunity Rising and Equity Agenda.
- Focus on maintaining essential city services for neighborhoods - police and fire protection, refuse collection, and basic public health services.
- Review revenue sources to identify new revenues and/or opportunities for increased revenues.
- Continue reforms and efficiency measures as recommended by the city and affirmed by the accountability committee.
- Promote efficiencies in government by examining opportunities to redeploy uniformed police and firefighters, expanding energy efficiencies, improving the efficiency of fleet and facilities management, 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 monitor the "rainy day" fund to achieve a balance of 10% of the 2023 general fund budget by the end of 2027.

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 2025 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 2026 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 2026 and beyond.
- Except as otherwise noted, expenditure projections for 2026 and beyond are premised on maintaining 2025 levels of service.
- No general fund moneys are projected for the purchase of vehicles in 2025 and all years thereafter.

Revenue Assumptions

- Income tax receipts are projected to be $898.5 million in 2025 and will grow by 3.5 percent in 2026 and in all years thereafter.
- Property taxes will increase by 2.5 percent in 2025, and grow by 2.0 percent thereafter, except for every third year, during the triennial review, when they will increase by 4.0 percent.
- Local government fund revenue is projected to increase by 1.9 percent in 2025 and then increase by 2.0 percent thereafter.
- Investment earnings will be $51 million in 2025 and are projected to increase by 1.0 percent in all future years.

- Charges for services are expected to increase by 44.9 percent in 2025, then increase by 3.0 percent thereafter.
- The kilowatt hour tax will be $3.5 million in 2025 and will grow by 0.5 percent in all future years.
- Fines and penalties will increase by 2.9 percent in 2025 and will grow by 3.0 percent thereafter.
- License and permit fees are projected to decrease by 1.4 percent in 2025 and are not projected to grow in all future years.
- Casino revenue will total $8.5 million in 2025 and increase by 2.0 percent in all years thereafter.
- Adult-Use cannabis revenue, in its first year, is projected at $8 million in 2025 and will grow by 5.0 percent in all future years.

Division Specific Assumptions

- Three police recruit classes are funded in the general fund in 2025. Thereafter, recruit classes sufficient to replace retiring uniformed staff are projected.
- One fire recruit class is funded in 2025. Thereafter, recruit classes sufficient to replace retiring uniformed staff are projected.
- Projections for the Refuse Collection Division assume that the recycling program will be funded fully with general fund dollars in 2025 and all future years.
- Starting in 2023, Columbus households began to receive recycling services on a weekly basis. This will continue in 2025 and all years thereafter.
- Tipping fees, funded previously with special income tax funds, will continue to be paid out of the general fund in all future years.
- The budget includes 25 new full-time employees to help further the efforts of the Mayor's technology department.
- Funds are included to maintain summer youth programming at the same level funded in 2024.

GENERAL FUND PRO FORMA OPERATING STATEMENT

Resources:	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**2034**
Beginning Balance	$ 50,883,657	$ 17,103,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Income Tax	872,305,000	898,474,000	929,921,000	962,468,000	996,154,000	1,031,019,000	1,067,105,000	1,104,454,000	1,143,110,000	1,183,119,000	1,224,528,000
Property Tax	83,615,000	85,679,000	87,393,000	90,889,000	92,707,000	94,561,000	98,343,000	100,310,000	102,316,000	106,409,000	110,665,000
Kilowatt Hour Tax	3,380,000	3,500,000	3,518,000	3,536,000	3,554,000	3,572,000	3,590,000	3,608,000	3,626,000	3,644,000	3,662,000
Shared Revenues	26,785,000	27,305,000	27,851,000	28,408,000	28,976,000	29,556,000	30,147,000	30,750,000	31,365,000	31,992,000	32,632,000
License and Permit Fees	6,184,000	6,100,000	6,100,000	6,100,000	6,100,000	6,100,000	6,100,000	6,100,000	6,100,000	6,100,000	6,100,000
Fines and Penalties	9,720,000	10,000,000	10,300,000	10,609,000	10,927,000	11,255,000	11,593,000	11,941,000	12,299,000	12,668,000	13,048,000
Investment Earnings	50,200,000	51,000,000	51,510,000	52,025,000	52,545,000	53,070,000	53,601,000	54,137,000	54,678,000	55,225,000	55,777,000
Charges for Service	57,040,000	82,664,000	85,144,000	87,698,000	90,329,000	93,039,000	95,830,000	98,705,000	101,666,000	104,716,000	107,857,000
All Other Revenue	15,870,000	9,750,000	9,750,000	9,750,000	9,750,000	9,750,000	9,750,000	9,750,000	9,750,000	9,750,000	9,750,000
Transfers In	30,000,000	20,000,000	-	-	-	-	-	-	-	-	-
Adult-Use Cannabis	-	8,000,000	8,400,000	8,820,000	9,261,000	9,724,050	10,210,253	10,720,765	11,256,803	11,819,644	12,410,626
Casino Revenue	8,200,000	8,500,000	8,670,000	8,843,400	9,020,268	9,200,673	9,384,687	9,572,381	9,763,828	9,959,105	10,158,287
Total Revenues	1,163,299,000	1,210,972,000	1,228,557,000	1,269,146,400	1,309,323,268	1,350,846,723	1,395,653,939	1,440,048,146	1,485,930,632	1,535,401,748	1,586,587,913
Total Available Resources	**1,214,182,657**	**1,228,075,000**	**1,228,557,000**	**1,269,146,400**	**1,309,323,268**	**1,350,846,723**	**1,395,653,939**	**1,440,048,146**	**1,485,930,632**	**1,535,401,748**	**1,586,587,913**
% Change in Revenues from Prior Yr.	6.94%	4.10%	1.45%	3.30%	3.17%	3.17%	3.32%	3.18%	3.19%	3.33%	3.33%
% Change in Resources from Prior Yr.	2.22%	1.14%	0.04%	3.30%	3.17%	3.17%	3.32%	3.18%	3.19%	3.33%	3.33%
Expenditures:	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**2034**
Development/BZS	58,423,361	44,113,248	46,352,170	47,625,535	48,937,597	50,289,670	51,683,114	53,119,345	54,599,830	56,126,092	57,699,714
Fire	308,262,142	336,244,368	352,185,252	363,409,145	375,010,167	387,001,804	399,398,055	412,213,459	425,463,112	439,162,694	453,328,490
Governmental Services	196,009,833	194,694,749	203,260,131	208,554,665	214,001,603	219,605,870	225,372,569	231,306,992	237,414,621	243,701,142	250,172,449
Health	32,583,512	33,289,251	35,905,062	37,024,228	38,181,233	39,377,470	40,614,385	41,893,482	43,216,328	44,584,550	45,999,841
Judicial Services	46,555,325	47,872,183	51,245,882	52,929,494	54,672,290	56,476,507	58,344,473	60,278,609	62,281,437	64,355,579	66,503,767
Other Safety	45,819,530	47,477,629	50,354,231	51,864,441	53,424,105	55,034,998	56,698,962	58,417,915	60,193,848	62,028,831	63,925,016
Police	382,565,571	397,552,365	415,816,656	429,020,334	442,668,341	456,776,653	471,361,863	486,441,204	499,886,175	513,711,530	527,928,221
Recreation and Parks	57,971,475	58,728,767	62,472,287	64,316,689	66,220,758	68,186,619	70,216,478	72,312,626	74,477,445	76,713,412	79,023,099
Refuse Collection	65,295,097	67,047,367	70,340,738	72,088,103	73,884,213	75,730,636	77,628,998	79,580,987	81,588,350	83,652,904	85,776,533
Public Service	922,022	1,055,072	1,124,227	1,161,406	1,199,875	1,239,683	1,280,877	1,323,509	1,367,633	1,413,304	1,460,579
Fleet-Vehicles	-	-	-	-	-	-	-	-	-	-	-
Operating Expenditures	**1,194,407,868**	**1,228,075,000**	**1,289,056,635**	**1,327,994,039**	**1,368,200,184**	**1,409,719,909**	**1,452,599,774**	**1,496,888,128**	**1,540,488,779**	**1,585,450,038**	**1,631,817,709**
% Change/Previous Year	5.40%	2.82%	4.97%	3.02%	3.03%	3.03%	3.04%	3.05%	2.91%	2.92%	2.92%
Economic Stabilization Fund Deposit	2,750,000	-	-	-	-	-	-	-	-	-	-
Basic City Services Fund Deposit	-	-	-	-	-	-	-	-	-	-	-
Required Expenditure Reductions and/or Revenue Increases	**$ 17,103,000**	**$ -**	**$ (60,499,635)**	**$ (58,847,639)**	**$ (58,876,916)**	**$ (58,873,186)**	**$ (56,945,835)**	**$ (56,839,982)**	**$ (54,558,147)**	**$ (50,048,289)**	**$ (45,229,797)**

Footnotes:

Revenue estimates for 2026 and beyond are those of the Department of Finance and 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/resources, lowered expenditures, or a combination thereof.

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City of Columbus Financial Policies

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

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 for the 27th pay period which occurs approximately every twelve years. 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, unless the security is an assessment bond or note issued by the City of Columbus and the purchase is approved by the Treasury Investment Board.

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 Codes 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 Section 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 Section 325.010 of Columbus City Codes 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 Section 135.14 for interim deposits.

F. Income Tax and Special Income Tax Set Aside Fund

1. Initiated in 1947 and implemented in 1948, pursuant to Ohio law (ORC Chapter 5747), Columbus City Codes 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 Income Tax Set Aside (ITSA), a subfund of the general fund, pursuant to Columbus City Codes Section 362.013. The ITSA is used to finance capital improvements and support debt service payments from the Debt Retirement Fund (DRF), 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.

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 four- and one-half 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 four- and one-half 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 ten- and one-half 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 five- and one-half 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, and the asset is non-operational in nature.
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 Income Tax Set Aside Fund and Debt Retirement Fund

1. Within the limitations upon debt issuance imposed by law, the ITSA, in combination with the DRF, determines the available capacity for new debt and the ability to service existing debt. The issuance of new debt is limited by a coverage factor, which is a ratio of combined total resources in the ITSA and DRF to projected expenditures. This factor provides a minimum level at which the ITSA and DRF fund balances 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 Annual Comprehensive Financial Report of the City Auditor.

N. Operating Reserves for Funds Other Than the General Fund

1. The annual reserve balance in the insurance trust fund should be equal to, at a minimum, the sum of one 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, 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 Annual Comprehensive 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. Additional funds are included each year in the city's audited financial statements. 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 Annual Comprehensive 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 capital assets (other than those financed by proprietary funds).

Proprietary Funds

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

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

Fiduciary Funds

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

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 2025. Expenditure and revenue history, as well as 2025 budget information, can be found in the All Funds Summary, General Fund Summary, Department Summaries, and separate fund category sections of this document.

		Special Revenue Funds									Enterprise Funds						Internal Service Funds			
Department	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	Water Operating	Sewerage & Drainage Operating	Storm Sewer Maintenance	Electricity Enterprise	Mobility 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																				
CelebrateOne	X																				
Inspector General	X																				
Education	X																				
Violence Prevention	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 nine-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 took effect in 2024.

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

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

Other elected officials include the City Auditor, City Attorney, Clerk of Courts, and Municipal Court Judges. The City Auditor is the city's chief accounting officer, maintains the city's accounting records, and arranges for the annual independent audit of the city's accounts. The 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.

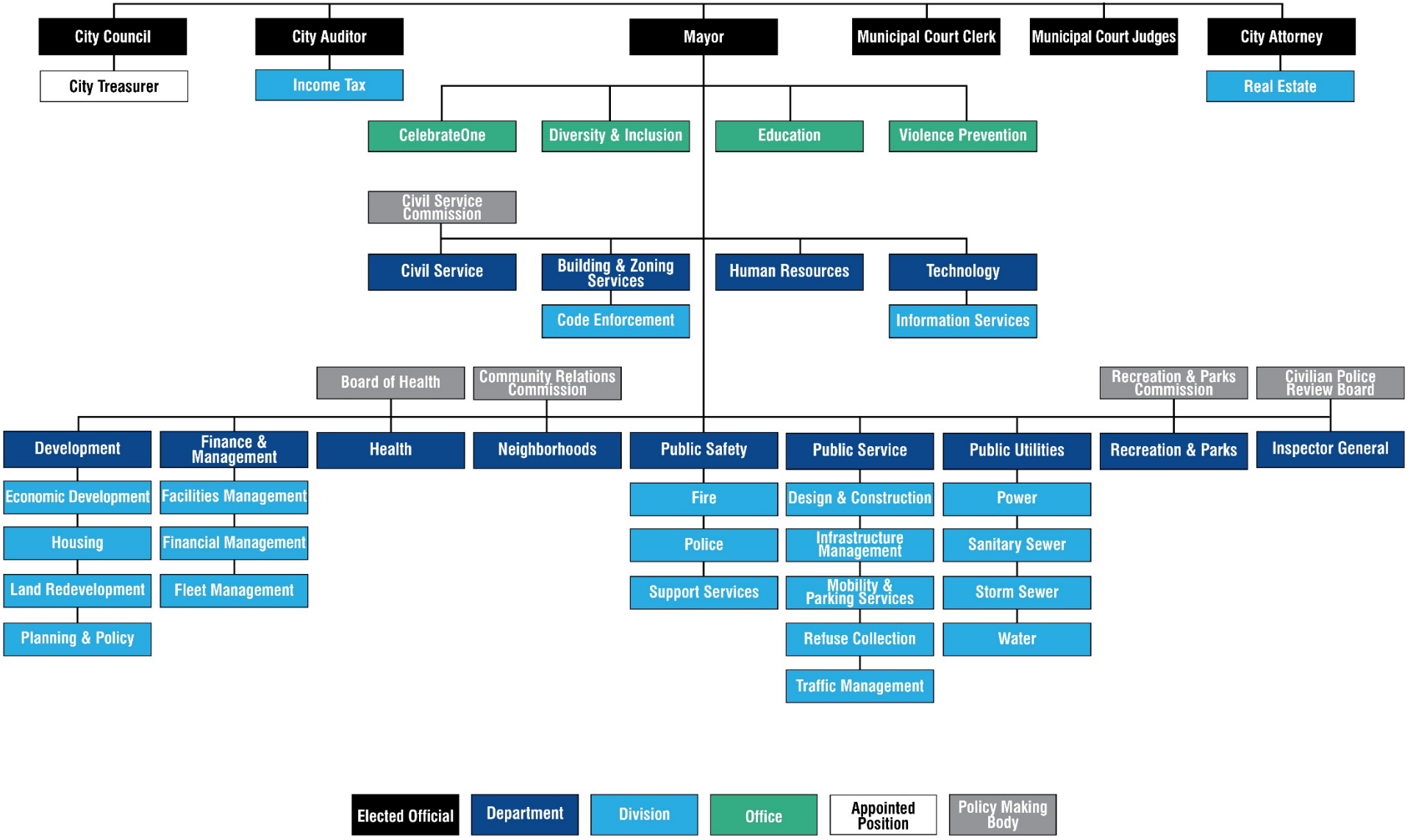
Principal Officials

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

Official	Title	Term Beginning	Term Ending
Andrew J. Ginther	Mayor	January 1, 2024	December 31, 2027
Kathy A. Owens	Director of Finance and Management	June 6, 2022	Pleasure of Mayor
Megan N. Kilgore	City Auditor	January 1, 2022	December 31, 2025
Zach M. Klein	City Attorney	January 1, 2022	December 31, 2025
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, 2024	December 31, 2027
Rob Dorans	Council President Pro Tempore	January 1, 2024	December 31, 2025
Nicholas J. Bankston	Member of Council	January 1, 2024	December 31, 2027
Lourdes Barosso de Padilla	Member of Council	January 1, 2024	December 31, 2027
Nancy Day-Achauer	Member of Council	January 1, 2024	December 31, 2027
Shayla D. Favor	Member of Council	January 1, 2024	December 31, 2025
Melissa Green	Member of Council	January 1, 2024	December 31, 2027
Emmanuel V. Remy	Member of Council	January 1, 2024	December 31, 2025
Christopher L. Wyche	Member of Council	January 1, 2024	December 31, 2025

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 heads of the Departments of Finance and Management, Public Safety, Public Service, Technology, Human Resources, Development, Recreation and Parks, Public Health, Public Utilities, Building and Zoning Services, and Neighborhoods, the Civil Service Commission, and the Offices of Diversity and Inclusion, Education, CelebrateOne, and Violence Prevention. 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



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Department Description

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

In 2024, City Council transitioned from a seven-member at-large system to a nine-member hybrid district system. Council members must reside within the district they represent, while residents will vote on the Council representatives for all nine districts.

The Council works closely with the executive branch of city government to form policies 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.

Department Mission

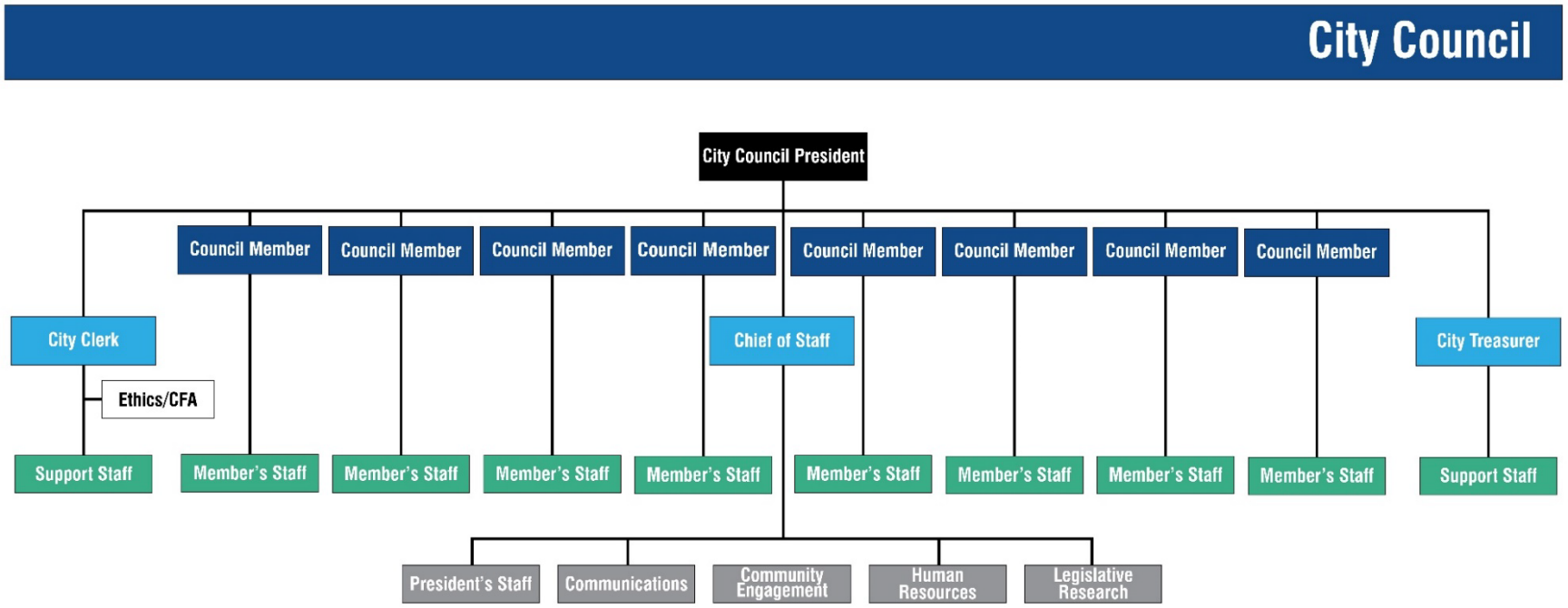
To provide high-quality service to the residents of Columbus, ensuring accountable, transparent, and accessible operations. City Council's overarching goal is to develop policy and appropriate funds to support the welfare of Columbus residents.

Legislative aides, legislative assistants, the Legislative Research Office, and the Office of Community Engagement provide City Council members with 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 per established guidelines. Council also appoints the City Treasurer, whose duties include the investment of all city funds.

Budget Summary

Fund	2022 Actual	2023 Actual	2024 Budget	2025 Proposed
General Fund	5,753,848	6,019,092	7,081,941	7,695,106
Department Total	**$ 5,753,848**	**$ 6,019,092**	**$ 7,081,941**	**$ 7,695,106**


City Council
City Council President
Council Member
Council Member
Council Member
Council Member
Council Member
Council Member
Council Member
Council Member
City Clerk
Ethics/CFA
Chief of Staff
City Treasurer
Support Staff
Member's Staff
Member's Staff
Member's Staff
Member's Staff
Member's Staff
Member's Staff
Member's Staff
Member's Staff
Support Staff
President's Staff
Communications
Community Engagement
Human Resources
Legislative Research

2025 BUDGET NOTES

The budget will fund 56 full-time employees, which includes two additional legislative analysts to accommodate the demands associated with Council expansion. Council will continue the internship program's growth with funding to support year-round interns in Council offices.

Financial Summary by Area of Expense

Division	2022 Actual	2023 Actual	2024 Budget	2024 Projected	2025 Proposed
City Council					
General Fund					
Personnel	$ 4,851,677	$ 5,558,786	$ 6,608,861	$ 6,637,956	$ 7,258,098
Materials & Supplies	17,976	64,400	49,000	49,000	55,000
Services	881,194	392,906	421,080	396,478	379,008
Other	3,000	3,000	3,000	11,000	3,000
City Council Subtotal	**5,753,848**	**6,019,092**	**7,081,941**	**7,094,434**	**7,695,106**
Department Total	**$ 5,753,848**	**$ 6,019,092**	**$ 7,081,941**	**$ 7,094,434**	**$ 7,695,106**

Department Personnel Summary

Fund	2022 Actual		2023 Actual		2024 Budget		2025 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
City Council	43	0	45	1	54	1	56	1
Total	**43**	**0**	**45**	**1**	**54**	**1**	**56**	**1**

Operating Budget by Program

Program	2024 Budget	2024 FTEs	2025 Proposed	2025 FTEs
Administration	$ 7,063,370	54	$ 7,666,598	56
Internal Services	18,571	0	28,508	0
Department Total	**$ 7,081,941**	**54**	**$ 7,695,106**	**56**

2025 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.



Department Description

The City Auditor is the city's chief accounting officer. The City Auditor's Office and its Division of Income Tax are responsible for maintaining high-quality fiscal processing, tax collection and auditing, debt management, record keeping, and reporting to residents, the business community, city departments and divisions, and other interested parties.

The Auditor's Office comprises seven sections, each with specific responsibilities. Accounting and Operations maintains accurate records of all city fiscal transactions, including certification of funds, receipts, disbursements, assets, and liabilities. Financial Reporting manages the independent audit and compiles the city's Annual Comprehensive Financial Report (ACFR) and Popular Annual Financial Report (PAFR). Payroll ensures the accurate bi-weekly generation of paychecks and tax withholdings for nearly 10,000 employees. Debt Management handles debt issuance, credit analysis, and debt payment processes. Financial Systems oversees the office's software and technology, including the revenue management system, citywide payroll system, financial dashboards, and the accounting system. Financial Analytics conducts revenue estimates and analyses. Lastly, the Division of Income Tax manages the collection of the city's income, admissions, short-term rental excise, and hotel/motel taxes.

Department Mission

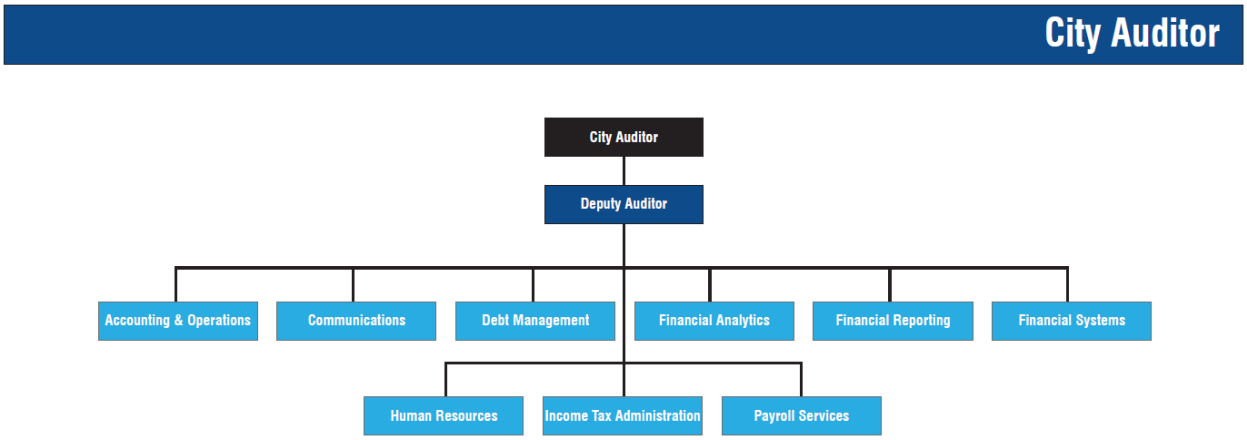
To carry out the duties and responsibilities as prescribed by the Columbus City Charter and the Columbus City Code; to provide efficient and effective collection of moneys and audit services with continuous upgrades to the city tax and filing systems and all other necessary resources utilized in the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

The City Auditor disseminates various financial reports to city officials and the public as prescribed in the City Charter.

For the last 44 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 recognition for excellence in state and local government financial reporting.

Budget Summary

Fund	2022 Actual	2023 Actual	2024 Budget	2025 Proposed
General Fund	12,919,084	13,662,964	20,586,755	20,723,941
Department Total	**$ 12,919,084**	**$ 13,662,964**	**$ 20,586,755**	**$ 20,723,941**



Department Goals and Objectives

The Office of the City Auditor is focused on enhancing user experience, making it easier for taxpayers and users to work with the city, improving transparency, deepening financial analytics, expanding access to critical information, and refining how the city communicates financials. Each budgeted initiative underscores the commitment to delivering essential services that the community relies on, from maintaining top-tier financial reporting to securing information and investing in advanced technology.

Strategic Priorities for 2025

The City Auditor's 2025 budget includes continued investments in technology focusing on optimization and expansion of ongoing modernization efforts. Three major technology systems are fully implemented, and an online transparency portal has been launched to provide greater access to data. Significant areas of focus in 2025 include:

Revenue System: The city's revenue system, which processes over $1.2 billion annually from various taxes and manages over 435,000 taxpayer accounts, is essential to the city's financial performance. The 2025 budget reflects ongoing funding for the administration of this system, including hosting and taxpayer-focused initiatives. The Income Tax Division has significantly increased credit card payments through the Merchant Services Program, with expectations to double these transactions in 2025, offering faster, more secure payments. A partnership with the IRS' Modernized e-File (MeF) service has expanded to include seven national software vendors, enhancing tax services for both businesses and individuals. Additionally, the division is leveraging new IRS data sets to close the tax gap through discovery and audit programs. In 2025, digital wallets and an upgraded inbound phone service will be introduced to further improve customer support and payment adoption.

Dayforce Payroll and Time & Attendance: The city's expansion of the Dayforce platform is driven by growing departmental demand for its time and attendance features, with many offices on a waiting list to modernize their processes. While core payroll features are stable, continued technology investments are needed to introduce new capabilities like position management, performance evaluation, and benefits management. To support these efforts, the office is adding a data scientist position to leverage the vast data generated by various systems, providing advanced analyses for the city's financial leadership team and supporting the data and reporting needs of other city agencies.

D365: The city's financial management system, Microsoft D365, continues to optimize features for end users. Further expansions and improvements are anticipated as the system evolves, such as introducing additional business applications for city departments and employing new applications to streamline citywide processes.

Transparency Portal: The Transparency Portal, launched in 2023, gives internal and external users access to frequently requested public records and data. Throughout 2024, the office has continued to add features and dashboards to enhance transparency and data accessibility. Plans are underway to further enhance the portal in 2025 by integrating Microsoft Copilot to upgrade the AI-powered digital assistant, Claire, and expand user functionality.

Staff Development and Retention: The operational success of the City Auditor relies on retaining highly skilled staff with specialized knowledge and certifications. To support this, the office prioritizes training and professional development, ensuring the team stays proficient in modern systems. Looking to 2025 and beyond, the City Auditor's Office requested continued funding for professional memberships, training programs, and continuing education to foster employee growth and maintain top talent, which is essential for the continued success and innovation of the office.

2025 BUDGET NOTES

CITY AUDITOR

The 2025 budget funds the continuation of the division's core services and existing programs. The staffing changes reflect a strategic shift: the City Auditor is not rehiring for jobs that have become obsolete but are instead hiring for roles that align with the current advanced technology needs of the office. The budget also covers annual external audit services and the preparation of the ACFR and PAFR.

INCOME TAX

The 2025 budget for the Income Tax Division also supports evolving staffing needs and funds the operation of the city's revenue management system. Key initiatives include growing electronic payment adoption, expanding IRS e-File services with additional tax software vendors, and using new IRS data to address tax discrepancies. In 2025, the division will also introduce digital wallets and improve phone support to better serve taxpayers.

Financial Summary by Fund

Fund	2022 Actual	2023 Actual	2024 Budget	2024 Projected	2025 Proposed
General Fund					
City Auditor	$ 5,178,397	$ 5,499,619	$ 6,353,298	$ 6,123,101	$ 6,688,318
Income Tax	7,740,686	8,163,345	14,233,457	12,534,726	14,035,623
General Fund Subtotal	**12,919,084**	**13,662,964**	**20,586,755**	**18,657,827**	**20,723,941**
Department Total	**$ 12,919,084**	**$ 13,662,964**	**$ 20,586,755**	**$ 18,657,827**	**$ 20,723,941**

Financial Summary by Area of Expense

Division	2022 Actual	2023 Actual	2024 Budget	2024 Projected	2025 Proposed
City Auditor					
General Fund					
Personnel	$ 4,291,506	$ 4,708,512	$ 5,352,897	$ 5,284,556	$ 5,650,327
Materials & Supplies	30,392	32,491	32,000	29,531	34,500
Services	855,498	750,121	967,901	808,514	1,002,491
Other	1,000	8,495	500	500	1,000
City Auditor Subtotal	**5,178,397**	**5,499,619**	**6,353,298**	**6,123,101**	**6,688,318**
Income Tax					
General Fund					
Personnel	6,682,340	7,087,105	9,013,007	7,623,507	8,858,287
Materials & Supplies	77,735	58,750	78,500	62,926	85,000
Services	980,612	1,016,991	5,141,450	4,848,093	5,091,836
Other	-	500	500	200	500
Income Tax Subtotal	**7,740,686**	**8,163,345**	**14,233,457**	**12,534,726**	**14,035,623**
Department Total	**$ 12,919,084**	**$ 13,662,964**	**$ 20,586,755**	**$ 18,657,827**	**$ 20,723,941**

Department Personnel Summary								
Fund	2022 Actual		2023 Actual		2024 Budget		2025 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
City Auditor	39	0	36	0	40	1	39	1
Income Tax	58	0	66	0	80	0	74	0
Total	**97**	**0**	**102**	**0**	**120**	**1**	**113**	**1**

Operating Budget by Program				
Program	2024 Budget	2024 FTEs	2025 Proposed	2025 FTEs
Accounting and Financial Reporting	$ 1,379,236	9	$ 1,894,437	9
Administration	9,416,480	18	8,716,015	17
Payroll	1,170,630	10	1,253,655	10
Auditing	1,103,753	11	1,349,542	12
Tax Collection and Audits	7,138,610	70	7,104,232	63
Internal Services	88,201	0	68,077	0
Debt Management	289,845	2	337,983	2
Department Total	**$ 20,586,755**	**120**	**$ 20,723,941**	**113**





2025 PROGRAM GUIDE

ACCOUNTING AND FINANCIAL REPORTING	To provide an accounting of all city financial transactions, implement improvements to the city's accounting and reporting system, manage the citywide audit, and prepare and publish the city's Annual Comprehensive Financial Report (ACFR) and other publications.
ADMINISTRATION	To administer the City Auditor's Office and Income Tax Division; to direct all divisions' administrative, technology, and operating functions, including fiscal duties.
PAYROLL	To process all city payrolls, time and attendance, and the technology systems required to carry out such functions.
AUDITING	To pre-audit all city financial transactions.
TAX COLLECTION AND AUDITS	To collect, audit, enforce, and process income tax and carry out the collection of hotel-motel, short-term rental, and admissions taxes.
INTERNAL SERVICES	To account for the internal service charges of the department necessary to maintain operations.
DEBT MANAGEMENT	To service and track all required debt service obligations (principal and interest) per bond covenant requirements, policies, and procedures and to ensure that funds from bonds and loans are used to finance the department's capital program, including those projects in all divisions.



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 the 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.

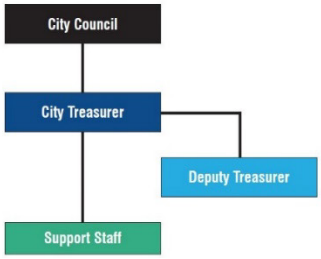
Department Mission

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

Budget Summary

Fund	2022 Actual	2023 Actual	2024 Budget	2025 Proposed
General Fund	1,423,068	1,474,430	1,904,640	1,934,668
Department Total	**$ 1,423,068**	**$ 1,474,430**	**$ 1,904,640**	**$ 1,934,668**

City Treasurer



Strategic Priorities for 2025

Support, guide, and uphold the financial stability of the City of Columbus, Ohio.

In collaboration with the City Auditor's Office and various city departments, oversee the city's financial activities, including banking, investments, and payment procedures.

2025 BUDGET NOTES

The Treasurer's budget is primarily personnel-related, funding seven full-time employees in 2025. Non-personnel funding is mainly for banking services contracts, software license fees, and investment advising.

Financial Summary by Area of Expense

Division	2022 Actual	2023 Actual	2024 Budget	2024 Projected	2025 Proposed
Treasurer					
General Fund					
Personnel	$ 1,031,436	$ 1,031,644	$ 1,524,743	$ 1,021,256	$ 1,292,987
Materials & Supplies	6,111	2,700	4,200	4,200	4,200
Services	385,522	440,086	375,697	464,459	637,481
General Fund Subtotal	**1,423,068**	**1,474,430**	**1,904,640**	**1,489,915**	**1,934,668**
Department Total	**$ 1,423,068**	**$ 1,474,430**	**$ 1,904,640**	**$ 1,489,915**	**$ 1,934,668**

Department Personnel Summary

Fund	2022 Actual		2023 Actual		2024 Budget		2025 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Treasurer	9	0	6	1	8	2	7	2
Total	**9**	**0**	**6**	**1**	**8**	**2**	**7**	**2**

Operating Budget by Program

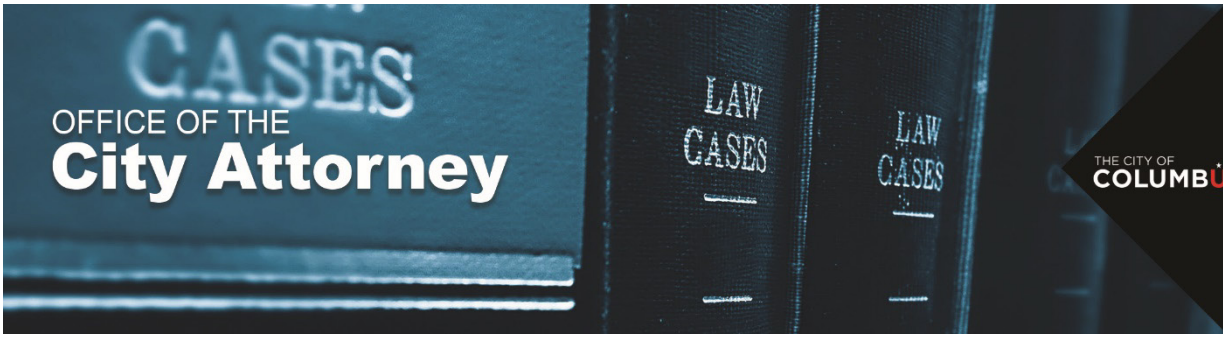
Program	2024 Budget	2024 FTEs	2025 Proposed	2025 FTEs
Administration	$ 378,115	0	$ 640,430	0
Treasury Management	1,524,743	8	1,292,987	7
Internal Services	1,782	0	1,251	0
Department Total	**$ 1,904,640**	**8**	**$ 1,934,668**	**7**



2025 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, providing strategic counsel, 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. Through the 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 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.

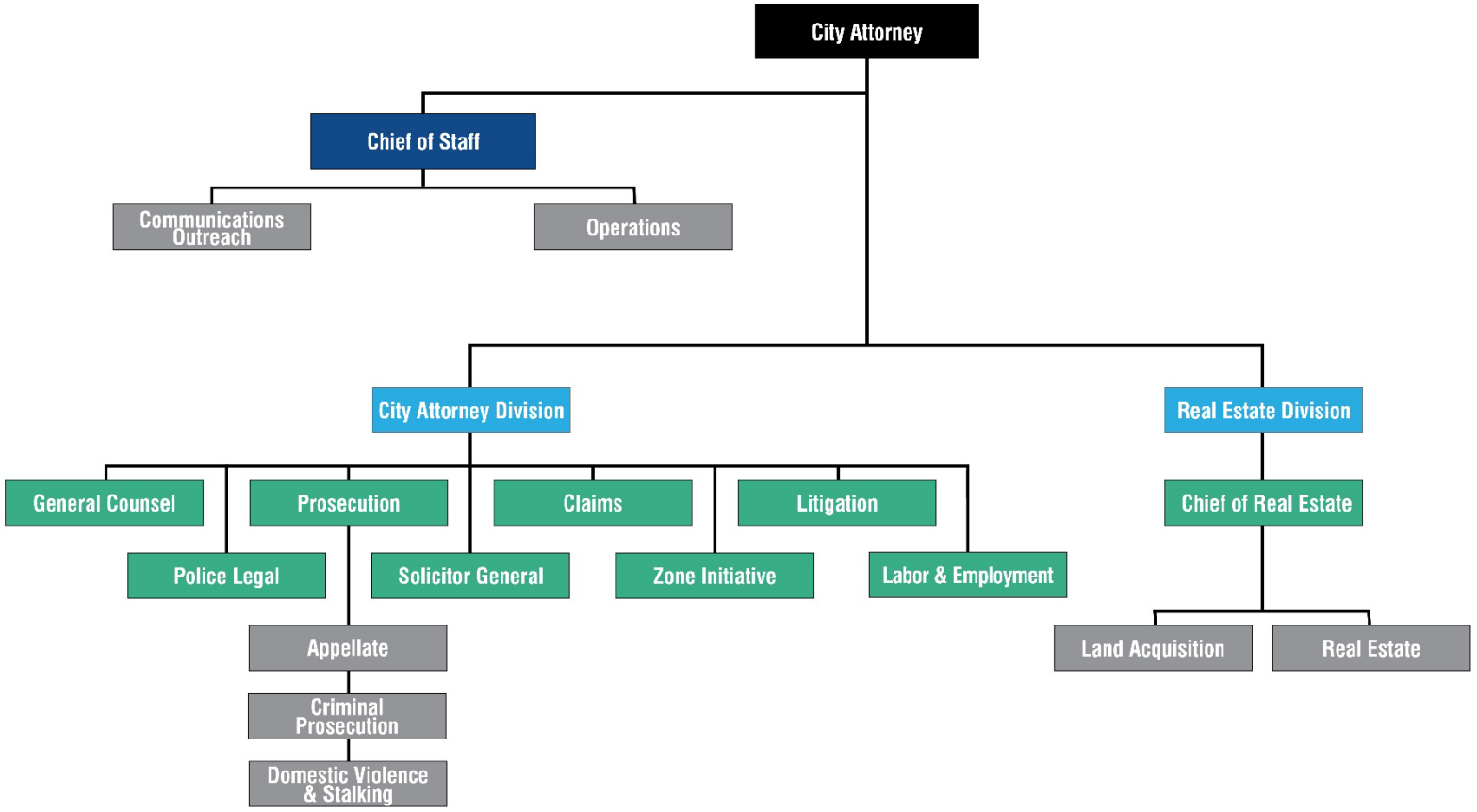
Department Mission

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	2022 Actual	2023 Actual	2024 Budget	2025 Proposed
General Fund	14,177,779	16,382,893	17,158,113	18,421,901
Land Acquisition Fund	1,161,058	1,238,127	1,324,522	1,404,472
Department Total	**$ 15,338,837**	**$ 17,621,020**	**$ 18,482,635**	**$ 19,826,373**

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.

2025 BUDGET NOTES

The City Attorney's 2025 budget of $19.8 million supports a total of 143 full-time and 14 part-time personnel. In addition:

- Funding is included to support case management services through Health Impact Ohio for individuals enrolled in the Buckeye Deflection Program. Criminal deflection services are proven to increase job training, promote health and wellness, and reduce recidivism.

- Approximately $4.8 million in funding supports its largest program area, Criminal Prosecution, which provides for 42 full-time personnel.

Financial Summary by Fund

Fund	2022 Actual	2023 Actual	2024 Budget	2024 Projected	2025 Proposed
General Fund					
City Attorney	$ 14,018,617	$ 16,197,842	$ 16,909,021	$ 17,301,716	$ 18,159,641
Real Estate	159,162	185,051	249,092	246,979	262,260
General Fund Subtotal	**14,177,779**	**16,382,893**	**17,158,113**	**17,548,695**	**18,421,901**
Land Acquisition Fund					
Real Estate	1,161,058	1,238,127	1,324,522	1,270,886	1,404,472
Land Acq. Fund Subtotal	**1,161,058**	**1,238,127**	**1,324,522**	**1,270,886**	**1,404,472**
Department Total	**$ 15,338,837**	**$ 17,621,020**	**$ 18,482,635**	**$ 18,819,581**	**$ 19,826,373**

Financial Summary by Area of Expense

Division	2022 Actual	2023 Actual	2024 Budget	2024 Projected	2025 Proposed
City Attorney					
General Fund					
Personnel	$ 13,126,054	$ 15,317,641	$ 16,227,530	$ 16,694,678	$ 17,645,101
Materials & Supplies	86,703	95,837	97,400	84,347	103,500
Services	705,164	693,800	483,264	479,519	407,540
Other	2,000	3,000	3,000	3,000	3,500
Transfers	98,696	87,564	97,827	40,172	-
City Attorney Subtotal	**14,018,617**	**16,197,842**	**16,909,021**	**17,301,716**	**18,159,641**
Real Estate					
General Fund					
Personnel	159,162	185,051	249,092	246,921	262,260
Services	-	-	-	58	-
General Fund Subtotal	**159,162**	**185,051**	**249,092**	**246,979**	**262,260**
Land Acquisition Fund					
Personnel	1,047,041	1,135,835	1,177,668	1,148,124	1,246,478
Materials & Supplies	21,612	11,120	30,000	30,000	31,100
Services	91,805	90,171	114,854	90,762	124,894
Other	600	1,000	2,000	2,000	2,000
Land Acquisition Fund Subtotal	**1,161,058**	**1,238,127**	**1,324,522**	**1,270,886**	**1,404,472**
Real Estate Subtotal	**1,320,220**	**1,423,178**	**1,573,614**	**1,517,865**	**1,666,732**
Department Total	**$ 15,338,837**	**$ 17,621,020**	**$ 18,482,635**	**$ 18,819,581**	**$ 19,826,373**

Department Personnel Summary

Fund	2022 Actual		2023 Actual		2024 Budget		2025 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
City Attorney	128	18	129	29	134	13	134	13
Real Estate	1	0	1	0	1	0	1	0
Land Acquisition Fund								
Real Estate	8	1	8	1	8	1	8	1
Total	**137**	**19**	**138**	**30**	**143**	**14**	**143**	**14**

Operating Budget by Program

Program	2024 Budget	2024 FTEs	2025 Proposed	2025 FTEs
Appellate	$ 464,713	3	$ 533,274	3
General Counsel	908,574	6	965,100	6
Labor & Employment	655,796	4	690,155	4
Police Legal Bureau	382,591	2	403,940	2
Claims	876,299	8	936,303	8
Property Action Team	1,861,487	15	2,045,019	15
Criminal Prosecution	4,380,745	42	4,784,285	42
Prosecution Resource Unit	589,043	4	630,604	3
Domestic Violence & Stalking	2,207,493	23	2,243,342	23
Litigation	1,295,567	9	1,356,364	9
Solicitor General	442,329	2	467,534	2
Administration	2,405,534	14	2,544,225	14
Fiscal	280,888	3	372,239	2
Human Resources	88,629	1	160,212	1
Internal Services	169,418	0	140,584	0
COVID-19	2,000	0	2,000	0
Land Acquisition	1,222,437	8	1,288,933	8
Real Estate Administration	249,092	1	262,260	1
Department Total	**$ 18,482,635**	**143**	**$ 19,826,373**	**143**

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

2025 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 collective bargaining units and Management Compensation Plan.
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.

PROPERTY ACTION TEAM	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 Municipal Court for the City of Columbus, the State of Ohio, the unincorporated areas of Franklin County and, under contract, for various municipalities.
PROSECUTION RESOURCES UNIT	To oversee the operations of the Intake Section, the Mediation Program, and the Check Resolution Program. This unit 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 survivors of domestic violence (DV) and stalking. The section has specially trained prosecutors who 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 survivors who are high risk including the elderly, pregnant women, children, and the disabled. The team also includes legal advocates who offer services to every DV survivor 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, 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 receivable, 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.
COVID-19	To account for the expenses necessary to address the COVID-19 pandemic.
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's development.

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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 method, 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

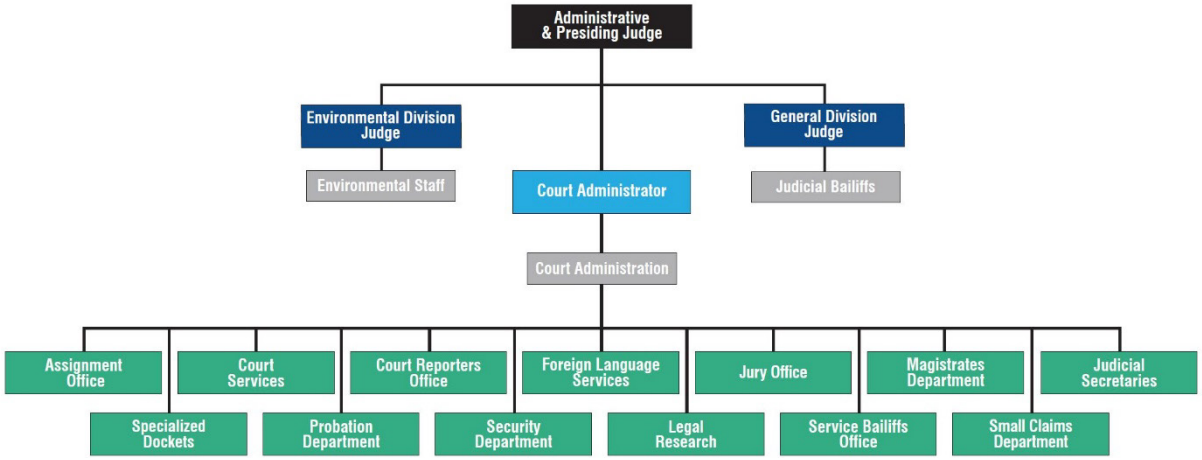
Fund	2022 Actual	2023 Actual	2024 Budget	2025 Proposed
General Fund	22,518,486	25,729,461	27,666,596	28,814,860
Computer Fund	199,918	77,247	327,784	395,848
Department Total	**$ 22,718,404**	**$ 25,806,708**	**$ 27,994,380**	**$ 29,210,708**

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

Each week, a different judge is assigned to the Duty Session to handle a variety of responsibilities, which include applications for search warrants, motions to dismiss filed by the prosecutor, cognovit notes, motions to excuse jurors, probable cause hearings, motions for default judgments filed in unassigned cases, and 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 2025

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 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.

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

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

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

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

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

Strategic Priorities for 2025 (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 LINC; formerly titled 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.

2025 BUDGET NOTES

The 2025 general fund budget totals $28,814,860. 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 Learning to Identify and Navigate Change (LINC; formerly titled Mental Health Program), ADAP, CATCH, MAVS, and OEP programs.
- The 2025 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 2025 budget includes funding for contracts for interpretation services, mediators, and behavioral science specialists.
- The Court's costs for security services are largely paid from a special revenue account funded by court costs, not by the city's general fund, with the exception of an after-hours security contract.
- The majority of the Court's technology costs are paid from the Court's computer fund, rather than the general fund.

Financial Summary by Area of Expense					
Division	**2022 Actual**	**2023 Actual**	**2024 Budget**	**2024 Projected**	**2025 Proposed**
Municipal Court Judges					
General Fund					
Personnel	$ 19,614,382	$ 22,390,266	$ 23,852,219	$ 24,617,932	$ 25,671,239
Materials & Supplies	176,974	211,049	191,781	203,330	181,000
Services	2,237,130	2,598,146	3,132,596	3,149,419	2,472,621
Other	-	-	-	-	-
Capital	-	40,000	-	-	-
Transfers	490,000	490,000	490,000	490,000	490,000
General Fund Subtotal	**22,518,486**	**25,729,461**	**27,666,596**	**28,460,681**	**28,814,860**
Computer Fund					
Personnel	(2,281)	-	119,228	-	126,448
Materials & Supplies	37,259	6,738	65,103	52,720	85,000
Services	164,940	70,509	143,453	123,683	184,400
Computer Fund Subtotal	**199,918**	**77,247**	**327,784**	**176,403**	**395,848**
Department Total	**$ 22,718,404**	**$ 25,806,708**	**$ 27,994,380**	**$ 28,637,084**	**$ 29,210,708**

Department Personnel Summary								
Fund	**2022 Actual**		**2023 Actual**		**2024 Budget**		**2025 Proposed**	
	FT	**PT**	**FT**	**PT**	**FT**	**PT**	**FT**	**PT**
General Fund								
Municipal Court Judges	221	5	228	5	238	6	247	10
Computer Fund								
Municipal Court Judges	1	0	0	0	1	0	1	0
Total	**222**	**5**	**228**	**5**	**239**	**6**	**248**	**10**

Operating Budget by Program				
Program	2024 Budget	2024 FTEs	2025 Proposed	2025 FTEs
Administration	$ 4,483,316	11	$ 4,006,949	10
Assignment	1,433,113	16	1,507,060	16
Computer Services	1,077,399	5	1,312,582	7
Court Reporters	529,575	8	603,120	8
Environmental Court	832,410	7	808,874	7
General Court	3,586,123	38	3,646,463	38
Home Incarceration/Work Release	451,909	3	467,020	3
Internal Services	202,987	0	214,481	0
Jury Office	334,982	2	430,528	2
Legal Research	916,958	8	467,802	3
Magistrate Court	1,481,074	14	1,573,505	14
Probation	8,413,872	80	8,812,976	81
Security Services	1,775,965	18	2,215,739	25
Service Bailiffs	849,248	15	854,145	15
Specialty Docket Court	213,411	2	244,444	2
Support Services	1,149,542	11	1,240,268	11
Dispute Resolution	181,296	2	188,429	2
Self Help Resource Center	81,200	0	616,323	5
Department Total	**$ 27,994,380**	**239**	**$ 29,210,708**	**248**

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.

2025 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 the 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.
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.
DISPUTE RESOLUTION	To provide mediation services for the Court and public. The program provides mediation services for individuals and businesses who wish to resolve their disputes and avoid filing a small claims case.

SELF HELP RESOURCE CENTER

To enhance the Social Worker pilot that began through CARES dollars provided by the City of Columbus during the pandemic. This pilot provides additional assistance to defendants who appear in eviction court and need additional direction from behavioral, social, and community services. The work of the Self Help Resource Center has served as a model for other courts in the nation. Additionally, the Self-Help Resource Center provides assistance with the Opportunity Port program, which seeks to simplify the record sealing application process and expand access to legal support services for Columbus residents with a criminal record.



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 and 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.

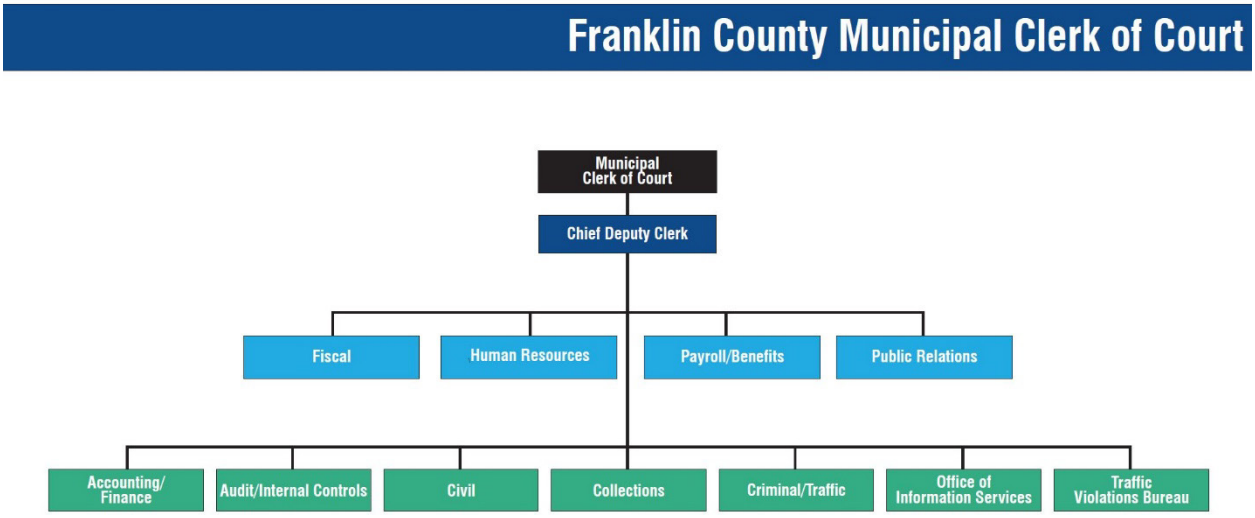
The Franklin County Municipal Court and Clerk of Court, respectfully, operate under state statute with fifteen Judges and one Clerk of Court, each of whose term is a period of six years.

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 17 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, the Columbus Regional Airport Authority Police, and 21 municipal law enforcement agencies.

Budget Summary

Fund	2022 Actual	2023 Actual	2024 Budget	2025 Proposed
General Fund	12,742,786	15,898,165	17,830,605	19,057,323
Computer Fund	962,791	921,031	1,084,485	1,162,161
Department Total	**$ 13,705,577**	**$ 16,819,196**	**$ 18,915,090**	**$ 20,219,484**

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.



Strategic Priorities for 2025

Streamline Internal Case Processing - Continue to expand the use of electronic filing to include all civil case filings and implement electronic workflows to notify departments between the Court and the Clerk's Office that a case needs to be updated or reviewed. Plan to reach out to major filers to notify them about the expansion of electronic filing, and the electronic queues will be utilized to reduce delays and eliminate the reliance on the physical file.

Electronic Environmental Court - Work with the judge to accept and file electronic documents. Convert all paper processes to a paper on demand environment for Clerk and Court to serve as a pilot for the entire Municipal Court.

E-Warrants Pilot - Participate in phase two of an Ohio web-based electronic warrant and protection order system pilot, designed to improve accuracy and timeliness of submissions to the Law Enforcement Automated Data System (LEADS) and the National Instant Criminal Background Check System (NICS). This system will allow tracking of open warrants and protection orders by all partners of the criminal justice system.

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

New Jail Operations - The Municipal Court Clerk's Office, in partnership with the Franklin County Sheriff's Office, will provide part-time support services within the booking area of the new Franklin County Jail. Accounting/Finance cashiers and Criminal/Traffic deputy clerks will be onsite to process pay-outs and expedite the release of inmates. The new Franklin County Jail opened in September 2024. Payment kiosks will be available 24 hours per day, seven days a week.

Community Outreach - Develop, implement, and participate in community outreach programs to bring services to the community.

Digital Data Sharing - Participate in data-sharing initiatives to 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, based on guidance from the Ohio Supreme Court, to maintain access to court records as technology evolves.

Telephone Migration - Migrate the phone system to Microsoft Teams to better meet the needs of the public. The system allows for the Clerk's Office staff to be more efficient and accessible to the public.

Case Management System - Develop a five-year plan to identify upgrades necessary to position the Franklin County Municipal Court Clerk towards an updated case management system.

2025 BUDGET NOTES

- The 2025 general fund budget provides for 186 full-time employees. The Clerk's office is responsible for the accurate maintenance and safeguarding of court records as well as the collection and disbursement of public funds.
- Non-personnel expenses include witness fees, banking, print, postage, and other office expenses.
- The 2025 computer fund budget includes funding for technology needs of the Clerk's office. This fund provides technological support, supplies, and maintenance to help the department achieve its mission.

Financial Summary by Area of Expense

Division	2022 Actual	2023 Actual	2024 Budget	2024 Projected	2025 Proposed
Municipal Court Clerk					
General Fund					
Personnel	$ 11,718,233	$ 14,777,328	$ 16,505,494	$ 16,683,557	$ 17,741,950
Materials & Supplies	195,629	140,817	147,950	147,950	151,950
Services	828,924	980,021	1,177,161	1,263,137	1,163,423
General Fund Subtotal	**12,742,786**	**15,898,165**	**17,830,605**	**18,094,644**	**19,057,323**
Computer Fund					
Personnel	-	-	-	-	-
Materials & Supplies	91,274	48,960	81,000	81,000	81,000
Services	871,517	872,071	1,003,485	1,001,213	1,081,161
Computer Fund Subtotal	**962,791**	**921,031**	**1,084,485**	**1,082,213**	**1,162,161**
Department Total	**$ 13,705,577**	**$ 16,819,196**	**$ 18,915,090**	**$ 19,176,857**	**$ 20,219,484**

Department Personnel Summary

Fund	2022 Actual		2023 Actual		2024 Budget		2025 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Municipal Court Clerk	157	1	178	0	186	0	186	0
Computer Fund								
Municipal Court Clerk	0	0	0	0	0	0	0	0
Total	**157**	**1**	**178**	**0**	**186**	**0**	**186**	**0**

Operating Budget by Program				
Program	2024 Budget	2024 FTEs	2025 Proposed	2025 FTEs
Administration	$ 1,483,664	8	$ 1,508,814	8
Internal Services	795,997	0	815,390	0
Accounting and Finance	3,160,652	35	3,235,011	34
Civil	3,315,418	41	3,592,025	40
Collections	233,225	2	246,135	2
Criminal and Traffic	5,819,757	69	6,389,448	71
Office of Information Services	2,117,629	8	2,250,829	8
Audit/Internal Controls	992,207	10	1,069,784	10
Traffic Violations Bureau	996,541	13	1,112,048	13
Department Total	**$ 18,915,090**	**186**	**$ 20,219,484**	**186**

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.

2025 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; to prepare receipts for moneys collected; to 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; to 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 the current job descriptions for the entire workforce, regularly updating the job classes, and standardizing their use.

Department Mission

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

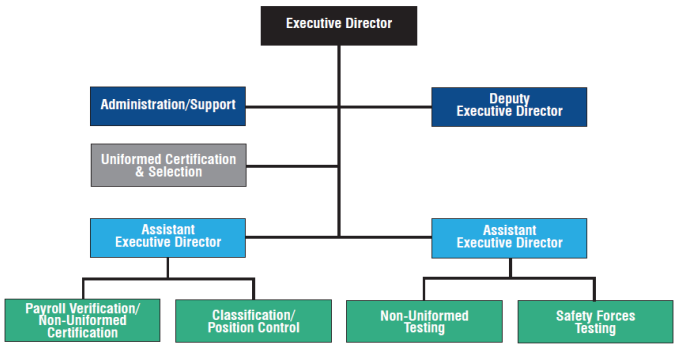
The Commission also works with city agencies to establish hiring criteria for city jobs, and assesses the qualifications of applicants against these criteria. The Commission ensures individuals hired to work for the city are qualified for the work to be performed and are compensated appropriately. Each pay period, the Commission reviews each personnel transaction and certifies that the city's workforce has been employed and wages 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 competitive classifications, 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.

Budget Summary

Fund	2022 Actual	2023 Actual	2024 Budget	2025 Proposed
General Fund	5,393,560	5,474,582	6,712,802	6,712,962
Department Total	**$ 5,393,560**	**$ 5,474,582**	**$ 6,712,802**	**$ 6,712,962**

Civil Service



2025 BUDGET NOTES

The Civil Service Commission budget includes funding for 42 full-time and 11 part-time regular employees. In addition:

- A total of $300,000 is budgeted for the EDGE Program (Empower Development by Gaining Employment). Formerly known as Restoration Academy, this program assists justice-involved individuals in addressing and overcoming barriers to skilled employment opportunities through both personal and professional development.
- To accommodate planned police and fire classes in 2025, the budget includes $550,000 for medical and psychological screenings for police and fire recruits.
- Funds budgeted for scheduled safety promotional testing in 2025 include $154,557 for the preparation and administration of the Fire Lieutenant and Captain exams, and $102,362 for the administration of the Police Sergeant exam.
- A total of $63,130 is budgeted for the continued maintenance 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	2022 Actual	2023 Actual	2024 Budget	2024 Projected	2025 Proposed
Civil Service					
General Fund					
Personnel	$ 3,936,865	$ 4,329,591	$ 5,120,387	$ 4,854,960	$ 5,284,628
Materials & Supplies	79,028	70,089	85,314	110,058	84,404
Services	1,352,756	1,056,439	1,183,601	1,230,719	1,020,430
Other	5,000	3,500	303,500	303,500	303,500
Capital	19,911	14,962	20,000	-	20,000
General Fund Subtotal	**5,393,560**	**5,474,582**	**6,712,802**	**6,499,237**	**6,712,962**
Department Total	**$ 5,393,560**	**$ 5,474,582**	**$ 6,712,802**	**$ 6,499,237**	**$ 6,712,962**

Department Personnel Summary

Fund	2022 Actual		2023 Actual		2024 Budget		2025 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Civil Service	38	10	41	8	41	12	42	11
Total	**38**	**10**	**41**	**8**	**41**	**12**	**42**	**11**

Operating Budget by Program				
Program	2024 Budget	2024 FTEs	2025 Proposed	2025 FTEs
Administration	$ 3,169,225	18	$ 2,589,523	20
Internal Services	24,868	0	18,846	0
Applicant & Employee Services	499,069	5	-	0
Non-Uniformed Testing	674,682	6	945,290	8
EDGE Program	300,000	0	300,000	0
Safety Forces Testing and Certification	2,038,958	12	2,859,303	14
COVID-19	6,000	0	-	0
Department Total	**$ 6,712,802**	**41**	**$ 6,712,962**	**42**



2025 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.
EDGE PROGRAM	To assist justice-involved individuals in overcoming barriers to skilled employment opportunities (previously 'Restoration Academy').
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.
COVID-19	To account for the expenses necessary to address the COVID-19 pandemic.



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.

Department Mission

To provide outstanding public safety services to the residents of Columbus, allowing every resident, on every street, in every neighborhood to feel safe.

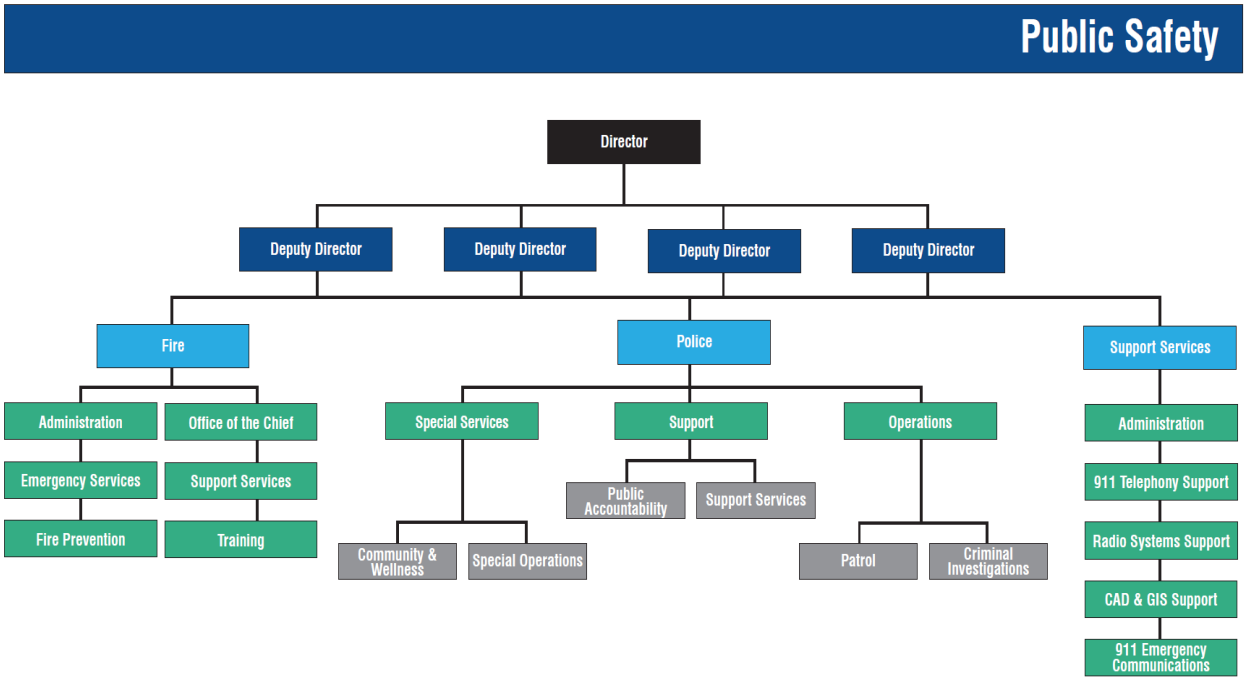
The **Division of Support Services** is responsible for a variety of critical functions within the city including 24/7 support of the communications technology that supports first responders. In 2021, the city's 911 Emergency Communications Center (ECC) operations transitioned from the Division of Police into Support Services where operations will continue in 2025. Serving as the primary public safety dispatch center for the city, the ECC receives and processes over 1.5 million calls for service each year.

The **Division of Police** has over 1,800 officers and over 200 civilian employees making it one of the top 20 largest departments in the country. The division is organized into six subdivisions and covers 20 precincts across the greater Columbus metropolitan area, serving over 900,000 residents. The Division of Police strives to be a trustworthy, diverse, progressive, and community-minded organization devoted to providing excellent public service.

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 1,700 firefighters spread out across six bureaus: Office of the Chief, Administration, Support Services, Emergency Services (EMS), Fire Prevention, and Training. In addition, the division employs nearly 100 civilian employees, including a full-time Medical Director.

Budget Summary

Fund	2022 Actual	2023 Actual	2024 Budget	2025 Proposed
General Fund	648,161,051	726,093,332	753,682,952	774,468,363
E-911 Fund	1,566,227	1,566,228	1,566,228	1,566,228
Department Total	**$ 649,727,278**	**$ 727,659,560**	**$ 755,249,180**	**$ 776,034,591**


Public Safety
Director
Deputy Director
Deputy Director
Deputy Director
Deputy Director
Fire
Police
Support Services
Administration
Office of the Chief
Emergency Services
Support Services
Fire Prevention
Training
Special Services
Support
Operations
Public Accountability
Support Services
Community & Wellness
Special Operations
Patrol
Criminal Investigations
Administration
911 Telephony Support
Radio Systems Support
CAD & GIS Support
911 Emergency Communications


COLUMBUS FIRE
8
COLUMBUS
FIRE

2025 BUDGET NOTES

Public safety continues to be a top priority. The 2025 budget includes over $20.4 million across multiple city departments to support the Comprehensive Neighborhood Safety Strategy. Building upon the success of the alternative response pilot launched in 2021, this budget also provides $3.0 million in funding across the Departments of Public Safety and Health to expand and support the Right Response program.

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 safety 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, such as code violations, burned out street and traffic lights, water leaks, and downed utility and power lines to appropriate city agencies.
- Minority recruiting efforts will continue in 2025, with $200,000 allocated for related activities. Additional funding for division-specific minority recruiting efforts is budgeted within Police and Fire.
- Jail contract expenses are budgeted at $2,000,000 in 2025.
- A total of $33,000 is budgeted for Crime Stoppers, and $325,000 is included for Columbus Humane for animal cruelty investigations.

SUPPORT SERVICES

A total of $300,000 is budgeted for the maintenance of neighborhood safety cameras. In addition:

- A total of $906,000 is budgeted for the continued maintenance of the city’s Public Safety radio system, while $550,000 is included for annual maintenance of the computer aided dispatching system.
- Approximately $1.6 million in funds received by the city from E-911 fund revenue will be used to offset the salaries and benefits of ECC staff.
- The Licensing Enforcement, Licensing Support, and Weights and Measures programs transferred to the Department of Building and Zoning Services.

POLICE

The Division of Police's 2025 budget includes funding for a wide array of initiatives aimed to further the Comprehensive Neighborhood Safety Strategy, strengthen diversity, and continue developing a model of 21st century community policing for Columbus. In addition:

- Safe Streets officers interacted with over 7,000 members of the community in 2023, adapting bike patrol operations to facilitate safe neighborhood engagement and attending 169 community events as well. A total of $2.9 million is included for overtime, replacement bicycles, and equipment to continue supporting this initiative in 2025.
- The 2025 budget includes over $504,000 for the Police Cadet program to continue building a pipeline of qualified, diverse candidates for the division.
- ShotSpotter was strategically deployed across nine square miles of the city during the first quarter of 2019, and was expanded in 2021 to cover an additional three square miles in the Near East Side. The 2025 budget includes $840,000 for this technology, which continues to prove effective in identifying and reducing response times to gunfire.
- A total of $2.9 million is budgeted to support the body worn camera program.
- Funding is provided for a beginning year strength of 1,937 police officers. It is anticipated during 2025 there will be a total of 90 separations. Officers lost through these separations will be replaced with three budgeted classes totaling 180 recruits, 10 lateral transitions, and subsequent internal promotions.



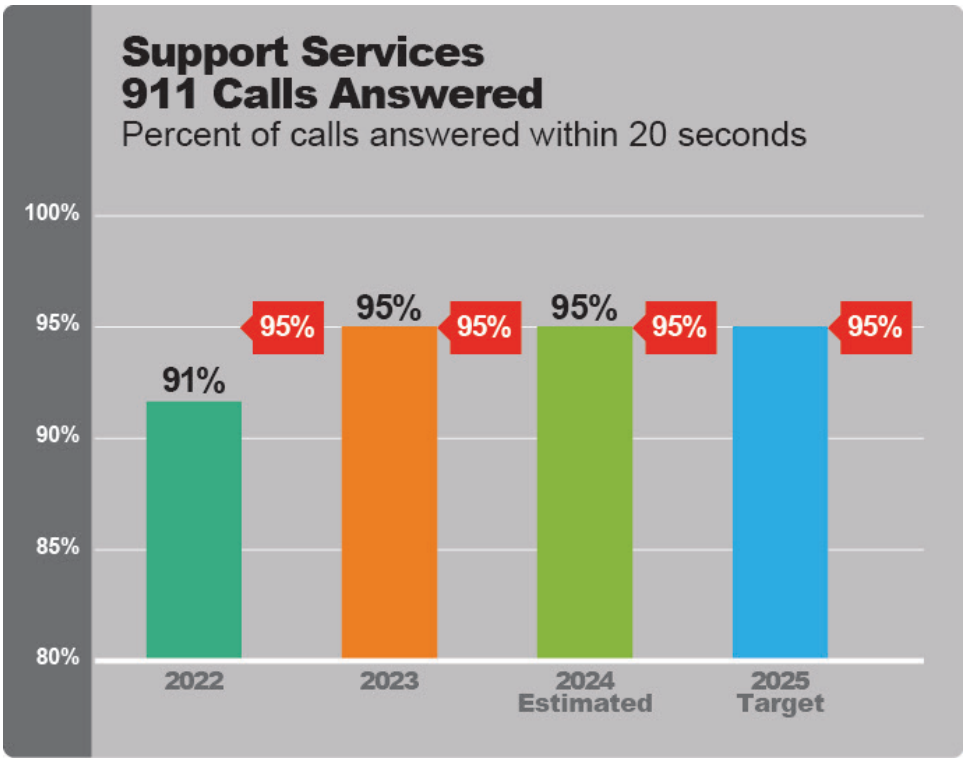
FIRE

The Division of Fire's 2025 budget supports directives designed to preserve life, property, and safety in Columbus through a focused approach toward building workforce diversity and pioneering innovation in Fire and EMS service delivery. In addition:

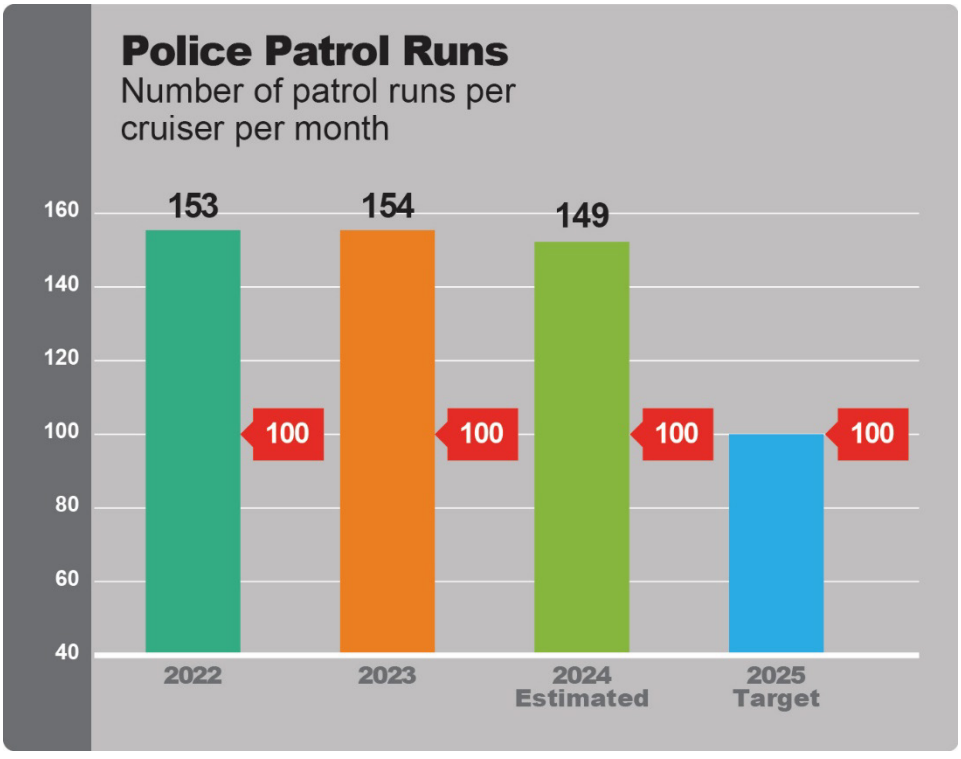
- The 2025 budget includes $904,000 for the Fire Cadet program to continue building a pipeline of qualified, diverse candidates for the division.
- The EMS third-party reimbursement program that began in January 2003 is expected to generate approximately $30.3 million in 2025. A total of $2.5 million is budgeted to fund the division's cost for EMS-related billing services.
- Funding is provided for a beginning year strength of 1,720 firefighters. It is anticipated during 2025 there will be a total of 70 separations. Firefighters lost through these separations will be replaced with one budgeted class of 45 recruits and subsequent internal promotions.
- For 2025, $150,000 is budgeted to facilitate Basic and Advanced Cardiovascular Life Support training and certifications utilizing an innovative, technology-based curriculum proven to improve skill retention over time.



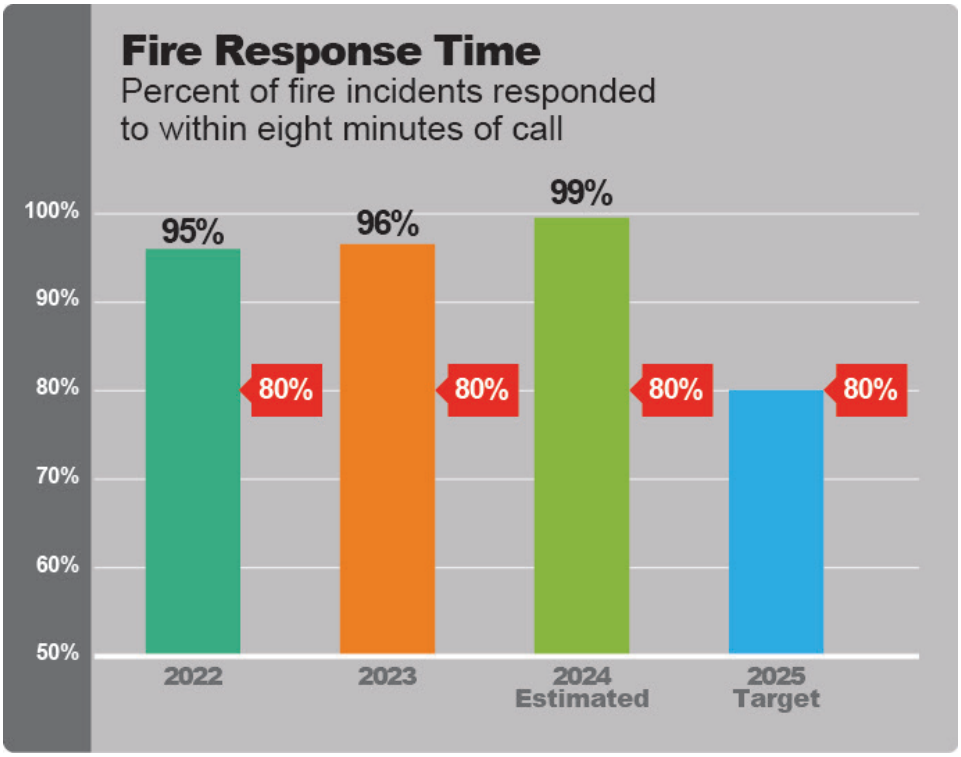
PERFORMANCE MEASURES



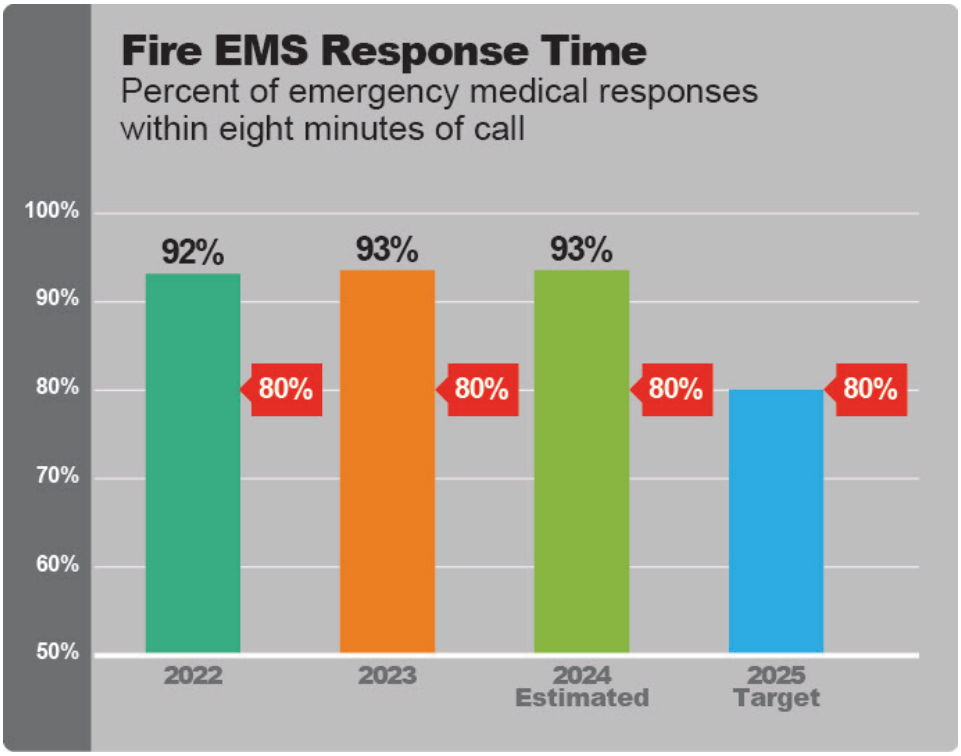
The Emergency Communications Center personnel strive to answer all 911 calls for service in 20 seconds or less. The Department adopted the 95 percent National Emergency Number Association (NENA) Standard and continually exceeds this standard. In 2025, the target for this measure will be to meet or exceed 95 percent.



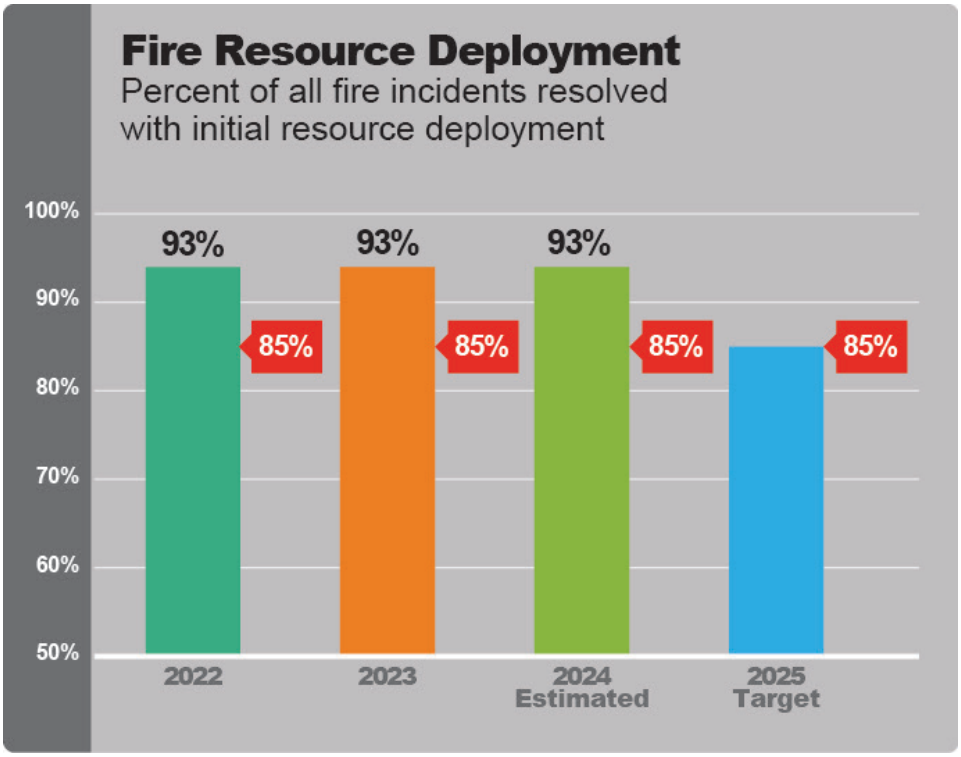
This measure represents the average number of dispatched and self-initiated runs per cruiser per month. The lower the number, the more non-committed time that officers have to engage in community policing activities. The number of cruisers available on a daily basis averages about 326.



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 2024 and maintain this goal for 2025.



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.



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 at least 85 percent of calls.



Financial Summary by Fund					
Fund	2022 Actual	2023 Actual	2024 Budget	2024 Projected	2025 Proposed
General Fund					
Administration	$ 14,712,379	$ 13,794,908	$ 15,191,242	$ 14,620,353	$ 15,169,486
Support Services	20,806,017	23,259,806	27,329,608	26,040,844	25,502,144
Police	339,834,484	381,339,038	390,480,763	382,565,571	397,552,365
Fire	272,808,170	307,699,580	320,681,339	308,262,142	336,244,368
General Fund Subtotal	**648,161,051**	**726,093,332**	**753,682,952**	**731,488,910**	**774,468,363**
E-911 Fund					
Support Services	1,566,227	1,566,228	1,566,228	1,566,228	1,566,228
E-911 Fund Subtotal	**1,566,227**	**1,566,228**	**1,566,228**	**1,566,228**	**1,566,228**
Department Total	**$ 649,727,278**	**$ 727,659,560**	**$ 755,249,180**	**$ 733,055,138**	**$ 776,034,591**



Financial Summary by Area of Expense					
Division	**2022 Actual**	**2023 Actual**	**2024 Budget**	**2024 Projected**	**2025 Proposed**
Administration					
General Fund					
Personnel	$ 7,539,035	$ 8,228,065	$ 10,129,249	$ 8,320,488	$ 10,229,539
Materials & Supplies	27,770	29,337	30,367	25,272	130,367
Services	7,145,574	3,678,496	5,031,476	5,945,093	4,784,430
Other	-	1,000,010	150	329,500	25,150
Transfers	-	859,000	-	-	-
Administration Subtotal	**14,712,379**	**13,794,908**	**15,191,242**	**14,620,353**	**15,169,486**
Support Services					
General Fund					
Personnel	14,722,918	17,399,363	21,153,479	19,634,621	20,940,237
Materials & Supplies	467,291	744,974	809,175	539,847	623,852
Services	4,533,790	5,113,683	5,241,154	5,764,376	3,787,255
Other	4,803	1,786	5,800	2,000	30,800
Capital	1,077,216	-	120,000	100,000	120,000
General Fund Subtotal	**20,806,017**	**23,259,806**	**27,329,608**	**26,040,844**	**25,502,144**
E-911 Fund					
Personnel	1,566,227	1,566,228	1,566,228	1,566,228	1,566,228
E-911 Fund Subtotal	**1,566,227**	**1,566,228**	**1,566,228**	**1,566,228**	**1,566,228**
Support Services Subtotal	**22,372,244**	**24,826,034**	**28,895,836**	**27,607,072**	**27,068,372**
Police					
General Fund					
Personnel	314,713,991	350,305,004	361,170,588	350,540,809	361,416,335
Materials & Supplies	5,850,634	8,801,658	6,615,685	6,708,685	9,117,851
Services	15,860,392	20,195,636	22,357,490	23,714,323	26,678,179
Other	879,999	1,981,005	297,000	1,552,211	300,000
Capital	2,515,875	42,134	40,000	35,481	40,000
Transfers	13,592	13,602	-	14,062	-
Police Subtotal	**339,834,484**	**381,339,038**	**390,480,763**	**382,565,571**	**397,552,365**
Fire					
General Fund					
Personnel	254,925,934	285,732,405	298,541,731	284,760,933	313,567,603
Materials & Supplies	5,100,303	6,374,956	6,554,964	6,890,215	5,339,210
Services	12,718,761	14,093,869	15,379,644	16,514,548	17,107,555
Other	44,258	1,386,951	125,000	96,446	150,000
Capital	18,914	80,000	80,000	-	80,000
Transfers	-	31,399	-	-	-
Fire Subtotal	**272,808,170**	**307,699,580**	**320,681,339**	**308,262,142**	**336,244,368**
Department Total	**$ 649,727,277**	**$ 727,659,561**	**$ 755,249,180**	**$ 733,055,138**	**$ 776,034,591**



Department Personnel Summary								
Fund	2022 Actual		2023 Actual		2024 Budget		2025 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Administration	68	2	62	6	85	8	83	4
Support Services	142	1	153	7	196	2	180	1
Police, Uniformed	1,861	0	1,882	0	1,980	0	2,117	0
Police, Civilian	195	16	210	31	288	56	290	58
Fire, Uniformed	1,582	0	1,655	0	1,788	0	1,765	0
Fire, Civilian	48	37	44	39	57	45	56	67
Total	**3,896**	**56**	**4,006**	**83**	**4,394**	**111**	**4,491**	**130**

Please note: Beginning in 2019, the equivalent of one Fire Division uniformed position above is funded by the Building and Zoning Services' Development Services fund.

Operating Budget by Program				
Program	2024 Budget	2024 FTEs	2025 Proposed	2025 FTEs
911 Emergency Communication Center	$ 14,340,671	144	$ 16,875,244	147
911 Support Group	12,849,208	78	12,933,965	75
Administration	59,515,402	162	68,675,936	148
Communications	9,085,516	46	12,833,702	39
Community Programs	34,898,993	25	3,138,614	7
Comprehensive Neighborhood Safety Strategy	1,943,000	0	640,000	0
Drug Enforcement	12,087,401	1	224,196	1
Fire Emergency Services	243,156,458	1,362	227,793,835	1,185
Fire Investigations	-	0	177,947	1
Fiscal	1,733,178	12	4,816,756	22
Human Resources	2,395,374	25	3,304,187	28
Internal Services	22,627,473	0	23,562,233	0
Investigative	33,343,014	343	52,433,775	307
Legal Matters	403,475	0	410,823	0
License Enforcement	489,263	7	-	0
License Support	327,865	3	-	0
Opiate Initiatives	150,000	0	150,000	0
Police Patrol	178,492,130	1,106	160,161,685	1,008
Public Safety Network/CAD	2,610,997	14	2,414,861	11
Public Safety Wellness Center	200,000	0	200,000	0
Safety Force Recruitment	-	0	200,000	0
Special Operations	25,052,363	258	46,024,503	258
Support Operations	68,880,454	283	44,456,476	293
Training	30,036,834	517	94,605,853	961
Weights and Measures	630,111	8	-	0
Department Total	**$ 755,249,180**	**4,394**	**$ 776,034,591**	**4,491**

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



2025 PROGRAM GUIDE

911 EMERGENCY COMMUNICATION CENTER	To receive emergency calls from citizens and dispatch the appropriate resources to the emergency.
911 SUPPORT GROUP	To provide maintenance and technical support for the critical components that serve the PSAP (Public Safety Answering Point) 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.

COMMUNITY PROGRAMS	To provide financial support to community initiatives such as the Community Crime Patrol, Columbus Humane, Truancy, Crime Stoppers, and various neighborhood safety strategies. To provide public services needed for the safety and well-being of the citizens of Columbus.
COMPREHENSIVE NEIGHBORHOOD SAFETY STRATEGY	To invest in innovative programs and work with partners to build stronger and safer neighborhoods through broad-based approaches involving local law enforcement, public health, recreation and parks, neighborhoods, businesses, community leaders, faith leaders and residents.
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 educate the public on how to fight drug trafficking. To enforce laws against prostitution, gambling, morality, liquor violations, and related drug offenses.
FIRE EMERGENCY SERVICES	To minimize injuries, death, and property loss related to fire and medical emergencies.
FIRE INVESTIGATIONS	To determine the origin and cause of fire-related incidents.
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 the Department of Public Safety.
LICENSE ENFORCEMENT	To enforce rules and regulations pertaining to licenses and licensing procedures as they affect the public health, safety, and welfare. This program has transitioned to the Department of Building and Zoning Services.
LICENSE SUPPORT	To provide service and support to customers throughout all phases of the licensure process. This program has transitioned to the Department of Building and Zoning Services.
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 (Computer Aided Dispatch) system.

PUBLIC SAFETY WELLNESS CENTER	To provide comprehensive mental health and wellness support to the dedicated personnel in the city's Police and Fire Divisions.
SAFETY FORCE RECRUITMENT	To invest in various programs designed to promote hiring among minorities within the Divisions of Police and 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.
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.
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. This program has transitioned to the Department of Building and Zoning Services.

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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 16 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.

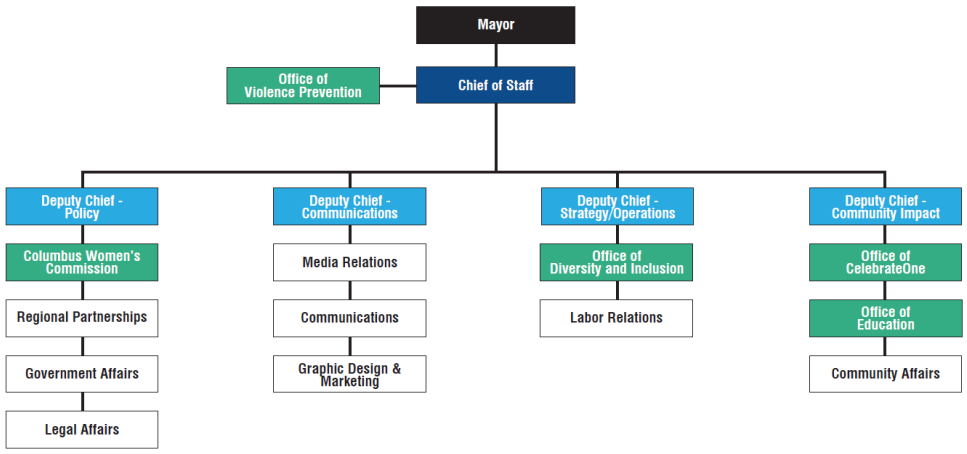
Department Mission

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

Budget Summary

Fund	2022 Actual	2023 Actual	2024 Budget	2025 Proposed
General Fund	3,661,973	3,816,457	4,641,570	4,658,237
Department Total	**$ 3,661,973**	**$ 3,816,457**	**$ 4,641,570**	**$ 4,658,237**

Office of the Mayor



2025 BUDGET NOTES

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

Heading into its eighth year, the **Columbus Women's Commission** is funded at $343,000 and remains focused on dismantling barriers and reducing gender and race-based inequities to improve the economic position of women in our community. Through education, awareness, and advocacy, the Commission champions policy change by working in the following areas: gender equity in the workplace, affordable housing and evictions, health, and workforce development.

Financial Summary by Area of Expense

Division	2022 Actual	2023 Actual	2024 Budget	2024 Projected	2025 Proposed
Mayor					
General Fund					
Personnel	$ 3,388,856	$ 3,475,145	$ 4,144,214	$ 4,000,020	$ 4,157,734
Materials & Supplies	57,980	51,452	76,500	60,938	30,500
Services	214,137	288,859	418,856	325,457	468,003
Other	1,000	1,000	2,000	197,000	2,000
General Fund Subtotal	**3,661,973**	**3,816,457**	**4,641,570**	**4,583,415**	**4,658,237**
Department Total	**$ 3,661,973**	**$ 3,816,457**	**$ 4,641,570**	**$ 4,583,415**	**$ 4,658,237**

Department Personnel Summary

Fund	2022 Actual		2023 Actual		2024 Budget		2025 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Mayor	20	0	21	0	27	0	23	0
Total	**20**	**0**	**21**	**0**	**27**	**0**	**23**	**0**

Operating Budget by Program

Program	2024 Budget	2024 FTEs	2025 Proposed	2025 FTEs
Administration	$ 1,076,997	3	$ 1,608,874	5
Internal Services	26,856	0	20,568	0
Community Affairs	1,232,201	9	1,430,140	8
Communications	941,489	6	889,414	5
Policy and Government Affairs	1,364,027	9	709,241	5
Department Total	**$ 4,641,570**	**27**	**$ 4,658,237**	**23**


Columbus, Ohio

2025 PROGRAM GUIDE

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



Division Description

The Office of Diversity and Inclusion was established in 2016 as one of Mayor Andrew J. Ginther's first acts as the newly-elected Mayor of Columbus. Headed by the Chief Diversity Officer, the Office of Diversity and Inclusion supports the Mayor and his cabinet by advancing diversity, equity, and inclusion efforts through collaboration with city departments, external partners, and community members.

Division Mission

Creating equitable and inclusive opportunities and experiences for the residents, businesses, and employees of the City of Columbus.

Promoting the City of Columbus as "America's Equal Opportunity City," the Office of Diversity and Inclusion is focused on three primary areas of inclusion management: workforce diversity, supplier diversity, and equity. Through partnerships, policy, outreach, and technology, ODI uses these channels to generate transformational outcomes for businesses, employees, and residents.

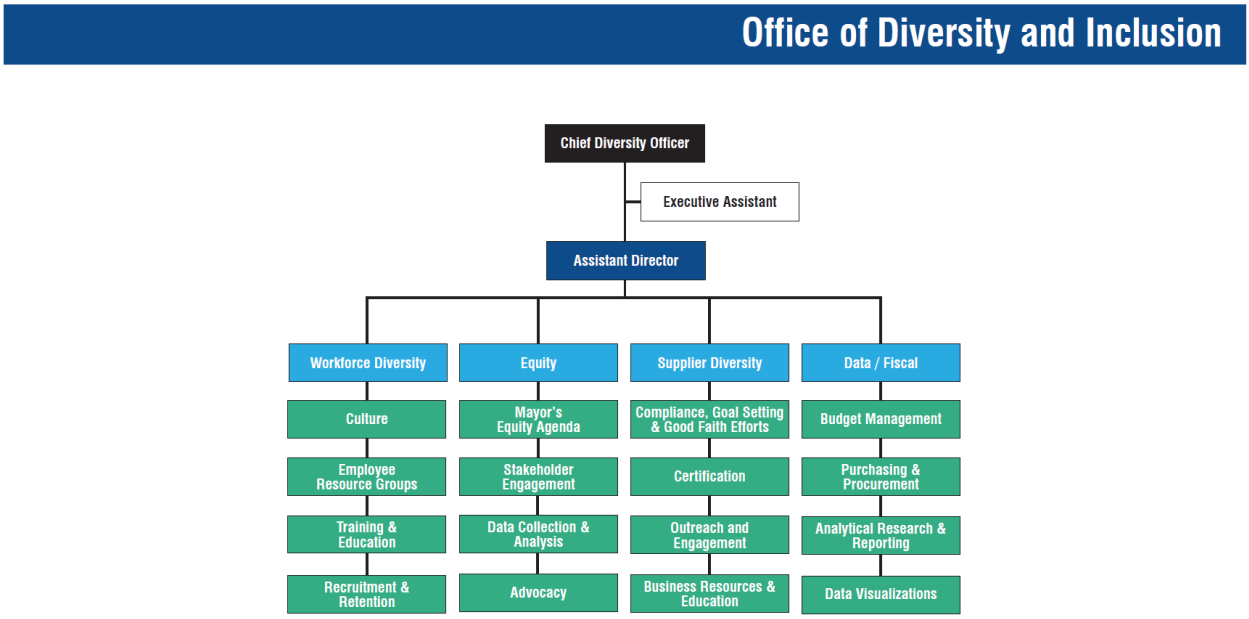
The Office of Diversity and Inclusion advances the Mayor's Opportunity Rising equity agenda by developing and fostering strategic and data-driven programs. The Office of Diversity and Inclusion creates added value to the city's sourcing and procurement processes through inter-departmental collaboration, integrating supplier diversity best practices, timely market research, and minority/women owned business enterprise (MWBE) business development and engagement strategies. The Office of Diversity and Inclusion provides certification management, business supportive services, MWBE outreach and engagement, and supplier diversity data utilization reporting and compliance as part of the services provided to diverse businesses.

Budget Summary

Fund	2022 Actual	2023 Actual	2024 Budget	2025 Proposed
General Fund	1,386,057	1,926,080	2,519,022	2,460,249
Department Total	**$ 1,386,057**	**$ 1,926,080**	**$ 2,519,022**	**$ 2,460,249**

Our Diversity Makes us Stronger

The Office of Diversity and Inclusion is actively broadening its initiatives in Diversity, Equity, and Inclusion (DEI), with a targeted emphasis on workforce enhancement. Workforce Diversity is dedicated to forging partnerships and ensuring that the city's policies, practices, and procedures are finely tuned to attract a high-performing and diverse workforce. This effort reflects the commitment to fostering a workforce that not only mirrors the communities served, but also champions empowerment and engagement at every employee level. Initiatives include employee engagement surveys, employee resource groups, language access, and a complete benefits study.





2025 BUDGET NOTES

The Office of Diversity and Inclusion has been allocated a budget of $2,460,249 dedicated to promoting diversity and inclusion initiatives that resonate throughout the city departments. To reinforce the city's strategic emphasis on this priority, the office has provisioned funds for 14 full-time roles. Funding has been allocated for several community outreach programs, including the Prime Mentoring Program. This initiative empowers high-value small businesses by offering coursework from accredited higher education institutions and fostering collaboration with seasoned government contractors through a mentor-protégé partnership.

Financial Summary by Area of Expense

Division	2022 Actual	2023 Actual	2024 Budget	2024 Projected	2025 Proposed
Diversity and Inclusion					
General Fund					
Personnel	$ 1,180,547	$ 1,299,368	$ 1,690,746	$ 1,497,080	$ 1,822,671
Materials & Supplies	10,506	14,471	10,000	10,000	10,000
Services	195,004	342,240	798,276	1,010,579	577,578
Other	-	270,000	20,000	117,500	50,000
General Fund Subtotal	**1,386,057**	**1,926,080**	**2,519,022**	**2,635,159**	**2,460,249**
Department Total	**$ 1,386,057**	**$1,926,080**	**$ 2,519,022**	**$ 2,635,159**	**$ 2,460,249**

Department Personnel Summary

Fund	2022 Actual		2023 Actual		2024 Budget		2025 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Diversity and Inclusion	9	0	12	0	14	0	14	0
Total	**9**	**0**	**12**	**0**	**14**	**0**	**14**	**0**

Operating Budget by Program

Program	2024 Budget	2024 FTEs	2025 Proposed	2025 FTEs
Administration	$ 2,506,060	14	$ 2,452,348	14
Internal Services	12,962	0	7,901	0
Department Total	**$ 2,519,022**	**14**	**$ 2,460,249**	**14**

2025 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, focusing 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.



Division Description

Since 2014, the city, under the leadership of then-City Council President and now Mayor Andrew J. Ginther, has invested time and resources to address and reduce the infant mortality rate in Franklin County through the collaborative effort called CelebrateOne. At its inception, CelebrateOne was administered by Columbus Public Health but in 2017, was transferred from Columbus Public Health to the Office of the Mayor in order to further prioritize the work of this initiative. In 2021, legislation was passed to establish the new Office of CelebrateOne to ensure future generations have the opportunity to thrive.

Division Mission

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

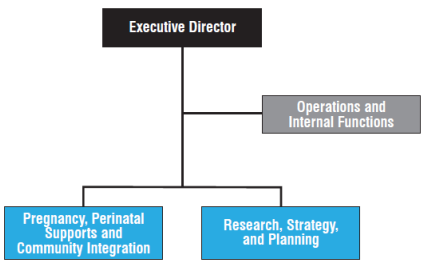
The Office of CelebrateOne is focused on eliminating preventable sleep-related deaths, reducing preterm births, and improving service delivery to those most impacted by health disparities in our community.

The Office of CelebrateOne works with other city departments and community partners to promote safe sleep practices, teen reproductive health education, and provide assistance to pregnant women living in highly unstable housing.

Budget Summary

Fund	2022 Actual	2023 Actual	2024 Budget	2025 Proposed
General Fund	1,382,519	1,670,853	1,988,369	2,464,541
Department Total	**$ 1,382,519**	**$ 1,670,853**	**$ 1,988,369**	**$ 2,464,541**

CelebrateOne



2025 BUDGET NOTES

The Office of CelebrateOne's budget of $2,464,541 supports 11 full-time employees, and represents a critical contribution in strengthening the infrastructure that will support the community's efforts to ensure every baby, regardless of race or zip code, celebrates their first birthday. These funds will allow CelebrateOne and its partners to:

- Deepen work targeting the racial disparity gap in the infant mortality rate;
- Accelerate efforts to address the Social Determinants of Health; and
- Strengthen coordination between the health and social service systems.
- The 2025 budget continues to fund a summer youth employment program with Planned Parenthood and a contract with Restoring Our Own Through Transformation (ROOTT) for Perinatal Support Doula care.

Additionally, CelebrateOne's budget is a direct investment in many of the strategic priorities of Mayor Ginther's administration, including but not limited to: neighborhoods, birth to five, and diversity and inclusion.

Financial Summary by Area of Expense

Division	2022 Actual	2023 Actual	2024 Budget	2024 Projected	2025 Proposed
CelebrateOne					
General Fund					
Personnel	$ 998,112	$ 1,302,470	$ 1,553,705	$ 1,453,167	$ 1,615,972
Materials & Supplies	17,533	21,904	20,000	20,000	60,000
Services	366,875	326,479	389,664	1,748,641	272,569
Other	-	20,000	25,000	525,000	516,000
General Fund Subtotal	**1,382,519**	**1,670,853**	**1,988,369**	**3,746,808**	**2,464,541**
Department Total	**$ 1,382,519**	**$ 1,670,853**	**$ 1,988,369**	**$ 3,746,808**	**$ 2,464,541**

Department Personnel Summary

Fund	2022 Actual		2023 Actual		2024 Budget		2025 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
CelebrateOne	8	0	11	0	13	0	11	0
Total	**8**	**0**	**11**	**0**	**13**	**0**	**11**	**0**

Operating Budget by Program

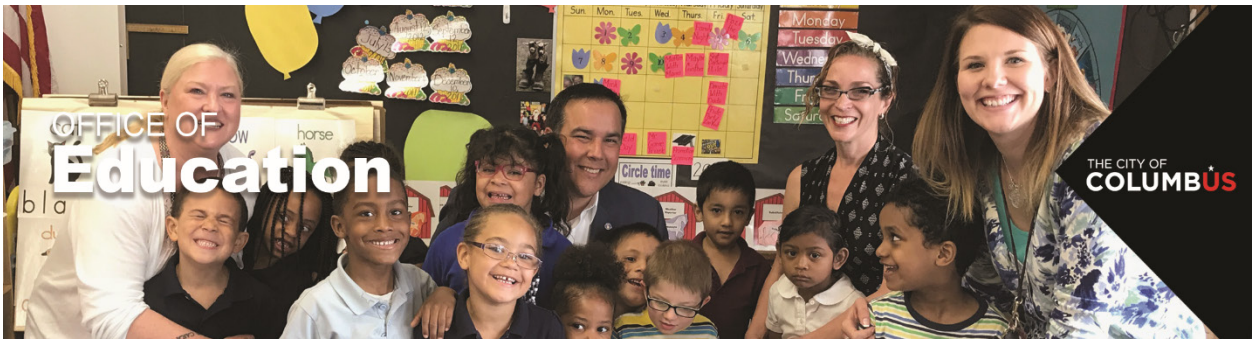
Program	2024 Budget	2024 FTEs	2025 Proposed	2025 FTEs
CelebrateOne	$ 1,984,011	13	$ 2,316,350	11
Internal Services	4,358	0	8,191	0
Summer Youth Employment Programming	-	0	140,000	0
Department Total	**$ 1,988,369**	**13**	**$ 2,464,541**	**11**



2025 PROGRAM GUIDE

CELEBRATEONE	To address and respond to the unequal distribution and alarming rates of premature births and infant deaths in the Central Ohio area by: focusing efforts on the Social Determinants of Health; connecting the disconnected through community engagement and individual support; and conducting research and developing policy solutions to target systemic barriers that impact infant mortality.
INTERNAL SERVICES	To account for the internal service charges of the department necessary to maintain operations.
SUMMER YOUTH EMPLOYMENT AND PROGRAMMING	To guide youth to achieve personal goals and prepare for career paths through empowerment, education, and employment opportunities.

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Division Description

The Office of Education 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.

Instrumental to the Mayor's strategic priorities in the areas of early education and kindergarten readiness, the Office of Education has expanded pre-kindergarten services to over 15,000 children in Columbus over the past ten years. In addition, the Office of Education is assisting Future Ready Columbus with the implementation of Future Ready by 5, a comprehensive prenatal to five strategic plan for Columbus and Franklin County.

Division Mission

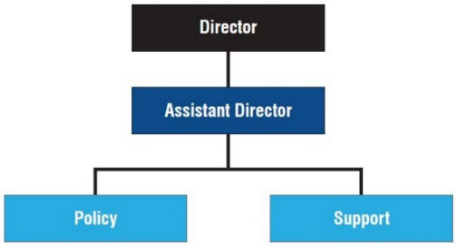
To enable all Columbus children to succeed in its vibrant and growing economy and to develop into a highly skilled, creative, entrepreneurial workforce that will propel economic growth in the 21st century. The division will leverage the resources of the entire community to meet these goals.

Programs that support Columbus neighborhoods, including the Hilltop and Linden, are being developed and advanced by the Office of Education. The Hilltop Early Learning Center will support approximately 240 children and their families; and through a partnership with Columbus City Schools, the Office of Education will again provide funding for approximately 100 Linden pre-kindergarten students.

Budget Summary

Fund	2022 Actual	2023 Actual	2024 Budget	2025 Proposed
General Fund	9,728,431	14,213,103	13,551,804	13,661,495
Department Total	**$ 9,728,431**	**$14,213,103**	**$13,551,804**	**$13,661,495**

Education



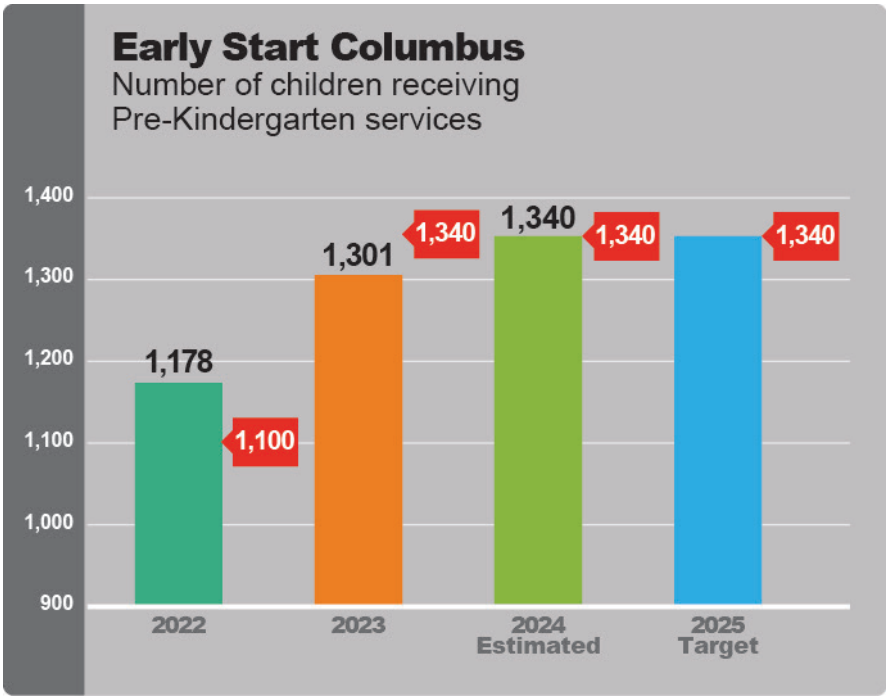


2025 BUDGET NOTES

As one of the Mayor's strategic priorities under economic stability, the Office of Education's budget of $13,661,495 includes funding for two full-time employees. In addition:

- A total of $2 million has been allocated for after-school programing targeting middle-school aged children.
- Approximately $10.3 million of the office's 2025 budget is allocated for the Early Start Columbus Initiative. This community-wide effort focuses on 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.
- Of the Early Start funding, $3.1 million is earmarked for the Hilltop Early Learning Center. This year's proposed appropriation is targeted to serve 1,340 children.
- The After-School Grants program maintains steady funding with amounts budgeted to help support a variety of recreational and educational activities in safe places throughout the community for the city's children to utilize after the school bell rings.

PERFORMANCE MEASURE



Early Start Columbus is the Office 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 four-year old in Columbus. The opening of the Hilltop Early Learning Center expanded the number of children served by Early Start Columbus significantly. The office's 2025 goal is to serve 1,340 students.

Financial Summary by Area of Expense

Division	2022 Actual	2023 Actual	2024 Budget	2024 Projected	2025 Proposed
Education					
General Fund					
Personnel	$ 316,810	$ 281,397	$ 340,553	$ 258,080	$ 345,824
Materials & Supplies	3,000	3,318	7,000	5,000	7,000
Services	9,408,621	13,918,388	13,204,251	13,243,928	13,138,671
Other	-	10,000	-	1,170,000	170,000
General Fund Subtotal	**9,728,431**	**14,213,103**	**13,551,804**	**14,677,008**	**13,661,495**
Department Total	**$ 9,728,431**	**$14,213,103**	**$13,551,804**	**$14,677,008**	**$13,661,495**

Department Personnel Summary

Fund	2022 Actual		2023 Actual		2024 Budget		2025 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Education	2	0	1	0	2	0	2	0
Total	**2**	**0**	**1**	**0**	**2**	**0**	**2**	**0**

Operating Budget by Program

Program	2024 Budget	2024 FTEs	2025 Proposed	2025 FTEs
Administration	$ 598,553	2	$ 731,597	2
Early Start	10,558,491	0	10,366,920	0
After-School Grants	2,389,819	0	2,389,819	0
Internal Services	4,941	0	3,159	0
Summer Youth Employment and Programming	-	0	170,000	0
Department Total	**$13,551,804**	**2**	**$13,661,495**	**2**

2025 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.
SUMMER YOUTH EMPLOYMENT AND PROGRAMMING	To guide youth to achieve personal goals and prepare for career paths through empowerment, education, and employment opportunities.



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Division Description

In the 2023 State of the City, Mayor Andrew J. Ginther, announced the creation of the city's first-ever Office of Violence Prevention (OVP). This office, the first of its kind within the State of Ohio, serves as the city's coordination center for violence prevention resources and programming. The Office of Violence Prevention evaluates existing programming and is responsible for collecting data, and conducting research based upon that data to capture a clearer picture as to where the City of Columbus stands with violence and prevention efforts, and determine where additional resources might be needed. The Office of Violence Prevention works collaboratively with city departments, public and private partners, and the Columbus community to further its efforts. In 2024, it was determined that the activities of the Columbus Violence Reduction program align with, and are beneficial to the mission and vision of the Office of Violence Prevention, and this program was formally transferred from the Department of Safety to OVP.

Division Mission

To promote a comprehensive strategy that coordinates the efforts between violence prevention initiatives in the City of Columbus through program assessment and community impact measurement.

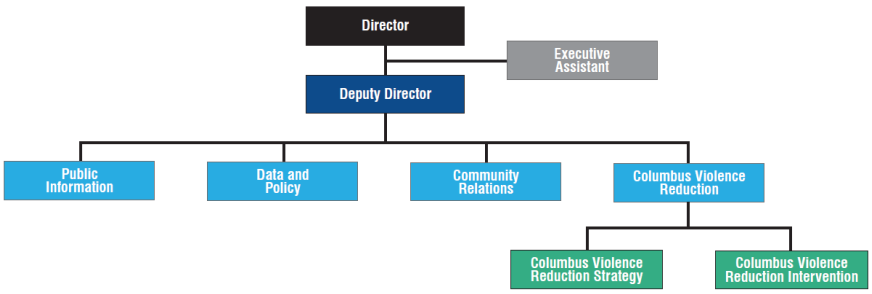
The Office of Violence Prevention undertakes public education campaigns about violence in Columbus, its impact, and what the city and its partners are doing to combat and reduce that violence. In addition, the Office of Violence Prevention works with the Office of the Mayor, City Council, the City Attorney's Office, and other stakeholders to research and advocate for policies to reduce gun violence in the City of Columbus.

Budget Summary

Fund	2022 Actual	2023 Actual	2024 Budget	2025 Proposed
General Fund	-	1,576,433	4,521,887	6,805,999
Department Total	**$ -**	**$ 1,576,433**	**$ 4,521,887**	**$ 6,805,999**

Please note: The Office of Violence Prevention was created with the inception of the 2023 Budget.

Office of Violence Prevention



2025 BUDGET NOTES

The Office of Violence Prevention's budget of $6,805,999 supports 21 full-time positions, and will serve as the city's coordination center for violence prevention resources and activities. These funds will allow the office and its partners, in cooperation with other departments to evaluate existing programming; collect data, and conduct research to determine where the City of Columbus stands with violence and prevention efforts, and assess where further resources are needed; and undertake a public education campaign about violence in Columbus, and the efforts to combat and reduce violence.

- In 2024 the Columbus Violence Reduction program moved from the Department of Safety to the Office of Violence Prevention. The 2025 budget includes funding to support this work.
- The 2025 budget includes funding for Summer Youth Employment Programming in the amount of $125,000.
- The 2025 budget also includes funding for Violence Intervention contracts with the Columbus Urban League and Community for New Directions of $429,500 each.

Financial Summary by Area of Expense

Division	2022 Actual	2023 Actual	2024 Budget	2024 Projected	2025 Proposed
Violence Prevention					
General Fund					
Personnel	$ -	$ 416,385	$ 1,155,887	$ 1,422,019	$ 2,685,547
Materials & Supplies	-	116,675	25,000	29,658	450,871
Services	-	543,374	3,341,000	3,071,656	3,044,581
Other	-	500,000	-	635,000	625,000
General Fund Subtotal	**-**	**1,576,433**	**4,521,887**	**5,158,333**	**6,805,999**
Department Total	**$ -**	**$ 1,576,433**	**$ 4,521,887**	**$ 5,158,333**	**$ 6,805,999**

Department Personnel Summary

Fund	2022 Actual		2023 Actual		2024 Budget		2025 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Office of Violence Prevention	0	0	7	0	8	0	21	0
Total	**0**	**0**	**7**	**0**	**8**	**0**	**21**	**0**

Operating Budget by Program				
Program	2024 Budget	2024 FTEs	2025 Proposed	2025 FTEs
Administration	$ 4,521,887	8	$ 4,978,696	9
Internal Services	-	0	1,421	0
Summer Youth Employment and Programming	-	0	125,000	0
Columbus Violence Reduction	-	0	1,700,882	12
Department Total	**$ 4,521,887**	**8**	**$ 6,805,999**	**21**



2025 PROGRAM GUIDE

ADMINISTRATION	To serve as the city's coordination center for violence prevention resources and activities. Evaluating existing programming, collecting data, and conducting research based upon that data to capture a clearer picture as to where the City of Columbus stands with violence and prevention efforts, as well as where further resources might be needed.
INTERNAL SERVICES	To account for the internal service charges of the department necessary to maintain operations.
SUMMER YOUTH EMPLOYMENT AND PROGRAMMING	To guide youth to achieve personal goals and prepare for career paths through empowerment, education, and employment opportunities.
COLUMBUS VIOLENCE REDUCTION	A group violence intervention program housed within the Office of Violence Prevention. Focusing and engaging with adults in Columbus who are at the highest risk of committing violent crime and becoming victims themselves.



Department Description

In November 2020, the citizens of Columbus voted to approve an amendment to the City Charter to establish a civilian police review board and a Department of the Inspector General for the Columbus Division of Police.

The initiative was one of several recommendations presented to the Mayor by the Columbus Community Safety Advisory Commission, which was tasked with reviewing Columbus Division of Police recruitment, training, policies, and procedures through the lens of 21st century policing.

Department Mission

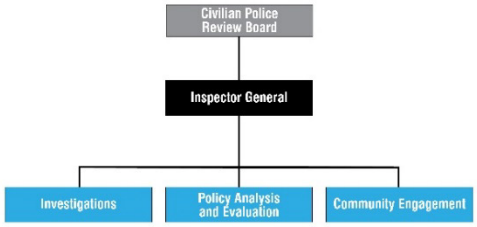
To enhance transparency and build trust through the objective and independent oversight of the Columbus Police Department.

The Department of the Inspector General functions as a city-funded, operationally independent, professionally staffed, public-facing entity. This department has the authority to participate comprehensively in criminal or administrative investigations involving the Division of Police personnel. Its duties and responsibilities encompass developing administrative rules, and receiving, initiating, reviewing, and facilitating the investigation of complaints of misconduct. Additionally, it can make recommendations on complaint resolutions and disciplinary actions. In specific situations, it also has the power to subpoena witnesses and evidence.

Budget Summary

Fund	2022 Actual	2023 Actual	2024 Budget	2025 Proposed
General Fund	831,453	1,443,385	2,376,972	2,376,891
Department Total	**$ 831,453**	**$ 1,443,385**	**$ 2,376,972**	**$ 2,376,891**

Inspector General



2025 BUDGET NOTES

The 2025 budget for the Department of the Inspector General includes funding for eighteen full-time employees. Non-personnel funding totaling $195,603 is included in the supplies and services categories to support the operational needs of the department, with $4,500 budgeted to support expenses necessary for the effective operations of the Civilian Review Board.

Financial Summary by Area of Expense

Division	2022 Actual	2023 Actual	2024 Budget	2024 Projected	2025 Proposed
Inspector General					
General Fund					
Personnel	$ 680,913	$ 1,344,507	$ 2,028,172	$ 1,704,307	$ 2,181,288
Materials & Supplies	47,998	23,900	21,000	46,847	27,699
Services	102,542	74,978	327,800	199,232	167,904
General Fund Subtotal	**831,453**	**1,443,385**	**2,376,972**	**1,950,386**	**2,376,891**
Department Total	**$ 831,453**	**$ 1,443,385**	**$ 2,376,972**	**$ 1,950,386**	**$ 2,376,891**

Department Personnel Summary

Fund	2022 Actual		2023 Actual		2024 Budget		2025 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Administration	10	0	13	0	18	0	18	0
Total	**10**	**0**	**13**	**0**	**18**	**0**	**18**	**0**

Operating Budget by Program

Program	2024 Budget	2024 FTEs	2025 Proposed	2025 FTEs
Administration	$ 2,355,562	18	$ 2,366,337	18
Internal Services	5,176	0	6,054	0
Civilian Review Board	16,234	0	4,500	0
Department Total	**$ 2,376,972**	**18**	**$ 2,376,891**	**18**

2025 PROGRAM GUIDE

ADMINISTRATION	To uphold the duties and responsibilities granted to the department by the citizens of Columbus to effectuate thorough and objective oversight of the Division of Police operations.
INTERNAL SERVICES	To account for the internal service charges of the department necessary to maintain operations.
CIVILIAN REVIEW BOARD	To receive, initiate, cause investigation of, and recommend resolution of complaints filed with it or undertaken by the Civilian Review Board alleging misconduct by sworn members of the Columbus Division of Police.

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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 seven distinct yet interconnected sections. Building, Code Enforcement, Zoning, Site Engineering, Customer Service, License, and Weights and Measures 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, issues 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 is in accordance 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 **Code Enforcement** section is responsible for the enforcement of the city's housing, zoning, nuisance abatement, graphics, health, sanitation, and safety codes. It also works to ensure that the unique characteristics of Columbus's Historic Districts and Commission Areas are maintained and protected.

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.

Budget Summary

Fund	2022 Actual	2023 Actual	2024 Budget	2025 Proposed
General Fund	7,317,750	7,468,244	8,215,738	10,537,132
Development Services Fund	27,413,993	27,604,249	32,523,181	34,180,244
Department Total	**$ 34,731,743**	**$ 35,072,493**	**$ 40,738,919**	**$ 44,717,376**

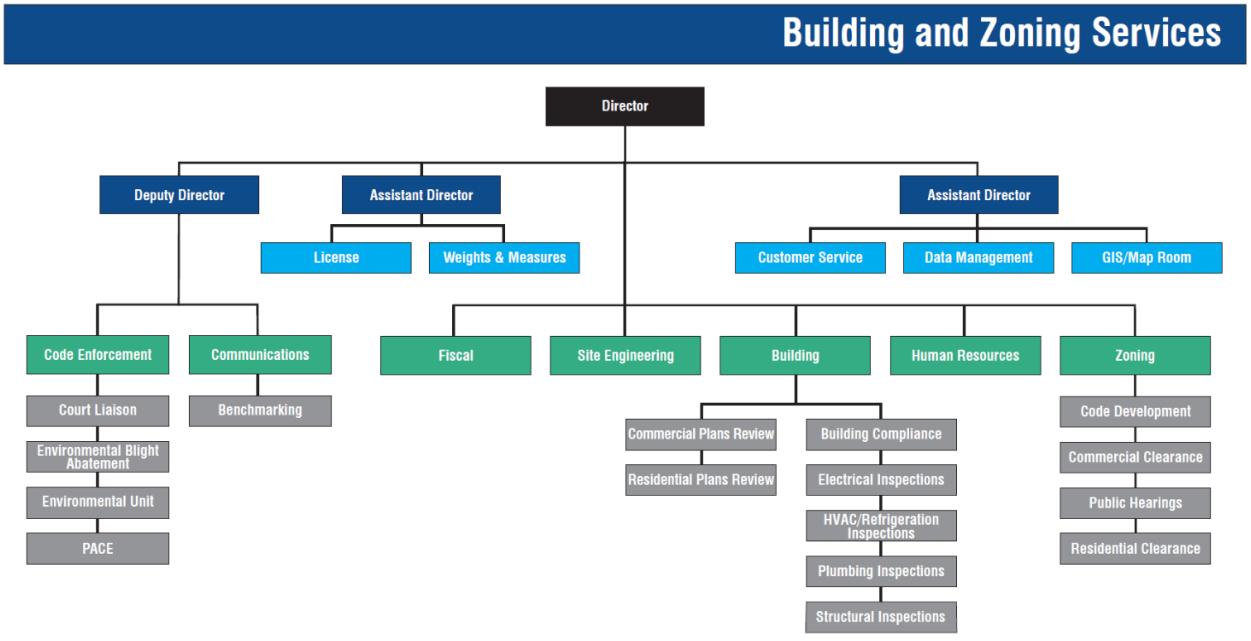
The **Site Engineering** section coordinates with multiple agencies across the city to certify final site compliance before the start of a project. Because the development process can touch numerous agencies within the city, the Site Engineering section provides a single point of entry for site compliance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

The **Customer Service** section accepts and processes applications, 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 **License** section administers and enforces all laws, rules and regulations relating to licensing and permit requirements for various types of businesses, including mobile food vending and short-term rentals, charitable solicitations and alarm systems dealers.

The **Weights and Measures** section provides equity in the marketplace by attempting to provide a level field of competition for merchants to conduct their business and seek to guarantee no monetary damages to buyers and sellers in commercial transactions.

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 residents are at the forefront of the development process.

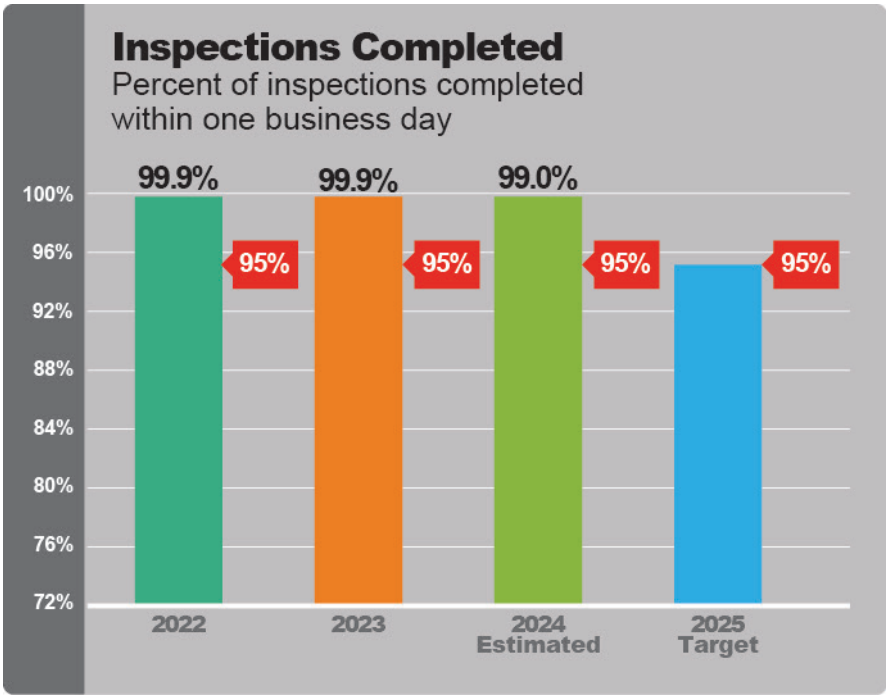


2025 BUDGET NOTES

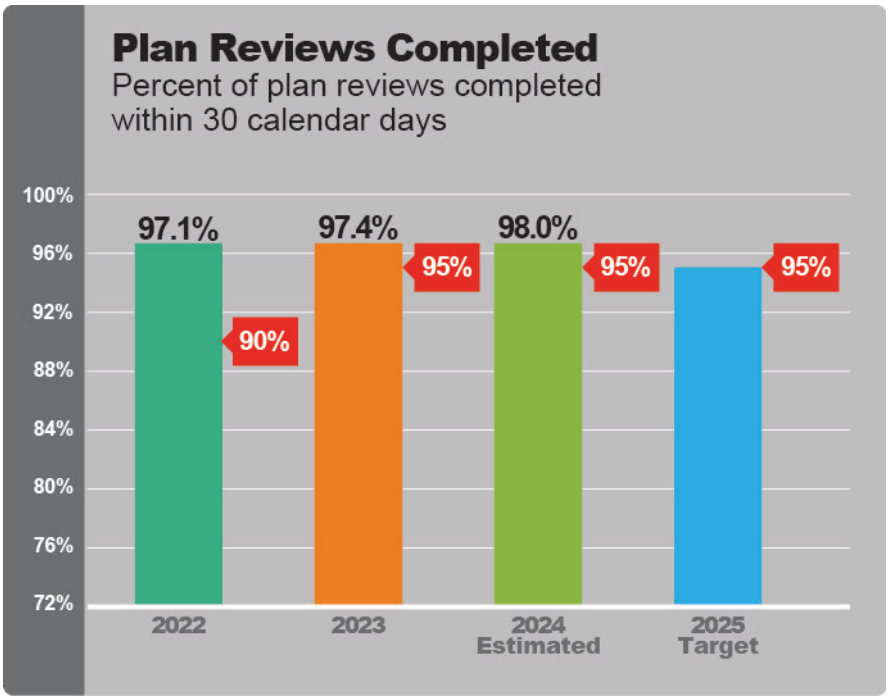
The 2025 budget, totaling $44,717,376, will support continued investments of technology platforms which are critical to the function of the department. Such investments enable the implementation of industry specific best practices and continuous improvement in the areas of permitting, plan review, inspections, and code enforcement. Additionally:

- Building and Zoning Services will continue to partner with Fort Hayes Career Center and Columbus City Schools to provide internship opportunities to students and funding for classroom needs to help develop the next generation of talent in the construction trades.
- The department is amidst a multi-year contract to comprehensively modernize the zoning code in an effort to support equitable growth, affordable housing, transit, and neighborhood vitality in the City of Columbus for decades to come.
- A citywide operational review identified that the activities of License Support/ Enforcement and Weights and Measures aligned with the building and development community. In 2024 the License Support/Enforcement and Weights and Measures sections were formally transferred from the Department of Public Safety to the Department of Building and Zoning Services.

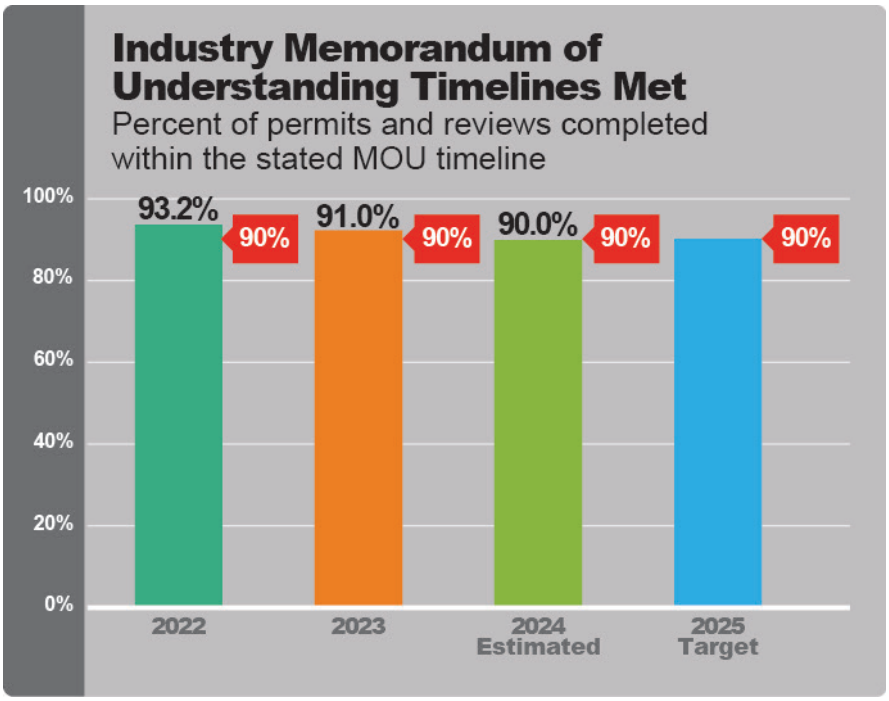
PERFORMANCE MEASURES



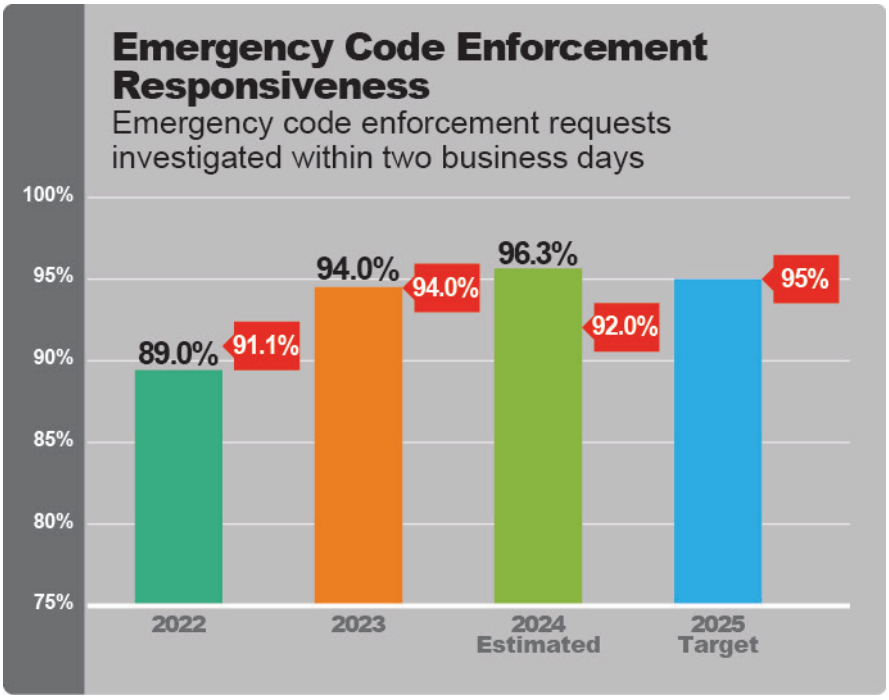
The department has consistently upheld the standard of completing nearly all inspections (99.99 percent) within one business day of the scheduled date. This standard has been maintained without interruption, and the department anticipates closing the year with close to 100 percent compliance.



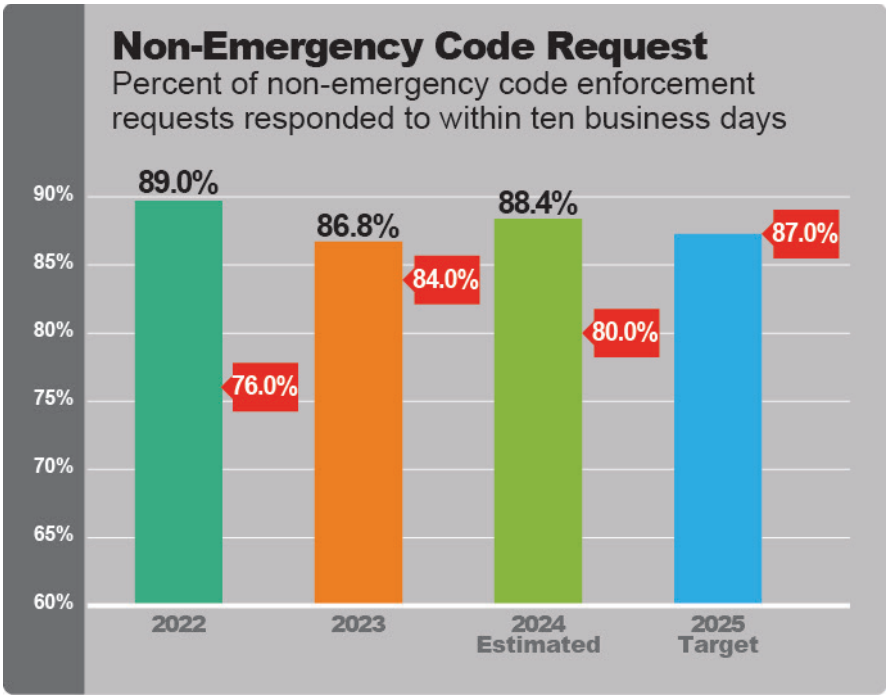
In 2023, the department completed 97 percent of reviews within the designated timeframe, surpassing its goal and it is expected to sustain this level of efficiency for 2024. This target remains the same for 2025.



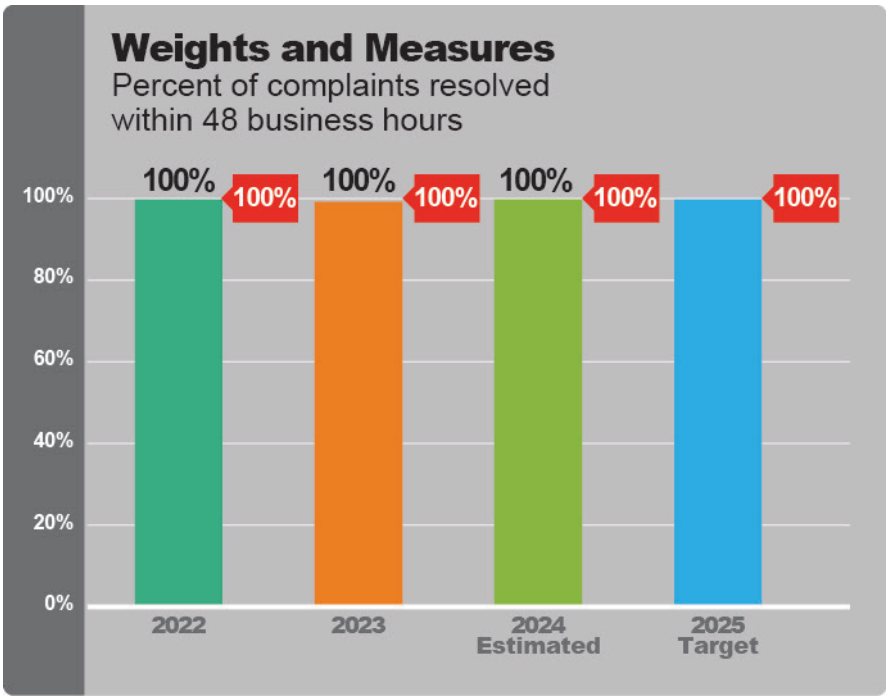
In 2023, the department once again met its target for reviewing site engineering plans in accordance with industry MOU standards. As of 2024, the department is slightly behind its goal of the 90 percent target but expects to finish the year surpassing this objective.



Emergency code requests—such as no heat, no water, or raw sewage in basements—that pose immediate health and safety risks to residents are a top priority. This measure reflects the Code Enforcement Division's responsiveness to such emergency requests. Targets are based on the percentage of emergency requests investigated within two business days, averaged over the past five years. With improvements to service delivery, emergency response performance in 2024 is expected to surpass 2023 results. The goal for 2025 is 95 percent.



Response times for non-emergency code enforcement requests are influenced by various factors such as demand, staff availability, the complaint's nature, and weather conditions. For 2024, the Code Enforcement Division is currently on track to exceed the target number set for the year. Therefore, the 2025 target has been increased to 87 percent.



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. In 2024, the department will continue to resolve consumer complaints within 48 business hours 100 percent of the time, and maintains this target for 2025.

Financial Summary by Fund

Fund	2022 Actual	2023 Actual	2024 Budget	2024 Projected	2025 Proposed
General Fund					
Building and Zoning Services	$ 284,952	$ 197,470	$ 281,941	$ 1,606,136	$ 2,414,202
Code Enforcement	7,032,798	7,270,774	7,933,797	7,432,495	8,122,930
General Fund Subtotal	**7,317,750**	**7,468,244**	**8,215,738**	**9,038,631**	**10,537,132**
Development Services Fund					
Building and Zoning Services	25,854,392	25,966,916	30,750,799	28,309,995	32,311,093
Code Enforcement	1,559,601	1,637,333	1,772,382	1,670,258	1,869,151
Development Services Fund Subtotal	**27,413,993**	**27,604,249**	**32,523,181**	**29,980,253**	**34,180,244**
Department Total	**$ 34,731,743**	**$ 35,072,493**	**$ 40,738,919**	**$ 39,018,884**	**$ 44,717,376**

Financial Summary by Area of Expense

Division	2022 Actual	2023 Actual	2024 Budget	2024 Projected	2025 Proposed
Building and Zoning Services					
General Fund					
Personnel	$ 284,952	$ 197,470	$ 281,941	$ 1,425,148	$ 2,171,202
Materials & Supplies	-	-	-	35,682	35,500
Services	-	-	-	92,776	204,000
Other	-	-	-	2,530	3,500
Capital	-	-	-	50,000	-
General Fund Subtotal	**284,952**	**197,470**	**281,941**	**1,606,136**	**2,414,202**
Development Services Fund					
Personnel	18,304,725	19,936,272	21,554,670	20,792,707	22,867,109
Materials & Supplies	174,348	137,520	169,100	110,250	169,100
Services	6,895,919	5,375,219	8,583,529	7,089,150	8,831,384
Other	180,000	244,330	148,500	156,450	233,500
Capital	299,400	215,175	295,000	11,438	210,000
Transfer	-	58,400	-	150,000	-
Development Services Fund Subtotal	**25,854,392**	**25,966,916**	**30,750,799**	**28,309,995**	**32,311,093**
Building and Zoning Services Subtotal	**26,139,344**	**26,164,386**	**31,032,740**	**29,916,131**	**34,725,295**
Code Enforcement					
General Fund					
Personnel	6,243,089	6,532,112	7,089,559	6,696,705	7,347,993
Materials & Supplies	102,809	63,900	71,237	40,803	70,493
Services	676,263	668,668	764,001	678,987	695,444
Other	4,000	1,000	9,000	3,000	9,000
Capital	6,638	5,095	-	13,000	-
General Fund Subtotal	**7,032,798**	**7,270,774**	**7,933,797**	**7,432,495**	**8,122,930**
Development Services Fund					
Personnel	1,559,601	1,637,333	1,772,382	1,670,258	1,869,151
Development Services Fund Subtotal	**1,559,601**	**1,637,333**	**1,772,382**	**1,670,258**	**1,869,151**
Code Enforcement Subtotal	**8,592,399**	**8,908,107**	**9,706,179**	**9,102,753**	**9,992,081**
Department Total	**$ 34,731,743**	**$ 35,072,493**	**$ 40,738,919**	**$ 39,018,884**	**$ 44,717,376**

Department Personnel Summary

Fund	2022 Actual		2023 Actual		2024 Budget		2025 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Building and Zoning Services	3	0	2	0	3	0	17	0
Code Enforcement	65	0	64	3	66	0	67	1
Development Services Fund								
Building and Zoning Services	145	4	173	6	173	3	173	3
Code Enforcement	0	0	0	3	17	0	17	0
Total	**213**	**4**	**239**	**12**	**259**	**3**	**274**	**4**

Operating Budget by Program				
Program	2024 Budget	2024 FTEs	2025 Proposed	2025 FTEs
Administration	$ 2,266,759	14	$ 2,849,074	16
Building Services	12,839,226	94	13,282,999	94
Business Regulations	-	0	2,091,274	14
Code Enforcement	9,079,112	79	9,422,808	80
Customer Service	2,202,897	15	2,376,316	14
Data Management	970,341	7	728,151	5
Engineering Services	1,556,162	12	1,496,068	11
Environmental Nuisance	446,666	5	370,929	4
Fiscal	256,301	2	541,636	4
Human Resources	547,892	4	661,631	4
Internal Services	6,089,755	0	7,517,228	0
Zoning Services	4,483,808	27	3,379,262	28
Department Total	**$ 40,738,919**	**259**	**$ 44,717,376**	**274**

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 Funds section.

2025 PROGRAM GUIDE

ADMINISTRATION	To ensure all sections of the department operate at maximum capacity to provide prompt delivery of services to the residents of Columbus.
BUILDING SERVICES	To ensure the health and safety of the residents of Columbus by reviewing plans for and inspecting residential and commercial structures.
CODE ENFORCEMENT	To improve the quality of life in Columbus neighborhoods and address the condition of vacant and blighted properties through enforcement of the city's housing, zoning, graphics, health, sanitation, and safety codes.
CUSTOMER SERVICE	To provide prompt, accurate service to 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.
ENVIRONMENTAL NUISANCE	To address the condition of vacant and blighted properties located within the city.
FISCAL	To provide leadership, direction, and support relating to fiscal functions for the department and account for the internal service charges necessary to maintain operations.
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.

BUSINESS REGULATIONS

Comprised of the weights and measures and license sections, administers and enforces all laws, rules and regulations relating to licensing and permit requirements for various types of businesses and provide equity in the marketplace by attempting to provide a level field of competition for merchants to conduct their business and seek to guarantee no monetary damages to buyers and sellers in commercial transactions.

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.



Department Description

The Department of Development serves to cultivate equitable, smart growth that creates prosperity for all Columbus residents. The department provides a range of services through its divisions and administrative office: the Administration Division, the Division of Economic Development, Division of Planning, Division of Housing, and the Division of Land Redevelopment. The department coordinates key development projects and provides resources through its financing and technical assistance programs.

Department Mission

To foster economic growth and guide community investment to create stability, opportunity, and prosperity for all residents.

The **Administration Division** 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.

The **Division of Economic Development** 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.

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

The department's **Division of Housing** serves Columbus by preserving and producing equitable and inclusive housing that helps build strong, distinct, and vibrant neighborhoods, that offer programs to assist homeowners, housing developers, and rental property owners.

Budget Summary

Fund	2022 Actual	2023 Actual	2024 Budget	2025 Proposed
General Fund	$ 40,632,946	$ 41,919,131	$ 34,474,448	$ 33,576,116
Emergency Human Services Fund	2,111,000	2,919,000	3,235,000	3,492,000
Department Total	**$ 42,743,946**	**$ 44,838,131**	**$ 37,709,448**	**$ 37,068,116**

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 **Division of Land Redevelopment** was created as a stand-alone division in 2017 and manages all activities of the land bank.

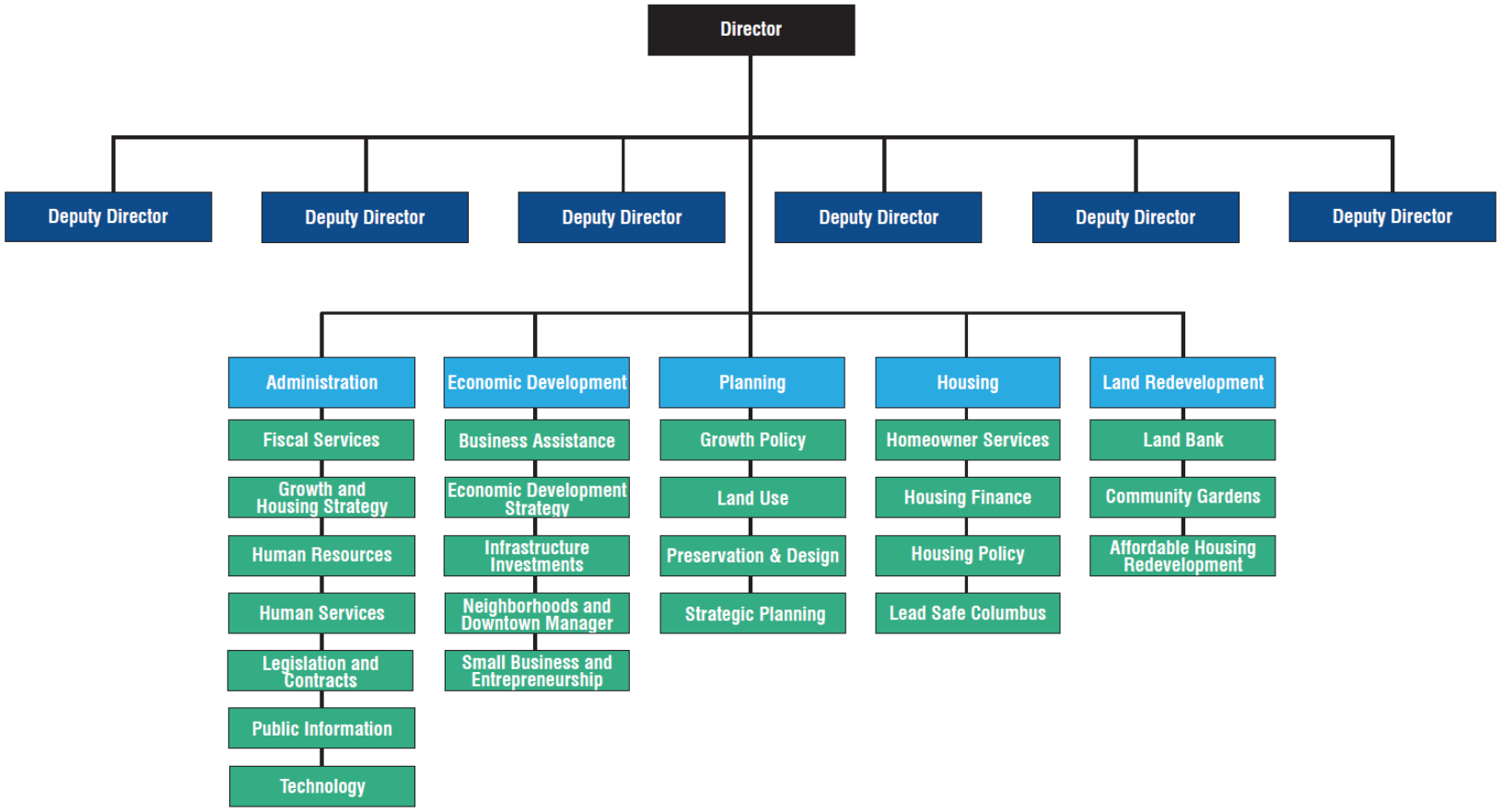


Before Land Redevelopment



After Land Redevelopment

Development



2025 BUDGET NOTES

ADMINISTRATION

Total support for social service agencies in 2025 is $10 million, and is comprised of $6.5 million in general fund support and $3.5 million in emergency human services funds. This funding provides assistance to various community service agencies offering a range of services that include workforce development programs, financial life skills, substance abuse recovery, immigrant and refugee services, and funding to food pantries. In addition:

- The Administration Division has allocated $5.7 million to support homeless prevention.
- Funding continues to support the advancement of affordable housing initiatives in Columbus.

ECONOMIC DEVELOPMENT

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 will increase its support of Accelerate Columbus with an additional $250,000 in funding.
- The division has budgeted $700,000 to assist in the economic development efforts being put forth by One Columbus, which include increasing jobs and encouraging private investment in the city.
- Additional economic development activities include $150,000 for Sister Cities.

PLANNING

The general fund supports 21 full-time equivalent positions in 2025. The Planning Division works to ensure that the city-built environment fosters vibrancy, safety, and investment. Under the guidance of Columbus Citywide Planning Policies, the Planning Division staff reviews proposed projects to promote development that creates healthy communities, conserves economic and environmental resources, invites investment, creates opportunity, and preserves the character of Columbus neighborhoods. In addition, funding of $633,539 is included for public art.

HOUSING

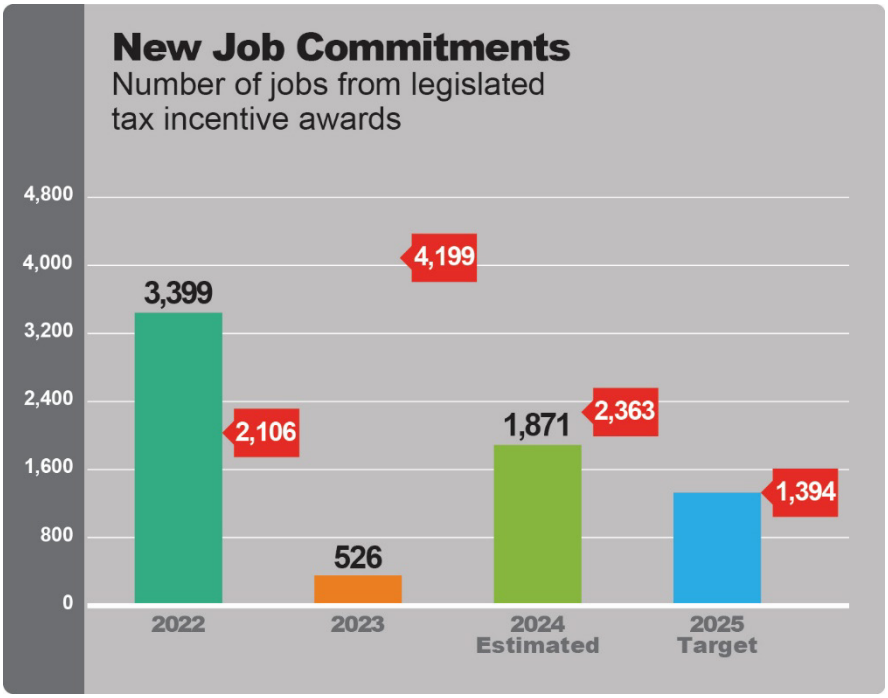
Housing is the department's highest priority; with continued support for policies and initiatives that further the development of housing all Columbus residents can afford. In addition:

- Funding of $250,000 is included to provide homebuyer 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 $2.0 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 $2.5 million in 2025.

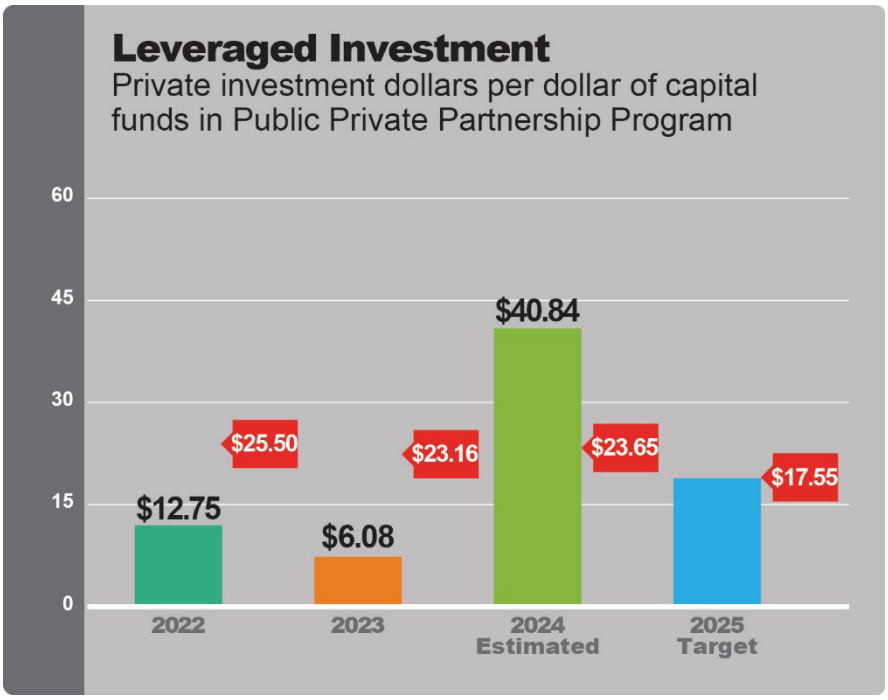
LAND REDEVELOPMENT

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. The division improves Columbus neighborhoods by returning vacant, abandoned, and underutilized residential and commercial properties to productive community assets. The budget for land redevelopment is $1,290,986 and will support ten full-time positions in 2025.

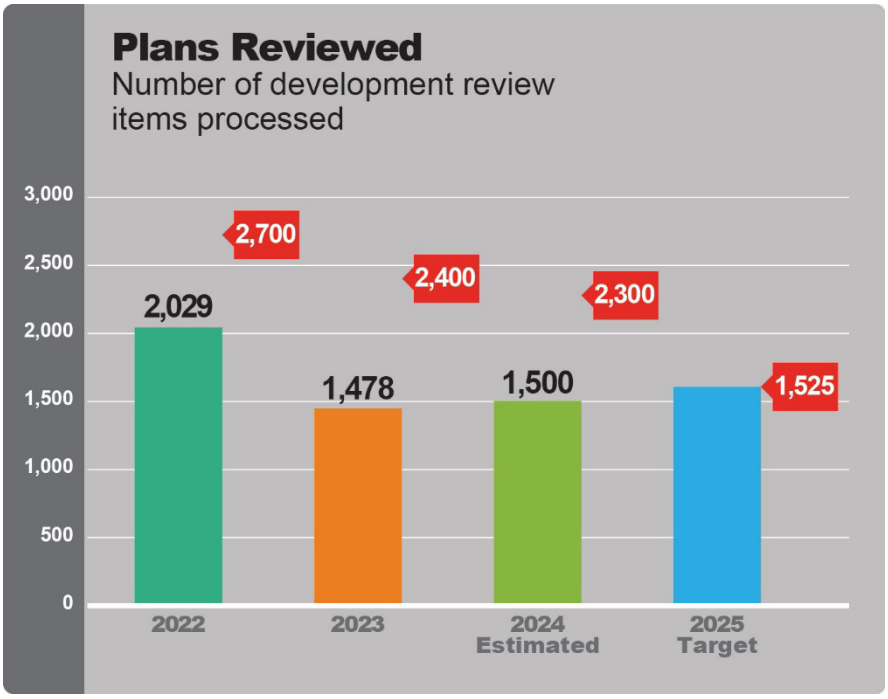
PERFORMANCE MEASURES



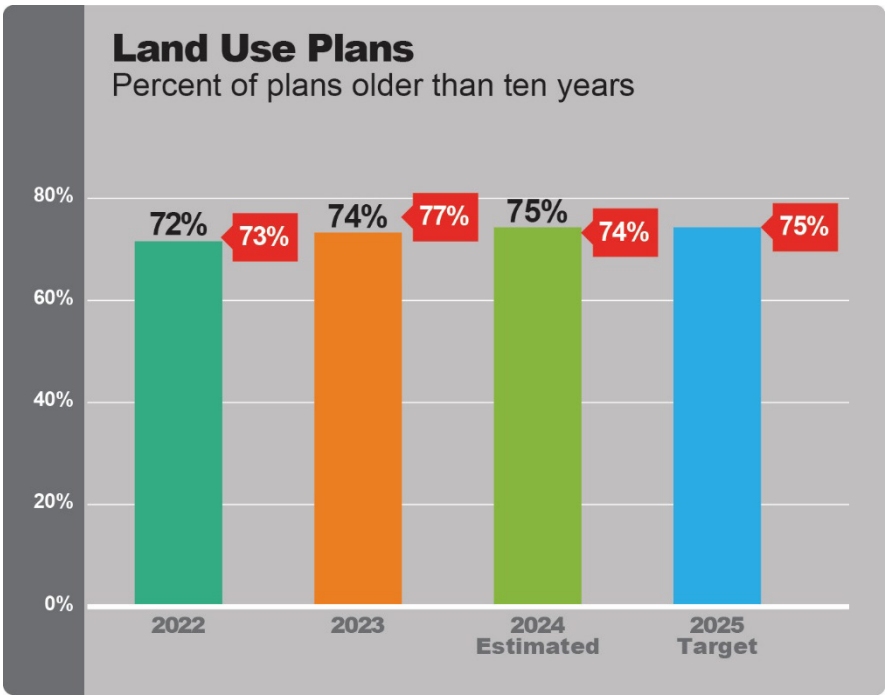
This measure represents the annual number of new committed jobs from incentives awarded by the city through legislation. Incentive recipients have a three-year window to fulfill their job commitments. Variability and fluctuation of job commitments from incentives occur from year to year, and the targets for each year are based on an average of the previous five years. Based on current information through 2024, the target for job commitments for 2025 is 1,394.



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 and investment. The 2025 target is $17.55.



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 1,500 plans in 2024. The target is 1,525 for 2025.



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	2022 Actual	2023 Actual	2024 Budget	2024 Projected	2025 Proposed
General Fund					
Administration	$ 10,984,913	$ 14,360,125	$ 19,585,059	$ 25,406,924	$ 18,307,400
Economic Development	19,225,723	16,124,342	6,668,375	15,797,595	6,821,630
Planning	1,678,893	2,161,936	2,334,679	2,369,419	2,880,254
Housing	8,157,995	8,674,751	4,606,665	4,528,110	4,275,846
Land Redevelopment	585,422	597,977	1,279,670	1,282,682	1,290,986
General Fund Subtotal	**40,632,946**	**41,919,131**	**34,474,448**	**49,384,730**	**33,576,116**
Emergency Human Services Fund					
Administration	2,111,000	2,919,000	3,235,000	3,235,000	3,492,000
Emergency Human Services Fund Subtotal	**2,111,000**	**2,919,000**	**3,235,000**	**3,235,000**	**3,492,000**
Department Total	**$ 42,743,946**	**$ 44,838,131**	**$ 37,709,448**	**$ 52,619,730**	**$ 37,068,116**

Financial Summary by Area of Expense

Division	2022 Actual	2023 Actual	2024 Budget	2024 Projected	2025 Proposed
Administration					
General Fund					
Personnel	$ 3,497,896	$ 4,140,740	$ 4,494,035	$ 4,499,900	$ 4,922,700
Materials & Supplies	19,248	21,100	37,100	45,439	42,100
Services	6,987,502	662,279	2,748,224	1,606,379	1,293,900
Other	480,266	9,536,005	12,305,700	19,255,206	12,048,700
General Fund Subtotal	**10,984,913**	**14,360,125**	**19,585,059**	**25,406,924**	**18,307,400**
Emergency Human Services Fund					
Services	2,111,000	2,919,000	3,235,000	3,235,000	3,492,000
Emergency Human Services Fund Subtotal	**2,111,000**	**2,919,000**	**3,235,000**	3,235,000	3,492,000
Administration Subtotal	**13,095,913**	**17,279,125**	**22,820,059**	**28,641,924**	**21,799,400**
Economic Development					
General Fund					
Personnel	1,407,587	1,466,653	1,910,095	1,518,431	1,950,756
Materials & Supplies	4,499	5,400	5,400	6,000	5,400
Services	3,726,380	3,612,834	3,156,880	4,273,067	3,924,474
Other	14,087,256	11,039,455	1,596,000	10,000,097	941,000
Economic Development Subtotal	**19,225,723**	**16,124,342**	**6,668,375**	**15,797,595**	**6,821,630**
Planning					
General Fund					
Personnel	1,618,300	1,885,403	2,191,803	2,203,969	2,306,933
Materials & Supplies	9,162	7,000	7,000	3,500	7,000
Services	51,431	269,534	134,876	161,950	565,321
Other	-	-	1,000	-	1,000
Planning Subtotal	**1,678,893**	**2,161,936**	**2,334,679**	**2,369,419**	**2,880,254**
Housing					
General Fund					
Personnel	2,283,074	2,470,539	3,846,314	3,140,329	3,352,028
Materials & Supplies	19,938	6,663	8,500	7,500	13,000
Services	5,803,125	6,160,795	721,851	1,109,651	856,818
Other	51,858	36,754	30,000	270,630	54,000
Housing Subtotal	**8,157,995**	**8,674,751**	**4,606,665**	**4,528,110**	**4,275,846**
Land Redevelopment					
General Fund					
Personnel	585,083	597,641	1,278,670	1,281,682	1,289,986
Services	339	336	1,000	1,000	1,000
Land Redevelopment Subtotal	**585,422**	**597,977**	**1,279,670**	**1,282,682**	**1,290,986**
Department Total	**$ 42,743,946**	**$ 44,838,131**	**$ 37,709,448**	**$ 52,619,730**	**$ 37,068,116**

Department Personnel Summary								
Fund	2022 Actual		2023 Actual		2024 Budget		2025 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Administration	29	0	31	0	32	0	33	0
Economic Development	10	0	12	0	16	0	16	0
Planning	15	0	20	0	21	0	21	0
Housing	31	0	33	0	35	0	31	0
Land Redevelopment	6	0	5	1	10	1	10	1
Total	**91**	**0**	**101**	**1**	**114**	**1**	**111**	**1**

Operating Budget by Program				
Program	2024 Budget	2024 FTEs	2025 Proposed	2025 FTEs
Administration	$ 12,984,046	62	$ 9,308,676	57
Fiscal	911,250	7	1,142,153	8
Human Resources	357,664	3	386,356	3
Internal Services	49,831	0	62,364	0
Social Services	10,000,000	0	10,000,000	0
Job Creation & Expansion	5,738,129	16	3,350,786	15
Small Business Investments	874,000	0	2,791,670	1
Homeless Prevention	4,502,000	0	5,964,700	0
Homeownership Assistance	-	0	323,300	0
Lead Abatement	-	0	19,000	0
Land Banking	643,465	10	1,289,986	10
Historic Preservation	564,495	5	606,025	5
Neighborhood Planning	1,084,568	11	1,189,561	11
Public Art	-	0	633,539	1
Department Total	**$ 37,709,448**	**114**	**$ 37,068,116**	**111**

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



2025 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.
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.
INTERNAL SERVICES	To account for the internal service charges of the department necessary to maintain operations.
SOCIAL SERVICES	To provide support in the areas of homelessness, workforce development, youth, and other programs to Columbus's residents and neighborhoods.
JOB CREATION AND EXPANSION	To leverage city assets to help businesses of all sizes grow and thrive in Columbus.
SMALL BUSINESS INVESTMENTS	To serve as a proactive partner and catalyst in expanding our city's economic stability. The Office of Small Business and Entrepreneur Development offers a variety of economic development tools to help local businesses grow and thrive, and to aid in the revitalization efforts in our community.
HOMELESS PREVENTION	To provide funding to meet the housing, homelessness, and supportive service needs for homeless men, women, and families.

HOMEOWNERSHIP ASSISTANCE	To assist individuals and families to remain in their homes and live independently in a safe and sound environment by using local and federal funds to aid low-income homeowners in maintaining their homes.
LEAD ABATEMENT	To provide funding to eligible property owners for lead-based paint hazard control and address healthy home hazards in tenant and owner-occupied units.
LAND BANKING	To improve Columbus neighborhoods by returning abandoned and underutilized residential and commercial properties to productive community assets.
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.
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.
PUBLIC ART	To invest in public art on the City Hall Campus and city neighborhoods to transform the landscape and fully celebrate the diversity of our city.

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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.

Department Mission

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

The **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 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 city's 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.

Budget Summary

Fund	2022 Actual	2023 Actual	2024 Budget	2025 Proposed
General Fund	78,988,465	88,566,818	111,891,545	94,422,782
Employee Benefits Fund-Property Insurance	410,000	420,000	627,000	680,000
Fleet Management Fund	39,937,575	44,497,915	46,641,381	48,247,625
Property Management Fund	1,604,127	827,051	1,518,730	1,503,960
Print and Mail Services Fund	1,591,495	1,946,436	2,168,515	2,179,309
Hotel/Motel Tax Fund	17,572,220	19,315,759	21,659,000	23,385,000
Department Total	**$ 140,103,882**	**$ 155,573,979**	**$ 184,506,171**	**$ 170,418,676**

Facilities Management is responsible for custodial services, maintenance, and security for the City Hall campus, Police and Fire Division facilities, the Public Health complex, the Interstate-71 complex and the Jerry Hammond Center at 1111 E. Broad Street.

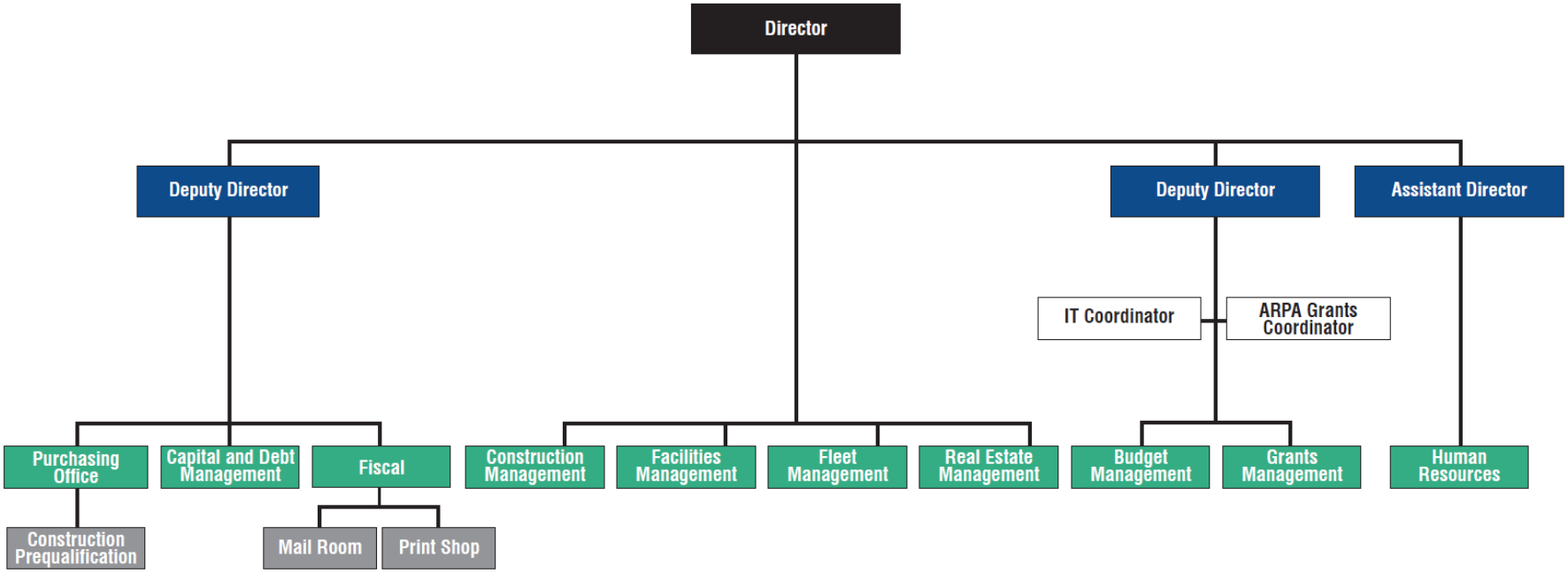
The **Fleet Management Division** maintains motorized equipment for most city departments and divisions. The division also develops and promotes citywide policies that govern the acquisition, maintenance, use, and disposal of vehicles. Its goal is to deploy the most cost-effective vehicles, reduce underutilized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



2025 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 Executive Support. In 2025, over $739,687 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 continues to be funded in this division to consolidate management contracts for city buildings.
- Funds totaling $23.4 million from 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 2025, the division budgeted $290,000 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 transferred, as needed, to other departments throughout the year. In 2025, this includes, among other items, economic development incentive money, projected legal settlements, moneys for sustainability efforts, citywide computer replacements, and deposits to both the anticipated expenditure fund and the city's rainy-day fund.
- As has been the case for over a decade, all projected internal service charges to general fund agencies for technology services are budgeted in the Financial Management Division in 2025. This has proven to reduce the volatility of the projections for the general fund.
- The budget for this division includes $150,000 for various citywide memberships.
- In 2025, $1.2 million is budgeted for the city's contract with the Public Defender, which provides legal counsel to indigent persons charged with criminal offenses.

FACILITIES MANAGEMENT

This division is responsible for preventative maintenance, repair, replacement, and general upkeep of city facilities. The 2025 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 over $8 million for repair and maintenance services, while over $4 million is budgeted for custodial services at numerous city facilities under the purview of the division.
- In 2025, the division budgeted over $2 million 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 2025 budget includes approximately $11 million for fuel expenses and $870,000 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 2025 as the division builds upon past successes.
- The division's budget assumes fueling, parts, service, and preventative maintenance for approximately 6,400 on- and off-road vehicles.

Financial Summary by Fund

Fund	2022 Actual	2023 Actual	2024 Budget	2024 Projected	2025 Proposed
General Fund					
Finance and Management Administration	$ 9,788,942	$ 8,809,995	$ 6,135,365	$ 6,101,440	$ 5,974,866
Financial Management	25,910,628	32,962,247	54,565,720	28,605,619	31,478,826
Fleet Management	3,000,000	-	-	-	-
Facilities Management	19,409,486	20,567,898	23,440,180	21,620,930	24,901,418
Finance Technology	20,879,409	26,226,678	27,750,280	25,749,212	32,067,672
General Fund Subtotal	**78,988,465**	**88,566,818**	**111,891,545**	**82,077,201**	**94,422,782**
Employee Benefits Fund-Property Insurance					
Finance and Management Administration	410,000	420,000	627,000	567,500	680,000
Employee Benefits Fund Subtotal	**410,000**	**420,000**	**627,000**	**567,500**	**680,000**
Fleet Management Fund					
Fleet Management	39,041,638	43,571,969	45,643,821	44,801,960	47,132,952
Finance and Management Administration	895,937	925,946	997,560	991,334	1,114,673
Fleet Management Fund Subtotal	**39,937,575**	**44,497,915**	**46,641,381**	**45,793,294**	**48,247,625**
Property Management Fund					
1111 E. Broad Street Operations	1,604,127	827,051	1,518,730	1,350,341	1,503,960
Property Management Fund Subtotal	**1,604,127**	**827,051**	**1,518,730**	**1,350,341**	**1,503,960**
Print and Mail Services Fund					
Financial Management	1,591,495	1,946,436	2,168,515	2,031,516	2,179,309
Print and Mail Services Fund Subtotal	**1,591,495**	**1,946,436**	**2,168,515**	**2,031,516**	**2,179,309**
Hotel/Motel Tax Fund					
Finance and Management Administration	17,572,220	19,315,759	21,659,000	21,659,410	23,385,000
Hotel/Motel Fund Subtotal	**17,572,220**	**19,315,759**	**21,659,000**	**21,659,410**	**23,385,000**
Department Total	**$ 140,103,882**	**$ 155,573,979**	**$ 184,506,171**	**$ 153,479,262**	**$170,418,676**

Financial Summary by Area of Expense

Division	2022 Actual	2023 Actual	2024 Budget	2024 Projected	2025 Proposed
Financial Management					
General Fund					
Personnel	$ 2,614,659	$ 2,793,466	$ 3,363,936	$ 2,962,038	$ 3,639,695
Materials & Supplies	3,590	13,182	14,000	3,300	7,000
Services	1,477,596	2,114,815	1,787,452	1,383,281	1,672,938
Other	-	192,560	-	-	-
Transfers	21,814,782	27,848,224	49,400,332	24,257,000	26,159,193
General Fund Subtotal	**25,910,628**	**32,962,247**	**54,565,720**	**28,605,619**	**31,478,826**
Print and Mail Service Fund					
Personnel	459,440	411,003	512,209	466,385	529,110
Materials & Supplies	81,792	174,190	218,676	146,332	194,500
Services	1,012,281	1,361,243	1,437,630	1,418,799	1,455,699
Capital	37,982	-	-	-	-
Print and Mail Services Fund Subtotal	**1,591,495**	**1,946,436**	**2,168,515**	**2,031,516**	**2,179,309**
Financial Management Subtotal	**27,502,123**	**34,908,683**	**56,734,235**	**30,637,135**	**33,658,135**
Facilities Management					
General Fund					
Personnel	8,413,459	9,058,177	9,630,720	8,059,221	10,911,409
Materials & Supplies	1,169,543	1,595,604	968,000	1,668,282	1,268,000
Services	9,823,523	9,912,617	12,838,460	11,892,927	12,719,009
Other	2,962	1,500	3,000	500	3,000
General Fund Subtotal	**19,409,486**	**20,567,898**	**23,440,180**	**21,620,930**	**24,901,418**
Property Management Fund					
Personnel	-	426,051	1,118,730	945,341	1,059,960
Services	1,604,127	401,000	400,000	405,000	444,000
Property Management Fund Subtotal	**1,604,127**	**827,051**	**1,518,730**	**1,350,341**	**1,503,960**
Facilities Management Subtotal	**21,013,613**	**21,394,949**	**24,958,910**	**22,971,271**	**26,405,378**
Technology Billings					
General Fund					
Services	20,731,137	26,226,678	27,750,280	25,749,212	32,067,672
Capital	148,272	-	-	-	-
Technology Billings Subtotal	**20,879,409**	**26,226,678**	**27,750,280**	**25,749,212**	**32,067,672**
Fleet Management					
Fleet Management Fund					
Personnel	11,731,029	13,221,525	13,738,810	14,071,376	15,150,886
Materials & Supplies	17,325,414	19,355,518	19,087,500	19,181,434	21,768,590
Services	5,656,377	6,784,565	8,555,332	7,283,579	6,637,490
Principal	3,800,000	3,815,000	3,825,000	3,835,000	3,200,000
Other	1,270	1,500	1,500	1,500	1,500
Capital	-	-	25,000	24,702	25,000
Interest	527,547	393,862	410,679	404,369	349,486
Fleet Management Fund Subtotal	**39,041,638**	**43,571,969**	**45,643,821**	**44,801,960**	**47,132,952**
General Fund					
Capital	3,000,000	-	-	-	-
General Fund Subtotal	**3,000,000**	**-**	**-**	**-**	**-**
Fleet Management Subtotal	**42,041,638**	**43,571,969**	**45,643,821**	**44,801,960**	**47,132,952**
Finance and Management Administration					
General Fund					
Personnel	2,812,057	3,245,585	3,651,022	3,673,672	3,753,452
Materials & Supplies	225,749	189,292	274,000	269,544	273,000
Services	6,751,136	4,625,118	2,210,343	2,158,224	1,938,414
Other	-	750,000	-	-	10,000
General Fund Subtotal	**9,788,942**	**8,809,995**	**6,135,365**	**6,101,440**	**5,974,866**
Employee Benefits Fund					
Services	410,000	420,000	627,000	567,500	680,000
Employee Benefits Fund Subtotal	**410,000**	**420,000**	**627,000**	**567,500**	**680,000**
Fleet Management Fund					
Personnel	895,937	925,946	997,560	991,334	1,114,673
Fleet Management Fund Subtotal	**895,937**	**925,946**	**997,560**	**991,334**	**1,114,673**
Hotel/Motel Tax Fund					
Services	17,572,220	19,315,759	21,659,000	21,659,410	23,385,000
Hotel/Motel Tax Fund Subtotal	**17,572,220**	**19,315,759**	**21,659,000**	**21,659,410**	**23,385,000**
Finance and Management Administration Subtotal	**28,667,099**	**29,471,700**	**29,418,925**	**29,319,684**	**31,154,539**
Department Total	**$140,103,882**	**$155,573,979**	**$184,506,171**	**$153,479,262**	**$170,418,676**

Department Personnel Summary								
Fund	2022 Actual		2023 Actual		2024 Budget		2025 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Administration	29	0	30	0	33	0	30	0
Financial Management	25	0	24	0	28	0	28	0
Facilities Management	97	6	98	15	112	22	116	17
Print and Mail Services Fund								
Financial Management	3	1	6	1	5	1	5	1
Property Management Fund								
Facilities Management	0	0	12	1	14	1	12	1
Fleet Management Fund								
Fleet Management	127	1	122	2	131	1	132	1
Finance and Management Administration	6	0	7	0	8	0	8	0
Total	**287**	**8**	**299**	**19**	**331**	**25**	**331**	**20**

Operating Budget by Program				
Program	2024 Budget	2024 FTEs	2025 Proposed	2025 FTEs
Administration	$ 35,579,066	55	$ 38,730,825	53
Fiscal	1,560,110	12	1,683,221	12
Asset Management	817,913	0	692,855	4
Property and Boiler Insurance	627,000	5	680,000	0
Mail Room Services	1,437,813	2	1,444,970	2
Print Room Services	730,702	3	734,339	3
Facilities Maintenance and Repair	8,164,888	45	8,362,737	44
Custodial	4,727,458	44	5,990,452	51
Security	2,895,035	34	2,781,779	30
Utility Cost Management	1,500,000	0	1,000,000	0
Citywide Account	49,400,332	0	26,159,193	0
Vehicle Maintenance and Repair	27,128,470	128	27,450,284	129
Fueling Infrastructure	10,989,158	1	12,093,178	1
Internal Services	32,739,271	0	37,131,950	0
Financial Management	1,720,700	0	1,659,700	0
Fleet Asset Management	252,576	2	273,707	2
Debt Management	4,235,679	0	3,542,486	0
Debt Issuance	-	0	7,000	0
Department Total	**$184,506,171**	**331**	**$170,418,676**	**331**

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 Funds section and the property management fund contained within the Special Revenue Funds section.

2025 PROGRAM GUIDE

ADMINISTRATION	To provide leadership, administration, 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 and to ensure that funds from bonds and loans are used to finance the department's capital program, including those projects in all divisions.
DEBT ISSUANCE	To provide necessary funds to pay costs related to the issuance of city debt.

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Department Description

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

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

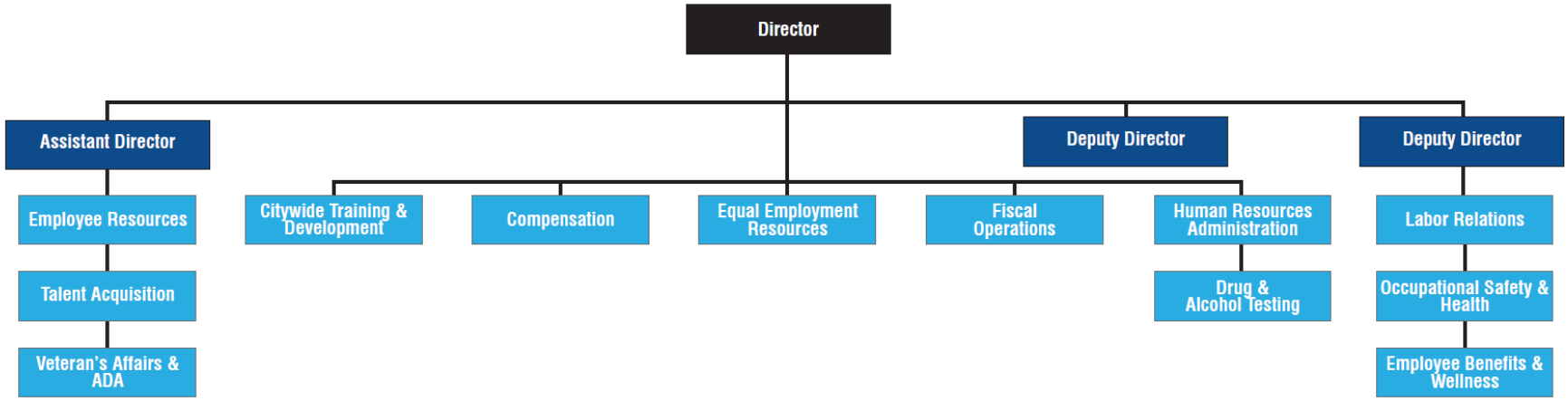
Department Mission

To promote and support organizational excellence through effective partnerships that enhance the overall experience of every employee, by providing professional support administered in an environment that embraces diversity, equity, inclusion, and quality customer service.

Budget Summary

Fund	2022 Actual	2023 Actual	2024 Budget	2025 Proposed
General Fund	3,288,639	3,335,243	3,658,238	3,937,913
Employee Benefits Fund	5,378,158	5,827,187	7,074,250	7,843,644
Department Total	**$ 8,666,797**	**$ 9,162,430**	**$ 10,732,488**	**$ 11,781,557**

Human Resources



2025 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.
- Funding is continued for contracts with promotion, recruitment and job seeking websites to maintain the city's focus on attracting and retaining high quality employees.
- Updated curriculum is funded in the Citywide Training and Development Office to support ongoing professional development for city employees.

EMPLOYEE BENEFITS

The employee benefits (EB) administration fund provides funding for all citywide benefits and wellness programs as well as labor relations, occupational health and safety, employee resources, and veterans affairs sections. In addition:

- Funding is continued for several professional service contracts, including employee benefits consultation, labor relations consulting services, workers' compensation actuarial services, health care audit services, and occupational safety consulting 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.
- Included in this budget is $360,000 for the Occupational Safety and Health Clinic, which represents level funding when compared to the prior year.
- Wellness programs designed to promote fitness and healthy lifestyles for employees continues, with a new Wellness Champions initiative being supported as well.
- Funding is increased slightly for necessary software support for expanded benefits related programs in 2025.
- Funding is allocated for outside counsel to act as the city's chief negotiator and legal counsel. For 2025, the funding for such services is reduced by $150,000 to align with anticipated expenditures, including potential arbitration expenses and preparation for labor negotiations beginning at the end of 2025.
- Support for Veteran's programs and recognition continues in 2025.

Financial Summary by Fund

Fund	2022 Actual	2023 Actual	2024 Budget	2024 Projected	2025 Proposed
General Fund					
Administration	$ 3,288,639	$ 3,335,243	$ 3,658,238	$ 3,372,850	$ 3,937,913
General Fund Subtotal	**3,288,639**	**3,335,243**	**3,658,238**	**3,372,850**	**3,937,913**
Employee Benefits Fund					
Administration	5,378,158	5,827,187	7,074,250	6,985,212	7,843,644
Employee Benefits Fund Subtotal	**5,378,158**	**5,827,187**	**7,074,250**	**6,985,212**	**7,843,644**
Department Total	**$ 8,666,797**	**$ 9,162,430**	**$ 10,732,488**	**$ 10,358,062**	**$ 11,781,557**

Financial Summary by Area of Expense

Division	2022 Actual	2023 Actual	2024 Budget	2024 Projected	2025 Proposed
Administration					
General Fund					
Personnel	$ 1,638,872	$ 1,956,770	$ 2,157,952	$ 1,890,088	$ 2,202,457
Materials & Supplies	17,938	38,318	71,848	71,848	80,500
Services	1,631,829	1,340,155	1,428,438	1,408,414	1,654,956
Other	-	-	-	2,500	-
General Fund Subtotal	**3,288,639**	**3,335,243**	**3,658,238**	**3,372,850**	**3,937,913**
Employee Benefits Fund					
Personnel	3,556,079	3,849,244	4,627,426	4,282,748	5,255,091
Materials & Supplies	34,564	42,309	69,048	68,554	125,500
Services	1,787,516	1,935,634	2,377,776	2,633,910	2,463,053
Employee Benefits Fund Subtotal	**5,378,158**	**5,827,187**	**7,074,250**	**6,985,212**	**7,843,644**
Administration Subtotal	**8,666,797**	**9,162,430**	**10,732,488**	**10,358,062**	**11,781,557**
Department Total	**$ 8,666,797**	**$ 9,162,430**	**$ 10,732,488**	**$ 10,358,062**	**$ 11,781,557**

Department Personnel Summary

Fund	2022 Actual		2023 Actual		2024 Budget		2025 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Administration	14	0	15	0	15	1	15	1
Employee Benefits Fund								
Administration	30	2	30	2	36	3	37	3
Total	**44**	**2**	**45**	**2**	**51**	**4**	**52**	**4**

Operating Budget by Program				
Program	2024 Budget	2024 FTEs	2025 Proposed	2025 FTEs
Human Resources Administration	$ 797,229	5	$ 2,028,177	11
Internal Services	455,185	0	507,523	0
Compensation	300,388	2	318,776	2
Citywide Office of Training and Development	656,520	4	881,405	5
Labor Relations	291,884	2	1,049,374	5
Employee Resources	263,365	2	762,453	6
Equal Employment Opportunity	162,440	1	164,302	1
Occupational Health and Safety	3,678,788	13	4,273,231	13
Benefits Administration	3,225,574	19	1,796,316	9
EB Labor Relations	901,115	3	-	0
Department Total	**$ 10,732,488**	**51**	**$ 11,781,557**	**52**

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



Employee Health and Benefits Fair

2025 PROGRAM GUIDE

HUMAN RESOURCES ADMINISTRATION	To provide leadership and direction for the department and to provide related administrative support for senior management. To manage the citywide Drug Free Work Place and Tuition Reimbursement programs.
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.
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.

BENEFITS ADMINISTRATION

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

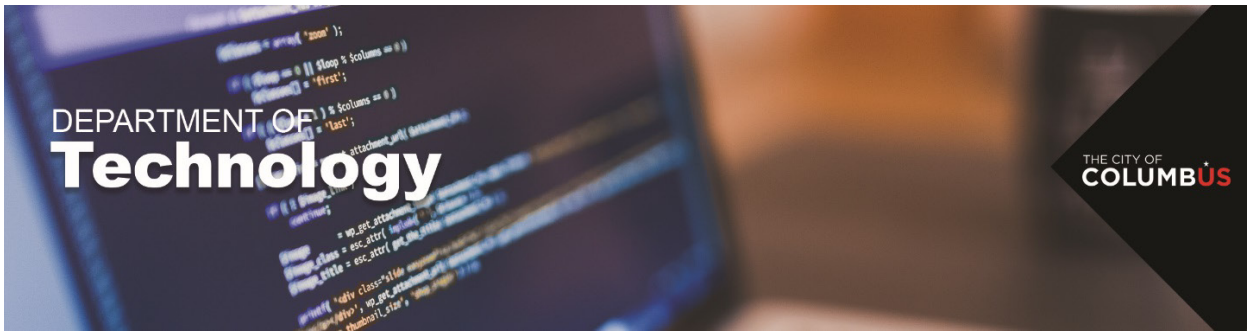
EB LABOR RELATIONS

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 primarily funded through the employee benefits fund.



Wear Red Day – Go Red for Women – HR Participates

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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.

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.

The department operates the government access television channel, CTV Channel 3, which provides residents with 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, cable, and over-the-air sources.

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

The Department of Technology delivers systems and applications assistance to the city's 311 Customer Service 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.

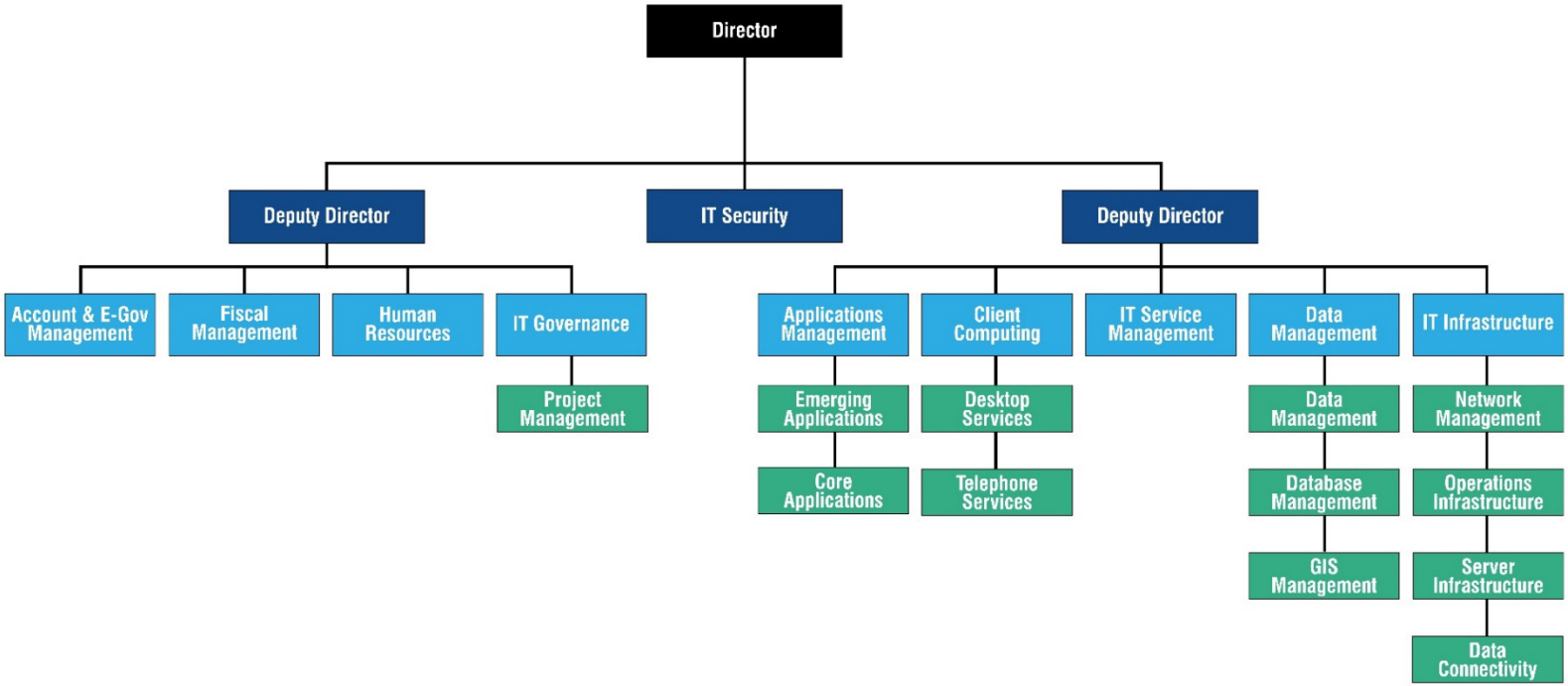
The department's IT Data Connectivity section maintains and supports all data connectivity across the city.

Finally, the Project Management section supports technology implementations, and the Account Management section assists all city agencies in procuring technology-related purchases.

Budget Summary

Fund	2022 Actual	2023 Actual	2024 Budget	2025 Proposed
General Fund	-	2,704,841	-	-
Information Services Fund	41,533,349	52,623,398	57,015,917	63,439,624
Department Total	**$41,533,349**	**$55,328,239**	**$57,015,917**	**$63,439,624**

Technology


Director
Deputy Director
IT Security
Deputy Director
Account & E-Gov Management
Fiscal Management
Human Resources
IT Governance
Project Management
Applications Management
Emerging Applications
Core Applications
Client Computing
Desktop Services
Telephone Services
IT Service Management
Data Management
Data Management
Database Management
GIS Management
IT Infrastructure
Network Management
Operations Infrastructure
Server Infrastructure
Data Connectivity

2025 BUDGET NOTES

For 2025, the Department of Technology (DoT) has an allocated budget of $63,439,624 with the Information Services Division earmarked to receive $49,375,995 of that amount. This allocation supports the extensive hardware, software, fiber, and infrastructure inventory under the DoT's purview, covering maintenance, support, and licensing costs. The department's budget also covers debt service expenses related to technology rollouts. In addition, funding is included for 25 additional positions to strengthen the IT infrastructure and data management.

DoT operates on an internal service billing model, wherein costs are charged to the respective user divisions. The Department of Finance and Management allocates all expected internal service fees for technology services within its budget to stabilize projections for the general fund, while other funds receive monthly billing for internal service charges.

Financial Summary by Fund

Fund	2022 Actual	2023 Actual	2024 Budget	2024 Projected	2025 Proposed
General Fund					
Administration	$ -	$ 2,704,841	$ -	$ 20,705,443	$ -
General Fund Subtotal	**-**	**2,704,841**	**-**	**20,705,443**	**-**
Information Services Fund					
Administration	8,345,790	9,511,603	13,728,880	12,821,787	14,063,629
Information Services	33,187,559	43,111,795	43,287,037	42,835,966	49,375,995
Info. Svcs. Fund Subtotal	**41,533,349**	**52,623,398**	**57,015,917**	**55,657,753**	**63,439,624**
Department Total	**$ 41,533,349**	**$ 55,328,239**	**$ 57,015,917**	**$ 76,363,196**	**$ 63,439,624**

Financial Summary by Area of Expense

Division	2022 Actual	2023 Actual	2024 Budget	2024 Projected	2025 Proposed
Administration					
General Fund					
Materials & Supplies	$ -	$ 721,327	$ -	$ -	$ -
Services	-	1,983,514	-	15,705,443	-
Other	-	-	-	5,000,000	-
General Fund Subtotal	**-**	**2,704,841**	**-**	**20,705,443**	**-**
Information Services Fund					
Personnel	2,122,902	2,334,322	2,997,375	2,615,376	3,069,333
Materials & Supplies	1,077,227	1,028,453	847,367	995,849	898,054
Services	5,127,645	6,134,773	9,780,098	9,106,522	9,846,242
Capital	-	-	104,040	104,040	250,000
Interest	18,016	14,055	-	-	-
Information Services Fund Subtotal	**8,345,790**	**9,511,603**	**13,728,880**	**12,821,787**	**14,063,629**
Administration Subtotal	**8,345,790**	**12,216,444**	**13,728,880**	**33,527,230**	**14,063,629**
Information Services					
Information Services Fund					
Personnel	16,535,879	18,907,129	22,609,232	21,348,232	26,453,676
Materials & Supplies	269,177	2,397,552	469,124	441,024	481,276
Services	11,123,048	15,878,312	12,982,909	14,269,688	16,061,749
Debt Principal	5,045,000	5,285,000	5,720,000	5,720,000	5,050,000
Other	376	489	1,000	1,000	1,000
Capital	9,541	-	100,000	100,000	100,000
Interest	204,538	643,313	1,404,772	956,022	1,228,294
Information Services Subtotal	**33,187,559**	**43,111,795**	**43,287,037**	**42,835,966**	**49,375,995**
Department Total	**$41,533,349**	**$55,328,239**	**$57,015,917**	**$76,363,196**	**$63,439,624**

Department Personnel Summary								
Fund	2022 Actual		2023 Actual		2024 Budget		2025 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
Information Services Fund								
Administration	15	1	15	2	17	3	17	3
Information Services	126	2	140	3	165	5	190	5
Total	**141**	**3**	**155**	**5**	**182**	**8**	**207**	**8**

Operating Budget by Program				
Program	2024 Budget	2024 FTEs	2025 Proposed	2025 FTEs
Technology Administration	$ 13,282,985	8	$ 14,864,552	16
Fiscal	1,027,365	6	1,148,872	7
Human Resources	463,893	3	504,910	3
Debt Management	7,124,772	0	6,278,294	0
Systems Administration	1,581,197	12	1,797,521	13
Applications Programming	3,770,008	23	3,936,939	23
Government Television Channel	976,003	7	1,180,039	7
Network	890,356	6	988,907	6
Security	1,685,953	12	1,760,644	12
Account Management	595,938	4	646,215	4
Computer Operations	1,455,568	11	1,269,958	9
Database	924,130	6	855,105	5
Infrastructure	264,500	0	238,776	0
Telephone Services	890,365	6	933,309	6
Project Management	2,951,084	18	3,916,656	21
Contracts	9,425,488	0	11,405,975	0
Desktop Support	3,025,032	23	3,319,324	28
Help Desk	724,338	7	915,551	8
Fiber	1,715,619	9	2,492,245	12
Facilities Management	395,000	0	441,000	0
Internal Services	642,645	0	647,498	0
Data Management	1,944,500	13	2,461,481	18
Public Safety Support	955,923	6	1,167,021	7
Recreation and Parks Support	303,255	2	268,832	2
Department Total	**$57,015,917**	**182**	**$63,439,624**	**207**

For additional financial information related to the Department of Technology, please refer to the technology services fund contained within the Internal Service Funds section. Program descriptions begin on the following page.

2025 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 department and division staff, including administering the city's policies and procedures related to labor relations, employee benefits, performance management, occupational health and safety, employee training, and development.

DEBT MANAGEMENT

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

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, voice over internet protocol (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 and to consult and coordinate 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 central processing unit (CPU) usage, data, and application storage on enterprise disk systems and magnetic tapes.
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.

INFRASTRUCTURE	To coordinate and manage the design, installation, maintenance, and repair of the city's IT and data center infrastructure and its many components, which include the server, network, fiber, internet, security firewall, VoIP infrastructures, and the city's Microsoft enterprise-wide software license.
TELEPHONE SERVICES	To provide telephone and consulting services to city agencies on the city's VoIP system, voice mail, automated attendants, leased circuit ordering, installation, repair, and maintenance of the interactive voice response (IVR) system, and 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 annual licenses, software and hardware maintenance agreements for applications and technology systems, and infrastructure that continues to support 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 cabling, 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.
PUBLIC SAFETY SUPPORT	To provide dedicated technology support to the Department of Public Safety.
RECREATION AND PARKS SUPPORT	To provide dedicated technology support to the Department of Recreation and Parks.



Department Description

The Department of Neighborhoods serves as the front door to the city by providing information and services to Columbus residents so all neighborhoods are strong and vibrant. The department seeks to empower and engage residents through a variety of programs and services including the 311 Customer Service Center, Neighborhood Liaison Program, and the Community Relations Commission.

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 **311 Customer Service Center**, also known as "311", is the single point of contact for all non-emergency city service requests, focused on providing access to city services and information with the highest possible levels of customer service. Available to residents, city businesses, and visitors, 311 requests can be submitted online, by phone, and with the CBUS 311 mobile application.

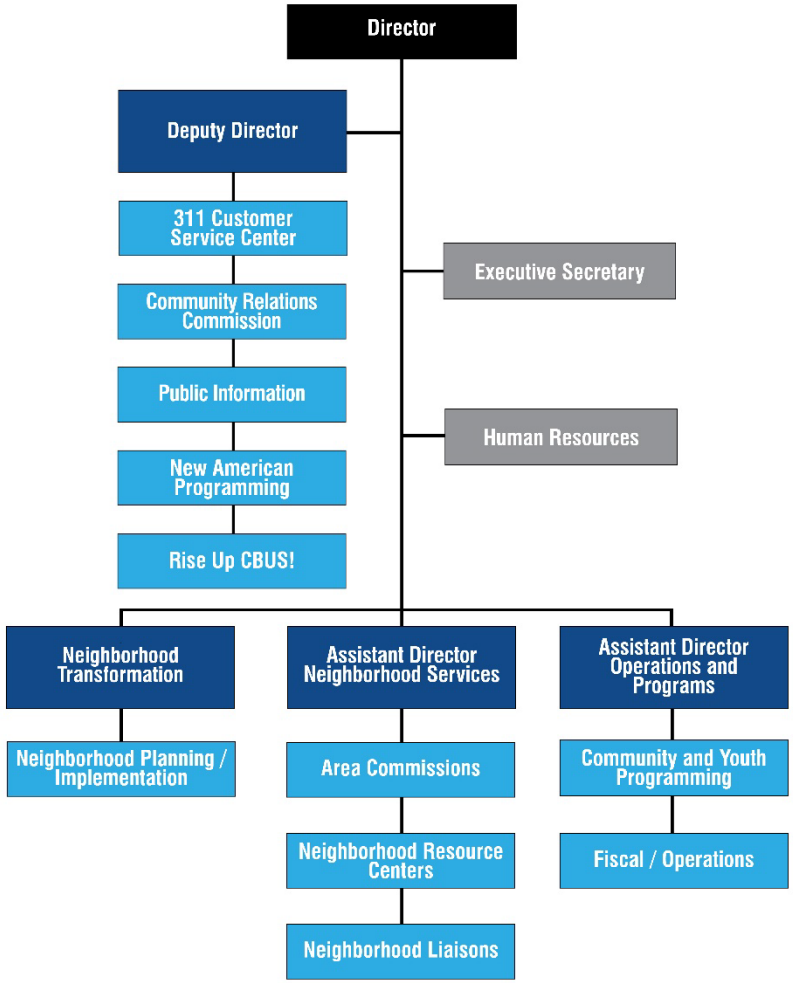
Neighborhood Liaisons work across department lines to get results for resident requests, problems, and questions. The city has been divided into service areas and a liaison has been assigned to each of the areas to work directly with the residents and neighborhood organizations. The liaisons are housed within the **Neighborhood Resource Centers,** formerly known as Neighborhood Pride Centers, and are the direct communications link between the city and the community. Each resource 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** helps to address issues of discrimination in the community. The commission provides formal and informal mediation to help resolve discrimination complaints and has the power to levy civil penalties in cases where discrimination has occurred. The commission also provides educational programming to raise awareness of the protections from discrimination that are provided within the Columbus City Code.

Budget Summary

Fund	2022 Actual	2023 Actual	2024 Budget	2025 Proposed
General Fund	9,965,146	11,745,496	13,470,428	15,224,064
Department Total	**$ 9,965,146**	**$ 11,745,496**	**$ 13,470,428**	**$ 15,224,064**

Neighborhoods

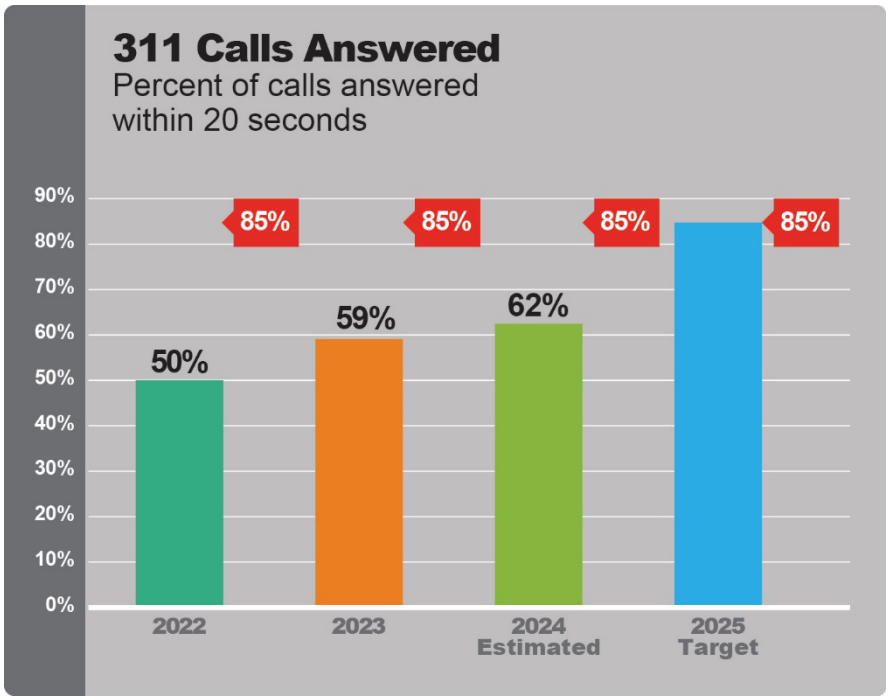


2025 BUDGET NOTES

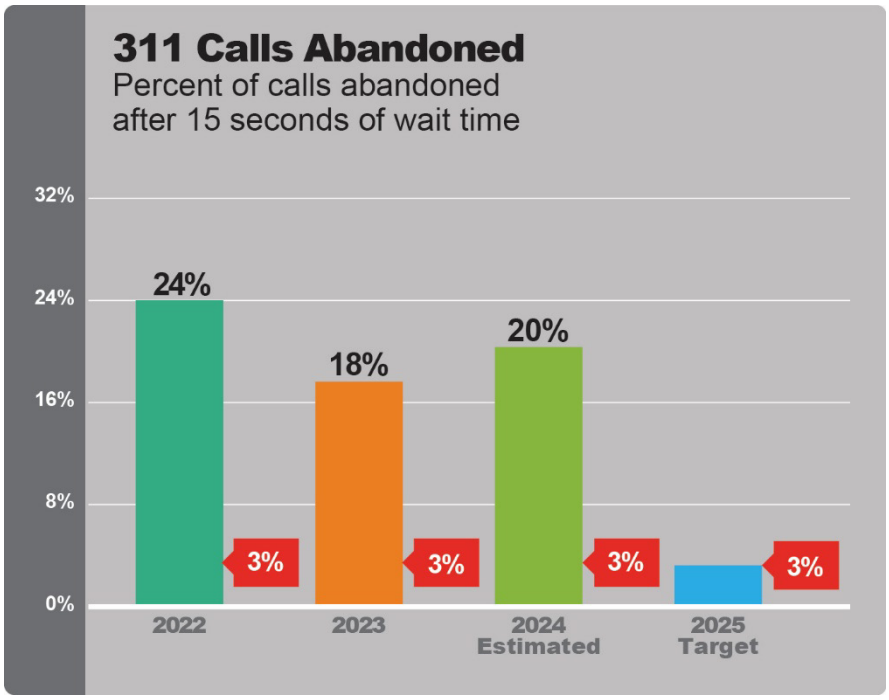
The proposed funding of $15,224,064 for the Department of Neighborhoods includes 68 full-time employees and four part-time student interns. Noteworthy programs, opportunities, and items of importance are as follows:

- The department has budgeted $200,000 to address blight and clean-up illegal dumping in alleys.
- The work to implement the One Linden and Envision Hilltop community plans will continue in 2025. An allocation of $1,000,000 will be used for programming to advance plan goals in areas including housing, school success, and business development. Work will also begin to implement the goals established by the community in the new Eastland plan that will be completed in December of 2024.
- 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.
- The Commission on Black Girls, will continue work to advance equity for black girls in Columbus, including programming focused on mentoring and providing leadership experiences.
- Funding for the New Americans program continues in 2025 to assist with the assimilation of new Americans arriving in Columbus from other countries. In addition, $35,600 in funding is allocated for translation and interpretation services including on-demand, over-the-phone translation services for the 311 Customer Service Center.
- The New American Leadership Academy (NALA) funding will continue in the amount of $30,000. This funding will allow NALA alumni to remain engaged and involved in the program through the NALA Alumni Summit.
- Support for summer youth programming will continue in 2025 and is budgeted at $4,805,000.
- The Martin Luther King Jr. Day celebration and Black History Month programming will continue in 2025. 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.
- Support for area commissions will continue in 2025 with an allocation of $52,500.
- Rise Up CBUS! will return with a new schedule of community events to connect residents with city and community services.

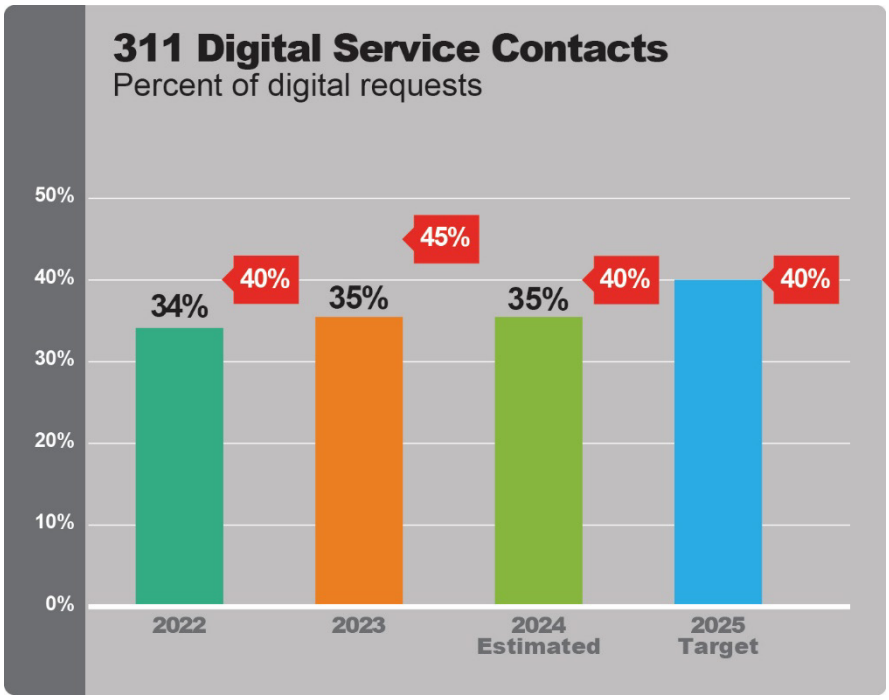
PERFORMANCE MEASURES



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 it's commitment that 85 percent of all calls received by the service center will be answered within 20 seconds.



Connecting to residents who seek information or resources is essential to providing quality customer service. The department has set a goal of three percent or less of all calls received are abandoned after 15 seconds of wait time.



Ensuring residents can submit a service request in multiple formats is important in providing high quality customer service. The department made enhancements to accommodate the growing demand for web-based submission of questions and service requests. In 2025, the goal is for 40 percent of requests to be submitted online using the mobile application or by webmail.

Financial Summary by Area of Expense

Division	2022 Actual	2023 Actual	2024 Budget	2024 Projected	2025 Proposed
Neighborhoods					
General Fund					
Personnel	$ 4,988,615	$ 5,789,677	$ 7,090,797	$ 6,260,234	$ 7,579,978
Materials & Supplies	89,159	142,498	104,200	160,478	183,200
Services	3,532,030	2,515,787	1,992,931	1,053,148	1,413,386
Other	1,302,842	3,245,034	4,230,000	6,195,095	5,995,000
Capital	-	-	-		
Transfers	52,500	52,500	52,500	52,500	52,500
General Fund Subtotal	**9,965,146**	**11,745,496**	**13,470,428**	**13,721,455**	**15,224,064**
Department Total	**$ 9,965,146**	**$ 11,745,496**	**$ 13,470,428**	**$ 13,721,455**	**$ 15,224,064**

Department Personnel Summary

Fund	2022 Actual		2023 Actual		2024 Budget		2025 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Administration	50	0	58	0	67	2	68	4
Total	**50**	**0**	**58**	**0**	**67**	**2**	**68**	**4**

Operating Budget by Program

Program	2024 Budget	2024 FTEs	2025 Proposed	2025 FTEs
Administration	$ 1,147,170	5	$ 1,201,251	5
Internal Services	32,581	0	35,233	0
Fiscal	381,392	3	390,198	3
Human Resources	233,657	2	248,584	2
New Americans	289,462	2	358,667	2
Community Relations	130,188	1	124,680	1
311 Customer Service Center	3,062,546	35	3,160,523	35
Area Commissions	52,500	0	52,500	0
Neighborhood & Community Planning	2,459,676	5	2,434,250	5
Commission on Black Girls	309,395	2	317,848	2
My Brother's Keeper Village	209,677	1	188,683	1
Summer Youth Employment and Programming	3,100,000	0	4,805,000	0
Community Engagement	680,000	0	481,315	1
Rise Up CBUS!	314,965	2	299,689	2
Neighborhood Liaisons	1,067,219	9	1,125,643	9
Department Total	**$ 13,470,428**	**67**	**$ 15,224,064**	**68**



2025 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 the 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 the residents. Through the work of the Community Relations Commission, vision of “Building a Community for All” can become a reality.
311 CUSTOMER SERVICE CENTER	To provide a single point of contact for residents to submit service requests and to receive information regarding non-emergency city services.
AREA COMMISSIONS	To support area commissions in their work for the communities they represent.

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.
COMMISSION ON BLACK GIRLS	To advance equity for black girls in Columbus by ensuring that they have opportunities to thrive without the disruption of systemic barriers that have traditionally impacted black girls.
MY BROTHER'S KEEPER VILLAGE	To advance equity for boys and young men of color in Columbus by addressing systemic barriers and building safe and supportive communities to create clear pathways to opportunities.
SUMMER YOUTH EMPLOYMENT AND PROGRAMMING	To guide youth to achieve personal goals and prepare for career paths through empowerment, education, and employment opportunities.
COMMUNITY ENGAGEMENT	To provide opportunities for the community to connect and engage in programming that helps to eliminate discrimination and remove the effects of past discrimination within the City of Columbus.
RISE UP CBUS!	To build awareness and connect residents to city and community-based programs and services that build economic stability, improve health and wellness, and foster safer, more resilient communities.
NEIGHBORHOOD LIAISONS	To address community needs through cross departmental engagement, providing a site for community members to meet and interact with city staff and boosting awareness of city programs.



Department Description

Governed by a five-member Board of Health, Columbus Public Health (CPH) works to protect the health and improve the lives of nearly one million Columbus and Worthington residents by ensuring that all residents and visitors are empowered to live healthier, safer lives. Columbus Public Health offers more than 60 diverse programs in environmental, neighborhood, family, population, clinical health, sexual health promotion, and addiction services, and is a nationally-accredited leader that identifies health priorities, mobilizes resources, and ensures the conditions in which all residents can be healthy and safe.

Department Mission

To protect health and improve lives in our community.

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

- Assuring compliance with public health laws, mandates, and regulations;
- Establishing policies to address health issues and emerging health threats;
- Providing preventative, environmental, community, clinical, and home-based services.

Diverse **clinical and family health services** are provided to Columbus residents including women's health, family planning, primary care, sexual health and wellness, immunizations, health screenings, infant health, dental care, and many others. In recent years, the department also has been a community leader addressing violent crime, the overdose crisis, mpox and the COVID-19 pandemic.

CPH also offers **Sexual Health Promotion** services to prevent HIV and other sexually transmitted infections (STI) in the community through education, testing, and treatment. Sexual health promotion includes disease identification, investigation, and treatment to protect health and prevent the spread of STIs.

Budget Summary

Fund	2022 Actual	2023 Actual	2024 Budget	2025 Proposed
Health Operating Fund	37,252,444	42,162,962	44,303,336	44,718,674
Department Total	**$ 37,252,444**	**$ 42,162,962**	**$ 44,303,336**	**$ 44,718,674**

Columbus Public Health's **addiction services** provides programs and services to prevent and address drug and alcohol addiction, as well as oversight and coordination of the Columbus and Franklin County Addiction Plan, a collaborative community response addressing the opioid crisis. The department identifies the resources needed to effectively implement the action plan, and manages and coordinates addiction services including prevention, treatment, and harm reduction.

The department also works to prevent or reduce risks from environmental hazards. **Environmental health** programs seek to prevent disease or injury associated with food, water, air, animals, vectors, hazardous materials, and hazardous waste.

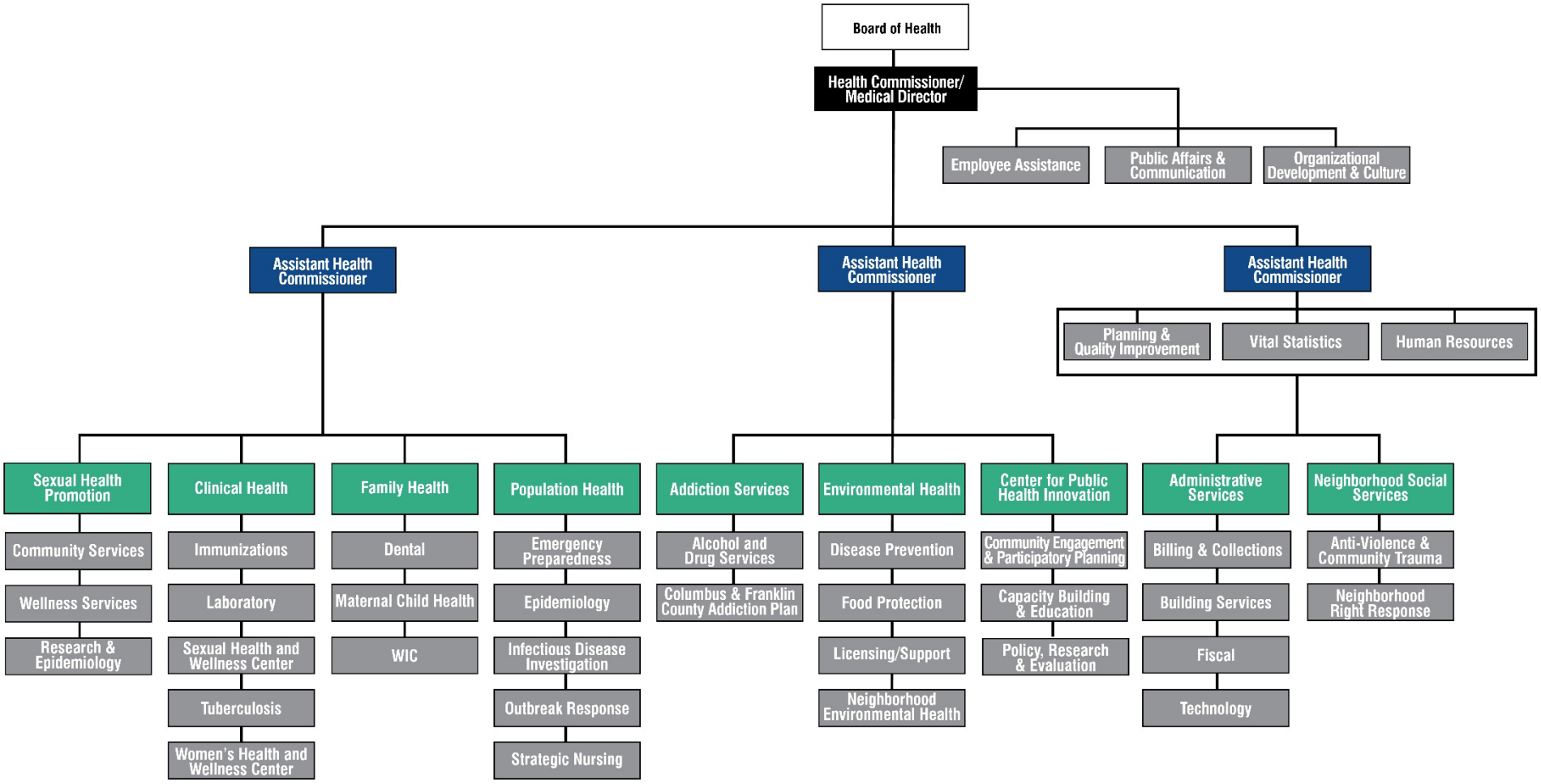
Within **Population Health** and the **Office of Epidemiology**, CPH helps to improve the health of the Columbus community by gathering and studying health-related data and information to make informed decisions about community health policy, planning, and programming. The **Office of Emergency Preparedness** analyzes health indicators, investigates infectious diseases, and implements public health interventions when needed.

The **Center for Public Health Innovation** is working to increase life expectancy and improve quality of life by reducing health inequities with a focus on racism as a public health crisis. The Center brings community voices to CPH services with participatory planning strategies, increases organizational and community capacity to advance equity, and develops policies that can dismantle structural racism and improve the health of all.

Neighborhood Social Services includes community trauma support and anti-violence prevention to build a safer and more resilient community. CPH provides social workers in the 911 Call Center to assist Columbus Police and Fire dispatchers to respond appropriately to non-violent calls. The Mobile Crisis Response Team now includes CPH social workers and Columbus Police who respond to immediate mental health emergencies. Neighborhood Social Services also provides community support to residents on housing, food insecurity, and access to various community needs agencies through innovative efforts like the Columbus CARE coalition, Linden Anti-Violence Team, One Block at a Time, and VOICE.



Public Health



2025 BUDGET NOTES

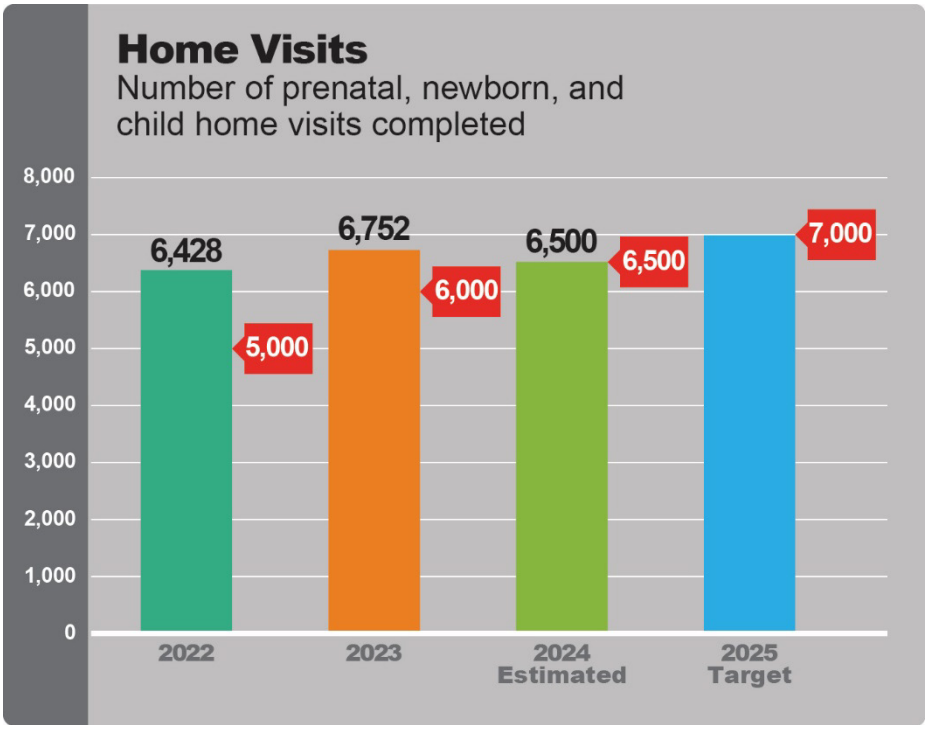
The 2025 budget for Columbus Public Health allows for continued provision of public health services that are mandated, services that meet the Mayor's strategic priorities, and a variety of programs that the Board of Health deems essential. In addition:

- Neighborhood Social Services, created in 2022, continues funding with a budget of more than $5 million for 2025. This program, which encompasses the CARE Coalition, Violence Intervention, Violent Crime Review Group, Community Right Response, Right Response Dispatch, and Neighborhood Social Work focuses on community trauma support and hospital based violence intervention; community based violence reduction programs focusing on geographical location and at-risk individuals for violence; community based teams who follow up on 911 calls; 911 Dispatch Center teams that triage calls to assess for proper response based on acuity of the call; and, a community based team working directly with residents on housing, food insecurity, and access to various community needs agencies.
- Increased funding for language interpretation contracts is budgeted in 2025 due to the increasingly diverse population growth within Columbus.
- The Health Department continues to focus on sexual health services and promotion. For 2025, this area is budgeted at over $400,000.
- Total combined funding of almost $1.8 million is budgeted to continue to address heroin and opiate use as part of the Columbus and Franklin County Addiction Plan. The Safe Point Program continues to be funded at $350,000 and provides Naloxone access, addiction counseling, treatment referrals, infectious disease screenings and linkage to care, and prevention education. In addition, medication assisted treatment services funding remains steady.
- Continued support for Federally Qualified Health Centers (FQHC), 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, and to contract with and receive revenue from the City of Worthington to provide public health consultation and assistance in matters of public health.

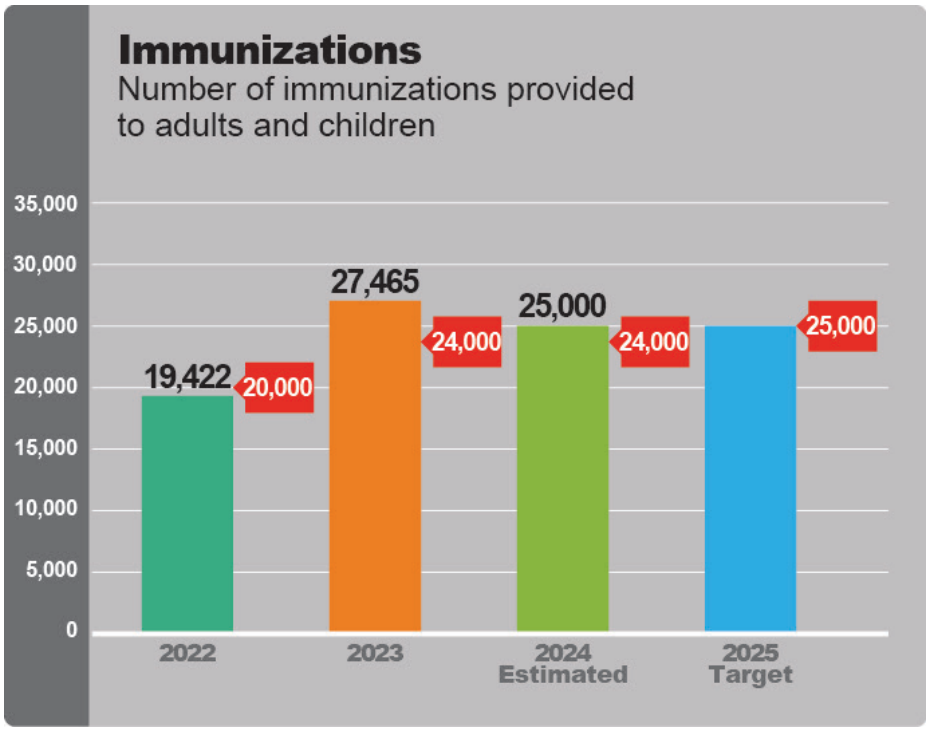
PERFORMANCE MEASURES



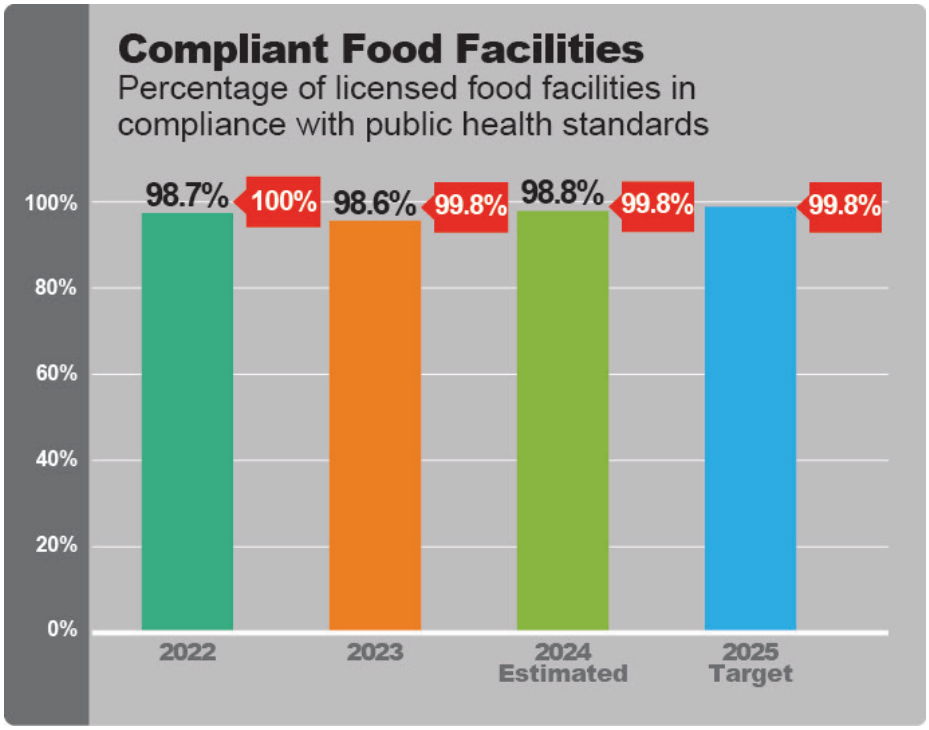
Sleep-related infant deaths are mostly preventable and are a leading cause of death for babies from birth to one year of age. Columbus Public Health and CelebrateOne developed and administer Safe Sleep Ambassador and Ally trainings, both in-person and virtual, to caregivers, social services and healthcare professionals to promote recommendations on how to keep babies safe while sleeping. Trained Safe Sleep Ambassadors and Allies share the ABC's of safe sleep with friends, family, co-workers, neighbors, and community groups. In 2022 and in 2023 CPH surpassed the targeted goals. For 2025 CPH renews the ambitious goal to train 1,000 ambassadors.



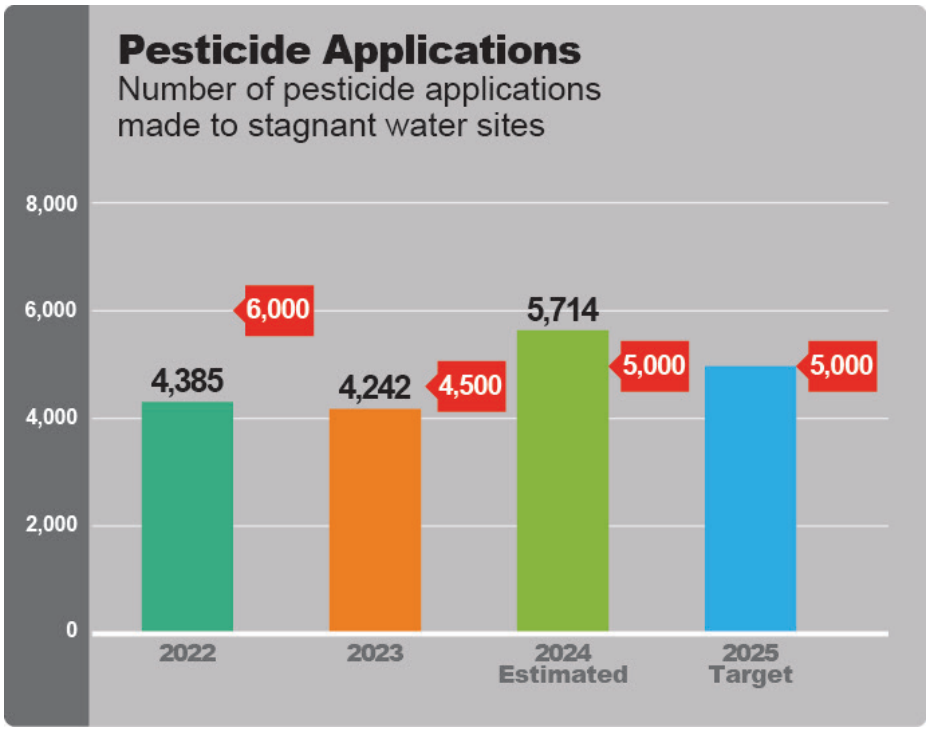
CPH Maternal Child Health Home Visiting Programs provide community outreach and in-home, family-centered care coordination, education, and support to pregnant and parenting women with very young children. All services are voluntary and at no cost to the client. The number of 2024 actual visits will include the Moving Beyond Depression Hope at Home therapy services which began April 1, 2024.



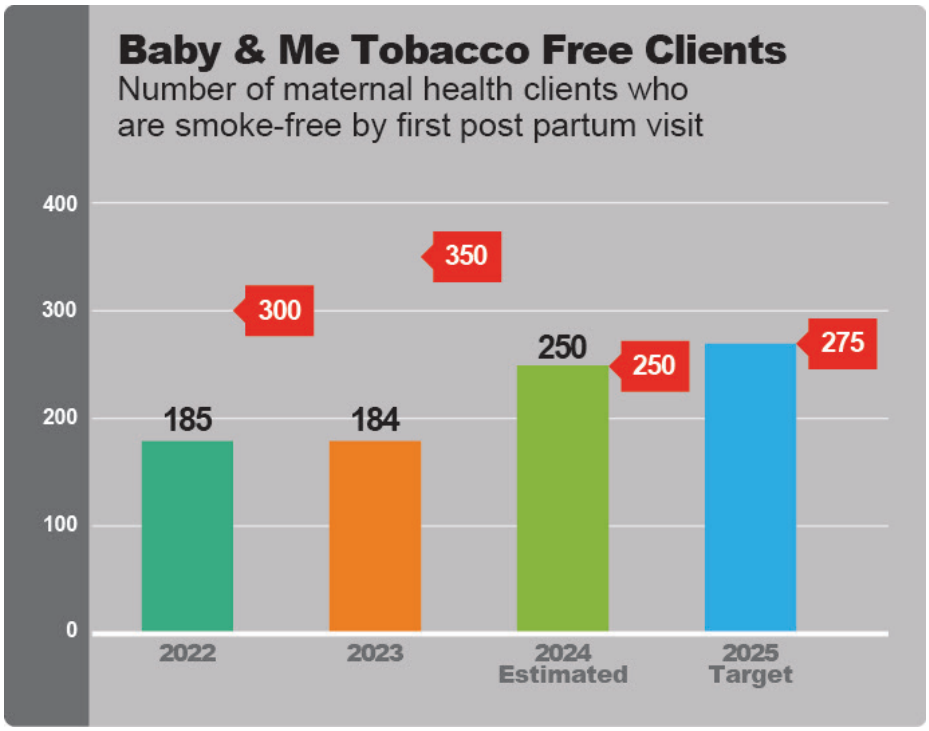
Providing immunizations to adults and children is a top priority in protecting the health of residents by reducing the spread of vaccine-preventable illnesses such as measles and pertussis (whooping cough). CPH estimates that it will provide about 25,000 vaccinations to adults and children in 2024. The target for 2025 is 25,000 vaccinations.



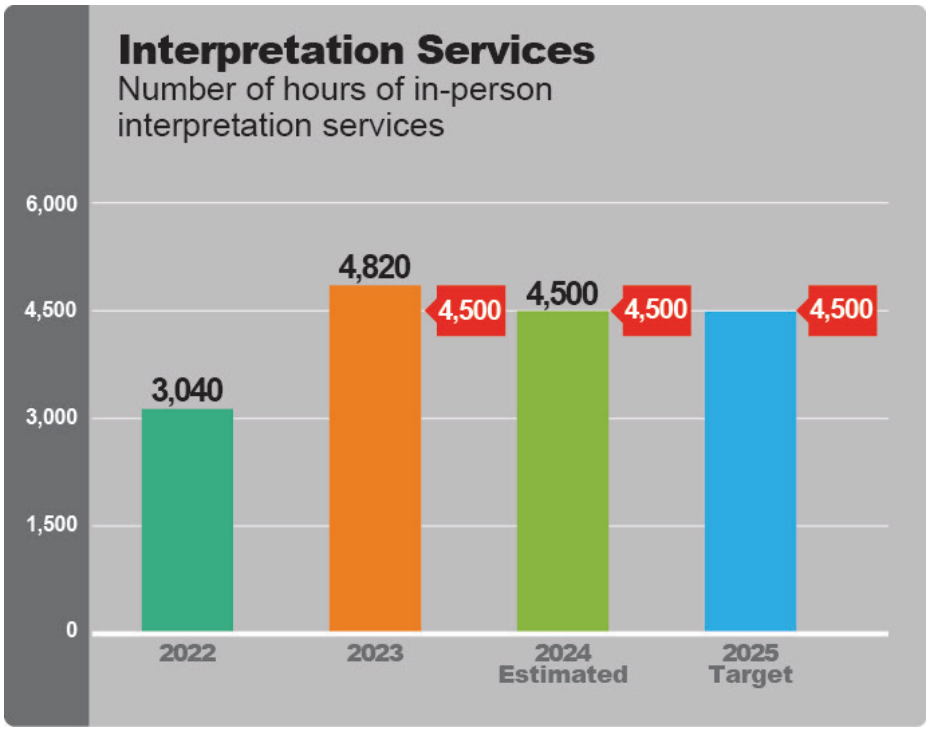
Columbus Public Health's (CPH) Food Protection Program inspects and safeguards retail food establishments for residents of Columbus and Worthington. CPH consistently meets its compliance standards. Retail food establishments not in compliance are under enforcement by CPH to address violations. CPH sets a high standard of 99.8 percent of food facilities in compliance with public health standards, to ensure the continued safety of Columbus residents.



The Vector Control Program conducts larviciding each year to prevent mosquitoes from developing into adults which can transmit disease. This is accomplished by treating standing water (larviciding) which includes: rain barrel treatment, catch basin treatment, historic mosquito breeding site treatment, identification and treatment of new mosquito breeding sites, and complaint investigations in which standing water may be observed and treated.

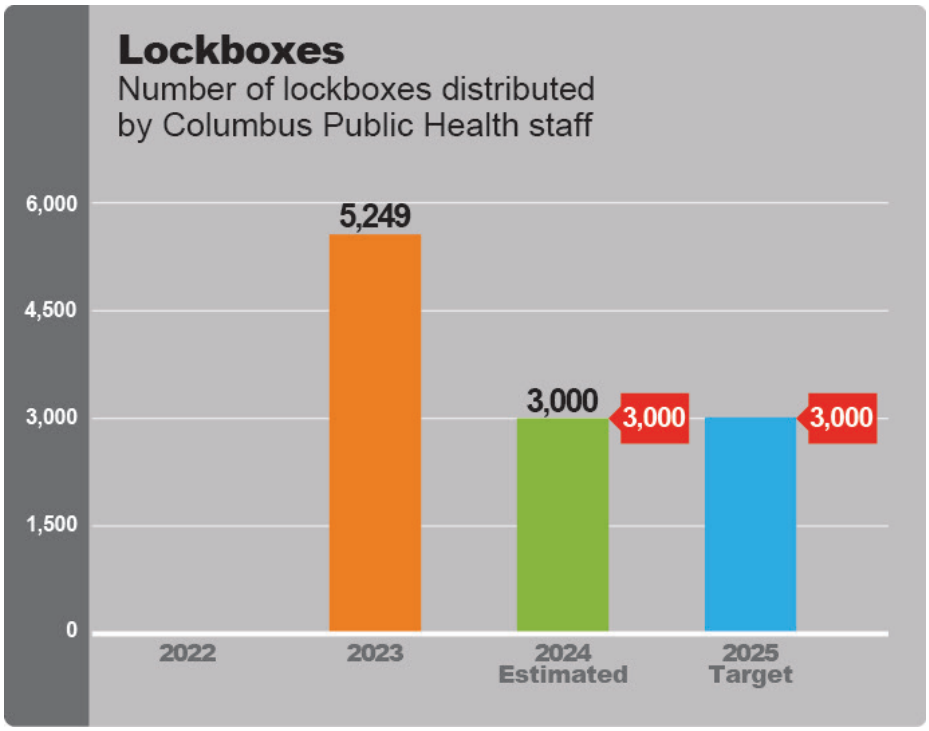


The Baby and Me Tobacco Free program at CPH is the only evidence-based smoking cessation program specifically tailored for pregnant women and their families in Franklin County. It aims to increase smoking cessation rates among pregnant and postpartum women to improve birth outcomes and infant and maternal health. In 2020, Baby and Me Tobacco Free implemented telehealth services, which allowed for continued programming throughout the Covid-19 pandemic. In 2022, the program funder required a return to in-person visits illustrating the complex challenges families experience accessing healthcare visits, including transportation, child care, and other factors. Additionally in 2023, post-partum visits were reduced from 12 to 6 (this impacts the numbers reported from previous years).



Columbus Public Health remains committed to assuring equitable access to quality public health services, with a particular focus on vulnerable communities. CPH is able to offer in-person interpretation services in 57 languages for over 50 diverse public health programs. Each year the number of languages offered for in-person interpretation services expands with the growing diversity of Franklin County residents.

*Note: Tracking of interpretation services formally began in 2023.



Columbus Public Health provides free lockboxes to residents. Storing a gun and ammunition properly protects others from injury and keeps weapons out of the hands of children and others who shouldn't have them. They also provide a safe location for the storage of medications that could be harmful if used outside of the prescribed reason.

*Note: Tracking of lockboxes began in 2023.

Financial Summary by Area of Expense					
Division	2022 Actual	2023 Actual	2024 Budget	2024 Projected	2025 Proposed
Health					
Health Operating Fund					
Personnel	$ 26,952,224	$ 30,654,218	$ 33,464,159	$ 34,066,512	$ 35,220,594
Materials & Supplies	1,494,236	1,727,951	1,470,398	1,324,488	1,480,748
Services	8,375,775	9,264,492	8,463,779	9,130,024	7,982,332
Other	48,582	516,300	905,000	34,000	35,000
Transfer	381,627	-	-	-	-
Health Operating Fund Subtotal	**37,252,444**	**42,162,962**	**44,303,336**	**44,555,024**	**44,718,674**
Department Total	**$ 37,252,444**	**$ 42,162,962**	**$ 44,303,336**	**$ 44,555,024**	**$ 44,718,674**

Department Personnel Summary								
Fund	2022 Actual		2023 Actual		2024 Budget		2025 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
Health Operating Fund								
Administration	286	23	294	24	331	20	325	20
Total	**286**	**23**	**294**	**24**	**331**	**20**	**325**	**20**

Operating Budget by Program				
Program	2024 Budget	2024 FTEs	2025 Proposed	2025 FTEs
Health Administration	$ 11,110,971	52	$ 10,463,430	49
Fiscal	609,117	6	711,724	6
Human Resources	922,853	9	490,372	9
Internal Services	473,277	0	504,150	0
Center for Public Health Innovation	3,233,620	26	3,485,844	26
Clinical Health	4,859,230	35	4,985,360	35
Population Health	4,792,666	41	5,115,701	40
Environmental Health	7,067,934	67	7,558,329	67
Family Health	3,692,176	38	3,965,956	38
Opiate Initiatives	1,830,073	11	1,771,472	10
Sexual Health Promotion	402,604	3	412,019	3
Neighborhood Social Services	5,295,815	43	5,241,317	42
Sustainable Columbus	13,000	0	13,000	0
Department Total	**$ 44,303,336**	**331**	**$ 44,718,674**	**325**

For additional financial information related to the Health Department, please refer to the health operating fund contained within the Special Revenue Funds section. Program descriptions begin on the following page.

2025 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 for 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.
CENTER FOR PUBLIC HEALTH INNOVATION	To provide programming that raises life expectancy and improves quality of life by reducing health inequities and addressing racism as a public health crisis. The Center brings community voices to CPH services with participatory planning strategies; increases organizational and community capacity to advance equity; and, develops policy that can dismantle structural racism and improve the health of all. This work is achieved through the use of data to evaluate community health needs followed by evaluation to determine project effectiveness.

CLINICAL HEALTH	To provide clinical services to the public including immunizations, reproductive health and wellness, family planning and postpartum services, sexual health and wellness, and tuberculosis services.
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 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, to provide alcohol and drug abuse prevention and education services to Columbus Residents, courts and clients referred through the Employee Assistance Program (EAP), 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. For the Department of Health this includes addiction services to account for the costs associated with the prevention and treatment of alcohol and drug abuse and addiction.
SEXUAL HEALTH PROMOTION	To prevent HIV and other sexually transmitted infections (STI) through education, testing, and treatment.

NEIGHBORHOOD SOCIAL SERVICES

To provide neighborhood social services programs, including community trauma support and hospital-based violence intervention, community-based violence reduction programs, community-based teams who follow up on 911 calls, 911 Dispatch Center teams that triage calls to assess for proper response based on acuity of the call, and, a community-based team working directly with residents on housing, food insecurity, and access to various community needs agencies.

SUSTAINABLE COLUMBUS

To ensure the city is doing its part to combat the effects of climate change while imparting fairness and environmental justice, in an effort to create a more equitable and resilient community.





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. Currently there are 453 parks, 32 community centers and specialty facilities, 5 athletic complexes, 6 golf courses, and 131 miles of multi-use trails. The department's vision is to ensure every resident has access to all of its many services. With this mission and vision, 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.

Programmatic highlights include the aquatics programming. Within the Columbus **Aquatics 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 8 conveniently located outdoor pools, 3 spray grounds, and 3 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 32 **Community Centers and Specialty Facilities**. 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	2022 Actual	2023 Actual	2024 Budget	2025 Proposed
Operation and Extension Fund	61,683,449	69,658,813	75,029,777	79,635,596
Department Total	**$ 61,683,449**	**$ 69,658,813**	**$ 75,029,777**	**$ 79,635,596**

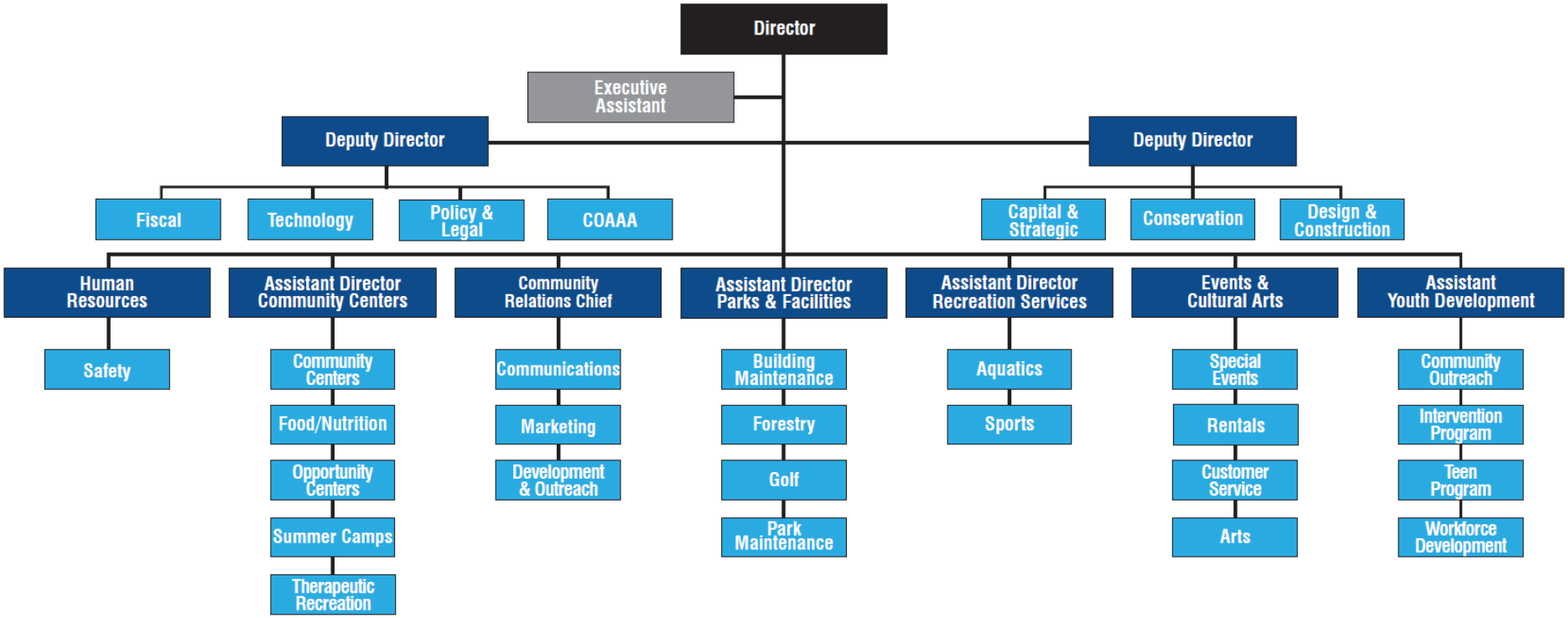
In addition to the aforementioned facilities, the CRPD also manages the **Priscilla R. Tyson Cultural Arts Center**, the **Franklin Park Adventure Center,** and the **McKnight Outdoor Education Center**.

As stewards of the land, CRPD invests heavily in conserving the community's natural environment. In 2023, the department planted 3,100 street and park trees and planted 2,900 native plants. The department manages almost 15,000 acres of parkland, 20 nature preserves and 36 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 1.9 million residents throughout central Ohio and relies on the support of nearly 14,000 volunteers. As the largest summer food provider in the State of Ohio, the department provided over 207,000 summer meals to kids under the age of 18 in 2024. 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 **APPS Job Readiness, ReRoute, and VOICE** programs.



Recreation and Parks



2025 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 programs, opportunities, spaces, and items of importance are as follows:

- Total funding for the APPS program is $3,196,765 in 2025. This program enriches the lives of youth and young adults ages 14 to 23 by connecting them to services and programs focused on building life skills, character development, jobs, postsecondary education, and other components.

- The Therapeutic Recreation program will continue to expand programming inside the department's 32 recreation centers and specialty facilities. Therapeutic Recreation offers inclusion support for participants who are differently abled to participate alongside their peers in summer camps, while continuing to provide unique adaptive after-school and recreational programming as well.

- Outdoor Recreation's goal is to introduce all Columbus neighborhoods to boating, fishing, archery, hiking, and exploring the natural world. $659,295 will be directed to this program in 2025.

- The department anticipates continuing to implement opportunities for the community to celebrate, network, and enjoy the uplifting and diverse events offered by the city. In 2025, support for the city's signature events will continue including the Jazz and Rib Fest, CBUS Soul Fest, and Winterfest.

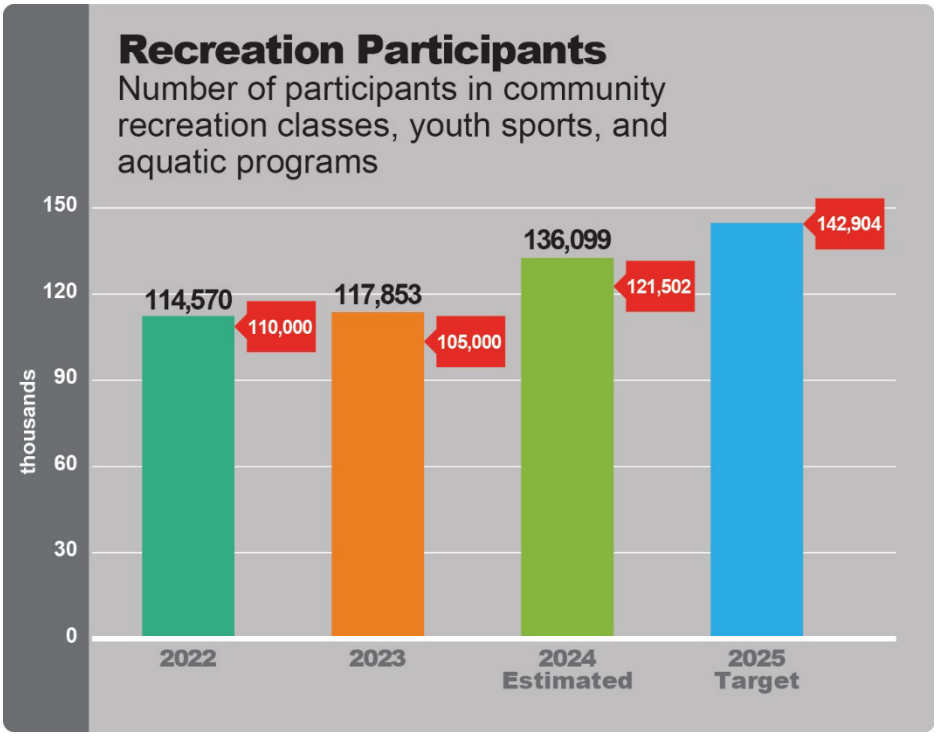
- Total combined funding for the Forestry Program and the Urban Forestry Master Plan is $4,219,516. This includes funding for additional staff to assist with pruning, and removals as well as nursery support staff to address pre- and post- planting requirements.

- Franklin Park Conservatory will receive $350,000 and the King Arts complex will receive $125,000 in continued city support in 2025.

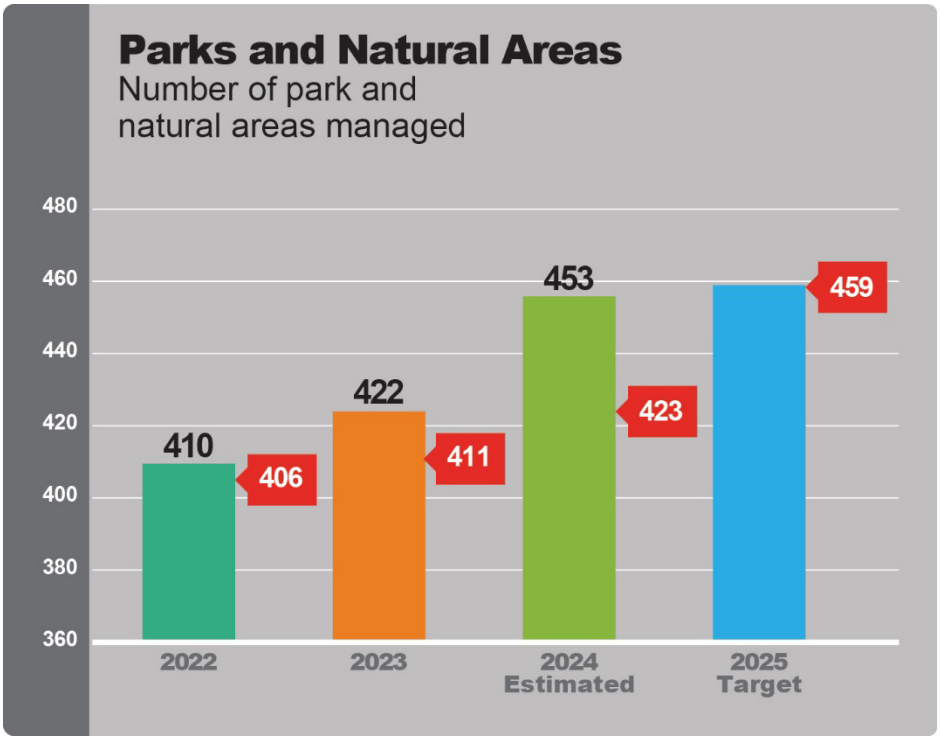
- Summer Youth Programming is funded at $3,500,000 in 2025.

- Funding of $460,716 is included for the Conservation program to protect and conserve natural resources.

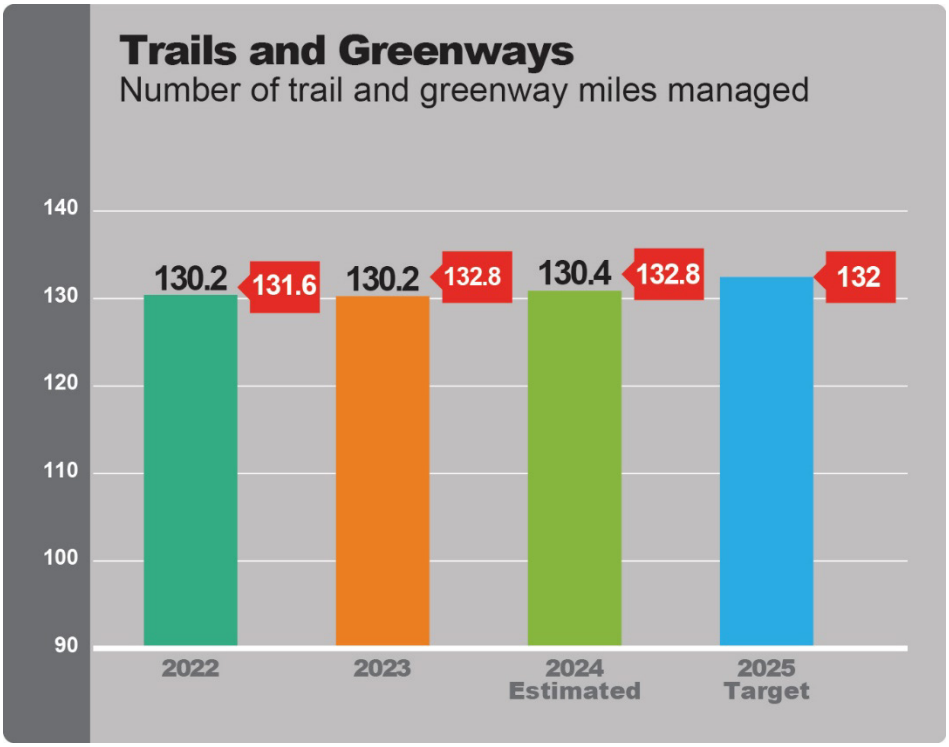
PERFORMANCE MEASURES



Excellence in programming and service delivery is one of five strategic objectives of Recreation and Park's Department. 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.



Trails and greenway miles are measured as a direct fulfillment of the department's mission. The department is charged with planning, constructing, and repairing greenways and neighborhood connectors throughout the city. 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 acquisition, engineering, and design phases of trail projects.

Financial Summary by Area of Expense

Division	2022 Actual	2023 Actual	2024 Budget	2024 Projected	2025 Proposed
Administration					
Operation and Extension Fund					
Personnel	$ 39,103,930	$ 48,066,530	$ 53,203,941	$ 51,617,378	$ 53,825,719
Materials & Supplies	2,918,103	3,252,383	3,834,183	4,064,849	4,514,519
Services	14,249,780	14,941,981	15,464,414	16,526,838	16,815,419
Other	188,647	2,865,431	2,344,750	4,593,325	4,297,450
Capital	4,381,500	-	-	2,937	-
Transfers	841,489	532,489	182,489	182,489	182,489
Adminstration Subtotal	**61,683,449**	**69,658,813**	**75,029,777**	**76,987,816**	**79,635,596**
Department Total	**$ 61,683,449**	**$ 69,658,813**	**$ 75,029,777**	**$ 76,987,816**	**$ 79,635,596**

Department Personnel Summary

Fund	2022 Actual		2023 Actual		2024 Budget		2025 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
Operation and Extension Fund								
Administration	350	915	383	1,008	442	1,688	455	1,706
Total	**350**	**915**	**383**	**1,008**	**442**	**1,688**	**455**	**1,706**

Operating Budget by Program				
Program	2024 Budget	2024 FTEs	2025 Proposed	2025 FTEs
Administration	$ 5,550,026	8	$ 5,573,172	10
Fiscal	2,228,668	18	2,377,391	20
Human Resources	1,273,027	10	1,496,710	11
Internal Services	6,132,071	0	6,435,329	0
Summer Youth Programming	-	0	3,500,000	0
Aquatics	3,082,547	6	3,298,080	7
APPS	4,235,466	19	3,196,765	16
Building and Facility Maintenance	3,695,208	29	4,075,315	30
Communications and Development	3,375,565	13	1,784,333	11
Forestry	2,699,762	26	4,219,516	49
Miscellaneous Programs	675,000	0	1,440,000	0
Park Maintenance	7,815,527	67	7,917,494	67
Design and Construction	1,523,619	12	562,302	13
Special Events	1,578,556	9	3,139,371	12
Sports	3,586,387	21	3,875,191	21
Food and Nutrition	223,715	2	283,560	2
Warehouse	644,799	3	670,891	3
Outdoor Recreation	599,612	3	659,295	3
Cultural Arts	1,004,730	4	1,528,407	5
Permits and Rental Services	1,079,378	8	1,570,118	13
Capital Kids*	1,086,763	5	53,450	0
COAAA	182,489	0	182,489	0
Community Recreation	10,896,457	105	9,847,164	106
Therapeutic Recreation	1,151,109	6	1,158,475	6
Golf	4,602,349	26	4,989,105	26
Health and Wellness	371,460	1	205,835	1
Capital and Strategic Planning	841,804	6	942,139	7
Urban Forestry Master Plan**	2,047,402	23	-	0
Youth Sports	881,800	6	1,121,486	7
Camps	1,308,765	1	1,476,745	1
Conservation	655,716	5	753,568	5
Intervention	-	0	457,040	3
Technology	-	0	844,860	0
Department Total	**$75,029,777**	**442**	**$79,635,596**	**455**

** Capital Kids' personnel expenditures were moved to Community Recreation programming in 2025.*

*** The Urban Forestry Master Plan budget is combined with the Forestry Program for 2025.*

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 Funds section.

2025 PROGRAM GUIDE

ADMINISTRATION	To provide management and support through the office of the director for training, marketing, grants, and Central Ohio Area Agency on Aging (COAAA) and City of Columbus initiatives.
FISCAL	To oversee the department's operating budget, process all invoices, coordinate telephone and wireless devices, post bids through vendor services, handle legislated contracts and service agreements, and administer grant funding, the capital improvements budget, and the special and permanent improvement funds.
HUMAN RESOURCES	To provide basic services in the areas of recruiting, hiring, payroll, benefits, contract administration, grievance resolution, disciplinary action, training, and employment law compliance.
INTERNAL SERVICES	To account for the internal service charges of the department necessary to maintain operations.
SUMMER YOUTH PROGRAMMING	To guide youth to achieve personal goals and prepare for career paths through empowerment, education, and employment opportunities.

AQUATICS	To provide places to swim year-round including an indoor swim center, 8 outdoor swimming pools, 3 spray grounds, 3 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	To enrich the lives of at-risk youth, ages 14-23, by connecting them to programs focused on life skills development, character development, workforce development, and postsecondary education.
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 purposes 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. To track volunteer efforts and solicit monetary and in-kind donations to support the department's vision of a socially equitable city.
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 Columbus Park of Roses at Whetstone Park, responding to calls related to tree damage from storms, and coordinating the annual Arbor Day Celebration.
MISCELLANEOUS PROGRAMS	To support various community agencies.

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, regulations, and consultations and to coordinate city services for special events and races. To provide permits for use of parks, trails, and streets for events.
SPORTS	To offer adult sports leagues and to host tournaments at the department's athletic fields. To 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 in the summer with the support of 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 nonprofit 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, all of which contributes substantial economic and social benefits to the city.
CAPITAL KIDS	To help elementary-aged kids focus on their education and improve academic achievement by providing a safe place to learn and play once the school day is over. To provide an orientation of the City of Columbus including 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	COAAA is a Columbus agency providing a wide range of free to low-cost services to seniors.
COMMUNITY RECREATION	The recreation section operates 32 community recreation centers and specialty facilities 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 these 32 centers and facilities, six are multi-generational facilities (serving all ages), and one is a senior center (serving those 50 years old and older).

THERAPEUTIC RECREATION	To sponsor and implement recreational activities that ensure inclusive programming and provide modifications to meet the needs of individuals who are differently abled.
GOLF	To manage golf courses which offer a variety of golfing opportunities for all ages and abilities at affordable, but competitive prices.
HEALTH AND WELLNESS	To provide 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 the department's mission and strategic objectives.
URBAN FORESTRY MASTER PLAN	To develop and implement the first citywide, strategic plan to invest in the city's trees. Over the next decade, the Urban Forestry Master Plan will guide the entire Columbus community to prioritize, preserve, and grow our tree canopy.
YOUTH SPORTS	To offer youth sports programming for ages 4 to 18 at our community and opportunity centers.

CAMPS

To offer themed, week-long camps for youth ages 6 to 12. Campers experience many activities including, but not limited to, arts, crafts, sports, games, science experiments, and nature exploration.

CONSERVATION

To guide the department's conservation initiatives and goals by protecting and conserving natural resources through evidence-based recommendations.

INTERVENTION

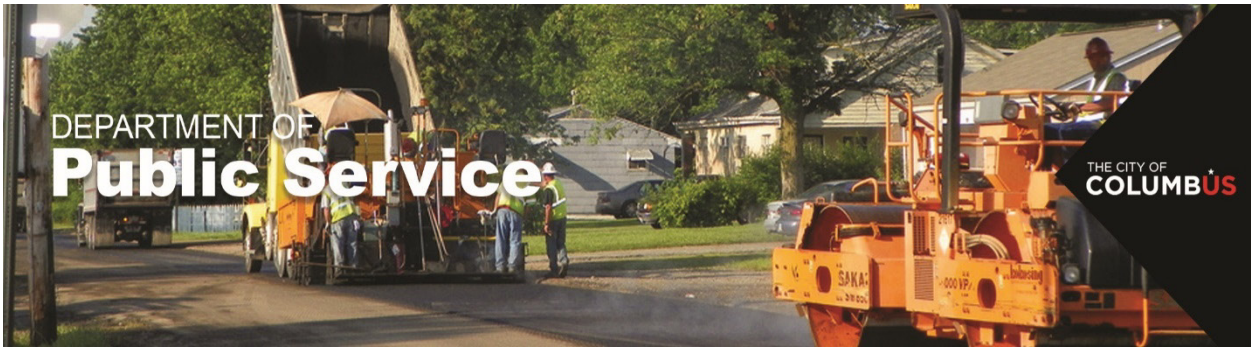
To implement violence prevention programs, including ReRoute and VOICE. VOICE assists victims of violent crime by providing wrap-around services and connects participants to needed medical, clinical, and social service programs. ReRoute is a community-based violence intervention program that provides an integrated care model of focused healing services for under-served youth.

TECHNOLOGY

To provide management and oversight of all technology-related purchases and contracts throughout the department.



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Department Description

The Department of Public Service is comprised of the Divisions of Administration, Refuse Collection, Mobility and Parking Services, Infrastructure Management, Design and Construction, and Traffic Management.

The **Administration Division** coordinates fiscal, human resources, contracting, communications, and legislative processing functions. The division also oversees all Geographic Information Systems (GIS), mapping, and addressing for the department.

The **Division of Refuse Collection** provides residential collection services, litter-container collection, clean up for major downtown special events, and manages contracts for yard waste and recycling.

Department Mission

To deliver unparalleled public services in Columbus to enhance mobility, safety, and quality of life.

The **Division of Mobility and 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.

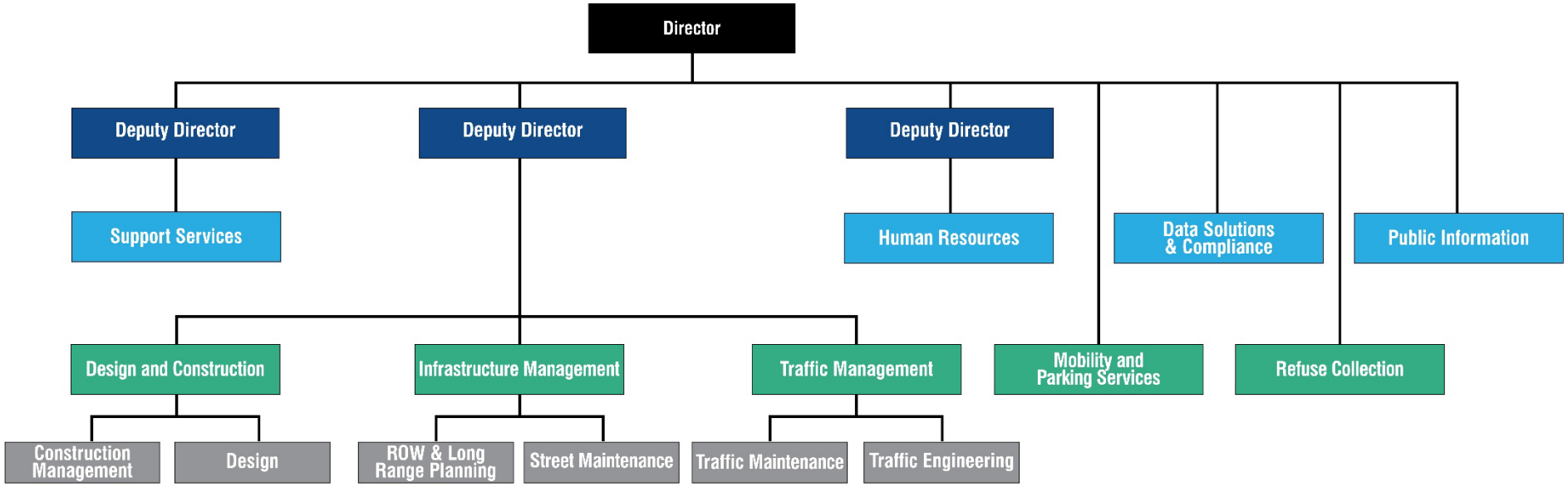
The **Division of Design and Construction** is responsible for managing construction contracts, providing quality and timely construction inspection, surveying, and materials testing services in support of publicly and privately-funded infrastructure construction projects.

The **Division of Traffic Management** oversees 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.

Budget Summary

Fund	2022 Actual	2023 Actual	2024 Budget	2025 Proposed
General Fund	49,773,086	64,681,076	67,702,328	68,102,439
Street Construction, Maintenance, and Repair Fund	73,910,544	71,466,759	84,688,749	88,008,406
Construction Inspection Fund	9,789,777	10,600,926	13,450,800	14,237,611
Private Inspection Fund	4,045,226	4,501,186	5,423,630	6,074,308
Parking Meter Program Fund	6,927,604	-	-	-
Mobility Enterprise Fund	15,207,698	20,660,139	25,894,406	27,199,173
Department Total	**$ 159,653,935**	**$ 171,910,086**	**$ 197,159,913**	**$ 203,621,937**

Public Service



2025 BUDGET NOTES

ADMINISTRATION DIVISION

The Administration Division 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 expand the Data Solutions and Compliance section within the Administrative Division to process right of way permits, including special hauling permits. This section also develops and delivers state of the art GIS, geospatial technology services, and data analytics within the Department of Public Service in support of infrastructure and asset management investments.

REFUSE COLLECTION

Residential refuse collection, yard waste collection, and household residential recycling services are provided through the general fund. This includes 90-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:

- Refuse Collection will continue its work in supporting the Mayor's "Clean Neighborhood Initiative" to fight the persistent problem of illegal dumping. This includes the continuing funding of staff dedicated to solid waste inspection and alley cleanup, and to educate residents on how to assist stopping illegal dumping.
- In furtherance of the "Clean Neighborhood Initiative" all 300-gallon containers were converted to 90-gallon in 2024.
- Funding for weekly recycling and the operation of two convenience centers to allow for the disposal of hard to dispose of items continues in 2025.

MOBILITY AND PARKING SERVICES– MOBILITY ENTERPRISE FUND

The mobility enterprise fund encompasses all activity of the Division of Mobility and Parking Services. The mobility enterprise fund is responsible for providing a high-quality parking experience in the city by holistically managing on-street and off-street parking assets under one system to increase access in high demand parking areas across the city.

- The 2025 budget includes $3.95 million for debt service on two of the city's five parking garages as well as $1.8 million for lease payments associated with the Dorrian Green Parking Garage.

INFRASTRUCTURE MANAGEMENT

The 2025 Infrastructure Management budget includes funding for all current street maintenance employees who are responsible for providing pothole repair, snow and ice removal, and street sweeping services throughout the city. In addition:

- Funding is continued for the following programs: alley rehabilitation, sidewalk trip hazard program, the bridge maintenance program, and the guardrail repair program.
- A total of $100,000 is included in this budget to complete facility renovations.

- Continued funding of $1 million in construction contracts will provide ramps compliant with the Americans with Disabilities Act.

DESIGN AND CONSTRUCTION

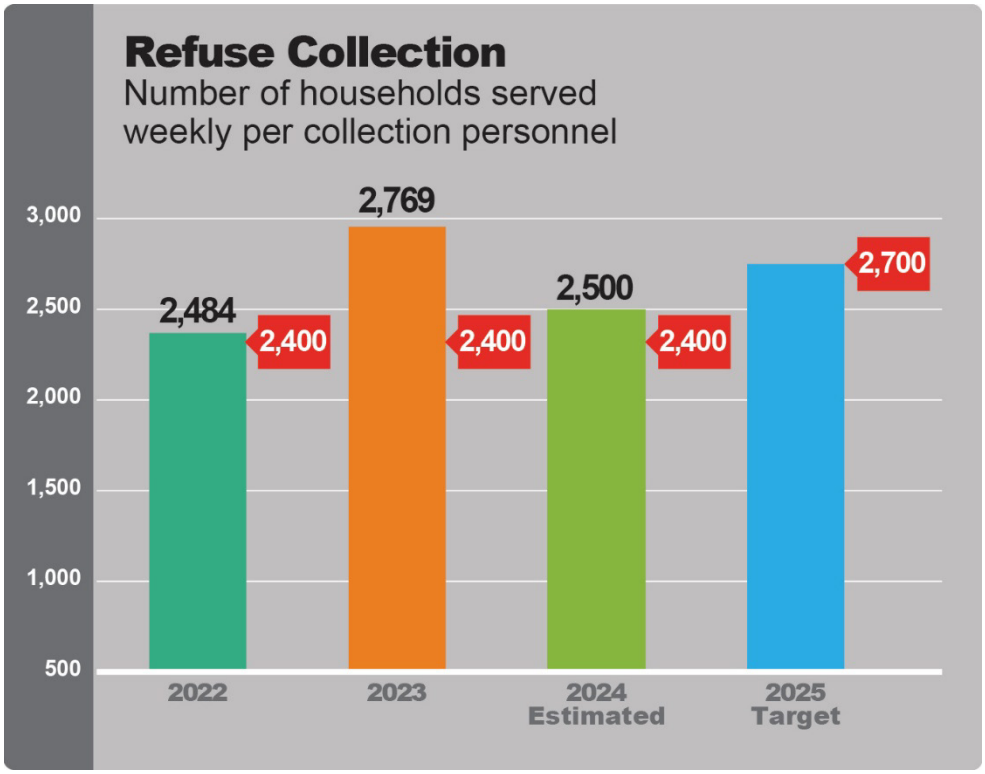
The 2025 Design and Construction budget includes funding for engineering and construction inspection services throughout the city. This budget includes funding to upgrade GIS software, replace aging vehicles, and continue support for the Mid-Ohio Regional Planning Commission.

TRAFFIC MANAGEMENT

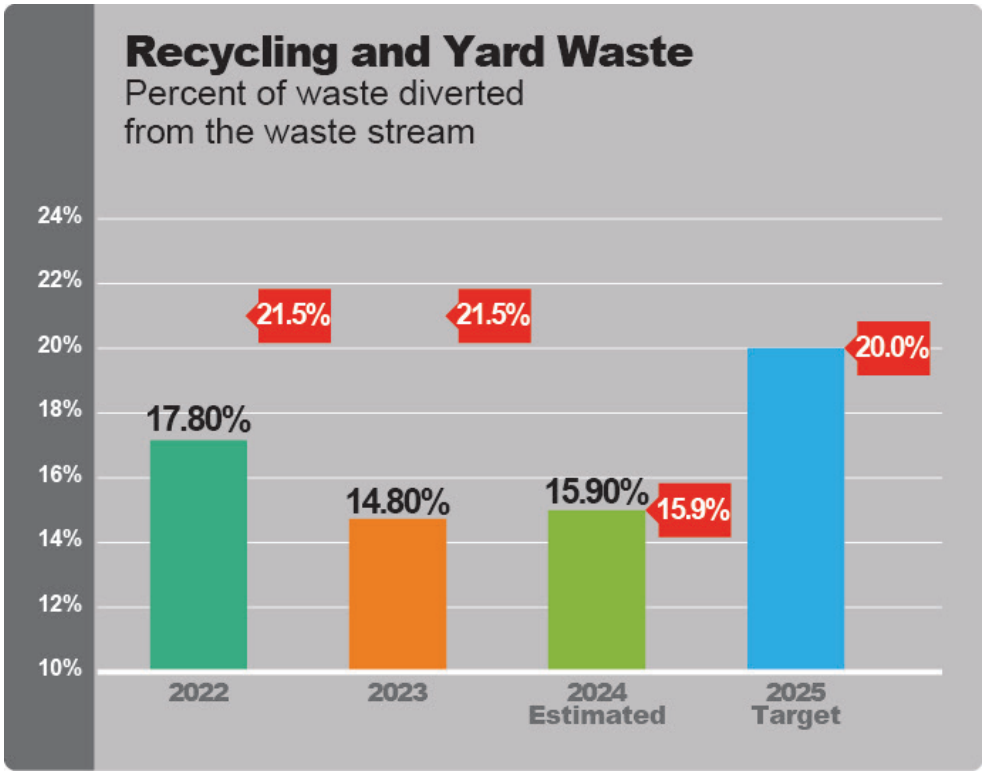
The 2025 Traffic Management budget includes funding for all current traffic maintenance, planning, and engineering employees who are responsible for designing and repairing all traffic signals, signs, and pavement markings throughout the city. This budget includes contracts such as traffic signal retiming and refurbishment, and traffic studies necessary to understand and plan for a growing and rapidly changing city.



PERFORMANCE MEASURES



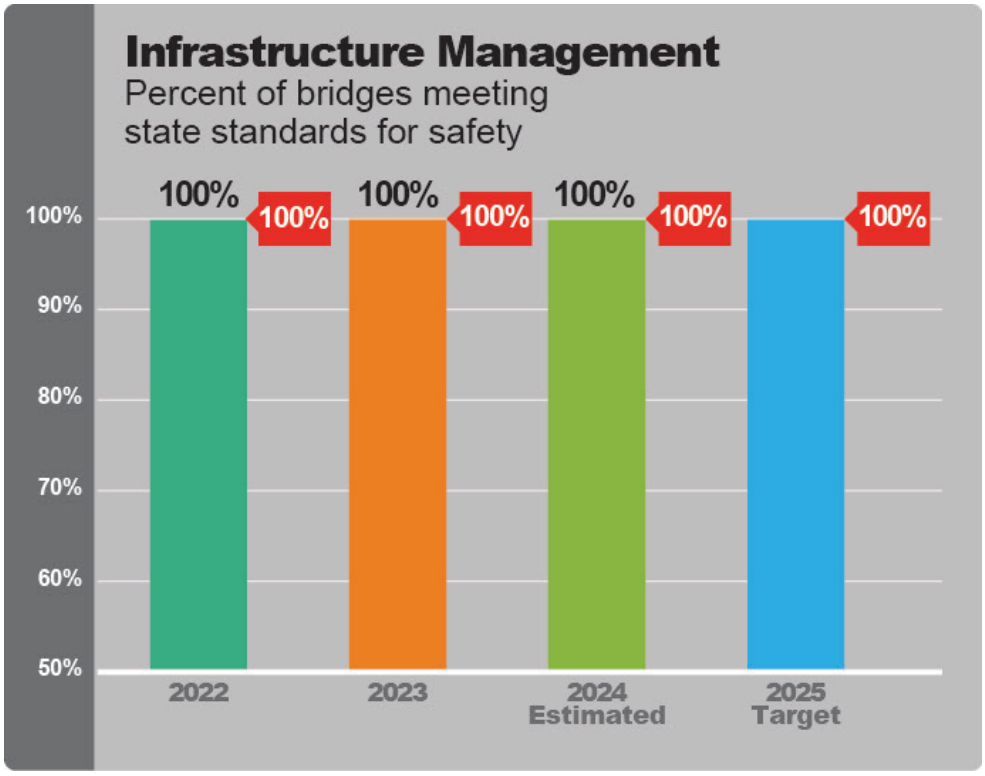
The number of households served on a weekly basis is projected to exceed the annual goal. This measurement is used to ensure customer service levels are met and is projected at 2,700 for 2025.



Waste diverted through recycling efforts and the yard waste program are expected to be 20 percent in 2025.



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.



Infrastructure maintenance is a critical component of the department's mission. In 2025, 100 percent of City of Columbus owned and inspected bridges will meet state standards for safety.

Financial Summary by Fund

Fund	2022 Actual	2023 Actual	2024 Budget	2024 Projected	2025 Proposed
General Fund					
Administration	$ 832,222	$ 867,210	$ 957,333	$ 922,022	$ 1,055,072
Refuse Collection	48,940,864	63,813,866	66,744,995	65,295,097	67,047,367
General Fund Subtotal	**49,773,086**	**64,681,076**	**67,702,328**	**66,217,119**	**68,102,439**
Street Construction, Maintenance, and Repair Fund					
Administration	6,636,223	7,028,559	9,204,137	7,965,697	9,986,610
Traffic Management	20,954,820	20,721,054	24,512,745	21,820,238	24,962,940
Infrastructure Management	36,666,586	38,244,499	43,591,853	42,709,698	45,403,334
Design & Construction	5,952,915	5,472,647	7,380,014	6,574,236	7,655,522
Refuse	3,700,000	-	-	-	-
Street Const. Fund Subtotal	**73,910,544**	**71,466,759**	**84,688,749**	**79,069,869**	**88,008,406**
Construction Inspection Fund					
Administration	836,059	1,046,898	1,230,476	1,189,605	1,338,845
Design & Construction	8,953,718	9,554,028	12,220,324	13,004,392	12,898,766
Const. Insp. Fund Subtotal	**9,789,777**	**10,600,926**	**13,450,800**	**14,193,997**	**14,237,611**
Private Inspection Fund					
Administration	108,327	112,180	135,161	122,827	141,564
Design & Construction	3,936,899	4,389,006	5,288,469	7,006,754	5,932,744
Private Insp. Fund Subtotal	**4,045,226**	**4,501,186**	**5,423,630**	**7,129,581**	**6,074,308**
Parking Meter Program Fund					
Parking Services	6,927,604	-	-	-	-
Parking Meter Fund Subtotal	**6,927,604**	**-**	**-**	**-**	**-**
Mobility Enterprise Fund					
Administration	768,079	923,707	1,557,494	1,319,053	1,804,389
Mobility and Parking Services	14,439,619	19,736,432	24,336,912	23,374,388	25,394,784
Mobility Ent. Fund Total	**15,207,698**	**20,660,139**	**25,894,406**	**24,693,441**	**27,199,173**
Department Total	**$ 159,653,935**	**$ 171,910,086**	**$ 197,159,913**	**$ 191,304,007**	**$ 203,621,937**

Financial Summary by Area of Expense

Division	2022 Actual	2023 Actual	2024 Budget	2024 Projected	2025 Proposed
Administration					
General Fund					
Personnel	$ 721,333	$ 865,565	$ 947,700	$ 912,306	$ 1,048,146
Materials & Supplies	50,000	-	-	-	-
Services	60,889	1,644	9,633	9,716	6,926
General Fund Subtotal	**832,222**	**867,210**	**957,333**	**922,022**	**1,055,072**
SCMR Fund					
Personnel	4,971,023	5,388,506	6,859,323	5,968,138	7,578,658
Materials & Supplies	32,265	31,790	41,000	41,000	56,000
Services	1,631,435	1,532,679	2,160,814	1,881,804	2,208,952
Other	1,500	2,500	3,000	2,750	3,000
Capital	-	73,084	140,000	72,005	140,000
SCMR Fund Subtotal	**6,636,223**	**7,028,559**	**9,204,137**	**7,965,697**	**9,986,610**
Construction Inspection Fund					
Personnel	819,764	1,015,526	1,183,476	1,151,405	1,287,845
Materials & Supplies	8,899	10,800	12,000	12,000	13,000
Services	7,396	20,572	35,000	26,200	38,000
Construction Inspection Fund Subtotal	**836,059**	**1,046,898**	**1,230,476**	**1,189,605**	**1,338,845**
Private Constr. Inspect. Fund					
Personnel	97,171	99,282	110,161	107,827	114,564
Materials & Supplies	5,600	6,200	9,000	8,000	10,000
Services	5,557	6,698	16,000	7,000	17,000
Private Constr. Inspect. Fund Subtotal	**108,327**	**112,180**	**135,161**	**122,827**	**141,564**
Mobility Enterprise Fund					
Personnel	768,079	681,069	1,093,494	929,373	1,254,389
Materials & Supplies	-	24,400	34,000	34,000	60,000
Services	-	218,238	430,000	355,680	490,000
Mobility Enterprise Fund Subtotal	**768,079**	**923,707**	**1,557,494**	**1,319,053**	**1,804,389**
Administration Subtotal	**9,180,910**	**9,978,554**	**13,084,601**	**11,519,204**	**14,326,480**

Financial Summary by Area of Expense (cont.)

Division	2022 Actual	2023 Actual	2024 Budget	2024 Projected	2025 Proposed
Refuse Collection					
General Fund					
Personnel	15,447,116	17,007,165	20,205,385	18,266,080	19,768,871
Materials & Supplies	156,612	578,816	298,000	294,500	298,000
Services	17,551,777	45,557,711	45,944,610	46,482,183	46,834,372
Other	59,758	85,174	97,000	97,000	100,000
Capital	15,725,601	585,000	200,000	155,334	46,124
General Fund Subtotal	**48,940,864**	**63,813,866**	**66,744,995**	**65,295,097**	**67,047,367**
SCMR Fund					
Services	3,700,000	-	-	-	-
SCMR Fund Subtotal	**3,700,000**	**-**	**-**	**-**	**-**
Refuse Collection Subtotal	**52,640,864**	**63,813,866**	**66,744,995**	**65,295,097**	**67,047,367**
Infrastructure Management					
SCMR Fund					
Personnel	16,012,296	18,614,539	21,333,476	21,278,744	23,211,418
Materials & Supplies	994,039	1,237,336	1,379,000	1,789,886	1,402,000
Services	15,666,581	16,893,919	19,509,377	18,291,068	19,619,916
Other	32,961	40,800	70,000	50,000	70,000
Capital	3,960,709	1,457,904	1,300,000	1,300,000	1,100,000
Infrastructure Management Subtotal	**36,666,586**	**38,244,499**	**43,591,853**	**42,709,698**	**45,403,334**
Design and Construction					
SCMR Fund					
Personnel	4,152,151	4,401,553	5,230,005	4,876,923	5,674,808
Materials & Supplies	6,103	5,110	15,000	15,000	15,000
Services	1,754,661	1,002,484	2,071,509	1,626,245	1,892,214
Other	-	3,500	3,500	3,500	3,500
Capital	40,000	60,000	60,000	52,568	70,000
SCMR Fund Subtotal	**5,952,915**	**5,472,647**	**7,380,014**	**6,574,236**	**7,655,522**
Constr. Inspect. Fund					
Personnel	6,822,580	7,369,861	9,300,737	8,305,083	9,915,215
Materials & Supplies	81,706	106,360	165,500	102,798	167,500
Services	1,807,018	2,074,770	2,397,087	2,382,382	2,558,401
Other	3,542	1,400	7,000	7,000	7,650
Capital	238,872	1,638	350,000	2,207,129	250,000
Constr. Inspect. Fund Subtotal	**8,953,718**	**9,554,028**	**12,220,324**	**13,004,392**	**12,898,766**
Private Inspect. Fund					
Personnel	2,983,261	3,274,507	3,986,026	3,647,662	4,249,388
Materials & Supplies	35,017	46,562	71,300	65,300	73,500
Services	780,022	1,066,636	1,078,143	1,037,792	1,356,506
Other	36,952	600	3,000	3,000	3,350
Capital	101,647	702	150,000	2,253,000	250,000
Private Inspect. Fund Subtotal	**3,936,899**	**4,389,006**	**5,288,469**	**7,006,754**	**5,932,744**
Design and Construction Subtotal	**18,843,532**	**19,415,681**	**24,888,807**	**26,585,382**	**26,487,032**
Mobility and Parking Services					
Parking Meter Program Fund					
Personnel	75,246	-	-	-	-
Transfers	6,852,358	-	-	-	-
Parking Meter Program Fund Subtotal	**6,927,604**	**-**	**-**	**-**	**-**
Mobility Enterprise Fund					
Personnel	3,415,352	4,000,901	6,172,015	4,778,736	6,208,924
Materials & Supplies	156,158	78,224	224,000	129,677	226,000
Services	9,635,516	11,277,291	13,042,897	13,467,970	14,827,616
Principal	807,000	2,390,000	2,500,000	2,500,000	2,135,000
Other	16,915	31,500	53,000	193,000	53,000
Capital	105,000	73,446	120,000	80,005	120,000
Interest	303,678	1,885,071	2,225,000	2,225,000	1,824,244
Mobility Enterprise Fund Subtotal	**14,439,619**	**19,736,432**	**24,336,912**	**23,374,388**	**25,394,784**
Parking Services Subtotal	**21,367,223**	**19,736,432**	**24,336,912**	**23,374,388**	**25,394,784**
Traffic Management					
SCMR Fund					
Personnel	11,379,015	12,058,380	13,756,337	12,230,331	14,139,224
Materials & Supplies	2,491,063	2,516,098	2,833,000	2,833,000	2,840,000
Services	2,502,638	2,373,261	3,505,408	2,893,849	3,315,716
Other	30,081	44,750	63,000	48,000	63,000
Capital	4,552,024	3,728,565	4,355,000	3,815,058	4,605,000
Traffic Management Subtotal	**20,954,820**	**20,721,054**	**24,512,745**	**21,820,238**	**24,962,940**
Department Total	**$ 159,653,935**	**$ 171,910,086**	**$ 197,159,913**	**$ 191,304,007**	**$ 203,621,937**



Department Personnel Summary								
Fund	**2022 Actual**		**2023 Actual**		**2024 Budget**		**2025 Proposed**	
	FT	**PT**	**FT**	**PT**	**FT**	**PT**	**FT**	**PT**
General Fund								
Administration	6	0	7	0	7	0	7	0
Refuse Collection	186	0	182	0	240	0	240	0
SCMR Fund								
Administration	45	0	50	0	56	0	59	0
Traffic Management	102	0	106	0	130	0	130	0
Infrastructure Management	182	2	186	2	210	4	208	4
Design & Construction	30	0	33	0	37	0	38	0
Construction Inspection Fund								
Administration	7	0	8	0	9	0	9	0
Design & Construction	59	3	63	5	72	21	72	21
Private Inspection Fund								
Administration	1	0	1	0	1	0	1	0
Design & Construction	25	1	27	3	31	9	31	9
Mobility Enterprise Fund								
Administration	6	0	6	0	8	0	9	0
Mobility and Parking Services	40	0	40	0	60	1	61	1
Total	**689**	**6**	**709**	**10**	**861**	**35**	**865**	**35**

Operating Budget by Program				
Program	2024 Budget	2024 FTEs	2025 Proposed	2025 FTEs
Public Service Administration	$ 41,130,730	76	$ 41,676,988	76
Fiscal	3,037,615	25	3,235,778	25
Human Resources	2,059,687	16	2,181,477	16
Internal Services	28,361,551	0	29,560,219	0
Construction Management	15,039,533	96	15,836,054	96
Facility Maintenance	2,035,318	9	2,091,179	9
Street Maintenance	9,555,981	79	10,343,587	78
Right-Of-Way Permits	885,230	6	1,033,462	6
Snow Removal/Street Sweeping	10,101,432	94	10,800,323	94
Cashiers	1,036,765	12	935,192	12
Parking Enforcement	2,233,065	22	2,377,731	24
Collections	385,849	4	404,179	4
Meter Repair	292,510	3	284,519	3
Parking Garages	3,100,000	0	3,800,000	0
300-Gallon Residential Collection	1,519,992	16	-	0
90-Gallon Residential Collection	6,913,722	91	6,002,583	104
Scheduled Bulk Collection	1,925,560	31	3,183,054	31
Litter Collection	998,274	11	1,349,591	18
Multi-Family Residential Collection	1,634,157	17	1,721,268	17
Residential Recycling	16,960,000	0	18,360,000	0
Container Management	1,049,793	14	830,871	10
Keep Columbus Beautiful	716,235	8	784,858	8
Solid Waste Inspection	2,232,518	24	2,319,142	24
Smart City Grant Program	20,000	0	20,000	0
Planning & Engineering	18,430,219	102	19,080,486	102
Asset Management	3,982,051	24	4,480,488	27
Traffic Maintenance	14,246,330	75	14,244,342	74
GIS	600,358	5	622,243	5
Vision Zero	106,438	1	262,079	2
Debt Management	6,569,000	0	5,800,244	0
Department Total	**$ 197,159,913**	**861**	**$ 203,621,937**	**865**

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

2025 PROGRAM GUIDE

PUBLIC SERVICE ADMINISTRATION	To provide leadership, administrative and operational management, and supervisory and clerical support for department divisions.
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	To administer the construction of public-private partnerships, private development, and public infrastructure projects, perform construction inspection services, 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's 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.
SNOW REMOVAL/STREET SWEEPING	To remove snow, ice, and debris from the city's roadway infrastructure and improve 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 all zones throughout the City of Columbus.
COLLECTIONS	To provide single and multi-space meter collections utilizing 30 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.
PARKING GARAGES	To service the maintenance and operations for such garages.
300-GALLON RESIDENTIAL COLLECTION PROGRAM	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.
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.
RESIDENTIAL RECYCLING	To provide weekly residential recycling services to residents of the City of Columbus.

CONTAINER MANAGEMENT	To provide and maintain 64-gallon, 90-gallon, 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 INSPECTION	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.
ASSET MANAGEMENT	To process and issue right-of-way permits, including special hauling. To develop and deliver state of the art GIS, geospatial technology services, and data analytics within the Department of Public Service in support of Infrastructure Asset Management Investments.
TRAFFIC MAINTENANCE	To provide efficient traffic maintenance services within the City of Columbus's right-of-way for the purpose of maintaining a safe and efficient transportation system and improving neighborhood livability and safety.
GIS	To prevent damages to underground facilities via 811 (Ohio Utilities Protection Service) excavation ticket submissions and properly marking facilities above ground per OUPS legislation and best practices.

VISION ZERO	To end crash related fatalities and serious injuries on the streets of Columbus while increasing safe, healthy, and equitable mobility for all.
DEBT MANAGEMENT	To service and track all required debt service obligations (principal and interest) per bond covenant requirements, policies, and procedures and to ensure funds from bonds and loans are used to finance the department's capital program, including those projects in all divisions.



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 to various suburban communities through 24 water service agreements (18 full-service and 6 master meter).

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.

Department Mission

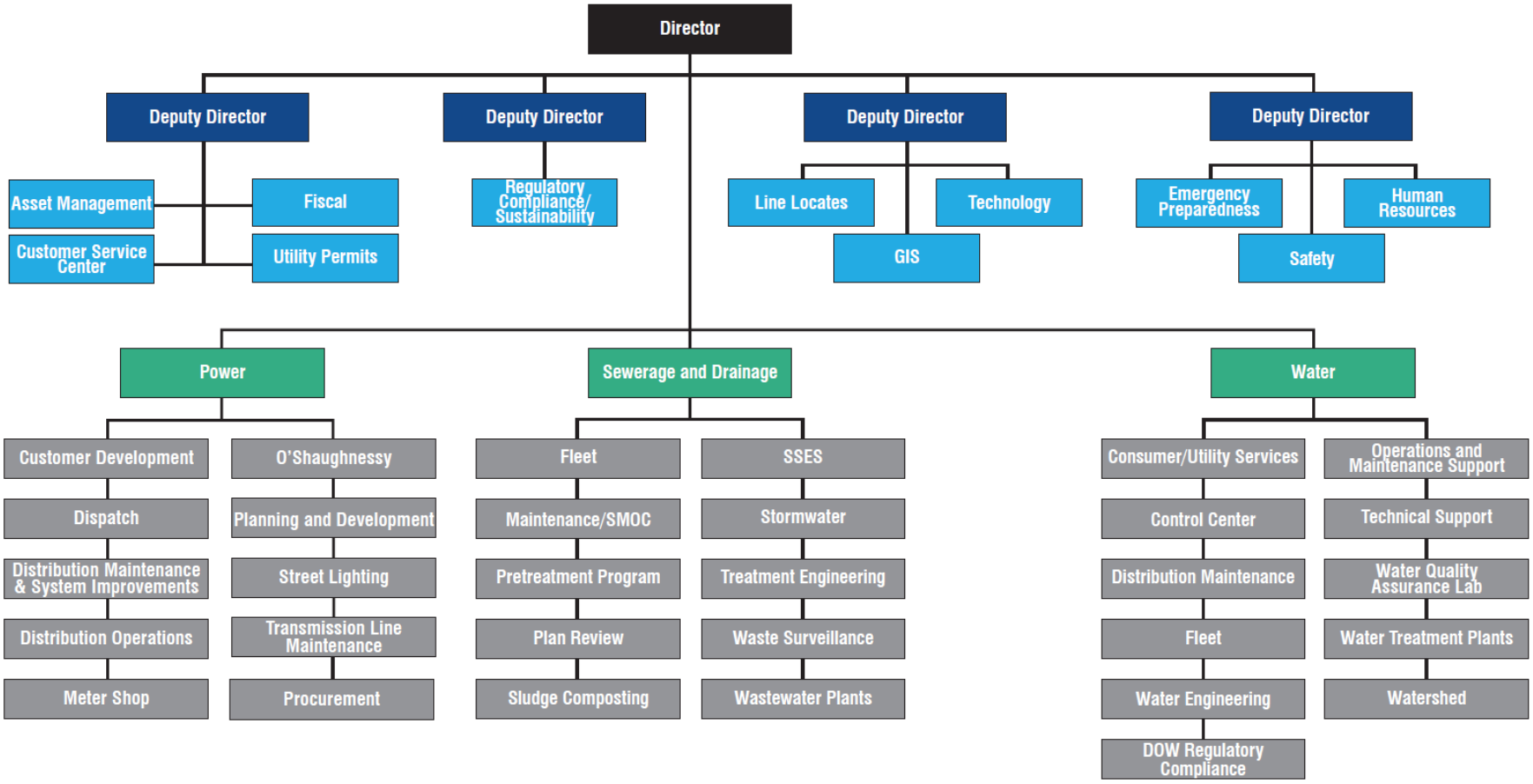
To enhance the quality of life, now and into the future, for people living, working, and raising families in central Ohio through the economic, efficient, and environmentally responsible stewardship of superior public utilities.

The 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 electric 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.

Budget Summary

Fund	2022 Actual	2023 Actual	2024 Budget	2025 Proposed
Water Operating Fund	214,524,568	227,417,606	262,902,808	311,208,691
Electricity Operating Fund	88,994,814	92,273,891	114,020,006	127,011,759
Sanitary Sewer Operating Fund	306,187,051	317,016,631	391,417,658	376,554,152
Storm Sewer Operating Fund	42,905,879	39,212,555	51,191,401	51,606,051
Department Total	**$ 652,612,312**	**$ 675,920,683**	**$ 819,531,873**	**$ 866,380,653**

Public Utilities



2025 BUDGET NOTES

DIRECTOR'S OFFICE

The Sewer and Water Advisory Board (SWAB) has recommended that the Columbus City Council increase the 2025 water rates by seven percent, storm rates by two percent, and sanitary sewer rates by five percent. In addition:

- The 2025 Director's Office $62.3 million budget is 36.7 percent higher than the 2024 budget.
- Increases include personnel costs and implementation and licensing of the new Columbus Utility Billing System (CUBS) replacement/mobile dispatching and customer portal.
- The 2025 budget provides $32.8 million in personnel funding for 293 full-time and 15 part-time positions.

WATER

The division's 2025 budget is 18.3 percent higher than in 2024. Debt service payments represent 39.7 percent of the Water Division's $287 million budget. In addition:

- The 2025 budget includes $54.3 million for personnel, providing funding for 504 full-time and 42 part-time positions. These employees are responsible for the administration, distribution, maintenance, supply, and safety of the water system in order to provide the Columbus metropolitan area with clean and reliable drinking water.
- The 2025 budget includes almost $13.8 million for three water residual treatment projects.
- The 2025 budget includes $31.5 million for water treatment chemicals, which is a $5.3 million increase over 2024 appropriations. This is due to continued, significant cost increases across a variety of chemicals.

POWER

The division's largest expense in the 2025 budget is for the purchase of generated electric power for resale. The budget includes $67.8 million for this expense, which is a 11.4 percent increase over 2024.

- The 2025 budget includes $13.2 million for personnel for 110 full-time and 11 part-time positions.
- Included in the 2025 budget are resources up to $3.6 million to cover purchases for various types of transformers.

SANITARY SEWERAGE AND DRAINAGE

The division's 2025 budget is 3.7 percent lower than the 2024 budget. A significant portion of this budget is comprised of funds for debt service payments, reflecting the division's extensive capital improvement program. Debt service costs associated with maintaining and improving the city's wastewater system comprise over 52 percent of the division's operating budget of over $350 million. In addition:

- The 2025 budget includes $53.4 million for personnel, providing funding for 475 full-time and 15 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 4,405 miles of sewer lines.
- Services are projected to be $77.5 million and provide for various professional service contracts including equipment rental, specialty maintenance services, organic waste processing, and biosolid removal.

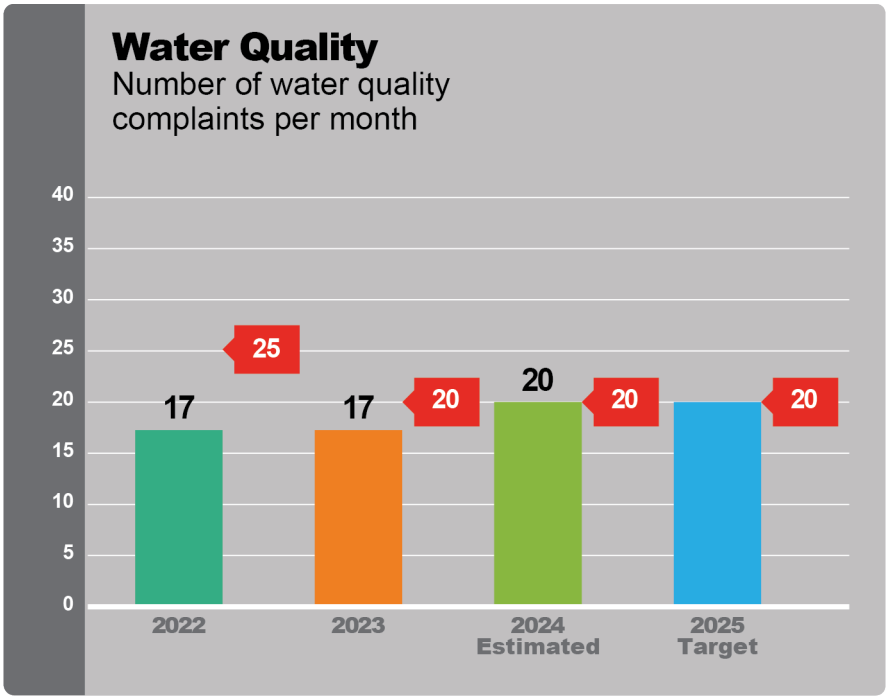
STORMWATER

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 2025, debt service payments amount to $13.3 million. In addition:

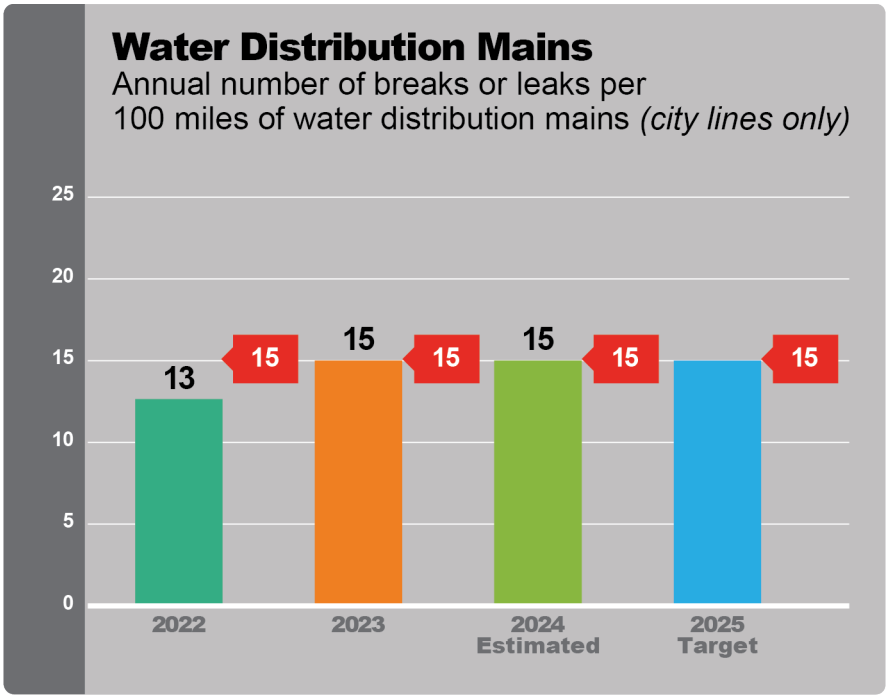
- The budget includes funding for 26 full-time and one part-time positions.



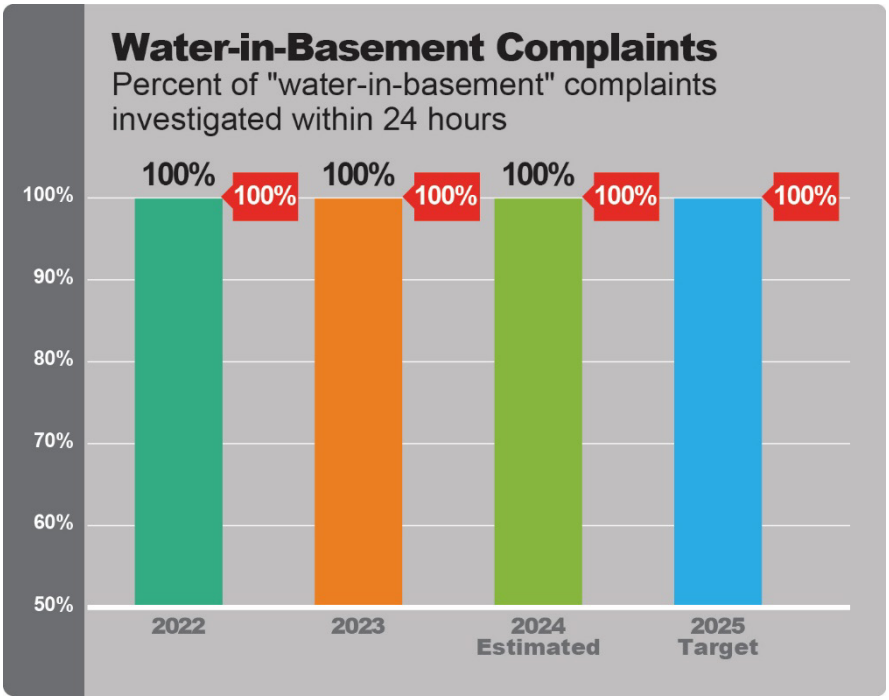
PERFORMANCE MEASURES



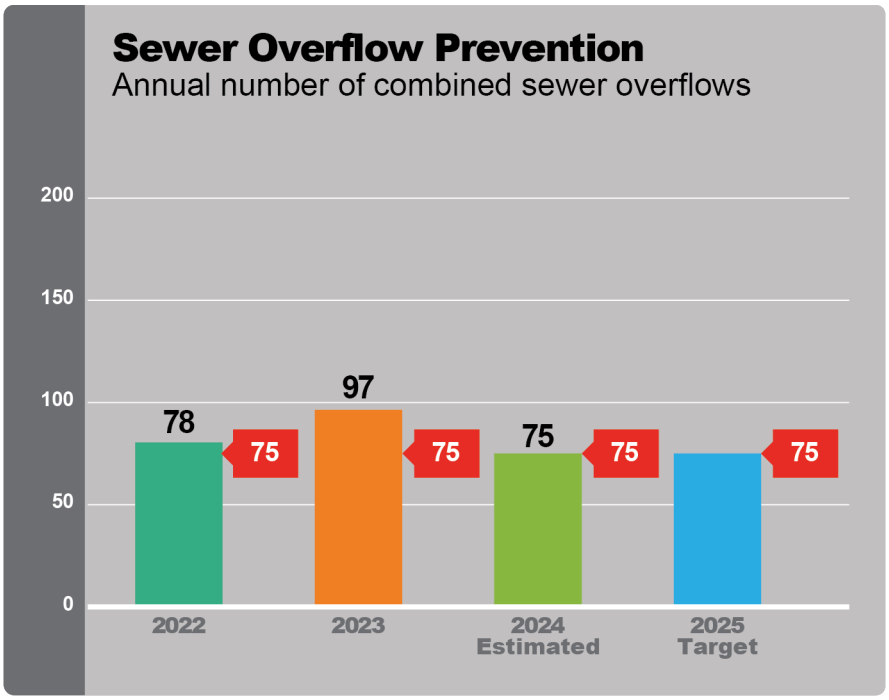
This measure reflects the monthly average number of water quality complaints received by the Division of Water. External conditions can cause the actual number of complaints to vary. With ozone/biologically active filration (BAF) treatment, the water quality complaints continue to stay low. The 2025 target for this measure will be kept at 20.



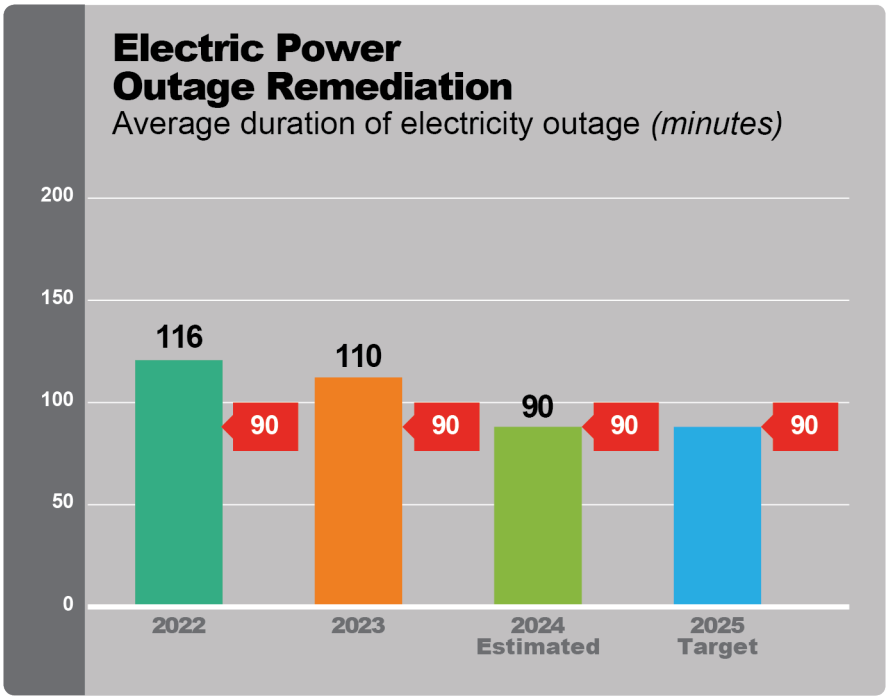
The number of water line breaks or leaks in the distribution system is consistently under 20 per 100 miles each year. The measure reflects city lines only, and the target was reduced to 15 or fewer per 100 miles in 2020. This goal is projected to be reached in 2024, and will continue for 2025.



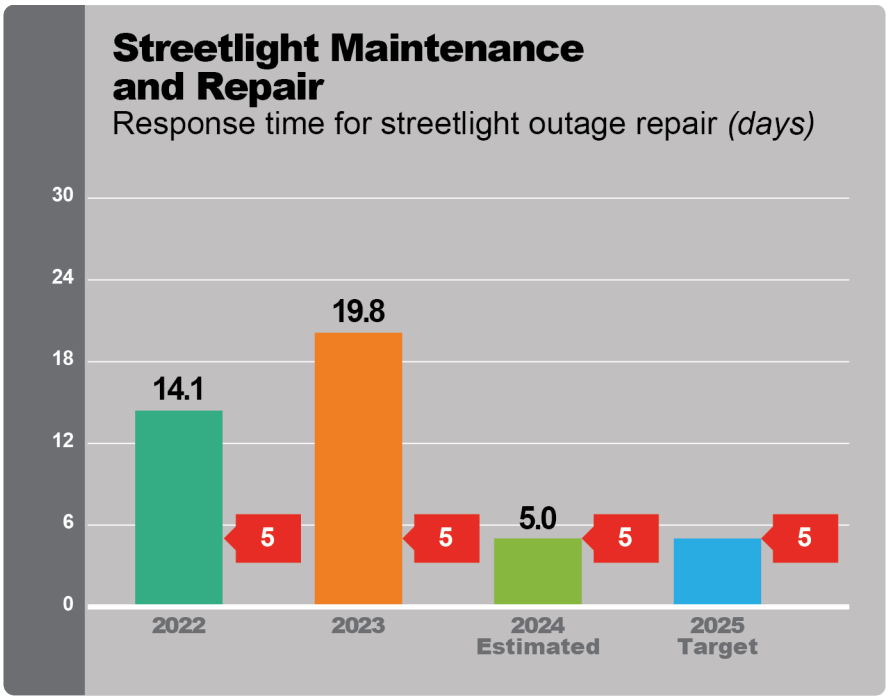
Water-in-basement complaints are expected to be investigated within 24 hours of being reported. In 2025, the Division of Sewerage and Drainage will maintain its high standard of 100 percent.



The Division of Sewerage and Drainage manages an extensive capital improvements program aimed at reducing combined sewer overflows (CSO). The division implemented measures to significantly reduce CSO activations and will maintain its high standard of 75 in 2025.



The Division of Power's aim is to minimize the length of time of any power outage. The target for this measure in 2025 is 90 minutes or less.



The Division of Power maintains an extensive street lighting system. This measure reflects the number of days to respond to a streetlight outage. In 2025, 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	2022 Actual	2023 Actual	2024 Budget	2024 Projected	2025 Proposed
Water Operating Fund					
Director's Office	$ 10,297,435	$ 12,534,104	$ 17,254,742	$ 17,100,968	$ 23,780,568
Water	204,227,133	214,883,502	245,648,066	243,675,300	287,428,123
Water Operating Fund Subtotal	**214,524,568**	**227,417,606**	**262,902,808**	**260,776,268**	**311,208,691**
Electricity Operating Fund					
Director's Office	2,087,004	2,711,565	4,350,129	3,817,360	5,374,033
Power	86,907,810	89,562,326	109,669,877	105,964,601	121,637,726
Electricity Operating Fund Subtotal	**88,994,814**	**92,273,891**	**114,020,006**	**109,781,961**	**127,011,759**
Sanitary Sewer Operating Fund					
Director's Office	11,356,826	13,705,554	18,920,389	18,633,350	26,147,030
Sanitary	294,830,225	303,311,077	372,497,269	345,414,193	350,407,122
Sanitary Sewer Operating Fund Subtotal	**306,187,051**	**317,016,631**	**391,417,658**	**364,047,543**	**376,554,152**
Storm Sewer Operating Fund					
Director's Office	3,034,122	3,575,557	5,044,858	4,970,083	6,971,742
Storm	39,871,757	35,636,998	46,146,543	43,908,676	44,634,309
Storm Sewer Operating Fund Subtotal	**42,905,879**	**39,212,555**	**51,191,401**	**48,878,759**	**51,606,051**
Department Total	**$ 652,612,312**	**$ 675,920,683**	**$ 819,531,873**	**$ 783,484,531**	**$ 866,380,653**



Financial Summary by Area of Expense					
Division	**2022 Actual**	**2023 Actual**	**2024 Budget**	**2024 Projected**	**2025 Proposed**
Director's Office					
Water Operating Fund					
Personnel	$ 7,398,362	$ 8,236,000	$ 9,724,072	$ 9,528,853	$ 12,327,519
Materials & Supplies	301,073	603,591	706,608	646,722	747,852
Services	2,597,779	3,685,222	6,524,526	6,901,105	10,679,977
Other	221	214	20,176	24,288	25,220
Capital	-	3,257	279,360	-	-
Transfer	-	5,820	-	-	-
Water Operating Fund Subtotal	**10,297,435**	**12,534,104**	**17,254,742**	**17,100,968**	**23,780,568**
Electricity Operating Fund					
Personnel	1,620,797	2,093,814	2,533,533	2,405,674	3,013,187
Materials & Supplies	23,374	39,348	99,520	79,933	72,580
Services	442,798	573,942	1,667,984	1,324,001	2,277,301
Other	35	3,034	5,172	7,752	10,965
Capital	-	512	43,920	-	-
Transfer	-	915	-	-	-
Electricity Operating Fund Subtotal	**2,087,004**	**2,711,565**	**4,350,129**	**3,817,360**	**5,374,033**
Sanitary Sewer Operating Fund					
Personnel	8,241,146	9,233,644	10,901,946	10,568,656	13,820,801
Materials & Supplies	130,854	284,522	366,172	302,881	399,635
Services	2,984,578	4,183,496	7,316,451	7,735,060	11,898,319
Other	248	240	22,620	26,753	28,275
Capital	-	3,652	313,200	-	-
Sanitary Sewer Operating Fund Subtotal	**11,356,826**	**13,705,554**	**18,920,389**	**18,633,350**	**26,147,030**
Storm Sewer Operating Fund					
Personnel	2,208,840	2,462,588	2,907,197	2,821,427	3,685,574
Materials & Supplies	33,860	75,800	97,642	79,742	106,568
Services	791,356	1,034,391	1,950,467	2,061,780	3,172,060
Other	66	64	6,032	7,134	7,540
Capital	-	974	83,520	-	-
Transfer	-	1,740	-	-	-
Storm Sewer Operating Fund Subtotal	**3,034,122**	**3,575,557**	**5,044,858**	**4,970,083**	**6,971,742**
Director's Office Subtotal	**$ 26,775,387**	**$ 32,526,780**	**$ 45,570,118**	**$ 44,521,761**	**$ 62,273,373**

Financial Summary by Area of Expense, cont.					
Division	**2022 Actual**	**2023 Actual**	**2024 Budget**	**2024 Projected**	**2025 Proposed**
Water					
Personnel	$ 39,235,624	$ 40,858,010	$ 51,444,057	$ 47,047,968	$ 54,394,532
Materials & Supplies	24,289,767	29,879,582	33,056,750	35,128,047	38,481,640
Services	37,367,596	39,837,479	46,548,728	52,782,096	76,387,819
Principal	67,040,648	67,705,516	71,356,657	70,785,404	78,545,714
Other	20,106	65,321	78,000	54,911	53,000
Capital	599,564	1,363,105	3,871,500	3,871,500	3,933,320
Interest	35,673,828	35,174,489	39,292,374	34,005,374	35,632,098
Water Subtotal	**204,227,133**	**214,883,502**	**245,648,066**	**243,675,300**	**287,428,123**
Power					
Personnel	9,383,762	9,594,729	10,904,884	10,824,695	13,249,152
Materials & Supplies	60,819,718	59,752,831	66,888,265	67,253,376	74,065,048
Services	12,444,124	15,180,022	16,912,203	15,776,468	18,479,967
Principal	1,368,271	1,653,271	1,908,271	2,536,450	2,798,871
Other	877	5,681	45,000	21,250	21,500
Capital	2,875,168	3,140,123	11,350,500	9,114,027	11,043,000
Interest	15,890	235,669	1,660,754	438,335	1,980,188
Power Subtotal	**86,907,810**	**89,562,326**	**109,669,877**	**105,964,601**	**121,637,726**
Sanitary					
Personnel	38,035,129	40,958,240	50,297,321	44,218,529	53,430,144
Materials & Supplies	11,271,261	11,625,100	19,115,684	16,872,806	17,083,005
Services	53,389,878	56,770,869	72,546,414	71,602,641	77,520,453
Principal	119,788,344	118,769,677	125,840,674	122,069,566	137,223,587
Other	30,476	72,750	119,500	54,799	126,500
Capital	1,294,491	831,209	3,998,700	3,228,749	5,274,100
Interest	45,969,600	40,893,339	55,265,043	42,053,170	45,385,199
Transfers	25,051,046	33,389,893	45,313,933	45,313,933	14,364,134
Sanitary Subtotal	**294,830,225**	**303,311,077**	**372,497,269**	**345,414,193**	**350,407,122**
Storm					
Personnel	2,090,075	2,231,481	2,432,619	2,366,486	2,900,040
Materials & Supplies	59,325	100,443	167,520	175,100	140,905
Services	24,589,516	19,651,849	27,276,716	27,272,018	28,174,043
Principal	9,964,018	10,053,848	10,641,030	10,483,095	9,748,988
Other	-	-	20,000	20,000	20,000
Capital	-	-	93,000	87,000	105,000
Interest	3,168,822	3,599,377	5,515,658	3,504,977	3,545,333
Storm Subtotal	**39,871,757**	**35,636,998**	**46,146,543**	**43,908,676**	**44,634,309**
Department Total	**$ 652,612,312**	**$ 675,920,683**	**$ 819,531,873**	**$ 783,484,531**	**$ 866,380,653**

Department Personnel Summary	2022 Actual		2023 Actual		2024 Budget		2025 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
Department of Public Utilities								
Director's Office	193	8	222	5	257	15	293	15
Water	352	2	376	4	503	20	504	42
Power	83	1	80	1	110	10	110	11
Sanitary	359	0	366	1	475	2	475	15
Storm	22	0	22	0	25	1	26	1
Total	**1,009**	**11**	**1,066**	**11**	**1,370**	**48**	**1,408**	**84**

Operating Budget by Program	2024 Budget	2024 FTEs	2025 Proposed	2025 FTEs
Utilities Administration	$ 17,574,343	35	$ 38,821,605	70
Fiscal	4,932,235	37	6,590,092	43
Human Resources	4,556,100	35	6,270,439	47
Internal Services	107,514,994	0	114,593,237	0
Regulatory Compliance	4,396,923	31	5,899,798	35
Public Relations	866,243	6	901,033	5
Sustainability	1,805,912	15	-	0
Emergency Preparedness	1,667,414	18	2,175,418	23
Septic Tank Elimination Program	660,000	0	422,500	0
Customer Service	41,925,980	231	54,499,995	246
Maintenance	22,723,484	155	22,038,912	151
Engineering and Development	84,372,220	137	89,147,134	127
Fleet Management	3,816,480	28	3,678,977	27
Water Distribution	73,994,841	322	93,486,989	302
Wastewater Treatment	55,772,140	226	54,503,480	222
Stormwater Management	4,454,880	25	5,009,576	26
Electricity Distribution	20,675,255	41	24,327,572	49
Street Lighting	8,725,440	28	6,519,413	18
COVID-19	10,000	0	-	0
Debt Management	356,794,394	0	328,724,112	0
Sustainable Columbus	2,292,595	0	8,770,371	17
Department Total	**$ 819,531,873**	**1,370**	**$ 866,380,653**	**1,408**

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.



2025 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, hiring, 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 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, 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 uninterruptible 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.
COVID-19	To account for the expenses necessary to address the COVID-19 pandemic.
DEBT MANAGEMENT	To service and track all required debt service obligations (principal and interest) per bond covenant requirements, policies, and procedures, and to ensure that funds from bonds and loans are used to finance the department’s capital program, including those projects in all divisions.

SUSTAINABLE COLUMBUS

To ensure the city is doing its part to combat the effects of climate change while imparting fairness and environmental justice in an effort to create a more equitable and resilient community.

Special Revenue Funds

Municipal Court Computer System Procurement and Maintenance Fund

The municipal court computer system procurement and maintenance fund provides the Franklin County Municipal Court with a dedicated funding source for computer hardware, software, training, and related expenses. Revenues to this fund are generated through various court fees.

2025 Cash Balance Statement

The municipal court computer fund is projected to begin 2025 with an unencumbered cash balance of $1,533,954 and end the year with an available balance of $1,775,945.

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 2025 is $290,000. The expected revenue for the Clerk of Courts is $1,500,000. In addition, a total of $10,000 in cancellation of prior year encumbrances is assumed.

2025 Municipal Court Computer Fund
Balance Summary

Unencumbered Cash Balance (January 1, 2025)	$	1,533,954
Plus Estimated 2025 Receipts		1,790,000
Plus Estimated Encumbrance Cancellations		10,000
Total Estimated Available Resources	$	3,333,954
Less 2025 Recommended Operating Budget		(1,558,009)
Projected Available Balance (December 31, 2025)	**$**	**1,775,945**

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 various fees, taxes, reimbursements, and service charges.

2025 Cash Balance Statement

The street construction, maintenance, and repair fund is expected to begin 2025 with an unencumbered fund balance of $19,231,006. Revenue for the SCMR fund is projected at $72,740,000, and encumbrance cancellations of $2 million are anticipated. Assuming expenditures of approximately $88 million, the fund will end 2025 with a balance of $6 million.

2025 Street Construction Maintenance and Repair
Balance Summary

Unencumbered Cash Balance (January 1, 2025)	$	19,231,006
Plus Estimated 2025 Receipts		72,740,000
Plus Estimated Encumbrance Cancellations		2,000,000
Total Estimated Available Resources	$	93,971,006
Less 2025 Recommended Operating Budget		(88,008,406)
Projected Available Balance (December 31, 2025)	**$**	**5,962,600**



2025 Revenue Summary

2025 Street Construction Maintenance and Repair Fund Revenue by Source and Year Historical and Projected				
Revenue Summary	**2022 Actual**	**2023 Actual**	**2024 Estimated**	**2025 Proposed**
Motor Vehicle Fuel Tax	$ 40,620,266	$ 42,251,164	$ 42,700,000	$ 43,300,000
Motor Vehicle Licensing Fees	8,349,884	8,556,625	8,568,000	8,740,000
Snow/Street Cleaning	9,517,006	10,992,244	10,900,000	11,050,000
Franklin County Vehicle Tax	1,869,628	1,887,411	1,950,000	2,090,000
Franklin County Reimbursement	3,000,000	3,200,000	3,100,000	3,300,000
Permits	2,526,265	2,289,863	2,850,000	2,950,000
Damages/Contracts	668,214	171,822	306,000	310,000
Miscellaneous	477,874	1,021,281	1,200,000	1,000,000
Encumbrance Cancellations	3,027,768	3,146,690	2,000,000	2,000,000
Unencumbered Cash Balance	26,530,170	22,676,532	24,726,875	19,231,006
Total Resources	**$ 96,587,075**	**$ 96,193,633**	**$ 98,300,875**	**$ 93,971,006**
Percent Change		**-0.41%**	**2.19%**	**-4.40%**

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 2026 and beyond are as follows:

- Motor vehicle fuel tax revenues remain relatively level. The projected annual growth is two percent in 2026 and beyond.
- Motor vehicle license tax revenue growth is projected at two percent in 2026 and beyond.
- Permit fees are projected to grow by two percent in 2026 and beyond. This revenue includes building, engineering, right-of-way, and zoning permits.
- Snow and street cleaning will increase by two percent in 2026 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 2026 and beyond.
- Pro rata charges represent 4.5 percent of revenue. It is assumed a one percent annual growth rate in technology and fleet expenses will occur in 2026 and beyond.
- The projected ending fund balance is positive through 2025 and negative in all years thereafter

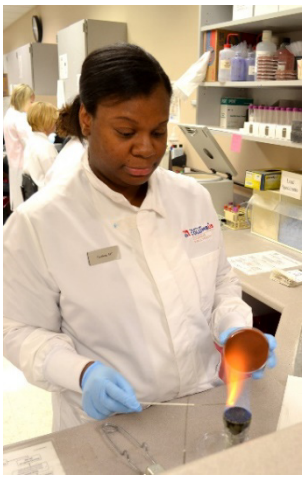
Street Construction Maintenance and Repair Fund

PRO FORMA OPERATING STATEMENT

	Actual 2023	Estimated 2024	Proposed 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Revenue													
Gasoline Taxes	$ 42,251,164	$ 42,700,000	$ 43,300,000	$ 44,166,000	$ 45,049,320	$ 45,950,306	$ 46,869,313	$ 47,806,699	$ 48,762,833	$ 49,738,089	$ 50,732,851	$ 51,747,508	$ 52,782,458
Motor Vehicle License Tax	8,556,625	8,568,000	8,740,000	8,914,800	9,093,096	9,274,958	9,460,457	9,649,666	9,842,660	10,039,513	10,240,303	10,445,109	10,654,011
Snow/Street Cleaning	10,992,244	10,900,000	11,050,000	11,271,000	11,496,420	11,726,348	11,960,875	12,200,093	12,444,095	12,692,977	12,946,836	13,205,773	13,469,888
County Vehicle Tax	1,887,411	1,950,000	2,090,000	2,131,800	2,174,436	2,217,925	2,262,283	2,307,529	2,353,679	2,400,753	2,448,768	2,497,743	2,547,698
Franklin County Reimbursement	3,200,000	3,100,000	3,300,000	3,366,000	3,433,320	3,501,986	3,572,026	3,643,467	3,716,336	3,790,663	3,866,476	3,943,805	4,022,682
Permits	2,289,863	2,850,000	2,950,000	3,009,000	3,069,180	3,130,564	3,193,175	3,257,038	3,322,179	3,388,623	3,456,395	3,525,523	3,596,034
Damages/Contracts	171,822	306,000	310,000	316,200	322,524	328,974	335,554	342,265	349,110	356,093	363,214	370,479	377,888
Miscellaneous	1,021,281	1,200,000	1,000,000	1,020,000	1,040,400	1,061,208	1,082,432	1,104,081	1,126,162	1,148,686	1,171,659	1,195,093	1,218,994
Total Revenue	**70,370,411**	**71,574,000**	**72,740,000**	**74,194,800**	**75,678,696**	**77,192,270**	**78,736,115**	**80,310,838**	**81,917,054**	**83,555,395**	**85,226,503**	**86,931,033**	**88,669,654**
Beginning Fund Balance	22,676,532	24,726,875	19,231,006	5,962,600	(7,467,984)	(21,046,819)	(34,786,887)	(48,702,080)	(62,807,250)	(77,118,266)	(91,652,071)	(106,426,745)	(121,461,565)
Encumbrance Cancellations	3,146,690	2,000,000	2,000,000	2,060,000	2,121,800	2,185,454	2,251,018	2,318,548	2,388,105	2,459,748	2,533,540	2,609,546	2,687,833
Total Resources	**96,193,633**	**98,300,875**	**93,971,006**	**82,217,400**	**70,332,512**	**58,330,905**	**46,200,246**	**33,927,306**	**21,497,909**	**8,896,877**	**(3,892,028)**	**(16,886,165)**	**(30,104,078)**
Operating Expenses													
Personnel	33,908,272	36,844,985	41,725,542	42,560,053	43,411,254	44,279,479	45,165,069	46,068,370	46,989,737	47,929,532	48,888,123	49,865,885	50,863,203
Insurance	6,554,706	7,509,151	8,878,566	9,322,494	9,788,619	10,278,050	10,791,952	11,331,550	11,898,128	12,493,034	13,117,686	13,773,570	14,462,248
Materials & Supplies	3,790,334	4,678,886	4,313,000	4,356,130	4,399,691	4,443,688	4,488,125	4,533,006	4,578,336	4,624,120	4,670,361	4,717,065	4,764,235
Services	8,147,923	9,994,021	11,510,169	11,625,271	11,741,523	11,858,939	11,977,528	12,097,303	12,218,276	12,340,459	12,463,864	12,588,502	12,714,387
Pro Rata	2,700,000	2,946,411	2,750,000	2,831,571	2,888,202	2,945,966	3,004,886	3,064,984	3,126,283	3,188,809	3,252,585	3,317,637	3,383,989
Technology	3,173,523	3,885,194	4,555,629	4,601,185	4,647,197	4,693,669	4,740,606	4,788,012	4,835,892	4,884,251	4,933,093	4,982,424	5,032,249
Fleet	7,397,801	7,491,830	7,750,000	7,827,500	7,905,775	7,984,833	8,064,681	8,145,328	8,226,781	8,309,049	8,392,139	8,476,061	8,560,821
311 Call Center Operations	383,096	375,509	471,000	475,710	480,467	485,272	490,124	495,026	499,976	504,976	510,026	515,126	520,277
Other	91,550	104,250	139,500	140,895	142,304	143,727	145,164	146,616	148,082	149,563	151,059	152,569	154,095
Capital Outlay	5,319,553	5,239,631	5,915,000	5,944,575	5,974,298	6,004,169	6,034,190	6,064,361	6,094,683	6,125,156	6,155,782	6,186,561	6,217,494
Total Operating Expenses	**71,466,759**	**79,069,869**	**88,008,406**	**89,685,384**	**91,379,331**	**93,117,792**	**94,902,326**	**96,734,556**	**98,616,175**	**100,548,949**	**102,534,717**	**104,575,400**	**106,672,999**
Ending Fund Balance	**$24,726,875**	**$19,231,006**	**$ 5,962,600**	**$(7,467,984)**	**$(21,046,819)**	**$(34,786,887)**	**$(48,702,080)**	**$(62,807,250)**	**$(77,118,266)**	**$(91,652,071)**	**$ (106,426,745)**	**$ (121,461,565)**	**$ (136,777,077)**

Health Special Revenue Fund

The 2025 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.



2025 Cash Balance Statement

The health special revenue fund is projected to begin and end 2025 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.

2025 Health Operating Fund
Balance Summary

Unencumbered Cash Balance (January 1, 2025)	$	-
Plus Estimated 2025 Receipts		11,229,423
Plus General Fund Transfer		33,289,251
Plus Estimated Encumbrance Cancellations		200,000
Total Estimated Available Resources		44,718,674
Less 2025 Recommended Operating Budget		(44,718,674)
Projected Available Balance (December 31, 2025)	$	-



2025 Revenue Summary

2025 Health Operating Fund Revenue by Source and Year Historical and Projected				
Revenue Summary	2022 Actual	2023 Actual	2024 Estimated	2025 Proposed
General Fund Transfer	$ 22,818,174	$ 32,315,513	$ 32,583,512	$ 33,289,251
Licenses and Permit Fees	2,833,995	3,052,619	3,741,409	4,540,650
Vital Statistics	1,545,201	1,500,290	1,435,610	1,454,800
Employee Assistance Program	434,011	437,540	471,015	471,000
Misc. Charges for Services	4,048,514	2,983,739	4,474,111	4,715,673
Misc. Revenues and Refunds	1,312,257	532,750	826,019	47,300
Encumbrance Cancellations	1,374,276	1,002,508	100,000	200,000
Unencumbered Cash Balance	4,147,374	923,348	-	-
Total Resources	**$ 38,513,802**	**$ 42,748,306**	**$ 43,631,676**	**$ 44,718,674**
Percent Change		**10.99%**	**2.07%**	**2.49%**

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 2025, the general fund subsidy totals $33,289,251 and represents approximately 75 percent of the department's operating revenues. The department continues to focus on infectious disease investigation, tracing and vaccinations, and is able to subsidize its operations with state and federal relief funding.
- 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 current trends. Revenues in 2025, excluding the general fund subsidy and encumbrance cancellations, are projected to be $11,229,423, an increase of $1,493,614 or 15.3 percent more than budgeted 2024 revenues of $9,735,809.

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 an annual transfer from the general fund.

2025 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 2025, 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.

2025 Recreation and Parks Operation and Extension Fund Balance Summary		
Unencumbered Cash Balance (January 1, 2025)	$	-
Plus Estimated 2025 Receipts		19,706,829
Plus General Fund Transfer		58,728,767
Plus Estimated Encumbrance Cancellations		1,200,000
Total Estimated Available Resources		79,635,596
Less 2025 Recommended Operating Budget		(79,635,596)
Projected Available Balance (December 31, 2025)	$	-



2025 Revenue Summary

2025 Recreation and Parks Operation and Extension Fund Revenue by Source and Year Historical and Projected				
Revenue Summary	**2022 Actual**	**2023 Actual**	**2024 Estimated**	**2025 Proposed**
Adult Sports	$ 3,033,506	$ 3,336,394	$ 3,517,058	$ 4,137,843
Aquatics	187,418	185,932	251,497	300,277
Community Centers	907,972	997,734	1,097,444	1,233,460
Youth Sports	188,201	200,165	205,532	203,220
Miscellaneous Revenue	650,882	1,138,923	23,639	22,000
Permits Facilities and Docks	1,259,781	1,245,495	1,159,694	1,204,914
Special Activities Permits	198,696	217,659	234,645	-
CIP Reimbursement	1,821,164	2,198,209	190,248	-
Rent	18,718	28,284	28,092	10,092
Refunds	110,823	14,785	47,787	20,000
Golf	5,520,195	7,120,727	7,899,224	9,707,913
Therapeutic Recreation	42,704	55,140	59,194	80,039
Summer Camps	269,461	339,523	373,983	438,847
Cultural Arts	386,653	464,351	535,455	753,929
Fitness	117,157	154,580	158,232	179,723
Play Grant Reimbursement	93,932	229,350	250,000	220,000
Recreation Center IDs	2,245	-	-	-
Boat Clubs	184,615	172,436	162,617	150,964
Activenet Transaction Fees	113,162	17,722	20,754	15,048
Outdoor Education	194,182	215,887	210,096	229,020
Special Events	-	-	-	799,540
General Fund Transfer	43,387,465	48,854,555	57,971,475	58,728,767
Encumbrance Cancellations	1,703,463	558,891	1,400,000	1,200,000
Unencumbered Cash Balance	4,145,279	2,854,226	942,154	-
Total Resources	**$ 64,537,674**	**$ 70,600,967**	**$ 76,738,816**	**$ 79,635,596**
Percent Change		**9.39%**	**8.69%**	**3.77%**

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. The general fund subsidy for 2025 is approximately $58.7 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, golf, and various other charges. Total revenues are expected to be $19.7 million in 2025.

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.

2025 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 2025 with an unencumbered cash balance of $9,116,413. Revenue to the fund is projected at $34,690,617 in 2025, and encumbrance cancellations are estimated at $200,000 providing the department with total estimated resources of $44,007,030. After expenses estimated at $34,180,244, the fund is projected to end 2025 with an unencumbered cash balance of $9,826,786.

2025 Development Services Fund
Balance Summary

Unencumbered Cash Balance (January 1, 2025)	$	9,116,413
Plus Estimated 2025 Receipts		34,690,617
Plus Estimated Encumbrance Cancellations		200,000
Total Estimated Available Resources	$	44,007,030
Less 2025 Recommended Operating Budget		(34,180,244)
Projected Available Balance (December 31, 2025)	**$**	**9,826,786**



2025 Revenue Summary

2025 Development Services Fund Revenue by Source and Year Historical and Projected				
Revenue Summary	**2022 Actual**	**2023 Actual**	**2024 Estimated**	**2025 Proposed**
Residential Construction	$ 3,598,468	$ 4,143,058	$ 5,141,535	$ 6,169,842
Commercial Construction	13,465,047	12,440,285	15,438,395	18,526,074
Zoning	2,761,207	2,340,626	2,904,717	3,485,660
License/Registration	2,539,599	2,424,753	3,009,118	3,610,942
Other	1,843,056	1,946,078	2,415,235	2,898,099
Encumbrance Cancellations	203,597	212,139	400,000	200,000
Unencumbered Cash Balance	16,887,996	13,884,976	9,787,666	9,116,413
Total Resources	**$ 41,298,970**	**$ 37,391,915**	**$ 39,096,666**	**$ 44,007,030**
Percent Change		**-9.46%**	**4.56%**	**12.56%**

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 2026 and beyond are as follows:

- Revenue is estimated at 20 percent growth in 2025 and is projected to increase by 25 percent in 2029 and 15 percent in 2034 based on rate assessments. These assessments are performed every five years and include a thorough analysis of all fees, which are adjusted accordingly. For all other years, revenues increase by one percent.
- Personnel and insurance costs are projected to grow by five percent annually starting in 2025 and beyond.
- Pro rata fees represent 4.5 percent of the revenue generated in the fund.

DEVELOPMENT SERVICES FUND

Pro Forma Operating Statement

	Actual 2023	Estimated 2024	Proposed 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
REVENUE SOURCE												
Residential Construction	$ 4,143,058	$ 5,141,535	$ 6,169,842	$ 6,169,842	$ 6,169,842	$ 6,169,842	$ 7,712,303	$ 7,712,303	$ 7,712,303	$ 7,712,303	$ 7,712,303	$ 8,869,148
Commercial Construction	12,440,285	15,438,395	18,526,074	18,526,074	18,526,074	18,526,074	23,157,593	23,157,593	23,157,593	23,157,593	23,157,593	26,631,231
Zoning	2,340,626	2,904,717	3,485,660	3,485,660	3,485,660	3,485,660	4,357,076	4,357,076	4,357,076	4,357,076	4,357,076	5,010,637
License/Registration	2,424,753	3,009,118	3,610,942	3,610,942	3,610,942	3,610,942	4,513,677	4,513,677	4,513,677	4,513,677	4,513,677	5,190,729
All Other	1,946,078	2,415,235	2,898,099	2,898,099	2,898,099	2,898,099	3,622,623	3,622,623	3,622,623	3,622,623	3,622,623	4,166,017
TOTAL REVENUE	**23,294,800**	**28,909,000**	**34,690,617**	**34,690,617**	**34,690,617**	**34,690,617**	**43,363,271**	**43,363,271**	**43,363,271**	**43,363,271**	**43,363,271**	**49,867,762**
Beginning Unenc. Fund Balance	13,884,976	9,787,666	9,116,413	9,826,786	9,508,686	7,686,523	4,289,201	7,524,579	9,002,146	8,670,001	6,442,282	2,228,973
Encumbrance Cancellations	212,139	400,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
TOTAL RESOURCES	**37,391,915**	**39,096,666**	**44,007,030**	**44,717,403**	**44,399,303**	**42,577,139**	**47,852,472**	**51,087,850**	**52,565,417**	**52,233,272**	**50,005,553**	**52,296,735**
EXPENDITURES												
Operations & Maintenance:												
Personnel Services	17,008,816	17,600,593	19,187,887	20,147,281	21,154,645	22,212,378	23,322,997	24,489,146	25,713,604	26,999,284	28,349,248	29,766,711
Employee Insurance	2,927,456	3,192,114	3,679,222	3,863,183	4,056,342	4,259,159	4,472,117	4,695,723	4,930,509	5,177,035	5,435,887	5,707,681
Code Enforcement - 20%	1,637,333	1,670,258	1,869,151	1,962,609	2,060,739	2,163,776	2,271,965	2,385,563	2,504,841	2,630,083	2,761,587	2,899,667
Materials & Supplies	137,520	110,250	169,100	174,173	179,398	184,780	190,324	196,033	201,914	207,972	214,211	220,637
Services	1,392,456	1,899,553	1,860,332	1,916,142	1,973,626	2,032,835	2,093,820	2,156,635	2,221,334	2,287,974	2,356,613	2,427,311
Pro Rata	1,089,000	1,300,906	1,561,078	1,561,078	1,561,078	1,561,078	1,951,347	1,951,347	1,951,347	1,951,347	1,951,347	2,244,049
Technology	2,732,434	3,708,273	5,025,901	4,756,678	4,899,378	5,046,360	5,197,751	5,353,683	5,514,294	5,679,722	5,850,114	6,025,617
Fleet	161,329	180,418	384,073	384,073	384,073	384,073	384,073	384,073	384,073	384,073	384,073	384,073
Other	244,330	156,450	233,500	233,500	233,500	233,500	233,500	148,500	148,500	148,500	148,500	148,500
Capital Outlay	215,175	11,438	210,000	210,000	210,000	210,000	210,000	325,000	325,000	325,000	325,000	325,000
Transfers	58,400	150,000	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATIONS & MAINTENANCE	**27,604,249**	**29,980,253**	**34,180,244**	**35,208,717**	**36,712,780**	**38,287,939**	**40,327,893**	**42,085,704**	**43,895,416**	**45,790,990**	**47,776,580**	**50,149,246**
TOTAL EXPENDITURES	**27,604,249**	**29,980,253**	**34,180,244**	**35,208,717**	**36,712,780**	**38,287,939**	**40,327,893**	**42,085,704**	**43,895,416**	**45,790,990**	**47,776,580**	**50,149,246**
ENDING FUND BALANCE	**$ 9,787,666**	**$ 9,116,413**	**$ 9,826,786**	**$ 9,508,686**	**$ 7,686,523**	**$ 4,289,201**	**$ 7,524,579**	**$ 9,002,146**	**$ 8,670,001**	**$ 6,442,282**	**$ 2,228,973**	**$ 2,147,489**

Property Management – 1111 East Broad Street Fund

The 1111 East Broad Street 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 (WDB), formerly Central Ohio Workforce Investment Corporation (COWIC), and the Department of Technology.

2025 Cash Balance Statement

The projection of total revenue, excluding general fund subsidy, attributable to the 1111 East Broad Street fund for 2025 is $903,960. The projected 2025 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.

2025 1111 East Broad Street Fund
Balance Summary

Unencumbered Cash Balance (January 1, 2025)	$	354,101
Plus Estimated 2025 Receipts		903,960
Plus Estimated General Fund Transfer		600,000
Plus Estimated Encumbrance Cancellations		-
Total Estimated Available Resources	$	1,858,061
Less 2025 Recommended Operating Budget		(1,858,061)
Projected Available Balance (December 31, 2025)	**$**	**-**

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 inspection fund and the construction inspection fund, which is an internal service fund. For additional information related to the construction inspection fund refer to the construction inspection fund within the Internal Service Fund section. The private 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.

2025 Cash Balance Statement

The private inspection fund and the construction inspection fund share employees within the Design & Construction Division based on the types of projects requiring inspection. The employees or their respective supervisors record their hours into the Department of Public Service billing system for a private, Ohio Department of Transportation (ODOT), or City of Columbus Capital Improvement Plan (CIP) project. These hours are then billed out to the respective owners bi-weekly.

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 per employee for the 12-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 multiplied by the appropriate billing rate for each project type and then attributed to either the private inspection fund or the construction inspection fund. Revenues for the private inspection fund for 2025 are budgeted at $5,650,000, and encumbrance cancellations of $50,000 are expected. The Departement of Public Service anticipates that by the end of 2025, the fund will have a remaining balance of $1,819,651.

2025 Private Inspection Fund
Balance Summary

Unencumbered Cash Balance (January 1, 2025)	$	2,193,959
Plus Estimated 2025 Receipts		5,650,000
Plus Estimated Encumbrance Cancellations		50,000
Total Estimated Available Resources	$	7,893,959
Less 2025 Recommended Operating Budget		(6,074,308)
Projected Available Balance (December 31, 2025)	**$**	**1,819,651**

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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.

2025 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.

2025 Employee Benefits Fund
Balance Summary

Unencumbered Cash Balance (January 1, 2025)	$	-
Plus Estimated 2025 Receipts		8,523,644
Total Estimated Available Resources	$	8,523,644
Less 2025 Recommended Operating Budget - Human Resources		(7,843,644)
Less 2025 Recommended Operating Budget - Finance		(680,000)
Projected Available Balance (December 31, 2025)	**$**	**-**

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 employee health benefit 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 Department of Finance and Management. 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.

2025 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 2025 with an unencumbered cash balance of $224,295 and end the year with the same amount. 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 outsourcing service requests, thus creating more revenue.

2025 Print and Mailroom Services Fund
Balance Summary

Unencumbered Cash Balance (January 1, 2025)	$	224,295
Plus Estimated 2025 Print Services Receipts		734,339
Plus Estimated 2025 Mailroom Services Receipts		1,444,970
Plus Estimated Encumbrance Cancellations		-
Total Estimated Available Resources	$	2,403,604
Less 2025 Recommended Operating Budget - Print		(734,339)
Less 2025 Recommended Operating Budget - Mailroom		(1,444,970)
Projected Available Balance (December 31, 2025)	**$**	**224,295**

2025 Revenue Summary

2025 Print and Mailroom Services Fund
Revenue by Source and Year
Historical and Projected

Revenue Summary	2022 Actual	2023 Actual	2024 Estimated	2025 Proposed
Print Services	$ 574,945	$ 219,390	$ 941,172	$ 734,339
Mailroom Services	1,199,431	942,038	1,530,331	1,444,970
Encumbrance Cancellations	31,520	5,684	-	-
Unencumbered Cash Balance	349,252	563,633	(215,692)	224,295
Total Resources	**$ 2,155,148**	**$ 1,730,744**	**$ 2,255,810**	**$ 2,403,604**
Percent Change		**-19.69%**	**30.34%**	**6.55%**

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.

2025 Cash Balance Statement

The beginning year unencumbered cash balance in this fund is projected at $194,719. The 2025 revenue estimate is equal to a projection of 3,380 hours of services billed at a rate of $400 per hour. The division reviews its rate periodically and increases it when necessary to fully recover costs. With a proposed budget of $1,404,472, the anticipated fund balance by year end is $172,247.

2025 Land Acquisition Fund
Balance Summary

Unencumbered Cash Balance (January 1, 2025)	$	194,719
Plus Estimated 2025 Receipts		1,352,000
Plus Estimated Encumbrance Cancellations		30,000
Total Estimated Available Resources	$	1,576,719
Less 2025 Recommended Operating Budget		(1,404,472)
Projected Available Balance (December 31, 2025)	**$**	**172,247**

Information Services Fund

The information 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.

2025 Cash Balance Statement

The information services fund is managed by the Department of Technology and is projected to begin the year with an unencumbered cash balance of $271,138 and end the year with $771,138. 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.

2025 Information Services Fund
Balance Summary

Unencumbered Cash Balance (January 1, 2025)	$	271,138
Plus Estimated 2025 Receipts		63,307,891
Plus Estimated Encumbrance Cancellations		500,000
Plus Billing True-up to Agencies		131,733
Total Estimated Available Resources	$	64,210,762
Less 2025 Recommended Operating Budget		(63,439,624)
Projected Available Balance (December 31, 2025)	**$**	**771,138**

Pro Forma Operating Statement

The department will continue to use a charge-back methodology to fully recover costs related to information technology services. In 2020, the cost recovery model was updated to streamline and more accurately calculate the charges to city agencies for technology use and services. The department continues to use a time and attendance reporting system for many of its services. A ten-year pro forma operating statement follows this page 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 and health insurance expenses grow 3 percent and 5 percent, respectively, while supplies, maintenance, and capital expenses grow 2 percent annually in 2026 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.
- This pro forma indicates an approximate 18 percent increase in revenues in 2025 over 2024 projections.



INFORMATION SERVICES DIVISION
PRO FORMA OPERATING STATEMENT

	Actual 2023	Estimated 2024	Proposed 2025	2026	2027	2028	2029	2030	2031	2032	2033
REVENUES BY SOURCE											
Other Fund-Direct Charge	$ 3,247,892	$ 6,271,677	$ 6,611,555	$ 6,743,786	$ 6,878,662	$ 7,016,235	$ 7,156,560	$ 7,299,691	$ 7,445,685	$ 7,594,598	$ 7,746,490
Other Fund-Indirect Charge	18,540,810	21,518,033	24,628,664	25,216,471	26,760,129	27,488,047	28,000,258	28,844,785	29,885,189	31,016,744	32,413,630
General Fund-Direct Charge	3,278,750	3,934,733	4,382,741	4,470,396	4,559,804	4,651,000	4,744,020	4,838,900	4,935,678	5,034,392	5,135,080
General Fund-Indirect Charge	22,947,928	21,933,309	27,684,931	28,345,681	30,080,898	30,899,146	31,474,919	32,424,247	33,593,759	34,865,733	36,435,964
Outside Source Revenue	108,738	95,526	131,733	134,877	143,134	147,027	149,767	154,284	159,849	165,901	173,373
TOTAL REVENUE	**48,124,119**	**53,753,279**	**63,439,624**	**64,911,210**	**68,422,627**	**70,201,455**	**71,525,523**	**73,561,907**	**76,020,160**	**78,677,368**	**81,904,537**
Encumbrance Cancellations	877,752	410,644	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Beginning Fund Balance	5,386,496	1,764,968	271,138	771,138	1,271,138	1,771,138	2,271,138	2,771,138	3,271,138	3,771,138	4,271,138
TOTAL RESOURCES	**54,388,368**	**55,928,891**	**64,210,762**	**66,182,348**	**70,193,765**	**72,472,593**	**74,296,661**	**76,833,045**	**79,791,298**	**82,948,506**	**86,675,675**
EXPENDITURES											
Operating - Admin & ISD											
Division 4702											
Personnel Services	16,605,786	18,639,436	23,210,999	23,907,329	24,624,549	25,363,285	26,124,184	26,907,909	27,715,147	28,546,601	29,973,931
Health Insurance	2,301,343	2,708,796	3,242,677	3,404,811	3,575,051	3,753,804	3,941,494	4,138,569	4,345,497	4,562,772	4,790,911
Materials & Supplies	2,397,552	441,024	481,276	490,902	500,720	510,734	520,949	531,368	541,995	552,835	563,892
Services	15,842,616	14,229,688	16,024,268	16,344,753	16,671,648	17,005,081	17,345,183	17,692,087	18,045,928	18,406,847	18,774,984
Fleet	35,696	40,000	37,481	38,231	38,995	39,775	40,571	41,382	42,210	43,054	43,915
Other	489	1,000	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172
Capital Outlay	-	100,000	100,000	102,000	104,040	106,121	108,243	110,408	112,616	114,869	117,166
Total Operating Expenses (4702)	**37,183,482**	**36,159,944**	**43,097,701**	**44,289,045**	**45,516,044**	**46,779,862**	**48,081,706**	**49,422,827**	**50,804,519**	**52,228,126**	**54,265,970**
Debt Service - Principal	5,285,000	5,720,000	5,050,000	4,530,000	6,302,143	6,407,857	5,888,571	6,039,429	6,725,143	7,610,857	8,496,571
Debt Service - Interest	643,313	956,022	1,228,294	1,710,888	1,897,900	1,974,120	2,174,535	2,369,619	2,402,698	2,384,150	2,243,919
Total Debt Service Expenses	**5,928,313**	**6,676,022**	**6,278,294**	**6,240,888**	**8,200,043**	**8,381,977**	**8,063,107**	**8,409,047**	**9,127,841**	**9,995,007**	**10,740,490**
TOTAL EXPENSES (4702)	**43,111,795**	**42,835,966**	**49,375,995**	**50,529,933**	**53,716,087**	**55,161,838**	**56,144,813**	**57,831,874**	**59,932,360**	**62,223,133**	**65,006,460**
Division 4701											
Personnel Services	2,095,371	2,352,830	2,785,221	2,868,778	2,954,841	3,043,486	3,134,791	3,228,834	3,325,700	3,425,471	3,596,744
Health Insurance	238,951	262,546	284,112	298,318	313,233	328,895	345,340	362,607	380,737	399,774	419,763
General Fund-Direct Charge	3,400,058	3,934,733	4,382,741	4,470,396	4,559,804	4,651,000	4,744,020	4,838,900	4,935,678	5,034,392	5,135,080
Other Fund-Direct Charge	3,777,223	6,271,677	6,611,555	6,743,786	6,878,662	7,016,235	7,156,560	7,299,691	7,445,685	7,594,598	7,746,490
Total Operating Expenses (4701)	**9,511,603**	**12,821,787**	**14,063,629**	**14,381,277**	**14,706,540**	**15,039,616**	**15,380,710**	**15,730,033**	**16,087,800**	**16,454,235**	**16,898,077**
ENDING FUND BALANCE	**$ 1,764,968**	**$ 271,138**	**$ 771,138**	**$ 1,271,138**	**$ 1,771,138**	**$ 2,271,138**	**$ 2,771,138**	**$ 3,271,138**	**$ 3,771,138**	**$ 4,271,138**	**$ 4,771,138**

Fleet Management Fund

The fleet management services fund is an internal service 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.

2025 Cash Balance Statement

The Fleet Management Division recovers its costs by billing user agencies for services provided. The revenue includes a standard rate of $147 per hour for vehicles and equipment, 60 percent mark-up on parts, five percent mark-up on commercial services, and a fuel overhead rate mark-up of $0.25 per gallon for bulk fuel.

The fleet management services fund is projected to start the year with an unencumbered cash balance of $1,083,872 and is projected to end the year with a positive unencumbered cash balance of $1,484,022.

2025 Fleet Management Fund
Balance Summary

Unencumbered Cash Balance (January 1, 2025)	$	1,083,872
Plus Estimated 2025 Receipts		48,147,775
Plus Estimated Encumbrance Cancellations		500,000
Total Estimated Available Resources	$	49,731,647
Less 2025 Recommended Operating Budget		(48,247,625)
Projected Available Balance (December 31, 2025)	**$**	**1,484,022**

2025 Revenue Summary

2025 Fleet Management Fund
Revenue by Source and Year
Historical and Projected

Revenue Summary	2022 Actual	2023 Actual	2024 Estimated	2025 Proposed
Public Safety	$ 18,104,663	$ 20,338,541	$ 22,868,651	$ 23,331,901
Refuse Collection	9,057,548	9,246,903	9,408,356	9,598,941
Other General Fund	291,098	415,485	409,330	417,620
Other Funds	11,977,308	13,763,999	13,846,168	14,126,651
Refunds/Miscellaneous	654,464	350,473	691,460	672,662
Encumbrance Cancellations	1,728,057	643,181	500,000	500,000
Unencumbered Cash Balance	(2,983,022)	(1,107,467)	(846,800)	1,083,872
Total Resources	**$ 38,830,116**	**$ 43,651,115**	**$ 46,877,165**	**$ 49,731,647**
Percent Change		**12.42%**	**7.39%**	**6.09%**

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 grow three percent per year in 2026 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 Enterprise Fund
PRO FORMA OPERATING STATEMENT

	Actual 2023	Estimated 2024	Proposed 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
REVENUE SOURCE												
Public Safety	$ 20,338,541	$ 22,868,651	$ 23,331,901	$ 24,031,858	$ 24,752,814	$ 25,495,398	$ 26,260,260	$ 27,048,068	$ 27,859,510	$ 28,695,295	$ 29,556,154	$ 30,442,839
Refuse Collection	9,246,903	9,408,356	9,598,941	9,886,909	10,183,517	10,489,022	10,803,693	11,127,803	11,461,638	11,805,487	12,159,651	12,524,441
Other General Fund Divisions	415,485	409,330	417,620	430,149	443,053	456,345	470,035	484,136	498,660	513,620	529,029	544,899
Other Funds	13,763,999	13,846,168	14,126,651	14,550,451	14,986,964	15,436,573	15,899,670	16,376,660	16,867,960	17,373,999	17,895,219	18,432,075
Miscellaneous Revenues	350,473	691,460	672,662	692,842	713,627	735,036	757,087	779,800	803,194	827,289	852,108	877,671
TOTAL REVENUE	**44,115,401**	**47,223,965**	**48,147,775**	**49,592,208**	**51,079,974**	**52,612,374**	**54,190,745**	**55,816,467**	**57,490,961**	**59,215,690**	**60,992,161**	**62,821,926**
Beginning Fund Balance	(1,107,467)	(846,800)	1,083,872	1,484,022	2,479,770	5,180,420	7,843,795	10,633,922	13,401,541	16,149,666	18,881,082	21,598,333
Encumbrance Cancellations	643,181	500,000	500,000	515,000	530,450	546,364	562,754	579,637	597,026	614,937	633,385	652,387
TOTAL RESOURCES	**43,651,115**	**46,877,165**	**49,731,647**	**51,591,230**	**54,090,195**	**58,339,157**	**62,597,294**	**67,030,026**	**71,489,528**	**75,980,293**	**80,506,628**	**85,072,645**
EXPENDITURES												
Personnel Services	10,994,622	11,622,832	12,293,878	12,662,694	13,042,575	13,433,852	13,836,868	14,251,974	14,679,533	15,119,919	15,573,517	16,040,722
Health Insurance	2,226,903	2,448,544	2,857,008	2,999,858	3,149,851	3,307,344	3,472,711	3,646,347	3,828,664	4,020,097	4,221,102	4,432,157
Materials & Supplies	19,355,518	19,181,434	21,768,590	22,421,648	23,094,297	23,787,126	24,500,740	25,235,762	25,992,835	26,772,620	27,575,799	28,403,072
Services	6,784,565	7,283,579	6,637,490	6,836,615	7,041,713	7,252,965	7,470,553	7,694,670	7,925,510	8,163,275	8,408,174	8,660,419
Capital	-	24,702	25,000	25,750	26,523	27,318	28,138	28,982	29,851	30,747	31,669	32,619
Other	1,500	1,500	1,500	1,545	1,591	1,639	1,688	1,739	1,791	1,845	1,900	1,957
Total Operations & Maintenance	**39,363,107**	**40,562,591**	**43,583,466**	**44,948,110**	**46,356,551**	**47,810,244**	**49,310,698**	**50,859,474**	**52,458,185**	**54,108,503**	**55,812,161**	**57,570,947**
Director's Office	925,946	991,334	1,114,673	1,148,113	1,182,557	1,218,033	1,254,574	1,292,212	1,330,978	1,370,907	1,412,034	1,454,395
Debt Service												
Principal	3,815,000	3,835,000	3,200,000	2,600,000	910,000	1,000,000	930,000	1,010,000	1,090,000	1,170,000	1,250,000	1,330,000
Interest	393,862	404,369	349,486	415,237	460,668	467,085	468,100	466,800	460,700	449,800	434,100	413,600
Total Debt Service	**4,208,862**	**4,239,369**	**3,549,486**	**3,015,237**	**1,370,668**	**1,467,085**	**1,398,100**	**1,476,800**	**1,550,700**	**1,619,800**	**1,684,100**	**1,743,600**
TOTAL EXPENSES	**44,497,915**	**45,793,294**	**48,247,625**	**49,111,460**	**48,909,775**	**50,495,362**	**51,963,373**	**53,628,485**	**55,339,863**	**57,099,211**	**58,908,295**	**60,768,943**
ENDING FUND BALANCE	**$ (846,800)**	**$ 1,083,872**	**$ 1,484,022**	**$ 2,479,770**	**$ 5,180,420**	**$ 7,843,795**	**$10,633,922**	**$13,401,541**	**$ 16,149,666**	**$ 18,881,082**	**$ 21,598,333**	**$ 24,303,703**

Construction Inspection Fund

On April 1, 2009, the Department of Public Service (DPS) 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.

2025 Cash Balance Statement

The construction inspection fund and the private inspection fund share employees within the Design & Construction Division of Public Service based on the types of projects requiring inspection. The employees or their respective supervisors record their hours into the DPS billing system for a private, Ohio Department of Transportation (ODOT), or City of Columbus 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 12-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 $2,164,996. Revenues for 2025 are budgeted at $12,360,000 and encumbrance cancellations of $200,000 are expected. With a proposed budget of $14,237,611, the fund is projected to end the year with an unencumbered cash balance of $487,385.

2025 Construction Inspection Fund
Balance Summary

Unencumbered Cash Balance (January 1, 2025)	$	2,164,996
Plus Estimated 2025 Receipts		12,360,000
Plus Estimated Encumbrance Cancellations		200,000
Total Estimated Available Resources	$	14,724,996
Less 2025 Recommended Operating Budget		(14,237,611)
Projected Available Balance (December 31, 2025)	**$**	**487,385**

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.

2025 Cash Balance Statement

The projected beginning year 2025 cash balance is $299.6 million, which includes $79.5 million in two reserve funds and an Environmental Protection Agency mandated replacement fund.

2025 Sewerage and Drainage Operating Fund
Balance Summary

Unencumbered Cash Balance (January 1, 2025)	$	299,601,544
Plus Estimated 2025 Receipts		381,035,226
Total Estimated Available Resources	$	680,636,771
Less 2025 Recommended Operating Budget (Sewers/Drains)		(350,407,122)
Less 2025 Recommended Operating Budget (Administration)		(26,147,030)
Projected Available Balance (December 31, 2025)	**$**	**304,082,619**

2025 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.

2025 Sewerage and Drainage Operating Fund Revenue by Source and Year Historical and Projected				
Revenue Summary	**2022 Actual**	**2023 Actual**	**2024 Estimated**	**2025 Proposed**
Sewer Sales	$ 253,107,178	$ 272,515,739	$ 267,534,218	$ 296,106,422
Wet Weather Charges	45,281,478	48,306,216	47,613,786	51,998,725
System Capacity Charges	8,700,565	9,148,987	8,595,325	10,007,448
Investment Earnings	4,155,990	10,213,883	13,715,434	8,019,730
Storm Maintenance Reimbursement	10,642,976	3,270,142	9,804,776	10,964,769
Other Revenue	1,693,131	1,608,359	2,368,723	3,938,133
Cash Balance	268,576,038	285,970,128	314,016,824	299,601,544
Total Resources	**$ 592,157,356**	**$ 631,033,455**	**$ 663,649,087**	**$ 680,636,771**
Percent Change		**6.57%**	**5.17%**	**2.56%**

Notes:

- The Sewer and Water Advisory Board recommended a five percent increase in rates for 2025. With this increase, revenues, excluding the beginning balance, will exceed $381 million in 2025.
- The interest earnings projection in 2025 estimates a 41 percent decrease from 2024 estimated interest. 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 2025. 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 2025. 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 2023 through 2034, 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 has recommended various sewer rate increases, and such increases are projected to generate an additional three percent in revenue for 2025.

- Growth of the sanitary system is projected to be one-half percent throughout the pro forma projection period.
- System capacity charges are assumed to grow by approximately 16 percent in 2025.
- 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 2025 operations and maintenance budget includes $16.3 million to pay pro rata (payment to the general fund for services provided to the utility divisions by general fund agencies).
- In 2025, the division will pay over $182 million in debt service costs related to various debt issuances. This debt was issued to help fund large infrastructure improvements and upgrades at the wastewater treatment plants and to the wastewater system.
- The Division of Sewerage and Drainage's pro forma statement assumes that all general obligation debt will be issued in the first-half of any given year, such that half of the interest expense is due in the issuance year and the first principal payment is due in a future year.
- A portion of the costs associated with the Public Utilities Director’s Office is borne by the sewerage enterprise operating fund. In 2025, $26.1 million is allocated in this fund for the Director’s Office.

SANITARY SEWER ENTERPRISE FUND

PRO FORMA OPERATING STATEMENT (000's omitted)

	Actual 2023	Estimated 2024	Proposed 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Revenue												
Sewer Sales	$ 272,516	$ 267,534	$ 284,262	$ 299,968	$ 319,556	$ 343,634	$ 369,527	$ 397,371	$ 427,313	$ 455,216	$ 484,942	$ 511,735
Sewer Sales Increase	-	-	11,844	14,998	18,641	20,045	21,556	23,180	21,366	22,761	20,206	21,322
Wet Weather	48,306	47,614	49,942	52,623	55,781	59,557	63,565	67,039	70,747	74,099	77,636	80,724
Wet Weather Increase	-	-	2,056	2,497	3,070	3,254	3,474	3,708	3,352	3,537	3,087	3,235
Investment Earnings	10,214	13,715	8,020	8,060	8,100	8,141	8,181	8,222	8,263	8,305	8,346	8,388
System Capacity Charges	9,149	8,595	10,007	10,108	10,209	10,311	10,414	10,518	10,623	10,729	10,837	10,945
Other	1,409	2,295	3,938	3,942	3,946	3,950	3,954	3,958	3,962	3,966	3,970	3,974
Reimbursement from Stormwater Fund	3,270	9,805	10,965	11,239	11,520	11,808	12,103	12,406	12,716	13,034	13,360	13,693
Debt Refinancing	191	73	-	-	-	-	-	-	-	-	-	-
Transfer In	8	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	**345,063**	**349,632**	**381,035**	**403,434**	**430,822**	**460,700**	**492,774**	**526,401**	**558,341**	**591,647**	**622,383**	**654,016**
Beginning Fund Balance	285,970	314,017	299,602	304,083	302,176	288,782	280,518	249,053	257,889	180,628	184,191	230,740
Total Resources	**631,033**	**663,649**	**680,637**	**707,517**	**732,998**	**749,482**	**773,292**	**775,455**	**816,230**	**772,274**	**806,574**	**884,755**
Operating Expenses												
Personnel Services	34,174	36,785	43,462	41,632	42,881	44,168	45,493	46,858	48,263	49,711	51,203	52,739
Health Insurance	6,784	7,434	9,968	9,734	10,220	10,731	11,268	11,831	12,423	13,044	13,696	14,381
Supplies & Materials	11,625	16,873	17,083	14,760	15,940	17,216	18,593	20,080	21,687	23,422	25,296	27,319
Pro Rata	14,710	16,976	16,292	17,465	18,650	19,944	21,332	22,788	24,171	25,612	26,943	28,312
Contractual Services	42,061	54,626	61,228	54,763	56,953	59,231	61,600	64,064	66,627	69,292	72,064	74,946
Other	73	55	127	127	128	128	129	130	130	131	132	132
Equipment	831	3,229	5,274	4,780	5,258	5,784	6,363	6,999	7,699	8,469	9,316	10,247
Department of Public Utilities Allocation	13,706	18,633	26,147	22,513	23,638	24,820	26,061	27,364	28,732	30,169	31,677	33,261
Transfers	-	-	14,364	14,164	9,981	45,856	71,647	32,044	47,672	32,959	-	-
Total Operating Expenses	**123,964**	**154,611**	**193,945**	**179,937**	**183,651**	**227,878**	**262,486**	**232,159**	**257,405**	**252,809**	**230,326**	**241,339**
Debt Service												
Revenue Bond	33,390	45,314	-	-	-	-	-	-	-	-	-	-
General Obligation	60,395	65,418	62,399	60,221	57,391	54,216	49,433	49,992	45,377	41,283	39,626	35,346
OWPCLF/OWDA Debt - Non Wet Weather	98,483	97,728	112,660	123,207	139,317	104,545	91,137	88,642	156,863	82,358	81,947	82,011
Proposed New Debt	-	-	7,050	41,476	63,356	81,823	120,682	146,273	175,457	211,133	223,435	244,691
Fiscal Charges	785	977	500	500	500	500	500	500	500	500	500	500
Total Debt Service	**193,053**	**209,437**	**182,609**	**225,404**	**260,565**	**241,085**	**261,752**	**285,407**	**378,198**	**335,274**	**345,508**	**362,549**
Total Expenses	**317,017**	**364,048**	**376,554**	**405,341**	**444,215**	**468,964**	**524,238**	**517,565**	**635,602**	**588,084**	**575,834**	**603,887**
Ending Fund Balance	**$ 314,017**	**$ 299,602**	**$ 304,083**	**$ 302,176**	**$ 288,782**	**$ 280,518**	**$ 249,053**	**$ 257,889**	**$ 180,628**	**$ 184,191**	**$ 230,740**	**$ 280,868**

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.

2025 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 2025, there is a projected cash balance of $10.9 million, which reflects the combined balances of the reserve and operating funds.

2025 Electricity Enterprise Fund

Balance Summary

Unencumbered Cash Balance (January 1, 2025)	$	10,975,020
Plus Estimated 2025 Receipts		101,593,279
Total Estimated Available Resources	$	112,568,299
Less 2025 Recommended Operating Budget (Power)		(121,637,726)
Less 2025 Recommended Operating Budget (Administration)		(5,374,033)
Projected Available Balance (December 31, 2025)	**$**	**(14,443,460)**

2025 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 completely 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.

2025 Electricity Enterprise Fund Revenue by Source and Year Historical and Projected				
Revenue Summary	2022 Actual	2023 Actual	2024 Estimated	2025 Proposed
Charges for Electrical Service	$ 78,128,691	$ 80,098,474	$ 86,862,927	$ 103,171,973
Lighting	1,173,073	1,167,747	1,256,147	1,187,000
Kilowatt Hour Tax Reduction	(3,358,596)	(3,360,752)	(3,648,331)	(3,409,228)
Investment Earnings	(195,849)	1,024,427	1,500,000	1,102,500
Cogen Charges/Revenue	-	-	(1,840,555)	(2,008,966)
Other Revenue	9,587,147	10,005,297	9,588,262	1,550,000
Cash Balance	34,037,580	30,377,231	27,038,532	10,975,020
Total Resources	**$ 119,372,046**	**$ 119,312,423**	**$ 120,756,980**	**$ 112,568,299**
Percent Change		**-0.05%**	**1.21%**	**-6.78%**

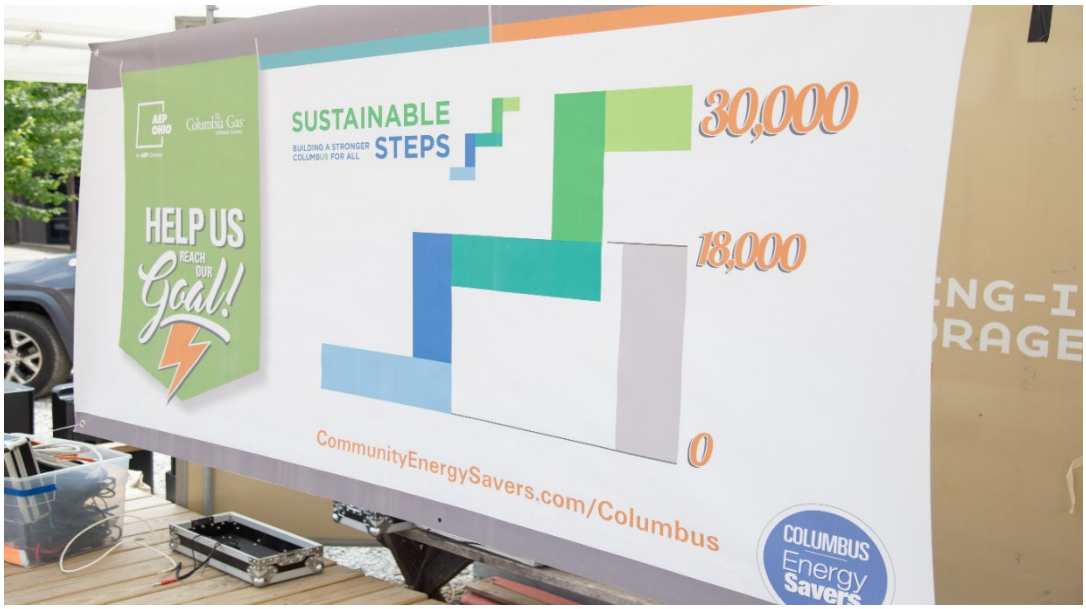
Notes:

- Revenues, excluding the beginning year cash balance, are expected to be over $101 million in 2025.
- 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 again until 2023, when the general fund retained 100 percent of the value of the kilowatt hour tax.
- 2025 includes $1.1 million of anticipated investment earnings.

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 2023 through 2034. 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 the 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 of the Division of Electricity's budget, by far, is for the purchase of wholesale electrical power. In 2025, over $64 million is budgeted for this commodity. These figures reflect the division's estimates for transmission, capacity, and other ancillary charges.
- Growth of the electric system (i.e. residential sales) is projected to be two percent throughout the pro forma projection period.
- A portion of the costs associated with the Public Utilities Director's Office is borne by the electricity enterprise operating fund. In 2025, $5.3 million is allocated in this fund for this purpose.



ELECTRICITY ENTERPRISE FUND

PRO FORMA OPERATING STATEMENT (000's omitted)

	Actual 2023	Estimated 2024	Proposed 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Revenue												
Residential Electricity Sales	$ 8,300	$ 9,600	$ 13,452	$ 16,573	$ 20,477	$ 20,579	$ 20,682	$ 20,785	$ 20,889	$ 20,994	$ 21,099	$ 21,204
Commercial Electricity Sales	70,869	76,263	88,724	103,586	123,510	124,127	124,748	125,371	125,998	126,628	127,261	127,898
Area Lighting	697	700	715	562	573	584	596	608	620	632	645	658
Expressway Lighting	471	556	472	474	477	479	482	484	486	489	491	494
Kilowatt Hour Tax Reduction	(3,361)	(3,648)	(3,409)	(3,426)	(3,443)	(3,461)	(3,478)	(3,495)	(3,513)	(3,530)	(3,548)	(3,566)
O'Shaughnessey hydro	-	-	134	269	270	271	271	272	273	274	274	274
Cogen	-	(1,841)	(2,143)	(2,597)	(2,886)	(3,226)	(7,835)	(7,874)	(7,914)	(7,953)	(7,993)	(3,249)
AMI	-	500	-	-	-	-	-	-	-	-	-	-
Electric Standby Rate	-	225	-	-	-	-	-	-	-	-	-	-
PCRA	6,895	6,113	-	-	-	-	-	-	-	-	-	-
Other Revenues	3,090	2,000	1,530	1,561	1,592	1,624	1,656	1,689	1,723	1,757	1,793	1,828
Investment Earnings	1,024	1,500	1,103	1,158	1,216	1,276	1,340	1,407	1,477	1,551	1,629	1,710
Debt Refinancing	19	750	20	-	-	-	-	-	-	-	-	-
Transfer In (Sewers, Water)	929	1,000	996	-	-	-	-	-	-	-	-	-
Total Revenue	**88,935**	**93,718**	**101,593**	**118,159**	**141,784**	**142,253**	**138,462**	**139,247**	**140,041**	**140,842**	**141,651**	**147,252**
Beginning Fund Balance	30,377	27,039	10,975	(14,443)	(18,641)	(5,435)	1,507	231	(1,885)	(6,446)	(12,920)	(21,603)
Total Resources	**119,312**	**120,757**	**112,568**	**103,716**	**123,143**	**136,818**	**139,968**	**139,478**	**138,156**	**134,396**	**128,732**	**125,649**
Operating Expenses												
Personnel Services	8,285	9,220	11,118	10,056	10,107	10,157	10,208	10,259	10,310	10,362	10,414	10,466
Health Insurance	1,310	1,604	2,131	1,790	1,504	1,263	1,061	891	749	629	528	444
Purchase Power	54,615	60,700	64,255	74,836	75,452	77,557	77,557	75,582	75,354	75,386	75,386	75,386
NextERA Solar PPA Costs		1,500	3,520									
Supplies & Materials	5,138	5,053	6,289	4,151	4,566	5,023	5,525	6,077	6,685	7,354	8,089	8,898
Pro Rata	3,862	4,440	4,343	5,325	6,388	6,409	6,239	6,274	6,310	6,346	6,383	6,635
Services	11,318	11,337	14,137	10,321	11,353	12,489	13,738	15,111	16,622	18,285	20,113	22,124
Other	6	21	22	11	11	11	11	11	11	12	12	12
Capital Equipment	3,140	9,114	11,043	5,065	5,217	5,373	5,534	5,700	5,871	6,048	6,048	6,048
Department of Public Utilities Allocation	2,712	3,817	5,374	4,953	5,448	5,993	6,592	7,251	7,976	8,774	9,651	10,616
Total Operating Expenses	**90,385**	**106,807**	**122,233**	**116,508**	**120,045**	**124,274**	**126,464**	**127,158**	**129,890**	**133,195**	**136,624**	**140,629**
Debt Service												
General Obligation	1,855	2,901	3,880	3,505	3,401	3,297	3,193	3,084	2,970	2,692	2,594	2,496
Street Light Assessments	-	-	418	-	-	-	13	13	13	13	13	13
New Distribution Debt Service	-	-	381	2,244	5,033	7,640	9,967	11,008	11,629	11,316	11,004	10,692
Fiscal Charges	34	73	100	100	100	100	100	100	100	100	100	100
Total Debt Service	**1,889**	**2,975**	**4,779**	**5,849**	**8,534**	**11,037**	**13,273**	**14,205**	**14,712**	**14,121**	**13,711**	**13,301**
Total Expenses	**92,274**	**109,782**	**127,012**	**122,356**	**128,579**	**135,311**	**139,737**	**141,363**	**144,602**	**147,316**	**150,335**	**153,930**
Ending Fund Balance	**$ 27,039**	**$ 10,975**	**(14,443)**	**(18,641)**	**(5,435)**	**$ 1,507**	**$ 231**	**(1,885)**	**(6,446)**	**(12,920)**	**(21,603)**	**(28,281)**

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.

2025 Cash Balance Statement

The projected beginning year 2025 cash balance is $208.4 million, which includes $45.0 million in a reserve fund.

2025 Water Operating Fund
Balance Summary

Unencumbered Cash Balance (January 1, 2025)	$	208,386,828
Plus Estimated 2025 Receipts		275,236,852
Total Estimated Available Resources	$	483,623,680
Less 2025 Recommended Operating Budget (Water)		(287,428,123)
Less 2025 Recommended Operating Budget (Administration)		(23,780,568)
Projected Available Balance (December 31, 2025)	**$**	**172,414,989**

2025 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.

2025 Water Operating Fund Revenue by Source and Year Historical and Projected				
Revenue Summary	2022 Actual	2023 Actual	2024 Estimated	2025 Proposed
Water Sales	$ 206,023,733	218,873,767	$ 225,941,698	$ 257,456,307
Water Penalty Fee	2,654,655	2,475,635	2,089,338	1,717,943
System Capacity Charges	6,549,597	7,655,558	7,991,776	7,851,122
Sewer Billings	5,063,940	4,416,718	4,311,946	2,201,344
Meter Service Fee	856,391	1,118,675	1,047,989	952,352
Investment Earnings	2,805,358	6,722,475	9,126,862	3,948,329
Other Revenue	2,066,666	1,983,038	3,042,385	1,109,456
Cash Balance	188,287,162	199,782,842	215,611,101	208,386,828
Total Resources	**$ 414,307,502**	**$ 443,028,707**	**$ 469,163,095**	**$ 483,623,680**
Percent Change		**6.93%**	**5.90%**	**3.08%**

Notes:

- The Sewer and Water Advisory Board recommended a five percent increase in water rates for 2025. Water sales are projected to generate $257 million in 2025.
- The low-income discount is continued in 2025. This discount is applied to the commodity portion of the customer's water bill to provide financial relief to qualifying customers.
- The 2025 investment earnings projection reflects an decrease of 56.7 percent from 2024 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 2023 through 2034 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 five percent increase in water rates for 2025.
- Growth of the water system (i.e., water sales) is projected to be one percent annually throughout the pro forma period.
- Interest rates on investments of revenues and reserves are projected to grow by one percent annually.
- Included in the operations and maintenance budget for 2025 is just under $12.4 million for payment of pro rata.
- Proposed new debt is issued both in the form of general obligation bonds at an assumed interest rate of five percent, and loans from the Water Supply Revolving Loan Account at an assumed interest rate of three percent.
- The Division of Water's pro forma statement assumes that all general obligation debt will be issued in the first-half of any given year, such that half of the interest expense is due in the issuance year, and the first principal payment is due in a future year.
- A portion of the costs associated with the Public Utilities Director's Office is borne by the water enterprise operating fund. In 2025, $23.8 million is allocated in this fund for this purpose.

WATER ENTERPRISE FUND

PRO FORMA OPERATING STATEMENT (000's omitted)

	Actual 2023	Estimated 2024	Proposed 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Revenue												
Water Sales	$ 218,874	$ 225,942	$ 243,266	$ 245,583	$ 264,087	$ 286,640	$ 314,000	$ 347,127	$ 383,749	$ 424,235	$ 464,728	$ 504,416
Water Sales Increase	-	-	14,191	14,326	17,606	21,498	26,167	28,927	31,979	31,818	30,982	29,424
Investment Earnings	6,722	9,127	3,948	3,948	3,988	4,028	4,068	4,109	4,150	4,191	4,233	4,275
System Capacity Charges	7,656	7,992	7,851	7,851	7,930	8,009	8,089	8,170	8,252	8,334	8,417	8,502
CUBS Billing Charges	4,417	4,312	2,201	2,201	2,311	2,427	2,548	2,676	2,810	2,950	3,098	3,252
Penalties	2,476	2,089	1,718	1,718	1,752	1,787	1,823	1,860	1,897	1,935	1,973	2,013
Meter Service Fees	1,119	1,048	952	952	962	971	981	991	1,001	1,011	1,021	1,031
Other	1,983	2,893	1,109	1,109	1,115	1,121	1,126	1,132	1,137	1,143	1,149	1,155
Debt Refinancing	-	149	-	150	-	151	-	152	-	152	-	153
Total Revenue	**243,246**	**253,552**	**275,237**	**277,839**	**299,751**	**326,632**	**358,803**	**395,143**	**434,974**	**475,769**	**515,601**	**554,221**
Beginning Fund Balance	199,783	215,611	208,387	172,415	180,875	184,358	197,027	206,580	220,493	200,829	196,256	218,786
Total Resources	**443,029**	**469,163**	**483,624**	**450,254**	**480,626**	**510,990**	**555,829**	**601,723**	**655,468**	**676,597**	**711,857**	**773,007**
Operating Expenses												
Personnel Services	34,266	39,233	44,409	39,536	39,932	40,331	40,734	41,142	41,553	41,969	42,388	42,812
Health Insurance	6,592	7,815	9,985	10,484	11,009	11,559	12,137	12,744	13,381	14,050	14,753	15,490
Supplies & Materials	29,880	35,128	38,482	35,635	39,199	43,119	47,430	52,173	57,391	63,130	69,443	76,387
Pro Rata	10,320	11,829	12,386	12,496	13,489	14,692	16,146	17,775	19,574	21,403	23,202	24,933
Contractual Services	29,517	35,953	38,759	31,404	32,346	33,316	34,315	35,345	36,405	37,497	38,622	39,781
Other	65	55	53	39	39	40	40	40	40	40	41	41
Equipment	1,363	3,872	3,933	3,379	3,717	4,088	4,497	4,947	5,441	5,985	6,584	7,242
Department of Public Utilities Allocation	12,534	17,101	23,781	14,155	14,580	15,017	15,468	15,932	16,410	16,902	17,409	17,931
Residuals	-	5,000	25,243	-	-	-	-	-	-	-	-	-
4th Water Plant	-	-	-	-	-	-	-	25,000	25,750	26,523	27,318	28,138
Total Operating Expenses	**124,538**	**155,985**	**197,031**	**147,128**	**154,309**	**162,161**	**170,768**	**205,097**	**215,945**	**227,499**	**239,760**	**252,756**
Debt Service												
Principal and Interest (General Obligation/WSRLP Loan Debt)	102,732	104,142	110,156	104,884	109,714	108,574	106,473	95,391	96,710	90,215	79,023	79,163
Proposed New Debt	-	-	3,672	17,016	31,895	42,879	71,658	80,392	141,634	162,278	173,938	177,812
Fiscal Notes and Charges	147,509	649	350	350	350	350	350	350	350	350	350	350
Total Debt Service	**102,880**	**104,791**	**114,178**	**122,250**	**141,959**	**151,802**	**178,481**	**176,133**	**238,694**	**252,843**	**253,311**	**257,326**
Total Expenses	**227,418**	**260,776**	**311,209**	**269,379**	**296,268**	**313,963**	**349,249**	**381,230**	**454,639**	**480,342**	**493,071**	**510,081**
Ending Fund Balance	**$ 215,611**	**$ 208,387**	**$ 172,415**	**$ 180,875**	**$ 184,358**	**$ 197,027**	**$ 206,580**	**$ 220,493**	**$ 200,829**	**$ 196,256**	**$ 218,786**	**$ 262,926**

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.

2025 Cash Balance Statement

A 2025 beginning year cash balance of $53.3 million is projected for this fund, which includes a $9.0 million reserve balance.

2025 Storm Sewer Maintenance Fund
Balance Summary

Unencumbered Cash Balance (January 1, 2025)	$	53,276,915
Plus Estimated 2025 Receipts		50,051,294
Total Estimated Available Resources	$	103,328,209
Less 2025 Recommended Operating Budget (Storm Sewer)		(44,634,309)
Less 2025 Recommended Operating Budget (Administration)		(6,971,742)
Projected Available Balance (December 31, 2025)	**$**	**51,722,158**

2025 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. In 2024, however, the board recommended a one percent increase to continue into 2025.

2025 Storm Sewer Maintenance Fund Revenue by Source and Year Historical and Projected				
Revenue Summary	**2022 Actual**	**2023 Actual**	**2024 Estimated**	**2025 Proposed**
Storm Maintenance Fees	$ 45,653,450	$ 46,487,739	$ 47,168,834	$ 48,985,772
Investment Earnings	605,213	1,667,446	2,457,174	729,937
Other Revenue	7,803	17,510	62,055	22,095
Penalties	509,310	466,910	482,727	313,490
Cash Balance	38,687,937	42,557,834	51,984,885	53,276,915
Total Resources	**$ 85,463,713**	**$ 91,197,439**	**$ 102,155,675**	**$ 103,328,209**
Percent Change		**6.71%**	**12.02%**	**1.15%**

Storm Sewer Maintenance Fund

Pro Forma Operating Statement

- The storm sewer maintenance pro forma operating statement assumes a one percent increase to the storm sewer maintenance fee in 2025. This increase will fund additional costs 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 at an assumed interest rate of 5 percent, and loans from the Water Pollution Control Loan Fund at an assumed interest rate of 2.5 percent.
- A portion of the costs associated with the Public Utilities Director's Office is borne by the storm sewer enterprise operating fund. In 2025, $7 million is allocated in this fund for this purpose.

STORM SEWER ENTERPRISE FUND
PRO FORMA OPERATING STATEMENT (000's omitted)

	Actual 2023	Estimated 2024	Proposed 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Revenue												
Storm Maintenance Service Charges	$ 46,488	$ 47,169	$ 48,581	$ 49,287	$ 50,558	$ 51,840	$ 53,698	$ 55,573	$ 58,130	$ 60,712	$ 63,414	$ 65,659
Rate Increase (Decrease)	-	-	405	821	843	1,296	1,342	1,852	1,938	2,024	1,585	1,094
Investment Earnings	1,667	2,457	730	766	805	845	887	932	978	1,027	1,078	1,132
Storm Sewer Maintenance Penalties	467	483	313	329	346	363	381	400	420	441	463	486
Other Revenues	18	62	22	23	24	26	27	28	30	31	33	34
Total Revenue	**48,640**	**50,171**	**50,051**	**51,227**	**52,575**	**54,369**	**56,335**	**58,785**	**61,496**	**64,235**	**66,574**	**68,407**
Beginning Fund Balance	42,558	51,985	53,277	51,722	50,923	47,153	42,606	37,356	31,290	25,447	20,323	12,917
Total Resources	**91,197**	**102,156**	**103,328**	**102,949**	**103,498**	**101,522**	**98,942**	**96,141**	**92,785**	**89,682**	**86,897**	**81,324**
Operating Expenses												
Personnel Services	1,905	1,995	2,386	2,024	2,045	2,065	2,086	2,107	2,128	2,149	2,171	2,192
Health Insurance	326	371	514	426	430	434	438	443	447	452	456	461
Supplies & Materials	100	175	141	110	143	186	241	314	408	530	546	563
Pro Rata	2,105	2,291	2,229	2,305	2,366	2,447	2,535	2,645	2,767	2,891	2,996	3,078
Contractual Services	1,634	1,696	1,999	1,915	2,183	2,488	2,837	3,234	3,686	4,203	4,791	5,462
Other	-	20	20	21	21	21	21	21	21	21	21	21
Equipment	-	87	105	70	72	75	77	79	81	84	86	89
Reimbursement to Sanitary Enterprise	3,270	9,500	9,785	9,575	9,862	10,158	10,462	10,776	11,100	11,433	11,776	12,129
Department of Public Utilities Allocation	3,576	4,970	6,972	5,490	5,765	6,053	6,356	6,673	7,007	7,357	7,725	8,112
Department of Technology Allocation	1,650	2,174	2,202	1,919	2,015	2,115	2,221	2,332	2,449	2,571	2,700	2,835
Street Cleaning	10,992	11,611	11,959	11,443	11,900	12,376	12,871	13,386	13,922	14,478	15,058	15,660
Total Operating Expenses	**25,559**	**34,891**	**38,312**	**35,297**	**36,801**	**38,418**	**40,146**	**42,011**	**44,017**	**46,169**	**48,326**	**50,601**
Debt Service												
General Obligation	13,179	13,373	12,320	11,109	8,729	7,852	7,070	7,377	6,639	5,079	4,742	3,838
OWDA Debt (Loan)	427	604	774	774	774	774	774	774	774	774	774	774
Proposed New Debt	-	-	-	85	455	975	1,563	1,921	2,380	3,048	4,329	4,854
Proposed New Debt (Loan)	-	-	-	4,562	9,387	10,697	11,833	12,569	13,329	14,089	15,609	16,368
Fiscal Charges	48	12	200	200	200	200	200	200	200	200	200	200
Total Debt Service	**13,653**	**13,988**	**13,294**	**16,729**	**19,544**	**20,499**	**21,440**	**22,841**	**23,322**	**23,189**	**25,654**	**26,035**
Total Expenses	**39,213**	**48,879**	**51,606**	**52,026**	**56,345**	**58,916**	**61,586**	**64,852**	**67,339**	**69,358**	**73,980**	**76,636**
Ending Fund Balance	**$ 51,985**	**$ 53,277**	**$ 51,722**	**$ 50,923**	**$ 47,153**	**$ 42,606**	**$ 37,356**	**$ 31,290**	**$ 25,447**	**$ 20,323**	**$ 12,917**	**$ 4,688**

Mobility Enterprise Fund

The mobility enterprise fund supports the Division of Mobility and Parking Services, a division of the Department of Public Service that is responsible for the administration, enforcement, operations, and management of both on-street and off-street public parking in the City of Columbus. The division is separated into five different sections including the Business Office, Enforcement, Meter Operations, Garage Operations, and Policies and Strategies. In addition, fund revenues are being used for several significant expansions including new off-street parking assets (garages) and the shared mobility programs. The mobility enterprise fund is responsible for providing a high-quality parking experience in the City of Columbus by holistically managing on-street and off-street parking assets under one system to increase access in high-demand parking areas across the city.

2025 Cash Balance Statement

At the beginning of 2025, there is a projected cash balance of $11.6 million. The fund anticipates $23.5 million in revenues, including fees for all on-street and off-street parking, as well as revenues for all tickets and fines issued. Expenditures are estimated at $27,199,173, resulting in a projected closing balance of $7,983,911.

2025 Mobility Enterprise Fund
Balance Summary

Unencumbered Cash Balance (January 1, 2025)	$	11,573,084
Plus Estimated 2025 Receipts		23,460,000
Plus Estimated Encumbrance Cancellations		150,000
Total Estimated Available Resources	$	35,183,084
Less 2025 Recommended Operating Budget		(27,199,173)
Projected Available Balance (December 31, 2025)	**$**	**7,983,911**

2025 Revenue Summary

In 2025, $23.5 million of revenues reported on the following page will support the mobility enterprise fund, of which, $6.8 million will be supported by parking garage revenues, $6 million will be supported by parking violations fines, and $10.6 million will be supported by on-street parking assets.

2025 Mobility Enterprise Fund Revenue by Source and Year Historical and Projected				
Revenue Summary	**2022 Actual**	**2023 Actual**	**2024 Estimated**	**2025 Proposed**
Investment Earnings	$ 205,203	$ 562,471	$ 800,000	$ 816,000
Parking Space Revenue	8,592,091	9,248,848	9,290,000	9,169,800
Off-Street Parking	2,698,251	6,482,348	6,740,000	6,834,000
Parking Violations Fines	5,750,007	6,711,040	7,010,000	6,018,000
Residential Permits	386,998	400,667	450,000	459,000
Miscellaneous Revenue	7,851,401	590,052	160,000	163,200
Encumbrance Cancellations	-	259,482	1,000,000	150,000
Unencumbered Cash Balance	-	7,221,756	10,816,525	11,573,084
Total Resources	**$25,483,949**	**$ 31,476,664**	**$36,266,525**	**$35,183,084**
Percent Change		**23.52%**	**15.22%**	**-2.99%**

Mobility Enterprise Fund

Pro Forma Operating Statement

- The mobility enterprise fund absorbs all revenues related to parking, including all fines and fees. Additionally, this fund is responsible for the principal, interest, and all finance charges related to issuing debt for the parking garages.
- In 2026 and all years after, personnel charges are estimated to increase by five percent annually.
- Interest for year 2025 is based on current market conditions associated with the issuance of a one-year note. For years 2026 and beyond, interest charges are estimated based on the issuance of a similar note.
- Fiscal charges related to the service of debt for all years are estimated to be $75,000.

Mobility Enterprise Fund

PRO FORMA OPERATING STATEMENT

	Actual 2023	Estimated 2024	Proposed 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Revenue												
Off-Street Parking	$ 6,482,348	$ 6,740,000	$ 6,834,000	$ 6,970,680	$ 7,110,094	$ 7,252,295	$ 7,397,341	$ 7,545,288	$ 7,696,194	$ 7,850,118	$ 8,007,120	$ 8,167,263
Parking Violations and Fines	6,711,040	7,010,000	6,018,000	6,138,360	6,261,127	6,386,350	6,514,077	6,644,358	6,777,245	6,912,790	7,051,046	7,192,067
On-Street Parking	10,802,038	10,700,000	10,608,000	10,820,160	11,036,563	11,257,294	11,482,440	11,712,089	11,946,331	12,185,258	12,428,963	12,677,542
Total Revenue	**23,995,426**	**24,450,000**	**23,460,000**	**23,929,200**	**24,407,784**	**24,895,940**	**25,393,858**	**25,901,736**	**26,419,770**	**26,948,166**	**27,487,129**	**28,036,872**
Beginning Fund Balance	7,221,756	10,816,525	11,573,084	7,983,911	3,561,645	(815,064)	(6,101,088)	(11,366,093)	(17,623,323)	(23,887,757)	(31,234,615)	(38,621,007)
Encumbrance Cancellations	259,482	1,000,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Total Resources	**31,476,664**	**36,266,525**	**35,183,084**	**32,063,111**	**28,119,429**	**24,230,875**	**19,442,771**	**14,685,643**	**8,946,448**	**3,210,409**	**(3,597,485)**	**(10,434,136)**
Operating Expenses												
Director's office	923,707	1,319,053	1,804,389	1,894,608	1,989,339	2,088,806	2,193,246	2,302,908	2,418,054	2,538,957	2,665,904	2,799,200
Personnel	4,000,901	4,778,736	6,208,924	6,519,370	6,845,339	7,187,606	7,546,986	7,924,335	8,320,552	8,736,580	9,173,409	9,632,079
Materials & Supplies	78,224	129,677	226,000	232,780	239,763	246,956	254,365	261,996	269,856	277,951	286,290	294,879
Services	11,277,291	13,467,970	14,827,616	15,717,273	15,717,273	16,660,309	16,660,309	17,659,928	17,659,928	18,719,524	18,719,524	19,842,695
Other	31,500	193,000	53,000	54,590	56,228	57,915	59,652	61,442	63,285	65,183	67,139	69,153
Capital	73,446	80,005	120,000	123,600	127,308	131,127	135,061	139,113	143,286	147,585	152,012	156,573
Principal	2,390,000	2,500,000	2,135,000	2,135,000	2,135,000	2,135,000	2,135,000	2,135,000	2,135,000	2,135,000	2,135,000	2,135,000
Interest	1,885,071	2,150,000	1,749,244	1,749,244	1,749,244	1,749,244	1,749,244	1,749,244	1,749,244	1,749,244	1,749,244	1,749,244
Fiscal Charges	-	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Total Operating Expenses	**20,660,139**	**24,693,441**	**27,199,173**	**28,501,466**	**28,934,494**	**30,331,963**	**30,808,863**	**32,308,966**	**32,834,205**	**34,445,023**	**35,023,522**	**36,753,822**
Ending Fund Balance	**$10,816,525**	**$11,573,084**	**$ 7,983,911**	**$3,561,645**	**$ (815,064)**	**$(6,101,088)**	**$(11,366,093)**	**$(17,623,323)**	**$(23,887,757)**	**$(31,234,615)**	**$(38,621,007)**	**$(47,187,958)**

Capital Improvements Program

The Capital Improvements Program (CIP) is a six-year planning document for future capital projects throughout the city. The CIP does not authorize spending, but rather is a resolution passed by City Council.

The Capital Improvements Budget (CIB) serves as the basis for all budgeting and spending related to capital projects throughout the city for the ensuing year. The CIB is a one-year budget 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 department and by source of funding.

To be eligible for capital improvements funding (i.e. from the issuance of debt), a capital project must result in the acquisition of an asset with a useful life of at least five years and be considered non-operational in nature. The asset should have a cost of $5,000 or more. In addition to acquisition, capital funding can be used for projects that will improve an existing asset or that 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 December 15th of each year. After the close of the fiscal year, the capital funding assumptions are updated and finalized. These updated figures serve as the total funding available for the CIB and the CIP.

The Department of Finance and Management, in consultation with the Mayor's Office and the other administrative departments of the city, will analyze and recommend an updated CIB and CIP for consideration before City Council after the fiscal year has officially closed.

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 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 November 8, 2022 ballot. The voters approved five separate bond issues totaling $1.5 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 $201.5 million of the 2022 voted authority, $751.0 million of the 2019 voted authority, and $884.2 million of the 2016 voted authority. The table below shows the remaining voted authority, by purpose, as of October 31, 2024. Voted authority is updated after each new bond issuance.

Voted Bond Packages
(000's omitted)

	2016		2019		2022	
Purpose	Amount Authorized	Amount Remaining	Amount Authorized	Amount Remaining	Amount Authorized	Amount Remaining
Safety and Health	$ 70,000	$ -	$ -	$ -	$ -	$ -
Health, Safety, and Infrastructure	-	-	205,000	29,015	300,000	300,000
Recreation and Parks	110,000	-	100,000	-	200,000	125,345
Public Service	310,000	-	425,000	-	250,000	173,195
Public Utilities	460,000	65,830	250,000	250,000	550,000	550,000
Neighborhood Development	-	-	50,000	-	200,000	150,000
Total	**$ 950,000**	**$ 65,830**	**$ 1,030,000**	**$ 279,015**	**$ 1,500,000**	**$ 1,298,540**

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 (S&P Global Ratings, Moody's Investors Service, and Fitch Ratings) rate the security of Columbus for investors. These three agencies currently give the City of Columbus their highest and most sought-after long-term credit ratings – 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, also called councilmanic debt, is 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 and 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 are made 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 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 the OEPA and approved through an evaluation process.

• Fresh Water Loan Program (OWDA Direct) – The Fresh Water Loan Program was created by OWDA to provide loans for the planning and design or the construction of drinking water, wastewater, and storm water projects. This program provides market rate loans and is funded from the issuance of OWDA revenue bonds and surplus funds.

Funding the Capital Improvement Program

The city deposits 25 percent of its 2.5 percent income tax to the Income Tax Set-Aside (ITSA) subfund of the general fund (referred to herein as the ITSA fund). These funds are then utilized for direct expenditures from the ITSA fund or transferred into the Debt Retirement Fund (DRF) at year end to satisfy the payment of debt service for the next fiscal year. For 2024, ITSA income tax deposits are currently estimated at $290.7 million, or a three percent increase over the Auditor's 2023 revenue estimates. This amount will be revised when the final 2024 income tax proceeds are collected and deposited into the ITSA fund.

Income tax growth is the most important determinant of the city's capacity to issue additional debt. The ITSA analysis shows the projected debt service requirements from the ITSA fund for 2024 to 2033.

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.

Capital projects for enterprise agencies are funded through the issuance of bonds and loans and are repaid 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 ITSA fund's available capacity for new debt, and its ability to service existing debt, is expressed as its coverage factor. Coverage, depicted within the ITSA 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 1.5x total coverage factor). This surplus level means that for every dollar projected to be expended or transferred from the ITSA fund, there must be an additional dollar-and-a-half of projected revenue deposited into the ITSA fund.

INCOME TAX SET-ASIDE FUND - SUMMARY

(000's omitted)

	Estimated 2024	Proposed 2025	2026	2027	2028	2029	2030	2031	2032	2033
REVENUE SOURCE										
Income Tax (1)	$ 290,768	$ 299,491	$ 308,476	$ 317,730	$ 327,262	$ 337,080	$ 337,080	$ 347,193	$ 357,608	$ 368,337
Debt Service - Casino	939	-	-	-	-	-	-	-	-	-
TIF Reimbursements (2)	10,144	5,608	1,105	575	-	-	-	-	-	-
Special Assessment Reimbursement	349	190	-	-	-	-	-	-	-	-
Police Helicopter Reimbursement	-	-	-	1,500	-	-	1,500	-	-	-
Misc. Revenue	1,085	1,096	1,122	1,137	1,155	1,172	1,191	1,205	1,224	1,242
TOTAL REVENUE	**303,285**	**306,385**	**310,703**	**320,942**	**328,417**	**338,252**	**339,771**	**348,398**	**358,832**	**369,579**
Beginning Fund Balance	337,754	324,181	303,076	270,238	243,130	234,714	251,788	274,976	321,950	389,108
TOTAL RESOURCES	**641,039**	**630,566**	**613,779**	**591,180**	**571,547**	**572,966**	**591,559**	**623,374**	**680,782**	**758,687**
EXPENDITURES										
Existing Debt Service - Transfers to DRF										
Voted Debt	197,405	218,935	207,577	199,376	185,390	165,101	151,253	139,375	129,861	116,817
Unvoted Debt	72,250	73,581	63,755	58,190	52,838	46,010	38,089	33,593	29,699	20,552
State Infrastructure Bank Loans	583	584	584	583	585	585	586	582	582	581
State Issue II Loans	769	704	904	1,104	1,239	1,439	1,573	1,773	1,910	2,086
RiverSouth Debt Service	7,045	6,964	4,599	4,600	4,598	4,597	4,593	4,594	4,596	4,592
Total Existing Debt	**278,052**	**300,768**	**277,419**	**263,853**	**244,650**	**217,732**	**196,094**	**179,917**	**166,648**	**144,628**
Proposed Debt Service (3)										
Debt Service - Voted	-	13,811	54,182	65,569	71,005	71,080	70,491	69,451	67,961	65,535
Debt Service - Unvoted	-	1,967	8,388	11,617	17,506	28,630	40,021	48,185	53,123	51,355
Total Proposed New Debt	**-**	**15,778**	**62,570**	**77,186**	**88,511**	**99,710**	**110,512**	**117,636**	**121,084**	**116,890**
Direct Expense										
Police Helicopters	5,763	-	-	3,400	-	-	4,815	-	-	4,060
Misc. Development & Leases	3,845	4,892	1,932	1,932	1,932	1,932	3,292	1,932	1,932	1,932
Misc. Expenses	29,198	6,052	1,620	1,679	1,740	1,804	1,870	1,939	2,010	2,084
Total Direct Expenses	**38,806**	**10,944**	**3,552**	**7,011**	**3,672**	**3,736**	**9,977**	**3,871**	**3,942**	**8,076**
TOTAL EXPENSES	**316,858**	**327,490**	**343,541**	**348,050**	**336,833**	**321,178**	**316,583**	**301,424**	**291,674**	**269,594**
ENDING FUND BALANCE	**$ 324,181**	**$ 303,076**	**$ 270,238**	**$ 243,130**	**$ 234,714**	**$ 251,788**	**$ 274,976**	**$ 321,950**	**$ 389,108**	**$ 489,093**
CURRENT YEAR COVERAGE	**0.96**	**0.94**	**0.90**	**0.92**	**0.98**	**1.05**	**1.07**	**1.16**	**1.23**	**1.37**
TOTAL COVERAGE	**2.02**	**1.93**	**1.79**	**1.70**	**1.70**	**1.78**	**1.87**	**2.07**	**2.33**	**2.81**

Notes:

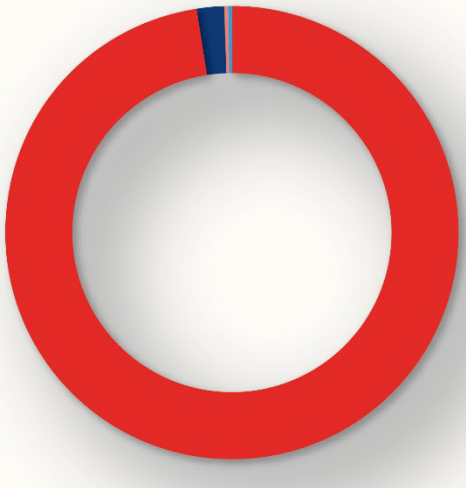
(1) Income Tax estimate for 2025 is a 3% increase over 2024 estimated collections. Assumes an increase of 3% for 2026-2029, 0% increase in 2030, and a 3% increase for 2031-2033.

(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 5.5% in 2025-2027, and 6% in 2028 and thereafter.

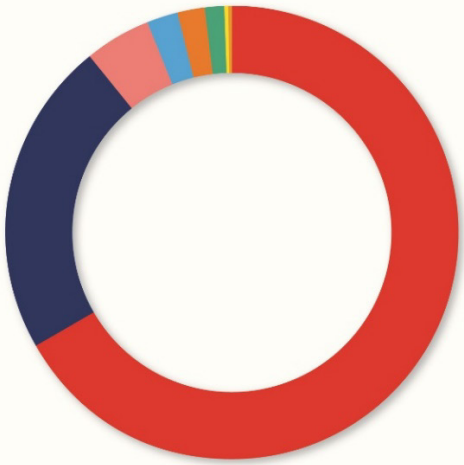
INCOME TAX SET-ASIDE ANALYSIS
PROPOSED 2025 BUDGET

Revenue



Income Tax	97.75%
TIF Reimbursements	1.83%
Miscellaneous Revenue	0.36%
Special Assessment	0.06%

Expenditures



Existing Voted Debt	66.85%
Existing Unvoted Debt	22.47%
Proposed New Debt	4.82%
RiverSouth Debt	2.13%
Other Expenses	1.85%
Misc Development & Leases	1.49%
State Issue II Loans	0.21%
SIB Loans	0.18%

Debt Limitations and Obligations

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 such 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. As of June 30, 2024, the direct debt limitations of 10.5 percent and 5.5 percent for the city are $2.963 billion and $1.552 billion, 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 of Ohio pursuant to a statutory formula. This "inside" millage allocated to each political subdivision is required to be used, first, for the payment of debt service on unvoted general obligation debt of the subdivision, unless provision has been made for payment of the debt from other sources, second, for partial police and fire pension requirements, and the balance for other general fund purposes. To the extent this millage is required for debt service, the amount that would otherwise be available for general fund purposes is reduced.

A subdivision's allocation of inside millage can be increased by action of the Franklin County Budget Commission pursuant to 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 such debt is not general obligation indebtedness of the issuer and the full faith and credit of the issuer is not pledged for its 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 the fiscal year in which the debt service charges of all of the overlapping subdivisions 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 inside millage requirements for the city and its overlapping subdivisions as of November 12, 2024 for Franklin, Fairfield, and Delaware Counties. Other political subdivisions within Franklin, Fairfield and Delaware Counties 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. The below table is updated with each new debt issuance for the city. As of the date of this publication, no new debt has been issued by the city.

Political Subdivision of State of Ohio	Mills Required		
	Franklin	Fairfield	Delaware
Year of Highest Debt Service	2027	2025	2025
Maximum Millage Permitted	**10.0000**	**10.0000**	**10.0000**
Direct			
City of Columbus	2.4136	3.1814	3.1814
Overlapping			
County	0.4253	0.6523	0.2083
School District	-	0.0712	0.1259
Central Ohio Transit Authority	0.0374	0.0374	0.0376
Solid Waste Authority of Central Ohio	0.1233	0.1526	0.1505
Township	2.4051	-	-
Millage Required	**5.4047**	**4.0949**	**3.7037**
Total Remaining Millage Capacity	**4.5953**	**5.9051**	**6.2963**

Debt Service Payments

During fiscal year 2024, the city will have retired approximately $313.8 million in principal of general obligation bond debt. Beginning with fiscal year 2025, approximately 80.67 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
2025	$ 326,803,271	$ 144,171,348	$ 470,974,619
2026	312,463,271	129,666,254	442,129,525
2027	298,853,271	114,543,693	413,396,964
2028	284,753,270	101,530,239	386,283,509
2029	312,845,000	88,515,041	401,360,041
2030	307,130,000	74,745,382	381,875,382
2031	223,990,000	63,131,800	287,121,800
2032	279,010,000	52,907,336	331,917,336
2033	187,195,000	43,429,163	230,624,163
2034	158,905,000	35,510,052	194,415,052
2035	139,730,000	28,647,972	168,377,972
2036	124,490,000	22,600,159	147,090,159
2037	109,470,000	17,111,787	126,581,787
2038	88,840,000	12,274,323	101,114,323
2039	75,670,000	8,238,681	83,908,681
2040	56,645,000	4,722,693	61,367,693
2041	27,485,000	2,212,534	29,697,534
2042	14,240,000	1,028,953	15,268,953
2043	6,795,000	424,250	7,219,250
2044	1,690,000	84,500	1,774,500
Total	**$ 3,337,003,083**	**$ 945,496,160**	**$ 4,282,499,243**

Note: Interest payments associated with variable rate debt are not included.

Of the existing outstanding debt service, the funding breakdown over the next five years is listed below. These amounts include both principal and interest payments.

DEBT SERVICE BY FUND
GENERAL OBLIGATION AND REVENUE BONDS

Fund Type	2025	2026	2027	2028	2029	Total
Non-Enterprise Fund						
SIT Fund Supported	$ 292,515,814	$ 271,332,149	$ 257,566,082	$ 238,228,031	$ 211,110,345	$ 1,270,752,421
Non-Enterprise Subtotal	292,515,814	271,332,149	257,566,082	238,228,031	211,110,345	1,270,752,421
Enterprise Funds						
Water	77,476,962	75,118,040	72,375,086	70,156,024	59,597,980	354,724,092
Sanitary Sewer	73,786,667	71,608,668	64,778,628	61,604,499	116,919,389	388,697,851
Storm	12,320,392	11,108,658	8,728,685	7,852,335	7,069,810	47,079,880
Electricity	3,883,748	3,508,416	3,404,334	3,300,251	3,192,900	17,289,649
Mobility	1,739,244	1,707,644	1,674,655	1,640,402	1,604,938	8,366,883
Enterprise Subtotal	169,207,013	163,051,426	150,961,388	144,553,511	188,385,017	816,158,355
Internal Service Funds						
Fleet Management	3,472,486	2,693,237	819,668	399,085	237,500	7,621,976
Information Services	5,779,306	5,052,713	4,049,826	3,102,882	1,627,179	19,611,906
Internal Service Subtotal	9,251,792	7,745,950	4,869,494	3,501,967	1,864,679	27,233,882
Total	**$ 470,974,619**	**$ 442,129,525**	**$ 413,396,964**	**$ 386,283,509**	**$ 401,360,041**	**$ 2,114,144,658**

Note: Interest payments associated with variable rate debt are not included.

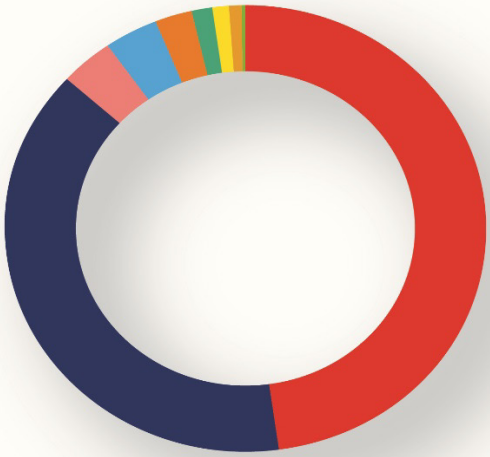
The Proposed 2025-2030 Capital Improvements Program

The proposed Capital Improvements Program provides approximately $7.44 billion in funding for various capital improvements for the period of 2025-2030. Of this amount, $693.9 million is to be supported by the ITSA while $6.74 billion will be supported by the internal service and enterprise agencies of the city. The proposed 2025-2030 CIP represents a 16.3 percent increase from the adopted 2024-2029 CIP. The proposed 2025 CIB totals approximately $1.89 billion.

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 2025-2030 CAPITAL IMPROVEMENTS PROGRAM

Percent by Division



Water	47.60%
Sanitary Sewers	38.73%
Transportation	3.65%
Storm Sewers	3.41%
Recreation and Parks	2.64%
Other	1.94%
Construction Management	1.02%
Safety	0.76%
Electricity	0.25%

Percent by Funding Source



WSRLA Loan	42.01%
WPCLF Loan	39.33%
Councilmanic ITSA Supported	5.32%
Voted ITSA Supported	4.01%
OWDA Direct	3.80%
Voted Water	2.54%
Voted Sanitary	1.84%
Other	1.15%

2025 - 2030 CAPITAL IMPROVEMENTS PROGRAM

DEPARTMENT PROJECT	2025	2026	2027	2028	2029	2030	Total Budget	Funding Source
PUBLIC SAFETY								
POLICE								
Police Facility Renovation	$ 1,932,000	$ 1,932,000	$ 1,932,000	$ 1,932,000	$ 1,932,000	$ 1,932,000	11,592,000	Voted 2022 ITSA Supported
Subtotal - POLICE	**1,932,000**	**1,932,000**	**1,932,000**	**1,932,000**	**1,932,000**	**1,932,000**	**11,592,000**	
FIRE								
Fire Facility Renovation	1,518,000	1,518,000	1,518,000	1,518,000	1,518,000	1,518,000	9,108,000	Voted 2022 ITSA Supported
Fire Apparatus Replacement - Medics	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000	Voted 2022 ITSA Supported
Fire Apparatus Replacement - Platform Ladders	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000	Voted 2022 ITSA Supported
Fire Apparatus Replacement - Engines	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000	Voted 2022 ITSA Supported
Subtotal - FIRE	**7,518,000**	**7,518,000**	**7,518,000**	**7,518,000**	**7,518,000**	**7,518,000**	**45,108,000**	
DEVELOPMENT								
DEVELOPMENT ADMINISTRATION								
Economic & Community Development	470,000	470,000	470,000	470,000	470,000	470,000	2,820,000	Councilmanic ITSA Supported
Housing Preservation	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000	Voted 2022 ITSA Supported
Emergency Shelter Repair	350,000	350,000	350,000	350,000	350,000	350,000	2,100,000	Councilmanic ITSA Supported
Subtotal - DEVELOPMENT ADMINISTRATION	**2,820,000**	**2,820,000**	**2,820,000**	**2,820,000**	**2,820,000**	**2,820,000**	**16,920,000**	
HOUSING								
Affordable Housing Funds	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000	Voted 2022 ITSA Supported
Critical Home Repair	800,000	800,000	800,000	800,000	800,000	800,000	4,800,000	Voted 2022 ITSA Supported
Subtotal - HOUSING	**1,800,000**	**1,800,000**	**1,800,000**	**1,800,000**	**1,800,000**	**1,800,000**	**10,800,000**	
FINANCE AND MANAGEMENT								
CONSTRUCTION MANAGEMENT								
Construction Management - Project Cost Allocations	770,000	770,000	770,000	770,000	770,000	770,000	4,620,000	Councilmanic ITSA Supported
Construction Management - Design Services	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000	Councilmanic ITSA Supported
Construction Management - General Contracting & Small Scale Renovation	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000	Councilmanic ITSA Supported
Municipal Campus Renovations	2,905,000	2,905,000	2,905,000	2,905,000	2,905,000	2,905,000	17,430,000	Councilmanic ITSA Supported
Municipal Court- Construction	45,000,000	-	-	-	-	-	45,000,000	Voted 2022 ITSA Supported
Subtotal - CONSTRUCTION MANAGEMENT	**50,175,000**	**5,175,000**	**5,175,000**	**5,175,000**	**5,175,000**	**5,175,000**	**76,050,000**	
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)
Fleet Facility Renovations	600,000	600,000	600,000	600,000	600,000	600,000	3,600,000	Fleet Management (Unvoted)
Groves Rd - Station Renovations	-	4,000,000	-	-	-	-	4,000,000	Fleet Management (Unvoted)
Subtotal - FLEET MANAGEMENT	**800,000**	**4,800,000**	**800,000**	**800,000**	**800,000**	**800,000**	**8,800,000**	
FACILITIES MANAGEMENT								
Facilities Management - Facility Renovations	3,950,000	3,950,000	3,950,000	3,950,000	3,950,000	3,950,000	23,700,000	Councilmanic ITSA Supported
Subtotal - FACILITIES MANAGEMENT	**3,950,000**	**3,950,000**	**3,950,000**	**3,950,000**	**3,950,000**	**3,950,000**	**23,700,000**	
TECHNOLOGY								
TECHNOLOGY ADMINISTRATION								
Data Center Facility Upgrades	1,590,000	2,090,000	1,590,000	1,194,000	3,000,000	2,000,000	11,464,000	Information Services
Connectivity Project Fiber/Wireless	1,200,000	1,000,000	1,200,000	1,100,000	1,100,000	1,000,000	6,600,000	Information Services
CTSS Fiber Purchase B,C,D	-	1,500,000	-	1,400,000	-	-	2,900,000	Information Services
Enterprise System Upgrades	5,000,000	650,000	1,600,000	1,240,000	5,000,000	2,000,000	15,490,000	Information Services
Media Services Equipment and Infrastructure	25,000	100,000	600,000	167,000	100,000	-	992,000	Information Services
Network Improvements	2,500,000	1,000,000	1,000,000	1,100,000	1,200,000	1,200,000	8,000,000	Information Services
Subtotal - TECHNOLOGY/DOT ADMINISTRATION	**10,315,000**	**6,340,000**	**5,990,000**	**6,201,000**	**10,400,000**	**6,200,000**	**45,446,000**	

2025 - 2030 CAPITAL IMPROVEMENTS PROGRAM

DEPARTMENT PROJECT	2025	2026	2027	2028	2029	2030	Total Budget	Funding Source
RECREATION AND PARKS								
RECREATION AND PARKS								
Urban Infra.- Rec & Parks	-	-	753,200	753,200	753,200	753,200	3,012,800	Councilmanic ITSA Supported
Urban Infra.- Rec & Parks	753,200	753,200	-	-	-	-	1,506,400	Voted 2022 ITSA Supported
Whetstone Park NCIL Lighting Improvements Grant Match	75,000	-	-	-	-	-	75,000	Voted 2022 ITSA Supported
Renovation - Misc.	-	-	1,636,800	1,636,800	1,636,800	1,636,800	6,547,200	Councilmanic ITSA Supported
Renovation - Misc.	-	1,636,800	-	-	-	-	1,636,800	Voted 2022 ITSA Supported
Renovation - Cost Allocation	-	-	500,000	500,000	500,000	500,000	2,000,000	Councilmanic ITSA Supported
Renovation - Cost Allocation	500,000	500,000	-	-	-	-	1,000,000	Voted 2022 ITSA Supported
Facility Assessment Implementation	-	-	3,300,000	3,300,000	3,300,000	3,300,000	13,200,000	Councilmanic ITSA Supported
Facility Assessment Implementation	-	3,300,000	-	-	-	-	3,300,000	Voted 2022 ITSA Supported
Hard Surface Improvements	-	-	1,700,000	1,700,000	1,700,000	1,700,000	6,800,000	Councilmanic ITSA Supported
Hard Surface Improvements	-	1,700,000	-	-	-	-	1,700,000	Voted 2022 ITSA Supported
Schiller Park Path Resurfacing	250,000	-	-	-	-	-	250,000	Voted 2022 ITSA Supported
Park of Roses Path Resurfacing	200,000	-	-	-	-	-	200,000	Voted 2022 ITSA Supported
Busch Park Drive	350,000	-	-	-	-	-	350,000	Voted 2022 ITSA Supported
Gallow ay Ridge Park Path Resurfacing	100,000	-	-	-	-	-	100,000	Voted 2022 ITSA Supported
Casto Park Tennis Court Resurfacing	100,000	-	-	-	-	-	100,000	Voted 2022 ITSA Supported
Roof Improvements	-	-	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000	Councilmanic ITSA Supported
Roof Improvements	-	1,000,000	-	-	-	-	1,000,000	Voted 2022 ITSA Supported
Holton Roof Restoration	300,000	-	-	-	-	-	300,000	Voted 2022 ITSA Supported
Barack Roof Restoration	300,000	-	-	-	-	-	300,000	Voted 2022 ITSA Supported
Maintenance Equipment - Parks	-	-	800,000	800,000	800,000	800,000	3,200,000	Councilmanic ITSA Supported
Maintenance Equipment - Parks	1,000,000	800,000	-	-	-	-	1,800,000	Voted 2022 ITSA Supported
Street Trees - Green Initiative	-	-	850,000	850,000	850,000	850,000	3,400,000	Councilmanic ITSA Supported
Street Trees - Green Initiative	850,000	850,000	-	-	-	-	1,700,000	Voted 2022 ITSA Supported
Street Trees - Urban Forestry Master Plan Implementation	1,000,000	-	-	-	-	-	1,000,000	Voted 2022 ITSA Supported
Safe Playgrounds	-	-	561,000	850,000	850,000	850,000	3,111,000	Councilmanic ITSA Supported
Safe Playgrounds	135,000	850,000	289,000	-	-	-	1,274,000	Voted 2022 ITSA Supported
Mifflin Playground Replacement	200,000	-	-	-	-	-	200,000	Voted 2022 ITSA Supported
Dexter Falls Playground Replacement	200,000	-	-	-	-	-	200,000	Voted 2022 ITSA Supported
Marion Franklin Pool Replacement	10,000,000	-	-	-	-	-	10,000,000	Voted 2022 ITSA Supported
Antrim Park Lighting	670,000	-	-	-	-	-	670,000	Voted 2022 ITSA Supported
Big Run Pole Barn	40,000	-	-	-	-	-	40,000	Voted 2022 ITSA Supported
Big Walnut Pole Barn	40,000	-	-	-	-	-	40,000	Voted 2022 ITSA Supported
Goodale Park Open Shelter Demolition	35,000	-	-	-	-	-	35,000	Voted 2022 ITSA Supported
Retreat at Turnberry Residence Demolition	70,000	-	-	-	-	-	70,000	Voted 2022 ITSA Supported
O'Shaughnessy Amenities Demolition	20,000	-	-	-	-	-	20,000	Voted 2022 ITSA Supported
ADA Assessment Phase 2 and Implementation	200,000	-	-	-	-	-	200,000	Voted 2022 ITSA Supported
Security Assessment Implementation	200,000	-	-	-	-	-	200,000	Voted 2022 ITSA Supported
Sullivant Gardens Community Center Improvements	1,700,000	-	-	-	-	-	1,700,000	Voted 2022 ITSA Supported
Beatty Recreation Center Renovation	300,000	-	-	-	-	-	300,000	Voted 2022 ITSA Supported
New Development - Misc.	-	-	5,227,200	5,227,200	5,227,200	5,227,200	20,908,800	Councilmanic ITSA Supported
New Development - Misc.	-	5,227,200	-	-	-	-	5,227,200	Voted 2022 ITSA Supported
New Development - Cost Allocation	-	-	-	240,000	240,000	240,000	720,000	Councilmanic ITSA Supported
New Development - Cost Allocation	240,000	240,000	240,000	-	-	-	720,000	Voted 2022 ITSA Supported
West Case Road Park Development	1,600,000	-	-	-	-	-	1,600,000	Voted 2022 ITSA Supported
Alum Creek Trail Connections - Mock Road and Sunbury Drive	100,000	-	-	-	-	-	100,000	Voted 2022 ITSA Supported
Hauntz, Helsel and Willow Creek Park Improvements	745,000	-	-	-	-	-	745,000	Voted 2022 ITSA Supported
Big Walnut Trail - Refugee Road to Main Street	1,230,500	-	-	-	-	-	1,230,500	Voted 2022 ITSA Supported
Greenw ays Safety and Stabilization Program	150,000	-	-	-	-	-	150,000	Voted 2022 ITSA Supported
Greenbriar Park Development	200,000	-	-	-	-	-	200,000	Voted 2022 ITSA Supported
Westland Reforestation	700,000	-	-	-	-	-	700,000	Voted 2022 ITSA Supported

2025 - 2030 CAPITAL IMPROVEMENTS PROGRAM

DEPARTMENT PROJECT	2025	2026	2027	2028	2029	2030	Total Budget	Funding Source
Big Walnut Trail - Cherrybottom Park to Gahanna	480,000	-	-	-	-	-	480,000	Voted 2022 ITSA Supported
Underground Railroad Project Section 1	150,000	-	-	-	-	-	150,000	Voted 2022 ITSA Supported
Mason Run Park Development	3,100,000	-	-	-	-	-	3,100,000	Voted 2022 ITSA Supported
Eastmoor Green Line	400,000	-	-	-	-	-	400,000	Voted 2022 ITSA Supported
West Broad Greenspaces Development Phase 1	60,000	-	-	-	-	-	60,000	Voted 2022 ITSA Supported
Acquisition - Misc.	-	-	1,286,800	1,524,600	1,524,600	1,524,600	5,860,600	Councilmanic ITSA Supported
Acquisition - Misc.	800,000	1,524,600	237,800	-	-	-	2,562,400	Voted 2022 ITSA Supported
Acquisition - Cost Allocation	-	-	-	70,000	70,000	70,000	210,000	Councilmanic ITSA Supported
Acquisition - Cost Allocation	70,000	70,000	70,000	-	-	-	210,000	Voted 2022 ITSA Supported
Program Projects (Small) - Cost Allocation	-	-	-	70,000	70,000	70,000	210,000	Councilmanic ITSA Supported
Program Projects (Small) - Cost Allocation	70,000	70,000	70,000	-	-	-	210,000	Voted 2022 ITSA Supported
Program Projects (Small) - Golf Misc.	-	-	-	762,300	762,300	762,300	2,286,900	Councilmanic ITSA Supported
Program Projects (Small) - Golf Misc.	-	762,300	762,300	-	-	-	1,524,600	Voted 2022 ITSA Supported
Program Projects (Small) - Sports Misc.	-	-	-	548,856	548,856	548,856	1,646,568	Councilmanic ITSA Supported
Program Projects (Small) - Sports Misc.	-	548,856	548,856	-	-	-	1,097,712	Voted 2022 ITSA Supported
Program Projects (Small) - Rental Services Misc.	-	-	-	213,444	213,444	213,444	640,332	Councilmanic ITSA Supported
Program Projects (Small) - Rental Services Misc.	213,444	213,444	213,444	-	-	-	640,332	Voted 2022 ITSA Supported
Mentel Golf Course Stormwater, Drainage, and Pond Improvements	925,000	-	-	-	-	-	925,000	Voted 2022 ITSA Supported
Cooper Park Soccer Field Perimeter Fencing	150,000	-	-	-	-	-	150,000	Voted 2022 ITSA Supported
Busch Park Lighting Fields 3 and 4	398,856	-	-	-	-	-	398,856	Voted 2022 ITSA Supported
Program Projects (Large) - Misc.	-	-	1,089,000	1,089,000	1,089,000	1,089,000	4,356,000	Councilmanic ITSA Supported
Program Projects (Large) - Misc.	-	1,089,000	-	-	-	-	1,089,000	Voted 2022 ITSA Supported
Program Projects (Large) - Cost Allocation	-	-	-	50,000	50,000	50,000	150,000	Councilmanic ITSA Supported
Program Projects (Large) - Cost Allocation	50,000	50,000	50,000	-	-	-	150,000	Voted 2022 ITSA Supported
North Bank Interior Renovation and Fountain Conversion	1,089,000	-	-	-	-	-	1,089,000	Voted 2022 ITSA Supported
Emergency Replacement - Misc.	-	-	-	871,200	871,200	871,200	2,613,600	Councilmanic ITSA Supported
Emergency Replacement - Misc.	-	871,200	871,200	-	-	-	1,742,400	Voted 2022 ITSA Supported
Emergency Replacement - Cost Allocation	-	-	-	40,000	40,000	40,000	120,000	Councilmanic ITSA Supported
Emergency Replacement - Cost Allocation	40,000	40,000	40,000	-	-	-	120,000	Voted 2022 ITSA Supported
Opportunity Projects - Misc.	-	-	-	653,400	653,400	653,400	1,960,200	Councilmanic ITSA Supported
Opportunity Projects - Misc.	-	653,400	653,400	-	-	-	1,306,800	Voted 2022 ITSA Supported
Opportunity Projects - Cost Allocation	-	-	-	30,000	30,000	30,000	90,000	Councilmanic ITSA Supported
Opportunity Projects - Cost Allocation	30,000	30,000	30,000				90,000	Voted 2022 ITSA Supported
Community Priority Asset Improvements	-	-	10,000,000	10,000,000	10,000,000	10,000,000	40,000,000	Councilmanic ITSA Supported
Community Priority Asset Improvements	-	10,000,000	-	-	-	-	10,000,000	Voted 2022 ITSA Supported
Downtown Destination Playground	200,000	-	-	-	-	-	200,000	Voted 2022 ITSA Supported
Subtotal - RECREATION AND PARKS	**32,780,000**	**32,780,000**	**32,780,000**	**32,780,000**	**32,780,000**	**32,780,000**	**196,680,000**	
Public Service								
TRANSPORTATION								
UIRF - Urban Infrastructure Recovery Fund	-	-	5,651,813	5,651,813	5,651,813	5,651,813	22,607,252	Councilmanic ITSA Supported
UIRF - Urban Infrastructure Recovery Fund	5,651,813	5,651,813	-	-	-	-	11,303,626	Voted 2022 ITSA Supported
Miscellaneous Developments- Vision Zero Action Plan Implementation	-	3,299,250	5,331,794	5,331,794	5,331,794	5,331,794	24,626,426	Councilmanic ITSA Supported
Miscellaneous Developments- Vision Zero Action Plan Implementation	5,331,794	2,032,544	-	-	-	-	7,364,338	Voted 2022 ITSA Supported
Street Equipment	-	-	2,156,000	2,156,000	2,156,000	2,156,000	8,624,000	Councilmanic ITSA Supported
Street Equipment	2,156,000	2,156,000	-	-	-	-	4,312,000	Voted 2022 ITSA Supported
NCR-Public Infrastructure	-	-	2,500,000	2,500,000	2,500,000	2,500,000	10,000,000	Councilmanic ITSA Supported
NCR-Public Infrastructure	2,500,000	2,500,000	-	-	-	-	5,000,000	Voted 2022 ITSA Supported
Roadway Improvements - Utility Relocation Reimbursements	-	100,000	100,000	100,000	100,000	100,000	500,000	Councilmanic ITSA Supported
Roadway Improvements - Utility Relocation Reimbursements	100,000	-	-	-	-	-	100,000	Voted 2022 ITSA Supported
Roadway Improvements - Miscellaneous Construction Inspection	-	50,000	50,000	50,000	50,000	50,000	250,000	Councilmanic ITSA Supported
Roadway Improvements - Miscellaneous Construction Inspection	50,000	-	-	-	-	-	50,000	Voted 2022 ITSA Supported
Roadway Improvements - Miscellaneous Right of Way Acquisition	-	100,000	100,000	100,000	100,000	100,000	500,000	Councilmanic ITSA Supported

2025 - 2030 CAPITAL IMPROVEMENTS PROGRAM

DEPARTMENT PROJECT	2025	2026	2027	2028	2029	2030	Total Budget	Funding Source
Roadway Improvements - Miscellaneous Right of Way Acquisition	100,000	-	-	-	-	-	100,000	Voted 2022 ITSA Supported
Resurfacing - Resurfacing Projects	-	-	20,000,000	20,000,000	20,000,000	20,000,000	80,000,000	Councilmanic ITSA Supported
Resurfacing - Resurfacing Projects	20,000,000	20,000,000	-	-	-	-	40,000,000	Voted 2022 ITSA Supported
Bridge Rehabilitation	-	-	780,000	2,051,393	3,371,393	3,371,393	9,574,179	Councilmanic ITSA Supported
Bridge Rehabilitation	500,000	1,541,393	-	-	-	-	2,041,393	Voted 2022 ITSA Supported
Bridge Rehabilitation - Main Street Over Scioto River	772,786	-	-	-	-	-	772,786	Voted 2022 ITSA Supported
Bridge Rehabilitation - Fifth Avenue Over Stream West of Yearling Road	270,000	1,430,000	-	-	-	-	1,700,000	Voted 2022 ITSA Supported
Bridge Rehabilitation – Wilson Road over Blau Ditch Culvert Replacement	-	-	265,000	1,320,000	-	-	1,585,000	Councilmanic ITSA Supported
Bridge Rehabilitation - Front St and Nationwide Blvd over RR Tunnel	1,828,607	-	-	-	-	-	1,828,607	Voted 2022 ITSA Supported
Bridge Rehabilitation – Ohio Center Way over RR (East Side Bridges)	-	-	2,326,393	-	-	-	2,326,393	Councilmanic ITSA Supported
Bridge Rehabilitation – Ohio Center Way over RR (East Side Bridges)	-	400,000	-	-	-	-	400,000	Voted 2022 ITSA Supported
Bikeway Development	-	-	1,700,000	1,700,000	1,700,000	1,700,000	6,800,000	Councilmanic ITSA Supported
Bikeway Development	500,000	-	-	-	-	-	500,000	Voted 2022 ITSA Supported
Bikeway Development – Tussing Road SUP Brice Rd to Hines Rd.	-	1,110,000	-	-	-	-	1,110,000	Voted 2022 ITSA Supported
Pedestrian Safety Improvements - Sidewalk Program - Cityw ide Sidewalk Repairs	-	-	3,450,000	3,450,000	3,450,000	3,450,000	13,800,000	Councilmanic ITSA Supported
Pedestrian Safety Improvements - Sidewalk Program - Cityw ide Sidewalk Repairs	1,490,000	-	-	-	-	-	1,490,000	Voted 2022 ITSA Supported
Pedestrian Safety Improvement - Sidewalk Replacement (Tree Root)	-	-	850,000	850,000	850,000	850,000	3,400,000	Councilmanic ITSA Supported
Pedestrian Safety Improvement - Sidewalk Replacement (Tree Root)	850,000	850,000	-	-	-	-	1,700,000	Voted 2022 ITSA Supported
Pedestrian Safety -Walford St, Sharbot Dr, and Northtow ne Blvd Sidewalks	1,000,000	-	-	-	-	-	1,000,000	Voted 2022 ITSA Supported
Pedestrian Safety - Gantz Rd and McComb Rd - off-I-270 Bridges	250,000	840,000	-	-	-	-	1,090,000	Voted 2022 ITSA Supported
Pedestrian Safety - Marion Franklin Sidewalks	410,000	3,200,000	-	-	-	-	3,610,000	Voted 2022 ITSA Supported
Operation Safewalks – School Sidewalks – Refugee (Noe Bixby to Blue Moon)	1,500,000	-	-	-	-	-	1,500,000	Voted 2022 ITSA Supported
Subtotal - TRANSPORTATION	**45,261,000**	**45,261,000**	**45,261,000**	**45,261,000**	**45,261,000**	**45,261,000**	**271,566,000**	
REFUSE COLLECTION								
Mechanized Collection Equipment	-	-	1,711,000	5,234,000	5,234,000	5,234,000	17,413,000	Councilmanic ITSA Supported
Mechanized Collection Equipment	5,234,000	5,234,000	3,523,000	-	-	-	13,991,000	Voted 2022 ITSA Supported
Alum Creek Remediation - Facility Improvements	-	-	-	100,000	100,000	100,000	300,000	Councilmanic ITSA Supported
Alum Creek Remediation - Facility Improvements	100,000	100,000	100,000	-	-	-	300,000	Voted 2022 ITSA Supported
Mechanized Collection Equipment - Containers	-	-	-	1,050,000	1,050,000	1,050,000	3,150,000	Councilmanic ITSA Supported
Mechanized Collection Equipment - Containers	1,050,000	1,050,000	1,050,000	-	-	-	3,150,000	Voted 2022 ITSA Supported
Subtotal - REFUSE COLLECTION	**6,384,000**	**6,384,000**	**6,384,000**	**6,384,000**	**6,384,000**	**6,384,000**	**38,304,000**	
Public Utilities								
STORM SEWER								
Fountain Square Stormwater System Improvements	5,500,000	-	-	-	-	-	5,500,000	WPCLF Loan
Storm Sewer Large Diameter Condition Assessment Phase 1	550,000	2,400,000	-	-	-	-	2,950,000	WPCLF Loan
Large Diameter Condition Assessment - Phase 3	550,000	-	1,650,000	-	-	-	2,200,000	WPCLF Loan
Large Diameter Condition Assessment - Phase 4	500,000	-	500,000	-	1,650,000	-	2,650,000	WPCLF Loan
Large Diameter Condition Assessment - Phase 5	-	-	-	500,000	-	500,000	1,000,000	WPCLF Loan
General Construction Contract (Storm)	-	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	11,000,000	Voted 2016 Debt - Storm
Petzinger Rd Stormwater Imps	1,850,000	-	-	-	-	-	1,850,000	WPCLF Loan
General Engineering Services - Storm - 2025	-	600,000	600,000	600,000	-	-	1,800,000	Voted 2016 Debt - Storm
General Engineering Services - Storm - 2028	-	-	-	-	600,000	600,000	1,200,000	Voted 2016 Debt - Storm
Joint Storm Sewer Projects with DPS	-	250,000	250,000	250,000	-	-	750,000	Voted 2016 Debt - Storm
Franklinton Area Stormwater System Improvements	2,500,000	2,000,000	-	-	2,500,000	350,000	7,350,000	OWDA Direct Loan
Franklinton Area Stormwater System Improvements	-	-	30,000,000	-	-	-	30,000,000	WPCLF Loan
Franklinton Area Storm Sewer Rehabilitation	500,000	-	-	-	-	-	500,000	OWDA Direct Loan
Franklinton Area Storm Sewer Rehabilitation	-	-	-	25,000	-	-	25,000	Voted 2016 Debt - Storm
Franklinton Area Storm Sewer Rehabilitation	-	-	9,484,150	-	-	-	9,484,150	WPCLF Loan
ST-21, ST-22, ST-23 Improvements	35,078,400	-	-	-	-	-	35,078,400	WPCLF Loan
Krieger Court Stormwater Improvements	3,978,000	-	-	-	-	-	3,978,000	WPCLF Loan
Twin Lakes Dam Rehabilitation	-	320,000	-	-	-	-	320,000	OWDA Direct Loan

2025 - 2030 CAPITAL IMPROVEMENTS PROGRAM

DEPARTMENT PROJECT	2025	2026	2027	2028	2029	2030	Total Budget	Funding Source
Twin Lakes Dam Rehabilitation	-	5,800,000	-	-	-	-	5,800,000	WPCLF Loan
Greenlawn Dam Rehabilitation	2,600,000	-	-	-	-	-	2,600,000	WPCLF Loan
Barnett Road Stormwater Improvements Project	4,370,000	-	-	-	-	-	4,370,000	WPCLF Loan
Towers Court Storm Sewer Improvement	350,000	-	3,850,000	-	-	-	4,200,000	WPCLF Loan
Storm Sewer Assessment - North Linden 2 Blueprint Area	-	-	1,200,000	-	-	-	1,200,000	WPCLF Loan
Storm Sewer Assessment - South Linden	-	-	-	-	2,000,000	-	2,000,000	WPCLF Loan
Storm Sewer Assessment - Hilltop 2 Blueprint Area	-	1,200,000	-	-	-	-	1,200,000	WPCLF Loan
Storm Sewer Assessment - James Livingston 3 Blueprint Area	-	-	-	2,000,000	-	-	2,000,000	WPCLF Loan
Storm Sewer Assessment - James Livingston 2	-	-	-	-	2,000,000	-	2,000,000	WPCLF Loan
DOSD Stormwater Pump Station ST-29 Evaluation & Upgrade	4,344,560	-	-	-	-	-	4,344,560	WPCLF Loan
DOSD Stormwater Pump Stations - Construction	280,000	480,001	480,000	-	-	-	1,240,001	OWDA Direct Loan
DOSD Stormwater Pump Stations - Construction	-	-	4,560,000	-	-	-	4,560,000	WPCLF Loan
Stormwater Remote Site Communication Network Upgrades	130,000	152,000	-	-	-	-	282,000	OWDA Direct Loan
Stormwater Remote Site Communication Network Upgrades	-	1,113,000	-	-	-	-	1,113,000	WPCLF Loan
Cooke Rd. Culvert Improvements Project	285,000	-	-	-	-	-	285,000	OWDA Direct Loan
Second Avenue Sewer Improvements	7,480,000	-	-	-	-	-	7,480,000	WPCLF Loan
Mound Street Floodwall and WCLPP Repairs	-	4,800,000	-	-	-	-	4,800,000	WPCLF Loan
Floodwall Closure Evaluations	-	3,080,000	-	-	-	-	3,080,000	WPCLF Loan
Floodwall Closure Evaluations Phase 2 - McKinley & Rich	-	2,200,000	-	-	-	-	2,200,000	WPCLF Loan
Floodwall Closure Evaluations Phase 3 - Greenlawn	-	-	-	5,200,000	-	-	5,200,000	WPCLF Loan
Floodwall Closure Evaluations Phase 4 - Sandbag Closures	-	-	-	-	-	2,500,000	2,500,000	WPCLF Loan
Astor Bernhard Storm Sewer Improvements	7,144,125	-	-	-	-	-	7,144,125	OWDA Direct Loan
Gertrude Lattimer Storm Sewer Improvements	616,125	-	-	-	-	-	616,125	OWDA Direct Loan
Gertrude Lattimer Storm Sewer Improvements	-	-	-	8,360,000	-	-	8,360,000	WPCLF Loan
Major Stormwater Drainage Improvements	-	100,000	-	-	100,000	-	200,000	Voted 2016 Debt - Storm
Major Stormwater Drainage Improvements	-	9,250,000	620,000	8,630,000	620,000	8,630,000	27,750,000	WPCLF Loan
Storm Sewer Lining Projects	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	8,400,000	WPCLF Loan
Northwest Stormwater Study	-	-	11,500,000	-	-	-	11,500,000	WPCLF Loan
Northeast Area Storm Sewer Improvements Phase 1	-	-	500,000	-	-	1,000,000	1,500,000	Voted 2016 Debt - Storm
Northeast Area Storm Sewer Improvements Phase 1	-	-	-	-	-	8,000,000	8,000,000	WPCLF Loan
Subtotal - STORM SEWER	**80,006,210**	**37,345,001**	**68,794,150**	**29,165,000**	**13,070,000**	**25,180,000**	**253,560,361**	
SANITARY SEWERS								
Overall Engineering Consultants (OEC) 2022-2024	300,000	-	-	-	-	-	300,000	Voted 2016 Debt - Sanitary Sewer
Overall Engineering Consultant-OEC 2025-2027	300,000	-	-	-	-	-	300,000	Voted 2016 Debt - Sanitary Sewer
Overall Engineering Consultant-OEC 2025-2027	-	300,000	300,000	-	-	-	600,000	Voted 2019 Debt - Sanitary
Overall Engineering Consultant-OEC (2028-2030)	-	-	-	300,000	300,000	300,000	900,000	Voted 2019 Debt - Sanitary
Big Walnut Sanitary Trunk Extension, Phase 2	-	3,500,000	-	-	-	-	3,500,000	WPCLF Loan
Central College Subtrunk Extension Phase 3	-	-	250,000	-	-	-	250,000	OWDA Direct Loan
Central College Subtrunk Extension Phase 3	50,500,000	-	-	-	-	-	50,500,000	WPCLF Loan
Walnut Street Sanitary Sewer Extension	-	-	100,000	-	-	-	100,000	Voted 2019 Debt - Sanitary
Walnut Street Sanitary Sewer Extension	750,000	-	2,300,000	-	-	-	3,050,000	WPCLF Loan
Blacklick Creek Sanitary Interceptor Sewer - Shaft 1 Control Gate	1,680,000	-	-	-	-	-	1,680,000	OWDA Direct Loan
General Engineering Services - Sanitary - 2022	400,000	-	-	-	-	-	400,000	Voted 2016 Debt - Sanitary Sewer
General Engineering Services - Sanitary - 2025	-	400,000	400,000	400,000	-	-	1,200,000	Voted 2019 Debt - Sanitary
General Engineering Services - Sanitary - 2028	-	-	-	-	400,000	400,000	800,000	Voted 2019 Debt - Sanitary
Williams and Castle Interceptor	-	1,500,000	-	-	-	-	1,500,000	OWDA Direct Loan
Williams and Castle Interceptor	2,000,000	-	-	-	-	-	2,000,000	WPCLF Loan
Castle Road Force Main Improvements	250,000	-	2,750,000	-	-	-	3,000,000	WPCLF Loan
SMOC Phase VI Roof Replacement	3,774,816	-	-	-	-	-	3,774,816	Voted 2016 Debt - Sanitary Sewer
DOSD Roof Replacements, No. 3	4,475,816	-	-	-	-	-	4,475,816	Voted 2016 Debt - Sanitary Sewer
DOSD Roof Replacements, No. 4	4,425,816	768,000	-	-	-	-	5,193,816	Voted 2016 Debt - Sanitary Sewer
DOSD Roof Replacements, No. 4	-	2,897,000	415,000	-	-	-	3,312,000	Voted 2019 Debt - Sanitary

2025 - 2030 CAPITAL IMPROVEMENTS PROGRAM

DEPARTMENT PROJECT	2025	2026	2027	2028	2029	2030	Total Budget	Funding Source
DOSD Roof Replacement, No. 5	-	-	550,000	3,800,000	3,250,000	-	7,600,000	Voted 2019 Debt - Sanitary
DOSD Roof Replacement, No. 6	-	-	-	-	550,000	3,800,000	4,350,000	Voted 2019 Debt - Sanitary
JPWWTP Digester Improvements	-	50,740,000	-	-	-	-	50,740,000	WPCLF Loan
JPWWTP, Support Facilities	-	-	-	-	284,000	-	284,000	OWDA Direct Loan
Jackson Pike WWTP Aeration Optimization	1,200,000	1,800,000	44,604,000	-	-	-	47,604,000	WPCLF Loan
Jackson Pike A-Plant Secondary Clarifier Electrical Upgrades & Misc. Improvements	26,245,982	-	-	-	-	-	26,245,982	WPCLF Loan
Jackson Pike WWTP Aeration Optimization Phase 2	-	400,000	600,000	29,536,000	-	-	30,536,000	WPCLF Loan
JPWWTP Sludge Dewatering Improvements	1,330,000	2,280,000	-	-	34,940,000	-	38,550,000	WPCLF Loan
JPWWTP Screening Improvements	12,723,000	-	-	-	-	-	12,723,000	WPCLF Loan
JPWWTP Power Monitoring System	-	-	-	-	-	200,000	200,000	Voted 2019 Debt - Sanitary
JPWWTP Power Systems Upgrades and Safety Improvements - Phase 1	5,670,000	-	-	-	-	-	5,670,000	WPCLF Loan
Whittier Street Storm Tanks, Part 2	-	-	-	1,000,000	1,100,000	12,100,000	14,200,000	WPCLF Loan
Short Circuit. Coordination, and Arc Flash Studies #2	700,000	-	-	-	-	-	700,000	Voted 2016 Debt - Sanitary Sewer
Short Circuit. Coordination, and Arc Flash Studies #2	-	700,000	700,000	-	-	-	1,400,000	Voted 2019 Debt - Sanitary
Short Circuit. Coordination, and Arc Flash Studies #3	-	-	-	700,000	700,000	700,000	2,100,000	Voted 2019 Debt - Sanitary
DPU General Engineering Consultant Services (GEC) #6	500,000	500,000	-	-	-	-	1,000,000	Voted 2016 Debt - Sanitary Sewer
DPU General Engineering Consultant Services (GEC) #7	500,000	-	-	-	-	-	500,000	Voted 2016 Debt - Sanitary Sewer
DPU General Engineering Consultant Services (GEC) #7	-	500,000	500,000	-	-	-	1,000,000	Voted 2019 Debt - Sanitary
DPU General Engineering Consultant Services (GEC) #8	-	-	500,000	500,000	500,000	-	1,500,000	Voted 2019 Debt - Sanitary
General Engineering Consultant (GEC) Services #9	-	-	-	500,000	500,000	500,000	1,500,000	Voted 2019 Debt - Sanitary
General Engineering Consultant (GEC) Services #10	-	-	-	-	-	500,000	500,000	Voted 2019 Debt - Sanitary
JPWWTP Small Capital Projects	1,100,000	1,100,000	-	-	-	-	2,200,000	Voted 2016 Debt - Sanitary Sewer
JPWWTP Small Capital Projects	-	-	1,100,000	1,100,000	1,100,000	1,100,000	4,400,000	Voted 2019 Debt - Sanitary
SWWTP Small Capital Projects	1,100,000	1,100,000	-	-		-	2,200,000	Voted 2016 Debt - Sanitary Sewer
SWWTP Small Capital Projects	-	-	1,100,000	1,100,000	1,100,000	1,100,000	4,400,000	Voted 2019 Debt - Sanitary
SWWTP Incinerator Building - South Rehabilitation	-	-	-	600,000	-	-	600,000	OWDA Direct Loan
SWWTP Hazardous Gas Monitors Replacement	1,261,335	-	-	-	-	-	1,261,335	WPCLF Loan
Compost Facility Small Capital Projects	-	400,000	400,000	400,000	400,000	400,000	2,000,000	Voted 2019 Debt - Sanitary
Fairwood Building Facilities Small Capital Projects	350,000	-	-	-	-	-	350,000	Voted 2016 Debt - Sanitary Sewer
Fairwood Building Facilities Small Capital Projects	-	350,000	350,000	350,000	350,000	350,000	1,750,000	Voted 2019 Debt - Sanitary
WWTFs Professional Construction Management Services #4	1,000,000	1,000,000	-	-	-	-	2,000,000	Voted 2016 Debt - Sanitary Sewer
WWTFs Professional Construction Management Services #4	-	-	1,000,000	-	-	-	1,000,000	Voted 2019 Debt - Sanitary
WWTFs Professional Construction Management Services #5	-	-	-	1,000,000	1,000,000	1,000,000	3,000,000	Voted 2019 Debt - Sanitary
JPWWTP VFD UPGRADES	-	-	245,000	-	-	-	245,000	OWDA Direct Loan
JPWWTP VFD UPGRADES	-	-	-	420,000	4,410,000	-	4,830,000	WPCLF Loan
DOSD HVAC and Air Purification System Replacements, No. 2	577,000	-	-	-	-	-	577,000	Voted 2016 Debt - Sanitary Sewer
SWWTP CHB H51 & SDB Zoning/VAV Upgrades	1,157,708	-	-	-	-	-	1,157,708	WPCLF Loan
DOSD HVAC and Air Purification No. 4	-	400,000	3,775,000	3,775,000	-	-	7,950,000	Voted 2019 Debt - Sanitary
DOSD HVAC and Air Purification System Replacements No. 5	-	-	-	400,000	5,275,000	5,275,000	10,950,000	Voted 2019 Debt - Sanitary
JPWWTP Gravity Thickening Improvements	-	-	1,557,500	-	24,920,000	-	26,477,500	WPCLF Loan
Jackson Pike WWTP Stormwater and Floodplain Improvements	350,000	-	-	-	-	-	350,000	OWDA Direct Loan
Jackson Pike WWTP Stormwater and Floodplain Improvements	-	15,120,000	-	-	-	-	15,120,000	WPCLF Loan
JPWWTP Plant Wide Control System Improvements	-	26,838,000	-	-	-	-	26,838,000	WPCLF Loan
SWWTP VFD and Harmonic Filter Upgrades	17,010,000	-	-	-	-	-	17,010,000	WPCLF Loan
SWWTP Switching Station Replacement	16,500,000	76,000,000	-	-	-	-	92,500,000	WPCLF Loan
WWTFS Instrumentation and Control (I&C) Integration and Programming #3	500,000	-	-	-	-	-	500,000	Voted 2016 Debt - Sanitary Sewer
WWTFS Instrumentation And Control (I&C) Integration and Programming Team Part 4	750,000	-	-	-	-	-	750,000	Voted 2016 Debt - Sanitary Sewer
WWTFS Instrumentation And Control (I&C) Integration and Programming Team Part 4	-	750,000	750,000	-	-	-	1,500,000	Voted 2019 Debt - Sanitary
SWWTP Fiber Optic Backbone Upgrade and Replacement	350,000	1,275,000	5,600,000	-	-	-	7,225,000	WPCLF Loan
JPWWTP Fiber Optic Backbone Upgrade and Replacement	200,000	300,000	50,000	-	-	-	550,000	OWDA Direct Loan
JPWWTP Fiber Optic Backbone Upgrade and Replacement	-	-	6,450,000	-	-	-	6,450,000	WPCLF Loan
WWTFS Instrumentation And Control (I&C) Integration and Programming Team Part 5	-	-	-	750,000	750,000	750,000	2,250,000	Voted 2019 Debt - Sanitary
60-05 SWWTP Sludge Dewatering Improvements	1,330,000	4,940,000	21,280,000	-	-	-	27,550,000	WPCLF Loan

2025 - 2030 CAPITAL IMPROVEMENTS PROGRAM

DEPARTMENT PROJECT	2025	2026	2027	2028	2029	2030	Total Budget	Funding Source
SWWTP Main Drain Alternative Pipe Route	9,992,654	-	-	-	-	-	9,992,654	WPCLF Loan
SWWTP Biofilter Cold Weather Reliability Improvements	-	11,393,888	-	-	-	-	11,393,888	WPCLF Loan
SWWTP IJC Improvements	1,000,000	7,670,000	-	-	-	-	8,670,000	WPCLF Loan
SWWTP Headworks Expansion	-	3,850,000	8,250,000	57,750,000	5,500,000	-	75,350,000	WPCLF Loan
SWWTP Digester Process Expansion, Phase II	-	24,822,000	-	-	-	-	24,822,000	WPCLF Loan
SWWTP Post Aeration Diffuser Replacement	1,613,000	-	-	-	-	-	1,613,000	OWDA Direct Loan
SWWTP Post Aeration Diffuser Replacement	12,219,804	-	-	-	-	-	12,219,804	WPCLF Loan
SWWTP Power Monitoring System	-	-	-	-	-	240,000	240,000	OWDA Direct Loan
SWWTP Power Systems Upgrades and Safety Improvements - Phase 1	6,670,000	-	-	-	-	-	6,670,000	WPCLF Loan
WWTFs Phosphorus Removal & Recovery	-	-	-	-	1,667,800	5,376,000	7,043,800	Voted 2019 Debt - Sanitary
WWTF Upgrade - General Program #5	1,200,000	-	-	-	-	-	1,200,000	Voted 2016 Debt - Sanitary Sewer
WWTF Upgrade - General Program #6	-	1,200,000	1,200,000	1,200,000	-	-	3,600,000	Voted 2019 Debt - Sanitary
WWTF Upgrade - General Program #7	-	-	-	-	1,200,000	1,200,000	2,400,000	Voted 2019 Debt - Sanitary
SWWTP Effluent Pump Station Expansion	-	-	12,200,000	20,900,000	207,200,000	-	240,300,000	WPCLF Loan
SWWTP Aeration Optimization	1,791,000	3,070,000	-	32,242,000	-	-	37,103,000	WPCLF Loan
SWWTP Aeration Optimization - Part 2	-	-	-	1,791,000	6,652,000	28,660,000	37,103,000	WPCLF Loan
Southerly WWTP Aeration Optimization - Part 3	-	-	-	-	-	1,791,000	1,791,000	WPCLF Loan
SWWTP Primary Clarification Improvements	1,888,600	3,237,600	31,836,400	-	-	-	36,962,600	WPCLF Loan
Southerly WWTP Security Improvements	3,240,000	-	-	-	-	-	3,240,000	WPCLF Loan
Compost Facility Odor Reduction Improvements - Part 2	23,485,000	-	-	-	-	-	23,485,000	WPCLF Loan
Compost Odor Control Improvements - Phase 3	-	1,403,700	2,246,000	22,833,600	-	-	26,483,300	WPCLF Loan
Southerly Stormwater and Floodplain Improvements	9,700,000	-	-	-	-	-	9,700,000	OWDA Direct Loan
Southerly Stormwater and Floodplain Improvements	8,000,000	-	159,000,000	-	-	-	167,000,000	WPCLF Loan
SWWTP Plant Wide Control System Improvements	-	41,666,466	-	-	-	-	41,666,466	WPCLF Loan
SWWTP Far East Train	-	4,500,000	24,750,000	-	173,250,000	16,500,000	219,000,000	WPCLF Loan
Sanitary Sewer Lining Project	1,000,000	-	-	-	-	-	1,000,000	OWDA Direct Loan
Sanitary Sewer Lining Project	-	-	1,170,000	-	-	1,170,000	2,340,000	WPCLF Loan
2025 Annual Lining Contract	8,400,000	-	-	-	-	-	8,400,000	WPCLF Loan
2026 Annual Lining Contract	-	8,400,000	-	-	-	-	8,400,000	WPCLF Loan
2027 Annual Lining Contract	-	-	5,850,000	-	-	-	5,850,000	WPCLF Loan
2028 Annual Lining Contract	-	-	-	5,850,000	-	-	5,850,000	WPCLF Loan
2029 Annual Lining Contract	-	-	-	-	5,850,000	-	5,850,000	WPCLF Loan
2030 Annual Lining Contract	-	-	-	-	-	850,000	850,000	Voted 2019 Debt - Sanitary
2030 Annual Lining Contract	-	-	-	-	-	5,000,000	5,000,000	WPCLF Loan
Big Walnut Interceptor Lockbourne Subtrunk Canal Road Area	-	5,064,840	-	-	-	-	5,064,840	WPCLF Loan
Intermodal Sanitary Subtrunk Extension - Phase 2	4,050,000	-	-	-	-	-	4,050,000	WPCLF Loan
Three Creeks Relief Tunnel	-	-	1,500,000	-	-	-	1,500,000	OWDA Direct Loan
Three Creeks Relief Tunnel	5,000,000	7,000,000	-	225,000,000	1,500,000	9,000,000	247,500,000	WPCLF Loan
Ohio State University Area Utility Easement Project	60,000	-	-	-	-	-	60,000	Voted 2016 Debt - Sanitary Sewer
DOSD Sanitary Pump Stations SA13 Evaluation & Upgrade	-	240,000	-	-	-	-	240,000	OWDA Direct Loan
DOSD Sanitary Pump Stations SA13 Evaluation & Upgrade	-	3,760,046	-	-	-	-	3,760,046	WPCLF Loan
DOSD Sanitary Pump Stations Construction	500,000	840,000	840,000	-	-	-	2,180,000	OWDA Direct Loan
DOSD Sanitary Pump Stations Construction	-	-	7,980,000	-	-	-	7,980,000	WPCLF Loan
Sanitary Remote Site Communication Network Upgrades	420,000	-	-	-	-	-	420,000	OWDA Direct Loan
Sanitary Remote Site Communication Network Upgrades	-	4,234,000	-	-	-	-	4,234,000	WPCLF Loan
DOSD EV Charging Facilities	735,000	1,029,000	15,299,000	-	-	-	17,063,000	WPCLF Loan
Big Walnut Outfall (South) Rehabilitation	552,995	-	-	-	-	-	552,995	OWDA Direct Loan
Big Walnut Outfall (South) Rehabilitation	100,000	-	-	-	-	-	100,000	Voted 2016 Debt - Sanitary Sewer
Big Walnut Outfall (South) Rehabilitation	-	57,500,000	-	-	-	-	57,500,000	WPCLF Loan
OARS Grit Cleaning and Screening Improvements	5,700,000	-	-	-	-	-	5,700,000	WPCLF Loan
Lower Olentangy Tunnel - Phase 1	5,500,000	500,000	-	-	-	-	6,000,000	WPCLF Loan
Lower Olentangy Tunnel Phase 2	-	-	-	-	2,500,000	-	2,500,000	OWDA Direct Loan
Lower Olentangy Tunnel Phase 2	-	-	4,000,000	-	4,000,000	4,000,000	12,000,000	WPCLF Loan

2025 - 2030 CAPITAL IMPROVEMENTS PROGRAM

DEPARTMENT PROJECT	2025	2026	2027	2028	2029	2030	Total Budget	Funding Source
Large Diameter - Blacklick Creek Main Trunk	900,000	9,000,000	-	-	-	-	9,900,000	WPCLF Loan
Near North & East Area Large Diameter Assessment - Phase 3	5,600,000	-	-	-	-	-	5,600,000	WPCLF Loan
Near North & East Area Large Diameter Assessment - Phase 4	-	1,000,000	-	11,000,000	-	-	12,000,000	WPCLF Loan
Alum Creek Trunk (South) - Phase 2	227,970	-	-	-	-	-	227,970	OWDA Direct Loan
Alum Creek Trunk (South) - Phase 2	-	30,800,000	-	-	-	-	30,800,000	WPCLF Loan
Alum Creek Trunk (South) - Phase 3	-	-	-	50,000	-	-	50,000	Voted 2019 Debt - Sanitary
Alum Creek Trunk (South) - Phase 3	-	600,000	-	18,300,000	-	-	18,900,000	WPCLF Loan
Blacklick Creek Sanitary Subtrunk Rehabilitation	-	-	60,000	-	-	-	60,000	Voted 2019 Debt - Sanitary
Blacklick Creek Sanitary Subtrunk Rehabilitation	-	-	-	-	-	9,100,000	9,100,000	WPCLF Loan
Annual Large Diameter Sewer Assessment	-	3,000,000	3,000,000	3,000,000	13,312,000	13,312,000	35,624,000	WPCLF Loan
Big Walnut Trunk South Rehabilitation	-	-	-	150,000	-	-	150,000	Voted 2019 Debt - Sanitary
Big Walnut Trunk South Rehabilitation	-	2,000,000	-	20,750,000	-	-	22,750,000	WPCLF Loan
Blacklick Creek Main Trunk (South) Rehabilitation - Phase 2	-	300,000	-	-	-	-	300,000	OWDA Direct Loan
Blacklick Creek Main Trunk (South) Rehabilitation - Phase 2	-	-	-	50,000	-	-	50,000	Voted 2019 Debt - Sanitary
Blacklick Creek Main Trunk (South) Rehabilitation - Phase 2	-	-	-	-	3,300,000	-	3,300,000	WPCLF Loan
Scioto Main North Large Diameter Sewer Rehabilitation	12,500,000	-	-	-	-	-	12,500,000	WPCLF Loan
West Side Trunk Rehab-Phase 2	100,000	-	-	-	-	-	100,000	Voted 2016 Debt - Sanitary Sewer
West Side Trunk Rehab-Phase 2	-	-	11,200,000	-	-	-	11,200,000	WPCLF Loan
Alum Creek Trunk - Middle (Phase D) Sewer Rehabilitation	100,000	-	-	-	-	-	100,000	Voted 2016 Debt - Sanitary Sewer
Alum Creek Trunk - Middle (Phase D) Sewer Rehabilitation	-	32,600,000	-	-	-	-	32,600,000	WPCLF Loan
Clinton No. 3 Trunk Sewer Rehabilitation (Phase 1)	-	-	-	-	80,000	-	80,000	Voted 2019 Debt - Sanitary
Clinton No. 3 Trunk Sewer Rehabilitation (Phase 1)	-	-	800,000	-	-	9,200,000	10,000,000	WPCLF Loan
Clinton No. 3 Trunk Sewer Rehabilitation (Phase 2)	-	-	-	-	900,000	-	900,000	WPCLF Loan
Alum Creek Phase D - South	14,850,000	-	-	-	-	-	14,850,000	WPCLF Loan
Asset Management Program Development - DOSD	500,000	500,000	-	-	-	-	1,000,000	Voted 2016 Debt - Sanitary Sewer
Asset Management Program Development - DOSD	-	-	500,000	400,000	300,000	300,000	1,500,000	Voted 2019 Debt - Sanitary
2025 General Construction Contract - Sanitary	1,150,000	-	-	-	-	-	1,150,000	Voted 2016 Debt - Sanitary Sewer
2026 General Construction Contract - Sanitary	-	1,150,000	-	-	-	-	1,150,000	Voted 2016 Debt - Sanitary Sewer
2027 General Construction Contract - Sanitary	-	-	1,150,000	-	-	-	1,150,000	Voted 2019 Debt - Sanitary
2028 General Construction Contract - Sanitary	-	-	-	1,150,000	-	-	1,150,000	Voted 2019 Debt - Sanitary
2029 General Construction Contract - Sanitary	-	-	-	-	1,150,000	-	1,150,000	Voted 2019 Debt - Sanitary
2030 General Construction Contract - Sanitary	-	-	-	-	-	1,150,000	1,150,000	Voted 2019 Debt - Sanitary
Third Ave Relief Sewer, Phase 3	5,700,000	-	-	-	-	-	5,700,000	WPCLF Loan
Sheldon/Lockbourne HSTS Elimination	500,000	-	-	-	-	-	500,000	Voted 2016 Debt - Sanitary Sewer
Construction Administration Services 2023 to 2025	300,000	-	-	-	-	-	300,000	Voted 2016 Debt - Sanitary Sewer
Construction Administration Services 2026 to 2028	-	300,000	300,000	300,000	-	-	900,000	Voted 2019 Debt - Sanitary
Construction Administration Services 2029 to 2031	-	-	-	-	300,000	120,000	420,000	Voted 2019 Debt - Sanitary
DSR 147 Overflow Pipe Raise - 5th by Northwest Blueprint Area	-	-	-	8,572	103,366	-	111,938	Voted 2019 Debt - Sanitary
DSR 148 Overflow Pipe Raise - 5th by Northwest Blueprint Area	-	-	-	8,572	103,364	-	111,936	Voted 2019 Debt - Sanitary
DSR 149 Overflow Pipe Raise - 5th by Northwest Blueprint Area	-	-	-	8,572	103,366	-	111,938	Voted 2019 Debt - Sanitary
DSR 150 Overflow Pipe Raise - 5th by Northwest Blueprint Area	-	-	-	8,572	103,366	-	111,938	Voted 2019 Debt - Sanitary
Flow Split Reconfiguration - 5th by Northwest Blueprint Area	-	-	-	7,204	86,879	-	94,083	Voted 2019 Debt - Sanitary
Bulkhead of Oxley Road Relief Pipe - 5th by Northwest Blueprint Area	-	-	-	-	83,400	-	83,400	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	Voted 2016 Debt - Sanitary Sewer
DSR 328 Closure - Clintonville 3	-	-	-	-	-	95,251	95,251	Voted 2019 Debt - Sanitary
Bulkhead of 10" pipe from Worthington to Clintonville Main Trunk Sewer - Clintonville 2	-	-	38,000	-	-	-	38,000	Voted 2019 Debt - Sanitary
Remove Weir - Project ID 1 - North Linden 2	-	-	-	-	-	105,251	105,251	OWDA Direct Loan
Upsizing Sewer Pipes (Project ID 2) - Hilltop 2	-	-	-	-	-	73,920	73,920	OWDA Direct Loan
Upsizing Sewer Pipes (Project ID 3) - Hilltop 2	-	-	-	488,930	-	-	488,930	OWDA Direct Loan
Upsizing Sewer Pipes (Project ID 3) - Hilltop 2	-	-	-	-	100,000	-	100,000	Voted 2019 Debt - Sanitary

2025 - 2030 CAPITAL IMPROVEMENTS PROGRAM

DEPARTMENT PROJECT	2025	2026	2027	2028	2029	2030	Total Budget	Funding Source
Upsizing Sewer Pipes (Project ID 3) - Hilltop 2	-	-	-	-	-	3,422,512	3,422,512	WPCLF Loan
DSR 177 Closure - Miller Kelton Blueprint Area	-	95,251	-	-	-	-	95,251	Voted 2016 Debt - Sanitary Sewer
Flow Redirection - Plum Ridge	-	-	134,000	-	-	-	134,000	OWDA Direct Loan
Flow Redirection - Plum Ridge	-	-	-	-	67,000	-	67,000	Voted 2019 Debt - Sanitary
West Franklinton Area Sewer Reconfiguration	150,000	-	-	-	-	-	150,000	OWDA Direct Loan
West Franklinton Area Sewer Reconfiguration	-	1,650,000	-	-	-	-	1,650,000	WPCLF Loan
Upsizing Sewer Pipes Project ID 2 Near South	-	250,000	-	-	-	-	250,000	OWDA Direct Loan
Upsizing Sewer Pipes Project ID 2 Near South	6,555,000	-	-	-	-	-	6,555,000	WPCLF Loan
Upsizing Sewer Pipes Project ID 3 Near South	575,000	-	-	-	-	-	575,000	WPCLF Loan
Blueprint Miller Kelton - Newton/Bedford	2,000,000	-	-	-	-	-	2,000,000	WPCLF Loan
Blueprint Miller Kelton - Kelton/Fairwood	7,500,000	-	-	-	-	-	7,500,000	WPCLF Loan
Blueprint 5th Ave by Northwest - Edgehill / Meadow	5,875,000	-	-	-	-	-	5,875,000	WPCLF Loan
Blueprint 5thxNorthwest - Sunrise/Glenn Permeable Pavement	3,680,000	-	-	-	-	-	3,680,000	WPCLF Loan
Blueprint Winthrop / Milton Area Integrated Solutions	150,000	-	-	-	-	-	150,000	Voted 2016 Debt - Sanitary Sewer
Blueprint Winthrop / Milton Area Integrated Solutions	4,400,000	-	-	-	-	-	4,400,000	WPCLF Loan
Blueprint Fredonia / Piedmont Area Integrated Solutions	250,000	-	-	-	-	-	250,000	Voted 2016 Debt - Sanitary Sewer
Blueprint Fredonia / Piedmont Area Integrated Solutions	800,000	8,000,000	-	-	-	-	8,800,000	WPCLF Loan
Blueprint Tulane / Findley Area Integrated Solutions	200,000	-	-	-	-	-	200,000	OWDA Direct Loan
Blueprint Tulane / Findley Area Integrated Solutions	-	8,000,000	-	-	-	-	8,000,000	WPCLF Loan
Blueprint Milford / Summit Area Integrated Solutions	4,500,000	-	-	-	-	-	4,500,000	WPCLF Loan
Walhalla Ravine Stream Restoration	1,880,000	-	-	-	-	-	1,880,000	WPCLF Loan
Leland / Highland Area Integrated Solutions	514,285	665,000	-	300,000	-	-	1,479,285	OWDA Direct Loan
Leland / Highland Area Integrated Solutions	-	-	50,000	-	-	-	50,000	Voted 2019 Debt - Sanitary
Leland / Highland Area Integrated Solutions	-	-	-	5,869,670	-	-	5,869,670	WPCLF Loan
Crosswell / Beaumont Area Integrated Solutions	-	-	100,000	-	-	-	100,000	Voted 2019 Debt - Sanitary
Crosswell / Beaumont Area Integrated Solutions	1,177,166	500,000	-	10,565,530	-	-	12,242,696	WPCLF Loan
Jeffrey / Sellers Area Integrated Solutions	-	-	25,000	-	-	-	25,000	Voted 2019 Debt - Sanitary
Jeffrey / Sellers Area Integrated Solutions	1,125,000	500,000	-	10,263,665	-	-	11,888,665	WPCLF Loan
Blueprint Hilltop 4 - Highland / Harris	9,245,000	-	-	-	-	-	9,245,000	WPCLF Loan
Blueprint W. Franklinton - Yale / Edwin	100,000	-	-	-	-	-	100,000	OWDA Direct Loan
Blueprint W. Franklinton - Yale / Edwin	-	-	7,250,000	-	200,000	-	7,450,000	WPCLF Loan
Blueprint W. Franklinton - Green / Glenwood	-	175,000	-	-	-	-	175,000	OWDA Direct Loan
Blueprint W. Franklinton - Green / Glenwood	-	-	500,000	7,000,000	-	-	7,500,000	WPCLF Loan
Blueprint Near South - Morrill/Ann Area Integrated Solutions	-	-	50,000	-	-	-	50,000	Voted 2019 Debt - Sanitary
Blueprint Near South - Morrill/Ann Area Integrated Solutions	699,140	-	4,112,315	-	-	-	4,811,455	WPCLF Loan
Blueprint Near South - Champion/Roberts Area Integrated Solutions	-	261,675	-	-	-	-	261,675	Voted 2016 Debt - Sanitary Sewer
Blueprint Near South - Champion/Roberts Area Integrated Solutions	699,140	-	5,280,200	-	-	-	5,979,340	WPCLF Loan
Lower Olentangy Watershed Stream Restorations	-	1,000,000	-	-	-	-	1,000,000	OWDA Direct Loan
Lower Olentangy Watershed Stream Restorations	600,000	4,600,000	-	-	-	-	5,200,000	WPCLF Loan
Blueprint Hilltop 1 Palmetto / Westgate Permeable Pavers	13,607,500	-	-	-	-	-	13,607,500	WPCLF Loan
Astor / Bernhard Integrated Solutions	543,541	-	100,000	-	-	-	643,541	OWDA Direct Loan
Astor / Bernhard Integrated Solutions	3,069,165	-	-	-	-	-	3,069,165	WPCLF Loan
Thurston / Grimsby Integrated Solutions	-	-	119,405	-	-	-	119,405	OWDA Direct Loan
Thurston / Grimsby Integrated Solutions	50,000	-	-	-	-	-	50,000	Voted 2016 Debt - Sanitary Sewer
Thurston / Grimsby Integrated Solutions	-	-	3,098,377	-	-	-	3,098,377	WPCLF Loan
Gertrude / Lattimer Integrated Solutions	1,342,221	-	-	-	-	-	1,342,221	OWDA Direct Loan
Gertrude / Lattimer Integrated Solutions	-	50,000	-	-	-	-	50,000	Voted 2016 Debt - Sanitary Sewer
Gertrude / Lattimer Integrated Solutions	-	-	697,515	8,021,422	-	-	8,718,937	WPCLF Loan
Plum Ridge Integrated Solutions	-	-	-	-	525,000	-	525,000	OWDA Direct Loan
Plum Ridge Integrated Solutions	50,000	-	-	-	-	-	50,000	Voted 2016 Debt - Sanitary Sewer
Plum Ridge Integrated Solutions	-	-	2,251,095	-	-	-	2,251,095	WPCLF Loan
Blueprint Miller Kelton Newton / Bedford Permeable Pavers	10,000,000	-	-	-	-	-	10,000,000	WPCLF Loan
Blueprint Miller Kelton - Kent/Fairwood Permeable Pavers	10,000,000	-	-	-	-	-	10,000,000	WPCLF Loan

2025 - 2030 CAPITAL IMPROVEMENTS PROGRAM

DEPARTMENT PROJECT	2025	2026	2027	2028	2029	2030	Total Budget	Funding Source
Roof Redirection - James Livingston 5 Blueprint Area	-	-	-	-	13,305,600	-	13,305,600	WPCLF Loan
Roof Redirection - Plum Ridge Blueprint Area	-	-	-	-	2,581,828	-	2,581,828	WPCLF Loan
Roof Redirection - 5th by Northwest, Phase 1	-	-	-	-	-	3,189,600	3,189,600	WPCLF Loan
Blueprint Hilltop 1 Palmetto / Westgate Roof Redirection Project 1	-	-	3,998,000	-	-	-	3,998,000	WPCLF Loan
Blueprint Hilltop 1 Palmetto / Westgate Roof Redirection Project 2	-	-	3,998,000	-	-	-	3,998,000	WPCLF Loan
Blueprint Hilltop 1 Eureka / Fremont Roof Redirection Project 5	-	-	-	3,998,000	-	-	3,998,000	WPCLF Loan
Blueprint Hilltop 1 Eureka / Fremont Roof Redirection Project 6	-	-	3,998,000	-	-	-	3,998,000	WPCLF Loan
Roof Redirection - Hilltop 4, Phase 1	-	-	-	-	-	3,539,000	3,539,000	WPCLF Loan
Roof Redirection - Hilltop 4, Phase 2	-	-	-	-	-	3,539,000	3,539,000	WPCLF Loan
Blueprint Miller-Kelton Newton / Bedford Roof Redirection Project 1	-	-	-	3,196,000	-	-	3,196,000	WPCLF Loan
Blueprint Miller-Kelton Fairwood / Kent Roof Redirection Project 3	-	-	-	5,448,626	-	-	5,448,626	WPCLF Loan
BP Near South Roof Redirection 1	-	-	-	-	3,719,000	-	3,719,000	WPCLF Loan
BP Near South Roof Redirection 2	-	-	-	3,719,000	-	-	3,719,000	WPCLF Loan
Lateral Lining - West Franklinton Blueprint Area	-	-	-	-	-	18,481,938	18,481,938	WPCLF Loan
Lateral Lining - James Livingston 5 Blueprint area	-	-	-	16,453,450	13,000,000	-	29,453,450	WPCLF Loan
Lateral Lining - Plum Ridge Blueprint area	-	-	-	-	3,894,101	-	3,894,101	WPCLF Loan
Lateral Lining - Blueprint Clintonville 3 Project 1	-	8,873,000	-	-	-	-	8,873,000	WPCLF Loan
Lateral Lining - Blueprint Clintonville 3 Project 2	-	-	-	8,873,000	-	-	8,873,000	WPCLF Loan
Lateral Lining - Blueprint Clintonville 3 Project 3	-	-	8,873,000	-	-	-	8,873,000	WPCLF Loan
Lateral Lining - Blueprint Clintonville 3 Project 4	-	-	8,873,000	-	-	-	8,873,000	WPCLF Loan
Lateral Lining - Blueprint Clintonville 3 Project 5	-	-	-	6,691,000	-	-	6,691,000	WPCLF Loan
Lateral Lining - 5th by Northwest, Phase 1	-	7,046,625	-	-	-	-	7,046,625	WPCLF Loan
Blueprint Hilltop 1 Palmetto / Westgate Lateral Lining Project 1	6,918,000	-	-	-	-	-	6,918,000	WPCLF Loan
Blueprint Hilltop 1 Palmetto / Westgate Lateral Lining Project 2	6,918,000	-	-	-	-	-	6,918,000	WPCLF Loan
Blueprint Hilltop 1 Eureka / Fremont Lateral Lining Project 5	10,000,000	-	-	-	-	-	10,000,000	WPCLF Loan
Blueprint Hilltop 1 Eureka / Fremont Lateral Lining Project 6	11,290,000	-	-	-	-	-	11,290,000	WPCLF Loan
Lateral Lining - Hilltop 4, Phase 1	-	-	6,126,000	-	-	-	6,126,000	WPCLF Loan
Lateral Lining - Hilltop 4, Phase 2	-	-	6,126,000	-	-	-	6,126,000	WPCLF Loan
Blueprint Miller-Kelton Newton / Bedford Lateral Lining Project 1	-	8,349,000	-	-	-	-	8,349,000	WPCLF Loan
Blueprint Miller-Kelton Fairwood / Kent Lateral Lining Project 3	-	8,218,015	-	-	-	-	8,218,015	WPCLF Loan
BP Near South Lateral Lining 1	-	-	839,000	5,597,000	-	-	6,436,000	WPCLF Loan
BP Near South Lateral Lining 2	-	-	-	6,436,000	-	-	6,436,000	WPCLF Loan
Mainline Lining - Clintonville 2 Blueprint Area	8,275,000	675,000	-	-	-	-	8,950,000	WPCLF Loan
Mainline Lining - North Linden 2 Blueprint Area	-	-	-	16,162,895	1,250,000	-	17,412,895	WPCLF Loan
Mainline Lining - Hilltop 2 Blueprint Area	-	8,780,552	-	-	-	-	8,780,552	WPCLF Loan
Mainline Lining - Near East	-	-	-	-	-	9,699,434	9,699,434	WPCLF Loan
Mainline Lining - James Livingston 3 Blueprint Area	-	-	-	-	24,848,565	-	24,848,565	WPCLF Loan
Mainline Lining - James Livingston 1	-	-	-	-	-	6,694,753	6,694,753	WPCLF Loan
Volunteer Sump Pump Program - North Linden 2 Blueprint Area	-	-	-	-	-	232,000	232,000	Voted 2019 Debt - Sanitary
Volunteer Sump Pump Program - North Linden 2 Blueprint Area	-	-	-	-	-	2,323,391	2,323,391	WPCLF Loan
Volunteer Sump Pump Program "2022"	1,150,000	-	-	-	-	-	1,150,000	Voted 2016 Debt - Sanitary Sewer
Blueprint Volunteer Sump Pump 2026	-	1,775,000	1,775,000	1,775,000	-	-	5,325,000	Voted 2019 Debt - Sanitary
Blueprint Volunteer Sump Pump 2029	-	-	-	-	1,775,000	1,775,000	3,550,000	Voted 2019 Debt - Sanitary
Volunteer Sump Pump Program - Blueprint 5th by Northwest	-	462,875	-	-	-	-	462,875	Voted 2016 Debt - Sanitary Sewer
Volunteer Sump Pump Program - Blueprint West Franklinton, Phase 1	373,500	-	-	-	-	-	373,500	Voted 2016 Debt - Sanitary Sewer
Volunteer Sump Pump Program - Blueprint West Franklinton, Phase 2	-	-	-	-	667,000	-	667,000	Voted 2019 Debt - Sanitary
Volunteer Sump Pump Program - Blueprint West Franklinton, Phase 3	-	-	-	-	-	962,780	962,780	Voted 2019 Debt - Sanitary
Blueprint Hilltop/Miller Kelton Professional Construction Management Services	800,000	1,100,000	-	-	-	-	1,900,000	OWDA Direct Loan
Address Hydraulic Issues - Plum Ridge	-	-	-	43,600	-	21,800	65,400	Voted 2019 Debt - Sanitary
Scioto Main Sanitary Pump Stations	-	4,700,000	-	-	-	-	4,700,000	WPCLF Loan
Scioto Main Sanitary Trunk Sewer Rehabilitation	-	-	-	100,000	-	-	100,000	Voted 2019 Debt - Sanitary
Scioto Main Sanitary Trunk Sewer Rehabilitation	-	-	-	-	-	24,084,000	24,084,000	WPCLF Loan
HSTS Elimination Program	-	-	-	800,000	800,000	800,000	2,400,000	OWDA Direct Loan

2025 - 2030 CAPITAL IMPROVEMENTS PROGRAM

DEPARTMENT PROJECT	2025	2026	2027	2028	2029	2030	Total Budget	Funding Source
HSTS Elimination Program	-	-	-	-	2,800,000	2,800,000	5,600,000	WPCLF Loan
Community Park / Maple Canyon HSTS Elimination Project	160,000	-	-	-	-	-	160,000	OWDA Direct Loan
Community Park / Maple Canyon HSTS Elimination Project	1,500,000	-	-	-	-	-	1,500,000	WPCLF Loan
Olentangy River Rd / Snouffer Rd HSTS Elimination Project	-	-	150,000	-	-	-	150,000	Voted 2019 Debt - Sanitary
Olentangy River Rd / Snouffer Rd HSTS Elimination Project	-	800,000	-	3,500,000	-	-	4,300,000	WPCLF Loan
Sunbury Rd / Mock Rd HSTS Elimination Project	5,700,000	-	-	-	-	-	5,700,000	WPCLF Loan
Spangler Rd / Williams Rd HSTS Elimination Project	550,000	-	-	-	-	-	550,000	OWDA Direct Loan
Spangler Rd / Williams Rd HSTS Elimination Project	-	150,000	-	-	-	-	150,000	Voted 2016 Debt - Sanitary Sewer
Spangler Rd / Williams Rd HSTS Elimination Project	-	-	3,300,000	-	-	-	3,300,000	WPCLF Loan
Lockbourne Rd / Williams Rd HSTS Elimination Project	-	-	150,000	-	-	-	150,000	Voted 2019 Debt - Sanitary
Lockbourne Rd / Williams Rd HSTS Elimination Project	-	-	800,000	800,000	4,000,000	-	5,600,000	WPCLF Loan
Clinton Sewer District Number 3 - OSU Carmenton District Sewer Extension	10,375,000	-	-	-	-	-	10,375,000	WPCLF Loan
DOSD Specialized Vehicle/Equipment	-	2,000,000	-	-	-	-	2,000,000	Voted 2016 Debt - Sanitary Sewer
Subtotal - SANITARY SEWERS	**471,854,154**	**547,261,784**	**463,569,807**	**595,491,880**	**584,893,388**	**217,283,630**	**2,880,354,643**	
ELECTRICITY								
UIRF Funded Street Lighting Projects (Urban Infrastructure Recovery Fund)	530,000	530,000	530,000	530,000	530,000	530,000	3,180,000	Councilmanic ITSA Supported
69-2 Circuit Improvements	1,600,000	-	-	-	-	-	1,600,000	Voted 2019 Debt - Electricity
Conversion to 3 Wire	500,000	-	-	-	-	-	500,000	Voted 2019 Debt - Electricity
Furnace St. Substation DT-1 Transformer Replacement	2,000,000	-	-	-	-	-	2,000,000	Voted 2019 Debt - Electricity
GENERAL ENGINEERING CONTRACT 2024-2026	1,500,000	-	-	-	-	-	1,500,000	Voted 2019 Debt - Electricity
Smart Lighting Phase Two	3,759,226	-	-	-	-	-	3,759,226	Voted 2019 Debt - Electricity
Circuit 23 Street Lighting Improvements	1,738,000	-	-	-	-	-	1,738,000	Voted 2019 Debt - Electricity
Circuit 79 Street Lighting Improvements	1,127,960	-	-	-	-	-	1,127,960	Voted 2019 Debt - Electricity
Furnace Substation - 138kV Interconnection	3,004,313	-	-	-	-	-	3,004,313	Voted 2019 Debt - Electricity
Subtotal - ELECTRICITY	**15,759,499**	**530,000**	**530,000**	**530,000**	**530,000**	**530,000**	**18,409,499**	
WATER								
Misc. Erosion Control	-	400,000	500,000	-	723,109	-	1,623,109	Voted 2019 Debt - Water
Misc. Erosion Control	-	-	-	-	676,891	-	676,891	Voted 2022 Debt - Water
Misc. Erosion Control - Hoover (Sunbury Rd)	100,000	800,000	-	-	-	-	900,000	Voted 2019 Debt - Water
Miscellaneous Water Facilities	100,000	100,000	100,000	100,000	-	-	400,000	Voted 2019 Debt - Water
Miscellaneous Water Facilities	-	-	-	-	100,000	100,000	200,000	Voted 2022 Debt - Water
910 Dublin Road Garage Roof Replacement	2,500,000	-	-	-	-	-	2,500,000	OWDA Direct Loan
Rinehart Public Utilities Complex Exterior Site Improvements - Ph. 2	-	-	-	500,000	-	-	500,000	Voted 2019 Debt - Water
Rinehart Public Utilities Complex Exterior Site Improvements - Ph. 2	-	-	-	-	-	6,800,000	6,800,000	Voted 2022 Debt - Water
Water Main Rehabilitation	-	500,000	500,000	3,350,000	-	-	4,350,000	Voted 2019 Debt - Water
Water Main Rehabilitation	-	-	-	-	4,000,000	4,000,000	8,000,000	Voted 2022 Debt - Water
Water Main Rehabilitation	14,925,000	31,000,000	69,000,000	91,000,000	106,000,000	116,000,000	427,925,000	WSRLA Loan
Aragon Avenue Area Water Line Improvements	4,950,000	-	-	-	-	-	4,950,000	WSRLA Loan
Livingston Ave Phase B W.L. Imp's	-	-	-	-	230,000	-	230,000	OWDA Direct Loan
Transite Pipe Replacement	5,450,000	-	-	-	-	-	5,450,000	OWDA Direct Loan
Newton/Bedford WL Imp's	60,000	-	-	-	-	-	60,000	Voted 2019 Debt - Water
Newton/Bedford WL Imp's	824,142	-	-	-	-	-	824,142	WSRLA Loan
Sawmill Place Blvd. Area WL Imp's	4,450,000	-	-	-	-	-	4,450,000	OWDA Direct Loan
Bluefield Drive Area Water Line Imp's	5,850,000	-	-	-	-	-	5,850,000	WSRLA Loan
Lexington Ave. Area Water Line Imp's (fka #74)	3,450,000	-	-	-	-	-	3,450,000	WSRLA Loan
Jermain Dr. Area Water Line Imp's (fka #75)	4,685,000	-	-	-	-	-	4,685,000	WSRLA Loan
Heyl Ave. Area Water Line Imp's (fka #76)	5,050,000	-	-	-	-	-	5,050,000	WSRLA Loan
Athens Ave. & Rumsey Rd. Area WL Imp's (fka #77)	4,991,751	-	-	-	-	-	4,991,751	WSRLA Loan
Kenwick Rd. Area WL Imp's (fka #78)	5,066,918	-	-	-	-	-	5,066,918	WSRLA Loan
Velma Ave. Area WL Imp's (fka #79)	5,350,000	-	-	-	-	-	5,350,000	WSRLA Loan
Barnett Road Water Main Imp's	450,000	-	-	-	-	-	450,000	OWDA Direct Loan

2025 - 2030 CAPITAL IMPROVEMENTS PROGRAM

DEPARTMENT PROJECT	2025	2026	2027	2028	2029	2030	Total Budget	Funding Source
Kent-Fairwood Area Water Line Improvements	800,000	-	-	-	-	-	800,000	WSRLA Loan
Palmetto/Westgate Water Line Improvements	3,400,000	-	-	-	-	-	3,400,000	WSRLA Loan
John Glenn Ave Area Water Main Extension	150,000	-	-	-	-	-	150,000	OWDA Direct Loan
Chesapeake Ave Area Water Line Improvements	-	5,050,000	-	-	-	-	5,050,000	WSRLA Loan
Youngs Drive Area Water Line Improvements	-	4,000,000	-	-	-	-	4,000,000	WSRLA Loan
Shamrock Drive Area Water Line Improvements	-	4,000,000	-	-	-	-	4,000,000	WSRLA Loan
N. Sixth Street & E. Third Avenue WL Imp's	560,000	-	-	-	-	-	560,000	WSRLA Loan
South Eureka Ave. Water Line Improvements	287,500	-	-	-	-	-	287,500	OWDA Direct Loan
5th Ave by Northwest - Edgehill / Meadow WL Imp's	1,150,000	-	-	-	-	-	1,150,000	WSRLA Loan
Gault Street Water Line Improvements	165,000	-	-	-	-	-	165,000	OWDA Direct Loan
Chittenden Ave Area Water Line Improvements	-	5,050,000	-	-	-	-	5,050,000	WSRLA Loan
Yale Avenue Area Water Line Improvements	-	4,500,000	-	-	-	-	4,500,000	WSRLA Loan
Ann Street Area Water Line Improvements	-	4,500,000	-	-	-	-	4,500,000	WSRLA Loan
Project No.86 W.M. Replacement	300,000	-	-	-	-	-	300,000	OWDA Direct Loan
Project No.86 W.M. Replacement	-	-	4,500,000	-	-	-	4,500,000	WSRLA Loan
Project No.87 W.M. Replacement	300,000	-	-	-	-	-	300,000	OWDA Direct Loan
Project No.87 W.M. Replacement	-	-	4,500,000	-	-	-	4,500,000	WSRLA Loan
Project No.88 W.M. Replacement	300,000	-	-	-	-	-	300,000	OWDA Direct Loan
Project No.88 W.M. Replacement	-	-	4,500,000	-	-	-	4,500,000	WSRLA Loan
Project No.89 W.M. Replacement	300,000	-	-	-	-	-	300,000	OWDA Direct Loan
Project No.89 W.M. Replacement	-	-	4,500,000	-	-	-	4,500,000	WSRLA Loan
Project No.90 W.M. Replacement	300,000	-	-	-	-	-	300,000	OWDA Direct Loan
Project No.90 W.M. Replacement	-	-	4,500,000	-	-	-	4,500,000	WSRLA Loan
Project No.91 W.M. Replacement	300,000	-	-	-	-	-	300,000	OWDA Direct Loan
Project No.91 W.M. Replacement	-	-	4,500,000	-	-	-	4,500,000	WSRLA Loan
Project No.92 W.M. Replacement	300,000	-	-	-	-	-	300,000	OWDA Direct Loan
Project No.92 W.M. Replacement	-	-	4,500,000	-	-	-	4,500,000	WSRLA Loan
Project No.93 W.M. Replacement	300,000	-	-	-	-	-	300,000	OWDA Direct Loan
Project No.93 W.M. Replacement	-	-	4,500,000	-	-	-	4,500,000	WSRLA Loan
Project No. 94 W.M. Replacement	300,000	-	-	-	-	-	300,000	OWDA Direct Loan
Project No. 94 W.M. Replacement	-	-	4,500,000	-	-	-	4,500,000	WSRLA Loan
N. Chesterfield Road Water Line Improvements	230,000	-	-	-	-	-	230,000	OWDA Direct Loan
South High Street & I270 Area Water Line Improvements Phase I	1,380,000	-	-	-	-	-	1,380,000	WSRLA Loan
E. Livingston Ave 16-Inch Water Main Improvements	-	6,850,000	-	-	-	-	6,850,000	WSRLA Loan
O'Shaughnessy Dam 9th FERC Independent Consultant Review	100,000	-	-	-	-	-	100,000	OWDA Direct Loan
DRWP Miscellaneous Improvements	160,000	175,000	150,000	150,000	-	-	635,000	Voted 2019 Debt - Water
DRWP Miscellaneous Improvements	-	-	-	-	150,000	150,000	300,000	Voted 2022 Debt - Water
DRWP Lubricant Storage Building	273,651	-	-	-	-	-	273,651	Voted 2019 Debt - Water
DRWP Tunnel Repair	2,000,000	-	-	-	-	-	2,000,000	WSRLA Loan
HCWP Misc. Improvements	150,000	150,000	150,000	150,000	-	-	600,000	Voted 2019 Debt - Water
HCWP Misc. Improvements	-	-	-	-	150,000	150,000	300,000	Voted 2022 Debt - Water
HCWP Misc. Imp's - Raw Water Screen Replacement	-	1,300,000	7,700,000	-	-	-	9,000,000	WSRLA Loan
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	-	-	500,000	-	-	-	500,000	OWDA Direct Loan
PAWP Facility Misc. Improvements	150,000	150,000	150,000	150,000	-	-	600,000	Voted 2019 Debt - Water
PAWP Facility Misc. Improvements	-	-	-	-	5,000,000	150,000	5,150,000	Voted 2022 Debt - Water
PAWP Misc. Imp's - Chemical Storage Tank Imp's	-	750,000	-	-	-	-	750,000	Voted 2019 Debt - Water
PAWP Control Room and Laboratory Renovation	4,500,000	-	-	-	-	-	4,500,000	WSRLA Loan
McKinley Avenue Quarry Misc. Improvements 2021	-	-	-	2,500,000	-	-	2,500,000	OWDA Direct Loan
Automatic Meter Reading	1,200,000	1,200,000	-	-	-	-	2,400,000	Voted 2019 Debt - Water
Watershed Roadway Improvements - Part 6	-	750,000	-	-	-	-	750,000	Voted 2019 Debt - Water
HCWP Pump Improvements	225,000	225,000	250,000	250,000	250,000	250,000	1,450,000	OWDA Direct Loan

2025 - 2030 CAPITAL IMPROVEMENTS PROGRAM

DEPARTMENT PROJECT	2025	2026	2027	2028	2029	2030	Total Budget	Funding Source
Water Meter Renew al	-	-	-	3,000,000	-	-	3,000,000	Voted 2019 Debt - Water
Water Meter Renew al	-	-	-	-	3,000,000	3,500,000	6,500,000	Voted 2022 Debt - Water
Valve Renew al Program	-	2,000,000	-	4,000,000	-	-	6,000,000	Voted 2019 Debt - Water
Watershed Misc. Improv. Facilities	250,000	125,000	150,000	150,000	-	-	675,000	Voted 2019 Debt - Water
Watershed Misc. Improv. Facilities	-	-	-	-	150,000	150,000	300,000	Voted 2022 Debt - Water
Griggs Dam - Spillw ay, Abutment and Scour Mitigation Imp's	-	-	-	750,000	-	-	750,000	Voted 2019 Debt - Water
Griggs Dam - Spillw ay, Abutment and Scour Mitigation Imp's	-	-	-	-	5,250,000	-	5,250,000	Voted 2022 Debt - Water
Hoover Dam Imp's - Part 2	10,850,000	-	-	-	-	-	10,850,000	OWDA Direct Loan
Watershed Misc. Imp's - Hoover Maintenance Complex Fuel System	-	-	-	-	1,250,000	-	1,250,000	Voted 2022 Debt - Water
Watershed Protection Easements	50,000	50,000	50,000	50,000	-	-	200,000	Voted 2019 Debt - Water
Watershed Protection Easements	-	-	-	-	50,000	50,000	100,000	Voted 2022 Debt - Water
Gen'l Eng. Svcs - Supply Group 2021A	450,000	-	-	-	-	-	450,000	Voted 2016 Debt - Water
Gen'l Eng. Svcs - Supply Group 2021B	450,000	-	-	-	-	-	450,000	Voted 2016 Debt - Water
Misc. Booster Station and Water Tank Imp's	1,200,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	11,200,000	WSRLA Loan
Indianola Booster Station Demolition	115,000	-	-	-	-	-	115,000	Voted 2016 Debt - Water
Morrison Booster Station Improvements	40,000	-	-	-	-	-	40,000	Voted 2016 Debt - Water
Morrison Booster Station Improvements	1,058,149	-	-	-	-	-	1,058,149	WSRLA Loan
Wilson Bridge Booster Station Improvements	800,000	-	-	-	-	-	800,000	WSRLA Loan
Rome-Hilliard Tank Site Improvements	700,000	-	-	-	-	-	700,000	OWDA Direct Loan
Fisher Road Booster Station Site Improvements	-	190,000	-	-	-	-	190,000	Voted 2019 Debt - Water
Water Storage Tank Painting	-	2,950,000	2,950,000	2,950,000	-	-	8,850,000	Voted 2019 Debt - Water
Water Storage Tank Painting	-	-	-	-	2,950,000	2,950,000	5,900,000	Voted 2022 Debt - Water
E. Broad South Tank Painting Improvements	260,000	-	-	-	-	-	260,000	Voted 2016 Debt - Water
E. Broad South Tank Painting Improvements	893,240	-	-	-	-	-	893,240	Voted 2019 Debt - Water
HCWP Window Replacement	-	-	-	6,000,000	-	-	6,000,000	Voted 2019 Debt - Water
Fourth Water Plant Transmission Main	1,000,000	1,000,000	3,000,000	-	-	-	5,000,000	OWDA Direct Loan
Fourth Water Plant Transmission Main	-	322,500,000	-	69,250,000	-	287,500,000	679,250,000	WSRLA Loan
Broadview Road 30-Inch Transmission Main	-	-	9,250,000	-	-	-	9,250,000	WSRLA Loan
Hudson Street / Arcadia Avenue 24-Inch Transmission Main	250,000	250,000	-	-	-	-	500,000	OWDA Direct Loan
Hudson Street / Arcadia Avenue 24-Inch Transmission Main	-	250,000	5,200,000	-	-	-	5,450,000	WSRLA Loan
Professional Construction Management (PCM) - 4th Water Plant Transmission Main	-	-	28,000,000	-	-	-	28,000,000	WSRLA Loan
Morse Road 48-Inch Transmission Main Low ering	1,150,000	-	-	-	-	-	1,150,000	WSRLA Loan
Asset Management Program Development - DOW	500,000	500,000	500,000	400,000	-	-	1,900,000	Voted 2019 Debt - Water
Asset Management Program Development - DOW	-	-	-	-	300,000	300,000	600,000	Voted 2022 Debt - Water
HCWP Sludge Line Replacement - Part 2	-	-	750,000	1,750,000	-	16,500,000	19,000,000	WSRLA Loan
Water Main Repair	1,250,000	-	1,250,000	-	-	-	2,500,000	Voted 2019 Debt - Water
Water Main Repair	-	-	-	-	1,250,000	-	1,250,000	Voted 2022 Debt - Water
Water Distribution System SCADA Improvements	15,800,000	-	-	-	-	-	15,800,000	WSRLA Loan
Fire Hydrant Repairs (non R & R)	1,250,000	-	1,250,000	-	-	-	2,500,000	Voted 2019 Debt - Water
Fire Hydrant Repairs (non R & R)	-	-	-	-	1,250,000	-	1,250,000	Voted 2022 Debt - Water
Gen'l Engineering Services - Distribution Group	-	600,000	600,000	600,000	-	-	1,800,000	Voted 2019 Debt - Water
Gen'l Engineering Services - Distribution Group	-	-	-	-	600,000	600,000	1,200,000	Voted 2022 Debt - Water
2023 - 2025 Gen'l Engineering Services - Distribution Group	600,000	-	-	-	-	-	600,000	Voted 2016 Debt - Water
Morse District 2 MG Elevated Storage Tank	250,000	250,000	-	-	-	-	500,000	OWDA Direct Loan
Morse District 2 MG Elevated Storage Tank	250,000	9,750,000	-	-	-	-	10,000,000	WSRLA Loan
Parsons District 2 MG Elevated Water Storage Tank	-	250,000	750,000	-	250,000	-	1,250,000	OWDA Direct Loan
Parsons District 2 MG Elevated Water Storage Tank	-	-	-	-	9,750,000	-	9,750,000	WSRLA Loan
Condition Assessment Program	-	1,500,000	-	1,500,000	-	1,500,000	4,500,000	WSRLA Loan
Residuals Management Plan Update - Pt. 2	500,000	-	-	-	-	-	500,000	Voted 2016 Debt - Water
General CA/CI for Water Projects	-	300,000	300,000	300,000	-	-	900,000	Voted 2019 Debt - Water
General CA/CI for Water Projects	-	-	-	-	300,000	300,000	600,000	Voted 2022 Debt - Water
General Construction (CA-CI) for 2023, 2024, 2025	300,000	-	-	-	-	-	300,000	Voted 2016 Debt - Water
Plant Drain & Water System Imp's	900,000	-	-	-	-	-	900,000	OWDA Direct Loan

2025 - 2030 CAPITAL IMPROVEMENTS PROGRAM

DEPARTMENT PROJECT	2025	2026	2027	2028	2029	2030	Total Budget	Funding Source
Plant Drain & Water System Imp's	7,750,000	-	-	-	-	-	7,750,000	WSRLA Loan
PAWP Plant Drain & Water System Imp's	750,000	-	-	-	-	-	750,000	WSRLA Loan
Laboratory Upgrades	350,000	-	-	-	-	-	350,000	Voted 2016 Debt - Water
Dam Engineering Services (DES) CT2	200,000	200,000	200,000	-	-	-	600,000	Voted 2019 Debt - Water
DRWP Clearw ell Improvements	-	-	-	-	400,000	2,200,000	2,600,000	WSRLA Loan
DRWP Auxiliary Pump Station Imp's	-	-	-	-	800,000	500,000	1,300,000	WSRLA Loan
PAWP Building Improvements	-	-	300,000	600,000	4,000,000	-	4,900,000	WSRLA Loan
HCWP Clearw ell Improvements	-	-	-	100,000	-	-	100,000	Voted 2019 Debt - Water
HCWP Clearw ell Improvements	-	-	-	-	-	600,000	600,000	Voted 2022 Debt - Water
HCWP Clearw ell Improvements	-	-	-	-	-	3,000,000	3,000,000	WSRLA Loan
PAWP Lagoon Sludge Removal	-	-	200,000	-	-	-	200,000	Voted 2019 Debt - Water
Elevator Improvements	2,000,000	-	-	-	-	-	2,000,000	Voted 2016 Debt - Water
Watershed Signage Master Plan	100,000	-	150,000	-	-	-	250,000	Voted 2019 Debt - Water
Electrical Pow er System Studies	350,000	-	-	-	-	-	350,000	Voted 2016 Debt - Water
DRWP Intake Screen Replacement	-	-	-	300,000	-	150,000	450,000	OWDA Direct Loan
DRWP Intake Screen Replacement	-	-	-	-	-	1,250,000	1,250,000	WSRLA Loan
PAWP Treatment Residuals Disposal Improvements	3,000,000	-	60,000,000	-	-	-	63,000,000	WSRLA Loan
PAWP Wellfield Development	1,250,000	-	-	-	-	-	1,250,000	OWDA Direct Loan
DOW Perimeter Fence Improvements	750,000	-	-	-	-	-	750,000	Voted 2016 Debt - Water
Large Diameter Valve Replacement	-	-	275,000	825,000	-	-	1,100,000	OWDA Direct Loan
Large Diameter Valve Replacement	-	-	-	3,600,000	-	-	3,600,000	WSRLA Loan
Upground Reservoir Embankment Repairs	-	500,000	-	-	-	-	500,000	Voted 2019 Debt - Water
Watershed Boathouse Improvements	-	350,000	600,000	5,200,000	-	-	6,150,000	Voted 2019 Debt - Water
Professional Construction Management (PCM) - 2018	300,000	-	-	-	-	-	300,000	Voted 2016 Debt - Water
Professional Construction Management (PCM) - 2020	7,500,000	3,000,000	-	-	-	-	10,500,000	Voted 2019 Debt - Water
Professional Construction Management (PCM) - 2023	10,000,000	8,000,000	3,000,000	-	-	-	21,000,000	Voted 2019 Debt - Water
Professional Construction Management (PCM) - 4th Water Plant	-	-	-	30,000,000	-	-	30,000,000	WSRLA Loan
Large Diameter Valve Replacement Program	-	-	4,000,000	-	4,000,000	-	8,000,000	Voted 2019 Debt - Water
Large Diameter Valve Replacement Part 4	3,250,000	-	-	-	-	-	3,250,000	Voted 2016 Debt - Water
PAWP Filter Console Replacement	-	-	800,000	600,000	4,000,000	-	5,400,000	WSRLA Loan
Pickaw ay County Wellfield Development	-	1,500,000	2,800,000	1,500,000	61,300,000	-	67,100,000	WSRLA Loan
PAWP Wellfield Development - Well #XXX	-	500,000	-	-	-	-	500,000	OWDA Direct Loan
PAWP Wellfield Development - Well #XXX	3,100,000	1,500,000	10,000,000	-	-	-	14,600,000	WSRLA Loan
Fourth Water Plant	974,000,000	-	18,000,000	8,000,000	-	-	1,000,000,000	WSRLA Loan
Home Road Water Plant - Fiber Extension	1,500,000	-	-	-	-	-	1,500,000	OWDA Direct Loan
HCWP Polymer Feed Improvements	-	-	600,000	-	300,000	-	900,000	OWDA Direct Loan
HCWP Polymer Feed Improvements	-	-	-	-	2,500,000	-	2,500,000	WSRLA Loan
PAWP Pump Improvements	150,000	150,000	160,000	160,000	160,000	175,000	955,000	OWDA Direct Loan
HCWP Caustic System Improvements	-	-	-	-	350,000	600,000	950,000	OWDA Direct Loan
HCWP Laboratory Improvements	-	-	-	-	-	300,000	300,000	Voted 2022 Debt - Water
DRWP Pump Improvements	200,000	200,000	225,000	225,000	225,000	250,000	1,325,000	OWDA Direct Loan
HCWP Softening Basin Sludge Removal Improvements	450,000	-	-	-	-	-	450,000	OWDA Direct Loan
HCWP Softening Basin Sludge Removal Improvements	-	700,000	8,000,000	-	-	-	8,700,000	WSRLA Loan
HCWP LOX Piping Improvements	-	100,000	-	-	-	-	100,000	OWDA Direct Loan
HCWP Filter Building Concrete Improvements	-	-	-	800,000	2,250,000	-	3,050,000	WSRLA Loan
Overall Engineering Services	1,000,000	-	-	-	-	-	1,000,000	Voted 2016 Debt - Water
DRWP GAC Improvements	3,500,000	7,500,000	141,000,000	5,500,000	-	-	157,500,000	WSRLA Loan
Upground Reservoirs R1 & R3 - Engineering Services	5,000,000	7,000,000	-	-	7,500,000	6,500,000	26,000,000	OWDA Direct Loan
Upground Reservoir - Site 3	-	-	-	-	140,000,000	-	140,000,000	OWDA Direct Loan
Upground Reservoirs R1 & R3 - Raw Water Lines	-	-	-	-	-	8,000,000	8,000,000	OWDA Direct Loan
Lead Service Line Replacement Program	-	5,650,000	-	5,650,000	-	-	11,300,000	WSRLA Loan
Home Road Marina Maintenance	250,000	-	-	-	-	-	250,000	Voted 2019 Debt - Water
O'Shaughnessy Dam 10th FERC Independent Consultant Review	-	-	-	-	750,000	150,000	900,000	Voted 2022 Debt - Water

2025 - 2030 CAPITAL IMPROVEMENTS PROGRAM

DEPARTMENT PROJECT	2025	2026	2027	2028	2029	2030	Total Budget	Funding Source
Watershed Master Plan Update	-	1,500,000	-	-	-	-	1,500,000	Voted 2019 Debt - Water
Gen'l Eng. Svcs - Supply Group 2024A	450,000	450,000	450,000	-	-	-	1,350,000	Voted 2019 Debt - Water
Gen'l Eng. Svcs - Supply Group 2024B	450,000	450,000	450,000	-	-	-	1,350,000	Voted 2019 Debt - Water
Gen'l Eng. Svcs - Supply Group 2027A	-	-	500,000	500,000	-	-	1,000,000	Voted 2019 Debt - Water
Gen'l Eng. Svcs - Supply Group 2027A	-	-	-	-	500,000	-	500,000	Voted 2022 Debt - Water
Gen'l Eng. Svcs - Supply Group 2027B	-	-	500,000	500,000	-	-	1,000,000	Voted 2019 Debt - Water
Gen'l Eng. Svcs - Supply Group 2027B	-	-	-	-	500,000	-	500,000	Voted 2022 Debt - Water
Gen'l Eng. Svcs - Supply Group 2030A	-	-	-	-	-	500,000	500,000	Voted 2022 Debt - Water
Gen'l Eng. Svcs - Supply Group 2030B	-	-	-	-	-	500,000	500,000	Voted 2022 Debt - Water
General Architectural Services - Division of Water - CT4	500,000	500,000	500,000	500,000	-	-	2,000,000	Voted 2019 Debt - Water
General Architectural Services - Division of Water - CT5	-	-	-	500,000	-	-	500,000	Voted 2019 Debt - Water
General Architectural Services - Division of Water - CT5	-	-	-	-	500,000	500,000	1,000,000	Voted 2022 Debt - Water
Dam Engineering Services (DES) - CT3	-	-	250,000	250,000	-	-	500,000	Voted 2019 Debt - Water
Dam Engineering Services (DES) - CT3	-	-	-	-	250,000	250,000	500,000	Voted 2022 Debt - Water
Electrical Systems Studies-CT2	1,000,000	-	-	-	-	-	1,000,000	Voted 2019 Debt - Water
Overall Engineering Services - CT2	1,000,000	1,000,000	1,000,000	-	-	-	3,000,000	Voted 2019 Debt - Water
DOW LED Upgrades	-	-	-	2,000,000	-	-	2,000,000	Voted 2019 Debt - Water
DOW Exterior LED Upgrades	-	-	1,500,000	-	-	-	1,500,000	Voted 2019 Debt - Water
DOW Electric Vehicle Charging Upgrades	800,000	2,750,000	6,250,000	-	-	-	9,800,000	Voted 2019 Debt - Water
DOW Solar Energy Installation	2,250,000	-	-	-	-	-	2,250,000	Voted 2016 Debt - Water
DOW Solar Energy Installation	-	63,750,000	3,500,000	-	-	-	67,250,000	WSRLA Loan
Professional Construction Management (PCM) - 2026	-	3,000,000	-	-	-	-	3,000,000	OWDA Direct Loan
Professional Construction Management (PCM) - 2026	-	-	5,000,000	8,000,000	8,000,000	5,000,000	26,000,000	WSRLA Loan
Professional Construction Management (PCM) - 2029	-	-	-	-	3,200,000	5,250,000	8,450,000	WSRLA Loan
Water Reuse Improvements Phase 1	-	10,000,000	-	21,000,000	233,000,000	10,000,000	274,000,000	WSRLA Loan
Subtotal - WATER	**1,162,100,351**	**536,165,000**	**446,660,000**	**287,160,000**	**620,115,000**	**488,625,000**	**3,540,825,351**	
Grand Total	**$ 1,893,455,214**	**$ 1,240,061,785**	**$ 1,093,963,957**	**$ 1,026,967,880**	**$ 1,337,428,388**	**$ 846,238,630**	**$ 7,438,115,854**	

2025-2030 CAPITAL IMPROVEMENTS PROGRAM
FUNDING SUMMARY BY DIVISION

DIVISION	2025	2026	2027	2028	2029	2030	Total Budget
Dev Administration	$ 2,820,000	$ 2,820,000	$ 2,820,000	$ 2,820,000	$ 2,820,000	$ 2,820,000	$ 16,920,000
Housing	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	10,800,000
Construction Management	50,175,000	5,175,000	5,175,000	5,175,000	5,175,000	5,175,000	76,050,000
Fleet Management	800,000	4,800,000	800,000	800,000	800,000	800,000	8,800,000
Facilities Management Division	3,950,000	3,950,000	3,950,000	3,950,000	3,950,000	3,950,000	23,700,000
Police	1,932,000	1,932,000	1,932,000	1,932,000	1,932,000	1,932,000	11,592,000
Fire	7,518,000	7,518,000	7,518,000	7,518,000	7,518,000	7,518,000	45,108,000
Transportation	45,261,000	45,261,000	45,261,000	45,261,000	45,261,000	45,261,000	271,566,000
Refuse Collection	6,384,000	6,384,000	6,384,000	6,384,000	6,384,000	6,384,000	38,304,000
Storm Sewer	80,006,210	37,345,001	68,794,150	29,165,000	13,070,000	25,180,000	253,560,361
Sanitary Sewers	471,854,154	547,261,784	463,569,807	595,491,880	584,893,388	217,283,630	2,880,354,643
Electricity	15,759,499	530,000	530,000	530,000	530,000	530,000	18,409,499
Water	1,162,100,351	536,165,000	446,660,000	287,160,000	620,115,000	488,625,000	3,540,825,351
Recreation and Parks	32,780,000	32,780,000	32,780,000	32,780,000	32,780,000	32,780,000	196,680,000
DoT Administration	10,315,000	6,340,000	5,990,000	6,201,000	10,400,000	6,200,000	45,446,000
Total	**$ 1,893,455,214**	**$ 1,240,061,785**	**$ 1,093,963,957**	**$ 1,026,967,880**	**$ 1,337,428,388**	**$846,238,630**	**$ 7,438,115,854**

2025-2030 CAPITAL IMPROVEMENTS PROGRAM
FUNDING SUMMARY BY SOURCE

FUNDING SOURCE	2025	2026	2027	2028	2029	2030	Total Budget
WSRLA Loan	$ 1,081,290,960	$ 492,850,000	$ 411,800,000	$ 250,750,000	$ 437,200,000	$450,700,000	$ 3,124,590,960
Voted 2016 Debt - Water	12,965,000	-	-	-	-	-	12,965,000
Voted 2019 Debt - Electricity	15,229,499	-	-	-	-	-	15,229,499
OWDA Direct Loan	71,266,762	22,247,001	9,478,405	6,448,930	155,874,000	17,494,171	282,809,269
Information Services	10,315,000	6,340,000	5,990,000	6,201,000	10,400,000	6,200,000	45,446,000
Councilmanic ITSA Supported	10,475,000	14,024,250	86,151,000	94,900,000	94,900,000	94,900,000	395,350,250
Voted 2016 Debt - Sanitary Sewer	26,786,948	9,233,052	-	-	-	-	36,020,000
Fleet Management (Unvoted)	800,000	4,800,000	800,000	800,000	800,000	800,000	8,800,000
WPCLF Loan	493,014,154	552,929,732	507,607,552	599,057,858	564,103,094	208,636,628	2,925,349,018
Voted 2016 Debt - Storm	-	3,150,000	3,550,000	3,075,000	2,900,000	3,800,000	16,475,000
Voted 2022 Debt - Water	-	-	-	-	28,926,891	22,000,000	50,926,891
Voted 2022 ITSA Supported	142,675,000	94,125,750	21,999,000	13,250,000	13,250,000	13,250,000	298,549,750
Voted 2019 Debt - Water	28,636,891	30,390,000	29,100,000	32,150,000	4,723,109	-	125,000,000
Voted 2019 Debt - Sanitary	-	9,972,000	17,488,000	20,335,092	24,351,294	28,457,831	100,604,217
Total	**$ 1,893,455,214**	**$ 1,240,061,785**	**$ 1,093,963,957**	**$ 1,026,967,880**	**$ 1,337,428,388**	**$846,238,630**	**$ 7,438,115,854**

PROPOSED 2025 CAPITAL IMPROVEMENT BUDGET

Public Safety

Police

Project Name: Police Facility Renovation
Type: Recurring
Estimated 2025 Cost: $1,932,000
Funding Source: Voted 2022 ITSA 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 - $1,932,000

Fire

Project Name: Fire Facility Renovation
Type: Recurring
Estimated 2025 Cost: $1,518,000
Funding Source: Voted 2022 ITSA 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 2025 Cost: $6,000,000
Funding Source: Voted 2022 ITSA 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 - $7,518,000

Public Safety Total - $9,450,000

Development

Development Administration

Project Name: Economic & Community Development
Type: Recurring
Estimated 2025 Cost: $470,000
Funding Source: Councilmanic ITSA Supported G.O. Bonds
Operating Impact: None
Project Description: Funding 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 2025 Cost: $2,000,000
Funding Source: Voted 2022 ITSA Supported G.O. Bonds
Operating Impact: None
Project Description: Funding to aid in the acquisition, rehabilitation, and demolition components of the Housing Preservation programs.

Project Name: Emergency Shelter Repair
Type: Recurring
Estimated 2025 Cost: $350,000
Funding Source: Councilmanic ITSA Supported G.O. Bonds
Operating Impact: None
Project Description: Funding granted to aid homeless shelters throughout the city with various capital improvements. Shelters are selected on an annual basis.

Development Administration subtotal - $2,820,000

Housing

Project Name: Affordable Housing Funds
Type: Recurring
Estimated 2025 Cost: $1,000,000
Funding Source: Voted 2022 ITSA Supported G.O. Bonds
Operating Impact: None
Project Description: Funding dedicated to community partnerships to increase the number of affordable housing units throughout the city.

Project Name: Critical Home Repair
Type: Recurring
Estimated 2025 Cost: $800,000
Funding Source: Voted 2022 ITSA Supported G.O. Bonds
Operating Impact: None
Project Description: Grants to homeowners for improvements necessary to keep their houses safe, dry, and sanitary.

Housing subtotal - $1,800,000

Development Total - $4,620,000

Finance and Management

Construction Management

Project Name: Construction Management – Project Cost Allocations
Type: Recurring
Estimated 2025 Cost: $770,000
Funding Source: Councilmanic ITSA Supported G.O. Bonds
Operating Impact: None
Project Description: Funding to aid in the allocation of resources to various projects.

Project Name: Construction Management – Design Services
Type: Recurring
Estimated 2025 Cost: $500,000
Funding Source: Councilmanic ITSA Supported G.O. Bonds
Operating Impact: None
Project Description: Funding for architectural design services for current and future construction projects.

Project Name: Construction Management – General Contracting and Small-Scale Renovation
Type: Recurring
Estimated 2025 Cost: $1,000,000
Funding Source: Councilmanic ITSA Supported G.O. Bonds
Operating Impact: None
Project Description: Funding to provide for capital improvements on city-owned buildings in a small-scale capacity.

Project Name: Municipal Campus Renovations
Type: Recurring
Estimated 2025 Cost: $2,905,000
Funding Source: Councilmanic ITSA Supported G.O. Bonds
Operating Impact: None
Project Description: Funding to provide for various capital improvements to maintain the municipal campus buildings and facilities.

Project Name: Municipal Court Construction
Type: Non-recurring
Estimated 2025 Cost: $45,000,000
Funding Source: Voted 2022 ITSA Supported G.O. Bonds
Operating Impact: Future impact to be determined
Project Description: Funding for construction of the new Municipal Court.

Construction Management subtotal - $50,175,000

Fleet Management

Project Name: Fleet Automated Fuel Location Upgrades
Type: Recurring
Estimated 2025 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 2025 Cost: $100,000
Funding Source: Fleet Management G.O. Bonds
Operating Impact: None
Project Description: Periodic replacement of aging equipment.

Project Name: Fleet Facility Renovations
Type: Recurring
Estimated 2025 Cost: $600,000
Funding Source: Fleet Management G.O. Bonds
Operating Impact: None
Project Description: Funding for renovations at various Fleet facilities.

Fleet Management subtotal - $800,000

Facilities Management

Project Name: Facilities Management – Facility Renovations
Type: Recurring
Estimated 2025 Cost: $3,950,000
Funding Source: Councilmanic ITSA 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, among other uses, building infrastructure upgrades and interior and exterior facility renovations.

Facilities Management subtotal - $3,950,000

Finance and Management Total - $54,925,000

Technology

Project Name: Data Center Facility Upgrades
Type: Recurring
Estimated 2025 Cost: $1,590,000
Funding Source: Information Services G.O. Bonds
Operating Impact: Minimal
Project Description: This project addresses improvements to the physical infrastructure of the city's main data center building and the secondary city data center.

Project Name: Connectivity Project Fiber/Wireless
Type: Recurring
Estimated 2025 Cost: $1,200,000
Funding Source: Information Services G.O. Bonds
Operating Impact: None
Project Description: This is an ongoing project that will connect all of the city's existing and new facilities to the fiber optic network. This will provide faster and more reliable connectivity for all facilities. This funding is for the construction costs related to the installation of the fiber network.

Project Name: Enterprise System Upgrades
Type: Recurring
Estimated 2025 Cost: $5,000,000
Funding Source: Information Services G.O. Bonds
Operating Impact: None
Project Description: Replacement of the existing server architecture, storage, and backup solutions currently utilized.

Project Name: Media Services Equipment and Infrastructure
Type: Recurring
Estimated 2025 Cost: $25,000
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 2025 Cost: $2,500,000
Funding Source: Information Services G.O. Bonds
Operating Impact: Minimal decrease
Project Description: This is an ongoing project that will connect all of the city's existing and new facilities to the fiber optic network. This will provide faster and more reliable connectivity for all facilities. This funding is for the equipment purchases that will be necessary to connect the facilities to the new fiber network.

Technology Total - $10,315,000

Recreation and Parks

Project Name: Urban Infrastructure Projects
Type: Recurring
Estimated 2025 Cost: $753,200
Funding Source: Voted 2022 ITSA Supported G.O. Bonds
Operating Impact: Minimal increase for maintenance of new amenities and equipment. Improved efficiencies offset some increases.
Project Description: Funding used for park improvements and development in urban locations. Specific parks and projects are selected for funding on an annual basis based on community requests and input from the Department of Development.

Project Name: Whetstone Park NCIL Lighting Improvements Grant Match
Type: Non-recurring
Estimated 2025 Cost: $75,000
Funding Source: Voted 2022 ITSA Supported G.O. Bonds
Operating Impact: Minimal impact as improved efficiencies from updated lighting offset increases in utilities for new lighting.
Project Description: Funding used for the city's portion of improvements to ball diamonds, including lighting improvements, at Whetstone Park.

Project Name: Renovations – Cost Allocations
Type: Recurring
Estimated 2025 Cost: $500,000
Funding Source: Voted 2022 ITSA Supported G.O. Bonds
Operating Impact: Capitalization of direct labor costs helps balance the operating budget.
Project Description: Funding for eligible staff labor costs related to capital improvements related to existing parks, facilities, and amenities, in accordance with the City Auditor's internal labor capitalization policy.

Project Name: Schiller Park Path Resurfacing
Type: Non-recurring
Estimated 2025 Cost: $250,000
Funding Source: Voted 2022 ITSA Supported G.O. Bonds
Operating Impact: None
Project Description: Resurfacing, and widening where necessary, of the pedestrian paths in Schiller Park.

Project Name: Park of Roses Path Resurfacing
Type: Non-recurring
Estimated 2025 Cost: $200,000
Funding Source: Voted 2022 ITSA Supported G.O. Bonds
Operating Impact: None
Project Description: Resurfacing, and widening as necessary, of the paths within the Park of Roses area of Whetstone Park.

Project Name: Busch Park Drive
Type: Non-recurring
Estimated 2025 Cost: $350,000
Funding Source: Voted 2022 ITSA Supported G.O. Bonds
Operating Impact: None
Project Description: Resurfacing of parking lots one and two as well as the park drive that connects them at Anheuser Busch Sports Park.

Project Name:	Galloway Ridge Park Path Resurfacing
Type:	Non-recurring
Estimated 2025 Cost:	$100,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	None
Project Description:	Resurfacing of the pedestrian path at Galloway Ridge neighborhood park in the Westland Community.

Project Name:	Casto Park Tennis Court Resurfacing
Type:	Non-recurring
Estimated 2025 Cost:	$100,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	None
Project Description:	Resurfacing of the tennis courts at Casto Park.

Project Name:	Holton Roof Restoration
Type:	Non-recurring
Estimated 2025 Cost:	$300,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	None
Project Description:	Renovation and restoration of the roof at Holton Community Recreation Center.

Project Name:	Barack Roof Restoration
Type:	Non-recurring
Estimated 2025 Cost:	$300,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	None
Project Description:	Renovation and restoration of the section of roof over the rotunda of Barack Community Center.

Project Name:	Maintenance Equipment - Parks
Type:	Recurring
Estimated 2025 Cost:	$1,000,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	None
Project Description:	New equipment to provide for the maintenance of existing amenities, facilities, and parkland.

Project Name:	Street Trees – Green Initiative
Type:	Recurring
Estimated 2025 Cost:	$850,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	Minimal increase for maintenance of additional trees.
Project Description:	Funding to increase the tree canopy throughout the city and help reduce stormwater runoff.

Project Name:	Street Trees – Urban Forestry Master Plan Implementation
Type:	Non-recurring
Estimated 2025 Cost:	$1,000,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	Minimal increase for maintenance of additional trees.
Project Description:	Funding for implementation of the city's comprehensive assessment of its current urban tree canopy conditions and recommended strategies to improve Columbus's urban forest.

Project Name:	Safe Playgrounds
Type:	Recurring
Estimated 2025 Cost:	$135,000
Funding Source:	Voted 2022 ITSA 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 for the construction of new playgrounds and the replacement of older equipment.

Project Name:	Mifflin Playground Replacement
Type:	Non-recurring
Estimated 2025 Cost:	$200,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	Minimal increase for maintenance of new playground equipment.
Project Description:	Demolition and full replacement of a playground at Mifflin Park.

Project Name:	Dexter Falls Playground Replacement
Type:	Non-recurring
Estimated 2025 Cost:	$200,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	Minimal increase for maintenance of new playground equipment.
Project Description:	Funding to demolish and fully replace the playground facility at Dexter Falls Park.

Project Name:	Marion Franklin Pool Replacement
Type:	Non-recurring
Estimated 2025 Cost:	$10,000,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	Updated and more efficient pool operations offset minimal increase for maintenance of new pool amenities.
Project Description:	Replacement of the Marion Franklin pool to function in an efficient and safe manner, and renovation of the Marion Franklin bathhouse.

Project Name:	Antrim Park Lighting
Type:	Non-recurring
Estimated 2025 Cost:	$670,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	Improved efficiency of new lighting should reduce utility costs.
Project Description:	Replacement of the seven existing sports light poles and heads, installation of new poles and LED heads along the perimeter of courts, and installation of park lighting to increase security throughout the park, including at the trailhead parking lot on the eastern portion of the park.

Project Name:	Big Run Pole Barn
Type:	Non-recurring
Estimated 2025 Cost:	$40,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	This project will help protect equipment and materials, resulting in a reduction of long-term operating costs related to the replacement of these items.
Project Description:	Design and construction of a pole barn for the storage of parks maintenance equipment and materials at Big Run Park.

Project Name:	Big Walnut Pole Barn
Type:	Non-recurring
Estimated 2025 Cost:	$40,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	This project will help protect equipment and materials, resulting in a reduction of long-term operating costs related to the replacement of these items.
Project Description:	Design and construction of a pole barn for the storage of parks maintenance equipment and materials at Big Walnut Park.

Project Name:	Goodale Park Open Shelter Demolition
Type:	Non-recurring
Estimated 2025 Cost:	$35,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	Minimal decrease in maintenance costs associated with the upkeep of this shelter.
Project Description:	Demolition of an existing concrete slab roof open shelter at Goodale Park.

Project Name:	Retreat at Turnberry Residence Demolition
Type:	Non-recurring
Estimated 2025 Cost:	$70,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	Minimal decrease in maintenance costs associated with the upkeep of this residence.
Project Description:	Demolition of an existing residence as part of the terms of the acquisition of this property.

Project Name:	O'Shaughnessy Amenities Demolition
Type:	Non-recurring
Estimated 2025 Cost:	$20,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	Minimal decrease in maintenance costs associated with the upkeep of these amenities.
Project Description:	Demolition of damaged and deteriorated amenities causing safety concerns and unnecessary obstructions along the shoreline at O'Shaughnessy Reservoir.

Project Name:	ADA Assessment Phase 2 and Implementation
Type:	Non-recurring
Estimated 2025 Cost:	$200,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	None
Project Description:	Facility and site assessments for ADA audit and transition plan and implementation of action items that come from the first phases of the assessment.

Project Name:	Security Assessment Implementation
Type:	Non-recurring
Estimated 2025 Cost:	$200,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	Minimal increase of operating support for newly installed security systems.
Project Description:	Funding to complete recommended actions and investments necessary to optimize public safety and security in Recreation and Parks properties based on a two-phased security assessment of highest used facilities and parks completed in 2020 and 2022.

Project Name:	Sullivant Gardens Community Center Improvements
Type:	Non-recurring
Estimated 2025 Cost:	$1,700,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	Improved efficiency of new lighting and equipment should reduce utility costs.
Project Description:	Funding for the renovation of the lobby, classroom, multipurpose room, kitchen, and other interior spaces at Sullivant Gardens Community Center.

Project Name:	Beatty Recreation Center Renovation
Type:	Non-recurring
Estimated 2025 Cost:	$300,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	None
Project Description:	To address interior and exterior renovations which are necessary due to a fire that damaged the building in 2024.

Project Name:	New Development – Cost Allocations
Type:	Recurring
Estimated 2025 Cost:	$240,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	Capitalization of direct labor costs helps balance the operating budget.
Project Description:	Funding for staff labor costs related to capital improvements such as the development of new parks and the expansion of facilities and amenities, in accordance with the City Auditor's internal labor capitalization policy.

Project Name:	West Case Road Park Development
Type:	Non-recurring
Estimated 2025 Cost:	$1,600,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	Increase in operating costs for maintenance of new amenities, equipment, and parkland.
Project Description:	Funding for the development of a new park on West Case Road.

Project Name:	Alum Creek Trail Connections – Mock Road and Sunbury Drive
Type:	Non-recurring
Estimated 2025 Cost:	$100,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	Minimal increase for maintenance of new trail sections.
Project Description:	Funding for construction administration and inspection costs related to the Sunbury Drive connector, which will create a trail from Alum Creek to the bottom of the hill at Sunbury Drive.

Project Name:	Hauntz, Helsel and Willow Creek Park Improvements
Type:	Non-recurring
Estimated 2025 Cost:	$745,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	Minimal increase for maintenance of new amenities, equipment, and parkland.
Project Description:	Funding for the full redevelopment of the 26-acre Willow Creek Park and Preserve, incorporating an additional six acres of adjacent property in the Southwest Columbus Community. The redeveloped park will feature its first parking lot, a new shelter, pedestrian paths, water access from nature trails, nature play stations, a new playground, and several sports courts.

Project Name:	Big Walnut Trail – Refugee Road to Main Street
Type:	Non-recurring
Estimated 2025 Cost:	$1,230,500
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	Minimal increase for maintenance of new trail sections.
Project Description:	Funding to build the central section of the Big Walnut Trail, from Nafzger Park on Refugee Road to the north end of Big Walnut Park at East Main Street.

Project Name:	Greenways Safety and Stabilization Program
Type:	Non-recurring
Estimated 2025 Cost:	$150,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	None
Project Description:	Funding for safety and stabilization improvements to three sections of the Alum Creek Greenway Trail: Airport Drive to Nelson Park, Wolfe Park, and Livingston Avenue to East Main Street.

Project Name:	Greenbriar Park – Park Development
Type:	Non-recurring
Estimated 2025 Cost:	$200,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	Minimal increase for maintenance of new amenities, equipment, and parkland.
Project Description:	Funding for detailed design of Greenbriar Park.

Project Name:	Westland Reforestation
Type:	Non-recurring
Estimated 2025 Cost:	$700,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	Minimal increase for maintenance of new trees.
Project Description:	Funding for the planning, design, engineering, and initial construction of a reforestation project in the Westland Community. The reforestation project will increase the urban tree canopy in an under-canopied Columbus community.

Project Name:	Big Walnut Trail – Cherrybottom Park to Gahanna
Type:	Non-recurring
Estimated 2025 Cost:	$480,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	Minimal increase for maintenance of new trail sections.
Project Description:	Funding for design and construction of a 1.5-mile section of greenway trail, which will offer the final Columbus connection of the Big Walnut trail needed for continuous travel between Hoover Dam in the north and the City of Gahanna's trail section, which starts at Academy Park, just south of Morse Road.

Project Name:	Underground Railroad Project Section 1
Type:	Non-recurring
Estimated 2025 Cost:	$150,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	Minimal increase for maintenance of new playground equipment.
Project Description:	This project brings a new, interpretive, and educational cultural resource that commemorates the existence and impact of the Underground Railroad in Columbus and particularly on the communities situated along Alum Creek. One component of the project will include a playground at or adjacent to Hayden Park.

Project Name:	Mason Run Park Development
Type:	Non-recurring
Estimated 2025 Cost:	$3,100,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	Minimal increase for maintenance of new amenities, equipment, and parkland.
Project Description:	Development of a community anchor park behind the current Eastland Mall site. The 76-acre park will feature approximately 15 acres of active recreation hubs including a playground, shelter, multipurpose fields, sports courts, and approximately 50 acres of urban forest, nature trail, and paved paths.

Project Name:	Eastmoor Green Line
Type:	Non-recurring
Estimated 2025 Cost:	$400,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	Minimal increase for maintenance of new trail sections.
Project Description:	Creation of a 2.5-mile linear park/greenway in the Eastmoor Neighborhood.

Project Name:	West Broad Greenspaces Development Phase 1
Type:	Non-recurring
Estimated 2025 Cost:	$60,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	Minimal increase for maintenance of new amenities, equipment, and parkland.
Project Description:	This project seeks to develop a passive recreation greenspace on three parcels fronting Broad Street that once housed vacant and dilapidated buildings. These sites will serve as a gateway from Broad Street to West Park Avenue median park.

Project Name:	Acquisition – Miscellaneous Acquisition and Cost Allocations
Type:	Recurring
Estimated 2025 Cost:	$870,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	Minimal increase for maintenance of new parkland.
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 – Cost Allocations
Type:	Recurring
Estimated 2025 Cost:	$283,444
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	Capitalization of direct labor costs helps balance the operating budget.
Project Description:	Funding for eligible staff labor costs related to small-scale capital improvements at existing golf, sports, and permitted rental facilities to keep them safe, user-friendly, and competitive in the marketplace, in accordance with the City Auditor's internal labor capitalization policy.

Project Name:	Mentel Golf Course Stormwater, Drainage, and Pond Improvements
Type:	Non-recurring
Estimated 2025 Cost:	$925,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	Minimal increase for maintenance of new ponds and equipment.
Project Description:	This project is for the expansion and creation of stormwater ponds and drainage solutions to address flooding and related stormwater concerns at Mentel Memorial Golf Course.

Project Name:	Cooper Park Soccer Field Perimeter Fencing
Type:	Non-recurring
Estimated 2025 Cost:	$150,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	None
Project Description:	Construction of a fence along the perimeter of the permitted soccer fields in the northeast area of Cooper Sports Park.

Project Name:	Busch Park Lighting Fields 3 and 4
Type:	Non-recurring
Estimated 2025 Cost:	$398,856
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	Minimal increase in utility costs for new energy-efficient lighting.
Project Description:	This project will add LED sports field lighting to ball diamonds three and four at Busch Park.

Project Name:	Large-Scale Capital - Cost Allocations
Type:	Recurring
Estimated 2025 Cost:	$50,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	Capitalization of direct labor costs helps balance the operating budget.
Project Description:	Funding for eligible staff labor costs related to large-scale capital improvements to existing golf, sports, and permitted rental facilities, in accordance with the City Auditor's internal labor capitalization policy.

Project Name:	North Bank Interior Renovation and Fountain Conversion
Type:	Non-recurring
Estimated 2025 Cost:	$1,089,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	Improved efficiency of new lighting and equipment should reduce utility costs while the conversion of the fountain should reduce maintenance costs.
Project Description:	Renovation of North Bank Pavilion interior and conversion of outdoor fountain.

Project Name:	Emergency Cost Allocations
Type:	Recurring
Estimated 2025 Cost:	$40,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	Capitalization of direct labor costs helps balance the operating budget.
Project Description:	Funding for eligible staff labor costs related to unforeseen capital improvement items such as replacing a major component, repairing a major structural part of an asset, updating design flaws, increasing the capacity or efficiency of an asset, or adapting something to a new use as a result of the improvements, in accordance with the City Auditor's internal labor capitalization policy.

Project Name:	Opportunity Cost Allocations
Type:	Recurring
Estimated 2025 Cost:	$30,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	Capitalization of direct labor costs helps balance the operating budget.
Project Description:	Funding for eligible staff labor costs related to capital projects which are high priority opportunities that are unanticipated and time-sensitive, aligning with strategic goals, in accordance with the City Auditor's internal labor capitalization policy.

Project Name:	Downtown Destination Playground
Type:	Non-recurring
Estimated 2025 Cost:	$200,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	Minimal increase for maintenance of new playground equipment.
Project Description:	Creation of a Downtown Destination Playground to attract visitors of all ages and provide an active and imaginative play space to fill the gap in what is currently offered through the Scioto Mile, Dorrian Green, and Genoa Park riverfront destination areas.

Recreation and Parks Total - $32,780,000

Public Service

Transportation

Project Name: Urban Infrastructure Recovery
Type: Recurring
Estimated 2025 Cost: $5,651,813
Funding Source: Voted 2022 ITSA Supported G.O. Bonds
Operating Impact: None
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: Vision Zero Action Plan Implementation
Type: Recurring
Estimated 2025 Cost: $5,331,794
Funding Source: Voted 2022 ITSA Supported G.O. Bonds
Operating Impact: None
Project Description: Implementation of the Vision Zero Action Plan to achieve Safe Streets, Safe Speeds, Safe People, and Safe Vehicles. Tasks may include traffic studies, data analysis, design, outreach, communications, and education strategies as part of the implementation of the Vision Zero Action Plan.

Project Name: Street Equipment
Type: Recurring
Estimated 2025 Cost: $2,156,000
Funding Source: Voted 2022 ITSA Supported G.O. Bonds
Operating Impact: None
Project Description: Funding for the acquisition of various equipment to maintain the city's transportation system.

Project Name: Neighborhood Commercial Revitalization (NCR) Public Infrastructure
Type: Recurring
Estimated 2025 Cost: $2,500,000
Funding Source: Voted 2022 ITSA Supported G.O. Bonds
Operating Impact: None
Project Description: The NCR Program, a redevelopment partnership between the city, local area merchants, and developers, builds upon the economic base of these areas to create an environment conducive to business growth and expansion by offering financial incentives to business owners, constructing public improvements, and strengthening the business association. A variety of projects will be designed as part of this program, consisting of work that would be performed within the public right-of-way, most commonly streetscape improvement.

Project Name: Roadway Improvements – Utility Relocation, Construction Inspection, and Right-of-Way Acquisition
Type: Recurring
Estimated 2025 Cost: $250,000
Funding Source: Voted 2022 ITSA Supported G.O. Bonds
Operating Impact: None
Project Description: Funding for utility relocations performed by private utility companies, project inspection costs, and right-of-way acquisitions in connection with Public Service capital projects.

Project Name:	Resurfacing
Type:	Recurring
Estimated 2025 Cost:	$20,000,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	None
Project Description:	To perform mill and resurface and partial- or full-depth pavement repairs, ADA ramp upgrades, curb repair, and pavement marking and loop detector replacements.

Project Name:	Bridge Rehabilitation
Type:	Non-recurring
Estimated 2025 Cost:	$2,871,393
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	None
Project Description:	**Front Street and Nationwide Boulevard over Railroad Tunnel** - This project is for the rehabilitation of the Front Street and Nationwide Boulevard bridges over the railroad tunnel in downtown. The project will include deck replacements, conversion of the bridge abutments to semi-integral, painting of the superstructures, approach slab replacements, and joint replacements. **Main Street over Scioto River** – This project will rehabilitate the Main Street bridge over Scioto River including painting of the roadway girder due to heavy corrosion and spot painting of the rest of the structure. The pedestrian deck will be rehabilitated, which will include replacement of the concrete overlay. The structure will be power washed to extend the service life of the paint system, remove chlorides from penetrating the concrete, and remove grime build-up on concrete elements. Concrete components will be sealed to improve long-term graffiti resistance and prevent chloride intrusion, extending the service life of these components. The aesthetic lighting system will be replaced and upgraded to an LED system that will improve energy efficiency. **Fifth Avenue over Stream West of Yearling Road** – This project is for the replacement of the culvert that carries 5th Avenue over a stream west of Yearling Road.

Project Name:	Bridge Rehabilitation – Annual Rehabilitation and Review
Type:	Recurring
Estimated 2025 Cost:	$500,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	None
Project Description:	This work includes design and construction work such as replacement of expansion joints, full- and partial-depth deck replacement, deck patching, micro-silica concrete overlay, sidewalk and curb patching, patching of wingwalls, and other rehabilitation and reconstruction to city bridges.

Project Name:	Bikeway Development
Type:	Recurring
Estimated 2025 Cost:	$500,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	None
Project Description:	Funding for construction of bikeway improvements throughout the city.

Project Name:	Pedestrian Safety Improvements – Sidewalk Program and Sidewalk Replacement (Tree Root)
Type:	Recurring
Estimated 2025 Cost:	$2,340,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	None
Project Description:	Funding for projects to improve the quality and connectivity of sidewalks in the city. This project will include construction of sidewalk improvements throughout the city and replacement of sidewalks damaged by tree roots of city trees planted in the public right-of-way.

Project Name:	Pedestrian Safety – Walford St., Sharbot Dr., and Northtowne Blvd. Sidewalks
Type:	Non-recurring
Estimated 2025 Cost:	$1,000,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	None
Project Description:	This project will install sidewalks and fill in gaps along both sides of Walford Street, Sharbot Drive, and Northtowne Boulevard.

Project Name:	Pedestrian Safety – Gantz Rd. and McComb Rd. – Off I-270 Bridges
Type:	Non-recurring
Estimated 2025 Cost:	$250,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	None
Project Description:	This project will install pedestrian facility connections and extensions from the pedestrian facilities added to the bridges over I-270 in the areas of McComb Road, Charlemagne Street, McZand Boulevard, and Gantz Road.

Project Name:	Pedestrian Safety – Marion Franklin Sidewalks
Type:	Non-recurring
Estimated 2025 Cost:	$410,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	None
Project Description:	This project will install sidewalk along Clarfield Avenue, Moundview Avenue, and Augmont Avenue from Groveport Road to Fairwood Avenue as well as the east side of Groveport Road between Augmont Avenue and Clarfield Avenue.

Project Name:	Operation Safewalks – School Sidewalks – Refugee Road (Noe Bixby to Blue Moon)
Type:	Non-recurring
Estimated 2025 Cost:	$1,500,000
Funding Source:	Voted 2022 ITSA Supported G.O. Bonds
Operating Impact:	None
Project Description:	Funding for the construction of sidewalks along the north side of Refugee Road from Noe-Bixby Road to Blue Moon Drive and the south side of Refugee Road from Noe-Bixby Road to the existing sidewalk just west of Glenbriar Street.

Transportation subtotal - $45,261,000

Refuse

Project Name: Mechanized Collection Equipment
Type: Recurring
Estimated 2025 Cost: $5,234,000
Funding Source: Voted 2022 ITSA Supported G.O. Bonds
Operating Impact: Decrease in maintenance costs.
Project Description: Annual replacement of aging equipment for the Division of Refuse Collection.

Project Name: Alum Creek Remediation – Facility Improvements
Type: Recurring
Estimated 2025 Cost: $100,000
Funding Source: Voted 2022 ITSA Supported G.O. Bonds
Operating Impact: None
Project Description: Funding for facility improvements at Alum Creek Refuse Station.

Project Name: Mechanized Collection Equipment – Containers
Type: Recurring
Estimated 2025 Cost: $1,050,000
Funding Source: Voted 2022 ITSA Supported G.O. Bonds
Operating Impact: None
Project Description: Purchase of new refuse collection containers and parts.

Refuse subtotal - $6,384,000

Public Service Total - $51,645,000

Public Utilities

Storm Sewer

Project Name: Fountain Square Stormwater System Improvements
Type: Non-recurring
Estimated 2025 Cost: $5,500,000
Funding Source: WPCLF Loan
Operating Impact: None
Project Description: Mitigation efforts for street flooding along the Morse Road service road in the Fountain Square area and the ODNR entrance drive. The project will also establish flood routing for the project area.

Project Name: Storm Sewer Large Diameter Condition Assessment Phase 1
Type: Recurring
Estimated 2025 Cost: $550,000
Funding Source: WPCLF Loan
Operating Impact: None
Project Description: This project will allow for systematic inspection, condition assessment, cleaning, and rehabilitation of the city's large diameter storm sewer infrastructure.

Project Name: Large Diameter Condition Assessment – Phases 3 and 4
Type: Recurring
Estimated 2025 Cost: $1,050,000
Funding Source: WPCLF Loan
Operating Impact: None
Project Description: This project will provide incremental funding to allow for the systematic inspection, condition assessment, cleaning, and rehabilitation of the city's large diameter storm sewer infrastructure.

Project Name: Petzinger Road Stormwater Improvements
Type: Non-recurring
Estimated 2025 Cost: $1,850,000
Funding Source: WPCLF Loan
Operating Impact: None
Project Description: This project will construct storm system improvements along Petzinger Road from Glenbrook Drive east to Courtright Road and alleviate localized street and yard flooding.

Project Name: Franklinton Area Stormwater System Improvements and Rehabilitation
Type: Non-recurring
Estimated 2025 Cost: $3,000,000
Funding Source: OWDA Direct Loan
Operating Impact: None
Project Description: Funding for the design and construction of the storm system and flood protection improvements for the Franklinton area to increase storm sewer capacity and mitigate street flooding.

Project Name:	Pump Stations, ST-21, ST-22, ST-23 Improvements
Type:	Non-recurring
Estimated 2025 Cost:	$35,078,400
Funding Source:	WPCLF Loan
Operating Impact:	None
Project Description:	This project will construct storm system improvements for the area southwest of the Arena District near the confluence of the Scioto and Olentangy Rivers.

Project Name:	Krieger Court Stormwater Improvements
Type:	Non-recurring
Estimated 2025 Cost:	$3,978,000
Funding Source:	WPCLF Loan
Operating Impact:	None
Project Description:	This project will investigate drainage issues upstream and downstream of the Krieger Court Stormwater Basin and provide detailed plans for alleviating drainage issues.

Project Name:	Greenlawn Dam Rehabilitation
Type:	Non-recurring
Estimated 2025 Cost:	$2,600,000
Funding Source:	WPCLF Loan
Operating Impact:	None
Project Description:	This project will include improvements to abutments, structures, and other concrete surfaces of the Greenlawn Avenue low head dam.

Project Name:	Barnett Road Stormwater Improvements
Type:	Non-recurring
Estimated 2025 Cost:	$4,370,000
Funding Source:	WPCLF Loan
Operating Impact:	None
Project Description:	This project will investigate drainage issues in the Barnett Road area and provide detailed plans for alleviating drainage issues.

Project Name:	Towers Court Storm Sewer Improvements
Type:	Non-recurring
Estimated 2025 Cost:	$350,000
Funding Source:	WPCLF Loan
Operating Impact:	None
Project Description:	This project will mitigate flooding complaints on Towers Court, especially on the north side. It will provide additional stormwater service to Towers Court by replacing and/or adding additional storm sewer.

Project Name:	Pump Station Evaluations, Upgrades, and Construction
Type:	Non-recurring
Estimated 2025 Cost:	$4,624,560
Funding Source:	WPCLF Loan; OWDA Direct Loan
Operating Impact:	None
Project Description:	The purpose of this project is to perform an overall evaluation of the condition and function of each Division of Sewerage and Drainage (DOSD) Stormwater Pump Station. That evaluation will assess equipment and components and identify and prioritize needs, necessary improvements, and upgrades to ensure that each pump station continues to be an integral part of DOSD's stormwater collection system. This project also includes funding for construction of improvements to pump stations.

Project Name:	Stormwater Remote Site Communication Network Upgrades
Type:	Non-recurring
Estimated 2025 Cost:	$130,000
Funding Source:	OWDA Direct Loan
Operating Impact:	None
Project Description:	The purpose of this project is to address the required needs and improvements at DOSD's stormwater remote sites by providing radio equipment to inform maintenance staff of any problems at remote sanitary facilities to ensure that each remote site continues to be an integral part of DOSD's stormwater collection system.

Project Name:	Cooke Road Culvert Improvements
Type:	Non-recurring
Estimated 2025 Cost:	$285,000
Funding Source:	OWDA Direct Loan
Operating Impact:	None
Project Description:	This project will obtain easements and allow for repairs of the Cooke Road culvert to improve the capture of stormwater runoff in the area.

Project Name:	Second Avenue Sewer Improvements
Type:	Non-recurring
Estimated 2025 Cost:	$7,480,000
Funding Source:	WPCLF Loan
Operating Impact:	None
Project Description:	This project will address flooding issues created by the capacity limitations of the existing combined sewer system in the Second Avenue basin, while also providing a suitable storm sewer outlet for the green infrastructure proposed as part of the Second Avenue Corridor Improvements project.

Project Name:	Astor Bernhard Storm Sewer Improvements
Type:	Non-recurring
Estimated 2025 Cost:	$7,144,125
Funding Source:	OWDA Direct Loan
Operating Impact:	None
Project Description:	This project will install new storm sewers, manholes, and inlets to alleviate yard and street flooding within the Astor Bernhard area.

Project Name:	Gertrude Lattimer Storm Sewer Improvements
Type:	Non-recurring
Estimated 2025 Cost:	$616,125
Funding Source:	OWDA Direct Loan
Operating Impact:	None
Project Description:	This project will install new storm sewers, manholes, and inlets to alleviate yard and street flooding within the Gertrude Lattimer area.

Project Name:	Storm Sewer Lining Projects
Type:	Recurring
Estimated 2025 Cost:	$1,400,000
Funding Source:	WPCLF Loan
Operating Impact:	None
Project Description:	This project will allow for the rehabilitation of sewers that have outlived their useful service lives throughout the city.

Storm Sewer subtotal - $80,006,210

Sanitary Sewers

Project Name:	Engineering Consultants 2022-2024 and 2025-2027
Type:	Recurring
Estimated 2025 Cost:	$600,000
Funding Source:	Voted 2016 Public Utilities G.O. Bonds
Operating Impact:	None
Project Description:	This project will provide a general overall engineering consultant contract, whose tasks include assisting the city in the conceptualization and execution of a large capital improvements program for the sewer collection system, in regulatory and grants issues, in negotiations with regulatory agencies concerned with permit requirements, in preparation of the city's integrated plans and general engineering report, program planning, and engineering coordination.

Project Name:	Central College Subtrunk Extension, Phase 3
Type:	Non-recurring
Estimated 2025 Cost:	$50,500,000
Funding Source:	WPCLF Loan
Operating Impact:	None
Project Description:	Extension of the Central College Subtrunk sanitary sewer near the intersection of Central College Road and New Albany Road West and along Harlem Road from Central College Road to Walnut Street.

Project Name:	Walnut Street Sanitary Sewer Extension
Type:	Non-recurring
Estimated 2025 Cost:	$750,000
Funding Source:	WPCLF Loan
Operating Impact:	None
Project Description:	This project will design and construct a sanitary sewer extension to serve the rapidly developing areas along Walnut Street within the Big Walnut tributary area.

Project Name:	Blacklick Creek Sanitary Interceptor Sewer (BCSIS) – Shaft 1 Control Gate
Type:	Non-recurring
Estimated 2025 Cost:	$1,680,000
Funding Source:	OWDA Direct Loan
Operating Impact:	None
Project Description:	This project will install a gate at Shaft 1 of the BCSIS to control flows originating from the upstream tributary area in real time conditions in order to throttle flows to the hydraulically constrained downstream sewers in the Three Creeks area.

Project Name:	General Engineering Services – Sanitary 2022
Type:	Recurring
Estimated 2025 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:	Williams and Castle Interceptor
Type:	Non-recurring
Estimated 2025 Cost:	$2,000,000
Funding Source:	WPCLF Loan
Operating Impact:	None
Project Description:	This project will initiate a feasibility study into the possible alternatives to construction of a sanitary interceptor from the Castle Road pump station to the Williams Road pump station that will be redirected south to the Big Walnut Outfall or one of its subtrunks north of Shadeville via gravity or pumping.

Project Name:	Castle Road Force Main Improvements
Type:	Non-recurring
Estimated 2025 Cost:	$250,000
Funding Source:	WPCLF Loan
Operating Impact:	None
Project Description:	This project will design and construct improvements to the existing force main system for the Castle Road pump station.

Project Name:	Sewer Maintenance Operations Center (SMOC) Phase VI Roof Replacement
Type:	Non-recurring
Estimated 2025 Cost:	$3,774,816
Funding Source:	Voted 2016 Public Utilities G.O. Bonds
Operating Impact:	Minimal reduction
Project Description:	This project will replace the roofing system for the vehicle storage addition area at the SMOC facility.

Project Name:	Roof Replacements for DOSD Facilities
Type:	Recurring
Estimated 2025 Cost:	$8,901,632
Funding Source:	Voted 2016 Public Utilities G.O. Bonds
Operating Impact:	Minimal reduction
Project Description:	This project will initially be funded to address buildings at various DOSD facilities. Many of the roofs at the various division buildings are approaching the end of their useful lives. Numerous leaks have been reported and repaired. A roof survey has been prepared for the division's various buildings, including the wastewater treatment plants and compost facility, to determine the age and condition of the roofs. This report will be the guideline for the project to begin a program to schedule and replace the deteriorating roofs on a priority basis.

Project Name:	Jackson Pike Wastewater Treatment Plant (JPWWTP) Aeration Optimization
Type:	Non-recurring
Estimated 2025 Cost:	$1,200,000
Funding Source:	WPCLF Loan
Operating Impact:	None
Project Description:	This project will replace low efficiency blowers and switchgear installed on the JPWWTP B plant with high efficiency blowers. This project will also add improved air flow control valves on the existing diffuser system to improve process control and efficiency. This project will install an advanced aeration monitoring system to help with plant automation and optimization. This project will also replace and improve the electrical switchgear, motor control centers, and variable frequency drives for the aeration system.

Project Name:	Jackson Pike A – Plant Secondary Clarifier Electrical Upgrades
Type:	Non-recurring
Estimated 2025 Cost:	$26,245,982
Funding Source:	WPCLF Loan
Operating Impact:	None
Project Description:	This project will upgrade electrical equipment and associated appurtenances responsible for the secondary treatment process. This project will also repair or replace existing components of the gravity thickening process. These improvements will help provide redundancy for the existing gravity thickeners, address corrosion and odor associated with the current process, and provide extra thickening capacity for the plant.

Project Name:	JPWWTP Sludge Dewatering Improvements
Type:	Non-recurring
Estimated 2025 Cost:	$1,330,000
Funding Source:	WPCLF Loan
Operating Impact:	None
Project Description:	This project will replace antiquated equipment at JPWWTP and improve operational flexibility in the dewatering area.

Project Name:	JPWWTP Screening Improvements
Type:	Non-recurring
Estimated 2025 Cost:	$12,723,000
Funding Source:	WPCLF Loan
Operating Impact:	None
Project Description:	This project will upgrade the current JPWWTP mechanical screen dewatering and disposal systems and identify improvements to the existing screen building to increase reliability.

Project Name:	JPWWTP Power Systems Upgrades and Safety Improvements – Phase 1
Type:	Non-recurring
Estimated 2025 Cost:	$5,670,000
Funding Source:	WPCLF Loan
Operating Impact:	None
Project Description:	This project will mitigate arc flash hazards and resolve coordination issues identified during a recent evaluation within the electrical equipment which may pose a hazard to employees and/or risk to equipment reliability.

Project Name:	Short Circuit Coordination and Arc Flash Studies #2
Type:	Non-recurring
Estimated 2025 Cost:	$700,000
Funding Source:	Voted 2016 Public Utilities G.O. Bonds
Operating Impact:	None
Project Description:	This project will reduce nuisance tripping of electrical equipment, update arc flash rating nameplates required by OSHA, and provide a safer working environment for plant personnel.

Project Name:	Department of Public Utilities General Engineering Consulting Services (GEC) #6 and #7
Type:	Recurring
Estimated 2025 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:	JPWWTP Small Capital Projects
Type:	Recurring
Estimated 2025 Cost:	$1,100,000
Funding Source:	Voted 2016 Public Utilities G.O. Bonds
Operating Impact:	None
Project Description:	Funding for JPWWTP projects submitted through the general engineering consultant service contracts.

Project Name:	Southerly Waste Water Treatment Plant (SWWTP) Small Capital Projects
Type:	Recurring
Estimated 2025 Cost:	$1,100,000
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 Hazardous Gas Monitors Replacement
Type:	Non-recurring
Estimated 2025 Cost:	$1,261,335
Funding Source:	WPCLF Loan
Operating Impact:	None
Project Description:	This project will replace hazardous gas monitoring equipment in various buildings spread throughout the SWWTP.

Project Name:	Fairwood Building Facilities Small Capital Projects
Type:	Recurring
Estimated 2025 Cost:	$350,000
Funding Source:	Voted 2016 Public Utilities G.O. Bonds
Operating Impact:	None
Project Description:	Funding to provide for the replacement and upgrade of equipment, materials, electrical or structural features, and associated appurtenances as designed under the general engineering consultant services contract.

Project Name:	Wastewater Treatment Facilities (WWTFs) Professional Construction Management Services #4
Type:	Recurring
Estimated 2025 Cost:	$1,000,000
Funding Source:	Voted 2016 Public Utilities G.O. Bonds
Operating Impact:	None
Project Description:	Professional construction management services necessary for various facilities projects for the DOSD.

Project Name:	DOSD HVAC and Air Purification System Replacements, No. 2
Type:	Non-recurring
Estimated 2025 Cost:	$577,000
Funding Source:	Voted 2016 Public Utilities G.O. Bonds
Operating Impact:	Minimal reduction
Project Description:	Replacement of equipment that is currently at the end of its useful life.

Project Name:	SWWTP CHB H51 & SDB Zoning/VAV Upgrades
Type:	Non-recurring
Estimated 2025 Cost:	$1,157,708
Funding Source:	WPCLF Loan
Operating Impact:	Minimal reduction
Project Description:	To provide for the replacement of the HVAC system for Unit 51 at the Chlorine Control Building and Zoning/VAV upgrades at the Sludge Dewatering Building for the SWWTP.

Project Name:	JPWWTP Stormwater and Floodplain Improvements
Type:	Non-recurring
Estimated 2025 Cost:	$350,000
Funding Source:	OWDA Direct Loan
Operating Impact:	None
Project Description:	Funding for the creation of a Phased Development Stormwater Master Plan for JPWWTP and a design for acceptable compensatory cuts to mitigate past floodplain fill. Funding for full engineering design services through design and construction.

Project Name:	SWWTP VFD and Harmonic Filter Upgrades
Type:	Non-recurring
Estimated 2025 Cost:	$17,010,000
Funding Source:	WPCLF Loan
Operating Impact:	None
Project Description:	This project includes installing several heavy-duty, constant torque VFDs with new enclosures and required accessories such as a new communication network, circuit breakers, hand-switches, and filters.

Project Name:	SWWTP Switching Station Replacement
Type:	Non-recurring
Estimated 2025 Cost:	$16,500,000
Funding Source:	WPCLF Loan
Operating Impact:	None
Project Description:	This project will provide new electrical switching stations to accommodate existing and anticipated future plant power distribution needs.

Project Name:	WWTFs Instrumentation and Control Integration and Programming #3 and #4
Type:	Non-recurring
Estimated 2025 Cost:	$1,250,000
Funding Source:	Voted 2016 Public Utilities G.O. Bonds
Operating Impact:	None
Project Description:	This project will provide needed upgrades to the existing Plant Wide Process Control System at each treatment plant and provide training for staff.

Project Name:	SWWTP Fiber Optic Backbone Upgrade and Replacement
Type:	Non-recurring
Estimated 2025 Cost:	$350,000
Funding Source:	WPCLF Loan
Operating Impact:	None
Project Description:	Expansion and replacement of the plant-wide fiber optic backbone network.

Project Name:	JPWWTP Fiber Optic Backbone Upgrade and Replacement
Type:	Non-recurring
Estimated 2025 Cost:	$200,000
Funding Source:	OWDA Direct Loan
Operating Impact:	None
Project Description:	Expansion and replacement of the plant-wide fiber optic backbone network.

Project Name:	SWWTP Sludge Dewatering Improvements
Type:	Non-recurring
Estimated 2025 Cost:	$1,330,000
Funding Source:	WPCLF Loan
Operating Impact:	None
Project Description:	This project will analyze and evaluate the entire existing sludge dewatering process and determine its condition, determine economical and efficient methods to dewater biosolids, identify necessary improvements and equipment, add nutrient removal and recovery technology, and generate construction contract documents to renovate the sludge dewatering process.

Project Name:	SWWTP Main Drain Alternative Pipe Route
Type:	Non-recurring
Estimated 2025 Cost:	$9,992,654
Funding Source:	WPCLF Loan
Operating Impact:	None
Project Description:	This project will construct a flow diversion structure and an alternative pipe to redirect main drain flows to the Raw Sewage Pump Building. This project will also investigate the bar rack gates as a means to control the plant's influent flows. This project is key to controlling flows into the plant and safeguarding the plant's processes, structures, and buildings from flood damage.

Project Name:	SWWTP Influent Junction Chamber (IJC) Improvements
Type:	Non-recurring
Estimated 2025 Cost:	$1,000,000
Funding Source:	WPCLF Loan
Operating Impact:	None
Project Description:	Funding for the design and construction of a new standalone, separate ventilation and odor control system for the IJC to improve odor control, provide active ventilation, prevent corrosion, and reduce foul air.

Project Name:	SWWTP Post Aeration Diffuser Replacement
Type:	Non-recurring
Estimated 2025 Cost:	$13,832,804
Funding Source:	WPCLF Loan; OWDA Direct Loan
Operating Impact:	None
Project Description:	This project will replace the diffusers and associated air piping in the four chlorine contact tanks. This project is also evaluating the blower system and will recommend upgrades. These upgrades will include replacement of two centrifugal blowers with two energy efficient blowers.

Project Name:	SWWTP Power Systems Upgrades and Safety Improvements – Phase 1
Type:	Non-recurring
Estimated 2025 Cost:	$6,670,000
Funding Source:	WPCLF Loan
Operating Impact:	None
Project Description:	This project will mitigate arc flash hazards and resolve coordination issues identified during a recent evaluation within the electrical equipment which may pose a hazard to employees and/or risk to equipment reliability.

Project Name:	Waste Water Treatment Facilities Upgrade – General Program #5
Type:	Recurring
Estimated 2025 Cost:	$1,200,000
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 Aeration Optimization
Type:	Non-recurring
Estimated 2025 Cost:	$1,791,000
Funding Source:	WPCLF Loan
Operating Impact:	None
Project Description:	This project will analyze the existing aeration system to identify potential improvements to the blowers, monitoring, and controls, replace the aeration diffusers, improve the mixed liquor suspended solids (MLSS) gates, replace the return activated sludge (RAS) mixers and pumps, and construct a fermentation tank as well as associated equipment, pumps, and piping.

Project Name:	SWWTP Primary Clarification Improvements
Type:	Non-recurring
Estimated 2025 Cost:	$1,888,600
Funding Source:	WPCLF Loan
Operating Impact:	None
Project Description:	This project will include primary pump upgrades, skimming transfer pump upgrades, influent flow meter replacement, chain and flight collector replacement, and scum collection improvements.

Project Name:	SWWTP Security Improvements
Type:	Non-recurring
Estimated 2025 Cost:	$3,240,000
Funding Source:	WPCLF Loan
Operating Impact:	None
Project Description:	This project will provide security enhancements at Southerly Wastewater Treatment Plant.

Project Name:	Compost Facility Odor Reduction Improvements – Part 2
Type:	Non-recurring
Estimated 2025 Cost:	$23,485,000
Funding Source:	WPCLF Loan
Operating Impact:	Minimal increase
Project Description:	Odor reduction improvements at the Compost Facility consist of three planned upgrades. This is the second phase and will construct site and building improvements necessary to support the expanded process operations.

Project Name:	Southerly Stormwater and Floodplain Improvements
Type:	Non-recurring
Estimated 2025 Cost:	$17,700,000
Funding Source:	OWDA Direct Loan; WPCLF Loan
Operating Impact:	None
Project Description:	Creation of a phased development master plan to mitigate flooding.

Project Name:	Sanitary Sewer Lining Project
Type:	Recurring
Estimated 2025 Cost:	$1,000,000
Funding Source:	OWDA Direct Loan
Operating Impact:	None
Project Description:	Sanitary infrastructure includes miles of older sewers throughout the city that are more prone to leaks and/or failures that may occur unexpectedly. This project rehabilitates sewers using cured-in-place pipe (CIPP).

Project Name:	2025 Annual Lining Contract
Type:	Recurring
Estimated 2025 Cost:	$8,400,000
Funding Source:	WPCLF Loan
Operating Impact:	None
Project Description:	Rehabilitation of existing sanitary sewers using cured-in-place pipe.

Project Name:	Intermodal Sanitary Subtrunk Extension – Phase 2
Type:	Non-recurring
Estimated 2025 Cost:	$4,050,000
Funding Source:	WPCLF Loan
Operating Impact:	None
Project Description:	This project will extend sanitary sewer service further into the Rickenbacker service area by constructing a new 24-inch sanitary subtrunk sewer from the planned terminus of the ISSE Phase 1 easterly along Wright Road and adjacent fields to the eastern service boundary near Walnut Creek.

Project Name:	Three Creeks Relief Tunnel
Type:	Non-recurring
Estimated 2025 Cost:	$5,000,000
Funding Source:	WPCLF Loan
Operating Impact:	None
Project Description:	This project will design and construct a relief tunnel parallel to the Big Walnut Outfall between the BBX chamber and the Alum Creek Trunk sewer.

Project Name:	Ohio State University (OSU) Area Utility Easement Project
Type:	Non-recurring
Estimated 2025 Cost:	$60,000
Funding Source:	Voted 2016 Public Utilities G.O. Bonds
Operating Impact:	None
Project Description:	This project will update and/or renew or obtain easements around OSU-owned areas.

Project Name:	DOSD Sanitary Pump Stations Construction
Type:	Non-recurring
Estimated 2025 Cost:	$500,000
Funding Source:	OWDA Direct Loan
Operating Impact:	None
Project Description:	This project will design and construct sanitary pump station upgrades and improvements that result from the recommendations of the DOSD Sanitary Pump Stations Evaluation and Upgrade Program.

Project Name:	Sanitary Remote Site Communication Network Upgrades
Type:	Non-recurring
Estimated 2025 Cost:	$420,000
Funding Source:	OWDA Direct Loan
Operating Impact:	None
Project Description:	Funding to address the required needs and improvements at DOSD's sanitary remote sites by providing design and construction funds to ensure that each remote site continues to be an integral part of DOSD's sanitary collection system.

Project Name:	DOSD EV Charging Facilities
Type:	Non-recurring
Estimated 2025 Cost:	$735,000
Funding Source:	WPCLF Loan
Operating Impact:	Minimal increase
Project Description:	This project will design and install a full set of new EV charging stations to serve the EVs now planned to be purchased and assigned to JPWWTP, SWWTP, and SMOC.

Project Name:	Big Walnut Outfall (South) Rehabilitation
Type:	Non-recurring
Estimated 2025 Cost:	$652,995
Funding Source:	OWDA Direct Loan; Voted 2016 Public Utilities G.O. Bonds
Operating Impact:	None
Project Description:	Rehabilitation of the 108-inch Big Walnut Outfall sewer to address structural problems.

Project Name:	OARS Grit Cleaning and Screening Improvements
Type:	Non-recurring
Estimated 2025 Cost:	$5,700,000
Funding Source:	WPCLF Loan
Operating Impact:	None
Project Description:	This project will implement GES design or grit system improvements, screening improvements, and grit removal at OARS shaft 1 and 2.

Project Name:	Lower Olentangy Tunnel – Phase 1
Type:	Non-recurring
Estimated 2025 Cost:	$5,500,000
Funding Source:	WPCLF Loan
Operating Impact:	None
Project Description:	This project will design and construct a relief sewer in the Olentangy corridor. DOSD's hydraulic model has identified the need for relief of the Olentangy CSOs and area trunk sewers.

Project Name:	Large Diameter – Blacklick Creek Main Trunk
Type:	Non-recurring
Estimated 2025 Cost:	$900,000
Funding Source:	WPCLF Loan
Operating Impact:	Minimal reduction
Project Description:	This project will rehabilitate approximately 3,650 lineal feet of 96-inch diameter reinforced concrete pipe utilizing shotcrete methods.

Project Name:	Near North & East Area Large Diameter Assessment – Phase 3
Type:	Non-recurring
Estimated 2025 Cost:	$5,600,000
Funding Source:	WPCLF Loan
Operating Impact:	None
Project Description:	This project will provide design of the large combined sewers rehabilitation work near the Franklin Park area and the Goodale Park area. This project also will provide construction services to rehabilitate sewers that are in poor condition and will reduce inflow and infiltration to the city's sanitary sewer system to mitigate sanitary sewer overflows to basements and waterways.

Project Name:	Alum Creek Trunk (South) Rehabilitation – Phase 2
Type:	Non-recurring
Estimated 2025 Cost:	$227,970
Funding Source:	OWDA Direct Loan
Operating Impact:	Minimal reduction
Project Description:	This project will rehabilitate approximately 8,769 lineal feet of 102-inch sanitary trunk sewer pipe via shotcrete methods.

Project Name:	Scioto Main North Large Diameter Sewer Rehabilitation
Type:	Non-recurring
Estimated 2025 Cost:	$12,500,000
Funding Source:	WPCLF Loan
Operating Impact:	None
Project Description:	This project will rehabilitate approximately 16,140 feet of the city's large-diameter sanitary sewer infrastructure.

Project Name:	West Side Trunk Rehab – Phase 2
Type:	Non-recurring
Estimated 2025 Cost:	$100,000
Funding Source:	Voted 2016 Public Utilities G.O. Bonds
Operating Impact:	None
Project Description:	This project involves design and construction to rehabilitate the sewer trunk mains to reduce inflow and infiltration to the city's sanitary sewer system and thus mitigate sanitary sewer overflows to basements and waterways.

Project Name:	Alum Creek Trunk – Middle (Phase D) Sewer Rehabilitation
Type:	Non-recurring
Estimated 2025 Cost:	$100,000
Funding Source:	Voted 2016 Public Utilities G.O. Bonds
Operating Impact:	None
Project Description:	Rehabilitate approximately 14,395 lineal feet of 84-inch and 90-inch sanitary trunk sewer pipe from the vicinity of Innis and Sunbury south to Nelson Park.

Project Name:	Alum Creek Phase D – South
Type:	Non-recurring
Estimated 2025 Cost:	$14,850,000
Funding Source:	WPCLF Loan
Operating Impact:	None
Project Description:	This project will line approximately 6,900 lineal foot of the sewer main in the lower portion of the Alum Creek phase D rehabilitation project.

Project Name:	Asset Management Program Development – DOSD
Type:	Recurring
Estimated 2025 Cost:	$500,000
Funding Source:	Voted 2016 Public Utilities G.O. Bonds
Operating Impact:	None
Project Description:	This project will develop an asset management plan then assist in implementing initiatives in subsequent years.

Project Name:	2025 General Construction Contract – Sanitary
Type:	Recurring
Estimated 2025 Cost:	$1,150,000
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 Ave Relief Sewer, Phase 3
Type:	Non-recurring
Estimated 2025 Cost:	$5,700,000
Funding Source:	WPCLF Loan
Operating Impact:	None
Project Description:	Construction of the sanitary relief sewer from Edgehill Road to Northwest Boulevard.

Project Name:	Sheldon/Lockbourne Home Sewage Treatment Systems (HSTS) Elimination
Type:	Non-recurring
Estimated 2025 Cost:	$500,000
Funding Source:	Voted 2016 Public Utilities G.O. Bonds
Operating Impact:	None
Project Description:	This project will eliminate four HSTS, and approximately 700 feet of sanitary main will be installed along a portion of Sheldon Avenue between Linwood Avenue and Lockbourne Road.

Project Name:	Construction Administration Services 2023 to 2025
Type:	Recurring
Estimated 2025 Cost:	$300,000
Funding Source:	Voted 2016 Public Utilities G.O. Bonds
Operating Impact:	None
Project Description:	Construction administration and inspection services during various storm and sanitary sewer projects.

Project Name:	West Franklinton Area Sewer Reconfiguration
Type:	Non-recurring
Estimated 2025 Cost:	$150,000
Funding Source:	OWDA Direct Loan
Operating Impact:	None
Project Description:	Reconfiguration of sewers in the West Franklinton area to reduce sewer overflows.

Project Name:	Upsizing Sewer Pipes Project ID 2 and ID 3 Near South
Type:	Non-recurring
Estimated 2025 Cost:	$7,130,000
Funding Source:	WPCLF Loan
Operating Impact:	None
Project Description:	Upsizing existing sewer pipe from 10-inch to 15-inch in the Near South Blueprint area.

Project Name: Blueprint Integrated Solutions and Permeable Pavers
Type: Non-recurring
Estimated 2025 Cost: $84,057,158
Funding Source: WPCLF Loan; OWDA Direct Loan; 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 and install permeable pavers along multiple streets at the following areas:

- Newton/Bedford
- Kelton/Fairwood
- Edgehill/Meadow
- Sunrise/Glenn
- Winthrop/Milton
- Fredonia/Piedmont
- Tulane/Findley
- Milford/Summit
- Walhalla Ravine Stream
- Leland/Highland
- Croswell/Beaumont
- Jeffrey/Sellers
- Highland/Harris
- Yale/Edwin
- Morrill/Ann
- Champion/Roberts
- Lower Olentangy Watershed Stream
- Palmetto/Westgate
- Astor/Bernhard
- Thurston/Grimsby
- Gertrude/Lattimer
- Plum Ridge
- Kent/Fairwood

Project Name: Lateral Lining – Blueprint Hilltop 1
Type: Non-recurring
Estimated 2025 Cost: $35,126,000
Funding Source: WPCLF Loan
Operating Impact: None
Project Description: Lining sanitary laterals to prevent excess stormwater from entering the sanitary sewer system in the Hilltop area of Palmetto and Westgate and the area of Eureka and Fremont.

Project Name: Mainline Lining – Blueprint Clintonville 2
Type: Non-recurring
Estimated 2025 Cost: $8,275,000
Funding Source: WPCLF Loan
Operating Impact: None
Project Description: Lining sanitary mainline sewers and manholes to prevent excess stormwater from entering the sanitary sewer system in the Clintonville 2 Blueprint area.

Project Name: Volunteer Sump Pump Program
Type: Recurring
Estimated 2025 Cost: $1,523,500
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Installation of sump pumps in residential basements to reduce excess stormwater entering the city's sanitary system in the following areas:

- West Franklinton, Phase 1

Project Name: Blueprint Hilltop/Miller Kelton Professional Construction Management Services
Type: Recurring
Estimated 2025 Cost: $800,000
Funding Source: OWDA Direct Loan
Operating Impact: None
Project Description: Construction management services for the installation of green infrastructure, sanitary lateral lining, and roof redirection in the Blueprint Hilltop and Blueprint Miller Kelton areas.

Project Name: HSTS Elimination Projects
Type: Non-recurring
Estimated 2025 Cost: $7,910,000
Funding Source: WPCLF Loan; OWDA Direct Loan
Operating Impact: None
Project Description: Design and construction of a new sanitary sewer extension to provide sanitary services in areas currently served by home treatment systems located in the following areas:

- Community Park/Maple Canyon
- Sunbury Road/Mock Road
- Spangler Road/Williams Road

Project Name: Clinton Sewer District Number 3 – OSU Carmenton District Sewer Extension
Type: Non-recurring
Estimated 2025 Cost: $10,375,000
Funding Source: WPCLF Loan
Operating Impact: None
Project Description: This project consists of constructing a new sanitary sewer extension along Woody Hayes Drive from the Clinton SD#3 trunk sewer west of Olentangy River Road to a point west of Kenny Road. This will be designed by OSU and constructed by OSU under a guaranteed maximum reimbursement agreement. Extension of the sewer along Kenny Road to Lane Avenue is also anticipated.

Sanitary Sewers subtotal - $471,854,154

Electricity

Project Name: Urban Infrastructure Recovery Fund Street Lighting Projects
Type: Recurring
Estimated 2025 Cost: $530,000
Funding Source: Councilmanic ITSA Supported G.O. Bonds
Operating Impact: Minimal increase
Project Description: Design and construction of street lighting in urban areas of the city.

Project Name:	69-2 Circuit Improvements
Type:	Non-recurring
Estimated 2025 Cost:	$1,600,000
Funding Source:	Voted 2019 Public Utilities G.O. Bonds
Operating Impact:	Minimal reduction
Project Description:	The 69-2 Circuit Improvements project will upgrade a 50-year-old transmission circuit.

Project Name:	Conversion to 3 Wire
Type:	Non-recurring
Estimated 2025 Cost:	$500,000
Funding Source:	Voted 2019 Public Utilities G.O. Bonds
Operating Impact:	Minimal reduction
Project Description:	This project will help upgrade the wiring of street light underground circuits and provide additional safety measures to the street light system.

Project Name:	Furnace Street Substation DT-1 Transformer Replacement
Type:	Non-recurring
Estimated 2025 Cost:	$2,000,000
Funding Source:	Voted 2019 Public Utilities G.O. Bonds
Operating Impact:	Minimal reduction
Project Description:	Replacement of Transformer DT-1 at Furnace Street Substation.

Project Name:	General Engineering Contract 2024-2026
Type:	Recurring
Estimated 2025 Cost:	$1,500,000
Funding Source:	Voted 2019 Public Utilities G.O. Bonds
Operating Impact:	None
Project Description:	Funding to provide engineering services for consultation and design as needed from October 2024 through September 2025.

Project Name:	Smart Lighting Phase Two
Type:	Non-recurring
Estimated 2023 Cost:	$3,759,226
Funding Source:	Voted 2019 Public Utilities G.O. Bonds
Operating Impact:	Minimal reduction
Project Description:	This project will implement smart lighting in the southside neighborhood generally bounded by High Street to the west, Livingston Avenue to the north, Alum Creek Drive to the east, and Marion Road to the south. The project will replace approximately 3,900 existing HPS lights with LED lights that will connect to a central control system.

Project Name:	Circuit 23 Street Lighting Improvements
Type:	Non-recurring
Estimated 2025 Cost:	$1,738,000
Funding Source:	Voted 2019 Public Utilities G.O. Bonds
Operating Impact:	Minimal reduction
Project Description:	This project will replace the streetlights on circuit 23 in Franklinton.

Project Name: Circuit 79 Street Lighting Improvements
Type: Non-recurring
Estimated 2025 Cost: $1,127,960
Funding Source: Voted 2019 Public Utilities G.O. Bonds
Operating Impact: Minimal reduction
Project Description: This project will replace streetlight circuit 079 on streets south of 670 and east of Saint Claire.

Project Name: Furnace Substation – 138kV Interconnection
Type: Non-recurring
Estimated 2025 Cost: $3,004,313
Funding Source: Voted 2019 Public Utilities G.O. Bonds
Operating Impact: Minimal increase
Project Description: This project will provide an additional 138kV delivery point from AEP.

Electricity subtotal - $15,759,499

Water

Project Name: Miscellaneous Erosion Control – Hoover (Sunbury Rd.)
Type: Recurring
Estimated 2025 Cost: $100,000
Funding Source: Voted 2019 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Funding to provide continued erosion management and mitigation.

Project Name: Miscellaneous Water Facilities
Type: Recurring
Estimated 2025 Cost: $100,000
Funding Source: Voted 2019 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Funding to provide for unanticipated capital projects at various water facilities.

Project Name: 910 Dublin Road Garage Roof Replacement
Type: Non-recurring
Estimated 2025 Cost: $2,500,000
Funding Source: OWDA Direct Loan
Operating Impact: Minimal decrease
Project Description: This project will remove and replace the roof over the garage area of the 910 Dublin Road building.

Project Name: Water Main Rehabilitation
Type: Recurring
Estimated 2025 Cost: $14,925,000
Funding Source: WSRLA Loan
Operating Impact: Minimal decrease in cost to maintain lines with frequent break history.
Project Description: Funding for general rehabilitation of the water distribution system to eliminate poor fire flow capabilities and poor water quality.

Project Name: Area Waterline Improvements
Type: Non-recurring
Estimated 2025 Cost: $52,700,311
Funding Source: WSRLA Loan; Voted 2019 Public Utilities G.O. Bonds; OWDA Direct Loan
Operating Impact: Minimal decrease in cost to maintain lines with frequent break history.
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:

- Aragon Avenue
- Newton/Bedford
- Sawmill Place Boulevard
- Bluefield Drive
- Lexington Avenue
- Jermaine Drive
- Heyl Avenue
- Athens Avenue and Rumsey Road
- Kenwick Road
- Velma Avenue
- Kent-Fairwood
- Palmetto/Westgate
- N. Sixth Street & E. Third Avenue
- South Eureka Avenue
- 5th Avenue by Northwest-Edgehill/Meadow
- Gault Street
- N. Chesterfield Road
- South High Street & I-270

Project Name: Transite Pipe Replacement
Type: Non-recurring
Estimated 2025 Cost: $5,450,000
Funding Source: OWDA Direct Loan
Operating Impact: Minimal decrease in the cost to maintain lines with frequent break history.
Project Description: General rehabilitation of the water distribution system.

Project Name: Barnett Road Water Main Improvements
Type: Non-recurring
Estimated 2025 Cost: $450,000
Funding Source: OWDA Direct Loan
Operating Impact: Minimal decrease in cost to maintain lines with frequent break history.
Project Description: Funding to construct necessary improvements to the water distribution system along Barnett Road.

Project Name: John Glenn Avenue Area Water Main Extension
Type: Non-recurring
Estimated 2025 Cost: $150,000
Funding Source: OWDA Direct Loan
Operating Impact: Minimal increase in costs to maintain line extensions.
Project Description: This project replaces an existing 6-inch water main with a new 8-inch water main on Judy Resnick Street north of Wright Brothers Avenue. There will be approximately 400 linear feet of water main replaced or extended.

Project Name:	Water Main Replacement Projects
Type:	Non-recurring
Estimated 2025 Cost:	$2,700,000
Funding Source:	OWDA Direct Loan
Operating Impact:	Minimal decrease
Project Description:	This project provides for general rehabilitation of the water distribution system and may include replacement of water mains which have exceeded their useful lives and construction of new lines to eliminate poor fire flow capabilities and poor water quality.

Project Name:	O'Shaughnessy Dam 9th Federal Energy Regulatory Committee (FERC) Independent Consultant Review
Type:	Non-recurring
Estimated 2025 Cost:	$100,000
Funding Source:	OWDA Direct Loan
Operating Impact:	None
Project Description:	This project provides for the FERC-mandated engineering independent consultant review of the O'Shaughnessy Hydroelectric facility and the subsequent design and construction of recommended improvements.

Project Name:	Dublin Road Water Plant (DRWP) Miscellaneous Improvements
Type:	Recurring
Estimated 2025 Cost:	$160,000
Funding Source:	Voted 2019 Public Utilities G.O. Bonds
Operating Impact:	None
Project Description:	Continuing small capital improvements of the existing water plant.

Project Name:	DRWP Lubricant Storage Building
Type:	Non-recurring
Estimated 2025 Cost:	$273,651
Funding Source:	Voted 2019 Public Utilities G.O. Bonds
Operating Impact:	None
Project Description:	Funding for the demolition of the existing lubricant storage building and the installation of a new building at the same location.

Project Name:	DRWP Tunnel Repair
Type:	Non-recurring
Estimated 2025 Cost:	$2,000,000
Funding Source:	WSRLA Loan
Operating Impact:	None
Project Description:	Funding for the repair of the DRWP tunnel that is parallel to the coagulated water flume. Cracks have formed in the ceiling of the tunnel due to age and other factors.

Project Name:	Hap Cremean Water Plant (HCWP) Miscellaneous Improvements
Type:	Recurring
Estimated 2025 Cost:	$150,000
Funding Source:	Voted 2019 Public Utilities G.O. Bonds
Operating Impact:	None
Project Description:	Continuing small capital improvements of the existing water plant.

Project Name:	Parsons Avenue Water Plant (PAWP) Facility Miscellaneous Improvements
Type:	Recurring
Estimated 2025 Cost:	$150,000
Funding Source:	Voted 2019 Public Utilities G.O. Bonds
Operating Impact:	None
Project Description:	Continuing small capital improvements of the existing water plant.

Project Name:	PAWP Control Room and Laboratory Renovation
Type:	Non-recurring
Estimated 2025 Cost:	$4,500,000
Funding Source:	WSRLA Loan
Operating Impact:	None
Project Description:	This project will design and construct renovations to the control room and related systems, including lighting, fire suppression, HVAC, and an uninterrupted power supply system, as well as renovate the PAWP water quality laboratory.

Project Name:	Automatic Meter Reading
Type:	Recurring
Estimated 2025 Cost:	$1,200,000
Funding Source:	Voted 2019 Public Utilities G.O. Bonds
Operating Impact:	Personnel and equipment reductions due to remote meter readings; increased costs for software and support.
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:	HCWP Pump Improvements
Type:	Recurring
Estimated 2025 Cost:	$225,000
Funding Source:	OWDA Direct Loan
Operating Impact:	None
Project Description:	This project provides funding for annual pump rehabilitation and/or replacement work to be conducted by HCWP maintenance staff.

Project Name:	Watershed Miscellaneous Improvements Facilities
Type:	Recurring
Estimated 2025 Cost:	$250,000
Funding Source:	Voted 2019 Public Utilities G.O. Bonds
Operating Impact:	None
Project Description:	Ongoing funds for small capital improvements at the existing dams and reservoirs.

Project Name:	Hoover Dam Improvements – Part 2
Type:	Non-recurring
Estimated 2022 Cost:	$10,850,000
Funding Source:	OWDA Direct Loan
Operating Impact:	Minimal increase
Project Description:	This project will design and construct improvements to the Hoover Dam including repair of deteriorated concrete, abutments, and embankments and rehabilitation of the crest gates.

Project Name:	Watershed Protection Easements
Type:	Recurring
Estimated 2025 Cost:	$50,000
Funding Source:	Voted 2019 Public Utilities G.O. Bonds
Operating Impact:	Reducing the concentration of pollutants that enter the water supply will decrease capital and operating expenses required to remove them at the water treatment plants.
Project Description:	The establishment of buffer zones along tributaries and streams to the water supply that will minimize the amount of sediment and agrichemicals entering reservoirs and improve water quality.

Project Name:	General Engineering Services – Supply Group 2021A and 2021B
Type:	Recurring
Estimated 2025 Cost:	$900,000
Funding Source:	Voted 2016 Public Utilities G.O. Bonds
Operating Impact:	None
Project Description:	Funding for general engineering on various capital projects when needed.

Project Name:	Miscellaneous Booster Station and Water Tank Improvements
Type:	Recurring
Estimated 2025 Cost:	$1,200,000
Funding Source:	WSRLA Loan
Operating Impact:	None
Project Description:	This project provides miscellaneous booster station and water tank improvements for timely replacement of failed pumps, motors, and/or control equipment at water tanks and booster stations.

Project Name:	Indianola Booster Station Demolition
Type:	Non-recurring
Estimated 2025 Cost:	$115,000
Funding Source:	Voted 2016 Public Utilities G.O. Bonds
Operating Impact:	None
Project Description:	The project will provide for the demolition of the existing booster station.

Project Name:	Morrison Booster Station Improvements
Type:	Non-recurring
Estimated 2025 Cost:	$1,098,149
Funding Source:	WSRLA Loan; Voted 2016 Public Utilities G.O. Bonds
Operating Impact:	Minimal decrease
Project Description:	This project provides for replacement of the roof at the Morrison booster station and includes other work such as ventilation system improvements, pump isolation valve replacements, window replacement, and site grading improvements.

Project Name:	Wilson Bridge Booster Station Improvements
Type:	Non-recurring
Estimated 2025 Cost:	$800,000
Funding Source:	WSRLA Loan
Operating Impact:	None
Project Description:	This project provides for pump replacements at the Wilson Bridge booster station to increase capacity to meet future demands.

Project Name:	Rome-Hilliard Tank Site Improvements
Type:	Non-recurring
Estimated 2025 Cost:	$700,000
Funding Source:	OWDA Direct Loan
Operating Impact:	None
Project Description:	Site improvements at the Rome-Hilliard water tank facility. This project will include access drive improvements that will improve vehicle safety when accessing or leaving this site.

Project Name:	East Broad South Tank Painting Improvements
Type:	Non-recurring
Estimated 2025 Cost:	$1,153,240
Funding Source:	Voted 2016 and Voted 2019 Public Utilities G.O. Bonds
Operating Impact:	None
Project Description:	Funding for painting improvements for the steel elevated water storage tank, including blasting and recoating of the exterior as well as the interior wet coating system and interior dry area coating system. This project also includes various safety improvements such as roof ice guards, fall protection tie-off lugs on roof, and handrail opening safety gates.

Project Name:	Fourth Water Plant Transmission Main
Type:	Non-recurring
Estimated 2025 Cost:	$1,000,000
Funding Source:	OWDA Direct Loan
Operating Impact:	None
Project Description:	Funding for the preliminary design of a transmission main from the city's proposed fourth water plant to the existing water system.

Project Name:	Hudson Street/Arcadia Avenue 24-Inch Transmission Main
Type:	Non-recurring
Estimated 2025 Cost:	$250,000
Funding Source:	OWDA Direct Loan
Operating Impact:	None
Project Description:	This project will either replace or rehabilitate the existing 24-inch transmission main in the Hudson Road/Arcadia Avenue area.

Project Name:	Morse Road 48-Inch Transmission Main Lowering
Type:	Non-recurring
Estimated 2025 Cost:	$1,150,000
Funding Source:	WSRLA Loan
Operating Impact:	None
Project Description:	Funding for the investigation of the current limits where the existing 48-inch transmission main on Morse Road does not meet the Division of Water's standard 6-foot bury depth and for lowering this transmission main to an appropriate depth, within the identified limits.

Project Name:	Asset Management Program Development – Division of Water
Type:	Recurring
Estimated 2025 Cost:	$500,000
Funding Source:	Voted 2019 Public Utilities G.O. Bonds
Operating Impact:	None
Project Description:	This project will develop an asset management plan for the Division of Water then assist in implementing initiatives in subsequent years.

Project Name:	Water Main Repair
Type:	Recurring
Estimated 2025 Cost:	$1,250,000
Funding Source:	Voted 2019 Public Utilities G.O. Bonds
Operating Impact:	None
Project Description:	Funding for improvements to the water distribution system throughout the city that extend the life of the system.

Project Name:	Water Distribution System Supervisory Control and Data Acquisition Improvements
Type:	Non-recurring
Estimated 2025 Cost:	$15,800,000
Funding Source:	WSRLA Loan
Operating Impact:	None
Project Description:	Repair and replacement of components of the SCADA system for the water distribution system.

Project Name:	Fire Hydrant Repairs
Type:	Recurring
Estimated 2025 Cost:	$1,250,000
Funding Source:	Voted 2019 Public Utilities G.O. Bonds
Operating Impact:	None
Project Description:	Repairs to fire hydrants throughout the city to extend their lives.

Project Name:	2023-2025 General Engineering Services - Distribution Group
Type:	Recurring
Estimated 2025 Cost:	$600,000
Funding Source:	Voted 2016 Public Utilities G.O. Bonds
Operating Impact:	None
Project Description:	To provide general engineering services on an as-needed basis.

Project Name:	Morse District 2 MG Elevated Storage Tank
Type:	Non-recurring
Estimated 2025 Cost:	$500,000
Funding Source:	WSRLA Loan; OWDA Direct Loan
Operating Impact:	None
Project Description:	Funding for property acquisition, engineering services, and the construction of a new two-million-gallon elevated water tank to serve the Morse pressure district.

Project Name:	Residuals Management Plan Update- Part 2
Type:	Non-recurring
Estimated 2025 Cost:	$500,000
Funding Source:	Voted 2016 Public Utilities G.O. Bonds
Operating Impact:	None
Project Description:	To provide general engineering services to continue and complete the Residuals Management Plan Update.

Project Name:	General Construction Administration and Construction Inspection
Type:	Recurring
Estimated 2025 Cost:	$300,000
Funding Source:	Voted 2016 Public Utilities G.O. Bonds
Operating Impact:	None
Project Description:	Construction management costs associated with Division of Water capital improvement projects.

Project Name:	Plant Drain and Water System Improvements
Type:	Non-recurring
Estimated 2025 Cost:	$9,400,000
Funding Source:	WSRLA Loan; OWDA Direct Loan
Operating Impact:	None
Project Description:	Funding to study the plant drainage systems and make recommendations for improvements to bring the systems into alignment with current best practices. This will also improve the plant water systems to reduce leakage, improve reliability, replace aging components, and improve the ease of maintenance.

Project Name:	Laboratory Upgrades
Type:	Non-recurring
Estimated 2025 Cost:	$350,000
Funding Source:	Voted 2016 Public Utilities G.O. Bonds
Operating Impact:	None
Project Description:	Funding for design and engineering services during construction to renovate the 910 Dublin Road Water Quality Assurance Lab, the DRWP Lab, and the PAWP Lab.

Project Name:	Dam Engineering Services
Type:	Recurring
Estimated 2025 Cost:	$200,000
Funding Source:	Voted 2019 Public Utilities G.O. Bonds
Operating Impact:	None
Project Description:	To provide dam engineering and design services to be proactive and practice responsible dam safety by conducting recurring assessments and regulatory compliance activities for non-FERC dams.

Project Name:	Elevator Improvements
Type:	Non-recurring
Estimated 2025 Cost:	$2,000,000
Funding Source:	Voted 2016 Public Utilities G.O. Bonds
Operating Impact:	None
Project Description:	Funding for the renovation of the freight and passenger elevators at the PAWP, HCWP, DRWP, and Hoover Dam facilities and of the freight elevator at the 910 Dublin Road facility.

Project Name:	Watershed Signage Master Plan
Type:	Recurring
Estimated 2025 Cost:	$100,000
Funding Source:	Voted 2019 Public Utilities G.O. Bonds
Operating Impact:	None
Project Description:	This project will inventory existing signage, assess signage needs, develop signage standards, design signage improvements, and install new and replacement signs.

Project Name:	Electrical Power System Studies
Type:	Non-recurring
Estimated 2025 Cost:	$350,000
Funding Source:	Voted 2016 Public Utilities G.O. Bonds
Operating Impact:	None
Project Description:	This project will update and maintain electrical system information and conduct electrical power system studies for Division of Water facilities in order to comply with OSHA regulations and NFPA guidelines, facilitate electrical safety for workers and contractors, and provide complete, coordinated, and accurate information needed to design, install, operate, and maintain electrical systems.

Project Name:	PAWP Treatment Residuals Disposal Improvements
Type:	Recurring
Estimated 2025 Cost:	$3,000,000
Funding Source:	WSRLA Loan
Operating Impact:	Minimal increase
Project Description:	This project will design and construct PAWP residual disposal improvements to convey the plant's residuals streams to the Lockbourne Road Quarry for disposal.

Project Name:	PAWP Wellfield Development
Type:	Non-recurring
Estimated 2025 Cost:	$1,250,000
Funding Source:	OWDA Direct Loan
Operating Impact:	Minimal increase
Project Description:	Design and construction improvements to develop a new wellfield and associated raw waterlines based on the PAWP concept plan update project recommendations.

Project Name:	Perimeter Fence Improvements
Type:	Non-recurring
Estimated 2025 Cost:	$750,000
Funding Source:	Voted 2016 Public Utilities G.O. Bonds
Operating Impact:	None
Project Description:	Funding for improvements to the fencing and gates at various Division of Water properties, including vegetation clearing and signage.

Project Name:	Professional Construction Management (PCM)
Type:	Recurring
Estimated 2025 Cost:	$17,800,000
Funding Source:	Voted 2016 and Voted 2019 Public Utilities G.O. Bonds
Operating Impact:	None
Project Description:	Professional management services to monitor numerous current and future projects during construction.

Project Name:	Large Diameter Valve Replacement Part 4
Type:	Non-recurring
Estimated 2025 Cost:	$3,250,000
Funding Source:	Voted 2016 Public Utilities G.O. Bonds
Operating Impact:	None
Project Description:	This project provides for the repair or replacement of critical large diameter valves in the water distribution system which have failed.

Project Name:	PAWP Wellfield Development
Type:	Non-recurring
Estimated 2025 Cost:	$3,100,000
Funding Source:	WSRLA Loan
Operating Impact:	None
Project Description:	Funding to design and construct a new horizontal collector well near the PAWP, a new raw water main from the well to the PAWP, and update the Wellfield Protection Boundary. Funding also will be used to acquire land/easements for the well and raw water line.

Project Name:	Fourth Water Plant
Type:	Non-recurring
Estimated 2025 Cost:	$974,000,000
Funding Source:	WSRLA Loan
Operating Impact:	Significant impact to operating budget in the future (2028-2029) to run a new water plant.
Project Description:	This project will design and construct a new fourth water plant and associated finished water transmission mains to meet water supply needs and increase the resiliency and reliability of the water supply system.

Project Name:	Home Road Water Plant – Fiber Extension
Type:	Non-recurring
Estimated 2025 Cost:	$1,500,000
Funding Source:	OWDA Direct Loan
Operating Impact:	None
Project Description:	This project will extend the city's existing fiber network to the site of the new Home Road Water Plant.

Project Name:	PAWP Pump Improvements
Type:	Recurring
Estimated 2025 Cost:	$150,000
Funding Source:	OWDA Direct Loan
Operating Impact:	None
Project Description:	Repair or replacement of various pumps at the PAWP facility.

Project Name:	DRWP Pump Improvements
Type:	Recurring
Estimated 2025 Cost:	$200,000
Funding Source:	OWDA Direct Loan
Operating Impact:	None
Project Description:	Repair or replacement of various pumps at the DRWP facility.

Project Name:	HCWP Softening Basin Sludge Removal Improvements
Type:	Non-recurring
Estimated 2025 Cost:	$450,000
Funding Source:	OWDA Direct Loan
Operating Impact:	None
Project Description:	Funding for the replacement of sludge collection mechanisms in softening basins 3, 4, 5, and 6 at the HCWP.

Project Name: Overall Engineering Services (OES)
Type: Recurring
Estimated 2025 Cost: $1,000,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Funding to provide general overall engineering services to the Division of Water, whose tasks shall include assisting the city in regulatory and grants issues, in negotiations with regulatory agencies concerned with permit requirements, the support and enhancement of the division's master plan, and program planning, engineering coordination, design reviews, and other general and additional services as directed by the city.

Project Name: DRWP Granular Activated Carbon (GAC) Improvements
Type: Non-recurring
Estimated 2025 Cost: $3,500,000
Funding Source: WSRLA Loan
Operating Impact: Increase to meet water regulatory requirements.
Project Description: This project will add GAC treatment at the Dublin Road Water Plant.

Project Name: Upground Reservoirs R1 and R3 – Engineering Services
Type: Non-recurring
Estimated 2025 Cost: $5,000,000
Funding Source: OWDA Direct Loan
Operating Impact: None
Project Description: Funding for a contract which will provide engineering design and engineering services during construction for upground reservoirs R1 and R3 and the associated raw water lines.

Project Name: Home Road Marina Maintenance
Type: Non-recurring
Estimated 2025 Cost: $250,000
Funding Source: Voted 2019 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Funding to perform mill and overlay with some full-depth spot repair of pavement located at the Home Road Marina and access drive.

Project Name: General Engineering Services – Supply Group 2024A and 2024B
Type: Recurring
Estimated 2025 Cost: $900,000
Funding Source: Voted 2019 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Funding for a contract with a professional consultant to provide as-needed general engineering services.

Project Name: General Architectural Services – Division of Water
Type: Recurring
Estimated 2025 Cost: $500,000
Funding Source: Voted 2019 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: This project provides for general architectural and design phase services on an as-needed basis.

Project Name:	Electrical Systems Studies
Type:	Non-recurring
Estimated 2025 Cost:	$1,000,000
Funding Source:	Voted 2019 Public Utilities G.O. Bonds
Operating Impact:	None
Project Description:	Funding for services which will consist of the following major activities: reviewing existing system information; updating or creating diagrams and computerized models of the power systems; collecting field data to support model verification and/or development; performing short circuit studies, device coordination studies, and arc flash risk assessments; developing protective device setting recommendations; and providing arc flash labels for installation on electrical devices.

Project Name:	Overall Engineering Services – CT2
Type:	Recurring
Estimated 2025 Cost:	$1,000,000
Funding Source:	Voted 2019 Public Utilities G.O. Bonds
Operating Impact:	None
Project Description:	Funding to provide general overall engineering services to the Division of Water, with tasks including assisting the city in regulatory and grants issues, participating in negotiations with regulatory agencies concerned with permit requirements, support and enhancement of the division's master plan, program planning, engineering coordination, design reviews, and other general and additional services.

Project Name:	Electric Vehicle Charging Upgrades
Type:	Non-recurring
Estimated 2025 Cost:	$800,000
Funding Source:	Voted 2019 Public Utilities G.O. Bonds
Operating Impact:	Minimal increase
Project Description:	This project will provide design and construction services for electric vehicle charging stations to charge fleet vehicles stationed at various Division of Water facilities.

Project Name:	Solar Energy Installation
Type:	Non-recurring
Estimated 2025 Cost:	$2,250,000
Funding Source:	Voted 2016 Public Utilities G.O. Bonds
Operating Impact:	Minimal decrease
Project Description:	This project will provide design and construction services for solar energy installation at four potential Division of Water facilities.

Water subtotal - $1,162,100,351

Public Utilities Total - $1,729,720,214

2025 Capital Improvement Budget Total - $1,893,455,214

Significant Non-Recurring Projects

Kilbourne Run Sports Park

Department: Recreation and Parks
Planning Area: Northland
Start Date: Construction Start: September 2024
Est. Completion Date: Phase 1 – Spring 2026
Phase 2 – Fall 2026
Est. Cost: $35,917,737

Kilbourne Run Sports Park is part of the Community Sports Park project, which makes significant investments in sports facilities across the city. In July 2022, Mayor Andrew J. Ginther announced this exciting renovation to fulfill the Community Sports Park agreements with the Columbus Crew. This investment will establish Kilbourne Run as one of the premier sports parks in central Ohio and a distinguished regional park to the 81,000+ residents living within a ten-minute drive from the park. The park will includes five full size artificial turf soccer fields with lighting, one full size artificial turf championship field with spectator amenities, enhancements to existing natural turf fields and irrigation controls, site layout improvements for vehicular access and pedestrian safety, and community amenities such as playgrounds, shelters, and a connection to the Linden Green Line.



Site Plan for Kilbourne Run Sports Park

Mock Park Pickleball Complex

Department: Recreation and Parks
Planning Area: Northeast
Start Date: Design Fall 2022; Construction anticipated summer/fall 2025
Est. Completion Date: Spring/ Summer 2026
Est. Cost: $6,900,000

Mock Park, a 24.47-acre regional park in the Northeast community, serves as a hub for recreational opportunities. The site currently features an athletic complex, basketball court, tennis court, walking trail, and playground. This project will construct a 12-court tournament pickleball facility to serve the existing and future sports players and observers.

As of 2024, the Department of Recreation and Parks only offers three dedicated pickleball courts, although it is constructing outdoor courts across the city. This project will increase year-round indoor opportunities to play pickleball and draw local and regional players. Mock Park will be a convenient location given the existing sports facilities on the site. Mock Park is part of the Community Sports Park project.

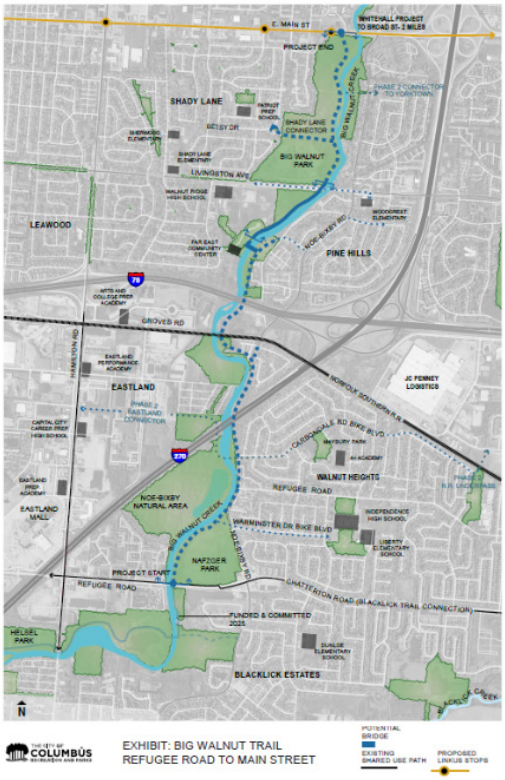


Conceptual Plan of the Mock Park Pickleball Complex

Big Walnut Trail: Refugee Road to East Main

Department: Recreation and Parks
Planning Area: Mid East
Start Date: Design 2024
Est. Completion Date: Construction 2027
Est. Cost: $12,200,000 (Design & Construction)

The Recreation and Parks Department is currently completing design for a major section of the Big Walnut Trail from Refugee Road to East Main. This is a 3.5-mile section of greenway in the Mid East community. The central reach of the Big Walnut Trail is developing into one of the region's most scenic and accessible greenways in central Ohio, and will put thousands of residents of the Mid East, Southeast, and Far East communities within a few minutes access to the regional trail network.



Big Walnut: Refugee Road to East Main

Hauntz Park Improvements

Department: Recreation and Parks
Planning Area: Greater Hilltop
Start Date: Construction Fall 2024
Est. Completion Date: Fall 2025
Est. Cost: $2,502,000 (Construction)

The redevelopment of Hauntz Park will completely transform the current space, improving recreational opportunities in the Hilltop community. The 5.6-acre park is named after Raymond Gibson Hauntz, a World War I veteran who was a Columbus City Councilmember, a Columbus City Schools Board of Education member, and a West Side grocery store owner. Currently the park has few amenities. Improvements to Hauntz Park will add a skate park, pollinator meadow, constructed wetland, and walking trail loop.



Conceptual Design of Hauntz Park

Willow Creek Park Improvements

Department: Recreation and Parks
Planning Area: Southwest
Start Date: Master Planning 2023
Est. Completion Date: Fall/Winter 2026 for Phase 1
Est. Cost: $2,754,543 (Phase 1 Construction)

The Recreation and Parks Department began the redevelopment of Willow Creek Park in the fall of 2023, starting with the creation of a master plan for the park and preserve and the acquisition of 3.5 additional acres with Gantz Road frontage.

The redevelopment of Willow Creek Park will transform the space. Improvements include new nature paths, lighting, shelter, basketball courts, playground, and nature exploration opportunities. This project will also add a parking lot to the park, increasing public access to the park's amenities and nature. The anticipated timeline to complete construction on Willow Creek Park is winter 2026.



Conceptual Design for Willow Creek Park

Pedestrian Safety -Walford Street, Sharbot Drive, and Northtowne Boulevard Sidewalks

Department: Public Service
Planning Area: Northland
Start Date: Spring 2020
Completion Date: Fall 2026
Est. Cost: $1,500,000

This project will install sidewalks and fill in gaps along both sides of Walford Street from Belcher Drive to Morse Road, on Sharbot Drive from west of Carahan Road to Heaton Road, and on Northtowne Boulevard from Morse Road to Jonathon Court.

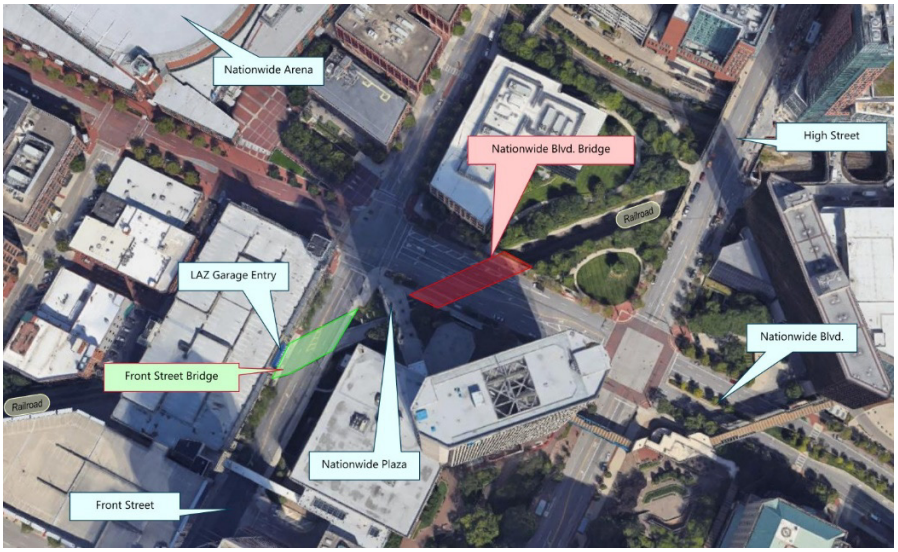


Section of Walford Street to Receive Sidewalks

Bridge Rehabilitation - Front Street and Nationwide Boulevard over RR Tunnel

Department: Public Service
Planning Area: Downtown
Start Date: Summer 2022
Est. Completion Date: Summer 2026
Est. Cost: $4,400,000

This project is for the rehabilitation of the Front Street and Nationwide Boulevard bridges over the railroad tunnel in downtown. The project will include deck replacements, conversion of the bridge abutments to semi-integral, painting of the superstructures, approach slab replacements, and joint replacements.



Aerial View of the Front Street and Nationwide Boulevard Bridges over the RR Tunnel

Pedestrian Safety - Marion Franklin Sidewalks

Department: Public Service
Planning Area: Far South
Start Date: Winter 2024
Est. Completion Date: Spring 2027
Est. Cost: $3,200,000

This project will install sidewalk on Clarfield Avenue, Moundview Avenue, and Augmont Avenue from Groveport Road to Fairwood Avenue as well as the east side of Groveport Road between Augmont Avenue and Clarfield Avenue.



Section of Clarfield Avenue to Receive Sidewalks

Stormwater Pump Station Improvements: ST-21, ST-22, and ST-23

Department: Public Utilities
Planning Area: Downtown
Start Date: 2025
Est. Completion Date: 2027
Est. Construction Cost: $35,000,000

This project will construct storm system and flood protection improvements for the area southwest of the Arena District near the confluence of the Scioto and Olentangy Rivers. The project is bounded by the Olentangy River to the west, the Scioto River to the south, Interstate-670 to the north, and high ground to the east. The project will eliminate structural flooding for storm events, and protect from Scioto River flooding up to a 100-year flood event.

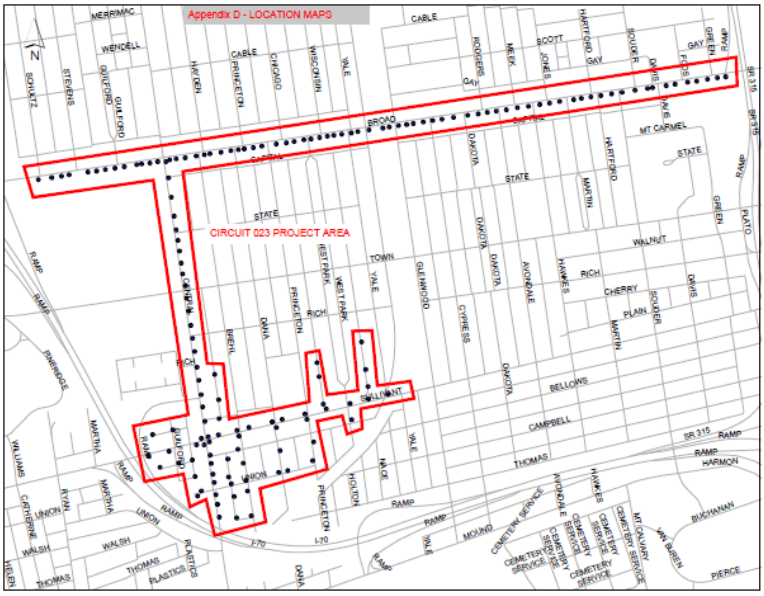


Scioto River Flooding in Downtown Columbus

Circuit 23 Street Lighting Improvements

Department: Public Utilities
Planning Area: Franklinton
Start Date: 2025
Est. Completion Date: 2027
Est. Construction Cost: $1,700,000

This streetlight circuit requires significant upkeep to maintain the street lights. The project will replace approximately 150 lights, as well as the associated wiring and controllers, with new materials in accordance with current city standards. Lighting will be replaced along West Broad Street from State Route 315 to Interstate 70, along Central Avenue from West Broad Street to Interstate 70, along Sullivant Avenue from Glenwood to Interstate 70, and a few other residential streets. These improvements will increase streetlight reliability in the area and improve safety.

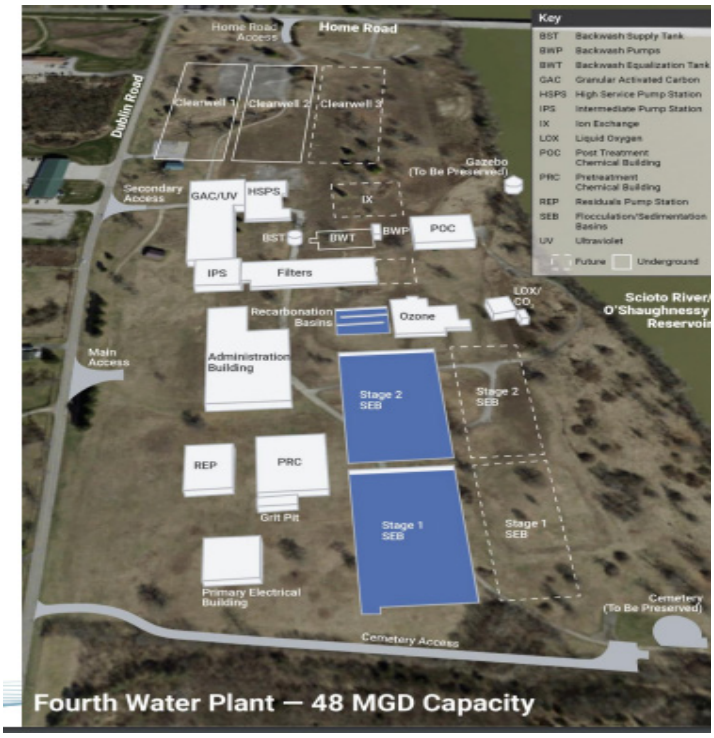


Map of the Circuit 23 Project Area

Fourth Water Plant – Site Preparation

Department: Public Utilities
Planning Area: Citywide
Start Date: 2025
Est. Completion Date: 2027
Est. Construction Cost: $150,000,000

The population of the central Ohio area is estimated to double by 2050. Additional water supply facilities are needed to meet the associated increase in potable water demands. The city is designing and constructing a new water plant and associated finished water transmission mains to meet water supply needs and increase the resiliency and reliability of the water supply system. The Fourth Water Plant – Site Preparation sub-project will prepare the Fourth Water Plant site ahead of subsequent construction of the Plant and also construct the electrical substation that will provide power to the Fourth Water Plant.



Fourth Water Plant Site Plan

Bluefield Drive Area Water Line Improvements

Department: Public Utilities
Planning Area: Far South
Start Date: 2025
Est. Completion Date: 2027
Est. Construction Cost: $5,800,000

The water line project area is located in the Far South neighborhood and includes parts of Bluefield Drive, Huntington Drive, Weirton Drive, Lockbourne Road, South 8th Street, Rockwell Road, and South 6th Street. The project will replace approximately 10,500 linear feet of water line. The existing water mains are 80+ years in age and range from 6-inch to 12-inch diameter lines. Along with the installation of new water mains, the project will also include new fire hydrant installations. Replacement of these water lines will improve water service, decrease burden on water maintenance operations, and reduce water loss.



Broken Water Line Flooding a Street

Central College Subtrunk Extension Phase 3

Department: Public Utilities
Planning Area: Rocky Fork/Blacklick
Start Date: 2025
Est. Completion Date: 2028
Est. Construction Cost: $49,000,000

This project will extend the existing sanitary subtrunk sewer approximately 5,800 linear feet along Central College Road towards New Albany to its terminus point near the intersection of Central College Road and New Albany Road West. It will also extend a trunk sewer north along Harlem Road from Central College Road to Walnut Street. The project will provide service to developing areas in the City of Columbus while also creating environmental benefits by providing new sanitary service to areas that are currently served via home sanitary treatment systems, which can leak sewerage into the ground and nearby streams.



Installation of Sanitary Sewer

Blueprint Miller Kelton – Kent/Fairwood Permeable Pavers

Department: Public Utilities
Planning Area: Livingston Avenue Area
Start Date: 2025
Est. Completion Date: 2027
Est. Construction Cost: $10,000,000

The Kent/Fairwood area is generally bounded by Main Street to the north, Livingston Avenue to the south, railroad tracks to the east, and Kelton Avenue to the west. This contract will install permeable pavers as part of the overall project area's green infrastructure installations, to mitigate water in basement events and sanitary sewer overflows.



Permeable Pavers Installed on a Columbus Street

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Glossary

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.
ACFR	Annual Comprehensive Financial Report. A set of financial statements prepared according to generally accepted accounting principles (GAAP) and the Governmental Accounting Standards Board (GASB) providing extensive financial data alongside a city introduction, insights into varied activities, and statistical data and trends within the city's financial and non-financial sectors.
Actual(s)	Expenditures plus outstanding encumbrances against current year appropriation.
ADAP	Alcohol and Drug Addiction Program
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

Applying Purpose and Passion to Service, formerly known as 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. This is a Recreation and Parks Department program.

ARP ACT

The American Rescue Plan Act was passed by Congress and signed into law on March 11, 2021, to speed up the country's recovery from the economic and health effects of the COVID-19 pandemic and the ongoing recession.

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's 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

CAD	Computer-Aided Dispatch
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 that results in the acquisition of, or an addition to, the city's fixed assets.
CARE Coalition	Community, Action, Resiliency, and Empowerment. Part of the Comprehensive Neighborhood Safety Strategy, this program is run by Columbus Public Health and provides direct outreach to residents impacted by gun violence, helps connect them to services, and builds resiliency in neighborhoods.
CARES Act	The Coronavirus Aid, Relief, and Economic Security (CARES) Act was passed by Congress and signed into law on March 27, 2020, providing, among other things, economic relief to local governments navigating the public health and economic impacts of the COVID-19 pandemic.
Cash Basis Accounting	Cash basis accounting only recognizes revenue and expenses when cash is actually collected or disbursed.
CATCH	Changing Actions To Change Habits

CEPT	Chemically Enhanced Primary Treatment
City Charter	The City of Columbus Charter is the city's constitution, and only the voters of Columbus can amend it.
City Codes	The City Code is the collection of all ordinances that govern all citizens and businesses within the city.
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.
CRM	Customer Relationship Management



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 an 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.



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	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.
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

Income Tax Set-Aside (ITSA)	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 income tax set-aside fund, a subfund of the general fund. The ITSA is primarily used to finance capital improvements, generally of a non-enterprise nature.
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	A 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

MAVS	Military And Veteran Service
MBE	Minority Business Enterprise
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. These teams 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.

O

OEP	Opiate Extension Program
OEPA	Ohio Environmental Protection Agency
Official Statement	A 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.
PAFR	Popular Annual Financial Report. A condensed presentation of financial data from the ACFR, intended to be readily accessible and easily understandable to the general public and other interested parties without a background in public finance.
PAL	Police Athletic League
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 a "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 government 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.
PSAP	Public Safety Answering Point
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.
Public Safety Wellness Center	To provide comprehensive mental health and wellness support to the dedicated personnel in the city's Police and Fire Divisions.
Purchase Power	An expenditure in the electrical division in the Department of Utilities that refers to the purchasing of wholesale electricity. The division must purchase wholesale electricity since the city does not generate its own.



Rating Agencies	Companies that provide ratings 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

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 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.
Sustainable Columbus	To ensure the City is doing its part to combat the effects of climate change while imparting fairness and environmental justice, in an effort to create a more equitable and resilient community.
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

WBE	Women Business Enterprise
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