

THE CITY OF
COLUMBUS
ANDREW J. GINTHER, MAYOR

BUDGET 2018





OFFICE OF THE MAYOR

November 14, 2017

Dear President Klein and Members of Council:

Today, in accordance with Section 26 of the Charter of the City of Columbus, I am pleased to present the 2018 Budget, a balanced proposal that reflects the priorities of my administration. As I stated in my State of the City address earlier this year, the goals and priorities of my administration do not represent a one-year agenda, but rather a multi-year plan. This budget represents my ongoing commitment to these priorities, our continued investment in Columbus neighborhoods, and sound policies that will strengthen Columbus' financial position in times of increasing fiscal challenges.

Our city is experiencing a period of unprecedented growth. We are home to a diverse mix of 860,000 residents, spread over nearly 225 square miles. We are now the 14th largest city in America, and some estimate our population will double in the next 20 to 30 years. Columbus remains the fastest growing economy in the Midwest and our housing market is booming. The city's financial position is strong, and we continue to hold a Triple-A bond rating with all three major bond-rating agencies.

However, while two-thirds of the residents in this city are doing very well, about a third are struggling to make ends meet. As Mayor, I am committed to ensuring every

person in every neighborhood has the opportunity to succeed. The future of Columbus depends on making sure we have vibrant, safe, thriving neighborhoods.

Our most challenged neighborhoods have the highest rates of infant mortality, unemployment, poverty, and violent crime. What's more, the impact of violence, gun violence in particular, is having a disproportionate impact on our minority communities. The 2018 proposed budget seeks to reverse these trends by addressing the root causes of these challenges, and investing in the health and safety of our neighborhoods.

We are pursuing innovative ways to provide ladders of opportunity to residents living in some of our most challenged neighborhoods. My administration is laser focused on these "Opportunity Neighborhoods" and strengthening these

communities by building on their greatest assets – the people who live there.

An important part of these efforts centers on the work of the Smart Columbus team, which is leveraging federal, local, and private resources in a multiple year initiative to fuse technology and transportation in efficient, and innovative ways.

The City of Columbus' guiding Smart City principle is that mobility is the great



THE CITY OF
COLUMBUS
ANDREW J. GINTHER, MAYOR



OFFICE OF THE MAYOR

equalizer of the twenty-first century. More specifically, equitable access to transportation is the key to opening access to jobs, healthcare, services, and opportunity. Columbus plans to use transportation, powered by holistic solutions and integrated data, to give our residents access to opportunities that empower them to live their best lives. Solving these challenges and creating a Smart City are integral to Columbus' future as a thriving city.

Public safety is the highest priority and single largest financial investment the City of Columbus makes each year. In 2018, more than two-thirds – or \$601.7 million – of the general fund budget is dedicated to the Department of Public Safety. This will allow Columbus to fund new police and fire recruit classes, and to invest in the tools and technology to keep officers, fire fighters, and residents safe.

Investments will continue to be made in priority safety and health initiatives to prevent violent, gang- and drug-related crimes, and opiate addiction. The city will continue to equip Columbus police officers with body-worn cameras and is on track to have 1,300 officers outfitted by the end of 2018. The successful Linden Community/Police Safe Streets Initiative will be expanded to other Columbus opportunity neighborhoods, utilizing bike patrols and officers familiar with the neighborhoods to reduce violent crime and improve community-police relations.

Another factor to this success is our commitment to diversity and inclusion. One of my first actions as Mayor was creating the Office of Diversity and Inclusion and the position of Chief Diversity Officer. The goal of this office is to focus on supplier and workforce diversity within the city. To that

end, we have embarked on a disparity study within the City of Columbus to identify where disparity exists and find ways to correct it.

In addition to the Office of Diversity and Inclusion, earlier this year we established the Columbus Women's Commission. The Commission works to dismantle barriers and reduce gender-based inequities to improve the economic position of women in our community.

We maintain funding in this budget to support CelebrateOne, which is committed to cutting infant mortality by 40 percent and racial disparity in such deaths in half by 2020. Early Start Columbus funding provides free or low-cost tuition access to high-quality, pre-Kindergarten education for qualifying families. Providing access and affordability to pre-K is key, along with ensuring that providers continue to innovate with the latest tools and data.

It is also my job to ensure that our city is financially sound. This budget supports my administration's commitment to a comprehensive review of city operations to identify inefficiencies and reinvest savings in critical city services and programs. And I am pleased to report that we continue to be on track of reaching our goal of a \$75 million balance in our rainy day fund by year-end 2018, and the new goal of \$80 million by the end of 2020.

I have proposed a 2018 General Operating Fund budget that is balanced, maintains our commitment to safety, diversity, and neighborhood development, and continues our commitment to fiscal responsibility. It is a budget that recognizes the changing fiscal landscape and puts our resources to their best use to ensure that Columbus remains on its track to be America's Opportunity City.

November 14, 2017

Mayor Andrew J. Ginther:

Contained herein is the 2018 Budget of \$1.8 billion, of which \$890.6 million is for general fund operating expenses. Due to your leadership and the support of City Council, the City Auditor, and the taxpayers, I am pleased to report that the City of Columbus is financially sound. The Mayor's 2018 Budget is balanced while reserve funds (rainy day and the 27th pay period) continue to grow. In addition, the city is on schedule to meet the new financial goal of an \$80 million balance in the rainy day fund by year-end 2020. Columbus also remains one of the largest cities in the nation with a AAA bond rating by all three major rating agencies (Moody's, Fitch, and S & P). This budget serves as the outline for the city's overall financial planning and control for 2018.



Columbus is a vibrant and growing city. It has a large and diverse local economy that benefits from being the seat of state and county government, as well as having a significant number of large education and research institutions. Overall, the greater Columbus area continues to be service oriented with major employers in insurance, public utilities, retail, and banking. Unlike other major cities in the Midwest that have experienced declining populations, the population of Columbus increased 10.6 percent between 2000 and 2010 and continues to grow in population and diversity. The annual unemployment rate of the greater Columbus area for 2017 has averaged near four percent, which is lower

than the State of Ohio unemployment rate and close to the overall national unemployment rate. Revenue growth is largely dependent upon income tax, which makes up nearly 79 percent of the total general fund revenues for 2018. The income tax growth rate for 2017 is projected at 3.4 percent which is slightly below the past several years' average of 4 percent. For 2018, a 2.75 percent income tax growth rate is projected. Overall, the general fund budget is projected to increase by two percent from 2017 to 2018. However, due to conservative fiscal practices, the city historically outperforms the budget, resulting in expenditure savings.

The 2018 budget reflects your priorities and commitment to the people of Columbus for safe and

vibrant neighborhoods, a more diverse workforce, enhancements to public safety, and delivery of basic neighborhood services, and serves to accomplish your goal of making Columbus America's Opportunity City.

While no major organizational changes are projected for 2018, the more recently created Department of Neighborhoods will continue to help with revitalization in neighborhoods such as the greater Linden and Hilltop areas of Columbus, by connecting neighborhood resources to residents. CelebrateOne was moved to the Mayor's Office in 2017 to strengthen the emphasis on decreasing infant mortality



rates in Columbus. In addition, the Office of Diversity and Inclusion will continue to support your vision of a more diverse city workforce and increase supplier opportunities for minority and female owned businesses.

Budget increases for firefighters and funds to address opiate addiction are in keeping with the priorities of your administration. Funding for the Columbus Women's Commission reflects your focus on and commitment to the promotion of gender pay equity in our community.

Partnerships with Experience Columbus, the Greater Columbus Arts Council, Columbus 2020, and Rev1 Ventures will continue to receive support from the city in 2018. These programs and partnerships allow the city to attract and create new jobs. Finally, this document represents a continuation budget that supports the priorities of your administration, while

preserving resources that keep the city financially strong.

I want to express a special "thank you" to the outstanding and dedicated Finance and Management Department budget team, department directors, as well as the departmental staff in preparing this budget. The Finance and Management Department will continue to help ensure the health of the city's finances.

Respectfully submitted,



Joseph A. Lombardi
Director
Finance and Management Department



THE CITY OF COLUMBUS

ANDREW J. GINTHER, MAYOR

CITY OF COLUMBUS PROPOSED 2018 BUDGET

Mayor Andrew J. Ginther

Presented to Columbus City Council
November 14, 2017

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Ohio**

For the Fiscal Year Beginning

January 1, 2017

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Columbus, Ohio for its annual budget for the fiscal year beginning January 1, 2017. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

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INTRODUCTION

The 2018 Budget Document

The 2018 budget is organized to provide the reader with user-friendly, yet detailed information on city resource allocation and service delivery. The document is divided into the primary sections outlined below:

Mayor's Goals

The Mayor's goals section discusses the city's major goals for the upcoming year for those departments under his purview. Included are specific programs and strategies that will contribute toward the achievement of those goals in 2018 and beyond.

Budget Process

The budget process section is intended to provide readers a concise description of the budget cycle from formation through implementation and review, including the legal and policy requirements involved.

General Fund Summary

The general fund summary section provides detailed information on general fund revenues, expenditures, and personnel levels. A copy of the City Auditor's official general fund revenue estimate is included in this section.

All Funds Summary

Proposed 2018 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 2018 and beyond. A ten-year pro forma operating statement for the general fund is presented in this section.

Financial Policies

This section presents the city's financial policies. These policies were developed to ensure that the city's financial resources are managed in a responsible manner and that decisions are made in a disciplined way.

Accounting and Organizational Structure

This section provides information on the city's accounting structure and organizational hierarchy.

Department Summaries

This section is comprised of subsections of each department, including the department description and mission, strategic priorities for 2018, and 2018 budget notes. Budget summary tables are presented, listing departmental financial and personnel data, including information by program, division, and fund. Those departments under the purview of the Mayor with direct public service provision also present a sampling of performance measures in their respective subsections. Of note, both the strategic priorities in such departments, along with the performance measures mentioned above, are displayed with icons that relate to those seven items in the Mayor's goals section at the beginning of the document.

Community Development Block Grant

This section contains an operating summary of the community development block grant (CDBG) funds. Because CDBG funds are appropriated in several departments, 2018 projected expenditure levels by department, division, and object of expense category are highlighted here.

Special Revenue, Internal Service, and Enterprise Funds

Cash balance summaries for each fund are included in these three sections, along with descriptions of revenue sources to each fund and ten-year pro forma projections as applicable.

Capital Improvements Program

This section describes the city's six-year capital plan and provides an analysis of the special income tax fund, which funds a significant portion of the capital plan.

Glossary

Terms and acronyms used throughout the document are defined in this section.



MAYOR ANDREW J. GINTHER'S GOALS AND INITIATIVES FOR 2018

The Mayor's 2018 strategic priorities focus city resources in the following public policy areas to ensure the safety and prosperity of Columbus residents, to strengthen Columbus neighborhoods, and to ensure every resident in every neighborhood has the opportunity to succeed. For each of these strategic priorities, the administration has identified key initiatives that will advance the achievement of these goals. These initiatives are outlined in the pages and individual department sections that follow. Some of them cross department lines, requiring departments to work collaboratively to ensure their success.



Public Safety and Health – The safety of our residents continues to be a top priority and is the single largest investment made by the city every year. Safe streets and violence reduction initiatives, police and community relations, intervention efforts, and investments in body-worn cameras are critical components of the city's safety priorities.



Neighborhoods – The future of Columbus depends on ensuring we have vibrant, thriving neighborhoods. We are making our opportunity neighborhoods—Franklinton, Hilltop, Linden, Near East, Northland, Near South, Southeast, and Northeast—stronger by building on their greatest assets, the people who reside in our neighborhoods.



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



Early Childhood and Education – Every child in every Columbus neighborhood deserves the opportunity to thrive. CelebrateOne and our community partners are committed to eliminating preventable sleep related infant deaths, reducing preterm births and improving service delivery to families most impacted by health disparities. Early Start Columbus ensures that every student is prepared and supported, providers are able to meet their students' and families' needs, and that our community is stronger.



Diversity and Inclusion – The administration is committed to fostering a culture of inclusion, unity, and upward mobility, all of which helps to build a stronger Columbus. Our work includes community engagement, dialogue, and outreach to improve race relations, and increased workforce and supplier opportunities for minorities and women.



Smart Columbus – We are moving toward the future of Columbus, focused on enhancements in technology and mobility that will make living in our city better and serve as a model for the connected cities of the future. Our neighborhoods will forge even stronger connections, driving our economy forward and creating ladders of opportunity for all.



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

Public Safety is the highest priority and single largest financial investment the City of Columbus makes each year. In 2018, more than \$601 million of the general fund budget is dedicated to the Department of Public Safety, including the Divisions of Police and Fire. This will allow Columbus to fund **new police and fire recruit classes**, and to invest in the tools and technology to keep officers and residents safe. Investments will continue to be made in priority safety and health initiatives to **prevent violent, gang- and drug-related crimes and opiate addiction**; and improve **de-escalation tactics and training** to better equip officers to manage difficult scenarios.



PUBLIC SAFETY AND HEALTH

The city will continue to outfit Columbus police officers with **body-worn cameras** and is on track to have 1,300 officers outfitted by the end of 2018. The successful **Linden Community/Police Safe Streets Initiative** will be expanded to other Columbus opportunity neighborhoods in 2018, utilizing bike patrols and officers familiar with the neighborhoods to reduce violent crime and improve community-police relations.

Funding continues and is expanded for the **City's Job Readiness Program** which provides teens and young adults employment, job training, and mentorship opportunities to promote current and future workplace success, and to prepare young people for future careers. The expanded program will include youth with minor interactions in the criminal justice system, providing them with a second chance and a pathway to meaningful employment.

The **Community, Action, Resilience and Empowerment coalition**, led by Columbus Public Health in partnership with Public Safety, Development, and other community

stakeholders, is **focused on breaking the pattern of neighborhood violence** by addressing mental and behavioral impacts of traumatic events on residents, especially young people, that left unaddressed could perpetuate more violence and further trauma. In addition, Mayor Ginther's commitment to diversity and inclusion will include continued funds for the **engagement of community members** in the selection of police and fire recruits to increase diversity in our safety forces.

The future of Columbus depends on ensuring we have vibrant, thriving neighborhoods. We are making our opportunity neighborhoods—**Franklinton, Hilltop, Linden, Near East, Northland, Near South, Southeast and Northeast**—stronger by building on their greatest assets, the people who reside in our neighborhoods. We have successfully brought together 311, Neighborhood Pride, neighborhood liaisons, and the Community Relations Commission under one department, providing a gateway for our residents seeking neighborhood services. In 2018, the **Department of Neighborhoods** will continue to bring together its staff in the Linden community; and funding will continue



NEIGHBORHOODS

for **My Brother's Keeper** and the important work of **19 Columbus Area Commissions**.

As the premier health and wellness destination in our neighborhoods, the **Department of Recreation and Parks** serves Columbus residents with 353 parks, 29 community centers, six golf courses, 120 miles of trails, eight outdoor pools and the largest ball diamond complex in the country.

Safe, affordable programming open to all helps to keep Columbus residents

active and healthy and **connects neighborhoods across the city**. The 2018 budget provides staffing and operational support to continue the department's workforce development initiatives for

Columbus' youth, as well as supports **Centers for Opportunity partnerships in 11 Community Centers** in Columbus' eight designated opportunity neighborhoods. Additionally, funding includes support for School's Out, which provides programming during spring break, winter break, and summer break for Columbus youth. Lastly, funding continues for 700 youth employed by the Recreation and Parks Department and expanding the enrollment in the **Applications for Purpose Pride and Success intervention program.**

Columbus Public Health will continue to help protect the Columbus community from

disease and other health threats, and ensure that everyone is empowered to live healthier. The city's **Public Health Department** plays a wide-ranging role in our community's efforts to **combat the opiate crisis** providing critical information to residents on treatment options, supportive services, and recovery housing. In addition, Columbus Public Health provides preventive community clinical and home-based services, as well as public information on the safety of restaurants, pools, schools, and various venues inspected by the Health Department.

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

The Columbus **Department of Development** works to improve the economy and neighborhoods through housing development, code enforcement, economic development, land redevelopment, and planning. The Department's **housing and business incentive portfolio** is designed to encourage investment in Columbus neighborhoods, create more jobs and job opportunities, and **drive long-term financial stability** for the City of Columbus.

In 2018, the Department of Development will continue to pursue innovative strategies for encouraging mixed income development within our neighborhoods,

increase the number and quality of jobs in our city by improving our stock of office, warehouse, and industrial space, and ensure that the quality of our neighborhoods is protected by **proactive code enforcement.**

Partnerships will continue to be a key hallmark of our approach to development.

On economic development, we will continue to partner with Columbus 2020 to **market the Columbus region** and with Rev1Ventures and others to **build our entrepreneurial sector.** Our housing and community development strategy will build on our successes with community organizations, not-for-profit groups like the Community Shelter Board, and for-profit developers that are willing to work with the city to help meet our community's objectives.



Every child in every Columbus neighborhood deserves the opportunity to thrive. **CelebrateOne**, our city departments, and our community partners are committed to eliminating preventable sleep related infant deaths, reducing preterm births, and improving service delivery to families most

impacted by health disparities. The 2018 budget supports CelebrateOne initiatives to train Safe Sleep Ambassadors, the training and employment of community health workers in our eight opportunity neighborhoods, **Moms2B, StepOne for a Healthy Pregnancy**, as well as birth spacing and



smoking cessation programs. CelebrateOne will continue its work with community partners to increase the number of **CenteringPregnancy sites**, including expansion in our eight opportunity neighborhoods.

The 2018 budget continues to support the work of **Early Start Columbus** to ensure that every four year-old in our community has access to high-quality pre-Kindergarten education, with free or low-cost tuition for qualifying families. Support for the **Hilltop Early Childhood Partnership** will help to meet the goal of doubling the number of children in the Hilltop registered in pre-Kindergarten by 2020. **Linden pre-**

Kindergarten enrollment continues to grow and we are pleased to partner with Columbus State Community College to accelerate the **Child Development Associate** degree program to ensure pre-Kindergarten providers are able to meet children's needs.

In partnership with Columbus City Schools, the city will continue its presence of police officers and firefighters in schools, including 19 school resource officers in Columbus high schools and community liaison officers who **deliver public safety programs in Columbus elementary and middle schools.**

The administration is committed to fostering a culture of inclusion, unity and upward mobility, all of which helps to build a stronger Columbus. The city's work includes **community engagement, dialogue and outreach** to improve race relations, and **increased workforce and supplier opportunities for minorities and women.**



In 2018, the **Office of Diversity and Inclusion** will continue its **workforce diversity initiative** supporting city departments with strategies and resources for the recruitment, retention, and development of a diverse workforce. Additionally, its work continues to increase **supplier diversity outreach and engagement** to increase the pool of diverse suppliers who can compete for City of Columbus contracting opportunities. The office also works to expand relationships with advocacy groups and community organizations that support small, minority- and women-owned business, and those that

can help establish and grow diverse workforce pipelines.

The **Columbus Women's Commission**, established in 2017, is tasked with bringing awareness to the unique needs and challenges facing women in Columbus, and to convene, impart knowledge, catalyze, build partnerships, recommend solutions, and advocate for change in the community so that all women have the opportunity to succeed. In 2018, the Commission will continue the implementation of the **Columbus Commitment**, a pay equity pledge for area employers launched in 2017. The voluntary pledge helps employers expand their use of best practice solutions, shine the light on businesses tackling the wage gap effectively, and learn from one another. Additional areas of focus for the Commission in 2018 include the benefits cliff, housing and safety, workforce development, and education.

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



cities of the future. Our neighborhoods will forge even stronger connections, driving our economy forward and **creating ladders of opportunity for all.** The 2018 budget will support

these building blocks of the future through the implementation of grants from the U.S. Department of Transportation and the Paul G. Allen Family Foundation and collaborative public and private partnerships through Smart Columbus Acceleration investments. Grant-funded projects and partnerships are developing an open and

integrated data platform, implementing a **modernized electric grid** powered by renewable energy sources, establishing a **regional network of electric vehicle chargers**, and demonstrating a connected vehicle environment, which is the foundation of an **intelligent transportation system**.

In 2018, a **comprehensive operations review** of city services and departments will be completed, providing a recommended framework for the future structure of city departments, **opportunities for shared services** with other governmental entities or **public-private partnerships**, and alternative, more **efficient methods of service provision**.

A **Strategic Performance Initiative** has been established in the Department of Finance and Management. **Data collection, analytics**, and reporting for **performance measurement** will be utilized to inform public policy and budgetary decisions—focusing on Mayoral priority goals and **optimal results**.

The Department of Human Resources will continue to focus on addressing the **components of the ten-year reforms and efficiencies action plan** for employee compensation and benefits. In addition, targeted efforts to reduce workers' compensation costs continue to be a priority. Employee Benefits/Risk Management (EBRM) will work collaboratively with the city's managed care organization, the actuarial consultant, the Ohio Bureau of Workers' Compensation, and city departments to best manage workers' compensation and injury leave claims.

The Department of Public Safety will continue to **review the Division of Fire's**

service coverage areas, conduct needs assessments, and evaluate emergency medical services runs in conjunction with the use of peak demand medics. Public Safety will also continue to work with Franklin County Emergency Management and Homeland Security to maintain the outdoor emergency siren and mass notification system and work with participating local agencies to expand a **shared service agreement** for use of the upgraded Automated Fingerprint Identification System. An **upgrade to the Computer Aided Dispatch system** will enhance the city's ability to carry out emergency response and calls for service.

The Department of Development will increase the use of project tracking databases to **identify opportunities to improve service and program performance**.

Technology will continue to expand the enterprise document management system (OnBase) by adding the Departments of Public Utilities and Development to begin implementation in 2018. The city is also **utilizing enterprise cloud based solutions for file sharing** and collaboration to create efficiencies between city departments and external partners, and the city will continue its efforts to improve municipal service delivery by **interconnecting city facilities with an expanding fiber optic infrastructure**.



Mayor's Goals

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BUDGET PROCESS

Budget Preparation

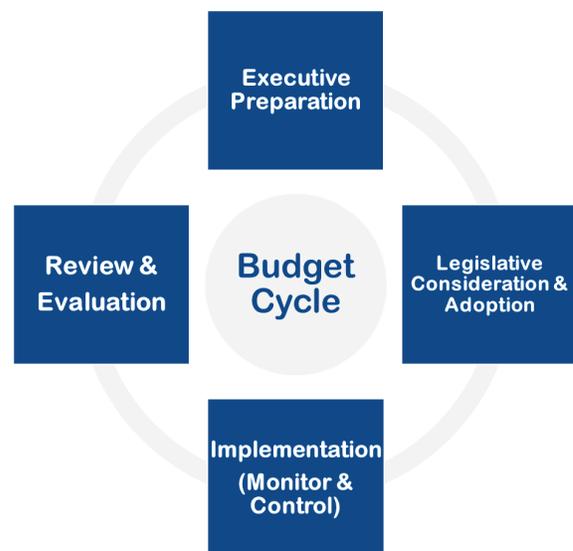
In the spring of each year, following budget adoption, the Finance and Management Department's budget office, with consultation of the other departments, completes a three year financial plan of the general fund. This plan documents the current year appropriation and revenue projections. With that information, assumptions are made to expand the focus of fiscal decision-making from the one year horizon provided by the annual budget process to a multi-year horizon. While technically less detailed than the annual budget, the three year financial plan allows policy makers the ability to analyze and plan for the subsequent two years.

Once completed, the budget office begins preparation for the following year's budget. The City of Columbus uses a budget methodology in which each city department funded with general fund dollars is provided a target amount for the budget year. That amount represents the department's proportionate share of projected revenues for the budget year, based upon its share of the current year's distribution of general fund appropriations, with certain adjustments.

Typically in May, the budget office instructs such departments to submit general fund target adjustment requests. Budget staff review and make recommendations for the granting of adjustments to be included in target calculations. Adjustments that may be approved for inclusion consist of, but are not limited to, new, expanded, or restored programs funded for a partial year in the current appropriations which will require full year funding in the next, or anticipated

expenditures for next year that were not budgeted in the current year or over which the department has no control. In cases where a department has transferred programming to another department or fund, eliminated or streamlined programming, or successfully reduced service delivery costs through the implementation of efficiency measures, a commensurate reduction in the target estimate should be reflected in a department's adjustment submission. Many of the items included in these requests have already been discussed as part of the aforementioned three year financial plan.

In June, the Finance and Management Department makes the final decisions on target adjustment requests for inclusion in the general fund target calculations. At the same time these decisions are made, a review of the revenue assumptions included in the three year financial plan is conducted, and adjustments are made based on the latest available information. Finance and Management, with informal consultation of the City Auditor, on whose official estimate



the proposed general fund budget must be based per the City Charter, develops an estimate of available resources, and uses it and the list of approved target adjustments to derive departmental targets.

With general fund targets calculated, the budget office distributes those to city departments, along with other budget materials (payroll projection files, instructions, and forms). Those departments with funds other than the general fund do not receive a target from the Finance and Management Department. Rather, those departments develop proposed budgets for those funds based on projected revenue and carryover balances. These assumptions are reviewed with Finance and Management upon submission of budget proposals.

Department Budget Submission & Review

During July and August, departments prepare their budget proposals for submission to the Finance and Management Department at the end of August. Once submitted, the budget office's analysts begin their technical and policy review of the submissions. In September, the Finance and Management Department conducts budget meetings with each department, at which each department presents its proposal to Finance and Management leadership.

In October, many activities occur simultaneously. First, the budget staff is actively engaged in completing the third quarter financial review which officially establishes the year-end general fund carryover projection. This carryover projection, if accepted by the City Auditor, becomes part of the Auditor's official estimate of available resources for the following year. Second, budget hearings are held between the Mayor, the Mayor's staff, and each department under his purview at which the department makes a similar presentation as the one they made in September. Finance and Management staff

attend these meetings as well. Finally, toward the end of this month or the beginning of November, the City Auditor releases his official estimate of available general fund resources. Again, by City Charter, the administration's annual proposed budget cannot exceed this estimate.

Executive Budget Proposal

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

Legislative Consideration & Adoption

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

Budget Implementation and 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 \$1,000 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 \$20,000 must be legislated and approved by City Council. All capital expenditures, regardless of amount, must be legislated and approved by City Council. The budgetary level of control rests at the department, division, fund, subfund, and object class (personnel, supplies, services, etc.) level. Supplemental appropriations and inter-fund transfers must be legislated. Intra-fund transfers between object classes within a division must be legislated if greater than \$100,000. If less than \$100,000 needs to be transferred within a fund from one object class to another, a letter of transfer (internal city form) signed by the department director, the Finance and Management Director, the chairperson of the finance committee on City Council, and the City Auditor will suffice.

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

Budget Review and 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 sent to city departments.

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

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

October: F&M completes the 3rd qtr. financial review, and budget hearings between departments and the Office of the Mayor.

November: City Auditor establishes the official estimate of available resources for the GF, and administration's formal proposal is submitted to Council by the 15th.

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

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

Budget Process

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GENERAL FUND SUMMARY

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

Revenues, excluding the unencumbered balance, encumbrance cancellations, and transfers from other funds, are projected at \$851.8 million, an increase of 2.4 percent from 2017 revenue projections. A description of the major revenue sources of the general fund is provided below, followed by a revenue summary chart.

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 85 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 2018, income tax revenues to the general fund are estimated at \$669.2 million, which is 75.1 percent of total general fund resources. This represents a 2.75 percent growth over 2017 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 special income tax

General Fund Summary

(SIT) fund, property tax revenues are deposited directly in the general fund. The 2018 estimate for property tax collections is \$47.0 million, an increase of 5.1 percent over the 2017 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 2017 and 2018 projections for general fund hotel/motel tax receipts are \$0.

Kilowatt-Hour Tax

Beginning in 2001, a tax was levied on users of electricity provided by the Division of Electricity. Known as the kilowatt-hour (KWH) tax, state statutes allow that funds collected from users located within the city be deposited into the city's general fund. These revenues are estimated at \$3.1 million for 2018.

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 monies are set aside for Nationwide Arena and debt service, the balance of revenue received will be deposited into the general fund. The 2018 estimate for the general fund deposit for casino tax revenues is \$6.6 million, a decrease of 1.3% from 2017 projections.

Shared Revenues

Local government fund (LGF) revenues represent portions of various State of Ohio taxes which are shared with local governments within the state. The local community funds, formerly known as the local government fund, and the local government revenue assistance fund are now combined as the local community funds from the State of Ohio. This category also includes the city's share of estate taxes and other smaller taxes. Total revenues are projected at \$20.4 million in 2018, a 2.6 percent decrease from projected 2017 revenues.

Fines and Penalties

The City of Columbus receives 100 percent of all municipal court costs and fines assessed in cases initiated by the city (excluding those that have been earmarked for special purposes such as computerization of court functions), as well as fines assessed for traffic and parking violations. In addition, the city receives a percentage of court costs and fines assessed in cases initiated by the state, county, or other municipalities and tried in the Franklin County Municipal Court. Revenues from fines and penalties are projected at \$19.0 million in 2018, a decrease of 0.3 percent from projected 2017 collections.

Charges for Service

Sources of revenue in this category include pro rata charges, third party reimbursements for emergency medical services, parking meter revenues and other parking charges, and revenue from various divisions that charge for services. These include auto impounding fees, sales of impounded autos, certain fire protection and dispatching service charges, and revenue from the collection of income taxes and prosecution services for other municipalities and villages. Total revenues from charges for service are projected at \$64.1 million in 2018, a 0.2 percent increase over 2017 estimates.

Pursuant to Ordinance 2956-96, all independent funds 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 Finance and Management Director, is responsible for investing the city's liquid assets. To ensure the credit-worthiness of the investment of public monies, federal statutes restrict municipal investment to U.S. government securities, bank certificates of deposit, and repurchase agreements. General fund investment earnings are projected to yield \$9.0 million in 2018, a 2.3 percent increase over 2017 estimates.

License and Permit Fees

This category consists primarily of cable communications fees and fees charged by the Department of Public Safety for the issuance and enforcement of City of Columbus licenses and permits. The city charges cable companies a service permit fee for the ability to operate a cable system in the City of Columbus, equal to five percent of cable operator gross revenues. Fees in

General Fund Summary

this category are estimated at \$11.3 million in 2018, of which Cable TV permits are expected to be approximately \$8.9 million.

Other Revenue

This category includes various unclaimed funds, refunds, and miscellaneous revenue. The 2018 estimate is \$2.1 million.

Encumbrance Cancellations

These funds represent monies 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 2018 is \$3.0 million.

Other Miscellaneous Transfers

The basic city services fund was established in 2012 to meet future budget needs due to reductions in the state local government fund and estate tax revenue. In 2018, the entire \$16.8 million balance in the basic city services fund will be transferred into the general fund.



**GENERAL FUND
REVENUE BY SOURCE AND YEAR
HISTORICAL AND PROJECTED
2014 - 2018**

SOURCE	2014		2015		2016		2017		2018		2018
	ACTUAL	PERCENT CHANGE	ACTUAL	PERCENT CHANGE	ACTUAL	PERCENT CHANGE	PROJECTED	PERCENT CHANGE	PROJECTED	PERCENT CHANGE	PERCENT OF TOTAL
Income Tax	\$ 578,645,323	3.25%	\$ 602,241,054	4.08%	\$ 629,935,274	4.60%	\$ 651,300,000	3.39%	\$ 669,200,000	2.75%	75.14%
Property Tax	42,149,260	-4.12%	42,492,804	0.82%	42,751,069	0.61%	44,704,826	4.57%	47,000,000	5.13%	5.28%
Kilowatt Hour Tax	1,578,866	-6.52%	3,199,955	102.67%	3,132,269	-2.12%	3,000,000	-4.22%	3,100,000	3.33%	0.35%
Hotel/Motel Tax	-	-100.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	0.00%
TOTAL TAXES	622,373,449	2.48%	647,933,813	4.11%	675,818,612	4.30%	699,004,826	3.43%	719,300,000	2.90%	80.77%
Local Government Fund	21,169,452	-2.07%	22,059,199	4.20%	20,086,211	-8.94%	19,674,000	-2.05%	19,140,000	-2.71%	2.15%
Estate Tax	742,692	-92.12%	4,378	-99.41%	61,072	1294.97%	7,000	-88.54%	-	-100.00%	0.00%
Liquor Permit Fee, Other	1,268,676	-0.54%	1,264,319	-0.34%	1,309,088	3.54%	1,230,000	-6.04%	1,230,000	0.00%	0.14%
Casino Tax	6,231,173	10.92%	6,331,248	1.61%	6,790,167	7.25%	6,660,000	-1.92%	6,576,000	-1.26%	0.74%
TOTAL SHARED REVENUE	29,411,993	-22.48%	29,659,144	0.84%	28,246,538	-4.76%	27,571,000	-2.39%	26,946,000	-2.27%	3.03%
License and Permit Fees	11,606,993	6.44%	13,010,253	12.09%	12,464,834	-4.19%	11,380,000	-8.70%	11,305,000	-0.66%	1.27%
Fines and Penalties	18,984,036	-2.38%	18,905,660	-0.41%	18,929,539	0.13%	19,041,000	0.59%	18,988,000	-0.28%	2.13%
Investment Earnings	3,665,626	39.55%	5,694,004	55.34%	7,119,830	25.04%	8,800,000	23.60%	9,000,000	2.27%	1.01%
Charges for Service	60,594,504	1.21%	63,387,533	4.61%	61,857,674	-2.41%	64,023,000	3.50%	64,128,000	0.16%	7.20%
All Other	7,313,252	-1.60%	1,709,233	-76.63%	2,081,741	21.79%	2,158,000	3.66%	2,103,000	-2.55%	0.24%
TOTAL OTHER REVENUES	102,164,411	1.88%	102,706,683	0.53%	102,453,618	-0.25%	105,402,000	2.88%	105,524,000	0.12%	11.85%
TOTAL ALL REVENUES	753,949,853	1.13%	780,299,640	3.49%	806,518,768	3.36%	831,977,826	3.16%	851,770,000	2.38%	95.64%
Encumbrance Cancellations	3,440,407	11.34%	9,870,328	186.89%	4,975,349	-49.59%	6,100,000	22.60%	3,044,000	-50.10%	0.34%
Unencumbered Balance	44,456,866	11.41%	29,171,431	-34.38%	30,721,859	5.31%	30,205,726	-1.68%	14,236,000	-52.87%	1.60%
Fund Transfers	2,367,187	-41.63%	3,409,240	44.02%	4,063,974	19.20%	4,036,000	-0.69%	4,750,000	17.69%	0.53%
Other Misc. Transfers	5,000,000	-16.67%	5,714,000	14.28%	1,830,000	-67.97%	-	-100.00%	16,784,000	N/A	1.88%
Total Annual Resources	809,214,313	1.33%	828,464,639	2.38%	848,109,950	2.37%	872,319,552	2.85%	890,584,000	2.09%	100.00%
27th Pay Period Reserve Fund	13,180,786	19.87%	15,431,786	17.08%	17,749,786	15.02%	20,137,786	13.45%	22,596,786	12.21%	
Economic Stabilization Fund	64,074,811	14.12%	66,740,821	4.16%	69,522,302	4.17%	73,918,302	6.32%	75,857,302	2.62%	
TOTAL GENERAL FUND AVAILABLE RESOURCES	\$ 886,469,910	2.40%	\$ 910,637,246	2.73%	\$ 935,382,038	2.72%	\$ 966,375,640	3.31%	\$ 989,038,088	2.35%	



Expenditures and Personnel

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

General Fund Summary

GENERAL FUND 2018 PROPOSED BUDGET SUMMARY BY AREA OF EXPENSE

Department/Division	Personnel	Materials	Services	Other	Capital	Transfers	Totals
City Council	\$ 3,988,383	\$ 28,000	\$ 191,086	\$ -	\$ -	\$ -	\$ 4,207,469
<u>City Auditor</u>							
City Auditor	3,551,349	27,500	1,047,387	-	-	-	4,626,236
Income Tax	8,323,229	79,000	1,255,099	-	-	-	9,657,328
Total	11,874,578	106,500	2,302,486	-	-	-	14,283,564
City Treasurer	994,340	6,200	172,338	-	-	-	1,172,878
<u>City Attorney</u>							
City Attorney	12,999,262	70,200	421,473	-	-	-	13,490,935
Real Estate	133,198	-	-	-	-	-	133,198
Total	13,132,460	70,200	421,473	-	-	-	13,624,133
Municipal Court Judges	16,916,388	58,200	1,551,164	-	-	340,000	18,865,752
Municipal Court Clerk	11,655,069	138,978	782,783	-	-	-	12,576,830
Civil Service	3,653,884	39,693	616,729	-	-	-	4,310,306
<u>Public Safety</u>							
Administration	1,792,448	10,367	5,697,538	-	-	-	7,500,353
Support Services	4,753,981	492,175	1,477,553	1,000	-	-	6,724,709
Police	309,788,038	3,675,409	13,515,741	225,000	-	3,608,448	330,812,636
Fire	237,762,497	3,908,105	12,467,838	200,000	-	2,357,077	256,695,517
Total	554,096,964	8,086,056	33,158,670	426,000	-	5,965,525	601,733,215
<u>Office of the Mayor</u>							
Mayor	3,728,443	7,000	515,103	500	-	42,000	4,293,046
Office of Diversity & Inclusion	1,249,079	8,000	46,262	-	-	-	1,303,341
Total	4,977,522	15,000	561,365	500	-	42,000	5,596,387
Education	524,503	9,435	3,978,756	-	-	-	4,512,694
<u>Development</u>							
Administration	2,848,009	11,030	2,669,599	-	-	-	5,528,638
Econ. Development	1,055,511	8,000	2,589,546	-	-	-	3,653,057
Code Enforcement	7,207,684	58,000	713,807	-	-	-	7,979,491
Planning	1,915,632	9,000	83,148	-	-	-	2,007,780
Housing	651,609	17,200	5,643,622	-	-	-	6,312,431
Land Redevelopment	518,427	-	151,500	-	-	-	669,927
Total	14,196,872	103,230	11,851,222	-	-	-	26,151,324
<u>Finance and Management</u>							
Finance Administration	2,769,697	15,800	2,230,162	-	-	-	5,015,659
Financial Management	3,013,377	15,290	866,713	-	-	-	3,895,380
Facilities Management	7,787,293	659,800	9,416,610	-	-	-	17,863,703
Total	13,570,367	690,890	12,513,485	-	-	-	26,774,742
Finance City-wide	-	-	-	-	-	26,429,144	26,429,144
Finance Technology (Pays of agency bills)	-	-	18,743,941	-	-	-	18,743,941
Human Resources	1,687,555	54,656	1,221,505	-	-	-	2,963,716
Neighborhoods	4,104,386	40,600	762,438	-	-	47,500	4,954,924
Health	-	-	-	-	-	24,104,236	24,104,236
Recreation and Parks	-	-	-	-	-	41,631,467	41,631,467
<u>Public Service</u>							
Administration	1,335,776	1,210	35,319	-	-	-	1,372,305
Refuse Collection	18,156,774	168,500	15,856,072	71,500	10,000	-	34,262,846
Traffic Management	-	121,336	2,172,791	18,000	-	-	2,312,127
Total	19,492,550	291,046	18,064,182	89,500	10,000	-	37,947,278
Total General							
Operating Fund	\$ 674,865,821	\$ 9,738,684	\$ 106,893,623	\$ 516,000	\$ 10,000	\$ 98,559,872	\$ 890,584,000

General Fund Summary

GENERAL FUND EXPENDITURE AND BUDGET SUMMARY					
	2015	2016	2017	2018	%
	Actual	Actual	Projected	Budget	Change
City Council	\$ 3,478,594	\$ 4,038,825	\$ 4,384,792	\$ 4,207,469	-4.04%
City Auditor					
City Auditor	3,768,971	4,828,723	4,665,155	4,626,236	-0.83%
Income Tax	8,470,058	8,856,669	9,227,483	9,657,328	4.66%
Total	12,239,029	13,685,392	13,892,638	14,283,564	2.81%
City Treasurer	996,853	1,109,169	1,152,238	1,172,878	1.79%
City Attorney					
City Attorney	11,522,790	11,945,729	12,480,614	13,490,935	8.10%
Real Estate	92,451	110,634	110,606	133,198	20.43%
Total	11,615,241	12,056,363	12,591,220	13,624,133	8.20%
Municipal Court Judges	16,714,573	17,460,269	18,058,392	18,865,752	4.47%
Municipal Court Clerk	11,517,462	11,767,131	12,135,220	12,576,830	3.64%
Civil Service	3,662,320	3,817,994	4,106,640	4,310,306	4.96%
Public Safety					
Administration	7,368,118	6,690,807	7,029,503	7,500,353	6.70%
Support Services	6,706,670	6,308,315	7,130,853	6,724,709	-5.70%
Police	299,209,581	306,036,958	319,785,446	330,812,636	3.45%
Fire	230,058,919	235,946,043	247,434,398	256,695,517	3.74%
Total	543,343,287	554,982,123	581,380,200	601,733,215	3.50%
Office of the Mayor					
Mayor	1,880,367	2,569,718	3,449,305	4,293,046	24.46%
Community Relations	833,067	464,566	-	-	-
Office of Diversity & Inclusion	922,512	1,450,305	1,450,678	1,303,341	-10.16%
Total	3,635,946	4,484,589	4,899,983	5,596,387	14.21%
Education	5,731,379	6,126,116	6,048,028	4,512,694	-25.39%
Development					
Administration	6,501,457	6,667,546	5,651,425	5,528,638	-2.17%
Economic Development	16,988,211	20,833,361	17,602,874	3,653,057	-79.25%
Code Enforcement	6,976,159	7,467,365	6,967,728	7,979,491	14.52%
Planning	1,657,270	1,639,051	1,864,513	2,007,780	7.68%
Housing	5,243,208	5,222,992	6,075,041	6,312,431	3.91%
Land Redevelopment	-	-	655,192	669,927	2.25%
Total	37,366,306	41,830,315	38,816,773	26,151,324	-32.63%
Finance and Management					
Finance Administration	6,649,539	5,480,910	5,905,006	5,015,659	-15.06%
Financial Management	4,261,132	3,964,497	4,565,961	3,895,380	-14.69%
Facilities Management	14,786,239	15,013,856	14,589,272	17,863,703	22.44%
Total	25,696,910	24,459,263	25,060,239	26,774,742	6.84%
Citywide Technology	17,072,821	18,002,405	18,194,749	18,743,941	3.02%
Finance City-wide	10,413,000	5,024,000	12,715,006	26,429,144	107.86%
Human Resources	2,436,390	2,507,996	2,758,429	2,963,716	7.44%
Neighborhoods	-	1,651,405	4,040,596	4,954,924	22.63%
Health	20,732,712	23,157,767	21,900,464	24,104,236	10.06%
Recreation and Parks	34,951,190	37,681,259	39,398,805	41,631,467	5.67%
Public Service					
Administration	2,867,990	2,161,990	1,653,125	1,372,305	-16.99%
Refuse Collection	30,337,162	29,783,208	33,225,674	34,262,846	3.12%
Traffic Management	2,933,197	2,116,645	2,062,846	2,312,127	12.08%
Total	36,138,349	34,061,844	36,941,645	37,947,278	2.72%
Total General Operating Fund	\$ 797,742,362	\$ 817,904,224	\$ 858,476,057	\$ 890,584,000	3.74%

GENERAL FUND PERSONNEL SUMMARY -- FULL-TIME				
	2015	2016	2017	2018
	Actual	Actual	Budgeted	Budgeted
City Council	38	43	45	45
City Auditor				
City Auditor	25	26	34	34
Income Tax	80	78	82	84
Total	105	104	116	118
City Treasurer	8	9	10	10
City Attorney				
City Attorney	113	116	135	142
Real Estate	0	0	6	6
Total	113	116	141	148
Municipal Court Judges	177	183	196	196
Municipal Court Clerk	155	155	172	172
Civil Service	34	35	36	36
Public Safety				
Administration	9	9	10	12
Support Services	49	49	51	45
Police- Non Uniformed	351	361	412	412
Police- Uniformed	1,904	1,916	1,904	1,918
Fire- Non Uniformed	45	50	51	51
Fire- Uniformed	1,538	1,548	1,588	1,608
Total	3,896	3,933	4,016	4,046
Office of the Mayor				
Mayor	11	18	22	26
Community Relations	8	0	0	0
Office of Diversity and Inclusion	9	9	11	11
Total	28	27	33	37
Education	4	4	4	4
Development				
Administration	32	19	22	23
Economic Development	8	9	9	9
Code Enforcement	71	70	71	72
Planning	17	18	18	18
Housing	5	4	5	7
Land Redevelopment	0	8	5	5
Total	133	128	130	134
Finance and Management				
Administration	31	29	28	29
Financial Management	36	27	28	27
Facilities Management	77	72	83	88
Total	144	128	139	144
Human Resources	10	15	15	14
Neighborhoods	0	35	40	41
Public Service				
Administration	34	13	15	12
Refuse Collection	196	194	230	226
Traffic Management	34	18	24	0
Total	264	225	269	238
Total General Fund	5,109	5,140	5,362	5,383

The numbers represented in the 2015 and 2016 columns are year-end actuals, while 2017 and 2018 are budgeted for those departments under the purview of the Mayor. For separately elected officials, 2017 and 2018 represent authorized numbers.

October 20, 2017

Mayor Andrew Ginther
President Zach Klein
Members of Council
City Hall
Columbus, OH 43215

Dear Mayor Ginther, President Klein, and Members of Council:

Available Resources for the City of Columbus General Operating Fund (Fund No. 10) for calendar year 2018 are estimated to be \$873.800 million. (See detailed projections attached.)

Additionally, the City's Basic Services Fund (Fund No. 17) contains \$16.784 million. If transferred to the General Operating Fund, Available Resources then become \$ 890.584 million.

Resolution No. 13X-2013 states "That the cash balance of the Economic Stabilization Fund (the Rainy Day fund) shall reach \$75 million by the end of 2018." Resolution No 73X-2017 raises the goal to \$80 million by the end of 2020. The Rainy Day Fund, Fund No. 11, will contain approximately \$73.950 million at the end of 2017. The City Auditor recommends that the City continues to build this reserve over ensuing years to an amount that will equate to 10% of its General Fund operating expenditures.

Unencumbered amounts of other sub-funds of the General Fund at September 30, 2017 are:

Anticipated Expenditure (27 th pay Period) Fund No. 12	\$20,137,785
Job Growth Fund No. 15	\$ 465,253
Public Safety Initiative Fund No. 16	\$547,877
Neighborhood Initiative Fund No. 18	\$670,416

I trust the above information along with the attached projection details are helpful to you in your deliberations. Please feel welcome to call if you should have any questions.

Very truly yours,



Hugh J. Dorrian
City Auditor



City of Columbus
 General Operating Fund – Fund No 10
 Estimate of Available Resources
 For Calendar Year 2018

Taxes:			
Income tax (Note 1)	\$	669,200,000	
Property tax (Note 2)		47,000,000	
Kilowatt Hour tax equivalent (Note 3)		<u>3,100,000</u>	
			719,300,000
Shared revenues:			
Local community funds via County (Note 4)		19,140,000	
Liquor permit fees and other		1,230,000	
Casino taxes via State (Note 4)		<u>6,576,000</u>	
			26,946,000
Investment earnings (Note 5)			9,000,000
Charges for services:			
Administrative charges to non-General Fund divisions (Note 6)		30,155,000	
Parking meters, lots and permits		3,510,000	
Fire division including EMS fees (Note 7)		19,837,000	
Police division (Note 8)		7,119,000	
All other charges for services (Note 9)		<u>3,507,000</u>	
			64,128,000
Fines, forfeitures, and penalties:			
Municipal court (Note 10)		12,788,000	
Parking violations bureau (Note 10)		<u>6,200,000</u>	
			18,988,000
Licenses and permit fees:			
Cable TV and others (Note 11)			11,305,000
Other receipts (Note 12)			2,103,000
Transfers from other funds (Note 13)			4,750,000
			<hr/>
Total estimated current resources for 2018			856,520,000
Estimated prior years' encumbrance cancellations			3,044,000
Estimated 2017 year end fund balance (Note 14)			<u>14,236,000</u>
Total estimated available resources for calendar year 2018			<u>\$873,800,000</u>

City of Columbus
 General Operating Fund
 Estimate of Available Resources
 For Calendar Year 2018
 continued

- Note 1 Income tax collections for 2018, after providing for refunds to taxpayers, are estimated at \$892.266 million. One fourth of the collections will be deposited to a debt service fund, more commonly known as the “income tax set-aside” fund. The remaining three fourths of the collections, approximately \$669.200 million, will be deposited to the City’s General Operating Fund.
- Note 2 The City’s share of taxes collected in 2018 attributable to real properties is estimated at \$47.000 million, net of an estimated \$1.600 million retained by the counties and the state for certain of their costs. Amounts paid directly to the City from the State of Ohio, known as “rollbacks”, are included herein. The City must use .60 mills of this tax toward the partial payment of police and fire pension costs.
- Note 3 Beginning in 2001 a tax was permitted to be levied on users of electricity provided by the City’s Division of Electricity. Known as the Kilowatt hour (kWh) tax, state statutes provide for these monies applicable to users located within the City to be deposited to the City’s General Operating Fund. The equivalency of the tax, since the tax was not actually levied, is transferred from the City’s Electricity enterprise to the General Operating Fund: estimated at \$3.100 million in 2018.
- Note 4 Shared revenues include portions of the various State of Ohio taxes which are shared with local governments within the State. It is estimated that these shared taxes will provide \$19.140 million.

Casino taxes; county shared portion and host city portion; are estimated as follows.

	<u>2018</u>
• Estimated amount to be received	\$ 10,864,000
Less:	
• Amount payable to Franklin County Convention Facility Authority (28% in 2018)	(3,042,000)
• Principal and interest due on City bonds	<u>(1,246,000)</u>
Net amount available	<u>\$ 6,576,000</u>

- Note 5 Investment earnings are initially deposited to the treasury investment earnings fund. Pursuant to various ordinances and resolutions of Council, portions of these earnings are then allocated to the City’s water, sewer, electricity and certain other funds. After such allocations, \$9.000 million is estimated to remain available for the General Operating Fund.
- Note 6 Administrative charges to non General Operating Fund divisions represent certain operating costs initially borne by the General Operating Fund and then partially allocated to other funds of the City. Ordinance No. 0085-2002, adopted January 28, 2002, calls for an assessment rate of 4.5% of the revenues of the funds assessed; resulting in revenues to the General Operating Fund of approximately \$30.155 million in 2018.

General Operating Fund
 Estimate of Available Resources
 For Calendar Year 2018
 continued

- Note 7 Fire division charges for services include fees for Emergency Medical Transportation Services, estimated at \$16.000 million for 2018. Also included and estimated at \$2.160 million are charges for services rendered to suburban communities, fire prevention inspection fees of \$1.600 million and other miscellaneous charges of \$77,000 for a total of \$19.837 million.
- Note 8 Police division charges for services include charges for policing schools, auto impounding fees, sales of impounded autos and various other police services for a total of \$7.119 million.
- Note 9 All other charges for services in the total amount of \$3.507 million include amounts estimated from services provided to others for which the City charges. Services provided by, and the estimated charges are: City Attorney (\$1.034 million), City Auditor (\$582,000), Communications (\$350,000), City Sealer (\$564,000), and miscellaneous other charges (\$977,000).
- Note 10 Fines, forfeitures, court costs, etc., resulting from operations of the Franklin County Municipal Court should produce approximately \$12.788 million. The City's Parking Violations Bureau will collect approximately \$6.200 million in parking ticket fines.
- Note 11 Various licenses and permits issued primarily via the Department of Public Safety will produce approximately \$2.405 million. Additionally, cable permits will produce approximately \$8.900 million.
- Note 12 All other receipts amounting to \$2.103 million include \$730,000 of reimbursement from Franklin County for a portion of Court costs and \$1.373 million of miscellaneous revenues.
- Note 13 Transfers from other funds include \$4.750 million which represents 25% sharing by the Income Tax set aside fund of job incentive programs to be paid from the City's General Operating Fund.
- Note 14 Available resources for the General Operating Fund for 2017 are now estimated at \$872.713 million. Expenditures and transfers from the General Operating Fund for 2017 are estimated by the Department of Finance at \$858.477 million, which includes the following transfers to:

Economic Stabilization (Rainy Day) Fund 11	\$2,700,000
Anticipated Expenditure Fund 12	2,388,000
Job Growth Fund 15	750,000
Public Safety Initiative Fund 16	563,000
Basic City Services Fund 17	1,750,000
Neighborhood Initiative Fund 18	<u>1,150,000</u>
Transfers	<u>\$9,301,000</u>

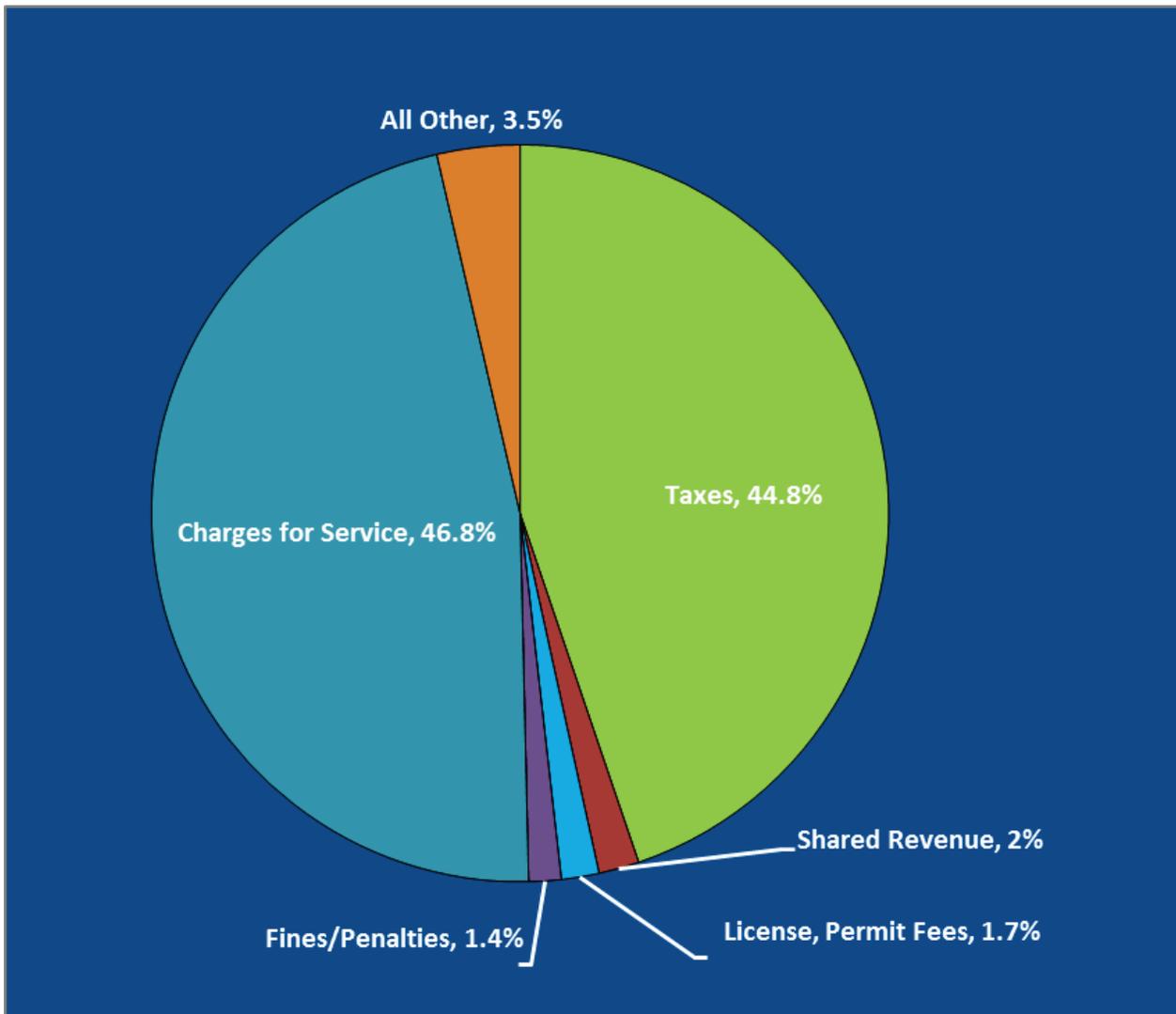
The estimated fund balance (the carryover) of the General Operating Fund at December 31, 2017, therefore, is \$14.236 million: (\$872.713 million: less \$858.477 million).

General Fund Summary

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ALL FUNDS SUMMARY

The following tables provide historical detail and current proposed 2018 budget figures on all funds' revenues, expenditures, and personnel levels. The 2018 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 46.8 percent and taxes at 44.8 percent.



All Funds Summary

REVENUE SUMMARY ALL FUNDS				
	2015	2016	2017	2018
	Actual	Actual	Projected	Proposed
GENERAL FUND	\$ 780,299,640	\$ 806,518,768	\$ 831,977,826	\$ 851,770,000
SPECIAL REVENUE FUNDS				
Municipal Court Computer	1,726,003	1,714,577	1,695,000	1,841,298
Street Construction, Main. & Repair	50,806,995	51,065,537	50,900,000	51,500,000
Development Services Fund	19,036,633	19,399,697	19,981,688	20,181,504
Private Inspection Fund	2,626,065	3,053,243	3,283,739	4,393,575
Health Special Revenue*	7,311,632	7,324,862	8,149,212	8,152,141
Rec. and Parks Oper. & Extension*	9,462,048	10,422,237	11,721,726	11,670,000
Broad Street Operations Fund*	1,219,331	1,345,326	877,064	889,032
Parking Meter Program Fund	2,750,594	3,091,326	2,680,322	2,921,088
Photo Red Light Fund	701,231	106,331	-	-
E-911 Fund	1,501,231	1,501,414	1,499,887	1,499,257
Emergency Human Services Fund	2,282,398	2,378,744	2,456,000	2,542,000
INTERNAL SERVICE FUNDS				
Print and Mail Services Fund	1,524,499	1,807,528	1,764,699	1,875,908
Land Acquisition	907,500	934,301	865,500	936,000
Technology Services	29,803,003	33,101,034	33,012,436	37,960,690
Fleet Management Services	31,701,893	30,752,103	33,873,767	39,117,521
Construction Inspection Fund	7,981,812	7,072,283	9,056,790	7,395,855
Employee Benefits	4,420,711	4,695,822	4,741,842	5,291,780
ENTERPRISE FUNDS				
Water System Enterprise	190,776,419	198,751,744	207,816,104	203,830,083
Sewerage System Enterprise	265,795,908	261,245,308	277,566,922	283,102,873
Storm System Enterprise	39,381,064	41,258,980	42,733,435	42,817,574
Electricity Enterprise	78,955,697	80,139,547	90,807,651	86,172,254
CDBG**	7,085,008	7,060,764	7,110,035	6,263,905
Grand Total All Funds	\$ 1,538,057,315	\$ 1,574,741,476	\$ 1,644,571,645	\$ 1,672,124,338
Note: Revenue does not include encumbrance cancellations, except for the Enterprise Funds.				
*Excludes general fund transfers				
**The CDBG revenues include the annual HUD award and exclude reimbursement receipts from HUD.				

2018 PROPOSED APPROPRIATIONS - ALL FUNDS SUMMARY BY OBJECT OF EXPENSE

	PERSONNEL	MATERIALS	SERVICES	OTHER	CAPITAL OUTLAY	DEBT SERVICE	TRANSFERS	TOTAL
GENERAL FUND	\$ 674,865,821	\$ 9,738,684	\$ 106,893,623	\$ 516,000	\$ 10,000	\$ -	\$ 98,559,872	\$ 890,584,000
SPECIAL REVENUE FUNDS								
Municipal Court Computer Fund								
Judges	102,445	75,500	436,700	-	-	-	-	614,645
Clerk	716,799	61,000	742,968	-	-	41,000	-	1,561,767
Total Court Computer	819,244	136,500	1,179,668	-	-	41,000	-	2,176,412
Street Construction, Main. & Repair								
Service Administration	3,506,138	11,000	557,128	-	-	-	-	4,074,266
Traffic Management	11,600,897	327,000	1,908,733	102,000	400,000	-	-	14,338,630
Infrastructure Management	18,372,453	498,500	15,144,316	88,000	1,300,000	-	-	35,403,269
Refuse Collection	-	-	3,314,435	-	-	-	-	3,314,435
Design & Construction	5,003,334	11,970	924,088	3,500	-	-	-	5,942,892
Total SCMR	38,482,822	848,470	21,848,700	193,500	1,700,000	-	-	63,073,492
Development Services Fund								
Building & Zoning	17,466,027	131,971	4,200,000	47,000	280,000	-	-	22,124,998
Private Inspection Fund								
Service Administration	62,837	600	1,433	-	-	-	-	64,870
Design & Construction	4,403,588	106,000	455,850	2,000	340,000	-	-	5,307,438
Total Private Inspection	4,466,425	106,600	457,283	2,000	340,000	-	-	5,372,308
Health Special Revenue								
Department of Public Health	24,581,949	1,113,204	6,698,724	12,500	-	-	-	32,406,377
Rec. and Parks Oper. & Extension								
Department of Recreation & Parks	38,636,808	2,383,885	12,451,775	196,510	-	-	182,489	53,851,467
Broad Street Operations Fund								
Division of Facilities Management	-	25,000	1,423,211	-	-	-	-	1,448,211
Photo Red Light Fund								
Division of Police	180,818	-	-	-	-	-	-	180,818
E-911 Fund								
Division of Police	1,899,527	-	-	-	-	-	-	1,899,527
Support Services	109,590	-	-	-	-	-	-	109,590
Total E-911	2,009,117	-	-	-	-	-	-	2,009,117
Emergency Human Services Fund								
Development Administration	-	-	2,542,000	-	-	-	-	2,542,000
Parking Meter Program Fund								
Traffic Management	3,428,430	-	9,999	-	-	-	-	3,438,429

All Funds Summary

2018 PROPOSED APPROPRIATIONS - ALL FUNDS SUMMARY BY OBJECT OF EXPENSE (CONTINUED)								
	PERSONNEL	MATERIALS	SERVICES	OTHER	CAPITAL OUTLAY	DEBT SERVICE	TRANSFERS	TOTAL
INTERNAL SERVICE FUNDS								
Print and Mailroom Services Fund								
Financial Management	\$ 516,984	\$ 101,100	\$ 1,158,522	\$ -	\$ -	\$ -	\$ -	\$ 1,776,606
Land Acquisition								
Real Estate	998,197	27,020	90,894	-	-	-	-	1,116,111
Technology Services								
Administration	2,117,306	1,111,954	4,420,291	-	154,501	-	-	7,804,052
Information Services	18,110,730	362,006	7,398,262	5,200	87,820	4,746,632	-	30,710,650
Total Technology Services	20,228,036	1,473,960	11,818,553	5,200	242,321	4,746,632	-	38,514,702
Fleet Management Services								
Division of Fleet Management	11,709,174	16,573,768	4,262,214	-	25,000	5,178,348	-	37,748,504
Finance and Management Administration	796,791	-	-	-	-	-	-	796,791
Total Fleet Management Services	12,505,965	16,573,768	4,262,214	-	25,000	5,178,348	-	38,545,295
Construction Inspection Fund								
Service Administration	539,283	630	3,880	-	-	-	-	543,793
Design & Construction	5,911,124	114,750	779,443	2,000	63,000	-	-	6,870,317
Total Construction Inspection Fund	6,450,407	115,380	783,323	2,000	63,000	-	-	7,414,110
Employee Benefits								
Department of Human Resources	3,207,731	39,776	1,649,273	-	-	-	-	4,896,780
Department of Finance and Management	-	-	395,000	-	-	-	-	395,000
Total Employee Benefits	3,207,731	39,776	2,044,273	-	-	-	-	5,291,780
ENTERPRISE FUNDS								
Various Enterprise Funds								
Public Utilities Director's Office	21,357,379	467,014	7,635,475	2,651	267,501	-	-	29,730,020
Water System Enterprise								
Division of Water	47,127,618	21,442,830	34,461,997	112,465	1,413,400	84,094,655	-	188,652,965
Sewerage System Enterprise								
Division of Sewers and Drains	48,992,097	8,703,824	48,884,485	175,000	4,201,008	145,718,911	18,247,975	274,923,300
Storm System Enterprise								
Division of Sewers and Drains	1,915,764	56,778	21,200,230	10,000	435,000	15,577,926	-	39,195,698
Electricity Enterprise								
Division of Electricity	11,649,306	59,622,500	10,918,906	20,000	3,297,000	1,100,775	-	86,608,487
COMMUNITY DEVELOPMENT BLOCK GRANT								
Economic Development	156,429	-	620,650	-	-	-	-	777,079
Code Enforcement	849,366	-	-	-	-	-	-	849,366
Housing	1,262,182	-	1,339,389	-	-	-	-	2,601,571
Department of Finance and Management	437,926	2,500	124,253	24,000	-	-	-	588,679
Neighborhoods	317,089	2,145	1,755,900	-	-	-	-	2,075,134
Department of Public Health	183,108	-	-	-	-	-	-	183,108
Department of Recreation and Parks	672,084	2,600	39,324	500	-	-	-	714,508
	3,878,184	7,245	3,879,516	24,500	-	-	-	7,789,445
Grand Total All Funds	\$ 983,765,129	\$ 123,115,509	\$ 304,843,371	\$ 1,319,326	\$ 12,274,230	\$ 256,458,247	\$ 116,990,336	\$ 1,798,766,148

EXPENDITURE AND BUDGET SUMMARY ALL FUNDS				
	2015	2016	2017	2018
	Actual	Actual	Projected	Proposed
GENERAL FUND	\$ 797,742,362	\$ 817,904,224	\$ 858,476,057	\$ 890,584,000
SPECIAL REVENUE FUNDS				
Municipal Court Computer				
Judges	330,901	280,608	542,199	614,645
Clerk	1,415,336	1,252,744	1,457,856	1,561,767
Total Municipal Court Computer	1,746,237	1,533,352	2,000,055	2,176,412
Street Construction, Main. & Repair				
Service Administration	3,321,348	2,899,136	3,039,118	4,074,266
Traffic Management	10,993,121	11,138,163	12,655,457	14,338,630
Refuse Collection	-	-	2,100,000	3,314,435
Infrastructure Management	27,154,577	27,614,428	31,213,441	35,403,269
Design & Construction	4,469,563	4,833,374	5,361,296	5,942,892
Total SCMR	45,938,608	46,485,101	54,369,312	63,073,492
Development Services Fund				
Building & Zoning	17,030,573	18,476,014	20,739,499	22,124,998
Private Inspection Fund				
Design & Construction	2,383,292	2,773,518	4,076,087	5,307,438
Service Administration	-	20,421	40,374	64,870
Total Private Inspection	2,383,292	2,793,939	4,116,461	5,372,308
Health Special Revenue				
Department of Public Health	28,623,595	30,261,614	30,870,113	32,406,377
Rec. and Parks Oper. & Extension				
Department of Recreation & Parks	45,373,730	48,574,214	52,228,420	53,851,467
Broad Street Operations Fund				
Division of Facilities Management	1,376,463	1,390,695	1,407,061	1,448,211
Photo Red Light Fund				
Division of Police	1,696,716	-	-	180,818
E-911 Fund				
Division of Police	1,729,343	1,379,393	1,499,887	1,899,527
Support Services	-	391,581	129,590	109,590
Total E-911	1,729,343	1,770,974	1,629,476	2,009,117
Emergency Human Services Fund				
Development Administration	2,341,782	2,508,386	2,456,000	2,542,000
Parking Meter Program Fund				
Traffic Management	2,137,393	2,952,305	3,061,013	3,438,429

All Funds Summary

EXPENDITURE AND BUDGET SUMMARY ALL FUNDS (CONT.)				
	2015	2016	2017	2018
	Actual	Actual	Projected	Proposed
INTERNAL SERVICE FUNDS				
Print and Mail Services Fund				
Financial Management	\$ 1,448,849	\$ 1,588,592	\$ 1,758,610	\$ 1,776,606
Land Acquisition				
Real Estate	824,347	958,800	994,404	1,116,111
Technology Services				
Administration	5,509,326	6,132,758	6,813,636	7,804,052
Division of Information Services	25,746,396	25,916,160	27,904,136	30,710,650
Total Technology Services	31,255,722	32,048,918	34,717,772	38,514,702
Fleet Management Services				
Division of Fleet Management	31,721,028	31,048,687	32,963,231	37,748,504
Finance and Management Administration	748,684	694,121	815,360	796,791
Total Fleet Management Services	32,469,712	31,742,808	33,778,591	38,545,295
Construction Inspection Fund				
Service Administration	532,924	539,259	529,405	543,793
Design & Construction	7,326,929	7,351,139	7,266,218	6,870,317
Total Construction Inspection Fund	7,859,852	7,890,398	7,795,623	7,414,110
Employee Benefits				
Department of Human Resources	4,025,711	4,300,822	4,346,842	4,896,780
Department of Finance and Management	395,000	395,000	395,000	395,000
Total Employee Benefits	4,420,711	4,695,822	4,741,842	5,291,780
ENTERPRISE FUNDS				
Various Enterprise Funds				
Public Utilities Director's Office	15,185,114	15,361,614	17,746,363	29,730,020
Water System Enterprise				
Division of Water	181,098,105	174,950,020	194,088,233	188,652,965
Sewerage System Enterprise				
Division of Sewers and Drains	257,842,413	241,719,249	267,798,157	274,923,300
Storm System Enterprise				
Division of Sewers and Drains	37,006,752	36,146,354	39,054,379	39,195,698
Electricity Enterprise				
Division of Electricity	77,690,872	76,913,649	85,172,939	86,608,487
CDBG				
Development Administration	1,110,119	772,491	178,779	-
Economic Development	1,494,049	1,303,624	1,372,062	777,079
Code Enforcement	1,039,984	1,006,187	1,060,993	849,366
Housing	3,185,370	2,034,061	2,680,510	2,601,571
Land Redevelopment	-	-	238,040	-
Department of Finance and Management	556,889	518,799	518,892	588,679
Neighborhoods	-	138,975	304,674	2,075,134
Department of Public Health	212,673	185,867	182,594	183,108
Department of Recreation and Parks	817,413	773,841	707,986	714,508
Total CDBG	8,416,497	6,733,845	7,244,531	7,789,445
Grand Total All Funds	\$ 1,603,639,041	\$ 1,605,400,886	\$ 1,726,244,911	\$ 1,798,766,148

ALL FUNDS PERSONNEL SUMMARY (FTE'S)				
Fund Name Division or Department	2015 Actual	2016 Actual	2017 Budgeted	2018 Proposed
GENERAL FUND	5,109	5,140	5,362	5,383
<u>SPECIAL REVENUE FUNDS</u>				
Street Construction, Main. & Repair				
Service Administration	29	28	27	30
Traffic Management	103	102	114	117
Infrastructure Management	175	178	190	190
Design & Construction	36	35	40	40
Total SCMR	343	343	371	377
Development Services Fund				
Building & Zoning	140	134	146	156
Private Inspection Fund				
Service Administration	0	0	1	1
Design & Construction	18	15	27	42
Total Private Construction	18	15	28	43
Health Special Revenue				
Department of Public Health	210	229	244	251
Rec. and Parks Oper. & Extension				
Department of Recreation & Parks	302	317	343	343
Municipal Court Computer Fund				
Judges	0	0	1	1
Clerk	0	6	12	12
Total Municipal Court Computer	0	6	13	13
Parking Meter Program Fund				
Traffic Management	4	15	16	38
<u>INTERNAL SERVICE FUNDS</u>				
Print and Mail Services				
Mailroom Services	3	3	3	3
Print Services	3	3	3	4
Total Print and Mail Services	6	6	6	7
Land Acquisition				
Real Estate	8	8	8	12
Technology Services				
Technology Administration	13	12	15	15
Division of Information Services	123	126	141	144
Total Technology Services	136	138	156	159
Fleet Management Services				
Finance and Management Administration	7	6	7	7
Division of Fleet Management	116	120	127	131
Total Fleet Services	123	126	134	138
Construction Inspection Fund				
Service Administration	2	2	6	5
Design & Construction	56	65	58	46
Total Construction Inspection Fund	58	67	64	51
Employee Benefits				
Department of Human Resources	22	22	26	27
<u>ENTERPRISE FUNDS</u>				
Water System Enterprise				
Division of Power and Water	501	491	535	446
Sewerage System Enterprise				
Division of Sewers and Drains	446	435	486	470
Storm System Enterprise				
Division of Sewers and Drains	16	16	23	17
Electricity Enterprise				
Division of Power and Water	96	88	104	101
Various Enterprise Funds				
Public Utilities Director's Office	127	131	145	207
<u>COMMUNITY DEVELOPMENT BLOCK GRANT</u>				
Development Administration	6	4	2	0
Economic Development	7	7	7	1
Code Enforcement	9	8	9	8
Housing	13	14	15	15
Land Redevelopment	0	1	2	0
Department of Finance and Management	4	3	4	4
Neighborhoods	0	3	3	3
Department of Public Health	3	3	4	3
Department of Recreation and Parks	4	3	4	4
Total CDBG	46	46	50	38
Grand Total All Funds	7,708	7,773	8,260	8,277

All Funds Summary

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COLUMBUS COMMUNITY PROFILE

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

Within the past year, Columbus bypassed Indianapolis to move in rankings from the 15th to the 14th most populated city in the United States. Covering almost 225 square miles, the city is recognized nationwide for its historic neighborhoods, booming downtown arts and sporting district, open attitude, and notably affordable quality of life. The city's economy is 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.

<p>1812</p> <p>Columbus was founded at the confluence of the Scioto & Olentangy rivers.</p>	<p>1800s</p> <p>The National Road is completed, and the Feeder Canal and First Union Railroad station opened. These modes of transportation linked Columbus with trade markets resulting in a boom in industry and settlement.</p>	<p>1913</p> <p>The Great Flood caused the death of hundreds of Ohioans and resulted in millions of dollars in property damage.</p>	<p>1920s</p> <p>University Stadium, Battelle Institute, and the Columbus Municipal Hanger (CMH), now known as the John Glenn Columbus International Airport, opened.</p>	<p>1950s-1960s</p> <p>Significant highway projects were underway in and around Columbus, including Interstates 70 and 71, and State Route 315.</p>	<p>2012</p> <p>Columbus celebrated its bicentennial. The city grew from 1,200 residents to over 750,000 during its first 200 years.</p>	<p>TODAY</p> <p>Columbus has now moved up to the 14th largest city in the nation, and the second biggest in the Midwest.</p>
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Source: Columbus History



COLUMBUS GOVERNMENT

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

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

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

STAY CONNECTED



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



Key City Services At A Glance

Development

- Annual Avg Emergency & Non-Emergency Requests ...35,039
- Annual Avg Code Violation Notices ...20,541

Neighborhoods

- Neighborhood Pride Centers ...5
- 311 Service Requests Received in 2016 ...341,481

Public Health

- Licensed Food Facilities Compliant with Health Standards ...99%
- Annual Avg Immunizations...30,320

Public Safety

- Fire Stations ... 33
- Annual Avg EMS & Fire Runs Dispatched ...167,589
- Police Substations ...16
- Annual Avg 911 Police Service Calls ...674,309

Public Service

- Annual Avg Curbside Recycling Collection Households ...201,222
- Annual Avg Tons of Curbside Recycled Materials ...33,395
- Annual Avg Weekly Trash Collection Households ...340,432
- Roadways Maintained ...6,348 Miles
- Annual Avg Repaired Potholes ...161,574

Public Utilities

- Wastewater Treatment Plants ...2
- Water Treatment Plants ...3
- City-Owned Sewer and Water Lines Maintained ...6,988 Miles
- Gallons of Wastewater Treated in 2016 ...61 Billion
- Gallons of Drinking Water Treated ...49.5 Billion
- Service Population ...1.2 Million Customers
- City Power Customers ...Over 12,000

Recreation & Parks

- Park Sites ...353
- Acres Maintained (Including Reservoirs) ...14,397
- Swimming Pools & Spray Grounds ...12
- Golf Courses ...6
- Multi-Use Trails ...120 Miles
- Community Centers ...29
- Athletic Complexes...5

COLUMBUS DEMOGRAPHICS

The population of Columbus is diverse, young, and has a growth rate double the national average. The city's population is well educated, with over 34 percent having earned a bachelor or advanced degree compared to the national average of 30 percent. *City Observatory* ranks Columbus 11th nationwide for increase in college educated young adults by percentage of population.

Source: U.S. Census Bureau April 1, 2010 & July 1, 2016 Estimates, City Observatory

Population Quick Facts

Population Size ...860,090

Population per Square Mile ...3,831

Population Growth Rate

COLUMBUS ...9%
National Average ...4.7%

Median Income

COLUMBUS ...\$45,659
National ...\$53,889

Median Age

COLUMBUS ...31.8
National ...37.4

Population by Age

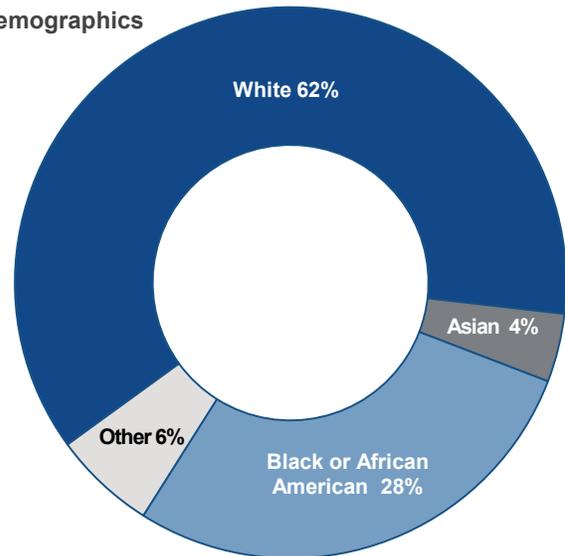
Under 18 ...23%
18 to 65 ...68%
Over 65 ...9%

Sex

Female ...51.2%
Male ...48.8%

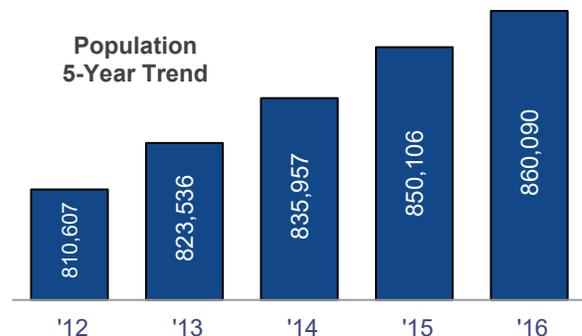


Racial Demographics



Source: U.S. Census Bureau April 1, 2010 & July 1, 2016 Estimates Quickfacts

Population 5-Year Trend





COLUMBUS HOUSING

The City of Columbus' housing market is booming with trendy and desirable neighborhoods, affordable housing options, and a thriving local economy. In *Nationwide's Health of Housing Markets 2017 Q2 report*, the Columbus housing market was ranked 35th nationwide.

Housing Quick Facts

Housing Units ...370,965

Persons per Household

COLUMBUS ...2.4
National Average ...2.6

Ownership Rate

COLUMBUS ...45.4%
National Average ...63.9%

Median Home Value

COLUMBUS ...\$129,100
National ...\$178,600

Median Monthly Mortgage

COLUMBUS ...\$1,291
National ...\$1,492

Median Monthly Rent

COLUMBUS ...\$833
National ...\$928

Source: U.S. Census Bureau April 1, 2010 & July 1, 2016
Estimates Quickfacts



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.



COLUMBUS Downtown

Notable Capital Projects

Creative Campus Roadway Improvements:

This project includes upgrades to roadway, sidewalk, pedestrian safety, and aesthetic elements in the Columbus College of Art and Design area. Improvements, including brick pavers, street lighting, bollards and trees, will be installed on Gay Street between Cleveland Avenue and Washington Avenue, and on Cleveland Avenue, Ninth Street, and Washington Avenue between Long Street and Broad Street.

Nationwide Boulevard & Hocking Street:

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

111 N. Front: The eight-story 196,000 square foot office building will house various city departments and is scheduled for completion in December 2017. The building will be named the Michael B. Coleman Governmental Center in honor of the former Columbus Mayor. The project also includes an adjacent parking garage with over 700 spaces.

Fire Station #2: The busiest fire station in Columbus, located at 150 East Fulton Street, was demolished to make way for a new station. The facility once housed both Fire Stations #2 and #3 for many years. Fire Station #3 was relocated to Greenlawn Avenue and construction of a new Fire Station #2 at the Fulton Street location was completed in 2017. The reconstruction of this station provides additional medic personnel.

Notable Neighborhoods

Arena District

Population ...804
 Area Size ...0.264 Square Miles
 Household Income ...\$65,442
 Median Rent ...\$1,035
 Median Age ...32.2

Central Downtown

Population ...30,177
 Area Size ...6.406 Square Miles
 Household Income ...\$45,513
 Median Rent ...\$587
 Median Age ...33.9

Discovery District

Population ...1,438
 Area Size ...0.444 Square Miles
 Household Income ...\$50,492
 Median Rent ...\$632
 Median Age ...40.2

Uptown District

Population ...770
 Area Size ...0.233 Square Miles
 Household Income ...\$56,695
 Median Rent ...\$607
 Median Age ...40.4

Source: City-Data.com

COLUMBUS North-Side



Notable Capital Projects

Cannon Drive Relocation: Relocation of the existing Cannon Drive between John H Herrick Drive and King Avenue. Relocating Cannon Drive will open up approximately 12 acres of developable land on the Ohio State University Campus.

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

OhioHealth Headquarters: OhioHealth is building two connected four to five story buildings totaling 270,000 square feet on 12 acres near State Route 315 and Olentangy River Road. The buildings, which are slated for completion in the spring of 2019 will accommodate 1,600 workers and serve as the company's headquarters.

Notable Neighborhoods

Clintonville

Population ...35,938
Area Size ...5.423 Square Miles
Household Income ...\$78,422
Median Rent ...\$747
Median Age ...41.2

Harrison West

Population ...4,714
Area Size ...0.443 Square Miles
Household Income ...\$70,049
Median Rent ...\$923
Median Age ...30.9

Italian Village

Population ...3,922
Area Size ...0.464 Square Miles
Household Income ...\$53,592
Median Rent ...\$972
Median Age ...31.6

University District

Population ...36,147
Area Size ...2.147 Square Miles
Household Income ...\$28,336
Median Rent ...\$813
Median Age ...25

Victorian Village

Population ...6,886
Area Size ...0.497 Square Miles
Household Income ...\$67,395
Median Rent ...\$878
Median Age ...31

Source: City-Data.com

Notable Neighborhoods**King-Lincoln**

Population ...1,848
 Area Size ...0.324 Square Miles
 Household Income ...\$35,667
 Median Rent ...\$423
 Median Age ...35

South Linden

Population ...9,465
 Area Size ...1.649 Square Miles
 Household Income ...\$25,005
 Median Rent ...\$558
 Median Age ...33.5

Old Oaks

Population ...864
 Area Size ...0.109 Square Miles
 Household Income ...\$27,843
 Median Rent ...\$459
 Median Age ...32.4

Olde Town East

Population ...7,768
 Area Size ...0.928 Square Miles
 Household Income ...\$36,107
 Median Rent ...\$547
 Median Age ...33.6

Milo-Grogan

Population ...3,608
 Area Size ...1.246 Square Miles
 Household Income ...\$33,535
 Median Rent ...\$604
 Median Age ...31.9

Source: City-Data.com

COLUMBUS East-Side***Notable Capital Projects***

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

Parsons Ave. Improvements: This project will increase roadway capacity, better accommodate pedestrian traffic, add green space, improve access to Livingston Park, improve access to mass transit, and improve service and reliability of underground utilities.

Poindexter Village Redevelopment Project: A multi-phase redevelopment of the Poindexter Village area which runs to Mt. Vernon Avenue to the north, Ohio Avenue to the west, Long Street to the south, and Hughes Street to the east. The project includes senior living and multi-family units.

Fire Station #35: To address the growing population in the City of Columbus, it was determined that an additional fire station was needed. Fire Station #35 will be located on the far-east side of the city to provide for the improved safety and well-being of the citizens. Located at 711 Waggoner Road, this fire station will include four apparatus bays to house medic and fire engine vehicles, and will aid in reducing response times on that side of the city.

COLUMBUS South-Side



Notable Capital Projects

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

Schiller Park Column Renovations: The columns, dating back to the early 1900's, have been in need of restoration for several years, but repairs have not been possible due to a lack of funding. The Recreation and Parks Department worked with community groups that surround the park to develop a plan to restore the columns. Restoration work will preserve city history and will ensure the safety of people who pass through the gates. The mission of the Recreation and Parks Department Master Plan supports this project.

Notable Neighborhoods

Brewery District

Population ...4,180
Area Size ...0.508 Square Miles
Household Income ...\$59,476
Median Rent ...\$1,110
Median Age ...36.5

Edgewood

Population ...2,052
Area Size ...0.422 Square Miles
Household Income ...\$36,583
Median Rent ...\$527
Median Age ...42.8

German Village

Population ...4,001
Area Size ...0.384 Square Miles
Household Income ...\$67,228
Median Rent ...\$1,073
Median Age ...36.8

Hungarian Village

Population ...2,129
Area Size ...0.205 Square Miles
Household Income ...\$34,980
Median Rent ...\$584
Median Age ...39.5

Merion Village

Population ...6,937
Area Size ...0.814 Square Miles
Household Income ...\$42,473
Median Rent ...\$771
Median Age ...34.5

Source: City-Data.com

COLUMBUS West-Side



Notable Capital Projects

Camp Chase Trail Improvements: The Camp Chase Trail is one of the city’s most significant regional trails. Development of the trail began ten years ago, and over 14 miles of trail have been completed. This is the final segment of the trail, and will open the entire 15 miles of the path from Madison County to the Hilltop community.

Wilson Road Shared Use Path: This project will construct a shared use path (SUP) on the west side of Wilson Road from Sullivant Avenue to Broad Street. Modifications will be made to the existing bridge and the alignment of the roadway to accommodate the path addition. The roadway will be widened north of Fremont Street to accommodate a southbound left turn lane. Opposite the new turn lane, a raised grass median will be placed between Fremont and Wilson Park Way to support a path crossing at Fremont Street.

Lashutka Event Center: Facility improvements and renovations were done to expand the historic “Richards House” located at Griggs Reservoir. Formerly the Dam Keeper’s House, the Gregory S. Lashutka Event Center provides 5,500 square feet of space to be used as a rental facility for meetings, weddings, or other events.

Notable Neighborhoods

Franklinton

- Population ...9,081
- Area Size ...2.524 Square Miles
- Household Income ...\$32,056
- Median Rent ...\$559
- Median Age ...34.1

Hilltop

- Population ...66,723
- Area Size ...12,527 Square Miles
- Household Income ...\$39,452
- Median Rent ...\$666
- Median Age ...35.5

West Olentangy

- Population ...25,376
- Area Size ...5.939 Square Miles
- Household Income ...\$69,394
- Median Rent ...\$838
- Median Age ...36.4

West Scioto

- Population ...15,890
- Area Size ...8.708 Square Miles
- Household Income ...\$69,163
- Median Rent ...\$808
- Median Age ...36.5

Source: City-Data.com

COLUMBUS TRANSPORTATION



Columbus is located in the heart of the Midwest, and is within a day drive or hour flight to over half of the population in the United States & Canada. There are eight major interstates that cross through Columbus, with convenient access from coast to coast and to the Mid-Atlantic States. In-state commerce benefits from access to interstate transportation infrastructure. In recent years, Columbus was recognized by *Inbound Logistics* as one of the nation's logistical hotspots.

Source: Columbus Region

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

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

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



Photo by: DRust

Bolton Air Field: Services the needs of area businesses, private pilots, and aviation enthusiasts.

In addition, Columbus is also home to **The Ohio State University Airport**, with over 75,000 operations a year, including corporate activity, student training, and pleasure flying.

Other Means of Getting Around Columbus:

Public Transportation: The Central Ohio Transit Authority (**COTA**) provides bus service to over 19 million annual passengers with 68 local, express, and crosstown lines serving 3,400 bus stops. The **CBUS** provides free downtown bus service, circulating on a specified route, every 10-15 minutes. **AirConnect** provides direct bus service between downtown and the John Glenn Columbus International Airport.



Sharing Services: **COGO** provides on demand access to over 365 bicycles located at 46 stations throughout downtown. **Car2Go** provides on demand access to 200 vehicles located throughout the city. **Uber** and **Lyft** connect people in need of a ride with available drivers.

Two Wheels: Columbus' bikeway program encourages traveling in and around Columbus via **bicycles** and maintains protected bike lanes and an extensive network of bike paths.

Taxi Services: **Pedicabs** provide bike taxi service throughout downtown. **Taxicabs** provide taxi service throughout the city.



In 2015, the United States Department of Transportation (USDOT) Smart City Challenge encouraged cities to put forward their best and most innovative ideas for the efficient movement of people and goods where technology and transportation intersect. The USDOT intended for this competition to focus on how emerging transportation data, technologies, and applications can not only be integrated with existing systems in a city to address transportation challenges, but can also be used to spur reinvestment in underserved communities.

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



Getting Started:

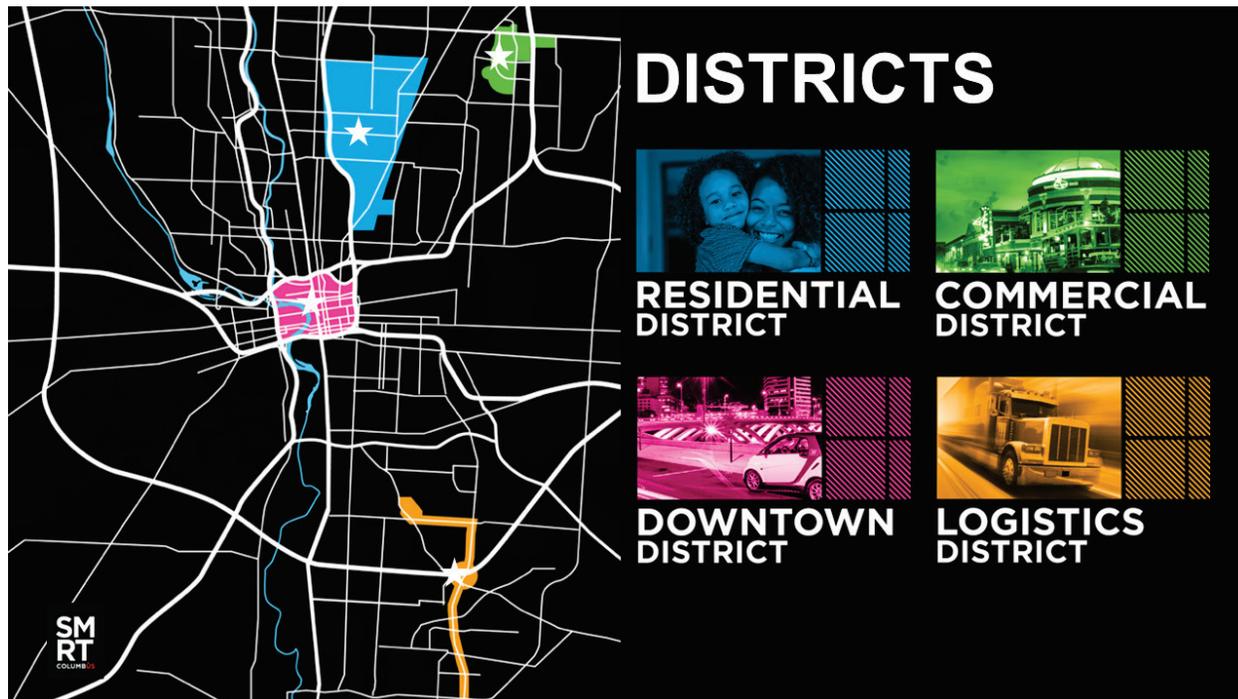
- Formed a “**Smart Columbus**” **Project Management Office** (PMO) comprised of city employees to manage the planning, implementation, and administration of the grants and grant projects.
- Created and filled the **city’s first Chief Innovation Officer** (CINO) position.
- Focused attention on **project goals** and further project development to align with those goals.
- Negotiated agreements with grantors, **engaged private and public sector partners** and finalized partner agreements, and conducted necessary industry research to properly guide the work over the multiyear grant period.
- Worked with industry leaders, subject matter experts, partners, stakeholders, and customers to identify the **end user needs** for each project.
- Conducted “**innovation sessions**” with end users, focus groups, surveys, and informal interviews. This engagement will continue throughout the project implementation.

Smart Columbus - Four Primary Goals:

<p>Drive economic growth</p>  <ul style="list-style-type: none"> • Future-proof our economy by attracting and creating new jobs in emerging industries • Increase research, innovation, and entrepreneurial activity in the region • Prepare our existing workforce for the future • Incorporate "smart thinking" into real estate development • Become the nation's most efficient and innovative logistics hub 	<p>Improve people's quality of life</p>  <ul style="list-style-type: none"> • Connect people to employment and opportunity: including improving access to healthcare and fresh food • Increase personal mobility efficiency • Attract and retain talent with a desirable lifestyle • Alleviate the daily stresses of traffic and congestion 	<p>Foster Sustainability</p>  <ul style="list-style-type: none"> • Decrease GhG emissions with high adoption of alternative transportation fuels, particularly EVs • Decrease dependency on personal car ownership • Encourage fewer vehicles on the road, more efficient vehicle use • Support more and better transportation and mobility services • Modernize the grid and increase use of renewable energy sources in the Columbus region 	<p>Improve Safety</p>  <ul style="list-style-type: none"> • Reduce vehicle collisions as well as collisions with other vulnerable road users (e.g., pedestrians, bicyclists) caused by human error with self-driving vehicles • Reduce traffic snarls and coordinate efficient road use
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USDOT Projects:

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



DISTRICTS

RESIDENTIAL DISTRICT

COMMERCIAL DISTRICT

DOWNTOWN DISTRICT

LOGISTICS DISTRICT

There are eight unique, but connected projects that are designed to leverage technology and data to provide open, equitable access to mobility options. These projects are planned to be deployed in four distinct districts:

Columbus is early in the four year grant timeline, and the projects are still in conceptual form as the team works with end users and stakeholders to affirm the assumptions that were made in the application process.

All Districts

Smart Columbus Operating System (ScOS)

Create a dynamic, web-based, data platform that will support the smart city projects as a single point of data collection and distribution. The ScOS is the backbone of Smart Columbus, and there is a planned expansion to house more robust sources of data and information.

Residential District Projects

Connected Vehicles

Install 3,000 units in fleet and personal vehicles and connect 175 intersections so cars can “talk” to one another and “connect” with traffic signals and other infrastructure. This allows the vehicles to avoid collisions, and provides data that the city can use to identify traffic patterns and safety concerns.

Multi-modal Trip Planning and Common Payment System

Create a single trip-planning and payment solution that allows users to easily and effectively plan trips that involve multiple modes of transportation.

Smart Mobility Hubs

Create single points of access to multiple modes of transportation. At select spots in Linden, COTA bus stations will be outfitted with Wi-Fi, trip planning kiosks, and access to other modes of transportation so residents can get to them – and onto where they need to go – more easily.

Mobility Assistance

Deploy an application aimed at providing mobility assistance for those with cognitive disabilities that enables them to use public transportation services independently and safely.

Commercial District Projects

Connected Electric Autonomous Vehicles

Deploy six electric autonomous transit shuttles at Easton to connect riders from the COTA transit center to employment centers.

Downtown District Projects

Event Parking Management

Create a one-stop shop application for parking in the downtown and Short North to tell users where parking exists and how to access it.

Logistics District Projects

Truck Platooning

Deploy truck platooning solutions in the Rickenbacker area, which allows long-haul trucks coupled via sensors to “talk” to one other. This solution saves on fuel and reduces emissions.

Vulcan, Inc. Priorities:

The city’s electrification work is guided by five overarching priorities aimed at fighting climate change through reducing greenhouse gas emissions. Most of this work is rooted in preparing for and incorporating electric vehicles and the necessary infrastructure. This work will take place over a three-year period that began in April 2017. The City of Columbus is proud to be leading the way in these efforts with a recent request for proposals to purchase 100 electric vehicles in 2017 and a commitment to purchase 100 more over the next two years.

Decarbonization – Work in partnership with power providers to modernize the electric grid, improve efficiencies, and deploy smart meters.



to decarbonizing the Columbus region’s mobility options.

Fleet Adoption – Work with public, private, and academic sectors to place into their fleets 780 electric vehicles by 2020.



Consumer Electric Vehicle Adoption - Increase the number of electric vehicles in Columbus and the seven county central Ohio region.

Transit, Autonomous and Multi-Modal Systems in the City - Ensure a comprehensive, multi-modal approach

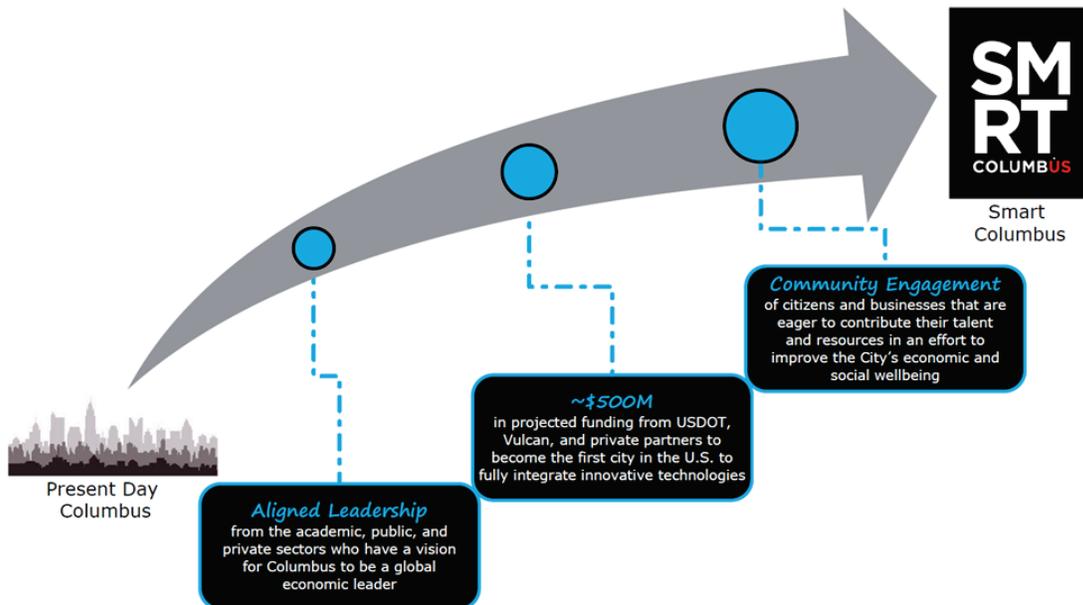


Charging Infrastructure – Support the acceleration of electric vehicle adoption through installation of charging infrastructure, with the goal of 1,685 new charging ports by the end of the grant period.

What’s Next:

Much activity supported by the Vulcan, Inc. grant will take place in 2018. Residents will see the installation of **electric vehicle charging stations** and opportunities to learn more about and test drive electric vehicles at “Ride and Drive” events throughout the city. Private companies and government organizations will begin to deploy electric vehicles and charging infrastructure as well.

For the USDOT projects, the team will work with stakeholders and end users to develop system requirements for each project. This ensures the project team designs and deploys projects that solve real and tangible problems.



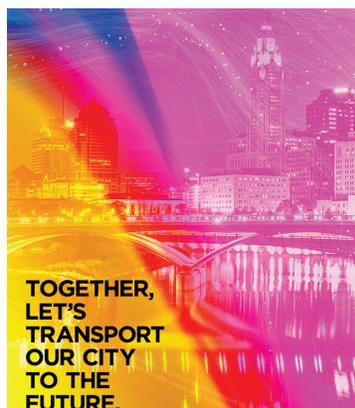
Current Project Partners:

A total of over **\$500 million** in funding, specific program support, and research contributions have been made by the following partners:



Community Engagement:

- City Of Columbus Smart City Resources - <https://www.columbus.gov/smartcolumbus/>
- City Of Columbus Contact - smartcolumbus@columbus.gov
- Columbus Partnership - <http://www.columbuspartnership.com/community-impact/smart-cities/>
- US Department Of Transportation - <https://www.transportation.gov/smartcity>



CelebrateOne



Reducing Infant Mortality:

Every year in Franklin County, 150 babies die before reaching their first birthday – and African American babies are dying at 3 times the rate of white babies.

Our Goal: To respond to the unequal distribution and alarming rates of premature births and infant deaths, Mayor Andrew Ginther and the Greater Columbus Infant Mortality Task Force created CelebrateOne, a collective impact initiative, to align, organize and implement efforts to **reduce Columbus' Infant Mortality Rate by 40%, and decrease the racial disparity rate of infant deaths by 50% by the year 2020.**

Neighborhood Focus:

CelebrateOne is focused on locations where the infant mortality rates are highest. **CelebrateOne is working intensely with residents and stakeholders in the highest priority areas, including Linden, the Near South Side, the Near East Side, Hilltop and Franklinton. Initiatives are underway in three other priority areas – Northeast, Southeast and Northland area.** Premature births are more likely to occur in these neighborhoods, along with higher rates of poverty, unemployment, housing instability, uninsured people, and transportation barriers.



The City's Investment: CelebrateOne has leveraged investments and in-kind support from partners including community organizations, hospitals, the City of Columbus, and Franklin County to work toward our goal of reducing infant mortality. The projects below highlight key City investments, both present and future, that impact social determinants of health in the CelebrateOne neighborhoods of Linden, Near East and Near South, Hilltop and Franklinton.

CelebrateOne

- Community Safe Sleep Campaign - \$1,300,000
- Phase 1 & 2 Neighborhood Interventions - \$625,000
- Connector Corps - \$562,000

Recreation & Parks

- Driving Park Community Center & Pool Improvements - \$10,500,000
- Linden Community Center Improvements - \$15,000,000
- APPS - Violence Intervention & Cap City Festivals - \$4,000,000

Neighborhoods

- Property Acquisition - \$1,250,000
- Linden Master Plan - \$250,000

Public Health

- Safe Sleep and Strategic Initiatives - \$868,225

Public Safety

- High School Resource Officer Program - \$776,768
- Neighborhood Safety Cameras - \$750,000
- Linden Fire Facility Replacement - \$8,500,000

Public Service

- Smart Cities Transportation Initiative - \$3,000,000
- West Broad Streetscape - \$2,251,618
- Mound Street Sidewalks - \$3,900,000
- CelebrateOne Sidewalk Project - \$1,400,000

Development

- Poindexter Village Choice Neighborhood Grant Housing & Infrastructure - \$24,000,000
- Funding for social services and Community Shelter Board - \$13,200,026
- Lead Safe Housing Program - \$815,000

Education

- Early Start Columbus - \$4,400,000
- Linden Park Neighborhood Early Childhood Education Center - \$784,000

Public Utilities

- Blueprint Hudson/McGuffey - \$4,300,000
- Blueprint West Franklinton/Hilltop - \$14,000,000

Moving Forward:

Columbus is laying the groundwork for long term success by investing in communities that need it most. Improving the built environment, supporting neighborhood stability programs and addressing other risk factors will move us towards our goal of celebrating more first birthdays in Columbus, Ohio.





COLUMBUS EMPLOYMENT

Columbus serves as headquarters to major national and multinational corporations, including Nationwide Mutual Insurance, L Brands, Huntington Bancshares, American Electric Power (AEP), and Big Lots. In recent years, the healthcare industry has emerged as a growth sector, with the city boasting four nationally recognized health system employers; each employ thousands of healthcare workers and contribute billions of dollars to the local economy.

Employer Name	Central Ohio Employees
The Ohio State University	30,963
State of Ohio	23,859
OhioHealth Corp	19,936
JPMorgan Chase & Co.	19,200
United States Government	13,800
Nationwide Mutual Insurance Co.	13,000
Honda of America	10,700
Kroger Co.	10,240
Mt. Carmel Health Systems	8,818
Nationwide Children’s Hospital	8,400
City of Columbus	8,277
L Brands	7,800
Franklin County	7,000
Columbus Public Schools	6,488
Huntington Bancshares	5,050

Source: City of Columbus, Economic Development

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
JP Morgan Chase & Co.	Office	Banking	\$200 million
United Parcel Service, Inc.	Distribution	Parcel Delivery	\$177 million
Cologix, Inc.	Data Center	Data Center	\$130 million
OhioHealth Corporation	Headquarters	Hospital Administration	\$89 million

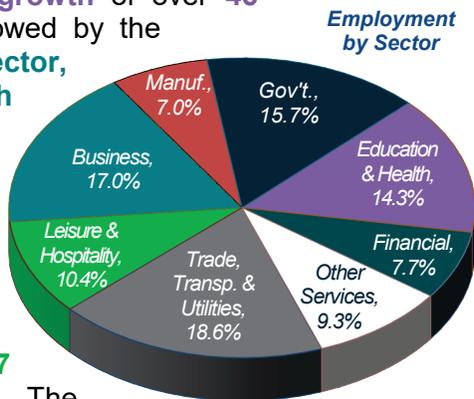
Source: Ohio Private Investment Survey 2014-2016, Ohio Development Services Agency, March 2017

COLUMBUS WORKFORCE ENVIRONMENT



Columbus has a stable, diverse employment environment with a large range of employment opportunities. All employment sectors have less than 19 percent of the workforce, indicating the city is well diversified in this area.

Since 2007, almost every sector has experienced growth. The **education & health sector** has experienced **growth** of over **45 percent**, followed by the **business sector**, with **growth** of **26 percent** and the **leisure and hospitality sector**, with **growth** of **17 percent**. The **manufacturing sector** has experienced a **decline** of **4.5 percent**.



Source: U.S. Bureau of Labor Statistics June 2017

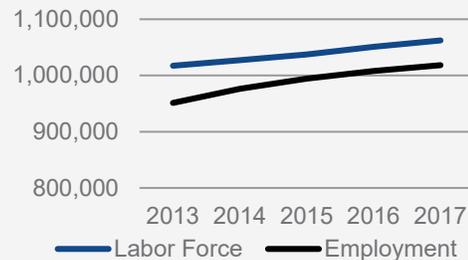
Largest Colleges & Universities

- The Ohio State University ...58,663 Enrolled
- Columbus State CC ...25,983 Enrolled
- Franklin University ...5,102 Enrolled
- Capital University ...3,465 Enrolled
- DeVry University ...2,307 Enrolled

Educational opportunities in Columbus range from career training programs to top ranked schools and universities. Employers have access to a large, well-educated and highly skilled workforce. The city is home to more than 55 nearby colleges and universities, with a total enrollment of more than 136,000 students and over 20,000 annual graduates. In addition, Columbus offers a large variety of workforce development programs through community, technical, and vocational schools. *Source: Columbus 2020*

Workforce Quick Facts

5 Year - Labor Force Trend



Workforce Size ...1,076,342

Unemployment Rate

COLUMBUS ...4.4%
National Average ...4.5%

Mean Hourly Wage

COLUMBUS ...\$23.48
National Average ...\$23.86

Highest Paid Occupation

Management ...\$54.35

Lowest Paid Occupation

Food preparation ...\$11.19

Mean Travel Time to Work

COLUMBUS ...21.4 (minutes)
National Average ...25.9 (minutes)

Source: U.S. Bureau of Labor Statistics, June 2017, U.S. Census Bureau



COLUMBUS DOWNTOWN DEVELOPMENT

With a population of more than 860,000 residents, Columbus ranks as the 14th largest city in the U.S. Downtown remains essential to the overall economic health of the city. As a business location, the city is booming with office vacancy rates near historic lows.

A critical part of the city's efforts to ensure downtown remains the premier employment center in the region is to invest in and grow the **residential** population.

- **River & Rich:** This \$50 million mixed-use project is a redevelopment of the site of the former Riverside Bradley housing project on Rich Street in East Franklinton that will include multi-family residential apartments, as well as townhomes, commercial office, retail space and a structured parking garage.
- **The Gravity Project:** This \$70 million mixed-use development on West Broad Street in East Franklinton includes a five-story commercial office building, six-story residential building with ground-floor retail, and a structured parking garage.
- **Two25 Commons:** This \$60 million investment, anticipated to be completed 2017-2018, consists of a 17 story mixed use development with apartments and condos on 11 floors.

Investments in **public** amenities are also critical to the long-term health of downtown.

- **City Hall Municipal Campus:** \$75 million LEED Silver targeted office building and parking garage anticipated to be completed by year-end 2017.
- **Ohio Veterans Memorial and Museum:** \$55 million, a new memorial and museum to honor Ohio veterans and educate and inspire visitors to serve their community and nation. Expected completion is spring 2018.

Downtown Quick Facts

Investments (\$)

Proposed ...\$1.3B
 Under Construction ...\$641M
 Completed (Jan.-Jun. 2017) ...\$127M

Largest Proposed Projects

Nationwide Children's Hospital...\$189M
 Scioto Peninsula Phase I ...\$187M
 North Market ...\$115M

Largest Under Construction Projects

Convention Center Upgrades ...\$125M
 Two25 Commons ...\$60M
 Michael B. Coleman Governmental Center ...\$60M

Private and Public Investment

Total since 2007 ...\$2B

Total Residents ...8,300

Housing Units

Proposed ...1,092
 Under Construction ...1,214
 Completed (Jan.-Jun.2017) ...138

Apartment Occupancy Rate ...96%

Office Vacancy Rate ...11.4%

Colleges & Universities ...5 (33,008 students)

Hotels ...15

Annual Visitors (2016) ...10M

Source: CCSID, DSID, Experience Columbus, College Navigator, Xceligent, US Census Bureau, Colliers International, Columbus Business First

COLUMBUS ECONOMIC DEVELOPMENT

Top Metro in the Midwest

- The U.S. Census Bureau lists Columbus as the fastest growing metro in the Midwest.
- #1 metro for Job Growth according to the U.S. Bureau of Labor Statistics.
- #1 in GDP Growth per U.S. Bureau of Economic Analysis.
- #1 in Wage Growth according to the U.S. Labor Department.

Columbus continues to be one of the fastest growing cities in the U.S., due to a strong labor market and diverse and thriving employer base.

While the city saw solid job growth in many sectors of the economy last year, it was a particularly

strong year for the financial services sector. In 2016, companies within this sector announced major job expansion projects, which will bring over 2,200 new jobs to the City of Columbus.

Site Selection Magazine lists Columbus as a top ten metro (with populations over 1 million) with 87 successful economic development projects in 2016.

Columbus' most recent significant **development initiatives** include:

Huntington National Bank: The Huntington National Bank is investing over **\$19 million** to consolidate, expand, and relocate its operations center from Morse Road to a larger vacant commercial facility at 5555 Cleveland Avenue. It will create **1,000 new full-time positions** as part of this project. In addition, Huntington is embarking on a community strategic plan, which **will commit \$300 million** toward lending opportunities targeting low-to-moderate income census tracts with focused outreach in Linden and Northland.

Alliance Data Systems, Inc. (ADS): ADS is a leading provider of marketing, loyalty, and credit solutions managing more than 100 million consumer relationships for the world's leading brands. ADS is in the process of investing over \$80.5 million in an expansion project, which will construct a three-building campus to house its corporate associates for its retail services business and create **700 new full-time positions**.

BDO USA, LLP. (BDO): BDO is a global accounting, tax and advisory firm with over 1,400 offices throughout the world and is the fifth largest accounting network globally. BDO is establishing a shared services center in Columbus to assist the BDO offices throughout the United States. The \$515,000 project is expected to create **400 new full-time positions** over the next five years.

Columbus 2020 Goals to Achieve by the Year 2020

- Add 150,000 net new jobs (at 141,552)
- Increase personal per capita income by 30 percent (at 21.5 percent)
- Add \$8 billion of capital investment (at \$7.84 million)
- Be recognized as a national leader in economic development

*Through June 2017.

*Columbus 2020 is an economic development organization guided by an aggressive economic development strategy

Arts & Cultural Attractions

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



COLUMBUS FUN

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

Sports Teams

- Columbus Blue Jackets, National Hockey League*
- Columbus Clippers, Triple-A affiliate of the Cleveland Indians*
- Columbus Crew, Major League Soccer*
- The Ohio State University, BigTen NCAA Sports*
- Ohio Aviators, Pro Rugby*

Entertainment Venues

- Columbus Convention Center
- Nationwide Arena
- Express Live!
- Newport Music Hall
- Hollywood Casino
- Scioto Downs Racino

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.

<ul style="list-style-type: none"> • Ohio Boat & RV Show • Winter Beerfest <p>January</p>	<ul style="list-style-type: none"> • State of the City Address • Home & Garden Show <p>February</p>	<ul style="list-style-type: none"> • Arnold Sports Festival • International Auto Show <p>March</p>	<ul style="list-style-type: none"> • Equine Affaire • Cap City Half Marathon <p>April</p>	<ul style="list-style-type: none"> • Susan G. Komen Race for the Cure • Memorial Tournament <p>May</p>	<ul style="list-style-type: none"> • Columbus Arts & Pride Festivals • Memorial Tournament • ComFest <p>June</p>
<ul style="list-style-type: none"> • Jazz & Rib Festival • Red, White & Boom • Ohio State Fair <p>July</p>	<ul style="list-style-type: none"> • Pelotonia • Festival Latino • Greek Festival <p>August</p>	<ul style="list-style-type: none"> • New Albany Classic • Oktoberfest <p>September</p>	<ul style="list-style-type: none"> • All American Quarter Horse • Nationwide Children's Marathon <p>October</p>	<ul style="list-style-type: none"> • Wildlights at the Columbus Zoo • Columbus International Festival <p>November</p>	<ul style="list-style-type: none"> • First Night Columbus • Grand Illumination <p>December</p>

COLUMBUS RANKINGS

-- #1 Rankings --

No. 1 2017 best cities to work in tech (Smart Asset)

No. 1 The six best big cities – best in Midwest (Money)

No. 1 Top metro for scaling startups (Kauffman Foundation)

No. 1 Top tech talent markets in 2016 (CBRE)

No. 1 Top Midwest U.S. metro for visitor satisfaction (J.D. Power)

-- Top 10 Rankings --

No. 2 Least expensive office markets in the U.S. (BOMA International)

No. 2 Best cities for new college grads (SmartAsset)

No. 2 Top cities for best return on salary (BenefitsPro)

No. 4 Best cities to start a business right now (Inc.)

No. 4 Cities with the happiest workers (Kanunu)

No. 6 Best cities for starting your career (Bankrate)

No. 6 Best cities for conferences in 2016 (Smart Asset)

No. 6 Top metros for economic growth potential (Business Facilities)

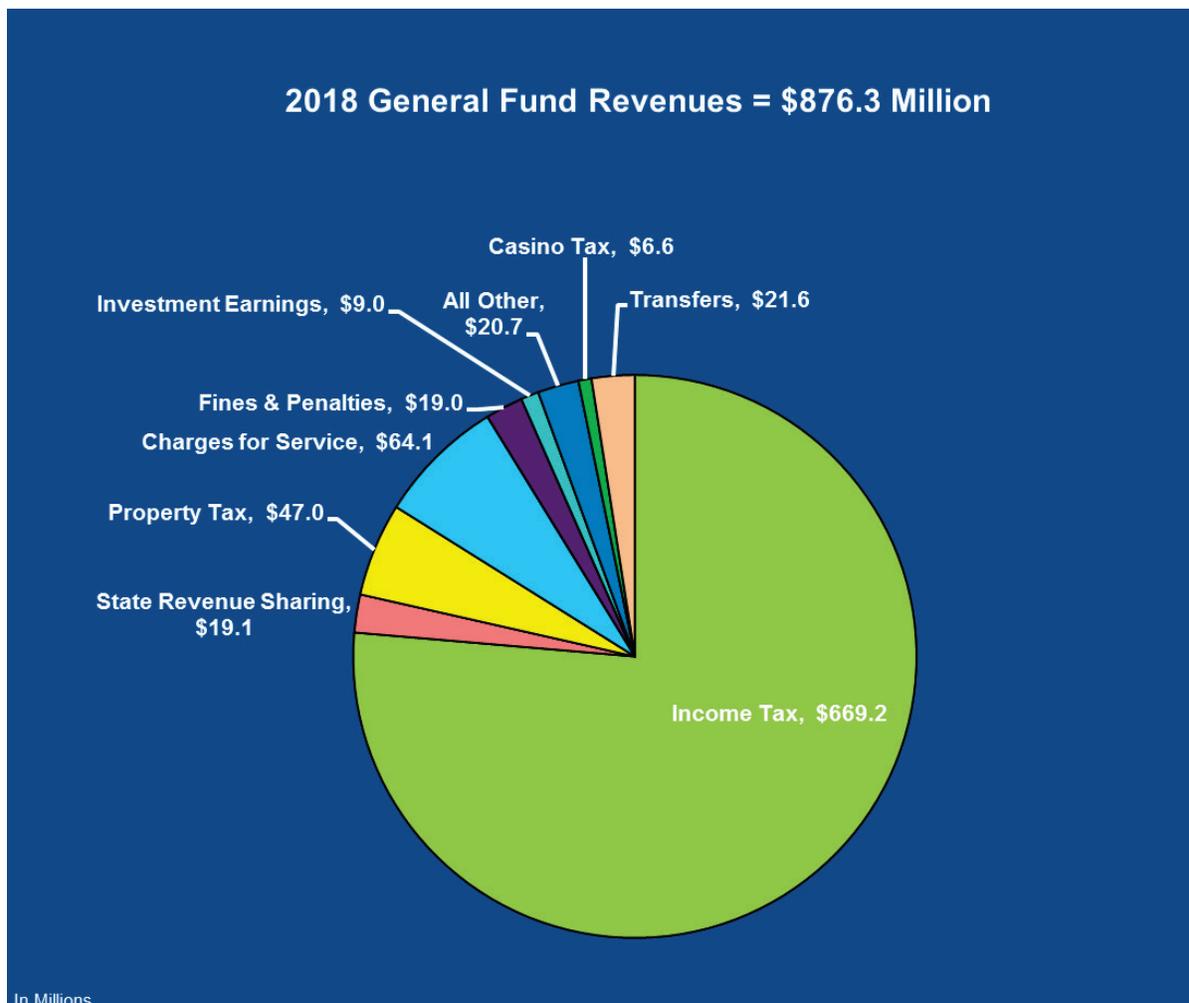
No. 7 Best city for jobs in 2017 (glassdoor.com)

FINANCIAL OVERVIEW

Revenue

The financial health of the city’s general fund is directly tied to the income tax which comprises over 76 percent of the revenue 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 2018. After the income tax, the next two largest revenue sources to the general fund are various charges for services at seven percent and property taxes at five percent.



Financial Overview

Income tax collections are projected at \$651.3 million in 2017 and \$669.2 million in 2018. The City Auditor's 2018 estimate assumes a 2.75 percent growth in income tax receipts in 2018, or an additional \$17.9 million.

Over the past decade, budget reductions at the state level have led to incremental reductions of shared revenues to local governments. Further reductions will be realized in 2017 and 2018. In 2001, the City of Columbus received \$51 million in local government funds, while the 2017 projection for these funds is \$19.7 million, and in 2018 this revenue source is projected at \$19.1 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 is typically less than one percent. Growth is normally expected in the reappraisal years. The city experienced a 10.3 percent increase in assessed valuation during the sexennial reappraisal in 2006, but in 2009, the triennial update year, the county applied a zero growth rate to all residential property values. While 2012 was another reappraisal year, property tax collections actually declined by 7.92 percent due to the ongoing housing decline. Property taxes rebounded in 2015 and increased by 0.82 percent over the prior year. Due to increases in property values, property taxes are expected to grow 4.6 percent in 2017 over 2016 collections. In 2018, the benefits of the reappraisal will be realized as property taxes are expected to increase to \$47 million, or 5.1 percent over 2017 projections.

Investment earnings are a highly volatile source of revenue and tend to reflect economic conditions. In 2001, the city posted \$29 million in investment earnings. By 2004, these earnings had dropped to just \$5.5 million. In recent years, investment earnings have still been down, but they were experiencing mild year over year growth. In 2017, projected earnings are \$8.8 million. The City Auditor increased the estimate to \$9 million for 2018.

Bond Ratings

The city continues to retain the highest bond ratings available for long-term debt by all three major rating agencies: Moody's Investors Service, Standard and Poor's Corporation, and Fitch Ratings. Bond ratings of Aaa and AAA, respectively, were awarded to the city in 1995 by Moody's and Standard and Poor's, and have been maintained ever since. Fitch Ratings rated the city for the first time in 2006, also awarding Columbus an AAA rating. Columbus is one of the largest cities in the nation to maintain the highest possible credit rankings for both unlimited and limited general obligation debt from the three major rating agencies. These ratings afford Columbus the opportunity to realize savings in the cost of long-term financing, affirm investor's confidence in investment in Columbus, and help attract new businesses to the area.

Reserve Funds

The City of Columbus currently has three general reserve funds: the economic stabilization fund (i.e., the rainy day fund), the anticipated expenditure fund (formerly known as the 27th pay period fund), and the basic city services fund.

The rainy day fund was created in 1988 with a deposit of \$4 million as a reserve for unforeseen events that could disrupt basic city services. With the ultimate goal of reaching a fund balance of 5 percent of general fund expenditures, annual deposits of \$1 million were made until 1998. In that year, the city received a \$7 million refund from the Ohio Bureau of Workers' Compensation and deposited it into this fund.

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

In 2013, the city established a goal of \$75 million in the rainy day fund to further ensure that the city is able to withstand future unknown financial events. After deposits of \$7.6 million in 2014, \$2.2 million in 2015 and 2016, \$3.7 million in 2017, and \$1.2 million in 2018, the fund will have accumulated \$75.9 million and will surpass the 2018 goal of \$75 million. In 2017, the city set a new goal to have a fund balance of \$80 million by the end of 2020. The planned deposit schedule is illustrated in the following chart.

Economic Stabilization Fund Recommended Future Deposits (000's Omitted)					
Year	Deposit	Investment Earnings*	Expended	Year-End Balance	% of GF Budget
2003	-	608	10,243	18,371	3.49%
2004	59,406	791	25,000	53,568	10.15%
2005	-	1,169	13,000	41,737	7.49%
2006	9,964	2,111	12,000	41,812	7.02%
2007	348	2,320	-	44,480	7.04%
2008	-	-	900	43,580	6.68%
2009	720	739	30,039	15,000	2.43%
2010	7,500	224	-	22,724	3.31%
2011	10,000	173	-	32,897	4.72%
2012	6,725	183	-	39,805	5.47%
2013	16,147	193	-	56,145	7.44%
2014	7,600	330	-	64,075	8.21%
2015	2,200	466	-	66,741	8.37%
2016	2,200	581	-	69,522	8.50%
2017	3,700	696	-	73,918	8.61%
2018	1,200	739	-	75,857	8.52%
2019	1,750	759	-	78,366	8.85%
2020	1,750	784	-	80,899	8.87%

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

Financial Overview

The anticipated expenditure fund was established in 1994 to prepare for those fiscal years in which there are 27 pay periods rather than the standard 26. After payment of \$17.8 million for the 27th pay period in 2008, this fund had a balance of \$1.23 million. Annual deposits are made into the fund to ensure that there are sufficient resources for the next occurrence, which will be in the year 2020.

Anticipated Expenditure Fund Recommended Future Deposits (000's Omitted)			
Year	Deposit	Expended	Year-End Balance
2011	2,052	-	6,814
2012	2,060	-	8,874
2013	2,122	-	10,996
2014	2,185	-	13,181
2015	2,251	-	15,432
2016	2,318	-	17,750
2017	2,388	-	20,138
2018	2,459	-	22,597
2019	2,533	-	25,130
2020	2,609	-	27,738

Finance and Management projects the next occurrence of a year with 27 pay dates to be 2020. Escalating deposits are planned to meet a projected liability of almost \$28 million in that year.

An additional reserve fund, the basic city services fund, was created in 2012 to ensure the city was poised to address the reduction of revenue caused by cuts to the local government fund and the elimination of the estate tax. Since its creation, this fund has helped to ensure the continuation of basic city services. In 2017, transfers into the basic city services fund totaled \$13.5 million. A one-time rebate from the Ohio Bureau of Workers' Compensation comprised the bulk of these deposits. In 2018, the entire \$16.8 million balance will be transferred into the general fund for basic city services.

2018 Budget Scenario

The 2018 budget was balanced by employing certain key principles, as follows:

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

- Continue other reforms and efficiency measures as recommended by the city and affirmed by the accountability committee.
- Promote efficiencies in government by examining opportunities to redeploy uniformed police and firefighters, expanding energy efficiencies, improving the efficiency of fleet and facilities management, expanding online auctions for city asset sales, and partnering with various organizations and governmental entities.
- Continue diligent review of general fund hires and non-personnel spending to keep expenditures at the lowest level necessary to provide essential services to the citizens of Columbus.
- Continue to make deposits into the “rainy day” fund to achieve a balance of \$75 million by the end of 2018.

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 2018 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 2019 and thereafter.
- Personnel costs (excluding insurance costs) for employees that are covered by current collective bargaining agreements are projected at the wage rates in effect per those contracts. For those units that have contracts that are currently under negotiation, and for the years that follow the expiration date of contracts currently in place, a blended rate that represents the city’s efforts to control pay increases and to reduce pension pick-up benefits over the next ten years is used.
- Insurance costs are projected to grow by seven percent annually in 2019 and beyond; however, projections include offsets due to incremental increases in employee shares.
- Except as otherwise noted, expenditure projections for 2019 and beyond are premised on maintaining 2018 levels of service.
- No general fund moneys are projected for the purchase of vehicles in 2018. Starting in 2019 and beyond, however, \$4 million is projected for the purchase of safety vehicles (primarily police cruisers) and for the scheduled replacement of the city’s rolling fleet.

Revenue Assumptions

- Income tax receipts will be \$669.2 million in 2018 and will grow by 3.25 percent in all years thereafter.

Financial Overview

- Property taxes will increase by 5.13 percent in 2018, and grow by 2.0 percent thereafter, except for every third year, during the triennial review, when they will increase by 4.0 percent.
- Local government fund revenue, or shared revenues, is projected to decrease by 2.59 percent in 2018 and then increase by 2.0 percent thereafter.
- Investment earnings will be \$9 million in 2018 and are projected to remain at that level in 2019 and thereafter.
- Charges for services are expected to increase by 0.16 percent in 2018 and then grow by 3.0 percent thereafter.
- The kilowatt hour tax will be \$3.1 million in 2018 and will remain flat thereafter.
- Fines and penalties will decrease by 0.28 percent in 2018 and increase by 2.0 percent thereafter.
- Licenses and permit fees will decrease by 0.66 percent in 2018 and increase by 2.0 percent thereafter.
- Casino revenue will total \$6.6 million in 2018 and increase by 3.0 percent in all years thereafter.

Division Specific Assumptions

- Two police recruit classes are funded in the general fund in 2018. Thereafter, recruit classes sufficient to replace retiring uniformed staff are projected.
- Two fire recruit classes are funded in 2018. Thereafter, recruit classes sufficient to replace retiring uniformed staff are projected.
- Projections for the Refuse Collection Division assume that a portion of the recycling program will continue to be funded through the street construction, maintenance, and repair fund.

GENERAL FUND PRO FORMA OPERATING STATEMENT

Resources:	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Beginning Balance	30,205,726	14,236,000	-	-	-	-	-	-	-	-	-
Income Tax	651,300,000	669,200,000	690,949,000	713,405,000	736,591,000	760,530,000	785,247,000	810,768,000	837,118,000	864,324,000	892,415,000
Property Tax	44,704,826	47,000,000	47,940,000	48,899,000	50,855,000	51,872,000	52,909,000	55,025,000	56,126,000	57,249,000	59,539,000
Kilowatt Hour Tax	3,000,000	3,100,000	3,100,000	3,100,000	3,100,000	3,100,000	3,100,000	3,100,000	3,100,000	3,100,000	3,100,000
Shared Revenues	20,911,000	20,370,000	20,777,000	21,193,000	21,617,000	22,049,000	22,490,000	22,940,000	23,399,000	23,867,000	24,344,000
License and Permit Fees	11,380,000	11,305,000	11,531,000	11,762,000	11,997,000	12,237,000	12,482,000	12,732,000	12,987,000	13,247,000	13,512,000
Fines and Penalties	19,041,000	18,988,000	19,368,000	19,755,000	20,150,000	20,553,000	20,964,000	21,383,000	21,811,000	22,247,000	22,692,000
Investment Earnings	8,800,000	9,000,000	9,000,000	9,000,000	9,000,000	9,000,000	9,000,000	9,000,000	9,000,000	9,000,000	9,000,000
Charges for Service	64,023,000	64,128,000	66,052,000	68,034,000	70,075,000	72,177,000	74,342,000	76,572,000	78,869,000	81,235,000	83,672,000
All Other Revenue	12,294,000	9,897,000	9,897,000	9,897,000	9,897,000	9,897,000	9,897,000	9,897,000	9,897,000	9,897,000	9,897,000
Basic City Services - Transfer In	-	16,784,000	-	-	-	-	-	-	-	-	-
Casino Revenue	6,660,000	6,576,000	6,773,280	6,976,478	7,185,773	7,401,346	7,623,386	7,852,088	8,087,651	8,330,280	8,580,188
Total Revenues	842,113,826	876,348,000	885,387,280	912,021,478	940,467,773	968,816,346	998,054,386	1,029,269,088	1,060,394,651	1,092,496,280	1,126,751,188
Total Available Resources	872,319,552	890,584,000	885,387,280	912,021,478	940,467,773	968,816,346	998,054,386	1,029,269,088	1,060,394,651	1,092,496,280	1,126,751,188
% Change in Revenues from Prior Yr.	3.02%	4.07%	1.03%	3.01%	3.12%	3.01%	3.02%	3.13%	3.02%	3.03%	3.14%
% Change in Resources from Prior Yr.	2.85%	2.09%	-0.58%	3.01%	3.12%	3.01%	3.02%	3.13%	3.02%	3.03%	3.14%
Expenditures:	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Development	38,816,773	26,151,324	27,026,484	27,733,722	28,466,774	29,226,974	30,015,738	30,834,573	31,685,082	32,568,967	33,488,044
Fire	247,434,398	256,695,517	265,830,120	270,940,407	278,481,603	286,322,190	294,478,556	302,968,143	311,809,523	321,022,473	330,628,054
Governmental Services	105,394,558	126,373,898	133,016,374	136,349,204	139,795,766	143,361,630	147,052,707	150,875,275	154,836,000	158,941,966	163,200,697
Health	21,900,464	24,104,236	25,395,558	26,129,850	26,894,674	27,691,751	28,522,912	29,390,109	30,295,422	31,241,067	32,229,406
Judicial Services	30,193,612	31,442,582	32,916,447	33,982,734	35,098,905	36,267,955	37,493,082	38,777,694	40,125,432	41,540,177	43,026,073
Other Safety	14,160,356	14,225,062	14,682,925	15,046,871	15,423,016	15,811,948	16,214,292	16,630,710	17,061,906	17,508,627	17,971,666
Police	319,785,446	330,812,636	340,159,063	349,735,403	359,774,744	370,227,995	381,118,355	392,470,528	404,310,830	416,667,302	429,569,820
Recreation and Parks	39,398,805	41,631,467	42,884,612	44,077,333	45,317,361	46,607,283	47,949,853	49,348,005	50,804,860	52,323,746	53,908,204
Refuse Collection	33,225,674	34,262,846	35,798,589	36,802,398	37,846,431	38,932,904	40,064,175	41,242,753	42,471,315	43,752,706	45,089,964
Public Service	3,715,971	3,684,432	3,852,130	3,945,104	4,041,053	4,140,115	4,242,434	4,348,166	4,457,475	4,570,534	4,687,528
Fleet-Vehicles	-	-	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Operating Expenditures	854,026,057	889,384,000	925,562,301	948,743,026	975,140,327	1,002,590,744	1,031,152,103	1,060,885,958	1,091,857,846	1,124,137,563	1,157,799,455
% Change/Previous Year	4.70%	4.14%	4.07%	2.50%	2.78%	2.82%	2.85%	2.88%	2.92%	2.96%	2.99%
Economic Stabilization Fund Deposit	2,700,000	1,200,000	-	-	-	-	-	-	-	-	-
Basic City Services Fund Deposit	1,750,000	-	-	-	-	-	-	-	-	-	-
Required Expenditure Reductions and/or Revenue Increases	14,236,000	-	(40,175,021)	(36,721,547)	(34,672,554)	(33,774,399)	(33,097,717)	(31,616,870)	(31,463,195)	(31,641,283)	(31,048,266)

Footnotes:
 Revenue estimates for 2019 and beyond are those of the Department of Finance & Management, and not the City Auditor.
 Cumulative deficits are not possible since each budget year must be balanced. Balancing will be achieved through increased revenues, lowered expenditures, or a combination thereof.

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CITY OF COLUMBUS FINANCIAL POLICIES

This set of financial policies was developed to ensure that the city's financial resources are managed in a responsible manner and that decisions are made in a disciplined way.

For purposes of this document, the term "expenditure" includes expenses as well as inter-fund transfers and encumbrances. "Revenues" include the proceeds of any and all taxes or other sources of funds received by the city, but do not include balances in funds at the beginning of the year.

A. Balanced Budget

1. It is the policy of the city that the budget for each of its funds always be balanced in that the appropriations from each fund for the fiscal year not exceed the resources available to that fund for the year, including estimated revenues and any balance in the fund at the beginning of the year. This policy assures that the city does not spend beyond its means and derives from the requirement in Sections 26 and 27 of the City Charter that the Mayor's estimate 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 preceding the budget year should be transferred to either the anticipated expenditures fund or the economic stabilization fund.

B. Economic Stabilization Fund

1. The economic stabilization fund (ESF) was created by Ordinance 860-88 in 1988 and is sometimes referred to as the "rainy day fund." It was intended to ensure against reductions in "basic city services during times of economic recession or unexpected revenue loss by the city" which are supported by the general operating fund.
2. Consistent with the need to protect city finances during extended economic downturns or times of extreme emergency created by unexpected events, the term "basic city services"

should be construed conservatively to refer only to the direct provision of core city services such as police and fire protection, protection of public health, and refuse removal. Such services which are supported by the general operating fund may be maintained in part with this fund when revenues have been temporarily lowered, whether from economic recession or otherwise, provided that there is a reasonable expectation that services cannot otherwise be maintained at acceptable levels and that increased revenues during the year or years following the budget year will allow replacement of any moneys used from this fund at an annual rate equal to at least one percent of general fund expenditures in the budget year.

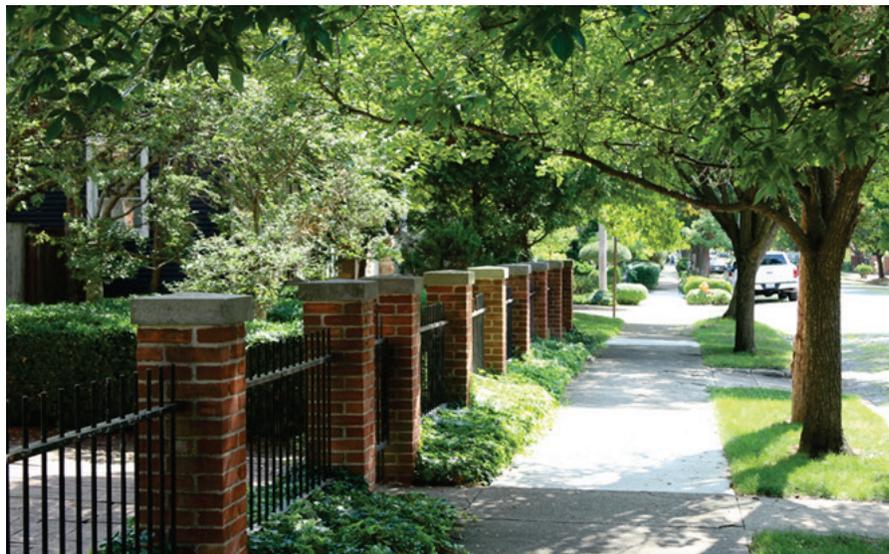
3. This fund may also be used to support basic city services funded by the general operating fund in the absence of a temporary lowering of revenues where unanticipated events of a most unusual nature have occasioned a need for non-recurring emergency expenditures, provided there is a reasonable expectation that increased revenues during the year or years following the budget year will allow replacement of any moneys used from this fund at an annual rate equal to at least one percent of general fund expenditures in the budget year.
4. Prior to the use of this fund for the purposes described above, the Mayor shall provide Council with a written analysis describing how the proposed use of moneys from this fund is consistent with these policies and proposing any revenue enhancements necessary to allow replacement of funds so used.
5. It shall be the policy of the city to maintain moneys in this fund equal to no less than five percent of expenditures from the general operating fund during the preceding year. If moneys expended under paragraphs 2 or 3 of this section cause the balance of this fund to fall below five percent, the policy of the city shall be to replace funds so expended as soon as practicable at an annual rate equal to at least one percent of general fund expenditures in the year in which moneys were expended under paragraphs 2 or 3. Consistent with Ordinance 1590-94 and any successors, this fund shall be the recipient of an appropriate share of investment income. Any portion of the balance in this fund which exceeds seven percent of expenditures from the general operating fund during the preceding year may be transferred to the anticipated expenditure fund.

C. Anticipated Expenditure Fund

1. The anticipated expenditure fund was established in 1994 to receive deposits sufficient to provide for funding from the general operating fund of the 27th pay period which occurs every twelve years or so. It was then expanded to receive deposits earmarked for specific future expenditures that would otherwise be funded from the general operating fund and whose cost is unknown.
2. This fund should have deposited to it, at a minimum each year from the general operating fund, those moneys necessary, on an annualized basis, to fund the 27th pay period in the years in which it occurs. It may receive additional deposits to the extent not needed for current general fund operating expenses or to the extent not needed in the economic stabilization fund.
3. To the extent not being accrued for the 27th pay period, moneys in this fund may support non-recurring expenditures from the general operating fund. Any moneys in this fund being accrued for the 27th pay period, as determined by the Department of Finance and Management, may be used to support general fund operating expenses only under the circumstances provided for use of the economic stabilization fund, including those related to replacement of moneys so used.

D. Financial Accountability

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



E. Investment of City Funds

1. Requirements regarding the deposit of public money and the investment of funds in the city treasury are set forth in the Columbus City Codes, Chapters 321 and 325. Various articles establish a three-person depository commission, made up of the City Auditor, City Treasurer and the Finance and Management Director, 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 STAROhio (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 three years from the time of purchase are permitted.
5. The city purchases investments only through member banks of the Federal Reserve System or broker dealers licensed by the State of Ohio and members of the National Association of Securities Dealers (NASD).
6. Investments permitted by Chapter 325 of the Columbus City Code are limited to the following:
 - a. Bonds, notes, or other obligations of the United States government or its agencies for which the faith of the United States is pledged for the payment of principal and interest.
 - b. Bonds, notes, debentures, or other obligations issued by any of the federal government-sponsored enterprises listed below:
 - Federal Farm Credit System
 - Federal Home Loan Bank
 - Federal Home Loan Mortgage Corporation
 - Federal National Mortgage Association
 - c. The Ohio State Treasurer's Asset Reserve Funds (STAROhio) pursuant to Ohio Revised Code 135.45.
 - d. Bonds or other obligations of the City of Columbus, Ohio.
 - e. Obligations of the State of Ohio or any municipal corporation, village, township, or other political subdivision of the State of Ohio, as to which there is no default of principal or interest and which have been approved as to their validity by nationally recognized bond counsel.
 - f. Certificates of deposit in eligible institutions applying for moneys as provided in Chapter 321 of the Columbus City Codes.
 - g. Repurchase agreements that are collateralized with legally authorized securities as defined in Chapter 325.010 of Columbus City Code and held in third-party safekeeping designated by the City Treasurer and in the name of the City of Columbus.

F. Income Tax and Special Income Tax Fund

1. Initiated in 1947 and implemented in 1948, pursuant to Ohio law (ORC Chapter 5747), Columbus City Code Section 361.19 authorizes the levying of a two and one half percent income tax on Columbus workers and businesses. Increases in the income tax above one percent are subject to voter approval, pursuant to state law and the Columbus City Charter.
2. The city deposits three quarters of income tax revenue to the general fund and one quarter to the special income tax fund (SIT). The SIT is used to finance capital improvements, generally of a non-enterprise nature.
3. The above distribution of income tax proceeds should be maintained. National rating agencies consistently cite this long-standing policy as a major factor earning the city its high credit designation.

G. Allocation of Investment Earnings

1. The City Treasurer pools all available city funds (excepting cash held by bond trustees, escrow agents, and certain debt service, trust, and agency funds), in order to maximize investment efficiency.
2. As a charter city, the determination of the distribution of investment income among funds is established by city ordinance and by various grant requirements.
3. Various city ordinances identify those funds that shall receive investment income. A complete list is kept by the City Auditor and the Department of Finance and Management.

H. Pro Rata Assessment for General Fund Support

1. The Attorney General of the State of Ohio has ruled that the cost of administrative services provided by general fund agencies for independent fund agencies may be pro rated to the independent fund agencies on an equitable basis.
2. The charge, commonly referred to as “pro rata,” represents an approximation of the cost incurred for certain services performed by administrative agencies of the general fund for enterprise, special revenue, grant, and internal service divisions, and for which no specific charge is assessed. Services include, but are not limited to, debt administration and budget preparation, legal counsel, financial reporting, procurement assistance, and building maintenance.
3. Generally accepted accounting practices as contained in Government Auditing Standards, issued by the Comptroller General of the United States, require reasonable justification for the assessed amount.
4. The most recent cost evaluation study performed by the Department of Finance and Management and confirmed by the City Auditor resulted in a pro rata rate of 4.5 percent of revenues to be charged to appropriate funds.
5. The most recent city ordinance assesses an administrative service charge upon funds other than the general fund, equal to 4.5 percent of revenues, the proceeds of which are deposited in the general fund.
6. A triennial review and update of the pro rata calculation shall be conducted by the Department of Finance and Management.

I. Fees and Charge-Setting

1. Fee-setting authority for non-enterprise divisions rests among several different entities, including the City Council, the Board of Health, the Recreation and Parks Commission, the Ohio Legislature, and various other elected and appointed officials.
2. An annual fee review should be conducted by the Department of Finance and Management. Within this review, consideration should be given to the community-wide versus special service nature of the program or activity, the extent to which the service is specifically targeted to low income individuals or groups and the intended relationship between the amount paid and the benefit received.
3. This review should list the major fees and charges along with the following:
 - a. Current fee or charge rates
 - b. Date of the most recent increase
 - c. Market rates and charges levied by other public and private entities for similar services
 - d. The action needed to change the fee
4. The Director of Finance and Management will recommend fee and charge increases based upon the above review to the Office of the Mayor.
5. With Mayoral approval, the proposed changes shall be presented to the appropriate fee-setting authority for approval.
6. The goal of the rate setting process for the water and sewer enterprise funds shall be to avoid steep increases in rates, while at the same time fully meeting the needs of the system. Ten-year pro forma operating statements for these funds shall be utilized to assist the divisions in achieving this goal.

J. Revenue Diversification

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

K. Debt Issuance and Management

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

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

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

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

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

M. Revenue Bond Reserve Ratios

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

N. Operating Reserves for Funds Other Than the General Fund

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

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

Prior to changing the timing of workers' compensation collection for the purposes described above, the Mayor shall provide Council with a written analysis describing how the proposed use of these monies 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 Comprehensive Annual Financial Report, which describes the various types of funds administered by the city. All of the proposed expenses across all funds reported in this document are subject to appropriation by Columbus City Council. Following this is a discussion of the organizational structure of the City of Columbus, along with a listing of principal officials.

Accounting Structure

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

Governmental Funds

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

Special Revenue Funds - Special revenue funds are used to account for revenues derived from specific taxes, grants, or other restricted revenue sources. 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 principal, interest, and related costs.

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

Proprietary Funds

Enterprise Funds - Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The city has separate enterprise funds for its water, sanitary sewer, storm sewer, electricity, and parking 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 utilizes and/or manages. Expenditure and revenue history, as well as 2018 budget information, can be found in the All Funds Summary, General Fund Summary, Department Summaries, and separate fund category sections of this document.

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

Bases of Accounting

Except for budgetary purposes, the bases of accounting used by the city are in conformity with generally accepted accounting principles (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 (current assets and current liabilities) measurement focus. The modified accrual basis of accounting is utilized for governmental and agency funds. Revenues are recognized when they are susceptible to accrual (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 total economic resources (all assets and all liabilities). The accrual basis of accounting (revenues are recognized when earned and expenses when incurred) is utilized by the city in its proprietary funds.

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

Organizational Structure

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

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

Organization

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

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

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

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

Accounting and Organizational Structure

City Attorney is the city's legal advisor, prosecutor, and solicitor. The Clerk of Courts maintains records of the activities of the municipal court and collects funds due to the court. The 15 Municipal Court Judges have county-wide jurisdiction over all civil cases up to \$15,000, criminal and traffic trials, hearings involving misdemeanor cases, and disputes involving environmental issues.

Principal Officials

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

Official	Title	Term Beginning	Term Ending
Andrew J. Ginther	Mayor	January 1, 2016	December 31, 2019
Joe A. Lombardi	Director of Finance and Management	February 1, 2016	Pleasure of Mayor
Hugh J. Dorrian	City Auditor	January 1, 2014	December 31, 2017
Richard C. Pfeiffer, Jr.	City Attorney	January 1, 2014	December 31, 2017
Deborah L. Klie	City Treasurer	April 21, 2009	Pleasure of Council
Andrea N. Blevins	City Clerk	June 30, 2003	Pleasure of Council
Zachary M. Klein	Council President	January 1, 2016	December 31, 2019
Elizabeth C. Brown	Member of Council	January 1, 2016	December 31, 2019
Mitchell J. Brown	Member of Council	January 11, 2016*	December 31, 2017
Shannon G. Hardin	Member of Council	January 1, 2016	December 31, 2017
Jaiza N. Page	Member of Council	January 1, 2016	December 31, 2019
Michael Stinziano	Member of Council	January 1, 2016	December 31, 2019
Priscilla R. Tyson	Member of Council	January 1, 2014	December 31, 2017

*Appointed to Council January 11, 2016.

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

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CITY COUNCIL

Department Description

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

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

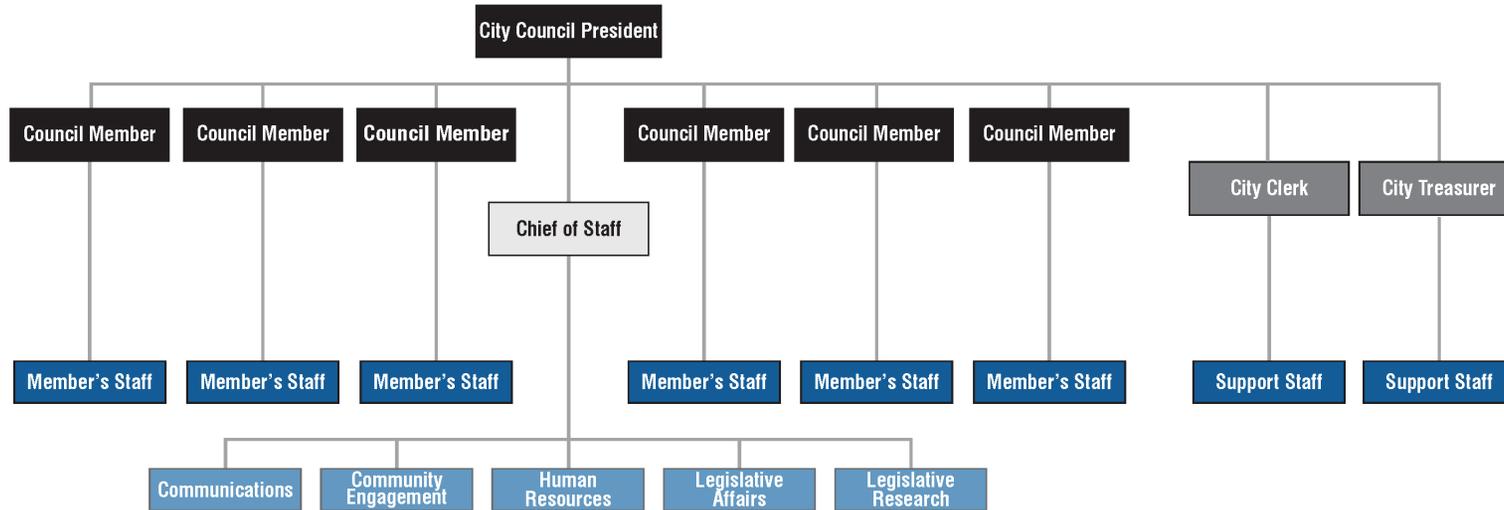
Legislative aides, legislative assistants, the Legislative Research Office, and the Office of Community Engagement provide City Council members information and guidance on public policy decisions impacting public safety, budgetary, economic development, and community matters.

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

Department Mission

To provide high quality, responsive service to the residents of Columbus, and to demonstrate the utmost respect for the citizens and for each other in a workplace that highly values teamwork, personal integrity, and competence. City Council's overriding goal is to always do what is best for the citizens of the City of Columbus.

City Council



Strategic Priorities For 2018

Columbus City Council's 2018 strategic priorities will focus on five areas: policies intended to support the health and welfare of all residents of Columbus; maintaining public safety; economic development and job creation; open, efficient, and effective governance; and prudent financial oversight and the maintenance of the city's fiscal health. In pursuit of these priorities, Columbus City Council will:

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

Continue to work with the administration on reviewing best practices for the most effective application of economic development agreements and job growth incentives.

Promote initiatives that provide for upward economic mobility and equitable labor policies for working-class families.

Continue the ongoing examination of the efficiencies and effectiveness of various mass transportation options in the context of the city's projected future growth. Coordinate with the Department of Public Service and other city agencies on the execution of Smart Cities program deliverables.

Ensure that all operating and capital budget measures are compatible with the need for retaining the city's top credit rating.

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

Continue to work with the administration to stabilize neighborhoods through increased investment in infrastructure improvements, the elimination of vacant and abandoned buildings, and the development of affordable and inclusive housing.

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

Continue efforts to promote Columbus as a destination for travel and tourism, and to retain Columbus-based talent, through continued investment in Experience Columbus and the Greater Columbus Arts Council.

Continue to work with the administration to expand the city's environmental agenda, including improvements to city vehicles and facilities, and the promotion of green strategies and incentives that encourage responsible, sustainable development.

Continue to identify and implement policies and practices to make government more effective, efficient, and accessible, including the ongoing implementation of the city's ethics policies and the adoption of new technologies that increase residents' access to public information.

2018 BUDGET NOTES

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

Department Financial Summary by Area of Expense					
Fund	2015 Actual	2016 Actual	2017 Budget	2017 Projected	2018 Proposed
General Fund					
City Council					
Personnel	\$ 3,363,663	\$ 3,860,952	\$ 4,144,289	\$ 4,220,508	\$ 3,988,383
Materials & Supplies	16,046	44,179	28,500	24,591	28,000
Services	98,885	133,694	178,914	139,693	191,086
General Fund Subtotal	3,478,594	4,038,825	4,351,703	4,384,792	4,207,469
Department Total	\$ 3,478,594	\$ 4,038,825	\$ 4,351,703	\$ 4,384,792	\$ 4,207,469

Department Personnel Summary					
Fund	FT/PT	2015 Actual	2016 Actual	2017 Authorized	2018 Authorized
General Fund					
	FT	38	43	45	45
	Total	38	43	45	45

Operating Budget by Program				
Program	2017 Budget	2017 FTEs	2018 Proposed	2018 FTEs
Administration	\$ 4,337,589	44	\$ 4,190,883	40
Internal Services	14,114	0	16,586	0
Department Total	\$ 4,351,703	44	\$ 4,207,469	40



2018 PROGRAM GUIDE

ADMINISTRATION

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

INTERNAL SERVICES

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

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CITY AUDITOR

Department Description

The City Auditor is the city's chief accounting officer. The City Auditor is responsible for processing and maintaining accurate, systematic records of all city fiscal transactions, including certification of funds, receipts, disbursements, assets, and liabilities. In addition, the Auditor's payroll unit handles the accurate bi-weekly generation of paychecks and tax-withholding remittances for over 9,000 city employees, and through its Income Tax Division, maintains the functions of income tax collection and audit. The City Auditor disseminates such fiscal facts, reporting periodically to city officials and the public in summaries and analytical schedules, as prescribed in the City Charter.

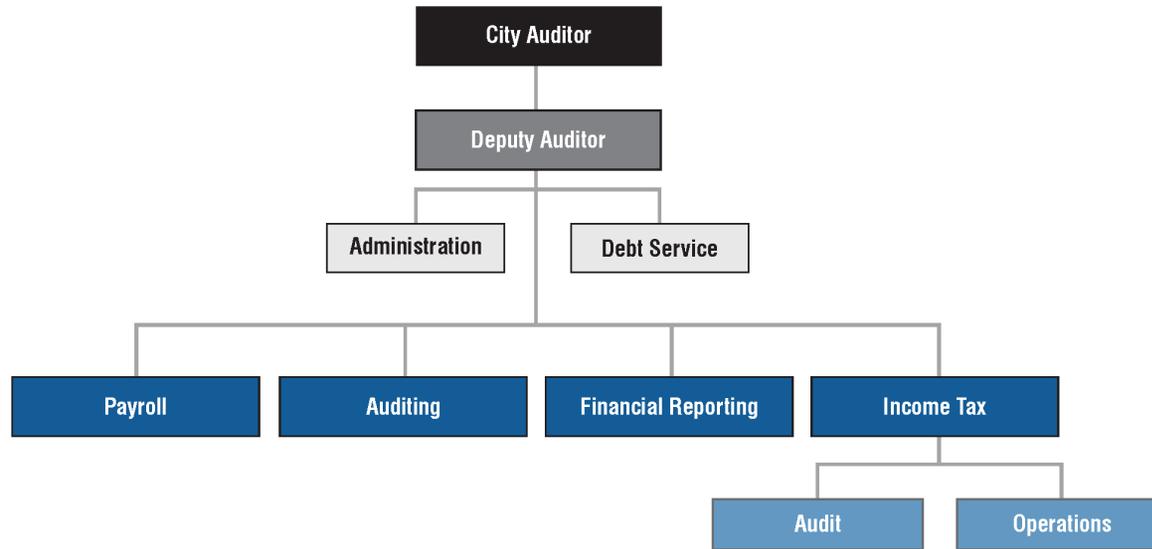
For the last 37 years, the City Auditor has received a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA). This certificate is the highest form of recognition for excellence in state and local government financial reporting.

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

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

Department Mission

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



Department Goals and Objectives

- To ensure efficient and effective reporting regarding the city's finances to Columbus City Council, the Mayor and administrative agencies, the City Attorney, the Municipal Court Judges and Clerk, and the residents of Columbus.
- To ensure accurate audit services, systematic collection of taxes, and monitoring of the city's tax-generated revenues.

Strategic Priorities for 2018

Maintain high quality fiscal processing, tax collection and audit, debt management, record keeping, and reporting to its customers.

Continue to ensure compliance with the Columbus City Charter and Columbus City Code.

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

2018 BUDGET NOTES

CITY AUDITOR

The 2018 budget provides funding for continued staffing levels and outside audit services, including audits for sub-recipients.

INCOME TAX

The 2018 budget for the Income Tax Division includes funding for tax application computer programming services, banking and lockbox services, filing fees, postage, tax form printing, and temporary employment service fees.

Department Financial Summary by Area of Expense					
Fund	2015 Actual	2016 Actual	2017 Budget	2017 Projected	2018 Proposed
General Fund					
City Auditor					
Personnel	\$ 3,024,749	\$ 3,158,261	\$ 3,397,160	\$ 3,229,322	\$ 3,551,349
Materials & Supplies	34,455	22,800	29,000	24,491	27,500
Services	709,766	1,647,661	1,463,241	1,411,342	1,047,387
City Auditor Subtotal	3,768,971	4,828,723	4,889,401	4,665,155	4,626,236
Income Tax					
Personnel	7,177,589	7,652,487	7,903,325	7,813,234	8,323,229
Materials & Supplies	74,331	47,422	79,000	59,000	79,000
Services	1,218,139	1,156,759	1,362,065	1,355,249	1,255,099
Income Tax Subtotal	8,470,058	8,856,669	9,344,390	9,227,483	9,657,328
General Fund Subtotal	12,239,029	13,685,392	14,233,791	13,892,638	14,283,564
Department Total	\$ 12,239,029	\$ 13,685,392	\$ 14,233,791	\$ 13,892,638	\$ 14,283,564

Division Financial Summary by Area of Expense					
Fund	2015 Actual	2016 Actual	2017 Budget	2017 Projected	2018 Proposed
City Auditor					
General Fund					
Personnel	\$ 3,024,749	\$ 3,158,261	\$ 3,397,160	\$ 3,229,322	\$ 3,551,349
Materials & Supplies	34,455	22,800	29,000	24,491	27,500
Services	709,766	1,647,661	1,463,241	1,411,342	1,047,387
City Auditor Subtotal	3,768,971	4,828,723	4,889,401	4,665,155	4,626,236
Income Tax					
General Fund					
Personnel	7,177,589	7,652,487	7,903,325	7,813,234	8,323,229
Materials & Supplies	74,331	47,422	79,000	59,000	79,000
Services	1,218,139	1,156,759	1,362,065	1,355,249	1,255,099
Income Tax Subtotal	8,470,058	8,856,669	9,344,390	9,227,483	9,657,328
Department Total	\$ 12,239,029	\$ 13,685,392	\$ 14,233,791	\$ 13,892,638	\$ 14,283,564

Department Personnel Summary					
Fund	FT/PT	2015 Actual	2016 Actual	2017 Authorized	2018 Authorized
General Fund					
City Auditor	FT	25	26	34	34
	PT	0	1	4	4
Income Tax	FT	80	78	82	84
	PT	0	0	1	1
Total		105	105	121	123

Operating Budget by Program					
Program	2017 Budget	2017 FTEs	2018 Proposed	2018 FTEs	
Accounting and Financial Reporting	\$ 1,056,516	7	\$ 1,365,324	9	
Administration	4,942,832	16	3,635,156	6	
Payroll	509,553	5	527,644	5	
Auditing	996,463	11	1,139,402	12	
Tax Collection and Audits	6,426,071	68	7,538,702	77	
Debt Management	238,200	2	-	0	
Internal Services	64,156	0	77,336	0	
Department Total	\$ 14,233,791	109	\$ 14,283,564	109	





2018 PROGRAM GUIDE

ACCOUNTING AND FINANCIAL REPORTING

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

ADMINISTRATION

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

PAYROLL

To process all city payrolls and insurance programs.

AUDITING

To pre-audit all city financial transactions.

TAX COLLECTIONS AND AUDITS

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

DEBT MANAGEMENT

To monitor, review, and manage the debt of the city.

INTERNAL SERVICES

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

CITY TREASURER'S OFFICE

Department Description

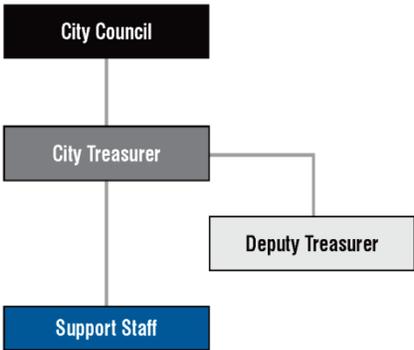
The authority of the City Treasurer is set forth in Sections 88 through 96 of the Columbus City Charter.

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

Department Mission

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

City Treasurer



Strategic Priorities for 2018

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

2018 BUDGET NOTES

The Treasurer’s budget is primarily personnel-related, with funding for eight full-time employees in 2018. Non-personnel funding is primarily for banking services contracts and software license fees.

Department Financial Summary by Area of Expense					
Fund	2015 Actual	2016 Actual	2017 Budget	2017 Projected	2018 Proposed
General Fund					
Personnel	\$ 857,649	\$ 906,351	\$ 991,301	\$ 950,561	\$ 994,340
Materials & Supplies	11,595	4,907	6,200	6,200	6,200
Services	127,610	197,911	161,379	195,477	172,338
General Fund Subtotal	996,853	1,109,169	1,158,880	1,152,238	1,172,878
Department Total	\$ 996,853	\$ 1,109,169	\$ 1,158,880	\$ 1,152,238	\$ 1,172,878

Department Personnel Summary					
Fund	FT/PT	2015 Actual	2016 Actual	2017 Authorized	2018 Authorized
General Fund					
City Treasurer	FT	8	9	10	10
	PT	1	1	2	2
Total		9	10	12	12

Operating Budget by Program				
Program	2017 Budgeted	2017 FTEs	2018 Proposed	2018 FTEs
Administration	\$ 165,874	0	\$ 176,519	0
Treasury Management	991,301	9	994,340	8
Internal Services	1,705	0	2,019	0
Department Total	\$ 1,158,880	9	\$ 1,172,878	8

2018 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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CITY ATTORNEY

Department Description

The Columbus City Charter best describes the City Attorney's Office:

Section 67. *Powers and Duties.* [The city attorney]...shall be the legal adviser of and attorney and counsel for the city, and for all officers and departments thereof in matters relating to their official duties. [The city attorney]...shall prosecute or defend all suits for and in behalf of the city, and shall prepare all contracts, bonds and other instruments in writing in which the city is concerned and shall certify in writing approval of the form and correctness thereof. The city attorney may appoint such assistants, secretaries, and clerks as council may authorize.

Section 68. *Prosecuting Attorney.* The city attorney shall be the prosecuting attorney of municipal court. He may detail such of his assistants as he may deem proper to assist in such work. He shall prosecute all cases brought before such court and perform the same duties, so far as they are applicable thereto, as are required of the prosecuting attorney of the county.

Section 69. *Representing City.* The city attorney shall prosecute or defend for and in behalf of the city all complaints, suits, and controversies in which the city is a party, and such other suits, matters and controversies relating to city affairs as he shall, by resolution or ordinance of council, be directed to prosecute or defend.

Section 70. *Rendering Opinions.* The council, the director of any department, or any officer, board, or commission not included within a department, may, by request in writing, require the opinion of the city attorney upon any question of law involving their respective powers and duties.

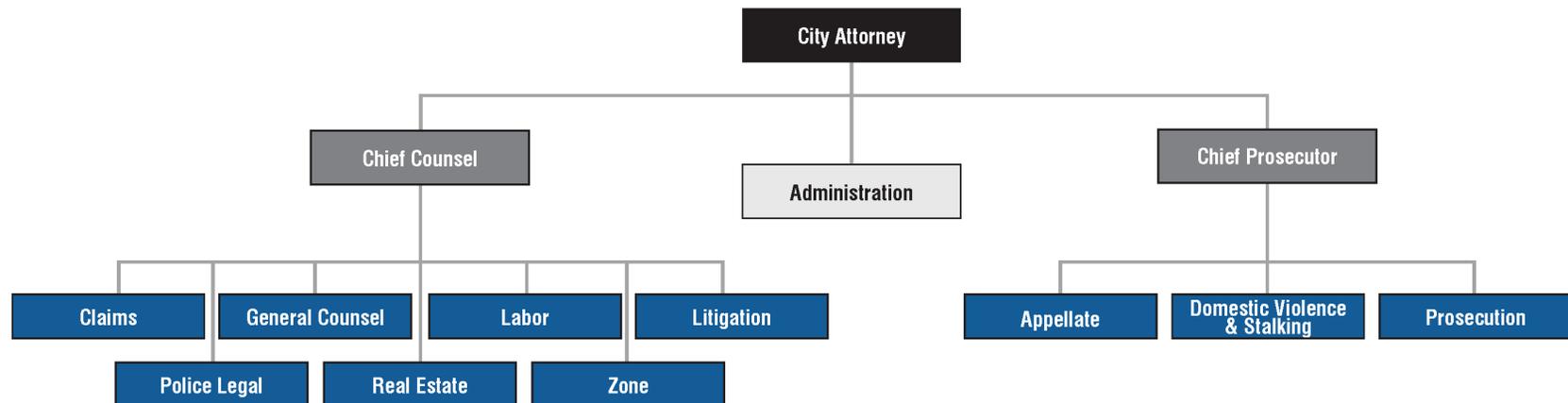
Department Mission

To carry out the duties and responsibilities prescribed by the Columbus City Charter and Columbus City Codes in a professional and competent manner so that the office's clients and the public are well and fairly served.

Table of Organization

The office has five basic units as follows: Police Legal Advisor unit, Claims Division, Real Estate Division, Prosecutor Division, and Civil Division, with the last-mentioned containing a General Counsel section, a Litigation section, a Labor and Employment section, and a team of attorneys who focus on abating public nuisances. The Prosecutor Division contains a Prosecution Resources unit that evaluates citizens' requests to file criminal charges, that promotes mediation to resolve disputes short of litigation, and that operates a bad check resolution program. Also, within the Prosecutor Division is a Domestic Violence (DV)/Stalking unit devoted exclusively to the protection of victims of domestic violence and stalking.

City Attorney



Department Goals and Objectives

To handle every matter to a conclusion that is just and fair both to the City of Columbus and to any other parties involved.

Strategic Priorities for 2018

Every day, the City Attorney's Office is engaged in the delivery of legal services, whether it is approving contracts as to form and correctness, defending the city against lawsuits, assuring that enacted legislation fits properly into the City Code, evaluating whether criminal charges should be filed, prosecuting traffic and criminal cases, providing oral and written opinions, conducting police recruit and in-service training, or eliminating public nuisances that persist in the city's neighborhoods.

Consequently, the strategic priorities and budget issues mirror each other and reappear each budget year, and they are: securing adequate resources so that the best qualified people are in the appropriate positions performing at the highest levels so that the law firm representing the City of Columbus is able to carry out the responsibilities assigned to it by the Charter in a competent and professional manner. Proper staffing levels and adequate compensation will always be this office's major priorities and budget issues.

2018 BUDGET NOTES

The budget for the City Attorney includes funding for the annual maintenance of the ProLaw legal database. In addition:

- The 2018 budget provides funding for interpreter services when necessary.
- A total of \$127,800 is budgeted for subscriptions and memberships to various legal research services and publications.
- Of note, outside counsel for cases involving a conflict of interest are budgeted in the Department of Finance and Management.

Department Financial Summary by Area of Expense					
Fund	2015 Actual	2016 Actual	2017 Budget	2017 Projected	2018 Proposed
General Fund					
City Attorney					
Personnel	\$ 10,913,482	\$ 11,262,745	\$ 12,181,056	\$ 11,841,649	\$ 12,999,262
Materials & Supplies	89,447	159,555	87,075	119,028	70,200
Services	403,442	412,672	434,511	389,791	421,473
Transfers	116,420	110,756	-	130,146	-
City Attorney Subtotal	11,522,790	11,945,729	12,702,642	12,480,614	13,490,935
Real Estate					
Personnel	92,451	110,634	114,035	110,606	133,198
Real Estate Subtotal	92,451	110,634	114,035	110,606	133,198
General Fund Subtotal	11,615,241	12,056,363	12,816,677	12,591,220	13,624,133
Land Acquisition Fund					
Real Estate					
Personnel	766,846	876,506	1,020,768	903,857	998,197
Materials & Supplies	12,079	12,239	17,310	15,947	27,020
Services	45,423	70,055	97,326	74,600	90,894
Land Acq. Fund Subtotal	824,347	958,800	1,135,404	994,404	1,116,111
Department Total	\$ 12,439,588	\$ 13,015,163	\$ 13,952,081	\$ 13,585,624	\$ 14,740,244

Division Financial Summary by Area of Expense					
Fund	2015 Actual	2016 Actual	2017 Budget	2017 Projected	2018 Proposed
City Attorney					
General Fund					
Personnel	\$ 10,913,482	\$ 11,262,745	\$ 12,181,056	\$ 11,841,649	\$ 12,999,262
Materials & Supplies	89,447	159,555	87,075	119,028	70,200
Services	403,442	412,672	434,511	389,791	421,473
Transfers	116,420	110,756	-	130,146	-
City Attorney Subtotal	11,522,790	11,945,729	12,702,642	12,480,614	13,490,935
Real Estate					
General Fund					
Personnel	92,451	110,634	114,035	110,606	133,198
General Fund Subtotal	92,451	110,634	114,035	110,606	133,198
Land Acquisition Fund					
Personnel	766,846	876,506	1,020,768	903,857	998,197
Materials & Supplies	12,079	12,239	17,310	15,947	27,020
Services	45,423	70,055	97,326	74,600	90,894
Land Acquisition Fund Subtotal	824,347	958,800	1,135,404	994,404	1,116,111
Real Estate Subtotal	916,799	1,069,434	1,249,439	1,105,010	1,249,309
Department Total	\$ 12,439,588	\$ 13,015,163	\$ 13,952,081	\$ 13,585,624	\$ 14,740,244

Department Personnel Summary					
Fund	FT/PT	2015	2016	2017	2018
		Actual	Actual	Authorized	Authorized
General Fund					
City Attorney	FT	113	116	135	142
	PT	30	34	47	47
Real Estate	FT	0	0	6	6
	PT	0	0	1	1
Land Acquisition Fund					
Real Estate	FT	8	8	8	12
	PT	1	1	2	2
Total		152	159	199	210

Operating Budget by Program				
Program	2017	2017	2018	2018
	Budget	FTEs	Proposed	FTEs
Administration	\$ 1,347,347	11	\$ 1,878,254	15
Fiscal	214,649	1	294,719	2
Human Resources	104,618	1	108,087	1
Appellate	387,660	3	306,367	3
Domestic Violence & Stalking	1,827,171	22	2,064,913	24
General Counsel	747,319	5	660,810	5
Litigation	944,306	6	977,057	6
Labor & Employment	653,225	5	679,981	5
Prosecution Resources Unit	739,346	7	716,994	6
Police Legal Bureau	297,101	2	312,568	2
Claims	998,132	10	968,920	9
Zone Initiative	734,342	7	830,906	8
Criminal Prosecution	3,651,169	37	3,632,299	38
Internal Services	120,770	0	126,511	0
Real Estate Administration	114,035	1	133,198	1
Land Acquisition	1,070,891	8	1,048,660	8
Department Total	\$ 13,952,081	126	\$ 14,740,244	133

For additional financial information related to the City Attorney, please refer to the land acquisition fund contained within the internal service funds summary. Program descriptions begin on the following page.



2018 PROGRAM GUIDE

ADMINISTRATION

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

FISCAL

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

HUMAN RESOURCES

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

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.

DOMESTIC VIOLENCE & STALKING

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

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.

LITIGATION

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

LABOR & EMPLOYMENT

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

PROSECUTION RESOURCE UNIT

To oversee the operations of the Intake Section, the Mediation Program, and the Check Resolution Program. It provides a variety of services to residents seeking to resolve conflicts that may rise to the level of a misdemeanor criminal violation. The section offers residents the opportunity to have allegations of misdemeanor criminal violations reviewed by a prosecutor, works through mediation in an effort to resolve disputes without resorting to criminal prosecution and seeks to resolve disputes where checks are dishonored without resorting to the filing of criminal charges.

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 during yearly in-service.

CLAIMS

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

ZONE INITIATIVE

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

CRIMINAL PROSECUTION

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

INTERNAL SERVICES

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

**REAL ESTATE
ADMINISTRATION**

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

LAND ACQUISITION

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

MUNICIPAL COURT JUDGES

Department Description

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

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

The jurisdiction and powers of the Environmental Division differ from those of the General Division in several important respects. The Environmental Division has exclusive jurisdiction to enforce local

codes and regulations affecting real property, such as fire and building codes. The Environmental Division has injunctive powers, and there is no monetary limit on the cases that fall within the Environmental Division's exclusive jurisdiction.

Each week, a different judge is assigned to the Duty Session to handle a variety of responsibilities, which include applications for search warrants, motions to dismiss

Department Mission

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

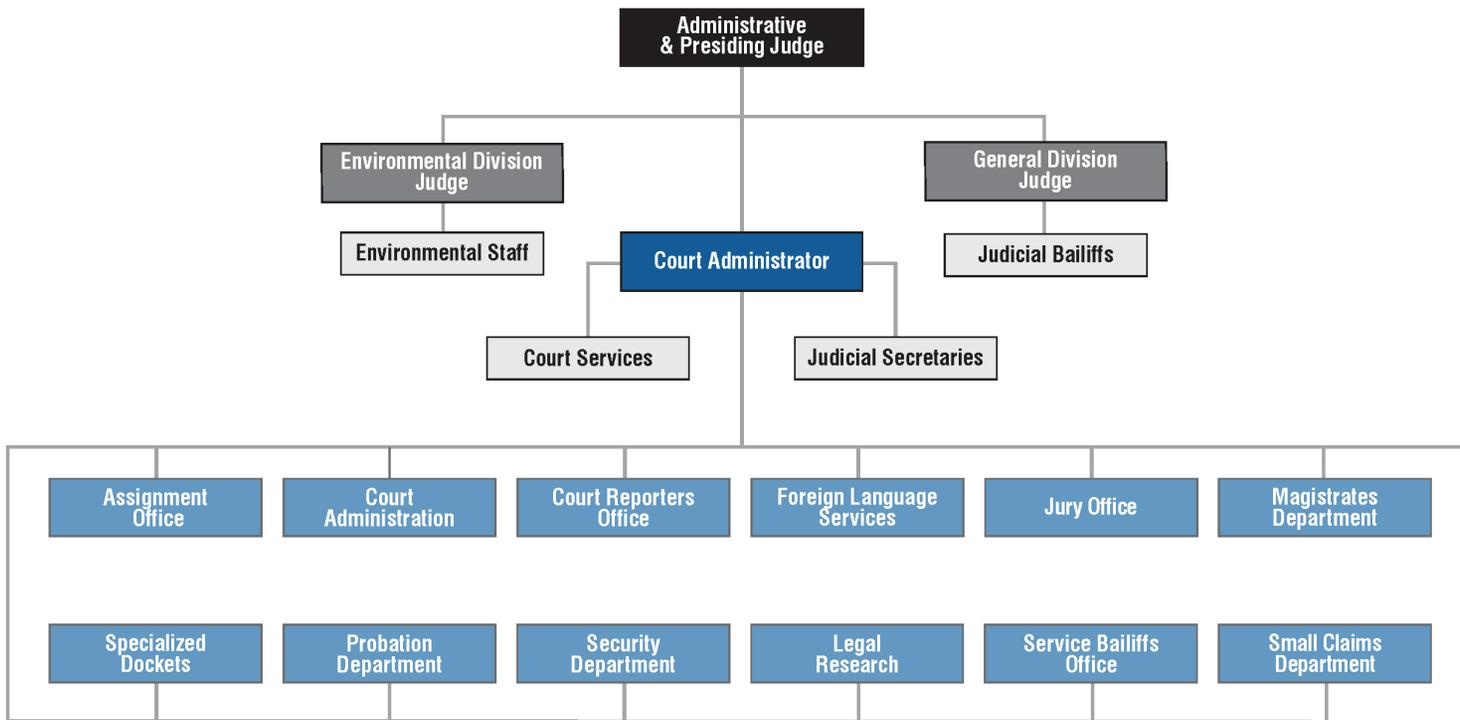
Administration: The mission of Court Administration is to oversee the operations and employees of the Court, implement the policies and procedures established by the judiciary and the legislature in a professional and dedicated manner, and to ensure accessibility, fairness, accountability, and courtesy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

Department Description (Continued)

filed by the prosecutor, cognovit notes, motions to excuse jurors, probable cause hearings, motions for default judgments filed in unassigned cases, and performing 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 2018

The extensive, multi-year renovation project to the Municipal Court Building will continue into 2018 with elevator modernization.

In 2018, the Department of Probation Services (DOPS) will continue to develop the Pretrial Services Program it developed in 2016 through a multi-year probation improvement and incentive grant from the 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.

Since the fall of 2015, Job and Family Services has provided 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. In 2018, the Court will work to expand this relationship and will continue to look for additional community resources that are available and beneficial to defendants/probationers.

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

The DOPS will work with its community partners and the jail to increase access to medication assisted treatment options for opiate dependent defendants. Additionally, grant funding will be sought to provide additional resources to better support the supervision and treatment needs of this population.

The DOPS will continue the enhancement of the Probation Assisted Victim Empowerment Division (PAVD) Program that is made possible by a renewed 2018 Victims of Crime Act (VOCA) Grant Award in the amount of \$143,123.53.

The DOPS will continue the process of implementing a differentiated Batterer Intervention Programming Response that will be based on an individual's assessed risk level. Additionally, the DOPS will continue its efforts to provide Batterer Intervention Programming that is specifically geared toward defendants who identify as gender and sexual minorities.

The DOPS will 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 allow for a swift response to high risk defendants in the community.

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

Strategic Priorities for 2018 (cont.)

Work will continue on the implementation of 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.

The Court will continue 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.

The Court will continue to partner with The Ohio Supreme Court on the implementation and evaluation of video language interpreting in the courtrooms.

The five Specialized Dockets are certified by the Supreme Court of Ohio and continue to follow the best practices established by the commission and the most current evidence based practices. The Specialized Docket Department serves between 275-350 high risk/high need participants each week via the five specialized dockets, two educational programs, and forensic restorations. The dockets include the Mental Health Program, Alcohol and Drug Addiction Program (ADAP), Changing Actions to Change Habits (CATCH), Military and Veteran Service (MAVS), and 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.

The Environmental Division will continue to implement unique sentencing strategies for those convicted of code violations related to rental properties and hoarding activities, which will benefit neighborhoods and communities. It will continue to provide helpful information to the public and area agencies through its website www.EnvironmentalCourt.us.

2018 BUDGET NOTES

The 2018 general fund budget totals \$18,865,752. The general fund supports both personnel and non-personnel costs. In addition:

- General fund monies continue to offset a portion of the costs associated with the Mental Health Program, ADAP, CATCH, MAVS and the OEP programs.
- In 2010, the Court began requiring current employees to pay a portion of the employee share of OPERS retirement contribution. In 2018, employees hired before 2010 will be paying nine percent of their OPERS contribution. All employees hired after January 2010 are required to pay the full ten percent employee share of pension contribution.
- The majority of the Court's technology costs are paid from the Court's computer fund, not the general fund.
- The 2018 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.

Department Financial Summary by Area of Expense					
Fund	2015 Actual	2016 Actual	2017 Budget	2017 Projected	2018 Proposed
General Fund					
Municipal Court Judges					
Personnel	\$ 14,984,384	\$ 15,606,314	\$ 16,353,109	\$ 16,181,956	\$ 16,916,388
Materials & Supplies	32,434	37,481	36,800	72,242	58,200
Services	1,357,755	1,476,474	1,451,700	1,463,194	1,551,164
Other	-	-	-	1,000	-
Transfers	340,000	340,000	340,000	340,000	340,000
General Fund Subtotal	16,714,573	17,460,269	18,182,609	18,058,392	18,865,752
Computer Fund					
Municipal Court Judges					
Personnel	-	-	100,733	-	102,445
Materials & Supplies	87,374	83,187	75,500	105,500	75,500
Services	243,527	197,420	444,356	436,699	436,700
Computer Fund Subtotal	330,901	280,608	620,589	542,199	614,645
Department Total	\$ 17,045,474	\$ 17,740,877	\$ 18,803,198	\$ 18,600,591	\$ 19,480,397

Department Personnel Summary					
Fund	FT/PT	2015 Actual	2016 Actual	2017 Authorized	2018 Authorized
General Fund					
Municipal Court Judges	FT	177	183	196	196
	PT	10	15	11	11
Computer Fund					
Municipal Court Judges	FT	0	0	1	1
Total		187	198	208	208

Operating Budget by Program					
Program	2017 Budget	2017 FTEs	2018 Proposed	2018 FTEs	
Administration	\$ 2,286,605	6	\$ 2,278,626	7	
Assignment	815,819	13	862,457	13	
Computer Services	572,683	1	574,395	1	
Court Reporters	1,248,074	12	1,252,991	12	
Environmental Court	442,952	5	497,108	5	
General Court	3,320,164	40	2,789,637	32	
Home Incarceration/Work Release	255,658	3	266,065	3	
Internal Services	160,267	0	190,881	0	
Jury Office	375,673	2	408,651	2	
Legal Research	182,465	1	204,309	1	
Magistrate Court	1,301,900	14	2,019,448	22	
Probation	5,240,935	60	5,271,999	59	
Security Services	709,476	8	741,166	8	
Service Bailiffs	526,389	16	749,159	16	
Small Claims	551,753	6	571,392	6	
Specialty Docket Court	168,809	2	194,749	2	
Support Services	643,576	8	607,364	7	
Department Total	\$ 18,803,198	197	\$ 19,480,397	196	

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.



2018 PROGRAM GUIDE

ADMINISTRATION

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

ASSIGNMENT

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

COMPUTER SERVICES

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

COURT REPORTERS

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

ENVIRONMENTAL COURT

To protect the health, safety, and aesthetics of the properties and environments of our neighborhoods and communities through fair, tough, and compassionate adjudication and mediation.

GENERAL COURT

To coordinate activities in the courtrooms of judges and magistrates including scheduling cases and providing information to the public regarding the status of pending cases.

HOME INCARCERATION/WORK RELEASE

To provide a cost-effective alternative sentencing option to traditional jail incarceration, consistent with public safety.

INTERNAL SERVICES

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

JURY OFFICE

To summon citizens to serve as jurors, randomly select jurors, postpone and reschedule jury service, and maintain information.

LEGAL RESEARCH

To research and prepare memoranda of issues pending before the court, maintain the law library, review new case law to ensure the court's compliance with the decisions, review pending legislation that may affect the court, advise the judges and employees regarding new legal developments and applications of current law to court procedures, and update local court rules.

MAGISTRATE COURT

To assist the judges by presiding over a variety of legal proceedings, making findings of fact and legal rulings, and rendering decisions, most of which are subject to final approval by a judge. Specific duties of the magistrates include hearing traffic arraignments, evictions, rent escrow proceedings, and post judgment collection matters, small claims cases, parking violation appeals, and any other matters specifically referred to them by the judges.

PROBATION

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

SECURITY SERVICES

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

SERVICE BAILIFFS

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

SMALL CLAIMS

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

SPECIALTY DOCKET COURT

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

SUPPORT SERVICES

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

MUNICIPAL COURT CLERK

Department Description

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

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

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

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

criminal complaints from the Columbus Division of Police, the Ohio State Highway Patrol, the Franklin County Sheriff, the Ohio State University Police, Port Columbus Police and 21 municipal law enforcement agencies.

Department Mission

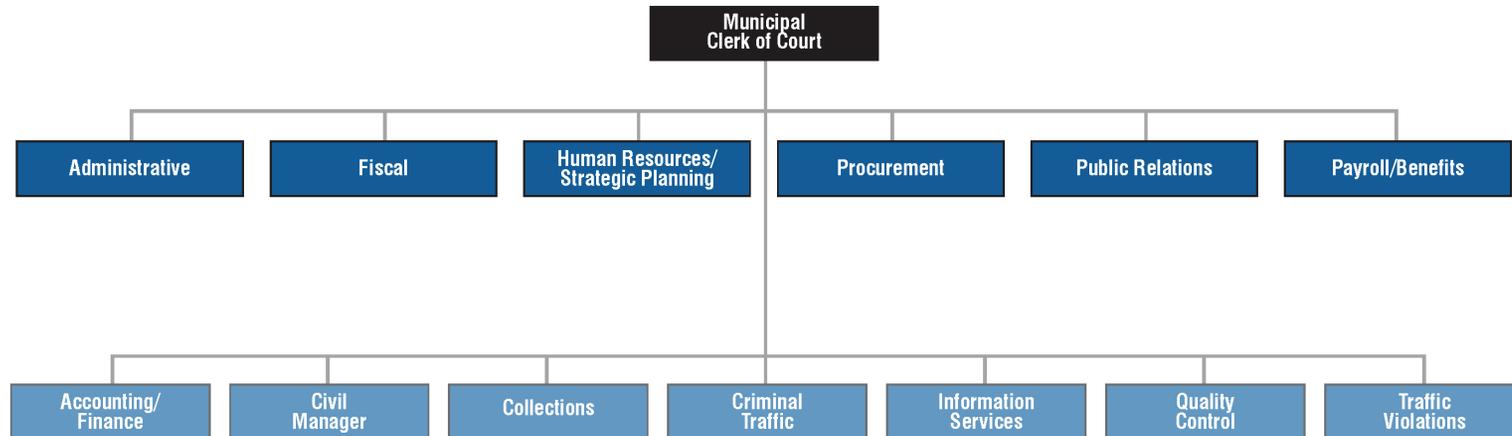
To accurately maintain and safeguard court records, collect and disburse public funds while promoting equal access, fairness, and transparency. The vision of the Clerk's Office is to provide access to justice through competent customer service, communication, and community outreach.

The Clerk's Office is responsible for accepting and processing documents filed in criminal, civil, environmental and traffic cases as well as the collection and disbursement of court costs, fines, and fees according to legal mandates. Documents include complaints, arrest warrants, citations, subpoenas, search warrants, motions, and pleadings. In order to ensure

Department Description (Continued)

the security, integrity, and availability of digital records into the future, the Clerk’s Office has implemented a digital imaging process for the safe and effective management of digital images, files, and related information. It also maintains an extensive website that provides public access to court records and information regarding services offered by the Court and the Clerk’s Office. A complete detailing of financial transactions is compiled and published in an annual report which is available on its website.

Franklin County Municipal Clerk of Court



Strategic Priorities for 2018

To conserve valuable taxpayer dollars, better utilize staff resources and lessen the carbon footprint of Franklin County Municipal Court Clerk's Office.

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

Electronic Ticket Pilot: Participate in a pilot with the Ohio Highway Patrol, the Franklin County Sheriff and Upper Arlington Police Department to implement an electronic traffic ticket with data transfer to the Clerk's Office.

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

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

E-Filing Expansion for Civil Cases: Expand electronic filing to include all civil case types.

Matrix: Collaborate with law enforcement and the Columbus City Attorney's office to promote information sharing between agencies using the Prosecutor's new Matrix software system.

Ohio Community Supervision System (OSCC): Assist the Franklin County Municipal Probation Department with their implementation of the new statewide software system including data integration from the Clerk's Office database.

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

2018 BUDGET NOTES

The 2018 general fund budget funds 163 full-time employees. Non-personnel expenses include witness fees, banking, print, postage, and other ordinary office expenses.

The 2018 computer fund budget includes funding for six full-time employees. This fund provides technological support, supplies, and maintenance to help the department achieve its mission.

Municipal Court Clerk

Department Financial Summary by Area of Expense					
Fund	2015 Actual	2016 Actual	2017 Budget	2017 Projected	2018 Proposed
General Fund					
Municipal Court Clerk					
Personnel	\$ 10,601,920	\$ 10,769,486	\$ 11,260,771	\$ 11,218,110	\$ 11,655,069
Materials & Supplies	127,301	158,857	132,788	127,418	138,978
Services	788,241	838,788	766,115	789,692	782,783
General Fund Subtotal	11,517,462	11,767,131	12,159,674	12,135,220	12,576,830
Computer Fund					
Municipal Court Clerk					
Personnel	352,216	233,516	657,578	447,772	716,799
Materials & Supplies	45,958	30,025	61,000	61,000	61,000
Services	727,212	714,503	799,304	794,234	742,968
Principal	-	260,000	150,000	150,000	40,000
Interest	-	14,700	4,850	4,850	1,000
Transfers	289,950	-	-	-	-
Computer Fund Subtotal	1,415,336	1,252,744	1,672,732	1,457,856	1,561,767
Department Total	\$ 12,932,798	\$ 13,019,875	\$ 13,832,406	\$ 13,593,076	\$ 14,138,597

Department Personnel Summary					
Fund	FT/PT	2015 Actual	2016 Actual	2017 Authorized	2018 Authorized
General Fund					
Municipal Court Clerk	FT	155	155	172	172
	PT	4	4	2	2
Computer Fund					
Municipal Court Clerk	FT	0	6	12	12
Total		159	165	186	186

Operating Budget by Program				
Program	2017 Budget	2017 FTEs	2018 Proposed	2018 FTEs
Administration	\$ 766,849	8	\$ 792,279	8
Internal Services	586,313	0	613,277	0
Accounting and Finance	2,181,546	29	2,217,782	29
Civil	2,133,535	32	2,247,723	32
Collections	173,540	2	179,124	2
Criminal and Traffic	4,830,810	71	4,960,030	71
Office of Information Services	1,658,173	6	1,550,531	6
Audit/Internal Controls	570,176	7	612,925	7
Traffic Violations Bureau	931,464	14	964,926	14
Department Total	\$ 13,832,406	169	\$ 14,138,597	169

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.



2018 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 to providing timely responses to all public records requests.

INTERNAL SERVICES

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

ACCOUNTING AND FINANCE

To collect and disburse court costs, fines, and bail for criminal, environmental, and traffic cases filed in the Franklin County Municipal Court; to accept and disburse civil court costs, fees, judgment amounts, garnishment payments, escrow, and trusteeship payments; to process all mail payments; prepare receipts for monies collected; distribute funds to the proper governmental subdivisions; and to make a general accounting of all funds received and disbursed by the Clerk's Office.

CIVIL

To accept, process, and maintain all documents filed within the Franklin County Municipal Court's jurisdiction related to civil matters including small claims cases; to issue service of civil filings; and to provide timely responses to all public records requests.

COLLECTIONS

To direct and coordinate the collection of debts owed to the Court through the use of outside collection firms; to secure bond agent registration; monitor compliance of state and local statutes; and to process monthly billing statements.

CRIMINAL AND TRAFFIC

To accept and process all complaints related to criminal, environmental, and traffic cases filed within the jurisdiction of the Franklin County Municipal Court; to update all cases scheduled daily for Court dockets; to issue warrants; to report all applicable driving records data to the Ohio Bureau of Motor Vehicles; to support law enforcement requests for information 24 hours per day, seven days per week; to process requests for sealing and expungement of records; to process documentation and present to the Franklin County Sheriff's Office for release of prisoners; and to provide timely responses to all public records requests.

OFFICE OF INFORMATION SERVICES

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

AUDIT/INTERNAL CONTROLS

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

TRAFFIC VIOLATIONS BUREAU

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



Department Description

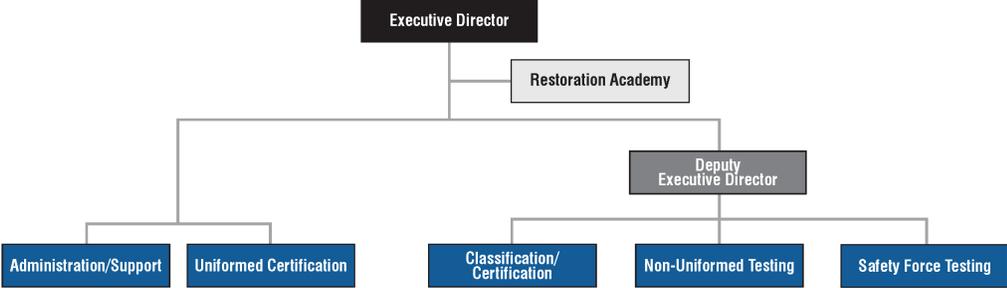
The Civil Service Commission (CSC) is part of the checks and balances of city government. It maintains a merit system of employment to ensure the city has a competent workforce. This is achieved through management of the city’s job classification plan by maintaining current job descriptions for the entire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

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

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

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

Civil Service



Strategic Priorities for 2018

Public Safety and Health

Administer the Police Officer, Police Lieutenant, Police Commander, Fire Battalion Chief, and Fire Deputy Chief exams to ensure an adequate pool of competent, qualified candidates are available for appointment.

Operational Efficiencies

Assess the qualifications of applicants to ensure they are capable of delivering quality service to the citizens of Columbus. The more competent the city workforce is, the greater the quality of services that can be provided to the public with the same tax payer dollars.



Diversity and Inclusion

As a part of the Diversity Recruitment Council, work to inform the public about the city's selection process for Police Officer and Firefighter positions.

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

Continue to educate the public about the testing process through Civil Service Testing Clinics offered to both city employees and the public.

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

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



Neighborhoods

Continue our pilot project, "Neighborhood Testing." This initiative allows Civil Service to administer basic tests at various city community centers, providing easy access to testing for city jobs.

2018 BUDGET NOTES

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

- A total of \$286,504 is budgeted for the Restoration Academy, a program to assist ex-offenders in becoming productive citizens through provision of instruction and resources for work readiness, job training, job certification, health and fitness, and life skills.

- To accommodate planned police and fire classes in 2018, the budget includes \$177,685 for medical and psychological screenings for police and fire recruits.
- Funds budgeted for scheduled safety promotional testing in 2018 includes \$41,000 for the Fire Battalion and Deputy Chief exams, and \$43,400 for the Police Lieutenant and Commander exams.
- Included in this budget is continued funding for an expansion position added in 2017 to provide classification and exam development services for Columbus City Schools as required by the Ohio Revised Code. Services provided are billed directly to the district.

Department Financial Summary by Area of Expense					
Fund	2015 Actual	2016 Actual	2017 Budget	2017 Projected	2018 Proposed
General Fund					
Personnel	\$ 3,206,612	\$ 3,273,433	\$ 3,736,094	\$ 3,478,521	\$ 3,653,884
Materials & Supplies	46,736	54,401	32,000	57,607	39,693
Services	402,592	490,160	683,283	570,512	616,729
Capital	6,381	-	-	-	-
General Fund Subtotal	3,662,320	3,817,994	4,451,377	4,106,640	4,310,306
Department Total	\$ 3,662,320	\$ 3,817,994	\$ 4,451,377	\$ 4,106,640	\$ 4,310,306

Civil Service Personnel Summary					
Fund	FT/PT	2015 Actual	2016 Actual	2017 Budgeted	2018 Proposed
General Fund					
Civil Service Commission	FT	34	35	36	36
	PT	2	4	6	6
Total		36	39	42	42

Operating Budget by Program					
Program	2017 Budget	2017 FTEs	2018 Proposed	2018 FTEs	
Administration	\$ 1,802,546	17	\$ 1,824,695	15	
Internal Services	13,007	0	25,465	0	
Applicant & Employee Services	329,413	2	264,546	4	
Non-Uniformed Testing	540,085	7	620,408	7	
Restoration Academy	279,175	1	286,504	1	
Safety Forces Testing and Certification	1,487,151	9	1,288,688	9	
Department Total	\$ 4,451,377	36	\$ 4,310,306	36	



2018 PROGRAM GUIDE

ADMINISTRATION

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

INTERNAL SERVICES

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

APPLICANT & EMPLOYEE SERVICES

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

NON-UNIFORMED TESTING

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

RESTORATION ACADEMY

To assist ex-offenders in becoming productive citizens through providing instruction and resources for work readiness, job training, job certification, health and fitness, and life skills.

SAFETY FORCES TESTING & CERTIFICATION

To ensure the City of Columbus has a qualified workforce by planning, developing, administering, and scoring validated examinations within the police and fire ranks.

DEPARTMENT OF PUBLIC SAFETY

Department Description

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

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

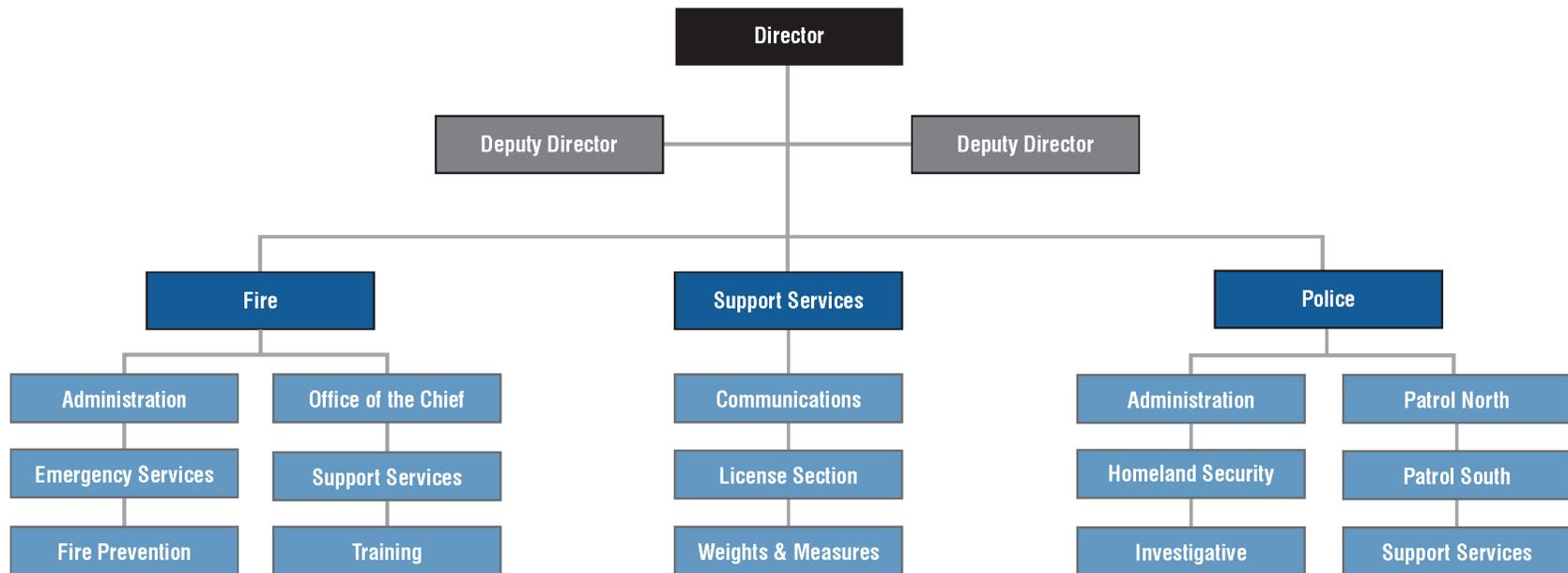
Established in 1816, the **Columbus Division of Police** has over 1,900 officers and 400 civilian employees making it one of the top 25 largest departments in the country. The division covers 20 precincts across the greater Columbus metropolitan area, while serving over 860,000 residents. The Columbus Division of Police strives to

Department Mission

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

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

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



Strategic Priorities for 2018



Neighborhoods

Improve neighborhood safety, community participation, and Police and Fire Divisions' responsiveness by working with other government agencies, community members, and federal, state, and local agencies to leverage additional resources.

Implement strategies related to the reduction of gun violence and gang activity.

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

Continue to expand the Neighborhood Safety Camera Program.

In partnership with the Community Crime Patrol, continue to provide support in patrol areas identified by the city.

Continue to use the Police Community Response Teams (CRT) to address localized crime patterns, provide crowd control, and foster community partnerships to address quality of life issues.

Continue the deployment of body worn cameras to improve transparency and accountability in law enforcement operations.



Public Safety and Health

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

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

Design and begin construction of a new far north police substation and a replacement for Fire Station 16. Also, begin construction of Fire Station 35 located on Waggoner Road.

Continue to serve as model safety forces with nationwide best practices in Police and Fire.



Early Childhood and Education

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

Work with the public to facilitate educational activities such as the Neighborhood Safety Academy, Columbus Citizen Police Academy, Columbus Police Explorers Program, Juvenile Fire Setter Program, Fifty Plus Program, and other safety educational classes.

Provide training opportunities to citizens with access to the use of the Fire Safety Houses, and trainings offered on the proper use of First Aid, CPR, and AED.

Strategic Priorities for 2018 (cont.)



Operational Efficiencies

Continue to review the Fire Division's service coverage areas, conduct needs assessments, and assess emergency medical services runs (EMS) in conjunction with the use of peak demand medics.

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

Continue to work with Franklin County Emergency Management and Homeland Security to maintain the outdoor emergency siren and mass notification system.

Work with participating local agencies to expand a shared service agreement for use of the upgraded Automated Fingerprint Identification System (AFIS).

Upgrade the Computer Aided Dispatch (CAD) system to enhance the city's ability to carry out emergency response and calls for service.

Provide support and effectively collaborate with the Department of Technology on the continued efforts towards the transition of technology activities from the Police Division to the Department of Technology.

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



Diversity and Inclusion

Recruit and hire the most qualified applicants for police and fire with a focus on safety forces mirroring the community they serve, and continue to engage the community with outreach programs such as the police and fire expos and the public safety exploration boot camp.

Continue to support the Police Explorers program which is designed to introduce youth within the community to the field of law enforcement. This program educates and involves youth in police operations and helps these young men and women decide whether or not a career in law enforcement is the right fit for them.

Continue the efforts of the Police Recruiting Unit which strives to recruit qualified diverse men and women to test for the entry-level position of Police Officer. The unit conducts police applicant study sessions to prepare applicants for the written testing process. It also conducts Get Fit and Informed sessions to help applicants prepare for the physical fitness portion of the testing process.

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

2018 BUDGET NOTES

SAFETY ADMINISTRATION

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

- Jail contract expenses are budgeted at \$4,000,000 in 2018. The per-diem cost is scheduled to increase in 2018 from \$79 to \$82.
- 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 and Weinland Park, the Downtown Park district, the Northland/North Linden area, and any other patrol area as directed by the city. The Community Crime Patrol assists the Division of Police in identifying suspicious activities indicative of criminal behavior and includes reporting quality of life issues to appropriate city agencies, such as code violations, burned out street and traffic lights, water leaks, and downed utility and power lines.
- A total of \$33,000 is budgeted for Crime Stoppers.
- In the general fund, the truancy program is budgeted at \$75,000 in 2018.
- Minority recruiting efforts will continue in 2018, with \$65,000 allocated for related activities.
- A total of \$225,000 is included for the Capital Area Humane Society for animal cruelty investigations.

SUPPORT SERVICES

A total of \$180,000 is budgeted for the maintenance of the neighborhood safety cameras. In addition:

- In 2011, an expanded and upgraded computer aided dispatching system was implemented. Funding for maintenance of this system is included in this budget in the amount of \$561,500.
- Approximately \$109,590 in funds received by the city from E-911 revenue will be used to offset the salaries and benefits of a communication system specialist.

POLICE

The Division of Police's 2018 budget provides funding for a beginning year strength of 1,918 police officers. It is anticipated that during 2018, there will be a total of 70 separations. Officers lost through these separations will be replaced with two budgeted classes totaling 70 recruits and subsequent internal promotions. In addition:

- Major non-personnel budget items include \$8.0 million in internal charges for fleet (including fuel), \$1.49 million for uniforms, \$1.8 million for the towing contract, \$640,500 for helicopter maintenance, \$545,250 for prisoner medical expenses, \$273,000 for conducted electrical weapons and related supplies, \$333,000 for helicopter fuel, and over \$346,000 for ammunition.

Public Safety

- A total of \$2.0 million is included for neighborhood safety strategies.
- Approximately \$1.9 million in funds received by the city from E-911 revenue will be used to partially fund the salaries and benefits of communications technicians.
- A total of \$150,000 is included in the budget to purchase Naloxone (Narcan), a medication used to block the effects of opioid overdoses.

FIRE

The Fire Division's 2018 budget provides funding for a beginning year contingent of 1,578 firefighters. It is anticipated that during 2018, there will be a total of 50 separations. Firefighters lost through these separations will be replaced with two budgeted classes totaling 80 recruits and subsequent internal promotions. In addition:

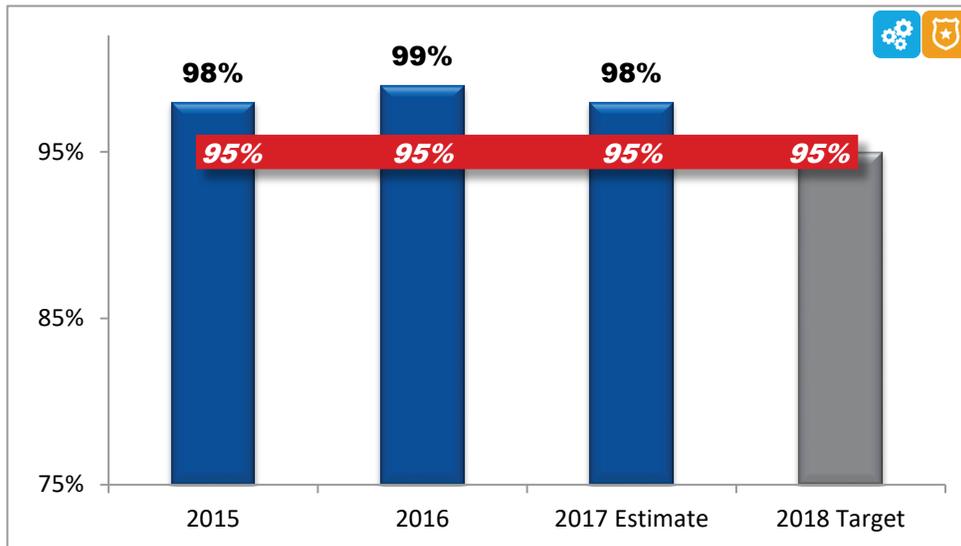
- The division currently provides fire suppression and EMS service with 34 paramedic engine companies, 16 ladder companies, and five heavy rescue units. Thirty-three EMS transport units, one for each station, have been attached to engine companies to create two-piece companies capable of responding to either fire or medical emergencies, plus five additional EMS transport vehicles implemented to meet areas of high demand or need for specialization.
- Major non-personnel budget items include \$8.8 million in internal charges for fleet (including fuel), \$738,192 for uniform parts, \$1.55 million for medical supplies, and over \$681,000 for turnout gear.
- The EMS third-party reimbursement program that began in January 2003 is expected to generate \$16 million in 2018. The division's cost for EMS related billing services is an estimated \$1.8 million.



PERFORMANCE MEASURES

Police 911 Calls Answered

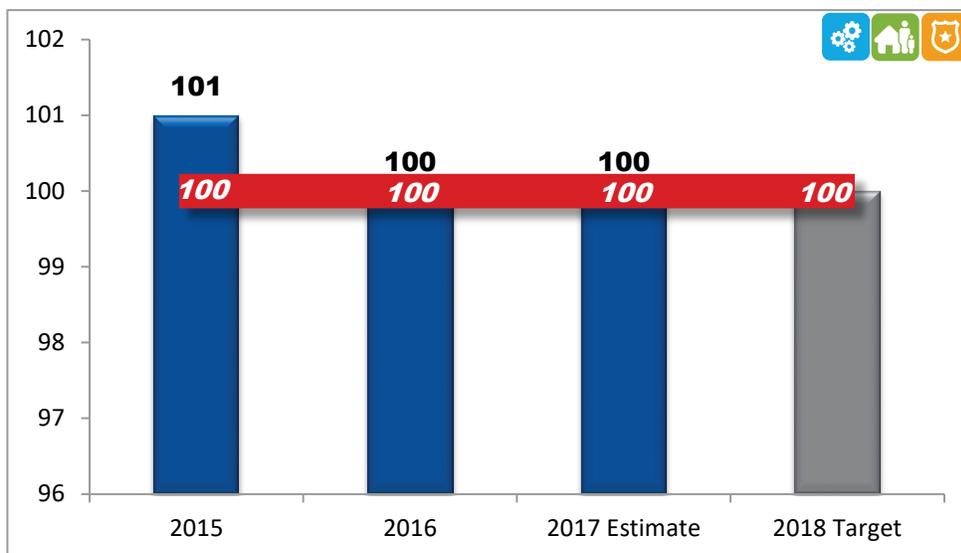
Percent of 911 calls answered within 20 seconds



911 calls should be answered within 20 seconds from when a citizen dials 911. In 2018, the target for this measure remains at 95 percent of 911 calls answered within 20 seconds.

Police Patrol Runs

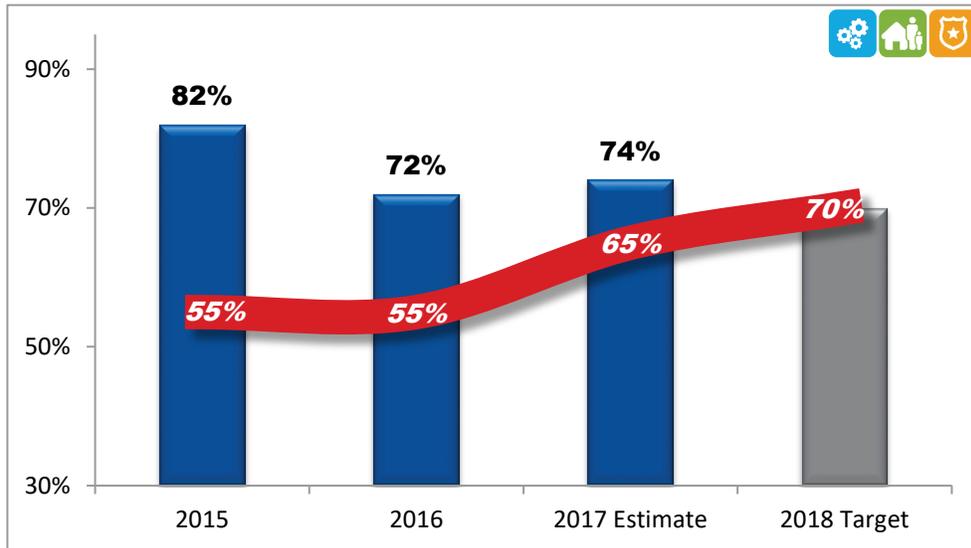
Number of patrol runs per cruiser per month



This measure represents dispatched and officer initiated runs. Officers also patrol neighborhoods engaging with the community and looking for suspicious activity. However, these activities would not be counted as a run. In 2018, the target for this measure remains at 100 patrol runs per cruiser per month.

Police Narcotics Bureau Arrests

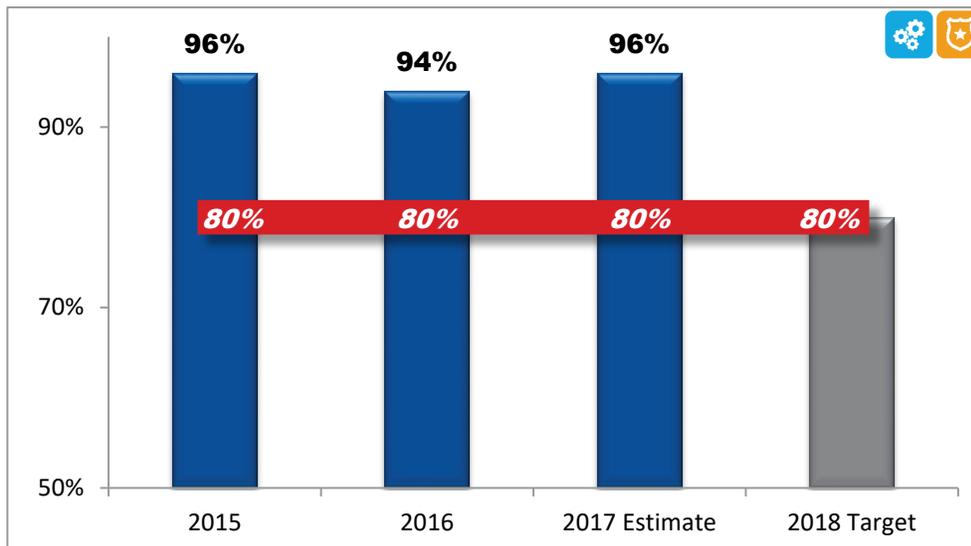
Percent of arrests to narcotics bureau open cases per month



This measure represents the number of cases being investigated by the Narcotics Bureau and the percentage of those cleared by arrests, including the arrests by the Vice Section. In 2018, the target for this measure has increased to 70 percent of arrests to narcotics bureau cases open per month.

Fire Response Time

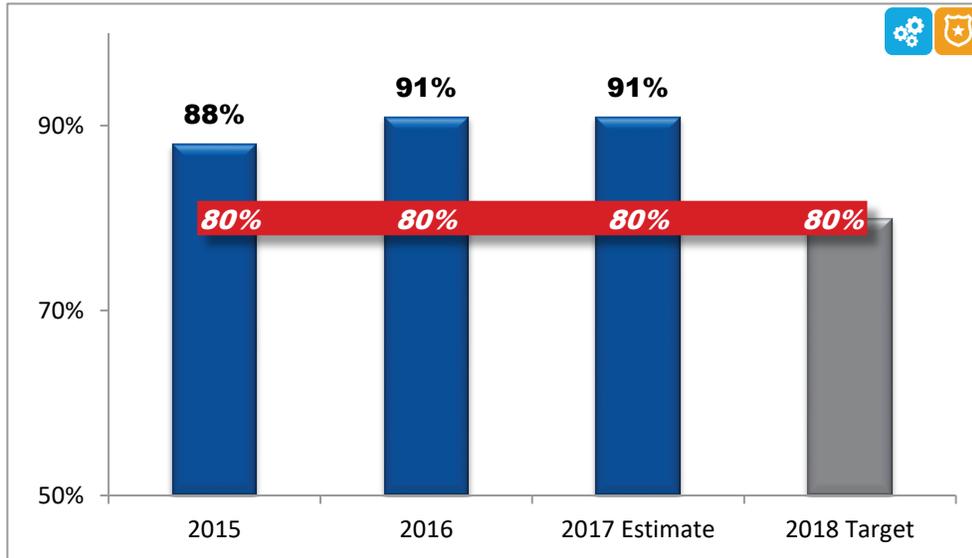
Percent of incidents responded to within eight minutes of call



By City Council Resolution, the Division of Fire must maintain an overall maximum response time of eight minutes or less in at least 80 percent of fire incident responses.

Fire EMS Response Time

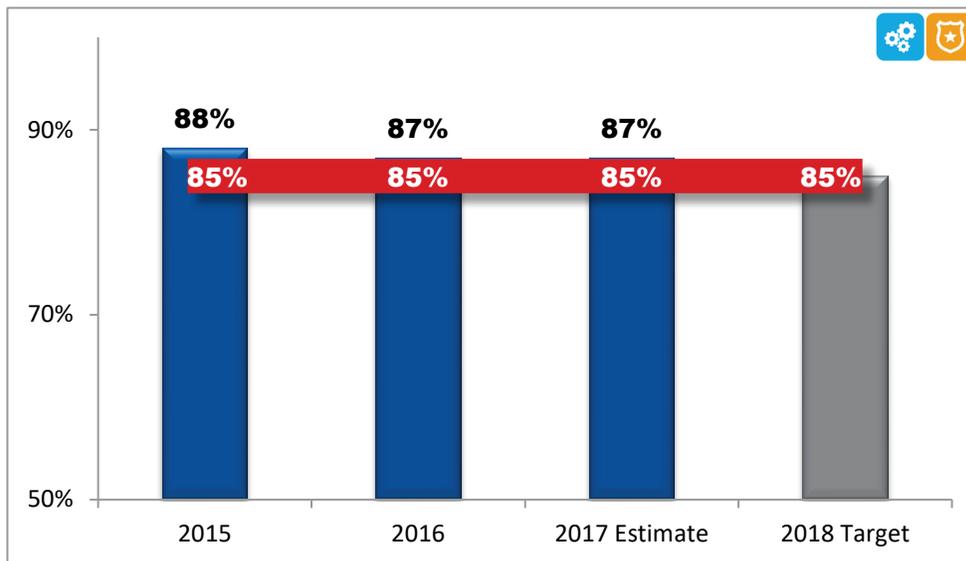
Percent of incidents responded to within eight minutes of call



By City Council Resolution, the Division of Fire must maintain an overall maximum response time of eight minutes or less in at least 80 percent of EMS incident responses.

Fire Resource Deployment

Percent of all Fire incidents resolved with initial resource deployment



This measure represents the percentage of reported fire incidents that were resolved without the need for additional resources beyond initial deployment. In 2018, the target for this measure is 85 percent of incidents.

Department Financial Summary by Area of Expense						
Fund	2015 Actual	2016 Actual	2017 Budget	2017 Projected	2018 Proposed	
General Fund						
Administration						
Personnel	\$ 1,168,160	\$ 1,287,380	\$ 1,520,206	\$ 1,462,509	\$ 1,792,448	
Materials & Supplies	3,735	4,240	10,367	3,856	10,367	
Services	6,196,223	5,399,187	5,725,540	5,563,138	5,697,538	
Administration Subtotal	7,368,118	6,690,807	7,256,113	7,029,503	7,500,353	
Support Services						
Personnel	4,791,820	4,870,069	5,165,318	5,206,960	4,753,981	
Materials & Supplies	495,578	372,759	567,175	332,656	492,175	
Services	1,417,826	1,064,502	1,499,011	1,587,085	1,477,553	
Other	1,445	985	1,000	4,152	1,000	
Support Services Subtotal	6,706,670	6,308,315	7,232,504	7,130,853	6,724,709	
Police						
Personnel	282,802,479	290,406,394	297,616,196	303,839,573	309,788,038	
Materials & Supplies	3,239,820	3,559,973	3,638,946	3,652,078	3,675,409	
Services	12,694,904	11,544,745	14,455,804	12,006,094	13,515,741	
Other	457,378	472,011	225,000	279,500	225,000	
Capital	15,000	45,000	-	-	-	
Transfers	-	8,835	2,685,525	8,201	3,608,448	
Police Subtotal	299,209,581	306,036,958	318,621,471	319,785,446	330,812,636	
Fire						
Personnel	215,853,895	220,094,343	225,334,432	232,101,119	237,762,497	
Materials & Supplies	3,559,803	4,491,905	3,966,847	3,985,279	3,908,105	
Services	10,498,360	10,975,807	11,981,405	11,202,857	12,467,838	
Other	146,861	357,387	200,000	145,143	200,000	
Transfers	-	26,600	2,273,765	-	2,357,077	
Fire Subtotal	230,058,919	235,946,043	243,756,449	247,434,398	256,695,517	
General Fund Subtotal	543,343,287	554,982,123	576,866,537	581,380,200	601,733,215	
E-911 Fund						
Support Services						
Personnel	-	-	109,590	109,590	109,590	
Services	-	391,581	-	20,000	-	
Support Services Subtotal	-	391,581	109,590	129,590	109,590	
Police						
Personnel	1,479,393	1,379,393	1,499,887	1,499,887	1,899,527	
Services	249,950	-	-	-	-	
Police Subtotal	1,729,343	1,379,393	1,499,887	1,499,887	1,899,527	
E-911 Fund Subtotal	1,729,343	1,770,974	1,609,477	1,629,477	2,009,117	
Photo Red Light Fund						
Police						
Personnel	1,684,716	-	-	-	180,818	
Services	12,000	-	-	-	-	
Photo Red Light Fund Subtotal	1,696,716	-	-	-	180,818	
Department Total	\$ 546,769,346	\$ 556,753,097	\$ 578,476,014	\$ 583,009,677	\$ 603,923,150	

Division Financial Summary by Area of Expense					
Fund	2015 Actual	2016 Actual	2017 Budget	2017 Projected	2018 Proposed
Administration					
General Fund					
Personnel	\$ 1,168,160	\$ 1,287,380	\$ 1,520,206	\$ 1,462,509	\$ 1,792,448
Materials & Supplies	3,735	4,240	10,367	3,856	10,367
Services	6,196,223	5,399,187	5,725,540	5,563,138	5,697,538
Administration Subtotal	7,368,118	6,690,807	7,256,113	7,029,503	7,500,353
Support Services					
General Fund					
Personnel	4,791,820	4,870,069	5,165,318	5,206,960	4,753,981
Materials & Supplies	495,578	372,759	567,175	332,656	492,175
Services	1,417,826	1,064,502	1,499,011	1,587,085	1,477,553
Other	1,445	985	1,000	4,152	1,000
General Fund Subtotal	6,706,670	6,308,315	7,232,504	7,130,853	6,724,709
E-911 Fund					
Personnel	-	-	109,590	109,590	109,590
Services	-	391,581	-	20,000	-
General Fund Subtotal	-	391,581	109,590	129,590	109,590
Support Services Subtotal	6,706,670	6,699,896	7,342,094	7,260,443	6,834,299
Police					
General Fund					
Personnel	282,802,479	290,406,394	297,616,196	303,839,573	309,788,038
Materials & Supplies	3,239,820	3,559,973	3,638,946	3,652,078	3,675,409
Services	12,694,904	11,544,745	14,455,804	12,006,094	13,515,741
Other	457,378	472,011	225,000	279,500	225,000
Capital	15,000	45,000	-	-	-
Transfers	-	8,835	2,685,525	8,201	3,608,448
General Fund Subtotal	299,209,581	306,036,958	318,621,471	319,785,446	330,812,636
E-911 Fund					
Personnel	1,479,393	1,379,393	1,499,887	1,499,887	1,899,527
Services	249,950	-	-	-	-
E-911 Fund Subtotal	1,729,343	1,379,393	1,499,887	1,499,887	1,899,527
Photo Red Light Fund					
Personnel	1,684,716	-	-	-	180,818
Services	12,000	-	-	-	-
Photo Red Light Fund Subtotal	1,696,716	-	-	-	180,818
Police Subtotal	302,635,640	307,416,351	320,121,358	321,285,333	332,892,981
Fire					
General Fund					
Personnel	215,853,895	220,094,343	225,334,432	232,101,119	237,762,497
Materials & Supplies	3,559,803	4,491,905	3,966,847	3,985,279	3,908,105
Services	10,498,360	10,975,807	11,981,405	11,202,857	12,467,838
Other	146,861	357,387	200,000	145,143	200,000
Transfers	-	26,600	2,273,765	-	2,357,077
Fire Subtotal	230,058,919	235,946,043	243,756,449	247,434,398	256,695,517
Department Total	\$ 546,769,346	\$ 556,753,097	\$ 578,476,014	\$ 583,009,677	\$ 603,923,150

Public Safety

Department Personnel Summary						
Fund	FT/PT	2015 Actual	2016 Actual	2017 Budgeted	2018 Proposed	
General Fund						
Administration	FT	9	9	10	12	
	PT	1	1	2	2	
Support Services*	FT	49	49	51	45	
	PT	6	6	6	6	
Police						
Uniformed	FT	1,904	1,916	1,904	1,918	
Civilian	FT	351	361	412	412	
	PT	8	5	10	10	
Fire						
Uniformed	FT	1,538	1,548	1,588	1,608	
Civilian	FT	45	50	51	51	
	PT	2	3	4	4	
Total		3,913	3,948	4,038	4,068	

**2017 Budgeted includes a full-time communication systems specialist which will be funded by the E-911 fund.*

Operating Budget by Program					
Program	2017 Budget	2017 FTEs	2018 Proposed	2018 FTEs	
Administration	\$ 24,418,292	106	\$ 26,649,535	117	
Internal Services	17,669,307	0	17,263,166	0	
Communications	22,008,505	213	22,430,285	216	
Community Programs	10,720,118	73	10,805,763	70	
Fire Emergency Services	204,028,577	1,441	209,778,691	1,373	
Fiscal	5,134,976	15	1,045,753	11	
Homeland Security	23,541,475	145	23,706,885	147	
Human Resources	1,577,078	18	1,186,636	18	
Investigative	47,814,256	339	50,599,371	349	
Legal Matters	948,723	0	869,725	0	
Narcotics	14,610,858	98	15,357,011	100	
Police Patrol	153,728,935	1,171	158,422,101	1,130	
Safety Force Recruitment	1,230,262	10	1,249,311	10	
Safety Regulatory Services	8,945,747	79	9,166,233	75	
Support Operations	26,262,895	192	27,015,815	190	
Technical Operations	2,866,120	25	2,224,738	16	
Training	12,969,890	91	26,152,131	224	
Department Total	\$ 578,476,014	4,016	\$ 603,923,150	4,046	



2018 PROGRAM GUIDE

ADMINISTRATION

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

INTERNAL SERVICES

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

COMMUNICATIONS

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

COMMUNITY PROGRAMS

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

FIRE EMERGENCY SERVICES

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

FISCAL

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

HOMELAND SECURITY

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

HUMAN RESOURCES

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

INVESTIGATIVE

To shield victims of sexual assault, family violence, child abuse, child exploitation, and missing persons from further danger through investigations and prosecution. To investigate crimes against persons resulting in the loss of human life or serious physical harm. To investigate the origins of suspicious fires including filing charges against suspects. To investigate felony property crimes and to provide expert forensic laboratory services and community education for law enforcement agencies.

LEGAL MATTERS

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

NARCOTICS

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

POLICE PATROL

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

SAFETY FORCE RECRUITMENT

To provide agency excellence through exhaustive pre-hire contracts and investigations and to recruit qualified and diverse men and women for the position of Columbus Police Officer or Firefighter.

SAFETY REGULATORY SERVICES

To enforce rules and regulations pertaining to licenses and licensing procedures as they affect the public health, safety, and welfare. To assure the weights and measures in commercial service within the city are properly installed and accurate. To enforce the provisions of the fire prevention code and safeguard life, property, or public welfare from the hazards of fire.

SUPPORT OPERATIONS

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

TECHNICAL OPERATIONS

To provide the technical expertise and services needed to maintain public safety's interoperable radios and other communication equipment including the Police Division's computer network and Panasonic arbitrator cruiser video system.

TRAINING

To enhance and improve the quality of law enforcement, firefighting, and emergency medical services by providing the knowledge and skills necessary for personnel to perform their jobs safely and efficiently.

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OFFICE OF THE MAYOR

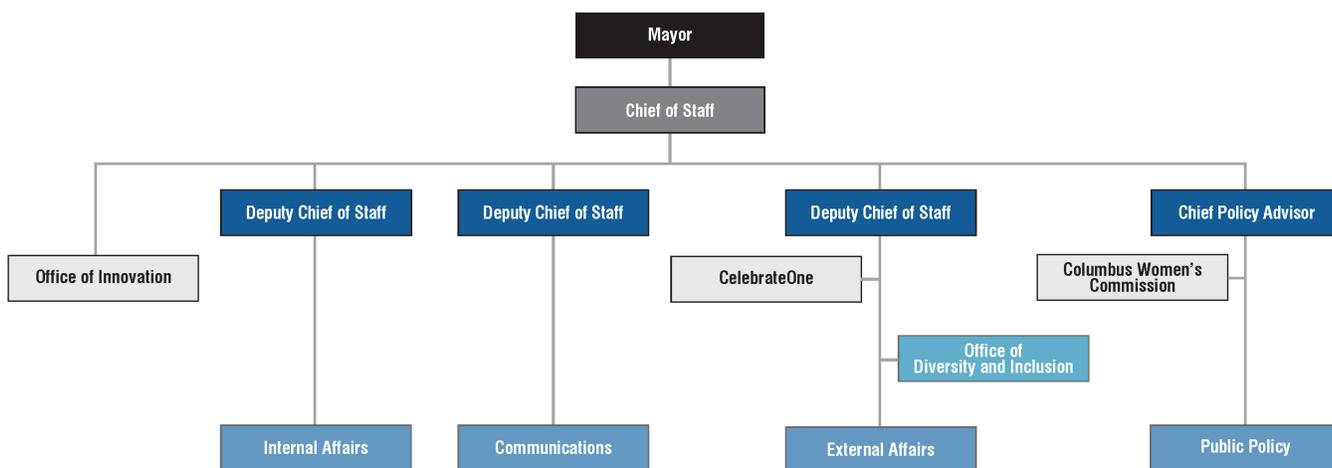
Department Description

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

Department Mission

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

Office of the Mayor



Strategic Priorities for 2018

The Mayor's 2018 strategic priorities focus city resources in the following public policy areas to ensure the safety and prosperity of Columbus residents, to strengthen Columbus neighborhoods, and to ensure every resident in every neighborhood has the opportunity to succeed.



Public Safety and Health –

The safety of our residents continues to be a top priority and is the single largest investment made by the city every year. Safe streets and violence reduction initiatives, police and community relations, intervention efforts, and investments in body-worn cameras are critical components of the city's safety priorities.



Neighborhoods – The

future of Columbus depends on ensuring we have vibrant, thriving neighborhoods. We are making our opportunity neighborhoods—Franklinton, Hilltop, Linden, Near East, Northland, Near South, Southeast, and Northeast—stronger by building on their greatest assets, the people who reside in our neighborhoods.



Economic Development –

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



Early Childhood and Education –

Every child in every Columbus neighborhood deserves the opportunity to thrive. CelebrateOne and our community partners are committed to eliminating preventable sleep related infant deaths, reducing preterm births, and improving service delivery to families most impacted by health disparities. Early Start Columbus ensures that every student is prepared and supported, providers are able to meet their students' and families' needs, and that our community is stronger.



Diversity and Inclusion –

The administration is committed to fostering a culture of inclusion, unity, and upward mobility, all of which helps to build a stronger Columbus. Our work includes community engagement, dialogue, and outreach to improve race relations, and increased workforce and supplier opportunities for minorities and women.



Smart Columbus –

We are moving toward the future of Columbus, focused on enhancements in technology and mobility that will make living in our city better and serve as a model for the connected cities of the future. Our neighborhoods will forge even stronger connections, driving our economy forward and creating ladders of opportunity for all.



Operational Efficiencies –

The administration is committed to a comprehensive review of city operations to identify inefficiencies and reinvest savings in critical city services and programs. We will collaborate and build partnerships for responsive, transparent, and effective governance.

2018 BUDGET NOTES

The recommended budget for the Office of the Mayor provides for continued operation of the office.

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

Department Financial Summary by Area of Expense					
Fund	2015 Actual	2016 Actual	2017 Budget	2017 Projected	2018 Proposed
General Fund					
Personnel	\$ 1,599,090	\$ 2,316,098	\$ 3,145,396	\$ 3,078,844	\$ 3,728,443
Materials & Supplies	5,263	5,026	9,500	12,000	7,000
Services	70,623	76,219	76,992	357,711	515,103
Other	-	619	500	750	500
Transfers	205,391	171,756	-	-	42,000
General Fund Subtotal	1,880,367	2,569,718	3,232,388	3,449,305	4,293,046
Department Total	\$ 1,880,367	\$ 2,569,718	\$ 3,232,388	\$ 3,449,305	\$ 4,293,046

Department Personnel Summary					
Fund	FT/PT	2015 Actual	2016 Actual	2017 Budgeted	2018 Proposed
General Fund					
Office of the Mayor	FT	11	18	22	26
Total		11	18	22	26

Operating Budget by Program					
Program	2017 Budgeted	2017 FTEs	2018 Proposed	2018 FTEs	
Administration	\$ 1,261,563	8	\$ 841,927	5	
Internal Services	14,492	0	17,883	0	
Community Affairs	715,349	5	585,579	4	
Communications	417,034	3	460,114	3	
CelebrateOne	-	0	1,050,097	6	
Policy and Government Affairs	823,950	6	1,337,446	8	
Department Total	\$ 3,232,388	22	\$ 4,293,046	26	



2018 PROGRAM GUIDE

ADMINISTRATION

To advance the Mayor's strategic priorities and assure successful implementation of policies, programs, and initiatives that promote the safety and prosperity of all Columbus residents.

INTERNAL SERVICES

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

COMMUNITY AFFAIRS

To engage key community stakeholders through proactive, directed outreach and to provide quality customer service and access to the Office of the Mayor for all Columbus residents.

COMMUNICATIONS

To communicate with Columbus residents, businesses, and community partners, and to inform the public at-large of city policies, programs, services, and initiatives.

CELEBRATEONE

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

POLICY AND GOVERNMENT AFFAIRS

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

OFFICE OF DIVERSITY AND INCLUSION

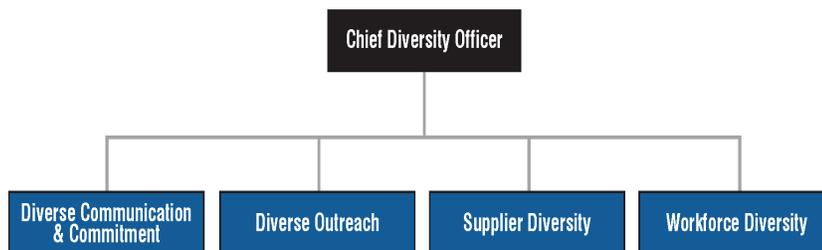
Division Description

Headed by a cabinet member and rebranded in 2017 with a renewed focus, the Office of Diversity and Inclusion (ODI) will continue to support the Mayor and his cabinet by leading diversity and inclusion management within the City of Columbus. The Office of Diversity and Inclusion will concentrate on the following four pillars of diversity and inclusion management: workforce diversity, supplier diversity, diverse outreach, and internal diverse leadership, commitment, and communication.

Division Mission

The Office of Diversity and Inclusion is dedicated to creating and implementing programs, policies, and procedures that will deliver and capture value through supplier and workforce diversity. Additionally, the office will assist underserved, under-utilized businesses with gaining greater access to procurement opportunities and resources to build viable and sustainable businesses.

Office of Diversity and Inclusion



Strategic Priorities for 2018



Diversity and Inclusion

Complete the disparity study for the City of Columbus which started in 2017.

Continue the implementation of a workforce diversity strategy for the City of Columbus.

Partnering with the Department of Human Resources, continue the implementation of Implicit Bias training for city personnel.

Implement the first citywide diversity scorecard using newly acquired software.

Build on the successes of the 2017 Ohio Municipalities Business Conference in promoting small, minority, and women owned business opportunities.

Expand the business opportunity assessment program which works to enhance the capacity of diverse businesses and help them find resources to enhance their ability to compete.

Increase supplier diversity outreach and engagement to increase the pool of diverse suppliers who can compete for City of Columbus contracting opportunities.

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

Continue to monitor and review city contracts for compliance; participate in targeted outreach activities, and other efforts to ensure fairness, equity, and inclusion in the city's procurement process.

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

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

The key for 2018 is collaboration and implementation.

2018 BUDGET NOTES

The Office of Diversity and Inclusion budget includes funding to help facilitate diversity and inclusion initiatives that have implications across all city departments. The office has budgeted 11 full-time positions, including a Workforce Manager to lead the Workforce Diversity program.

Department Financial Summary by Area of Expense					
Fund	2015 Actual	2016 Actual	2017 Budget	2017 Projected	2018 Proposed
General Fund					
Personnel	\$ 852,982	\$ 932,073	\$ 1,149,427	\$ 1,144,713	\$ 1,249,079
Materials & Supplies	4,954	4,911	7,750	7,750	8,000
Services	64,576	513,322	334,716	148,215	46,262
Transfer	-	-	-	150,000	-
General Fund Subtotal	922,512	1,450,305	1,491,893	1,450,678	1,303,341
Department Total	\$ 922,512	\$ 1,450,305	\$ 1,491,893	\$ 1,450,678	\$ 1,303,341

Department Personnel Summary					
Fund	FT/PT	2015 Actual	2016 Actual	2017 Budgeted	2018 Proposed
General Fund					
Office of Diversity & Inclusion	FT	9	9	11	11
Total		9	9	11	11

Operating Budget by Program					
Program	2017 Budget	2017 FTEs	2018 Proposed	2018 FTEs	
Administration	\$ 1,057,105	10	\$ 1,255,079	11	
Supplier Diversity	325,892	0	40,128	0	
Workforce Diversity	98,322	1	-	0	
Internal Services	10,574	0	8,134	0	
Department Total	\$ 1,491,893	11	\$ 1,303,341	11	



2018 PROGRAM GUIDE

ADMINISTRATION

To plan, implement, and evaluate the minority/female certification and contract compliance function for the City of Columbus.

SUPPLIER DIVERSITY

To ensure that the City of Columbus sources goods and services, in all commodity categories, from diverse suppliers, with a focus on expanding the number and capacity of certified diverse suppliers, and expand the variety of goods and services offered by those diverse suppliers. This mission will include developing policies to enhance inclusion and utilization efforts within the procurement process of the City of Columbus and its departments and commissions.

WORKFORCE DIVERSITY

To reflect the diversity of the residents that makes up the population of the City of Columbus. As we attract, retain, and develop city employees, we will focus on new and innovative ways to help ensure that diversity is a part of that process.

INTERNAL SERVICES

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

DEPARTMENT OF EDUCATION

Department Description

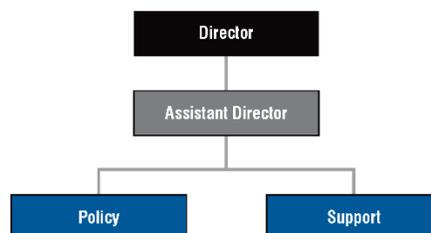
The Department of Education was created in 2014 at the recommendation of the Columbus Education Commission. The department works closely with local education agencies, high-quality pre-Kindergarten providers, local colleges and universities, community groups, businesses, and organizations devoted to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

In its first four years, the department greatly expanded pre-Kindergarten services in Columbus, serving 2,500 children since 2014. In addition to funding early learning programs for children, the department developed two new initiatives to increase the quality of existing pre-Kindergarten classrooms teachers. The Teacher Preparation Pipeline Scholarship program, created in association with Ohio State University, helps undereducated pre-Kindergarten teachers receive bachelor's degrees in Early Childhood Education. A program developed collaboratively with Columbus State Community College provides an accelerated path for child care workers to participate in a Child Development Associate (CDA) program. In the last two years, the department has provided the opportunity for 175 early learning teachers to participate in this program and receive college credit for their work.

Department Mission

The department is charged with promoting and encouraging public engagement in education issues, recommending policies, procedures, and legislation relative to public education, as well as implementing the recommendations of the Columbus Education Commission.

Education



Strategic Priorities for 2018



Early Childhood and Education

In 2018, through Early Start Columbus, the department will work to expand the number of pre-Kindergarten slots available to Columbus children and increase the quality of the programs in which Columbus children attend. This expansion is aligned with the Mayor's goal of universal access to a high-quality pre-Kindergarten education for every 4-year old in Columbus.

To ensure that the programs are high-quality, the department will contract with a third-party organization to assess both the progress of the children enrolled in the program and the program itself. These assessments will provide the information needed for the department and providers to make accurate data-driven decisions.

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

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

Providing a safe environment for children to learn after the school day ends remains a priority for the department. The department will continue to provide mini-grants to afterschool providers to assist them in their efforts. In 2018, the department will prioritize these grants to assist providers in priority neighborhoods.

The department will continue to work collaboratively with all community partners, including Columbus City Schools, Columbus State Community College, Action For Children, and Franklin County Department of Job and Family Services to advance the Mayor's goal.



Operational Efficiencies

The department will work to improve the quality of education and increase the number of children prepared to succeed in America's Opportunity City.

The main goal of the department is to fulfill the Mayor's vision that every 4-year old in Columbus has access to a high-quality pre-Kindergarten education.

The department braids city funds with other available funding sources, and requires that they be applied as "last dollar funding." With this strategy, the department is able to serve more children with the same level of funding.

The department utilizes a network of additional partners to add to the capacity of the work that it performs. Partners provide space for meetings and events, share data and information, allow us to use their communications systems to get out our message, and provide material and personnel support.

These partners include Columbus City Schools, Columbus State Community College, Action For Children, and Franklin County Department of Job and Family Services.

2018 BUDGET NOTES

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

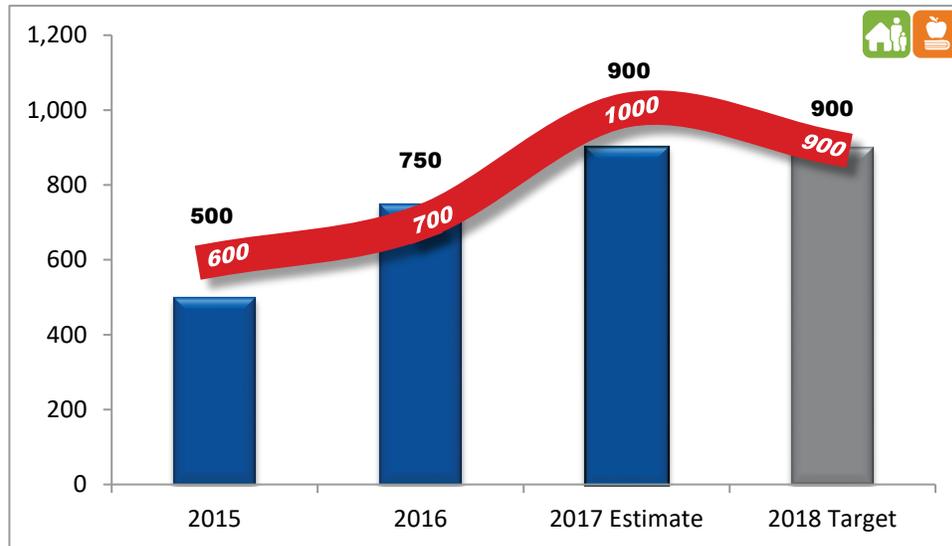
- A total of \$3,548,494 is budgeted for the Early Start Initiative, the community-wide effort aimed at preparing local children for kindergarten by expanding access and working with local providers to ensure the highest possible standard of quality in educational programming. These monies are braided with state and federal funding to further city resources and increase the number of children served.
- The After-school Grants program is funded at continuation levels with amounts budgeted to help support a variety of recreational and educational activities in safe places throughout the community for children to utilize after the school bell rings.



PERFORMANCE MEASURES

Early Start Columbus

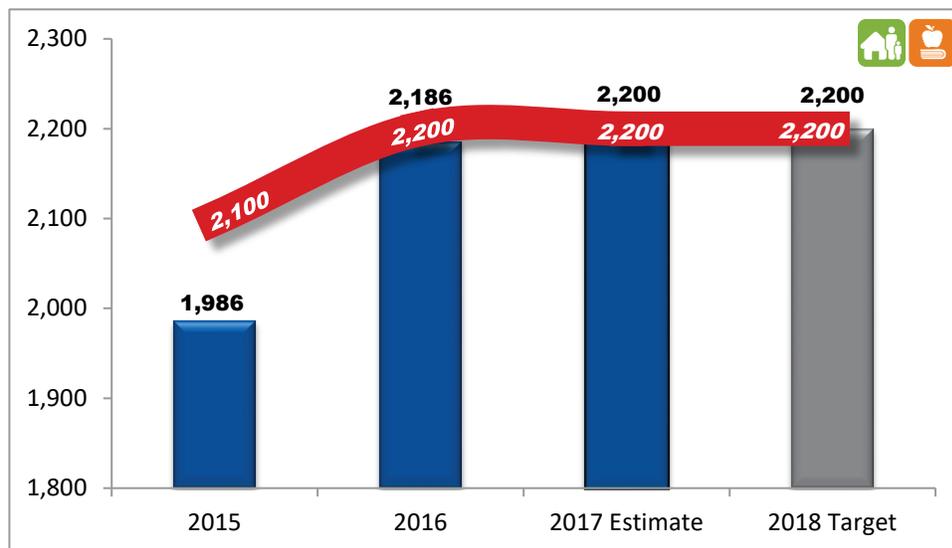
Number of children receiving pre-Kindergarten services



The Early Start program provides pre-Kindergarten services for four-year olds in an effort to help them be better prepared to enter kindergarten. In 2018, the goal will be to serve 900 children.

After-school Grant Program

Number of children participating in after-school programming activities



In 2015, the After-school Grant program provided 1,986 kids with a safe environment to continue their education at the end of the school day. This number grew to over 2,000 children in 2016 and estimates indicate a similar level of service projected for both 2017 and 2018.

Department Financial Summary by Area of Expense					
Fund	2015 Actual	2016 Actual	2017 Budget	2017 Projected	2018 Proposed
General Fund					
Personnel	\$ 467,130	\$ 451,361	\$ 493,755	\$ 470,799	\$ 524,503
Materials & Supplies	1,128	2,500	6,000	6,000	9,435
Services	5,263,121	5,672,255	5,882,702	5,571,229	3,978,756
General Fund Subtotal	5,731,379	6,126,116	6,382,457	6,048,028	4,512,694
Department Total	\$ 5,731,379	\$ 6,126,116	\$ 6,382,457	\$ 6,048,028	\$ 4,512,694

Department Personnel Summary					
Fund	FT/PT	2015 Actual	2016 Actual	2017 Budgeted	2018 Proposed
General Fund					
Education	FT	4	4	4	4
	PT	1	0	1	0
Total		5	4	5	4

Operating Budget by Program					
Program	2017 Budgeted	2017 FTEs	2018 Proposed	2018 FTEs	
Administration	\$ 1,258,390	4	\$ 572,796	4	
Early Start	4,731,325	0	3,548,494	0	
After-school Grants	389,819	0	389,819	0	
Internal Services	2,923	0	1,585	0	
Department Total	\$ 6,382,457	4	\$ 4,512,694	4	



2018 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.

DEPARTMENT OF BUILDING AND ZONING SERVICES

Department Description

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

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

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

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

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

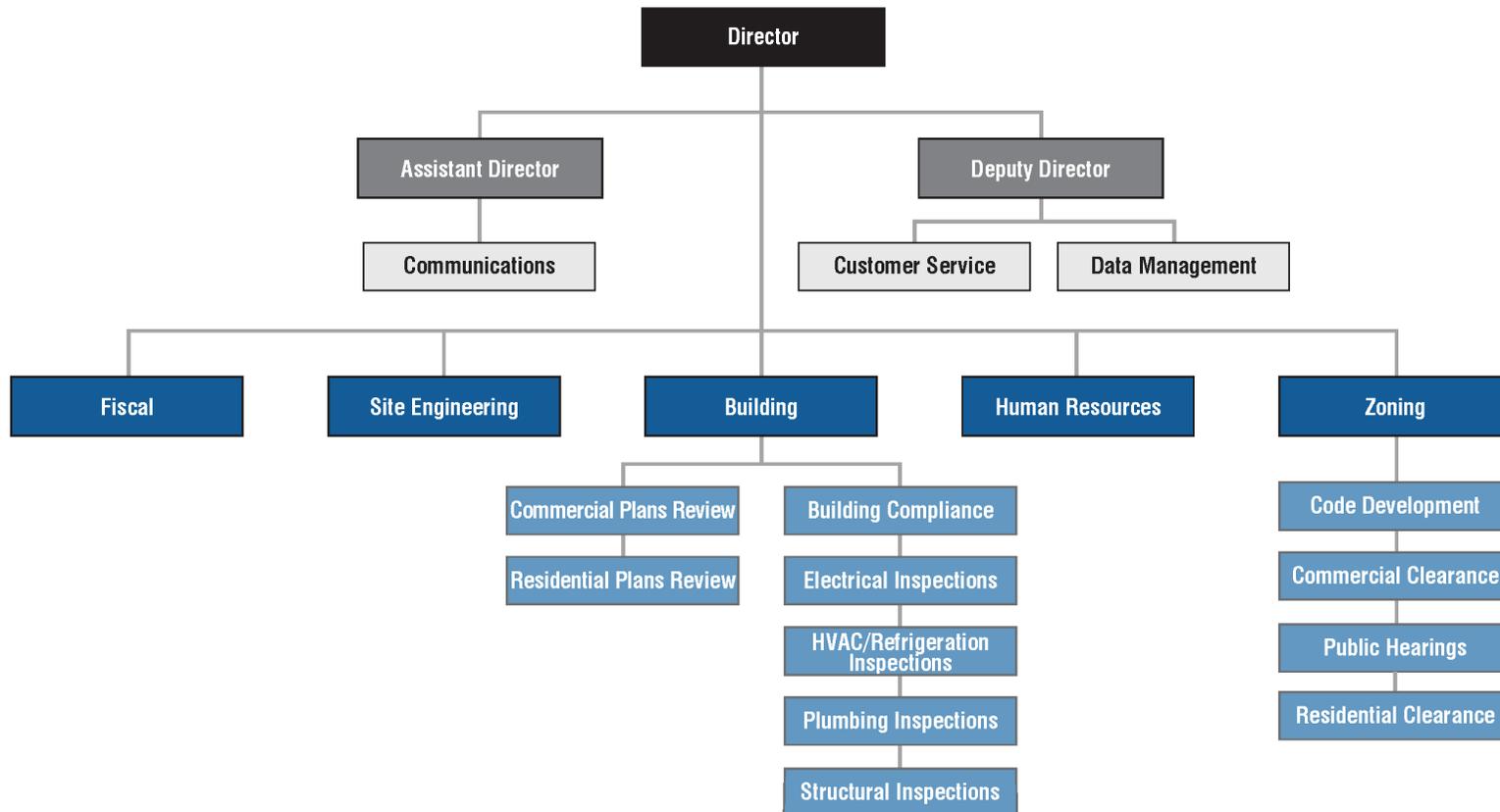
Department Mission

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

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

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

Building and Zoning Services



Strategic Priorities for 2018



Operational Efficiencies

Provide quality service and efficiency in plan submission through the continuation of the preliminary plan review process in collaboration with all departments.

Continue to update, educate, and communicate new policies/procedures that will improve the building process in our community.

Continue to manage necessary zoning code revisions such as definitions, residential standards, permitted uses, deletion of antiquated terms, and initiate necessary revisions to the Graphics Code.

Maintain an up-to-date website and continue to introduce effective information to the public.

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

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



Economic Development

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

Continue to partner with the construction industry in promoting safe, quality, and responsive services to consultants, contractors, and citizens of Columbus.



Public Safety and Health

Continue to enforce the Columbus Building and Zoning Codes throughout the permitting and inspection process.

Continue to provide all necessary safety resources and training to staff.

2018 BUDGET NOTES

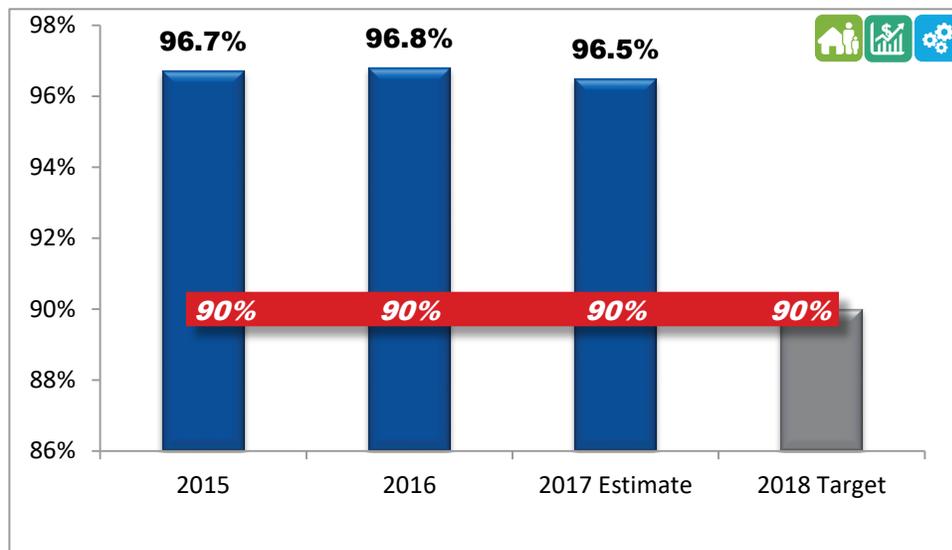
The 2018 budget provides continued funding for technology upgrades and enhancements associated with the Accela platform, including electronic records storage, electronic plans review and submission, and expedited plans reviews. In addition:

- The department will continue the electronic records storage project in 2018. This initiative will allow for the more expeditious processing of records requests and mitigate the risks associated with managing paper records.
- The department will continue to streamline processes for customers in 2018 with online permitting and review. Online permitting is up 85 percent year-to-date and currently represents almost 50 percent of the department's total permit volume.
- The department will increase staffing levels by 10 full-time and 9 part-time positions to meet the increased demand for services.

PERFORMANCE MEASURES

Plan Review Completed Within 30 Calendar Days

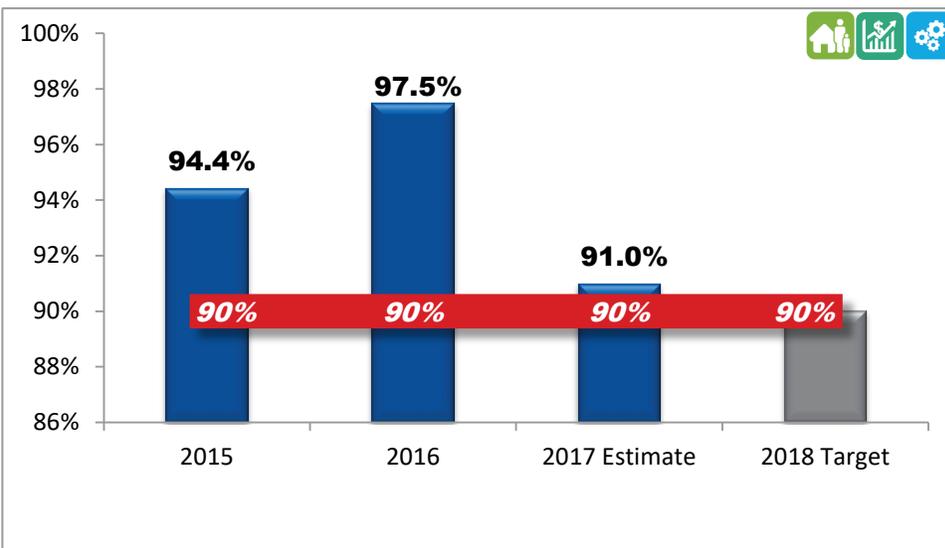
Percent of building plans reviewed for customers with approval or change requests



Through continued focus on promoting quality and responsive services to their customers, the percentage of plan reviews completed within 30 calendar days has continued to exceed the set target of 90 percent. At mid-year 2017, the division was on pace to complete 96.5 percent of plan reviews within the accepted timeline, keeping pace with last year's performance.

Industry Memorandum of Understanding Timelines Met

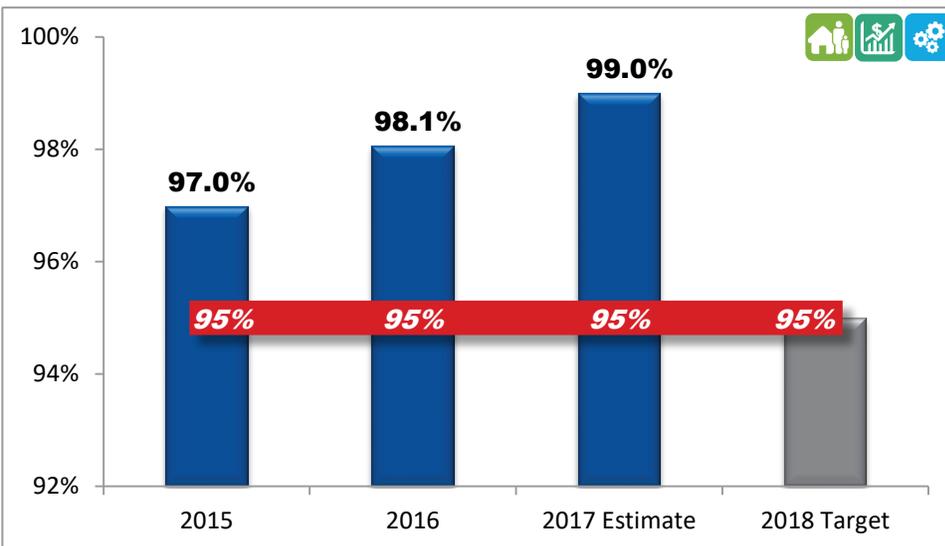
Percent of permits and reviews completed within the stated MOU timeline



Per a memorandum of understanding between the department and the industrial sector, the department has committed to meeting review and permitting timelines for private development projects, thus saving time and cost for the building industry. By mid-year 2017, the division expects to exceed MOU timelines at 91 percent.

Inspections Completed Within One Business Day

Percent of structural and mechanical inspections completed



The percentage of inspections completed in one business day has steadily increased since 2015. Over the period, the division has consistently exceeded the minimum target of 95 percent and is demonstrating steady improvement through ongoing efforts to streamline processes and create efficiencies for customers.

Building and Zoning

Department Financial Summary by Area of Expense					
Fund	2015 Actual	2016 Actual	2017 Budget	2017 Projected	2018 Proposed
Development Services Fund					
Personnel	\$ 14,233,968	\$ 14,746,512	\$ 16,108,291	\$ 15,506,987	\$ 17,466,027
Materials & Supplies	122,114	96,898	121,971	152,659	131,971
Services	2,650,576	3,039,107	3,745,790	3,697,168	4,200,000
Other	23,915	15,765	47,000	37,000	47,000
Capital	-	577,732	280,000	845,684	280,000
Transfer	-	-	-	500,000	-
Development Services Fund Subtotal	17,030,573	18,476,014	20,303,052	20,739,499	22,124,998
Department Total	\$ 17,030,573	\$ 18,476,014	\$ 20,303,052	\$ 20,739,499	\$ 22,124,998

Department Personnel Summary					
Fund	FT/PT	2015 Actual	2016 Actual	2017 Budgeted	2018 Proposed
Development Services Fund					
	FT	140	134	146	156
	PT	9	11	11	20
	Total	149	145	157	176

Operating Budget by Program				
Program	2017 Budgeted	2017 FTEs	2018 Proposed	2018 FTEs
Fiscal	\$ 250,238	2	\$ 259,825	2
Human Resources	378,680	3	390,547	3
Administration	731,683	5	752,805	5
Data Management	831,236	6	906,110	6
Customer Service	1,841,408	17	2,172,050	19
Building Services	10,384,786	89	11,208,119	92
Engineering Services	776,701	5	912,813	8
Zoning Services	2,030,310	19	2,300,509	21
Internal Services	3,078,010	0	3,222,220	0
Department Total	\$ 20,303,052	146	\$ 22,124,998	156

For additional financial information related to the Department of Building and Zoning Services, please refer to the development services fund contained within the Special Revenue section.



2018 PROGRAM GUIDE

FISCAL	To provide leadership, direction, and support relating to fiscal functions for the department.
HUMAN RESOURCES	To provide leadership, direction, and support relating to human resources for the department.
ADMINISTRATION	To ensure all sections of the department operate at maximum capacity to provide prompt delivery of services to the citizens of Columbus.
DATA MANAGEMENT	To provide leadership, direction, and support relating to data management functions for the department.
CUSTOMER SERVICE	To provide prompt, accurate service to our customers and review and process applications for licenses and permits.
BUILDING SERVICES	To ensure the health and safety of the citizens of Columbus by reviewing plans for and inspecting residential and commercial structures.
ENGINEERING SERVICES	To provide efficient review of private development projects while ensuring compliance to city engineering and code requirements.
ZONING SERVICES	To review all drawings, site plans, graphic permits, lot split requests, and rezoning and variance requests presented for compliance with existing Columbus City Code and other legislated requirements.
INTERNAL SERVICES	To account for the internal service charges of the department necessary to maintain operations.

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DEPARTMENT OF DEVELOPMENT

Department Description

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

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

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

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

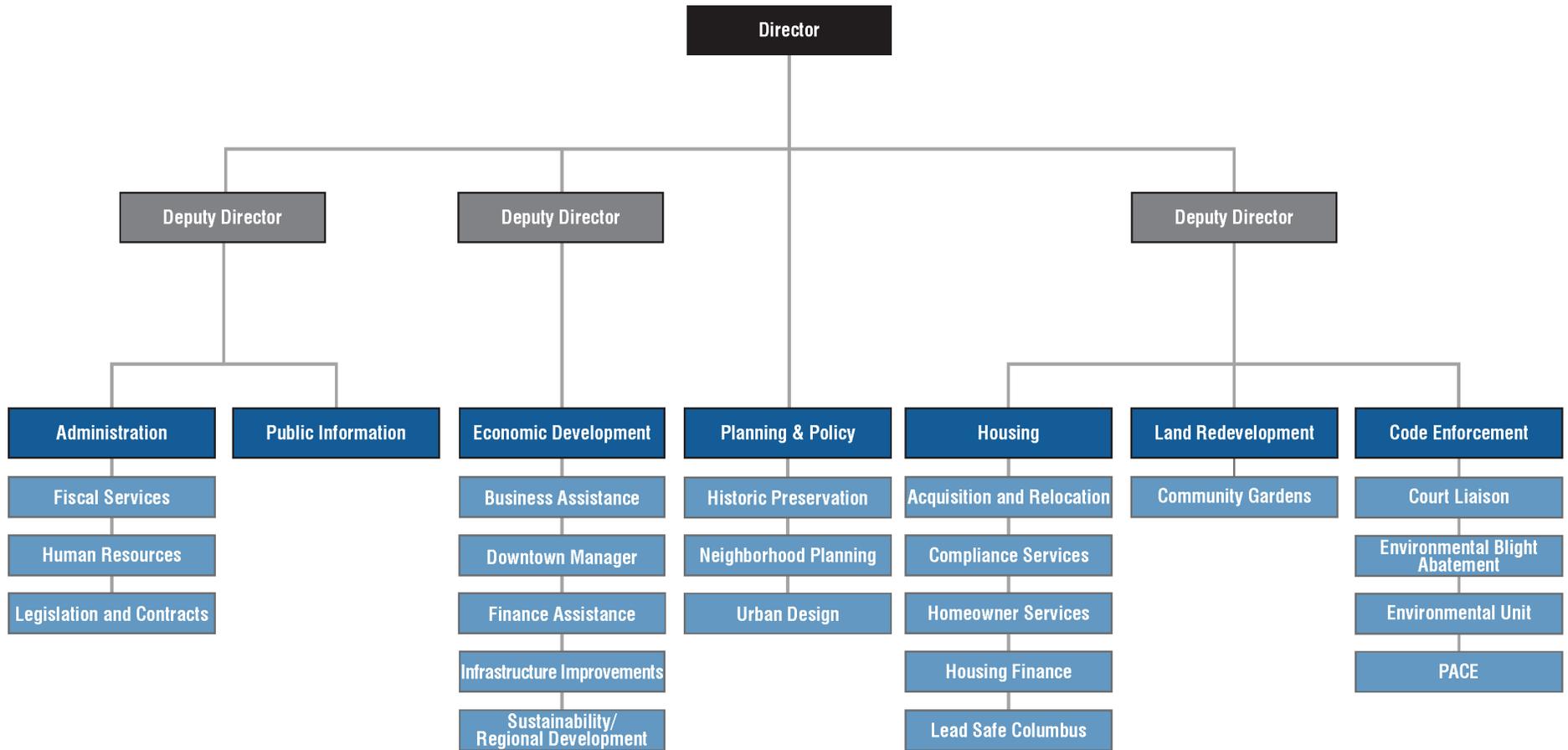
The department's **Housing Division** serves Columbus by preserving and producing housing that helps build strong, distinct, and vibrant neighborhoods, offering programs to assist homeowners, housing developers, and rental property owners.

Department Mission

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

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

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



Strategic Priorities for 2018



Neighborhoods

Work with the Department of Neighborhoods to enhance customer service and quickly respond to citizen issues.

Undertake intensive, targeted public-private partnerships in key neighborhoods to encourage economic and social transformation.

Utilize the Columbus Land Bank and housing programs to target acquisition of foreclosed properties, demolish blighted structures, and renovate vacant homes into community assets.

Enhance code enforcement of commercial properties.

Serve as a coordinating point for state, federal, not-for-profit, and for-profit housing development efforts aimed at providing an affordable mix of high quality housing for all Columbus residents.

Assist low- and moderate-income homeowners with financing for home repair projects.

Assist homeowner counseling agencies with the provision of first time homebuyer and foreclosure prevention counseling.

Review and adjust residential property tax abatements to ensure that programs are encouraging an appropriate mix of residential investments in underperforming neighborhoods and close to major job centers.

Provide a planning framework for neighborhoods by developing and updating key planning documents.

Continue support for community organizations that provide social services to our community.



Diversity and Inclusion

In coordination with the Office of Diversity and Inclusion:

Review current procurement processes and implement a plan to increase opportunities for minority business enterprises.

Enhance our efforts to attract diverse candidates for department employment vacancies and promotion opportunities.

Improve the diversity and inclusion proficiency within our workforce.

Strategic Priorities for 2018 (cont.)



Economic Development

Proactively pursue opportunities for job growth and investment through improved marketing efforts that will build awareness of the City of Columbus' strengths and potential.

Foster growth among existing and emerging industries through a targeted business retention and expansion program.

Leverage relationships with Columbus 2020, Rev1 Ventures, The Ohio State University, and the business community to encourage entrepreneurship, innovation, and commercialization.

Create and implement a strategy that fosters international business relationships leading to increased foreign direct investment.

Support ongoing development in neighborhood commercial corridors through the use of small business grants and loans.

Continue implementation of a green economic development policy to encourage investment in environmentally sustainable business growth.



Early Childhood and Education

Continue to support CelebrateOne efforts to improve social and economic conditions that drive disparities across our community and in the highest risk neighborhoods.



Operational Efficiencies

Increase the use of project tracking databases to identify opportunities to improve the service and performance of programs.

Evaluate opportunities to outsource non-core or specialized functions to external partners when appropriate.

Seek at least three national awards and recognition for department programs, projects, or services.

2018 BUDGET NOTES

ADMINISTRATION

Total support for social service agencies in 2018 is \$5 million, and is comprised of \$2.46 million in general fund support and \$2.54 million in emergency human services funds. In addition:

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

ECONOMIC DEVELOPMENT

The division will continue to focus its efforts on the retention and expansion of existing Columbus businesses, the attraction of new businesses to Columbus, and the creation of new business opportunities from local research institutions and community entrepreneurs. In addition:

- The division budgeted \$700,000 to assist in the economic development efforts being put forth by Columbus 2020.
- Funding of \$450,000 will be provided for organizations, including Rev1 Ventures, that support entrepreneurship, startups, and small businesses throughout Columbus.
- The division supports downtown development through a contract with the Capital Crossroads Special Improvement District for \$190,000. The Morse Road Special Improvement District will receive \$75,000 for maintenance of the streetscape improvements and other enhancements in the public right-of-way.
- \$100,000 is being allocated to Columbus State Community College to promote economic development and partnership within the Creative Campus area.
- The division supports local economic development through provision of loans from the economic development loan fund and through contracts with economic development-oriented agencies. The community development block grant (CDBG) supported budget for economic development efforts is approximately \$777,000.
- The Neighborhood Design Center will receive \$143,000 for support of business improvements for businesses and business associations within the city's Neighborhood Commercial Revitalization (NCR) districts.
- Additional economic development activities include \$75,000 for Sister Cities and \$250,000 for PACT (Partners Achieving Community Transformation) to support near east side neighborhood efforts.

CODE ENFORCEMENT

Total support for code enforcement and environmental nuisance activities in 2018 is \$8.8 million, with \$8 million provided in the general fund and \$850,000 in the community development block grant fund. Included in total funding:

- \$400,000 is included to procure weed cutting services on foreclosed properties that have been abandoned.
- An additional property maintenance specialist position was added in 2017 in the Environmental Nuisance program to assist with complex zoning cases and will be fully funded in 2018.

PLANNING

The general fund supports 18 full-time equivalent positions in 2018. Funding of \$29,000 is included for the maintenance of public art.

HOUSING

Support for the Community Shelter Board and the Rebuilding Lives program will provide funding of approximately \$6.3 million in 2018. The majority of funding for these programs comes from the general fund, though minor allocations, totaling \$325,000 and \$10,000, are provided by HOME and CDBG funds, respectively. In addition:

- The Affordable Housing Trust (AHT) fund, administered through the Affordable Housing Trust for Columbus and Franklin County, was formed in 2000 to address the housing shortage affecting working families. The AHT fund was seeded with \$2 million in Urban Development Action Grant (UDAG) repayments and receives annual deposits of 8.43 percent of the city's portion of the hotel/motel tax fund revenues. City support for AHT programs is estimated at \$1.8 million in 2018.
- HOME funds totaling \$134,800 will be used to provide community housing development organizations with operating grants.

LAND REDEVELOPMENT

The Division of Land Redevelopment was created to better track services provided by the Land Redevelopment Office which previously reported under the Division of Administration. This is the second full year of funding for the Division of Land Redevelopment as a separate entity. The division improves Columbus neighborhoods by returning vacant, abandoned and underutilized residential and commercial properties to productive community assets. The general fund supports 5 full-time equivalent positions in 2018. In addition:

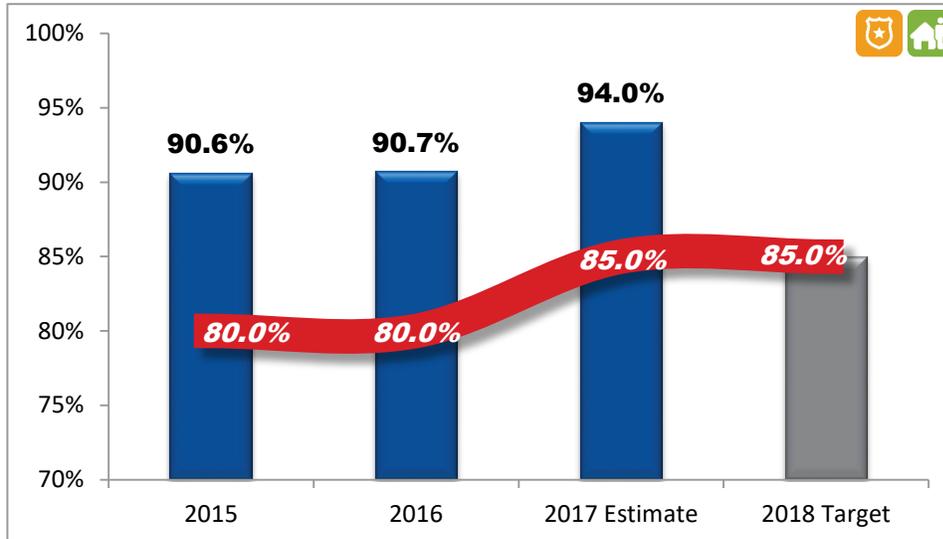
- \$150,000 is included for lawn care to fund mowing contracts used in caring for these properties.



PERFORMANCE MEASURES

Interior Code Request

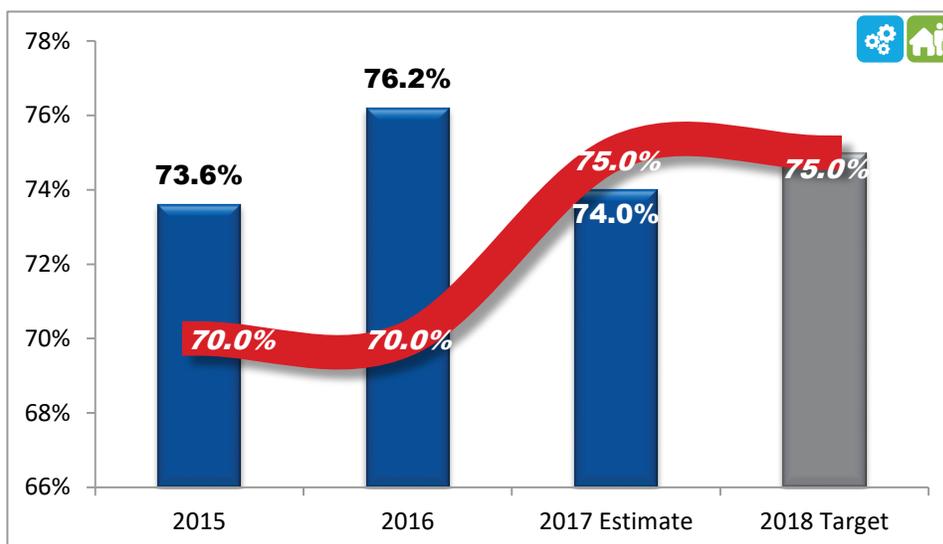
Percent of interior code enforcement requests investigated within two business days



Interior emergency code enforcement requests are a higher priority and include issues of immediate concern to the health and safety of residents. The Code Enforcement Division maintains that it will respond to 85 percent of these requests within two business days. The division expects that it will once again meet this goal in 2018.

Non-Emergency Code Request

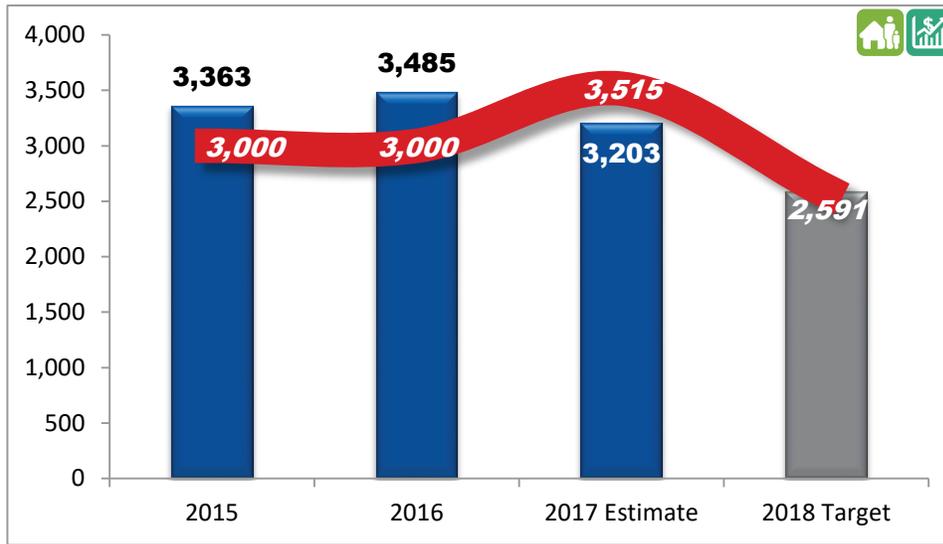
Percent of non-emergency code enforcement requests responded to within ten business days



Response times to non-emergency code enforcement requests are dependent on a number of factors including demand, staffing availability, the nature of the complaint, and weather conditions. The Code Enforcement Division has surpassed the goal of responding to these within the time limit for the past two years and maintains that moving forward, it will aim to respond to 75 percent within ten business days.

Jobs Created

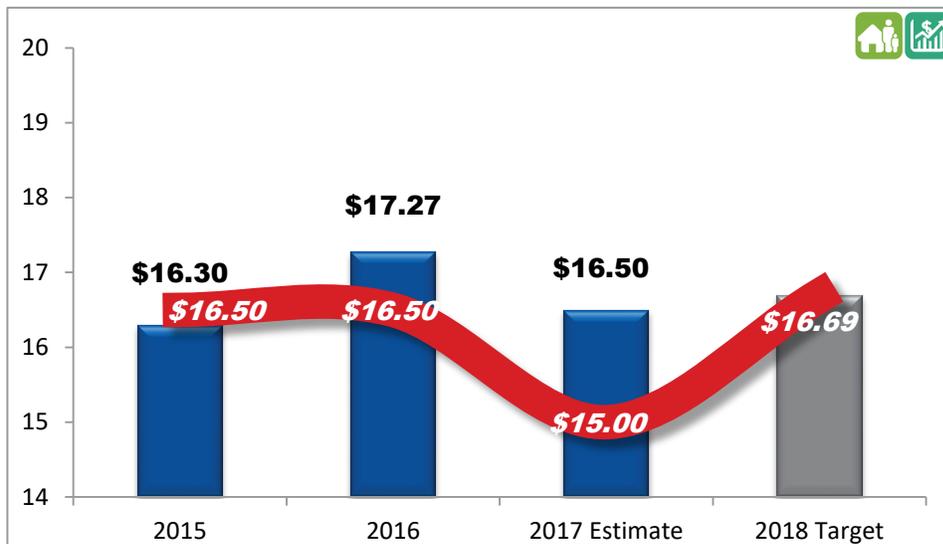
Number of jobs created or retained



The Economic Development Division of the Development Department has consistently exceeded the goal of 3,000 jobs created or retained through economic development initiatives by nearly 20 percent. This effort is a direct correlation to the mission of promoting economic growth in the city. It is estimated that 2,591 jobs will be created or retained in the 2018 budget year.

Private Investment Dollars

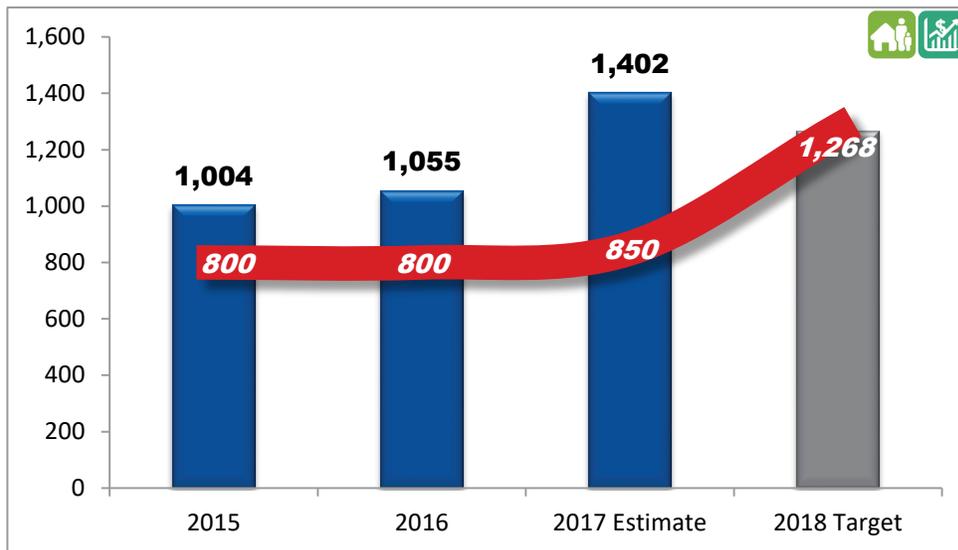
Private investment dollars leveraged per dollar of public investment and incentives



The economic health of a community is dependent on the success of public and private partnership investments. The Economic Development Division continues to work to provide incentives to increase private investment dollars to assist with the economic development initiatives supported by the city.

Rehabilitated Homes

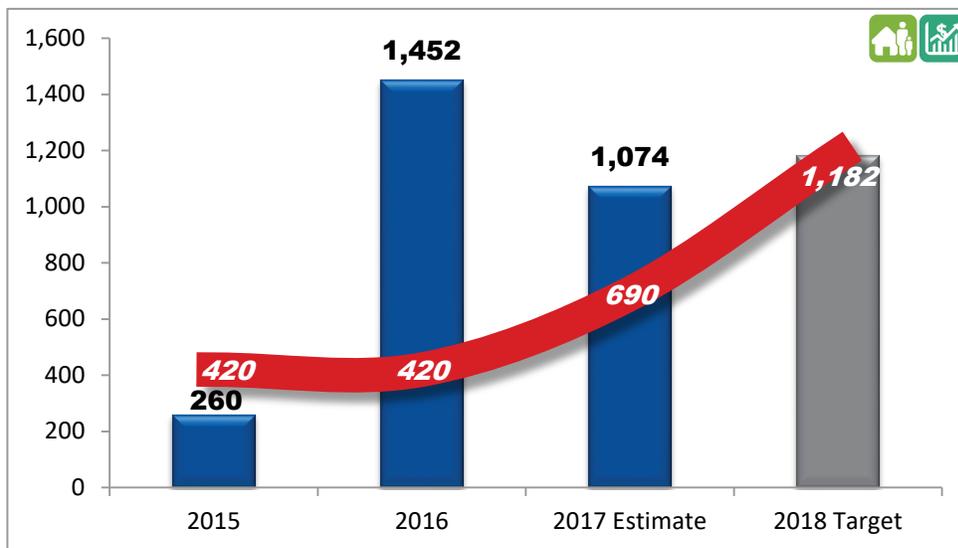
Number of homes rehabilitated



The number of homes rehabilitated has consistently exceeded the goal of 800 annually. The Housing Division will increase this goal by striving to rehabilitate 1,268 homes in 2018. This will have a direct impact on creating and promoting strong, vibrant, healthy Columbus neighborhoods leading to improved economic growth.

Financed Housing

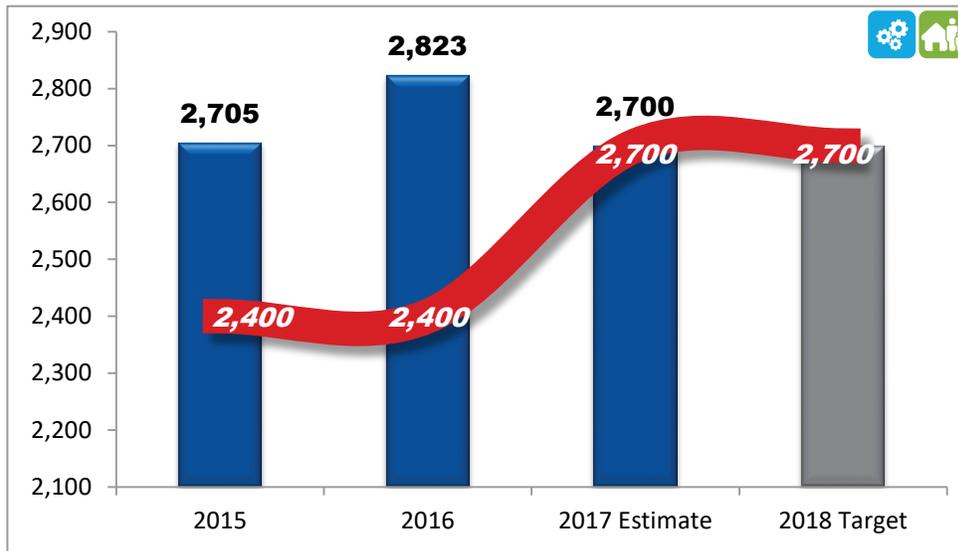
Number of housing projects financed



The Housing Division works to create affordable housing by providing resources and technical programs to assist homebuyers and investors with financing housing projects. The division is on track to surpass the goal of 690 housing projects financed in 2017 and will increase the target to 1,182 in 2018. This is a direct investment in developing strong, vibrant neighborhoods.

Plans Reviewed

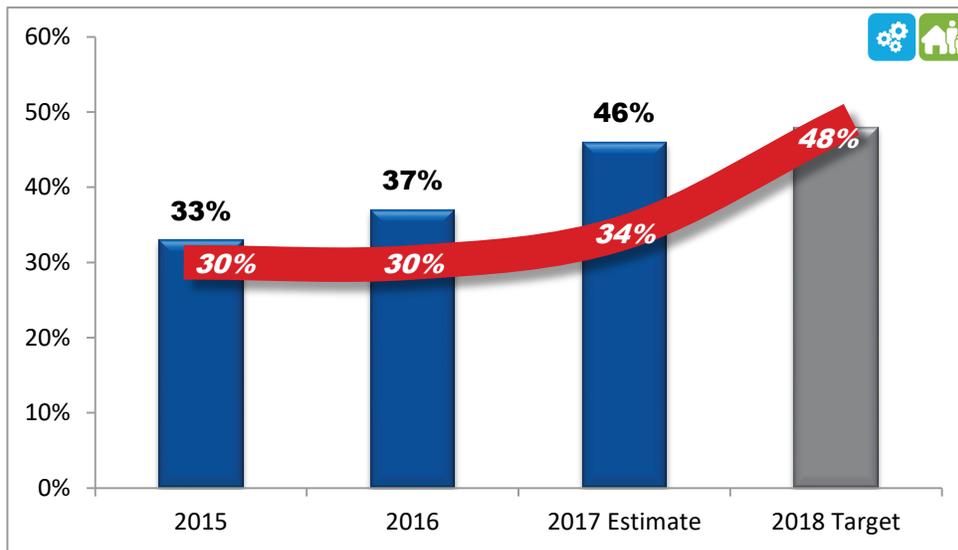
Number of development review items processed



Another sign of economic growth is property development requests from citizens. When such requests are made, the Planning Division is required to review those plans. Through its high quality customer service, the division projects to review approximately 2,700 plans in 2017, equal to the target. As a result, the target will remain at 2,700 for 2018.

Land Use Plans

Percent of plans older than ten years



The Planning Division produces land use plans for parts of the city. Plans that are older than 10 years are no longer relevant. The division has set a target that less than 48 percent of the plans will be older than 10 years in 2018. Work is continuously done to review and revise the information and reduce the number of outdated plans.

Department Financial Summary by Area of Expense					
Fund	2015 Actual	2016 Actual	2017 Budget	2017 Projected	2018 Proposed
General Fund					
Administration					
Personnel	\$ 3,146,092	\$ 3,377,409	\$ 2,635,052	\$ 2,571,476	\$ 2,848,009
Materials & Supplies	18,878	25,678	22,200	22,200	11,030
Services	3,159,277	3,248,076	3,259,111	3,057,749	2,669,599
Other	150,000	-	-	-	-
Transfers	27,210	16,383	-	-	-
Administration Subtotal	6,501,457	6,667,546	5,916,363	5,651,425	5,528,638
Economic Development					
Personnel	720,107	908,269	971,703	902,812	1,055,511
Materials & Supplies	2,306	5,268	6,950	4,003	8,000
Services	2,638,995	3,470,991	2,459,975	2,913,848	2,589,546
Other	13,626,802	16,448,834	-	13,782,211	-
Economic Development Subtotal	16,988,211	20,833,361	3,438,628	17,602,874	3,653,057
Code Enforcement					
Personnel	6,140,696	6,562,378	6,786,941	6,022,951	7,207,684
Materials & Supplies	51,010	61,886	74,100	47,306	58,000
Services	782,346	842,540	700,979	897,471	713,807
Other	2,107	561	10,000	-	-
Code Enforcement Subtotal	6,976,159	7,467,365	7,572,020	6,967,728	7,979,491
Planning					
Personnel	1,589,403	1,585,738	1,853,367	1,788,467	1,915,632
Materials & Supplies	12,393	9,104	16,750	4,125	9,000
Services	55,475	44,209	77,311	71,921	83,148
Planning Subtotal	1,657,270	1,639,051	1,947,428	1,864,513	2,007,780
Housing					
Personnel	421,885	398,108	431,930	405,704	651,609
Materials & Supplies	993	1,525	1,950	1,950	17,200
Services	4,820,331	4,823,359	5,648,929	5,667,387	5,643,622
Housing Subtotal	5,243,208	5,222,992	6,082,809	6,075,041	6,312,431
Land Redevelopment					
Personnel	-	-	499,835	505,192	518,427
Services	-	-	-	150,000	151,500
Land Redevelopment Subtotal	-	-	499,835	655,192	669,927
General Fund Subtotal	37,366,306	41,830,315	25,457,083	38,816,773	26,151,324
Community Development Block Grant					
Administration					
Personnel	858,904	568,847	255,892	176,142	-
Materials & Supplies	-	2,000	2,789	2,637	-
Services	251,215	201,645	2,000	-	-
Administration Subtotal	1,110,119	772,491	260,681	178,779	-
Economic Development					
Personnel	793,741	645,921	840,229	747,162	156,429
Materials & Supplies	2,100	-	2,250	2,250	-
Services	698,208	657,703	632,750	622,650	620,650
Economic Development Subtotal	1,494,049	1,303,624	1,475,229	1,372,062	777,079
Code Enforcement					
Personnel	833,401	841,719	895,151	900,993	849,366
Materials & Supplies	10,979	4,000	12,000	-	-
Services	160,000	160,468	160,000	160,000	-
Capital	35,605	-	-	-	-
Code Enforcement Subtotal	1,039,984	1,006,187	1,067,151	1,060,993	849,366
Housing					
Personnel	956,461	1,038,806	1,305,487	1,160,231	1,262,182
Materials & Supplies	20,198	8,171	22,400	7,891	-
Services	1,258,711	985,784	1,559,100	1,512,388	1,339,389
Other	950,000	1,300	-	-	-
Housing Subtotal	3,185,370	2,034,061	2,886,987	2,680,510	2,601,571
Land Redevelopment					
Personnel	-	-	270,637	238,040	-
Land Redevelopment Subtotal	-	-	270,637	238,040	-
CDBG Fund Subtotal	6,829,522	5,116,364	5,960,685	5,530,385	4,228,016
Emergency Human Services Fund					
Administration					
Services	2,341,782	2,508,386	2,456,000	2,456,000	2,542,000
Emergency Human Services Fund Subtotal	2,341,782	2,508,386	2,456,000	2,456,000	2,542,000
Department Total	\$ 46,537,610	\$ 49,455,065	\$ 33,873,768	\$ 46,803,158	\$ 32,921,340

Development

Division Financial Summary by Area of Expense						
Fund	2015 Actual	2016 Actual	2017 Budget	2017 Projected	2018 Proposed	
Administration						
General Fund						
Personnel	\$ 3,146,092	\$ 3,377,409	\$ 2,635,052	\$ 2,571,476	\$ 2,848,009	
Materials & Supplies	18,878	25,678	22,200	22,200	11,030	
Services	3,159,277	3,248,076	3,259,111	3,057,749	2,669,599	
Other	150,000	-	-	-	-	
Transfers	27,210	16,383	-	-	-	
General Fund Subtotal	6,501,457	6,667,546	5,916,363	5,651,425	5,528,638	
CDBG Fund						
Personnel	858,904	568,847	255,892	176,142	-	
Materials & Supplies	-	2,000	2,789	2,637	-	
Services	251,215	201,645	2,000	-	-	
CDBG Fund Subtotal	1,110,119	772,491	260,681	178,779	-	
Emergency Human Services Fund						
Services	2,341,782	2,508,386	2,456,000	2,456,000	2,542,000	
Emergency Human Services Fund Subtotal	2,341,782	2,508,386	2,456,000	2,456,000	2,542,000	
Administration Subtotal	9,953,358	9,948,423	8,633,044	8,286,204	8,070,638	
Economic Development						
General Fund						
Personnel	720,107	908,269	971,703	902,812	1,055,511	
Materials & Supplies	2,306	5,268	6,950	4,003	8,000	
Services	2,638,995	3,470,991	2,459,975	2,913,848	2,589,546	
Other	13,626,802	16,448,834	-	13,782,211	-	
General Fund Subtotal	16,988,211	20,833,361	3,438,628	17,602,874	3,653,057	
CDBG Fund						
Personnel	793,741	645,921	840,229	747,162	156,429	
Materials & Supplies	2,100	-	2,250	2,250	-	
Services	698,208	657,703	632,750	622,650	620,650	
CDBG Fund Subtotal	1,494,049	1,303,624	1,475,229	1,372,062	777,079	
Economic Development Subtotal	18,482,260	22,136,985	4,913,857	18,974,936	4,430,136	

Division Financial Summary by Area of Expense (Cont.)						
Fund		2015	2016	2017	2017	2018
		Actual	Actual	Budget	Projected	Proposed
Code Enforcement						
General Fund						
	Personnel	6,140,696	6,562,378	6,786,941	6,022,951	7,207,684
	Materials & Supplies	51,010	61,886	74,100	47,306	58,000
	Services	782,346	842,540	700,979	897,471	713,807
	Other	2,107	561	10,000	-	-
	General Fund Subtotal	6,976,159	7,467,365	7,572,020	6,967,728	7,979,491
CDBG Fund						
	Personnel	833,401	841,719	895,151	900,993	849,366
	Materials & Supplies	10,979	4,000	12,000	-	-
	Services	160,000	160,468	160,000	160,000	-
	Capital	35,605	-	-	-	-
	CDBG Fund Subtotal	1,039,984	1,006,187	1,067,151	1,060,993	849,366
	Code Enforcement Subtotal	8,016,143	8,473,552	8,639,171	8,028,721	8,828,857
Planning						
General Fund						
	Personnel	1,589,403	1,585,738	1,853,367	1,788,467	1,915,632
	Materials & Supplies	12,393	9,104	16,750	4,125	9,000
	Services	55,475	44,209	77,311	71,921	83,148
	Planning Subtotal	1,657,270	1,639,051	1,947,428	1,864,513	2,007,780
Housing						
General Fund						
	Personnel	421,885	398,108	431,930	405,704	651,609
	Materials & Supplies	993	1,525	1,950	1,950	17,200
	Services	4,820,331	4,823,359	5,648,929	5,667,387	5,643,622
	General Fund Subtotal	5,243,208	5,222,992	6,082,809	6,075,041	6,312,431
CDBG Fund						
	Personnel	956,461	1,038,806	1,305,487	1,160,231	1,262,182
	Materials & Supplies	20,198	8,171	22,400	7,891	-
	Services	1,258,711	985,784	1,559,100	1,512,388	1,339,389
	Other	950,000	1,300	-	-	-
	CDBG Fund Subtotal	3,185,370	2,034,061	2,886,987	2,680,510	2,601,571
	Housing Subtotal	8,428,578	7,257,053	8,969,796	8,755,551	8,914,002
Land Redevelopment						
General Fund						
	Personnel	-	-	499,835	505,192	518,427
	Services	-	-	-	150,000	151,500
	General Fund Subtotal	-	-	499,835	655,192	669,927
CDBG Fund						
	Personnel	-	-	270,637	238,040	-
	CDBG Fund Subtotal	-	-	270,637	238,040	-
	Land Redevelopment Subtotal	-	-	770,472	893,232	669,927
Department Total		\$ 46,537,610	\$ 49,455,065	\$ 33,873,768	\$ 46,803,158	\$ 32,921,340

Department Personnel Summary					
Fund	FT/PT	2015 Actual	2016 Actual	2017 Budgeted	2018 Proposed
General Fund					
Administration	FT	32	19	22	23
Economic Development	FT	8	9	9	9
Code Enforcement	FT	71	70	71	72
Planning	FT	17	18	18	18
Housing	FT	5	4	5	7
Land Redevelopment	FT	0	8	5	5
Community Development Block Grant					
Administration	FT	6	4	2	0
Economic Development	FT	7	7	7	1
Code Enforcement	FT	9	8	9	8
Housing	FT	13	14	15	15
Land Redevelopment	FT	0	1	2	0
Total		168	162	165	158

Operating Budget by Program				
Program	2017 Budget	2017 FTEs	2018 Proposed	2018 FTEs
Administration	\$ 3,026,131	19	\$ 8,765,728	24
Internal Services	228,891	0	242,398	0
Fiscal	769,624	7	770,303	7
Human Resources	372,237	4	371,901	4
Social Services	5,000,000	0	5,000,000	0
Land Banking	647,510	7	668,427	5
Vacant and Abandoned Property	390,960	4	-	0
Job Creation & Expansion	3,428,253	9	3,641,461	9
Code Enforcement	7,408,640	70	8,028,987	73
Environmental Nuisance	999,540	10	623,063	8
Homeownership Assistance	1,257,873	13	766,345	8
Housing Activity Delivery	5,875,882	0	-	0
Neighborhood Planning	363,108	3	653,287	7
Urban Design	236,394	2	242,569	2
Historic Preservation	751,563	7	509,452	5
Relocation	105,573	1	99,496	1
Affordable Housing Opportunity Program	1,077,155	0	997,155	0
Business Development Office	234,308	2	-	0
CD Collaborative	45,000	0	45,000	0
Continuum of Care	10,000	0	10,000	0
Economic Development Loans	607,710	2	533,165	1
Fair Housing	105,456	0	225,000	0
Homebuyer Counseling	72,604	0	60,234	0
Housing Development Financing	155,116	2	352,426	4
Neighborhood Commercial Development	633,211	3	243,914	0
Rebuilding Lives	71,029	0	71,029	0
Department Total	\$ 33,873,768	165	\$ 32,921,340	158

For additional financial information related to the Development Department, please refer to the community development block grant (CDBG) fund and the emergency human services (EHS) fund contained within the CDBG Fund and All Funds Summary sections.



2018 PROGRAM GUIDE

ADMINISTRATION

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

INTERNAL SERVICES

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

FISCAL

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

HUMAN RESOURCES

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

SOCIAL SERVICES

To provide support in the areas of homelessness, workforce development, youth, and other programs to Columbus' residents and neighborhoods.

LAND BANKING

To improve Columbus neighborhoods by returning abandoned and underutilized residential and commercial properties to productive community assets.

VACANT AND ABANDONED PROPERTY

To address the blight and nuisances that are created by vacant structures through a three point plan of code enforcement, demolition of structures identified as a hazard to the health, safety, and welfare of neighborhoods, and financial assistance to homeowners and rental property owners.

JOB CREATION AND EXPANSION

To leverage city assets to help businesses of all sizes grow and thrive in Columbus.

CODE ENFORCEMENT

To improve the quality of life in Columbus neighborhoods through enforcement of the city's housing, zoning, graphics, health sanitation, and safety codes.

ENVIRONMENTAL NUISANCE

To address the condition of vacant and blighted properties located within the city.

HOMEOWNERSHIP ASSISTANCE

To partner with non-profit and for profit organizations, lenders, and other financial organizations to build or rehabilitate housing for homeownership and rental.

HOUSING ACTIVITY DELIVERY

To administer all housing programs including the Affordable Housing Opportunity Program, acquisition and relocation compliance, residential tax incentive, and lead abatement programs.

NEIGHBORHOOD PLANNING

To work in partnership with Columbus residents to develop and implement long range plans that address land use, urban design, and capital improvements. Plan implementation activities include undertaking development review, working with the Urban Infrastructure Recovery Fund Program, and providing staff support of the East Franklinton Review Board, Rocky Fork, and Big Darby panels. The section also manages the annexation program and provides direct support to CelebrateOne, the city's effort to lower the infant mortality rate.

URBAN DESIGN

To undertake urban design projects and provide staff support to the Downtown Commission and University Area Review Board, both being charged with approval authority for projects falling within their respective boundaries.

HISTORIC PRESERVATION

To provide staff support to five architectural review commissions with approval authority for projects falling within the city's historic districts or listed individually on the Columbus Register of Historic Properties. The section conducts Section 106 reviews in partnership with the State Historic Preservation Office and provides technical assistance to property owners and potential buyers who would like to purchase historic properties.

RELOCATION

To provide technical review of each CDBG and HOME funded activity for compliance with the federal Uniform Act.

**AFFORDABLE HOUSING
OPPORTUNITY PROGRAM**

To assist low to moderate income owner-occupied homes through programs operated by the Housing Division.

**BUSINESS DEVELOPMENT
OFFICE**

To act as a liaison between the city and its loan underwriters.

CD COLLABORATIVE

To provide leadership, financial support, training, and direct technical assistance to Columbus' neighborhood based community development corporations.

CONTINUUM OF CARE

To provide funding for the preparation and submission of the Continuum of Care funding application which supports the city's efforts to provide housing units to homeless individuals and to develop permanent supportive housing.

**ECONOMIC DEVELOPMENT
LOANS**

To provide assistance to emerging and small businesses for the purposes of business development and job creation.

FAIR HOUSING

To ensure housing choice for all residents of Columbus with the overall objective of removing barriers to equal housing opportunities as identified in the Fair Housing Action Plan.

HOMEBUYER COUNSELING

To provide homebuyer education and assistance for residents. Includes funding for contracts with HUD approved housing counseling agencies for the provision of homebuyer and homeowner assistance.

**HOUSING DEVELOPMENT
FINANCING**

To address the issue of affordable housing by preserving and expanding affordable housing opportunities.

**NEIGHBORHOOD
COMMERCIAL DEVELOPMENT**

To foster business expansions in areas of need. To implement the city's initiative in targeted Neighborhood Commercial Revitalization (NCR) areas.

REBUILDING LIVES

To meet the short-term and long-term needs of homeless men and women through an improved safety net of emergency shelter.

DEPARTMENT OF FINANCE AND MANAGEMENT

Department Description

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

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

The **Financial Management** group includes budget management, construction prequalification, 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. Construction prequalification provides fair and equitable evaluations of all entities seeking to do business with the city. The grants management office provides budget preparation and program monitoring for several federal grant programs. The mail room and print shop provides 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 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.

department. The capital and debt management office provides coordination of the capital improvement budget and the six-year capital improvement program.

The **Asset Management Group** is comprised of the Divisions of Facilities and Fleet Management, as well as the Offices of Construction and Real Estate Management.

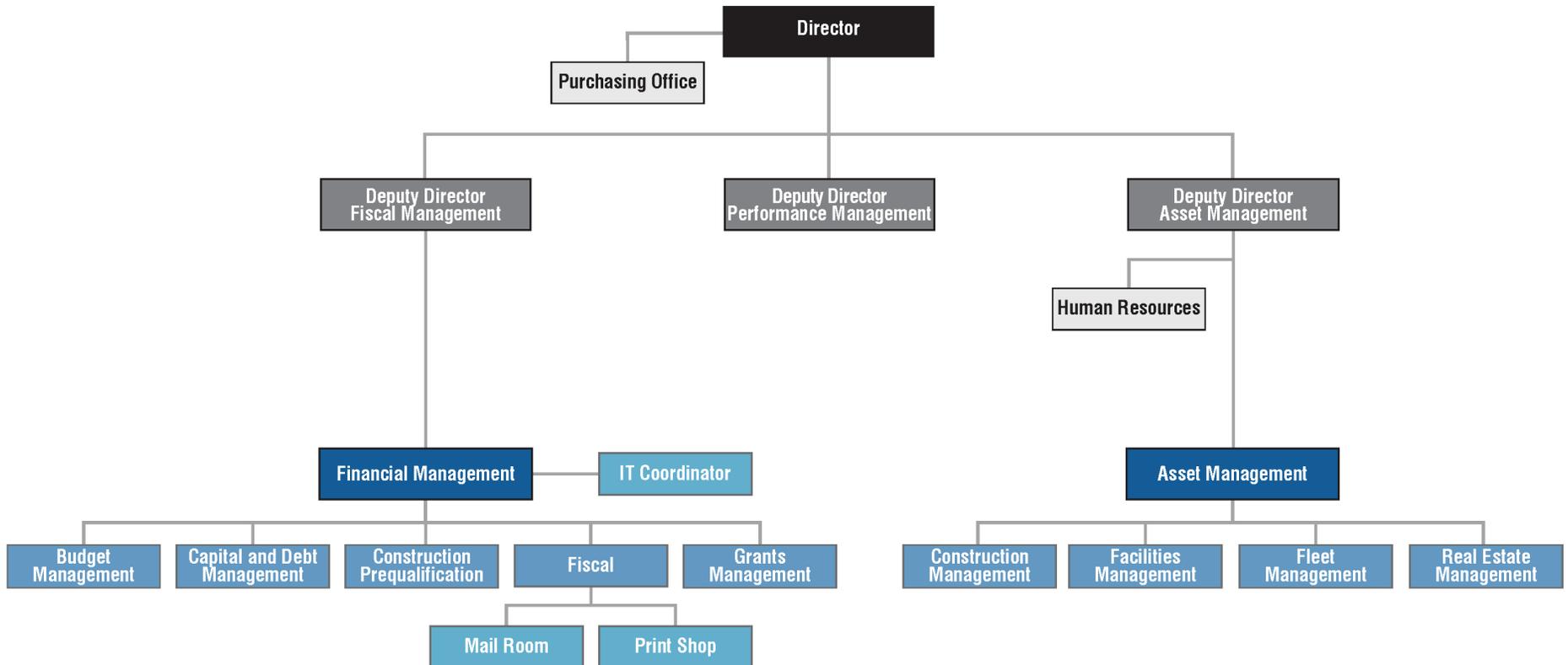
Facilities Management is responsible for custodial services, maintenance, and security for the City Hall campus, Police and Fire Division facilities, the Public Health complex, and the I-71 complex.

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

Construction Management provides building construction, renovation, energy management, and project management.

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

Finance and Management



Strategic Priorities for 2018



Operational Efficiencies

Update the procurement codes to incorporate modern procurement methods and recognize technological advancements in public purchasing. Also continue to implement the Mayor's Regional Cooperation Initiative through cooperative procurement strategies with other jurisdictions in Central Ohio, to include the sharing of the city's electronic catalog, thereby leveraging combined purchasing power to reduce prices and increase efficiencies.

Monitor space utilization by city operations to identify opportunities for shared use and co-location of functions to increase efficiencies, collaboration, and reduce operating costs. Utilize recorded energy usage data (electricity, water/sewer, and natural gas) to identify inefficient city buildings and perform detailed audits to analyze HVAC systems and controls, lighting, building envelope, and plug loads. This information will allow the city to make more financially viable upgrades to facilities and help educate city employees on how they can directly impact the utility spend in the city.

Continue to deploy anti-idling technology on new police cruisers to reduce fuel consumption during non-productive idle times.

Construct a new Compressed Natural Gas fueling station on Krieger Court, near Georgesville Road. This station will serve the fueling needs of public and private customers on the west side of the city.

Begin design of Phase 2 renovations of the warehouse at 4252 Groves Road and complete replacement of the HVAC System at the Jerry Hammond Center, 1111 E. Broad Street, and the Main Public Health Building at 240 Parsons Avenue.

Continue work on enhancements to the city's new accounting, budgeting, cash handling, and purchasing system in conjunction with the other members of the steering committee.

Increase awareness of construction-related code changes and promote the involvement of businesses through the Construction Prequalification office.

Continue the reorganization of the grants management staff to better serve the internal stakeholders and provide proper oversight of grant programs.

A Strategic Performance Initiative has been established in the Department of Finance and Management. Data collection, analytics, and reporting for performance measurement will be utilized to inform public policy and budgetary decisions – focusing on mayoral priority goals and optimal results.

Strategic Priorities for 2018 (cont.)



Operational Efficiencies (cont.)

Complete renovation of the City Hall patio and ceiling of the underground parking garage.

Complete modernization of the elevators at Police Headquarters and the Municipal Court Building.



Public Safety and Health

Begin construction of the far north police substation at 8118 Sancus Blvd. and far east Fire Station 35 on Waggoner Road.

Upgrade security protocols at various locations. These upgrades will include enhanced training regimens, improvements to standard operating procedures, and possible changes to facility layouts and equipment upgrades. Monitoring and control of employee and visitor traffic into administrative buildings will also be reviewed.



Economic Development

Complete construction of the new medium rise building at the corner of Front and Long Streets. This new building will house the Public Service, Building and Zoning, and Development Departments, as well as a portion of the Public Utilities Department. This facility will have a particular emphasis on business and neighborhood activities as well as civic and advisory functions by consolidating to a single location.



Smart Columbus

Continue to work with emerging technologies to put the first set of electric vehicles in service in 2018.

2018 BUDGET NOTES

ADMINISTRATION

This division includes senior staff positions, as well as full-time positions in Construction Management, Fiscal Management, Real Estate Management, Human Resources, and Support. In 2018, over \$655,000 is expected to be reimbursed to this division as a result of work on capital fund eligible projects. In addition:

- The Greater Columbus Film Commission, also known as Film Columbus, was established in 2002 as a nonprofit organization dedicated to promoting Columbus and Central Ohio as prime filming locations within the national and international film community. Film Columbus also provides resources to local and national productions. Funding to support this effort totals \$150,000 in 2018.
- The Music Commission is funded at \$25,000 in support of its mission in 2018.
- Operational control and funding of the Municipal Court building continues to be funded in this division to consolidate management contracts for city buildings.
- Funds totaling \$17,018,000 for the hotel-motel tax are included in this division for Experience Columbus and Greater Columbus Cultural Services.

FINANCIAL MANAGEMENT

This division consists of various units. Capital and Debt Management, Budget Management, Grants Management, and Fiscal reside within the division. In 2018, the division budgeted \$175,000 for licenses for Vinimaya, the city's online purchasing portal. In addition:

- Various items are initially budgeted in the Finance and Management Department citywide account and are transferred, as needed, to other departments throughout the year. In 2018, this includes economic development incentive monies, deposits to the anticipated expenditure fund, and the rainy day fund.
- As was the case in the past several years, all projected internal service charges to general fund agencies for technology services are budgeted in the Financial Management Division in 2018. This has proven to reduce the volatility of the projections for the general fund.
- The budget for this division includes \$115,000 for various citywide memberships.

FACILITIES MANAGEMENT

This division is responsible for preventative maintenance, repair, replacement, and general upkeep of city facilities. The 2018 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, including the new garage located at the intersection of Long Street and Front Street.
- The division budgeted \$1,646,753 for repair and maintenance services, while \$2,759,220 is budgeted for custodial services at various city facilities under the purview of the division.
- The custodial section continues to undergo significant reprogramming. Training remains a key focal point for all current and incoming employees. The division also has regular in-service training throughout the year.
- In 2018, the division budgeted \$2,108,339 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 2018 budget includes approximately \$10 million for fuel expenses and \$834,539 for compressed natural gas (CNG). As the city continues to expand its CNG infrastructure, it is anticipated that expenses for unleaded and diesel gasoline will continue to decrease. In addition:

- The division continues to focus on “greening” our environment. The past several years have yielded significant accomplishments toward this goal, primarily due to the alternative fuel program of employing CNG. Currently, the division has over 200 dedicated CNG vehicles. This initiative will continue in 2018 as the division builds upon past successes.
- In partnership with Central Ohio Transit Authority (COTA), the city’s 3rd CNG fueling station will be operational on the west side of the City of Columbus.
- The division continues to utilize anti-idle technology on safety vehicles to save on fuel and maintenance costs by reducing idle time.
- In 2018, funding for the replacement of general fund vehicles will be in the special income tax fund.
- With Columbus selected as the winning city of the Smart Cities Grant from the U.S. Department of Transportation, Fleet Management will begin to add electric vehicles to its fleet over the next two years.
- The division’s budget assumes fueling, parts, service, and preventative maintenance for approximately 6,500 on and off road vehicles.

Department Financial Summary by Area of Expense						
Fund	2015 Actual	2016 Actual	2017 Budget	2017 Projected	2018 Proposed	
General Fund						
Finance and Management Administration						
Personnel	\$ 2,141,937	\$ 2,304,960	\$ 2,492,099	\$ 2,576,066	\$ 2,769,697	
Materials & Supplies	17,937	14,415	15,799	28,908	15,800	
Services	4,489,665	3,161,535	3,544,137	3,300,032	2,230,162	
Administration Subtotal	6,649,539	5,480,910	6,052,035	5,905,006	5,015,659	
Financial Management						
Personnel	2,691,985	2,691,588	2,970,693	2,662,302	3,013,377	
Materials & Supplies	12,612	10,786	15,290	14,650	15,290	
Services	1,556,535	1,262,123	1,552,687	1,889,009	866,713	
Transfers	10,413,000	5,024,000	36,180,008	12,715,006	26,429,144	
Financial Management Subtotal	14,674,132	8,988,497	40,718,678	17,280,967	30,324,524	
Facilities Management						
Personnel	5,718,781	5,764,231	6,536,457	6,614,514	7,787,293	
Materials & Supplies	603,840	621,680	637,300	637,300	659,800	
Services	8,462,828	8,627,945	9,646,295	7,330,761	9,416,610	
Other	789	-	-	6,697	-	
Facilities Management Subtotal	14,786,239	15,013,856	16,820,052	14,589,272	17,863,703	
Finance Technology						
Services	17,072,821	18,002,405	18,755,372	18,194,749	18,743,941	
Finance Technology Subtotal	17,072,821	18,002,405	18,755,372	18,194,749	18,743,941	
General Fund Subtotal	53,182,731	47,485,668	82,346,137	55,969,994	71,947,827	
Employee Benefits Fund-Property Insurance						
Finance and Management Administration						
Services	395,000	395,000	395,000	395,000	395,000	
Employee Benefits Fund Subtotal	395,000	395,000	395,000	395,000	395,000	
Fleet Management Fund						
Fleet Management						
Personnel	10,233,324	10,358,386	11,275,741	11,184,194	11,709,174	
Materials & Supplies	13,375,020	12,377,916	16,573,768	12,254,234	16,573,768	
Services	4,405,822	3,940,655	4,172,926	4,272,462	4,262,214	
Principal	2,655,300	3,216,000	3,986,000	3,986,000	4,080,000	
Other	17,522	-	5,000	-	-	
Capital	-	-	81,131	60,566	25,000	
Interest	1,034,041	1,155,730	1,205,774	1,205,775	1,098,348	
Fleet Management Subtotal	31,721,028	31,048,687	37,300,340	32,963,231	37,748,504	
Finance and Management Administration						
Personnel	748,684	694,121	795,163	815,360	796,791	
Administration Subtotal	748,684	694,121	795,163	815,360	796,791	
Fleet Management Fund Subtotal	32,469,712	31,742,808	38,095,503	33,778,591	38,545,295	
Property Management Fund						
1111 E. Broad Street Operations						
Materials & Supplies	-	-	25,000	-	25,000	
Services	1,376,463	1,390,695	1,423,211	1,407,061	1,423,211	
Property Management Fund Subtotal	1,376,463	1,390,695	1,448,211	1,407,061	1,448,211	
Community Development Block Grant Fund						
Financial Management						
Personnel	422,663	402,883	465,855	394,352	437,926	
Materials & Supplies	2,214	1,716	2,500	2,500	2,500	
Services	117,309	97,638	109,109	103,205	124,253	
Other	14,703	16,561	16,000	18,835	24,000	
CDBG Fund Subtotal	556,889	518,799	593,464	518,892	588,679	
Print and Mail Services Fund						
Financial Management						
Personnel	442,801	469,471	499,992	497,371	516,984	
Materials & Supplies	55,027	59,748	61,959	124,316	101,100	
Services	951,021	1,059,373	1,124,718	1,136,922	1,158,522	
Print and Mail Services Fund Subtotal	1,448,849	1,588,592	1,686,669	1,758,610	1,776,606	
Hotel/Motel Tax Fund						
Finance and Management Administration						
Services	15,282,912	15,894,793	16,443,000	16,443,000	17,018,000	
Hotel/Motel Fund Subtotal	15,282,912	15,894,793	16,443,000	16,443,000	17,018,000	
Department Total	\$ 104,712,556	\$ 99,016,355	\$ 141,007,984	\$ 110,271,148	\$ 131,719,618	

Finance and Management

Division Financial Summary by Area of Expense						
Fund		2015 Actual	2016 Actual	2017 Budget	2017 Projected	2018 Proposed
Financial Management						
General Fund						
	Personnel	\$ 2,691,985	\$ 2,691,588	\$ 2,970,693	\$ 2,662,302	\$ 3,013,377
	Materials & Supplies	12,612	10,786	15,290	14,650	15,290
	Services	1,556,535	1,262,123	1,552,687	1,889,009	866,713
	Transfers	10,413,000	5,024,000	36,180,008	12,715,006	26,429,144
	General Fund Subtotal	14,674,132	8,988,497	40,718,678	17,280,967	30,324,524
CDBG Fund						
	Personnel	422,663	402,883	465,855	394,352	437,926
	Materials & Supplies	2,214	1,716	2,500	2,500	2,500
	Services	117,309	97,638	109,109	103,205	124,253
	Transfers	14,703	16,561	16,000	18,835	24,000
	CDBG Fund Subtotal	556,889	518,799	593,464	518,892	588,679
Print and Mail Service Fund						
	Personnel	442,801	469,471	499,992	497,371	516,984
	Materials & Supplies	55,027	59,748	61,959	124,316	101,100
	Services	951,021	1,059,373	1,124,718	1,136,922	1,158,522
	Print and Mail Services Fund Subtotal	1,448,849	1,588,592	1,686,669	1,758,610	1,776,606
	Financial Management Subtotal	16,679,870	11,095,888	42,998,811	19,558,469	32,689,809
Facilities Management						
General Fund						
	Personnel	5,718,781	5,764,231	6,536,457	6,614,514	7,787,293
	Materials & Supplies	603,840	621,680	637,300	637,300	659,800
	Services	8,462,828	8,627,945	9,646,295	7,330,761	9,416,610
	Other	789	-	-	6,697	-
	General Fund Subtotal	14,786,239	15,013,856	16,820,052	14,589,272	17,863,703
Property Management Fund						
	Materials & Supplies	-	-	25,000	-	25,000
	Services	1,376,463	1,390,695	1,423,211	1,407,061	1,423,211
	Property Management Fund Subtotal	1,376,463	1,390,695	1,448,211	1,407,061	1,448,211
	Facilities Management Subtotal	16,162,702	16,404,551	18,268,263	15,996,333	19,311,914
Technology Billings						
General Fund						
	Services	17,072,821	18,002,405	18,755,372	18,194,749	18,743,941
	Technology Billings Subtotal	17,072,821	18,002,405	18,755,372	18,194,749	18,743,941
Fleet Management						
Fleet Management Fund						
	Personnel	10,233,324	10,358,386	11,275,741	11,184,194	11,709,174
	Materials & Supplies	13,375,020	12,377,916	16,573,768	12,254,234	16,573,768
	Services	4,405,822	3,940,655	4,172,926	4,272,462	4,262,214
	Principal	2,655,300	3,216,000	3,986,000	3,986,000	4,080,000
	Other	17,522	-	5,000	-	-
	Capital	-	-	81,131	60,566	25,000
	Interest	1,034,041	1,155,730	1,205,774	1,205,775	1,098,348
	Fleet Management Subtotal	31,721,028	31,048,687	37,300,340	32,963,231	37,748,504
	Fleet Management Subtotal	31,721,028	31,048,687	37,300,340	32,963,231	37,748,504
Finance and Management Administration						
General Fund						
	Personnel	2,141,937	2,304,960	2,492,099	2,576,066	2,769,697
	Materials & Supplies	17,937	14,415	15,799	28,908	15,800
	Services	4,489,665	3,161,535	3,544,137	3,300,032	2,230,162
	General Fund Subtotal	6,649,539	5,480,910	6,052,035	5,905,006	5,015,659
Employee Benefits Fund						
	Services	395,000	395,000	395,000	395,000	395,000
	Employee Benefits Fund Subtotal	395,000	395,000	395,000	395,000	395,000
Fleet Management Fund						
	Personnel	748,684	694,121	795,163	815,360	796,791
	Fleet Management Fund Subtotal	748,684	694,121	795,163	815,360	796,791
Hotel/Motel Tax Fund						
	Services	15,282,912	15,894,793	16,443,000	16,443,000	17,018,000
	Hotel/Motel Tax Fund Subtotal	15,282,912	15,894,793	16,443,000	16,443,000	17,018,000
	Finance and Management Administration Subtotal	23,076,135	22,464,824	23,685,198	23,558,366	23,225,450
	Department Total	\$ 104,712,556	\$ 99,016,355	\$ 141,007,984	\$ 110,271,148	\$ 131,719,618

Department Personnel Summary					
Fund	FT/PT	2015 Actual	2016 Actual	2017 Budgeted	2018 Proposed
General Fund					
Administration	FT	31	29	28	29
Financial Management	FT	36	27	28	27
Facilities Management	FT	77	72	83	88
	PT	19	14	17	17
Print and Mail Services Fund					
Mail Services	FT	3	3	3	3
Print Services	FT	3	3	3	4
Fleet Management Fund					
Fleet Management	FT	116	120	127	131
	PT	4	3	5	3
Administration	FT	7	6	7	7
	PT	0	0	0	0
Community Dev. Block Grant					
Financial Management	FT	4	3	4	4
Total		300	280	305	313

Operating Budget by Program					
Program	2017 Budget	2017 FTEs	2018 Proposed	2018 FTEs	
Administration	\$ 28,320,264	58	\$ 30,397,571	61	
Fiscal	1,343,239	12	1,357,263	11	
Asset Management	3,138,672	5	1,824,295	5	
Property and Boiler Insurance	395,000	0	395,000	0	
Mail Room Services	1,250,677	3	1,265,460	3	
Print Room Services	435,992	3	510,646	4	
Facilities Maintenance and Repair	6,022,772	33	6,214,366	32	
Custodial	3,090,195	30	2,759,220	31	
Security	1,651,656	17	2,108,339	20	
Utility Cost Management	1,500,000	0	1,500,000	0	
Citywide Account	36,180,008	0	26,429,144	0	
Vehicle Maintenance and Repair	19,139,616	118	19,405,867	124	
Fueling Infrastructure	11,115,912	4	10,962,575	2	
Internal Services	25,831,865	0	25,683,590	0	
Financial Management	1,592,116	0	906,282	0	
Department Total	\$ 141,007,984	283	\$ 131,719,618	293	

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



2018 PROGRAM GUIDE

ADMINISTRATION

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

FISCAL

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

ASSET MANAGEMENT

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

PROPERTY AND BOILER INSURANCE

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

MAIL ROOM SERVICES

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

PRINT SHOP SERVICES

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

FACILITIES MAINTENANCE AND REPAIR

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

CUSTODIAL

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

SECURITY

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

UTILITY COST MANAGEMENT

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

CITYWIDE ACCOUNT

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

VEHICLE MAINTENANCE AND REPAIR

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

FUELING INFRASTRUCTURE

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

INTERNAL SERVICES

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

FINANCIAL MANAGEMENT

To provide efficient and effective management of funds.

DEPARTMENT OF HUMAN RESOURCES

Department Description

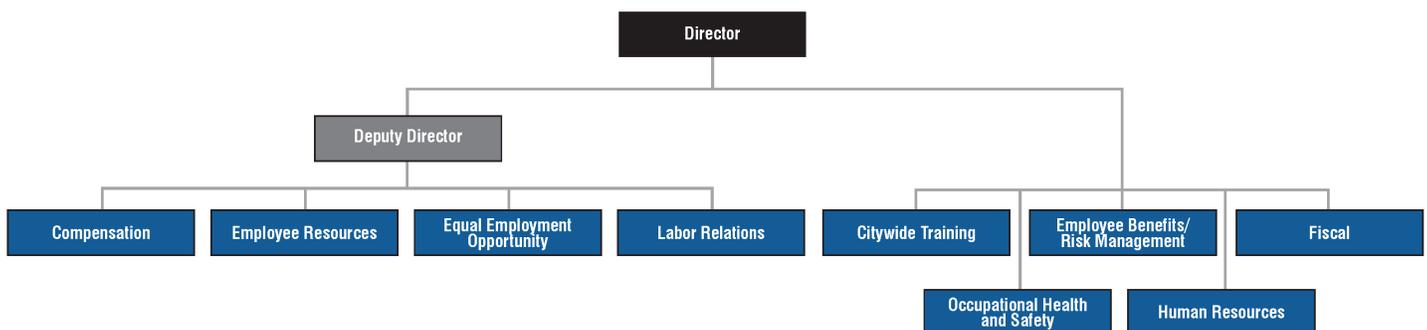
The Department of Human Resources provides leadership, direction, and support to city departments. The department is responsible for administering employee benefit programs, coordinating and delivering citywide training and workforce development opportunities, designing and administering a fair, equitable,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

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

Department Mission

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

Human Resources



Strategic Priorities for 2018



Operational Efficiencies

In 2018, the Department of Human Resources will continue to focus on addressing the components of the ten year reforms and efficiencies action plan that are related to employee compensation and benefits. While a number of the reforms have been achieved, collaboration between Labor Relations, Employee Benefits, and Compensation Management is on-going. Contract negotiations in 2017 implemented several reforms with three of the city's bargaining units. Current negotiations with the remaining units continue into 2018, and the goal is to achieve similar reforms.

The Department of Human Resources engaged in collective bargaining negotiations with AFSCME Locals 1632 and 2191, CWA, and FOP/OLC in 2017. Collective bargaining negotiations with FOP and IAFF are underway, and will continue into 2018. In addition to implementing healthcare reform, and insurance changes to the city's healthcare plan as mandated by Federal Patient Protection, the Affordable Care Act, and the State of Ohio H.B.1, a priority of the 2017 negotiations was, and will continue in 2018, to be to work with our labor partners to identify a benefits plan that meets the medical needs of all covered lives, while incorporating cost savings measures.

Targeted efforts to reduce workers' compensation costs continue to be a priority. The Employee Benefits/Risk Management (EBRM) section will work collaboratively with the city's managed care organization, the actuarial consultant, the Ohio Bureau of Workers' Compensation (BWC), and city departments to aggressively manage workers' compensation and injury leave claims. EBRM will also participate in any available premium reduction programs offered by the BWC. The city has been successful in obtaining BWC rebates through these initiatives over the last several fiscal years. Continued funding of these efforts is intended to achieve similar results in 2018.

In 2018, the Healthy Columbus program initiative will continue to focus on weight control, physical fitness, and healthy lifestyle habits. Incentives will be provided to active program participants based on their achievement of established goals. EBRM will also continue to partner with United Health Care and the Central Ohio YMCA to advance the objectives of the Diabetes Prevention and Control Initiative. This and other disease management programs will be offered to coordinate health care treatment and education for employees with chronic diseases in order to improve the employee's overall health condition while reducing medical costs.

Strategic Priorities for 2018 (cont.)



Operational Efficiencies (cont.)

Citywide Training and Development (CTD) staff will continue to work on customized courses to fit the needs of individual departments, while also ensuring the most up to date curriculum for all. New courses designed to advance the agenda of the administration have been developed, including Implicit Bias Training, and additional CPR courses. CTD will focus on expanding its outreach to small business and enterprise customers through face-to-face marketing, the city's internet site, Facebook, LinkedIn, Hoot Suite, and other social media.

CTD will continue to assess the learning and development needs of City of Columbus employees through annual training needs assessments and consultations with departments. CTD will also implement a centralized externship program ensuring value, relevancy, and results to all stakeholders.

Human Resources will sponsor free spring and fall health and wellness fairs that will provide an array of screenings and assessments enabling city employees to detect, treat, and continually monitor diagnosed health conditions. This will serve as an additional long term medical cost reduction tool.



Diversity and Inclusion

The Human Resources Department will continue to work collaboratively with other departments to analyze opportunities for increasing diversity through recruitment and creative retention efforts.

The Equal Employment Resources Manager will provide consultancy regarding complex federal, state, and local employment laws as a part of the human resources best practices strategy to ensure a diverse and inclusive workforce and workplace.



Public Safety and Health

The Citywide Occupational Safety and Health Program (COSHP) assists departments in conducting various safety audits, indoor air quality investigations, safety training, and other environmental health and safety services aimed at reducing the risk of work related injuries and illnesses. COSHP will continue to work collaboratively with appointing authorities, City Council, city unions, the BWC, and the Capital Area Safety Council to achieve the objectives required to obtain premium discounts and rebates.

Human Resources will continue its contractual relationship with Mount Carmel Occupational Health and Wellness to provide day-to-day occupational safety clinical services.

2018 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:

- A part-time position was added during 2017 in the Citywide Training and Development Program thus providing a higher, more consistent level of customer service, and increasing efficiency and effectiveness. Funding for this position continues in 2018.
- A slight increase in funds is budgeted for contracts related to physical fitness and wellness testing. All contracts are consolidated in this division to enhance service delivery and increase efficiency in contract administration.
- Citywide asbestos surveys are funded within the Finance and Management capital budget, but will be administered by the Human Resources Occupational Safety section.
- Occupational safety and risk management programs and provision of safety supplies continue to be incorporated into the budget. The goal is to continuously focus on improving workplace safety wherever possible and decrease workers' compensation costs.

EMPLOYEE BENEFITS

The employee benefits fund includes funding for several professional service contracts, including employee benefits consultation, workers' compensation actuarial services, health care audit, and occupational safety consultation services. The latter contract assists departments in conducting safety audits, asbestos and mold assessment and abatement, safety training, and other environmental and occupational programming aimed at reducing risk exposure and work-related injuries. In addition:

- Funding is incorporated for outside counsel to act as the city's chief negotiator and legal counsel.
- Included in this budget is \$360,000 for the Occupational Safety and Health Clinic which represents a less than two percent increase over prior year. These funds are reflected in the administrative sub-fund of the employee benefits fund; prior to 2015, funding was in the medical sub-fund and not a part of this document.

Department Financial Summary by Area of Expense						
Fund	2015 Actual	2016 Actual	2017 Budget	2017 Projected	2018 Proposed	
General Fund						
Administration						
Personnel	\$ 1,270,447	\$ 1,336,538	\$ 1,605,355	\$ 1,454,036	\$ 1,687,555	
Materials & Supplies	40,674	32,919	56,463	43,502	54,656	
Services	1,125,269	1,138,539	1,238,809	1,260,891	1,221,505	
General Fund Subtotal	2,436,390	2,507,996	2,900,627	2,758,429	2,963,716	
Employee Benefits Fund						
Administration						
Personnel	-	-	2,929,768	2,717,075	3,207,731	
Materials & Supplies	-	-	36,442	31,382	39,776	
Services	-	-	1,577,811	1,598,385	1,649,273	
Administration Subtotal	-	-	4,544,021	4,346,842	4,896,780	
Risk Management						
Personnel	2,835,689	2,791,730	-	-	-	
Materials & Supplies	23,877	27,738	-	-	-	
Services	1,165,966	1,481,353	-	-	-	
Other	179	-	-	-	-	
Risk Management Subtotal	4,025,711	4,300,822	-	-	-	
Employee Benefits Fund Subtotal	4,025,711	4,300,822	4,544,021	4,346,842	4,896,780	
Department Total	\$ 6,462,101	\$ 6,808,818	\$ 7,444,648	\$ 7,105,271	\$ 7,860,496	

Division Financial Summary by Area of Expense						
Fund	2015 Actual	2016 Actual	2017 Budget	2017 Projected	2018 Proposed	
Administration						
General Fund						
Personnel	\$ 1,270,447	\$ 1,336,538	\$ 1,605,355	\$ 1,454,036	\$ 1,687,555	
Materials & Supplies	40,674	32,919	56,463	43,502	54,656	
Services	1,125,269	1,138,539	1,238,809	1,260,891	1,221,505	
General Fund Subtotal	2,436,390	2,507,996	2,900,627	2,758,429	2,963,716	
Employee Benefits Fund						
Personnel	-	-	2,929,768	2,717,075	3,207,731	
Materials & Supplies	-	-	36,442	31,382	39,776	
Services	-	-	1,577,811	1,598,385	1,649,273	
Employee Benefits Fund Subtotal	-	-	4,544,021	4,346,842	4,896,780	
Administration Subtotal	2,436,390	2,507,996	7,444,648	7,105,271	7,860,496	
Risk Management						
Employee Benefits Fund						
Personnel	2,835,689	2,791,730	-	-	-	
Materials & Supplies	23,877	27,738	-	-	-	
Services	1,165,966	1,481,353	-	-	-	
Other	179	-	-	-	-	
Employee Benefits Fund Subtotal	4,025,711	4,300,822	-	-	-	
Risk Management Subtotal	4,025,711	4,300,822	-	-	-	
Department Total	\$ 6,462,101	\$ 6,808,818	\$ 7,444,648	\$ 7,105,271	\$ 7,860,496	

Human Resources

Department Personnel Summary					
Fund	FT/PT	2015	2016	2017	2018
		Actual	Actual	Budgeted	Proposed
General Fund					
Human Resources	FT	10	15	15	14
	PT	1	1	0	1
Employee Benefits Fund					
Employee Benefits	FT	22	22	26	27
	PT	4	3	4	4
Total		37	41	45	46

Operating Budget by Program					
Program	2017		2018		
	Budget	FTEs	Proposed	FTEs	
Human Resources Administration	\$ 515,739	4	\$ 474,676	4	
Internal Services	278,470	0	286,497	0	
Compensation	206,917	3	240,490	2	
Citywide Office of Training and Development	463,406	4	515,497	4	
Labor Relations	238,010	2	249,239	2	
Employee Resources	122,804	1	127,133	1	
Equal Employment Opportunity	176,655	1	176,364	1	
Occupational Health and Safety	2,094,656	2	2,142,242	2	
Benefits Administration	2,602,067	21	2,923,102	22	
EBRM Labor Relations	745,924	3	725,256	3	
Department Total	\$ 7,444,648	41	\$ 7,860,496	41	

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



2018 PROGRAM GUIDE

**HUMAN RESOURCES
ADMINISTRATION**

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

INTERNAL SERVICES

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

COMPENSATION

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

**CITYWIDE OFFICE OF
TRAINING AND DEVELOPMENT**

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

LABOR RELATIONS

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

EMPLOYEE RESOURCES

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

**EQUAL EMPLOYMENT
OPPORTUNITY**

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

OCCUPATIONAL HEALTH AND SAFETY

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

BENEFITS ADMINISTRATION

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

EBRM LABOR RELATIONS

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

DEPARTMENT OF TECHNOLOGY

Department Description

The Department of Technology (DoT) supports the local government information infrastructure by providing uninterrupted, secure, and reliable information systems. The department institutes information management policies and procedures, maintains the city's information management systems, and provides citywide telephone support.

By partnering with the Mayor's Office Communication team and Public Information Officers throughout the city, the department is responsible for designing and maintaining the city's website and mobile application. The department also provides media services as well as desktop and service desk support to city agencies.

The department operates the government access television channel, CTV Channel 3, which provides citizens information about city government and increases citizens' accessibility to city officials and staff. Programming includes coverage of meetings, events, documentaries, talk shows, and call-in programs.

In addition, the Department of Technology provides systems and applications support to the city's 311 call center operated by the Department of Neighborhoods, and manages the city's telecommunication network. The Geographic Information System (GIS) section of the department is

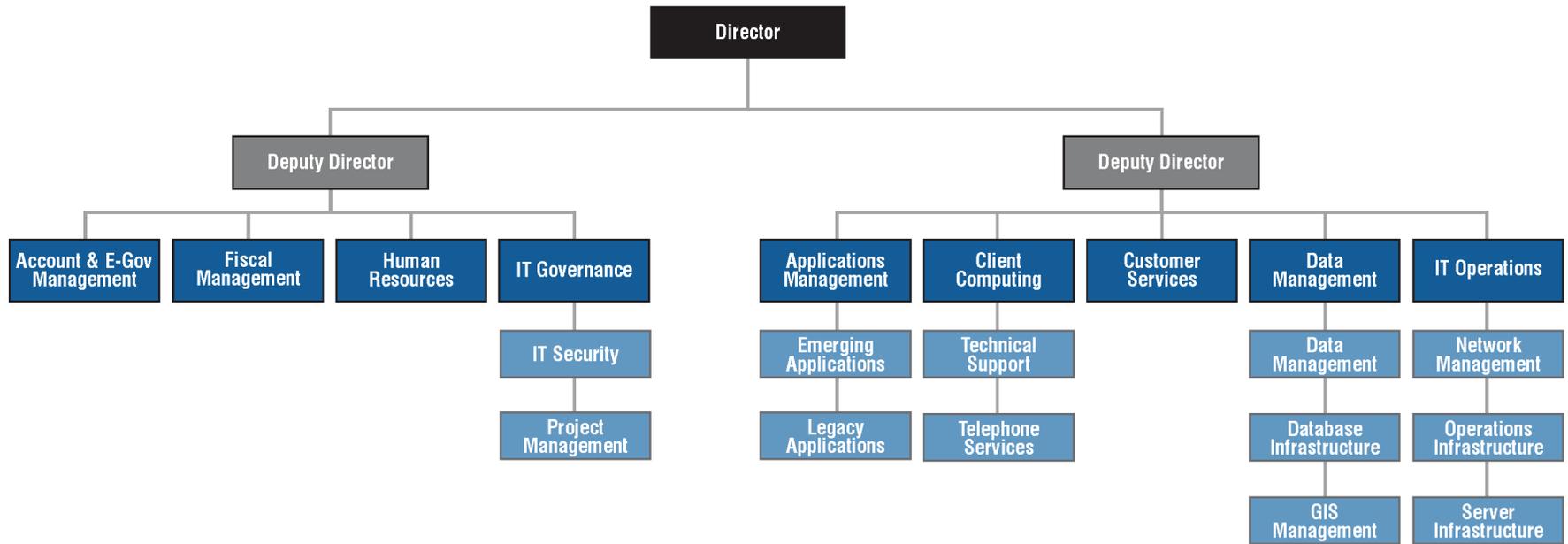
Department Mission

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

an enterprise-wide system that provides broad access to geospatial data and applications throughout the city and to the public.

The department's IT Operations maintains and supports all data connectivity across the city while providing daily business support services including folding, inserting, and mailing services to enterprise agencies.

Finally, the project management section supports technology implementations and the account management section assists all city agencies in the procurement of technology related purchases.



Strategic Priorities for 2018



Neighborhoods

Continue to enhance the city's electronic communication to residents through new media platforms. Continue to collaboratively strengthen communication and promotion of the city's services which are accessible both online and through mobile devices. Partner with the Department of Neighborhoods to evaluate options for enhancing the city's 311 application.

The 311 suite of products allows citizens to independently submit service requests via the 311.columbus.gov website and the MyColumbus mobile application which has accounted for roughly 34 percent of the volume to the 311 service. As of September 2017, over 200,000 service requests have been submitted to 311. Trash, yard waste, and recycling collection reminders are available via the MyColumbus mobile app as is the ability to submit new and view existing service requests.

Develop a Public Input GIS application for the Department of Development to seek residents' feedback on recommended land uses.

Migrate the Department of Neighborhood's MyNeighborhood application to a new format.

Develop an application for the Department of Public Utilities Watershed Management Division and the Department of Recreation and Parks to keep track of information about properties that border the three reservoirs the city manages (Griggs, O'Shaughnessy, and Hoover). Included in this will be a tracking of the dock and stake permits at those three reservoirs.



Public Safety and Health

Continue to upgrade fire station technology infrastructure to replace aging infrastructure and end-of-support devices.

Assist the Department of Public Safety with the body worn camera project implementation and ongoing support.

Continue building fiber optic laterals to increase Public Safety network bandwidth and eliminate leased circuit expenditures for police and fire locations citywide.

Assist in the implementation of a new application for the Public Safety Weights and Measures unit to integrate WinWam inspection data into Medallion software, which will allow for online account review, payment of inspections, and tracking of late fees.



Economic Development

Continue to market our city fiber asset as a broadband solution for companies and public institutions interested in expanding their connectivity and reach in Columbus.

Strategic Priorities for 2018 (cont.)



Early Childhood and Education

Continue to supply technology and mapping services for the CelebrateOne infant mortality program.

Continue to enhance and support the Baby Changing Station initiative launched in mid-2017 via the DoT created website: changingstation.columbus.gov. Councilmember Michael Stinziano and Columbus City Council established the Changing Station Accessibility Grant to engage and encourage small businesses and organizations to increase equal access to baby changing stations for all parents and guardians in the City of Columbus.

Continue to support and grow the CelebrateOne Community Connector Corps application, a grassroots effort designed to ensure that residents of the Columbus neighborhoods most impacted by infant mortality receive the support they need and deserve before, during, and after pregnancy.

Enter into a shared services agreement with Columbus City Schools to provide telephone technology for the school district.



Diversity and Inclusion

Assist the Office of Diversity and Inclusion (ODI) with accessibility to data so that it can understand and identify the diversity of vendors that supply goods and services throughout the City of Columbus. In addition, create a web site for ODI to increase the transparency of vendor selections.

Continue to attract and retain a diverse workforce.

Support the technology needs of the Office of Diversity and Inclusion which result from the findings of the Diversity Study.



Operational Efficiencies

Continue to expand the enterprise document management system (OnBase). The Departments of Public Utilities and Development will begin the implementation phase starting in 2018.

Utilize enterprise cloud based solutions for file sharing and collaboration to create efficiencies between city departments and external partners.

Strategic Priorities for 2018 (cont.)



Operational Efficiencies (cont.)

Support and enhance the Campaign Finance web application. This web application was launched in 2017, and it was designed to provide transparency in contributions and expenditures for the campaign committees of Columbus municipal candidates and municipal ballot issues.

Support and enhance the city's website, Columbus.gov, with additional programs such as the Pay Equity Pledge for the Columbus Women's Commission and the rebranding of the Smart Columbus site.

Continue to improve municipal service delivery by interconnecting city facilities with an expanding fiber optic infrastructure.

Provide ongoing support and enhancements to the Enterprise SAP Business Objects/Crystal Reports which produces roughly 107,807 historical reports and 1,724 individual reports for 3,890 users citywide.

Implement a new Information Technology Service Management application, which will improve service delivery, reduce operational costs, and increase opportunities for application integrations.

Client Services will continue their annual effort to replace aging systems throughout the city with the goal of improving end-user efficiency and overall productivity. On average, 500 to 600 systems are replaced annually.

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

Create and implement a data management platform to provide accessible information across all city departments to help facilitate better decision making and more efficient data collaboration.

Develop an enterprise visualization platform (Tableau) for all departments. Oversee the implementation, data pipeline creation, and training of users citywide.

Assist the Department of Public Service in developing an internal landing page to provide access to several of its GIS applications including snow and ice maintenance, mowing, and sweeping operations.

Strategic Priorities for 2018 (cont.)



Smart Columbus

Continue to provide a project manager who works in the Smart Columbus Program Management Office (PMO) to provide information technology consulting services as needed.

Continue participation on the Smart Columbus Executive Committee teams.

Continue advising other departments on their project components as requested.

2018 BUDGET NOTES

The Department of Technology purchases information systems hardware, software, and related equipment and licenses on behalf of other city agencies. Funds are budgeted in the Director's Office in the amount of \$5,686,746 for 2018. Of this total, \$1,700,000 is budgeted in the general fund while the balance is allocated among various other funds. In addition:

- The Department assumes a vacancy credit of five percent.
- In 2018, computer replacements for general fund departments and divisions will be purchased using the special income tax fund.
- The personnel strength within the Information Services Division has been increased to include a Chief of Security whose role will be to lead citywide IT security management.
- Increases in services for 2018 are largely driven by enhancements to fiber maintenance services, telephone services, and data management and security.
- The Information Services Division funds the cost of maintaining, supporting, and licensing a large inventory of hardware, software, fiber, and infrastructure for which DoT is responsible. A portion of the department's budget also funds debt service costs associated with, and rent payments for use of office space at 1111 East Broad Street. The costs borne by this division are billed back to the user divisions using an internal service billing model. As in the past several years, all projected internal service charges to general fund agencies for technology services are budgeted in the Department of Finance and Management in order to reduce the volatility of projections for the general fund. Internal service charges to other funds are billed back to each department on a monthly basis.

Department Financial Summary by Area of Expense					
Fund	2015 Actual	2016 Actual	2017 Budget	2017 Projected	2018 Proposed
Technology Services Fund					
Administration Division					
Personnel	\$ 1,769,509	\$ 1,626,116	\$ 2,075,267	\$ 1,829,467	\$ 2,117,306
Materials & Supplies	1,022,978	1,196,852	1,086,101	712,334	1,111,954
Services	2,578,617	3,309,790	4,370,396	4,185,835	4,420,291
Capital	56,669	-	150,000	86,000	154,501
Interest	81,552	-	-	-	-
Administration Subtotal	5,509,326	6,132,758	7,681,764	6,813,636	7,804,052
Information Services Division					
Personnel	14,322,046	14,907,174	16,507,125	15,295,769	18,110,730
Materials & Supplies	259,232	318,957	347,006	347,006	362,006
Services	6,092,400	6,268,105	6,974,107	7,284,853	7,398,262
Debt Principal	4,220,700	3,870,000	4,260,000	4,260,000	4,120,000
Other	4,759	-	5,200	-	5,200
Capital	85,166	14,207	92,820	62,820	87,820
Interest	762,093	537,718	653,688	653,688	626,632
Information Services Subtotal	25,746,396	25,916,160	28,839,946	27,904,136	30,710,650
Department Total	\$ 31,255,722	\$ 32,048,918	\$ 36,521,710	\$ 34,717,772	\$ 38,514,702

Division Financial Summary by Area of Expense					
Fund	2015 Actual	2016 Actual	2017 Budget	2017 Projected	2018 Proposed
Administration					
Information Services Fund					
Personnel	\$ 1,769,509	\$ 1,626,116	\$ 2,075,267	\$ 1,829,467	\$ 2,117,306
Materials & Supplies	1,022,978	1,196,852	1,086,101	712,334	1,111,954
Services	2,578,617	3,309,790	4,370,396	4,185,835	4,420,291
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Interest	81,552	-	-	-	-
Administration Subtotal	5,509,326	6,132,758	7,681,764	6,813,636	7,804,052
Information Services					
Information Services Fund					
Personnel	14,322,046	14,907,174	16,507,125	15,295,769	18,110,730
Materials & Supplies	259,232	318,957	347,006	347,006	362,006
Services	6,092,400	6,268,105	6,974,107	7,284,853	7,398,262
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Department Total	\$ 31,255,722	\$ 32,048,918	\$ 36,521,710	\$ 34,717,772	\$ 38,514,702

Technology

Department Personnel Summary					
Fund	FT/PT	2015	2016	2017	2018
		Actual	Actual	Budgeted	Proposed
Technology Services Fund					
Administration	FT	13	12	15	15
	PT	0	0	1	2
Information Services	FT	123	126	141	144
	PT	3	1	1	2
Total		139	139	158	163

Operating Budget by Program					
Program	2017		2018		
	Budgeted	FTEs	Proposed	FTEs	
Technology Administration	\$ 13,149,018	7	\$ 13,138,985	7	
Fiscal	864,796	7	907,703	7	
Human Resources	222,792	2	230,159	2	
Systems Administration	1,679,976	15	1,727,221	13	
Applications Programming	3,347,112	31	2,954,179	23	
Government Television Channel	930,630	8	916,476	8	
Network	2,538,921	16	2,621,813	15	
Security	1,391,256	8	2,101,153	13	
Account Management	365,023	3	376,476	3	
Computer Operations	1,199,712	10	1,096,202	9	
Database	704,244	5	706,642	5	
Telephone Services	385,920	3	444,512	4	
Project Management	1,518,429	11	1,542,763	11	
Contracts	4,111,885	0	4,152,084	0	
Desktop Support	2,511,161	24	2,447,008	22	
Help Desk	553,363	6	662,859	7	
Fiber	145,700	0	245,700	0	
Facilities Management	279,600	0	279,600	0	
Internal Services	622,172	0	646,468	0	
Data Management	-	0	1,316,699	9	
Department Total	\$ 36,521,710	156	\$ 38,514,702	159	

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



2018 PROGRAM GUIDE

TECHNOLOGY ADMINISTRATION

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

FISCAL

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

HUMAN RESOURCES

To provide payroll and human resources support services to the department/division's 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.

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 on 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 web site links for citizens and departments; to provide project management, database administration, GIS application development, and software upgrades for the citywide GIS system.

GOVERNMENT TELEVISION CHANNEL

To coordinate contracts for video programming services, prepare scripts, and provide editing services for production programs.

NETWORK

To coordinate the design, installation, maintenance, and repair of the city's metronet infrastructure, provide citywide internet access, network firewall security, wireless infrastructure, VOIP infrastructure, and maintain inside building cabling.

SECURITY

To ensure that reasonable and appropriate actions are being taken to protect the confidentiality, integrity, and availability of the city's information assets in the most effective and efficient manner in pursuit of the organizational business goals.

ACCOUNT MANAGEMENT

To provide information technology account management services to city agencies. Consults and coordinates with departments to develop technology solutions that meet the business needs of the City of Columbus. This includes analyzing departments' technology requirements, collaborating, and leading the execution of technology development.

COMPUTER OPERATIONS

To provide the services of monitoring CPU usage, data and application storage on enterprise disk systems and magnetic tapes, printing, folding, and mailing of various forms and reports.

DATABASE

To provide database administration to support the functions of the city's software applications, thus maintaining the availability, consistency, and integrity of the city's data.

TELEPHONE SERVICES

To provide telephone and consulting services to city agencies on the city's voice over internet protocol VOIP system, voice mail, automated attendants, leased circuit ordering, installation, repair and maintain the interactive voice response (IVR) system in addition to assisting with telephone repairs and training.

PROJECT MANAGEMENT

To provide information technology services to project sponsors to enable city agencies to receive new or enhanced technology to satisfy their business requirements.

CONTRACTS

To provide funding to cover the cost of annual license fees, software and hardware maintenance agreements for applications and technology systems, and infrastructure that continue to support the business practices throughout the city.

DESKTOP SUPPORT

To deploy and maintain the city's desktop computer systems in a manner that will ensure high availability to city employees.

HELP DESK

To provide a single point of contact for users to obtain solutions to technology needs, questions, and issues of concern.

FIBER

To coordinate the design and installation of city owned fiber optic cabling plant, provide preventive maintenance/repair of outside fiber optic, review capital improvement project plans and cable locate requests and design and maintain coaxial cable plant.

FACILITIES MANAGEMENT

To monitor and maintain the information technology infrastructure within all city facilities, ensuring optimal performance and reliability to facilitate the highest standard of service delivery.

INTERNAL SERVICES

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

DATA MANAGEMENT

To establish an enterprise based data management platform that enables and encourages city departments to manage, share, and publish data. Doing so unleashes public and private sector innovation with open data and empowers data driven decision-making throughout the city.

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Department Description

The Department of Neighborhoods was created in July 2016 to better deliver more comprehensive services to Columbus' diverse neighborhoods. This department consolidated the administration of the neighborhood liaison program, the Neighborhood Pride program, the 311 Service Center, and the Community Relations Commission. The department works to create strong connections between the neighborhoods of Columbus and all city residents. It serves as a single point of contact to help convene and facilitate discussions with civic leaders, business leaders, citizens, and elected officials on issues of ethnic, racial, and cultural diversity.

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

The liaisons are housed within the **Neighborhood Pride Centers**, and are the direct communications link between the city and the community. The Pride Center is a one-stop-shop for city services and is dedicated to protecting the health, safety, and welfare of the families living in the area.

The **Community Relations Commission** was created and established to recommend ways and means of initiating and improving city government programs designed to eliminate discrimination and to work to remove the effects of past discrimination.

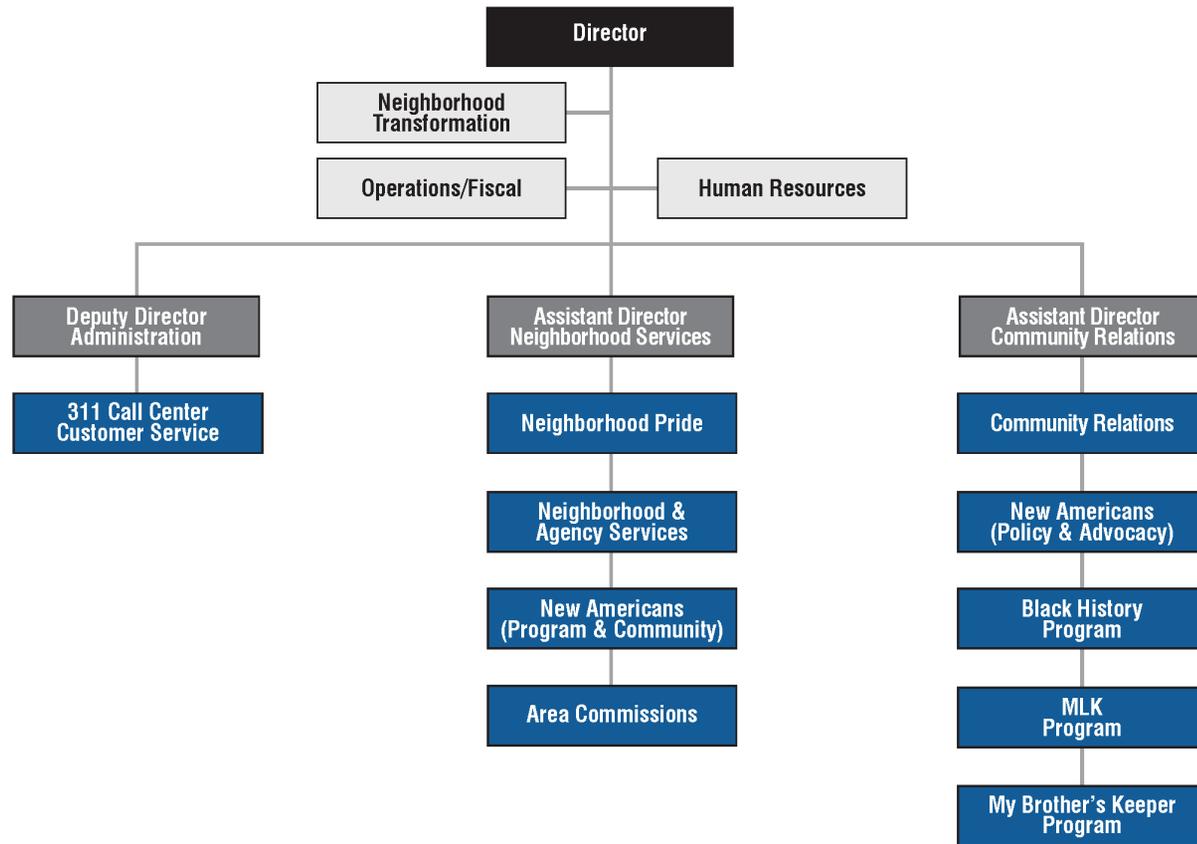
Department Mission

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 Commission provides leadership to residents, businesses, and neighborhoods of Columbus through racial, ethnic, and cultural diversity education and by identifying community needs and resolving tensions and challenges.

The City of Columbus Service Center is the single point of contact for all non-emergency city service requests and is available to residents, city businesses, and visitors. The Columbus Service Center is also known as "**3-1-1**"; its mission is to provide access to city services and city information with the highest possible levels of customer service.

Neighborhoods



Strategic Priorities for 2018



Neighborhoods

Continue to work with Area Commissions (AC) in the City of Columbus - Establish an Area Commission Council comprised of the Chairs of each AC. The Council will hold an annual retreat to develop a list of priorities and key issues that it will work with city leaders to address.

Continue implementation of the Mayor's New American initiative. The creation of the New Americans Leadership Academy will aid in the continued efforts to integrate immigrant and refugee families in the Columbus community and become more involved in civic engagement. The program will focus on youth and young professionals.

Continue to provide public forums and community conversations on topics that impact Columbus residents.

Providing diversity and cultural competency training to both internal and external customers.



Operational Efficiencies

Partner with Huntington Bank to enroll all 19 area commissions in ACH (Automated Clearing House) payments to improve payment processing and closeout procedures.

Relocate the Westside Neighborhood Pride Center from its current location to the Westside Health Center. The current lease expires in March 2018. Moving the center to a city facility will reduce operational costs and create better visibility for the Pride Center, as well as facilitate better access for residents.

Continue to enhance the 311 call center performance tracking systems, on which complaints, neighborhoods issues, and events are logged. Emphasis will be placed on call/response time, customer service, and follow-up.

2018 BUDGET NOTES

This is the second full year of the proposed funding for the Department of Neighborhoods, and the budget includes 44 full-time and 2 part-time regular employees. In addition:

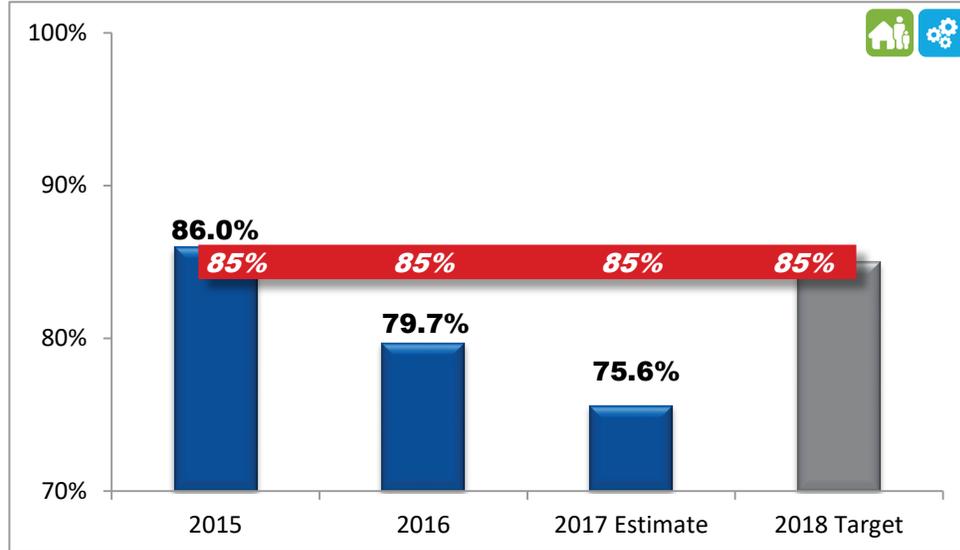
- A full-time position is added in the Neighborhood and Agency Services program to provide leadership to the neighborhood liaisons and area commissions.
- Funding for the New Americans program continues in 2018 to assist with the assimilation of new Americans arriving in Columbus from other countries. Services will include translation and interpretation services.
- Funding of \$50,000 is added for a New Americans Leadership Academy that will offer leadership courses to under-represented new American youth and young professionals.
- Support of the Columbus Neighborhood Community Grants program (CNCG) will continue in 2018. In the past, the CNCG provided funding for the following activities: National Night Out, health literacy, domestic violence prevention, and anti-bullying initiatives.
- The Martin Luther King Jr. Day celebration and the Black History Month program will continue to be funded. 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 of the My Brother's Keeper program continues to address opportunity gaps for boys and men of color in our community as well as the impact of community trauma, and is being funded at \$20,000.
- An additional area commission was added in 2017, bringing the total participating area commissions to 19 and payments to them are funded at \$47,500.



PERFORMANCE MEASURES

311 Calls Answered

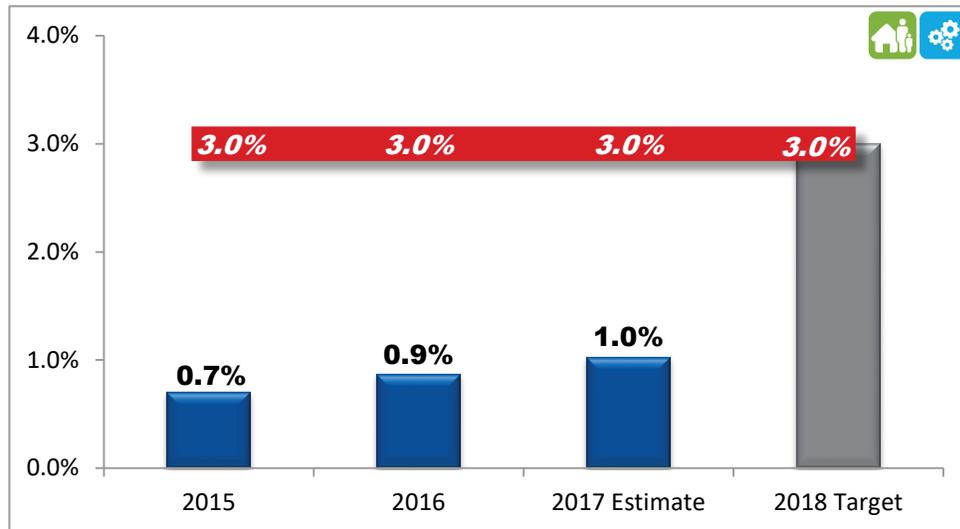
Percent of calls answered within 20 seconds



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 that it will answer 85% of calls into the center within 20 seconds, and is putting steps in place to meet this goal in 2018.

311 Calls Abandoned

Percent of calls abandoned after 15 seconds of wait time



Connecting to residents who seek information or resources is essential to providing quality customer service. The department ensures this by consistently achieving the goal that less than 3 percent of all calls received are abandoned after 15 seconds of wait time.

Neighborhoods

Department Financial Summary by Area of Expense					
Fund	2015 Actual	2016 Actual	2017 Budget	2017 Projected	2018 Proposed
General Fund					
Personnel	\$ -	\$ 1,540,448	\$ 3,689,210	\$ 3,400,152	\$ 4,104,386
Materials & Supplies	-	5,133	59,100	53,100	40,600
Services	-	105,823	549,246	537,794	762,438
Other	-	-	-	11,550	-
Transfers	-	-	38,000	38,000	47,500
General Fund Subtotal	-	1,651,405	4,335,556	4,040,596	4,954,924
CDBG Fund					
Personnel	-	138,975	318,339	304,674	317,089
Materials & Supplies	-	-	-	-	2,145
Services	-	-	-	-	1,755,900
CDBG Fund Subtotal	-	138,975	318,339	304,674	2,075,134
Department Total	\$ -	\$ 1,790,380	\$ 4,653,895	\$ 4,345,270	\$ 7,030,058

Department Personnel Summary					
Fund	FT/PT	2015 Actual	2016 Actual	2017 Budgeted	2018 Proposed
General Fund					
	FT	0	35	40	41
	PT	0	1	3	2
CDBG Fund					
	FT	0	3	3	3
	Total	0	39	46	46

Operating Budget by Program				
Program	2017 Budget	2017 FTEs	2018 Proposed	2018 FTEs
Administration	\$ 1,489,267	10	\$ 981,505	4
Internal Services	17,246	0	16,545	0
Fiscal	105,920	1	136,063	1
Human Resources	95,780	1	117,038	1
MLK Programming	60,000	0	20,000	0
New Americans	315,217	2	228,315	1
Community Relations Office	109,000	0	379,593	3
311 Call Center	1,453,934	21	1,907,898	22
Neighborhood Pride	651,192	5	1,120,467	9
Neighborhood & Agency Services	356,339	3	2,122,634	3
Department Total	\$ 4,653,895	43	\$ 7,030,058	44

The Department of Neighborhoods was created on July 1, 2016. As such, the data noted for 2016 represents a partial year of financial information. 2017 was the first full year of funding for the department.



2018 PROGRAM GUIDE

ADMINISTRATION

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

INTERNAL SERVICES

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

FISCAL

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

HUMAN RESOURCES

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

MLK PROGRAMMING

To promote cultural diversity, awareness, and education through sponsored public events.

NEW AMERICANS

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

COMMUNITY RELATIONS OFFICE

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

311 CALL CENTER

To provide a single point of contact for residents to submit service requests and to receive information regarding non-emergency city services.

NEIGHBORHOOD PRIDE

To bring the services of city government to the people and provide a site for community members to meet and interact with city staff.

NEIGHBORHOOD AND AGENCY SERVICES

To provide direct services, technical assistance, and interaction with individuals, neighborhoods, civic organizations, and other related neighborhood groups, including area commissions.



COLUMBUS PUBLIC HEALTH

Department Description

Columbus Public Health (CPH) is governed by a five member Board of Health, and works to protect the Columbus community from disease and other public health threats by ensuring that all residents and visitors are empowered to live healthier, safer lives. CPH offers a range of programs in the areas of environmental, neighborhood, family, population, and clinical health.

CPH protects, promotes, and monitors the health of the public by:

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

An array of **clinical and family health services** is provided to Columbus residents ranging from women's health, family planning, primary care, and sexual health, to immunizations, health screenings, infant health, and dental care, among many others. In recent years, the department has been a community leader and actively engaged in the areas of infant mortality, smoking cessation, and the opiate crisis.

The department also works to prevent or reduce risks from environmental hazards. **Environmental health** programs seek to

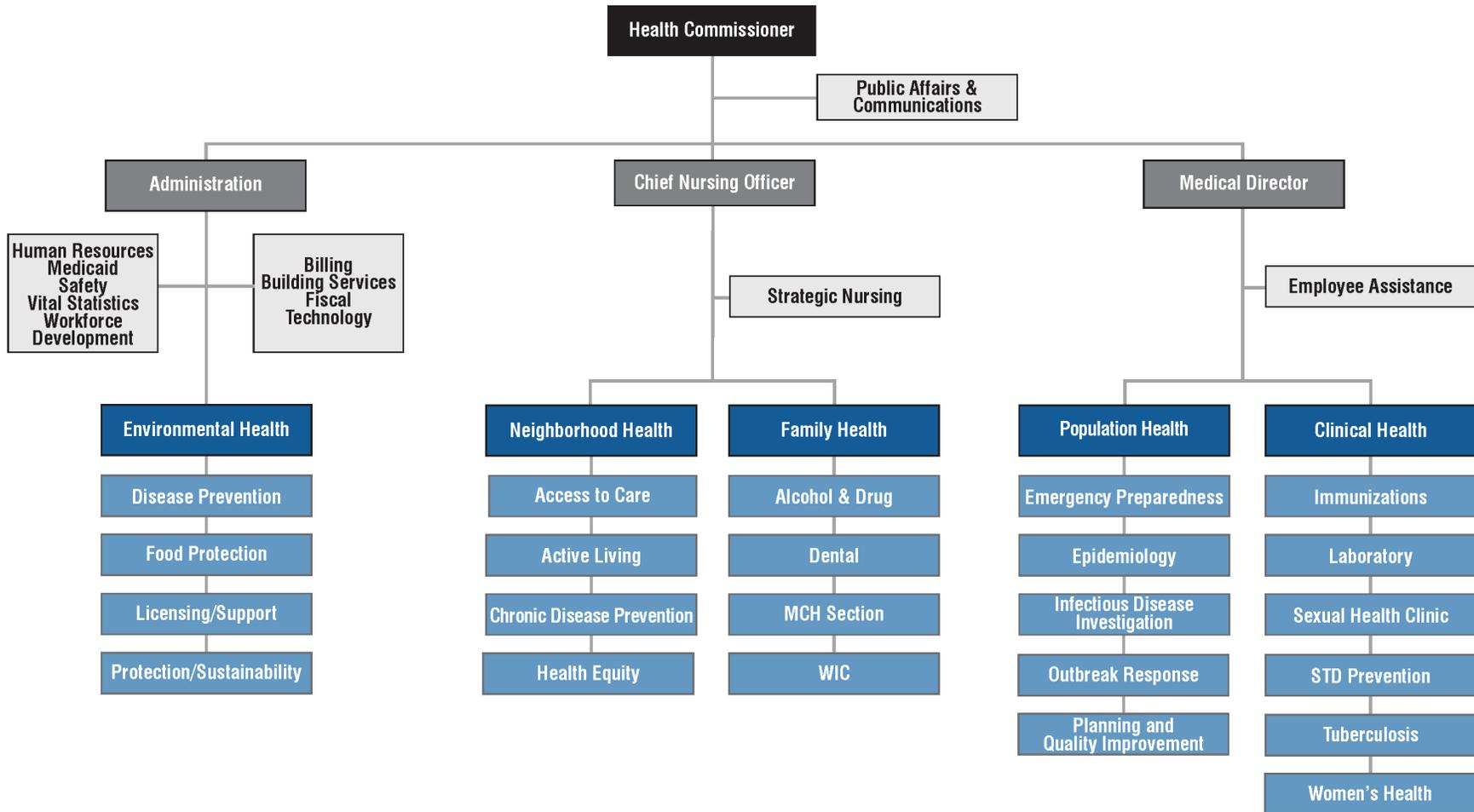
Department Mission

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

prevent disease or injury associated with food, water, air, animals, vectors, hazardous materials, and hazardous waste.

Within the **population health** area and through the **Office of Epidemiology**, CPH helps to improve the health of the Columbus community by gathering and studying health-related data and information. CPH guides the appropriate use of such data for decision making in community health policy, planning, and programming. Its **Office of Emergency Preparedness** analyzes health indicators, investigates infectious diseases, and implements public health interventions when warranted.

Finally, in its **neighborhood health** focus, CPH provides programming targeted to encourage chronic disease prevention, promote an active environment for residents, and ensure equity in health care and healthy, local food access points.



Strategic Priorities for 2018



Neighborhoods

Provide services to prevent, investigate, and control infectious diseases, including communicable disease outbreaks, sexually transmitted infections, and food-borne and water-borne illnesses.

Continue to provide high quality clinical services for children and families, including sexual health, immunization, dental, women's health, and tuberculosis control. Staff will continue to reduce barriers to service by providing such services as translation and evening hours.

Lead the city's ongoing efforts to combat the current epidemic of obesity by implementing strategies to make Columbus an active and vibrant community. Programming and initiatives dedicated to these efforts include Healthy Children Healthy Weights, the Growing Healthy Kids Coalition, Columbus & Franklin County Local Food Action Plan implementation, farmers markets and community gardens, bike and walking paths, walking maps and art/heritage walks, the Creating Healthy Communities Network, Women Infants and Children (WIC), and Columbus & Franklin County Chronic Disease Prevention Coalition.

Continue to work with PrimaryOne Health, the Healthcare Collaborative of Greater Columbus, and other groups to help support quality primary care for as many as possible.

Connect in neighborhoods through Health Advisory Committees, the CARE Coalition (Community Action Resilience Empowerment), and maintain social work staff in Neighborhood Pride centers and other venues to assist vulnerable residents. The goal is to protect residents' health and safety, primarily by linking them to needed health and social services and through the community-focused public health nursing corps.



Early Childhood and Education

Address the critically high rates of infant mortality in our region by (1) continuing CelebrateOne initiatives implementation, (2) providing quality women's health services, immunization, smoking cessation, and home visiting services, and (3) support the Ohio Equity Institute efforts in our region to address the rates of infant mortality on the south side.

Coordinate with other city departments and agencies to enhance the safety of children in, near, and around schools.

Continue school inspection services and collaborative efforts with Columbus City School nurses to respond to children's pressing health needs.

Improve health in minority and lower income communities through neighborhood-based and coalition-based partnership initiatives.

Strategic Priorities for 2018 (cont.)



Operational Efficiencies

Expand quality improvement, safety, and workplace training efforts in order to maintain public health accreditation status.

Continue to provide important public health information through Columbus Public Health's website and social media.

Continue to enhance technology in the vital statistics area to allow for computer scanning and storage of birth and death certificates and regular access to data reports, including real time analysis of Franklin County residents.

Continue the SIGNS community education program for Columbus residents. This program provides information to the public on the safety of restaurants, pools, schools, and other venues inspected by the Environmental Health Division. The transition to enhanced mobile web technologies will improve efficiency.

Continue CPH facility renovations and enhancements to assure safety of visitors and staff.



Public Safety and Health

Continue departmental and community planning to prepare for and respond to a range of disasters or emergencies, including bioterrorism. Community leadership, public education, and staff training will continue with an emphasis on providing the highest level of public health protection possible for all Columbus residents.

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

2018 BUDGET NOTES

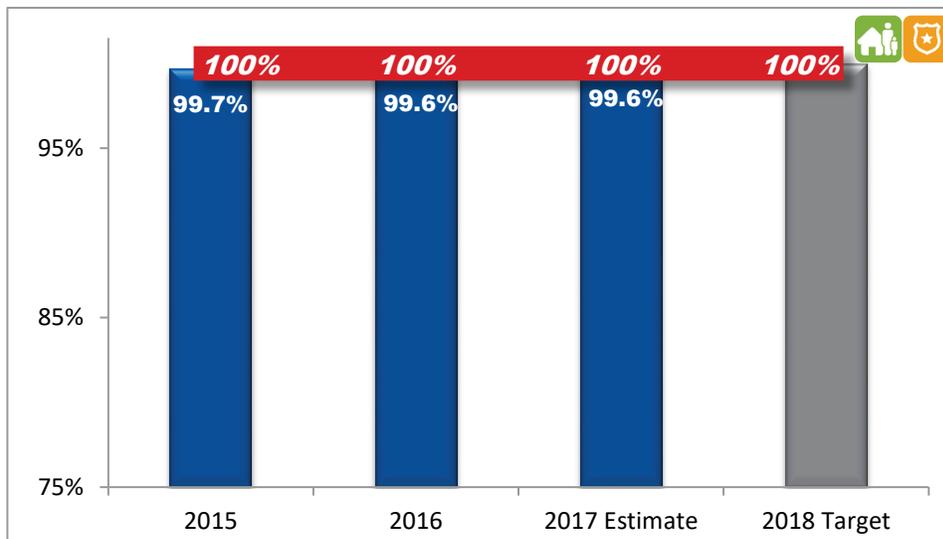
The 2018 budget for Columbus Public Health allows for continued provision of public health services that are mandated, services that meet the Mayor's priorities, and a variety of programs that the Board of Health deems essential. In addition:

- Funding of \$321,395 is provided to continue the community wide comprehensive harm reduction program to address heroin and opiate use. Columbus has been plagued by opiate use with devastating, and sometimes deadly, consequences. Four additional full-time positions are being funded to provide a Medication-Assisted Treatment program combined with intensive substance abuse therapy, and infectious disease screenings and linkage to care.
- Continued funding is included in the 2018 budget to support the infant mortality initiative in Columbus, CelebrateOne. Funding continues to support the Safe Sleep Campaign and strategic initiatives. More information on CelebrateOne can be found in the Community Profile section of this document.
- A full-time program manager was added in 2017 to coordinate a Safe Routes to School program creating and improving safe passages for elementary and middle school students. This position is fully funded in the 2018 budget.
- Funding continues for a part-time epidemiologist position to continue to study and establish a local violence related public health data set to better understand violence (specifically gun violence) in Columbus neighborhoods.
- Support for PrimaryOne, formerly known as the Community Neighborhood Health Centers (CNHC), in the amount of \$4.3 million is included to address health concerns at multiple health centers.
- Continued funding is provided for an effective rodent control program, licenses, and inspection services for food service establishments, pools, spas, and tattoo and body piercing studios.
- The department continues to assist Columbus Public Schools by contracting with the district to provide general consultation and input on school health procedures and protocols.
- Grant funding continues for the Pregnancy Support Program, AIDS Housing Program, and the Sexual Health Awareness Program.
- Increased revenues are projected in third party clinical billings, food license fees, Medicaid administrative claims, and new fees associated with Tobacco 21 requirements. In addition, the department continues to contract with and receive revenue from the City of Worthington to provide public health consultation and assistance in matters of public health.

PERFORMANCE MEASURES

Compliant Food Facilities

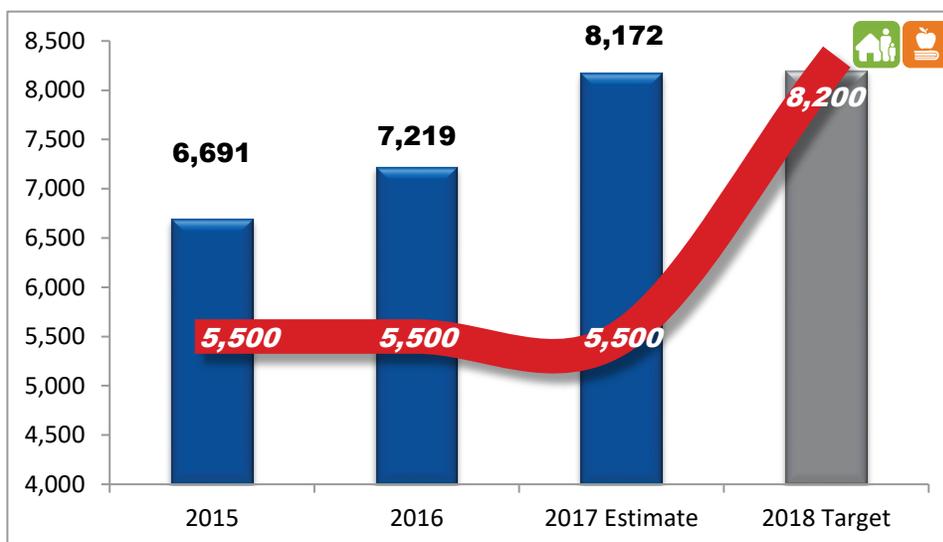
Percent of licensed food facilities in compliance with public health standards



Over the past two years, through vigilant inspection practices, Columbus Public Health has maintained 99 percent of licensed food facilities' compliance with public health standards. In concert with its mission to protect residents' health, the department continually strives to have 100 percent of food facilities compliant.

Home Visits

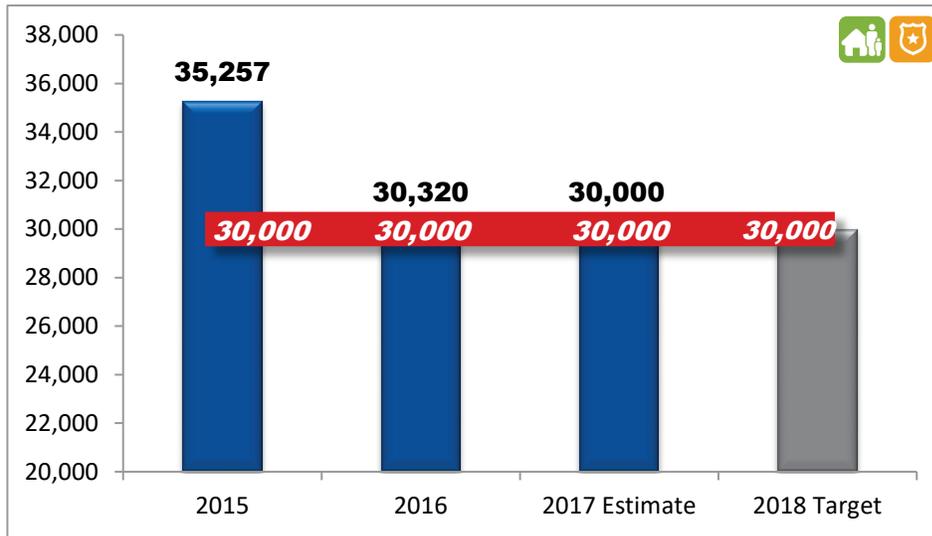
Number of prenatal, newborn, and child home visits completed



The number of prenatal, newborn, and child home visits completed is projected to increase. This is just one element of a major initiative to reduce the infant mortality and low birth rate for newborns in the city. The goal of 5,500 was surpassed in 2015 and 2016, and through allocating the appropriate resources to address this continuing health threat, the target for 2018 is set at 8,200.

Immunizations

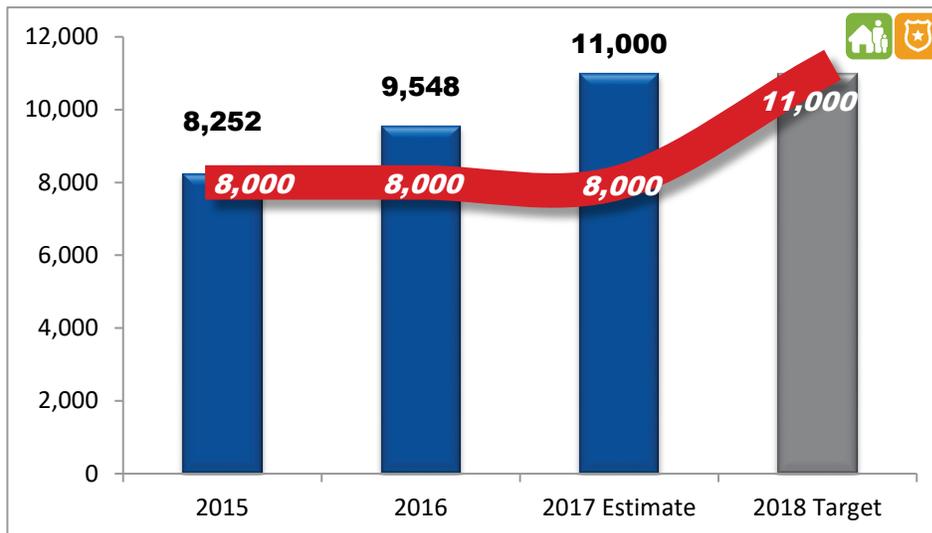
Number of immunizations provided to Columbus adults and children



Providing immunizations to adults and children is a top priority in protecting the health of residents and improving lives in our community. The health department surpassed the goal of 30,000 immunizations in 2015. A total of 30,000 immunizations are projected for 2017, and thus targeted for 2018 as well.

Pesticide Applications

Number of pesticide applications made to stagnant water sites to control the mosquito population



The number of pesticide applications made to stagnant water sites has steadily increased over the years as the threat of infection to residents from infected mosquitos has increased. A total of 11,000 pesticide applications are projected for 2017 and this is expected to continue in 2018, having a direct impact on keeping the Columbus community healthy.

Department Financial Summary by Area of Expense					
Fund	2015 Actual	2016 Actual	2017 Budget	2017 Projected	2018 Proposed
Health Operating Fund					
Personnel	\$ 20,435,495	\$ 21,908,558	\$ 23,393,219	\$ 23,097,293	\$ 24,581,949
Materials & Supplies	831,350	874,052	1,011,386	973,156	1,113,204
Services	7,169,894	7,471,952	7,067,608	6,787,164	6,698,724
Other	4,856	7,052	5,000	12,500	12,500
Capital	182,000	-	-	-	-
Health Operating Fund Subtotal	28,623,595	30,261,614	31,477,213	30,870,113	32,406,377
CDBG Fund					
Personnel	208,673	185,867	182,594	182,594	183,108
Services	4,000	-	-	-	-
CDBG Fund Subtotal	212,673	185,867	182,594	182,594	183,108
Department Total	\$ 28,836,268	\$ 30,447,481	\$ 31,659,807	\$ 31,052,707	\$ 32,589,485

Department Personnel Summary					
Fund	FT/PT	2015 Actual	2016 Actual	2017 Budgeted	2018 Proposed
Health Operating Fund					
	FT	210	229	244	251
	PT	39	37	50	40
CDBG Fund					
	FT	3	3	4	3
	Total	252	269	298	294

Operating Budget by Program					
Program	2017 Budget	2017 FTEs	2018 Proposed	2018 FTEs	
Health Administration	\$ 11,261,427	60	\$ 9,924,926	50	
Fiscal	469,219	4	559,834	6	
Human Resources	777,735	7	785,764	7	
Internal Services	419,395	0	465,020	0	
Neighborhood Health	2,854,419	25	3,301,997	30	
Clinical Health	5,224,404	47	5,339,316	46	
Population Health	2,240,709	20	2,453,434	22	
Environmental Health	5,615,632	58	6,093,540	60	
Family Health	2,796,867	27	3,665,654	33	
Department Total	\$ 31,659,807	248	\$ 32,589,485	254	

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



2018 PROGRAM GUIDE

HEALTH ADMINISTRATION

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

FISCAL

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

HUMAN RESOURCES

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

INTERNAL SERVICES

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

NEIGHBORHOOD HEALTH

To create, implement, and coordinate a plan for effective and efficient communications between staff and customers with limited English proficiency; to assess data collection within the department in regard to racial and ethnic minorities, providing input in the development of policies to address health disparities; to facilitate and support a community health improvement initiative which focuses on improving health and reducing disparities; and to assist individuals in identifying opportunities for health improvement and provide linkage to other health and community agencies.

CLINICAL HEALTH

To provide clinical services to the public including immunization services to residents of all ages, reproductive health and wellness services, family planning and postpartum services, sexually transmitted infection (STI) prevention, education, and referrals to people in need of sexual health services to avoid complications and transmission of STIs.

POPULATION HEALTH

To prevent and/or reduce morbidity and mortality associated with public health threats by analyzing health indicators, investigating infectious diseases, and implementing public health interventions.

ENVIRONMENTAL HEALTH

To reduce the number of food-borne illnesses in Columbus and Franklin County, inspect and license swimming pools, spas, and water systems, provide inspections for hazardous waste and underground storage tanks, conduct animal bite investigations, monitor and control mosquito and rodent populations, and to evaluate and reduce lead poisoning in the community.

FAMILY HEALTH

To provide public health nursing and social work home visiting services to residents in need of social support linkages with community resources, to reduce death and preventable injuries to children aged 14 and under, provide alcohol and drug abuse prevention and education services to Columbus residents, the courts, and clients referred through the employee assistance program, to provide basic and preventive dental clinical services to Franklin County families who are unable to access dental service due to cost, and to prevent tooth decay through a mobile dental sealant program for low income families in Columbus.

DEPARTMENT OF RECREATION AND PARKS

Department Description

The Columbus Recreation and Parks Department (CRPD) is the premier health and wellness destination for residents of Columbus. With 353 parks, six golf courses, 120 miles of trails, 29 community centers, eight outdoor pools and the largest ball diamond complex in the country, CRPD offers safe, affordable programming that keeps residents active and healthy throughout the year.

Charged with a commitment to health and wellness, conservation, and social equity, CRPD staff members are dedicated to ensuring Columbus continues to be America's Opportunity City. The department accomplishes this through sustainable practices, connecting neighborhoods, and its commitment to inclusive programming opportunities.

Within the **Aquatic Center**, the CRPD offers a place to swim year round. In the summer, the department operates eight conveniently located outdoor pools and three spraygrounds.

The CRPD operates five **Athletic Complexes** throughout the City of Columbus, each of which has high school regulation sized basketball and volleyball courts. In addition, the Columbus Recreation and Parks Department owns

and operates 29 **Community Centers** around the City of Columbus. Of the 29, three are multi-generational facilities, and two are senior centers.

As a key section of the Columbus Recreation and Parks Department, Columbus Municipal **Golf** operates six public golf courses which offer a variety of locations, prices, and challenges.

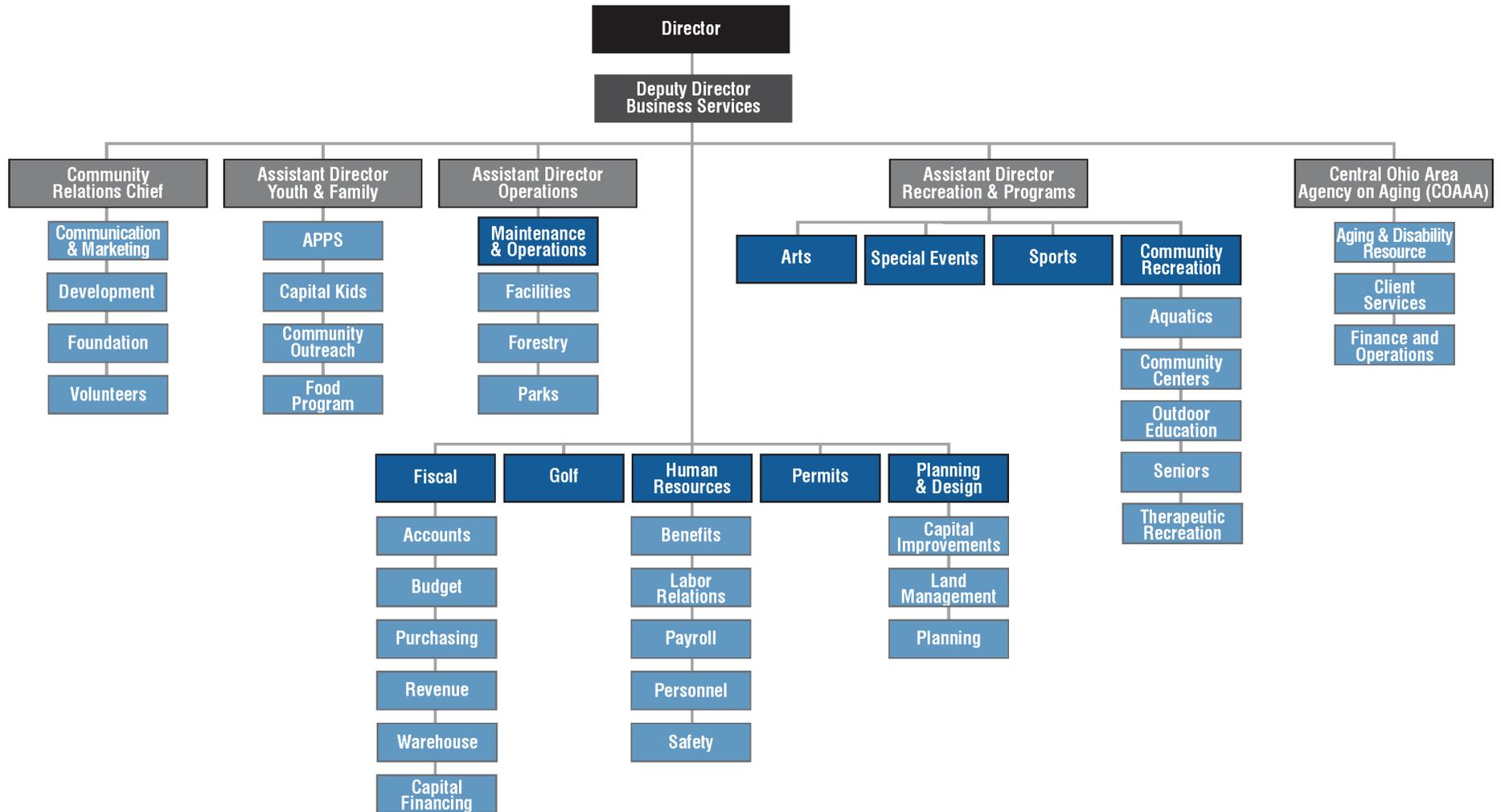
Aside from the aforementioned facilities, the CRPD also manages the **Cultural Arts Center**, the Golden Hobby Gift Shop, and the McKnight Outdoor Education Center.

The CRPD's catalog of programming is extensive and it caters to residents of all ages, interests, and abilities. From summer camps, therapeutic recreational activities, youth and adult athletic activities, fitness classes, and educational gardens to swimming and watercraft instruction, art classes, and the Applications for Purpose, Pride, and Success (**APPS**) program, the department offers a wide range of structured recreational opportunities.

Department Mission

The Columbus Recreation and Parks Department's mission is to enrich the lives of our residents.

Recreation and Parks



Strategic Priorities for 2018

Public Safety and Health

CRPD will provide safe spaces in parks and community centers for all of our youth, adults, families, and seniors.

Youth violence intervention through the Applications for Purpose Pride and Success (APPS) program will continue in 2018, with the issuance of an outcome evaluation.

A job and career exploration expansion within the APPS job readiness program, in partnership with Franklin County, will take place in 2018 to assist youth with training, mentoring, coaching, and exposure to positive life experiences.

CRPD will continue to provide for the School's Out programming and collaboration for youth during spring, winter, and summer breaks by increasing partnerships with local organizations to offer a safe and fun environment when school is not in session.

Early Childhood and Education

Increase food access by leveraging our partnership with Columbus Public Health and local private, public, and nonprofit partners to manage summer food programming throughout Franklin County year round. This includes focusing on increased strategic awareness campaigns via collaborative vehicles like the golunch.club.

A Center for Opportunity is a high-performing community center with enhanced youth and family development programming. These community centers have collaborated with private, nonprofit, and public partners to enhance and expand programming and services in 11 centers in our eight challenged neighborhoods as identified by CelebrateOne.

Expand therapeutic recreation summer camp opportunities to accommodate all children with special needs in the community.

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

Economic Development

Improve the city's marketability with site selectors and employment centers by ensuring equitable access to safe, well-maintained parks and green spaces, including the addition of a seven-acre park in Franklinton development centers.

Maintain and increase Columbus property values by providing safe and accessible parks, trails, and quality of life opportunities to Columbus residents.

Strategic Priorities for 2018 (cont.)



Operational Efficiencies

Begin a three-year operational strategic plan to provide long-term fiscal sustainability focusing on a regional approach.

Develop operational plans for all 29 community centers to ensure revenue and expenditures align with the budget and department's plan and mission.

Perform a cost analysis of all services and programs provided by the department, and develop smart business plans that will result in an increase of earned revenues to impact cost recovery.

Complete a comprehensive utility analysis of all centers and buildings, which should result in a three to five percent savings.



Neighborhoods

Connect residents in our eight neighborhoods identified by CelebrateOne to Centers for Opportunity programming and services including health, wellness, and nutrition programs and services.

Engage in a community planning process to create the city's first Center for Opportunity in Linden. The Linden Community Center will focus on the needs of the neighborhood, and bridging social service, health, and wellness partnerships.

Develop streamlined programs that will be offered at all community centers and continue to empower center managers to develop market-driven programs that are reflective of the neighborhood needs.

Engage neighborhood partners, including schools and churches, in creating opportunities that help address significant neighborhood issues.

Promote the centers, programs, and facilities as neighborhood resources. Develop a communications and marketing approach that encourages a two-way dialogue with neighborhoods.



Diversity and Inclusion

Collaborate with the Office of Diversity and Inclusion to develop a robust recruitment plan for CRPD. This inclusion strategy will address policy and practices in staffing, planning, and service delivery to ensure the parks and centers are open for all of our residents.

Work with external and internal partners to develop a training and development plan for the creation of a diverse leadership team.

Build relationships within the Columbus Women's Commission to dismantle barriers and reduce gender based inequities to improve the economic position of women in our community.

2018 BUDGET NOTES

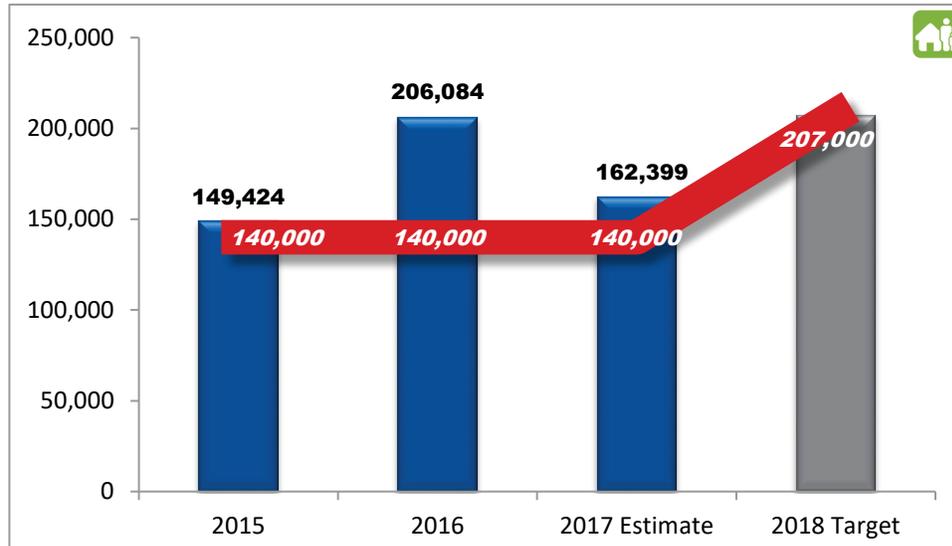
Franklin Park Conservatory will receive \$350,000 in city support in 2018. The King Arts complex will receive \$125,000. In addition:

- The division operates 29 community centers, facilities for cultural arts, outdoor education and therapeutic recreation.
- The department will continue to support the African American Festival by providing \$25,000 to fund the special event.
- Renovations and expansion of Indian Mound Community Center, Linden Community Center, and Linden Park will commence. The facilities and park will be rebuilt to better meet the needs of the neighborhood. Construction renovations of the Davis Center will also begin in 2018.
- Total funding for the APPS program (Applications through Purpose, Pride, and Success) is \$1,252,111 in 2018. This program enriches the lives of youth ages 14-21 and young adults by connecting them to services and programs focused on building life skills, character development, jobs, postsecondary education, and other components.
- Construction of two new skate parks will begin in 2018. Also, renovations of the existing Dodge Skate Park will better suit the needs of the citizens of Columbus utilizing this outdoor space.
- The department will continue its support of a summer youth work program in the amount of \$430,000.
- In the Aquatics program, the department will operate eight outdoor pools, one indoor aquatic center, three spray grounds, and five splash pads and interactive fountains.
- The department will provide support for School's Out, which offers programming during spring break, winter break, and summer break for Columbus youth in our community centers.
- The community development block grant (CDBG) will provide \$714,508 to fund after school programs, activities during breaks in the school year, and recreation center staff.
- The department acquired a 50 plus acre soccer complex from the Northern Columbus Athletic Association. The Sports section will run this premier soccer complex in 2018.
- Additional funds of \$30,000 were added to the Therapeutic Recreation Summer Camp for increased staffing to meet the needs of all special needs children.
- Renovations and expansion of Champions Golf Course Clubhouse will commence. The modification includes a new, larger clubhouse that will include a banquet room for large groups and community events. This new clubhouse design will enhance customer experience.
- Continue to expand diversity and inclusion plans to dismantle barriers and insure our parks and centers are open for all our residents.

PERFORMANCE MEASURES

Registered Participants

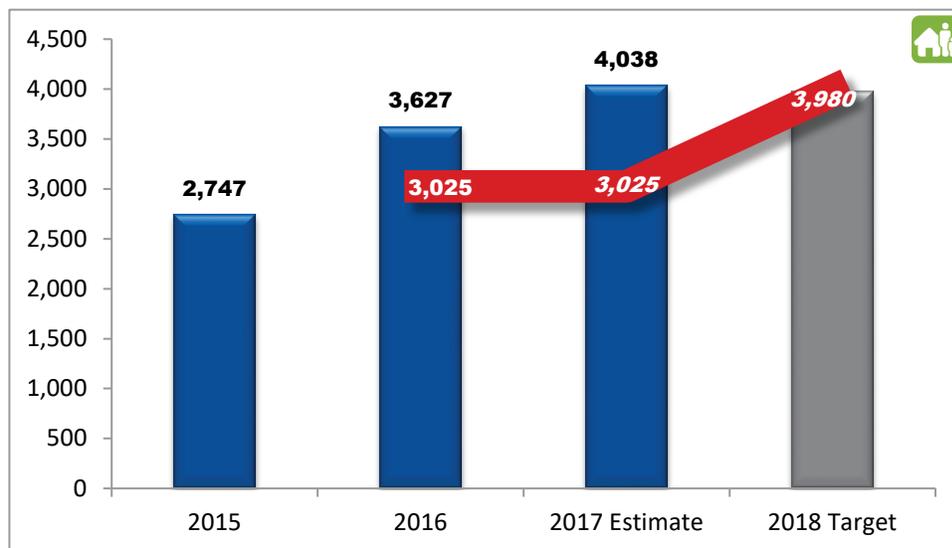
Number registered for recreation classes and programs (in thousands)



The department continues to exceed its target for this measure. This success is reflective of utilizing more efficient methods of capturing registered participants and the department's vast selection of program offerings. As a result, the 2018 target was increased to 207,000 registrants.

Planted Trees

Number of trees planted



This measure was established in 2016 as a result of the emerald ash borer infestation. The department continues to remove ash trees and plant replacement trees. The target for 2018 is to plant 3,980 trees. The department continues to focus on the community-wide effort "Branch Out Columbus." The campaign goal is to plant 300,000 trees across the city by 2020.

Department Financial Summary by Area of Expense					
Fund	2015 Actual	2016 Actual	2017 Budget	2017 Projected	2018 Proposed
Operation and Extension Fund					
Personnel	\$ 32,478,499	\$ 34,325,842	\$ 36,700,941	\$ 36,845,216	\$ 38,636,808
Materials & Supplies	1,740,824	1,982,790	2,195,900	2,191,219	2,383,885
Services	10,843,087	11,835,626	12,633,134	12,862,726	12,451,775
Other	128,830	105,015	148,160	143,727	196,510
Capital	-	139,488	-	-	-
Transfers	182,489	185,453	182,489	185,531	182,489
Operation and Extension Fund Subtotal	45,373,730	48,574,214	51,860,624	52,228,420	53,851,467
Community Development Block Grant (CDBG) Fund					
Personnel	730,658	735,981	670,103	670,103	672,084
Materials & Supplies	3,033	-	2,600	2,200	2,600
Services	83,222	37,405	39,300	35,683	39,324
Other	500	455	500	-	500
CDBG Fund Subtotal	817,413	773,841	712,503	707,986	714,508
Department Total	\$ 46,191,143	\$ 49,348,055	\$ 52,573,127	\$ 52,936,406	\$ 54,565,975

Division Financial Summary by Area of Expense					
Fund	2015 Actual	2016 Actual	2017 Budget	2017 Projected	2018 Proposed
Administration					
Operation and Extension Fund					
Personnel	\$ 32,478,499	\$ 34,325,842	\$ 36,700,941	\$ 36,845,216	\$ 38,636,808
Materials & Supplies	1,740,824	1,982,790	2,195,900	2,191,219	2,383,885
Services	10,843,087	11,835,626	12,633,134	12,862,726	12,451,775
Other	128,830	105,015	148,160	143,727	196,510
Capital	-	139,488	-	-	-
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Operation and Extension Fund Subtotal	45,373,730	48,574,214	51,860,624	52,228,420	53,851,467
CDBG Fund					
Personnel	730,658	735,981	670,103	670,103	672,084
Materials & Supplies	3,033	-	2,600	2,200	2,600
Services	83,222	37,405	39,300	35,683	39,324
Other	500	455	500	-	500
CDBG Fund Subtotal	817,413	773,841	712,503	707,986	714,508
Department Total	\$ 46,191,143	\$ 49,348,055	\$ 52,573,127	\$ 52,936,406	\$ 54,565,975

Department Personnel Summary					
Fund	FT/PT	2015 Actual	2016 Actual	2017 Budgeted	2018 Proposed
Operation and Extension Fund					
	FT	302	317	343	343
	PT	901	1079	1,384	1,306
CDBG Fund					
	FT	4	3	4	4
	PT	67	62	90	79
Total		1,274	1,461	1,821	1,732

Operating Budget by Program				
Program	2017 Budget	2017 FTEs	2018 Proposed	2018 FTEs
Administration	\$ 4,452,390	9	\$ 6,704,564	9
Fiscal	508,088	4	1,575,941	13
Human Resources	589,630	6	681,635	6
Aquatics	1,141,002	3	1,035,049	3
APPS	1,247,615	1	1,252,111	1
Building and Facility Maintenance	2,691,099	24	2,838,979	24
Development Rec and Parks	850,958	6	1,058,491	8
Emerald Ash Borer	231,407	1	276,592	1
Forestry	2,586,722	30	2,653,445	29
Park Maintenance	6,287,697	63	6,139,839	60
Planning and Design	1,240,856	12	1,326,726	12
Special Events	809,326	7	660,379	5
Sports	2,350,983	12	2,470,425	12
SELF Program	144,735	1	130,584	1
Warehouse	383,065	1	425,425	1
Outdoor Education	393,236	3	415,087	3
Cultural Arts Center	651,359	3	667,316	3
Permits	1,062,312	8	986,345	7
Capital Kids	547,997	5	611,448	5
COAAA	182,489	0	182,489	0
Community Recreation	13,866,761	118	12,295,093	115
Therapeutic Recreation	482,093	3	540,055	3
Golf	3,791,848	27	3,719,174	25
Hockey	164,890	0	166,049	1
Internal Services	4,714,431	0	5,158,805	0
Miscellaneous Programs	1,200,138	0	593,929	0
Department Total	\$ 52,573,127	347	\$ 54,565,975	347

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



2018 PROGRAM GUIDE

ADMINISTRATION

To provide management and support through the office of the director for training, marketing, grants, COAAA, and City of Columbus initiatives.

FISCAL

To oversee the department's operating budget, processes all invoices, coordinates telephone and wireless devices, posts bids through vendor services, handles legislated contracts and service agreements, and administers grant funding, the capital improvements budget, and the special and permanent improvement funds.

HUMAN RESOURCES

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

AQUATICS

To provide places to swim year round including 8 outdoor swimming pools, 3 spray grounds, and an indoor swim center. The section also offers a summer watercraft instruction camp that teaches basic sailing and canoeing skills.

APPS

Application for Pride, Purpose and Success (APPS) Section works to enrich the lives of at-risk youth, ages 14-21, by connecting them to programs focused on building life skills, character development, jobs, postsecondary education, and by further enhancing the recreational programs the department currently provides.

**BUILDING AND FACILITY
MAINTENANCE**

To preserve and/or restore buildings and equipment to their original condition or to such a condition that they can be effectively used for their intended purpose, and does whatever work is necessary to maintain the original anticipated useful life of a fixed asset.

DEVELOPMENT REC AND PARKS

To direct all marketing opportunities through the department's web site, social media, publications, promotional materials, and special projects as well as coordinating and tracking volunteer efforts, and soliciting and receiving monetary and in-kind donations. The section also annually raises and disseminates funds for P.L.A.Y (Private Leisure Assistance for Youth), and manages the department's non-profit foundation.

EMERALD ASH BORER

The Emerald Ash Borer (EAB) Program is responsible for the removal of dead and dying trees as related to the ash tree killing insect. The program is also responsible for placement of new trees in the areas affected by these tree removals.

FORESTRY

To manage the health and safety of the city's trees, which includes the planting, pruning, and removal of trees in city parks and on city rights-of-way, as well as maintaining the Park of Roses, responding to calls related to tree damage from storms, and coordinating the annual Arbor Day Celebration.

PARK MAINTENANCE

To regularly provide professional grounds and facilities maintenance services to the department's park properties including mowing, raking, trimming, mulching, repairing playground equipment, installing of public docks, and refurbishing park benches, tables, fences, and signs.

PLANNING AND DESIGN

To direct the department's capital budget and ensure that it is efficiently used for the planning and acquisition of open green space, as well as meeting the park and recreational needs of the community, department, and city neighborhoods including multi-use trails throughout the city.

SPECIAL EVENTS

To provide guidelines and regulations for producing a special event or race. To coordinate city services for special events and races, permits use of parks, trails and streets for events. To secure city permission to conduct alcohol sales at public events. To provide consultations for new events and produce annual events, such as the Jazz & Rib Fest, Rhythm on the River, Fountain Side, and the Grand Illumination at the Scioto Mile.

SPORTS

To offer adult leagues for softball, basketball, volleyball, rugby, and flag-football. To host tournaments at the department's athletic fields and manage the Youth First Grant Program to increase the number of opportunities in the city for youth to participate in organized sports at a reasonable cost.

SELF PROGRAM

The Summer Food and After School Feeding Section provides free, nutritionally balanced breakfast, lunches and snacks at 270 sites in the summer, and at 27 of the department's community recreation centers throughout the rest of the year as part of the U.S. government's feeding program for children from low income families.

WAREHOUSE

To oversee the storage and handling of goods and material for the department as well as inventory control. To govern regulatory compliance for worker safety as well as accident and claim investigations. To provide finance services for the entire Parks Division.

OUTDOOR EDUCATION

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

CULTURAL ARTS

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

PERMITS

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

CAPITAL KIDS

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

COAAA

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

COMMUNITY RECREATION

The Recreation Section operates 29 community recreation centers around the City of Columbus in which hundreds of classes are offered throughout the year including arts and crafts, sports, fitness, dance, music, summer camps, and life skills. Of the 29 centers, 3 are multi-generational facilities (serving all ages), and 2 are senior centers (serving those 50 years and older).

THEARAPUTIC RECREATION

Therapeutic Recreation Section sponsors recreational activities that are modified to meet the needs of individuals with disabilities.

GOLF

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

HOCKEY

Hockey team programs, learn to skate, and off-ice programming in the areas of leadership development and conflict resolution.

INTERNAL SERVICES

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

**MISCELLANEOUS
PROGRAMS**

To support various community agencies.

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DEPARTMENT OF PUBLIC SERVICE

Department Description

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

The **Director's Office** provides overall coordination and policy direction for the department. Fiscal, human resources, contracting, communications, and legislative processing functions are also coordinated by this office. The Assistant Director for parking solutions oversees parking management services, including on-street and parking garage planning, parking enforcement, various forms of parking permits, meter collections, and maintenance.

The **Division of Refuse Collection** provides residential refuse and bulk-collection services, litter-container collection, dead-animal pickup from public property, clean up for major downtown special events, and administers contracts for yard waste and recycling services. This includes the citywide residential recycling program which started in 2012. Keep Columbus Beautiful, which coordinates hundreds of volunteers in litter pick-up events, administers the city's illegal dumping and graffiti services.

The **Division of Traffic Management** is responsible for overseeing traffic studies, safety studies, and congestion studies to

ensure a safe and efficient transportation system for pedestrians, bicyclists, and vehicular traffic, as well as improving neighborhood livability and safety. The division oversees multi-modal thoroughfare planning that directs the future of transportation in the City of Columbus. The division installs and maintains pavement markings, traffic signals, traffic signage, and parking meters.

The **Division of Infrastructure Management** is responsible for delivering all services related to managing the transportation infrastructure including pavement and structures management, right-of-way permit reviews, and long range planning. The division provides street maintenance services within the City of Columbus'

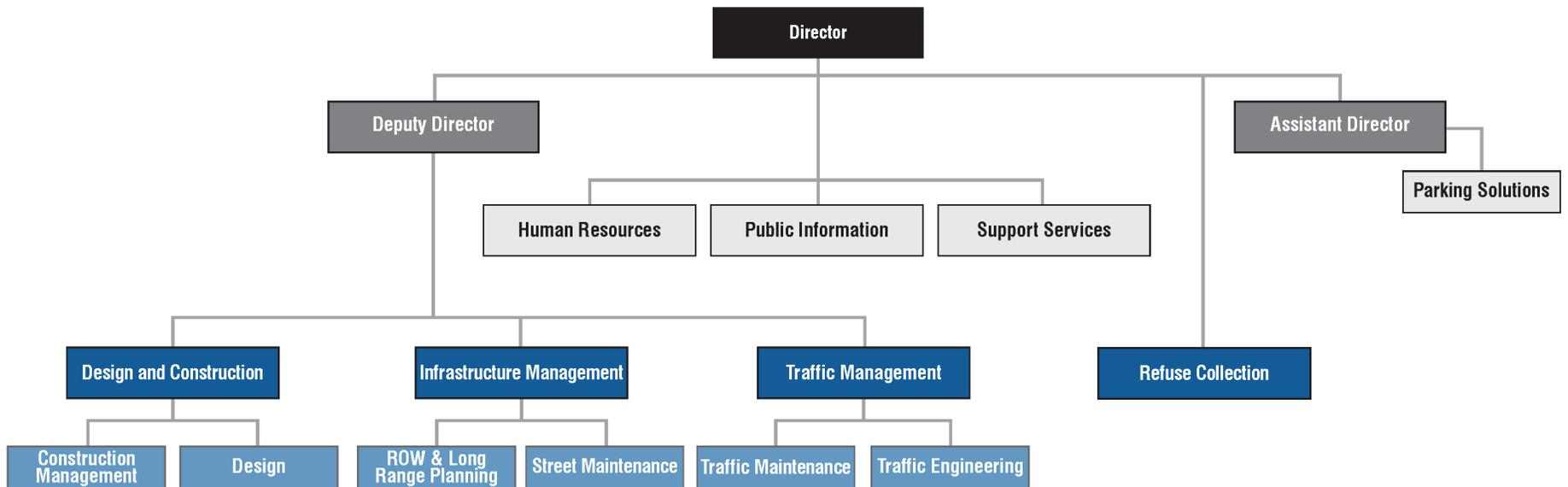
rights-of-way including street sweeping, litter control, graffiti removal, and snow removal in an efficient manner. The division also oversees all GIS, mapping, and addressing for the department.

The **Division of Design and Construction** is responsible for developing quality construction plans, managing design contracts, and enabling the department to build and maintain a safe and efficient transportation system. In addition, the division manages construction contracts, providing quality and timely construction inspection, surveying, and materials testing services in support of Public Service's, Public Utilities', and privately-funded infrastructure construction projects.

Department Mission

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

Public Service



Strategic Priorities for 2018



Neighborhoods

Provide timely and consistent services, particularly in the areas of refuse, bulk, recycling and yard waste collection, and street maintenance activities, including pothole repair, parking meter repair, snow and ice removal, and street sweeping.

Plan and construct sidewalks, crossing opportunities, and on-street bikeway facilities to provide safe access for pedestrians and bicycles, especially school children and residents in CelebrateOne areas.

Recognize the travel needs of the disabled community by installing new and rehabilitating existing curb ramps.

Work with neighborhoods to update rules and regulations for permit parking.

Manage traffic calming and traffic control requests from the neighborhoods, and work with them on best solutions.



Economic Development

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

Identify and promote “green” practices to ensure a sustainable, responsible, and safe working environment for employees and a livable community for our residents.

Support efforts to revitalize or stabilize neighborhood corridors and residential and commercial districts.

Support economic development through infrastructure planning and improvements.



Smart Columbus

Ensure a comprehensive, multi-modal approach to decarbonizing the Columbus region’s mobility options.

Work with emerging technologies to provide increased safety for all transportation modes.

Assist the Smart Columbus team to help our neighbors with cognitive disabilities get around by designing technology suited especially for them.

Acquire and deploy technology that allows for the automated reconciliation of residential parking permits to vehicles, allowing for enhanced monitoring and control in restricted parking areas.

Work with the Smart Columbus Office as it relates to event parking management to deploy technology that tells users where parking exists and helps them access it. Doing so will ensure that users arrive at their destination more directly, reduce congestion, and improve the experience of residents and visitors alike.

Coordinate with the Smart City Program Office on all financial, procurement, and contracting activities as they relates to both the U.S. Department of Transportation and Vulcan grant agreements.

Strategic Priorities for 2018 (cont.)



Diversity and Inclusion

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

Work with the Office of Diversity and Inclusion on bid opportunities for small and emerging businesses.

Support and develop methods to recruit, develop, and retain highly motivated, qualified, productive, and diverse employees.



Operational Efficiencies

Operate within adopted operating and capital budgets, and meet or exceed established goals.

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

Cooperate with SWACO in planning and upgrading refuse transfer facilities and gain efficiencies in residential refuse collection, yard waste and recycling activities

Develop and communicate expectations of employee performance at all levels of the organization.



Public Safety and Health

Correct safety deficiencies at dangerous intersections and corridors in the city to improve both vehicular, bicycle, and pedestrian safety.

Continue to modify and approve the snow emergency plan.

Increase public awareness of pedestrian safety and bicycle safety.

2018 BUDGET NOTES

DIRECTOR'S OFFICE

The Director's Office provides the overall coordination and policy direction for the department. In addition, the office coordinates fiscal, human resources, and legislation processing functions for the entire department.

The street construction, maintenance and repair (SCMR) fund and the four funds within the Department of Public Utilities share in the cost of the 311 Customer Call Center, which is now under the Department of Neighborhoods. In addition:

- \$250,000 is budgeted within the SCMR fund for the project coordination services within the Smart Columbus program.
- Various split-funded employees have been reallocated within the division to better align work duties with funding sources.
- Travel, registration and training expenses were reallocated from the general fund to the SCMR fund in 2018.

REFUSE COLLECTION

Residential refuse collection and yard waste collection services are provided through the general fund. This includes 90-gallon, 300-gallon, bulk refuse collection, and multi-family collection methods. The general fund also funds the budgets for sidewalk litter receptacles, dead animal removal, and the Keep Columbus Beautiful program. In addition:

- Refuse collection eliminated four positions in 2018.
- The 2018 general fund budget includes \$5.4 million for yard waste removal, residential curbside recycling, and downtown recycling contracts.
- New programs were added in 2018 for Container Management, Keep Columbus Beautiful, and Solid Waste Inspectors.

TRAFFIC MANAGEMENT

The 2018 budget for the division includes funding for the parking ticket processing and collection contract. This contract provides for all aspects of ticket issuance and processing, notice, collection processing, and supplies. Payments are accepted by mail, in person, by telephone, and over the internet.

- Funding of 22 positions moved from the general fund to the parking meter special revenue fund in 2018.
- Expenditures totaling \$2.2 million moved from the parking meter special revenue fund to the general fund in 2018.

INFRASTRUCTURE MANAGEMENT

The Division of Infrastructure Management provides roadway maintenance and repair services to city residents in order to ensure efficient, safe, and reliable roadways within the city limits. Infrastructure Management also houses all snow and ice removal efforts throughout the city during the winter. Revenue collected in the street construction and maintenance (SCMR) fund pays for all activities in the division.

Public Service

The stormwater utility fund will continue to reimburse the SCMR fund for the cost of street cleaning and snow and ice removal. Such efforts protect water quality and minimize the burden on the sewer system from ice, snow, and surface debris. In addition:

- Funding for the bridge maintenance program is included in the capital budget.

DESIGN AND CONSTRUCTION

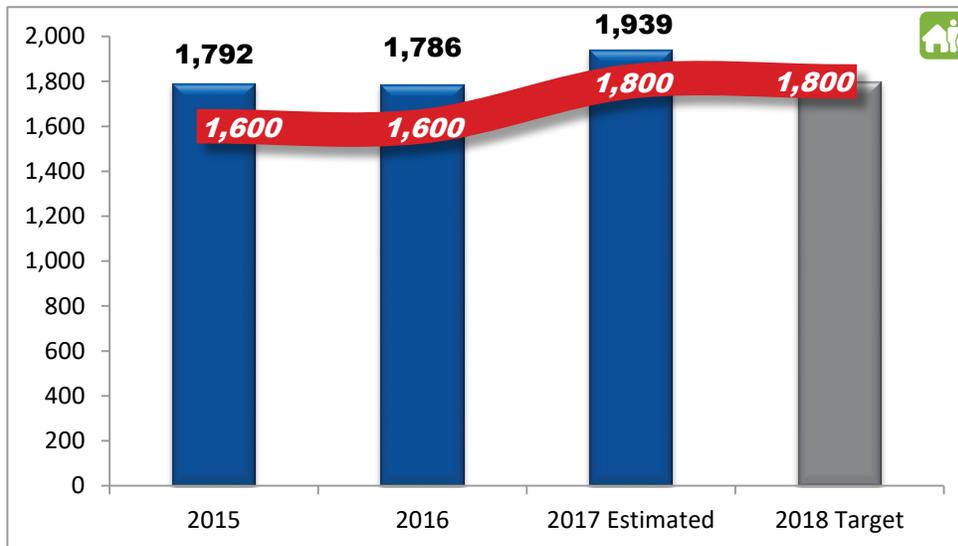
The construction inspection fund includes funding for 51 full-time and 23 part-time employees to provide construction inspection services for City of Columbus agencies. The private inspection fund includes funding for 43 full-time and 12 part-time employees to provide construction inspection services for private development. These employees help to develop quality construction plans, manage design contracts, and perform construction inspection services. With this, the division is able to provide the city and private entities the chance to build and maintain a safe and efficient transport system for pedestrians, bicyclists, and vehicular traffic and improve neighborhood livability and safety.



PERFORMANCE MEASURES

Refuse Collection

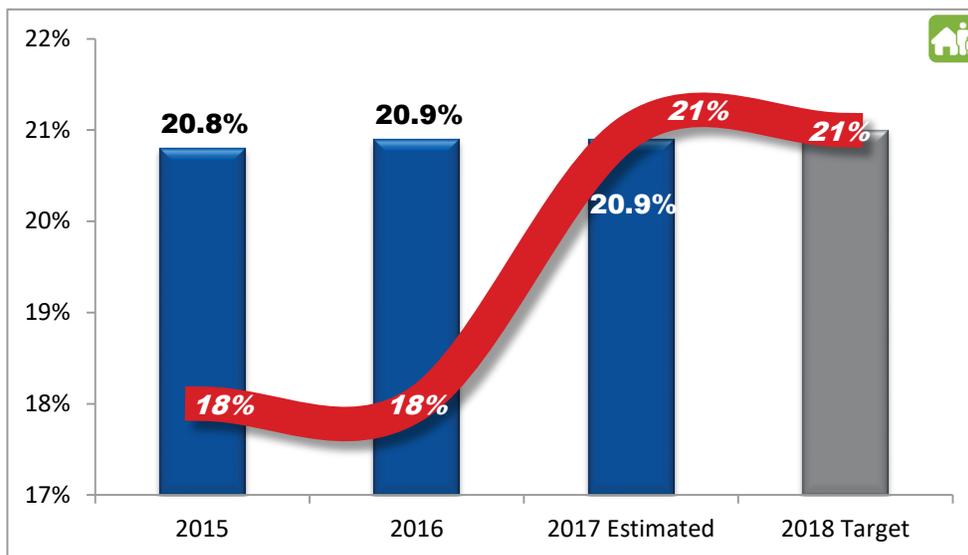
Number of households served weekly per collection personnel



The number of households served on a weekly basis is projected to once again beat the annual goal in 2017. This measurement is used to ensure customer service levels are met.

Recycling and Yard Waste

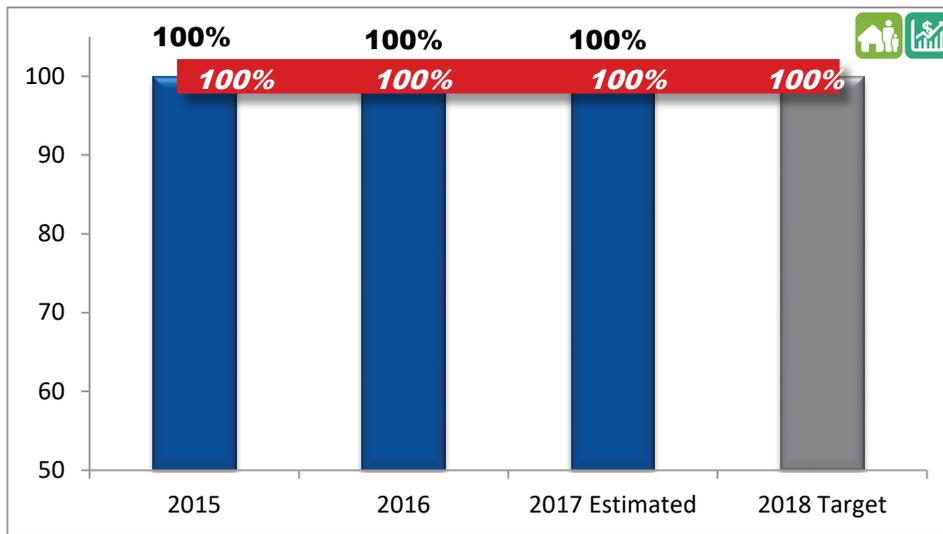
Percent of waste diverted from the waste stream



The percentage of waste diverted through recycling efforts and yard waste program is expected to be 21 percent in 2018.

Private Construction Inspections

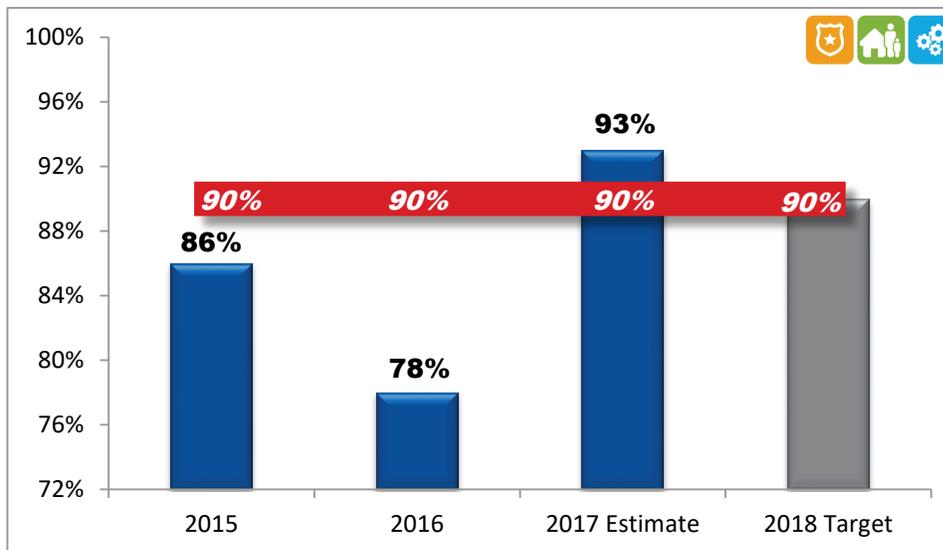
Percent of private construction inspections completed in 48 hours



The percentage of private construction inspection completed in 48 hours is a measurement of how quickly the department can support development efforts in Columbus.

Street Maintenance

Percent of pothole repair service requests closed within three days



The department continues to show improvement in its ability to fill pothole service requests in a timely manner. In 2018, the department hopes to close 90 percent of requests within three days.

Department Financial Summary by Area of Expense

Fund	2015 Actual	2016 Actual	2017 Budget	2017 Projected	2018 Proposed
General Fund					
Administration					
Personnel	\$ 2,844,811	\$ 2,136,326	\$ 1,662,797	\$ 1,364,653	\$ 1,335,776
Materials & Supplies	2,404	1,930	2,300	2,300	1,210
Services	20,775	23,734	289,932	286,172	35,319
Administration Subtotal	2,867,990	2,161,990	1,955,029	1,653,125	1,372,305
Refuse Collection					
Personnel	16,074,749	15,599,254	17,730,728	17,282,903	18,156,774
Materials & Supplies	111,839	122,593	171,500	164,439	168,500
Services	14,053,764	14,000,681	15,985,551	15,698,557	15,856,072
Other	89,915	60,681	71,500	71,400	71,500
Capital	6,895	-	10,000	8,375	10,000
Refuse Collection Subtotal	30,337,162	29,783,208	33,969,279	33,225,674	34,262,846
Traffic Management					
Personnel	2,803,203	1,991,605	2,026,884	1,956,970	-
Materials & Supplies	21,449	23,217	23,400	23,039	121,336
Services	102,911	61,077	123,566	82,837	2,172,791
Other	5,635	40,747	-	-	18,000
Traffic Management Subtotal	2,933,197	2,116,645	2,173,850	2,062,846	2,312,127
General Fund Subtotal	36,138,349	34,061,844	38,098,158	36,941,645	37,947,278
Street Construction Fund					
Administration					
Personnel	2,877,346	2,715,961	2,799,875	2,796,016	3,506,138
Materials & Supplies	3,404	4,207	10,200	9,100	11,000
Services	440,597	178,967	241,765	234,002	557,128
Administration Subtotal	3,321,348	2,899,136	3,051,840	3,039,118	4,074,266
Traffic Management					
Personnel	9,163,946	9,423,666	10,659,545	10,327,176	11,600,897
Materials & Supplies	227,587	229,439	264,000	243,559	327,000
Services	1,394,650	1,317,623	1,676,160	1,534,721	1,908,733
Other	134,938	100,000	100,000	100,000	102,000
Capital	72,000	67,436	300,000	300,000	400,000
Transfers	-	-	150,000	150,000	-
Traffic Management Subtotal	10,993,121	11,138,163	13,149,705	12,655,457	14,338,630
Infrastructure Management					
Personnel	16,229,360	15,862,292	17,557,857	17,137,042	18,372,453
Materials & Supplies	540,917	302,509	488,500	426,421	498,500
Services	10,127,985	10,880,653	14,363,215	12,425,059	15,144,316
Other	65,933	70,000	85,000	87,000	88,000
Capital	190,381	498,975	1,100,000	1,117,918	1,300,000
Transfers	-	-	-	20,000	-
Infrastructure Management Subtotal	27,154,577	27,614,428	33,594,572	31,213,441	35,403,269
Design & Construction					
Personnel	3,844,638	4,127,962	4,662,199	4,483,650	5,003,334
Materials & Supplies	4,197	3,396	9,700	9,700	11,970
Services	620,729	702,016	935,868	864,446	924,088
Other	-	-	3,500	3,500	3,500
Design & Construction Subtotal	4,469,563	4,833,374	5,611,267	5,361,296	5,942,892
Refuse					
Services	-	-	-	2,100,000	3,314,435
Refuse Collection Subtotal	-	-	-	2,100,000	3,314,435
Street Const. Fund Subtotal	45,938,608	46,485,101	55,407,384	54,369,312	63,073,492

Public Service

Department Financial Summary by Area of Expense (Continued)						
Fund	2015 Actual	2016 Actual	2017 Budget	2017 Projected	2018 Proposed	
Construction Inspection Fund						
Administration						
Personnel	532,209	536,759	618,743	522,828	539,283	
Materials & Supplies	286	479	300	300	630	
Services	428	2,021	6,850	6,277	3,880	
Administration Subtotal	532,924	539,259	625,893	529,405	543,793	
Design & Construction						
Personnel	6,505,467	6,538,161	7,079,896	6,411,221	5,911,124	
Materials & Supplies	60,336	61,899	94,750	68,072	114,750	
Services	734,568	751,078	841,390	776,925	779,443	
Other	2,000	-	2,000	2,000	2,000	
Capital	24,558	-	8,000	8,000	63,000	
Design & Construction Subtotal	7,326,929	7,351,139	8,026,036	7,266,218	6,870,317	
Const. Insp. Fund Subtotal	7,859,852	7,890,398	8,651,929	7,795,623	7,414,110	
Private Inspection Fund						
Administration						
Personnel	-	20,421	41,747	39,859	62,837	
Materials & Supplies	-	-	50	50	600	
Services	-	-	465	465	1,433	
Administration Subtotal	-	20,421	42,262	40,374	64,870	
Design & Construction						
Personnel	2,142,255	2,354,064	2,598,891	3,425,803	4,403,588	
Materials & Supplies	19,229	11,658	35,500	49,603	106,000	
Services	221,808	257,076	306,490	544,588	455,850	
Other	-	-	500	500	2,000	
Capital	-	150,720	387,040	55,592	340,000	
Design & Construction Subtotal	2,383,292	2,773,518	3,328,421	4,076,087	5,307,438	
Private Insp. Fund Subtotal	2,383,292	2,793,939	3,370,683	4,116,461	5,372,308	
Parking Meter Program Fund						
Traffic Management						
Personnel	344,009	1,126,025	1,339,680	1,151,825	3,428,430	
Materials & Supplies	44,468	56,238	108,500	60,000	-	
Services	1,726,067	1,742,762	1,851,172	1,831,188	9,999	
Other	22,849	9,971	18,000	18,000	-	
Capital	-	17,308	-	-	-	
Traffic Management Subtotal	2,137,393	2,952,305	3,317,352	3,061,013	3,438,429	
Parking Meter Fund Subtotal	2,137,393	2,952,305	3,317,352	3,061,013	3,438,429	
Department Total	\$ 94,457,494	\$ 94,183,586	\$ 108,845,506	\$ 106,284,055	\$ 117,245,617	

Division Financial Summary by Area of Expense						
Fund	2015 Actual	2016 Actual	2017 Budget	2017 Projected	2018 Proposed	
Administration						
General Fund						
Personnel	\$ 2,844,811	\$ 2,136,326	\$ 1,662,797	\$ 1,364,653	\$ 1,335,776	
Materials & Supplies	2,404	1,930	2,300	2,300	1,210	
Services	20,775	23,734	289,932	286,172	35,319	
General Fund Subtotal	2,867,990	2,161,990	1,955,029	1,653,125	1,372,305	
SCMR Fund						
Personnel	2,877,346	2,715,961	2,799,875	2,796,016	3,506,138	
Materials & Supplies	3,404	4,207	10,200	9,100	11,000	
Services	440,597	178,967	241,765	234,002	557,128	
SCMR Fund Subtotal	3,321,348	2,899,136	3,051,840	3,039,118	4,074,266	
Construction Inspection Fund						
Personnel	532,209	536,759	618,743	522,828	539,283	
Materials & Supplies	286	479	300	300	630	
Services	428	2,021	6,850	6,277	3,880	
Construction Inspection Fund Subtotal	532,924	539,259	625,893	529,405	543,793	
Private Constr. Inspect. Fund						
Personnel	-	20,421	41,747	39,859	62,837	
Materials & Supplies	-	-	50	50	600	
Services	-	-	465	465	1,433	
Private Constr. Inspect. Fund Subtotal	-	20,421	42,262	40,374	64,870	
Administration Subtotal	6,722,261	5,620,806	5,675,024	5,262,021	6,055,234	
Refuse Collection						
General Fund						
Personnel	16,074,749	15,599,254	17,730,728	17,282,903	18,156,774	
Materials & Supplies	111,839	122,593	171,500	164,439	168,500	
Services	14,053,764	14,000,681	15,985,551	15,698,557	15,856,072	
Other	89,915	60,681	71,500	71,400	71,500	
Capital	6,895	-	10,000	8,375	10,000	
General Fund Subtotal	30,337,162	29,783,208	33,969,279	33,225,674	34,262,846	
SCMR Fund						
Services	-	-	-	2,100,000	3,314,435	
Refuse Collection Subtotal	-	-	-	2,100,000	3,314,435	
Refuse Collection Subtotal	30,337,162	29,783,208	33,969,279	35,325,674	37,577,281	
Infrastructure Management						
SCMR Fund						
Personnel	16,229,360	15,862,292	17,557,857	17,137,042	18,372,453	
Materials & Supplies	540,917	302,509	488,500	426,421	498,500	
Services	10,127,985	10,880,653	14,363,215	12,425,059	15,144,316	
Other	65,933	70,000	85,000	87,000	88,000	
Capital	190,381	498,975	1,100,000	1,117,918	1,300,000	
Transfers	-	-	-	20,000	-	
Infrastructure Management Subtotal	27,154,577	27,614,428	33,594,572	31,213,441	35,403,269	

Public Service

Division Financial Summary by Area of Expense (Continued)					
Fund	2015 Actual	2016 Actual	2017 Budget	2017 Projected	2018 Proposed
Design and Construction					
SCMR Fund					
Personnel	3,844,638	4,127,962	4,662,199	4,483,650	5,003,334
Materials & Supplies	4,197	3,396	9,700	9,700	11,970
Services	620,729	702,016	935,868	864,446	924,088
Other	-	-	3,500	3,500	3,500
SCMR Fund Subtotal	4,469,563	4,833,374	5,611,267	5,361,296	5,942,892
Constr. Inspect. Fund					
Personnel	6,505,467	6,538,161	7,079,896	6,411,221	5,911,124
Materials & Supplies	60,336	61,899	94,750	68,072	114,750
Services	734,568	751,078	841,390	776,925	779,443
Other	2,000	-	2,000	2,000	2,000
Capital	24,558	-	8,000	8,000	63,000
Constr. Inspect. Fund Subtotal	7,326,929	7,351,139	8,026,036	7,266,218	6,870,317
Private Inspect. Fund					
Personnel	2,142,255	2,354,064	2,598,891	3,425,803	4,403,588
Materials & Supplies	19,229	11,658	35,500	49,603	106,000
Services	221,808	257,076	306,490	544,588	455,850
Other	-	-	500	500	2,000
Capital	-	150,720	387,040	55,592	340,000
Private Inspect. Fund Subtotal	2,383,292	2,773,518	3,328,421	4,076,087	5,307,437
Design and Construction Subtotal	14,179,783	14,958,031	16,965,724	16,703,602	18,120,647
Traffic Management					
General Fund					
Personnel	2,803,203	1,991,605	2,026,884	1,956,970	-
Materials & Supplies	21,449	23,217	23,400	23,039	121,336
Services	102,911	61,077	123,566	82,837	2,172,791
Other	5,635	40,747	-	-	18,000
General Fund	2,933,197	2,116,645	2,173,850	2,062,846	2,312,127
SCMR Fund					
Personnel	9,163,946	9,423,666	10,659,545	10,327,176	11,600,897
Materials & Supplies	227,587	229,439	264,000	243,559	327,000
Services	1,394,650	1,317,623	1,676,160	1,534,721	1,908,733
Other	134,938	100,000	100,000	100,000	102,000
Capital	72,000	67,436	300,000	300,000	400,000
Transfers	-	-	150,000	150,000	-
SCMR Fund Subtotal	10,993,121	11,138,163	13,149,705	12,655,457	14,338,630
Parking Meter Program Fund					
Personnel	344,009	1,126,025	1,339,680	1,151,825	3,428,430
Materials & Supplies	44,468	56,238	108,500	60,000	-
Services	1,726,067	1,742,762	1,851,172	1,831,188	9,999
Other	22,849	9,971	18,000	18,000	-
Capital	-	17,308	-	-	-
Parking Meter Program Fund Subtotal	2,137,393	2,952,305	3,317,352	3,061,013	3,438,429
Traffic Management Subtotal	16,063,711	16,207,113	18,640,907	17,779,317	20,089,186
Department Total	\$ 94,457,494	\$ 94,183,586	\$ 108,845,506	\$ 106,284,055	\$ 117,245,617

Department Personnel Summary						
Fund	FT/PT	2015 Actual	2016 Actual	2017 Budgeted	2018 Proposed	
General Fund						
Administration	FT	34	13	15	12	
	PT	0	0	0	0	
Refuse Collection	FT	196	194	230	226	
	PT	0	0	1	0	
Traffic Management	FT	34	18	24	0	
Street Construction Fund						
Administration	FT	29	28	27	30	
	PT	0	0	0	2	
Traffic Management	FT	103	102	114	117	
	PT	0	0	2	2	
Infrastructure Management	FT	175	178	190	190	
	PT	0	0	1	1	
Design & Construction	FT	36	35	40	40	
	PT	0	0	1	2	
Construction Inspection Fund						
Administration	FT	2	2	6	5	
Design & Construction	FT	56	65	58	46	
	PT	13	10	35	23	
Private Inspection Fund						
Administration	FT	0	0	1	1	
Design & Construction	FT	18	15	27	42	
	PT	4	3	1	12	
Parking Meter Program Fund						
Traffic Management	FT	4	15	16	38	
Total		704	678	789	789	

Public Service

Operating Budget by Program				
Program	2017 Budgeted	2017 FTEs	2018 Proposed	2018 FTEs
Public Service Administration	\$ 16,729,517	55	\$ 18,972,894	80
Fiscal	1,875,300	20	1,779,785	18
Human Resources	1,460,309	15	1,296,384	13
Street Maintenance	8,185,117	64	8,367,781	64
Internal Services	22,255,342	0	23,699,305	0
Facility Maintenance	751,259	6	889,803	7
Construction Management	10,461,750	85	11,248,923	84
90-Gallon Residential Collection	4,500,851	74	5,440,029	57
300-Gallon Residential Collection	2,412,410	29	2,393,603	27
Multi-Family Residential Collection	3,335,384	40	2,308,670	25
Residential Recycling	368,675	6	133,536	0
Scheduled Bulk Collection	3,736,663	44	3,884,046	46
Dead Animal Collection	84,020	1	83,980	1
Litter Collection	270,827	4	391,016	5
Container Management	-	0	879,184	11
Keep Columbus Beautiful	-	0	293,860	3
Solid Waste Inspectors	-	0	228,644	3
Planning & Engineering	10,214,987	90	10,838,634	88
Snow Removal/Street Sweeping	7,329,349	80	8,027,272	80
Right Of Way Permits	1,997,625	21	2,088,494	20
Parking Services	259,635	2	261,826	2
Traffic Maintenance	7,249,547	73	8,061,748	76
Parking Violations	5,366,939	39	5,676,200	38
Department Total	\$ 108,845,506	748	\$ 117,245,617	747

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



2018 PROGRAM GUIDE

PUBLIC SERVICE ADMINISTRATION

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

FISCAL

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

HUMAN RESOURCES

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

STREET MAINTENANCE

To provide efficient street maintenance services within the City of Columbus' right-of-way for the purpose of maintaining a safe and efficient transportation system and improving neighborhood livability and safety.

INTERNAL SERVICES

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

FACILITY MAINTENANCE

To provide building maintenance for non-general fund plant assets.

CONSTRUCTION MANAGEMENT

The construction administration of public-private partnerships (3P), private development and public infrastructure projects, perform construction inspection services to enable the divisions to build and maintain a safe and efficient transportation system for pedestrians, bicyclists, and vehicular traffic, including the inspection of various utility relocations within the right-of-way associated with construction projects and private utility companies.

90-GALLON RESIDENTIAL COLLECTION PROGRAM

To provide weekly refuse collection service to 90-gallon customers, primarily single-family residences.

300-GALLON RESIDENTIAL COLLECTION

To provide weekly refuse collection service to 300-gallon customers, primarily single-family homes.

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 bi-weekly residential recycling services to the residents of the City of Columbus.

SCHEDULED BULK COLLECTION PROGRAM

To provide the collection of large household items, excluding construction and demolition debris.

DEAD ANIMAL COLLECTION

To safely and expeditiously remove and dispose of dead animals found within the city's rights-of-way.

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.

CONTAINER MANAGEMENT

To provide and maintain 64-gallon, 90-gallon, 300-gallon refuse containers and 64-gallon recycling containers for the residents of the City of Columbus in order to maintain a clean and efficient system of collection.

KEEP COLUMBUS BEAUTIFUL

To provide leadership, guidance, education, assistance and materials to citizens of Columbus to End Littering and improve neighborhoods.

SOLID WASTE INSPECTORS

To investigate, remedy, and assist police to prosecute illegal dumping and other refuse related violations within the City of Columbus.

PLANNING & ENGINEERING

To develop quality construction plans, manage design contracts, perform construction inspection services, and to 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.

SNOW REMOVAL/STREET SWEEPING

To remove snow, ice, and debris from the city's roadway infrastructure and improve the 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 (3P projects), review utility relocation plans, and coordinate with utility providers on the relocation of utilities within the right-of-way associated with construction projects.

PARKING SERVICES

To coordinate with internal and external stakeholders recommended parking policy related to parking meter rates, parking restrictions and handicap parking, implementing parking studies and impact on the city and residents and to issue commercial parking permits for valet and loading zones as well as oversee residential parking permits.

TRAFFIC MAINTENANCE

To provide efficient traffic maintenance services within the City of Columbus' right-of-way for the purpose of maintaining a safe and efficient transportation system and improving neighborhood livability and safety.

PARKING VIOLATIONS

To provide parking enforcement, meter collections, residential parking permit sales, and impounded vehicle processing services that enable residents and visitors reasonable access and turnover of regulated parking.

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DEPARTMENT OF PUBLIC UTILITIES

Department Description

The Department of Public Utilities (DPU) protects surface water quality, promotes public health and safety, and sustains economic development. The department is responsible for collecting and treating wastewater generated within the City of Columbus and 25 suburban communities, as well as those unincorporated areas of Franklin County. DPU provides safe and reliable drinking water within the City of Columbus and 22 suburban communities.

The Department of Public Utilities also manages stormwater within the city to mitigate flooding and water quality impacts, educates the public on watershed stewardship and water conservation, and regulates industrial water pollution discharged to sewers.

In addition, DPU supports fire suppression activities with reliable fire hydrants, provides and maintains more than 50,000 street lights, and offers dependable electrical power at a competitive price.

The department is comprised of the Director's Office and four divisions: Water, Power, Sanitary Sewerage and Drainage, and Stormwater.

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

The **Division of Water** oversees the treatment and distribution of drinking water through three water treatment plants. The division is responsible for infrastructure maintenance and improvements, water source protection programs, and water quality monitoring.

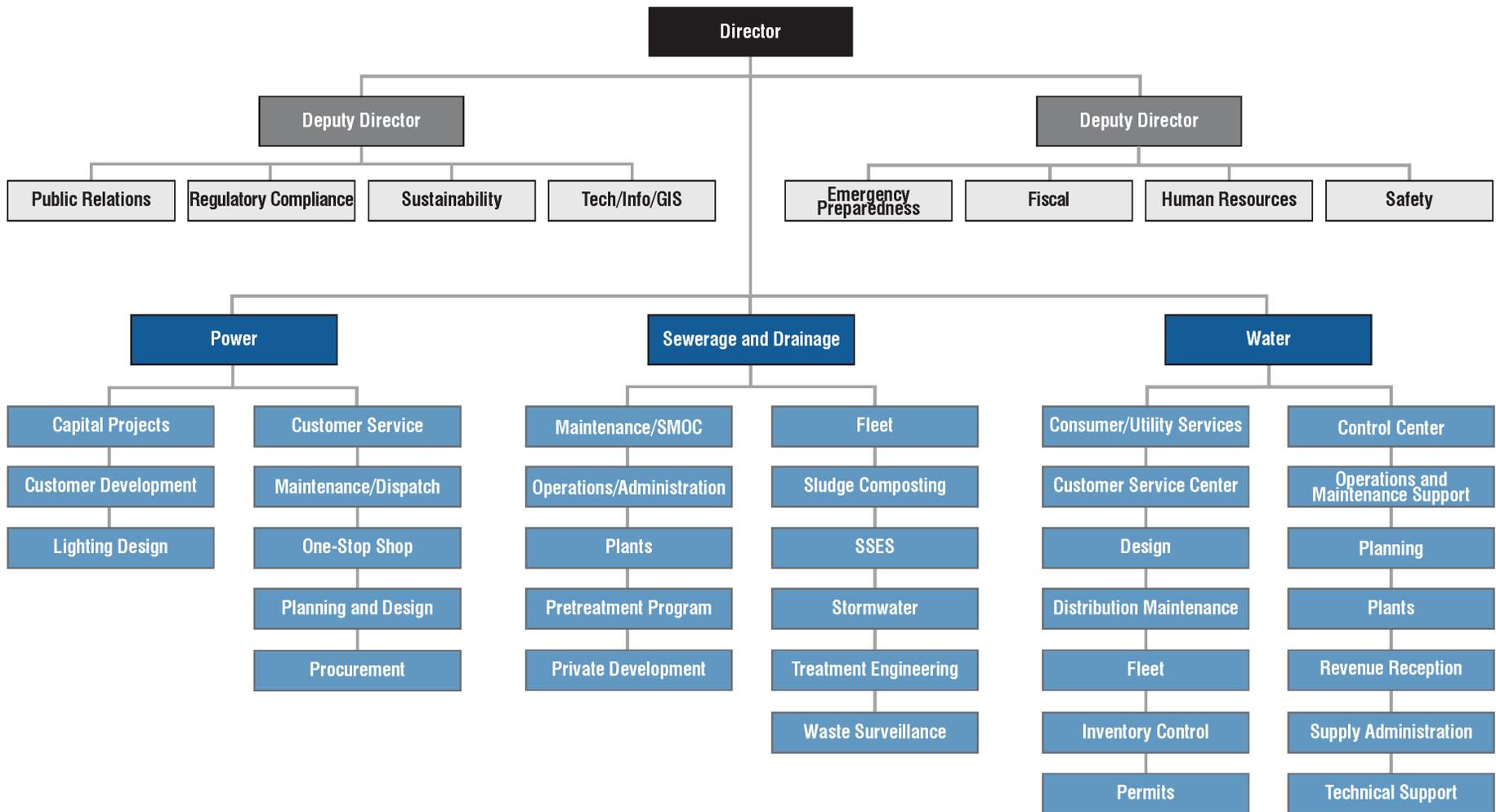
Department Mission

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

The **Division of Power** is a full-service, publicly owned electrical utility that delivers power to industry and residential customers through its own distribution system. The division also serves the community by providing the city's street light system.

The **Division of Sanitary Sewerage and Drainage** manages wastewater collection and treatment at two treatment plants. The division of **Stormwater** oversees stormwater collection systems. Both divisions work to protect surface water quality.

Public Utilities



Strategic Priorities for 2018



Neighborhoods

The Division of Sewerage and Drainage continues to implement Blueprint Columbus in targeted neighborhoods throughout the city to eliminate the source of sanitary sewer overflows and basement backups. Blueprint Columbus addresses the problem at its source through the lining of sewer laterals, a voluntary sump pump program, and the redirection of roof water runoff. Additionally, green infrastructure, such as rain gardens and pervious pavement, is installed on city right-of-way property to treat rain water that has been redirected before it enters the storm sewer system. Approximately 30 rain gardens have been completed in Clintonville, our first Blueprint neighborhood, with more to come in 2018.

In 2018, the department will continue to encourage responsible water conservation practices through a partnership with the Franklin Soil and Water Conservation District on the Community Backyards rain barrel/native plants rebate program, youth education programs, and water quality campaigns for pet waste disposal and healthy lawns. It will also continue to partner with the Mid-Ohio Regional Planning Commission to distribute high efficiency showerheads to income-eligible residents and promote water conservation education.

The department will continue to support the GreenSpot program and its 17,000 members in 2018. This program inspires, educates, and recognizes residents, businesses, and community groups for committing to the conservation and protection of natural resources consistent with the city's Sustainability Initiative.



Economic Development

The Division of Water will continue to address the needs of the region's growing population, residential and business water demands, and new water quality regulations through a series of ongoing improvements at all three drinking water plants and two wastewater treatment facilities.

Future needs will be closely monitored in order to determine when to begin designing a fourth water treatment plant, for which land has already been acquired.



Public Safety and Health

The Division of Water will continue to design and construct projects for enhanced security throughout our treatment, storage, and distribution systems in order to ensure a secure and safe drinking water supply.

The Division of Power will continue its Neighborhood Street Lighting Program, working with neighborhoods that apply for decorative streetlights through the petition and assessment process, in addition to standard lighting. The division is also moving forward with a program to replace standard streetlights with Light emitting diode (LED) lighting that will have the latest technology to service future expansions with digital controls.

Strategic Priorities for 2018 (cont.)



Operational Efficiencies

Beginning in the middle of 2017 and continuing for the next three years, the department will work with a third party to conduct an audit of our billing system. The purpose of the audit is to ensure that customers for water, sewer, storm water, and power service are properly billed by DPU. The goal of the audit is to promote billing accuracy, ensure maximum revenue recovery, and establish procedures to maintain account accuracy. The consultants are reviewing accounts within the billing system, conducting field investigations, and cross referencing work orders. DPU will verify that customers used city services before notifying customers of the billing adjustment. City code allows the department to retrieve up to two years' worth of unrealized revenue. The revenue recovery project is starting with commercial customers before moving to residential accounts. Payment plans are available for those impacted by the changes.

Also planned for 2018 is the first phase of installation of advanced meters for power and water customers, which will provide many new benefits, such as detecting leaks sooner for the department and customers.



Diversity and Inclusion

The Department has enhanced its Diversity & Inclusion (D & I) program to provide a greater voice for employees from all divisions and support offices. A new steering team that is comprised of first time members and seasoned DPU employees provide not only a fresh perspective, but also one that recognizes and embraces previous D & I efforts and can build upon those successes.

With the help of D & I team members, the department will continue to create opportunities for professional growth and greater customer service experiences for those we serve.



Early Childhood and Education

The department will continue the Children's Water Festival educational initiative. The 2017 event provided 630 middle school students with education about the importance of water and insight into future careers in the water industry. The festival promotes environmental awareness of our valuable water resources through interactive displays, hands-on activities, and workshops led by utility and science professionals. DPU employees joined dozens of other volunteers to make the annual event a success.

Strategic Priorities for 2018 (cont.)



Smart Columbus

DPU has a solid commitment to Smart Columbus and is engaged in various projects in support of its goals and Key Performance Indicators (KPI).

DPU is implementing grid modernization programs like Advanced Metering Infrastructure (AMI), which will replace old analog meters with new advanced ones that can communicate wirelessly. AMI will allow the department to respond to issues more efficiently, provide customers with real-time information about their usage, and will ultimately reduce greenhouse gas emissions by eliminating 24 vehicles from the roads that average 7,000 miles a year.

In terms of decarbonization, DPU's Division of Power intends to purchase a minimum of 1.2 million MWh of green power between 2017 and 2022, raising current green energy from 5.7 percent of total power sold to 29 percent. Green power is defined as renewable energy certificates from any of the resources defined as Alternative Energy Resource, including Advanced Energy Resources and Renewable Energy Resources as defined in the Ohio Revised Code. The Division of Power has also added an EcoSmart Choice Green Pricing Program option for its customers allowing them to offset up to 100 percent of their electric usage. This green pricing program funds the purchase and retirement of renewable energy certificates through American Municipal Power. Currently, the only users of this pricing are the city's water and wastewater treatment facilities; however, through marketing and outreach, the Division of Power hopes to increase participation in the program by five percent by 2019.

The Columbus Division of Power continues its commitment to clean energy by partnering in the rehabilitation of the City's 5 MW hydroelectric plants located in the O'Shaughnessy Dam. When this plant is returned to full operations, it is anticipated to generate 10,000 MWh per year.

The Division of Power will also begin its conversion to Light-emitting diode (LED) streetlights. The initial project will replace 4,500 of the city's approximately 53,000 streetlights with LED fixtures, focusing on arterial corridors and lights whose energy is from a supplier other than the division to generate the highest possible power and costs savings.

2018 BUDGET NOTES

DIRECTOR'S OFFICE

The Sewer and Water Advisory Board (SWAB) will recommend to Columbus City Council increases to water and storm rates of one percent and sanitary sewer rates of two percent, respectively in 2018. In addition:

- The oversight of the customer service section has been moved from the Division of Water to the Director's Office. This move increases the Director's Office budget by just over nine million dollars.
- The 2018 Director's Office \$29.7 million budget is 51.5 percent higher than the 2017 budget.
- The 2018 budget includes \$21.3 million in personnel funding for 207 full-time and 5 part-time positions. Included in these numbers are 69 full-time customer service positions transferred from the Division of Water.

WATER

The division's 2018 budget is 4.7 percent lower than in 2017. The division continues to focus on the continued implementation of their capital improvement program which increases the safety and capacity of our drinking water system. Debt service payments represent 44.6 percent of the water enterprise fund's \$188.7 million budget. In addition:

- The 2018 budget includes \$47.1 million for personnel, providing funding for 446 full-time positions. These employees are responsible for the administration, distribution, maintenance, supply, and safety areas, as part of providing the Columbus metropolitan area with clean and reliable drinking water.
- 69 employees and just over nine million dollars in overall expenses were transferred to the Director's Office with the move of the customer service section. In addition, revenues will decrease by \$6.9 million with the elimination of the internal charge for the customer service section.

POWER

The division's largest expense in the 2018 budget is for the purchase of generated electric power for resale. The budget includes \$58.2 million for this expense, nearly 67 percent of the total budget.

- The 2018 budget includes \$11.6 million for personnel for 101 full-time and 3 part-time positions.
- Included in the 2018 budget are resources to provide maintenance and energy to over 55,000 city streetlights.

SANITARY SEWERAGE AND DRAINAGE

The division's 2018 budget is 1.3 percent higher than the 2017 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 53 percent of the division's operating budget of \$274.9 million. In addition:

- The 2018 budget includes \$48.9 million for personnel, providing funding for 470 full-time and 7 part-time positions. These employees are responsible for the administration, maintenance, safety, and operation of the city's wastewater treatment plants, a compost facility, and approximately 4,500 miles of sewer lines.

STORMWATER

The division's 2018 budget is one percent lower than in 2017. As with the other divisions of this department, a significant portion of the operating budget is devoted to debt service payments. In 2018, debt service payments account for almost 40 percent of the stormwater budget. In addition:

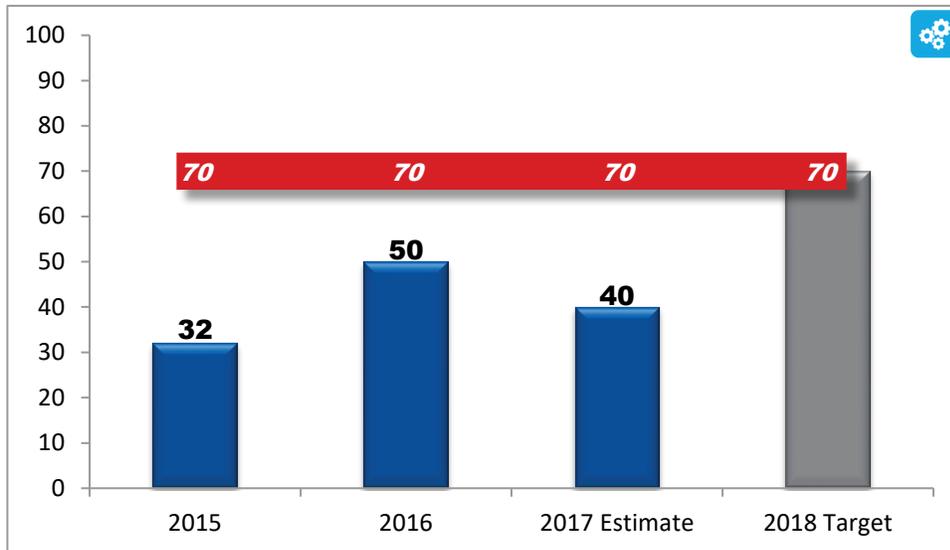
- The 2018 budget includes funds to reimburse the Department of Public Service for costs associated with street cleaning and snow and ice removal. These activities help to protect water quality and minimize the burden on the storm sewer system from ice, snow, and debris. \$8.4 million is budgeted in 2018 for these programs.
- The 2018 budget also includes \$400,000 for the purchase of a new street sweeper for the Department of Public Service to assist in street cleaning and snow and ice removal.



PERFORMANCE MEASURES

Water Quality

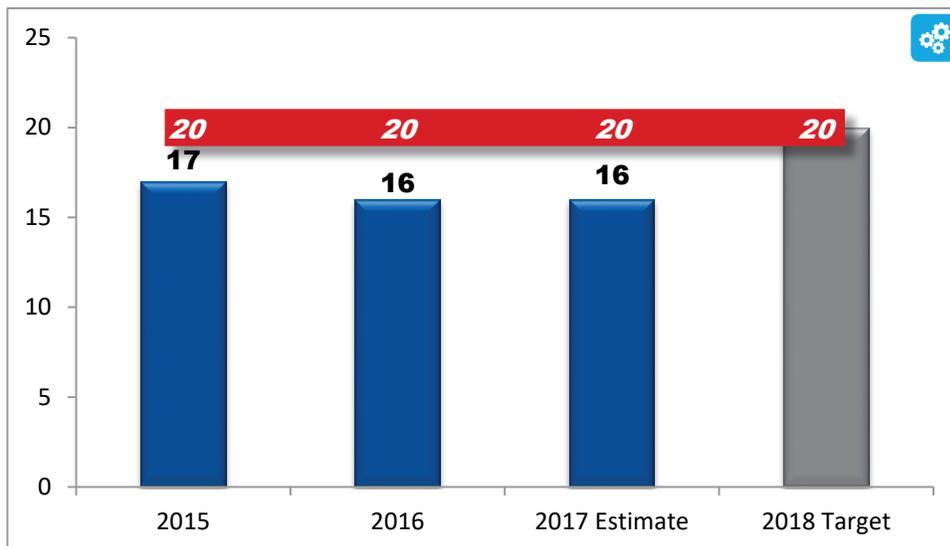
Number of water quality complaints per month



This measure reflects the average monthly number of water quality complaints received by the Division of Water. External conditions can cause the actual number of complaints to vary. In 2018, the target for this measure remains at 70 or below.

Water Distribution Quality

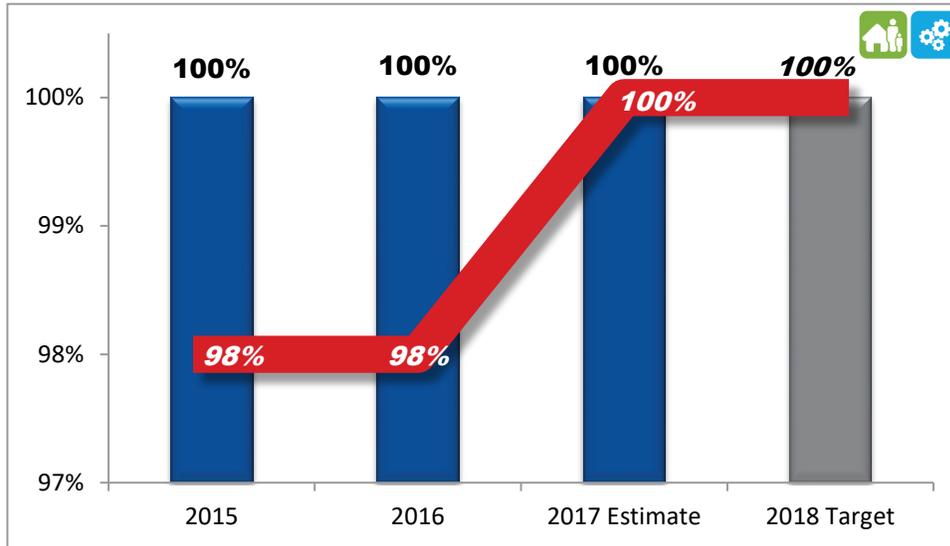
Number of breaks or leaks per 100 miles of water distribution mains per year (city lines only; does not include suburbs)



This measures the number of water line breaks or leaks in the distribution system per 100 miles per year. The measure reflects city lines only and remains at 20 or fewer per 100 miles in 2018.

Sewer Line Backflow Prevention

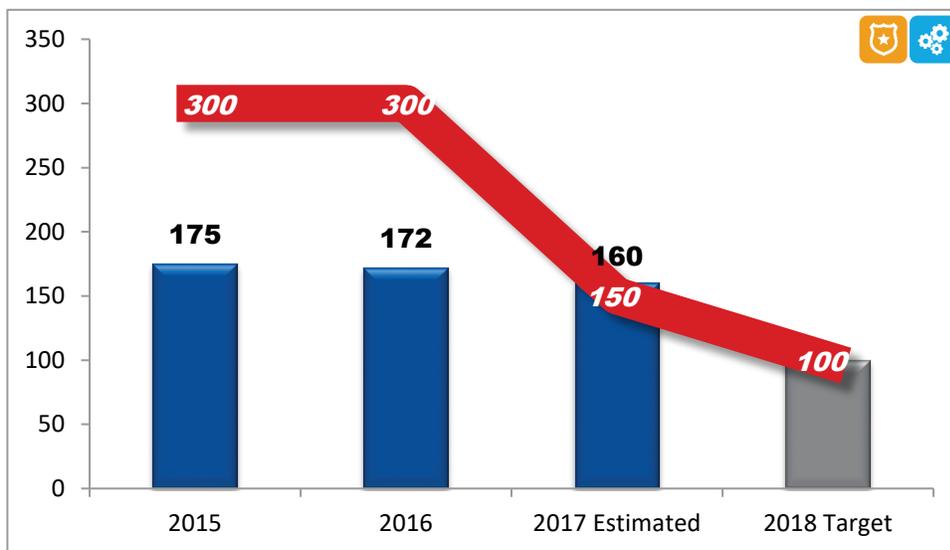
Percent of “water in basement” complaints investigated within 24 hours



This measure reflects the rate at which water-in-basement complaints are investigated within 24 hours of being reported. Since the Division of Sewerage and Drainage has reached 100 percent since 2014, the target was updated to maintain a 100 percent rate in 2017 and 2018.

Sewer Overflow Prevention

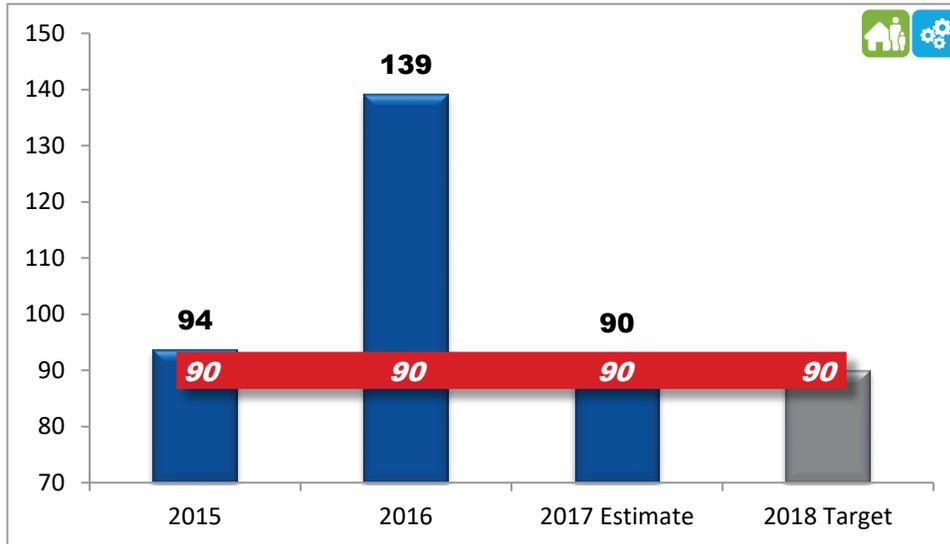
Annual number of combined sewer overflows



The Division of Sewerage and Drainage has recently undertaken an extensive capital improvements program aimed at reducing combined sewer overflows. The improvements have compelled the division to reduce the target number for this measure in 2018 to no greater than 100.

Electric Power Outage Remediation

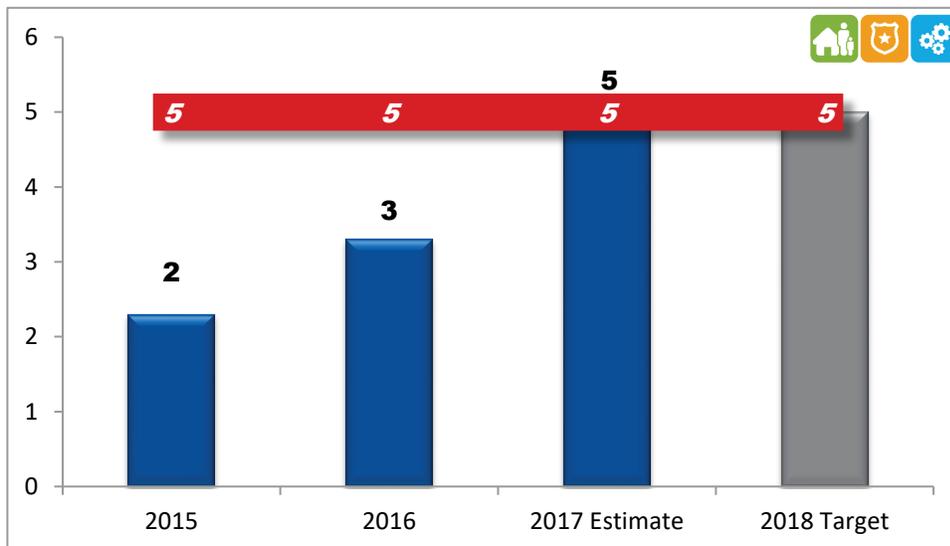
Average duration of electricity outage (minutes)



The Division of Electricity's aim is to minimize the length of time of any power outage. The target for this measure in 2018 is 90 minutes or less.

Streetlight Maintenance and Repair

Response time for streetlight outage repair (days)



The Division of Electricity maintains an extensive street lighting system. This measure reflects the number of days the division would take to respond to a street light outage. In 2018, the target maximum number of days it should take to address a street light issue is five days.

Department Financial Summary by Area of Expense						
Fund	2015 Actual	2016 Actual	2017 Budget	2017 Projected	2018 Proposed	
Department of Public Utilities						
Director's Office						
Personnel	\$ 12,942,899	\$ 13,310,968	\$ 14,554,292	\$ 13,671,959	\$ 21,357,379	
Materials & Supplies	142,680	130,061	496,773	441,113	467,014	
Services	2,048,415	1,890,706	4,048,465	3,288,723	7,635,475	
Other	-	-	5,000	1,523	2,651	
Capital	51,120	29,878	258,480	50,765	267,501	
Transfers	-	-	257,279	292,279	-	
Director's Office Subtotal	15,185,114	15,361,614	19,620,289	17,746,363	29,730,020	
Water						
Personnel	47,845,557	48,407,591	51,831,945	49,978,287	47,127,618	
Materials & Supplies	20,357,741	16,551,330	21,749,446	20,658,019	21,442,830	
Services	30,774,788	31,392,828	38,427,764	36,639,196	34,461,997	
Principal	49,662,058	51,868,996	54,210,649	54,210,649	54,843,222	
Other	362,549	47,350	107,100	97,950	112,465	
Capital	1,821,245	2,826,042	1,814,900	1,394,924	1,413,400	
Interest	25,207,357	23,760,986	29,836,385	29,686,385	29,251,433	
Transfers	5,066,810	94,897	-	1,422,823	-	
Water Subtotal	181,098,105	174,950,020	197,978,189	194,088,233	188,652,965	
Electricity						
Personnel	10,133,516	10,068,552	10,721,498	10,242,039	11,649,306	
Materials & Supplies	53,414,292	52,431,140	58,671,748	58,361,704	59,622,500	
Services	8,717,722	10,343,318	10,877,772	9,677,130	10,918,906	
Principal	2,967,095	1,400,480	1,331,021	1,331,021	860,000	
Other	5,295	2,003	25,000	5,072	20,000	
Capital	2,206,618	2,473,348	2,967,000	5,269,650	3,297,000	
Interest	246,335	194,806	264,123	286,323	240,775	
Electricity Subtotal	77,690,872	76,913,649	84,858,162	85,172,939	86,608,487	
Sanitary						
Personnel	43,107,023	42,984,896	47,807,989	45,587,000	48,992,097	
Materials & Supplies	7,054,834	6,385,448	8,703,823	8,759,035	8,703,824	
Services	45,052,192	45,011,588	51,601,582	52,063,515	48,884,485	
Principal	82,017,516	89,737,174	94,995,457	92,730,520	100,507,023	
Other	8,580	25,222	171,500	180,692	175,000	
Capital	3,387,250	3,390,645	4,201,008	3,205,930	4,201,008	
Interest	46,242,213	37,391,048	45,794,506	45,278,668	45,211,888	
Transfers	30,972,804	16,793,228	18,247,975	19,992,798	18,247,975	
Sanitary Subtotal	257,842,413	241,719,249	271,523,840	267,798,157	274,923,300	
Storm						
Personnel	1,585,641	1,617,481	1,883,900	1,643,900	1,915,764	
Materials & Supplies	14,593	12,464	42,240	42,211	56,778	
Services	21,642,730	20,825,540	22,653,482	22,161,931	21,200,230	
Principal	9,566,500	9,660,800	10,062,200	10,062,200	10,463,700	
Other	19,933	-	10,000	303,000	10,000	
Capital	29,191	-	67,000	63,813	435,000	
Interest	4,148,164	4,030,068	4,777,325	4,777,325	5,114,226	
Storm Subtotal	37,006,752	36,146,354	39,496,147	39,054,379	39,195,698	
Department Total	\$ 568,823,256	\$ 545,090,886	\$ 613,476,627	\$ 603,860,071	\$ 619,110,470	

Department Personnel Summary					
Fund	FT/PT	2015 Actual	2016 Actual	2017 Budgeted	2018 Proposed
Department of Public Utilities					
Director's Office	FT	127	131	145	207
	PT	2	6	12	5
Water	FT	501	491	535	446
	PT	9	8	28	21
Electricity	FT	96	88	104	101
	PT	1	1	11	3
Sanitary	FT	446	435	486	470
	PT	2	2	14	7
Storm	FT	16	16	23	17
	PT	0	0	2	2
Total		1,200	1,178	1,360	1,279

Operating Budget by Program					
Program	2017 Budget	2017 FTEs	2018 Proposed	2018 FTEs	
Utilities Administration	\$ 10,257,734	25	\$ 11,384,953	21	
Fiscal	5,142,086	37	5,618,114	39	
Human Resources	4,263,033	36	4,521,871	33	
Internal Services	86,410,028	0	81,665,617	0	
Regulatory Compliance	4,110,411	31	3,782,423	30	
Public Relations	772,573	6	537,149	4	
Sustainability	555,884	5	509,446	4	
Emergency Preparedness	1,366,347	11	1,149,268	11	
Workforce and Economic Development	839,597	4	-	0	
Customer Service	27,327,098	242	27,738,581	230	
Maintenance	25,710,905	178	24,205,276	179	
Engineering and Development	75,101,281	116	76,857,054	113	
Fleet Management	2,917,250	25	3,075,145	24	
Water Distribution	58,228,693	276	58,664,496	264	
Wastewater Treatment	35,856,117	214	37,306,798	211	
Stormwater Management	3,173,106	23	3,520,719	17	
Electricity Distribution	9,244,447	49	11,063,144	47	
Street Lighting	4,037,396	15	4,127,174	14	
Debt Service	258,162,641	0	263,383,242	0	
Department Total	\$ 613,476,627	1,293	\$ 619,110,470	1,241	

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.



2018 PROGRAM GUIDE

UTILITIES ADMINISTRATION	To provide administrative support services for the Department of Public Utilities.
FISCAL	To ensure the financial integrity of the department. Includes budgeting, auditing, accounting, procurement, and debt service.
HUMAN RESOURCES	To ensure the effective and efficient management of human resources and safety for the department. Includes labor relations, payroll, benefits, training, selecting employees, classification management, compensation, organizational development, safety, and industrial hygiene.
INTERNAL SERVICES	To account for the internal service charges of the department to maintain operations.
REGULATORY COMPLIANCE	To ensure regulatory compliance and support to all divisions in the areas of environmental and other regulations.
PUBLIC RELATIONS	To provide information to residents of the City of Columbus and contracting areas regarding the department's water, power, and sewerage and drainage systems.
SUSTAINABILITY	To promote green infrastructure and conservation technologies in the department.
EMERGENCY PREPAREDNESS	Coordinates all emergency preparedness activities for the department.
WORKFORCE AND ECONOMIC DEVELOPMENT	To add community benefit by driving local economic growth and sustainability in the City of Columbus.
CUSTOMER SERVICE	To support managers of the other divisions by providing timely and accurate information related to the core business functions of the utility for daily operational decisions and long-term strategic planning.

MAINTENANCE

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

ENGINEERING AND DEVELOPMENT

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

FLEET MANAGEMENT

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

WATER DISTRIBUTION

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

STEWATER TREATMENT

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

STORMWATER MANAGEMENT

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

ELECTRICITY DISTRIBUTION

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

STREET LIGHTING

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

DEBT SERVICE

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

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

2018 Fund Balance Summary

The Community Development Block Grant (CDBG) has been awarded to the City of Columbus through the U.S. Department of Housing and Urban Development (HUD) on an annual formula allocation basis since 1975. The City of Columbus uses the grant to address community development needs around four broad themes: affordable housing; housing for special needs populations; community and economic development; and health, recreational, and social services. At least 70 percent of the CDBG resources will be used for activities that benefit low-to moderate-income persons.

The CDBG fund typically realizes beginning year cash balances resulting from reprogramming of previous years' unspent funds and unappropriated cash balances held in reserve to offset revenue fluctuations. The amounts carried forward to 2016 and 2017 were \$1,936,049 and \$2,987,306, respectively. The 2018 beginning year cash balance is projected to be \$3,145,878.

The following table reflects the fund balance assumptions:

2018 CDBG Fund Balance Summary	
Unencumbered Cash Balance (January 1, 2018)	\$ 3,145,878
Plus Estimated 2018 Receipts	6,263,905
Plus Estimated Encumbrance Cancellations	50,000
Total Estimated Available Resources	<u>\$ 9,459,783</u>
Less 2018 Recommended Operating Budget	(7,789,445)
Projected Available Balance (December 31, 2018)	<u>\$ 1,670,338</u>

2018 Revenues

The entitlement award from the U.S. Department of Housing & Urban Development (HUD) is expected to comprise 62 percent of all city CDBG resources. In 2018, the city projects an entitlement allocation of \$5,823,905, which reflects a ten percent reduction from the 2017 actual award; entitlement allocations vary according to congressional legislative action.

In addition to the entitlement award, the city expects to receive revenue from various program categories. The following projections are based on historical trend analysis.

Economic development receipts account for two percent of CDBG resources, including interest earnings on revolving loan funds (which must be remitted to HUD). Separately, the city

contracts with sub-recipient agencies to implement economic development revolving loan programs; these loan repayments are retained by the agencies for additional loans.

Housing loan receipts are expected to be two percent of CDBG resources as a result of the use of grants, rather than amortized loans, in recent years.

Miscellaneous receipts are generated from activities such as the School's Out and Capital Kids programs. These revenues are expected to account for one percent of CDBG resources.

The unencumbered cash balance, representing carryover and reprogrammed funds, will provide 33 percent of the available funding in 2018.

The following table summarizes CDBG revenues by type and year:

2018 CDBG Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2015 Actual	2016 Actual	2017 Projected	2018 Proposed
Entitlement Award	\$ 6,453,359	\$ 6,501,384	\$ 6,471,005	\$ 5,823,905
Economic Development Receipts	322,673	265,862	139,218	185,000
Housing Loan Receipts	180,092	204,765	327,966	175,000
Miscellaneous Receipts	128,884	88,753	171,846	80,000
Encumbrance Cancellations	156,508	724,338	293,068	50,000
Unencumbered Cash Balance	3,111,029	1,936,049	2,987,306	3,145,878
Total Resources	\$ 10,352,545	\$ 9,721,151	\$ 10,390,409	\$ 9,459,783
Percent Change		-6.10%	6.88%	-8.96%

2018 Proposed Operating Budget

The CDBG budget is part of the larger annual Action Plan submitted to HUD. The Action Plan is the final step in the HUD-mandated Consolidated Planning process and uses priorities and goals established during the process to help determine program funding for the coming year. This planning process solicits significant citizen participation and consultation in the development of priority needs and goals. Twenty-one strategic goals were identified during the citizen participation/consultation process. As previously stated, these are grouped into four themes as follows: affordable housing; housing for homeless and special needs populations; community and economic development; and health, recreational, and social services. All activities satisfy one of two basic federal mandates: elimination of slum and blight or benefit to low- and moderate-income families and individuals.

The four themes and associated activities are further defined below:

Affordable Housing

Activities focused on meeting the goals within this theme serve to conserve and improve existing affordable owner housing in targeted areas, increase opportunities for low- and moderate-income households to become and remain homeowners, and ensure equal access to housing.

The Affordable Housing Opportunity Fund includes programs that directly support the goal of affordable housing. These programs provide home repair loans and grants to low- and moderate-income homeowners and enable accessibility modifications, minor home

maintenance, and emergency repairs to homeowner and rental properties. CDBG is also used to fund contracts for fair housing services, and homebuyer counseling services. The affordable housing component includes various activities implemented by the Department of Development's Housing Division totaling 16 percent of the CDBG budget; however some of these funds will also benefit homeless and special needs populations.

Housing for Homeless and Special Needs Populations

Special needs populations include those who are elderly, frail elderly, persons with disabilities, persons with substance abuse problems, persons living with HIV/AIDS, and victims of domestic violence. CDBG funds are used to fund activities that provide housing assistance and related services for these individuals. Programs provide senior citizen home maintenance and emergency repairs, as well as support for homeless programs. Funding targeted for this category is designated to the Chores Program, representing three percent of the CDBG budget.

Community and Economic Development

Activities funded under this theme support ongoing efforts to revitalize neighborhoods through community-based and economic development activities. Specific programs seek to create and maintain a favorable business environment in low- and moderate-income areas and ensure a high quality of life for residents. Additionally, activities provide funding for neighborhood and target area revitalization programs, technical and financial assistance to community-based organizations, and improvement of the physical environment and infrastructure in Columbus' central city neighborhoods.

Notable activities include low- and moderate-income job creation opportunities, providing funds to neighborhood-based organizations and subrecipient agencies for economic development, and maintaining safe and sanitary housing and vacant properties. These activities are funded with monies from Economic Development Loans, Neighborhood Commercial Development, Code Enforcement, and Neighborhood Crisis Response programs. These programs total 41 percent of the CDBG budget.

Health, Recreational, and Social Services

Activities conducted under this theme will continue to make Columbus neighborhoods safe places in which to live, work, play, and raise a family. Activities support comprehensive health needs, such as providing health management skills within neighborhoods and target areas, as well as a coordinated system of childcare, education, and recreational services for children, teens, and families.

Activities funded are Pregnancy Support, Sexual Health Awareness, Capital Kids, School's Out, and City Recreation Facilities. All activities funded under this theme require benefit to low- and moderate-income citizens; funding for these services totals 12 percent of the CDBG budget.

Program Management

The CDBG budget provides funding for program management. This includes staff to support all housing, homeless, and economic development activities, as well as fiscal, legislative, and administrative responsibilities. Funding for program management represents 30 percent of the CDBG budget.

CDBG Fund

Non-Program Expenditures

CDBG regulations require any interest earned on revolving loan funds be remitted to the U.S. Treasury. The estimate for interest earnings is \$24,000 and represents 0.3 percent of the total budget.

The following table summarizes the Community Development Block Grant (CDBG) fund recommended appropriation levels:

2018 CDBG Fund					
Proposed Operating Budget					
Division	Personnel	Supplies	Services	Other	Total
Economic Development	156,429	-	620,650	-	777,079
Code Enforcement	849,366	-	-	-	849,366
Housing	1,262,182	-	1,339,389	-	2,601,571
Finance & Management	437,926	2,500	124,253	24,000	588,679
Neighborhoods	317,089	2,145	1,755,900	-	2,075,134
Public Health	183,108	-	-	-	183,108
Recreation and Parks	672,084	2,600	39,324	500	714,508
Total	\$ 3,878,184	\$ 7,245	\$ 3,879,516	\$ 24,500	\$ 7,789,445



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.

2018 Cash Balance Statement

The municipal court computer fund is projected to begin 2018 with an unencumbered cash balance of \$1,281,074 and end the year with an available balance of \$965,960.

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 2018 is \$395,448. Expected revenue for the Clerk of Courts is \$1,445,850. In addition, a total of \$20,000 in cancellation of prior year encumbrances is expected.

2018 Municipal Court Computer Fund Balance Summary	
Unencumbered Cash Balance (January 1, 2018)	\$ 1,281,074
Plus Estimated 2018 Receipts	1,841,298
Plus Estimated Encumbrance Cancellations	20,000
Total Estimated Available Resources	<u>\$ 3,142,372</u>
Less 2018 Recommended Operating Budget	(2,176,412)
Projected Available Balance (December 31, 2018)	<u><u>\$ 965,960</u></u>

Street Construction Maintenance and Repair Fund

2018 Cash Balance Statement



The street construction, maintenance, and repair (SCMR) fund is the main operating fund for street construction and maintenance projects throughout the City of Columbus. Currently, the fund collects revenue from a variety of fees, taxes, reimbursements, and charges for service.

The street construction, maintenance, and repair (SCMR) fund projects to end 2018 with a fund balance of \$8,594,951. Next year, revenue for the SCMR fund is projected at \$51,500,000 and encumbrance cancellations of \$700,000 are expected.

2018 Street Construction Maintenance and Repair Balance Summary

Unencumbered Cash Balance (January 1, 2018)	\$ 19,468,443
Plus Estimated 2018 Receipts	51,500,000
Plus Estimated Encumbrance Cancellations	700,000
Total Estimated Available Resources	<u>\$ 71,668,443</u>
Less 2018 Recommended Operating Budget	(63,073,492)
Projected Available Balance (December 31, 2018)	<u><u>\$ 8,594,951</u></u>

2018 Revenue Summary

2018 Street Construction Maintenance and Repair Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2015 Actual	2016 Actual	2017 Estimated	2018 Proposed
Motor Vehicle Fuel Tax	\$ 24,738,111	\$ 24,631,203	\$ 24,600,000	\$ 25,100,000
Motor Vehicle Licensing Fees	6,598,722	6,677,057	6,756,000	6,700,000
Snow/Street Cleaning	8,764,678	8,799,982	8,500,000	8,600,000
Capital Reimbursement	3,000,777	3,034,377	3,000,000	3,000,000
Franklin County Vehicle Tax	1,715,642	1,889,671	1,870,000	1,900,000
Franklin County Reimbursement	3,000,000	3,000,000	3,000,000	3,000,000
Permits	2,000,337	2,281,849	2,314,000	2,500,000
Damages/Contracts	637,269	489,261	450,000	450,000
Miscellaneous	351,459	262,137	410,000	250,000
Encumbrance Cancellations	699,123	495,546	800,000	700,000
Unencumbered Cash Balance	11,494,263	17,061,773	22,137,755	19,468,443
Total Resources	\$ 63,000,381	\$ 68,622,856	\$ 73,837,755	\$ 71,668,443
Percent Change		8.92%	7.60%	-2.94%

Notes:

- The motor vehicle fuel tax revenue has fluctuated over the past years, as displayed by revenue trends. Motor vehicle fuel tax revenues will increase by \$500,000 in 2018 based on historical trend analysis.
- Permit fees will increase by \$186,000 in 2018 based on historical data. This revenue includes building, engineering, right-of-way, and zoning permits.
- Snow and street cleaning will slightly increase in 2018. This revenue originates from snow and street cleaning operations performed by the Division of Infrastructure Management's Street Maintenance Section. The revenue projections are derived based on historical data and are projected to increase by \$100,000 in 2018.

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 2018 and beyond are as follows:

- The projected annual growth for motor vehicle fuel tax revenues is one percent a year in 2019 and beyond.
- Motor vehicle license tax revenue is projected at 2.5 percent in 2019 and beyond.
- Insurance cost projections include a seven percent annual growth rate in 2019 and beyond.
- Pro rata charges represent 4.5 percent of revenue. It is assumed a three percent annual growth rate in technology and fleet expenses will occur in 2019 and beyond.
- The ending fund balance is positive through 2018 and then negative in all years thereafter.

Special Revenue Funds

STREET CONSTRUCTION MAINTENANCE AND REPAIR FUND

REVENUE	Actual 2016	Estimated 2017	Projected 2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Motor Vehicle Fuel Tax	24,631,203	24,600,000	25,100,000	25,351,000	25,604,510	25,860,555	26,119,161	26,380,352	26,644,156	26,910,597	27,179,703	27,451,500
Motor Vehicle License Fees	6,677,057	6,756,000	6,700,000	6,867,500	7,039,188	7,215,167	7,395,546	7,580,435	7,769,946	7,964,195	8,163,299	8,367,382
Snow/Street Cleaning	8,799,982	8,500,000	8,600,000	8,944,000	9,301,760	9,673,830	10,060,784	10,463,215	10,881,744	11,317,013	11,769,694	12,240,482
Capital Reimbursement	3,034,377	3,000,000	3,000,000	3,090,000	3,182,700	3,278,181	3,376,526	3,477,822	3,582,157	3,689,622	3,800,310	3,914,320
Franklin County Vehicle Tax	1,889,671	1,870,000	1,900,000	1,938,000	1,976,760	2,016,295	2,056,621	2,097,754	2,139,709	2,182,503	2,226,153	2,270,676
Franklin County Reimbursement	3,000,000	3,000,000	3,000,000	3,075,000	3,151,875	3,230,672	3,311,439	3,394,225	3,479,080	3,566,057	3,655,209	3,746,589
Permits	2,281,849	2,314,000	2,500,000	2,575,000	2,652,250	2,731,818	2,813,772	2,898,185	2,985,131	3,074,685	3,166,925	3,261,933
Damages/Contracts	489,261	450,000	450,000	459,000	468,180	477,544	487,094	496,836	506,773	516,909	527,247	537,792
Miscellaneous	262,137	410,000	250,000	255,000	260,100	265,302	270,608	276,020	281,541	287,171	292,915	298,773
TOTAL REVENUE	51,065,537	\$50,900,000	51,500,000	52,554,498	53,637,321	54,749,362	55,891,549	57,064,842	58,270,233	59,508,748	60,781,455	62,089,446
Beginning Fund Balance	17,061,773	22,137,755	19,468,443	8,594,951	(3,060,733)	(16,318,586)	(29,418,627)	(43,203,585)	(57,919,105)	(72,033,979)	(87,166,493)	(103,172,213)
Encumbrance Cancellations	495,546	800,000	700,000	721,000	742,630	764,909	787,856	811,492	835,837	860,912	886,739	913,341
TOTAL RESOURCES	68,622,856	\$73,837,755	71,668,443	61,870,449	51,319,219	39,195,684	27,260,778	14,672,749	1,186,965	(11,664,317)	(25,498,299)	(40,169,426)
OPERATING EXPENSES												
Personnel Services	25,330,642	27,882,643	31,594,650	32,226,543	32,871,074	33,528,495	34,199,065	34,883,047	35,580,707	36,292,322	37,018,168	37,758,531
Health Insurance	6,799,239	5,676,456	8,304,051	8,885,335	9,507,308	10,172,820	10,884,917	11,646,861	12,462,141	13,334,491	14,267,906	15,266,659
27th Pay Period	-	-	-	-	1,000,000	-	-	-	-	-	-	-
Supplies & Materials	539,550	524,215	848,470	865,439	882,748	900,403	918,411	936,779	955,515	974,625	994,118	1,014,000
Contractual Services	4,815,159	7,274,108	9,666,876	9,860,214	10,057,418	10,258,566	10,463,737	10,673,012	10,886,472	11,104,202	11,326,286	11,552,812
Pro Rata	2,200,000	2,200,000	2,300,000	2,364,952	2,413,679	2,463,721	2,515,120	2,567,918	2,622,161	2,677,894	2,735,165	2,794,025
Technology	1,547,468	2,599,148	2,246,691	2,314,092	2,383,514	2,455,020	2,528,671	2,604,531	2,682,667	2,763,147	2,846,041	2,931,422
Fleet	4,256,467	6,111,243	5,853,254	6,028,852	6,209,717	6,396,009	6,587,889	6,785,526	6,989,091	7,198,764	7,414,727	7,637,169
311 Operations	260,165	341,000	366,000	373,320	380,786	388,402	396,170	404,094	412,175	420,419	428,827	437,404
Other	170,000	190,500	193,500	195,435	197,389	199,363	201,357	203,370	205,404	207,458	209,533	211,628
Capital	566,411	1,400,000	1,700,000	1,717,000	1,734,170	1,751,512	1,769,027	1,786,717	424,608	428,854	433,143	437,474
Transfers	-	170,000	-	100,000	-	100,000	-	100,000	-	100,000	-	100,000
TOTAL OPERATING EXPENSES	46,485,101	54,369,312	63,073,492	64,931,181	67,637,805	68,614,311	70,464,364	72,591,855	73,220,942	75,502,176	77,673,914	80,141,124
Ending Fund Balance	22,137,755	19,468,443	8,594,951	(3,060,733)	(16,318,586)	(29,418,627)	(43,203,585)	(57,919,105)	(72,033,979)	(87,166,493)	(103,172,213)	(120,310,550)

Health Special Revenue Fund

2018 Cash Balance Statement

The 2018 Health Department budget allows for the continued provision of public health mandated services, as well as services that meet the priorities within the Columbus Covenant 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.

The health special revenue fund is projected to begin and end 2018 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.



2018 Health Operating Fund Balance Summary

Unencumbered Cash Balance (January 1, 2018)	\$ -
Plus Estimated 2018 Receipts	8,152,141
Plus General Fund Transfer	24,104,236
Plus Estimated Encumbrance Cancellations	150,000
Total Estimated Available Resources	<u>\$ 32,406,377</u>
Less 2018 Recommended Operating Budget	(32,406,377)
Projected Available Balance (December 31, 2018)	<u><u>\$ -</u></u>

2018 Revenue Summary

2018 Health Operating Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2015	2016	2017	2018
	Actual	Actual	Estimated	Proposed
General Fund Transfer	\$ 20,732,712	\$ 23,157,767	\$ 21,900,464	\$ 24,104,236
Licenses and Permit Fees	2,883,165	2,805,009	3,110,970	3,166,679
Home Health Inspections	2,600	125	-	-
Vital Statistics	1,288,939	1,289,685	1,351,000	1,335,800
Employee Assistance Program	405,000	400,000	403,000	492,000
Misc. Charges for Services	1,731,387	1,818,495	1,731,974	1,877,162
Misc. Revenues and Refunds	1,000,541	1,011,548	1,552,268	1,280,500
Encumbrance Cancellations	341,256	29,569	450,000	150,000
Unencumbered Cash Balance	357,848	119,853	370,437	-
Total Resources	\$ 28,743,448	\$ 30,632,051	\$ 30,870,113	\$ 32,406,377
Percent Change		6.57%	0.78%	4.98%

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 2018, the general fund subsidy totals \$24,104,236 and represents approximately 75 percent of the department’s operating revenues. This subsidy is higher than the past three years and represents an increase of ten percent over the estimated subsidy in 2017.
- Other revenues include Medicare administrative claims, license and permit fees, charges for services, birth and death certificate fees, and various program fees. Revenue projections are derived based on historical data and have increased significantly in the past year. Revenues, excluding the general fund subsidy and encumbrance cancellations, are projected to be \$8,152,141, an increase of 9.5 percent over budgeted 2017 revenues. This increase is primarily the result of third party clinical billings, food license fees, and fees associated with Tobacco 21, a new law that prohibits the sale of tobacco and tobacco paraphernalia to individuals under the age of 21. An ordinance passed by Columbus City Council in December of 2016 requires retailers to obtain a Retail Tobacco Sales License in order to sell such products.

Recreation and Parks Operation and Extension Fund



2018 Cash Balance Statement

The recreation and parks operation and extension fund is the primary operating fund supporting the department's activities. The largest revenue source for the fund is the annual transfer from the general fund.

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 2018, 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.

2018 Recreation and Parks Operation and Extension Fund Balance Summary	
Unencumbered Cash Balance (January 1, 2018)	\$ -
Plus Estimated 2018 Receipts	11,670,000
Plus General Fund Transfer	41,631,467
Plus Estimated Encumbrance Cancellations	550,000
Total Estimated Available Resources	\$ 53,851,467
Less 2018 Recommended Operating Budget	(53,851,467)
Projected Available Balance (December 31, 2018)	<u>\$ -</u>

2018 Revenue Summary

2018 Recreation and Parks Operation and Extension Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2015 Actual	2016 Actual	2017 Estimated	2018 Proposed
Adult Sports	\$ 910,684	\$ 1,563,795	\$ 1,640,000	\$ 2,050,000
Aquatics	188,669	200,248	235,000	235,000
Recreation Centers	569,662	672,935	1,240,000	1,285,000
Senior Citizen Centers	32,943	3,013	6,000	6,000
Miscellaneous Revenue	150,331	103,336	863,726	90,000
Permits	1,138,588	1,182,643	1,040,000	1,040,000
Boat Docks and Stakes	248,305	251,160	265,000	265,000
CIP Reimbursement	904,749	971,134	1,000,000	1,075,000
Rent	46,632	46,000	46,000	46,000
Refunds	12,545	12,000	14,000	54,000
Golf	4,249,729	4,100,938	3,980,000	4,100,000
Therapeutic Recreation	46,749	43,079	46,000	50,000
Summer Camps	343,379	339,181	350,000	355,000
Cultural Arts Center	284,106	309,874	310,000	310,000
Fitness	14,121	35,365	35,000	37,000
Tennis	13,579	13,524	14,000	14,000
Capital Kids	5,644	6,626	7,000	8,000
Play Grant Reimbursement	70,000	75,515	70,000	70,000
Recreation Center IDs	18,709	17,309	25,000	25,000
Boat Clubs	129,878	130,000	140,000	140,000
Activenet Transaction Fees	69,287	64,121	85,000	100,000
Outdoor Education	283,759	280,441	310,000	315,000
General Fund Transfer	34,951,190	37,681,259	39,398,805	41,631,467
Encumbrance Cancellations	440,491	358,513	984,083	550,000
Unencumbered Cash Balance	486,011	236,011	123,806	-
Total Resources	\$ 45,609,740	\$ 48,698,020	\$ 52,228,420	\$ 53,851,467
Percent Change		6.77%	7.25%	3.11%

Notes:

- The recreation and parks operation and extension fund receives a transfer from the city's general fund to cover all budgeted operating expenses that cannot be supported solely by user fees and charges. The general fund subsidy for 2018 is \$41.6 million. The general fund subsidy does not include technology expenditures, which are budgeted in the Department of Finance and Management.
- Revenues come from adult sports leagues (softball, soccer, basketball, football, and volleyball), recreation fees, facility and gymnasium rentals, tree trimming, capital project management, golf, and various other charges. Total revenues are expected to be \$11.7 million in 2018.

Development Services Fund

2018 Cash Balance Statement

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.

All fees and charges associated with development-related services are deposited into the fund. The development services fund is projected to begin 2018 with an unencumbered cash balance of \$11,989,936. Revenue to the fund is projected at \$20,181,504 in 2018, providing the department with total estimated resources of approximately \$32.2 million. After expenses estimated at \$22.1 million, the fund is projected to end 2018 with an unencumbered cash balance of \$10,096,442.

2018 Development Services Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2018)	\$ 11,989,936
Plus Estimated 2018 Receipts	20,181,504
Plus Estimated Encumbrance Cancellations	50,000
Total Estimated Available Resources	<u>\$ 32,221,440</u>
Less 2018 Recommended Operating Budget	(22,124,998)
Projected Available Balance (December 31, 2018)	<u>\$ 10,096,442</u>



2018 Revenue Summary

2018 Development Services Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2015	2016	2017	2018
	Actual	Actual	Estimated	Proposed
Residential Construction	\$ 3,253,072	\$ 3,374,938	\$ 3,476,186	\$ 3,510,948
Commercial Construction	10,049,516	10,106,282	10,409,470	10,513,565
Zoning	1,919,021	2,097,770	2,160,703	2,182,310
License/Registration	1,676,807	1,676,380	1,726,671	1,743,938
Other	2,113,217	2,144,327	2,208,657	2,230,743
Interfund Transfer	25,000	-	-	-
Encumbrance Cancellations	66,446	47,214	60,000	50,000
Unencumbered Cash Balance	9,644,342	11,716,849	12,687,747	11,989,936
Total Resources	\$ 28,747,421	\$ 31,163,760	\$ 32,729,435	\$ 32,221,440
Percent Change		8.41%	5.02%	-1.55%

Note:

- The department expects all revenue classes to increase in 2018 based on historical trends. Revenues come from zoning, licenses, registrations, and multi-family, commercial, and residential construction.

Development Services Fund Pro Forma Operating Statement

A ten-year pro forma operating statement is presented on the following page. It represents the fund's revenues and expenditures for that period, given certain assumptions, and is essential in providing a framework for future financial decisions. The major assumptions included in this pro forma for years 2018 and beyond are as follows:

- Revenues increase by one percent each year in 2018 and beyond, with the exception of 2019 and 2024, which mark the initial year following regularly scheduled rate assessments. These assessments are performed every five years and include a thorough analysis of all fees, which are adjusted accordingly.
- Insurance costs are projected to grow by seven percent annually starting in 2019 and beyond.
- Pro rata fees represent 4.5 percent of revenue generated in the fund.

DEVELOPMENT SERVICES FUND												
PRO FORMA OPERATING STATEMENT- 2018 Budget (+1% revenue growth) and 10% Fee Increase 2019 and 2024												
	Actual 2016	Estimated 2017	Proposed 2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
REVENUE SOURCE												
RESIDENTIAL CONSTRUCTION	3,374,938	3,476,186	3,510,948	3,897,152	3,936,124	3,975,485	4,015,240	4,055,392	4,501,485	4,546,500	4,591,965	4,637,885
COMMERCIAL CONSTRUCTION	10,106,282	10,409,470	10,513,565	11,670,057	11,786,758	11,904,625	12,023,672	12,143,908	13,479,738	13,614,536	13,750,681	13,888,188
ZONING	2,097,770	2,160,703	2,182,310	2,422,364	2,446,588	2,471,054	2,495,764	2,520,722	2,798,001	2,825,981	2,854,241	2,882,784
LICENSE/REGISTRATION	1,676,380	1,726,671	1,743,938	1,935,771	1,955,129	1,974,680	1,994,427	2,014,371	2,235,952	2,258,312	2,280,895	2,303,704
ALL OTHER	2,144,327	2,208,657	2,230,743	2,476,125	2,500,886	2,525,895	2,551,154	2,576,666	2,860,099	2,888,700	2,917,587	2,946,763
TOTAL REVENUE	19,399,697	19,981,688	20,181,504	22,401,470	22,625,485	22,851,740	23,080,257	23,311,060	25,875,276	26,134,029	26,395,369	26,659,323
BEGINNING UNENC. FUND BALANCE	11,716,849	12,687,747	11,989,936	10,096,442	9,693,189	8,848,476	7,537,505	5,734,033	3,410,290	2,763,077	1,557,313	-239,766
ENCUMBRANCE CANCELLATIONS	47,214	60,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
TOTAL RESOURCES	31,163,760	32,729,435	32,221,440	32,547,912	32,368,674	31,750,216	30,667,762	29,095,093	29,335,566	28,947,107	28,002,683	26,469,557
EXPENDITURES												
OPERATIONS & MAINTENANCE:												
PERSONNEL SERVICES	12,085,292	12,580,605	14,078,167	14,359,730	14,646,925	14,939,863	15,238,661	15,543,434	15,854,303	16,171,389	16,494,816	16,824,713
EMPLOYEE INSURANCE	2,661,220	2,926,382	3,387,860	3,625,010	3,878,761	4,150,274	4,440,793	4,751,649	5,084,264	5,440,163	5,820,974	6,228,442
27th PAY PERIOD	-	-	-	-	-	-	-	-	-	-	-	-
MATERIALS & SUPPLIES	96,898	152,659	131,971	135,930	140,008	144,208	148,535	152,991	157,580	162,308	167,177	172,192
SERVICES	569,349	980,779	1,129,857	1,163,753	1,198,665	1,234,625	1,271,664	1,309,814	1,349,108	1,389,582	1,431,269	1,474,207
PRO RATA	880,528	899,176	908,168	1,008,066	1,018,147	1,028,328	1,038,612	1,048,998	1,164,387	1,176,031	1,187,792	1,199,670
TECHNOLOGY	1,498,437	1,709,200	2,029,352	2,090,233	2,152,940	2,217,528	2,284,054	2,352,575	2,423,152	2,495,847	2,570,722	2,647,844
FLEET	90,793	108,013	132,623	136,602	140,700	144,921	149,268	153,746	158,359	163,110	168,003	173,043
OTHER	15,765	37,000	47,000	47,000	47,000	47,000	47,000	47,000	47,000	47,000	47,000	47,000
CAPITAL OUTLAY	577,732	845,684	280,000	288,400	297,052	305,964	315,142	324,597	334,335	344,365	354,696	365,336
TRANSFERS	-	500,000	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATIONS & MAINT.	18,476,014	20,739,499	22,124,998	22,854,724	23,520,197	24,212,711	24,933,729	25,684,803	26,572,489	27,389,793	28,242,449	29,132,448
TOTAL EXPENSE	18,476,014	20,739,499	22,124,998	22,854,724	23,520,197	24,212,711	24,933,729	25,684,803	26,572,489	27,389,793	28,242,449	29,132,448
ENDING UNENCUMBERED FUND BAL.	12,687,747	11,989,936	10,096,442	9,693,189	8,848,476	7,537,505	5,734,033	3,410,290	2,763,077	1,557,313	-239,766	-2,662,891

Property Management – 1111 East Broad Street Fund

2018 Cash Balance Statement

The east broad street operation fund is the largest subfund within the property management fund and is a dedicated funding source for retaining and accounting 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 tenants include the Workforce Development Board (WFB), formerly Central Ohio Workforce Investment Corporation (COWIC), and the Departments of Recreation and Parks and Technology.

The fund is expected to begin 2018 with a negative unencumbered cash balance of \$210,836. Total revenue receipts from leases are projected at \$889,032. Estimated available resources, including encumbrance cancellations, total \$693,196. Operational expenses in 2018 are projected to be \$1,448,211, leaving a negative year-end balance of \$755,015. Over the past few years, the year-end fund balance has fluctuated based on changes in the Workforce Development Board's lease. The negative year-end fund balance was anticipated during the formation of the budget, and a transfer from the general fund to it will likely occur in 2018 should that indeed become warranted. As a result, the fund will be monitored and adjustments will be made as necessary.

2018 1111 East Broad Street Fund		
Balance Summary		
Unencumbered Cash Balance (January 1, 2018)	\$	(210,836)
Plus Estimated 2018 Receipts		889,032
Plus Estimated Encumbrance Cancellations		15,000
Total Estimated Available Resources	\$	693,196
Less 2018 Recommended Operating Budget		(1,448,211)
Projected Available Balance (December 31, 2018)	\$	(755,015)

Private Inspection Fund

2018 Cash Balance Statement

On April 1, 2009, the Department of Public Service ceased all expenditure and revenue activity in the development services fund and established two new funds – the private construction inspection fund and the internal service construction inspection fund. The private construction inspection fund captures the accounting activity of the Division of Design and Construction that is connected with the inspection of private development infrastructure construction generally associated with subdivision and commercial development. Revenues for 2018 are budgeted at \$4,393,575 and encumbrance cancellations of \$30,000 are expected. Public Service expects that by the end of 2018, the fund will have a remaining balance of \$699,276.

2018 Private Inspection Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2018)	\$ 1,648,009
Plus Estimated 2018 Receipts	4,393,575
Plus Estimated Encumbrance Cancellations	<u>30,000</u>
Total Estimated Available Resources	\$ 6,071,584
Less 2018 Recommended Operating Budget	(5,372,308)
Projected Available Balance (December 31, 2018)	<u><u>\$ 699,276</u></u>

Parking Meter Program Fund

2018 Cash Balance Statement

The parking meter program fund was created in 2009. Effective January 1, 2010, parking meter revenues are deposited into three separate funds in a specified "waterfall" method. First and foremost, the general fund receives \$3,349,870 each year. After that amount is satisfied, parking revenues are to be deposited in the city parking meter contribution fund until the balance in that fund is \$1.4 million. All revenue received after the \$1.4 million balance is established is to be deposited in the parking meter program fund. The \$1.4 million balance in the parking meter contribution fund has been achieved, therefore, the first \$3,349,870 in parking meter revenue will be deposited in the general fund and all additional revenue will be deposited in the parking meter program fund.

Monies in the parking meter program fund are available to replace the current parking meters, to manage, operate, and maintain the replacement meter system, and to enforce parking regulations. The parking meter program fund will begin the year with an unencumbered cash balance of \$1,229,601. Revenue for the fund is projected to reach \$6,270,958 and encumbrance cancellations should total \$202,000 by year's end. Therefore, the parking meter program fund is projected to end 2018 with a fund balance of \$914,260.

2018 Parking Meter Program Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2018)	\$ 1,229,601
Plus Estimated 2018 Receipts	6,270,958
Plus Estimated Encumbrance Cancellations	<u>202,000</u>
Total Estimated Available Resources	\$ 7,702,559
Less 2018 Recommended Operating Budget	3,438,429
Less 2018 Transfer	3,349,870
Projected Available Balance (December 31, 2018)	<u>\$ 914,260</u>

2018 Revenue Summary

2018 Parking Meter Program Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2015	2016	2017	2018
Actual	Actual	Estimated	Proposed	
Miscellaneous Revenue	\$ 265,888	\$ 71,265	\$ 68,223	\$ 70,510
Parking Meter Collections	5,750,005	6,378,845	5,961,969	6,200,448
Encumbrance Cancellations	8,102	8,900	23,080	202,000
Unencumbered Cash Balance	817,987	1,439,290	1,587,212	1,229,601
Total Resources	\$ 6,841,982	\$ 7,898,300	\$ 7,640,484	\$ 7,702,559
Percent Change		15.44%	-3.26%	0.81%

Parking Meter Program Fund Pro Forma Operating Statement

A ten-year pro forma operating statement is presented on the following page. It represents the fund's revenues and expenditures for that period, given certain assumptions, and is essential in providing a framework for future financial decisions. The major assumptions included in this pro forma for years 2018 and beyond are as follows:

- Parking meter revenue is projected to grow at 4% each year through 2022, and is reflective of historical growth and sustained mixed use development in the downtown and surrounding region. More conservative growth assumptions are utilized in the out-years for planning purposes.
- Miscellaneous revenues are projected to grow at approximately one percent each year.
- Personnel, excluding health insurance, and fleet expenses grow at two percent per year. Insurance costs grow by seven percent annually starting in 2019 and beyond.
- All non-personnel related expenditures historically split funded between the parking meter program fund and the general fund are fully funded within the general fund budget in 2018 and beyond. Similarly, all personnel previously split funded to the general fund are funded entirely within the parking meter program fund over the same time period.

Special Revenue Funds

PARKING METER PROGRAM FUND												
PRO FORMA OPERATING STATEMENT												
	Actual	Estimated	Proposed									
REVENUE	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Miscellaneous Revenue	71,265	68,223	70,510	71,035	71,587	72,166	72,774	73,413	74,084	74,788	75,527	76,282
Parking Meter Collections	6,378,845	5,961,969	6,200,448	6,448,466	6,706,404	6,974,660	7,253,647	7,398,720	7,546,694	7,659,895	7,774,793	7,891,415
TOTAL REVENUE	6,450,110	6,030,192	6,270,958	6,519,501	6,777,991	7,046,826	7,326,421	7,472,133	7,620,778	7,734,683	7,850,320	7,967,697
Beginning Fund Balance	1,439,290	1,587,212	1,229,601	914,260	557,012	139,407	66,067	141,679	225,917	314,871	366,535	374,926
Encumbrance Cancellations	8,900	23,080	202,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
TOTAL RESOURCES	7,898,300	7,640,484	7,702,559	7,458,761	7,360,003	7,211,233	7,417,488	7,638,812	7,871,695	8,074,553	8,241,855	8,367,623
OPERATING EXPENSES												
Personnel Services	844,431	860,655	2,534,801	2,585,497	2,637,207	2,689,951	2,743,750	2,798,625	2,854,598	2,911,690	2,969,923	3,029,322
Health Insurance	281,594	291,170	893,629	956,183	1,023,116	1,094,734	1,171,365	1,253,361	1,341,096	1,434,973	1,535,421	1,642,900
27th Pay Period	-	-	-	-	200,000	-	-	-	-	-	-	-
Supplies & Materials	56,238	60,000	-	-	-	-	-	-	-	-	-	-
Contractual Services	1,735,377	1,823,044	-	-	-	-	-	-	-	-	-	-
Fleet	7,385	8,144	9,999	10,199	10,403	10,611	10,823	11,040	11,260	11,486	11,715	11,950
Other	9,971	18,000	-	-	-	-	-	-	-	-	-	-
Capital	17,308	-	-	-	-	-	-	-	-	-	-	-
Transfers	3,358,784	3,349,870	3,349,870	3,349,870	3,349,870	3,349,870	3,349,870	3,349,870	3,349,870	3,349,870	3,349,870	3,349,870
TOTAL OPERATING EXPENSES	6,311,088	6,410,883	6,788,299	6,901,749	7,220,596	7,145,166	7,275,809	7,412,896	7,556,824	7,708,018	7,866,930	8,034,042
Ending Fund Balance	1,587,212	1,229,601	914,260	557,012	139,407	66,067	141,679	225,917	314,871	366,535	374,926	333,581

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.

2018 Cash Balance Statement

The employee benefits fund was established in 1993. A portion of this 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.

2018 Employee Benefits Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2018)	\$ -
Plus Estimated 2018 Receipts	5,291,780
Total Estimated Available Resources	<u>\$ 5,291,780</u>
Less 2018 Recommended Operating Budget - Administration	(4,896,780)
Less 2018 Recommended Operating Budget - Property Boiler Insurance	(395,000)
Projected Available Balance (December 31, 2018)	<u><u>\$ -</u></u>

Notes:

- The figures cited above reflect only the revenues and expenditures associated with administration of the risk management section of the Department of Human Resources and include the payments for the property and boiler insurance for city facilities.
- The fund is expected to begin and end the year with a zero balance.
- Revenues and expenditures associated with the payment of claims are not represented in this section.

Print and Mailroom Services Fund

The print and mail services fund was established in 2008 and is managed by the Finance and Management Department. The fund represents a consolidation of print and mail functions provided to all city departments. Operational costs associated with both the print center and mailroom are supported by billing user agencies. The fund provides an accounting of the city's print, resale, and copy center transactions as well as mailroom activity.

2018 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 2018 with an unencumbered cash balance of \$274,157. The fund is expected to end 2018 with a positive unencumbered cash balance of \$385,459. Significant improvements in billing procedures, office space, and equipment have been implemented and the resulting benefits continue to be reflected in both operations. Overall, more departments are requesting print and mail services, rather than outsourced jobs, thus creating more revenue.

2018 Print and Mailroom Services Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2018)	\$ 274,157
Plus Estimated 2018 Print Services Receipts	610,448
Plus Estimated 2018 Mailroom Services Receipts	1,265,460
Plus Estimated Encumbrance Cancellations	12,000
Total Estimated Available Resources	<u>\$ 2,162,065</u>
Less 2018 Recommended Operating Budget - Print	(510,646)
Less 2018 Recommended Operating Budget - Mailroom	(1,265,960)
Projected Available Balance (December 31, 2018)	<u><u>\$ 385,459</u></u>

2018 Revenue Summary

2018 Print and Mailroom Services Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2015	2016	2017	2018
	Actual	Actual	Estimated	Proposed
Print Services	\$ 262,709	\$ 500,001	\$ 487,818	\$ 610,448
Mailroom Services	1,261,790	1,307,527	1,276,881	1,265,460
Encumbrance Cancellations	36,267	15,189	12,000	12,000
Unencumbered Cash Balance	(89,974)	21,943	256,068	274,157
Total Resources	<u>\$ 1,470,792</u>	<u>\$ 1,844,660</u>	<u>\$ 2,032,767</u>	<u>\$ 2,162,065</u>
Percent Change		25.42%	10.20%	6.36%

Land Acquisition Fund

The City Attorney's Real Estate division engages in land acquisition activities on behalf of the city. Revenues to the land acquisition fund are comprised of charges to other city divisions for these services.

2018 Cash Balance Statement

The beginning year unencumbered cash balance in this fund is projected to be \$463,733. The 2018 revenue estimate is equal to a projection of 3,120 hours of services billed at a rate of \$300 per hour. The division reviews its rate periodically and increases it when necessary to fully recover costs. With a proposed budget of \$1,116,111, the anticipated fund balance by year end is \$283,622.

2018 Land Acquisition Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2018)	\$ 463,733
Plus Estimated 2018 Receipts	936,000
Plus Estimated Encumbrance Cancellations	-
Total Estimated Available Resources	<u>\$ 1,399,733</u>
Less 2018 Recommended Operating Budget	(1,116,111)
Projected Available Balance (December 31, 2018)	<u><u>\$ 283,622</u></u>

Technology Services Fund

The technology services fund is an internal service fund that supports the operations of the Department of Technology. The fund receives revenue from other city departments both directly, wherein the department pays certain technology costs on behalf of other departments and charges on a dollar-for-dollar basis, and indirectly, wherein the department charges departments based on their allocated utilization of technology services, such as application maintenance, email and messaging services, and project management.

2018 Cash Balance Statement

The technology services fund is housed in the Department of Technology and is projected to begin the year with an unencumbered cash balance of \$510,772 and end the year with \$106,760. Revenues to the fund consist of charges to other city divisions for technology services, utilizing an updated rate 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, the Franklin Park Conservatory, and the Martin Luther King facility, for services provided.

2018 Technology Services Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2018)	\$ 510,772
Plus Estimated 2018 Receipts	37,960,690
Plus Estimated Encumbrance Cancellations	150,000
Total Estimated Available Resources	<u>\$ 38,621,462</u>
Less 2018 Recommended Operating Budget	(38,514,702)
Projected Available Balance (December 31, 2018)	<u>\$ 106,760</u>

Pro Forma Operating Statement

The department will continue to use a charge-back methodology to fully recover costs related to information technology services. In 2009, an updated rate model was completed which more accurately reflects user charges and services as well as cost recovery. The department continues to use a time and attendance reporting system for many of its services. A pro forma operating statement for the ten-year period follows this section and represents the Director's Office and the Information Services Division (ISD) revenues and expenditures for that period. The major assumptions are as follows:

- Personnel expenses, supplies, maintenance, and capital expenses are inflated at two percent per year. Insurance costs are projected to grow by seven percent annually in 2018 and beyond.
- The Information Services Division incurs debt service for capital expenditures such as terminal replacement, system migration, network expansion, the city's Oracle site license and enterprise-wide network management software, data center renovations, hardware upgrades and mass storage, software upgrades, telephony upgrades, and other projects.
- Recovery rates in the pro forma are adjusted as necessary to allow the division to maintain positive year-end unencumbered cash balances. This pro forma indicates an approximate fifteen percent increase in revenues in 2018 over 2017, as necessary, to meet that goal. Revenues in each of the years thereafter are adjusted to maintain a positive balance in the fund.

Internal Service Funds

INFORMATION SERVICES DIVISION PRO FORMA OPERATING STATEMENT

	Actual 2016	Estimated 2017	Proposed 2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
REVENUES BY SOURCE												
Other Fund-Direct Charge	2,158,792	1,576,424	3,986,746	4,305,686	4,305,686	4,434,856	4,556,815	4,682,127	4,857,707	4,930,573	4,979,878	5,129,275
Other Fund-Indirect Charge	12,866,026	16,618,335	15,198,885	16,414,796	16,414,796	16,907,240	17,372,189	17,849,924	18,519,296	18,797,085	18,985,056	19,554,608
General Fund-Direct Charge	1,408,409	3,407,744	1,700,000	1,836,000	1,836,000	1,891,080	1,943,085	1,996,520	2,071,389	2,102,460	2,123,484	2,187,189
General Fund-Indirect Charge	16,593,996	11,348,278	17,043,941	18,407,456	18,407,456	18,959,680	19,481,071	20,016,801	20,767,431	21,078,942	21,289,732	21,928,423
Outside Source Revenue	73,811	61,655	31,118	33,607	33,607	34,615	35,567	36,545	37,916	38,485	38,870	40,036
Total Revenue	33,101,034	33,012,436	37,960,690	40,997,545	40,997,545	42,227,471	43,388,727	44,581,917	46,253,739	46,947,545	47,417,020	48,839,531
Encumbrance Cancellations	147,316	722,784	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Beginning Fund Balance	293,893	1,493,324	510,772	106,760	154,259	200,951	361,134	514,861	766,778	1,026,922	1,429,645	1,860,815
TOTAL RESOURCES	33,542,243	35,228,544	38,621,462	41,254,305	41,301,804	42,578,422	43,899,861	45,246,778	47,170,517	48,124,467	48,996,665	50,850,346
EXPENDITURES												
Operating- Admin & ISD												
Personnel Services	13,894,745	14,230,544	16,758,300	17,093,466	17,435,335	17,784,042	18,139,723	18,502,517	18,872,568	19,250,019	19,635,019	20,027,720
Health Insurance	2,638,545	2,894,691	3,469,736	3,712,618	3,972,501	4,250,576	4,548,116	4,866,484	5,207,138	5,571,638	5,961,652	6,378,968
Materials & Supplies	1,515,809	1,059,340	1,473,960	1,503,439	1,533,508	1,564,178	1,595,462	1,627,371	1,659,918	1,693,117	1,726,979	1,761,519
Services	9,538,340	11,431,695	11,818,553	12,054,924	12,296,023	12,541,943	12,792,782	13,048,637	13,309,610	13,575,802	13,847,318	14,124,265
Fleet	39,554	38,993	-	-	-	-	-	-	-	-	-	-
Other	-	-	5,200	5,304	5,410	5,518	5,629	5,741	5,856	5,973	6,093	6,214
Capital Outlay	14,207	148,820	242,321	247,167	252,111	257,153	262,296	267,542	272,893	278,351	283,918	289,596
Total Operating Expenses	27,641,201	29,804,083	33,768,069	34,616,918	35,494,887	36,403,410	37,344,007	38,318,293	39,327,983	40,374,900	41,460,980	42,588,282
Debt Service - Principal	3,870,000	4,260,000	4,120,000	5,545,000	4,555,000	4,625,000	4,720,000	4,850,000	5,293,000	4,785,000	4,132,000	4,224,000
Debt Service - Interest	537,718	653,688	626,632	938,128	1,050,966	1,188,878	1,320,993	1,311,707	1,522,612	1,534,922	1,542,870	1,584,900
Total Debt Service Expenses	4,407,718	4,913,688	4,746,632	6,483,128	5,605,966	5,813,878	6,040,993	6,161,707	6,815,612	6,319,922	5,674,870	5,808,900
TOTAL EXPENSES	32,048,918	34,717,772	38,514,702	41,100,046	41,100,853	42,217,288	43,385,000	44,480,000	46,143,595	46,694,822	47,135,850	48,397,182
ENDING FUND BALANCE	1,493,324	510,772	106,760	154,259	200,951	361,134	514,861	766,778	1,026,922	1,429,645	1,860,815	2,453,164
Assumptions:												
Expenditures increase 2% for personnel expenses, materials & supplies, services, and capital expenses; insurance costs increase at 7%.												
Revenues increase at a minimum variable rate from 2019-2027 to maintain fund solvency.												

Fleet Management Fund

The fleet management services fund is an internal services fund that supports the operations of the Fleet Management Division within the Department of Finance and Management. The fund derives revenue through charges to city agencies for labor and maintenance on city-owned vehicles and equipment, gasoline, diesel, and compressed natural gas distribution, as well as surcharges on parts acquired for maintenance and repair of assets.

2018 Cash Balance Statement

The Fleet Management Division recovers its costs by billing user agencies for services provided. The revenue includes rates of \$75 per hour for light vehicles and \$95 per hour for heavy vehicles, a 35 percent markup on parts, a 5 percent markup on commercial services and credit card fuel purchases, and a fuel overhead rate of \$0.25 per gallon for bulk fuel.

The fleet management services fund is projected to start the year with a negative unencumbered cash balance of \$417,269 and will end 2018 with an unencumbered cash balance of \$1,304,957.

2018 Fleet Management Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2018)	\$ (417,269)
Plus Estimated 2018 Receipts	39,867,521
Plus Estimated Encumbrance Cancellations	400,000
Total Estimated Available Resources	\$ 39,850,252
Less 2018 Recommended Operating Budget	(38,545,295)
Projected Available Balance (December 31, 2018)	\$ 1,304,957

2018 Revenue Summary

2018 Fleet Management Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2015	2016	2017	2018
	Actual	Actual	Estimated	Proposed
Public Safety	\$ 13,780,573	\$ 13,231,713	\$ 14,857,370	\$ 16,805,314
Refuse Collection	7,552,732	7,403,375	8,721,627	9,866,203
Other General Fund	227,817	258,533	1,225,563	2,274,967
Other Funds	9,160,139	8,994,519	8,283,721	10,171,037
Refunds/Miscellaneous	980,633	863,963	785,486	750,000
Encumbrance Cancellations	402,839	24,759	500,000	400,000
Unencumbered Cash Balance	318,482	(46,499)	(1,012,445)	(417,269)
Total Resources	\$ 32,423,214	\$ 30,730,363	\$ 33,361,322	\$ 39,850,252
Percent Change		-5.22%	8.56%	19.45%

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, supplies, maintenance, and other expenses are inflated at two percent per year.
- Insurance costs are projected to grow by seven percent annually in 2019 and beyond; however, projections include offsets due to incremental increases in employee shares.
- Debt service principal and interest have been broken out separately. A portion of the debt service principal and interest payments represent reimbursement to the special income tax fund for the retirement of bonds issued for the design of the city's second compressed natural gas fueling station.
- Recovery rates in the pro forma are adjusted as necessary to allow the division to maintain positive year-end unencumbered cash balances.

**FLEET MANAGEMENT FUND
PRO FORMA OPERATING STATEMENT**

	Actual 2016	Estimated 2017	Proposed 2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
REVENUE SOURCE												
MAINTENANCE SERVICE CHARGES												
Public Safety	13,231,713	14,857,370	16,805,314	16,847,327	17,521,220	17,915,448	18,094,602	18,456,494	18,825,624	19,249,201	19,682,308	20,075,954
Refuse Collection	7,403,375	8,721,627	9,866,203	9,890,869	10,286,503	10,517,950	10,623,129	10,835,592	11,052,303	11,300,980	11,555,252	11,786,357
Other General Fund Divisions	258,533	785,486	2,274,967	2,280,654	2,371,881	2,425,248	2,449,500	2,498,490	2,548,460	2,605,801	2,664,431	2,717,720
Other Funds	8,994,519	8,283,721	10,171,037	10,196,465	10,604,323	10,842,920	10,951,350	11,170,377	11,393,784	11,650,144	11,912,273	12,150,518
Miscellaneous Revenues	863,963	1,225,563	750,000	772,500	795,675	819,545	844,132	869,456	886,845	906,799	927,202	945,746
TOTAL REVENUE	30,752,103	33,873,767	39,867,521	39,987,815	41,579,602	42,521,111	42,962,713	43,830,409	44,707,017	45,712,925	46,741,465	47,676,295
Beginning Fund Balance	(46,499)	(1,012,445)	(417,269)	1,304,957	2,300,439	4,042,898	5,901,294	7,656,659	9,479,992	11,254,619	13,094,136	15,028,355
Encumbrance Cancellations	24,759	500,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
TOTAL RESOURCES	30,730,363	33,361,322	39,850,252	41,692,772	44,280,041	46,964,009	49,264,007	51,887,067	54,587,008	57,367,543	60,235,601	63,104,650
EXPENDITURES												
Operations and Maintenance												
Personnel Services	8,063,882	8,630,604	9,012,816	9,193,072	9,376,934	9,564,472	9,755,762	9,950,877	10,149,895	10,352,893	10,559,950	10,771,149
Health Insurance	2,294,504	2,553,590	2,696,358	2,885,103	3,087,060	3,303,154	3,534,375	3,781,782	4,046,506	4,329,762	4,632,845	4,957,144
Materials & Supplies	12,377,916	12,254,234	16,573,768	16,905,243	17,243,348	17,588,215	17,939,979	18,298,779	18,664,755	19,038,050	19,418,811	19,807,187
Services	3,940,655	4,272,462	4,262,214	4,347,458	4,434,407	4,523,096	4,613,558	4,705,829	4,799,945	4,895,944	4,993,863	5,093,740
Capital	-	60,566	25,000	25,500	26,010	26,530	27,061	27,602	28,154	28,717	29,291	29,877
Total Operations & Maintenance	26,676,957	27,771,456	32,570,156	33,356,377	34,167,760	35,005,468	35,870,735	36,764,868	37,689,255	38,645,365	39,634,761	40,659,098
Director's Office	694,121	815,360	796,791	808,743	820,874	833,187	845,685	858,370	871,246	884,314	897,579	911,043
Debt Service												
Principal	3,216,000	3,986,000	4,080,000	3,986,000	4,080,000	4,107,000	3,870,000	3,860,000	3,945,000	4,035,000	4,115,000	3,455,000
Interest	1,155,730	1,205,775	1,098,348	1,241,213	1,168,510	1,117,060	1,020,928	923,837	826,889	708,728	559,906	439,936
Total Debt Service	4,371,730	5,191,775	5,178,348	5,227,213	5,248,510	5,224,060	4,890,928	4,783,837	4,771,889	4,743,728	4,674,906	3,894,936
TOTAL EXPENSES	31,742,808	33,778,591	38,545,295	39,392,333	40,237,144	41,062,715	41,607,348	42,407,076	43,332,390	44,273,408	45,207,246	45,465,077
ENDING FUND BALANCE	(1,012,445)	(417,269)	1,304,957	2,300,439	4,042,898	5,901,294	7,656,659	9,479,992	11,254,619	13,094,136	15,028,355	17,639,573
Assumptions:												
Expenditures increase 2% for personnel expenses, materials & supplies, services, other disbursements, and capital; insurance costs increases at 7%.												
Revenues increase at a minimum variable rate from 2019-2027 to maintain fund solvency.												

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.

2018 Cash Balance Statement

On April 1, 2009, the Department of Public Service ceased all expenditure and revenue activity in the development services fund and established two new funds: the private construction inspection fund and the internal service construction inspection fund. The internal service construction inspection fund captures the accounting activity associated with the construction administration and inspection services of the Division of Design and Construction. This agency provides these services for roadway, bridge, water, sanitary and storm sewer, electric power, and signal infrastructure for the City of Columbus. The fund will begin the year with a balance of \$1,201,677. Revenues for 2018 are budgeted at \$7,395,855 and encumbrance cancellations of \$30,000 are expected. With a proposed budget of \$7,414,110, the fund is projected to end the year with an unencumbered cash balance of \$1,213,422.

2018 Construction Inspection Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2018)	\$ 1,201,677
Plus Estimated 2018 Receipts	7,395,855
Plus Estimated Encumbrance Cancellations	30,000
Total Estimated Available Resources	<u>\$ 8,627,532</u>
Less 2018 Recommended Operating Budget	(7,414,110)
Projected Available Balance (December 31, 2018)	<u>\$ 1,213,422</u>

ENTERPRISE FUNDS

Sewerage and Drainage Operating Fund

2018 Cash Balance Statement

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.

The projected beginning year 2018 cash balance is \$229.6 million, which includes \$125 million in two reserve funds and an EPA mandated replacement fund.

2018 Sewerage and Drainage Operating Fund Balance Summary

Unencumbered Cash Balance (January 1, 2018)	\$ 229,629,941
Plus Estimated 2018 Receipts	279,602,873
Plus Estimated Encumbrance Cancellations	<u>3,500,000</u>
Total Estimated Available Resources	\$ 512,732,814
Less 2018 Recommended Operating Budget (Sewers/Drains)	(274,923,300)
Less 2018 Recommended Operating Budget (Administration)	(12,931,765)
Projected Available Balance (December 31, 2018)	<u>\$ 224,877,749</u>

2018 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.

2018 Sewerage and Drainage Operating Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2015	2016	2017	2018
	Actual	Actual	Estimated	Proposed
Sewer Sales	\$ 199,254,808	\$ 205,929,376	\$ 215,680,332	\$ 220,371,380
Wet Weather Charges	34,327,463	35,406,627	36,898,078	37,840,033
System Capacity Charges	5,879,322	8,530,324	7,319,530	8,197,874
Investment Income	2,074,453	2,538,990	2,239,557	2,351,535
Storm Maintenance Reimbursement	8,205,977	7,194,461	8,575,867	8,618,747
Other Revenue*	16,053,885	1,645,530	6,853,558	5,723,304
Unencumbered Cash Balance	213,732,941	214,939,630	227,682,302	229,629,941
Total Resources	\$ 479,528,849	\$ 476,184,938	\$ 505,249,224	\$ 512,732,814
Percent Change		-0.70%	6.10%	1.48%

*Includes debt refinancing premiums and transfers in 2017, and encumbrance cancellations in 2015, 2016, 2017 and 2018.

Notes:

- The Sewer and Water Advisory Board recommended a two percent increase in revenues for 2018. With this increase, revenues, excluding the beginning balance and encumbrance cancellations, will total \$279.6 million in 2018.
- There will be no change to the sewer system capacity fee in 2018.
- Due to the volatility of the market, the interest income projection is normally very conservative, with a projected 5.0 percent increase over the 2017 estimated revenue in 2018. Investment income, as a revenue source to the enterprise funds, is based on the amount of cash available in the treasury upon which interest can be earned.
- The storm maintenance reimbursement will continue in 2018. 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 2018. 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 2016 through 2027, the assumptions for which are outlined below. The pro forma operating statement is essential to the planning and rate setting processes. The major assumptions upon which the pro forma's numbers are based are as follows:

- The Sewer and Water Advisory Board recommended various sewer rate increases to produce two percent more revenue in 2018.

- Growth of the sanitary system is projected to be 0.5 percent throughout the pro forma projection period.
- System capacity charges are assumed to grow by ten percent annually.
- Projections for personnel costs reflect the rates in effect for the various collective bargaining agreements and/or management salary ordinances represented in the division.
- The 2018 operations and maintenance budget includes \$12.0 million to pay pro rata (payment to the general fund for services provided to the utility divisions by general fund agencies).
- In 2018, the division will pay almost \$164.0 million in debt service costs related to various debt issuances over the years. This debt was issued to help fund large infrastructure improvements and upgrades at the wastewater treatment plants and wastewater system.
- Included in the above-noted figure is \$88.3 million in debt service payments to the Ohio Water Development Authority (OWDA). Use of these low-interest moneys help to decrease the debt retirement expenses associated with sanitary sewer projects. Unlike municipal bonds, debt service on OWDA funded construction projects is not paid until construction is complete.
- The Division of Sewerage and Drainage's capital improvements plan has been reduced by ten percent throughout the pro forma period. This reduction recognizes the likelihood that actual debt issuance in any given year will not reach levels outlined in the capital improvements budget because of unavoidable lags in the project planning and implementation process.
- The Division of Sewerage and Drainage's pro forma statement also assumes that all general obligation debt will be issued late in any given year, such that the interest expense is not due until the following year and the principal payment is due the year after that.
- A portion of the costs associated with the Public Utilities Director's Office are borne by the sewerage enterprise operating fund. In 2018, \$12.9 million is allocated in this fund for the Director's Office.

SANITARY SEWER ENTERPRISE FUND

Pro Forma Operating Statement
For Years 2016 - 2027 (000's omitted)

	Actuals	Estimate	Budget									
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Beginning Cash Balance	214,940	227,682	229,630	224,878	229,533	226,842	213,332	211,500	213,128	220,412	214,763	209,384
Utility Revenues												
Sewer Sales	205,929	215,680	216,759	222,090	229,732	237,641	250,490	266,507	283,564	296,147	306,379	316,969
Sewer Sales Increase	-	-	3,613	5,552	5,743	9,902	12,525	13,325	9,452	7,404	7,659	7,924
Wet Weather	35,407	36,898	37,225	38,299	39,704	41,155	43,328	45,935	48,684	50,818	52,660	54,577
Wet Weather Increase	-	-	615	931	957	1,654	2,058	2,166	1,531	1,217	1,270	1,316
Interest Income	2,539	2,240	2,352	2,469	2,593	2,722	2,858	3,001	3,151	3,309	3,474	3,648
System Capacity Charge	8,530	7,320	8,198	9,018	10,100	11,312	12,669	14,189	15,892	17,799	19,935	22,327
Other	1,646	2,212	2,223	2,234	2,246	2,257	2,268	2,279	2,291	2,302	2,314	2,325
Reimbursement from Stormwater Fund	7,194	8,576	8,619	8,662	8,705	8,749	8,792	8,836	8,881	8,925	8,970	9,014
Debt Refinancing	2,110	929	-	-	-	-	-	-	-	-	-	-
Premium Adjustment	-2,110	-	-	-	-	-	-	-	-	-	-	-
Meter Revenue AMR	-	-	-	4,500	4,500	4,500	4,500	4,500	4,500	-	-	-
Transfer in	-	213	-	-	-	-	-	-	-	-	-	-
Total Revenue	261,245	274,067	279,603	293,755	304,281	319,891	339,488	360,740	377,947	387,921	402,662	418,102
Projected Encumbrance Cancellations	-	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500
Total Resources	476,185	505,249	512,733	522,133	537,313	550,233	556,320	575,741	594,575	611,833	620,925	630,987
Utility Expense												
Operations & Maintenance												
Personnel Services	34,163	35,839	38,087	38,468	38,852	39,241	39,633	40,030	40,430	40,834	41,243	41,655
27th Pay Period	-	-	-	-	1,509	-	-	-	-	-	-	-
Health Insurance	8,822	9,748	10,905	11,669	12,485	13,359	14,295	15,295	16,366	17,511	18,737	20,049
Supplies & Materials	6,385	8,759	8,704	8,878	9,055	9,237	9,421	9,610	9,802	9,998	10,198	10,402
Pro Rata	11,301	12,333	12,024	12,646	13,119	13,822	14,704	15,660	16,434	17,086	17,749	18,444
Contractual Services	33,711	39,731	36,860	37,229	37,601	37,977	38,357	38,741	39,128	39,519	39,915	40,314
Other	25	181	175	176	177	178	179	179	180	181	182	183
Equipment	3,391	3,206	4,201	4,411	4,632	4,863	5,106	5,362	5,630	5,911	6,207	6,517
Department of Public Utilities Allocation	6,783	7,821	12,932	13,190	13,850	14,542	15,270	16,033	16,835	17,676	18,560	19,488
Total Operations & Maintenance	104,581	117,617	123,888	126,666	131,282	133,219	136,964	140,909	144,805	148,718	152,791	157,052
Debt Service												
Revenue Bond	16,793	18,248	18,248	18,248	18,248	18,248	18,248	27,023	32,910	46,273	34,490	33,572
General Obligation	37,277	47,343	53,493	49,453	46,436	45,166	43,849	40,421	38,762	37,235	34,332	27,815
OWPCLF/OWDA Debt- Non Wet Weather	89,737	89,900	88,277	86,475	90,123	93,019	87,979	85,111	80,331	76,745	74,991	72,231
Proposed New Debt	-	-	3,083	11,227	23,853	46,720	57,250	68,648	76,855	87,599	114,436	125,438
Fiscal Charges	-	632	-	-	-	-	-	-	-	-	-	-
Premium Adjustment	114	-	800	500	500	500	500	500	500	500	500	500
Transfer to Power	-	1,745	-	-	-	-	-	-	-	-	-	-
Assessments	-	134	66	31	30	29	29	-	-	-	-	-
Total Debt Service	143,921	158,002	163,967	165,933	179,190	203,682	207,856	221,703	229,358	248,353	258,750	259,556
Total Expense	248,503	275,619	287,855	292,600	310,471	336,901	344,820	362,612	374,163	397,071	411,540	416,608
Ending Fund Balance	227,682	229,630	224,878	229,533	226,842	213,332	211,500	213,128	220,412	214,763	209,384	214,378
Projected Revenue Increase	-	-	2.00%	3.00%	3.00%	5.00%	6.00%	6.00%	4.00%	3.00%	3.00%	3.00%

Electricity Enterprise Fund

2018 Cash Balance Statement

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.

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 2018, there is a projected cash balance of just over \$28.2 million, which reflects the combined balances of the reserve and operating funds.

2018 Electricity Enterprise Fund Balance Summary	
Unencumbered Cash Balance (January 1, 2018)	\$ 28,282,113
Plus Estimated 2018 Receipts	82,372,254
Plus Estimated Encumbrance Cancellations	<u>3,800,000</u>
Total Estimated Available Resources	\$ 114,454,367
Less 2018 Recommended Operating Budget (Electricity)	(86,608,487)
Less 2018 Recommended Operating Budget (Administration)	(1,816,702)
Projected Available Balance (December 31, 2018)	<u><u>\$ 26,029,178</u></u>

2018 Revenue Summary

The Division of Electricity is supported by revenues generated through the sale of wholesale (purchased) power. Section 118 of the Columbus City Charter empowers City Council to establish separate utility rates to fully cover the cost of service. Rates are set to fully recover the cost of operations, maintenance and debt service. City Council must approve all rate increases before they are effective.

Electricity operating fund revenues fall into two basic categories: revenue from the retail sale of electricity and specific services (e.g. operation and maintenance of expressway lighting) and investment earnings.

2018 Electricity Enterprise Fund				
Revenue by Source and Year				
Historical and Projected				
	2015	2016	2017	2018
Revenue Summary	Actual	Actual	Estimated	Proposed
Charges for Electrical Service	\$ 75,963,437	\$ 78,034,429	\$ 78,128,195	\$ 80,317,604
Investment Income	221,860	270,477	285,073	125,000
Other Revenue*	2,484,263	1,633,291	12,257,489	5,598,629
Street Light Assessments	286,137	201,350	136,894	131,021
Unencumbered Cash Balance	21,127,156	21,459,468	23,732,418	28,282,113
Total Resources	\$ 100,082,853	\$ 101,599,015	\$ 114,540,069	\$ 114,454,367
Percent Change		1.51%	12.74%	-0.07%

*Includes encumbrance cancellations in 2015, 2016, 2017 and 2018 and transfers in 2017.

Notes:

- Revenues, excluding the beginning year cash balance and encumbrance cancellations, are expected to be just over \$82.0 million in 2018.
- Revenues to the electricity enterprise fund are generated through the purchase of wholesale and resale of retail electricity.
- Effective May 2001, changes in state law caused the Division of Electricity to pay the proceeds of a kilowatt hour tax to the general fund. At that time, to avoid a net reduction in revenue to the division, the general fund reimbursed the payments to the electricity operating fund. However, in 2004, legislation was passed that allowed the general fund to keep the kilowatt hour proceeds. In turn, through 2008, the division received a portion of the costs associated with operation of the street light system from the street construction, maintenance and repair fund (SCMR fund). Starting in 2009, however, this intra-fund transfer was not made and will again not be made in 2018. In 2018, the general fund will retain 100 percent of the value of the kilowatt hour tax.
- Estimated revenues for 2017 are projected to increase by more than ten percent due to an electricity billing issue with two internal customers. In 2010, electricity meters were changed at the Division of Sewerage and Drainage, Southerly Wastewater Treatment Plant, and at the Division of Water, Hap Cremean Water Plant. These meters were not properly calibrated, causing inaccurate readings, which resulted in under billing. According to Columbus City Code, the division is only able to back bill accounts for two years. This resulted in the division recouping a total of \$3.1 million in additional revenue in 2017.

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 2016 through 2027. Assumptions are outlined below. This division does not follow the same rate setting processes as the Water, Sanitary, and Stormwater Divisions. Rather, its rates are determined by what the market will support given that there are other providers of retail electricity in the area. As such, the pro forma operating statement is essential to this division's planning, management, and decision making processes. The major assumptions upon which the pro forma's numbers are based are as follows:

- The pro forma assumes operating, maintenance, and debt service costs for the division's street lighting program through the entire pro forma period. The objective of the program is to install street lighting throughout the city with revenues derived from electric retail sales.
- The largest portion, by far, of the Division of Electricity's budget is for the purchase of wholesale electrical power. In 2018, \$58.2 million is budgeted for this commodity. This amount is 13.5 percent more than expended in 2016 and 2.3 percent more than projected spending in 2017. These increases reflect the division's estimates for additional transmission, extra capacity, and other ancillary charges.
- Growth of the electric system (i.e., sales) is projected to be 0.5 percent throughout the pro forma projection period.
- A portion of the costs associated with the Public Utilities Director's Office are borne by the electricity enterprise operating fund. In 2018, \$1.8 million is allocated in this fund for this purpose.

ELECTRICITY ENTERPRISE FUND

Pro Forma Operating Statement For Years 2016 - 2027 (000's omitted)

	Actual	Estimate	Budget									
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Beginning Cash Balance	21,459	23,732	28,282	26,029	30,270	29,029	30,922	31,727	33,330	33,604	28,711	22,477
Utility Revenues												
System Growth at .05% (.005)	-	-	391	402	406	408	396	399	401	403	403	405
Electricity Sales												
Residential	6,471	6,775	6,809	6,843	6,877	6,911	6,946	6,980	7,015	7,050	7,086	7,121
Commercial	65,711	66,178	66,775	67,516	67,631	67,747	67,865	67,983	68,103	68,224	68,347	68,470
Expressway Lighting	593	620	627	633	639	646	652	659	665	672	679	685
Kilowatt Hour Tax Reduction	-3,132	-3,278	-3,186	-3,196	-3,207	-3,219	-3,230	-3,242	-3,255	-3,267	-3,280	-3,644
AMI	-	-	-	500	500	500	500	500	500	-	-	-
PCRA	8,391	7,834	8,902	9,169	9,444	9,728	10,019	10,320	10,630	10,949	11,277	11,615
Total Electric Sales	78,034	78,128	80,318	81,233	81,651	79,269	79,703	80,117	80,608	80,570	81,040	81,163
Other Revenues	1,835	1,920	1,930	1,939	1,949	1,959	1,969	1,978	1,988	1,998	2,008	2,018
Investment Earnings	270	285	125	125	125	125	125	125	125	125	125	125
Transfer in (Sewers, Water, Sinking Fund)	-	3,732	-	-	-	-	-	-	-	-	-	-
Total Revenue	80,140	84,065	82,372	83,297	83,725	81,353	81,797	82,220	82,721	82,693	83,174	83,306
Projected Encumbrance Cancellations	-	6,742	3,800	3,800	3,800	3,800	3,800	3,800	3,800	3,800	3,800	3,800
Total Resources	101,599	114,540	114,454	113,126	117,795	114,182	116,519	117,747	119,851	120,098	115,685	109,584
Utility Expense												
Operations & Maintenance												
Personnel Services	8,285	8,328	9,394	9,581	9,773	9,968	10,168	10,371	10,579	10,790	11,006	11,226
27th Pay Period	-	-	-	-	376	-	-	-	-	-	-	-
Health Insurance	1,784	1,914	2,256	2,414	2,583	2,763	2,957	3,164	3,385	3,622	3,876	4,147
Purchase Power	51,240	56,872	58,183	54,910	60,327	53,854	54,587	53,389	54,447	56,120	57,264	60,254
Supplies & Materials	1,191	1,490	1,440	1,483	1,527	1,573	1,620	1,669	1,719	1,770	1,824	1,878
Pro Rata	3,535	3,783	3,876	3,748	3,768	3,661	3,681	3,700	3,722	3,721	3,743	3,749
Services	6,809	5,894	7,043	7,184	7,327	7,474	7,623	7,776	7,931	8,090	8,252	8,417
Other Disbursements	2	5	20	20	20	20	20	21	21	21	21	21
Capital Equipment	2,473	5,270	3,297	3,396	3,498	3,603	3,711	3,822	3,937	4,055	4,177	4,302
Department of Public Utilities Allocation	953	1,085	1,817	1,908	2,003	2,103	2,208	2,319	2,435	2,556	2,684	2,818
Total Operations & Maintenance	76,271	84,641	87,324	82,101	88,034	82,548	84,094	83,735	85,582	90,746	92,846	96,812
Debt Service												
Distribution G.O. Debt	1,400	782	609	251	242	233	223	219	215	205	-	-
Street Lighting G.O. debt	-	669	445	331	320	312	309	301	291	279	207	202
Premium Adjustment	-7	29	7	-	-	-	-	-	-	-	-	-
Total Debt Service	1,595	1,617	1,101	756	732	712	697	682	665	641	362	354
Total Expense	77,867	86,258	88,425	82,856	88,766	83,260	84,791	84,417	86,247	91,387	93,207	97,166
Ending Fund Balance	23,732	28,282	26,029	30,270	29,029	30,922	31,727	33,330	33,604	28,711	22,477	12,418

Water Operating Fund

2018 Cash Balance Statement

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.

The projected beginning year 2018 cash balance is \$109.8 million, which includes \$45.0 million in a reserve fund.

2018 Water Operating Fund Balance Summary	
Unencumbered Cash Balance (January 1, 2018)	\$ 109,798,438
Plus Estimated 2018 Receipts	200,330,083
Plus Estimated Encumbrance Cancellations	3,500,000
Total Estimated Available Resources	<u>\$ 313,628,521</u>
Less 2018 Recommended Operating Budget (Water)	(188,652,965)
Less 2018 Recommended Operating Budget (Administration)	(11,534,025)
Projected Available Balance (December 31, 2018)	<u><u>\$ 113,441,531</u></u>

2018 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.

2018 Water Operating Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2015	2016	2017	2018
Actual	Actual	Estimated	Proposed	
Water Sales	\$ 163,490,335	\$ 176,211,914	\$ 180,259,366	\$ 182,670,335
Water Penalty Fee	2,111,304	2,182,342	2,348,456	2,395,425
System Capacity Charges	5,858,247	5,923,765	6,044,723	6,346,959
Sewer Billings	6,657,256	6,039,904	6,881,999	-
Meter Service Fee	923,164	832,510	980,225	999,830
Investment Income	1,539,989	1,770,450	1,715,394	1,801,164
Other Revenue*	10,196,124	5,790,859	9,585,941	9,616,370
Unencumbered Cash Balance	81,037,630	84,948,103	102,879,805	109,798,438
Total Resources	\$ 271,814,049	\$ 283,699,847	\$ 310,695,909	\$ 313,628,521
Percent Change		4.37%	9.52%	0.94%

*Includes debt refinancing premiums in 2015, 2017 and 2018 and encumbrance cancellations in 2015, 2016, 2017 and 2018.

Notes:

- The Sewer and Water Advisory Board recommended a one percent increase in water rates for 2018. Water sales are projected to generate \$182.7 million in 2018.
- There will be no change to the water system capacity fee in 2018.
- The low income discount is continued in 2018. This discount is applied to the commodity portion of the customer’s water bill to provide financial relief to qualifying customers.
- The interest income projection is expected to increase by five percent over 2017 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 2016 through 2027 is presented below. 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 one percent increase in water rates for 2018.
- Growth of the water system is projected to be 0.5 percent throughout the pro forma period.
- System capacity charges are assumed to grow by five percent annually.
- Interest rates on investments of revenues and reserves are projected to grow by five percent annually.
- Included in the operations and maintenance budget for 2018 is just over nine million dollars for payment of pro rata.
- Proposed new debt is issued both in the form of general obligation bonds and loans from the Water Supply Revolving Loan Account at an assumed interest rate of four percent.
- The Division of Water's pro forma statement assumes that all debt will be issued late in any given year, such that the interest expense is not due until the following year and the principal payment is due the year after that.
- The Division of Water's capital improvements budget (CIB) has been discounted by ten percent. This reduction recognizes the probability that debt issued in any given year will not reach the levels outlined in the division's capital improvements budget due to unavoidable lags in the project planning and implementation process.
- A portion of the costs associated with the Public Utilities Director's Office are borne by the water enterprise operating fund. In 2018, \$11.5 million is allocated in this fund for this purpose.

WATER ENTERPRISE FUND

Pro Forma Operating Statement For Years 2016 - 2027 (000's omitted)

	<u>Actual 2016</u>	<u>Estimate 2017</u>	<u>Budget 2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Beginning Cash Balance	84,948	102,880	109,798	113,442	122,265	121,849	122,665	123,114	123,337	125,257	123,872	122,566
Utility Revenues												
Water Sales	176,212	180,259	181,161	183,887	188,503	195,129	203,948	213,167	222,802	232,873	241,058	247,109
Water Sales Increase	-	-	1,510	3,065	4,713	6,504	6,798	7,106	7,427	5,822	4,018	4,118
Interest Income	1,770	1,715	1,801	1,891	1,986	2,085	2,189	2,299	2,414	2,534	2,661	2,794
System Capacity Charges	5,924	6,045	6,347	6,664	6,998	7,347	7,715	8,101	8,506	8,931	9,377	9,846
CUBS Billing Charges	6,040	6,882	-	-	-	-	-	-	-	-	-	-
Penalties	2,182	2,348	2,395	2,443	2,492	2,542	2,593	2,645	2,698	2,752	2,807	2,863
Meter Service Fees	833	980	1,000	1,100	1,210	1,331	1,464	1,610	1,771	1,948	2,143	2,358
Other	5,682	5,575	5,603	5,631	5,659	5,687	5,716	5,744	5,773	5,802	5,831	5,860
Debt Refinancing	3,415	511	513	516	519	521	524	526	529	532	534	537
Premium adj.	-3,307	-	-	-	-	-	-	-	-	-	-	-
Meter Revenue AMR	-	-	-	4,500	4,500	4,500	4,500	4,500	4,500	-	-	-
Total Revenue	198,752	204,316	200,330	209,698	216,578	225,647	235,447	245,698	256,419	261,193	268,429	275,485
Projected Encumbrance Cancellations	-	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500
Total Resources	283,700	310,696	313,629	326,639	342,343	350,996	361,612	372,312	383,256	389,950	395,801	401,551
Utility Expense												
Operations & Maintenance												
Personnel Services	38,507	39,232	37,195	37,753	38,320	38,895	39,478	40,070	40,671	41,281	41,900	42,529
27th Pay Period	-	-	-	-	1,474	-	-	-	-	-	-	-
Health Insurance	9,900	10,746	9,932	10,627	11,371	12,167	13,019	13,930	14,905	15,949	17,065	18,260
Supplies & Materials	16,551	20,658	21,443	21,657	21,874	22,093	22,313	22,537	22,762	22,990	23,220	23,452
Pro Rata	8,569	9,194	9,315	9,436	9,746	10,154	10,595	11,056	11,539	11,754	12,079	12,397
Contractual Services	22,823	27,445	25,147	25,399	25,653	25,909	26,168	26,430	26,694	26,961	27,231	27,503
Other	47	98	112	113	114	114	115	115	116	116	117	118
Equipment	2,826	1,395	1,413	1,555	1,710	1,881	2,069	2,276	2,504	2,754	3,030	3,333
Department of Public Utilities Allocation	5,870	6,809	11,534	11,765	12,353	12,971	13,619	14,300	15,015	15,766	16,554	17,382
Transfers	95	1,423	-	-	-	-	-	-	-	-	-	-
Total Operations & Maintenance	105,190	117,000	116,092	118,306	122,614	124,184	127,377	130,715	134,207	137,571	137,502	141,119
Debt Service												
General Obligation	74,815	83,697	81,477	78,266	80,516	76,843	72,096	68,173	65,224	62,979	61,466	60,053
Proposed New Debt	-	-	2,267	7,452	17,014	26,953	38,675	49,736	58,219	65,178	73,917	79,302
Fiscal & Note Charges	651	200	350	350	350	350	350	350	350	350	350	350
Total Debt Service	75,466	83,897	84,095	86,068	97,880	104,147	111,121	118,259	123,793	128,507	135,733	139,705
Total Expense	180,820	200,897	200,187	204,374	220,494	228,331	238,498	248,974	257,999	266,078	273,235	280,824
Ending Fund Balance	102,880	109,798	113,442	122,265	121,849	122,665	123,114	123,337	125,257	123,872	122,566	120,727
Projected Revenue Increase	-	-	1.00%	2.00%	3.00%	4.00%	4.00%	4.00%	4.00%	3.00%	2.00%	2.00%

Storm Sewer Maintenance Fund

2018 Cash Balance Statement

The storm sewer maintenance fund is used by the city to account for all financial activity related to the operation of the storm sewer enterprise. The city has a separate storm sewerage system, as well as a combined system that also handles sanitary sewage. Revenues consist primarily of user charges.

Prior to 1993, the storm sewer maintenance special revenue fund was used only to reimburse the sanitary operating fund for stormwater management expenses. No expenditures were made directly out of this fund. This arrangement changed in 1993, when the storm sewer maintenance fund became the operating fund for stormwater management engineering and design, although the sanitary fund is still reimbursed for some storm sewer maintenance expenses. More recently, this fund's designation changed from that of special revenue to enterprise fund. This change allowed the division to set aside monies in a reserve fund against which contracts could be certified in the absence of bond cash.

A 2018 beginning year cash balance of \$25.8 million is projected for this fund. This includes a \$9.0 million reserve balance.

2018 Storm Sewer Maintenance Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2018)	\$ 25,814,345
Plus Estimated 2018 Receipts	42,767,574
Plus Estimated Encumbrance Cancellations	50,000
Total Estimated Available Resources	<u>\$ 68,631,919</u>
Less 2018 Recommended Operating Budget (Storm Sewer)	(39,195,698)
Less 2018 Recommended Operating Budget (Administration)	(3,447,528)
Projected Available Balance (December 31, 2018)	<u>\$ 25,988,694</u>

2018 Revenue Summary

Storm sewer maintenance fees provide the vast majority of revenues to this fund. In August 1995, the Division of Sewerage and Drainage implemented a new fee structure based on the impervious area of a given property, which directly relates to stormwater runoff into the storm drainage system. The stormwater service fee is based upon an equitable and consistent rate system, defined in equivalent residential units (ERU), where one ERU equals 2,000 square feet of impervious area.

In 2011, there was no increase to the stormwater fee as it was determined that sufficient revenues were being generated under the current fee structure. In 2012, the Sewer and Water Advisory Board voted to decrease the fee by two percent. In 2013, the fee structure remained

unchanged. More recently however, small increases have been necessary; for 2018, the board has recommended a one percent increase.

2018 Storm Sewer Maintenance Fund				
Revenue by Source and Year				
Historical and Projected				
	2015	2016	2017	2018
Revenue Summary	Actual	Actual	Estimated	Proposed
Storm Maintenance Fees	\$ 38,630,233	\$ 40,721,789	\$ 41,803,515	\$ 41,919,277
Investment Income	309,719	443,463	336,678	353,512
Other Revenue*	17,200	(109,445)	132,973	85,119
Penalties	423,912	203,173	460,269	459,666
Unencumbered Cash Balance	20,172,543	20,808,902	24,166,270	25,814,345
Total Resources	\$ 59,553,607	\$ 62,067,882	\$ 66,899,705	\$ 68,631,919
Percent Change		4.22%	7.78%	2.59%

*Includes debt refinancing premiums in 2017 and encumbrance cancellations in 2015, 2016, 2017 and 2018.

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 2018.
- Proposed new debt is issued both in the form of general obligation bonds and loans from the Water Pollution Control Loan Fund at an assumed interest rate of four percent.
- The division's capital improvements plan has been discounted by ten percent throughout the pro forma period. This reduction recognizes the probability that debt issued in any given year will not reach the levels outlined in the division's capital improvements budget due to unavoidable lags in the project planning and implementation process.
- In 2005, costs associated with the street cleaning function were added to the storm sewer budget, having been transferred from the Department of Public Service. In 2008, snow removal costs were also transferred. In 2018, just over eight million dollars is budgeted for these services.
- A portion of the costs associated with the Public Utilities Director's Office are borne by the storm sewer enterprise operating fund. In 2018, just over three million dollars is allocated in this fund for this purpose.

STORM SEWER ENTERPRISE FUND
Pro Forma Operating Statement
For Years 2016 - 2027 (000's omitted)

	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>									
	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Beginning Cash Balance	20,809	24,166	25,814	25,989	26,016	26,051	26,603	26,963	27,443	26,805	25,581	24,675
Utility Revenues												
Storm Maintenance Service Charges	40,722	41,804	41,573	42,228	42,889	43,555	44,681	45,817	46,963	48,120	49,287	49,999
Rate Increase (Decrease)	-	-	346	352	357	726	745	764	783	802	411	417
Investment Earnings	443	337	354	371	390	409	430	451	474	497	522	548
Storm Sewer Maintenance Penalties	203	460	460	464	469	474	478	483	488	493	498	503
Other Revenues	11	34	35	36	37	38	40	41	42	43	44	46
Debt Refinancing	415	49	-	-	-	-	-	-	-	-	-	-
Unapplied	-120	-	-	-	-	-	-	-	-	-	-	-
Premium Adjustment	-415	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	41,259	42,683	42,768	43,452	44,142	45,202	46,373	47,556	48,750	49,955	50,762	51,513
Projected Encumbrance Cancellations		50	50	50	50	50	50	50	50	50	50	50
Total Resources	62,068	66,900	68,632	69,490	70,208	71,303	73,027	74,569	76,243	76,810	76,394	76,238
Utility Expense												
Operations & Maintenance												
Personnel Services	1,292	1,287	1,514	1,544	1,575	1,606	1,639	1,671	1,705	1,739	1,774	1,809
27th Pay Period	-	-	-	-	-	-	-	-	-	-	-	-
Health Insurance	325	357	402	430	460	492	527	564	603	645	691	739
Supplies & Materials	12	42	57	58	60	62	64	66	68	70	72	74
Contractual Services	1,738	2,176	1,100	1,133	1,166	1,201	1,238	1,275	1,313	1,352	1,393	1,435
Pro Rata	1,827	1,921	1,879	1,955	1,986	2,034	2,087	2,140	2,194	2,248	2,284	2,318
Equipment	-	64	435	70	73	77	400	81	85	89	400	93
Other	-	303	10	10	10	11	11	11	11	11	12	12
Incremental O&M (Blueprint)	-	-	-	664	1,098	1,597	2,123	2,657	3,294	3,294	3,294	3,294
Reimbursement to Sanitary Enterprise (SMOC costs)	7,194	8,300	8,300	8,466	8,635	8,808	8,984	9,164	9,347	9,534	9,725	9,919
Department of Public Utilities Allocation	1,755	2,031	3,448	3,620	3,801	3,991	4,190	4,400	4,620	4,851	5,094	5,348
Dept of Technology Allocation	1,203	1,365	1,521	1,598	1,677	1,761	1,849	1,942	2,039	2,141	2,248	2,360
Street Cleaning (transferred TO Public Service)	8,863	8,400	8,400	8,652	8,912	9,179	9,454	9,738	10,030	10,331	10,641	10,960
Total Operations & Maintenance	24,211	26,246	27,065	28,200	29,455	30,821	32,566	33,708	35,308	36,306	37,626	38,362
Debt Service												
General Obligation	13,639	14,640	14,663	13,820	12,634	11,398	10,761	10,126	9,587	9,206	7,326	4,935
Proposed New Debt	-	-	415	1,254	1,868	2,281	2,537	3,091	4,343	5,518	6,566	7,687
Fiscal Charges	62	200	500	200	200	200	200	200	200	200	200	200
Premium Adjustment	-9	-	-	-	-	-	-	-	-	-	-	-
Total Debt Service	13,691	14,840	15,578	15,274	14,702	13,879	13,498	13,417	14,130	14,923	14,092	12,822
Total Expense	37,902	41,085	42,643	43,474	44,158	44,699	46,063	47,125	49,439	51,229	51,718	51,184
Ending Fund Balance	24,166	25,814	25,989	26,016	26,051	26,603	26,963	27,443	26,805	25,581	24,675	25,054
Projected Revenue Increase	-	-	1.00%	1.00%	1.00%	2.00%	2.00%	2.00%	2.00%	2.00%	1.00%	1.00%

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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.

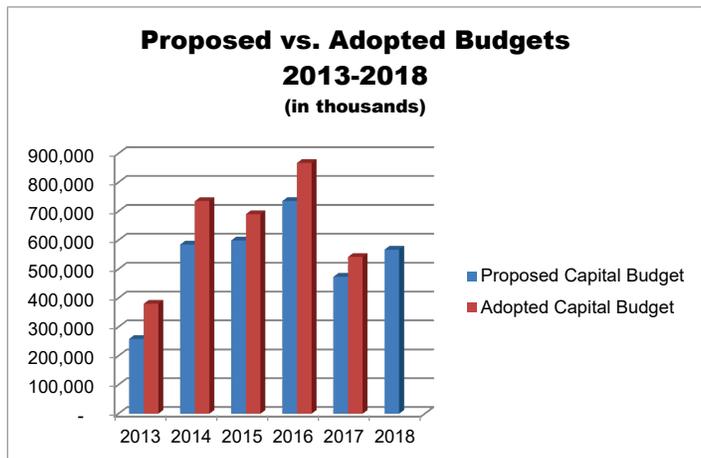
The Capital Improvements Budget (CIB) serves as the basis for all budgeting and spending related to capital projects throughout the city for the ensuing year. The CIB is a one-year budget that is authorized by an ordinance passed by City Council. The CIB is also included as the first year within the six-year CIP. Both the CIB and the CIP provide a breakdown of the various capital projects by department and by source of funding.

To be eligible for capital improvements funding (i.e. from the issuance of debt), a capital project must result in the acquisition of an asset with a useful life of at least five years and be considered non-operational in nature. The asset should have a cost of \$5,000 or more. In addition to acquisition, capital funding can be used for projects that will improve an existing asset or that which will extend the useful life of an asset.

Some examples of capital improvements projects include the purchase of major equipment items, street lighting improvements, street and highway improvements, land acquisition, recreational trail improvements, building construction, facility rehabilitation, and improvements to the public utilities systems throughout the city.

The Capital Planning Process

In accordance with City Code Section 333.05, each city department shall submit to the Director of Finance and Management all proposed capital projects to be given consideration for the CIB and the six-year CIP no later than September 15th each year. All projects submitted must meet the eligibility requirements for capital funding.



Based on assumptions at the time of submission, the proposed CIB and proposed CIP are submitted to City Council no later than November 15th of each year. After the close of the fiscal year, the capital funding assumptions are updated and finalized. These updated figures serve as the total funding available for the CIB and the CIP.

Capital Improvements Program

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

Types of Capital Funding

The CIP is funded mainly by the issuance of debt in the form of general obligation bonds. The city utilizes both voted debt and unvoted debt, also called councilmanic debt, when issuing general obligation bonds. Voted debt is authorized by a popular vote of the electorate and is not subject to the same debt limitations as unvoted debt. Voter approval provides the city with the ability to levy an *ad valorem* property tax to service the debt. This property tax is based upon the assessed value of a property. While the city solicits voter approval from time to time, it has never exercised its taxing authority for this purpose and does not intend to do so; however, its ability to do so gives potential investors assurance their investments in the city are secure. Because of this security, voted debt typically carries a lower interest expense than unvoted debt. This results in additional savings for the city.

The city typically requests voter approval for the issuance of voted debt through bond packages every 3-5 years. A bond package normally consists of several issues that will be placed on the ballot for a popular vote. Seeking voter approval every few years allows the city to solicit voter input and participation in the capital project prioritization process.

The most recently approved bond package was on the November 8, 2016 ballot. The voters approved four separate bond issues totaling \$950 million. These issues were intended to accommodate planned capital improvements for non-enterprise and enterprise agencies. The package provided voted authority for the purposes of Safety and Health, Recreation and Parks, Public Service, and Public Utilities. The city has utilized \$139 million of the 2016 voted authority. In addition, the city also has \$55 million of remaining authority from the 2008 voted bond package and \$212 million remaining authority from the 2013 voted bond package. The tables below show the remaining voted authority, by purpose, as of October 25, 2017.

Voted Bond Packages						
(000's omitted)						
Purpose	2008		2013		2016	
	Amount Authorized	Amount Remaining	Amount Authorized	Amount Remaining	Amount Authorized	Amount Remaining
Safety and Health	\$ 86,170	\$ -	\$ 52,500	\$ -	\$ 70,000	\$ 51,775
Recreation and Parks	124,215	-	123,910	3,375	110,000	110,000
Streets and Highways	345,630	-	-	-	-	-
Refuse Collection	32,205	-	-	-	-	-
Public Service	-	-	220,300	-	310,000	189,320
Water	524,700	-	-	-	-	-
Sanitary	551,970	55,250	-	-	-	-
Public Utilities	-	-	445,295	208,335	460,000	460,000
Total	\$ 1,664,890	\$ 55,250	\$ 842,005	\$ 211,710	\$ 950,000	\$ 811,095

In addition to utilizing voted debt in order to ensure lower interest rates, the city also seeks a credit rating on each bond issue. The national rating agencies, Standard & Poor's Corporation, Moody's Investors Service, and Fitch Ratings, rate the security of Columbus for investors. The three agencies currently give the City of Columbus their highest and most sought after long-term credit rating – AAA, Aaa, and AAA, respectively. These ratings allow the city to realize interest savings when issuing debt because investors can be confident of timely repayment.

Unvoted debt is a debt issuance that has been authorized by City Council, but not by a vote of the electorate. Unvoted debt is subject to additional limits set forth in the Ohio Revised Code. Unvoted debt typically carries a higher interest rate than voted debt.

The city may also utilize other types of funding for the CIP. These include, but are not limited to the following:

- State Infrastructure Bank (SIB) Loans – Authorized by the Ohio Revised Code, Chapter 5531, the SIB issues direct loans for the purpose of developing transportation facilities and infrastructure throughout Ohio. SIB loans are low interest rate loans granted to various municipal agencies. The funds originate from Federal sources and are subject to all Federal regulations. Projects which utilize SIB loans must go through a selection and approval process within the Ohio Department of Transportation before funds would be available.
- Ohio Public Works Commission (OPWC) Loans and Grants – Created in 1987, OPWC provides capital funding to municipalities through the State Capital Improvement Program (SCIP) and the Local Transportation Improvement Program (LTIP). Applications for funding are submitted to OPWC and go through a selection and approval process. If approved, loans can be made through these programs that have low interest rates and can be used to partially or fully fund a project. Grants are also available to partially fund capital projects that meet the criteria established by OPWC.
- Ohio Environmental Protection Agency (OEPA) Loans – The OEPA provides loans through the Ohio Water Development Authority (OWDA). Created by the State Legislature in 1968, OWDA administers and directs funds from the OEPA to local governments through loan and grant programs. The city may utilize available funding through the Water Pollution Control Loan Fund (WPCLF) and the Water Supply Revolving Loan Account (WSRLA). These fixed, below market-rate loans can be used for wastewater infrastructure projects such as improvements to collection and treatment systems, and for construction related to public water systems. Projects must be submitted to OEPA and approved through an evaluation process.

Funding the Capital Improvement Program

The city deposits twenty-five percent of the City of Columbus' two and one-half percent income tax to the special income tax (SIT) fund to service debt, primarily for non-enterprise agencies. In 2018, SIT income tax deposits are currently projected at nearly \$220.6 million. This amount will be revised when the final 2017 income tax proceeds are collected and deposited into the SIT fund. Non-enterprise agencies primarily represent operations funded by the general fund or the street construction, maintenance, and repair fund that do not have separate revenue sources. Non-enterprise projects include construction and improvements of expressways, parks, fire stations and equipment, police facilities, and streets and traffic control. In addition, the SIT fund services debt on the Capitol South redevelopment projects as well as the tipping fees for solid waste disposal. Currently, tipping fees are budgeted at \$16.7 million for 2018.

The SIT analysis does include some debt service associated with storm sewers, primarily those projects authorized in the 1991 voted bond package, which totaled \$25 million. Based on the current debt service schedules, the SIT supported debt associated with storm sewers will fully mature in 2018. All other debt service for storm sewers is paid from the storm maintenance fund. Debt service that relates to enterprise agencies is primarily paid through user fees.

Capital Improvements Program

Income tax growth is the most important determinant of the city's capacity to issue additional debt. The SIT analysis shows the projected debt service requirements from the SIT fund for 2017 to 2026.

Capital projects for enterprise agencies are funded primarily through user fees. The determination of the ability to fund enterprise projects is done at the department level. These debt service projections are included in the individual department pro formas.

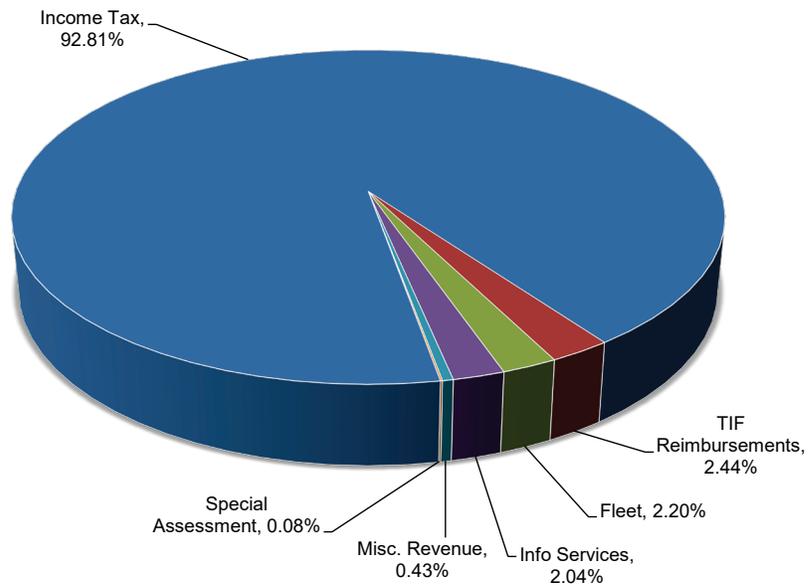
Coverage Factor

The SIT fund's available capacity for new debt, and its ability to service existing debt, is expressed as its coverage factor. Coverage, depicted within the SIT analysis, is a ratio of revenue 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 50 percent surplus capacity (a 1.5 total coverage factor). This surplus level means that for every dollar projected to be expended from the SIT, there must be an additional dollar-and-a-half of projected revenue deposited into the SIT.

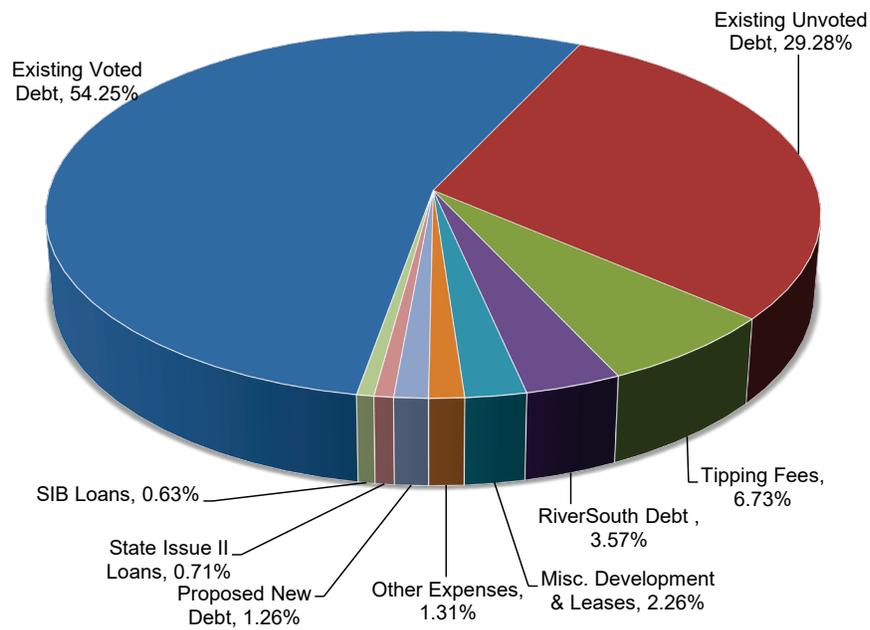
SPECIAL INCOME TAX ANALYSIS - SUMMARY										
(000's omitted)										
	Estimated 2017	Proposed 2018	2019	2020	2021	2022	2023	2024	2025	2026
BEGINNING FUND BALANCE	197,029	168,702	157,199	151,350	150,934	151,593	162,556	176,551	205,822	246,756
REVENUES BY SOURCE										
Income Tax (1)	215,227	220,608	226,123	231,776	237,571	243,510	243,510	250,815	258,340	266,090
Debt Service - Information Services	4,914	4,855	4,700	4,620	4,542	4,417	4,417	4,446	3,973	3,333
Debt Service - Fleet	5,192	5,225	5,244	4,874	4,752	4,727	4,686	4,601	3,766	3,031
Debt Service - Casino	1,270	-	-	-	-	-	-	-	-	-
TIF Reimbursements (2)	6,061	5,811	5,786	5,751	5,719	5,726	5,685	5,647	5,608	1,105
Special Assessment Reimbursement	190	190	190	190	190	190	190	190	190	190
Police Helicopter Reimbursement	804	-	-	977	-	1,077	-	1,186	-	1,286
Misc. Revenue	1,109	1,012	978	986	997	1,016	832	853	873	910
Total Revenue	234,767	237,701	243,021	249,174	253,771	260,663	259,320	267,738	272,750	275,945
Total Resources	431,796	406,403	400,220	400,524	404,705	412,256	421,876	444,289	478,572	522,701
EXPENDITURES										
Existing Debt Service										
Voted Debt	133,133	135,171	139,430	132,683	123,167	114,396	100,386	91,473	85,597	79,384
Unvoted Debt	69,369	72,961	66,793	62,658	60,103	56,871	51,326	48,665	42,827	32,852
State Infrastructure Bank Loans	1,580	1,580	591	591	592	589	589	583	584	584
State Issue II Loans	2,068	1,781	1,667	1,659	1,638	1,623	1,623	1,819	1,755	1,755
RiverSouth Debt Service	7,045	8,894	8,884	8,879	8,886	8,877	8,885	8,890	5,526	1,841
Total Existing Debt	213,195	220,387	217,365	206,470	194,386	182,356	162,809	151,430	136,289	116,416
Proposed Debt Service (3)										
Debt Service - Voted	-	2,682	7,832	19,919	29,391	36,713	40,525	40,699	39,347	37,994
Debt Service - Unvoted	-	460	1,437	3,733	6,471	11,058	18,704	26,656	32,658	31,589
Total Proposed New Debt	-	3,142	9,269	23,652	35,862	47,771	59,229	67,355	72,005	69,583
Direct Expense										
Tipping Fees	17,005	16,776	16,777	16,779	16,781	16,783	16,784	16,786	16,788	16,790
Police Helicopters	2,030	-	3,057	-	3,344	-	3,661	-	3,750	-
Misc. Development & Leases	5,710	5,643	1,003	1,243	1,243	1,243	1,243	1,243	1,275	1,275
Misc. Expenses	25,154	3,256	1,399	1,446	1,496	1,547	1,599	1,653	1,709	1,783
Total Direct Expenses	49,899	25,675	22,236	19,468	22,864	19,573	23,287	19,682	23,522	19,848
TOTAL EXPENSES	263,094	249,204	248,870	249,590	253,112	249,700	245,325	238,467	231,816	205,847
ENDING FUND BALANCE	168,702	157,199	151,350	150,934	151,593	162,556	176,551	205,822	246,756	316,854
CURRENT YEAR COVERAGE	0.89	0.95	0.98	1.00	1.00	1.04	1.06	1.12	1.18	1.34
TOTAL COVERAGE	1.64	1.63	1.61	1.60	1.60	1.65	1.72	1.86	2.06	2.54
Assumptions:										
(1) Income Tax estimate for 2017 is a 2.5% increase over 2016 actual collections. Assumes an annual increase of 2.5% for 2018-2022, 0% increase in 2023, and a 3% increase for 2024-2026.										
(2) Reimbursements from TIF areas that had debt issued by the city. Debt figures are included in the existing debt service totals.										
(3) Proposed debt assumes bonds will be issued immediately as equal principal payments over a 15 year period. Interest rate assumptions are 5% in 2018, and 6% in 2019 and thereafter.										

SPECIAL INCOME TAX ANALYSIS PROPOSED 2018 BUDGET

REVENUES



EXPENDITURES



Debt Limitations and Obligations

The following explanation of “Debt Limitations” has been extracted from the city’s Official Statement dated October 25, 2017.

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 (5.50%) 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 (10.50%) of such total assessed valuation. The two limitations, referred to as the “direct debt limitations” may be amended from time to time by the General Assembly.

Ohio law provides that certain forms of municipal debt are exempt from the direct debt limitations (“exempt debt”). Exempt debt includes, among others, general obligation debt, to the extent that such debt is “self-supporting” (that is, revenues from the facilities financed are sufficient to pay applicable operating and maintenance expenses and related debt service and other requirements); bonds issued in anticipation of the collection of special assessments; revenue bonds; unvoted debt to the extent that the authorizing legislation includes covenants to appropriate annually from lawfully available municipal income taxes in amounts necessary to pay debt service charges on the obligations; notes issued in anticipation of the collection of current revenues or in anticipation of the proceeds of a specific tax levy; notes issued for certain emergency purposes; and bonds issued to pay final judgments. Notes issued in anticipation of such bonds are also exempt from the direct debt limitations.

Indirect Debt Limitations; The Ten Mill Tax Limitation

Ohio law requires that general obligation bonded indebtedness cannot be incurred or renewed unless provision is made in the legislation authorizing such debt for the levy of an ad valorem property tax in an amount sufficient to pay the principal of and interest on such indebtedness when due. Ohio law also provides that the aggregate amount of such taxes that can be levied for all purposes without a vote of the electors cannot exceed ten mills per one dollar of assessed valuation.

With respect to unvoted general obligation debt, these two requirements — the requirement that provision be made for the levy of taxes to support such debt and the requirement that the total amount of unvoted property taxes which can be levied cannot exceed ten mills per one dollar of valuation — have been construed by the Ohio Supreme Court to create an indirect debt limitation on the issuance by a political subdivision of unvoted general obligation debt.

The ten mills, which may be levied without a vote of the electors, are allocated among the overlapping political subdivisions of the State pursuant to a statutory formula. This “inside” millage allocated to each political subdivision is required to be used first for the payment of debt service on unvoted general obligation debt of the subdivision, unless provision has been made for payment of the debt from other sources; second for partial police and fire pension requirements; and, the balance for other general fund purposes. To the extent this millage is required for debt service, the amount that would otherwise be available for general fund purposes is reduced.

A subdivision’s allocation of inside millage can be increased by action of the Franklin County Budget Commission

Capital Improvements Program

pursuant to statute only in the event additional millage is required for the payment of debt service on its unvoted general obligation debt and, in that case, the inside millage allocated to the other overlapping subdivisions would be reduced to bring the aggregate levies of inside millage within the ten mill limitation.

The ten mill limitation applies even if the debt service on unvoted general obligation debt is expected to be paid from special assessments, utility earnings or other non-tax revenue sources. However, revenue bonds and notes and other special obligations of an issuer, payable solely from specifically pledged revenues, are not included in calculating debt subject to the ten mill limitation because the debt is not general obligation indebtedness of the issuer and the full faith and credit of the issuer is not pledged for their payment.

In determining whether or not unvoted general obligation debt to be issued by the City is within the ten mill limitation, it is first necessary to determine how much millage has already been committed for the outstanding unvoted general obligation debt of the City and how much millage has been committed by each overlapping political subdivision for its outstanding unvoted general obligation debt. The amount of such committed millage for each political subdivision is that which will be required for all of such subdivision's outstanding

unvoted general obligation debt for that fiscal year in which the debt service charges of that subdivision for such debt will be the highest. In the case of notes issued in anticipation of bonds, the debt service requirements estimated for the bonds anticipated by the notes are used to calculate the millage required.

The City overlaps several political subdivisions and it is therefore necessary to determine, with respect to each such subdivision, how much millage that subdivision has committed for its outstanding unvoted general obligation debt. The aggregate millage that has been committed by that combination of overlapping subdivisions that yields the highest total of committed millage thus determines the millage within the ten mill limitation which is available and can be committed to service additional unvoted general obligation debt.

Such determinations are made by the County Auditor who has certified to the city that there is sufficient uncommitted millage within the ten mill limitation to service the city's unvoted general obligation debt. The following table represents the estimated inside millage for the city and its overlapping subdivisions as of October 25, 2017. Currently, the city has \$550.78 million of outstanding debt subject to the indirect debt limitation.

Political Subdivision of State of Ohio	Mills Required		
	Franklin County	Fairfield County	Delaware County
Direct			
City of Columbus	5.6328	5.6328	5.6328
Overlapping			
County	0.8504	1.6993	0.4975
School District	0.4312	--	0.0279
Joint Vocational School District	--	0.0504	--
Solid Waste Authority of Central Ohio	0.3955	0.3955	0.3955
Township	2.5231	--	--
Total Millage Required	9.8330	7.7780	6.5537
Maximum Millage Permitted	10.0000	10.0000	10.0000
Remaining Millage Capacity	0.1670	2.2220	3.4463

Debt Service Payments

During fiscal year 2017, the city will have retired approximately \$246.0 million in principal of general obligation debt and issued an additional \$322.6 million in general obligation bonds and notes. Along with new debt, the city refunds existing debt to try and achieve the maximum amount of savings possible. As of October 25, 2017, beginning with fiscal year 2018, approximately 67.2% of the principal payments on the city's outstanding general obligation and revenue bonds will fully mature within the next 10 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			
<u>Period Ending</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2018	\$ 247,045,825	\$ 127,264,922	\$ 374,310,747
2019	248,912,821	118,091,960	367,004,781
2020	238,162,821	108,723,671	346,886,492
2021	228,657,820	99,822,543	328,480,363
2022	219,352,820	90,274,171	309,626,991
2023	209,240,000	81,441,220	290,681,220
2024	207,460,000	72,233,465	279,693,465
2025	213,820,000	63,209,098	277,029,098
2026	188,240,000	54,109,382	242,349,382
2027	173,610,000	44,744,644	218,354,644
2028	185,250,000	37,008,788	222,258,788
2029	189,040,000	30,042,670	219,082,670
2030	180,085,000	22,462,576	202,547,576
2031	170,790,000	15,082,834	185,872,834
2032	150,585,000	9,394,078	159,979,078
2033	64,350,000	5,883,055	70,233,055
2034	42,200,000	3,771,594	45,971,594
2035	29,415,000	2,387,049	31,802,049
2036	24,780,000	1,469,516	26,249,516
2037	17,740,000	657,354	18,397,354
2038	6,305,000	105,924	6,410,924
Total	<u>\$ 3,235,042,107</u>	<u>\$ 988,180,514</u>	<u>\$ 4,223,222,621</u>

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

Capital Improvements Program

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

DEBT SERVICE BY FUND						
GENERAL OBLIGATION AND REVENUE BONDS						
Non-Enterprise Funds	2018	2019	2020	2021	2022	Total
SIT Fund Supported	\$ 198,205,948	\$ 196,732,693	\$ 187,039,599	\$ 175,803,027	\$ 164,663,153	\$ 922,444,420
Non-Enterprise Sub Total	\$ 198,205,948	\$ 196,732,693	\$ 187,039,599	\$ 175,803,027	\$ 164,663,153	\$ 922,444,420
Enterprise Funds						
Water	\$ 78,329,641	\$ 74,083,618	\$ 69,071,036	\$ 65,299,411	\$ 60,453,236	\$ 347,236,942
Sanitary Sewer	71,778,572	71,401,270	68,400,509	67,111,881	65,776,910	344,469,142
Storm	15,016,719	14,714,085	13,512,052	12,254,976	11,597,323	67,095,155
Electricity	1,053,775	582,275	561,525	544,275	532,025	3,273,875
Enterprise Sub Total	\$ 166,178,707	\$ 160,781,248	\$ 151,545,122	\$ 145,210,543	\$ 138,359,494	\$ 762,075,114
Internal Service Funds						
Fleet Management	\$ 5,214,692	\$ 5,200,387	\$ 4,752,105	\$ 4,533,465	\$ 4,414,701	\$ 24,115,350
Information Services	4,711,400	4,290,453	3,549,666	2,933,328	2,189,643	17,674,490
Internal Service Sub Total	\$ 9,926,092	\$ 9,490,840	\$ 8,301,771	\$ 7,466,793	\$ 6,604,344	\$ 41,789,840
Total	\$ 374,310,747	\$ 367,004,781	\$ 346,886,492	\$ 328,480,363	\$ 309,626,991	\$ 1,726,309,374

* Interest payments associated with variable rate debt are not included.

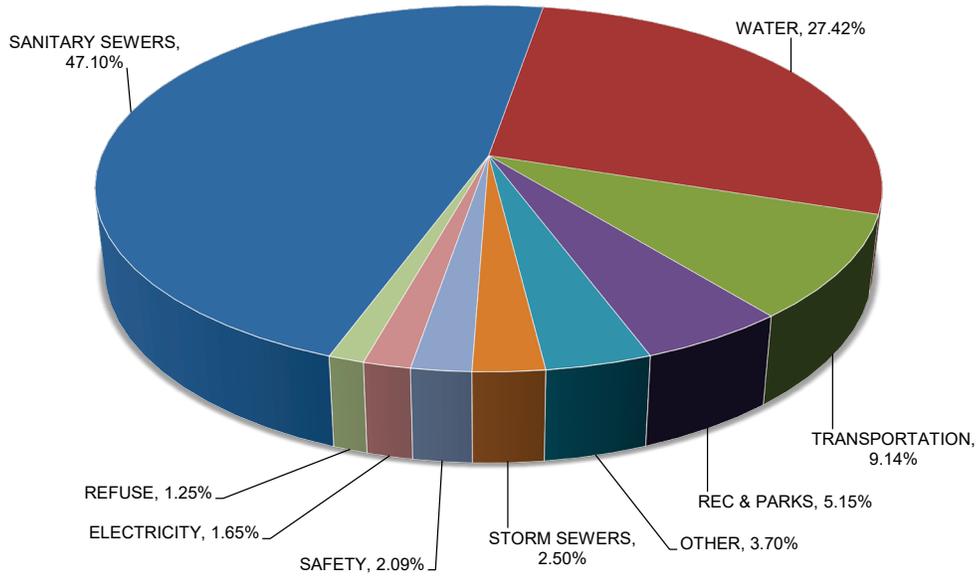
The Proposed 2018-2023 Capital Improvement Program

The proposed Capital Improvement Program provides approximately \$2.92 billion in funding for various capital improvements for the period of 2018-2023. Of this amount, \$592.36 million is to be supported by the SIT while \$2.30 billion will be supported by the enterprise agencies of the city. The proposed 2018-2023 CIP represents a 2.16% increase over the adopted 2017-2022 CIP. The proposed 2018 CIB totals approximately \$567.75 million.

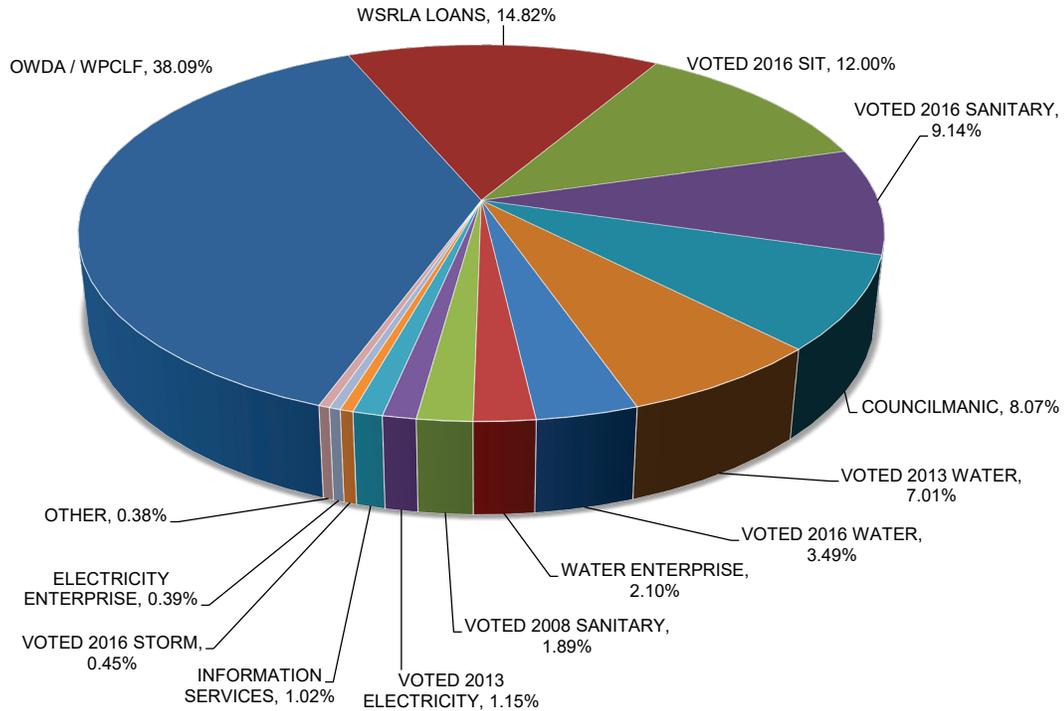
The administration intends to continue to review the proposed CIP through the end of the year. It is possible that adjustments to the proposed plan could occur to accommodate changes in priorities and financial assumptions.

PROPOSED 2018-2023 CAPITAL IMPROVEMENTS PROGRAM

PERCENT BY DIVISION



PERCENT BY FUNDING SOURCE



Capital Improvements Program

2018 - 2023 CAPITAL IMPROVEMENTS PROGRAM								
DEPARTMENT PROJECT	2018	2019	2020	2021	2022	2023	Total Budget	Funding Source
PUBLIC SAFETY								
POLICE								
30-03 Police Facility Renovation	\$ -	\$ -	\$ -	\$ -	\$ 400,000	\$ 1,680,000	\$ 2,080,000	Councilmanic SIT Supported
30-03 Police Facility Renovation	1,680,000	1,680,000	1,680,000	1,680,000	1,280,000	-	8,000,000	Voted 2016 Debt SIT Supported
Subtotal - POLICE	\$ 1,680,000	\$ 1,680,000	\$ 1,680,000	\$ 1,680,000	\$ 1,680,000	\$ 1,680,000	\$ 10,080,000	
FIRE								
30-04 Fire Facility Renovation	-	-	-	-	-	1,145,000	1,145,000	Councilmanic SIT Supported
30-04 Fire Facility Renovation	1,320,000	1,320,000	1,320,000	1,320,000	1,320,000	175,000	6,775,000	Voted 2016 Debt SIT Supported
Fire Apparatus Replacement - Medics	-	-	-	-	-	2,000,000	2,000,000	Councilmanic SIT Supported
Fire Apparatus Replacement - Medics	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	-	10,000,000	Voted 2016 Debt SIT Supported
Fire Apparatus Replacement - Platform Ladders	-	-	-	-	-	2,000,000	2,000,000	Councilmanic SIT Supported
Fire Apparatus Replacement - Platform Ladders	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	-	10,000,000	Voted 2016 Debt SIT Supported
Fire Apparatus Replacement - Engines	-	-	-	-	-	2,000,000	2,000,000	Councilmanic SIT Supported
Fire Apparatus Replacement - Engines	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	-	10,000,000	Voted 2016 Debt SIT Supported
Fire Station #16	7,000,000	-	-	-	-	-	7,000,000	Voted 2016 Debt SIT Supported
Subtotal - FIRE	\$ 14,320,000	\$ 7,320,000	\$ 50,920,000					
DEVELOPMENT								
DEVELOPMENT ADMINISTRATION								
Green Columbus Fund	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000	Councilmanic SIT Supported
Economic & Community Development	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000	Councilmanic SIT Supported
44-10 Housing Preservation	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000	Councilmanic SIT Supported
44-10 Emergency Shelter Repair	350,000	350,000	350,000	350,000	350,000	350,000	2,100,000	Councilmanic SIT Supported
Subtotal - DEVELOPMENT ADMINISTRATION	\$ 3,600,000	\$ 3,600,000	\$ 3,600,000	\$ 3,600,000	\$ 3,600,000	\$ 3,600,000	\$ 21,600,000	
FINANCE AND MANAGEMENT								
CONSTRUCTION MANAGEMENT								
Facility Renovations - Project cost Allocation	600,000	600,000	600,000	600,000	600,000	600,000	3,600,000	Councilmanic SIT Supported
Facility Renovations - Various	2,748,000	2,748,000	2,748,000	2,748,000	2,748,000	2,748,000	16,488,000	Councilmanic SIT Supported
Construction Management - Design Services	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000	Councilmanic SIT Supported
Construction Management - Project Management	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000	Councilmanic SIT Supported
City Hall Renovations - Various	2,642,000	2,642,000	2,642,000	2,642,000	2,642,000	2,642,000	15,852,000	Councilmanic SIT Supported
Municipal Court - Phased Renovations	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	13,200,000	Councilmanic SIT Supported
Subtotal - CONSTRUCTION MANAGEMENT	\$ 8,690,000	\$ 8,690,000	\$ 8,690,000	\$ 8,690,000	\$ 8,690,000	\$ 8,690,000	\$ 52,140,000	
FLEET MANAGEMENT								
Fleet Automated Fuel Location Upgrades	-	100,000	100,000	100,000	100,000	100,000	500,000	Fleet Management (Unvoted)
Fleet Equipment Replacement	-	100,000	100,000	100,000	100,000	100,000	500,000	Fleet Management (Unvoted)
Fuel Tank Management	400,000	600,000	600,000	600,000	600,000	600,000	3,400,000	Fleet Management (Unvoted)
Subtotal - FLEET MANAGEMENT	\$ 400,000	\$ 800,000	\$ 4,400,000					
TECHNOLOGY								
TECHNOLOGY ADMINISTRATION								
47-02 Data Center Facility Upgrades	-	100,000	200,000	1,200,000	100,000	200,000	1,800,000	Information Services
City Hall Data Center Facility Upgrades	30,000	40,000	40,000	30,000	40,000	40,000	220,000	Information Services
47-02 Disaster Recovery Project	-	100,000	-	325,000	100,000	-	525,000	Information Services
47-02 Connectivity Project Fiber/Wireless	750,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	7,000,000	Information Services
47-02 CTSS Fiber Purchase B,C,D	900,000	-	900,000	-	1,000,000	-	2,800,000	Information Services
47-02 Enterprise System Upgrades	1,700,000	425,000	400,000	375,000	1,000,000	650,000	4,550,000	Information Services
Enterprise System Upgrades - Security Program	190,000	290,000	200,000	200,000	100,000	300,000	1,280,000	Information Services
Asset Management	190,000	100,000	200,000	200,000	-	-	690,000	Information Services
Enterprise System Upgrades - GIS	90,000	250,000	90,000	90,000	90,000	90,000	700,000	Information Services
Enterprise System Upgrades - Applications	150,000	150,000	150,000	-	150,000	150,000	750,000	Information Services
E-Gov Initiatives	270,000	100,000	450,000	-	250,000	250,000	1,320,000	Information Services

2018 - 2023 CAPITAL IMPROVEMENTS PROGRAM (cont.)

DEPARTMENT PROJECT	2018	2019	2020	2021	2022	2023	Total Budget	Funding Source
E-Gov Initiatives - Mobile Application	-	150,000	250,000	-	250,000	250,000	900,000	Information Services
E-Gov Initiatives- SharePoint	100,000	100,000	100,000	-	150,000	100,000	550,000	Information Services
CS Telephony Upgrade - VOIP	735,000	330,000	295,000	200,000	200,000	730,000	2,490,000	Information Services
IVR Telephony Enhancements-Upgrades	40,000	100,000	100,000	100,000	100,000	100,000	540,000	Information Services
Media Services - Control Room Equipment	-	-	-	-	150,000	-	150,000	Information Services
Media Services - Studio Equipment	-	150,000	-	-	-	-	150,000	Information Services
Media Services - Field Camera System	-	50,000	25,000	-	-	25,000	100,000	Information Services
Media Services - NLE Editor Purchases	-	-	25,000	-	-	-	25,000	Information Services
Unified Communications	150,000	-	150,000	-	200,000	-	500,000	Information Services
Network Improvements	430,000	430,000	400,000	400,000	630,000	600,000	2,890,000	Information Services
Subtotal - TECHNOLOGY ADMINISTRATION	\$ 5,725,000	\$ 4,115,000	\$ 5,225,000	\$ 4,370,000	\$ 5,760,000	\$ 4,735,000	\$ 29,930,000	
RECREATION AND PARKS								
51 Urban Infra.- Rec & Parks	-	-	-	-	248,000	753,200	1,001,200	Councilmanic SIT Supported
51 Urban Infra.- Rec & Parks	753,200	753,200	753,200	753,200	505,200	-	3,518,000	Voted 2016 Debt SIT Supported
51-01 Swimming Facilities	-	-	-	-	-	2,318,000	4,636,000	Councilmanic SIT Supported
51-01 Swimming Facilities	2,318,000	2,318,000	2,318,000	2,318,000	-	-	9,272,000	Voted 2016 Debt SIT Supported
51-01 Park & Playground Development	-	-	-	-	-	806,000	806,000	Councilmanic SIT Supported
51-01 Park & Playground Development	806,000	806,000	806,000	806,000	806,000	-	4,030,000	Voted 2016 Debt SIT Supported
Park and Playground - Misc.	-	-	-	-	-	200,000	200,000	Councilmanic SIT Supported
Park and Playground - Misc.	200,000	200,000	200,000	200,000	200,000	-	1,000,000	Voted 2016 Debt SIT Supported
Hard Surface Improvements: Yearly Improvements	-	-	-	-	-	800,000	800,000	Councilmanic SIT Supported
Hard Surface Improvements: Yearly Improvements	800,000	800,000	800,000	800,000	800,000	-	4,000,000	Voted 2016 Debt SIT Supported
Park & Playground - Project Cost Allocation	-	-	-	-	-	225,000	225,000	Councilmanic SIT Supported
Park & Playground - Project Cost Allocation	225,000	225,000	225,000	225,000	225,000	-	1,125,000	Voted 2016 Debt SIT Supported
51-01 Facility Renovations	-	-	-	-	5,809,000	5,809,000	11,618,000	Councilmanic SIT Supported
51-01 Facility Renovations	1,309,000	5,809,000	5,809,000	5,809,000	-	-	18,736,000	Voted 2016 Debt SIT Supported
Facility Improvements - Contingencies	-	-	-	-	-	440,000	440,000	Councilmanic SIT Supported
Facility Improvements - Contingencies	440,000	440,000	440,000	440,000	440,000	-	2,200,000	Voted 2016 Debt SIT Supported
HVAC Improvements - Various Facilities	-	-	-	-	3,150,000	3,150,000	6,300,000	Councilmanic SIT Supported
HVAC Improvements - Various Facilities	3,150,000	3,150,000	3,150,000	3,150,000	-	-	12,600,000	Voted 2016 Debt SIT Supported
Facility Improvements - Project Cost Allocation	-	-	-	-	-	225,000	225,000	Councilmanic SIT Supported
Facility Improvements - Project Cost Allocation	225,000	225,000	225,000	225,000	225,000	-	1,125,000	Voted 2016 Debt SIT Supported
Facility Improvements - Roofs	-	-	-	-	-	800,000	800,000	Councilmanic SIT Supported
Facility Improvements - Roofs	800,000	800,000	800,000	800,000	800,000	-	4,000,000	Voted 2016 Debt SIT Supported
Linden Community Recreation Center	14,000,000	-	-	-	-	-	14,000,000	Voted 2016 Debt SIT Supported
Street Trees - Green Initiative	-	-	-	-	-	400,000	400,000	Councilmanic SIT Supported
Street Trees - Green Initiative	400,000	400,000	400,000	400,000	400,000	-	2,000,000	Voted 2016 Debt SIT Supported
Maintenance Equipment - Parks	-	-	-	-	-	250,000	250,000	Councilmanic SIT Supported
Maintenance Equipment - Parks	250,000	250,000	250,000	250,000	250,000	-	1,250,000	Voted 2016 Debt SIT Supported
Maintenance Equipment - Sports	-	-	-	-	-	50,000	50,000	Councilmanic SIT Supported
Maintenance Equipment - Sports	50,000	50,000	50,000	50,000	50,000	-	250,000	Voted 2016 Debt SIT Supported
51-01 Park Acquisition	-	-	-	-	-	1,000,000	1,000,000	Councilmanic SIT Supported
51-01 Park Acquisition	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	-	5,000,000	Voted 2016 Debt SIT Supported
Central Maintenance Zone Headquarters	3,375,000	-	-	-	-	-	3,375,000	Voted 2013 Debt SIT Supported
Central Maintenance Zone Headquarters	1,125,000	-	-	-	-	-	1,125,000	Voted 2016 Debt SIT Supported
Bikeway Trail Safety - General	-	-	-	-	-	433,800	433,800	Councilmanic SIT Supported
Bikeway Trail Safety - General	433,800	433,800	433,800	433,800	433,800	-	2,169,000	Voted 2016 Debt SIT Supported
51-01 Greenways Projects	-	-	-	-	3,000,000	3,000,000	6,000,000	Councilmanic SIT Supported
51-01 Greenways Projects	3,000,000	3,000,000	3,000,000	3,000,000	-	-	12,000,000	Voted 2016 Debt SIT Supported
Watercourse Bike Path Development & Connection Improvements	-	-	-	-	-	1,000,000	1,000,000	Councilmanic SIT Supported
Watercourse Bike Path Development & Connection Improvements	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	-	5,000,000	Voted 2016 Debt SIT Supported
51-01 Safe Playgrounds	-	-	-	-	-	500,000	500,000	Councilmanic SIT Supported
51-01 Safe Playgrounds	500,000	500,000	500,000	500,000	500,000	-	2,500,000	Voted 2016 Debt SIT Supported

Capital Improvements Program

2018 - 2023 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2018	2019	2020	2021	2022	2023	Total Budget	Funding Source
Golf - Equipment Replacements	-	-	-	-	-	200,000	200,000	Councilmanic SIT Supported
Golf - Equipment Replacements	200,000	200,000	200,000	200,000	200,000	-	1,000,000	Voted 2016 Debt SIT Supported
Golf - Hard Surface Improvements	-	-	-	-	-	70,000	70,000	Councilmanic SIT Supported
Golf - Hard Surface Improvements	70,000	70,000	70,000	70,000	70,000	-	350,000	Voted 2016 Debt SIT Supported
Golf - Miscellaneous Improvements	-	-	-	-	-	50,000	50,000	Councilmanic SIT Supported
Golf - Miscellaneous Improvements	50,000	50,000	50,000	50,000	50,000	-	250,000	Voted 2016 Debt SIT Supported
Golf - General Facility Improvements	-	-	-	-	-	300,000	300,000	Councilmanic SIT Supported
Golf - General Facility Improvements	300,000	300,000	300,000	300,000	300,000	-	1,500,000	Voted 2016 Debt SIT Supported
Subtotal - RECREATION AND PARKS	\$ 36,780,000	\$ 22,780,000	\$ 150,680,000					
Public Service								
TRANSPORTATION								
UIRF - Urban Infrastructure Recovery Fund (59-12)	-	-	-	-	5,651,813	5,651,813	11,303,626	Councilmanic SIT Supported
UIRF - Urban Infrastructure Recovery Fund (59-12)	5,651,813	5,651,813	5,651,813	5,651,813	-	-	22,607,252	Voted 2016 Debt SIT Supported
Street Equipment - Traffic Management	-	-	-	-	428,397	428,397	856,794	Councilmanic SIT Supported
Street Equipment - Traffic Management	428,397	428,397	428,397	428,397	-	-	1,713,588	Voted 2016 Debt SIT Supported
Street Equipment - Infrastructure Management	-	-	-	-	428,397	428,397	856,794	Councilmanic SIT Supported
Street Equipment - Infrastructure Management	428,397	428,397	428,397	428,397	-	-	1,713,588	Voted 2016 Debt SIT Supported
NCR-TBD	-	-	-	-	2,500,000	2,500,000	5,000,000	Councilmanic SIT Supported
NCR-TBD	2,500,000	2,500,000	2,500,000	2,500,000	-	-	10,000,000	Voted 2016 Debt SIT Supported
Alley Rehabilitation - Misc.	-	-	-	-	1,500,000	1,500,000	3,000,000	Councilmanic SIT Supported
Alley Rehabilitation - Misc.	1,500,000	1,500,000	1,500,000	1,500,000	-	-	6,000,000	Voted 2016 Debt SIT Supported
Roadway Improvements - SCMRP reimbursements	-	-	-	-	2,550,000	2,550,000	5,100,000	Councilmanic SIT Supported
Roadway Improvements - SCMRP reimbursements	2,550,000	2,550,000	2,550,000	2,550,000	-	-	10,200,000	Voted 2016 Debt SIT Supported
Roadway Improvements - Utility Relocation Reimbursements	-	-	-	-	100,000	100,000	200,000	Councilmanic SIT Supported
Roadway Improvements - Utility Relocation Reimbursements	100,000	100,000	100,000	100,000	-	-	400,000	Voted 2016 Debt SIT Supported
Roadway Improvements - Miscellaneous Construction Inspection	-	-	-	-	100,000	100,000	200,000	Councilmanic SIT Supported
Roadway Improvements - Miscellaneous Construction Inspection	100,000	100,000	100,000	100,000	-	-	400,000	Voted 2016 Debt SIT Supported
Roadway Improvements - Miscellaneous Right of Way Acquisition	-	-	-	-	100,000	100,000	200,000	Councilmanic SIT Supported
Roadway Improvements - Miscellaneous Right of Way Acquisition	100,000	100,000	100,000	100,000	-	-	400,000	Voted 2016 Debt SIT Supported
Curb Reconstruction - Qwik Curb Commodity	-	-	-	-	50,000	50,000	100,000	Councilmanic SIT Supported
Curb Reconstruction - Qwik Curb Commodity	50,000	50,000	50,000	50,000	-	-	200,000	Voted 2016 Debt SIT Supported
Resurfacing - Pavement Management Services	-	1,000,000	-	-	-	-	1,000,000	Voted 2016 Debt SIT Supported
Resurfacing - Resurfacing Projects	-	-	-	17,395,000	18,450,000	18,450,000	54,295,000	Councilmanic SIT Supported
Resurfacing - Resurfacing Projects	17,180,400	16,450,000	18,450,000	1,055,000	-	-	53,135,400	Voted 2016 Debt SIT Supported
Resurfacing - Urban Paving - SR33 Dublin Rd/Spring Street (PID 86651)	42,000	-	-	-	-	-	42,000	Voted 2016 Debt SIT Supported
Resurfacing -- West Broad Street Urban Paving (PID 86645)	57,000	-	-	-	-	-	57,000	Voted 2016 Debt SIT Supported
Resurfacing - Asset Management	-	1,000,000	-	-	-	-	1,000,000	Voted 2016 Debt SIT Supported
Resurfacing - Urban Paving-FRA 23-18.53 (Morse Rd and High St)	362,000	-	-	-	-	-	362,000	Voted 2016 Debt SIT Supported
Resurfacing-Urban Paving-FRA 62-12.44 (Town St/Glenwood Av/Rich St)	340,600	-	-	-	-	-	340,600	Voted 2016 Debt SIT Supported
Resurfacing-Urban Paving-FRA 62DC-1.61 (Town St)	80,000	-	-	-	-	-	80,000	Voted 2016 Debt SIT Supported
Resurfacing-Urban Paving-FRA-161-5.77 (Dublin-Granville Rd)	208,000	-	-	-	-	-	208,000	Voted 2016 Debt SIT Supported
Resurfacing - In House Design Project Design and Management Software	150,000	-	-	-	-	-	150,000	Voted 2016 Debt SIT Supported
Resurfacing - In House Design Right of Way Fund	-	-	-	-	50,000	50,000	100,000	Councilmanic SIT Supported
Resurfacing - In House Design Right of Way Fund	50,000	50,000	50,000	50,000	-	-	200,000	Voted 2016 Debt SIT Supported
Resurfacing - Urban Paving - DEL-750-4.43 Polaris Parkway	30,000	-	-	-	-	-	30,000	Voted 2016 Debt SIT Supported
Bridge Rehabilitation	-	-	50,000	-	-	-	50,000	Voted 2016 Debt SIT Supported
Bridge Rehabilitation - General Engineering Bridges	-	-	-	-	300,000	-	300,000	Councilmanic SIT Supported
Bridge Rehabilitation - General Engineering Bridges	300,000	-	300,000	-	-	-	600,000	Voted 2016 Debt SIT Supported
Bridge Rehabilitation - Godown Road Bridge	525,000	-	-	-	-	-	525,000	Voted 2016 Debt SIT Supported
Bridge Rehabilitation - Annual Citywide Contract	-	-	-	-	3,071,393	3,371,393	6,442,786	Councilmanic SIT Supported
Bridge Rehabilitation - Annual Citywide Contract	271,393	1,871,393	2,021,393	3,371,393	-	-	7,535,572	Voted 2016 Debt SIT Supported
Bridge Rehabilitation - Front Street over Railroad South of Nationw ide	-	-	1,000,000	-	-	-	1,000,000	Voted 2016 Debt SIT Supported
Bridge Rehabilitation - Independence Village Culvert Replacements	500,000	-	-	-	-	-	500,000	Voted 2016 Debt SIT Supported
Bridge Rehabilitation - Downtown Bridges	-	1,500,000	-	-	-	-	1,500,000	Voted 2016 Debt SIT Supported

2018 - 2023 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2018	2019	2020	2021	2022	2023	Total Budget	Funding Source
Bridge Rehabilitation - Parsons Road under the Railroad Retaining Walls	250,000	-	-	-	-	-	250,000	Voted 2016 Debt SIT Supported
Bridge Rehabilitation - Second Ave. Railroad Bridge Replacement	225,000	-	-	-	-	-	225,000	Voted 2016 Debt SIT Supported
Bridge Rehabilitation - Calumet over Walhalla	500,000	-	-	-	-	-	500,000	Voted 2016 Debt SIT Supported
Bridge Rehabilitation - Brentnell Neighborhood Culverts	800,000	-	-	-	-	-	800,000	Voted 2016 Debt SIT Supported
Housing Initiatives - Roadway	-	-	-	-	800,000	800,000	1,600,000	Councilmanic SIT Supported
Housing Initiatives - Roadway	800,000	800,000	800,000	800,000	-	-	3,200,000	Voted 2016 Debt SIT Supported
Bikeway Development	-	-	-	-	300,000	300,000	600,000	Councilmanic SIT Supported
Bikeway Development	245,000	305,000	300,000	300,000	-	-	1,150,000	Voted 2016 Debt SIT Supported
Bikeway Development - Olentangy River Road Shared Use Path - Kinnear to Lane	515,000	-	-	-	-	-	515,000	Voted 2016 Debt SIT Supported
Bikeway Development - Morse Road at the Alum Creek Trail	85,000	-	-	-	-	-	85,000	Voted 2016 Debt SIT Supported
Bikeway Development - Norton Road Shared Use Path	-	655,000	-	-	-	-	655,000	Voted 2016 Debt SIT Supported
Bikeway Development - Olentangy River Rd SUP-N Broadway to Garrett	-	220,000	-	800,000	-	-	1,020,000	Voted 2016 Debt SIT Supported
Bikeway Development - Trabue Road Shared Use Path over Railroad	1,080,000	-	-	-	-	-	1,080,000	Voted 2016 Debt SIT Supported
Bikeway Development-Bikeway Development	-	-	-	-	1,700,000	1,700,000	3,400,000	Councilmanic SIT Supported
Bikeway Development-Bikeway Development	-	820,000	950,000	900,000	-	-	2,670,000	Voted 2016 Debt SIT Supported
Bikeway Development-Refugee Rd over Big Walnut Creek Shared Use Path	75,000	-	750,000	-	-	-	825,000	Voted 2016 Debt SIT Supported
Traffic Signal Installation - Commodities	-	-	-	-	950,000	950,000	1,900,000	Councilmanic SIT Supported
Traffic Signal Installation - Commodities	950,000	950,000	950,000	950,000	-	-	3,800,000	Voted 2016 Debt SIT Supported
Sign Upgrading/Streetname Signs - Commodities	-	-	-	-	325,000	325,000	650,000	Councilmanic SIT Supported
Sign Upgrading/Streetname Signs - Commodities	325,000	325,000	325,000	325,000	-	-	1,300,000	Voted 2016 Debt SIT Supported
School Flashers - School Flasher Upgrade	-	-	-	-	50,000	50,000	100,000	Councilmanic SIT Supported
School Flashers - School Flasher Upgrade	50,000	50,000	50,000	50,000	-	-	200,000	Voted 2016 Debt SIT Supported
Pedestrian Safety Improvements - Commodities-Overhead Beacons and Signals	-	310,000	-	-	-	-	310,000	Voted 2016 Debt SIT Supported
Permanent Pavement Markings	-	-	-	-	500,000	500,000	1,000,000	Councilmanic SIT Supported
Permanent Pavement Markings	500,000	500,000	500,000	500,000	-	-	2,000,000	Voted 2016 Debt SIT Supported
Pedestrian Safety Improvements - Sidewalk Program	-	-	-	-	3,300,000	3,300,000	6,600,000	Councilmanic SIT Supported
Pedestrian Safety Improvements - Sidewalk Program	184,000	-	-	1,354,000	-	-	1,538,000	Voted 2016 Debt SIT Supported
Pedestrian Safety Improvement - Sidewalk Replacement (Tree Root)	-	-	-	-	400,000	400,000	800,000	Councilmanic SIT Supported
Pedestrian Safety Improvement - Sidewalk Replacement (Tree Root)	600,000	400,000	400,000	400,000	-	-	1,800,000	Voted 2016 Debt SIT Supported
Pedestrian Safety Improvement - Wilson Road Shared Use Path	1,300,000	-	-	-	-	-	1,300,000	Voted 2016 Debt SIT Supported
Pedestrian Safety Improvements - Sidewalk NOV	-	-	-	-	300,000	300,000	600,000	Councilmanic SIT Supported
Pedestrian Safety Improvements - Sidewalk NOV	300,000	300,000	300,000	300,000	-	-	1,200,000	Voted 2016 Debt SIT Supported
Pedestrian Safety Improvements - Sidewalk Design III	-	1,500,000	-	-	-	-	1,500,000	Voted 2016 Debt SIT Supported
Pedestrian Safety Improvements - Refugee Road - Winchester Pke to Hamilton Rd	-	780,000	-	-	-	-	780,000	Voted 2016 Debt SIT Supported
Pedestrian Safety Improvements - SRTS Sidewalks-McGuffey and Duxberry	70,000	-	-	-	-	-	70,000	Voted 2016 Debt SIT Supported
Pedestrian Safety Improvements - Third Avenue Sidewalks	-	-	50,000	300,000	-	-	350,000	Voted 2016 Debt SIT Supported
Pedestrian Safety Improvements - Kingsford Road Sidewalks	-	-	1,532,797	-	-	-	1,532,797	Voted 2016 Debt SIT Supported
Pedestrian Safety Improvements - Binns Burroughs SRTS (HCMP)	66,000	-	-	-	-	-	66,000	Voted 2016 Debt SIT Supported
Pedestrian Safety Improvements-Cleveland Avenue to Lehner Road	50,000	-	-	-	-	-	50,000	Voted 2016 Debt SIT Supported
Pedestrian Safety Improvements-Agler Road Sidewalks	-	224,000	50,000	846,000	-	-	1,120,000	Voted 2016 Debt SIT Supported
Pedestrian Safety Improvements-Maize Road Sidewalks	-	250,000	150,000	800,000	-	-	1,200,000	Voted 2016 Debt SIT Supported
Pedestrian Safety Improvements-Linden Blueprint New Sidewalk Contributions	100,000	-	-	-	-	-	100,000	Voted 2016 Debt SIT Supported
SRTS Souder Avenue Bike Lanes and Sidewalks	40,000	25,000	-	-	-	-	65,000	Voted 2016 Debt SIT Supported
SRTS Toronto Street Sidewalks	40,000	25,000	-	-	-	-	65,000	Voted 2016 Debt SIT Supported
Poindexter Village Roadways	4,000,000	-	-	-	-	-	4,000,000	Voted 2016 Debt SIT Supported
Operation Safewalks - CelebrateOne Sidewalk	300,000	136,000	-	-	-	-	436,000	Voted 2016 Debt SIT Supported
Operation Safewalks-Maple Canyon Avenue Sidewalks	250,000	50,000	1,517,203	-	-	-	1,817,203	Voted 2016 Debt SIT Supported
Operation Sidewalks - CelebrateOne Sidewalk Gaps	700,000	-	-	-	-	-	700,000	Voted 2016 Debt SIT Supported
Subtotal - TRANSPORTATION	\$ 47,905,000	\$ 43,905,000	\$ 267,430,000					
REFUSE COLLECTION								
Mechanized Collection Equipment - 96-Gallon Containers	-	-	-	-	300,000	300,000	600,000	Councilmanic SIT Supported
Mechanized Collection Equipment - 96-Gallon Containers	300,000	300,000	300,000	300,000	-	-	1,200,000	Voted 2016 Debt SIT Supported
Mechanized Collection Equipment - 300 Gallon Containers	-	-	-	-	725,000	725,000	1,450,000	Councilmanic SIT Supported
Mechanized Collection Equipment - 300 Gallon Containers	755,000	725,000	725,000	725,000	-	-	2,930,000	Voted 2016 Debt SIT Supported

Capital Improvements Program

2018 - 2023 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2018	2019	2020	2021	2022	2023	Total Budget	Funding Source
Mechanized Collection Equipment - Automated Side Loader Trucks	-	-	-	-	225,000	3,000,000	3,225,000	Councilmanic SIT Supported
Mechanized Collection Equipment - Automated Side Loader Trucks	3,000,000	2,500,000	3,000,000	3,000,000	2,775,000	-	14,275,000	Voted 2016 Debt SIT Supported
Mechanized Collection Equipment - Front-Box Loader Trucks	-	-	-	-	900,000	900,000	1,800,000	Councilmanic SIT Supported
Mechanized Collection Equipment - Front-Box Loader Trucks	-	1,380,000	900,000	900,000	-	-	3,180,000	Voted 2016 Debt SIT Supported
Mechanized Collection Equipment - Rear Loading Packer Trucks	1,000,000	-	-	-	-	-	1,000,000	Voted 2016 Debt SIT Supported
Mechanized Collection Equipment - Semi-Automated Trucks	-	-	-	-	550,000	550,000	1,100,000	Councilmanic SIT Supported
Mechanized Collection Equipment - Semi-Automated Trucks	-	600,000	550,000	550,000	-	-	1,700,000	Voted 2016 Debt SIT Supported
Mechanized Collection Equipment - Flatbed Trucks	-	-	-	-	230,000	230,000	460,000	Councilmanic SIT Supported
Mechanized Collection Equipment - Flatbed Trucks	-	-	230,000	230,000	-	-	460,000	Voted 2016 Debt SIT Supported
Mechanized Collection Equipment - Compactor Trucks	-	-	-	-	250,000	250,000	500,000	Councilmanic SIT Supported
Mechanized Collection Equipment - Compactor Trucks	-	450,000	250,000	250,000	-	-	950,000	Voted 2016 Debt SIT Supported
Mechanized Collection Equipment - Knuckle Boom Trucks	1,000,000	-	-	-	-	-	1,000,000	Voted 2016 Debt SIT Supported
Mechanized Collection Equipment - Dumpsters	-	-	-	-	25,000	25,000	50,000	Councilmanic SIT Supported
Mechanized Collection Equipment - Dumpsters	25,000	25,000	25,000	25,000	-	-	100,000	Voted 2016 Debt SIT Supported
Alum Creek Remediation - Facility Improvements	-	-	-	-	100,000	100,000	200,000	Councilmanic SIT Supported
Alum Creek Remediation - Facility Improvements	-	100,000	100,000	100,000	-	-	300,000	Voted 2016 Debt SIT Supported
Subtotal - REFUSE COLLECTION	\$ 6,080,000	\$ 36,480,000						
Public Utilities								
STORM SEWER								
Fountain Square Stormwater System Improvements	3,496,726	-	-	-	-	-	3,496,726	WPCLF/OWDA
Storm Sewer Large Diameter Condition Assessment Phase 1	125,000	-	-	-	-	-	125,000	Voted 2013 Debt - Storm
Storm Sewer Large Diameter Condition Assessment Phase 1	1,420,000	-	-	-	-	-	1,420,000	Voted 2016 Debt - Storm
60-15 Petzinger Rd Stormwater Imps	-	173,892	-	-	-	-	173,892	Voted 2016 Debt - Storm
60-15 Petzinger Rd Stormwater Imps	-	1,275,202	-	-	-	-	1,275,202	WPCLF/OWDA
General Engineering Svcs - Storm	200,000	-	-	-	-	-	200,000	Voted 2013 Debt - Storm
General Engineering Svcs - Storm	200,000	400,000	400,000	-	-	-	1,000,000	Voted 2016 Debt - Storm
60-15 Linworth Rd/Meeklynn Dr Storm Sewer	-	562,754	-	-	-	-	562,754	Voted 2016 Debt - Storm
60-15 Linworth Rd/Meeklynn Dr Storm Sewer	-	-	530,450	-	-	-	530,450	WPCLF/OWDA
Linden Neighborhood Stormwater System Improvements Phase 2	-	106,090	-	-	-	-	106,090	Voted 2016 Debt - Storm
Linden Neighborhood Stormwater System Improvements Phase 2	1,060,900	-	-	-	-	-	1,060,900	WPCLF/OWDA
Lehnert Farms/Bolton Field Stormwater System Improvements	1,030,000	-	-	-	-	-	1,030,000	WPCLF/OWDA
Woodward Avenue Detention Basin Modifications	650,000	-	-	-	-	-	650,000	WPCLF/OWDA
Summit View Detention Basin Modifications	100,000	-	-	-	-	-	100,000	Voted 2013 Debt - Storm
Summit View Detention Basin Modifications	650,000	-	-	-	-	-	650,000	WPCLF/OWDA
Detention Basin Modifications III	100,000	-	-	-	-	-	100,000	Voted 2013 Debt - Storm
Detention Basin Modifications III	-	100,000	-	-	-	-	100,000	Voted 2016 Debt - Storm
Detention Basin Modifications III	-	650,000	-	-	-	-	650,000	WPCLF/OWDA
Detention Basin Modifications IV	-	-	100,000	100,000	-	-	200,000	Voted 2016 Debt - Storm
Detention Basin Modifications IV	-	-	-	650,000	-	-	650,000	WPCLF/OWDA
Detention Basin Modifications V	-	-	-	100,000	100,000	-	200,000	Voted 2016 Debt - Storm
Detention Basin Modifications V	-	-	-	-	650,000	-	650,000	WPCLF/OWDA
Detention Basin Modifications VI	-	-	-	-	100,000	100,000	200,000	Voted 2016 Debt - Storm
Detention Basin Modifications VI	-	-	-	-	-	650,000	650,000	WPCLF/OWDA
Olde Beechwood Area Stormwater System Improvements	380,000	-	-	-	-	-	380,000	Voted 2013 Debt - Storm
Olde Beechwood Area Stormwater System Improvements	2,500,000	-	-	-	-	-	2,500,000	WPCLF/OWDA
Rathbone Avenue Stormwater System Improvements	1,900,000	-	-	-	-	-	1,900,000	WPCLF/OWDA
Holt Avenue / Somersworth Drive Stormwater System Improvements	1,000,000	-	-	-	-	-	1,000,000	WPCLF/OWDA
SIOC Facility Stormwater Improvements	2,185,454	-	-	-	-	-	2,185,454	WPCLF/OWDA
Blueprint Storm Sewer Cleaning Contract	-	1,591,350	-	-	-	-	1,591,350	Voted 2016 Debt - Storm
Holton Park and Eureka Avenue Green Infrastructure Improvements	-	53,045	163,910	-	-	-	216,955	Voted 2016 Debt - Storm
Holton Park and Eureka Avenue Green Infrastructure Improvements	-	-	1,092,727	-	-	-	1,092,727	WPCLF/OWDA
ST-21, ST-22, ST-23 Improvements	2,500,000	-	154,500	-	3,000,000	-	5,654,500	Voted 2016 Debt - Storm
ST-21, ST-22, ST-23 Improvements	-	-	-	-	20,000,000	-	20,000,000	WPCLF/OWDA
Stormwater Strategic Plan, Phase 2	-	163,909	-	-	-	-	163,909	Voted 2016 Debt - Storm

2018 - 2023 CAPITAL IMPROVEMENTS PROGRAM (cont.)

DEPARTMENT PROJECT	2018	2019	2020	2021	2022	2023	Total Budget	Funding Source
Central Avenue Underpass Stormwater System Improvements	300,000	-	-	-	-	-	300,000	Voted 2013 Debt - Storm
Windsor Ave Stormwater System Improvements	600,000	-	-	-	-	-	600,000	WPCLF/OWDA
SMOC SCADA Modernization at Remote Stormwater Facilities	-	491,728	-	-	-	-	491,728	Voted 2016 Debt - Storm
SMOC SCADA Modernization at Remote Stormwater Facilities	-	-	1,260,570	-	-	-	1,260,570	WPCLF/OWDA
Krieger Court Stormwater Improvements	298,700	-	327,818	-	-	-	626,518	Voted 2016 Debt - Storm
Krieger Court Stormwater Improvements	-	-	-	2,251,018	-	-	2,251,018	WPCLF/OWDA
Tw in Lakes Upper Dam and Greenlaw n Low Head Dam Improvements	-	53,045	163,909	-	-	-	216,954	Voted 2016 Debt - Storm
Tw in Lakes Upper Dam and Greenlaw n Low Head Dam Improvements	-	-	1,639,090	-	-	-	1,639,090	WPCLF/OWDA
Barnett Road Stormwater Improvements Project	-	-	147,319	-	-	-	147,319	Voted 2016 Debt - Storm
Barnett Road Stormwater Improvements Project	-	-	1,202,000	-	-	-	1,202,000	WPCLF/OWDA
Storm Sewer Assessment - Clintonville 2 Blueprint Area	-	-	2,050,495	-	-	-	2,050,495	WPCLF/OWDA
Storm Sewer Assessment - North Linden 2 Blueprint Area	-	-	-	-	2,602,152	-	2,602,152	WPCLF/OWDA
Storm Sewer Assessment - Hilltop 2 Blueprint Area	-	-	-	-	2,128,809	-	2,128,809	WPCLF/OWDA
Storm Sewer Assessment - James Livingston 5 Blueprint Area	-	-	-	1,531,071	-	-	1,531,071	WPCLF/OWDA
Storm Sewer Assessment - James Livingston 3 Blueprint Area	-	-	-	-	-	1,661,297	1,661,297	WPCLF/OWDA
Storm Sewer Assessment - Plum Ridge Blueprint Area	-	-	-	226,813	-	-	226,813	Voted 2016 Debt - Storm
Bethel Road Culvert Rehabilitation Project	1,570,750	-	-	-	-	-	1,570,750	WPCLF/OWDA
Subtotal - STORM SEWER	\$ 22,267,530	\$ 5,621,015	\$ 9,232,788	\$ 4,858,902	\$ 28,560,961	\$ 2,411,297	\$ 72,972,493	
SANITARY SEWERS								
Real Time Control - TBD	500,000	500,000	500,000	-	-	-	1,500,000	Voted 2016 Debt - Sanitary Sewer
Real Time Control - Alum Creek Storm Tanks	50,000	1,000,000	150,000	-	-	-	1,200,000	Voted 2016 Debt - Sanitary Sewer
Real Time Control - Alum Creek Storm Tanks	1,500,000	-	-	-	-	-	1,500,000	WPCLF/OWDA
Real Time Control - Sewer System Optimization	500,000	-	-	-	-	-	500,000	Voted 2008 Debt-Sanitary Sewer
DOSD Security & Emergency Preparedness	100,000	-	-	-	-	-	100,000	Voted 2008 Debt-Sanitary Sewer
DOSD Security & Emergency Preparedness	-	100,000	-	-	-	-	100,000	Voted 2016 Debt - Sanitary Sewer
SSES Overall Engineering Consultant (OEC) Services	-	300,000	300,000	300,000	-	-	900,000	Voted 2016 Debt - Sanitary Sewer
Big Walnut Sanitary Trunk Extension, Phase 2	1,092,727	-	-	-	-	-	1,092,727	Voted 2008 Debt-Sanitary Sewer
Big Walnut Sanitary Trunk Extension, Phase 2	-	-	6,000,000	1,000,000	-	-	7,000,000	Voted 2016 Debt - Sanitary Sewer
Big Walnut Sanitary Trunk Extension, Phase 2	-	-	68,200,000	-	-	-	68,200,000	WPCLF/OWDA
Central College Subtrunk Extension Phase 3	350,000	-	-	-	-	-	350,000	Voted 2008 Debt-Sanitary Sewer
Central College Subtrunk Extension Phase 3	-	-	25,000,000	-	-	-	25,000,000	WPCLF/OWDA
60-05 Blacklick Creek Interceptor	2,090,900	-	-	-	-	-	2,090,900	Voted 2008 Debt-Sanitary Sewer
60-05 Blacklick Creek Interceptor	-	273,182	-	-	-	-	273,182	Voted 2016 Debt - Sanitary Sewer
60-05 Blacklick Creek Sanitary Interceptor Sewer CA/CI	2,185,454	-	-	-	-	-	2,185,454	Voted 2008 Debt-Sanitary Sewer
60-05 Blacklick Creek Sanitary Interceptor Sewer CA/CI	-	2,251,018	-	-	-	-	2,251,018	Voted 2016 Debt - Sanitary Sewer
60-05 Blacklick Creek Interceptor Air Quality Facility Improvements	-	-	382,455	393,928	-	-	776,383	Voted 2016 Debt - Sanitary Sewer
60-05 Blacklick Creek Interceptor Air Quality Facility Improvements	-	-	-	3,939,281	-	-	3,939,281	WPCLF/OWDA
60-05 General Engineering Svcs Contract	200,000	-	-	-	-	-	200,000	Voted 2008 Debt-Sanitary Sewer
60-05 General Engineering Svcs Contract	-	200,000	200,000	-	-	-	400,000	Voted 2016 Debt - Sanitary Sewer
Roof Replacement for DPU Facilities	3,808,000	-	-	-	-	-	3,808,000	Voted 2008 Debt-Sanitary Sewer
Roof Replacement for DPU Facilities #2	200,850	-	-	-	-	-	200,850	Voted 2008 Debt-Sanitary Sewer
Roof Replacement for DPU Facilities #2	-	3,357,749	3,458,482	3,517,215	2,759,072	-	13,092,518	Voted 2016 Debt - Sanitary Sewer
Roof Replacement for DPU Facilities #3	-	-	-	-	528,629	2,865,725	3,394,354	Voted 2016 Debt - Sanitary Sewer
JPWWTP Biosolids Land Application Improvements	1,302,000	-	-	-	-	-	1,302,000	Voted 2008 Debt-Sanitary Sewer
JPWWTP Biosolids Land Application Improvements	15,759,000	-	-	-	-	-	15,759,000	WPCLF/OWDA
JPWWTP Digester Cover Rehab	-	197,800	197,800	-	-	-	395,600	Voted 2016 Debt - Sanitary Sewer
JPWWTP Digester Cover Rehab	1,978,000	1,978,000	1,978,000	-	-	-	5,934,000	WPCLF/OWDA
JPWWTP Cogeneration Facility	-	2,420,338	-	-	-	-	2,420,338	Voted 2016 Debt - Sanitary Sewer
JPWWTP Cogeneration Facility	962,020	12,872,579	-	-	-	-	13,834,599	WPCLF/OWDA
6005 Facilities & Equip Upgrade for WSST	1,200,000	-	-	-	-	-	1,200,000	Voted 2008 Debt-Sanitary Sewer
6005 Facilities & Equip Upgrade for WSST	12,000,000	-	-	-	-	-	12,000,000	WPCLF/OWDA
Short Circuit, Coordination, and Arc Flash Studies #1	318,270	218,546	225,102	-	-	-	761,918	Voted 2016 Debt - Sanitary Sewer
DPU General Engineering Consultant Services (GEC) #2	500,000	-	-	-	-	-	500,000	Voted 2008 Debt-Sanitary Sewer
DPU General Engineering Consultant Services (GEC) #3	550,000	500,000	500,000	-	-	-	1,550,000	Voted 2016 Debt - Sanitary Sewer

Capital Improvements Program

2018 - 2023 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2018	2019	2020	2021	2022	2023	Total Budget	Funding Source
DPU General Engineering Consultant Services (GEC) #4	-	500,000	500,000	500,000	500,000	-	2,000,000	Voted 2016 Debt - Sanitary Sewer
DPU General Engineering Consultant Services (GEC) #5	-	-	-	500,000	500,000	500,000	1,500,000	Voted 2016 Debt - Sanitary Sewer
DPU General Engineering Consultant Services (GEC) #6	-	-	-	-	-	500,000	500,000	Voted 2016 Debt - Sanitary Sewer
JPWWTP Small Capital Projects	400,000	-	-	-	-	-	400,000	Voted 2008 Debt-Sanitary Sewer
JPWWTP Small Capital Projects	-	400,000	400,000	400,000	400,000	400,000	2,000,000	Voted 2016 Debt - Sanitary Sewer
JPWWTP ACA Lightning Protection Upgrade	132,000	-	-	-	-	-	132,000	Voted 2008 Debt-Sanitary Sewer
SWWTP Small Capital Projects	77,000	-	-	-	-	-	77,000	Voted 2008 Debt-Sanitary Sewer
SWWTP Small Capital Projects	-	400,000	400,000	400,000	400,000	400,000	2,000,000	Voted 2016 Debt - Sanitary Sewer
SWWTP Building Heating Improvements - Boiler Revisions (RFP 011A)	1,828,970	-	-	-	-	-	1,828,970	Voted 2016 Debt - Sanitary Sewer
SWWTP Boiler System Operational Improvements (S81 Boiler TSFs) (RFP 015)	1,388,370	-	-	-	-	-	1,388,370	Voted 2008 Debt-Sanitary Sewer
SWWTP MCA HVAC System Replacement	773,000	-	-	-	-	-	773,000	Voted 2008 Debt-Sanitary Sewer
Compost Facility Small Capital Projects	-	-	400,000	400,000	400,000	400,000	1,600,000	Voted 2016 Debt - Sanitary Sewer
SMOC Small Capital Projects	300,000	-	-	-	-	-	300,000	Voted 2008 Debt-Sanitary Sewer
SMOC Small Capital Projects	-	300,000	300,000	300,000	300,000	300,000	1,500,000	Voted 2016 Debt - Sanitary Sewer
Fairwood Building Facilities Small Capital Projects	50,000	-	-	-	-	-	50,000	Voted 2008 Debt-Sanitary Sewer
Fairwood Building Facilities Small Capital Projects	-	50,000	50,000	50,000	50,000	50,000	250,000	Voted 2016 Debt - Sanitary Sewer
WWTFs Professional Construction Management Services #2	-	371,315	382,455	743,929	360,500	-	1,858,199	Voted 2016 Debt - Sanitary Sewer
WWTFs Professional Construction Management Services #3	-	-	-	-	350,000	360,500	710,500	Voted 2016 Debt - Sanitary Sewer
HVAC & Air Purification System Replacement for DPU Facilities, #1	522,725	1,673,570	1,723,779	1,769,696	1,391,129	-	7,080,899	Voted 2016 Debt - Sanitary Sewer
HVAC & Air Purification for DPU Facilities, #2	-	-	-	-	317,269	1,731,377	2,048,646	Voted 2016 Debt - Sanitary Sewer
DPU Hazardous Energy Control	159,135	54,637	225,102	57,964	59,703	61,494	618,035	Voted 2016 Debt - Sanitary Sewer
WWTFs Instrumentation and Control (I&C) Integration and Programming Part 2	-	515,000	515,000	-	-	-	1,030,000	Voted 2016 Debt - Sanitary Sewer
WWTFs Instrumentation and Control (I&C) Integration and Programming #3	-	-	-	515,000	500,000	500,000	1,515,000	Voted 2016 Debt - Sanitary Sewer
SWWTP Digestion Process Expansion	1,504,000	-	-	-	-	-	1,504,000	Voted 2008 Debt-Sanitary Sewer
SWWTP Digestion Process Expansion	18,800,000	-	-	-	-	-	18,800,000	WPCLF/OWDA
SWWTP Cogeneration Facility	-	1,685,781	-	-	-	-	1,685,781	Voted 2016 Debt - Sanitary Sewer
SWWTP Cogeneration Facility	660,230	9,105,843	-	-	-	-	9,766,073	WPCLF/OWDA
SWWTP Post Aeration Diffuser Replacement	171,000	1,544,400	-	-	-	-	1,715,400	Voted 2016 Debt - Sanitary Sewer
WWTF Upgrade - General Program #4	1,894,000	-	-	-	-	-	1,894,000	Voted 2008 Debt-Sanitary Sewer
WWTF Upgrade - General Program #4	-	1,894,000	1,894,000	1,894,000	-	-	5,682,000	Voted 2016 Debt - Sanitary Sewer
WWTF Upgrade - General Program #5	-	-	-	-	1,894,000	1,894,000	3,788,000	Voted 2016 Debt - Sanitary Sewer
60-05 SWWTP Chemically Enhanced Primary Treatment: Preliminary Treatment	-	1,106,118	-	-	-	-	1,106,118	Voted 2016 Debt - Sanitary Sewer
60-05 SWWTP Chemically Enhanced Primary Treatment (CEPT): Clarification	-	1,174,118	-	-	-	-	1,174,118	Voted 2016 Debt - Sanitary Sewer
60-05 SWWTP Chemically Enhanced Primary Treatment (CEPT): Disinfection	-	1,090,870	-	-	-	-	1,090,870	Voted 2016 Debt - Sanitary Sewer
60-05 Compost Facility Odor Control Improvements	894,865	811,059	-	-	-	-	1,705,924	Voted 2016 Debt - Sanitary Sewer
60-05 Compost Facility Odor Control Improvements	1,500,000	9,196,762	-	-	-	-	10,696,762	WPCLF/OWDA
2018 Annual Lining Contract	850,000	-	-	-	-	-	850,000	Voted 2008 Debt-Sanitary Sewer
2018 Annual Lining Contract	5,000,000	-	-	-	-	-	5,000,000	WPCLF/OWDA
2019 Annual Lining Contract	-	850,000	-	-	-	-	850,000	Voted 2016 Debt - Sanitary Sewer
2019 Annual Lining Contract	-	5,000,000	-	-	-	-	5,000,000	WPCLF/OWDA
2020 Annual Lining Contract	-	-	850,000	-	-	-	850,000	Voted 2016 Debt - Sanitary Sewer
2020 Annual Lining Contract	-	-	5,000,000	-	-	-	5,000,000	WPCLF/OWDA
2021 Annual Lining Contract	-	-	-	850,000	-	-	850,000	Voted 2016 Debt - Sanitary Sewer
2021 Annual Lining Contract	-	-	-	5,000,000	-	-	5,000,000	WPCLF/OWDA
2022 Annual Lining Contract	-	-	-	-	850,000	-	850,000	Voted 2016 Debt - Sanitary Sewer
2022 Annual Lining Contract	-	-	-	-	5,000,000	-	5,000,000	WPCLF/OWDA
2023 Annual Lining Contract	-	-	-	-	-	850,000	850,000	Voted 2016 Debt - Sanitary Sewer
2023 Annual Lining Contract	-	-	-	-	-	5,000,000	5,000,000	WPCLF/OWDA
Cleveland Avenue Sanitary Sewer Extension	154,500	1,014,882	-	-	-	-	1,169,382	Voted 2016 Debt - Sanitary Sewer
Cleveland Avenue Sanitary Sewer Extension	-	-	874,419	-	-	5,000,000	5,874,419	WPCLF/OWDA
Sewer System Capacity Model update 2012	1,000,000	-	-	-	-	-	1,000,000	Voted 2008 Debt-Sanitary Sewer
Sewer System Capacity Model update 2018	-	2,121,800	-	1,125,509	-	1,194,053	4,441,362	Voted 2016 Debt - Sanitary Sewer
Big Walnut Interceptor Lockbourne Subtrunk Canal Road Area	750,000	-	-	690,893	-	-	1,440,893	Voted 2016 Debt - Sanitary Sewer
Big Walnut Interceptor Lockbourne Subtrunk Canal Road Area	-	-	-	-	3,500,000	-	3,500,000	WPCLF/OWDA
Lockbourne Subtrunk Air Quality Improvements	509,232	-	-	-	-	-	509,232	Voted 2008 Debt-Sanitary Sewer

2018 - 2023 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2018	2019	2020	2021	2022	2023	Total Budget	Funding Source
Lockbourne Subtrunk Air Quality Improvements	3,200,000	-	-	-	-	-	3,200,000	WPCLF/OWDA
Big Walnut Augmentation/Rickenbacker Intercept (BWAR) Lockbourne Subtrunk CA/CI	3,090,000	-	-	-	-	-	3,090,000	Voted 2008 Debt-Sanitary Sewer
Intermodal Sanitary Subtrunk Extension	150,000	-	-	-	-	-	150,000	Voted 2008 Debt-Sanitary Sewer
Intermodal Sanitary Subtrunk Extension	-	2,500,000	-	-	-	-	2,500,000	Voted 2016 Debt - Sanitary Sewer
Intermodal Sanitary Subtrunk Extension	-	-	-	20,600,000	-	-	20,600,000	WPCLF/OWDA
Rickenbacker Intermodal Sanitary Extension	750,000	-	-	690,893	-	-	1,440,893	Voted 2016 Debt - Sanitary Sewer
Rickenbacker Intermodal Sanitary Extension	-	-	-	3,500,000	-	-	3,500,000	WPCLF/OWDA
Upper Scioto West Subtrunk, Hayden Run Area, West of Cosgray Rd	-	-	-	-	-	450,000	450,000	Voted 2016 Debt - Sanitary Sewer
East Franklinton Phase 1	144,033	-	-	-	-	-	144,033	Voted 2008 Debt-Sanitary Sewer
East Franklinton Phase 1	1,398,373	-	-	-	-	-	1,398,373	WPCLF/OWDA
East Franklinton Phase 2	-	-	639,971	-	-	-	639,971	Voted 2016 Debt - Sanitary Sewer
East Franklinton Phase 2	-	-	6,032,340	-	-	-	6,032,340	WPCLF/OWDA
Woodward Avenue Sanitary Sewers	503,928	-	-	-	-	-	503,928	WPCLF/OWDA
Fairwood / Griggs Radio Replacement	51,500	-	-	-	-	-	51,500	Voted 2008 Debt-Sanitary Sewer
Franklin Main Interceptor Rehabilitation, Sec. 6	300,000	-	-	-	-	-	300,000	Voted 2008 Debt-Sanitary Sewer
Franklin Main Interceptor Rehabilitation, Sec. 6	2,000,000	-	-	-	-	-	2,000,000	WPCLF/OWDA
60-05 Portage Grove Area Assessment	2,000,000	-	-	-	-	-	2,000,000	WPCLF/OWDA
Big Walnut Outfall Rehabilitation	-	-	-	-	1,529,818	-	1,529,818	Voted 2016 Debt - Sanitary Sewer
Big Walnut Outfall Rehabilitation	-	-	-	-	15,298,178	-	15,298,178	WPCLF/OWDA
Lower Olentangy River Ecosystem Restoration, Fifth Ave. Dam Removal	70,000	50,000	-	-	-	-	120,000	Voted 2016 Debt - Sanitary Sewer
Lower Olentangy Tunnel - Phase 1	7,128,951	-	-	-	-	-	7,128,951	Voted 2008 Debt-Sanitary Sewer
Lower Olentangy Tunnel - Phase 1	-	-	8,741,816	-	-	-	8,741,816	Voted 2016 Debt - Sanitary Sewer
Lower Olentangy Tunnel - Phase 1	-	-	-	271,049,871	-	-	271,049,871	WPCLF/OWDA
Large Diameter Sewer Rehabilitation - Alum Creek Trunk South Section/Deshler Tunnel-Alum Creek Interceptor Sewer/Truro Sewers	-	530,450	-	-	-	-	530,450	Voted 2016 Debt - Sanitary Sewer
Large Diameter Sewer Rehabilitation - Alum Creek Trunk South Section/Deshler Tunnel-Alum Creek Interceptor Sewer/Truro Sewers	-	5,970,262	-	-	-	-	5,970,262	WPCLF/OWDA
Big Walnut Trunk Sewer - North	772,500	-	-	-	-	-	772,500	Voted 2008 Debt-Sanitary Sewer
Big Walnut Trunk Sewer - North	-	7,725,000	-	-	-	-	7,725,000	WPCLF/OWDA
OSIS Large Diameter Sewer Rehabilitation	1,200,000	-	-	-	-	-	1,200,000	Voted 2008 Debt-Sanitary Sewer
OSIS Large Diameter Sewer Rehabilitation	-	1,311,273	546,364	-	-	-	1,857,637	Voted 2016 Debt - Sanitary Sewer
OSIS Large Diameter Sewer Rehabilitation	-	-	-	5,000,000	-	-	5,000,000	WPCLF/OWDA
Center Large Diameter Rehabilitation	772,500	-	-	-	-	-	772,500	Voted 2008 Debt-Sanitary Sewer
Center Large Diameter Rehabilitation	5,000,000	-	-	-	-	-	5,000,000	WPCLF/OWDA
West Side Trunk Rehabilitation	300,000	100,000	750,000	-	-	-	1,150,000	Voted 2016 Debt - Sanitary Sewer
West Side Trunk Rehabilitation	-	-	5,000,000	-	-	-	5,000,000	WPCLF/OWDA
Large Diameter - Blacklick Creek Main Trunk	530,450	-	-	-	-	-	530,450	Voted 2016 Debt - Sanitary Sewer
Large Diameter - Blacklick Creek Main Trunk	-	5,304,500	-	-	-	-	5,304,500	WPCLF/OWDA
Large Diameter - Scioto Main Trunk	1,273,080	-	-	-	-	-	1,273,080	Voted 2008 Debt-Sanitary Sewer
Large Diameter - Scioto Main Trunk	176,790	-	819,546	-	-	-	996,336	Voted 2016 Debt - Sanitary Sewer
Large Diameter - Scioto Main Trunk	-	-	5,463,635	-	-	-	5,463,635	WPCLF/OWDA
Large Diameter Sewer Rehabilitation	-	-	1,391,129	-	-	-	1,391,129	Voted 2016 Debt - Sanitary Sewer
Near North & East Area Large Diameter Assessment	750,000	-	-	-	-	-	750,000	Voted 2008 Debt-Sanitary Sewer
Near North & East Area Large Diameter Assessment	-	5,000,000	-	-	-	-	5,000,000	WPCLF/OWDA
Alum Creek Trunk (Middle) Rehabilitation - Phase B	5,150,000	-	-	-	-	-	5,150,000	WPCLF/OWDA
Alum Creek Trunk (Middle) Rehabilitation - Phase C	3,500,000	-	-	-	-	-	3,500,000	WPCLF/OWDA
Brinfield Area Sanitary System Repair Project	1,339,000	-	-	-	-	-	1,339,000	WPCLF/OWDA
2018 General Construction Contract	1,755,000	-	-	-	-	-	1,755,000	Voted 2008 Debt-Sanitary Sewer
2019 General Construction Contract	-	1,755,000	-	-	-	-	1,755,000	Voted 2016 Debt - Sanitary Sewer
2020 General Construction Contract	-	-	1,755,000	-	-	-	1,755,000	Voted 2016 Debt - Sanitary Sewer
2021 General Construction Contract	-	-	-	1,755,000	-	-	1,755,000	Voted 2016 Debt - Sanitary Sewer
2022 General Construction Contract	-	-	-	-	1,755,000	-	1,755,000	Voted 2016 Debt - Sanitary Sewer
2023 General Construction Contract	-	-	-	-	-	1,755,000	1,755,000	Voted 2016 Debt - Sanitary Sewer
Williams Rd./Castle Rd. Sanitary Pump Station Control Valve Upgrade	3,713,150	-	-	-	-	-	3,713,150	WPCLF/OWDA
Third Avenue CSO Increased Capture and Green Infrastructure	3,294,572	-	-	-	-	-	3,294,572	WPCLF/OWDA
Compost Facility Leachate Basin	1,030,000	-	-	-	-	-	1,030,000	WPCLF/OWDA
Moler Street Overflow Intercepting Sewer	257,500	1,909,620	-	-	-	-	2,167,120	Voted 2016 Debt - Sanitary Sewer

Capital Improvements Program

2018 - 2023 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2018	2019	2020	2021	2022	2023	Total Budget	Funding Source
Moler Street Overflow Intercepting Sewer	-	12,730,800	-	-	-	-	12,730,800	WPCLF/OWDA
Third Ave Relief Sewer, Phase 3	901,765	-	-	-	-	-	901,765	Voted 2008 Debt-Sanitary Sewer
Third Ave Relief Sewer, Phase 3	3,182,700	-	-	-	-	-	3,182,700	WPCLF/OWDA
SMOC SCADA Modernization at Remote Sanitary Facilities	-	327,819	-	-	-	-	327,819	Voted 2016 Debt - Sanitary Sewer
SMOC SCADA Modernization at Remote Sanitary Facilities	-	-	810,367	-	-	-	810,367	WPCLF/OWDA
SMOC SCADA Communication Network Modernization	-	1,311,273	-	-	-	-	1,311,273	Voted 2016 Debt - Sanitary Sewer
SMOC SCADA Communication Network Modernization	-	-	3,939,280	-	-	-	3,939,280	WPCLF/OWDA
Inflow Redirection - Noble & 4th St	-	-	544,142	-	-	-	544,142	Voted 2016 Debt - Sanitary Sewer
Inflow Redirection - Markison	1,797,155	953,302	-	-	-	-	2,750,457	Voted 2016 Debt - Sanitary Sewer
Inflow Redirection - Markison	-	-	-	-	14,159,000	-	14,159,000	WPCLF/OWDA
General CA/CI	100,000	100,000	100,000	100,000	100,000	-	500,000	Voted 2016 Debt - Sanitary Sewer
New Weir Relief to LOT1 - 5th by Northwest Blueprint Area	-	-	-	13,380	103,363	-	116,743	Voted 2016 Debt - Sanitary Sewer
Bulkhead of Oxley Road Relief Pipe - 5th by Northwest Blueprint Area	-	-	-	-	102,572	-	102,572	Voted 2016 Debt - Sanitary Sewer
New Relief Pipe to LOT2 - Clintonville 2	-	366,808	194,573	-	-	-	561,381	Voted 2016 Debt - Sanitary Sewer
DSR 873 New Relief Sewer	-	-	-	14,577	-	-	14,577	Voted 2016 Debt - Sanitary Sewer
Remove Weir - Project ID 1 - North Linden 2	-	-	-	-	117,146	-	117,146	Voted 2016 Debt - Sanitary Sewer
Upsizing Sewer Pipes (Project ID 2) - Hilltop 2	-	-	-	88,265	-	-	88,265	Voted 2016 Debt - Sanitary Sewer
DSR 177 Closure - Miller Kelton Blueprint Area	-	-	-	110,422	-	-	110,422	Voted 2016 Debt - Sanitary Sewer
Flow Redirection - Plum Ridge	-	-	-	160,003	-	-	160,003	Voted 2016 Debt - Sanitary Sewer
Upsizing Sewer Pipes - Project ID 1 - Near South	145,429	-	77,144	-	1,145,779	-	1,368,352	Voted 2016 Debt - Sanitary Sewer
New Relief Pipe and Weir - Project ID 4a&4b - Near South	-	65,262	34,619	-	-	-	99,881	Voted 2016 Debt - Sanitary Sewer
DSR 147 Overflow Pipe Raise - 5th by Northwest	-	-	-	13,380	103,364	-	116,744	Voted 2016 Debt - Sanitary Sewer
DSR 109 Closure - 5th by Northwest Blueprint Area	-	-	-	-	117,147	-	117,147	Voted 2016 Debt - Sanitary Sewer
New Relief Pipe to the Olentangy Scioto	-	1,517,067	-	804,728	-	-	2,321,795	Voted 2016 Debt - Sanitary Sewer
Remove Weir - Project ID 2 - North Linden 2	-	-	-	-	117,146	-	117,146	Voted 2016 Debt - Sanitary Sewer
Upsizing Sewer Pipes (Project ID 3) - Hilltop 2	-	-	-	583,808	-	-	583,808	Voted 2016 Debt - Sanitary Sewer
Upsizing Sewer Pipes Project ID 2 Near South	173,652	-	92,114	-	1,368,126	-	1,633,892	Voted 2016 Debt - Sanitary Sewer
DSR 148 Overflow Pipe Raise - 5th by Northwest Blueprint Area	-	-	-	13,380	103,364	-	116,744	Voted 2016 Debt - Sanitary Sewer
DSR 111 Closure - 5th by Northwest Blueprint Area	-	-	-	-	117,146	-	117,146	Voted 2016 Debt - Sanitary Sewer
Remove Weir Project ID3 North Linden 2	-	-	-	-	117,147	-	117,147	Voted 2016 Debt - Sanitary Sewer
Upsizing Sewer Pipes Project ID 3 Near South	61,617	-	32,684	-	485,451	-	579,752	Voted 2016 Debt - Sanitary Sewer
DSR 149 Overflow Pipe Raise - 5th by Northwest Blueprint Area	-	-	13,381	-	103,365	-	116,746	Voted 2016 Debt - Sanitary Sewer
DSR 146 Closure - 5th by Northwest Blueprint Area	-	-	-	-	117,147	-	117,147	Voted 2016 Debt - Sanitary Sewer
DSR Overflow Pipe Raise - 5th by Northwest Blueprint Area	-	-	-	13,381	103,365	-	116,746	Voted 2016 Debt - Sanitary Sewer
Flow Spit Reconfiguration - 5th by Northwest Blueprint Area	-	-	11,247	-	86,879	-	98,126	Voted 2016 Debt - Sanitary Sewer
Blueprint Clintonville Professional Construction Management Services	1,030,000	-	-	-	-	-	1,030,000	Voted 2008 Debt-Sanitary Sewer
Blueprint Linden - Hudson / McGuffey	692,900	-	-	-	-	-	692,900	Voted 2008 Debt-Sanitary Sewer
Blueprint Linden - Hudson / McGuffey	4,423,027	-	-	-	-	-	4,423,027	WPCLF/OWDA
Blueprint Linden - Oakland Park / Medina	450,000	-	-	-	-	-	450,000	Voted 2008 Debt-Sanitary Sewer
Blueprint Linden - Oakland Park / Medina	3,000,000	-	-	-	-	-	3,000,000	WPCLF/OWDA
Blueprint Linden - Agler / Berrell	640,750	-	-	-	-	-	640,750	Voted 2008 Debt-Sanitary Sewer
Blueprint Linden - Agler / Berrell	3,500,000	-	-	-	-	-	3,500,000	WPCLF/OWDA
Blueprint Linden - Artane / Parkwood	4,120,000	-	-	-	-	-	4,120,000	WPCLF/OWDA
Blueprint Hilltop - Palmetto/Westgate	972,500	-	-	-	-	-	972,500	Voted 2008 Debt-Sanitary Sewer
Blueprint Hilltop - Palmetto/Westgate	7,682,000	-	-	-	-	-	7,682,000	WPCLF/OWDA
Blueprint Hilltop - Eureka/Fremont	200,000	-	-	-	-	-	200,000	Voted 2008 Debt-Sanitary Sewer
Blueprint Hilltop - Eureka/Fremont	4,694,500	-	-	-	-	-	4,694,500	WPCLF/OWDA
Blueprint Miller Kelton - Newton/Bedford	833,297	-	-	-	-	-	833,297	Voted 2008 Debt-Sanitary Sewer
Blueprint Miller Kelton - Newton/Bedford	3,399,000	-	-	-	-	-	3,399,000	WPCLF/OWDA
Blueprint Miller Kelton - Kelton/Fairwood	688,602	-	-	-	-	-	688,602	Voted 2008 Debt-Sanitary Sewer
Blueprint Miller Kelton - Kelton/Fairwood	3,090,000	-	-	-	-	-	3,090,000	WPCLF/OWDA
Blueprint 2017 Clintonville 2	2,484,501	-	-	-	-	-	2,484,501	Voted 2008 Debt-Sanitary Sewer
Blueprint 2017 Clintonville 2	1,120,499	-	-	-	-	-	1,120,499	Voted 2016 Debt - Sanitary Sewer
Blueprint 5th Ave by Northwest - Northwest - Sunrise / Glenn	-	814,599	-	-	-	-	814,599	Voted 2016 Debt - Sanitary Sewer
Blueprint 5th Ave by Northwest - Northwest - Sunrise / Glenn	-	4,164,382	-	-	-	-	4,164,382	WPCLF/OWDA

2018 - 2023 CAPITAL IMPROVEMENTS PROGRAM (cont.)

DEPARTMENT PROJECT	2018	2019	2020	2021	2022	2023	Total Budget	Funding Source
Blueprint 5th Ave by Northw est - Edgehill / Meadow	-	853,720	-	-	-	-	853,720	Voted 2016 Debt - Sanitary Sewer
Blueprint 5th Ave by Northw est - Edgehill / Meadow	-	3,151,425	-	-	-	-	3,151,425	WPCLF/OWDA
Blueprint Winthrop / Milton Area Integrated Solutions	558,685	-	-	-	-	-	558,685	Voted 2008 Debt-Sanitary Sewer
Blueprint Winthrop / Milton Area Integrated Solutions	-	742,630	-	-	4,298,314	-	5,040,944	Voted 2016 Debt - Sanitary Sewer
Blueprint Dorris / Weber Area Integrated Solutions	360,706	-	-	-	-	-	360,706	Voted 2008 Debt-Sanitary Sewer
Blueprint Dorris / Weber Area Integrated Solutions	-	218,546	-	-	-	-	218,546	Voted 2016 Debt - Sanitary Sewer
Blueprint Dorris / Weber Area Integrated Solutions	-	-	2,205,998	-	-	-	2,205,998	WPCLF/OWDA
Blueprint Fredonia / Piedmont Area Integrated Solutions	721,000	-	-	-	-	-	721,000	Voted 2008 Debt-Sanitary Sewer
Blueprint Fredonia / Piedmont Area Integrated Solutions	-	381,924	672,028	-	-	-	1,053,952	Voted 2016 Debt - Sanitary Sewer
Blueprint Fredonia / Piedmont Area Integrated Solutions	-	-	4,480,181	-	-	-	4,480,181	WPCLF/OWDA
Blueprint Tulane / Findley Area Integrated Solutions	900,000	-	-	-	-	-	900,000	Voted 2008 Debt-Sanitary Sewer
Blueprint Tulane / Findley Area Integrated Solutions	-	206,000	764,908	-	-	-	970,908	Voted 2016 Debt - Sanitary Sewer
Blueprint Tulane / Findley Area Integrated Solutions	-	-	6,556,362	-	-	-	6,556,362	WPCLF/OWDA
Blueprint Milford / Summit Area Integrated Solutions	329,600	-	-	-	-	-	329,600	Voted 2008 Debt-Sanitary Sewer
Blueprint Milford / Summit Area Integrated Solutions	-	237,180	295,036	-	-	-	532,216	Voted 2016 Debt - Sanitary Sewer
Blueprint Milford / Summit Area Integrated Solutions	-	-	1,986,909	-	-	-	1,986,909	WPCLF/OWDA
Blueprint Olde Beechw old Area - Integrated Solutions	25,000	180,000	-	-	-	-	205,000	Voted 2016 Debt - Sanitary Sewer
Blueprint Olde Beechw old Area - Integrated Solutions	-	1,200,000	-	-	-	-	1,200,000	WPCLF/OWDA
Green Infrastructure - Clintonville 2 Blueprint Area	3,919,150	-	-	3,802,594	25,082,129	-	32,803,873	Voted 2016 Debt - Sanitary Sewer
Green Infrastructure - North Linden 2 Blueprint Area	-	-	-	4,015,295	-	-	4,015,295	Voted 2016 Debt - Sanitary Sewer
Blueprint Hilltop 4 - Highland / Harris	238,702	1,013,545	-	-	-	-	1,252,247	Voted 2016 Debt - Sanitary Sewer
Blueprint Hilltop 4 - Highland / Harris	-	5,300,000	-	-	-	-	5,300,000	WPCLF/OWDA
Green Infrastructure - Hilltop 2 Blueprint Area	-	-	4,181,469	-	1,871,789	-	6,053,258	Voted 2016 Debt - Sanitary Sewer
Blueprint W. Franklinton - Yale / Edw in	-	741,085	-	-	-	-	741,085	Voted 2016 Debt - Sanitary Sewer
Blueprint W. Franklinton - Yale / Edw in	-	3,182,700	-	-	-	-	3,182,700	WPCLF/OWDA
Blueprint W. Franklinton - Green / Glenw ood	-	2,001,123	-	-	-	-	2,001,123	Voted 2016 Debt - Sanitary Sewer
Blueprint W. Franklinton - Green / Glenw ood	-	5,245,090	-	-	-	-	5,245,090	WPCLF/OWDA
West Franklinton Sewer Improvements	715,960	-	-	-	-	-	715,960	Voted 2008 Debt-Sanitary Sewer
Green Infrastructure - James Livingston 5 Blueprint Area	-	3,232,922	-	1,172,126	-	-	4,405,048	Voted 2016 Debt - Sanitary Sewer
Green Infrastructure - James Livingston 5 Blueprint Area	-	-	-	-	-	16,902,048	16,902,048	WPCLF/OWDA
Green Infrastructure - James Livingston 3 Blueprint Area	-	-	-	-	3,188,641	-	3,188,641	Voted 2016 Debt - Sanitary Sewer
Green Infrastructure - Plum Ridge Blueprint Area	-	437,007	-	200,821	-	-	637,828	Voted 2016 Debt - Sanitary Sewer
Green Infrastructure - Plum Ridge Blueprint Area	-	-	-	-	2,895,839	-	2,895,839	WPCLF/OWDA
Blueprint Near South - Morrill/Ann Area Integrated Solutions	-	741,718	218,545	-	-	-	960,263	Voted 2016 Debt - Sanitary Sewer
Blueprint Near South - Champion/Roberts Area Integrated Solutions	-	741,718	218,545	-	-	-	960,263	Voted 2016 Debt - Sanitary Sewer
Roof Redirection - Clintonville 1 Blueprint Area	6,270,343	-	-	-	-	-	6,270,343	WPCLF/OWDA
Roof Redirection - Clintonville 2 Blueprint Area	-	-	-	-	9,101,067	-	9,101,067	WPCLF/OWDA
Lateral Lining - 5th by Northw est Blueprint Area	-	-	7,225,530	7,442,296	-	-	14,667,826	WPCLF/OWDA
Lateral Lining - Fifth by Northw est Blueprint Area	1,166,990	1,202,000	-	-	-	-	2,368,990	Voted 2016 Debt - Sanitary Sewer
Lateral Lining - Fifth by Northw est Blueprint Area	15,190,270	7,822,986	-	-	-	-	23,013,256	WPCLF/OWDA
Lateral Lining - Clintonville 3 Blueprint area	-	-	-	23,724,138	24,435,862	-	48,160,000	WPCLF/OWDA
Lateral Lining - Clintonville 2 Blueprint area	-	-	-	-	522,672	-	522,672	Voted 2016 Debt - Sanitary Sewer
Lateral Lining - Clintonville 2 Blueprint area	-	-	-	-	-	15,680,153	15,680,153	WPCLF/OWDA
Lateral Lining - Hilltop 1 Blueprint Area	-	-	-	-	-	-	36,433,876	WPCLF/OWDA
Lateral Lining - West Franklinton Blueprint Area	-	-	-	10,392,046	10,703,807	-	21,095,853	WPCLF/OWDA
Lateral Lining - Miller Kelton Blueprint Area	-	-	6,509,016	6,704,287	-	-	13,213,303	WPCLF/OWDA
Lateral Lining - Near South Blueprint area	-	-	-	308,370	317,621	-	625,991	Voted 2016 Debt - Sanitary Sewer
Lateral Lining - Near South Blueprint area	-	-	-	-	9,521,099	9,528,632	19,049,731	WPCLF/OWDA
Blueprint CIPP (Mainline) Lining	-	255,734	263,406	-	-	-	1,136,454	Voted 2016 Debt - Sanitary Sewer
Blueprint Clintonville 3 Area - Mainline Lining	2,000,000	-	-	-	-	-	2,000,000	Voted 2008 Debt-Sanitary Sewer
Blueprint Clintonville 3 Area - Mainline Lining	10,000,000	-	-	-	-	-	10,000,000	WPCLF/OWDA
Mainline lining - Clintonville 2 Blueprint Area	-	-	3,257,496	3,355,221	-	-	6,612,717	WPCLF/OWDA
Mainline lining - North Linden 2 Blueprint Area	-	-	-	-	-	9,170,490	9,170,490	WPCLF/OWDA
Mainline lining - Hilltop 2 Blueprint Area	-	-	-	-	9,115,950	9,390,458	18,506,408	WPCLF/OWDA
Mainline lining - James Livingston 5 Blueprint Area	-	-	-	264,428	264,428	-	528,856	Voted 2016 Debt - Sanitary Sewer

Capital Improvements Program

2018 - 2023 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2018	2019	2020	2021	2022	2023	Total Budget	Funding Source
Mainline lining - James Livingston 5 Blueprint Area	-	-	-	7,701,801	7,932,855	-	15,634,656	WPCLF/OWDA
Mainline lining - Plum Ridge Blueprint Area	-	-	-	44,228	44,228	-	88,456	Voted 2016 Debt - Sanitary Sewer
Mainline lining - Plum Ridge Blueprint Area	-	-	-	1,288,200	1,326,845	-	2,615,045	WPCLF/OWDA
Mainline lining - Near South Blueprint Area	-	255,733	263,405	-	-	-	519,138	Voted 2016 Debt - Sanitary Sewer
Mainline lining - Near South Blueprint Area	-	7,672,008	7,902,168	-	-	-	15,574,176	WPCLF/OWDA
Volunteer Sump Pump Program - Clintonville 3 Blueprint Area	2,456,480	2,560,174	2,606,079	2,684,262	-	-	10,306,995	Voted 2016 Debt - Sanitary Sewer
Volunteer Sump Pump Program - Clintonville 2 Blueprint Area	-	-	3,354,022	3,454,643	3,558,282	-	10,366,947	Voted 2016 Debt - Sanitary Sewer
Volunteer Sump Pump Program - Hilltop 1 Blueprint Area	3,884,074	2,029,860	2,090,755	-	-	-	8,004,689	Voted 2016 Debt - Sanitary Sewer
Volunteer Sump Pump Program - Hilltop 4 Blueprint Area	734,225	756,252	778,940	-	-	-	2,269,417	Voted 2016 Debt - Sanitary Sewer
Volunteer Sump Pump Program - Hilltop 2 Blueprint Area	-	-	-	-	-	1,736,188	1,736,188	Voted 2016 Debt - Sanitary Sewer
Volunteer Sump Pump Program - West Franklinton Blueprint Area	1,091,402	1,124,144	1,157,868	-	-	-	3,373,414	Voted 2016 Debt - Sanitary Sewer
Volunteer Sump Pump Program - James Livingston 5 Blueprint Area	-	-	-	1,695,271	1,746,129	-	3,441,400	Voted 2016 Debt - Sanitary Sewer
Volunteer Sump Pump Program - Miller Kelton Blueprint Area	1,367,593	714,719	736,160	-	-	-	2,818,472	Voted 2016 Debt - Sanitary Sewer
Volunteer Sump Pump Program - Near South Blueprint Area	-	988,899	1,018,566	1,049,123	1,080,596	-	4,137,184	Voted 2016 Debt - Sanitary Sewer
Scioto Peninsula Improvements	-	-	1,159,275	-	-	-	1,159,275	Voted 2016 Debt - Sanitary Sewer
Scioto Peninsula Improvements	-	-	1,351,181	-	-	-	1,351,181	WPCLF/OWDA
Scioto Main Sanitary Pump Stations	665,637	-	-	-	-	-	665,637	Voted 2008 Debt-Sanitary Sewer
Scioto Main Sanitary Pump Stations	-	-	14,490,926	-	-	-	14,490,926	WPCLF/OWDA
Scioto Main Sanitary Trunk Sewer Rehabilitation	109,272	819,545	-	-	-	-	928,817	Voted 2016 Debt - Sanitary Sewer
Scioto Main Sanitary Trunk Sewer Rehabilitation	-	-	8,694,556	-	-	-	8,694,556	WPCLF/OWDA
Meeklynn Drive Area Sanitary Sewer	309,000	-	-	-	-	-	309,000	Voted 2008 Debt-Sanitary Sewer
Meeklynn Drive Area Sanitary Sewer	2,060,000	-	-	-	-	-	2,060,000	WPCLF/OWDA
HSTS Elimination Program	-	-	-	200,000	500,000	500,000	1,200,000	Voted 2016 Debt - Sanitary Sewer
Williams / Behm HSTS Elimination Project	100,000	375,000	-	-	-	-	475,000	Voted 2016 Debt - Sanitary Sewer
Williams / Behm HSTS Elimination Project	-	-	2,500,000	-	-	-	2,500,000	WPCLF/OWDA
Dyer / Lazar HSTS Elimination Project	-	-	100,000	405,000	-	-	505,000	Voted 2016 Debt - Sanitary Sewer
Dyer / Lazar HSTS Elimination Project	-	-	-	2,700,000	-	-	2,700,000	WPCLF/OWDA
Morse / Cleveland HSTS Elimination Project	55,000	-	50,000	488,750	-	-	593,750	Voted 2016 Debt - Sanitary Sewer
Community Park / Maple Canyon HSTS Elimination Project	55,000	100,000	-	50,000	525,000	931,500	1,661,500	Voted 2016 Debt - Sanitary Sewer
Subtotal - SANITARY SEWERS	\$ 242,735,558	\$ 195,969,893	\$ 263,171,430	\$ 412,001,403	\$ 177,697,460	\$ 86,315,430	\$ 1,377,891,174	
ELECTRICITY								
60 UIRF Funded Street Lighting Projects (Urban Infrastructure Recovery Fund)	-	-	-	-	505,000	505,000	1,010,000	Councilmanic SIT Supported
60 UIRF Funded Street Lighting Projects (Urban Infrastructure Recovery Fund)	-	-	505,000	505,000	-	-	1,010,000	Voted 2016 Debt - Electricity
South High Street Decorative Lighting - 2126	330,580	-	-	-	-	-	330,580	Voted 2013 Debt - Electricity
Parsons Avenue Underpass Lighting - 2125	32,492	-	-	-	-	-	32,492	Voted 2013 Debt - Electricity
Parsons Avenue Underpass Lighting - 2125	65,979	-	-	-	-	-	65,979	Voted 2016 Debt - Electricity
Mlo Grogan Decorative Street Lighting - 2165	229,372	-	-	-	-	-	229,372	Voted 2013 Debt - Electricity
Cleveland Avenue Decorative Street Lighting - 1939	520,000	-	-	-	-	-	520,000	Voted 2016 Debt - Electricity
North Central Standard Lighting - 1938	217,485	-	-	-	-	-	217,485	Voted 2013 Debt - Electricity
East Main Street Decorative Lighting - 1933	766,500	-	-	-	-	-	766,500	Voted 2013 Debt - Electricity
East Fifth Avenue Decorative Street Lighting	-	129,762	-	-	-	-	129,762	Voted 2016 Debt - Electricity
UIRF Cleveland Ave. - Chittenden to Hudson	-	1,176,088	-	-	-	-	1,176,088	Voted 2016 Debt - Electricity
DOP Streetlight Program	-	-	-	579,637	597,027	-	1,176,664	Electricity Enterprise (Unvoted)
DOP Streetlight Program	-	-	562,755	-	-	-	562,755	Voted 2016 Debt - Electricity
Morse Rd. (Ph. III & IV) System Improvements	350,000	4,228,315	-	-	-	-	4,578,315	Voted 2016 Debt - Electricity
Substation 69 & 138KV OCB Replacement to SF6 2018	185,000	-	-	-	-	-	185,000	Voted 2016 Debt - Electricity
Substation 69 & 138KV OCB Replacement to SF6 2019	-	191,000	-	-	-	-	191,000	Voted 2016 Debt - Electricity
Substation 69 & 138KV OCB Replacement to SF6 2020	-	-	197,000	-	-	-	197,000	Voted 2016 Debt - Electricity
Substation 69 & 138KV OCB Replacement to SF6 2021	-	-	-	213,000	-	-	213,000	Electricity Enterprise (Unvoted)
Substation 69 & 138KV OCB Replacement to SF6 2022	-	-	-	-	220,000	-	220,000	Electricity Enterprise (Unvoted)
AMI Metering	5,000,000	-	-	-	-	-	5,000,000	Voted 2016 Debt - Electricity
17th Avenue Circuit Upgrade	1,412,500	-	-	-	-	-	1,412,500	Voted 2016 Debt - Electricity
Dublin Avenue Substation Security Fence	658,571	-	-	-	-	-	658,571	Voted 2013 Debt - Electricity
Conversion to 3 Wire	-	-	-	-	300,000	-	300,000	Electricity Enterprise (Unvoted)

2018 - 2023 CAPITAL IMPROVEMENTS PROGRAM (cont.)									
DEPARTMENT PROJECT	2018	2019	2020	2021	2022	2023	Total Budget	Funding Source	
Conversion to 3 Wire	300,000	300,000	300,000	300,000	-	-	1,200,000	Voted 2016 Debt - Electricity	
Forest Hills Street Lighting	-	-	-	-	430,650	-	430,650	Electricity Enterprise (Unvoted)	
Valleyview Street Lighting	443,705	-	-	-	-	-	443,705	Voted 2016 Debt - Electricity	
Transformer Conversions	2,015,710	-	-	-	-	-	2,015,710	Voted 2016 Debt - Electricity	
Jackson Pke Substation DT-1E Transformer Replacement	-	-	-	-	2,318,549	-	2,318,549	Electricity Enterprise (Unvoted)	
7200V Circuit Upgrade & Reconductoring Phase I	228,093	-	1,740,222	-	-	-	1,968,315	Voted 2016 Debt - Electricity	
7200V Circuit Upgrade & Reconductoring Phase II	-	-	-	804,228	-	-	804,228	Electricity Enterprise (Unvoted)	
7200V Circuit Upgrade & Reconductoring Phase II	212,180	-	-	1,070,319	-	-	1,282,499	Voted 2016 Debt - Electricity	
Convert Circuit 7220 to 14.4KV	-	-	-	-	2,317,990	-	2,317,990	Electricity Enterprise (Unvoted)	
Convert Circuit 7220 to 14.4KV	-	-	247,612	-	-	-	247,612	Voted 2016 Debt - Electricity	
Convert Circuit 7221 to 14.4KV	-	-	-	-	310,454	-	310,454	Electricity Enterprise (Unvoted)	
Convert Circuit 7222 to 14.4KV	-	-	-	-	-	1,406,976	1,406,976	Electricity Enterprise (Unvoted)	
Convert Circuit 7222 to 14.4KV	-	-	146,317	-	-	-	146,317	Voted 2016 Debt - Electricity	
Convert Circuit 7223 to 14.4KV	-	-	-	-	262,691	-	262,691	Electricity Enterprise (Unvoted)	
Circuit Upgrades (4th to Hudson/Arcadia)	-	-	-	75,000	-	-	75,000	Voted 2016 Debt - Electricity	
Circuit Upgrades (4th to Chittenden/Hudson) Circuits 7221 & 7223	833,254	-	-	-	-	-	833,254	Voted 2016 Debt - Electricity	
Oil Switch Replacement Program 2018	123,600	-	-	-	-	-	123,600	Voted 2016 Debt - Electricity	
Oil Switch Replacement Program 2019	-	127,308	-	-	-	-	127,308	Voted 2016 Debt - Electricity	
Oil Switch Replacement Program 2020	-	-	120,000	-	-	-	120,000	Voted 2016 Debt - Electricity	
Oil Switch Replacement Program 2021	-	-	-	120,000	-	-	120,000	Electricity Enterprise (Unvoted)	
Oil Switch Replacement Program 2022	-	-	-	-	120,000	-	120,000	Electricity Enterprise (Unvoted)	
Twin Rivers - Vine Street Lighting	-	-	-	-	-	245,975	245,975	Electricity Enterprise (Unvoted)	
Twin Rivers - Vine Street Lighting	-	-	-	46,371	-	-	46,371	Voted 2016 Debt - Electricity	
Hall Rd Street Lighting	-	946,277	-	-	-	-	946,277	Voted 2016 Debt - Electricity	
Freeway & Kingshill Street Lighting	-	81,837	-	452,022	-	-	533,859	Voted 2016 Debt - Electricity	
Fitzroy & Morse Rd Street Lighting	-	116,800	-	537,280	-	-	654,080	Voted 2016 Debt - Electricity	
Cherry Creek & Cherryhurst Street Lighting	-	-	-	-	-	316,693	316,693	Electricity Enterprise (Unvoted)	
Cherry Creek & Cherryhurst Street Lighting	-	-	-	56,275	-	-	56,275	Voted 2016 Debt - Electricity	
Broad Street & Noe Bixby Street Lighting	54,636	-	289,819	-	-	-	344,455	Voted 2016 Debt - Electricity	
Sancus & Whitewater Street Lighting	-	70,000	-	362,000	-	-	432,000	Voted 2016 Debt - Electricity	
Jasonway & Knightsbridge Street Lighting	-	65,563	-	361,693	-	-	427,256	Voted 2016 Debt - Electricity	
Capitol & Fulton Street Lighting	-	-	-	-	-	388,947	388,947	Electricity Enterprise (Unvoted)	
Capitol & Fulton Street Lighting	-	-	-	57,963	-	-	57,963	Voted 2016 Debt - Electricity	
Brookfield & Tupsfield Street Lighting	-	96,000	445,000	-	-	-	541,000	Voted 2016 Debt - Electricity	
Sawmill & Summitview Street Lighting	-	131,790	-	685,310	-	-	817,100	Voted 2016 Debt - Electricity	
Riverview & Stinchcomb Street Lighting	-	54,636	-	304,484	-	-	359,120	Voted 2016 Debt - Electricity	
Morningstar & North Forty Street Lighting	70,443	-	388,615	-	-	-	459,058	Voted 2016 Debt - Electricity	
Cleveland Avenue Street Lighting	44,983	-	255,597	-	-	-	300,580	Voted 2016 Debt - Electricity	
Westerville Road Street Lighting	32,200	-	145,600	-	-	-	177,800	Voted 2016 Debt - Electricity	
Smoky Row Street Lighting	56,015	309,019	-	-	-	-	365,034	Voted 2016 Debt - Electricity	
General Engineering Services - Power	159,135	-	-	-	-	-	159,135	Voted 2016 Debt - Electricity	
GENERAL ENGINEERING CONTRACT 2019 - 2022	-	109,272	112,550	115,927	-	-	337,749	Voted 2016 Debt - Electricity	
GENERAL ENGINEERING CONTRACT 2022-2025	-	-	-	-	119,405	122,987	242,392	Electricity Enterprise (Unvoted)	
General CA/CI - Power	53,045	-	-	-	-	-	53,045	Voted 2016 Debt - Electricity	
GENERAL CA/CI - POWER 2019-2022	-	54,636	56,275	57,964	-	-	168,875	Voted 2016 Debt - Electricity	
GENERAL CA/CI - POWER 2022-2025	-	-	-	-	59,702	61,494	121,196	Electricity Enterprise (Unvoted)	
Circuit 237 Street Lighting Improvement Upgrade	-	196,964	-	1,215,246	-	-	1,412,210	Voted 2016 Debt - Electricity	
Circuit 30 Street Lighting Improvement Upgrade	200,789	-	1,228,250	-	-	-	1,429,039	Voted 2016 Debt - Electricity	
Subtotal - ELECTRICITY	\$ 14,596,267	\$ 8,385,267	\$ 6,740,612	\$ 7,919,719	\$ 7,561,468	\$ 3,048,072	\$ 48,251,405		
WATER									
Hoover Reservoir Erosion Control	200,000	-	1,700,000	-	-	-	1,900,000	Voted 2013 Debt - Water	
Miscellaneous Water Facilities	200,000	100,000	100,000	30,000	-	-	430,000	Voted 2013 Debt - Water	
Miscellaneous Water Facilities	-	-	-	70,000	100,000	-	170,000	Voted 2016 Debt - Water	
Miscellaneous Water Facilities	-	-	-	-	-	100,000	100,000	Water Enterprise (Unvoted)	

Capital Improvements Program

2018 - 2023 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2018	2019	2020	2021	2022	2023	Total Budget	Funding Source
Indianola Facility Improvements	-	1,000,000	2,500,000	-	-	-	3,500,000	Voted 2013 Debt - Water
Indianola Facility Improvements	-	-	-	30,000,000	-	-	30,000,000	Voted 2016 Debt - Water
Rinehart Public Utilities Complex Exterior Site Improvements	6,325,000	-	-	-	-	-	6,325,000	Voted 2013 Debt - Water
Distribution Maintenance Area Imp's	400,000	-	-	-	-	-	400,000	Voted 2013 Debt - Water
910 Dublin Road Garage Roof Replacement	-	1,500,000	-	-	-	-	1,500,000	Voted 2013 Debt - Water
Water Main Rehabilitation	2,000,000	-	-	-	-	-	2,000,000	Voted 2013 Debt - Water
Water Main Rehabilitation	-	4,500,000	6,000,000	24,000,000	33,000,000	33,000,000	100,500,000	WSRLA Loan
Main St. & James Rd. W.L. Imp's	1,600,000	-	-	-	-	-	1,600,000	Voted 2013 Debt - Water
Arcadia Ave Area WL Imp's	3,000,000	-	-	-	-	-	3,000,000	WSRLA Loan
South Broadleigh Road Area WL Imp's	575,000	-	-	-	-	-	575,000	Voted 2013 Debt - Water
South Broadleigh Road Area WL Imp's	4,300,000	-	-	-	-	-	4,300,000	WSRLA Loan
Noe-Bixby Rd. Area WL Imp's (fka #39)	450,000	-	-	-	-	-	450,000	Voted 2013 Debt - Water
Noe-Bixby Rd. Area WL Imp's (fka #39)	4,600,000	-	-	-	-	-	4,600,000	WSRLA Loan
Sale Rd. Area WL Imp's (fka #40)	3,500,000	-	-	-	-	-	3,500,000	WSRLA Loan
Stephen Dr. Area WL Imp's (fka # 41)	3,900,000	-	-	-	-	-	3,900,000	WSRLA Loan
Union Ave. Area WL Imp's (fka #42)	375,000	-	-	-	-	-	375,000	Voted 2013 Debt - Water
Union Ave. Area WL Imp's (fka #42)	3,500,000	-	-	-	-	-	3,500,000	WSRLA Loan
Dundee Ave Area W L Imp's (fka #43)	400,000	-	-	-	-	-	400,000	Voted 2013 Debt - Water
Dundee Ave Area W L Imp's (fka #43)	3,100,000	-	-	-	-	-	3,100,000	WSRLA Loan
Livingston Avenue Area 12" WL Imp's	50,000	-	-	-	-	-	50,000	Voted 2013 Debt - Water
Dresden St. Area WL Imp's	-	375,000	-	-	-	-	375,000	Voted 2013 Debt - Water
Dresden St. Area WL Imp's	-	3,400,000	-	-	-	-	3,400,000	WSRLA Loan
Harrington Ct. Area WL Imp's	300,000	-	-	-	-	-	300,000	Voted 2013 Debt - Water
Harrington Ct. Area WL Imp's	-	2,700,000	-	-	-	-	2,700,000	WSRLA Loan
East Gates Street Area Water Line Imp's	-	300,000	-	-	-	-	300,000	Voted 2013 Debt - Water
East Gates Street Area Water Line Imp's	-	2,700,000	-	-	-	-	2,700,000	WSRLA Loan
Thomas Lane Area Water Line Imp's	-	2,700,000	-	-	-	-	2,700,000	WSRLA Loan
Valleyview Drive Area Water Line Imp's	-	375,000	-	-	-	-	375,000	Voted 2013 Debt - Water
Valleyview Drive Area Water Line Imp's	-	3,500,000	-	-	-	-	3,500,000	WSRLA Loan
Project No. 50 W.M. Replacement	-	-	300,000	-	-	-	300,000	Voted 2013 Debt - Water
Project No. 50 W.M. Replacement	-	-	2,700,000	-	-	-	2,700,000	WSRLA Loan
Project No. 51 W.M. Replacement	-	-	300,000	-	-	-	300,000	Voted 2013 Debt - Water
Project No. 51 W.M. Replacement	-	-	2,700,000	-	-	-	2,700,000	WSRLA Loan
Project No. 52 W.M. Replacement	-	-	300,000	-	-	-	300,000	Voted 2013 Debt - Water
Project No. 52 W.M. Replacement	-	-	2,700,000	-	-	-	2,700,000	WSRLA Loan
Project No. 53 W.M. Replacement	250,000	-	300,000	-	-	-	550,000	Voted 2013 Debt - Water
Project No. 53 W.M. Replacement	-	-	2,700,000	-	-	-	2,700,000	WSRLA Loan
Project No. 54 W.M. Replacement	250,000	-	300,000	-	-	-	550,000	Voted 2013 Debt - Water
Project No. 54 W.M. Replacement	-	-	2,700,000	-	-	-	2,700,000	WSRLA Loan
Project No. 55 W.M. Replacement	250,000	-	300,000	-	-	-	550,000	Voted 2013 Debt - Water
Project No. 55 W.M. Replacement	-	-	2,700,000	-	-	-	2,700,000	WSRLA Loan
Project No. 56 W.M. Replacement	250,000	-	300,000	-	-	-	550,000	Voted 2013 Debt - Water
Project No. 56 W.M. Replacement	-	-	2,700,000	-	-	-	2,700,000	WSRLA Loan
Project No. 57 W.M. Replacement	250,000	-	300,000	-	-	-	550,000	Voted 2013 Debt - Water
Project No. 57 W.M. Replacement	-	-	2,700,000	-	-	-	2,700,000	WSRLA Loan
Project No. 58 W.M. Replacement	250,000	-	300,000	-	-	-	550,000	Voted 2013 Debt - Water
Project No. 58 W.M. Replacement	-	-	2,700,000	-	-	-	2,700,000	WSRLA Loan
Project No. 59 W.M. Replacement	250,000	-	-	-	-	-	250,000	Voted 2013 Debt - Water
Project No. 59 W.M. Replacement	-	-	-	300,000	-	-	300,000	Voted 2016 Debt - Water
Project No. 59 W.M. Replacement	-	-	-	2,700,000	-	-	2,700,000	WSRLA Loan
Project No. 60 W.M. Replacement	250,000	-	-	300,000	-	-	550,000	Voted 2013 Debt - Water
Project No. 60 W.M. Replacement	-	-	-	2,700,000	-	-	2,700,000	WSRLA Loan
Project No. 61 W.M. Replacement	250,000	-	-	300,000	-	-	550,000	Voted 2013 Debt - Water
Project No. 61 W.M. Replacement	-	-	-	2,700,000	-	-	2,700,000	WSRLA Loan
Livingston Ave Phase B.W.L. Imp's	-	100,000	-	-	-	-	100,000	Voted 2013 Debt - Water

2018 - 2023 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2018	2019	2020	2021	2022	2023	Total Budget	Funding Source
Transite Pipe Replacement	-	-	300,000	-	-	-	300,000	Voted 2013 Debt - Water
Transite Pipe Replacement	1,225,000	-	2,000,000	-	-	-	3,225,000	WSRLA Loan
Town Street WM Imp's	250,000	-	-	-	-	-	250,000	Voted 2013 Debt - Water
Town Street WM Imp's	2,500,000	-	-	-	-	-	2,500,000	WSRLA Loan
E. Franklinton WL Imp's (2017) - Constr. Phase 1	-	1,000,000	-	-	-	-	1,000,000	WSRLA Loan
E. Franklinton WL Imp's (2017) - Constr. Phase 2	-	-	3,000,000	-	-	-	3,000,000	WSRLA Loan
Oakland Park / Medina WL Imp's	150,000	-	-	-	-	-	150,000	Voted 2013 Debt - Water
Oakland Park / Medina WL Imp's	1,000,000	-	-	-	-	-	1,000,000	WSRLA Loan
Sunrise Glenn WL Imp's	-	500,000	-	-	-	-	500,000	Voted 2013 Debt - Water
Central College Road 16-Inch Waterline Extension	100,000	-	-	-	-	-	100,000	Voted 2013 Debt - Water
O'Shaughnessy Hydroelectric - FERC	200,000	-	-	-	-	-	200,000	Voted 2013 Debt - Water
O'Shaughnessy Dam FERC Independent Consultant Review 2020	-	250,000	350,000	-	-	-	600,000	Voted 2013 Debt - Water
DRWP Miscellaneous Improvements	100,000	100,000	100,000	-	-	-	300,000	Voted 2013 Debt - Water
DRWP Miscellaneous Improvements	-	-	-	100,000	100,000	-	200,000	Voted 2016 Debt - Water
DRWP Miscellaneous Improvements	-	-	-	-	-	100,000	100,000	Water Enterprise (Unvoted)
DRWP Misc. Imp's - Exterior Door and Window Replacement	-	-	1,500,000	-	-	-	1,500,000	Voted 2013 Debt - Water
DRWP Misc. Imp's - Educational Signage & Displays	-	150,000	-	-	-	-	150,000	Voted 2013 Debt - Water
DRWP Misc. Imp's - Basin Clarifier Rehab	-	600,000	-	-	-	-	600,000	Voted 2013 Debt - Water
DRWP Misc. Imp's - Basin Clarifier Rehab	-	6,000,000	-	-	-	-	6,000,000	WSRLA Loan
HCWP Misc. Improvements	100,000	100,000	100,000	-	-	-	300,000	Voted 2013 Debt - Water
HCWP Misc. Improvements	-	-	-	100,000	100,000	-	200,000	Voted 2016 Debt - Water
HCWP Misc. Improvements	-	-	-	-	-	100,000	100,000	Water Enterprise (Unvoted)
HCWP Misc. Improvements - HCWP Clearwell Actuator Replacement	-	-	400,000	-	-	-	400,000	WSRLA Loan
HCWP Misc Imp's - Raw Water Screen Replacement	-	-	450,000	350,000	-	-	800,000	Voted 2013 Debt - Water
HCWP Misc Imp's - Raw Water Screen Replacement	-	-	-	-	3,000,000	-	3,000,000	WSRLA Loan
HCWP Misc Imp's - Restroom Imp's	-	350,000	-	-	-	-	350,000	Voted 2013 Debt - Water
HCWP Misc Imp's - HSP Monitoring Imp's	-	150,000	-	-	-	-	150,000	Voted 2013 Debt - Water
HCWP Misc. Improvements - Misc. Concrete Improvements	-	-	-	-	-	300,000	300,000	Water Enterprise (Unvoted)
HCWP Misc. Improvements - Plant Roadway Improvements	-	-	-	-	-	600,000	600,000	Water Enterprise (Unvoted)
Distribution Imp's - 2019 Water Audit	-	500,000	-	-	-	-	500,000	Voted 2013 Debt - Water
New Technologies in Leak Detection	100,000	100,000	100,000	-	-	-	300,000	Voted 2013 Debt - Water
New Technologies in Leak Detection	-	-	-	100,000	100,000	-	200,000	Voted 2016 Debt - Water
New Technologies in Leak Detection	-	-	-	-	-	100,000	100,000	Water Enterprise (Unvoted)
PAWP Facility Misc. Improvements	100,000	100,000	100,000	100,000	-	-	400,000	Voted 2013 Debt - Water
PAWP Facility Misc. Improvements	-	-	-	-	100,000	-	100,000	Voted 2016 Debt - Water
PAWP Facility Misc. Improvements	-	-	-	-	-	100,000	100,000	Water Enterprise (Unvoted)
PAWP Misc. Imp's - Lime Slaker and Soda Ash Feeder Replacement	500,000	700,000	-	-	-	-	1,200,000	Voted 2013 Debt - Water
PAWP Misc. Imp's - Lime Slaker and Soda Ash Feeder Replacement	-	6,000,000	-	-	-	-	6,000,000	WSRLA Loan
PAWP Misc. Imp's - Control Room Renovation	-	350,000	-	-	-	-	350,000	Voted 2013 Debt - Water
PAWP Misc. Imp's - Control Room Renovation	-	-	-	2,850,000	-	-	2,850,000	Voted 2016 Debt - Water
PAWP Misc. Imp's - Chemical Storage Tank Imp's	-	500,000	-	-	-	-	500,000	WSRLA Loan
PAWP Misc. Imp's - Laboratory Renovation	-	-	1,500,000	-	-	-	1,500,000	Voted 2013 Debt - Water
PAWP Misc. Imp's - Roof Renovations - Part 1	-	-	800,000	-	-	-	800,000	Voted 2013 Debt - Water
PAWP Misc. Imp's - Roof Renovations - Part 2	-	-	-	-	800,000	-	800,000	Voted 2016 Debt - Water
McKinley Avenue Quarry Misc. Improvements 2017	-	1,100,000	-	-	-	-	1,100,000	Voted 2013 Debt - Water
Automatic Meter Reading	1,000,000	1,000,000	1,000,000	1,000,000	-	-	4,000,000	Voted 2013 Debt - Water
Automatic Meter Reading	-	-	-	-	1,000,000	-	1,000,000	Voted 2016 Debt - Water
Automatic Meter Reading	25,000,000	25,000,000	25,000,000	25,000,000	25,000,000	-	125,000,000	WSRLA Loan
South Wellfield Expansion - RWL Pickaway Co.	-	-	-	800,000	-	-	800,000	Voted 2013 Debt - Water
South Wellfield Expansion - RWL Pickaway Co.	-	-	-	-	-	12,000,000	12,000,000	Water Enterprise (Unvoted)
South Wellfield Expansion - CW-201/202 & VW's	-	-	-	1,200,000	-	-	1,200,000	Voted 2016 Debt - Water
South Wellfield Expansion - CW-201/202 & VW's	-	-	-	-	-	18,400,000	18,400,000	Water Enterprise (Unvoted)
Watershed Road Improvements	-	410,000	-	-	-	-	410,000	Voted 2013 Debt - Water
HCWP Basin Concrete Rehab.	1,000,000	-	-	-	-	-	1,000,000	Voted 2013 Debt - Water
HCWP Basin Concrete Rehab.	-	10,800,000	-	-	-	-	10,800,000	WSRLA Loan

Capital Improvements Program

2018 - 2023 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2018	2019	2020	2021	2022	2023	Total Budget	Funding Source
HCWP A & B Raw & Fin. Water	200,000	200,000	-	-	-	-	400,000	Voted 2013 Debt - Water
Water Meter Renewal	2,250,000	2,250,000	2,250,000	-	-	-	6,750,000	Voted 2013 Debt - Water
Water Meter Renewal	-	-	-	2,250,000	2,250,000	-	4,500,000	Voted 2016 Debt - Water
Water Meter Renewal	-	-	-	-	-	2,250,000	2,250,000	Water Enterprise (Unvoted)
Valve Renewal Program	-	2,300,000	-	-	-	-	2,300,000	Voted 2013 Debt - Water
Valve Renewal Program	-	-	-	2,300,000	-	-	2,300,000	Voted 2016 Debt - Water
Valve Renewal Program	-	-	-	-	-	2,500,000	2,500,000	Water Enterprise (Unvoted)
Watershed Misc. Improv. Facilities	100,000	100,000	100,000	100,000	-	-	400,000	Voted 2013 Debt - Water
Watershed Misc. Improv. Facilities	-	-	-	-	100,000	-	100,000	Voted 2016 Debt - Water
Watershed Misc. Improv. Facilities	-	-	-	-	-	100,000	100,000	Water Enterprise (Unvoted)
Watershed Misc. Imp's - Griggs Boat Launch Imp's	550,000	-	625,000	-	-	-	1,175,000	Voted 2013 Debt - Water
Griggs Dam - Spillway, Abutment and Scour Mitigation Imp's	-	-	425,000	400,000	-	-	825,000	Voted 2013 Debt - Water
Griggs Dam - Spillway, Abutment and Scour Mitigation Imp's	-	-	-	-	2,300,000	-	2,300,000	Voted 2016 Debt - Water
Griggs Dam Stilling Basin	-	-	-	-	600,000	-	600,000	Voted 2016 Debt - Water
Hoover Dam Imp's - Part 1	650,000	10,000,000	-	-	-	-	10,650,000	Voted 2013 Debt - Water
Hoover Dam Imp's - Part 2	-	-	-	500,000	-	-	500,000	Voted 2013 Debt - Water
Hoover Dam Imp's - Part 2	-	-	-	-	5,500,000	-	5,500,000	Voted 2016 Debt - Water
PAWP Sludge Removal - Land Acquisition	4,000,000	-	-	-	-	-	4,000,000	Voted 2013 Debt - Water
Watershed Protection Easements	100,000	100,000	100,000	100,000	-	-	400,000	Voted 2013 Debt - Water
Watershed Protection Easements	-	-	-	-	100,000	-	100,000	Voted 2016 Debt - Water
Watershed Protection Easements	-	-	-	-	-	100,000	100,000	Water Enterprise (Unvoted)
O'Shaughnessy Hydroelectric Imps	13,300,000	-	-	-	-	-	13,300,000	Voted 2013 Debt - Water
Gen'l Engin. Svcs - Supply Group	-	-	800,000	800,000	-	-	1,600,000	Voted 2013 Debt - Water
Gen'l Engin. Svcs - Supply Group	-	-	-	-	800,000	-	800,000	Voted 2016 Debt - Water
Gen'l Eng Svcs - Supply Group 2018A	400,000	400,000	400,000	-	-	-	1,200,000	Voted 2013 Debt - Water
Gen'l Eng Svcs - Supply Group 2018B	400,000	400,000	400,000	-	-	-	1,200,000	Voted 2013 Debt - Water
Mound District Booster Station 20" Discharge Line	3,000,000	-	-	-	-	-	3,000,000	WSRLA Loan
O'Shaughnessy Gatehouse Misc. Imp's	-	-	1,000,000	-	-	-	1,000,000	Voted 2013 Debt - Water
O'Shaughnessy Dam - 2017 Spillway Erosion Rehabilitation	950,000	-	-	-	-	-	950,000	Voted 2013 Debt - Water
Misc. Booster Station and Water Tank Imp's	750,000	750,000	1,000,000	1,000,000	-	-	3,500,000	Voted 2013 Debt - Water
Misc. Booster Station and Water Tank Imp's	-	-	-	-	1,000,000	-	1,000,000	Voted 2016 Debt - Water
Misc. Booster Station and Water Tank Imp's	-	-	-	-	-	1,000,000	1,000,000	Water Enterprise (Unvoted)
Water Storage Tank Painting	1,500,000	1,250,000	2,000,000	-	-	-	4,750,000	Voted 2013 Debt - Water
Water Storage Tank Painting	-	-	-	2,500,000	2,500,000	-	5,000,000	Voted 2016 Debt - Water
Water Storage Tank Painting	-	-	-	-	-	1,500,000	1,500,000	Water Enterprise (Unvoted)
Security Enhancements - 910 Dublin Road	-	2,600,000	-	-	-	-	2,600,000	Voted 2013 Debt - Water
Security Enhancements - HCWP	-	-	-	5,000,000	-	-	5,000,000	Voted 2016 Debt - Water
Security Enhancements - DRWP	-	-	-	-	5,000,000	-	5,000,000	Voted 2016 Debt - Water
Security Enhancements - PAWP	-	-	-	-	-	5,000,000	5,000,000	Water Enterprise (Unvoted)
HCWP Hypochlorite Disinfection Improvements	-	-	1,200,000	-	-	-	1,200,000	Voted 2013 Debt - Water
HCWP Hypochlorite Disinfection Improvements	-	-	13,200,000	-	-	-	13,200,000	WSRLA Loan
PAWP Hypochlorite Disinfection Improvements	-	1,000,000	-	-	-	-	1,000,000	Voted 2013 Debt - Water
PAWP Hypochlorite Disinfection Improvements	-	10,500,000	-	-	-	-	10,500,000	WSRLA Loan
HCWP Window Replacement	-	-	500,000	-	-	-	500,000	Voted 2013 Debt - Water
PAWP Automation Upgrade - 2019	-	2,500,000	-	-	-	-	2,500,000	Voted 2013 Debt - Water
HCWP & DRWP Coating Projects	250,000	-	1,800,000	-	-	-	2,050,000	Voted 2013 Debt - Water
Dublin Road 30" Water Line	700,000	-	-	-	-	-	700,000	Voted 2013 Debt - Water
Dublin Road 30" Water Line	-	-	7,700,000	-	-	-	7,700,000	WSRLA Loan
HCWP Flocc and Lime Basin Eqpt. Reconstruction	200,000	-	-	-	-	-	200,000	Voted 2013 Debt - Water
HCWP Sludge Disposal Line Imp's	1,500,000	-	-	-	-	-	1,500,000	Voted 2013 Debt - Water
HCWP Sludge Disposal Line Imp's	-	-	7,500,000	-	-	-	7,500,000	WSRLA Loan
HCWP Intake Structure & Low Head Dam Rehabilitation	500,000	500,000	5,250,000	-	-	-	6,250,000	Voted 2013 Debt - Water
HCWP Wash Water Tank Interior & Exterior Coating	600,000	-	-	-	-	-	600,000	Voted 2013 Debt - Water
PAWP HVAC Improvements	375,000	3,625,000	-	-	-	-	4,000,000	Voted 2013 Debt - Water
Water Treatment Plant Environmental Upgrades	-	400,000	-	400,000	-	-	800,000	Voted 2013 Debt - Water

2018 - 2023 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2018	2019	2020	2021	2022	2023	Total Budget	Funding Source
Water Treatment Plant Environmental Upgrades	-	-	-	2,000,000	-	-	2,000,000	WSRLA Loan
Water Quality Assurance Lab Renovations	-	8,000,000	-	-	-	-	8,000,000	Voted 2013 Debt - Water
Water Main Repair	-	1,500,000	-	1,500,000	-	-	3,000,000	Voted 2013 Debt - Water
Water Main Repair	-	-	-	-	-	1,000,000	1,000,000	Water Enterprise (Unvoted)
Large Diameter Valve Replacement	1,000,000	1,000,000	1,000,000	1,000,000	-	-	4,000,000	Voted 2013 Debt - Water
Large Diameter Valve Replacement	-	-	-	-	1,000,000	1,000,000	2,000,000	Water Enterprise (Unvoted)
DRWP Laboratory Upgrades	-	-	1,500,000	-	-	-	1,500,000	Voted 2013 Debt - Water
DRWP Central Maintenance Shop	-	200,000	-	-	-	-	200,000	Voted 2013 Debt - Water
DRWP Central Maintenance Shop	-	-	-	4,800,000	-	-	4,800,000	Voted 2016 Debt - Water
Watershed Facilities Improvements	250,000	2,250,000	-	250,000	-	-	2,750,000	Voted 2013 Debt - Water
Watershed Facilities Improvements	-	-	-	-	1,250,000	-	1,250,000	Voted 2016 Debt - Water
Fire Hydrant Repairs (non R & R)	1,000,000	1,000,000	1,000,000	1,000,000	-	-	4,000,000	Voted 2013 Debt - Water
Fire Hydrant Repairs (non R & R)	-	-	-	-	1,000,000	1,000,000	2,000,000	Water Enterprise (Unvoted)
Gen'l Engineering Services - Distribution Group	500,000	600,000	600,000	600,000	-	-	2,300,000	Voted 2013 Debt - Water
Gen'l Engineering Services - Distribution Group	-	-	-	-	600,000	-	600,000	Voted 2016 Debt - Water
Gen'l Engineering Services - Distribution Group	-	-	-	-	-	600,000	600,000	Water Enterprise (Unvoted)
2016 Gen'l Engineering Services - Distribution Group	500,000	-	-	-	-	-	500,000	Voted 2013 Debt - Water
PAWP Well Pump Replacement - CWs #101, #104, and #115	350,000	3,900,000	-	-	-	-	4,250,000	Voted 2013 Debt - Water
DRWP UV Disinfection	22,000,000	-	-	-	-	-	22,000,000	WSRLA Loan
HCWP UV Disinfection	17,000,000	-	-	-	-	-	17,000,000	WSRLA Loan
Karl Road Water Tank	-	-	-	200,000	-	-	200,000	Voted 2013 Debt - Water
Karl Road Water Tank	-	-	-	-	300,000	-	300,000	Voted 2016 Debt - Water
Condition Assessment Program	-	-	1,500,000	-	-	-	1,500,000	Voted 2013 Debt - Water
Condition Assessment Program	-	-	-	-	1,500,000	-	1,500,000	Voted 2016 Debt - Water
General Architectural Services - Division of Water 2017	300,000	300,000	300,000	-	-	-	900,000	Voted 2013 Debt - Water
General Architectural Services - Division of Water 2019	-	300,000	300,000	300,000	-	-	900,000	Voted 2013 Debt - Water
Wellfield Protection Boundary Update	-	-	100,000	-	-	-	100,000	Voted 2013 Debt - Water
HCWP Lime Dust Collection System	-	300,000	700,000	-	-	-	1,000,000	Voted 2013 Debt - Water
General Construction (CA-CI)	800,000	800,000	800,000	800,000	-	-	3,200,000	Voted 2013 Debt - Water
General Construction (CA-CI)	-	-	-	-	205,000	-	205,000	Voted 2016 Debt - Water
General Construction (CA-CI)	-	-	-	-	595,000	800,000	1,395,000	Water Enterprise (Unvoted)
Hoover Reservoir Erosion Study	300,000	-	-	-	-	-	300,000	Voted 2013 Debt - Water
Plant Drain & Water System Imp's	-	450,000	2,300,000	-	-	-	2,750,000	Voted 2013 Debt - Water
Professional Construction Management (PCM) - Part II	8,300,000	4,900,000	2,000,000	1,000,000	-	-	16,200,000	Voted 2013 Debt - Water
Laboratory Upgrades	1,150,000	-	450,000	-	-	-	1,600,000	Voted 2013 Debt - Water
Dam Engineering Services (DES)	-	-	150,000	-	-	-	150,000	Voted 2013 Debt - Water
Security & Emergency Preparedness - DOW	100,000	100,000	-	-	-	-	200,000	Voted 2013 Debt - Water
Land Stewardship Update	1,000,000	-	250,000	-	-	-	1,250,000	Voted 2013 Debt - Water
DPU Hazardous Energy Control (DOW)	150,000	100,000	50,000	-	-	-	300,000	Voted 2013 Debt - Water
HCWP Sludge Removal - Lagoon 1 & 2	1,650,000	-	180,000	-	-	-	1,830,000	Voted 2013 Debt - Water
HCWP Sludge Removal - Lagoon 1 & 2	-	-	-	3,780,000	-	-	3,780,000	Voted 2016 Debt - Water
DRWP Clearwell Improvements	-	-	1,200,000	-	-	-	1,200,000	Voted 2013 Debt - Water
DRWP High Service Pump Improvements	-	-	-	-	600,000	-	600,000	Voted 2016 Debt - Water
PAWP Building Improvements	-	-	350,000	-	-	-	350,000	Voted 2013 Debt - Water
PAWP Building Improvements	-	-	-	-	3,350,000	-	3,350,000	Voted 2016 Debt - Water
HCWP AOP Improvements	-	-	-	-	250,000	-	250,000	Voted 2016 Debt - Water
HCWP Clearwell Improvements	-	-	100,000	300,000	-	-	400,000	Voted 2013 Debt - Water
HCWP Clearwell Improvements	-	-	-	-	-	2,500,000	2,500,000	WSRLA Loan
HCWP Clearwell Improvements	-	-	-	-	-	300,000	300,000	Water Enterprise (Unvoted)
PAWP Lagoon Sludge Removal	-	-	-	250,000	-	-	250,000	Voted 2013 Debt - Water
PAWP Lagoon Sludge Removal	-	-	-	-	600,000	-	600,000	Voted 2016 Debt - Water
PAWP Lagoon Sludge Removal	-	-	-	-	4,500,000	4,500,000	9,000,000	WSRLA Loan
PAWP Lagoon Sludge Removal	-	-	-	-	-	350,000	350,000	Water Enterprise (Unvoted)
DRWP Automation Upgrade	-	-	-	2,600,000	-	-	2,600,000	Voted 2016 Debt - Water
PAWP Remote Site Improvements	-	-	-	400,000	-	-	400,000	Voted 2013 Debt - Water

Capital Improvements Program

2018 - 2023 CAPITAL IMPROVEMENTS PROGRAM (cont.)								
DEPARTMENT PROJECT	2018	2019	2020	2021	2022	2023	Total Budget	Funding Source
PAWP Remote Site Improvements	-	-	-	-	3,600,000	-	3,600,000	Voted 2016 Debt - Water
Freight Elevator Improvements	-	-	-	-	200,000	-	200,000	Voted 2016 Debt - Water
Watershed Signage Master Plan	-	-	400,000	-	-	-	400,000	Voted 2013 Debt - Water
Watershed Signage Master Plan	-	-	-	-	150,000	-	150,000	Voted 2016 Debt - Water
DOW Risk Mitigation Measure Upgrades	-	600,000	1,000,000	1,000,000	-	-	2,600,000	Voted 2013 Debt - Water
DOW Risk Mitigation Measure Upgrades	-	-	-	-	500,000	-	500,000	Voted 2016 Debt - Water
DOW LIMS Upgrade	-	600,000	-	-	-	-	600,000	Voted 2013 Debt - Water
Electrical Power System Studies	-	450,000	200,000	100,000	-	-	750,000	Voted 2013 Debt - Water
Electrical Power System Studies	-	-	-	-	100,000	-	100,000	Voted 2016 Debt - Water
Electrical Power System Studies	-	-	-	-	-	100,000	100,000	Water Enterprise (Unvoted)
RTU Replacement	-	-	200,000	650,000	-	-	850,000	Voted 2013 Debt - Water
RTU Replacement	-	-	-	-	300,000	-	300,000	Voted 2016 Debt - Water
DOW Safety Improvements	-	600,000	-	1,200,000	-	-	1,800,000	Voted 2013 Debt - Water
DRWP Intake Screen Replacement	-	-	-	-	200,000	-	200,000	Voted 2016 Debt - Water
DRWP Intake Screen Replacement	-	-	-	-	-	1,250,000	1,250,000	WSRLA Loan
DRWP Intake Screen Replacement	-	-	-	-	-	200,000	200,000	Water Enterprise (Unvoted)
DRWP Caustic Feed Improvements	-	-	150,000	150,000	-	-	300,000	Voted 2013 Debt - Water
DRWP Caustic Feed Improvements	-	-	-	500,000	-	-	500,000	WSRLA Loan
PAWP Sludge Disposal Improvements	-	-	-	1,000,000	-	-	1,000,000	Voted 2013 Debt - Water
PAWP Sludge Disposal Improvements	-	-	-	-	-	1,000,000	1,000,000	WSRLA Loan
PAWP Wellfield Development	-	-	-	-	800,000	-	800,000	Voted 2016 Debt - Water
PAWP Perimeter Fence Improvements	-	-	-	-	200,000	-	200,000	Voted 2016 Debt - Water
Large Diameter Valve Replacement	-	-	-	-	150,000	-	150,000	Voted 2016 Debt - Water
Large Diameter Valve Replacement	-	-	-	-	-	1,150,000	1,150,000	Water Enterprise (Unvoted)
PAWP Backwash Pump Replacement	-	-	-	-	-	200,000	200,000	Water Enterprise (Unvoted)
Upground Reservoir Embankment Repairs - 2019	-	300,000	-	-	-	-	300,000	Voted 2013 Debt - Water
Upground Reservoir Embankment Repairs - 2023	-	-	-	-	-	500,000	500,000	Water Enterprise (Unvoted)
Watershed Boathouse Improvements	-	-	-	-	150,000	-	150,000	Voted 2016 Debt - Water
Watershed Boathouse Improvements	-	-	-	-	-	600,000	600,000	Water Enterprise (Unvoted)
Professional Construction Management (PCM) - 2018	-	4,500,000	2,400,000	-	-	-	6,900,000	Voted 2013 Debt - Water
Professional Construction Management (PCM) - 2018	-	-	-	4,800,000	1,800,000	-	6,600,000	Voted 2016 Debt - Water
Professional Construction Management (PCM) - 2018	-	-	-	-	-	6,900,000	6,900,000	Water Enterprise (Unvoted)
Subtotal - WATER	\$ 162,975,000	\$ 150,635,000	\$ 139,430,000	\$ 140,230,000	\$ 107,350,000	\$ 101,200,000	\$ 801,820,000	
Grand Total	\$ 567,754,355	\$ 459,581,175	\$ 518,654,830	\$ 664,235,024	\$ 421,804,889	\$ 292,564,799	\$ 2,924,595,072	

2018-2023 CAPITAL IMPROVEMENTS PROGRAM							
FUNDING SUMMARY BY DIVISION							
DIVISION	2018	2019	2020	2021	2022	2023	Total Budget
Dev Administration	\$ 3,600,000	\$ 3,600,000	\$ 3,600,000	\$ 3,600,000	\$ 3,600,000	\$ 3,600,000	\$ 21,600,000
Construction Management	8,690,000	8,690,000	8,690,000	8,690,000	8,690,000	8,690,000	52,140,000
Fleet Management	400,000	800,000	800,000	800,000	800,000	800,000	4,400,000
Police	1,680,000	1,680,000	1,680,000	1,680,000	1,680,000	1,680,000	10,080,000
Fire	14,320,000	7,320,000	7,320,000	7,320,000	7,320,000	7,320,000	50,920,000
Transportation	47,905,000	43,905,000	43,905,000	43,905,000	43,905,000	43,905,000	267,430,000
Refuse Collection	6,080,000	6,080,000	6,080,000	6,080,000	6,080,000	6,080,000	36,480,000
Storm Sewer	22,267,530	5,621,015	9,232,788	4,858,902	28,580,961	2,411,297	72,972,493
Sanitary Sewers	242,735,558	195,969,893	263,171,430	412,001,403	177,697,460	86,315,430	1,377,891,174
Electricity	14,596,267	8,385,267	6,740,612	7,919,719	7,561,468	3,048,072	48,251,405
Water	162,975,000	150,635,000	139,430,000	140,230,000	107,350,000	101,200,000	801,820,000
Recreation and Parks	36,780,000	22,780,000	22,780,000	22,780,000	22,780,000	22,780,000	150,680,000
DoT Administration	5,725,000	4,115,000	5,225,000	4,370,000	5,760,000	4,735,000	29,930,000
Total	\$ 567,754,355	\$ 459,581,175	\$ 518,654,830	\$ 664,235,024	\$ 421,804,889	\$ 292,564,799	\$ 2,924,595,072

Capital Improvements Program

2018-2023 CAPITAL IMPROVEMENTS PROGRAM							
FUNDING SUMMARY BY SOURCE							
FUNDING SOURCE	2018	2019	2020	2021	2022	2023	Total Budget
Voted 2016 Debt - Water	\$ -	\$ -	\$ -	\$ 62,750,000	\$ 39,255,000	\$ -	\$ 102,005,000
Voted 2016 Debt SIT Supported	103,390,000	81,765,000	81,765,000	64,370,000	19,630,000	175,000	351,095,000
Information Services	5,725,000	4,115,000	5,225,000	4,370,000	5,760,000	4,735,000	29,930,000
Voted 2013 Debt - Electricity	2,235,000	-	-	-	-	-	2,235,000
Voted 2016 Debt - Sanitary Sewer	26,585,445	65,399,834	55,226,912	39,604,262	64,706,958	15,643,649	267,167,060
Voted 2013 Debt SIT Supported	3,375,000	-	-	-	-	-	3,375,000
WSRLA Loan	97,625,000	79,300,000	89,100,000	59,600,000	65,500,000	42,250,000	433,375,000
Councilmanic SIT Supported	12,290,000	12,290,000	12,290,000	29,685,000	74,930,000	94,385,000	235,870,000
Voted 2016 Debt - Electricity	12,361,267	8,385,267	6,740,612	6,202,854	-	-	33,690,000
Electricity Enterprise (Unvoted)	-	-	-	1,716,865	7,056,468	2,543,072	11,316,405
WPCLF/OWDA	177,543,943	132,495,261	215,719,850	376,829,230	138,371,463	72,983,078	1,113,942,825
Voted 2013 Debt - Water	65,350,000	71,335,000	50,330,000	17,880,000	-	-	204,895,000
Fleet Management (Unvoted)	400,000	800,000	800,000	800,000	800,000	800,000	4,400,000
Voted 2008 Debt-Sanitary Sewer	55,250,000	-	-	-	-	-	55,250,000
Water Enterprise (Unvoted)	-	-	-	-	2,595,000	58,950,000	61,545,000
Voted 2016 Debt - Storm	4,418,700	3,695,813	1,457,456	426,813	3,200,000	100,000	13,298,782
Voted 2013 Debt - Storm	1,205,000	-	-	-	-	-	1,205,000
Total	\$ 567,754,355	\$ 459,581,175	\$ 518,654,830	\$ 664,235,024	\$ 421,804,889	\$ 292,564,799	\$ 2,924,595,072

PROPOSED 2018 CAPITAL IMPROVEMENT BUDGET

Public Safety

Police

Project Name: Police Facility Renovations
Type: Recurring
Estimated 2018 Cost: \$1,680,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: Minimal
Project Description: Continued renovation of existing facilities to maximize their use. When possible, funds are used to reduce operating costs of the facility.

Police subtotal - \$1,680,000

Fire

Project Name: Fire Facility Renovation
Type: Recurring
Estimated 2018 Cost: \$1,320,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: Minimal
Project Description: Continued renovation and improvements to existing fire facilities.

Project Name: Fire Apparatus Replacement
Type: Recurring
Estimated 2018 Cost: \$6,000,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: Minimal
Project Description: Funds used to replace aging fleet of heavy fire equipment. Apparatus eligible for capital replacement includes platform ladders, medic vehicles, and fire engines.

Project Name: Fire Station #16
Type: Non-Recurring
Estimated 2018 Cost: \$7,000,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: Minimal
Project Description: Relocation and construction of a new fire station #16. Due to changes in EMS/Fire practices, the existing Fire Station 16 is nearing the end of its useful life as a fire station. A new site has been identified, located on Oakland Avenue that is of adequate size to accommodate construction of a modern Fire/EMS facility to serve the North Linden Neighborhood.

Fire subtotal - \$14,320,000

Public Safety Total - \$16,000,000

Development

Project Name: Green Columbus Projects
Type: Recurring
Estimated 2018 Cost: \$1,000,000
Funding Source: Councilmanic SIT Supported G.O. Bonds
Operating Impact: None
Project Description: Funds used as grant dollars for brownfield clean-up areas. Funds may also be used as the city match element for additional grants.

Project Name: Economic & Community Development
Type: Recurring
Estimated 2018 Cost: \$250,000
Funding Source: Councilmanic SIT Supported G.O. Bonds
Operating Impact: None
Project Description: Funds used for land acquisition and infrastructure redevelopment in various areas of the city to promote business growth and spur additional community investment.

Project Name: Housing Preservation
Type: Recurring
Estimated 2018 Cost: \$2,000,000
Funding Source: Councilmanic SIT Supported G.O. Bonds
Operating Impact: None
Project Description: Funds used to aid in the prevention, acquisition, rehabilitation, and demolition components of the Housing Preservation programs.

Project Name: Emergency Shelter Repair
Type: Recurring
Estimated 2018 Cost: \$350,000
Funding Source: Councilmanic SIT Supported G.O. Bonds
Operating Impact: None
Project Description: Funds granted to aid homeless shelters throughout the city with various capital repairs. Shelters are selected on an annual basis.

Development Total - \$3,600,000

Finance and Management

Construction Management

Project Name: Facility Renovations – Project Cost Allocations

Type: Recurring

Estimated 2018 Cost: \$600,000

Funding Source: Councilmanic SIT Supported G.O. Bonds

Operating Impact: None

Project Description: Funding to aid in the allocation of resources to various projects.

Project Name: Facility Renovations – Various

Type: Recurring

Estimated 2018 Cost: \$2,748,000

Funding Source: Councilmanic SIT Supported G.O. Bonds

Operating Impact: Minimal to moderate reduction in preventative maintenance costs

Project Description: Funding to provide for capital improvements on city owned buildings. Funds may be used, but are not limited to, building infrastructure upgrades and interior and exterior facility renovations.

Project Name: Construction Management – Design and Project Management Services

Type: Recurring

Estimated 2018 Cost: \$500,000

Funding Source: Councilmanic SIT Supported G.O. Bonds

Operating Impact: None

Project Description: Funding for architectural design services for current and future construction projects as well as additional project management needs.

Project Name: City Hall Renovations – Various

Type: Recurring

Estimated 2018 Cost: \$2,642,000

Funding Source: Councilmanic SIT Supported G.O. Bonds

Operating Impact: Minimal to moderate reduction in preventative maintenance costs

Project Description: Renovation of the City Hall building to replace aging infrastructure. Funds may be used, but are not limited to, building infrastructure upgrades and interior and exterior facility renovations.

Project Name: Municipal Court – Phased Renovations

Type: Recurring

Estimated 2018 Cost: \$2,200,000

Funding Source: Councilmanic SIT Supported G.O. Bonds

Operating Impact: Minimal reduction due to savings on preventative maintenance services

Project Description: Funding for the ongoing renovations to the municipal court facility.

Construction Management subtotal - \$8,690,000

Fleet Management

Project Name: Fuel Tank Management
Type: Recurring
Estimated 2018 Cost: \$400,000
Funding Source: Fleet Management G.O. Bonds
Operating Impact: Minimal to moderate reduction in preventative maintenance costs
Project Description: Renovation, remediation, removal, and/or replacement of citywide fueling infrastructure, including fuel tanks, fuel storage, and dispensing units.

Fleet Management subtotal - \$400,000

Finance and Management Total - \$9,090,000

Technology

Project Name: City Hall Data Center Facility Upgrades
Type: Recurring
Estimated 2018 Cost: \$30,000
Funding Source: Information Services G.O. Bonds
Operating Impact: None
Project Description: Replacement of end of life uninterrupted power supply equipment located at City Hall.

Project Name: Connectivity Project Fiber/Wireless
Type: Recurring
Estimated 2018 Cost: \$750,000
Funding Source: Information Services G.O. Bonds
Operating Impact: Minimal
Project Description: Funds to continue installing fiber optic laterals which will connect the city facilities to the fiber network backbone.

Project Name: Columbus Traffic Signal System (CTSS) Fiber Purchases B, C, D
Type: Recurring
Estimated 2018 Cost: \$900,000
Funding Source: Information Services G.O. Bonds
Operating Impact: None
Project Description: Expansion of the current fiber optic network to improve citywide information flow. This project uses the current CTSS to reduce costs associated with the expansion.

Project Name: Enterprise System Upgrades
Type: Recurring
Estimated 2018 Cost: \$1,700,000
Funding Source: Information Services G.O. Bonds
Operating Impact: \$50,000
Project Description: Replacement of the technology infrastructure that includes the upgrade or replacement of servers, backup recording storage, and professional services.

Project Name: Enterprise System Upgrades – Security Programs
Type: Recurring
Estimated 2018 Cost: \$190,000
Funding Source: Information Services G.O. Bonds
Operating Impact: \$25,000
Project Description: Continued replacement of equipment and professional review of security controls to provide additional cybersecurity to protect city systems.

Project Name: Asset Management
Type: Recurring
Estimated 2018 Cost: \$190,000
Funding Source: Information Services G.O. Bonds
Operating Impact: \$25,000
Project Description: Implementation of an integrated system for the management of assets across various city divisions for service and operations management.

Capital Improvements Program

Project Name: Enterprise System Upgrades – GIS
Type: Recurring
Estimated 2018 Cost: \$90,000
Funding Source: Information Services G.O. Bonds
Operating Impact: None
Project Description: Continued review and replacement of equipment associated with the city's GIS network.

Project Name: Enterprise System Upgrades – Applications
Type: Recurring
Estimated 2018 Cost: \$150,000
Funding Source: Information Services G.O. Bonds
Operating Impact: None
Project Description: Design and development testing for upgrades related to software applications used throughout the city.

Project Name: E-Gov Initiatives
Type: Recurring
Estimated 2018 Cost: \$270,000
Funding Source: Information Services G.O. Bonds
Operating Impact: None
Project Description: System upgrades to the content management system that generate data for the city's websites.

Project Name: E-Gov Initiatives - SharePoint
Type: Recurring
Estimated 2018 Cost: \$100,000
Funding Source: Information Services G.O. Bonds
Operating Impact: Minimal
Project Description: Creation and implementation of a coordinated document sharing system for all city departments.

Project Name: Telephony Upgrade – Voice Over Internet Protocol (VOIP)
Type: Recurring
Estimated 2018 Cost: \$735,000
Funding Source: Information Services G.O. Bonds
Operating Impact: None
Project Description: Replacement of end of life equipment and expansion of the telephony infrastructure.

Project Name: Interactive Voice Response (IVR) Telephony Enhancements
Type: Recurring
Estimated 2018 Cost: \$40,000
Funding Source: Information Services G.O. Bonds
Operating Impact: None
Project Description: Continued upgrades to the existing platform to increase operating functionality and efficiency.

Project Name: Unified Communications
Type: Recurring
Estimated 2018 Cost: \$150,000
Funding Source: Information Services G.O. Bonds
Operating Impact: None
Project Description: Upgrade and expand the telephony infrastructure and functionality throughout the city.

Project Name: Network Improvements
Type: Recurring
Estimated 2018 Cost: \$430,000
Funding Source: Information Services G.O. Bonds
Operating Impact: None
Project Description: The purchase of equipment and system upgrades associated with the citywide data network.

Technology Total - \$5,725,000

Recreation and Parks

Project Name: Urban Infrastructure Projects
Type: Recurring
Estimated 2018 Cost: \$753,200
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: Minimal
Project Description: Funds used for park improvements and development in urban locations. Specific parks and projects are selected for funding on an annual basis via community requests.

Project Name: Swimming Facilities
Type: Recurring
Estimated 2018 Cost: \$2,318,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: \$42,000
Project Description: Continued improvement to the city's existing swimming facilities. Funds are used for renovation and equipment replacement as well as potential construction of a new swimming facility.

Project Name: Park & Playground Development
Type: Recurring
Estimated 2018 Cost: \$806,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: \$50,000
Project Description: Continued improvement and development of existing parks. Improvements may include replacement or renovation of aging playgrounds, shelters, and grounds.

Project Name: Park & Playground Miscellaneous Improvements & Cost Allocations
Type: Recurring
Estimated 2018 Cost: \$425,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: None
Project Description: Funding for unanticipated improvements or renovations of park facilities throughout the city. Funding is also allocated to eligible project management costs as improvements are needed.

Project Name: Hard Surface Improvements
Type: Recurring
Estimated 2018 Cost: \$800,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: None
Project Description: Annual improvement and replacement of existing hard surface areas. These can include but are not limited to sidewalks, parking lots, walking trails, tennis courts, and basketball courts.

Project Name: Facility Renovations, Contingencies, & Cost Allocations
Type: Recurring
Estimated 2018 Cost: \$1,974,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: \$0 - \$45,000 annual increase
Project Description: Improvements to aging facilities as well as funding for construction of new recreation facilities. Funding is also allocated to eligible project management costs as improvements are needed.

Project Name: HVAC Improvements
Type: Recurring
Estimated 2018 Cost: \$3,150,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: None
Project Description: Funding to continue the replacement of outdated and inefficient HVAC equipment to various recreational facilities throughout the city.

Project Name: Facility Roof Improvements
Type: Recurring
Estimated 2018 Cost: \$800,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: None
Project Description: Replacement and extensive renovation of roofs located at aging existing facilities.

Project Name: Linden Community Recreation Center and Park
Type: Non-Recurring
Estimated 2018 Cost: \$14,000,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: \$317,500 annual increase
Project Description: Replacement and expansion of the entire community center and park.

Project Name: Street Tree Initiative
Type: Recurring
Estimated 2018 Cost: \$400,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: None
Project Description: Continued effort to plant new or replacement street trees each year. Costs include the planting of 2,000 to 2,500 trees annually.

Project Name: Maintenance Equipment
Type: Recurring
Estimated 2018 Cost: \$300,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: None
Project Description: Purchase of new equipment to replace aging fleet. This allows for the continued maintenance of existing parkland and sporting facilities.

Capital Improvements Program

Project Name: Park Acquisition
Type: Recurring
Estimated 2018 Cost: \$1,000,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: Minimal increase in maintenance costs
Project Description: Purchase of land in underserved areas or conservation to expand the existing park system.

Project Name: Central Maintenance Zone Headquarters
Type: Non-recurring
Estimated 2018 Cost: \$4,500,000
Funding Source: Voted 2013 SIT Supported G.O. Bonds; Voted 2016 SIT Supported G.O. Bonds
Operating Impact: \$28,000 annual increase
Project Description: Construction of a new facility to house maintenance equipment and staff utilized in the upkeep of parks in the central city areas.

Project Name: Bikeway Trail Safety
Type: Recurring
Estimated 2018 Cost: \$433,800
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: None
Project Description: Continuation of the bikeway trail safety program. Annual allocation for paving improvements, fencing, and implementation of safety equipment along the existing bikeway trails.

Project Name: Greenways Projects
Type: Recurring
Estimated 2018 Cost: \$3,000,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: Minimal increase in maintenance costs
Project Description: Funding dedicated to building new trails and protecting stream corridors throughout the city. Funds may also be used to acquire expanded preservation corridors along the city's waterways.

Project Name: Watercourse Bike Path Development & Connection Improvements
Type: Recurring
Estimated 2018 Cost: \$1,000,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: None
Project Description: Improvements and upgrades to improve waterway and boat launch areas.

Project Name: Safe Playgrounds
Type: Recurring
Estimated 2018 Cost: \$500,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: None
Project Description: Funding to provide safe and accessible playgrounds throughout the city. Funds are used in the construction of new playgrounds and the replacement of older equipment. Playgrounds that do not meet current safety or accessibility standards are the highest priority for replacement.

Project Name: Golf – Equipment Replacement
Type: Recurring
Estimated 2018 Cost: \$200,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: None
Project Description: Annual replacement of equipment related to the golf course operations.

Project Name: Golf – Hard Surface Improvements
Type: Recurring
Estimated 2018 Cost: \$70,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: None
Project Description: Renovations and replacements of the cart paths, walkways, and parking areas related to city golf courses.

Project Name: Golf – Facility and Miscellaneous Improvements
Type: Recurring
Estimated 2018 Cost: \$350,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: None
Project Description: Improvements to aging facilities which includes but is not limited to electrical, plumbing, and roof replacements.

Recreation and Parks Total - \$36,780,000

Public Service

Transportation

Project Name: Urban Infrastructure Recovery
Type: Recurring
Estimated 2018 Cost: \$5,651,813
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: Minimal Increase
Project Description: Funding established for capital improvements targeted in the older commercial and residential areas of the city. Improvements may include street rehabilitation, alley improvements, curb installations, sidewalk installations and replacements, street lighting, and resurfacing.

Project Name: Street Equipment – Traffic and Infrastructure Management
Type: Recurring
Estimated 2018 Cost: \$856,794
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: Minimal Reduction
Project Description: Annual replacement of aging equipment for the Division of Traffic Management and the Division of Infrastructure Management.

Project Name: Neighborhood Commercial Revitalization (NCR)
Type: Recurring
Estimated 2018 Cost: \$2,500,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: Minimal Increase
Project Description: Funds used to identify commercial areas that are eligible for capital improvement funding. Improvements may include, but are not limited to, replacement of sidewalks, intersection improvements, installation of street trees and installation of street lighting.

Project Name: Alley Rehabilitation
Type: Recurring
Estimated 2018 Cost: \$1,500,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: Minimal Reduction
Project Description: Rehabilitation of alleys throughout the city. Alleys are chosen based upon field assessments and inspections by the maintenance engineering staff and input from citizens.

Project Name: Roadway Improvements
Type: Recurring
Estimated 2018 Cost: \$2,850,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: Minimal Reduction
Project Description: Project management costs related to the reconstruction of existing streets and roadway extensions. Costs also include utility relocations, construction inspection costs, and right of way acquisitions necessary for roadway projects.

Project Name: Curb Reconstruction
Type: Recurring
Estimated 2018 Cost: \$50,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: None
Project Description: Purchase of longitudinal channelizers for the purpose of traffic control.

Project Name: Resurfacing
Type: Recurring
Estimated 2018 Cost: \$18,500,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: Minimal Reduction
Project Description: Funding for resurfacing of roadways to restore surfaces to like new conditions. Resurfacing priorities are determined based on pavement management reports and public input. Funding is also included for several urban paving sites where resurfacing projects are joint endeavors with the Ohio Department of Transportation. The following sites are related to the urban paving program:

- State Route 33 Dublin Road/Spring Street
- West Broad Street
- Morse Road and High Street
- Town Street/Glenwood Avenue/Rich Street
- Dublin-Granville Road
- Polaris Parkway

Project Name: Bridge Rehabilitation
Type: Recurring
Estimated 2018 Cost: \$3,371,393
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: None
Project Description: Funding for design and construction work associated with the replacement of expansion joints, full and partial bridge deck replacement, sidewalk and curb reconstruction, and other rehabilitation work to city bridges. The following sites are included for 2018:

- Godown Road Bridge
- Independence Village Culvert Replacements
- Parsons Road under the Railroad Retaining Walls
- Second Avenue Railroad Bridge
- Calumet Street over Walhalla Road
- Brentnell Neighborhood Culverts

Project Name: Housing Initiatives
Type: Recurring
Estimated 2018 Cost: \$800,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: Minimal Increase
Project Description: Funding established to aid in the development of roadway infrastructure in areas where local developers seek to build housing units.

Capital Improvements Program

Project Name: Bikeway Development
Type: Recurring
Estimated 2018 Cost: \$2,000,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: Minimal Increase
Project Description: Funding to expand and renovate the existing bikeway system, including the creation and addition of shared use paths. Bikeway development included for 2018 includes the following:

- Olentangy River Road Shared Use Path – Kinnear Road to Lane Avenue
- Morse Road at Alum Creek Trail
- Trabue Road Shared Use Path over Railroad
- Refugee Road over Big Walnut Creek

Project Name: Traffic Signal Installation – Commodities
Type: Recurring
Estimated 2018 Cost: \$950,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: Minimal Reductions
Project Description: Installation of new and replacement traffic signals throughout the city.

Project Name: Sign Upgrading/Street Name Signs – Commodities
Type: Recurring
Estimated 2018 Cost: \$325,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: None
Project Description: Installation of new and replacement street name signs and traffic control signs throughout the city.

Project Name: School Flashers – 20 MPH – Commodities
Type: Recurring
Estimated 2018 Cost: \$50,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: Minimal Reductions
Project Description: Installation of new and replacement “School Speed Limit 20 MPH” signs throughout the city to meet current safety standards.

Project Name: Permanent Pavement Markings
Type: Recurring
Estimated 2018 Cost: \$500,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: None
Project Description: Installation of thermoplastic pavement markings on streets throughout the city. Project increases the safety and visibility of motorists during nighttime hours.

Project Name: Pedestrian Safety Improvements
Type: Recurring
Estimated 2018 Cost: \$4,000,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: None
Project Description: Installation of new and replacement sidewalks based on public input. Pedestrian safety improvements for 2018 include the following:

- Wilson Road Shared Use Path
- McGuffey Road and Duxberry Avenue
- Binns Avenue Burroughs
- Cleveland Avenue to Lehner Road
- Souder Avenue Bike Lanes and Sidewalks
- Toronto Street Sidewalks
- CelebrateOne Sidewalks
- Maple Canyon Avenue Sidewalks

Project Name: Poindexter Village Roadways
Type: Non-Recurring
Estimated 2018 Cost: \$4,000,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: None
Project Description: Improvements to the roadways in the Poindexter Village area. Improvements will also include upgrades to the storm water, sanitary, and water systems.

Transportation subtotal - \$47,905,000

Refuse

Project Name: Mechanized Collection Equipment – 96-Gallon Containers
Type: Recurring
Estimated 2018 Cost: \$300,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: None
Project Description: Purchase of equipment for replacement and expansion purposes.

Project Name: Mechanized Collection Equipment – 300-Gallon Containers
Type: Recurring
Estimated 2018 Cost: \$755,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: None
Project Description: Purchase of equipment for replacement and expansion purposes.

Project Name: Mechanized Collection Equipment – Automated Side Loader Trucks
Type: Recurring
Estimated 2018 Cost: \$3,000,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: Minimal Reduction
Project Description: Replacement of aging equipment. New equipment should require fewer repairs and replacement parts.

Capital Improvements Program

Project Name: Mechanized Collection Equipment – Rear Loading Trucks
Type: Recurring
Estimated 2018 Cost: \$1,000,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: Minimal Reduction
Project Description: Replacement of aging equipment. New equipment should require fewer repairs and replacement parts.

Project Name: Mechanized Collection Equipment – Knuckle Boom Trucks
Type: Recurring
Estimated 2018 Cost: \$1,000,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: Minimal Reduction
Project Description: Replacement of aging equipment. New equipment should require fewer repairs and replacement parts.

Project Name: Mechanized Collection Equipment – Dumpsters
Type: Recurring
Estimated 2018 Cost: \$25,000
Funding Source: Voted 2016 SIT Supported G.O. Bonds
Operating Impact: None
Project Description: Purchase of equipment for replacement and expansion purposes.

Refuse subtotal - \$6,080,000

Public Service Total - \$53,985,000

Public Utilities

Storm Sewer

Project Name: Fountain Square Stormwater System Improvements
Type: Non-recurring
Estimated 2018 Cost: \$3,496,726
Funding Source: Ohio Water Development Authority Loan
Operating Impact: None
Project Description: Mitigation efforts for street flooding along the Morse Road service road in the Fountain Square area.

Project Name: Storm Sewer Large Diameter Condition Assessment Phase 1
Type: Non-recurring
Estimated 2018 Cost: \$1,545,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds; Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal
Project Description: Funding for the systematic assessment and rehabilitation of the large diameter storm sewer infrastructure.

Project Name: General Engineering Services - Storm
Type: Recurring
Estimated 2018 Cost: \$400,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds; Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal
Project Description: Funding set up for various project engineering services as needed.

Project Name: Linden Neighborhood Stormwater System Improvements Phase 2
Type: Non-recurring
Estimated 2018 Cost: \$1,060,900
Funding Source: Ohio Water Development Authority Loan
Operating Impact: None
Project Description: Mitigation of street and yard flooding, and the reduction of drainage issues in the Linden Neighborhood.

Project Name: Lehnert Farms/Bolton Field Stormwater System Improvements
Type: Non-recurring
Estimated 2018 Cost: \$1,030,000
Funding Source: Ohio Water Development Authority Loan
Operating Impact: None
Project Description: Analysis and design of stormwater system improvements from the Lehnert Farms detention basin through the Bolton Field Golf Course to Bausch Road.

Capital Improvements Program

Project Name: Detention Basin Modifications
Type: Recurring
Estimated 2018 Cost: \$1,500,000
Funding Source: Ohio Water Development Authority Loan; Voted 2013 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Engineering services to modify existing detention basins to improve water quality features and reduce maintenance costs. Detention basin modifications for 2018 include funding for the following:

- Woodward Avenue Detention Basin
- Summit View Detention Basin

Project Name: Olde Beechwold Area Stormwater System Improvements
Type: Non-recurring
Estimated 2018 Cost: \$2,880,000
Funding Source: Ohio Water Development Authority Loan; Voted 2013 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Stormwater system improvements to mitigate street and yard flooding within the Olde Beechwold historic neighborhood.

Project Name: Rathbone Avenue Stormwater System Improvements
Type: Non-recurring
Estimated 2018 Cost: \$1,900,000
Funding Source: Ohio Water Development Authority Loan
Operating Impact: None
Project Description: Mitigation of street flooding, yard flooding, and water in basement occurrences in the Rathbone Avenue area.

Project Name: Holt Avenue/Somersworth Drive Stormwater System Improvements
Type: Non-recurring
Estimated 2018 Cost: \$1,000,000
Funding Source: Ohio Water Development Authority Loan
Operating Impact: None
Project Description: Design and construction of stormwater improvements along Holt Road, through the Brentnell Avenue Parkland to Somersworth Drive.

Project Name: Sanitary Maintenance and Operations Center (SMOC) Facility Stormwater Improvements
Type: Non-recurring
Estimated 2018 Cost: \$2,185,454
Funding Source: Ohio Water Development Authority Loan
Operating Impact: None
Project Description: Improvements to the current facility and area stormwater infrastructure.

Project Name: Pump Stations, ST-21, ST-22, ST-23 Improvements
Type: Recurring
Estimated 2018 Cost: \$2,500,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Funding for the design and construction of the storm system and flood protection improvements for the area southwest of the Arena District

Project Name: Central Avenue Underpass Stormwater System Improvements
Type: Non-recurring
Estimated 2018 Cost: \$300,000
Funding Source: Voted 2013 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Design and construction of storm sewer improvements along Central Ave between Mound Street and Union Avenue. Project will mitigate flooding of Central Avenue at the railroad bridge.

Project Name: Windsor Avenue Stormwater System Improvements
Type: Non-recurring
Estimated 2018 Cost: \$600,000
Funding Source: Ohio Water Development Authority Loan
Operating Impact: None
Project Description: Design and construction of stormwater improvements along the Windsor Avenue service road.

Project Name: Krieger Court Stormwater Improvements
Type: Non-recurring
Estimated 2018 Cost: \$298,700
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal
Project Description: Engineering services to analyze drainage issues upstream and downstream of the Kreiger Court Stormwater Basin

Project Name: Bethel Road Culvert Rehabilitation
Type: Non-recurring
Estimated 2018 Cost: \$1,570,750
Funding Source: Ohio Water Development Authority Loan
Operating Impact: Minimal
Project Description: Rehabilitation of the structural integrity and hydraulic capability of the original culvert.

Stormwater subtotal - \$22,267,530

Sanitary Sewers

Project Name: Real Time Control - TBD
Type: Non-recurring
Estimated 2018 Cost: \$500,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal
Project Description: Program to identify projects that will reduce sewer overflows and improve water quality.

Project Name: Real Time Control – Alum Creek Storm Tanks
Type: Non-recurring
Estimated 2018 Cost: \$1,550,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds; Ohio Water Development Authority Loan
Operating Impact: Minimal
Project Description: Project to address the combined sewer overflow volume and frequency at the Alum Creek storm tank.

Project Name: Real Time Control – Sewer System Optimization
Type: Recurring
Estimated 2018 Cost: \$500,000
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds
Operating Impact: Minimal
Project Description: Funding to determine how additional real time control strategies can be implemented within the wastewater collection and treatment system to ultimately reduce overflows.

Project Name: Department of Sewers and Drains (DOSD) Security & Emergency Preparedness
Type: Recurring
Estimated 2018 Cost: \$100,000
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds
Operating Impact: Minimal
Project Description: Development and installation of a security and emergency preparedness program to better protect, prepare for, respond to, and recover from disasters.

Project Name: Big Walnut Sanitary Trunk Extension, Phase 2
Type: Recurring
Estimated 2018 Cost: \$1,092,727
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds
Operating Impact: Minimal
Project Description: Project to provide sanitary sewer service for the developing area between Hoover Reservoir and the Village of New Albany.

Project Name: Central College Subtrunk Extension Phase 3
Type: Non-recurring
Estimated 2018 Cost: \$350,000
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds
Operating Impact: None
Project Description: Extension of the existing 30" sanitary subtrunk sewer approximately 5,800 linear feet along Central College Road towards New Albany

Project Name: Blacklick Creek Interceptor Sewer
Type: Non-recurring
Estimated 2018 Cost: \$4,276,354
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds
Operating Impact: None
Project Description: Extension of the existing Blacklick Sanitary Interceptor from its existing terminus just south of Blacklick Creek Boulevard north to Morse Road along Reynoldsburg New Albany Road. Funding includes construction administration and inspection costs

Project Name: General Engineering Services Contract
Type: Recurring
Estimated 2018 Cost: \$200,000
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds
Operating Impact: Minimal
Project Description: Funding for engineering services for sanitary sewer projects throughout the city on an as needed basis

Project Name: Roof Replacements for Department of Public Utilities Facilities
Type: Recurring
Estimated 2018 Cost: \$4,008,850
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds
Operating Impact: None
Project Description: Replacement of roofs at existing facilities to prevent infrastructure damage due to water leaks.

Project Name: Jackson Pike Waste Water Treatment Plant (JPWWTP) Biosolids Land Application Improvements
Type: Non-recurring
Estimated 2018 Cost: \$17,061,000
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds; Ohio Water Development Authority Loan
Operating Impact: Undetermined at this time
Project Description: Expansion of the Biosolids land application program as recommended by the 2009 Solids Treatment and Utilization Master Plan. Funds also include rehabilitation of existing storage tanks.

Project Name: JPWWTP Digester Cover Rehabilitation
Type: Recurring
Estimated 2018 Cost: \$1,978,000
Funding Source: Ohio Water Development Authority Loan
Operating Impact: Reduction in energy costs starting in 2020
Project Description: Replacement of the air and gas membranes, along with the controls, for the digester covers on the six existing anaerobic digesters.

Project Name: JPWWTP Cogeneration Facility
Type: Non-recurring
Estimated 2018 Cost: \$962,020
Funding Source: Ohio Water Development Authority Loan
Operating Impact: Undetermined at this time
Project Description: Implementation of a cogeneration facility that uses digester biogas to provide approximately half of the plant's electricity. Project will also replace boilers that are at the end of their useful life.

Capital Improvements Program

Project Name: Facilities & Equipment Upgrade for Whittier Street Storm Tanks
Type: Non-recurring
Estimated 2018 Cost: \$13,200,000
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds; Ohio Water Development Authority Loan
Operating Impact: None
Project Description: Upgrading of processing, electrical, and metering equipment for the Whittier Street stormwater control tanks.

Project Name: Short Circuit, Coordination, and Arc Flash Studies #1
Type: Recurring
Estimated 2018 Cost: \$318,270
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal
Project Description: Engineering services to reduce incorrect tripping of electrical equipment and provide a safer working environment.

Project Name: Department of Public Utilities General Engineering Consultant Services (GEC) #2 and #3
Type: Recurring
Estimated 2018 Cost: \$1,050,000
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds; Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal
Project Description: Engineering and technical services to provide inspections and evaluations of existing conditions, architectural drawings, and specifications and bid documents for various sanitary projects throughout the city.

Project Name: JPWWTP Small Capital Projects
Type: Recurring
Estimated 2018 Cost: \$400,000
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds
Operating Impact: Minimal
Project Description: Funding for JPWWTP Plant projects submitted through the General Engineering Consultant Service contracts.

Project Name: JPWWTP Aeration Control A (ACA) Lightning Protection Upgrade
Type: Recurring
Estimated 2018 Cost: \$132,000
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds
Operating Impact: Minimal
Project Description: Upgrade of the lightning protection and the electrical grounding systems at JPWWTP.

Project Name: Southerly Waste Water Treatment Plant (SWWTP) Small Capital Projects
Type: Recurring
Estimated 2018 Cost: \$77,000
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds
Operating Impact: Minimal
Project Description: Funding for SWWTP projects submitted through the General Engineering Consultant Service contracts.

Project Name: SWWTP Building Heating Improvements – Boiler Revisions
Type: Non-recurring
Estimated 2018 Cost: \$1,828,970
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds
Operating Impact: Minimal
Project Description: Funding to analyze and determine heating alternatives available for the replacement of three oil fired systems located at the SWWTP.

Project Name: SWWTP Boiler System Operational Improvements
Type: Non-recurring
Estimated 2018 Cost: \$1,388,370
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds
Operating Impact: Minimal
Project Description: Rehabilitation of the existing service building steam plant at the SWWTP.

Project Name: SWWTP Monitoring and Control Addition (MCA) HVAC System Replacement
Type: Non-recurring
Estimated 2018 Cost: \$773,000
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds
Operating Impact: Minimal
Project Description: Replacement of the HVAC system with has reached the end of its useful life.

Project Name: SMOC Small Capital Projects
Type: Recurring
Estimated 2018 Cost: \$300,000
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds
Operating Impact: Minimal
Project Description: Funding for SMOC projects submitted through the General Engineering Consultant Service contracts.

Project Name: Fairwood Avenue Building Facilities Small Capital Projects
Type: Recurring
Estimated 2018 Cost: \$50,000
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds
Operating Impact: Minimal
Project Description: Funding for projects submitted through the General Engineering Consultant Service contracts located at the Department of Public Utilities Fairwood Avenue building.

Project Name: HVAC & Air Purification System Replacement
Type: Non-recurring
Estimated 2018 Cost: \$522,725
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Replacement of equipment that is currently at the end of its useful life.

Capital Improvements Program

Project Name: Department of Public Utilities Hazardous Energy Control
Type: Recurring
Estimated 2018 Cost: \$159,135
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal
Project Description: Audit and energy control procedure development service for multiple facilities to assist with providing safe working conditions to meet safety requirements.

Project Name: SWWTP Digestion Process Expansion
Type: Non-recurring
Estimated 2018 Cost: \$20,304,000
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds; Ohio Water Development Authority Loan
Operating Impact: Power usage and maintenance cost increases in 2020
Project Description: Expansion of plant infrastructure to provide for additional facilities needed for the anaerobic digestion of biosolids.

Project Name: SWWTP Cogeneration Facility
Type: Non-recurring
Estimated 2018 Cost: \$660,230
Funding Source: Ohio Water Development Authority Loan
Operating Impact: Reduction in costs due to energy savings in 2020
Project Description: Implementation of a cogeneration facility that uses digester biogas to provide approximately half of the plant's electricity. Project will also examine existing boilers and provide an engineering study of ways to increase biogas production for increased electrical production.

Project Name: SWWTP Post Aeration Diffuser Replacement
Type: Non-recurring
Estimated 2018 Cost: \$171,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Undetermined at this time
Project Description: Replacement of the aeration diffuser that has reached the end of its useful life.

Project Name: Waste Water Treatment Facilities Upgrade – General Program #4
Type: Recurring
Estimated 2018 Cost: \$1,894,000
Funding Source: Voted 2008 Sanitary Sewer 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: Compost Facility Odor Control Improvements
Type: Non-recurring
Estimated 2018 Cost: \$2,394,865
Funding Source: Voted 2016 Public Utilities G.O. Bonds; Ohio Water Development Authority Loan
Operating Impact: Undetermined at this time
Project Description: Continued improvements to further reduce the odors generated by the composting process.

Project Name: 2018 Annual Lining Contract
Type: Non-recurring
Estimated 2018 Cost: \$5,850,000
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds; Ohio Water Development Authority Loan
Operating Impact: Undetermined at this time
Project Description: Rehabilitation of existing sanitary sewers using cured-in-place pipe.

Project Name: Cleveland Avenue Sanitary Sewer Extension
Type: Non-recurring
Estimated 2018 Cost: \$154,500
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Undetermined at this time
Project Description: Extension of the current sanitary sewer located along Cleveland Avenue and bounded to the North and South by Interstate 670.

Project Name: Sewer System Capacity Model Update 2012
Type: Non-recurring
Estimated 2018 Cost: \$1,000,000
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds
Operating Impact: Minimal
Project Description: Continuation of the development of the city's Sewer System Capacity Model which evaluates capacity deficiencies and aids the division in ensuring continued compliance with Environmental Protection Agency Consent Orders.

Project Name: Big Walnut Interceptor Lockbourne Subtrunk Canal Road Area
Type: Non-recurring
Estimated 2018 Cost: \$750,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal
Project Description: Extension of sewer services along the development Rickenbacker Rail Campus.

Project Name: Lockbourne Subtrunk Air Quality Improvements
Type: Non-recurring
Estimated 2018 Cost: \$3,709,232
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds; Ohio Water Development Authority Loan
Operating Impact: Undetermined at this time
Project Description: Design and construction of two active air quality systems along the Lockbourne Intermodal subtrunk alignment.

Project Name: Big Walnut Augmentation/Rickenbacker Interceptor
Type: Non-recurring
Estimated 2018 Cost: \$3,090,000
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds
Operating Impact: Undetermined at this time
Project Description: Construction of a sewer extension just south of Rickenbacker Airport.

Capital Improvements Program

Project Name: Intermodal Sanitary Subtrunk Extension
Type: Non-recurring
Estimated 2018 Cost: \$150,000
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds
Operating Impact: Undetermined at this time
Project Description: Extension of sanitary sewer service further into the Northern Pickaway Joint Economic Development District by constructing a new sanitary subtrunk sewer.

Project Name: Rickenbacker Intermodal Sanitary Extension
Type: Non-recurring
Estimated 2018 Cost: \$750,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal
Project Description: Extension of the gravity sanitary sewer main from the existing Military Pump Station along Rickenbacker Parkway.

Project Name: East Franklinton Phase 1
Type: Non-recurring
Estimated 2018 Cost: \$1,542,406
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds; Ohio Water Development Authority Loan
Operating Impact: None
Project Description: Rehabilitation of the current sewer infrastructure in the Dodge Park area.

Project Name: Woodward Avenue Sanitary Sewers
Type: Non-recurring
Estimated 2018 Cost: \$503,928
Funding Source: Ohio Water Development Authority Loan
Operating Impact: None
Project Description: Construction of sanitary sewers in a currently unsewered area.

Project Name: Fairwood/Griggs Radio Replacement
Type: Non-recurring
Estimated 2018 Cost: \$51,500
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds
Operating Impact: None
Project Description: Replacement of communication equipment that has currently reach the end of its useful life.

Project Name: Franklin Main Interceptor Rehabilitation, Sec. 6
Type: Non-recurring
Estimated 2018 Cost: \$2,300,000
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds; Ohio Water Development Authority Loan
Operating Impact: None
Project Description: Inspection and rehabilitation of the Franklin Main Interceptor from West Second Avenue to Kind Avenue.

Project Name: Portage Grove Area Assessment
Type: Non-recurring
Estimated 2018 Cost: \$2,000,000
Funding Source: Ohio Water Development Authority Loan
Operating Impact: None
Project Description: Extension of the existing infrastructure to the developed areas that are currently served by on-lot systems.

Project Name: Lower Olentangy River Ecosystem Restoration, Fifth Avenue Dam Removal
Type: Non-recurring
Estimated 2018 Cost: \$70,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Continuation of the removal of the Fifth Avenue dam and restoration of the Olentangy River at this site.

Project Name: Lower Olentangy Tunnel – Phase 1
Type: Non-recurring
Estimated 2018 Cost: \$7,128,951
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds
Operating Impact: None
Project Description: Design and construction of a relief sewer in the Olentangy sewer area.

Project Name: Big Walnut Trunk Sewer – North
Type: Non-recurring
Estimated 2018 Cost: \$772,500
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds
Operating Impact: None
Project Description: Required rehabilitation restoring the hydraulic capacity of existing infrastructure to extend its useful life.

Project Name: Olentangy-Scioto-Interceptor-Sewer (OSIS) Large Diameter Sewer Rehabilitation
Type: Non-recurring
Estimated 2018 Cost: \$1,200,000
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds
Operating Impact: None
Project Description: Required rehabilitation restoring the hydraulic capacity of existing infrastructure to extend its useful life.

Project Name: Center Large Diameter Rehabilitation
Type: Non-recurring
Estimated 2018 Cost: \$5,772,500
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds; Ohio Water Development Authority Loan
Operating Impact: None
Project Description: Systematic rehabilitation restoring the hydraulic capacity of existing infrastructure to extend its useful life.

Capital Improvements Program

Project Name: West Side Trunk Rehabilitation
Type: Non-recurring
Estimated 2018 Cost: \$300,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Required rehabilitation restoring the hydraulic capacity of existing infrastructure to extend its useful life.

Project Name: Large Diameter – Blacklick Creek Main Trunk
Type: Non-recurring
Estimated 2018 Cost: \$530,450
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Funding to allow for the systematic inspection and rehabilitation of the city's large diameter sewer infrastructure

Project Name: Large Diameter – Scioto Main Trunk
Type: Non-recurring
Estimated 2018 Cost: \$1,449,870
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds; Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Required rehabilitation restoring the hydraulic capacity of existing infrastructure to extend its useful life.

Project Name: Near North & East Area Large Diameter Assessments
Type: Non-recurring
Estimated 2018 Cost: \$750,000
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds
Operating Impact: Minimal
Project Description: Required rehabilitation that will restore the hydraulic capacity of the existing system to extend the useful life of the sewer infrastructure.

Project Name: Alum Creek Trunk (Middle) Rehabilitation – Phase B & C
Type: Non-recurring
Estimated 2018 Cost: \$8,650,000
Funding Source: Ohio Water Development Authority Loan
Operating Impact: None
Project Description: Rehabilitation of the current infrastructure to extend the useful life.

Project Name: Brimfield Area Sanitary System Repair Project
Type: Non-recurring
Estimated 2018 Cost: \$1,339,000
Funding Source: Ohio Water Development Authority Loan
Operating Impact: None
Project Description: Design and construction of improvements to the sanitary sewer system in the area of Brimfield Road, Beechcroft Road, Tamarack Boulevard, and Forest Village Lane.

Project Name: 2018 General Construction Contract
Type: Recurring
Estimated 2018 Cost: \$1,755,000
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds
Operating Impact: None
Project Description: Construction and replacement of the older existing sewer infrastructure on an as needed basis.

Project Name: Williams Road / Castle Road Sanitary Pump Station Control Valve
Type: Non-recurring
Estimated 2018 Cost: \$3,713,150
Funding Source: Ohio Water Development Authority Loan
Operating Impact: None
Project Description: Replacement of the existing hydraulic pump control valves.

Project Name: Third Avenue Combined Sewer Overflows Increased Capture and Green Infrastructure
Type: Non-recurring
Estimated 2018 Cost: \$3,294,572
Funding Source: Ohio Water Development Authority Loan
Operating Impact: None
Project Description: Project to mitigate flooding and sewer overflows at the Third Avenue railway underpass.

Project Name: Compost Facility Leachate Basin
Type: Non-recurring
Estimated 2018 Cost: \$1,030,000
Funding Source: Ohio Water Development Authority Loan
Operating Impact: None
Project Description: Project to design and enlarge the leachate basin and forcemain at the compost facility.

Project Name: Moler Street Overflow Intercepting Sewer
Type: Recurring
Estimated 2018 Cost: \$257,500
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Design and construction of infrastructure that will mitigate CSO in the Moler Street sewer shed.

Project Name: Third Avenue Relief Sewer, Phase 3
Type: Non-recurring
Estimated 2018 Cost: \$4,084,465
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds; Ohio Water Development Authority Loan
Operating Impact: None
Project Description: Construction of a sanitary relief sewer at three locations on Third Avenue between Edgehill Road and Northwest Boulevard.

Capital Improvements Program

Project Name: Inflow Redirection – Markison Avenue
Type: Non-recurring
Estimated 2018 Cost: \$1,797,155
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Implementation of the consent order requirements to remove or reroute inflow infiltration from the sanitary sewers near the intersection of Markison Avenue and Wilson Avenue.

Project Name: General Construction Administration/Construction Inspection
Type: Non-recurring
Estimated 2018 Cost: \$100,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Funding for construction administration and inspection services during the construction of various sanitary sewer projects.

Project Name: Upsizing Sewer Pipes – Project ID 1, 2, and 3 – Near South
Type: Non-recurring
Estimated 2018 Cost: \$380,698
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Upgrades to the collection system in order to mitigate water in basement events.

Project Name: Blueprint Clintonville Professional Construction Management Services
Type: Non-recurring
Estimated 2018 Cost: \$1,030,000
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds
Operating Impact: None
Project Description: Construction management services for the installation of green infrastructure in the Clintonville pilot area of the city's Blueprint Columbus Initiative.

Project Name: Blueprint Linden
Type: Non-recurring
Estimated 2018 Cost: \$16,826,677
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds; Ohio Water Development Authority Loan
Operating Impact: None
Project Description: Implementation of the consent order requirements to remove or reroute inflow infiltration from the sanitary sewers in the Linden area at the following locations:

- Hudson Street/McGuffey Road
- Oakland Park Avenue/Medina Avenue
- Agler Road/Berrell Avenue
- Artane Place/Parkwood Avenue

Project Name: Blueprint Hilltop
Type: Non-recurring
Estimated 2018 Cost: \$13,549,000
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds; Ohio Water Development Authority Loan
Operating Impact: None
Project Description: Implementation of the consent order requirements to remove or reroute inflow infiltration from the sanitary sewers in the Hilltop area at the following locations:

- Palmetto Street/Westgate Avenue
- Eureka Avenue/Fremont Street

Project Name: Blueprint Miller Kelton
Type: Non-recurring
Estimated 2018 Cost: \$8,010,899
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds; Ohio Water Development Authority Loan
Operating Impact: None
Project Description: Implementation of the consent order requirements to remove or reroute inflow infiltration from the sanitary sewers in the Miller Kelton bound area at the following locations:

- Newton Street/Bedford Avenue
- Kelton Avenue/Fairwood Avenue

Project Name: Blueprint 2017 Clintonville 2
Type: Non-recurring
Estimated 2018 Cost: \$3,605,000
Funding Source: Voted 2008 Sanitary G.O. Bonds; Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Implementation of green infrastructure to address and treat surface runoff to improve water quality.

Project Name: Blueprint Integrated Solutions
Type: Non-recurring
Estimated 2018 Cost: \$2,869,991
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds
Operating Impact: None
Project Description: Implementation of the consent order requirements to remove or reroute inflow infiltration from the sanitary sewers at the following locations:

- Winthrop/Milton Area
- Dorris/Weber Area
- Fredonia/Peidmont Area
- Tulane/Findley Area
- Milford/Summit Area

Project Name: Blueprint Olde Beechwold Area
Type: Non-recurring
Estimated 2018 Cost: \$25,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Implementation of the consent order requirements to remove or reroute inflow infiltration from the sanitary sewers in the Olde Beechwold area.

Capital Improvements Program

Project Name: Green Infrastructure – Clintonville 2 Blueprint Area
Type: Recurring
Estimated 2018 Cost: \$3,919,150
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Installation of green infrastructure to address surface runoff.

Project Name: Blueprint Hilltop 4 – Highland/Harris
Type: Recurring
Estimated 2018 Cost: \$238,702
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Project will address various green solutions to relieve water in basement occurrences in the Hilltop area.

Project Name: West Franklinton Sewer Improvements
Type: Recurring
Estimated 2018 Cost: \$715,960
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds
Operating Impact: None
Project Description: Upgrades to the current collection systems in the West Franklinton Blueprint areas to reduce the occurrence of sewer backups.

Project Name: Roof Redirection – Clintonville 1 Blueprint Area
Type: Non-recurring
Estimated 2018 Cost: \$6,270,343
Funding Source: Ohio Water Development Authority Loan
Operating Impact: None
Project Description: Redirection of downspouts from to discharge to the street to remove excess stormwater from the sanitary sewer system.

Project Name: Lateral Lining – Fifth by Northwest Blueprint Area
Type: Non-recurring
Estimated 2018 Cost: \$16,357,260
Funding Source: Voted 2016 Public Utilities G.O. Bonds; Ohio Water Development Authority Loan
Operating Impact: None
Project Description: Redirection of downspouts from to discharge to the street to remove excess stormwater from the sanitary sewer system.

Project Name: Blueprint Clintonville 3 Area – Mainline Lining
Type: Recurring
Estimated 2018 Cost: \$12,000,000
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds; Ohio Water Development Authority Loan
Operating Impact: Undetermined at this time
Project Description: Lining of all the mainline sanitary sewers and manholes in this area to reduce the amount of rainwater entering the sanitary sewer system.

Project Name: Volunteer Sump Pump Program
Type: Recurring
Estimated 2018 Cost: \$9,533,774
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Undetermined at this time
Project Description: Installation of sump pumps in residential basements to reduce excess stormwater entering the city's sanitary system in the following areas:

- Clintonville 3 Blueprint Area
- Hilltop 1 Blueprint Area
- Hilltop 4 Blueprint Area
- West Franklinton Blueprint Area
- Miller Kelton Blueprint Area

Project Name: Scioto Main Sanitary Pump Stations
Type: Recurring
Estimated 2018 Cost: \$665,637
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds
Operating Impact: Undetermined at this time
Project Description: Required improvements to the Scioto Main sanitary trunk and selected tributary sewers in order to fully operate facilities constructed as part of the West Columbus Local Protection Project.

Project Name: Scioto Main Sanitary Trunk Sewer Rehabilitation
Type: Recurring
Estimated 2018 Cost: \$109,272
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Undetermined at this time
Project Description: Design and construction of the rehabilitation of approximately 7,600 linear feet of a 120" diameter sewer.

Project Name: Meeklynn Drive Area Sanitary Sewer
Type: Recurring
Estimated 2018 Cost: \$2,369,000
Funding Source: Voted 2008 Sanitary Sewer G.O. Bonds; Ohio Water Development Authority Loan
Operating Impact: Undetermined at this time
Project Description: Continuation of funding to provide centralized sanitary sewers to developed areas that are currently served by on-lot systems.

Project Name: Williams/Behm HSTS Elimination Project
Type: Recurring
Estimated 2018 Cost: \$100,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Undetermined at this time
Project Description: Design and construction of a new sanitary sewer extension to serve the developed area that is currently served by home treatment systems.

Capital Improvements Program

Project Name: Morse/ Cleveland HSTS Elimination Project
Type: Recurring
Estimated 2018 Cost: \$55,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Undetermined at this time
Project Description: Continuation of funding to provide centralized sanitary sewers to developed areas that are currently served by home treatment systems.

Project Name: Community Park /Maple Canyon HSTS Elimination Project
Type: Recurring
Estimated 2018 Cost: \$55,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Undetermined at this time
Project Description: Extension of the current sanitary sewer systems to serve the developed areas currently served by at home treatment systems.

Sanitary subtotal - \$242,735,558

Electricity

Project Name: Urban Infrastructure Recovery Fund Street Lighting Projects
Type: Recurring
Estimated 2018 Cost: \$2,162,408
Funding Source: Voted 2013 Electricity G.O. Bonds; Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal
Project Description: Design and construction of street lighting in urban areas of the city.

- South High Street Decorative Lighting
- Parsons Avenue Underpass Lighting
- Cleveland Avenue Decorative Street Lighting
- Milo Grogan Decorative Street Lighting
- North Central Standard Lighting
- East Main Street Decorative Lighting

Project Name: Morse Rd (Phase III & IV) System Improvements
Type: Non-recurring
Estimated 2018 Cost: \$350,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: To allow for the conversion of the north substation and to improve system reliability on the north end of the city.

Project Name: Substation Kilovolts (kV) 69 kV & 138 kV Oil Circuit Breakers (OCB) Replacement to SF6 2018
Type: Non-recurring
Estimated 2018 Cost: \$185,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Replacement of obsolete 69 kV oil circuit breakers to improve the overall city electrical system.

Project Name: Advanced Metering Infrastructure (AMI) Metering
Type: Non-recurring
Estimated 2018 Cost: \$5,000,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Purchase and installation of an AMI system to support two-way automated communication between smart meters and the utility company.

Project Name: 17th Avenue Circuit Upgrade
Type: Non-recurring
Estimated 2018 Cost: \$1,412,500
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Replacement of an undersized conductor to upgrade and extend the circuit to increase capacity.

Capital Improvements Program

Project Name: Dublin Avenue Substation Security Fence
Type: Non-recurring
Estimated 2018 Cost: \$658,571
Funding Source: Voted 2013 Electricity G.O. Bonds
Operating Impact: None
Project Description: Replacement of the existing fence around the Dublin Avenue Substation.

Project Name: Conversion to 3 Wire
Type: Non-recurring
Estimated 2018 Cost: \$300,000
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Project to upgrade the wiring of street light underground circuits.

Project Name: Valleyview Street Lighting
Type: Non-recurring
Estimated 2018 Cost: \$443,705
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Installation of 98 overhead street lights in the Valleyview area.

Project Name: Transformer Conversions
Type: Recurring
Estimated 2018 Cost: \$2,015,710
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: Minimal
Project Description: To replace transformers currently at the end of their useful life.

Project Name: 7,200V Circuit Upgrade and Reconductoring Phase I & 2
Type: Non-recurring
Estimated 2018 Cost: \$440,273
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Upgrade the current 7,200 volts system to 14,000 volts to provide for more efficient operating.

Project Name: Circuit Upgrades (4th to Chittenden/Hudson) Circuits 7221 & 7223
Type: Non-recurring
Estimated 2018 Cost: \$833,254
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Replace an undersized conductor to upgrade the system backbone.

Project Name: Oil Switch Replacement Program 2018
Type: Non-recurring
Estimated 2018 Cost: \$123,600
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Replace obsolete oil switches in the downtown underground duct and cable system.

Project Name: Broad Street & Noe Bixby Street Lighting
Type: Non-recurring
Estimated 2018 Cost: \$54,636
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Design for potential installation of street lights in the Broad Street and Noe Bixby Road area.

Project Name: Morningstar & North Forty Street Lighting
Type: Non-recurring
Estimated 2018 Cost: \$70,443
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Design for potential installation of street lights in the area bounded by Sullivant Avenue, Galloway Road, Corral Gate Court, and Countrie View Court.

Project Name: Cleveland Avenue Street Lighting
Type: Non-recurring
Estimated 2018 Cost: \$44,983
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Design for potential installation of street lights on Cleveland Avenue from Minerva Lake Road to Community Park Drive.

Project Name: Westerville Road Street Lighting
Type: Non-recurring
Estimated 2018 Cost: \$32,200
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Design for potential installation of street lights on Westerville Road from Johnny Appleseed Court to Bennington Road.

Project Name: Smoky Row Street Lighting
Type: Non-recurring
Estimated 2018 Cost: \$56,015
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Design for potential installation of street lights on Smoky Row Road from Worthington Woods Boulevard to Snouffer Road.

Capital Improvements Program

Project Name: General Engineering Services - Power
Type: Non-recurring
Estimated 2018 Cost: \$159,135
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: To provide for engineering services on an as needed basis.

Project Name: General Construction Administration and Inspection – Power
Type: Recurring
Estimated 2018 Cost: \$53,045
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Construction administration and inspection costs related to various power projects on an as needed basis.

Project Name: Circuit 30 Street Lighting Improvement Upgrade
Type: Recurring
Estimated 2018 Cost: \$200,789
Funding Source: Voted 2016 Public Utilities G.O. Bonds
Operating Impact: None
Project Description: Design for potential installation of street lights in the area west of Nelson Road, south of Avalon Place, and north of E. Broad Street east of the railroad tracks.

Electricity subtotal - \$14,596,267

Water

Project Name: Hoover Reservoir Erosion Control
Type: Non-recurring
Estimated 2018 Cost: \$200,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: None
Project Description: Ongoing land purchases in the area near the reservoir due to continual erosion along the shorelines from wave and ice damage.

Project Name: Miscellaneous Water Facilities
Type: Non-recurring
Estimated 2018 Cost: \$200,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: None
Project Description: Funding to provide for unanticipated projects that may arise.

Project Name: Rinehart Public Utilities Complex Exterior Site Improvements
Type: Non-recurring
Estimated 2018 Cost: \$6,325,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: None
Project Description: Construction of exterior site improvements located at 910 Dublin Road.

Project Name: Distribution Maintenance Area Improvements
Type: Non-recurring
Estimated 2018 Cost: \$400,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: Minimal
Project Description: Construction of recommended improvements to provide a safe working environment.

Project Name: Water Main Rehabilitation
Type: Non-recurring
Estimated 2018 Cost: \$2,000,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: None
Project Description: Funding for general rehabilitation of water distribution lines to eliminate poor fire flow capabilities and poor water quality.

Project Name: Main Street and James Road Waterline Improvements
Type: Non-recurring
Estimated 2018 Cost: \$1,600,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: Minimal
Project Description: Rehabilitation of existing waterlines and construction of new waterlines in the area of Main Street and James Road to eliminate poor fire flow capabilities and improve water quality.

Capital Improvements Program

Project Name: Arcadia Avenue Area Waterline Improvements
Type: Recurring
Estimated 2018 Cost: \$3,000,000
Funding Source: Water Supply Revolving Loan Account Fund
Operating Impact: Minimal
Project Description: Funding for general rehabilitation of water distribution lines to eliminate poor fire flow capabilities and poor water quality.

Project Name: South Broadleigh Road Area Waterline Improvements
Type: Non-recurring
Estimated 2018 Cost: \$4,875,000
Funding Source: Voted 2013 Water G.O. Bonds; Water Supply Revolving Loan Account Fund
Operating Impact: Minimal
Project Description: Rehabilitation of existing waterlines and construction of new waterlines in the area of South Broadleigh Road to eliminate poor fire flow capabilities and improve water quality.

Project Name: Noe-Bixby Road Area Waterline Improvements
Type: Non-recurring
Estimated 2018 Cost: \$5,050,000
Funding Source: Voted 2013 Water G.O. Bonds; Water Supply Revolving Loan Account Fund
Operating Impact: Minimal
Project Description: Rehabilitation of existing waterlines and construction of new waterlines in the area of Noe-Bixby Road to eliminate poor fire flow capabilities and improve water quality.

Project Name: Sale Road Area Waterline Improvements
Type: Non-recurring
Estimated 2018 Cost: \$3,500,000
Funding Source: Water Supply Revolving Loan Account Fund
Operating Impact: Minimal
Project Description: Rehabilitation of existing waterlines and construction of new waterlines in the area of Sale Road to eliminate poor fire flow capabilities and improve water quality.

Project Name: Stephen Drive Area Waterline Improvements
Type: Non-recurring
Estimated 2018 Cost: \$3,900,000
Funding Source: Water Supply Revolving Loan Account Fund
Operating Impact: Minimal
Project Description: Rehabilitation of existing waterlines and construction of new waterlines in the area of Stephen Drive to eliminate poor fire flow capabilities and improve water quality.

Project Name: Union Avenue Area Waterline Improvements
Type: Non-recurring
Estimated 2018 Cost: \$3,875,000
Funding Source: Voted 2013 Water G.O. Bonds; Water Supply Revolving Loan Account Fund
Operating Impact: Minimal
Project Description: Rehabilitation of existing waterlines and construction of new waterlines in the area of Union Avenue to eliminate poor fire flow capabilities and improve water quality.

Project Name: Dundee Avenue Area Waterline Improvements
Type: Non-recurring
Estimated 2018 Cost: \$3,500,000
Funding Source: Voted 2013 Water G.O. Bonds; Water Supply Revolving Loan Account Fund
Operating Impact: Minimal
Project Description: Rehabilitation of existing waterlines and construction of new waterlines in the area of Dundee Avenue to eliminate poor fire flow capabilities and improve water quality.

Project Name: Livingston Avenue Area 12" Waterline Improvements
Type: Non-recurring
Estimated 2018 Cost: \$50,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: None
Project Description: Construction of a new 12" waterline along Livingston Avenue. This project is part of the overall street improvements along Livingston Avenue.

Project Name: Harrington Court Area Waterline Improvements
Type: Non-recurring
Estimated 2018 Cost: \$300,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: None
Project Description: Rehabilitation of existing waterlines and construction of new waterlines in the area of Harrington Court to eliminate poor fire flow capabilities and improve water quality.

Project Name: Various Watermain Replacement Projects
Type: Non-recurring
Estimated 2018 Cost: \$2,250,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: None
Project Description: Design funding to provide for the general rehabilitation of the water distribution system in areas yet to be determined.

Project Name: Transite Pipe Replacement
Type: Non-recurring
Estimated 2018 Cost: \$1,225,000
Funding Source: Water Supply Revolving Loan Account Fund
Operating Impact: None
Project Description: Construction of new and replacement transite watermains.

Project Name: Town Street Watermain Improvements
Type: Non-recurring
Estimated 2018 Cost: \$2,750,000
Funding Source: Voted 2013 Water G.O. Bonds; Water Supply Revolving Loan Account Fund
Operating Impact: Minimal
Project Description: General rehabilitation of the watermain along Town Street from Fourth Street to Grant Avenue.

Capital Improvements Program

Project Name: Oakland Park/Medina Waterline Improvements
Type: Non-recurring
Estimated 2018 Cost: \$1,150,000
Funding Source: Voted 2013 Water G.O. Bonds; Water Supply Revolving Loan Account Fund
Operating Impact: Minimal
Project Description: Rehabilitation of existing waterlines and construction of new waterlines in the area of Oakland Park Avenue and Medina Avenue to eliminate poor fire flow capabilities and improve water quality.

Project Name: Central College Road 16" Waterline Extension
Type: Non-recurring
Estimated 2018 Cost: \$100,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: None
Project Description: Extension of the current waterline along Central College Road.

Project Name: O'Shaughnessy Hydroelectric – Federal Energy Regulatory Committee (FERC)
Type: Non-recurring
Estimated 2018 Cost: \$200,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: None
Project Description: Engineering services related to projects mandated by the Federal Energy Regulatory Committee.

Project Name: Dublin Road Water Plant (DRWP) Miscellaneous Improvements
Type: Non-recurring
Estimated 2018 Cost: \$100,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: None
Project Description: Continuing small improvements of the existing water plant.

Project Name: Hap Cremean Water Plan (HCWP) Miscellaneous Improvements
Type: Non-recurring
Estimated 2018 Cost: \$100,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: None
Project Description: Continuing small improvements of the existing water plant.

Project Name: New Technologies in Leak Detection
Type: Non-recurring
Estimated 2018 Cost: \$100,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: Minimal
Project Description: Design of new leak detection technologies that will better locate water losses in the distribution system.

Project Name: Parsons Avenue Water Plant (PAWP) Facility Miscellaneous Improvements
Type: Non-recurring
Estimated 2018 Cost: \$100,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: None
Project Description: Continuing small improvements of the existing water plant.

Project Name: PAWP Misc. Improvements – Lime Slake and Soda Ash Feeder
Type: Non-recurring
Estimated 2018 Cost: \$500,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: Minimal
Project Description: Replacement of equipment that is original to the water plant and is at the end of its useful life.

Project Name: Automatic Meter Reading
Type: Non-recurring
Estimated 2018 Cost: \$26,000,000
Funding Source: Voted 2013 Water G.O. Bonds; Water Supply Revolving Loan Account Fund
Operating Impact: Minimal
Project Description: Establishment of an automatic meter reading system to lower current meter reading costs, allow for more frequent readings, and enhance customer service capabilities.

Project Name: HCWP Basin Concrete Rehabilitation
Type: Non-recurring
Estimated 2018 Cost: \$1,000,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: Minimal
Project Description: Rehabilitation of the deteriorated concrete and handrail replacement in the basin area of the water plant.

Project Name: HCWP A & B Raw and Finished Water
Type: Non-recurring
Estimated 2018 Cost: \$200,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: Minimal
Project Description: Replacement of equipment to significantly reduce energy consumption, unnecessary downtime, and maintenance expenses.

Project Name: Water Meter Renewal
Type: Non-recurring
Estimated 2018 Cost: \$2,250,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: Minimal
Project Description: Removal and replacement of domestic water meters which are no longer accurately measuring customer usage.

Capital Improvements Program

Project Name: Watershed Miscellaneous Improvements Facilities
Type: Non-recurring
Estimated 2018 Cost: \$100,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: Minimal
Project Description: Ongoing funding for small capital improvements at the existing dams and reservoirs.

Project Name: Watershed Miscellaneous Improvements – Griggs Boat Launch Improvements
Type: Non-recurring
Estimated 2018 Cost: \$550,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: Minimal
Project Description: Design of improvements related to the boat launch facility at Griggs Reservoir.

Project Name: Hoover Dam Improvements – Part 1
Type: Non-recurring
Estimated 2018 Cost: \$650,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: Minimal
Project Description: Design of various improvements at the Hoover Dam facility to meet current and future demands on the water system.

Project Name: PAWP Sludge Removal – Land Acquisition
Type: Non-recurring
Estimated 2018 Cost: \$4,000,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: Minimal
Project Description: Purchase of a quarry for the disposal of sludge removed from the lagoons at the water plant.

Project Name: Watershed Protection Easements
Type: Non-recurring
Estimated 2018 Cost: \$100,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: Minimal
Project Description: Purchase of land to provide buffer zones along streams within the watershed of the supply reservoirs to limit degradation of water quality.

Project Name: O'Shaughnessy Hydroelectric Improvements
Type: Non-recurring
Estimated 2018 Cost: \$13,300,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: Minimal
Project Description: Improvements associated with the turbines located at the O'Shaughnessy Hydroelectric Plant.

Project Name: General Engineering Services – Supply Group 2018A; 2018B
Type: Recurring
Estimated 2018 Cost: \$800,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: None
Project Description: Funding for general engineering on various capital projects when needed.

Project Name: Mound District Booster Station 20" Discharge Line
Type: Recurring
Estimated 2018 Cost: \$3,000,000
Funding Source: Water Supply Revolving Loan Account Fund
Operating Impact: None
Project Description: Construction of a 20" water main along Mound Street from Central Avenue to Columbian Avenue, and along Columbian Avenue from Mound Street to Sullivant Avenue.

Project Name: O'Shaughnessy Dam – 2017 Spillway Erosion Rehabilitation
Type: Recurring
Estimated 2018 Cost: \$950,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: None
Project Description: Rehabilitation of the spillway to correct erosion and implement necessary project identified in the 2015 O'Shaughnessy Hydroelectric Federal Energy Regulatory Committee (FERC) independent consultant inspection.

Project Name: Booster Station and Water Tank Improvements
Type: Recurring
Estimated 2018 Cost: \$750,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: None
Project Description: Funding for booster station and tank improvements to allow for timely replacement of mechanisms to ensure water tanks continue to operate safely.

Project Name: Water Storage Tank Painting
Type: Recurring
Estimated 2018 Cost: \$1,500,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: None
Project Description: Recoating of the interior and exterior of water storage tanks to keep tanks in optimal condition.

Project Name: HCWP & DRWP Coating Projects
Type: Recurring
Estimated 2018 Cost: \$250,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: Undetermined at this time
Project Description: To provide for the removal of existing, deteriorated coatings and the application of a new coating to prevent further damage to various facilities.

Capital Improvements Program

Project Name: Dublin Road 30" Waterline
Type: Non-recurring
Estimated 2018 Cost: \$700,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: Minimal
Project Description: Installation of a 30" water line from Dublin Road to the Blazer Parkway tank to improve water distribution.

Project Name: HCWP Flocculation and Lime Basin Equipment Reconstruction
Type: Non-recurring
Estimated 2018 Cost: \$200,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: Minimal
Project Description: Purchase and installation of equipment of the settling basins and flocculation tanks.

Project Name: HCWP Sludge Disposal Line Improvements
Type: Non-recurring
Estimated 2018 Cost: \$1,500,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: None
Project Description: Improvements to a portion of the sludge disposal line at the water plant.

Project Name: HCWP Intake Structure & Low Head Dam Rehabilitation
Type: Non-recurring
Estimated 2018 Cost: \$500,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: None
Project Description: Engineering services to assess needed improvements to assure continued functionality of critical structures.

Project Name: HCWP Wash Water Tank Interior & Exterior Coating
Type: Non-recurring
Estimated 2018 Cost: \$600,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: None
Project Description: Recoating of the interior and exterior of the steel water storage tank.

Project Name: PAWP HVAC Improvements
Type: Non-recurring
Estimated 2018 Cost: \$375,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: Minimal
Project Description: Engineering and design of HVAC improvements at PAWP.

Project Name: Large Diameter Valve Replacement
Type: Non-recurring
Estimated 2018 Cost: \$1,000,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: Undetermined at this time
Project Description: Replacement of critical large diameter valves at various locations of the water distribution system.

Project Name: Watershed Facilities Improvements
Type: Non-recurring
Estimated 2018 Cost: \$250,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: Undetermined at this time
Project Description: Design of necessary improvements of aging watershed facilities.

Project Name: Fire Hydrant Replacements
Type: Recurring
Estimated 2018 Cost: \$1,000,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: None
Project Description: Rehabilitation and replacement of fire hydrants to ensure there is adequate volumes for fire protection.

Project Name: General Engineering Services – Distribution Group
Type: Recurring
Estimated 2018 Cost: \$1,000,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: None
Project Description: Engineering services on an as needed basis for capital projects.

Project Name: PAWP Well Pump Replacement
Type: Non-recurring
Estimated 2018 Cost: \$350,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: Undetermined at this time
Project Description: Design services for the replacement nine well pumps that are at the end of their useful life.

Project Name: DRWP Ultraviolet (UV) Disinfection
Type: Non-recurring
Estimated 2018 Cost: \$22,000,000
Funding Source: Water Supply Revolving Loan Account Fund
Operating Impact: Undetermined at this time
Project Description: To provide for the design and construction of ultraviolet disinfection in the water treatment process.

Capital Improvements Program

Project Name: HCWP UV Disinfection
Type: Non-recurring
Estimated 2018 Cost: \$17,000,000
Funding Source: Water Supply Revolving Loan Account Fund
Operating Impact: Undetermined at this time
Project Description: To provide for the addition of ultraviolet disinfection in the water treatment process.

Project Name: General Architectural Services
Type: Recurring
Estimated 2018 Cost: \$300,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: None
Project Description: Architectural and design services on an as needed basis for various capital improvement projects.

Project Name: General Construction Administration and Construction Inspection
Type: Recurring
Estimated 2018 Cost: \$800,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: None
Project Description: Construction management costs associated with the Division of Water capital improvement projects.

Project Name: Hoover Reservoir Erosion Study
Type: Recurring
Estimated 2018 Cost: \$300,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: None
Project Description: Design and engineering services to determine projects necessary to combat erosion along Hoover Reservoir.

Project Name: Professional Construction Management (PCM) Part II
Type: Recurring
Estimated 2018 Cost: \$8,300,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: None
Project Description: Professional management services to monitor the numerous current and future projects during construction.

Project Name: Laboratory Upgrades
Type: Recurring
Estimated 2018 Cost: \$1,150,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: None
Project Description: Design and engineering services to renovate the 910 Dublin Road Water Quality Assurance Lab, the DRWP Lab, and the PAWP Lab.

Project Name: Security & Emergency Preparedness – Division of Water
Type: Recurring
Estimated 2018 Cost: \$100,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: Undetermined at this time
Project Description: Development of a security and emergency preparedness program to better protect, prepare for, respond to, and recover from disasters.

Project Name: Land Stewardship Update
Type: Recurring
Estimated 2018 Cost: \$1,000,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: None
Project Description: Redesign of the current land stewardship program and establishment of specifications to address identified issues and concerns.

Project Name: Department of Public Utilities (DPU) Hazardous Energy Control – Division of Water
Type: Non-recurring
Estimated 2018 Cost: \$150,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: None
Project Description: Project to allow for audit and energy control procedure development services for multiple facilities. This will ensure that hazardous energy is properly controlled prior to working on equipment.

Project Name: HCWP Sludge Removal – Lagoon 1 & 2
Type: Non-recurring
Estimated 2018 Cost: \$1,650,000
Funding Source: Voted 2013 Water G.O. Bonds
Operating Impact: None
Project Description: Project to allow for the removal of sludge at the HCWP to extend the useful life of the lagoons.

Water subtotal - \$162,975,000

Public Utilities Total - \$442,574,355

2018 Capital Improvement Budget Total - \$567,754,355

Significant Non-Recurring Projects

Police Substation 1

Department: Public Safety
Construction Management

Planning Area: Northland

Start Date: May 2018

Est. Completion Date: April 2019

Est. Cost: \$5,000,000

Est. Operating Impact: To be determined



Police Substation 1 is an important step in the modernization of facilities for the Division of Police and their strategic roll out of facilities in north Columbus.

Located at 8118 Sancus Boulevard, this substation will serve a densely populated and growing region of Columbus. It will accommodate all new and existing law enforcement systems and programs, meet all contemporary code requirements and exceed energy and sustainability expectations.

Architectural rendering of the police Substation. Finalized design plans are currently underway.

Fire Station #35

Department: Public Safety
Construction Management

Planning Area: Far East

Start Date: March 2018

Est. Completion Date: May 2019

Est. Cost: \$9,000,000

Est. Operating Impact: \$3,500,000 increase



As the population of the City of Columbus continues to grow, it was determined that the addition of a fire station was necessary to provide for the safety and well-being of citizens. On the far east side of the city, construction of a new fire station located at 711 Waggoner Road is scheduled to begin during the spring of 2018. The addition of a fire station will aid in reducing response times. This fire station will include four apparatus bays to house medic and fire engine vehicles.

Architectural rendering of Fire Station #35. Finalized design plans are currently underway.

Poindexter Village

Department: Development
Public Service
Public Utilities

Planning Area: Near East

Start Date: 2014

Est. Completion Date: 2019

Est. Cost: \$24,000,000

Est. Operating Impact: Minimal

Named after Reverend James P. Poindexter, pastor of the Second Baptist Church and the first African-American elected to Columbus City Council in 1880, Poindexter Village was one of the nation's first public housing projects. Poindexter Village is located on the city's near east side and is bounded by Mt. Vernon Avenue to the north, Ohio Avenue to the west, Long Street to the south, and Hughes Street to the east.

In 2014, the City of Columbus received a \$30 million Choice Neighborhood Implementation grant to develop additional housing in the area. The grant, along with the city matching funds, includes the addition of 104 senior living units and 345 mixed-income housing units.

In addition to housing, the project provides for the construction of new water mains to ensure water quality and safety, storm sewers, new sidewalks, improved roadways, street trees, and new street lighting.



Photograph of the newly added housing units in the Poindexter Village area, currently under construction.

American Addition

Department: Development
Public Service

Planning Area: South Linden

Start Date: June 2011

Est. Completion Date: 2018

Est. Cost: \$10,440,000

Est. Operating Impact: Minimal

American Addition is an older neighborhood in the City of Columbus and spans 55-acres in size with 237 parcels. A partnership with the city and Homeport, a non-profit organization, was formed and will produce 100-150 new housing units on the vacant parcels. Infrastructure improvements to the 8 streets in this neighborhood will be constructed by the city and include new roadway surfaces, new curbs, gutters, curb ramps, sidewalks, rain gardens, street trees and street lights. Alley surfaces will also be reconstructed as new concrete.

Funding for the housing portion of the project was available from the Affordable Housing Trust, The Enterprise Foundation, The Ohio Community Development Finance Fund, and NeighborWorks of America.



Reconstructed sidewalks and roadways along with added housing available from the American Addition project.

Indian Village – Wyandot Lodge

Department: Recreation and Parks
Planning Area: West Scioto
Start Date: July 2016
Est. Completion Date: September 2017
Est. Cost: \$3,070,000
Est. Operating Impact: Minimal

This project included the construction of a new facility that totals approximately 5,000 sq. ft. This facility will operate as a 'net-zero energy' facility for the Recreation and Parks Department Outdoor Education Program. The building will feature geo-thermal heat pumps, increased insulation, and photo-voltaic solar panels. The building will feature a central activity room as well as a pair of classrooms, offices, and storage. This will allow for the expansion of year round natural resource education and programs. In addition to the indoor facility, an outdoor programming area with a fireplace will also be provided.



Architectural rendering of the finished Indian Village – Wyandot Lodge facility

Lashutka Event Center

Department: Recreation and Parks
Planning Area: West Olentangy
Start Date: December 2015
Est. Completion Date: May 2017
Est. Cost: \$2,160,000
Est. Operating Impact: \$26,000 annual increase

Completed in spring of 2017, the now renamed Lashutka Event Center consisted of the renovation and expansion of the approximately 200 year old historic structure. The renovation allowed the building to function as a facility and is now available for public rental. The facility features a large event room that can accommodate approximately 50 people at tables and chairs as well as a meeting room that will accommodate approximately 15 people. In addition to the facility, there is also an outdoor patio space with views of Griggs Reservoir. An additional \$700,000 of capital funding for this project was available from the Public Utilities department. The Lashutka Event Center was dedicated on May 19, 2017.



Lashutka Event Center, past and present.

Indian Mound Recreation Center

Department: Recreation and Parks
Planning Area: Far South
Start Date: Spring 2018
Est. Completion Date: Spring 2019
Est. Cost: \$7,500,000
Est. Operating Impact: \$96,000 annual increase

This project will remodel the existing 10,000 sq. ft. facility and add an additional 18,000 sq. ft. which will include an updated gymnasium, a fitness room, kitchen, classrooms, art and ceramics rooms, game room, restrooms, a multi-purpose room, lobby, and office area. This project is currently in design, and construction is estimated to start during the spring of 2018.



Photograph of the current Indian Mound Recreation Center. This facility is scheduled to be updated and expanded beginning in 2018.

Linden Community Center and Park Renovation

Department: Recreation and Parks
Planning Area: North Linden
Design Start Date: January 2018
Completion Date: Spring 2020
Est. Engineering Cost: \$ 1,500,000
Est. Construction Cost: \$15-20 million pending the final project scope
Est. Operating Impact: \$317,500 annual increase

This project includes the replacement of the facility which will double the size of the recreation center by 21,000 sq. ft., for a total of 40,000 sq. ft. Center Improvements include a full size gymnasium, fitness center, game room, office, restrooms, kitchen, lobby, and partnership spaces.

Along with the improvements to the center, the surrounding 19.5 acre park will be renovated with a new fishing pond, loop walk, play areas, parking, lighting, and landscape as determined through public meetings.



Photograph of the existing Linden Community Center to be replaced.

Franklin Park Cascades

Department: Recreation and Parks
Planning Area: Near East
Start Date: Summer 2017
Est. Completion Date: Fall 2018
Est. Cost: \$1,500,000
Est. Operating Impact: minimal

This project will be done in two phases, the first in construction to replace the existing pond pumps in a new above ground housing. This will allow the pumping of water from the lower pond to the upper pond. Phase two will be the study and analysis of the existing cascades after the water is restored to inventory leaks and conditions. The cascades between the ponds will be removed and restored into a natural, sustainable water flow for the future of the park.



Photograph of the existing cascade between ponds.

Hamilton Road “S” Curve

Department: Public Service
Planning Area: Rocky Fork - Blacklick
Start Date: April 2016
Est. Completion Date: May 2018
Est. Cost: \$7,806,000
Est. Operating Impact: Minimal

This project consists of the realignment of N. Hamilton Road from a point along existing N. Hamilton Road approximately 500' north of Menerey Lane/Preserve Boulevard to the easternmost Hamilton/Dublin-Granville Road intersection. The existing roadway network does not have the capacity to support significant development. This project will provide a new roadway that can support the development and will provide a more direct route for N. Hamilton Road traffic traveling to and from State Route 161. This project is consistent with the Columbus Thoroughfare Plan, the Mid-Ohio Regional Planning Commission's Metropolitan Transportation Plan, and the Northland Plan Volume II. It will also advance the Preliminary Engineering Source Document completed in 2013.



Aerial photograph of construction in progress of a new round-about for the N. Hamilton Road “S” curve at State Route 161.

Joyce Avenue Rehabilitation

Department: Public Service
Public Utilities
Planning Area: South Linden
Start Date: March 2012
Completion Date: Summer 2017
Est. Cost: \$23,275,000
Est. Operating Impact: Minimal

The Joyce Avenue rehabilitation project was a multi-phase project that began in 1997. Phase 1 included the reconstruction of East Hudson Street from east of Cleveland Avenue to east of Joyce Avenue. Joyce Avenue was reconstructed from north of East Hudson Street to north of Kenmore Avenue. A shared use path, sidewalks, curbs, new waterlines, and storm sewer system were also included. Phase 2 consisted of additional reconstruction of Joyce Avenue from north of 17th Avenue to 12th Avenue as well as reconstruction of portions of 17th Avenue. Shared use paths, sidewalks, curb ramps, and waterlines and storm sewer improvements were also included. The final Phase 3 consisted of the reconstruction of Joyce Avenue from north of 17th to Kenmore Avenue. This phase of the project will include a shared use path, curbs, and a bike path.

Additional grant funding, totaling approximately \$6,000,000, was available for the various phases of this project from the Ohio Public Works Commission.



Photograph of the newly rehabbed Joyce Avenue, along with new sidewalks and street trees.

Mound Street Sidewalks – Binns Blvd to Wayne Ave

Department: Public Service
Planning Area: Hilltop
Start Date: June 2017
Est. Completion Date: May 2018
Est. Cost: \$4,100,000
Est. Operating Impact: Minimal

This project adjusts curb lines on Mound Street to accommodate sidewalks while including some traffic signal work, along with drainage improvements and the installation of LED street lighting. Mound Street will be reduced to two traffic lanes from Binns Boulevard to South Hague Avenue with a 5-foot sidewalk, and reduced to three traffic lanes from South Hague Avenue to Wayne Avenue with a 7-foot sidewalk. Mound Street will be resurfaced for the limits of the project.



Installing sidewalk on W. Mound Street near S. Terrace Ave.

North High Street Improvements – Phase 1 – Convention Center to Goodale Boulevard

Department: Public Service
Planning Area: Downtown
Start Date: May 2017
Est. Completion Date: November 2017
Est. Cost: \$3,500,000
Est. Operating Impact: Minimal

This project consists of replacing the sidewalk and curb on the west side of North High Street between Convention Center Way and Goodale Boulevard; installing landscaping planter beds and street trees; resurfacing North High Street; installing brick crosswalks at all signalized intersections; installing traffic signal facilities and other traffic control improvements; replacing street and pedestrian light fixtures; relocating storm sewer inlets; and replacing the existing 12" waterline in North High Street between Vine Street and Spruce Street.



Replacing curb and sidewalk along N. High Street.

West Broad Street Improvements – Scioto Peninsula

Department: Public Service
Planning Area: Franklinton
Start Date: May 2016
Est. Completion Date: October 2017
Est. Cost: \$7,000,000
Est. Operating Impact: Minimal

This project consists of improvements to W. Broad Street from Starling Street to Front Street. Sidewalks will be reconstructed and widened to provide for additional streetscape elements including a buff wash finish concrete walk, granite curb, street trees, planters, and lighting. Bike lanes will be installed along the full limits of W. Broad Street. Two planted medians will be installed, each providing a pedestrian refuge area. The eastern crossing will include the installation of a Pedestrian Hybrid Beacon. The traffic signal at W. Broad and Belle will be upgraded to a decorative mast arm. New water line, street lighting, and storm sewer facilities will be installed with the project. All aerial facilities will be relocated underground. Broad Street will be milled and resurfaced from the east bridge approach to 50' west of Wall Street.



Roadwork preparation along W. Broad Street in the Scioto Peninsula area.

Alum Creek Drive Improvements – Frebis to Refugee

Department: Public Service
Planning Area: Near South
Start Date: August 2017
Est. Completion Date: June 2019
Est. Cost: \$17,000,000
Est. Operating Impact: Minimal

The work for this project consists of the improvement of 1.28 miles of Alum Creek Drive from Performance Way to Integrity Drive North. Improvements include the reconstruction and widening of the existing two lane road to a five lane road with a two-way center turn lane. The project also includes a shared use path, sidewalk, street lighting, traffic signals, storm sewers, waterline work power relocation, and the replacement of the existing bridge deck over SR 104.



Photograph of construction along Alum Creek Drive.

Fairwood Ave Sidewalks– Wayland Dr to Watkins Rd

Department: Public Service
Planning Area: Far South
Start Date: August 2017
Est. Completion Date: November 2017
Est. Cost: \$800,000
Est. Operating Impact: Minimal

The work for this project consists of roadway, pedestrian, and storm improvements on Fairwood Avenue from Wayland Drive to Watkins Road. A sidewalk will be installed on the east side of Fairwood Avenue from Wayland Drive to Watkins Road. Fairwood Avenue will be resurfaced from just north of Augmont Avenue to the intersection of Wayland Drive and Quaker Road. There will be storm upgrades within the limits of the resurfacing work to address drainage issues.



A section of newly installed sidewalks along Fairwood Ave.

SWWTP Biosolids Land Application Facility

Department: Public Utilities – Sanitary
Planning Area: Citywide
Start Date: June 2015
Completion Date: December 2016
Est. Cost: \$38,500,000
Est. Operating Impact: None

Facility improvements located at the SWWTP provide a biosolids land application program that was originally recommended by the 2009 Solids Treatment and Utilization Master Plan. This project facilitates the maximum beneficial agricultural use by land application of the plant's biosolids. This project provides for the construction of new liquid storage tanks, pumping equipment, piping, a load-out facility, and an odor control system. Funding for this project was provided through a WPCLF loan.



Photograph of the Truck load-out portion of the Southerly Waste Water Treatment Plant.

Combined Sewer Overflow (CSO) Reduction Improvements

Department: Public Utilities – Sanitary
Planning Area: Near East
Start Date: August 2017
Est. Completion Date: December 2017
Est. Cost: \$1,842,000
Est. Operating Impact: None

To reduce CSO's at the WWTF's, facility improvements at the Alum Creek Storm Standby Tank include the following: renovate electrical service, renovate ventilation system, building masonry repairs, roof replacement, hydraulic controls and SCADA improvements. Funding for this project was provided through a WPCLF loan.



Photograph of the below ground storage tank at Alum Creek.

Dublin Avenue Substation Control/Switchgear Building

Department: Public Utilities
Planning Area: Downtown
Start Date: May 2013
Completion Date: October 2016
Est. Cost: \$6,640,000
Est. Operating Impact: Minimal

During two phases, this project incorporated the construction of the Control / Switchgear building vault and foundation, construction of underground concrete electrical duct banks, along with manholes and vaults at the substation site and within Spring Street, Long Street, and the Lower Scioto greenway. In addition, the purchase and installation of the control wire and power cable to be able to replace the existing obsolete 15 kV switchgear. This project provided a new prefabricated Control/Switchgear building that will help the reliability of power to DRWP and city electricity customers.



Night installation of the new foundation for the Dublin Avenue Substation.

DRWP Capacity Increase Project

Department: Public Utilities
Planning Area: Citywide
Start Date: 2013
Est. Completion Date: 2018
Est. Cost: \$200,000,000
Est. Operating Impact: \$500,000 - \$750,000 annual increase

Broken into five phases, the DRWP Capacity Increase project includes the construction of a new electrical substation, a new sludge pump station, a new sludge force main, a new ozone-biologically active filtration process, and a new ion exchange process. Once this project is completed in 2018, the plant capacity will increase to 80 million gallons of water per day and provide new treatment processes that will enhance water quality and increase treatment reliability.



Construction on the new ion exchange treatment portion of the DRWP Capacity Increase.

HCWP Treatment Improvements Project

Department: Public Utilities
Planning Area: Citywide
Start Date: 2012
Est. Completion Date: 2017
Est. Cost: \$74,000,000
Est. Operating Impact: \$750,000 - \$1,000,000 annual increase

The HCWP Treatment Improvements project adds new treatment processes to enhance water quality and improve process control. Treatment improvements include softening, recarbonation, ozone and biologically active filters. Once completed, the project will enhance compliance with the Stage 2 Disinfectants Byproduct Rule and taste-and-odor control. The new facilities will be LEED certified.



Construction of a portion of the water treatment improvements located at HCWP.

PAWP Treatment Upgrades Project

Department: Public Utilities
Planning Area: Citywide
Start Date: 2015
Est. Completion Date: 2018
Est. Cost: \$65,000,000
Est. Operating Impact: Minimal increase

Construction began in 2016 on the PAWP Treatment Upgrades project, which will renovate or replace aging treatment structures, equipment, and systems to improve treatment process reliability. Reliability improvements include the replacement and rehabilitation of clarifier mechanisms, new recarbonation equipment, filter media replacements, new chemical handling systems, and a new electrical substation.



Installation of a new clearwell at PAWP. This will increase the reliability of the water supply system.

GLOSSARY OF COMMONLY USED TERMS AND ACRONYMS



Accrual	The term accrual refers to any individual entry recording revenue or expense in the absence of a cash transaction.
Accrual Accounting	Relating to or being a method of accounting that recognizes revenue when earned and expenses when incurred.
Actual(s)	Expenditures plus outstanding encumbrances against current year appropriation.
Ad Valorem	A tax amount that is based on the value of a piece of property.
Adopted Budget	The budget adopted by City Council including council-approved modifications.
Allocation	A part of a lump-sum appropriation designated for expenditure by specific organizational units and/or for special purposes, activities, or objects.
Appropriation	An authorization from city council to incur obligations for a specific purpose. An appropriation is usually limited in amount and as to the time when it may be spent, normally the fiscal year.
APPS	Applications for Purpose, Pride, & Success. Created in 2011, the mission of the APPS program is to enrich the lives of Columbus youth and young adults (ages 14-21) by connecting individuals and their families to programs and services focused on building life skills, character development, employment, postsecondary education, and other components that foster success in life.



Balanced Budget

As described in the Financial Policies section of this document, a budget is considered balanced in a fund if the appropriations in that fund for a given fiscal year do not exceed the resources available to it. Those resources can include a combination of current (budget) year anticipated revenue and the beginning year fund balance.

Beginning Balance

The beginning balance is comprised of residual funds brought forward from the previous year's ending balance.

Bond

A written promise to pay a specific sum of money (principal) at a specified future date along with periodic interest rate. Bonds are typically used for long-term debt to pay for a particular capital expenditure.

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.



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 renovation, and improvements or additions to the city's fixed assets (e.g., streets, sidewalks, roads, sewers, plant improvements, water lines, parks, and buildings).

Capital Improvements	Projects that help maintain or improve a city asset. Normally, a capital improvement is a new construction, expansion, renovation, or replacement project for an existing facility or facilities or the purchase of major equipment.
Capital Improvement Plan (CIP)	The city's allocation plan for capital expenditures over several future years. It sets forth each capital project, identifying the expected beginning and ending date for each project, the amount the city will expend in each year, and the method of financing those expenditures. The CIP is not an authorization of appropriation. City Council approves the plan as a resolution.
Capital Outlay	A category of expenditures which results in the acquisition of or an addition to, the city's fixed assets.
Cash Basis Accounting	Cash basis accounting only recognizes revenue and expenses when cash is actually collected or disbursed.
CDBG	Community Development Block Grant. A type of federal grant established under Title I of the Housing and Community Development Act of 1974 for the purpose of community development and affordable housing.
CEPT	Chemically Enhanced Primary Treatment
City Charter	The City of Columbus Charter is the city's constitution, and only the citizens of Columbus can amend it by voting for changes.
City Codes	The City Code is the collection of all ordinances that govern all citizens and businesses within the city.
Councilmanic	See definition for Unvoted Debt (Councilmanic).
Consolidated Plan	A collaborative process through which the community identifies its housing, homeless, and community development needs and establishes a vision, goals, and strategies for addressing those needs. The plan uses these priorities to determine program funding for the coming year.
Cost of Service	The cost a utility pays to provide a service. A utility takes these costs into account when determining what rate to charge consumers.



Debt Service

The city's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

Department

A major organizational unit of the city which indicates overall management responsibility for an operation or group of related operations within a functional area.

Depreciation

A decrease in the value of an asset with the passage of time, due to use, wear and tear, or obsolescence.

Division

A categorization of organizational unit, indicating management responsibility for an operation or a group of related operations within a functional area, subordinate to the department level.

DRWP

Dublin Road Water Plant



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.

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.

Expenditure

This term refers to a payment for an asset or goods and services with appropriated funds. This is different from when an entity encumbers funds, thereby reserving funds they plan to expend.

**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	Abbreviation for Government Finance Officers Association.
GIS	A geographic information system (GIS) is a system designed to capture, store, manipulate, analyze, manage, and present all types of spatial or geographical data.
Goal	A statement of broad direction, purpose, or intent based on the needs of the community.
Governmental Fund	Governmental funds are used to account for “governmental-type activities or functions.” Governmental-type activities include services largely funded through non-exchange revenues (taxes are the most common example).
Grant	A contribution by another level or entity of government, or other organization (in the case of private grants) to support a particular function.

**HCWP**

Hap Cremean Water Plant

HOME

The HOME Investment Partnerships Program (HOME) provides federal funding for developing affordable housing for rent or homeownership or providing for direct rental assistance to low-income people. HOME is the largest Federal block grant to state and local governments designed exclusively to create affordable housing for low-income households.

HOPWA

The Housing Opportunities for Persons With AIDS (HOPWA) Program is the only federal program dedicated to the housing needs of people living with HIV/AIDS. Under the HOPWA Program, the Federal Department of Housing and Urban Development makes grants to local communities, states, and nonprofit organizations for projects that benefit low-income persons living with HIV/AIDS and their families.

HVAC

HVAC (heating, ventilation, and air conditioning) is the technology of indoor and vehicular environmental comfort. Its goal is to provide thermal comfort and acceptable indoor air quality.

**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.



JPWWTP

Jackson Pike Waste Water Treatment Plant



Loan

Written or oral agreement for a temporary transfer of funds from the owner (lender) to a borrower who promises to return it according to the terms of the agreement, usually with interest for its use.



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.

**Neighborhood Pride**

Neighborhood Pride is a team effort by city departments, neighborhood groups, individual residents, businesses, schools, and other partners to make our neighborhoods safer and cleaner. The program sends teams from City departments into neighborhoods to clean alleys and streets, tend to parks, and check and repair street lights. They also identify safety and health hazards, find code problems, and help families find answers and resources to fix those problems. Street by street, block by block, this means safer, cleaner neighborhoods across the city.

Note

A financial security that generally has a longer term than a bill, but a shorter term than a bond. However, the duration of a note can vary significantly, and may not always fall neatly into this categorization. Notes are similar to bonds in that they are sold at, above, or below face (par) value, make regular interest payments, and have a specified term until maturity.

NSP

The Neighborhood Stabilization Program (NSP) provides targeted emergency assistance to acquire and redevelop foreclosed properties that might otherwise become sources of abandonment and blight.

**OEPA**

Ohio Environmental Protection Agency

Official Statement

Document published by the issuer of bonds which generally discloses material information on a bond issue, including the purposes of the bond issue, how the bonds will be repaid, and the financial, economic, and demographic characteristics of the issuing government. Investors may use this information to evaluate the credit quality of the bonds.

Operating Budget

The city's annual appropriation of funds for ongoing program costs, including salaries and benefits, services, and supplies, among other cost categories.

Operating Funds

Funds that finance the majority of the city's operations. For the most part, revenues deposited into these funds are raised by the taxing and fee collecting authority of the city. Grants and contributions from governments and other entities compose the other major sources of revenue for these funds.

OPWC

Ohio Public Works Commission

Ordinance

A formal legislative enactment by the City Council which has the full force and effect of law within the boundaries of the city.

OWDA

Ohio Water Development Authority



PACE

Pro-Active Code Enforcement. PACE is a team of code officers charged with pro-actively investigating blighted areas of the city without waiting for complaints from citizens.

PAWP

Parsons Avenue Water Plant

Performance Indicators

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 'yardsticks' 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 lines as well.
Property Tax	A tax levied on the assessed value of real property. This tax is also known as an ad valorem tax.
Proprietary Fund	In governmental accounting, is a business-like fund of a state or local government. Examples of proprietary funds include enterprise funds and internal service funds. Enterprise funds provide goods or services to the general public for a fee. Internal service funds account for goods and services provided by one department or agency to another department or agency of the governmental unit (or to other governmental units) on a cost-reimbursement basis.
Public-Private Partnerships	A government service or private business venture which is funded and operated through a partnership of government and one or more private sector companies.
Purchase Power	An expenditure in the electrical division in the Department of Utilities that refers to the purchasing of wholesale electricity. The division must purchase wholesale electricity since the city does not generate its own.



Rating Agencies	Companies that provide ratings that indicate their respective opinion of the relative credit quality of securities. Examples include Standard & Poor's (S&P), Moody's, and Fitch.
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.



SCADA

Supervisory Control and Data Acquisition

SIB

State Infrastructure Bank

SMOC

Sanitary Maintenance Operations Center

Special Improvement District

A defined area within which property owners are required to pay an additional tax or assessment in order to collectively fund projects within the district's boundaries.

Special Income Tax (SIT)

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

Special Revenue Funds

Those funds used to account for the proceeds of specific revenue sources (other than special assessments) or to finance specified activities as required by law or administrative regulations.

SSES

Sewer System Evaluation Survey (SSES) is the critical first step in any sewer system evaluation and management program which includes project management/coordination of flow monitoring, sewer system evaluation, field survey, system mapping, hydraulic modeling and analysis, best management practices, cleaning, and long-term maintenance management programs.

Streetscape

The visual elements of a street, including the road, adjoining buildings, sidewalks, street furniture, trees and open spaces, etc., that combine to form the street's character.

SWWTP

Southerly Waste Water Treatment Plant

**Tax Abatements**

Subsidies that lower the cost of owning real and personal property by reducing or eliminating the taxes a company 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.



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.



Vacancy Credit

A term referring to when a department anticipates savings stemming from the turnover of employees throughout a given budget year.

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.

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.



WIC

The Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) provides federal grants to states for supplemental foods, health care referrals, and nutrition education for low-income pregnant, breastfeeding, and non-breastfeeding postpartum women, and to infants and children up to age five who are found to be at nutritional risk.

WPCLF

Water Pollution Control Loan Fund

WSRLA

Water Supply Revolving Loan Account

WWTF

Waste Water Treatment Facilities

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