

2014 BUDGET

THE CITY OF
COLUMBUS
MICHAEL B. COLEMAN, MAYOR





OFFICE OF THE MAYOR

November 15, 2013

Dear President Ginther and Members of Council:

Today, in accordance with Section 26 of the Charter of the City of Columbus, I present my 14th balanced budget, an investment blueprint that reflects our unwavering commitment to the safety of our residents, the quality of our neighborhoods and the future of our young people. It also represents the continued fulfillment of our pledge to preserve our resources and keep our city fiscally sound.

Our collective commitment to the city's fiscal stability has again resulted in the maintenance of our AAA bond rating. The City of Columbus is the only city of its size to receive a positive fiscal outlook and the highest rating from all three rating agencies. Once again, savings in the current year budget will let us accelerate deposits into our Rainy Day Fund. We propose to deposit an additional \$10.6 million into the fund. This will result in a projected balance within the fund of \$64 million by the end of 2014. These deposits put us ahead in meeting the new goal of a \$75 million balance in the fund by the end of 2018.

The final report of the City of Columbus Accountability Committee was issued in March of this year. The 2009-2019 savings documented in the report were over \$223 million, more than twice the savings originally promised by the city. Our collective commitment to reducing costs through changes in employee pension and insurance programs and efficiencies in city operations remains strong, and we will continue to pursue the goals identified in the original report and search for new opportunities where they may exist.

The 2014 budget allocates nearly \$533 million to support the Department of Public Safety. Classes are funded in the Divisions of Police and Fire to keep uniformed officers and firefighters on our streets protecting our residents. We will continue to invest in the summer strike force to target policing in areas and months where crime is most prevalent. We will maintain funding for the Applications for Pride, Purpose and Success program in order to build on its past success.

This budget makes an unprecedented direct investment in the education of our kids. The 2014 budget allocates \$7.5 million toward specific educational priorities consistent with the recommendations of the Columbus Education Commission. With this investment we intend to leverage additional dollars from the private sector, foundations and, or, the state and federal government to focus on the educational priorities of this community to improve our schools.

Safe, vibrant and thriving neighborhoods are the backbone of our great city. The 2014 budget substantially enhances code enforcement by providing it more tools, greater efficiency and more personnel. Our fight against blight adds eight code enforcement officers (two teams of four). These positions will constitute a new team that will be proactive in addressing and targeting areas experiencing the greatest challenges. Additional capital and general fund dollars will be used to support the code enforcement program including investments in vehicles, radios, database technology and uniform identification.



OFFICE OF THE MAYOR

The 2014 proposed budget includes over \$1.25 million for weed abatement services and emergency demolition of vacant and unsafe structures. This budget also expands funding to ensure that all our neighborhood recreation centers will be open full time next summer while expanding maintenance operations to improve upkeep of our city parks. The successful citywide recycling and yard waste program is fully funded and operational in all city neighborhoods. The Columbus Next Generation Corporation receives continued funding to coordinate public and private resources and redevelopment efforts in some of our most challenged neighborhoods.

We also maintain our commitment to help the city's most vulnerable residents who rely on vital community services to meet their basic needs. We maintain funding in this budget for social service agencies such as the Community Shelter Board. In addition, the Columbus Neighborhood Health Centers are fully supported in 2014 so that needed health services continue to be available to all populations within the city. We have also provided expanded funding to address and mitigate the issues surrounding infant mortality in our city.

We will continue our job creation efforts in 2014. Our partnerships with Columbus 2020, COWIC and TechColumbus will continue to receive support from the city in 2014. These efforts allow the city to attract and create new jobs while preparing our residents to fill them.

I have proposed a 2014 General Operating Fund budget that is balanced, maintains and expands vital neighborhood services, and continues our commitment to fiscal responsibility. It is also a budget that is committed to investing in our city's most important asset, our youth. It is only through these types of investments that we can ensure that Columbus continues to be the best city in the nation in which to live, work, and raise a family.

Very truly yours,

Michael B. Coleman
Mayor

**CITY OF COLUMBUS
PROPOSED 2014 BUDGET**

Mayor Michael B. Coleman

Presented to
Columbus City Council
November 15, 2013

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Introduction

The 2014 Budget Document

The 2014 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. Included are specific programs and strategies that will contribute toward the achievement of those goals in 2014 and beyond.

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 2014 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 structures.

Department Summaries

This section describes each department, including the department description and mission, strategic priorities for 2014, and 2014 budget notes. Budget summary charts are presented, listing department financial and personnel data, including information by program.

Performance Indicators

This section presents key performance indicators for city departments.

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.

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, 2014 projected expenditure levels by department, division, and object of expense 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.

All Funds Summary

Detailed budget and historical expenditure and personnel information are included in this section.

Capital Summary

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.

Mayor's Goals and Initiatives for 2014

The 2014 budget focuses on achievement of the goals of the Columbus Covenant in order to reach our vision “to be the best city in the nation in which to live, work, and raise a family.” Those seven goal areas are:

- **Customer Service** – provide quality and efficient service delivery to customers using “best practices”
- **Neighborhoods** – engage and promote strong, distinct, and vibrant neighborhoods
- **Safety** – enhance the delivery of safety services
- **Economic Development and Technology** – provide an atmosphere that promotes job creation and economic growth in existing and emerging industries
- **Education** – encourage and promote participation in learning opportunities
- **Downtown Development** – develop a vibrant and thriving downtown that is recognized as an asset for the region
- **Peak Performance** – invest in all city employees and develop systems that support a high-performing city government

For each of these seven goals, the administration has identified key initiatives – referred to as strategic priorities – that will advance the achievement of these goals. These strategic priorities are outlined in the individual department sections that follow. Many of these initiatives cross over department lines, requiring city departments to work collaboratively to ensure the success of these initiatives.

In addition, the city will continue to implement the Get Green Initiative. Get Green Columbus is a multi-faceted initiative for the city to craft environmentally sound policies, build healthier neighborhoods, and protect the community's air and water, all while encouraging the development of green buildings and jobs in Columbus.

In addition to initiatives in support of the seven goal areas of the Columbus Covenant, each department has created individual sets of goals and objectives that will provide city residents and elected officials with information regarding the quality, quantity, and efficiency of the services they deliver.

Some of the city's major innovations and undertakings in 2014 are presented below, organized by goal area.

Customer Service

- Citizen access to city services and information through the operation, support and promotion of the **311 Customer Call Center** will be continued in 2014.
- The five Neighborhood Pride Centers will continue to serve as **links between city services and Columbus neighborhoods** in 2014. Each pride center is a one-stop-shop for various city services and is dedicated to protecting the health, safety, and welfare of families living in their designated area.

- Concepts of **community involvement in crime awareness and reduction** programs and efforts will be promoted in 2014. The focus will be centered on participation in neighborhood crime reduction and organizational efforts such as block watch groups to support community policing partnerships.
- The **community education program for Columbus residents "SIGNS"** will be continued. This program provides information to the public on the safety of restaurants, pools, schools and other venues inspected by Columbus Public Health. Transition to enhanced mobile web technology will improve efficiency.
- The **streamlining of the zoning and permitting process** will continue in 2014 with the updating of the building code, to include definition updates, revisions to residential standards and permitted uses and the deletion of antiquated terms.

Neighborhoods

- Nine additional positions are added to the general fund to enhance and develop a more proactive approach to **code enforcement** efforts.
- In 2014, the city will continue to coordinate funding from the federal Housing and Economic Recovery Act of 2008, American Recovery and Reinvestment Act and the Financial Reform Act (NSP 1, 2, 3) with public and private sector partners to **revitalize defined areas, focusing on neighborhoods hit hardest by the foreclosure crisis**. The city will utilize the Columbus Land Bank and housing programs to target acquisition of foreclosed properties, demolish blighted structures, and renovate vacant homes into community assets.
- The **Neighborhood Safety Camera Program** will be continued and crime statistics on neighborhoods will be analyzed.
- The **Summer Strike Force** will be continued in 2014. The goal of this program is to mitigate crime in high crime areas by focusing concentrated levels of uniformed police resources during statistically high crime months. This targeted approach has been shown to be successful.
- **Collaboration with partners on joint projects** will continue on various projects, including with Metro Parks on the development of the remaining portion of the Whittier Peninsula, Franklin Park Conservatory on Franklin Park's master plan, and Columbus City Schools on shared parks and playgrounds.
- Development and construction of **multi-use trails** through bike/pedestrian studies and mobility plans will continue.
- Columbus Public Health will 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 Get Active Columbus, Healthy Children Healthy Weights, the Institute of Active Living, farmers markets and community gardens, bike and walking paths, walking maps and art walks, the Creating Healthy Communities Network, Women Infant and Children (WIC) and the Healthier Choices Committee.
- The city will continue to **invest in its neighborhoods** through improvements to various recreation centers including HVAC and electrical systems, roofs, playground equipment,

floors, and landscaping as well as upgrades to various outdoor swimming pools and construction of a new sprayground.

- Six **community recreation centers** that had been operating on a part-time basis will be opened full-time.
- The city will continue to **support social services** for citizens facing the greatest challenges from the current economic environment, by maintaining funding for local social service agencies, the Community Shelter Board and the Columbus Neighborhood Health Centers.
- In an effort to stabilize and maintain neighborhoods with high rates of foreclosed homes and abandoned properties, additional community development block grant funds are being provided to the **weed abatement program** in 2014.
- Funding is incorporated in 2014 for an effective **rodent control** program for neighborhoods in Columbus experiencing a problem.
- The city will continue its efforts to **reduce infant mortality** in Columbus. Funds have been budgeted to provide for additional staff and anticipated contractual obligations. Staff will expand infant home visiting programs and provide increased maternal support. The city will contract with community partners to coordinate community learning and create a workable plan to achieve Healthy People 2020 goals.

Safety

- **Uniformed personnel levels will increase** by year-end 2014 through the offering of both police and fire recruit classes in 2014. These classes, when combined with those funded in 2013, will ensure that there are a sufficient number of recruits being trained to offset retirements and other separations.
- Departmental and community **planning to prepare for and respond to a range of disasters or emergencies**, including bioterrorism, will continue to be a priority in 2014. Community leadership, public education, staff training, and an emphasis on public health awareness and protection for all Columbus residents will be key themes in 2014.
- In a continued partnership with Community Crime Patrol, downtown parks will be monitored to **ensure citizen safety** and will proactively address concerns.
- Police and fire staffing levels will be examined to determine the **most effective and efficient deployment of uniformed personnel**. Staffing adjustments may be made to address inefficiencies when and where they occur.

Economic Development and Technology

- **Job growth opportunities** and **job training efforts** will be proactively pursued by continued investment in Columbus2020!, Central Ohio Workforce Investment Corporation, and other entities to promote the economic development of the city.
- Growth among existing and emerging industries will be fostered through the continuation of the targeted **business retention program**.
- In 2014, established relationships with TechColumbus, Columbus2020!, Battelle, The Ohio State University and other similar entities will continue to be leveraged to **encourage entrepreneurship, innovation and commercialization**.

- The city will continue to support **regional economic development strategies** designed to retain and expand companies within advanced logistics, small business, and technology-based industries.
- The city will continue to promote development in the King-Lincoln, Franklinton and Parsons Avenue districts through the use of **small business grants and loans**.
- Continue implementation and promotion of a **Green Economic Development** policy to encourage investment in environmentally sustainable business growth.
- In 2014, the city will develop and implement the next phases of its **citywide connectivity plan**. This plan outlines the most efficient means by which to connect to city facilities for data exchange and telephone voice traffic. The city plans to implement a wireless/fiber optic/broadband network technology, integrating it with the overall city network when practical. Services will be provided to city facilities and regional partners as part of the city's effort to promote shared services with public agencies to enhance citizen access and facilitate economic development.

Education

- Funding will be allocated toward **public education efforts** in alignment with the recommendations of the Columbus Education Commission.
- **After-school and summer initiatives** that expand the educational opportunities available to children in the city will be continued in 2014.
- In partnership with Columbus City Schools, the city will maintain a **presence of police officers and firefighters in the schools**, including 17 school resource officers in Columbus high schools and 20 community liaison officers, who present public safety programs in the elementary and middle schools.
- City departments will partner to enhance the **safety and infrastructure near and around schools** through the installation of sidewalks.
- The Application through Pride, Purpose and Success (APPS) Program will continue its effort to **engage and mentor at-risk youth and young adults**.
- **Safe bicycling** will be promoted through the "Share-the-Road" public awareness campaign which shares tips with motorists and cyclists on how to safely and legally share the roadways.

Downtown Development

- Implementation of the **comprehensive business plan for downtown** development, including strategies for housing, retail, parking, transportation, recreation, and economic/office development will be continued.
- Collaboration with Capitol South and the Columbus Downtown Development Corporation on targeted programs to encourage development and redevelopment of the **Mile on High district and other key downtown properties** will be continued.
- The city will continue to work to **make downtown more environmentally welcoming** by incorporating features such as bicycle amenities, rain gardens, recycling options, and improved pedestrian mobility.

Peak Performance

- The city will continue to address components of its **ten year reform and efficiency action plan** related to employee compensation and benefits. Since a number of these reforms must be achieved through collective bargaining negotiations, they will require the collaborative efforts of the labor relations, employee benefits and compensation management program areas.
- The city will continue the implementation of voice over internet protocol (VoIP) telephone systems, a unified communications system which offers features that will **enhance employee productivity** through better management of voicemail and email, the flexibility to work from any location, and voice and video conferencing abilities.
- The development and refinement of strategies to maximize grant dollars for **“greening” the city’s vehicle fleet** will continue in 2014.
- In 2014, the city will **expand its use of compressed natural gas (CNG)**. Following the opening of the first CNG station on the city’s east side in 2012, a second CNG fueling station will open on the north side in 2014. The city will also purchase and implement an additional 81 CNG-fueled vehicles in 2014.
- By early 2014, the city will have upgraded its entire fleet of parking meters with new **smart meters** that, in addition to coins, will take credit and debit cards.

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Community Profile

Brief History of the City

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. The National Road reached Columbus in 1831 and brought with it additional industry and trade. The railroads prospered in the 1850's in the city, and Columbus became a center of manufacturing. The 20th century saw a rise in the aviation, education, business, banking and insurance industries. Today, Columbus continues to be a leader in these and other fields, including research, technology and healthcare.

Form of Government and Organization

The state legislature established Columbus as a city in 1812. 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 of Columbus is administered by a Mayor, a seven-member City Council, the City Auditor and 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 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 Mayor appoints directors for the Departments of Public Safety, Public Service, Public Utilities, Finance and Management, Development, Building and Zoning Services, Human Resources, Technology, Equal Business Opportunity and Community Relations. The remaining four city department directors are appointed by and report to independent commissions. These are the Recreation and Parks Department Director, the Health Commissioner, the Civil Service Executive Secretary and the Secretary of the Sinking fund. The City Treasurer and Clerk to the Council are appointed by, and serve at the pleasure of the Council.

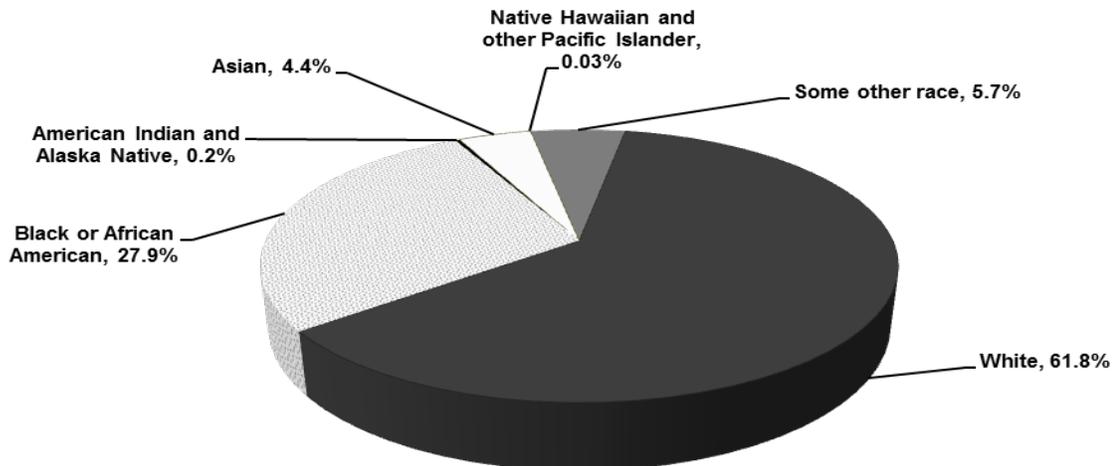
Location

Columbus encompasses a little over 227 square miles and is located at 39°59' north latitude and 82°59' west longitude in the eastern portion of the U.S. Midwest at 902 feet above sea level. Columbus is within 500 miles of more than half of the nation's population including, among others, the following cities: Chicago (350 miles), St. Louis (400 miles), Indianapolis (175 miles), Detroit (200 miles), Pittsburgh (185 miles), Philadelphia (470 miles), and New York City (500 miles).

Population and Household Demographics

Columbus is home to 809,890 residents (U.S. Census Bureau American Fact Finder 2012 population estimate), with roughly 3,568 residents per square mile. Estimates from the U.S. Census Bureau for the 2012 American Fact Finder report that 49 percent of the population is male and 51 percent is female. The median age is 32.0 years old and 77 percent of the resident population is 18 or older.

According to the American Fact Finder's estimates, 5.5 percent (44,378) of the city's residents identify as Hispanic or Latino with the remaining 94.5 percent (765,512) identifying as not Hispanic or Latino. The racial demographics for Columbus are broken down as follows:



Source: U.S. Census Bureau (2012 American Fact Finder)

Housing

Of the estimated 380,919 total housing units within city limits, 86.5 percent were occupied in 2012, leaving 13.5 percent or 51,408 housing units vacant (for rent, for sale and unoccupied, or otherwise vacant). Forty-five percent of the occupied housing units were owner-occupied. Roughly 43 percent of housing units were built prior to 1970 and 46.2 percent of housing units are single family, detached homes. Columbus owner-occupied homes had an estimated median value of \$127,000 in 2012.

Transportation

The Columbus metro area is located within a one day drive or one hour flight of over half the population of the U.S. and Canada. Crossed by eight major interstate highways, the metro area has easy southbound access through the Mid-Atlantic States to the southeast. The region's east-west corridors traverse the country from coast to coast and into the Rockies. Interstate access also provides major benefits for in-state commerce with easy travel possible from any market in the state to another. The region is home to the Port Columbus International Airport and the Rickenbacker International Airport, a multi-modal logistics hub serving international airfreight, cargo airlines, manufacturers and distributors.

Of the total working population that commutes in the Columbus MSA, 82.1 percent commute to work alone in their vehicles, 8.4 percent carpool with others, and 1.6 percent utilizes public transportation to get to and from work. Mean travel time to work was 22.8 minutes in 2012. The Central Ohio Transit Authority (COTA) operates bus service throughout Franklin County, and parts of Delaware, Fairfield, Licking and Union Counties, providing approximately 18 million rides annually.

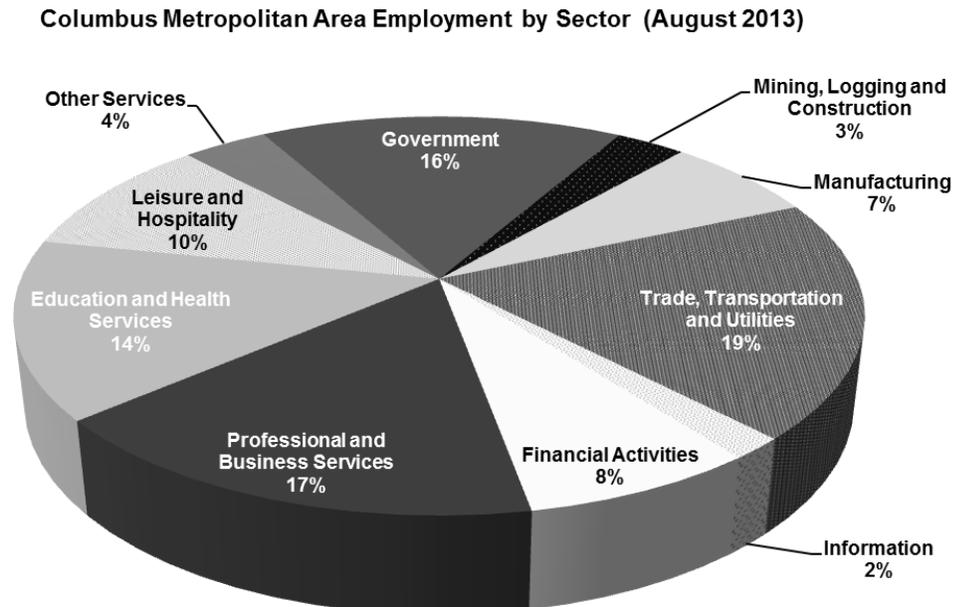
Healthcare and Education

Columbus is home to some of the best healthcare providers in the nation, including Nationwide Children's Hospital, the OhioHealth system, and The Ohio State University Medical Center. Twenty-six public and private colleges and universities are located within the region, enrolling over 100,000 students in the metropolitan area. Columbus City Schools, the largest school district in Ohio, has an average daily enrollment of 49,494 students. High school graduates comprise 25.6 percent of the adult population and 34 percent of the city's residents have a bachelor's degree or higher. The Columbus Metropolitan Library has been serving residents since 1873 and maintains a collection of 3 million items at 22 locations throughout the metro area.

Area Employment and Economic Outlook

Business Sectors and Employers

Columbus has a stable employment environment anchored by local, state and federal government operations, and augmented by financial services, healthcare, pharmaceuticals, information services, energy, and technology companies. The graph below shows Columbus area employment by major sector.



Source: U.S. Bureau of Labor Statistics

While the number of jobs in some sectors, such as mining, logging and construction, manufacturing, and trade and transportation has declined over the past decade, other sectors have grown. Education and health services, professional and business services and the leisure and hospitality sectors have expanded over the past ten years.

Columbus Area Employment, by Sector and Number of Jobs (2003 to 2013¹)

Employment Sector (non-farm)	# of Jobs 2013	Net Change 2003 to 2013	% Change 2003 to 2013
Trade, Transportation and Utilities	182,900	(3,000)	-1.61%
Professional and Business Services	165,400	34,300	26.16%
Government	155,300	3,500	2.31%
Education and Health Services	142,100	44,100	45.00%
Leisure and Hospitality	100,900	15,800	18.57%
Financial Activities	72,400	(3,400)	-4.49%
Manufacturing	66,800	(17,400)	-21%
Other Services	36,300	(1,500)	-3.97%
Mining, Logging and Construction	31,500	(9,000)	-22%
Information	16,300	(4,200)	-20.49%
Total Non-Farm Employment	969,900	59,200	6.5%

Source: U.S. Bureau of Labor Statistics

¹ 2013 is estimated using August 2013 preliminary figures. Job figures are rounded to the nearest one-hundredth.

Columbus serves as headquarters to major national and multinational corporations, including Nationwide Insurance, American Electric Power (AEP), Limited Brands, AT&T, and Big Lots.

Several leading information providers are also based in Columbus, including Chemical Abstracts Service and the Online Computer Library Center. In recent years, the healthcare industry has emerged as a new growth sector, with the city boasting four nationally recognized health systems employers that employ thousands of healthcare workers and contribute billions to the local economy. Central Ohio's 25 largest companies are listed below.

Central Ohio's 25 Largest Employers (2012)

	Employer Name	Central Ohio Employees	2011 Revenue
1.	The Ohio State University	27,404	NA
2.	State of Ohio	24,748	NA
3.	JPMorgan Chase & Co.	19,200	97.2 billion
4.	OhioHealth Corp	14,025	2.3 billion
5.	Nationwide Mutual Insurance Co.	11,316	20.7 billion
6.	Kroger Co.	10,031	90.4 billion
7.	Columbus City Schools	9,753	NA
8.	City of Columbus	8,455	703.7 million
9.	Mount Carmel Health System	7,961	2.5 billion
10.	Limited Brands Inc.	7,800	10.4 billion
11.	McDonald's Corp	7,622	27.0 billion
12.	Nationwide Children's Hospital	7,472	1.3 billion
13.	Honda of America Manufacturing	7,000	96.6 billion
14.	Franklin County	6,689	NA
15.	Huntington Bancshares Inc.	5,094	2.6 billion
16.	Cardinal Health Inc.	4,468	108 billion
17.	Giant Eagle Inc.	4,260	9.3 billion
18.	American Electric Power Company Inc.	3,361	15.1 billion
19.	DLA Land and Maritime	3,200	4.0 billion
20.	Columbus State Community College	2,843	NA
21.	Abercrombie & Fitch Co.	2,725	4.1 billion
22.	South-Western City Schools	2,477	NA
23.	Alliance Data Systems Corp.	2,434	3.2 billion
24.	Battelle Memorial Institute	2,417	6.5 billion
25.	State Farm Insurance	2,000	60.8 billion

Source: Columbus Business First 2012 Book of Lists, Greater Columbus Largest Employers, December 2012

Note: This list is ranked by the number of employees in central Ohio (excluding contract workers, independent agents and others not receiving pay and benefits from the company). Central Ohio includes Franklin, Delaware, Fairfield, Licking, Madison, Pickaway and Union counties.

Several major employers have made central Ohio home in recent years, investing millions in the local economy and expanding the region's economic base. The table below lists companies that have made significant investments in the Columbus economy over the past few years.

Companies with Investments in Columbus over \$50 Million (2010-2012)

Company	Type	Product	Investment
Penn National Gaming Inc. (2012)	Other	Casino	\$400 million
MSC Industrial Direct/Sid Tool (2012)	Distribution	Industrial supplies	\$55 million
CSX Transportation Inc. (2011)	Distribution	Intermodal terminal	\$59 million
Columbia Gas of Ohio (2011)	Headquarters	Natural Gas	\$50 million
Coca-Cola Company (2010)	Manufacturing	Beverage Products	\$120 million

Source: Ohio Private Investment Survey 2010-2012, Ohio Development Services Agency, March 2013

Unemployment

Of the approximately 969,544 workers in the Columbus metropolitan statistical area (MSA) civilian labor force, 910,198 (or 94.1 percent) were employed in 2012. The unemployment rate of 6.0 percent in the MSA (as of August 2013, not seasonally adjusted) remains lower than that of the state (7.3 percent) and the nation (7.3 percent) and mirrors the unemployment rate of August 2012.

Columbus Work Force

Close to one million people work in the Columbus MSA, nearly a 30 percent increase since 1990. The Columbus work force is highly educated and largely white-collar, creating a supportive environment for innovation and expansion. Approximately 22.4 percent have bachelor's degrees and 11.6 percent have master's degrees—numbers that point to a healthy and prosperous future for the city. The annual median income of households in the City of Columbus was \$43,844 in 2012.

Key Development Projects

Downtown Development

The City recognizes that the vitality of downtown Columbus is essential to the overall economic health of the Central Ohio region. Over the last decade, a considerable amount of reinvestment has occurred. Residential growth has increased for the first time since 1950; since 2000, one million square feet of office space has been absorbed, greatly reducing the vacancy rate; and nearly \$2 billion in public and private investment has been realized. In order to continue to stimulate the pattern of successful growth and build upon past planning efforts, the city implemented the 2010 Downtown Strategic Plan. This plan, created in connection with community stakeholders, established principles and goals for the future.

One of the most significant downtown redevelopment projects during the past decade has been the development of the 75-acre Nationwide Arena District. Located on the site of the former Ohio State Penitentiary, the \$500 million development is a mixed-use residential, office, and entertainment district anchored by the Nationwide Arena. The Arena District redevelopment has resulted in the creation of over 10,000 new jobs since 2000 with over 515,000 square feet of new office space being constructed since 2004. Construction is currently underway for two additional buildings, totaling approximately 275,000 square feet, for Columbia Gas of Ohio. The project is expected to be completed in the spring of 2014.

The success of the Arena District is now generating new investment within the adjacent areas. The west side of the Arena District is home to The Condominiums of North Bank Park, a \$50 million, 20-story residential structure. In addition, in 2008 the former Jaeger Manufacturing site was awarded a Clean Ohio Assistance Grant of \$750,000 for brownfield remediation. Future development of this project includes 200-400 residential units, as well as retail and office space. Franklin County completed construction on the \$55 million Huntington Park baseball stadium in 2009. The stadium is home to the Columbus Clippers, a Triple-A minor league baseball team currently affiliated with the Cleveland Indians.

Growth continues on the north and east sides of the Arena District with the completion of the Flats on Vine residential development in 2010, which included an investment of \$22 million to construct 232 units ranging in size from studio to 1,200 square foot, 2-bedroom apartments. In addition, construction has been completed on the highly anticipated 500-room Hilton Convention Center Hotel, a project that included a public-private investment of \$140 million and the creation of 550 new jobs. Lastly, Nationwide Insurance has completed construction on an additional 200,000 square feet of office space to locate 1,400 of their employees.

Downtown housing is a critical component to the overall success of the Downtown Business Plan, which was completed in 2002. The plan identified a \$20,000 gap between the cost to build a unit of downtown housing and the market value of such a unit. To close that gap and encourage downtown housing activity, the city implemented a series of incentive programs to make downtown housing more affordable, including property tax abatements, utility tax credits, and streetscape grants. As a result of this effort, the private development community has undertaken a significant residential development initiative. Currently, over 2,343 units have been built and occupied since 2002 with another 1,437 planned, bringing the expected increase in new housing units in downtown to over 3,780.

In 2004, the city released its master plan for the redevelopment of an approximately one-mile stretch of the Scioto riverfront which runs through downtown. The city demonstrated its commitment to the plan, known as the “Scioto Mile,” with the opening of the city’s first major riverfront park in several decades, the 11-acre North Bank Park, which was completed in the summer of 2011 at a cost of approximately \$6 million. Today, the Scioto Mile consists of 145 acres of parkland, a 15,000 square foot fountain and a new Bicentennial Park and amphitheater.

The River South District is a 25-acre area adjacent to the southern end of the Scioto Mile. The city is focusing on redevelopment of this under-utilized part of downtown into a mixed-use urban hot spot. The Lazarus Building, with over 1.2 million square feet of office and retail space, anchors the district. Demolition of the former City Center Mall has resulted in a nine-acre project known as Columbus Commons. This project includes a recently-announced \$50 million, mixed-use development that will add 300 apartments and 23,000 square feet of retail to the vibrant park space that is there today.

The remaining area in the River South District is planned for 1,200–1,500 residential units, 500,000 square feet of office space, 70,000 square feet of retail space, and 2,500 underground/structured parking spaces.

Other Economic Development Initiatives

Through the prudent use of tax incentives, tax increment financing and other development incentives, the city has been able to leverage over \$7 billion worth of private sector development while creating and retaining 105,887 new jobs since 2000.

The following projects are some of the city’s other recent economic development initiatives:

The Ohio State University Wexner Hospital’s ProjectONE: The Ohio State University hospital system is in the process of the largest facilities expansion project in The Ohio State University’s history, which

includes construction of a new state-of-the-art cancer hospital and a critical care center. A press release provided by OSU highlighted their purchase of a former Veterans Administration medical building as the first visible step in a major city/University partnership to revitalize health and housing on Columbus' near Eastside. OSU estimates that the \$1 billion ProjectONE investment will create 5,000 construction jobs over the next five years and upon completion (expected in 2013), 10,000 new permanent full-time jobs, including 6,000 at the medical center and 4,000 indirectly in the community. It will also increase the medical center's economic impact on the local and state economy to more than \$4 billion per year.

Nationwide Children's Hospital Expansion: Nationwide Children's Hospital, which is located just outside of the core downtown area in an inner-city neighborhood, is also in the process of a major expansion of their current facility. The hospital has invested \$740 million by adding almost 1 million square feet of space. The hospital estimates that approximately 1,160 new employees will be added, which will result in almost a billion dollars of new cash flow into the local economy. To see that this facility continues to grow its global reputation, the hospital's Board of Directors has committed to spending approximately \$74 million to recruit and attract world class doctors, researchers and nurses.

Kimball Midwest Site: The City of Columbus was awarded up to \$3 million for the acquisition and completion of remediation and demolition activities at the former Kimball Midwest site located on West Goodale Street. The property has more than 120 years of industrial and commercial history, and was once used as a metal foundry in the late 1800s. The property has multiple buildings that will be rehabilitated using Leadership in Energy and Environmental Design (LEED) standards for reuse as a 5-story mid-rise apartment complex with 175 residential units and a parking garage. The property will also include access to a new City of Columbus pedestrian, bike bath, and bridge over the Olentangy River and connect to the Olentangy Bike Path. The Kimball Midwest property is one of the industrial properties in what has been turned into a residential neighborhood. The project includes a total investment of approximately \$20 million.

The Atlas Building: The city's most recent brownfield project supports the costly removal of asbestos contaminated material from the Atlas Building at 8 East Long Street in downtown Columbus. The city received a \$300,000 Clean Ohio Assistance Fund (COAF) grant from the State of Ohio to aid in the transformation of this National Register listed historic building spearheaded by the Schiff Capital Group. Improvements are expected to include the total interior redevelopment of the first floor for retail use and reconstruction of the upper floors for up to 102 residential units. The basement and some above-grade space will also be used to create amenities for the apartments. Total project costs are expected to top more than \$12 million with renovations expected to be completed in the spring of 2015.

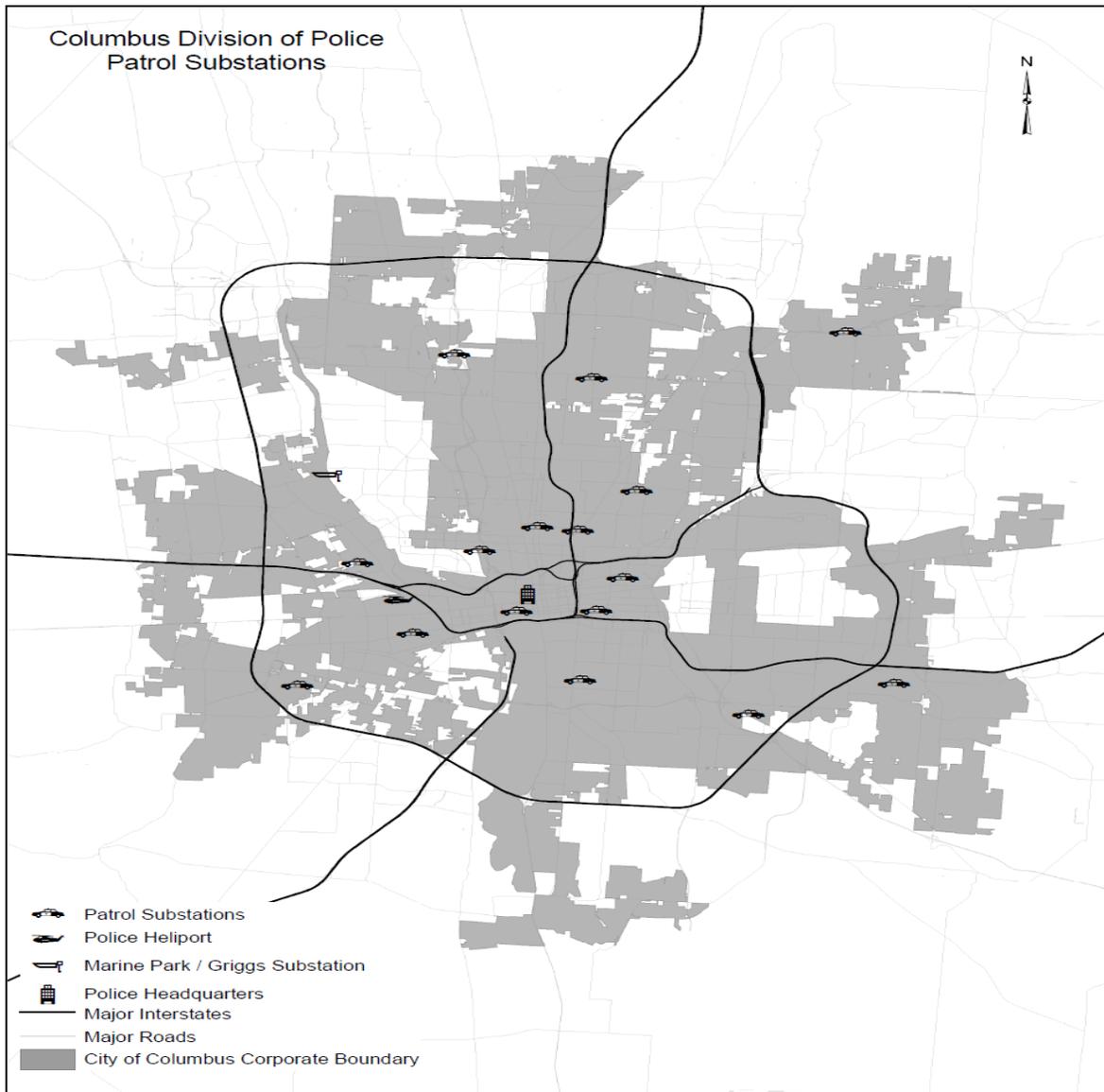
TechSouth: In 2007, the city received a \$5 million Job Ready Site Grant from the State of Ohio to help redevelop the former Techneglas facility on the Southside. This grant will be used to convert the 48 acres and nearly one million square feet of vacant manufacturing space back into productive use. These improvements are expected to generate 1,500 new jobs.

Columbus Coated Fabrics: The city has helped facilitate the remediation and redevelopment of the former Columbus Coated Fabrics site, situated on approximately 30 acres, through tax increment financing and other incentives. Upon completion of environmental remediation of the site, the developers expect to invest approximately \$45 million in redevelopment and construction of 500 new homes.

Key City Services

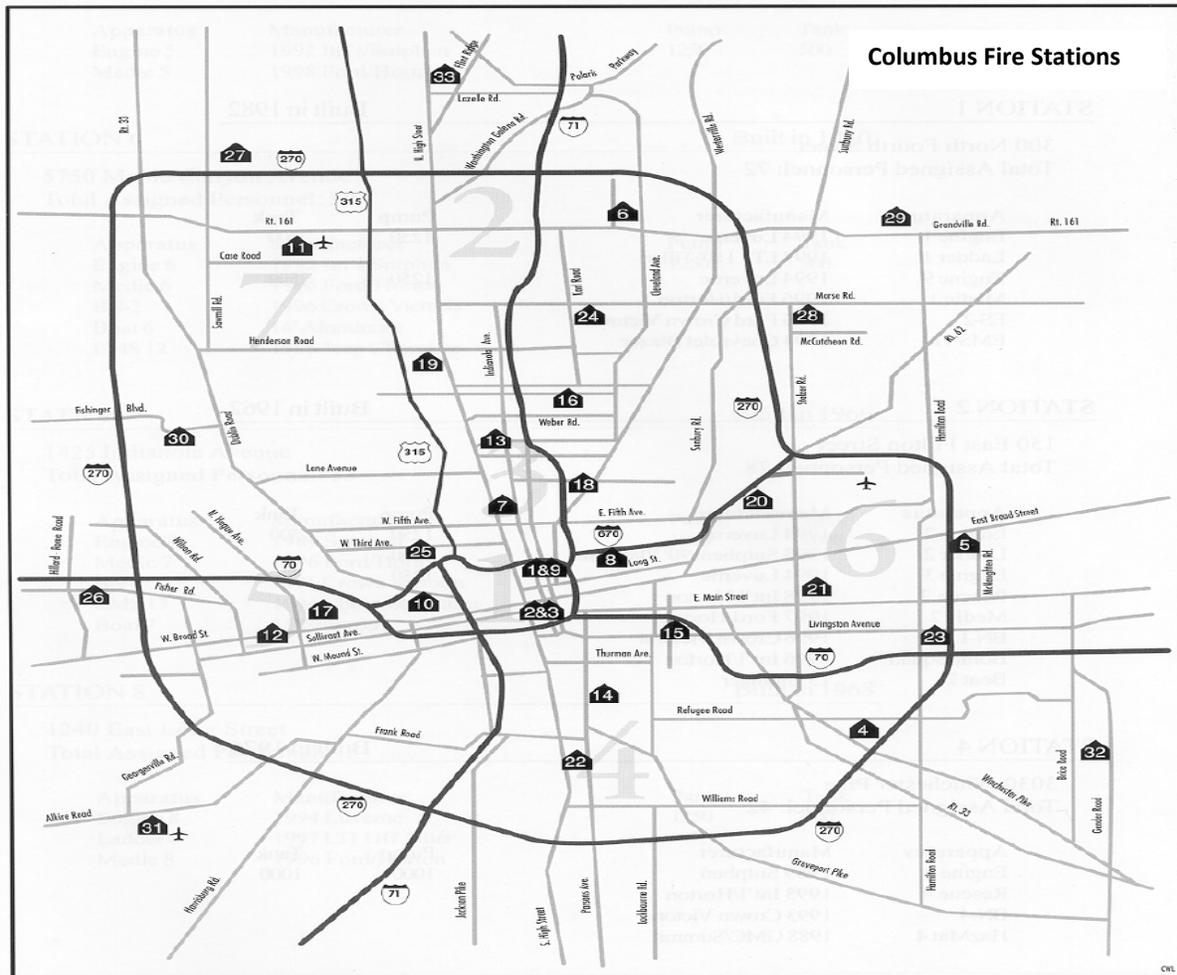
Police Protection

The Columbus Division of Police has 16 substations located throughout the city. There are five patrol zones divided into 20 separate precincts to serve the city's residents. Division headquarters is located at 120 Marconi Boulevard.



Fire Protection

The Columbus Division of Fire has 32 fire stations at various locations throughout the city. Columbus is divided into seven battalion districts from which fire apparatus are dispatched to serve the city's residents. Division headquarters is located at 3675 Parsons Avenue.



Solid Waste Collection

The Division of Refuse serves more than 330,000 households with weekly trash pick-up. The city also offers bulk waste pick-up, and bi-weekly recycling and yard waste collection services. In 2012, the city began offering a residential recycling collection service. RecyColumbus is a comprehensive recycling program of the Department of Public Service. It was fully implemented in February 2013, and serves approximately 187,000 households. The program has diverted over 22,000 tons of material to date and saved over \$1.24 million in landfill fees.

Street System

The Department of Public Service is responsible for day-to-day maintenance of more than 6,381 lane miles of roadway and 223 bridges. Since July 2012 through June 2013, 135,611 potholes were repaired.

Sewer System

Columbus maintains 4,500 miles of storm, sanitary, and combined sewers and operates two 24-hour wastewater treatment plants (Jackson Pike and Southerly).

	Wastewater Treatment Summary		
	2012	2011	2010
Total gallons treated (million gallons)	56,139.59	76,234.60	57,283.53
Average (millions gallons per day)	153.62	208.86	156.94

Source: Department of Public Utilities Annual Report

Water System

The source of Columbus' drinking water includes rivers, lakes, streams, ponds, reservoirs, springs and wells. Columbus and more than 20 contracting suburban water customers receive water from one of three plants: Dublin Road Water Plant, Hap Cremean Water Plant and Parsons Avenue Water Plant.

	Water Pumpage Summary		
	2012	2011	2010
Finished water			
Total (billion gallons)	51.2	50.3	51.2
Average (million gallons per day)	139.9	137.8	140.3
Estimated service population	1,139,345	1,132,500	1,125,900
Average per capita consumption (gallons per day)	123	122	125
Miles of distribution pipe:			
Columbus	2527	2,516	2,521
Suburbs	990	967	954

Source: Department of Public Utilities Annual Report and performance dashboard

Neighborhood Services

The city operates five Neighborhood Pride Centers throughout the community, which serve as one-stop shops for city services. On-site staff includes community liaison police officers, code enforcement officers, solid waste inspectors, and a neighborhood liaison, all of whom work directly with citizens and neighborhood organizations to address issues of concern.

Neighborhood Pride, another unique city program, is an intense, one week service delivery event that brings residents, city staff, and area businesses together to beautify and celebrate a neighborhood. During Pride Week, the city provides alley and street cleanups, evaluation of house exteriors for code complaints, and sponsors community events. Since its inception in 2000, 76 neighborhoods have participated and 862 businesses have become Pride Partners, donating funds and support for the program.

Neighborhoods are also strengthened through the city's Code Enforcement Office, through which 64 code enforcement officers and supervisors work with residents to ensure that properties meet city codes for health and safety. Through September 2013, code officers investigated 27,775 emergency and non-emergency requests and issued 15,320 notices of violation.

Public Health

Columbus Public Health provides a variety of preventive and community health services for city residents. The Environmental Health Division conducts regular inspections of food facilities, such as restaurants and mobile food carts, ensuring that safe and proper handling of food is a priority, thus reducing the incidence of food-borne illness in the community. In 2012, the division inspected and

licensed 6,421 food service operations and held food safety education classes that reached over 1,500 people. The division also inspects public pools and spas, school facilities, and tattoo parlors. Through the popular SIGNS program, residents can quickly see the status of a facility so that they can make more informed choices.

Preventing and containing the spread of communicable disease is another high priority for the Health Department. In 2012, more than 30,000 immunizations were provided to Columbus residents against vaccine-preventable diseases. Ensuring the health of mothers and babies is also a critical mission of the department. Through the Columbus/Franklin County WIC (Women, Infants and Children) program, over 121,800 families were served in 2012 including pregnant and post-partum women who received breastfeeding and nutrition services. The department's Home Visiting Programs provided 4,197 home visits to new mothers and babies in 2012. Sexual health services, including testing and treatment, are another key component of Columbus Public Health's services. In 2012, there were over 6,750 individuals served by the Sexual Health Clinic for testing, examination and/or treatment. HIV and STI prevention, along with diagnosis and treatment, continue to be important aspects of the program.

Recreation, Cultural Amenities and Sports

Parks

Columbus operates over 250 developed parks and maintains approximately 15,000 acres of parks and recreation areas. Community parks offer athletic fields and ball diamonds, playgrounds and picnic areas and may have walking/biking trails, pools, recreation centers and/or shelter houses. Similarly, many of the parks offer passive recreational opportunities with open green space. Smaller neighborhood parks are located throughout the city offering easy access to green spaces and recreational areas close to home.

The city unveiled its newest renovated downtown park in July 2011 with the completion of the first phase of the Scioto Mile. The full Scioto Mile stretches over one mile long traversing the walking path along the Scioto River from North Bank Park and then south to Battelle and Bicentennial Parks, and continues on to provide a link to the Scioto Audubon Park on the Whittier Peninsula.

Community and Senior Centers/Programs

There are 30 community centers located throughout the city and 3 Senior Centers. The Recreation and Parks also leases one additional center to a non-profit organization which provides programs and opportunities to the community. All of the centers serve a wide variety of age groups from youth through senior citizens, and offer outdoor activities such as basketball courts, tennis courts, playgrounds, and soccer and baseball fields.

Additionally, the department offers over 80 camps throughout the summer ranging from sports and art themed camps to outdoor education and therapeutic recreation programs. Many of the centers also provide schools out lunch programs to children throughout the city.

Other programs offered include therapeutic recreational opportunities for adaptive youth and adults. Most activities take place out of one of the adaptive recreational facilities.

Targeted Youth Services

In an effort to positively engage youth and redirect them from crime and violence the Department of Recreation and Parks has implemented a mayoral initiative called Applications for Pride, Purpose & Success (APPS). This program provides trained intervention workers and case managers to reach

and direct youth to a myriad of educational and developmental programs, and link them to social services they need.

Aquatics

Columbus operates seven outdoor pools, one indoor aquatic center and three spraygrounds. All seven pools and two new spraygrounds, one at Blackburn and the other at Indian Mound community centers opened in 2013. Certified water safety instructors provide free learn-to-swim classes at the swim facilities for children and adults during the summer months.

Additionally the department offers adaptive aquatic programs for youth and adults. Programs include learn-to-swim, boating and water safety courses.

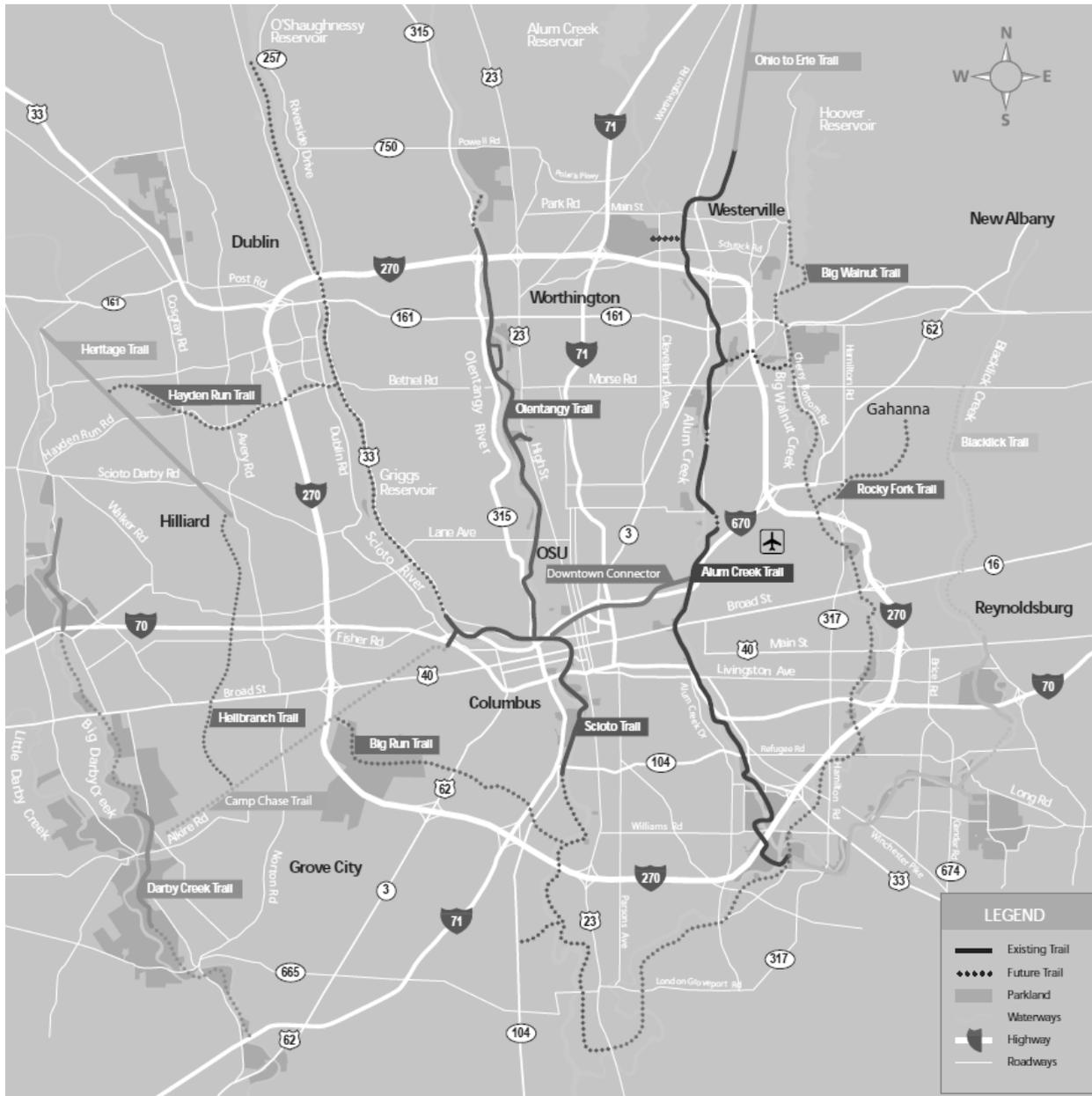
Golf

Conveniently located around the city, the six golf courses within the Columbus Recreation and Parks Department— Airport, Champions, Mentel Memorial, Raymond Memorial, Turnberry, and Wilson— host more than 227,000 golf rounds annually.

Trails

With 62 miles of multi-use trails, Columbus is striving to not only beautify the city, but to enhance the quality of life of the city's residents as well. Columbus is embarking on a new, exciting and aggressive plan for the creation of future biking and walking trails and other bike facilities such as bike sharing kiosks in the Columbus area.

Existing and Future Trails



Cultural Amenities

Columbus is home to the top-ranked zoo, public library, and science museum in the nation. Columbus is the host to several popular festivals and events, from the Arnold Fitness Classic to the Jazz and Ribs Festival each summer. Music organizations such as the Columbus Symphony, Columbus Jazz Orchestra, and Opera Columbus provide opportunities year-round for live music. Concerts are shown at the Nationwide Arena, Schottenstein Center and the popular Lifestyle Communities Pavilion. 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 Columbus Children's Theatre.

Visitors and residents can view everything from traveling art and exhibits to standing collections at the recently renovated Columbus Museum of Art, the Wexner Center for the Arts, the King Arts Complex, or at one of the many galleries located throughout the Short North or German Village

neighborhoods. The city also offers multiple opportunities for shopping and dining. The Polaris Mall, Easton Town Center, Tuttle Mall, and the Arena District are popular shopping and entertainment districts.

Sports

Columbus is home to several sports teams including the Columbus Crew, one of Major League Soccer's first teams and 2008 MLS Cup champions. Nationwide Arena is the home of the National Hockey League's Columbus Blue Jackets. Also located in the downtown area is Huntington Park, home of the Columbus Clippers baseball team, a Cleveland Indians' Triple-A affiliate. The Clippers won back-to-back Triple-A national championship titles in 2010 and 2011.

The Ohio State University's 36 varsity sports teams, including national football champions, draw visitors from all over the region. In addition to hometown sports teams, the Greater Columbus Sports Commission brings numerous amateur, collegiate and professional sports events to town each year, including National Collegiate Athletic Association (NCAA) and Ohio High School Athletic Association (OHSAA) championships.

Columbus is also home to the Memorial Tournament, a premier stop on the PGA tour. The Memorial is played annually at Muirfield Village Golf Club in Dublin, a golf course designed and built by Columbus native and golfing legend Jack Nicklaus. Each year, the city also hosts the Arnold Sports Festival, the largest multi-sport event in the nation. This world-class fitness event features 45 events and 18,000 athletes.

Casino

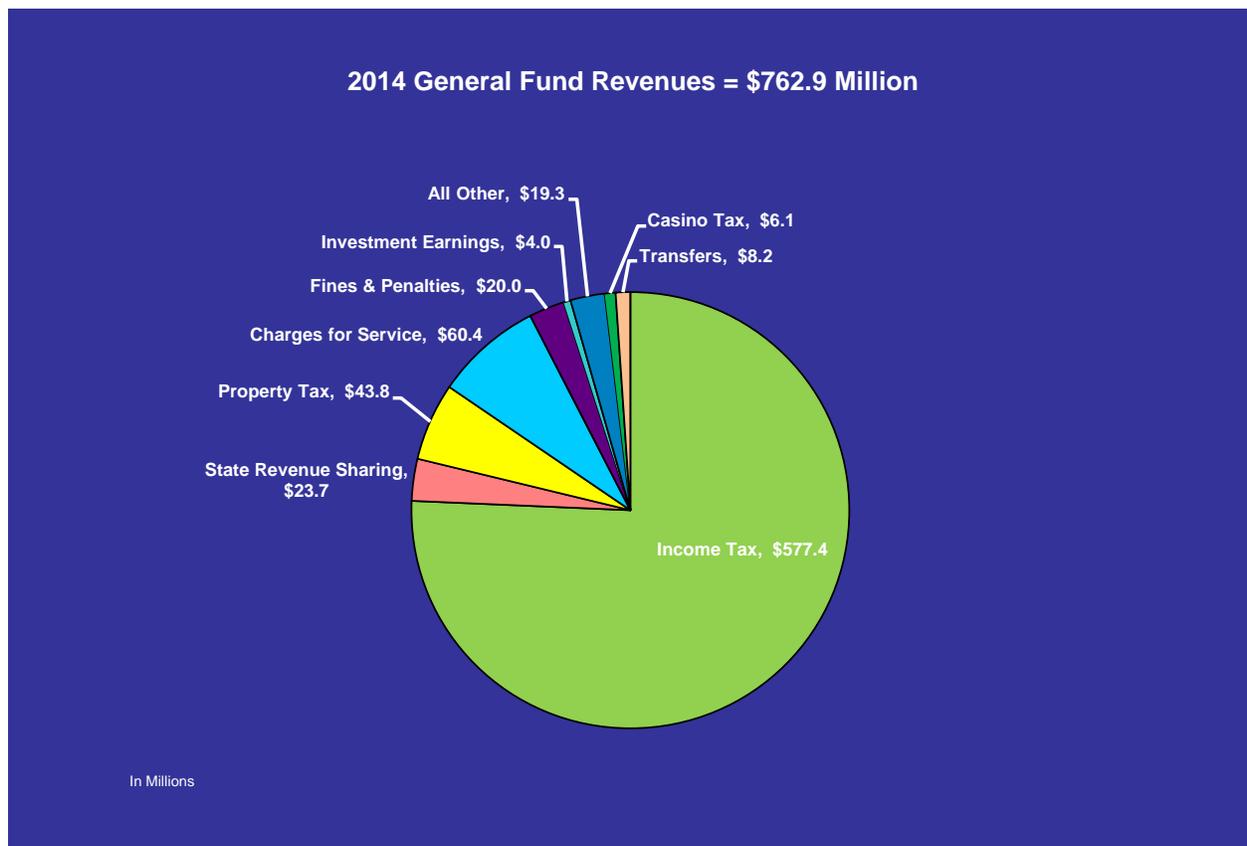
One of four casinos built throughout the state, the Hollywood Casino is located on the west side of Columbus and opened in October of 2012. The \$400 million facility houses over 2,500 blockbuster slots, over 70 big-time table games, and 36 tables of live poker, a 10,000 square foot events center and four restaurants. Roughly 2,000 employees work at the casino, 80 percent of whom are employed full-time. It is anticipated that the casino will bring millions of investment dollars to the region, including funds directly to the city.

Financial Overview

Revenue

The financial health of the city's general fund is directly tied to the income tax which comprises over 75 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. 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 following chart illustrates the projected amount of revenue expected from each major general fund source in 2014. After the income tax, the next 3 largest revenue sources to the general fund are various charges for services at 8 percent, property taxes at 6 percent and shared revenues (various state taxes that are shared with local governments) at 3 percent.



Income tax collections are projected at \$560.6 million in 2013 and \$577.4 million in 2014. The City Auditor's 2014 estimate assumes a 3 percent growth in income tax receipts in 2014, or an additional \$16.8 million.

Over the past decade, budget reductions at the state level have led to incremental reductions of shared revenues to local governments. In 2001, the City of Columbus received \$51 million in local

government fund moneys, while the 2013 projection for these funds is \$21.5 million, and in 2014 this revenue source is just \$20.5 million. Additionally, the state has eliminated the estate tax effective January 1, 2013. The current 2013 projection for estate tax revenues is \$9 million. It is estimated that the city will receive a modest \$2 million in residual estate tax revenue in 2014.

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. These declines are precipitated by ongoing challenges in the housing market, including foreclosures and reassessment requests stemming from declining sales prices. The City Auditor projects that 2013 property tax collections will be 0.23 percent more than those of 2012. Property taxes will essentially remain flat in 2014, declining by 0.2 percent.

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. As the recession subsided, investment earnings rebounded. In 2010, 2011 and 2012 however, investment earnings again plummeted, totaling only \$3.6 million, \$3.0 million and \$3.3 million, respectively. In 2013, projected earnings are at \$3.5 million, while \$4 million is being projected for 2014.

Structural Balance

The year 2010 marked the first since 2000 in which general fund expenditures did not exceed revenues. Gaps that existed between revenues and expenditures in the years 2001-2009 were made up through several means, including the transfer of over \$91 million of economic stabilization funds ("rainy day" funds), the use of surpluses in the employee benefits fund, and a spend-down of year-end balances in the general operating fund which had been up to nearly \$38 million in 1998 and 1999.

From 1991 through 2000, income tax growth averaged a robust 6.2 percent per year. In 2001, growth started to decline, with the average rate of income tax growth between 2001 and 2009 being only 2.2 percent. In three of those years, income tax collections actually declined. As the gap between revenues and expenditures necessary to maintain city service levels widened over the decade, expenditure reductions were necessary. Personnel costs in the city are largely determined by collective bargaining and memorialized in multi-year contracts. Since personnel costs comprised over 83 percent of general fund expenses at that time, the city was limited in its options to control expenditure growth. Strict hiring controls were enacted, spending on goods and services was closely scrutinized, and non-essential positions were slated for layoff. Through hiring controls and layoffs, the general fund civilian workforce was reduced by over 655 positions between 2000 and 2009, a 34 percent reduction. Additionally, employees were required to bear a greater share of their health insurance costs and wage increases were reduced. Where appropriate, operations were removed from the general fund and made self-sufficient or shifted to other sources of funding.

In late 2008 and early 2009, the city began feeling the effects of the national recession. In order to bring 2009 expenditures in line with revenues, deep cuts in services were necessary. Those included additional layoffs, mandatory unpaid leave days, the closing of recreation centers and pools, reducing and/or eliminating health care services, eliminating yard waste pick-up, reducing bulk trash pick-up, and eliminating police and fire classes needed to replace retiring officers. Under this dire scenario, city leaders came to the conclusion in 2009 that the city had reached the breaking

point and faced unprecedented sacrifice from city residents if corrective action was not taken. The city responded with a three-point plan to maintain core city services and preserve the city's quality of life. This plan included an aggressive job creation effort, a 10-year government reform plan, and a plan to raise new revenue. The passage of the 0.5 percent income tax increase on August 4, 2009 was the first step.

The passage of the income tax enabled the city to maintain service levels in 2010 and 2011 in most areas, with some very modest restorations of certain services that were curtailed in 2009, including reopening recreation centers and pools, reinstating yard waste and bulk collection services, and holding police and fire classes to replace retiring officers. Revenues in 2011 and 2012 were sufficient to continue this level of service restoration.

Structural balance was achieved in 2012 and in 2013. Current year revenues in 2012 exceeded current year expenditures (exclusive of transfers to reserve funds) by \$25.85 million. In 2013, expenditures are projected to be \$6.02 million lower than current year revenues.

Projected 2014 revenues will again allow for the continuation of basic city services. Police and fire classes will be held, graduating a sufficient number of recruits such that uniformed force levels will be maintained. Other important city services will continue at 2013 levels.

The city continues to replenish the economic stabilization fund, with a deposit of \$16.05 million in 2013 and another \$7.6 million in 2014. With the 2013 payment, the city will have met its commitment to rebuilding the fund to a \$50 million balance a year earlier than originally promised.

In 2012, \$11 million was deposited into a basic city services fund to help offset the effect of cuts in local government fund revenues and the elimination of the estate tax in 2013. The city will transfer \$6 million back to the general fund in 2013 and \$5 million in 2014.

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 this 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. 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 \$16.05 million, the city will have met its commitment to rebuild the fund to a \$50 million balance a year earlier than originally promised.

The city has established a new goal of \$75 million in the rainy day fund to further ensure that the city is able to withstand future unknown financial events. After the deposit of \$7.6 million in 2014, the fund will have accumulated \$64 million of the 2018 goal of \$75 million.

The planned replenishment 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	16,049	250	-	56,104	7.54%
2014	7,600	296	-	64,000	7.54%
2015	5,000	640	-	69,640	8.92%
2016	5,000	696	-	75,336	9.35%
2017	5,000	753	-	81,090	9.75%
2018	5,000	811	-	86,901	10.11%

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

The anticipated expenditure fund was established in 1994 to prepare for those fiscal years in which there are 27 pay 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 will be made into the fund to ensure that there are sufficient moneys 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	-	15,431
2016	2,318	-	17,749
2017	2,388	-	20,137
2018	2,459	-	22,596
2019	2,533	-	25,129
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 \$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. This fund helped ensure the continuation of basic city services in 2013 and 2014. The city deposited \$11 million into this fund in 2012 and will use \$6 million in 2013. The remaining \$5 million will be used in 2014.

2014 Budget Scenario

The 2014 budget was balanced by employing certain key principles, as follows:

- Build a budget from the ground up which is keyed to the city's strategic plan and implementing the Columbus Covenant.
- Focus on maintaining basic city services for neighborhoods—police and fire protection, refuse collection, and basic public health services.
- Review all program areas to identify activities the city should no longer be engaged in, given limited resources.
- Review revenue sources to identify new revenues and 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.
- Institute new reforms and efficiency measures as recommended by the city and affirmed by the accountability committee.
- Promote efficiencies in government through examination of opportunities to redeploy uniformed police and firefighters, expansion of energy efficiency measures, improvement in the efficiency of fleet and facilities management, expansion of 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 the replenishment of the rainy day fund in order to achieve a balance of \$75 million in the fund 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 2014 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 2015 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-ups over the next ten years is used.
- Insurance costs are projected to grow by 8 percent annually in 2015 and beyond; however, projections include offsets due to incremental increases in employee shares.
- Expenditure projections for 2015 and beyond are premised on maintaining 2014 levels of service.
- The pro forma projects \$4 million in general fund vehicle expenditures in 2014. In 2015 and beyond, \$5 million is projected for general fund vehicle replacement in order to follow a recommended replacement schedule for the city's rolling fleet. The majority of expenditures will be for replacement of safety vehicles, primarily police cruisers.

Revenue Assumptions

- Income tax receipts will be \$577.4 million in 2014 and will grow by 3.5 percent in all years thereafter.
- Property taxes will decrease by 0.2 percent in 2014, and increase by 2 percent thereafter, except for every third year, during the triennial review, when they will increase by 4 percent.

- Local government fund revenue is projected to decrease by 25.1 percent in 2014 and then increase by 2 percent thereafter.
- Estate taxes are projected at \$2.0 million in 2014 and will decrease to \$0 in all years thereafter.
- Investment earnings will be \$4 million in 2014 and are projected to remain at that level in 2015 and thereafter.
- Hotel/motel tax revenue is projected to increase by 0.2 percent in 2014 and then will decrease to \$0 in all years thereafter.
- Charges for services are expected to grow by 1 percent in 2014 and then by 3 percent thereafter.
- The kilowatt hour tax will be \$1.8 million in 2014 and will remain flat in all years thereafter.
- Fines and penalties will increase by 1.36 percent in 2014 and increase by 2 percent thereafter.
- Licenses and permit fees are projected to decline by 1 percent in 2014 and increase by 2 percent thereafter.
- Casino revenue will total \$6.1 million in 2014 and increase by 3 percent in all years thereafter.
- A transfer of \$5 million from the basic city services fund will occur in 2014

Division Specific Assumptions

- Two police recruit classes are funded in the general fund in 2014. Thereafter, recruit classes sufficient to replace retiring uniformed staff are projected. The 2010 class that was mostly funded with federal stimulus funds is fully funded by the general fund in 2014.
- One fire recruit class is funded in 2014. Thereafter, recruit classes sufficient to replace retiring uniformed staff are projected.
- Projections for the Refuse Collection Division assume that all of the bulk collection program will be funded through the general fund in 2014 and beyond.

GENERAL FUND PRO FORMA OPERATING STATEMENT

Resources:	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Beginning Balance	39,903,479	33,752,864	-	-	-	-	-	-	-	-	-
Income Tax	560,600,000	577,400,000	597,609,000	618,525,000	640,173,000	662,579,000	685,769,000	709,771,000	734,613,000	760,324,000	786,935,000
Property Tax	43,900,000	43,813,000	45,566,000	46,477,000	47,407,000	49,303,000	50,289,000	51,295,000	53,347,000	54,414,000	55,502,000
Kilowatt Hour Tax	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
Hotel/Motel Tax	1,250,000	1,309,000	-	-	-	-	-	-	-	-	-
Shared Revenues	31,659,000	23,720,000	22,154,000	22,597,000	23,049,000	23,510,000	23,980,000	24,460,000	24,949,000	25,448,000	25,957,000
License and Permit Fees	11,445,000	11,345,000	11,572,000	11,803,000	12,039,000	12,280,000	12,526,000	12,777,000	13,033,000	13,294,000	13,560,000
Fines and Penalties	19,685,000	19,953,000	20,352,000	20,759,000	21,174,000	21,597,000	22,029,000	22,470,000	22,919,000	23,377,000	23,845,000
Investment Earnings	3,500,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Charges for Service	59,851,000	60,445,000	62,258,000	64,126,000	66,050,000	68,032,000	70,073,000	72,175,000	74,340,000	76,570,000	78,867,000
All Other Revenue	8,724,000	8,100,499	8,100,499	8,100,499	8,100,499	8,100,499	8,100,499	8,100,499	8,100,499	8,100,499	8,100,499
Basic City Services Transfer	6,000,000	5,000,000	-	-	-	-	-	-	-	-	-
Casino Revenue	5,659,226	6,061,637	6,243,486	6,430,791	6,623,714	6,822,426	7,027,099	7,237,912	7,455,049	7,678,700	7,909,061
Total Revenues	754,073,226	762,947,136	779,654,985	804,618,290	830,416,213	858,023,925	885,593,598	914,086,411	944,556,548	975,006,199	1,006,475,560
Total Available Resources	793,976,705	796,700,000	779,654,985	804,618,290	830,416,213	858,023,925	885,593,598	914,086,411	944,556,548	975,006,199	1,006,475,560
% Change in Revenues from Prior Yr.	2.81%	1.18%	2.19%	3.20%	3.21%	3.32%	3.21%	3.22%	3.33%	3.22%	3.23%
% Change in Resources from Prior Yr	3.48%	0.34%	-2.14%	3.20%	3.21%	3.32%	3.21%	3.22%	3.33%	3.22%	3.23%
Expenditures:	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Development	31,309,818	23,737,712	24,247,539	24,855,966	25,485,204	26,136,275	26,810,263	27,508,319	28,231,666	28,981,603	29,759,509
Fire	217,716,058	221,277,874	224,812,085	230,769,612	236,948,580	243,360,577	250,017,926	256,933,732	264,121,936	271,597,370	279,375,823
Governmental Services	88,106,811	109,444,831	119,035,503	121,838,201	124,726,491	127,704,155	130,775,191	133,943,835	137,214,571	140,592,153	144,081,616
Health	19,282,890	21,315,186	22,115,497	22,712,156	23,331,553	23,974,899	24,643,481	25,338,671	26,061,928	26,814,803	27,598,950
Judicial Services	26,900,020	27,585,772	28,421,027	29,290,232	30,197,876	31,146,201	32,137,599	33,174,618	34,259,976	35,396,572	36,587,498
Other Safety	14,325,015	15,475,055	15,682,018	16,054,838	16,439,257	16,835,797	17,245,010	17,667,483	18,103,835	18,554,724	19,020,848
Police	281,454,707	292,086,176	296,935,075	304,999,284	313,373,562	322,074,525	331,119,853	340,528,356	350,320,056	360,516,270	371,139,695
Recreation and Parks	32,588,742	35,927,112	36,918,361	37,899,749	38,917,776	39,974,366	41,071,564	42,211,545	43,396,625	44,629,266	45,912,089
Refuse Collection	26,701,207	31,999,396	32,247,739	33,093,979	33,971,232	34,881,108	35,825,312	36,805,661	37,824,086	38,882,641	39,983,512
Public Service	5,789,783	6,250,886	6,336,578	6,529,315	6,730,528	6,940,708	7,160,382	7,390,109	7,630,488	7,882,154	8,145,788
Fleet-Vehicles	-	4,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Operating Expenditures	744,175,051	789,100,000	811,751,424	833,043,331	855,122,059	878,028,611	901,806,582	926,502,330	952,165,166	978,847,554	1,006,605,327
% Change/Previous Year	4.87%	6.04%	2.87%	2.62%	2.65%	2.68%	2.71%	2.74%	2.77%	2.80%	2.84%
Transfer to Economic Stabilization Fund	16,048,788	7,600,000	5,000,000	5,000,000	5,000,000	5,000,000	-	-	-	-	-
Transfer to Basic City Services Fund	-	-	-	-	-	-	-	-	-	-	-
Required Expenditure Reductions and/or Revenue Increases	33,752,864	-	(37,096,439)	(33,425,042)	(29,705,845)	(25,004,686)	(16,212,984)	(12,415,919)	(7,608,618)	(3,841,355)	(129,766)

Footnotes:

Revenue estimates for 2015 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.

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 proceeding the budget year should be transferred to either the anticipated expenditures fund or the economic stabilization fund.

B. Economic Stabilization Fund

1. The economic stabilization fund (ESF) was created by Ordinance 860-88 in 1988 and is sometimes referred to as the "rainy day fund." It was intended to ensure against reductions in "basic city services during times of economic recession or unexpected revenue loss by the city" which are supported by the general operating fund.
2. Consistent with the need to protect city finances during extended economic downturns or times of extreme emergency created by unexpected events, the term "basic city services" should be construed conservatively to refer only to the direct provision of core city services such as police and fire protection, protection of public health, and refuse removal. Such services which are supported by the general operating fund may be maintained in part with this fund when revenues have been temporarily lowered, whether from economic recession or otherwise, provided that there is a reasonable expectation that services cannot otherwise be maintained at acceptable levels and that increased revenues during the year or years following the budget year will allow

replacement of any moneys used from this fund at an annual rate equal to at least one percent of general fund expenditures in the budget year.

3. This fund may also be used to support basic city services funded by the general operating fund in the absence of a temporary lowering of revenues where unanticipated events of a most unusual nature have occasioned a need for non-recurring emergency expenditures, provided that 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 expenditures 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 system of performance management has been integrated into the budget process.

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 two 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 321.08 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. A semi-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 Mayor's office.
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 Finance and Management Department.

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 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 and one half months' worth of health, dental and vision claims cost and one month's worth of prescription, disability and life insurance claims. 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 determines the city's workers' compensation rate. Payments are made one year in arrears, i.e. the amount due in a given year is based upon the payroll costs of the previous year. Payment must be remitted as follows: 45 percent of the premium by May 15 and the balance by September 1. The city's policy is to set the internal rate at a level sufficient by the end of the current fiscal year to fund the anticipated payments on the due dates 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 will 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:
 - when revenues have been temporarily lowered, whether from economic recession or otherwise
 - where unanticipated events of a most unusual nature have occasioned a need for non-recurring emergency expenditures

Prior to changing the timing of workers' compensation collection for the purposes described above, the Mayor shall provide Council with a written analysis describing how the proposed use of these moneys is consistent with these policies and proposing any revenue enhancements necessary to allow replacement of funds so used.

O. Long-Range Financial Planning

1. A general fund pro forma operating statement is produced for each budget year and updated periodically during the year. The pro forma is published in the budget document as well as in periodic financial reviews. 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.

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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. 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.

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) Cod. Sec. 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 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
Michael B. Coleman	Mayor	January 1, 2012	December 31, 2015
Paul R. Rakosky	Director of Finance and Management	August 1, 2009	Pleasure of Mayor
Hugh J. Dorrian	City Auditor	January 1, 2010	December 31, 2013
Richard C. Pfeiffer, Jr.	City Attorney	January 1, 2010	December 31, 2013
Deborah Klie	City Treasurer	April 21, 2009	Pleasure of Council
Andrea Blevins	City Clerk	June 30, 2003	Pleasure of Council
David J. Irwin	Secretary of Sinking Funds	April 1, 1999	Pleasure of Sinking Fund Trustees
Andrew J. Ginther	Council President	January 1, 2012	December 31, 2015
Michelle M. Mills	Member of Council	January 1, 2012	December 31, 2015
Zachary M. Klein	Member of Council	January 1, 2012	December 31, 2015
Priscilla R. Tyson	Member of Council	January 1, 2010	December 31, 2013
Eileen Y. Paley	Member of Council	January 1, 2010	December 31, 2013
Hearcel F. Craig	Member of Council	January 1, 2012	December 31, 2015
A. Troy Miller	Member of Council	January 1, 2010	December 31, 2013

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, Community Relations and Equal Business Opportunity. Each director is responsible for the administration of his or her department and its respective divisions.

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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: 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 finance, safety, economic development and the delivery of core city services. City Council also initiates and facilitates on-going 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, and the Legislative Research Office (LRO) 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 general ordinances and maintaining custody of deeds, abstracts, and titles owned by the city. 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.

Strategic Priorities for 2014

Columbus City Council's 2014 strategic priorities will focus on four areas: working to better serve the needs of all Columbus residents, including maintaining public safety as the city's top priority; economic development and job creation efforts through effective partnerships; prudent financial oversight and the maintenance of the city's fiscal health; and keeping commitments to Columbus residents associated with the passage of the 2009 income tax increase. In pursuit of these priorities, Columbus City Council will:

- Continue to work with the administration to develop innovative collaborations to incentivize significant private investment. Prime examples include support for technology startups, revitalization of commercial corridors, support for major hospital expansions, and continued investment in downtown as the commercial and employment core of the region. Key project partners will include Columbus2020!, The Ohio State University, Nationwide Children's Hospital, Battelle, and TechColumbus.
- Continue efforts to retain Columbus-based talent, including: additional support for entrepreneurial startups; target investments designed to bring idle properties back into production; increase access to capital and seek funding for targeted economic development

initiatives; and enhance the city's fiber optic network for utilization as an asset for economic development.

- Continue to work with the Department of Public Safety to address the need for additional safety personnel resulting from mandated retirements triggered by the Deferred Retirement Option Plan (DROP); specifically, the funding of additional fire and police classes needed to maintain critical manpower levels.
- Continue to work to identify and appropriate funds for additional safety vehicles and equipment, as well as expansions of supplemental safety strategies, including Community Crime Patrol.
- Continue to work with the administration to improve neighborhood stability through the creation of greater downtown and neighborhood housing opportunities and related investments. City assistance may include various incentives for developers, such as tax abatements or targeted use of city capital monies and infrastructure improvements to leverage private investment.
- Continue to work with community advocates such as the United Way, the Community Shelter Board, the Neighborhood Health Center System, and the YWCA to provide needed human services and accessible health care to low-income families and other populations within the community. Council will continue to support an effective response to homelessness through the Office of Homeless Advocacy.
- 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" development strategies and incentives that encourage responsible, sustainable development.
- Continue progress made toward the goals outlined in the Reform and Efficiency plan which is designed to strengthen the city's long-term fiscal outlook, including: the continued implementation of cost-savings strategies and the restoration of the Economic Stabilization Fund, or "rainy day" fund. Council will also work with the City Auditor to continue sound fiscal policies to maintain Columbus' AAA bond rating.
- Continue to identify and implement policies and practices to make government more effective, efficient and accessible, including the implementation of new technologies that will increase citizen access to public information. Proactive communication with the public at-large and input from area commissions, civic organizations and community organizations will remain a high priority.

2014 Budget Notes

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

Department Financial Summary by Area of Expense					
Fund	2011 Actual	2012 Actual	2013 Budget	2013 Projected	2014 Proposed
General Fund					
City Council					
Personnel	2,796,212	2,912,588	3,521,171	3,164,391	3,641,081
Materials & Supplies	15,484	17,844	20,500	20,500	22,500
Services	1,365,716	2,243,454	123,495	110,027	134,134
General Fund Subtotal	4,177,412	5,173,886	3,665,166	3,294,918	3,797,715
Hotel/Motel Tax Fund					
City Council					
Services	8,525,322	9,346,800	-	-	-
Hotel/Motel Tax Fund Subtotal	8,525,322	9,346,800	-	-	-
City Council Total	12,702,734	14,520,686	3,665,166	3,294,918	3,797,715

Department Personnel Summary					
Fund	FT/PT	2011 Actual	2012 Actual	2013 Authorized	2014 Authorized
General Fund					
	FT	36	34	38	38
	Total	36	34	38	38

Operating Budget by Program				
Program	2013 Budget	2013 FTEs	2014 Proposed	2014 FTEs
Administration	3,665,166	38	3,797,715	38
City Council Total	3,665,166	38	3,797,715	38

Program descriptions begin on the following page.

Program Descriptions

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

City Auditor

Department Description

The City Auditor is the city's chief accounting officer. The Office of the City Auditor is responsible for processing and maintaining accurate, systematic records of all the city's fiscal transactions, including certification of funds, receipts, disbursements, assets and liabilities. In addition to this, 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 33 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 the 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.

Columbus Income Tax Division

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 Codes 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 Codes.

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 2014

- Maintain high quality fiscal processing, tax collection and audit, debt management, record keeping, and reporting to its customers.
- Continue to ensure compliance with the City Columbus City Charter and Columbus City Codes.
- Continue to receive the certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the United States and Canada.

2014 Budget Notes

City Auditor

- The 2014 budget includes funding for outside audit services, including audits for sub-recipients, and for maintenance costs for the city's integrated automated accounting, budgeting and procurement system.

Income Tax

- The 2014 budget for the Income Tax Division includes funding for tax application computer programming services, banking and lockbox services, postage, tax form printing and temporary employment service fees.

Department Financial Summary by Area of Expense					
Fund	2011 Actual	2012 Actual	2013 Budget	2013 Projected	2014 Proposed
General Fund					
City Auditor					
Personnel	2,569,354	2,639,234	2,708,356	2,775,857	3,021,170
Materials & Supplies	30,130	28,500	24,600	24,600	24,600
Services	695,471	731,653	928,415	1,000,048	843,980
City Auditor Subtotal	3,294,955	3,399,387	3,661,371	3,800,505	3,889,750
Income Tax					
Personnel	6,561,468	6,696,959	7,386,336	6,758,015	7,426,065
Materials & Supplies	60,040	58,281	79,000	79,000	79,000
Services	761,008	689,959	1,157,278	1,145,189	1,301,532
Income Tax Subtotal	7,382,516	7,445,199	8,622,614	7,982,204	8,806,597
General Fund Subtotal	10,677,471	10,844,586	12,283,985	11,782,709	12,696,347
Department Total	10,677,471	10,844,586	12,283,985	11,782,709	12,696,347

Department Personnel Summary					
Fund	FT/PT	2011 Actual	2012 Actual	2013 Authorized	2014 Authorized
General Fund					
City Auditor	FT	25	24	34	34
	PT	2	1	4	4
Income Tax	FT	73	73	82	82
	PT	2	0	1	1
Total		102	98	121	121

Operating Budget by Program				
Program	2013 Budget	2013 FTEs	2014 Proposed	2014 FTEs
Auditor Administration	556,489	4	569,239	4
Accounting and Financial Reporting	1,848,301	6	1,954,521	8
Auditing	788,726	11	875,239	10
Payroll Auditing	467,855	4	490,751	5
Income Tax Administration	2,425,399	10	2,509,147	9
Collections and Audits	4,326,782	47	4,473,748	48
Record Maintenance	1,870,433	22	1,823,702	21
Department Total	12,283,985	104	12,696,347	105

Program descriptions begin on the following page.

Program Descriptions

Auditor Administration	To administer the City Auditor's Office and Income Tax Division.
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.
Auditing	To pre-audit all city financial transactions.
Payroll Auditing	To process all city payrolls and insurance programs.
Income Tax Administration	To direct all administrative and operating functions of the division, including the fiscal duties, to enforce the collection of the two and one half percent municipal income tax pursuant to Chapter 361 of the Columbus City Code, to ensure the collection and enforcement of the hotel/motel tax for the city of Columbus and Franklin County Convention Facilities Authority.
Collections and Audits	To collect, audit, enforce and process various types of income tax documents.
Record Maintenance	To perform account maintenance; to provide support functions for the audit staff; to sort and file all income tax returns and tax correspondence for quick retrieval, and to skip trace addresses for delinquent accounts and non-filers.

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 or Sinking Fund Trustees.
- 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.

Strategic Priorities for 2014

From the Columbus Covenant:

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

2014 Budget Notes

- The Treasurer's budget is primarily personnel-related with funding for ten full-time employees in 2014. The primary non-personnel funding is for banking services contracts.

Department Financial Summary by Area of Expense					
Fund	2011 Actual	2012 Actual	2013 Budget	2013 Projected	2014 Proposed
General Fund					
Personnel	843,742	826,697	894,828	866,255	962,438
Materials & Supplies	11,139	2,477	2,850	2,811	14,695
Services	117,239	76,265	165,306	192,368	119,998
General Fund Subtotal	972,120	905,439	1,062,984	1,061,434	1,097,131
Department Total	972,120	905,439	1,062,984	1,061,434	1,097,131

Department Personnel Summary					
Fund	FT/PT	2011 Actual	2012 Actual	2013 Authorized	2014 Authorized
General Fund					
City Treasurer	FT	9	9	12	11
	PT	1	2	2	3
Total		10	11	14	14

Operating Budget by Program				
Program	2013 Budget	2013 FTEs	2014 Proposed	2014 FTEs
Treasurer's Office	1,062,984	9	1,097,131	10
Department Total	1,062,984	9	1,097,131	10

Program Descriptions

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

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.

Table of Organization

To fulfill the obligations placed on this office by the Charter, Columbus City Council has authorized 149 full-time and 49 part-time positions for the City Attorney's Office. However, the proposed 2014 budget provides funding for only 114 full-time and 37 part-time positions. Of these positions, 63 are scheduled to be occupied by attorneys.

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/Stalking unit devoted exclusively to the protection of victims of domestic violence and stalking.

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.

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 2014

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.

2014 Budget Notes

- Costs for legal settlements for general fund agencies as well as outside counsel for cases involving a conflict of interest are budgeted in the Department of Finance and Management's citywide account.
- The 2014 budget provides funding for 114 full-time and 37 part-time employees.
- A total of \$90,000 is budgeted for subscriptions to various legal research services and publications.

Department Financial Summary by Area of Expense					
Fund	2011 Actual	2012 Actual	2013 Budget	2013 Projected	2014 Proposed
General Fund					
City Attorney					
Personnel	9,861,548	10,238,276	10,601,875	10,514,015	11,077,984
Materials & Supplies	67,478	94,105	89,300	89,300	89,500
Services	295,598	469,093	374,392	359,224	358,514
Other	-	-	-	103,027	-
Transfer	113,183	66,042	-	-	-
City Attorney Subtotal	10,337,807	10,867,516	11,065,567	11,065,566	11,525,998
Real Estate					
Personnel	207,084	211,693	209,201	194,247	197,450
Real Estate Subtotal	207,084	211,693	209,201	194,247	197,450
General Fund Subtotal	10,544,891	11,079,209	11,274,768	11,259,813	11,723,448
Land Acquisition Fund					
Land Acquisition					
Personnel	664,682	689,185	672,140	666,379	693,457
Materials & Supplies	3,554	9,666	15,500	14,896	15,800
Services	33,862	26,397	55,385	46,491	56,305
Land Acq. Fund Subtotal	702,098	725,248	743,025	727,766	765,562
Department Total	11,246,989	11,804,457	12,017,793	11,987,579	12,489,010

Department Personnel Summary					
Fund	FT/PT	2011 Actual	2012 Actual	2013 Authorized	2014 Authorized
General Fund					
City Attorney	FT	99	102	135	135
	PT	33	35	47	47
Real Estate	FT	2	2	6	6
	PT	0	1	1	1
Land Acquisition Fund					
Land Acquisition	FT	6	5	8	8
	PT	2	1	1	1
	Total	142	146	198	198

Operating Budget by Program				
Program	2013 Budget	2013 FTEs	2014 Proposed	2014 FTEs
Administration	1,474,453	8	1,375,672	8
Civil Prosecution	413,063	6	449,471	6
Civil Part-Time	116,666	0	127,196	0
Appellate	414,397	3	393,129	3
Prosecution Resource Unit	619,279	3	574,381	4
Victim-Witness Assistance	1,159,093	16	1,291,621	16
Business	754,576	6	791,089	6
Litigation	852,100	6	893,458	6
Labor	716,365	6	755,859	6
Police Legal Bureau	262,138	2	280,051	2
Claims	674,477	7	698,686	7
Legal Assistance	911,573	14	999,889	14
Zone Initiative	322,525	4	348,745	4
Criminal Prosecution	2,374,862	24	2,546,751	25
Real Estate Administration	209,201	2	197,450	2
Land Acquisition	743,025	6	765,562	5
Department Total	12,017,793	113	12,489,010	114

Program descriptions begin on the following page.

Program Descriptions

Administration	To provide management and support through the offices of the City Attorney.
Civil Prosecution	To provide support personnel to assist attorneys in the Civil Division by preparing legal documents, maintaining the case database, scheduling depositions and appointments and other duties that maintain the organized flow of legal documents.
Civil Part-Time	To provide law student interns who perform legal research for the attorneys in the Civil Division.
Appellate	To appeal misdemeanor prosecutions to the Franklin County Court of Appeals, and defend misdemeanor criminal appeals filed against the city.
Prosecution Resource Unit	To assist citizens requesting the filing of criminal misdemeanor complaints by assisting, advising and making appropriate referrals.
Victim-Witness Assistance	To prosecute domestic violence offenders and assist victims by providing them with immediate resources, and to educate and train all city and county law enforcement officers on the issue of domestic violence.
Business	To assist in the legal review and implementation of vital city development projects, give legal assistance to city officials with respect to city services, legislation, contracts, zoning, and relations with the suburbs, to assist city agencies in complying with state and federal environmental laws, and to take legal action against industrial facilities that fail to comply with water pollution laws and other environmental requirements.
Litigation	To defend the city and its employees in contract disputes, claims for personal injury or property damage, constitutional violations, wrongful death, tax disputes, and claims requesting money damages; as well as provide legal education, training, advice, and counsel.
Labor	To handle all labor and employment-related litigation, render legal advice to city officials on labor and employment matters, defend the city in employment litigation filed in federal and state courts, and counsel various city departments on day-to-day personnel matters.
Police Legal Bureau	To advise the Division of Police on legal and policy matters, serve as liaison for civil and criminal litigation involving police, and provide training on legal topics associated with law enforcement.
Claims	To handle pre-litigation claims against the city as well as the collection of funds owed to the city.
Legal Assistance	To provide clerical support to the prosecutors in the Franklin County Municipal Court, send out subpoenas and ensure that all case files have necessary paperwork for each prosecutor's daily docket.
Zone Initiative	To handle cases relating to housing, building, health and zoning code violations as well as nuisance abatement actions.

- Criminal Prosecution** To provide attorneys in the prosecution of misdemeanor traffic and criminal cases including domestic violence, DUI and assault cases.

- Real Estate Administration** To provide management and support for acquisition of all real property needed by city departments and legal assistance in all real estate matters.

- Land Acquisition** To provide management and support for acquisition of all real property needed by city departments and legal assistance in all real estate matters.

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 1 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 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 investigation.

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 the employees is to 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.

Strategic Priorities for 2014

- The first phase of the multi-year renovation to the Courthouse is expected to begin in the second quarter of 2014 and the Court will be expected to work closely with the architects and contractors in seeing that the project proceeds as planned.
- House Bill 86, which was passed in 2011, requires the Municipal Court to use the Ohio Risk Assessment System (ORAS) for certain probation cases. Implementation of this system will continue to be a major undertaking into 2014.
- Increase strategic and efficient usage by probationers of electronically monitored home incarceration, work release, and SCRAM (Secure, Continuous Remote Alcohol Monitoring).
- All of the Court's costs for security-related expenses have in the past been paid solely from a special Court account funded by court costs paid by litigants. However, increased costs and decreased revenues resulting from uncollected costs and declining case filings forced the Court to shift some security costs to the general fund budget. During 2013 the Court increased court costs from \$7 to \$10 dollars in an effort to offset the rise in expenses.
- Audio and video recording equipment was installed in all judges' courtrooms during 2013. For 2014 the Court will establish standards and protocols regarding archiving and access to this data. Also in 2014, all magistrate's courtrooms will have the same equipment installed.
- For 2014 the Court will be required to have certifications from the Supreme Court for all of the specialized dockets. The certification process will require a continued focus on effectiveness and success rates of the four specialized dockets – Mental Health Program Docket, ADAP (Alcohol and Drug Abuse Program), CATCH (Changing Actions to Change Habits) and the Military and Veteran's Service (MAVS) docket.
- Provide additional administrative and budget support to the specialized docket programs.
- Obtain continuation funding from the Franklin County Common Pleas Court for the Franklin County Foreclosure Mediation Project that is operated by the Court's Dispute Resolution Programs Office.
- Continue collaboration with other government partners (City Council, Mayor, Franklin County Common Pleas Court, Franklin County Commissioners, ADAMH Board, Sheriff, Department of Rehabilitation and Correction, etc.), community partners, and vendors leading to greater program efficiencies, cost-saving measures, and increased funding, all of which affect the Court's ability to achieve its other Strategic Priorities.

2014 Budget Notes

- The 2014 general fund budget includes \$352,800 to fund the Court's contract for evening and weekend security.
- General fund monies continue to fund four specialty dockets to help offset a portion of the costs associated with the ADAP (Alcohol and Drug Abuse Program), CATCH (Changing Actions to Change Habits), and the MAVS (Military and Veteran's Services) programs.
- In 2010, the Court began requiring current employees to pay a portion of the employee share of OPERS retirement contribution. An additional one percent in 2014 will be implemented, which means that employees hired before 2010 will be paying five percent of their OPERS contribution. All employees hired after January 2010 are required to pay the full ten percent employee share of pension contribution.

- Most of the Court's technology costs are paid from the Court's computer fund, not the general fund.
- In 2011, the Court increased the probation user fees paid by our probationers. The increased fees continue to result in revenues used to pay for programs, training, staff salaries, and other expenses.

Municipal Court Judges

Department Financial Summary by Area of Expense					
Fund	2011 Actual	2012 Actual	2013 Budget	2013 Projected	2014 Proposed
General Fund					
Municipal Court Judges					
Personnel	13,447,952	14,045,375	14,129,392	14,129,392	14,413,517
Materials & Supplies	27,721	25,008	38,200	38,200	27,500
Services	906,644	980,956	1,330,319	1,330,319	1,409,597
Other	18,000	150,000	-	-	-
Transfers	-	-	340,000	340,000	340,000
General Fund Subtotal	14,400,317	15,201,339	15,837,911	15,837,911	16,190,614
Computer Fund					
Municipal Court Judges					
Personnel	150,891	106,063	83,817	24,740	85,333
Materials & Supplies	336,661	207,329	165,500	323,500	92,000
Services	154,091	-	201,819	245,819	242,054
Computer Fund Subtotal	641,643	313,392	451,136	594,059	419,387
Department Total	15,041,960	15,514,731	16,289,047	16,431,970	16,610,001

Department Personnel Summary					
Fund	FT/PT	2011 Actual	2012 Actual	2013 Authorized	2014 Authorized
General Fund					
Municipal Court Judges	FT	173	176	184	187
	PT	4	10	11	11
Computer Fund					
Municipal Court Judges	FT	1	0	1	1
	PT	4	0	0	0
Total		182	186	196	199

Operating Budget by Program				
Program	2013 Budget	2013 FTEs	2014 Proposed	2014 FTEs
Administration	5,415,555	51	5,670,604	51
Assignment	920,887	13	805,656	14
Service Bailiffs	650,575	17	720,060	18
Courtroom Bailiffs	1,536,556	17	1,539,978	17
Probation	4,600,337	59	4,692,044	60
Small Claims	542,810	5	609,773	5
Legal Research	167,565	1	170,498	1
Court Reporters	1,230,546	14	1,208,796	14
Jury Office	390,318	2	394,301	2
Home Incarceration/Work Release	235,290	3	228,293	3
Mental Health Program Docket	147,472	2	150,611	2
Computer Services	451,136	1	419,387	1
Department Total	16,289,047	185	16,610,001	188

Program descriptions begin on the following page.

Program Descriptions

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; secretarial services; and appointment of interpreters and security.
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.
Service Bailiffs	To assist litigants and attorneys by efficiently handling and delivering court documents and the timely enforcement of judgment remedies.
Courtroom Bailiffs	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.
Probation	To provide administration, regular supervision, non-reporting probation, the domestic violence program, the chemical abuse program, the multiple OMVI offender program, the sex offender program, the investigation services, the community service program, the restitution program and the no convictions program.
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.
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.
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.
Jury Office	To summon citizens to serve as jurors, randomly select jurors, postpone and reschedule jury service, and maintain information,
Home Incarceration/Work Release	To provide a cost-effective alternative sentencing option to traditional jail incarceration, consistent with public safety. To provide for the court's acquisition of software, technology-related equipment, internal technology billings and on-line services.

**Mental Health
Program Docket**

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

Computer Services

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

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Municipal Court Clerk

Department Description

The Franklin County Municipal Clerk of Court's Office serves as the legal guardian and keeper of all the official records of the Franklin County Municipal Court including all criminal and civil case filings, subpoenas, search warrants, pleadings and monies (court costs, fines and third party monies from garnishments to name a few). The Clerk of Court's Office is entrusted with the responsibility of processing and archiving all court records in accordance with various file retention requirements. Additionally, the Clerk of Court's Office calculates and fully details all financial transactions involving the court, from fines and costs to money garnishments, trusteeship and rent escrow monies along with disbursing the same according to law. The Clerk's Office compiles and publishes an Annual Report that details the various categories of court case filings, all financial transactions connected with all court cases, including identifying what entities receive court costs, and statistically reports all relevant data regarding the same.

Department Mission

To accurately maintain, safeguard and store all court documents as well as collect and disburse all monies as directed by legal mandates. This will be accomplished through a knowledgeable and diverse staff that will strive to serve all who use this office through competent customer service, communications and community outreach.

Strategic Priorities for 2014

The objectives of these priorities will be to save valuable taxpayer dollars, better utilize staff resources and lessen the carbon footprint of the Franklin County Municipal Clerk of Court's Office.

- E-Filing for Civil Cases - Continue to develop an electronic filing system that will allow parties to file civil cases and documents online.
- E-Ticket - Continue efforts to expand citation program with the Franklin County Sheriff's Office and the Ohio Highway Patrol.
- Web-Based Garnishment Management System - Continue the development of a web-based garnishment management system (GMS) that will allow debtors, employers and attorneys the ability to manage garnishments online.
- Day Forward Imaging - Continue the creation of an imaging workflow process which incorporates an electronic imaging station. As part of the e-filing process, the Municipal Court Clerk's Office will convert all paper documents to an electronic image as documents are filed.
- Expansion of Time-Payment Program - Continue the development of a web-based time payment system to allow individuals to establish, maintain and monitor their time payments.
- Ohio Courts Network (OCN) - Continue collaboration with the Ohio Supreme Court to expand the OCN. The Franklin County Municipal Court Clerk's office has provided a complete image of its database to OCN and performs nightly updates.
- Minor Misdemeanor Folders - Eliminate necessity to create several thousand case folders by utilizing the electronic signature technology.

2014 Budget Notes

- The 2014 general fund budget funds 162 full-time employees. Non-personnel expenses include witness fees, banking, print, postage and other ordinary office expenses.
- The 2014 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.

Department Financial Summary by Area of Expense					
Fund	2011 Actual	2012 Actual	2013 Budget	2013 Projected	2014 Proposed
General Fund					
Municipal Court Clerk					
Personnel	9,519,053	9,777,448	10,281,034	10,180,503	10,472,723
Materials & Supplies	136,420	128,585	118,872	126,572	125,484
Services	867,722	690,611	757,240	755,034	796,951
Other	-	294	-	-	-
General Fund Subtotal	10,523,195	10,596,938	11,157,146	11,062,109	11,395,158
Computer Fund					
Municipal Court Clerk					
Personnel	467,620	475,085	568,743	309,467	590,707
Materials & Supplies	38,166	74,434	110,000	81,783	61,000
Services	534,790	810,480	715,877	608,294	711,560
Capital	10,067	-	-	-	-
Transfer	335,200	323,700	313,150	313,150	302,850
Computer Fund Subtotal	1,385,843	1,683,699	1,707,770	1,312,694	1,666,117
Department Total	11,909,038	12,280,637	12,864,916	12,374,803	13,061,275

Department Personnel Summary					
Fund	FT/PT	2011 Actual	2012 Actual	2013 Authorized	2014 Authorized
General Fund					
Municipal Court Clerk	FT	153	154	172	172
	PT	1	0	2	2
Computer Fund					
Municipal Court Clerk	FT	5	4	12	12
Total		159	158	186	186

Operating Budget by Program				
Program	2013 Budget	2013 FTEs	2014 Proposed	2014 FTEs
Administration	1,512,820	10	1,397,577	8
Accounting/Finance	2,109,668	29	2,226,991	30
Civil	2,174,428	35	2,167,595	35
Criminal/Traffic	4,460,159	74	4,691,903	75
Office of Information Services	1,707,770	6	1,666,117	6
Traffic Violations Bureau	900,071	14	911,092	14
Department Total	12,864,916	168	13,061,275	168

Program descriptions begin on the following page.

Program Descriptions

Administration	To ensure the smooth operation of the Clerk's Office by preparing and tracking the annual budget, hiring all deputy clerks, purchasing and maintaining equipment, managing personnel payroll records, overseeing compliance with applicable statutes, rules and case law, preparing statistical reports required by law, reviewing and referring cases to appropriate authorities for collection proceedings, and investigating and responding to inquiries by the public.
Accounting/Finance	To collect and account for fines, court costs, fees and bail for criminal, environmental and traffic charges filed in the Franklin County Municipal Court, to accept and disburse civil division funds paid to the court for costs and fees, plus judgment and garnishment amounts, to process all mail payments, prepare receipts for monies collected, distribute funds to the proper political subdivisions and make a general accounting of all monies received and disbursed in the Clerk's Office.
Civil	To accept dockets and maintain records for all pleadings and motions filed in civil cases over which Franklin County Municipal Court has jurisdiction.
Criminal/Traffic	To accept and process all documents related to criminal and traffic charges in which citations are issued within the jurisdiction of the Franklin County Municipal Court and to process and report all applicable records to the Ohio Bureau of Motor Vehicles.
Traffic Violations Bureau	To record and process all traffic citations issued by the Columbus Police, the Ohio State Highway Patrol, the Franklin County Sheriff and other law enforcement agencies throughout Franklin County.
Office of Information Services	To support the Clerk and the court with the data processing needs of all divisions.

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Civil Service Commission

Department Description

The Civil Service Commission is part of the checks and balances of city government. It maintains a merit system of employment to ensure that the City of Columbus has a competent workforce. To do this, it manages the city's job classification plan by maintaining current job descriptions for the city workforce, continually updating the city's job classes and standardizing their use. The Commission also works with city agencies to establish hiring criteria for city jobs and then assesses the qualifications of applicants against these criteria. The Commission ensures that individuals hired to work for the City of Columbus are qualified for the work to be performed, and are compensated appropriately. Each pay period, the Commission reviews each personnel transaction and then certifies that the city's employees have been employed and are being paid in accordance with the City Charter, city ordinances, and commission rules.

Department Mission

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

Strategic Priorities for 2014

From the Columbus Covenant:

Safety

- Continue efforts to improve diversity in the safety forces and to meet the city's hiring needs.
- Administer the firefighter and police officer exams to ensure that an adequate pool of competent, qualified candidates is available for appointment.

Peak Performance

- Collaborate with the Auditor's Office, Human Resources Department, and the Department of Technology to complete the implementation of the new Columbus Human Resources Information System (CHRIS).
- Assess the qualifications of applicants to ensure they are capable of delivering quality services 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 dollars.

2014 Budget Notes

- The Civil Service Commission budget includes funding for 34 full-time and 16 part-time employees.
- A total of \$271,971 is budgeted for the Restoration Academy, a program 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.
- To accommodate planned police and fire classes in 2014, the budget includes \$70,750 for medical screenings and \$77,000 for psychological screenings for police and fire recruits.

- Funds budgeted for scheduled safety promotional testing in 2014 includes \$33,600 for the fire battalion/deputy chief exam, and \$39,900 for the police lieutenant/commander exam.
- A total of \$191,773 is budgeted for the entry-level firefighter exam.

Department Financial Summary by Area of Expense					
Fund	2011 Actual	2012 Actual	2013 Budget	2013 Projected	2014 Proposed
General Fund					
Personnel	2,928,824	2,991,560	3,179,807	3,099,638	3,293,606
Materials & Supplies	44,220	19,742	32,439	31,141	67,009
Services	432,546	264,755	612,959	568,865	561,397
Capital	14,430	-	-	-	-
General Fund Subtotal	3,420,020	3,276,057	3,825,205	3,699,644	3,922,012
Civil Service Total	3,420,020	3,276,057	3,825,205	3,699,644	3,922,012

Civil Service Personnel Summary					
Fund	FT/PT	2011 Actual	2012 Actual	2013 Budgeted	2014 Budgeted
General Fund					
Civil Service Commission	FT	32	33	34	34
	PT	27	5	17	16
	Total	59	38	51	50

Operating Budget by Program				
Program	2013 Budget	2013 FTEs	2014 Proposed	2014 FTEs
Administration/Classification Payroll Verification	2,024,865	19	2,139,123	19
Public Safety Testing	1,273,709	9	1,232,440	9
Non-Uniformed Testing	526,631	6	550,449	6
Department Total	3,825,205	34	3,922,012	34

Program descriptions begin on the following page.

Program Descriptions

Administration/ Classification Payroll Verification	To ensure that all city employees are hired and continue to be employed and paid in accordance with 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 for the verification and certification of the biweekly city payroll.
Public Safety Testing	To ensure that the City of Columbus has a qualified workforce by planning, developing, administering, and scoring validated examinations with the Police and Fire ranks.
Non-Uniformed Testing	To ensure that the City of Columbus has a qualified workforce by developing and administering current, valid examinations, and by creating eligible lists in a timely manner, for the 265 competitive and qualifying noncompetitive non-uniformed classifications.

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Department of Public Safety

Department Description

The Department of Public Safety manages the operations of the Divisions of Fire, Police, Support Services, and the Safety Director's Office for the City of Columbus.

Department Mission

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

Strategic Priorities for 2014

From the Columbus Covenant:

Customer Service

- Promote concepts of community involvement in crime awareness and crime reduction programs and efforts. The focus will be centered on participation in neighborhood crime reduction and organizational efforts such as block watch groups to support community policing partnerships.
- Continue the emergency medical services (EMS) billing program to increase enhanced features for patient care reporting and maximizing revenue.

Neighborhoods

- Improve neighborhood safety, community participation, and Police Division responsiveness by working with other city agencies and community leaders to continue successful neighborhood safety initiatives. An important component of safety initiatives involve implementing strategies related to the reduction of gun violence and gang activity. City agencies and community leaders continue to work with other government agencies, community members and federal, state, and county law enforcement agencies to leverage additional resources.
- Continue the Neighborhood Safety Camera Program and review comparison crime statistics on neighborhoods.
- In partnership with the Community Crime Patrol and the Recreation and Parks Department, continue to monitor the Scioto Mile, proactively addressing any safety concerns.
- Continue to utilize police resources in conducting the Summer Strike Force initiative that targets areas of criminal activity.
- Continue to use the Police Community Response Teams (CRT) to engage localized crime patterns, provide crowd control, and foster community partnerships to address quality of life issues.

Safety

- Monitor expenses of Public Safety Divisions, especially overtime.

- Continue to deploy uniformed personnel in neighborhoods to preserve current response standards to life-threatening emergencies.
- Continue to focus on the most effective and efficient deployment of Police and Fire Divisions' personnel, making staffing adjustments when necessary.
- Continue efforts to prevent crime, reduce violence, and remove illegal firearms from city streets.
- Continue to enhance pedestrian and vehicular safety through the use of photo red light cameras.
- Complete construction of the Police Division Crime Lab and move from the current location on The Ohio State University campus to the newly renovated facility at Woodrow Avenue.
- Complete construction of Fire Station 2/3 at Greenlawn Avenue.
- Complete design of the Fire Station at 150 E. Fulton Street and begin construction.
- Continue various renovations at Fire Division stations, including pavement repairs, window and generator replacements, and security upgrades.
- Complete McKinley Avenue Academy building improvements.
- Upgrade Police Headquarters plumbing.
- Complete the energy saving retrofits at the Police Division Headquarters.
- Continue efforts to comply with standards to maintain national and international accreditations for both the Police and Fire Divisions and our crime lab.
- Continue to work with Construction Management on identifying space for the Support Services Division and a replacement warehouse for the Fire Division.
- Recruit and hire the most qualified applicants for Police and Fire with a focus on safety forces mirroring the community they serve.
- Hire a consultant to review E-911 operations and begin to design a new facility for these operations.

Technology

- Complete the installation of VoIP telephone systems in all Public Safety buildings.
- Begin implementation of the 800 MHz digital radio conversion from the current analog system.
- Continue the significant efforts to replace and improve emergency response vehicles by placing into service over 100 police vehicles, 8 medics, 6 engines, 1 platform ladder, and 7 rescue boats.
- Continue the transition of technology support of Police Net operations (email, server backups, hardware support) to the Department of Technology.
- Continue to work with Franklin County Emergency Management and Homeland Security to upgrade the outdoor emergency siren system.
- Continue to enhance pedestrian safety around school zones through the use of mobile speed vehicles and license plate readers.

Education

- Continue to work with the public to facilitate educational activities such as student participation in the Neighborhood Safety Academy and provide coordination between the schools' programs and a continued safety personnel presence.
- In partnership with Columbus City Schools, continue to maintain a presence of police officers in the schools, including 17 school resource officers in Columbus high schools and 20 community liaison officers who present public safety programs in the elementary and middle schools.
- Continue police officer and firefighter participation in cultural awareness and language classes in a continuing effort to enhance communication with immigrant communities.
- Increase professional development of employees in the recruit and background investigation units in both the Police and Fire Divisions.

2014 Budget Notes**Safety Administration**

- Support to the Franklin County Emergency Management and Homeland Security Program is budgeted at \$650,000, which represents the city's proportionate share of the maintenance and administrative support of the area's emergency siren system. Additional program activities include planning for disaster recovery and public education and exercises.
- Jail contract expenses are budgeted at \$5,200,000 in 2014. The per-diem cost was increased in May of 2011 from \$72 to \$79.
- A total of \$400,000 is budgeted for the Community Crime Patrol, which patrols the University district, the Downtown Park district, Northland/North Linden area, Weinland Park, Hilltop/Franklinton area, and the Merion-Southwood neighborhood as well as the Recreation and Parks multi-use trail along the Olentangy River. The Community Crime Patrol assists the Division of Police in identifying suspicious activities indicative of criminal behavior.
- To promote neighborhood safety initiatives, \$50,000 is budgeted for community grants for violence prevention and \$35,000 is budgeted for Crime Stoppers.
- A total of \$75,000 is budgeted for the truancy program in 2014.
- Minority recruiting efforts will continue in 2014, with \$100,000 allocated to this effort.
- A total of \$219,000 is included for the Capital Area Humane Society for animal cruelty investigations.

Support Services

- 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 \$644,400.
- A total of \$180,000 is budgeted for the maintenance of the neighborhood safety cameras.
- A total of \$50,450 is included for the maintenance of the arbitrator cameras.

Police

- The Division of Police's 2014 budget provides funding for beginning year strength of 1,902 police officers. It is anticipated that during 2014, there will be a total of 70 separations. Officers lost through these separations will be replaced with 2 budgeted classes totaling 70 recruits and subsequent internal promotions.
- Major non-personnel budget items include \$8.55 million in internal charges for fleet (including fuel), \$3.36 million for uniforms and clothing allowance, \$1.91 million for the towing contract, \$876,010 for helicopter maintenance, \$811,735 for prisoner medical expenses, \$280,000 for evidence funds, \$491,000 for helicopter fuel and over \$346,000 for ammunition.
- A total of \$750,000 is included for the Summer Strike Force.
- A total of \$1.39 million in Police expenses will be paid out of the photo red light fund.
- Approximately \$2.7 million in funds received by the city from E-911 revenue will be used to partially fund the salaries and benefits of communications technicians.
- Funding for nine additional crime lab positions is included in anticipation of the new crime lab opening in 2014. This expansion had been previously requested but space could not accommodate the growth until now.
- There is funding for 30 additional police communication technicians in 2014.

Fire

- The Fire Division's 2014 budget provides funding for a beginning year contingent of 1,548 firefighters. It is anticipated that during 2014 there will be a total of 40 separations. Firefighters lost through these separations will be replaced with a budgeted class totaling 40 recruits and subsequent internal promotions.
- The division currently provides fire suppression and EMS service with 34 paramedic engine companies, 15 ladder companies, and 5 heavy rescue units. Thirty-two 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.
- A total of \$200,000 is budgeted for civilianization in 2014.
- Major non-personnel budget items include \$7.3 million in internal charges for fleet (including fuel), \$2.45 million for uniform parts and clothing allowance, \$1.31 million for medical supplies, and \$600,000 for turnout gear.
- The EMS third-party reimbursement program that began in January 2003 is expected to generate \$15.3 million in 2014. Offsetting that revenue is an estimated \$1.8 million for EMS billing related services.

Department Financial Summary by Area of Expense					
Fund	2011 Actual	2012 Actual	2013 Budget	2013 Projected	2014 Proposed
General Fund					
Administration					
Personnel	1,218,641	1,280,897	1,465,247	1,368,941	1,495,628
Materials & Supplies	6,806	2,979	10,367	5,173	10,367
Services	5,394,470	5,965,705	6,573,152	6,617,118	6,770,215
Transfers	175,000	-	463,000	-	-
Administration Subtotal	6,794,917	7,249,581	8,511,766	7,991,232	8,276,210
Support Services					
Personnel	4,285,720	4,312,069	4,896,761	4,676,124	5,066,150
Materials & Supplies	417,135	393,788	467,175	453,923	467,175
Services	603,796	1,018,634	1,182,125	1,202,901	1,664,520
Other	-	12	1,000	835	1,000
Support Services Subtotal	5,306,651	5,724,503	6,547,061	6,333,783	7,198,845
Police					
Personnel	243,740,323	250,884,166	258,741,752	260,761,645	270,748,944
Materials & Supplies	4,772,548	5,070,996	5,001,683	5,226,022	3,271,098
Services	15,354,037	16,596,557	16,199,418	15,107,624	15,153,228
Other	732,267	650,010	225,000	359,415	225,000
Capital	-	800,000	-	-	-
Transfers	-	-	6,525,160	-	2,687,906
Police Subtotal	264,599,175	274,001,729	286,693,013	281,454,707	292,086,176
Fire					
Personnel	196,825,565	196,572,614	200,041,063	200,683,156	204,625,508
Materials & Supplies	4,627,943	4,971,029	5,140,166	5,529,030	3,450,166
Services	11,295,564	12,231,594	11,764,081	11,257,534	10,914,719
Other	119,480	77,203	200,000	244,329	200,000
Transfers	10,041	15,053	1,545,988	2,009	2,087,481
Fire Subtotal	212,878,593	213,867,493	218,691,298	217,716,058	221,277,874
General Fund Subtotal	489,579,336	500,843,306	520,443,138	513,495,780	528,839,105
E-911 Fund					
Police					
Personnel	2,055,696	1,655,613	2,700,000	2,700,000	2,700,000
E-911 Fund Subtotal	2,055,696	1,655,613	2,700,000	2,700,000	2,700,000
COPS Grant Fund					
Police					
Personnel	3,658,997	3,413,239	702,831	818,961	-
COPS Grant Fund Subtotal	3,658,997	3,413,239	702,831	818,961	-
Staffing Cont. Fund					
Police					
Personnel	4,414,037	78,121	-	-	-
Fire					
Personnel	3,066,736	19,852	-	-	-
Staffing Cont. Fund Subtotal	7,480,773	97,973	-	-	-
Photo Red Light Fund					
Police					
Personnel	1,057,037	1,605,174	1,344,300	1,344,300	1,344,300
Materials & Supplies	-	30,933	-	-	-
Services	-	77,070	45,700	45,700	45,700
Transfers	5,772	-	-	-	-
Photo Red Light Fund Subtotal	1,062,809	1,713,177	1,390,000	1,390,000	1,390,000
Public Safety Total	503,837,611	507,723,308	525,235,969	518,404,741	532,929,105

Department Personnel Summary						
Fund	FT/PT	2011 Actual	2012 Actual	2013 Budgeted	2014 Budgeted	
General Fund						
Administration	FT	8	10	12	11	
	PT	0	1	2	1	
Support Services	FT	47	49	54	52	
	PT	4	4	6	6	
Police						
Uniformed ⁽¹⁾	FT	1893	1867	1913	1902	
Civilian	FT	309	307	329	379	
	PT	3	4	7	10	
Fire						
Uniformed	FT	1562	1558	1552	1548	
Civilian	FT	36	35	37	42	
	PT	0	4	4	4	
Total		3862	3839	3916	3955	

⁽¹⁾ Actual and Budgeted numbers in 2011-2012 include the use of a COPS Hiring Recovery Program (CHRP) Grant for 48 personnel, and partial year funding for the same in 2013.

Operating Budget by Program				
Program	2013 Budget	2013 FTEs	2014 Proposed	2014 FTEs
Safety Administration	8,511,766	12	8,276,210	11
Support Services Operation Support	4,488,230	32	4,946,838	30
License and Permit Regulations	900,909	10	1,058,124	10
Weights and Measurers	620,696	7	633,681	7
Support Services Administration	537,226	5	560,202	5
Police Training	16,171,063	159	9,667,797	67
Police Administrative	14,515,802	68	16,431,809	70
Technical Services	13,047,300	31	11,941,452	28
Homeland Security	22,539,482	154	23,294,064	164
Strategic Response	14,755,604	103	13,905,924	149
Internal Affairs	3,353,594	25	3,668,664	27
Investigative	37,493,317	305	41,182,174	327
Narcotics	11,255,020	82	12,239,417	88
Patrol	132,031,868	1,075	137,339,913	1,087
Communications	11,188,737	107	10,352,473	137
Police Support Operations	15,134,057	133	16,152,489	137
Emergency Services Bureau	175,720,880	1,339	177,835,594	1,331
Fire Prevention Bureau	6,829,224	58	6,696,555	56
Fire Support Services Bureau	13,704,850	25	13,945,008	28
Fire Training Bureau	8,539,416	81	9,109,520	86
Office of the Chief	3,998,337	18	4,539,734	20
Fire Bureau of Administration	3,485,520	19	3,526,663	19
Alarm Office	6,413,071	49	5,624,800	50
Department Total	525,235,969	3,897	532,929,105	3,934

Program descriptions begin on the following page.

Program Descriptions

Safety Administration	To build and maintain safe neighborhoods by working cooperatively with citizens to minimize injury, death, and property destruction.
Operation Support	To provide an effective public safety communications system by ensuring the reliability of the police and fire radio, telephone, and dispatching systems.
License and Permit Regulations	To provide, administer, and enforce all laws, rules, and regulations relating to licensing requirements.
Weights and Measures	To promote consumer protection by ensuring compliance with city regulations through inspection and testing of commercially used weighing and measuring devices.
Administration	To manage the division and ensure compliance with federal, state, and local regulations and standards pertaining to division operations.
Training	To increase pride, professionalism and service to the public by providing quality training with quality staffing and facilities.
Administrative	To provide timely and effective performance of administrative functions such that units can perform their duties efficiently and effectively.
Technical Services	To increase the efficiency and effectiveness of the division by providing quality computerized, photographic, and print services, and by providing for the management and maintenance of the division's fleet.
Homeland Security	To provide for the safety of the citizens of Columbus and central Ohio by enforcing traffic-related laws, gathering intelligence to prevent terrorist attack, providing specialized policing services such as SWAT and canine services and managing emergency operations.
Strategic Response	To reduce crime and its related effects through community education, establishing and maintaining community/police partnerships and deploying analytically-based criminal enforcement units.
Internal Affairs	To increase internal constraint and public confidence with the Division of Police through accurate and objective administrative investigations.
Investigative	To conduct investigations of reported felony crimes including crimes against persons, property, child victims, economic related crime and missing persons. To conduct forensic collection and laboratory examination of crime scene evidence for successful prosecution of criminal offenders.
Narcotics	To reduce organized criminal activity and availability of illicit narcotics through proactive interdiction, investigation, and prosecution of those profiting from the sale of illicit narcotics, gambling, prostitution, and alcohol-related violations.

Patrol	To provide continuous uniformed patrols of the City of Columbus, respond to calls for police services, investigate non-fatal vehicular accidents, investigate and enforce criminal and traffic offenses, and engage in a variety of policing strategies to constrain the effects of crime upon the community.
Communications	To receive incoming emergency calls from citizens and to dispatch officers in an efficient, effective and courteous manner.
Support Operations	To provide for the safety of citizens by providing secure locations for property and impounded vehicles, coordinate criminal prosecutions with the judicial system, provide fingerprinting identification and police record management.
Emergency Services Bureau	To minimize injury, death, and property loss related to fires, medical emergencies, and other disasters through the delivery of effective fire suppression, pre-hospital treatment, and patient transportation.
Fire Prevention Bureau	To minimize injuries, deaths, and property loss through public education, enforcement of the fire codes, and investigation of fire causes.
Support Services Bureau	To provide and maintain facilities, apparatus, and supplies of the Division of Fire, and to provide infectious disease prevention/intervention for firefighters.
Training Bureau	To ensure that all Fire personnel have the knowledge and skills necessary to safely and effectively fulfill the mission of the Fire Division.
Office of the Chief	To ensure that the division's resources are utilized efficiently and effectively, thus providing the best possible fire safety and related services to the citizens of Columbus.
Bureau of Administration	To provide a wide variety of financial and record keeping services for the Division of Fire.
Alarm Office	To receive calls for fire, medical, or other emergencies and dispatch the appropriate resources to the emergency.

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Mayor's Office

Department Description

The Mayor provides leadership and vision for the City of Columbus through the formulation of policies, delivery of city services, communication and outreach to citizens and the greater community. As head of the executive branch of government, the Mayor establishes priorities for the departments serving the citizens of Columbus. The Mayor's staff is responsible for the coordination and monitoring of policies and programs designed to meet the goals of the Columbus Covenant.

Department Mission

To ensure the safety and prosperity of all citizens of Columbus through the Mayor's goals outlined in this document.

Strategic Priorities for 2014

The strategic priorities of the Mayor are embodied in the Columbus Covenant – a strategic plan that outlines the seven major areas the city seeks to improve in order to move closer to the vision of becoming “the best city in the nation in which to live, work, and raise a family”.

Those seven goal areas are:

From the Columbus Covenant:

- Customer Service – provide quality and efficient service delivery to customers using “best practices”
- Neighborhoods – engage and promote strong, distinct, and vibrant neighborhoods
- Safety – enhance the delivery of safety services
- Economic Development and Technology – provide an atmosphere that promotes job creation and economic growth in existing and emerging industries
- Education – encourage and promote participation in learning opportunities
- Downtown Development – develop a vibrant and thriving downtown that is recognized as an asset for the region
- Peak Performance – invest in all city employees and develop systems that support a high-performing city government

2014 Budget Notes

- The recommended budget for the Mayor's Office provides for continued operation of the office.
- As in 2013, the costs associated with the “Get Green” initiative will be supplemented by moneys provided to the city by the Solid Waste Authority of Central Ohio (SWACO).

Department Financial Summary by Area of Expense					
Fund	2011 Actual	2012 Actual	2013 Budget	2013 Projected	2014 Proposed
General Fund					
Personnel	1,675,240	1,779,607	2,107,640	1,905,547	2,199,143
Materials & Supplies	10,755	5,648	13,316	7,730	13,173
Services	54,056	70,815	277,336	228,169	219,472
Transfers	-	-	-	13,989	-
General Fund Subtotal	1,740,051	1,856,070	2,398,292	2,155,435	2,431,788
Department Total	1,740,051	1,856,070	2,398,292	2,155,435	2,431,788

Department Personnel Summary					
Fund	FT/PT	2011 Actual	2012 Actual	2013 Budgeted	2014 Budgeted
General Fund					
Mayor's Office	FT	13	15	18	19
	PT	0	1	1	1
Total		13	16	19	20

Operating Budget by Program				
Program	2013 Budget	2013 FTEs	2014 Proposed	2014 FTEs
Mayor's Office Administration	1,290,229	8	723,582	5
Community Affairs	210,881	2	161,917	2
Communications	202,207	2	213,744	2
Environmental Stewardship	-	0	263,140	2
Policy and Government Affairs Office	694,975	6	1,069,405	8
Department Total	2,398,292	18	2,431,788	19

Program descriptions begin on the following page.

Program Descriptions

Mayor's Office Administration	To advance the priorities of the Mayor to departments and to citizens through the formulation of strategies and goals by monitoring the implementation of policies and programs designed to meet those goals.
Community Affairs	To provide quality customer service assistance to the citizens of Columbus and serve as the operational and administrative support team for the Mayor's Office employees.
Communications	To communicate to citizens the issues, programs and activities of city government that engage and promote safe, strong, and distinctive neighborhoods and provide for an atmosphere that promotes economic development and job creation.
Environmental Stewardship	To strive for Columbus to become a greener, more sustainable community, improving quality of life for this and future generations.
Policy and Government Affairs Office	To initiate and coordinate key Mayoral initiatives, by conducting research, assisting in legislative matters and intergovernmental affairs, and working to assure that departments are working together to meet administration goals.

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Community Relations Commission

Department Description

In 1990, the Community Relations Commission (CRC) was established to help convene and facilitate discussions with civic leaders, business leaders, citizens and elected officials on issues of ethnic, racial and cultural diversity. The CRC is committed to creating strong connections between the neighborhoods of Columbus and all of our residents. Through the work of the CRC, our vision of “Building a Community for All” can become a reality.

Department Mission

The mission of the CRC is to provide leadership to the people of Columbus by educating citizens and small businesses about diversity, identifying and resolving community tensions and eliminating racism/discrimination.

Strategic Priorities for 2014

From the Columbus Covenant:

Neighborhoods

- Continue to work with area commissions, civic associations, and community organizations on conflict resolution strategies, provide technical training, best practices, and offer additional support to empower individuals to positively impact their community.
- Continue implementation of the Mayor’s New Americans Initiative with a focus on integrating immigrant and refugee families into the Columbus community. The initiative encompasses service capacity building, education and awareness presentations, distribution of civic guides and assistance with citizenship and civic engagement.

Safety

- Improve residents’ general knowledge and awareness of Police and Fire operations and procedures through social media, presentations, and training materials resulting in enhanced relationships with the community.

Economic Development and Technology

- Promote and facilitate training and technical assistance on diversity, cultural awareness, civil rights compliance, changing demographics, non-discrimination practices and cultural sensitivity.
- Work in conjunction with the Equal Business Opportunity Commission Office to build economic capacity within the refugee and immigrant communities.

Education

- Continue to provide public forums and monthly television programs on relevant topics and key issues facing our community. The live forums will allow residents to have critical community input and interactive participation.
- Provide training upon request to the corporate and private sector as well as to community groups and governmental agencies in the following areas: community building, diversity, cultural competency, poverty simulations and working with immigrant and refugee communities.

Peak Performance

- Continue to update and enhance the complaint tracking system, which tracks the CRC staff's performance on complaints and neighborhood issues and events. The database offers a real time status on each charge and complaint initiated through the complaint system.
- Continued focus on performance dashboard results to monitor success of programming and activities in order to increase efficiency.

2014 Budget Notes

- Funding for the New Americans Initiative continues in 2014 to assist with the assimilation of new Americans arriving in Columbus from other countries. Services will include translation and interpretation services. In addition, CRC will continue to work with Police and Fire personnel to enhance officers' understanding and awareness of issues facing new immigrant residents.

Department Financial Summary by Area of Expense					
Fund	2011 Actual	2012 Actual	2013 Budget	2013 Projected	2014 Proposed
General Fund					
Personnel	633,337	733,070	839,898	837,168	861,727
Materials & Supplies	3,000	2,315	2,900	2,900	2,000
Services	51,864	386,916	60,025	62,755	66,259
General Fund Subtotal	688,201	1,122,301	902,823	902,823	929,986
Department Total	688,201	1,122,301	902,823	902,823	929,986

Department Personnel Summary					
Fund	FT/PT	2011 Actual	2012 Actual	2013 Budgeted	2014 Budgeted
General Fund					
Community Relations	FT	7	8	8	8
Total		7	8	8	8

Operating Budget by Program				
Program	2013 Budget	2013 FTEs	2014 Proposed	2014 FTEs
Community Relations Office	698,804	6	724,016	6
Special Events	13,500	0	-	0
New Americans Initiative	190,519	2	205,970	2
Department Total	902,823	8	929,986	8

Program descriptions begin on the following page.

Program Descriptions

- Community Relations Office** To provide leadership to the people of Columbus by educating citizens about cultural diversity, identifying and resolving community tensions, and eliminating racism/discrimination through training and awareness programs.
- Special Events** To promote cultural diversity, awareness and education through CRC sponsored public events.
- New Americans Initiatives** To provide coordination and resources to the city, county, state and community in a culturally sensitive manner, and to address those needs of our growing immigrant and refugee population by maximizing the effect of existing services in the City of Columbus and Franklin County.

Equal Business Opportunity Commission Office

Department Description

The Equal Business Opportunity Commission Office (EBOCO) develops and implements race and gender-neutral programs that encourage the use of a diverse pool of qualified contractors and service providers, reviews informal purchasing policies and provides technical assistance to the minority, female, and small business community, and recommends and implements additional efforts necessary to further develop inclusiveness in the city's contracting practices. EBOCO also reviews all rules and regulations relevant to contract compliance and ensures that the city is conforming to those rules or regulations.

Additionally, EBOCO compiles, reviews, and analyzes minority and female business enterprise utilization, based upon city contract awards, contract payments, and vendor registration data. The office is also responsible for the production of quarterly utilization reports to the Mayor and City Council.

Department Mission

The mission of the Equal Business Opportunity Commission Office is to promote inclusiveness within the city's procurement process and to facilitate equitable awarding of contracts to all businesses including minority and female business enterprises.

Strategic Priorities for 2014

From the Columbus Covenant:

Peak Performance

- Implement the recommendations from the Small Business Initiative, including the creation and development of a Small Business Program.
- Optimize the PRISM tracking system to ensure the proper collection of utilization data.
- Monitor and review city contracts for compliance with city, state, and federal requirements.
- Participate in outreach activities that will inform customers (internal and external) about the contracting opportunities and the importance of a diverse vendor base.
- Establish policies and procedures to ensure that available minority and female businesses have equal access to opportunities in bid solicitations.
- Continue internal meetings, external forums and other educational training sessions as well as host "How to do Business with the City" and "Director to Business" forums to encourage minority and female businesses to seek opportunities with the city. Periodically recommend and implement additional efforts necessary to institutionalize processes and further develop inclusiveness in the city's contracting practices.
- Continue to expand strategic partnerships, specifically with South Central Minority Supplier Development Council (SCMSDC) to allow pooling of services, collaboration on initiatives that impact the public and private section, and the expansion of our potential vendor pool.

2014 Budget Notes

- In 2014, EBOCO will continue an initiative to identify small businesses and track their inclusion in city procurement and purchasing, in an effort to expand and enhance the potential for economic growth inherent in small business development.

Department Financial Summary by Area of Expense					
Fund	2011 Actual	2012 Actual	2013 Budget	2013 Projected	2014 Proposed
General Fund					
Personnel	583,119	711,647	802,536	797,190	826,498
Materials & Supplies	3,721	5,031	5,000	5,000	5,000
Services	40,557	60,457	85,064	135,064	75,764
General Fund Subtotal	627,397	777,135	892,600	937,254	907,262
Department Total	627,397	777,135	892,600	937,254	907,262

Department Personnel Summary					
Fund	FT/PT	2011 Actual	2012 Actual	2013 Budgeted	2014 Budgeted
General Fund					
Equal Business Opportunity	FT	7	9	9	9
Total		7	9	9	9

Operating Budget by Program				
Program	2013 Budget	2013 FTEs	2014 Proposed	2014 FTEs
Equal Business Opportunity Commission Office	892,600	9	907,262	9
Department Total	892,600	9	907,262	9

Program Descriptions

**Equal Business
Opportunity
Commission Office**

To promote inclusiveness in the city's procurement process and to facilitate equal access to contract opportunities.

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Department of Building and Zoning Services

Department Description

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

Department Mission

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

Strategic Priorities for 2014

From the Columbus Covenant:

Customer Service

- 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 may improve the building process in our community.
- Maintain an ongoing communication among departments in meeting Memorandum of Understanding (MOU) compliance.
- Continue cross-training staff on all aspects of the development process to meet MOU compliance.
- 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 necessary upgrades to the existing Accela Automation software system to enhance processing time for permit application; to provide user friendly online permit tracking and offer additional online permitting options to the public.
- Continue to reduce the wait at the intake counter through cross-training and improved processes and procedures.
- Continue partnering with the industry in promoting safe, quality and responsive services to consultants, contractors and citizens of Columbus.

Safety

- 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.

Education

- Continue outreach training on an annual basis to the industry/development community to help lessen the plan review time and ease the development process.
- Provide adequate job and/or trade related training to staff and continue to promote certification training/seminars.

Peak Performance

- Implement strategic opportunities as addressed in a timely manner.
- Refine and track applicable information on performance measures which will significantly improve data linked to the budget.
- Refine and promote a relevant employee performance evaluation technique that will support high-performing employees.

2014 Budget Notes

- As 2014 is a year for change in Ohio building code, \$20,500 in funding has been designated for replacement of code books and for staff training.
- The department has budgeted \$25,000 for new signage for the customer service center.
- The department is increasing staffing levels by five full-time employees to account for the increase in work associated with the growth in economic development within the city.

Department Financial Summary by Area of Expense					
Fund	2011 Actual	2012 Actual	2013 Budget	2013 Projected	2014 Proposed
Development Services Fund					
Personnel	12,222,265	12,406,751	13,163,356	12,586,289	13,876,935
Materials & Supplies	44,364	66,945	70,028	84,530	105,549
Services	2,763,457	2,646,214	3,023,048	2,982,183	3,154,662
Other	25,331	12,965	48,150	13,205	48,150
Capital	209,655	143,008	152,000	34,974	-
Development Services Fund Subtotal	15,265,072	15,275,883	16,456,582	15,701,181	17,185,296
Department Total	15,265,072	15,275,883	16,456,582	15,701,181	17,185,296

Department Personnel Summary					
Fund	FT/PT	2011 Actual	2012 Actual	2013 Budgeted	2014 Budgeted
Development Services Fund					
	FT	123	126	131	136
	PT	8	6	7	12
	Total	131	132	138	148

Operating Budget by Program				
Program	2013 Budget	2013 FTEs	2014 Proposed	2014 FTEs
Building Services Administration	3,130,041	6	3,489,966	8
Building Services Support	967,302	7	1,025,157	8
Construction Administration	509,295	5	468,483	4
Licensing and Registration	524,618	6	533,211	6
Refrigeration/HVAC Inspection	1,284,525	12	1,319,238	12
Plumbing Inspection	1,064,698	9	869,012	8
Electrical Inspections	1,238,706	11	1,112,971	10
Structural Inspections	1,780,533	17	1,738,248	16
Customer Service Center	1,062,363	11	1,314,604	12
Zoning Administration	412,523	4	422,943	4
Zoning Clearance - Residential	291,233	3	299,264	3
Zoning Clearance - Commercial	284,656	3	331,596	3
Zoning - BZA and Graphics Board	191,133	2	194,716	2
Council Activities	304,432	3	382,616	4
Inspection Administration & Support	313,793	5	322,779	5
Plan Review - Commercial	1,369,857	10	1,566,866	13
Plan Review - Residential	228,215	2	341,143	3
Engineering Plan Review	609,788	6	583,147	6
Building Investigations Team	888,871	9	869,336	9
Department Total	16,456,582	131	17,185,296	136

Program descriptions begin on the following page.

Program Descriptions

Building Services Administration	To ensure all sections of the department operate at maximum capacity to ensure prompt delivery of services to the citizens of Columbus.
Building Services Support	To provide various support functions for the department including clerical support to boards, telephone coverage, maintenance of databases, web page, zoning maps and records center, staffs the customer service center, and drafts new and revised code.
Construction Administration	To oversee the operations of the plan examiners and the inspection section, coordinates activities, information and training of the sections to ensure compliance with city and state codes and the time table set forth in the MOU with the building industry.
Licensing and Registration	To review and process all applications for licenses and/or registration, issue licenses and maintain accurate records of all contractors who are licensed or registered by the division.
Refrigeration/HVAC Inspection	To ensure the health and safety of the citizens of Columbus by inspecting refrigeration, heating, ventilation and air conditioning installations to ensure they meet basic building codes and to deliver next day service.
Plumbing Inspection	To ensure the health and safety of the citizens of Columbus by inspecting plumbing installations to ensure they meet basic building codes and to deliver next day service.
Electrical Inspections	To ensure the health and safety of the citizens of Columbus by inspecting electrical installations to ensure they meet basic building codes and to deliver next day service.
Structural Inspections	To ensure the health and safety of the citizens of Columbus by inspecting structural work and installations to ensure they meet basic building codes and to deliver next day service.
Building Services Customer Service Center	To provide prompt, accurate service to walk-in and telephone customers, to handle intake of all plans, to answer questions and/or direct inquiries to the appropriate staff, and to provide forms, literature and other information as needed.
Zoning Administration	To coordinate the activities of the zoning unit, oversee personnel activities, make determinations when conflicts arise, and represent the administration in meetings with developers and the community.
Zoning Clearance - Residential	To review all drawings, site plans, plats and lot split requests for residential projects presented for compliance with existing Columbus City Code and other legislated requirements.
Zoning Clearance - Commercial	To review all drawings, site plans, graphics permits and lot split requests of commercial and multifamily projects presented for compliance with existing Columbus City Code and other legislated requirements.

Zoning - BZA and Graphics Board	To review, present and approve Board of Zoning Adjustment and Board of Graphics requests to ensure all meet with the Columbus City Code standards.
Council Activities	To review rezoning and variance requests that are presented to ensure they comply with Columbus City Code.
Inspection Administration & Support	To support the work of the inspection unit by inputting inspection requests, handling cancellations, scheduling after hours inspections, preparing correspondence and performing other office operations for the various inspection units.
Plan Review - Commercial	To ensure all multifamily and commercial structures built or altered within the City of Columbus meet health and safety guidelines as set forth in the Columbus Building Code.
Plan Review - Residential	To ensure all 1-2-3 family structures built or altered within the City of Columbus meet health and safety guidelines as set forth in the Columbus Building Code.
Engineering Plan Review	To provide for the efficient review of private development projects while ensuring compliance to city engineering and code requirements.
Building Investigations Team	To provide for the health and safety of the citizens of Columbus by ensuring any construction undertaken meets the standards of the Building Code through compliance with the plan review and inspection processes.

Department of Development

Department Description

The Department of Development provides an array of services through its divisions and offices: the Code Enforcement Division, Economic Development Division, Planning Division, Housing Division, the Director's Office, and the Office of Land Redevelopment.

The department coordinates key development projects and provides resources through its financing and technical assistance programs.

Department Mission

The mission of the Department of Development is 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 department has pursued its mission through key development projects such as the King-Lincoln redevelopment, Northland Village, Gowdy Field, and American Addition.

Strategic Priorities for 2014

From the Columbus Covenant:

Customer Service

- Institute an ongoing communication mechanism that shares “best practices” among all departments.
- Work with the 311 Call Center to enhance communication with the public.
- Work with community groups through the Pride Centers to explain the different codes and how the code enforcement process works.

Neighborhoods

- Coordinate funding from the federal Housing and Economic Recovery Act of 2008, American Recovery and Reinvestment Act and the Financial Reform Act (NSP 1, 2, 3) with public and private sector partners to revitalize defined areas, focusing on neighborhoods hit hardest by the foreclosure crisis. Utilize the Columbus Land Bank and housing programs to target acquisition of foreclosed properties, demolish blighted structures, and renovate vacant homes into community assets.
- Continue the King-Lincoln Redevelopment Initiative by working with private sector partners to redevelop structures in the heart of the Long Street corridor.
- Continue to support PACT operations, ensuring the creation of a healthy, financially and environmentally sustainable community on the Near East Side of Columbus.
- Continue to coordinate redevelopment efforts in the South Parsons Gateway consistent with the adopted vision plan through a cooperative effort by Planning, Economic Development,

Land Redevelopment, and Housing. Work with Columbus Public Health relative to the Maloney Health Center site.

- Coordinate the housing development program with other public and private sector programs, especially the city's land banking efforts, to revitalize defined areas, focusing on the neighborhood investment districts (NIDs).
- Review existing NID tax abatements and make adjustments where necessary to include new construction rental projects in the program.
- Continue major housing development projects in neighborhood investment districts.
- Continue to acquire vacant and foreclosed properties, demolish blighted properties, and sell or hold property in the land bank for redevelopment to provide rental and homeownership opportunities in strategic neighborhoods.
- Continue to implement the Vacant and Abandoned Property (VAP) Programs, including the demolition of 200 vacant structures as part of the Mayor's plan to demolish 900 "worst of the worst" structures in the city, redevelopment of vacant and abandoned properties and vacant property prevention initiatives.
- Continue to implement VAP's Land Care Program, designed to maintain Land Bank lots following demolition, and the Mow-To-Own Program to supplement the existing Side Yard Initiative to encourage adjacent property owners to maintain vacant lots.
- Continue to work with the Mayor's Office on Deconstruction Programs.
- Expand down-payment assistance activities to offer homeownership opportunities to a maximum number of low- and moderate-income households by providing more than 75 first time homebuyers with assistance.
- Continue to utilize the five Neighborhood Pride Centers to serve as links between city services and Columbus neighborhoods. Each pride center is a one-stop-shop for various city services and is dedicated to protecting the health, safety, and welfare of families living in their designated area.
- Continue the Neighborhood Pride Program with up to four new neighborhoods, and continue to implement neighborhood priorities and partnership arrangements in previous neighborhood pride areas to institutionalize the neighborhood pride program in the community.
- Continue to staff the Property Maintenance Appeal Board which hears appeals from the Housing, Nuisance Abatement, and Health, Sanitation, and Safety Codes.
- Continue to work with area commissions, civic groups and block watches to address issues and problems in the neighborhoods.
- Explore and implement measures to promote environmental stewardship in city operations and development efforts.
- Implement the Get Green Columbus Initiative in all department divisions by focusing on green development, business incentives, green residential development, and leveraging the Columbus building and zoning codes.
- Continue to advocate for green building standards for all city-funded affordable housing.

- Continue to implement key recommendations of the 21st century Growth Policy Initiative, including its four components: Pay-As-We-Grow, joint facilities, job and regional growth and intergovernmental cooperation.
- Continue to provide staff support to the Big Darby Accord process, including initial implementation steps for the Darby Town Center as well as other related initiatives (open space acquisition, conservation development, etc.).
- Undertake two new area/neighborhood plans in 2014 using staff resources.
- Complete four area plans initiated in 2013: Far North Plan Amendment, North Linden, University Neighborhoods and Southside.
- Complete the West Franklinton Plan, working with consultants.
- Continue implementation of the East Franklinton Creative Community District Plan (East Franklinton Review Board, land acquisition and development, coordination with CMHA, infrastructure upgrades working with Public Service and Public Utilities, and public art).
- Provide assistance to the Columbus Metropolitan Housing Authority in the efforts to secure a Choice Neighborhoods Grant for the Poindexter Village site. Provide necessary funding for each phase of re-development.
- Undertake two new sets of commercial overlays in 2014.
- Continue working with Franklin County and other partners in implementing the Weston Market Study and Economic Development Strategy.
- Continue to staff the University Area Review Board, East Franklinton Review Board, Rocky Fork Blacklick Accord Panel, and Darby Accord Panel.
- Continue to support the Pay-As-We-Grow Program.
- Continue to provide support and training to the 17 area commissions which work to empower neighborhood residents.
- Participate in the Mid-Ohio Regional Planning Commission's watershed management planning.
- Continue to staff the Columbus Arts Commission and provide staff support to several public art projects, including North Bank Park, Scioto Lounge, Reeb Elementary, park-based bike racks and conservation of the collection.
- Continue to staff the Board of Commission Appeals, Brewery District Commission, German Village Commission, Italian Village Commission, and Victorian Village Commission.
- Continue to monitor the historic rehabilitation of the Gift Street property in Franklinton.
- Complete updates to the design guidelines for the Historic Resources Commission using a national consulting team.
- Continue working with the Public Service Department on the review and approval of various components of the I70-71 reconstruction project, including active engagement with the adjacent neighborhoods.
- Continue working with COTA on the proposed Cleveland Avenue bus rapid transit project and the Downtown Circulator.
- Continue staff support and management of the annexation process.

- Continue to work with the neighborhoods and the City Attorney's Office to address the increase of vacant structures due to foreclosures.
- Provide assistance when possible to homeowner counseling agencies to provide first time homebuyer counseling and foreclosure prevention counseling.
- Continue to provide resources for the prevention of vacant homes and the redevelopment of homes that are vacant.
- Access Lead Safe Columbus funding when appropriate to address making vacant homes lead safe in combination with other city resources to restore vacant properties.
- Continue to work with other agencies in the community to address the needs of existing homeowners so that they can remain in their homes.
- Continue to work with the Columbus Health Department and the Franklin County Bed Bug Task Force to address the problem of bed bugs within the community.
- Continue to perform inspections of gas appliances in citizens' homes and apartments to prevent carbon monoxide poisoning.
- Continue the Graffiti Program in the neighborhoods by offering free graffiti removal to those homeowners that sign waivers.
- Continue second shift code enforcement to respond to complaints that occur after hours and on weekends.
- Continue to address the high grass and weeds in all neighborhoods with the Weed Abatement Program.
- Continue to address refuse issues by having the solid waste inspectors and refuse drivers work together to improve the health and sanitation issues in the neighborhoods.
- Work with the OSU Office of Student Life to address off campus apartments to make sure they are safe and meet all codes.

Economic Development and Technology

- Proactively pursue opportunities for job growth and investment through improved marketing efforts that will build awareness of the City of Columbus' strength and potential.
- Foster growth among existing and emerging industries through a targeted business retention program.
- Leverage relationships with Columbus2020, TechColumbus, Battelle Research Institute, The Ohio State University and other businesses to encourage entrepreneurship, innovation and commercialization.
- Create and implement a strategy that fosters international business relationships leading to increased amounts of foreign direct investment.
- Continue to support regional economic development strategies designed to retain and expand companies within advanced logistics, small business, and technology-based industries.
- Support ongoing development in the King-Lincoln, Franklinton and Parsons Avenue districts through the use of small business grants and loans.
- Continue to support growth of the Rickenbacker multimodal hub with strategic investments and supporting economic development incentives.

- Coordinate the economic redevelopment of key development projects including Northland Village, Columbus Coated Fabrics, B&T Metals, Timken, and the city's neighborhood commercial revitalization districts.
- Continue implementation of a Green Economic Development policy to encourage investment in environmentally sustainable business growth.

Downtown Development

- Continue to implement the comprehensive business plan for downtown development, including strategies for housing, retail, parking, transportation, recreation, and economic/office development. Focus on specific recommendations for workforce housing and downtown amenities/programming.
- Collaborate with Capitol South and the Columbus Downtown Development Corporation on targeted programs to market and encourage development, redevelopment, and higher density investment of the Mile on High district and other key downtown properties.
- Continue partnering with the Columbus Downtown Development Corporation in the implementation of the downtown business plan.
- Increase the number of downtown employees by strengthening partnerships with the State of Ohio and other public and private employers, as well as by implementing targeted programs.
- Continue staffing the Downtown Commission.
- Complete the update to the Downtown District, working with the Downtown Commission and key stakeholders, and preparing design guidelines under the commission's direction.
- Continue to work with the Downtown Commission to ensure consistency between development projects and the Downtown Design Guidelines.

Peak Performance

- Implement strategic opportunities on time and on budget.
- Implement performance management by refining performance measures and collecting and tracking relevant data with links to the budget and employee performance evaluation. Implement and enhance the use of performance data for all programs within the department.

2014 Budget Notes

Administration

- Total support for social service agencies in 2014 is \$4.9 million, and is comprised of \$3.2 million in general fund support and nearly \$1.7 million in emergency human services funds.
- The general fund budget includes \$150,000 for the Columbus and Franklin County Port Authority, the same amount provided over the past several years.

Economic Development

- The division will receive over \$1.2 million to assist in the economic development efforts being put forth by Columbus2020! and TechColumbus.
- 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. The 2014 budget includes \$325,000 to continue these efforts.

- The division supports downtown development through a contract with the Capital Crossroads Special Improvement District for \$190,000.
- The division supports local economic development through the 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 this effort is nearly \$1.6 million.
- Additional economic development activities include: \$50,000 to support job training activities, \$50,000 for Sister Cities, \$200,000 for PACT (Partners Achieving Community Transformation), and \$100,000 for the Young Professionals Grant Program.

Code Enforcement

- Nine new positions are funded in 2014 for code enforcement efforts.
- Funding of \$250,000 is provided from the general fund for the demolition of unsafe structures acquired through the land bank. Funds from the special income tax fund will be used to augment this program.
- In 2014, over \$1 million is being provided to procure increased levels of weed cutting services on foreclosed properties that have been abandoned. Funds include \$675,000 from the general fund and \$350,000 from the community development block grant funds.

Planning

- The general fund supports 16 full-time equivalent positions in 2014, an increase of one over 2013.

Housing

- Support for the Community Shelter Board and the Rebuilding Lives Program will provide level funding of over \$4.2 million in 2014. The majority of funding for these programs comes from the general fund, though minor allocations, totaling \$325,000 and \$81,029, are provided respectively by HOME and CDBG funds.
- The Affordable Housing Trust 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 Trust 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 the housing trust programs is estimated at \$1.48 million in 2014.
- HOME funds totaling \$163,125 will be used to provide community housing development organizations with operating grants.

Department Financial Summary by Area of Expense					
Fund	2011 Actual	2012 Actual	2013 Budget	2013 Projected	2014 Proposed
General Fund					
Administration					
Personnel	2,522,980	2,745,490	3,022,353	3,055,609	3,269,129
Materials & Supplies	21,232	24,348	28,986	23,390	39,000
Services	3,003,210	3,252,727	3,675,168	3,573,724	3,713,699
Capital	-	14,449	-	-	16,000
Transfer	21,000	66,000	-	-	9,000
Administration Subtotal	5,568,422	6,103,014	6,726,507	6,652,723	7,046,828
Economic Development					
Personnel	365,523	301,681	441,439	400,770	621,944
Materials & Supplies	2,850	3,906	5,423	20,640	6,450
Services	2,316,440	2,193,017	2,336,093	2,696,973	2,422,951
Other	6,762,397	6,994,325	-	8,595,650	-
Economic Development Subtotal	9,447,210	9,492,929	2,782,955	11,714,033	3,051,345
Code Enforcement					
Personnel	4,831,973	5,303,747	5,647,544	5,577,870	6,317,761
Materials & Supplies	41,068	51,299	51,407	68,829	102,250
Services	650,069	1,076,504	1,085,667	1,079,481	1,057,276
Other	-	387	10,000	-	10,000
Capital	-	14,299	-	-	144,000
Code Enforcement Subtotal	5,523,110	6,446,236	6,794,618	6,726,180	7,631,287
Planning					
Personnel	1,390,366	1,463,465	1,521,024	1,522,745	1,594,452
Materials & Supplies	9,293	13,056	13,742	13,742	19,750
Services	333,404	141,405	437,130	435,409	78,277
Capital	-	6,145	-	-	-
Planning Subtotal	1,733,063	1,624,071	1,971,896	1,971,896	1,692,479
Housing					
Personnel	31,535	212,866	351,445	351,445	418,357
Materials & Supplies	593	2,158	2,500	2,500	3,000
Services	3,485,814	3,871,405	3,895,077	3,891,041	3,894,416
Housing Subtotal	3,517,942	4,086,429	4,249,022	4,244,986	4,315,773
General Fund Subtotal	25,789,747	27,752,679	22,524,998	31,309,819	23,737,712

Department Financial Summary by Area of Expense (Continued)					
Fund	2011 Actual	2012 Actual	2013 Budget	2013 Projected	2014 Proposed
<u>Community Development Block Grant</u>					
Administration					
Personnel	783,287	716,213	923,993	804,836	934,609
Materials & Supplies	-	-	2,500	7,500	2,500
Services	111,870	247,790	93,250	229,105	193,250
Administration Subtotal	895,157	964,003	1,019,743	1,041,441	1,130,359
Economic Development					
Personnel	714,601	679,964	797,745	727,950	813,727
Materials & Supplies	3,089	2,661	4,350	6,789	4,350
Services	793,958	692,341	861,594	859,981	750,495
Economic Development Subtotal	1,511,648	1,374,966	1,663,689	1,594,720	1,568,572
Code Enforcement					
Personnel	823,696	627,773	785,239	679,154	833,465
Materials & Supplies	-	2,648	2,650	2,650	10,000
Services	158,892	458,892	158,895	158,895	160,000
Capital	26,898	-	-	-	80,000
Code Enforcement Subtotal	1,009,486	1,089,313	946,784	840,699	1,083,465
Housing					
Personnel	849,226	661,092	988,266	911,159	1,150,109
Materials & Supplies	6,049	21,396	16,400	26,400	21,700
Services	965,772	875,927	1,016,809	1,214,286	1,495,912
Other	340,412	1,363,693	331,385	331,385	931,407
Capital	26,898	71,496	-	-	-
Housing Subtotal	2,188,357	2,993,604	2,352,860	2,483,230	3,599,128
CDBG Fund Subtotal	5,604,648	6,421,886	5,983,076	5,960,090	7,381,524
<u>Emergency Human Services Fund</u>					
Administration					
Services	1,058,063	1,486,966	1,390,000	1,854,999	1,757,000
Emergency Human Services Fund Subtotal	1,058,063	1,486,966	1,390,000	1,854,999	1,757,000
Department Total	32,452,458	35,661,531	29,898,074	39,124,908	32,876,236

Department Personnel Summary						
Fund	FT/PT	2011 Actual	2012 Actual	2013 Budgeted	2014 Budgeted	
General Fund						
Administration	FT	24	25	28	31	
	PT	1	0	0	0	
Economic Development	FT	3	3	4	5	
	PT	0	0	0	1	
Code Enforcement	FT	58	64	64	73	
	PT	1	1	0	0	
Planning	FT	15	15	15	16	
Housing	FT	1	5	5	5	
Community Development Block Grant						
Administration	FT	8	8	9	9	
	PT	1	1	1	1	
Economic Development	FT	7	7	8	8	
Code Enforcement	FT	8	8	9	9	
	PT	0	0	0	1	
Housing	FT	9	7	12	14	
	PT	1	1	0	0	
	Total	137	145	155	173	

Operating Budget by Program				
Program	2013 Budget	2013 FTEs	2014 Proposed	2014 FTEs
Administrative Services	1,571,055	13	1,776,888	15
Agency, Community & Neighborhoods	403,406	4	402,417	4
Area Commissions	-	0	9,000	0
Executive Office	923,096	7	921,033	7
Land Reutilization	890,089	8	1,101,494	9
Neighborhood Pride Centers	464,746	4	469,101	4
Social Service Contracts	4,606,517	0	4,973,517	0
Vacant and Abandoned Property	510,261	4	513,864	4
CDBG Economic Develop. Programs	1,663,689	8	1,568,572	8
Economic Development Administration	2,782,955	4	3,051,345	5
Code Enforcement	5,678,209	60	6,530,903	69
Environmental Unit	1,985,791	12	2,106,229	12
Historic Preservation	358,996	4	368,086	4
Neighborhood Planning	387,765	4	379,245	4
Planning Administration	1,007,280	5	721,461	6
Urban Design	217,855	2	223,687	2
Fair Housing	105,456	0	105,456	0
Homebuyer Counseling & Housing Dev	4,194,533	3	4,318,072	3
Homeowner Servicing Center	1,734,469	8	2,513,738	9
Housing Administration	132,840	2	331,350	2
Housing Development & Finance Staff	105,979	1	211,966	2
Relocation	173,087	1	278,812	1
Department Total	29,898,074	154	32,876,236	170

Program descriptions begin on the following page.

Program Descriptions

Administrative Services	To provide departmental support in the areas of human resources, fiscal, public information, legislation and contracts and administrative support.
Agency, Community and Neighborhoods	To oversee social service programs, work with area commissions and civic associations and act as neighborhood liaisons to the community.
Area Commissions	To provide support to cover administrative costs of area commissions, architectural review commissions and the student intern program.
Executive Office	To set policy and provide leadership to the department's offices and divisions.
Land Reutilization	To designate and acquire tax delinquent properties for redevelopment with the goal of returning non-productive land in city neighborhoods into productive assets.
Neighborhood Pride Centers	To bring the services of city government to the people and provide a site for community members to meet and interact with city staff.
Social Service Contracts	To provide support in the areas of homelessness, workforce development, youth programs and other programs to Columbus' neediest residents and neighborhoods.
Vacant and Abandoned Property	A comprehensive plan to identify, track, maintain and/or dispose of vacant and abandoned properties creating blight in Columbus neighborhoods.
CDBG Economic Development Programs	To leverage city resources to create jobs and increase investment, enhancing the economic environment for the businesses and citizens of Columbus.
Economic Development Administration	To set policy and provide leadership, to administer various economic development contracts and to maintain the city's share of the school district revenue sharing.
Code Enforcement	To ensure the health, safety and welfare of the citizens of Columbus by enforcing City of Columbus Codes.
Environmental Unit	To maintain safe vacant properties through the removal of weeds and solid waste, demolition of unsafe structures, inspecting for solid waste violations and the abatement of other environmental hazards.
Historic Preservation	To provide guidance in preserving structures throughout the community that help define our neighborhoods by working with neighborhood leaders and property owners.

Neighborhood Planning	To work in partnership with the community to enhance and sustain neighborhoods through development of neighborhood plans, amendments to outdated plans, and implementation of adopted plans.
Planning Administration	To provide for the efficient and effective operation of the Planning Division including administration of the city's annexation program, division development review, Columbus Arts Commission (among other boards and commissions), special projects and engagement in and support of city growth policy issues.
Urban Design	To provide design solutions and alternatives on issues concerning redevelopment and infill, streetscape, public spaces, the built environment and infrastructure. This includes such things as administration of the University Area Review Board and creation of development concepts in support of neighborhood plans.
Fair Housing	To provide fair housing services to the residents of Columbus including an increase in the awareness of fair housing issues, fair housing barrier elimination, housing discrimination redress and preparation and implementation of the Fair Housing Action Plan.
Homebuyer Counseling and Housing Development	To provide funding for programs that offer assistance to chronically homeless individuals to rebuild their lives and become productive citizens through the Rebuilding Lives and Community Shelter Board contracts.
Homeowner Servicing Center	To assist homeowners to remain in their homes and live independently in a safe and sound environment.
Housing Administration	To manage and administer all housing programs including, but not limited to, the affordable housing opportunity fund (homeownership assistance program, home modifications program and chores program, and homeownership development program), emergency repair program, and homebuyer counseling.
Housing Development and Finance Staff	To implement the homeownership development program, American Dream Down Payment initiative, rental housing production/preservation, and to manage loan assets.
Relocation	To provide technical review to evaluate each project or program under various federal programs to determine if the proposed activities meet both the acquisition and relocation requirements.

Department of Finance and Management

Department Description

The Department of Finance and Management is organized with 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 and legislative processing functions.

The Financial Management group is comprised of the Financial Management Division, which includes the budget, grants management, purchasing, performance management, construction prequalification office, and debt management offices. The budget office oversees the development, monitoring and control of the city's operating budgets. The grants management office provides budget preparation and program monitoring for several federal grant programs. The purchasing office is responsible for the procurement of goods and services, including the administration of the city's procurement policies and procedures. The newly created construction prequalification office is responsible for enforcing relevant portions of the City of Columbus procurement code and administering a prequalification process that provides fair and equitable evaluation of all entities seeking to do construction business with the city. The debt management office provides coordination of the capital improvements budget and the six-year capital improvements program. The city's print shop and mailroom are housed in the division as well.

The Asset Management Group is comprised of the Divisions of Facilities Management and Fleet Management as well as the construction management and real estate offices. Facilities Management is responsible for custodial services, maintenance, energy management, and security for the City Hall complex, 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. The goal is to deploy the most cost effective vehicles, reduce underutilized vehicles, and eliminate older high-maintenance vehicles from inventories. The construction management office provides building construction, renovation, and project management. The real estate management office provides centralized real estate administration, including leasing, acquisition, disposition, and casualty insurance administration.

Department Mission

To protect and to enhance the fiscal integrity and efficient management of the city while promoting the Mayor's citywide program initiatives.

Strategic Priorities for 2014

From the Columbus Covenant:

Peak Performance

- Continue to implement the city's environmentally preferable purchasing program by incorporating appropriate language in bid documents, adding website information regarding environmentally preferable purchasing, researching environmentally friendly products, and communicating and educating vendors and city agency staff on the program.

- Update the procurement codes to incorporate modern procurement methods and recognize technological advancements in public purchasing.
- Continue to implement the Mayor's Regional Cooperation initiative through cooperative procurement strategies with other jurisdictions in Central Ohio.
- Implement a training program for city employees in purchasing best practices and procurement rules and methods.
- Promote citywide policies that govern vehicle acquisition and maintenance. Continue to work with city departments to reduce underutilized vehicles and eliminate older, high-maintenance vehicles from the city's fleet.
- Work with partners within the city and community to identify green fleet opportunities, new fleet technological developments, and training.
- Add approximately 50 Compressed Natural Gas (CNG) heavy duty vehicles to the current fleet of 24 CNG vehicles. The use of CNG displaces diesel fuel consumption, saving on fuel costs and reducing carbon emissions.
- Construct the city's second CNG fueling station, located on Morse Road, in order to support city operations on the northeast side of the city. Plan for a third station on the west side of the city.
- Continue to emphasize and provide opportunities for fleet employees to attend Automotive Service Excellence (ASE) and Emergency Vehicle Technician (EVT) training, as well as maintain the ASE Blue Seal Certification for the division. These certifications allow for better diagnostic skills, reducing operating expenses.
- Continue to use "after-market" parts, without compromising quality standards or performance.
- Continue work with local municipalities under a Memorandum of Understanding in order to evaluate and explore "in-source" fleet management services (where we sell to others), including, but not limited to, minor or major repairs, preventive maintenance, and related services.
- Review and update city real estate agreements to ensure that proper terms and protections are included in all city real estate leases and licenses.
- 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.
- Continue to review and update real property and personal property risk exposure and acquire cost-effective insurance protection to minimize expenses from loss.
- Develop and establish citywide policies governing the use of city property by non-city entities in order to ensure consistency and protect city revenue and assets.
- Continue to review city real estate assets to identify and dispose of property identified as "surplus" to effectively manage expenses and generate revenues.
- Evaluate city building way-finding signage to begin development of a standardized signage program for citywide application.
- Continue preventive maintenance programs for heating and cooling systems and for roofs on city facilities under the Facilities Division purview. These programs will reduce overall

maintenance costs, help prevent major equipment failures, and extend the life of existing building systems.

- Capture and register energy usage data (e.g. electricity, water/sewer, natural gas) for city buildings via the energy star portfolio manager. This application benchmarks the city's energy usage data with the data for other commercial, institutional, manufacturing, and government facilities, enabling the city to target energy efficiency efforts at facilities most in need, leading to better energy utilization, increased cost savings and reduction of the city's carbon footprint.
- Continue fleet consumer panel meetings as a means to identify and resolve customer service issues and identify opportunities for improvement. Continue to meet with largest users of fleet maintenance services to address departmental specific concerns and opportunities.
- Continue to review all incoming vehicles/equipment to assess "alternative" fuel possibilities, in order to reduce fuel costs and our dependency upon foreign fuels.
- Develop and refine strategies to maximize grant dollars for "greening" the city's vehicle fleet. Continue to seek and secure grant dollars for capital equipment.
- Install Global Positioning Satellite (GPS) and telematics technology on approximately 2,500 "on-road" city vehicles, in order to track the movement of all city owned vehicles and to provide remote critical vehicle maintenance data. The installation of these devices will increase efficiencies, save on fuel costs, and improve employee safety. The devices will also allow the city to benchmark its "carbon footprint" on an annual basis.
- Develop and implement a facilities management work order system to provide building trade specific monitoring and cost control. This will allow the division to better manage labor hours, travel time, and inventory levels.
- Complete master space planning, design and possibly begin renovation of the recently purchased warehouse building at 4252 Groves Road for use by several city operations, providing much needed warehouse space.
- Assist city agencies with the acquisition of land and facilities, either for purchase or lease, in order to meet operational needs.
- Assist other city agencies in delivering major capital facility projects such as the Morse Road Eco Center and the Alum Creek Facility storm water upgrades, as well as smaller outpost facility upgrades.

Safety

- Prepare for possible public emergencies in city facilities and make facilities safer for citizens and city employees.
- Implement enhanced security measures and controls in city facilities, by enhancing the controls on entering and moving about city facilities. Continue work toward developing a stronger relationship regarding security with other governmental agencies within the downtown area, i.e., Federal Courthouse and State Supreme Court.
- Continue with the construction on the new police property room, as well as the design of the crime lab.
- Begin the construction of the relocated Fire Station 2/3 from Mound and Fulton to the former site of the Fire Academy on Greenlawn Avenue.

- Upgrade security protocols at various locations. These upgrades will include enhanced training regimens, improvements to standard operating procedures, and possible changes in facility layouts and equipment upgrades. Monitoring and control of employee and visitor traffic into administrative buildings will also be reviewed.

Downtown Development

- Demolish the current 109 North Front Street Building and plan for its replacement. This building is highly energy inefficient, functionally obsolete, and is suffering from a number of structural and mechanical deficiencies. The new building will likely house several city departments, with a particular emphasis on business and neighborhood activities and civic and advisory functions.
- Oversee the relocation of the Traffic Management Center from downtown to the operational center of the Department of Public Service.

Neighborhoods

- Honor the good neighbor agreement with adjacent property owners and businesses of the fleet maintenance facility on Groves Road.
- Continue to assist the Division of Police in monitoring neighborhood safety cameras. These cameras supplement ongoing patrol and enforcement in pilot neighborhoods. Since the inception of the program, security personnel have caught unwarranted activities and notified the Police Division, resulting in arrests and reduction of crimes.
- Work with the Development Department, Public Service Department and Columbus Public Health to determine facility needs and/or improvements made necessary by the transitioning of programs and services of the Southside Settlement House.
- Work with city departments and neighborhood leaders to program and renovate the former Reeb Elementary for neighborhood services, training, and economic development. The project will renovate, raze a portion and construct an addition to the former school to serve as the offices for community service organizations.
- Based on a partnership with the North Market Development Authority, replace the heating ventilation and air conditioning systems of the North Market and identify other critical improvements to the facility such as interior painting and tuck pointing.
- Receive public input on capital improvement project priorities by holding neighborhood meetings on the voted bond package.

2014 Budget Notes

Administration

- In 2014, \$1.34 million is budgeted for leases associated with various safety facilities.
- Funding for the Next Generation Corporation contract totals \$500,000 in this section.
- The Film Commission budget totals \$100,000.
- Two new positions are funded: an energy manager to effectively manage utility usage citywide and a design architect, in the construction management section, to provide architectural expertise as the city continues to maintain and renovate various facilities.

- In 2014, operational control and management of the Municipal Court Building is transferred to this division from the Facilities Management Division in an effort to consolidate management contracts for city buildings.

Financial Management

- In 2014, \$1.4 million is budgeted for the city's contract with the Public Defender, which provides legal counsel to indigent persons charged with criminal offenses.
- \$1,309,000 is included to fund expenses associated with the Funding Review Advisory Committee.
- Various items are initially budgeted in the Finance and Management Department and are transferred, as needed, to other departments throughout the year. In 2014, this includes economic development incentive monies, projected legal expenses, and deposits to the anticipated expenditure fund and the rainy day fund. Also included is \$7.5 million toward public education efforts in alignment with the recommendations of the Columbus Education Commission.
- 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 2014. This has proven to reduce the volatility of the projections for the general fund.
- The budget for this division includes \$110,000 for various citywide memberships.
- The Office of Construction Prequalification has been created to enforce relevant portions of the city code and administer a prequalification process which provides fair and equitable evaluation of all entities seeking to do construction business with the city.

Facilities Management

- The 2014 budget includes \$6.36 million to pay utility bills on behalf of other city agencies.
- In addition to utilities, approximately \$322,000 is budgeted for custodial contracts for the Division of Police and Fire Academies and \$300,000 is budgeted for the Columbus Public Health facility.

Fleet Management

- The 2014 budget includes a total of \$11.5 million for fuel expenses and approximately \$375,000 for compressed natural gas (CNG). As the city continues to expand its CNG infrastructure, it is anticipated that expenses for unleaded and diesel gasoline will continue to decrease.
- There is \$100,000 budgeted for a new initiative to analyze the business processes of the city's growing CNG infrastructure.
- In 2014, \$4 million is budgeted for replacement of general fund vehicles.
- There is \$630,000 in the division's budget for the continuance of the vehicle locator program (GPS), which was first implemented in late 2012.
- The division is budgeting \$1.3 million for outsourced vehicle service contracts, a decrease of almost \$350,000 from 2013 and nearly \$900,000 since 2010. As the division enhances staff training and continues to expand capacity, the need for outsourced vehicle service has continued to decrease.

Department Financial Summary by Area of Expense					
Fund	2011 Actual	2012 Actual	2013 Budget	2013 Projected	2014 Proposed
General Fund					
Finance and Management Administration					
Personnel	1,419,173	1,595,883	1,827,219	1,670,533	2,132,243
Materials & Supplies	3,549	4,666	9,350	4,434	127,300
Services	124,364	445,837	2,373,898	2,243,810	3,742,783
Capital	19,933	-	-	-	-
Administration Subtotal	1,567,019	2,046,386	4,210,467	3,918,777	6,002,326
Financial Management					
Personnel	2,300,719	2,335,604	2,629,766	2,391,604	2,869,000
Materials & Supplies	12,524	5,781	14,549	14,507	12,790
Services	1,194,633	1,239,699	1,527,986	2,030,539	2,940,732
Transfers	12,000,000	21,797,000	36,596,999	27,326,349	32,558,632
Financial Management Subtotal	15,507,876	25,378,084	40,769,300	31,762,999	38,381,154
Facilities Management					
Personnel	5,322,714	5,454,666	6,060,853	5,264,545	6,091,899
Materials & Supplies	371,846	413,614	415,723	419,101	490,200
Services	9,266,458	9,451,560	10,485,365	8,440,201	8,823,507
Other	1,156	-	5,750	900	5,750
Facilities Management Subtotal	14,962,174	15,319,840	16,967,691	14,124,747	15,411,356
Finance Technology					
Services	13,675,960	13,190,835	15,667,706	14,928,782	17,249,187
Finance Technology Subtotal	13,675,960	13,190,835	15,667,706	14,928,782	17,249,187
Fleet Management					
Capital	1,579,741	-	-	-	4,000,000
Fleet Management Subtotal	1,579,741	-	-	-	4,000,000
General Fund Subtotal	47,292,770	55,935,145	77,615,164	64,735,305	81,044,023
Employee Benefits Fund					
Finance and Management Administration					
Services	294,998	311,016	386,500	386,500	406,000
Employee Benefits Fund Subtotal	294,998	311,016	386,500	386,500	406,000
Fleet Management Fund					
Fleet Management					
Personnel	9,596,089	9,622,865	10,288,813	9,504,878	10,476,447
Materials & Supplies	17,221,705	20,058,344	16,907,451	15,888,821	15,869,117
Services	3,686,288	3,692,338	3,915,192	3,470,985	3,798,838
Principal	1,455,800	1,585,300	1,810,300	1,860,300	1,915,300
Other	2,649	22,423	9,000	9,000	5,000
Capital	6,659	-	50,000	50,000	-
Interest	1,041,750	985,152	988,472	908,468	1,073,923
Financial Management Subtotal	33,010,940	35,966,422	33,969,228	31,692,452	33,138,625
Administration					
Personnel	745,888	677,928	680,227	651,444	701,174
Administration Subtotal	745,888	677,928	680,227	651,444	701,174
Fleet Management Fund Subtotal	33,756,828	36,644,350	34,649,455	32,343,896	33,839,799
Property Management Fund					
1111 E. Broad Street Operations					
Materials & Supplies	19,218	-	30,000	7,000	25,000
Services	1,412,821	1,470,161	1,384,983	1,362,730	1,390,854
Other	-	-	-	500	-
Property Management Fund Subtotal	1,432,039	1,470,161	1,414,983	1,370,230	1,415,854

Department Financial Summary by Area of Expense (Continued)					
Fund	2011 Actual	2012 Actual	2013 Budget	2013 Projected	2014 Proposed
Community Development Block Grant Fund					
Financial Management					
Personnel	246,548	251,539	341,802	341,266	423,268
Materials & Supplies	2,582	623	1,000	1,000	1,000
Services	197,652	186,332	152,783	144,726	157,625
Other	10,321	10,380	15,000	8,944	10,000
CDBG Fund Subtotal	457,103	448,874	510,585	495,936	591,893
Print and Mail Services Fund					
Financial Management					
Personnel	302,163	328,671	378,921	381,172	387,836
Materials & Supplies	34,562	38,810	60,866	39,558	52,225
Services	867,645	986,103	1,085,977	1,006,204	1,132,767
Capital	-	-	-	-	10,000
Print and Mail Services Fund Subtotal	1,204,370	1,353,584	1,525,764	1,426,934	1,582,828
Hotel/Motel Tax Fund					
Finance and Management Administration					
Services	-	-	12,840,000	12,540,000	13,027,000
Hotel/Motel Fund Subtotal	-	-	12,840,000	12,540,000	13,027,000
Department Total	84,438,108	96,163,130	128,942,451	113,298,801	131,907,397

Department Personnel Summary					
Fund	FT/PT	2011 Actual	2012 Actual	2013 Budgeted	2014 Budgeted
General Fund					
Administration	FT	21	21	25	27
Financial Management	FT	25	25	27	29
Facilities Management	FT	68	68	75	77
	PT	15	12	21	17
Print and Mail Services Fund					
Mail Services	FT	2	3	3	3
Print Services	FT	2	2	2	2
Fleet Management Fund					
Fleet Management	FT	117	116	128	128
	PT	3	1	2	2
Administration	FT	6	6	7	7
Community Dev. Block Grant					
Financial Management	FT	3	3	4	4
Total		262	257	294	296

Operating Budget by Program				
Program	2013 Budget	2013 FTEs	2014 Proposed	2014 FTEs
Finance Administration	2,866,403	21	4,477,745	20
Real Estate Management	1,746,345	5	1,913,721	5
Construction Management	664,446	6	718,034	9
Hotel/Motel Tax	12,840,000	0	13,027,000	0
Budget	2,438,582	9	3,897,009	10
Purchasing	1,167,589	13	1,285,137	13
Debt Management	230,058	2	243,985	2
Performance Management	336,072	3	117,947	1
Grants Management	510,585	4	591,893	4
Construction Prequalification	-	0	278,444	3
Citywide Account	36,596,999	0	32,558,632	0
Citywide Technology Billings	15,667,706	0	17,249,187	0
Mailroom Services	1,157,601	3	1,220,375	3
Print Services/Copy Center	368,163	2	362,453	2
1111 E. Broad Street Operations	1,414,983	0	1,415,854	0
Building Maintenance Services	4,395,625	26	2,666,359	29
Custodial Services	3,203,607	32	2,951,395	30
Security	1,125,888	12	1,220,217	13
Energy Conservation	6,306,264	0	6,359,202	0
Contract Management	1,259,096	1	1,522,373	1
Facilities Administration	677,211	4	691,810	4
Fleet Parts Room Operation	18,727,442	8	15,584,763	8
Tire Shop	979,287	5	911,895	3
Body Shop	320,280	4	331,419	4
Auto Shop	2,287,776	22	2,355,916	19
Truck Shop	3,900,866	49	5,225,179	56
Alum Creek	335,377	4	342,974	4
Morse Rd.	730,190	10	473,669	6
Georgesville Rd.	381,312	5	508,987	6
Motorcycle Shop	161,456	2	82,348	1
Customer Service	271,255	3	109,322	1
Fleet Administration	5,521,014	15	6,541,512	19
Compressed Natural Gas	352,973	1	670,641	1
Vehicle Purchases	-	0	4,000,000	0
Department Total	128,942,451	271	131,907,397	277

Program descriptions begin on the following page.

Program Descriptions

Finance Administration	To provide direction to all Finance and Management operations with the ultimate goal of protecting and enhancing the fiscal integrity of the city and efficiently operating city facilities.
Real Estate Management	To provide for: management, acquisition, sale, and leasing of real property (other than rights-of-way and utility easements) used in city operations; stewardship of all records of city-owned property, leases, deeds and other instruments as evidence of title; and administration of the city's property risk program.
Construction Management	To provide supervision and management of contracts for the design, construction, renovation or repair of buildings used in city operation.
Hotel/Motel Tax	To provide support for Experience Columbus, a social service pilot program, and for expanding cultural services.
Print Services	To provide timely and quality print and copy services to city agencies.
Mailroom Services	To provide timely and accurate receipt, processing, and distribution of City of Columbus mail.
Purchasing	To promote cost-effective city operations by acquiring high-quality goods and services at the lowest price and by selling surplus goods at the highest price.
Budget	To produce an annual budget and to provide financial monitoring information and analyses to city management so that they can have useful, credible, accurate and timely financial information from which to make informed decisions.
Performance Management	To provide program performance analysis and reporting services to city management and department staff so they can make more-informed decisions to improve the quality and efficiency of city services.
Grants Management	To ensure that the City of Columbus is in fiscal and programmatic compliance with CDBG, HOME, ESG, HOPWA and NSP grant programs.
Debt Management	To coordinate the city's capital improvements budget and capital improvements plan, and to provide debt management services to city departments.
Citywide Account	A holding account for later transfer to general fund divisions.

Debt Management	To coordinate the city's capital improvements budget and capital improvements plan, and to provide debt management services to city departments.
Construction Prequalification	To administer a prequalification process to provide fair and equitable evaluations of all entities seeking to do construction business with the city.
Citywide Technology Billings	To provide financial monitoring and account for general fund technology internal billings.
1111 E. Broad Street Operations	To provide a dedicated repository for rental payments from non-city occupants of the facility located at 1111 W. Broad Street as well as other non-rental revenue. The building is also known as the Jerry Hammond Center.
Building Maintenance Services	To provide an efficient and effective maintenance program ensuring customer service in all buildings under the purview of the Facilities Management Division, including 1111 E. Broad Street and the Municipal Court building.
Custodial Services	To efficiently and effectively clean buildings under the purview of the Facilities Management Division.
Security	To efficiently and effectively secure and monitor buildings under the purview of the Facilities Management Division.
Energy Conservation	To create more energy efficiencies in buildings under Facilities Management's purview.
Contract Management	To efficiently and effectively maintain general fund facilities through managing resources, staff, and outside contracts.
Facilities Administration	To provide oversight, leadership and management to the division staff in rendering facilities management services to general fund facilities.
Fleet Parts Room Operation	To provide all city repair facilities with quality parts efficiently and effectively while maintaining a minimal inventory.
Tire Shop	To provide assorted sizes of tires for city autos and trucks so service can be made to the vehicles in a timely, efficient manner, while maintaining a minimal inventory to remain cost efficient.
Body Shop	To provide timely and cost effective repairs to auto body and upholstery repairs to city vehicles, which suffer damage due to accidents or normal wear. Also, to make ready new vehicles for city use in the application of any special decals or effects.
Auto Shop	To provide timely and effective repairs as well as preventive maintenance to the automotive equipment brought in by our customers.

Truck Shop	To provide heavy truck vehicle repairs in a timely and cost efficient manner.
Alum Creek	To provide on-site vehicle repairs and preventive maintenance on refuse collection vehicles in a timely and cost efficient manner.
Morse Road	To provide on-site vehicle repairs and preventive maintenance on refuse collection vehicles in a timely and cost efficient manner.
Georgesville Road	To provide on-site vehicle repairs and preventive maintenance on refuse collection vehicles in a timely and cost efficient manner.
Motorcycle Shop	To provide support for Police motorcycles including monthly preventive maintenance and ongoing repairs.
Customer Service	To provide a safe waiting area and related services for those end users that bring city vehicles in for quick repairs.
Fleet Administration	To meet the Fleet Management Division's objectives by providing leadership and positive reinforcement for effective and efficient operations.
Compressed Natural Gas	To staff and operate a compressed natural gas filling station for use by fleet vehicles and by the public.
Vehicle Purchases	To provide the city's agencies with new vehicles.

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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 for the 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, administers drug-free workplace programs, coordinates citywide recognition and charitable programs, and ensures fair and equal treatment of employees and applicants.

Department Mission

The mission of the Department of Human Resources is to promote and support organizational excellence through effective human resources programming administered in an environment that embraces diversity, quality customer service and professional development.

Strategic Priorities for 2014

From the Columbus Covenant:

Customer Service/Peak Performance

- There are five (5) sets of negotiations to be held in 2014: AFSCME Locals 1632 and 2191; CMAGE/CWA Local 4502; Columbus Firefighters Union Local 67; and Fraternal Order of Police Capital City Lodge No. 9. 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. Since a number of these reforms must be achieved through collective bargaining negotiations, they will require the collaborative efforts of the Labor Relations, Employee Benefits and Compensation Management program areas. These reforms will be achieved incrementally and will require continued focus over the next several years.
- 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. Several detailed services will be provided in 2014 including indoor air quality evaluations, including fungi assessments; asbestos evaluations, blood borne pathogen, respiratory protection, OSHA compliance safety audits, workstation assessments, hearing conservation, control of hazardous energy, and written program development. COSHP will continue to work collaboratively with appointing authorities, City Council, the Ohio Bureau of Workers' Compensation (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. This will

enable the city to identify, control or prevent occupationally related disease or disability; provide post-exposure counseling and injury treatment where appropriate; determine fitness and suitability for assigned work; and promote and maintain a healthy workplace for city employees. The department will increase focus in 2014 on educational sessions provided by the OSHC nurse, physician, exercise physiologists and physical therapists as part of our injury prevention program. OSHC will also focus on assisting the Healthy Columbus Employee Wellness Program.

- Targeted efforts to reduce workers' compensation costs will continue to be a priority. The Employee Benefits/Risk Management (EBRM) section will participate in the BWC's retrospective rating program and work collaboratively with the city's managed care organization, the actuarial consultant, and the BWC and city departments to aggressively manage workers' compensation and injury leave claims. Efforts to improve injured workers' medical treatment and return employees safely to work will include employee accident and injury reporting procedure training as well as comprehensive claims management and transitional work programs. 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 2014.
- EBRM will entertain responses to RFPs for the medical and prescription drug lines of insurance coverage in 2014.
- EBRM will continue to monitor and implement healthcare reform insurance changes to the city's healthcare plan as mandated by Federal Patient Protection and Affordable Care Act and the State of Ohio H.B. 1.
- In 2014, the "Healthy Columbus" program initiative will continue to focus on weight control, physical fitness and healthy lifestyle habits. EBRM will 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.
- EBRM will also 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.
- A major priority for 2014 will be to make every effort to deploy strategic components of the Columbus Human Resources Information System (CHRIS). This will be accomplished as part of an interdepartmental project team that includes Civil Service, the City Auditor, Technology and Human Resources.
- The implementation of a citywide workforce planning program will be a major priority of Compensation Management. Additionally, individual performance management improvements and standardization will be an important initiative. Compensation Management will continue to utilize a comprehensive compensation analysis tool, salary surveys and market data for the most accurate market pricing in order to ensure that City of Columbus employees are being compensated both fairly and equitably.
- Citywide Training plays a vital role in contributing to the Mayor's goal of Customer Service and Peak Performance by providing quality training and development opportunities to City of Columbus employees. CTD will continue to assess the learning and development needs of City of Columbus employees through annual training needs assessments. CTD will work with

departments through the Training Advisory Council to design, develop, implement and/or streamline customized learning strategies to best meet skill gap areas and prepare the city's workforce for the future. CTD will begin to offer up-to-date, relevant training and development opportunities through multiple formats including classroom instruction, eLearning modules and webinars. CTD will also begin to offer Professional Development Hours (PDH); HRCI and CLE credits for many of its courses.

Citywide Training is expanding its scope to address the Mayor's goal of Economic Development and Technology. In 2013, CTD's enterprise customer base was extended to include small businesses. CTD will focus on expanding its outreach to enterprise customer base through face-to-face marketing. CTD will also establish a strong social media presence on the city's internet site, Facebook, LinkedIn, Hoot Suite and others. CTD will conduct training needs assessments to best identify the needs of the enterprise customer as well as research to stay on top of trends and technology. CTD will offer classes specifically designed for enterprise customers and pursue requests for training at the customer's site. CTD will also leverage external partnerships to offer a variety of cost-effective learning and development opportunities.

- The Equal Employment Opportunity Office will continue to focus on fair and equitable treatment of employees and applicants consistent with city policies and executive orders and through the monitoring of departmental and office selection patterns as outlined in the approved Equal Employment Opportunity Plan. The office will continue to work with the CHRIS project to develop software to assist in the production of the biennial federal EEO-4 and Equal Employment Opportunity Plan reports.
- In 2014, the Employee Resources Office will expand upon its two years of successful results in communicating with employees in a greener, more efficient manner. The expansions will build upon the successes that have been incorporated in the annual citywide employee recognition ceremony, the citywide philanthropic campaigns and the annual Family Fun Day at the Columbus Zoo and Zoombezi Bay. In 2014, Family Fun Day ticket sales will be streamlined even further, employee recognition recipients and candidates with e-mail accounts will receive more frequent communications and those without will receive their updates through their supervisor or manager, and there will be at least an additional 10% reduction of printed materials for the two major philanthropic campaigns that employees support annually: the Combined Charitable Campaign and Operation Feed.

2014 Budget Notes

Human Resources

- The general fund provides funding for all citywide training programs as well as supports the equal opportunity office, compensation section and employee resources area.
- In 2014, contracts related to physical fitness and wellness testing are consolidated in this division in an effort to enhance service delivery and increase efficiency in contract administration.
- Funds are included to provide CPR and first aid training to all city employees.
- Increased occupational safety and risk management programs are incorporated into this budget in 2014. 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.
- This fund includes funding for outside counsel to act as the city's chief negotiator and legal counsel in 2014 labor negotiations with the city's labor unions.

Department Financial Summary by Area of Expense					
Fund	2011 Actual	2012 Actual	2013 Budget	2013 Projected	2014 Proposed
General Fund					
Administration					
Personnel	1,076,505	921,705	1,238,937	1,185,758	1,287,616
Materials & Supplies	39,590	33,675	46,497	38,961	78,769
Services	559,761	114,740	114,481	101,545	1,128,737
General Fund Subtotal	1,675,856	1,070,120	1,399,915	1,326,264	2,495,122
Employee Benefits Fund					
Employee Benefits					
Personnel	2,176,420	2,437,140	2,694,437	2,525,142	2,883,273
Materials & Supplies	45,061	19,172	34,600	34,600	30,100
Services	791,977	787,585	785,263	746,024	1,113,383
Employee Benefits Fund Subtotal	3,013,458	3,243,897	3,514,300	3,305,766	4,026,756
Department Total	4,689,314	4,314,017	4,914,215	4,632,030	6,521,878

Department Personnel Summary					
Fund	FT/PT	2011 Actual	2012 Actual	2013 Budgeted	2014 Budgeted
General Fund					
Human Resources	FT	9	11	10	10
	PT	3	3	2	2
Employee Benefits Fund					
Employee Benefits	FT	23	21	24	26
	PT	3	4	5	5
Total		38	39	41	43

Operating Budget by Program				
Program	2013 Budget	2013 FTEs	2014 Proposed	2014 FTEs
Human Resources Administration	485,161	3	527,887	3
Compensation	181,801	2	189,124	2
Citywide Office of Training and Development	341,910	2	1,368,724	2
Labor Relations	194,346	2	210,343	2
Employee Resources	120,433	1	121,259	1
Equal Employment Opportunity	76,264	0	77,785	0
Occupational Health and Safety	479,223	2	515,821	2
Employee Benefits Risk Management	2,431,866	19	2,619,265	19
EBRM Labor Relations	436,933	2	602,868	2
CHRIS Office	166,278	1	288,802	3
Department Total	4,914,215	34	6,521,878	36

Program descriptions begin on the following page.

Program Descriptions

Employee Resources	To reward City of Columbus employees for their efforts in serving the citizens of Columbus and to expand outreach efforts to attract qualified candidates for employment opportunities with the City of Columbus.
Compensation	To develop, implement, and maintain compensation and performance management policies, procedures and programs in a manner that meets the needs of the citizens of Columbus for a qualified and motivated workforce, while also ensuring the 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, to the extent possible, consistent application of the provisions of the various collective bargaining contracts. These activities are funded through the general fund and the employee benefits fund.
Human Resources Administration	To provide leadership and direction for the department and to provide related administrative functions for senior management.
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 to ensure and improve the safety of all employees.
Employee Benefits/Risk Management	To promote employee development and strive for excellence through efficient, effective services which are responsive to the needs of the city employees.
EBRM Labor Relations	To support the collective bargaining activity with each of the bargaining units and ensure, to the extent possible, consistent application of the provisions of the various collective bargaining contracts. These activities are funded through the general fund and the employee benefits fund.
CHRIS Office	To provide centralized functional leadership, direction and support citywide for CHRIS, the city's human resource information system, to maximize organizational effectiveness.

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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. The department is also responsible for designing and maintaining the city's website and mobile app, including media services to city agencies, providing desktop and service desk support, operating the government access television channel, providing systems and applications support to the city's 311 call center and managing the city's telecommunication network. Additionally, the department's computer operation section provides printing, folding, inserting, and mailing services to enterprise agencies as well as project and account management, and procurement of technology related purchases to all city agencies.

Department Mission

The Department of Technology will leverage technology to make Columbus the best-performing municipality in the Midwest.

Strategic Priorities for 2014

In anticipation of a slow growth economy, the department will continue to focus on the core business functions of the city with efforts to improve business processes through IT efficiency gains. In addition, the department will continue to partner with other city departments to carry out mission-critical citywide initiatives, many of which are described below. The department is an important service provider, not just to other city agencies, but to residents of the Columbus metropolitan area as well.

From the Columbus Covenant:

Customer Service

- Continue to enhance the city's electronic communication to residents through new media platforms. In 2014, the Department of Technology will work with city departments to redesign our website, www.Columbus.gov. This redesign will optimize the user experience and increase the city's reach to customers in a secure, effective, and efficient manner by implementing enhanced security and analytics. DoT will also work to increase the city's online presence through social media and mobile platforms. Through a collaborative effort with city departments, DoT will continue to strengthen communication and promotion of city services that are accessible online and through mobile devices. Additionally, DoT will revamp CTV by providing an innovative studio for departments to communicate their message through public service announcements, rich programming and interviews.
- The MyColumbus mobile application, released in 2011, and now with over 15,000 downloads, puts city services at the fingertips of residents and visitors, bringing to life many of Mayor Michael Coleman's initiatives to improve our quality of life. In 2014, MyColumbus will continue to grow and expand, enhancing service offerings to include items such as snow plow routing, parking meters, and bike share services. The application, intended to be the only mobile app for the City of Columbus, uses many integrated technologies, such as GPS for location services, RSS for City News Feeds, and has an entire social media center

providing access to Twitter, Facebook, and YouTube. This is in line with Mayor Coleman's goal to position Columbus as a city of the 21st century. This strategy encompasses four mayoral initiatives to help city residents and make Columbus the best city in the nation to live, work, and raise a family: My Neighborhood, Get Active, Get Green (Green Spot), and 311.

- Complete project to upgrade the Public Utilities billing system (CUBS). The application will be upgraded to Customer Suite version 4.3, improving the application efficiency from an online and batch perspective. Decrease the overall software support costs, by keeping the application on currently supported levels. Reduce the risk of known security failures in the current production environment as well as address several known application issues with the current version.
- Complete project to migrate Public Utilities internal web applications to a new platform and re-write existing interfaces for SewerWeb and DPU training applications. This project will eliminate known issues, duplicate functionality, as well as provide enhancements to current functionality and new features to provide process efficiency.
- Complete project to deliver a system to increase citywide utilization of certified small, minority and women owned businesses. Working with EBOCO, DoT will roll out the PRISM software, hosted by Early Morning Software. This application will enable the City of Columbus to fulfill the requirements of Title 39, the City of Columbus affirmative action code, and will allow for real time monitoring that encourages adherence to city policies and expectations. It will generate timely and accurate reports documenting the city utilization of small businesses, including minority and women owned firms, will streamline the Minority Business certification process, reduce EBOCO and city departmental staff time devoted to the manual processes, and provide a monitoring and tracking tool for city departments that allows ongoing project review. PRISM will maintain historical contract utilization data, provide contracting data necessary to update Disparity Study availability tables pursuant to Title 39, Columbus City Code, share vendor data with governmental and quasi-governmental agencies that implement and operate inclusion programs, as well as allow vendors to view and manage their contract and payment information.

Neighborhoods

- Continue upgrading the Accela "one-stop-shop" permitting center system. Upgrades will incorporate new tools and hardware that will integrate and build upon the city's geographical information system (GIS), the city's 311 system, and a common citywide telephone service system.
- My Neighborhood website and the mobile app will continue to be a focal point for delivering city information and services such as CIP data, Neighborhood Pride, health inspections, parks, police/fire stations, and schools. Future expansions include 311 service request mapping, snow clearing information and parking meter information.
- In 2013, DoT partnered with the Mayor's Office, Neighborhood Pride, and Fleet Management on the Mobile City Hall initiative. In 2014, DoT will continue to work with Neighborhood Pride to evolve and contribute towards new technologies and solutions that will improve the overall experience and services offered by the city from the Mobile City Hall vehicle.

Safety

- Complete project to upgrade several police division applications to newer server platforms, which will improve service delivery and reduce costs.

- Work with Public Safety on their Neighborhood Camera initiative. The system will be interconnected using the city's fiber optic cable network. Five neighborhoods have been brought online to date: Mt Vernon, Linden, Livingston, Weinland Park and Hilltop. In 2014, the department will continue to work with Public Safety to develop plans for extending fiber connectivity to police precincts in Phase II of the Neighborhood Camera initiative.
- Work with Public Safety to bridge voicemail systems. Bridging the two systems together will allow seamless communications between Public Safety and other city agencies. We will also upgrade the Police HQ network with VOIP capable equipment, this will allow for a reduction in telephony costs for the entire facility.
- Work with the Public Safety Department to backup video from police vehicles.
- DoT provided servers and a SQL Server 2008 database for the installation of Police's time and attendance system known as Orion's Agency Web IWM (Intelligent Workforce Management) which is currently in process and should be completed in 2013/2014. This system is planned to replace a hardcopy manual system with this state of the art electronic application.

Economic Development and Technology

- Continue to develop, expand, and implement portions of a citywide connectivity plan that will outline the most efficient means to connect city facilities for data exchange and telephone voice traffic. This includes researching and implementing wireless fiber optic broadband network technology and integrating it with the overall city network, where practical. The department will use the information from this plan to determine the extent to which connectivity can be used as an incentive for economic development. The city has expanded their fiber footprint by nearly 160 miles of fiber optic cable in three separate projects providing extended service areas around the city for economic development opportunities. The three projects are completed and DoT is in the process of interconnecting all three for contiguous connectivity across the city. An additional 100 miles of fiber is currently under construction utilizing the partnership with Public Service City Traffic Signal System project (CTSS) team.
- For the Department of Public Service, DoT will implement the next release of the billing application which tracks time spent on construction engineering projects and is being expanded to link projects, add new reports, etc.
- Continue to enhance the existing One-Stop-Shop web application to provide extensive content for both zoning and building searches in order to make it a more comprehensive one stop shop on information inquiry. Planned enhancements include the capability to browse live updated addresses, toggle between building and zoning services, provide zoning guidance, pull up electronic documents, and to provide links to external web sites.

Education

- Continue to develop the GetActive program initiated by the Mayor's Office and developed with input from the Columbus Health and Recreation and Parks Departments. In 2013, the GetActive module of the MyColumbus mobile app reaped the benefits of several enhancement efforts, such as the addition of Recreation and Parks data for sports league schedules and rain out postings, community centers/fitness facilities/sports complexes, dog parks, golf courses, pools and spray grounds, and many more. These enhancements will continue into 2014 with the addition of features such as recreation center classes/events, Neighborhood Pride stats, and information regarding COGO, the city's bike share program.

Peak Performance

- Continue work with customers on an enterprise work order management system. This system will provide a platform to unify various workflows of the Recreation and Parks, Public Service and Finance and Management Departments. The purpose is to improve the ability to document and dispatch work orders, reducing lead times, improving quality, eliminating duplicative paperwork and collecting the data needed for continuous process improvement.
- Complete phase one implementation of the new state-of-the-art Columbus Human Resource Information System (CHRIS).
- Continue to enhance the city's voice over internet protocol (VoIP) telephone system by implementing Unified Communications. Unified Communications offers a variety of benefits including: Voice and Unified Messaging – the ability to manage emails and voicemails from a single inbox; Jabber Client – PC based phone provides the flexibility to work from any location while still providing the same functionality as a desk phone; Mobility/Single Number Reach – single business number and voicemail regardless of device.
- Implement WebEx Conferencing – voice and video conferencing capabilities utilizing the voice over internet protocol (VoIP) infrastructure saves the city time and money while supporting the Mayor's Green Initiative; Voicemail to Email provides the option to answer voicemail from email or on a cellular device.
- Continue to convert city telephone services to VoIP, utilizing the city's current data network infrastructure investment. This will provide the latest technological advancements and allow the city to dramatically reduce telephone line costs while providing enhanced telephony service. Telephone calls will travel over the city's data network rather than a phone company's network.
- Continue to leverage and upgrade the city's VoIP system by providing fax over internet protocol (FoIP). FoIP benefits include eliminating analog lines and reducing paper and toner costs, which will also support the Mayor's green initiative.
- Continue to improve the city's call center service by upgrading and enhancing the I-3 Call Center solution. This will improve productivity and allow the call centers to continue to provide quality customer service to citizens in a timely and efficient manner.
- Continue to improve and mature the Executive Steering Committee (ESC) best practices. The ESC will be engaged in technology project portfolio management throughout the city and is instrumental in the preparation of the DoT project budgets.

2014 Budget Notes

- The Department of Technology purchases information systems hardware, software and related equipment and licenses on behalf of other city agencies. Funds for this purpose are budgeted in the Director's Office. In 2014, \$6.5 million is budgeted for these purchases. Of this total, \$1.4 million is budgeted in the general fund while the balance is allocated among various other funds. \$505,000 has been budgeted for the replacement of computers for general fund departments.
- In 2014, funding associated with the continuing transition of Police technology infrastructure from Public Safety to the Department of Technology has been shifted from the Administration Division to the Information Service Division. The funding includes 17 positions that were originally budgeted within the Administration Division in 2013.

- Funding in the amount of \$75,000 has been budgeted for mandated security testing associated with the city's credit card processing systems.
- 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 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 2014 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	2011 Actual	2012 Actual	2013 Budget	2013 Projected	2014 Proposed
Technology Services Fund					
Administration Division					
Personnel	1,911,545	1,909,159	3,695,711	2,465,366	2,280,752
Materials & Supplies	1,222,810	419,905	957,718	586,444	1,439,638
Services	2,691,610	3,753,029	4,107,032	4,076,018	5,063,616
Other	-	-	-	150,000	-
Capital	20,857	55,014	100,000	173,072	102,000
Administration Subtotal	5,846,822	6,137,107	8,860,461	7,450,900	8,886,006
Information Services Division					
Personnel	12,311,825	12,463,862	13,192,513	12,585,050	15,010,400
Materials & Supplies	296,545	245,084	289,852	306,252	292,212
Services	4,716,225	5,416,062	5,698,127	5,501,683	6,125,393
Debt Principal	3,034,723	3,690,700	4,290,700	4,290,700	4,385,700
Other	7,027	26,914	-	-	-
Capital	115,757	65,123	71,000	71,000	91,000
Interest	739,249	731,328	876,799	813,999	817,492
Information Services Subtotal	21,221,351	22,639,073	24,418,991	23,568,684	26,722,197
Department Total	27,068,173	28,776,180	33,279,452	31,019,584	35,608,203

Department Personnel Summary					
Fund	FT/PT	2011 Actual	2012 Actual	2013 Budgeted	2014 Budgeted
Technology Services Fund					
Administration	FT	16	15	34	18
	PT	1	0	1	1
Information Services	FT	112	112	121	137
	PT	5	3	5	5
Total		134	130	161	161

Operating Budget by Program				
Program	2013 Budget	2013 FTEs	2014 Proposed	2014 FTEs
Technology Administration	8,860,461	34	8,868,006	18
Information Services Administration	6,963,352	0	7,115,890	0
Desktop Support / End User	1,642,187	17	2,106,226	22
Help Desk	633,295	6	868,231	9
Systems Administration	1,314,372	11	1,418,685	12
Applications Programming	2,636,875	23	2,654,958	24
Government Television Channel	750,596	8	846,753	8
Network	1,723,029	9	1,890,547	10
Security	456,478	3	582,538	3
Account Management	596,876	6	811,509	7
Computer Operations	1,013,693	12	1,112,889	13
Database	875,509	7	903,569	7
Telephone Services	351,220	4	656,311	7
Project Management	970,613	8	1,003,195	8
Contracts	3,323,983	0	3,572,140	0
Architecture	868,563	7	893,156	7
Arlingate Data Center	298,350	0	303,600	0
Department Total	33,279,452	155	35,608,203	155

Program descriptions begin on the following page.

Program Descriptions

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.
Information Services Administration	To provide leadership and administrative support for Information Services Division. Responsible for fiscal support services for the division including cable fund debt service, billing and revenue analysis, encumbrances, payments, payroll and human resources.
Desktop Support/End User	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 challenges.
Systems Administration	To design, implement and maintain the city's core information technology data processing server infrastructure, and maintenance and support for the city's enterprise wide software licenses including Oracle services.
Applications Programming	To develop and/or maintain various information technology systems and applications that facilitate business practices throughout the city.
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 as well as inside building cabling and design, and to provide preventive maintenance/repair of outside fiber optic and coaxial cable plant.
Security	To ensure the availability, integrity, and confidentiality of the city's information systems, data network and externally hosted web sites and to help departments achieve their business goals through provision of risk mitigation services and security education.
Account Management	To provide information technology account management services to customer agencies.
Computer Operations	To provide the services of data and application storage on enterprise disk system and magnetic tapes, microfiche and printing of reports, mailing and CPU usage calculation.
Database	To provide database administration to support the functions of the city's software applications.
Telephone Services	To provide telephone services, training and consulting to city agencies.

Project Management	To provide IT services to project sponsors to enable them to receive new or enhanced technology to satisfy their business requirements.
Contracts	To provide holding area for license fees and software maintenance agreements.
Architecture	To establish information technology standards for the city.
Arlingate Data Center	To provide maintenance services to the city's data center facility.

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Department of Columbus Public Health

Department Description

Columbus Public 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

Department Mission

The mission of Columbus Public Health is to protect residents' health and improve lives in our community.

Strategic Priorities for 2014

From the Columbus Covenant:

Neighborhoods

- Address the critically high rates of infant mortality in our region by (1) providing quality pre and post natal care to women and services to support infants, parents and caregivers, (2) providing leadership and vision to the development of an Infant Mortality Task Force that will create a long term, sustainable plan, and (3) leading the Ohio Equity Institute effort in our region to address the rates of infant mortality on the south side.
- 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, 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 Get Active Columbus, Healthy Children Healthy Weights, the Institute of Active Living, farmers markets and community gardens, bike and walking paths, walking maps and art walks, the Creating Healthy Communities Network, Women Infants and Children (WIC) and Healthier Choices Committee.
- Continue to work with the Columbus Neighborhood Health Centers Inc. (CNHC), Access Health Columbus, and other groups to help support quality primary care for as many as possible.
- 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.

Safety

- 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 in 2014 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.

Education

- 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 Health Advisory committees and partnership initiatives.

Customer Service

- 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.

Peak Performance

- Expand quality improvement, safety and workplace training efforts in order to achieve 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.

2014 Budget Notes

- The 2014 budget for Columbus Public Health allows for continued provision of public health services that are mandated, services that meet the priorities contained within the Columbus Covenant, and a variety of programs that the Board of Health deems essential.
- The department will continue to address increasing public health and community imperatives, including pandemic disease outbreaks by monitoring disease outbreaks and promoting infection control.
- Funding is included in the 2014 budget to address increasing incidences of infant mortality in Columbus. Funding is provided for additional staff and anticipated contractual obligations. Staff will expand infant home visiting programs and provide increased maternal support. The city will contract with community partners to coordinate community learning and create a workable plan to achieve Healthy People 2020 goals.
- Funding is provided for an effective rodent control program.

- Funding continues for licensing and inspection services for food service establishments, pools and spas, schools, and tattoo and body piercing studios.
- Increased revenues are projected from the medicare administrative match, dental sealant fees and STD testing.
- Funding continues for the Take Care Columbus program, which links patients with clinical preventative services in the community and the GLBT/Latino Health Disparities program, which addresses HIV and syphilis issues in the GLBT community.
- Approximately \$5 million in funding is included for CNHC to address health concerns in the community at multiple health centers.
- Increased funding is provided for emergency preparedness training and related programs.

Department Financial Summary by Area of Expense					
Fund	2011 Actual	2012 Actual	2013 Budget	2013 Projected	2014 Proposed
Special Revenue Fund					
Personnel	16,636,871	17,627,252	18,896,925	18,744,481	20,134,953
Materials & Supplies	621,340	593,069	670,952	754,039	768,152
Services	6,684,437	6,933,285	7,078,472	7,325,539	7,315,270
Other	4,664	4,205	3,750	6,250	3,750
Capital	-	9,999	11,000	8,500	-
Special Revenue Fund Subtotal	23,947,312	25,167,810	26,661,099	26,838,809	28,222,125
CDBG Fund					
Personnel	253,850	217,891	203,557	183,558	213,735
Services	-	-	-	19,999	-
CDBG Fund Subtotal	253,850	217,891	203,557	203,557	213,735
Department Total	24,201,162	25,385,701	26,864,656	27,042,366	28,435,860

Department Personnel Summary					
Fund	FT/PT	2011 Actual	2012 Actual	2013 Budgeted	2014 Budgeted
Special Revenue Fund					
	FT	173	189	208	223
	PT	46	41	61	62
CDBG Fund					
	FT	3	3	4	4
	PT	3	0	0	0
Total		225	233	273	289

Operating Budget by Program				
Program	2013 Budget	2013 FTEs	2014 Proposed	2014 FTEs
Community Dental Sealants	482,776	4	485,998	4
Dental Sealants	139,093	0	168,964	1
Food Safety	2,257,868	27	2,319,348	28
Perinatal Program	762,506	8	1,045,055	11
Public Health Standards	378,283	3	351,897	3
Vital Statistics	763,660	10	815,163	10
Columbus Neighborhood Health Centers	5,029,260	0	4,994,260	0
Health Administration	4,490,398	40	4,481,737	40
Employee Assistance Program	436,147	5	454,206	5
Neighborhood Health Administration	174,938	1	159,668	1
Strategic Nursing Team	776,382	8	803,848	8
Healthy Neighborhoods	781,841	8	563,841	6
Alcohol and Drug Abuse	225,485	2	384,431	4
MCH Home Visiting	601,877	6	1,077,210	9
Injury Prevention	51,757	0	51,844	0
Clinical Health Administration	363,902	3	375,464	3
Laboratory Services	629,971	4	647,391	4
Sexual Health	1,799,593	19	1,870,124	19
Immunization and Communicable Disease	1,086,313	9	1,099,712	10
Chronic Disease Prevention	560,506	6	652,682	6
Center for Epidemiology, Preparedness and Response	1,263,880	12	1,462,415	14
Minority Health	744,384	5	875,865	7
Environmental Health Administration	722,449	8	725,013	8
Vector Control	200,933	1	223,618	1
Dangerous Animals and Rabies	219,496	2	376,112	4
Hazardous Waste/Chemical Hazards	500,069	5	519,484	5
Lead Poisoning and Indoor Air	502,948	5	584,413	6
Water Protection	463,088	5	479,615	5
AIDS Housing	60,940	1	18,179	1
Child Fatality Review	35,837	0	35,018	0
Take Care Columbus	183,795	2	158,475	2
Family Health Administration	174,281	1	174,810	2
Department Total	26,864,656	212	28,435,860	227

Program descriptions begin on the following page.

Program Descriptions

Community Dental Services	To provide basic and preventative services to Franklin County families who are unable to access dental service due to cost.
Dental Sealants	To prevent tooth decay in children from low income families in Columbus.
Food Safety	To reduce the number of food borne illnesses in Columbus and Franklin County.
Perinatal Program	To provide comprehensive perinatal services to improve the health of pregnant and post-partum women and their infants.
Public Health Standards	To monitor and document the department and community status regarding state and national public health standards.
Vital Statistics	To register, correct and provide birth and death information to the general public, funeral homes and other agencies in compliance with Ohio laws so they can have timely and accurate documents and information to obtain other vital services.
Columbus Neighborhood Health Centers	To provide financial support in the form of a contract to the Columbus Neighborhood Health Centers, Inc. (CNHC) for the delivery of primary care services to the citizens of Columbus, and to monitor and review the performance of CNHC, Inc. to ensure compliance with contract provisions.
Health Administration	To provide leadership and direction for the department and to provide related administrative and clerical functions in the areas of fiscal, human resources, information systems, and facilities management.
Employee Assistance Program	To provide voluntary, confidential, professional and short-term counseling to city employees and their families experiencing personal problems that affect their job performance; to make referrals to community resources if appropriate, and to provide education and training on related topics.
Neighborhood Health Administration	To provide the administrative and clerical support functions for the Neighborhood Health Division.
Strategic Nursing Team	To assist in disaster response, provide school immunizations, assist in communicable disease outbreaks, and conduct community health screenings at various sites.
Healthy Neighborhoods	To assist individuals in identifying opportunities for health improvement and provide linkage to other health and community agencies.

Alcohol and Drug Abuse	To provide alcohol and drug abuse prevention and education services to Columbus residents, the courts, and EAP-referred clients in a clinic setting, and to provide education and prevention services to students in public schools.
MCH Home Visiting	To provide interdisciplinary home visits (public health, social worker, paraprofessional) for the assessment of health status, home environment, parenting skills and social support; to provide education and training to families; and to make linkages with community resources.
Injury Prevention	To attempt to reduce death and preventable injuries to children ages 14 and under by developing public awareness and education programs and to advocate for more comprehensive public policy regarding safety issues.
Clinical Health Administration	To provide the administrative and clerical support functions for the Clinical Health Division.
Laboratory Services	To provide laboratory services for the department.
Sexual Health	To provide sexually transmitted infection (STI) diagnosis, treatment, prevention, education and referrals to people in need of sexual health services to avoid complications and transmission of STIs.
Immunization and Communicable Disease	To provide immunization services to residents of all ages, to provide outreach services and educate providers and parents to immunize against preventable disease, to provide prevention/control services through investigation and testing.
Chronic Disease Prevention	To reduce the incidence of obesity, heart disease, lung disease, and other chronic diseases by promoting healthy lifestyles.
Center for Epidemiology, Preparedness and Response	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.
Minority Health	To create, implement and coordinate a plan for effective and efficient communication between CPH staff and customers with limited English proficiency or hearing impairments, and to assess data collection within the department in regard to racial and ethnic minorities, providing input on their needs in the development of policies, programs, and allocation of resources.
Environmental Health Administration	To provide administrative and clerical support functions for the division.
Vector Control	To monitor and control mosquito populations in Columbus through counts, treatment and environmental control.

Dangerous Animals and Rabies	To conduct animal investigations for all bites and dangerous animals, and to conduct seven rabies clinics annually.
Hazardous Waste/Chemical Hazards	To provide inspections for hazardous waste, underground storage tanks, etc., to monitor compliance with various rules and regulations, and to act as a clearinghouse for information about chemical hazards to be used by various organizations such as the Franklin County Emergency Management Agency.
Lead Poisoning and Indoor Air	To evaluate and reduce lead poisoning among Columbus children aged six months to six years through screening, inspection, and public information.
Water Protection	To inspect all licensed swimming pools and spas, respond to citizen complaints, and conduct surveys and seminars for pool operators, as needed.
AIDS Housing	To provide community project sponsors with resources and incentives to devise and implement long-term comprehensive strategies for meeting the array of housing needs of low income persons infected with HIV/AIDS and related diseases.
Child Fatality Review	To review deaths of children up to age 17 to help prevent future child deaths in Franklin County.
Take Care Columbus	To facilitate and support a community health improvement initiative which aims to improve health and reduce disparities.
Family Health Administration	To provide administrative and clerical support functions for the Family Health Division.

Department of Recreation and Parks

Department Description

The Columbus Recreation and Parks Department provides active and passive recreational activities, programs and facilities for Columbus citizens in accessible, affordable, and safe environments. The department also maintains parks, multi-use trails, city trees, golf courses and recreational facilities, and it promotes the preservation and wise use of the city's natural resources. In addition, the department offers health and social services to older adults throughout eight counties in central Ohio, and it encourages cultural and physical diversity through its planned activities, the programs offered, and by means of the staff it hires.

Department Mission

The Columbus Recreation and Parks Department's mission is to enrich the lives of our citizens.

Strategic Priorities for 2014

From the Columbus Covenant:

Neighborhoods

- Continue to work with various partners on joint projects including Metro Parks on the development of the remaining portion of the Whittier Peninsula, Franklin Park Conservatory on Franklin Park's master plan, and Columbus City Schools on shared parks and playgrounds.
- Continue development and construction of multi-use trails through bike/pedestrian studies and mobility plans.
- Continue improvements to various recreation centers including HVAC and electrical systems, roofs, playground equipment, floors, and landscaping.
- Continue upgrades to various outdoor swimming pools that will also include construction of a new sprayground.
- Continue the invasive honeysuckle removal program in conjunction with neighborhood volunteers at various parks throughout the city.
- Continue the removal of ash trees as a result of the emerald ash borer infestation along city streets, and the planting of new replacement trees of various varieties.

Economic Development and Technology

- Continue with the implementation of the Mayor's Get Green Columbus initiative, especially in the areas of street tree plantings and downtown beautification efforts.

Education

- Continue to implement and enhance the Application through Purpose, Pride and Success (APPS) Program in an effort to engage and mentor at-risk youth and young adults.
- Continue to coordinate the Capital Kids after-school program.

Downtown Development

- Work with the Mayor's Office, Public Service, Public Utilities, and the Columbus Downtown Development Corporation on the Scioto Greenways Plan.

Peak Performance

- Continue to complete capital improvement projects on time and within budget.
- Implement and enhance the use of performance measurement data for all programs within the department.
- Seek additional funding opportunities through sponsorships, grants, and the department's new Columbus Recreation and Parks Foundation.

2014 Budget Notes

- Franklin Park Conservatory will receive \$500,000 in city support in 2014. The King Arts complex will receive \$147,000.
- Funding has been provided to open all city-managed community recreation centers to full-time operations, including six centers that were only operating on a part-time basis.
- The department will continue its support of COWIC (Central Ohio Workforce Investment Corporation) in the amount of \$440,000. COWIC's mission is "to meet the employment needs of businesses and job seekers to support economic development in Central Ohio."
- Total funding for the APPS program (Applications through Purpose, Pride and Success) is \$1,494,389 in 2014. 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.
- In the Aquatics program, the department will operate 7 outdoor pools and 1 indoor pool, 3 spraygrounds, and 1 new sprayground at a location to be determined.
- The community development block grant (CDBG) will provide \$834,022 to fund after school programs, activities during breaks in the school year, and recreation center staff.

Department Financial Summary by Area of Expense					
Fund	2011 Actual	2012 Actual	2013 Budget	2013 Projected	2014 Proposed
Operation and Extension Fund					
Personnel	23,688,962	25,259,574	27,281,895	26,500,545	28,816,803
Materials & Supplies	885,750	1,169,714	1,277,474	1,296,768	1,351,010
Services	8,311,213	9,539,096	9,801,187	10,101,527	10,252,810
Other	94,507	86,202	110,000	110,000	110,000
Capital	40,644	11,498	-	-	-
Transfer	182,489	182,489	182,489	182,489	182,489
Operation and Extension Fund Subtotal	33,203,565	36,248,573	38,653,045	38,191,329	40,713,112
Community Development Block Grant (CDBG) Fund					
Personnel	788,915	676,226	703,112	702,464	738,845
Materials & Supplies	1,804	1,615	1,750	1,750	2,832
Services	31,977	170,332	88,919	88,919	91,845
Other	200	325	526	526	500
CDBG Fund Subtotal	822,896	848,498	794,307	793,659	834,022
Golf Operations Fund					
Personnel	2,877,841	2,876,021	2,812,082	2,783,308	2,883,298
Materials & Supplies	227,835	210,836	229,000	216,650	230,000
Services	1,209,758	1,228,135	1,155,796	1,119,858	1,127,616
Other	1,000	1,000	2,000	4,000	3,000
Golf Operations Fund Subtotal	4,316,434	4,315,992	4,198,878	4,123,815	4,243,914
Department Total	38,342,895	41,413,063	43,646,230	43,108,803	45,791,048

Department Personnel Summary					
Fund	FT/PT	2011 Actual	2012 Actual	2013 Budgeted	2014 Budgeted
Operation and Extension Fund					
	FT	247	250	268	294
	PT	1,250	750	1,120	1,259
CDBG Fund					
	FT	4	3	4	4
	PT	98	98	98	98
Golf Operations Fund					
	FT	28	27	26	26
	PT	60	66	200	200
Total		1,687	1,194	1,716	1,881

Operating Budget by Program				
Program	2013 Budget	2013 FTEs	2014 Proposed	2014 FTEs
Administration	3,491,282	13	3,991,579	13
Planning and Design	905,507	9	1,019,335	10
Development and Marketing	343,983	3	395,608	4
Arts and General Recreation	18,767,610	116	19,252,208	132
Special Events	528,910	5	622,924	6
Aquatics	1,013,379	2	1,096,276	3
Permits	1,402,780	9	1,453,093	9
Sports	1,646,791	9	1,748,473	9
Forestry and Horticulture	2,919,674	33	2,719,391	33
Park Maintenance	6,096,267	48	6,930,722	54
Facilities Maintenance	2,331,169	25	2,317,525	25
Golf	4,198,878	26	4,243,914	26
Department Total	43,646,230	298	45,791,048	324

Program descriptions begin on the following page.

Program Descriptions

Administration	To provide management and support through the offices of the director, fiscal management, personnel administration and general administration.
Planning and Design	To administer the capital improvements budget, the development and renovation of facilities and parks, land acquisition, greenways and trails, the parkland dedication ordinance and provide property management.
Development and Marketing	To secure financial and human resources in order to assist the Recreation and Parks Department in carrying out its stated mission.
Arts and General Recreation	To provide a wide variety of recreational and leisure opportunities for all ages to include arts, sports, fitness, educational and cultural programs.
Special Events	To provide specialized recreation programs in adult and youth sports, aquatics and special events.
Aquatics	To provide specialized recreation programs in aquatics.
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.
Sports	To provide specialized recreation programs in adult and youth sports.
Forestry and Horticulture	To provide tree planting and maintenance services for community improvement programs and urban reforestation projects.
Park Maintenance	To provide all services necessary to maintain safe, attractive and ready to use parks, park facilities, street islands, and median strips.
Facilities Maintenance	To maintain the buildings, park facilities and other physical assets in a safe, effective and economical manner to provide quality places and opportunities for the public to recreate.
Golf	To enrich the lives of central Ohio golfers.

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Department of Public Service

Department Description

The Department of Public Service is comprised of the Director's Office, the 311 Customer Call Center and four divisions: Refuse Collection; Mobility Options; Planning and Operations; 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, as well as oversight of the Columbus portion of Paving the Way, a multi-jurisdictional road-construction information service. Keep Columbus Beautiful, which coordinates hundreds of volunteers in litter pick-up events, administers the city's illegal dumping and graffiti services, and manages the city's internal recycling program, is also coordinated through the Director's Office.

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 new citywide residential recycling program started in 2012.

The Division of Mobility Options is responsible for planning, educating and advocating for greater mobility of the various roadway users necessary to ensure a safe and efficient transportation system for pedestrians, bicyclists, and vehicular traffic as well as improving neighborhood livability and safety. The division directs the implementation of the city's Bicentennial Bikeways Plan, which outlines goals for making Columbus a more bike-friendly city, and Operation SAFEWALKS, which sets priorities for filling in sidewalk gaps along the city's arterial streets. The division also provides parking management services, including on-street and parking garage planning, parking enforcement, various forms of parking permits, meter collections and maintenance.

The Division of Planning and Operations is responsible for delivering all services related to transportation planning including traffic engineering studies, pavement and structures management, zoning and right-of-way permit reviews, and plat reviews. The division provides street maintenance services within the City of Columbus' right-of-way including street sweeping, litter control, graffiti removal, and snow removal in an efficient manner. The division also installs and maintains pavement markings, traffic signals, traffic signage, and parking meters.

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, 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.

Strategic Priorities for 2014

From the Columbus Covenant:

Customer Service

- Promote increased use of the 311 Customer Call Center.
- Provide quality basic city services.
- Promote good communication with internal and external stakeholders, the general public and department employees, including use of social media.
- Provide citizens with access to city services and city information through the operation, support and promotion of the 311 Customer Call Center.
- Partner and coordinate with other city departments on construction projects in order to provide value for residents and the city.

Neighborhoods

- Expand the citywide residential recycling program to condominium and apartment complexes that meet eligibility requirements for the program.
- 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.
- Update the 2008 Bicentennial Bikeways Plan to reflect new outreach and communications strategies, policy and project priorities.
- Implement a comprehensive policy for conservation of brick streets and alleys within established historic districts.
- Construct traffic mitigation features as supported by community mobility plans.
- 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.
- Actively support and participate in the Neighborhood Pride program.

Safety

- Correct safety deficiencies at dangerous intersections and corridors in the city to improve both vehicular, bicycle and pedestrian safety.
- Prepare for possible public emergencies by ensuring the Department of Public Service facilities are ready and functional under adverse conditions.
- Discourage crime and gang activity through the removal of graffiti in the city's right-of-way.

Economic Development and Technology

- Promote policies and procedures that ensure the department conducts business with responsible firms and encourages development of emerging businesses.
- Support the development and implementation of regional economic development strategies.
- Work with regional economic development partners to address transportation challenges such as traffic congestion, highway construction, airports and transit.
- Identify and promote “green” business opportunities and practices to ensure a sustainable, responsible, and safe working environment for employees and residents.
- Support efforts to revitalize or stabilize neighborhood corridors and residential and commercial districts.
- Support economic development through infrastructure planning and improvements.
- Continue to improve and grow the Public-Private Partnership program and become a national model for effective program management in support of economic development projects.
- Continue to make improvements to an E-bidding program that automates a complex, paper-based bidding process with technology to virtually eliminate clerical errors on behalf of vendors. E-bidding saves the city and vendors time and money while maintaining a secure and transparent bidding process.

Education

- Partner with other city departments to enhance safety and infrastructure through the installation of sidewalks around schools.
- Increase public awareness of parking services, requirements and opportunities.
- Increase public awareness of pedestrian safety.
- Increase public awareness of bicycle safety through Share the Road and other efforts that promote motorists and cyclists sharing roadways legally and safely.
- Educate the public about services the Department of Public Service offers and how to use them.

Downtown Development

- Support projects that increase downtown residential and commercial development.
- Continue to collaborate with ODOT, the Mid-Ohio Regional Planning Commission (MORPC), Franklin County and key stakeholders in the Interstate-70/71 planning and construction process.
- Implement the 2010 Downtown Strategic Plan and the Bicentennial Bikeways Plan to improve the livability of streets and to make downtown more welcoming to pedestrians and bicycles.
- Manage and implement effective public on-street parking to reflect the needs of businesses and residents.

Peak Performance

- Operate within adopted operating and capital budgets, and meet or exceed established performance measures.
- Continue to collect and update right-of-way asset management data for utilization by the department to prioritize streets for resurfacing, maintenance projects, and scheduling the replacement and repair of signs, wheelchair ramps, and curbs, among other things.
- Cooperate with SWACO in planning and upgrading refuse transfer facilities.
- Use continuous improvement methods to improve services and work processes.
- Continue to provide transitional return-to-work assignments for employees who have sustained an occupational injury or illness and are able to work in a limited but productive capacity.
- Support and develop methods to recruit, develop, and retain highly motivated, qualified, and productive employees and develop and communicate expectations of employee performance at all levels of the organization.
- Implement a work order management system that will track work orders, outputs and materials used.
- Process parking revenue collections, parking ticket issuance and delinquent notices in an effective and fiscally prudent manner.
- Complete the upgrade of the City's parking meters with new smart meters that will take credit and debit cards in addition to coins.

2014 Budget Notes

Director's Office

Funding of \$1.75 million is included for the 311 Customer Call Center, a single point of contact that residents can call to access services provided by a variety of city agencies. The call center is staffed with 22 full-time and 2 part-time employees working two shifts. The street construction, maintenance and repair (SCMR) fund and the four funds within the Department of Public Utilities share in the cost of the call center's operations through internal billings.

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 collection and the Keep Columbus Beautiful programs.
- The bulk collection program will be funded entirely by the general fund in 2014.
- The 2014 general fund budget also includes funding for a free citywide curbside recycling service.
- Funding for the disposal of refuse at the county landfill (tipping fees) will be provided at a cost of \$17.4 million from the special income tax (SIT) fund.

Mobility Options

- The 2014 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.

Planning and Operations

- The storm water utility fund will continue to reimburse the SCMR fund for the cost of street cleaning and snow and ice removal, since such efforts protect water quality and minimize the burden on the sewer system from ice, snow and surface debris. Reimbursement for these activities will total \$6.18 million in 2014.
- Funding for the bridge maintenance program is included in the capital budget.
- The SCMR fund will no longer fund efforts in the Department of Recreation and Parks for tree maintenance in the right-of-way. The cost of this program has been moved back to the general fund.

Design and Construction

- The construction inspection fund includes funding for 60 full-time and 63 part-time employees to provide construction inspection services for City of Columbus agencies. The private inspection fund includes funding for 23 full-time and 5 part-time employees to provide construction inspection services for private development.

Department Financial Summary by Area of Expense					
Fund	2011 Actual	2012 Actual	2013 Budget	2013 Projected	2014 Proposed
General Fund					
Administration					
Personnel	2,473,173	2,557,844	3,084,370	2,778,821	3,021,892
Materials & Supplies	5,404	2,482	5,906	4,876	7,483
Services	26,739	20,351	23,394	23,394	25,642
Other	-	625,000	-	-	-
Administration Subtotal	2,505,316	3,205,677	3,113,670	2,807,091	3,055,017
Refuse Collection					
Personnel	12,452,840	12,904,693	14,307,449	13,322,899	17,213,698
Materials & Supplies	103,033	100,825	134,690	134,690	152,208
Services	12,062,991	13,854,478	13,591,901	13,132,659	14,521,980
Other	45,482	53,412	101,500	100,959	101,510
Capital	-	28,030	10,000	10,000	10,000
Refuse Collection Subtotal	24,664,346	26,941,438	28,145,540	26,701,207	31,999,396
Mobility Options					
Personnel	2,584,788	2,774,214	2,927,668	2,842,301	3,074,850
Materials & Supplies	22,644	26,065	39,500	39,500	32,765
Services	737,864	1,142,492	120,466	99,871	81,619
Other	18,500	18,500	6,655	1,020	6,635
Mobility Options Subtotal	3,363,796	3,961,271	3,094,289	2,982,692	3,195,869
General Fund Subtotal	30,533,458	34,108,386	34,353,499	32,490,990	38,250,282
Street Construction Fund					
Administration					
Personnel	2,644,104	2,687,496	2,754,873	2,811,550	3,107,574
Materials & Supplies	2,125	1,162	4,580	3,871	4,670
Services	160,156	142,245	156,778	155,563	144,649
Administration Subtotal	2,806,385	2,830,903	2,916,231	2,970,984	3,256,893
Refuse Collection					
Personnel	2,478,218	2,362,969	2,846,236	2,198,959	-
Services	408,447	481,628	618,670	618,670	-
Refuse Collection Subtotal	2,886,665	2,844,597	3,464,906	2,817,629	-
Mobility Options					
Personnel	1,839,148	1,603,591	1,113,204	981,223	1,136,931
Materials & Supplies	7,250	3,453	11,209	6,252	12,626
Services	210,736	231,262	220,707	203,624	231,725
Other	38	-	1,500	500	-
Mobility Options Subtotal	2,057,172	1,838,306	1,346,620	1,191,599	1,381,282
Planning & Operations					
Personnel	22,235,986	22,159,048	23,453,388	22,473,657	24,091,031
Materials & Supplies	440,311	484,271	616,220	603,281	608,830
Services	12,838,972	12,448,405	11,471,927	10,717,826	11,505,214
Other	13,273	646,574	62,000	39,136	67,000
Capital	195,104	282,402	301,500	289,879	180,000
Transfers	272,675	-	-	-	-
Planning & Operations Subtotal	35,996,321	36,020,700	35,905,035	34,123,779	36,452,075
Design & Construction					
Personnel	2,789,357	2,861,376	3,376,107	3,244,198	3,558,486
Materials & Supplies	7,456	2,549	10,672	5,700	10,672
Services	607,733	618,236	667,261	627,061	632,919
Other	-	1,193	1,500	30,500	1,500
Design & Construction Subtotal	3,404,546	3,483,354	4,055,540	3,907,459	4,203,577
Street Const. Fund Subtotal	47,151,089	47,017,860	47,688,332	45,011,450	45,293,827

Department Financial Summary by Area of Expense (Continued)					
Fund	2011 Actual	2012 Actual	2013 Budget	2013 Projected	2014 Proposed
Construction Inspection Fund					
Administration					
Personnel	534,401	516,452	630,843	524,478	557,393
Materials & Supplies	245	271	500	500	500
Services	33,155	32,359	31,477	30,709	45,252
Administration Subtotal	567,801	549,082	662,820	555,687	603,145
Design & Construction					
Personnel	5,317,781	5,250,287	7,021,762	6,048,016	7,327,163
Materials & Supplies	45,682	45,685	66,150	63,369	90,200
Services	747,861	561,927	758,391	622,955	911,932
Other	-	200	2,000	32,000	2,000
Capital	136,162	439,119	147,000	136,163	180,000
Design & Construction Subtotal	6,247,486	6,297,218	7,995,303	6,902,503	8,511,295
Const. Insp. Fund Subtotal	6,815,287	6,846,300	8,658,123	7,458,190	9,114,440
Private Inspection Fund					
Design & Construction					
Personnel	1,805,711	2,198,331	2,072,459	2,250,300	2,497,741
Materials & Supplies	4,995	7,037	15,300	12,830	23,800
Services	160,875	188,094	220,457	196,059	217,089
Other	-	500	500	500	500
Capital	75,000	39,937	100,000	100,000	130,000
Private Insp. Fund Subtotal	2,046,581	2,433,899	2,408,716	2,559,689	2,869,130
Parking Meter Program Fund					
Mobility Options					
Personnel	-	-	326,373	303,781	333,243
Materials & Supplies	-	-	98,480	98,480	106,625
Services	-	-	1,487,068	1,488,391	1,813,061
Other	-	-	14,365	14,365	14,365
Parking Meter Fund Subtotal	-	-	1,926,286	1,905,017	2,267,294
Department Total	86,546,415	90,406,445	95,034,956	89,425,336	97,794,973

Department Personnel Summary						
Fund	FT/PT	2011 Actual	2012 Actual	2013 Budgeted	2014 Budgeted	
General Fund						
Administration	FT	32	33	35	37	
	PT	2	2	2	2	
Refuse Collection	FT	173	173	187	227	
Mobility Options	FT	34	37	39	39	
Street Construction Fund						
Administration	FT	29	27	28	30	
Refuse Collection	FT	34	30	40	0	
Mobility Options	FT	17	14	11	13	
	PT	1	0	2	2	
Planning & Operations	FT	273	277	292	291	
	PT	0	0	1	1	
Design & Construction	FT	30	28	34	36	
Construction Inspection Fund						
Administration	FT	6	6	7	7	
Design & Construction	FT	49	61	56	60	
	PT	20	36	53	63	
Private Inspection Fund						
Design & Construction	FT	15	16	16	25	
	PT	2	3	5	5	
Parking Meter Program Fund						
Mobility Options	FT	0	0	4	4	
Total		717	743	812	842	

Operating Budget by Program				
Program	2013 Budget	2013 FTEs	2014 Proposed	2014 FTEs
Public Service Administration	4,928,465	48	5,163,384	52
311 Call Center	1,764,256	22	1,751,671	22
Refuse Collection Administration	16,424,518	29	17,061,071	29
90-Gallon Residential Collection	5,674,930	78	5,185,004	78
300-Gallon Residential Collection	2,240,115	30	2,356,000	30
Multi-Family Residential Collection	2,087,376	27	1,983,137	27
Scheduled Bulk Collection	4,692,960	57	4,936,729	57
Dead Animal Collection	75,137	1	76,795	1
Litter Collection	415,410	5	400,660	5
Mobility Administration	463,422	3	512,658	3
Transportation Mobility	883,198	8	868,624	10
Parking Violations	3,094,289	39	3,195,869	39
Parking Meters	1,926,286	4	2,267,294	4
Planning & Operations Administration	5,989,447	3	5,864,044	3
Transportation Planning	4,215,032	39	4,367,653	41
Transportation Operations	25,700,556	250	26,220,378	247
Design & Construction Administration	926,132	3	920,413	3
Transportation Design	2,745,870	27	3,077,356	30
Transportation Right-of-Way	383,538	4	205,808	3
Construction Inspection	10,404,019	72	11,380,425	85
Department Total	95,034,956	749	97,794,973	769

Program descriptions begin on the following page.

Program Descriptions

Public Service Administration	To provide leadership, administrative and operational management and supervisory and clerical support for the divisions within the department.
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.
Refuse Collection Administration	To provide management and leadership, short-term and long-term planning and other critical support services to the Refuse Collection Division.
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.
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.
Mobility Administration	To provide management and leadership, short-term and long-term planning and other critical support services to the Transportation Mobility Division.
Transportation Mobility	To deliver all services related to mobility necessary to ensure a safe and efficient transportation system for pedestrians, bicyclists, and vehicular traffic and improve 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.
Parking Meters	To manage, operate, and maintain the parking meter system.

Planning & Operations Administration	To provide management and leadership, short-term and long-term planning and other critical support services to the Transportation Planning and Operations Division.
Transportation Planning	To provide transportation planning services that enable the division to design, build, and maintain a safe and efficient transportation system for pedestrians, bicyclists, and vehicular traffic and improve neighborhood livability and safety.
Transportation Operations	To provide efficient street and 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.
Design & Construction Administration	To provide management and leadership, short-term and long-term planning and other critical support services to the Transportation Design and Construction Division.
Transportation Design	To develop quality construction plans, manage design contracts, and to enable the division to build and maintain a safe and efficient transportation system for pedestrians, bicyclists, and vehicular traffic and improve neighborhood livability and safety.
Transportation Right-of-Way	To coordinate the additional right of way land acquisition for construction projects, reviews CIP and Private/Public Projects (3-P projects), review utility relocation plans, and coordinate with utility providers on the relocation of utilities within the right of way associated with construction projects.
Construction Inspection	To manage construction contracts and provide quality and timely construction inspection, surveying, and materials testing services in support of Public Service, Public Utilities, and privately-funded infrastructure construction projects.

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Department of Public Utilities

Department Description

The Department of Public Utilities 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 22 suburban communities, and those unincorporated areas of Franklin County. The department provides abundant, safe and reliable drinking water within the City of Columbus and 20 suburban communities.

The Department of Public Utilities also manages stormwater to mitigate flooding and water quality impacts, educates the public on watershed stewardship and water conservation, and regulates industrial water pollution discharged to sewers.

The department also supports fire suppression activities with reliable fire hydrants, provides and maintains street lights for vehicle safety and pedestrian security, and offers dependable electrical power at a competitive price.

Department Mission

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

Strategic Priorities for 2014

From the Columbus Covenant:

Customer Service

- Project Dry Basement will continue in 2014. This program covers the cost of approved backflow prevention devices for Columbus single and two-family homes prone to sewer backups during wet weather and from blockages.
- The department will regularly update its portion of the city's website to provide residents with timely, important information on capital projects, such as status, locations and projected completion dates.
- The Division of Sewerage and Drainage will continue its comprehensive plan for Columbus' sewer system to mitigate the city's wet weather overflows and basement backup problems. In 2013, the Division determined that the current plan, submitted to Ohio EPA in 2005 and known as the Wet Weather Management Plan (WWMP) should be re-examined. Some WWMP projects have been put on hold while the Division determines whether there is a better way to resolve sewer overflows and basement backups. The new approach, called Blueprint Columbus, will be developed by September 2015. The division will also continue construction on the single largest capital project ever implemented by the city: a 4.5 mile long, 20-foot diameter tunnel through the downtown area known as OARS, short for the Olentangy-Scioto Interceptor Sewer Augmentation Relief Sewer.

- The Division of Water will address the needs of the region's growing population and new water quality regulations through a series of improvements at all three drinking water treatment facilities. These projects, along with the Upground Reservoir in northwest Delaware County, will add capacity and reliability to the water supply.
- The department will encourage affordable utility rates for its ratepayers.
- The department will provide high quality customer service within its billing section.

Neighborhoods

- The Division of Sewerage and Drainage will continue its neighborhood-focused stormwater program to mitigate flooding in residential areas. As part of this program, many localized stormwater capital improvements are planned for 2014, a list of which can be found in the capital summary section of this document.
- The Division of Sewerage and Drainage will continue to safely and responsibly manage Stormwater runoff in the construction of residential, commercial, industrial, and roadway projects. The department will continue to promote the green Stormwater management systems contained within the recently-revised Stormwater Drainage Manual and will further seek ways to encourage the use of green infrastructure in new and existing properties.
- As noted above, the Division of Sewerage and Drainage is developing Blueprint Columbus to reduce sewer overflows and basement backups. Blueprint Columbus will focus on managing Stormwater by utilizing green infrastructure such as rain gardens, pervious pavement and trees to re-route water away from sanitary sewers, thus eliminating overflows. The program will strengthen neighborhoods by investing in aging infrastructure and building amenities such as sidewalks and community gardens.
- The department will implement the Septic Tank Elimination Program (STEP). Failing septic tanks in urban environments are a significant source of water pollution and Ohio EPA has mandated that many need to be eliminated. The city will therefore continue to extend sewer lines into areas within the city that do not currently have sewer service. The goal of STEP will be to provide assistance to citizens to offset or defer connection costs. The department will partner with Columbus Public Health in this endeavor.
- The Division of Sewerage and Drainage will continue to rehabilitate and replace aging sanitary and combined sewer infrastructure to increase the level of service in neighborhoods while continuing to reduce overflows in our rivers and streams.
- The department continues to partner with the Department of Public Service to, when possible, coordinate projects in order to leverage funds and minimize disruption to neighborhoods.
- The Division of Sewerage and Drainage is nearing completion of the Fifth Avenue dam removal project. This project will restore the Olentangy River to its original flow, improve the river bank infrastructure and improve habitats for fish and other wildlife.
- The department will continue rehabilitation and replacement of water and sewer lines, when possible utilizing the Cured-In-Place-Pipe (CIPP) process which offers less surface disruption, lower cost and longer service life.
- The Division of Power will continue to install new streetlights in neighborhoods that lack them, upgrade existing street lighting circuits and upgrade critical power infrastructure.

Safety

- The Division of Water will continue to design and construct projects for enhanced security in order to ensure a secure and safe drinking water supply.
- The Division of Power will continue its Neighborhood Lighting Program, continuing to work with neighborhoods that apply for decorative street lights through the petition and assessment process.

Economic Development and Technology

- The department has been a partner in key redevelopment projects throughout the city such as Weinland Park (Columbus Coated Fabrics), the Short North, and RiverSouth. The department will continue to be a key partner in major development projects that enhance neighborhoods and downtown.
- The Division of Water will complete construction of the Upground Reservoir in northwest Delaware County to provide increased water capacity for the region's growing population, and will continue major water treatment plant expansion projects to ensure an adequate, safe water supply.
- The Division of Sewerage and Drainage will continue collaboration with the Solid Waste Authority of Central Ohio (SWACO) and Kurtz Brothers to promote the beneficial reuse of organic wastes, including (but not limited to) bio-solids, livestock manure and yard waste to produce clean, renewable energy.
- The Division of Water will continue the Children's Water Festival educational initiative. The 2013 event served over 700 middle school students during National Drinking Water Week in May and will be continued in 2014.
- The department will continue to promote the GreenSpot Program. This program inspires, educates and recognizes residents, businesses and community groups for committing to the conservation and protection of natural resources consistent with the Mayor's Get Green Columbus Initiative. Furthermore, the department will research and promote the use of green infrastructure alternatives.
- The department will continue to encourage responsible water conservation practices through partnering with the Franklin Soil and Water Conservation District for its rain barrel and youth education programs.
- The department will continue the support of the Mid-Ohio Regional Planning Commission (MORPC) Greenways program.
- The department will participate in Neighborhood Pride and other public events, promoting department programs, projects and its role in the Mayor's Get Green Columbus initiative.
- The department will continue its source water and stormwater protection services to include the public education programs, along with the Stormwater and Watershed Management Programs.
- The Division of Sewerage and Drainage will notify the public about overflow events through local newspaper advertisements, signage and its website. Education efforts include informational fact sheets and inserts in water and sewer bills annually.

Peak Performance

- The department will continue implementation of an Asset Management program, initiated in 2008, to continually focus on meeting customer service expectations at the lowest overall long-term financial, social and environmental costs. A more rigorous and defensible capital decision-making process will be implemented prior to asset creation.
- The Division of Water will continue a valve exercise and replacement program and a hydrant replacement program to improve distribution system reliability.
- The Division of Water will complete a water audit to identify and quantify unmetered water. The division will also continue to replace meters and identify and repair leaks in an effort to reduce unaccounted water loss.
- The department will continue to develop leadership among staff members through the Public Utilities Mentoring Program, or PUMP. The goal of PUMP is to encourage professional growth and development of highly motivated employees by facilitating mentoring relationships between them and experienced workers, thereby increasing efficiency in meeting department objectives.
- The department will continue implementation of an Environmental Management System to support all employees in performing day-to-day work activities in a manner so as not to harm the environment and to comply with all relevant regulatory requirements. The department will begin the process to become certified by the International Organization for Standardization in 2014.

2014 Budget Notes

Director's Office

- The Sewer and Water Advisory Board (SWAB) will recommend to Columbus City Council adjustments to storm and sanitary sewer rates that will increase revenue to the storm and sanitary sewer funds by one and two percent, respectively. No increase is recommended for the water sales fee in 2014.
- Principal and interest payments on outstanding debt are a large proportion of the budget for many of the divisions within the Department of Public Utilities. The budgeted amounts in each division represent payments due on current outstanding balances in combination with estimates on new debt yet to be issued along with projected variable interest rates using the latest information available.

Water

- The division's 2014 budget is nearly eight percent higher than in 2013. A portion of this increase reflects the continued implementation of an extensive capital improvement plan to increase the safety and capacity of our drinking water system. Debt service payments represent 42 percent of the water enterprise fund's \$189.6 million budget.
- The 2014 budget includes \$48 million for personnel, which provides funding for 535 full-time positions. These employees are responsible for the administration, distribution, maintenance, supply, safety and customer service areas as part of providing the Columbus metropolitan area with clean and reliable drinking water.

- Water treatment chemicals are a large portion of the supplies budget, representing \$18 million in the 2014 budget.
- The budget also includes funds for continued maintenance of approximately 25,000 fire hydrants throughout the City of Columbus.

Power

- The division's largest expense in the 2014 budget is for the purchase of generated electric power for resale. The budget includes \$55.7 million for this expense, nearly 66.5 percent of the total budget. Costs associated with purchase power have declined over the past two years reflecting new lower priced contracts.

Sewerage and Drainage

- The division's 2014 budget is nearly five percent more than in 2013. The most significant area of increase is in the area of 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 approximately 53 percent of the division's operating budget of \$240.4 million.
- The 2014 budget includes \$46.1 million for personnel, providing funding for 516 full-time positions. These employees are responsible for the administration, maintenance, safety and operation of the city's wastewater treatment plants and approximately 5,000 miles of sewer lines.

Stormwater

- The division's 2014 budget is three percent higher than in 2013. As with the other divisions of this department, a significant portion of the operating budget is devoted to debt service payments. In 2014, debt service payments account for 39% of the stormwater budget.
- The 2014 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. In sum, these programs are expected to total \$6.2 million in 2014.

Department Financial Summary by Area of Expense					
Fund	2011 Actual	2012 Actual	2013 Budget	2013 Projected	2014 Proposed
Department of Public Utilities					
Director's Office					
Personnel	7,820,483	8,609,628	10,608,024	9,684,725	11,899,091
Materials & Supplies	78,275	90,571	158,622	158,573	148,026
Services	1,329,930	1,354,155	2,652,883	2,626,453	2,700,590
Other	184	3,647	-	-	-
Capital	-	-	25,000	3,558	17,000
Director's Office Subtotal	9,228,872	10,058,001	13,444,529	12,473,309	14,764,707
Water					
Personnel	44,813,803	44,695,149	48,226,423	45,470,045	47,930,352
Materials & Supplies	18,381,203	23,089,284	22,685,338	22,390,099	22,318,782
Services	29,599,894	32,595,193	33,388,173	34,922,979	36,541,670
Principal	33,118,530	41,891,609	41,759,254	42,918,776	50,290,501
Other	1,380,895	1,291,391	162,814	75,254	314,442
Capital	759,773	1,335,024	1,556,500	1,554,212	2,386,100
Interest	25,353,475	24,101,934	31,384,056	28,345,799	29,776,434
Transfer	-	3,750	-	-	-
Water Subtotal	153,407,573	169,003,334	179,162,558	175,677,164	189,558,281
Electricity					
Personnel	7,927,958	7,531,035	9,971,420	8,445,596	10,343,766
Materials & Supplies	63,485,604	65,263,083	61,331,720	60,108,029	57,122,650
Services	8,345,521	9,327,502	9,399,819	9,130,486	10,235,312
Principal	4,199,980	3,778,066	3,418,675	3,498,675	2,968,075
Other	126,640	3,848	150,920	39,935	50,550
Capital	474,343	1,150,668	1,800,000	1,429,606	2,563,000
Interest	1,097,247	879,442	676,685	648,143	530,988
Transfer	1,481,000	-	-	-	-
Electricity Subtotal	87,138,293	87,933,644	86,749,239	83,300,470	83,814,341
Sanitary					
Personnel	41,782,604	41,850,416	46,202,688	43,276,570	46,130,743
Materials & Supplies	6,428,760	7,620,041	7,229,881	7,545,097	8,040,772
Services	43,576,751	50,630,641	51,277,516	51,009,057	54,923,581
Principal	61,351,619	66,972,580	68,883,382	68,876,787	69,967,956
Other	2,126,065	10,455,555	301,671	83,740	292,621
Capital	1,398,271	2,109,530	3,323,100	3,461,052	3,528,352
Interest	39,881,959	37,749,857	38,932,037	36,430,986	38,103,914
Transfer	18,482,162	18,469,453	19,948,738	18,686,970	19,430,188
Sanitary Subtotal	215,028,191	235,858,073	236,099,013	229,370,259	240,418,127
Storm					
Personnel	1,395,932	1,320,055	1,505,517	1,307,039	1,670,096
Materials & Supplies	11,130	24,441	31,534	22,757	17,163
Services	18,163,396	18,385,563	20,885,859	19,245,141	20,335,380
Principal	8,064,200	9,534,700	9,786,800	9,996,028	9,164,700
Other	224,285	81,475	76,500	-	27,295
Capital	22,508	43,550	70,200	46,172	100,906
Interest	6,640,810	5,966,784	5,271,915	4,694,065	5,039,876
Storm Subtotal	34,522,261	35,356,568	37,628,325	35,311,202	36,355,416
Department Total	499,325,190	538,209,620	553,083,664	536,132,404	564,910,872

Department Personnel Summary					
Fund	FT/PT	2011 Actual	2012 Actual	2013 Budgeted	2014 Budgeted
Department of Public Utilities					
Director's Office	FT	80	89	100	112
	PT	3	2	10	10
Water	FT	502	499	540	535
	PT	16	9	33	32
Electricity	FT	70	70	92	95
	PT	4	2	11	11
Sanitary	FT	470	466	521	516
	PT	10	3	16	16
Storm	FT	16	15	16	16
	PT	1	0	2	2
Total		1,172	1,155	1,341	1,345

Operating Budget by Program				
Program	2013 Budget	2013 FTEs	2014 Proposed	2014 FTEs
Utilities Administration	13,444,529	100	14,764,707	112
Customer Service	16,923,472	185	17,301,499	181
Water Administration	89,587,125	6	98,947,376	10
Water Supply	47,474,305	161	47,308,853	164
Water Distribution	25,177,656	188	26,000,553	180
Sewer Administration	155,702,714	10	156,994,437	10
Sanitary Sewer Engineering & Maint.	35,964,031	272	38,928,901	270
Wastewater Treatment	44,432,268	239	44,494,789	236
Stormwater Management	37,628,325	16	36,355,416	16
Electricity Administration	75,759,690	33	70,505,462	27
Electricity Distribution	7,945,863	46	9,421,878	48
Street Lighting	3,043,686	13	3,887,001	20
Department Total	553,083,664	1,269	564,910,872	1,274

Program descriptions begin on the following page.

Program Descriptions

Utilities Administration	To provide administrative support services for the Department of Public Utilities.
Customer Service	To support managers of the other division by providing timely and accurate information related to the core business functions of the utility for daily operational decisions and long term strategic planning.
Water Administration	To provide administrative support services for the Division of Water.
Water Supply	To maintain an adequate quantity and quality of raw and finished water for the citizens of Columbus.
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.
Sewer Administration	To provide administrative support services for the Division of Sewers and Drains.
Sanitary Sewer Engineering and Maintenance	To ensure the integrity and maintenance of the existing sewer infrastructure and to expand this infrastructure to serve the Columbus Metropolitan Area without detriment to the community.
Wastewater Treatment	To promote the health and safety of residents of the Columbus Metropolitan Area through the effective treatment of wastewater.
Stormwater Management	To provide effective stormwater collection services to the community within the corporate limits of Columbus.
Electricity Administration	To support the operations of the Division of Electricity.
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.

Performance Indicators

Notes to Performance Indicators

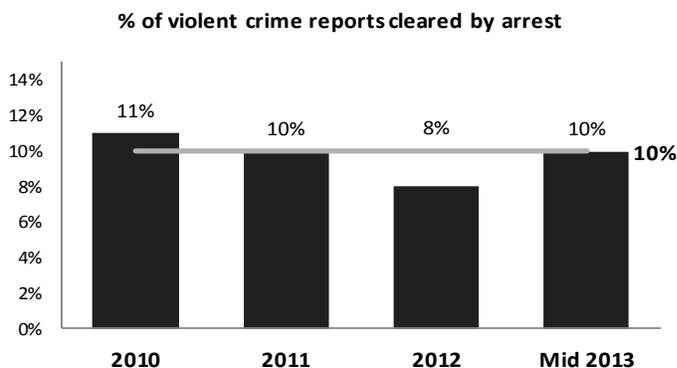
- The data shown presents a snapshot of key performance indicators for city departments.
- Performance results may be shared with a department other than the one “owning” the indicator.
- Target lines displayed on the graphs represent 2013 goals and may not reflect targets set for prior years. The 2014 target is also indicated.
- Unless otherwise stated, the mid-year figure is through June.
- Population estimates are provided annually by the Mid-Ohio Regional Planning Commission, which uses census data with adjustments, to develop estimates.

Performance Indicators

Investigations: % of violent crime reports cleared by arrest

Percentage of violent crime reports which are cleared by the arrest of a suspect or suspects. Violent crimes include murder, rape, robbery and aggravated assault.

2014 Target: 10%

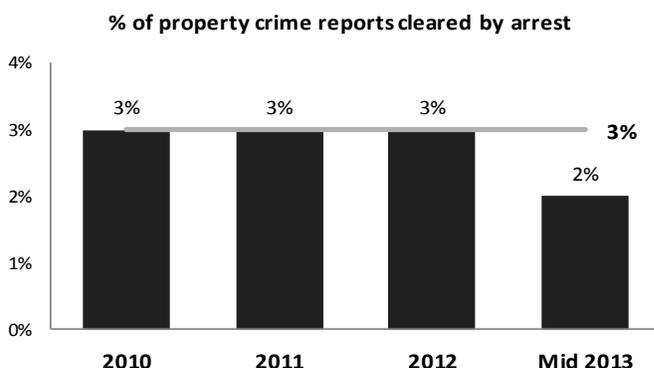


The percentage of violent crime reports cleared by arrest dipped slightly in 2012 by two percentage points compared to the past couple of years, but at mid-year 2013, performance rebounded to meet target at 10 percent.

Investigations: % of property crime reports cleared by arrest

Percentage of property crime reports which are cleared by the arrest of a suspect or suspects. Property crimes include burglaries and vehicle thefts.

2014 Target: 3%

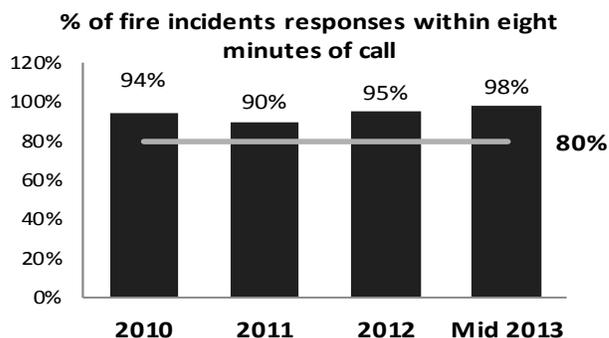


Meeting target, the percentage of property crime reports cleared by arrest has remained a constant three percent from 2010-2012. At mid-year 2013, performance is just slightly below target at two percent.

Fire Response Time: % of fire incident responses within eight minutes of call

By City Council resolution, the Division of Fire maintains an overall maximum response time of eight minutes or less in at least 80 percent of fire incident responses. Note: mid-year data is through May.

2014 Target: 80%

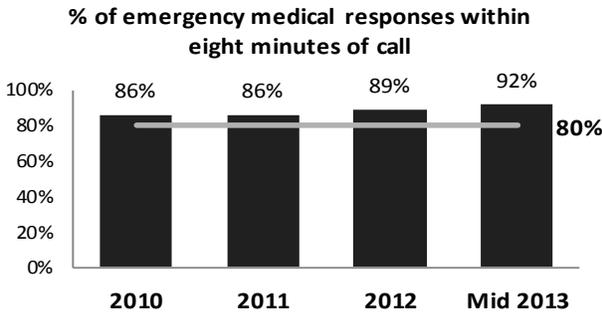


The percentage of fire incidents responded to within eight minutes has steadily remained above target. In 2011, this performance, while still above target, dropped four percentage points from the previous year to 90 percent. At mid-year 2013, the percentage was at 98 percent, 18 percentage points above the goal of 80 percent.

EMS Response Time: % of emergency medical responses within eight minutes of call

By City Council resolution, the Division of Fire maintains an overall maximum response time of eight minutes or less in at least 80 percent of EMS incident responses. Note: mid-year data is through May.

2014 Target: 80%

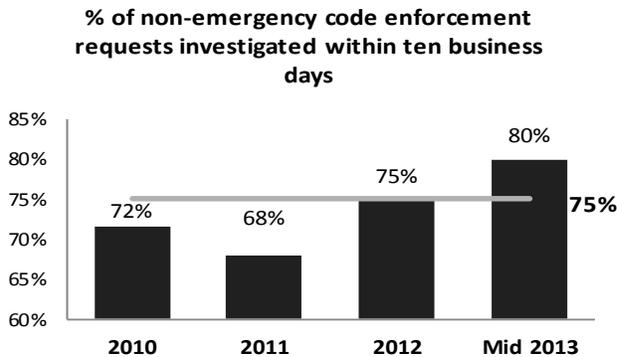


The percentage of emergency medical responses within eight minutes has maintained an 86 percent effectiveness rating for two years, seeing an increase of three percentage points in 2012. At mid-year 2013, the rate was 92 percent, exceeding the target of 80 percent by 12 percentage points.

Code Enforcement: % of non-emergency code enforcement requests investigated within ten business days

Factors that impact response times include: the number of requests received, staffing availability, the nature of the complaint, and weather conditions.

2014 Target: 75%

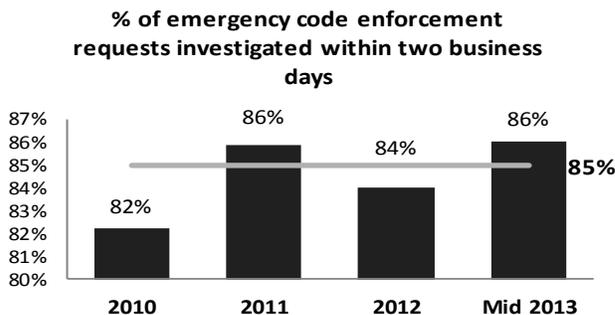


At mid-year, the city received 18,694 non-emergency requests from residents. Eighty percent, or 14,912 requests, were investigated within the division's accepted timeline. This represents an increase from previous years and exceeds the target of 75 percent.

Code Enforcement: % of interior emergency code enforcement requests investigated within two business days

Emergency requests are a higher priority than non-emergency requests and include issues that are of immediate concern to the health and safety of residents (such as water shut-offs).

2014 Target: 85%



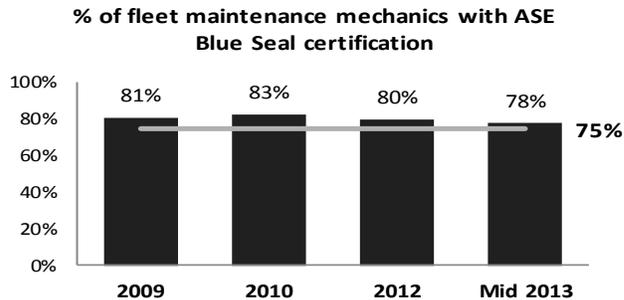
At mid-year, the division logged 672 interior emergency requests, 578 of which, or 86 percent, were investigated within two business days. This represents a slight increase in response times over the past year and is above the division target of 85 percent.

Performance Indicators

Fleet Management: % of fleet maintenance mechanics with ASE Blue Seal certification

Percentage of mechanics who have obtained at least one ASE (Automotive Service Excellence) certification. In order to receive Blue Seal recognition, 75 percent of a shop's technicians must have at least one certification.

2014 Target: 75%

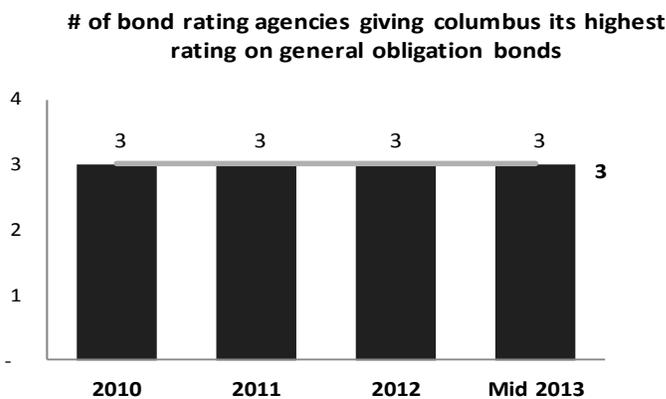


By investing in training the city's technicians in the highest fleet standards, the division can help to reduce diagnostic errors and reduce re-works on repairs, thereby saving time and money. At mid-year 2013, 63 of the 80 maintenance technicians employed by the division had at least one ASE certification.

Financial Management: # of bond rating agencies giving Columbus its highest rating on general obligation bonds

The city's bond rating is an important measure of the city's fiscal health.

2014 Target: 3

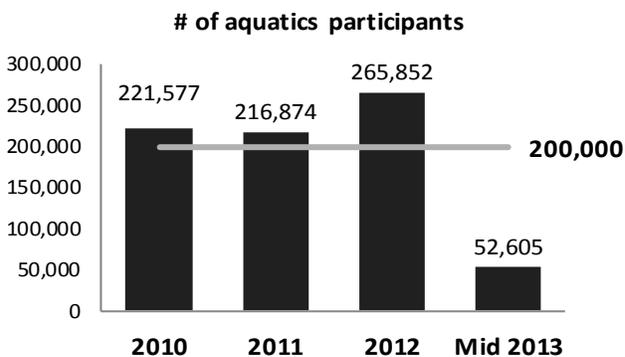


Through principles of fiscal conservatism and responsible spending models, the city has been able to maintain the highest rating from all three major rating agencies for the past several years. The better the rating, the lower the interest on bonds the city will receive, thus saving the city a significant amount of money.

Aquatics: # of aquatics participants

Number of individuals and groups (duplicated count) utilizing the city's public pools.

2014 Target: 200,000

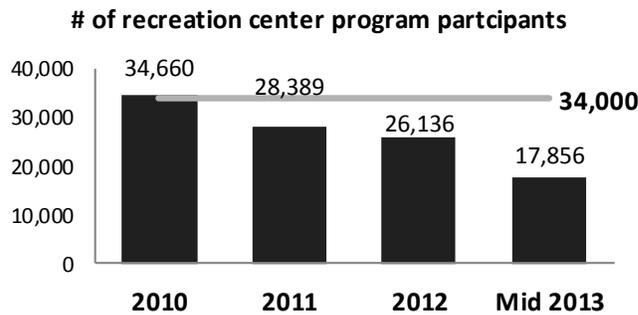


The last three years of attendance has shown some fluctuations, with the year 2012, representing an attendance increase of 23 percent over 2011 attendance. At mid-year 2013, attendance (52,605) was just 26 percent of the annual target (200,000).

Recreation Centers: # of recreation center program participants

Number of participants registered for classes and programs.
 Note: mid-year data is through May.

2014 Target: 34,000

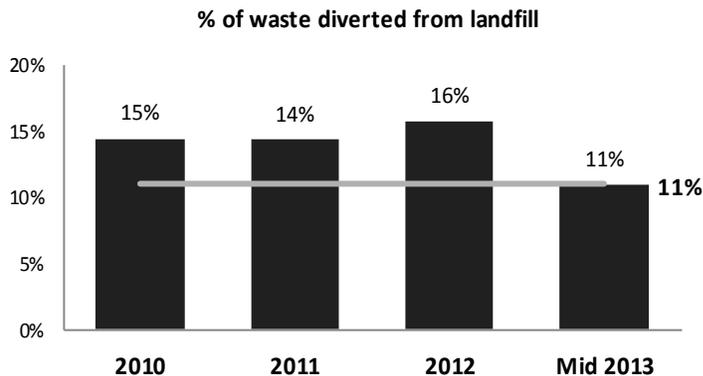


Over the last three years, the number of participants at recreation centers has continued to decline. The year 2010 is the first year following a one year closing of several centers due to budget constraints and represents the highest level of participants. The number of participants has declined by a rate of 18 percent (2010-2011) and 8 percent (2011-2012). At mid-year 2013, attendance was 53 percent of the annual goal (34,000).

Waste Stream Diversion: % of waste diverted from landfill

Percentage of waste diverted through recycling and yard waste programs, which extends the life of the landfill.

2014 Target: 22%

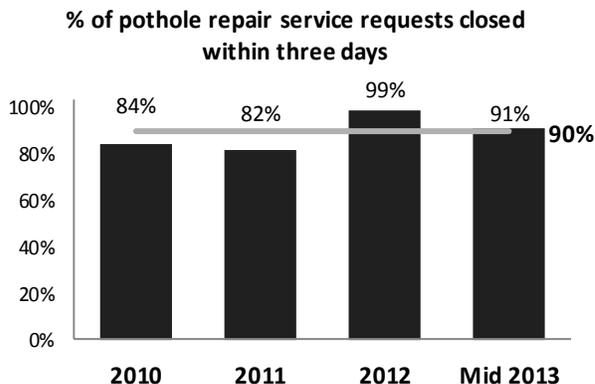


The percentage of waste diverted from the land fill has remained relatively constant over the years. Performance has remained above a 2013 target of 11 percent for the years 2010 through mid-year 2013. The 2014 target has been set at 22 percent. The residential recycling collection service was fully implemented in February 2013, and serves approximately 187,000 households.

Street Maintenance: % of pothole repair service requests closed within three days

Frequency at which the Public Service Department is able to respond to citizen pothole reports in a timely manner.

2014 Target: 90%



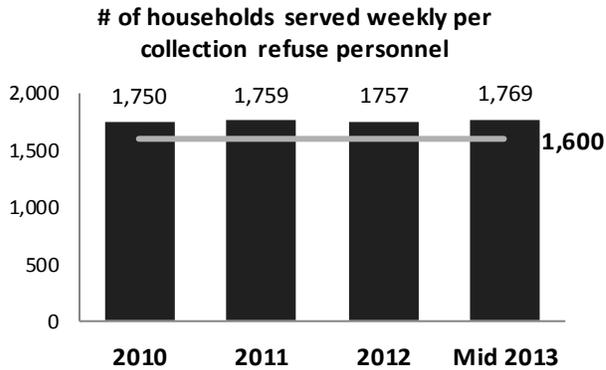
The percentage of pothole repair service requests closed within three days has steadily fluctuated over the past few years. The year 2012, experienced a near 100 percent performance rate and at mid-year 2013, the percentage is above the target of 90 percent.

Performance Indicators

Refuse Collection: # of households served weekly per collection refuse personnel

Number of households receiving refuse collection service each week from personnel of the Refuse Collection Division.

2014 Target: 1,600

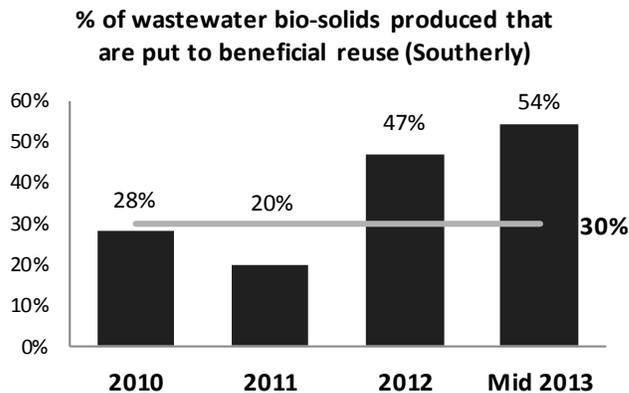


The number of households served weekly per collection personnel has remained relatively constant over the past three years. At mid-year 2013, collections (1,769) had increased by 12 households over the previous year.

Wastewater Treatment: % of wastewater bio-solids produced that are put to beneficial reuse (Southerly)

Percentage of Southerly's waste production disposed of either by composting or land application.

2014 Target: 30%



The percentage of production from the Southerly plant that was disposed of by composting or land application experienced a significant increase in performance from 2011 to 2012. This increase represented 27 percentage points. At mid-year 2013, the percentage of wastewater bio-solids put to beneficial reuse exceeded the target by 24 percentage points.

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 others have multiple funding sources.

Revenues, excluding the unencumbered balance, encumbrance cancellations and transfers from other funds, are projected at \$751 million, an increase of 1.36 percent from 2013 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 occurred in 1956, to 1.0 percent; in 1971, to 1.5 percent; in 1982, to 2.0 percent, and in 2009 to its current 2.5 percent.

The city levies an income tax on all wages, salaries, commissions, and other compensation paid to employees and on the net proceeds of business operations in the city. Pursuant to Columbus City Codes, 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 2014, income tax revenues to the general fund are estimated at \$577.4 million, which is 70.6 percent of total general fund revenue. This represents a 3 percent growth over 2013 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 (SIT) fund, property tax revenues are deposited directly in the general fund. The 2014 estimate for property tax collections is \$43.8 million, a slight decrease of 0.2 percent from the 2013 projection.

Hotel/Motel Tax

Columbus City Code Section 371.02 authorizes the levying of a six percent excise tax on room rates at hotels and motels located in the city. In 1988, 15 percent of the hotel/motel tax was repealed to allow the Convention Facilities Authority to use 0.9 percent of the total tax to finance construction of a convention center. In 1989, the city levied the 5.1 percent tax balance. In 2013, city code was changed to allow the hotel/motel tax revenue to be distributed in the following manner: 31 percent for the advancement of cultural development in the community; 43 percent to promote the City of Columbus; 10 percent for emergency human service needs; 8.4 percent for deposit into the housing trust fund; and the balance deposited into the general fund without restriction. The 2014 projection for general fund hotel/motel tax receipts is \$1.3 million, an increase of 4.72 percent from 2013 projections.

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 provide for these monies collected from users located within the city to be deposited to the city's general fund. In 2014, fifty percent of KWH tax revenues will be deposited directly to the Electricity Enterprise Fund, leaving \$1.8 million for deposit to the general fund. This assumes a flat funding level from 2013.

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 will receive 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, debt service and the Westside community fund, the balance of revenue received will be deposited into the general fund. The 2014 estimate for the general fund deposit for casino tax revenues is \$6.1 million, an increase of 7.1% from 2013 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 \$23.7 million in 2014, a 25.1 percent reduction from projected 2013 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 (other than 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 \$20 million in 2014, a slight increase of 1.36 percent over projected 2013 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 \$60.4 million in 2014, a 1 percent increase over 2013 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, and 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. In order 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 \$4 million in 2014.

License and Permit Fees

This category consists primarily of cable communications fees and fees charged by the Department of Public Safety for the issuance and enforcement of City of Columbus licenses and permits. The city charges cable companies a service permit fee for the ability to operate a cable system in the City of Columbus, equal to five percent of cable operator gross revenues. Fees in this category are estimated at \$11.3 million in 2014, of which Cable TV permits are expected to be approximately \$10 million.

Other Revenue

This category includes various unclaimed funds, refunds and miscellaneous revenue. The 2014 estimate is \$1.7 million.

Encumbrance Cancellations

These funds represent monies set aside in prior fiscal years for expenditures that subsequently were not made. Funds then can be made available for use through the cancellation of encumbrances. The estimate for 2014 is \$3.2 million.

Other Miscellaneous Transfers

In 2014, the \$5 million balance of the basic city services fund will be transferred into the general fund. This fund was established in 2012 to meet future budget needs due to reductions in the state local government fund and estate tax revenue.

General Fund Summary

GENERAL FUND REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2010 - 2014											
SOURCE	2010 ACTUAL	PERCENT CHANGE	2011 ACTUAL	PERCENT CHANGE	2012 ACTUAL	PERCENT CHANGE	2013 PROJECTED	PERCENT CHANGE	2014 PROJECTED	PERCENT CHANGE	2014 PERCENT OF TOTAL
Income Tax	\$ 478,007,153	23.87%	\$ 508,233,548	6.32%	\$ 536,478,172	5.56%	\$ 560,600,000	4.50%	\$ 577,400,000	3.00%	70.61%
Property Tax	51,222,426	-0.26%	47,567,650	-7.14%	43,798,362	-7.92%	43,900,000	0.23%	43,813,000	-0.20%	5.53%
Kilowatt Hour Tax	3,284,329	1.56%	1,582,944	-51.80%	1,684,756	6.43%	1,800,000	6.84%	1,800,000	0.00%	0.23%
Hotel/Motel Tax	3,377,838	8.28%	3,631,349	7.51%	4,020,874	10.73%	1,250,000	-68.91%	1,309,000	4.72%	0.16%
TOTAL TAXES	535,891,746	20.80%	561,015,491	4.69%	585,982,164	4.45%	607,550,000	3.68%	624,322,000	2.76%	76.52%
Local Government Fund	40,672,985	0.80%	40,400,233	-0.67%	28,164,858	-30.29%	21,477,000	-23.75%	20,540,000	-4.36%	2.70%
Estate Tax	7,681,025	-5.74%	9,162,689	19.29%	15,190,957	65.79%	9,000,000	-40.75%	2,000,000	-77.78%	1.13%
Liquor Permit Fee, Other	1,194,582	5.55%	1,183,773	-0.90%	1,246,014	5.26%	1,182,000	-5.14%	1,180,000	-0.17%	0.15%
Casino Tax	-	-	-	-	-	-	5,659,226	-	6,061,637	7.11%	0.71%
TOTAL SHARED REVENUE	49,548,592	-0.16%	50,746,695	2.42%	44,601,829	-12.11%	37,318,226	-16.33%	29,781,637	-20.20%	4.70%
License and Permit Fees	9,958,061	3.15%	10,496,787	5.41%	10,899,104	3.83%	11,445,000	5.01%	11,345,000	-0.87%	1.44%
Fines and Penalties	19,375,824	-12.31%	18,906,269	-2.42%	21,277,574	12.54%	19,685,000	-7.48%	19,953,000	1.36%	2.48%
Investment Earnings	3,595,212	-43.90%	2,959,964	-17.67%	3,333,197	12.61%	3,500,000	5.00%	4,000,000	14.29%	0.44%
Charges for Service	52,799,216	-3.46%	57,763,323	9.40%	59,298,119	2.66%	59,851,000	0.93%	60,445,000	0.99%	7.54%
All Other	1,630,772	-14.99%	1,767,310	8.37%	1,928,359	9.11%	1,584,000	-17.86%	1,682,000	6.19%	0.20%
TOTAL OTHER REVENUES	87,359,085	-7.82%	91,893,653	5.19%	96,736,353	5.27%	96,065,000	-0.69%	97,425,000	1.42%	12.10%
TOTAL ALL REVENUES	672,799,423	14.42%	703,655,839	4.59%	727,320,346	3.36%	740,933,226	1.87%	751,528,637	1.43%	93.32%
Encumbrance Cancellations	1,124,676	-20.46%	2,103,364	87.02%	3,585,256	70.45%	3,126,000	-12.81%	3,238,499	3.60%	0.39%
Unencumbered Balance	3,278,792	12669.87%	23,646,169	621.19%	33,792,340	42.91%	39,903,478	18.08%	33,752,864	-15.41%	5.03%
Fund Transfers	793,529	-97.43%	1,715,917	116.24%	2,543,130	48.21%	4,014,000	57.84%	3,180,000	-20.78%	0.51%
Other Misc. Transfers	-	-	-	-	-	-	6,000,000	-	5,000,000	-16.67%	0.76%
Total Annual Resources	677,996,420	9.30%	731,121,289	7.84%	767,241,072	4.94%	793,976,704	3.48%	796,700,000	0.34%	100.00%
27th Pay Period Reserve Fund	4,762,074	60.01%	6,813,986	43.09%	8,873,986	30.23%	10,995,786	23.91%	13,180,786	19.87%	
Economic Stabilization Fund	22,723,884	51.49%	32,897,212	44.77%	39,805,276	21.00%	56,104,064	40.95%	64,000,000	14.07%	
TOTAL GENERAL FUND AVAILABLE RESOURCES	\$ 705,482,378	10.53%	\$ 770,832,487	9.26%	\$ 815,920,334	5.85%	\$ 861,076,554	5.53%	\$ 873,880,786	1.49%	

Expenditures and Personnel

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

General Fund Summary

GENERAL FUND 2014 PROPOSED BUDGET SUMMARY BY OBJECT LEVEL ONE							
Department/Division	Personnel	Materials	Services	Other	Capital	Transfers	Totals
City Council	\$ 3,641,081	\$ 22,500	\$ 134,134	\$ -	\$ -	\$ -	\$ 3,797,715
City Auditor							
City Auditor	3,021,170	24,600	843,980	-	-	-	3,889,750
Income Tax	7,426,065	79,000	1,301,532	-	-	-	8,806,597
Total	10,447,235	103,600	2,145,512	-	-	-	12,696,347
City Treasurer	962,438	14,695	119,998	-	-	-	1,097,131
City Attorney							
City Attorney	11,077,984	89,500	358,514	-	-	-	11,525,998
Real Estate	197,450	-	-	-	-	-	197,450
Total	11,275,434	89,500	358,514	-	-	-	11,723,448
Municipal Court Judges	14,413,517	27,500	1,409,597	-	-	340,000	16,190,614
Municipal Court Clerk	10,472,723	125,484	796,951	-	-	-	11,395,158
Civil Service	3,293,606	67,009	561,397	-	-	-	3,922,012
Public Safety							
Administration	1,495,628	10,367	6,770,215	-	-	-	8,276,210
Support Services	5,066,150	467,175	1,664,520	1,000	-	-	7,198,845
Police	270,748,944	3,271,098	15,153,228	225,000	-	2,687,906	292,086,176
Fire	204,625,508	3,450,166	10,914,719	200,000	-	2,087,481	221,277,874
Total	481,936,230	7,198,806	34,502,682	426,000	-	4,775,387	528,839,105
Mayor's Office							
Mayor	2,199,143	13,173	219,472	-	-	-	2,431,788
Community Relations	861,727	2,000	66,259	-	-	-	929,986
Equal Business Opportunity	826,498	5,000	75,764	-	-	-	907,262
Total	3,887,368	20,173	361,495	-	-	-	4,269,036
Development							
Administration	3,269,129	39,000	3,713,699	-	16,000	9,000	7,046,828
Econ. Development	621,944	6,450	2,422,951	-	-	-	3,051,345
Code Enforcement	6,317,761	102,250	1,057,276	10,000	144,000	-	7,631,287
Planning	1,594,452	19,750	78,277	-	-	-	1,692,479
Housing	418,357	3,000	3,894,416	-	-	-	4,315,773
Total	12,221,643	170,450	11,166,619	10,000	160,000	9,000	23,737,712
Finance and Management							
Finance Administration	2,132,243	127,300	3,742,783	-	-	-	6,002,326
Financial Management	2,869,000	12,790	2,940,732	-	-	-	5,822,522
Facilities Management	6,091,899	490,200	8,823,507	5,750	-	-	15,411,356
Total	11,093,142	630,290	15,507,022	5,750	-	-	27,236,204
Fleet- General Fund Vehicles	-	-	-	-	4,000,000	-	4,000,000
Finance City-wide	-	-	-	-	-	32,558,632	32,558,632
Finance Technology (Pays gf agency bills)	-	-	17,249,187	-	-	-	17,249,187
Human Resources	1,287,616	78,769	1,128,737	-	-	-	2,495,122
Health	-	-	-	-	-	21,315,183	21,315,183
Recreation and Parks	-	-	-	-	-	35,927,112	35,927,112
Public Service							
Administration	3,021,892	7,483	25,642	-	-	-	3,055,017
Refuse Collection	17,213,698	152,208	14,521,980	101,510	10,000	-	31,999,396
Mobility Options	3,074,850	32,765	81,619	6,635	-	-	3,195,869
Total	23,310,440	192,456	14,629,241	108,145	10,000	-	38,250,282
Total General Operating Fund	\$ 588,242,473	\$ 8,741,232	\$ 100,071,086	\$ 549,895	\$ 4,170,000	\$ 94,925,314	\$ 796,700,000

GENERAL FUND EXPENDITURE AND BUDGET SUMMARY					
	2011 Actual	2012 Actual	2013 Projected	2014 Budget	% Change
City Council	\$ 4,177,412	5,173,886	\$ 3,294,918	\$ 3,797,715	15.26%
City Auditor					
City Auditor	3,294,955	3,399,387	3,800,505	3,889,750	2.35%
Income Tax	7,382,516	7,445,199	7,982,204	8,806,597	10.33%
Total	10,677,471	10,844,586	11,782,709	12,696,347	7.75%
City Treasurer	972,120	905,439	1,061,434	1,097,131	3.36%
City Attorney					
City Attorney	10,337,807	10,867,516	11,065,566	11,525,998	-
Real Estate	207,084	211,693	194,247	197,450	1.65%
Total	10,544,891	11,079,209	11,259,813	11,723,448	
Municipal Court Judges	14,400,317	15,201,339	15,837,911	16,190,614	2.23%
Municipal Court Clerk	10,523,195	10,596,938	11,062,109	11,395,158	3.01%
Civil Service	3,420,020	3,276,057	3,699,644	3,922,012	6.01%
Public Safety					
Administration	6,794,917	7,249,581	7,991,232	8,276,210	3.57%
Support Services	5,306,651	5,724,503	6,333,783	7,198,845	13.66%
Police	264,599,175	274,001,729	281,454,707	292,086,176	3.78%
Fire	212,878,593	213,867,493	217,716,058	221,277,874	1.64%
Total	489,579,336	500,843,306	513,495,780	528,839,105	2.99%
Mayor's Office					
Mayor	1,740,051	1,856,070	2,155,435	2,431,788	12.82%
Community Relations	688,201	1,122,301	902,823	929,986	3.01%
Equal Business Opportunity	627,397	777,135	937,254	907,262	-3.20%
Total	3,055,649	3,755,506	3,995,512	4,269,036	6.85%
Development					
Administration	5,568,422	6,103,014	6,652,723	7,046,828	5.92%
Economic Development	9,447,210	9,492,929	11,714,033	3,051,345	-73.95%
Code Enforcement	5,523,110	6,446,236	6,726,180	7,631,287	13.46%
Planning	1,733,063	1,624,071	1,971,896	1,692,479	-14.17%
Housing	3,517,942	4,086,429	4,244,986	4,315,773	1.67%
Total	25,789,747	27,752,679	31,309,819	23,737,712	-24.18%
Finance and Management					
Finance Administration	1,567,019	2,046,386	3,918,777	6,002,326	53.17%
Financial Management	3,507,876	3,581,084	4,436,650	5,822,522	31.24%
Facilities Management	14,962,174	15,319,840	14,124,747	15,411,356	9.11%
Total	20,037,069	20,947,310	22,480,174	27,236,204	21.16%
Citywide Technology	13,675,960	13,190,835	14,928,782	17,249,187	15.54%
Finance City-wide	12,000,000	21,797,000	27,326,349	32,558,632	19.15%
Fleet- General Fund Vehicles (Non Safety)	1,579,741	-	-	4,000,000	-
Human Resources	1,675,856	1,070,120	1,326,264	2,495,122	88.13%
Health	18,250,827	18,623,623	19,282,890	21,315,183	10.54%
Recreation and Parks	26,435,884	28,171,376	32,588,742	35,927,112	10.24%
Public Service					
Administration	2,505,316	3,205,677	2,807,091	3,055,017	8.83%
Refuse Collection	24,664,346	26,941,438	26,701,207	31,999,396	19.84%
Mobility Options	3,363,796	3,961,271	2,982,692	3,195,869	7.15%
Total	30,533,458	34,108,386	32,490,990	38,250,282	17.73%
Total General Operating Fund	\$ 697,328,950	\$ 727,337,594	\$ 757,223,840	\$ 796,700,000	5.21%

GENERAL FUND PERSONNEL SUMMARY				
	2011	2012	2013	2014
	<u>Actual</u>	<u>Actual</u>	<u>Budgeted</u>	<u>Budgeted</u>
City Council	36	34	38	38
City Auditor				
City Auditor	25	24	34	34
Income Tax	73	73	82	82
Total	<u>98</u>	<u>97</u>	<u>116</u>	<u>116</u>
City Treasurer	9	9	12	11
City Attorney				
City Attorney	99	102	135	135
Real Estate	2	2	6	6
Total	<u>101</u>	<u>104</u>	<u>141</u>	<u>141</u>
Municipal Court Judges	173	176	184	187
Municipal Court Clerk	153	154	172	172
Civil Service	32	33	34	34
Public Safety				
Administration	8	10	12	11
Support Services	47	49	54	52
Police- Non Uniformed	309	307	329	379
Police- Uniformed ⁽¹⁾	1,893	1,867	1,913	1,902
Fire- Non Uniformed	36	35	37	42
Fire- Uniformed	1,562	1,558	1,552	1,548
Total	<u>3,855</u>	<u>3,826</u>	<u>3,897</u>	<u>3,934</u>
Mayor's Office				
Mayor	13	15	18	19
Community Relations	7	8	8	8
Equal Business Opportunity	7	9	9	9
Total	<u>27</u>	<u>32</u>	<u>35</u>	<u>36</u>
Development				
Administration	24	25	28	31
Economic Development	3	3	4	5
Code Enforcement	58	64	64	73
Planning	15	15	15	16
Housing	1	5	5	5
Total	<u>101</u>	<u>112</u>	<u>116</u>	<u>130</u>
Finance and Management				
Administration	21	21	25	27
Financial Management	25	25	27	29
Facilities Management	68	68	75	77
Total	<u>114</u>	<u>114</u>	<u>127</u>	<u>133</u>
Human Resources	9	11	10	10
Public Service				
Administration	32	33	35	37
Refuse Collection	173	173	187	227
Mobility Options	34	37	39	39
Total	<u>239</u>	<u>243</u>	<u>261</u>	<u>303</u>
Total General Fund	<u>4,947</u>	<u>4,945</u>	<u>5,143</u>	<u>5,245</u>

2011 and 2012 are year-end actuals, while 2013 and 2014 are budgeted.

⁽¹⁾ Actual and Budgeted numbers in 2011-2012 include the use of a COPS Hiring Recovery Program (CHRP) Grant for 48 personnel, and partial year funding for the same in 2013.

Community Development Block Grant Operating Fund

2014 Fund Balance Summary

The community development block grant (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 2012 and 2013 were \$2,002,164 and \$2,260,653, respectively. The 2014 beginning year cash balance is projected to be \$2,586,637.

The following table reflects the fund balance assumptions:

2014 CDBG Fund Balance Summary	
Unencumbered Cash Balance (January 1, 2014)	\$ 2,586,637
Plus Estimated 2014 Receipts	7,709,408
Plus General Fund Transfer	-
Plus Estimated Encumbrance Cancellations	-
Total Estimated Available Resources	\$ 10,296,045
Less 2014 Recommended Operating Budget	(9,021,174)
Projected Available Balance (December 31, 2014)	\$ 1,274,871

2014 Revenues

The entitlement award from the U.S. Department of Housing & Urban Development (HUD) is expected to be approximately 66.8 percent of all CDBG resources. Entitlement allocations vary by congressional legislative action. The city is projecting a level entitlement award for 2014 of \$6,877,408.

Economic development loan repayments account for 4.9 percent of CDBG resources. The city continues to contract with sub-recipient agencies to implement economic development revolving loan programs. Loan repayments are retained by these agencies for additional loans.

Housing loan repayments are expected to be 2.1 percent of CDBG resources as a result of more grants than amortized loans being awarded in recent years.

Miscellaneous revenues include interest earnings on revolving loan funds (which must be remitted to HUD) and program income from activities such as the School's Out program, loan repayments from the discontinued roof repair program, and environmental blight abatement activities. Miscellaneous revenues are expected to account for 1.1 percent of CDBG resources.

The unencumbered cash balance, representing carryover and reprogrammed funds, will provide 25.1 percent of the available funding.

The following table summarizes CDBG revenues by type and year:

2014 CDBG Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2011	2012	2013	2014
	Actual	Actual	Estimated	Proposed
Entitlement Award	\$ 5,844,549	\$ 6,297,996	\$ 6,877,408	\$ 6,877,408
Economic Development Repayments	534,482	762,158	451,918	500,000
Housing Loan Repayments	324,348	217,793	229,568	220,000
Miscellaneous Receipts	136,946	110,148	132,483	112,000
Encumbrance Cancellations	656,847	807,543	87,849	-
Unencumbered Cash Balance	1,643,489	2,002,164	2,260,653	2,586,637
Total Resources	\$ 9,140,661	\$ 10,197,802	\$ 10,039,879	\$ 10,296,045
Percent Change		11.57%	-1.55%	2.55%

2014 Proposed Operating Budget

CDBG activities are divided into four primary themes: affordable housing opportunity, neighborhood and target area revitalization, economic development and economic opportunity, and supportive services. All activities satisfy one of two basic federal mandates: the elimination of slum and blight or benefit to low and moderate income families and individuals. As part of the CDBG budget process, the city solicits significant community input for developing priorities and the funding of activities.

The four primary themes and activities are further defined below:

Affordable Housing Opportunity

The activities funded under this theme support the current level of housing options and related services for special needs populations, expand the conservation and improvement of existing affordable owner and renter housing in targeted areas, increase opportunities for low and moderate income households to become and remain homeowners, and ensure equal access to housing.

The largest activities within affordable housing opportunity are the affordable housing opportunity fund, which provides for housing rehabilitation, housing accessibility modifications and senior citizen home maintenance, and the homeowner assistance program staff, which implement the housing program. Also funded under affordable housing opportunity are the fair housing services contract, the relocation and housing administrative staff, and the AIDS housing program. The affordable housing opportunity component includes a total of 12 activities totaling \$3,759,690, or 41.7 percent of the CDBG budget.

Neighborhood and Target Area Revitalization

The neighborhood and target area revitalization programs seek to enable residents to play a greater role in community leadership, self-help, advocacy and development issues; to provide technical and financial assistance to community-based organizations in order to address neighborhood needs; to

improve the infrastructure and physical environment of Columbus' central city neighborhoods; and to preserve and promote the character and assets of neighborhoods and target areas.

Notable activities are the code enforcement program, which is responsible for property inspections and is a major participant in the Neighborhood Pride initiative; the environmental nuisance program, which abates weeds and solid waste within the community development service area; the land reutilization program, which allows the city to designate and acquire certain tax delinquent properties for redevelopment; and the neighborhood liaisons who work closely with neighborhood leaders to discuss, address and resolve community issues. The neighborhood and target area component includes a total of four activities totaling \$1,896,922, or 21 percent of the CDBG budget.

Economic Development and Economic Opportunity

This theme seeks to create and maintain a favorable business environment in low and moderate income areas while generating employment, business growth and consumer services; to promote thriving small and emerging for-profit and non-profit businesses throughout Columbus; to increase low and moderate income individuals' access to regional job markets and locations; and to improve public infrastructure in commercial and industrial areas.

The economic development loan fund seeks to promote low and moderate income job creation. The fund provides working capital to small businesses with an emphasis on minority owned businesses and provides fixed asset financing to business borrowers that create jobs through expansion. The neighborhood support fund provides monies to neighborhood-based organizations to develop and implement their own economic development projects, initiatives, and services. Also funded within this theme are staff for brownfield remediation, business development office, business financing, and neighborhood commercial development. Economic development includes a total of six activities totaling \$1,568,572, or 17.4 percent of the CDBG budget.

Supportive Services

The supportive services goals are designed to make Columbus neighborhoods safer places in which to live, work and raise a family; to meet the comprehensive health needs, including health management skills, within our neighborhoods and target areas; to assist families and individuals moving from poverty or public assistance to stability or self-sufficiency; and to provide a coordinated system of childcare, education and development services for children, teens and families.

All activities funded under supportive services require benefit to low and moderate income citizens. Notable among these are the pregnancy support program, which impacts high-risk pregnant women through active community outreach; the capital kids program, which provides out-of-school programming for Columbus children; the sexual health awareness program which seeks to reduce STD/HIV infection, unwanted pregnancies and high-risk sexual activities; and the school's out program, which funds a day camp for children on days that the Columbus Public Schools are not in session. Supportive services include a total of seven activities totaling \$1,100,607, or 12.2 percent of the CDBG budget.

The CDBG budget also provides monies for programmatic support. Most notable is the loan servicing contract which provides for assistance in the administration of both the housing and economic development loan portfolios. Programmatic support includes a total of four activities totaling \$685,383, or 7.6 percent of the CDBG budget.

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 \$10,000 and represents 0.1 percent of the total budget.

The following table summarizes the community development block grant fund recommended appropriation levels:

2014 CDBG Fund						
Proposed Operating Budget						
Division	Personnel	Supplies	Services	Other	Capital	Total
Development - Admin	\$ 934,609	\$ 2,500	\$ 193,250	\$ -	\$ -	1,130,359
Economic Development	813,727	4,350	750,495	-	-	1,568,572
Code Enforcement	833,465	10,000	160,000	-	80,000	1,083,465
Housing	1,150,109	21,700	1,495,912	931,407	-	3,599,128
Finance & Management	423,268	1,000	157,625	10,000	-	591,893
Public Health	213,735	-	-	-	-	213,735
Recreation and Parks	738,845	2,832	91,845	500	-	834,022
Total	\$ 5,107,758	\$ 42,382	\$ 2,849,127	\$ 941,907	\$ 80,000	\$ 9,021,174

Special Revenue Funds

Municipal Court Computer System Procurement and Maintenance Fund

2014 Cash Balance Statement

The municipal court computer fund is projected to begin 2014 with an unencumbered cash balance of \$979,623 and end the year with an available balance of \$565,135.

This fund was created to provide the Municipal Court with computer hardware, software, training and computer-related services. Revenue to this fund is generated through court costs. 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 2014 is \$320,000; revenue for the Clerk of Courts is \$1,292,016.

2014 Municipal Court Computer Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2014)	\$ 979,623
Plus Estimated 2014 Receipts	1,612,016
Plus Estimated Encumbrance Cancellations	59,000
Total Estimated Available Resources	<u>\$ 2,650,639</u>
Less 2014 Recommended Operating Budget	(2,085,504)
Projected Available Balance (December 31, 2014)	<u><u>\$ 565,135</u></u>

Street Construction Maintenance and Repair Fund

2014 Cash Balance Statement

The street construction, maintenance and repair (SCMR) fund is projected to end 2014 with a fund balance of \$7,632,488. Revenue for the SCMR fund is projected at \$46,905,431 and encumbrance cancellations of \$215,000 are expected. In 2014, the storm water fund will reimburse the SCMR fund for the \$6.18 million cost of the street cleaning and snow and ice removal programs. In 2014, salt and asphalt will not be budgeted in this fund. Also, the portion of the bulk program in the Refuse Collection Division formerly funded by the SCMR fund has been moved to the general fund.

2014 Street Construction Maintenance and Repair Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2014)	\$ 5,805,884
Plus Estimated 2014 Receipts	46,905,431
Plus Estimated Encumbrance Cancellations	215,000
Total Estimated Available Resources	<u>\$ 52,926,315</u>
Less 2014 Recommended Operating Budget	(45,293,827)
Projected Available Balance (December 31, 2014)	<u><u>\$ 7,632,488</u></u>

2014 Revenue Summary

2014 Street Construction Maintenance and Repair Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2011	2012	2013	2014
	Actual	Actual	Estimated	Proposed
Charges for Services	\$ 1,002,150	\$ 719,599	\$ 805,218	\$ 807,186
Motor Vehicle Fuel Tax	23,572,879	23,114,878	23,401,838	24,089,307
Motor Vehicle License Tax	7,584,628	7,815,705	7,868,212	7,566,490
Franklin County Reimbursements	2,997,357	2,700,000	2,700,000	2,700,000
Right of Way	1,254,133	1,136,726	1,216,311	1,715,883
Refunds/Damages/Sale of Assets	49,893	55,685	58,094	53,165
Street Cleaning	5,814,777	6,027,670	6,103,811	6,183,739
Miscellaneous Revenues	106,886	169,194	1,218,215	89,661
Capital Reimbursement	2,319,903	3,786,130	3,222,249	3,700,000
Insurance Trust Fund Transfer	-	-	-	-
Encumbrance Cancellations	951,064	1,915,228	393,583	215,000
Unencumbered Cash Balance	4,904,266	3,406,848	3,829,805	5,805,884
Total Resources	\$ 50,557,936	\$ 50,847,663	\$ 50,817,336	\$ 52,926,315
Percent Change		0.57%	-0.06%	4.15%

Notes:

- Motor vehicle fuel tax revenues will increase slightly in 2014.
- Right-of-way permit fees are estimated at \$1,715,883 in 2014.
- Franklin County reimbursements are estimated to be \$2.7 million in 2014.
- Motor vehicle license tax revenues will decrease slightly from 2013.
- Capital reimbursements are estimated at \$3,700,000 in 2014.
- Reimbursements from the storm water fund will total \$6,183,739 in 2014.

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 2015 and beyond are as follows:

- The projected annual growth for motor vehicle fuel tax revenues and motor vehicle license tax revenues is at .7 percent per year.
- Operations and maintenance expenses, excluding personnel, health insurance, pro rata and technology, are inflated at two percent per year. Personnel expenses assume two percent growth in years 2015 – 2023. Insurance costs are projected to grow by eight percent annually in 2015 and beyond; however, projections include offsets due to incremental increases in employee shares. Pro rata charges represent 4.5 percent of revenue. It is assumed that there will be zero growth in technology expenses.
- The ending fund balance is projected to be positive through 2020 and then negative in all years thereafter.

STREET CONSTRUCTION MAINTENANCE AND REPAIR FUND
PRO FORMA OPERATING STATEMENT

REVENUE	Actual 2012	Estimated 2013	Proposed 2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Motor Vehicle Fuel Tax	23,114,878	23,401,838	24,089,307	24,257,932	24,427,738	24,598,732	24,770,923	24,944,319	25,118,930	25,294,762	25,471,826	25,650,128
Charges for Services	719,599	805,218	807,186	815,258	823,410	831,645	839,961	848,361	856,844	865,413	874,067	882,807
Motor Vehicle License Tax	7,815,705	7,868,212	7,566,490	7,619,455	7,672,792	7,726,501	7,780,587	7,835,051	7,889,896	7,945,125	8,000,741	8,056,746
Franklin County Reimbursements	2,700,000	2,700,000	2,700,000	2,727,000	2,754,270	2,781,813	2,809,631	2,837,727	2,866,104	2,894,765	2,923,713	2,952,950
Right of Way Permit Fees	1,136,726	1,216,311	1,715,883	1,733,042	1,750,372	1,767,876	1,785,555	1,803,410	1,821,444	1,839,659	1,858,055	1,876,636
Refunds/Damages/Sale of Assets	55,685	58,094	53,165	53,697	54,234	54,776	55,324	55,877	56,436	57,000	57,570	58,146
Miscellaneous Revenues	169,194	1,218,215	89,659	90,556	91,461	92,376	93,300	94,233	95,175	96,127	97,088	98,059
Capital Reimbursement	3,786,130	3,222,249	3,700,000	3,737,000	3,774,370	3,812,114	3,850,235	3,888,737	3,927,625	3,966,901	4,006,570	4,046,636
Street Cleaning Revenue	6,027,670	6,103,811	6,183,739	6,245,576	6,308,032	6,371,112	6,434,824	6,499,172	6,564,164	6,629,805	6,696,103	6,763,064
Insurance Trust Fund Transfer	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	45,525,587	46,593,949	46,905,431	47,279,518	47,656,681	48,036,946	48,420,340	48,806,889	49,196,620	49,589,559	49,985,735	50,385,175
Beginning Fund Balance	3,406,848	3,829,805	5,805,884	7,632,488	8,701,373	8,984,982	8,439,411	7,018,140	4,671,856	1,348,269	(3,008,083)	(8,456,048)
Encumbrance Cancellations	1,915,228	393,583	215,000	217,150	219,322	221,515	223,730	225,967	228,227	230,509	232,814	235,142
TOTAL RESOURCES	50,847,663	50,817,336	52,926,315	55,129,156	56,577,376	57,243,443	57,083,481	56,050,996	54,096,703	51,168,338	47,210,466	42,164,269
OPERATING EXPENSES												
Personnel Services	25,650,175	25,634,036	25,362,057	25,869,298	26,386,684	26,914,418	27,452,706	28,001,760	28,561,795	29,133,031	29,715,692	30,310,006
Health Insurance	6,024,305	6,075,551	6,531,965	6,989,203	7,478,447	8,001,938	8,562,074	9,161,419	9,802,718	10,488,908	11,223,132	12,008,751
27th Pay Period	-	-	-	-	-	-	-	-	-	-	-	-
Supplies & Materials	491,434	619,104	636,798	649,534	662,525	675,775	689,291	703,076	717,138	731,481	746,110	761,033
Contractual Services	3,106,815	3,585,201	3,691,483	3,765,313	3,840,619	3,917,431	3,995,780	4,075,696	4,157,209	4,240,354	4,325,161	4,411,664
Pro Rata	2,094,364	2,140,323	2,096,859	2,127,578	2,144,551	2,161,663	2,178,915	2,196,310	2,213,848	2,231,530	2,249,358	2,267,333
Technology	1,152,065	1,254,024	1,541,220	1,541,220	1,541,220	1,541,220	1,541,220	1,541,220	1,541,220	1,541,220	1,541,220	1,541,220
Fleet	5,195,763	5,093,151	4,922,245	4,971,467	5,021,182	5,071,394	5,122,108	5,173,329	5,225,062	5,277,313	5,330,086	5,383,387
Landscape Services	2,121,792	-	-	-	-	-	-	-	-	-	-	-
311 Operations	250,977	250,045	262,700	265,327	267,980	270,660	273,367	276,100	278,861	281,650	284,466	287,311
Other	647,767	70,136	68,500	68,843	69,187	69,533	69,880	70,230	70,581	70,934	71,288	71,645
Capital	282,402	289,879	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000
Transfers	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATING EXPENSES	47,017,860	45,011,450	45,293,827	46,427,783	47,592,394	48,804,031	50,065,341	51,379,140	52,748,433	54,176,421	55,666,514	57,222,349
Ending Fund Balance	3,829,805	5,805,884	7,632,488	8,701,373	8,984,982	8,439,411	7,018,140	4,671,856	1,348,269	(3,008,083)	(8,456,048)	(15,058,080)

Health Special Revenue Fund

2014 Cash Balance Statement

The health special revenue fund is projected to begin and end 2014 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.

2014 Health Special Revenue Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2014)	\$ -
Plus Estimated 2014 Receipts	6,756,942
Plus General Fund Transfer	21,315,183
Plus Estimated Encumbrance Cancellations	150,000
Total Estimated Available Resources	\$ 28,222,125
Less 2014 Recommended Operating Budget	(28,222,125)
Projected Available Balance (December 31, 2014)	<u>\$ -</u>

2014 Revenue Summary

2014 Health Special Revenue Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2011	2012	2013	2014
Revenue Summary	Actual	Actual	Estimated	Proposed
General Fund Transfer	\$ 18,250,827	\$ 18,623,623	\$ 19,282,890	\$ 21,315,183
Licenses and Permit Fees	2,804,224	3,000,911	3,217,541	3,043,717
Home Health Inspections	12,924	9,832	10,000	10,000
Vital Statistics	1,017,518	1,066,955	1,147,562	1,159,000
Employee Assistance Program	360,000	407,616	415,000	425,000
Misc. Charges for Services	1,104,102	1,067,274	1,709,175	1,149,525
Misc. Revenues and Refunds	251,032	856,544	725,514	969,700
Encumbrance Cancellations	201,807	258,594	200,000	150,000
Unencumbered Cash Balance	33,309	88,431	131,127	-
Total Resources	\$ 24,035,743	\$ 25,379,780	\$ 26,838,809	\$ 28,222,125
Percent Change		5.59%	5.75%	5.15%

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. The general fund subsidy totaling \$21,315,183 represents 76 percent of the department's operating revenues. This subsidy is higher than the past 3 years and represents an increase of 5 percent over the subsidy in 2013.
- The fund is expected to begin and end 2014 with a zero cash balance.
- Other revenues include medicare administrative matches, license and permit fees, charges for services, birth and death certificate fees and various program fees. Revenues, excluding the general fund subsidy and encumbrance cancellations, are projected to be slightly below estimated 2013 revenues.

Recreation and Parks Operation and Extension Fund

2014 Cash Balance Statement

The recreation and parks operation and extension fund cash balance statement is itemized below. While the fund is not expected to have an unencumbered cash balance at the beginning of 2014, total available resources include departmental revenue, a general fund transfer subsidy and encumbrance cancellations. These resources are used to cover Recreation and Parks Department operating expenditures.

2014 Recreation and Parks Operation and Extension Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2014)	\$ -
Plus Estimated 2014 Receipts	4,306,000
Plus General Fund Transfer	35,927,112
Plus Estimated Encumbrance Cancellations	480,000
Total Estimated Available Resources	<u>\$ 40,713,112</u>
Less 2014 Recommended Operating Budget	(40,713,112)
Projected Available Balance (December 31, 2014)	<u><u>\$ -</u></u>

2014 Revenue Summary

2014 Recreation and Parks Operation and Extension Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2011	2012	2013	2014
Revenue Summary	Actual	Actual	Estimated	Proposed
Adult Sports	\$ 754,025	\$ 680,433	\$ 634,755	\$ 614,000
Aquatics	92,221	96,887	112,377	88,285
Recreation Centers	781,230	968,531	893,005	949,995
Senior Citizen Centers	35,163	38,664	36,930	37,500
Other	3,057,788	3,385,807	1,181,397	659,000
Permits	869,658	1,055,706	891,193	700,120
Boat Docks and Stakes	199,395	237,715	244,710	227,100
CIP Reimbursement	539,733	717,802	860,000	975,000
Rent	120,603	42,399	30,000	35,000
Refunds	101,106	8,017	7,000	20,000
General Fund Transfer	26,435,884	28,171,376	32,588,742	35,927,112
Encumbrance Cancellations	508,675	578,984	522,699	480,000
Unencumbered Cash Balance	162,857	454,771	188,521	-
Total Resources	\$ 33,658,338	\$ 36,437,092	\$ 38,191,329	\$ 40,713,112
Percent Change		8.26%	4.81%	6.60%

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 2014 is \$35.9 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, and various other charges. Revenues are expected to be \$4.3 million.
- Revenue derived from permits is expected to be significantly lower in 2014 due to the anticipated reduced demand for some departmental facilities. Construction associated with the Scioto Greenways project will reduce the utilization of North Bank Pavilion along the Scioto River.
- Capital project reimbursement revenue will increase in 2014 due to the increased utilization of staff resources on departmental capital projects.

Golf Course Operations Fund

2014 Cash Balance Statement

The golf course operations fund is projected to begin 2014 with an unencumbered cash balance of \$39,436 and end the year with a surplus of \$43,522. Revenue receipts are projected at \$4,198,000. Total available resources, including expected encumbrance cancellations of \$50,000, are budgeted at \$4,287,436. This total represents a three percent increase over estimated 2013 total resources. Revenues are generated from greens fees, golf cart rental fees and the sale of refreshments at the seven municipal golf courses. Ninety percent of greens fee revenues are deposited into this fund, while the remaining ten percent goes directly toward golf course debt retirement.

2014 Golf Course Operations Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2014)	\$ 39,436
Plus Estimated 2014 Receipts	4,198,000
Plus Estimated Encumbrance Cancellations	50,000
Total Estimated Available Resources	<u>\$ 4,287,436</u>
Less 2014 Recommended Operating Budget	(4,243,914)
Projected Available Balance (December 31, 2014)	<u><u>\$ 43,522</u></u>

2014 Revenue Summary

2014 Golf Course Operations Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2011	2012	2013	2014
	Actual	Actual	Estimated	Proposed
Airport Golf Course	\$ 790,187	\$ 561,026	\$ 755,814	\$ 784,046
Mentel Golf Course	639,299	710,617	700,435	705,901
Champions Golf Course	573,412	645,415	602,871	636,115
Raymond/Wilson Golf Course	1,190,432	1,351,690	1,306,255	1,347,945
Turnberry Golf Course	527,103	648,618	590,340	648,993
Walnut Hill Golf Course	173,471	205,958	-	-
Other	-	-	218,078	75,000
Encumbrance Cancellations	143,803	231,150	52,795	50,000
Unencumbered Cash Balance	176,908	(101,818)	(63,336)	39,436
Total Resources	\$ 4,214,615	\$ 4,252,656	\$ 4,163,252	\$ 4,287,436
Percent Change		0.90%	-2.10%	2.98%

Notes:

- Revenue is directly related to weather conditions and is therefore difficult to project. Other factors that impact revenues include competition and the state of the economy.
- Total golf course revenues for 2014 are estimated at \$4.1 million. The division is projecting additional revenue of \$75,000 through revenue enhancements such as advertisements on courses as well as the implementation of an online tee time reservation system and mobile application.
- The division continues to closely monitor its revenues and expenditures, and plans to take mitigating action in the future should its financial position deteriorate.

Development Services Fund

2014 Cash Balance Statement

During 2010, all development services fund activity was moved from the Department of Development to the Building and Zoning Services Department. All fees and charges associated with development-related services are deposited into the fund. The Department of Building and Zoning Services is projected to begin 2014 with an unencumbered cash balance of \$8,716,389. Revenue to the fund is projected at \$19,048,754 in 2014, providing the department with total estimated resources of \$27.8 million dollars. This represents a 13.9% increase from 2013. The fund is projected to end 2014 with an unencumbered cash balance of \$10,620,500.

2014 Development Services Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2014)	\$ 8,716,389
Plus Estimated 2014 Receipts	19,048,754
Plus Estimated Encumbrance Cancellations	40,653
Total Estimated Available Resources	<u>\$ 27,805,796</u>
Less 2014 Recommended Operating Budget	(17,185,296)
Projected Available Balance (December 31, 2014)	<u>\$ 10,620,500</u>

2014 Revenue Summary

2014 Development Services Fund				
Revenue by Source and Year				
Historical and Projected				
	2011	2012	2013	2014
Revenue Summary	Actual	Actual	Estimated	Proposed
Residential Construction	\$ 3,556,079	\$ 3,859,639	\$ 4,189,262	\$ 3,995,125
Multi-Family Construction	627,952	1,077,271	1,142,526	1,333,866
Commercial Construction	7,278,666	7,855,667	9,140,209	9,146,509
Zoning	1,552,593	1,751,048	1,904,210	1,905,523
License/Registration	2,086,268	2,217,424	2,285,052	2,286,627
Other	491,838	448,541	380,842	381,104
Encumbrance Cancellations	27,735	292,991	38,459	40,653
Unencumbered Cash Balance	2,754,253	3,110,312	5,337,010	8,716,389
Total Resources	\$ 18,375,384	\$ 20,612,893	\$ 24,417,570	\$ 27,805,796
Percent Change		12.18%	18.46%	13.88%

Notes:

- Departmental revenue has grown considerably in the last several years as a function of the increased economic development activity within the city. As a result of the continuing growth in new construction, all construction-related revenue sources are expected to increase from the prior year.

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 2015 and beyond are as follows:

- Revenues increase by 1.5 percent in the years 2015 - 2023.
- Personnel, operations and maintenance expenses, excluding pro rata and health insurance, are inflated at two percent per year. Insurance costs are projected to grow by 8 percent annually in 2015 and beyond; however, projections include offsets due to incremental increases in employee shares. Pro rata fees represent 4.5 percent of non-city revenue.
- The ending fund balance is projected to be positive through 2023.

DEVELOPMENT SERVICES FUND												
PRO FORMA OPERATING STATEMENT												
REVENUE SOURCE	Actual 2012	Estimated 2013	Proposed 2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
RESIDENTIAL CONSTRUCTION	3,859,639	4,189,262	3,995,125	4,055,052	4,115,878	4,177,616	4,240,280	4,303,884	4,368,443	4,433,969	4,500,479	4,567,986
MULTI-FAMILY CONSTRUCTION	1,077,271	1,142,526	1,333,866	1,353,874	1,374,182	1,394,795	1,415,717	1,436,953	1,458,507	1,480,384	1,502,590	1,525,129
COMMERCIAL CONSTRUCTION	7,855,667	9,140,209	9,146,509	9,283,707	9,422,962	9,564,307	9,707,771	9,853,388	10,001,189	10,151,206	10,303,475	10,458,027
ZONING	1,751,048	1,904,210	1,905,523	1,934,106	1,963,117	1,992,564	2,022,453	2,052,789	2,083,581	2,114,835	2,146,558	2,178,756
LICENSE/REGISTRATION	2,217,424	2,285,052	2,286,627	2,320,926	2,355,740	2,391,076	2,426,943	2,463,347	2,500,297	2,537,801	2,575,868	2,614,506
ALL OTHER	448,541	380,842	381,104	386,821	392,623	398,512	404,490	410,557	416,716	422,966	429,311	435,750
INSURANCE TRUST FUND TRANSFER	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	17,209,590	19,042,101	19,048,754	19,334,485	19,624,503	19,918,870	20,217,653	20,520,918	20,828,732	21,141,165	21,458,284	21,780,160
BEGINNING FUND BALANCE	3,110,312	5,337,010	8,716,389	10,620,500	12,392,494	14,020,559	15,492,082	16,793,591	17,910,699	18,828,040	19,529,204	19,996,665
ENCUMBRANCE CANCELLATIONS	292,991	38,459	40,653	40,653	40,653	40,653	40,653	40,653	40,653	40,653	40,653	40,653
TOTAL RESOURCES	20,612,893	24,417,570	27,805,796	29,995,638	32,057,649	33,980,082	35,750,388	37,355,162	38,780,084	40,009,858	41,028,142	41,817,479
EXPENDITURES												
OPERATIONS & MAINTENANCE:												
PERSONNEL SERVICES	10,530,281	10,639,357	11,647,154	11,880,097	12,117,699	12,360,053	12,607,254	12,859,399	13,116,587	13,378,919	13,646,497	13,919,427
EMPLOYEE INSURANCE	1,876,470	1,946,932	2,229,781	2,385,866	2,552,876	2,731,578	2,922,788	3,127,383	3,346,300	3,580,541	3,831,179	4,099,361
27th PAY PERIOD	-	-	-	-	-	-	-	-	-	-	-	-
MATERIALS & SUPPLIES	66,945	84,530	105,549	107,660	109,813	112,009	114,250	116,535	118,865	121,243	123,667	126,141
SERVICES	506,994	566,223	555,048	566,149	577,472	589,021	600,802	612,818	625,074	637,576	650,327	663,334
PRO RATA	711,373	856,895	857,194	870,052	883,103	896,349	909,794	923,441	937,293	951,352	965,623	980,107
TECHNOLOGY	1,293,230	1,416,246	1,653,015	1,653,015	1,653,015	1,653,015	1,653,015	1,653,015	1,653,015	1,653,015	1,653,015	1,653,015
FLEET	134,617	142,819	89,405	91,193	93,017	94,877	96,775	98,710	100,685	102,698	104,752	106,847
OTHER	12,965	13,205	48,150	49,113	50,095	51,097	52,119	53,161	54,225	55,309	56,415	57,544
CAPITAL OUTLAY	143,008	34,974	-	-	-	-	-	-	-	-	-	-
TRANSFERS	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATIONS & MAINTENANCE	15,275,883	15,701,181	17,185,296	17,603,145	18,037,090	18,488,000	18,956,797	19,444,463	19,952,044	20,480,653	21,031,476	21,605,776
TOTAL EXPENSE	15,275,883	15,701,181	17,185,296	17,603,145	18,037,090	18,488,000	18,956,797	19,444,463	19,952,044	20,480,653	21,031,476	21,605,776
ENDING UNENCUMBERED FUND BAL.	5,337,010	8,716,389	10,620,500	12,392,494	14,020,559	15,492,082	16,793,591	17,910,699	18,828,040	19,529,204	19,996,665	20,211,702

Property Management – 1111 East Broad Street Fund

2014 Cash Balance Statement

This fund was established in 2007 to allow the Facilities Management Division to deposit rental payments from occupants of the building owned by the city at this location. Facilities Management funds necessary for the operation of the building are deposited in this fund as well. The fund is expected to begin 2014 with an unencumbered cash balance of \$502,151. Revenue receipts from leases are projected at \$1,279,196 with \$742,896 generated from COWIC and \$536,300 from the Department of Technology. This is slightly higher than in 2013, due to rent increases. Estimated available resources total \$1,881,347. Operational expenses in 2014 are projected to be \$1,415,854, leaving a projected available balance at year-end of \$465,493. No general fund transfer is likely to be needed in 2014.

2014 1111 East Broad Street Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2014)	\$ 502,151
Plus Estimated 2014 Receipts	1,279,196
Plus Estimated Encumbrance Cancellations	100,000
Total Estimated Available Resources	<u>\$ 1,881,347</u>
Less 2014 Recommended Operating Budget	(1,415,854)
Projected Available Balance (December 31, 2014)	<u><u>\$ 465,493</u></u>

Private Inspection Fund

2014 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 that is generally associated with subdivision and commercial development. Revenues for 2014 are budgeted at \$2,465,741 and encumbrance cancellations of \$2,500 are expected. The fund is expected to end 2014 with an unencumbered cash balance of \$126,396.

2014 Private Inspection Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2014)	\$ 527,285
Plus Estimated 2014 Receipts	2,465,741
Plus Estimated Encumbrance Cancellations	2,500
Total Estimated Available Resources	<u>\$ 2,995,526</u>
Less 2014 Recommended Operating Budget	(2,869,130)
Projected Available Balance (December 31, 2014)	<u><u>\$ 126,396</u></u>

Parking Meter Program Fund

2014 Cash Balance Statement

The parking meter program fund was created in 2009. Effective January 1, 2010, parking meter revenues were 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. Any revenue received after the \$1.4 million balance is established is deposited in the parking meter program fund. The \$1.4 million balance in the parking meter contribution fund has been achieved. Therefore, in 2014 and beyond, 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 is projected to end 2014 with a fund balance of \$162,579. Revenue for the fund is projected at \$1,910,904 and encumbrance cancellations of \$25,000 are expected.

2014 Parking Meter Program Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2014)	\$ 493,969
Plus Estimated 2014 Receipts	1,910,904
Plus Estimated Encumbrance Cancellations	25,000
Total Estimated Available Resources	<u>\$ 2,429,873</u>
Less 2014 Recommended Operating Budget	(2,267,294)
Projected Available Balance (December 31, 2014)	<u><u>\$ 162,579</u></u>

2014 Revenue Summary

2014 Parking Meter Program Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2011	2012	2013	2014
	Actual	Actual	Estimated	Proposed
Miscellaneous Revenue	\$ -	\$ -	\$ 83,723	\$ 98,228
Parking Fees	-	-	102,338	120,069
Parking Meter Collections	-	-	187,385	219,850
Credit Card Collections			520,506	610,686
IPS Meter Collections			734,769	862,071
Encumbrance Cancellations	-	-	-	25,000
Unencumbered Cash Balance	-	-	770,265	493,969
Total Resources	\$ -	\$ -	\$ 2,398,986	\$ 2,429,873
Percent Change				1.29%

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 2015 and beyond are as follows:

- The projected annual revenue growth is four percent per year.
- Operations and maintenance expenses, excluding personnel, health insurance, fleet and technology, are inflated at two percent per year. Personnel expenses assume two percent growth in years 2015 – 2023. Insurance costs are projected to grow by eight percent annually in 2015 and beyond; however, projections include offsets due to incremental increases in employee shares. It is assumed there will be zero growth in fleet and technology expenses.
- The ending fund balance is projected to be positive through 2014.

PARKING METER PROGRAM FUND PRO FORMA OPERATING STATEMENT												
REVENUE	Actual 2012	Estimated 2013	Proposed 2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Miscellaneous Revenue	-	83,723	98,228	102,157	106,243	110,493	114,913	119,509	124,290	129,261	134,432	139,809
Parking Fees	-	102,338	120,069	124,872	129,867	135,061	140,464	146,082	151,926	158,003	164,323	170,896
Parking Meter Collections	-	187,385	219,850	228,644	237,790	247,301	257,193	267,481	278,180	289,308	300,880	312,915
Credit Card Collections	-	520,506	610,686	635,113	660,518	686,939	714,416	742,993	772,713	803,621	835,766	869,197
IPS Meter Collections	-	734,769	862,071	896,554	932,416	969,713	1,008,501	1,048,841	1,090,795	1,134,427	1,179,804	1,226,996
TOTAL REVENUE	-	1,628,721	1,910,904	1,987,340	2,066,834	2,149,507	2,235,487	2,324,907	2,417,903	2,514,619	2,615,204	2,719,812
Beginning Fund Balance	-	770,265	493,969	162,579	(140,786)	(413,646)	(654,075)	(860,064)	(1,029,521)	(1,160,261)	(1,250,011)	(1,253,387)
Encumbrance Cancellations	-	-	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
TOTAL RESOURCES	-	2,398,986	2,429,873	2,174,919	1,951,048	1,760,861	1,606,413	1,489,842	1,413,382	1,379,358	1,390,193	1,491,425
OPERATING EXPENSES												
Personnel Services	-	239,189	259,947	265,146	270,449	275,858	281,375	287,002	292,743	298,597	304,569	310,661
Health Insurance	-	64,592	73,296	78,427	83,917	89,791	96,076	102,801	109,998	117,697	125,936	134,752
27th Pay Period	-	-	-	-	-	-	-	-	-	-	-	-
Supplies & Materials	-	98,480	106,625	108,758	110,933	113,151	115,414	117,723	120,077	122,479	122,479	124,928
Contractual Services	-	1,469,579	1,765,703	1,801,017	1,837,037	1,873,778	1,911,254	1,949,479	1,988,468	2,028,238	2,028,238	2,068,802
Pro Rata	-	-	-	-	-	-	-	-	-	-	-	-
Technology	-	-	-	-	-	-	-	-	-	-	-	-
Fleet	-	18,812	47,358	47,358	47,358	47,358	47,358	47,358	47,358	47,358	47,358	47,358
311 Operations	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	14,365	14,365	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Capital	-	-	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATING EXPENSES	-	1,905,017	2,267,294	2,315,705	2,364,694	2,414,936	2,466,477	2,519,363	2,573,644	2,629,369	2,643,580	2,701,501
Ending Fund Balance	-	493,969	162,579	(140,786)	(413,646)	(654,075)	(860,064)	(1,029,521)	(1,160,261)	(1,250,011)	(1,253,387)	(1,210,076)

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Internal Service Funds

Employee Benefits Fund

2014 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.

2014 Employee Benefits Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2014)	\$ -
Plus Estimated 2014 Receipts	4,026,756
Total Estimated Available Resources	\$ 4,026,756
Less 2014 Recommended Operating Budget	(4,026,756)
Projected Available Balance (December 31, 2014)	<u>\$ -</u>

Revenue 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.
- Revenues and expenditures associated with the payment of claims are not represented in this section.

Print and Mailroom Services Fund

2014 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 2014 with a negative unencumbered cash balance of \$75,392, primarily due to historically low print shop revenues. The fund is expected to end 2014 in a better position, with a negative unencumbered cash balance of \$39,584. Revenues are expected to increase over 2013 in both the print shop and the mailroom. Significant improvements in billing procedures, office space and equipment were implemented in 2013, with the benefits being reflected in operations in 2014.

2014 Print and Mailroom Services Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2014)	\$ (75,392)
Plus Estimated 2014 Print Services Receipts	362,857
Plus Estimated 2014 Mailroom Services Receipts	1,220,779
Plus Estimated Encumbrance Cancellations	35,000
Total Estimated Available Resources	<u>\$ 1,543,244</u>
Less 2014 Recommended Operating Budget - Print	(362,453)
Less 2014 Recommended Operating Budget - Mailroom	(1,220,375)
Projected Available Balance (December 31, 2014)	<u><u>\$ (39,584)</u></u>

2014 Revenue Summary

2014 Print and Mailroom Services Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2011	2012	2013	2014
	Actual	Actual	Estimated	Proposed
Print Services	\$ 193,742	\$ 223,516	\$ 339,344	\$ 362,857
Transfers/Refunds/Misc.	-	-	-	-
Mailroom Services	1,095,802	1,006,760	1,092,687	1,220,779
Encumbrance Cancellations	615	14	35,000	35,000
Unencumbered Cash Balance	(77,985)	7,805	(115,489)	(75,392)
Total Resources	\$ 1,212,174	\$ 1,238,095	\$ 1,351,542	\$ 1,543,244
Percent Change		2.14%	9.16%	14.18%

Land Acquisition Fund

2014 Cash Balance Statement

Revenues to the land acquisition fund are comprised of charges to other city divisions for land acquisition services. The 2014 revenue estimate is based on a projection of 2,600 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. The land acquisition fund is projected to end 2014 with an unencumbered cash balance of \$242,312.

2014 Land Acquisition Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2014)	\$ 227,874
Plus Estimated 2014 Receipts	780,000
Plus Estimated Encumbrance Cancellations	-
Total Estimated Available Resources	<u>\$ 1,007,874</u>
Less 2014 Recommended Operating Budget	(765,562)
Projected Available Balance (December 31, 2014)	<u><u>\$ 242,312</u></u>

Technology Services Fund

2014 Cash Balance Statement

The technology services fund is housed in the Department of Technology and is projected to begin the year with a \$478,783 unencumbered cash balance and end the year with \$704,570. 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.

2014 Technology Services Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2014)	\$ 478,783
Plus Estimated 2014 Receipts	35,658,990
Plus Estimated Encumbrance Cancellations	175,000
Total Estimated Available Resources	<u>\$ 36,312,773</u>
Less 2014 Recommended Operating Budget	(35,608,203)
Projected Available Balance (December 31, 2014)	<u><u>\$ 704,570</u></u>

Technology Services Fund 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 assume two percent growth in years 2015-2023. Insurance costs are projected to grow by 8 percent annually in 2015 and beyond; however, projections include offsets due to incremental increases in employee shares.
- 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.

Details related to operations are as follows:

Administration

Directs the business office activities and provides leadership, administrative and fiscal support to other functional areas of the department.

Applications Programming

Includes funding for enterprise licenses for Oracle software maintenance and support and Microsoft server licensing and provides development, design, maintenance and enhancements to computer programs and systems.

Productions Service

Provides continuous operation and maintenance of the city's computer systems, related peripheral equipment, data communications systems and post report printing operations. Includes maintenance and support of city mainframe equipment, lease of and maintenance on high-volume printers and UNIX software licensing and maintenance.

Help Desk

Centralized help desk offers first level, technical assistance to user agencies, citywide.

Desktop Support

Deploys and maintains the city's desktop computer systems in a manner that ensures high availability to city employees.

Systems Administration

Includes funding for enterprise system management, NT and UNIX system administration, account maintenance, hardware and software upgrade. System administration budget includes Windows NT support.

Security

Provides enterprise security management through infrastructure security and intrusion detection. Security budget includes security maintenance and anti-virus software.

311 Support

Maintains systems and applications for the city's 311 customer call center.

Telephone Services

Coordinates telephone services, training and consulting for all city agencies.

GIS Section

Includes funding for contract project management, software maintenance, and in-house staff.

Metronet

Includes funding for operation and maintenance of the citywide fiber optic network. The metronet budget includes support for equipment maintenance, consulting expertise and in-house staff.

Data Center

Operational costs include utilities, security and maintenance of the UPS and generator systems.

Account Management

Includes funding for information technology account management personnel and services to customer agencies. Account managers provide customer specific business process expertise to city agencies.

Web Support

Maintains and supports citywide internet and intranet web applications. Provides internet web site links for citizens and citywide departments.

Government Television Channel

Coordinates contracts for video programming services. Prepares scripts and provides editing services for production programs.

Interconnect

Designs and manages oversight and installation of the city-owned fiber optic cabling plant. Provides preventive maintenance and repair of outside fiber optic cable.

CHRIS

Provides technical leadership, direction and support to maintain the Columbus Human Resources Information System (CHRIS).

INFORMATION SERVICES DIVISION 2014 PRO FORMA OPERATING STATEMENT												
	Actual 2012	Estimated 2013	Proposed 2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
REVENUES BY SOURCE												
Other Fund-Direct Charge	4,042,070	4,035,736	5,071,047	5,147,113	5,224,319	5,302,684	5,382,224	5,462,958	5,544,902	5,628,076	5,712,497	5,798,184
Other Fund-Indirect Charge	10,938,831	11,976,019	13,274,360	13,473,475	13,675,578	13,880,711	14,088,922	14,300,256	14,514,760	14,732,481	14,953,468	15,177,770
General Fund-Direct Charge	654,306	1,289,747	1,428,207	1,449,630	1,471,375	1,493,445	1,515,847	1,538,585	1,561,663	1,585,088	1,608,865	1,632,998
General Fund-Indirect Charge	12,613,158	13,639,036	15,820,980	16,058,295	16,299,169	16,543,657	16,791,812	17,043,689	17,299,344	17,558,834	17,822,217	18,089,550
Outside Source Revenue	85,110	62,448	64,396	65,684	66,998	68,338	69,704	71,098	72,520	73,971	75,450	76,959
Total Revenue	28,333,475	31,002,986	35,658,990	36,194,197	36,737,438	37,288,835	37,848,509	38,416,585	38,993,189	39,578,450	40,172,496	40,775,461
Encumbrance Cancellations	334,544	268,339	175,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Beginning Fund Balance	335,202	227,041	478,783	704,570	928,193	1,264,323	1,003,640	1,011,176	1,124,627	1,095,184	652,120	528,734
TOTAL RESOURCES	29,003,221	31,498,366	36,312,773	37,048,767	37,815,631	38,703,158	39,002,149	39,577,761	40,267,816	40,823,634	40,974,616	41,454,195
EXPENDITURES												
Operating- Admin & ISD												
Personnel Services	12,385,663	12,956,857	14,743,527	15,038,398	15,339,165	15,645,949	15,958,868	16,278,045	16,603,606	16,935,678	17,274,392	17,619,880
Health Insurance	1,987,358	2,093,558	2,547,625	2,725,959	2,916,776	3,120,950	3,339,417	3,573,176	3,823,298	4,090,929	4,377,294	4,683,705
Materials & Supplies	664,989	892,696	1,731,850	1,766,487	1,801,817	1,837,853	1,874,610	1,912,102	1,950,344	1,989,351	2,029,138	2,069,721
Services	9,111,927	9,544,959	11,173,525	11,396,996	11,624,935	11,857,434	12,094,583	12,336,474	12,583,204	12,834,868	13,091,565	13,353,397
Fleet	57,164	32,742	15,484	15,484	15,484	15,484	15,484	15,484	15,484	15,484	15,484	15,484
Other	26,914	150,000	-	-	-	-	-	-	-	-	-	-
Capital Outlay	120,137	244,072	193,000	196,860	200,797	204,813	208,909	213,088	217,349	221,696	226,130	230,653
Total Operating Expenses	24,354,152	25,914,884	30,405,011	31,140,183	31,898,975	32,682,483	33,491,871	34,328,369	35,193,286	36,088,007	37,014,004	37,972,839
Debt Service - Principal	3,690,700	4,290,700	4,385,700	4,220,700	3,924,036	4,282,607	3,754,286	3,323,571	3,173,571	3,370,000	2,834,286	2,948,571
Debt Service - Interest	731,328	813,999	817,492	759,691	728,298	734,428	744,816	801,193	805,775	713,507	597,593	503,164
Total Debt Service Expenses	4,422,028	5,104,699	5,203,192	4,980,391	4,652,334	5,017,035	4,499,102	4,124,764	3,979,346	4,083,507	3,431,879	3,451,736
TOTAL EXPENSES	28,776,180	31,019,583	35,608,203	36,120,574	36,551,308	37,699,518	37,990,973	38,453,134	39,172,632	40,171,514	40,445,882	41,424,575
ENDING FUND BALANCE	227,041	478,783	704,570	928,193	1,264,323	1,003,640	1,011,176	1,124,627	1,095,184	652,120	528,734	29,621
Assumptions: Expenditures increase 2% for personnel expenses, materials & supplies, and services; Insurance increases at 7%. Revenues increase 1.5% in 2015-2023; Outside Source revenues increase 2% annually.												

Fleet Management Fund

2014 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 \$.25 per gallon for bulk fuel.

The fleet management services fund is projected to end 2014 with a negative unencumbered cash balance of \$2,812,353. It is necessary to have outstanding encumbrances for fuel and services at year-end to allow the division to pay expenses until passage of the 2015 budget.

2014 Fleet Management Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2014)	\$ (4,221,686)
Plus Estimated 2014 Receipts	34,749,132
Plus Estimated Encumbrance Cancellations	500,000
Total Estimated Available Resources	<u>\$ 31,027,446</u>
Less 2014 Recommended Operating Budget	(33,839,799)
Projected Available Balance (December 31, 2014)	<u><u>\$ (2,812,353)</u></u>

2014 Revenue Summary

2014 Fleet Management Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2011	2012	2013	2014
Revenue Summary	Actual	Actual	Estimated	Proposed
Public Safety	\$ 15,754,264	\$ 16,603,874	\$ 15,291,847	\$ 15,943,199
Refuse Collection	7,059,779	7,092,822	6,684,906	7,267,460
Other General Fund	1,482,558	1,581,662	1,558,538	1,433,478
Other Funds	8,155,860	8,748,371	8,606,139	9,229,995
Refunds/Miscellaneous	117,303	175,403	200,000	875,000
Encumbrance Cancellations	468,067	504,407	437,093	500,000
Unencumbered Cash Balance	(1,999,503)	(2,718,501)	(4,656,313)	(4,221,686)
Total Resources	<u>\$ 31,038,328</u>	<u>\$ 31,988,038</u>	<u>\$ 28,122,210</u>	<u>\$ 31,027,446</u>
Percent Change		3.06%	-12.09%	10.33%

Fleet Management Fund

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, and maintenance expenses are inflated at two percent per year. Insurance costs are projected to grow by 8 percent annually in 2015 and beyond; however, projections include offsets due to incremental increases in employee shares. Other expenditures are held flat.
- 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. This pro forma indicates a 6.25 percent increase in revenues in 2015, as necessary, to meet that goal. Revenues in each of the years thereafter are adjusted to maintain a positive balance in the fund.

FLEET MANAGEMENT FUND PRO FORMA OPERATING STATEMENT												
REVENUE SOURCE	Actual 2012	Estimated 2013	Proposed 2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
				6.25%	1.00%	0.50%						
MAINTENANCE SERVICE CHARGES												
Public Safety	\$ 16,603,874	\$ 15,291,847	\$ 15,943,199	\$ 16,939,649	\$ 17,109,045	\$ 17,194,591	\$ 17,194,591	\$ 17,194,591	\$ 17,194,591	\$ 17,194,591	\$ 17,194,591	\$ 17,194,591
Refuse Collection	7,092,822	6,684,906	7,267,460	7,721,676	7,798,893	7,837,887	7,837,887	7,837,887	7,837,887	7,837,887	7,837,887	7,837,887
Other General Fund Divisions	1,581,662	1,558,538	1,433,478	1,523,070	1,538,301	1,545,993	1,545,993	1,545,993	1,545,993	1,545,993	1,545,993	1,545,993
Other Funds	8,748,371	8,606,139	9,229,995	9,806,870	9,904,938	9,954,463	9,954,463	9,954,463	9,954,463	9,954,463	9,954,463	9,954,463
State Highway Fuel Tax Refund	52,392	-	-	-	-	-	-	-	-	-	-	-
Miscellaneous Revenues	123,011	200,000	875,000	901,250	928,288	956,136	984,820	1,014,365	1,044,796	1,076,140	1,076,140	1,076,140
TOTAL REVENUE	34,202,132	32,341,430	34,749,132	36,892,515	37,279,465	37,489,070	37,517,754	37,547,299	37,577,730	37,609,073	37,609,073	37,609,073
Beginning Fund Balance	(2,718,501)	(4,656,313)	(4,221,686)	(2,812,353)	59,167	2,615,844	4,658,798	5,984,582	6,570,475	6,392,668	5,426,192	3,612,564
Encumbrance Cancellations	504,407	437,093	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,001	500,002
TOTAL RESOURCES	31,988,038	28,122,210	31,027,446	34,580,162	37,838,632	40,604,914	42,676,552	44,031,880	44,648,205	44,501,742	43,535,266	41,721,639
EXPENDITURES												
Operations and Maintenance												
Personnel Services	7,756,157	7,616,282	8,291,484	8,415,856	8,542,094	8,670,226	8,800,279	8,932,283	9,066,267	9,202,261	9,340,295	9,480,400
Health Insurance	1,866,708	1,888,596	2,184,963	2,337,910	2,501,564	2,676,674	2,864,041	3,064,524	3,279,040	3,508,573	3,754,173	4,016,965
Materials & Supplies	20,058,344	15,888,821	15,869,117	16,186,499	16,510,229	16,840,434	17,177,243	17,520,787	17,871,203	18,228,627	18,593,200	18,965,064
Services	3,692,338	3,470,985	3,798,838	3,874,815	3,952,311	4,031,357	4,111,984	4,194,224	4,278,109	4,363,671	4,450,944	4,539,963
Other Disbursements	22,423	9,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Capital	-	50,000	-	-	-	-	-	-	-	-	-	-
27th Pay Period	-	-	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-	-	-	-
Total Operations & Maintenance	33,395,970	28,923,684	30,149,402	30,820,081	31,511,199	32,223,690	32,958,547	33,716,818	34,499,619	35,308,132	36,143,612	37,007,392
Director's Office	677,928	651,444	701,174	711,692	722,367	733,202	744,201	755,364	766,694	778,194	789,867	801,715
Debt Service												
Principal	1,585,300	1,860,300	1,915,300	1,915,300	1,915,300	1,915,300	1,915,300	1,915,300	1,915,300	1,915,300	1,915,300	1,915,300
Interest	985,152	908,468	1,073,923	1,073,923	1,073,923	1,073,923	1,073,923	1,073,923	1,073,923	1,073,923	1,073,923	1,073,923
Total Debt Service	2,570,452	2,768,768	2,989,223	2,989,223	2,989,223	2,989,223	2,989,223	2,989,223	2,989,223	2,989,223	2,989,223	2,989,223
TOTAL EXPENSES	36,644,350	32,343,896	33,839,799	34,520,995	35,222,789	35,946,116	36,691,970	37,461,405	38,255,536	39,075,550	39,922,703	40,798,330
ENDING FUND BALANCE	\$ (4,656,313)	\$ (4,221,686)	\$ (2,812,353)	\$ 59,167	\$ 2,615,844	\$ 4,658,798	\$ 5,984,582	\$ 6,570,475	\$ 6,392,668	\$ 5,426,192	\$ 3,612,564	\$ 923,309

Construction Inspection Fund

2014 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. Revenues for 2014 are budgeted at \$9,252,960 and encumbrance cancellations of \$33,836 are expected. The fund is expected to end 2014 with an unencumbered cash balance of \$1,371,860.

2014 Construction Inspection Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2014)	\$ 1,199,504
Plus Estimated 2014 Receipts	9,252,960
Plus Estimated Encumbrance Cancellations	33,836
Total Estimated Available Resources	\$ 10,486,300
Less 2014 Recommended Operating Budget	(9,114,440)
Projected Available Balance (December 31, 2014)	\$ 1,371,860

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Enterprise Funds

Sewerage and Drainage Operating Fund

2014 Cash Balance Statement

The projected beginning year 2014 cash balance is \$193.7 million, which includes \$76.5 million in two reserve funds.

2014 Sewerage and Drainage Operating Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2014)	\$ 193,727,666
Plus Estimated 2014 Receipts	246,698,520
Plus Estimated Encumbrance Cancellations	4,000,000
Total Estimated Available Resources	<u>\$ 444,426,186</u>
Less 2014 Recommended Operating Budget (Sewers/Drains)	(240,418,127)
Less 2014 Recommended Operating Budget (Administration)	(6,437,252)
Projected Available Balance (December 31, 2014)	<u><u>\$ 197,570,807</u></u>

2014 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 sewer and water 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.

2014 Revenue Summary

2014 Sewerage and Drainage Operating Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2011	2012	2013	2014
	Actual	Actual	Estimated	Proposed
Sewer Sales	\$ 184,840,574	\$ 195,127,125	\$ 194,086,282	\$ 197,779,295
Wet Weather Charges	29,117,261	30,093,503	31,812,922	32,728,593
System Capacity Charges	4,326,943	3,799,556	5,254,511	5,307,056
Investment Income	1,614,814	1,161,039	1,006,103	1,016,164
Storm Maintenance Reimbursement	7,794,381	7,526,542	7,949,194	8,187,670
Other*	4,629,293	4,534,499	2,460,965	5,679,742
Unencumbered Cash Balance	152,746,467	176,836,240	186,076,576	193,727,666
Total Resources	\$ 385,069,733	\$ 419,078,504	\$ 428,646,553	\$ 444,426,186
Percent Change		8.83%	2.28%	3.68%

*Includes debt refinancing premiums in 2012-2013 and encumbrance cancellations in 2014.

Notes

- The Sewer and Water Advisory Board recommended a two percent increase in revenues in 2014. With this increase, revenues, excluding the beginning balance and encumbrance cancellations, will total \$246.7 million in 2014.
- System capacity fees are assumed to grow by one percent in 2014. Over the last decade, the rate of revenue growth from this fee declined steadily, mirroring a decline in residential and commercial development. In 2013 however, system capacity revenues are projected to be 38 percent higher than those of 2012, possibly due to a recent uptick in the local economy. The department will monitor these revenues to see if this is a short term event or indicative of a trend.
- Due to the volatility of the market, the interest income projection is very conservative, with a projected growth rate of one percent over that of 2013. 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 2014. This transfer of funds from the storm sewer fund to the sanitary sewer fund is a reimbursement for shared resources.
- The low income discount is continued in 2014. This discount is applied to the commodity portion of the sanitary sewer to provide financial relief to qualifying customers.
- The interest income projection is conservative reflecting a growth rate of one percent over that of 2013. 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.

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 on a cash basis for the period 2012 through 2023, 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 2014.
- Growth of the sanitary system is projected to be one-half percent in 2014 and one percent for the balance of the pro forma projection period.
- System capacity charges are assumed to grow by one percent annually.
- Projections for personnel costs reflect the rates in effect for the various collective bargaining agreements and/or management salary ordinances represented in the division.
- Equipment costs in 2014 and beyond include the required annual allotment to the EPA-mandated capital replacement fund. The division has \$3.5 million budgeted in its operating budget for capital outlay as well as additional funds budgeted in an equipment reserve.
- The 2014 operations and maintenance budget includes \$10.7 million to pay pro rata (payment to the general fund for services provided to the utility divisions by general fund agencies).
- In 2014, the division will pay \$127.5 million in debt service costs related to various municipal bond issuances over the years. These bonds were issued to help fund large infrastructure improvements and upgrades at the wastewater treatment plants and to the wastewater system. In 2014, new debt will be issued in the form of general obligation bonds to fund various sanitary and wet-weather sewer projects in response to federal mandates.
- Payment of debt service to the Ohio Water Development Authority (OWDA) has been included in the appropriate debt schedules. Use of these low-interest monies 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 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 2014, \$6.4 million is allocated in this fund for this purpose.

SANITARY SEWER ENTERPRISE FUND												
Pro Forma Operating Statement												
For Years 2012 - 2023 (000's omitted)												
	Actual 2012	Projections 2013	Budget 2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Beginning Cash Balance	176,836	186,077	193,728	197,571	184,673	174,394	161,515	143,909	136,574	126,591	121,845	122,354
Utility Revenues												
Sewer Sales	195,127	194,086	195,057	200,764	210,732	223,290	236,603	250,719	265,685	280,231	294,187	308,843
Sewer Sales Increase			2,723	6,692	8,781	9,304	9,858	10,447	9,963	9,341	9,806	7,721
Wet Weather	30,094	31,813	32,198	33,125	34,613	36,429	38,330	40,331	42,436	44,481	46,451	48,515
Wet Weather Increase			530	1,073	1,380	1,442	1,518	1,597	1,512	1,415	1,483	1,161
Interest Income	1,161	1,006	1,016	1,026	1,037	1,047	1,057	1,068	1,079	1,089	1,100	1,111
System Capacity Charge	3,800	5,255	5,307	5,360	5,414	5,468	5,523	5,578	5,634	5,690	5,747	5,804
Other	2,778	1,655	1,680	1,705	1,732	1,758	1,722	1,689	1,723	1,758	1,793	1,829
Reimbursement from Stormwater Fund	7,527	7,949	8,188	8,433	8,686	8,947	9,215	9,492	9,777	10,070	10,372	10,683
Transfer												
Debt Refinancing	1,757	806										
Total Revenues	242,242	242,570	246,699	258,180	272,374	287,685	303,827	320,920	337,808	354,075	370,939	385,668
Projected Encumbrance Cancellations			4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Total Resources	419,079	428,647	444,426	459,751	461,047	466,078	469,343	468,830	478,382	484,666	496,784	512,022
Utility Expense												
Operations & Maintenance												
Personnel Services	34,446	35,421	37,295	38,414	39,566	40,753	41,976	43,235	44,532	45,868	47,244	48,661
27th Pay Period									1,713			
Health Insurance	7,404	7,856	8,836	9,454	10,116	10,824	11,582	12,393	13,260	14,188	15,182	16,244
Supplies & Materials	6,301	7,545	8,041	8,202	8,366	8,533	8,704	8,878	9,055	9,236	9,421	9,609
Pro Rata	10,801	10,530	10,716	11,232	11,860	12,537	13,255	14,014	14,761	15,480	16,226	16,874
Contractual Services	33,589	40,479	44,207	45,533	46,899	48,306	49,755	51,248	52,786	54,369	56,000	57,680
Other	10,456	84	293	298	304	311	317	323	330	336	343	350
Equipment	2,247	3,461	3,528	3,599	3,671	3,744	3,819	3,896	3,973	4,053	4,134	4,217
Department of Public Utilities Allocation	4,567	5,549	6,437	6,566	6,697	6,831	6,968	7,107	7,249	7,394	7,542	7,693
Total Operations & Maintenance	109,810	110,924	119,353	123,298	127,480	131,840	136,375	141,094	147,660	150,926	156,092	161,329
Debt Service												
Revenue Bond	18,469	18,687	19,430	19,689	19,689	19,949	19,949	19,949	19,949	19,949	19,949	25,467
General Obligation	37,020	37,148	41,904	41,980	40,797	39,356	38,255	34,537	31,892	30,998	30,067	26,883
OWPCLF/OWDA Debt- Non Wet Weather	67,702	68,005	66,018	87,149	89,096	88,423	85,973	83,522	83,522	82,807	77,434	74,295
Proposed New Debt				2,816	9,451	24,861	44,816	53,154	68,769	78,142	90,888	96,913
Assessments		155	150	145	140	134	66					
Total Debt Service	123,192	123,995	127,502	151,779	159,174	172,723	189,058	191,162	204,132	211,895	218,338	223,559
Total Expense	233,002	234,919	246,855	275,078	286,653	304,563	325,433	332,256	351,791	362,821	374,430	384,888
Ending Fund Balance	186,077	193,728	197,571	184,673	174,394	161,515	143,909	136,574	126,591	121,845	122,354	127,134
Projected Revenue Increase	3.00%	1.00%	2.00%	4.00%	5.00%	5.00%	5.00%	5.00%	4.50%	4.00%	4.00%	3.00%

Electricity Enterprise Fund

2014 Cash Balance Statement

Revenues into the electricity enterprise fund are expected to continue to parallel the expense for the purchase of power. Electrical sales revenue is expected to decrease slightly from the previous year as the cost of purchasing power is also expected to decrease slightly. The division must continue to recover costs through rate alterations or fuel cost adjustments to its customers.

At the beginning of 2014, there is a projected cash balance of over \$14.2 million, which reflects the combined balances of the reserve and operating funds.

2014 Electricity Enterprise Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2014)	\$ 14,205,388
Plus Estimated 2014 Receipts	84,375,494
Plus Estimated Encumbrance Cancellations	300,000
Total Estimated Available Resources	<u>\$ 98,880,882</u>
Less 2014 Recommended Operating Budget (Electricity)	(83,814,341)
Less 2014 Recommended Operating Budget (Administration)	(899,240)
Projected Available Balance (December 31, 2014)	<u><u>\$ 14,167,301</u></u>

2014 Revenue Summary

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.

2014 Revenue Summary

2014 Electricity Enterprise Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2011	2012	2013	2014
Revenue Summary	Actual	Actual	Estimated	Proposed
Charges for Electrical Service	\$ 86,479,846	\$ 86,147,038	\$ 84,490,288	\$ 80,329,411
Investment Income	56,802	121,293	75,894	-
Other Revenue*	3,038,619	3,196,438	3,624,675	4,035,377
Street Light Assessments	433,704	433,704	322,795	310,706
Unencumbered Cash Balance	2,869,936	6,688,474	9,756,906	14,205,388
Total Resources	\$ 92,878,907	\$ 96,586,947	\$ 98,270,558	\$ 98,880,882
Percent Change		3.99%	1.74%	0.62%

*Includes debt refinancing premiums in 2012-2013 and encumbrance cancellations in 2014.

Notes:

- Revenues, excluding the beginning year cash balance and encumbrance cancellations, are expected to be \$84.4 million in 2014.
- 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 2014. In 2014 the general fund will retain approximately half the proceeds of the kilowatt hour tax and return the other half to the electricity enterprise fund.

Electricity Enterprise Fund

Pro Forma Operating Statement

Presented below 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 2012 through 2023. 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.
- 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 largest portion, by far, of the Division of Electricity's budget is for the purchase of wholesale electrical power. In 2014, \$55.7 million is budgeted for this commodity. This amount is 12.8 percent less than expended in 2012 and 5.2 percent less than it projects to spend in 2013, as the division was successful in securing favorable wholesale rates. As such, the pro forma reflects declining amounts for wholesale power until 2015, after which it stabilizes for one year, followed by a growth rate of five percent per annum.
- The 2014 budget includes \$4 million for payment of pro rata.
- The Division of Electricity's pro forma statement also assumes 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.
- A portion of the costs associated with the Public Utilities Director's Office are borne by the electricity enterprise operating fund. In 2014, \$899,240 is allocated in this fund for this purpose.

ELECTRICITY ENTERPRISE FUND												
Pro Forma Operating Statement												
For Years 2012 - 2023 (000's omitted)												
	Actual	Projection	Budget									
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Beginning Cash Balance	6,688	9,757	14,205	14,167	14,362	15,365	14,606	14,807	15,103	13,630	14,093	13,180
Utility Revenues												
Electricity Sales												
Residential	6,472	6,165	6,165	6,165	6,165	6,165	6,165	6,165	6,165	6,165	6,165	6,165
Commercial	65,405	65,197	65,214	65,232	65,250	65,269	65,288	65,308	65,328	65,349	65,371	65,393
Kilowatt Hour Tax Reduction	-1,685	-1,878	-1,487	-1,490	-1,493	-1,497	-1,500	-1,504	-1,508	-1,512	-1,516	-1,520
PCRA	15,954	15,006	10,437	9,823	10,431	11,999	16,220	19,603	22,155	27,884	30,800	34,911
Total Electric Sales	86,147	84,490	80,329	79,730	80,352	81,936	86,173	89,571	92,140	97,886	100,819	104,949
Other Revenues	3,630	3,947	4,046	4,140	4,134	4,234	4,222	4,350	4,475	4,611	4,752	4,897
Total Revenue	89,898	88,514	84,375	83,870	84,487	86,170	90,395	93,922	96,614	102,497	105,572	109,847
Projected Encumbrance Cancellations			300	300	300	300	300	300	300	300	300	300
Total Resources	96,587	98,271	98,881	98,337	99,149	101,835	105,301	109,029	112,018	116,428	119,964	123,327
Utility Expense												
Operations & Maintenance												
Personnel Services	6,415	7,117	8,646	9,127	9,623	10,134	10,438	10,751	11,073	11,405	11,748	12,100
27th Pay Period									426			
Health Insurance	1,116	1,328	1,698	1,865	2,043	2,235	2,391	2,558	2,737	2,929	3,134	3,353
Purchase Power	63,858	58,780	55,700	54,555	55,088	57,843	60,735	63,771	66,960	70,308	73,823	77,515
Supplies & Materials	819	1,328	1,423	1,451	1,480	1,510	1,540	1,571	1,602	1,634	1,667	1,700
Pro Rata	4,033	4,000	4,040	3,761	3,794	3,871	4,067	4,226	4,348	4,612	4,751	4,943
Services	4,709	5,130	6,195	6,319	6,446	6,575	6,706	6,840	6,977	7,116	7,259	7,404
Other	4	40	51	51	51	51	51	51	51	51	51	51
Capital Equipment	606	1,430	2,563	2,614	2,667	2,720	2,774	2,830	2,886	2,944	3,003	3,063
Department of Public Utilities Allocation	613	765	899	917	936	954	973	993	1,013	1,033	1,054	1,075
Total Operations & Maintenance	82,173	79,918	81,215	80,661	82,127	85,891	89,675	93,591	98,073	102,033	106,489	111,204
Debt Service												
Distribution G.O. Debt	2,963	2,741	2,178	2,062	808	786	623	251	242	233	223	219
Street Lighting G.O. debt	1,261	1,083	1,010	961	682	406	188	75	73	70	72	69
Street Light Assessments	434	323	311	290	167	146	9	8				
Total Debt Service	4,658	4,147	3,499	3,314	1,657	1,338	820	335	314	302	295	288
Total Expense	86,830	84,065	84,714	83,975	83,784	87,229	90,494	93,925	98,387	102,335	106,784	111,492
Ending Fund Balance	9,757	14,205	14,167	14,362	15,365	14,606	14,807	15,103	13,630	14,093	13,180	11,835
Projected Revenue Increase												
PCRA (%)	22.20%	21.03%	14.62%	13.76%	14.61%	16.80%	22.70%	27.43%	30.99%	38.99%	43.05%	48.79%

Water Operating Fund

2014 Cash Balance Statement

The projected beginning year 2014 cash balance is \$81.1 million, which includes \$38.9 million in a reserve fund.

2014 Water Operating Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2014)	\$ 81,094,127
Plus Estimated 2014 Receipts	189,809,456
Plus Estimated Encumbrance Cancellations	3,000,000
Total Estimated Available Resources	<u>\$ 273,903,583</u>
Less 2014 Recommended Operating Budget (Water)	(189,558,281)
Less 2014 Recommended Operating Budget (Administration)	(5,718,439)
Projected Available Balance (December 31, 2014)	<u>\$ 78,626,863</u>

2014 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 sewer and water 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.

2014 Revenue Summary

2014 Water Operating Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2011	2012	2013	2014
	Actual	Actual	Estimated	Proposed
Water Sales	\$ 142,640,540	\$ 161,821,636	\$ 164,248,951	\$ 165,070,196
Water Penalty Fee	1,862,358	2,044,188	2,130,375	2,151,679
System Capacity Charges	3,372,935	3,867,888	5,304,532	5,357,577
Sewer Billings	6,948,770	6,730,001	6,630,394	6,829,306
Meter Service Fee	570,974	503,401	604,227	610,269
Investment Income	1,004,973	1,064,763	1,391,387	1,405,301
Other Revenue*	8,723,304	8,468,891	9,967,513	11,385,128
Unencumbered Cash Balance	45,368,275	53,589,873	71,225,117	81,094,127
Total Resources	\$ 210,492,129	\$ 238,090,641	\$ 261,502,496	\$ 273,903,583
Percent Change		13.11%	9.83%	4.74%

*Includes debt refinancing premiums in 2012-2013 and encumbrance cancellations in 2014.

Notes:

- The Sewer and Water Advisory Board recommended no change to the revenue base in 2014. Based on pro forma projections, current rates will generate revenues such that, when combined with carryover funds, they will be sufficient to cover 2014 operations.
- Water sales are projected to generate \$165 million in 2014. The slight increase over 2013 reflects an assumed growth rate in the system of one-half percent and not an increase in the revenue (or rate) base as mentioned above.
- System capacity fees are assumed to grow by one percent in 2014. Over the last decade, the rate of revenue growth from this fee declined steadily, mirroring a decline in residential and commercial development. In 2013 however, system capacity revenues are projected to be 37 percent higher than those of 2012, possibly due to a recent uptick in the local economy. The department will monitor these revenues to see if this is a short term event or indicative of a trend.
- The low income discount is continued in 2014. This discount is applied to the commodity portion of the water bill to provide financial relief to qualifying customers.
- The interest income projection is conservative reflecting a growth rate of one percent over that of 2013. 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 2012 through 2023 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 no change be made to the revenue base (i.e., zero percent rate increase) in 2014.
- Growth of the water system is projected to be one-half percent in 2014 and one percent for the balance of the pro forma projection period.
- System capacity charges are assumed to grow by one percent annually.
- Interest rates on investments of revenues and reserves are projected to grow by one percent annually.
- Projections for personnel costs reflect the rates in effect for the various collective bargaining agreements and/or management salary ordinances represented in the division.
- Included in the operations and maintenance budget for 2014 is \$8.5 million for payment of pro rata.
- Proposed new debt is issued in the form of bonds 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 20 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 2014, \$5.7 million is allocated in this fund for this purpose.

WATER ENTERPRISE FUND												
Pro Forma Operating Statement												
For Years 2012 - 2023 (000's omitted)												
	<i>Actual</i>	<i>Projection</i>	<i>Budget</i>									
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Beginning Cash Balance	53,590	71,225	81,094	78,627	76,492	70,575	68,882	67,307	67,803	72,422	77,292	82,423
Utility Revenues												
Water Sales	161,822	164,249	165,070	166,721	173,440	180,429	187,701	193,369	199,209	205,225	209,350	213,558
Water Sales Increase				4,168	4,336	4,511	3,128	3,223	3,320	1,710	1,745	1,780
Interest Income	1,065	1,391	1,405	1,419	1,434	1,448	1,462	1,477	1,492	1,507	1,522	1,537
System Capacity Charges	3,868	5,305	5,358	5,411	5,465	5,520	5,575	5,631	5,687	5,744	5,801	5,860
Sewer Billing Charges	6,730	6,630	6,829	7,034	7,245	7,463	7,686	7,917	8,155	8,399	8,651	8,911
Penalties	2,044	2,130	2,152	2,173	2,195	2,217	2,239	2,261	2,284	2,307	2,330	2,353
Meter Service Fees	503	604	610	616	623	629	635	641	648	654	661	667
Other	4,847	8,302	8,385	8,469	8,554	8,639	8,726	8,813	8,901	8,990	9,080	9,171
Debt Refinancing	3,621	1,665	0									
Total Revenue	<u>184,501</u>	<u>190,277</u>	<u>189,809</u>	<u>196,012</u>	<u>203,291</u>	<u>210,855</u>	<u>217,153</u>	<u>223,333</u>	<u>229,695</u>	<u>234,536</u>	<u>239,140</u>	<u>243,836</u>
Projected Encumbrance Cancellations			3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Total Resources	<u>238,091</u>	<u>261,502</u>	<u>273,904</u>	<u>277,639</u>	<u>282,783</u>	<u>284,430</u>	<u>289,034</u>	<u>293,640</u>	<u>300,499</u>	<u>309,958</u>	<u>319,432</u>	<u>329,259</u>
Utility Expense												
Operations & Maintenance												
Personnel Services	36,738	37,311	38,804	39,968	41,167	42,402	43,675	44,985	46,334	47,724	49,156	50,631
27th Pay Period									1,782			
Health Insurance	7,958	8,159	9,126	9,765	10,448	11,180	11,962	12,800	13,696	14,654	15,680	16,778
Supplies & Materials	19,525	22,390	22,319	22,945	23,589	24,252	24,934	25,635	26,357	27,099	27,862	28,647
Pro Rata	7,868	8,379	8,461	8,821	9,148	9,488	9,772	10,050	10,336	10,554	10,761	10,973
Contractual Services	22,848	26,544	28,081	27,642	28,195	28,759	29,334	29,921	30,519	31,130	31,752	32,387
Other	1,291	75	314	321	327	334	340	347	354	361	368	376
Equipment	835	1,554	2,386	2,434	2,482	2,532	2,583	2,634	2,687	2,741	2,796	2,852
Department of Public Utilities Allocation	3,806	4,731	5,718	5,833	5,949	6,068	6,190	6,314	6,440	6,569	6,700	6,834
Total Operations & Maintenance	<u>100,868</u>	<u>109,144</u>	<u>115,210</u>	<u>117,729</u>	<u>121,308</u>	<u>125,016</u>	<u>128,790</u>	<u>132,686</u>	<u>136,723</u>	<u>140,832</u>	<u>145,076</u>	<u>149,477</u>
Debt Service												
General Obligation	65,997	71,265	80,067	77,353	75,356	70,727	66,022	59,544	54,941	51,322	46,928	43,547
Proposed New Debt				6,065	15,545	19,805	26,916	33,607	36,413	40,513	45,004	48,576
Total Debt Service	<u>65,997</u>	<u>71,265</u>	<u>80,067</u>	<u>83,418</u>	<u>90,901</u>	<u>90,532</u>	<u>92,938</u>	<u>93,150</u>	<u>91,354</u>	<u>91,835</u>	<u>91,933</u>	<u>92,123</u>
Total Expense	<u>166,866</u>	<u>180,408</u>	<u>195,277</u>	<u>201,147</u>	<u>212,208</u>	<u>215,548</u>	<u>221,727</u>	<u>225,836</u>	<u>228,077</u>	<u>232,667</u>	<u>237,009</u>	<u>241,600</u>
Ending Fund Balance	71,225	81,094	78,627	76,492	70,575	68,882	67,307	67,803	72,422	77,292	82,423	87,659
Projected Revenue Increase	7.50%	4.00%	0.00%	3.00%	3.00%	3.00%	2.00%	2.00%	2.00%	1.00%	1.00%	1.00%

Storm Sewer Maintenance Fund

2014 Cash Balance Statement

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 2014 beginning year cash balance of \$19 million is projected for this fund. This includes a \$9 million reserve balance.

2014 Storm Sewer Maintenance Fund	
Balance Summary	
Unencumbered Cash Balance (January 1, 2014)	\$ 19,014,026
Plus Estimated 2014 Receipts	37,709,313
Plus Estimated Encumbrance Cancellations	200,000
Total Estimated Available Resources	<u>\$ 56,923,339</u>
Less 2014 Recommended Operating Budget (Storm Sewer)	(36,355,416)
Less 2014 Recommended Operating Budget (Administration)	(1,709,776)
Projected Available Balance (December 31, 2014)	<u><u>\$ 18,858,147</u></u>

2014 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. For 2014, the Board has recommended that the stormwater fee be increased by one percent to ensure that the fund remains healthy. Despite the increase, the 2014 ERU is lower than that charged in 2011.

2014 Revenue Summary

2014 Storm Sewer Maintenance Fund				
Revenue by Source and Year				
Historical and Projected				
Revenue Summary	2011 Actual	2012 Actual	2013 Estimated	2014 Proposed
Storm Maintenance Fees	\$ 36,734,351	\$ 36,190,628	\$ 36,481,811	\$ 37,143,780
Investment Income	212,251	147,324	112,999	116,389
Other Revenue*	1,180,041	1,214,369	778,244	649,144
Unencumbered Cash Balance	14,589,534	17,198,170	18,380,951	19,014,026
Total Resources	<u>\$ 52,716,177</u>	<u>\$ 54,750,491</u>	<u>\$ 55,754,005</u>	<u>\$ 56,923,339</u>
Percent Change		3.86%	1.83%	2.10%

*Includes debt refinancing premiums in 2012-2013 and encumbrance cancellations in 2014.

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 2014.
- Proposed new debt is issued in the form of bonds at an assumed interest rate of four percent.
- The division's capital improvements plan has been discounted by 15 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 2014, the cost of these services will total \$6.2 million.
- A portion of the costs associated with the Public Utilities Director's Office are borne by the storm sewer enterprise operating fund. In 2014, \$1.7 million is allocated in this fund for this purpose.

STORM SEWER ENTERPRISE FUND												
Pro Forma Operating Statement												
For Years 2012 - 2023 (000's omitted)												
	<i>Actual</i>	<i>Projections</i>	<i>Budget</i>									
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Beginning Cash Balance	17,198	18,381	19,014	18,858	18,369	17,153	16,060	15,500	15,645	16,865	19,303	22,363
Utility Revenues												
Storm Maintenance Service Charges	36,191	36,482	36,837	37,537	38,332	38,715	39,530	40,703	41,547	42,403	43,272	44,155
Rate Increase (Decrease)			307	313		323	659	339	346	353	361	368
Investment Earnings	147	113	116	120	123	127	131	135	139	143	147	152
Storm Sewer Maintenance Penalties	445	443	448	452	457	461	466	471	475	480	485	490
Other Revenues	37	1	1	1	1	2	2	2	2	2	2	2
Debt Refinancing	733	334										
Total Revenue	<u>37,552</u>	<u>37,373</u>	<u>37,709</u>	<u>38,424</u>	<u>38,914</u>	<u>39,628</u>	<u>40,788</u>	<u>41,650</u>	<u>42,509</u>	<u>43,381</u>	<u>44,267</u>	<u>45,166</u>
Projected Encumbrance Cancellations			200	200	200	200	200	200	200	200	200	200
Total Resources	<u>54,750</u>	<u>55,754</u>	<u>56,923</u>	<u>57,482</u>	<u>57,483</u>	<u>56,981</u>	<u>57,048</u>	<u>57,350</u>	<u>58,354</u>	<u>60,446</u>	<u>63,770</u>	<u>67,729</u>
Utility Expense												
Operations & Maintenance												
Personnel Services	1,089	1,075	1,361	1,402	1,444	1,488	1,532	1,578	1,626	1,674	1,725	1,776
27th Pay Period									63			
Health Insurance	231	232	309	330	353	378	405	433	463	496	530	568
Supplies & Materials	13	23	17	18	18	18	19	19	19	20	20	21
Contractual Services	1,683	1,905	2,736	2,790	2,846	2,903	2,961	3,021	3,081	3,143	3,205	3,270
Pro Rata	1,654	1,698	1,698	1,729	1,751	1,783	1,835	1,874	1,913	1,952	1,992	2,032
Equipment	76	46	101	103	105	107	109	111	114	116	118	121
Other	81	0	27	28	28	29	30	30	31	31	32	33
Reimbursement to Sanitary Enterprise	7,527	7,891	8,150	8,313	8,479	8,649	8,822	8,998	9,178	9,362	9,549	9,740
Department of Public Utilities Allocation	1,164	1,429	1,710	1,744	1,779	1,814	1,851	1,888	1,925	1,964	2,003	2,043
Dept of Technology Allocation	1,323	1,575	1,568	1,599	1,631	1,664	1,697	1,731	1,765	1,801	1,837	1,873
Street Cleaning (transfer to Public Service)	6,028	6,176	6,184	6,307	6,434	6,562	6,693	6,827	6,964	7,103	7,245	7,390
Total Operations & Maintenance	<u>20,868</u>	<u>22,050</u>	<u>23,861</u>	<u>24,364</u>	<u>24,869</u>	<u>25,396</u>	<u>25,954</u>	<u>26,511</u>	<u>27,142</u>	<u>27,661</u>	<u>28,257</u>	<u>28,866</u>
Debt Service												
General Obligation	15,501	14,690	14,205	14,014	13,452	12,905	12,523	11,739	10,607	9,420	8,799	8,262
Proposed New Debt				735	2,009	2,621	3,071	3,456	3,740	4,062	4,351	4,631
Total Debt Service	<u>15,501</u>	<u>14,690</u>	<u>14,205</u>	<u>14,749</u>	<u>15,461</u>	<u>15,525</u>	<u>15,594</u>	<u>15,195</u>	<u>14,347</u>	<u>13,482</u>	<u>13,150</u>	<u>12,893</u>
Total Expense	<u>36,370</u>	<u>36,740</u>	<u>38,065</u>	<u>39,113</u>	<u>40,330</u>	<u>40,921</u>	<u>41,547</u>	<u>41,706</u>	<u>41,489</u>	<u>41,143</u>	<u>41,407</u>	<u>41,760</u>
Ending Fund Balance	18,381	19,014	18,858	18,369	17,153	16,060	15,500	15,645	16,865	19,303	22,363	25,970
Projected Revenue Increase	-2.00%	0.00%	1.00%	1.00%	0.00%	1.00%	2.00%	1.00%	1.00%	1.00%	1.00%	1.00%

All Funds Summary

The following tables provide summary detail on all fund expenditures and personnel levels.

2014 PROPOSED APPROPRIATIONS - ALL FUNDS SUMMARY BY OBJECT LEVEL ONE								
	PERSONNEL	MATERIALS	SERVICES	OTHER	CAPITAL OUTLAY	DEBT SERVICE	TRANSFERS	TOTAL
GENERAL FUND	\$ 588,242,473	\$ 8,741,232	\$ 100,071,086	\$ 549,895	\$ 4,170,000	\$ -	\$ 94,925,314	\$ 796,700,000
SPECIAL REVENUE FUNDS								
Municipal Court Computer Fund								
Judges	85,333	92,000	242,054	-	-	-	-	419,387
Clerk	590,707	61,000	711,560	-	-	-	302,850	1,666,117
Total Court Computer	676,040	153,000	953,614	-	-	-	302,850	2,085,504
Street Construction, Main. & Repair								
Service Administration	3,107,574	4,670	144,649	-	-	-	-	3,256,893
Mobility Options	1,136,931	12,626	231,725	-	-	-	-	1,381,282
Planning & Operations	24,091,031	608,830	11,505,214	67,000	180,000	-	-	36,452,075
Design & Construction	3,558,486	10,672	632,919	1,500	-	-	-	4,203,577
Total SCMR	31,894,022	636,798	12,514,507	68,500	180,000	-	-	45,293,827
Development Services Fund								
Building & Zoning	13,876,935	105,549	3,154,662	48,150	-	-	-	17,185,296
Total Development Services	13,876,935	105,549	3,154,662	48,150	-	-	-	17,185,296
Private Inspection Fund								
Design & Construction	2,497,741	23,800	217,089	500	130,000	-	-	2,869,130
Health Special Revenue								
Department of Public Health	20,134,953	768,152	7,315,270	3,750	-	-	-	28,222,125
Rec. and Parks Oper. & Extension								
Department of Recreation & Parks	28,816,803	1,351,010	10,252,810	110,000	-	-	182,489	40,713,112
Golf Operations								
Division of Golf	2,883,298	230,000	1,127,616	3,000	-	-	-	4,243,914
Broad Street Operations Fund								
Division of Facilities Management	-	25,000	1,390,854	-	-	-	-	1,415,854
E-911 Fund								
Division of Police	2,700,000	-	-	-	-	-	-	2,700,000
Photo Red Light Fund								
Division of Police	1,344,300	-	45,700	-	-	-	-	1,390,000
Emergency Human Services Fund								
Development Administration	-	-	1,757,000	-	-	-	-	1,757,000
Parking Meter Program Fund								
Mobility Options	333,243	106,625	1,813,061	14,365	-	-	-	2,267,294

2014 PROPOSED APPROPRIATIONS - ALL FUNDS SUMMARY BY OBJECT LEVEL ONE (CONTINUED)								
	PERSONNEL	MATERIALS	SERVICES	OTHER	CAPITAL OUTLAY	DEBT SERVICE	TRANSFERS	TOTAL
INTERNAL SERVICE FUNDS								
Print and Mailroom Services Fund								
Financial Management	387,836	52,225	1,132,767	-	10,000	-	-	1,582,828
Total Print and Mailroom Services	387,836	52,225	1,132,767	-	10,000	-	-	1,582,828
Land Acquisition								
Division of Land Acquisition	693,457	15,800	56,305	-	-	-	-	765,562
Technology Services								
Administration	2,280,752	1,439,638	5,063,616	-	102,000	-	-	8,886,006
Information Services	15,010,400	292,212	6,125,393	-	91,000	5,203,192	-	26,722,197
Total Technology Services	17,291,152	1,731,850	11,189,009	-	193,000	5,203,192	-	35,608,203
Fleet Management Services								
Division of Fleet Management	10,476,447	15,869,117	3,798,838	5,000	-	2,989,223	-	33,138,625
Finance and Management Administration	701,174	-	-	-	-	-	-	701,174
Total Fleet Management Services	11,177,621	15,869,117	3,798,838	5,000	-	2,989,223	-	33,839,799
Construction Inspection Fund								
Service Administration	557,393	500	45,252	-	-	-	-	603,145
Design & Construction	7,327,163	90,200	911,932	2,000	180,000	-	-	8,511,295
Total Construction Inspection Fund	7,884,556	90,700	957,184	2,000	180,000	-	-	9,114,440
Employee Benefits								
Department of Human Resources	2,883,273	30,100	1,113,383	-	-	-	-	4,026,756
Department of Finance and Management	-	-	406,000	-	-	-	-	406,000
Total Employee Benefits	2,883,273	30,100	1,519,383	-	-	-	-	4,432,756
ENTERPRISE FUNDS								
Various Enterprise Funds								
Public Utilities Director's Office	11,899,091	148,026	2,700,590	-	17,000	-	-	14,764,707
Water System Enterprise								
Division of Water	47,930,352	22,318,782	36,541,670	314,442	2,386,100	80,066,935	-	189,558,281
Sewerage System Enterprise								
Division of Sewers and Drains	46,130,743	8,040,772	54,923,581	292,621	3,528,352	108,071,870	19,430,188	240,418,127
Storm System Enterprise								
Division of Sewers and Drains	1,670,096	17,163	20,335,380	27,295	100,906	14,204,576	-	36,355,416
Electricity Enterprise								
Division of Electricity	10,343,766	57,122,650	10,235,312	50,550	2,563,000	3,499,063	-	83,814,341
COMMUNITY DEVELOPMENT BLOCK GRANT								
Dept of Development - Administration	934,609	2,500	193,250	-	-	-	-	1,130,359
Economic Development	813,727	4,350	750,495	-	-	-	-	1,568,572
Code Enforcement	833,465	10,000	160,000	-	80,000	-	-	1,083,465
Housing	1,150,109	21,700	1,495,912	931,407	-	-	-	3,599,128
Department of Finance and Management	423,268	1,000	157,625	10,000	-	-	-	591,893
Department of Public Health	213,735	-	-	-	-	-	-	213,735
Department of Recreation and Parks	738,845	2,832	91,845	500	-	-	-	834,022
	5,107,758	42,382	2,849,127	941,907	80,000	-	-	9,021,174
Grand Total All Funds	\$ 856,799,509	\$117,620,733	\$286,852,415	\$ 2,431,975	\$ 13,538,358	\$214,034,859	\$ 114,840,841	\$ 1,606,118,690

EXPENDITURE AND BUDGET SUMMARY ALL FUNDS

	2011 Actual	2012 Actual	2013 Projected	2014 Proposed
GENERAL FUND	\$ 697,328,950	\$ 727,337,594	\$ 757,223,840	\$ 796,700,000
Safety Staffing Contingency Fund				
Divisions of Police & Fire	7,480,773	97,973	-	-
Municipal Court Computer				
Judges	641,643	313,392	594,059	419,387
Clerk	1,385,843	1,683,699	1,312,694	1,666,117
Total Municipal Court Computer	2,027,486	1,997,091	1,906,753	2,085,504
Street Construction, Main. & Repair				
Service Administration	2,806,385	2,830,903	2,970,984	3,256,893
Refuse Collection	2,886,665	2,844,597	2,817,629	-
Mobility Options	2,057,172	1,838,306	1,191,599	1,381,282
Planning & Operations	35,996,321	36,020,700	34,123,779	36,452,075
Design & Construction	3,404,546	3,483,354	3,907,459	4,203,577
Total SCMR	47,151,089	47,017,860	45,011,450	45,293,827
Development Services Fund				
Building & Zoning	15,265,072	15,275,883	15,701,181	17,185,296
Total Development Services	15,265,072	15,275,883	15,701,181	17,185,296
Private Inspection Fund				
Design & Construction	2,046,581	2,433,899	2,559,689	2,869,130
Health Special Revenue				
Department of Public Health	23,947,312	25,167,810	26,838,809	28,222,125
Rec. and Parks Oper. & Extension				
Department of Recreation & Parks	33,203,565	36,248,573	38,191,329	40,713,112
Golf Operations				
Division of Golf	4,316,434	4,315,992	4,123,815	4,243,914
Broad Street Operations Fund				
Division of Facilities Management	1,432,039	1,470,161	1,370,230	1,415,854
E-911 Fund				
Division of Police	2,055,696	1,655,613	2,700,000	2,700,000
COPS Hiring Recovery Program (CHRP) Grant Fund				
Division of Police	3,658,997	3,413,239	818,961	-
Photo Red Light Fund				
Division of Police	1,062,809	1,713,177	1,390,000	1,390,000
Emergency Human Services Fund				
Various	1,058,063	1,674,966	1,854,999	1,757,000
Parking Meter Program Fund				
Mobility Options	-	-	1,905,017	2,267,294

EXPENDITURE AND BUDGET SUMMARY ALL FUNDS (CONT.)

	2011 Actual	2012 Actual	2013 Projected	2014 Proposed
INTERNAL SERVICE FUNDS				
Print and Mail Services Fund				
Financial Management	1,204,370	1,353,584	1,426,934	1,582,828
Total Print and Mailroom Services	1,204,370	1,353,584	1,426,934	1,582,828
Land Acquisition				
Division of Land Acquisition	702,098	725,248	727,766	765,562
Technology Services				
Administration	5,846,822	6,137,107	7,450,900	8,886,006
Division of Information Services	21,221,351	22,639,073	23,568,684	26,722,197
Total Technology Services	27,068,173	28,776,180	31,019,584	35,608,203
Fleet Management Services				
Division of Fleet Management	33,010,940	35,966,422	31,692,452	33,138,625
Finance and Management Administration	745,888	677,928	651,444	701,174
Total Fleet Management Services	33,756,828	36,644,350	32,343,896	33,839,799
Construction Inspection Fund				
Service Administration	567,801	549,082	555,687	603,145
Design & Construction	6,247,486	6,297,218	6,902,503	8,511,295
Total Construction Inspection Fund	6,815,287	6,846,300	7,458,190	9,114,440
Employee Benefits				
Department of Human Resources	3,013,458	3,243,897	3,305,766	4,026,756
Department of Finance and Management	294,998	311,016	386,500	406,000
Total Employee Benefits	3,308,456	3,554,913	3,692,266	4,432,756
ENTERPRISE FUNDS				
Various Enterprise Funds				
Public Utilities Director's Office	9,228,872	10,058,001	12,473,309	14,764,707
Water System Enterprise				
Division of Water	153,407,573	169,003,334	175,677,164	189,558,281
Sewerage System Enterprise				
Division of Sewers and Drains	215,028,191	235,858,073	229,370,259	240,418,127
Storm System Enterprise				
Division of Sewers and Drains	34,522,261	35,356,568	35,311,202	36,355,416
Electricity Enterprise				
Division of Electricity	87,138,293	87,933,644	83,300,470	83,814,341
CDBG				
Development Administration	895,157	964,003	1,041,441	1,130,359
Economic Development	1,511,648	1,374,966	1,594,720	1,568,572
Code Enforcement	1,009,486	1,089,313	840,699	1,083,465
Housing	2,188,357	2,993,604	2,483,230	3,599,128
Department of Finance and Management	457,103	448,874	495,936	591,893
Department of Public Health	253,850	217,891	203,557	213,735
Department of Recreation and Parks	822,896	848,498	793,659	834,022
Total CDBG	7,138,497	7,937,149	7,453,242	9,021,174
Grand Total All Funds	\$ 1,421,353,765	\$ 1,493,867,175	\$ 1,519,945,338	\$ 1,606,118,690

ALL FUNDS PERSONNEL SUMMARY (FTE'S)				
Fund Name Division or Department	2011 Actual	2012 Actual	2013 Budgeted	2014 Budgeted
GENERAL FUND	4,947	4,945	5,143	5,245
COPS Hiring Recovery Program (CHRP) Grant Fund				
Division of Police	48	48	48	0
SPECIAL REVENUE FUNDS				
Street Construction, Main. & Repair				
Service Administration	29	27	28	30
Refuse Collection	34	30	40	0
Mobility Options	17	14	11	13
Planning & Operations	273	277	292	291
Design & Construction	30	28	34	36
Total SCMR	<u>383</u>	<u>376</u>	<u>405</u>	<u>370</u>
Development Services Fund				
Building & Zoning	123	126	131	136
Total Development Services	<u>123</u>	<u>126</u>	<u>131</u>	<u>136</u>
Private Inspection Fund				
Design & Construction	15	16	16	25
Health Special Revenue				
Department of Public Health	173	189	208	223
Rec. and Parks Oper. & Extension				
Department of Recreation & Parks	247	250	268	294
Golf Operations				
Division of Golf	28	27	26	26
Municipal Court Computer Fund				
Judges	1	0	1	1
Clerk	5	4	12	12
Total Municipal Court Computer	<u>6</u>	<u>4</u>	<u>13</u>	<u>13</u>
Parking Meter Program Fund				
Mobility Options	0	0	4	4
INTERNAL SERVICE FUNDS				
Print and Mail Services				
Mailroom Services	2	3	3	3
Print Services	2	2	2	2
Total Print and Mail Services	<u>4</u>	<u>5</u>	<u>5</u>	<u>5</u>
Land Acquisition				
Division of Land Acquisition	6	5	8	8
Technology Services				
Technology Administration	16	15	34	18
Division of Information Services	112	112	121	137
Fleet Management Services				
Finance and Management Administration	6	6	7	7
Division of Fleet Management	117	116	128	128
Construction Inspection Fund				
Service Administration	6	6	7	7
Design & Construction	49	61	56	60
Employee Benefits				
Department of Human Resources	23	21	24	26
ENTERPRISE FUNDS				
Water System Enterprise				
Division of Power and Water	502	499	540	535
Sewerage System Enterprise				
Division of Sewers and Drains	470	466	521	516
Storm System Enterprise				
Division of Sewers and Drains	16	15	16	16
Electricity Enterprise				
Division of Power and Water	70	70	92	95
Various Enterprise Funds				
Public Utilities Director's Office	80	89	100	112
COMMUNITY DEVELOPMENT BLOCK GRANT				
Development Administration	8	8	9	8
Economic Development	7	7	8	8
Code Enforcement	8	8	9	9
Housing	9	7	12	14
Department of Finance and Management	3	3	4	4
Department of Public Health	3	3	4	4
Department of Recreation and Parks	4	3	4	4
Total CDBG	<u>42</u>	<u>39</u>	<u>50</u>	<u>51</u>
Grand Total All Funds	<u>7,489</u>	<u>7,506</u>	<u>7,971</u>	<u>8,057</u>

Note: In the general fund, 2013 and 2014 are budgeted, except for Police and Fire uniformed personnel (which are year end estimates).

Capital Summary

To be eligible for capital improvements funding (i.e., from issuance of debt), an asset must have a useful life of at least five years and be considered non-operational. Some examples of capital improvements projects include the purchase of major equipment items, street lighting improvements, street improvements, land acquisition for recreational needs, building construction, and facility rehabilitation.

The national rating agencies, Standard & Poor's Corporation, Moody's Investors Service and FitchRatings, currently give Columbus their highest long-term credit rating – AAA, Aaa and AAA, respectively. These ratings allow Columbus to realize interest savings when issuing debt because investors are confident of timely repayment.

Voted debt typically carries a lower interest expense than non-voted debt. Moreover, because it is good policy to solicit voter input and participation in the capital prioritization process, the city typically requests voter approval of bond packages. On November 5, 2013, voters had the opportunity to vote on four separate bond issues totaling \$842,005,000, generally intended to accommodate planned capital improvements mainly through 2018 for non-enterprise and enterprise agencies. The package will provide voted authority for Safety & Health, Recreation and Parks, Public Service and Public Utilities.

At the time of the completion of this budget proposal, the results of the November 5th election were unknown. As a result, the funding source for capital projects listed in the years 2014 through 2019 for the Public Safety, Recreation & Parks, Public Service and Public Utilities departments are subject to be changed from unvoted debt to 2013 voted debt if the issues are approved by the voters. These adjustments will be made to the funding sources before the finalized Capital Improvement Program (CIP) is presented to City Council for adoption in 2014.

The proposed CIP provides approximately \$2.5 billion in funding for various capital improvements for the 2014-2019 period. Of this amount, \$626.6 million is to be supported by the special income tax fund (SIT). The SIT fund is used primarily to support non-enterprise debt. Respective system revenues service the debt issued for information services, fleet, water, electricity, sanitary sewer and storm sewer improvements.

The proposed CIP incorporates several key assumptions. The Police and Firemen's Disability and Pension Fund Employer's Accrued Liability Refunding Bond will continue to be funded by the SIT fund. The CIP also includes ongoing funding for mechanized refuse collection equipment, fire apparatus, recreational projects and various street and highway projects.

The administration intends to continue to review the proposed capital improvements program 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.

An updated analysis of the SIT fund and a listing of all projects funded in the CIP and respective funding sources follow. This document includes funding through 2019 for all city divisions with scheduled projects.

Special Income Tax Analysis

The city deposits one-fourth 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 2014, SIT income tax deposits are currently projected at nearly \$187.9 million. This amount will be revised when the final 2013 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.

The SIT analysis also includes some debt service associated with storm sewers, primarily those projects authorized in the 1991 voted bond package, which totaled \$25 million. All other debt service for storm sewers is paid from the storm maintenance fund. Tipping fees for solid waste disposal are budgeted at \$17.4 million in 2014. It is preferable that this expense be borne by the general fund. However, at present, due to fiscal constraints, it is not included in the ten-year general fund pro forma operating statement.

Capital projects for non-enterprise agencies are financed either through voted bond packages or through councilmanic (unvoted) debt. Voter approval provides the city with the ability to levy an ad valorem property tax to service the debt. 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 investors assurance that their investments in the city are secure.

Income tax growth is the most important determinant of the city's capacity to issue additional debt. Table One shows the projected debt service requirements from the SIT fund for 2013 to 2022. Various assumptions and explanations are highlighted at the bottom of the table.

Table Two and Figures One and Two provide a summary of the CIP by division and funding source. Figure Two highlights the amount of councilmanic and non-enterprise voted 2008 projects in the CIP; the associated debt service will be supported by the SIT fund.

Coverage Factor

The SIT fund's available capacity for new debt and its ability to service existing debt are expressed as its coverage factor. Coverage, depicted in the "coverage columns" on Table One, 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).

FIGURE ONE
2014 - 2019 CAPITAL IMPROVEMENTS PLAN
PERCENT BY DIVISION - \$2.49 BILLION

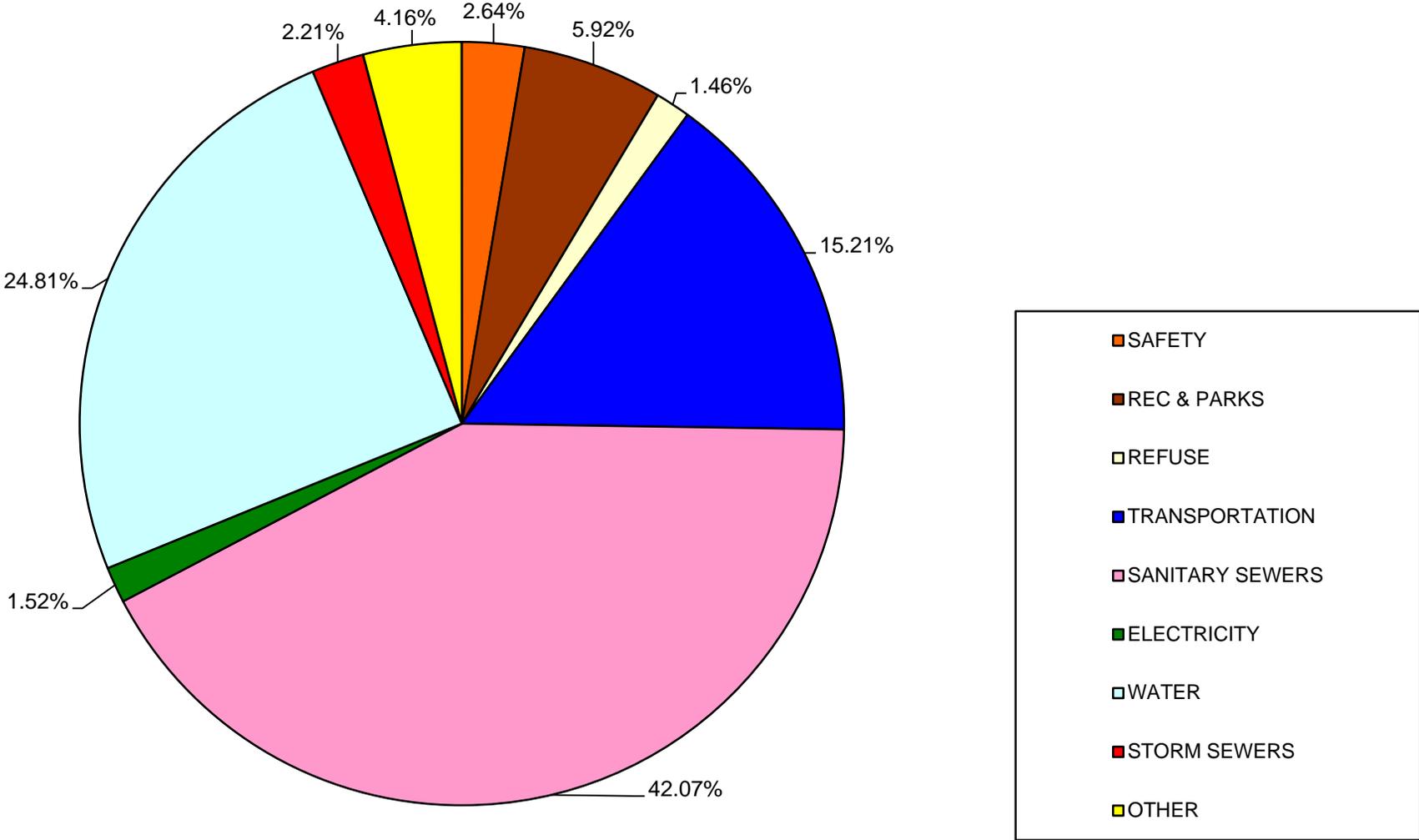
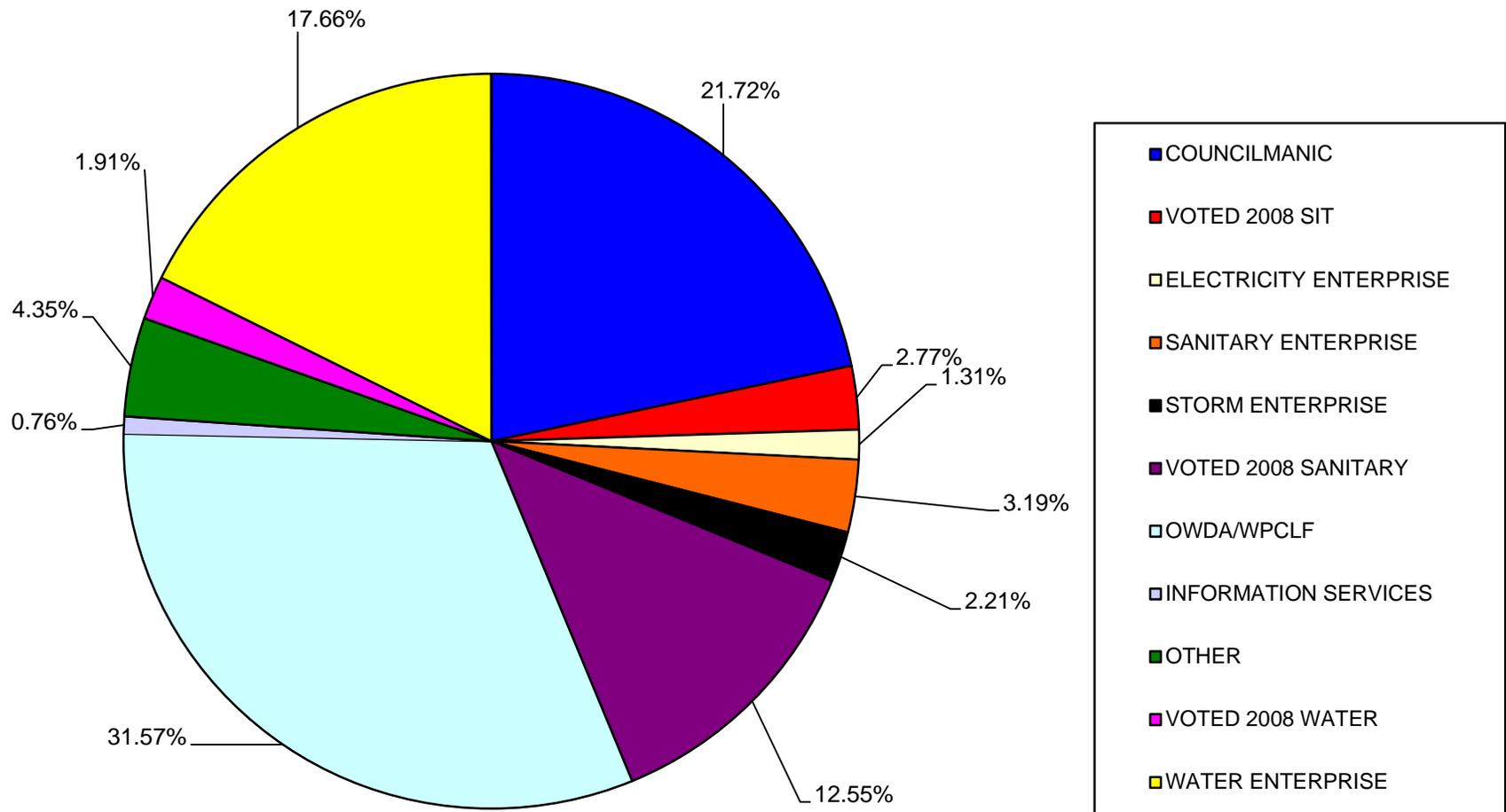


FIGURE TWO
2014 - 2019 CAPITAL IMPROVEMENTS PLAN
PERCENT BY FUNDING SOURCE - \$2.49 BILLION



FILE NAME: 2013 SIT - PROPOSED 2014 - 2019 CIP - 2014 Budget Document		TABLE ONE																				10/17/13 2:37 PM	
PAGE SUMMARY		SPECIAL INCOME TAX FUND ANALYSIS																					
UPDATED ON: 17-Oct-13		(OOO'S OMITTED)																					
EXPENDITURES																							
YEAR	EXISTING DEBT SERVICE VOTED			EXISTING DEBT SERVICE UNVOTED				NEW DEBT TO BE ISSUED		N'TIONWIDE	MAIN ST.	RIVERSOUTH	REC & PARKS		POLICE	OTHER	TIPPING	SAFETY	EXPENSES	MICROSOFT	VEHICLES &	BAB REP'DING	TOTAL
	1991& BEFORE	NON-ENTERPRISE	N'TIONWIDE DEBT SERV.	NON-ENTERPRISE	ST ISSUE II	N'TIONWIDE DEBT SERV.	POLICE FIRE PEN.	NON-ENTERPRISE	NON-ENTERPRISE				REMED.	BRIDGE									
2013	\$ 1,321	\$ 102,414	\$ 50	\$ 47,391	\$ 1,232	\$ 2,800	\$ 1,916	\$ -	\$ -	\$ 623	\$ 1,600	\$ 7,317	\$ 162	\$ 2,659	\$ 738	\$ 17,474	\$ -	\$ 4,452	\$ 1,612	\$ 6,586	\$ 1,636	\$ 201,783	
2014	837	111,786	47	53,833	1,404	2,362	1,912	1,722	1,694	-	1,600	7,316	162	-	784	17,476	-	3,427	-	8,414	-	214,476	
2015	796	114,220	45	59,712	1,377	2,381	1,911	3,445	6,471	-	1,600	7,318	176	2,548	815	18,091	595	984	-	-	-	222,481	
2016	517	105,449	-	54,855	1,377	1,650	1,906	7,751	16,701	-	1,600	7,317	176	-	848	18,093	595	984	-	-	-	219,818	
2017	302	95,676	-	52,104	1,377	432	1,908	7,535	28,769	-	1,600	7,318	176	2,807	882	18,094	595	984	-	-	-	220,568	
2018	15	82,770	-	48,122	1,341	-	1,908	7,320	40,148	-	1,600	7,321	176	-	917	18,346	595	982	-	-	-	211,571	
2019	-	77,254	-	41,254	1,227	-	-	7,105	51,283	-	-	7,313	176	3,084	954	18,347	595	982	-	-	-	209,593	
2020	-	72,117	-	37,683	1,219	-	-	6,889	59,125	-	-	7,312	190	-	992	18,349	595	982	-	-	-	205,463	
2021	-	65,011	-	35,468	1,198	-	-	6,674	63,896	-	-	7,315	190	3,411	1,032	18,350	595	982	-	-	-	203,932	
2022	-	59,114	-	32,696	1,182	-	-	6,459	61,621	-	-	7,310	190	-	1,073	18,351	595	982	-	-	-	189,583	
	\$ 3,787	\$ 885,809	\$ 142	\$ 462,817	\$ 12,934	\$ 9,425	\$ 11,461	\$ 54,899	\$ 329,510	\$ 623	\$ 9,600	\$ 73,157	\$ 1,774	\$ 14,517	\$ 9,035	\$ 180,971	\$ 4,700	\$ 15,791	\$ 1,612	\$ 15,000	\$ 1,636	\$ 2,099,259	

REVENUES																						COVERAGE	
YEAR	INCOME TAX	TUTTLE TIF	REC & PARKS FEES	POLICE HELICOPTER REIMBURSE	MUNI CT RECEIPTS	INFORM SERVICES	FLEET MGT. SUPPORTED	PAYMENTS & N'TIONWIDE REIMBURSE	COAAA RECEIPTS	TIF RECEIPTS	HAYDEN RUN POLARIS RECEIPTS	POLARIS EASTON & RECEIPTS	2009 / 2010 BAB'S RECEIPTS	CASINO DEBT SVC. REIMBURS.	WESTSIDE COMMUNITY FUND	TOTAL REVENUES	ANNUAL VARIANCE EXP V. REV	CASH BALANCE	YEAR	CURRENT COVERAGE	TOTAL COVERAGE		
																						2013	\$ 183,297
2014	187,879	700	336	804	303	5,228	3,008	1,426	255	620	773	3,923	-	-	-	206,266	(9,220)	137,704	2014	0.96	1.6421		
2015	192,576	700	345	-	292	5,189	3,727	1,436	258	609	753	3,965	-	-	-	209,830	(12,652)	125,053	2015	0.94	1.5821		
2016	197,390	700	346	887	280	4,519	3,732	977	256	586	732	4,027	-	-	-	214,433	(5,385)	119,868	2016	0.98	1.5444		
2017	202,325	700	329	-	149	4,675	3,679	256	253	573	711	3,998	-	-	-	217,649	(2,910)	116,758	2017	0.99	1.5294		
2018	207,383	700	338	977	42	3,998	3,680	-	255	559	691	4,040	-	-	-	222,664	11,093	127,851	2018	1.05	1.6043		
2019	207,383	700	349	-	-	3,479	3,630	-	257	543	670	4,048	-	-	-	221,056	11,483	139,313	2019	1.05	1.6647		
2020	213,805	700	359	1,077	-	3,120	3,317	-	258	527	654	4,042	-	-	-	227,659	22,196	161,509	2020	1.11	1.7861		
2021	220,013	700	370	-	-	2,820	3,171	-	254	512	638	4,076	-	-	-	232,554	26,622	190,132	2021	1.14	1.9323		
2022	226,613	700	381	1,186	-	2,074	3,076	-	255	495	617	4,080	-	-	-	239,477	49,894	240,026	2022	1.26	2.2661		
	\$ 2,038,465	\$ 7,000	\$ 3,481	\$ 5,631	\$ 1,379	\$ 40,128	\$ 33,765	\$ 5,663	\$ 2,553	\$ 5,653	\$ 7,028	\$ 39,931	\$ 969	\$ 1,323	\$ 750	\$ 2,193,719	\$ 94,460						

NEW DEBT TO BE ISSUED - PROPOSED 2014-19 CIB/CIP			ADDITIONAL CAPACITY SUMMARY			
YEAR	VOTED '08	UNVOTED	TOTAL	YEAR	AMOUNT	RATIO
2013	\$ -	\$ -	\$ -	2013	\$ -	1.7281
2014	68,890	67,777	136,667	2014	-	1.6421
2015	-	102,728	102,728	2015	-	1.5621
2016	-	97,295	97,295	2016	-	1.5444
2017	-	98,015	98,015	2017	-	1.5294
2018	-	98,510	98,510	2018	-	1.6043
2019	-	100,375	100,375	2019	-	1.6647
	\$ 68,890	\$ 564,700	\$ 633,590	2020	-	1.7861
				2021	-	1.9323
				2022	-	2.2661
					\$ -	

SIT SUPPORTED DEBT SUMMARY			
YEAR	VOTED '08	UNVOTED	TOTAL
2013	\$ -	\$ -	\$ -
2014	68,890	63,062	131,952
2015	-	99,558	99,558
2016	-	94,560	94,560
2017	-	94,560	94,560
2018	-	94,560	94,560
2019	-	94,560	94,560
	\$ 68,890	\$ 540,800	\$ 609,750

REVENUE ASSUMPTIONS		
(1) INCOME TAX -	ESTIMATE FOR 2013 (INCREASE OF 2.5% OVER 2012 ACTUAL RECEIPTS - \$178,826,057), 2.5% FOR 2014-2018, 0% FOR 2019 AND 3.0% 2020-2022.	
(2) REC FEES -	REPRESENTS RECREATION, GOLF COURSE FEES PLEDGED FOR DEBT AND MONIES FOR COMPLEXES & DOCKS.	
(3) POLICE HELICOPTER REIMBURSEMENT -	REPRESENTS MONIES FROM SALE OF HELICOPTERS.	
(4) HAYDEN / POLARIS / EASTON TIF RECEIPTS -	TIF RECEIPTS ARE PROJECTED BECAUSE DEBT SERVICE IS INCLUDED IN THE EXPENDITURE SECTION.	

EXPENDITURE ASSUMPTIONS		
(1) EXISTING DEBT SERVICE -	DEBT PAID FROM 4-430.	
(2) NEW DEBT TO BE ISSUED	ASSUMES BONDS WILL BE ISSUED IMMEDIATELY AS EQUAL PRINCIPAL FOR 16 YEARS. IT IS ASSUMED THE INTEREST RATES ARE 4% IN 2013, 5% IN 2014 & 6% THEREAFTER.	
(3) MAIN ST. BRIDGE / RIVERSOUTH -	MAIN ST. BRIDGE INCLUDES \$1,600,000 THROUGH 2018 FOR A STATE LOAN AS DIRECTED BY THE CITY AUDITOR'S OFFICE. RIVERSOUTH ASSUMES THE CITY WILL MAKE CASH PAYMENTS.	
(4) TIPPING FEES -	ESTIMATES IN 2013 & THEREAFTER BASED ON ADOPTED & ESTIMATED FEE INCREASES & TONNAGE.	
(5) STATE ISSUE II LOANS -	EXISTING AND PROPOSED ZERO PERCENT INTEREST LOANS FROM THE STATE.	
(6) POLICE/FIRE PENSION-	DEBT SERVICE ON THE POLICE/FIRE PENSION BONDS.	
(7) SAFETY LEASES -	\$596/KYR. FOR THE IAB/PSU LEASES FOR POLICE AND FIRE IN 2015 & THEREAFTER.	

BEGINNING SIT UNENCUMBERED CASH BALANCE:		
FUND 430	\$155,111	CASH BALANCE LESS VP's @ 12/31/12
FUND 430	(17,817)	AC's & ENCUMBRANCES
FUND 430	70	GRANTS / PROJECT REIMB. (ORD. 1974-2011)
FUND 430	8,152	ADJUSTMENTS (See Sheet O for the details.)
FUND 411	50	UNENC. CASH BALANCE @ 12/31/12
	\$145,566	BEG. UNENC. CASH BALANCE

PREPARED BY: FINANCE & MANAGEMENT DEPARTMENT

Table Two 2014 - 2019 CAPITAL IMPROVEMENTS PROGRAM								
PUBLIC SAFETY/SAFETY ADMINISTRATION 30- 01								
Project Name	2014	2015	2016	2017	2018	2019	Total Budget	Funding Source
Safety Cameras	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000	Councilmanic (To Be Determined)
Subtotal - PUBLIC SAFETY/SAFETY ADMINISTRATION 30- 01	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$3,000,000	
PUBLIC SAFETY/POLICE 30- 03								
Project Name	2014	2015	2016	2017	2018	2019	Total Budget	Funding Source
30-03 Police Facility Renovation	1,680,000	1,680,000	1,680,000	1,680,000	1,680,000	1,680,000	10,080,000	Councilmanic SIT Supported
Subtotal - PUBLIC SAFETY/POLICE 30- 03	\$1,680,000	\$1,680,000	\$1,680,000	\$1,680,000	\$1,680,000	\$1,680,000	\$10,080,000	
PUBLIC SAFETY/FIRE 30- 04								
Project Name	2014	2015	2016	2017	2018	2019	Total Budget	Funding Source
30-04 Fire Apparatus Replacement - Medics	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000	Councilmanic SIT Supported
30-04 Fire Apparatus Replacement - Platform Ladders	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000	Councilmanic SIT Supported
30-04 Fire Apparatus Replacement - Engines	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000	Councilmanic SIT Supported
30-04 Fire Facility Renovation	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000	Councilmanic (To Be Determined)
30-04 Fire Facility Renovation	1,320,000	1,320,000	1,320,000	1,320,000	1,320,000	1,320,000	7,920,000	Councilmanic SIT Supported
30-04 Fire Self Contained Breathing Apparatus	2,500,000						2,500,000	Councilmanic SIT Supported
New Fire Station Constuction	5,000,000						5,000,000	Councilmanic SIT Supported
Subtotal - PUBLIC SAFETY/FIRE 30- 04	\$15,020,000	\$7,520,000	\$7,520,000	\$7,520,000	\$7,520,000	\$7,520,000	\$52,620,000	
DEVELOPMENT/DEV ADMINISTRATION 44- 01								
Project Name	2014	2015	2016	2017	2018	2019	Total Budget	Funding Source
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
59-09 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
Home again - Land Bank Property Renovations	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000	Councilmanic (To Be Determined)
Home again - Land Bank Property Renovations-Veterans	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000	Councilmanic (To Be Determined)
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/DEV ADMINISTRATION 44- 01	\$4,600,000	\$4,600,000	\$4,600,000	\$4,600,000	\$4,600,000	\$4,600,000	\$27,600,000	
FINANCE AND MANAGEMENT/CONSTRUCTION MANAGEMENT 45-27								
Project Name	2014	2015	2016	2017	2018	2019	Total Budget	Funding Source
Facility Renovations - Staff Reimbursement	600,000	600,000	600,000	600,000	600,000	600,000	3,600,000	Councilmanic SIT Supported
Facility Renovations - Various	2,514,500	3,048,000	3,048,000	3,048,000	3,048,000	3,048,000	17,754,500	Councilmanic SIT Supported
Facilities Management Division - Capital Blanket	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000	Councilmanic SIT Supported
Staff Augmentation	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000	Councilmanic SIT Supported
City Hall Renovations - Various	833,000	2,642,000	2,642,000	2,642,000	2,642,000	2,642,000	14,043,000	Councilmanic SIT Supported
Municipal Court - Phased Renovations	4,342,500	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	14,342,500	Councilmanic SIT Supported
Subtotal - FINANCE AND MANAGEMENT/CONSTRUCTION MANAGEMENT 45-27	\$8,690,000	\$8,690,000	\$8,690,000	\$8,690,000	\$8,690,000	\$8,690,000	\$52,140,000	
FINANCE AND MANAGEMENT/FLEET MANAGEMENT 45- 05								
Project Name	2014	2015	2016	2017	2018	2019	Total Budget	Funding Source

FINANCE AND MANAGEMENT/FLEET MANAGEMENT 45- 05	2014	2015	2016	2017	2018	2019	Total Budget	Funding Source
Project Name								
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	250,000	600,000	600,000	600,000	600,000	600,000	3,250,000	Fleet Management (Unvoted)
CNG West - Land Acquisition	200,000						200,000	Fleet Management (Unvoted)
CNG West - Station Design	350,000						350,000	Fleet Management (Unvoted)
Subtotal - FINANCE AND MANAGEMENT/FLEET MANAGEMENT 45- 05	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$4,800,000	
TECHNOLOGY/DOT ADMINISTRATION 47- 01	2014	2015	2016	2017	2018	2019	Total Budget	Funding Source
Project Name								
47-02 Data Center Facility Upgrades		230,000	150,000	150,000			530,000	Information Services
City Hall Data Center Facility Upgrades						75,000	75,000	Information Services
47-02 Disaster Recovery Project	250,000	100,000				1,200,000	1,550,000	Information Services
47-02 Connectivity Project Fiber/Wireless	750,000	750,000	750,000	750,000	750,000	1,250,000	5,000,000	Information Services
47-02 CTSS Fiber Purchase B,C,D	500,000			500,000		650,000	1,650,000	Information Services
Routing Equipment Upgrade	10,000	25,000	50,000	140,000	90,000	300,000	615,000	Information Services
Uninterruptable Power Supply (UPS)	90,000	90,000	90,000		50,000	50,000	370,000	Information Services
Wireless LAN						100,000	100,000	Information Services
47-02 Enterprise System Upgrades	625,000	425,000	400,000	375,000	1,700,000	500,000	4,025,000	Information Services
Enterprise System Upgrades - Security Program	250,000					50,000	300,000	Information Services
Asset Management		250,000					250,000	Information Services
Enterprise Business Intelligence	250,000	250,000	250,000	100,000	100,000	100,000	1,050,000	Information Services
Enterprise System Upgrades - GIS	170,000					200,000	370,000	Information Services
Human Resources Information Phase II & III	600,000						600,000	Information Services
E-Gov Initiatives						100,000	100,000	Information Services
E-Gov Initiatives - Mobile Application	150,000					150,000	300,000	Information Services
47-02 Operations Equipment Upgrade - Mail Inserter						90,000	90,000	Information Services
IVR Telephony Enhancements-Upgrades	100,000	80,000	100,000	40,000	40,000		360,000	Information Services
Media Services - Studio Equipment						150,000	150,000	Information Services
Media Services - Field Camera System	25,000	25,000				50,000	100,000	Information Services
Media Services - NLE Editor Purchases	25,000	25,000	25,000				75,000	Information Services
Unified Communications	120,000	120,000	120,000	600,000	150,000		1,110,000	Information Services
Health Vital Stats Project					270,000		270,000	Information Services
Subtotal - TECHNOLOGY/DOT ADMINISTRATION 47- 01	\$3,915,000	\$2,370,000	\$1,935,000	\$2,655,000	\$3,150,000	\$5,015,000	\$19,040,000	
RECREATION AND PARKS/RECREATION AND PARKS 51- 01	2014	2015	2016	2017	2018	2019	Total Budget	Funding Source
Project Name								
51 Urban Infra.- Rec & Parks	753,200	753,200	753,200	753,200	753,200	753,200	4,519,200	Councilmanic SIT Supported
51-01 Swimming Facilities	2,318,000	2,318,000	2,318,000	2,318,000	2,318,000	2,318,000	13,908,000	Councilmanic SIT Supported
Swimming facilities- new Spraygrounds	875,000	875,000					1,750,000	Councilmanic SIT Supported
51-01 Park & Playground Development	850,000	850,000	850,000	850,000	850,000	850,000	5,100,000	Councilmanic SIT Supported

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RECREATION AND PARKS/RECREATION AND PARKS 51- 01								
Project Name	2014	2015	2016	2017	2018	2019	Total Budget	Funding Source
Park and Playgrounds - Misc.	206,000	206,000	206,000	206,000	206,000	206,000	1,236,000	Councilmanic SIT Supported
Hard Surface Improvements: yearly improvements	800,000	800,000	800,000	800,000	800,000	800,000	4,800,000	Councilmanic SIT Supported
Franklin/Conservatory Park Improvements	800,000						800,000	Councilmanic SIT Supported
51-01 Facility Renovations	1,365,000	5,850,000	6,725,000	6,725,000	6,725,000	6,725,000	34,115,000	Councilmanic SIT Supported
51-01 Facility Renovations	4,485,000						4,485,000	Voted 2008 Debt SIT Supported
Facility Imps - Contingencies	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000	Councilmanic SIT Supported
HVAC Improvements: various facilities	3,150,000	3,150,000	3,150,000	3,150,000	3,150,000	3,150,000	18,900,000	Councilmanic SIT Supported
Facility: Roof Improvements Various	800,000	800,000	800,000	800,000	800,000	800,000	4,800,000	Councilmanic SIT Supported
Street Trees: Green initiative	400,000	400,000	400,000	400,000	400,000	400,000	2,400,000	Councilmanic SIT Supported
Maintenance Equipment	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000	Councilmanic SIT Supported
51-01 Park Acquisition	774,000	774,000	774,000	774,000	774,000	774,000	4,644,000	Councilmanic SIT Supported
Bikeway Trail Safety - General	433,800	433,800	433,800	433,800	433,800	433,800	2,602,800	Councilmanic SIT Supported
51-01 Greenways Projects	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	18,000,000	Councilmanic SIT Supported
Watercourse Bike Path Development & Connection Improvements	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000	Councilmanic SIT Supported
51-01 Safe Playgrounds	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000	Councilmanic SIT Supported
Scioto Greenways Improvements	5,000,000	5,000,000					10,000,000	Councilmanic SIT Supported
Subtotal - RECREATION AND PARKS/RECREATION AND PARKS 51- 01	\$27,960,000	\$27,160,000	\$22,160,000	\$22,160,000	\$22,160,000	\$22,160,000	\$143,760,000	
RECREATION AND PARKS/GOLF DIVISION 51- 03								
Project Name	2014	2015	2016	2017	2018	2019	Total Budget	Funding Source
Golf: Equipment Replacements	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000	Councilmanic SIT Supported
Golf: Drainage Improvements	50,000	50,000	50,000	50,000	50,000	50,000	300,000	Councilmanic SIT Supported
Golf: Bunker Improvements	100,000	100,000	100,000	100,000	100,000	100,000	600,000	Councilmanic SIT Supported
Golf: Hard Surface Improvements	70,000	70,000	70,000	70,000	70,000	70,000	420,000	Councilmanic SIT Supported
Golf Improvements- Miscellaneous	50,000	50,000	50,000	50,000	50,000	50,000	300,000	Councilmanic SIT Supported
Golf Improvements: General Golf Facility Improvements	150,000	150,000	150,000	150,000	150,000	150,000	900,000	Councilmanic SIT Supported
Subtotal - RECREATION AND PARKS/GOLF DIVISION 51- 03	\$620,000	\$620,000	\$620,000	\$620,000	\$620,000	\$620,000	\$3,720,000	
PUBLIC SERVICE/12 - TRANSPORTATION 59-10								
Project Name	2014	2015	2016	2017	2018	2019	Total Budget	Funding Source
UIRF - Urban Infrastructure Recovery Fund	3,591,892	5,651,813	5,651,813	5,651,813	5,651,813	5,651,813	31,850,957	Councilmanic SIT Supported
UIRF - Urban Infrastructure Recovery Fund	2,059,921						2,059,921	Voted 2008 Debt SIT Supported
Roadway Improvements - Creative Campus	300,000						300,000	Voted 2008 Debt SIT Supported
Street Equipment		754,689	856,341	756,794	856,794	756,794	3,981,412	Councilmanic SIT Supported
Street Equipment	773,364						773,364	Voted 2008 Debt SIT Supported
Street Equipment - 800MHz Radio Upgrades/Replacements		100,000		100,000		100,000	300,000	Councilmanic SIT Supported
Street Equipment - 800MHz Radio Upgrades/Replacements	200,000						200,000	Voted 2008 Debt SIT Supported
NCR-TBD		2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000	Councilmanic SIT Supported
NCR-TBD	2,500,000						2,500,000	Voted 2008 Debt SIT Supported

PUBLIC SERVICE/12 - TRANSPORTATION 59-10	2014	2015	2016	2017	2018	2019	Total Budget	Funding Source
Project Name								
Intersection Improvements - Georgesville Road at Holt Road	135,000	1,700,000					1,835,000	ODOT (Ohio Dept of Transportation)
Intersection Improvements - Gender Road at Refugee Road		1,360,000					1,360,000	Federal Match Projects
Intersection Improvements - Gender Road at Refugee Road	153,000	2,600,000					2,753,000	ODOT (Ohio Dept of Transportation)
ADA Curb Ramps - Repair	750,000	750,000	750,000	750,000	750,000	750,000	4,500,000	Councilmanic (To Be Determined)
ADA Curb Ramps - Repair	427,400						427,400	Voted 2008 Debt SIT Supported
Arterial Street Rehabilitation - North High Street/Flint Road - County Line	6,100,000						6,100,000	ODOT (Ohio Dept of Transportation)
Arterial Street Rehabilitation - Hard Road Phase A/Sawmill Road - Smoky Row Road	9,164,989						9,164,989	ODOT (Ohio Dept of Transportation)
Arterial Street Rehabilitation - Alum Creek Drive - Frebis to Refugee	1,200,000		4,000,000				5,200,000	ODOT (Ohio Dept of Transportation)
Arterial Street Rehabilitation - Polaris Parkway		260,000	2,700,000				2,960,000	ODOT (Ohio Dept of Transportation)
59-09 Alley Rehabilitation - Downtown SID Improvements	525,000						525,000	Voted 2008 Debt SIT Supported
Alley Rehabilitation - Misc.		1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000	Councilmanic SIT Supported
Alley Rehabilitation - Misc.	1,500,000						1,500,000	Voted 2008 Debt SIT Supported
Roadway Improvements - SCMRF reimbursements		2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	12,750,000	Councilmanic SIT Supported
Roadway Improvements - SCMRF reimbursements	2,250,500						2,250,500	Voted 2008 Debt SIT Supported
Roadway Improvements - Utility Relocation Reimbursements		100,000	100,000	100,000	100,000	100,000	500,000	Councilmanic SIT Supported
Roadway Improvements - Miscellaneous Construction Inspection		100,000	100,000	100,000	100,000	100,000	500,000	Councilmanic SIT Supported
Roadway Improvements - Miscellaneous Right of Way Acquisition		100,000	100,000	100,000	100,000	100,000	500,000	Councilmanic SIT Supported
Roadway Improvements - Lazelle Road	620,000	2,000,000		19,077,000			21,697,000	Federal Match Projects
Roadway Improvements - Lazelle Road	300,000						300,000	Voted 2008 Debt SIT Supported
Roadway Improvements - I-70/71 East Interchange - Phase 2D	3,670,000						3,670,000	Voted 2008 Debt SIT Supported
Roadway Improvements - Nationwide Blvd Improvements	2,200,000						2,200,000	Voted 2008 Debt SIT Supported
Roadway Improvements - Lazelle Road Phase A		120,000		2,020,000			2,140,000	ODOT (Ohio Dept of Transportation)
Roadway Improvements - Lazelle Road Phase C		20,000		3,470,000			3,490,000	ODOT (Ohio Dept of Transportation)
Curb Reconstruction - Qwik Curb Commodity		25,000	25,000	25,000	25,000	25,000	125,000	Councilmanic SIT Supported
Curb Reconstruction - Qwik Curb Commodity	25,000						25,000	Voted 2008 Debt SIT Supported
Resurfacing - Pavement and Asset Management Services				400,000	300,000		700,000	Councilmanic SIT Supported
Resurfacing - Pavement and Asset Management Services	350,000						350,000	Voted 2008 Debt SIT Supported
Resurfacing - Resurfacing Projects		16,195,000	16,486,000	16,600,000	16,700,000	17,000,000	82,981,000	Councilmanic SIT Supported
Resurfacing - Resurfacing Projects	29,044,030						29,044,030	Voted 2008 Debt SIT Supported
Resurfacing - Urban Paving - SR33 Dublin Rd/Spring Street (PID 88651)			514,000				514,000	Councilmanic SIT Supported
Resurfacing - Preventive Surface Treatments - Crack Seal		750,000	750,000	750,000	750,000	750,000	3,750,000	Councilmanic SIT Supported
Resurfacing - Preventive Surface Treatments - Slurry Seal		750,000	750,000	750,000	750,000	750,000	3,750,000	Councilmanic SIT Supported
Resurfacing - Urban Paving - SR315 (PID 76420)		180,000					180,000	Councilmanic SIT Supported
Resurfacing - Urban Paving - US 33 - Livingston Avenue and Third Street (PID 88652)		625,000					625,000	Councilmanic SIT Supported

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PUBLIC SERVICE/12 - TRANSPORTATION 59-10 Project Name	2014	2015	2016	2017	2018	2019	Total Budget	Funding Source
Resurfacing - Urban Paving - FRA US 23-10-.510 (PID 88861)	2,105,970						2,105,970	Voted 2008 Debt SIT Supported
Bridge Rehabilitation		2,171,846	2,921,846	3,071,393	3,121,393	3,071,393	14,357,871	Councilmanic SIT Supported
Bridge Rehabilitation	3,201,215						3,201,215	Voted 2008 Debt SIT Supported
Bridge Rehabilitation - General Engineering Bridges		300,000	250,000	300,000	250,000	300,000	1,400,000	Councilmanic SIT Supported
Bridge Rehabilitation - Fifth Avenue Over Scioto River		900,000					900,000	Councilmanic SIT Supported
Bridge Rehabilitation - Fifth Avenue Over Scioto River		2,500,000					2,500,000	ODOT (Ohio Dept of Transportation)
Bridge Rehabilitation - Fifth Avenue Over Scioto River	50,000						50,000	Voted 2008 Debt SIT Supported
Bridge Rehabilitation - Sinclair Road Over Stream North of Morse Road			200,000				200,000	Councilmanic SIT Supported
Housing Initiatives - Roadway		800,000	800,000	800,000	800,000	800,000	4,000,000	Councilmanic SIT Supported
Housing Initiatives - Roadway	800,000						800,000	Voted 2008 Debt SIT Supported
Bikeway Development		930,000	1,120,000	2,000,000	2,000,000	2,000,000	8,050,000	Councilmanic SIT Supported
Bikeway Development - SR 161 Bikeway Connector/Sawmill Road - Linworth Road			425,000				425,000	Councilmanic SIT Supported
Bikeway Development - SR 161 Bikeway Connector/Sawmill Road - Linworth Road	640,000		1,600,000				2,240,000	Federal Match Projects
Bikeway Development - SR 161 Bikeway Connector/Sawmill Road - Linworth Road	66,000						66,000	Voted 2008 Debt SIT Supported
Bikeway Development - Bike Hitches/Racks	50,000						50,000	Voted 2008 Debt SIT Supported
Bikeway Development - Pavement Marking and Signage Contract	294,000						294,000	Voted 2008 Debt SIT Supported
Bikeway Development - Bikeway General Engineering Design	500,000						500,000	Voted 2008 Debt SIT Supported
Bikeway Development - Olentangy to Alum Creek East-West Connector Phase 2		290,000					290,000	Councilmanic SIT Supported
Bikeway Development - Georgesville Shared Use Path North-South Connector			455,000				455,000	Councilmanic SIT Supported
Bikeway Development - Olentangy River Road Shared Use Path - Ackeman to North Broadway	1,090,000						1,090,000	Voted 2008 Debt SIT Supported
Bikeway Development - Olentangy River Road Shared Use Path - Kinnear to Lane		520,000					520,000	Councilmanic SIT Supported
Bikeway Development - Morse Road Intersection Improvements		260,000					260,000	Councilmanic SIT Supported
School Flashers - 20 MPH - Commodities		50,000	50,000	50,000	50,000	50,000	250,000	Councilmanic SIT Supported
School Flashers - 20 MPH - Commodities	50,000						50,000	Voted 2008 Debt SIT Supported
Traffic Signal Installation - Commodities		950,000	950,000	950,000	950,000	950,000	4,750,000	Councilmanic SIT Supported
Traffic Signal Installation - Commodities	950,000						950,000	Voted 2008 Debt SIT Supported
Traffic Signal Installation - Columbus Traffic Signal System Phase C	250,000	8,900,000					9,150,000	ODOT (Ohio Dept of Transportation)
Traffic Signal Installation - Columbus Traffic Signal System Phase D			325,000	10,100,000			10,425,000	ODOT (Ohio Dept of Transportation)
Sign Upgrading/Streetname Signs - Commodities		350,000	350,000	350,000	350,000	350,000	1,750,000	Councilmanic SIT Supported
Sign Upgrading/Streetname Signs - Commodities	350,000						350,000	Voted 2008 Debt SIT Supported

PUBLIC SERVICE/12 - TRANSPORTATION 59-10	2014	2015	2016	2017	2018	2019	Total Budget	Funding Source
Project Name								
Permanent Pavement Markings		500,000	500,000	500,000	500,000	500,000	2,500,000	Councilmanic SIT Supported
Permanent Pavement Markings	500,000						500,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvements - Sidewalk Program		589,600	1,100,000	1,795,000	3,875,000	4,000,000	11,359,600	Councilmanic SIT Supported
Pedestrian Safety Improvements - Hague/Valleyview Safe Routes to Schools (SRTS)	523,000						523,000	Federal Match Projects
Pedestrian Safety Improvements - Weinland Park Community Mobility Program (WPCMP)				125,000	125,000		250,000	Councilmanic SIT Supported
Pedestrian Safety Improvements - Weinland Park Community Mobility Program (WPCMP)	135,000						135,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvements - Hilltop Community Mobility Plan		250,000		700,000			950,000	Councilmanic SIT Supported
Pedestrian Safety Improvements-COTA Sidewalks Phase 2		370,000					370,000	Councilmanic SIT Supported
Pedestrian Safety Improvements-COTA Sidewalks Phase 2	160,000	1,480,000					1,640,000	Federal Match Projects
Pedestrian Safety Improvements-COTA Sidewalks Phase 2	40,000						40,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvement - Rich St. Sidewalk Safe Routes to School	195,000						195,000	Federal Match Projects
Pedestrian Safety Improvement - Rich St. Sidewalk Safe Routes to School	125,000						125,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvements - Parsons Avenue Sidewalks		648,000					648,000	Councilmanic SIT Supported
Pedestrian Safety Improvements - Parsons Avenue Sidewalks		2,688,000					2,688,000	Federal Match Projects
Pedestrian Safety Improvements - Parsons Avenue Sidewalks	96,000						96,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvements-Brice Road Sidewalks	66,000						66,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvements - Moler Avenue Sidewalks		600,000					600,000	Councilmanic SIT Supported
Pedestrian Safety Improvements - Godown Road Sidewalks-Francisco Road to Bethel Road	400,000						400,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvements - Waggoner Road Shared Use Path-Broad Street to Chapel Stone Road			1,400,000				1,400,000	Councilmanic SIT Supported
Pedestrian Safety Improvements - Waggoner Road Shared Use Path-Broad Street to Chapel Stone Road	50,000						50,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvement - Fairwood Ave Sidewalks			423,000				423,000	Councilmanic SIT Supported
Pedestrian Safety Improvement - Mound Street Sidewalks - Binns Boulevard to Wayne Avenue		1,250,000					1,250,000	Councilmanic SIT Supported
Pedestrian Safety Improvement - Mound Street Sidewalks - Binns Boulevard to Wayne Avenue	300,000						300,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvement - Livingston Avenue Sidewalks Woodcrest to Lattimer	600,000						600,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvement - Whittier Street Sidewalks - Lockbourne Rd to Fairwood Ave			577,000				577,000	Councilmanic SIT Supported
Pedestrian Safety Improvement - Sidewalk Program Design	500,000						500,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvement - Pedestrian Safety Commodities	2,600						2,600	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvements - Sinclair Road Sidewalks			500,000				500,000	Councilmanic SIT Supported
Pedestrian Safety Improvements - Sinclair Road Sidewalks	50,000						50,000	Voted 2008 Debt SIT Supported

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PUBLIC SERVICE/12 - TRANSPORTATION 59-10								
Project Name	2014	2015	2016	2017	2018	2019	Total Budget	Funding Source
Pedestrian Safety Improvements - Morse Road at Sunbury Road	280,000						280,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvements - New Freedom Access to Transit-Citywide	638,194						638,194	Federal Match Projects
Pedestrian Safety Improvements - New Freedom Access to Transit-Citywide	160,000						160,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvements - McCutcheon Road-Sunbury Road to Oak Spring Street		50,000		640,000			690,000	Councilmanic SIT Supported
Pedestrian Safety Improvements - Reed Road-Henderson Road to Bethel Road		92,400		740,000			832,400	Councilmanic SIT Supported
Pedestrian Safety Improvements - Weinland Park Community Mobility Program Phase 2	175,000						175,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvements - Sullivant Avenue Curb Extentions and Westgate Ave. Improvements	450,000						450,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvements - Weinland Park Community Mobility Program Phase 3		150,000					150,000	Councilmanic SIT Supported
SciTech-OSU research park envir.	4,700,000						4,700,000	Voted 2008 Debt SIT Supported
Operation Safewalks - Operation Safewalks Plan Update	143,000						143,000	Voted 2008 Debt SIT Supported
Subtotal - PUBLIC SERVICE/12 - TRANSPORTATION 59-10	\$88,526,075	\$68,281,348	\$53,280,000	\$79,322,000	\$44,655,000	\$44,655,000	\$378,719,423	
PUBLIC SERVICE/REFUSE COLLECTION 59- 02								
Project Name	2014	2015	2016	2017	2018	2019	Total Budget	Funding Source
Mechanized Collection Equipment - 96-Gallon Containers	190,000	266,188	274,174	274,174	274,174	274,174	1,552,884	Councilmanic SIT Supported
Mechanized Collection Equipment - 300 Gallon Containers	690,000	821,169	894,080	894,080	894,080	894,080	5,087,489	Councilmanic SIT Supported
Mechanized Collection Equipment - Automated Side Loader Trucks	2,795,163	2,704,351	3,898,216	3,898,216	3,898,216	3,898,216	21,092,378	Councilmanic SIT Supported
Mechanized Collection Equipment - Front-Box Loader Trucks	900,000	900,000	888,020	888,020	888,020	888,020	5,352,080	Councilmanic SIT Supported
Mechanized Collection Equipment - Rear Loading Packer Trucks		420,464					420,464	Councilmanic SIT Supported
Mechanized Collection Equipment - Semi-Automated Trucks	271,112	542,228					813,340	Councilmanic SIT Supported
Mechanized Collection Equipment - Flatbed Trucks		146,646					146,646	Councilmanic SIT Supported
Mechanized Collection Equipment - Compactor Trucks		154,099					154,099	Councilmanic SIT Supported
Mechanized Collection Equipment - Knuckle Boom Trucks	136,725						136,725	Councilmanic SIT Supported
Mechanized Collection Equipment - Dumpsters	20,000	24,855	25,510	25,510	25,510	25,510	146,895	Councilmanic SIT Supported
Alum Creek Remediation - Facility Improvements	538,500	100,000	100,000	100,000	100,000	100,000	1,038,500	Councilmanic SIT Supported
Georgesville Road - Facility Improvements	538,500						538,500	Councilmanic SIT Supported
Subtotal - PUBLIC SERVICE/REFUSE COLLECTION 59- 02	\$6,080,000	\$6,080,000	\$6,080,000	\$6,080,000	\$6,080,000	\$6,080,000	\$36,480,000	
PUBLIC UTILITIES/STORM SEWER 60-15								
Project Name	2014	2015	2016	2017	2018	2019	Total Budget	Funding Source
Fountain Square Stormwater System Improvements	3,200,000						3,200,000	Storm Sewer Enterprise (Unvoted)
Whitman Road Stormwater System Improvements		50,000		1,000,000			1,050,000	Storm Sewer Enterprise (Unvoted)
Livingston Ave Storm Sewer Replacement	375,000						375,000	Storm Sewer Enterprise (Unvoted)
Storm Sewer Large Diameter Condition Assessment Phase 1						1,500,000	1,500,000	Storm Sewer Enterprise (Unvoted)

PUBLIC UTILITIES/STORM SEWER 60-15	2014	2015	2016	2017	2018	2019	Total Budget	Funding Source
Project Name								
60-15 Petzinger Rd Stormwater Imps			1,100,000				1,100,000	Storm Sewer Enterprise (Unvoted)
60-15 Clintonville Stormwater Quality/Quantity Sampling	1,000,000						1,000,000	Storm Sewer Enterprise (Unvoted)
Parklane Avenue SSI	25,000	50,000					75,000	Storm Sewer Enterprise (Unvoted)
Eastside Area Neighborhood Stormwater System Improvements	1,500,000						1,500,000	Storm Sewer Enterprise (Unvoted)
General Engineering Svcs - Storm	400,000	200,000	200,000	200,000	200,000	200,000	1,400,000	Storm Sewer Enterprise (Unvoted)
Oakwood Avenue Stormwater System Improvements	175,000						175,000	Storm Sewer Enterprise (Unvoted)
Marion Road Area Neighborhood Project No. 1	300,000						300,000	Storm Sewer Enterprise (Unvoted)
Marion Road Area Neighborhood Projects No. 2	25,000	450,000					475,000	Storm Sewer Enterprise (Unvoted)
Clintonville Neighborhood Stormwater System Improvements Phase 2	2,650,000						2,650,000	Storm Sewer Enterprise (Unvoted)
Lehnert Farms/Bolton Field Stormwater System Improvements		2,500,000					2,500,000	Storm Sewer Enterprise (Unvoted)
Briggs Road Detention Basin Modifications	350,000						350,000	Storm Sewer Enterprise (Unvoted)
Detention Basin Modifications	100,000		350,000				450,000	Storm Sewer Enterprise (Unvoted)
Detention Basin Modifications II		100,000		350,000			450,000	Storm Sewer Enterprise (Unvoted)
Detention Basin Modifications III			100,000		350,000		450,000	Storm Sewer Enterprise (Unvoted)
Detention Basin Modifications IV				100,000		350,000	450,000	Storm Sewer Enterprise (Unvoted)
Old Beechwood Area Stormwater System Improvements		100,000	750,000				850,000	Storm Sewer Enterprise (Unvoted)
Rathbone Avenue Stormwater System Improvements		1,000,000					1,000,000	Storm Sewer Enterprise (Unvoted)
60-15 Storm Sewer Contingencies		1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000	Storm Sewer Enterprise (Unvoted)
Storm Sewer Contingencies-Joint Projects with DPS	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000	Storm Sewer Enterprise (Unvoted)
Storm Sewer Contingencies-Reimbursement to DPS for Green Infrastructure	500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,500,000	Storm Sewer Enterprise (Unvoted)
60-15 Skyline Dr Stormwater Imps	2,070,000						2,070,000	Storm Sewer Enterprise (Unvoted)
Woodward, Wildwood, and Woodnell Avenue Storm System Improvements				2,200,000			2,200,000	Storm Sewer Enterprise (Unvoted)
17th Avenue Improvements	3,100,000						3,100,000	Storm Sewer Enterprise (Unvoted)
Joyce Avenue Improvements	100,000	2,000,000					2,100,000	Storm Sewer Enterprise (Unvoted)
Terrace Avenue / Broad Street Stormwater System Improvements	2,500,000						2,500,000	Storm Sewer Enterprise (Unvoted)
Holt Avenue / Somersworth Drive Stormwater System Improvements	1,000,000						1,000,000	Storm Sewer Enterprise (Unvoted)
Cooper Park Stormwater System Improvements	1,000,000						1,000,000	Storm Sewer Enterprise (Unvoted)
Stormwater Master Plan	250,000						250,000	Storm Sewer Enterprise (Unvoted)
SMOC Facility Stormwater Improvements		500,000					500,000	Storm Sewer Enterprise (Unvoted)
Subtotal - PUBLIC UTILITIES/STORM SEWER 60-15	\$21,620,000	\$10,450,000	\$6,000,000	\$7,350,000	\$4,050,000	\$5,550,000	\$55,020,000	
PUBLIC UTILITIES/SANITARY SEWERS 60- 05	2014	2015	2016	2017	2018	2019	Total Budget	Funding Source
Project Name								
Public Information Outreach		430,000					430,000	Voted 2008 Debt-Sanitary Sewer
Real Time Control - Alum Creek Storm Tanks	100,000	2,000,000					2,100,000	Voted 2008 Debt-Sanitary Sewer

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PUBLIC UTILITIES/SANITARY SEWERS 60- 05 Project Name	2014	2015	2016	2017	2018	2019	Total Budget	Funding Source
Real Time Control - TBD						3,850,000	3,850,000	Sanitary Sewer Enterprise (Unvoted)
Real Time Control - TBD	750,000	850,000	3,850,000	3,850,000	3,850,000		13,150,000	Voted 2008 Debt-Sanitary Sewer
60-05 Sanitary Sewer Construction						500,000	500,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Sanitary Sewer Construction	500,000	500,000	500,000	500,000	500,000		2,500,000	Voted 2008 Debt-Sanitary Sewer
Big Walnut Sanitary Trunk Extension, Phase 2				1,000,000			1,000,000	Voted 2008 Debt-Sanitary Sewer
60-05 Blacklick Creek Interceptor	2,100,000	5,500,000	3,500,000				11,100,000	Voted 2008 Debt-Sanitary Sewer
60-05 Blacklick Creek Interceptor	85,000,000						85,000,000	WPCLF/OWDA
60-05 Sanitary Sewer Contingency						1,000,000	1,000,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Sanitary Sewer Contingency	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000		5,000,000	Voted 2008 Debt-Sanitary Sewer
60-05 General Engineering Svcs Contract						400,000	400,000	Sanitary Sewer Enterprise (Unvoted)
60-05 General Engineering Svcs Contract	400,000	400,000	400,000	400,000	400,000		2,000,000	Voted 2008 Debt-Sanitary Sewer
Roof Replacement for DPU Facilities						2,500,000	2,500,000	Sanitary Sewer Enterprise (Unvoted)
Roof Replacement for DPU Facilities	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000		12,500,000	Voted 2008 Debt-Sanitary Sewer
JPWWTP Biosolids Land Application Improvements	997,000	712,000					1,709,000	Voted 2008 Debt-Sanitary Sewer
JPWWTP Biosolids Land Application Improvements		14,245,000					14,245,000	WPCLF/OWDA
WWTP Multiple Hearth Incinerator Improvements Project		300,000					300,000	Voted 2008 Debt-Sanitary Sewer
WWTP Multiple Hearth Incinerator Improvements Project		4,000,000					4,000,000	WPCLF/OWDA
JPWWTP Biogas Utilization	1,050,000						1,050,000	Voted 2008 Debt-Sanitary Sewer
JPWWTP Digester Cover Rehab						1,765,000	1,765,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP Digester Cover Rehab					1,765,000		1,765,000	Voted 2008 Debt-Sanitary Sewer
JPWWTP Building Heating System Renovations			90,000	210,000	150,000		450,000	Voted 2008 Debt-Sanitary Sewer
JPWWTP Building Heating System Renovations					3,000,000		3,000,000	WPCLF/OWDA
6005 Facilities & Equip Upgrade for WSST		1,008,000		720,000			1,728,000	Voted 2008 Debt-Sanitary Sewer
6005 Facilities & Equip Upgrade for WSST				14,400,000			14,400,000	WPCLF/OWDA
JPWWTP, Corrosion Prevention and Protection Coating System	368,000						368,000	Voted 2008 Debt-Sanitary Sewer
JPWWTP, Corrosion Prevention and Protection Coating System	3,000,000						3,000,000	WPCLF/OWDA
JPWWTP, Corrosion Prevention and Protection Coating System3		200,000					200,000	Voted 2008 Debt-Sanitary Sewer
JPWWTP, Corrosion Prevention and Protection Coating System3		2,400,000					2,400,000	WPCLF/OWDA
DPU General Engineering Consultant (GEC) Services						250,000	250,000	Sanitary Sewer Enterprise (Unvoted)
DPU General Engineering Consultant (GEC) Services	250,000	250,000	250,000	250,000	250,000		1,250,000	Voted 2008 Debt-Sanitary Sewer
JPWWTP Small Capital Projects						400,000	400,000	Sanitary Sewer Enterprise (Unvoted)
JPWWTP Small Capital Projects	400,000	400,000	400,000	400,000	400,000		2,000,000	Voted 2008 Debt-Sanitary Sewer
SWWTP Small Capital Projects						400,000	400,000	Sanitary Sewer Enterprise (Unvoted)
SWWTP Small Capital Projects	400,000	400,000	400,000	400,000	400,000		2,000,000	Voted 2008 Debt-Sanitary Sewer
Compost Facility Small Capital Projects						400,000	400,000	Sanitary Sewer Enterprise (Unvoted)
Compost Facility Small Capital Projects	400,000	400,000	400,000	400,000	400,000		2,000,000	Voted 2008 Debt-Sanitary Sewer

PUBLIC UTILITIES/SANITARY SEWERS 60- 05 Project Name	2014	2015	2016	2017	2018	2019	Total Budget	Funding Source
SMOC Small Capital Projects						400,000	400,000	Sanitary Sewer Enterprise (Unvoted)
SMOC Small Capital Projects	400,000	400,000	400,000	400,000	400,000		2,000,000	Voted 2008 Debt-Sanitary Sewer
Fairwood Building Facilities Small Capital Projects						400,000	400,000	Sanitary Sewer Enterprise (Unvoted)
Fairwood Building Facilities Small Capital Projects	400,000	400,000	400,000	400,000	400,000		2,000,000	Voted 2008 Debt-Sanitary Sewer
WWTF's Professional Construction Management		4,767,000	1,062,000				5,829,000	Voted 2008 Debt-Sanitary Sewer
WWTF's Professional Construction Management						250,000	250,000	Sanitary Sewer Enterprise (Unvoted)
WWTF's Professional Construction Management				1,804,000	550,000		2,354,000	Voted 2008 Debt-Sanitary Sewer
WWTF's Professional Construction Management for Small Capital Projects		300,000					300,000	Voted 2008 Debt-Sanitary Sewer
WWTF's Professional Construction Management for Small Capital Projects #2			300,000	300,000			600,000	Voted 2008 Debt-Sanitary Sewer
WWTF's Professional Construction Management for Small Capital Projects #3						300,000	300,000	Sanitary Sewer Enterprise (Unvoted)
WWTF's Professional Construction Management for Small Capital Projects #3					300,000		300,000	Voted 2008 Debt-Sanitary Sewer
Land Acquisition	3,800,000						3,800,000	Voted 2008 Debt-Sanitary Sewer
WWTF's Multiple Hearth Incinerator Improvements		1,017,000					1,017,000	Voted 2008 Debt-Sanitary Sewer
WWTF's Multiple Hearth Incinerator Improvements		20,334,000					20,334,000	WPCLF/OWDA
Combined Sewer Overflow (CSO) Reduction Improvements at the WWTFs	125,000						125,000	Voted 2008 Debt-Sanitary Sewer
Combined Sewer Overflow (CSO) Reduction Improvements at the WWTFs	2,500,000						2,500,000	WPCLF/OWDA
WWTFs Instrumentation And Control (I&C) Integration and Programming Team						500,000	500,000	Sanitary Sewer Enterprise (Unvoted)
WWTFs Instrumentation And Control (I&C) Integration and Programming Team		500,000	500,000	500,000	500,000		2,000,000	Voted 2008 Debt-Sanitary Sewer
60-05 WWTFs Renovations and Rehabilitations	3,000,000	3,378,000	3,000,000	3,000,000	3,000,000		15,378,000	Voted 2008 Debt-Sanitary Sewer
Wastewater Treatment Facilities Construction and Contingencies						1,800,000	1,800,000	Sanitary Sewer Enterprise (Unvoted)
Wastewater Treatment Facilities Construction and Contingencies		1,800,000	1,800,000	1,800,000	1,800,000		7,200,000	Voted 2008 Debt-Sanitary Sewer
SWWTP Biogas Utilization	1,050,000						1,050,000	Voted 2008 Debt-Sanitary Sewer
SWWTP Biosolids Land Application Facility	230,000	536,000	383,000				1,149,000	Voted 2008 Debt-Sanitary Sewer
SWWTP Biosolids Land Application Facility			7,657,000				7,657,000	WPCLF/OWDA
6005 WWTP, Phosphorus Removal & Recovery						1,180,000	1,180,000	Sanitary Sewer Enterprise (Unvoted)
6005 WWTP, Phosphorus Removal & Recovery					506,000		506,000	Voted 2008 Debt-Sanitary Sewer
WWTF Upgrade - General Program					1,793,000	2,194,000	3,987,000	Sanitary Sewer Enterprise (Unvoted)
WWTF Upgrade - General Program	3,000,000	3,000,000	2,194,000	2,194,000	401,000		10,789,000	Voted 2008 Debt-Sanitary Sewer
60-05 SWWTP Chemically Enhanced Primary Treatment		4,862,000		10,419,000			15,281,000	Voted 2008 Debt-Sanitary Sewer
60-05 SWWTP Chemically Enhanced Primary Treatment				69,463,000			69,463,000	WPCLF/OWDA
SWWTP Corrosion Prevention & Protective Coating Systems Final Phase	3,000,000						3,000,000	WPCLF/OWDA
2015 Annual Lining Contract		5,000,000					5,000,000	Voted 2008 Debt-Sanitary Sewer
2016 Annual Lining Contract			5,000,000				5,000,000	Voted 2008 Debt-Sanitary Sewer

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PUBLIC UTILITIES/SANITARY SEWERS 60-05 Project Name	2014	2015	2016	2017	2018	2019	Total Budget	Funding Source
2017 Annual Lining Contract				5,000,000			5,000,000	Voted 2008 Debt-Sanitary Sewer
2018 Annual Lining Contract					5,000,000		5,000,000	Sanitary Sewer Enterprise (Unvoted)
2019 Annual Lining Contract						5,000,000	5,000,000	Sanitary Sewer Enterprise (Unvoted)
Barthman/Parsons Integrated Solution, Phase 1	305,000						305,000	Voted 2008 Debt-Sanitary Sewer
Barthman/Parsons Integrated Solution, Phase 1		10,000,000					10,000,000	WPCLF/OWDA
Sewer System Capacity Model update 2012					1,500,000	1,500,000	3,000,000	Sanitary Sewer Enterprise (Unvoted)
Sewer System Capacity Model update 2012	5,400,000	2,500,000	1,500,000	1,500,000			10,900,000	Voted 2008 Debt-Sanitary Sewer
BWARI Corrosion Investigation					8,000,000		8,000,000	Sanitary Sewer Enterprise (Unvoted)
BWARI Biofilter	3,000,000						3,000,000	WPCLF/OWDA
Big Walnut/Rickenbacker Sanitary Interceptor	4,000,000	4,000,000	3,000,000	1,750,000			12,750,000	Voted 2008 Debt-Sanitary Sewer
Big Walnut/Rickenbacker Sanitary Interceptor		61,500,000					61,500,000	WPCLF/OWDA
Upper Scioto West Air Quality Improvement	1,000,000						1,000,000	WPCLF/OWDA
Upper Scioto West Subtrunk, Hayden Run Area, West of Cosgray Rd						3,000,000	3,000,000	WPCLF/OWDA
Upper Scioto West Shaft	900,000						900,000	WPCLF/OWDA
Franklinton East Sewer Improvements	1,000,000	3,300,000	1,000,000	2,000,000			7,300,000	Voted 2008 Debt-Sanitary Sewer
Woodward Avenue Sanitary Sewers		50,000	495,000				545,000	Voted 2008 Debt-Sanitary Sewer
Franklin Main Interceptor Rehabilitation, Sec. 6		2,000,000					2,000,000	WPCLF/OWDA
Franklin Main Relocation - Cannon Drive	1,350,000						1,350,000	Voted 2008 Debt-Sanitary Sewer
60-05 Big Run/Hellbranch Subtrunk						2,100,000	2,100,000	WPCLF/OWDA
60-05 Merwin Hill Area Assessment	607,411						607,411	WPCLF/OWDA
60-05 Portage Grove Area Assessment	1,141,000						1,141,000	WPCLF/OWDA
Big Walnut Outfall Rehabilitation			1,400,000				1,400,000	Voted 2008 Debt-Sanitary Sewer
Big Walnut Outfall Rehabilitation			14,000,000				14,000,000	WPCLF/OWDA
60-05 OSIS Augment Relief Sewer, Henry St.-JPWWTP OARS	10,000,000		20,000,000				30,000,000	Voted 2008 Debt-Sanitary Sewer
Lower Olentangy River Ecosystem Restoration, Fifth Ave. Dam Removal					50,000		50,000	Sanitary Sewer Enterprise (Unvoted)
Lower Olentangy River Ecosystem Restoration, Fifth Ave. Dam Removal	20,000	70,000	20,000	20,000			130,000	Voted 2008 Debt-Sanitary Sewer
Indian Springs Area Sanitary Replacement	2,250,000						2,250,000	Voted 2008 Debt-Sanitary Sewer
Large Diameter Sewer Rehabilitation - Olentangy Main Trunk Sewer (Part B)								WPCLF/OWDA
Large Diameter Sewer Rehabilitation - Alum Creek Trunk North Section/Alum Creek Subtrunk Sewer	5,500,000						5,500,000	WPCLF/OWDA
Large Diameter Sewer Rehabilitation - Alum Creek Trunk Middle Section/Alum Creek Interceptor Sewer	100,000						100,000	Voted 2008 Debt-Sanitary Sewer
Large Diameter Sewer Rehabilitation - Alum Creek Trunk Middle Section/Alum Creek Interceptor Sewer	5,000,000	5,500,000					10,500,000	WPCLF/OWDA
Large Diameter Sewer Rehabilitation - Alum Creek Trunk South Section/Deshler Tunnel-Alum Creek Interceptor Sewer/Truro Sewers	5,600,000						5,600,000	Voted 2008 Debt-Sanitary Sewer

PUBLIC UTILITIES/SANITARY SEWERS 60-05 Project Name	2014	2015	2016	2017	2018	2019	Total Budget	Funding Source
Big Walnut Trunk Sewer - North	400,000	100,000					500,000	Voted 2008 Debt-Sanitary Sewer
Big Walnut Trunk Sewer - North			5,000,000				5,000,000	WPCLF/OWDA
Large Diameter Sewer Rehabilitation - Big Walnut Middle Trunk Section Sewer			5,000,000				5,000,000	WPCLF/OWDA
Big Walnut Trunk Sewer - South			5,000,000				5,000,000	WPCLF/OWDA
OSIS Large Diameter Sewer Rehabilitation					1,200,000		1,200,000	Sanitary Sewer Enterprise (Unvoted)
Center Large Diameter Rehabilitation		1,500,000	100,000				1,600,000	Voted 2008 Debt-Sanitary Sewer
Center Large Diameter Rehabilitation				5,000,000			5,000,000	WPCLF/OWDA
West Side Trunk Rehabilitation					100,000		100,000	Sanitary Sewer Enterprise (Unvoted)
West Side Trunk Rehabilitation				1,500,000			1,500,000	Voted 2008 Debt-Sanitary Sewer
West Side Trunk Rehabilitation						5,000,000	5,000,000	WPCLF/OWDA
Large Diameter - Blacklick Creek Main Trunk	1,200,000	1,200,000					2,400,000	Voted 2008 Debt-Sanitary Sewer
Large Diameter - Blacklick Creek Main Trunk				5,000,000			5,000,000	WPCLF/OWDA
Large Diameter - Scioto Main Trunk			1,200,000	1,200,000			2,400,000	Voted 2008 Debt-Sanitary Sewer
Large Diameter - Scioto Main Trunk						5,000,000	5,000,000	WPCLF/OWDA
Large Diameter Sewer Rehabilitation						250,000	250,000	Sanitary Sewer Enterprise (Unvoted)
60-05 Petzinger Road Sanitary Imps	1,000,000						1,000,000	WPCLF/OWDA
Brimfield Area Sanitary System Repair Project	880,000						880,000	WPCLF/OWDA
2014 General Construction Contract	1,500,000						1,500,000	Voted 2008 Debt-Sanitary Sewer
2015 General Construction Contract		1,500,000					1,500,000	Voted 2008 Debt-Sanitary Sewer
2016 General Construction Contract			1,500,000				1,500,000	Voted 2008 Debt-Sanitary Sewer
2017 General Construction Contract				1,500,000			1,500,000	Voted 2008 Debt-Sanitary Sewer
2018 General Construction Contract					1,500,000		1,500,000	Sanitary Sewer Enterprise (Unvoted)
2019 General Construction Contract						1,500,000	1,500,000	Sanitary Sewer Enterprise (Unvoted)
Second Ave. Pump Station Replacement				225,000			225,000	Voted 2008 Debt-Sanitary Sewer
Second Ave. Pump Station Replacement						1,500,000	1,500,000	WPCLF/OWDA
Williams Rd./Castle Rd. Sanitary Pump Station Control Valve Upgrade		3,500,000					3,500,000	WPCLF/OWDA
Williams Rd. Sanitary Pump Station Force Main Improvements		420,000					420,000	WPCLF/OWDA
Third Avenue CSO Increased Capture and Green Infrastructure		5,300,000					5,300,000	WPCLF/OWDA
Compost Facility Leachate Basin		1,000,000					1,000,000	WPCLF/OWDA
GIS Professional Services	200,000	200,000	200,000				600,000	Voted 2008 Debt-Sanitary Sewer
Moler Street Overflow Intercepting Sewer		1,000,000		250,000			1,250,000	Voted 2008 Debt-Sanitary Sewer
Moler Street Sewershed Improvements						100,000	100,000	Sanitary Sewer Enterprise (Unvoted)
Moler Street Sewershed Improvements				500,000			500,000	Voted 2008 Debt-Sanitary Sewer
Rickenbacker Area Pump Station (SA-15)		295,000					295,000	Voted 2008 Debt-Sanitary Sewer
General CA/CI					3,000,000	3,000,000	6,000,000	Sanitary Sewer Enterprise (Unvoted)
General CA/CI	3,000,000	3,000,000	3,000,000	3,000,000			12,000,000	Voted 2008 Debt-Sanitary Sewer

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PUBLIC UTILITIES/SANITARY SEWERS 60- 05		2014	2015	2016	2017	2018	2019	Total Budget	Funding Source
Project Name									
Blenheim/Glencoe Integrated Solution		575,000						575,000	Voted 2008 Debt-Sanitary Sewer
Blenheim/Glencoe Integrated Solution			6,700,000					6,700,000	WPCLF/OWDA
Weisheimer/Indian Springs Integrated Solution		343,000						343,000	Voted 2008 Debt-Sanitary Sewer
Weisheimer/Indian Springs Integrated Solution			6,200,000					6,200,000	WPCLF/OWDA
Morse/Dominion Integrated Solution		250,000						250,000	Voted 2008 Debt-Sanitary Sewer
Morse/Dominion Integrated Solution			8,500,000					8,500,000	WPCLF/OWDA
Overbrook/Chatham Integrated Solution		175,000						175,000	Voted 2008 Debt-Sanitary Sewer
Overbrook/Chatham Integrated Solution			5,500,000					5,500,000	WPCLF/OWDA
Cooke/Glenmont Integrated Solution		370,000						370,000	Voted 2008 Debt-Sanitary Sewer
Cooke/Glenmont Integrated Solution			4,700,000					4,700,000	WPCLF/OWDA
Schreyer/Springs Integrated Solution		264,000						264,000	Voted 2008 Debt-Sanitary Sewer
Schreyer/Springs Integrated Solution			5,900,000					5,900,000	WPCLF/OWDA
Blueprint Linden		8,000,000	4,000,000					12,000,000	Voted 2008 Debt-Sanitary Sewer
Blueprint Linden					40,000,000			40,000,000	WPCLF/OWDA
Blueprint 2014			8,000,000	4,000,000				12,000,000	Voted 2008 Debt-Sanitary Sewer
Blueprint 2014						40,000,000		40,000,000	WPCLF/OWDA
Blueprint 2015				8,000,000	4,000,000			12,000,000	Voted 2008 Debt-Sanitary Sewer
Blueprint 2015							40,000,000	40,000,000	WPCLF/OWDA
Blueprint 2016						4,000,000		4,000,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint 2016					8,000,000			8,000,000	Voted 2008 Debt-Sanitary Sewer
Blueprint 2017						8,000,000	4,000,000	12,000,000	Sanitary Sewer Enterprise (Unvoted)
Blueprint 2018							8,000,000	8,000,000	Sanitary Sewer Enterprise (Unvoted)
Clintonville Lateral Lining			9,000,000	9,000,000				18,000,000	WPCLF/OWDA
Blueprint Lateral Lining					18,000,000	18,000,000	18,000,000	54,000,000	WPCLF/OWDA
Blueprint Linden CIPP Lining		4,600,000						4,600,000	WPCLF/OWDA
Blueprint CIPP Lining			5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000	WPCLF/OWDA
Scioto Main Sanitary Pump Stations		300,000	100,000					400,000	Voted 2008 Debt-Sanitary Sewer
Scioto Main Sanitary Pump Stations				3,500,000				3,500,000	WPCLF/OWDA
Scioto Main Sanitary Trunk Sewer Rehabilitation		8,500,000						8,500,000	Voted 2008 Debt-Sanitary Sewer
Meeklynn Drive Area Sanitary Sewer			500,000					500,000	Voted 2008 Debt-Sanitary Sewer
HSTS Elimination Program						1,850,000	1,600,000	3,450,000	Sanitary Sewer Enterprise (Unvoted)
HSTS Elimination Program			350,000	1,850,000	1,850,000			4,050,000	Voted 2008 Debt-Sanitary Sewer
Subtotal - PUBLIC UTILITIES/SANITARY SEWERS 60- 05		\$195,450,411	\$256,174,000	\$129,751,000	\$221,605,000	\$121,465,000	\$123,039,000	\$1,047,484,411	
PUBLIC UTILITIES/ELECTRICITY 60- 07		2014	2015	2016	2017	2018	2019	Total Budget	Funding Source
Project Name									
60 UIRF Funded Street Lighting Projects (Urban Infrastructure Recovery Fund)		505,000	505,000	505,000	505,000	505,000	505,000	3,030,000	Councilmanic SIT Supported
Misc. Electricity Projects - SIT Supported- Neighborhood Streetlighting Program		250,000	250,000	250,000	250,000	250,000	250,000	1,500,000	Councilmanic (To Be Determined)

PUBLIC UTILITIES/ELECTRICITY 60- 07	2014	2015	2016	2017	2018	2019	Total Budget	Funding Source
Project Name								
Misc. Electricity Projects - SIT Supported- Community Centers- Emergency Streetlighting	100,000	100,000	100,000	100,000	100,000	100,000	600,000	Councilmanic (To Be Determined)
Jefferson Park Street Lighting	20,600	148,526					169,126	Electricity Enterprise (Unvoted)
Street Light Force Account	133,000	200,000	200,000	200,000	200,000		933,000	Electricity Enterprise (Unvoted)
Street Light Circuit Upgrades Maintenance	206,000	212,180	218,545	225,102	231,855	238,811	1,332,493	Electricity Enterprise (Unvoted)
Preston Rd. Street Lighting	104,442						104,442	Electricity Enterprise (Unvoted)
Morse Rd. (Ph. II) System Improvements			327,810				327,810	Electricity Enterprise (Unvoted)
Morse Rd. (Ph. III) System Improvements			590,058	731,575		1,104,543	2,426,176	Electricity Enterprise (Unvoted)
Morse Rd. (Ph. IV) System Improvements			382,445				382,445	Electricity Enterprise (Unvoted)
Substation 69 and 138 KV OCB Replacement to SF6	160,000	170,000	175,000	180,000	186,000	192,000	1,063,000	Electricity Enterprise (Unvoted)
New Customer Development	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000	Electricity Enterprise (Unvoted)
Dierker Road Street Lighting	13,905	124,125					138,030	Electricity Enterprise (Unvoted)
Kenny Road Street Lighting	6,489	57,725					64,214	Electricity Enterprise (Unvoted)
AMI Metering	400,000	400,000	400,000	400,000			1,600,000	Electricity Enterprise (Unvoted)
60-07 Distribution System Improvements	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000	Electricity Enterprise (Unvoted)
Dublin Ave. Control Building - Site Improvements	2,060,000						2,060,000	Electricity Enterprise (Unvoted)
Mobile Substation			1,857,590				1,857,590	Electricity Enterprise (Unvoted)
17th Avenue Circuit Upgrade						477,640	477,640	Electricity Enterprise (Unvoted)
Salem Village Street Lighting			65,990	294,534	303,370		663,894	Electricity Enterprise (Unvoted)
Renner Rd. Street Lighting				9,286	82,888		92,174	Electricity Enterprise (Unvoted)
S. Hamilton Rd. Street Lighting			17,309	154,510			171,819	Electricity Enterprise (Unvoted)
Alternate 69 KV Feed to W Substat		2,164,236					2,164,236	Electricity Enterprise (Unvoted)
Conversion to 3 Wire	298,972	307,941	317,179	326,695	336,496	346,591	1,933,874	Electricity Enterprise (Unvoted)
Broad Meadows Street Lighting - Underground	12,051	107,575					119,626	Electricity Enterprise (Unvoted)
Forest Hills Street Lighting	45,835	409,507					455,342	Electricity Enterprise (Unvoted)
South Westgate/Sylvan Street Lighting	50,985	455,126					506,111	Electricity Enterprise (Unvoted)
Valleyview Street Lighting	288,688						288,688	Electricity Enterprise (Unvoted)
Winchester Lakes Street Lighting		12,413	110,803				123,216	Electricity Enterprise (Unvoted)
Laurel Canyon Street Lighting	482,040						482,040	Electricity Enterprise (Unvoted)
Willow Creek Street Lighting	47,586	424,784					472,370	Electricity Enterprise (Unvoted)
Willow Creek Street Lighting Phase II	118,482						118,482	Electricity Enterprise (Unvoted)
Transformer Conversions		1,835,357					1,835,357	Electricity Enterprise (Unvoted)
New Jackson Pike Substation Transformer				1,947,115			1,947,115	Electricity Enterprise (Unvoted)
Circuit Upgrades (Northridge to Karl/Maize)						627,312	627,312	Electricity Enterprise (Unvoted)
Circuit Upgrades (4th to Chittenden/Hudson)					833,254		833,254	Electricity Enterprise (Unvoted)
Balmoral Road Street Lighting		59,516	265,642	273,611			598,769	Electricity Enterprise (Unvoted)
Georgesville Road Street Lighting			18,030	160,948			178,978	Electricity Enterprise (Unvoted)
Sunbury Road Street Lighting (Utry & Old Granville)				35,656	318,290		353,946	Electricity Enterprise (Unvoted)

Capital Summary

PUBLIC UTILITIES/ELECTRICITY 60-07		2014	2015	2016	2017	2018	2019	Total Budget	Funding Source
Project Name									
Sunbury Road Street Lighting (Mock to Holt)						6,120	54,640	60,760	Electricity Enterprise (Unvoted)
Clinton Estates Street Lighting						45,907	409,799	455,706	Electricity Enterprise (Unvoted)
Hyde Park Street Lighting						22,189	198,069	220,258	Electricity Enterprise (Unvoted)
Rathbone Avenue Area Street Lighting						16,450	146,845	163,295	Electricity Enterprise (Unvoted)
Waggoner Rd. Street Lighting							10,245	10,245	Electricity Enterprise (Unvoted)
Cardinal Park Street Lighting							5,123	5,123	Electricity Enterprise (Unvoted)
Cortona Woods Street Lighting							6,305	6,305	Electricity Enterprise (Unvoted)
Idlewild Manor Street Lighting							22,066	22,066	Electricity Enterprise (Unvoted)
Southgate Manor Street Lighting							13,003	13,003	Electricity Enterprise (Unvoted)
Westshire Estates Street Lighting							12,215	12,215	Electricity Enterprise (Unvoted)
Wilshire Heights Street Lighting							20,096	20,096	Electricity Enterprise (Unvoted)
Frank Road Street Lighting							17,374	17,374	Electricity Enterprise (Unvoted)
Olentangy River Road Street Lighting							29,553	29,553	Electricity Enterprise (Unvoted)
Conversions From 7,200 Volt to 14.2KV		533,340						533,340	Electricity Enterprise (Unvoted)
Circuit 7218 Conversion		600,418						600,418	Electricity Enterprise (Unvoted)
Circuit 7219 Conversion		7,045						7,045	Electricity Enterprise (Unvoted)
Oil Switch Replacement Program					112,550		125,381	237,931	Electricity Enterprise (Unvoted)
5th Avenue Circuit 7218 Reconductoring					337,650			337,650	Electricity Enterprise (Unvoted)
Subtotal - PUBLIC UTILITIES/ELECTRICITY 60-07		\$6,944,878	\$8,444,011	\$6,301,401	\$6,744,232	\$3,937,819	\$5,412,611	\$37,784,952	
PUBLIC UTILITIES/WATER 60-09		2014	2015	2016	2017	2018	2019	Total Budget	Funding Source
Project Name									
GIS Professional Services Agreement		200,000						200,000	Voted 2008 Debt-Water
GIS Professional Services Agreement			200,000	200,000				400,000	Water Enterprise (Unvoted)
Hoover Reservoir Erosion Control			200,000	1,000,000		200,000	1,000,000	2,400,000	Water Enterprise (Unvoted)
Miscellaneous Water Facilities		200,000						200,000	Voted 2008 Debt-Water
Miscellaneous Water Facilities			2,400,000	320,000	1,550,000	200,000	200,000	4,670,000	Water Enterprise (Unvoted)
Water Main Rehabilitation		750,000						750,000	Voted 2008 Debt-Water
Water Main Rehabilitation						25,000,000	25,000,000	50,000,000	WPCLF/OWDA
Water Main Rehabilitation			2,000,000	2,500,000	2,500,000	5,000,000	5,000,000	17,000,000	Water Enterprise (Unvoted)
Sexton Ave. Area W.L. Imp's		2,700,000						2,700,000	WPCLF/OWDA
Eastfield Dr. Area W.L. Imp's		300,000						300,000	Voted 2008 Debt-Water
Eastfield Dr. Area W.L. Imp's		2,700,000						2,700,000	WPCLF/OWDA
Regina Ave. Area W.L. Imp's		300,000						300,000	Voted 2008 Debt-Water
Regina Ave. Area W.L. Imp's		2,700,000						2,700,000	WPCLF/OWDA
Chase Road Area Water Line Imp's		300,000						300,000	Voted 2008 Debt-Water
Chase Road Area Water Line Imp's		2,700,000						2,700,000	WPCLF/OWDA
Femis Road Area Water Line Improvements		300,000						300,000	Voted 2008 Debt-Water
Femis Road Area Water Line Improvements		2,700,000						2,700,000	WPCLF/OWDA

PUBLIC UTILITIES/WATER 60-09 Project Name	2014	2015	2016	2017	2018	2019	Total Budget	Funding Source
Fenway Rd. Area WL Imp's		3,000,000					3,000,000	WPCLF/OWDA
Florence Ave. Area W.L. Imp's		3,000,000					3,000,000	WPCLF/OWDA
Berrell Avenue Area W.L. Imp's		3,000,000					3,000,000	WPCLF/OWDA
East Deshler Avenue Area W.L. Imp's		3,000,000					3,000,000	WPCLF/OWDA
Deland Ave. Area WL Imp's		3,000,000					3,000,000	WPCLF/OWDA
Dering Ave. Area WL Imp's		3,000,000					3,000,000	WPCLF/OWDA
Project No. 28 W.M. Replacement		3,000,000					3,000,000	WPCLF/OWDA
Project No. 29 W.M. Replacement		3,000,000					3,000,000	WPCLF/OWDA
Project No. 30 W.M. Replacement			3,000,000				3,000,000	WPCLF/OWDA
Project No. 31 W.M. Replacement			3,000,000				3,000,000	WPCLF/OWDA
Project No. 32 W.M. Replacement	200,000						200,000	Voted 2008 Debt-Water
Project No. 32 W.M. Replacement			3,000,000				3,000,000	WPCLF/OWDA
Project No. 33 W.M. Replacement	200,000						200,000	Voted 2008 Debt-Water
Project No. 33 W.M. Replacement			3,000,000				3,000,000	WPCLF/OWDA
Project No. 34 W.M. Replacement	200,000						200,000	Voted 2008 Debt-Water
Project No. 34 W.M. Replacement			3,000,000				3,000,000	WPCLF/OWDA
Project No. 35 W.M. Replacement	200,000						200,000	Voted 2008 Debt-Water
Project No. 35 W.M. Replacement			3,000,000				3,000,000	WPCLF/OWDA
Smith Rd. Water Line Imp's		800,000					800,000	WPCLF/OWDA
Eureka / Steel Water Line Imp's	1,000,000						1,000,000	Voted 2008 Debt-Water
Project No. 36 W.M. Replacement				3,000,000			3,000,000	WPCLF/OWDA
Project No. 36 W.M. Replacement		200,000					200,000	Water Enterprise (Unvoted)
Project No. 37 W.M. Replacement				3,000,000			3,000,000	WPCLF/OWDA
Project No. 37 W.M. Replacement		200,000					200,000	Water Enterprise (Unvoted)
Project No. 38 W.M. Replacement				3,000,000			3,000,000	WPCLF/OWDA
Project No. 38 W.M. Replacement		200,000					200,000	Water Enterprise (Unvoted)
Project No. 39 W.M. Replacement				3,000,000			3,000,000	WPCLF/OWDA
Project No. 39 W.M. Replacement		200,000					200,000	Water Enterprise (Unvoted)
Project No. 40 W.M. Replacement				3,000,000			3,000,000	WPCLF/OWDA
Project No. 40 W.M. Replacement		200,000					200,000	Water Enterprise (Unvoted)
Project No. 41 W.M. Replacement				3,000,000			3,000,000	WPCLF/OWDA
Project No. 41 W.M. Replacement		200,000					200,000	Water Enterprise (Unvoted)
Project No. 42 W.M. Replacement				3,000,000			3,000,000	WPCLF/OWDA
Project No. 42 W.M. Replacement		200,000					200,000	Water Enterprise (Unvoted)
Project No. 43 W.M. Replacement				3,000,000			3,000,000	WPCLF/OWDA
Project No. 43 W.M. Replacement		200,000					200,000	Water Enterprise (Unvoted)
O'Shaughnessy Hydroelectric - FERC		100,000		200,000			300,000	Water Enterprise (Unvoted)
Hap Cremean Water Plant Raw Water Line			400,000	41,000,000			41,400,000	Water Enterprise (Unvoted)

Capital Summary

PUBLIC UTILITIES/WATER 60-09 Project Name	2014	2015	2016	2017	2018	2019	Total Budget	Funding Source
DRWP Miscellaneous Improvements		600,000	200,000	200,000	1,500,000	200,000	2,700,000	Water Enterprise (Unvoted)
HCWP Misc. Improvements		200,000	200,000	200,000	200,000	200,000	1,000,000	Water Enterprise (Unvoted)
HCWP Misc. Improvements - Alum Feed System Upgrade	900,000						900,000	Voted 2008 Debt-Water
Distribution Improvements	200,000						200,000	Voted 2008 Debt-Water
Distribution Improvements			200,000		1,200,000		1,400,000	Water Enterprise (Unvoted)
PAWP Facility Misc. Improvements	180,000						180,000	Voted 2008 Debt-Water
PAWP Facility Misc. Improvements		200,000	200,000	200,000	200,000	200,000	1,000,000	Water Enterprise (Unvoted)
PAWP Misc. Imp's - Lime Slaker and Soda Ash Feeder Replacement		800,000					800,000	Water Enterprise (Unvoted)
HCWP Lagoons 1 & 2 Sludge Removal		400,000		450,000		500,000	1,350,000	Water Enterprise (Unvoted)
Automatic Meter Reading						10,000,000	10,000,000	Water Enterprise (Unvoted)
South Wellfield Expansion - RWL Pickaway Co.			250,000	11,500,000			11,750,000	Water Enterprise (Unvoted)
South Wellfield Expansion - CW-201/202 & VW's				17,800,000			17,800,000	Water Enterprise (Unvoted)
Watershed Road Improvements	1,100,000						1,100,000	Voted 2008 Debt-Water
HCWP Basin Concrete Rehab.	800,000						800,000	Voted 2008 Debt-Water
HCWP Basin Concrete Rehab.			2,400,000				2,400,000	Water Enterprise (Unvoted)
HCWP A & B Raw & Fin. Water	200,000						200,000	Voted 2008 Debt-Water
HCWP A & B Raw & Fin. Water		200,000	200,000	200,000	200,000		800,000	Water Enterprise (Unvoted)
Water Meter Renewal	2,300,000						2,300,000	Voted 2008 Debt-Water
Water Meter Renewal		2,400,000	2,500,000	2,600,000	2,700,000	2,800,000	13,000,000	Water Enterprise (Unvoted)
Valve Renewal Program		2,000,000		2,000,000		2,100,000	6,100,000	Water Enterprise (Unvoted)
Watershed Misc. Improv. Facilities		200,000	200,000	200,000	200,000	200,000	1,000,000	Water Enterprise (Unvoted)
Watershed Misc. Improv. - Hoover Dam Misc. Imp.	100,000						100,000	Voted 2008 Debt-Water
Watershed Misc. Improv. - Hoover Dam Misc. Imp.		575,000					575,000	Water Enterprise (Unvoted)
Watershed Misc. Improv. - Griggs Dam Misc. Imp.	50,000	150,000					200,000	Water Enterprise (Unvoted)
Watershed Misc. Improv. - Hoover Material Storage Area					250,000		250,000	Water Enterprise (Unvoted)
HCWP Automation Upgrade-2015		2,200,000					2,200,000	Water Enterprise (Unvoted)
PAWP Sludge Removal - Land Acquisition					1,500,000		1,500,000	Water Enterprise (Unvoted)
Watershed Protection Easements	200,000						200,000	Voted 2008 Debt-Water
Watershed Protection Easements		200,000	200,000	200,000	200,000	200,000	1,000,000	Water Enterprise (Unvoted)
DRWP Capacity Incr. Detailed Design & Construction	6,800,000						6,800,000	Voted 2008 Debt-Water
DRWP Capacity Incr. Ion Exchange/Plant Reliability Upgrades	79,275,231						79,275,231	Water Enterprise (Unvoted)
Alum Creek Pumping Station Improvements	4,400,000						4,400,000	Water Enterprise (Unvoted)
O'Shaughnessy Hydroelectric Imps		1,500,000					1,500,000	Water Enterprise (Unvoted)
Gen'l Engin. Svcs - Supply Grp.	500,000						500,000	Voted 2008 Debt-Water
Gen'l Engin. Svcs - Supply Grp.		500,000	500,000	500,000	500,000	500,000	2,500,000	Water Enterprise (Unvoted)
West Broad St. Water Main - Part II		250,000		3,000,000			3,250,000	Water Enterprise (Unvoted)
Mound District Booster Station	3,000,000						3,000,000	Voted 2008 Debt-Water

PUBLIC UTILITIES/WATER 60-09 Project Name	2014	2015	2016	2017	2018	2019	Total Budget	Funding Source
O'Shaughnessy Gatehouse Misc. Imp's		500,000					500,000	Water Enterprise (Unvoted)
Misc. Booster Station and Water Tank Imp's	1,300,000						1,300,000	Voted 2008 Debt-Water
Misc. Booster Station and Water Tank Imp's		200,000		200,000	500,000	200,000	1,100,000	Water Enterprise (Unvoted)
Stand-By Power for Critical Water Booster Stations	400,000	1,500,000					1,900,000	Water Enterprise (Unvoted)
Henderson Road Booster Station Upgrades	1,800,000						1,800,000	Voted 2008 Debt-Water
Water Storage Tank Painting	1,500,000						1,500,000	Voted 2008 Debt-Water
Water Storage Tank Painting			1,000,000	1,000,000	1,000,000	1,200,000	4,200,000	Water Enterprise (Unvoted)
Security Enhancements (incl. all eng. & constr. @ Hoover)		1,500,000					1,500,000	Water Enterprise (Unvoted)
Security Enhancements - Bethel Rd. Booster Station		1,100,000					1,100,000	Water Enterprise (Unvoted)
Security Enhancements - 910 Dublin Rd.				2,500,000			2,500,000	Water Enterprise (Unvoted)
Security Enhancements - HCWP		4,900,000					4,900,000	Water Enterprise (Unvoted)
Security Enhancements - DRWP				5,000,000			5,000,000	Water Enterprise (Unvoted)
Security Enhancements - PAWP				5,000,000			5,000,000	Water Enterprise (Unvoted)
HCWP Disinfection Improvements		1,000,000		10,700,000			11,700,000	Water Enterprise (Unvoted)
PAWP Disinfection Improvements		1,000,000		9,650,000			10,650,000	Water Enterprise (Unvoted)
PAWP Treatment Upgrades	55,000,000						55,000,000	Water Enterprise (Unvoted)
HCWP Window Replacement			500,000				500,000	Water Enterprise (Unvoted)
PAWP Automation Upgrade - 2019						2,500,000	2,500,000	Water Enterprise (Unvoted)
Proposed Water Plant Location Evaluation & Land Acquisition	500,000						500,000	Voted 2008 Debt-Water
Proposed Water Plant Location Evaluation & Land Acquisition		2,000,000					2,000,000	Water Enterprise (Unvoted)
HCWP & DRWP Coating Projects		250,000		1,800,000			2,050,000	Water Enterprise (Unvoted)
HCWP Roof Restoration-Filter Bldg.			500,000				500,000	Water Enterprise (Unvoted)
Hague Ave. 24" Water Main	1,000,000						1,000,000	Voted 2008 Debt-Water
HCWP Floc and Lime Basin Reconstruction	325,000						325,000	Voted 2008 Debt-Water
HCWP Floc and Lime Basin Reconstruction		200,000	200,000	200,000	200,000		800,000	Water Enterprise (Unvoted)
HCWP Sludge Disposal Line Imp's - Field Locate/ARV	500,000						500,000	Water Enterprise (Unvoted)
HCWP Sludge Disposal Line Imp's				200,000	1,000,000		1,200,000	Water Enterprise (Unvoted)
HCWP Intake Structure & Low Head Dam Rehabilitation		500,000	3,200,000				3,700,000	Water Enterprise (Unvoted)
HCWP & DRWP Wash Water Tank Interior & Exterior Coating			600,000				600,000	Water Enterprise (Unvoted)
PAWP HVAC Improvements	200,000		1,100,000				1,300,000	Water Enterprise (Unvoted)
Water Treatment Plant Environmental Upgrades				200,000			200,000	Water Enterprise (Unvoted)
Water Quality Assurance Lab Renovations			2,300,000				2,300,000	Water Enterprise (Unvoted)
Professional Construction Mgmt.- Supply Group	13,000,000						13,000,000	Voted 2008 Debt-Water
Professional Construction Mgmt.- Supply Group		13,000,000	7,000,000				20,000,000	Water Enterprise (Unvoted)
HCWP Standby Power	450,000						450,000	Voted 2008 Debt-Water
HCWP Standby Power		4,500,000					4,500,000	Water Enterprise (Unvoted)

Capital Summary

PUBLIC UTILITIES/WATER 60-09 Project Name	2014	2015	2016	2017	2018	2019	Total Budget	Funding Source
DRWP Standby Power	300,000		3,000,000				3,300,000	Water Enterprise (Unvoted)
Water Main Repair	2,000,000						2,000,000	Voted 2008 Debt-Water
Water Main Repair		800,000	2,000,000	900,000	2,000,000	900,000	6,600,000	Water Enterprise (Unvoted)
SCADA System for Division of Water	2,900,000						2,900,000	Voted 2008 Debt-Water
DRWP Laboratory Upgrades		100,000		350,000			450,000	Water Enterprise (Unvoted)
DRWP Central Maintenance Shop				800,000		9,000,000	9,800,000	Water Enterprise (Unvoted)
Hoover Maintenance Building Renovations	200,000						200,000	Voted 2008 Debt-Water
Fire Hydrant Repairs (non R & R)	600,000						600,000	Voted 2008 Debt-Water
Fire Hydrant Repairs (non R & R)		600,000	600,000	600,000	700,000	700,000	3,200,000	Water Enterprise (Unvoted)
Gen'l Engineering Services - Distribution Group		250,000	250,000	250,000	250,000	250,000	1,250,000	Water Enterprise (Unvoted)
HCWP Bulk Chemical Building Improvements		1,000,000					1,000,000	Water Enterprise (Unvoted)
PAWP Well Pump Replacement		250,000	650,000	400,000			1,300,000	Water Enterprise (Unvoted)
DRWP UV Installation	800,000		9,000,000				9,800,000	Water Enterprise (Unvoted)
HCWP UV Installation	1,000,000		11,200,000				12,200,000	Water Enterprise (Unvoted)
Westgate Tank Replacement	300,000						300,000	Voted 2008 Debt-Water
Westgate Tank Replacement		5,000,000					5,000,000	Water Enterprise (Unvoted)
Karl Road Water Tank						150,000	150,000	Water Enterprise (Unvoted)
Condition Assessment Program	300,000						300,000	Voted 2008 Debt-Water
Condition Assessment Program			300,000		350,000		650,000	Water Enterprise (Unvoted)
Residuals Management Plan Update					500,000		500,000	Water Enterprise (Unvoted)
Reservoirs Bathymetric Study		200,000					200,000	Water Enterprise (Unvoted)
General Architectural Agreement	200,000						200,000	Voted 2008 Debt-Water
General Architectural Agreement		100,000	100,000	100,000	100,000	100,000	500,000	Water Enterprise (Unvoted)
Wellfield Protection Boundary Upate						100,000	100,000	Water Enterprise (Unvoted)
Watershed Master Plan	500,000						500,000	Voted 2008 Debt-Water
HCWP Lime Dust Collection System				100,000		500,000	600,000	Water Enterprise (Unvoted)
South Wellfield Water Line Transmission Line Relocation	300,000						300,000	Voted 2008 Debt-Water
Subtotal - PUBLIC UTILITIES/WATER 60-09	\$203,030,231	\$84,125,000	\$72,970,000	\$148,250,000	\$45,650,000	\$63,700,000	\$617,725,231	
Grand Total	\$585,436,595	\$487,494,359	\$322,887,401	\$518,576,232	\$275,557,819	\$300,021,611	\$2,489,974,017	

Funding Summary by Division	2014	2015	2016	2017	2018	2019	Total Budget
Dev Administration	4,600,000	4,600,000	4,600,000	4,600,000	4,600,000	4,600,000	27,600,000
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	800,000	800,000	800,000	800,000	800,000	800,000	4,800,000
Safety Administration	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
Police	1,680,000	1,680,000	1,680,000	1,680,000	1,680,000	1,680,000	10,080,000
Fire	15,020,000	7,520,000	7,520,000	7,520,000	7,520,000	7,520,000	52,620,000
Transportation	88,526,075	68,281,348	53,280,000	79,322,000	44,655,000	44,655,000	378,719,423
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	21,620,000	10,450,000	6,000,000	7,350,000	4,050,000	5,550,000	55,020,000
Sanitary Sewers	195,450,411	256,174,000	129,751,000	221,605,000	121,465,000	123,039,000	1,047,484,411
Electricity	6,944,878	8,444,011	6,301,401	6,744,232	3,937,819	5,412,611	37,784,952
Water	203,030,231	84,125,000	72,970,000	148,250,000	45,650,000	63,700,000	617,725,231
Recreation and Parks	27,960,000	27,160,000	22,160,000	22,160,000	22,160,000	22,160,000	143,760,000
Golf Division	620,000	620,000	620,000	620,000	620,000	620,000	3,720,000
DoT Administration	3,915,000	2,370,000	1,935,000	2,655,000	3,150,000	5,015,000	19,040,000
Total	\$585,436,595	\$487,494,359	\$322,887,401	\$518,576,232	\$275,557,819	\$300,021,611	\$2,489,974,017

Capital Summary

Funding Summary by Source	2014	2015	2016	2017	2018	2019	Total Budget
Water Enterprise (Unvoted)	141,925,231	59,325,000	54,970,000	124,250,000	20,650,000	38,700,000	439,820,231
Information Services	3,915,000	2,370,000	1,935,000	2,655,000	3,150,000	5,015,000	19,040,000
Storm Sewer Enterprise (Unvoted)	21,620,000	10,450,000	6,000,000	7,350,000	4,050,000	5,550,000	55,020,000
Voted 2008 Debt-Sanitary Sewer	78,322,000	74,475,000	75,594,000	64,742,000	19,472,000		312,605,000
Fleet Management (Unvoted)	800,000	800,000	800,000	800,000	800,000	800,000	4,800,000
Sanitary Sewer Enterprise (Unvoted)					35,993,000	43,439,000	79,432,000
Councilmanic (To Be Determined)	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	16,800,000
ODOT (Ohio Dept of Transportation)	17,002,989	16,100,000	7,025,000	15,590,000			55,717,989
Councilmanic SIT Supported	63,061,892	99,558,348	94,560,000	94,560,000	94,560,000	94,560,000	540,860,240
Voted 2008 Debt SIT Supported	68,890,000						68,890,000
WPCLF/OWDA	130,628,411	206,499,000	72,157,000	180,863,000	91,000,000	104,600,000	785,747,411
Voted 2008 Debt-Water	47,605,000						47,605,000
Electricity Enterprise (Unvoted)	6,089,878	7,589,011	5,446,401	5,889,232	3,082,819	4,557,611	32,654,952
Federal Match Projects	2,776,194	7,528,000	1,600,000	19,077,000			30,981,194
Total	\$585,436,595	\$487,494,359	\$322,887,401	\$518,576,232	\$275,557,819	\$300,021,611	\$2,489,974,017