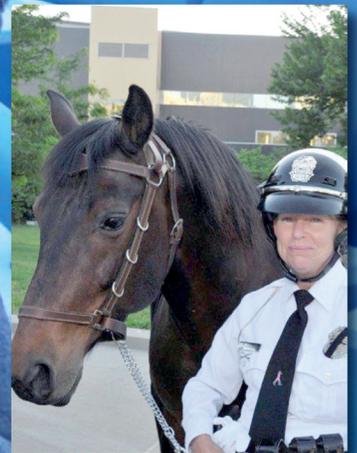


THE CITY OF  
**COLUMBUS**★

MICHAEL B. COLEMAN, MAYOR

**2013**  
**BUDGET**





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## OFFICE OF THE MAYOR

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November 15, 2012

Dear President Ginther and Members of Council:

Today, in accordance with Section 26 of the Charter of the City of Columbus, I present you the estimate of the expense of conducting the affairs of the city for fiscal year 2013. As is required under our Charter, this is my 13th balanced budget; a budget that focuses on the safety of our residents, job creation, strong neighborhoods and continued fiscal responsibility.

Because safety continues to be our top priority, the 2013 budget funds additional police and fire classes to maintain 2012 strength levels. We have offset the significant loss of uniformed personnel associated with the State of Ohio's Deferred Retirement Option Plan and have now normalized personnel and overtime levels within the Department of Public Safety. We will again fund a summer strike force to ensure that policing activities can be targeted to areas where crime is most prevalent during the summer months. The Community Crime patrol will be fully funded at 2012's expanded level and we will continue our efforts related to the Applications for Pride, Purpose and Success (APPS) program within our Recreation and Parks Department, where we will more than double the number of community interventions in 2013.

In 2013, we will continue the aggressive economic development efforts that have made us a national model in job creation. Our existing partnerships with Experience Columbus, the Greater Columbus Arts Council and our human service agencies will be strengthened by providing funding predictability while asking in return accountability for the use of these funds. Columbus2020, COWIC and TechColumbus will also continue to receive support from the city in 2013. These, and other ongoing efforts, allow the city to retain existing jobs, bring new jobs into the city and ensure that our workforce is appropriately trained for the jobs of the present and the future.

Our neighborhoods are the lifeblood of our great city, and the 2013 budget provides expanded funding to ensure that our recreation centers, pools and parks remain vibrant focal points within our neighborhoods. We continue our efforts to remove blight from our city by maintaining funding for code enforcement, weed abatement and emergency demolition of vacant and unsafe structures. The successful citywide yard waste and recycling program, phased in during 2012, will be fully funded in all city neighborhoods in 2013. With the support of City Council, we have created the Columbus Next Generation Corporation to coordinate public and private resources and redevelopment efforts in some of our most challenged neighborhoods.

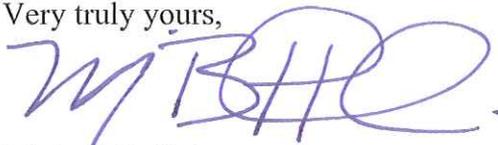
While the city's financial position has remained strong during difficult economic times, many of our residents rely on vital community services to meet basic needs. To meet these basic needs, we are expanding funding for social service agencies such as the Community Shelter Board in 2013. We will also continue our efforts to revitalize the South Side through the South Side Collaborative. In addition, the Columbus Neighborhood Health Centers are fully supported in 2013 so that needed health services continue to be available to vulnerable populations within the city.

Our commitment to the city's fiscal stability has allowed us to maintain our Aaa bond rating. The city of Columbus remains the most populous city in the country to receive the highest rating from all three rating agencies. Savings in 2012 will let us accelerate deposits into our Rainy Day Fund, allowing us to meet our commitment to restore the balance in the fund to \$50 million in 2013, one year earlier than promised. Last year, we created the 2013 Basic Neighborhood Services Fund in response to cuts in the Local Government Fund and the elimination of the estate tax. I am also pleased to announce we will be able to set aside \$5 million for basic neighborhood services in the 2014 General Operating Fund budget to help us address some of the financial challenges that we will be faced with that year.

Even though we have already taken steps to surpass the goals of our 10-Year Reform and Efficiency Plan, fiscal realities demand that we continue to build further on our accomplishments. The reforms we have enacted since 2009 will save at least \$214 million through 2019—more than double the \$100 million originally promised—but we will continue to push for additional savings and efficiencies. We have had great success in controlling personnel costs by working with the unions that represent our employees. They understand the challenge in front of us and have responded accordingly by working with us to reduce benefit and insurance costs.

I have proposed a 2013 General Operating Fund budget that is balanced, maintains vital neighborhood services, makes strategic investments and faces financial realities with fiscal responsibility. It is also a budget that is committed to meeting the promises made to the citizens with the passage of the income tax increase three years ago. It is only with their support 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

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**CITY OF COLUMBUS  
PROPOSED 2013 BUDGET**

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**Mayor Michael B. Coleman**

Presented to  
Columbus City Council  
November 15, 2012

Prepared by Department of Finance and Management  
Paul R. Rakosky, *Director*

Jane A. Dunham *Deputy Director*  
Suzanna Gussler *Financial Management Division Administrator*  
Adam Robins *Budget Officer*  
Phil Carter *Grants Management Coordinator*  
Rob Newman *Debt Coordinator*

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*Budget Analysts*

Vicki Davidson Andrea Phillips  
Matt Erickson Kyle Sever Hart  
Sherri Hall Melvin Slusher  
Melissa Meyer Jeanne Sprague  
Trisha Wentzel

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**With Special Thanks to the Mayor's Staff and Cabinet:**

Mike Reese *Chief of Staff*  
Christie Angel *Deputy Chief of Staff*  
Sherry Kish *Deputy Chief of Staff*  
Michael Sexton *Community Affairs Director*  
Dan Williamson *Communications Director*

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Napoleon Bell	<i>Community Relations Commission</i>	Tracie Davies	<i>Building and Zoning Services</i>
Mitchell Brown	<i>Public Safety</i>	Amy DeLong	<i>Civil Service</i>
Melinda Carter	<i>Equal Business Opportunity Commission</i>	Mark Kelsey	<i>Public Service</i>
Gary Cavin	<i>Technology</i>	Dr. Teresa Long	<i>Public Health</i>
Chet Christie	<i>Human Resources</i>	Alan McKnight	<i>Recreation and Parks</i>
Greg Davies	<i>Public Utilities</i>	Boyce Safford	<i>Development</i>

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## **Introduction**

### **The 2013 Budget Document**

The 2013 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 2013 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 2013 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 2013, and 2013 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, 2013 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 2013**

The 2013 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:

- **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
- **Customer Service** – provide quality and efficient service delivery to customers using “best practices”
- **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 2013 are presented below, organized by goal area.

## Neighborhoods

- In 2013, 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 coordinate the housing development program with other public and private sector programs, focusing on the city's land banking efforts, to revitalize defined areas of the city with emphasis on the neighborhood investment districts.
- The **Neighborhood Safety Camera Program** will be continued and crime statistics on neighborhoods will be analyzed.
- The **Summer Strike Force** will be continued in 2013. 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 new spraygrounds.
- The city will continue to **support social services** for citizens facing the greatest challenges from the current economic recession, by maintaining funding for local social service agencies, increasing funding to the Community Shelter Board and maintaining funding for the Columbus Neighborhood Health Centers.
- Staff support to the Big Darby Accord process will be continued in an effort to **balance growth with responsible land stewardship** in a protected watershed. Funding for services will again be provided as implementation of the Darby Town Center continues.

- In an effort to stabilize and maintain neighborhoods with high rates of foreclosed homes and abandoned properties, additional general fund moneys are being provided to the **weed abatement program** in 2013.

## Safety

- **Uniformed personnel levels will increase** by year-end 2013 through the offering of both police and fire recruit classes in 2013. These classes, when combined with those funded in 2012, 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 2013. Community leadership, public education, staff training, and an emphasis on public health awareness and protection for all Columbus residents will be key themes in 2013.
- 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 creation opportunities** will be proactively pursued by continued investment in Experience Columbus and Columbus2020!, 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 2013, 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 2013, 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

- **After-school and summer initiatives** that expand the educational opportunities available to children in the city will be continued in 2013.
- 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 **complete renovation of the Old Police Headquarters** building, located at 120 West Gay Street. The building will house six city departments and/or agencies that will be relocated from obsolete, high maintenance buildings to this LEED Silver certified facility.
- 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.

### 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 2013.
- The five Neighborhood Pride Centers will continue to serve as **links between city services and Columbus neighborhoods** in 2013. 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 2013. 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 2013 with the updating of the building code, to include definition updates, revisions to residential standards and permitted uses and the deletion of antiquated terms.

## 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 2013.
- In 2013, 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 late 2013. The city will also purchase and implement an additional 50 CNG-fueled vehicles in 2013.
- The city will continue to upgrade the entire fleet of parking meters with new **smart meters** that, in addition to coins, will take credit and debit cards. Of the total 4,853 meters being upgraded, the first 3,195 have already been replaced. The balance will be phased in at a rate of 1,000 per year, until the upgrade is complete.

## Mayor's Goals

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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).

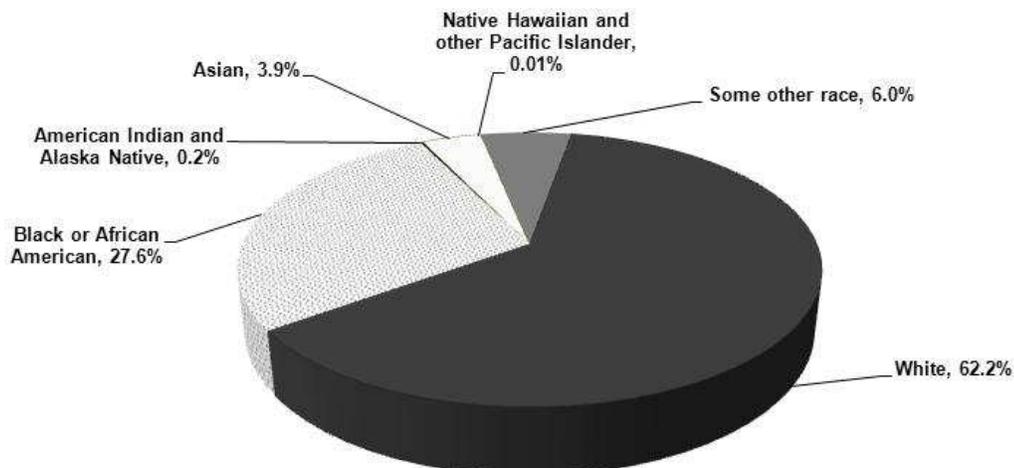
### ***Population and Household Demographics***

Columbus is home to 796,014 residents (U.S. Census Bureau American Fact Finder 2011 population estimate), with roughly 3,507 residents per square mile. Estimates from the U.S. Census Bureau for the 2011 American Fact Finder report that 49 percent of the population is male and 51 percent is female. The median age is 31.6 years old and 77 percent of the resident population is 18 or older.

## Community Profile

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According to the American Fact Finder's estimates, 5.5 percent (43,650) of the city's residents identify as Hispanic or Latino with the remaining 94.5 percent (752,364) identifying as not Hispanic or Latino. The racial demographics for Columbus are broken down as follows:



*Source: U.S. Census Bureau (2011 American Fact Finder)*

### **Housing**

Of the estimated 373,875 total housing units within city limits, 86.2 percent were occupied in 2011, leaving 13.8 percent or 51,561 housing units vacant (for rent, for sale and unoccupied, or otherwise vacant). Slightly less than half of housing units are owner-occupied. Roughly 43 percent of housing units were built prior to 1970 and 46.2% of housing units are single family, detached homes. Columbus owner-occupied homes had an estimated median value of \$127,000 in 2011, down from \$137,700 in 2010.

### **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, 83.1 percent commute to work alone in their vehicles, 7.4 percent carpool with others, and 1.8 percent utilizes public transportation to get to and from work. Mean travel time to work was 23.5 minutes in 2011. The Central Ohio Transit Authority (COTA) operates bus service throughout Franklin County, and parts of Delaware, Fairfield, Licking and Union Counties, providing 18 million rides annually.

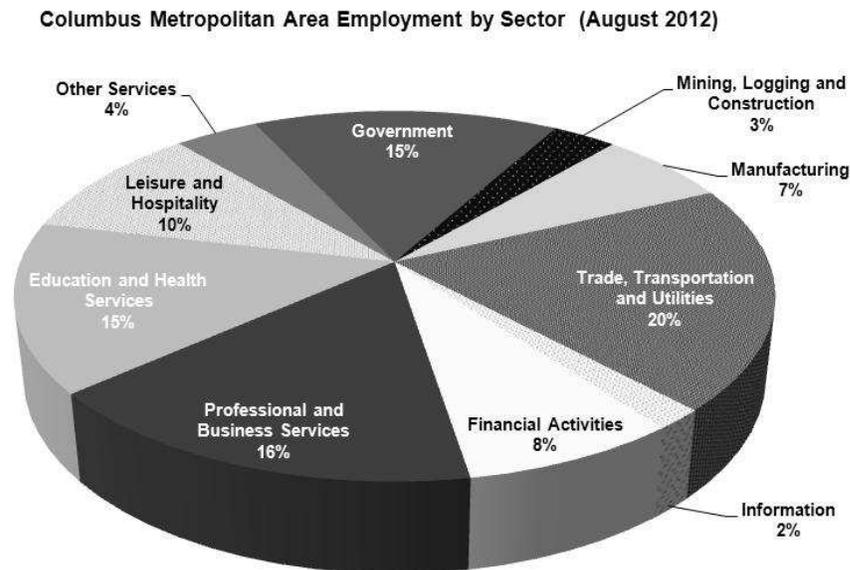
### **Healthcare and Education**

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 district in Ohio, has an average daily enrollment of 49,616 students. High school graduates comprise 88 percent of the adult population and 31 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 (2002 to 2012)<sup>1</sup>**

Employment Sector (non-farm)	# of Jobs 2012	Net Change 2002 to 2012	% Change 2002 to 2012
Trade, Transportation and Utilities	183,500	(6,600)	-3.47%
Professional and Business Services	153,500	24,300	18.81%
Government	145,200	(5,200)	-3.46%
Education and Health Services	138,500	43,900	46.41%
Leisure and Hospitality	94,300	10,500	12.53%
Financial Activities	72,900	(4,300)	-5.57%
Manufacturing	62,100	(27,200)	-30.46%
Other Services	39,700	2,900	7.88%
Mining, Logging and Construction	30,200	(10,800)	-26.34%
Information	16,700	(4,600)	-21.60%
<b>Total Non-Farm Employment</b>	<b>936,600</b>	<b>22,900</b>	<b>2.52%</b>

Source: U.S. Bureau of Labor Statistics

<sup>1</sup> 2012 is estimated using August 2012 preliminary figures. Job figures are rounded to the nearest one-hundredth.

## Community Profile

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 20 largest companies are listed below.

### Central Ohio's 20 Largest Employers (2012)-Ranked by Number of Central Ohio Employees

Employer Name	Total Employees	2010 Revenue
1. The Ohio State University	26,778	NA
2. State of Ohio	26,728	NA
3. JPMorgan Chase Bank	18,000	\$102.69 billion
4. OhioHealth	13,217	\$2.19 billion
5. Nationwide Mutual Insurance Co.	11,668	\$20.3 billion
6. Columbus City Schools	9,766	NA
6. Kroger Co.	9,766	\$82 billion
8. City of Columbus	8,592	\$673 million
9. Nationwide Children's Hospital	7,904	\$1.2 billion
10. McDonald's Corp.	7,622	\$24.08 billion
11. Mount Carmel Health System	7,620	\$2.43 billion
12. Limited Brands Inc.	7,300	\$9.61 billion
13. Honda of America Manufacturing Inc.	7,000	\$107.48 billion
14. Franklin County	6,851	NA
15. Huntington Bancshares Inc.	5,024	\$3.19 billion
16. Giant Eagle Inc.	4,600	\$9.3 billion
17. Cardinal Health Inc.	4,222	\$98.5 billion
18. Abercrombie & Fitch Co.	3,662	\$3.47 billion
19. DLA Land and Maritime	3,600	\$5 billion
20. American Electric Power Company Inc.	3,511	\$14.4 billion

**Source:** *Columbus Business First 2011 Book of Lists*, Greater Columbus Largest Employers, December 2011

Note: "Total employed" is the number of persons employed part-time or full-time during a reporting period, including payroll workers, self-employed persons, unpaid workers in family enterprises, and domestic workers. Employers on the list of the largest employers are ranked according to the number of full-time employees. 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 (2009-2011)**

<b>Company</b>	<b>Type</b>	<b>Product</b>	<b>Investment</b>
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
Roxane Laboratories (2009)	Manufacturing	Pharmaceuticals	\$67 million

*Source: Ohio Private Investment Survey 2009-2011, Ohio Development Services Agency, March 2012*

### **Unemployment**

Of the approximately 983,202 workers in the Columbus metropolitan statistical area (MSA) civilian labor force, 884,760 (or 92.2 percent) were employed in 2011. The unemployment rate of 5.9 percent in the MSA (as of August 2012, not seasonally adjusted) remains lower than that of the state (7.2 percent) and the nation (8.2 percent) and is down from 7.6 percent in August 2011.

### **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 31 percent have bachelor's degrees and 10 percent have master's degrees--numbers that point to a healthy and prosperous future for the city. Annual median earnings for workers were \$31,406 (in 2011 inflation-adjusted dollars) for those in the metro area workforce, aged 16 years or older.

### **Key Development Projects**

Exciting projects are underway in each quadrant of the city, including downtown. Downtown Columbus is seeing a revival with new housing units, commercial development, new parks and redevelopment of neglected parcels. 2012 marks the ninth year of a ten year plan to bring new investment and activity to downtown Columbus. More than 5,000 housing units have been built or are under development.

Since 2002, the city has worked with 38 different companies to keep or bring 4,500 jobs downtown. The total new investment in downtown since 2000 is estimated at \$2.19 billion, with \$711 million in public funding helping to leverage \$1.48 billion in private investment. This includes projects proposed, under construction, or built since 2000.

The downtown skyline will soon have a new addition when a 500-room convention center headquarters hotel, located on the west side of High Street between the Greater Columbus Convention Center and Nationwide Arena, is completed this year. This new hotel is expected to generate an additional 52,000 annual room nights as a result of convention center business. The hotel will protect Franklin County and the City of Columbus' current investment in convention facilities by retaining existing convention business and expanding regional and national conventions in Columbus. This is expected to add 550 jobs and generate \$2.3 million annually in sales, lodging and income taxes. Adjacent to the site is a 900-car parking garage

also owned by the Convention Facilities Authority. Funds raised from adjustments to parking meters will fund the city's contribution for the new hotel.

New developments are underway on the city's west side as well. Transformation is starting to take place in Franklinton, the city's oldest settlement located just west of downtown. Community members have been meeting with city staff and areas partners over the past year to complete the East Franklinton Creative Community District Plan. Aging warehouse space is being renovated into vibrant live/work space for artists.

The last phase of redevelopment of the former Gowdy Field landfill was completed this past year when the city's former heliport site was redeveloped into a \$20 million medical office building for The Ohio State University Medical Center. Two phases of the project have already been completed, resulting in two new office buildings, totaling 200,000 square feet of space, \$30 million in investment and more than 700 jobs. The Stefanie Spielman Comprehensive Breast Health Center, in addition to the nearby Ambulatory Surgery Center, will not only enhance the lives of patients and their families, but also strengthen the city's economic base by creating as many as 200 new jobs over the next several years.

Through an agreement with city officials, JP Morgan Chase & Co., one of the area's largest employers, is bringing 1,000 new jobs to the city and retaining another 10,850. The city will net an estimated \$4.5 million in additional income tax from the new jobs over eight years.

The Ohio State University is expanding its Medical Center on its main campus. The \$1 billion project is scheduled to open in 2014 and will create 6,000 permanent jobs and 5,000 temporary jobs during construction. As part of this project, OSU plans to reinvest ten million in tax incentives from the city in the Near East Side at OSU Hospital East. This partnership with the city will help transform vacant houses into rehabbed or newly constructed homes, provide homebuyer education programs, and create initiatives to improve health and wellness in the surrounding neighborhoods.

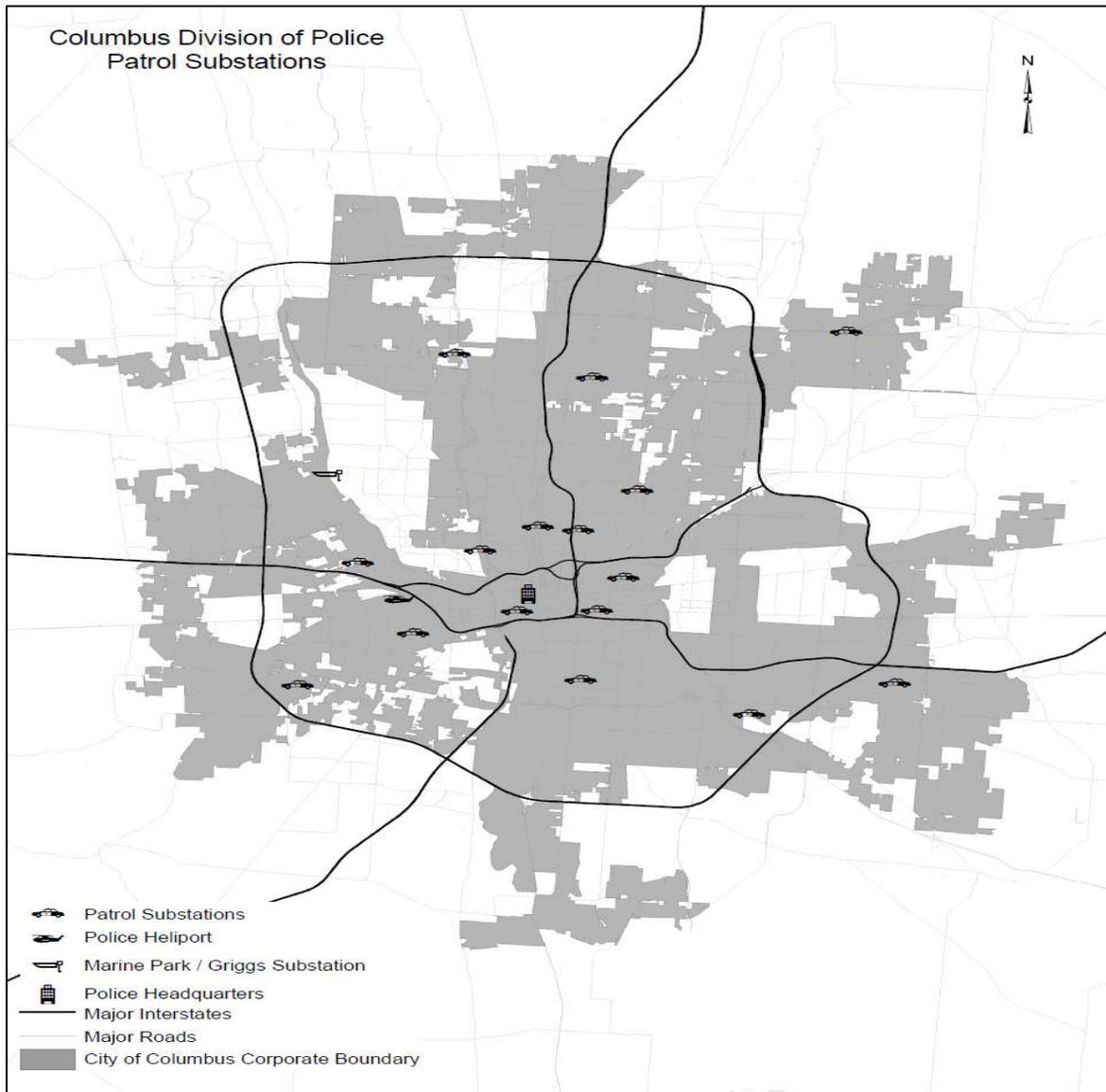
Another major near east/downtown area project is a \$740 million investment in Nationwide Children's Hospital, which is expected to add an additional 1,160 new hospital jobs and generate \$1.3 billion in new regional economic activity. The hospital expansion includes partnerships with the city and others to leverage local and federal funds to redevelop surrounding neighborhoods. Funds will be used to rehab and construct new homes, provide health awareness and other educational opportunities.

Nationwide Insurance agreed to relocate an estimated 1,400 jobs from its Dublin offices to the downtown area, adding to the 7,500 jobs already located at their downtown campus. As part of the agreement, the City of Columbus is creating a Tax Increment Financing District (TIF) to support Nationwide Realty Investor's Grandview Yard development. The TIF will help fund infrastructure improvements within the new \$500 million mixed-use retail and housing center located near Third Avenue and Olentangy River Road.

**Key City Services**

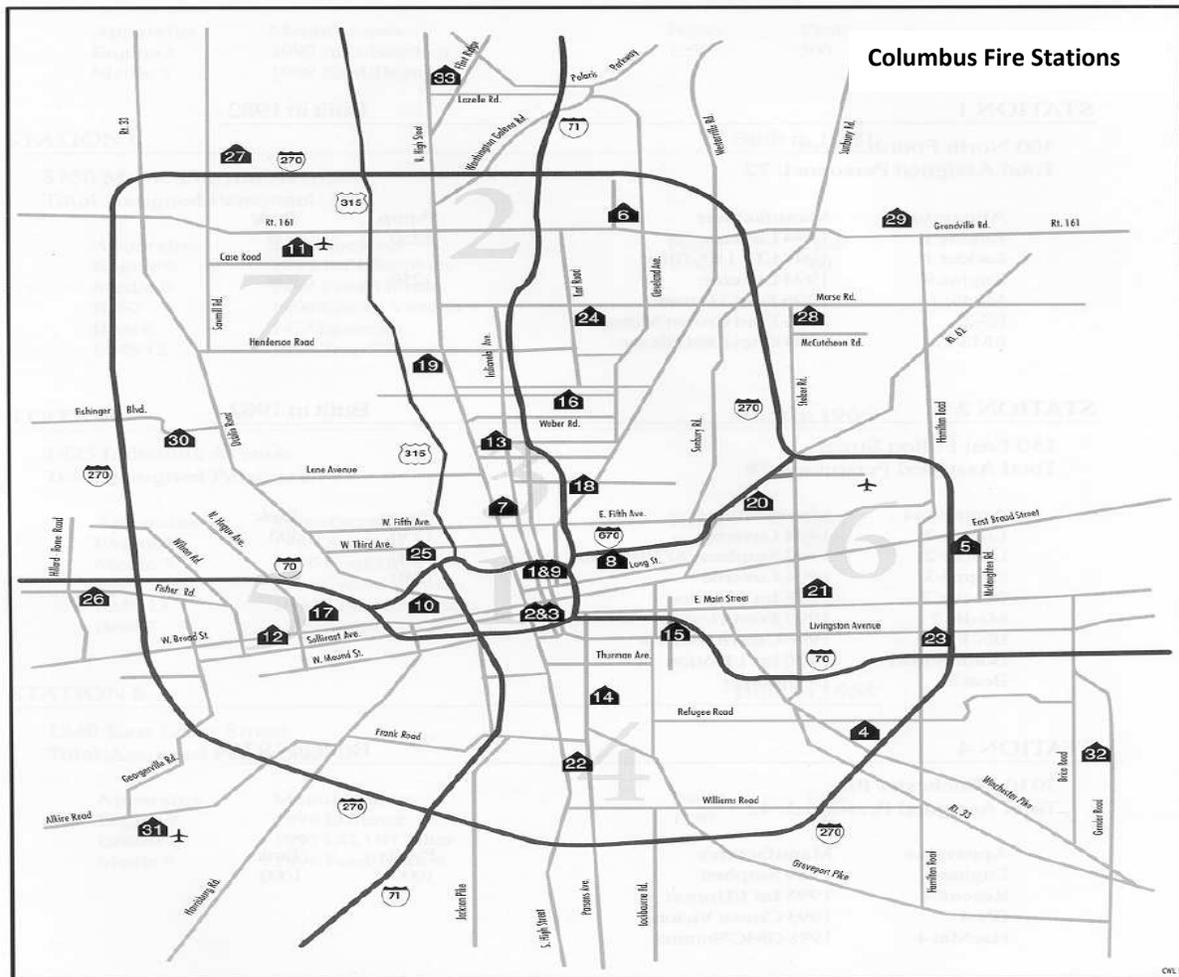
***Police Protection***

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 yard waste collection services. In 2012, the city began offering a residential recycling collection service. RecyColumbus is a comprehensive recycling program of the City of Columbus Department of Public Service. The city began delivering recycle carts to households on April 6, 2012, with collections beginning on June 4, 2012. The start of the biweekly recycling collection service marked the first of five implementation phases of RecyColumbus. When fully implemented in February 2013, RecyColumbus will serve approximately 227,000 households. Recycling is collected at no additional cost to residents every two weeks, alternating with yard waste collection. City of Columbus residents living in single-family homes or in a building with four units or less that are not part of a complex are eligible for this new convenient and easy-to-use city service. The program will save the City of Columbus millions of dollars in landfill costs over several years, with a goal of diverting 25 percent of waste from its landfill by 2016.

**Street System**

The Department of Public Service is responsible for day-to-day maintenance of more than 6,300 lane miles of roadways in the city, including 220 bridges. Since October 2011 through June 2012, 110,440 potholes were repaired.

**Sewer System**

Columbus maintains 4,571 miles of storm, sanitary, and combined sewers and operates two 24-hour wastewater treatment plants (Jackson Pike and Southerly).

	Waste Treatment Summary		
	2011	2010	2009
<b>Total gallons treated</b> (million gallons)	76,234.60	57,283.53	55,951.10
<b>Average</b> (million gallons per day)	208.86	156.94	153.31

*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		
	2011	2010	2009
<b>Finished water</b>			
<b>Total gallons treated</b> (million gallons)	50,290.46	51,198.06	51,469.82
<b>Average</b> (million gallons per day)	137.78	140.27	141.01
<b>Estimated service population</b>	1,132,500	1,125,900	1,115,200
<b>Average per capita consumption</b> (gallons per day)	122	125	126
<b>Miles of distribution pipe:</b>			
Columbus	2,516	2,521	2,593
Suburbs	954	954	866

*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 55 code enforcement officers and supervisors work with residents to ensure that

properties meet city codes for health and safety. As of August 2012, code officers investigated 24,069 emergency and non-emergency requests and issued 14,334 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 2011, the division completed 15,630 inspections of food facilities and issued licenses for over 7,850 food service operations. 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. Increasing access to healthy food was achieved through the implementation of three farmers markets, which provided fresh foods for over 7,200 Columbus residents.

Preventing and containing the spread of communicable disease is another high priority for the Health Department. In 2011, the department investigated 2,720 reports of communicable disease and provided more than 30,000 immunizations 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, nutritious foods, nutrition education, and referrals were provided through 146,934 clinic visits - an average of 12,245 per month at 17 clinic sites.

The department's Women's Health and Family Planning provided comprehensive pregnancy/postpartum care and family planning services to 2,251 clients through 6,977 visits. Sexual health services, including testing and treatment, are another key component of Columbus Public Health's services. In 2011, the Sexual Health Team examined and treated 7,935 individuals to control sexually transmitted diseases.

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## **Recreation, Cultural Amenities and Sports**

### ***Parks***

Columbus operates over 230 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. Smaller neighborhood parks are located throughout the city offering easy access to green space 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 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 Centers/Programs***

There are 30 community centers located throughout the city. The Recreation and Parks Department currently operates 28 of those centers with two others leased to non-profit organizations. All of the centers serve a wide variety of age groups from youths 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.

### ***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 will operate six outdoor pools, one indoor pool and one sprayground in 2013. Two additional spraygrounds, one at Blackburn and the other at Indian Mound community centers will open in 2013. Certified water safety instructors provide free learn-to-swim classes at the swim facilities for children and adults during the summer months.

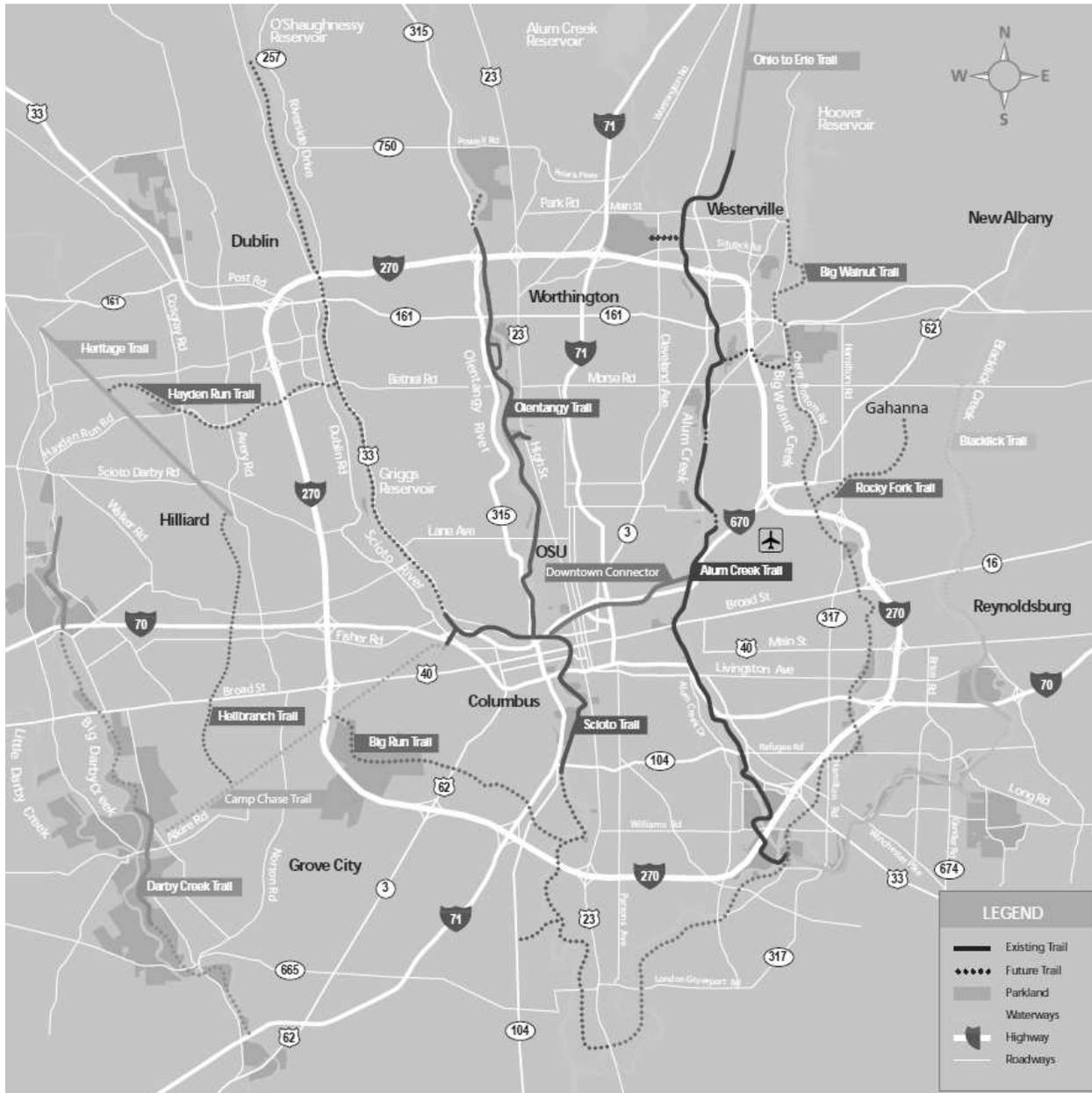
### ***Golf***

Conveniently located around the city, the seven golf courses within the Columbus Recreation and Parks Department— Airport, Champions, Mentel Memorial, Raymond Memorial, Turnberry, Walnut Hill, and Wilson— host more than 227,000 golf rounds annually. Due to the Port Columbus runway expansion project, Airport Golf Course was closed after Labor Day 2011 for reconstruction and will reopen in the spring of 2013.

**Trails**

With 51 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 78 table games, 3,000 slot machines, a 10,000 square foot events center and four restaurants. Roughly 2,000 employees work at the casino, eighty 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.

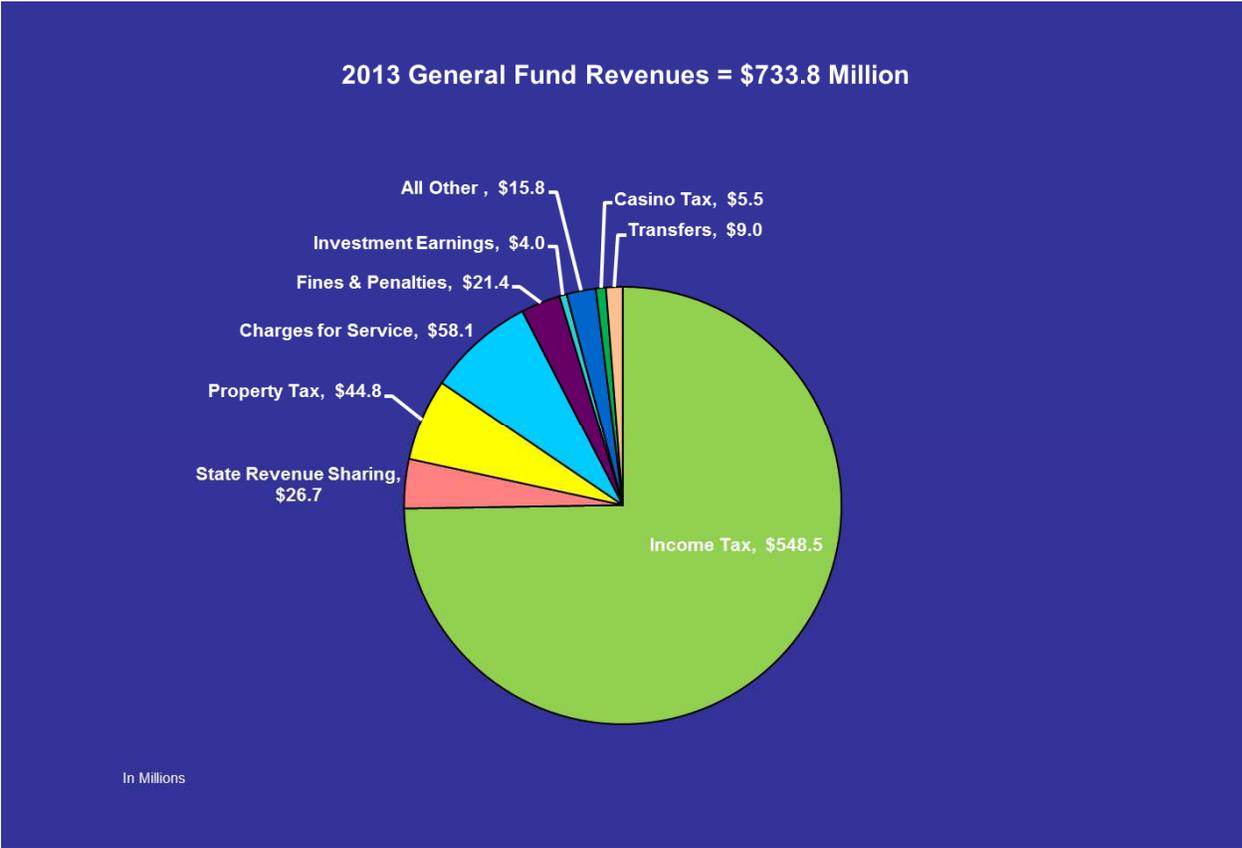
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# Financial Overview

## Revenue

The financial health of the city’s general fund is directly tied to the income tax which comprises over 74 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 2013. After the income tax, the next three largest revenue sources to the general fund are various charges for services at eight percent, property taxes at six percent and shared revenues (various state taxes that are shared with local governments) at four percent.



Income tax collections are projected at \$532.4 million in 2012 and \$548.5 million in 2013. The City Auditor's 2013 estimate assumes a three percent growth in income tax receipts in 2013, or an additional \$16.1 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 2012 projection for these funds is \$28.3 million, and in 2013 additional state cuts are estimated to reduce this revenue source to just \$21.5 million. Additionally, the state has eliminated the estate tax effective January 1, 2013. The current 2012 projection for estate tax revenues is \$14 million. It is estimated that the city will receive a modest \$4 million in residual estate tax revenue in 2013.

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. Property tax collections declined by 7.14 percent in 2011 and are projected to decline again in 2012. 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 2012 property tax collections will be 8.02 percent less than those of 2011. Property taxes are expected to rebound in 2013, with a growth rate of 2.32 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 with earnings totaling \$10.2 million in 2005, \$20.4 million in 2006, \$30.9 million in 2007, and \$24.9 million in 2008. In 2009, 2010 and 2011 however, investment earnings again plummeted, totaling only \$6.4 million, \$3.6 million and \$3.0 million, respectively. In 2012, projected earnings are at \$4.0 million, and that same amount is being projected for 2013.

### **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 both 2011 and 2012. Current year revenues in 2011 exceeded current year expenditures (exclusive of transfers to reserve funds) by \$20.48 million. In 2012, expenditures are projected to be \$17.26 million lower than current year revenues.

Projected 2013 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 2012 levels, and the city-wide curbside recycling program will be fully implemented.

The city continues to replenish the economic stabilization fund, with a deposit of \$6.7 million in 2012 and another \$10.0 million in 2013. 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. It is expected that only \$6 million will be needed in 2013; therefore \$5 million will remain in that fund until needed.

## **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. Of the twenty-five most populous cities, Columbus and Charlotte, North Carolina are the only two 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 five 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 will help the fund reach almost \$40 million by year-end 2012. With a budgeted 2013 payment of \$10 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. To that end, the city is committing to deposit an additional \$25 million to the fund over the next five years.

The planned replenishment schedule is illustrated in the chart on the following page.

<b>Economic Stabilization Fund Recommended Future Deposits (000's Omitted)</b>					
<b>Year</b>	<b>Deposit</b>	<b>Investment Earnings*</b>	<b>Expended</b>	<b>Year-End Balance</b>	<b>% of GF Budget</b>
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	329	-	39,951	5.55%
2013	10,049	400	-	50,400	6.67%
2014	5,000	504	-	55,904	6.67%
2015	5,000	559	-	61,463	7.97%
2016	5,000	615	-	67,077	8.43%
2017	5,000	671	-	72,748	8.85%
2018	5,000	727	-	78,475	9.24%

\* In 2008, investment earnings were deposited to the Anticipated Expenditures Fund. Assumes 1.0 percent investment rate in 2013-2018.

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 27<sup>th</sup> 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.

<b>Anticipated Expenditure Fund Recommended Future Deposits (000's Omitted)</b>			
<b>Year</b>	<b>Deposit</b>	<b>Expended</b>	<b>Year-End Balance</b>
2011	2,052	-	6,814
2012	2,060	-	8,874
2013	2,122	-	10,996
2014	2,185	-	13,181
2015	2,251	-	15,432
2016	2,319	-	17,751
2017	2,388	-	20,139
2018	2,460	-	22,599
2019	2,534	-	25,132
2020	2,610	-	27,742

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, with a deposit of \$11 million 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 will ensure the continuation of basic city services in 2013 and beyond. The city deposited \$11 million into this fund in 2012 and will use \$6 million in 2013. The \$5 million balance will be available for use, if necessary in 2014. If not needed, these funds may be transferred to the rainy day fund.

### **2013 Budget Scenario**

The 2013 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 \$50 million in the fund by the end of 2013 and to reach a level representing 9 percent of general fund expenditures by the year 2019.

### **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 2013 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 2014 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 9 percent annually in 2013 and beyond; however, projections include offsets due to incremental increases in employee shares.
- Expenditure projections for 2014 and beyond are premised on maintaining 2013 levels of service.
- In 2013, no general fund expenditures for vehicle purchases are assumed, as special income tax funds will be used for this purpose. In 2014 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 \$548.5 million in 2013 and will grow by 3.5 percent in all years thereafter.
- Property taxes will increase by 2.32 percent in 2013, 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 24.09 percent in 2013 and then increase by 2 percent thereafter.
- Estate taxes are projected at \$4.0 million in 2013 and will decrease to \$0 in all years thereafter.
- Investment earnings will be \$4 million in 2013 and are projected to remain at that level in 2013 and thereafter.
- Hotel/motel tax revenue is projected to decrease by 68.35 percent in 2013 and then will decrease to \$0 in all years thereafter.
- Charges for services are expected to grow by 1.49 percent in 2013 and then by 3 percent thereafter.
- The kilowatt hour tax will be \$1.53 million in 2013 and will remain flat in all years thereafter.

- Fines and penalties will increase by 1.06 percent in 2013 and increase by 2 percent thereafter.
- Licenses and permit fees are projected to grow by 0.15 percent in 2013 and increase by 2 percent thereafter.
- Casino revenue will equal \$5.5 million in its first year, 2013, will grow to \$7 million in 2014, and increase by 2 percent in all years thereafter.
- A transfer of \$6 million from the basic city services fund will occur in 2013 with another \$5 million in 2014.

### **Division Specific Assumptions**

- Two police recruit classes are funded in the general fund in 2013. Thereafter, recruit classes sufficient to replace retiring uniformed staff are projected. The 2010 class that was mostly funded with federal stimulus funds is only partly funded by the general fund in 2013.
- One fire recruit class is funded in 2013. Thereafter, recruit classes sufficient to replace retiring uniformed staff are projected.
- Projections for the Refuse Collection Division presume that a portion of the bulk collection program will remain funded through the street construction, maintenance and repair fund.
- Projections for 2014 and beyond include continuing the curbside recycling program started in 2012.

**GENERAL FUND PRO FORMA OPERATING STATEMENT**

<b>Resources:</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Beginning Balance	\$ 33,792,340	\$ 32,337,872	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Income Tax	532,375,000	548,500,000	567,698,000	587,567,000	608,132,000	629,417,000	651,447,000	674,248,000	697,847,000	722,272,000	747,552,000
Property Tax	43,754,000	44,768,000	45,663,000	47,490,000	48,440,000	49,409,000	51,385,000	52,413,000	53,461,000	54,530,000	56,711,000
Kilowatt Hour Tax	1,530,000	1,530,000	1,530,000	1,530,000	1,530,000	1,530,000	1,530,000	1,530,000	1,530,000	1,530,000	1,530,000
Hotel/Motel Tax	3,950,000	1,250,000	-	-	-	-	-	-	-	-	-
Shared Revenues	43,486,000	26,657,000	23,110,000	23,572,000	24,043,000	24,524,000	25,014,000	25,514,000	26,024,000	26,544,000	27,075,000
License and Permit Fees	10,330,000	10,345,000	10,552,000	10,763,000	10,978,000	11,198,000	11,422,000	11,650,000	11,883,000	12,121,000	12,363,000
Fines and Penalties	21,127,000	21,350,000	21,777,000	22,213,000	22,657,000	23,110,000	23,572,000	24,043,000	24,524,000	25,014,000	25,514,000
Investment Earnings	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	4,000,000
Charges for Service	57,258,000	58,113,000	59,856,000	61,652,000	63,502,000	65,407,000	67,369,000	69,390,000	71,472,000	73,616,000	75,824,000
All Other Revenue	7,232,690	5,703,615	5,703,615	5,703,615	5,703,615	5,703,615	5,703,615	5,703,615	5,703,615	5,703,615	5,703,615
Basic City Services Transfer	-	6,000,000	5,000,000	-	-	-	-	-	-	-	-
Casino Revenue	-	5,545,513	7,000,000	7,210,000	7,426,300	7,649,089	7,878,562	8,114,919	8,358,366	8,609,117	8,867,391
<b>Total Revenues</b>	<b>725,042,690</b>	<b>733,762,128</b>	<b>751,889,615</b>	<b>771,700,615</b>	<b>796,411,915</b>	<b>821,947,704</b>	<b>849,321,177</b>	<b>876,606,534</b>	<b>904,802,981</b>	<b>933,939,732</b>	<b>965,140,006</b>
<b>Total Available Resources</b>	<b>758,835,030</b>	<b>766,100,000</b>	<b>751,889,615</b>	<b>771,700,615</b>	<b>796,411,915</b>	<b>821,947,704</b>	<b>849,321,177</b>	<b>876,606,534</b>	<b>904,802,981</b>	<b>933,939,732</b>	<b>965,140,006</b>
% Change in Revenues from Prior Yr.	2.48%	1.20%	2.47%	2.63%	3.20%	3.21%	3.33%	3.21%	3.22%	3.22%	3.34%
% Change in Resources from Prior Yr	3.79%	0.96%	-1.85%	2.63%	3.20%	3.21%	3.33%	3.21%	3.22%	3.22%	3.34%
<b>Expenditures:</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Development	27,521,503	22,624,998	22,989,447	23,509,371	24,046,410	24,601,416	25,175,291	25,768,995	26,383,548	27,020,037	27,679,615
Fire	214,133,081	218,691,298	221,264,476	226,189,874	231,299,233	236,602,939	242,112,065	247,838,423	253,794,608	259,994,057	266,451,108
Governmental Services	74,698,336	97,607,114	99,135,458	101,321,857	103,576,463	105,902,509	108,303,423	110,782,844	113,344,637	115,992,908	118,732,017
Health	18,880,809	20,143,332	20,541,374	21,012,928	21,510,451	22,026,693	22,562,690	23,119,550	23,698,451	24,300,651	24,927,488
Judicial Services	25,638,199	26,995,057	27,663,145	28,408,874	29,188,358	30,003,673	30,857,033	31,750,805	32,687,514	33,669,860	34,700,724
Other Safety	13,101,443	14,839,827	15,028,026	15,358,855	15,699,884	16,051,591	16,414,482	16,789,092	17,175,993	17,575,789	17,989,123
Police	273,616,817	286,912,013	297,772,425	304,191,390	313,226,158	321,696,679	330,500,615	341,929,911	353,843,986	366,267,847	379,227,993
Recreation and Parks	28,028,912	33,884,074	34,412,021	35,214,134	36,045,777	36,908,568	37,804,231	38,734,600	39,701,632	40,707,412	41,754,163
Refuse Collection	26,574,992	28,145,540	28,677,538	29,368,814	30,085,245	30,828,171	31,599,022	32,399,318	33,230,679	34,094,830	34,993,607
Public Service	6,578,066	6,207,959	6,307,098	6,474,355	6,649,156	6,831,967	7,023,284	7,223,637	7,433,592	7,653,754	7,884,768
Fleet-Vehicles	-	-	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
<b>Operating Expenditures</b>	<b>708,772,158</b>	<b>756,051,212</b>	<b>778,791,009</b>	<b>796,050,450</b>	<b>816,327,136</b>	<b>836,454,205</b>	<b>857,352,135</b>	<b>881,337,174</b>	<b>906,294,641</b>	<b>932,277,145</b>	<b>959,340,606</b>
% Change/Previous Year	3.12%	6.67%	3.01%	2.22%	2.55%	2.47%	2.50%	2.80%	2.83%	2.87%	2.90%
Transfer to Economic Stabilization Fund	6,725,000	10,048,788	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	-	-	-	-
Transfer to Basic City Services Fund	11,000,000	-	-	-	-	-	-	-	-	-	-
<b>Required Expenditure Reductions and/or Revenue Increases</b>	<b>32,337,872</b>	<b>-</b>	<b>(31,901,394)</b>	<b>(29,349,835)</b>	<b>(24,915,221)</b>	<b>(19,506,501)</b>	<b>(13,030,959)</b>	<b>(4,730,641)</b>	<b>(1,491,660)</b>	<b>-</b>	<b>-</b>

Footnotes:

Revenue estimates for 2014 and beyond are those of the Department of Finance & Management, and not the City Auditor.  
 Cumulative deficits are not possible since each budget year must be balanced. Balancing will be achieved through increased revenues, lowered expenditures, or a combination thereof.

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## **City of Columbus Financial Policies**

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

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

### **A. Balanced Budget**

1. It is the policy of the city that the budget for each of its funds always be balanced in that the appropriations from each fund for the fiscal year not exceed the resources available to that fund for the year, including estimated revenues and any balance in the fund at the beginning of the year. This policy assures that the city does not spend beyond its means and derives from the requirement in Sections 26 and 27 of the City Charter that the Mayor's estimate be used as the basis for appropriation ordinances.
2. While in any given year all or a portion of the beginning balance in a fund may be appropriated for expenditure, the longer-term goal is that operating expenditures not exceed operating revenues on an annualized basis such that structural balance is maintained within each fund. Consistent with this longer-term goal, the better practice is to appropriate portions of the beginning balance only to the extent they support non-recurring expenditures, replace temporary declines in revenue, or are reasonably anticipated to be offset by increased revenue not yet officially recognized in a revenue estimate.
3. The portion of the beginning year balance in a fund which equals the amount by which expenditures exceeded revenues during the year preceding the budget year should be appropriated only to the extent contemplated by the policy defining the appropriate use of the economic stabilization fund.
4. The portion of the beginning year balance in the general operating fund which exceeds ten percent of the expenditures from such fund during the year preceding the budget year should be transferred to either the anticipated expenditures fund or the economic stabilization fund.

## **B. Economic Stabilization Fund**

1. The economic stabilization fund (ESF) was created by Ordinance 860-88 in 1988 and is sometimes referred to as the “rainy day fund.” It was intended to ensure against reductions in “basic city services during times of economic recession or unexpected revenue loss by the city” which are supported by the general operating fund.
2. Consistent with the need to protect city finances during extended economic downturns or times of extreme emergency created by unexpected events, the term “basic city services” should be construed conservatively to refer only to the direct provision of core city services such as police and fire protection, protection of public health, and refuse removal. Such services which are supported by the general operating fund may be maintained in part with this fund when revenues have been temporarily lowered, whether from economic recession or otherwise, provided that there is a reasonable expectation that services cannot otherwise be maintained at acceptable levels and that increased revenues during the year or years following the budget year will allow replacement of any moneys used from this fund at an annual rate equal to at least one percent of general fund expenditures in the budget year.
3. This fund may also be used to support basic city services funded by the general operating fund in the absence of a temporary lowering of revenues where unanticipated events of a most unusual nature have occasioned a need for non-recurring emergency expenditures, provided 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 27<sup>th</sup> 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, such as the Y2K problem.
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 27<sup>th</sup> 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 27<sup>th</sup> 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 27<sup>th</sup> 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 2013**

Columbus City Council's 2013 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, the revitalization of commercial corridors, support for major hospital expansions, and continued investment in the 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.

### **2013 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.

**Budget and Program Summary**

<b>DEPARTMENT FINANCIAL SUMMARY</b>					
<b>DIVISION SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
City Council	\$ 11,273,029	\$ 12,702,734	\$ 12,372,126	\$ 14,820,093	\$ 3,665,166
<b>TOTAL</b>	<b>\$ 11,273,029</b>	<b>\$ 12,702,734</b>	<b>\$ 12,372,126</b>	<b>\$ 14,820,093</b>	<b>\$ 3,665,166</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
CITY COUNCIL GENERAL FUND EXPENDITURES SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
Personnel	\$ 2,702,596	\$ 2,796,212	\$ 3,029,637	\$ 3,028,862	\$ 3,521,171
Materials & Supplies	15,559	15,484	21,544	21,544	20,500
Services	570,208	1,365,716	240,945	2,289,687	123,495
Transfers	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 3,288,362</b>	<b>\$ 4,177,412</b>	<b>\$ 3,292,126</b>	<b>\$ 5,340,093</b>	<b>\$ 3,665,166</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
CITY COUNCIL HOTEL/MOTEL TAX FUND EXPENDITURES SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
Services	\$ 7,984,667	\$ 8,525,322	\$ 9,080,000	\$ 9,480,000	\$ -
<b>TOTAL</b>	<b>\$ 7,984,667</b>	<b>\$ 8,525,322</b>	<b>\$ 9,080,000</b>	<b>\$ 9,480,000</b>	<b>\$ -</b>

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
General	\$ 3,288,362	\$ 4,177,412	\$ 3,292,126	\$ 5,340,093	\$ 3,665,166
Hotel/Motel Tax	7,984,667	8,525,322	9,080,000	9,480,000	-
<b>TOTAL</b>	<b>\$ 11,273,029</b>	<b>\$ 12,702,734</b>	<b>\$ 12,372,126</b>	<b>\$ 14,820,093</b>	<b>\$ 3,665,166</b>

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2010 Actual	2011 Actual	2012 Authorized	2013 Authorized
City Council	FT	33	36	38	38
	PT	0	0	1	0
<b>TOTAL</b>		<b>33</b>	<b>36</b>	<b>39</b>	<b>38</b>

\*FT=Full-Time PT=Part-Time

2013 Operating Budget  
City Council

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Administration	To approve all appropriations and laws for Columbus, and to provide a public forum for the discussion of issues by the citizenry.	\$ 3,450,309	\$ 3,243,084	\$ 3,292,126	\$ 3,665,166	35	35	38	38
Hotel/Motel Tax	To provide support for Experience Columbus and for expanding cultural services.	\$ 7,440,000	\$ 8,100,000	\$ 9,080,000	\$ -	0	0	0	0
		\$ 10,890,309	\$ 11,343,084	\$ 12,372,126	\$ 3,665,166	35	35	38	38

## **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 32 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 Facilities Authority.

In addition to collecting the municipal tax for the City of Columbus, the Income Tax Division has contracts with and acts as the collection agent for the following municipalities: Brice, Canal Winchester, Groveport, Harrisburg, Marble Cliff, Obetz, and the Northern Pickaway County JEDD.

### **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 2013**

- Maintain high quality fiscal processing, tax collection and audit, debt management, record keeping, and reporting to its customers.
- Continue to ensure compliance with the Columbus City Charter and Columbus City 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.

## **2013 Budget Notes**

- The 2013 budget for the City Auditor 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. Funding for employee bonding is also included, which occurs every three years.
- The 2013 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.

## Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
<u>DIVISION SUMMARY</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Original Appropriation</u>	<u>2012 Estimated Expenditures</u>	<u>2013 Proposed</u>
City Auditor	\$ 3,197,632	\$ 3,294,955	\$ 3,459,034	\$ 3,424,789	\$ 3,661,371
Income Tax	7,091,543	7,382,516	8,295,710	7,769,797	8,622,614
<b>TOTAL</b>	<b>\$ 10,289,175</b>	<b>\$ 10,677,471</b>	<b>\$ 11,754,744</b>	<b>\$ 11,194,586</b>	<b>\$ 12,283,985</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
<u>CITY AUDITOR GENERAL FUND EXPENDITURES SUMMARY</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Original Appropriation</u>	<u>2012 Estimated Expenditures</u>	<u>2013 Proposed</u>
Personnel	\$ 2,436,821	\$ 2,569,354	\$ 2,676,008	\$ 2,652,474	\$ 2,708,356
Materials & Supplies	27,188	30,130	24,500	28,500	24,600
Services	722,873	695,471	758,526	743,815	928,415
Other	-	-	-	-	-
Capital	10,750	-	-	-	-
<b>TOTAL</b>	<b>\$ 3,197,632</b>	<b>\$ 3,294,955</b>	<b>\$ 3,459,034</b>	<b>\$ 3,424,789</b>	<b>\$ 3,661,371</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>INCOME TAX GENERAL FUND</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 6,189,556	\$ 6,561,468	\$ 7,096,769	\$ 6,777,624	\$ 7,386,336
Materials & Supplies	57,993	60,040	73,000	73,000	79,000
Services	843,994	761,008	1,125,941	919,173	1,157,278
<b>TOTAL</b>	<b>\$ 7,091,543</b>	<b>\$ 7,382,516</b>	<b>\$ 8,295,710</b>	<b>\$ 7,769,797</b>	<b>\$ 8,622,614</b>

<b>DEPARTMENT SUMMARY BY FUND</b>					
<b>FUND SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
General Fund	\$ 10,289,175	\$ 10,677,471	\$ 11,754,744	\$ 11,194,586	\$ 12,283,985
<b>TOTAL</b>	<b>\$ 10,289,175</b>	<b>\$ 10,677,471</b>	<b>\$ 11,754,744</b>	<b>\$ 11,194,586</b>	<b>\$ 12,283,985</b>

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2010 Actual	2011 Actual	2012 Authorized	2013 Authorized
City Auditor	FT	24	25	34	34
	PT	2	2	4	4
Income Tax	FT	74	73	82	82
	PT	3	2	1	1
<b>TOTAL</b>		<b>103</b>	<b>102</b>	<b>121</b>	<b>121</b>

\*FT=Full-Time PT=Part-Time

2013 Operating Budget  
City Auditor

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Administration	To administer the City Auditor's Office and Income Tax Division.	\$ 516,924	\$ 522,796	\$ 552,497	\$ 556,489	4	4	4	4
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.	\$ 1,236,589	\$ 1,617,173	\$ 1,648,356	\$ 1,848,301	7	7	7	6
Auditing	To pre-audit all city financial transactions.	\$ 1,027,582	\$ 871,565	\$ 806,730	\$ 788,726	10	10	11	11
Payroll Auditing	To process all city payrolls and insurance programs.	\$ 356,123	\$ 374,595	\$ 451,451	\$ 467,855	4	4	4	4
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.	\$ 2,141,606	\$ 2,034,916	\$ 2,404,671	\$ 2,425,399	9	9	9	10
Collections, Audits	To collect, audit, enforce and process various types of income tax documents.	\$ 3,771,757	\$ 4,013,792	\$ 4,168,989	\$ 4,326,782	43	43	43	47
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.	\$ 1,633,885	\$ 1,785,858	\$ 1,722,050	\$ 1,870,433	22	22	22	22
		\$ 10,684,466	\$ 11,220,695	\$ 11,754,744	\$ 12,283,985	99	99	100	104

## **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 2013**

- Efficient and accurate receipt, custody, disbursement, and investment of all city funds.

## **2013 Budget Notes**

- The Treasurer's budget is primarily personnel-related with funding for nine full-time employees in 2013. The primary non-personnel funding is for banking services contracts.

## Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
<b>DIVISION SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
City Treasurer	\$ 919,120	\$ 972,120	\$ 1,032,064	\$ 999,669	\$ 1,062,984
<b>TOTAL</b>	<b>\$ 919,120</b>	<b>\$ 972,120</b>	<b>\$ 1,032,064</b>	<b>\$ 999,669</b>	<b>\$ 1,062,984</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
<b>CITY TREASURER GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 827,724	\$ 843,742	\$ 926,153	\$ 842,887	\$ 894,828
Materials & Supplies	9,939	11,139	3,200	2,506	2,850
Services	81,456	117,239	102,711	154,276	165,306
<b>TOTAL</b>	<b>\$ 919,120</b>	<b>\$ 972,120</b>	<b>\$ 1,032,064</b>	<b>\$ 999,669</b>	<b>\$ 1,062,984</b>

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
General Fund	\$ 919,120	\$ 972,120	\$ 1,032,064	\$ 999,669	\$ 1,062,984
<b>TOTAL</b>	<b>\$ 919,120</b>	<b>\$ 972,120</b>	<b>\$ 1,032,064</b>	<b>\$ 999,669</b>	<b>\$ 1,062,984</b>

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2010 Actual	2011 Actual	2012 Authorized	2013 Authorized
City Treasurer	FT	10	9	12	12
	PT	1	1	2	2
<b>TOTAL</b>		<b>11</b>	<b>10</b>	<b>14</b>	<b>14</b>

\*FT=Full-Time PT=Part-Time

2013 Operating Budget City Treasurer
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Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Treasurer's Office	To act as a custodian of all funds, which includes the receipt of tax assessments, disbursements, accounting, deposits, and investments.	\$ 907,052	\$ 1,015,822	\$ 1,032,064	\$ 1,062,984	10	10	10	9
		<b>\$ 907,052</b>	<b>\$ 1,015,822</b>	<b>\$ 1,032,064</b>	<b>\$ 1,062,984</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>9</b>

## **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 135 full-time and 6 part-time positions for the City Attorney's Office. However, the proposed 2013 budget provides funding for only 113 full-time and 36 part-time positions. Of these positions, 62 are scheduled to be occupied by attorneys.

The office has five basic units: Police Legal Advisor unit, Claims Division, Real Estate Division, Prosecutor Division and Civil Division. The Civil Division contains 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, promotes mediation to resolve disputes short of litigation, and 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 2013**

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 law suits, 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.

## **2013 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 2013 budget provides funding for 113 full-time and 36 part-time employees.
- A total of \$90,000 is budgeted for subscriptions to various legal research services and publications.

## Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
<b>DIVISION SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
City Attorney	\$ 10,035,090	\$ 10,337,807	\$ 10,703,099	\$ 10,696,635	\$ 11,065,567
Real Estate	255,619	207,084	212,038	209,401	209,201
Land Acquisition	740,238	702,098	734,005	724,607	743,025
<b>TOTAL</b>	<b>\$ 11,030,947</b>	<b>\$ 11,246,989</b>	<b>\$ 11,649,142</b>	<b>\$ 11,630,643</b>	<b>\$ 12,017,793</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>CITY ATTORNEY GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 9,579,586	\$ 9,861,548	\$ 10,280,986	\$ 10,210,960	\$ 10,601,875
Materials & Supplies	65,459	67,478	69,233	94,233	89,300
Services	306,445	295,598	352,880	325,400	374,392
Other	-	-	-	-	-
Transfers	83,600	113,183	-	66,042	-
<b>TOTAL</b>	<b>\$ 10,035,090</b>	<b>\$ 10,337,807</b>	<b>\$ 10,703,099</b>	<b>\$ 10,696,635</b>	<b>\$ 11,065,567</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>REAL ESTATE GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 255,619	\$ 207,084	\$ 212,038	\$ 209,401	\$ 209,201
<b>TOTAL</b>	<b>\$ 255,619</b>	<b>\$ 207,084</b>	<b>\$ 212,038</b>	<b>\$ 209,401</b>	<b>\$ 209,201</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
LAND ACQUISITION LAND ACQUISITION FUND EXPENDITURES SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
Personnel	\$ 709,267	\$ 664,682	\$ 665,073	\$ 664,888	\$ 672,140
Materials & Supplies	2,147	3,554	15,500	15,200	15,500
Services	28,824	33,862	53,432	44,519	55,385
<b>TOTAL</b>	<b>\$ 740,238</b>	<b>\$ 702,098</b>	<b>\$ 734,005</b>	<b>\$ 724,607</b>	<b>\$ 743,025</b>

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
General	\$ 10,290,709	\$ 10,544,891	\$ 10,915,137	\$ 10,906,036	\$ 11,274,768
Land Acquisition	740,238	702,098	734,005	724,607	743,025
<b>TOTAL</b>	<b>\$ 11,030,947</b>	<b>\$ 11,246,989</b>	<b>\$ 11,649,142</b>	<b>\$ 11,630,643</b>	<b>\$ 12,017,793</b>

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2010 Actual	2011 Actual	2012 Authorized	2013 Authorized
City Attorney	FT	104	99	135	135
	PT	35	33	47	47
Real Estate	FT	2	2	6	6
	PT	1	0	1	1
Land Acquisition	FT	8	6	8	8
	PT	2	2	1	1
<b>TOTAL</b>		<b>152</b>	<b>142</b>	<b>198</b>	<b>198</b>

\*FT=Full-Time PT=Part-Time

**2013 Operating Budget  
City Attorney**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Administration	To provide management and support through the offices of the City Attorney.	\$ 1,119,997	\$ 1,105,128	\$ 1,401,312	\$ 1,474,453	6	6	7	8
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.	\$ 372,238	\$ 332,274	\$ 404,136	\$ 413,063	6	5	6	6
Civil Part-Time	To provide law student interns who perform legal research for the attorneys in the civil division.	\$ 101,565	\$ 108,638	\$ 111,376	\$ 116,666	0	0	0	0
Appellate	To appeal misdemeanor prosecutions to the Franklin County Court of Appeals, and defend misdemeanor criminal appeals filed against the city.	\$ 354,174	\$ 378,684	\$ 396,673	\$ 414,397	3	3	3	3
Intake	To assist citizens requesting the filing of criminal misdemeanor complaints by assisting, advising and making appropriate referrals.	\$ 507,209	\$ 539,704	\$ 557,327	\$ 619,279	2	3	3	3

<b>2013 Operating Budget City Attorney</b>
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Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
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.	\$ 1,072,206	\$ 1,148,995	\$ 1,143,706	\$ 1,159,093	16	16	16	16
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.	\$ 856,476	\$ 724,123	\$ 740,150	\$ 756,576	7	6	7	6
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.	\$ 675,759	\$ 825,160	\$ 840,761	\$ 852,100	5	6	6	6

**2013 Operating Budget  
City Attorney**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
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.	\$ 547,673	\$ 688,742	\$ 697,400	\$ 716,365	5	6	6	6
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.	\$ 287,937	\$ 245,506	\$ 255,061	\$ 262,138	3	2	2	2
Claims	To handle pre-litigation claims against the city as well as the collection of funds owed to the city.	\$ 526,673	\$ 623,822	\$ 664,689	\$ 674,477	6	7	7	7
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.	\$ 864,126	\$ 923,430	\$ 957,600	\$ 911,573	15	14	15	14

**2013 Operating Budget  
City Attorney**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Zone Initiative	To handle cases relating to housing, building, health and zoning code violations as well as nuisance abatement actions.	\$ 470,773	\$ 352,479	\$ 329,348	\$ 322,525	6	4	4	4
Criminal Prosecution	To provide attorneys in the prosecution of misdemeanor traffic and criminal cases including domestic violence, DUI and assault cases.	\$ 2,159,732	\$ 2,208,052	\$ 2,203,560	\$ 2,374,862	24	23	23	24
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.	\$ 229,941	\$ 12,953	\$ 212,038	\$ 209,201	2	2	2	2
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.	\$ 887,671	\$ 99,624	\$ 734,005	\$ 743,025	8	8	6	6
		<b>\$ 11,034,150</b>	<b>\$ 11,317,314</b>	<b>\$ 11,649,142</b>	<b>\$ 12,017,793</b>	<b>114</b>	<b>111</b>	<b>113</b>	<b>113</b>

## **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 2013

- The 1<sup>st</sup> phase of the multi-year renovation to the courthouse is expected to begin in the 2<sup>nd</sup> quarter of 2013 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, has been interpreted to require the Municipal Court to use the Ohio Risk Assessment System (ORAS) in certain probation cases. Implementation of this system will continue to be a major undertaking in 2013. Funds were sought in the 2013 general fund budget request to add three probation officers to handle the increased work necessitated by this unfunded mandate from the state.
- Increase strategic and efficient usage by probationers of electronically monitored home incarceration, work release, and SCRAM (Secure, Continuous Remote Alcohol Monitoring).
- Funds were obtained in the 2012 budget for a vendor to perform a salary and job classification study. A vendor was selected pursuant to a request for proposals and the study will be completed in late 2012 or early 2013. Implementation of the recommendations will be a major undertaking in 2013.
- 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 defendants. 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 must develop a long-term solution to this situation.
- Evaluate the audio-video recording equipment that has been installed in several judges' courtrooms.
- Continue to focus on effectiveness and success rates of three of the Court's specialty dockets – Mental Health Program Docket, ADAP (Alcohol and Drug Abuse Program) and CATCH (Changing Actions to Change Habits) – and complete integration of the fourth docket, the Military and Veteran's Service (MAVS) docket.
- Provide additional administrative and budget support to the Specialty 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, 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.

### **2013 Budget Notes**

- The 2013 general fund budget includes 188 full-time and 11 part-time employees. The general fund budget also includes increased funding for the specialty dockets to help offset some of the costs related to the ADAP (Alcohol and Drug Abuse Program), CATCH (Changing Actions and Change Habits) Program 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 1 percent in 2013 will be implemented, which means that employees hired before 2010 will be paying 4 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, budgeted at \$451,136 for 2013, are paid from the Court's computer fund and not the general fund. In 2012, the Court was able to pay all of the costs (approximately \$301,601) of a new city initiated telephone system out of the computer fund.
- In 2011, the Court increased the probation user fees paid by our probationers. The increased fees should result in revenues of approximately \$541,000 that will be used to pay for programs, training, staff salaries, and other expenses.

**Budget and Program Summary**

<b>DEPARTMENT FINANCIAL SUMMARY</b>					
<b>DIVISION SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Municipal Court Judges	\$ 14,426,989	\$ 15,041,960	\$ 15,550,338	\$ 15,415,228	\$ 16,289,047
<b>TOTAL</b>	<b>\$ 14,426,989</b>	<b>\$ 15,041,960</b>	<b>\$ 15,550,338</b>	<b>\$ 15,415,228</b>	<b>\$ 16,289,047</b>

DEPARTMENT SUMMARY BY OBJECT LEVEL ONE					
<b>MUNICIPAL CT JUDGES GENERAL FUND</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$12,920,252	\$13,447,952	\$ 14,110,315	\$ 14,147,180	\$ 14,397,788
Materials & Supplies	30,604	27,721	41,900	25,469	42,025
Services	1,059,796	906,644	1,045,745	897,604	1,398,098
Other	453	18,000	-	-	-
Transfer	-	-	-	-	-
<b>TOTAL</b>	<b>\$14,011,105</b>	<b>\$14,400,317</b>	<b>\$ 15,197,960</b>	<b>\$ 15,070,253</b>	<b>\$ 15,837,911</b>
<b>MUNICIPAL CT JUDGES COMPUTER FUND</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 154,635	\$ 150,891	\$ 82,653	\$ -	\$ 83,817
Materials & Supplies	69,466	336,661	165,500	145,500	165,500
Services	191,783	154,091	104,225	199,475	201,819
<b>TOTAL</b>	<b>\$ 415,884</b>	<b>\$ 641,643</b>	<b>\$ 352,378</b>	<b>\$ 344,975</b>	<b>\$ 451,136</b>

DEPARTMENT SUMMARY BY FUND					
<b>FUND SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
General	\$ 14,011,105	\$ 14,400,317	\$ 15,197,960	\$ 15,070,253	\$ 15,837,911
Municipal Court Computer Fund	415,884	641,643	352,378	344,975	451,136
<b>TOTAL</b>	<b>\$ 14,426,989</b>	<b>\$ 15,041,960</b>	<b>\$ 15,550,338</b>	<b>\$ 15,415,228</b>	<b>\$ 16,289,047</b>

DEPARTMENT PERSONNEL SUMMARY					
<b>DIVISION</b>	<b>FT/PT</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Authorized</b>	<b>2013 Authorized</b>
General Fund	FT	174	173	184	188
	PT	4	4	11	11
Computer Fund	FT	9	1	1	1
	PT	4	4	0	0
<b>TOTAL</b>		<b>191</b>	<b>182</b>	<b>196</b>	<b>200</b>

\*FT=Full-Time PT=Part-Time

**2013 Operating Budget  
Municipal Court Judges**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
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 management.	\$ 4,424,794	\$ 4,543,828	\$ 4,978,673	\$ 5,415,555	51	51	51	55
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.	\$ 905,410	\$ 883,206	\$ 893,771	\$ 920,887	15	15	14	13
Service Bailiffs	To assist litigants and attorneys by efficiently handling and delivering court documents and the timely enforcement of judgment remedies.	\$ 1,103,189	\$ 1,261,079	\$ 727,454	\$ 650,575	18	18	18	17

Municipal Court Judges

2013 Operating Budget  
Municipal Court Judges

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
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.	\$ 1,438,326	\$ 1,477,731	\$ 1,517,335	\$ 1,536,556	17	17	17	17
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.	\$ 4,133,295	\$ 4,271,178	\$ 4,394,355	\$ 4,600,337	57	57	57	59
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.	\$ 369,694	\$ 381,587	\$ 500,152	\$ 542,810	5	5	5	5

**2013 Operating Budget  
Municipal Court Judges**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
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.	\$ -	\$ -	\$ 157,292	\$ 167,565	0	0	1	1
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.	\$ 1,092,659	\$ 1,222,445	\$ 1,256,259	\$ 1,230,546	14	14	14	14
Jury Office	To summon citizens to serve as jurors, randomly select jurors for panels, postpone and reschedule jury service, and maintain information on prospective jurors.	\$ 405,716	\$ 376,803	\$ 385,312	\$ 390,318	2	2	2	2

Municipal Court Judges

2013 Operating Budget  
Municipal Court Judges

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
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.	\$ 198,374	\$ 229,791	\$ 242,607	\$ 235,290	3	3	3	3
Mental Health Program Docket	To provide a cost-effective alternative sentencing option to traditional jail incarceration for prisoners with mental illnesses.	\$ 134,316	\$ 139,580	\$ 144,750	\$ 147,472	2	2	2	2
Computer Services	To provide services for updating and maintaining technological needs for Municipal Court.	\$ 533,933	\$ 717,065	\$ 352,378	\$ 451,136	3	3	1	1
		\$ 14,739,706	\$ 15,504,293	\$ 15,550,338	\$ 16,289,047	187	187	185	189

## **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.

### **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 2013**

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.

### **2013 Budget Notes**

- The 2013 general fund budget funds 162 full-time employees. Non-personnel expenses include witness fees, banking, print, postage and other ordinary office expenses.
- The 2013 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.

## Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
<b>DIVISION SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Municipal Court Clerk	\$ 11,883,215	\$ 11,909,038	\$ 12,544,983	\$ 12,224,624	\$ 12,864,916
<b>TOTAL</b>	<b>\$ 11,883,215</b>	<b>\$ 11,909,038</b>	<b>\$ 12,544,983</b>	<b>\$ 12,224,624</b>	<b>\$ 12,864,916</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>MUNICIPAL COURT CLERK GENERAL FUND</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 9,158,588	\$ 9,519,053	\$ 9,837,313	\$ 9,760,646	\$ 10,281,034
Materials & Supplies	158,401	136,420	118,585	128,585	118,872
Services	798,165	867,722	749,896	678,421	757,240
Other	-	-	-	294	-
<b>TOTAL</b>	<b>\$ 10,115,154</b>	<b>\$ 10,523,195</b>	<b>\$ 10,705,794</b>	<b>\$ 10,567,946</b>	<b>\$ 11,157,146</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>MUNICIPAL COURT CLERK COMPUTER FUND</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 712,425	\$ 467,620	\$ 644,087	\$ 475,005	\$ 568,743
Materials & Supplies	50,709	38,166	57,400	75,959	110,000
Services	659,177	534,790	814,002	782,014	715,877
Other	-	-	-	-	-
Capital	-	10,067	-	-	-
Transfers	345,750	335,200	323,700	323,700	313,150
<b>TOTAL</b>	<b>\$ 1,768,061</b>	<b>\$ 1,385,843</b>	<b>\$ 1,839,189</b>	<b>\$ 1,656,678</b>	<b>\$ 1,707,770</b>

DEPARTMENT SUMMARY BY FUND					
<b>FUND SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
General Fund	\$ 10,115,154	\$ 10,523,195	\$ 10,705,794	\$ 10,567,946	\$ 11,157,146
Municipal Court Computer Fund	1,768,061	1,385,843	1,839,189	1,656,678	1,707,770
<b>TOTAL</b>	<b>\$ 11,883,215</b>	<b>\$ 11,909,038</b>	<b>\$ 12,544,983</b>	<b>\$ 12,224,624</b>	<b>\$ 12,864,916</b>

DEPARTMENT PERSONNEL SUMMARY					
<b>DIVISION</b>	<b>FT/PT*</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Authorized</b>	<b>2013 Authorized</b>
General Fund	FT	149	153	172	172
	PT	4	1	2	2
Computer Fund	FT	8	5	12	12
<b>TOTAL</b>		<b>161</b>	<b>159</b>	<b>186</b>	<b>186</b>

\*FT=Full-Time PT=Part-Time

2013 Operating Budget  
Municipal Court Clerk

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
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.	\$ 1,413,403	\$ 1,517,219	\$ 1,350,292	\$ 1,512,820	9	10	9	10
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.	\$ 2,010,997	\$ 1,998,291	\$ 2,099,059	\$ 2,109,668	29	28	29	29

2013 Operating Budget  
Municipal Court Clerk

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Civil	To accept dockets and maintain records for all pleadings and motions filed in civil cases over which Franklin County Municipal Court has jurisdiction.	\$ 2,087,351	\$ 2,167,724	\$ 2,144,039	\$ 2,174,428	34	34	35	35
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.	\$ 4,020,230	\$ 4,108,940	\$ 4,265,342	\$ 4,460,159	65	65	69	74
Office of Information Services	To support the Clerk and the court with the data processing needs of all divisions.	\$ 1,939,638	\$ 1,697,411	\$ 1,839,189	\$ 1,707,770	9	9	7	6
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.	\$ 796,740	\$ 837,305	\$ 847,062	\$ 900,071	13	13	13	14
		\$ 12,268,359	\$ 12,326,890	\$ 12,544,983	\$ 12,864,916	159	159	162	168

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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, are compensated appropriately, and meet the city's residency requirement. 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 2013**

### **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 are 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.

## **2013 Budget Notes**

- The Civil Service Commission budget includes funding for 34 full-time and 17 part-time employees.
- A total of \$250,000 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.
- Funding of \$100,000 is included for firefighter recruiting/testing job analysis.
- To accommodate planned police and fire classes in 2013, the budget includes \$76,840 for medical screenings and \$58,438 for psychological screenings for police and fire recruits.
- Funds budgeted for scheduled safety promotional testing in 2013 include \$79,560 for the Fire Lieutenant/Captain exam, and \$58,840 for the Police Sergeant exam.

## Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
Civil Service Commission	\$ 3,097,227	\$ 3,420,020	\$ 3,425,754	\$ 3,297,083	\$ 3,825,205
<b>TOTAL</b>	<b>\$ 3,097,227</b>	<b>\$ 3,420,020</b>	<b>\$ 3,425,754</b>	<b>\$ 3,297,083</b>	<b>\$ 3,825,205</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
CIVIL SERVICE COMM. GENERAL FUND EXPENDITURES SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
Personnel	\$ 2,762,915	\$ 2,928,824	\$ 3,074,943	\$ 2,986,235	\$ 3,179,807
Materials & Supplies	26,536	44,220	22,678	19,097	32,439
Services	300,577	432,546	328,133	291,751	612,959
Capital	7,199	14,430	-	-	-
<b>TOTAL</b>	<b>\$ 3,097,227</b>	<b>\$ 3,420,020</b>	<b>\$ 3,425,754</b>	<b>\$ 3,297,083</b>	<b>\$ 3,825,205</b>

DEPARTMENT SUMMARY BY FUND					
<b>FUND SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
General Fund	\$ 3,097,227	\$ 3,420,020	\$ 3,425,754	\$ 3,297,083	\$ 3,825,205
<b>TOTAL</b>	<b>\$ 3,097,227</b>	<b>\$ 3,420,020</b>	<b>\$ 3,425,754</b>	<b>\$ 3,297,083</b>	<b>\$ 3,825,205</b>

DEPARTMENT PERSONNEL SUMMARY					
<b>DIVISION</b>	<b>FT/PT*</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Budgeted</b>	<b>2013 Budgeted</b>
Civil Service Commission	FT	28	32	34	34
	PT	13	27	12	17
<b>TOTAL</b>		<b>41</b>	<b>59</b>	<b>46</b>	<b>51</b>

\*FT=Full-Time PT=Part-Time

2013 Operating Budget  
Civil Service

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
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 bi-weekly city payroll.	\$ 1,528,322	\$ 1,929,471	\$ 1,772,889	\$ 2,024,865	17	17	18	19
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.	\$ 998,206	\$ 1,275,662	\$ 1,149,464	\$ 1,273,709	10	10	10	9
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 256 competitive and qualifying noncompetitive non-uniformed classifications.	\$ 422,678	\$ 517,024	\$ 503,401	\$ 526,631	5	6	6	6
		\$ 2,949,206	\$ 3,722,157	\$ 3,425,754	\$ 3,825,205	32	33	34	34

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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 2013**

### **From the Columbus Covenant:**

#### **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.
- Move the Police Division property room from the current Fairwood Avenue location to the newly renovated facility at Woodrow Avenue.
- Continue various renovations at Fire Division stations, including pavement repairs, window replacements, security upgrades, and kitchen renovations.
- Complete the energy saving lighting 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.
- Complete design of the new Police Division crime lab and enter into contract for renovation.
- Complete demolition of the Greenlawn properties and enter into contract for construction of a new Fire Division station.
- Work with Construction Management on identifying space for the Support Services Division and a replacement warehouse for the Fire Division.
- Hire a consultant to review E-911 operations and begin to design a new facility for these operations.

## **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 will 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.

## **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.

## **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 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.
- Continue police officer and firefighter participation in Somali and Hispanic cultural awareness and Spanish language classes in a continuing effort to enhance communication with immigrant communities.

## **Technology**

- Complete the installation of VoIP telephone systems in all Public Safety buildings.

- Update the communications systems in the emergency response vehicle to include internet capability, data transmission and VoIP.
- Begin implementation of the E-911 system and prepare for upgrade to next generation technology.
- Continue to utilize the distance learning program to enhance training efforts in the Fire Division. This program employs computer system connectivity to provide firefighters with opportunities to better access information regarding fire and emergency medical services, as well as promoting training that reduces the need for a physical presence in the classroom. This approach allows firefighters to remain in Fire Division stations, ready for emergency calls while reducing overtime demands.
- Continue the significant efforts to replace and improve emergency response vehicles by placing into service 15 battalion chief vehicles, 14 medics, 2 engines, 1 platform ladder, and 2 rescue support units.
- Continue to integrate and enhance the functionality of the new computer aided dispatch (CAD) system.
- Continue to utilize Telestaff, a computer-based staffing program, designed specifically for the complex needs of the Fire Division.
- Continue to utilize a software solution to automate the flow of information between scrap metal dealers and the Division of Police. This solution has dramatically improved the ability to search records and link stolen property with a suspect(s). The system has already led to a number of arrests.
- Continue to work with Franklin County Emergency Management and Homeland Security to upgrade the outdoor emergency siren system.
- Procure new police cruisers and other light vehicles for use by the Public Safety Divisions.
- Enhance pedestrian safety around school zones through the use of mobile speed vehicles and license plate readers.
- Complete the renovations at the McKinley Avenue Police Academy.
- Upgrade SWAT equipment by placing into service an additional BearCat vehicle.
- Work with the Department of Technology to improve the overall organization and use of computer hardware and software in the Police and Fire Divisions.

## **2013 Budget Notes**

### **Safety Administration**

- Support to the Franklin County Emergency Management and Homeland Security Program is budgeted at \$600,000, 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 2013. The per-diem cost was increased in May of 2011 from \$72 to \$79.
- A total of \$763,000 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 \$25,500 is budgeted for Crime Stoppers.
- A total of \$75,000 is budgeted for the truancy program in 2013.
- Minority recruiting efforts will continue in 2013, with \$60,000 allocated to this effort.

### 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 \$410,809.

### Police

- The Division of Police's 2013 budget provides funding for beginning year strength of 1,863 police officers. It is anticipated that during 2013, there will be a total of 50 separations. Officers lost through these separations will be replaced with 2 budgeted classes totaling 90 recruits and subsequent internal promotions.
- Major non-personnel budget items include \$9.35 million in internal charges for fleet (including fuel), over \$3.0 million for uniforms and clothing allowance, \$1.91 million for the towing contract, \$988,010 for helicopter maintenance, \$811,735 for prisoner medical expenses, \$300,000 for evidence funds, \$510,000 for helicopter fuel and over \$270,000 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 police cruisers is budgeted in the special income tax (SIT) fund.
- A total of \$219,000 is included for the Capital Area Humane Society for animal cruelty investigations.
- Funding for three 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.
- The COPS grant will continue to pay for expenses related to the 115<sup>th</sup> Academy class which graduated in August 2010 and to offset the costs of four recruits in

the 116<sup>th</sup> class. This is the last year of funding for the grant, with a total budget of \$702,831.

## **Fire**

- The Fire Division's 2013 budget provides funding for a beginning year contingent of 1,552 firefighters, which includes a December 2012 class of 35 recruits. It is anticipated that during 2013 there will be a total of 35 separations. Firefighters lost through these separations will be replaced with a budgeted class totaling 35 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.
- Major non-personnel budget items include over \$6.95 million in internal charges for fleet (including fuel), \$2.35 million for uniform parts and clothing allowance, \$822,240 for the physical fitness program, \$1.3 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 \$14.5 million in 2013. Offsetting that revenue is an estimated \$1.7 million for EMS billing related services.
- Funding for light duty fire vehicles is budgeted in the city's SIT fund.

## Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
<b>DIVISION SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Administration	\$ 5,547,893	\$ 6,794,917	\$ 8,577,039	\$ 7,256,618	\$ 8,292,766
Police	260,093,479	275,790,714	279,653,878	280,667,270	291,704,844
Fire	204,546,718	215,945,329	217,205,870	214,152,933	218,691,298
Support Services	5,441,117	5,306,651	6,272,845	5,844,825	6,547,061
<b>TOTAL</b>	<b>\$ 475,629,207</b>	<b>\$ 503,837,611</b>	<b>\$ 511,709,632</b>	<b>\$ 507,921,646</b>	<b>\$ 525,235,969</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
<b>ADMINISTRATION GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 1,175,450	\$ 1,218,641	\$ 1,362,630	\$ 1,285,229	\$ 1,465,247
Materials & Supplies	5,796	6,806	10,367	6,299	10,367
Services	4,366,647	5,394,470	7,054,042	5,965,090	6,354,152
Transfers	-	175,000	150,000	-	463,000
<b>TOTAL</b>	<b>\$ 5,547,893</b>	<b>\$ 6,794,917</b>	<b>\$ 8,577,039</b>	<b>\$ 7,256,618</b>	<b>\$ 8,292,766</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
<b>POLICE GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 232,847,477	\$ 243,740,323	\$ 250,617,226	\$ 252,185,031	\$ 258,741,752
Materials & Supplies	4,332,210	4,772,548	4,588,612	4,946,992	5,001,683
Services	13,225,020	15,354,037	14,262,657	15,852,875	16,418,418
Other	1,256,438	732,267	225,000	631,919	225,000
Capital	409	-	-	-	-
Transfers	-	-	3,110,697	-	6,525,160
<b>TOTAL</b>	<b>\$ 251,661,554</b>	<b>\$ 264,599,175</b>	<b>\$ 272,804,192</b>	<b>\$ 273,616,817</b>	<b>\$ 286,912,013</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
<b>POLICE PHOTO RED LIGHT FUND EXPENDITURES SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 500,000	\$ 1,057,037	\$ 1,607,174	\$ 1,605,174	\$ 1,344,300
Services	31,200	-	-	77,070	45,700
Transfers	-	5,772	-	-	-
<b>TOTAL</b>	<b>\$ 531,200</b>	<b>\$ 1,062,809</b>	<b>\$ 1,607,174</b>	<b>\$ 1,682,244</b>	<b>\$ 1,390,000</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
<b>POLICE E-911 FUND EXPENDITURES SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 3,860,124	\$ 2,055,696	\$ 1,453,613	\$ 1,655,613	\$ 2,700,000
<b>TOTAL</b>	<b>\$ 3,860,124</b>	<b>\$ 2,055,696</b>	<b>\$ 1,453,613</b>	<b>\$ 1,655,613</b>	<b>\$ 2,700,000</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
<b>POLICE STAFFING CONT. FUND EXPENDITURES SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 1,259,810	\$ 4,414,037	\$ -	\$ 78,121	\$ -
<b>TOTAL</b>	<b>\$ 1,259,810</b>	<b>\$ 4,414,037</b>	<b>\$ -</b>	<b>\$ 78,121</b>	<b>\$ -</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>POLICE COPS GRANT FUND EXPENDITURES SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 2,780,791	\$ 3,658,997	\$ 3,788,899	\$ 3,634,475	\$ 702,831
<b>TOTAL</b>	<b>\$ 2,780,791</b>	<b>\$ 3,658,997</b>	<b>\$ 3,788,899</b>	<b>\$ 3,634,475</b>	<b>\$ 702,831</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>FIRE GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 189,455,129	\$ 196,825,565	\$ 200,756,899	\$ 197,645,144	\$ 200,041,063
Materials & Supplies	4,398,812	4,627,943	4,483,415	4,949,005	5,140,166
Services	10,300,602	11,295,564	11,134,435	11,363,879	11,764,081
Other	193,375	119,480	200,000	160,000	200,000
Transfers	37,355	10,041	631,121	15,053	1,545,988
<b>TOTAL</b>	<b>\$ 204,385,274</b>	<b>\$ 212,878,593</b>	<b>\$ 217,205,870</b>	<b>\$ 214,133,081</b>	<b>\$ 218,691,298</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
<b>FIRE STAFFING CONT. FUND EXPENDITURES SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 161,444	\$ 3,066,736	\$ -	\$ 19,852	\$ -
<b>TOTAL</b>	<b>\$ 161,444</b>	<b>\$ 3,066,736</b>	<b>\$ -</b>	<b>\$ 19,852</b>	<b>\$ -</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
<b>SUPPORT SERVICES GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 4,173,731	\$ 4,285,720	\$ 4,629,953	\$ 4,326,671	\$ 4,896,761
Materials & Supplies	504,032	417,135	467,175	444,505	467,175
Services	763,319	603,796	1,174,717	1,073,649	1,182,125
Other	35	-	1,000	-	1,000
<b>TOTAL</b>	<b>\$ 5,441,117</b>	<b>\$ 5,306,651</b>	<b>\$ 6,272,845</b>	<b>\$ 5,844,825</b>	<b>\$ 6,547,061</b>

<b>DEPARTMENT SUMMARY BY FUND</b>					
<b>FUND SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
General Fund	\$ 467,035,838	\$ 489,579,336	\$ 504,859,946	\$ 500,851,341	\$ 520,443,138
Photo Red Light Fund	531,200	1,062,809	1,607,174	1,682,244	1,390,000
E-911 Fund	3,860,124	2,055,696	1,453,613	1,655,613	2,700,000
COPS Grant Fund	2,780,791	3,658,997	3,788,899	3,634,475	702,831
Staffing Contingency Fund	1,421,254	7,480,773	-	97,973	-
<b>TOTAL</b>	<b>\$ 475,629,207</b>	<b>\$ 503,837,611</b>	<b>\$ 511,709,632</b>	<b>\$ 507,921,646</b>	<b>\$ 525,235,969</b>

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2010 Actual	2011 Actual	2012 Budgeted	2013 Budgeted
Administration	FT	10	8	11	11
	PT	0	0	1	2
Police					
Uniformed <sup>1</sup>	FT	1,909	1,893	1,929	1,903
Civilian <sup>2</sup>	FT	296	309	325	329
	PT	4	3	5	7
Fire					
Uniformed <sup>3</sup>	FT	1,557	1,562	1,563	1,552
Civilian	FT	36	36	36	37
	PT	0	0	2	4
Support Services	FT	47	47	50	52
	PT	4	4	6	6
<b>TOTAL</b>		<b>3,863</b>	<b>3,862</b>	<b>3,928</b>	<b>3,903</b>

\*FT=Full-Time PT=Part-Time

<sup>1</sup> Actual and Budgeted numbers in 2010-2013 include the use of a COPS Hiring Recovery Program (CHRP) Grant for 48 personnel, as well as the use of the Photo Red Light Fund to offset expenses.

<sup>2</sup> Actual and Budgeted Police FT Civilian numbers in 2010 - 2013 include Communication Technicians partially funded by the E-911 Fund.

<sup>3</sup> 2010 Actual includes a recruit class of 51 who entered the Academy on 12/27/10 and are included on the payroll ending 1/8/11.

**2013 Operating Budget  
Department of Public Safety**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Safety Administration	To build and maintain safe neighborhoods by working cooperatively with citizens to minimize injury, death, and property destruction.	\$ 8,402,353	\$ 8,014,757	\$ 8,577,039	\$ 8,292,766	10	10	11	11
Support Services - Operation Support	To provide an effective public safety communications system by ensuring the reliability of the police and fire radio, telephone, and dispatching systems.	\$ 3,725,929	\$ 3,746,878	\$ 4,306,605	\$ 4,488,230	28	29	30	32
Support Services - License and Permit Regulations	To provide, administer, and enforce all laws, rules, and regulations relating to licensing requirements.	\$ 698,701	\$ 797,718	\$ 864,178	\$ 900,909	7	8	8	8

**2013 Operating Budget  
Department of Public Safety**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Support Services - Weights and Measures	To promote consumer protection by ensuring compliance with city regulations through inspection and testing of commercially used weighing and measuring devices.	\$ 565,436	\$ 610,168	\$ 573,271	\$ 620,696	7	7	7	7
Support Services - Administration	To manage the division and ensure compliance with federal, state, and local regulations and standards pertaining to division operations.	\$ 770,564	\$ 673,284	\$ 528,791	\$ 537,226	8	6	5	5
Police - Specialized Services	To enhance public safety by providing the community with specialized policing services such as aerial/waterway patrols, SWAT, and canine services. To coordinate criminal prosecutions with the judicial system.	\$ 11,988,215	\$ 11,953,884	\$ 10,676,045	\$ -	93	87	76	0

**2013 Operating Budget  
Department of Public Safety**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Police - Training	To increase pride, professionalism and service to the public by providing quality training with quality staffing and facilities.	\$ 7,724,890	\$ 11,764,383	\$ 14,284,927	\$ 16,171,063	91	90	164	149
Police - Administrative	To provide timely and effective performance of administrative functions such that units can perform their duties efficiently and effectively.	\$ 18,826,253	\$ 17,569,495	\$ 20,121,295	\$ 14,734,802	112	107	111	68
Police - Technical Services	To increase the efficiency and effectiveness of the division by providing quality computerized services, fingerprint identification, police records management and maintenance of equipment and facilities.	\$ 17,800,792	\$ 18,640,930	\$ 18,020,101	\$ 13,047,300	100	102	99	31

**2013 Operating Budget  
Department of Public Safety**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Police - Traffic	To reduce vehicular accidents resulting in injury and/or property damage through enforcement of traffic-related laws.	\$ 9,235,427	\$ -	\$ -	\$ -	79	0	0	0
Police -Homeland Security	To provide for the safety of the citizens of Columbus and central Ohio by regulating traffic, gathering intelligence to prevent terrorist attack, providing specialized policing services such as SWAT and Canine services and managing emergency operations.	\$ -	\$ 10,228,761	\$ 9,681,717	\$ 22,539,482	0	83	74	154
Police - 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.	\$ 11,371,905	\$ 11,626,536	\$ 11,541,785	\$ 14,755,604	101	97	93	103

**2013 Operating Budget  
Department of Public Safety**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Police - Internal Affairs	To increase internal constraint and public confidence with the Division of Police through accurate and objective administrative investigations.	\$ 4,529,946	\$ 3,610,040	\$ 3,617,526	\$ 3,353,594	37	27	27	25
Police-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.	\$ 39,509,335	\$ 39,719,236	\$ 37,967,050	\$ 37,493,317	347	326	305	305

**2013 Operating Budget  
Department of Public Safety**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Police - 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.	\$ 13,081,240	\$ 12,707,252	\$ 11,581,682	\$ 11,255,020	107	95	83	82
Police - 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.	\$ 113,946,643	\$ 123,412,912	\$ 130,780,386	\$ 132,031,868	1,048	1,105	1,117	1,075

**2013 Operating Budget  
Department of Public Safety**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Police - Communications	To receive incoming emergency calls from citizens and to dispatch officers in an efficient, effective and courteous manner.	\$ 10,418,940	\$ 10,834,062	\$ 11,381,364	\$ 11,188,737	112	107	105	107
Police - 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.	\$ -	\$ -	\$ -	\$ 15,134,057	0	0	0	133
Police - Safety Staffing Contingency	To provide for the payment of termination pay and applicable benefits for sworn personnel in the Division of Police out of the Safety Staffing Contingency Fund.	\$ -	\$ 4,493,582	\$ -	\$ -	0	0	0	0

**2013 Operating Budget  
Department of Public Safety**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Fire - 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.	\$ 171,146,920	\$ 174,133,052	\$ 180,821,105	\$ 175,720,880	1,348	1,352	1,372	1,339
Fire - Fire Prevention Bureau	To minimize injuries, deaths, and property loss through public education, enforcement of the fire codes, and investigation of fire causes.	\$ 5,338,774	\$ 5,826,563	\$ 6,717,798	\$ 6,829,224	55	56	57	58
Fire - Support Service Bureau	To provide and maintain facilities, apparatus, and supplies of the Division of Fire, and to provide infectious disease prevention/intervention for firefighters.	\$ 11,538,446	\$ 12,106,762	\$ 12,409,263	\$ 13,704,850	26	26	25	25

**2013 Operating Budget  
Department of Public Safety**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Fire - 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.	\$ 3,953,580	\$ 8,127,227	\$ 5,740,758	\$ 8,539,416	65	64	62	81
Fire - 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.	\$ 2,627,390	\$ 2,614,461	\$ 2,461,607	\$ 3,998,337	22	21	19	18
Fire - Bureau of Administration	To provide a wide variety of financial and record keeping services for the Division of Fire.	\$ 2,161,110	\$ 2,738,369	\$ 3,204,762	\$ 3,485,520	15	17	17	19
Fire - Alarm Office	To receive calls for fire, medical, or other emergencies and dispatch the appropriate resources to the emergency.	\$ 5,385,088	\$ 5,569,017	\$ 5,850,577	\$ 6,413,071	54	52	47	49

**2013 Operating Budget  
Department of Public Safety**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Fire - Safety Staffing Contingency	To provide for the payment of termination pay and applicable benefits for sworn personnel in the Division of Fire out of the Safety Staffing Contingency Fund.	\$ -	\$ 3,085,164	\$ -	\$ -	0	0	0	0
		\$ 474,747,877	\$ 504,604,493	\$ 511,709,632	\$ 525,235,969	3,872	3,874	3,914	3,884

## **Mayor**

### **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 2013**

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

## **2013 Budget Notes**

- The recommended budget for the Mayor's Office provides for continued operation of the office.
- As in 2012, the general fund will pick up a portion of the costs associated with the "Get Green" initiative. In past years, these costs were borne solely by moneys provided to the city by the Solid Waste Authority of Central Ohio (SWACO). In 2013, SWACO will fund 50 percent of the environmental steward position and associated costs with the city's general fund picking up the balance.

## Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
<b>DIVISION SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Mayor's Office	\$ 1,699,145	\$ 1,740,051	\$ 2,106,109	\$ 2,046,530	\$ 2,398,292
<b>TOTAL</b>	<b>\$ 1,699,145</b>	<b>\$ 1,740,051</b>	<b>\$ 2,106,109</b>	<b>\$ 2,046,530</b>	<b>\$ 2,398,292</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
<b>MAYOR'S OFFICE GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 1,630,670	\$ 1,675,240	\$ 2,025,365	\$ 1,966,352	\$ 2,107,640
Materials & Supplies	6,926	10,755	13,184	3,830	13,316
Services	61,549	54,056	67,560	76,348	277,336
<b>TOTAL</b>	<b>\$ 1,699,145</b>	<b>\$ 1,740,051</b>	<b>\$ 2,106,109</b>	<b>\$ 2,046,530</b>	<b>\$ 2,398,292</b>

DEPARTMENT SUMMARY BY FUND					
<b>FUND SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
General	\$ 1,699,145	\$ 1,740,051	\$ 2,106,109	\$ 2,046,530	\$ 2,398,292
<b>TOTAL</b>	<b>\$ 1,699,145</b>	<b>\$ 1,740,051</b>	<b>\$ 2,106,109</b>	<b>\$ 2,046,530</b>	<b>\$ 2,398,292</b>

DEPARTMENT PERSONNEL SUMMARY						
<b>DIVISION</b>	<b>FT/PT*</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Budgeted</b>	<b>2013 Budgeted</b>	
Mayor's Office	FT	14	13	18	18	
<b>TOTAL</b>		<b>14</b>	<b>13</b>	<b>18</b>	<b>18</b>	

\*FT=Full-Time PT=Part-Time

2013 Operating Budget  
Mayor's Office

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
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.	\$ 1,058,389	\$ 1,162,579	\$ 1,088,991	\$ 1,290,229	7	8	9	8
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.	\$ 133,066	\$ 290,808	\$ 207,982	\$ 210,881	3	3	2	2
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.	\$ 258,943	\$ 120,293	\$ 211,520	\$ 202,207	2	1	2	2
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.	\$ 270,163	\$ 262,945	\$ 597,616	\$ 694,975	2	3	5	6
		\$ 1,720,561	\$ 1,836,625	\$ 2,106,109	\$ 2,398,292	14	15	18	18

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## **Community Relations Commission Office**

### **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 2013**

#### **From the Columbus Covenant:**

##### **Neighborhoods**

- Continue to work with area commissions, civic associations, and community organizations on conflict resolution within various neighborhoods, provide technical training, best practices, and offer additional support to empower individuals to 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 capacity building, education and awareness presentations, distribution of civic guides and assistance with citizenship and civic engagement.

##### **Economic Development and Technology**

- Promote and facilitate training and technical assistance on diversity, cultural awareness, and 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.

##### **Safety**

- Improve residents’ general knowledge and awareness of police and fire operations and procedures through social media, television and presentations, resulting in enhanced relationships with the community.

- Assist in the development of a diverse and dynamic workforce within our Public Safety Department.

### **Education**

- Continue to provide public forums and weekly live 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. These programs will be televised and community reaction will be monitored.
- Training is provided 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.

## **2013 Budget Notes**

- Funding for the New Americans Initiative continues in 2013 to assist with the assimilation of new Americans arriving in Columbus from other countries. Services will include translation and interpretation services, as well as training for police and fire personnel.

## Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
Community Relations	\$ 655,227	\$ 688,201	\$ 754,410	\$ 804,275	\$ 902,823
<b>TOTAL</b>	<b>\$ 655,227</b>	<b>\$ 688,201</b>	<b>\$ 754,410</b>	<b>\$ 804,275</b>	<b>\$ 902,823</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
COMMUNITY RELATIONS GENERAL FUND EXPENDITURES SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
Personnel	\$ 609,494	\$ 633,337	\$ 685,231	\$ 737,303	\$ 839,898
Materials & Supplies	3,149	3,000	4,600	2,789	2,900
Services	42,584	51,864	64,579	64,183	60,025
<b>TOTAL</b>	<b>\$ 655,227</b>	<b>\$ 688,201</b>	<b>\$ 754,410</b>	<b>\$ 804,275</b>	<b>\$ 902,823</b>

DEPARTMENT SUMMARY BY FUND					
<b>FUND SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
General Fund	\$ 655,227	\$ 688,201	\$ 754,410	\$ 804,275	\$ 902,823
<b>TOTAL</b>	<b>\$ 655,227</b>	<b>\$ 688,201</b>	<b>\$ 754,410</b>	<b>\$ 804,275</b>	<b>\$ 902,823</b>

DEPARTMENT PERSONNEL SUMMARY					
<b>DIVISION</b>	<b>FT/PT*</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Budgeted</b>	<b>2013 Budgeted</b>
Community Relations	FT	6	7	8	8
<b>TOTAL</b>		<b>6</b>	<b>7</b>	<b>8</b>	<b>8</b>

\*FT=Full-Time PT=Part-Time

**2013 Operating Budget  
Community Relations Commission**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
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.	\$ 513,586	\$ 524,828	\$ 562,193	\$ 698,804	5	5	6	6
Special Events	To promote cultural diversity, awareness and education through CRC sponsored public events.	\$ 13,271	\$ 13,200	\$ 13,400	\$ 13,500	0	0	0	0
New Americans Initiative	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.	\$ 160,379	\$ 180,861	\$ 178,817	\$ 190,519	2	2	2	2
		\$ 687,236	\$ 718,889	\$ 754,410	\$ 902,823	7	7	8	8

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## **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 2013**

### **From the Columbus Covenant:**

#### **Peak Performance**

- Encourage and promote fairness and equity in the use of small, minority, and female owned business enterprises by city agencies and departments.
- 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 to encourage minority and female businesses to seek opportunities with the city. EBOCO will continue the publication and dissemination of a minority/female business enterprise directory, the ACCESS newsletter, the "Access to Opportunities" television program, and the EBOCO annual report.
- 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, allowing pooling of services to have the greatest impact and provide exceptional customer service that exceeds expectations.
- Develop and work with private sector industry peers to develop public/private partnerships that encourage the growth and development of small, minority and female businesses.

### **2013 Budget Notes**

- In 2013, EBOCO will begin 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.

**Budget and Program Summary**

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
Equal Business Opportunity	\$ 667,611	\$ 627,397	\$ 865,710	\$ 785,334	\$ 892,600
<b>TOTAL</b>	<b>\$ 667,611</b>	<b>\$ 627,397</b>	<b>\$ 865,710</b>	<b>\$ 785,334</b>	<b>\$ 892,600</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
EBO COMMISSION GENERAL FUND EXPENDITURES SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
Personnel	\$ 647,083	\$ 583,119	\$ 797,312	\$ 716,936	\$ 802,536
Materials & Supplies	2,245	3,721	3,030	3,030	5,000
Services	18,283	40,557	65,368	65,368	85,064
<b>TOTAL</b>	<b>\$ 667,611</b>	<b>\$ 627,397</b>	<b>\$ 865,710</b>	<b>\$ 785,334</b>	<b>\$ 892,600</b>

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
General Fund	\$ 667,611	\$ 627,397	\$ 865,710	\$ 785,334	\$ 892,600
<b>TOTAL</b>	<b>\$ 667,611</b>	<b>\$ 627,397</b>	<b>\$ 865,710</b>	<b>\$ 785,334</b>	<b>\$ 892,600</b>

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2010 Actual	2011 Actual	2012 Budgeted	2013 Budgeted
Equal Business Opportunity	FT	7	7	10	9
<b>TOTAL</b>		<b>7</b>	<b>7</b>	<b>10</b>	<b>9</b>

\*FT=Full-Time PT=Part-Time

2013 Operating Budget  
Equal Business Opportunity Commission Office

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Equal Business Opportunity Commission Office	To promote inclusiveness in the city's procurement process and to facilitate equal access to contract opportunities.	\$ 642,271	\$ 679,349	\$ 865,710	\$ 892,600	7	8	10	9
		\$ 642,271	\$ 679,349	\$ 865,710	\$ 892,600	7	8	10	9

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## **Department of Building & 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 2013**

### **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.
- Implement performance management by refining and tracking 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.

**2013 Budget Notes**

- As 2013 is a year for change in Ohio building code, funding has been designated for replacement of code books and for staff training.
- The division has budgeted for the purchase of ten vehicles, in alignment with the city's vehicle replacement schedule.

**Budget and Program Summary**

<b>DEPARTMENT FINANCIAL SUMMARY</b>					
<b>DIVISION SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Administration	\$ 114,544	\$ -	\$ -	\$ -	\$ -
Building & Zoning Services	14,151,657	15,265,072	15,568,821	15,243,935	16,456,582
<b>TOTAL</b>	<b>\$ 14,266,201</b>	<b>\$ 15,265,072</b>	<b>\$ 15,568,821</b>	<b>\$ 15,243,935</b>	<b>\$ 16,456,582</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>ADMINISTRATION DEV. SERVICES FUND EXPENDITURES SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 114,544	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 114,544</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>BUILDING &amp; ZONING SVCS. DEV. SERVICES FUND EXPENDITURES SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 11,238,107	\$ 12,222,265	\$ 12,630,549	\$ 12,378,905	\$ 13,163,356
Materials & Supplies	69,207	44,364	68,598	64,266	70,028
Services	2,613,593	2,763,457	2,821,524	2,630,131	3,023,048
Other	31,025	25,331	48,150	27,625	48,150
Capital	199,725	209,655	-	143,008	152,000
<b>TOTAL</b>	<b>\$ 14,151,657</b>	<b>\$ 15,265,072</b>	<b>\$ 15,568,821</b>	<b>\$ 15,243,935</b>	<b>\$ 16,456,582</b>

<b>DEPARTMENT SUMMARY BY FUND</b>					
<b>FUND SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Development Services Fund	\$ 14,266,201	\$ 15,265,072	\$ 15,568,821	\$ 15,243,935	\$ 16,456,582
<b>TOTAL</b>	<b>\$ 14,266,201</b>	<b>\$ 15,265,072</b>	<b>\$ 15,568,821</b>	<b>\$ 15,243,935</b>	<b>\$ 16,456,582</b>

DEPARTMENT PERSONNEL SUMMARY					
<b>DIVISION</b>	<b>FT/PT*</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Budgeted</b>	<b>2013 Budgeted</b>
Building & Zoning Services					
Development Services Fund	FT	125	123	129	131
	PT	5	8	4	7
<b>TOTAL</b>		<b>130</b>	<b>131</b>	<b>133</b>	<b>138</b>

\*FT=Full-Time PT=Part-Time

**2013 Operating Budget  
Department of Building and Zoning Services**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Development Services Fund Administrative Offices	Oversees the fiscal and HR activities for the fund.	\$ 659,715	\$ 329,382	\$ 227,869	\$ 238,570	6	3	2	2
Building Services Division Administration	To ensure all sections of the Building Services Division operate at maximum capacity to ensure prompt delivery of services to the citizens of Columbus.	\$ 2,169,154	\$ 2,593,982	\$ 2,775,827	\$ 2,891,471	4	5	5	4
Building Services Division Support	Provides various support functions for the division 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.	\$ 915,157	\$ 1,120,164	\$ 933,822	\$ 967,302	10	10	7	7
Construction Administration	Oversees 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.	\$ 803,853	\$ 476,002	\$ 443,381	\$ 509,295	6	4	4	5
Licensing and Registration	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.	\$ 540,820	\$ 476,530	\$ 509,828	\$ 524,618	7	6	6	6

2013 Operating Budget  
Department of Building and Zoning Services

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
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.	\$ 1,244,670	\$ 1,351,742	\$ 1,357,344	\$ 1,284,525	12	13	13	12
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.	\$ 852,362	\$ 1,030,461	\$ 1,016,281	\$ 1,064,698	8	9	9	9
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.	\$ 1,193,202	\$ 1,275,181	\$ 1,205,437	\$ 1,238,706	11	11	11	11
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.	\$ 1,879,106	\$ 1,907,016	\$ 1,773,905	\$ 1,780,533	18	19	18	17
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.	\$ 953,280	\$ 939,427	\$ 1,003,077	\$ 1,062,363	8	9	10	11

Building and Zoning

2013 Operating Budget  
Department of Building and Zoning Services

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
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.	\$ 202,584	\$ 221,159	\$ 404,771	\$ 412,523	2	2	4	4
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.	\$ 253,595	\$ 279,316	\$ 283,980	\$ 291,233	3	3	3	3
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.	\$ 239,904	\$ 255,559	\$ 277,667	\$ 284,656	3	3	3	3
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.	\$ 167,386	\$ 183,172	\$ 185,983	\$ 191,133	2	2	2	2
Council Activities	To review rezoning and variance requests that are presented to ensure they comply with Columbus City Code.	\$ 268,602	\$ 293,832	\$ 297,686	\$ 304,432	3	3	3	3
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.	\$ 247,439	\$ 327,814	\$ 303,153	\$ 313,793	4	6	5	5

2013 Operating Budget  
Department of Building and Zoning Services

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
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.	\$ 843,262	\$ 1,156,969	\$ 1,242,874	\$ 1,369,857	7	10	10	10
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.	\$ 208,647	\$ 214,755	\$ 221,476	\$ 228,215	2	2	2	2
Engineering Plan Review	To provide for the efficient review of private development projects while ensuring compliance to city engineering and code requirements.	\$ 361,094	\$ 500,977	\$ 506,720	\$ 609,788	4	5	5	6
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.	\$ 606,505	\$ 554,934	\$ 597,740	\$ 888,871	6	5	7	9
		\$ 14,610,337	\$ 15,488,374	\$ 15,568,821	\$ 16,456,582	126	130	129	131

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## **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 2013**

### **From the Columbus Covenant:**

#### **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 coordinated efforts of the City Attorney and code enforcement staff by demolishing 200 vacant structures as part of the Mayor's plan to demolish 900 structures in the next four years.
- Continue the King-Lincoln Redevelopment Initiative by working with private sector partners to redevelop two mixed use structures in the heart of the Long Street corridor.
- 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.

## Development

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- 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).
- 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 demolition of the worst of the worst structures in the city, redevelopment of vacant and abandoned properties and vacant property prevention initiatives.
- Continue a major housing development project in a neighborhood investment district.
- Expand down-payment assistance activities to offer homeownership opportunities to a maximum number of low- and moderate-income households by providing more than 90 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.
- Complete the \$250,000 Green CHDO Home award from HUD for construction of homes in the North of Broad neighborhood and select scattered sites. Continue to advocate for green building standards for all city funded affordable housing.
- Continue to implement key recommendations of the 21<sup>st</sup> 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 new area/neighborhood plans: Northland I, South Side Update and University Plan Update.
- Complete two area plans initiated in 2012: Far North Plan Amendment, North and South Linden, West Olentangy, and Dublin-McKinley.
- Implement the East Franklinton Creative Community District Plan, including adopting a new zoning district and design review board, acquiring land and facilitating development. Continue coordination with the Public Service Department relative to Town and Rich and the related gateways and preliminary engineering of underground utilities with the Public Utilities Department.
- Provide assistance to the PACT initiative in the Near East, including assistance with consultant procurement.
- Complete commercial overlays for Northwest (Phase 2), Sullivant Avenue (Hilltop) and Livingston Avenue east of I-70.
- 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, the Rocky Fork Blacklick Accord Panel, and the Darby Accord Panel.
- Continue to support the Pay-As-We-Grow program.
- Continue to provide support and training to the 16 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 Art Commission and provide staff support to several public art projects, including North Bank Park and park-based bike racks.
- 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.
- Provide assistance as required to the Recreation and Parks Department as the downtown pedestrian bridge project moves through design.
- 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.

## Development

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- 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.
- Code Enforcement will continue to address refuse issues by having the solid waste inspectors work in neighborhoods in conjunction with the refuse drivers.

## 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 encourage development and redevelopment 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 Strategic Plan. Consider code amendments as necessary.
- Continue marketing the Mile on High Strategy to encourage higher density investment within the target area.

### **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.

### **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.
- Continue to work with the Accela Program to make the work of code enforcement officers more efficient.

## **2013 Budget Notes**

### **Administration**

- Total support for social service agencies in 2013 is \$4.6 million, and is comprised of \$3.2 million in general fund support and nearly \$1.4 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 \$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 2013 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 supported budget for this effort is over \$1.6 million.
- Additional economic development activities include: \$50,000 to support job training activities, \$50,000 for Sister Cities, \$200,000 for the Presidents Cup and \$300,000 to the Greater Columbus Arts Council.

### **Code Enforcement**

- Funding of \$250,000 is provided from the general fund for the demolition of unsafe structures acquired through the land bank, an increase of \$150,000 over the 2012 budget. Funds from the special income tax fund will be used to augment this program.
- In 2013, \$923,895 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 \$248,895 from the community development block grant funds.

### **Planning**

- The general fund supports 15 full-time equivalent positions in 2013, the same level as in recent years.
- The 2013 budget provides support of \$50,000 for ongoing implementation of the Darby Town Center master plan, which is being managed jointly by the city, Franklin County and Brown and Prairie Townships. This funding will support staff and legal counsel for negotiations and contracting land commitments.
- In 2013, the general fund will provide \$315,000 for the second phase of the Franklinton Plan, a neighborhood planning process including public engagement, a market study, and urban design focusing on the area surrounding Mt. Carmel Hospital (Central Franklinton) with the goal of stabilizing and revitalizing housing and retail space.

**Housing**

- Support for the Community Shelter Board and the rebuilding lives program will total over \$4.2 million in 2013. 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 was formed in 2000 and is administered by the Columbus Housing Trust Corporation to provide affordable housing and promote home ownership. The fund was seeded with \$2 million in urban development action grant (UDAG) repayments. Annual deposits of 8.43 percent of the city's portion of the hotel/motel tax fund revenues have been made and will continue, with the ultimate goal of building the fund to \$20 million. Hotel/motel revenues are estimated at \$1.42 million in 2013.
- HOME funds totaling \$158,324 will be used to provide community housing development organizations with operating grants.

## Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
<b>DIVISION SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Administration	\$ 7,656,256	\$ 7,521,642	\$ 8,338,258	\$ 9,017,970	\$ 9,136,250
Economic Development	7,706,388	10,958,858	5,994,551	10,391,520	4,546,644
Code Enforcement	6,082,856	6,532,596	7,241,782	7,461,179	7,741,402
Planning	1,351,407	1,733,063	1,640,931	1,628,884	1,971,896
Housing	6,230,602	5,706,299	5,993,617	6,872,176	6,601,882
<b>TOTAL</b>	<b>\$ 29,027,509</b>	<b>\$ 32,452,458</b>	<b>\$ 29,209,139</b>	<b>\$ 35,371,729</b>	<b>\$ 29,998,074</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
<b>ADMINISTRATION GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 2,559,492	\$ 2,522,980	\$ 2,864,935	\$ 2,744,750	\$ 3,022,353
Materials & Supplies	20,469	21,232	47,199	29,305	28,986
Services	3,006,174	3,003,210	3,550,904	3,603,600	3,675,168
Other	6,598	-	-	-	-
Capital	-	-	-	14,565	-
Transfers	21,000	21,000	21,000	66,000	-
<b>TOTAL</b>	<b>\$ 5,613,733</b>	<b>\$ 5,568,422</b>	<b>\$ 6,484,038</b>	<b>\$ 6,458,220</b>	<b>\$ 6,726,507</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>ECONOMIC DEVELOPMENT GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 375,150	\$ 365,523	\$ 382,760	\$ 302,277	\$ 441,439
Materials & Supplies	2,500	2,850	6,950	6,258	5,423
Services	1,224,098	2,316,440	4,161,124	2,322,734	2,436,093
Other	4,489,235	6,762,397	-	6,355,802	-
<b>TOTAL</b>	<b>\$ 6,090,983</b>	<b>\$ 9,447,210</b>	<b>\$ 4,550,834</b>	<b>\$ 8,987,071</b>	<b>\$ 2,882,955</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>CODE ENFORCEMENT GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 4,458,720	\$ 4,831,973	\$ 5,393,644	\$ 5,319,851	\$ 5,647,544
Materials & Supplies	36,721	41,068	53,700	51,227	51,407
Services	555,693	650,069	908,688	969,232	1,085,667
Other	5,500	-	10,000	5,387	10,000
Capital	-	-	-	14,565	-
<b>TOTAL</b>	<b>\$ 5,056,634</b>	<b>\$ 5,523,110</b>	<b>\$ 6,366,032</b>	<b>\$ 6,360,262</b>	<b>\$ 6,794,618</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>PLANNING GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 1,290,380	\$ 1,390,366	\$ 1,467,224	\$ 1,463,966	\$ 1,521,024
Materials & Supplies	15,471	9,293	18,200	13,986	13,742
Services	45,556	333,404	155,507	144,787	437,130
Capital	-	-	-	6,145	-
<b>TOTAL</b>	<b>\$ 1,351,407</b>	<b>\$ 1,733,063</b>	<b>\$ 1,640,931</b>	<b>\$ 1,628,884</b>	<b>\$ 1,971,896</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>HOUSING GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 76,725	\$ 31,535	\$ 196,286	\$ 210,271	\$ 351,445
Materials & Supplies	2,003	593	2,500	1,776	2,500
Services	3,616,152	3,485,814	3,743,178	3,875,019	3,895,077
<b>TOTAL</b>	<b>\$ 3,694,880</b>	<b>\$ 3,517,942</b>	<b>\$ 3,941,964</b>	<b>\$ 4,087,066</b>	<b>\$ 4,249,022</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>ADMINISTRATION CDBG FUND EXPENDITURES SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 925,414	\$ 783,287	\$ 856,470	\$ 735,555	\$ 923,993
Materials & Supplies	987	-	2,500	1,750	2,500
Services	212,085	111,870	93,250	390,061	93,250
<b>TOTAL</b>	<b>\$ 1,138,486</b>	<b>\$ 895,157</b>	<b>\$ 952,220</b>	<b>\$ 1,127,366</b>	<b>\$ 1,019,743</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
<b>ECONOMIC DEVELOPMENT CDBG FUND EXPENDITURES SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 625,632	\$ 714,601	\$ 727,823	\$ 700,058	\$ 797,745
Materials & Supplies	3,050	3,089	4,350	4,261	4,350
Services	986,723	793,958	711,544	700,130	861,594
<b>TOTAL</b>	<b>\$ 1,615,405</b>	<b>\$ 1,511,648</b>	<b>\$ 1,443,717</b>	<b>\$ 1,404,449</b>	<b>\$ 1,663,689</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
<b>CODE ENFORCEMENT CDBG FUND EXPENDITURES SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 884,700	\$ 823,696	\$ 714,208	\$ 639,377	\$ 785,239
Materials & Supplies	1,522	-	2,650	2,648	2,650
Services	140,000	158,892	158,892	458,892	158,895
Capital	-	26,898	-	-	-
<b>TOTAL</b>	<b>\$ 1,026,222</b>	<b>\$ 1,009,486</b>	<b>\$ 875,750</b>	<b>\$ 1,100,917</b>	<b>\$ 946,784</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>HOUSING CDBG FUND EXPENDITURES SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 916,587	\$ 849,226	\$ 808,864	\$ 670,109	\$ 988,266
Materials & Supplies	9,310	6,049	16,400	26,361	16,400
Services	1,034,413	965,772	984,204	887,669	1,016,809
Other	575,412	340,412	242,185	1,128,144	331,385
Capital	-	26,898	-	72,827	-
<b>TOTAL</b>	<b>\$ 2,535,722</b>	<b>\$ 2,188,357</b>	<b>\$ 2,051,653</b>	<b>\$ 2,785,110</b>	<b>\$ 2,352,860</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>ADMINISTRATION EMERGENCY SERV. FUND EXPENDITURES SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Services	\$ 904,037	\$ 1,058,063	\$ 902,000	\$ 1,432,384	\$ 1,390,000
<b>TOTAL</b>	<b>\$ 904,037</b>	<b>\$ 1,058,063</b>	<b>\$ 902,000</b>	<b>\$ 1,432,384</b>	<b>\$ 1,390,000</b>

<b>DEPARTMENT SUMMARY BY FUND</b>					
<b>FUND SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
General Fund	\$ 21,807,637	\$ 25,789,747	\$ 22,983,799	\$ 27,521,503	\$ 22,624,998
Community Dev. Block Grant	6,315,835	5,604,648	5,323,340	6,417,842	5,983,076
Emergency Human Services	904,037	1,058,063	902,000	1,432,384	1,390,000
<b>TOTAL</b>	<b>\$ 29,027,509</b>	<b>\$ 32,452,458</b>	<b>\$ 29,209,139</b>	<b>\$ 35,371,729</b>	<b>\$ 29,998,074</b>

DEPARTMENT PERSONNEL SUMMARY						
DIVISION	FT/PT*	2010 Actual	2011 Actual	2012 Budgeted	2013 Budgeted	
Administration						
General Fund	FT	23	24	25	28	
	PT	1	1	0	0	
CDBG Fund	FT	11	8	9	9	
	PT	1	1	0	1	
Economic Development						
General Fund	FT	3	3	3	4	
CDBG Fund	FT	7	7	8	8	
Code Enforcement						
General Fund	FT	55	58	63	64	
	PT	1	1	0	0	
CDBG Fund	FT	9	8	8	9	
Planning						
General Fund	FT	14	15	15	15	
Housing						
General Fund	FT	2	1	3	5	
	PT	1	0	0	0	
CDBG Fund	FT	11	9	9	12	
	PT	2	1	0	0	
<b>TOTAL</b>		<b>141</b>	<b>137</b>	<b>143</b>	<b>155</b>	
*FT=Full-Time PT=Part-Time						

Development

2013 Operating Budget  
Department of Development

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Downtown Development	To develop, in partnership with the private sector, a vibrant and thriving downtown that is recognized as an asset for the region through the use of city incentives, public policy and government ombudsmanship within a customer service-oriented culture.	\$ 1,008,819	\$ -	\$ -	\$ -	0	0	0	0
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.	\$ 732,465	\$ 746,615	\$ 708,017	\$ 1,167,430	6	6	6	9
Executive Office	To set policy and provide leadership to the department's offices and divisions.	\$ 775,705	\$ 801,083	\$ 895,428	\$ 923,096	6	6	6	7
Administrative Services	To provide departmental support in the areas of human resources, fiscal, public information, legislation and contracts and administrative support.	\$ 1,872,231	\$ 1,878,690	\$ 1,731,894	\$ 1,571,055	16	16	14	13

2013 Operating Budget  
Department of Development

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
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.	\$ 4,864,794	\$ 3,770,889	\$ 4,550,834	\$ 2,882,955	3	3	3	4
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.	\$ 1,828,899	\$ 1,537,397	\$ 1,443,717	\$ 1,663,689	8	8	8	8
Code Enforcement	To ensure the health, safety and welfare of the citizens of Columbus by enforcing City of Columbus Codes.	\$ 5,084,029	\$ 5,440,073	\$ 5,549,936	\$ 5,755,611	54	60	60	61
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.	\$ 1,179,443	\$ 1,406,929	\$ 1,691,846	\$ 1,985,791	10	10	11	12

Development

2013 Operating Budget  
Department of Development

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Agency, Community and Neighborhoods	To oversee social service programs, work with area commissions and civic associations and act as neighborhood liaisons to the community.	\$ 384,427	\$ 392,330	\$ 394,120	\$ 403,406	4	4	4	4
Social Service Contracts	To provide support in the areas of homelessness, workforce development, youth programs and other programs to Columbus' neediest residents and neighborhoods.	\$ 3,448,006	\$ 3,682,506	\$ 4,118,517	\$ 4,606,517	0	0	0	0
Area Commissions	To provide support to cover administrative costs of area commission and architectural review commissions and the student intern program.	\$ 21,000	\$ 21,000	\$ 21,000	\$ -	0	0	0	0
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.	\$ 374,406	\$ 390,362	\$ 469,282	\$ 464,746	3	3	4	4

**2013 Operating Budget  
Department of Development**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Historic Preservation	To provide guidance in preserving structures throughout the community that help define our neighborhoods by working with neighborhood leaders and property owners.	\$ 298,748	\$ 337,991	\$ 388,087	\$ 358,996	4	4	4	4
Planning Administration	To provide for the efficient and effective operation of the Planning Division in service to the people of Columbus and to make Columbus the best place to live, work and raise a family. This includes 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.	\$ 502,190	\$ 557,307	\$ 590,675	\$ 1,007,280	4	4	4	5

Development

2013 Operating Budget  
Department of Development

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Long Range Planning	To examine planning and development issues in order to respond to the challenges of growth and change, including citywide development policy, research and analysis, multi-jurisdictional planning, plans for portions of the city experiencing territorial growth, and updates to existing area plans.	\$ 148,036	\$ 160,347	\$ 164,179	\$ -	2	2	2	0
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.	\$ 256,749	\$ 274,379	\$ 282,979	\$ 387,765	3	3	3	4

**2013 Operating Budget  
Department of Development**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
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.	\$ 195,796	\$ 208,794	\$ 215,011	\$ 217,855	2	2	2	2
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.	\$ 91,311	\$ 88,165	\$ 74,200	\$ 105,979	0	0	0	1

Development

**2013 Operating Budget  
Department of Development**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
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.	\$ 108,965	\$ 89,329	\$ -	\$ -	0	0	0	0
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.	\$ 102,531	\$ 56,189	\$ 56,537	\$ 173,087	1	0	0	1

**2013 Operating Budget  
Department of Development**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
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.	\$ 3,606,154	\$ 3,694,571	\$ 4,042,993	\$ 4,350,051	2	2	3	5
Homeowner Servicing Center	To assist homeowners to remain in their homes and live independently in a safe and sound environment.	\$ 2,270,660	\$ 1,869,724	\$ 1,714,431	\$ 1,867,309	10	10	9	10
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.	\$ 105,456	\$ 108,365	\$ 105,456	\$ 105,456	0	0	0	0
		<b>\$ 29,260,820</b>	<b>\$ 27,513,035</b>	<b>\$ 29,209,139</b>	<b>\$ 29,998,074</b>	<b>138</b>	<b>143</b>	<b>143</b>	<b>154</b>

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## **Department of Finance and Management**

### **Department Description**

The Department of Finance and Management is organized within 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, and debt management offices. The budget office oversees the development, monitoring and control of the city's operating budgets. The debt management office provides coordination of the capital improvements budget and the six-year capital improvements program. 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 performance management office is responsible for the development and maintenance of performance management systems throughout the city. The city's print shop and mailroom are housed in this 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 management 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 2013**

### **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 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.

### **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.

### **Downtown Development**

- Complete renovation of the Old Police Headquarters building that will house six city departments and/or agencies that will be relocated from obsolete, high maintenance buildings to this LEED Silver certified facility.
- 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.

### **Customer Service**

- 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.
- 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.
- 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.
- 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.
- Oversee the relocation of the Traffic Management Center from downtown to the operational center of the Department of Public Service.
- 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.

### **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. In 2013, additional neighborhood cameras will be added.

- Complete the construction of the John R. Maloney Family and Wellness Center on Parsons Avenue. This center will provide much needed health services for families living on the south side of Columbus and help spur economic development in the area.
- 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.

## **2013 Budget Notes**

### **Administration**

- In 2013, \$1.32 million is budgeted for the leases associated with various safety facilities.
- Funding for the Next Generation Corporation contract totals \$500,000, a large portion of which is incorporated in this section.

### **Financial Management**

- In 2013, \$1.31 million is budgeted for the city's contract with the Public Defender, which provides legal counsel to indigent persons charged with criminal offenses.
- Various items are initially budgeted in the Finance and Management Department and are transferred, as needed, to other departments throughout the year. In 2013, this includes economic development incentive moneys, projected legal expenses, and deposits to the anticipated expenditure fund and the rainy day fund.
- As was the case in the past several years, all projected internal service charges to general fund agencies for technology services are budgeted in the Financial Management Division in 2013. This has proven to reduce the volatility of projections for the general fund.
- The budget for this division also includes \$120,000 for various citywide memberships.

- Hotel/motel tax funds totaling \$12,840,000 are included to provide support for Experience Columbus and a social service pilot program as well as to expand cultural services.

### **Facilities Management**

- Facilities Management's 2013 budget includes almost \$7.19 million to pay utility bills on behalf of other city agencies.
- In addition to utility expenses, approximately \$358,000 is budgeted for custodial contracts for the Division of Police and Fire academies and \$300,000 for the Columbus Public Health facility.

### **Fleet Management**

- In 2013, the division will begin the first year of a three-year process to implement an environmental management system, which will include an audit of all city fuel sites for compliance with environmental laws and standards.
- The division's labor charges remain unchanged at \$70 per hour for light duty vehicles and \$90 per hour for heavy duty vehicles. The markup for parts remains at 22 percent, the mark-up on professional services and credit card fuel purchases remains at five percent, and the markup on fuel remains at 24 cents per gallon.
- Funds for the replacement of general fund department vehicles will again be financed through the special income tax fund.
- Fuel prices are budgeted at wholesale cost. The total budget for both unleaded and diesel fuel is \$12.7 million.

## Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
Administration	\$ 2,766,751	\$ 2,607,905	\$ 2,908,754	\$ 3,051,772	\$ 5,177,194
Finance Citywide	-	12,000,000	29,944,339	23,260,523	29,031,999
Citywide Technology Billings	12,810,959	13,675,960	13,367,465	13,267,467	15,667,706
Financial Management	5,406,479	5,169,349	6,013,717	5,361,928	19,048,650
Facilities Management	14,822,110	16,394,213	17,659,321	15,182,968	18,382,674
Fleet Management	29,843,928	34,590,681	31,430,911	32,277,174	33,969,228
<b>TOTAL</b>	<b>\$ 65,650,227</b>	<b>\$ 84,438,108</b>	<b>\$ 101,324,507</b>	<b>\$ 92,401,832</b>	<b>\$ 121,277,451</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
ADMINISTRATION GENERAL FUND EXPENDITURES SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
Personnel	\$ 1,635,430	\$ 1,419,173	\$ 1,688,330	\$ 1,613,780	\$ 1,827,219
Materials & Supplies	3,538	3,549	7,902	5,472	9,350
Services	106,231	124,364	170,385	435,240	2,273,898
Capital	-	19,933	-	-	-
<b>TOTAL</b>	<b>\$ 1,745,199</b>	<b>\$ 1,567,019</b>	<b>\$ 1,866,617</b>	<b>\$ 2,054,492</b>	<b>\$ 4,110,467</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
ADMINISTRATION EMPLOYEE BENEFIT FUND EXPENDITURES SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
Services	\$ 295,000	\$ 294,998	\$ 325,000	\$ 325,000	\$ 386,500
<b>TOTAL</b>	<b>\$ 295,000</b>	<b>\$ 294,998</b>	<b>\$ 325,000</b>	<b>\$ 325,000</b>	<b>\$ 386,500</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
ADMINISTRATION FLEET MANAGEMENT FUND EXPENDITURES SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
Personnel	\$ 726,552	\$ 745,888	\$ 717,137	\$ 672,280	\$ 680,227
<b>TOTAL</b>	<b>\$ 726,552</b>	<b>\$ 745,888</b>	<b>\$ 717,137</b>	<b>\$ 672,280</b>	<b>\$ 680,227</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
FINANCIAL MANAGEMENT GENERAL FUND EXPENDITURES SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
Personnel	\$ 2,286,284	\$ 2,300,719	\$ 2,576,390	\$ 2,342,168	\$ 2,629,766
Materials & Supplies	6,472	12,524	14,265	7,316	14,549
Services	1,290,443	1,194,633	1,458,181	1,221,894	1,527,986
Transfers	-	12,000,000	29,944,339	23,260,523	29,031,999
Citywide Technology Billings	12,810,959	13,675,960	13,367,465	13,267,467	15,667,706
<b>TOTAL</b>	<b>\$ 16,394,158</b>	<b>\$ 29,183,836</b>	<b>\$ 47,360,640</b>	<b>\$ 40,099,368</b>	<b>\$ 48,872,006</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
FINANCIAL MANAGEMENT CDBG FUND EXPENDITURES SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
Personnel	\$ 281,439	\$ 246,548	\$ 211,539	\$ 263,286	\$ 341,802
Materials & Supplies	2,997	2,582	4,500	1,000	1,000
Services	196,731	197,652	221,791	187,275	152,783
Other	8,588	10,321	20,000	10,380	15,000
Transfers	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 489,755</b>	<b>\$ 457,103</b>	<b>\$ 457,830</b>	<b>\$ 461,941</b>	<b>\$ 510,585</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
FINANCIAL MGNT. - MAIL PRINT & MAIL SERV. FUND EXPENDITURES SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
Personnel	\$ 138,577	\$ 152,482	\$ 150,170	\$ 176,411	\$ 224,444
Materials & Supplies	2,700	2,919	2,941	2,941	2,475
Services	949,411	777,501	1,093,437	835,335	930,682
<b>TOTAL</b>	<b>\$ 1,090,688</b>	<b>\$ 932,902</b>	<b>\$ 1,246,548</b>	<b>\$ 1,014,687</b>	<b>\$ 1,157,601</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
FINANCIAL MGNT. - PRINT PRINT & MAIL SERV. FUND EXPENDITURES SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
Personnel	\$ 142,576	\$ 149,681	\$ 150,488	\$ 151,289	\$ 154,477
Materials & Supplies	25,965	31,643	37,363	36,801	58,391
Services	74,296	90,144	72,652	125,832	155,295
<b>TOTAL</b>	<b>\$ 242,837</b>	<b>\$ 271,468</b>	<b>\$ 260,503</b>	<b>\$ 313,922</b>	<b>\$ 368,163</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
FINANCIAL MANAGEMENT HOTEL/MOTEL FUND EXPENDITURES SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	-	-	-	-	-
Services	-	-	-	-	12,840,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 12,840,000</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>FACILITIES MANAGEMENT GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 4,853,419	\$ 5,322,714	\$ 5,724,884	\$ 5,449,143	\$ 6,060,853
Materials & Supplies	339,796	371,846	394,800	394,800	415,723
Services	8,191,728	9,266,458	9,888,257	7,951,501	10,485,365
Other	2,755	1,156	15,750	-	5,750
Capital	183	-	-	-	-
Transfers	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 13,387,881</b>	<b>\$ 14,962,174</b>	<b>\$ 16,023,691</b>	<b>\$ 13,795,444</b>	<b>\$ 16,967,691</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>FACILITIES MANAGEMENT 1111 E. BROAD OPERATION SPECIAL REVENUE FUND EXPENDITURES SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Materials & Supplies	\$ 3,382	\$ 19,218	\$ 36,000	\$ 10,000	\$ 30,000
Services	1,430,847	1,412,821	1,599,630	1,377,524	1,384,983
Transfers	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,434,229</b>	<b>\$ 1,432,039</b>	<b>\$ 1,635,630</b>	<b>\$ 1,387,524</b>	<b>\$ 1,414,983</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
FLEET MANAGEMENT GENERAL FUND EXPENDITURES SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
Capital	\$ 1,000,000	\$ 1,579,741	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 1,000,000</b>	<b>\$ 1,579,741</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
FLEET MANAGEMENT FLEET MANAGEMENT FUND EXPENDITURES SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
Personnel	\$ 9,173,681	\$ 9,596,089	\$ 9,766,534	\$ 9,562,302	\$ 10,288,813
Materials & Supplies	13,539,964	17,221,705	15,409,873	16,906,586	16,907,451
Services	3,648,240	3,686,288	3,518,267	3,427,954	3,915,192
Principal	1,421,000	1,455,800	1,585,300	1,585,300	1,810,300
Other Disbursements	12,397	2,649	9,692	4,048	9,000
Capital	16,146	6,659	51,010	-	50,000
Interest	1,032,500	1,041,750	1,090,235	790,984	988,472
<b>TOTAL</b>	<b>\$ 28,843,928</b>	<b>\$ 33,010,940</b>	<b>\$ 31,430,911</b>	<b>\$ 32,277,174</b>	<b>\$ 33,969,228</b>

<b>DEPARTMENT SUMMARY BY FUND</b>						
<b>FUND SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>	
General Fund	\$ 32,527,238	\$ 47,292,770	\$ 65,250,948	\$ 55,949,304	\$ 69,950,164	
1111 E. Broad St. Fund	1,434,229	1,432,039	1,635,630	1,387,524	1,414,983	
Employee Benefits Fund	295,000	294,998	325,000	325,000	386,500	
Print & Mail Services Fund	1,333,525	1,204,370	1,507,051	1,328,609	1,525,764	
Fleet Management	29,570,480	33,756,828	32,148,048	32,949,454	34,649,455	
CDBG Fund	489,755	457,103	457,830	461,941	510,585	
Hotel/Motel Tax Fund	-	-	-	-	12,840,000	
<b>TOTAL</b>	<b>\$ 65,650,227</b>	<b>\$ 84,438,108</b>	<b>\$ 101,324,507</b>	<b>\$ 92,401,832</b>	<b>\$ 121,277,451</b>	

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2010 Actual	2011 Actual	2012 Budgeted	2013 Budgeted
Administration					
General Fund	FT	19	21	23	25
Fleet Management Fund	FT	7	6	7	7
Financial Management					
General Fund	FT	25	25	27	27
Print Services	FT	2	2	2	2
Mailroom Services	FT	2	2	2	3
Community Dev. Block Grant	FT	3	3	3	4
Facilities Management					
General Fund	FT	69	68	73	75
	PT	12	15	16	21
Fleet Management					
Fleet Management Fund	FT	116	117	126	128
	PT	2	3	2	2
<b>TOTAL</b>		<b>257</b>	<b>262</b>	<b>281</b>	<b>294</b>
*FT=Full-Time PT=Part-Time					

Finance and Management

2013 Operating Budget  
Department of Finance and Management

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Finance and Management 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.	\$ 2,126,608	\$ 1,917,440	\$ 1,902,907	\$ 2,766,403	12	11	12	14
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.	\$ 508,182	\$ 428,303	\$ 423,186	\$ 1,746,345	5	5	5	5

**2013 Operating Budget**  
**Department of Finance and Management**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Construction Management	To provide supervision and management of contracts for the design, construction, renovation or repair of buildings used in city operation.	\$ 538,022	\$ 512,844	\$ 582,661	\$ 664,446	5	5	6	6
Print Shop/Copy Center	To provide timely and quality print and copy services to city agencies.	\$ 257,481	\$ 268,805	\$ 260,453	\$ 368,163	2	2	2	2
Mailroom Services	To provide timely and accurate receipt, processing, and distribution of City of Columbus mail.	\$ 1,402,244	\$ 1,253,677	\$ 1,246,598	\$ 1,157,601	2	2	2	3
Hotel/Motel Tax	To provide support for Experience Columbus, a social service pilot program, and for expanding cultural services.	\$ -	\$ -	\$ -	\$ 12,840,000	0	0	0	0

**2013 Operating Budget**  
**Department of Finance and Management**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
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.	\$ 1,063,165	\$ 1,111,878	\$ 1,184,976	\$ 1,167,589	13	13	14	13
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.	\$ 2,538,455	\$ 2,175,290	\$ 2,270,457	\$ 2,438,582	7	7	8	9

**2013 Operating Budget**  
**Department of Finance and Management**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
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.	\$ 430,377	\$ 448,677	\$ 343,183	\$ 336,072	4	4	3	3
Debt Management	To coordinate the city's capital improvements budget and capital improvements plan, and to provide debt management services to city departments.	\$ 241,211	\$ 250,218	\$ 250,220	\$ 230,058	2	2	2	2
Grants Management	To ensure that the City of Columbus is in fiscal and programmatic compliance with CDBG, HOME, ESG, HOPWA and NSP grant programs.	\$ 607,673	\$ 524,599	\$ 457,830	\$ 510,585	3	3	3	4

Finance and Management

2013 Operating Budget  
 Department of Finance and Management

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Financial Management Administration-Citywide Account	A holding account for later transfer to general fund divisions.	\$ 5,587,466	\$ 20,787,798	\$ 29,944,339	\$ 29,031,999	0	0	0	0
Citywide Technology Billings	To provide financial monitoring and account for general fund technology internal billings.	\$ 12,799,508	\$ 13,084,178	\$ 13,367,465	\$ 15,667,706	0	0	0	0
Fleet Parts Room Operation	To provide all city repair facilities with quality parts efficiently and effectively while maintaining a minimal inventory.	\$ 15,920,476	\$ 16,111,334	\$ 17,178,799	\$ 18,727,442	7	6	9	8
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.	\$ 827,331	\$ 843,211	\$ 980,837	\$ 979,287	5	4	5	5

**2013 Operating Budget**  
**Department of Finance and Management**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
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.	\$ 288,273	\$ 304,803	\$ 391,653	\$ 320,280	4	4	5	4
Auto Shop	To provide timely and effective repairs as well as preventive maintenance to the automotive equipment brought in by our customers.	\$ 1,869,078	\$ 2,039,361	\$ 1,950,842	\$ 2,287,776	22	27	24	22
Truck Shop	To provide heavy truck vehicle repairs in a timely and cost efficient manner.	\$ 3,819,289	\$ 3,592,403	\$ 3,333,388	\$ 3,900,866	49	47	43	49

Finance and Management

2013 Operating Budget  
Department of Finance and Management

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Alum Creek	To provide on-site vehicle repairs and preventive maintenance to Refuse Collection vehicles in a timely and cost efficient manner.	\$ 455,069	\$ 399,965	\$ 399,850	\$ 335,377	6	5	5	4
Morse Rd.	To provide on-site vehicle repairs and preventive maintenance to Refuse Collection vehicles in a timely and cost efficient manner.	\$ 507,572	\$ 454,306	\$ 522,692	\$ 730,190	7	6	7	10
Georgesville Rd.	To provide on-site vehicle repairs and preventive maintenance to Refuse Collection vehicles in a timely and cost efficient manner.	\$ 541,022	\$ 564,550	\$ 552,374	\$ 381,312	7	7	7	5
Marine Shop	To provide support for Fire, Police, and Recreation and Parks for all boats & motors.	\$ 73,896	\$ -	\$ -	\$ -	1	0	0	0

**2013 Operating Budget**  
**Department of Finance and Management**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Motorcycle Shop	To provide support for Police motorcycles including monthly preventive maintenance and ongoing repairs.	\$ 74,315	\$ 78,100	\$ 157,532	\$ 161,456	1	1	2	2
Customer Service	To provide a safe waiting area and related services for those end users that bring city vehicles in for quick repairs.	\$ 392,741	\$ 413,735	\$ 184,794	\$ 271,255	5	5	2	3
Fleet Administration	To meet the Fleet Management Division's objectives by providing leadership and positive reinforcement for effective and efficient operations.	\$ 5,160,481	\$ 5,765,669	\$ 5,663,939	\$ 5,521,014	13	15	16	15
Compressed Natural Gas	To staff and operate a compressed natural gas filling station for use by fleet vehicles and by the public.	\$ -	\$ -	\$ 114,211	\$ 352,973	0	0	1	1

**2013 Operating Budget**  
**Department of Finance and Management**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Vehicle Purchases	To provide the city's agencies with new vehicles.	\$ 1,000,000	\$ 1,580,000	\$ -	\$ -	0	0	0	0
1111 E. Broad Street	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.	\$ 1,601,503	\$ 1,673,380	\$ 1,635,630	\$ 1,414,983	0	0	0	0
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.	\$ 2,325,723	\$ 2,389,426	\$ 2,319,358	\$ 4,395,625	28	28	26	26

**2013 Operating Budget**  
**Department of Finance and Management**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Custodial Services	To efficiently and effectively clean buildings under the purview of the Facilities Management Division.	\$ 2,768,598	\$ 2,962,367	\$ 3,029,432	\$ 3,203,607	34	34	33	32
Security	To efficiently and effectively secure and monitor buildings under the purview of the Facilities Management Division.	\$ 810,844	\$ 780,904	\$ 1,038,344	\$ 1,125,888	6	7	10	12
Energy Conservation	To create more energy efficiencies in buildings under Facilities Management's purview.	\$ 6,219,000	\$ 6,594,002	\$ 7,191,202	\$ 6,306,264	0	0	0	0
Building Maintenance Management (Contract Services)	To efficiently and effectively maintain general fund facilities through managing resources, staff, and outside contracts.	\$ 1,559,712	\$ 1,777,795	\$ 1,775,643	\$ 1,259,096	1	1	1	1

**2013 Operating Budget**  
**Department of Finance and Management**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Facilities Administration	To provide oversight, leadership and management to the division staff in rendering facilities management services to general fund facilities.	\$ 684,819	\$ 722,672	\$ 669,712	\$ 677,211	3	3	3	4
		\$ 75,000,134	\$ 91,811,690	\$ 101,324,507	\$ 121,277,451	254	254	256	264

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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 2013**

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 2013, the Department of Technology will work with city departments to redesign 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.

## Technology

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- Continue to enhance the Green Spot website ([columbusgreenspot.org](http://columbusgreenspot.org)) and presence on the MyColumbus mobile app to encourage residents, businesses, and community groups to take steps to protect our environment.
- MyColumbus mobile application, released in 2011, 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 2013, MyColumbus will continue to grow and expand, enhancing opportunities such as service offerings of the 311 module of the application, the Neighborhood Pride feature within the MyNeighborhood module, addition of alert functionality to alert citizens of such things as upcoming trash collection. The application 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.

## 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 parks, police/fire stations, and schools. Future expansions include CIP data, snow clearing information and Neighborhood Pride information.

## Safety

- Complete project to upgrade several Police Division applications to newer server platforms, which will improve service delivery and reduce costs.
- Continue to work with the Department of Public Utilities (Distribution Maintenance & Permits) and Columbus Fire Division to enhance the Hydrants Inspection application. This endeavor will improve upon business process flow in order to properly maintain the city fire hydrants.
- 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 2013, 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.

- Work with the Public Safety Department to backup video from police vehicles for disaster recovery purposes.
- Work with the Department of Public Utilities – Division of Sewerage and Drainage in the replacement of their Pretreatment Information Management System to modernize processes and integrate with other Department of Public Utilities systems.

### **Economic Development**

- 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.

### **Education**

- Continue to develop the GetActiveColumbus.com website initiated by the Mayor's Office and developed with input from the Columbus Health and Recreation and Parks Departments. In 2012, the GetActive module of the MyColumbus mobile app reaped the benefits of several enhancement efforts such as the addition of Art Walks and the transition of Neighborhood Walks and Bike Trails from pdf's to interactive maps. These enhancements will continue into 2013 with additional data being added to the interactive maps as well as the addition of new walks.

### **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; **Personal Communicator** – PC based phone provides the flexibility to work from any location while still providing the same functionality as a desk phone; **Mobility** – single business number and voicemail regardless of device; cost savings on cell phone minutes

used by utilizing the VoIP infrastructure; **Conferencing** – voice and video conferencing capabilities utilizing the VoIP infrastructure saves the city time and money while supporting the Mayor's Green Initiative.

- Continue to convert city telephone services to a voice over internet protocol (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 enhance the city's voice over internet protocol (VoIP) system by providing fax over internet protocol (FoIP). FoIP benefits include: eliminating analog line, paper and toner costs which will also support the Mayor's green initiative.
- 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.
- Continue to support the city's 311 customer service system which provides access to city services and information with the highest possible levels of customer service delivery via the phone, web or mobile app interface.
- Work will continue on finalizing hardware and software configurations at the second data center. Work will also focus on developing and testing procedures to reconstitute mission-critical systems and applications in the event the citywide data center is unavailable. This effort also contributes to the city's overall pandemic and business continuity planning.
- Finish the renovation of the data center facility HVAC system by replacing cooling units not replaced in 2012 and renovate parking lots as needed.
- In 2012, DoT kicked off another general fund computer replacement project that will continue in 2013. This project will improve the efficiencies of these agencies by replacing existing outdated and aged computer equipment with new hardware. This replaces approximately 500 systems with new energy efficient systems and related displays. This will improve both efficiency of the end users and will continue to improve the energy efficiency and consumption of electricity.
- Implement a mobile dispatching system that will enable the Department of Public Utilities to optimize service order assignments, assign them to technicians in the field, and capture field information for immediate use. This is expected to produce efficiency and productivity gains, and make the Department of Public Utilities more responsive to customers. The initial project targets approximately 60 field employees and 20 office employees. It may be expanded to include additional work units and workflows. The mobile dispatching system will interface with the current work order system in use, known as CUBS, as well as the city GIS system.
- Having completed the implementation of SecureWorks managed security services, DoT will fully leverage this provider's capabilities to deal with the ever-evolving threat landscape and reduce security risks to city assets.

- Continue enabling city agencies' ability to meet compliance with new and recurring regulatory requirements while transitioning to a converged Governance, Risk, and Compliance (GRC) model for integrated enterprise security risk management.
- Continue to expand GIS capabilities with a greater focus on assisting city agencies in integrating graphical information from the GIS central repository. This repository contains underlying geographic location information (e.g. street center lines, building and parcel locations) which is or will be utilized by many mission-critical applications such as the computer aided dispatch, 311 call center, the Accela “one-stop-shop” and MyColumbus.
- DoT will expand and enhance enterprise application service delivery by implementing Application Performance Monitoring software from one of the Gartner Magic Quadrant leaders. This software will help DoT monitor performance of critical systems, provide SLA metrics and compliance reporting and enable DoT to have better real time visibility of service interruptions and performance degradation, and allow for more proactive resolution.
- Continue the enterprise systems upgrade project to replace old mission-critical systems which are at end-of-life. These investments will improve system availability and efficiency. The major focus of the 2013 system upgrades will be the upgrade of older servers, and licensing for the Oracle and SQL private cloud platforms, which will help avoid the cost of expensive database servers in the future.
- In 2011, DoT began the replacement of our current help desk software with HP's IT Service Management (ITSM) software. This software tracks system availability and automates the ticketing and service response processes. This software is expected to be operational in 2012. In 2013, DoT will continue to refine and formalize service support processes, resulting in improved system availability and increased end-user satisfaction.
- During 2012, DoT completed a three phase implementation of HP's Application Performance Monitoring software (APM360). This project was an integral part of DoT's overarching ITSM initiative, which helps streamline and improve the delivery of IT services to our customers. In 2013, DoT will continue the implementation of the APM software to include additional critical applications; as well as expand the deployment of business process monitoring to additional city facilities. By doing so, this will provide enhanced real time visibility of service interruptions, performance degradation and allow for a more proactive response to identified issues. This initiative will also continue to provide valuable data for application and location performance, service level agreement metrics, and compliance reporting.
- Continue to improve and expand the capabilities of the Department of Public Utilities GIS dashboard by implementing improved functionality.
- In 2012, the DoT purchased a Citywide Enterprise Business Intelligence System (BI) which the Department of Public Utilities and Public Safety will use in their divisions. This software provides a more immediate response to the delivery of data analytics and reporting. This tool allows managers the ability to analyze data in many ways, giving them the ability to immediately respond to what is occurring and enable them to be proactive and make informed decisions in their

division and their customers. DoT will also work with other city departments to identify further opportunities for BI technology.

- In 2012, Columbus was named one of the most intelligent (Smart21) communities in the world by the Intelligent Community Forum (ICF). Columbus will compete again in 2013 for this prestigious award. DoT will play a leadership role, as was done in 2012, both strategically and tactically in continuing to build out the city's broadband infrastructure and ensuring that "the right information gets to the right people at the right time" through Columbus.gov, the city's mobile application and by supporting our internal customers. DoT continues to invest in and acquire the required skills and capabilities to make business intelligence, knowledge management and peak performance a sustainable success.

### **2013 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 2013, \$5.1 million is budgeted for these purchases. Of this total, \$2.3 million is budgeted in the general fund while the balance is allocated among various other funds. The additional responsibility of staffing the police communications area is the most significant change since 2012.
- 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 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 electronic 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 2013 in order to reduce the volatility of projections for the general fund. Internal service charges to other funds are billed back to each fund on a monthly basis.

## Budget and Programs Summary

DEPARTMENT FINANCIAL SUMMARY					
<b>DIVISION SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Technology - Administration	\$ 5,824,562	\$ 5,846,822	\$ 7,212,308	\$ 6,599,928	\$ 8,860,461
Information Services	20,510,647	21,221,351	23,120,549	22,511,851	24,418,991
<b>TOTAL</b>	<b>\$ 26,335,209</b>	<b>\$ 27,068,173</b>	<b>\$ 30,332,857</b>	<b>\$ 29,111,779</b>	<b>\$ 33,279,452</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>ADMINISTRATION INTERNAL SERVICES FUND</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 1,934,046	\$ 1,911,545	\$ 2,101,502	\$ 1,903,552	\$ 3,695,711
Materials & Supplies	678,116	1,222,810	821,098	650,552	957,718
Services	3,027,949	2,691,610	4,199,708	3,877,317	4,107,032
Other	29,237	-	-	-	-
Capital	141,786	20,857	90,000	168,507	100,000
Transfers	13,428	-	-	-	-
<b>TOTAL</b>	<b>\$ 5,824,562</b>	<b>\$ 5,846,822</b>	<b>\$ 7,212,308</b>	<b>\$ 6,599,928</b>	<b>\$ 8,860,461</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>INFORMATION SERVICES INTERNAL SERVICES FUND</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 12,027,171	\$ 12,311,825	\$ 12,858,720	\$ 12,424,863	\$ 13,192,513
Materials & Supplies	297,569	296,545	298,752	288,752	289,852
Services	4,709,105	4,716,225	5,409,035	5,301,191	5,698,127
Debt Principal	2,708,778	3,034,723	-	3,690,700	4,290,700
Other	6,679	7,027	-	-	-
Capital	96,017	115,757	71,000	71,000	71,000
Interest	665,328	739,249	4,483,042	735,345	876,799
<b>TOTAL</b>	<b>\$ 20,510,647</b>	<b>\$ 21,221,351</b>	<b>\$ 23,120,549</b>	<b>\$ 22,511,851</b>	<b>\$ 24,418,991</b>

DEPARTMENT SUMMARY BY FUND					
<b>FUND SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Information Services	\$ 26,335,209	\$ 27,068,173	\$ 30,332,857	\$ 29,111,779	\$ 33,279,452
<b>TOTAL</b>	<b>\$ 26,335,209</b>	<b>\$ 27,068,173</b>	<b>\$ 30,332,857</b>	<b>\$ 29,111,779</b>	<b>\$ 33,279,452</b>

DEPARTMENT PERSONNEL SUMMARY					
<b>DIVISION</b>	<b>FT/PT*</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Budgeted</b>	<b>2013 Budgeted</b>
Admin. Internal Service Fund	FT	15	16	17	34
	PT	1	1	1	1
Information Services	FT	116	112	121	121
	PT	5	5	5	5
<b>TOTAL</b>		<b>137</b>	<b>134</b>	<b>144</b>	<b>161</b>

\*FT=Full-Time PT=Part-Time

2013 Operating Budget  
Department of Technology

Financial History by Program

Personnel by Program

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
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.	\$ 8,560,591	\$ 7,203,734	\$ 7,212,308	\$ 8,860,461	16	17	17	34
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.	\$ 4,877,982	\$ 5,434,476	\$ 6,107,966	\$ 6,963,352	0	0	0	0
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.	\$ 1,383,886	\$ 1,579,635	\$ 1,652,263	\$ 1,642,187	15	17	17	17

**2013 Operating Budget  
Department of Technology**

Financial History by Program

Personnel by Program

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Help Desk	To provide a single point of contact for users to obtain solutions to technology needs, questions, and challenges.	\$ 712,574	\$ 604,227	\$ 596,786	\$ 633,295	8	6	6	6
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.	\$ 1,168,346	\$ 1,315,591	\$ 1,405,959	\$ 1,314,372	11	11	12	11
Applications Programming	To develop and/or maintain various information technology systems and applications that facilitate business practices throughout the city.	\$ 2,520,169	\$ 2,372,919	\$ 2,399,155	\$ 2,636,875	25	23	23	23
Government Television Channel	To coordinate contracts for video programming services, prepare scripts and provide editing services for production programs.	\$ 552,296	\$ 657,896	\$ 745,739	\$ 750,596	4	4	7	8

Technology

2013 Operating Budget  
Department of Technology

Financial History by Program

Personnel by Program

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Network	To coordinate the design, installation, maintenance and repair of the city's metronet infrastructure as well as to maintain inside building cabling and design and install city owned fiber optic cabling plant, provide preventive maintenance/repair of outside fiber optic and coaxial cable plant.	\$ 1,563,194	\$ 1,516,134	\$ 1,738,586	\$ 1,723,029	8	7	9	9
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.	\$ 814,632	\$ 689,346	\$ 439,654	\$ 456,478	8	7	3	3
Account Management	To provide information technology account management services to customer agencies.	\$ 630,082	\$ 669,815	\$ 688,512	\$ 596,876	6	6	6	6

**2013 Operating Budget  
Department of Technology**

Financial History by Program

Personnel by Program

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
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.	\$ 1,288,620	\$ 1,218,309	\$ 930,597	\$ 1,013,693	13	12	11	12
Database	To provide database administration to support the functions of the city's software applications.	\$ 779,954	\$ 843,484	\$ 864,302	\$ 875,509	8	8	7	7
Telephone Services	To provide telephone services, training and consulting to city agencies.	\$ 377,087	\$ 418,720	\$ 309,160	\$ 351,220	3	4	4	4
Project Management	To provide IT services to project sponsors to enable them to receive new or enhanced technology to satisfy their business requirements.	\$ 1,039,802	\$ 1,080,269	\$ 956,214	\$ 970,613	9	9	8	8
Contracts	To provide holding area for license fees and software maintenance agreements.	\$ 3,136,650	\$ 3,236,455	\$ 3,004,491	\$ 3,323,983	0	0	0	0
Architecture	To establish information technology standards for the city.	\$ 230,487	\$ 670,609	\$ 948,815	\$ 868,563	2	6	8	7

2013 Operating Budget  
Department of Technology

Financial History by Program

Personnel by Program

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Arlingate Data Center	To provide maintenance services to the city's data center facility.	\$ 329,110	\$ 345,160	\$ 332,350	\$ 298,350	0	0	0	0
		\$ 29,965,462	\$ 29,856,779	\$ 30,332,857	\$ 33,279,452	136	137	138	155

## **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; and
- Providing preventive, 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 2013**

### **From the Columbus Covenant:**

#### **Neighborhoods**

- Provide services to prevent, investigate and control infectious diseases, including communicable disease outbreaks, sexually transmitted infections, and food-borne and water-borne illnesses.
- Continue to provide high quality clinical services for children and families including sexual health, immunization, dental, and prenatal services. Staff will continue to reduce barriers to service by providing such services as translation and evening hours.
- 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, Infants and Children (WIC) and the Healthier Choices Committee.
- Provide public health services, such as immunizations, tuberculosis control, and prenatal services for immigrants and refugees and other vulnerable residents.
- Continue to work with the Columbus Neighborhood Health Centers Inc. (CNHC), Access Health Columbus, and others groups to help support quality primary care for as many as possible.
- Establish the John Maloney Health and Wellness Center on Parsons Avenue in a new state-of-the-art facility.

- 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 2013 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 technology will improve efficiency.
- Complete CPH facilities renovations and enhancements to assure safety of visitors and staff.

### **Peak Performance**

- Continue to provide important public health information through Columbus Public Health's website and social media.
- 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.
- Expand quality improvement, safety and workforce training efforts in order to achieve public health accreditation status.

## **2013 Budget Notes**

- The 2013 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 for licensing and inspection services for food service establishments, pools and spas, schools, and tattoo and body piercing studios will continue in 2013.
- The 2013 budget reflects a reorganization of the department into new divisions.
- The city will provide \$5 million in funding to CNHC to address health concerns in the community at multiple health centers.
- The 2013 budget provides funding for the Take Care Columbus program, which links patients with clinical preventive services in the community and the GLBT/Latino Health Disparities program, which addresses HIV and syphilis issues in the GLBT community.
- Both the dental clinic program, which serves uninsured clients, and the dental sealant program, which provides preventive sealants to low income school children, will continue in 2013.
- Funding for home visiting services will continue in 2013, providing nursing care to families with newborns.
- Additional general fund moneys are being allocated for translation services to better serve the growing non-English speaking population. The amount available for these contracts in 2013 totals \$265,000.

**Budget and Program Summary**

DEPARTMENT FINANCIAL SUMMARY					
<b>DIVISION SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Health	\$ 21,947,902	\$ 24,201,162	\$ 26,009,933	\$ 25,791,425	\$ 26,864,656
<b>TOTAL</b>	<b>\$ 21,947,902</b>	<b>\$ 24,201,162</b>	<b>\$ 26,009,933</b>	<b>\$ 25,791,425</b>	<b>\$ 26,864,656</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
HEALTH SPECIAL REVENUE FUND EXPENDITURES SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
Personnel	\$ 14,628,650	\$ 16,636,871	\$ 18,161,972	\$ 17,986,914	\$ 18,896,925
Materials & Supplies	439,428	621,340	608,900	606,900	670,952
Services	6,617,386	6,684,437	7,005,072	6,960,623	7,078,472
Other	14,412	4,664	3,750	4,750	3,750
Capital	-	-	8,000	9,999	11,000
Transfers	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 21,699,876</b>	<b>\$ 23,947,312</b>	<b>\$ 25,787,694</b>	<b>\$ 25,569,186</b>	<b>\$ 26,661,099</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
HEALTH CDBG FUND EXPENDITURES SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
Personnel	\$ 243,135	\$ 253,850	\$ 222,239	\$ 222,239	\$ 203,557
Supplies	4,891	-	-	-	-
<b>TOTAL</b>	<b>\$ 248,026</b>	<b>\$ 253,850</b>	<b>\$ 222,239</b>	<b>\$ 222,239</b>	<b>\$ 203,557</b>

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
Health Special Revenue	\$ 21,699,876	\$ 23,947,312	\$ 25,787,694	\$ 25,569,186	\$ 26,661,099
Community Dev. Block Grant	248,026	253,850	222,239	222,239	203,557
<b>TOTAL</b>	<b>\$ 21,947,902</b>	<b>\$ 24,201,162</b>	<b>\$ 26,009,933</b>	<b>\$ 25,791,425</b>	<b>\$ 26,864,656</b>

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2010 Actual	2011 Actual	2012 Budgeted	2013 Budgeted
Health	FT	169	173	203	208
	PT	47	46	60	61
Community Dev. Block Grant	FT	3	3	4	4
	PT	5	3	0	0
<b>TOTAL</b>		<b>224</b>	<b>225</b>	<b>267</b>	<b>273</b>

\*FT=Full-Time PT=Part-Time

**2013 Operating Budget  
Department of Public Health**

Financial History by Program

Personnel by Program

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Community Dental Services	To provide basic and preventive services to Franklin County families who are unable to access dental service due to cost.	\$ 493,942	\$ 566,033	\$ 504,646	\$ 482,776	5	5	4	4
Dental Sealants	To prevent tooth decay in children in low income families in Columbus.	\$ 139,464	\$ 133,681	\$ 148,406	\$ 139,093	0	0	1	0
Food Safety	To reduce the number of food borne illnesses in Columbus and Franklin County.	\$ 2,055,122	\$ 2,164,826	\$ 2,279,343	\$ 2,257,868	25	26	27	27
Healthy Schools	To protect the health and safety of community school children through elimination of environmental hazards in school facilities.	\$ 92,346	\$ 92,276	\$ 71,731	\$ -	1	1	1	0
Perinatal Program	To provide comprehensive perinatal services to improve the health of pregnant and post-partum women and their infants.	\$ 866,875	\$ 873,251	\$ 879,183	\$ 762,506	10	10	10	8

**2013 Operating Budget  
Department of Public Health**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Public Health Standards	To monitor and document the department and community status regarding state and national public health standards.	\$ 400,528	\$ 450,928	\$ 443,503	\$ 378,283	3	3	3	3
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.	\$ 910,572	\$ 939,395	\$ 927,086	\$ 763,660	11	10	9	10
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 citizens of Columbus, and to monitor and review the performance of CNHC, Inc. to ensure compliance with contract provisions.	\$ 4,960,624	\$ 4,946,414	\$ 5,046,605	\$ 5,029,260	0	0	0	0

**2013 Operating Budget  
Department of Public Health**

Financial History by Program

Personnel by Program

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Occupational Health and Safety	To identify workplace hazards in city divisions and facilities, evaluate the identified hazards and implement strategies to control them, and develop employee exposure monitoring requirements and written programs for specified OSHA standards.	\$ 48,750	\$ 80,871	\$ 86,442	\$ -	1	1	1	0
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.	\$ 4,157,346	\$ 4,460,895	\$ 4,591,584	\$ 4,490,398	33	38	41	40
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.	\$ 423,035	\$ 374,964	\$ 407,616	\$ 436,147	5	4	5	5

Public Health

2013 Operating Budget  
Department of Public Health

Financial History by Program

Personnel by Program

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Neighborhood Health Administration	To provide the administrative and clerical support functions for the Neighborhood Health Division.	\$ 678,948	\$ 622,918	\$ 631,145	\$ 174,938	8	6	6	1
Strategic Nursing Team	To assist in disaster response, provide school immunizations, assist in communicable disease outbreaks, and conduct community health screenings at various sites.	\$ -	\$ -	\$ -	\$ 776,382	0	0	0	8
Healthy Neighborhoods	To assist individuals in identifying opportunities for health improvement and provide linkage to other health and community agencies.	\$ 973,934	\$ 1,162,580	\$ 1,116,555	\$ 781,841	10	11	11	8
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.	\$ -	\$ -	\$ -	\$ 225,485	0	0	0	2

**2013 Operating Budget  
Department of Public Health**

Financial History by Program

Personnel by Program

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
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.	\$ 644,452	\$ 565,048	\$ 475,149	\$ 601,877	6	5	4	6
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.	\$ 31,724	\$ 37,353	\$ 49,711	\$ 51,757	0	0	0	0
Clinical Health Administration	To provide the administrative and clerical support functions for the Clinical Health Division.	\$ 537,035	\$ 711,458	\$ 693,161	\$ 363,902	6	7	7	3
Laboratory Services	To provide laboratory services for the department.	\$ 517,784	\$ 524,863	\$ 589,793	\$ 629,971	2	2	4	4

Public Health

2013 Operating Budget  
Department of Public Health

Financial History by Program

Personnel by Program

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
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.	\$ 1,704,213	\$ 1,824,528	\$ 1,858,789	\$ 1,799,593	17	18	21	19
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.	\$ 1,027,617	\$ 1,084,058	\$ 1,128,927	\$ 1,086,313	9	9	10	9
Chronic Disease Prevention	To reduce the incidence of obesity, heart disease, lung disease, and other chronic diseases by promoting healthy lifestyles.	\$ 70,500	\$ 120,397	\$ 528,479	\$ 560,506	1	1	7	6
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.	\$ 524,876	\$ 623,935	\$ 620,758	\$ 1,263,880	6	7	7	12

**2013 Operating Budget  
Department of Public Health**

Financial History by Program

Personnel by Program

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
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.	\$ 379,087	\$ 397,587	\$ 399,542	\$ 744,384	2	2	2	5
Environmental Health Administration	To provide administrative and clerical support functions for the division.	\$ 488,371	\$ 720,740	\$ 707,755	\$ 722,449	6	8	8	8
Vector Control	To monitor and control mosquito populations in Columbus through counts, treatment and environmental control.	\$ 167,987	\$ 192,769	\$ 207,205	\$ 200,933	1	1	1	1

2013 Operating Budget  
Department of Public Health

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Dangerous Animals and Rabies	To conduct animal investigations for all bites and dangerous animals, and to conduct seven rabies clinics annually.	\$ 218,118	\$ 213,473	\$ 211,324	\$ 219,496	2	2	2	2
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.	\$ 472,325	\$ 470,300	\$ 495,223	\$ 500,069	5	5	5	5
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.	\$ 502,541	\$ 465,042	\$ 478,835	\$ 502,948	6	5	5	5

**2013 Operating Budget  
Department of Public Health**

Financial History by Program

Personnel by Program

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Water Protection	To inspect all licensed swimming pools and spas, respond to citizens' complaints, and conduct surveys and seminars for pool operators as needed.	\$ 339,044	\$ 357,561	\$ 371,728	\$ 463,088	4	4	4	5
AIDS Housing	To provide community project sponsors with the 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.	\$ 54,016	\$ 58,862	\$ 59,709	\$ 60,940	1	1	1	1
Child Fatality Review	To reviews deaths of children up to age 17 to help prevent future child deaths in Franklin County.	\$ -	\$ -	\$ -	\$ 35,837	0	0	0	0
Take Care Columbus	To facilitate and support a community health improvement initiative which aims to improve health and reduce disparities.	\$ -	\$ -	\$ -	\$ 183,795	0	0	0	2

**2013 Operating Budget  
Department of Public Health**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Family Health Administration	To provide the administrative and clerical support functions for the Family Health Division.	\$ -	\$ -	\$ -	\$ 174,281	0	0	0	1
		\$ 23,881,176	\$ 25,237,006	\$ 26,009,933	\$ 26,864,656	186	193	207	212

## **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 2013**

### **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 new spraygrounds.
- 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.

## **Budget Notes for 2013**

- Franklin Park Conservatory will receive \$500,000 in city support in 2013. The King Arts complex will receive \$22,000.
- Funding for the Forestry division has been moved from the Department of Public Service's street construction, maintenance and repair fund to the general fund. The Forestry division provides tree maintenance in the right-of-way.
- 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 \$1,454,396 in 2013. 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.
- The department will implement a citywide bike share program in 2013, modeled after successful programs in other major urban areas, allowing residents and visitors to rent and return bikes at kiosks throughout the city.
- All pools opened or reopened in 2012 will remain open as scheduled in 2013.
- Airport Golf Course will reopen for play in 2013 following closure in 2012 due to the Port Columbus Airport runway expansion project.
- The community development block grant (CDBG) will provide \$794,307 to fund after school programs, activities during breaks in the school year, and recreation center staff.

**Budget and Program Summary**

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
Recreation and Parks	\$ 30,773,789	\$ 34,026,461	\$ 37,673,159	\$ 37,100,197	\$ 39,447,352
Golf	4,398,233	4,316,434	4,338,365	4,327,777	4,381,228
<b>TOTAL</b>	<b>\$ 35,172,022</b>	<b>\$ 38,342,895</b>	<b>\$ 42,011,524</b>	<b>\$ 41,427,974</b>	<b>\$ 43,828,580</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
RECREATION AND PARKS OPERATIONS & EXTENSION	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
Personnel	\$ 20,854,707	\$ 23,688,962	\$ 26,293,422	\$ 25,150,780	\$ 27,281,895
Materials & Supplies	820,598	885,750	1,087,055	1,177,402	1,277,474
Services	8,011,863	8,311,213	9,277,985	9,621,310	9,801,187
Other	84,118	94,507	110,000	90,740	110,000
Capital	-	40,644	-	11,498	-
Transfers	182,489	182,489	182,489	182,489	182,489
<b>TOTAL</b>	<b>\$ 29,953,775</b>	<b>\$ 33,203,565</b>	<b>\$ 36,950,951</b>	<b>\$ 36,234,219</b>	<b>\$ 38,653,045</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>RECREATION AND PARKS COMM. DEV. BLOCK GRANT</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 791,584	\$ 788,915	\$ 687,291	\$ 686,749	\$ 703,112
Materials & Supplies	888	1,804	1,750	1,614	1,750
Services	27,242	31,977	32,642	177,290	88,919
Other	300	200	525	325	526
<b>TOTAL</b>	<b>\$ 820,014</b>	<b>\$ 822,896</b>	<b>\$ 722,208</b>	<b>\$ 865,978</b>	<b>\$ 794,307</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>GOLF DIVISION OPERATIONS</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 2,870,593	\$ 2,877,841	\$ 2,936,146	\$ 2,883,157	\$ 2,994,432
Materials & Supplies	237,420	227,835	229,000	227,151	229,000
Services	1,288,220	1,209,758	1,171,219	1,216,469	1,155,796
Other	2,000	1,000	2,000	1,000	2,000
<b>TOTAL</b>	<b>\$ 4,398,233</b>	<b>\$ 4,316,434</b>	<b>\$ 4,338,365</b>	<b>\$ 4,327,777</b>	<b>\$ 4,381,228</b>

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
Operation and Extension	\$ 29,953,775	\$ 33,203,565	\$ 36,950,951	\$ 36,234,219	\$ 38,653,045
CDBG	820,014	822,896	722,208	865,978	794,307
Golf Operations	4,398,233	4,316,434	4,338,365	4,327,777	4,381,228
<b>TOTAL</b>	<b>\$ 35,172,022</b>	<b>\$ 38,342,895</b>	<b>\$ 42,011,524</b>	<b>\$ 41,427,974</b>	<b>\$ 43,828,580</b>

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2010 Actual	2011 Actual	2012 Budgeted	2013 Budgeted
Operations & Extension Fund	FT	234	247	266	266
	PT	1250	1250	1250	1120
CDBG Fund	FT	3	4	4	4
	PT	97	98	98	98
Golf Operations Fund	FT	29	28	28	28
	PT	200	60	200	200
<b>TOTAL</b>		<b>1,813</b>	<b>1,687</b>	<b>1,846</b>	<b>1,716</b>

\*FT=Full-Time PT=Part-Time

Recreation and Parks

2013 Operating Budget  
Department of Recreation and Parks

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Administration	To provide management and support through the offices of the director, fiscal management, personnel administration and general administration.	\$ 2,341,847	\$ 3,069,999	\$ 3,787,716	\$ 3,491,282	12	12	13	13
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.	\$ 686,143	\$ 773,658	\$ 872,833	\$ 905,507	8	8	9	9
Development and Marketing	To secure financial and human resources in order to assist the Recreation and Parks Department in carrying out its stated mission.	\$ 186,299	\$ 226,766	\$ 318,580	\$ 343,983	2	2	3	3
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.	\$ 15,545,607	\$ 17,161,624	\$ 17,787,218	\$ 18,767,610	116	117	119	114

**2013 Operating Budget  
Department of Recreation and Parks**

		<u>Financial History by Program</u>				<u>Personnel by Program</u>			
Program	Mission	2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Special Events	To provide specialized recreation programs in adult and youth sports, aquatics and special events.	\$ 200,529	\$ 388,896	\$ 532,046	\$ 528,910	2	5	5	5
Aquatics	To provide specialized recreation programs in aquatics.	\$ 577,485	\$ 646,129	\$ 662,943	\$ 1,013,379	2	2	2	2
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.	\$ 1,362,095	\$ 1,408,486	\$ 1,422,369	\$ 1,402,780	9	9	9	9
Sports	To provide specialized recreation programs in adult and youth sports.	\$ 1,393,959	\$ 1,426,442	\$ 1,453,433	\$ 1,646,791	7	8	7	9
Forestry and Horticulture	To provide tree planting and maintenance services for community improvement programs and urban reforestation projects.	\$ 2,500,476	\$ 2,633,692	\$ 2,788,340	\$ 2,919,674	32	32	32	33

Recreation and Parks

**2013 Operating Budget  
Department of Recreation and Parks**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Park Maintenance	To provide all services necessary to maintain safe, attractive and ready to use parks, park facilities, street islands, and median strips.	\$ 5,177,537	\$ 5,785,561	\$ 5,926,135	\$ 6,096,267	45	47	47	48
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.	\$ 1,516,015	\$ 2,002,617	\$ 2,121,546	\$ 2,331,169	16	24	23	25
Golf	To enrich the lives of central Ohio golfers.	\$ 4,699,632	\$ 4,585,134	\$ 4,338,365	\$ 4,381,228	32	29	28	28
		<b>\$ 36,187,624</b>	<b>\$ 40,109,004</b>	<b>\$ 42,011,524</b>	<b>\$ 43,828,580</b>	<b>283</b>	<b>295</b>	<b>297</b>	<b>298</b>

## **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 2013**

### **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**

- Actively support and participate in the Neighborhood Pride 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 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.

#### **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 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.
- Continue to improve and grow the Public-Private Partnership program to maximize economic development opportunities across the city.

## **Education**

- Partner with other city departments to enhance safety and infrastructure through the installation of sidewalks around schools.
- 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.
- Develop an effective project management system “PMIS” to incorporate all project phases including planning, design, and construction. This system will promote solid scoping and tracking of project milestones to ensure timely project delivery, effective project cost accounting, communication with all stakeholders, and project manager accountability.
- 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 the Division of Fleet Management in the Department of Finance and Management to implement the automated vehicle locator (AVL) technology and phase out the current AVL system in use in some of the department’s heavy duty equipment.
- 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.
- Continue to upgrade the entire city fleet of parking meters with new smart meters that will take credit and debit cards in addition to coins. The first 2,800 meters have been upgraded since 2010, with 1,000 new smart meters to be installed annually until all meters have been upgraded. More than 400 new smart meters have been added in several locations that did not have parking including The Ohio State University area, the Arena District, North Market area, Brewery District, Downtown, Italian Village, and the Columbus State Community College and Columbus College of Art and Design areas.

## **2013 Budget Notes**

### **Director’s Office**

- Funding of \$1.76 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 2013 general fund budget also includes funding for a free citywide curbside recycling service.
- The SCMR fund includes \$3.41 million for the bulk collection program. This will fund 40 full-time employees in 2013.
- Funding for the disposal of refuse at the county landfill (tipping fees) will be provided at a cost of \$17.5 million from the special income tax (SIT) fund.

### **Mobility Options**

- The 2013 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 \$7.36 million in 2013.
- 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 56 full-time and 53 part-time employees to provide construction inspection services for City of Columbus agencies. The private inspection fund includes funding for 16 full-time and 5 part-time employees to provide construction inspection services for private development.

## Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
Administration	\$ 5,571,148	\$ 5,879,502	\$ 6,361,826	\$ 5,999,669	\$ 6,692,721
Refuse Collection	25,395,656	27,551,011	30,494,088	29,750,598	31,610,446
Mobility Options	4,854,176	5,420,968	6,243,620	5,859,638	6,367,195
Planning & Operations	34,180,525	35,996,321	37,314,447	36,066,760	35,905,035
Design & Construction	10,378,596	11,698,613	13,454,359	12,385,072	14,459,559
<b>TOTAL</b>	<b>\$ 80,380,101</b>	<b>\$ 86,546,415</b>	<b>\$ 93,868,340</b>	<b>\$ 90,061,739</b>	<b>\$ 95,034,956</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
ADMINISTRATION GENERAL FUND EXPENDITURES SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
Personnel	\$ 1,980,977	\$ 2,473,173	\$ 2,732,684	\$ 2,574,047	\$ 3,084,370
Materials & Supplies	3,926	5,404	5,099	4,057	5,906
Services	10,947	26,739	21,155	21,154	23,394
<b>TOTAL</b>	<b>\$ 1,995,850</b>	<b>\$ 2,505,316</b>	<b>\$ 2,758,938</b>	<b>\$ 2,599,258</b>	<b>\$ 3,113,670</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>REFUSE COLLECTION GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 11,950,518	\$ 12,452,840	\$ 14,003,287	\$ 13,058,133	\$ 14,307,449
Materials & Supplies	76,699	103,033	117,160	111,445	134,690
Services	10,286,537	12,062,991	12,796,399	13,273,739	13,591,901
Other	149,723	45,482	101,500	101,500	101,500
Capital	-	-	7,500	30,174	10,000
<b>TOTAL</b>	<b>\$ 22,463,477</b>	<b>\$ 24,664,346</b>	<b>\$ 27,025,846</b>	<b>\$ 26,574,991</b>	<b>\$ 28,145,540</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>MOBILITY OPTIONS GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 2,346,402	\$ 2,584,788	\$ 2,919,011	\$ 2,804,604	\$ 2,927,668
Materials & Supplies	32,000	22,644	31,814	31,814	39,500
Services	540,332	737,864	1,122,064	1,122,890	120,466
Other	17,000	18,500	19,500	19,500	6,655
Capital	8,850	-	-	-	-
<b>TOTAL</b>	<b>\$ 2,944,584</b>	<b>\$ 3,363,796</b>	<b>\$ 4,092,389</b>	<b>\$ 3,978,808</b>	<b>\$ 3,094,289</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
ADMINISTRATION STREET CONST. FUND EXPENDITURES SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
Personnel	\$ 2,851,827	\$ 2,644,104	\$ 2,800,439	\$ 2,700,983	\$ 2,754,873
Materials & Supplies	1,623	2,125	2,450	2,057	4,580
Services	222,463	160,156	159,968	148,097	156,778
<b>TOTAL</b>	<b>\$ 3,075,913</b>	<b>\$ 2,806,385</b>	<b>\$ 2,962,857</b>	<b>\$ 2,851,138</b>	<b>\$ 2,916,231</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
REFUSE STREET CONST. FUND EXPENDITURES SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
Personnel	\$ 2,402,111	\$ 2,478,218	\$ 2,911,360	\$ 2,508,828	\$ 2,846,236
Materials & Supplies	5,000	-	-	-	-
Services	525,068	408,447	556,882	666,780	618,670
<b>TOTAL</b>	<b>\$ 2,932,179</b>	<b>\$ 2,886,665</b>	<b>\$ 3,468,242</b>	<b>\$ 3,175,607</b>	<b>\$ 3,464,906</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>MOBILITY OPTIONS STREET CONST. FUND EXPENDITURES SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 1,627,382	\$ 1,839,148	\$ 1,908,602	\$ 1,645,078	\$ 1,113,204
Materials & Supplies	6,318	7,250	10,990	7,377	11,209
Services	275,892	210,736	231,639	228,375	220,707
Other	-	38	-	-	1,500
Transfers	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,909,592</b>	<b>\$ 2,057,172</b>	<b>\$ 2,151,231</b>	<b>\$ 1,880,830</b>	<b>\$ 1,346,620</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>PLANNING &amp; OPERATIONS STREET CONST. FUND EXPENDITURES SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 21,625,261	\$ 22,235,986	\$ 22,911,357	\$ 22,304,606	\$ 23,453,388
Materials & Supplies	524,344	440,311	596,211	472,438	616,220
Services	11,819,680	12,838,972	13,454,409	12,337,815	11,471,927
Other	25,361	13,273	42,470	645,724	62,000
Capital	185,879	195,104	310,000	306,177	301,500
Transfers	-	272,675	-	-	-
<b>TOTAL</b>	<b>\$ 34,180,525</b>	<b>\$ 35,996,321</b>	<b>\$ 37,314,447</b>	<b>\$ 36,066,760</b>	<b>\$ 35,905,035</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>DESIGN &amp; CONSTRUCTION STREET CONST. FUND EXPENDITURES SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 2,705,013	\$ 2,789,357	\$ 3,078,687	\$ 2,843,023	\$ 3,376,107
Materials & Supplies	6,700	7,456	7,602	7,602	10,672
Services	532,493	607,733	662,099	653,428	667,261
Other	-	-	3,000	3,000	1,500
<b>TOTAL</b>	<b>\$ 3,244,206</b>	<b>\$ 3,404,546</b>	<b>\$ 3,751,388</b>	<b>\$ 3,507,053</b>	<b>\$ 4,055,540</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>MOBILITY OPTIONS PARKING METER FUND EXPENDITURES SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ 326,373
Materials & Supplies	-	-	-	-	98,480
Services	-	-	-	-	1,487,068
Other	-	-	-	-	14,365
Transfers	-	-	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,926,286</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
ADMINISTRATION CONST. INSPECTION FUND EXPENDITURES SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
Personnel	\$ 429,483	\$ 534,401	\$ 603,635	\$ 515,459	\$ 630,843
Materials & Supplies	227	245	450	416	500
Services	69,675	33,155	35,946	33,398	31,477
<b>TOTAL</b>	<b>\$ 499,385</b>	<b>\$ 567,801</b>	<b>\$ 640,031</b>	<b>\$ 549,273</b>	<b>\$ 662,820</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
DESIGN & CONSTRUCTION CONST. INSPECTION FUND EXPENDITURES SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
Personnel	\$ 4,684,786	\$ 5,317,781	\$ 6,748,513	\$ 5,214,890	\$ 7,021,762
Materials & Supplies	30,345	45,682	49,600	49,618	66,150
Services	467,443	747,861	759,854	597,066	758,391
Other	-	-	1,800	2,000	2,000
Capital	-	136,162	40,000	472,844	147,000
<b>TOTAL</b>	<b>\$ 5,182,574</b>	<b>\$ 6,247,486</b>	<b>\$ 7,599,767</b>	<b>\$ 6,336,418</b>	<b>\$ 7,995,303</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>DESIGN &amp; CONSTRUCTION PRIVATE INSP. FUND EXPENDITURES SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 1,829,881	\$ 1,805,711	\$ 1,854,213	\$ 2,313,084	\$ 2,072,459
Materials & Supplies	1,670	4,995	7,950	7,950	15,300
Services	120,265	160,875	200,541	180,068	220,457
Other	-	-	500	500	500
Capital	-	75,000	40,000	40,000	100,000
<b>TOTAL</b>	<b>\$ 1,951,816</b>	<b>\$ 2,046,581</b>	<b>\$ 2,103,204</b>	<b>\$ 2,541,602</b>	<b>\$ 2,408,716</b>

<b>DEPARTMENT SUMMARY BY FUND</b>					
<b>FUND SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
General	\$ 27,403,911	\$ 30,533,458	\$ 33,877,173	\$ 33,153,058	\$ 34,353,499
Street Construction	45,342,415	47,151,089	49,648,165	47,481,388	47,688,332
Construction Inspection	5,681,959	6,815,287	8,239,798	6,885,691	8,658,123
Private Inspection	1,951,816	2,046,581	2,103,204	2,541,602	2,408,716
Parking Meter Program	-	-	-	-	1,926,286
<b>TOTAL</b>	<b>\$ 80,380,101</b>	<b>\$ 86,546,415</b>	<b>\$ 93,868,340</b>	<b>\$ 90,061,739</b>	<b>\$ 95,034,956</b>

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2010 Actual	2011 Actual	2012 Budgeted	2013 Budgeted
Administration					
General Fund	FT	29	32	34	35
	PT	2	2	2	2
Street Construction Fund	FT	28	29	30	28
	PT	1	0	0	0
Construction Inspection Fund	FT	7	6	6	7
Refuse Collection					
General Fund	FT	167	173	187	187
	PT	1	0	0	0
Street Construction Fund	FT	37	34	40	40
Mobility Options					
General Fund	FT	35	34	39	39
Street Construction Fund	FT	18	17	18	11
	PT	1	1	2	2
Parking Meter Fund	FT	0	0	0	4
Planning & Operations					
Street Construction Fund	FT	279	273	297	292
	PT	1	0	1	1
Design & Construction					
Street Construction Fund	FT	30	30	31	34
Construction Inspection Fund	FT	63	49	61	56
	PT	1	20	43	53
Private Inspection Fund	FT	17	15	16	16
	PT	0	2	3	5
<b>TOTAL</b>		<b>717</b>	<b>717</b>	<b>810</b>	<b>812</b>
*FT=Full-Time PT=Part-Time					

**2013 Operating Budget  
Department of Public Service**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Public Service Administration	To provide leadership, administrative and operational management and supervisory and clerical support for the divisions within the department.	\$ 4,416,811	\$ 4,713,065	\$ 4,807,549	\$ 4,928,465	45	48	47	48
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.	\$ 1,303,749	\$ 1,466,172	\$ 1,554,277	\$ 1,764,256	18	20	21	22
Refuse Collection Administration	To provide management and leadership, short-term and long-term planning and other critical support services to the Refuse Collection Division.	\$ 13,954,919	\$ 12,915,731	\$ 15,685,966	\$ 16,424,518	20	22	24	29
90-Gallon Residential Collection Program	To provide weekly refuse collection service to 90-gallon customers, primarily single family residences.	\$ 5,302,225	\$ 4,792,357	\$ 5,620,084	\$ 5,674,930	76	73	80	78

**2013 Operating Budget  
Department of Public Service**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
300-Gallon Residential Collection	To provide weekly refuse collection service to 300-gallon customers, primarily single family homes.	\$ 2,301,732	\$ 2,565,241	\$ 2,282,476	\$ 2,240,115	33	35	31	30
Multi-Family Residential Collection	To provide weekly refuse collection service to large apartment and condominium complexes having dumpster or compactor service.	\$ 1,501,517	\$ 1,675,088	\$ 1,982,754	\$ 2,087,376	21	22	27	27
Scheduled Bulk Collection Program	To provide the collection of large household items, excluding construction and demolition debris.	\$ 5,182,025	\$ 5,114,715	\$ 4,441,994	\$ 4,692,960	65	64	54	57
Dead Animal Collection	To safely and expeditiously remove and dispose of dead animals found within the city's rights-of-way.	\$ 72,991	\$ 72,608	\$ 73,316	\$ 75,137	1	1	1	1

**2013 Operating Budget  
Department of Public Service**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
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.	\$ 446,854	\$ 404,556	\$ 407,498	\$ 415,410	6	5	5	5
Transportation Mobility Administration	To provide management and leadership, short-term and long-term planning and other critical support services to the Transportation Mobility Division.	\$ 594,748	\$ 632,926	\$ 496,867	\$ 463,422	3	3	3	3
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.	\$ 1,426,777	\$ 1,410,122	\$ 1,654,364	\$ 883,198	15	15	15	8

**2013 Operating Budget  
Department of Public Service**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
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.	\$ 3,028,200	\$ 3,788,631	\$ 4,092,389	\$ 3,094,289	34	38	39	39
Parking Meters	To manage, operate, and maintain the parking meter system.	\$ -	\$ -	\$ -	\$ 1,926,286	0	0	0	4
Transportation 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.	\$ 6,442,111	\$ 7,498,587	\$ 5,878,991	\$ 5,989,447	17	16	3	3

**2013 Operating Budget  
Department of Public Service**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
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.	\$ 3,112,565	\$ 3,801,861	\$ 3,718,038	\$ 4,215,032	28	34	33	39
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.	\$ 24,770,383	\$ 26,105,493	\$ 27,717,418	\$ 25,700,556	235	238	256	250
Transportation 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.	\$ 831,645	\$ 880,748	\$ 918,557	\$ 926,132	3	3	3	3

**2013 Operating Budget  
Department of Public Service**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
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.	\$ 2,289,839	\$ 2,373,812	\$ 2,400,315	\$ 2,745,870	26	24	24	27
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.	\$ 561,199	\$ 403,418	\$ 432,516	\$ 383,538	6	4	4	4

**2013 Operating Budget  
Department of Public Service**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
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.	\$ 7,918,808	\$ 8,392,828	\$ 9,702,971	\$ 10,404,019	94	92	72	72
		\$ 85,459,098	\$ 89,007,959	\$ 93,868,340	\$ 95,034,956	746	757	742	749

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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 2013**

### **From the Columbus Covenant:**

#### **Customer Service**

- The Project Dry Basement Program will continue. The intent of this program is to cover 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 annually update its portion of the city's website to provide residents with timely, important information on capital projects, such as status, location and projected completion date.
- 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. Committing to a \$2.5 billion, in 2005 dollars, investment over the next 40 years, the Wet Weather Management Plan (WWMP) will bring Columbus into full compliance with two Ohio Environmental Protection Agency (OEPA) consent orders. In 2013, the Division of Sewerage and Drainage will continue implementation of the WWMP. The division will also continue construction on the single largest capital project ever implemented by the city, a 20-foot diameter tunnel through the downtown area known as OARS.

## 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 2013, a list of which can be found in the capital summary section of this document.
- The department will use the Stormwater Drainage manual to promote “green” stormwater management systems. The Division of Sewerage and Drainage will continue to safely and responsibly manage stormwater runoff in the construction, expansion or redevelopment of residential subdivisions, industrial sites, commercial developments and roadway construction. The Division of Sewerage and Drainage will further seek ways to encourage the use of green infrastructure in new and existing properties.
- 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 Division of Power and Water and the Division of Sewerage and Drainage will improve and refine their respective programs to identify and prioritize projects that are geared towards the maintenance of a solid infrastructure in residential areas.
- The Division of Sewerage and Drainage is under construction for the removal of the 5<sup>th</sup> Avenue Dam.
- The Division of Power and Water will continue its main replacements and rehabilitation program to reduce water leaks.
- The Division of Power and Water will continue contracts to upgrade street lighting circuits and upgrades to critical power infrastructure.

## Safety

- The Division of Power and 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 and Water 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

- The department will continue to be a key partner in major development projects that enhance neighborhoods and downtown.
- The Division of Power and Water will continue major water treatment plant expansion projects to meet current and future regulations, ensure an adequate water supply for growing populations in the central city and outlying areas. Construction has begun on an upground reservoir in Delaware County.
- The department will continue to encourage responsible water conservation practices.

- The Division of Sewerage and Drainage will continue collaboration with the Solid Waste Authority of Central Ohio (SWACO) and Kurtz Bros. to implement a new process or processes 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 Power and Water will continue the Children's Water Festival educational initiative. 2012's event brought over 700 grade school students during National Drinking Water Week in May and will be continued in 2013.
- The department will continue to promote the GreenSpot Program. This program inspires, educates and recognizes residents, businesses and community groups for committing to the methods and benefits of conserving and protecting water 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 participate in Neighborhood Pride and other public events, promoting both department programs and 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 We All Live Downstream Public Education Program and the Stormwater and Watershed Management Programs.
- The Division of Sewerage and Drainage will notify the public about overflow events through local newspaper ads, signs 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 begun in 2008 to continually focus on affordably meeting customer service level expectations at the lowest overall long-term financial, social and environmental cost. A more rigorous and defensible capital decision making process will be implemented prior to asset creation.
- The Division of Power and Water will continue a Valve Exercise and Replacement Program and a hydrant replacement program to improve distribution system reliability.
- The Division of Power and 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 lower the percentage of water that is not accounted for annually.
- The department will continue to work to develop leadership among staff members by improving communication throughout the department. The goal is to increase the effectiveness and efficiency of all staff members.
- The department will continue participation in the citywide effort to utilize internet and electronic contract bidding of its construction contracts in order to improve existing bid procedures and reduce bid costs.

- The department will continue implementation of the 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.

## **2013 Budget Notes**

### **Director's Office**

- The Sewer and Water Advisory Board (SWAB) will recommend to Columbus City Council adjustments to water and sanitary sewer rates that will increase revenue to the water and sanitary sewer funds by 4 and 1 percent, respectively. No increase is recommended for the storm sewer fee in 2013.
- 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 2013 budget is approximately three percent higher than in 2012. The majority of this increase is the result of continued implementation of an extensive capital improvement plan to increase the safety and capacity of our drinking water system. Debt service represents 40 percent of the budget for the water enterprise fund. The division's capital improvement plan includes projects costing more than \$600 million over the next six years, of which 50 percent is due to EPA regulations.
- The 2013 budget includes \$48 million for personnel and will fund 540 full-time positions. These employees are responsible for all of the administration, distribution, maintenance, supply, safety and customer service related issues that goes along with providing the Columbus metropolitan area with clean and reliable drinking water.
- Water treatment chemicals continue to make up a large portion of the supplies budget and represents \$18.6 in the 2013 budget.
- The budget also includes funds for the continued maintenance program that is responsible for approximately 25,000 fire hydrants throughout the City of Columbus.

### **Power**

- The division's largest expense in the 2013 budget is for the purchase of power. The budget includes \$60 million for this expense, nearly 70 percent of the total budget. Although a large expense, this amount is down from the previous year due to new power purchase contracts.

### **Sewerage and Drainage**

- The division's 2013 budget is approximately one percent less than in 2012. Some of the division's anticipated lower costs are for chemicals and equipment. Lower expenditures are also expected in interest where several rounds of refinancing have decreased the interest rate on some of the division's long term debt, reducing the projected expenditure in the operating budget.
- The Division of Sewerage and Drainage, much like the Division of Water, has extensive capital improvement costs associated with maintaining and improving the city's wastewater system. Approximately 54 percent of the division's operating budget is to pay debt service.
- The 2013 budget includes \$46 million for personnel and will fund 521 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 pipe.

### **Stormwater**

- The division's 2013 budget is less than one percent higher than in 2012. Much like the other divisions, the payment of principal and interest make up a significant portion of the operating budget. Debt service payments total 40 percent of the budget for the Stormwater Division.
- The 2013 budget includes the cost of street cleaning along with snow and ice removal, since such efforts protect water quality and minimize the burden on the sewer system from ice, snow and debris. The cost of these programs is expected to be \$7.4 million in 2013.

## Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
<b>DIVISION SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Public Utilities Director	\$ 8,815,258	\$ 9,228,872	\$ 10,521,035	\$ 10,209,048	\$ 13,444,529
Sanitary Sewers	201,528,400	215,028,191	238,631,495	238,841,055	236,099,013
Electricity	87,289,459	87,138,293	90,695,253	88,383,573	86,749,239
Water	144,566,160	153,407,573	173,466,457	169,294,255	179,162,558
Storm Sewers	31,561,644	34,522,261	37,275,881	36,406,270	37,628,325
<b>TOTAL</b>	<b>\$ 473,760,921</b>	<b>\$ 499,325,190</b>	<b>\$ 550,590,121</b>	<b>\$ 543,134,201</b>	<b>\$ 553,083,664</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>ADMINISTRATION EXPENDITURES SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 7,808,134	\$ 7,820,483	\$ 9,369,889	\$ 8,638,046	\$ 10,608,024
Materials & Supplies	116,001	78,275	115,151	136,561	158,622
Services	871,596	1,329,930	1,008,955	1,430,794	2,652,883
Other	-	184	-	3,647	-
Transfers	-	-	-	-	-
Capital	19,527	-	27,040	-	25,000
<b>TOTAL</b>	<b>\$ 8,815,258</b>	<b>\$ 9,228,872</b>	<b>\$ 10,521,035</b>	<b>\$ 10,209,048</b>	<b>\$ 13,444,529</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>						
<b>WATER EXPENDITURES SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>	
Personnel	\$ 42,686,447	\$ 44,813,803	\$ 48,164,617	\$ 45,178,565	\$ 48,226,423	
Materials & Supplies	19,461,319	18,381,203	22,884,335	23,344,405	22,685,338	
Services	27,234,325	29,599,894	32,365,677	32,403,534	33,388,173	
Debt Principal	28,566,500	33,118,530	41,915,473	41,891,609	41,759,254	
Other	779,881	1,380,895	100,000	945,098	162,814	
Capital	1,942,779	759,773	1,443,100	1,391,856	1,556,500	
Interest	17,721,961	25,353,475	26,593,255	24,135,438	31,384,056	
Transfers	6,172,948	-	-	3,750	-	
<b>TOTAL</b>	<b>\$ 144,566,160</b>	<b>\$ 153,407,573</b>	<b>\$ 173,466,457</b>	<b>\$ 169,294,255</b>	<b>\$ 179,162,558</b>	

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>						
<b>SANITARY EXPENDITURES SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>	
Personnel	\$ 40,758,576	\$ 41,782,604	\$ 46,252,167	\$ 43,106,529	\$ 46,202,688	
Materials & Supplies	5,345,335	6,428,760	7,795,647	7,795,647	7,229,881	
Services	39,454,504	43,576,751	51,249,213	49,899,251	51,277,516	
Debt Principal	58,600,332	61,351,619	67,337,053	66,972,580	68,883,382	
Other	350,934	2,126,065	100,000	10,349,590	301,671	
Capital	1,617,654	1,398,271	3,929,700	3,499,218	3,323,100	
Interest	36,860,776	39,881,959	41,241,152	38,186,444	38,932,037	
Transfers	18,540,289	18,482,162	20,726,563	19,031,796	19,948,738	
<b>TOTAL</b>	<b>\$ 201,528,400</b>	<b>\$ 215,028,191</b>	<b>\$ 238,631,495</b>	<b>\$ 238,841,055</b>	<b>\$ 236,099,013</b>	

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>STORMWATER EXPENDITURES SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 1,393,452	\$ 1,395,932	\$ 1,728,377	\$ 1,328,489	\$ 1,505,517
Materials & Supplies	13,090	11,130	34,136	29,020	31,534
Services	16,724,901	18,163,396	19,610,214	19,451,400	20,885,859
Debt Principal	7,542,200	8,064,200	9,534,700	9,534,700	9,786,800
Other	325,493	224,285	80,000	40,505	76,500
Capital	-	22,508	130,000	43,550	70,200
Interest	5,562,508	6,640,810	6,158,454	5,978,606	5,271,915
<b>TOTAL</b>	<b>\$ 31,561,644</b>	<b>\$ 34,522,261</b>	<b>\$ 37,275,881</b>	<b>\$ 36,406,270</b>	<b>\$ 37,628,325</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>ELECTRICITY EXPENDITURES SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 8,455,067	\$ 7,927,958	\$ 8,708,390	\$ 7,754,612	\$ 9,971,420
Materials & Supplies	63,615,365	63,485,604	65,879,122	65,114,823	61,331,720
Services	8,640,565	8,345,521	9,508,779	9,297,389	9,399,819
Debt Principal	4,631,090	4,199,980	3,778,066	3,778,066	3,418,675
Other	18,985	126,640	158,100	32,625	150,920
Capital	682,826	474,343	1,777,397	1,522,187	1,800,000
Interest	1,245,561	1,097,247	885,399	883,871	676,685
Transfers	-	1,481,000	-	-	-
<b>TOTAL</b>	<b>\$ 87,289,459</b>	<b>\$ 87,138,293</b>	<b>\$ 90,695,253</b>	<b>\$ 88,383,573</b>	<b>\$ 86,749,239</b>

<b>DEPARTMENT SUMMARY BY FUND</b>					
<b>FUND SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Sanitary Operations	\$ 205,360,473	\$ 219,233,494	\$ 243,208,145	\$ 243,409,328	\$ 241,947,381
Water Operations	147,971,900	156,902,255	177,548,619	173,157,605	184,379,040
Electricity Operations	87,842,796	87,671,434	91,337,036	88,998,908	87,569,373
Stormwater Management	32,585,752	35,518,007	38,496,321	37,568,360	39,187,870
<b>TOTAL</b>	<b>\$ 473,760,921</b>	<b>\$ 499,325,190</b>	<b>\$ 550,590,121</b>	<b>\$ 543,134,201</b>	<b>\$ 553,083,664</b>

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2010 Actual	2011 Actual	2012 Budgeted	2013 Budgeted
Public Utilities Director	FT	82	80	98	100
	PT	3	3	10	10
Sanitary Sewers	FT	481	470	522	521
	PT	10	10	16	16
Electricity	FT	78	70	82	92
	PT	4	4	10	11
Water	FT	513	502	548	540
	PT	16	16	33	32
Storm Sewers	FT	17	16	17	16
	PT	1	1	1	2
<b>TOTAL</b>		<b>1,205</b>	<b>1,172</b>	<b>1,337</b>	<b>1,340</b>

\*FT=Full-Time PT=Part-Time

**2013 Operating Budget  
Department of Public Utilities**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Utilities Administration	To provide administrative support services for the Department of Public Utilities.	\$ 10,827,135	\$ 10,983,556	\$ 10,521,035	\$ 13,444,529	95	95	98	100
Water Supply	To maintain an adequate quantity and quality of raw and finished water for the citizens of Columbus.	\$ 45,596,889	\$ 44,257,162	\$ 47,417,327	\$ 47,474,305	161	161	162	161
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.	\$ 16,878,376	\$ 16,979,526	\$ 17,269,559	\$ 16,923,472	192	193	192	185
Water Administration	To provide administrative support services for the Division of Water.	\$ 67,122,732	\$ 74,706,591	\$ 83,753,831	\$ 89,587,125	10	9	6	6

2013 Operating Budget  
Department of Public Utilities

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
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.	\$ 23,960,571	\$ 24,505,403	\$ 25,025,740	\$ 25,177,656	188	188	188	188
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.	\$ 30,418,109	\$ 31,559,415	\$ 34,570,042	\$ 35,964,031	272	272	272	272
Wastewater Treatment	To promote the health and safety of residents of the Columbus Metropolitan Area through the effective treatment of wastewater.	\$ 47,808,777	\$ 49,702,622	\$ 48,049,306	\$ 44,432,268	239	239	239	239
Sewer Administration	To provide administrative support services for the Division of Sewers and Drains.	\$ 148,019,064	\$ 154,779,264	\$ 156,012,147	\$ 155,702,714	11	11	11	10

**2013 Operating Budget  
Department of Public Utilities**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Stormwater Management	To provide effective stormwater collection services to the community within the corporate limits of Columbus.	\$ 33,670,100	\$ 35,049,561	\$ 37,275,881	\$ 37,628,325	23	23	17	16
Electricity Distribution	To ensure that customers receive safe and reliable electric power and that neighborhoods receive modern street lighting.	\$ 8,865,538	\$ 8,842,603	\$ 8,174,503	\$ 7,945,863	51	55	48	46
Street Lighting	To promote public safety through the design, construction, maintenance, and operation of an efficient and reliable street lighting system.	\$ 2,796,892	\$ 2,788,012	\$ 2,743,964	\$ 3,043,686	19	15	9	13
Electricity Administration	To support the operations of the Division of Electricity.	\$ 83,310,873	\$ 81,139,604	\$ 79,776,786	\$ 75,759,690	29	29	25	33
		\$ 519,275,056	\$ 535,293,319	\$ 550,590,121	\$ 553,083,664	1,290	1,290	1,267	1,269

## **Performance Indicators**

### ***Office of Performance Management***

The Office of Performance Management (OPM) provides program performance analysis and reporting services to Columbus city leaders and department staff so they can make more informed decisions to improve the quality and efficiency of city services.

### **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 2012 goals and may not reflect targets set for prior years. The 2013 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.

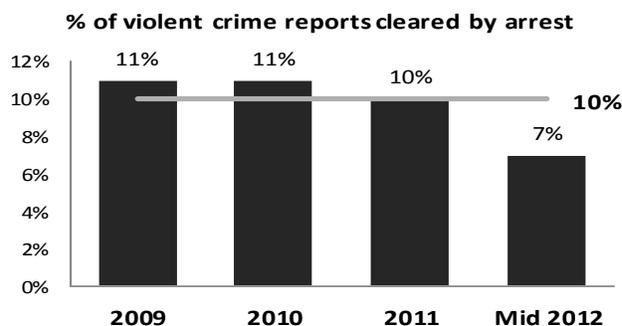
## Performance Indicators

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### **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.

**2013 Target: 10%**



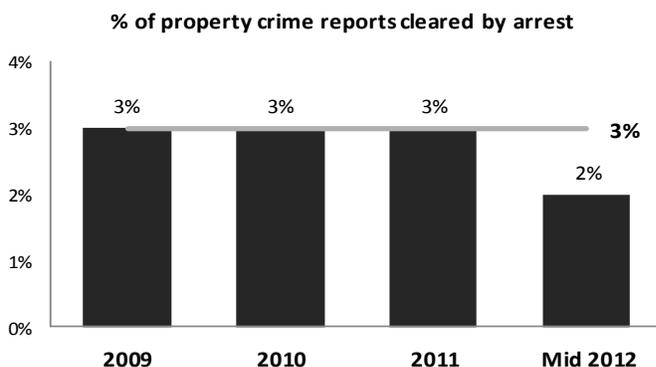
The percentage of violent crime reports cleared by arrest has remained above or at target (ten percent), the last three years. At mid-year 2012, performance was just three percentage points below target at seven percent.

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### **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.

**2013 Target: 3%**



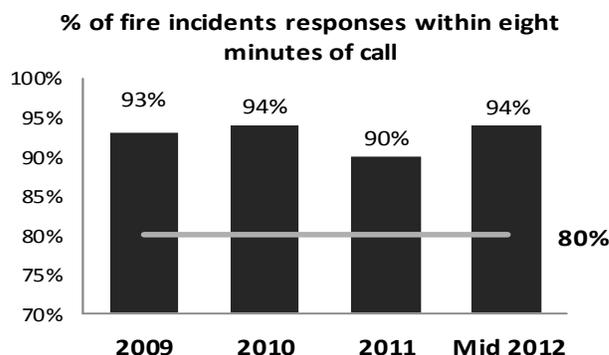
Meeting target, the percentage of property crime reports cleared by arrest has remained a constant three percent from 2009-2011. At mid-year 2012, performance is just slightly below target at two percent.

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### **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.

**2013 Target: 80%**

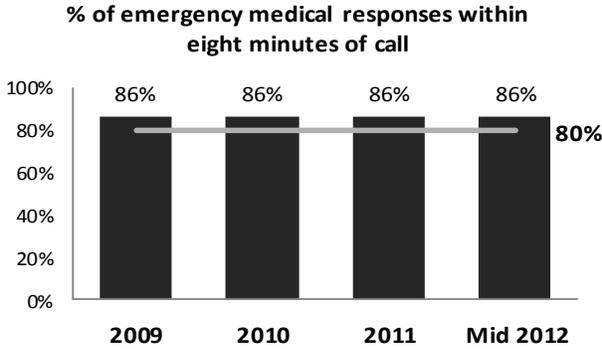


The percentage of fire incidents responded to within eight minutes remained relatively unchanged from 2009 to 2010. In 2011, this performance, while still above target, dropped five percentage points over the previous year to 90 percent. At mid-year 2012, the percentage was at 94 percent, 14 percentage 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.

**2013 Target: 80%**

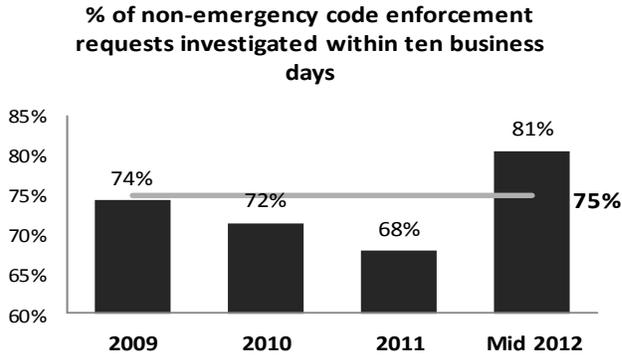


The percentage of emergency medical responses within eight minutes has maintained an 86 percent effectiveness rating for the last three years. At mid-year 2012, the rate was 86 percent, exceeding the target of 80 percent, by six percentage points.

**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.

**2013 Target: 75%**

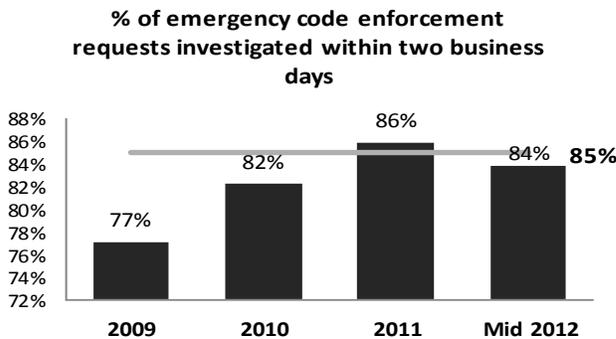


At mid-year, the city received 16,842 non-emergency requests from residents. 80.5 percent, or 13,560, were investigated within the division's accepted timeline. This represents an increase from previous years and exceeds the target of 75 percent.

**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).

**2013 Target: 85%**



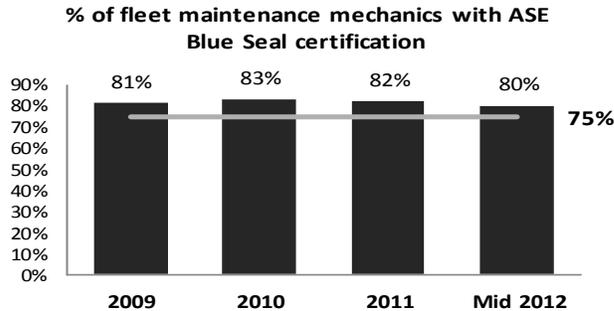
At mid-year, the division logged 795 interior emergency requests, 666 of which, or 83.8 percent, were investigated within two business days. This represents a slight decrease in response times over the past year, but is close to the division target of 85 percent.

## 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.

**2013 Target: 75%**

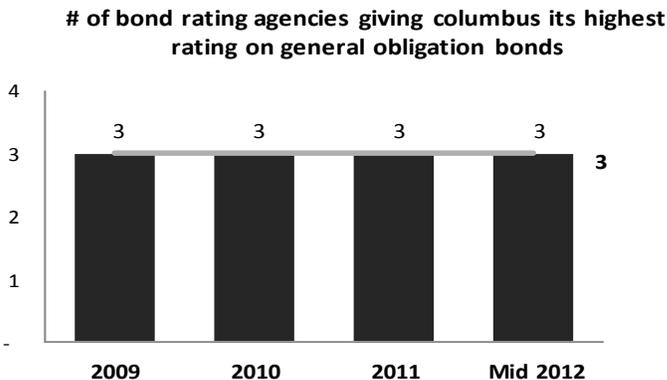


By investing in training the city's technicians in the highest fleet standards, the division can help to reduce diagnostic errors and reduce re-works on repairs, thereby saving time and money. At mid-year 2012, 66 of the 82 maintenance technicians employed by the division had at least one ASE certification.

### **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.

**2013 Target: 3**

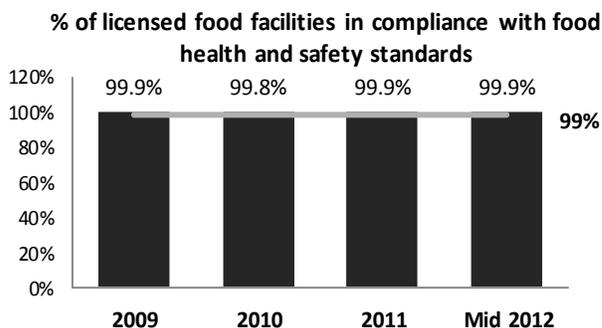


Through principles of fiscal conservatism and responsible spending models, the city has been able to maintain the highest rating from all three major rating agencies for the past several years. The better the rating, the lower the interest on bonds the city will receive, thus saving the city a significant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

### **Food Safety: % of licensed food facilities in compliance with food health and safety standards**

Percentage of facilities not entering into the enforcement process, and thereby clear of unresolved violations.

**2013 Target: 99%**

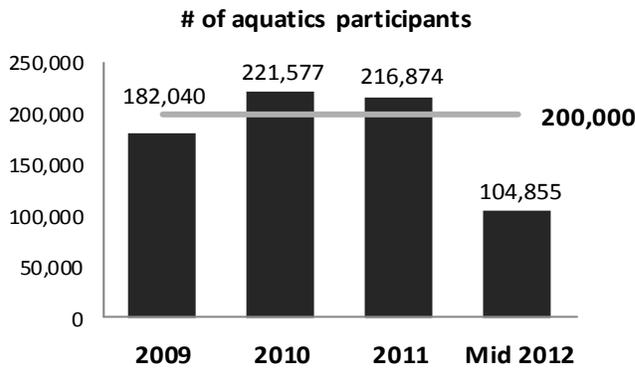


At mid-year, 99.9 percent (or 5,089) of the city's 5,093 licensed facilities were in compliance with food health and safety standards. Compliance is enhanced through regular inspections by city environmental health inspectors of restaurants and other food operations. Owners and food handlers also receive training on proper safety techniques. This ensures a healthy and safe dining experience for residents and visitors and helps to reduce the incidence of food-borne illness.

**Aquatics: # of aquatics participants**

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

**2013 Target: 200,000**

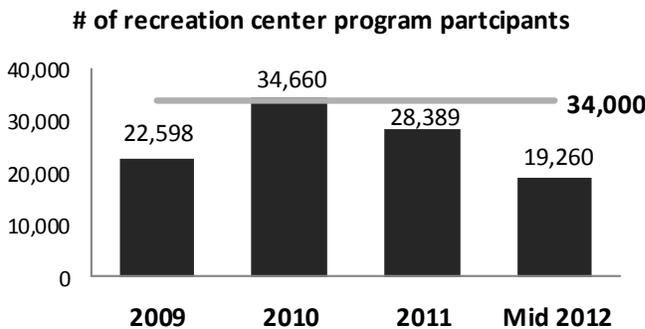


2009 represented the lowest years' attendance, over the last three years. It was in this year that the city experienced the closure of several recreation centers and pools due to budget constraints. By contrast, a 22 percent increase in participants was experienced in 2010 over 2009, coinciding with the re-opening of recreation centers and pools. At mid-year 2012, attendance (104,855) was slightly more than half of the annual goal of 200,000.

**Recreation Centers: # of recreation center program participants**

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

**2013 Target: 34,000**

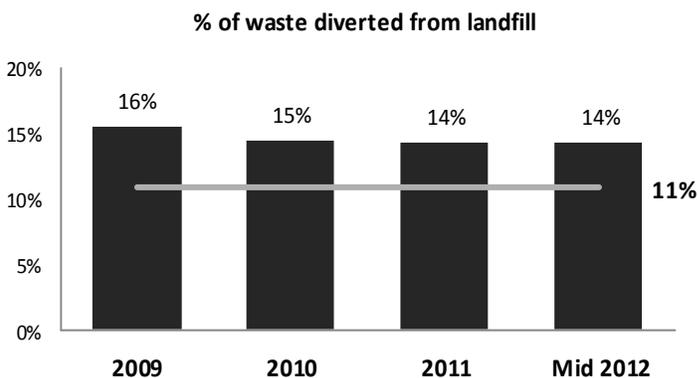


2009 represented the lowest years' participation. It was in this year that the city experienced the closure of several recreation centers and pools due to budget constraints. However, in 2010, the number of program participants rebounded with a 53 percent (12,062) increase in attendance compared to 2009. This coincides with the re-opening of the recreation centers and pools. At mid-year 2012, program participation (19,260) represented 57 percent of the annual goal of 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.

**2013 Target: 29%**



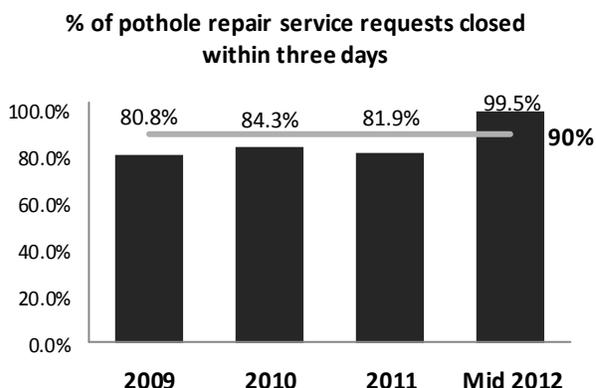
The percentage of waste diverted from the land fill was at its highest point in 2009 at 16 percent. Since this time, there has been a slight decline in waste diverted from the landfill. While performance has remained above a target of 11% for the years 2009 through mid-year 2012, the 2013 target has been set 29%. In April 2012, the city began offering a residential recycling collection service with collections beginning in June of this year. When fully implemented in February 2013, approximately 227,000 households will be serviced.

## Performance Indicators

### **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.

**2013 Target: 90%**

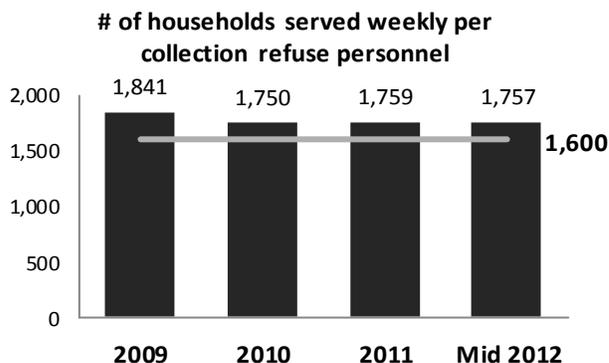


The percentage of pothole repair service requests closed within three days has steadily remained below target over the past few years. At mid-year 2012, performance exceeded the established target of 90 percent by approximately 10 percentage points.

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

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

**2013 Target: 1,600**

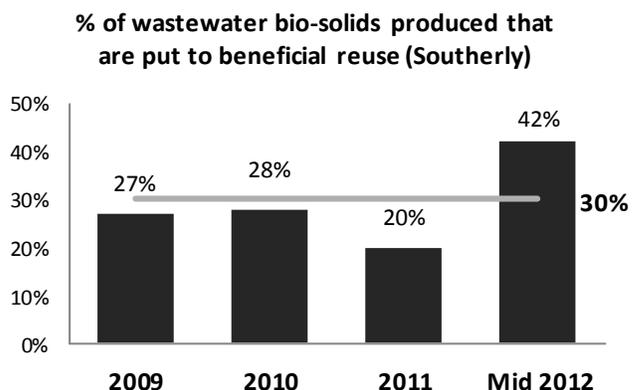


The number of households served weekly per collection personnel decreased by five percent in 2010 compared to 2009. At mid-year 2012, collections (1,757) were similar to that of the 2010 and 2011 year-end performance.

### **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.

**2013 Target: 30%**



The percentage of production from the Southerly plant that was disposed of by composting or land application, experienced comparable performance in 2009 and 2010 and decreased in 2011 by eight percentage points over the previous year. At mid-year 2012, the percentage of wastewater bio-solids put to beneficial reuse has exceeded the target by 12 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 \$723.5 million, an increase of 0.56 percent from 2012 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 2013, income tax revenues to the general fund are estimated at \$548.5 million, which is 71.6 percent of total general fund revenue. This represents a 3.03 percent growth over 2012 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 2013 estimate for property tax collections is \$44.8 million, an increase of 2.32 percent from the 2012 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. Beginning in 2013, pending a change to the city code, hotel/motel tax revenue will 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; 8.2 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 2013 projection for general fund hotel/motel tax receipts is \$1.3 million, a decrease of 68.35 percent from 2012 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 2013, fifty percent of KWH tax revenues will be deposited directly to the Electricity Enterprise Fund, leaving \$1.53 million for deposit to the general fund. This assumes a flat funding level from 2012.

## **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 a Westside community fund, the balance of revenue received will be deposited into the general fund. The 2013 estimate for the general fund deposit for casino tax revenues is \$5.5 million.

## **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 \$26.7 million in 2013, a 38.7 percent reduction from projected 2012 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 \$21.4 million in 2013, a slight increase of 1.06 percent over projected 2012 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 \$58.1 million in 2013, a 1.49 percent increase over 2012 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 2013.

## **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 \$10.3 million in 2013, of which Cable TV permits are expected to be approximately \$9 million.

## **Other Revenue**

This category includes various unclaimed funds, refunds and miscellaneous revenue. The 2013 estimate is \$1.4 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 2013 is \$1.5 million.

## **Other Miscellaneous Transfers**

In 2013, \$6 million is expected to be transferred from the basic city services fund 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. It is projected that the remaining balance of \$5 million will be kept in reserve until needed.

General Fund Summary

GENERAL FUND REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2009 - 2013											
SOURCE	2009 ACTUAL	PERCENT CHANGE	2010 ACTUAL	PERCENT CHANGE	2011 ACTUAL	PERCENT CHANGE	2012 PROJECTED	PERCENT CHANGE	2013 PROJECTED	PERCENT CHANGE	2013 PERCENT OF TOTAL
Income Tax	\$ 385,893,203	-0.83%	\$ 478,007,153	23.87%	\$ 508,233,548	6.32%	\$ 532,375,000	4.75%	\$ 548,500,000	3.03%	71.60%
Property Tax	51,354,472	-0.16%	51,222,426	-0.26%	47,567,650	-7.14%	43,754,000	-8.02%	44,768,000	2.32%	5.84%
Kilowatt Hour Tax	3,233,877	-3.91%	3,284,329	1.56%	1,582,944	-51.80%	1,530,000	-3.34%	1,530,000	0.00%	0.20%
Hotel/Motel Tax	3,119,446	-13.29%	3,377,838	8.28%	3,631,349	7.51%	3,950,000	8.78%	1,250,000	-68.35%	0.16%
<b>TOTAL TAXES</b>	<b>443,600,998</b>	<b>-0.87%</b>	<b>535,891,746</b>	<b>20.80%</b>	<b>561,015,491</b>	<b>4.69%</b>	<b>581,609,000</b>	<b>3.67%</b>	<b>596,048,000</b>	<b>2.48%</b>	<b>77.80%</b>
Local Government Fund	40,348,261	-14.05%	40,672,985	0.80%	40,400,233	-0.67%	28,291,000	-29.97%	21,477,000	-24.09%	2.80%
Estate Tax	8,149,168	-21.21%	7,681,025	-5.74%	9,162,689	19.29%	14,000,000	52.79%	4,000,000	-71.43%	0.52%
Liquor Permit Fee, Other	1,131,775	-0.66%	1,194,582	5.55%	1,183,773	-0.90%	1,195,000	0.95%	1,180,000	-1.26%	0.15%
Casino Tax	-		-		-		-		5,545,513		0.72%
<b>TOTAL SHARED REVENUE</b>	<b>49,629,204</b>	<b>-15.05%</b>	<b>49,548,592</b>	<b>-0.16%</b>	<b>50,746,695</b>	<b>2.42%</b>	<b>43,486,000</b>	<b>-14.31%</b>	<b>32,202,513</b>	<b>-25.95%</b>	<b>4.20%</b>
License and Permit Fees	9,654,066	4.57%	9,958,061	3.15%	10,496,787	5.41%	10,330,000	-1.59%	10,345,000	0.15%	1.35%
Fines and Penalties	22,095,545	3.23%	19,375,824	-12.31%	18,906,269	-2.42%	21,127,000	11.75%	21,350,000	1.06%	2.79%
Investment Earnings	6,408,932	-74.29%	3,595,212	-43.90%	2,959,964	-17.67%	4,000,000	35.14%	4,000,000	0.00%	0.52%
Charges for Service	54,694,107	1.99%	52,799,216	-3.46%	57,763,323	9.40%	57,258,000	-0.87%	58,113,000	1.49%	7.59%
All Other	1,918,325	-79.16%	1,630,772	-14.99%	1,767,310	8.37%	1,614,660	-8.64%	1,420,000	-12.06%	0.19%
<b>TOTAL OTHER REVENUES</b>	<b>94,770,975</b>	<b>-19.95%</b>	<b>87,359,085</b>	<b>-7.82%</b>	<b>91,893,653</b>	<b>5.19%</b>	<b>94,329,660</b>	<b>2.65%</b>	<b>95,228,000</b>	<b>0.95%</b>	<b>12.43%</b>
<b>TOTAL ALL REVENUES</b>	<b>588,001,177</b>	<b>-5.82%</b>	<b>672,799,423</b>	<b>14.42%</b>	<b>703,655,839</b>	<b>4.59%</b>	<b>719,424,660</b>	<b>2.24%</b>	<b>723,478,513</b>	<b>0.56%</b>	<b>94.44%</b>
Encumbrance Cancellations	1,413,888	-47.50%	1,124,676	-20.46%	2,103,364	87.02%	3,550,030	68.78%	1,483,615	-58.21%	0.19%
Unencumbered Balance	25,676	-99.85%	3,278,792	12669.87%	23,646,169	621.19%	33,792,340	42.91%	32,337,872	-4.30%	4.22%
Fund Transfers	30,866,168	300.02%	793,529	-97.43%	1,715,917	116.24%	2,068,000	20.52%	2,800,000	35.40%	0.37%
Other Misc. Transfers	-		-		-		-		6,000,000		0.78%
<b>Total Annual Resources</b>	<b>620,306,909</b>	<b>-4.86%</b>	<b>677,996,420</b>	<b>9.30%</b>	<b>731,121,289</b>	<b>7.84%</b>	<b>758,835,030</b>	<b>3.79%</b>	<b>766,100,000</b>	<b>0.96%</b>	<b>100.00%</b>
27th Pay Period Reserve Fund	2,976,074	142.93%	4,762,074	60.01%	6,813,986	43.09%	8,873,986	30.23%	10,995,786	23.91%	
Economic Stabilization Fund	15,000,000	-62.60%	22,723,884	51.49%	32,897,212	44.77%	39,951,212	21.44%	50,000,000	25.15%	
<b>TOTAL GENERAL FUND AVAILABLE RESOURCES</b>	<b>\$ 638,282,983</b>	<b>-7.94%</b>	<b>\$ 705,482,378</b>	<b>10.53%</b>	<b>\$ 770,832,487</b>	<b>9.26%</b>	<b>\$ 807,660,228</b>	<b>4.78%</b>	<b>\$ 827,095,786</b>	<b>2.41%</b>	

## **Expenditures and Personnel**

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

## General Fund Summary

GENERAL FUND 2013 PROPOSED BUDGET SUMMARY BY OBJECT LEVEL ONE							
Department/Division	Personnel	Materials	Services	Other	Capital	Transfers	Totals
City Council	\$ 3,521,171	\$ 20,500	\$ 123,495	\$ -	\$ -	\$ -	\$ 3,665,166
<hr/>							
City Auditor							
City Auditor	2,708,356	24,600	928,415	-	-	-	3,661,371
Income Tax	7,386,336	79,000	1,157,278	-	-	-	8,622,614
Total	10,094,692	103,600	2,085,693	-	-	-	12,283,985
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City Treasurer	894,828	2,850	165,306	-	-	-	1,062,984
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City Attorney							
City Attorney	10,601,875	89,300	374,392	-	-	-	11,065,567
Real Estate	209,201	-	-	-	-	-	209,201
Total	10,811,076	89,300	374,392	-	-	-	11,274,768
<hr/>							
Municipal Court Judges	14,397,788	42,025	1,398,098	-	-	-	15,837,911
<hr/>							
Municipal Court Clerk	10,281,034	118,872	757,240	-	-	-	11,157,146
<hr/>							
Civil Service	3,179,807	32,439	612,959	-	-	-	3,825,205
<hr/>							
Public Safety							
Administration	1,465,247	10,367	6,354,152	-	-	463,000	8,292,766
Support Services	4,896,761	467,175	1,182,125	1,000	-	-	6,547,061
Police	258,741,752	5,001,683	16,418,418	225,000	-	6,525,160	286,912,013
Fire	200,041,063	5,140,166	11,764,081	200,000	-	1,545,988	218,691,298
Total	465,144,823	10,619,391	35,718,776	426,000	-	8,534,148	520,443,138
<hr/>							
Mayor's Office							
Mayor	2,107,640	13,316	277,336	-	-	-	2,398,292
Community Relations	839,898	2,900	60,025	-	-	-	902,823
Equal Business Opportunity	802,536	5,000	85,064	-	-	-	892,600
Total	3,750,074	21,216	422,425	-	-	-	4,193,715
<hr/>							
Development							
Administration	3,022,353	28,986	3,675,168	-	-	-	6,726,507
Econ. Development	441,439	5,423	2,436,093	-	-	-	2,882,955
Code Enforcement	5,647,544	51,407	1,085,667	10,000	-	-	6,794,618
Planning	1,521,024	13,742	437,130	-	-	-	1,971,896
Housing	351,445	2,500	3,895,077	-	-	-	4,249,022
Total	10,983,805	102,058	11,529,135	10,000	-	-	22,624,998
<hr/>							
Finance and Management							
Finance Administration	1,827,219	9,350	2,273,898	-	-	-	4,110,467
Financial Management	2,629,766	14,549	1,527,986	-	-	-	4,172,301
Facilities Management	6,060,853	415,723	10,485,365	5,750	-	-	16,967,691
Total	10,517,838	439,622	14,287,249	5,750	-	-	25,250,459
<hr/>							
Fleet- General Fund Vehicles	-	-	-	-	-	-	-
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Finance City-wide	-	-	-	-	-	29,031,999	29,031,999
<hr/>							
Finance Technology (Pays gf agency bills)	-	-	15,667,706	-	-	-	15,667,706
<hr/>							
Human Resources	1,238,937	46,497	114,481	-	-	-	1,399,915
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Health	-	-	-	-	-	20,143,332	20,143,332
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Recreation and Parks	-	-	-	-	-	33,884,074	33,884,074
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Public Service							
Administration	3,084,370	5,906	23,394	-	-	-	3,113,670
Refuse Collection	14,307,449	134,690	13,591,901	101,500	10,000	-	28,145,540
Mobility Options	2,927,668	39,500	120,466	6,655	-	-	3,094,289
Total	20,319,487	180,096	13,735,761	108,155	10,000	-	34,353,499
<hr/>							
<b>Total General Operating Fund</b>	<b>\$ 565,135,360</b>	<b>\$ 11,818,466</b>	<b>\$ 96,992,716</b>	<b>\$ 549,905</b>	<b>\$ 10,000</b>	<b>\$ 91,593,553</b>	<b>\$ 766,100,000</b>

# General Fund Summary

GENERAL FUND EXPENDITURE AND BUDGET SUMMARY					
	2010 Actual	2011 Actual	2012 Projected	2013 Budget	% Change
City Council	\$ 3,288,362	4,177,412	\$ 5,340,093	\$ 3,665,166	-31.37%
<b>City Auditor</b>					
City Auditor	3,197,632	3,294,955	3,424,789	3,661,371	6.91%
Income Tax	7,091,543	7,382,516	7,769,797	8,622,614	10.98%
Total	10,289,175	10,677,471	11,194,586	12,283,985	9.73%
City Treasurer	919,120	972,120	999,669	1,062,984	6.33%
<b>City Attorney</b>					
City Attorney	10,035,091	10,337,807	10,696,635	11,065,567	3.45%
Real Estate	255,619	207,084	209,401	209,201	-0.10%
Total	10,290,710	10,544,891	10,906,036	11,274,768	3.38%
Municipal Court Judges	14,011,105	14,400,317	15,070,253	15,837,911	5.09%
Municipal Court Clerk	10,115,154	10,523,195	10,567,946	11,157,146	5.58%
Civil Service	3,097,227	3,420,020	3,297,083	3,825,205	16.02%
<b>Public Safety</b>					
Administration	5,547,893	6,794,917	7,256,618	8,292,766	14.28%
Support Services	5,441,117	5,306,651	5,844,825	6,547,061	12.01%
Police	251,661,554	264,599,175	273,616,817	286,912,013	4.86%
Fire	204,385,274	212,878,593	214,133,081	218,691,298	2.13%
Total	467,035,838	489,579,336	500,851,341	520,443,138	3.91%
<b>Mayor's Office</b>					
Mayor	1,699,145	1,740,051	2,046,530	2,398,292	17.19%
Community Relations	655,227	688,201	804,275	902,823	12.25%
Equal Business Opportunity	667,611	627,397	785,334	892,600	13.66%
Total	3,021,983	3,055,649	3,636,139	4,193,715	15.33%
<b>Development</b>					
Administration	5,613,733	5,568,422	6,458,220	6,726,507	4.15%
Economic Development	6,090,983	9,447,210	8,987,071	2,882,955	-67.92%
Code Enforcement	5,056,634	5,523,110	6,360,262	6,794,618	6.83%
Planning	1,351,407	1,733,063	1,628,884	1,971,896	21.06%
Housing	3,694,880	3,517,942	4,087,066	4,249,022	3.96%
Total	21,807,637	25,789,747	27,521,503	22,624,998	-17.79%
<b>Finance and Management</b>					
Finance Administration	1,745,199	1,567,019	2,054,492	4,110,467	100.07%
Financial Management	3,583,199	3,507,876	3,571,378	4,172,301	16.83%
Facilities Management	13,387,881	14,962,174	13,795,444	16,967,691	22.99%
Total	18,716,279	20,037,069	19,421,314	25,250,459	30.01%
Citywide Technology	12,810,959	13,675,960	13,267,467	15,667,706	18.09%
Finance City-wide	9,286,000	12,000,000	23,260,523	29,031,999	24.81%
Fleet- General Fund Vehicles (Non Safety)	1,000,000	1,579,741	-	-	0.00%
Human Resources	1,537,765	1,675,856	1,100,426	1,399,915	27.22%
Citywide Severance Plan	512,501	-	-	-	
Health	15,824,118	18,250,827	18,880,809	20,143,332	6.69%
Recreation and Parks	23,382,410	26,435,884	28,028,912	33,884,074	20.89%
<b>Public Service</b>					
Administration	1,995,849	2,505,316	2,599,258	3,113,670	19.79%
Refuse Collection	22,463,477	24,664,346	26,574,991	28,145,540	5.91%
Mobility Options	2,944,585	3,363,796	3,978,808	3,094,289	-22.23%
Total	27,403,911	30,533,458	33,153,058	34,353,499	3.62%
<b>Total General Operating Fund</b>	<b>\$ 654,350,254</b>	<b>\$ 697,328,950</b>	<b>\$ 726,497,158</b>	<b>\$ 766,100,000</b>	<b>5.45%</b>

GENERAL FUND PERSONNEL SUMMARY				
	2010 Actual	2011 Actual	2012 Budgeted	2013 Budgeted
City Council	33	36	38	38
<b>City Auditor</b>				
City Auditor	24	25	34	34
Income Tax	74	73	82	82
<b>Total</b>	<b>98</b>	<b>98</b>	<b>116</b>	<b>116</b>
City Treasurer	10	9	12	12
<b>City Attorney</b>				
City Attorney	104	99	135	135
Real Estate	2	2	6	6
<b>Total</b>	<b>106</b>	<b>101</b>	<b>141</b>	<b>141</b>
Municipal Court Judges	174	173	184	188
Municipal Court Clerk	149	153	172	172
Civil Service	28	32	34	34
<b>Public Safety</b>				
Administration	10	8	11	11
Support Services	47	47	50	52
Police- Non Uniformed	296	309	325	329
Police- Uniformed <sup>(1)</sup>	1,909	1,893	1,929	1,903
Fire- Non Uniformed	36	36	36	37
Fire- Uniformed <sup>(2)</sup>	1,557	1,562	1,563	1,552
<b>Total</b>	<b>3,855</b>	<b>3,855</b>	<b>3,914</b>	<b>3,884</b>
<b>Mayor's Office</b>				
Mayor	14	13	18	18
Community Relations	6	7	8	8
Equal Business Opportunity	7	7	10	9
<b>Total</b>	<b>27</b>	<b>27</b>	<b>36</b>	<b>35</b>
<b>Development</b>				
Administration	23	24	25	28
Code Enforcement	55	58	63	64
Economic Development	3	3	3	4
Planning	14	15	15	15
Housing	2	1	3	5
<b>Total</b>	<b>97</b>	<b>101</b>	<b>109</b>	<b>116</b>
<b>Finance and Management</b>				
Administration	19	21	23	25
Financial Management	25	25	27	27
Facilities Management	69	68	73	75
<b>Total</b>	<b>113</b>	<b>114</b>	<b>123</b>	<b>127</b>
Human Resources	9	9	10	10
<b>Public Service</b>				
Administration	29	32	34	35
Refuse Collection	167	173	187	187
Mobility Options	35	34	39	39
<b>Total</b>	<b>231</b>	<b>239</b>	<b>260</b>	<b>261</b>
<b>Total General Fund</b>	<b>4,930</b>	<b>4,947</b>	<b>5,149</b>	<b>5,134</b>

2010 and 2011 are year-end actuals, while 2012 and 2013 are budgeted.

<sup>(1)</sup> Actual and Budgeted numbers in 2010-2013 include the use of a COPS Hiring Recovery Program (CHRP) Grant for 48 personnel.

<sup>(2)</sup> 2010 Uniformed Actual includes a recruit class of 51 who entered the Academy on 12/27/10 and are included on the payroll ending 01/1/11.

## General Fund Summary

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## Community Development Block Grant Operating Fund

### 2013 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 modest unappropriated cash balances. The amounts carried forward to 2011 and 2012 were \$1,643,489 and \$2,002,164, respectively. The 2013 beginning year cash balance is projected to be \$1,921,216.

The following table reflects the fund balance assumptions:

2013 CDBG FUND BALANCE SUMMARY		
Unencumbered Cash Balance (January 1, 2013)	\$	1,921,216
Plus Estimated 2013 Receipts		6,987,996
Plus Estimated Encumbrance Cancellations		-
Total Estimated Available Resources	\$	8,909,212
Less 2013 Recommended Operating Budget		(7,491,525)
Projected Available Balance (December 31, 2013)	<b>\$</b>	<b>1,417,687</b>

### 2013 Revenues

Carryover and reprogrammed funds will provide 21.5 percent of the available funding.

The entitlement award from the U.S. Department of Housing & Urban Development (HUD) is expected to be approximately 70.7 percent of all CDBG resources. Entitlement allocations vary by congressional legislative action. The city is projecting a level entitlement award for 2013 of \$6,297,996.

Economic development loan repayments account for 3.4 percent of CDBG resources and have declined steadily in recent years. The city continues to contract with two 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 2.8 percent of CDBG resources. Housing revenues are trending downward, the result of more grants and deferred loans being issued in recent years in lieu of amortized loans.

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 activities. Miscellaneous revenues are expected to account for 1.6 percent of CDBG resources.

The following table summarizes CDBG revenues by type and year:

<b>CDBG REVENUE BY SOURCE AND YEAR</b>				
<b>REVENUE SUMMARY</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>
Entitlement Award	\$ 6,986,116	\$ 5,844,549	\$ 6,297,996	\$ 6,297,996
Economic Development Repayments	704,569	534,482	720,614	300,000
Housing Loan Repayments	233,076	324,348	172,956	250,000
Miscellaneous Receipts	182,881	136,946	138,802	140,000
Encumbrance Cancellations	51,621	656,847	556,684	-
Unencumbered Cash Balance	1,358,855	1,643,489	2,002,164	1,921,216
<b>TOTAL RESOURCES</b>	<b>\$ 9,517,118</b>	<b>\$ 9,140,661</b>	<b>\$ 9,889,216</b>	<b>\$ 8,909,212</b>
<b>PERCENT CHANGE</b>		<b>-4.0%</b>	<b>8.2%</b>	<b>-9.9%</b>

## 2013 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 ten activities totaling \$2,556,305, or 34.12 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 \$1,652,454, or 22.06 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 seven activities totaling \$1,663,689, or 22.21 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 7 activities totaling \$1,007,953, or 13.45 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 \$596,124, or 7.96 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 \$15,000 and represents 0.20 percent of the total budget.

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

2013 CDBG PROPOSED OPERATING BUDGET					
<u>DIVISION</u>	<u>PERSONNEL</u>	<u>SUPPLIES</u>	<u>SERVICES</u>	<u>OTHER</u>	<u>TOTAL</u>
Development - Admin.	\$ 923,993	\$ 2,500	\$ 93,250	\$ -	\$ 1,019,743
Economic Development	797,745	4,350	861,594	-	1,663,689
Code Enforcement	785,239	2,650	158,895	-	946,784
Housing	988,266	16,400	1,016,809	331,385	2,352,860
Finance & Management	341,802	1,000	152,783	15,000	510,585
Public Health	203,557	-	-	-	203,557
Recreation and Parks	703,112	1,750	88,919	526	794,307
<b>TOTAL</b>	<b>\$ 4,743,714</b>	<b>\$ 28,650</b>	<b>\$ 2,372,250</b>	<b>\$ 346,911</b>	<b>\$ 7,491,525</b>

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**Special Revenue Funds**

**Municipal Court Computer System Procurement and Maintenance Fund**

**2013 Cash Balance Statement**

The municipal court computer fund is projected to begin 2013 with an unencumbered cash balance of \$1,139,906 and end the year with an available balance of \$1,001,800.

This fund was created to provide the Municipal Court with computer hardware, software, training and computer-related services. Effective March 1, 1993, the Ohio Revised Code was amended to allow the addition of court fees for the purpose of court computerization. For the Municipal Court Judges, the fee is \$3 per cause of action or appeal. The Municipal Court Clerk may add an amount of \$10 per transaction, including causes of action or appeals. The projection of total revenue attributable to the Municipal Court Judges for 2013 is \$426,000; revenue for the Clerk of Courts is \$1,519,800.

<b>2013 MUNICIPAL COURT COMPUTER FUND BALANCE SUMMARY</b>	
Unencumbered Cash Balance (January 1, 2013)	\$ 1,139,906
Plus Estimated 2013 Receipts	1,945,800
Plus Estimated Encumbrance Cancellations	75,000
Total Estimated Available Resources	<u>\$ 3,160,706</u>
Less 2013 Recommended Operating Budget	(2,158,906)
Projected Available Balance (December 31, 2013)	<u><u>\$ 1,001,800</u></u>

## Street Construction Maintenance and Repair Fund

### 2013 Cash Balance Statement

The street construction, maintenance and repair (SCMR) fund is projected to end 2013 with a fund balance of \$4,097,928. Revenue for the SCMR fund is projected at \$47,562,739 and encumbrance cancellations of \$100,000 are expected. In 2013, the storm water fund will reimburse the SCMR fund for the \$7.35 million cost of the street cleaning and snow and ice removal programs. In 2013, salt and asphalt will not be budgeted in this fund. Also, a portion of the bulk program in the Refuse Collection Division will be funded by the SCMR fund. Beginning in 2013, the forestry program will no longer be funded by the SCMR fund.

<b>2013 STREET CONSTRUCTION MAINTENANCE AND REPAIR FUND BALANCE SUMMARY</b>	
Unencumbered Cash Balance (January 1, 2013)	\$ 4,123,521
Plus Estimated 2013 Receipts	47,562,739
Plus Estimated Encumbrance Cancellations	<u>100,000</u>
Total Estimated Available Resources	\$ 51,786,260
Less 2013 Recommended Operating Budget	(47,688,332)
Projected Available Balance (December 31, 2013)	<u><b>\$ 4,097,928</b></u>

## 2013 Revenue Summary

<b>STREET CONSTRUCTION MAINTENANCE AND REPAIR FUND</b>				
<b>REVENUE BY SOURCE AND YEAR</b>				
<b>HISTORICAL AND PROJECTED</b>				
<b>2010 - 2013</b>				
<b>REVENUE SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Estimated</b>	<b>2013 Proposed</b>
Charges for Services	\$ 749,279	\$ 1,002,150	\$ 732,464	\$ 938,504
Motor Vehicle Fuel Tax	24,290,902	23,572,879	24,019,466	24,065,242
Motor Vehicle License Tax	7,549,366	7,584,628	7,564,549	7,565,725
Franklin County Reimbursements	2,663,023	2,997,357	2,700,000	2,700,000
Right of Way	1,059,519	1,254,133	1,220,029	1,076,613
Refunds/ Damages/Sale of Assets	9,786	49,893	49,518	47,169
Street Cleaning	6,130,622	5,814,777	6,396,299	7,357,985
Miscellaneous Revenues	396,115	106,886	84,095	111,501
Capital Reimbursement	2,485,369	2,319,903	3,594,576	3,700,000
Insurance Trust Fund Transfer	-	-	-	-
Encumbrance Cancellations	156,533	951,064	1,837,064	100,000
Unencumbered Cash Balance	4,756,168	4,904,266	3,406,848	4,123,521
<b>TOTAL RESOURCES</b>	<b>\$ 50,246,682</b>	<b>\$ 50,557,936</b>	<b>\$ 51,604,909</b>	<b>\$ 51,786,260</b>
<b>PERCENT CHANGE</b>		<b>0.62%</b>	<b>2.07%</b>	<b>0.35%</b>

### Revenue Notes:

- Motor vehicle fuel tax revenues will increase slightly in 2013.
- Right-of-way permit fees are estimated at \$1,076,613 in 2013.
- Franklin County reimbursements are estimated to be \$2.7 million in 2013.
- Motor vehicle license tax revenues will increase slightly from 2012.
- Capital reimbursements are estimated at \$3,700,000 in 2013, an increase of \$105,424 from 2012 projections.
- Reimbursements from the storm water fund will total \$7,357,985 in 2013.

### **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 2014 and beyond are as follows:

- The projected annual growth for motor vehicle fuel tax revenues and motor vehicle license tax revenues is at one-half 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 1.5 percent growth in years 2014 – 2022. Insurance costs are projected to grow by nine percent annually in 2014 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 2015 and then negative in all years thereafter.

# Special Revenue Funds

STREET CONSTRUCTION MAINTENANCE AND REPAIR FUND												
PRO FORMA OPERATING STATEMENT												
REVENUE	Actual 2011	Estimated 2012	Proposed 2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Motor Vehicle Fuel Tax	\$ 23,572,879	\$ 24,019,466	\$ 24,065,242	\$ 24,185,568	\$ 24,306,496	\$ 24,428,029	\$ 24,550,169	\$ 24,672,920	\$ 24,796,284	\$ 24,920,266	\$ 25,044,867	\$ 25,170,091
Charges for Services	1,002,150	732,464	806,622	814,688	822,835	831,063	839,374	847,768	856,246	864,808	873,456	882,191
Motor Vehicle License Tax	7,584,627	7,564,549	7,565,725	7,603,554	7,641,571	7,679,779	7,718,178	7,756,769	7,795,553	7,834,531	7,873,703	7,913,072
Franklin County Reimbursements	2,997,357	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	1,254,134	1,220,029	1,230,763	1,243,071	1,255,501	1,268,056	1,280,737	1,293,544	1,306,480	1,319,545	1,332,740	1,346,067
Refunds/Damages/Sale of Assets	49,894	49,518	53,165	53,697	54,234	54,776	55,324	55,877	56,436	57,000	57,570	58,146
Miscellaneous Revenues	106,886	84,095	83,235	84,067	84,908	85,757	86,615	87,481	88,356	89,239	90,132	91,033
Capital Reimbursement	2,319,903	3,594,576	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	5,814,777	6,396,299	7,357,985	7,431,565	7,505,880	7,580,939	7,656,749	7,733,316	7,810,649	7,888,756	7,967,643	8,047,320
Insurance Trust Fund Transfer	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL REVENUE</b>	<b>44,702,607</b>	<b>46,360,997</b>	<b>47,562,739</b>	<b>47,880,213</b>	<b>48,200,070</b>	<b>48,522,331</b>	<b>48,847,017</b>	<b>49,174,146</b>	<b>49,503,740</b>	<b>49,835,819</b>	<b>50,170,404</b>	<b>50,507,516</b>
Beginning Fund Balance	4,904,267	3,406,848	4,123,521	4,097,928	3,303,026	1,698,453	(758,582)	(4,113,460)	(8,414,325)	(13,712,268)	(20,061,530)	(27,519,707)
Encumbrance Cancellations	951,064	1,837,064	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
<b>TOTAL RESOURCES</b>	<b>50,557,938</b>	<b>51,604,909</b>	<b>51,786,260</b>	<b>52,078,141</b>	<b>51,603,096</b>	<b>50,320,784</b>	<b>48,188,434</b>	<b>45,160,686</b>	<b>41,189,415</b>	<b>36,223,551</b>	<b>30,208,874</b>	<b>23,087,809</b>
<b>OPERATING EXPENSES</b>												
Personnel Services	26,109,285	26,022,455	26,913,023	27,316,718	27,726,469	28,142,366	28,564,502	28,992,969	29,427,864	29,869,282	30,317,321	30,772,081
Health Insurance	5,877,528	5,980,063	6,630,785	7,094,940	7,591,586	8,122,997	8,691,607	9,300,019	9,951,020	10,647,592	11,392,923	12,190,428
27th Pay Period	-	-	-	-	-	-	-	-	-	-	-	-
Supplies & Materials	457,143	489,474	642,681	655,535	668,645	682,018	695,659	709,572	723,763	738,238	753,003	768,063
Contractual Services	3,297,747	3,241,189	3,751,882	3,826,920	3,903,458	3,981,527	4,061,158	4,142,381	4,225,229	4,309,733	4,395,928	4,483,846
Pro Rata	2,137,936	2,094,364	2,140,323	2,154,610	2,169,003	2,183,505	2,198,116	2,212,837	2,227,668	2,242,612	2,257,668	2,272,838
Technology	1,139,292	1,244,836	1,405,414	1,405,414	1,405,414	1,405,414	1,405,414	1,405,414	1,405,414	1,405,414	1,405,414	1,405,414
Fleet	5,290,215	5,066,597	5,595,011	5,706,911	5,821,049	5,937,470	6,056,220	6,177,344	6,300,891	6,426,909	6,555,447	6,686,556
Street Lighting	-	-	-	-	-	-	-	-	-	-	-	-
Landscape Services	2,121,792	2,142,184	-	-	-	-	-	-	-	-	-	-
311 Operations	239,062	245,325	242,713	247,567	252,519	257,569	262,720	267,975	273,334	278,801	284,377	290,065
Other	13,310	648,724	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000
Capital	195,104	306,177	301,500	301,500	301,500	301,500	301,500	301,500	301,500	301,500	301,500	301,500
Transfers	272,675	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL OPERATING EXPENSES</b>	<b>47,151,089</b>	<b>47,481,388</b>	<b>47,688,332</b>	<b>48,775,115</b>	<b>49,904,643</b>	<b>51,079,367</b>	<b>52,301,894</b>	<b>53,575,010</b>	<b>54,901,683</b>	<b>56,285,081</b>	<b>57,728,581</b>	<b>59,235,791</b>
Ending Fund Balance	\$ 3,406,848	\$ 4,123,521	\$ 4,097,928	\$ 3,303,026	\$ 1,698,453	\$ (758,582)	\$ (4,113,460)	\$ (8,414,325)	\$ (13,712,268)	\$ (20,061,530)	\$ (27,519,707)	\$ (36,147,982)

**Health Special Revenue Fund**

**2013 Cash Balance Statement**

The health special revenue fund is projected to end 2013 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.

<b>2013 HEALTH SPECIAL REVENUE FUND BALANCE SUMMARY</b>		
Unencumbered Cash Balance (January 1, 2013)	\$	-
Plus Estimated 2013 Receipts		6,367,767
Plus General Fund Transfer		20,143,332
Plus Estimated Encumbrance Cancellations		150,000
Total Estimated Available Resources	\$	26,661,099
Less 2013 Recommended Operating Budget		(26,661,099)
Projected Available Balance (December 31, 2013)	<u>\$</u>	<u>-</u>

**2013 Revenue Summary**

<b>HEALTH SPECIAL REVENUE</b> <b>REVENUE BY SOURCE AND YEAR</b> <b>HISTORICAL AND PROJECTED</b> <b>2010 - 2013</b>				
<b>REVENUE SUMMARY</b>	<b>2010</b> <b>Actual</b>	<b>2011</b> <b>Actual</b>	<b>2012</b> <b>Estimated</b>	<b>2013</b> <b>Proposed</b>
General Fund Transfer	\$ 15,824,118	\$ 18,250,827	\$ 18,880,809	\$ 20,143,332
Licenses and Permit Fees	2,629,334	2,804,224	3,006,529	3,150,117
Home Health Inspections	13,212	12,924	12,000	10,000
Vital Statistics	1,021,265	1,017,518	1,038,218	1,075,100
Employee Assist. Program	352,980	360,000	413,554	415,000
Miscellaneous Charges for Services	1,036,492	1,104,102	1,010,710	1,076,050
Miscellaneous Revenues and Refunds	211,659	251,032	853,835	641,500
Encumbrance Cancellations	253,343	201,807	265,100	150,000
Unencumbered Cash Balance	390,784	33,309	88,431	-
<b>TOTAL RESOURCES</b>	<b>\$ 21,733,187</b>	<b>\$ 24,035,743</b>	<b>\$ 25,569,186</b>	<b>\$ 26,661,099</b>
<b>PERCENT CHANGE</b>		<b>10.59%</b>	<b>6.38%</b>	<b>4.27%</b>

Revenue 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 \$20,143,332 represents 76 percent of the department's operating revenues. This subsidy is higher than the past two years and represents an increase of seven percent over the subsidy in 2012.
- Other revenues include license and permit fees, charges for services, birth and death certificate fees and various program fees. Revenues, not including the general fund subsidy, unencumbered balance or encumbrance cancellations, are projected to increase five percent from estimated 2012 revenues.
- In 2013, total revenues, excluding the beginning year unencumbered cash balance and estimated encumbrance cancellations, are projected to be \$26,511,099.

## Recreation and Parks Operation and Extension Fund

### 2013 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 2013, total available resources include a general fund transfer subsidy and encumbrance cancellations. These resources are used to cover Recreation and Parks Department operating expenditures.

<b>2013 RECREATION AND PARKS OPERATION AND EXTENSION FUND BALANCE SUMMARY</b>	
Unencumbered Cash Balance (January 1, 2013)	\$ -
Plus Estimated 2013 Receipts	4,288,971
Plus General Fund Transfer	33,884,074
Plus Estimated Encumbrance Cancellations	480,000
Total Estimated Available Resources	\$ 38,653,045
Less 2013 Recommended Operating Budget	(38,653,045)
Projected Available Balance (December 31, 2013)	<u><u>\$ -</u></u>

## 2013 Revenue Summary

<b>RECREATION AND PARKS OPERATION AND EXTENSION FUND</b>				
<b>REVENUE BY SOURCE AND YEAR</b>				
<b>HISTORICAL AND PROJECTED</b>				
<b>2010 - 2013</b>				
<b>REVENUE SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Estimated</b>	<b>2013 Proposed</b>
Adult Sports	\$ 803,200	\$ 754,025	\$ 711,500	\$ 687,000
Aquatics	58,100	92,221	74,300	73,500
Recreation Centers	861,384	781,230	809,617	799,793
Senior Citizen Centers	35,986	35,163	34,100	34,300
Other	2,819,068	3,057,788	2,812,457	598,138
Permits	823,400	869,658	871,658	927,980
Boat Docks and Stakes	195,305	199,395	271,920	228,220
CIP Reimbursement	460,000	539,733	705,000	885,040
Rent	46,000	120,603	40,000	35,000
Refunds	8,500	101,106	10,000	20,000
General Fund Transfer	23,382,410	26,435,884	28,028,912	33,884,074
Encumbrance Cancellations	360,135	508,675	578,984	480,000
Unencumbered Cash Balance	263,144	162,857	454,771	-
<b>TOTAL RESOURCES</b>	<b>\$ 30,116,632</b>	<b>\$ 33,658,338</b>	<b>\$ 35,403,219</b>	<b>\$ 38,653,045</b>
<b>PERCENT CHANGE</b>		<b>11.76%</b>	<b>5.18%</b>	<b>9.18%</b>

## Special Revenue Funds

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### Revenue 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 2013 is \$33.9 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, gymnasium rentals, tree trimming, capital project management, and various other charges. Revenues are expected to be \$4.3 million.
- Funding for tree trimming services in the right-of-way will shift in 2013 from the street construction maintenance and repair fund (SCMR) to the general fund, generating estimated revenue of \$2.1 million. This change is represented in the other revenue category.

**Golf Course Operations Fund**

**2013 Cash Balance Statement**

The golf course operations fund is projected to begin 2013 with an unencumbered cash balance of \$37,860 and end the year with a surplus of \$56,632. Revenue receipts are projected at \$4,300,000. Total available resources, including expected encumbrance cancellations of \$100,000, are budgeted at \$4,437,860. This total represents a 1.7 percent increase over estimated 2012 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.

<b>2013 GOLF COURSE OPERATIONS FUND BALANCE SUMMARY</b>	
Unencumbered Cash Balance (January 1, 2013)	\$ 37,860
Plus Estimated 2013 Receipts	4,300,000
Plus Estimated Encumbrance Cancellations	\$ 100,000
Total Estimated Available Resources	4,437,860
Less 2013 Recommended Operating Budget	(4,381,228)
Projected Available Balance (December 31, 2013)	<b>\$ 56,632</b>

2013 Revenue Summary

<b>GOLF COURSE OPERATIONS FUND</b> <b>REVENUE BY SOURCE AND YEAR</b> <b>HISTORICAL AND PROJECTED</b> <b>2010 - 2013</b>				
<b>REVENUE SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Estimated</b>	<b>2013 Proposed</b>
Airport Golf Course	\$ 777,245	\$ 790,187	\$ 777,245	\$ 835,381
Mentel Golf Course	725,394	639,299	725,394	744,445
Champions Golf Course	610,377	573,412	610,377	611,977
Raymond/Wilson Road	1,337,939	1,190,432	1,337,939	1,339,939
Turnberry Golf Course	591,378	527,103	591,378	572,393
Walnut Hill Golf Course	195,865	173,471	195,667	195,865
Encumbrance Cancellations	68,825	143,803	229,455	100,000
Unencumbered Cash Balance	268,118	176,908	(101,818)	37,860
<b>TOTAL RESOURCES</b>	<b>\$ 4,575,141</b>	<b>\$ 4,214,615</b>	<b>\$ 4,365,637</b>	<b>\$ 4,437,860</b>
PERCENT CHANGE		-7.88%	3.58%	1.65%

Revenue 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 2013 are estimated at \$4.3 million. Airport Golf Course will be reopen for play in 2013 following a year-long closure in 2012 as a result of runway construction at Port Columbus International Airport. Replacement revenue will continue to be provided through an agreement with the Columbus Regional Airport Authority as necessary.
- 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

### 2013 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 2013 with an unencumbered cash balance of \$4,959,368. Revenue to the fund is projected at \$16,894,790 in 2013. The fund is projected to end 2013 with an unencumbered cash balance of \$5,690,529.

<b>2013 DEVELOPMENT SERVICES FUND BALANCE SUMMARY</b>	
Unencumbered Cash Balance (January 1, 2013)	\$ 4,959,368
Plus Estimated 2013 Receipts	16,894,790
Plus Estimated Encumbrance Cancellations	<u>292,953</u>
Total Estimated Available Resources	\$ 22,147,111
Less 2013 Recommended Operating Budget	(16,456,582)
Projected Available Balance (December 31, 2013)	<u><u>\$ 5,690,529</u></u>

## 2013 Revenue Summary

<b>DEVELOPMENT SERVICES FUND REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2010 - 2013</b>				
<b>REVENUE SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Estimated</b>	<b>2013 Proposed</b>
BSD Residential Construction	\$ 3,875,378	\$ 3,556,079	\$ 3,864,000	\$ 3,885,802
BSD Multi-Family Construction	777,774	627,952	1,008,000	1,013,687
BSD Commercial Construction	6,830,210	7,278,666	7,728,000	7,771,603
BSD Zoning	1,494,630	1,552,593	1,680,000	1,689,479
BSD License/Registration	2,190,984	2,086,268	2,184,000	2,196,323
BSD All Other	125,605	491,838	336,000	337,896
Unencumbered Cash Balance	1,684,678	2,754,253	3,110,312	4,959,368
Encumbrance Cancellations	41,195	27,735	292,991	292,953
<b>TOTAL RESOURCES</b>	<b>\$ 17,020,454</b>	<b>\$ 18,375,384</b>	<b>\$ 20,203,303</b>	<b>\$ 22,147,111</b>
PERCENT CHANGE		<b>7.96%</b>	<b>9.95%</b>	<b>9.62%</b>

### **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 ensuring the solvency of the fund and for maintaining an acceptable end-of-year balance. The major assumptions included in this pro forma are as follows:

- Revenues increase by 1.5 percent in the years 2014 - 2022.
- Operations and maintenance expenses, excluding personnel, pro rata and health insurance, are inflated at two percent per year. Personnel expenses assume 1.5 percent growth in years 2014 - 2022. Insurance costs are projected to grow by nine percent annually in 2014 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 2022.

DEVELOPMENT SERVICES FUND												
PRO FORMA OPERATING STATEMENT												
	Actual 2011	Estimated 2012	Proposed 2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
<b>REVENUE SOURCE</b>												
RESIDENTIAL CONSTRUCTION	\$ 3,556,079	\$ 3,864,000	\$ 3,885,802	\$ 3,944,089	\$ 4,003,250	\$ 4,063,299	\$ 4,124,249	\$ 4,186,112	\$ 4,248,904	\$ 4,312,638	\$ 4,377,327	\$ 4,442,987
MULTI-FAMILY CONSTRUCTION	627,952	1,008,000	1,013,687	1,028,892	1,044,326	1,059,991	1,075,890	1,092,029	1,108,409	1,125,035	1,141,911	1,159,040
COMMERCIAL CONSTRUCTION	7,278,666	7,728,000	7,771,603	7,888,177	8,006,500	8,126,597	8,248,496	8,372,224	8,497,807	8,625,274	8,754,653	8,885,973
ZONING	1,552,593	1,680,000	1,689,479	1,714,821	1,740,544	1,766,652	1,793,151	1,820,049	1,847,349	1,875,060	1,903,186	1,931,733
LICENSE/REGISTRATION	2,086,268	2,184,000	2,196,323	2,229,268	2,262,707	2,296,647	2,331,097	2,366,064	2,401,555	2,437,578	2,474,142	2,511,254
ALL OTHER	491,838	336,000	337,896	342,964	348,109	353,331	358,630	364,010	369,470	375,012	380,637	386,347
INSURANCE TRUST FUND TRANSFER	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL REVENUE</b>	<b>15,593,396</b>	<b>16,800,000</b>	<b>16,894,790</b>	<b>17,148,212</b>	<b>17,405,435</b>	<b>17,666,517</b>	<b>17,931,514</b>	<b>18,200,487</b>	<b>18,473,494</b>	<b>18,750,597</b>	<b>19,031,858</b>	<b>19,317,338</b>
BEGINNING FUND BALANCE	2,754,253	3,110,312	4,959,368	5,690,529	6,333,656	6,879,387	7,317,661	7,637,671	7,827,811	7,875,620	7,767,723	7,489,762
ENCUMBRANCE CANCELLATIONS	27,735	292,991	292,953	292,953	292,953	292,953	292,953	292,953	292,953	292,953	292,953	292,953
<b>TOTAL RESOURCES</b>	<b>18,375,384</b>	<b>20,203,303</b>	<b>22,147,111</b>	<b>23,131,693</b>	<b>24,032,044</b>	<b>24,838,857</b>	<b>25,542,128</b>	<b>26,131,111</b>	<b>26,594,258</b>	<b>26,919,170</b>	<b>27,092,533</b>	<b>27,100,053</b>
<b>EXPENDITURES</b>												
<b>OPERATIONS &amp; MAINTENANCE:</b>												
PERSONNEL SERVICES	10,424,235	10,510,713	11,110,994	11,277,659	11,446,824	11,618,526	11,792,804	11,969,696	12,149,242	12,331,480	12,516,452	12,704,199
EMPLOYEE INSURANCE	1,798,030	1,868,192	2,052,362	2,196,027	2,349,749	2,514,232	2,690,228	2,878,544	3,080,042	3,295,645	3,526,340	3,773,184
27th PAY PERIOD	-	-	-	-	-	-	-	-	-	-	-	-
MATERIALS & SUPPLIES	44,364	64,266	70,028	71,429	72,857	74,314	75,801	77,317	78,863	80,440	82,049	83,690
SERVICES	723,946	421,366	502,807	512,863	523,120	533,583	544,254	555,140	566,242	577,567	589,119	600,901
PRO RATA	659,357	756,000	760,266	771,670	783,245	794,993	806,918	819,022	831,307	843,777	856,434	869,280
TECHNOLOGY	1,246,097	1,322,101	1,617,924	1,617,924	1,617,924	1,617,924	1,617,924	1,617,924	1,617,924	1,617,924	1,617,924	1,617,924
FLEET	134,057	130,664	142,051	146,313	150,702	155,223	159,880	164,676	169,616	174,705	179,946	185,344
OTHER	25,331	27,625	48,150	49,113	50,095	51,097	52,119	53,161	54,225	55,309	56,415	57,544
CAPITAL OUTLAY	209,655	143,008	152,000	155,040	158,141	161,304	164,530	167,820	171,177	174,600	178,092	181,654
TRANSFERS	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL OPERATIONS &amp; MAINTENANCE</b>	<b>15,265,072</b>	<b>15,243,935</b>	<b>16,456,582</b>	<b>16,798,037</b>	<b>17,152,657</b>	<b>17,521,196</b>	<b>17,904,458</b>	<b>18,303,300</b>	<b>18,718,638</b>	<b>19,151,448</b>	<b>19,602,771</b>	<b>20,073,720</b>
<b>TOTAL EXPENSE</b>	<b>15,265,072</b>	<b>15,243,935</b>	<b>16,456,582</b>	<b>16,798,037</b>	<b>17,152,657</b>	<b>17,521,196</b>	<b>17,904,458</b>	<b>18,303,300</b>	<b>18,718,638</b>	<b>19,151,448</b>	<b>19,602,771</b>	<b>20,073,720</b>
<b>ENDING UNENCUMBERED FUND BAL.</b>	<b>\$ 3,110,312</b>	<b>\$ 4,959,368</b>	<b>\$ 5,690,529</b>	<b>\$ 6,333,656</b>	<b>\$ 6,879,387</b>	<b>\$ 7,317,661</b>	<b>\$ 7,637,671</b>	<b>\$ 7,827,811</b>	<b>\$ 7,875,620</b>	<b>\$ 7,767,723</b>	<b>\$ 7,489,762</b>	<b>\$ 7,026,333</b>

## Property Management - 1111 East Broad Street Fund

### 2013 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 2013 with an unencumbered cash balance of \$407,657. Revenue receipts from leases are projected at \$1,250,400 with \$731,288 generated from COWIC and \$519,112 from the Department of Technology. This is slightly more than in 2012, due to slight rent increases. Estimated available resources total \$1,756,577. Operational expenses in 2013 are projected to be \$1,414,983, leaving a projected available balance at year-end of \$341,594. No general fund transfer is likely to be needed in 2013.

<b>2013 1111 EAST BROAD STREET FUND BALANCE SUMMARY</b>		
Unencumbered Cash Balance (January 1, 2013)	\$	407,657
Plus Estimated 2013 Receipts		1,250,400
Plus Estimated 2013 General Fund Transfer		-
Plus Estimated Encumbrance Cancellations		98,520
Total Estimated Available Resources	\$	1,756,577
Less 2013 Recommended Operating Budget		(1,414,983)
Projected Available Balance (December 31, 2013)	<b>\$</b>	<b>341,594</b>

**Private Inspection Fund**

**2013 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 2013 are budgeted at \$2,353,060 and encumbrance cancellations of \$2,500 are expected. The fund is expected to end 2013 with an unencumbered cash balance of \$445,282.

<b>2013 PRIVATE INSPECTION FUND BALANCE SUMMARY</b>	
Unencumbered Cash Balance (January 1, 2013)	\$ 498,438
Plus Estimated 2013 Receipts	2,353,060
Plus Estimated Encumbrance Cancellations	<u>2,500</u>
Total Estimated Available Resources	\$ 2,853,998
Less 2013 Recommended Operating Budget	(2,408,716)
Projected Available Balance (December 31, 2013)	<u><b>\$ 445,282</b></u>

## Parking Meter Program Fund

### 2013 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 2013 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 2013 with a fund balance of \$704,537. Revenue for the fund is projected at \$1,903,844.

<b>2013 PARKING METER PROGRAM FUND BALANCE SUMMARY</b>		
Unencumbered Cash Balance (January 1, 2013)	\$	726,979
Plus Estimated 2013 Receipts		1,903,844
Plus Estimated Encumbrance Cancellations		-
Total Estimated Available Resources	\$	2,630,823
Less 2013 Recommended Operating Budget		(1,926,286)
Projected Available Balance (December 31, 2013)	<b>\$</b>	<b>704,537</b>

2013 Revenue Summary

PARKING METER PROGRAM FUND REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2010 - 2013				
REVENUE SUMMARY	2010 Actual	2011 Actual	2012 Estimated	2013 Proposed
Parking Meter Cards	\$ -	\$ -	\$ -	\$ -
Parking Fees	-	-	-	150,000
Parking Meter Collections	-	-	-	1,753,844
Encumbrance Cancellations	-	-	-	-
Unencumbered Cash Balance	-	-	-	726,979
<b>TOTAL RESOURCES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,630,823</b>

### **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 2014 and beyond are as follows:

- The projected annual revenue growth is one 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 1.5 percent growth in years 2014 – 2022. Insurance costs are projected to grow by nine percent annually in 2014 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 2022.

PARKING METER PROGRAM FUND PRO FORMA OPERATING STATEMENT												
REVENUE	Actual 2011	Estimated 2012	Proposed 2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Parking Meter Cards	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parking Fees	-	-	150,000	150,000	150,000	151,500	153,015	154,545	156,091	157,652	159,228	160,820
Parking Meter Collections	-	-	1,753,844	2,009,029	2,223,385	2,245,619	2,268,075	2,290,756	2,313,664	2,336,800	2,360,168	2,383,770
<b>TOTAL REVENUE</b>	-	-	<b>1,903,844</b>	<b>2,159,029</b>	<b>2,373,385</b>	<b>2,397,119</b>	<b>2,421,090</b>	<b>2,445,301</b>	<b>2,469,754</b>	<b>2,494,452</b>	<b>2,519,396</b>	<b>2,544,590</b>
Beginning Fund Balance	-	-	726,979	704,537	789,642	1,037,937	1,276,305	1,493,857	1,689,665	1,862,761	2,012,133	2,173,145
Encumbrance Cancellations	-	-	-	-	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000
<b>TOTAL RESOURCES</b>	-	-	<b>2,630,823</b>	<b>2,863,566</b>	<b>3,163,027</b>	<b>3,445,056</b>	<b>3,707,395</b>	<b>3,949,158</b>	<b>4,169,419</b>	<b>4,367,213</b>	<b>4,541,529</b>	<b>4,727,735</b>
<b>OPERATING EXPENSES</b>												
Personnel Services	-	-	255,909	259,748	263,644	267,599	271,612	275,687	279,822	284,019	288,280	292,604
Health Insurance	-	-	70,464	75,396	80,674	86,321	92,364	98,829	105,747	113,150	121,070	129,545
27th Pay Period	-	-	-	-	-	-	-	-	-	-	-	-
Supplies & Materials	-	-	98,480	100,450	102,459	104,508	106,598	108,730	110,904	113,123	113,123	115,385
Contractual Services	-	-	1,471,968	1,501,407	1,531,436	1,562,064	1,593,306	1,625,172	1,657,675	1,690,829	1,690,829	1,724,645
Pro Rata	-	-	-	97,156	106,802	107,870	108,949	110,039	111,139	112,250	113,373	114,507
Technology	-	-	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Fleet	-	-	15,100	15,402	15,710	16,024	16,345	16,672	17,005	17,345	17,345	17,692
311 Operations	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	14,365	14,365	14,365	14,365	14,365	14,365	14,365	14,365	14,365	14,365
Capital	-	-	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL OPERATING EXPENSES</b>	-	-	<b>1,926,286</b>	<b>2,073,924</b>	<b>2,125,090</b>	<b>2,168,752</b>	<b>2,213,539</b>	<b>2,259,493</b>	<b>2,306,658</b>	<b>2,355,081</b>	<b>2,368,384</b>	<b>2,418,743</b>
Ending Fund Balance	\$ -	\$ -	\$ 704,537	\$ 789,642	\$ 1,037,937	\$ 1,276,305	\$ 1,493,857	\$ 1,689,665	\$ 1,862,761	\$ 2,012,133	\$ 2,173,145	\$ 2,308,992

Special Revenue Funds

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**Internal Service Funds**

**Employee Benefits Fund**

**2013 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.

<b>2013 EMPLOYEE BENEFITS FUND BALANCE SUMMARY</b>		
Unencumbered Cash Balance (January 1, 2013)	\$	-
Plus Estimated 2013 Receipts		<u>3,514,300</u>
Total Estimated Available Resources	\$	3,514,300
Less 2013 Recommended Operating Budget		(3,514,300)
Projected Available Balance (December 31, 2013)	\$	<u><u>-</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

### 2013 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 2013 with a negative unencumbered cash balance of \$91,851, primarily due to low print shop revenues. The fund is expected to end 2013 with a negative unencumbered cash balance of \$91,837. Revenues and expenditures within the fund are expected to balance in 2013.

<b>2013 PRINT AND MAILROOM SERVICES FUND BALANCE SUMMARY</b>		
Unencumbered Cash Balance (January 1, 2013)	\$	(91,851)
Plus Estimated 2013 Print Services Receipts		368,163
Plus Estimated 2013 Mailroom Services Receipts		1,157,601
Plus Estimated Encumbrance Cancellations		14
Total Estimated Available Resources	\$	1,433,927
Less 2013 Recommended Operating Budget - Print		(368,163)
Less 2013 Recommended Operating Budget - Mailroom		(1,157,601)
Projected Available Balance (December 31, 2013)	<b>\$</b>	<b>(91,837)</b>

<b>PRINT/ COPY AND MAILROOM SERVICES</b> <b>REVENUE BY SOURCE AND YEAR</b> <b>HISTORICAL AND PROJECTED</b> <b>2010 - 2013</b>				
<b>REVENUE SUMMARY</b>	<b>2010</b> <b>Actual</b>	<b>2011</b> <b>Actual</b>	<b>2012</b> <b>Estimated</b>	<b>2013</b> <b>Proposed</b>
Resale Printing	\$ 30,934	\$ 39,740	\$ 44,701	\$ 77,127
Copy Services	52,208	68,580	76,560	120,840
Printing Services	69,749	85,422	100,797	170,196
Transfers/Refunds/Misc.	-	-	-	-
Unencumbered Cash Balance	(63,055)	(77,985)	7,805	(91,851)
Encumbrance Cancellations	215,240	615	14	14
Mailroom Services	950,464	1,095,802	1,006,881	1,157,601
<b>TOTAL RESOURCES</b>	<b>\$ 1,255,540</b>	<b>\$ 1,212,174</b>	<b>\$ 1,236,758</b>	<b>\$ 1,433,927</b>
PERCENT CHANGE		-3.45%	2.03%	15.94%

**Land Acquisition Fund**

**2013 Cash Balance Statement**

Revenues to the land acquisition fund are comprised of charges to other city divisions for land acquisition services. The 2013 revenue estimate is based on a projection of 2,470 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 2013 with an unencumbered cash balance of \$72,682.

<b>2013 LAND ACQUISITION FUND BALANCE SUMMARY</b>	
Unencumbered Cash Balance (January 1, 2013)	\$ 74,707
Plus Estimated 2013 Receipts	741,000
Plus Estimated Encumbrance Cancellations	-
Total Estimated Available Resources	\$ 815,707
Less 2013 Recommended Operating Budget	(743,025)
Projected Available Balance (December 31, 2013)	<u>\$ 72,682</u>

## Technology Services Fund

### 2013 Cash Balance Statement

The technology services fund is housed in the Department of Technology and is projected to begin the year with a \$643,481 unencumbered cash balance and end the year with \$793,481. 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.

2013 TECHNOLOGY SERVICES FUND BALANCE SUMMARY		
Unencumbered Cash Balance (January 1, 2013)	\$	643,481
Plus Estimated 2013 Receipts		33,279,452
Plus Estimated Encumbrance Cancellations		150,000
Total Estimated Available Resources	\$	34,072,933
Less 2013 Recommended Operating Budget		(33,279,452)
Projected Available Balance (December 31, 2013)	\$	<b>793,481</b>

### 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 a one and one half percent growth in years 2014-2022. Insurance costs are projected to grow by nine percent annually in 2013 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).

# Internal Service Funds

Information Services Division 2013 Pro Forma Operating Statement												
	Actual 2011	Estimated 2012	Proposed 2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
<b>REVENUES BY SOURCE</b>												
Other Fund-Direct Charge	\$ 3,961,229	\$ 4,042,070	\$ 4,410,443	\$ 4,498,652	\$ 4,566,132	\$ 4,634,624	\$ 4,704,143	\$ 4,774,705	\$ 4,846,326	\$ 4,919,021	\$ 4,992,806	\$ 5,067,698
Other Fund-Indirect Charge	8,680,347	11,775,414	13,134,381	13,397,069	13,598,025	13,801,995	14,009,025	14,219,160	14,432,448	14,648,934	14,868,668	15,091,698
General Fund-Direct Charge	1,461,647	654,306	2,336,307	2,383,033	2,418,779	2,455,060	2,491,886	2,529,265	2,567,203	2,605,712	2,644,797	2,684,469
General Fund-Indirect Charge	12,214,313	12,613,158	13,331,399	13,598,027	13,801,997	14,009,027	14,219,163	14,432,450	14,648,937	14,868,671	15,091,701	15,318,077
Outside Source Revenue	40,485	85,110	66,922	68,260	69,626	71,018	72,439	73,887	75,365	76,872	78,410	79,978
<b>Total Revenue</b>	<b>26,358,021</b>	<b>29,170,058</b>	<b>33,279,452</b>	<b>33,945,041</b>	<b>34,454,558</b>	<b>34,971,724</b>	<b>35,496,655</b>	<b>36,029,467</b>	<b>36,570,279</b>	<b>37,119,210</b>	<b>37,676,382</b>	<b>38,241,920</b>
<b>Encumbrance Cancellations</b>	<b>147,743</b>	<b>250,000</b>	<b>150,000</b>									
<b>Beginning Fund Balance</b>	<b>897,611</b>	<b>335,202</b>	<b>643,481</b>	<b>793,481</b>	<b>796,855</b>	<b>698,623</b>	<b>776,363</b>	<b>356,244</b>	<b>334,474</b>	<b>508,458</b>	<b>590,275</b>	<b>562,843</b>
<b>TOTAL RESOURCES</b>	<b>27,403,375</b>	<b>29,755,260</b>	<b>34,072,933</b>	<b>34,888,522</b>	<b>35,401,413</b>	<b>35,820,347</b>	<b>36,423,018</b>	<b>36,535,712</b>	<b>37,054,752</b>	<b>37,777,668</b>	<b>38,416,657</b>	<b>38,954,764</b>
<b>EXPENDITURES</b>												
<b>Operating- Admin &amp; ISD</b>												
Personnel Services	12,302,913	12,356,146	14,365,746	14,581,232	14,799,951	15,021,950	15,247,279	15,475,988	15,708,128	15,943,750	16,182,906	16,425,650
Health Insurance	1,920,456	1,972,269	2,522,478	2,699,051	2,887,985	3,090,144	3,306,454	3,537,906	3,785,559	4,050,548	4,334,087	4,637,473
Materials & Supplies	1,519,353	939,304	1,247,570	1,272,521	1,297,972	1,323,931	1,350,410	1,377,418	1,404,966	1,433,066	1,461,727	1,490,962
Software License Fees	616,684	408,516	598,480	614,938	631,849	649,225	667,079	685,423	704,272	723,640	743,540	763,987
Software Maintenance & Support	2,565,973	3,215,471	3,798,725	3,903,190	4,010,528	4,120,817	4,234,140	4,350,578	4,470,219	4,593,150	4,719,462	4,849,247
Equipment Maintenance & Support	1,122,428	1,314,303	1,408,534	1,447,269	1,487,069	1,527,963	1,569,982	1,613,156	1,657,518	1,703,100	1,749,935	1,798,058
Other Services	3,102,751	4,240,218	3,999,420	4,079,408	4,191,592	4,275,424	4,360,932	4,448,151	4,537,114	4,627,856	4,720,414	4,814,822
Capital and Other	143,643	239,507	171,000	174,420	177,908	181,467	185,096	188,798	192,574	196,425	200,354	204,361
<b>Total Operating Expenses</b>	<b>23,294,201</b>	<b>24,685,734</b>	<b>28,111,953</b>	<b>28,772,030</b>	<b>29,484,853</b>	<b>30,190,921</b>	<b>30,921,372</b>	<b>31,677,419</b>	<b>32,460,352</b>	<b>33,271,536</b>	<b>34,112,425</b>	<b>34,984,560</b>
Debt Service - Principal	3,034,723	3,690,700	4,290,700	4,385,700	4,286,410	3,989,750	4,333,320	3,754,999	3,329,289	3,179,289	3,016,432	2,717,865
Debt Service - Interest	739,249	735,345	876,799	933,937	931,527	863,314	812,082	768,820	756,654	736,568	724,957	645,988
<b>Total Debt Service Expenses</b>	<b>3,773,972</b>	<b>4,426,045</b>	<b>5,167,499</b>	<b>5,319,637</b>	<b>5,217,937</b>	<b>4,853,064</b>	<b>5,145,402</b>	<b>4,523,819</b>	<b>4,085,943</b>	<b>3,915,857</b>	<b>3,741,389</b>	<b>3,363,853</b>
<b>TOTAL EXPENSES</b>	<b>27,068,173</b>	<b>29,111,779</b>	<b>33,279,452</b>	<b>34,091,667</b>	<b>34,702,791</b>	<b>35,043,984</b>	<b>36,066,774</b>	<b>36,201,238</b>	<b>36,546,295</b>	<b>37,187,393</b>	<b>37,853,814</b>	<b>38,348,413</b>
<b>ENDING FUND BALANCE</b>	<b>\$ 335,202</b>	<b>\$ 643,481</b>	<b>\$ 793,481</b>	<b>\$ 796,855</b>	<b>\$ 698,623</b>	<b>\$ 776,363</b>	<b>\$ 356,244</b>	<b>\$ 334,474</b>	<b>\$ 508,458</b>	<b>\$ 590,275</b>	<b>\$ 562,843</b>	<b>\$ 606,351</b>
<b>Assumptions:</b>												
Expenditures increase 2.75% for software license fees and software/equipment maintenance and support;												
Revenues increase 2% in 2014; 1.5% through 2022; Other Source revenues increase 2% annually;												
Microsoft Enterprise License Agreement renewals and general fund computer replacements will be funded via non-operating funds.												

## Fleet Management Fund

### 2013 Cash Balance Statement

The Fleet Management Division recovers its costs by billing user agencies for services provided. The revenue includes rates of \$70 per hour for light vehicles and \$90 per hour for heavy vehicles, a 22 percent markup on parts, a 5 percent markup on commercial services and credit card fuel purchases, and a fuel overhead rate of \$.24 per gallon for bulk fuel.

The fleet management services fund is projected to end 2013 with a negative unencumbered cash balance of \$634,037. 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 2014 budget.

<b>2013 FLEET MANAGEMENT SERVICES FUND BALANCE SUMMARY</b>		
Unencumbered Cash Balance (January 1, 2013)	\$	(1,087,040)
Plus Estimated 2013 Receipts		34,602,458
Plus Estimated Encumbrance Cancellations		<u>500,000</u>
Total Estimated Available Resources	\$	34,015,418
Less 2013 Recommended Operating Budget		(34,649,455)
Projected Available Balance (December 31, 2013)	<b>\$</b>	<b><u>(634,037)</u></b>

## 2013 Revenue Summary

<b>FLEET MANAGEMENT REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2010 - 2013</b>				
<b>REVENUE SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Estimated</b>	<b>2013 Proposed</b>
Public Safety	\$ 13,004,686	\$ 15,754,264	\$ 16,550,200	\$ 16,298,318
Refuse Collection	6,168,016	7,059,779	7,074,849	7,103,747
Other General Fund	1,361,944	1,482,558	1,655,815	1,559,524
Other Funds	7,229,953	8,155,860	8,606,962	9,540,869
Refunds/Miscellaneous	111,091	117,303	100,000	100,000
Insurance Trust Fund Transfer	-	-	-	-
Unencumbered Cash Balance	(1,398,878)	(1,999,503)	(2,718,501)	(1,087,040)
Encumbrance Cancellations	1,094,165	468,067	593,088	500,000
<b>TOTAL RESOURCES</b>	<b>\$ 27,570,977</b>	<b>\$ 31,038,328</b>	<b>\$ 31,862,413</b>	<b>\$ 34,015,418</b>
PERCENT CHANGE		<b>12.58%</b>	<b>2.66%</b>	<b>6.76%</b>

## Revenue Notes:

- Revenues, excluding the unencumbered cash balance and encumbrance cancellations, will total \$34,602,458 in 2013, an increase of one point eight percent from the 2012 projection.

## **Fleet Management Services 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:

- Operations and maintenance expenses, excluding personnel costs, are inflated at two percent per year. Other expenditures are held flat, while capital expenditures grow by two percent each year. Personnel expenses assume 1.5 percent growth in years 2014 - 2022. Insurance costs are projected to grow by nine percent annually in 2014 and beyond; however, projections include offsets due to incremental increases in employee shares.
- Debt service principal and interest have been broken out separately. The debt service principal and interest payments represent reimbursement to the special income tax fund for the retirement of bonds issued for the following: the design of the city's second compressed natural gas fueling station and infrastructure improvements to all existing fuel stations.
- 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 3.5 percent increase in revenues in 2014 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												
	Actual	Estimated	Proposed									
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
<b>REVENUE SOURCE</b>				3.50%	1.50%	2.00%	2.00%	2.25%	1.75%	1.75%	1.75%	2.50%
<b>MAINTENANCE SERVICE CHARGES</b>												
Public Safety	\$ 15,754,264	\$ 16,550,200	\$ 16,298,318	\$ 16,868,759	\$ 17,121,791	\$ 17,464,226	\$ 17,813,511	\$ 18,214,315	\$ 18,533,065	\$ 18,857,394	\$ 19,187,398	\$ 19,667,083
Refuse Collection	7,059,779	7,074,849	7,103,747	7,352,378	7,462,664	7,611,917	7,764,155	7,938,849	8,077,779	8,219,140	8,362,975	8,572,049
Other General Fund Divisions	1,482,558	1,655,815	1,559,524	1,614,107	1,638,319	1,671,085	1,704,507	1,742,858	1,773,358	1,804,392	1,835,969	1,881,868
Other Funds	8,155,860	8,606,962	9,540,869	9,874,799	10,022,921	10,223,380	10,427,847	10,662,474	10,849,067	11,038,926	11,232,107	11,512,910
State Highway Fuel Tax Refund	-	-	-	-	-	-	-	-	-	-	-	-
Miscellaneous Revenues	117,303	100,000	100,000	103,000	106,090	109,273	112,551	115,927	119,405	122,987	126,677	129,844
Insurance Refund	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL REVENUE</b>	<b>32,569,764</b>	<b>33,987,826</b>	<b>34,602,458</b>	<b>35,813,044</b>	<b>36,351,785</b>	<b>37,079,881</b>	<b>37,822,572</b>	<b>38,674,424</b>	<b>39,352,675</b>	<b>40,042,840</b>	<b>40,745,127</b>	<b>41,763,755</b>
Beginning Fund Balance	(1,999,503)	(2,718,501)	(1,087,040)	(634,037)	86,070	99,980	70,674	47,236	80,491	21,338	60,566	24,426
Encumbrance Cancellations	468,067	593,088	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,001
<b>TOTAL RESOURCES</b>	<b>31,038,328</b>	<b>31,862,413</b>	<b>34,015,418</b>	<b>35,679,007</b>	<b>36,937,855</b>	<b>37,679,861</b>	<b>38,393,246</b>	<b>39,221,660</b>	<b>39,933,167</b>	<b>40,564,178</b>	<b>41,305,693</b>	<b>42,288,182</b>
<b>EXPENDITURES</b>												
<b>Operations and Maintenance</b>												
Personnel Services	7,803,125	7,716,032	8,228,401	8,351,827	8,477,104	8,604,261	8,733,325	8,864,325	8,997,290	9,132,249	9,269,233	9,408,271
Health Insurance	1,792,964	1,846,270	2,060,412	2,204,641	2,358,966	2,524,093	2,700,780	2,889,834	3,092,123	3,308,571	3,540,171	3,787,983
Materials & Supplies	17,221,705	16,906,586	16,907,451	17,245,600	17,590,512	17,942,322	18,301,169	18,667,192	19,040,536	19,421,347	19,809,774	20,205,969
Services	3,686,288	3,427,954	3,915,192	3,993,496	4,073,366	4,154,833	4,237,930	4,322,688	4,409,142	4,497,325	4,587,271	4,679,017
Other Disbursements	2,649	4,048	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000
Capital	6,659	-	50,000	51,000	52,020	53,060	54,122	55,204	56,308	57,434	58,583	59,755
27th Pay Period	-	-	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Operations &amp; Maintenance</b>	<b>30,513,390</b>	<b>29,900,890</b>	<b>31,170,456</b>	<b>31,855,564</b>	<b>32,560,968</b>	<b>33,287,570</b>	<b>34,036,325</b>	<b>34,808,244</b>	<b>35,604,399</b>	<b>36,425,926</b>	<b>37,274,032</b>	<b>38,149,995</b>
Director's Office	745,888	672,280	680,227	690,430	700,787	711,299	721,968	732,798	743,790	754,946	766,271	777,765
<b>Debt Service</b>												
Principal	1,455,800	1,585,300	1,810,300	1,915,300	2,475,300	2,551,250	2,566,250	2,645,000	2,667,000	2,505,000	2,495,000	2,575,000
Interest	1,041,750	790,984	988,472	1,131,643	1,100,820	1,059,068	1,021,467	955,127	896,640	817,739	745,964	739,964
<b>Total Debt Service</b>	<b>2,497,550</b>	<b>2,376,284</b>	<b>2,798,772</b>	<b>3,046,943</b>	<b>3,576,120</b>	<b>3,610,318</b>	<b>3,587,717</b>	<b>3,600,127</b>	<b>3,563,640</b>	<b>3,322,739</b>	<b>3,240,964</b>	<b>3,314,964</b>
<b>TOTAL EXPENSES</b>	<b>33,756,828</b>	<b>32,949,454</b>	<b>34,649,455</b>	<b>35,592,937</b>	<b>36,837,875</b>	<b>37,609,187</b>	<b>38,346,010</b>	<b>39,141,168</b>	<b>39,911,828</b>	<b>40,503,612</b>	<b>41,281,267</b>	<b>42,242,724</b>
<b>ENDING FUND BALANCE</b>	<b>\$ (2,718,501)</b>	<b>\$ (1,087,040)</b>	<b>\$ (634,037)</b>	<b>\$ 86,070</b>	<b>\$ 99,980</b>	<b>\$ 70,674</b>	<b>\$ 47,236</b>	<b>\$ 80,491</b>	<b>\$ 21,338</b>	<b>\$ 60,566</b>	<b>\$ 24,426</b>	<b>\$ 45,458</b>

## Construction Inspection Fund

### 2013 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 2013 are budgeted at \$9,418,258 and encumbrance cancellations of \$10,000 are expected. The fund is expected to end 2013 with an unencumbered cash balance of \$1,582,891.

<b>2013 CONSTRUCTION INSPECTION FUND BALANCE SUMMARY</b>	
Unencumbered Cash Balance (January 1, 2013)	\$ 812,756
Plus Estimated 2013 Receipts	9,418,258
Plus Estimated Encumbrance Cancellations	<u>10,000</u>
Total Estimated Available Resources	\$10,241,014
Less 2013 Recommended Operating Budget	(8,658,123)
Projected Available Balance (December 31, 2013)	<u><b>\$ 1,582,891</b></u>

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## Enterprise Funds

### Sewerage and Drainage Operating Fund

#### 2013 Cash Balance Statement

The projected beginning year 2013 cash balance is \$161.2 million, which includes \$66.5 million in a reserve fund.

2013 SEWERAGE AND DRAINAGE OPERATING FUND BALANCE SUMMARY		
Cash Balance (January 1, 2013)	\$	161,158,908
Plus Estimated 2013 Receipts		239,655,625
Plus Estimated Encumbrance Cancellations		4,000,000
Total Estimated Available Resources	\$	404,814,533
Less 2013 Recommended Operating Budget (Sewers/Drains)		(236,099,013)
Less 2013 Recommended Operating Budget (Administration)		(5,848,368)
Projected Available Balance (December 31, 2013)	\$	<u><u>162,867,152</u></u>
Note: Cash balance at January 1, 2013 does not include "bond debt service" reserve fund balance of \$10 million.		

#### 2013 Revenue Summary

User fees completely 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 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. This document is updated annually to reflect current appropriation levels and adjusted for actual revenues and expenditures.

**2013 Revenue Summary**

SEWERAGE AND DRAINAGE REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2010 - 2013				
REVENUE SUMMARY	2010 Actual	2011 Actual	2012 Estimated	2013 Proposed
Service Charges:				
Sewer Sales	\$ 181,154,799	\$ 184,840,574	\$ 191,159,553	\$ 192,902,864
Wet Weather Charges	26,848,511	29,117,261	29,534,092	30,138,054
System Capacity Charges	4,061,321	4,326,943	4,272,824	4,315,552
Investment Income	2,645,658	1,614,814	1,127,267	1,138,540
Storm Maintenance Reimbursement	7,007,270	7,794,381	7,774,609	8,007,847
Other*	3,750,902	4,629,293	4,863,652	7,152,768
Beginning Year Cash Balance	132,638,479	152,746,467	165,836,240	161,158,908
<b>TOTAL RESOURCES</b>	<b>\$ 358,106,940</b>	<b>\$ 385,069,733</b>	<b>\$ 404,568,237</b>	<b>\$ 404,814,533</b>
<b>PERCENT CHANGE</b>		<b>7.53%</b>	<b>5.06%</b>	<b>0.06%</b>

\*Includes debt refinancing premiums in 2010-2012.

## Revenue Notes:

- The Sewer and Water Advisory Board recommended a one percent increase in revenues in 2013. With this increase, revenues, excluding the beginning balance and encumbrance cancellations, will total \$239.6 million in 2013.
- System capacity fees are assumed to grow by one percent. Growth of this fee has declined steadily over the last decade, as it is based on growth of the sanitary sewer system, which has also slowed in recent years.
- Due to the volatility of the market, the interest income projection is very conservative and reflects a growth rate of one percent over that of 2012. 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 2013. This transfer of funds from the storm sewer fund to the sanitary sewer fund is made to pay for shared resources.
- The low income discount is continued in 2013 on the commodity portion of the sanitary sewer bill to provide financial relief to qualified customers.

## **Sewer 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 2011 through 2022, 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 one percent more revenue in 2013.
- Sanitary sales growth is projected at one-half percent in 2013 and 2014 and at 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 2013 and beyond include the required annual allotment to the EPA-mandated capital replacement fund.
- The 2013 operations and maintenance budget includes \$10.5 million to pay pro rata (payment to the general fund for services provided to the Utility Divisions by general fund agencies).
- In 2013, new debt will be issued in the form of general obligation bonds to fund various sanitary and wet-weather sewer projects related to the federally mandated projects.
- Debt service for payment of Ohio Water Development Authority (OWDA) low-interest loans has been included within 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 2013, \$5.8 million is allocated in this fund for this purpose.

## SANITARY SEWER ENTERPRISE FUND

Pro Forma Operating Statement  
For Years 2011 – 2022 (000's omitted)

	<i>Actual</i> <b>2011</b>	<i>Projection</i> <b>2012</b>	<i>Budget</i> <b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Beginning Cash Balance</b>	<b>152,746</b>	<b>165,836</b>	<b>161,159</b>	<b>162,867</b>	<b>170,758</b>	<b>163,386</b>	<b>160,138</b>	<b>132,363</b>	<b>110,601</b>	<b>97,739</b>	<b>86,591</b>	<b>76,950</b>
<b>Utility Revenues</b>												
Sewer Sales	184,841	191,160	192,115	194,800	204,449	214,582	229,470	245,404	260,024	270,365	281,120	289,515
Sewer Sales Increase	-	-	788	6,493	6,815	10,729	11,474	10,225	6,501	6,759	4,685	4,825
Wet Weather	29,117	29,534	29,892	30,503	31,881	33,297	35,313	37,426	39,369	40,793	42,283	43,484
Wet Weather Increase	-	-	246	996	1,017	1,594	1,665	1,471	936	984	680	705
Interest Income	1,615	1,127	1,139	1,150	1,161	1,173	1,185	1,197	1,209	1,221	1,233	1,245
System Capacity Charge	4,327	4,273	4,316	4,359	4,402	4,446	4,491	4,536	4,581	4,627	4,673	4,720
Other	2,874	3,107	3,153	3,209	3,267	3,326	3,386	3,384	3,416	3,485	3,554	3,625
Reimbursement from Stormwater Fund	7,794	7,775	8,008	8,248	8,496	8,750	9,013	9,283	9,562	9,849	10,144	10,448
Transfer	-	-	-	-	-	-	-	-	-	-	-	-
Debt Refinancing	1,755	1,757	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b><u>232,323</u></b>	<b><u>238,732</u></b>	<b><u>239,656</u></b>	<b><u>249,759</u></b>	<b><u>261,489</u></b>	<b><u>277,898</u></b>	<b><u>295,996</u></b>	<b><u>312,927</u></b>	<b><u>325,598</u></b>	<b><u>338,082</u></b>	<b><u>348,373</u></b>	<b><u>358,567</u></b>
Projected Encumbrance Cancellations	-	-	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
<b>Total Resources</b>	<b><u>385,070</u></b>	<b><u>404,568</u></b>	<b><u>404,815</u></b>	<b><u>416,626</u></b>	<b><u>436,246</u></b>	<b><u>445,283</u></b>	<b><u>460,135</u></b>	<b><u>449,289</u></b>	<b><u>440,198</u></b>	<b><u>439,821</u></b>	<b><u>438,964</u></b>	<b><u>439,517</u></b>
<b>Utility Expense</b>												
<b>Operations &amp; Maintenance</b>												
Personnel Services	34,693	35,666	37,643	38,772	39,935	41,133	42,367	43,638	44,947	46,296	47,685	49,115
27th Pay Period	-	-	-	-	-	-	-	-	-	1,781	-	-
Health Insurance	7,089	7,440	8,560	9,159	9,800	10,486	11,220	12,006	12,846	13,745	14,708	15,737
Supplies & Materials	6,429	7,796	7,230	7,374	7,522	7,672	7,826	7,982	8,142	8,305	8,471	8,640
Pro Rata	10,332	10,530	10,530	10,863	11,380	12,107	12,910	13,662	14,222	14,771	15,220	15,665
Contractual Services	33,245	39,369	40,748	41,970	43,229	44,526	45,862	47,238	48,655	50,115	51,618	53,167
Other	2,126	10,350	302	308	314	320	327	333	340	347	353	361
Department of Public Utilities Allocation	4,205	4,568	5,848	5,965	6,085	6,206	6,330	6,457	6,586	6,718	6,852	6,989
<b>Total Operations &amp; Maintenance</b>	<b><u>99,518</u></b>	<b><u>119,219</u></b>	<b><u>114,183</u></b>	<b><u>117,801</u></b>	<b><u>121,722</u></b>	<b><u>125,978</u></b>	<b><u>130,439</u></b>	<b><u>134,986</u></b>	<b><u>139,480</u></b>	<b><u>145,893</u></b>	<b><u>148,801</u></b>	<b><u>153,646</u></b>
<b>Debt Service</b>												
Revenue Bond	18,482	19,032	19,949	19,949	19,949	19,949	19,949	19,949	19,949	19,949	19,949	19,949
General Obligation	35,242	37,245	39,170	40,949	38,501	37,395	36,025	34,993	31,425	29,399	28,513	27,584
OWPCLF/OWDA Debt- Non Wet Weather	65,991	67,791	68,526	66,113	86,960	88,944	88,271	85,820	83,369	83,379	82,654	77,281
Proposed New Debt	-	-	-	942	5,618	12,773	52,987	62,907	68,237	74,611	82,098	88,318
Assessments	-	123	119	115	111	106	102	34	-	-	-	-
<b>Total Debt Service</b>	<b><u>119,716</u></b>	<b><u>124,191</u></b>	<b><u>127,764</u></b>	<b><u>128,067</u></b>	<b><u>151,138</u></b>	<b><u>159,167</u></b>	<b><u>197,333</u></b>	<b><u>203,703</u></b>	<b><u>202,979</u></b>	<b><u>207,337</u></b>	<b><u>213,214</u></b>	<b><u>213,133</u></b>
<b>Total Expense</b>	<b><u>219,233</u></b>	<b><u>243,409</u></b>	<b><u>241,947</u></b>	<b><u>245,869</u></b>	<b><u>272,860</u></b>	<b><u>285,145</u></b>	<b><u>327,772</u></b>	<b><u>338,688</u></b>	<b><u>342,460</u></b>	<b><u>353,230</u></b>	<b><u>362,014</u></b>	<b><u>366,779</u></b>
<b>Ending Fund Balance</b>	<b>165,836</b>	<b>161,159</b>	<b>162,867</b>	<b>170,758</b>	<b>163,386</b>	<b>160,138</b>	<b>132,363</b>	<b>110,601</b>	<b>97,739</b>	<b>86,591</b>	<b>76,950</b>	<b>72,738</b>
<b>Projected Revenue Increase</b>	<b>6.00%</b>	<b>3.00%</b>	<b>1.00%</b>	<b>4.00%</b>	<b>4.00%</b>	<b>6.00%</b>	<b>6.00%</b>	<b>5.00%</b>	<b>3.00%</b>	<b>3.00%</b>	<b>2.00%</b>	<b>2.00%</b>

## Electricity Enterprise Fund

### 2013 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 2013, there is a projected cash balance of over \$7.4 million, which reflects the combined balances of the reserve and operating funds.

<b>2013 ELECTRICITY ENTERPRISE FUND BALANCE SUMMARY</b>	
Cash Balance (January 1, 2013)	\$ 7,376,089
Plus Estimated 2013 Receipts	87,590,762
Plus Estimated Encumbrance Cancellations	<u>300,000</u>
Total Estimated Available Resources	\$ 95,266,851
Less 2013 Recommended Operating Budget (Electricity)	(86,749,239)
Less 2013 Recommended Operating Budget (Administration)	(820,134)
Projected Available Balance (December 31, 2013)	<u><u>\$ 7,697,478</u></u>

### 2013 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 investments.

## 2013 Revenue Summary

ELECTRICITY ENTERPRISE FUND REVENUE BY SOURCE AND YEAR HISTORICAL AND PROJECTED 2010 - 2013				
REVENUE SUMMARY	2010 Actual	2011 Actual	2012 Estimated	2013 Proposed
Charges for Electric Service	\$ 82,177,901	\$ 86,479,846	\$ 86,295,174	\$ 84,334,668
Investment Income	64,249	56,802	74,583	60,000
Other Revenue*	3,604,537	3,038,619	2,900,512	3,173,299
Street Light Assessments	492,174	433,704	416,255	322,795
Beginning Year Cash Balance	4,373,873	2,869,936	6,688,473	7,376,089
<b>TOTAL RESOURCES</b>	<b>\$ 90,712,734</b>	<b>\$ 92,878,907</b>	<b>\$ 96,374,997</b>	<b>\$ 95,266,851</b>
<b>PERCENT CHANGE</b>		<b>2.39%</b>	<b>3.76%</b>	<b>-1.15%</b>

\*Includes debt refinancing premiums in 2011-2012.

\*Includes encumbrance cancellations in 2013.

### Revenue Notes:

- Revenues, excluding the beginning year cash balance and encumbrance cancellations, are expected to be \$87.6 million in 2013.
- 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 2013. In 2013 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 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 2011 through 2022. 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 electrical power. In 2013, \$60 million is budgeted for this wholesale power, which in turn, is sold to the division's customers. Purchase power costs are projected to decrease or remain stable each year until 2017 when the purchase price is expected to increase five percent each year thereafter.
- The 2013 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 2013, \$820,134 is allocated in this fund for this purpose.

Enterprise Funds

**ELECTRICITY ENTERPRISE FUND  
Pro Forma Operating Statement  
For Years 2011 – 2022 (000's omitted)**

	<i>Actual</i>	<i>Projection</i>	<i>Budget</i>									
	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Beginning Cash Balance</b>	<b>2,870</b>	<b>6,688</b>	<b>7,376</b>	<b>7,697</b>	<b>7,391</b>	<b>6,441</b>	<b>6,292</b>	<b>6,766</b>	<b>6,285</b>	<b>5,895</b>	<b>5,626</b>	<b>5,386</b>
<b>Utility Revenues</b>												
<b>Electricity Sales</b>												
Residential	6,845	6,332	6,332	6,332	6,332	6,332	6,332	6,332	6,332	6,332	6,332	6,332
Commercial	67,289	65,313	65,330	65,348	65,366	65,385	65,404	65,424	65,445	65,466	65,488	65,510
Kilowatt Hour Tax Reduction	-1,583	-1,529	-1,493	-1,496	-1,500	-1,503	-1,507	-1,510	-1,514	-1,518	-1,522	-1,526
PCRA	13,929	16,179	14,165	9,437	8,323	8,931	12,999	15,220	18,603	23,155	26,884	30,800
<b>Total Electric Sales</b>	<b>86,480</b>	<b>86,295</b>	<b>84,335</b>	<b>79,621</b>	<b>78,522</b>	<b>79,145</b>	<b>83,229</b>	<b>85,467</b>	<b>88,866</b>	<b>93,435</b>	<b>97,182</b>	<b>101,116</b>
Other Revenues	3,418	3,262	3,196	3,272	3,342	3,313	3,388	3,350	3,452	3,550	3,659	3,771
<b>Total Revenue</b>	<b>90,009</b>	<b>89,687</b>	<b>87,591</b>	<b>82,893</b>	<b>81,865</b>	<b>82,458</b>	<b>86,617</b>	<b>88,817</b>	<b>92,319</b>	<b>96,985</b>	<b>100,841</b>	<b>104,887</b>
Projected Encumbrance Cancellations	-	-	300	300	300	300	300	300	300	300	300	300
<b>Total Resources</b>	<b>92,879</b>	<b>96,375</b>	<b>95,267</b>	<b>90,890</b>	<b>89,556</b>	<b>89,199</b>	<b>93,209</b>	<b>95,883</b>	<b>98,903</b>	<b>103,180</b>	<b>106,766</b>	<b>110,573</b>
<b>Utility Expense</b>												
<b>Operations &amp; Maintenance</b>												
Personnel Services	6,783	6,609	8,391	8,864	9,352	9,855	10,373	10,684	11,004	11,334	11,674	12,025
27th Pay Period	-	-	-	-	-	-	-	-	-	436	-	-
Health Insurance	1,145	1,146	1,581	1,739	1,909	2,091	2,285	2,445	2,616	2,799	2,995	3,205
Purchase Power	62,789	64,278	60,000	55,561	54,555	55,088	57,843	60,735	63,771	66,960	70,308	73,823
Supplies & Materials	696	837	1,332	1,358	1,386	1,413	1,441	1,470	1,500	1,530	1,560	1,592
Pro Rata	4,034	4,207	4,000	3,716	3,671	3,703	3,891	3,996	4,154	4,364	4,538	4,720
Services	4,312	5,090	5,400	5,865	5,982	6,102	6,224	6,348	6,475	6,605	6,737	6,872
Other Disbursements	127	33	151	151	151	151	151	151	151	151	151	151
Capital Equipment	474	1,522	1,800	1,836	1,873	1,910	1,948	1,987	2,027	2,068	2,109	2,151
Department of Public Utilities Allocation	533	615	820	837	853	870	888	905	924	942	961	980
<b>Total Operations &amp; Maintenance</b>	<b>80,893</b>	<b>84,337</b>	<b>83,474</b>	<b>79,928</b>	<b>79,732</b>	<b>81,183</b>	<b>85,044</b>	<b>88,722</b>	<b>92,623</b>	<b>97,189</b>	<b>101,034</b>	<b>105,518</b>
<b>Debt Service</b>												
Distribution G.O. Debt	3,315	2,988	2,672	2,235	2,114	856	834	666	290	280	265	255
Street Lighting G.O. debt	1,541	1,261	1,101	1,026	979	699	419	201	88	85	82	79
Street Light Assessments	441	413	323	311	290	167	146	9	8	-	-	-
New Distribution Debt Service	-	-	-	-	-	-	-	-	-	-	-	-
New Street Lighting Debt Service	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Debt Service</b>	<b>5,297</b>	<b>4,662</b>	<b>4,095</b>	<b>3,571</b>	<b>3,383</b>	<b>1,723</b>	<b>1,399</b>	<b>876</b>	<b>386</b>	<b>365</b>	<b>347</b>	<b>333</b>
<b>Total Expense</b>	<b>86,190</b>	<b>88,999</b>	<b>87,569</b>	<b>83,499</b>	<b>83,116</b>	<b>82,906</b>	<b>86,443</b>	<b>89,598</b>	<b>93,008</b>	<b>97,554</b>	<b>101,380</b>	<b>105,852</b>
<b>Ending Fund Balance</b>	<b>6,688</b>	<b>7,376</b>	<b>7,697</b>	<b>7,391</b>	<b>6,441</b>	<b>6,292</b>	<b>6,766</b>	<b>6,285</b>	<b>5,895</b>	<b>5,626</b>	<b>5,386</b>	<b>4,721</b>
<b>Projected Revenue Increase</b>												
<b>Increase in PCRA (Actual &amp; Projected)</b>												
PCRA (%)	20.00%	22.58%	19.77%	13.17%	11.61%	12.45%	18.12%	21.21%	25.92%	32.25%	37.43%	42.87%

## Water Operating Fund

### 2013 Cash Balance Statement

The projected beginning year 2013 cash balance is \$57.3 million, which includes \$38.8 million in a reserve fund.

<b>2013 WATER OPERATING FUND BALANCE SUMMARY</b>		
Cash Balance (January 1, 2013)	\$	57,316,573
Plus Estimated 2013 Receipts		179,564,816
Plus Estimated Encumbrance Cancellations		<u>4,500,000</u>
Total Estimated Available Resources	\$	241,381,389
Less 2013 Recommended Operating Budget (Water)		(179,162,558)
Less 2013 Recommended Operating Budget (Administration)		(5,216,482)
Projected Available Balance (December 31, 2013)	<b>\$</b>	<b><u>57,002,349</u></b>

### 2013 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. This document is updated annually to reflect current appropriation levels and adjusted for actual revenues and expenditures.

2013 Revenue Summary

<b>WATER OPERATING FUND</b> <b>REVENUE BY SOURCE AND YEAR</b> <b>HISTORICAL AND PROJECTED</b> <b>2010 - 2013</b>				
<b>REVENUE SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Estimated</b>	<b>2013 Proposed</b>
Water Sales	\$ 135,745,830	\$ 142,640,540	\$ 155,457,668	\$ 161,442,788
Water Penalty Fees	1,772,802	1,862,358	1,995,034	2,014,984
System Capacity Charges	2,821,000	3,372,935	3,639,847	3,676,245
Sewer Billings	5,648,001	6,948,770	6,939,690	7,147,881
Meter Service Fee	389,160	570,974	509,113	514,204
Investment Income	1,026,337	1,004,973	879,472	888,267
Other Revenue*	14,638,736	8,723,304	7,463,481	8,380,446
Beginning Year Cash Balance	31,298,309	45,368,275	53,589,873	57,316,573
<b>TOTAL RESOURCES</b>	<b>\$ 193,340,175</b>	<b>\$ 210,492,129</b>	<b>\$ 230,474,178</b>	<b>\$ 241,381,388</b>
<b>PERCENT CHANGE</b>		<b>8.87%</b>	<b>9.49%</b>	<b>4.73%</b>

\*Includes debt refinancing premiums in 2010-2012.

## Revenue Notes:

- The Sewer and Water Advisory Board recommended a four percent increase in revenues in 2013, largely funded by rate increases to the various customer classes. With this increase, revenues, excluding the beginning balance and encumbrance cancellations, will total \$179.6 million in 2013.
- Sewer billing charges are projected to total \$7.1 million in 2013. These charges reflect the Sewer Division's portion of the cost of operating the billing system in 2013.
- System capacity fees are assumed to grow by one percent. Growth of this fee has declined steadily over the last decade, as it is based on growth of the water system, which has also slowed in recent years.
- The low income discount is continued in 2013 on the commodity portion of the water bill to provide financial relief to qualified customers.
- Due to the volatility of the market, the interest income projection is very conservative and reflects a growth rate of one percent over that of 2012. 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 Pro Forma Operating Statement

A pro forma operating statement from 2011 through 2022 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 rate increases to produce four percent more revenue in 2013.
- Water sales growth is projected at one-half percent in 2013 and 2014 and at 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 2013 is \$8.3 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 2013, \$5.2 million is allocated in this fund for this purpose.

**WATER ENTERPRISE FUND**  
**Pro Forma Operating Statement**  
**For Years 2011 – 2022 (000's omitted)**

	<i>Actual</i>	<i>Projection</i>	<i>Budget</i>									
	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Beginning Cash Balance</b>	<b>45,368</b>	<b>53,590</b>	<b>57,317</b>	<b>57,002</b>	<b>49,361</b>	<b>45,612</b>	<b>40,321</b>	<b>40,214</b>	<b>41,755</b>	<b>44,542</b>	<b>46,683</b>	<b>48,660</b>
<b>Utility Revenues</b>												
Water Sales	142,641	155,458	156,235	163,297	173,176	185,402	196,619	204,543	210,720	214,956	219,276	223,684
Water Sales Increase	-	-	5,208	6,804	8,659	7,725	4,915	3,409	1,756	1,791	1,827	1,864
Interest Income	1,005	879	888	897	906	915	924	934	943	952	962	971
System Capacity Charges	3,373	3,640	3,676	3,713	3,750	3,788	3,826	3,864	3,902	3,941	3,981	4,021
Sewer Billing Charges	6,949	6,940	7,148	7,362	7,583	7,811	8,045	8,286	8,535	8,791	9,055	9,326
Penalties	1,862	1,995	2,015	2,035	2,055	2,076	2,097	2,118	2,139	2,160	2,182	2,204
Meter Service Fees	571	509	514	519	525	530	535	540	546	551	557	562
Other	5,090	3,842	3,880	3,919	3,958	3,998	4,038	4,078	4,119	4,160	4,202	4,244
Debt Refinancing	3,633	3,621	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>165,124</b>	<b>176,884</b>	<b>179,565</b>	<b>188,547</b>	<b>200,613</b>	<b>212,245</b>	<b>221,000</b>	<b>227,772</b>	<b>232,661</b>	<b>237,304</b>	<b>242,042</b>	<b>246,876</b>
Projected Encumbrance Cancellations	-	-	4,500	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
<b>Total Resources</b>	<b>210,492</b>	<b>230,474</b>	<b>241,381</b>	<b>245,549</b>	<b>249,974</b>	<b>257,857</b>	<b>261,321</b>	<b>267,987</b>	<b>274,415</b>	<b>281,846</b>	<b>288,724</b>	<b>295,536</b>
<b>Utility Expense</b>												
<b>Operations &amp; Maintenance</b>												
Personnel Services	37,197	37,221	39,159	40,334	41,544	42,790	44,074	45,396	46,758	48,161	49,606	51,094
27th Pay Period	-	-	-	-	-	-	-	-	-	1,852	-	-
Health Insurance	7,616	7,958	9,067	9,702	10,381	11,108	11,885	12,717	13,608	14,560	15,579	16,670
Supplies & Materials	18,381	23,344	22,685	23,325	23,984	24,661	25,358	26,075	26,812	27,571	28,352	29,155
Pro Rata	7,178	7,698	8,336	8,485	9,028	9,551	9,945	10,250	10,470	10,679	10,892	11,109
Contractual Services	22,422	24,705	25,052	25,553	26,064	26,585	27,117	27,660	28,213	28,777	29,353	29,940
Other	1,381	945	163	166	169	173	176	180	183	187	191	195
Equipment	760	1,392	1,557	1,588	1,619	1,652	1,685	1,719	1,753	1,788	1,824	1,860
Department of Public Utilities Allocation	3,495	3,863	5,216	5,321	5,427	5,536	5,646	5,759	5,875	5,992	6,112	6,234
<b>Total Operations &amp; Maintenance</b>	<b>98,430</b>	<b>107,127</b>	<b>111,236</b>	<b>114,474</b>	<b>118,217</b>	<b>122,056</b>	<b>125,887</b>	<b>129,755</b>	<b>133,671</b>	<b>137,715</b>	<b>141,907</b>	<b>146,256</b>
<b>Debt Service</b>												
Revenue Bond												
General Obligation	58,472	66,031	73,143	80,745	76,504	74,530	69,921	65,219	58,990	56,196	52,423	47,862
Debt Refinancing	-	-	-	-	-	-	-	-	-	-	-	-
Proposed New Debt	-	-	-	970	9,642	20,950	25,298	31,258	37,212	41,253	45,735	49,297
<b>Total Debt Service</b>	<b>58,472</b>	<b>66,031</b>	<b>73,143</b>	<b>81,715</b>	<b>86,146</b>	<b>95,479</b>	<b>95,219</b>	<b>96,477</b>	<b>96,202</b>	<b>97,448</b>	<b>98,157</b>	<b>97,159</b>
<b>Total Expense</b>	<b>156,902</b>	<b>173,158</b>	<b>184,379</b>	<b>196,188</b>	<b>204,362</b>	<b>217,536</b>	<b>221,106</b>	<b>226,232</b>	<b>229,873</b>	<b>235,163</b>	<b>240,065</b>	<b>243,415</b>
<b>Ending Fund Balance</b>	<b>53,590</b>	<b>57,317</b>	<b>57,002</b>	<b>49,361</b>	<b>45,612</b>	<b>40,321</b>	<b>40,214</b>	<b>41,755</b>	<b>44,542</b>	<b>46,683</b>	<b>48,660</b>	<b>52,121</b>
<b>Projected Revenue Increase</b>	<b>7.50%</b>	<b>8.00%</b>	<b>4.00%</b>	<b>5.00%</b>	<b>6.00%</b>	<b>5.00%</b>	<b>3.00%</b>	<b>2.00%</b>	<b>1.00%</b>	<b>1.00%</b>	<b>1.00%</b>	<b>1.00%</b>

## Storm Sewer Maintenance Fund

### 2013 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 2013 beginning year cash balance of \$17.3 million is projected for this fund. This includes a \$9 million reserve balance.

<b>2013 STORM SEWER MAINTENANCE FUND BALANCE SUMMARY</b>		
Unencumbered Cash Balance (January 1, 2013)	\$	17,281,252
Plus Estimated 2013 Receipts		37,259,751
Plus Estimated Encumbrance Cancellations		200,000
Total Estimated Available Resources	\$	54,741,003
Less 2013 Recommended Operating Budget		(37,628,325)
Less 2013 Recommended Operating Budget (Administration)		(1,559,545)
Projected Available Balance (December 31, 2013)	\$	<b>15,553,133</b>

### 2013 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 this fee as it was determined that sufficient revenues were being generated using the current rate structure. In 2012, the Sewer and Water Advisory Board recommended a two percent decrease and for 2013 the Sewer and Water Advisory Board has again recommended no increase.

## 2013 Revenue Summary

STORM SEWER MAINTENANCE FUND				
REVENUE BY SOURCE AND YEAR				
HISTORICAL AND PROJECTED				
2010 - 2013				
REVENUE SUMMARY	2010 Actual	2011 Actual	2012 Estimated	2013 Proposed
Storm Maintenance Fees	\$ 36,184,609	\$ 36,734,351	\$ 36,322,573	\$ 36,653,538
Investment Earnings	299,249	212,251	151,213	155,749
Other Revenues *	674,254	1,180,041	1,177,658	650,464
Beginning Year Cash Balance	10,017,172	14,589,534	17,198,169	17,281,252
<b>TOTAL RESOURCES</b>	<b>\$ 47,175,284</b>	<b>\$ 52,716,177</b>	<b>\$ 54,849,613</b>	<b>\$ 54,741,003</b>
<b>PERCENT CHANGE</b>		11.75%	4.05%	-0.20%

\*Includes debt refinancing premiums in 2011-2012.

### **Storm Sewer Maintenance Pro Forma Operating Statement**

- The storm sewer maintenance pro forma operating statement assumes that there will be no increase to the storm sewer maintenance fee in 2013.
- 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 Public Service Department. In 2008, snow removal costs were also transferred. In 2013, the cost of these services will total \$7.4 million.
- A portion of the costs associated with the Public Utilities Director's Office are borne by the storm sewer enterprise operating fund. In 2013, \$1.6 million is allocated in this fund for this purpose.

**STORM SEWER ENTERPRISE FUND  
Pro Forma Operating Statement  
For Years 2011 – 2022 (000's omitted)**

	<i>Actual</i>	<i>Projection</i>	<i>Budget</i>									
	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Beginning Cash Balance</b>	<b>14,590</b>	<b>17,198</b>	<b>17,281</b>	<b>15,553</b>	<b>13,884</b>	<b>12,124</b>	<b>10,612</b>	<b>10,108</b>	<b>10,595</b>	<b>12,226</b>	<b>15,095</b>	<b>19,239</b>
<b>Utility Revenues</b>												
Storm Maintenance Service Charges	36,734	36,323	36,654	36,837	37,790	39,095	40,507	41,943	43,231	44,104	44,991	45,891
Rate Increase (Decrease)	-	-	-	460	787	814	844	699	360	368	375	382
Investment Earnings	212	151	156	160	165	170	175	181	186	192	197	203
Storm Sewer Maintenance Penalties	440	443	447	452	456	461	466	470	475	480	485	490
Other Revenues	32	3	3	3	3	4	4	4	4	4	4	4
Debt Refinancing	707	732	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b><u>38,127</u></b>	<b><u>37,651</u></b>	<b><u>37,260</u></b>	<b><u>37,913</u></b>	<b><u>39,203</u></b>	<b><u>40,544</u></b>	<b><u>41,995</u></b>	<b><u>43,296</u></b>	<b><u>44,256</u></b>	<b><u>45,147</u></b>	<b><u>46,052</u></b>	<b><u>46,970</u></b>
Projected Encumbrance Cancellations	-	-	200	200	200	200	200	200	200	200	200	200
<b>Total Resources</b>	<b><u>52,716</u></b>	<b><u>54,850</u></b>	<b><u>54,741</u></b>	<b><u>53,666</u></b>	<b><u>53,287</u></b>	<b><u>52,868</u></b>	<b><u>52,807</u></b>	<b><u>53,604</u></b>	<b><u>55,051</u></b>	<b><u>57,574</u></b>	<b><u>61,347</u></b>	<b><u>66,409</u></b>
<b>Utility Expense</b>												
<b>Operations &amp; Maintenance</b>												
Personnel Services	1,159	1,098	1,197	1,233	1,270	1,308	1,348	1,388	1,430	1,473	1,517	1,562
27th Pay Period	-	-	-	-	-	-	-	-	-	57	-	-
Health Insurance	237	231	308	330	353	377	404	432	462	495	529	566
Supplies & Materials	11	29	32	32	33	33	34	35	36	36	37	38
Contractual Services	1,784	2,495	2,336	2,383	2,430	2,479	2,529	2,579	2,631	2,683	2,737	2,792
Pro Rata	1,681	1,736	1,698	1,706	1,764	1,824	1,890	1,948	1,992	2,032	2,072	2,114
Equipment	23	44	70	72	73	74	76	78	79	81	82	84
Other	224	41	77	78	80	81	83	84	86	88	90	91
Reimbursement to Sanitary Enterprise	7,794	7,800	8,000	8,160	8,323	8,490	8,659	8,833	9,009	9,189	9,373	9,561
Department of Public Utilities Allocation	996	1,162	1,560	1,591	1,623	1,655	1,688	1,722	1,756	1,791	1,827	1,864
Dept of Technology Allocation	1,089	1,421	1,493	1,523	1,554	1,585	1,617	1,649	1,682	1,716	1,750	1,785
Street Cleaning (transferred from Public Service)	5,815	6,000	7,358	7,505	7,655	7,808	7,965	8,124	8,286	8,452	8,621	8,793
<b>Total Operations &amp; Maintenance</b>	<b><u>20,813</u></b>	<b><u>22,055</u></b>	<b><u>24,129</u></b>	<b><u>24,613</u></b>	<b><u>25,158</u></b>	<b><u>25,717</u></b>	<b><u>26,292</u></b>	<b><u>26,872</u></b>	<b><u>27,449</u></b>	<b><u>28,092</u></b>	<b><u>28,636</u></b>	<b><u>29,250</u></b>
<b>Debt Service</b>												
General Obligation	14,705	15,513	15,059	14,632	14,141	13,567	13,011	12,609	11,806	10,722	9,511	8,860
Proposed New Debt	-	-	-	537	1,864	2,972	3,397	3,528	3,570	3,664	3,961	4,250
<b>Total Debt Service</b>	<b><u>14,705</u></b>	<b><u>15,513</u></b>	<b><u>15,059</u></b>	<b><u>15,169</u></b>	<b><u>16,005</u></b>	<b><u>16,539</u></b>	<b><u>16,408</u></b>	<b><u>16,137</u></b>	<b><u>15,376</u></b>	<b><u>14,386</u></b>	<b><u>13,472</u></b>	<b><u>13,110</u></b>
<b>Total Expense</b>	<b><u>35,518</u></b>	<b><u>37,568</u></b>	<b><u>39,188</u></b>	<b><u>39,781</u></b>	<b><u>41,163</u></b>	<b><u>42,255</u></b>	<b><u>42,700</u></b>	<b><u>43,009</u></b>	<b><u>42,825</u></b>	<b><u>42,478</u></b>	<b><u>42,108</u></b>	<b><u>42,360</u></b>
<b>Ending Fund Balance</b>	<b>17,198</b>	<b>17,281</b>	<b>15,553</b>	<b>13,884</b>	<b>12,124</b>	<b>10,612</b>	<b>10,108</b>	<b>10,595</b>	<b>12,226</b>	<b>15,095</b>	<b>19,239</b>	<b>24,049</b>
<b>Projected Revenue Increase</b>	<b>0.00%</b>	<b>-2.00%</b>	<b>0.00%</b>	<b>1.50%</b>	<b>2.50%</b>	<b>2.50%</b>	<b>2.50%</b>	<b>2.00%</b>	<b>1.00%</b>	<b>1.00%</b>	<b>1.00%</b>	<b>1.00%</b>

## Enterprise Funds

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## **All Funds Summary**

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

All Funds Summary

2013 PROPOSED APPROPRIATIONS - ALL FUNDS SUMMARY BY OBJECT LEVEL ONE								
	PERSONNEL	MATERIALS	SERVICES	OTHER	CAPITAL OUTLAY	DEBT SERVICE	TRANSFERS	TOTAL
<b>GENERAL FUND</b>	\$ 565,135,360	\$ 11,818,466	\$ 96,992,716	\$ 549,905	\$ 10,000	\$ -	\$ 91,593,553	\$ 766,100,000
<b>SPECIAL REVENUE FUNDS</b>								
<b>Municipal Court Computer Fund</b>								
Judges	83,817	165,500	201,819	-	-	-	-	451,136
Clerk	568,743	110,000	715,877	-	-	-	313,150	1,707,770
<b>Total Court Computer</b>	652,560	275,500	917,696	-	-	-	313,150	2,158,906
<b>Street Construction, Main. &amp; Repair</b>								
Service Administration	2,754,873	4,580	156,778	-	-	-	-	2,916,231
Refuse Collection	2,846,236	-	618,670	-	-	-	-	3,464,906
Mobility Options	1,113,204	11,209	220,707	1,500	-	-	-	1,346,620
Planning & Operations	23,453,388	616,220	11,471,927	62,000	301,500	-	-	35,905,035
Design & Construction	3,376,107	10,672	667,261	1,500	-	-	-	4,055,540
<b>Total SCMR</b>	33,543,808	642,681	13,135,343	65,000	301,500	-	-	47,688,332
<b>Development Services Fund</b>								
Building & Zoning	13,163,356	70,028	3,023,048	48,150	152,000	-	-	16,456,582
<b>Total Development Services</b>	13,163,356	70,028	3,023,048	48,150	152,000	-	-	16,456,582
<b>Private Inspection Fund</b>								
Design & Construction	2,072,459	15,300	220,457	500	100,000	-	-	2,408,716
<b>Health Special Revenue</b>								
Department of Public Health	18,896,925	670,952	7,078,472	3,750	11,000	-	-	26,661,099
<b>Rec. and Parks Oper. &amp; Extension</b>								
Department of Recreation & Parks	27,281,895	1,277,474	9,801,187	110,000	-	-	182,489	38,653,045
<b>Golf Operations</b>								
Division of Golf	2,994,432	229,000	1,155,796	2,000	-	-	-	4,381,228
<b>Broad Street Operations Fund</b>								
Division of Facilities Management	-	30,000	1,384,983	-	-	-	-	1,414,983
<b>E-911 Fund</b>								
Division of Police	2,700,000	-	-	-	-	-	-	2,700,000
<b>COPS Hiring Recovery Program (CHRP) Grant Fund</b>								
Division of Police	702,831	-	-	-	-	-	-	702,831
<b>Photo Red Light Fund</b>								
Division of Police	1,344,300	-	45,700	-	-	-	-	1,390,000
<b>Emergency Human Services Fund</b>								
Development Administration	-	-	1,390,000	-	-	-	-	1,390,000
<b>Parking Meter Program Fund</b>								
Mobility Options	326,373	98,480	1,487,068	14,365	-	-	-	1,926,286

2013 PROPOSED APPROPRIATIONS - ALL FUNDS SUMMARY BY OBJECT LEVEL ONE (CONT.)								
	PERSONNEL	MATERIALS	SERVICES	OTHER	CAPITAL OUTLAY	DEBT SERVICE	TRANSFERS	TOTAL
<b>INTERNAL SERVICE FUNDS</b>								
<b>Print and Mailroom Services Fund</b>								
Print Services	154,477	58,391	155,295	-	-	-	-	368,163
Mailroom Services	224,444	2,475	930,682	-	-	-	-	1,157,601
<b>Total Print and Mailroom Services</b>	<b>378,921</b>	<b>60,866</b>	<b>1,085,977</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,525,764</b>
<b>Land Acquisition</b>								
Division of Land Acquisition	672,140	15,500	55,385	-	-	-	-	743,025
<b>Technology Services</b>								
Administration	3,695,711	957,718	4,107,032	-	100,000	-	-	8,860,461
Information Services	13,192,513	289,852	5,698,127	-	71,000	5,167,499	-	24,418,991
<b>Total Technology Services</b>	<b>16,888,224</b>	<b>1,247,570</b>	<b>9,805,159</b>	<b>-</b>	<b>171,000</b>	<b>5,167,499</b>	<b>-</b>	<b>33,279,452</b>
<b>Fleet Management Services</b>								
Division of Fleet Management	10,288,813	16,907,451	3,915,192	9,000	50,000	2,798,772	-	33,969,228
Finance and Management Administration	680,227	-	-	-	-	-	-	680,227
<b>Total Fleet Management Services</b>	<b>10,969,040</b>	<b>16,907,451</b>	<b>3,915,192</b>	<b>9,000</b>	<b>50,000</b>	<b>2,798,772</b>	<b>-</b>	<b>34,649,455</b>
<b>Construction Inspection Fund</b>								
Service Administration	630,843	500	31,477	-	-	-	-	662,820
Design & Construction	7,021,762	66,150	758,391	2,000	147,000	-	-	7,995,303
<b>Total Construction Inspection Fund</b>	<b>7,652,605</b>	<b>66,650</b>	<b>789,868</b>	<b>2,000</b>	<b>147,000</b>	<b>-</b>	<b>-</b>	<b>8,658,123</b>
<b>Employee Benefits</b>								
Department of Human Resources	2,694,437	34,600	785,263	-	-	-	-	3,514,300
Department of Finance and Management	-	-	386,500	-	-	-	-	386,500
<b>Total Employee Benefits</b>	<b>2,694,437</b>	<b>34,600</b>	<b>1,171,763</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,900,800</b>
<b>ENTERPRISE FUNDS</b>								
<b>Various Enterprise Funds</b>								
Public Utilities Director's Office	10,608,024	158,622	2,652,883	-	25,000	-	-	13,444,529
<b>Water System Enterprise</b>								
Division of Water	48,226,423	22,685,338	33,388,173	162,814	1,556,500	73,143,310	-	179,162,558
<b>Sewerage System Enterprise</b>								
Division of Sewers and Drains	46,202,688	7,229,881	51,277,516	301,671	3,323,100	107,815,419	19,948,738	236,099,013
<b>Storm System Enterprise</b>								
Division of Sewers and Drains	1,505,517	31,534	20,885,859	76,500	70,200	15,058,715	-	37,628,325
<b>Electricity Enterprise</b>								
Division of Electricity	9,971,420	61,331,720	9,399,819	150,920	1,800,000	4,095,360	-	86,749,239
<b>COMMUNITY DEVELOPMENT BLOCK GRANT</b>								
Dept of Development - Administration	923,993	2,500	93,250	-	-	-	-	1,019,743
Economic Development	797,745	4,350	861,594	-	-	-	-	1,663,689
Code Enforcement	785,239	2,650	158,895	-	-	-	-	946,784
Housing	988,266	16,400	1,016,809	331,385	-	-	-	2,352,860
Department of Finance and Management	341,802	1,000	152,783	15,000	-	-	15,000	510,585
Department of Public Health	203,557	-	-	-	-	-	-	203,557
Department of Recreation and Parks	703,112	1,750	88,919	526	-	-	-	794,307
	4,743,714	28,650	2,372,250	346,911	-	-	-	7,491,525
<b>Grand Total All Funds</b>	<b>\$ 829,327,452</b>	<b>\$ 124,926,263</b>	<b>\$ 273,432,310</b>	<b>\$ 1,843,486</b>	<b>\$ 7,717,300</b>	<b>\$ 208,079,075</b>	<b>\$ 112,037,930</b>	<b>\$ 1,557,363,816</b>

All Funds Summary

<b>EXPENDITURE AND BUDGET SUMMARY ALL FUNDS</b>				
	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Projected</b>	<b>2013 Proposed</b>
<b>GENERAL FUND</b>	\$ 654,350,253	\$ 697,328,950	\$ 726,497,158	\$ 766,100,000
<b>Safety Staffing Contingency Fund</b>				
Divisions of Police & Fire	1,421,254	7,480,773	97,973	-
<b>Municipal Court Computer</b>				
Judges	415,884	641,643	344,975	451,136
Clerk	1,768,061	1,385,843	1,656,678	1,707,770
<b>Total Municipal Court Computer</b>	<u>2,183,945</u>	<u>2,027,486</u>	<u>2,001,653</u>	<u>2,158,906</u>
<b>Street Construction, Main. &amp; Repair</b>				
Service Administration	3,075,913	2,806,385	2,851,138	2,916,231
Refuse Collection	2,932,179	2,886,665	3,175,607	3,464,906
Mobility Options	1,909,592	2,057,172	1,880,830	1,346,620
Planning & Operations	34,180,525	35,996,321	36,066,760	35,905,035
Design & Construction	3,244,206	3,404,546	3,507,053	4,055,540
<b>Total SCMR</b>	<u>45,342,416</u>	<u>47,151,089</u>	<u>47,481,388</u>	<u>47,688,332</u>
<b>Development Services Fund</b>				
Development Administration	114,544	-	-	-
Building & Zoning	14,151,657	15,265,072	15,243,935	16,456,582
<b>Total Development Services</b>	<u>14,266,201</u>	<u>15,265,072</u>	<u>15,243,935</u>	<u>16,456,582</u>
<b>Private Inspection Fund</b>				
Design & Construction	1,951,816	2,046,581	2,541,602	2,408,716
<b>Health Special Revenue</b>				
Department of Public Health	21,699,876	23,947,312	25,569,186	26,661,099
<b>Rec. and Parks Oper. &amp; Extension</b>				
Department of Recreation & Parks	29,953,775	33,203,565	36,234,219	38,653,045
<b>Golf Operations</b>				
Division of Golf	4,398,233	4,316,434	4,327,777	4,381,228
<b>Broad Street Operations Fund</b>				
Division of Facilities Management	1,434,229	1,432,039	1,387,524	1,414,983
<b>E-911 Fund</b>				
Division of Police	3,860,124	2,055,696	1,655,613	2,700,000
<b>COPS Hiring Recovery Program (CHRP) Grant Fund</b>				
Division of Police	2,780,791	3,658,997	3,921,191	702,831
<b>Photo Red Light Fund</b>				
Division of Police	531,200	1,062,809	1,682,244	1,390,000
<b>Emergency Human Services Fund</b>				
Various	904,037	1,058,063	1,595,384	1,390,000
<b>Parking Meter Program Fund</b>				
Mobility Options	-	-	-	1,926,286

<b>EXPENDITURE AND BUDGET SUMMARY ALL FUNDS (CONT.)</b>				
	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Projected</b>	<b>2013 Proposed</b>
<b>INTERNAL SERVICE FUNDS</b>				
<b>Print Services Fund</b>				
Print Services	242,837	271,468	313,922	368,163
Mailroom Services	1,090,688	932,902	1,014,687	1,157,601
<b>Total Print and Mailroom Services</b>	<b>1,333,525</b>	<b>1,204,370</b>	<b>1,328,609</b>	<b>1,525,764</b>
<b>Land Acquisition</b>				
Division of Land Acquisition	740,238	702,098	724,607	743,025
<b>Technology Services</b>				
Administration	5,824,562	5,846,822	6,599,928	8,860,461
Division of Information Services	20,510,647	21,221,351	22,511,851	24,418,991
<b>Total Technology Services</b>	<b>26,335,209</b>	<b>27,068,173</b>	<b>29,111,779</b>	<b>33,279,452</b>
<b>Fleet Management Services</b>				
Division of Fleet Management	28,843,928	33,010,940	32,277,174	33,969,228
Finance and Management Administration	726,552	745,888	672,280	680,227
<b>Total Fleet Management Services</b>	<b>29,570,480</b>	<b>33,756,828</b>	<b>32,949,454</b>	<b>34,649,455</b>
<b>Construction Inspection Fund</b>				
Service Administration	499,385	567,801	549,273	662,820
Design & Construction	5,182,574	6,247,486	6,336,418	7,995,303
<b>Total Construction Inspection Fund</b>	<b>5,681,959</b>	<b>6,815,287</b>	<b>6,885,691</b>	<b>8,658,123</b>
<b>Employee Benefits</b>				
Department of Human Resources	2,628,102	3,013,458	3,297,052	3,514,300
Department of Finance and Management	295,000	294,998	325,000	386,500
<b>Total Employee Benefits</b>	<b>2,923,102</b>	<b>3,308,456</b>	<b>3,622,052</b>	<b>3,900,800</b>
<b>ENTERPRISE FUNDS</b>				
<b>Various Enterprise Funds</b>				
Public Utilities Director's Office	8,815,258	9,228,872	10,209,048	13,444,529
<b>Water System Enterprise</b>				
Division of Water	144,566,160	153,407,573	169,294,255	179,162,558
<b>Sewerage System Enterprise</b>				
Division of Sewers and Drains	201,528,400	215,028,191	238,841,055	236,099,013
<b>Storm System Enterprise</b>				
Division of Sewers and Drains	31,561,644	34,522,261	36,406,270	37,628,325
<b>Electricity Enterprise</b>				
Division of Electricity	87,289,459	87,138,293	88,383,573	86,749,239
<b>CDBG</b>				
Development Administration	1,138,486	895,157	1,127,366	1,019,743
Economic Development	1,615,405	1,511,648	1,404,449	1,663,689
Code Enforcement	1,026,222	1,009,486	1,100,917	946,784
Housing	2,535,722	2,188,357	2,785,110	2,352,860
Department of Finance and Management	489,755	457,103	461,941	510,585
Department of Public Health	248,026	253,850	222,239	203,557
Department of Recreation and Parks	820,014	822,896	865,978	794,307
<b>Total CDBG</b>	<b>7,873,630</b>	<b>7,138,497</b>	<b>7,968,000</b>	<b>7,491,525</b>
<b>Grand Total All Funds</b>	<b>\$ 1,333,297,214</b>	<b>\$ 1,421,353,765</b>	<b>\$ 1,495,961,240</b>	<b>\$ 1,557,363,816</b>

# All Funds Summary

ALL FUNDS PERSONNEL SUMMARY (FTE'S)				
Fund Name Division or Department	2010 Actual	2011 Actual	2012 Budgeted	2013 Budgeted
<b>GENERAL FUND</b>	4,930	4,947	5,149	5,134
<b>COPS Hiring Recovery Program (CHRP) Grant Fund</b>				
Division of Police	0	50	50	48
<b>SPECIAL REVENUE FUNDS</b>				
<b>Street Construction, Main. &amp; Repair</b>				
Service Administration	28	29	30	28
Refuse Collection	37	34	40	40
Mobility Options	18	17	18	11
Planning & Operations	279	273	297	292
Design & Construction	30	30	31	34
<b>Total SCMR</b>	<u>392</u>	<u>383</u>	<u>416</u>	<u>405</u>
<b>Development Services Fund</b>				
Building & Zoning	125	123	129	131
<b>Total Development Services</b>	<u>125</u>	<u>123</u>	<u>129</u>	<u>131</u>
<b>Private Inspection Fund</b>				
Design & Construction	17	15	16	16
<b>Health Special Revenue</b>				
Department of Public Health	169	173	203	208
<b>Rec. and Parks Oper. &amp; Extension</b>				
Department of Recreation & Parks	234	247	266	266
<b>Golf Operations</b>				
Division of Golf	29	28	28	28
<b>Municipal Court Computer Fund</b>				
Judges	3	1	1	1
Clerk	6	5	12	12
<b>Total Municipal Court Computer</b>	<u>9</u>	<u>6</u>	<u>13</u>	<u>13</u>
<b>Parking Meter Program Fund</b>				
Mobility Options	0	0	0	4
<b>INTERNAL SERVICE FUNDS</b>				
<b>Print and Mail Services</b>				
Mailroom Services	2	2	2	3
Print Services	2	2	2	2
<b>Total Print and Mail Services</b>	<u>4</u>	<u>4</u>	<u>4</u>	<u>5</u>
<b>Land Acquisition</b>				
Division of Land Acquisition	8	6	8	8
<b>Technology Services</b>				
Technology Administration	15	16	17	34
Division of Information Services	116	112	121	121
<b>Fleet Management Services</b>				
Finance and Management Administration	6	6	7	7
Division of Fleet Management	116	117	126	128
<b>Construction Inspection Fund</b>				
Service Administration	7	6	6	7
Design & Construction	63	49	61	56
<b>Employee Benefits</b>				
Department of Human Resources	20	23	23	24
<b>ENTERPRISE FUNDS</b>				
<b>Water System Enterprise</b>				
Division of Power and Water	513	502	548	540
<b>Sewerage System Enterprise</b>				
Division of Sewers and Drains	481	470	522	521
<b>Storm System Enterprise</b>				
Division of Sewers and Drains	17	16	17	16
<b>Electricity Enterprise</b>				
Division of Power and Water	78	70	82	92
<b>Various Enterprise Funds</b>				
Public Utilities Director's Office	82	80	98	100
<b>COMMUNITY DEVELOPMENT BLOCK GRANT</b>				
Development Administration	11	8	9	9
Economic Development	7	7	8	8
Code Enforcement	9	8	8	9
Housing	11	9	9	12
Department of Finance and Management	3	3	3	4
Department of Public Health	3	3	4	4
Department of Recreation and Parks	3	4	4	4
<b>Total CDBG</b>	<u>47</u>	<u>42</u>	<u>45</u>	<u>50</u>
Grand Total All Funds	7,478	7,491	7,955	7,962

Note: In the general fund, 2012 and 2013 are budgeted, except for Police and Fire uniformed personnel (which are year end estimates).

## **Capital Summary**

To be eligible for capital improvement 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 lower interest expense than non-voted debt. Moreover, because it is good public policy to solicit voter input and participation in the capital prioritization process, the city typically requests voter approval of bond packages. On November 4, 2008, voters approved six separate bond issues totaling \$1.7 billion, generally intended to accommodate planned capital improvements mainly through 2016 for non-enterprise agencies, and through 2014 and 2018 for water and sanitary sewers, respectively.

The 2008 voted bond package provides voted authority for Safety and Health, Transportation, Refuse Collection, Sanitary Sewers, Water, and Recreation and Parks capital projects. The city anticipates seeking voter approval for the issuance of additional voted authority for various municipal purposes in 2013 in an amount yet to be determined.

The proposed Capital Improvements Program (CIP) provides approximately \$2.3 billion in funding for various capital improvements for the 2013-2018 period. Of this amount, \$610.1 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 2018 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 fund (SIT) to service debt, primarily for non-enterprise agencies. In 2013, SIT income tax deposits are currently projected at nearly \$180.6 million. This amount will be revised when the final 2012 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 \$17.5 million in 2013. 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.

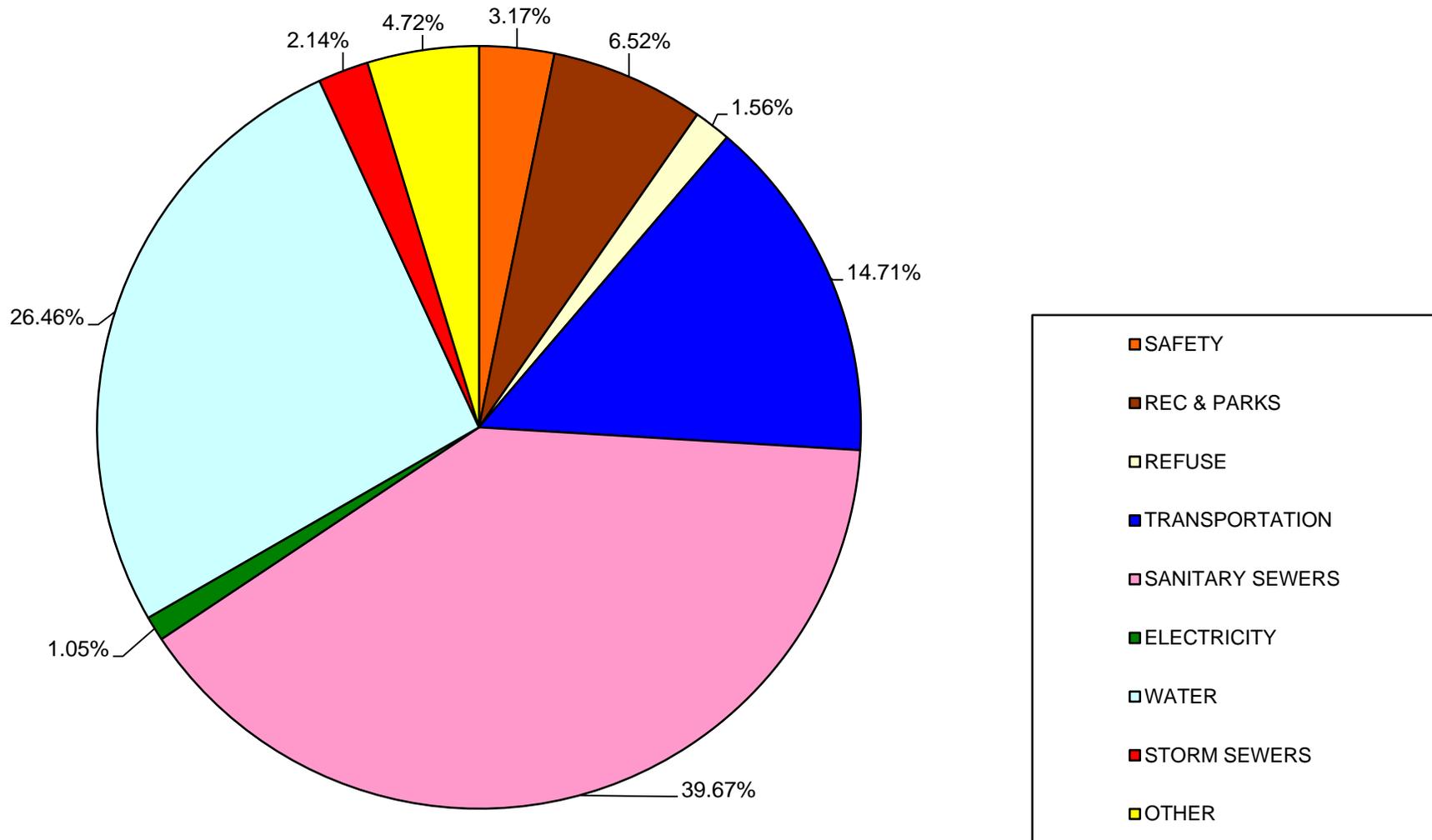
Income tax growth is the most important determinant of the city's capacity to issue additional debt. Table One shows the projected debt service requirements from the SIT fund for 2012 to 2021. Various assumptions and explanations are highlighted at the bottom of the table.

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 that are in the CIP; the associated debt service will be supported by the SIT fund.

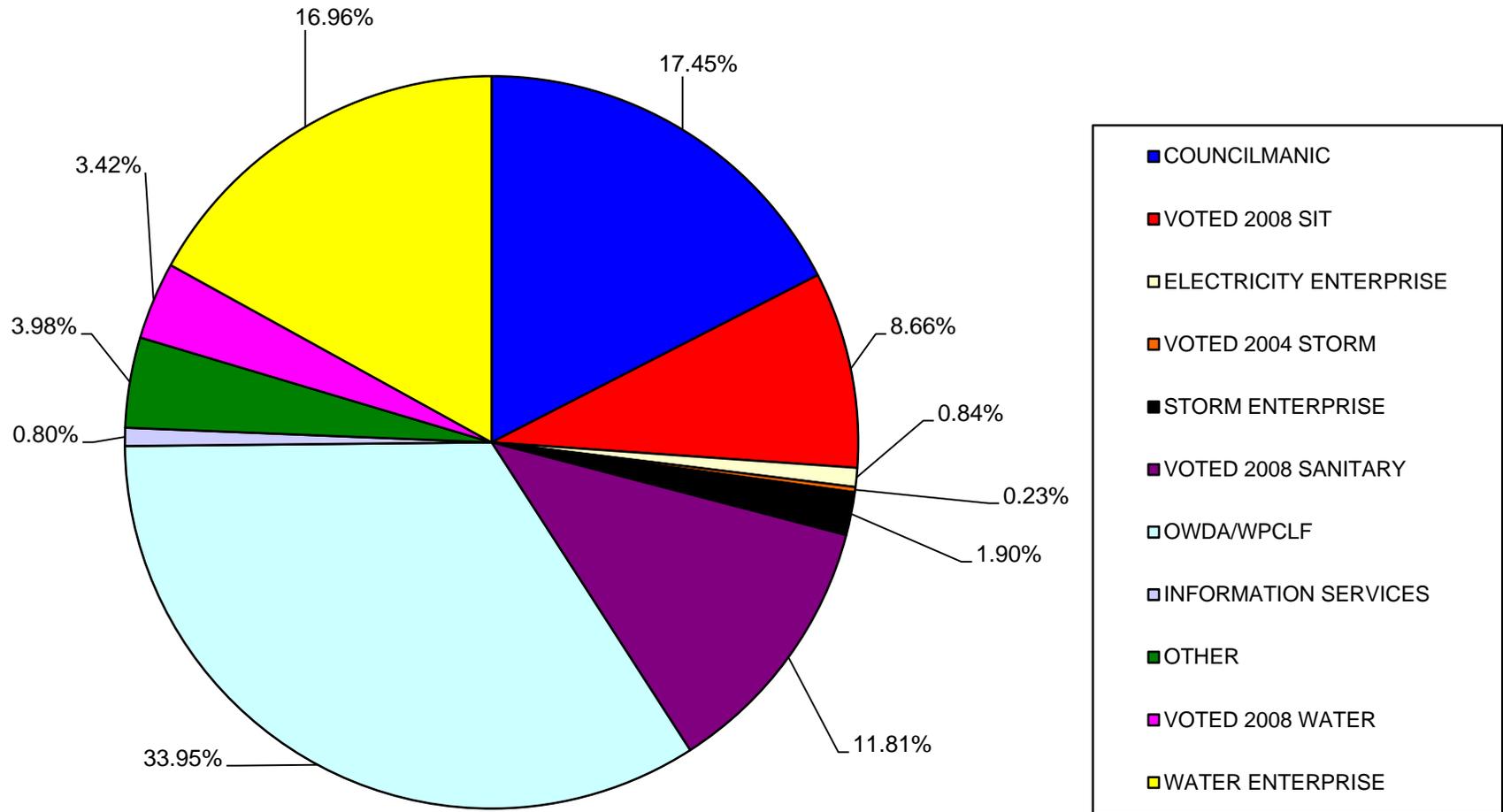
## Coverage Factor

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**  
**2013 - 2018 CAPITAL IMPROVEMENTS PLAN**  
**PERCENT BY DIVISION - \$2.34 BILLION**



**FIGURE TWO**  
**2013 - 2018 CAPITAL IMPROVEMENTS PLAN**  
**PERCENT BY FUNDING SOURCE - \$2.34 BILLION**



FILE NAME: 2012 SIT - PROPOSED 2013-2018 CIP - 2013 Budget Document

TABLE ONE

10/30/12 11:25 AM

PAGE: SUMMARY

SPECIAL INCOME TAX FUND ANALYSIS

UPDATED ON: 29-Oct-12

(000'S OMITTED)

EXPENDITURES																							
YEAR	EXISTING DEBT SERVICE VOTED			EXISTING DEBT SERVICE UNVOTED				NEW DEBT TO BE ISSUED VOTED UNVOTED		N'TIONWIDE	MAIN ST.	RIVERSOUTH	REC & PARKS GILLIE SENIOR	POLICE	OTHER	TIPPING	SAFETY	SIB LOAN	EXPENSES	MICROSOFT	VEHICLES & COMPUTERS & CASINO DEV. & LOCAL GOVT.	TOTAL EXPENDITURES	
	STORM DEBT	NON-ENTERPRISE	N'TIONWIDE DEBT SERV.	NON-ENTERPRISE	ST ISSUE II	N'TIONWIDE DEBT SERV.	POLICE	NON-ENTERPRISE	NON-ENTERPRISE														
	1991& BEFORE	ENTERPRISE	DEBT SERV.	ENTERPRISE	LOANS	DEBT SERV.	FIRE PEN.	ENTERPRISE	ENTERPRISE														
2012	\$ 1,404	\$ 88,748	\$ 52	\$ 41,358	\$ 976	\$ 2,833	\$ 1,919	\$ -	\$ -	\$ 1,126	\$ 2,186	\$ 7,503	\$ 162	\$ -	\$ 568	\$ 17,859	\$ 1,451	\$ 1,556	\$ 1,877	\$ 1,783	\$ 7,586	\$ 180,948	
2013	1,321	104,138	50	44,821	1,027	2,600	1,916	2,063	1,099	-	2,186	7,317	162	2,309	524	17,474	0	1,535	3,644	1,414	15,750	211,349	
2014	837	106,330	47	46,653	1,200	2,362	1,912	5,963	3,820	-	2,186	7,316	162	-	545	17,476	595	1,544	849	-	500	200,295	
2015	796	99,993	45	42,857	1,172	2,381	1,911	14,274	9,956	-	2,186	7,318	176	2,546	567	18,091	595	-	849	-	250	205,963	
2016	517	91,604	-	38,225	1,172	1,650	1,906	19,605	17,430	-	2,186	7,317	176	-	592	18,093	595	-	849	-	-	201,918	
2017	302	82,217	-	35,813	1,172	432	1,908	22,300	26,188	-	2,186	7,318	176	2,807	616	18,094	595	-	849	-	-	202,972	
2018	15	69,692	-	32,005	1,136	-	1,908	22,567	36,683	-	2,186	7,321	176	-	641	18,096	595	-	849	-	-	193,870	
2019	-	64,548	-	25,523	1,022	-	-	21,860	44,898	-	-	7,313	176	3,094	666	18,097	595	-	849	-	-	188,642	
2020	-	61,341	-	23,014	1,014	-	-	21,153	49,820	-	-	7,312	190	-	696	18,099	595	-	849	-	-	184,084	
2021	-	54,497	-	21,073	993	-	-	20,446	48,213	-	-	7,315	190	3,373	724	18,100	595	-	849	-	-	176,367	
	\$ 5,191	\$ 823,109	\$ 194	\$ 351,342	\$ 10,884	\$ 12,258	\$ 13,380	\$ 150,231	\$ 238,106	\$ 1,126	\$ 15,302	\$ 73,350	\$ 1,746	\$ 14,129	\$ 6,139	\$ 179,479	\$ 6,211	\$ 4,635	\$ 12,313	\$ 3,197	\$ 24,086	\$ 1,946,408	

REVENUES																								COVERAGE		
YEAR	INCOME TAX	TUTTLE TIF	REC & PARKS FEES	POLICE HELICOPTER REIMBURSE	MUNICT RECEIPTS	INFORM SERVICES	FLEET MGT. SUPPORTED	TIF PAYMENTS & N'TIONWIDE REIMBURSE	COAAA RECEIPTS	MORPC RECEIPTS	WAGGONER BREWERY TIF RECEIPTS	HAYDEN RUN TIF RECEIPTS	POLARIS TIF RECEIPTS	EASTON & POLARIS TIF RECEIPTS	2009 / 2010 BAB'S RECEIPTS	CASINO DEBT SVC. REIMBURS.	TOTAL REVENUES	ANNUAL VARIANCE EXP V. REV	CASH BALANCE	CURRENT YEAR COVERAGE	TOTAL COVERAGE					
																						REVENUES	EXP V. REV	BALANCE	YEAR	COVERAGE
																						\$	\$	\$		
2012	\$ 176,187	\$ 700	\$ 315	\$ -	\$ 324	\$ 4,426	\$ 2,376	\$ 1,708	\$ 253	\$ 1,527	\$ 16	\$ 647	\$ 802	\$ -	\$ 1,067	\$ 487	\$ 190,836	\$ 9,888	143,988	2012	1.05	1.7957				
2013	180,592	700	323	-	313	5,219	2,911	1,568	252	1,535	16	629	789	-	-	-	194,848	(16,501)	127,487	2013	0.92	1.6032				
2014	185,107	700	332	805	303	5,395	3,109	1,426	255	1,544	16	620	773	-	-	-	200,385	90	127,577	2014	1.00	1.6369				
2015	189,735	700	318	-	292	4,969	3,438	1,436	258	-	16	609	753	-	-	-	202,523	(3,439)	124,137	2015	0.98	1.6027				
2016	194,478	700	304	887	280	4,318	3,433	977	256	-	16	586	732	-	-	-	206,967	5,049	129,186	2016	1.03	1.6398				
2017	199,340	700	313	-	149	4,467	3,371	256	253	-	16	573	711	-	-	-	210,149	7,177	136,363	2017	1.04	1.6718				
2018	199,340	700	323	976	42	3,748	3,368	-	255	-	16	559	691	-	-	-	210,019	16,149	152,512	2018	1.08	1.7867				
2019	205,320	700	332	-	-	3,092	3,293	-	257	-	16	543	670	-	-	-	214,223	25,581	178,093	2019	1.14	1.9441				
2020	211,480	700	342	1,077	-	2,592	2,991	-	258	-	16	527	654	-	-	-	220,637	36,553	214,645	2020	1.20	2.1660				
2021	217,824	700	353	-	-	1,992	2,799	-	254	-	16	512	638	-	-	-	225,088	48,721	263,366	2021	1.28	2.4933				
	\$ 1,959,403	\$ 7,000	\$ 3,255	\$ 3,745	\$ 1,703	\$ 40,218	\$ 31,089	\$ 7,371	\$ 2,551	\$ 4,606	\$ 160	\$ 5,805	\$ 7,213	\$ -	\$ 1,067	\$ 487	\$ 2,075,673	\$ 129,266								

NEW DEBT TO BE ISSUED - PROPOSED 2013-18 CIB/CIP

ADDITIONAL CAPACITY SUMMARY

YEAR	VOTED '08	UNVOTED	TOTAL
2012	\$ -	\$ -	\$ -
2013	82,507	43,960	126,467
2014	61,247	54,050	115,297
2015	43,903	58,825	102,728
2016	14,728	82,567	97,295
2017	-	98,015	98,015
2018	-	98,510	98,510
	\$ 202,385	\$ 435,927	\$ 638,312

YEAR	AMOUNT	RATIO
2012	\$ -	1.7957
2013	-	1.6032
2014	-	1.6369
2015	-	1.6027
2016	-	1.6398
2017	-	1.6718
2018	-	1.7867
2019	-	1.9441
2020	-	2.1660
2021	-	2.4933
	\$ -	

REVENUE ASSUMPTIONS		
(1)	INCOME TAX - ESTIMATE FOR 2012 (INCREASE OF 4.0% OVER 2011 ACTUAL RECEIPTS - \$169,411,183), 2.5% FOR 2013-2017, 0% FOR 2018 AND 3.0% 2019-2021.	
(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)	CABLE RECEIPTS - MONIES RECEIVED FROM NON-SIT SUPPORTED AGENCIES.	
(5)	WAGGONER & BREWERY/HAYDEN / POLARIS 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 RATE IS 5% IN 2013 & 6% THEREAFTER.	
(3)	MAIN ST. BRIDGE / RIVERSOUTH - MAIN ST. BRIDGE INCLUDES \$2,186,000 THROUGH 2018 FOR A STATE LOAN. RIVERSOUTH ASSUMES THE CITY WILL MAKE CASH PAYMENTS.	
(4)	TIPPING FEES - ESTIMATES IN 2012 & 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 - \$595/KYR. FOR THE IAB/PSU LEASES FOR POLICE AND FIRE IN 2014 & THEREAFTER.	

BEGINNING SIT UNENCUMBERED CASH BALANCE:		
FUND 430	\$137,482	CASH BALANCE LESS VP'S @ 12/30/11
FUND 430	(14,560)	AC'S & ENCUMBRANCES
FUND 430	3,678	GRANTS / PROJECT REIMB. (ORD. 1974-2011)
FUND 430	7,497	ADJUSTMENTS (See Sheet O for the details.)
FUND 411	3	UNENC. CASH BALANCE @ 12/30/11
	\$134,100	BEG. UNENC. CASH BALANCE

PREPARED BY: FINANCE & MANAGEMENT DEPARTMENT

Capital Summary

Table Two 2013 - 2018 CAPITAL IMPROVEMENTS PROGRAM								
<b>PUBLIC SAFETY/SAFETY ADMINISTRATION 30- 01</b>								
<b>Project Name</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total Budget</b>	<b>Funding Source</b>
Safety Cameras	500,000	500,000	500,000	500,000	500,000		2,500,000	Councilmanic (To Be Determined)
<b>Subtotal - PUBLIC SAFETY/SAFETY ADMINISTRATION 30- 01</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$0</b>	<b>\$2,500,000</b>	
<b>PUBLIC SAFETY/POLICE 30- 03</b>								
<b>Project Name</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total Budget</b>	<b>Funding Source</b>
30-03 Police Facility Renovation		1,680,000	1,680,000	1,680,000	1,680,000	1,680,000	8,400,000	Councilmanic SIT Supported
30-03 Police Facility Renovation	1,680,000						1,680,000	Voted 2008 Debt SIT Supported
30-03 Police Property Room/Crime Lab	11,500,000						11,500,000	Councilmanic SIT Supported
<b>Subtotal - PUBLIC SAFETY/POLICE 30- 03</b>	<b>\$13,180,000</b>	<b>\$1,680,000</b>	<b>\$1,680,000</b>	<b>\$1,680,000</b>	<b>\$1,680,000</b>	<b>\$1,680,000</b>	<b>\$21,580,000</b>	
<b>PUBLIC SAFETY/FIRE 30- 04</b>								
<b>Project Name</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total Budget</b>	<b>Funding Source</b>
30-04 Fire Apparatus Replacement - Medics		2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000	Councilmanic SIT Supported
30-04 Fire Apparatus Replacement - Medics	2,000,000						2,000,000	Voted 2008 Debt SIT Supported
30-04 Fire Apparatus Replacement - Platform Ladders		2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000	Councilmanic SIT Supported
30-04 Fire Apparatus Replacement - Platform Ladders	2,000,000						2,000,000	Voted 2008 Debt SIT Supported
30-04 Fire Apparatus Replacement - Engines		2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000	Councilmanic SIT Supported
30-04 Fire Apparatus Replacement - Engines	2,000,000						2,000,000	Voted 2008 Debt SIT Supported
30-04 Fire Facility Renovation	930,000	1,320,000	1,320,000	1,320,000	1,320,000	1,320,000	7,530,000	Councilmanic SIT Supported
30-04 Fire Facility Renovation	390,000						390,000	Voted 2008 Debt SIT Supported
Additional Fire Facility Renovation	200,000	200,000	200,000	200,000	200,000		1,000,000	Councilmanic (To Be Determined)
New Fire Station Acquisition		5,000,000					5,000,000	Councilmanic SIT Supported
<b>Subtotal - PUBLIC SAFETY/FIRE 30- 04</b>	<b>\$7,520,000</b>	<b>\$12,520,000</b>	<b>\$7,520,000</b>	<b>\$7,520,000</b>	<b>\$7,520,000</b>	<b>\$7,320,000</b>	<b>\$49,920,000</b>	
<b>DEVELOPMENT/DEV ADMINISTRATION 44- 01</b>								
<b>Project Name</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total Budget</b>	<b>Funding Source</b>
Franklinton Artist Housing Project	600,000						600,000	Councilmanic SIT Supported
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
American Additions	600,000						600,000	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		2,500,000	Councilmanic (To Be Determined)
Home again - Land Bank Property Renovations-Veterans	250,000	500,000	500,000	500,000	500,000		2,250,000	Councilmanic (To Be Determined)
44-10 Emergency Shelter Repair	700,000	350,000	350,000	350,000	350,000	350,000	2,450,000	Councilmanic SIT Supported
<b>Subtotal - DEVELOPMENT/DEV ADMINISTRATION 44- 01</b>	<b>\$5,900,000</b>	<b>\$4,600,000</b>	<b>\$4,600,000</b>	<b>\$4,600,000</b>	<b>\$4,600,000</b>	<b>\$3,600,000</b>	<b>\$27,900,000</b>	
<b>FINANCE AND MANAGEMENT/CONSTRUCTION MANAGEMENT 45-27</b>								
<b>Project Name</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total Budget</b>	<b>Funding Source</b>
Facility Renovations - Staff Reimbursement	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000	Councilmanic SIT Supported
Facility Renovations - Various	1,394,000	2,814,500	3,348,000	3,348,000	3,348,000	3,348,000	17,600,500	Councilmanic SIT Supported

FINANCE AND MANAGEMENT/CONSTRUCTION MANAGEMENT 45-27								
Project Name	2013	2014	2015	2016	2017	2018	Total Budget	Funding Source
North Market Exterior	221,500						221,500	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
Front Street Garage - Phase 3	750,000						750,000	Councilmanic SIT Supported
Staff Augmentation	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000	Councilmanic SIT Supported
Strategic Neighborhood Safety Facilities Project	3,000,000						3,000,000	Councilmanic SIT Supported
City Hall Renovations - Various	2,542,000	833,000	2,642,000	2,642,000	2,642,000	2,642,000	13,943,000	Councilmanic SIT Supported
Municipal Court - Phased Renovations	2,182,500	4,342,500	2,000,000	2,000,000	2,000,000	2,000,000	14,525,000	Councilmanic SIT Supported
<b>Subtotal - FINANCE AND MANAGEMENT/CONSTRUCTION MANAGEMENT 45-27</b>	<b>\$10,790,000</b>	<b>\$8,690,000</b>	<b>\$8,690,000</b>	<b>\$8,690,000</b>	<b>\$8,690,000</b>	<b>\$8,690,000</b>	<b>\$54,240,000</b>	
FINANCE AND MANAGEMENT/FLEET MANAGEMENT 45- 05								
Project Name	2013	2014	2015	2016	2017	2018	Total Budget	Funding Source
Fleet Automated Fuel Location Upgrades			100,000	100,000	100,000	100,000	400,000	Fleet Management (Unvoted)
Fleet Equipment Replacement			100,000	100,000	100,000	100,000	400,000	Fleet Management (Unvoted)
Fuel Tank Management	600,000	250,000	600,000	600,000	600,000	600,000	3,250,000	Fleet Management (Unvoted)
CNG at 2nd City Location	4,137,440						4,137,440	Fleet Management (Unvoted)
CNG North - Land Acquisition SIT Certification	375,000						375,000	Fleet Management (Unvoted)
CNG North - Station Design	487,560						487,560	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)
<b>Subtotal - FINANCE AND MANAGEMENT/FLEET MANAGEMENT 45-05</b>	<b>\$5,600,000</b>	<b>\$800,000</b>	<b>\$800,000</b>	<b>\$800,000</b>	<b>\$800,000</b>	<b>\$800,000</b>	<b>\$9,600,000</b>	
TECHNOLOGY/DOT ADMINISTRATION 47- 01								
Project Name	2013	2014	2015	2016	2017	2018	Total Budget	Funding Source
47-02 Data Center Facility Upgrades	400,000		150,000				550,000	Information Services
47-02 Disaster Recovery Project	400,000	250,000	100,000				750,000	Information Services
47-02 Connectivity Project Fiber/Wireless	500,000	750,000	750,000	750,000	750,000	750,000	4,250,000	Information Services
47-02 CTSS Fiber Purchase B,C,D	600,000	500,000			500,000		1,600,000	Information Services
Routing Equipment Upgrade	170,000	10,000	25,000	50,000	140,000	90,000	485,000	Information Services
Uninterruptable Power Supply (UPS)	90,000	90,000	90,000	90,000		50,000	410,000	Information Services
47-02 Enterprise System Upgrades	525,000	625,000	425,000	400,000	375,000	1,700,000	4,050,000	Information Services
Enterprise System Upgrades - Security Program			80,000	150,000	150,000		380,000	Information Services
Asset Management	350,000	250,000	250,000				850,000	Information Services
Enterprise Business Intelligence	250,000	250,000	250,000	250,000	100,000	100,000	1,200,000	Information Services
Enterprise System Upgrades - GIS	170,000	170,000					340,000	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	335,000						335,000	Information Services
IVR Telephony Enhancements-Upgrades		100,000	80,000	100,000	40,000	40,000	360,000	Information Services

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TECHNOLOGY/DOT ADMINISTRATION 47- 01								Total	Funding Source
Project Name	2013	2014	2015	2016	2017	2018	Budget		
Media Services - Field Camera System	25,000	25,000	25,000				75,000	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	
Unisys Migration Project	335,000						335,000	Information Services	
Health Vital Stats Project	190,000					270,000	460,000	Information Services	
<b>Subtotal - TECHNOLOGY/DOT ADMINISTRATION 47- 01</b>	<b>\$4,690,000</b>	<b>\$3,915,000</b>	<b>\$2,370,000</b>	<b>\$1,935,000</b>	<b>\$2,655,000</b>	<b>\$3,150,000</b>	<b>\$18,615,000</b>		
RECREATION AND PARKS/RECREATION AND PARKS 51- 01								Total	Funding Source
Project Name	2013	2014	2015	2016	2017	2018	Budget		
51 Urban Infra.- Rec & Parks			753,200	753,200	753,200	753,200	3,012,800	Councilmanic SIT Supported	
51 Urban Infra.- Rec & Parks	753,200	753,200					1,506,400	Voted 2008 Debt SIT Supported	
51-01 Swimming Facilities			2,318,000	2,318,000	2,318,000	2,318,000	9,272,000	Councilmanic SIT Supported	
51-01 Swimming Facilities	500,000	2,318,000					2,818,000	Voted 2008 Debt SIT Supported	
Swimming facilities- new Spraygrounds			875,000	875,000	875,000	875,000	3,500,000	Councilmanic SIT Supported	
Swimming facilities- new Spraygrounds		875,000					875,000	Voted 2008 Debt SIT Supported	
swimming facilities: Maryland Pool	2,693,000						2,693,000	Voted 2008 Debt SIT Supported	
51-01 Park & Playground Development			850,000	850,000	850,000	850,000	3,400,000	Councilmanic SIT Supported	
51-01 Park & Playground Development	850,000	850,000					1,700,000	Voted 2008 Debt SIT Supported	
Park and Playgrounds - Misc.			106,000	106,000	106,000	106,000	424,000	Councilmanic SIT Supported	
Park and Playgrounds - Misc.	106,000	106,000					212,000	Voted 2008 Debt SIT Supported	
Hard Surface Improvements: yearly improvements			800,000	800,000	800,000	800,000	3,200,000	Councilmanic SIT Supported	
Hard Surface Improvements: yearly improvements	800,000	800,000					1,600,000	Voted 2008 Debt SIT Supported	
Franklin/Conservatory Park Improvements	800,000	800,000					1,600,000	Voted 2008 Debt SIT Supported	
park improvements: grant matches			100,000	100,000	100,000	100,000	400,000	Councilmanic SIT Supported	
park improvements: grant matches		100,000					100,000	Voted 2008 Debt SIT Supported	
51-01 Facility Renovations		5,850,000	5,850,000	5,850,000	5,850,000	5,850,000	29,250,000	Councilmanic SIT Supported	
51-01 Facility Renovations	1,400,000	1,540,000					2,940,000	Voted 2008 Debt SIT Supported	
Facility Imps - Contingencies			200,000	200,000	200,000	200,000	800,000	Councilmanic SIT Supported	
Facility Imps - Contingencies	200,000	200,000					400,000	Voted 2008 Debt SIT Supported	
HVAC Improvements: various facilities		1,610,000	3,150,000	3,150,000	3,150,000	3,150,000	14,210,000	Councilmanic SIT Supported	
HVAC Improvements: various facilities	3,150,000						3,150,000	Voted 2008 Debt SIT Supported	
Westgate Recreation Center Improvements	4,500,000						4,500,000	Voted 2008 Debt SIT Supported	
facility: roof improvements various			800,000	800,000	800,000	800,000	3,200,000	Councilmanic SIT Supported	
facility: roof improvements various	800,000	800,000					1,400,000	Voted 2008 Debt SIT Supported	
Street Trees: Green initiative			400,000	400,000	400,000	400,000	1,600,000	Councilmanic SIT Supported	
Street Trees: Green initiative	400,000	400,000					800,000	Voted 2008 Debt SIT Supported	
Maintenance Equipment			250,000	250,000	250,000	250,000	1,000,000	Councilmanic SIT Supported	
Maintenance Equipment	500,000	250,000					750,000	Voted 2008 Debt SIT Supported	
51-01 Park Acquisition			774,000	774,000	774,000	774,000	3,096,000	Councilmanic SIT Supported	
51-01 Park Acquisition	774,000	774,000					1,548,000	Voted 2008 Debt SIT Supported	

RECREATION AND PARKS/RECREATION AND PARKS 51- 01 Project Name	2013	2014	2015	2016	2017	2018	Total Budget	Funding Source
Bikeway Trail Safety - General			433,800	433,800	433,800	433,800	1,735,200	Councilmanic SIT Supported
Bikeway Trail Safety - General	433,800	433,800					867,600	Voted 2008 Debt SIT Supported
51-01 Greenways Projects		3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000	Councilmanic SIT Supported
51-01 Greenways Projects	3,000,000						3,000,000	Voted 2008 Debt SIT Supported
Watercourse Bike Path Development & Connection Improvements		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	Councilmanic SIT Supported
Watercourse Bike Path Development & Connection Improvements	1,000,000						1,000,000	Voted 2008 Debt SIT Supported
51-01 Safe Playgrounds			500,000	500,000	500,000	500,000	2,000,000	Councilmanic SIT Supported
51-01 Safe Playgrounds	500,000	500,000					1,000,000	Voted 2008 Debt SIT Supported
Scioto Greenways Improvements		5,000,000	5,000,000				10,000,000	Councilmanic SIT Supported
Scioto Greenways Improvements	4,000,000						4,000,000	Voted 2008 Debt SIT Supported
<b>Subtotal - RECREATION AND PARKS/RECREATION AND PARKS 51- 01</b>	<b>\$26,960,000</b>	<b>\$27,960,000</b>	<b>\$27,160,000</b>	<b>\$22,160,000</b>	<b>\$22,160,000</b>	<b>\$22,160,000</b>	<b>\$148,560,000</b>	
RECREATION AND PARKS/GOLF DIVISION 51- 03 Project Name	2013	2014	2015	2016	2017	2018	Total Budget	Funding Source
Golf- equipment replacements			200,000	200,000	200,000	200,000	800,000	Councilmanic SIT Supported
Golf- equipment replacements	275,000	200,000					475,000	Voted 2008 Debt SIT Supported
golf: drainage improvements			50,000	50,000	50,000	50,000	200,000	Councilmanic SIT Supported
golf: drainage improvements	25,000	50,000					75,000	Voted 2008 Debt SIT Supported
golf: bunker improvements			100,000	100,000	100,000	100,000	400,000	Councilmanic SIT Supported
golf: bunker improvements	100,000	100,000					200,000	Voted 2008 Debt SIT Supported
golf: hard surface improvements			70,000	70,000	70,000	70,000	280,000	Councilmanic SIT Supported
golf: hard surface improvements	70,000	70,000					140,000	Voted 2008 Debt SIT Supported
Golf Improvements- Miscellaneous			50,000	50,000	50,000	50,000	200,000	Councilmanic SIT Supported
Golf Improvements- Miscellaneous	50,000	50,000					100,000	Voted 2008 Debt SIT Supported
golf improvements: General Golf Facility Improvements			150,000	150,000	150,000	150,000	600,000	Councilmanic SIT Supported
golf improvements: General Golf Facility Improvements	100,000	150,000					250,000	Voted 2008 Debt SIT Supported
<b>Subtotal - RECREATION AND PARKS/GOLF DIVISION 51- 03</b>	<b>\$620,000</b>	<b>\$620,000</b>	<b>\$620,000</b>	<b>\$620,000</b>	<b>\$620,000</b>	<b>\$620,000</b>	<b>\$3,720,000</b>	
PUBLIC SERVICE/12 - TRANSPORTATION 59-10 Project Name	2013	2014	2015	2016	2017	2018	Total Budget	Funding Source
UIRF - Urban Infrastructure Recovery Fund				788,673	5,651,813	5,651,813	12,092,299	Councilmanic SIT Supported
UIRF - Urban Infrastructure Recovery Fund	5,651,813	5,651,813	5,651,813	4,863,140			21,818,579	Voted 2008 Debt SIT Supported
Roadway Improvements - Creative Campus	300,000	300,000					600,000	Voted 2008 Debt SIT Supported
Street Equipment				856,341	856,794	856,794	2,569,929	Councilmanic SIT Supported
Street Equipment	274,807	973,364	854,689				2,102,860	Voted 2008 Debt SIT Supported
NCR-TBD				2,500,000	2,500,000	2,500,000	7,500,000	Councilmanic SIT Supported
NCR-TBD	2,500,000	2,500,000	2,500,000				7,500,000	Voted 2008 Debt SIT Supported
Intersection Improvements - Gender Road at Refugee Road	55,000						55,000	Voted 2008 Debt SIT Supported
ADA Curb Ramps - Repair	750,000	750,000	750,000	750,000	750,000		3,750,000	Councilmanic (To Be Determined)

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PUBLIC SERVICE/12 - TRANSPORTATION 59-10 Project Name	2013	2014	2015	2016	2017	2018	Total Budget	Funding Source
Arterial Street Rehabilitation - North High Street/Flint Road - County Line		6,100,000					6,100,000	ODOT (Ohio Dept of Transportation)
Arterial Street Rehabilitation - Lockbourne Road/Frebis Road - SR104	1,140,000						1,140,000	Voted 2008 Debt SIT Supported
Arterial Street Rehabilitation - Hard Road Phase A/Sawmill Road - Smoky Row Road	270,000	6,545,108					6,815,108	ODOT (Ohio Dept of Transportation)
Arterial Street Rehabilitation - Hard Road Phase A/Sawmill Road - Smoky Row Road	70,000						70,000	Voted 2008 Debt SIT Supported
Arterial Street Rehabilitation - Alum Creek Drive - Frebis to Refugee		1,200,000	9,700,000				10,900,000	ODOT (Ohio Dept of Transportation)
59-09 Alley Rehabilitation - Downtown SID Improvements	525,000	525,000					1,050,000	Voted 2008 Debt SIT Supported
Alley Rehabilitation - Misc.					1,500,000	1,500,000	3,000,000	Councilmanic SIT Supported
Alley Rehabilitation - Misc.	1,500,000	1,500,000	1,500,000	1,500,000			6,000,000	Voted 2008 Debt SIT Supported
Roadway Improvements - SCMRF reimbursements				285,000	2,550,000	2,550,000	5,385,000	Councilmanic SIT Supported
Roadway Improvements - SCMRF reimbursements	2,200,000	2,250,500	2,550,000	2,285,000			9,285,500	Voted 2008 Debt SIT Supported
Roadway Improvements - Utility Relocation Reimbursements				100,000	100,000	100,000	300,000	Councilmanic SIT Supported
Roadway Improvements - Utility Relocation Reimbursements	100,000	100,000	100,000				300,000	Voted 2008 Debt SIT Supported
Roadway Improvements - Miscellaneous Construction Inspection				100,000	100,000	100,000	300,000	Councilmanic SIT Supported
Roadway Improvements - Miscellaneous Construction Inspection	100,000	100,000	100,000				300,000	Voted 2008 Debt SIT Supported
Roadway Improvements - Miscellaneous Right of Way Acquisition				100,000	100,000	100,000	300,000	Councilmanic SIT Supported
Roadway Improvements - Miscellaneous Right of Way Acquisition	100,000	100,000	100,000				300,000	Voted 2008 Debt SIT Supported
Roadway Improvements - Lazelle Road		620,000	2,000,000	15,140,800			17,760,800	Federal Match Projects
Roadway Improvements - Utility Cut and Restoration	300,000						300,000	Voted 2008 Debt SIT Supported
Curb Reconstruction - Curb Reimbursement Program	25,000						25,000	Voted 2008 Debt SIT Supported
Curb Reconstruction - Qwik Curb Commodity				25,000	25,000	25,000	75,000	Councilmanic SIT Supported
Curb Reconstruction - Qwik Curb Commodity	25,000	25,000	25,000				75,000	Voted 2008 Debt SIT Supported
Resurfacing - Pavement and Asset Management Services					100,000	100,000	200,000	Councilmanic SIT Supported
Resurfacing - Pavement and Asset Management Services	250,000	100,000	100,000	100,000			550,000	Voted 2008 Debt SIT Supported
Resurfacing - Resurfacing Projects				16,900,000	16,900,000	16,900,000	50,700,000	Councilmanic SIT Supported
Resurfacing - Resurfacing Projects	12,493,895	16,900,000	16,900,000				46,293,895	Voted 2008 Debt SIT Supported
Resurfacing - Urban Paving - East Broad/Whitehall Corp. Line - Licking County Line	1,500,000						1,500,000	Voted 2008 Debt SIT Supported
Resurfacing - Urban Paving - SR33D - Spring Street (PID 86850)	517,000						517,000	Voted 2008 Debt SIT Supported
Resurfacing - Urban Paving - SR317 - London-Groveport Road	475,000						475,000	Voted 2008 Debt SIT Supported
Resurfacing - Urban Paving - SR317 - Hamilton Road (PID 92345)	969,000						969,000	Voted 2008 Debt SIT Supported
Resurfacing - Preventive Surface Treatments - Crack Seal				750,000	750,000	750,000	2,250,000	Councilmanic SIT Supported
Resurfacing - Preventive Surface Treatments - Crack Seal	750,000	750,000	750,000				2,250,000	Voted 2008 Debt SIT Supported

PUBLIC SERVICE/12 - TRANSPORTATION 59-10 Project Name	2013	2014	2015	2016	2017	2018	Total Budget	Funding Source
Resurfacing - Preventive Surface Treatments - Slurry Seal				750,000	750,000	750,000	2,250,000	Councilmanic SIT Supported
Resurfacing - Preventive Surface Treatments - Slurry Seal	750,000	750,000	750,000				2,250,000	Voted 2008 Debt SIT Supported
Resurfacing - Urban Paving - US 33 - Livingston Avenue and Third Street (PID 88652)	616,780						616,780	Voted 2008 Debt SIT Supported
Resurfacing - Urban Paving - SR 315 (PID 76420)	178,325						178,325	Voted 2008 Debt SIT Supported
Bridge Rehabilitation				3,371,846	3,371,393	3,371,393	10,114,632	Councilmanic SIT Supported
Bridge Rehabilitation	2,373,000	3,251,215	2,471,846				8,096,061	Voted 2008 Debt SIT Supported
Bridge Rehabilitation - General Engineering Bridges	300,000						300,000	Voted 2008 Debt 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	487,000		900,000				1,387,000	Voted 2008 Debt SIT Supported
Bridge Rehabilitation - Noe-Bixby Road Over Stream South of Main Street East	140,000						140,000	Voted 2008 Debt SIT Supported
Bridge Rehabilitation - East North Broadway Under Railroad West of I-71	1,200,000						1,200,000	Voted 2008 Debt SIT Supported
Housing Initiatives - Roadway				800,000	800,000	800,000	2,400,000	Councilmanic SIT Supported
Housing Initiatives - Roadway	800,000	800,000	800,000				2,400,000	Voted 2008 Debt SIT Supported
Streetscape Improvements- Commercial Corridor	500,000						500,000	Councilmanic (To Be Determined)
Bikeway Development - Hudson Street/Mock Road		300,000					300,000	Voted 2008 Debt SIT Supported
Bikeway Development - Spot/Miscellaneous Improvements (Intersection Related)			220,000	400,000			620,000	Voted 2008 Debt SIT Supported
Bikeway Development - SR 161 Bikeway Connector/Sawmill Road - Linworth Road	80,000		2,000,000				2,080,000	Federal Match Projects
Bikeway Development - Citywide Signage Replacement		80,000					80,000	Voted 2008 Debt SIT Supported
Bikeway Development - Bike Hitches/Racks					60,000	50,000	110,000	Councilmanic SIT Supported
Bikeway Development - Bike Hitches/Racks		50,000	50,000	50,000			150,000	Voted 2008 Debt SIT Supported
Bikeway Development - Summit and Fourth Bike Lanes/Hudson Street to Warren Street		480,000					480,000	Federal Match Projects
Bikeway Development - Summit and Fourth Bike Lanes/Hudson Street to Warren Street		120,000					120,000	Voted 2008 Debt SIT Supported
Bikeway Development - Pavement Marking and Signage Contract						250,000	250,000	Councilmanic SIT Supported
Bikeway Development - Pavement Marking and Signage Contract		250,000	200,000	250,000			700,000	Voted 2008 Debt SIT Supported
Bikeway Development - Rehabilitation						800,000	800,000	Councilmanic SIT Supported
Bikeway Development - Rehabilitation			20,000				20,000	Voted 2008 Debt SIT Supported
Bikeway Development - Bikeway General Engineering Design					500,000	500,000	1,000,000	Councilmanic SIT Supported
Bikeway Development - Bikeway General Engineering Design	500,000	500,000	570,000	660,000			2,230,000	Voted 2008 Debt SIT Supported
Bikeway Development - Bicentennial Bikeways Plan						400,000	400,000	Councilmanic SIT Supported
Bikeway Development - Bicentennial Bikeways Plan	400,000						400,000	Voted 2008 Debt SIT Supported
Bikeway Development - Olentangy to Alum Creek East-West Connector Phase 2			400,000				400,000	Voted 2008 Debt SIT Supported
Bikeway Development - Georgesville Shared Use Path North-South Connector				480,000			480,000	Voted 2008 Debt SIT Supported

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PUBLIC SERVICE/12 - TRANSPORTATION 59-10	2013	2014	2015	2016	2017	2018	Total Budget	Funding Source
Project Name								
Bikeway Development -Sullivant Corridor East-West Connector			200,000				200,000	Voted 2008 Debt SIT Supported
Bikeway Development - Olentangy River Road Shared Use Path - Ackerman to North Broadway	1,000,000						1,000,000	Federal Match Projects
Bikeway Development - Olentangy River Road Shared Use Path - Henderson to Bethel			180,000				180,000	Voted 2008 Debt SIT Supported
Bikeway Development - Downtown Projects	400,000	440,000					840,000	Voted 2008 Debt SIT Supported
Bikeway Development - Olentangy River Road Shared Use Path - Kinnear to Lane	700,000						700,000	Voted 2008 Debt SIT Supported
Bikeway Development - Olentangy River Road Shared Use Path - North Broadway to Henderson					1,440,000		1,440,000	Councilmanic SIT Supported
Bikeway Development - Railroad Crossing Improvements			160,000	160,000			320,000	Voted 2008 Debt SIT Supported
Bikeway Development - Morse Road Intersection Improvements		260,000					260,000	Voted 2008 Debt SIT Supported
School Flashers - 20 MPH - Commodities				50,000	50,000	50,000	150,000	Councilmanic SIT Supported
School Flashers - 20 MPH - Commodities	245,000	50,000	50,000				345,000	Voted 2008 Debt SIT Supported
Traffic Signal Installation - Commodities				950,000	950,000	950,000	2,850,000	Councilmanic SIT Supported
Traffic Signal Installation - Commodities	950,000	950,000	950,000				2,850,000	Voted 2008 Debt SIT Supported
Traffic Signal Installation - Columbus Traffic Signal System Phase C		250,000	7,700,000				7,950,000	ODOT (Ohio Dept of Transportation)
Traffic Signal Installation - Columbus Traffic Signal System Phase D				375,000	8,100,000		8,475,000	ODOT (Ohio Dept of Transportation)
Sign Upgrading/Streetname Signs - Commodities				350,000	350,000	350,000	1,050,000	Councilmanic SIT Supported
Sign Upgrading/Streetname Signs - Commodities	350,000	350,000	350,000				1,050,000	Voted 2008 Debt SIT Supported
Permanent Pavement Markings				500,000	500,000	500,000	1,500,000	Councilmanic SIT Supported
Permanent Pavement Markings	600,000	500,000	500,000				1,600,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvements - Sidewalk Program					2,641,400	2,641,400	5,282,800	Councilmanic SIT Supported
Pedestrian Safety Improvements - Sidewalk Program		140,000	352,000				492,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvements - Hague/Valleyview Safe Routes to Schools (SRTS)	525,000						525,000	Federal Match Projects
Pedestrian Safety Improvements - Hague/Valleyview Safe Routes to Schools (SRTS)	250,000						250,000	Voted 2008 Debt SIT Supported
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)	225,000	125,000	125,000				475,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvements - Hilltop Community Mobility Plan					250,000	250,000	500,000	Councilmanic SIT Supported
Pedestrian Safety Improvements - Hilltop Community Mobility Plan		250,000	250,000				500,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvements-COTA Sidewalks Phase 2				64,000	1,480,000		1,544,000	Federal Match Projects
Pedestrian Safety Improvements-COTA Sidewalks Phase 2	206,000						206,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvements - Parsons Avenue Sidewalks	96,000		2,592,000				2,688,000	Federal Match Projects
Pedestrian Safety Improvements - Parsons Avenue Sidewalks	24,000		648,000				672,000	Voted 2008 Debt SIT Supported

PUBLIC SERVICE/12 - TRANSPORTATION 59-10	2013	2014	2015	2016	2017	2018	Total Budget	Funding Source
Project Name								
Pedestrian Safety Improvements - Town Street Curb Extension at Avondale and Hawkes Avenues	399,000						399,000	Federal Match Projects
Pedestrian Safety Improvements - Town Street Curb Extension at Avondale and Hawkes Avenues	75,000						75,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvements - Henderson Road SUP - Kenny to Reed		350,000					350,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvements - Sidewalk Design and Crosswalk Improvements	190,000	200,000	350,000				740,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvements - Moler Avenue Sidewalks		600,000					600,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvements - Joyce Avenue Sidewalks-Denune Avenue to Agler Road	450,000						450,000	Voted 2008 Debt 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		50,000		1,400,000			1,450,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvement - Mound Street Sidewalks - Binns Boulevard to Wayne Avenue	100,000	50,000	1,250,000				1,400,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvement - Livingston Avenue Sidewalks Woodcrest to Latimer	100,000			600,000			700,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvement - Whittier Street Sidewalks - Lockbourne Rd to Fairwood Ave	80,000			700,000			780,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvements - Nelson Road Sidewalks - Livingston Av to Main St				300,000			300,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvement - Sidewalk Replacement					150,000	150,000	300,000	Councilmanic SIT Supported
Pedestrian Safety Improvement - Sidewalk Replacement	140,000	142,400	200,000	150,000			632,400	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvement - Eakin Road Sidewalks - Salisbury to Hague		350,000					350,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvement - Wilson Road Shared Use Path - Broad St to Sullivant Av		400,000					400,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvement - Sidewalk Program Design					180,000	600,000	780,000	Councilmanic SIT Supported
Pedestrian Safety Improvement - Sidewalk Program Design		500,000	600,000	350,000			1,450,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvements - Miscellaneous Acquisition					200,000	200,000	400,000	Councilmanic SIT Supported
Pedestrian Safety Improvements - Miscellaneous Acquisition			142,400				142,400	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvements - Cooke Road Sidewalks - Henderson Road to Indianola Avenue					420,000		420,000	Councilmanic SIT Supported
Pedestrian Safety Improvement - Pedestrian Safety Commodities					33,600	33,600	67,200	Councilmanic SIT Supported
Pedestrian Safety Improvement - Pedestrian Safety Commodities	120,000	2,600	42,600				165,200	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvement - West Broad Street Traffic Signals			40,000				40,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvements - Sinclair Road Sidewalks		160,000		500,000			660,000	Voted 2008 Debt SIT Supported
Pedestrian Safety Improvements - Morse/Sunbury		280,000					280,000	Voted 2008 Debt SIT Supported
SciTech-OSU research park envir.		4,700,000					4,700,000	Voted 2008 Debt SIT Supported
Operation Safewalks - Marion Road	900,000						900,000	Voted 2008 Debt SIT Supported

Capital Summary

Subtotal - PUBLIC SERVICE/12 - TRANSPORTATION 59-10	\$49,291,620	\$65,072,000	\$71,145,348	\$60,234,800	\$54,235,000	\$43,905,000	\$343,883,768	
<b>PUBLIC SERVICE/REFUSE COLLECTION 59-02</b>	2013	2014	2015	2016	2017	2018	Total Budget	Funding Source
Project Name								
Mechanized Collection Equipment - 96-Gallon Containers	194,880	190,000	266,188	274,174	274,174	274,174	1,473,590	Councilmanic SIT Supported
Mechanized Collection Equipment - 300 Gallon Containers	686,063	690,000	821,169	894,080	894,080	894,080	4,879,472	Councilmanic SIT Supported
Mechanized Collection Equipment - Automated Side Loader Trucks	1,189,792	3,895,163	3,604,351	3,898,216	3,898,216	3,898,216	20,183,954	Councilmanic SIT Supported
Mechanized Collection Equipment - Automated Side Loader Trucks	1,160,000						1,160,000	Voted 2008 Debt SIT Supported
Mechanized Collection Equipment - Front-Box Loader Trucks	825,096			888,020	888,020	888,020	3,489,156	Councilmanic SIT Supported
Mechanized Collection Equipment - Rear Loading Packer Trucks			420,464				420,464	Councilmanic SIT Supported
Mechanized Collection Equipment - Semi-Automated Trucks	416,460	271,112	542,228				1,229,800	Councilmanic SIT Supported
Mechanized Collection Equipment - Flatbed Trucks	201,300		146,646				347,946	Councilmanic SIT Supported
Mechanized Collection Equipment - Compactor Trucks	221,267		154,099				375,366	Councilmanic SIT Supported
Mechanized Collection Equipment - Knuckle Boom Trucks		136,725					136,725	Councilmanic SIT Supported
Mechanized Collection Equipment - Dumpsters	20,000	20,000	24,855	25,510	25,510	25,510	141,385	Councilmanic SIT Supported
Alum Creek Remediation - Facility Improvements	665,142	538,500	100,000	100,000	100,000	100,000	1,603,642	Councilmanic SIT Supported
Georgesville Road - Facility Improvements	500,000	538,500					1,038,500	Councilmanic SIT Supported
<b>Subtotal - PUBLIC SERVICE/REFUSE COLLECTION 59-02</b>	<b>\$6,080,000</b>	<b>\$6,080,000</b>	<b>\$6,080,000</b>	<b>\$6,080,000</b>	<b>\$6,080,000</b>	<b>\$6,080,000</b>	<b>\$36,480,000</b>	
<b>PUBLIC UTILITIES/STORM SEWER 60-15</b>	2013	2014	2015	2016	2017	2018	Total Budget	Funding Source
Project Name								
Fountain Square Stormwater System Improvements			3,200,000				3,200,000	Storm Sewer Enterprise (Unvoted)
Fountain Square Stormwater System Improvements	150,000						150,000	Voted 2004 Debt-Storm Sewer
60-15 Petzinger Rd Stormwater Imps		1,100,000					1,100,000	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		200,000	200,000	200,000	200,000	200,000	1,000,000	Storm Sewer Enterprise (Unvoted)
60-15 Riverview Drive Street Reconstruct	1,100,000						1,100,000	Voted 2004 Debt-Storm Sewer
Saddle Run Storm Sewer Improvements	750,000						750,000	Voted 2004 Debt-Storm Sewer
60-15 Marion Road Storm Sewer	2,400,000						2,400,000	Storm Sewer Enterprise (Unvoted)
60-15 Lockbourne Road Storm Sewer	2,600,000						2,600,000	Voted 2004 Debt-Storm Sewer
Oakwood Avenue Stormwater System Improvements			350,000				350,000	Storm Sewer Enterprise (Unvoted)
Oakwood Avenue Stormwater System Improvements	20,000						20,000	Voted 2004 Debt-Storm Sewer
Marion Road Area Neighborhood Project No. 1			500,000				500,000	Storm Sewer Enterprise (Unvoted)
Marion Road Area Neighborhood Project No. 1	25,000						25,000	Voted 2004 Debt-Storm Sewer
Marion Road Area Neighborhood Projects No. 2			450,000				450,000	Storm Sewer Enterprise (Unvoted)
Marion Road Area Neighborhood Projects No. 2	25,000						25,000	Voted 2004 Debt-Storm Sewer
Clintonville Neighborhood Stormwater System Improvements Phase 2		2,000,000					2,000,000	Storm Sewer Enterprise (Unvoted)
Lehnert Farms/Bolton Field Stormwater System Improvements		2,500,000					2,500,000	Storm Sewer Enterprise (Unvoted)

<b>PUBLIC UTILITIES/STORM SEWER 60-15</b>	2013	2014	2015	2016	2017	2018	Total Budget	Funding Source
<b>Project Name</b>								
Clintonville/Northridge SSI		3,000,000					3,000,000	Storm Sewer Enterprise (Unvoted)
Existing Detention Basin Modifications	300,000		2,000,000				2,300,000	Storm Sewer Enterprise (Unvoted)
60-15 Storm Sewer Contingencies	345,000	1,500,000	1,500,000	1,500,000	1,500,000		6,345,000	Storm Sewer Enterprise (Unvoted)
60-15 Storm Sewer Contingencies	775,000						775,000	Voted 2004 Debt-Storm Sewer
Storm Sewer Contingencies-Reimbursements	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000		5,000,000	Storm Sewer Enterprise (Unvoted)
60-15 Skyline Dr Stormwater Imps		2,070,000					2,070,000	Storm Sewer Enterprise (Unvoted)
17th Avenue Improvements	3,200,000						3,200,000	Storm Sewer Enterprise (Unvoted)
Terrace Avenue / Broad Street Stormwater System Improvements	3,000,000						3,000,000	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)
Scioto Greenways Improvements		1,900,000					1,900,000	Storm Sewer Enterprise (Unvoted)
Stormwater Master Plan		250,000					250,000	Storm Sewer Enterprise (Unvoted)
SMOC Facility Stormwater Improvements	100,000	250,000					350,000	Storm Sewer Enterprise (Unvoted)
<b>Subtotal - PUBLIC UTILITIES/STORM SEWER 60-15</b>	<b>\$15,790,000</b>	<b>\$19,295,000</b>	<b>\$9,250,000</b>	<b>\$2,700,000</b>	<b>\$2,700,000</b>	<b>\$200,000</b>	<b>\$49,935,000</b>	
<b>PUBLIC UTILITIES/SANITARY SEWERS 60- 05</b>	2013	2014	2015	2016	2017	2018	Total Budget	Funding Source
<b>Project Name</b>								
Public Information Outreach	250,000	250,000	250,000				750,000	Voted 2008 Debt-Sanitary Sewer
Real Time Control	1,000,000	1,000,000	1,000,000				3,000,000	Voted 2008 Debt-Sanitary Sewer
60-05 Sanitary Sewer Construction	500,000	500,000	500,000	500,000	500,000		2,500,000	Voted 2008 Debt-Sanitary Sewer
60-05 Big Walnut Trunk, Central College Road Subtrunk F1B	3,000,000						3,000,000	WPCLF/OWDA
Big Walnut Sanitary Trunk Extension, Phase 2				1,000,000			1,000,000	Voted 2008 Debt-Sanitary Sewer
60-05 Blacklick Creek Interceptor	1,000,000	2,100,000	2,100,000	2,100,000			7,300,000	Voted 2008 Debt-Sanitary Sewer
60-05 Blacklick Creek Interceptor		78,000,000					78,000,000	WPCLF/OWDA
60-05 Alum Creek Relief Tunnel (ART)		8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	40,000,000	Voted 2008 Debt-Sanitary Sewer
60-05 Alum Creek Relief Tunnel (ART)		316,800,000					316,800,000	WPCLF/OWDA
Olentangy Relief Tunnel (ORT)						3,000,000	3,000,000	Voted 2008 Debt-Sanitary Sewer
60-05 Sanitary Sewer Contingency		1,000,000	1,000,000	1,000,000	1,000,000		4,000,000	Voted 2008 Debt-Sanitary Sewer
60-05 General Engineering Svcs Contract	400,000	400,000	400,000	400,000	400,000	400,000	2,400,000	Voted 2008 Debt-Sanitary Sewer
Scioto Greenways Improvements		1,900,000					1,900,000	WPCLF/OWDA
JPWWTP Biosolids Land Application Improvements		974,000	698,000				1,672,000	Voted 2008 Debt-Sanitary Sewer
JPWWTP Biosolids Land Application Improvements			13,920,000				13,920,000	WPCLF/OWDA
JPWWTP Solids Handling Improvements Project	280,000						280,000	Voted 2008 Debt-Sanitary Sewer
JPWWTP Solids Handling Improvements Project		4,200,000					4,200,000	WPCLF/OWDA
JPWWTP Biosolids Digester Biogas Utilization	100,000	50,000					150,000	Voted 2008 Debt-Sanitary Sewer
JPWWTP Biosolids Digester Biogas Utilization		1,000,000					1,000,000	WPCLF/OWDA
JPWWTP Digester Cover Rehab						1,725,000	1,725,000	WPCLF/OWDA

## Capital Summary

PUBLIC UTILITIES/SANITARY SEWERS 60- 05 Project Name	2013	2014	2015	2016	2017	2018	Total Budget	Funding Source
6005 Facilities & Equip Upgrade for WSST		656,000	1,530,000		1,093,000		3,279,000	Voted 2008 Debt-Sanitary Sewer
6005 Facilities & Equip Upgrade for WSST					21,860,000		21,860,000	WPCLF/OWDA
JPWWTP, Corrosion Prevention and Protective Coating Systems	2,227,000						2,227,000	WPCLF/OWDA
JPWWTP, Corrosion Prevention and Protection Coating System		348,000					348,000	Voted 2008 Debt-Sanitary Sewer
JPWWTP, Corrosion Prevention and Protection Coating System		2,118,000					2,118,000	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			2,118,000				2,118,000	WPCLF/OWDA
DPU General Engineering Consultant (GEC) Services	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000	Voted 2008 Debt-Sanitary Sewer
JPWWTP Small Capital Projects	400,000	400,000	400,000	400,000	400,000	400,000	2,400,000	Voted 2008 Debt-Sanitary Sewer
SWWTP Small Capital Projects	400,000	400,000	400,000	400,000	400,000	400,000	2,400,000	Voted 2008 Debt-Sanitary Sewer
Compost Facility Small Capital Projects	400,000	400,000	400,000	400,000	400,000	400,000	2,400,000	Voted 2008 Debt-Sanitary Sewer
SMOC Small Capital Projects	400,000	400,000	400,000	400,000	400,000	400,000	2,400,000	Voted 2008 Debt-Sanitary Sewer
Fairwood Building Facilities Small Capital Projects	400,000	400,000	400,000	400,000	400,000	400,000	2,400,000	Voted 2008 Debt-Sanitary Sewer
Land Acquisition	1,000,000	3,800,000					4,800,000	Voted 2008 Debt-Sanitary Sewer
WWTFs Ash Lagoons Improvements	400,000						400,000	Voted 2008 Debt-Sanitary Sewer
WWTFs Ash Lagoons Improvements	2,000,000						2,000,000	WPCLF/OWDA
SWWTP Major Incineration Rehabilitation	1,423,000	1,017,000					2,440,000	Voted 2008 Debt-Sanitary Sewer
SWWTP Major Incineration Rehabilitation		20,334,000					20,334,000	WPCLF/OWDA
Combined Sewer Overflow (CSO) Reduction Improvements at the WWTFs	109,000						109,000	Voted 2008 Debt-Sanitary Sewer
Combined Sewer Overflow (CSO) Reduction Improvements at the WWTFs	2,182,000						2,182,000	WPCLF/OWDA
WWTFs Instrumentation And Control (I&C) Integration and Programming Team	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000	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
SWWTP Corrosion Prevention & Protective Coating Sys. Consultant	206,000						206,000	Voted 2008 Debt-Sanitary Sewer
Wastewater Treatment Facilities Construction and Contingencies		1,700,000	1,800,000	1,800,000	1,800,000	1,800,000	8,900,000	Voted 2008 Debt-Sanitary Sewer
SWWTP Biogas Utilization	100,000	1,050,000					1,150,000	Voted 2008 Debt-Sanitary Sewer
SWWTP Biosolids Land Application Facility		224,000	524,000				748,000	Voted 2008 Debt-Sanitary Sewer
SWWTP Biosolids Land Application Facility				7,856,000			7,856,000	WPCLF/OWDA
6005 SWWTP, Sludge Thickening Improvements and Additional Renovations	125,000						125,000	Voted 2008 Debt-Sanitary Sewer
6005 SWWTP, Sludge Thickening Improvements and Additional Renovations	2,500,000						2,500,000	WPCLF/OWDA
6005 WWTP, Phosphorus Removal & Recovery		494,000	1,153,000	824,000			2,471,000	Voted 2008 Debt-Sanitary Sewer
6005 WWTP, Phosphorus Removal & Recovery				16,476,000			16,476,000	WPCLF/OWDA
WWTF Upgrade - General Program	2,194,000	2,194,000	2,194,000	2,194,000	2,194,000	2,194,000	13,164,000	Voted 2008 Debt-Sanitary Sewer

PUBLIC UTILITIES/SANITARY SEWERS 60-05 Project Name	2013	2014	2015	2016	2017	2018	Total Budget	Funding Source
WWTF Professional Construction Mgmt - 2012 - 2016		2,945,000	1,704,000	2,496,000			7,145,000	Voted 2008 Debt-Sanitary Sewer
WWTF Professional Construction Mgmt.					2,614,000	100,000	2,714,000	Voted 2008 Debt-Sanitary Sewer
SWWTP Corrosion Prevention & Protective Coating Systems	2,550,000						2,550,000	WPCLF/OWDA
2014 Annual Lining Contract		2,000,000					2,000,000	Voted 2008 Debt-Sanitary Sewer
2015 Annual Lining Contract			2,000,000				2,000,000	Voted 2008 Debt-Sanitary Sewer
2016 Annual Lining Contract				2,000,000			2,000,000	Voted 2008 Debt-Sanitary Sewer
2017 Annual Lining Contract					2,000,000		2,000,000	Voted 2008 Debt-Sanitary Sewer
2018 Annual Lining Contract						2,000,000	2,000,000	Voted 2008 Debt-Sanitary Sewer
Sewer System Remediation I/I-NW Alum Creek Area				3,300,000			3,300,000	Voted 2008 Debt-Sanitary Sewer
60-05 Sewer System Remediation I/I Barthman/Parsons Avenue Relief Sewer Improvements - Hinman Ave. Relief Sewer Improvement	250,000	204,000	1,700,000	400,000	15,000	2,750,000	5,319,000	Voted 2008 Debt-Sanitary Sewer
Sewer System Remediation I/I-Sullivant Avenue Area		300,000					300,000	Voted 2008 Debt-Sanitary Sewer
Sewer System Remediation I/I-Sullivant Avenue Area					10,000		10,000	WPCLF/OWDA
Sewer System Remediation I/I - Cherry Hill Relief Sewer				850,000			850,000	Voted 2008 Debt-Sanitary Sewer
Sewer System Remediation I/I - Gault Street Relief Sewer			400,000				400,000	Voted 2008 Debt-Sanitary Sewer
Barthman Parsons Barthman Relief				440,000	150,000		590,000	Voted 2008 Debt-Sanitary Sewer
Barthman Parsons Barthman Relief						3,200,000	3,200,000	WPCLF/OWDA
Sewer System Capacity Model update 2012		1,500,000	1,500,000	1,500,000	1,500,000	300,000	6,300,000	Voted 2008 Debt-Sanitary Sewer
BWARI / Scioto Main Investigation						8,000,000	8,000,000	Voted 2008 Debt-Sanitary Sewer
Big Walnut/Rickenbacker Sanitary Interceptor		2,000,000	2,000,000	2,000,000	1,000,000		7,000,000	Voted 2008 Debt-Sanitary Sewer
Big Walnut/Rickenbacker Sanitary Interceptor			56,000,000				56,000,000	WPCLF/OWDA
Upper Scioto West Air Quality Improvement	1,500,000						1,500,000	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		750,000					750,000	Voted 2008 Debt-Sanitary Sewer
Franklin Main Interceptor Rehabilitation, Sec. 6	50,000		2,000,000				2,050,000	Voted 2008 Debt-Sanitary Sewer
Franklin Main Sanitary Pump Stations	500,000	100,000					600,000	Voted 2008 Debt-Sanitary Sewer
Franklin Main Sanitary Pump Stations				3,000,000			3,000,000	WPCLF/OWDA
Castle Road Pump Station Repair	250,000						250,000	Voted 2008 Debt-Sanitary Sewer
60-05 Portage Grove Area Assessment	1,141,000						1,141,000	WPCLF/OWDA
60-05 OSIS Augment Sewer, Henry St.-JPWWTP		10,000,000	1,500,000				11,500,000	Voted 2008 Debt-Sanitary Sewer
Lower Olentangy River Ecosystem Restoration, Fifth Ave. Dam Removal		20,000	70,000	20,000	20,000		130,000	Voted 2008 Debt-Sanitary Sewer
Noble and Grant Local Storage					150,000	250,000	400,000	Voted 2008 Debt-Sanitary Sewer
Select Storm Sewer Separation in the Dodge Park Combined Area					363,000		363,000	Voted 2008 Debt-Sanitary Sewer
Bulen/Gault/Livingston Area Sanitary Relief Sewer					700,000		700,000	Voted 2008 Debt-Sanitary Sewer
Large Diameter Sewer Rehabilitation - Olentangy Main Trunk Sewer (Part B)								WPCLF/OWDA

## Capital Summary

PUBLIC UTILITIES/SANITARY SEWERS 60- 05 Project Name	2013	2014	2015	2016	2017	2018	Total Budget	Funding Source
Kerr and Russel Local Storage				100,000			100,000	Voted 2008 Debt-Sanitary Sewer
Large Diameter Sewer Rehabilitation - Alum Creek Trunk Middle Section/Alum Creek Interceptor Sewer		6,000,000					6,000,000	WPCLF/OWDA
Large Diameter Sewer Rehabilitation - Alum Creek Trunk South Section/Deshler Tunnel-Alum Creek Interceptor Sewer/Truro Sewers		600,000					600,000	Voted 2008 Debt-Sanitary Sewer
Large Diameter Sewer Rehabilitation - Alum Creek Trunk South Section/Deshler Tunnel-Alum Creek Interceptor Sewer/Truro Sewers			3,000,000				3,000,000	WPCLF/OWDA
Big Walnut Trunk Sewer - North		500,000					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	300,000						300,000	Voted 2008 Debt-Sanitary Sewer
Large Diameter Sewer Rehabilitation - Big Walnut Middle Trunk Section Sewer					5,000,000		5,000,000	WPCLF/OWDA
Big Walnut Trunk Sewer - South	500,000						500,000	Voted 2008 Debt-Sanitary Sewer
Big Walnut Trunk Sewer - South						4,000,000	4,000,000	WPCLF/OWDA
OSIS Large Diameter Sewer Rehabilitation				1,200,000		6,000,000	7,200,000	Voted 2008 Debt-Sanitary Sewer
Center Large Diameter Rehabilitation			1,200,000		5,000,000		6,200,000	Voted 2008 Debt-Sanitary Sewer
West Side Trunk Rehabilitation					1,500,000		1,500,000	Voted 2008 Debt-Sanitary Sewer
Large Diameter - Blacklick Creek Main Trunk		1,200,000					1,200,000	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	WPCLF/OWDA
Mound e/o I-71 Local Storage				150,000	50,000	150,000	350,000	Voted 2008 Debt-Sanitary Sewer
Asset Management Program Development	500,000	200,000					700,000	Voted 2008 Debt-Sanitary Sewer
King Avenue Weir Raise				300,000			300,000	Voted 2008 Debt-Sanitary Sewer
Suwanee Relief Sewer					210,000		210,000	Voted 2008 Debt-Sanitary Sewer
60-05 Petzinger Road Sanitary Imps	1,000,000						1,000,000	WPCLF/OWDA
Scioto River Basin Stage Prediction Augmentation (Flood Forecasting)	873,000						873,000	Voted 2008 Debt-Sanitary Sewer
Berliner Park Sewer Improvements, Greenlawn Sanitary Pump Station	3,000,000						3,000,000	WPCLF/OWDA
Brimfield Area Sanitary System Repair Project	250,000						250,000	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	Voted 2008 Debt-Sanitary Sewer
Fenway Court Sanitary Pump Station	300,000						300,000	WPCLF/OWDA
Stella Court Sanitary Pump Station	250,000						250,000	WPCLF/OWDA
Second Ave. Pump Station Replacement	250,000						250,000	Voted 2008 Debt-Sanitary Sewer
Second Ave. Pump Station Replacement		1,500,000					1,500,000	WPCLF/OWDA

PUBLIC UTILITIES/SANITARY SEWERS 60- 05		2013	2014	2015	2016	2017	2018	Total Budget	Funding Source
Project Name									
Williams Rd./Castle Rd. Sanitary Pump Station Control Valve Upgrade		250,000						250,000	Voted 2008 Debt-Sanitary Sewer
Williams Rd./Castle Rd. Sanitary Pump Station Control Valve Upgrade				1,500,000				1,500,000	WPCLF/OWDA
Williams Rd. Sanitary Pump Station Force Main Improvements		370,000						370,000	Voted 2008 Debt-Sanitary Sewer
Indianola Avenue Local Storage						2,700,000		2,700,000	Voted 2008 Debt-Sanitary Sewer
Whetstone Park of Roses Wet Weather Treatment Facility (Clintonville)							1,000,000	1,000,000	Voted 2008 Debt-Sanitary Sewer
Third Avenue CSO Increased Capture and Green Infrastructure				5,300,000				5,300,000	Voted 2008 Debt-Sanitary Sewer
Frambes Avenue CSO Weir Raise							50,000	50,000	Voted 2008 Debt-Sanitary Sewer
Clintonville Whetstone Park Wet Weather Relief Sewer							649,000	649,000	Voted 2008 Debt-Sanitary Sewer
Compost Facility Leachate Basin		300,000		1,000,000				1,300,000	Voted 2008 Debt-Sanitary Sewer
GIS Professional Services		200,000						200,000	Voted 2008 Debt-Sanitary Sewer
Moler Street Overflow Intercepting Sewer				1,000,000				1,000,000	Voted 2008 Debt-Sanitary Sewer
Moler Street Sewershed Improvements						500,000		500,000	Voted 2008 Debt-Sanitary Sewer
Affordability Analysis		1,000,000						1,000,000	Voted 2008 Debt-Sanitary Sewer
Third Ave Relief Sewer Phase 2							350,000	350,000	Voted 2008 Debt-Sanitary Sewer
California/Como Ave Relief Sewer							300,000	300,000	Voted 2008 Debt-Sanitary Sewer
Rickenbacker Aea Pump Station		100,000	250,000					350,000	Voted 2008 Debt-Sanitary Sewer
General CA/CI		546,794	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,546,794	Voted 2008 Debt-Sanitary Sewer
Clintonville Integrated Approach		5,000,000						5,000,000	Voted 2008 Debt-Sanitary Sewer
Clintonville Integrated Approach			15,000,000	15,000,000				30,000,000	WPCLF/OWDA
Clintonville Lateral Lining		300,000						300,000	Voted 2008 Debt-Sanitary Sewer
Clintonville Lateral Lining			2,500,000					2,500,000	WPCLF/OWDA
Clintonville Lining		5,000,000						5,000,000	WPCLF/OWDA
Cole Street Relief Sewer						400,000		400,000	Voted 2008 Debt-Sanitary Sewer
West Fifth - King Avenue Relief Sewer						100,000		100,000	Voted 2008 Debt-Sanitary Sewer
Scioto Main Sanitary Pump Stations		300,000	100,000	200,000	3,000,000			3,600,000	Voted 2008 Debt-Sanitary Sewer
Scioto Main Sanitary Trunk Sewer Rehabilitation		2,500,000						2,500,000	Voted 2008 Debt-Sanitary Sewer
Scioto Main Sanitary Trunk Sewer Rehabilitation		6,000,000						6,000,000	WPCLF/OWDA
<b>Subtotal - PUBLIC UTILITIES/SANITARY SEWERS 60- 05</b>		<b>\$59,076,794</b>	<b>\$508,028,000</b>	<b>\$145,087,000</b>	<b>\$83,156,000</b>	<b>\$71,079,000</b>	<b>\$60,668,000</b>	<b>\$927,094,794</b>	
PUBLIC UTILITIES/ELECTRICITY 60- 07		2013	2014	2015	2016	2017	2018	Total Budget	Funding Source
Project Name									
60 UIRF Funded Street Lighting Projects (Urban Infrastructure Recovery Fund)		480,000	505,000	505,000	505,000	505,000	505,000	3,005,000	Councilmanic SIT Supported
60 UIRF Funded Street Lighting Projects (Urban Infrastructure Recovery Fund)		25,000						25,000	Voted 2004 Debt-Electricity
Misc. Electricity Projects - SIT Supported- Neighborhood Streetlighting Program		250,000	250,000	250,000	250,000	250,000		1,250,000	Councilmanic (To Be Determined)
Misc. Electricity Projects - SIT Supported- Community Centers- Emergency Streetlighting		100,000	100,000	100,000	100,000	100,000		500,000	Councilmanic (To Be Determined)

## Capital Summary

PUBLIC UTILITIES/ELECTRICITY 60-07 Project Name	2013	2014	2015	2016	2017	2018	Total Budget	Funding Source
Morse Rd. (Ph. II) System Improvements				450,000			450,000	Electricity Enterprise (Unvoted)
Morse Rd. (Ph. III) System Improvements				540,000	870,000	1,000,000	2,410,000	Electricity Enterprise (Unvoted)
Morse Rd. (Ph. IV) System Improvements				500,000			500,000	Electricity Enterprise (Unvoted)
60-07 Distribution System Improvements		300,000	300,000	300,000	300,000	300,000	1,500,000	Electricity Enterprise (Unvoted)
Dublin Ave. Control Building	2,034,817	500,000					2,534,817	Electricity Enterprise (Unvoted)
60-07 Streetlight Inspections/Betterment				500,000	350,000	350,000	1,200,000	Electricity Enterprise (Unvoted)
Salem Village Street Lighting		60,300	522,600				582,900	Electricity Enterprise (Unvoted)
Renner Rd. Street Lighting			4,620	40,040			44,660	Electricity Enterprise (Unvoted)
S. Hamilton Rd. Street Lighting		15,840	137,280				153,120	Electricity Enterprise (Unvoted)
Alternate 69 KV Feed to W Substat		1,700,000					1,700,000	Electricity Enterprise (Unvoted)
Forest Hills Street Lighting		44,550	297,000				341,550	Electricity Enterprise (Unvoted)
South Westgate/Sylvan Street Lighting		440,000					440,000	Electricity Enterprise (Unvoted)
Valleyview Street Lighting		215,600					215,600	Electricity Enterprise (Unvoted)
Winchester Lakes Street Lighting		101,400					101,400	Electricity Enterprise (Unvoted)
Laurel Canyon Street Lighting		70,000					70,000	Electricity Enterprise (Unvoted)
Willow Creek Street Lighting		308,000					308,000	Electricity Enterprise (Unvoted)
New Jackson Pike Substation Transformer			1,730,001			1,730,000	3,460,001	Electricity Enterprise (Unvoted)
Circuit Upgrades (4th to Chittenden/Hudson)			500,000				500,000	Electricity Enterprise (Unvoted)
Balmoral Road Street Lighting		56,100	374,000				430,100	Electricity Enterprise (Unvoted)
Georgesville Road Street Lighting		16,500	143,000				159,500	Electricity Enterprise (Unvoted)
Sunbury Road Street Lighting (Ulry & Old Granville)		31,680	274,560				306,240	Electricity Enterprise (Unvoted)
Sunbury Road Street Lighting (Mock to Holt)			5,280	45,760			51,040	Electricity Enterprise (Unvoted)
Clinton Estates Street Lighting			39,600	342,400			382,000	Electricity Enterprise (Unvoted)
Hyde Park Street Lighting			19,140	165,880			185,020	Electricity Enterprise (Unvoted)
Rathbone Avenue Area Street Lighting			14,190	122,980			137,170	Electricity Enterprise (Unvoted)
Waggoner Rd. Street Lighting			8,580	74,360			82,940	Electricity Enterprise (Unvoted)
Cardinal Park Street Lighting				4,290	37,180		41,470	Electricity Enterprise (Unvoted)
Cortona Woods Street Lighting				5,280	45,760		51,040	Electricity Enterprise (Unvoted)
Idlewild Manor Street Lighting				18,480	160,160		178,640	Electricity Enterprise (Unvoted)
Southgate Manor Street Lighting				10,890	94,380		105,270	Electricity Enterprise (Unvoted)
Westshire Estates Street Lighting				10,230	88,660		98,890	Electricity Enterprise (Unvoted)
Wilshire Heights Street Lighting				16,830	145,860		162,690	Electricity Enterprise (Unvoted)
Frank Road Street Lighting					14,550	126,100	140,650	Electricity Enterprise (Unvoted)
Olentangy River Road Street Lighting					24,750	214,500	239,250	Electricity Enterprise (Unvoted)
Oil Switch Replacement Program					100,000		100,000	Electricity Enterprise (Unvoted)
5th Avenue Circuit 7218 Reconductoring					300,000		300,000	Electricity Enterprise (Unvoted)
<b>Subtotal - PUBLIC UTILITIES/ELECTRICITY 60-07</b>	<b>\$2,889,817</b>	<b>\$4,714,970</b>	<b>\$5,224,851</b>	<b>\$4,002,420</b>	<b>\$3,386,300</b>	<b>\$4,225,600</b>	<b>\$24,443,958</b>	

PUBLIC UTILITIES/WATER 60-09 Project Name	2013	2014	2015	2016	2017	2018	Total Budget	Funding Source
GIS Professional Services Agreement	200,000						200,000	Voted 2008 Debt-Water
Hoover Reservoir Erosion Control				200,000	1,000,000	200,000	1,400,000	Water Enterprise (Unvoted)
Miscellaneous Water Facilities		200,000	200,000	200,000	200,000		800,000	Water Enterprise (Unvoted)
910 Dublin Rd. & Indianola Bldg. Imp's	2,937,902	100,000					3,037,902	Voted 2008 Debt-Water
910 Dublin Rd. & Indianola Bldg. Imp's			1,100,000	120,000	1,280,000		2,500,000	Water Enterprise (Unvoted)
Water Main Rehabilitation	2,500,000	1,000,000	1,000,000	24,000,000	22,000,000	25,000,000	75,500,000	WPCLF/OWDA
Water Main Rehabilitation			2,000,000		2,000,000	5,000,000	9,000,000	Water Enterprise (Unvoted)
Kinnear Rd. Area W.L. Imp's (fka Project #8)	3,000,000						3,000,000	WPCLF/OWDA
Main St. & James Rd. W.L. Imp's (fka Project #9)	1,500,000						1,500,000	WPCLF/OWDA
Little Ave. Area W.L. Imp's (fka Project #10)	3,000,000						3,000,000	WPCLF/OWDA
Innis Ave. Area W.L. Imp's (fka Project #11)	3,000,000						3,000,000	WPCLF/OWDA
Azelda Ave. Area W.L. Imp's (fka Proj #12)	3,000,000						3,000,000	WPCLF/OWDA
Cooke Rd. Area W.L. Imp's (fka Proj. #13)	3,000,000						3,000,000	WPCLF/OWDA
Duxberry Ave. Area W.L. Imp's (fka Proj. #14)	3,000,000						3,000,000	WPCLF/OWDA
Johnstown Rd. Area W.L. Imp's (fka Proj #15)	3,000,000						3,000,000	WPCLF/OWDA
Brentnell Ave. Area W.L. Imp's (fka Proj #16)	3,000,000						3,000,000	Voted 2008 Debt-Water
Sexton Ave. Area W.L. Imp's (fka Proj. #17 W.M.)		3,000,000					3,000,000	WPCLF/OWDA
Eastfield Dr. Area W.L. Imp's (fka Proj. #18 W.M.)		3,000,000					3,000,000	WPCLF/OWDA
Regina Ave. Area W.L. Imp's (fka Proj. #19 W.M.)		3,000,000					3,000,000	WPCLF/OWDA
Chase Road Area Water Line Improvements (fka Project #20 W.M. Replacement)		3,000,000					3,000,000	WPCLF/OWDA
Ferris Road Area Water Line Improvements (fka Project #21 W.M. Replacement)		3,000,000					3,000,000	WPCLF/OWDA
Project No. 22 W.M. Replacement			3,000,000				3,000,000	WPCLF/OWDA
Project No. 23 W.M. Replacement			3,000,000				3,000,000	WPCLF/OWDA
Project No. 24 W.M. Replacement	200,000						200,000	Voted 2008 Debt-Water
Project No. 24 W.M. Replacement			3,000,000				3,000,000	WPCLF/OWDA
Project No. 25 W.M. Replacement	200,000						200,000	Voted 2008 Debt-Water
Project No. 25 W.M. Replacement			3,000,000				3,000,000	WPCLF/OWDA
Project No. 26 W.M. Replacement	200,000						200,000	Voted 2008 Debt-Water
Project No. 26 W.M. Replacement			3,000,000				3,000,000	WPCLF/OWDA
Project No. 27 W.M. Replacement	200,000						200,000	Voted 2008 Debt-Water
Project No. 27 W.M. Replacement			3,000,000				3,000,000	WPCLF/OWDA
Project No. 28 W.M. Replacement	200,000						200,000	Voted 2008 Debt-Water
Project No. 28 W.M. Replacement			3,000,000				3,000,000	WPCLF/OWDA
Project No. 29 W.M. Replacement	200,000						200,000	Voted 2008 Debt-Water
Project No. 29 W.M. Replacement			3,000,000				3,000,000	WPCLF/OWDA
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	2013	2014	2015	2016	2017	2018	Total Budget	Funding Source
DRWP Miscellaneous Improvements		200,000	200,000	200,000	200,000	200,000	1,000,000	Water Enterprise (Unvoted)
HCWP Misc. Improvements		200,000	200,000	200,000	200,000	200,000	1,000,000	Water Enterprise (Unvoted)
Distribution Improvements		500,000		500,000		550,000	1,550,000	Water Enterprise (Unvoted)
PAWP Facility Misc. Improvements		200,000	200,000	200,000	200,000	200,000	1,000,000	Water Enterprise (Unvoted)
PAWP Facility Misc. Improvements - Lime Slaker and Soda			100,000	250,000			350,000	Water Enterprise (Unvoted)
Ash Feeder Replacement								
HCWP Lagoons 1 & 2 Sludge Removal		400,000		450,000		500,000	1,350,000	Water Enterprise (Unvoted)
DRWP Olentangy River Intake Demolition	500,000						500,000	Voted 2008 Debt-Water
McKinley Avenue Quarry Improvements	100,000						100,000	Voted 2008 Debt-Water
South Wellfield Expansion - RWL Pickaway Co.					6,300,000		6,300,000	Water Enterprise (Unvoted)
South Wellfield Expansion - CW-201/202 & VW's					17,800,000		17,800,000	Water Enterprise (Unvoted)
Watershed Road Improvements	4,000,000						4,000,000	Voted 2008 Debt-Water
Watershed Road Improvements		2,200,000	1,100,000				3,300,000	Water Enterprise (Unvoted)
HCWP Basin Concrete Rehab.		800,000		2,200,000			3,000,000	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	2,880,000	2,880,000					5,760,000	Voted 2008 Debt-Water
Water Meter Renewal			3,024,000	3,175,200	3,333,960	3,500,000	13,033,160	Water Enterprise (Unvoted)
Valve Renewal Program			2,000,000		2,000,000		4,000,000	Water Enterprise (Unvoted)
Watershed Misc. Improv. Facilities		200,000	200,000	200,000	200,000		800,000	Water Enterprise (Unvoted)
Watershed Misc. Improv. - Hoover Dam Misc. Imp.		100,000	575,000				675,000	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			2,000,000				2,000,000	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	7,000,000						7,000,000	Voted 2008 Debt-Water
DRWP Capacity Incr. Sludge P.S./Forcemain & Primary Elec.		14,500,000					14,500,000	Voted 2008 Debt-Water
DRWP Capacity Incr. Ion Exchange/Plant Reliability Upgrades		100,000,000					100,000,000	Water Enterprise (Unvoted)
Alum Creek Pumping Station Improvements		10,700,000					10,700,000	Voted 2008 Debt-Water
O'Shaughnessy Hydroelectric Imps		2,000,000					2,000,000	Water Enterprise (Unvoted)
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					3,000,000		3,000,000	WPCLF/OWDA
West Broad St. Water Main - Part II			250,000				250,000	Water Enterprise (Unvoted)
Mound District Booster Station	250,000	3,000,000					3,250,000	Voted 2008 Debt-Water
PAWP Electrical Service Upgrade		14,000,000					14,000,000	Voted 2008 Debt-Water

PUBLIC UTILITIES/WATER 60-09 Project Name	2013	2014	2015	2016	2017	2018	Total Budget	Funding Source
Misc. Booster Station and Water Tank Imp's	200,000	212,098					412,098	Voted 2008 Debt-Water
Misc. Booster Station and Water Tank Imp's		637,902	200,000		300,000	500,000	1,637,902	Water Enterprise (Unvoted)
Bethel Road Booster Station Improvements	1,000,000						1,000,000	Voted 2008 Debt-Water
Stand-By Power for Critical Water Booster Stations		400,000	1,500,000				1,900,000	Water Enterprise (Unvoted)
Henderson Road Booster Station Upgrades	200,000	1,800,000					2,000,000	Voted 2008 Debt-Water
Water Storage Tank Painting		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	Water Enterprise (Unvoted)
Security Enhancements (incl. all eng. & constr. @ Hoover)		1,500,000					1,500,000	Voted 2008 Debt-Water
Security Enhancements - Bethel Rd. Booster Station		1,100,000	1,100,000				2,200,000	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		43,800,000					43,800,000	Water Enterprise (Unvoted)
PAWP Automation Upgrade						2,300,000	2,300,000	Water Enterprise (Unvoted)
Proposed Water Plant Location Evaluation & Land Acquisition		2,000,000					2,000,000	Voted 2008 Debt-Water
HCWP & DRWP Coating Projects				1,650,000			1,650,000	Water Enterprise (Unvoted)
Hague Ave. 24" Water Main		2,425,000					2,425,000	WPCLF/OWDA
HCWP Floc and Lime Basin Reconstruction		325,000	200,000	200,000	200,000	200,000	1,125,000	Water Enterprise (Unvoted)
HCWP Intake Structure & Low Head Dam Rehabilitation		500,000	3,200,000				3,700,000	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	7,000,000	2,500,000			22,500,000	Water Enterprise (Unvoted)
HCWP Standby Power			450,000	4,500,000			4,950,000	Water Enterprise (Unvoted)
DRWP Standby Power				300,000	3,000,000		3,300,000	Water Enterprise (Unvoted)
Water Main Repair		1,100,000	800,000	900,000	900,000	900,000	4,600,000	Water Enterprise (Unvoted)
SCADA System for Division of Water	250,000	2,900,000					3,150,000	Voted 2008 Debt-Water
DRWP Laboratory Upgrades		50,000		250,000			300,000	Water Enterprise (Unvoted)
DRWP Central Maintenance Shop					300,000		300,000	Water Enterprise (Unvoted)
Hoover Maintenance Building Renovations		200,000					200,000	Water Enterprise (Unvoted)
Griggs Maintenance Complex Renovations		100,000		550,000			650,000	Water Enterprise (Unvoted)
Fire Hydrant Repairs (non R & R)		600,000	800,000		600,000	700,000	2,500,000	Water Enterprise (Unvoted)
Gen'l Engineering Services - Distribution Group		400,000	400,000	400,000	400,000	400,000	2,000,000	Water Enterprise (Unvoted)
HCWP Bulk Chemical Building Improvements		1,000,000					1,000,000	Voted 2008 Debt-Water
PAWP Well Pump Replacement		250,000	250,000	650,000	400,000		1,550,000	Water Enterprise (Unvoted)

# Capital Summary

<b>PUBLIC UTILITIES/WATER 60-09</b>	2013	2014	2015	2016	2017	2018	Total Budget	Funding Source
<b>Project Name</b>								
Energy Efficient Lighting Upgrade	1,000,000						1,000,000	Voted 2008 Debt-Water
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	200,000						200,000	Voted 2008 Debt-Water
Westgate Tank Replacement		5,000,000					5,000,000	Water Enterprise (Unvoted)
<b>Subtotal - PUBLIC UTILITIES/WATER 60-09</b>	<b>\$50,317,902</b>	<b>\$251,530,000</b>	<b>\$63,499,000</b>	<b>\$75,245,200</b>	<b>\$115,513,960</b>	<b>\$62,500,000</b>	<b>\$618,606,062</b>	
<b>Grand Total</b>	<b>\$259,106,133</b>	<b>\$916,004,970</b>	<b>\$354,226,199</b>	<b>\$279,923,420</b>	<b>\$302,219,260</b>	<b>\$225,598,600</b>	<b>\$2,337,078,582</b>	

<b>Funding Summary by Division</b>	2013	2014	2015	2016	2017	2018	Total Budget
Dev Administration	5,900,000	4,600,000	4,600,000	4,600,000	4,600,000	3,600,000	27,900,000
Construction Management	10,790,000	8,690,000	8,690,000	8,690,000	8,690,000	8,690,000	54,240,000
Fleet Management	5,600,000	800,000	800,000	800,000	800,000	800,000	9,600,000
Safety Administration	500,000	500,000	500,000	500,000	500,000		2,500,000
Police	13,180,000	1,680,000	1,680,000	1,680,000	1,680,000	1,680,000	21,580,000
Fire	7,520,000	12,520,000	7,520,000	7,520,000	7,520,000	7,320,000	49,920,000
Transportation	49,291,620	65,072,000	71,145,348	60,234,800	54,235,000	43,905,000	343,883,768
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	15,790,000	19,295,000	9,250,000	2,700,000	2,700,000	200,000	49,935,000
Sanitary Sewers	59,076,794	508,028,000	145,087,000	83,156,000	71,079,000	60,668,000	927,094,794
Electricity	2,889,817	4,714,970	5,224,851	4,002,420	3,386,300	4,225,600	24,443,958
Water	50,317,902	251,530,000	63,499,000	75,245,200	115,513,960	62,500,000	618,606,062
Recreation and Parks	26,960,000	27,960,000	27,160,000	22,160,000	22,160,000	22,160,000	148,560,000
Golf Division	620,000	620,000	620,000	620,000	620,000	620,000	3,720,000
DoT Administration	4,590,000	3,915,000	2,370,000	1,935,000	2,655,000	3,150,000	18,615,000
<b>Total</b>	<b>\$259,106,133</b>	<b>\$916,004,970</b>	<b>\$354,226,199</b>	<b>\$279,923,420</b>	<b>\$302,219,260</b>	<b>\$225,598,600</b>	<b>\$2,337,078,582</b>

<b>Funding Summary by Source</b>	2013	2014	2015	2016	2017	2018	Total Budget
ODOT (Ohio Dept of Transportation)	270,000	14,095,108	19,900,000	375,000	8,100,000		42,740,108
Electricity Enterprise (Unvoted)	2,034,817	3,859,970	4,369,851	3,147,420	2,531,300	3,720,600	19,663,958
Federal Match Projects	2,100,000	1,100,000	6,592,000	15,204,800	1,480,000		26,476,800
Information Services	4,590,000	3,915,000	2,370,000	1,935,000	2,655,000	3,150,000	18,615,000
Councilmanic (To Be Determined)	3,050,000	2,800,000	2,800,000	2,800,000	2,800,000		14,250,000
Water Enterprise (Unvoted)		178,512,902	38,499,000	51,245,200	90,513,960	37,500,000	396,271,062
Fleet Management (Unvoted)	5,600,000	800,000	800,000	800,000	800,000	800,000	9,600,000
Councilmanic SIT Supported	33,770,000	49,335,000	55,655,000	79,831,860	94,560,000	94,560,000	407,711,860
Storm Sewer Enterprise (Unvoted)	10,345,000	19,295,000	9,250,000	2,700,000	2,700,000	200,000	44,490,000
Voted 2008 Debt SIT Supported	82,481,620	61,246,892	43,903,348	14,728,140			202,360,000
Voted 2004 Debt-Electricity	25,000						25,000
Voted 2008 Debt-Sanitary Sewer	26,176,794	58,676,000	53,549,000	45,824,000	44,209,000	47,543,000	275,977,794
Voted 2008 Debt-Water	25,317,902	54,592,098					79,910,000
WPCLF/OWDA	57,900,000	467,777,000	116,538,000	61,332,000	51,870,000	38,125,000	793,542,000
Voted 2004 Debt-Storm Sewer	5,445,000						5,445,000
<b>Total</b>	<b>\$259,106,133</b>	<b>\$916,004,970</b>	<b>\$354,226,199</b>	<b>\$279,923,420</b>	<b>\$302,219,260</b>	<b>\$225,598,600</b>	<b>\$2,337,078,582</b>

## Capital Summary

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HUGH J. DORRIAN  
CITY AUDITOR  
614/645-7615



ROBERT L. MCDANIEL  
DEPUTY CITY AUDITOR  
FAX 614/645-8444

## CITY OF COLUMBUS OHIO

90 WEST BROAD STREET  
COLUMBUS, OHIO 43215

October 31, 2012

Mayor Michael B. Coleman  
President Andrew Ginther and  
Members of Council  
City Hall  
Columbus, OH 43215

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

Available Resources for the City of Columbus General Operating Fund (Fund No. 10) for calendar year 2013 are estimated to be

\$763,000,000

Included in these estimated Resources for 2013 is an estimated carry over fund balance from 2012 of \$32,337,872.

Also included is \$5,545,513 resulting from the new Casino tax revenues. (See Note 5, attached, for more disclosure of this resource.)

Note 5 also describes the additional declines in Local Government Revenues, an approximate decline of \$6.8 million from 2012 to 2013, and the elimination of estate tax revenues resulting in an approximate decline of \$10.0 million from 2012 to 2013.

In addition to the General Operating Fund No. 10 the City has \$11.0 million in its 2013 Basic City Service Fund created via Ordinance No. 2001-2011.

Resolution No. 178X-2009 states "That the cash balance of the Economic Stabilization Fund (the Rainy Day fund) shall reach \$50 million by the end of 2014." The Rainy Day fund will contain approximately \$40.0 million at the end of 2012. The City Auditor recommends that the City continue to build this reserve over ensuing years to an amount that will equate to 10% of its General Fund operating expenditures.

Attached are additional data and comments regarding General Operating Fund (Fund No. 10) resources. I trust these comments are helpful to you in your deliberations. Please feel welcome to call if you should have any questions.

Very truly yours,

Hugh J. Dorrian  
City Auditor

HJD/jm

City of Columbus  
 General Operating Fund – Fund No 10  
 Estimate of Available Resources  
 For Calendar Year 2013

Taxes:		
Income tax (Note 1)	\$ 548,500,000	
Property tax (Note 2)	44,768,000	
Kilo Watt Hour tax equivalent (Note 3)	1,530,000	
Hotel-Motel Tax (Note 4)	<u>4,150,000</u>	
		598,948,000
Shared revenues:		
Local community funds via County (Note 5)	18,077,000	
Local government funds via State (Note 5)	3,400,000	
Estate tax (Note 5)	4,000,000	
Liquor permit fees and other	1,180,000	
Casino taxes via State (Note 5)	<u>5,545,513</u>	
		32,202,513
Investment earnings (Note 6)		4,000,000
Charges for services:		
Administrative charges to non-general fund divisions (Note 7)	27,475,000	
Parking meters, lots and permits	3,460,000	
Fire division including EMS fees (Note 8)	17,875,000	
Police division (Note 9)	6,070,000	
All other charges for services (Note 10)	<u>3,233,000</u>	
		58,113,000
Fines, forfeitures, and penalties:		
Municipal court (Note 11)	14,150,000	
Parking violations bureau (Note 11)	<u>7,200,000</u>	
		21,350,000
Licenses and permit fees:		
Cable TV and others (Note 12)		10,345,000
Other receipts (Note 13)		1,420,000
Transfers from other funds (Note 14)		2,800,000
		<hr/>
Total estimated current resources for 2013		729,178,513
Estimated prior years' encumbrance cancellations		1,483,615
Estimated prior year end fund balance (Note 15)		<u>32,337,872</u>
		<hr/>
Total estimated available resources for calendar year 2013		<u>\$763,000,000</u>

City of Columbus  
 General Operating Fund  
 Estimate of Available Resources  
 For Calendar Year 2013  
 continued

Note 1 Income tax collections for 2013, after providing for refunds to taxpayers, are estimated at \$731.3 million. One fourth of the collections will be deposited to a debt service fund, more commonly known as the "income tax set-aside" fund. The remaining three fourths of the collections, approximately \$548.5 million, will be deposited to the City's General Operating Fund.

Note 2 The City's share of taxes collected in 2013 attributable to real, personal, and public utility properties is estimated at \$44.768 million, net of an estimated \$1.015 million retained by the counties and the state for certain of their costs. Amounts paid directly to the City from the State of Ohio, known as "rollbacks", are included herein. The City must use .60 mills of this tax toward the partial payment of police and fire pension costs.

Note 3 Beginning in 2001 a tax was permitted to be levied on users of electricity provided by the City's Division of Electricity. Known as the kilo watt hour (kWh) tax, state statutes provide for these monies applicable to users located within the City to be deposited to the City's General Operating Fund. A portion of the equivalency of the tax, since the tax is not actually levied, is transferred from the City's Electricity enterprise to the General Operating Fund: estimated at \$1.530 million in 2013.

Note 4 Chapter 371 of the Columbus City Code establishes the hotel/motel tax and directs its distribution. Estimated collection of the tax in 2013 and its distribution is as follows.

	<u>Tax Rate</u>	<u>% of Total</u>	<u>Estimated Amount</u>
General Fund of the City of Columbus	1.25%	24.51%	\$ 4,150,000
Experience Columbus	1.50	29.41	4,970,000
Cultural services for community enrichment	1.50	29.41	4,970,000
Emergency Human Services Fund of the City	.42	8.24	1,390,000
Columbus/Franklin County Affordable Housing Trust Corporation	<u>.43</u>	<u>8.43</u>	<u>1,420,000</u>
Total	<u>5.10%</u>	<u>100.00%</u>	<u>\$ 16,900,000</u>

Any amendments to existing legislation will result in changes to the above distribution.

Note 5 Shared revenues include portions of the various State of Ohio taxes which are shared with local governments within the State. The Local Community funds, formerly known as the Local Government funds and Local Government Revenue Assistance funds are now combined as the Local Community funds from the State via the County. It is estimated that these shared taxes will provide \$18.077 million. Additionally, approximately \$3.400 million will be received by the City directly from the State.

Estate taxes will no longer apply to estates originating after December 31, 2012. From 2000 through 2011 this tax provided an average of \$9.0 million per year to the City's General Operating Fund. It is estimated that in 2012 the City will receive \$14.0 million. Existing estates not yet settled in 2012 may provide approximately \$4.0 in 2013.

The estimated amounts for 2013 represent reductions of \$5.7 million in the Local Community Fund and \$1.1 million in the Local Government Fund compared to estimated amounts to be received in 2012.

City of Columbus  
 General Operating Fund  
 Estimate of Available Resources  
 For Calendar Year 2013  
 Continued

Estimates of Casino taxes to be collected by the State of Ohio and shared with its cities and counties vary. The Columbus Casino will experience its first full year of operation in 2013. State casino taxes to be received by the City in 2013; including the County shared portion and the host city portion, are estimated to be \$10,157,668.

Ordinance No. 1960-2012 directs the distribution of these taxes as follows:

• Estimated amount to be received	\$ 10,157,668
Less:	
• Amount payable to Franklin County Convention Facility Authority	(2,539,417)
• Principal and interest due on City bonds	(1,322,738)
• Due to Westside Community Fund	<u>(750,000)</u>
 Net estimated amount available for transfer to General Fund	 <u>\$ 5,545,513</u>

- Note 6 Investment earnings are initially deposited to the treasury investment earnings fund. Pursuant to various ordinances and resolutions of Council, portions of these earnings are then allocated to the City's water, sewer, electricity and certain other funds. After such allocations, \$4.000 million is estimated to remain available for the General Operating Fund.
- Note 7 Administrative charges to non General Operating Fund divisions represent certain operating costs initially borne by the General Operating Fund and then partially allocated to other funds of the City. Ordinance No. 0085-2002, adopted January 28, 2002, calls for an assessment rate of 4.5% of the revenues of the funds assessed; resulting in revenues to the General Operating Fund of approximately \$27.475 million.
- Note 8 Fire division charges for services include fees for Emergency Medical Transportation Services, estimated at \$14.500 million for 2013. Also included and estimated at \$1.840 million are charges for services rendered to suburban communities, fire prevention inspection fees of \$1.500 million and other miscellaneous charges of \$35,000 for a total of \$17.875 million.
- Note 9 Police division charges for services, include charges for policing schools, auto impounding fees, sales of impounded autos and various other police services for a total of \$6.070 million.
- Note 10 All other charges for services in the total amount of \$3.233 million include amounts estimated from services provided to others for which the City charges. Services provided by, and the estimated charges are: City Attorney (\$1.100 million), City Auditor (\$375,000), Communications (\$475,000), City Sealer (\$325,000), and miscellaneous other charges (\$958,000).
- Note 11 Fines, forfeitures, court costs, etc., resulting from operations of the Franklin County Municipal Court should produce approximately \$14.150 million. The City's Parking Violations Bureau will collect approximately \$7.200 million in parking ticket fines.
- Note 12 Various licenses and permits issued primarily via the Department of Public Safety will produce approximately \$1.345 million. Additionally, Cable TV permits will produce approximately \$9.000 million.

City of Columbus  
 General Operating Fund  
 Estimate of Available Resources  
 For Calendar Year 2013  
 Continued

- Note 13 All other receipts amounting to \$1.420 million include \$615,000 of reimbursement from Franklin County for a portion of Court costs and \$805,000 of miscellaneous revenues and transfers.
- Note 14 Transfers from other funds of \$2.800 million primarily represent 25% sharing by the Income tax set aside fund of job incentive programs paid by the City's General Operating Fund.
- Note 15 Available resources for the General Operating Fund for 2012 are now estimated at \$758.835 million. Expenditures and transfers from the General Operating Fund for 2012 were estimated by the Department of Finance at \$726,497,128, which includes the following transfers to:

Rainy Day Fund	\$ 6,725,000
Anticipated Expenditure Fund	2,060,000
Job Growth Fund	516,696
Public Safety Initiative Fund	378,304
2013 Basic City Services Fund	11,000,000
Neighborhood Initiative Fund	<u>1,117,000</u>
Transfers	<u>\$ 21,797,000</u>

The estimated fund balance (the carryover) of the General Operating Fund at December 31, 2012, therefore, is \$32,337,872; (\$758,835,000 less \$726,497,128).

Hugh J. Dorrian  
 City Auditor  
 October 31, 2012