



# City Council Agenda

Monday, March 11, 2024 at 7:00 pm

6550 N. High Street, Worthington, Ohio 43085

1. Call to Order
2. Roll Call
3. Pledge of Allegiance

## Special Presentation(s)

4. **American Public Works Association (APWA) Accreditation Recognition**  
*Executive Summary:* Representatives from the American Public Works Association (APWA) will be present to recognize the City of Worthington's Service and Engineering Department.
5. **Vision Implementation Team Report – Worthington is a Model for Environmental Stewardship**  
*Executive Summary:* The Vision Implementation Team for the Worthington is a Model for Environmental Stewardship vision will present its recommendations.
6. **Vision Implementation Team Report – Worthington's Economy is Balanced and Resilient**  
*Executive Summary:* The Vision Implementation Team for Worthington's Economy is Balanced and Resilient vision will present its recommendations.
7. **Vision Implementation Team Report – Worthington is a Diverse and Equitable Community**  
*Executive Summary:* The Vision Implementation Team for Worthington is a Diverse and Equitable Community vision will present its recommendations.

## Reports of City Officials

8. **Policy Item(s)**
  - a. **Worthington Pools**  
*Executive Summary:* Time is provided for continued discussion of the funding request from Swiminc for the outdoor pool facility on the grounds of Thomas Worthington High School. Staff is seeking direction from City Council regarding the amount of funds, if any, to be provided and the strategy for provision of the funds.
  - b. **Current Initiatives - Preparation for Council Retreat**  
*Executive Summary:* Time is provided for staff to share an update on the status of planned and current initiatives in preparation for the upcoming City Council Retreat on Saturday, March 16, 2024.

**c. February 2024 Financial Report**

*Executive Summary:* The February 2024 Financial Report is attached.

*Recommendation:* Motion to approve as presented.

**Reports of Council Members**

**Other Business**

**Executive Session**

**Adjournment**

**9. Motion to Adjourn**

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Contact: Grace Brown, Clerk of Council ([grace.brown@worthington.org](mailto:grace.brown@worthington.org)) (614) 436-3100 | Agenda published on  
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**City of Worthington**  
**ECONOMY – BALANCED & RESILIENT**  
**Final Recommendations Report**

**Problem statement**

Worthington is heavily dependent on the success of its commercial employment tax base (income tax revenue to fund City services) but has an aging office/industrial building inventory and limited opportunities for new development or redevelopment. New and enhanced economic development strategies will be critical to ensuring a balanced and resilient local economy.

**Background**

The City is in a strong financial position with a healthy General Fund balance, a AAA bond rating, positive ratings in the 2022 Fiscal Health Indicators Report issued by the Ohio Auditor of State, and positive revenue trends. At the same time, the City has aging infrastructure in moderate to poor condition that needs investment, in part due to deferral of projects and investment during tight economic times, and due to the age of our community.

Income tax is the City's largest revenue source. It is projected to comprise 65% of the City's overall revenue and 70% of General Fund revenue in 2024. The General Fund is the City's primary operating fund which provides financial support for the vast majority of the City's day-to-day activities and services. The Proposed 2024 Operating budget estimates income tax collections into the General Fund will increase by 6.5% over the 2023 estimate. This is due to stronger than anticipated collections in 2023 which are expected to continue in 2024. The stronger collections are not due to the addition of new businesses or developments, rather they are due to strong performance of existing businesses and growth in the wages paid by those existing businesses. Given the limited space for new employment facilities, this projection of continued strong income tax collections is contingent upon a continuation of this trend with existing businesses.

The regional economy, including Worthington's economy, is experiencing several notable trends. The office market, which is critical to Worthington and other Ohio cities due to heavy reliance on income taxes as a dominant revenue stream, has an uncertain future. Business practices regarding the type and amount of office space continue to be in flux since the COVID pandemic. Recent movement by businesses have been in the direction of smaller footprints of higher quality spaces. Worthington is located in a prime spot in the region, inside the outerbelt, with ready access to I-270, SR-315 and I-71. This makes for easy movement around the region, which results in Worthington being competitive for businesses, especially when paired with our attractive physical environment. However, most of the commercial buildings in Worthington are older and are less competitive in the market due to lower levels of finish, less energy efficiency, and fewer contemporary amenities. The high cost of land, along with a soft office market, makes it challenging to achieve the development of new spaces. The City must be deliberate with its economic development planning efforts and activities to continue competing in the region.

The Balanced & Resilient Economy VIT participated in a series of meetings before preparing this final recommendations report for consideration. The process began with an inventory of existing conditions and a review of the 2020 Visioning Process. Subsequent meetings focused on identifying the most impactful actions the City could take over the next 24 months to ensure a

balanced and resilient economy. This list of actions was narrowed to four ideas, and after a robust public feedback process, ultimately two clear-cut recommendations emerged.

#### **Alternative action ideas**

- Develop and activate the surface parking lots along the north side of east and west Wilson Bridge Road
  - o This action item has the potential to be pursued by private development interests and may be dictated more by market drivers.
- Develop a workforce plan focused on new investment coming to the region
  - o Components of this action item have been started by a committee of the Worthington Area Chamber. The VIT believes the Chamber may be a better place for this item.

#### **Recommended action ideas**

- Update the City's economic development strategic plan
  - o The City's current economic development plan has not been updated in 20+ years. Updating the strategic plan would provide opportunities for business and employment growth and a strong tax base to support City services. The plan would include clear, actionable strategies and connect to regional growth initiatives that are occurring. This plan could be commissioned as a subplan of the effort to update the City's Comprehensive Plan.
- Formally adopt the "Worthington Mile" concept plan
  - o Enhance the High Street corridor between Wilson Bridge Road and Old Worthington. This initiative would enhance bicycle and pedestrian connections between business districts and seek to improve the streetscape environment along the corridor. It would be implemented over time as funding becomes available and as High Street redevelops through public or private investment.
  - o Establish transparent design standards (both aesthetics and materials)
  - o Consider more versatile/flexible zoning along the Worthington Mile. This could include less differentiation between commercial zoning categories, similar to what is found in many downtown districts throughout the region.

#### **Public feedback and other data**

This VIT is recommending only two action ideas. This is primarily because these two action ideas were clearly identified as preferred choices during both the online survey process and at the public open house.

The highest scoring action item during the public feedback process was the adoption of the Worthington Mile concept, receiving the highest average for the online survey, as well as 20 votes (gold stars) at the open house. The Worthington Mile concept was narrowly followed by an update to the economic development strategic plan, which finished with 19 votes (gold stars) at the public open house. Both of the recommended action ideas received significantly higher public support than the other two items.

#### **Potential partners (for each action idea being recommended)**

- Update the City's economic development strategic plan

- Consultant identified through (potentially) the Comprehensive Plan update process scheduled to occur in 2024 – this could be a subcontract of the overall planning process
  - City staff – primary driver of the process
  - Worthington Community Improvement Corporation (CIC) – key stakeholder
  - Worthington Area Chamber of Commerce – key stakeholder
  - The Worthington Partnership & Experience Worthington – key stakeholder
  - Existing employers – Seek feedback to understand what their needs are, opportunities that exist, and challenges that need to be addressed
  - Non-Worthington Employers – work with employers located outside of Worthington to understand their unique perspective on whether they would consider the City for their business – why or why not?
  - Commercial and residential developers – market understanding to impact strategies
  - JobsOhio and OneColumbus – state and regional collaboration to align goals and opportunities
  - Key property owners – specific recommendations for development opportunities
  - Residents and visitors – what do residents and visitors look for? What is great about Worthington and where can we improve?
  - Neighborhood/grassroots organizations – extension of resident input. This planning effort should result in consensus building and actionable strategies that already have community support.
- Formally adopt the “Worthington Mile” concept plan
    - City staff – staff would work to bring a plan to City Council for formal adoption. The plan would then be incorporated into the City’s planning documents for the High Street corridor.
    - Existing property owners – key stakeholders. Need feedback on proposed concept, plus understanding if there is any future investment already planned.
    - Future development partners – the Worthington Mile concept would be developed over many years, not funded upfront. As there are opportunities for development or redevelopment, the City would leverage public and private investment to make plan improvements to the corridor.

#### **Resource options (for each action idea being recommended)**

- Update the City’s economic development strategic plan
  - Human capital
    - City staff
    - Worthington CIC
    - Worthington Area Chamber of Commerce
    - The Worthington Partnership & Experience Worthington
  - Funding – utilize funding that was already included in the 2024 budget as part of the Comprehensive Plan update process. The updated economic development strategic plan could be included in the City’s RFP process with the Comprehensive Plan update process and ask for economic development subcontractors. Cost is estimated to be \$50,000 - \$75,000, but cost savings could be realized by packaging this with the Comprehensive Plan update.

- Formally adopt the “Worthington Mile” concept plan
  - o Human Capital
    - City staff
  - o Funding
    - No immediate cost to City is included with this action item
    - Future public and private investment
    - Future grant opportunities

### **Challenges (for each action idea being recommended)**

- Update the City’s economic development strategic plan
  - o Funding – cost is estimated to be \$50,000 - \$75,000. This may be cheaper if done as part of the Comprehensive Plan update process, but that was not originally accounted for with the 2024 budget allocation.
  - o Building consensus – some economic development strategies may face opposition. Without consensus, the community may continue to face challenges with respect to development and redevelopment opportunities.
- Formally adopt the “Worthington Mile” concept plan
  - o Funding – no defined funding source. This action item recommends leveraging public and private investment throughout the corridor by adopting and implementing planning guidelines that encourage improvements that are consistent with the Worthington Mile plan. The total cost of this project is likely to be significant.
  - o Time – the Worthington Mile will take many years to implement and is likely to occur incrementally.

### **Metrics for tracking success (for each action idea being recommended)**

- Update the City’s economic development strategic plan
  - o A completed plan with community consensus
  - o Income tax collections, new jobs, retained jobs, and private investment
  - o Secondary taxes – property and sales tax collections
  - o Commercial space absorption and vacancy rates
  - o Key employer retention and satisfaction
  - o New employer attraction
  - o Site-specific development/redevelopment recommendations
  - o Incentive tool review and recommendations
  - o Industry best practices analysis for various areas
  - o Land Use Analysis
  - o Overarching economic development strategies
- Formally adopt the “Worthington Mile” concept plan
  - o Adoption of the plan by City Council
  - o Incorporation of the plan into City planning guidelines
  - o Public and Private investment
  - o Number of projects
  - o Property values along corridor
  - o Commercial space absorption and vacancy rates
  - o Key employer retention and satisfaction

- New employer attraction



# FINAL REPORT

## Vision Implementation Team: Worthington is a Diverse and Equitable Community

**Katy Brewer**

City Council Member (VIT Co-Chair)

**Maria Ramirez**

Community Relations Commission (VIT Co-Chair)

**Bursa Ceviren**

Worthington School District Parent

**Edie Driskill**

Worthington Racial Justice Organizing

**Kisha Gunn**

President of the Worthington Alliance of Black Families and Educators

**Jessica Haglund**

Co-Founder of Worthington Mighty Advocates

**Matt Lees**

Worthington Pride

**Beth Mirmelstein**

Age-Friendly Steering Committee

Community Relations Commission

**Ethan Barnhardt**

Staff Support

**Sam Roberts**

Staff Support



**Final Report:  
Recommended  
Action Idea #1**

**Submitted by:**  
**DIVERSE AND EQUITABLE**  
**Vision Implementation Team**

**Description of Action Idea**

***Worthington will actively pursue new actions to create diverse housing stock at different price points which will include:***

- Actively working to identify knowledgeable community members to form a commission or advisory group to explore new ideas on how to tackle housing issues and make recommendations on new strategies developing housing at different price points, including exploring affordable housing development. Affordable housing development is a highly specialized field and there is currently no commission or advisory group in the city that possesses this expertise.
- Ensuring that community engagement moves beyond traditional planning meetings and will utilize approaches such as door-to-door conversations and attending other community events or meetings to share information to ensure that a diverse representation of the community is engaged in the planning process.

**Rationale for Why the Action Idea Should Be Pursued**

Central Ohio, influenced by expansions like the Intel development, is experiencing significant population and job growth, stressing the urgent need for housing. Historically, discriminatory housing practices such as restrictive zoning and redlining have affected various U.S. regions, including Central Ohio, leading to poverty pockets, decreased neighborhood investments, and wealth disparities. The Mid-Ohio Regional Planning Commission projects a population surge of over 700,000 by 2050. This, combined with a housing deficit, is driving up home prices, especially in areas like Worthington, where restrictive zoning has limited housing diversity and prohibited alternative land uses like Accessory Dwelling Units. The increasing housing prices in Worthington are increasingly making it difficult for people from various socio-economic backgrounds to live here. Worthington has a less diverse housing stock than similar local municipalities and it has a less diverse population.

Recognizing this, a regional dialogue is underway, and the Worthington City Council has authorized a Housing Assessment, set to conclude in spring 2024, aimed at understanding housing trends, supply-demand gaps, and barriers. This will likely lead to the development of new housing strategies within the next 1-2 years, potentially as part of an update to the City's Comprehensive Plan. This effort will involve multiple stakeholders, including MORPC, regional local governments, affordable housing entities, housing developers, and employers focused on workforce housing.

**Potential Partners and Resources:**

- Community members who work in affordable housing development
- Affordable housing/accessible housing advocacy groups: Affordable Housing Alliance of Central Ohio, More Columbus Neighbors
- Affordable housing developers
- Employers focused on workforce housing
- Worthington Architectural Review Board/ Municipal Planning Commission
- The Worthington Community Relations Commission
- MORPC
- Community Shelter Board
- Worthington Housing Assessment

### **Public Feedback Summary:**

For the Diverse and Equitable VIT, this Action Idea received the highest score of the five proposed Action Ideas in the public survey (3.54) and it received the most votes in the Open House (30). The public feedback expresses an understanding that there is a need for additional housing in Worthington, though the community expresses a variety of preferences on the approach. Several comments, for example, focused on the need for affordable housing and workforce housing, while one comment focused on the desire to develop small, single-family homes for empty nesters. Some participants expressed their vision for the development of a particular site (the UMC site), while others focused on the possibility of multi-story, mixed used and varied income housing without specific sites specified. Several community members spoke about the need for housing for seniors who are interested in downsizing, and the need to provide housing for young adults that are not ready to buy a home. The diversity in priorities and perspectives expressed in the public comments highlight the importance of an inclusive planning process that encourages public engagement.

### **The Challenges That May Be Faced**

- Many people support the idea of affordable, workforce housing in concept, however disagreement often arises when considering development of housing on specific sites.
- Possible impacts to the Worthington School District due to changes made to the City's zoning codes.
- Determining the balance between the City's historic aesthetic culture and the creation of new, potentially more dense housing uses.
- Fear of congestion and additional traffic is often referenced by the public in discussion about new developments and needs to be considered and addressed.

### **How Success Will Be Measured (e.g., Performance Metrics to Utilize)**

- The City's housing assessment is completed successfully.
- The City begins to update its Comprehensive Plan and Zoning Code to encourage a mixture of land uses.
- Community engagement is encouraged in the planning process.
- Goals are set for the development of diverse housing at different price points.
- New projects constructed.
- Available housing across varying price points.
- The City surveys responses regarding housing needs.

**Final Report  
Recommended  
Action Idea #2**

**Submitted by:**  
**DIVERSE AND EQUITABLE**  
**Vision Implementation Team**

**Description of Action Idea**

***Worthington will work to reimagine how the City responds to persons experiencing mental health crises in the community which will include:***

- The City will assess the need for, design, and then hire or contract with non-police personnel that will provide alternative non-police responses for persons undergoing non-violent mental health or substance use crises.
- The City will undertake Mental Health Stigma Reduction action step possibilities including:
  - Partnering with local groups such as Mental Health America of Franklin County, which offers trainings
  - Considering becoming a Stigma-free partner with NAMI and taking the pledge to be stigma-free.
  - Supporting stigma reduction and awareness campaigns, such as the Beat the Stigma campaign in Ohio (<https://beatthestigma.org/>)
  - Exploring supporting mental health community education events such as watching performances or presentations, creating videos, storytelling, and other forms of group learning about mental health conditions and the resources available.
  - Actively encourage the use of 988, which forwards calls to NCMH and Netcare Access

**Rationale for Why the Action Idea Should Be Pursued**

When someone is in a mental health crisis, they're often first met by law enforcement officers who assess and handle the situation. Worthington aims to reimagine this approach by offering more resources and innovative response methods. The plan will be to respond with specialized service providers, such as social workers or healthcare professionals, to handle non-violent mental health or substance use crises with understanding and care, offering de-escalation, connections to resources, and transportation to treatment facilities when necessary. Beyond just improving reactive measures, Worthington will also focus on proactive mental health initiatives including a concerted effort to enhance available resources, foster an environment where discussing mental health is encouraged, and make the community aware of these resources. These resources will be open to everyone, ensuring a positive impact across the community.

**Potential Partners and Resources:**

- Mental Health America of Franklin County
- Beat the Stigma. org
- Netcare Access
- ADAMH Board of Franklin County
- Columbus Department of Public Health
- Columbus Safety Collective

**Public Feedback Summary:**

For the Diverse and Equitable VIT, this Action Idea received the second highest score in the public survey (3.14) and the second highest votes in the Open House (6). When Open house attendees asked about what an “alternative” response meant, and the VIT team explained our interest in non-police personnel providing the response, the community members we spoke to expressed enthusiasm for this change.

### **The Challenges That May Be Faced**

- Funding constraints to hire and train a new FTE alternative response professional.
- Coordination with the Northwest Regional Emergency Communications Center (dispatching) to have the capacity to assess and direct resources to persons in need of an alternative response.
- The development of new resources may be more challenging, although not particularly complex, depending on the availability of financial resources and/or willing partners.

### **How Success Will Be Measured (e.g., Performance Metrics to Utilize)**

- Improved outcomes with a decrease in the number of incidents resolved with escalation, arrest, or use of force.
- Reductions of repeat crisis calls from the same individuals, indicating successful intervention and support.
- Reduction in the stigma attached with mental health within the broader community.
- Usage of proactive resources online and in print to the community
- Community surveying to track mental health attitudes

## Final Report Recommended Action Idea #3

Submitted by:  
**DIVERSE AND EQUITABLE**  
Vision Implementation Team

### **Description of Action Idea**

***Worthington will ensure that information about City and community services are available and accessible for all in multiple formats which will include:***

- Implementing best practices to ensure the City's website and social media accounts will become accessible by following the Web Content Accessibility Guidelines (WCAG).
- Making information available in printed form and distributing it at public places like libraries, community centers, city hall, and other community gathering spots.  
Farmers Market
- Increasing the amount of information published in the Worthington Spotlight newspaper to increase the reach of the City's communications efforts.
- Creating a regular "Community Conversation Series" on issues of diversity, equity, and inclusion, facilitated by individuals who are trained to effectively lead such conversations. These conversations could be a part of a broader ongoing speaker series that touches on additional issues facing the community.

### **Rationale for Why the Action Idea Should Be Pursued**

Access to information is essential for full participation in a community's civic life. Providing information in various formats guarantees access to the necessary information to make informed decisions, engage in public activities, and foster a sense of community belonging. By making efforts to make information available in a variety of formats, Worthington will ensure that it is an inclusive and equitable community. Different people have different needs and preferences for how they obtain information or have varying levels of access to resources. Providing information in multiple formats ensures that everyone, regardless of their preference, need, or circumstance can access the information needed to avail themselves of City and community services, programs, and amenities.

### **Potential Partners and Resources:**

- Strategies to create accessible documents and alternative formats:
  - <https://www.mohawkcollege.ca/about-mohawk/accessibility/tools-and-resources/creating-accessible-documents-and-alternate-formats>
- Boundless Health <https://iamboundless.org/our-impact>
- <https://www.worthingtonlibraries.org/visit/services/accessibility>
- DRO (Disability Rights Ohio) <https://www.disabilityrightsohio.org/resource-centers>
- There should be a number/person to contact to request accommodations at public meetings. I can't find information on the city website to request interpreting services (or other accommodations)
- ADA web accessibility guidelines <https://www.ada.gov/resources/web-guidance>
- Age Friendly Worthington
- Community Relations Commission

### **Public Feedback Summary:**

For the Diverse and Equitable VIT, this Action Idea received the third highest score in the public survey (2.97) and one vote at the Open House (1). When the Diverse and Equitable VIT team added the Open House feedback to the public survey weighted score, this option received the third highest score (2.97), and the Diverse and Equitable VIT team decided to follow the ranking from the public feedback to prioritize the action items.

### **The Challenges That May Be Faced**

- Resource constraints including financial and staff capacity may limit the ability to ramp up efforts quickly. Additionally, the maintenance of these some ideas is not one-off, and will require continued time and effort.
- Ensuring that all information is accessible to people with disabilities can be challenging. For example, making the website and mobile app accessible to people with visual impairments or providing sign language interpreters at community meetings.
- It will be difficult to measure the impact of increased communication efforts by the City if people are apathetic and not proactively seeking information.

### **How Success Will Be Measured (e.g., Performance Metrics to Utilize)**

- Institution of Community Conversation series
- Regular publication of City information within the Worthington Spotlight
- Increased usage of City's communications (number of visitors to the City's website, attendees at meetings, amount of paper materials distributed as community centers)
- Positive feedback received from a diverse cross-section of the community (Via feedback forms, comments on social media, emails, phone calls receive, et cetera)

# Final Report Public Feedback

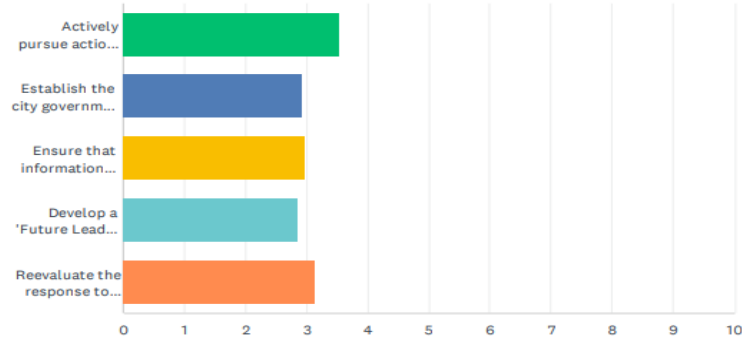
Submitted by:  
**DIVERSE AND EQUITABLE**  
Vision Implementation Team

## DEI VIT Survey & Public Feedback Results

### Survey Monkey Results

Q1 For the vision Worthington is a Diverse and Equitable Community, please rank the following action ideas in order of preference, with 1 being the most favored option and 5 being the least favored option. If there are any responses you don't like or don't want to rank, please mark N/A.

Answered: 423 Skipped: 6



Vision Worthington Action Ideas Survey

	1	2	3	4	5	N/A	TOTAL	SCORE
Actively pursue actions to create a diverse housing stock at various price points, which may include designating a commission to explore new ideas, make recommendations and develop diverse housing goals. Expand outreach beyond traditional meetings to ensure that there is broad community engagement and participation in the planning process.	36.79% 149	14.57% 59	13.33% 54	11.11% 45	14.07% 57	10.12% 41	405	3.54
Establish the city government as a diverse employer, policymaker, and service provider by developing a strong culture of Diversity, Equity, Inclusion, and Accessibility in all city departments. This may include regular training, enhancement to accessibility for individuals with varying levels of ability, clear communication of reporting mechanisms for discrimination, and a dashboard for performance metrics.	11.51% 48	20.38% 85	20.62% 86	18.71% 78	15.83% 66	12.95% 54	417	2.92
Ensure that information about city and community services is available and accessible in multiple formats, including online and in print at various physical locations throughout the community. Develop a community conversation series on issues of diversity, equity, and inclusion.	18.58% 76	17.85% 73	16.87% 69	20.05% 82	19.07% 78	7.58% 31	409	2.97
Develop a 'Future Leaders Academy' to engage and nurture underrepresented minority students in the school district, offering practical city government experience, citizenship skill development, and mentorship from city and community leaders. This may include summer paid employment opportunities.	11.95% 49	19.51% 80	20.24% 83	16.83% 69	20.00% 82	11.46% 47	410	2.85
Reevaluate the response to community members experiencing mental health crises by exploring strategies for alternative interventions for non-violent mental health or substance use situations and undertaking training and communications related to mental health stigma reduction.	17.80% 73	22.20% 91	19.76% 81	19.27% 79	12.93% 53	8.05% 33	410	3.14

## Respondents' Connection to Worthington

ANSWER CHOICES	RESPONSES	
I live within the city limits of Worthington	90.21%	387
I live within the Worthington School District but outside the city limits of Worthington	3.03%	13
I work or own a business in Worthington but do not live within the city limits	3.26%	14
Other (please specify)	3.50%	15
TOTAL		429

## Public Feedback Meeting Summaries

### Votes & Comments on Poster Board Action Items

Action Item	# of Votes	Comments
Actively pursue actions to create a <b>diverse housing stock</b> at various price points	30	<ul style="list-style-type: none"> <li>-Develop affordable &amp; workforce housing.</li> <li>-Develop more residential, multi-story, mixed-use and varied income housing.</li> <li>-Develop affordable 3BR units for families.</li> <li>-Need to settle UMC lawsuit.</li> <li>-Need to consider the redevelopment and expansion of pre-existing multi-family units rather than developing new housing at UMC.</li> <li>-Worthington needs to develop small, single-family homes for elderly empty-nesters.</li> </ul>
Establish city government as a diverse employer by developing a <b>strong culture of DEIA</b>	1	-Need this in our city government and in partner orgs.
Ensure <b>info about city &amp; community services is available and accessible</b>	1	
Develop a <b>Future Leaders Academy</b>	5	-Confused about what this would mean.
Reevaluate <b>response to mental health crises</b>	6	

### Longer Comments Submitted

- "We definitely need more housing for young people and for older people to age into."
- "We have a challenge with diverse housing stock and neighborhood uniqueness. Housing affordability is a huge challenge to diversity of the humankind. The meeting this evening, 12-13-23, did not show much diversity...the participation was mostly seniors..."



<b>DEI VIT Combined in person and survey results (scored using the survey formula)</b>								
rank	1	2	3	4	5		total votes	score
Diverse Housing Stock	179	59	54	45	57		394	3.65
DEIA in City of Worthington	49	85	86	78	66		364	2.93
Accessible information in City	77	73	69	82	78		379	2.97
Future Leaders Academy	54	80	83	69	82		368	2.88
Alternative interventions for mental health crisis	79	91	81	79	53		383	3.17

## **Recommendations Report Alternative Idea #4**

**Submitted by:**

**DIVERSE AND EQUITABLE**  
**Vision Implementation Team**

### **Description of Action Idea**

***Worthington will establish itself as a diverse employer, policymaker, and service provider by developing a strong Diversity, Equity, Inclusion, and Accessibility culture within the organization which will include:***

- Putting systems and processes will be put into place to ensure that a culture of inclusivity and belonging is ingrained into the organization including regular training for all City employees to educate on issues that underrepresented minority groups face, gender gaps, microaggressions, appropriate language usage, and unconscious biases.
- Encouraging a culture of accessibility to create an environment that is welcoming to all employees and persons with disabilities. This may include things such as providing accommodations, creating accessible websites and documents, and implementing assistive technologies.
- Establishing mechanisms for employees who feel as if they have been discriminated against or excluded in the workplace to be able to report those actions sensitively and confidentially.
- Creating a public “DEIA Dashboard” that sets performance metrics and tracks progress, along with the regular evaluation of the successes and/or failure of current practices.

### **Rationale for Why the Action Idea Should Be Pursued**

Worthington will be a model for diversity, equity, inclusion, and accessibility (DEIA), building an intentional culture where all employees are welcomed, and treated with dignity and respect. The City should work to strengthen its ability to recruit, hire, develop, promote, and retain a diverse workforce, while also removing barriers to equal opportunity. A growing body of evidence demonstrates that diverse, equitable, inclusive, and accessible workplaces yield higher-performing organizations. Ultimately, a strong DEIA culture within the organization will ensure policy decisions are holistic and responsive to diverse needs, leading to more inclusive and equitable service delivery for all members of the community.

### **The Challenges That May Be Faced**

- Establishing concrete and actionable Key Performance Indicators (KPIs) to be able to assess progress on advancing DEIA goals.
- Designing a DEIA process that can integrate itself into the organization’s fabric and become self-sustaining.
- Funding and resource limitations for new programming, trainings, and eventual new hire of a DEIA Manager position to lead City efforts.

### **How Success Will Be Measured (e.g., Performance Metrics to Utilize)**

- Tracking the demographic composition of the organization at various levels, including overall workforce, management, and leadership positions. This includes tracking the representation of various demographic groups such as gender, ethnicity, age, disability, etc.
- Establishing “Champion(s)” to ensure that DEIA work is integrated into the organization and self-sustaining.
- Establishment of new hiring practices to increase the diversity of the organization, including crafting inclusive job descriptions and conducting blind recruitment processes.

## Recommendations Report Alternative Idea #5

Submitted by:

**DIVERSE AND EQUITABLE**

Vision Implementation Team

### **Description of Action Idea**

***Worthington will create a "Future Leaders Academy" to help engage and develop underrepresented minority students.***

***within the school district which will include:***

- A curriculum that provides participants with practical experience by working with the City of Worthington, helping them understand the city's operations, develop citizenship skills, and receive mentorship from city and community leaders.
- The opportunity to have a six-week, paid employment opportunity, working for approximately 20-hours weekly during the summer.

### **Rationale for Why the Action Idea Should Be Pursued**

The VIT has recommended the establishment of a 'Worthington Future Leaders Academy' aimed at engaging young minority students from Worthington Schools, who are often underrepresented. The program aims to nurture and develop underrepresented minority students within the Worthington School District. Despite efforts to create a more inclusive and equitable society, underrepresented minorities continue to encounter significant obstacles, including restricted access to quality education, inadequate representation in leadership roles, and limited access to networks and opportunities essential for success.

Local governments often do not reflect the diversity of the communities they serve, as underrepresented groups usually avoid careers in local government due to a lack of positive encounters and comprehension of government service operations and objectives. The initiation of a program centered on underrepresented minority students can help bridge the gap, promoting a more equitable and inclusive Worthington community.

### **The Challenges That May Be Faced**

- Funding constraints to implement all aspects of the program, including paying students for a summer employment opportunity.
  - The City may need to pursue creative funding opportunities, such as working with the Franklin County Workforce Development Board to provide financial support.
- Ensuring that the program is of a high-quality, meeting the expectations of both the City and the students

### **How Success Will Be Measured (e.g., Performance Metrics to Utilize)**

- Number of students who apply to participate in the program.
- Feedback from evaluations by involved staff and program participants.
- Students who remain engaged in local government activities such as attending city council meetings, joining community organizations, or pursuing careers in local government.
- Diversity of the participants in terms of race, ethnicity, gender, and socio-economic status, and whether the program was successful in reaching and engaging underrepresented minority students.



**STAFF MEMORANDUM**  
**City Council Meeting – March 11, 2024**

Date: March 6, 2024

To: City Council

From: Robyn Stewart, Acting City Manager

Subject: WORTHINGTON POOLS

---

**EXECUTIVE SUMMARY**

Time is provided for continued discussion of the funding request from Swiminc for the outdoor pool facility on the grounds of Thomas Worthington High School. Staff is seeking direction from City Council regarding the amount of funds, if any, to be provided and the strategy for provision of the funds.

**BACKGROUND/DESCRIPTION**

Worthington Pools is comprised of the outdoor pools and natatorium on the grounds of Thomas Worthington High School. Worthington Pools is run by Swiminc, Inc. which is a 501(c)3 private, nonprofit organization that incorporated in 1953. Swiminc was established for the purpose of operating the facilities and directing the programs of Worthington Pools. It is run by a volunteer Board of Directors and has a property lease and facility use agreements with Worthington Schools.

Swiminc reports the need for major renovation or replacement of the outdoor pools and the natatorium. The organization is seeking a solution to the infrastructure needs associated with the outdoor pools and has requested the City provide funding for the capital investment. They have presented three options with varying levels of repair, renovation, and replacement. The costs associated with the options range from \$10,300,000 to \$15,400,000.

A series of questions are provided below that can be utilized by City Council to work through this request and determine a direction to pursue.

1. Do Council Members have remaining questions for Swiminc, the Schools or City staff?

2. Swiminc has provided three investment options. Which level of investment do you support?
3. How much of the selected investment amount do you think the City should provide?
4. How much General Fund balance do you support being allocated to the project?
5. What currently planned projects and initiatives are you willing to forego to free up funding for the pool facility?
6. What is the remaining funding gap? Are you willing to increase the property tax millage to provide the funding? If so, do you want to place it on the ballot for voters or levy Charter millage, which does not require voter approval.

In reflecting on past City Council discussions of this topic, it seems the most likely path forward is a combination of cash from the General Fund Balance and bonding. (This is the “hybrid” approach highlighted in the November 3<sup>rd</sup> presentation.) Staff has previously discussed utilizing \$4 million from the General Fund and bonding the remaining amount. There are two paths for making the bond payments, either additional revenue through an increase in property tax or expenditure reductions. Each of these ideas is further explored below.

#### *General Fund Allocation*

An allocation of \$4 million from the General Fund maintains a projected General Fund Balance of 43%, so maintains compliance with the General Fund Balance Policy.

#### *Expenditure Reductions*

Among the three levels of investment proposed by Swiminc, Option 1 was the lowest cost at \$10,300,000. With a \$4 million General Fund contribution, bonds would be needed in the amount of \$6,300,000 which would result in a projected debt service payment of \$500,000 annually for 20 years.

The 2024-2028 Capital Improvements Program has insufficient funding to simply absorb an additional \$500,000 per year. Without additional revenue, expenditure reductions would need to be made. Staff would look to reduce enhancement projects or investment in enhanced services. This means elimination of items such as bike & pedestrian improvements (\$250,000 annually), vision implementation (\$100,000 annually), Selby Shelter renovation (\$750,000 one-time), Worthington Mile trail study (\$100,000 one-time), and a modified, less broad-scale Comprehensive Plan Update (\$200,000 one-time). These items equate to \$350,000 annually, plus lump-sum, one-time items in the amount of \$1,050,000. Since the debt service is paid over a 20-year timeframe, the items would need to be eliminated until such time as either

additional revenue is collected, or the bonds are paid off. This scenario only frees up funding for Option 1. Additional expenditure reductions would need to be made to accommodate Options 2 or 3.

#### *Additional Revenue – Property Tax*

If the expenditure reductions are not pursued, then the other alternative is to seek additional revenue through an increase in the property tax millage. With a \$4 million contribution from the General Fund, the following estimated additional millage amounts are needed for the three investment levels.

Option 1 – Bonds in amount of \$6,300,000 = 0.515 mills

Option 2 – Bonds in amount of \$8,800,000 = 0.719 mills

Option 3 – Bonds in amount of \$11,400,000 = 0.931 mills

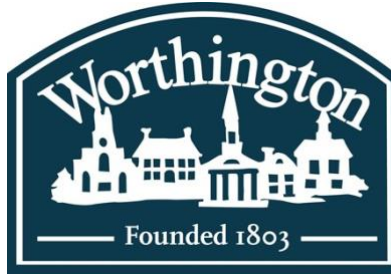
If Council decides to pursue this route, the additional millage could be a voted ballot issue or it could be Charter millage levied by City Council. If Council decides to pursue an issue on the ballot in November, legislation will need to be adopted this summer. If Charter millage is pursued, the City will need to signal it with the Tax Budget which is adopted in July.

#### *Additional Details*

Once the overall direction and amount of City contribution are determined, the details of the arrangement can be finalized. Attached to this memorandum are the Staff Memorandum from the December 11<sup>th</sup> City Council agenda packet which provides staff's recommendations on various details. Also attached are the presentation slides from the November 3<sup>rd</sup> City Council meeting which highlight the three investment options, provide a summary of discussions to date, and highlight the pros and cons of the financial options.

#### **ATTACHMENT(S)**

Staff Memorandum from the December 11, 2023, City Council Meeting  
Presentation Slides from the November 6, 2023, City Council Meeting



**STAFF MEMORANDUM**  
**City Council Meeting – December 11, 2023**

Date: December 7, 2023

To: City Council

From: Robyn Stewart, Acting City Manager

Subject: WORTHINGTON POOLS

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**EXECUTIVE SUMMARY**

Time is provided for continued discussion of the funding request from Swiminc for the outdoor pool facility on the grounds of Thomas Worthington High School. Staff is seeking direction from City Council regarding the amount of funds, if any, to be provided and the strategy for provision of the funds.

**BACKGROUND/DESCRIPTION**

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Swiminc reports the need for major renovation or replacement of the outdoor pools and the natatorium. The organization is seeking a solution to the infrastructure needs associated with the outdoor pools and has requested the City provide funding for the capital investment. They have presented three options with varying levels of repair, renovation, and replacement. The costs associated with the options range from \$10,300,000 to \$15,400,000.

During the November 6<sup>th</sup> City Council meeting, staff provided an overview of various strategies for providing the funds if Council desires to do so. Staff highlighted the pros and cons of each of the strategies. The attached sheet summarizes the information provided for the options.

Staff also identified various details that will need to be decided if Council decides to

provide the funding. These details and staff's preliminary recommendations were discussed with Council on November 20<sup>th</sup>. They are highlighted below.

1. If a ballot issue, what is the structure of it?

The City could seek either voter approval of the bonds and associated millage to pay for them or seek voter approval of a parks and recreation levy that would be used to pay bonds the City would separately issue. A voted bond issuance sends a clearer message to voters that the millage will be used to pay the bonds, so this may be the preferred option.

2. Who holds the construction contract?

The City can structure the funding so that Swiminc holds the construction contract. In this situation, staff recommends a construction agreement that requires a qualified project manager oversee the project and a bank serve as trustee of the funds with disbursement after review by the City of the invoices and the work completed.

3. Does the City want supplemental review/inspection during construction?

Staff recommends the City hire a contract inspector to monitor the construction, regardless of whether the City or Swiminc holds the construction contract. This is common with City projects.

4. Does the City want influence or control related to operations and maintenance?

Given the amount of funding, staff recommends the City have representation on the Swiminc Board for the foreseeable future or at least for 20 years.

5. Will Swiminc continue to be the operator?

Swiminc has successfully operated the pool facility for 70 years. If there are questions regarding their capability to successfully operate it in the future, staff is prepared to enter into a review of their operations and conversations with Swiminc to obtain answers to the questions. Council representatives can be included in the review as desired.

6. Does the City want operational obligations?

If the City provides funding, staff recommends a discounted rate for Worthington residents and taxpayers. Given the location of the pool facility on land owned by the School District, there could be a three-tier rate structure with the lowest rate offered to those who live and/or work within the City limits.



7. Does the City want to require funds set aside for maintenance?

If Swiminc continues to operate the facility, staff recommends the City require a maintenance fund be maintained by Swiminc. It could be based on a percentage of total value of the facility or a flat amount. Staff is checking to see if there is an industry standard for the calculation.

8. Does the City want Swiminc to make payments on the capital expense?

If the City provides funding for the \$15 million option, which Swiminc indicates will provide additional revenue from the operation, staff recommends Swiminc make annual payments to help offset the City's capital investment. Council could authorize staff to negotiate the amount with Swiminc.

**ATTACHMENTS**

Outdoor Pool Funding Options



# Outdoor Pool Funding Request

November 6, 2023

1

## Background

---

Swiminc runs Worthington Pools which includes outdoor pools and a natatorium on the grounds of Thomas Worthington High School

---

Worthington Schools is rebuilding the natatorium along with the high school reconstruction

---

Swiminc has approached the City for funding to renovate or replace the outdoor pools

---

Swiminc has presented three options for investment

---

2



## Investment Option #3

**\$15,400,000**

**Replacement of existing outdoor pool and pool house, including the concessions and locker facilities**



OPTION 3 SITE CONCEPT

5

## Discussions to Date

Multiple conversations with Swiminc through the spring and summer, including conversations among representatives of the City, Swiminc and Schools through a working group

Preliminary discussion of financial strategies in June

Presentation of options for investment by Swiminc in June

Continued conversation in July, including authorization of the community survey

Presentation of survey responses in October

6

## Community Survey

Questions or follow up discussion related  
to the survey before moving into financial  
strategy options?

7

## Financial Options

No Action

Current City  
Funds

Voted Ballot  
Issue

Charter  
Millage

Hybrid

Fundraising

School Joint  
Recreation  
District

Other Joint  
Recreation  
District

8

## Financial Options: Not Likely and/or Feasible

### No Action

- Likely results in closure of outdoor pool

### Fundraising

- Won't raise sufficient funds

### Other JRD

- Outside of the School District, no other entity provides enough additional taxpayers/beneficiaries

9

## Financial Options

No Action

Current City  
FundsVoted Ballot  
IssueCharter  
Millage

Hybrid

Fundraising

School Joint  
Recreation  
DistrictOther Joint  
Recreation  
District

10

## Financial Options: Current Funds



### Benefits

- Quick & easy to authorize



### Challenges

- Creates a deficit throughout the five-year forecast and beyond until bonds are paid off, OR
- Utilizes cash from the General Fund balance, which will immediately trigger the need to raise revenue or reduce expenditures to align with the General Fund Balance Policy
- Impacts to other planned expenditures

11

## Financial Options: Current Funds – GF Balance

### **\$10,300,000 Option**

- Projected General Fund Balance reduced to 30% of prior year expenditures
- Per the General Fund Balance Policy, the City would need to take steps to raise revenue or reduce expenditures to reach at least 35%

### **\$15,400,000 Option**

- Projected General Fund Balance reduced to 16% of prior year expenditures
- Per the General Fund Balance Policy, the City would need to take steps to raise revenue or reduce expenditures to reach at least 35%

*Note: Utilizes proposed 2024 Operating Budget as baseline*

12

## Financial Options: Current Funds – GF Bond Payments

### **\$10,300,000 Option**

- Annual operating deficit of between \$971,000 - \$2,183,000
- Projected General Fund Balance would shrink to 40% by 2028 and continue to decline beyond 2028

### **\$15,400,000 Option**

- Annual operating deficit of between \$1,367,000 - \$2,579,700
- Projected General Fund Balance would shrink to 34% by 2028, triggering steps to raise revenue or reduce expenditures to comply with the General Fund Balance Policy

*Note: Utilizes proposed 2024 Operating Budget as baseline*

13

## Financial Options: Current Funds – CIP Bond Payments

### **\$10,300,000 Option**

- Annual deficit in the CIP Fund of between \$347,000 - \$1,138,775
- CIP Fund Balance would shrink to 23% by 2028

### **\$15,400,000 Option**

- Annual deficit in the CIP Fund of between \$755,846 - \$1,547,511
- The City's CIP Fund Balance would be fully spent by 2028

*Note: Utilizes proposed 2024-2028 Capital Improvements Program as baseline*

14



## Financial Options: Voted Ballot Issue



### Benefits

- Dedicated revenue stream to fund the outdoor pool investments
- Voters weigh in
- No need to forego other planned expenditures



### Challenges

- Additional tax burden on residents
- Time and effort associated with a ballot issue
- Need support of voters to move forward with investment

*Note: City will need to move quickly if there is a desire for a spring ballot issue*

15

## Financial Options: Voted Ballot Issue

### **\$10,300,000 Option**

- 1.084 mills
- \$38 cost per \$100,000 of appraised value
- 20 Years

### **\$15,400,000 Option**

- 1.620 mills
- \$57 cost per \$100,000 of appraised value
- 20 Years

*Note: Based on current assessed valuation; expected to change for next year*

16

## Financial Options: Charter Millage



### Benefits

- Dedicated revenue stream to fund the outdoor pool investments
- Requires only the support of City Council; doesn't require voter support
- No need to forego other planned expenditures



### Challenges

- Additional tax burden on residents
- Voters are not given the option to weigh in on the new taxes
- Millage would not be available in case of financial downturn to support existing services

17

## Financial Options: Charter Millage

### **\$10,300,000 Option**

- 1.084 mills
- \$38 cost per \$100,000 of appraised value

### **\$15,400,000 Option**

- 1.620 mills
- \$57 cost per \$100,000 of appraised value

This would not be a fixed payment amount, but would increase as valuations increase

*Note: Based on current assessed valuation; expected to change for next year*

18

## Financial Options: Hybrid



### Benefits

- Decreases the amount of new debt while meeting the requirements of the General Fund Balance Policy
- Reduces the amount of debt payments
- Reduces the impact to other planned investments, OR
- Reduces the amount of new property taxes



### Challenges

- Same as those identified for the companion strategy (Voted Ballot Issue, Charter Millage, Current Funds)

19

## Financial Options: Hybrid

**\$4M from GF Balance, Remaining Bonded and Funded from CIP Fund**

### Maintains projected GF Balance at 41%

#### **\$10,300,000 Option**

- Annual deficit in the CIP Fund expanded by \$505,000 annually
- Not sustainable without offsetting expenditure cuts or additional revenue

#### **\$15,400,000 Option**

- Annual deficit in the CIP Fund expanded by \$915,000 annually
- Not sustainable without offsetting expenditures cuts or additional revenue

*Note: Utilizes proposed 2024 Operating Budget & proposed 2024-2028 Capital Improvements Program as baseline*

20

## Financial Options: School Joint Recreation District



### Benefits

- Dedicated revenue stream to fund the outdoor pool investments
- Voters weigh in
- No need to forego other planned expenditures
- Lowers the amount of new property tax millage
- Spreads financial support to additional users



### Challenges

- Additional tax burden on residents
- Time and effort associated with creation of the JRD and passage of a ballot issue (multi-year effort)
- Need support of a broader group of voters to move forward with investment
- Lower feeling of connection to the pool the further the geographic distance

21

## Financial Options: School Joint Recreation District

### **\$10,300,000 Option**

- 0.339 mills
- \$12 cost per \$100,000 of appraised value

### **\$15,400,000 Option**

- 0.507 mills
- \$18 cost per \$100,000 of appraised value

*Note: Based on current assessed valuation; expected to change for next year*

22

## Other Details to be Determined



**If a ballot issue, what is the structure (bonds or only additional millage)?**

Could ask for approval of bonds specifically or seek a parks & recreation levy that would be used to pay off bonds



**Who holds the construction contract?**

If Swiminc, City could require a qualified & experienced project manager

If City, would need to incorporate public bidding and prevailing wage to scope/cost



**Does the City want supplemental review/inspection during construction?**

City could hire a contract inspector to monitor construction performed by Swiminc's contractor



**Does the City want influence or control related to operations and maintenance?**

City could seek representation on Swiminc Board or designate other requirements in exchange for funding

23

## Other Details to be Determined



**Will Swiminc continue to be the operator?**

Swiminc has successfully operated the pool facilities for 70 years



**Does the City want operational obligations?**

City could request discounted rates for Worthington residents and taxpayers if City provides funding



**Does the City want to require funds set aside for maintenance?**

City could require an annual set-aside for maintenance of the outdoor pool facility



**Does the City want Swiminc to make payments on the capital expense?**

City could request Swiminc make annual payments to partially repay the City's contribution

24

## Summary of Financial Strategy Options

### Current City Funds

Necessitates reduction in other expenditures

### Voted Ballot Issue

If want to place issue on spring 2024 ballot, need legislation this month

### Charter Millage

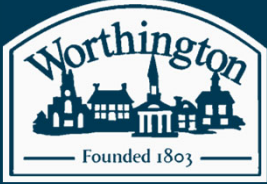
Need to signal with Tax Budget in July

### Hybrid

If additional millage involved, timelines noted above apply

### School Joint Recreation District

Need to engage School District to determine level of support and identify people to lead the JRD and pass a levy



# Preparation for Council Retreat


## Current & Planned Initiatives

March 2024

1

# First Responsibility – Existing Services

*We have a primary focus on delivering existing services*



2

# Community Risk Reduction Program

Involved: Fire & EMS

Medium Effort



## Status:

*The new part-time Community Risk Reduction Service will be starting in the next few weeks. The scope and approach to this new service will be refined throughout this year.*

## Visions:

Quality of Life; Diverse & Equitable



3

# Comprehensive Plan Update

Involved: P&B, CM Office  
S&E, P&R

High Effort



## Status:

*An update of the Comprehensive Plan is anticipated to occur following the Northeast Area Plan (industrial corridor study) and the Housing Assessment.*

## Visions:

Quality of Life; Downtown; Economy; Environmental;  
Connected



Connected



4



## Diversity, Equity & Inclusion

Involved: HR, CM Office  
All Departments

Medium Effort



### Status:

*A DE&I consultant has been selected to conduct a DE&I cultural and assessment survey and to assist with goal setting for the city government organization. We are midway through the process and anticipate the evaluation and goal setting will be completed in 2024. Implementation of the recommendations will be ongoing.*

Vision:  
Diverse & Equitable



5

## Deer Management

Involved: CM Office, Police  
Legal

Medium/High Effort



### Status:

*The Deer Task Force has been meeting since late 2023 and their work is expected to continue through 2024, with a report anticipated by the end of the year. They have engaged three OSU capstone student teams who are conducting a community survey, designing a deer count process using thermal capabilities, and refining research into municipal and household management strategies.*

Vision:  
Quality of Life



6

## Hiring – Chief of Police

Involved: HR, CM Office, Police

Medium Effort



### Status:

*Acting Chief Grile has indicated he intends to conclude his service to the City in the next few months so a search and selection process to identify a new Police Chief will be launched in the near future. Provided the City is able to successfully attract strong candidates, the process is anticipated to take 3-4 months.*

Vision:  
Leadership



7

## Housing Assessment

Involved: P&B, CM Office

High Effort



### Status:

*The City's consultant is beginning to prepare the report, which is scheduled to be completed by early summer.*



Visions:  
Quality of Life; Diverse & Equitable



8

## Northeast Area Plan

Involved: P&B, CM Office

High Effort



### Status:

*The project team is nearing completion of the evaluation and recommendations. The final report is anticipated to be presented this spring.*

Vision:  
Economy

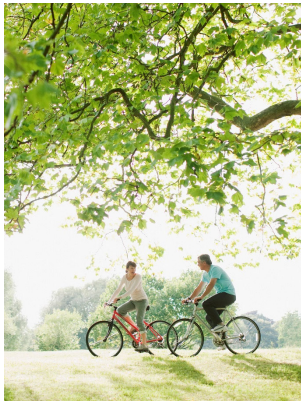


9

## Parks Foundation

Involved: P&R

Medium Effort



### Status:

*City Council is reviewing applications and preparing to appoint initial board members.*



Visions:  
Quality of Life; Environmental



10

## Outdoor Pool

Involved: CM Office, Finance, P&R  
Legal

Effort TBD



### Status:

*The consideration of funding options continues. The City submitted an application to the State of Ohio for One Time Strategic Community Investment Funds.*

Vision:  
Quality of Life



11

## Sidewalk Gap Program Pilot

Involved: P&R, S&E

Medium Effort



### Status:

*The Bicycle & Pedestrian Advisory Committee and City staff are working to identify locations where sidewalks are missing along the front of a handful of properties and seeking support by the adjacent property owner for the installation of a sidewalk. Once there is agreement, staff is incorporating the sidewalk installation into the Street & Sidewalk Maintenance Program.*



Vision:  
Connected, Diverse & Equitable



12

## Sign Code Update

Involved: P&B, Legal

Medium Effort



### Status:

*A complete rewrite of the Sign Code section of the Codified Ordinances has been prepared to reflect current case law related to the regulation of signage. The Municipal Planning Commission (MPC) is scheduled to review it this spring, followed by consideration by City Council*



Vision:  
Economy, Quality of Life



13

## Grouped by Vision



### Diverse & Equitable

Community Risk Reduction  
DEI

Housing Assessment  
Sidewalk Gap Program



### Quality of Life

Community Risk Reduction  
Comprehensive Plan Update  
Outdoor Pool  
Sign Code Update

Deer Management  
Housing Assessment  
Parks Foundation



### Downtown

Comprehensive Plan Update

Sign Code Update



14

## Grouped by Vision



### Economy

Comprehensive Plan  
Sign Code Update

Northeast Area Plan



### Leadership

Police Chief Hiring



### Environmental

Comprehensive Plan Update

Parks Foundation



### Connected

Comprehensive Plan Update

Sidewalk Gap Program



15

# Department of Finance

## February 2024 Financial Report



### Quick Facts

#### All Funds

<u>02/29/2024</u>	<u>02/29/2024</u>
<u>Cash Balances</u>	<u>Unencumbered</u>
<u>\$55,848,115</u>	<u>Balance</u>
(January 1, 2024 balance: \$55,029,495)	\$30,363,230

#### General Fund

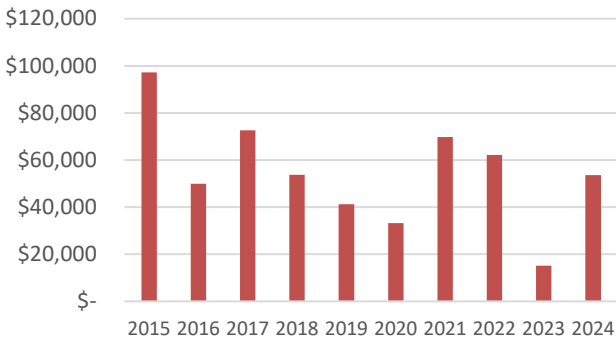
<u>02/29/2024</u>	<u>02/29/2024</u>
<u>Cash Balance</u>	<u>Unencumbered</u>
<u>\$27,270,912</u>	<u>Balance</u>
(January 1, 2024 balance: \$26,231,841)	\$17,646,313
	(50.65% of prior year expenditures)

### Highlights & Trends for February 2024

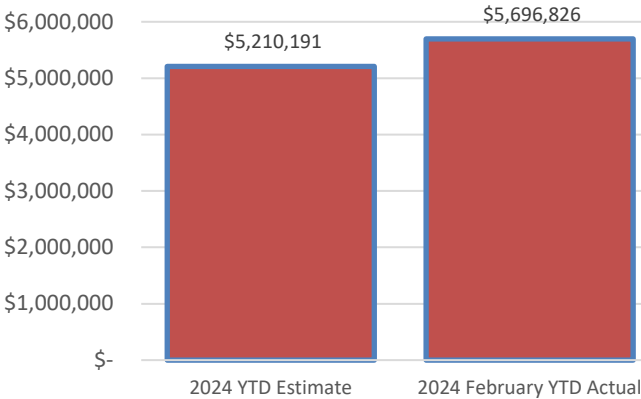
#### Income Tax Collections

- Year to Date (YTD) income tax collections are above 2023 YTD income tax collections \$205,063 or 3.82%.
- YTD Income tax collections are above estimates by \$225,922 or 4.22%
- Year to date refunds total \$85,749

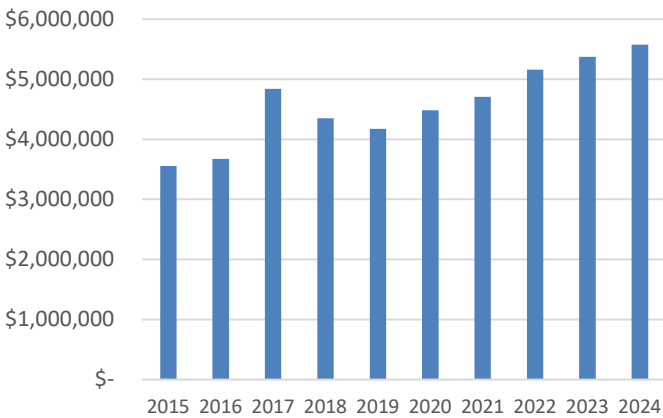
#### Income Tax Refunds as of February



#### General Fund Revenue 2024 YTD Estimate vs. Actual

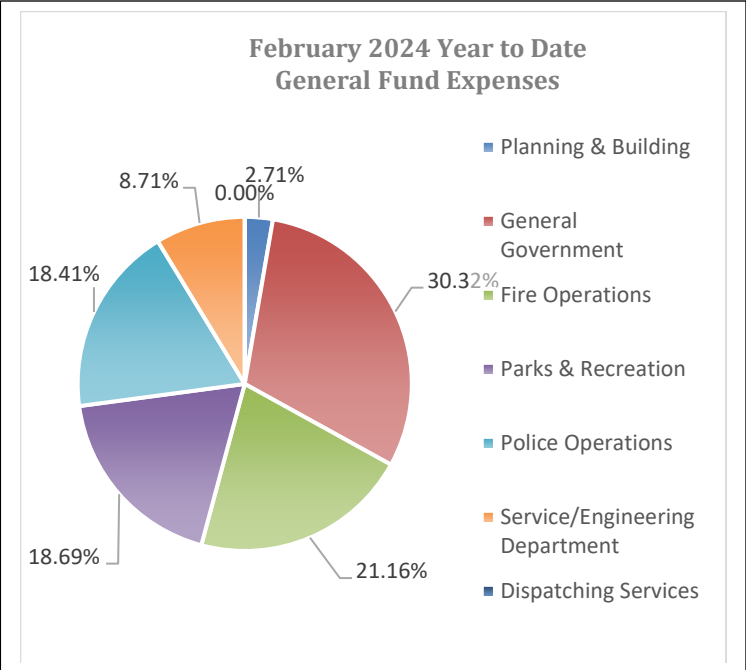
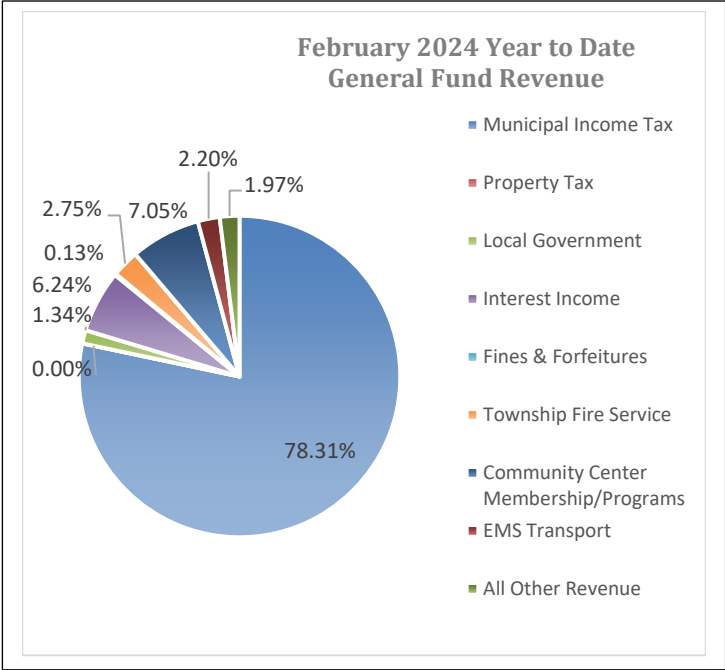


#### February Year to Date Income Tax Collections





Highlights & Trends for February 2024 (continued)

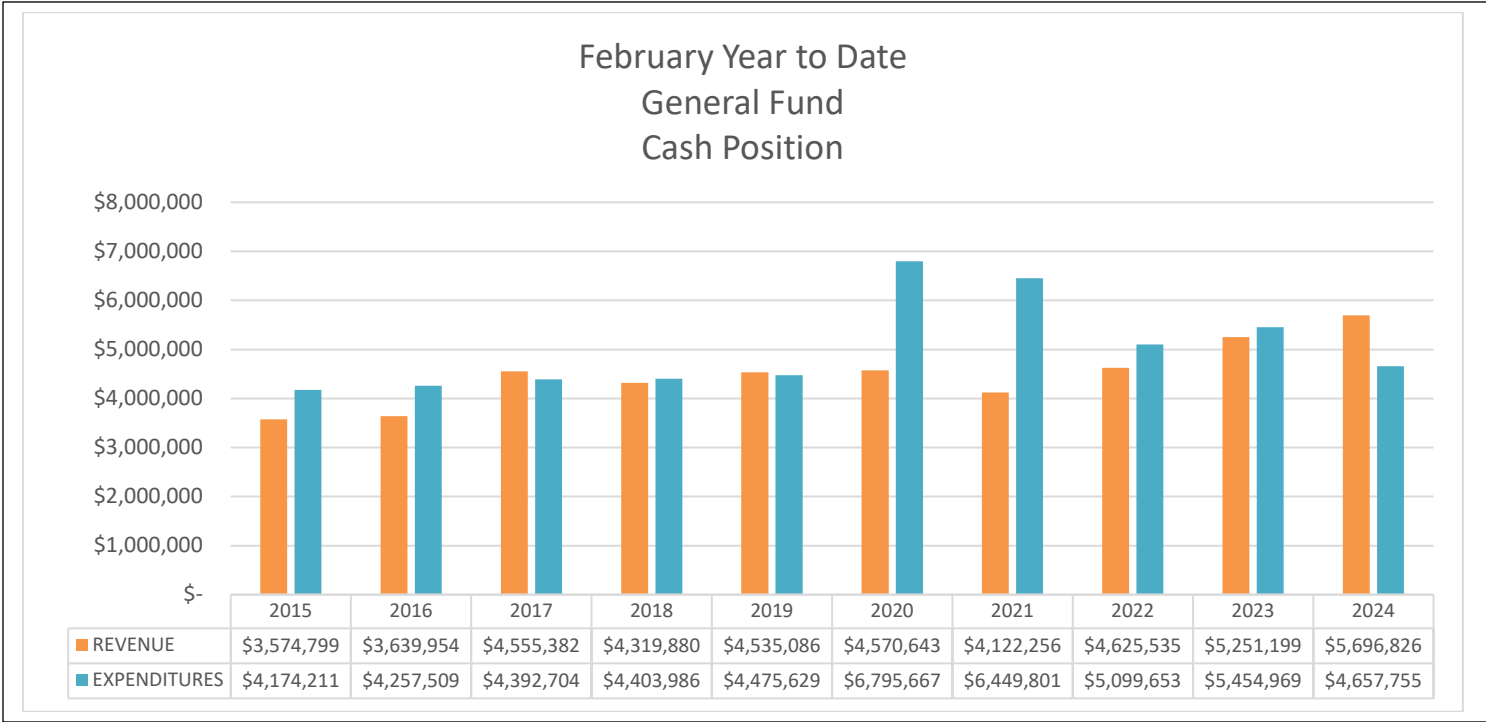


Notable Initiatives & Activities





Financial Tracking





February 2024  
Cash Reconciliation

Total Fund Balances:		\$55,848,114.95
Depository Balances:		
General Account:	\$ 5,222,869.64	
Total Bank Balances:		\$5,222,869.64
Investment Accounts:		
Huntington Investment:	\$15,042,000.00	
Star Ohio/Star Plus	26,999,645.80	
Fifth Third MMKT/CDs	8,334,074.51	
FC Bank	248,000.00	
Total Investment Accounts:		\$50,623,720.31
Petty Cash/Change Fund:		1,525
Total Treasury Balance as of February 29, 2024		\$55,848,114.95
Total Interest Earnings as of February 29, 2024		\$355,557.74

Debt Statement

<u>Issuance</u>	<u>Purpose</u>	<u>Maturity</u>	<u>Rate</u>	<u>Principal Balance</u>
2017	2017 Various Purpose Bonds	December 2032	2.21%	\$ 2,310,000.00
2008	OPWC 0% Loan – ADA Ramps	December 2028	0%	\$ 39,050.40
2015	OPWC 0% Loan – Kenyonbrook	December 2045	0%	\$ 449,398.36
2021	2021 Various Purpose Bonds	December 2041	1.65%	\$ 9,135,000.00
2023	2023 Various Purpose Bonds	December 2043	3.77%	\$ 4,400,000.00
	Total Principal Debt Balance			\$16,333,448.76



**City of Worthington  
Fund Summary Report  
as of February 29, 2024**

		<u>1/1/2024 Beginning</u>	<u>Year to Date</u>	<u>Year to Date</u>			<u>Unencumbered</u>
<u>FUND</u>		<u>Balance</u>	<u>Actual Revenue</u>	<u>Actual Expenses</u>	<u>2/29/2024</u>	<u>Encumbrances</u>	<u>Balance</u>
101	General Fund	\$ 26,231,841	\$ 5,696,826	\$ 4,657,755	\$ 27,270,912	\$ 9,624,598	\$ 17,646,313
202	Street M&R	414,104	155,675	118,112	451,668	98,894	\$ 352,774
203	State Highway	77,590	12,622	16,020	74,192	147	\$ 74,045
204	Water	104,796	9,365	6,371	107,790	62,750	\$ 45,040
205	Sewer	96,578	8,351	22,429	82,500	29,581	\$ 52,919
210	Convention & Visitor's Bureau F	4,185	65,571	66,607	3,149	3,149	\$ (0)
211	27th Pay Fund	100,000	50,000	-	150,000	-	\$ 150,000
212	Police Pension	1,300,049	-	108,264	1,191,785	-	\$ 1,191,785
214	Law Enforcement Trust	9,505	-	-	9,505	1,989	\$ 7,516
215	Municipal MV License Tax	16,389	30,513	-	46,902	-	\$ 46,902
216	Enforcement/Education	54,449	50	-	54,499	-	\$ 54,499
217	Community Technology	-	-	-	-	-	\$ -
218	Court Clerk Computer	182,165	648	-	182,813	14,075	\$ 168,738
219	Economic Development	689,236	1,784	7,701	683,319	150,180	\$ 533,139
220	FEMA Grant	-	-	-	-	-	\$ -
221	Law Enf CED	18,030	27,635	-	45,665	-	\$ 45,665
222	Coronavirus Relief Fund	-	-	-	-	-	\$ -
223	Coronavirus ARPA Recovery Fu	-	-	-	-	-	\$ -
224	Parks & Rec Revolving	-	-	-	-	-	\$ -
225	Ohio Opioid Settlement Fund	38,872	1,199	-	40,071	-	\$ 40,071
229	Special Parks	81,876	1,000	4,438	78,437	22,304	\$ 56,133
230	Sharon Twp JEDD	66,562	41,970	67,775	40,757	-	\$ 40,757
253	2003 Bicentennial	79,432	-	-	79,432	-	\$ 79,432
306	Trunk Sewer	375,149	-	-	375,149	-	\$ 375,149
308	Capital Improvements	18,666,050	1,607,829	1,814,950	18,458,929	12,526,865	\$ 5,932,064
313	County Permissive Tax	-	-	-	-	-	\$ -
409	General Bond Retirement	2,173,359	-	-	2,173,359	1,145,916	\$ 1,027,443
410	Special Assessment Bond	278,448	-	-	278,448	-	\$ 278,448
825	Accrued Acreage Benefit	11,110	-	-	11,110	5,023	\$ 6,087
830	OBBS	1,615	722	628	1,710	1,259	\$ 452
835	Unclaimed Funds	70,141	-	-	70,141	-	\$ 70,141
838	Petty Cash	1,525	-	-	1,525	-	\$ 1,525
910	Worthington Sta TIF	37,541	-	-	37,541	-	\$ 37,541
920	Worthington Place (The Heights	2,073,956	-	-	2,073,956	1,553,459	\$ 520,497
930	933 High St. MPI TIF Fund	321,710	-	-	321,710	64,000	\$ 257,710
935	Downtown Worthington MPI TIF	673,912	-	-	673,912	126,697	\$ 547,215
940	Worthington Square TIF	176,404	-	-	176,404	54,000	\$ 122,404
945	W Dublin Granville Rd. MPI TIF	388,288	-	-	388,288	-	\$ 388,288
950	350 W. Wilson Bridge	57,677	-	-	57,677	-	\$ 57,677
955	800 Proprietors Road TIF	29,904	-	-	29,904	-	\$ 29,904
998	Payroll Clearing Fund	127,047	2,397,734	2,399,825	124,956	-	\$ 124,956
999	PACE Fund	-	-	-	-	-	\$ -
<b>Total All Funds</b>		<b>\$ 55,029,495</b>	<b>\$ 10,109,495</b>	<b>\$ 9,290,875</b>	<b>\$ 55,848,115</b>	<b>\$ 25,484,886</b>	<b>\$ 30,363,229</b>



**City of Worthington, Ohio  
General Fund Overview  
as of February 29, 2024**

		2023	2024	2024	2024	2024	2024	Variance			
		Year End	Original	Revised	Y-T-D	February	Variance	as % of			
Revenues		Actual	Budget	Budget	Estimates	Y-T-D Actual	Over/(Under)	Budget			
Municipal Income Tax	1	\$ 27,378,003	\$ 25,200,000	\$ 25,200,000	\$ 4,280,400	\$ 4,461,138	\$ 180,738	4.22%			
Property Tax	2	3,470,464	4,215,607	\$ 4,215,607	-	-	\$ -	#DIV/0!			
Local Government	*	478,550	450,000	\$ 450,000	75,000	76,522	\$ 1,522	2.03%			
Interest Income	*	2,043,045	850,000	\$ 850,000	141,667	355,558	\$ 213,891	150.98%			
Fines & Forfeitures	*	60,504	75,000	\$ 75,000	12,500	7,363	\$ (5,137)	-41.10%			
Township Fire Service	2	319,540	1,000,000	\$ 1,000,000	150,000	156,616	\$ 6,616	4.41%			
Community Center Membership/Progr	*	2,150,590	2,000,000	\$ 2,000,000	333,333	401,544	\$ 68,210	20.46%			
EMS Transport	*	661,324	675,000	\$ 675,000	112,500	125,611	\$ 13,111	11.65%			
All Other Revenue	*	990,735	1,388,561	\$ 1,388,561	104,791	112,474	\$ 7,683	7.33%			
<b>Total Revenues</b>		<b>\$ 37,552,755</b>	<b>\$ 35,854,168</b>	<b>\$ 35,854,168</b>	<b>\$ 5,210,191</b>	<b>\$ 5,696,826</b>	<b>\$ 486,635</b>	<b>9.34%</b>			
<b>Expenditures</b>											
Planning & Building		\$ 982,053	\$ 1,532,477	\$ 1,532,477	\$ 255,413	\$ 108,179	\$ (147,234)	42.35%			
General Government		7,846,854	10,756,189	\$ 10,756,189	\$ 1,596,841	1,210,607	\$ (386,234)	75.81%			
Fire Operations		9,561,092	7,865,205	\$ 7,865,205	\$ 1,310,868	844,818	\$ (466,050)	64.45%			
Parks & Recreation		5,682,043	6,575,047	\$ 6,575,047	\$ 1,095,841	746,125	\$ (349,716)	68.09%			
Police Operations		6,192,878	7,666,348	\$ 7,666,348	\$ 1,277,725	735,200	\$ (542,525)	57.54%			
Service/Engineering Department		2,789,428	3,429,383	\$ 3,429,383	\$ 571,564	347,636	\$ (223,928)	60.82%			
Dispatching Services		685,205	985,000	\$ 985,000	\$ -	-	\$ -	#DIV/0!			
<b>Total Expenditures</b>		<b>\$ 33,739,553</b>	<b>\$ 38,809,649</b>	<b>\$ 38,809,649</b>	<b>\$ 6,108,251</b>	<b>\$ 3,992,564</b>	<b>\$ (2,115,686)</b>	<b>65.36%</b>			
Excess of Revenues Over (Under) Expenditures		\$ 3,813,202	\$ (2,955,481)	\$ (2,955,481)	\$ (898,060)	\$ 1,704,261					
Fund Balance at Beginning of Year		\$ 23,512,622	\$ 26,231,842	\$ 26,231,842		\$ 26,231,842					
Unexpended Appropriations			1,356,095	1,356,095		-				1 - Income Tax budget based on individual monthly projections.	
Expenditures versus Prior Year Enc		1,093,981	1,677,234	1,677,234		665,191				2 - These revenue budgets are based on semi-annual payments.	
										* - All other revenue budget are spread equally over each month.	
General Fund Balance		\$ 26,231,842	\$ 22,955,222	\$ 22,955,222		\$ 27,270,912					