

ADMINISTRATIVE COMMITTEE MEETING

Tuesday, July 8, 2014
8 a.m. – Council Chambers
AGENDA

1. Call to Order
2. City Manager Search Process
3. Adjourn



Office of the City Manager
5200 Emerald Parkway • Dublin, OH 43017-1090
Phone: 614-410-4400 • Fax: 614-410-4490

Memo

To: Members of Dublin City Council
From: Michelle L. Crandall, Assistant City Manager
Tim Wagner, Director of Human Resources
Date: July 7, 2014
Re: Executive Search Process and Potential Firms

Summary

Attached are several documents for Council's review regarding the City Manager executive recruitment process. These documents include:

- Profiles of eight firms that specialize in local government executive searches and two firms that specialize in corporate and other types of executive searches.
- Draft Request for Proposals (RFP) to be sent to selected firms.
- Recruitment profile prepared for the recently completed Director of Public Service selection process.
- Recruitment profile prepared for the City Manager search process in 2008.

If you should have any questions regarding the information contained in this memorandum, please contact Michelle Crandall at 410-4403 (desk) or 206-4886 (mobile) or Tim Wagner at 410-4407 (desk) or 206-3864 (mobile).

Recommendation

Information only.

Potential Executive Search Firms

(Specialized in Local Government Executive Recruitment)

Colin Baenzinger & Associates

Primary Office: Daytona Beach Shores, Florida

Established/Years Exp: 1996 (current name since 2002)

Staffing: Colin Baenzinger and eight other associates involved in local government consulting and executive searches. One associate is dedicated to Finance specific positions.

Primary States/Regions: A national executive recruitment firm with many Florida and Southeast region consulting and executive search clients. Focus on City Manager and other executive level (department level) searches.

Current Active & Recent Recruitments:

- City Manager, Oakland Park, FL
- City Manager, Coral Gables, FL
- Township Manager, Springettsbury, PA
- County Administrator, James City, VA
- City Manager, Titusville, FL
- Human Resources Director, Roanoke, VA
- Finance Director, Roanoke, VA
- City Manager, Winchester, VA
- City Manager, Mount Pleasant, MI
- County Administrator, Emmet County, MI

Springsted

Primary Office: St. Paul, MN (other offices in Denver, Des Moines, Kansas City, Los Angeles, Milwaukee and Richmond)

Established/Years Exp: Early 1950s

Staffing: Large national consulting firm with 3-4 Senior Vice Presidents focused on executive searches. Recently purchased Waters Consulting, Dallas, Texas expanding their recruitment staff and territory

Primary States/Regions: A national local government consulting and executive recruitment firm with many Midwest and Southeast region executive search clients. Focus on City Manager and other executive level (department level) searches. City, town, county, school district and special district/authority clients.

[\(Springsted continued\)](#)

Current Active & Recent Recruitments:

- Finance Director, La Crosse, WI
- County Administrator, Campbell County, VA
- Director of Economic Development, Orange County, VA
- Director of Finance, City of Hartford, CT
- City Manager, City of Springfield, MN
- Town Manager, Boone, NC
- City Manager, City of Lexington, VA
- City Administrator, City of Belle Plaine, MN
- City Manager, Novi, MI (Waters Consulting)
- Executive Director, Allen, TX Economic Dev. Corp (Waters Consulting)

GovHR USA (Voorhees Associates LLC)

Primary Office: Northbrook, IL

Established/Years Exp: Heidi Voorhees 13+ years of experience as a recruiter

Staffing: Heidi Voorhees, Principle and 1 other staff member focused on executive recruitment

Primary States/Regions: A national executive recruitment firm with many Midwest region consulting and executive search clients. Focus on City Manager and other executive level (department level) searches.

Current Active & Recent Recruitments:

- Fire Chief, Champaign, IL
- Finance Director, Milton, WI
- Town Manager, Munster, IN
- City Manager, Battle Creek, MI
- Director of Finance, Highland Park IL
- City Administrator, Lincoln, IL
- Village Manager, Oak Brook, IL
- Deputy County Administrator, McHenry County, IL
- Project Manager, GASB, Norwalk, CT
- CEO, Little Rock Wastewater, Little Rock AR

Ralph Andersen and Associates

Primary Office: Rocklin, CA

Established/Years Exp: 1972

Staffing: Heather Renschler, President/CEO and seven other associates involved in local government executive searches.

Primary States/Regions: A national executive recruitment firm with many California executive search clients. Focus on City Manager and other executive level (department level) searches.

Current Active & Recent Recruitments:

- City Manager, Davis, CA
- City Manager, Cincinnati, OH
- City Manager, Santa Rosa, CA
- Chief Building Official, Palo Alto, CA
- Chief Innovation Officer, Kansas City, MO
- City Attorney, Anaheim, CA
- Chief of Police, Albuquerque, NM
- City Manager, Carlsbad, CA
- Fire Chief, Los Angeles, CA
- Planning Director, Riverside County Transportation and Land Planning

Bob Murray & Associates

Primary Office: Roseville, CA (second office in Tallahassee, Florida)

Established/Years Exp: Bob Murray, President 20+ years of experience as a recruiter

Staffing: Bob Murray and five other associates involved in executive searches.

Primary States/Regions: A national executive recruitment firm with many California executive search clients. Focus on City Manager and other executive level (department level) searches. Some level of client base is for executive searches within Police/Fire.

Current Active & Recent Recruitments:

- Assistant City Manager, Sanger, CA
- Assistant Police Chief, Roseville, CA
- Building Official, Fort Lauderdale, FL
- CEO/Executive Director, Home Forward, OR
- City Manager, Goleta, CA
- Health Department Director, Sedgwick County, KS
- Animal Care and Control Director, Franklin County, OH
- City Manager, Arvin, CA
- City Manager, Modesto, CA
- City Manager, Rancho Palos Verdes, CA

Affion – Public

Primary Office: Camp Hill, PA

Established/Years Exp: (previously Arcus Public) Scott Reilly, CEO 20+ years as a recruiter

Staffing: Scott Reilly and one other associate involved in executive searches.

Primary States/Regions: A national consulting firm focused on providing technology and executive search services for state and local government, education and non-profit organizations, with many Texas executive search clients. Focus on City Manager and other executive level (department level) searches.

Current Active & Recent Recruitments:

- City Manager, Marshall, TX
- Fire Chief, Broken Arrow, OK
- Assistant City Manager, Dallas, TX
- City Manager, Austin, TX
- City Administrator, Ann Arbor, MI
- Director of Human Resources, Boulder, CO
- City Manager, San Antonio, TX
- City Manager, El Paso, TX
- Director of Parks, Recreation and Culture, Milwaukee County, WI
- Director of Community Development, Tamarac, FL

The Mercer Group, Inc.

Primary Office: Atlanta, Georgia (21 other offices throughout the U.S.)

Established/Years Exp: James Mercer, President 20+ years of experience

Staffing: Nine senior vice presidents involved in executive searches.

Primary States/Regions: A national consulting firm focused on providing executive search services for local governments, with clients throughout the U.S. Focus on City Manager and other executive level (department level) searches.

Current Active & Recent Recruitments:

- City Manager, Petoskey, MI
- Water Director, Fort Worth, TX
- County Administrator, Citrus County, FL
- Police Chief, Bellevue, WA
- City Manager, Plant City, FL
- City Manager, Joplin, MO
- Human Resources Director, Temple, TX
- City Manager, Des Moines, IA
- City Manager, East Point, GA

Slavin Management Consultants

Primary Office: Norcross, Georgia (other offices in Dallas and Hartford)

Established/Years Exp: 1988

Staffing: Robert Slavin, President and three other associates involved in executive searches.

Primary States/Regions: A national consulting firm focused on providing executive search services for local governments, with clients throughout the U.S. Focus on City Manager and other executive level (department level) searches.

Current Active & Recent Recruitments:

- City Manager, Tipp City, OH
- Fire Chief, Glynn County, GA
- City Manager, Dunwoody, GA
- Worcester, MA
- County Auditor, Johnson County, KS
- Public Works Director, Loveland, CO
- Police Chief, Americus, GA
- City Manager, Englewood, CO
- City Manager, Loveland, OH
- Chief Financial Officer, Spartanburg, SC

Potential Corporate Executive Search Firms

(Specialized in Corporate and other areas not associated with local government)

Hudepohl Associates

Primary Office: Dublin, OH

Established/Years Exp: 1994

Staffing: Gary Hudepohl, Principal and Managing Director and one other associate involved in executive searches.

Primary States/Regions: A national firm focused on providing executive search services within three practice groups – higher education, industry and public pension. Engaged in searches in the Midwest, Northeast, Southeast, and West regions.

Current Active & Recent Recruitments:

This information is not listed on the company's Website, however this firm was hired to complete the recent search for MORPC's Executive Director. The firm has also completed numerous executive searches for School Superintendents and State and Local Employee Retirement Fund Executive Directors.

PMG Employment Consultants

Primary Office: Dublin, OH

Established/Years Exp: 2001

Staffing: Phil Georgenson, President and two other associates involved in executive searches.

Primary States/Regions: A national executive search, professional recruiting and human resources consulting firm providing expertise in all areas of employment. Engaged in searches nationally, many of the "featured jobs" (listed below) are primarily within Columbus, OH with a database that includes searches in numerous states.

Current Active & Recent Recruitments:

- Vice President, Sales and Marketing, Columbus, OH
- Internal Audit Manager, Columbus, OH
- Senior Field Marketing Rep., Columbus, OH
- Business Excellence Leader, Columbus, OH
- HR Leader, Columbus, OH
- Director, Auto Claims, San Antonio, TX

Recruitment Profile

Director of Public Service



Recruitment Profile

Director of Public Service

The City of Dublin is seeking qualified candidates for the position of Director of Public Service. A recent organizational analysis, conducted by the Novak Consulting Group, identified this position's critical need for the successful long-term management of our infrastructure and priorities. This Recruitment Profile highlights:

- the City of Dublin overview
- Public Service mission, philosophy and purpose
- the required/desired qualifications, competencies and capabilities of the ideal candidate

Required education and experience

Bachelor's Degree in Public Administration, Public Works Administration, Civil Engineering or related field from an accredited college or university (Master's Degree preferred); 10 years of extensive progressively responsible experience in management and administration, preferably in an organization of comparable size and complexity at the municipal government level; experience navigating a complex organization; extensive experience managing public sector services; or any equivalent combination of education and experience.

Compensation

The authorized salary range for this position is \$100,000 – \$147,000. The salary offered to the successful candidate will be based on the candidate's qualifications, competencies and experience. The City provides an excellent benefits program including medical, dental, vision, life insurance, deferred compensation and generous vacation, personal and sick leave. Retirement benefits are provided through the Ohio Public Employees Retirement System.

Deadline for application

Applications will be accepted until the position is filled. To ensure full consideration, please apply by September 27, 2013. Applications will be accepted electronically at www.thenovakconsultinggroup.com/jobs. To apply, complete the online application form and include a cover letter, resume, five year salary history, and three to five professional references.

Direct inquiries regarding the recruitment and selection process to:

Catherine Tuck Parrish

240-832-1778

apply@thenovakconsultinggroup.com



Community Profile

Dublin, Ohio is a progressive, well-educated and innovative city surrounding the Scioto River in the northwest area of metropolitan Columbus.

Approximately 25 square miles and home to 42,000 people, the City annually hosts Jack Nicklaus' PGA Tour Memorial Tournament at Muirfield Village Golf Club and one of the nation's largest Irish cultural events – the Dublin Irish Festival. In September 2012, Dublin was recognized as the Most Outstanding Global Festival and Event City in the World by the International Festivals and Events Association.

Dublin also is known as a leader in municipal innovations, including tax increment financing, underground fiber optics, Wi-Fi deployment and green initiatives.

Dublin has long been recognized as a premier community, not only locally, but also internationally. Home to Ohio's largest corporation, Cardinal Health – 21 on the Fortune 500 list, Dublin also is the headquarters of the Wendy's Company, Ashland Inc. and OCLC – the Online Computer Library Center.

Dublin's diverse and sound economic base provides the foundation for the present and future stability of the City. The City's continued economic vitality is the result of quality development, strategic planning and aggressive efforts to attract and retain high-quality commercial development.

All three high schools were named to Newsweek's 2012 list of top high schools in the country. With 25 institutes of higher learning in Central Ohio, including The Ohio State University, the region offers a pipeline to 115,000 college students and 20,000 annual graduates.



Community Profile | con't.

Dublin's largest source of funding is income tax revenues, which are allocated 75 percent to the General Fund and 25 percent to the Capital Improvements Program (CIP). Dublin's healthy tax base provides the resources necessary to keep pace with the city's growth and underwrite the high quality of life enjoyed by Dublin's corporate and residential citizens.

The CIP establishes a fiscally sound plan for Dublin's future investment in capital infrastructure and provides financial guidelines that identify available revenue sources, debt capacity and policy for projecting revenues and designating reserves to be maintained.

Dublin's fiscally sound stewardship has earned the City the highest available bond ratings – AAA from Moody's Investors Service and AAA from Fitch Ratings – a distinction carried by approximately three percent of rated cities nationwide.

These ratings reflect the cooperative efforts of private citizens, civic leaders, government officials and business representatives. Such widespread commitment to the community ensures that Dublin will remain one of the most desirable suburbs in Central Ohio and the Midwest.

Financial Close Up

The City's current total income tax revenues are \$75.4 million. The City's 2013 Operating Expenditures are estimated to be \$71.2 million, while the General Fund expenditures are estimated at \$60.4 million. The City's five-year (2013-2017) Capital Improvements Program is \$132.2 million with a 2013 Capital Projects budget of \$45.8 million. The City's 2012 year-end General Fund balance was \$52 million, which was 73% of the year-end General Fund expenditures.

The Only City in the World

Home of the Memorial Tournament since 1976, Dublin is the only city in the world to host three of golf's most prestigious international team, match-play competitions

- 1987 The Ryder Cup
- 1998 The Solheim Cup
- 2013 The Presidents Cup



Explore our website and experience Dublin

Find out why 'It's Greener' in Dublin, Ohio, USA

<http://DublinOhioUSA.gov/home-page/about-dublin/>

Join the Team

<http://DublinOhioUSA.gov/dublin-police/join-the-team/>

IFEA World Festival & Event City Award

<http://DublinOhioUSA.gov/government/ifea-world-city-award/>

Video

<http://DublinOhioUSA.gov/video/>

Newsroom

<http://DublinOhioUSA.gov/newsroom/>

City Services

<http://DublinOhioUSA.gov/city-services/>

Living in Dublin

<http://DublinOhioUSA.gov/living-in-dublin/>

Visiting Dublin

<http://DublinOhioUSA.gov/visiting-dublin/>

Government Structure, Leadership Philosophy and Core Values

The City of Dublin is an award-winning local government organization known for its professionalism, vibrant spirit, customer service orientation and a strong commitment to distinctive and well-planned community development. We excel in a dynamic, fast-paced, achievement-oriented culture distinguished by our participative leadership style and collaborative working relationships.

The City of Dublin is a “Home Rule” municipal corporation operating under the authority of our own Charter.

Dublin residents adopted the City’s original Charter in 1979 and later revised the Charter in 1996. The City’s original Charter and Revised Charter have provided for a Council-Manager form of government.

Dublin City Council is comprised of seven members – three elected at large and four elected from each of the four wards of Dublin. All Council members serve a term of four years. As Dublin’s governing body, City Council adopts policies and passes legislation, establishes City goals and oversees and approves the annual budget. The presiding officer of Council is the Mayor, who is elected by fellow Council members for a two-year term.



The **City Manager** is the chief administrative and law enforcement officer of the City and is appointed by the City Council to serve at its pleasure. The City Manager is responsible for day-to-day administration and operations. Dublin City Council annually adopts goals and strategic focus areas providing a blueprint for administrative priorities.

The City Manager is supported by a **Management Team** that consists of directors, managers and other professional administrators who are accountable for strategic, tactical and operational management of their initiatives and leadership of their employees. The Director of Public Service is a member of the Management Team.

While international recognition and financial security are very important to the growth of our community, what sets us apart is the deep expertise and rich experience of our employees. The City of Dublin has 20 principal organizational units comprised of **368 full-time permanent positions** and approximately **232 part-time and seasonal positions**. Each day, this dedicated team of public servants

is committed to delivering high quality services, fair and transparent governance and stewardship of public funds that maximizes accountability and efficiency in local government.

“While City Council determines policy, the City Administration works diligently to implement it. Our focus is on maintaining a high level of service. We also look for ways that we can incorporate sustainable values knowing that what we do today can have long-term impacts on the community,” said City Manager Marsha Grigsby. “We have been gratified to hear from residents, through national and local surveys, that they consider Dublin to be an excellent place to live. We value endorsements like that, but will not rest on our laurels. We are implementing additional customer service training for our employees to ensure that we continue to meet the expectations of our residents. Our employees take great pride in their work. And that’s a healthy outlook, and one that will continue to move our City forward.”

Government Structure | con't.

Mission Statement

The **City of Dublin** strives to preserve and enhance the unique **high quality** of life offered to those who live or work in our community by providing the **vision, leadership and performance standards**, which allow for **managed growth and development**. We endeavor to deliver our services **cost effectively** with an emphasis on **quality and innovation**. The City of Dublin seeks recognition in the field of local government as being **responsive, cooperative and culturally and environmentally sensitive** while embracing the highest standards of **integrity and accountability** to those we serve.

Leadership Philosophy

We are members of an organization that succeed because of teamwork, dedication and innovative spirit. Together we build a culture of trust, mutual respect, creativity, diversity and open

communication. We hold ourselves mutually accountable to promote and sustain continuous learning and to develop the potential that exists in every member of our team. We are the City of Dublin.

Core Values

Integrity. We are open and honest. We honor our commitments to the community and each other. Our actions are consistent with what we say.

Respect. We treat our coworkers and members of the community with courtesy and dignity. We embrace diversity and acknowledge the needs, responsibilities and inherent worth of each individual.

Communication. We maintain an environment in which employees feel free to share ideas and information. We promote open interaction throughout the organization to ensure knowledge and understanding among all employees and our community.

Teamwork. We create a climate in which all employees work together and support the individual talents and contributions of team members. We celebrate successes and see mistakes as opportunities for growth; we will never willingly let a member of our team fail.

Accountability. We are responsible to our community and each other for our personal and organizational decisions, actions and performance results. We are committed stewards of our City's assets and resources.

Positive Attitude. We focus our efforts on constructive behavior, attitudes and solutions. We promote an environment that people love going to every day – a place where each individual can find a sense of belonging, inspiration, enjoyment and meaning.

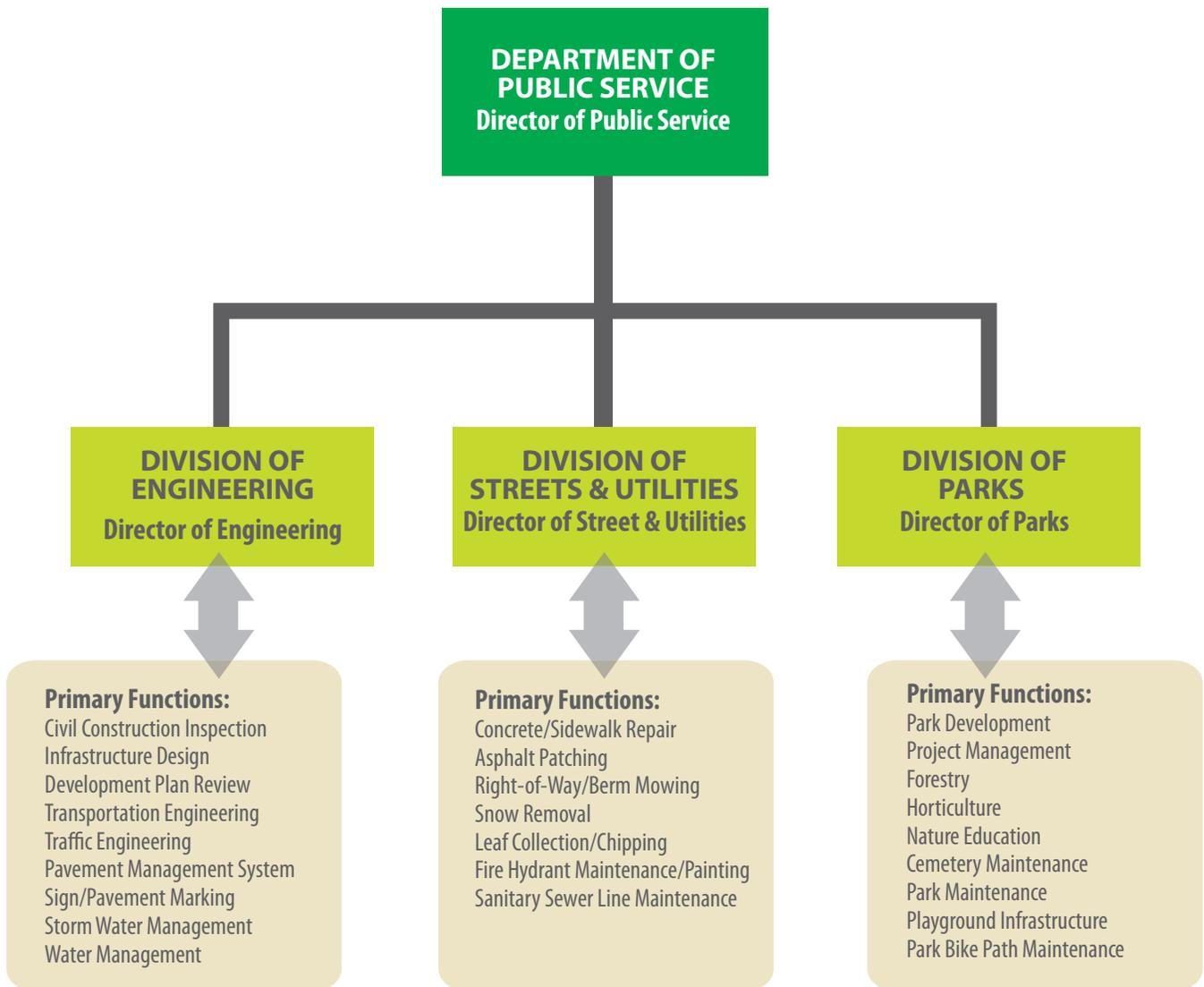
Dedication to Service. We pursue innovation and continuous improvement in all we do. We are committed to efficient, effective and responsive service delivery that makes a difference in the lives of those we serve.

Public Service Staffing and Structure

The Department of Public Service is comprised of a total staffing level of 114 Full Time Equivalent (FTE) and 60 Seasonal professional, managerial, administrative,

technical, maintenance and clerical support staff within the divisions of Engineering, Streets & Utilities and Parks.

Staffing Levels	FTE	Seasonal
Engineering	32	NA
Streets & Utilities	35	19
Parks	47	41



Director of Public Service Projects, Goals, Objectives and Initiatives

The projects, goals, objectives and initiatives that the Director of Public Service will be expected to accomplish within the first 12 months include:

- Build successful working relationships with the City Manager, Management Team, City Council and community leaders in Dublin.
- Engage the Public Service staff to develop sound and effective working relationships and build trust; develop regular meeting schedule and/or communication system.
- Develop team-building and communication systems needed to help integrate the divisions and staff of the Department of Public Service.
- Review the recent Organizational Analysis and employee climate reports; develop a work plan for implementation of key recommendations.
- Evaluate infrastructure maintenance needs and establish assessment procedures, processes and work plans for short and long-term capital maintenance planning.
- Play a key role in the development of the Operating and Capital budgets for the Department of Public Service and be a member of the Administrative Budget Committee that reviews and develops the overall Operating and Capital budgets.
- Set up a management system for reporting regularly to the City Manager regarding operational issues; determine appropriate functional communication with key Public Service staff.
- Assess current policies and practices within the Department of Public Service and make adjustments as necessary to meet the department's and organization's mission.
- Develop a comprehensive understanding of the Bridge Street District project and the related impacts on the demand for City services; collaborate with the Director of Strategic Initiatives and development staff to assimilate future development plans and activity in the Bridge Street District into a comprehensive plan for the delivery of City services.

Background

Since 2000, the City has added 3,600 housing units and has issued 3,500 new residential building permits for new residential construction and over 780 building permits for new commercial construction. Even with the Recession, the City maintained healthy residential and commercial development and new building permits are again on the rise. This growth in development has led to an increased demand for City services and infrastructure. To meet this demand, roads must be constructed and water and sanitary sewer infrastructure must be developed. Since 2002, the City has increased center lane roadways by 34%, sidewalk miles by 58% and bike path miles by 85%. Similar

to transportation infrastructure, the City has experienced a considerable expansion in the number of miles of underground water main, sanitary sewer line, and storm sewer line. Since 2002, development and population growth has necessitated a 29% increase in the number of miles of underground infrastructure. The City has also seen similar growth in parkland infrastructure. The increase in residential development will lead to a need for additional parks and recreation amenities. Since 2002, the City has increased the number of developed park acres by 138%, adding more than 567 acres of parkland.



Challenges and Opportunities

Challenges

Perform in a fast-paced, results-oriented organizational culture marked by high expectation levels, deadlines, time constraints and the accompanying pressures inherent to such an environment. The successful candidate must demonstrate the composure and interpersonal savvy to endure, persevere and perform effectively in such an environment.

Quickly develop a familiarity with the culture of the organization, cultivate collaborative working relationships and demonstrate the agility to successfully navigate the dynamics of the organization.

Fill a role that previously existed within the organization from 1996 to 2006, but which was subsequently eliminated through an organizational restructuring following the retirement of the last incumbent. The recent organizational analysis by the Novak Consulting Group concluded that the Director of Public Service position is critical to the successful long-term management of our infrastructure assets and priorities

Develop early credibility and rapport as the new Director of Public Service to establish short-term and long-term success in the organization.

Evolve the City's service delivery model that shares a focus of maintenance of existing and development of new infrastructure. The City experienced rapid growth in the 1980's and 1990's. The result was a service delivery

model that emphasized development. Then, the new infrastructure required little routine maintenance to remain functional and attractive. Many of these infrastructure investments now require a more focused attention on regular maintenance while still advancing new development.

Opportunities

Develop leadership capacity by serving in a value centered organization that openly embraces the best practices in the field of local government management. This will enable the successful candidate to experience continuous learning and development, contributing to career enrichment opportunities within the organization.

Demonstrate initiative and creativity in recommending improvements to the City's existing Public Service practices, policies, and procedures. This opportunity will involve working collaboratively with a staff of career professionals, technicians, and support staff to research and explore the best practices in field of Public Service management.

Provide leadership and direction to the Public Service staff and the entire organization engaged in the ongoing development of award-winning, leading edge public service programs. The successful candidate will play an instrumental role in providing leadership to the organization in the continued development of unique and highly successful public service programs.



Ideal Candidate Profile

The ideal candidate for this position will be a motivated, highly experienced government professional with a team-oriented, collaborative leadership style; extensive knowledge of relevant public service/ public works practices, policies, and procedures, general management and administrative concepts, principles and strategies and the ability to translate these concepts, principles, and strategies into meaningful action; exceptional interpersonal and human relations skills; excellent analytical skills; a creative problem solving approach; knowledge of and experience with the implementation of high customer service standards; ability to use effective methods to tactfully resolve customer and general public concerns; knowledge of and experience with supervisory practices and principles; excellent communication skills (written, verbal, presentation); ability to present complex information in a concise and understandable manner; ability and experience establishing and maintaining effective working relationships with diverse populations including staff, administrators, customers, residents; experience with change management; ability to work through complicated issues and to work with conflict in resolving disputes; ability to gather, analyze, and review data to make informed decisions and recommendations; and the capacity to build and maintain successful working relationships with Dublin City Council Members and City Manager, other public agency officials and peers within the organization.

One of the most important attributes the ideal candidate must possess is the ability to perform effectively in a fast-paced, results-oriented organizational culture marked by high expectation levels, deadlines, time constraints and the accompanying pressures inherent to such an environment.. The core competencies a candidate must possess to be successful in this position include:

Decision Quality - Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience and judgment; most of his/her solutions and suggestions turn out to be correct and accurate when judged over time; sought out by others for advice and solutions.

Dealing with Ambiguity - Can effectively cope with change; can shift gears comfortably; can decide and act without having the total picture; isn't upset when things are up in the air; doesn't have to finish things before moving on; can comfortably handle risk and uncertainty.

Strategic Agility - Sees ahead clearly; can anticipate future consequences and trends accurately; has broad knowledge and perspective; is future oriented; can articulately paint credible pictures and visions of possibilities and likelihoods; can create competitive and break through strategies and plans.

Ideal Candidate Profile | con't.

Priority Setting - Spends his/her time and the time of others on what's important; quickly zeros in on the critical few and puts the trivial many aside; can quickly sense what will help or hinder accomplishing a goal; eliminates roadblocks; creates focus

Directing Others - Is good at establishing clear directions; sets stretching objectives; distributes the workload appropriately; lays out work in a well-planned and organized manner; maintains two-way dialogue with others on work and results; brings out the best in people; is a clear communicator.

Command Skills - Relishes leading; takes unpopular stands if necessary; encourages direct and tough debate but isn't afraid to end it and move on; is looked to for direction in a crisis; faces adversity head-on; energized by tough challenges.

Managerial Courage - Doesn't hold back anything that needs to be said; provides current, direct, complete, and "actionable" positive and corrective feedback to others; lets people know where they stand; faces up to people problems on any person or situation (not including direct reports) quickly and directly; is not afraid to take negative action when necessary.

Drive for Results - Can be counted on to exceed goals successfully; is constantly and consistently one of the top performers; very bottom-line oriented; steadfastly pushes self and others for results.

Political Savvy - Can maneuver Human Resources through complex political situations effectively and quietly; is sensitive to how people and organizations function; anticipates where the land mines are and plans his/her approach accordingly; views corporate politics as a necessary part of organizational life and works to adjust to that reality; is a maze-bright person.

Organizational Agility - Knowledgeable about how organizations work; knows how to get things done through formal channels and the informal network; understands the origin and reasoning behind key policies, practices, and procedures; understands the cultures of organizations.

Interpersonal Savvy - Relates well to all kinds of people – up, down, and sideways, inside and outside the organization; builds appropriate rapport; builds constructive and effective relationships; uses diplomacy and tact; can diffuse even high-tension situations comfortably.

Motivating Others - Creates a climate in which people want to do their best; can motivate many kinds of direct reports and team or project members; can assess each person's hot button and use it to get the best out of him/her; pushes tasks and decisions down; empowers others; invites input from each person and shares ownership and visibility; makes each individual feel his/her work is important; is someone people like working for and with.

Composure - Is cool under pressure; does not become defensive or irritated when times are tough; is considered mature; can be counted on to hold things together during tough times; can handle stress; is not knocked off balance by the unexpected; doesn't show frustration when resisted or blocked; is a settling influence in a crisis.

Managing Vision and Purpose - Communicates a compelling and inspired vision or sense of core purpose; talks beyond today and about possibilities; is optimistic; creates mileposts and symbols to rally support behind the vision; makes the vision sharable by everyone; can inspire and motivate entire units or organizations.

Ethics and Values - Adheres to an appropriate (for the setting) and effective set of core values and beliefs during both good and bad times; acts in line with those values; rewards the right values and disapproves of others; practices what he/she preaches.

Understanding Others - Understands why groups do what they do; picks up the sense of the group in terms of positions, intentions, and needs; what they value and how to motivate them; can predict what groups will do across different situations.



Nature of Appointment

Pursuant to Section 6.06 (b) (“Classified and Unclassified Service”) of the Revised Dublin Charter and Section 33.04 (“Classified and Unclassified Service”) of the Dublin Codified Ordinances, the successful candidate will serve in the

“Unclassified Service” of the City and while serving in such capacity, shall serve at the pleasure of the City Manager.

Position Duties/Responsibilities

The Director of Public Service is a member of the City Manager’s senior management team and provides leadership, direction and guidance to a team of professionals, technicians, and technical/administrative support staff engaged in the management, administration and performance of all Public Service Departmental functions.

The Department of Public Service is comprised of the Division of Streets and Utilities, the Division of Engineering and the Division of Parks.

The Director of Public Service reports directly to the City Manager and functions with broad latitude, discretion and independent judgment to manage all departmental functions and to develop and recommend policies, procedures and program improvements. The Director manages three direct reports, including the Director of Streets & Utilities, the Director of Engineering, and the Director of Parks.

The primary role of the Director of Public Service involves the development and management of the City-wide infrastructure assets, maintenance of those assets, and the management of the day to day service delivery.

The Director of Public Service’s work involves leading, planning, designing, organizing, directing, and prioritizing work, managing budgets, projects and capital improvements as well as long and short range maintenance and replacement.

The Director of Public Service also serves as the City’s liaison to City Council, boards, commissions, committees, and other official bodies.

The Director of Public Service sets departmental goals, including the setting of clear customer service standards, and holds division directors accountable for achieving these goals and standards.

The Director of Public Service’s performance is reviewed periodically by the City Manager through regular meetings, reports, outcomes, and overall departmental effectiveness.

Due to the nature of this position’s duties and responsibilities, it is designated as exempt under the Fair Labor Standards Act. Therefore it is not eligible for formal overtime compensation or formal compensatory time.

The position is determined to be a “Key” employee for the purposes of the Family and Medical Leave Act (FMLA).



Specific Duties/Responsibilities

Provides advice and counsel to the City Manager and City Council in all functional areas of Public Service Management; prepares staff reports to the City Manager and City Council on all Public Service-related policy issues and prepares all necessary legislation (i.e. Ordinances and Resolutions) requiring the action of City Council.

Administers and directs a comprehensive City Department. Plans, directs, organizes the work of subordinate division directors and other subordinate staff; plans and supervises a wide variety of infrastructure maintenance functions related to streets, utilities, parks, green space and engineering.

Through subordinate staff, has administrative responsibility for all infrastructure maintenance and asset management; plans and develops department and division budgets and manages expenditures.

Performs various supervisory and administrative functions (e.g. setting goals, coaching employee performance, evaluating performance, recommending personnel actions, assuring proper and consistent implementation

of policy and procedures, interviewing and hiring staff, investigating and approving proposed discipline, approving payroll timekeeping and leaves).

Responsible for the snow and ice removal activities, manages emergency services and repairs such as storm damage, traffic emergencies, and other unforeseen emergencies.

Oversees the process of selecting private waste management collection services. Oversees the process of responding to resident complaints and concerns.

Responsible for an effective program to continually monitor and improve service-related programs.

In collaboration with the other directors, develops short and long-range maintenance goals and plans for each Division. Holds directors accountable for completion.

Responsible for various codes, regulations, ordinances, policies and specifications.

Dublin, Ohio

City Manager

Recruitment Profile



Compensation: Salary is negotiable depending upon qualifications and experience within a range of \$135,000 to \$195,000, plus an attractive and competitive fringe benefits plan. City Council's compensation policy contributes to the City's ability to attract and retain excellent people. The retirement plan available to the City Manager is the mandatory statewide Ohio Public Employees' Retirement System, a defined benefit plan. The city typically contributes 14 percent of an employee's base salary to OPERS; the employee typically contributes 10 percent.

Residency: The City Manager will be required to reside in Dublin and demonstrate a genuine interest in the community.

Employment at Will: The City Manager serves at the pleasure of a majority of Council for an indefinite period. The Council expects to enter an employment agreement governing the terms of the City Manager's employment.

Performance Planning and Appraisal: A new City Manager can expect to establish mutually agreeable performance goals and measures with the City Council within the first six months of employment.

Interview Process: After screening and qualification by The Mercer Group, Inc., final candidates will be invited to Dublin for an interview with the City Council. Intensive background investigations will be conducted. Other tests of fitness and merit may be required of the final candidates.



Position: Thriving Ohio community, population more than 40,000 (workdays 60,000), premier suburb of Columbus, seeks a City Manager of national distinction to guide continued growth and economic development and lead a high-performing organization.

Dublin is a community of highest quality neighborhoods, the favored Ohio address for corporate headquarters and office parks, Historic Downtown Dublin, a Jack Nicklaus championship golf course community, and new regional hospital and healthcare facilities. The carefully balanced tax base contributes to financial stability, capital investment and continued opportunities for high quality growth. Residents take pride in beautiful parks and trails, extensive recreation programs and community center, first-class public services, two excellent public school districts and celebrations like the Dublin Irish Festival.

The City has Home Rule Charter and a progressive Council-Manager tradition. There have been just two City Managers since 1987. A seven-member City Council selects the Mayor and Vice Mayor from the Council.

Dublin has a General Fund Budget of \$63.3M and five-year capital budget of \$187 million, a AAA bond rating, 399 full-time employees, plus many part time and seasonal employees.

Qualifications: Prefer graduate degree in public or business administration or related field plus 15 years as leader and executive in municipality of similar complexity, or equivalent combination. The ideal candidate will have a record of excellent skills in economic development, a regional and national outlook, a talent for fostering innovative planning and community-building, and a desire for customer satisfaction and community involvement.

The successful candidate will be knowledgeable in sustainable, environmentally sound policies and programs. The achievement-oriented staff thrives with professionalism, participative management, clear direction and accountability, open communications, team-building and decisiveness.

We offer a highly competitive compensation, DOQ, with excellent benefits.

Deadline for application: Send a resume, cover letter and salary history to: Tom Dority, The Mercer Group, Inc. by November 21, 2008.

Direct all inquiries/submittals to:

Thomas C. Dority, Senior Vice President, The Mercer Group, Inc., P.O. Box 337630, Greeley, CO 80633; tomdority@comcast.net

Notice: In accordance with Ohio law, all applications, résumés and other recruitment-related documents for public positions are a matter of public record and may be disclosed to the media or public upon proper request.

Equal Opportunity Employer/Recruiter



Dublin City Manager

Contents

Inside this City Manager Position Profile, you'll find information about our progressive, vibrant, growing City — and the qualities a prospective candidate should have to be considered as Dublin's new City Manager.

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Mission statement

The City of Dublin strives to preserve and enhance the unique, high quality of life offered to those who live or work in our community by providing the vision, leadership and performance standards that allow for managed growth and development. We endeavor to deliver our services cost effectively, with an emphasis on quality and innovation. The City of Dublin seeks recognition in the field of local government as being responsive, cooperative and culturally and environmentally sensitive, while embracing the highest standards of integrity and accountability to those we serve.

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Leadership Philosophy & Core Values

OUR LEADERSHIP PHILOSOPHY

We are members of an organization that succeeds because of teamwork, dedication and the innovative spirit of all of our members. Together we build a culture of trust, mutual respect, creativity, diversity and open communication. We hold ourselves mutually accountable to promote and sustain continuous learning and to develop the learning potential that exists in every member of our team.

We are the City of Dublin.

OUR CORE VALUES

Integrity. We are open and honest. We honor our commitments to the community and each other. Our actions are consistent with what we say.

Respect. We treat our coworkers and members of the community with courtesy and dignity. We embrace diversity and acknowledge the needs, responsibilities and inherent worth of each individual.

Communication. We maintain an environment in which employees feel free to share ideas and information. We promote open interaction throughout the organization to ensure knowledge and understanding among all employees and our community.

Teamwork. We create a climate in which all employees work together and support the individual talents and contributions of team members. We celebrate successes and see mistakes as opportunities for growth; we will never willingly let a member of our team fail.

Accountability. We are responsible to our community and each other for our personal and organizational decisions, actions and performance results. We are committed stewards of our City's assets and resources.

Positive Attitude. We focus our efforts on constructive behavior, attitudes and solutions. We promote an environment that people love going to every day – a place where each individual can find a sense of belonging, inspiration, enjoyment and meaning.

Dedication to Service. We pursue innovation and continuous improvement in all we do. We are committed to efficient, effective and responsive service delivery that makes a difference in the lives of those we serve.



The City of Dublin is one of the premier residential communities in metropolitan Columbus, located 16 miles northwest of downtown Columbus and 22 miles west/northwest of Port Columbus International Airport. Dublin's population has grown from 681 in 1970 to a current estimated population of 40,500 permanent residents. The City swells to nearly 60,000 during the day with the influx of business people. The Columbus metropolitan area has a total population exceeding 1.5 million and is home to one of the Big Ten's most renowned academic institutions, The Ohio State University.

Dublin's location has made it an extremely desirable "community of choice" for those seeking a high quality of life. It has access to the metroplex's business, cultural, recreational and professional opportunities. Its location gives residents convenience to urban amenities such as airports; business centers that include world-class corporate campuses, office complexes and research areas; the future Central Ohio Innovation Center technology park; and top-notch education, culture, professional sports, entertainment and shopping, while offering an escape from hectic city life.

Dublin is primarily a residential community with carefully managed commercial sites. Through careful development, the community maintains a refreshing rural flavor in a variety of neighborhood settings. The City is characterized by winding roads, magnificent homes, plentiful parks, rolling terrain, lush landscaping and warm, inviting residents. There are still areas in and near Dublin with significant stands of trees, grazing livestock, uncongested streets and no commercial development.

This Recruitment Profile provides information about the community and outlines qualifications and experience identified as desirable in candidates for the City Manager position. The profile was prepared after interviews with members of the City Council and the City Administration, as well as from review of written materials relevant to the City and City Manager position.

Importantly, this profile will be used as a guide in the recruitment process, providing specific criteria by which applications will be screened and individuals selected for final interview and appointment consideration.

Timeline

The following timeline has been set for the search for a City Manager for Dublin:

Oct. 2, 2008: Initiate search process

Nov. 21, 2008: Applications closed

Dec. 8, 2008: Finalize screenings and present leading candidates to Council

Mid-January, 2009: Finalist interviews with Council

Jan. 25, 2009: Finalize selection and make appointment

March 2009: New City Manager takes post

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The City Manager is the chief administrative and law enforcement officer in the City of Dublin, responsible to Dublin City Council for the day-to-day operations of the City. Other responsibilities include advising Council regarding the financial status and future needs of the City; reporting to Council on the general operation of City departments, divisions, offices, boards, commissions, bureaus and agencies; and exercising leadership in the development of City projects.

Position Responsibilities and Powers

The duties and responsibilities of Dublin's City Manager as outlined by the City charter are to:

- Appoint, promote, suspend, remove or otherwise discipline any City employee, except as otherwise provided by or under the City's Revised Charter, subject to the provisions of Section 6.06 pertaining to Personnel Systems.
- Direct and supervise the administration of all departments, offices and agencies of the City, except as otherwise provided by the Revised Charter.
- Attend all regular and special meetings of Council with the right to participate in discussions but not to vote.
- Enforce within the City all laws, provisions of the Revised Charter and legislation of the City.
- Prepare and submit budgets and capital programs to Council.
- Keep Council fully advised as to the financial condition and future needs of the City.
- Submit to Council and make available to the public complete records of the finances and administrative activities of the City.
- Make such other reports as Council may require concerning the operations of City departments, divisions, offices, boards, commissions, bureaus and agencies.
- Provide staff support services for Council and the City's boards, commissions and committees.
- Execute on behalf of the City all contracts, leases, deeds, easements, conveyances

and agreements.

- Perform such other powers, duties and functions as are conferred or required by this Revised Charter or by Council.

Ideal Candidate

Education and Professional Development

- Bachelor's degree required, Master's degree preferred, in public administration, business administration or field closely related to municipal government management.
- A combination of public or private sector experience and professional education leading to a demonstrated capability to manage the affairs of this municipal corporation.
- Demonstrated continuing professional development as evidenced by graduate study, active membership and training with a related professional association, such as the International City/County Management Association, International Economic Development Council, or similar management affiliation.

Experience

- Fifteen or more years' progressively increasing responsibility for organization, management, policy formulation, service delivery and growth in an organization approaching the size and complexity of the City of Dublin.
- A record of growth management, land-use planning and transportation planning in a growing, environmentally conscious community.
- Experience and skill in public financial management, including financial planning, budget preparation, accountability and alignment with City Council goals.
- A record of successful, innovative economic development and job retention efforts for newly developing areas and for areas requiring revitalization or redevelopment. A record of closing deals, managing large projects and bringing them to completion.
- Experience with public financing methods for development, redevelopment, infrastructure investment and service delivery.
- A record of success in communicating with key stakeholders, including City Council, members of the public, staff members, business and community representatives.
- Regional leadership and collaborative relationships with local schools, major employers, other metropolitan jurisdictions and regional planning agencies.
- Experience with negotiating intergovernmental agreements, specifically for water and sewer service.



Dublin data

Very high development standards have been mandated and apply to all municipal services, requiring an exemplary, customer-friendly staff and organizational ability, commitment and energy.



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Dublin data

City is expected to be built out residentially by about 2020.

There is a desire to bring together business leaders and special interest/issue groups and individuals in a spirit of compromise to identify common goals and to develop sound, rational policies to achieve them.

The City Manager is charged with implementation and management of Dublin's capital improvements plan.

- Experience with negotiating water and sewer utility extension agreements related to economic development and within the context of 208 Plans.
- Experience with high performing, fast-paced service organizations, with the capacity to learn quickly and set the pace.

Working Style, Skills, Knowledge and Abilities

- A participative leadership style, supportive of department heads and interested in the work and employees of each department. A manager who sets direction, remains in regular communications and holds department directors accountable for accomplishments.
- A national and global outlook with the contacts for economic development and market opportunities well suited to Dublin.
- A thorough approach to research, examining alternatives, and presenting well-documented recommendations to elected officials, including explanation of alternatives, pros and cons.
- Comfortable with risk assessment and prudent risk-taking in a competitive development environment.
- A transformational leader, comfortable in an environment of change, conflict and ambiguity.
- Current understanding of the economic, social, and environmental aspects of sustainable communities.
- Skill in seeking and crafting consensus or compromise in order to facilitate City Council's own priorities and decision-making.
- A strategic thinker with a record of assisting a governing Board with long term perspective, aligning the budget and work plans with policy goals and measuring the performance of departments, teams and individuals.
- Demonstrated skill in negotiating contracts and development, service and utility agreements in the strongest interests of the City.
- Dedicated to systematic performance planning, professional development and performance appraisal of all department heads and their subordinates.
- Demonstrated skills in interpersonal, written and oral communications in order to establish strong trust with City Council and to enhance the credibility of City government.
- Comfortable in public speaking and the ambassadorial role, establishing a professional profile in the community.
- Dedicated to open government and respectful of transparent, democratic process.

- Aware of local, regional, state and national municipal issues and practices, with a network of knowledgeable, objective advisors.
- Knowledgeable about information technology and e-government opportunities and an effective user of technology in his or her daily practice.

Personal Characteristics

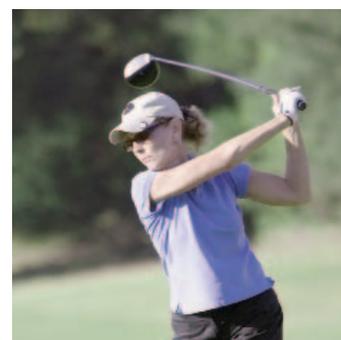
- Unquestionable integrity and ethics. A person who can demonstrate the highest standards of professional conduct.
- A person who understands the need to listen and learn before making significant changes, but who is nimble in seizing opportunities or initiatives.
- A person who sees the opportunities for cross-disciplinary teamwork and fosters that teamwork among staff members.
- The strength of character and persuasion to help others focus on high performance, customer service and continual improvement.
- A self-confident, courageous individual who is decisive while nevertheless remaining open to the advice and alternatives from City Council and City staff.
- Open rapport with subordinates and colleagues, including staff, City Council and Commission members, valuing the talents and accomplishments of each.
- A person of vision who will honor the history of the community while anticipating the future risks and opportunities.
- A genuine interest in the culture and qualities of communities, and willingness to participate in the community fabric of Dublin.
- An even-keeled individual with tough skin and a positive outlook.



Dublin data

In 2007, the City issued 611 building permits – 409 residential and 202 commercial – for a total value of \$162.4 million.

The City desires to balance the need for future economic development with the Community's goals of maintaining Dublin's outstanding character and quality of life.



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Dublin data

Dublin's partnership with other government agencies include Washington Township, which provides fire service to the City.

Washington Township has one of its fire houses in the base of a City of Dublin water tower.



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Communitywide Issues

Continued Economic Development

The City of Dublin's economic development is driven by a 2 percent income tax. The single most compelling issue for City Council and staff is the Central Ohio Innovation Center (COIC), a 1,500 acre parcel southwest of the interchange at US-33 and SR-161, that is planned as a "next generation" technology park. Dublin has explored the development of cancer research and related technological uses with a variety of potential partners, including biomedical, manufacturing, transportation, distance learning, research, nanotechnologies, e-commerce and other information technologies. The City will be investing more than \$50 million of its own capital to improve the highway interchange that will prepare this important site.

The Central Ohio Innovation Center is the immediate project crucial to the continuing economic development of Dublin. The new Dublin Methodist Hospital, a member of the Ohio Health family of not-for-profit healthcare organizations, has opened its campus just to the north of US 33. The City has initiated a "33 Corridor" forum with Marysville, Townships, Counties, business leaders and the City of Columbus to navigate the many jurisdictions and intergovernmental agreements that govern this territory. These include existing water and sewer pacts with Columbus that impact the nature of development.

The new City Manager will be expected to advance this crucial project promptly by managing a process to identify an anchor tenant for the Central Ohio Innovation Center. This will help to define the character of the Center and to serve as a catalyst for continued development along the U.S. 33 Corridor. High-value employment centers built to very high standards are the key to Dublin's successful, balanced tax base. Careful attention to these developments, and a global perspective on business opportunities, will continue to be a primary responsibility of the City Manager.

Community Plan – the Next 20 Years

In 2007, the City completed a three-year, highly participative process of updating the Community Plan, a comprehensive planning document that describes the next era in the livelihood and development of Dublin.

The Plan includes many subarea plans, high standards and creative ideas for continued high-quality community building. It emphasizes the tangible sense of place that has been an important accomplishment for Dublin in the past 20 years.

Historic Downtown Dublin, the Scioto River and the Sawmill Road areas serve as further examples of area plans that will challenge the talent of the City Council, the City Manager and staff during the next decade. The eastern region of homes and businesses surrounding High Street and Bridge Street on the west bank of the Scioto River dates to the 19th Century beginnings of Dublin. Historic District plans include the adaptive reuse of buildings, attractive streetscapes, mixed residential and commercial uses, parking and traffic considerations and other steps toward revitalization.

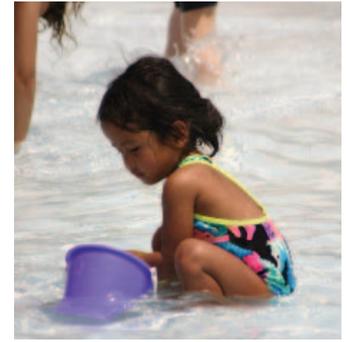
City plans include complementary public and private investments across the river toward Sawmill Road. These envision a destination area for families in the metro area, including revitalized commercial centers, mixed uses, pedestrian-oriented development, links to Historic Downtown Dublin and more creative use of the Scioto River and riverfront property. These are all opportunities for community building in a competitive environment. They will require a City Manager with development expertise, creativity, action-planning and negotiation skills with a diversity of property owners.

Environmental Initiatives – Regional Leadership

Dublin has regularly taken steps to assure energy efficiency and minimal environmental impact of its services and facilities. It established a tax-supported service of curbside, weekly recycling years ago. The City took the lead in establishing a Green Pact of eleven communities within the Columbus metropolitan area. The Pact commits government agencies to encourage fuel efficiency, “green” building codes, sustainable land use policies, open space, recycling, reducing emissions and encouraging mass transportation. This is an example of the regional leadership that the City Council and staff have undertaken in the metropolitan area. The City Manager will be expected to assume a central role in regional leadership with a thrust toward sustainable communities.

Regional Relations

The City Manager will also be expected to nurture strong, constructive relationships with the Dublin, Hilliard and Jonathan Alder school districts; Franklin, Union and Delaware counties; Washington and Jerome townships; the Chamber of Commerce and other business associations; many neighborhood associations; as well as other township and



Dublin data

The City of Dublin has achieved the highest bond ratings possible from Moody's Investors Services and Fitch ratings.



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Dublin data

Dublin has had a Council/Manager form of government since 1980. Dublin became a City in 1987.

Dublin was founded in 1810 along the beautiful Scioto River — but most of our growth has occurred in the last 40 years.

city jurisdictions throughout the metropolitan Columbus region.

Organizational Issues

High Performance

The City organization has long been regarded by the Council and the community as a high-performing group of employees. City Managers have contributed to this by exercising the best practices of leadership and management. The pace and the success of community building and tax-base development over decades have demanded a nimble, entrepreneurial staff. The organization has taken careful steps toward performance measurement and outcomes-based program budgeting. The new City Manager will be expected to continue fostering the highest levels of performance, providing clear direction, encouraging responsibility for customer service and problem-solving, promoting continuous improvement and stimulating innovation and creativity.

Service Delivery

An adjunct of high-performing organizations is that their clientele has high expectations for service delivery. Dublin residents and businesses are demanding and accustomed to prompt, efficient services of the highest caliber. Community surveys consistently find very high satisfaction with service delivery. The new City Manager will be expected to assure a high quality, “small town” style of effective municipal services and undiminished customer satisfaction.

Succession Planning

Like many high-performing organizations, staff development has been important, and there are many long-tenured staff members who hold valuable institutional memory. There are no fewer than eight critical staff members eligible to retire during the next five years. As an early management initiative, the City Manager will be expected to cause a systematic program of succession planning to be instituted, including identifying those key positions, developing talented staff, honing the City’s recruitment and retention efforts and engaging retiring employees for the value of their knowledge.



Dublin City Council members are: (l-r, front) Mayor Marilee Chinnici-Zuercher (At-large) and Vice Mayor Cathy A. Boring (Ward 1); (l-r, rear) Timothy A. Lecklider (Ward 4), Richard S. Gerber (At-large), Amy J. Salay (Ward 2), John G. Reiner (Ward 3) and Michael H. Keenan (At-large).

Dublin is governed by the Council/Manager form of government. The seven-member City Council reviews and enacts legislation and establishes long-range policies for the City.

Council members are the only elected officials under the City’s Revised Charter. Council consists of seven members — three elected at-large and four elected from each of the four wards of Dublin. Council members serve a term of four years.

The City's charter serves as its “constitution.” As revised, the Charter establishes the form of government and the organization of the City's government. It allows for the City of Dublin's self-governance, or “home rule,” regarding matters of interest to the local government, rather than decision making by the State General Assembly or by state statute.

The Mayor and Vice Mayor, elected by Council from among its members, serve two-year terms. The Mayor presides over City Council meetings, oversees the proceedings of Mayor's Court and performs ceremonial civic duties. City Council’s regular meetings are the first and third Mondays of the month.

Under the Council-Manager form of government, City Council establishes goals and policies. Day-to-day administration and municipal operations are carried out by the City Manager and staff.

The main functions of City Council are to set policy, establish City goals and oversee and approve the annual budget.

Other Council responsibilities include:

- Appointing the City Manager and the Clerk of Council.
- Levying taxes and assessments, and incurring debt.
- Authorizing the number of positions in the various City departments, divisions, offices, bureaus, boards, commissions and committees, and adopting a wage, salary and benefits structure for all positions within the classified and unclassified service.

Dublin data

The next ward election will be in 2009. The next at-large elections for Dublin City Council will be in 2011.

Dublin City Council races are officially non-partisan. Candidates are not selected by parties in primaries.



Dublin data

Members of boards and commissions are appointed by and act in advisory capacities to City Council.

Dublin City Council meets in the first quarter of each year for goal setting.



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- Creating, combining, changing and abolishing departments, divisions, offices, bureaus, boards, commissions and committees not specifically created by the Dublin Revised Charter.
- Establishing, by ordinance or resolution, the rates or charges paid by consumers of all municipal utilities and services.
- Providing for an independent audit of the accounts and records of the City, which may be in addition to required audits by state offices and agencies.
- Conducting inquiries and investigations regarding the affairs of the City and the conduct of any City department, office or agency.

Standing Committees

Dublin City Council's standing committees consist of members of City Council who review and report on issues referred to them by City Council as a whole. These standing committees report to City Council as a regular part of the City Council meeting agenda.

Administrative Committee

Reviews issues relating to City Council employee evaluations; City personnel policies, compensation and benefits; board and commission appointments; strategic planning; goal setting; policy process; marketing and communications; and City Council procedures and operations.

Community Development Committee

Reviews issues relating to economic development, growth management and transportation systems.

Finance Committee

Reviews issues related to taxation policy; budget development and review; hotel/motel tax grant applications; and fees.

Public Services Committee

Reviews issues related to police, fire and emergency medical services; traffic and related issues; public health and human services; parks and recreation; utilities, telecommunications and energy; and engineering.

City Council also appoints members to several boards and commissions, whose responsibilities are to accept assignments from and make recommendations to City Council.



Boards and Commissions

Council has established advisory boards and commissions to allow citizens to participate in Dublin government. Nearly 50 Dublin residents selected by Council after a written application and personal interview process, participate on these boards and commissions, providing recommendations to City officials on a variety of issues.

Architectural Review Board

Five members serve three-year terms. Membership includes a member of the Dublin Historical Society; individuals who live, own property or operate a business in the historic district; and Dublin citizens. ARB promotes the educational, cultural and economic well being of the community through the preservation and maintenance of the historic district.

Board of Zoning Appeals

Five citizens serve three-year terms. BZA hears and rules on all variances, special permits and zoning appeals subject to City Charter provisions and after review by City staff and may also make advisory recommendations to Council and the Planning & Zoning Commission concerning matters as it believes to be in the best interest of the municipality.

Community Services Advisory Committee

Members serve three-year terms. CSAC makes recommendations regarding policies and programs related to the City's departments of Service and Safety.

Parks and Recreation Advisory Commission

Members serve three-year terms. PRAC makes policy recommendations to City Council regarding parks, recreation, open space/green space and cultural arts.

Planning and Zoning Commission

Seven citizen members serve four-year terms. P&Z advises Council on land use, planning issues and proposed zoning code amendments and reviews zoning and conditional use matters, plats and development plans.

Dublin data

Dublin's Miracle League Baseball Field provides space for children with physical challenges the chance to play baseball with the help of volunteer "buddies."

Community Relations plans four major community events each year: Dublin Irish Festival, Independence Day parade and concert, St. Patrick's Day Parade and Halloween Spooktacular.



Dublin data

The City of Dublin's "Healthy by Choice" program takes an innovative and holistic approach to health, fitness and wellness.

In 2007, the City acquired eight public art installations through donations and purchase.



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Personnel Board of Review

Three citizen members not holding any other office, appointment or employment with the municipality. Board members serve three-year terms. The board hears appeals from City employees as authorized by the Dublin Code of Personnel Practices and Procedures. The Board also hears appeals from Dublin City Schools Employees where authorized by state or local law.

Records Commission

Consists of a representative appointed by the City Manager, the Director of Finance or his/her appointed representative, the Law Director and a citizen appointed by City Council to serve a three-year term. The commission identifies and preserves the City's historical records and documents.

Tax Board of Review

Three members serve terms without expiration date. Hears and rules on appeals stemming from any rulings or decisions made by the Dublin Tax Administrator.



Each year the members of Dublin City Council hold a goal-setting session, where they set official, overarching goals for the City. In 2008, those goals were...

Achieve a higher level of distinction and establish Dublin’s competitive edge.

- Retain, expand, attract and create high tech & knowledge-based jobs to ensure the financial security of the City of Dublin.
- Implement use of publicly-owned bandwidth in the Wi-Fi and fiber optics systems and ensure the ongoing viability and competitiveness of this critical infrastructure.
- Explore innovative economic development solutions.
- Focus on the development of the Central Ohio Innovation Center by fostering relationships with research and educational institutions; adopting high quality development standards and implementing a development review process that is predictable and consistent; and identifying, recruiting, and securing an anchor tenant(s).

Actively seek partnerships with Dublin City Schools, Columbus Metropolitan Libraries, community organizations and individuals for the creation of a new Dublin library and redevelopment of school property in Historic Dublin.

Enhance further development of Historic Dublin.

- Revitalize Historic Dublin as a vibrant town center with a clear vision of the role of Historic Dublin and implement that vision through a comprehensive action plan.
- Complete and Adopt the Historic Dublin Revitalization Plan.
- Update the Zoning Code for the Historic District.
- Design and implement a comprehensive wayfinding system.

Promote a high quality of life by emphasizing neighborhoods and fostering a sense of community.

- Continue Dublin’s high quality of life by focusing on creating and maintaining strong neighborhoods. This can be achieved by incorporating desirable neighborhood elements in the built environment and by promoting neighbor-to-neighbor connections.
- Implement a plan that ensures a coordinated, connected, and consistent development pattern along the entire S.R. 161 corridor.

Dublin data

The City of Dublin maintains three Web sites:

*www.dublin.oh.us,
www.dublinirishfestival.org
and www.dublinecondev.com*

In rating City quality of life attributes, Dublin residents rated the bike path network, community planning, special events and recreational programming as their favorites.

**It's.
Greener in
DUBLIN**



Dublin data

Dublin is home to such high-tech companies as OCLC, the nation's largest online bibliographic database; Verizon Wireless; and Sterling Commerce.

Dublin's "Field of Corn" was named one of the 10 "best art ideas in Columbus" by The Columbus Dispatch.



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Set the standard as a leading Green Community

- Greening Our Parks, through the pursuit of environmentally focused land use management and landscaping principles, increased recycling and further development and promotion of our bike path systems as an alternative transit option.
- Greening Our Codes, through the examination of existing development and building codes, in order to remove barriers to and provide incentives for sustainable land development and building construction.
- Greening Our Fleet and Facilities, through the examination and implementation of technologies and alternative fuel options that will reduce our fleet and facilities baseline carbon emissions.
- Educating and Engaging our Community, through the development and implementation of an environmental education plan, a "Greener in Dublin" web page and the exploration of partnerships with our business community.

Provide regional leadership

- Share our knowledge and expertise with other communities by serving on regional, state or national committees.
- Ensure the well planned growth of the U.S. 33 corridor. Focus on regional relationships throughout the corridor to secure the future economic opportunities for the region.

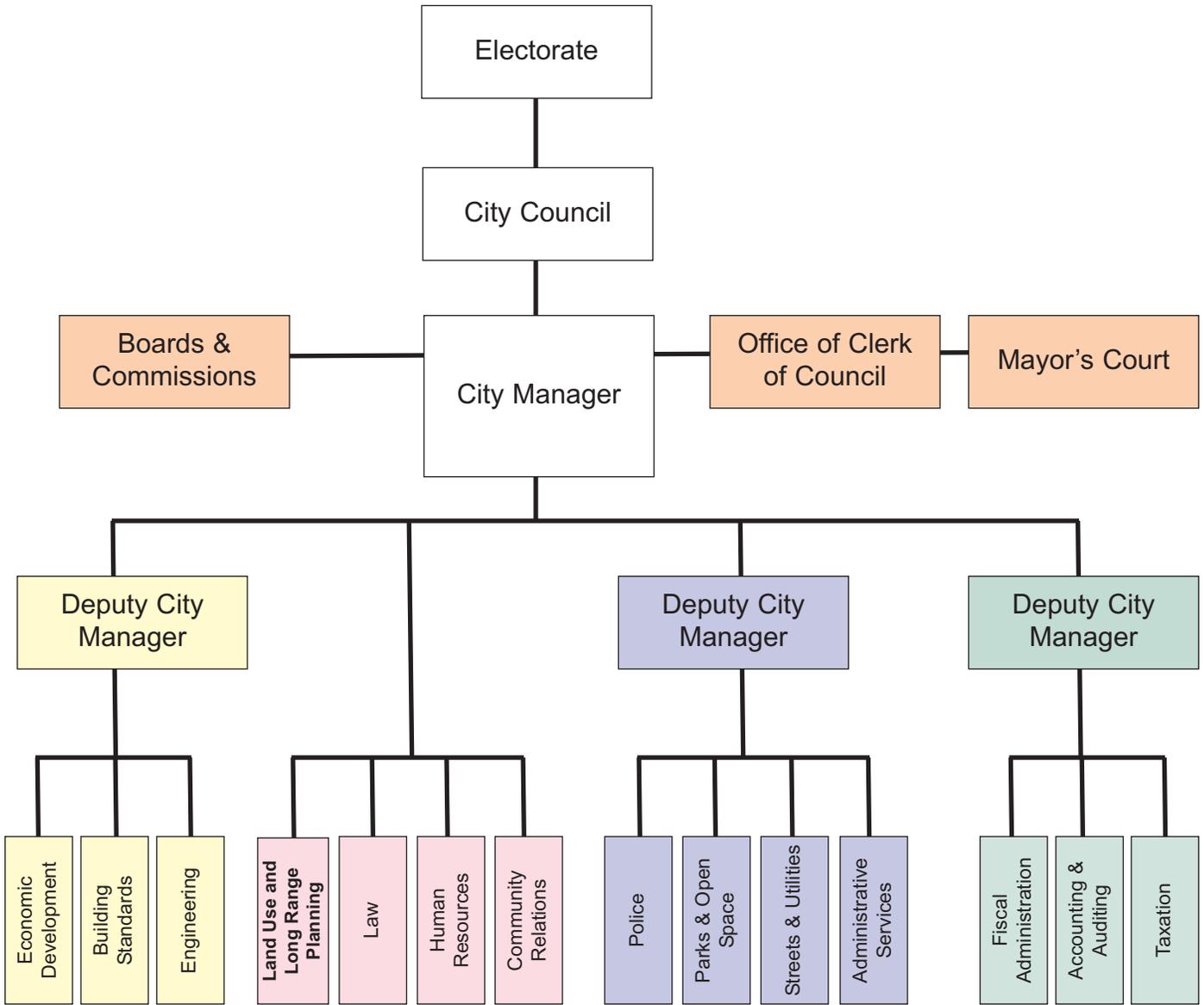
Promote Healthy Living and Lifestyles

- Adopt the Parks and Recreation Master Plan.
- Develop integrated parks, facilities, bike paths and open spaces that support healthy living lifestyles and create opportunities to encourage residents to engage in recreational pursuits. Use bike paths to connect neighborhoods, destinations and link with other systems in the metro area. Develop facilities in partnership with other organizations to increase recreational opportunities and options, and to minimize long term maintenance costs.
- Incorporate public art into community improvements. Implement the Public Art recommendations of the Community Plan.

Prepare for the City's Expanding Infrastructure and Utility Needs

- Evaluate multiple modes of transportation, such as bike lanes and public transportation, for possible implementation in future capital improvement programs.
- Focus on key linkages in the bikeways system.
- Consider the future of rail for transit and logistics in the northwest corridor.
- Review and evaluate utility options to ensure the best future services for the City of Dublin, with particular attention to planning for the City's future water and sewer system needs.

City of Dublin Organizational Structure



Dublin data

In 2007, more than 2,200 volunteers gave approximately 30,000 hours of service to departments throughout the City.

In the 2008 Community Survey, a majority of residents said they moved to Dublin for the quality of life, location and schools.



Dublin A Professional City Administration

Dublin employs 399 full-time and approximately 450 seasonal staff members. There are three bargaining units: Police, Police Communications and United Steelworkers (representing Streets & Utilities, Facilities and Parks and Open Space.)

The seven-member City Council hires the City Manager and Clerk of Council. The City Manager has nine direct reports: three Deputy City Managers; the directors of Land Use and Long Range Planning, Human Resources, and Community Relations; Law; a senior project manager; and an executive assistant.

The City is organized into the following work units:

Office of the City Manager

The Office of the City Manager includes the City Manager, an executive assistant, a senior project manager and management assistant.

The Senior Project Manager assists the City Manager with special projects, serves as a liaison between Council members and staff, and responds to citizen inquiries and concerns.

Office of the Clerk of Council

Appointed by Council as an officer of the City, serves at their pleasure, and is under the general supervision of the City Manager. The Clerk of Council carries out legislative functions for Council and provides administrative support to Council.

Deputy City Manager/Director of Finance

One Deputy City Manager oversees the **Department of Finance**, which includes **Fiscal Administration, Accounting and Auditing**, and **Taxation** divisions.

Fiscal Administration

Responsible for fiscal administration including assisting the City Manager in preparing and administering the operating budget and the Capital Improvements Program. Manages and administers the City's debt and financial aspects of Tax Increment Financing and economic development agreements.

Accounting and Auditing

Responsible for accounts payable and receivable, payroll, internal auditing, fixed assets, cash management and financial reporting functions, preparation of the Comprehensive Annual Financial Report, analysis of investment alternatives and month-end closings.

Tax Administration

Manages the collection and administration of the City income tax and hotel/motel tax revenues, the auditing of income tax returns and enforcement of the City tax code.

Deputy City Manager/Chief of Police

A second Deputy City Manager oversees the divisions of **Police, Parks and Open Space, Recreation Services, Streets and Utilities, and Administrative Services** (including **Facilities, Court Services, IT and Volunteer Services**).

Police

Focusing on prevention and education, Dublin's internationally accredited law enforcement agency is responsible for enforcement of the law, maintenance of public order, protection of constitutional guarantees and reduction of crime. The division promotes a Community-Oriented Policing philosophy, emphasizing communication and cooperation with residents and businesses.

Parks & Open Space

Develops and maintains the City's parks, cemeteries and other City grounds, and manages the urban forestry and horticulture programs.

Streets & Utilities

Maintains City streets and rights-of-way, storm water, sanitary sewer and water distribution systems, solid waste programming, fire hydrant maintenance, signage and the City fleet.

Recreation Services

Coordinates, implements and supervises more than 1,100 yearly recreational, leisure and educational activities throughout the City's parks, facilities and schools. Based in the Dublin Community Recreation Center (DCRC), the division also manages the DCRC.

Dublin data

The Dublin Chamber of Commerce is the largest suburban chamber in Ohio.

84 percent of Dublin adult residents have a bachelor's degree or higher.

More than 68 percent of Dublin households make at least \$100,000 per year.

Dublin data

Dublin is home to more than 13,000 households and 40,500 people.

In Dublin, 93 percent of those who responded to the 2008 Community Survey own their own homes. In addition, 52 percent have children living at home.

Administrative Services

Includes **Court Services, Information Technology, Volunteer Services and Facilities.**

Court Services tracks misdemeanor cases and state traffic violations, coordinates probation, diversion and community service programs and administers the City's records management program.

Information Technology is responsible for planning and maintaining the City's technology activities including local and wide area networks, multiple IBM AS/400 systems, personal computers, software, etc.

Volunteer Services coordinates thousands of volunteers for City special events and special programs.

Facilities maintains and cleans all City buildings.

Deputy City Manager/Director of Economic Development

A third Deputy City Manager oversees **Economic Development, Building Standards and Engineering.**

Economic Development

Implements the City's economic development plan (which focuses on business retention, expansion, and attraction); incentive programs; and coordination of commercial development.

Building Standards

Reviews plans and inspects construction, under its state certification, of all residential and commercial structures built or modified to assure compliance with state and national health and safety codes. Oversees an innovative, centralized Plan Review Services program which has increased the speed and efficiency with which the City reviews development plans.

Engineering

Responsible for the design, planning and construction of City-initiated public development projects, and the review and inspection of all privately installed public improvements. The division also installs, operates and maintains traffic signals, street lights and the emergency warning siren system.

City Manager Direct Reports

Three divisions – **Land Use and Long Range Planning, Human Resources, and Community Relations** report directly to the City Manager.

LULRP

Coordinates the City’s growth and development, ranging from economic development programs to the design and construction of municipal projects. Directs the orderly development and growth of the community by overseeing implementation of the Community Plan, Dublin’s “Master Plan.”

Community Relations

Responsible for media relations, internal and external communications, issues management, marketing, special projects and the coordination of City-sponsored special events.

Human Resources

Directs all human resources, occupational safety and health, and insurance and risk management functions of the City.

Legal Services/Law

These services are provided through contract with an outside firm, Schottenstein, Zox & Dunn, which handles the City’s legal needs and serves as general counsel to City Council, staff and the City’s boards and commissions. The Director of Law is the prosecuting attorney and legal counsel for the City and, subject to the direction of Council, represents the City in all proceedings in court or before any administrative body.

Fire and Rescue Service

The City of Dublin does not have a fire department. Fire and rescue services are provided by Washington Township Fire Department, which encompasses the entire City of Dublin.

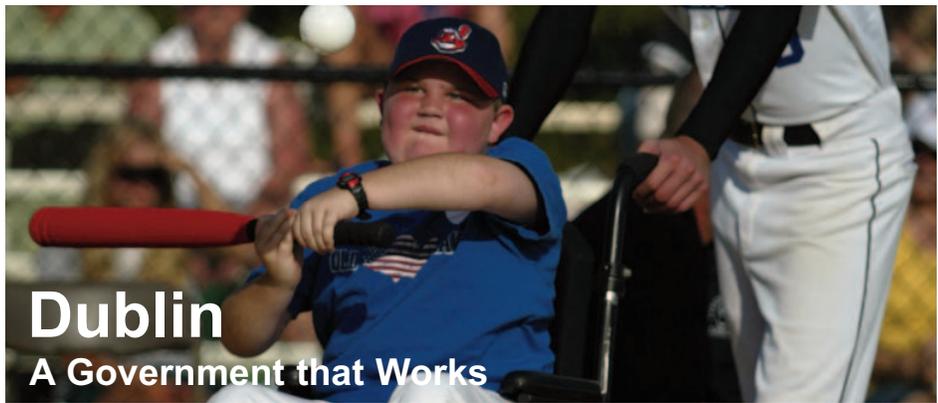
Dublin data

Dublin’s daytime population climbs to approximately 60,000 people.

Health care in Columbus is 5 percent lower than the national average, according to ACCRA cost of living index.

Dublin data

The Greater Columbus area offers such diverse cultural attractions such as arts festivals, BalletMet, the Broadway Series of traveling Broadway shows, several indoor and outdoor concert venues, the Columbus Museum of Art, Sundays at Scioto Concert Series, and more!



Dublin A Government that Works

Dublin celebrated its 20th anniversary of becoming a City in 2007. In those 20 years, our population has grown from 5,000 to 40,000, and this growth has taken Dublin from a small suburb to the second-largest city in Franklin County.

In no way has Dublin's growth been mere serendipity. Our community's success can be traced through the vision and hard work of City Council over the past two decades. City leaders, both past and present, have taken their vision and goals for Dublin and applied the art and science of planning, engineering, economic development and quality of life to craft a blueprint for community.

Dublin harvested the fruits of these endeavors on several fronts in 2007.

Our Community Plan went through a comprehensive review and updating process during the past three years and was adopted by City Council in 2007. The City is extremely proud of this document; it is the City's primary planning guide.

Dublin's corporate landscape continues to blossom. Construction was completed on the much-anticipated Dublin Methodist Hospital, the first facility of its kind to be built in Central Ohio in more than 20 years, and Cardinal Health broke ground on its 250,000-square-foot headquarters expansion.

Dublin continues to make progress toward development of the Central Ohio Innovation Center (COIC). The COIC will become a global destination that will revolutionize business throughout the region.

Improvements to Dublin's recreational and cultural opportunities abounded last year with the renovation of the Dublin Community Recreation Center, the opening of the Miracle Playground and the public art exhibit Titration. The City set an attendance record at the 20th annual Dublin Irish Festival, and also managed to set a Guinness World Record for the largest Irish jig.

The City's Wi-Fi partner, DHB Networks, continues to roll out wireless connections throughout the City through its AirWirz consumer model. The Wi-Fi network also assisted with public safety efforts in support of the Memorial Tournament and with ticket scanning and vendor transactions during the Dublin Irish Festival.



The City of Dublin is recognized locally, regionally and nationally for its innovative, high caliber programs and services. Here are just a few of the awards City divisions earned in the past few years:

- The City honored 47 individual volunteers with the President’s Volunteer Service Award, given by the White House Council on Service and Civic Participation. For the first time, one group – the Dublin Irish Festival Volunteer Board – was honored with the same award.
- For its deployment of broadband through fiber and Wi-Fi, the City was honored as a Smart21 Community by the Intelligent Community Forum. Dublin was one of 21 communities recognized from around the globe. This distinction rewards Dublin’s efforts to promote the broadband economy, which has benefited the business community by providing a high-speed network offering instant access to the global marketplace.
- For the 18th consecutive year, the City of Dublin was awarded the Certificate of Achievement for Excellence in Financial Reporting for its Comprehensive Annual Financial Report (CAFR). For the fourth consecutive year, the City was awarded the Distinguished Budget Presentation Award for its published Operating Budget document. Both awards are sponsored by the Government Finance Officers’ Association of the United States and Canada.
- The Auditor of the State of Ohio presented the City a second consecutive Making Your Tax Dollars Count award. Fewer than 5 percent of all Ohio government entities qualify for this award.
- The International Festivals and Events Association presented the Dublin Irish Festival with one gold, two silver and two bronze Pinnacle Awards. The gold medal was for best event/organization e-newsletter for Bit O’ News; the silver awards were for best media relations campaign and press kit; and the bronze awards were for best multimedia advertisements and best ad series.
- The Festival also won two third-place Awards of Excellence at the 2007 City/County Communications and Marketing Associations conference for its on-site guide and new logo.
- Recreation Services lifeguards took first place in the American Red Cross State Lifeguard Competition.
- Parks and Open Space and Recreation Services received eight Ohio Parks and Recreation Association (OPRA) Awards of Excellence in 2007, including a first-place award for marketing and public relations for Ripple Effect.

Dublin data

The City’s annual Independence Day concert, parade and fireworks display draws thousands of City and regional spectators and participants.

90 percent of Dublin residents are registered to vote. In the last City Council election year, 49 percent voted.

**It’s
Greener in
DUBLIN**

Dublin data

The City is primarily funded by a 2-percent income tax — the majority of which comes from people who work in the City but live in other communities.

Dublin was founded in 1810 along the beautiful Scioto River — but most of our growth has occurred in the last 40 years.



The City of Dublin had general fund revenues in 2007 of \$57.7 million and overall revenues of \$102 million. Nearly 57 percent of total revenues — and 87 percent of general fund revenues — was generated by the City's 2-percent income tax on gross wages and net profits of businesses.

Current and projected expenditures in the City's capital improvements program totalling more than \$187 million for transportation, parks, utilities and municipal facilities are scheduled for implementation through 2013. One-fourth of income tax revenue is earmarked for capital improvements.

This aggressive capital improvements program demonstrates Dublin's ongoing commitment to its infrastructure and network of basic services.

An overview of the CIP shows a City developing major infrastructure to accommodate growth while maintaining a high quality of life. Nearly 72 percent of CIP expenses are dedicated to transportation issues and 9 percent is dedicated to acquisition of parkland.

Annual Report, year ending December 31, 2007

GENERAL FUND REVENUES BY SOURCE

	Revised Budget	Actual	Variance	Percent
BEGINNING BALANCE	\$26,735,637	\$26,735,637	\$0	
Revenues:				
Income taxes	46,363,500	50,424,449	4,060,949	87.32%
Intergovernmental revenues	1,396,855	1,954,173	557,318	3.38%
Charges for services	476,500	825,965	349,465	1.43%
Licenses, fines and permits	2,129,480	2,531,997	402,517	4.38%
Interest income	642,000	1,511,758	869,758	2.62%
Miscellaneous	105,000	496,636	391,636	0.86%
Total Revenues	51,113,335	57,744,978	6,631,643	100.00%
Other Sources:				
Refunds and reimbursements	30,000	139,629	109,629	
Transfers	0	0	0	
Advances(2)	0	5,231,000	5,231,000	
Total Other Sources	30,000	5,370,629	5,340,629	
Total Revenues and Other Sources	51,143,335	63,115,607	11,972,272	
Advances to be Repaid(1)	4,904,874	4,904,874	0	
Total Resources Available for Expenditure	82,783,846	94,756,118	11,972,272	

GENERAL FUND EXPENDITURES AND ENCUMBRANCES BY PROGRAM

Expenditures:			
Office of City Manager	579,625	552,109	27,516
Human Resources	1,530,934	1,370,302	160,632
Community Relations	1,056,943	969,171	87,772
Legal Services	1,925,458	1,878,300	47,158
Fiscal Administration	537,083	524,556	12,527
Accounting and Auditing	598,744	573,297	25,447
Taxation	559,087	509,303	49,784
Procurement	232,596	177,664	54,932
Office of Director of Service	363,034	147,724	215,310
Solid Waste Management	2,816,558	2,642,227	174,331
Fleet Maintenance	2,331,531	2,189,254	142,277
Engineering	3,020,092	2,774,391	245,701
Building Standards	1,561,666	1,300,929	260,737
Land Use & Long-Range Planning	2,938,101	2,710,192	227,909
City Council	605,474	526,563	78,911
Parks & Open Space	6,183,846	5,911,247	272,599
Economic Development	4,013,672	3,951,294	62,378
Administrative Services	394,635	381,131	13,504
Information Technology	2,468,766	2,361,068	107,698
Court Services	484,090	397,696	86,394
Records Management	229,201	190,293	38,908
Facilities	2,419,221	2,244,328	174,893
Street Lighting	314,000	293,014	20,986
Health Services	199,604	199,603	1
Miscellaneous	1,117,975	899,917	218,058
Total Expenditures	38,481,936	35,675,573	2,806,363
Other Uses:			
Refunds	3,062,705	3,054,619	8,086
Transfers	26,300,000	24,700,000	1,600,000
Advances(2)	0	0	0
Total Other Uses	29,362,705	27,754,619	1,608,086
Total Expenditures and Other Uses	67,844,641	63,430,192	4,414,449
ENDING BALANCE (including advances)	14,939,205	31,325,926	16,386,721

(1) Advances are not required to be budgeted.

(2) Advances will be repaid over a period of years, as service payments from Tax Increment Financing Districts are received.



Dublin data

Although Dublin was founded in the early 1800s, it officially became a City in 1987.

Dublin has been named a Tree City USA for the past 20 years — a testament to the attention played to green space and aesthetics by the City.



**It's
Greener in
DUBLIN**



Dublin data

The City has more than 88 miles of bike trails.

DTV, Dublin's government access cable channel, broadcasts City Council meetings, a City-produced news magazine show and a school district news magazine show.



ALL REVENUES BY SOURCE

	Revised Budget	Actual	Variance	Percent
BEGINNING BALANCE	\$87,159,256	\$87,159,256	\$0	
Revenues:				
Income taxes	61,817,995	67,232,641	5,414,646	65.99%
Property taxes	3,311,773	3,601,808	290,035	3.53%
Service Payments	4,638,152	4,638,152	-	4.55%
Hotel/Motel taxes	1,650,000	1,857,468	207,468	1.82%
Intergovernmental revenues	3,293,545	4,939,805	1,646,260	4.85%
Special assessments	250,000	273,386	23,386	0.27%
Local, state and federal grants	666,100	1,065,226	399,126	1.05%
Charges for services	8,170,303	10,005,494	1,835,191	9.82%
Licenses, fines and permits	2,284,826	2,728,422	443,596	2.68%
Interest income	2,068,393	4,381,013	2,312,620	4.30%
Miscellaneous	502,531	1,166,635	664,104	1.14%
Total Revenues	88,653,618	101,890,050	13,236,432	100.00%
Other Sources:				
Refunds and reimbursements	35,000	357,190	322,190	
Reimbursements-interfund	5,380,050	4,971,493	(408,557)	
Agency revenues	2,314,500	2,551,073	236,573	
Trust fund revenues	39,200	106,352	67,152	
Transfers	38,310,548	36,708,030	(1,602,518)	
Advances(1)	0	10,684,895	10,684,895	
Total Other Sources	46,079,298	55,379,033	9,299,735	
Total Revenues and Other Sources	134,732,916	157,269,083	22,536,167	
Total Resources Available for Expenditure	221,892,172	244,428,339	22,536,167	

ALL EXPENDITURES AND ENCUMBRANCES BY PROGRAM

Expenditures:				
General operations	38,481,936	35,675,573	2,806,363	35.12%
Transportation	3,947,401	3,651,444	295,957	3.59%
Cemeteries	170,215	133,039	37,176	0.13%
Recreation	8,404,805	7,471,885	932,920	7.36%
Police	10,207,719	9,524,404	683,315	9.38%
Mayor's Court Computer	24,950	22,654	2,296	0.02%
Special Events	3,120,987	2,962,553	158,434	2.92%
Accrued Leave Reserve	109,000	59,805	49,195	0.06%
Debt Service	12,299,052	9,545,168	2,753,884	9.40%
Capital Outlay	42,601,668	30,684,141	11,917,527	30.21%
Water Maintenance	498,111	415,363	82,748	0.41%
Sanitary Sewer Maintenance	1,566,370	1,426,575	139,795	1.40%
Dublin Merchandise	10,000	1,534	8,466	0.00%
Total Expenditures	121,442,214	101,574,138	19,868,076	100.00%
Other Uses:				
Refunds	3,258,816	3,224,631	34,185	
Self-insurance expenditures	5,182,825	4,853,450	329,375	
Agency Fund expenditures	2,933,928	2,609,175	324,753	
Transfers	38,310,548	36,708,030	1,602,518	
Advances(1)	0	10,684,895	(10,684,895)	
Total Other Uses	49,686,117	58,080,181	(8,394,064)	
Total Expenditures and Other Uses	171,128,331	159,654,319	11,474,012	
ENDING BALANCE	\$50,763,841	\$84,774,020	\$34,010,179	

(1) Advances are not required to be budgeted.



Encompassing approximately 25 square miles, Dublin is in the northwest corner of the Columbus metropolitan area. As one of Ohio’s fastest-growing cities, Dublin is home to approximately 40,500 residents, with a daytime population reaching 60,000.

Dublin’s extensive growth began in the 1970s, due in large part to the completion of the I-270 outerbelt, the establishment of Ashland, Inc.’s corporate headquarters and the development of the Muirfield Village Golf Club and residential community. A comprehensive community plan and an insightful capital improvements program ensure long-term, well-managed growth.

The City’s many advantages make it the premier location within the Central Ohio region for quality residential, commercial and technology-based development. Dublin provides an extremely high level of local governmental services and is committed to working with investors, developers and new businesses looking for a quality environment — and demands a commitment to customer service and a focus on quality of life from City staff.

Dublin data

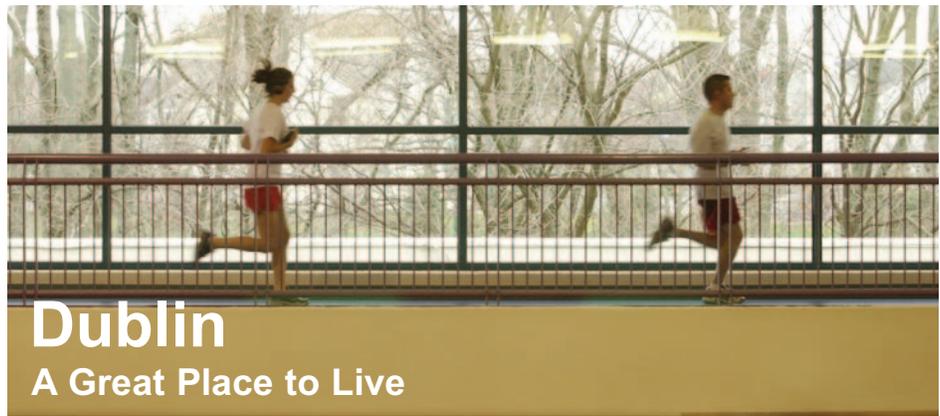
The City of Dublin has a "curb-to-curb" snow removal policy where all streets within City limits are plowed and salted as conditions warrant.

The economic impact on the Dublin community by visitors to the Dublin Irish Festival exceeds \$2.2 million.

Dublin data

The average Dublin resident is 36 to 45 years old, married with minor children living at home, with a single-family home.

75 percent of Dublin households are part of a Civic or Homeowners Association.



Dublin A Great Place to Live

Recognized as one of the safest cities in central Ohio, Dublin is a leader in providing quality and innovative services to residents and businesses alike. Dublin is also known for its natural beauty, historic sights, cultural and professional sports events, and recreation opportunities.

Our reliable City services include an internationally accredited police division, which keeps citizens involved and aware through a neighborhood watch program; an early outdoor warning system; and a computerized phone system that alerts residents to community concerns. Dublin Police have a proactive presence in the community, providing services such as a canine unit, bicycle patrol, vacation house watch, vehicle lockout assistance, Operation Kidprint and the D.A.R.E. (Drug Abuse Resistance Education) program.

Residents and corporate citizens are also kept abreast of community issues through tools such as the City of Dublin's web site (www.dublin.oh.us), government access TV station, community-wide e-newsletter, a 24-hour informational radio station and newsletters.

A leader in environmental issues, Dublin offers a variety of solutions to reduce, reuse and recycle, including litter control, curbside composting and curbside recycling programs. Environmental sustainability has been identified by Dublin City Council as a priority.

Dublin also provides basic services, including snow removal and solid waste reduction for residents and businesses.

Amenities that continue to attract residents include well-maintained roadways, landscaped boulevards, an 88-mile city-wide bike-path system and a commitment to aesthetics and quality of life by City leadership.



Dublin's healthy corporate climate attracts both family-owned and operated businesses and corporations with international reputations. Businesses of all sizes enjoy the benefits of the community's economic success, a responsive local government and an active chamber of commerce. The City's impressive list of businesses — including numerous national and international headquarters — reflects the vigor of the local economy.

The City's strong spirit of cooperation is evidenced by business leaders who offer their expertise and support to new companies in the area.

Dublin's strategic location is also a benefit. Dublin is accessible via three exits from I-270, central Ohio's outerbelt, making downtown Columbus and Port Columbus International Airport just 20 minutes away. The Ohio State University Don Scott Airport is also nearby and easily accessible.

Dublin offers a diverse, well-educated labor force that has been key to the success of many companies. More than 12 colleges and universities, including The Ohio State University, are located in Central Ohio, which benefits work force development.

Additionally, services offered by central Ohio's mass transit system, COTA, provide an integral link to a diverse labor pool in outlying areas. As an added bonus, Dublin has a wide variety of restaurants, banks, shopping locations and hotels — amenities that make Dublin an attractive corporate environment.

Dublin data

Dublin is home to national and international headquarters such as Ashland Inc., Cardinal Health, Verizon Wireless, Wendy's International and Nationwide.

Dublin data

Dublin's public schools are recognized as being among the best in the state and nation.

St. Brigid of Kildare offers an educational alternative for parents who prefer a parochial school for their children.



Educational opportunities in Dublin are based on a tradition of excellence and an eye to the future.

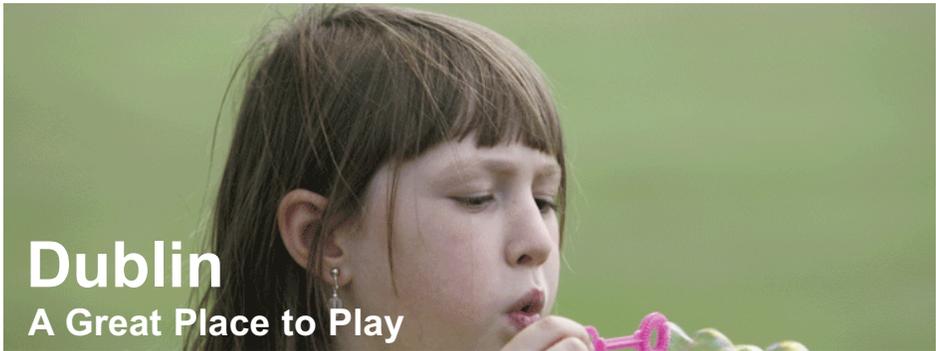
The Dublin City School District has been rated Excellent with Distinction according to the 2007-08 Ohio Local Report Cards. This year marks the fifth consecutive year the Dublin City School District has earned Ohio's highest rating.

The district offers an exciting and highly enriched educational environment. In addition to being one of the largest districts in the state, Dublin is also one of the most highly regarded school districts in the nation. The district's reputation attracts a highly educated and motivated faculty, resulting in cutting-edge curriculum, vanguard programs and a wide variety of special interest and extracurricular activities. Strong economic growth and community support mean Dublin Schools have modern, technologically state-of-the-art facilities.

Some families prefer parochial schools. At Dublin's St. Brigid of Kildare, children from pre-school through eighth-grade are offered a solid Catholic education with top-level teachers and parents who are heavily involved.

The Dublin Division of Police offers the D.A.R.E. program in all grade levels with the core curriculum program in grades five, seven and ten. The District and Division of Police also are partners in the School Resource Officer Program, which places police officers in high schools and middle schools full time. These officers are extensions of the schools' faculties, serving as educational resources for students and teachers as well as performing law enforcement and prevention duties.

Dublin's high schools are also recognized for the high percentage of college-bound students who graduate each year and the prestigious colleges and universities attended by district alumni.



Dublin A Great Place to Play

The City's recreation programs and extensive parkland acquisition program make Dublin a unique community, rich in green space and leisure-time activities. Our 39 parks boast ball diamonds, soccer fields, a first-class municipal pool, lighted tennis courts, bike paths, fishing ponds, a seasonal outdoor skating rink, sledding hill and natural areas.

At the Chiller, two indoor ice skating surfaces are available year-round for ice skating and hockey fun. The City's modern skate park, a project initiated by Dublin youth, enhances Coffman Park's appeal to kids of all ages.

With eight area public and private courses, golf is a dominant sporting and spectator event in Dublin.

Our diverse recreation programs motivate, educate and stimulate residents of all ages. The 110,000-square-foot Dublin Community Recreation Center at Coffman Park features a leisure pool with a lazy river, a competitive pool, fitness area, senior lounge, teen lounge, community theater, arts and crafts classes and more. The Center offers more than 400 classes annually from kidzercise to ballroom dancing, preparing party hors d'oeuvres to producing videos. Dublin also offers organized youth sport activities such as soccer, T-ball, baseball and basketball. Dublin hosts a myriad of special events, both local and international in scope, throughout the year.

Events such as Dublin Kiwanis Frog Jump and the Arthritis Foundation Classic Auto Show receive the same attention and commitment as do signature events like Jack Nicklaus' Memorial Golf Tournament, Independence Day Celebration, the Dublin Irish Festival and the St. Patrick's Day Celebration.

Each year, more than 90,000 people from across the nation visit Dublin to celebrate Irish food, music and culture at the annual Dublin Irish Festival. This event is one of the nation's premier Irish Festivals, and features artisans, dance groups, genealogists and musicians from across the United States and Ireland.

The Dublin Arts Council sponsors a summer concert series, art gallery openings, exhibits and the Dublin Art and Music Festival are enthusiastically attended by residents.

Dublin is also the home of a nationally recognized public art initiative. Art in Public Places consists of eight public art pieces that are accessible to the entire community.

Dublin data

The Dublin Community Recreation Center offers residents hundreds of opportunities to get healthy, take classes and enjoy local theater.

Dublin is home to major events each year, including the PGA's Memorial Tournament and the Dublin Irish Festival.

Dublin data

Dublin's average temperature is 75 degrees in July, 30 degrees in January. The average is 51.6 degrees.

The Abbey Theater is a City-owned and operated black box theater that hosts a variety of shows for children and adults.



Uncompromisingly high development standards make the City one of the most attractive locations to live and raise a family.

Dublin offers a wide range of housing options from luxurious condominium communities to family-friendly neighborhoods. Dublin is home to some of Ohio's most impressive residences, ranging from beautiful estates to luxury golf course communities.

One of Dublin's greatest attributes is its people. Dublin residents are primarily an upwardly mobile, young, married and employed citizenry — most of whom have children living at home. Dublin Civic Associations reinforce a sense of community and help maintain the integrity and safety of the neighborhood.

More than half of all Dubliners are relatively new residents, having moved to Dublin within the last 10 years.

Also, Dublin's corporate appeal has resulted in a suburb that is rich in ethnic and cultural diversity.

Dublin's residential market offers something for every lifestyle, from historic neighborhoods to contemporary condominiums, affordable townhomes to breathtaking estates.

Our scenic neighborhoods are a source of great pride, and feature both meticulously cared for landscaping and street trees provided and maintained by the City.



How are things in Dublin? Great, according to a 2008 survey of residents. Dublin residents were asked to complete a comprehensive community survey, asking their opinions on everything from safety to recreation opportunities.

In almost all categories, the majority of respondents ranked the City of Dublin as either excellent or good. An overwhelming 99 percent of respondents rated the City as an excellent/good place to live.

The City asked 3,750 households to take the 300-plus question survey online or via mail. The 24 percent return rate is considered high for this type of survey, especially due to the length and comprehensiveness of the survey.

City services and programs were rated highly, with parks, customer service, police and recreation offerings topping the list.

While discussing the future of Dublin, residents' answers mirror goals set by City Council, including managing growth, environmental sustainability, improving roads, acquiring parkland and developing green space.

In the 2008 Community Survey, Dublin residents identified their top budgetary priorities for the City as improving roads and traffic flow, environmental sustainability, relocating electrical lines underground and providing Wi-Fi service to residential households.

Dublin data

In the 2008 community survey, 72 percent of people gave the City of Dublin an "A" as an excellent place to live. Another 27 percent gave the City a "B."

The top goals for the City cited by citizens in an unaided question in the 2008 survey were safety, traffic, and managing growth.



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Profiled created by
City of Dublin
Community Relations
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