



**2022**

# OPERATING BUDGET

**Adopted by Ordinance No. 68-21**







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**Deputy City Manager/Chief Finance and Development Officer**

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**Deputy City Manager/Chief Operating Officer**

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**Deputy City Manager/Chief Finance and Development Officer**

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**Deputy City Manager/Chief Operating Officer**

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**Deputy City Manager/Chief Operating Officer**

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**Deputy City Manager/Chief Finance and Development Officer**

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## Special Acknowledgments

The Department of Finance would like to thank City Council and the Office of the City Manager for their leadership and guidance in preparing the 2022 Operating Budget and the 2022-2026 Capital Improvements Program. Additionally, we would like to thank all City Directors and staff for their collaborative efforts in gathering, analyzing and presenting this information. Finally, a special thanks to Deputy Director of Finance Rosa Ocheltree, Budget Manager Melody Kennedy, Financial Analyst Meghan Murray, Payroll Specialist Linda Glick, and Administrative Support III JoAnna Clark, for their exceptional efforts in preparing this budget document.

Matthew Stiffler  
Director of Finance





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# 1 | General Overview









November 11, 2021

Dear Members of City Council and Citizens of the City of Dublin,

I am pleased to present to you the City of Dublin 2022 Operating Budget as approved by Dublin City Council, Ordinance 68-21. This Operating Budget supports the direction and guidance of Dublin City Council. The City's Administration submitted a proposed 2022 Operating Budget for City Council's consideration in October of 2021. The approved 2022 Operating Budget is the result of a collaborative dialogue between City Council and the City's Administration with the intent to provide an environment in which our residents and businesses can thrive. This budget was developed in accordance with the City Charter, the annual budget calendar, and the financial management policies and guidelines of the City. This operating budget represents an effort to balance the current and future City priorities, needs, and initiatives, against projected available resources.

This budget is the result of focus on the following:

- COVID-19 Pandemic Emergency – This budget recognizes the City is in the middle of a historic and unique emergency. This budget accepts the financial challenges the City knows it will continue to face in the upcoming year including continued reductions in Recreation related charges for services revenue and Hotel Motel tax revenues. It continues to be transparent regarding the proposed solution of utilizing a portion of the General Fund balance in order to fund these services at their pre-pandemic levels during the revenue interruption.

Additionally, this budget fully funds certain activities with an understanding that prior to the execution of these activities, as additional information is available in the first and second quarter of 2022, the 2022 Operating Budget will be re-examined and potentially amended in light of the ever-changing circumstances facing our City. The financial environment the City will face in 2022 is much more uncertain than years prior to the pandemic and this budget was adopted with the spirit and understanding that more coordination, including committee meetings and special financial reports, between our City Council and Administration will be necessary to continue to meet ever-changing challenges.



- Public and Employee Safety - Safety is our highest priority. Provide the safest environment possible for our residents, businesses, visitors, and employees. Maintain a high level of preparedness in order to respond and recover from a significant emergency or other crisis.
  - Sustain and improve the City's crime and crime prevention performance metrics
  - Provide technical, safety, and leadership training to City employees
  - Equip City employees appropriately
  - Assist with the security of our schools
  - Increase staff training in emergency management
  - Maintain City equipment to the highest levels of safety and operability
  - Continually improve our employee safety record
  - Execute the five-year Capital Improvement Program (CIP) to maintain, replace and construct safe infrastructure, recreation/play areas, and facilities
  - Protect our information systems
  - Maintain accreditation standards
  
- Fiscal Health & Accountability – Ensure the City remains fiscally strong and accountable.
  - Comply with the City's General Fund Balance Policy
  - Comply with the City's Debt Policy
  - Strive to maintain the highest bond ratings from each of the three bond rating agencies
  - Estimate the City's revenues conservatively
  - Limit the growth in operating expenditures by analyzing existing services and programs to ensure that they are being performed efficiently and effectively
  - Minimize staff increases by reclassifying/reorganizing operations where appropriate
  - Minimize/offset full-time staff growth with seasonal staff and contractual services
  - Maximize and diversify professional/contractual services to increase productivity and access to appropriate skills.
  - Offset, where feasible, uncontrolled cost increases (fuel, salt, inter-agency contracts, refuse/recycling retirement systems obligations, etc.)
  - Provide funding in accordance with bargaining unit agreements while funding fiscally appropriate wage increases in accordance with the City's pay classification/pay system for non-bargaining unit employees (an overall 2.5% increase has been budgeted for all non-bargaining unit employees in order to make the necessary funds available to administer this program. This does NOT mean every non-bargaining unit employee will receive a 2.5% pay increase)
  - Maintain the City's health benefits/wellness program and contain costs in 2022
  - Obtain a clean audit report from the State Auditor
  - Obtain recognition of the operating budget from the Government Finance Officers Association



- Smart Customer Focused Services – Strive to provide best in class services efficiently and cost effectively.
  - Continue to provide best in class services and maintain no less than 95% approval rating of city services (currently 99% from previous survey)
  - No reduction in service levels
  - Continually assess all legacy programs for purpose and value
  - New and additional programming costs must be justified on their own merit. Legacy programs/services no longer needed or made more efficient should result in savings that can be used for new programs/services or otherwise presented for consideration as additional costs in the next operating budget cycle.
  - Leverage technology to increase efficiency
  - Continuously improve, replace and/or re-invent programs and processes using Lean six sigma/Kaizen concepts (PIEworks)
  - Increase the use of performance analytics based on sound data
  - Finalize and improve performance metric/dashboard data platform and analytics (through contractual support) by Division for all operational areas
  - Expand the Go Dublin customer service and software program for customer convenience
  
- Economic Vitality – Ensure the City’s fiscal health (increase City’s revenues) by competing in the regional, national, and global economies.
  - Execute the City’s Economic Development Strategy
  - Retain, expand, and attract high paying, high quality jobs – expand the technology, health care, and R&D clusters – diversify our local economy!
  - Build upon and grow the startup/entrepreneurial and tech ecosystems
  - Leverage partnerships (i.e. Dublin Chamber, Dublin Convention & Visitors Bureau, OneColumbus, Jobs Ohio, Northwest US33 Council of Governments, etc.)
  - Forward invest in the City’s infrastructure to protect property values and retain, expand and attract businesses and jobs
  - Continue to leverage the Beta District and connected Dublin/intelligent infrastructure to be at the forefront of the emerging connected/autonomous industry
  - Actively respond to and be agile in order to retain and attract economic development opportunities
  - Leverage the City’s unique broadband infrastructure and pursue Council’s goal of being the most connected City
  - Leverage the triple helix (Government/non-profit, academia, business) relationships
  - Build the City’s data platform to assist in economic development decision making
  - Understand the Dublin real estate market; anticipate vacancies and the impact of remote working (maintain 8-12% vacancy)
  - Continue to build out the planned commercial areas of the City in accordance with the City’s Community Plan and associated Area Plans
  - Implement the Dublin Corporate Area Plan (DCAP) and West Innovation District (WID) area plans
  - Complete the 2035 Framework Process and finalize the update of the City’s Community Plan
  - Acquire land for future economic development and recreation purposes, where appropriate
  - Continuously streamline all review processes
  - Actively engage businesses, building/land owners, development and real estate communities



- Finalize the assessment of the Historic Dublin Task Force recommendations and seek adoption by City Council
  - Complete a Dublin-specific study on housing and develop a sub-strategy the the Regional Housing Strategy for City Council's consideration
  - Remain engaged in regional partnerships (Mid-Ohio Regional Planning Commission, US33 Council of Governments, Central Ohio Transit Authority, Solid Waste Authority of Central Ohio, Franklin County Board of Health, Franklin County Emergency Management & Homeland Security Agency, etc.)
  - Engage State and Federal Legislative delegations on matters effecting local government and Home Rule
  - Market and advocate our brand
- Community Engagement – We are and always have been a proud local democracy. Earn and maintain the trust of our residents and businesses by providing an engaging, accessible and responsive local democracy.
- Support meetings of City Council, and its' Boards, Commissions, and Committees, Advisory Committees and Task Forces
  - Support City Council's community engagements
  - Effectively and pro-actively communicate with the public leveraging all media outlets, forms of media and methods of contact available (mailings, website, and social media)
  - Maximize face-to-face engagements with residents and businesses or as otherwise may be necessary due to pandemic conditions and safety requirements
  - Recognize and celebrate our residents, businesses, schools, and city accomplishments
  - Provide community events and seek engagement opportunities at these events
  - Provide an Annual State of the City presentation
  - Finalize a strategic communication plan

## General Fund Balance

One indicator of the City's financial strength is the General Fund balance. Each year a primary focus of the budget process has been to ensure that sufficient fund balances are available to provide necessary funding for unanticipated needs or opportunities and to ensure satisfactory cash flow. City Council's General Fund Balance Policy states that the City will maintain a year-end General Fund balance of at least 50 percent (50%) of the General Fund expenditures, including transfers. This policy is in accordance with government sector best practices and an evaluation of the City's vulnerability to fluctuations in its largest revenue source, the local income tax. City Council reviewed and validated this policy in 2019.

The General Fund balance, as a percentage of expenditures and transfers, has been well in excess of 50% over the past five years, from 97.9% in 2015 to 99.2% in 2020. At year-end 2021, the fund balance is projected to be 67.2%. This reduction in fund balance is the result of the City's acquisition of land for future economic development. The General Fund's year-end 2021 estimated level of reserve remains strong and is considered favorable by the rating agencies. It has been highlighted by Moody's Investors Service, Fitch Ratings, and S&P Global Ratings, as a part of the rationale for the City's Aaa/AAA/AAA bond rating. These ratings reflect the highest rating available from all three agencies.





## Operating Revenues and Expenditures

The City of Dublin operates from and administers several different types of funds, including the General Fund, special revenue funds, debt service funds, capital project funds, capital construction funds, enterprise funds, internal service funds, and fiduciary funds. Budgetary information for each type of fund is contained within the 2022 Operating Budget document. However, in order to provide our stakeholders with a concise depiction of operating revenues and expenditures, staff has combined revenue and expenditures from the General Fund, the most prevalent fund, and the majority of the special revenue funds to reflect operating activity:

- |                                 |                             |
|---------------------------------|-----------------------------|
| ▪ General                       | ▪ Hotel/Motel Tax           |
| ▪ Street Maintenance and Repair | ▪ Enforcement and Education |
| ▪ State Highway                 | ▪ Law Enforcement Trust     |
| ▪ Cemetery                      | ▪ Mandatory Drug Fine       |
| ▪ Recreation                    | ▪ Mayor's Court Computer    |
| ▪ Pool                          | ▪ Wireless 911              |
| ▪ Safety                        |                             |

The revenue generated in a number of the special revenue funds is insufficient to cover the expenditures of those funds. As a result, it is necessary for the General Fund to subsidize those operations. Funds which regularly receive revenue from the General Fund are as follows: Street Maintenance and Repair, Recreation, Pool, Safety and Cemetery Funds. Additionally, due to the impact of COVID-19 on lodging tax revenues the Hotel/Motel Tax Fund will be subsidized by the General Fund in 2022.

## Operating Revenues

With income tax collections representing the City's most significant revenue source, the financial health of the City is reflective of the health of the City's corporate residents, as employee withholding taxes generally represent over 80% of the total income tax receipts.

The 2022 income tax revenue estimate reflects a 4.2% increase over the 2021 original budget amount. This estimate is based on strong 2021 actual income tax revenues. Year to date income tax revenues have remained well ahead of the 2021 original budgeted amount and have been revised upwards. The budgeted amount for 2022 is budgeted to be lower than the 2021 budget amount reflecting a continuation of the City's conservative budget philosophy with regard to revenue forecasting. Additionally, 2022 will be the first year where remote work has a significant impact on income tax revenues. The 2022 income tax budget is estimated to be 9.6% below projected 2021 actual income tax revenues to account for this impact.

Given the City's dependency on income tax revenues, the philosophy of conservatively estimating revenues has been followed over the years because of the limited control the City has over revenues. As a result of this conservative budgeting, operating revenues have exceeded the amount budgeted in all years except 2009 and 2020. In 2022, operating revenues are projected to be \$93.3 million, which represents a 7.8% increase over the original 2021 budgeted operating revenues. This increase is attributable to the partial recovery in revenue sources impacted by COVID-19 including recreation related charges for services and hotel motel tax revenue. Additionally, \$2.6 million in non-recurring revenue from the American Rescue Plan was received in 2021 and is expected to be received in 2022.

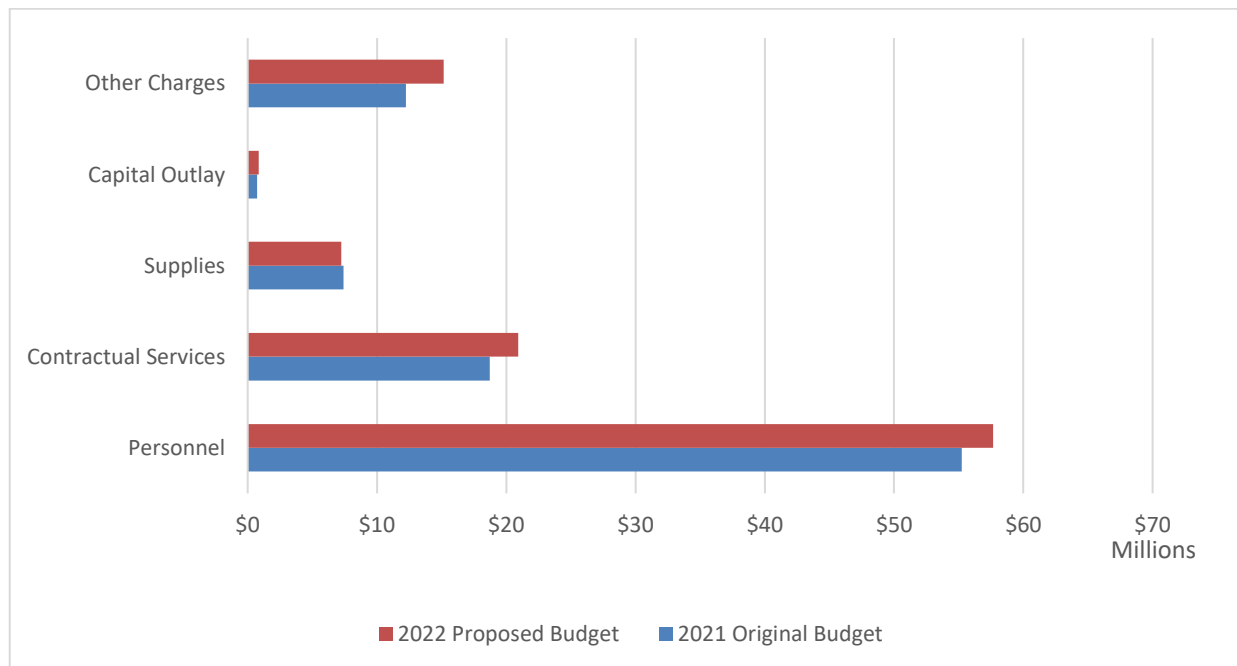
**Operating Revenues (in millions)**

	2019	2020	2021 Original	2022 Budget
<b>Budgeted Revenues</b>	<b>\$86.7</b>	<b>\$92.9</b>	<b>\$86.5</b>	<b>\$93.3</b>
<b>Actual Revenues</b>	<b>\$92.5</b>	<b>\$92.0</b>		

**Operating Expenditures**

The annual Operating Budget is prepared using conservative revenue and expenditure budget estimates, which historically has resulted in the budget operating expenditures exceeding operating revenues and the reliance on the existing fund balances to offset the variance. However, it is expected that the variance at the end of the year will be less than budgeted and the operating revenues will exceed the operating expenditures.

The 2022 Operating Budget reflects funding requests totaling \$101.8 million in operating expenditures. This represents a \$7.4 million or 7.9% increase as compared to the approved 2021 Operating Budget. A comparison of the 2021 and 2022 Operating Budgets, by category, is as follows:



As evident in the chart above, the City's largest expenditure is for personal services. This component is increased \$2.4 million or 4.4% as part of the 2022 Operating Budget. Contractual services, supplies and other charges and expenditures each increased, reflecting an overall increase of \$4.9 million or 12.9% over 2021. Highlights of these noteworthy changes are discussed in the 'Significant Changes other than Personnel' section of this letter. Capital outlay increased approximately \$0.1 million or 5.7%.



Based on the budgeted operating revenues of \$93.3 million, the expenditures are budgeted to exceed revenue by \$8.5 million. This variance is the result of budget practice and general economic circumstances affecting Dublin. The first practice is that Dublin will continue to conservatively estimate revenue while budgeting realistic expenditures. This conservative approach has historically resulted in actual revenues exceeded actual expenditures. The second is the estimated impact of COVID-19 on the City's special revenue funds, specifically charges for services in the Recreation and special event and bed tax revenue deposited into the Hotel Motel Fund. Together, these estimated decreases will require subsidization of an additional \$1.5 million in 2022 more than a typical year. Because of the strong financial resources of the City and because the revenue decline is likely to reverse itself as the emergency ends, the Administration and City Council have decided to absorb these potential declines in lieu of cutting additional services at this time. This decision will be re-evaluated on an ongoing basis as the City continues to navigate this emergency's financial impact.

**Operating Expenditures (in millions)**

	<b>2019</b>	<b>2020</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
<b>Budgeted</b>				
<b>Expenditures<sup>1</sup></b>	<b>\$89.4</b>	<b>\$95.7</b>	<b>\$94.3</b>	<b>\$101.8</b>
<b>Actual</b>				
<b>Expenditures</b>	<b>\$82.3</b>	<b>\$78.7</b>		
<b>Actual</b>				
<b>Encumbrances</b>	<b>\$5.6</b>	<b>\$5.2</b>		

<sup>1</sup> Does not include encumbrances carried forward.



## Staffing and Compensation

High quality services are a community hallmark of Dublin. To provide those services to our residents in the most efficient manner, it is essential for the Administration to maintain the appropriate staffing levels given the changing needs of the community. With the staffing changes proposed, the 2022 Operating Budget reflects funding for 418 full-time employees, an increase of 3 over the level of full-time staff authorized in 2021.

### **Public Service – Net Change: 1**

This Division is adding two positions including a maintenance worker and an assistant horticulturalist. As the City continues to expand its park and parkland, additional employees are necessary to continue to provide high quality services to City residents. Additionally, an administrative support position is being eliminated. Other administrative support staff will fill the duties of this position.

### **Information Technology – Net Change: 2**

This Division is adding two positions including a systems and application administrator and information security analyst. These positions will provide for better integration of applications across the organization and help ensure our safety and security of our technological assets.

### **Police – Net Change: 3**

This Department is adding three positions including two police officers and a forensic intelligence analyst. As the City continues to grow additional officers are necessary to continue to ensure a safe environment for our residents. As the level of technology society interacts with daily continues to grow, the forensic intelligence analyst will assist law enforcement officers with investigations involving technology creating additional capacity in an area of increasing importance to many investigations.

### **Facilities and Fleet – Net Change: -1**

An administrative support position is being eliminated. Other administrative support staff will fill the duties of this position.

### **Building Standards – Net Change: -1**

This Division is eliminating an electrical inspector. This elimination is a result of a successful succession planning as a second electrical inspector was hired in anticipation of this retirement. The City will now reduce staff to one electrical inspector position.

### **Engineering – Net Change: -1**

An administrative support position is being eliminated. Other administrative support staff will fill the duties of this position.





The 2022 Operating Budget reflects funding for 198.2 part-time/seasonal positions. This level is an increase of 6.5 positions from 2021.

The budget provides for an overall increase of 2.5% in non-bargaining unit salaries and wages as well as the negotiated wage increase for employees covered by each of the three collective bargaining agreements.

The proposed 2022 Operating Budget continues the provision of health insurance coverage to employees through a high deductible healthcare plan with an associated health savings account (HSA) or a Health Reimbursement Account (HRA). This plan continues to have annual deductibles established with the City's annual contribution to employee's HSA/HRA account based on the coverage level and not tied to the City's wellness program, Healthy by Choice (HBC). The City charges a premium for medical coverage based on the coverage level. These premiums can be waived depending on the employee and his or her spouse, if applicable, participating in the HBC program and meeting the standards.

The funding level for single and family coverage has increased for 2022 by 6.1% and 7.3%, respectively. For 2022, our medical claim cost increased by 8.9% while the premium associated with our stop loss coverage increased 9.0%.

The overall cost of the salary and benefits package proposed in the 2022 Operating Budget for all funds (not just those funds identified on page 1-4) totals \$56.9 million, which is a increase of \$2.1 million or 3.9% from the 2021 Operating Budget.

### **Significant Changes other than Personnel**

The Administration works diligently to ensure that growth in ongoing operating expenditures are kept to a minimum. By encouraging Staff to analyze operations to ensure our services are provided in the most efficient manner, we have been able to maintain expenses at a level relatively consistent over the past few years. Some areas of noteworthy changes in expenditures from the 2021 to the 2022 Operating Budget include:

- \$2,200,000 increase in tax refunds due to changes in municipal tax law in House Bill 110
- \$955,374 increase in healthcare related expenditures including medical claims and fees
- \$753,585 increase in refuse/recycling collection contractual fees
- \$450,000 increase related to moving the City's Share Mobility Program to the Operating Budget from the Capital Improvements Program
- \$229,535 increase in travel and training to return to pre-pandemic levels

### **Capital Improvements Program**

To set the infrastructure conditions for economic vitality and a high quality of life, execution of the approved 2022-2026 Capital Improvement Program (CIP) on time and on budget is essential. The 2022 Operating Budget appropriates funds to implement the first year of the five-year CIP, including new assets and infrastructure as well as capital maintenance expenditures. Capital improvements funded from the Capital Improvements Tax Fund in 2022 include funding for Fiber to the Home, Mobility Hubs, the Franklin Street Extension and Utility Burial on South High Street. Other capital improvements programmed for 2022 from Tax Increment Financing (TIF) funds or other capital



funds include the relocation of Eiterman Road in support of new development associated with the Ohio University campus and construction of the US33/SR161/Post Road Interchange. Enterprise funds are also programmed to continue extending water and sewer lines to areas currently not served.

As the City continues to age, the maintenance of the City's existing infrastructure is equally important. For this reason, significant funding has been programmed in 2022 as part of the CIP to ensure that City facilities, roadways, pedestrian tunnels, guardrails, waterlines and sewer lines remain in the best condition possible. Details of the 2022 capital improvements are included under the 'Capital Project Funds' tab of the budget.

The Administration is committed to meeting and advancing Council's goals which are aligned to the City's Vision and Mission Statements. The 2022 Operating Budget allocates resources recognizing these commitments while exercising strong fiscal responsibility expected by the community.

Respectfully submitted,

Dana L. McDaniel  
City Manager



### **Mission Statement**

We are and always have been a proud local democracy. In our service, we strive to provide the best quality of life and environment in which our residents and business can thrive. We seek to ally our proud traditions with the best innovations of the future.

### **Core Values**

The City of Dublin operates under a set of seven key core values: integrity, respect, communication, teamwork, accountability, positive attitude, and dedication to service. Staff members use these seven values as the basis for daily decision-making, including the decisions that go into the budget process.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Dublin  
Ohio**

For the Fiscal Year Beginning

**January 01, 2021**

*Christopher P. Morrell*

**Executive Director**

The Government Finance Officers Association of the United States and Canada (GFOA) presented an Award for Distinguished Budget Presentation to the City of Dublin for its annual budget for the fiscal year beginning January 1, 2021. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device. The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.



### **City Council**

*(from left to right starting on the bottom row)*

Chris Amorose Groomes, Mayor (At-Large) - 2016	Gegory Cathy De Rosa, Vice Mayor (Ward 4) - 2018
S. Peterson (Ward 1) – 1998-2001; 2014	John Reiner (Ward 3) - 1997
(Term ending 12/31/2021)	Jane Fox (Ward 2) - 2018
Amy Kramb-(Ward 1) - 2022	Andy Keeler (At-Large) - 2020
Christina A. Alutto (At-Large) - 2016	

Clerk of Council  
Jenny Delgado

### **City Administration**

City Manager  
Dana L. McDaniel

Deputy City Manager/Chief Finance and Development  
Officer Megan D. O'Callaghan

Deputy City Manager/Chief Operations Officer  
Robert E. Ranc

Assistant City Manager/Chief Strategy and Innovation Officer  
Homer C. Rogers

Director of Communication/Public Information  
Lindsay R. Weisenauer

Director of Finance  
Matthew L. Stiffler

Director of Law  
Jennifer D. Readler

Chief of Police  
Justin Paez



## **Strategic Focus Areas and Dublin City Council Goals**

### **Strategic Focus Areas**

#### **1. Fiscal Health**

The City ensures its financial health through the implementation and coordination of sound fiscal policies.

Priorities:

- *Maintain high bond ratings*  
Measure of the credit quality of the City
- *Provide accurate and reliable revenue and expenditure forecasting*  
Ensure available resources are allocated to the highest priorities and expenditures are effectively monitored and managed by the administration
- *Prioritize capital and funding plans for critical infrastructure*  
Adopt a capital improvement program that provides an appropriate balance of maintenance of existing infrastructure and forward investing in new infrastructure
- *Maintain a transparent financial environment, free of fraud, waste and abuse*  
Earn and maintain the trust of the public, business community, investors and rating agencies by ensuring systems and processes are in place to prevent fraud, waste, and abuse of public funds.

#### **2. Economic Vitality**

The City ensures its economic vitality through sound land use planning; forward investing in infrastructure; and continuous focus on innovative economic development programs in order to effectively compete regionally, nationally, and globally.

Priorities:

- *Develop sound land use planning*  
Apply sound land use policies that maintain the City's balance of residential and commercial mix and keep the City relevant, competitive and vibrant
- *Invest in infrastructure*  
Focus on maintaining existing infrastructure to a high standard while balancing the need for new infrastructure
- *Compete regionally, nationally, and globally with its innovative economic development programs*  
The future of the City's revenues and its residents' quality of life is dependent on the presence of jobs in the City  
Provide an *innovative ecosystem*  
Provide an environment that promotes the synergy of a diverse set of participants and resources seeking to grow the modern innovation economy; one which generates new ideas, information, products, technologies and jobs.

#### **3. Smart Customer Focused Government**

The City is a high-performing organization that is accountable and responsive to the needs and desires of the community and continuously improving on its best-in-class services.



Priorities:

- *Employ outcome-based management systems*  
Develop and sustain a culture of continuous improvement throughout the organization
- *Seek shared service and partnership opportunities*  
The City has a tradition of leveraging shared services and partnerships for innovative approaches to new and growing services and cost-saving investments
- *Develop City employees' skills*  
Invest in City employees to continually increase technical and leadership skills
- *Provide best in class services*  
Provide the highest quality services possible *Provide extraordinary amenities*  
Community amenities make the City a special place to live and work as provided by the City, philanthropy, or through partnerships.

#### 4. Community Engagement

The City secures home rule powers and local self-governance for its residents through proactive communication and has a focus on public input, volunteerism, diversity, and inclusion.

Priorities:

- *Ensure exemplary local democracy*  
The City is a proud local democracy responsible for self-governance
- *Provide proactive and sustained communications*  
Keep the public and employees informed
- *Involve the community*  
Resident involvement and active participation of residents and businesses help to root people in their community
- *Honor our diversity, diverse cultures and global engagement*  
The City's cultural diversity is growing and its global presence must grow with it.

#### 5. Safe and Resilient Community of Choice

The City provides a secure and stable environment and continuously prepares to respond to, withstand and recover from adverse situations.

Priorities:

- *Safety*  
Public and employee safety – safety is the highest priority
- *Emergency preparedness and management*  
The City of Dublin conducts hazard analysis and applies the four phases of emergency management: mitigation, preparedness, response, and recovery
- *Sustainability*  
As humanity pushes up against the limits of the ecosystem to provide resources and absorb waste, the City will find ways to continue growth while reducing the environmental impact of that growth
- *Community wellness*  
Promote and support the health/wellness of residents and corporate citizens through innovative partnerships and programs.



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### Dublin City Council Goals

The Dublin City Council has a long history of engaging in an annual goal setting process to establish near and long-term priorities for the community. The 2021 annual retreat, held January 20-21, 2021 with City Council and the Senior Leadership Team, provided an opportunity to review the focus areas and associated priorities and strategies. During the retreat, City Council took the opportunity to review the City's growth and development as it progressed through several eras from 1975 through 2020. Along with that review, a compilation of 98 operational goals, accumulated since 2007 were reviewed along with an additional goal of creating a "Dublin 2035 Visionary Framework." These operational goals were categorized, and evaluated as to completion. Categories marked as "in progress" and "in focus" as priorities include:

- Community Engagement
- Corridors
- Economic Development
- Quality of Life
- Environment
- Finances
- Historic Dublin
- Mobility
- Planning

From these discussions, City Council affirmed many significant initiatives and provided direction to City staff within the context of further advancing several of the goals.

In preparation of the 2022 Operating Budget, each City division used City Council's goals as guidance for operational priorities for the upcoming year. Although not always reflected as specific budget items in the operating and/or capital improvements budgets, the daily functions and activities of all operating units are closely aligned with these strategic focus areas, and, as such, are important to highlight as part of the overall budget document.

Pursuant to City Council discussions regarding the above-mentioned themes, the following Visionary Goals were reaffirmed. These goals were approved in May 2020, Resolution No. 25-20:

**1. Ensure Dublin's fiscal success and sustainability through an economic development strategy that results in raising income tax revenue by 3% each year.**

While the economic development strategies of the past served the City well, the changing economy, future of work and workforce, and rapid changes in technology make it imperative that a new course is charted for the City's economic development strategy.

Our new strategy will rely on sound objective and subjective data to understand where we are now, how we compare regionally and nationally, and opportunities and objective to be pursued as we move forward.



**2. Become the most connected high-speed broadband City in the world.**

Accessible, reliable and high speed/high capacity broadband capabilities are vital to the City's economic future, smart city initiatives and future resident needs. Efforts must be undertaken to evaluate and pursue options to provide for connection throughout the City in both residential and commercial areas. Continue pilots and explore partnerships and possible economic models to find viable solutions to deliver broadband access and smart city capabilities to all business and residents.

**3. Be a recognized leader in data selection, collection, quality, use, analytics, visualization and security/privacy.**

Big data will soon drive the future of sound decision making, predictive analytics and smart city initiatives, all of which can result in providing better services and safety to our community. The advantages of big data must also take into account the challenges associated with security, privacy, and transparency. Develop policies and tactics related to these various aspects. Leverage investments in data platforms, new staffing, and resources to capture the economic and operational improvement opportunities now possible through data and data analytics.

**4. Dublin 2035.**

Creation and mobilization of a Dublin 2035 framework. The beginning of a meaningful movement of mindful consideration in the planning, navigation, and establishment of long-term future direction. This plan will be organized around four overarching themes:

- Infrastructure
- Land Use
- Economics
- Quality of Life

Executing on these goals involves a high level of input from City Council and a series of Council work sessions to discuss setting strategies, providing on-going opportunities for input and discussion, and closely monitoring progress.



## The Relationship between City Departments/Divisions and City Council's Strategic Focus Areas

The matrix below organizes City Council's goals and strategic focus areas by departments/divisions in the City. While every work unit has some level of responsibility for many of the goal areas, the matrix is intended to only highlight the primary departments/divisions responsible for each goal.

City Council's Strategic Focus Areas					
Department / Division	Fiscal Health	Economic Vitality	Smart Customer Focused Government	Community Engagement	Safe and Resilient Community of Choice
<b>Legislative Affairs</b>	✓	✓	✓	✓	✓
<b>Office of the City Manager</b>	✓	✓	✓	✓	✓
Communications and Public Information	✓		✓	✓	
Legal Services (Contractual)	✓		✓		
<b>Department of Safety - Police</b>	✓		✓	✓	✓
<b>Assistant City Manager – Chief Strategy and Innovation Officer</b>					
ACM – CSIO Office	✓	✓	✓	✓	✓
Human Resources	✓		✓		
Court Services	✓		✓		
Records Management	✓		✓		
Information Technology Operations	✓		✓		
Performance Analytics	✓		✓	✓	
<b>Deputy City Manager – Chief Finance and Development Officer</b>					
DCM – CFDO Office	✓	✓	✓	✓	✓
Finance – Fiscal Administration	✓	✓	✓		
Taxation	✓	✓	✓		
Building	✓		✓		
Planning	✓		✓		
Economic Development	✓	✓	✓		
Transportation and Mobility	✓		✓		✓
<b>Deputy City Manager – Chief Operations Officer</b>					
DCM – COO Office	✓	✓	✓	✓	✓
Solid Waste	✓		✓		✓
Street Maintenance Operations	✓		✓		
Grounds & Parks Operations	✓		✓	✓	
Horticulture	✓		✓		
Forestry	✓		✓		
Cemetery			✓		
Engineering	✓		✓		
Asset Management & Support Services	✓		✓		
Facilities Management	✓		✓		
Fleet Management	✓		✓		
Recreation Services	✓		✓		✓
Community Recreation Center	✓		✓		✓
Community Events	✓		✓		
Outreach and Engagement	✓		✓	✓	



## Dublin Community Profile

<https://dublinohiousa.gov/living/city-profile/>



The City of Dublin, Ohio is located on the Scioto River in the northwest part of the Columbus, metropolitan area and encompasses nearly 25 square miles. The City is home to more than 49,000 residents and more than 65,000 corporate citizens. In the 1970's, completion of the I-270 outerbelt and development of the Muirfield Village Golf Club and residential community began an extensive period of growth for the City. The City was platted as a Village in 1810 and officially became a city in August 1987.

The City's residential market offers something for every lifestyle, from historic neighborhoods to contemporary condominiums and breathtaking estates. The City's residents are primarily upwardly mobile, aged 36 to 45 years, married and employed, with a majority having children living at home. The City's commitment to an outstanding quality of life makes it a great place to live and raise a family.

In 2018, Niche.com named the City of Dublin as the best place to live in Ohio, and the 9<sup>th</sup> best suburb in America. In October 2013, the City welcomed visitors from around the world for the 2013 President's Cup at Muirfield Village Golf Club. The President's Cup is a biennial golf tournament designed to give the world's best non-European golfers an opportunity to compete in an international team competition. As a host community, the City of Dublin became the only city in the world to have hosted The Solheim Cup, The Ryder Cup and the President's Cup.

In 2021, the City requested a rating from Standard & Poor Global (S&P Global) and was assigned the highest rating of a AAA. The City also boasts solid financial ratings; it has received successive Aaa ratings from Moody's Investors Service since 2004 and AAA ratings from Fitch Ratings since 2001. These are the highest ratings possible on general obligation bonds.

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



In October 2021, the Dublin Division of Economic Development received the highest honors from the International Economic Development Council (IEDC) in being named the Economic Development Organization of the Year for 2021. The City also received a Gold Award for Best Public-Private Partnership for its Bridge Park Development, a collaboration between the City of Dublin and Crawford Hoying Developers, and a Gold Award in the Special Events category for the City's Business Appreciation Day event. With more than 100 communities across the world competing to be the best, these awards are a testament to the City's dedication to be a world-class community for business services. <https://www.thebetadistrict.com/city-of-dublin-ohio-named-international-economic-development-organization-of-the-year/>



*Dublin Link – The City's iconic pedestrian bridge*

The City owns more than 1,200 acres of public parkland, maintains 60 public parks and 100+ miles of bike paths; these complement a healthy and active community. Riverside Crossing Park is the City's newest park venture. It rests on both banks of the Scioto River, encompasses 16.61 acres on the east side of the river, and 19.68 acres on the west side of the river. Construction of public plazas and an iconic pedestrian bridge links the two sides together. Master planning for the park has taken approximately six years and major park construction is planned during 2019-2025.

The Dublin Link pedestrian bridge opened in March 2020 and is a signature project for the City of Dublin. In September 2020, the Slag Cement Association (SCA) recognized the project as its Project of the Year for green design. <https://dublinohiousa.gov/newsroom/the-dublin-link-honored-for-green-design>





The City owns and operates the 110,000 square-foot Dublin Community Recreation Center that includes fitness facilities, two indoor pools, classrooms, a community hall and the Abbey Theater of Dublin. The City also owns and operates two outdoor municipal pools and a satellite community center at Kaltenbach Park. In 2021, the City's North Pool underwent a multi-million dollar renovation project after almost 30 years of operation. <https://dublinohiousa.gov/northpool>

The City is home to the annual Dublin Irish Festival. The Festival was founded in 1988 by the Dublin Irish Celebration and in 1992, the City assumed management of the Festival. The Festival celebrated its 30<sup>th</sup> anniversary in 2017, growing from a small gathering to one of the largest Irish cultural gatherings in the world. Attendance has averaged over 100,000 guests per year. In 2012, it was named an International Festival & Events Association Pinnacle Awards (IFEA) World Festival and Event City. More than 1,200 volunteers assist City employees with hosting the Festival, held in Coffman Park, donating more than 10,000 hours of service. Highlights of the Festival include Celtic music and dance, animals of Ireland, sports of Ireland, shopping, a kidzone, and Irish foods. The Festival continues to implement environmentally friendly practices to make landfill diversion easier. A 2018 Economic Impact Study showed the Festival generated \$8.5 million to bolster the Central Ohio region. Due to the COVID-19 pandemic, the Festival was cancelled for 2020 for public safety. The Festival returned in a smaller, modified form as the Dublin Irish Days in 2021 with many COVID-19 safety precautions in-place.



*City of Dublin Annual Irish Festival*

The City of Dublin sets the bar when it comes to police protection. The City was named one of the top 100 safest cities in the U.S. by *NeighborhoodScout* and one of the Safest 50 Cities in Ohio, by *Safewise*. In 2019, the City launched Smart911.com. This is a new communication tool that allows individuals and families to sign up online to provide key information to 9-1-1 dispatchers during an emergency. This technology puts vital information into the hands of first responders anytime a resident or visitor calls 9-1-1. It also sends alerts and notifications for weather, traffic and other emergencies in the community.

Most City residents live in the Dublin City School District, the 10<sup>th</sup> largest school district in Ohio. The District consistently ranks among the top districts in Ohio and educates almost 17,000 students with 22 schools in operation. The three high schools have been *consistently* ranked in the top 35 schools in Ohio by *U.S. News and World Report*, with the most National Merit Semi-Finalists in Ohio for four straight years. <https://www.dublinschools.net/domain/860>



The chart below reflects some of the City's key operating indicators. These statistics provide the reader of this document additional information regarding the City's community profile. Additionally, the numbers are reflective of the impact that COVID-19 had on the community in 2020.

	<b><u>2020</u></b>	<b><u>2019</u></b>	<b><u>2018</u></b>	<b><u>2017</u></b>	<b><u>2016</u></b>
Building Permits Issued:					
Residential	262	397	444	496	395
Commercial	104	187	191	213	222
Basic Utility Services:					
Single Family Homes Served	14,180	14,129	13,928	13,711	13,673
Solid Waste Refuse (tons)	11,969	11,249	11,412	11,412	11,419
Recyclables (tons)	4,851	4,629	4,929	4,929	5,052
Dublin Community Recreation Center (DCRC):					
Recreation Center Attendance	166,513	396,962	370,644	365,868	373,683
Annual DCRC Passes Sold	6,041	8,284	8,791	7,876	7,952
Security of Persons:					
Dublin Police Calls for Service	15,433	18,876	18,378	19,163	22,314
911 Calls	42,860	46,535	44,051	40,044	37,741
Average Response Time (mins)	6	6	6	7	6
Traffic Citations	2,155	2,552	2,974	4,314	4,181
Adult Arrests	535	830	868	731	636
Juvenile Arrests	67	114	120	221	117
Transportation:					
Snow/Ice Removal (# of Events)	14	11	16	20	12

Source: 2020 City of Dublin Comprehensive Annual Financial Report.

**Top 10 Principal Business by Employment**

Employer	Business	Rank	Approximate Number of Employees (1)	Percentage of Total City Employment (2)
Cardinal Health, Inc.	Pharmaceuticals	1	4,800	5.72%
Ohio Health (3)	Medical & Administration	2	2,000	2.38%
Dublin City Schools	Education	3	1,951	2.32%
Sedgewick (4)	Insurance & Financial	4	1,622	1.93%
Online Computer Library Center	Computer Library	5	750	.89%
The Wendy's Company	Food & Beverage	6	725	.86%
Quantum Health	Healthcare	7	600	.72%
Fiserv Corporation	Financial/Technology	8	600	.72%
Univar	Chemical Distribution	9	550	.66%
Express Scripts	Pharmaceuticals	10	500	.60%

(1) Full-time employee counts.

(2) Based on W-2's filed.

(3) Includes Dublin Methodist Hospital, Dublin Health Center, Post Preserve/Frantz Road centralized business office, Primary Care and MAXSports.

(4) Formerly CareWorks Family of Companies.



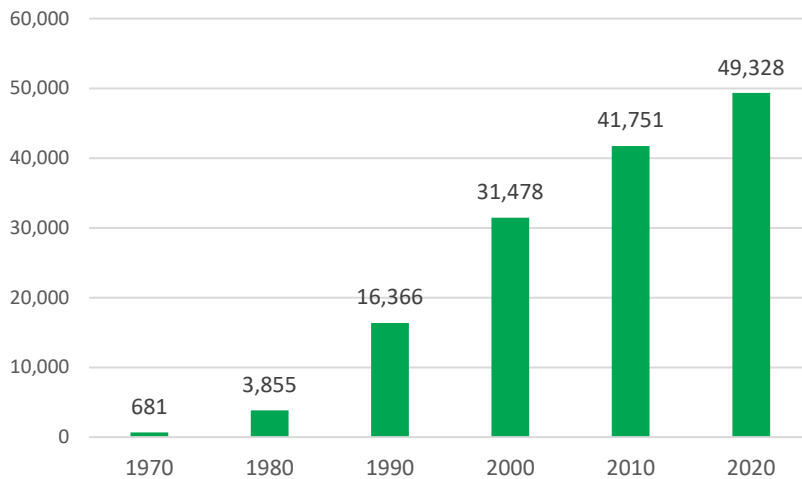
Sources: City of Dublin Finance Department and Economic Development Department 2020. Data sources include news stories, public records, and employer phone surveys. Employee counts may be estimates, as many companies consider this data confidential.





## Dublin at a Glance - Demographic and Economic Statistics

Population of Dublin for the years 1970 through 2020

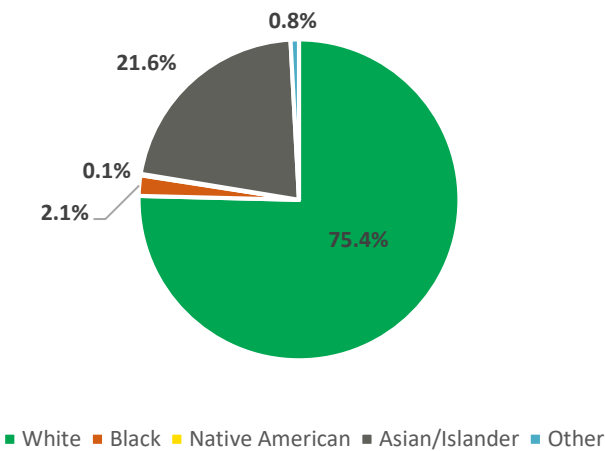


### General Information

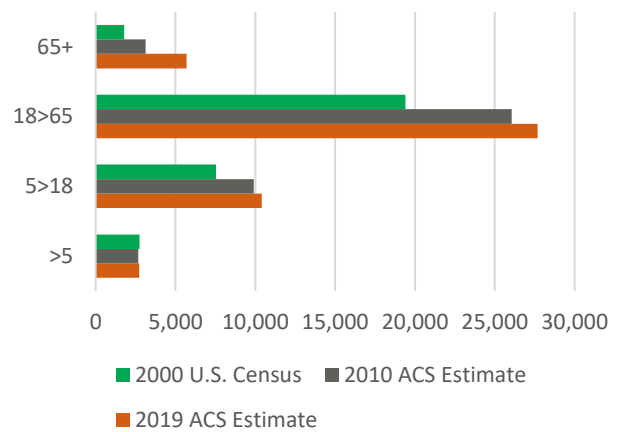
Median Age	40.1
Males per 100 Females	104.6
Total Households	16,830
Median Household Income	\$137,867
Estimated 2019 Unemployment	2.5%

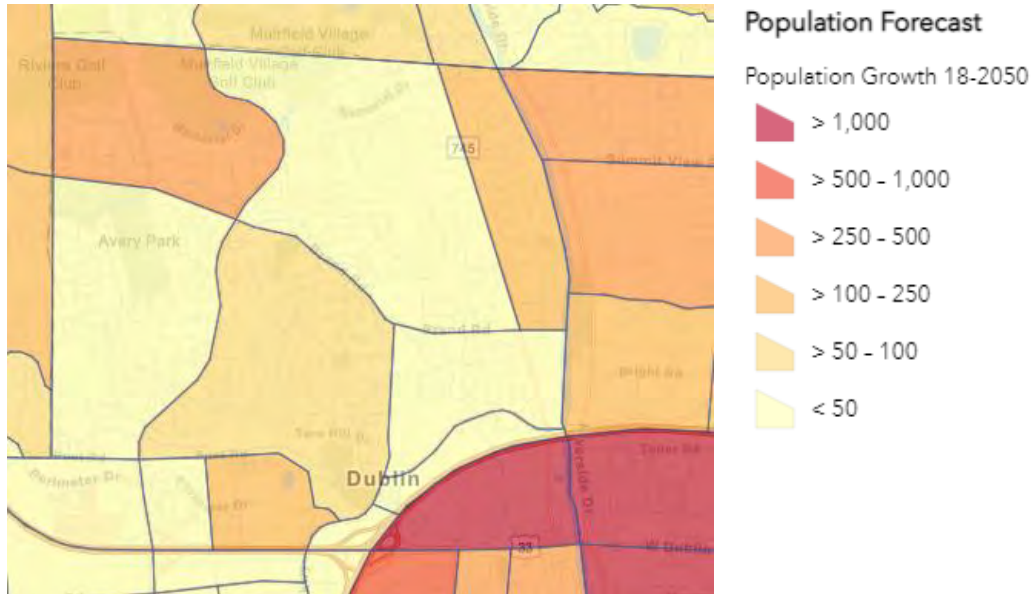
Sources: U.S. Census Bureau & City of Dublin, Ohio Historical Society

Population by Race



Population Age Distribution



**Population Growth Forecast 2020-2050**

Additional information with regard to the City's growth projections can be obtained through MORPC's Open Data website. Click on the title to follow the link.

Population and Density	2020	2010	2000
<b>Population*</b>	49,328	41,751	31,478
<b>People /Square Mile</b>	1,973	1,684	1,489
<b>Household Size**</b>	3.20	2.78	2.81
<b>Households**</b>	16,830	14,984	12,040
<b>Households /Square Mile</b>	673	604	570

\*Per 2020 U.S. Census Bureau.

\*\*Per 2019 ACS Estimates from the U.S. Census Bureau.

Housing Statistics	2019
<b>Owner Occupied</b>	76.1%
<b>Median Value of Owner-Occupied Housing units</b>	\$371,800
<b>Median Gross Rent</b>	\$1,375

\*Per July 1, 2019 U.S. Census Bureau.

Education	2019
<b>High School Graduate or Higher (over 25 yrs)</b>	97.1%
<b>Bachelor's Degree or Higher (over 25 yrs)</b>	74.6%

\*Per July 1, 2019 U.S. Census Bureau

Data Source: MORPC (1990, 2000, 2010 data from the US Census Bureau) unless otherwise noted.



## **Form of Government**

The City of Dublin was platted as a village under the laws of the State of Ohio in 1810. The City is a home rule municipal corporation and operates under its own charter. Voters adopted the City's original Charter on July 24, 1979, and revised the charter in 1996. The City's original Charter and the Revised Charter have provided for a Council/City Manager form of government.

The legislative authority is vested by the Charter in a seven-member Council with overlapping four-year terms. Three members are elected at-large and four members are elected from wards. The City Council fixes compensation of City officials and employees, and enacts ordinances and resolutions relating to City services; tax levies; appropriating and borrowing money; licensing and regulating businesses and trades; and other municipal purposes.

The presiding officer is the Mayor, who is a member of City Council and is elected by City Council for a two-year term. The Vice Mayor is also a member of City Council, elected by City Council for a two-year term.

The City Manager is the chief executive and administrative officer of the City and is appointed by the City Council to serve at its pleasure.

## **City Organizational Structure**

The City's organizational structure is designed to support quality services in a successful, efficient and effective manner.

The City Manager is supported by an Assistant City Manager – Chief Strategy & Innovation Officer, a Deputy City Manager – Chief Operating Officer, a Deputy City Manager – Chief Finance & Development Officer, and a Chief of Police, as well as a management team comprised primarily of directors from across the organization.

## **City Manager**

The City Manager is charged with the responsibility for the administration of all municipal affairs as empowered by the Charter.

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

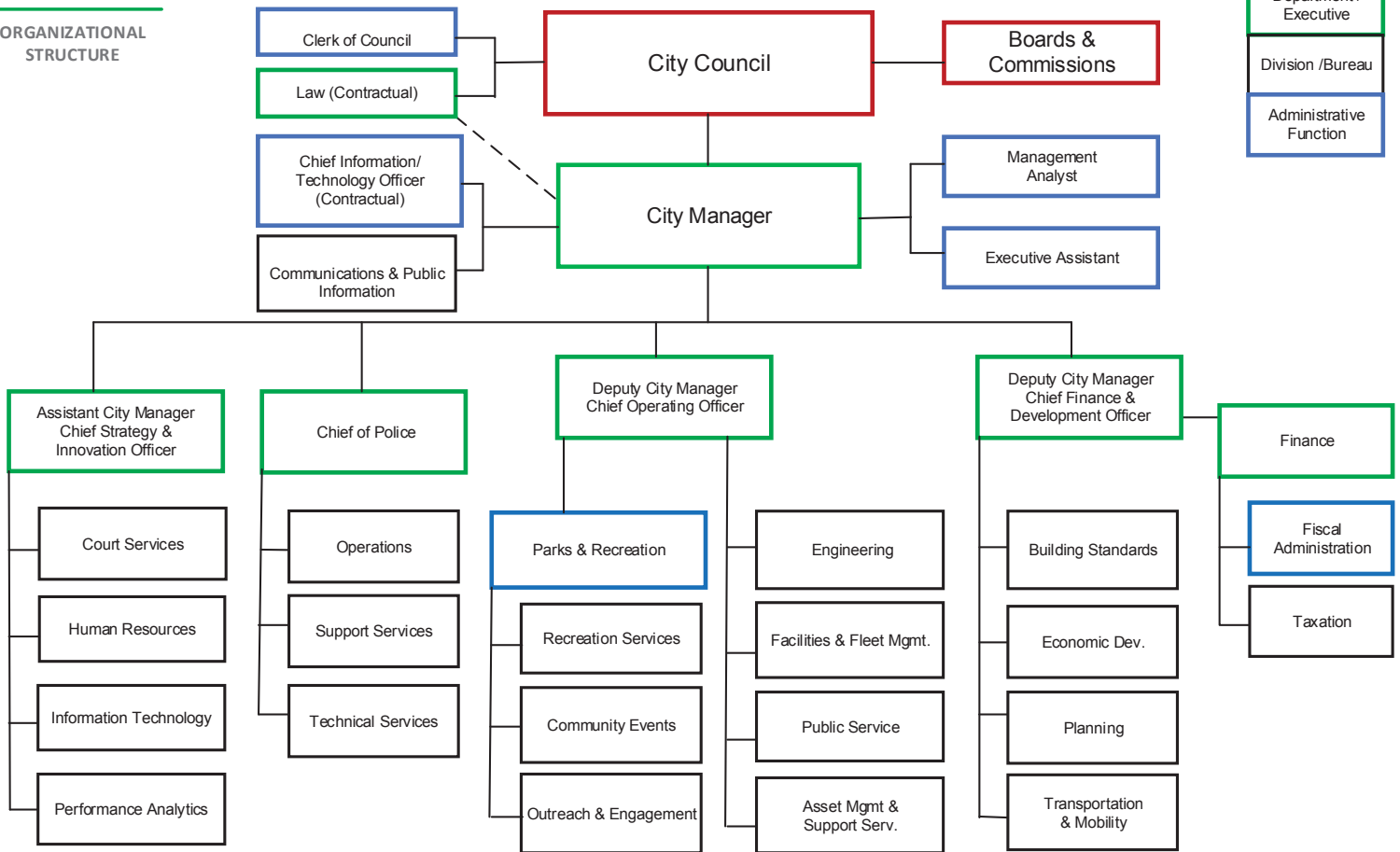


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## City of Dublin Residents



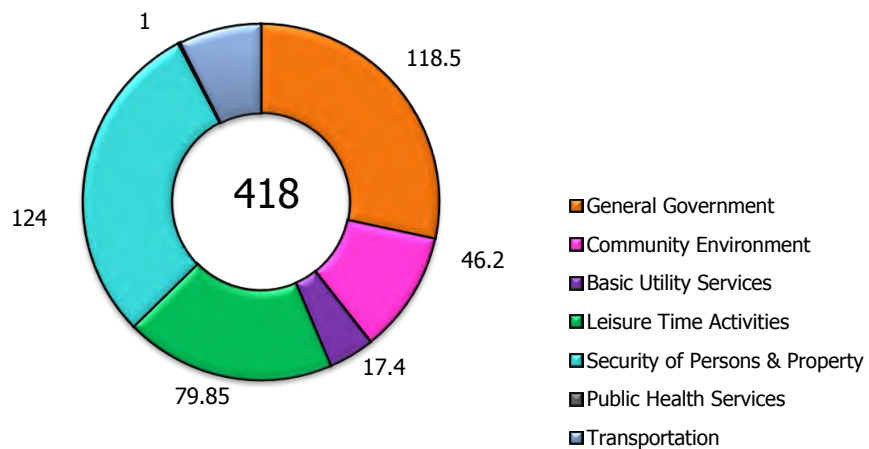


**Staffing Comparison by Function**  
**Full-Time Employees**  
**2015 - 2022**

This table and chart, and the table on the following page, reflect full-time employees only. The 2022 Operating Budget also funds approximately 198.17 FTE part-time and seasonal positions through-out the City.

<b>Function</b>	2015	2016	2017	2018	2019	2020	2021	<b>2022</b>
General Government	99	101	103.5	106.5	106.5	108	116.5	<b>118.5</b>
Community Environment	60	59.3	59.8	59.8	60.8	60.3	61.7	<b>46.2</b>
Basic Utility Services	16	16.55	17.8	17.8	17.7	17.7	18.4	<b>17.4</b>
Leisure Time Activities	85	85	84	84	83	84	77.85	<b>79.85</b>
Security of Persons & Property	102	102	111	113	113	121	121	<b>124</b>
Public Health Services	1	1	1	1	1	1	1	<b>1</b>
Transportation	22	22.15	21.9	23.9	24	24	18.55	<b>31.05</b>
<b>TOTALS</b>	<b>385</b>	<b>387</b>	<b>399</b>	<b>406</b>	<b>406</b>	<b>416</b>	<b>415</b>	<b>418</b>

2022 Authorized Full-time  
Staffing by Function





**Full-Time Staffing by Work Unit  
2015-2022**

<b>Work Unit</b>	<b>2015 Funded</b>	<b>2016 Funded</b>	<b>2017 Funded</b>	<b>2018 Funded</b>	<b>2019 Funded</b>
Legislative Affairs	3	3	3	3	3
Office of the City Manager	6	6	6	6	6
Human Resources	10	9.75	10	10	10
Communications and Public Information	8	8	8	8	8
Information Technology Operations	13	14	15	15	15
Performance Analytics	n/a	n/a	n/a	n/a	n/a
Court Services/Records Management	4	4	4	4	4
Deputy City Manager - Chief Finance and Development Officer <b>(NEW)</b>	n/a	n/a	n/a	n/a	n/a
Finance/ Office of the Director/Fiscal Administration	11	10.5	11	12	12
Procurement	n/a	n/a	n/a	n/a	n/a
Fiscal Administration	0	0	0	0	0
Taxation	6	5.5	5	6	6
Economic Development	5	4	4	4	4
Planning	19	19	19	19	20
Building Standards	15	15	15	15	15
Transportation and Mobility	n/a	n/a	n/a	n/a	n/a
Office of the Deputy City Manager/Chief Operating Officer	7	7	5.5	5.5	5.5
Facilities Management	15	15	18	18	18
Fleet Management	9	9	9	9	9
Outreach and Engagement	2	2	2	3	3
Asset Management & Support Services <b>(NEW)</b>	n/a	n/a	n/a	n/a	n/a
Engineering	26	25.3	25.8	25.8	25.8
Public Service - Environmental/Solid Waste Management	6	6.25	6.5	6.5	6.05
Parks and Grounds Maintenance	47	28.5	31.5	31.5	29.5
Horticulture	n/a	7	7	7	7
Forestry	n/a	6	6	6	6
Public Service - Street Maintenance	22	22.15	21.9	23.9	24
Cemetery Maintenance	1	1	1	1	1
Community Recreation Center - Facilities	9	9	6	6	6
Recreation Services	7	9.95	10.65	10.65	10.65
Community Recreation Center (DCRC)	15	11.3	10.9	10.9	10.9
Municipal Pool	n/a	1.25	0.95	0.95	0.95
Community Events - Hotel/Motel Tax	6	6	7	7	6
Community Events - Recreation	n/a	n/a	n/a	n/a	1
Hotel/Motel Tax - Public Art	1	0.75	1	1	0.5
Police	102	102	111	113	113
Water Maintenance	1	1.6	2.6	2.6	2.75
Sewer Maintenance	9	8.7	8.7	8.7	8.9
Employee Benefits Self Insurance	1	1.25	1	1	1
<b>TOTALS</b>	<b>386</b>	<b>379.75</b>	<b>394</b>	<b>401</b>	<b>399.5</b>

Full-Time Staffing by Work Unit  
2015-2022

Work Unit	2020 Funded	2021 Funded	2021 Current	2022 Proposed	2022 Increase / (Decrease)
Legislative Affairs	3	3	3	3	0
Office of the City Manager	6	9	9	7	-2
Human Resources	10	10	10	10	0
Communications and Public Information	8	8	8	8	0
Information Technology Operations	13	11	11	13	2
Performance Analytics	3	4	4	4	0
Court Services/Records Management	4	4	4	4	0
Deputy City Manager - Chief Finance and Development Officer <b>(NEW)</b>	n/a	n/a	0	4	4
Finance/ Office of the Director/Fiscal Administration	12	12	12	12	0
Procurement	n/a	n/a	0	0	0
Fiscal Administration	n/a	n/a	0	0	0
Taxation	6	6	6	6	0
Economic Development	4	5	5	4	-1
Planning	20	19	19	17	-2
Building Standards	15	14	14	13	-1
Transportation and Mobility	0	12	12	13	1
Office of the Deputy City Manager/Chief Operating Officer	5	14.5	6.5	6.5	0
Facilities Management	18	16.6	16.6	16.6	0
Fleet Management	9	8.4	8.4	7.4	-1
Outreach and Engagement	4	4	4	4	0
Asset Management & Support Services <b>(NEW)</b>	n/a	n/a	8	8	0
Engineering	25.3	16.7	16.7	16.2	-0.5
Public Service - Environmental/Solid Waste Management	6.05	7.1	7.1	6.6	-0.5
Parks and Grounds Maintenance	29	27.35	27.35	28.35	1
Horticulture	7	7	7	8	1
Forestry	6	6	6	6	0
Public Service - Street Maintenance	24	18.55	18.55	18.05	-0.5
Cemetery Maintenance	1	1	1	1	0
Community Recreation Center - Facilities	7	7	7	7	0
Recreation Services	9.85	10	10	10	0
Community Recreation Center (DCRC)	11.2	11.05	11.05	11.05	0
Municipal Pool	0.95	0.95	0.95	0.95	0
Community Events - Hotel/Motel Tax	7	7	7	7	0
Community Events - Recreation	1	1	1	1	0
Hotel/Motel Tax - Public Art	0.5	0.5	0.5	0.5	0
Police	121	121	121	124	3
Water Maintenance	2.75	2.8	2.8	2.6	-0.2
Sewer Maintenance	8.9	8.5	8.5	8.2	-0.3
Employee Benefits Self Insurance	1	1	1	1	0
<b>TOTALS</b>	<b>409.5</b>	<b>415</b>	<b>415</b>	<b>418</b>	<b>3</b>





**Full-Time Staffing by Work Unit  
2015-2022**

<b>Work Unit</b>	<b>Notes</b>
Legislative Affairs	1
Office of the City Manager	2
Human Resources	3
Communications and Public Information	4
Information Technology Operations	5
Performance Analytics	
Court Services/Records Management	
Deputy City Manager - Chief Finance and Development Officer <b>(NEW)</b>	6
Finance/ Office of the Director/Fiscal Administration	
Procurement	
Fiscal Administration	
Taxation	
Economic Development	7
Planning	8
Building Standards	9
Transportation and Mobility	10
Office of the Deputy City Manager/Chief Operating Officer	11
Facilities Management	
Fleet Management	12
Outreach and Engagement	13
Asset Management & Support Services <b>(NEW)</b>	11
Engineering	14
Public Service - Environmental/Solid Waste Management	15
Parks and Grounds Maintenance	16
Horticulture	17
Forestry	
Public Service - Street Maintenance	18
Cemetery Maintenance	
Community Recreation Center - Facilities	
Recreation Services	
Community Recreation Center (DCRC)	
Municipal Pool	
Community Events - Hotel/Motel Tax	
Community Events - Recreation	
Hotel/Motel Tax - Public Art	
Police	19
Water Maintenance	20
Sewer Maintenance	21
Employee Benefits Self Insurance	22
<b>TOTALS</b>	



**Full-Time Staffing by Work Unit**

**NOTES:**

- 1 - Re-allocated one Deputy Clerk of Council to an Assistant Clerk of Council position (mid-yr 2021 - Ord. No. 30-20).
- 2 - Shift DCM-CFDO position; GIRM removed mid-year (position reallocated to the Management Assistant position in the DCM-CFDO).
- 3 - One Risk Management Assistant position reallocated to an HR Coordinator position.
- 4 - Multimedia Communication Specialist retitled to Multimedia Communication Strategist.
- 5 - Add: Systems and Applications Administrator position, and a Information Security Analyst position; re-class one Support Services Analyst to a Senior Support Services position; re-class the IT Business Relationship Manager to a Project Management position.
- 6 - Administrative Support 1 position moved from Planning, and Administrative Support 3 position moved from Economic Development into DCM-CFDO; Management Analyst added mid-yr 2021 (Ord. No. 13-21).
- 7 - Moved one Administrative Support 3 position to DCM-CFDO.
- 8 - One Planner 1 position moved to T&M; one Administrative Support 1 position to DCM-CFDO, and one Administrative Support 3 position to a Planning Technician position.
- 9 - One Electrical Inspector position moved from FT to PT position.
- 10 - Planner 1 moved from Planning into T&M, and the position was upgraded to a Planner II.
- 11 - Asset Management and Support Services became its own work (no net change in number of positions). Engineering Technician I retitled to an Infrastructure Asset Technician.
- 12 - Reallocate one Administration Support 2 position to a PT position in the DCM-COO (FT to PT).
- 13 - Volunteer Resources Coordinator position upgraded (5.2 to a 5.1).
- 14 - Removed Administrative Support 2 position, and a Construction Manager position was reallocated to a Senior Civil Engineer position.
- 15 - Removed .5 Administrative Support 2 position.
- 16 - Retitle one Crew Supervisor position to a Quality Control Manager (no change in pay), and add one Maintenance Worker for Riverside Crossing Park.
- 17 - Add one Horticultural Assistant for Riverside Crossing Park and other needed tasks.
- 18 - Removed .5 Administrative Support 2 position.
- 19 - Two Lieutenants positions reallocated to Deputy Chief positions, and add two Police Officers and one Forensic Intelligence Support Analyst position.
- 20 - Remove Administrative Support 2 position (.2).
- 21 - Remove Administrative Support 2 position (.3).
- 22 - Wellness and Benefit Coordinator retitled to a HR Coordinator position.

Part-Time Staffing by Work Unit  
2014-2022

Work Unit	2014 Funded	2015 Funded	2016 Funded	2017 Funded	2018 Funded	2019 Funded	2020 Funded	2021 Funded	2022		
									2022 Proposed	Increase / (Decrease)	Notes:
City Council/Legislation Affairs	7	7	7	7	7	8	8	7	7	0	1
Office of the City Manager	2	2	2	3	3	2	2	2	2	0	
Human Resources	0	0	0.5	0	0	0	0	0.5	0.5	0	
Communications and Public Information	2	2	2	2	2	2	2	2	2	0	
Information Technology	2	3	4	4	4	4	3	2	2	0	
Performance Analytics	n/a	n/a	n/a	n/a	n/a	n/a	1	1	1	0	
Court Services/Records Management	1	1	1	1	1	1	1	1	1	0	
Deputy City Manager - Chief Finance and Development Officer	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0	0	
Finance/ Office of the Director	1	1	1	1	0	0	0	0	0	0	
Taxation	2	2	2	2	2	2	2	2	2	0	
Economic Development	1	1	1	1	1	1	1	1	1	0	
Planning	5	4	4	4	4	3	3	3	3	0	
Building Standards	0	1	1	1	0	0	0	0	1	1	2
Transportation and Mobility	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0	0	
Office of the Deputy City Manager/Chief Operating Officer	1	1	1	1	1	1	1	1	1	0	3
Facilities Management	4	4	4	5	5	5	5	5	5	0	
Fleet Management	0	0	0	0	0	0	0	0	0	0	
Outreach and Engagement	1	2	2	2	1	1	1	2	2	0	
Asset Management & Support Services	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	1	1	4
Engineering	0	2	2	2	2	2	2	2	2	0	
Environmental/Solid Waste Management	3	3	2	2	1	1	1	1	1	0	
Parks and Grounds Maintenance	45	45	45	22	22	22	22	22	24	2	5
Horticulture	n/a	n/a	n/a	18	18	18	18	18	19	1	6
Forestry	n/a	n/a	n/a	10	10	10	10	10	10	0	
Public Service - Street Maintenance	10	10	6	6	4	4	4	4	4	0	
Cemetery Maintenance	2	2	2	2	2	2	2	2	2	0	
Community Recreation Center - Facilities	0	0	1	0	0	0	0	0	0	0	
Recreation Services	32.5	33.5	28.32	33.05	26.91	27.4	31.43	26.96	27.8	0.84	
Community Recreation Center (DCRC)	48	48.8	53	50	45.21	49.32	48.88	50.2	50.43	0.23	
Municipal Pools	65.25	65.25	65.25	65.25	18.59	18.07	10.45	19.77	20.19	0.42	
Community Events - Hotel/Motel Tax	7	8	8	10	3.5	3.5	2.75	2.75	2.75	0	
Community Events - Recreation	n/a	n/a	n/a	n/a	n/a	1.5	1.5	1.5	1.5	0	
Water Maintenance	1	1	1	1	1	1	1	1	1	0	
Sewer Maintenance	2	2	1	1	1	1	1	1	1	0	
Employee Benefits Self Insurance	1	1	0	0	0	0	0	0	0	0	
<b>TOTALS</b>	<b>246</b>	<b>252.55</b>	<b>247.07</b>	<b>256.3</b>	<b>186.21</b>	<b>190.79</b>	<b>186.01</b>	<b>191.68</b>	<b>198.17</b>	<b>6.49</b>	

## NOTES:

1 - Funding for Theater Technicians to assist with City Council Meetings will be added to this budget, however PT staff will be reflected in the DCRC.

2 - FT Electrical Inspector position was moved to PT.

3 - Removed Intern position, and re-classified the Administrative Support 2 from Fleet to a PT support position.

4 - Moved from DCM-COO to Asset Management &amp; Support Services.

5 - Needed seasonal maintenance work as more of Riverside Crossing Park comes on-line.

6 - Seasonal horticulture work for Riverside Crossing Park and other tasks as needed.



## The Relationship between Funds and City Departments/Divisions

The City of Dublin's organizational structure consists of Departments/Divisions performing various activities necessary for the City's operations, while the City's finances are reported in Funds. The following table is provided as a guide to understand the use of Funds by Department/Division.

Operating Funds – Budgeted*													Enterprise Funds*	
Department / Division	General Fund	Special Revenue Funds*											Water	Sewer
		Street Maintenance & Repair	State Highway	Cemetery	Recreation	Safety	Swimming Pool	Hotel / Motel Tax	Law Enforcement	Mayors Court Computer	Enforcement and Education	Wireless 911		
<b>Legislative Affairs</b>	X													
<b>Office of the City Manager</b>	X													
Communications and Public Information	X													
Legal Services (Contractual)	X													
<b>Department of Safety - Police</b>						X		X	X		X	X		
<b>Assistant City Manager – Chief Strategy and Innovation Officer</b>														
ACM – CSIO Office	X													
Human Resources	X													
Court Services	X									X				
Records Management	X													
Information Technology Operations	X													
Performance Analytics	X													
<b>Deputy City Manager – Chief Finance and Development Officer</b>														
DCM – CFDO Office	X													
Finance – Fiscal Administration	X							X						
Taxation	X													
Building	X													
Planning	X													
Economic Development	X													
Transportation and Mobility	X	X	X											
<b>Deputy City Manager – Chief Operations Officer</b>														
DCM – COO Office	X													
Solid Waste	X													
Street Maintenance Operations		X						X						
Grounds & Parks Operations	X							X						
Horticulture	X													
Forestry	X													
Cemetery				X										
Engineering	X												X	X
Asset Management & Support Services	X													
Facilities Management	X				X									
Fleet Management	X													
Recreation Services					X		X							
Community Recreation Center					X		X							
Community Events					X			X						
Outreach and Engagement	X							X						

\*- See the Financial Overview section (tab 2) for a complete list of Funds.



### **Performance Measures**

The following pages are performance measures for three of the City's departments. These measures have been developed to provide insight on the efficiency and effectiveness of the City's services. Continued development of these measures for all City departments will aid in alignment of budget dollars to City Council priorities. Historically selected and recorded performance measures will appear in the department pages for the 2022 budget document. The following pages are a preview of the performance measurement presentation planned for all departments in the 2023 budget document.

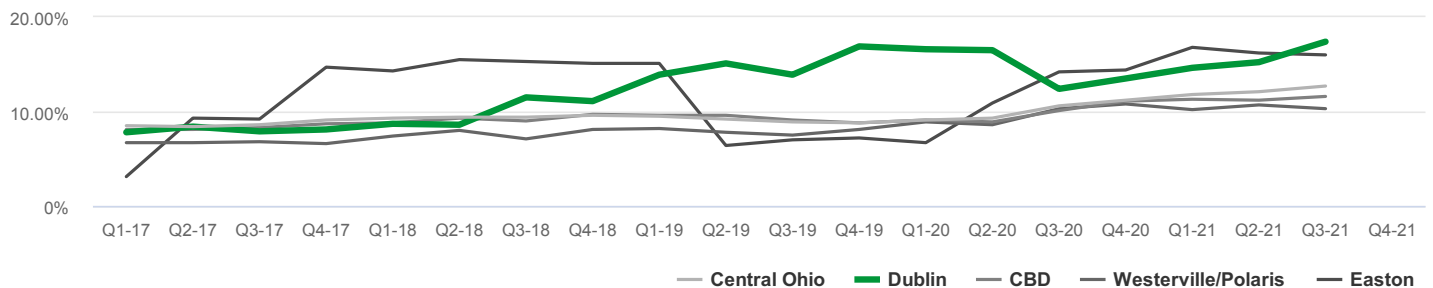
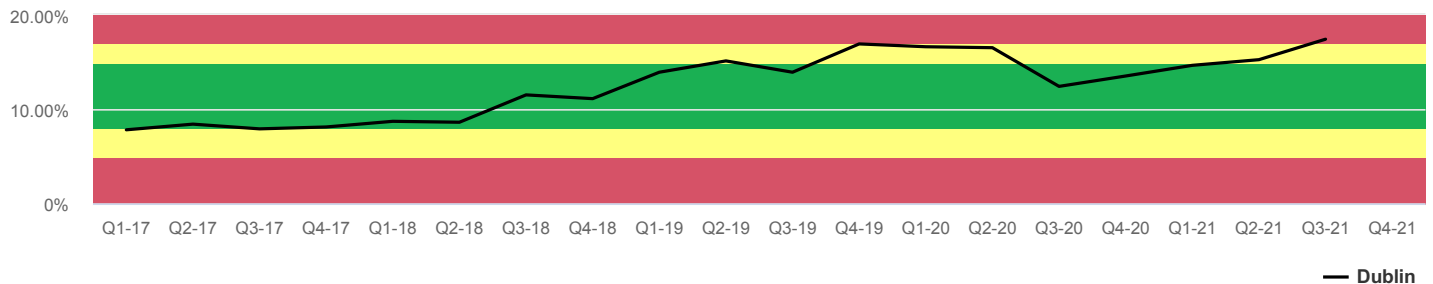


## Performance Measures - Economic Development

### Charts

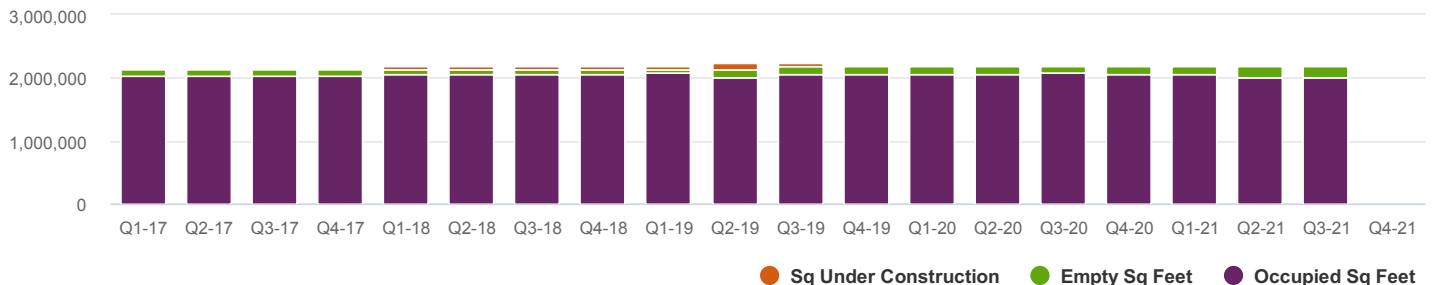
#### Office vacancy

Tracking office vacancy rates quarterly. We do influence this through business attraction and expansion efforts. We want it between 8-15 percent. Any lower, we don't have enough stock to respond to leads. Any higher, we have too much. Data originates from a Colliers report received after the quarter is over.



#### Industrial vacancy

Tracking of industrial vacancy. We do influence this through business attraction and expansion efforts. We want it between 8-15 percent. Any lower, we don't have enough stock to respond to leads. Any higher, we have too much. Data originates from a Colliers report received after the quarter is over.

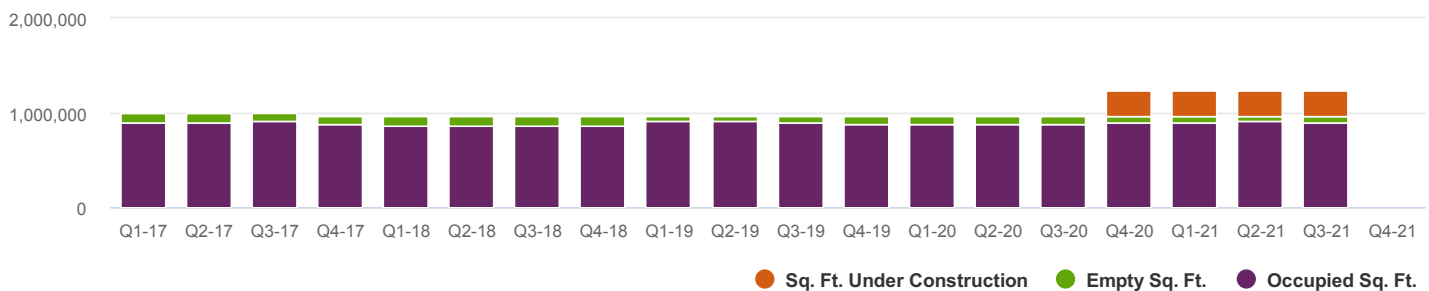
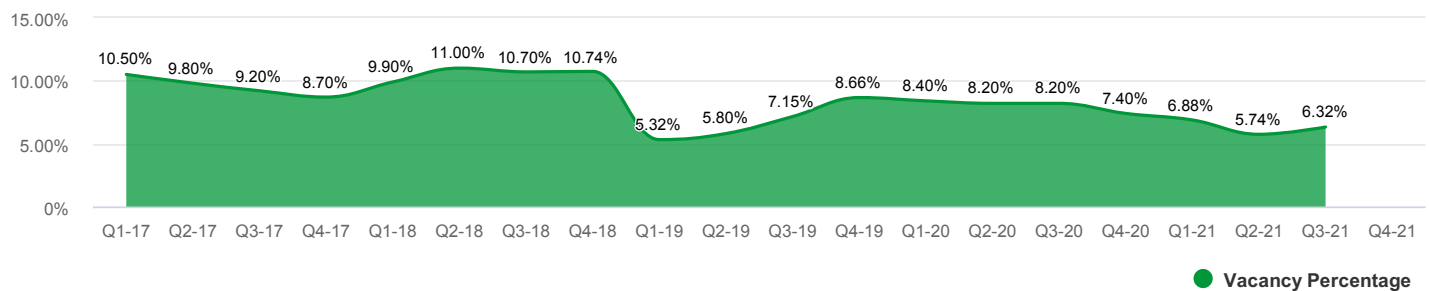


#### Medical vacancy

Tracking medical vacancy. We do influence this through business attraction and expansion efforts. We want it between 8-15 percent. Any lower, we don't have enough stock to respond to leads. Any higher, we have too much. Data originates from a Colliers report received after the quarter is over.

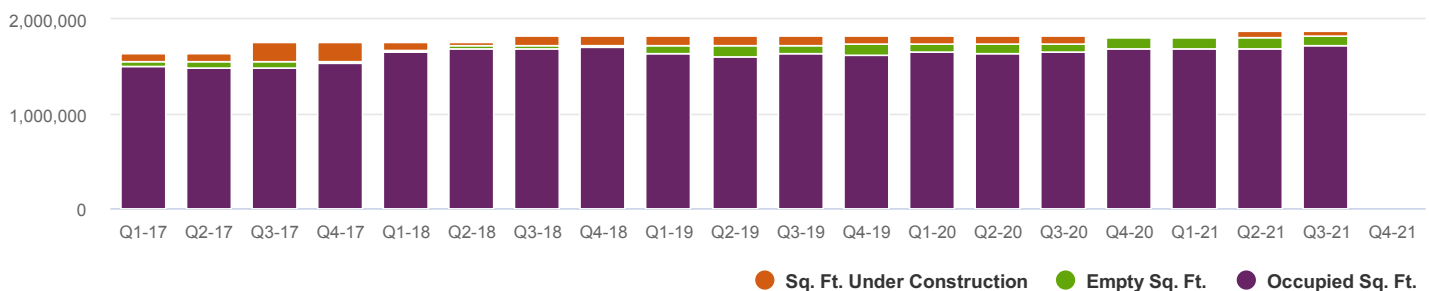
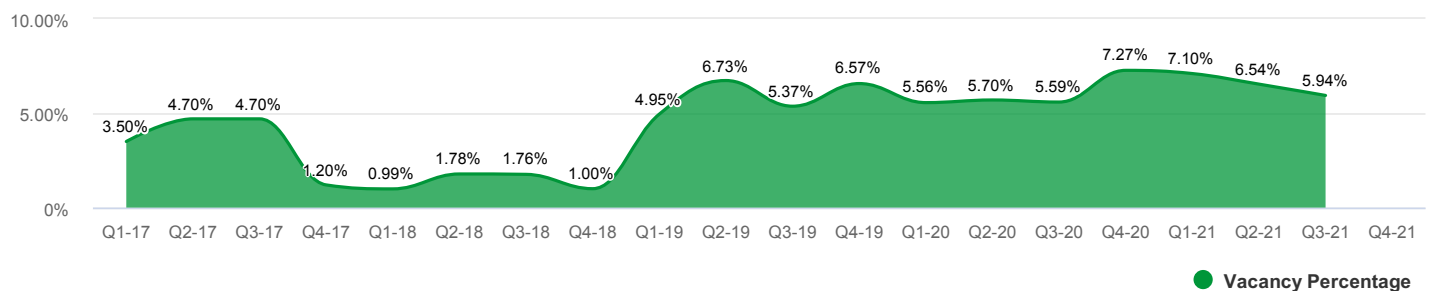


## Charts



## Retail vacancy

Tracking retail vacancy. We do not incentivize retail but track it as amenities are important for economic development. We want it between 8-15 percent. Any lower, we don't have enough stock. Any higher, we have too much. Data originates from a Colliers report received after the quarter is over.

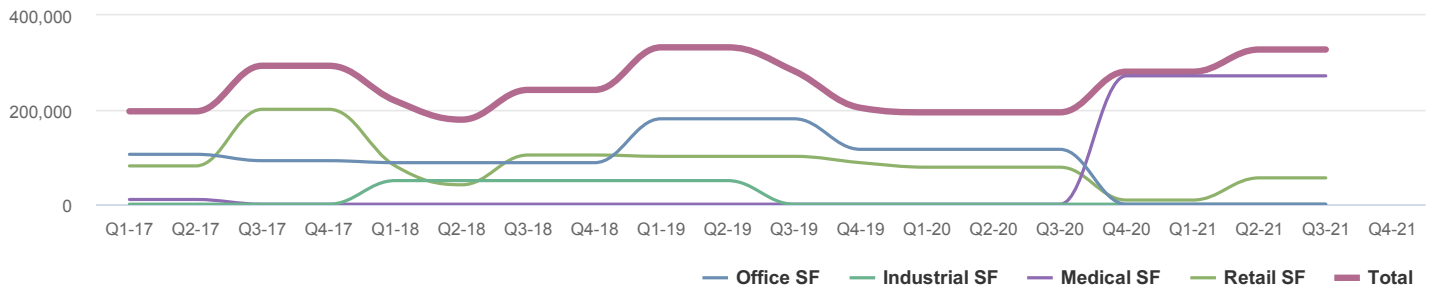


## Construction pipeline

New square footage of industrial, office and medical office builds. Once building is open, the square footage is added to the existing square feet/vacancy measures. Data originates from a Colliers report received after the quarter is over.

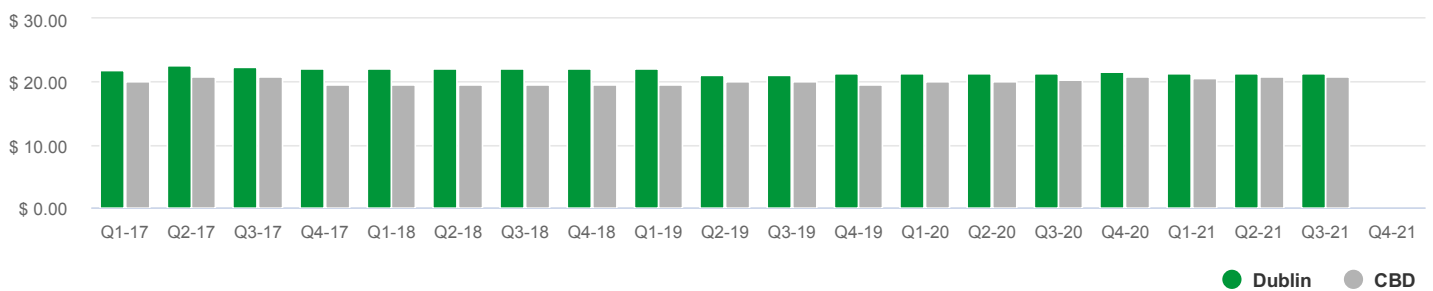


## Charts



### Office Rental Rates vs. Other Suburbs

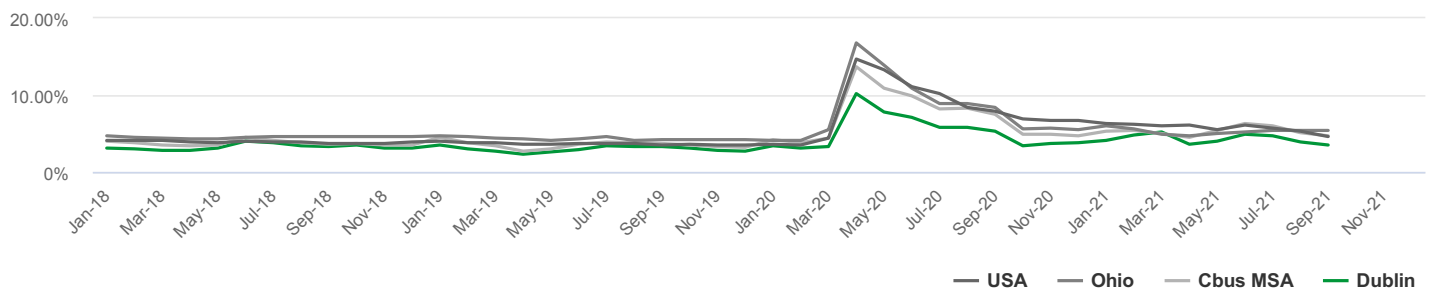
Rental rates specific to the region. This should have an inverse relationship with vacancy rates. High rental rates means we need amenities to make the high rates worthwhile. Low rates means we need to look at decreasing vacancy rates. Data originates from a Colliers report received after the quarter is over.



### Unemployment Figures

Unemployment data from the Ohio Department of Jobs and Family Services monthly report. US numbers are seasonally adjusted, while the rest are not. We track nationwide, statewide, Columbus MSA, and Dublin unemployment figures.

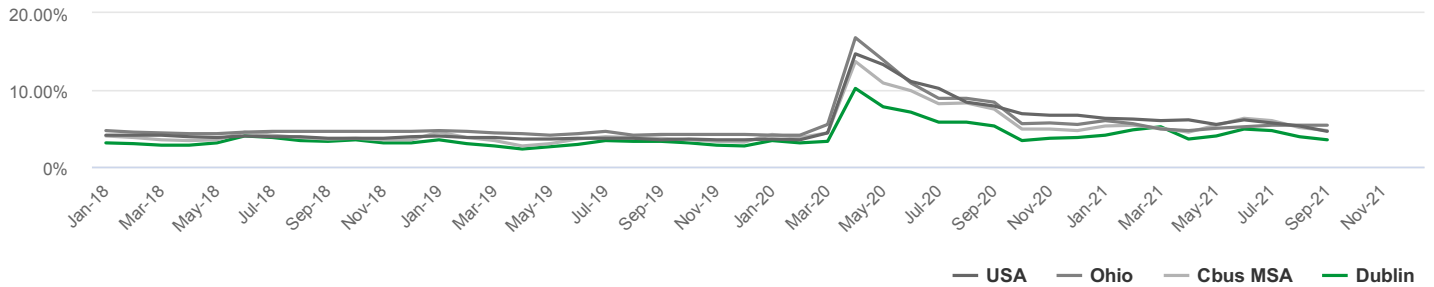
## Charts







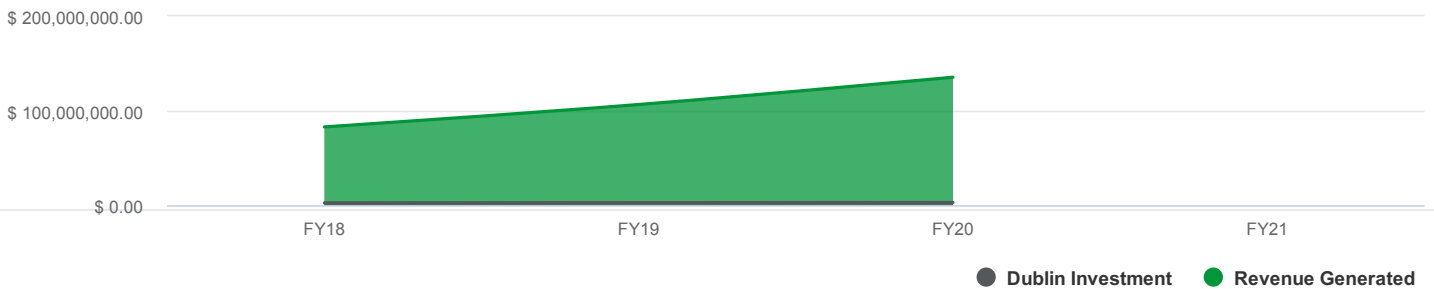
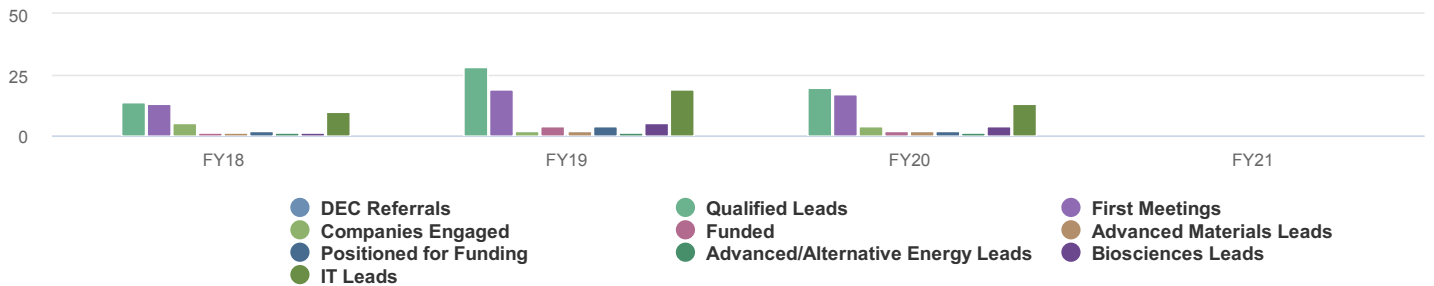
## Charts



### DEC Graduates

The DEC is a City-sponsored space with below-market office rent to encourage entrepreneurship. Since the City has a significant financial investment, we receive a monthly report detailing the number of tenants. We track graduates to account for where they are located after leaving the DEC and the income tax received from companies that stay in Dublin.

### REV1's Dublin investment portfolio

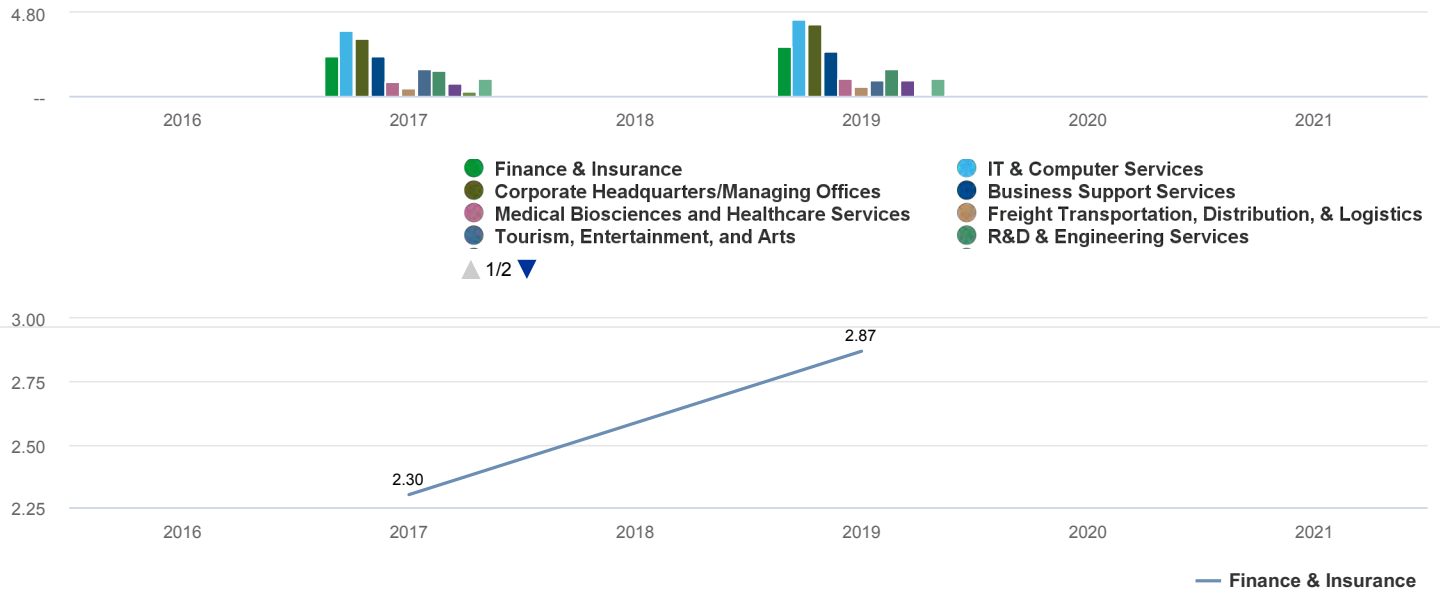


### Growth in specific job codes



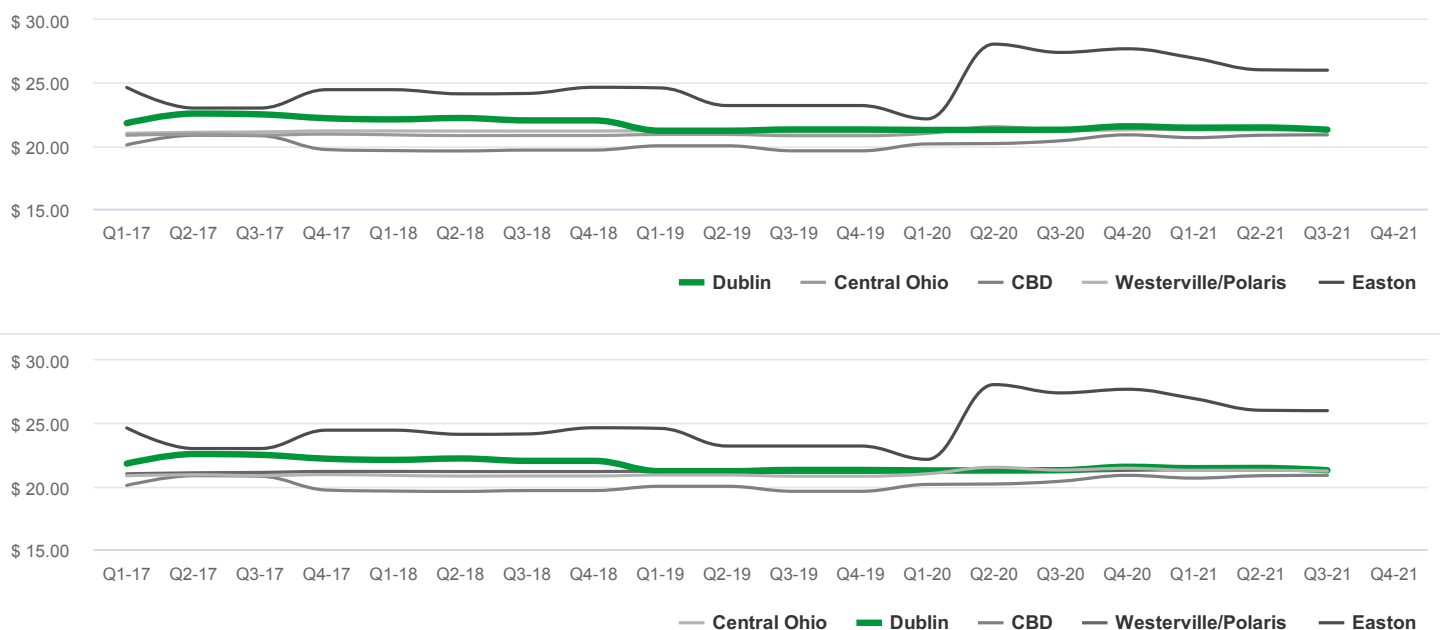
## Charts

In 2019, the City commissioned TEconomy Partners LLC to develop the Economic Development Strategic plan. The plan uses EMSI data for zip codes 43016-43017 to measure success year over year. The data lags about 1 year. For example, the 2019 data wasn't available until the end of 2020. This metric looks at the location quotient for the top industry clusters. Location quotients measure the degree of job concentration relative to the nation. A regional LQ greater than 1.0 means it is a greater concentration than the national average. A location quotient of 1.2 or greater means there is a specialization in that industry.



## Rental Rates

Rental rates specific to Dublin. This should have an inverse relationship with vacancy rates. High rental rates means we need amenities to make the high rates worthwhile. Low rates means we need to look at decreasing vacancy rates. Data originates from a Colliers report received after the quarter is over.

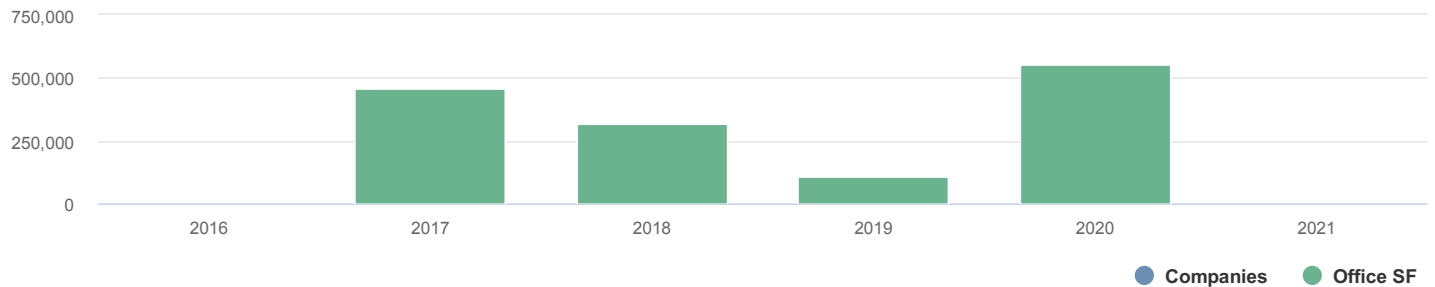


## Wins Without Incentives



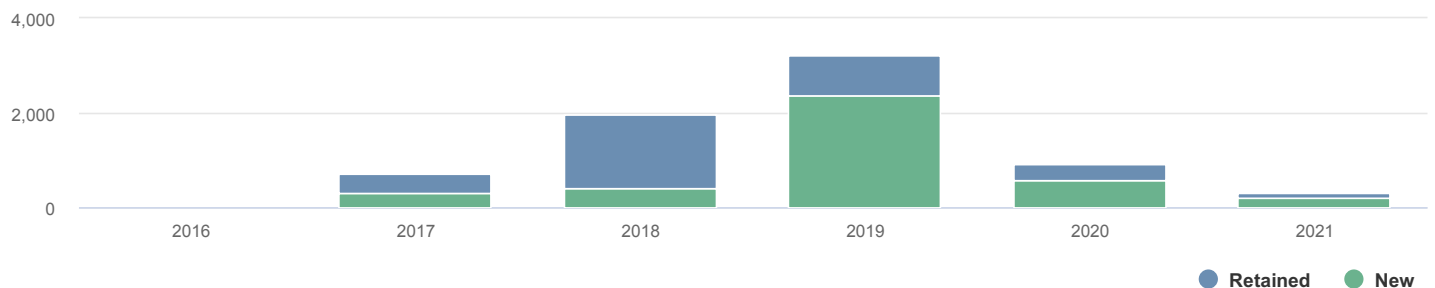
## Charts

Tracking of companies that choose to either relocate from another community to Dublin or stay in Dublin, without receiving incentives. The goal is to not give out any incentives and have companies want to be in Dublin without them. Wins without incentives tracks the companies that renew or enact new leases in Dublin, based on the Colliers report.



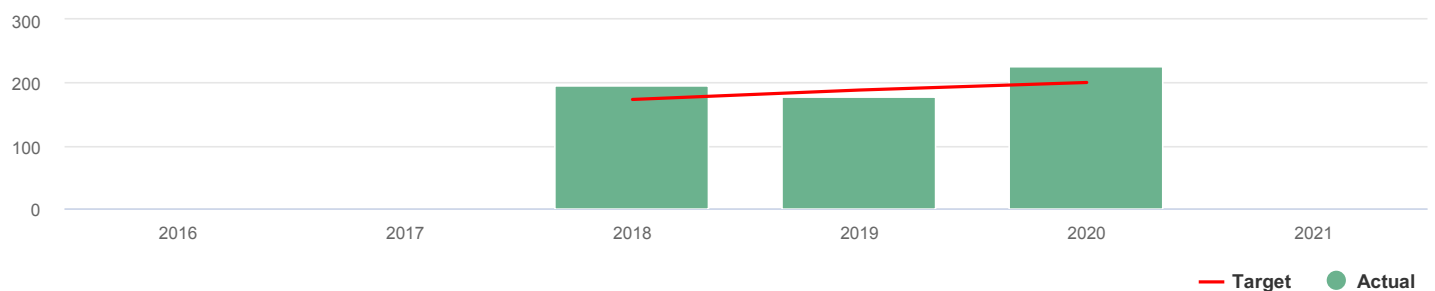
### Jobs From Incentive Agreements

Incentive agreements are used to retain existing jobs, support expansion of existing companies, and attract new jobs to Dublin. Tracking the ROI of incentives helps us see the value of our spending. This measure will fluctuate yearly, as the goal is to not give out money but to have companies stay/leave Dublin without incentives. It is important to note that these are projected jobs, not actual. Companies that do not meet their payroll withholding projections do not receive their incentive payments.



### Business Retention and Expansion Meetings

Business Retention and Expansion meetings with companies. Also included are any business assists. The purpose is to create and strengthen relationships with businesses so when they encounter issues or are considering leaving, they know who to contact that can assist them. Quarterly reporting from 6D. # of BRE visits and business assists. Data from 2018 only includes Rachel. Eric started in Q4 2020. Sara started in Q3 2019. Prior data from Kyle is available on Sara's plan. The same for Jeremiah with Emily's plan.



### Dublin Average Annual Wage by Industry Cluster

Average wages in the industry clusters identified in the 2019 TEconomy report. Data is updated yearly and lags by a year. Helps inform what industries we want to target, as we aim for high paying jobs when incentivizing companies. Total Private Sector does not equal the average values of the other industries listed, as it encompasses all private sector jobs in Dublin, not just the top industry clusters.

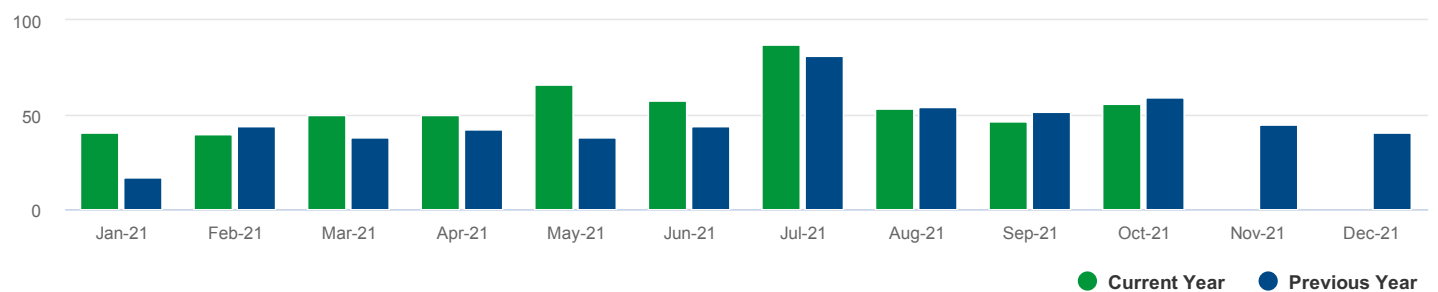
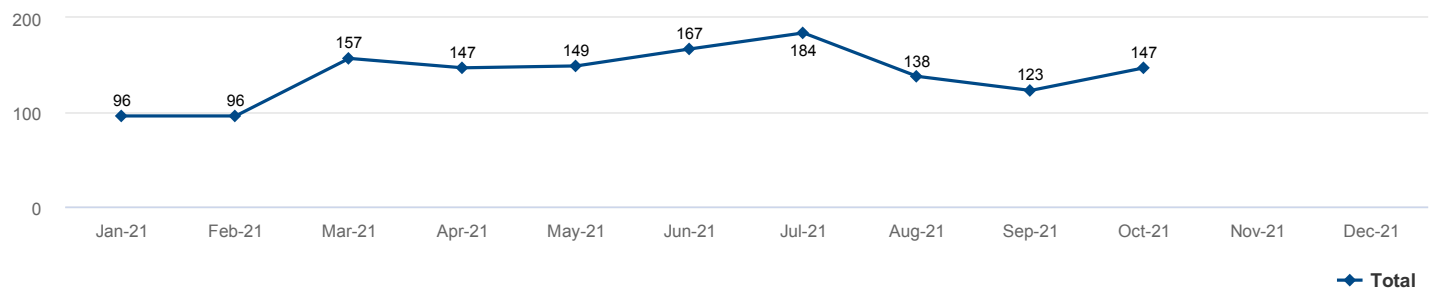
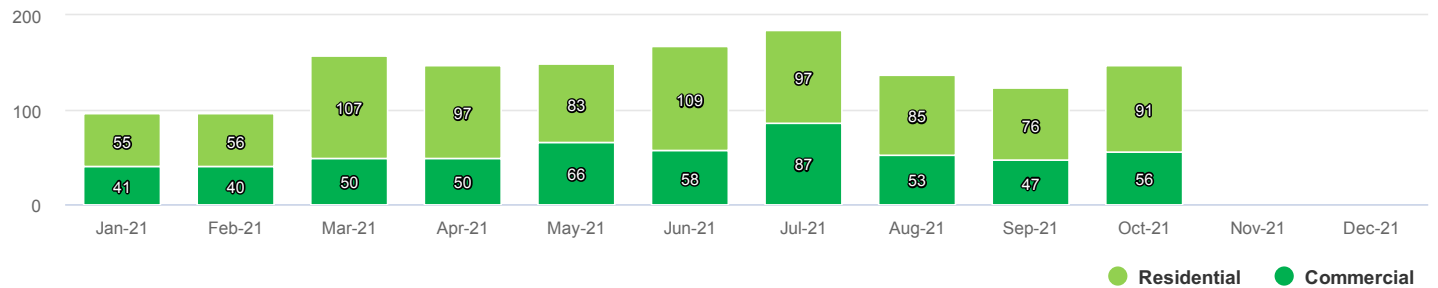


## Performance Measures - Building Standards

## Charts

## Commercial and Residential Plan Reviews

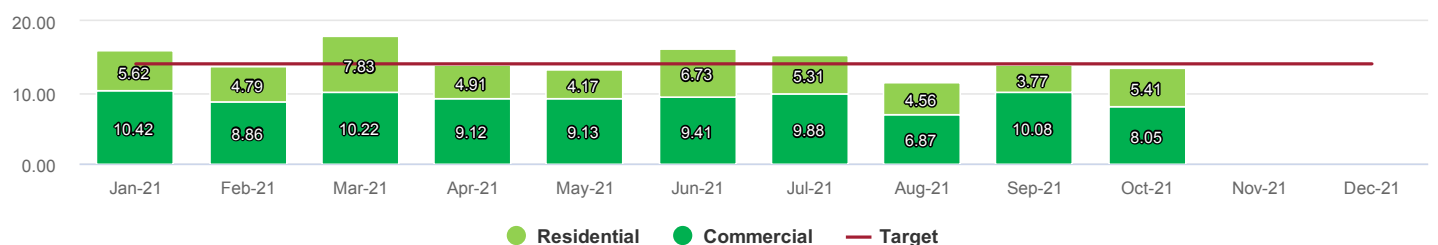
Total number of plan review cycles completed per year. This way I can benchmark against previous years to see if our workload is increasing or decreasing.



## Plan Review Turn Around Times

Number of days to complete a plan review cycle. Our target is 14 days. This helps ensure customer service and appropriate staffing levels and focus. This measure is broken down by commercial and residential permit types.

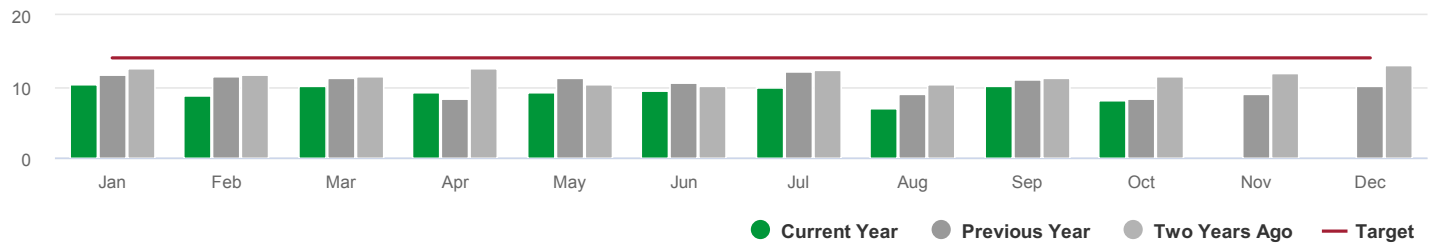
## Commercial and Residential Permits





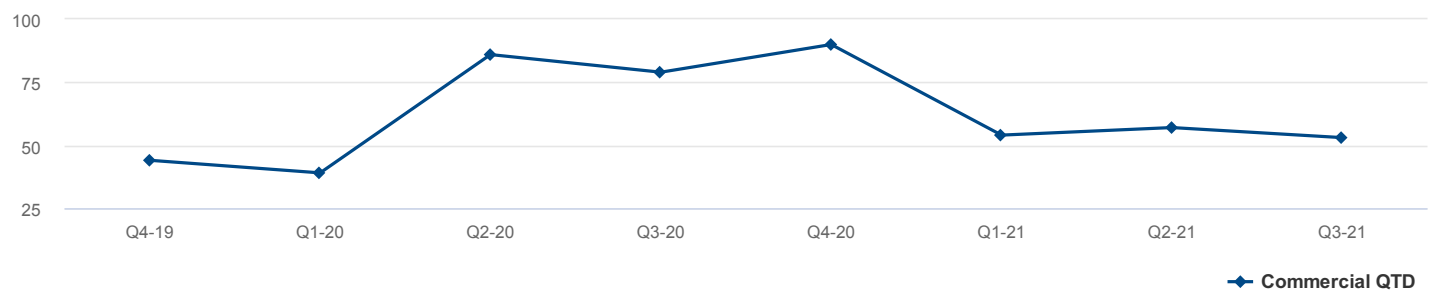
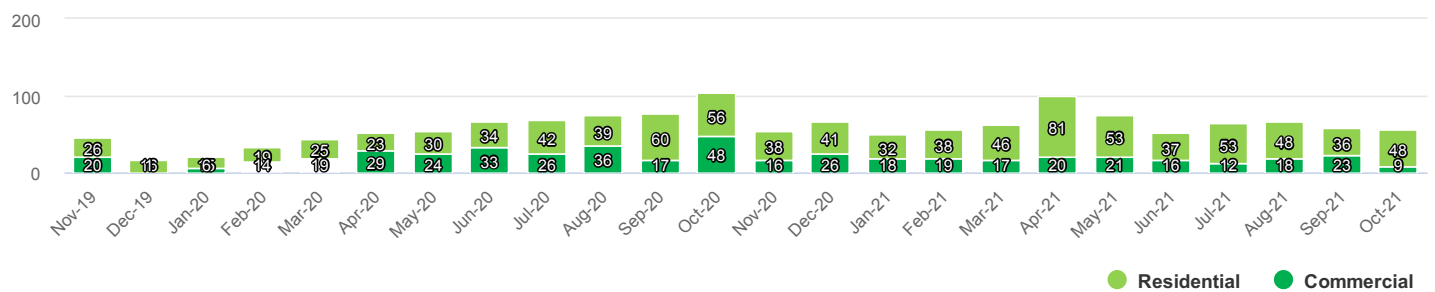
## Charts

Days to Complete Plan Reviews



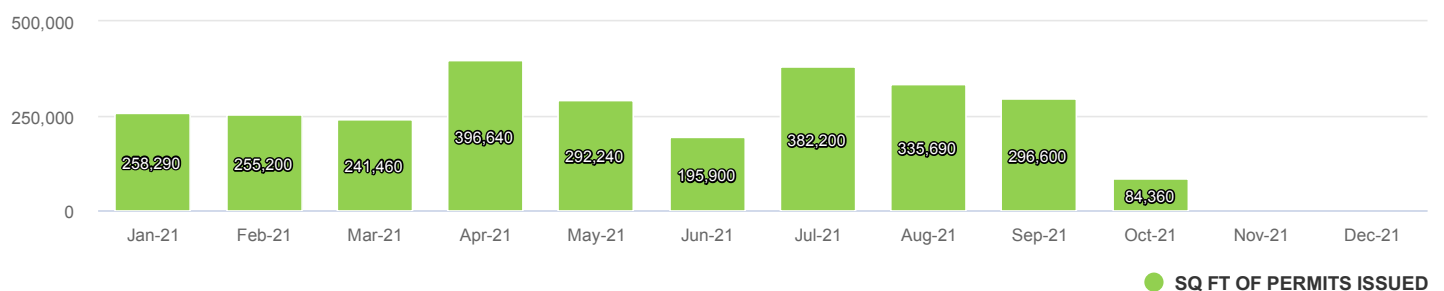
## New Building Permits Issued - Commercial + Residential

Total number of Building Permits issued per year. This way I can benchmark against previous years and also get a sense of the split between the number of Residential and Commercial permits issued. This is a historic item that is reported by all Building Departments.



## Total Square Footage of Building Permits

Total square footage of Building Permits issued per year. I can use this to benchmark against previous years and also get a sense of the physical size of the permits issued. This measure is broken down by commercial and residential permit types.

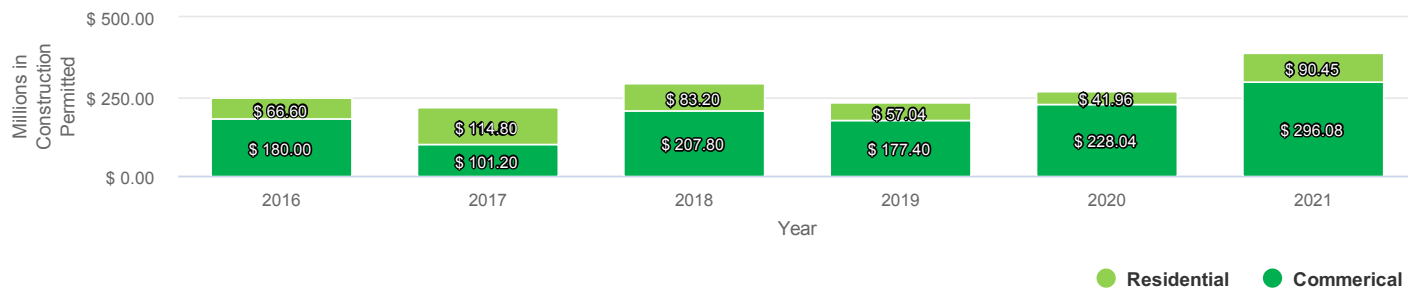


## Total Dollar Valuation of Building Permits



## Charts

Total dollar valuation of Building Permits issued per year. I can use this to benchmark against previous years. This is a historic item that is reported by all Building Departments. This measure is broken down by commercial and residential permit types.

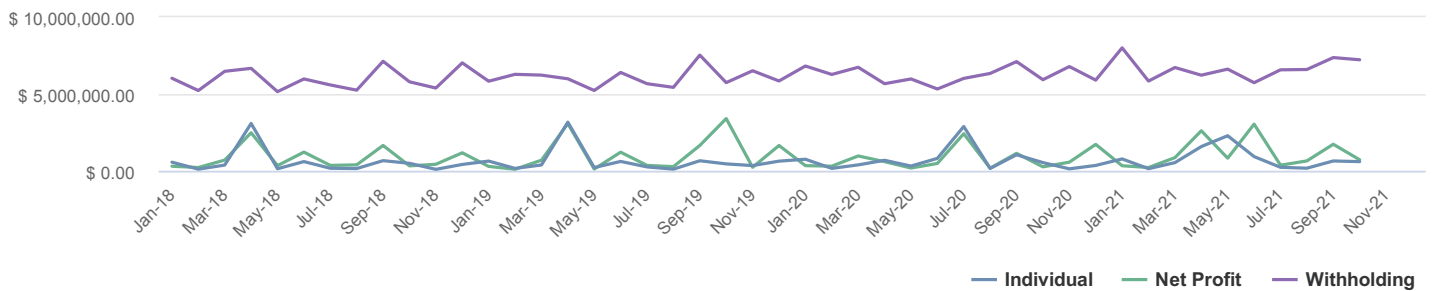
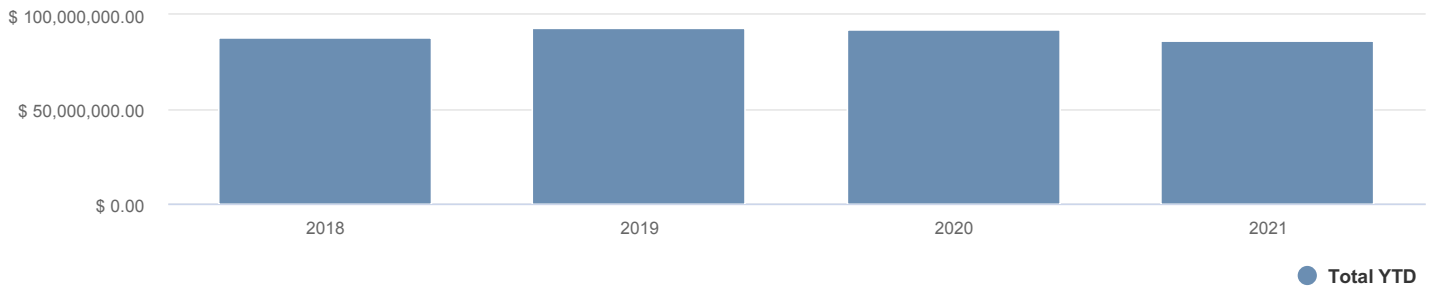
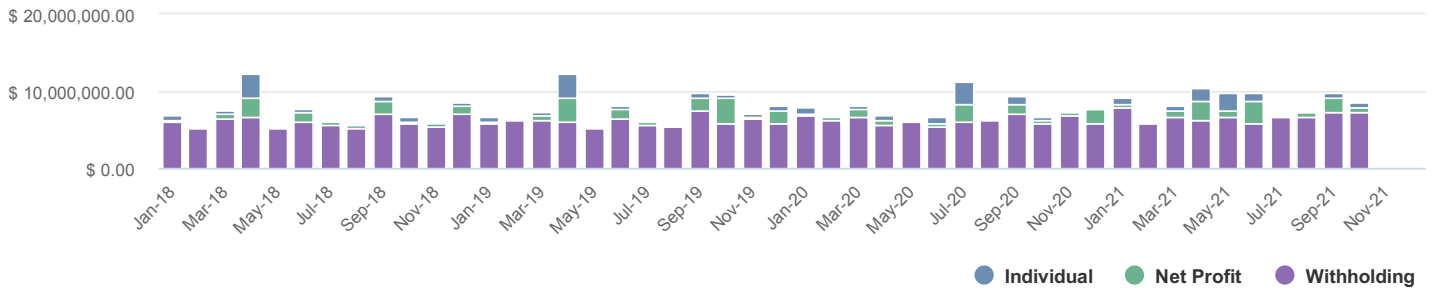




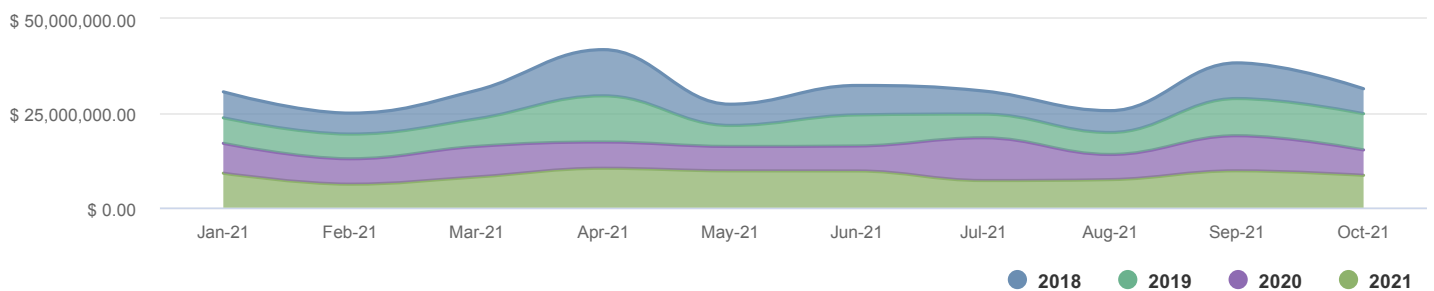
## Performance Measures - Finance

### Income Tax Collections

Income tax is the largest single source of revenue. The continuous and close monitoring, which occurs on a daily basis in finance, is important to quickly identify and address variances in actuals from projections.

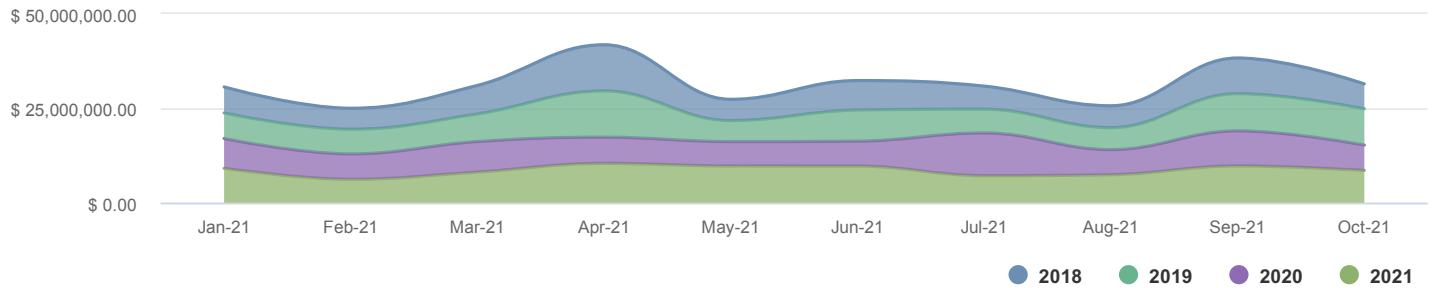


### Charts



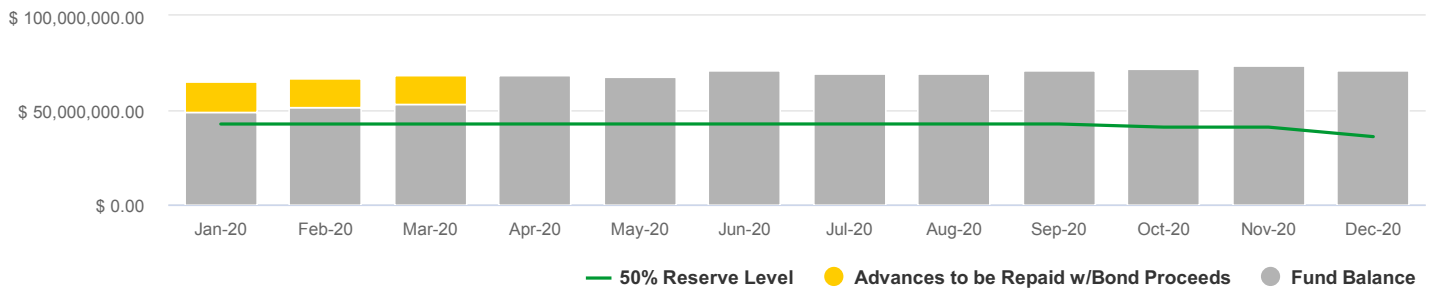


## Charts

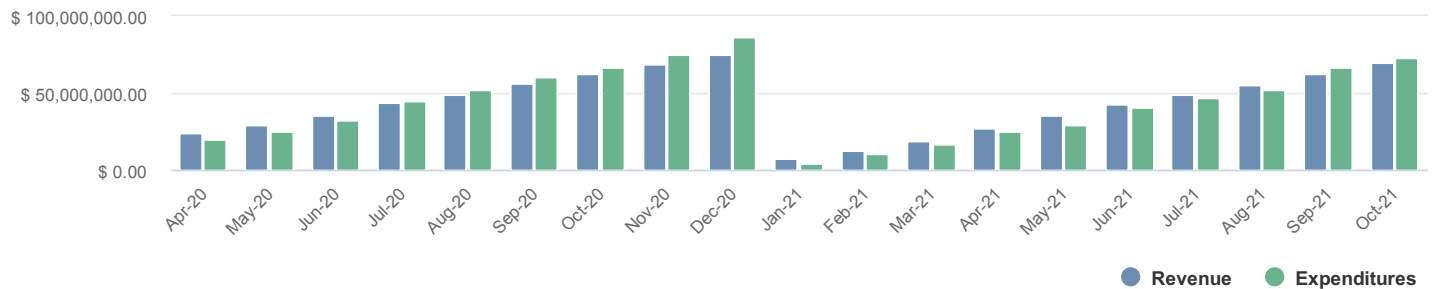


## General Fund Balance - Adherence to Reserve Policy

Displays policy compliance on a monthly basis.



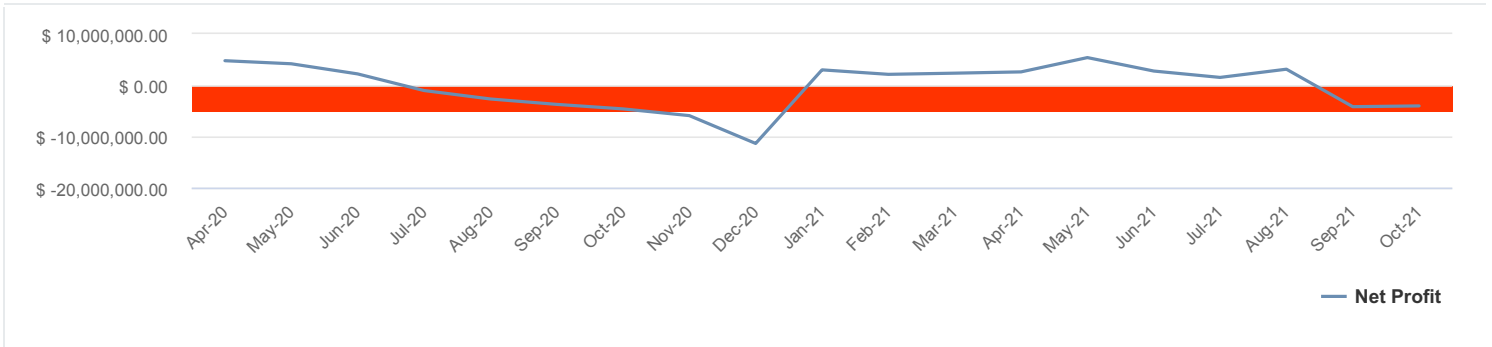
## General Fund Revenue vs. Expenditures







General Fund Revenue vs. Expenditures





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# 2 | Financial Overview

2 | Financial Overview





## **FINANCIAL AND BUDGET STRUCTURE**



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## FINANCIAL MANAGEMENT POLICIES AND PHILOSOPHY



*City Hall, 5555 Perimeter Drive*

### **USE OF THIS REPORT**

This report is published to provide City Council, the City's residents and other interested parties detailed information concerning the financial condition and financial management policies of the City. We believe the information, as presented, is accurate in all material respects; is presented in a manner designed to fairly set forth the budget and financial activity of the funds herein, and the accompanying disclosures necessary to enable the reader to gain the maximum understanding of the City's budgetary activities.

### **AWARDS**

The Government Finance Officers Association (GFOA) awarded the City the *Distinguished Budget Presentation Award* for its Operating Budget for the calendar year 2021. The Award is given to participating government entities for preparing high-quality budget documents that meet program criteria and strive to improve budgetary transparency. This was the seventeenth consecutive year that the City has achieved this prestigious award.

### **INTERNAL ACCOUNTING AND BUDGETING CONTROL STRUCTURE**

Management of the City is responsible for establishing and maintaining an adequate internal control structure. The objective of internal controls is to ensure that the assets of the City are protected from loss, theft or misuse. The controls are designed to provide for proper recording of financial statements and compliance with budgetary requirements as established by City Council and the Ohio Revised Code (ORC). We believe the City's internal control structure adequately safeguards the City's assets and provides reasonable assurance of proper recording of the financial statements. The City is audited by an independent auditor on an annual basis.

### **LONG-RANGE PLANNING – DUBLIN 2035 FRAMEWORK**

As part of City Council's goals established in February 2020, a new goal of "Dublin 2035 Framework" was included. This update, as the Dublin Community Plan has done previously will allow for a meaningful movement of mindful consideration in the planning, navigation, and establishment of long-term future direction for the City. Identified as one of the major themes is economics. Workshops are on-going to encompass inclusion and feedback, project planning, scope, budget and execution.



## FINANCIAL MANAGEMENT POLICIES AND PHILOSOPHY



*Depiction of Dublin Link Pedestrian Bridge and Riverside Crossing Park*

### OPERATING BUDGET POLICIES

- The City's budget will be prepared according to Ohio law and is based on accounting for certain transactions on a basis of receipts, disbursements, and encumbrances.
- The City will pay for all current expenditures with current revenues and fund balances. The City will avoid budgetary procedures that balance current expenditures at the expense of future years, such as postponing expenditures, underestimating expenditures, overestimating revenues, or utilizing short-term borrowing to balance the budget.
- The budget will provide for adequate maintenance and repair of capital assets and for their orderly replacement.
- The City will protect against catastrophic losses through a combination of insurance and self-insurance funded programs.
- The City will maintain a budgetary control system to help it adhere to the budget.
- Financial reports, which compare actual performance with the budget, are available on-line for budgetary review by the departments/divisions.





## **FUND BALANCE POLICIES**

- The City will adhere to the fund balance policy as articulated in Ordinance No. 32-16.
- The City will maintain a General Fund balance of no less than 50% of the General Fund expenditures. At the end of each fiscal year, to the extent that the General Fund balance exceeds 75% of the year's General Fund expenditures, 25% of the amount in excess of 75% will be transferred to the Capital Improvements Tax Fund. The use of the transferred funds shall be consistent with the goals and policies of the Capital Improvements Tax Fund.

## **RESERVE POLICIES**

- The City will appropriate \$150,000 to a contingency account in the General Fund to provide for non-recurring and unanticipated expenditures.
- In accordance with the City's General Fund Balance Policy, the operating budget will be prepared in a manner in which the projected year-end General Fund balance will be equal to or greater than 50 percent of the actual General Fund operating expenditures.

## **CAPITAL IMPROVEMENTS PROGRAM POLICIES**

- The City will develop a five-year Capital Improvements Program on an annual basis.
- The City will enact an annual capital improvements budget based on the multi-year Capital Improvements Program.
- The City will coordinate development of the capital improvements budget with development of the operating budget.

## **DEBT MANAGEMENT POLICIES**

- The City will adhere to the debt policy as articulated in Ordinance No. 37-19, authorizing the modification of the City's original debt policy formalized in Ordinance 31-16.
- Of the Income Tax revenue dedicated to the Capital Improvements Tax Fund (25% of the 2% income tax collections), 60% will be allocated to pay debt service on projects, while the remaining 40% will be used to cash fund projects.
- The City will confine long-term borrowing to capital improvement projects.
- When the City finances capital projects by issuing debt, it will repay the debt within a period not to exceed the expected useful life of the project.
- The City will evaluate issuing debt and pay-as-you-go financing to maintain flexibility for the future.
- The City will continually seek to maintain and improve our current bond rating to minimize borrowing costs and to ensure that access to credit is preserved.
- The City will follow a policy of full disclosure on financial reports and official statements.



## **REVENUE POLICIES**

- The City will estimate its annual revenues by a conservative, objective, and analytical process.
- Non-recurring revenues will be used only to fund non-recurring expenditures.
- The City will encourage a diversified and stable local economy to avoid excessive reliance on any one industry or business for income tax revenues.
- The City will update the Cost of Services Study on a bi-annual basis to calculate the costs of providing services and consider such information when establishing user charges.

## **PURCHASING POLICIES**

- Purchases will be made in accordance with federal, state, and municipal requirements.
- Purchases will be made in an impartial, economic, competitive, and efficient manner.
- Purchases will be made from the lowest priced and most responsive vendor. Qualitative factors such as vendor reputation and financial condition will be considered, as well as price.

## **INVESTMENT POLICIES**

- The City's investment policies are governed by state statutes and city ordinances which authorize the City to invest in: obligations of the U.S. Treasury or other agencies and instrumentalities of the United States; no-load money market funds; certificates of deposit; commercial paper; bankers' acceptances; repurchase agreements collateralized by United States obligations; medium term notes issued by domestic corporations with greater than \$500 million in assets, or State Treasury Asset Reserve of Ohio (STAR Ohio).
- Investment in collateralized mortgage obligations or any form of derivative is expressly prohibited.
- The City purchases investments only through member banks of the Federal Reserve System or broker-dealers registered with the U.S. Securities and Exchange Commission, STAR Ohio, or directly through the Federal Reserve Bank.
- City Council is in-process of updating its investment policy. A revision is expected to be reviewed by City Council in 2022.



## ACCOUNTING AND FUND STRUCTURE



*Police Department and Mayor's Court Building, 6565 Commerce Parkway*

### Basis of Accounting

The City is operating on a “cash basis” of accounting, where only revenue received and expenses paid are documented throughout the calendar year. However, the City follows the guidance of the Government Accounting Standards Board (GASB) Statement No. 34 in presenting its annual financial statements. Statement No. 34 requires that both government-wide full accrual basis statements, and fund-level modified accrual basis statements be included in annual reports. Under the full accrual basis of accounting, revenues are recorded when earned, and expenses are recorded at the time a liability is incurred, regardless of the timing of the related cash flows. Under the modified accrual basis of accounting, revenues are recorded when received, or if they are both measurable and collectible within 60 days after year-end (soon enough to pay currently maturing liabilities). Expenditures are recorded when the related fund liability is incurred, with the exception of certain long-term liabilities which are recognized only when expected to be liquidated with existing resources (such as some compensated absences), or debt service which is recognized when due and paid.

The City produces a Comprehensive Annual Financial Report, in conformance with the guidelines prescribed by the Government Financial Officers Association (GFOA). The GFOA awarded the Certificate of Achievement for Excellence in Financial Reporting to the City for its Annual Financial Report for the fiscal year ended December 31, 2019. This is the highest form of recognition for excellence in financial reporting. A copy of the Report can be obtained from the Finance Department or on the City's website at <https://dublinohiousa.gov/>



## **Fund Accounting – Fund Types – Description of All Funds**

The City of Dublin operates from and administers several different types of funds. A fund is a group of related accounts that is used to maintain control over resources that have been segregated for specific activities. Like other state and local governments, the City uses fund accounting to ensure and demonstrate compliance with finance related requirements.

The budgeted funds of the City are the same as the funds included in the City's audited financial statements.

The following are the fund types, and fund descriptions used by the City:

### **General Fund**

The General Fund is the primary operating fund of the City and is used to account for all financial resources except those required to be accounted for in another fund. The largest revenue source to the City's General Fund is the local income tax. The General Fund is used to finance many of the services traditionally associated with local government, including parks, planning, economic development and the general administration of the City government, as well as any other activity for which a special fund has not been created. Significant amounts are also transferred by the General Fund to other funds to support them. This fund is characterized as a major fund as defined by the Government Accounting Standards Board (GASB) Statement No. 34.

### **Special Revenue Funds**

Special revenue funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. The City's special revenue funds include the Street Maintenance and Repair Fund, into which the City's share of gasoline taxes and motor vehicle registration fees are deposited; the Recreation Fund, for user fees associated with the City's recreation programs; and the Safety Fund, into which property tax revenues earmarked for police services and contractual revenues for provision of dispatching services to Washington Township, Norwich Township, the cities of Hilliard, Worthington, and Upper Arlington are deposited. The City also has special revenue funds for operation of the City's special events, outdoor pools, and for other purposes.

Although the Street Maintenance Fund, the Recreation Fund and Outdoor Pool Fund, the Cemetery Fund and the Safety Fund receive significant operating transfers from the General Fund, they are considered Special Revenue Funds since they collect funding that must be used for a specific purpose. Special Revenue Funds provide an extra level of accountability and transparency to the taxpayers that their tax dollars will go towards the intended purpose.

### **Street Maintenance and Repair Fund**

A fund provided to account for the allocation of revenues derived from motor vehicle license fees and gasoline taxes. Expenditures are restricted by state law to maintenance and repair of streets within the City.

### **State Highway Improvement Fund**

A fund provided to account for the allocation of revenues derived from motor vehicle license fees and gasoline taxes. Expenditures are restricted by state law to maintenance and repair of state highways within the City.



### **Cemetery Fund**

A fund provided to account for revenue received from the sale of cemetery lots and interment fees. Expenditures are restricted by Section 753.13, Ohio Revised Code, for the maintenance of the City's cemeteries.

### **Recreation Fund**

A fund provided to account for revenues and expenditures for parks and recreation programs and activities, including the Community Recreation Center.

### **Safety Fund**

A fund provided to account for revenues and expenditures for the operations of the City's Police Department. Major revenue sources are property taxes and subsidies from the General Fund. This fund is characterized as a major fund as defined by the Government Accounting Standards Board (GASB) Statement No. 34.

### **Swimming Pool Fund**

A fund provided to account for revenues and expenditures for swimming pool programs and activities, excluding the cost of the swimming pool.

### **Permissive Tax Fund**

A fund provided to account for permissive tax fees received in addition to the motor vehicle license tax. Expenditures are restricted by Section 4504, Ohio Revised Code, for construction or permanent improvements of the streets and state highways within the City.

### **Hotel/Motel Tax Fund**

A fund provided to account for 75% of the tax imposed on establishments that provide sleeping accommodations for transient guests. Expenditures are restricted to the advancement of cultural development, beautification of public property, improvement of the historic district and any other project or expenditure which would enhance the City's appeal to visitors and tourists.

### **Enforcement and Education Fund**

A fund provided to account for revenue received from penalties assessed in accordance with violations involving Section 4511.19, Ohio Revised Code. Expenditures are restricted to educating the public of laws governing the operation of a motor vehicle while under the influence of alcohol and other information relating to the operation of a motor vehicle and the consumption of alcoholic beverages.

### **Law Enforcement Trust Fund**

A fund provided to account for all cash or cash proceeds that are a result of contraband property seizures and forfeitures of property, in accordance with Section 2981.13, Ohio Revised Code.

### **Mandatory Drug Fine Fund**

A fund provided to account for revenue from mandatory fines imposed for drug offense convictions in accordance with Section 2925.03, Ohio Revised Code. Expenditures are restricted to law enforcement efforts pertaining to drug offenses.



### **Mayor's Court Computer Fund**

A fund provided to account for an additional fee collected for computerization of the Mayor's Court in accordance with Section 1901.261, Ohio Revised Code.

### **Accrued Leave Reserve Fund**

A reserve fund established for the purpose of accumulating resources for the payment of accumulated sick leave, vacation and compensatory time upon termination of employment or retirement as provided for by Section 5705.13(B), Ohio Revised Code. This fund is included with the General Fund for GAAP reporting as it does not have a restricted revenue source.

### **Wireless 9-1-1 System Fund**

A fund to provide for user assessment fees collected on every wireless phone bill to reimburse local public safety answering points for costs associated with receiving 9-1-1 calls placed from wireless phones.

### **Rings Unitrust Fund**

A fund provided to account for the donation of funds being made to the City as part of the real estate purchase agreement with the Robert W. Rings Charitable Remainder Unitrust. The funds are to be used for creating cultural educational opportunities within the City. A component of the cultural arts programming will offer free or reduced fee arts offerings to underprivileged and/or handicapped youth.

### **COVID Relief Fund**

A fund established in September 2020 by Ordinance 25-20 authorizing the Coronavirus Relief Fund as required by Ohio General Assembly for distributing funds provided by the CARES Act in Amended House Bill 481 of the 133<sup>rd</sup> General Assembly (H.B. 481).

### **Local Fiscal Recover Fund**

A fund established in August 2021 as authorized by Ordinance 33-21, and directed by Auditor of State Bulletin 2021-004 issued on April 7, 2021 indicating the funds received from the American Rescue Plan Act of 2021 (economic COVID-19 stimulus package) be place into a special revenue fund titled the Local Fiscal Recovery Fund.

### **Debt Service Funds**

Debt service funds are used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest and related costs. Included are funds for general obligation debt as well as funds generated by special assessments for debt issued to finance those specific projects.

### **General Obligation Debt Service Fund**

A fund provided to account for the accumulation of resources and payment of general obligation bond principal and interest from governmental resources. This fund is characterized as a major fund as defined by the Government Accounting Standards Board (GASB) Statement No. 34.

### **Economic Development Bonds Debt Service Fund**

A fund provided to account for the accumulation of resources and payment of revenue bond principal and interest from service payments related to the Bridge Street Parking Garage Structure.





### **Special Assessment Debt Service Fund**

A fund provided to account for the accumulation of resources and payment of special assessment bond principal and interest from special assessment levies with governmental commitment.

### **Capital Projects Funds**

Capital projects funds are used to account for financial resources set aside for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds).

### **Capital Improvements Tax Fund**

A fund provided to account for 25% of the local income tax collected a portion of which will fund capital improvements and a portion utilized to fund long-term debt. This fund is characterized as a major fund as defined by the Government Accounting Standards Board (GASB) Statement No. 34.

### **Parkland Acquisition Fund**

A fund provided to account for property taxes and development fees collected for the purpose of funding acquisition of recreational facility sites, open space, and/or parkland.

### **Capital Construction Fund**

A fund provided to account for the 2012 bond issuance proceeds received, to be expended for related public infrastructure projects, primarily street lighting improvements. This fund is characterized as a major fund as defined by the Government Accounting Standards Board (GASB) Statement No. 34.

### **Woerner-Temple TIF Fund**

A fund provided to account for the construction of the Woerner-Temple Road extension from Emerald Parkway to Avery Road, in accordance with a Tax Increment Financing Agreement entered into with Duke Realty Limited Partnership.

### **Ruscilli TIF Fund**

A fund provided to account for the construction of Venture Drive in accordance with a tax increment financing agreement entered into with Ruscilli Construction Company, Inc. Profit Sharing Plan and Trust. The original legislation was amended to provide for improvements to Perimeter Drive from Emerald Parkway to Avery-Muirfield Drive, including the intersection at Avery-Muirfield Drive, and improvements to Avery-Muirfield Drive/Perimeter Loop and Avery-Muirfield Drive/Post Road intersections, and improvements at Perimeter Drive/Commerce Parkway.

### **Pizzuti TIF Fund**

A fund provided to account for the Frantz Road and Metro Place South intersection improvements, a median cut at the intersection of the Millennium and Frantz Road, the acquisition of real estate interest in storm water improvements and features and related open space, and utility burial along Frantz Road in accordance with a tax increment financing agreement entered into with One Metro South Company.

### **Thomas/Kohler TIF Fund**

A fund provided to account for the construction of Phase III of the Emerald Parkway and in conjunction with an agreement between the City, Duke Realty Limited Partnership, F.A. Kohler Company, and RR Partners.



### **McKittrick TIF Fund**

A fund provided to account for the construction of Emerald Parkway Phase I and Phase II as required by a Tax Increment Financing Agreement between the City, Cardinal Health, Inc. and Whitmire Distribution Corporation.

### **Perimeter Center TIF Fund**

A fund provided to account for improving Perimeter Drive and Coffman Road as required by a Tax Increment Financing Agreement with Continental Real Estate Companies. The original legislation was amended to provide for improvements to Perimeter Drive from Emerald Parkway to Avery-Muirfield Drive, including the intersection at Avery-Muirfield Drive, and improvements to Avery-Muirfield Drive/Perimeter Loop and Avery-Muirfield Drive/Post Road intersections, and improvements at Perimeter Drive/Commerce Parkway.

### **Rings Road TIF Fund**

A fund provided to account for the widening of Rings Road, intersection improvements at Rings Road and Blazer Parkway and Rings Road and Frantz Road in accordance with a tax increment financing agreement entered into with Duke Realty Limited Partnership.

### **Perimeter West TIF Fund**

A fund provided to account for the westward extension of Perimeter Drive to the U.S. Route 33/State Route 161/Post Road interchange in accordance with tax increment financing agreements entered into with Ruscilli Development Company, Ltd., BJL Limited Partnership, and Mt. Carmel Health System.

### **Upper Metro Place TIF Fund**

A fund provided to account for the construction of Upper Metro Place and the landscaping improvements along SR161, as required by a tax increment financing agreement entered into with Capital Square, Ltd.

### **Rings/Frantz TIF Fund**

A fund provided to account for the Rings Road bridge widening and the future westward extension of Tuttle Crossing as required by a tax increment financing agreement entered into with Duke-Weeks Realty Corporation.

### **Historic Dublin Parking TIF Fund**

A fund provided to account for improving public parking facilities in Historic Dublin, in partnership with the Dublin City School District.

### **Emerald Parkway Phase 5 TIF Fund**

A fund provided to account for the design and construction of Emerald Parkway from Sawmill Road to Bright Road. (No budgetary schedule is presented for this fund due to no activity.)

### **Emerald Parkway Phase 8 TIF Fund**

A fund provided to account for the design and construction of Emerald Parkway from Riverside Drive to Bright Road.





### **Perimeter Loop TIF Fund**

A fund provided to account for the extension of Hospital Drive (formerly known as Perimeter Loop), and the improvements to intersections at Avery-Muirfield Drive and Perimeter Drive and Avery-Muirfield and Perime

### **Tartan West TIF Fund**

A fund provided to account for intersection improvements as identified in the traffic impact study completed pursuant to the Tartan West development plan, as well as to account for additional related public infrastructure improvements, including a water storage tank and booster station.

### **Shamrock Boulevard TIF Fund**

A fund provided to account for the extension of Shamrock Boulevard from its present northern terminus to Village Parkway, as a result of the expansion and upgrade to Wendy's International, Inc.'s existing facility. Also included are various other transportation and utility improvements in the area as outlined in the legislation establishing the TIF district.

### **River Ridge TIF Fund**

A fund provided to account for intersection improvements including additional turn lanes and an upgrade to the existing traffic signal and streetscape improvements at Riverside Drive and State Route 161.

### **Lifetime Fitness TIF Fund**

A fund provided to account for various public infrastructure improvements, including intersection improvements at Sawmill road and Hard Road.

### **COIC Improvement Fund**

A fund provided to account for various public infrastructure improvements including the improvements at the U.S. Route 33/State Route 161/Post Road interchange to accommodate future economic development in the West Innovation District (formerly known as the Economic Advancement Zone, Central Ohio Innovation Center, or COIC). (No budgetary schedule is presented for this fund due to no activity.)

### **Irelan Place TIF Fund**

A fund provided to account for the construction of a water line along Irelan Place.

### **Shier-Rings Road TIF Fund**

A fund provided to account for the widening of Shier-Rings Road from Avery Road to Emerald Parkway, including construction of a bikepath.

### **Shamrock Crossing TIF Fund**

A fund provided to account for the extension of Banker Drive and Stoneridge Lane to Shamrock Boulevard, and the extension of Shamrock Boulevard to Village Parkway. Also included are intersection improvements at State Route 161 and Riverside Drive, and various other infrastructure improvements including utility burial.



### **Bridge and High Street TIF Fund**

A fund provided to account for the public improvements related to the development at the Northwest corner of Bridge Street and High Street. These improvements include a public plaza and streetscape improvements, as well as construction of a public parking lot at 35 and 37 Darby Street.

### **Dublin Methodist Hospital TIF Fund**

A fund provided to account for the extension of the west-bound exit lane from US 33 to the Hospital site. Also included are other infrastructure improvements including extending Hospital Drive, improving the Avery Road/Shier-Rings Road intersection, and other related infrastructure in improvements.

### **Kroger Centre TIF Fund**

A fund provided to account for the construction of Emerald Parkway from Riverside Drive to Sawmill Road including improvements to Bright Road, Summit View Road, Riverside Drive, and intersection improvements at Sawmill Road and Hard Road. Also included are area stormwater improvements, water and sewer improvements and related appurtenances.

### **Frantz/Dublin Road TIF Fund**

A fund provided to account for the construction of an east-west connector road extending from Frantz Road to Dublin Road (State Route 745), including necessary infrastructure improvements.

### **Delta Energy TIF Fund**

A fund provided to account for the construction of roadway improvements and related appurtenances on Perimeter Drive from Emerald Parkway to Avery-Muirfield Drive, including a roundabout at the intersection of Commerce Parkway and Perimeter Drive. This Fund was established in accordance with the tax increment financing agreement entered into with Delta Energy Holdings, LLC.

### **Bridge Street Fund**

A fund provided to account for the construction of public infrastructure improvements, to be made in accordance with the Bridge Street Corridor Vision Plan adopted by City Council. This fund is characterized as a major fund as defined by the Government Accounting Standards Board (GASB) Statement No. 34.

### **Vrable TIF Fund**

A fund provided to account for the construction of public infrastructure improvements, to be made in accordance with the Bridge Street Corridor Vision Plan adopted by City Council. Projects within this plan are the John Shields Parkway, construction of a roadway between Dale Drive and Tuller Ridge Drive, construction of a roundabout at the intersection of US33/SR161/Riverside Drive and other infrastructure improvements.

### **Ohio University TIF Fund**

A fund provided to account for the relocation of Eiterman Road, the addition of lanes along US33 and SR161 between I270 and the Avery-Muirfield Drive interchange and reconstruction of the I270/US33 interchange.



### **West Innovation TIF Fund**

A fund provided to account for the construction of public infrastructure improvements related to the West Innovation Job Ready Site including improvements to State Route 161 from the corporate limits to the west to the US 33/Post Road Interchange, construction of roundabouts or other roadway improvements at State Route 161 and Houchard Road, State Route 161 and Cosgray and the internal roadway system serving the businesses within the West Innovation Site.

### **Tuller TIF Fund**

A fund provided to account for the construction of public infrastructure improvements related to the Tuller Flats Project including the construction of John Shields Parkway from Tuller Ridge Drive to Village Parkway as well as Graham Street. Additionally, the City will contribute to the construction of McCune Avenue, Watson Street, and Deardorf Street as part of this project.

### **Nestle TIF Fund**

A fund provided to account for the construction of public infrastructure improvements related to the Nestle USA Project.

### **Bridge Park TIF Fund**

A fund provided to account for the construction of public infrastructure improvements and service payments received within the Bridge Park Development.

### **Innovation TIF Fund**

A fund provided to account for intersection improvements at Emerald Parkway and Shier Rings Road; Shier Rings Road and Wilcox Road; Shier Rings Road and Avery Road; Emerald Parkway and Innovation Drive; and Emerald Parkway and Woerner-Temple Road, as well as the widening of Shier Rings Road from Avery Road to Emerald Parkway and the burial of overhead utility lines.

### **Riviera TIF Fund**

A fund provided to account for the construction of public infrastructure improvements related to the Riviera Development Project in accordance with the Thoroughfare Plan.

### **Penzone TIF Fund**

A fund provided to account for the construction of public infrastructure improvements within the Bridge Park District. (No budgetary schedule is presented for this fund due there being no revenue or expenditure activity.)

### **Bridge Park Block Z TIF Fund**

A fund provided to account for the construction of public infrastructure improvements and service payments received within Block Z of the Bridge Park Development. (No budgetary schedule is presented for this fund due there being no revenue or expenditure activity.)

### **H2 Hotel TIF Fund**

A fund provided to account for the construction of various public infrastructure improvements within the Bridge Street District, and service payments received within the Home2 (H2 Hotel) TIF area (which repealed the existing Cooker TIF in that area).



### **Bridge Park Block A TIF Fund**

A fund provided to account for the construction of public infrastructure such as public roadways, parking garages, and a conference/events center within the Bridge Street District, and service payments received within the Bridge Park Block A area.

### **Bridge Park Incentive District TIF Fund**

A fund provided to account for the construction of public infrastructure improvements and service payments received within the Incentive District established within the Bridge Park Development. (No budgetary schedule is presented for this fund due there being no revenue or expenditure activity.)

### **The Corners TIF**

A fund provided to account for the construction of public infrastructure improvements and service payments received for the project located at the intersections of Blazar Parkway, Frantz Road and Rings Road.

### **Permanent Funds**

Permanent funds are used to account for and report resources that are restricted to the extent that only earnings, and not principal, may be used for purposes that support the reporting government's programs. The Cemetery Perpetual Care Fund is considered a permanent fund.

### **Cemetery Perpetual Care Fund**

A fund established in order to set aside funds so that when all the City's cemetery burial lots are sold, there are funds remaining to properly maintain all cemetery lots in perpetuity. Expenditures are restricted by Sections 759.12 and 759.15, Ohio Revised Code, to interest earnings in the fund only.

### **Enterprise Funds**

Enterprise funds are used to account for operations that are financed and operated in a manner similar to private businesses, where the costs of providing goods or services to the general public on a continuing basis are financed or recovered primarily through user charges. The City operates the following enterprise funds:

#### **Water Fund**

A fund provided to account for the collection of a user surcharge, permit fees and the costs associated with the maintenance and repair of the City's water lines.

#### **Water Construction Fund**

In 2022, the City plans to issue debt for Water construction projects. This fund accounts for the funding of construction projects with the objective of ensuring that only appropriated funds pertaining to each project are utilized. This fund will be closed out when the projects are completed.

#### **Sewer Fund**

A fund provided to account for capacity charges for connecting into the sewer system and the costs associated with the maintenance and repair of the City's sewer lines.

#### **Sewer Construction Fund**

In recent years, the City issued debt to fund sewer lining and repair. This fund accounts for the funding of construction projects with the objective of ensuring that only appropriated funds pertaining to each project are utilized. This fund will be closed out when the projects are completed.



### **Internal Service Funds**

Internal service funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City, or to other governmental units, on a cost-reimbursement basis. The City maintains two internal service funds to account for the City's employee benefits self-insurance plan and workers' compensation self-insurance plan activities. Citywide program expenditures are incurred in the funds and the City's various departments reimburse the internal service funds for those costs.

#### **Employee Benefits Self-Insurance Fund**

A fund provided to account for monies received from other funds as payment for providing medical, dental and vision benefits. The Employee Benefits Self-Insurance Fund may make payments for service provided to employees, for reimbursements to employees who have paid providers, to third party administrators for claim payment or administration, for stop-loss coverage, or any other similar purposes.

#### **Workers' Compensation Self-Insurance Fund**

The Worker's Compensation Fund has been established to cover the costs associated with the City's Worker's Compensation coverage under a self-insurance plan.

### **Fiduciary Funds**

These funds are used for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other funds. These funds are not required to be budgeted.

Agency funds include deposits and unclaimed monies held for individuals and private organizations, hotel/motel taxes collected on behalf of the Dublin Convention and Visitors Bureau, building surcharges, sewer capacity charges, the Central Ohio Interoperable Radio System (COIRS), and the Property Assessed Clean Energy (PACE).



*Dublin Community Recreation Center, 5600 Post Road*



## BUDGET PROCEDURES

### **Budgetary Control System**

In addition to internal accounting controls, the City maintains budgetary controls. The objective of these budgetary controls is to ensure compliance with legal provisions outlined in the annual appropriation ordinance approved by City Council. Activities of all funds, including transfers and advances, are included in the annual appropriation ordinance. All funds except Agency Funds are legally required to be budgeted. Upon adoption of the annual appropriation ordinance by City Council, it becomes the formal budget for City operations. The appropriation ordinance controls expenditures at the object level and may be amended or supplemented by City Council during the year as required. Appropriations within a functional unit may be transferred within the same unit with approval of the City Manager.

Financial reports, which compare actual performance with the budget, are available internally to directors to review the financial status and measure the effectiveness of the budgetary controls. City Council receives copies of the City's Year-To-Date Budget Report on a monthly basis, and also receives a quarterly financial report and update from the City's Director of Finance. The City maintains an encumbrance accounting system as a technique for accomplishing budgetary control. At the end of the year, outstanding encumbrances are carried forward to the following year and unencumbered amounts lapse.

Department/Division budgets are monitored on a daily basis to ensure that appropriations of fund balances will not be overdrawn.

The City contracts for an annual external audit with either the Auditor of State's office or an independent public accounting firm. This audit is conducted according to standards established by the Auditor of State and includes a budgetary audit for compliance with requirements of the Ohio Revised Code, as well a review of the City's internal accounting controls and policies.

### **Basis of Budgeting versus Basis of Accounting**

Basis of budgeting refers to when revenues and expenditures or expenses are recognized in the accounts. Budgets for all City's fund types are prepared on a cash basis wherein transactions are recorded when cash is received or disbursed, or when a commitment has been recorded as an encumbrance against an applicable appropriation. The fund balances shown are unencumbered cash balances.

The basis of budgeting used for each fund in the operating budget is not the same as the basis of accounting used in the financial statements prepared at year-end for external reporting purposes. The basis of budgeting differs from the generally accepted accounting principles (GAAP) used for the City's year-end financial statements contained in the Comprehensive Annual Financial Report (CAFR). The General Fund, all special revenue funds, and all capital projects funds, all known as governmental funds, are accounted for using the modified accrual basis of accounting. Under this basis of accounting, revenues are recognized when they become both measurable and available. The availability period for the City is defined as 60 days after year-end.

Expenditures are recorded generally when the related fund liability is incurred. Proprietary funds, which include enterprise; internal service and agency funds along with agency funds, are accounted for in the CAFR using the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.





Differences in treatment exist between the cash-encumbrance basis of budgeting and the GAAP method of accounting for principals and interest, capital outlays, and depreciation. Notable is the difference for encumbrances; they are recorded as a reserve of fund balance on the modified accrual basis, but recorded as an expenditure on the cash basis.

### **Appropriations**

Activities of all funds, including transfers and advances, are included in the annual appropriation ordinance. All funds except agency funds are legally required to be appropriated.

City Council is required by Charter to adopt an appropriation ordinance prior to the beginning of the ensuing fiscal year. The appropriation ordinance controls expenditures at the fund and function or major organizational unit level (the legal level of control) and may be amended or supplemented by City Council during the year as required. Appropriations within an organizational unit may be transferred within the same organizational unit with the approval of the City Manager.

Unencumbered appropriations lapse at year-end and may be re-appropriated in the following year's budget. Encumbrances outstanding at year-end are carried forward in the following year. The prior year appropriations corresponding to these encumbrances are also carried forward as part of the budgetary authority for the next year and are included in the revised budget amounts shown in the budget to actual comparisons.

### **Modification to the Budget – Supplemental Appropriations**

Amendments to authorized appropriations may be made from time to time as changing circumstances dictate. These are recommended to City Council by the City Manager, usually on a quarterly basis, along with the rationale supporting the request(s). Such budget amendments must be approved by ordinance of City Council.

### **Encumbrances**

The City establishes encumbrances by which purchase orders, contracts and other commitments are recorded to set aside a portion of the applicable appropriation. An encumbrance reserves the available spending authority as a commitment for a future expenditure.

### **The Annual Budget Process**

The City recognizes the importance of long-term strategic planning as evidenced by its comprehensive annual planning. Similarly, it recognizes that prudent financial planning considers the multi-year implications of financial decisions. The City takes a conservative approach to budgeting both revenues and expenditures based on past experience, the volatility of the revenue source, inflation and other economic conditions, and the cost of providing services.

**Public Input** – The Tax Budget, Five-Year Capital Improvements Program, and Annual Operating Budget are approved through City Ordinances which receive an initial reading, and a second reading and public hearing prior to being approved by City Council. City Council also conducts multiple public work sessions prior to the approval of the Capital Improvements Program and the Annual Operating Budget, allowing many opportunities for staff and resident input.

**Balanced Budget** - The Annual Operating Budget reflects the City's practice of conservatively estimating revenue while budgeting realistic expenditures. Consequently, operating revenues in a given year may exceed expenditures. However, each fund in which the expenditures are anticipated to exceed



revenues must have sufficient fund balances to offset the differences. For this reason, the City's administration maintains a "balanced budget."

**Annual Budget Calendar** - City Council has adopted an annual budget calendar. The calendar has established timeframes for preparing, reviewing, and adopting the City's Tax Budget, Five-Year Capital Improvements Program (CIP) and the Annual Operating Budget. The calendar is a planning tool that provides consistency from year-to-year and ensures the budget documents are adopted in a timely manner.

**Tax Budget** - The City is required by state statute to adopt an annual appropriation cash basis Tax Budget. All funds except agency funds are legally required to be budgeted utilizing encumbrance accounting. The Tax Budget is the first legally required step in the annual budget process and represents the City's first estimate of its anticipated financial condition, resources, and expenditure needs for the next fiscal year. The primary purpose of the Tax Budget is to set property tax rates and allocate local government fund dollars.

The Tax Budget is adopted by City Council, after a public hearing is held, by July 15 of each year. The Tax Budget is submitted to the Franklin and Delaware County Auditors, as Secretaries to the County Budget Commissions, by July 20 of each year, for the period January 1 to December 31 of the following year. Union County no longer requires submission of a Tax Budget. The Franklin County Commission (the Commission) determines if the budget substantiates a need to levy the full amount of authorized property tax rates and reviews revenue estimates. The Commission certifies its actions to the City on or around September 1. As part of this certification, the City receives the official Certificate of Estimated Resources, which states the projected revenue of each fund. On or about January 1, the Certificate of Estimated Resources is amended to include unencumbered fund cash balances at December 31. Prior to December 31, the City must revise its budget so that total contemplated expenditures from any fund during the ensuing total fiscal year will not exceed the amount stated in the Certificate of Estimated Resources.

**Five-Year Capital Improvements Program (CIP)** – The City prepares a five-year capital plan that is updated annually. The plan prioritizes all anticipated capital projects and determines the availability of funding. The operational costs associated with the maintenance and operations of a proposed capital item are estimated and included in the Annual Operating Budget.

**Annual Operating Budget** – The City prepares an Annual Operating Budget. This document serves as the financial operating guide for the City and includes the funding for the capital budget. The Annual Operating Budget is prepared on a cash basis.



*City Hall Council Chambers, dedicated July 26, 2021*



### BUDGET CALENDAR



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**TIME FRAMES FOR THE 2022 BUDGET PROCESS**

The City of Dublin Charter dictates that the laws of the State of Ohio relating generally to budgets, appropriations, taxation, debts, bonds, assessments, deposit and investment of funds and other fiscal matters of the City shall be applicable. Adoption of a Five-Year Capital Improvements Program and an Annual Operating Budget are required by City Charter. The annual budget calendar is established annually by City Council, and dates of work sessions and legislation can vary from year-to-year.

<b><u>Function Description</u></b>	<b><u>Target Date</u></b>	<b><u>Responsible Party</u></b>
Submit Certificate of the Total Amount Available for Expenditure; from all sources, including balances from previous year (dates as prescribed by Ohio Revised Code)	On or about January 1 (first week of new year)	Finance
City Council goal setting for the following year	First Quarter	City Council / City Manager and Senior Leadership
GFOA Budget Award submission	90 days after City Council's adoption of Annual Operating Budget	Finance
Five-Year Capital Improvements Program (CIP) kick-off memo to departments/divisions	March 2	City Manager / Director of Finance
Departments/Divisions submit CIP project proposal forms to Director of Finance. Finance begins review and compilation of the CIP	April 23	All City Departments / Division Directors
Meet with Department Managers to discuss CIP proposals	May	City Manager / Finance
Complete Tax Budget and send to City Council for approval (dates as prescribed by Ohio Revised Code)	On or before May 1 (Approved by City Council on June 14)	Finance
City Administration's debt presentation to Finance Committee of City Council	June 7	City Manager / Director of Finance
File Tax Budget with the Franklin, Delaware and Union County Auditors	On or Before July 20	Finance
Annual Operating Budget kick-off memo to departments/divisions	Late-July (on or about July 26)	City Manager / Director of Finance



<b><u>Function Description</u></b>	<b><u>Target Date</u></b>	<b><u>Responsible Party</u></b>
Review for Annual Operating Budget: <ul style="list-style-type: none"> <li>• Payroll budget preparation</li> <li>• Health insurance rate analysis review</li> <li>• Finalize revenue projections</li> </ul>	July / August	Finance / HR
Departments/Divisions submit operating budget requests with supporting documentation to the Director of Finance	Early-August (on or about August 9)	Finance
Finance Department begins analysis and compilation of draft Annual Operating Budget	August	Finance
Human Resources meets with Departments/Divisions as needed to review organizational charts, personnel proposals (new or reclassifications) and justifications for staffing requests	January through August	HR / Department Directors
Meet with Director of Data Analytics to discuss performance measurements for the Annual Operating Budget	July / August	Finance
Finance Committee of the Whole (work session) review meeting(s) for CIP #1 <ul style="list-style-type: none"> <li>• Revenue presentation;</li> <li>• Debt profile;</li> <li>• Capital projects (CIP) discussion</li> </ul> (NOTE: Public Meeting)	August 9	City Council / City Manager / Director of Finance
Finance Committee of the Whole (work session) review meeting(s) for CIP #2 <ul style="list-style-type: none"> <li>• CIP follow-up discussion;</li> <li>• Discussion to include Water and Sewer analysis for year-end fee ordinance</li> </ul> (NOTE: Public Meeting)	August 23	City Council / City Manager / Director of Finance
Finance Committee of the Whole (work session) review meeting(s) for CIP #3 (NOTE: Public Meeting)	August 30	City Council / City Manager / Director of Finance
1 <sup>st</sup> Reading of CIP by City Council	August 16	City Council



<b><u>Function Description</u></b>	<b><u>Target Date</u></b>	<b><u>Responsible Party</u></b>
2 <sup>nd</sup> Reading and Public Hearing/Approval of CIP by City Council	September 13	City Council
Departments/Divisions meet with City Manager, Finance Director, Budget Manager and appropriate staff to discuss operating budget requests	September	Department/Division Directors
Receive Official Certificate of Estimated Resources from Franklin County	Mid-September	Finance
Adoption of Resolution Accepting the Amounts and Rates As Determined By The Necessary Tax Levies and Certifying Them to The County Auditor (dates as prescribed by Ohio Revised Code)	On or before October 1	City Council/Finance
Presentation of revenue projections to City Council for the following year	September 27	City Manager/Director of Finance
Proposed Annual Operating Budget submitted to City Council	Early-October	City Manager/Director of Finance
Finance Committee of the Whole work session / review meeting for Annual Operating Budget #1 (NOTE: Public Meeting)	October 11	City Council
Finance Committee of the Whole work session / review meeting for Annual Operating Budget #2 (NOTE: Public Meeting) – prior to City Council’s regularly scheduled meeting	October 18	City Council
Annual Operating Budget – 1 <sup>st</sup> reading	October 18	City Council
Annual Operating Budget – 2 <sup>nd</sup> reading and public hearing (vote postponed) – staff directed to make budget adjustment	October 25	City Council
Annual Operating Budget – 2 <sup>nd</sup> reading and public hearing	November 8	City Council



<b><u>Function Description</u></b>	<b><u>Target Date</u></b>	<b><u>Responsible Party</u></b>
Compensation Plan Ordinance for next fiscal year in association with the Annual Operating Budget brought forward by Human Resources (requires two readings)	October 25 and November 8	City Council
Submit Annual Appropriation Ordinance for next fiscal year (requires two readings)	November 15 and December 6	City Council
Submit approved Annual Appropriations Ordinance to County Auditor	On or about January 1	Finance

### FINANCIAL SUMMARIES



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## SUMMARY FOR ALL FUNDS

Fund	1/1/2022 Cash Balance	Estimated Revenue	Estimated Advances and Transfers-In	Estimated Resources Available	Estimated Expenditures	Estimated Advances and Transfers-Out	12/31/2022 Unencumbered Balance
GENERAL (2021 Revised Budget)	\$ 57,470,119	\$ 76,459,160	\$ 918,800	\$ 134,848,079	\$ 63,902,935	\$ 22,436,965	\$ 48,508,179
<b>SPECIAL REVENUE FUNDS</b>							
Street Maintenance and Repair	\$ 2,025,209	\$ 2,573,500	\$ -	\$ 4,598,709	\$ 3,494,325	\$ -	\$ 1,104,384
State Highway Improvement	\$ 544,482	\$ 206,100	\$ -	\$ 750,582	\$ 25,000	\$ 225,000	\$ 500,582
Recreation	\$ 2,821,760	\$ 2,460,750	\$ 4,250,000	\$ 9,532,510	\$ 8,115,965	\$ -	\$ 1,416,545
Swimming Pool	\$ 346,917	\$ 567,500	\$ 500,000	\$ 1,414,417	\$ 1,144,850	\$ -	\$ 269,567
Permissive Tax	\$ 201,797	\$ 120,000	\$ -	\$ 321,797	\$ -	\$ 200,000	\$ 121,797
Hotel/Motel	\$ 2,669,823	\$ 3,855,500	\$ 1,500,000	\$ 8,025,323	\$ 5,480,000	\$ -	\$ 2,545,323
Safety	\$ 2,188,739	\$ 4,457,800	\$ 14,580,000	\$ 21,226,539	\$ 19,416,275	\$ -	\$ 1,810,264
Law Enforcement Trust	\$ 134,171	\$ 700	\$ -	\$ 134,871	\$ 7,000	\$ -	\$ 127,871
Mandatory Drug Fine	\$ 2,840	\$ 40	\$ -	\$ 2,880	\$ -	\$ -	\$ 2,880
Wireless 9-1-1 System	\$ 671,397	\$ 128,000	\$ -	\$ 799,397	\$ 46,820	\$ 80,000	\$ 672,577
Education and Enforcement	\$ 70,038	\$ 1,000	\$ -	\$ 71,038	\$ 2,000	\$ -	\$ 69,038
Mayor's Court Computer Fund	\$ 56,258	\$ 15,500	\$ -	\$ 71,758	\$ 12,500	\$ -	\$ 59,258
Cemetery	\$ 130,909	\$ 29,500	\$ 150,000	\$ 310,409	\$ 211,350	\$ -	\$ 99,059
Accrued Leave Reserves	\$ 388,718	\$ 504,000	\$ -	\$ 892,718	\$ 474,250	\$ -	\$ 418,468
Rings Unitrust	\$ 600,000	\$ -	\$ -	\$ 600,000	\$ -	\$ -	\$ 600,000
Coronavirus Relief Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Local Coronavirus Recovery Fund	\$ 2,568,389	\$ 2,568,335	\$ -	\$ 5,136,724	\$ -	\$ -	\$ 5,136,724
<b>DEBT SERVICE FUNDS</b>							
G.O. Debt Service	\$ 2,647,308	\$ 50,000	\$ 13,502,630	\$ 16,199,938	\$ 13,480,580	\$ -	\$ 2,719,358
Economic Development Bond Ret	\$ 350,005	\$ -	\$ 2,069,800	\$ 2,419,805	\$ 2,065,985	\$ -	\$ 353,820
Special Assessment Debt Service	\$ 10,386	\$ -	\$ -	\$ 10,386	\$ -	\$ -	\$ 10,386
1992 Special Assessment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2001 Special Assessment	\$ 142,224	\$ -	\$ -	\$ 142,224	\$ -	\$ -	\$ 142,224
<b>CAPITAL PROJECTS FUNDS</b>							
Capital Improvements Tax	\$ 17,531,691	\$ 32,405,500	\$ 2,458,000	\$ 52,395,191	\$ 34,990,000	\$ 11,725,715	\$ 5,679,476
Parkland Acquisition	\$ 2,549,155	\$ 819,650	\$ -	\$ 3,368,805	\$ 762,000	\$ -	\$ 2,606,805
Capital Construction	\$ 699,321	\$ 23,200,000	\$ -	\$ 23,899,321	\$ 23,007,500	\$ -	\$ 891,821
Woerner-Temple TIF	\$ 178,005	\$ 130,000	\$ -	\$ 308,005	\$ 11,000	\$ 170,000	\$ 127,005
Ruscilli TIF	\$ 742,195	\$ 560,000	\$ -	\$ 1,302,195	\$ 10,000	\$ 1,102,715	\$ 189,480
Pizzuti TIF	\$ 881,435	\$ 220,000	\$ -	\$ 1,101,435	\$ 10,000	\$ 465,000	\$ 626,435
Thomas/Kohler TIF	\$ 301,876	\$ 630,000	\$ -	\$ 931,876	\$ 12,000	\$ 800,000	\$ 119,876
McKittrick TIF	\$ 1,951,726	\$ 785,000	\$ -	\$ 2,736,726	\$ 12,000	\$ 1,145,225	\$ 1,579,501
Perimeter Center TIF	\$ 5,015,860	\$ 495,000	\$ 1,900,000	\$ 7,410,860	\$ 6,920,000	\$ -	\$ 490,860
Rings Road TIF	\$ 480,467	\$ 310,000	\$ -	\$ 790,467	\$ 7,500	\$ 98,800	\$ 684,167
Perimeter West TIF	\$ 201,031	\$ 1,050,000	\$ -	\$ 1,251,031	\$ 475,000	\$ 653,745	\$ 122,286
Upper Metro Place TIF	\$ 251,989	\$ 425,000	\$ -	\$ 676,989	\$ 7,000	\$ 500,000	\$ 169,989
Rings/Frantz TIF	\$ 1,889,843	\$ 450,000	\$ -	\$ 2,339,843	\$ 6,500	\$ 750,000	\$ 1,583,343
Historic Dublin TIF	\$ 30,245	\$ 65,000	\$ -	\$ 95,245	\$ 1,500	\$ 75,000	\$ 18,745
Emerald Pkwy Phase 5 TIF	\$ 22,107	\$ -	\$ -	\$ 22,107	\$ -	\$ -	\$ 22,107
Emerald Pkwy Phase 8 TIF	\$ 536,181	\$ -	\$ -	\$ 536,181	\$ -	\$ 481,825	\$ 54,356
Perimeter Loop TIF	\$ 45,471	\$ 36,000	\$ -	\$ 81,471	\$ 1,000	\$ 30,000	\$ 50,471
Tartan West TIF Fund	\$ 1,655,890	\$ 1,150,000	\$ -	\$ 2,805,890	\$ 1,362,000	\$ 700,000	\$ 743,890
Shamrock Blvd. TIF Fund	\$ 117,080	\$ 60,000	\$ -	\$ 177,080	\$ 1,500	\$ 75,000	\$ 100,580
River Ridge TIF Fund	\$ 825,434	\$ 110,000	\$ -	\$ 935,434	\$ 1,750	\$ 137,430	\$ 796,254
Lifetime Fitness TIF	\$ 664,931	\$ 140,000	\$ -	\$ 804,931	\$ 2,500	\$ -	\$ 802,431
COIC Improvement Fund	\$ 115,488	\$ -	\$ -	\$ 115,488	\$ 115,487	\$ -	\$ 1
Irelan Place TIF	\$ 4,966	\$ 3,500	\$ -	\$ 8,466	\$ 300	\$ 3,000	\$ 5,166
Shier Rings Road TIF	\$ 16,389	\$ 10,100	\$ -	\$ 26,489	\$ 1,250	\$ -	\$ 25,239
Shamrock Crossing TIF	\$ 299,594	\$ 280,000	\$ -	\$ 579,594	\$ 30,000	\$ 325,000	\$ 224,594
Bridge and High TIF	\$ 331,629	\$ 115,000	\$ -	\$ 446,629	\$ 1,750	\$ 150,000	\$ 294,879
Dublin Methodist Hospital TIF	\$ 968,680	\$ 140,000	\$ -	\$ 1,108,680	\$ 1,850	\$ -	\$ 1,106,830
Kroger Centre TIF	\$ 546,095	\$ 277,500	\$ -	\$ 823,595	\$ 5,500	\$ -	\$ 818,095
Frantz/Dublin Road TIF	\$ 14,526	\$ -	\$ -	\$ 14,526	\$ -	\$ -	\$ 14,526
Delta Energy TIF	\$ 20,357	\$ -	\$ -	\$ 20,357	\$ -	\$ -	\$ 20,357
Bridge Street TIF	\$ 478,356	\$ -	\$ 1,536,965	\$ 2,015,321	\$ 1,536,965	\$ -	\$ 478,356
Vrable TIF	\$ 622,573	\$ 480,000	\$ -	\$ 1,102,573	\$ 6,000	\$ 745,100	\$ 351,473
West Innovation TIF	\$ 2,646,605	\$ 700,000	\$ 2,600,000	\$ 5,946,605	\$ 4,413,500	\$ -	\$ 1,533,105
Ohio University TIF	\$ 13,844	\$ -	\$ -	\$ 13,844	\$ -	\$ -	\$ 13,844
Tuller TIF	\$ 1,195,114	\$ 1,100,000	\$ -	\$ 2,295,114	\$ 15,500	\$ 750,875	\$ 1,528,739
Nestle TIF	\$ 208,413	\$ 31,500	\$ -	\$ 239,913	\$ 1,000	\$ -	\$ 238,913
Bridge Park Blocks B and C TIF	\$ 423,598	\$ 2,432,351	\$ -	\$ 2,855,949	\$ 30,000	\$ 2,419,800	\$ 406,149
Innovation TIF	\$ 83,503	\$ 65,000	\$ -	\$ 148,503	\$ 1,200	\$ -	\$ 147,303
Riviera TIF	\$ 506,368	\$ 300,000	\$ -	\$ 806,368	\$ 38,000	\$ 550,000	\$ 218,368
Penzone TIF	\$ 133,193	\$ 100,000	\$ -	\$ 233,193	\$ 1,750	\$ 30,000	\$ 201,443
H2 Hotel TIF	\$ 319,761	\$ 310,000	\$ -	\$ 629,761	\$ 5,000	\$ 325,000	\$ 299,761
Bridge Park Block Z TIF	\$ -	\$ 150,000	\$ -	\$ 150,000	\$ 150,000	\$ -	\$ -
Bridge Park Block A TIF	\$ -	\$ 1,070,000	\$ -	\$ 1,070,000	\$ 1,070,000	\$ -	\$ -
Bridge Park Incentive District TIF	\$ -	\$ 70,350	\$ -	\$ 70,350	\$ 70,350	\$ -	\$ -
The Corners TIF	\$ 25,091	\$ -	\$ 250,000	\$ 275,091	\$ 229,500	\$ -	\$ 45,591



## SUMMARY FOR ALL FUNDS

Fund	1/1/2022 Cash Balance	Estimated Revenue	Estimated Advances and Transfers-In	Estimated Resources Available	Estimated Expenditures	Estimated Advances and Transfers-Out	12/31/2022 Unencumbered Balance
<b>PERMANENT IMPROVEMENT FUNDS</b>							
Cemetery Perpetual Care	\$ 1,600,672	\$ 30,000	\$ -	\$ 1,630,672	\$ -	\$ -	\$ 1,630,672
<b>ENTERPRISE FUNDS</b>							
Water	\$ 11,496,024	\$ 1,197,500	\$ 115,000	\$ 12,808,524	\$ 1,795,330	\$ -	\$ 11,013,194
Water Construction	\$ -	\$ 1,595,000	\$ -	\$ 1,595,000	\$ 1,595,000	\$ -	\$ -
Sewer	\$ 4,427,518	\$ 2,470,000	\$ 820,000	\$ 7,717,518	\$ 3,880,180	\$ -	\$ 3,837,338
Sewer Construction Fund	\$ 372,509	\$ 2,475,000	\$ -	\$ 2,847,509	\$ 2,472,500	\$ -	\$ 375,009
Merchandising	\$ 34,038	\$ -	\$ -	\$ 34,038	\$ -	\$ -	\$ 34,038
<b>INTERNAL SERVICE FUNDS</b>							
Employee Benefits Self-Insurance	\$ 4,000,575	\$ 10,060,000	\$ -	\$ 14,060,575	\$ 10,075,825	\$ -	\$ 3,984,750
Workers' Compensation Self-Insurance	\$ 156,705	\$ 201,250	\$ -	\$ 357,955	\$ 344,500	\$ -	\$ 13,455
<b>FIDUCIARY FUNDS</b>							
Trust and Agency	\$ 372,806	\$ 3,282,470	\$ -	\$ 3,655,276	\$ 3,411,400	\$ -	\$ 243,876
Visit Dublin Ohio	\$ 31,437	\$ 800,000	\$ -	\$ 831,437	\$ 800,000	\$ -	\$ 31,437
COIRS	\$ 317,500	\$ 1,243,360	\$ -	\$ 1,560,860	\$ 1,368,535	\$ -	\$ 192,325
PACE	\$ -	\$ 1,911,855	\$ -	\$ 1,911,855	\$ 1,911,855	\$ -	\$ -
<b>Totals</b>	<b>\$ 144,397,347</b>	<b>\$ 189,940,271</b>	<b>\$ 47,151,195</b>	<b>\$ 381,488,813</b>	<b>\$ 220,860,612</b>	<b>\$ 47,151,195</b>	<b>\$ 113,477,006</b>

## **REVENUE PROJECTIONS**



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## REVENUE PROJECTIONS FOR 2022

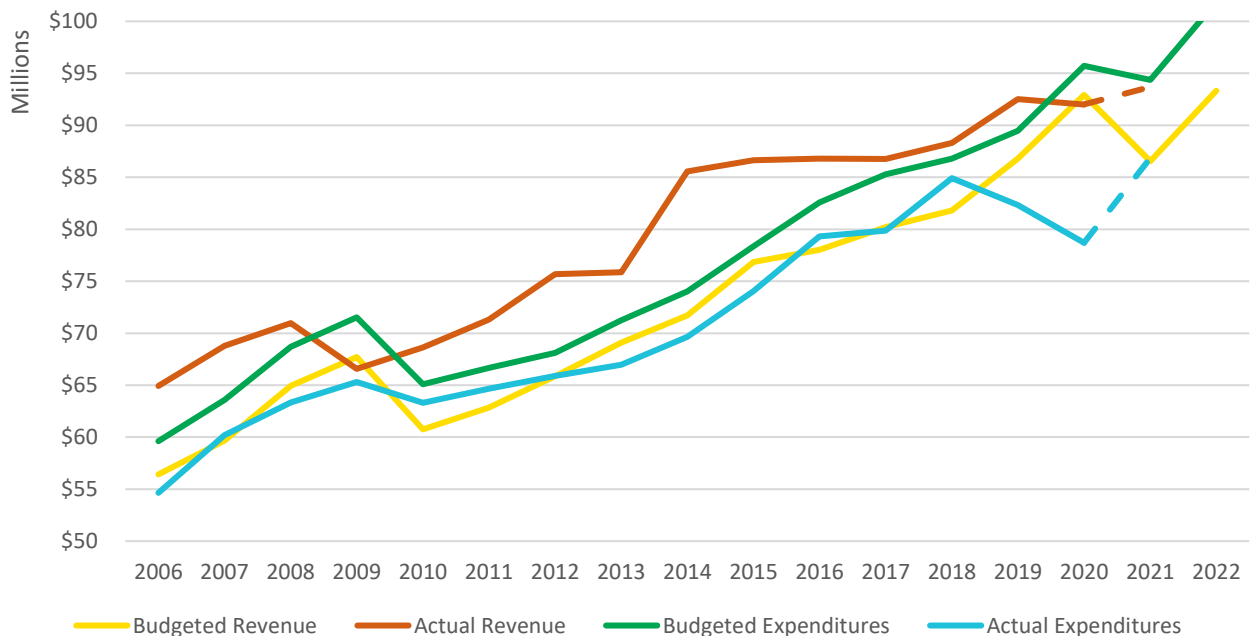
Projecting revenues is an important element in the preparation of an operating budget. The City's annual budget calendar provides for the projection of revenues to be completed prior to receiving budget requests from the City's work units. Revenue projections and their level of growth should be used to evaluate the level of growth allowed for operating expenditures. As stated in our Capital Improvements Program (CIP), both City Council and the administration recognize that controlling expenditures will provide additional funding for capital improvements.

As part of the City's budget philosophy, as reflected in the Financial Management Policies section of the budget document, revenue will be estimated using a conservative, objective and analytical approach. This philosophy is predicated on the fact the City has limited control over revenues. It is better to underestimate revenues which would result in an increase in our fund balances than to overestimate and have a shortfall.

The City's goal is to make reasonable revenue projections, especially for key revenues such as income taxes, property taxes, intergovernmental revenues, and charges for services.

Using the City's budget philosophy, actual revenues have historically exceeded budgeted revenues, with the exception of fiscal year 2009, with the national economic downturn.

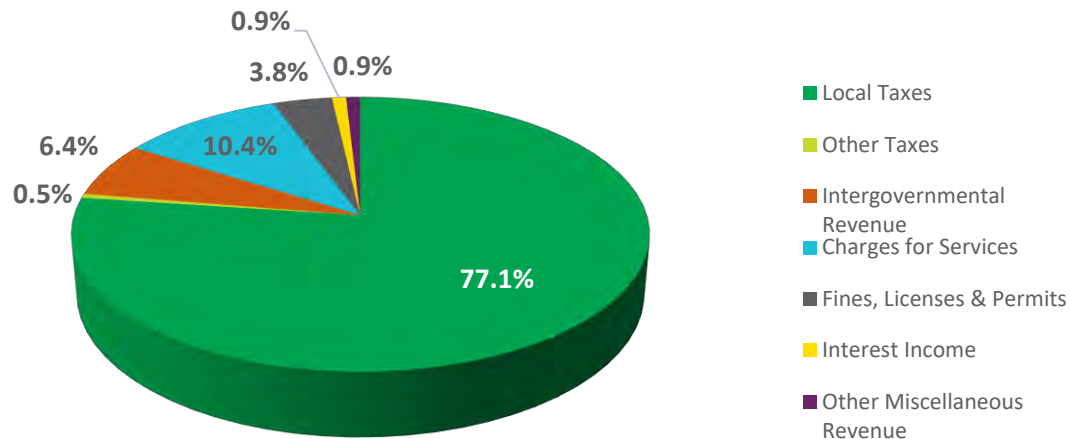
### Total Operating Revenues





Operating Revenue - \$93,323,385

Represents a 7.84% increase as compared to the 2021 Operating Budget



This section provides projections for the key revenue sources of the City for 2022. The information provides **actual information for 2017 through 2020, estimates for 2021, and projections for 2022 and 2023.**

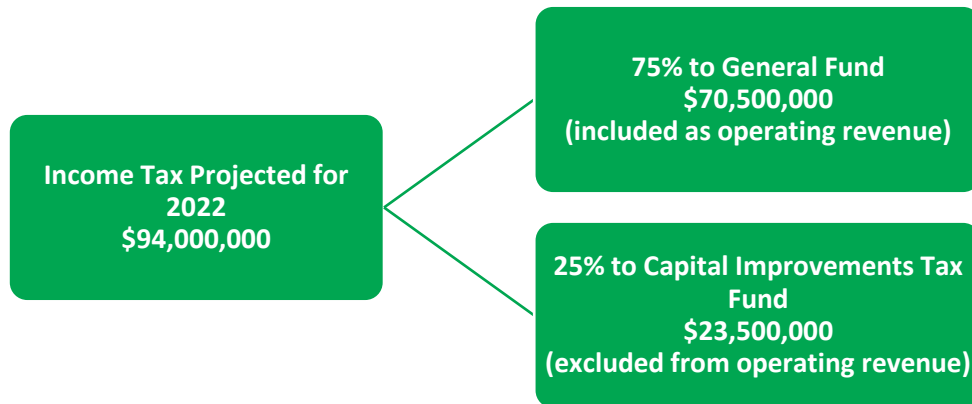
### General Fund

The General Fund is used to account for all activities of the City that are not accounted for in any other fund. It is used to account for many basic services including the municipal court, parks operations, city planning and code enforcement, building inspections, economic development, and administrative support. Also, General Fund resources are used to subsidize other services such as police protection, recreation services, outdoor swimming pools, streets and utilities services, and the cemetery.

#### Income Taxes

All residents of the City of Dublin who are 18 years and older are required to file an income tax return with the City, regardless of where, or if, they work. The local income tax rates is 2% and applies to gross wages, salaries, and other personal service compensation, and net profits of Dublin businesses.

Income taxes allocated to the General Fund reflect 75% of the total income taxes collected. The remaining 25% is reflected in the Capital Improvements Tax Fund and can only be used for capital improvements, as established by Ordinance.

**Income Tax Distribution – Projected 2022****Income Taxes (General Fund Collections)**

2017	\$65,630,150
2018	66,090,159
2019	70,011,955
2020	69,182,020
2021	72,000,000
2022	70,500,000
2023	71,205,000

Income tax revenues are the City's largest revenue source. In 2022, income tax revenues are estimated to comprise approximately 92% of General Fund operating revenues (not including transfers/advances). Total income tax collections for 2022 in both the General Fund and the Capital Improvements Tax Fund is projected to be \$94,000,000 which represents 59% of all revenues projected for 2022 when transfer/advances and Agency Fund collections are deducted.

Due to the importance of income tax revenue, collections are monitored on a daily basis. In making current year estimates, the City relies on the Receipts Distribution Summary, a system report that compares the current year collections by type to last year's collections by type, and an in-house spreadsheet which indicates total collections by month, percentage of increase/decrease, and each month's collection as a percentage of total collections for the past years.

Based on activity, adjustments may be made to the current year estimate periodically through the year. 2022 income tax collections are projected to increase 1% annually for years 2024 through 2026. These estimates are consistent with projections utilized in the 2022 – 2026 Capital Improvements Program (CIP).

Since withholding taxes make up the majority of income tax revenue, economic development efforts to retain and expand existing businesses and attract new businesses are very important. The City continues to aggressively pursue high-end commercial development which has resulted in several



major corporate expansions and relocations to the City.

The City's dependency on this volatile revenue source reinforces the need for conservative revenue projections.

The following chart reflects statistical data about the total actual income tax collected for years 2000 through 2018.

	Income Tax Receipts	% Change over PY	
2000	43,825,247	8.3%	
2001	48,826,163	11.4%	
2002	50,156,963	2.7%	
2003	51,870,173	3.4%	
2004	53,106,978	2.4%	
2005	57,987,883	9.2%	
2006	64,217,598	10.7%	
2007	67,232,642	4.7%	
2008	70,219,039	4.4%	
2009	65,907,593	-6.1%	
2010	68,848,526	4.5%	
2011	71,619,257	4.0%	
2012	75,430,513	5.3%	
2013	82,105,369	8.8%	
2014	88,068,530	7.3%	
2015	87,784,862	-0.3%	
2016	89,980,298	2.5%	
2017	87,506,868	-2.7%	
2018	88,120,215	0.7%	
2019	93,349,275	5.9%	
2020	92,242,696	-1.2%	
2021	101,076,575	9.6%	

- 15-year average growth: 3.2%

- 10-year average growth: 3.0%

- **5-year average growth: 2.5%**

- Largest decrease: 2009 at 6.1%

- Largest increase: 2001 at 11.4%

Loss of Verizon 2012-2016

Loss of Nationwide 2016-2018

Loss of Chase 2016-2017

Certainly, income tax projections fluctuate from year-to-year. Should information become available that would imply an increase (or decrease) in the projection is warranted, provisions would be made to allow for the adjustments. Additionally, the City has worked with a data analytics company to analyze income tax revenues. As the City builds on the results of the analytics, confident future projections will be even more precise.

### **Intergovernmental Revenues**

Intergovernmental revenues comprise a small portion of the General Fund revenue. The most significant are local government fund collections (shown below). Other intergovernmental revenues include cigarette taxes, liquor and beer permits, and other miscellaneous revenues.

### **Local Government**

2017	\$293,943
2018	232,870
2019	287,843
2020	223,546
2021	244,034
2022	230,260
2023	230,252

The Local Government Fund is the State of Ohio's revenue sharing program, whereby local governmental entities share a portion of the State of Ohio's tax revenue. A portion of the funds are distributed directly to the City from the State of Ohio and a portion of the funds are distributed to the counties who, in turn, distribute to local governmental entities.





Due to the reduction of revenue allocated to the Local Government Fund from the State of Ohio, the City has budgeted local government revenue conservatively for 2021 and beyond.

### **Licenses and Permits**

Various licenses and permits are issued by the City with the vast majority related to development and building activity within the City.

2017	\$3,969,229
2018	2,927,650
2019	3,866,752
2020	3,178,043
2021	3,113,240
2022	3,040,400
2023	3,040,400

The City has adopted a fee structure based on the cost of providing services. The intent is to identify the benefactors of a service (that is not a general tax service) and charge them a user fee. The total revenue collected for development and building activity fees is dependent upon the economy and can fluctuate significantly from year to year. Building activity increased in 2016 and 2017 due to larger-scale projects which resulted in an increase in revenue associated with inspections and plan review. Although the City anticipates building activity to continue in the upcoming years, it will likely be smaller-scale projects, resulting in less revenue. Additionally, the City recognizes that local and national economic conditions could impede this growth.

### **Other General Fund Revenue**

Annually, the City collects approximately \$1.1m from other charges for services in the General Fund such as court collections, sale of fuel and CNG to the Dublin City School District and Washington Township, and rental income.

## **Special Revenue Funds**

### **Motor Vehicle License (MVL) Taxes and Gasoline Taxes**

2017	\$1,874,512
2018	1,904,851
2019	1,925,786
2020	2,717,514
2021	2,556,447
2022	2,723,100
2023	2,723,100

These revenues can only be used for the repair and maintenance of streets and state highways and are based on the number of motor vehicle license registrations. The gasoline taxes received by the City are based on the number of vehicles registered in our taxing districts and the amount of state assessed gasoline taxes collected and will fluctuate from year-to-year. In July 2019, the Governor of the State of Ohio signed the transportation budget which increased the State's gasoline tax by \$.105 per gallon on unleaded gasoline, and \$.19 per gallon on diesel fuel. This increase has afforded



the City the opportunity to transfer funding from MVL and gas tax collections to the assist with capital improvement roadway projects.

### **Recreation Fees**

The Dublin Community Recreation Center (DCRC) was opened in 1996. When the rate structure was established for Phase 1 of the DCRC, the intent was that operating costs would be covered by user fees. The rates established for other recreational programming are based on a goal of 50% aggregate cost recovery. For 2019, City Council amended the goal to include an assigned percentage of costs associated with certain recreation program capital improvement projects.

2017	\$3,962,477
2018	4,026,922
2019	3,879,413
2020*	1,174,207
2021	2,628,045
2022	2,706,000
2023	2,706,000

\*Recreation services was been one of the City's hardest hit areas during the COVID-19 pandemic due to extended facility closures, loss of rental fees, decreased class and camp participation, and state restrictions on athletic facilities.

### **Hotel/Motel Taxes**

The City of Dublin Hotel/Motel Tax Fund was established to improve the quality of life for the City's residents, corporate citizens and visitors. The City generates funds from a six-percent tax on overnight stays from 14 hotels/motels. As part of the 2016 Operating Budget, Dublin City Council approved an increase to the percentage of bed tax revenues that the Visit Dublin Ohio (previously the Dublin Convention & Visitors Bureau (DCVB)) receive, from 25% to 35%. As such, the 2016 amounts reflect 65% of the total hotel/motel taxes collected. The remainder is recorded in the DCVB Fund and distributed monthly to the visitor's bureau.

2016	\$2,047,945
2017	2,078,248
2018	2,217,172
2019	2,366,908
2020*	970,616
2021	960,000
2022	1,467,678
2023	2,000,000

\*The hotel industry was been heavily impacted by the COVID-19 pandemic. Travel and hotel stays are not expected to fully recover until 2023.

Typically, the City, the visitor's bureau, and administrators from the local hotels/motels work to identify "slow times" as far as hotel vacancies and to schedule events to help maximize occupancy rates. This group also works with event organizers to coordinate schedules and promote events that will result in overnight stays in the City.

**Dispatching Services – Safety**

The City of Dublin is home to the Northwest Regional Emergency Communications Center (NRECC), which is the primary public safety dispatch center for the City of Dublin, City of Hilliard and City of Upper Arlington Police as well as the Washington Township, Norwich Township and Upper Arlington fire departments.

NRECC was formed in October 2013 when Dublin began providing dispatching services for Norwich Township Fire and became the primary 9-1-1 answering point for all of Hilliard. Dispatching for Hilliard Police started in January of 2014. Dispatching for Upper Arlington Fire started on October of 2017 and dispatching for Upper Arlington Police started in January of 2018. The City of Worthington joined in mid-2020. The dispatching center is managed by the City of Dublin at an on-site facility inside the Dublin Justice Center.

A billing formula is utilized that distributes the cost to operate the dispatching functions of the NRECC across all participants. The formula calculates the total costs, then uses an annual analysis of calls for service activity for each agency to determine the amount each will be billed. The call for service counts are weighed based on an average amount of dispatcher involvement time for each type of call to ensure equitable billing. Annual fees are calculated each year to ensure the costs to provide services are recovered and each agency is billed its proportionate share.

2017	\$1,528,772
2018	2,380,149
2019	2,441,053
2020	3,604,559
2021	3,779,240
2022	3,500,000
2023	3,500,000

**Other Special Revenue Fund Revenue**

Annually, the City collects other charges for services from the City's two outdoor municipal swimming pool facilities, safety collections such as false alarm response fees and abandoned vehicle fees, wireless 9-1-1 collections and interest income.

**Capital Projects Funds**

The primary funding source for the Five-Year Capital Improvements Program (CIP) is the City's income tax revenue. Projecting income tax revenues for the five-year period is a significant element in determining resources available for capital programming.

**Income Taxes (Capital Improvements Tax Fund only)**

2017	\$21,876,719
2018	22,030,055
2019	23,337,321
2020	22,321,425
2021	22,544,639
2022	23,000,000
2023	22,997,787



The actual revenue and projections reflect 25% of the total income taxes collected. The remaining 75% is reflected in the General Fund (see section above).

**Property Taxes (Real Estate Taxes)**

2017	\$3,239,582
2018	3,541,493
2019	3,531,233
2020	3,939,600
2021	4,803,356
2022	4,228,000
2023	4,228,000

The property tax revenue from the City's inside millage, or 1.75 mills, was allocated 100% to the Parkland Acquisition Fund from 2001 – 2006. This allocation addressed a City Council goal to identify a revenue source for the purpose of acquiring parkland, open space, and recreational facility sites. Beginning in 2007, the City began allocating .95 mills of the total 1.75 mills to the Parkland Acquisition Fund and the remaining .80 mills to the Capital Improvements Tax Fund. Beginning in 2010, the City allocated 1.4 mills to the Capital Improvements Tax Fund and the remaining .35 mills to the Parkland Acquisition Fund. Recognizing the benefits and flexibility of allocating more of the City's inside millage to the Capital Improvements Tax Fund, that allocation has continued since 2010 and most recently, was approved by City Council for 2021 – 2025 as part of the five-year CIP. This allocation is reviewed and can be reallocated if City Council deems it necessary.

In addition to the revenue generated from the City's 1.75 mills from inside millage, the City also receives revenue from 1.20 mills of outside millage which is credited to the Safety Fund for police operations.

The amounts shown above reflect the combined property tax receipts of the Capital Improvements Tax Fund and Parkland Acquisition Fund. Since the Safety Fund is not considered a Capital Project Fund, the property tax revenue generated within that fund is not included in this comparison.

**Other Capital Improvements Fund Revenue**

Other revenue allocated to capital improvements funds is interest income, developer contributions, sale of capital assets, and service payments in lieu of real property taxes from Tax Increment Financing Funds.

**Enterprise Funds****Water and Sanitary Sewer Surcharges**

2017	\$2,676,266
2018	2,973,011
2019	2,920,782
2020	2,961,354
2021	2,955,214
2022	2,705,000
2023	2,705,000

The user fees provide the funding for ongoing maintenance of the water and sewer systems. It has become apparent that due to the extensive capital needs, particularly in the sewer system, the water and sewer surcharges need to be monitored to ensure the rates established in the long term are sufficient to fund the future operational and capital needs of both systems. Increasing maintenance needs within the sewer system have necessitated an increase in the surcharge. After review and analysis of both the Water and Sewer Funds, a 3% fee increase for water and a 4% increase for sewer was approved by City Council for 2022.

**Water and Sanitary Sewer Tap Fees (Capacity Charges)**

2017	1,542,532
2018	1,281,411
2019	821,488
2020	691,952
2021	711,867
2022	700,000
2023	700,000

While growth in development, particularly commercial development, is anticipated in the upcoming years, it is recognized that such growth is dependent upon the economy and can fluctuate significantly from year-to-year. Recognizing that economic conditions can impact this growth, revenue for 2022 and beyond is estimated conservatively.

The Administration has made tentative projections for revenues and expenses in the Water and Sewer Funds through 2026. These projections are revised annually. The City's Community Plan update and the information available from the City's Geographic Information System (GIS) provides information on the availability of developable land, the type of development, and the infrastructure needs of the anticipated development.

**Other Water and Sewer Fund Revenue**

Other revenue collected in the Water and Sewer Funds is fees for fire hydrant permits, interest income, and sale of capital assets.

**GENERAL FUND YEAR-END BALANCE COMPARED TO ANNUAL EXPENDITURES**

The City's reserve policy is 50% for General Fund expenditures. It is projected that at the end of 2022, the year will end with a fund balance of 56.7%. This percentage is \$5.6 million in excess of the City's 50% reserve policy. The decrease in balance is due to planned capital expenditures for 2022.

The Government Finance Officers Association (GFOA) recommends a minimum General Fund Balance of no less than two months of regular General Fund operating revenues or expenditures (approximately 17%). The City's Fund Balance far exceeds this recommendation.

**General Fund Balance**

	Year-End Balance	Expenditures	Percent
2012	52,039,415	56,242,629	92.5%
2013	56,038,803	56,454,574	99.3%
2014	61,017,044	56,542,533	107.9%
2015	59,556,334	60,861,299	97.9%
2016	55,182,825	66,277,334	83.3%
2017	60,125,537	69,831,134	86.1%
2018	57,212,737	76,806,088	74.5%
2019	49,645,656	84,959,378	58.4%
2020	71,311,738	71,854,394	99.2%
2021 Estimate	57,470,119	85,478,317	67.2%
2022 Estimate	48,054,684	84,777,935	56.7%

*Note: Operating expenditures for the purpose of calculating the level of General Fund Balance includes all expenditures of the General Fund with the exception of advances made to other funds.*



## Revenue Comparisons - All Funds

	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Estimate	2022 Budget
GENERAL FUND	\$ 104,629,432	\$ 94,498,288	\$ 78,792,297	\$ 94,920,477	\$ 78,043,662	\$ 77,377,960
<b>SPECIAL REVENUE FUNDS</b>						
Street Maintenance and Repair	2,541,027	3,274,228	4,394,954	5,061,416	4,540,000	2,573,500
State Highway Improvements	140,588	142,864	165,052	203,814	206,100	206,100
Recreation	6,612,477	7,626,922	7,629,413	6,270,811	7,679,775	6,710,750
Swimming Pool	861,413	798,118	919,693	561,621	1,155,000	1,067,500
Permissive Tax	121,302	126,373	125,332	110,320	120,000	120,000
Hotel/Motel Tax	4,563,498	4,714,868	4,907,315	1,113,054	2,924,000	5,355,500
Safety	13,010,158	15,268,193	15,450,378	18,032,781	17,900,300	19,037,800
Law Enforcement Trust	67,240	3,009	64,388	15,481	29,700	700
Mandatory Drug Fine	40	54	63	58	40	40
Wireless 9-1-1 System	439,777	143,302	144,628	145,271	140,000	128,000
Enforcement and Education	2,132	3,430	3,635	2,965	1,000	1,000
Mayor's Court Computer	24,364	21,097	18,016	14,796	18,500	15,500
Cemetery	129,503	173,366	203,871	224,995	227,500	179,500
Accrued Leave Reserves	184,371	96,703	283,867	678,553	489,250	504,000
Rings Unitrust	150,000	150,000	150,000	150,000	-	-
Coronavirus Relief Fund	-	-	-	2,567,777	4,280	-
Local Fiscal Recovery Fund	-	-	-	-	2,568,330	2,568,335
<b>DEBT SERVICE FUNDS</b>						
General Obligation Bond Retirement	12,544,789	14,192,082	13,930,498	13,842,231	12,500,390	13,552,630
Economic Development Bond Retirement	1,003,345	1,690,908	2,070,906	2,071,158	2,069,800	2,069,800
Special Assessment Bond Retirement	804	1,789	3,231	5,366	-	-
1992 Special Assessment Bond Retirement	7	-	-	-	-	-
2001 Special Assessment Bond Retirement	119,767	111,406	107,249	101,824	105,000	-
<b>CAPITAL PROJECTS FUNDS</b>						
Capital Improvements Tax	32,239,915	34,485,240	30,882,775	35,252,599	45,312,500	34,863,500
Parkland Acquisition	770,738	845,545	845,428	854,288	919,785	819,650
Capital Improvement Construction	59,007,076	42,710,029	14,399,371	20,140,020	5,900,000	23,200,000
Recreation Capital Improvement	-	-	-	-	-	-
Woerner-Temple TIF	509,785	475,785	470,741	86,279	170,700	130,000
Ruscilli TIF	501,251	515,821	521,477	569,942	555,000	560,000
Pizzuti TIF	218,743	166,836	269,464	221,849	220,000	220,000
Thomas/Kohler TIF	613,343	759,258	733,359	742,104	740,000	630,000
McKittrick TIF	1,144,647	870,190	816,832	816,540	800,000	785,000
Perimeter Center TIF	524,687	529,496	547,441	569,455	505,000	2,395,000
Rings Road TIF	311,959	315,771	315,689	319,049	310,000	310,000
Perimeter West TIF	1,725,746	1,718,929	1,231,082	1,398,123	1,400,000	1,050,000
Upper Metro Place TIF	6,627,058	2,198,236	1,570,172	532,314	530,000	425,000
Rings/Frantz TIF	418,934	440,846	397,758	401,991	400,000	450,000
Historic Dublin Parking TIF	68,661	69,759	73,623	74,619	73,600	65,000
Emerald Pkwy Phase 8 TIF	-	-	-	-	-	-
Perimeter Loop TIF	36,306	36,443	36,434	37,731	36,000	36,000
Tartan West TIF Fund	1,420,959	1,152,412	1,161,825	1,160,636	1,149,845	1,150,000
Shamrock Boulevard TIF Fund	47,247	53,652	53,638	54,209	50,000	60,000
River Ridge TIF	97,029	96,844	96,819	97,850	96,000	110,000
Lifetime Fitness TIF	141,934	134,762	134,727	136,161	134,700	140,000
COIC Improvement Fund	-	-	-	-	-	-
Irelan Place TIF	4,204	12,596	6,652	3,189	3,000	3,500
Shier Rings Road TIF	19,963	9,592	6,712	3,564	7,000	10,100
Shamrock Crossing TIF Fund	334,404	280,670	235,610	275,206	280,000	280,000
Bridge and High TIF Fund	113,862	106,675	112,586	112,543	113,000	115,000
Dublin Methodist Hospital TIF Fund	75,970	238,487	162,062	255,562	250,000	140,000
Kroger Centre TIF	247,832	252,356	251,963	243,508	242,000	277,500
Frantz/Dublin Road TIF	-	-	-	-	-	-



## Revenue Comparisons - All Funds

	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Estimate	2022 Budget
Delta Energy TIF	34,420	24,487	24,481	24,742	(20,603)	-
Bridge Street TIF	1,928,296	1,758,406	1,800,000	1,400,000	7,236,965	1,536,965
Vrable TIF	495,043	459,101	484,536	484,351	475,000	480,000
West Innovation TIF	294,666	483,283	902,487	237,925	575,000	3,300,000
Ohio University TIF	-	-	-	-	-	-
Tuller TIF	2,321,842	-	931,222	1,264,984	1,200,000	1,100,000
Nestle TIF	40,712	25,972	28,197	27,563	27,000	31,500
Bridge Park Blocks B & C TIF	-	830,831	3,530,180	2,055,198	2,132,350	2,432,351
Innovation TIF	84,077	32,159	94,759	64,983	65,000	65,000
Riviera TIF	17,200	2,300,000	100,000	-	200,000	300,000
Penzance TIF	-	-	34,094	97,082	95,000	100,000
H2 Hotel TIF	-	-	404,048	298,664	280,000	310,000
Bridge Park TIF Block Z	-	-	119,119	148,822	150,000	150,000
Bridge Park TIF Block A	-	-	579,308	532,452	1,522,195	1,070,000
Bridge Park Incentive District	-	-	32,534	59,420	69,550	70,350
The Corners TIF	-	-	-	1,600,000	2,150,000	250,000
<b>PERMANENT FUNDS</b>						
Cemetery Perpetual Care	42,039	44,231	55,509	57,777	30,000	30,000
<b>ENTERPRISE FUNDS</b>						
Water Fund	1,706,762	1,602,592	2,384,936	1,301,122	1,177,500	1,312,500
Water Construction Fund	-	-	-	-	-	1,595,000
Sewer Fund	3,512,677	4,393,371	2,871,185	3,229,635	2,860,000	3,290,000
Sewer Construction Fund	1,380,000	1,358,543	1,525,819	6,023,896	1,865,000	2,475,000
Merchandising Fund	562	-	-	-	-	-
<b>INTERNAL SERVICE FUNDS</b>						
Employee Benefits Self-Insurance	7,606,049	8,345,270	7,492,624	8,681,327	9,520,900	10,060,000
Worker's Compensation	5,613	5,083	202,599	202,982	201,000	201,250
<b>FIDUCIARY FUNDS</b>						
Unclaimed Moneys	54,630	144,453	19,132	810	20,250	20,250
Visit Dublin Ohio (VDO)	1,119,057	1,193,862	1,274,489	522,640	600,000	800,000
Other Agency	3,304,603	1,741,042	1,356,548	2,537,415	2,919,200	3,262,220
COIRS	1,021,316	330,625	336,112	332,164	333,600	1,243,360
Property Assessed Clean Energy (PACE)	-	52,805	131,977	355,878	1,470,955	1,911,855
<b>SUBTOTAL</b>	<b>279,337,849</b>	<b>256,639,349</b>	<b>211,414,922</b>	<b>241,995,933</b>	<b>228,076,618</b>	<b>237,091,466</b>
Less:						
Transfers & Advances	(96,502,278)	(84,155,455)	(58,127,943)	(62,249,759)	(55,784,155)	(47,151,195)
<b>TOTAL REVENUE - ALL FUNDS</b>	<b>\$ 182,835,571</b>	<b>\$ 172,483,894</b>	<b>\$ 153,286,979</b>	<b>\$ 179,746,174</b>	<b>\$ 172,292,463</b>	<b>\$ 189,940,271</b>





## Revenue Comparison - General Fund

	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Estimate	2022 Budget
<b>TAXES</b>						
Income Taxes	\$ 65,630,150	\$ 66,090,159	\$ 70,011,955	\$ 69,182,020	\$ 72,000,000	\$ 70,500,000
<b>INTERGOVERNMENTAL REVENUE</b>						
Local Government	293,943	232,870	356,917	433,119	405,262	430,260
Estate Taxes	-	-	-	-	-	-
Cigarette Taxes	535	522	567	604	500	500
Liquor and Beer Permits	68,334	75,177	78,189	73,352	70,000	70,000
Grants-State & Federal	-	47,897	41,269	11,097	-	-
Other	7,336	8,756	7,844	11,950	10,000	10,000
<b>CHARGES FOR SERVICES</b>						
General Fees and Charges	201,122	306,132	209,907	79,701	100,000	100,000
Sale of Fuel	980,740	850,949	795,178	647,555	775,000	800,000
Vehicle Maintenance Services	86,099	30,447	29,290	21,199	25,000	25,000
<b>FINES, LICENSES AND PERMITS</b>						
Fines and Forfeitures	324,052	304,210	261,705	221,537	250,000	250,000
Licenses and Permits	3,969,229	3,979,485	3,866,752	3,178,043	2,929,900	3,047,900
<b>OTHER REVENUES</b>						
Interest Income	812,125	941,042	1,371,825	1,321,739	900,000	800,000
Other	477,267	606,740	375,901	4,038,561	388,000	425,500
<b>NONOPERATING REVENUE</b>						
Transfers/Advances	31,778,500	21,023,902	1,385,000	15,700,000	190,000	918,800
<b>TOTAL GENERAL FUND REVENUE</b>	<b>\$ 104,629,432</b>	<b>\$ 94,498,288</b>	<b>\$ 78,792,297</b>	<b>\$ 94,920,477</b>	<b>\$ 78,043,662</b>	<b>\$ 77,377,960</b>



## Recap of 2022 Requests

	Total Budget	Budget Total By Fund	Budget Total By Fund Type	Total
<b>GENERAL FUND</b>				
Office of the City Manager	\$ 1,650,260			
Deputy City Manager/COO	1,226,725			
Deputy City Manager/CDFO	751,255			
Human Resources	2,412,930			
Communications and Public Information	2,091,860			
Legal Services	1,950,000			
Court Services	446,385			
Records Management	194,650			
Performance Analytics	1,023,180			
Information Technology Operations	5,177,070			
Office of the City Manager - Miscellaneous	1,092,570			
Office of the Director of Finance	1,819,990			
Taxation	6,108,570			
Miscellaneous	204,500			
Health Services	498,700			
Transfer/Advances	22,436,965			
Facilities Management	2,889,195			
Fleet Management	3,101,550			
Outreach and Engagement	563,355			
Legislative Affairs - City Council	850,045			
Legislative Affairs - Boards and Commissions	44,035			
Economic Development	3,949,900			
Asset Management and Support Services	1,132,030			
Engineering	3,002,230			
Planning	2,500,335			
Building Standards	1,975,830			
Solid Waste Services	5,067,870			
Parks and Ground Maintenance	6,349,440			
Horticulture	1,541,305			
Forestry	1,170,790			
Transportation and Mobility	2,705,810			
Transportation and Mobility - Miscellaneous	410,570			
		86,339,900	<b>86,339,900</b>	
<b>SPECIAL REVENUE FUNDS</b>				
Street Maintenance and Repair Fund				
Street Operations	3,165,700			
Transportation and Mobility - Lights/Signals	328,625			
		3,494,325		
State Highway Improvements Fund				
Transportation and Mobility	25,000			
Transfers/Advances	225,000			
		250,000		
Recreation Fund				
Community Recreation Center - Facilities	1,295,675			
Recreation	2,832,840			
Community Recreation Center (DCRC)	3,822,700			
Community Events - Recreation	164,750			
		8,115,965		
Swimming Pool Fund				
Dublin Municipal Pools	1,144,850			
		1,144,850		
Permissive Tax Fund	200,000			
		200,000		
Hotel/Motel Tax Fund				
Deputy City Manager/COO	139,435			
Finance	1,284,000			
Street Operations	20,000			
Parks Operations	167,250			
Community Events	3,842,315			
Police	27,000			
		5,480,000		
Safety Fund				
Finance Misc - Contractual Service	18,000			
Police	14,727,920			
Communication	4,670,355			
		19,416,275		



## Recap of 2022 Requests

	Total Budget	Budget Total By Fund	Budget Total By Fund Type	Total
<b>SPECIAL REVENUE FUNDS (Continued)</b>				
Law Enforcement Trust Fund				
Police	7,000			
		7,000		
Wireless 9-1-1 System				
Police	126,820			
		126,820		
Enforcement and Education Fund				
Police	2,000			
		2,000		
Mayor's Court Computer Fund				
Court Services	12,500			
		12,500		
Cemetery Fund				
Cemetery	211,350			
		211,350		
Accrued Leave Reserve Fund				
Finance	474,250			
		474,250		
			<b>38,935,335</b>	
<b>DEBT SERVICE FUNDS</b>				
General Obligation Debt Service Fund		13,480,580		
Economic Development Bond Retirement		2,065,985		
			<b>15,546,565</b>	
<b>CAPITAL PROJECTS FUNDS</b>				
Capital Improvements Tax Fund		46,715,715		
Parkland Acquisition Fund		762,000		
Capital Construction Fund		23,007,500		
TIF Funds		29,049,667		
			<b>99,534,882</b>	
<b>ENTERPRISE FUNDS</b>				
Water Fund				
Finance	430,215			
Engineering	1,365,115			
		1,795,330		
Water Construction Fund		1,595,000		
Sewer Fund				
Finance	1,380,575			
Engineering	2,499,605			
		3,880,180		
Sewer Construction Fund		2,472,500		
			<b>9,743,010</b>	
<b>INTERNAL SERVICE FUNDS</b>				
Employee Benefits Self-Insurance Fund		10,075,825		
Workers' Compensation Self-Insurance Fund		344,500		
			<b>10,420,325</b>	
<b>TRUST AND AGENCY FUNDS</b>				
Unclaimed Monies Fund		20,250		
Visit Dublin Ohio (VDO)		800,000		
Agency Fund		3,391,150		
COIRS		1,368,535		
PACE		1,911,855		
			<b>7,491,790</b>	
				<b>\$ 268,011,807</b>
<b>RECAP:</b>				
Total Amount Budgeted				\$ 268,011,807
Less:				
Transfers / Advances				(47,151,195)
Total Expenditures				<b>\$ 220,860,612</b>



## Recap of 2022 Requests - General Fund

	2019 Actual	2020 Actual	2021 Original Budget	2022 Budget
<b>GENERAL FUND</b>				
Office of the City Manager	\$ 1,182,203	\$ 977,329	\$ 1,782,255	\$ 1,650,260
Deputy City Manager/COO	662,278	631,798	1,932,190	1,226,725
Deputy City Manager/CDFO	-	-	-	751,255
Human Resources	1,861,327	1,939,184	2,180,780	2,412,930
Communications and Public Information	1,684,290	1,305,498	1,935,035	2,091,860
Legal Services	1,455,102	1,367,140	1,950,000	1,950,000
Court Services	368,540	354,070	417,290	446,385
Records Management	150,946	153,610	179,260	194,650
Performance Analytics	-	-	960,570	1,023,180
Information Technology Operations	4,743,973	4,624,394	4,734,910	5,177,070
Office of the City Manager - Miscellaneous	2,110,512	2,168,232	870,970	1,092,570
Office of the Director of Finance	1,578,567	1,603,541	1,772,540	1,819,990
Taxation	3,334,493	3,628,430	3,798,640	6,108,570
Miscellaneous and Transfers/Advances	36,956,370	25,418,181	32,026,865	23,140,165
Facilities Management	2,488,672	2,469,555	2,881,480	2,889,195
Fleet Management	2,772,392	2,095,974	3,446,345	3,101,550
Outreach and Engagement	345,528	406,107	553,915	563,355
Legislative Affairs - City Council	675,333	688,375	848,875	850,045
Legislative Affairs - Boards and Commissions	27,293	12,559	41,650	44,035
Office of the Development Director	305,956	252,524	-	-
Economic Development	2,875,361	2,802,833	4,551,995	3,949,900
Asset Management and Support Services	-	-	-	1,132,030
Engineering	3,318,155	3,364,777	2,947,040	3,002,230
Planning	2,017,564	1,843,463	2,519,115	2,500,335
Building Standards	1,823,996	1,753,427	1,955,245	1,975,830
Solid Waste Services	3,303,457	3,345,400	4,325,465	5,067,870
Parks and Recreation Director	1,616,353	1,661,793	-	-
Parks and Ground Maintenance	4,265,737	3,957,682	5,785,530	6,349,440
Horticulture	1,115,705	1,137,853	1,397,760	1,541,305
Forestry	816,961	917,422	1,102,035	1,170,790
Transportation and Mobility	-	-	1,965,040	2,705,810
Transportation and Mobility - Miscellaneous	-	-	373,500	410,570
	<b>\$ 83,857,066</b>	<b>\$ 70,881,150</b>	<b>\$ 89,236,295</b>	<b>\$ 86,339,900</b>



## Revenue and Expenditure Summary (Excludes Tax Increment Financing (TIF) Funds and Construction Funds)

	Funds				
	General	Street Maintenance	State Highway	Cemetery	Recreation
<b>Estimated revenues:</b>					
Income taxes	\$ 70,500,000	\$ -	\$ -	\$ -	\$ -
Property taxes	-	-	-	-	-
Hotel/Motel taxes	-	-	-	-	-
Intergovernmental revenue	510,760	2,517,000	206,100	-	-
Charges for services	932,500	35,000	-	29,000	2,441,250
Fines, licenses and permits	3,290,400	-	-	-	-
Interest income	800,000	20,000	-	500	15,000
Miscellaneous	425,500	1,500	-	-	4,500
<b>Total estimated revenues</b>	<b>\$ 76,459,160</b>	<b>\$ 2,573,500</b>	<b>\$ 206,100</b>	<b>\$ 29,500</b>	<b>\$ 2,460,750</b>
<b>Estimated expenditures:</b>					
Personal services	29,371,650	2,250,425	-	155,700	5,452,125
Other expenses	34,182,835	1,221,400	25,000	40,650	2,510,340
Capital outlay	348,450	22,500	-	15,000	153,500
<b>Total estimated expenditures</b>	<b>\$ 63,902,935</b>	<b>\$ 3,494,325</b>	<b>\$ 25,000</b>	<b>\$ 211,350</b>	<b>\$ 8,115,965</b>
<b>Excess of revenues over expenditures</b>	<b>\$ 12,556,225</b>	<b>\$ (920,825)</b>	<b>\$ 181,100</b>	<b>\$ (181,850)</b>	<b>\$ (5,655,215)</b>
<b>Other financing sources (uses):</b>					
Transfers in	-	-	-	150,000	4,250,000
Transfers out	(20,900,000)	-	(25,000)	-	-
Advances in	918,800	-	-	-	-
Advances out	(1,536,965)	-	(200,000)	-	-
<b>Total other financing sources (uses)</b>	<b>\$ (21,518,165)</b>	<b>\$ -</b>	<b>\$ (225,000)</b>	<b>\$ 150,000</b>	<b>\$ 4,250,000</b>
<b>Net change in fund balance</b>	<b>\$ (8,961,940)</b>	<b>\$ (920,825)</b>	<b>\$ (43,900)</b>	<b>\$ (31,850)</b>	<b>\$ (1,405,215)</b>
<b>Estimated fund balance, January 1</b>	<b>\$ 57,470,119</b>	<b>\$ 2,025,209</b>	<b>\$ 544,482</b>	<b>\$ 130,909</b>	<b>\$ 2,821,760</b>
<b>Estimated fund balance, December 31</b>	<b>\$ 48,508,179</b>	<b>\$ 1,104,384</b>	<b>\$ 500,582</b>	<b>\$ 99,059</b>	<b>\$ 1,416,545</b>
<b>Percentage Change in Fund Balance</b>	-15.59% (Note 1)	-45% (Note 2)	-8% (Note 3)	-24% (Note 4)	-50% (Note 5)

### Notes - Changes in Fund Balances:

- 1 - Projected decrease in fund balance is due to conservative revenue estimates resulting from impacts of the COVID-19 pandemic, along with continued operating transfers for the Hotel/Motel Tax Fund which has been adversely impacted by the pandemic. Additionally, a conservative estimate for income tax was made due to the unknown impacts of businesses with staff working remotely.
- 2 - Fund balance decrease is related to removal of the annual operating transfer to the Fund for 2022 due to re-organization which shifted staffing to the General Fund.
- 3 - Projected decrease in fund balance is due to an increase in advance-out of the Fund to assist with Capital Improvements.
- 4 - The projected decrease in the Cemetery Fund balance is a result of reduced receipts. The City's main operating cemetery has only columbarium niches for sale. All plots are sold.
- 5 - The City is projecting a slow recovery to recreation services impacted by the COVID-19 pandemic. Additionally, the operating transfer to the Recreation Fund has been reduced for 2022 by \$2,000,000 from 2021.



### Revenue and Expenditure Summary (Excludes Tax Increment Financing (TIF) Funds and Construction Funds)

	Funds				
	Safety	Swimming Pool	Permissive Tax	Hotel/Motel Tax	Law Enforcement Trust
<b>Estimated revenues:</b>					
Income taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Property taxes	489,300	-	-	-	-
Hotel/Motel taxes	-	-	-	1,420,000	-
Intergovernmental revenue	60,000	-	100,000	-	-
Charges for services	3,891,000	565,000	-	1,784,500	-
Fines, licenses and permits	-	-	-	221,000	-
Interest income	10,000	2,500	20,000	15,000	700
Miscellaneous	7,500	-	-	415,000	-
<b>Total estimated revenues</b>	<b>\$ 4,457,800</b>	<b>\$ 567,500</b>	<b>\$ 120,000</b>	<b>\$ 3,855,500</b>	<b>\$ 700</b>
<b>Estimated expenditures:</b>					
Personal services	18,825,355	615,920	-	983,875	-
Other expenses	573,295	387,780	-	4,364,625	-
Capital outlay	17,625	141,150	-	131,500	7,000
<b>Total estimated expenditures</b>	<b>\$ 19,416,275</b>	<b>\$ 1,144,850</b>	<b>\$ -</b>	<b>\$ 5,480,000</b>	<b>\$ 7,000</b>
<b>Excess of revenues over expenditures</b>	<b>\$ (14,958,475)</b>	<b>\$ (577,350)</b>	<b>\$ 120,000</b>	<b>\$ (1,624,500)</b>	<b>\$ (6,300)</b>
<b>Other financing sources (uses):</b>					
Transfers in	14,580,000	500,000	-	1,500,000	-
Transfers out	-	-	-	-	-
Advances in	-	-	-	-	-
Advances out	-	-	(200,000)	-	-
<b>Total other financing sources (uses)</b>	<b>\$ 14,580,000</b>	<b>\$ 500,000</b>	<b>\$ (200,000)</b>	<b>\$ 1,500,000</b>	<b>\$ -</b>
<b>Net change in fund balance</b>	<b>\$ (378,475)</b>	<b>\$ (77,350)</b>	<b>\$ (80,000)</b>	<b>\$ (124,500)</b>	<b>\$ (6,300)</b>
<b>Estimated fund balance, January 1</b>	<b>\$ 2,188,739</b>	<b>\$ 346,917</b>	<b>\$ 201,797</b>	<b>\$ 2,669,823</b>	<b>\$ 134,171</b>
<b>Estimated fund balance, December 31</b>	<b>\$ 1,810,264</b>	<b>\$ 269,567</b>	<b>\$ 121,797</b>	<b>\$ 2,545,323</b>	<b>\$ 127,871</b>
<b>Percentage Change in Fund Balance</b>	-17% (Note 6)	-22% (Note 7)	-40% (Note 8)	-5%	-5%

#### **Notes - Changes in Fund Balances:**

- 6 - Projected decrease in fund balance is due to increases in personal service costs (contract negotiations).
- 7 - The City's North Pool was renovated in 2020-2021, and re-opened for the 2021 season. Although pool fees will increase slightly due to the improvements made at the North Pool, it is difficult to predict how the impact of the COVID-19 pandemic will continue to affect pool attendance. Subsequently, a conservative approach was taken in estimating revenue for the season and the operating transfer amount from the General Fund was increased. Expenses to operate the new facility are expected to increase.
- 8 - Projected decrease in fund balance is due to continued anticipated decrease in permissive tax collections due to the COVID-19 pandemic (this is a motor vehicle license tax).



## Revenue and Expenditure Summary

### (Excludes Tax Increment Financing (TIF) Funds and Construction Funds)

	Funds				
	Enforcement & Education	Mandatory Drug Fine	Mayor's Court Computer	Accrued Leave	Rings Unitrust
<b>Estimated revenues:</b>					
Income taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Property taxes	-	-	-	-	-
Hotel/Motel taxes	-	-	-	-	-
Intergovernmental revenue	-	-	-	-	-
Charges for services	-	-	-	499,000	-
Fines, licenses and permits	-	-	15,000	-	-
Interest income	1,000	40	500	5,000	-
Miscellaneous	-	-	-	-	-
<b>Total estimated revenues</b>	<b>\$ 1,000</b>	<b>\$ 40</b>	<b>\$ 15,500</b>	<b>\$ 504,000</b>	<b>\$ -</b>
<b>Estimated expenditures:</b>					
Personal services	2,000	-	-	474,250	-
Other expenses	-	-	4,500	-	-
Capital outlay	-	-	8,000	-	-
<b>Total estimated expenditures</b>	<b>\$ 2,000</b>	<b>\$ -</b>	<b>\$ 12,500</b>	<b>\$ 474,250</b>	<b>\$ -</b>
<b>Excess of revenues over expenditures</b>	<b>\$ (1,000)</b>	<b>\$ 40</b>	<b>\$ 3,000</b>	<b>\$ 29,750</b>	<b>\$ -</b>
<b>Other financing sources (uses):</b>					
Transfers in	-	-	-	-	-
Transfers out	-	-	-	-	-
Advances in	-	-	-	-	-
Advances out	-	-	-	-	-
<b>Total other financing sources (uses)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net change in fund balance</b>	<b>\$ (1,000)</b>	<b>\$ 40</b>	<b>\$ 3,000</b>	<b>\$ 29,750</b>	<b>\$ -</b>
<b>Estimated fund balance, January 1</b>	<b>\$ 70,038</b>	<b>\$ 2,840</b>	<b>\$ 56,258</b>	<b>\$ 388,718</b>	<b>\$ 600,000</b>
<b>Estimated fund balance, December 31</b>	<b>\$ 69,038</b>	<b>\$ 2,880</b>	<b>\$ 59,258</b>	<b>\$ 418,468</b>	<b>\$ 600,000</b>
<b>Percentage Change in Fund Balance</b>	-1%	1%	5%	8% (Note 9)	0%

**Notes - Changes in Fund Balances:**

9 - The accrued leave calculation was re-evaluated for 2021, and the percentage allocated was increased which bolstered the beginning fund balance for 2022.



### Revenue and Expenditure Summary (Excludes Tax Increment Financing (TIF) Funds and Construction Funds)

	Funds				
	Wireless 911	COVID Relief Fund	Local Fiscal Recovery Fund	Debt Service	Capital Improvements
<b>Estimated revenues:</b>					
Income taxes	\$ -	\$ -	\$ -	\$ -	\$ 23,500,000
Property taxes	-	-	-	-	3,181,500
Hotel/Motel taxes	-	-	-	-	-
Intergovernmental revenue	120,000	-	2,568,335	-	299,000
Charges for services	-	-	-	-	-
Fines, licenses and permits	-	-	-	-	5,000,000
Interest income	8,000	-	-	50,000	425,000
Miscellaneous	-	-	-	-	-
<b>Total estimated revenues</b>	<b>\$ 128,000</b>	<b>\$ -</b>	<b>\$ 2,568,335</b>	<b>\$ 50,000</b>	<b>\$ 32,405,500</b>
<b>Estimated expenditures:</b>					
Personal services	-	-	-	-	-
Other expenses	46,820	-	-	15,546,565	55,000
Capital outlay	-	-	-	-	34,935,000
<b>Total estimated expenditures</b>	<b>\$ 46,820</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 15,546,565</b>	<b>\$ 34,990,000</b>
<b>Excess of revenues over expenditures</b>	<b>\$ 81,180</b>	<b>\$ -</b>	<b>\$ 2,568,335</b>	<b>\$ (15,496,565)</b>	<b>\$ (2,584,500)</b>
<b>Other financing sources (uses):</b>					
Transfers in	-	-	-	15,572,430	-
Transfers out	(80,000)	-	-	-	(11,725,715)
Advances in	-	-	-	-	2,458,000
Advances out	-	-	-	-	-
<b>Total other financing sources (uses)</b>	<b>\$ (80,000)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 15,572,430</b>	<b>\$ (9,267,715)</b>
<b>Net change in fund balance</b>	<b>\$ 1,180</b>	<b>\$ -</b>	<b>\$ 2,568,335</b>	<b>\$ 75,865</b>	<b>\$ (11,852,215)</b>
<b>Estimated fund balance, January 1</b>	<b>\$ 671,397</b>	<b>\$ -</b>	<b>\$ 2,568,389</b>	<b>\$ 3,149,923</b>	<b>\$ 17,531,691</b>
<b>Estimated fund balance, December 31</b>	<b>\$ 672,577</b>	<b>\$ -</b>	<b>\$ 5,136,724</b>	<b>\$ 3,225,788</b>	<b>\$ 5,679,476</b>
<b>Percentage Change in Fund Balance</b>	0%	0%	100% (Note 10)	2%	-68% (Note 11)

**Notes - Changes in Fund Balances:**

10 - The projected increase in fund balance is due to the anticipation of the second half of the Local Recovery Fund payment.

11 - The projected decrease in fund balance is due to increased Capital Improvement projects planned in the 2022-2026 Capital Improvements Program for 2022, along with a conservative income tax estimate based on unknowns of how work-from-home will impact collections.





## Revenue and Expenditure Summary (Excludes Tax Increment Financing (TIF) Funds and Construction Funds)

	Funds				
	Parkland Acquisition	Cemetery Perpetual Care	Water	Sewer	Self Insurance - Employee Benefits
<b>Estimated revenues:</b>					
Income taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Property taxes	693,650	-	-	-	-
Hotel/Motel taxes	-	-	-	-	-
Intergovernmental revenue	126,000	-	-	-	-
Charges for services	-	-	1,020,000	2,385,000	10,010,000
Fines, licenses and permits	-	-	2,500	-	-
Interest income	-	30,000	175,000	85,000	50,000
Miscellaneous	-	-	-	-	-
<b>Total estimated revenues</b>	<b>\$ 819,650</b>	<b>\$ 30,000</b>	<b>\$ 1,197,500</b>	<b>\$ 2,470,000</b>	<b>\$ 10,060,000</b>
<b>Estimated expenditures:</b>					
Personal services	-	-	358,615	992,435	109,195
Other expenses	12,000	-	965,215	2,196,175	9,966,630
Capital outlay	750,000	-	471,500	691,570	-
<b>Total estimated expenditures</b>	<b>\$ 762,000</b>	<b>\$ -</b>	<b>\$ 1,795,330</b>	<b>\$ 3,880,180</b>	<b>\$ 10,075,825</b>
<b>Excess of revenues over expenditures</b>	<b>\$ 57,650</b>	<b>\$ 30,000</b>	<b>\$ (597,830)</b>	<b>\$ (1,410,180)</b>	<b>\$ (15,825)</b>
<b>Other financing sources (uses):</b>					
Transfers in	-	-	115,000	820,000	-
Transfers out	-	-	-	-	-
Advances in	-	-	-	-	-
Advances out	-	-	-	-	-
<b>Total other financing sources (uses)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 115,000</b>	<b>\$ 820,000</b>	<b>\$ -</b>
<b>Net change in fund balance</b>	<b>\$ 57,650</b>	<b>\$ 30,000</b>	<b>\$ (482,830)</b>	<b>\$ (590,180)</b>	<b>\$ (15,825)</b>
<b>Estimated fund balance, January 1</b>	<b>\$ 2,549,155</b>	<b>\$ 1,600,672</b>	<b>\$ 11,496,024</b>	<b>\$ 4,427,518</b>	<b>\$ 4,000,575</b>
<b>Estimated fund balance, December 31</b>	<b>\$ 2,606,805</b>	<b>\$ 1,630,672</b>	<b>\$ 11,013,194</b>	<b>\$ 3,837,338</b>	<b>\$ 3,984,750</b>
<b>Percentage Change in Fund Balance</b>	2%	2%	-4%	-13% (Note 12)	0%

**Notes - Changes in Fund Balances:**

12 - The projected decrease in fund balance has happened over time. A Sewer and Water Fee Study was conducted in 2020-2021 and reflected the need for increased sewer and water fees in order to maintain the utility infrastructure.

A fee ordinance was approved in November 2021 which will raise fees for 2022.

13 - Heavy use of Worker's Compensation benefits in 2019 through 2021, and projected continuation of use through 2022, has resulted in a reduced fund balance.

14 - Although these funds are not required to be budgeted, the City monitors the funds closely. The decrease is due to a conservative estimate in Hotel/Motel tax collections and an increase in PACE disbursements. All expenditures have a related funding source.



## Revenue and Expenditure Summary (Excludes Tax Increment Financing (TIF) Funds and Construction Funds)

	Funds		
	Workers Compensation	Fiduciary	Total
<b>Estimated revenues:</b>			
Income taxes	\$ -	\$ -	\$ 94,000,000
Property taxes	-	-	4,364,450
Hotel/Motel taxes	-	800,000	2,220,000
Intergovernmental revenue	-	-	6,507,195
Charges for services	200,000	1,234,760	25,027,010
Fines, licenses and permits	-	-	8,528,900
Interest income	1,250	8,600	1,723,090
Miscellaneous	-	5,194,325	6,048,325
<b>Total estimated revenues</b>	<b>\$ 201,250</b>	<b>\$ 7,237,685</b>	<b>\$ 148,418,970</b>
<b>Estimated expenditures:</b>			
Personal services	-	-	59,591,545
Other expenses	344,500	7,491,790	79,935,120
Capital outlay	-	-	37,692,795
<b>Total estimated expenditures</b>	<b>\$ 344,500</b>	<b>\$ 7,491,790</b>	<b>\$ 177,219,460</b>
<b>Excess of revenues over expenditures</b>	<b>\$ (143,250)</b>	<b>\$ (254,105)</b>	<b>\$ (28,800,490)</b>
<b>Other financing sources (uses):</b>			
Transfers in	-	-	37,487,430 *
Transfers out	-	-	(32,730,715) *
Advances in	-	-	3,376,800 *
Advances out	-	-	(1,936,965) *
<b>Total other financing sources (uses)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,196,550</b>
<b>Net change in fund balance</b>	<b>\$ (143,250)</b>	<b>\$ (254,105)</b>	<b>\$ (22,603,940)</b>
<b>Estimated fund balance, January 1</b>	<b>\$ 156,705</b>	<b>\$ 721,743</b>	<b>\$ 118,525,572</b>
<b>Estimated fund balance, December 31</b>	<b>\$ 13,455</b>	<b>\$ 467,638</b>	<b>\$ 95,921,632</b>
<b>Percentage Change in Fund Balance</b>	-91% (Note 13)	-35% (Note 14)	-19%

**Notes:**

\* Please note: Given that TIF Funds and Construction Funds are excluded from the Revenue and Expenditure Summary, the total of the Transfers-In will not equal the total of the Transfers-Out, nor will the Advances-In and the Advances-Out be equal.

As defined by GASB Statement No. 34, the General Fund, the Safety Fund, the General Obligation Debt Fund, the Capital Improvements Tax Fund, the Sewer and the Water funds meet the criteria of being a major fund. That criteria states that the General Fund is always a major fund, and other major funds are those whose revenues, expenditures, are at least 10 percent of corresponding totals for all governmental or enterprise funds, and at least 5 percent of the aggregate amount for all governmental and enterprise funds (excludes Fiduciary Funds).



### Revenue and Expenditure Summary by Fund Type (Excludes TIF Funds and Construction Funds)

	General Fund			Special Revenue Funds		
	2020 Actual	2021 Estimate	2022 Budget	2020 Actual	2021 Estimate	2022 Budget
<b>Estimated revenues:</b>						
Income taxes	\$ 69,182,020	\$ 72,000,000	\$ 70,500,000	\$ -	\$ -	\$ -
Property taxes	-	-	-	489,148	458,300	489,300
Hotel/Motel taxes	-	-	-	970,616	960,000	1,420,000
Intergovernmental revenue	530,123	485,762	510,760	5,597,812	2,979,100	5,571,435
Charges for services	748,454	907,500	932,500	6,127,578	8,551,400	9,244,750
Fines, licenses and permits	3,399,580	3,172,400	3,290,400	21,154	234,000	236,000
Interest income	1,321,739	900,000	800,000	222,575	92,740	98,240
Miscellaneous	4,038,561	388,000	425,500	264,831	384,125	428,500
<b>Total estimated revenues</b>	<b>\$ 79,220,477</b>	<b>\$ 77,853,662</b>	<b>\$ 76,459,160</b>	<b>\$ 13,693,714</b>	<b>\$ 13,659,665</b>	<b>\$ 17,488,225</b>
<b>Estimated expenditures:</b>						
Personal services	24,782,379	28,091,050	29,371,650	25,583,993	27,599,673	28,759,650
Other expenses	19,811,365	30,067,025	34,182,835	3,944,789	9,121,813	9,174,410
Capital outlay	1,507,406	15,477,735	348,450	291,102	415,830	496,275
<b>Total estimated expenditures</b>	<b>\$ 46,101,150</b>	<b>\$ 73,635,810</b>	<b>\$ 63,902,935</b>	<b>\$ 29,819,884</b>	<b>\$ 37,137,316</b>	<b>\$ 38,430,335</b>
<b>Excess of revenues over expenditures</b>	<b>\$ 33,119,327</b>	<b>\$ 4,217,852</b>	<b>\$ 12,556,225</b>	<b>\$ (16,126,171)</b>	<b>\$ (23,477,651)</b>	<b>\$ (20,942,110)</b>
<b>Other financing sources (uses):</b>						
Transfers in	-	-	-	21,460,000	23,755,000	20,980,000
Transfers out	(23,380,000)	(30,025,000)	(20,900,000)	(1,268,800)	(1,080,000)	(105,000)
Advances in	15,700,000	190,000	918,800	-	-	-
Advances out	(1,400,000)	(7,236,965)	(1,536,965)	(300,000)	(300,000)	(400,000)
<b>Total other financing sources (uses)</b>	<b>\$ (9,080,000)</b>	<b>\$ (37,071,965)</b>	<b>\$ (21,518,165)</b>	<b>\$ 19,891,200</b>	<b>\$ 22,375,000</b>	<b>\$ 20,475,000</b>
<b>Net change in fund balance</b>	<b>\$ 24,039,327</b>	<b>\$ (32,854,113)</b>	<b>\$ (8,961,940)</b>	<b>\$ 3,765,029</b>	<b>\$ (1,102,651)</b>	<b>\$ (467,110)</b>



## Revenue and Expenditure Summary by Fund Type (Excludes TIF Funds and Construction Funds)

	8VhGyfj JW: i bXg			7UdJH Dfc'VM: i bXg		
	&\$&\$'5VM U	&\$&%9ghja UH	&\$&&'6i X[ Yh	&\$&\$'5VM U	&\$&%9ghja UH	&\$&&'6i X[ Yh
<b>9ghja UH'X'fYj Ybi Yg</b>						
Income taxes	\$ -	\$ -	\$ -	\$ 23,060,676	\$ 24,000,000	\$ 23,500,000
Property taxes	-	-	-	3,613,622	3,575,285	3,875,150
Hotel/Motel taxes	-	-	-	-	-	-
Intergovernmental revenue	-	-	-	534,203	3,575,000	425,000
Charges for services	-	-	-	-	-	-
Fines, licenses and permits	-	-	-	307,864	5,200,000	5,000,000
Interest income	74,489	50,000	50,000	744,245	400,000	425,000
Miscellaneous	107,190	105,000	-	21,847	-	-
<b>HcHU'Yghja UH'X'fYj Ybi Yg</b>	<b>% %&amp; +-</b>	<b>% ) &amp;\$&amp;\$</b>	<b>) &amp;\$&amp;\$</b>	<b>&amp;, &amp;\$, &amp;Z( ) *</b>	<b>* Z+ ) &amp;\$&amp;, )</b>	<b>' &amp;\$&amp;) &amp;\$&amp;\$</b>
<b>9ghja UH'X'Yi dYbXJH fYg</b>						
Personal services	-	-	-	-	-	-
Other expenses	16,774,314	16,311,710	15,546,565	60,117	58,150	67,000
Capital outlay	-	-	-	11,163,293	45,076,000	35,685,000
<b>HcHU'Yghja UH'X'Yi dYbXJH fYg</b>	<b>% Z++ (Z %</b>	<b>% Z %&amp;+&amp;\$</b>	<b>% Z ( * Z ) *</b>	<b>%&amp;&amp;&amp; Z( %&amp;</b>	<b>( ) Z% ( Z% \$</b>	<b>' Z+ ) &amp;\$&amp;\$</b>
<b>9 Wgg'cZfYj Ybi Yg</b>						
<b>cj Yf Yi dYbXJH fYg</b>	<b>f% Z - &amp;Z' ) L</b>	<b>f% Z% * Z+&amp;\$L</b>	<b>f% Z( - * Z ) L</b>	<b>%+&amp;\$) - &amp;\$ ( *</b>	<b>f Z , ' Z * ) L</b>	<b>f% Z ) &amp;* Z ) \$L</b>
<b>CH'Yf ZbUbVJb[ 'gci fWg'fI gYg</b>						
Transfers in	15,838,900	14,520,190	15,572,430	5,549,495	6,750,000	-
Transfers out	-	-	-	-	(6,005,970)	(11,725,715)
Advances in	-	-	-	2,274,937	2,732,000	2,458,000
Advances out	-	-	-	(5,624,155)	-	-
<b>HcHU'CH'Yf ZbUbVJb[ 'gci fWg'fI gYg</b>	<b>% Z , Z- \$</b>	<b>% ( Z ) &amp;\$Z% \$</b>	<b>% Z + &amp;Z' \$</b>	<b>&amp;\$&amp;\$&amp;\$++</b>	<b>Z + * &amp;\$ \$</b>	<b>fL &amp;\$* +Z+&amp;\$ L</b>
<b>BYhWUb[ Y'Jb'Zi bX'VUUbW</b>	<b>fL' Z+ ) L</b>	<b>f% Z' * Z ) &amp;\$L</b>	<b>( ) Z, *</b>	<b>% &amp;\$) - Z &amp;</b>	<b>f( Z- \$+Z' ) L</b>	<b>f% Z+ - ( Z ) L</b>



### Revenue and Expenditure Summary by Fund Type (Excludes TIF Funds and Construction Funds)

	Permanent Funds			Enterprise Funds		
	2020 Actual	2021 Estimate	2022 Budget	2020 Actual	2021 Estimate	2022 Budget
<b>Estimated revenues:</b>						
Income taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Property taxes	-	-	-	-	-	-
Hotel/Motel taxes	-	-	-	-	-	-
Intergovernmental revenue	-	-	-	-	-	-
Charges for services	25,860	-	-	3,653,306	3,430,000	3,405,000
Fines, licenses and permits	-	-	-	3,020	2,500	2,500
Interest income	31,917	10,000	30,000	402,655	255,000	260,000
Miscellaneous	-	-	-	-	-	-
<b>Total estimated revenues</b>	<b>\$ 57,777</b>	<b>\$ 10,000</b>	<b>\$ 30,000</b>	<b>\$ 4,058,981</b>	<b>\$ 3,687,500</b>	<b>\$ 3,667,500</b>
<b>Estimated expenditures:</b>						
Personal services	-	-	-	1,114,311	1,312,580	1,351,050
Other expenses	-	-	-	2,122,926	3,188,050	3,161,390
Capital outlay	-	-	-	439,641	1,053,070	1,163,070
<b>Total estimated expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,676,878</b>	<b>\$ 5,553,700</b>	<b>\$ 5,675,510</b>
<b>Excess of revenues over expenditures</b>	<b>\$ 57,777</b>	<b>\$ 10,000</b>	<b>\$ 30,000</b>	<b>\$ 382,103</b>	<b>\$ (1,866,200)</b>	<b>\$ (2,008,010)</b>
<b>Other financing sources (uses):</b>						
Transfers in	-	-	-	471,776	350,000	935,000
Transfers out	-	-	-	-	-	-
Advances in	-	-	-	-	-	-
Advances out	-	-	-	-	-	-
<b>Total other financing sources (uses)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 471,776</b>	<b>\$ 350,000</b>	<b>\$ 935,000</b>
<b>Net change in fund balance</b>	<b>\$ 57,777</b>	<b>\$ 10,000</b>	<b>\$ 30,000</b>	<b>\$ 853,879</b>	<b>\$ (1,516,200)</b>	<b>\$ (1,073,010)</b>



### Revenue and Expenditure Summary by Fund Type (Excludes TIF Funds and Construction Funds)

	Internal Service Funds			Fiduciary Funds		
	2020 Actual	2021 Estimate	2022 Budget	2020 Actual	2021 Estimate	2022 Budget
<b>Estimated revenues:</b>						
Income taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Property taxes	-	-	-	-	-	-
Hotel/Motel taxes	-	-	-	522,640	600,000	800,000
Intergovernmental revenue	-	-	-	-	-	-
Charges for services	8,683,475	9,670,900	10,210,000	319,000	572,245	1,234,760
Fines, licenses and permits	-	-	-	-	-	-
Interest income	71,905	51,000	51,250	13,164	8,600	8,600
Miscellaneous	128,929	-	-	2,894,103	2,939,450	5,194,325
<b>Total estimated revenues</b>	<b>\$ 8,884,308</b>	<b>\$ 9,721,900</b>	<b>\$ 10,261,250</b>	<b>\$ 3,748,906</b>	<b>\$ 4,120,295</b>	<b>\$ 7,237,685</b>
<b>Estimated expenditures:</b>						
Personal services	103,485	106,810	109,195	-	-	-
Other expenses	8,179,946	9,734,118	10,311,130	3,655,600	5,335,305	7,491,790
Capital outlay	-	-	-	(206,227)	-	-
<b>Total estimated expenditures</b>	<b>\$ 8,283,431</b>	<b>\$ 9,840,928</b>	<b>\$ 10,420,325</b>	<b>\$ 3,449,373</b>	<b>\$ 5,335,305</b>	<b>\$ 7,491,790</b>
<b>Excess of revenues over expenditures</b>	<b>\$ 600,878</b>	<b>\$ (119,028)</b>	<b>\$ (159,075)</b>	<b>\$ 299,533</b>	<b>\$ (1,215,010)</b>	<b>\$ (254,105)</b>
<b>Other financing sources (uses):</b>						
Transfers in	-	-	-	-	-	-
Transfers out	-	-	-	-	-	-
Advances in	-	-	-	-	-	-
Advances out	-	-	-	-	-	-
<b>Total other financing sources (uses)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net change in fund balance</b>	<b>\$ 600,878</b>	<b>\$ (119,028)</b>	<b>\$ (159,075)</b>	<b>\$ 299,533</b>	<b>\$ (1,215,010)</b>	<b>\$ (254,105)</b>



### Revenue and Expenditure Summary by Fund Type (Excludes TIF Funds and Construction Funds)

	Totals		
	2020 Actual	2021 Estimate	2022 Budget
<b>Estimated revenues:</b>			
Income taxes	\$ 92,242,696	\$ 96,000,000	\$ 94,000,000
Property taxes	4,102,770	4,033,585	4,364,450
Hotel/Motel taxes	1,493,256	1,560,000	2,220,000
Intergovernmental revenue	6,662,138	7,039,862	6,507,195
Charges for services	19,557,673	23,132,045	25,027,010
Fines, licenses and permits	3,731,618	8,608,900	8,528,900
Interest income	2,882,687	1,767,340	1,723,090
Miscellaneous	7,455,461	3,816,575	6,048,325
<b>Total estimated revenues</b>	<b>\$ 138,128,299</b>	<b>\$ 145,958,307</b>	<b>\$ 148,418,970</b>
<b>Estimated expenditures:</b>			
Personal services	51,584,169	57,110,113	59,591,545
Other expenses	54,549,057	73,816,171	79,935,120
Capital outlay	13,195,215	62,022,635	37,692,795
<b>Total estimated expenditures</b>	<b>\$ 119,328,441</b>	<b>\$ 192,948,919</b>	<b>\$ 177,219,460</b>
<b>Excess of revenues over expenditures</b>	<b>\$ 18,799,858</b>	<b>\$ (46,990,612)</b>	<b>\$ (28,800,490)</b>
<b>Other financing sources (uses):</b>			
Transfers in	43,320,171	45,375,190	37,487,430
Transfers out	(24,648,800)	(37,110,970)	(32,730,715)
Advances in	17,974,937	2,922,000	3,376,800
Advances out	(7,324,155)	(7,536,965)	(1,936,965)
<b>Total other financing sources (uses)</b>	<b>\$ 29,322,153</b>	<b>\$ 3,649,255</b>	<b>\$ 6,196,550</b>
<b>Net change in fund balance</b>	<b>\$ 48,122,011</b>	<b>\$ (43,341,357)</b>	<b>\$ (22,603,940)</b>

#### **Notes to the Revenue and Expenditures Statements by Fund Type:**

1. Given that TIF Funds are excluded from the Revenue and Expenditure Summary, the total of 'Transfers In' will not equal the total of 'Transfers Out' nor will the 'Advances In' equal the 'Advances Out.'

2. Operating revenues in any given year may exceed expenditures. However, each fund in which expenditures are anticipated to exceed revenues must have sufficient fund balances to offset the differences.



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**COMPARISON OF REVENUE AND EXPENDITURES**

(Excludes Other Financing Sources and Uses)

While the City utilizes fund accounting to track the activities of each of the funds, the City generally reports the operating budget in terms of operating revenue and expenditures. The funds listed in the box below comprise the general operating budget of the City. The debt funds, capital funds, enterprise funds, internal service funds, and fiduciary funds are excluded, as are transfers and advances.

**Operating Revenue & Expenditures**

Incorporates revenue and expenditures from the following funds:

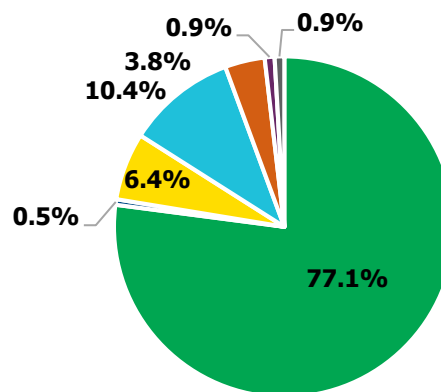
- General
- Street Maintenance & Repair
- State Highway
- Cemetery\*
- Recreation\*
- Safety\*
- Pool\*
- Hotel/Motel Tax\*
- Enforcement & Education
- Law Enforcement
- Mandatory Drug Find
- Mayor's Court Computer
- Wireless 911

\*Funded, in part, by transfers from the General Fund

This year, like others in the past, show a budget in which the operating expenditures are budgeted to exceed the operating revenue. For 2022, the variance is estimated to be \$8.3m on operating revenue of \$93.3m and operating expenditures of \$101.9m. This is due to the City's conservative approach to budgeting revenues.

**Revenues**

\$93,323,385



- Local Taxes
- Property Taxes
- Intergovernmental Re
- Charges for Services
- Fines, Licenses, and
- Interest Income
- Miscellaneous

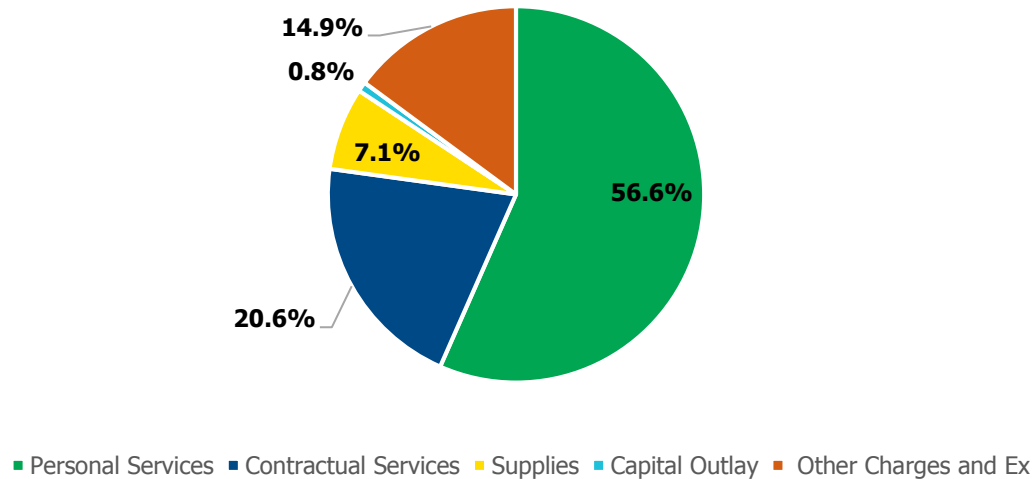


## COMPARISON OF REVENUE AND EXPENDITURES

(Excludes Other Financing Sources and Uses)

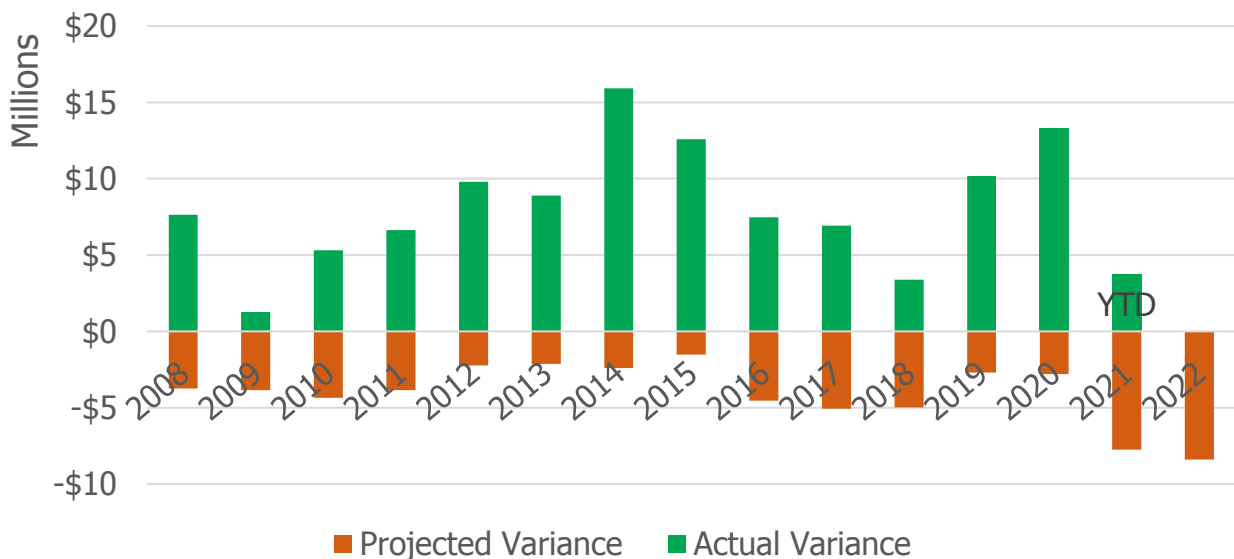
### Expenditures

\$101,859,020



While the projections for 2022 shows expenditures exceeding revenue, history has shown that what actually occurred is that the variance between actual revenue and actual expenditures has been inversed, with operating revenue exceeding the operating expenditures.

### 2008 Through 2022 Budgeted Expenditures and Revenue Versus Actual





## COMPARISON OF REVENUE AND EXPENDITURES

### **Trend Projection Analysis**

With regard to trend projections, one-time or non-recurring revenue and expenditures in 2022 were examined, as well as spending trends. The first notable item is that the City does not typically have non-recurring types of revenue. The only real example of this would be the sale of the City's large capital assets such as land or buildings. Historically, this is a rarity, however it did happen in 2020 with the sale of the City's Development Building located at 5800 Shier-Rings Road. There are no similar sales planned at this time in 2022.

The fiscal impact of COVID-19 has also been a major consideration in the compilation of the 2022 Operating Budget. General Fund operating transfers are planned in 2022 to the Hotel/Motel Fund as well as the Recreation Fund which were two of the hardest hit areas during the pandemic. Revenues and expenditures will be closely monitored during 2022 and financial adjustments made as necessary.

### **2022 Operating Budget Noteworthy Non-recurring Events**

Revenue Type	Event	Amount	Notes
Intergovernmental	ARP Funding	\$2,568,335	Determination on utilization in 2022
Local Taxes	Hotel Motel	<\$852,217>	Reduction from 90% of 2019 actuals
Charges for Services	Recreation	<\$1,241,389>	Reduction from 90% of 2019 actuals

Expenditure Type	Event	Amount	Notes
Other Charges	2021 Tax Refunds	\$2,200,000	HB 110 related tax refunds
Other Charges	Hotel Motel Fund	\$300,000	Subsidy for Visit Dublin Ohio
Other Charges	Hotel Motel Fund	\$254,000	Subsidy for Dublin Arts Council

Dublin has historically had a very small percentage of non-recurring items.  
All of the non-recurring events above are directly related to the pandemic.

*Note: ARP denoted the American Rescue Plan.* In some departments, like Engineering and Planning, the contractual obligations are more aligned with planned project execution. These expenditures are not necessarily non-recurring, because similar-type projects are budgeted each year. However, if for some reason expenditures needed to be quickly reduced, these obligations could be eliminated or pushed to a future time without a significant impact on routine City-provided services, at least in the short term.

When removing the non-recurring expenditures and reviewing personal services, contractual services and supplies for years 2016 through 2019, an expenditure trend emerges. The expenditure trend is narrowing the positive variance between operating revenue and expenditures over this time period. The costs of the service categories (listed previously) are growing at a rate greater than the rate of operating revenue growth. If this trend would continue indefinitely, it would eventually pose a threat to maintaining a balanced budget. Despite this imbalance in expenditure growth, as it compares to revenue growth, operating revenue has continued to exceed operating expenditures in each of these years and is expected to continue to do so. Operating revenue and expenditures, and any trends within them, will continue to be monitored as we progress through the new fiscal year.



City Council and the City's Administration have taken proactive measures to ensure that expenditure growth related to daily operations remains as flat as possible, while maintaining the City's current high quality service levels.

One of the primary cost drivers for the City is salary and benefit increases. Three new staff positions were added in the 2022 budget.

In all of these significant budget areas, City Council is taking action. Staffing requests for 2022 brought forward to City Council for review were thoughtfully vetted, as was the area of health insurance benefits.

By carefully limiting the increase of new staff positions, and monitoring and evaluation of operating costs, the City has taken steps to limit the growth of current and future budget expenditures, and maintain the positive variance between the revenue and expenditure lines.

### **SUMMARIZING THE 2022 OPERATING BUDGET**

Summarizing the 2022 Operating Budget per City Council's strategic focus areas:

#### **Fiscal Health**

- Estimated 2022 year-end General Fund balance of 57.3%

#### **Economic Vitality**

- Subsidization of funding for Visit Dublin Ohio

#### **Smart, Customer Focused Government**

- Continue to provide best in class City services
- Additional funding for solid waste removal (Rumpke)
- Additional parks, horticulture and information technology staff
- Restoration of travel and training budget for staff

#### **Community Engagement**

- Funding for Comprehensive Community Plan update
- Subsidization of funding for the Dublin Arts Council

#### **Safe and Resilient Community**

- Additional police officers and information technology staff



## 2022 Appropriations Summary by Expenditure Category - All Funds

	<u>Personal Services</u>	<u>Other Expenses</u>	<u>Capital Outlay</u>	<u>Transfers / Advances</u>	<u>Total</u>
<b>General Fund</b>	\$ 29,371,650	\$ 34,182,835	\$ 348,450	\$ 22,436,965	\$ 86,339,900
<b>Special Revenue Funds</b>					
Street Maintenance and Repair Fund					
Street Operations	2,250,425	902,775	12,500	-	3,165,700
Transportation and Mobility - Lights/Signals	-	318,625	10,000	-	328,625
State Highway Improvements Fund					
Transportation and Mobility	-	25,000	-	-	25,000
Transfers/Advances	-	-	-	225,000	225,000
Recreation Fund					
Community Recreation Center - Facilities	721,220	573,455	1,000	-	1,295,675
Recreation	1,903,205	923,635	6,000	-	2,832,840
Community Recreation Center (DCRC)	2,687,150	1,087,500	48,050	-	3,822,700
Community Events - Recreation	140,550	17,700	6,500	-	164,750
Swimming Pool Fund					
Dublin Municipal Pools	615,920	387,780	141,150	-	1,144,850
Permissive Tax Fund	-	-	-	200,000	200,000
Hotel/Motel Tax Fund					
Deputy City Manager/COO	58,735	80,700	-	-	139,435
Finance	-	1,284,000	-	-	1,284,000
Street Operations	-	20,000	-	-	20,000
Parks Operations	37,250	-	130,000	-	167,250
Community Events	923,140	2,917,675	1,500	-	3,842,315
Police	-	27,000	-	-	27,000
Safety Fund					
Finance Misc - Contractual Service	-	18,000	-	-	18,000
Police	14,311,000	400,295	16,625	-	14,727,920
Communication	4,514,355	155,000	1,000	-	4,670,355
Law Enforcement Trust Fund	-	7,000	-	-	7,000
Wireless 9-1-1 System	-	46,820	-	80,000	126,820
Enforcement and Education Fund	2,000	0	-	-	2,000
Mayor's Court Computer Fund	-	4,500	8,000	-	12,500
Cemetery Fund	155,700	40,650	15,000	-	211,350
Accrued Leave Reserve Fund	474,250	-	-	-	474,250
<b>Debt Service Funds</b>					
General Obligation Debt Service Fund	-	13,480,580	-	-	13,480,580
Economic Development Bond Retirement	-	2,065,985	-	-	2,065,985
<b>Capital Projects Funds</b>					
Capital Improvements Tax Fund	-	55,000	34,935,000	11,725,715	46,715,715
Parkland Acquisition Fund	-	12,000	750,000	-	762,000
Capital Construction Fund	-	7,500	23,000,000	-	23,007,500
TIF Funds	-	9,540,665	7,025,487	12,483,515	29,049,667
<b>Enterprise Funds</b>					
Water Fund					
Finance	-	430,215	-	-	430,215
Engineering	358,615	535,000	471,500	-	1,365,115
Water Construction Fund	-	-	1,595,000	-	1,595,000
Sewer Fund					
Finance	-	1,380,575	-	-	1,380,575
Engineering	992,435	815,600	691,570	-	2,499,605
Sewer Construction Fund	-	12,500	2,460,000	-	2,472,500
<b>Internal Service Funds</b>					
Employee Benefits Self-Insurance Fund	109,195	9,966,630	-	-	10,075,825
Worker's Compensation Self-Insurance Fund	-	344,500	-	-	344,500
<b>Fiduciary Funds</b>					
Unclaimed Monies Fund	-	20,250	-	-	20,250
Visit Dublin Ohio (VDO)	-	800,000	-	-	800,000
Agency Fund	-	3,391,150	-	-	3,391,150
COIRS	-	1,368,535	-	-	1,368,535
PACE	-	1,911,855	-	-	1,911,855
<b>Totals</b>	<b>\$ 59,626,795</b>	<b>\$ 89,559,485</b>	<b>\$ 71,674,332</b>	<b>\$ 47,151,195</b>	<b>\$ 268,011,807</b>



## 2022 Appropriations Summary by Expenditure Category - General Fund

<b>General Fund</b>	<b><u>Personal Services</u></b>	<b><u>Other Expenses</u></b>	<b><u>Capital Outlay</u></b>	<b><u>Transfers/ Advances</u></b>	<b><u>Total</u></b>
Office of the City Manager	\$ 942,430	\$ 707,830	\$ -	\$ -	\$ 1,650,260
Deputy City Manager/COO	913,820	311,905	1,000	-	1,226,725
Deputy City Manager/CDFO	571,100	47,655	2,500	-	621,255
Human Resources	1,431,490	981,440	-	-	2,412,930
Communications and Public Information	1,052,415	1,036,945	2,500	-	2,091,860
Legal Services	-	1,950,000	-	-	1,950,000
Court Services	315,560	130,825	-	-	446,385
Records Management	157,050	37,600	-	-	194,650
Performance Analytics	607,380	414,800	1,000	-	1,023,180
Information Technology Operations	1,848,305	3,326,765	2,000	-	5,177,070
Office of the City Manager - Miscellaneous	-	1,092,570	-	-	1,092,570
Office of the Director of Finance	1,507,390	312,600	-	-	1,819,990
Taxation	830,325	5,276,245	2,000	-	6,108,570
Miscellaneous and Transfers/Advances	-	833,200	-	22,436,965	23,270,165
Facilities Management	1,676,875	1,200,820	11,500	-	2,889,195
Fleet Management	870,285	2,212,165	19,100	-	3,101,550
Outreach and Engagement	450,455	112,900	-	-	563,355
Legislative Affairs - City Council	760,745	89,300	-	-	850,045
Legislative Affairs - Boards and Commissions	43,285	750	-	-	44,035
Economic Development	583,475	3,363,925	2,500	-	3,949,900
Asset Management and Support Services	1,032,055	99,975	-	-	1,132,030
Engineering	2,257,610	739,620	5,000	-	3,002,230
Planning	1,793,215	702,620	4,500	-	2,500,335
Building Standards	1,580,330	395,500	-	-	1,975,830
Solid Waste Services	833,460	4,230,910	3,500	-	5,067,870
Parks and Ground Maintenance	3,779,100	2,500,340	70,000	-	6,349,440
Horticulture	1,098,145	315,060	128,100	-	1,541,305
Forestry	822,335	255,205	93,250	-	1,170,790
Transportation and Mobility	1,613,015	1,092,795	-	-	2,705,810
Transportation and Mobility - Miscellaneous	-	410,570	-	-	410,570
<b>Totals</b>	<b>\$ 29,371,650</b>	<b>\$ 34,182,835</b>	<b>\$ 348,450</b>	<b>\$ 22,436,965</b>	<b>\$ 86,339,900</b>

### DEBT ADMINISTRATION



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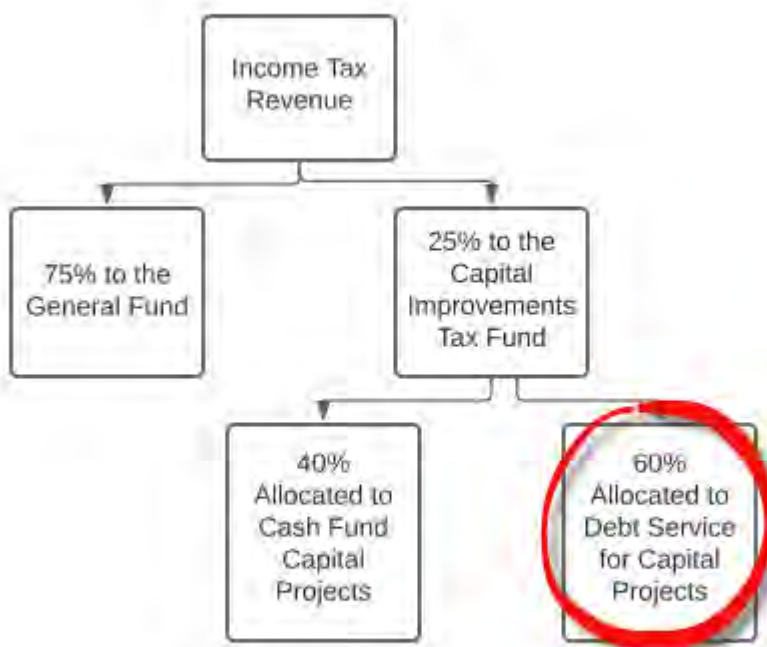



**DEBT ADMINISTRATION**

Dublin's infrastructure needs are met through a five-year Capital Improvements Program (CIP). Currently, the 2022 - 2026 CIP programs \$258 million in capital maintenance, and new capital assets and infrastructure over the five-year period. Many capital projects in past years have been funded utilizing proceeds from long-term debt. The City's CIP document provides a summary of additional infrastructure needs anticipated to be funded with long-term debt.

**Funding Sources:**

By City of Dublin policy, fifteen percent of income tax revenues are allocated for debt service as shown below. The maximum amount of debt shall not exceed 90% of the allocation of income tax revenue allocated to pay debt service per City of Dublin policy.



	2021	2022	2023	2024	2025	2026
Income Tax Revenue*	\$ 90,178,557	\$ 94,000,000	\$ 91,991,146	\$ 92,911,057	\$ 93,840,168	\$ 94,778,570
Revenue for capital projects (25% of income tax revenue)	22,544,639	23,500,000	\$ 22,997,787	\$ 23,227,764	\$ 23,460,042	\$ 23,694,642
<sup>1</sup> Revenue available for cash capital projects	9,017,856	9,400,000	\$ 9,199,115	\$ 9,291,106	\$ 9,384,017	\$ 9,477,857
<sup>2</sup> Revenue available for debt financed projects 	13,526,784	14,100,000	\$ 13,798,672	\$ 13,936,659	\$ 14,076,025	\$ 14,216,785

<sup>1</sup> 40% of the 25% designated for capital improvements is further designated for cash capital projects pursuant to the City of Dublin Debt Policy.

<sup>2</sup> 60% of the 25% designated for capital improvements is further designated to retire debt issued for capital projects pursuant to the City of Dublin Debt Policy.

**Rating Agency Reviews:**

The City received ratings from Moody's Investors Service ("Moody's"), Fitch Ratings ("Fitch"), and S&P Global ("S&P"). After completing a review that evaluated the City's existing financial condition, current developments and trends, and prospects for growth, all three agencies assigned their highest ratings, "Aaa", "AAA", and "AAA", respectively, to the City's bonds. In its report, S&P stated "Dublin's status as a desirable suburb within the fast-growing Columbus metropolitan statistical area, its commitment to maintaining a large and diverse employment base, which supports a healthy income tax stream, and its robust financial policy framework are key credit strengths supporting the 'AAA' rating." All agencies cited the City's strong and proactive management along with good financial policies and strong reserves as rationale for the rating. These ratings enable the City's debt to be issued at the lowest interest rates, resulting in reductions in future debt service payments. The City's diverse economic base, the City's history of operating surpluses and the continued use of that surplus to fund capital projects, and the City's continued long-term planning efforts will help maintain high credit ratings.

**Proposed New Long-Term Debt:**

The City's long-term debt outstanding as of December 31, 2020 is estimated to be \$185.1 million. Of the total, approximately \$2.6 million will be retired using revenues generated by the City's water system operations, \$13.4 million will be retired using revenues generated by the City's sewer system operations, approximately \$81,000 will be retired through the collection of special assessments, \$137,500 will be retired using State Highway revenues, and \$85.8 million will be retired using service payments in lieu of taxes from tax increment financing districts. The remaining \$83.3 million, or about 45%, will be retired with income tax revenue. New debt to be issued in 2022 through 2026 is currently planned as follows:

**Debt Proceeds**

<b>Proposed Project</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<u>Long-Term Bonds-Retired by Income Taxes</u>					
Riverside Crossing Park - Promenade	-	975,000	5,300,000	-	-
<b>Total - Retired by Income Taxes</b>	<b>\$ -</b>	<b>\$ 975,000</b>	<b>\$ 5,300,000</b>	<b>\$ -</b>	<b>\$ -</b>
<u>Long-Term Bonds-Retired by Other Revenues</u>					
Fiber to Home	23,000,000	-	-	-	-
<b>Total - Retired by Other Revenues</b>	<b>\$ 23,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<u>Long-Term Bonds-Retired by Sewer Revenues</u>					
Sewer Lining & Repair	1,500,000	-	1,500,000	-	1,500,000
Sanitary Sewer Extensions - Area 1B - Sanitary Sewer	960,000	-	-	-	-
Sewer Extensions - Areas 3A, 3B, 3C, 8A & 15	-	2,935,000	-	-	-
Deer Run - Glick Road Relief Sewer	-	1,085,000	4,335,000	-	-
Deer Run - Avery Road Relief Sewer	-	-	590,000	2,040,000	-
Sewer Extensions - Areas 2A, 2B & 2C	-	-	-	2,070,000	-
Sewer Extensions - Area 9	-	-	-	-	280,000
Sewer Extensions - Area 10B	-	-	-	-	620,000
Sewer Line Extensions - Area 10A	-	-	-	-	945,000
<b>Total - Retired by Sewer Revenues</b>	<b>\$ 2,460,000</b>	<b>\$ 4,020,000</b>	<b>\$ 6,425,000</b>	<b>\$ 4,110,000</b>	<b>\$ 3,345,000</b>
<u>Long-Term Bonds-Retired by Water Revenues</u>					
Tartan West and Post Road Booster Station Upgrade	525,000	-	-	-	-
Waterline Replacement	600,000	-	625,000	-	650,000
Water Extensions - Area 8A	470,000	-	-	-	-
Water Extensions - Area 3A	-	520,000	-	-	-
Water Extensions - Areas 2B & 2C	-	-	-	945,000	-
Water Extensions - Area 9	-	-	-	-	705,000
Water Extensions - Area 10B	-	-	-	-	165,000
Water Extensions - Area 10A	-	-	-	-	335,000
<b>Total - Retired by Water Revenues</b>	<b>\$ 1,595,000</b>	<b>\$ 520,000</b>	<b>\$ 625,000</b>	<b>\$ 945,000</b>	<b>\$ 1,855,000</b>

**Debt Limitation – Ohio Revised Code:**

Under current state statutes (Chapter 133 Ohio Revised Code), the City's general obligation debt issuances are subject to a legal limitation based on the total assessed value of real and personal property. Total general obligation debt of the City, exclusive of certain exempt debt, shall never exceed 10.5% of the total assessed valuation. The unvoted general obligation debt of the City cannot exceed 5.5% of the total assessed valuation. In 2020, the City's total taxable assessed valuation was \$2,315,451,770. As a result, the City had a legal debt margin for total debt of \$243,122,435 and a legal debt margin for unvoted debt of \$127,349,847. Exemptions include: special assessment bonds; revenue bonds; general obligation enterprise debt; other bonded debt issues – income tax, tax increment financing, and hotel/motel tax funded debt. Total net debt applicable to the limit rolled-off in 2020.

Limitation	Nonexempt Debt Outstanding	Additional Debt Capacity Within Limitation
10 ½% = \$243,122,435	\$200,000	\$242,922,435
5 ½% = \$127,349,847	\$0	\$127,349,847

The City is currently in compliance with the limitations set forth by the Ohio Revised Code, as well as with the City's debt policy.

**Debt Per Capita:**

Fiscal Year	General Bonded Debt Outstanding				Total Estimated Actual Property Value (2)	Net Bonded Debt as Percentage of Est. Actual Property Value	
	General Obligation Bonds(5)	Special Assessment Bonds	Less: Reserved for Debt Service Principal-only	Net General Bonded Debt Outstanding		Property Value	Net Bonded Debt Per Capita (4)
2011	\$ 33,554,714	\$ 1,323,827	\$ (1,225,823)	\$ 33,652,718	\$ 5,580,956,000	0.60%	801
2012	37,270,220	1,138,522	(975,561)	37,433,181	5,578,344,371	0.67%	868
2013	43,059,688	946,628	(1,245,507)	42,760,809	5,527,762,572	0.77%	980
2014	49,559,138	746,558	(1,582,173)	48,723,523	5,724,044,687	0.85%	1,098
2015	95,965,862	644,899	(6,833,532)	89,777,229	5,826,516,715	1.54%	2,011
2016	98,613,191	540,063	(4,064,459)	95,088,795	5,894,521,944	1.61%	2,054
2017	124,645,069	432,050	(4,335,546)	120,741,573	6,392,298,201	1.89%	2,551
2018	139,429,806	319,272	(4,908,529)	134,840,549	6,522,290,887	2.07%	2,780
2019	129,677,061	203,317	(3,722,892)	126,157,486	6,615,576,487	1.91%	2,593
2020	142,798,923	81,009	(2,971,195)	139,908,737	7,528,194,087	1.86%	2,802

**Notes:**

(1) Details regarding the City's outstanding debt can be found in the notes to the basic financial statements.

(2) See Schedule 7 for taxable property value data.

(3) Includes general bonded debt, other governmental activities debt, and business-type activities debt.

(4) Population and personal income data can be found in Schedule 17

(5) The general obligation bonds amount was adjusted for 2016 to reflect the total debt amount.

Source: City of Dublin Annual Comprehensive Financial Report ([ACFR](#)) for the fiscal year ended December 31, 2020.

**Analysis of Financing Alternatives:**

City Council has directed staff to explore alternatives to the issuance of debt for capital acquisitions and construction projects as financially reasonable, and for cost efficiency. These alternatives include, but are not limited to: grants; use of reserves; use of current revenues, and contributions from developers.



**DEBT SERVICE SCHEDULE**  
**Reflects Debt as of 12/31/2021**

Unvoted Bonds (G.O.)	Source	Date Of Issue	Original Amount	O/S Principal	2021	Interest Payment
					Principal Payment	
Service Center	Income Tax Revenue	12/1/01	3,675,000	173,991	173,991	5,872
Municipal Pool South (OMB)	Income Tax Revenue	4/14/04	2,986,000	928,000	171,000	42,032
Industrial Pkwy/SR 161 Improvements	Tax Increment Financing	1/7/14	8,210,000	4,995,000	495,000	166,119
Darree Fields Water Tower	Water Fund	1/7/14	1,710,000	1,040,000	100,000	34,600
Sanitary Sewer Lining	Sewer Fund	1/7/14	1,880,000	1,150,000	110,000	38,263
LED Street Lights	Income Tax Revenue	10/2/12	2,185,000	510,000	250,000	13,775
Dublin Road Water Tower	Water Fund	10/2/12	2,360,000	1,575,000	110,000	48,563
Sewer Lining & Repairs	Sewer Fund	10/2/12	2,540,000	1,695,000	120,000	52,200
Emerald Parkway Phase 8	Tax Increment Financing	12/17/13	5,420,000	4,990,000	315,000	166,275
Bridge Street - Land Acquisition	Tax Increment Financing	12/17/13	4,435,000	4,060,000	255,000	135,300
270/33 Interchange (Design, ROW)	Tax Increment Financing	1/7/14	9,000,000	2,905,000	945,000	92,375
Justice Center Improvements	Income Tax Revenue	9/30/15	10,600,000	8,680,000	425,000	356,994
Sewer Lining & Repairs	Sewer Fund	9/30/15	2,500,000	2,045,000	100,000	84,169
BSD Transportation (Riverside Dr/161/Park)	Tax Increment Financing	9/30/15	25,000,000	20,475,000	1,000,000	842,125
BSD Transportation (Bridge Park)	Tax Increment Financing	9/30/15	11,100,000	9,365,000	460,000	385,081
BSD Parking Structures (Tax-Exempt)	Tax Increment Financing	10/28/15	16,000,000	16,000,000	-	718,231
BSD Parking Structures (Taxable)	Tax Increment Financing	10/28/15	16,000,000	14,275,000	765,000	586,425
270/33 Interchange (Construction) (SIB)	Tax Increment Financing	2/10/15	10,010,000	6,887,400	385,517	675,420
Dublin Road/Glick Road Improvements (OPWC)	State Highway	7/1/14	250,000	137,500	25,000	-
BSD Transportation (John Shields Parkway II)	Tax Increment Financing	12/6/16	9,325,000	7,890,000	385,000	245,300
Service Center Renovation/Expansion	Income Tax Revenue	8/2/17	3,300,000	2,940,000	130,000	115,300
Sewer Lining & Repairs/Extensions	Sewer Fund	8/2/17	1,380,000	1,230,000	55,000	48,300
Pedestrian Bridge/N. High Street	Income Tax Revenue	8/2/17	27,200,000	24,250,000	1,065,000	951,350
CML/City Parking Garage	Tax Increment Financing / Income Tax Revenue	12/18/18	15,600,000	14,535,000	555,000	665,281
CML/City Parking Garage	Tax Increment Financing / Income Tax Revenue	12/18/18	4,000,000	3,730,000	140,000	158,988
Riverside Crossing Park	Income Tax Revenue	12/18/18	1,750,000	1,630,000	60,000	74,619
Sewer Lining & Repairs/Extensions	Sewer Fund	12/18/18	1,350,000	1,260,000	50,000	57,638
Riverside Crossing Park	Income Tax Revenue	4/2/20	14,000,000	14,000,000	520,000	420,000
North Pool	Income Tax Revenue	4/2/20	6,000,000	6,000,000	225,000	180,000
Sewer Lining & Repairs/Extensions	Sewer Fund	4/2/20	6,000,000	6,000,000	225,000	180,000
				185,351,891	9,615,508	7,540,593
Ballantrae (2001)	Special Assessment	12/1/01	1,700,000	81,009	81,009	2,734
				81,009	81,009	2,734
Total Debt Payments				185,432,900	9,696,517	7,543,327

# 3 | General Fund







## City Council

**STATEMENT OF FUNCTIONS**

All powers of the City permitted by the Revised Charter, the Constitution and the laws of the State of Ohio are vested in Council. Council provides for the exercise of all City powers and for the performance of all duties and obligations imposed on the City by law, through the adoption of legislation. City Council's responsibilities include reviewing, deliberating and approving legislation as prescribed by the Revised Charter and the laws of the State of Ohio applicable to municipalities. City Council establishes goals and long-range policies for the City.

Council is composed of seven members who serve four-year terms. Three are nominated and elected by the electors of the City at large and four are nominated and elected by the electors of each of the four Council wards. All candidates for City Council must be residents of Dublin for one year prior to filing a petition of candidacy. Council members must be residents of the City of Dublin throughout their term of office. Ward Council members must be residents of the ward which they represent at the time they file for office and during their entire term of office.

City Council elects a Mayor and Vice Mayor to serve two-year terms. The Mayor presides over all City Council meetings. The Vice Mayor performs these duties in the absence of the Mayor.

The Clerk of Council is appointed by the City Council and serves at its pleasure. The Clerk of Council is an officer of the City and provides notice of Council meetings to its members and the public, keeps the minutes of Council's proceedings and performs other duties as provided by the Revised Charter or by Council.

**OBJECTIVES AND ACTIVITIES**

- To establish goals for the community to be implemented by staff and/or City Council.
- To set policy in a clear and consistent manner in order to provide a framework for administrative implementation.
- To continue to be responsive to the needs and expectations of the citizens of Dublin.

**PERSONNEL DATA**  
**POSITION TITLE****2021**  
**CURRENT NUMBER****2022**  
**ADOPTED**

Mayor	1	1
Vice Mayor	1	1
Council Member	5	5
Clerk of Council	1	1
Deputy Clerk of Council	2	1
Assistant Clerk of Council (1)	0	1
<b>TOTAL</b>	<b>10</b>	<b>10</b>

**PART-TIME/SEASONAL STAFF**

Theater Technicians (2)	0	0
	<b>0</b>	<b>0</b>

**NOTES & ADJUSTMENTS:**

- (1) Job descriptions were adjusted to reflect one Deputy Clerk of Council and one Assistant Clerk of Council effective January 1, 2021 (Ordinance No. 30-20).
- (2) Three Theater Technicians have been trained to assist with meetings in the City Hall Council Chamber, and their wages are partially split in this budget. However, staffing numbers are reflected in the Recreation Fund (DCRC).

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>101 General Fund</b>					
<b>50 City Council</b>					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	346,419	346,875	346,875	345,975
701103	Overtime Wages	26,239	25,000	25,000	25,000
701104	Other Wages	0	0	0	17,500
701201	Employee Benefits	291,933	316,700	316,700	301,270
702000	Training/Travel	2,461	24,500	11,800	24,500
703100	Meeting Expenses	1,702	7,500	11,200	7,500
703101	Ceremonial Functions Expense	1,810	24,000	24,000	24,000
703201	Long Term Strategic Plan	5,199	15,000	12,000	15,000
<b>Personal Services Total:</b>		<b>675,763</b>	<b>759,575</b>	<b>747,575</b>	<b>760,745</b>
<b>Contractual Services</b>					
713004	Other Professional Services	5,770	74,800	83,800	74,800
715002	Advertising	654	4,000	4,000	4,000
716000	Memberships/Subscriptions	2,581	2,500	2,500	2,500
<b>Contractual Services Total:</b>		<b>9,005</b>	<b>81,300</b>	<b>90,300</b>	<b>81,300</b>
<b>Supplies</b>					
721001	Office Supplies	4,914	8,000	11,000	8,000
<b>Supplies Total:</b>		<b>4,914</b>	<b>8,000</b>	<b>11,000</b>	<b>8,000</b>
<b>City Council Total:</b>		<b>689,682</b>	<b>848,875</b>	<b>848,875</b>	<b>850,045</b>
<b>General Fund Total:</b>		<b>689,682</b>	<b>848,875</b>	<b>848,875</b>	<b>850,045</b>



2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>101 General Fund</b>					
<b>50 City Council</b>					
Boards and Commissions					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	10,700	8,400	8,400	10,635
701201	Employee Benefits	1,859	1,500	1,500	1,650
702000	Training/Travel	0	30,000	30,000	30,000
703100	Meeting Expenses	0	1,000	810	1,000
<b>Personal Services Total:</b>		<b>12,559</b>	<b>40,900</b>	<b>40,710</b>	<b>43,285</b>
<b>Contractual Services</b>					
716000	Memberships/Subscriptions	0	750	940	750
<b>Contractual Services Total:</b>		<b>0</b>	<b>750</b>	<b>940</b>	<b>750</b>
<b>City Council Total:</b>		<b>12,559</b>	<b>41,650</b>	<b>41,650</b>	<b>44,035</b>
<b>General Fund Total:</b>		<b>12,559</b>	<b>41,650</b>	<b>41,650</b>	<b>44,035</b>



**City Council /  
Boards and Commissions**

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**BUDGET SUMMARY**

**10110510 (City Council)**

- Account 701101 provides funding for the salaries/wages of City Council Members and staff reflected under Personnel Data.
- Account 701103 provides overtime for eligible staff working night meetings.
- Account 701104 provides for part-time, seasonal wages for Theater Technicians who will be helping with the Council Meetings.
- Account 701201 includes funding for benefits, including health insurance contributions for City Council Members, the Clerk of Council and Legislative Services Staff.
- Account 702000 includes funding for travel and training for Council Members and certification-related training for the Clerk of Council and Legislative Services Staff.
- Account 703101 includes funding for citywide ceremonial functions, which are reviewed and approved by the Mayor and the City Manager. These include events hosted by City Council; flowers, memorial donations and special occasion recognition.
- Account 703201 provides funding for long-term strategic planning workshops, and Council retreat(s).
- Account 713004 provides funding for codification services, Council communications consulting and proposed security services (for 2022).
- Account 715002 provides funding for advertising expenses related to publication in local newspapers of the annual meeting schedule and various required legal notices.

**10110520 (Boards & Commissions)**

- Account 701101 provides funding for salaries/wages of seven Planning and Zoning Commission Members.
- Account 702000 provides funding, as authorized by City Council, of travel and training for Planning and Zoning Commission members and funding for orientation and training for all City board and commission members. Funding is provided for Architectural Review Board members to attend the Annual National Forum through the National Alliance for Preservation Commissions (NAPC).
- Account 703100 provides funding for expenses related to meetings sponsored by various City advisory boards, commissions, committees and task forces.
- Account 716000 provides funding for American Planning Association (APA) memberships.



## Office of the City Manager

**STATEMENT OF FUNCTIONS**

The City Manager is the Chief Administrative and Law Enforcement Officer of the City and is charged with the responsibility for the administration of all municipal affairs as empowered by the Revised Charter of the City of Dublin, City Ordinances or Resolutions and State laws. Some of the City Manager's primary responsibilities include: directing and supervising the administration of all departments and functions of the City; attending all Council meetings; ensuring that all laws, Revised Charter provisions, ordinances and resolutions of Council are faithfully executed; preparing the annual budget and capital improvements program; publishing an annual report of the financial and administrative activities of the City; and executing, on behalf of the City, all contracts and agreements.

**OBJECTIVES AND ACTIVITIES**

- To ensure alignment with City Council Goals.
- Assist and advise City Council on strategic efforts.
- To lead City Staff in the City Manager's Strategic Focus Areas; Fiscal Health, Economic Vitality, Smart Customer-Focused Government, Community Engagement, and Safe and Resilient Community of Choice.
- To ensure success and sound decision making by establishing, tracking and responding to Key Data Driven Metrics in support of the Strategic Focus Areas.
- To drive continuous process improvement throughout the organization via development and education of teams regarding the analysis of policies, practices and procedures.
- To facilitate citizen involvement.
- To provide best in class municipal services and be responsive to the needs of the community.

**PERSONNEL DATA**  
**POSITION TITLE****2021**  
**CURRENT NUMBER**      **2022**  
**ADOPTED**

City Manager	1	1
Assistant City Manager/Chief Strategy & Innovation Officer	1	1
Deputy City Manager/Chief Finance & Development Officer (1)	1	0
Chief Information/Technology Officer (2)	1	1
Management Analyst	1	1
Executive Assistant to the City Manager	1	1
Administrative Support 3	1	1
Administrative Support 1	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>8</b>	<b>7</b>

**PART-TIME/SEASONAL STAFF**

Intern (ICF)	1	1
Intern	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>2</b>	<b>2</b>

**NOTES AND ADJUSTMENTS:**

- (1) The Deputy City Manager/Chief Finance and Development Officer (DCM-CFDO) position is reallocated to a separate office/budget/statement of function in 2022.
- (2) The Chief Information/Technology Officer (CIO) position will remain unfunded for 2022, and will be covered through contracted service.

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>101 General Fund</b>					
<b>10 City Manager</b>					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	646,051	833,840	833,840	611,465
701103	Overtime Wages	6,467	11,000	11,000	15,000
701104	Other Wages	15,767	32,125	32,125	32,125
701201	Employee Benefits	183,287	329,115	329,115	252,090
702000	Training/Travel	2,630	13,125	13,125	13,250
703100	Meeting Expenses	3,487	6,500	6,500	6,500
703202	Staff Goal Setting	5,311	12,000	12,000	12,000
<b>Personal Services Total:</b>		<b>862,999</b>	<b>1,237,705</b>	<b>1,237,705</b>	<b>942,430</b>
<b>Contractual Services</b>					
713004	Other Professional Services	96,931	436,570	499,934	477,500
716000	Memberships/Subscriptions	5,006	8,980	8,980	6,330
<b>Contractual Services Total:</b>		<b>101,937</b>	<b>445,550</b>	<b>508,914</b>	<b>483,830</b>
<b>Supplies</b>					
721001	Office Supplies	3,442	4,000	5,411	4,000
<b>Supplies Total:</b>		<b>3,442</b>	<b>4,000</b>	<b>5,411</b>	<b>4,000</b>
<b>Other Charges and Ex</b>					
751003	Special Projects/Programs	10,574	95,000	95,000	220,000
<b>Other Charges and Ex Total:</b>		<b>10,574</b>	<b>95,000</b>	<b>95,000</b>	<b>220,000</b>
<b>City Manager Total:</b>		<b>978,952</b>	<b>1,782,255</b>	<b>1,847,030</b>	<b>1,650,260</b>
<b>General Fund Total:</b>		<b>978,952</b>	<b>1,782,255</b>	<b>1,847,030</b>	<b>1,650,260</b>



Office of the City Manager

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**BUDGET SUMMARY:**

**10110110**

- Account 701101 provides funding for the full-time staffing reflected under Personnel Data.
- Account 701104 provides funding for part-time (Intern) staff.
- Account 702000 provides funding for training and travel for the OCM Office.
- Account 703100 provides funding for external and internal meetings sponsored by the City. This may include food, beverages and any necessary supplies for meetings with staff retreats, forums, etc.
- Account 703202 provides funding for leadership team retreats and goal setting.
- Account 713004 provides funding for other professional services and consultants. For 2022, this includes funding for the Chief Information Officer (CIO) projects, and consultants for special projects, including broadband legal services.
- Account 716000 provides funding for staff's membership to organizations such as International City/County Management Association (ICMA) and Ohio City/County Management Association (OCMA).
- Account 721001 provides office supplies, printing, and courier services.
- Account 751003 provides funding for projects such as the ICF Institute, ASN Support and Friendship Association – Cultural and Diversity Engagement, broadband research and licensing.



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**Office of the City Manager / Miscellaneous Accounts / Contingencies**

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**STATEMENT OF FUNCTIONS:**

These are miscellaneous accounts within the General Fund which are not directly related to the operational costs of a specific function. The functional "supervision" of these accounts is provided by the Office of the City Manager.

Funds are appropriated to the contingency account to be held for any unforeseen expenses during the current fiscal year. The expenditures are required to be approved by the City Manager.

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2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>101 General Fund</b>					
<b>10 City Manager</b>					
Miscellaneous					
<b>Contractual Services</b>					
713004	Other Professional Services	84,000	88,800	98,600	188,800
714006	Workers' Compensation	200,000	100,000	200,000	200,000
716000	Memberships/Subscriptions	58,331	76,865	76,865	106,495
719001	County Wide Disaster Serv	65,611	65,555	65,555	67,525
<b>Contractual Services Total:</b>		<b>407,942</b>	<b>331,220</b>	<b>441,020</b>	<b>562,820</b>
<b>Other Charges and Ex</b>					
751015	Leadership Dublin	10,000	10,000	10,000	0
753003	Settlement Claims	85,000	0	0	0
754002	Grants/Community Org	372,541	379,750	408,136	379,750
756002	Contingencies	30,253	150,000	155,000	150,000
<b>Other Charges and Ex Total:</b>		<b>497,793</b>	<b>539,750</b>	<b>573,136</b>	<b>529,750</b>
<b>City Manager Total:</b>		<b>905,735</b>	<b>870,970</b>	<b>1,014,156</b>	<b>1,092,570</b>
<b>General Fund Total:</b>		<b>905,735</b>	<b>870,970</b>	<b>1,014,156</b>	<b>1,092,570</b>





Office of the City Manager / Miscellaneous Accounts / Contingencies

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**BUDGET SUMMARY:**

**10110190**

- Account 713004 provides funding for federal and state lobbying efforts. Increased budget is due to broadband project efforts.
- Account 714006 provides funding for the City's self-insured workers' compensation program. This amount reflects the City's program costs including claims, third party administration and excess loss coverage. Increase is due to higher claims, and a need to bolster the fund balance in the Worker's Compensation Fund.
- Account 716000 includes funds for memberships/subscriptions to the Ohio Municipal League, the National League of Cities, dues to the Mid-Ohio Regional Planning Commission, and any other citywide memberships/subscriptions. New for 2022 is funding for MORPC studies.
- Account 719001 provides funding to the Franklin County Emergency Management Agency (FEMA) for the countywide disaster services program.
- Account 751015 provided for Leadership Dublin. That budget has been moved to the Office of the DCM-CFDO.
- Account 754002 provides funding for the Dublin Counseling Center (Syntero), Aging-in-Place (AIP) (Syntero), the Beautify Your Neighborhood Grant Program.
- Account 756002 provides funding for unanticipated expenditures that may occur throughout the year.



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## Office of the Deputy City Manager/Chief Operating Officer

**STATEMENT OF FUNCTIONS**

The Deputy City Manager/Chief Operating Officer (DCM-COO) provides direction and oversight for:

- The Department of Parks and Recreation consisting of the Recreation Services, Community Events, Outreach and Engagement, Park Development, and Public Art.
- The Divisions of Public Service, Asset Management & Support Services, Engineering, Facilities, and Fleet Management.

**OBJECTIVES AND ACTIVITIES**

- To provide leadership and direction to the staff within the Divisions of Public Service, Engineering, Facilities & Fleet Management, Recreation Services, Community Events, Outreach & Engagement and Asset Management & Support Services, setting departmental goals, clear customer service standards and accountability for achieving these goals and standards.
- To develop and manage the City-wide infrastructure assets, inspection, assessment and maintenance of those assets and manage the day-to-day service delivery.
- To manage all departmental functions and to develop and recommend policies, procedures and program improvements.
- To ensure the City's goals and strategic objectives are reached in each of the functional areas in an efficient, effective, and responsive manner.
- To provide appropriate learning and development opportunities to employees and employee teams.
- To provide City-wide special project support as needed.
- To provide quality service to Dublin residents through the use and development of GoDublin and the dedicated GoDublin Maintenance Team, specifically focused on resident and Council requests so that other teams can focus on planned work.
- To provide asset performance management to improve the reliability and availability of physical assets while minimizing risk and operating costs; including condition monitoring, predictive maintenance, asset integrity management, utilizing technologies such as asset health data collection, visualization, and analytics.
- To provide front desk service at the Service Center, focused on direct and friendly customer interaction with Dublin residents and visitors.
- To provide contract, prevailing wage, bid document, and procurement coordination with all assigned departments and divisions.

**PERSONNEL DATA****POSITION TITLE****2021  
CURRENT NUMBER****2022  
ADOPTED**

Deputy City Manager/Chief Operating Officer

1

1

Management Analyst

1

1

Administrative Support 1

1

1

Director, Parks and Recreation

1

1

Administrative Support 3

1

1

Landscape Architect Manager

1

1

Landscape Architect

.5

.5

**TOTAL**

6.5

6.5

**PART-TIME/SEASONAL STAFF**

Part-time (1)

0

1

**TOTAL**

0

1

**NOTES AND ADJUSTMENTS:**

(1) Reallocated the Administrative Support 2 position from the Fleet work unit, to a part-time (non-permanent) position in this budget to support the Fleet Center front desk and other tasks as needed.

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>101 General Fund</b>					
<b>10 City Manager</b>					
Deputy City Manager - Chief Operating Officer					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	0	0	0	592,710
701103	Overtime Wages	0	0	0	4,750
701104	Other Wages	0	0	0	27,500
701201	Employee Benefits	0	0	0	268,550
701204	Uniforms and Clothing	0	0	0	200
702000	Training/Travel	0	0	0	15,510
703100	Meeting Expenses	0	0	0	4,600
<b>Personal Services Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>913,820</b>
<b>Contractual Services</b>					
713004	Other Professional Services	0	0	0	2,500
713005	Misc. Contract. Serv.	0	0	0	285,000
715001	Communications	0	0	0	100
716000	Memberships/Subscriptions	0	0	0	10,055
<b>Contractual Services Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>297,655</b>
<b>Supplies</b>					
721001	Office Supplies	0	0	0	2,000
721002	Operating Supplies	0	0	0	250
<b>Supplies Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>2,250</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	0	0	0	1,000
<b>Capital Outlay Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>
<b>Other Charges and Ex</b>					
751003	Special Projects/Programs	0	0	0	12,000
<b>Other Charges and Ex Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>12,000</b>
<b>City Manager Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>1,226,725</b>
<b>General Fund Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>1,226,725</b>

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>101 General Fund</b>					
<b>30 Public Works</b>					
Deputy City Manager - Chief Operating Officer					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	456,046	1,186,820	1,186,820	0
701103	Overtime Wages	291	9,500	9,500	0
701104	Other Wages	0	24,000	24,000	0
701201	Employee Benefits	123,962	472,100	472,100	0
701204	Uniforms and Clothing	160	450	790	0
702000	Training/Travel	3,786	13,005	10,405	0
703100	Meeting Expenses	1,655	4,600	4,560	0
<b>Personal Services Total:</b>		<b>585,900</b>	<b>1,710,475</b>	<b>1,708,175</b>	<b>0</b>
<b>Contractual Services</b>					
713004	Other Professional Services	6,251	2,500	5,678	0
713005	Misc. Contract. Serv.	46,711	185,000	193,619	0
715001	Communications	45	300	300	0
716000	Memberships/Subscriptions	2,390	7,915	7,915	0
<b>Contractual Services Total:</b>		<b>55,397</b>	<b>195,715</b>	<b>207,512</b>	<b>0</b>
<b>Supplies</b>					
721001	Office Supplies	1,833	3,500	2,622	0
721002	Operating Supplies	290	1,500	1,500	0
<b>Supplies Total:</b>		<b>2,123</b>	<b>5,000</b>	<b>4,122</b>	<b>0</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	0	1,000	1,000	0
<b>Capital Outlay Total:</b>		<b>0</b>	<b>1,000</b>	<b>1,000</b>	<b>0</b>
<b>Other Charges and Ex</b>					
751003	Special Projects/Programs	0	20,000	20,000	0
<b>Other Charges and Ex Total:</b>		<b>0</b>	<b>20,000</b>	<b>20,000</b>	<b>0</b>
<b>Public Works Total:</b>		<b>643,421</b>	<b>1,932,190</b>	<b>1,940,809</b>	<b>0</b>
<b>General Fund Total:</b>		<b>643,421</b>	<b>1,932,190</b>	<b>1,940,809</b>	<b>0</b>



**Office of the Deputy City Manager/Chief Operating Officer**

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**BUDGET SUMMARY:**

**10110111**

- Account 701101 provides funding for staffing reflected in the Personnel Data.
- Account 701103 provides for overtime funding of Administrative Support staff for meetings, special events and other unexpected circumstances.
- Account 701104 provides funding for seasonal/part-time wages.
- Account 701204 supports minimal funding for Landscape Architect, Landscape architect and PPE Replacements and supplies.
- Account 702000 provides funding for travel, training, and certification courses for staff, as well as recertification credits for professional certifications, and staff training and development.
- Account 703100 provides funding in meeting expenses for events such as Staff Retreats, Public Works Week and SnowGo Day.
- Account 713004 provides funding for other professional services.
- Account 713005 provides funding for right of way landscape enhancements/renovations. Includes new funding for the update of Parks & Recreation Master Plan requested by CSAC and desired by City Council.
- Account 715001 provides funding for express mail and courier services.
- Account 716000 provides funding for professional memberships, and funding for such memberships and renewals such as AWP, ICMA, NRPA, and OPRA corporate and individual memberships, Landscape Architect Manager License, Master Specs license renewal and other staff membership and recertification.
- Account 721001 provides funding for general office supplies.
- Account 721002 provides funding for operating supplies.
- Account 751003 includes new funding for park dedications and Parks & Recreation events. This account was reduced due to the removal of Parks & Recreation re-accreditation, which was completed in 2021. Also, bike path map funding was moved to account 715003.

**10180111**

- Account 731000 provides funding for office furniture, tool kits for inspectors and message board firmware/software upgrade.

**Office of the Deputy City Manager/Chief Finance & Development Officer****STATEMENT OF FUNCTION**

The Deputy City Manager/Chief Finance and Development Officer is responsible for providing direction and oversight for the Building Standards, Economic Development, Finance (Taxation and Fiscal Administration), Planning, and Transportation and Mobility teams. Some of the Deputy City Manager/Chief Finance and Development Officer's primary responsibilities include: assisting the City Manager in the preparation and administration of the operating budget, the capital improvements program, and the various economic development and tax increment financing agreements; developing strategies to ensure the City's corporate office space remains competitive, identifying and implementing strategies for revenue generation; developing partnerships with academic and industry partners to expand and deploy technological advances throughout the City for the betterment of the community, in partnership with the CIO; collaboration with regional and state agencies in national and international efforts to recruit new and emerging businesses and industries to ensure future economic vibrancy for the City; career and leadership development for staff; and development and execution of process improvement measures to ensure the Department's staff is competent, responsive and customer service oriented.

**OBJECTIVES AND ACTIVITIES**

- To pro-actively communicate with Dublin-based businesses, neighborhoods and organizations to inform them of planning efforts and projects. Develop relationships that encourage a robust exchange of ideas and information and result in a high-level of engagement.
- To continue to strengthen connections with regional partner agencies (i.e. Columbus2020, Jobs Ohio) to understand, assess and evaluate threats and act on opportunities to retain, expand and attract businesses/jobs.
- To actively engage with academic partners (i.e. Ohio University and Ohio State University) to collaborate in identifying programmatic opportunities that bring research activity to the City.
- To provide assistance to the City Manager in the preparation and administration of the City's Operating and Capital Budgets.
- To safe-keep and invest City monies in a manner consistent with the Ohio Revised Code and the City's investment policy. To maintain accountability for the City's capital assets.
- To help maintain fiscally sound government and to conform to the regulations by imposing methods for financial planning and capital improvement planning.
- To maintain relationships with members of the Council of Governments/US 33 Innovation Corridor, ODOT, DriveOhio, OSMI, MODE, MORPC, COTA, and related organizations to support the development of the Beta District and the new industry that will result.
- To build the vision for Connected Dublin by employing "smart" technologies through the City, in partnership with the CIO.
- To continue to deploy and manage the City's Dublink 100-gig Broadband infrastructure.
- To research, evaluate, and develop comprehensive and innovative approaches to transportation and mobility.

<b>PERSONNEL DATA</b> <b><u>POSITION TITLE</u></b>	<b><u>2021</u></b> <b><u>CURRENT NUMBER</u></b>	<b><u>2022</u></b> <b><u>ADOPTED</u></b>
Deputy City Manager/ Chief Finance & Development Officer (1)	0*	1
Management Analyst	0*	1
Administrative Support 3 (2)	0*	1
Administrative Support 1 (3)	0*	1
<b>TOTAL</b>	<b>0</b>	<b>4</b>

\*All previously existing positions shifted from other areas into this new work unit.

**NOTES AND ADJUSTMENTS:**

- (1) The Deputy City Manager/Chief Finance and Development Officer position was reallocated to a separate office/budget/statement of function in 2022.
- (2) The Administrative Support 3 position moved from Economic Development and supports the DCM-CFDO and the Director of Economic Development.
- (3) The Administrative Support 1 position was moved to this budget from the Planning work unit.

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>101 General Fund</b>					
<b>10 City Manager</b>					
Deputy City Manager - Chief Finance and Development Officer					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	0	0	0	367,825
701103	Overtime Wages	0	0	0	5,000
701201	Employee Benefits	0	0	0	181,775
702000	Training/Travel	0	0	0	13,500
703100	Meeting Expenses	0	0	0	3,000
<b>Personal Services Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>571,100</b>
<b>Contractual Services</b>					
713004	Other Professional Services	0	0	0	5,000
713030	Connected Dublin - 33 COG	0	0	0	130,000
715001	Communications	0	0	0	4,200
716000	Memberships/Subscriptions	0	0	0	2,455
<b>Contractual Services Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>141,655</b>
<b>Supplies</b>					
721001	Office Supplies	0	0	0	500
721002	Operating Supplies	0	0	0	500
<b>Supplies Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	0	0	0	2,500
<b>Capital Outlay Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>2,500</b>
<b>Other Charges and Ex</b>					
751003	Special Projects/Programs	0	0	0	35,000
<b>Other Charges and Ex Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>35,000</b>
<b>City Manager Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>751,255</b>
<b>General Fund Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>751,255</b>





**Office of the Deputy City Manager/Chief Finance & Development Officer**

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**BUDGET SUMMARY:**

**10110112**

- Account 701101 provides funding for staffing reflected in the Personnel Data.
- Account 701103 provides funding for overtime wages to support staff for evening/weekend meetings and special events.
- Account 702000 provides funding for travel, training, continuing education classes, and certification courses for staff.
- Account 703100 provides funding for hosting group events and meetings.
- Account 713004 provides funding for other professional services.
- Account 715001 provides funding for Chamber of Commerce Directory & Community Guide printing, express mail, and courier services.
- Account 716000 provides funding for professional memberships, certification fees and the Chamber of Commerce Membership fee.
- Account 751003 provides funding for the sponsorship and support of special projects and programs for the Chamber of Commerce, including Leadership Dublin.

**10170112**

- Account 713030 provides funding for Connected Dublin – 33 COG campaigns and programs.



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## Office of the City Manager / Human Resources

**STATEMENT OF FUNCTIONS**

Human Resources is an engaged team of professionals who work in partnership with managers, their teams, and individual employees to sustain a talented, diverse workforce, foster a culture of health, safety, and productivity and provide innovative, collaborative business solutions that contribute to the strategic goals of the City. Human Resources provides leadership and direction to the organization in all functional areas of human resources management including recruitment & selection; classification & compensation; performance management; wage & salary administration; benefits administration; labor/employee relations; policy analysis/development; talent development & training management; and organizational analysis/development. Human Resources also provides leadership and direction to the organization in risk management and occupational safety & health.

**OBJECTIVES & ACTIVITIES**

- To develop and administer recruitment/selection processes based on a competency-based strategy; partnering with all work units in the selection of high quality candidates.
- To provide leadership in developing and implementing benefit and health management strategies (i.e. Health Savings Accounts, Health Reimbursement Accounts, Healthy by Choice Program); evaluate medical benefits and HBC Plus program effectiveness for future potential plan design modifications.
- To provide leadership and direction in the administration of classification & compensation systems, ensuring that managers are effectively trained in administration of systems.
- To provide leadership and direction in administration of performance management system; ensure managers are trained in administration of system; provide direction to managers in the development of meaningful performance objectives for their employees.
- To develop, implement, and administer professional development programs that focus on skill/competency development.
- To develop, implement, and administer a staff technology program that focuses on technical skills for staff to effectively use technology tools that are pertinent to their job.
- To maintain a Citywide customer service-training program that reinforces the Dublin Brand.
- To administer a meaningful employee recognition and appreciation program that fosters employee engagement.
- To administer labor relations functions, including collective bargaining, contract administration, and grievance arbitration processes; conduct negotiations for successor collective bargaining agreements.
- To lead the organization in workforce planning and succession/talent management efforts to help ensure the sustained success of the organization in the future.
- To administer property & casualty insurance, risk management, and occupational safety & health programs.
- To administer the City's self-insured Workers Compensation Program.

<b>PERSONNEL DATA</b>	<b>2021</b>	<b>2022</b>
<b><u>POSITION TITLE</u></b>	<b><u>CURRENT NUMBER</u></b>	<b><u>ADOPTED</u></b>
Director, Human Resources	1	1
Human Resource Manager	1	1
Talent Development and Training Manager	1	1
Human Resource Business Partner	3	3
Human Resources Coordinator (1)	1	2
Safety Administrator/Risk Manager	1	1
Risk Management Assistant (1)	1	0
Administrative Support 2	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>10</b>	<b>10</b>
Human Resources	159	11/08/21

**PART-TIME/SEASONAL STAFF**

Intern (2)	.5	.5
<b>TOTAL</b>	<b>.5</b>	<b>.5</b>

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**NOTES AND ADJUSTMENTS:**

- (1) Number of positions remains the same but the Risk Management Assistant will be reallocated to a Human Resources Coordinator position.
- (2) A part-year (six month) Intern position is requested to assist with entry level clerical work.

## 2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>101 General Fund</b>					
<b>10 City Manager</b>					
Human Resources					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	782,557	799,200	799,200	838,415
701103	Overtime Wages	177	500	500	500
701104	Other Wages	0	6,000	6,000	6,000
701201	Employee Benefits	301,112	311,695	311,695	316,875
701204	Uniforms and Clothing	184	2,000	2,250	2,000
701206	Employee Training and Developm	150,334	177,010	192,439	199,300
701207	Tuition Reimbursement	27,119	40,000	40,000	40,000
702000	Training/Travel	4,233	11,350	11,350	22,400
702001	Reimbursable Business Expense	555	1,750	1,750	3,500
703100	Meeting Expenses	131	2,500	2,500	2,500
<b>Personal Services Total:</b>		<b>1,266,402</b>	<b>1,352,005</b>	<b>1,367,684</b>	<b>1,431,490</b>
<b>Contractual Services</b>					
713004	Other Professional Services	72,341	105,555	181,906	184,640
713005	Misc. Contract. Serv.	27,404	31,880	31,880	37,970
714001	Insurance and Bonding	533,935	561,335	561,435	633,690
714009	Insurance Claims Paid	7,712	10,000	11,597	10,000
715002	Advertising	2,688	7,500	7,500	10,000
715003	Printing and Reproductions	227	3,000	3,000	3,000
716000	Memberships/Subscriptions	4,619	8,445	8,445	8,225
<b>Contractual Services Total:</b>		<b>648,925</b>	<b>727,715</b>	<b>805,763</b>	<b>887,525</b>
<b>Supplies</b>					
721001	Office Supplies	4,823	8,100	12,536	8,500
724003	Equipment Maintenance	30	180	180	180
<b>Supplies Total:</b>		<b>4,853</b>	<b>8,280</b>	<b>12,716</b>	<b>8,680</b>
<b>Other Charges and Ex</b>					
751005	Risk Mgt. /Safety Programs	11,579	43,525	46,395	36,125
751017	Employee Recognition Program	24,337	49,255	49,963	49,110
<b>Other Charges and Ex Total:</b>		<b>35,917</b>	<b>92,780</b>	<b>96,358</b>	<b>85,235</b>
<b>City Manager Total:</b>		<b>1,956,096</b>	<b>2,180,780</b>	<b>2,282,520</b>	<b>2,412,930</b>
<b>General Fund Total:</b>		<b>1,956,096</b>	<b>2,180,780</b>	<b>2,282,520</b>	<b>2,412,930</b>

**Office of the City Manager / Human Resources****BUDGET SUMMARY:****10110120**

- Account 701101 provides salary/wage funding for the staffing reflected under Personnel Data.
- Account 701103 provides overtime funding for the non-exempt staff reflected under Personnel Data.
- Account 701104 provides funding for the Intern position.
- Account 701201 provides funding for the benefits provided to the staff reflects under Personnel Data.
- Account 701204 provides funding for official City of Dublin apparel used for ceremonial observances and other City representational duties. In addition to the HR staff identified under Personnel Data, each new City employee is provided a City of Dublin official shirt at onboarding with the exception of those who are provided City funded uniforms (i.e. Maintenance Workers, Police Officers, Custodians, Recreation Staff, etc.) which they are required to wear during work hours. The Divisions and Departments responsible for providing those employee's uniforms budget those separately.
- Account 701206 provides funding for a citywide training and development. This training includes, but is not limited to Drug-free Workplace Training, Staff Technology Development on administrative software programs, Leader Development Training for Supervisors and Directors, Executive Leadership Training and Mentoring for the City Manager and Directors, and training the use of specialized software used in the Human Resources Division used to execute their specific duties.
- Account 701207 provides funding for the organization-wide tuition reimbursement program.
- Account 702000 provides funding for training seminars and conferences for the HR and Risk Management staff.
- Account 702001 provides funding for reimbursable business expenses.
- Account 703100 provides funding to provide logistical support for significant hiring such as panel interviews, promotional and bargaining events.
- Account 713004 provides funding for various employment screening and assessment services, i.e. criminal record checks, driving record checks, sexual offender checks, drug tests, medical examinations, and polygraphs and psychological evaluations for police officer candidates, and also provides funding to conduct periodic Classification and/or Compensation Plan Studies as required. For 2022, funding is provided for a nationwide City Manager position search.
- Account 713005 includes funding for the City's Employee Assistance Program (EAP) and the maintenance fees for the City's on-line employment application program (Neogov).
- Account 714001 provides funding for the City's contribution to the Central Ohio Risk Management Association (CORMA) self-insured loss fund for stop loss premiums, as well as for cyber coverage. Although property markets have significantly stiffened in the last 24 months, the additions of the pedestrian bridge, Riverside Crossing Park, City Hall and North Pool have greatly impacted the cost of property premiums.
- Account 714009 provides funding for the payment of Insurance Claims.
- Account 715002 provides funding for recruitment announcements on various social media websites, in newspapers, and in professional/trade journals and publications.
- Account 715003 provides for the various professional printing needs of the HR division related to Open Enrollment and the various other HR events conducted throughout the year.
- Account 716000 provides funding for membership of HR Staff to the various professional organizations that provide ongoing HR/Risk Management/ Safety related education and updates.
- Account 721001 provides for office supplies to the HR Division.



Office of the City Manager / Human Resources

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**BUDGET SUMMARY:**

**10110120 (continued)**

- Account 751005 provides funding for employee safety programs, some of which are mandated by state safety regulations.
- Account 751017 funds the Employee Recognition and Appreciation Program to include longevity awards presented on 5<sup>th</sup> year anniversaries, retirement awards and recognition events, and various employee appreciation breakfasts and luncheons.

**Office of the City Manager / Human Resources****Performance Measures:**

The development of the City Dublin's workforce and its leaders is a primary focus of the City Manager. In addition, over the last five years, Council has invested in Leader Development and Career Development in the "Employee Training and Development" account.

The Talent Development and Training Program drives a culture of learning and development with the objective to maintain a sustainable workforce that aligns with the City's service based growth strategy. In 2021, the direction of the program focused on eLearning training available on the Cornerstone Learning platform while providing training to fill perceived gaps in much needed skill sets. It is our intent to continue leveraging the Korn Ferry Competency Model for talent development, and build a solid learning management program to move the needle in the future.

The City's training budget is sustained by five accounts, which support four Learning categories. Two training accounts, Travel & Training and Memberships & Subscriptions are dispersed to departments according to need. The remaining three accounts are managed by the Human Resource Director, Employee Training & Development, Tuition Reimbursement, and Risk Management & Safety Programs. Those accounts are depicted in charts below which shows how those accounts are allocated by budget account.

**Employee Training & Development (701206)** – This is a centralized account managed by the Talent Development and Training Manager in the Human Resources Division and is used citywide. This account provides for skills gap training, compliance training, and management & leadership development training. While these training funds support a multitude of training opportunities for all employees, we have focused our efforts in the last few years on three tiers of employees for future development; those that have identified by themselves or by their supervisors as having high potential or interest for higher level positions within the City, frontline supervisors and director level employee.

The City of Dublin's talent development and training plan is a professional, all-inclusive training program designed to focus on individual development while embracing the core values of the City of Dublin. It is the driving factor in maintaining a culture of learning and development with the objective to maintain a sustainable workforce that aligns with the City's service based growth strategy.

The City's training & development program is multi-faceted and provides opportunities to our employees, which fall into four major categories of learning. Those four categories are:

**I. Foundational & Required Training:** Onboarding training, City specific required training, Compliance training and safety programs

**II. Core & Professional Skill Development:** Career field specific training required and provided by departments, accreditations and certification continuing education and training, and gap training provided by external educational vendors

**III. Management Development:** Employee management, City specific processes and services, City policies and guidelines, and quarterly huddles with City Manager

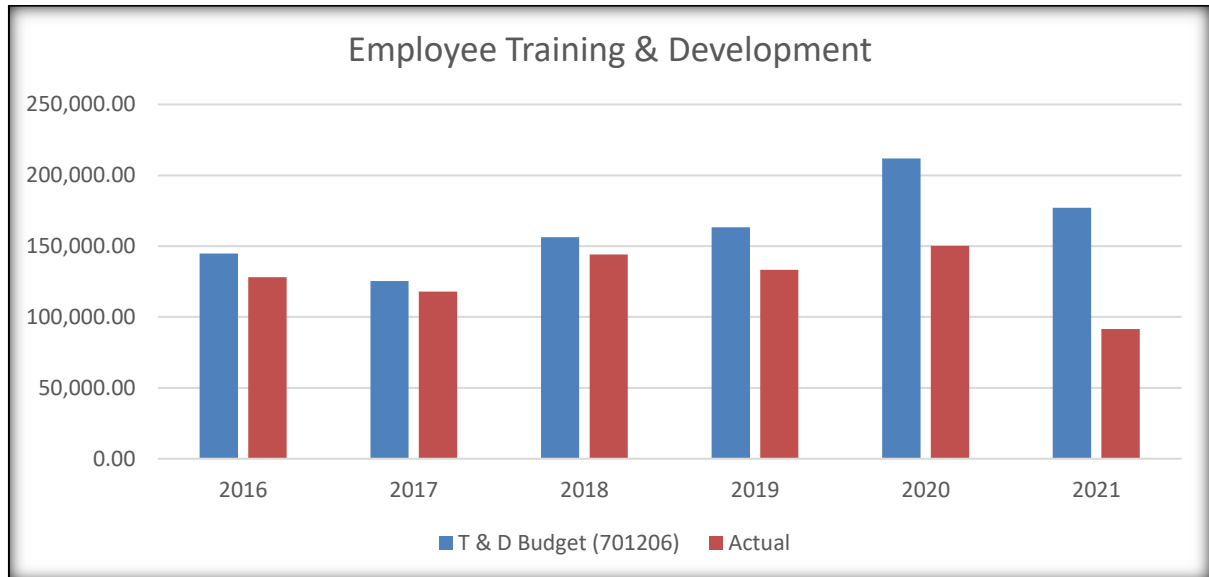
**IV. Leadership Development:** Leadership Certification Program (high potential employees, frontline supervisors and directors), senior leadership executive coaching, Korn Ferry Voices 360 assessments, and external leadership and professional development programs.

The below chart shows the City's Employee Training & Development budget from 2016-2021 trending up each year. The columns show the revised budget amounts for 2016-2020, actual expenditures for each year, and outstanding encumbrances for 2021 as of August 13, 2021.





## Office of the City Manager / Human Resources



The following is a representative sample of some of the citywide programs and training opportunities supported by this funding.

**Training Partnerships & Training Resources:** Cornerstone OnDemand, Ohio University Voinovich Leadership and Public Affairs, Franklin University, The Computer Workshop, New Horizons, Management Advancement for the Public Services (MAPS), Citywide Training & Development, Training Marbles, Strategic HR Advisors, Ohio Local Technical Assistance Program (LTAP), Korn Ferry, Matrix Psychological Services, TechGuard Security LLC and Cornerstone.

**Employee Talent & Development Resources:** The Cornerstone training platform offers over 2200+ technical, and soft skills, such as, Word, PowerPoint, Adobe Illustrator; personal improvement classes (conflict management, stress in the workplace, self-development workshops, emotional intelligence), and technical writing, resiliency training, Lean Six Sigma, project management and lunch & learns events. The Cornerstone OnDemand Learning platform and DubNet promotes training opportunities.

**Tuition Reimbursement (701207)-** This is a centralized account managed by the Talent Development and Training Manager within the Human Resources Division and is used citywide.

This program provides funding to employee to seek higher education in a degree-producing program provided the program is job related and beneficial to the City. All employees serving in Full-Time Permanent positions are eligible.

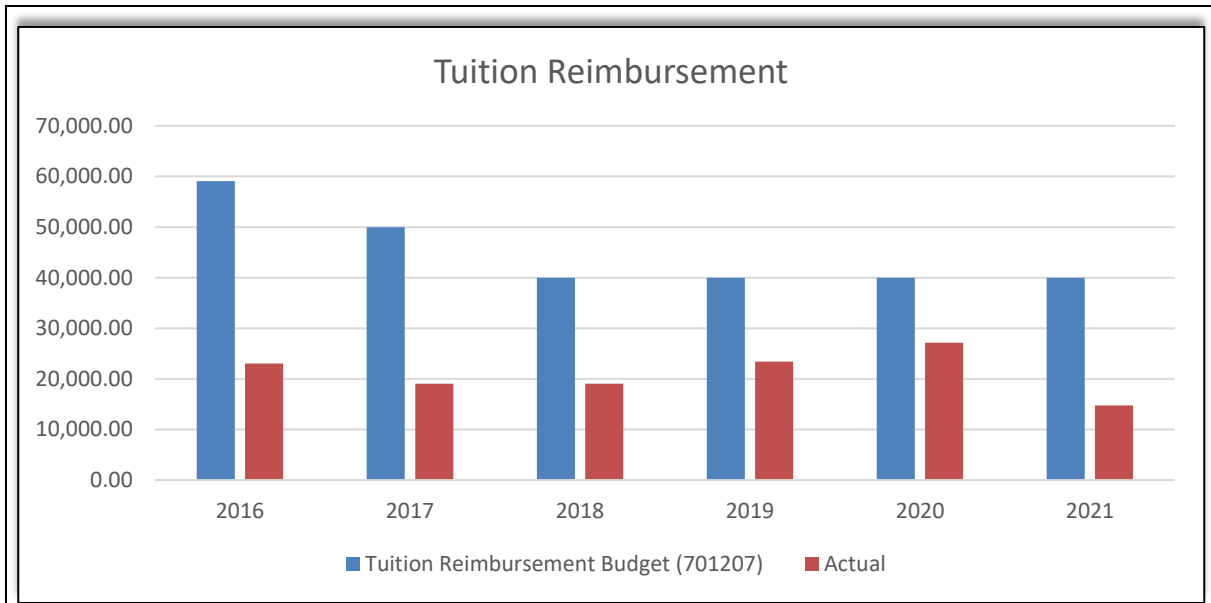
**Maximum reimbursement per calendar year:** Non-union staff = \$3,000, USW= \$3,000, FOP/OLC= 3,750, and, FOP Lodge 9 = \$3,750

**Courses of instruction eligible for reimbursement:** Courses necessary for job-related degree programs or courses of study not necessarily within a job-related degree program but which are still job-related. In addition, only coursework provided by a recognized and accredited institution is eligible.



### Office of the City Manager / Human Resources

The below chart shows the City's Tuition Reimbursement budget from 2016-2020 trending down each year. The columns show the revised budget amounts for 2016-2020, actual expenditures for each year, and outstanding encumbrances for 2020. The 2020 actual expenditure data used in the chart is as of August 13, 2021. Tuition Reimbursement often cross into the next calendar year due to the winter semester ending in late in the year.



Note: Employee Utilization 2016 = 8, 2017 = 7, 2018 = 7, 2019= 11 and 2020= 14.

**Partnerships that provide incentives to city employees:** In addition to this Tuition Reimbursement Program, we do have partners, at no cost to the City, who provide incentives for City of Dublin employees to attend their institutions. They include:

- **Franklin University**- 20% tuition discount, free textbooks, no tuition deferment fee for all employees (Full-time, Part-time and Seasonal workers) regardless of the degree program.
- **Ohio University College of Business** - \$5,000.00 tuition discount on their Masters of Business Administration program



**Risk Management Safety Programs (751005)** - This is a centralized account managed by the Risk Manager/Safety Administrator within the Human Resources Division and is used citywide.

Safety and Risk Management programs/materials that are conducted and/or facilitated by Risk Management include OSHA required compliance training adopted by PERRP (Public Employer Risk Reduction Program) such as blood borne pathogen safety, emergency plan/fire prevention, employee drug free workplace, fire extinguisher training, forklift training & certification, hazard communication, hearing conservation, electrical safety, lock out/tag out and PPE. Additional training includes use of city vehicle, bucket truck training, defensive driving classes, chainsaw training, CPR/AED training, preparing for active intruder shooter incident, work zone training, and workers compensation review. Employee safety incentives, audiometric testing, biological/environmental testing, Hepatitis vaccinations, and other employee safety services are also budgeted in this account.

A new Incident Management software application is budgeted for Risk Management that which will integrate with Kronos and enables the City to proactively uncover issues and improve safety performance and regulatory compliance. Using configurable SmartForms and interactive dashboards, managers can complete accident investigations, analyze data to reveal gaps in compliance, identify trends, and lessen the chance of future incidents.



Office of the City Manager / Human Resources

The City also uses grant funding from the City's joint self-insurance pool (CORMA) to cover expenses for several other loss control/safety programs throughout the year. Classes are designed to reduce risk for Employment Practices/Public Employer/Police Liability exposures. Risk Management also facilitates many safety courses at the BWC Division of Safety and Hygiene Training center and BWC Safety Congress.

The below chart shows the City's Risk Management/Safety Programs budget from 2016-2020 trending up each year. The columns show the revised budget amounts for 2016-2021, actual expenditures for each year, and outstanding encumbrances for 2021. The 2021 actual expenditure data used in the chart is as of August 4, 2021. There may be other expenditures remaining that have not yet been encumbered.

Note: The increase for 2021 Risk Management /Safety Programs expenditures is primarily due to the purchase of a web based Incident/accident management software application that enables staff to report, track and trend incidents and accidents to improve safety performance. Using configurable forms and interactive dashboards, managers can analyze data to reveal gaps in compliance, identify emerging issues, and lessen the chance of future employee incidents. This program will interface with MUNIS and cease redundant data entry that we are currently performing which is required for our self-insured workers compensation program.



**Office of the City Manager / Communications & Public Information****STATEMENT OF FUNCTIONS**

Communications & Public Information (CPI) serves as the full service communications, marketing and creative agency for Dublin's 25+ departments/divisions. CPI provides communication counsel and strategies for citywide initiatives and events; promotes and enhances Dublin's image through marketing, communications and community engagement; serves as a voice of Dublin by developing and delivering unified key messages; and manages overall brand alignment. Key stakeholders and target audiences include City Council, fellow employees, residents, corporate citizens, visitors, investors, influencers and the media. CPI's primary functions are communications, media relations, social/digital media, brand alignment, multi-media productions, public affairs and engagement with employees, residents, key stakeholders and other priority audiences.

**OBJECTIVES AND ACTIVITIES**

- Produce and manage eight digital properties/websites: City of Dublin, DubNet, Dublin Irish Festival, Bridge Street District, Economic Development, Dublin Reality Check, and ICF Global Institute.
- Manage social media platforms through strategic messaging, images, video, Amazon Alexa daily updates, 24/7 monitoring, measurement, analysis and optimization.
- Support HR with the City's employee communications, engagement and recognition programs.
- Manage a proactive media relations strategy that is fueled by city-wide opportunities and issues and supported by key relationships, a robust online newsroom and proactive social media efforts.
- Incorporate video production and messaging into city-wide strategic communication efforts; manage and produce weekly feature and informational videos on published through social media, Vimeo and YouTube. Content includes short video features, creative public service announcements, Why Dublin? Business features and drone videography. Also live stream City Council meetings throughout the year.
- Support economic development focused marketing strategies and media buying aligned with regional efforts to attract, retain and grow business in Dublin and attract workforce talent.
- Manage and optimize brand alignment to create consistent, relevant, and distinctive representations of the City through visual identity, messaging, marketing, tone, and personnel.
- Support Dublin and Washington Township public safety efforts and initiatives through emergency and critical incident response as well as media and public information management; NIMS certified.
- Conduct, analyze, and promote public opinion, citizen satisfaction, and benchmarking surveys.
- Coordinate the Neighborhood Leadership Meeting.
- Leverage the international platform of the Memorial Tournament to enhance relationships with local and global key stakeholders including media, elected officials, community leaders, and international delegates to advance economic development, relationship building, and community recognition efforts.
- Supports the City's efforts with the DCVB, Chamber, Schools, DAC, HDBA, Downtown Dublin Alliance as well as Experience Columbus, Columbus 2020, ODOT, DriveOhio and MORPC to market Dublin and elevate awareness of our significance in the region.
- Research and prepare columns, speeches, and talking points for City Manager, Directors and other key officials.
- Manage, produce, and coordinate informational and media recognition/marketing events including State of the City Address.

**PERSONNEL DATA****POSITION TITLE****2021****CURRENT NUMBER****2022****ADOPTED**

Director, Communications &amp; Public Information

1

1

Public Affairs Officer

1

1

Public Information Officer

2

2

Multimedia Communication Specialist (1)

1

0

Multimedia Communication Strategist (1)

0

1

Digital &amp; Brand Manager

1

1

Digital &amp; Graphic Designer

1

1

Administrative Support 3

11**TOTAL****8****8**



**PART-TIME/SEASONAL STAFF**

Interns

2

2

**TOTAL**

**2**

**2**

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**NOTES AND ADJUSTMENTS:**

(1) Multimedia Communication Specialist position is retitled to a Multimedia Communications Strategist to better identify the primary functions of this role.

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>101 General Fund</b>					
<b>10 City Manager</b>					
Communications and Public Information					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	554,234	678,570	678,570	679,965
701103	Overtime Wages	2,478	4,500	4,500	4,500
701104	Other Wages	10,621	30,000	30,000	30,000
701201	Employee Benefits	243,278	326,775	326,775	318,400
701204	Uniforms and Clothing	0	800	1,600	800
702000	Training/Travel	8	7,625	7,625	15,250
703100	Meeting Expenses	1,122	3,500	3,500	3,500
<b>Personal Services Total:</b>		<b>811,740</b>	<b>1,051,770</b>	<b>1,052,570</b>	<b>1,052,415</b>
<b>Contractual Services</b>					
713004	Other Professional Services	388,512	383,300	525,368	510,350
713005	Misc. Contract. Serv.	29,213	35,220	43,220	41,180
715001	Communications	0	500	500	500
715002	Advertising	35,237	84,000	119,000	84,000
715003	Printing and Reproductions	8,035	15,000	19,000	15,000
716000	Memberships/Subscriptions	3,266	6,620	6,620	6,040
<b>Contractual Services Total:</b>		<b>464,263</b>	<b>524,640</b>	<b>713,708</b>	<b>657,070</b>
<b>Supplies</b>					
721001	Office Supplies	2,692	3,000	3,000	3,000
721002	Operating Supplies	303	1,000	1,000	1,000
724003	Equipment Maintenance	0	500	500	500
<b>Supplies Total:</b>		<b>2,995</b>	<b>4,500</b>	<b>4,500</b>	<b>4,500</b>
<b>Capital Outlay</b>					
734002	Tools	2,718	2,500	2,500	2,500
<b>Capital Outlay Total:</b>		<b>2,718</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>
<b>Other Charges and Ex</b>					
751003	Special Projects/Programs	66,360	341,625	256,625	370,375
751012	Promotional Programs	5,442	10,000	10,350	5,000
<b>Other Charges and Ex Total:</b>		<b>71,802</b>	<b>351,625</b>	<b>266,975</b>	<b>375,375</b>
<b>City Manager Total:</b>		<b>1,353,518</b>	<b>1,935,035</b>	<b>2,040,253</b>	<b>2,091,860</b>
<b>General Fund Total:</b>		<b>1,353,518</b>	<b>1,935,035</b>	<b>2,040,253</b>	<b>2,091,860</b>



Office of the City Manager / Communications & Public Information

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**Budget Summary:**

**10110130**

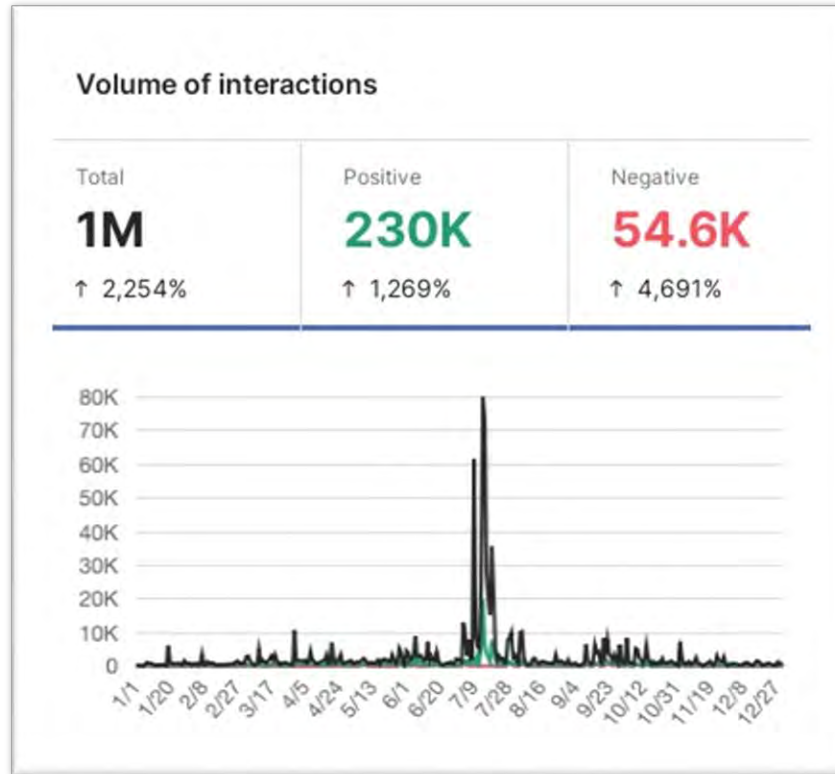
- Account 701101 provides funding for staffing reflected under Personnel Data.
- Account 701103 provides funding of overtime for events, meetings and special projects.
- Account 701104 other wages provides funding for interns.
- Account 701204 provides funding for branded tee shirts and items for the employee 410 communication/engagement team.
- Account 702000 provides funding for staff professional development.
- Account 703100 provides funding for professional association meetings, business engagement meetings, City employee engagement communication meetings.
- Account 715001 provides funding for courier services.
- Account 713004 includes funding for brand management, social media consulting, photography, videography – creative, production, graphic design, social media strategy, survey data analysis and integration, Dublin Life magazine and special inserts. Funding is also provided for other professional support as well as for a Community Attitude Survey which was last conducted in 2016. Increased funding provides for website services; retainer for marketing, and a strategic communication plan.
- Account 713005 includes funding for video/photo hosting, Alexa/Google Home fees, eNews hosting, Zencity, webpage enhancements, web security, Apple license, media analytics and measurements.
- Account 715002 provides funding for citywide local and national marketing and advertising through traditional, digital and social media.
- Account 715003 provides funding for printing, marketing materials, survey report, postcards and brochures.
- Account 716000 provides funding for professional association memberships, newspapers, AP style guide and award entries.
- Account 721001 provides funding for office supplies.
- Account 721002 provides funding for operating supplies.
- Account 734002 provides funding for equipment maintenance.
- Account 751003 includes funding for the State of the City address and reception, Legends Championship Luncheon, Leaderboard Breakfast, Safe Ride Programs, social media campaigns, Memorial Tournament activities including hospitality villa, catering, badge package, media promotions, and Memorial Tournament banners.
- Account 751012 includes funding for promotional items and the Dublin merchandise.



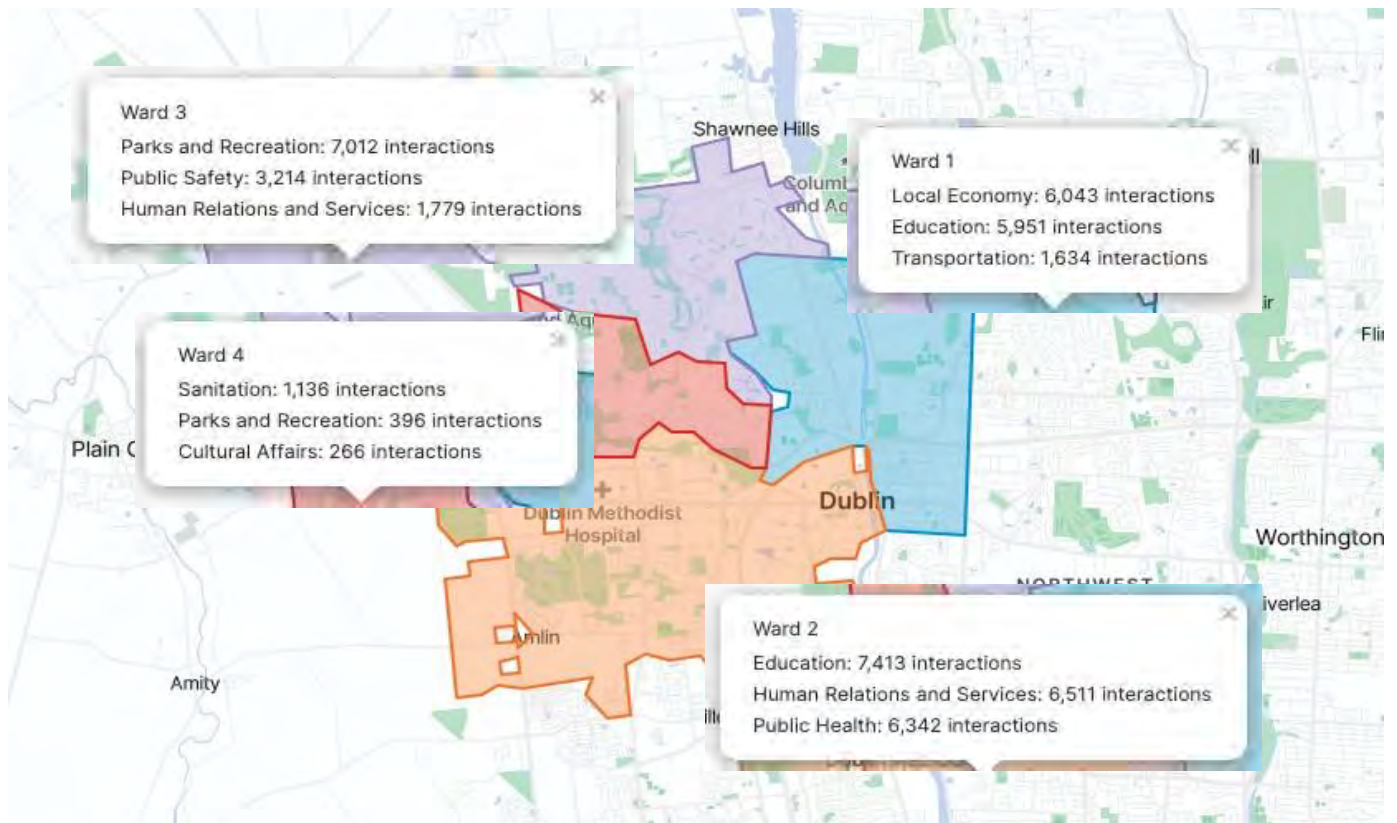


Office of the City Manager / Communications & Public Information

2020 Zencity - Social Sentiment



**1 Million + Social Mentions**

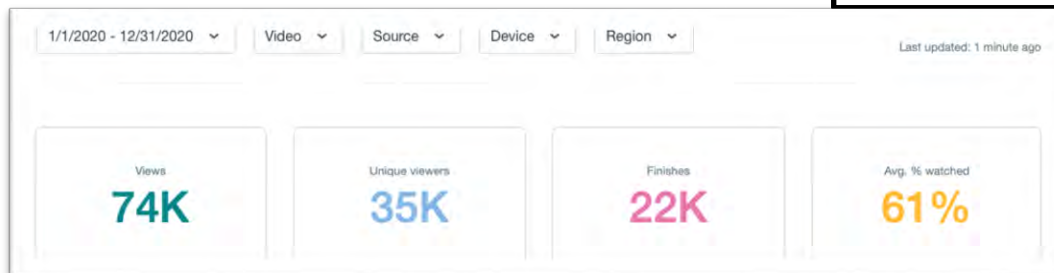
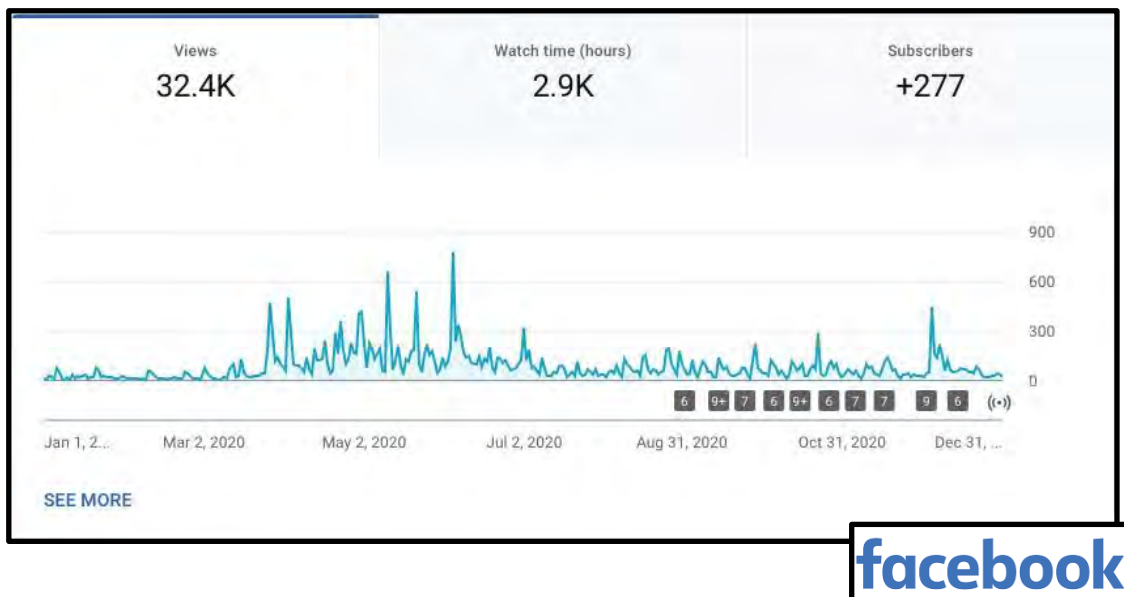
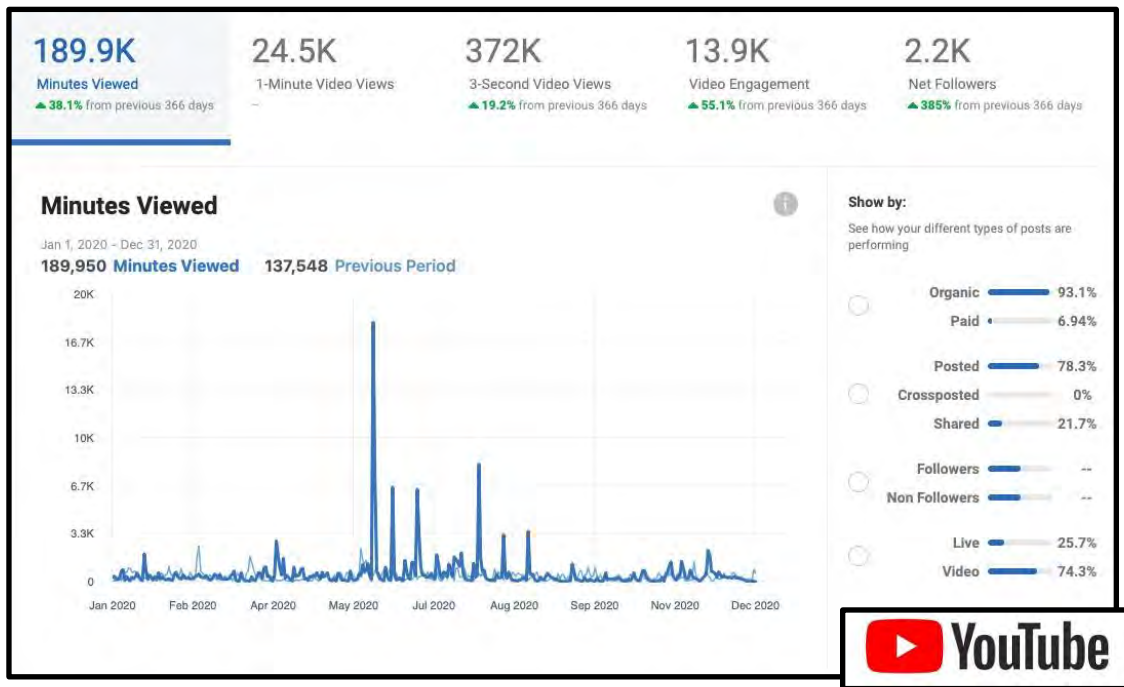




Office of the City Manager / Communications & Public Information

2020 Video: YouTube | Facebook | Vimeo

**130,900+ Video Views in 2020**





## Office of the City Manager / Communications &amp; Public Information

## Digital Media

## // websites

Sessions = period time a user is actively engaged with your website, app, etc.  
 Pageviews = total number of pages viewed.

	2014	2015	2016	2017	2018	2019	2020	2021* January - June
<b>dublinohiousa.gov</b>								
sessions	844,969	969,480	974,769	887,153	865,944	844,218	971,132	546,455
pageviews	2,052,637	2,213,397	2,173,537	1,978,280	1,881,248	1,859,801	1,958,683	1,083,661
<b>dublinirishfestival.org</b>								
sessions	292,935	225,575	216,250	231,793	215,017	218,617	60,867	171,304
pageviews	841,125	612,965	599,275	640,155	730,962	654,315	140,119	286,234
<b>bridgestreet.dublinohiousa.gov</b>								
sessions	NA	31,495	51,609	48,841	70,429	61,254	60,881	23,881
pageviews	NA	98,640	143,329	120,549	150,442	109,776	91,971	35,978
<b>dubnet.dublinohiousa.gov</b>								
sessions	NA	86,722	85,657	70,334	63,254	61,143	48,595	23,040
pageviews	NA	310,466	187,633	146,747	131,938	131,639	100,058	50,150
<b>econdev.dublinohiousa.gov</b>								
sessions	NA	NA	19,936	20,703	16,502	19,454	15,048	8,340
pageviews	NA	NA	40,274	36,806	30,453	36,122	25,628	13,634
<b>communityplan.dublinohiousa.gov</b>								
sessions	9,680	11,821	9,150	7,518	6,437	5,554	4,660	2,561
pageviews	23,258	30,414	20,573	15,558	12,347	10,817	9,248	5,176
<b>fuelthefuture.dublinohiousa.gov</b>								
sessions	NA	NA	NA	NA	NA	NA	NA	276
pageviews	NA	NA	NA	NA	NA	NA	NA	573



## Office of the City Manager / Communications &amp; Public Information

## // Social Media - Followers/Likes

	2014	2015	2016	2017	2018	2019	2020	2021* January - June
Facebook	7,918	9,741	12,572	14,720	16,637	18,302	20,439	23,290
Twitter	9,206	11,135	12,755	14,154	15,112	15,527	16,758	17,020
LinkedIn	784	1,209	1,486	2,094	2,917	3,431	5,730	6,519
Instagram	1,400	2,470	3,833	5,445	7,704	9,220	14,858	16,100
Nextdoor	1,611	5,326	8,549	11,775	14,582	15,902	19,280	20,510

## // eNews

Audience	2014	2015	2016	2017	2018	2019	2020	2021* January - June
	3,185	4,522	4,781	6,762	8,975	9,743	9,982	10,601

**Legal Services****STATEMENT OF FUNCTIONS**

The Law Director provides legal representation to City Council, the City Manager, the administrative departments and various Boards and Commissions. The Law Director is appointed by the City Manager with the approval of City Council. Currently this position is filled on a contractual basis.

Periodically, other legal counsel is retained for specialized problems or legal work. The Law Director and the Law Director's staff provide many services including attending all designated public meetings and staff meetings; drafting ordinances, resolutions and legal memoranda; handling planning/zoning/land use matters, including attendance at all Planning and Zoning Commission meetings; leading the right-of-way acquisition process, including representing the City in any eminent domain litigation; representing the City in all administrative hearings and general litigation; drafting and negotiating contracts, including contracts for special events such as St. Patrick's Day, Fourth of July and the Irish Festival; prosecuting code enforcement violations; handling annexation matters; assisting staff in responding to public records requests; representing the City in labor and employment matters; representing the City in construction matters; drafting policies and assisting in drafting administrative orders and advising City officials and employees on day-to-day matters. Prosecutorial services include prosecuting all cases in Dublin Mayor's Court and Franklin County Municipal Court. The Law Department also works closely with various governmental entities, including the Franklin County Prosecutor's Office, the State Auditor, the State Attorney General's office, the Ohio Department of Transportation, and the Franklin County Board of Public Health.

**OBJECTIVES AND ACTIVITIES**

- To provide top quality legal counsel in accordance with the contract.

<b><u>PERSONNEL DATA</u></b> <b><u>POSITION TITLE</u></b>	<b><u>2021</u></b> <b><u>CURRENT NUMBER</u></b>	<b><u>2022</u></b> <b><u>ADOPTED</u></b>
Director of Law *	1	1
Assistant Director of Law *	2	2
<b>TOTAL</b>	<b>3</b>	<b>3</b>

**NOTES AND ADJUSTMENTS:**

\* These positions are contracted and not considered employees of the City. Numerous associates within the firm of Frost Brown Todd LLC work under the direction of the Director of Law to provide legal counsel for the City.

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>101 General Fund</b>					
<b>10 City Manager</b>					
Legal Service					
<b>Contractual Services</b>					
713002	Legal Services	939,068	1,000,000	1,104,588	1,000,000
713003	Other Legal Services	356,185	575,000	700,782	575,000
713004	Other Professional Services	179,317	375,000	381,000	375,000
<b>Contractual Services Total:</b>		<b>1,474,570</b>	<b>1,950,000</b>	<b>2,186,371</b>	<b>1,950,000</b>
<b>City Manager Total:</b>		<b>1,474,570</b>	<b>1,950,000</b>	<b>2,186,371</b>	<b>1,950,000</b>
<b>General Fund Total:</b>		<b>1,474,570</b>	<b>1,950,000</b>	<b>2,186,371</b>	<b>1,950,000</b>



## Legal Services

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### **BUDGET SUMMARY:**

#### **10110140**

- Account 713002 is used to pay for general services provided by the Director of Law, including Mayor's Court. The budget is based on the contract authorized by City Council.
- Account 713003 provides funding for special legal services provided by the Director of Law (i.e. labor negotiations and telecommunications, roadway projects, and litigation).
- Account 713004 includes funds for services related to economic development and other outside legal services as needed.



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## Information Technology

### **STATEMENT OF FUNCTIONS**

*Mission Statement: Enabling our internal customers to meet the needs and desires of the community by optimizing the use of appropriate and forward thinking technology solutions that are aligned with citywide goals and objectives.*

The management of the City's information technology operations is the responsibility of the Director, Information Technology. This involves planning, maintaining, developing, overseeing and managing the City's information security program, local area and wide area networks, wireless access, all computers, multi-function printers, servers, data storage, the Citywide telephone system, mobile devices and any other technology infrastructure related issues. We also deliver program and project management services for the organization; which includes and is not limited to the Dublin fiber operations and our Enterprise Resource Planning (ERP) systems. The team also provides client endpoint services and strives to enhance and promote the utilization of technology so that city operations realize the benefits of using technology as a tool. Technology is analyzed to determine how it could affect improvements in productivity and decision-making, increase staff and citizen safety, and enhancements to all City services. This function continues to grow with the expectation of efficiencies and innovation that technology can provide to meet City needs. The ultimate goal of Information Technology is to continually strive towards improving our quality of service and value to the organization through better analytics, services and data, while being a supportive business partner with other City work units.

### **OBJECTIVES AND ACTIVITIES**

- Provide citywide management and administration, for evaluating current and emerging technologies and implementing secure, cost-effective technology solutions.
- Leveraging technology solutions and business partnerships to enhance services for the entire Dublin community.
- Provide a secure, reliable infrastructure/network to ensure systems availability.
- Provide timely and efficient operational support citywide.
- Become a business enabler and partner with work units by assisting them in operational improvements, through an understanding of their business processes and needs and managing the implementation of technology solutions to meet those needs.
- Deliver comprehensive project management services citywide.
- Provide administrative services such as: equipment and software procurement, contract negotiations and review, and invoice processing.
- Ensure strategic alignment with City goals and objectives.
- Acquire, develop and retain high performing staff to meet these business objectives.
- Partner with each division to effectively deliver IT services which directly impact the residents and employers in the City of Dublin (Smart City Initiatives, DubLink, etc.)

<b><u>PERSONNEL DATA</u></b>	<b><u>2021</u></b>	<b><u>2022</u></b>
<b><u>POSITION TITLE</u></b>	<b><u>CURRENT NUMBER</u></b>	<b><u>ADOPTED</u></b>
Information Technology Director	1	1
Information Security Administrator	1	1
IT Business Relationship Manager (1)	0	1
Information Security Analyst (2)	0	1
Systems and Applications Administrator (4)	0	1
Senior Support Services Analyst (3)	0	1
Support Services Analyst (3)	3	2
Network Operations Manager	1	1
Information Technology Project Leader (1)	3	2
Network Engineer	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>11</b>	<b>13</b>
<b><u>PART-TIME/SEASONAL STAFF</u></b>		
Intern (Support Services)	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>2</b>	<b>2</b>
Information Technology	181	11/08/21



## Information Technology

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### **NOTES & ADJUSTMENTS:**

- (1) The IT Business Relationship Manager position will be a re-classification of the existing vacant Project Management role.
- (2) The Information Security Analyst is a proposed new position and would support and be under the supervision of the Information Security Administrator.
- (3) Senior Support Services Analyst position will be a re-classification of 1 of the existing Support Services Analyst.
- (4) The Systems and Applications Administrator is a proposed new position and would handle the daily operations of application services, Directory and User Administration, Voice applications, and cloud-based services.

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>101 General Fund</b>					
<b>10 City Manager</b>					
Information Technology Operations					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	0	1,015,385	1,015,385	1,206,880
701103	Overtime Wages	0	24,000	24,000	24,000
701104	Other Wages	0	27,000	27,000	27,000
701201	Employee Benefits	0	454,755	454,755	563,625
702000	Training/Travel	0	13,250	13,250	26,500
703100	Meeting Expenses	0	300	300	300
<b>Personal Services Total:</b>		<b>0</b>	<b>1,534,690</b>	<b>1,534,690</b>	<b>1,848,305</b>
<b>Contractual Services</b>					
713004	Other Professional Services	0	221,000	220,400	221,000
713005	Misc. Contract. Serv.	0	1,405,460	1,405,460	1,408,135
715001	Communications	0	508,240	508,240	499,840
716000	Memberships/Subscriptions	0	2,200	2,200	2,200
717001	Rents and Leases	0	14,000	14,600	15,000
<b>Contractual Services Total:</b>		<b>0</b>	<b>2,150,900</b>	<b>2,150,900</b>	<b>2,146,175</b>
<b>Supplies</b>					
721001	Office Supplies	0	1,000	1,000	1,000
721002	Operating Supplies	0	127,000	127,000	147,000
724003	Equipment Maintenance	0	921,320	921,320	1,032,590
<b>Supplies Total:</b>		<b>0</b>	<b>1,049,320</b>	<b>1,049,320</b>	<b>1,180,590</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	0	0	0	2,000
<b>Capital Outlay Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000</b>
<b>City Manager Total:</b>		<b>0</b>	<b>4,734,910</b>	<b>4,734,910</b>	<b>5,177,070</b>
<b>General Fund Total:</b>		<b>0</b>	<b>4,734,910</b>	<b>4,734,910</b>	<b>5,177,070</b>



## Information Technology

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### **BUDGET SUMMARY:**

#### **10110180**

- Account 701101 provides funding for the IT staffing reflected in the Personnel Data.
- Account 701104 provides funding for part-time/seasonal staff.
- Account 702000 provides funding for trade conferences, training and development, travel, and professional certifications for IT staff.
- Account 713004 provides for professional consulting services for operational and project delivery based activities. This can include specific expertise or knowledge which may be necessary to ensure success and/or to augment the staffing assignments due to workload.
- Account 713005 provides funding for contractual services which include cloud-based (hosted) or managed solutions for the City.
- Account 715001 includes funds for citywide telecommunications. This includes office and mobile phone usage, internet service providers, GPS/AVL, pay phones and eFax solutions.
- Account 716000 provides funding for professional memberships and access to technical manuals, subscriptions, and other miscellaneous organization fees.
- Account 717001 provides funding for the rent and leasing of office space for the City at Metro Data Center, dark fiber lease and citywide copier lease.
- Account 721001 provides funding for office supplies.
- Account 721002 provides funding for general operating supplies such as: DEX Imaging; plotter paper and repair services, printing consumables, ID badges and other peripheral hardware.
- Account 724003 provides funding for citywide hardware and software maintenance costs for network infrastructure and applications supporting business operations.

#### **10180180**

- Account 731000 provides funding for additional equipment and furniture.



## Performance Analytics

### **STATEMENT OF FUNCTIONS**

The Division of Performance Analytics was created to bring emphasis to the importance of aligning the organizations activities and services with Council Visionary Goals and Strategic Operational Goals; measuring the success of those activities and services; and continually improving those activities and services. The Division supports all other Divisions thus having direct and indirect impact on all of Council's Visionary Goals. The Division houses the Data Analytics, GIS and PIEworks (internal process improvement and innovation team) functions. This unique combination of disciplines allows the Division to bring the City new capabilities in terms of solution implementation and support; analysis; data connectivity, discovery and usage; process improvement; facilitation; research and development; citizen and employee engagement; decision support; and storytelling.

The Division is not only future looking and project oriented but also the core technical support team for GIS software, Data Visualization software, work order software, GoDublin and other solutions.

### **OBJECTIVES AND ACTIVITIES**

- Maintain and enhance the City's award winning GIS program (Council Goals 1-4 | Strategic Operations Goals 1-5)
- Create, maintain and grow the City's Data Analytics program (Council Goal 3 | Strategic Operations Goal 3)
- Support strategic planning efforts across the City (Council Goal 4 | Strategic Operations Goals 1-5)
- Catalog strategic plans and innovation efforts across the City (Council Goals 2 and 4 | Strategic Operations Goals 1-5)
- Provide customer support for deployed solutions (Strategic Operations Goal 3)
- Provide Research and Development capability in order to test new services and service delivery methods (Council Goals 2 and 4 | Strategic Operations Goal 3)
- Provide citywide vision, leadership and direction for evaluating current and emerging technologies (Council Goal 3 | Strategic Operations Goals 3 and 5)
- Provide process improvement capability as a service (Council Goals 2 and 3 | Strategic Operations Goals 3 and 5)
- Provide citywide project and event support as needed (Strategic Operations Goals 3, 4, and 5)

<b><u>PERSONNEL DATA</u></b>	<b><u>2021</u></b>	<b><u>2022</u></b>
<b><u>POSITION TITLE</u></b>	<b><u>CURRENT NUMBER</u></b>	<b><u>ADOPTED</u></b>
Performance Analytics Director	1	1
Data Manager	1	1
Senior Data Analyst	2	2
<b>TOTAL</b>	<b>4</b>	<b>4</b>
<b><u>PART-TIME/SEASONAL STAFF</u></b>		
Intern (GIS)	1	1
<b>TOTAL</b>	<b>1</b>	<b>1</b>

### **NOTES & ADJUSTMENTS:**

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>101 General Fund</b>					
<b>10 City Manager</b>					
Performance Analytics					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	0	400,070	400,070	401,845
701103	Overtime Wages	0	6,000	6,000	0
701104	Other Wages	0	13,000	13,000	19,000
701201	Employee Benefits	0	181,150	181,150	168,635
701204	Uniforms and Clothing	0	0	0	500
702000	Training/Travel	0	4,250	4,250	17,000
703100	Meeting Expenses	0	400	400	400
<b>Personal Services Total:</b>		<b>0</b>	<b>604,870</b>	<b>604,870</b>	<b>607,380</b>
<b>Contractual Services</b>					
713004	Other Professional Services	0	96,800	96,800	141,800
713005	Misc. Contract. Serv.	0	125,400	125,400	129,500
<b>Contractual Services Total:</b>		<b>0</b>	<b>222,200</b>	<b>222,200</b>	<b>271,300</b>
<b>Supplies</b>					
721001	Office Supplies	0	500	500	500
721002	Operating Supplies	0	4,000	4,000	4,000
724003	Equipment Maintenance	0	116,000	116,000	127,500
<b>Supplies Total:</b>		<b>0</b>	<b>120,500</b>	<b>120,500</b>	<b>132,000</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	0	1,000	1,000	1,000
<b>Capital Outlay Total:</b>		<b>0</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>Other Charges and Ex</b>					
751003	Special Projects/Programs	0	12,000	12,000	11,500
<b>Other Charges and Ex Total:</b>		<b>0</b>	<b>12,000</b>	<b>12,000</b>	<b>11,500</b>
<b>City Manager Total:</b>		<b>0</b>	<b>960,570</b>	<b>960,570</b>	<b>1,023,180</b>
<b>General Fund Total:</b>		<b>0</b>	<b>960,570</b>	<b>960,570</b>	<b>1,023,180</b>



## Performance Analytics

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### **BUDGET SUMMARY:**

#### **10110170**

- Account 701101 provides funding for the Performance Analytics staffing reflected in the Personnel Data.
- Account 701103 provides funding for overtime wages for non-exempt staff.
- Account 701104 provides funding for part-time/seasonal staff.
- Account 702000 provides funding for trade conferences, training and development, travel, and professional certifications.
- Account 703100 provides funding for meeting and facilitation expenses.
- Account 713004 provides for professional consulting services for operational and project delivery based activities. This can include specific expertise or knowledge which may be necessary to ensure success and/or to augment the staffing assignments due to workload. For 2022, certain professional services were moved to this account which were previously in the accounts of the city Manager.
- Account 713005 provides funding for contractual services which include cloud-based (hosted) or managed solutions for the City such as the City's data platform, GoDublin, facilitation tools and project management tools.
- Account 721001 provides funding for office supplies.
- Account 721002 provides funding for general operating supplies such as: plotter paper, printing consumables.
- Account 724003 provides funding for citywide hardware and software maintenance costs and applications supporting business operations such as Esri GIS software, Data visualization software and the Cityworks work order system.
- Account 751003 provides funding for special projects and programs and research and development such as the PIEworks program and Google Cloud storage that supports chatbot, Alexa skills and other technology experiments.

#### **10180170**

- Account 731000 provides funding for additional equipment and furniture.



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**Office of the City Manager / Court Services****STATEMENT OF FUNCTIONS:**

Court Services serves as the judicial branch of the city. Court Services is responsible for monitoring all court operations including the collection of fines, preparing the court docket, and processing all parking, traffic and criminal citations. As a sentencing alternative, adult probation, adult and juvenile diversion, adult and juvenile traffic diversion, and provided no conviction programs are offered. Court Services is also responsible for implementing and operating the city's records management program, which includes both on and off-site central storage, destruction of records in accordance with the City of Dublin's retention schedule and document imaging services.

**OBJECTIVES AND ACTIVITIES:**

- To provide the highest level of quality service to our customers, both internal and external.
- To process all cases filed under Dublin City Code in which Dublin Mayor's Court has jurisdiction.
- To maintain a reliable and accurate case file system which is fundamental to the effectiveness of day to day court operations and fairness of judicial decisions.
- To effectively administer the adult probation, adult and juvenile diversion and the provided no convictions programs.
- To monitor cases for compliance with court orders to ensure defendants fulfill their sentence.
- To collect fines and fees and disburse them to the appropriate agencies.
- To report traffic and criminal convictions to the Ohio Bureau of Motor Vehicles (BMV) and the Ohio Bureau of Criminal Investigation (BCI)
- To maintain secure and orderly courtroom operations.
- To provide information about the criminal justice system to the public.

**PERSONNEL DATA**  
**POSITION TITLE****2021**  
**CURRENT NUMBER****2022**  
**ADOPTED**

Director of Court Services (1)  
 Diversion Officer  
 Court Clerk  
 Administrative Support 2 (2)  
**TOTAL**

.5  
 1  
 1  
.75  
**3.25**

.5  
 1  
 1  
.75  
**3.25**

**NOTES AND ADJUSTMENTS:**

Court Services also performs the additional duties of Records Management to comply with conditions set forth in the Ohio Revised Code. Salaries, wages and benefits have been allocated to Court Services and Records Management for each position as follows:

- (1) Allocates 50% to the Court Services budget and 50% to the Records Management budget.
- (2) Allocates 75% to the Court Services budget and 25% to the Records Management budget.

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>101 General Fund</b>					
<b>10 City Manager</b>					
Court Services					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	208,396	219,920	219,920	233,480
701103	Overtime Wages	1,256	3,500	3,500	3,500
701201	Employee Benefits	68,381	70,845	70,845	75,580
702000	Training/Travel	460	1,500	1,500	3,000
<b>Personal Services Total:</b>		<b>278,492</b>	<b>295,765</b>	<b>295,765</b>	<b>315,560</b>
<b>Contractual Services</b>					
713002	Legal Services	15,814	4,600	9,328	13,900
713004	Other Professional Services	53,184	91,500	116,869	91,500
713005	Misc. Contract. Serv.	6,719	11,000	11,000	11,000
715001	Communications	0	3,000	3,000	3,000
716000	Memberships/Subscriptions	660	925	925	925
<b>Contractual Services Total:</b>		<b>76,377</b>	<b>111,025</b>	<b>141,121</b>	<b>120,325</b>
<b>Supplies</b>					
721001	Office Supplies	593	2,500	3,498	2,500
721002	Operating Supplies	8,354	8,000	10,707	8,000
<b>Supplies Total:</b>		<b>8,947</b>	<b>10,500</b>	<b>14,205</b>	<b>10,500</b>
<b>City Manager Total:</b>		<b>363,817</b>	<b>417,290</b>	<b>451,091</b>	<b>446,385</b>
<b>General Fund Total:</b>		<b>363,817</b>	<b>417,290</b>	<b>451,091</b>	<b>446,385</b>



**Office of the City Manager / Court Services**

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**BUDGET SUMMARY:**

**10110150**

- Account 701101 provides funding for the staffing reflected under Personnel Data.
- Account 701103 provides funding for overtime due to court sessions held on Tuesday afternoons/evenings and special events.
- Account 702000 provides funding for staff travel and training.
- Account 713002 provides funding for services provided by the Delaware and Marysville Prosecutor's Office (new for 2022), the Franklin County and Union County Public Defender's Office.
- Account 713004 includes funding for prisoner boarding and medical services at the Franklin County Jail, the city's share of the Franklin County Municipal Court's operational costs, interpreter's fees, domestic violence advocate fees and fees for use of a full time magistrate.
- Account 713005 provides funding for witness fees and bank fees, including credit card processing fees.
- Account 721002 provides funding for specific supplies that are necessary to court operations such as court files, labels, citations (traffic/parking) and criminal complaint forms.

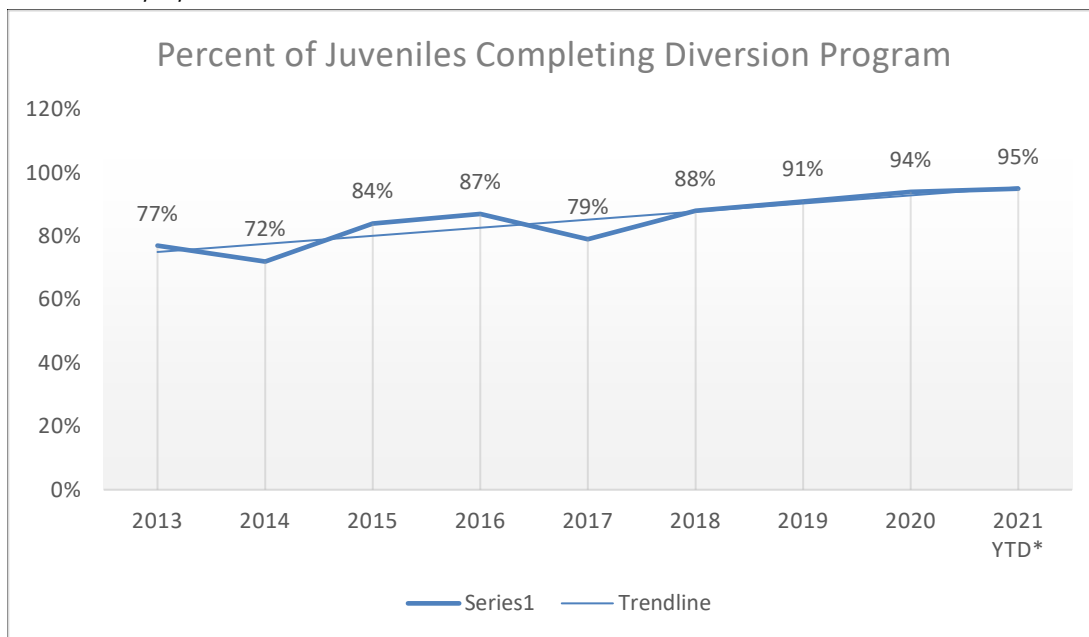


## Office of the City Manager / Court Services

**Performance Measures:**

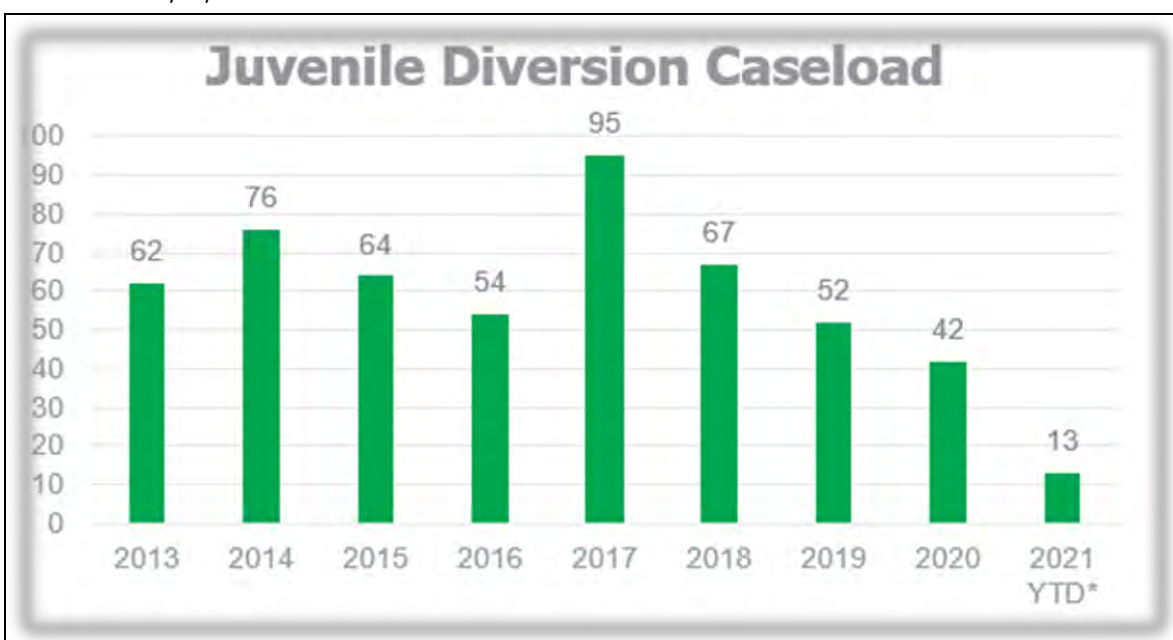
Successful Completion Rate for Juvenile Diversion - This measure is reflective of the percentage of juveniles who completed all of the required conditions of the diversion program and did not re-offend during the 6 months the case remained open. It is used as a benchmark to ensure that Court Services is providing the appropriate level of client-service.

\*YTD 2021 as of 6/30/2021



Juvenile Diversion Caseload – The total number of juveniles who were enrolled in the Juvenile Diversion Program each year.

\*YTD 2021 as of 6/30/2021



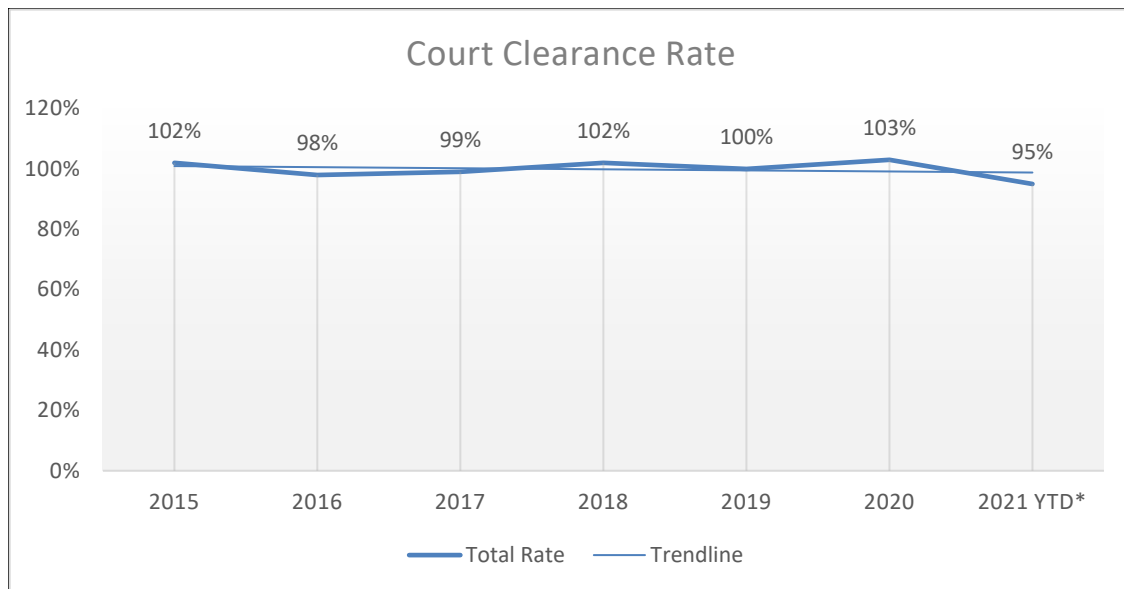


Office of the City Manager / Court Services

**Performance Measures:**

Clearance Rate – The court’s clearance rate is a measure of its ability to keep up with its incoming caseload.

\*YTD 2021 as of 7/31/2021





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**Office of the City Manager / Records Management****STATEMENT OF FUNCTIONS:**

Records Management was established to maintain efficient methods for storage and retrieval of documents and to eliminate the unnecessary retention of obsolete records. As part of Records Management, a central storage facility was created to reduce the amount of prime office space being utilized for storage of active and inactive records. Operated by Court Services, the central storage facility allows for active and inactive records to be examined, archived and/or scheduled for destruction in accordance with the procedures established in the Ohio Revised Code and standards accepted by the City of Dublin Records Commission. Records Management also supervises document-imaging services.

**OBJECTIVES AND ACTIVITIES:**

- To provide the highest level of quality service to our customers, both internal and external.
- To develop and implement records management policies regarding public records.
- To assist city work units with converting documents to a digital format.
- To maintain a central storage facility for active and inactive records.
- To coordinate the destruction of public records.
- To assist all city work units in maintaining records in accordance with the Ohio Revised Code and the City of Dublin Records Commission.

**PERSONNEL DATA****POSITION TITLE****2021  
CURRENT NUMBER****2022  
ADOPTED**

Director of Court Services (1)

.5

.5

Administrative Support 2 (1)

.25.25**TOTAL**

.75

.75

**PERMANENT PART-TIME/SEASONAL STAFF**

Records Retention Technician

11**TOTAL****1****1****NOTES AND ADJUSTMENTS:**

(1) The Court Administrator allocates 50% of their time to Records Management, and the Administrative Support 2 allocates 25% of their time to Records Management.

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>101 General Fund</b>					
<b>10 City Manager</b>					
Records Management					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	93,668	106,710	106,710	118,315
701103	Overtime Wages	15	500	500	500
701201	Employee Benefits	31,280	34,200	34,200	37,735
702000	Training/Travel	0	250	250	500
<b>Personal Services Total:</b>		<b>124,963</b>	<b>141,660</b>	<b>141,660</b>	<b>157,050</b>
<b>Contractual Services</b>					
713004	Other Professional Services	25,656	25,000	25,000	25,000
713005	Misc. Contract. Serv.	6,746	6,500	10,000	6,500
716000	Memberships/Subscriptions	284	600	600	600
<b>Contractual Services Total:</b>		<b>32,686</b>	<b>32,100</b>	<b>35,600</b>	<b>32,100</b>
<b>Supplies</b>					
721001	Office Supplies	1,573	2,000	2,152	2,000
724003	Equipment Maintenance	2,949	3,500	3,500	3,500
<b>Supplies Total:</b>		<b>4,522</b>	<b>5,500</b>	<b>5,652</b>	<b>5,500</b>
<b>City Manager Total:</b>		<b>162,172</b>	<b>179,260</b>	<b>182,912</b>	<b>194,650</b>
<b>General Fund Total:</b>		<b>162,172</b>	<b>179,260</b>	<b>182,912</b>	<b>194,650</b>





Office of the City Manager / Records Management

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**BUDGET SUMMARY:**

**10110160**

- Account 701101 provides funding for staffing allocations as provided under the Personnel Data -Notes and Adjustments section.
- Account 713004 provides funding for the digital scanning of permanent records and frequently accessed records.
- Account 724003 provides funding for maintenance contracts for the records management software (OPUS) and two microfilm reader/printers.
- Account 713005 provides funding for off-site records storage of microfilm originals, historical paper documents and on-site records destruction.

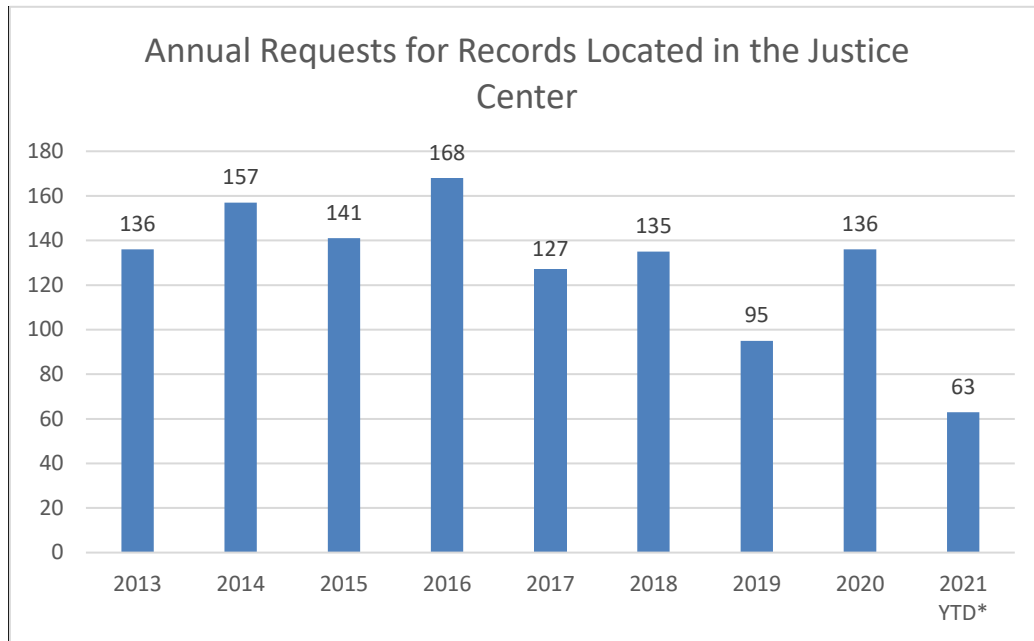


Office of the City Manager / Records Management

**Performance Measures:**

Annual Requests for Records Located in Justice Center:

\*YTD 2021 as of 6/30/2021





**Deputy City Manager / Chief Finance and Development Officer  
Finance / Fiscal Administration**

**STATEMENT OF FUNCTIONS**

The Director of Finance assists the City Manager in the preparation and administration of the operating budget, the capital improvements program, and is responsible for the administration of the City's debt and the various economic development and tax increment financing agreements. Responsibilities also include maintaining the financial records of the City including: recording all receipts and expenditures, processing the City's payroll, maintaining capital asset records, internally examining and auditing accounts of the various departments and preparation of the City's Comprehensive Annual Financial Report (CAFR). The Director of Finance also has administrative authority over Taxation and Fiscal Administration.

**OBJECTIVES AND ACTIVITIES**

- To help maintain a fiscally sound government and to conform to regulations by improving methods for financial planning and capital improvement planning.
- To provide assistance to the City Manager in the preparation and administration of the City's operating and capital budgets.
- To update, on an annual basis, the costs of all services provided by the City and to compare and evaluate the service cost with the service revenue.
- Maintain the financial records, ensure compliance with economic development commitments, and allocate funds in accordance with the applicable agreements for the City's various Tax Increment Financing Districts.
- To administer the City's debt financing function with the goal of maintaining the AAA rating from Fitch Ratings and Standard and Poor's and Aaa rating from Moody's Investors Service.
- To develop, implement and administer the City's procurement functions
- To receive the Distinguished Budget Presentation Award for the Operating Budget.
- To receive the Certificate of Achievement for Excellence in Financial Reporting for the City's CAFR.
- To receive the Award for Outstanding Achievement in Popular Financial Reporting for the City's PAFR.
- To safe-keep and invest City monies in a manner consistent with the Ohio Revised Code and the City's investment policy. To maintain accountability for the City's capital assets.

**PERSONNEL DATA****POSITION TITLE****2021  
CURRENT NUMBER****2022  
ADOPTED**

Director of Finance	1	1
Deputy Director of Finance	1	1
Chief Accountant	1	1
Budget Manager	1	1
Financial Analyst	1	1
Payroll Specialist	2	2
Accountant	1	1
Senior Accounting Specialist	1	1
Accounting Specialist	2	2
Administrative Support 3	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>12</b>	<b>12</b>

**NOTES & ADJUSTMENTS:**

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>101 General Fund</b>					
<b>20 Finance</b>					
Office of the Director of Finance/Fiscal Administration					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	982,711	1,031,165	1,031,165	1,062,045
701103	Overtime Wages	2,624	6,000	6,000	6,000
701201	Employee Benefits	372,049	421,075	421,075	424,345
701204	Uniforms and Clothing	0	2,000	2,000	0
702000	Training/Travel	2,514	7,500	7,617	15,000
<b>Personal Services Total:</b>		<b>1,359,898</b>	<b>1,467,740</b>	<b>1,467,857</b>	<b>1,507,390</b>
<b>Contractual Services</b>					
713001	Accounting/Auditing Services	1,185	11,200	11,200	11,200
713004	Other Professional Services	12,219	21,000	21,000	23,800
713005	Misc. Contract. Serv.	161,932	150,000	155,500	155,000
715001	Communications	18,611	27,000	27,000	27,000
715002	Advertising	2,849	5,000	6,543	5,000
715003	Printing and Reproductions	6,977	10,000	14,610	10,000
716000	Memberships/Subscriptions	4,227	4,600	4,600	4,600
717001	Rents and Leases	11,547	15,000	15,000	15,000
<b>Contractual Services Total:</b>		<b>219,547</b>	<b>243,800</b>	<b>255,453</b>	<b>251,600</b>
<b>Supplies</b>					
721001	Office Supplies	14,806	35,500	35,539	35,500
721002	Operating Supplies	2,833	3,000	5,060	3,000
721003	Coffee/Misc. Supplies	11,847	22,000	32,561	22,000
724003	Equipment Maintenance	719	500	1,050	500
<b>Supplies Total:</b>		<b>30,205</b>	<b>61,000</b>	<b>74,211</b>	<b>61,000</b>
<b>Finance Total:</b>		<b>1,609,650</b>	<b>1,772,540</b>	<b>1,797,521</b>	<b>1,819,990</b>
<b>General Fund Total:</b>		<b>1,609,650</b>	<b>1,772,540</b>	<b>1,797,521</b>	<b>1,819,990</b>



**Deputy City Manager / Chief Finance and Development Officer  
Finance / Fiscal Administration**

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**BUDGET SUMMARY:**

**10110210**

- Account 701101 provides funding for the staffing reflected under Personnel Data.
- Account 701204 provided funding for shirts to identify staff members working the Dublin Irish Festival to support the festival's financial operation. This budget has been moved to the Community Event's budget.
- Account 713001 provides funding for the Government Finance Officers Association (GFOA) budget award application and Comprehensive Annual Financial Report (CAFR) filing fees.
- Account 713004 provides funding for legal fees and cost disclosure filing fees.
- Account 713005 funds continuing consultation for the annual update of the Cost of Services Study and upgrades to the software used to complete the study. It also provides funding for custodial fees related to investment accounts, other banking fees, fees associated with the City's purchasing card program, contractual service related to assistance in preparation of the City's financial statements, as well as funding for the fees related to fixed assets sold on GovDeals, an online auction provider.
- Account 715001 reflects postage expenses for City Hall.
- Account 715002 provides funding for bid notices/legal advertisements for public improvement and construction projects; greater use of the City's website as well as use of alternative advertising venues have reduced this cost.
- Account 715003 provides funding for the printing of the City's Annual Operating Budget, Five Year Capital Improvements Budget, the Cost of Services Study document, and the CAFR. The number of hard copy documents produced continues to be reduced due to an increase in requests for electronic versions, as well as availability of posting documents on the City's website.
- Account 716000 provides funding for memberships in professional associations including the Municipal Finance Officers Association (MFOA), the Government Finance Officers Association (GFOA), Association of Government Accountants (AGA), and Ohio Society of CPAs.
- Account 717001 includes funding for rental of the City Hall postage machine and water coolers.
- Account 721001 provides funding for copy paper for City Hall, blank check stock and W-2 forms, payroll direct deposit paper, funding for letterhead stationery/envelopes, business cards, note cards, and folders for citywide usage.
- Account 721002 provides funding for postage supplies, courier services and other miscellaneous office supplies.
- Account 721003 provides funding for tea, coffee and related supplies to make those beverages available to staff and visitors during meetings held in City buildings.
- Account 724003 funds the maintenance of the postage machine and taxation letter opener.
- Account 728000 provides for miscellaneous charges associated with the operation of the office.



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## Finance / Transfers / Advances

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### **STATEMENT OF FUNCTIONS:**

The General Fund is the general operating fund of the City; money can be transferred from the General Fund to any other fund with approval of City Council. A transfer is the permanent movement of money from one fund to another.

Operating transfers are made to the Street Maintenance and Repair Fund, the Recreation Fund, the Safety Fund, the Cemetery Fund and the Swimming Pool Fund to supplement revenues directly credited to those funds. Funds are transferred when their fund balance drops below the average monthly expenditures anticipated.

Transfers to the Capital Improvements Tax Fund and other capital project funds are based on projects identified in the City's Five-Year Capital Improvements Program (CIP). To the extent that cash reserves become available in the General Fund, additional capital projects are programmed in the CIP.

An advance is a temporary movement of money from one fund to another. The City has utilized advances, for the most part, to provide initial funding for capital projects associated with the tax increment financing (TIF) districts.

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2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>101 General Fund</b>					
<b>20 Finance</b>					
<b>Transfers/Advances</b>					
741201	Transf Exp Street Maint and Re	2,480,000	2,000,000	2,000,000	0
741225	Transf Exp Recreation	4,875,000	6,000,000	6,000,000	4,250,000
741226	Transf Exp Pool	500,000	475,000	675,000	500,000
741232	Transf Exp Hotel/Motel Tax	0	1,500,000	1,500,000	1,500,000
741241	Transf Exp Safety	13,300,000	13,500,000	13,500,000	14,500,000
741261	Transf Exp Cemetery	190,000	200,000	200,000	150,000
741262	Transf Exp Accrued Leave Reser	35,000	0	0	0
741401	Transf Exp Capital Impr Tax	2,000,000	6,000,000	6,000,000	0
741620	Transf Exp Sewer	0	150,000	150,000	0
742457	Adv Exp Bridge Street	1,400,000	1,536,965	7,236,965	1,536,965
<b>Transfers/Advances Total:</b>		<b>24,780,000</b>	<b>31,361,965</b>	<b>37,261,965</b>	<b>22,436,965</b>
<b>Finance Total:</b>		<b>24,780,000</b>	<b>31,361,965</b>	<b>37,261,965</b>	<b>22,436,965</b>
<b>General Fund Total:</b>		<b>24,780,000</b>	<b>31,361,965</b>	<b>37,261,965</b>	<b>22,436,965</b>





**Finance / Transfers / Advances**

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**BUDGET SUMMARY:**

**10196290 (Transfers)**

- Account 741201 provides operating transfers for the Street Maintenance Fund. For 2022, transfers were not budgeted. Gas tax funds will be utilized to sustain the Fund. Transfers for 2023 will be reassessed in the next budget cycle.
- Accounts 741225-741261 provide operating transfers to support the Funds as listed.
- Account 741262 provides transfers for the Accrued Leave Reserve Account. At this time, amounts have been budgeted in personal services in order to support the Accrued Leave Reserve Account.
- Account 741401 provides transfers as approved in the Capital Improvements Program. For 2022, no transfers were programmed.
- Account 741620 provides transfers for the Sewer Fund. For 2022, no transfers were programmed from the General Fund to the Sewer Fund.

**10197290 (Advances)**

- Account 742457 provides an advance to the Bridge Street Fund to cover the City's agreement with the Dublin City Schools and Tolles Career and Technical Center for the Bridge Street District Cooperative Agreement (2014).



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## Finance / Miscellaneous Accounts

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### **STATEMENT OF FUNCTIONS:**

These are miscellaneous accounts within the General Fund which are not directly related to the operational costs of a specific function. The functional "supervision" of these accounts is provided by the Department of Finance.

The cost of the City's annual audit has been reflected in the Miscellaneous Accounts due to its citywide nature.

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2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>101 General Fund</b>					
<b>20 Finance</b>					
Miscellaneous					
<b>Contractual Services</b>					
711001	County Auditor Deductions	48	2,500	2,500	2,500
711003	Real Estate Taxes	113,181	70,000	70,000	112,000
713001	Accounting/Auditing Services	50,865	64,700	73,618	80,000
714002	Health Services	478,512	517,700	525,033	498,700
<b>Contractual Services Total:</b>		<b>642,606</b>	<b>654,900</b>	<b>671,151</b>	<b>693,200</b>
<b>Other Charges and Ex</b>					
755000	Refunds	0	10,000	10,000	10,000
<b>Other Charges and Ex Total:</b>		<b>0</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
<b>Finance Total:</b>		<b>642,606</b>	<b>664,900</b>	<b>681,151</b>	<b>703,200</b>
<b>General Fund Total:</b>		<b>642,606</b>	<b>664,900</b>	<b>681,151</b>	<b>703,200</b>



## Finance/ Miscellaneous Accounts

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### **BUDGET SUMMARY:**

#### **10110290**

- Account 711001 provides funding for County Auditor deductions, election expenses and expenses related to advertising and collecting delinquencies. These fees are deducted from the City's real estate apportionment.
- Account 711003 funds real estate taxes for properties and rights-of-way owned by the City that are not tax-exempt based on usage, or for which property tax exemption is pending. The amount budgeted varies widely each year based on properties acquired. Funding is also provided for payment of reparations per Ohio Revised Code.
- Account 713001 provides funding for the City's annual audit.
- Account 755000 provides funding for unanticipated refunds.

#### **10160290**

- Account 714002 provides funding for health services under contract with the Franklin County Board of Health (BOH), and funding for contracted mosquito spraying. Franklin BOH fee increases are based on increases in the City's population, as well as inflationary costs.



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**Deputy City Manager / Chief Finance and Development Officer  
Finance / Taxation**

**STATEMENT OF FUNCTIONS**

The Division of Taxation is responsible for the collection of all tax revenues, performing audits, delinquency collections, compliance projects, refunds and other duties as assigned. The City of Dublin continues to grow and, as a mandatory filing community, the City strives to continually reduce the number of paper forms and to use more innovative means for tax filings to achieve a higher level of distinction in Central Ohio. Preliminary and final audits are conducted to insure that all tax obligations have been fulfilled. The Director of Taxation works closely with businesses to guarantee proper and timely filing, paying and processing of all tax forms.

**OBJECTIVES AND ACTIVITIES**

- To operate an efficient, organized and cooperative tax office.
- To reduce the number of withholding forms printed by allowing employers access to their applicable forms and to print them as needed (reduction in cost of printing and postage).
- Continue to add payroll providers that remit payments using ACH Credit and to upload W2 forms electronically as mandated by HB5.
- To accept payments via credit/debit cards and electronic checks through a third party provider at no cost to the City (increase customer service and reduce delinquencies).
- To allow all Dublin residents to file electronically to reduce amount of paper received.
- To allow tax practitioners to file clients' returns and pay any tax due electronically.
- To maintain prompt processing time frames on all returns and refunds.
- To review withholding frequencies on all accounts and make necessary adjustments.
- To closely monitor progress of collection efforts through formally established delinquency procedures.
- To monitor income tax legislation and update income tax ordinance as necessary.
- To accept payments processed through the Ohio Business Gateway and the Online Tax Tool.
- To implement electronic filing and electronic funds transfer for withholding accounts.
- To provide assistance in the administration of tax increment financing and economic development agreements.
- To scan all tax documents to enable records to be accessed quickly and efficiently at each work- station and to cross-train Taxation staff.

**PERSONNEL DATA****POSITION TITLE****2021  
CURRENT NUMBER****2022  
ADOPTED**

Director, Taxation

1

1

Tax Manager

1

1

Corporate Tax Auditor

3

3

Auditor

11**TOTAL****6****6****PERMANENT PART-TIME**

Accounting Specialist-Tax

1

1

Accounting Assistant

11**TOTAL****2****2****NOTES AND ADJUSTMENTS:**

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>101 General Fund</b>					
<b>20 Finance</b>					
Taxation					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	575,293	531,430	531,430	578,105
701103	Overtime Wages	704	4,000	4,000	4,000
701201	Employee Benefits	185,462	182,715	182,715	245,970
702000	Training/Travel	3,075	2,250	2,250	2,250
<b>Personal Services Total:</b>		<b>764,534</b>	<b>720,395</b>	<b>720,395</b>	<b>830,325</b>
<b>Contractual Services</b>					
713004	Other Professional Services	0	900	900	900
713005	Misc. Contract. Serv.	18,638	44,600	51,734	44,600
713006	State Utility Fees City Tax	0	500	500	500
713007	State Opt - In Fess City Tax	6,412	10,000	10,000	10,000
715001	Communications	13,499	3,000	3,000	3,000
716000	Memberships/Subscriptions	491	1,345	1,345	1,345
<b>Contractual Services Total:</b>		<b>39,040</b>	<b>60,345</b>	<b>67,479</b>	<b>60,345</b>
<b>Supplies</b>					
721001	Office Supplies	2,914	3,000	4,290	3,000
721004	Dublin Forms	0	2,500	2,500	2,500
724003	Equipment Maintenance	0	400	400	400
<b>Supplies Total:</b>		<b>2,914</b>	<b>5,900</b>	<b>7,190</b>	<b>5,900</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	0	2,000	2,000	2,000
<b>Capital Outlay Total:</b>		<b>0</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
<b>Other Charges and Ex</b>					
755000	Refunds	2,834,173	3,010,000	3,010,000	5,210,000
<b>Other Charges and Ex Total:</b>		<b>2,834,173</b>	<b>3,010,000</b>	<b>3,010,000</b>	<b>5,210,000</b>
<b>Finance Total:</b>		<b>3,640,661</b>	<b>3,798,640</b>	<b>3,807,064</b>	<b>6,108,570</b>
<b>General Fund Total:</b>		<b>3,640,661</b>	<b>3,798,640</b>	<b>3,807,064</b>	<b>6,108,570</b>





**Deputy City Manager / Chief Finance and Development Officer  
Finance / Taxation**

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**BUDGET SUMMARY:**

**10110220**

- Account 701101 provides funding for the staffing reflected in the Personnel Data.
- Account 713004 provides funding for the cost for the State of Ohio tape which is used to ensure compliance.
- Account 713005 includes funding to utilize a third party for collection of delinquent Accounts and research database costs.
- Accounts 713006 and 713007 provides funding to cover fees for businesses who opted-in under the State's tax collection program.
- Account 715001 provides funding for postage, and Post Office box.
- Account 721004 funds letters with Personal URLs that are sent to filers to direct them to their own site via the online tax tool to reduce the number of paper returns received; thus reducing the manpower necessary to ensure the returns are truly "Dublin" returns. Non-payroll service provider withholding Accounts will receive a letter with a Personal URL instead of a booklet that will allow them to print forms with their Dublin identification as needed and will identify them as "active" Accounts thereby reducing the City's accepting dollars for Accounts with Dublin mailing address but not physically located in Dublin.
- Account 755000 provides funding for income tax refunds.

**10180220**

- Account 731000 provides funding for small office equipment.



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**Deputy City Manager / Chief Finance and Development Officer  
Economic Development**

**STATEMENT OF FUNCTION**

The Director of Economic Development oversees three Administrators. The 2021 budget provides for continued emphasis on the key components of the City's economic development program in support of Council's goals, which include: business retention, expansion, attraction and creation; workforce development; entrepreneurship; and marketing and advocacy. Key project areas include West Innovation District, Dublin Corporate Area Plan, Bridge Street District, 100-gig Dublink Broadband deployment, and the Beta District/US 33 Smart Mobility Corridor. Additionally, economic development efforts will continue to include active engagement with Dublin-based businesses, various private and public organizations/agencies involved in local, regional and state-wide economic development; the integration of local economic development objectives with broader community planning policies and goals; pro-actively engage the development/real estate community; maintain involvement with community organizations and partners such as Dublin City Schools and Ohio University; administer City's incentive programs; and serve as a local business liaison to assist with development issues.

**OBJECTIVES AND ACTIVITIES**

- Retain, grow, attract & create industry-focused jobs to ensure financial security of the City.
- Continue to promote development of seven key business districts.
- Seek opportunities for Council to engage businesses in accordance with Council goals.
- Provide a business retention and expansion program that effectively and pro-actively communicates to, engages with and involves Dublin businesses in the community & region.
- Continuously leverage the expertise and efforts of OneColumbus for business attraction and leverage the talent of City staff to respond to leads.
- Effectively communicate with Dublin businesses and the education/training community to understand access to, availability of and needs regarding a qualified workforce.
- Continually strengthen relations with the development and corporate real estate community.
- Assess and adjust organizational functions and processes in order to be development/re-development friendly while promoting and upholding high-quality growth standards.
- Positively and cooperatively interact with other government agencies and entities.
- Continue strengthening international business relationships and programming.

**PERSONNEL DATA**  
**POSITION TITLE****2021**  
**CURRENT NUMBER****2022**  
**ADOPTED**

Director of Economic Development  
Economic Development Administrator  
Administrative Support 3 (1)  
**TOTAL**

1  
3  
1  
**5**

1  
3  
0  
**4**

**PART-TIME/SEASONAL STAFF**

Intern  
**TOTAL**

1  
**1**

1  
**1**

**NOTES AND ADJUSTMENTS:**

(1)The Administrative Support 3 position has moved to the Deputy City Manager/Chief Finance and Development Officer's budget.

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>101 General Fund</b>					
<b>70 Development</b>					
Economic Development					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	349,496	447,545	447,545	367,780
701103	Overtime Wages	6	2,500	2,500	2,500
701104	Other Wages	19,081	20,000	20,000	20,000
701201	Employee Benefits	125,790	172,640	172,640	150,195
702000	Training/Travel	8,427	4,250	11,450	28,500
702001	Reimbursable Business Expense	202	2,000	2,000	2,500
703100	Meeting Expenses	368	12,000	12,000	12,000
<b>Personal Services Total:</b>		<b>503,369</b>	<b>660,935</b>	<b>668,135</b>	<b>583,475</b>
<b>Contractual Services</b>					
713004	Other Professional Services	442,991	587,100	649,098	438,750
715002	Advertising	222,227	258,000	264,770	258,000
715003	Printing and Reproductions	1,290	6,000	6,000	6,000
716000	Memberships/Subscriptions	32,408	34,465	34,465	38,580
<b>Contractual Services Total:</b>		<b>698,915</b>	<b>885,565</b>	<b>954,333</b>	<b>741,330</b>
<b>Supplies</b>					
721001	Office Supplies	2,365	2,500	2,707	2,500
<b>Supplies Total:</b>		<b>2,365</b>	<b>2,500</b>	<b>2,707</b>	<b>2,500</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	0	2,500	2,500	2,500
<b>Capital Outlay Total:</b>		<b>0</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>
<b>Other Charges and Ex</b>					
751009	Economic Development	216,283	302,000	330,107	302,000
751010	Economic Dev Incentives	1,726,826	2,448,495	2,478,495	2,218,095
754002	Grants/Community Org	14,007	250,000	250,000	100,000
754004	Grants/VDO	0	0	148,882	0
<b>Other Charges and Ex Total:</b>		<b>1,957,116</b>	<b>3,000,495</b>	<b>3,207,484</b>	<b>2,620,095</b>
<b>Development Total:</b>		<b>3,161,765</b>	<b>4,551,995</b>	<b>4,835,158</b>	<b>3,949,900</b>
<b>General Fund Total:</b>		<b>3,161,765</b>	<b>4,551,995</b>	<b>4,835,158</b>	<b>3,949,900</b>



**Deputy City Manager / Chief Finance and Development Officer  
Economic Development**

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**BUDGET SUMMARY:**

**10110740**

- Account 701101 provides funding for staffing reflected in the Personnel Data.
- Account 702000 includes travel/training and certification courses for staff.
- Account 702001 includes funds for business meeting expenses for luncheons with developers, business leaders, prospective industries, etc.
- Account 703100 provides funding for group meetings sponsored by the City.
- Account 713004 includes funding for consultation related to economic development including workforce programs, real estate reports, and Dublin Entrepreneurial Center (DEC) sponsorship. Funding has also been provided for data analytic work.
- Account 715002 includes funds for marketing and advertising focused on targeted industry attraction efforts including print and digital web advertising.
- Account 715003 funds printed projects, site selection and program materials, business retention packets and event invitations for economic development.
- Account 716000 provides funding for such memberships as with the Mid-Ohio Development Exchange (MODE)/OneColumbus partnership, Catylist real estate database, international business groups, etc.
- Account 751009 includes funds to support economic development programs including business appreciation, business attraction, retention and expansion; along with regional and joint partnerships, including Rev1 Ventures, Dublin 100-gig Transport program, and a Downtown Dublin parking agreement with Dublin Community Church.
- Account 751010 reflects funding for active economic development incentives in accordance with executed Economic Development Agreements (EDA).



**Deputy City Manager / Chief Finance and Development Officer  
Economic Development**

**PERFORMANCE MEASURES:**

**1) Total Number of Jobs Retained through Economic Development Agreements**

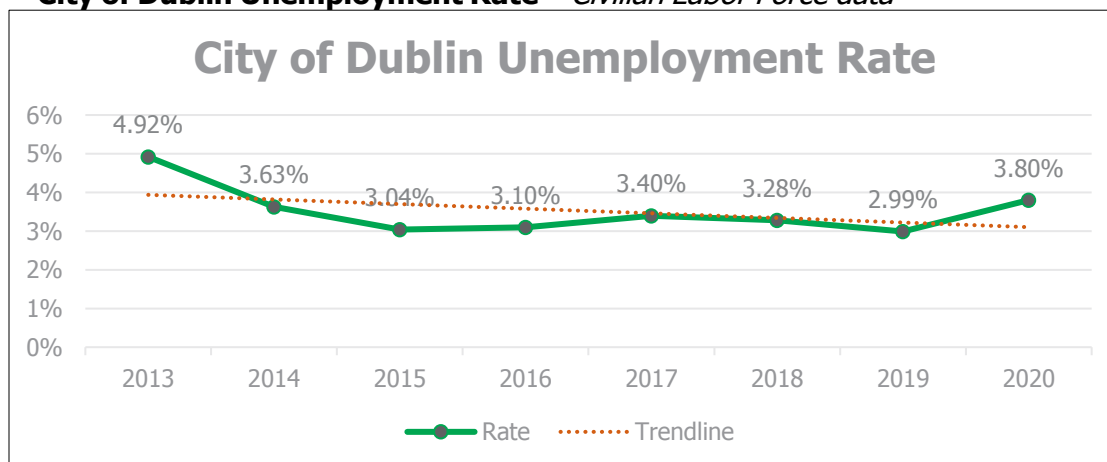
This measure shows that through the execution of Economic Development Agreements (EDAs), the City is successful at retaining employers at risk of moving from Dublin. This does not include renewed leases without incentives.

**2) Total Number of Jobs Created through Economic Development Agreements**

This measure shows that through the execution of EDAs, the City is successful at recruiting new employers to Dublin. This is not a city-wide statistic, as many companies move into Dublin without incentives. It will ebb and flow every year, and cannot be compared to other years. Jobs Created and Job Retained figures are tied ONLY to the specific handful of EDAs executed each year: those that receive incentives to stay/grow/move to Dublin.

Year	EDAs	Jobs Retained	New Jobs
2020	4	324	588
2019	14	858	2371
2018	5	1,539	417
2017	8	425	298
2016	4	2,148	25
2015	11	1,853	687
2014	6	289	269
2013	9	1,169	806
2012	5	711	299
<b>Total</b>	<b>66</b>	<b>9316</b>	<b>5760</b>

**3) City of Dublin Unemployment Rate – Civilian Labor Force data**

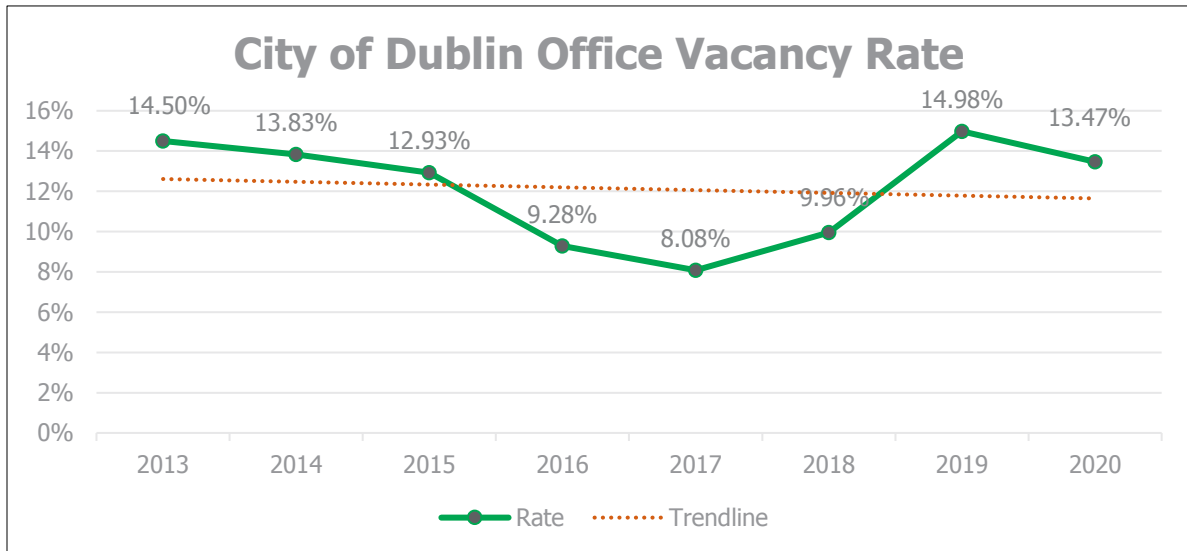


A high rate of unemployment indicates limited employment opportunities in a labor market that is in a situation of oversupply. A low rate of unemployment indicates a tight labor market, potential scarcity of skilled labor, and future cost pressures from wage demands from workers. Ideally, 5.5% is an acceptable percentage. Anything above 8% or below 5% is challenging.



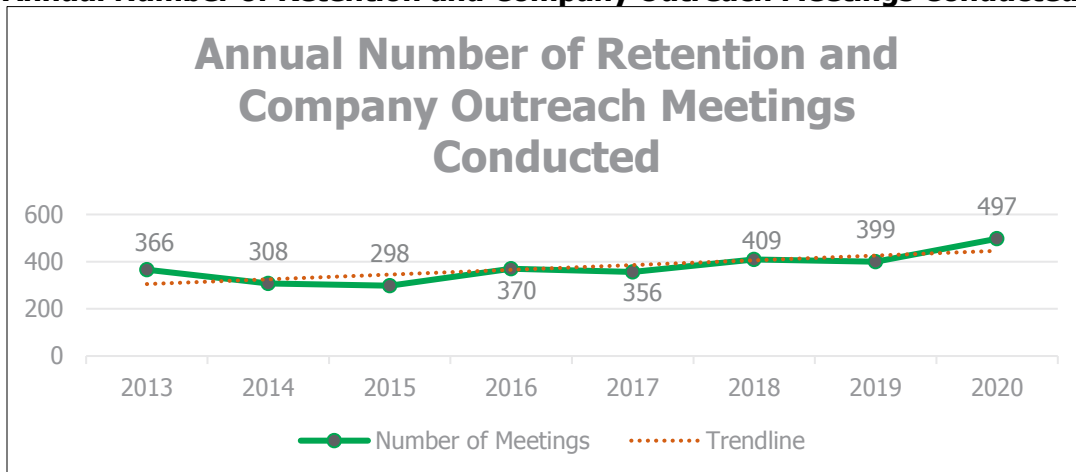
Deputy City Manager / Chief Finance and Development Officer  
Economic Development

4) City of Dublin Commercial Office Vacancy Rate



Vacancy Stabilization is considered 12.5%. Dipping below 10% indicates the need for more office product/new development, and rental rates typically begin to rise and get increasingly competitive. Getting above 13% indicates it's a renter's market, and rates are typically competitive. Anything consistently about 17% requires deeper analysis to understand if there is a great overall issue driving the high rate (a spike in new buildings added to inventory, aging buildings going empty, crime, unrealistic pricing, surrounding infrastructure problems, recent change in building values or taxes, recent and proximate new inventory competition, etc).

5) Annual Number of Retention and Company Outreach Meetings Conducted



The goal is to have meaningful interactions with as many companies as possible annually. This is accomplished through 1-on-1 meetings, tours, conversations to discuss and solve issues, and recognitions. The Economic Development Division's annual goal is 400 visits.



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## Deputy City Manager / Chief Finance and Development Officer Planning

### **STATEMENT OF FUNCTION**

Planning is responsible for managing the City's development process, undertaking plan updates and special studies, and enforcing the City's codes relative to the built environment. This includes land use planning, zoning reviews, code enforcement, public engagement, and support of several boards and commissions. The division is responsible for analyzing the changing needs of the City, identifying, and implementing long range planning objectives that address these needs. This includes identifying trends that need to be addressed (changes in demographics, shifting market conditions, current thinking in land planning and urban design, housing needs, etc.) and undertaking the relevant studies or plan updates. All of these activities relate to the following functional areas: development proposals review; Community Plan maintenance and implementation; project analysis; area studies; code enforcement; zoning compliance; land use modeling; code amendments; and customer service operations.

### ***Mission Statement***

The mission of Planning is to provide professional and technical expertise to guide the land use decisions of public officials, residents and the development community. We engage our citizens to establish and realize a long-range vision for Dublin's land use and development character. We facilitate the zoning process through the implementation of the Community Plan and the administration and enforcement of the City's land use codes.

### **OBJECTIVES AND ACTIVITIES**

- To be responsive to citizens on planning issues and facilitate a citizen participation process.
- To plan the orderly, high quality growth of the city by implementing the Community Plan.
- To assist economic development activities by providing land use/site design support.
- To assist in the coordination and the implementation of the capital improvement program.
- To manage development proposals through the public hearing process.
- To administer development regulations.
- To be responsive to City Council goals.
- To ensure compliance with all orders of City Council, Planning and Zoning Commission, Administrative Review Team, Board of Zoning Appeals, Architectural Review Board, and various special committees and groups.

### **PERSONNEL DATA**

#### **POSITION TITLE**

#### **2021 CURRENT NUMBER**

#### **2022 ADOPTED**

Director, Planning  
Senior Planner  
Planner II  
Planner I (1)  
Planning Technician (2)  
Code Enforcement Supervisor  
Code Enforcement Officer  
Zoning Inspector  
Administrative Support 3 (2)  
Administrative Support 2  
Administrative Support 1 (3)  
**TOTAL**

1  
3  
2  
3  
1  
1  
3  
2  
1  
1  
1  
**19**

1  
3  
2  
2  
2  
1  
3  
2  
0  
1  
0  
**17**

### **PART-TIME/SEASONAL STAFF**

Planning Assistant / Intern  
**TOTAL**

3  
**3**

3  
**3**

### **NOTES AND ADJUSTMENTS:**

- (1) Planner I position has transferred to the Transportation and Mobility work unit.
- (2) The Administrative Support 3 position is reallocated to a Planning Technician position.
- (3) The Administrative Support 1 has moved to the Office of the Deputy City Manager/Chief Finance and Development Officer.

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>101 General Fund</b>					
<b>70 Development</b>					
Planning					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	1,295,923	1,385,180	1,385,180	1,179,695
701103	Overtime Wages	7,217	12,500	12,500	12,500
701104	Other Wages	29,390	70,020	70,020	70,020
701201	Employee Benefits	514,352	563,585	563,585	486,140
701204	Uniforms and Clothing	2,100	2,810	3,961	2,810
702000	Training/Travel	6,091	20,650	33,550	41,300
703100	Meeting Expenses	0	750	1,750	750
<b>Personal Services Total:</b>		<b>1,855,073</b>	<b>2,055,495</b>	<b>2,070,546</b>	<b>1,793,215</b>
<b>Contractual Services</b>					
712008	Planning Services	75,073	80,000	297,673	300,000
713004	Other Professional Services	59,276	80,000	200,190	102,000
713005	Misc. Contract. Serv.	4,606	4,300	4,300	4,300
715001	Communications	2,293	7,500	8,550	7,500
715003	Printing and Reproductions	0	2,000	2,000	2,000
716000	Memberships/Subscriptions	5,471	10,000	11,470	10,000
717001	Rents and Leases	2,196	2,820	2,820	2,820
<b>Contractual Services Total:</b>		<b>148,915</b>	<b>186,620</b>	<b>527,003</b>	<b>428,620</b>
<b>Supplies</b>					
721001	Office Supplies	4,595	8,000	11,499	8,000
721002	Operating Supplies	1,209	4,000	4,147	4,000
724003	Equipment Maintenance	0	500	500	500
<b>Supplies Total:</b>		<b>5,804</b>	<b>12,500</b>	<b>16,146</b>	<b>12,500</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	212	4,500	3,000	4,500
<b>Capital Outlay Total:</b>		<b>212</b>	<b>4,500</b>	<b>3,000</b>	<b>4,500</b>
<b>Other Charges and Ex</b>					
751011	Dublin 2035 Framework	0	250,000	250,000	250,000
753001	Code Enforcement	2,726	10,000	12,225	10,000
755000	Refunds	0	0	1,500	1,500
<b>Other Charges and Ex Total:</b>		<b>2,726</b>	<b>260,000</b>	<b>263,725</b>	<b>261,500</b>
<b>Development Total:</b>		<b>2,012,730</b>	<b>2,519,115</b>	<b>2,880,420</b>	<b>2,500,335</b>
<b>General Fund Total:</b>		<b>2,012,730</b>	<b>2,519,115</b>	<b>2,880,420</b>	<b>2,500,335</b>



**Deputy City Manager / Chief Finance and Development Officer  
Planning**

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**BUDGET SUMMARY:**

**10120720**

- Account 701101 provides funding for the staffing reflected in the Personnel Data. One of the three existing Planner I positions is being transferred to the Transportation and Mobility Division and the Administrative Support 1 has been transferred to the Deputy City Manager/Chief Finance and Development Officer.
- Account 701104 provides wages for the Planning Assistants.
- Account 702000 provides funding for training and travel, which has been restored as in-person training is available. Planning staff will continue to utilize virtual or alternative opportunities for training as are available to gain required continuing education and certification requirements.
- Account 703100 provides funding for public meetings supplies.
- Account 712008 provides funding for general planning services and area studies including an update to the Historic Dublin Area Plan as part of the implementation of the Historic Dublin Task Force recommendations; an update to the Subdivision Regulations; and an update of the Community Plan, including fiscal, land use, and utility modeling. Increased budget is due to funding for the update to the Community Plan.
- Account 713004 provides funding for consultants that support the City's boards and commissions through the development review process, including architectural consulting services, historic preservation consulting services, and graphic design consulting services. Increased budget is due to Architectural Reviews.
- Account 715001 provides funding for postage for all work units located within the Development Building.
- Account 716000 provides funding for professional membership and certification fees such as the APA (state and national) and ASLA.
- Account 721002 includes funding for office supplies and supplies for specialized presentations.
- Account 751011 provides funding for the implementation of the Dublin 2035 Framework Plan. Funding from the account may include feasibility studies and strategic planning efforts to implement the outcome of 2035 Framework. This may include additional public engagement, additional consultant and expert support.
- Account 753001 provides funding for mowing services and landscape projects under the supervision of the City's Zoning Inspectors and Code Enforcement Officers. The majority of these costs are recovered through assessments.

**10180720**

- Account 731000 provides funding for equipment and furniture.



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**Deputy City Manager / Chief Finance and Development Officer / Building Standards****STATEMENT OF FUNCTIONS:**

Building Standards is under the administrative direction of the Director of Building Standards (Chief Building Official) who reports to the Deputy City Manager/Chief Finance and Development Officer. The primary responsibility of Building Standards is to ensure that all new construction, both commercial and residential, complies with all applicable state, local, and national building codes.

**OBJECTIVES AND ACTIVITIES:**

- To ensure that all new construction complies with all applicable state, local, and national building codes.
- To perform plan reviews on applications, issue permits, perform inspections, and issue Certificates of Occupancy.
- To provide direction and to communicate with building design professionals, contractors, builders, homeowners, and the general public.
- To provide timely information regarding levels and types of construction activity within the City to various stakeholders.
- To provide architectural support for City projects.

**PERSONNEL DATA**  
**POSITION TITLE****2021**  
**CURRENT NUMBER****2022**  
**ADOPTED**

Director, Building Standards  
Commercial Plans Examiner  
Senior Building Inspector  
Building Inspector  
Electrical Inspector (1)  
Residential Plans Examiner  
Development Review Specialist  
Review Services Coordinator  
Permit Technician  
**TOTAL**

1  
1  
1  
4  
2  
1  
1  
1  
2  
**14**

1  
1  
1  
4  
1  
1  
1  
1  
2  
**13**

**PART-TIME/SEASONAL STAFF**

Electrical Inspector (1)  
**TOTAL**

0  
**0**

1  
**1**

**NOTES AND ADJUSTMENTS:**

(1) One Electrical Inspector full-time position is reallocated to a part-time position.

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>101 General Fund</b>					
<b>70 Development</b>					
Building Standards					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	1,040,000	1,085,940	1,081,940	1,025,475
701103	Overtime Wages	7,396	10,000	10,000	10,000
701104	Other Wages	0	0	4,000	39,000
701201	Employee Benefits	425,170	453,805	453,805	495,855
701204	Uniforms and Clothing	960	3,000	3,000	3,000
702000	Training/Travel	870	5,000	5,000	5,000
703100	Meeting Expenses	194	2,000	2,000	2,000
<b>Personal Services Total:</b>		<b>1,474,589</b>	<b>1,559,745</b>	<b>1,559,745</b>	<b>1,580,330</b>
<b>Contractual Services</b>					
712003	Plan Review	172,574	150,000	225,858	150,000
712004	Building Inspection Services	78,039	150,000	148,858	150,000
713004	Other Professional Services	0	2,000	2,000	2,000
713005	Misc. Contract. Serv.	57,765	70,000	70,000	70,000
715003	Printing and Reproductions	6,486	3,000	3,391	3,000
716000	Memberships/Subscriptions	1,002	3,000	3,000	3,000
<b>Contractual Services Total:</b>		<b>315,866</b>	<b>378,000</b>	<b>453,107</b>	<b>378,000</b>
<b>Supplies</b>					
721001	Office Supplies	2,106	4,000	4,268	4,000
721002	Operating Supplies	463	6,000	6,000	6,000
<b>Supplies Total:</b>		<b>2,569</b>	<b>10,000</b>	<b>10,268</b>	<b>10,000</b>
<b>Other Charges and Ex</b>					
755000	Refunds	70	7,500	49,618	7,500
<b>Other Charges and Ex Total:</b>		<b>70</b>	<b>7,500</b>	<b>49,618</b>	<b>7,500</b>
<b>Development Total:</b>		<b>1,793,095</b>	<b>1,955,245</b>	<b>2,072,739</b>	<b>1,975,830</b>
<b>General Fund Total:</b>		<b>1,793,095</b>	<b>1,955,245</b>	<b>2,072,739</b>	<b>1,975,830</b>



**Deputy City Manager / Chief Finance and Development Officer / Building Standards**

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**BUDGET SUMMARY:**

**10120730**

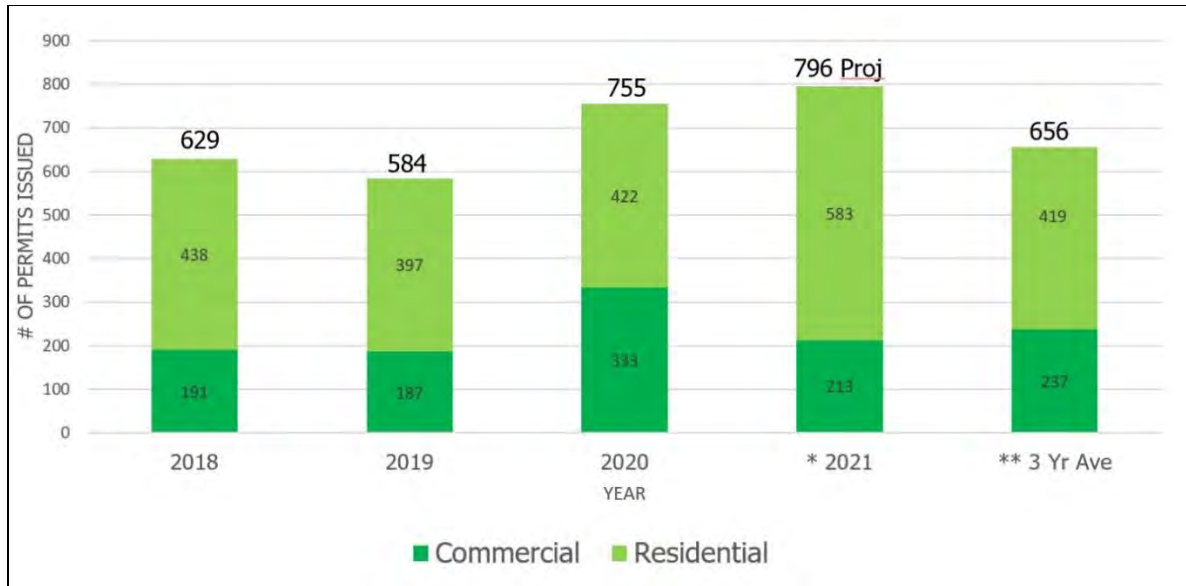
- Account 701101 provides funding for staffing reflected in the Personnel Data.
- Account 701104 provides funding for the part-time Electrical Inspector position.
- Account 701204 provides funding for uniforms, includes; shirts, boots and cold weather wear for Inspectors.
- Account 702000 provides funding for training, attendance at regional conferences and required State certifications.
- Account 712003 funds contract services needed to complement the plan review which are completed in-house. The budget for this account fluctuates with the level of building activity; however fees collected directly offset this expense.
- Account 712004 includes funding for plumbing inspection services from the Franklin County Board of Health. The budget for this account fluctuates with the level of building activity; however fees collected directly offset this expense.
- Account 713004 provides funding to compliment the City's in-house plan review process.
- Account 713005 provides funding for credit card machine transaction fees.
- Account 721002 provides funding for supplies such as technical equipment, code reference materials for Inspectors and Plan Review staff.
- Account 755000 provides funding for unanticipated fee refunds.



Deputy City Manager / Chief Finance and Development Officer / Building Standards

**Performance Measures:**

**1. Commercial/Residential New Building Permits Issued**



*\*2021 Total is projected, based upon 7/31/21 permit data (464 actual ytd)*

*\*\*3 year average does not include the 2021 projected statistics*

Construction activity within the City of Dublin maintained solid levels over the last number of years. The projected 2021 permits are approx. 21% higher than the 3 year average. Commercial permits have maintained a healthy pace and the size of the projects continue to increase as well. Building Standards must continue to examine its resources, both fiscally and in personnel, to keep pace with these indicators and to maintain the highest level of service. Workloads at the new normal level, will continue with the addition of major commercial and residential development for the foreseeable future.

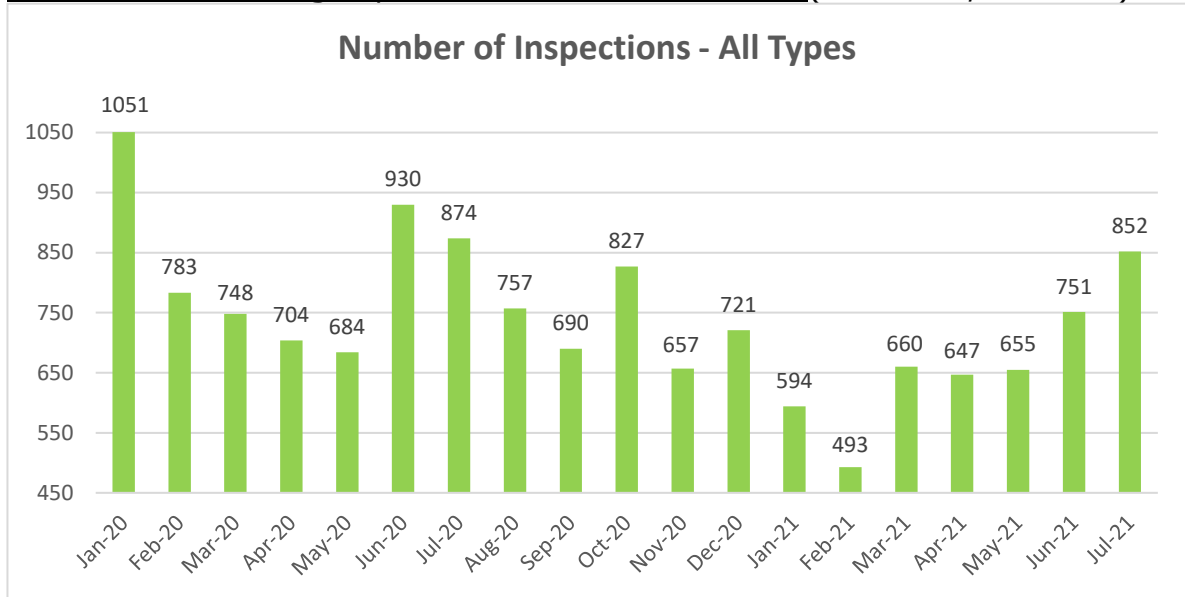




Deputy City Manager / Chief Finance and Development Officer / Building Standards

**Performance Measures:**

**2. Total Number of Building Inspections over the Last 19 Months (Commercial/Residential)**



Total number of building inspections is a good indicator of the overall health of the construction sector. The graph above captures the total Commercial and Residential building inspections over the last 19 months.

We are still experiencing the worldwide COVID-19 Pandemic, which began in March of 2020 and field inspections have been affected the most of any of our operations. Our Plan Review operation, which is completely electronic/online, has not slowed significantly. Maintaining social distancing and complying with the accepted PPE requirements, has taken its toll. As you can see from the June and July 2021 inspection numbers above, project inspections are starting to pick back up and appear to be moving back to a more normal level.

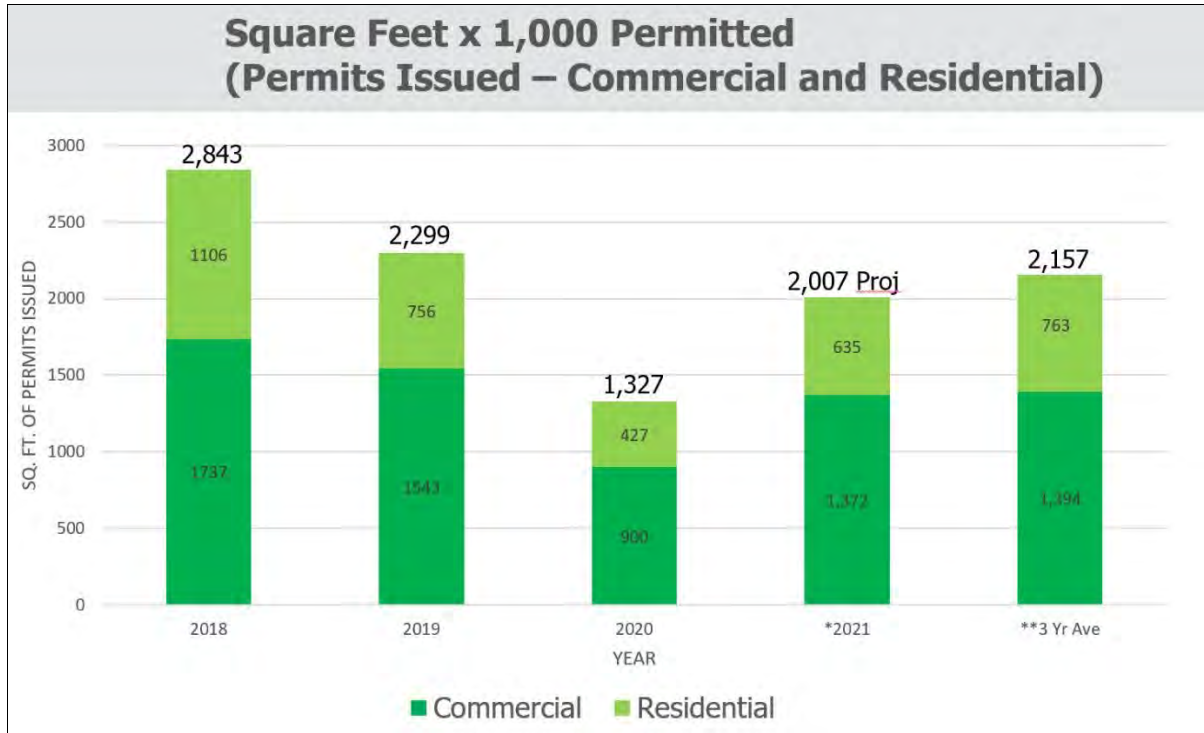
We have continued to provide requested inspections for the entire Pandemic period and we will continue to do so. We are vigilant regarding wearing our PPE equipment in the field and are doing our best to keep all of our staff safe and healthy.



Deputy City Manager / Chief Finance and Development Officer / Building Standards

**Performance Measures:**

**3. Building Permits Issued: Total Square Feet x 1,000 (Commercial and Residential)**



*\*2021 Total is projected based upon 7/31/21 permit data (actual 1,171 ytd)*

*\*\*3 year average does not include the 2021 projected statistic*

The total number of square feet of construction in 2015 and 2017 set records for recent construction activity. Continuing development in the Bridge Street District, other commercial developments and steady residential construction bode well for 2021 and beyond. We do not anticipate continued record-breaking years and expect the new normal will be nominally less than the 3 year average. We are projecting 2021 Building Permit Square Footage to be 93% of the 3 year average.

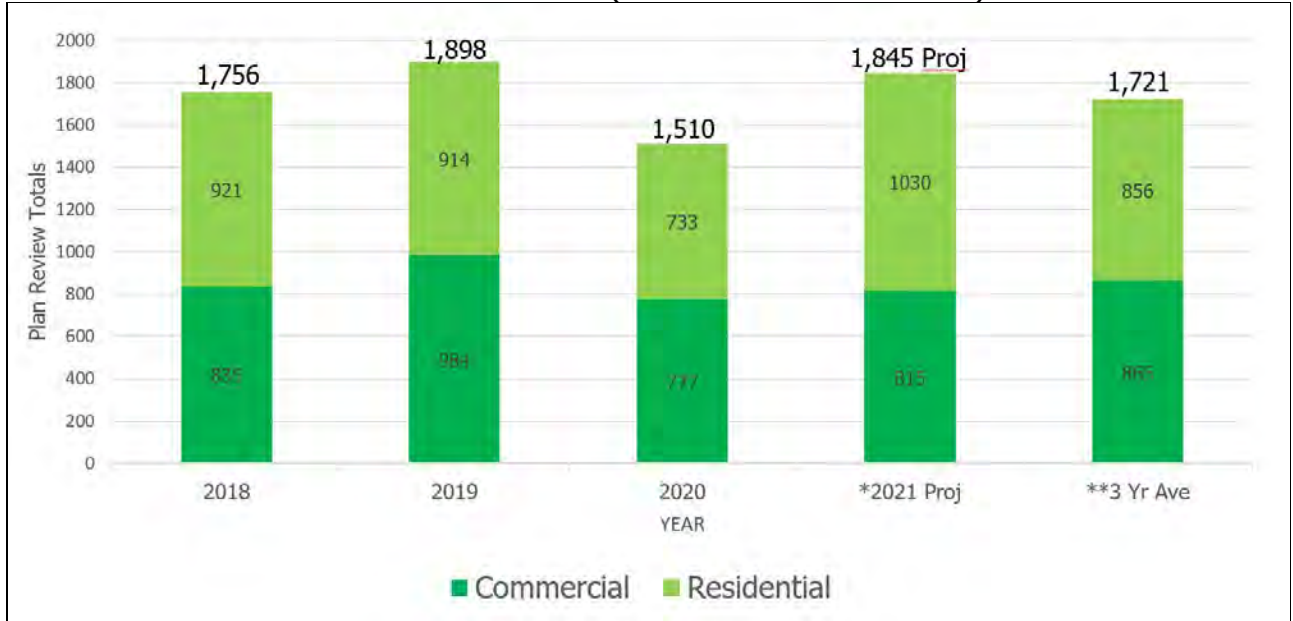
Building permit fees are based primarily on square footage of construction. When square footage activity increases, building permit revenues also increase. There is also a corresponding increase in "over-the-counter" permit activity, due to the need for associated electrical, mechanical, plumbing and fire protection permits.



Deputy City Manager / Chief Finance and Development Officer / Building Standards

**Performance Measures:**

**4. Total Number of Plan Review Rounds (Commercial and Residential)**



*\*2021 Total is projected based upon 7/31/21 plan review data (actual 1,076 ytd)*

*\*\*3 year average does not include the 2021 YTD projected statistics*

The number of plan review rounds is a metric which directly impacts internal staffing demands and external consultant plan review staffing requirements. Residential applications may average 1½ review rounds per application. It is not unusual for commercial applications to require 10 to 15 review rounds per application, half of which are directly related to applicant requested phased submittals and field changes during the construction process.

We have made a true effort to reduce the amount of phased plan review submittals over the last two years. Our projected 2021 number of plan review rounds is 1,845, which is 107% of our 3 year average. As the number of plan review rounds reduce, our outside plan review consultant charges will reduce as well.



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**Deputy City Manager / Chief Finance and Development Officer/ Transportation & Mobility****STATEMENT OF FUNCTIONS**

Transportation & Mobility is responsible for comprehensive transportation planning and operations (including traffic engineering and safety). This work unit explores ways to make transportation more efficient and accessible and developing and evaluating innovative approaches to transportation and mobility (all modes). This work unit is tasked with understanding transportation and mobility needs, coordinating options to meet needs, and integrating transportation into planning and programs. Transportation & Mobility explores ways to enhance safety and mobility options through emerging technologies and is responsible for leading Connected Dublin's Smart Mobility initiatives (within the Beta District). This work unit is responsible for parking management. Transportation & Mobility also provides services such as operation and maintenance of traffic signals, street lights, the outdoor warning system, school zone flashers, traffic control and regulatory signs and pavement marking maintenance, standards and design.

**OBJECTIVES AND ACTIVITIES**

- To establish design standards for City transportation, traffic signals, traffic control signs, and pavement markings.
- To maintain traffic signals, street lights, the outdoor warning system, school zone flashers, traffic signs and pavement markings.
- To perform and maintain transportation modeling for determining needed transportation infrastructure improvements.
- To pursue funding and programming for needed transportation improvements.
- To research, evaluate, and develop comprehensive and innovative approaches to mobility options through emerging technologies.
- To manage parking with the goal of improving mobility and promote economic development.

<b><u>PERSONNEL DATA</u></b> <b><u>POSITION TITLE</u></b>	<b><u>2021</u></b> <b><u>CURRENT NUMBER</u></b>	<b><u>2022</u></b> <b><u>ADOPTED</u></b>
Director, Transportation & Mobility	1	1
Deputy Director	1	1
Civil Engineer II	2	2
Planner II (1)	0	1
Maintenance Crew Supervisor	1	1
Electrical Worker	4	4
Maintenance Worker	2	2
Administrative Support 2	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>12</b>	<b>13</b>

**NOTES AND ADJUSTMENTS:**

(1) The Planner I position in Planning is being reallocated from the Planning Division to this budget, and reclassified to a Planner II.

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>101 General Fund</b>					
<b>70 Development</b>					
Transportation and Mobility					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	0	0	920,510	1,023,395
701103	Overtime Wages	0	0	10,000	10,000
701201	Employee Benefits	0	0	434,170	549,760
701204	Uniforms and Clothing	0	0	4,740	7,550
702000	Training/Travel	0	0	17,120	21,310
703100	Meeting Expenses	0	0	140	1,000
<b>Personal Services Total:</b>		<b>0</b>	<b>0</b>	<b>1,386,680</b>	<b>1,613,015</b>
<b>Contractual Services</b>					
713004	Other Professional Services	0	0	415,000	888,000
715001	Communications	0	0	550	1,000
716000	Memberships/Subscriptions	0	0	2,460	3,445
<b>Contractual Services Total:</b>		<b>0</b>	<b>0</b>	<b>418,010</b>	<b>892,445</b>
<b>Supplies</b>					
721001	Office Supplies	0	0	3,100	3,100
721002	Operating Supplies	0	0	4,250	4,250
724003	Equipment Maintenance	0	0	3,000	3,000
725002	Signs	0	0	150,000	190,000
<b>Supplies Total:</b>		<b>0</b>	<b>0</b>	<b>160,350</b>	<b>200,350</b>
<b>Development Total:</b>		<b>0</b>	<b>0</b>	<b>1,965,040</b>	<b>2,705,810</b>
<b>General Fund Total:</b>		<b>0</b>	<b>0</b>	<b>1,965,040</b>	<b>2,705,810</b>



**Deputy City Manager / Chief Finance and Development Officer/ Transportation & Mobility**

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**BUDGET SUMMARY:**

**10170750 (Previously 10170381)**

- Account 701101 provides funding for staffing reflected in the Personnel Data and notes and adjustments.
- Account 702000 provides for training and certifications.
- Account 713004 provides funding for professional services including general engineering transportation tasks; wayfinding plans; travel demand models and land use updates; traffic calming programs.
- Account 725002 provides funding for sign shop materials. Increased in budget provides for secondary wayfinding signs, and pavement markings.

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>101 General Fund</b>					
<b>70 Development</b>					
Transportation and Mobility - Miscellaneous					
<b>Contractual Services</b>					
717005	Utilities- Other Fuel Types	0	0	293,655	248,500
<b>Contractual Services Total:</b>		<b>0</b>	<b>0</b>	<b>293,655</b>	<b>248,500</b>
<b>Supplies</b>					
724001	General Maintenance	0	0	162,070	162,070
<b>Supplies Total:</b>		<b>0</b>	<b>0</b>	<b>162,070</b>	<b>162,070</b>
<b>Development Total:</b>		<b>0</b>	<b>0</b>	<b>455,725</b>	<b>410,570</b>
<b>General Fund Total:</b>		<b>0</b>	<b>0</b>	<b>455,725</b>	<b>410,570</b>





**Deputy City Manager / Chief Finance and Development Officer/ Transportation & Mobility  
Miscellaneous**

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**BUDGET SUMMARY:**

**10150750 (Previously 10150390)**

- Account 717005 provides funding for electrical service to the City's streetlights and outdoor early warning siren system.
- Account 724001 provides funding to purchase parts and supplies for the City's streetlights and outdoor early warning siren system, as well as a tester for 480V LED street lights.



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**Deputy City Manager / Chief Operating Officer  
Facilities and Fleet Management / Facilities Management**

**STATEMENT OF FUNCTIONS:**

Facilities Management is charged with managing the City's investment in public buildings by ensuring that both the appearance and functions are preserved. This is accomplished by adhering to proper preventive maintenance programs, performing repairs in a professional manner and as quickly as possible, maintaining a safe and clean environment for building occupants and visitors, and by seeking the most efficient utilization of space and energy resources.

**OBJECTIVES AND ACTIVITIES:**

- To establish and implement a proactive preventive maintenance program.
- To perform regular inspections of City facilities and equipment.
- To provide custodial services in City facilities, utilizing green cleaning practices to the extent possible.
- To perform repairs to equipment and facility components.
- To provide oversight for facility construction and renovation projects.
- To perform citywide space needs evaluation, planning and design.
- To reduce energy consumption in City facilities by introducing best practices in conservation and installing efficient mechanical and electrical systems.

<b>PERSONNEL DATA POSITION TITLE</b>	<b>2021 CURRENT NUMBER</b>	<b>2022 ADOPTED</b>
Director, Facilities and Fleet Management (1)	.6	.6
Operations Administrator	1	1
Maintenance Crew Supervisor	2	2
Facilities System Specialist	1	1
Maintenance Worker	3	3
Custodial Worker	8	8
Administrative Support 2	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>16.6</b>	<b>16.6</b>
<b>PART-TIME/SEASONAL STAFF</b>		
Seasonal Maintenance Worker	<u>5</u>	<u>5</u>
<b>TOTAL</b>	<b>5</b>	<b>5</b>

**NOTES AND ADJUSTMENTS:**

(1) The Director position is split 40% to the Fleet Management work unit, and 60% to the Facilities work unit in the General Fund.

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>101 General Fund</b>					
<b>30 Public Works</b>					
Facilities Management					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	1,085,683	1,052,740	1,052,740	1,046,305
701103	Overtime Wages	3,294	20,000	20,000	20,000
701104	Other Wages	52,115	74,960	59,960	74,960
701201	Employee Benefits	477,405	506,550	506,550	518,360
701204	Uniforms and Clothing	12,607	12,400	12,973	11,000
702000	Training/Travel	449	3,000	3,000	6,000
703100	Meeting Expenses	0	250	250	250
<b>Personal Services Total:</b>		<b>1,631,554</b>	<b>1,669,900</b>	<b>1,655,473</b>	<b>1,676,875</b>
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	242,342	317,220	449,163	317,220
715001	Communications	5,500	3,500	5,000	3,500
716000	Memberships/Subscriptions	323	500	700	500
717001	Rents and Leases	4,634	5,100	5,100	5,100
717005	Utilities- Other Fuel Types	410,847	519,350	671,798	515,000
<b>Contractual Services Total:</b>		<b>663,646</b>	<b>845,670</b>	<b>1,131,761</b>	<b>841,320</b>
<b>Supplies</b>					
721001	Office Supplies	611	2,000	2,089	2,000
721002	Operating Supplies	86,294	127,500	153,969	127,500
724003	Equipment Maintenance	203,236	224,910	310,188	230,000
<b>Supplies Total:</b>		<b>290,140</b>	<b>354,410</b>	<b>466,246</b>	<b>359,500</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	9,705	10,000	10,000	10,000
734002	Tools	170	1,500	1,500	1,500
<b>Capital Outlay Total:</b>		<b>9,875</b>	<b>11,500</b>	<b>11,500</b>	<b>11,500</b>
<b>Public Works Total:</b>		<b>2,595,215</b>	<b>2,881,480</b>	<b>3,264,981</b>	<b>2,889,195</b>
<b>General Fund Total:</b>		<b>2,595,215</b>	<b>2,881,480</b>	<b>3,264,981</b>	<b>2,889,195</b>



**Deputy City Manager / Chief Operating Officer  
Facilities and Fleet Management / Facilities Management**

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**BUDGET SUMMARY:**

**10110350**

- Account 701101 provides funding for full-time staffing reflected in the Personnel Data.
- Account 701103 includes funding for overtime wages to provide staff coverage for maintenance projects, emergency call-ins and special events.
- Account 701104 provides funding for Seasonal Maintenance Workers who maintain restrooms in the parks during the spring and summer. One position assists maintenance with building aesthetics (e.g. painting and power washing).
- Account 701204 provides funding for Uniforms and Clothing for maintenance and custodial staff.
- Account 702000 provides funding for staff training and professional development.
- Account 713005 includes funding for preventive maintenance contracts for mechanical systems throughout City-owned facilities, contract cleaning at one building and scheduled cleaning services for carpet and windows in multiple buildings. Also provides funding for rental of floor mats, pest control service, fire and security alarm monitoring.
- Account 715001 provides funding for postage for the Service Center mail meter and funds for express mail and courier services.
- Account 716000 provides funding for professional memberships.
- Account 717001 provides funding for rents and lease.
- Account 717005 provides funding for electricity, natural gas and water and sewer charges for City facilities with the exception of the Community Recreation Center (charged to the DCRC facility Account).
- Account 721001 provides funding for miscellaneous office supplies.
- Account 721002 includes funding for custodial and maintenance operating and cleaning supplies.
- Account 724003 includes funding for ongoing general maintenance of City-owned facilities except for the Community Recreation Center and outdoor pools, which have their own funding source.

**10180350**

- Account 731000 includes funding for items such as replacement furniture and flooring repairs in various City buildings.



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**Deputy City Manager / Chief Operating Officer  
Facilities and Fleet Management / Fleet Management**

**STATEMENT OF FUNCTIONS**

Fleet Management provides City staff with safe, well-maintained vehicles and equipment, enabling them to perform their work with high performing vehicles that reflect a positive image for the City. Fleet Management continues to pursue alternative fuel and other options in an effort to reduce emissions of the City fleet and equipment. Additionally, Fleet Management oversees the City's fueling station providing the City's fleet, Dublin City Schools and Washington Township Fire Department with fuel.

**OBJECTIVES AND ACTIVITIES**

- Provide the highest vehicle maintenance standards.
- Properly maintain fleet to ensure all City assets are safe for use.
- Add/replace vehicles and equipment as needed to ensure the correct equipment is available to complete tasks safely and economically while delivering services to residents at expected levels.
- Implement consistent preventive maintenance performance measures along with asset availability, schedule vs nonscheduled and technician productivity measurements to ensure maximum usage of assets.
- Provide support for the online auction to dispose of older assets from the fleet.
- Analyze alternative fuel and hybrid fleet options and incorporate those options when appropriate.
- Oversee the City's fueling station, to ensure everything is functioning properly at the time of fueling, so the city vehicles can record the proper information. If the information is recorded properly, it helps maintain the PM's (preventive maintenance) on the vehicles.
- Monitor and analyze vehicle and equipment usage to ensure proper size of fleet.
- Monitor the Motor Pool to get a better utilization of all vehicles.

**PERSONNEL DATA**  
**POSITION TITLE**

**2021**  
**CURRENT NUMBER**

**2022**  
**ADOPTED**

Director, Facilities and Fleet Management (1)	.4	.4
Fleet Manager	1	1
Fleet Technician II	1	1
Fleet Technician I	5	5
Administrative Support 2 (2)	<u>1</u>	<u>0</u>
<b>TOTAL</b>	<b>8.4</b>	<b>7.4</b>

**NOTES AND ADJUSTMENTS:**

(1) The Director position is split 40% to the Fleet Management work unit and 60% to the Facilities work unit in the General Fund.

(2) The Administrative Support 2 position is reallocated to a part-time position in the Office of the DCM-COO for administrative support and to help cover the Fleet Center front desk.

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>101 General Fund</b>					
<b>30 Public Works</b>					
Fleet Management					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	551,451	648,860	648,860	571,140
701103	Overtime Wages	19,263	50,000	50,000	50,000
701201	Employee Benefits	206,988	240,160	240,160	221,270
701204	Uniforms and Clothing	7,261	9,375	11,854	9,375
702000	Training/Travel	5,380	9,250	9,250	18,500
<b>Personal Services Total:</b>		<b>790,343</b>	<b>957,645</b>	<b>960,124</b>	<b>870,285</b>
<b>Contractual Services</b>					
713004	Other Professional Services	3,668	12,950	12,950	11,300
713005	Misc. Contract. Serv.	104,589	90,000	99,279	130,000
716000	Memberships/Subscriptions	3,368	4,900	4,900	4,200
717001	Rents and Leases	8,408	58,000	58,314	48,000
<b>Contractual Services Total:</b>		<b>120,033</b>	<b>165,850</b>	<b>175,443</b>	<b>193,500</b>
<b>Supplies</b>					
721001	Office Supplies	1,422	1,500	1,500	1,500
721002	Operating Supplies	10,553	39,500	46,620	29,500
724003	Equipment Maintenance	18,235	17,000	19,000	17,000
726001	Vehicle Maintenance	476,008	460,000	513,351	460,000
726002	Fuel	829,215	1,785,750	2,000,090	1,510,665
<b>Supplies Total:</b>		<b>1,335,433</b>	<b>2,303,750</b>	<b>2,580,561</b>	<b>2,018,665</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	0	1,000	1,000	1,000
734002	Tools	17,742	18,100	18,100	18,100
<b>Capital Outlay Total:</b>		<b>17,742</b>	<b>19,100</b>	<b>19,100</b>	<b>19,100</b>
<b>Public Works Total:</b>		<b>2,263,551</b>	<b>3,446,345</b>	<b>3,735,228</b>	<b>3,101,550</b>
<b>General Fund Total:</b>		<b>2,263,551</b>	<b>3,446,345</b>	<b>3,735,228</b>	<b>3,101,550</b>





**Deputy City Manager / Chief Operating Officer  
Facilities and Fleet Management / Fleet Management**

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**BUDGET SUMMARY:**

**10110370**

- Account 701101 provides funding for the staffing reflected in the Personnel Data.
- Account 701103 provides funding for overtime.
- Account 701204 provides funding for rental uniforms, boots and gloves, and safety glasses.
- Account 702000 provides funding for ASE certifications, welding certifications, and other specialized training. As well as APWA conference and the GFX conference.
- Account 713004 includes funding for required fuel tank registrations and fuel tank cleanings; service on the parts cleaner; vehicle registration, titles, plates, and towing of vehicles.
- Account 713005 provides funding for miscellaneous contractual services, such as detailing of vehicles, and bucket truck inspections. This Account also provides funding for Integrated Business Solutions (IBS - NAPA) which is the City's parts provider, therefore also handling inventory and warranties. It is a contract that provides for a NAPA employee to be on-site during regular business hours. The budget reflects a cost increase for 2022.
- Account 716000 provides funding for memberships/subscriptions, such as the National Association of Fleet Administrators (NAFA) and American Public Works Association (APWA).
- Account 717001 provides funding for rental of welding tanks, vehicle and equipment rental.
- Account 721002 provides funding for operating supplies such as soaps for the car wash, hand cleaners, and welding torch supplies.
- Account 724003 provides funding for maintenance and various equipment inspections. This would include maintenance on lift inspections, fuel system maintenance and repairs, bucket truck inspections (OSHA required), and bulk oil delivery system.
- Account 726001 provides funding for the repair and maintenance of all City-owned vehicles and equipment (tires, parts, curb shoes, blades, plows, cutting edges).
- Account 726002 provides funding for fuel (unleaded, diesel, CNG) and other petroleum products. Over 50% of the fuel purchased by the City is consumed by the Dublin City School District and Washington Township. Those costs are recovered through reimbursement to the City based on actual usage, plus a surcharge.

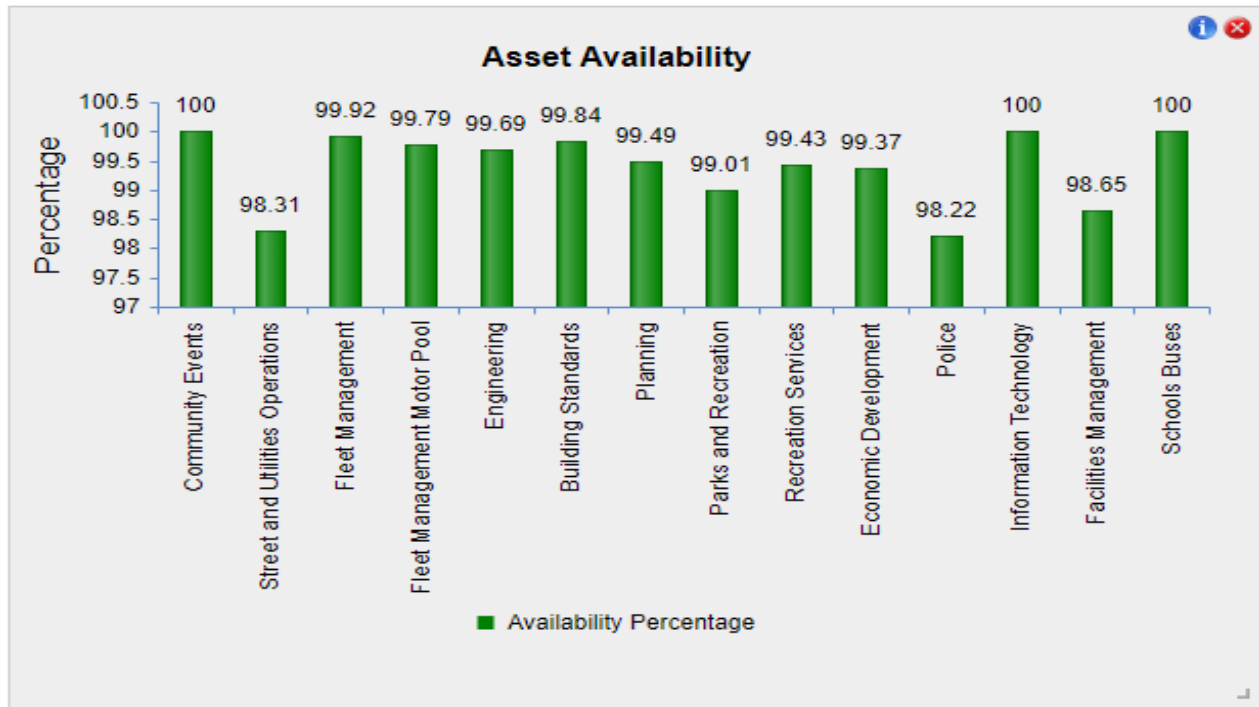
**10180370**

- Account 731000 provides funding for miscellaneous office furniture.
- Account 734002 provides funding for tool allowance for the technicians and special tools due to model year changes.



Deputy City Manager / Chief Operating Officer  
Facilities and Fleet Management / Fleet Management

**PERFORMANCE MEASURES:**



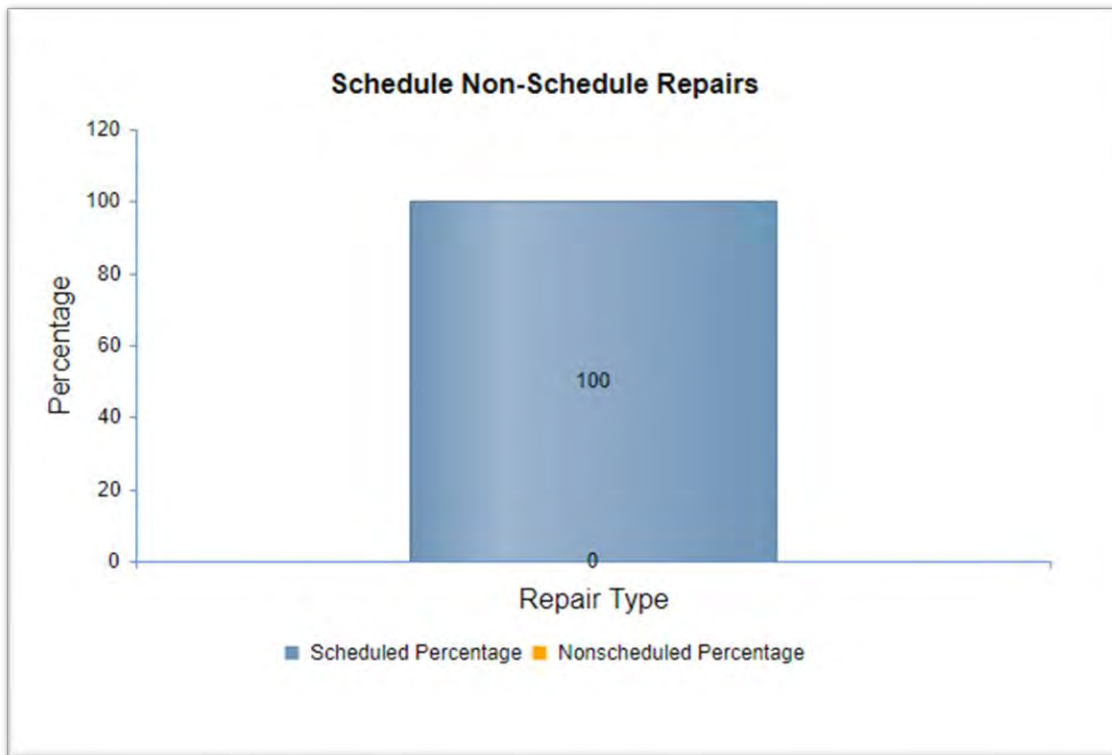
Since keeping assets on the road is the essential purpose of a fleet management organization, the rate of fleet availability is perhaps the most important of all fleet performance measures. Asset availability generally accepted benchmark is 95% or better for your entire fleet.

Decisions as to what constitutes downtime and factors such as age of the fleet and the mix of vehicle types will have a major impact on the performance the fleet organization can attain. As with most of the performance measures, perhaps the best value in tracking the fleet availability is to chart one's own performance over time. This way the fleet staff can monitor trends and document the impact that decisions such as a reduction in fleet replacement funding have on the fleet availability.



Deputy City Manager / Chief Operating Officer  
Facilities and Fleet Management / Fleet Management

**PERFORMANCE MEASURES:**



The monitoring of scheduled repairs is a performance measure that fleet applies here for accountability of the operation and uses to avoid unscheduled repairs and downtime when possible. It helps to monitor the efficiency and effectiveness's of various repair activities. This is a key performance indicator of how well your Preventive Maintenance (PM) program is working. Scheduling the majority of the workload allows fleet to build a work plan and manage the majority of its shops resources in the most cost-effective way. Catching items before an asset is returned to service will increase by 20% asset availability, productivity, and customer service.

***"If we're not customer service driven, our vehicles won't be either"***



**Deputy City Manager / Chief Operating Officer  
Facilities and Fleet Management / Fleet Management**

**PERFORMANCE MEASURES:**

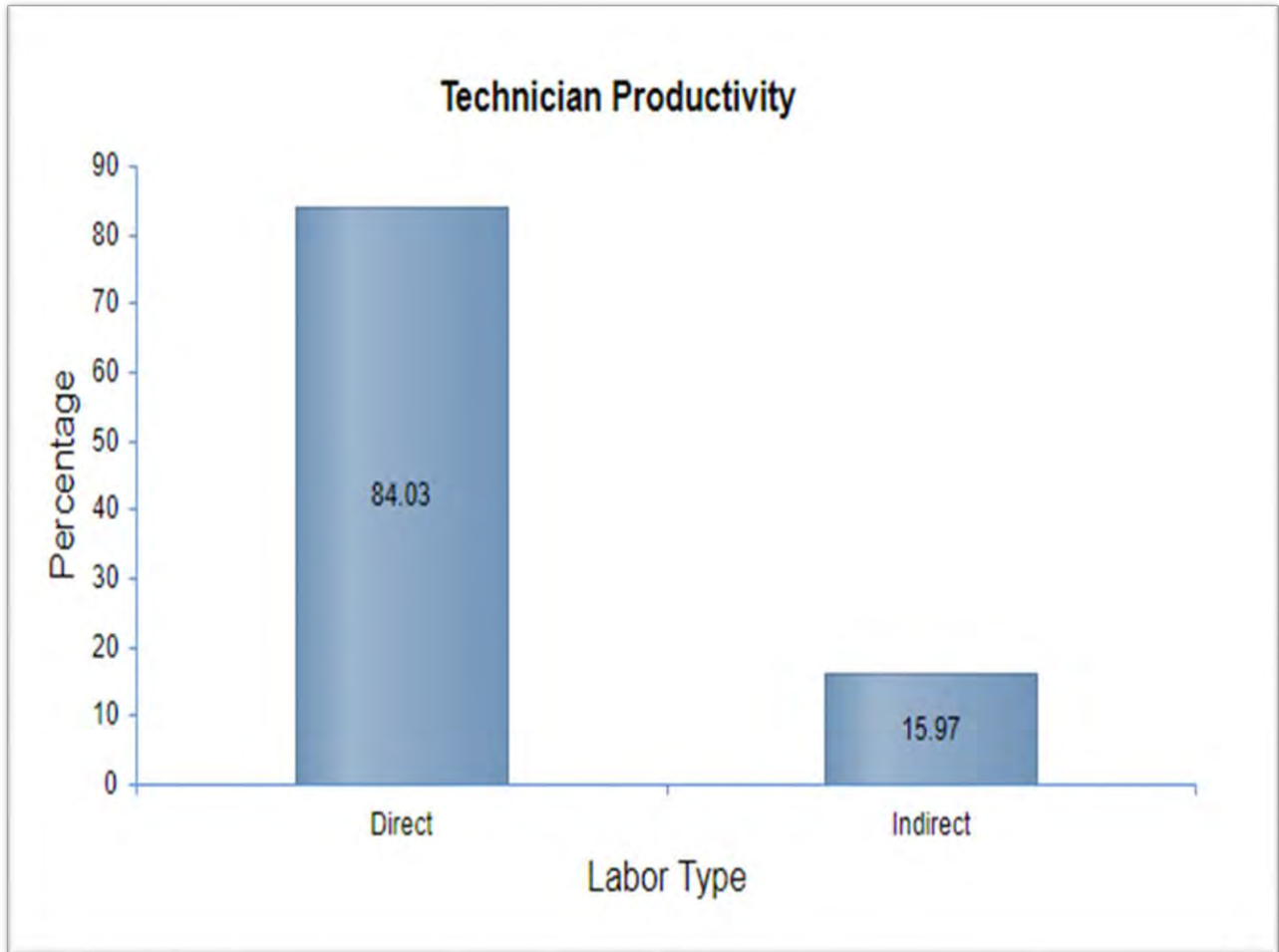


This performance measure allows fleet to see the overall utilization of all assets within fleet. In keeping with best practices and the fleet utilization policy, we can monitor assets to see if they are meeting the threshold set forth. Our best practice states 4000 miles per year for on road assets and at least 250 hours per year for equipment/off road assets. This allows fleet to ensure that we have the right size fleet and assets are not being under or over utilization in their area of operation. This also allows fleet to help determine if more or less assets are needed.



Deputy City Manager / Chief Operating Officer  
Facilities and Fleet Management / Fleet Management

**PERFORMANCE MEASURES:**

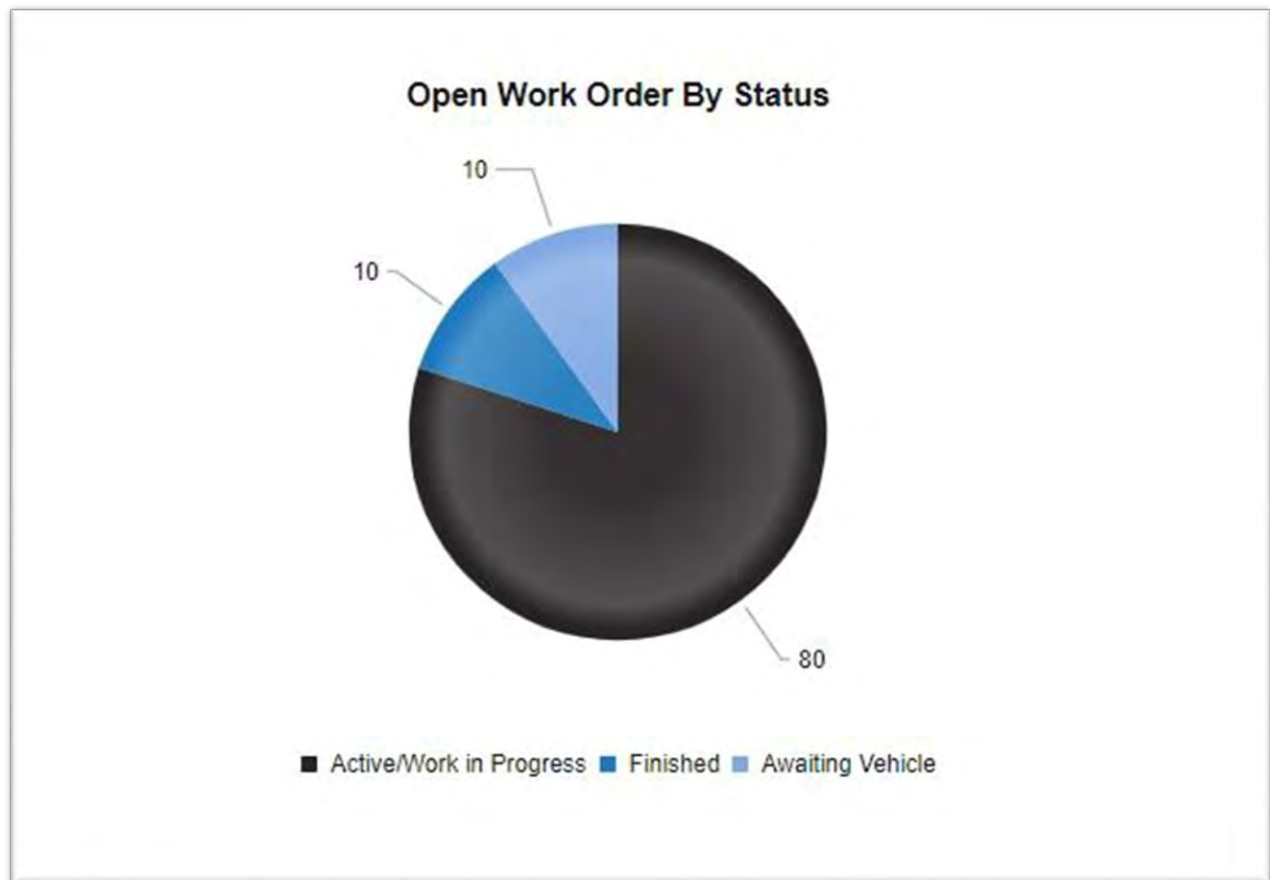


This performance measure is one that is used regularly by the fleet to ensure we are achieving the optimal technician productivity. Lower than average productivity can be attributed to many things that are not directly associated with the technician. Parts availability, access to special tools, and the overall work flow process are just a few. Optimizing technician productivity is important. High productivity helps with morale, customer satisfaction and the overall fleet budget. Best practices say between 65-75%, you are doing well.



**Deputy City Manager / Chief Operating Officer  
Facilities and Fleet Management / Fleet Management**

**PERFORMANCE MEASURES:**

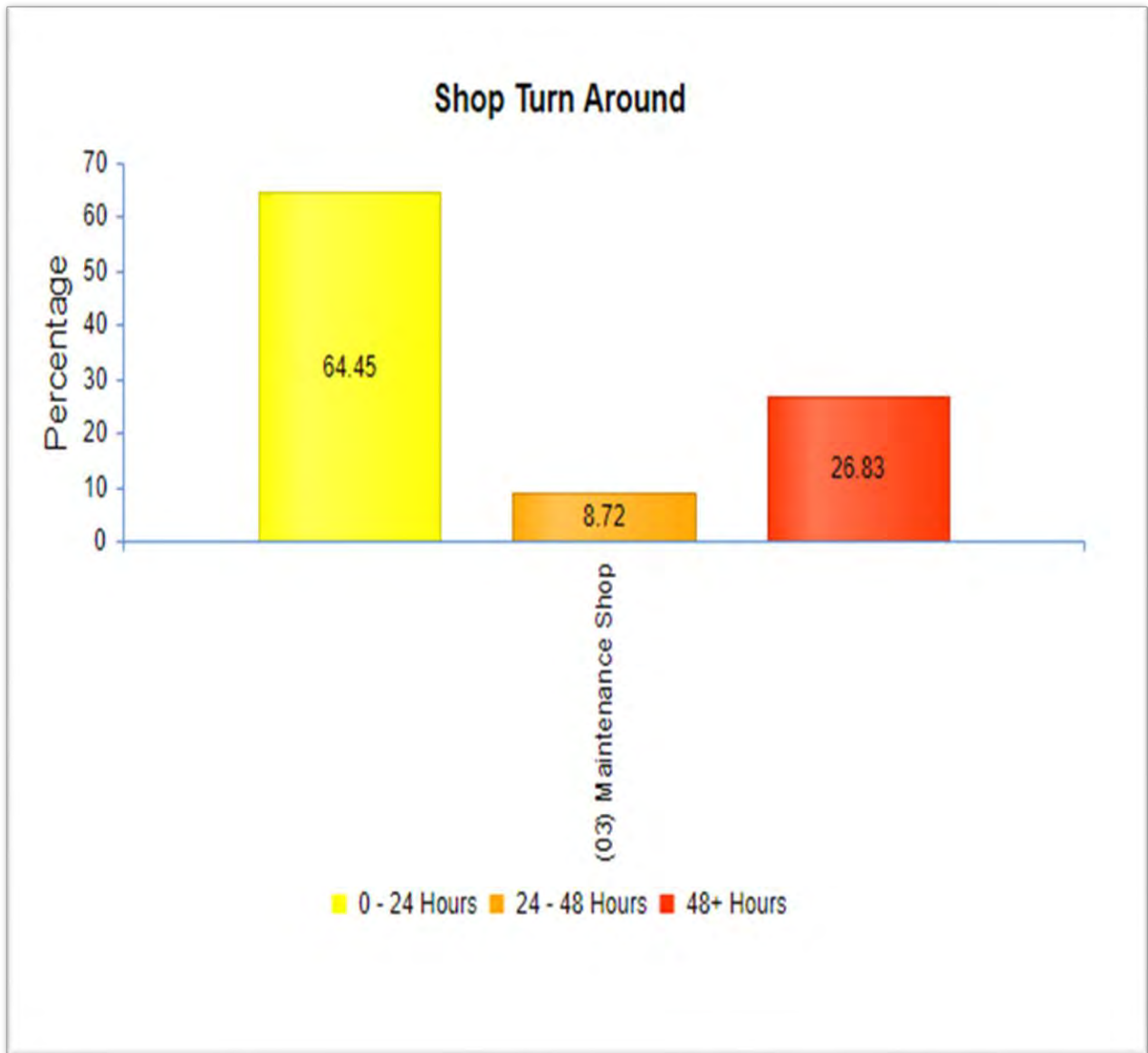


This performance measurement allows for a live look at what is actively being worked on in the fleet maintenance facility. It allows fleet to manage the workflow of all the technicians. It also allows fleet to look at what is at a vendor and what is warranty work being conducted.



Deputy City Manager / Chief Operating Officer  
Facilities and Fleet Management / Fleet Management

**PERFORMANCE MEASURES:**



This measurement shows where the fleet is on the overall operation of timely repairs that come in. Our best practice for our fleet is 90% within 48 hours in and out of the shop and 10% within 48+ hours. This allows us to see where we need to improve our service in getting assets in and out of the shop in an efficient manner.



Deputy City Manager / Chief Operating Officer  
Facilities and Fleet Management / Fleet Management

**PERFORMANCE MEASURES:**

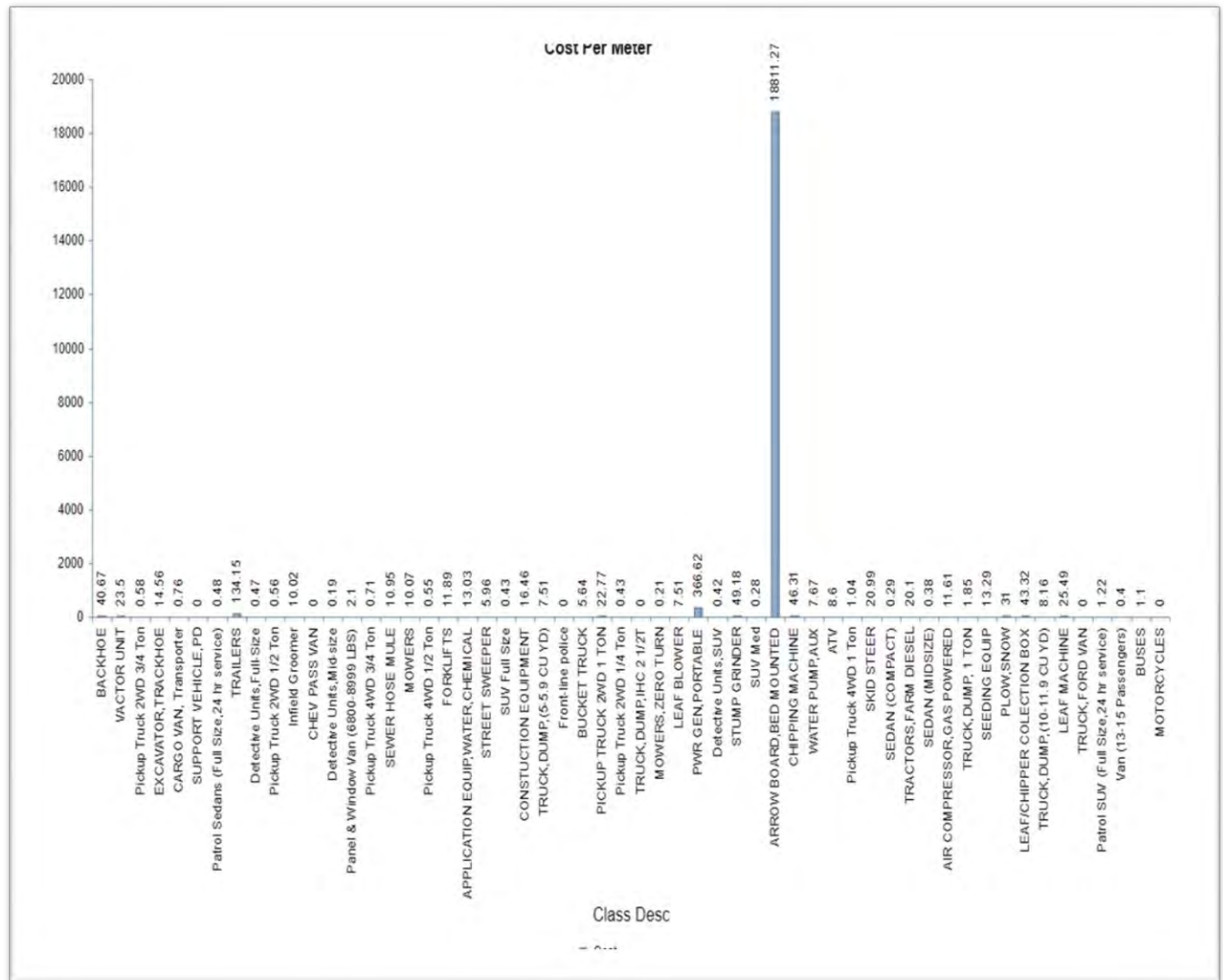


The purpose of the Preventive Maintenance (PM) program is to increase operator safety, reduce downtime, track warranty, and avoid costly repairs. Operators must assist the PM program by conducting daily inspections, entering in accurate meter readings and keep PM appointments and following city operating policy and procedures.





**Deputy City Manager / Chief Operating Officer  
Facilities and Fleet Management / Fleet Management**

**PERFORMANCE MEASURES:****Utilization**

The goal of this performance measure is to provide a reliable, accurate and credible tool for our fleet staff to use in evaluating one of the aspects of the performance of our fleet. Fleet staff can use this information to track the level of performance of the fleet assets and make adjustments to improve that performance if necessary, with the overall goal of our operation to be competitive and efficient. With this performance measure, fleet can make sound decisions to replace assets that drive up costs. This measurement can pinpoint assets that need to be replaced or reassigned because of improper utilization or being used in the wrong application. It is very important for us at fleet to ensure that we have the right asset for the right job.



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**Deputy City Manager / Chief Operating Officer  
Parks and Recreation / Outreach and Engagement**

**STATEMENT OF FUNCTIONS**

The Division of Outreach and Engagement supports the achievement of meaningful, inclusive community engagement through innovative service, civic initiatives, and learning opportunities that support and enhance City services and Dublin's quality of life.

**OBJECTIVES AND ACTIVITIES**

- To provide a comprehensive, citywide volunteer program, to allow citizens an opportunity for service within their community.
- To continue to be recognized as a national model for engaging citizens in an effective community and government involvement with committed passionate community members and staff leadership.
- To convene, facilitate, engage and train residents, corporate residents and stakeholders in outreach and engagement efforts that advance the city's strategic goals.
- Serves as the liaison to the nonprofit and service learning communities.
- Produces Citizen University.
- Serves as the city facilitator of all Aging in Place efforts.
- To operate under the following values:
  - Belonging** - We cultivate a sense of community belonging.
  - Engaging** - We connect residents with city government to build relationships and leadership.
  - Enriching** - We enhance people's lives through service.
  - Outstanding** - We seek innovation and encourage recognition citizen and volunteer recognition.
  - Learning** - We emphasize learn-and-serve programming, focusing on local government learning.
  - Developing** - We build special connections with youth and older adults.
  - Supporting** - We maintain fiscally responsible opportunities that enhance City services and the community's quality of life.
  - Connecting** - In partnership with Economic Development and Events sponsorships, we link Dublin businesses to the community increasing their role of corporate citizenship/resident and potential long term commitment to Dublin.

**PERSONNEL DATA****POSITION TITLE****2021****CURRENT NUMBER****2022****ADOPTED**

Director, Outreach and Engagement  
 Administrative Support 2  
 Volunteer Resources Coordinator (1)  
 Nature Education Coordinator  
**TOTAL**

1  
 1  
 1  
 1  
**4**

1  
 1  
 1  
 1  
**4**

**PART-TIME/SEASONAL STAFF**

Intern  
 Nature Education Assistant  
**TOTAL**

1  
 1  
**2**

1  
 1  
**2**

**NOTES AND ADJUSTMENTS:**

(1) Volunteer Resources Coordinator position re-allocated from a pay grade 5.2 to a 5.1.

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>101 General Fund</b>					
<b>40 Parks and Recreation</b>					
Outreach and Engagement					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	280,905	282,360	282,360	300,960
701103	Overtime Wages	774	3,000	3,000	3,000
701104	Other Wages	5,057	14,130	14,130	18,720
701201	Employee Benefits	97,455	134,725	134,725	117,475
701204	Uniforms and Clothing	380	1,800	1,800	1,800
702000	Training/Travel	372	3,000	3,000	6,000
703100	Meeting Expenses	312	2,500	2,500	2,500
<b>Personal Services Total:</b>		<b>385,256</b>	<b>441,515</b>	<b>441,515</b>	<b>450,455</b>
<b>Contractual Services</b>					
713004	Other Professional Services	1,401	19,600	24,135	19,600
715002	Advertising	0	800	800	800
715003	Printing and Reproductions	3,201	4,000	4,000	5,000
716000	Memberships/Subscriptions	310	500	500	500
717001	Rents and Leases	0	2,000	2,000	2,000
<b>Contractual Services Total:</b>		<b>4,913</b>	<b>26,900</b>	<b>31,435</b>	<b>27,900</b>
<b>Supplies</b>					
721001	Office Supplies	1,188	3,000	3,280	2,500
721002	Operating Supplies	1,974	11,500	13,500	11,500
<b>Supplies Total:</b>		<b>3,162</b>	<b>14,500</b>	<b>16,780</b>	<b>14,000</b>
<b>Other Charges and Ex</b>					
751003	Special Projects/Programs	14,409	71,000	71,000	71,000
<b>Other Charges and Ex Total:</b>		<b>14,409</b>	<b>71,000</b>	<b>71,000</b>	<b>71,000</b>
<b>Parks and Recreation Total:</b>		<b>407,740</b>	<b>553,915</b>	<b>560,730</b>	<b>563,355</b>
<b>General Fund Total:</b>		<b>407,740</b>	<b>553,915</b>	<b>560,730</b>	<b>563,355</b>



**Deputy City Manager / Chief Operating Officer  
Parks and Recreation / Outreach and Engagement**

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**BUDGET SUMMARY:**

**10110420**

- Account 701101 provides funding for full-time staffing reflected in the Personnel Data.
- Account 701103 provides overtime funding to supervise service projects, many of which take place on weekends and during evening hours.
- Account 701104 provides funding for as seasonal staff intern.
- Account 701204 provides increase to fund an initial web-based portal for citywide volunteers to purchase gear, extra uniforms and clothing.
- Account 713004 provides funding for necessary background checks for all volunteer positions, and specialized volunteer training such as CPR/First Aid, bike safety trainings, Community Service Officers.
- Account 715003 provides funding for printing needs such as training manuals; signage and posters; identification badges, cards and specialty papers; photography and miscellaneous printing/copying needs.
- Account 717001 provides for any needed rental items (such as portable restrooms) for outdoor projects.
- Account 721002 provides funding for operating supplies such as safety lights, protective gloves/goggles, identification badge materials, first aid supplies, nature education materials, and other necessary supplies for volunteer projects.
- Account 751003 contains a transferred amount of \$10,000.00 from the Office of the City Manager that provides funding for Citizen University
- Account 751003 provides funding for citywide volunteer and corporate volunteer recognition, programs and award items; program support and promotion, and volunteer on-site event management needs.
- Account 751003 includes funds to support citywide Aging in Place initiatives.



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**Office of the Deputy City Manager/Chief Operating Officer**  
**Asset Management and Support Services**

**STATEMENT OF FUNCTION**

The Director of Asset Management & Support Services oversees the divisions of Asset Management and Support Services. The Director's budget supports the execution of strategic initiatives and projects in support of proactively maintaining the City's infrastructure. This is accomplished through regular field inspection of the City's infrastructure, utilizing innovative technology to obtain and analyze both the current condition of the City's infrastructure and developing five-year plans for the necessary infrastructure maintenance. Additionally, the Department develops and executes process improvement measures to ensure the Department's staff is competent, responsive, and customer service oriented.

**OBJECTIVES AND ACTIVITIES**

- To provide leadership and direction to the staff within Asset Management & Support Services, setting departmental goals, clear customer service standards and accountability for achieving these goals and standards.
- To develop and manage the Citywide infrastructure assets, inspection, assessment, and maintenance of those assets and manage the day-to-day service delivery.
- To manage all departmental functions and to develop and recommend policies, procedures, and program improvements.
- To ensure the City's goals and strategic objectives are reached in each of the functional areas in an efficient, effective, and responsive manner.
- To provide appropriate learning and development opportunities to employees and employee teams.
- To provide citywide special project support as needed.
- To provide quality service to Dublin residents through the use and development of GoDublin and the dedicated GoDublin Maintenance Team, specifically focused on resident and Council requests so that other teams can focus on planned work.
- To provide asset performance management to improve the reliability and availability of physical assets while minimizing risk and operating costs, including condition monitoring; predictive maintenance; asset integrity management; utilizing technologies such as asset health data collection, visualization, and analytics.
- To provide contract, prevailing wage, bid document, and procurement coordination with the Operations Department.

**PERSONNEL DATA**  
**POSITION TITLE**
**2021**  
**CURRENT NUMBER**
**2022**  
**ADOPTED**

Director, Asset Management & Support Services  
 Maintenance Crew Supervisor  
 Maintenance Worker  
 Infrastructure Asset Technician (1)  
 Engineering Technician I (1)  
 Administrative Support 3  
 Contract and Procurement Coordinator  
**TOTAL**

1  
1  
3  
0  
1  
1  
1  
**8**

1  
1  
3  
1  
0  
1  
1  
**8**

**PART-TIME/SEASONAL STAFF**

Intern  
**TOTAL**

0  
**0**

1  
**1**

**NOTES AND ADJUSTMENTS:**

For 2022, Asset Management & Support Services is split from the Director's Office and reflected as its own Work Unit. Related staff and costs have been moved. Total number of staff positions remains the same.

(1) Engineering Technician I is retitled to an Infrastructure Asset Technician position.

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>101 General Fund</b>					
<b>30 Public Works</b>					
Asset Management & Support Services					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	0	0	0	655,475
701103	Overtime Wages	0	0	0	4,750
701104	Other Wages	0	0	0	24,000
701201	Employee Benefits	0	0	0	333,590
701204	Uniforms and Clothing	0	0	0	2,850
702000	Training/Travel	0	0	0	11,390
<b>Personal Services Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>1,032,055</b>
<b>Contractual Services</b>					
713004	Other Professional Services	0	0	0	2,500
713005	Misc. Contract. Serv.	0	0	0	90,000
715001	Communications	0	0	0	200
716000	Memberships/Subscriptions	0	0	0	775
<b>Contractual Services Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>93,475</b>
<b>Supplies</b>					
721001	Office Supplies	0	0	0	1,500
721002	Operating Supplies	0	0	0	5,000
<b>Supplies Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>6,500</b>
<b>Public Works Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>1,132,030</b>
<b>General Fund Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>1,132,030</b>





**Office of the Deputy City Manager/Chief Operating Officer  
Asset Management and Support Services**

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**BUDGET SUMMARY:**

**10120311**

- Account 701101 provides funding for staffing reflected in the Personnel Data.
- Account 701103 provides for overtime funding of Administrative Support staff for meetings, special events and other unexpected circumstances as well as the GoDublin team members for unexpected circumstances.
- Account 701104 provides funding for one intern position to support the Infrastructure Asset Management program.
- Account 701204 supports funding for uniform rentals and replacements for the GoDublin Team and Crew Supervisor and PPE replacements and supplies.
- Account 702000 provides funding for travel, training, and certification courses for staff, as well as recertification credits for professional certifications, and staff training and development. Funding has been moved from Public Service into this line item for GoDublin staff training.
- Account 713004 provides funding for Pavement Inspection Management (Roadbotics).
- Account 713005 provides funding for Misc. Contract Services for Pavement Deflection Testing and Cores and other inspection services. The City of Dublin is participating in ODOT's Municipal Bridge Inspection program that is limited to the next 2 years (2021 and 2022).
- Account 716000 provides funding for professional memberships, and funding for such memberships and renewals as AWP, ASQ, and other staff membership and recertification. Also included is funding for a pesticide applicators license fee for the GoDublin Crew Supervisor.
- Account 721001 provides funding for general office supplies.
- Account 721002 provides funding for operating supplies and tools for the Inspector and GoDublin crew including spray paint, tapes, and misc. tools and other office needs.

**10180311**

- Account 731000 provides funding for office furniture and equipment for inspectors and maintenance workers.



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**Deputy City Manager / Chief Operating Officer/ Engineering****STATEMENT OF FUNCTIONS**

Engineering provides services such as design review, street and bridge design and construction, surveying, construction inspection, design, operation and maintenance of water distribution, storm and sanitary sewers, flood plain, retention and detention basins, management of capital improvement projects and consultation on proposed projects to various City departments. The City Engineer is responsible for ensuring engineering standards and guidelines are followed for all work in the public rights-of-way and easements. This function reviews the engineering aspects of all development projects. The City Engineer provides advice and information to City Council, the Planning and Zoning Commission and task forces when convened for special initiatives/projects.

**OBJECTIVES AND ACTIVITIES**

- To establish design standards for City transportation and utility infrastructure including sanitary and storm sewers, water lines, manholes, streets, curb and gutters, sidewalks, shared-use paths, flood plain and ponds.
- To manage City infrastructure by establishing maintenance programs for sanitary and storm sewers, water lines, manholes, flood plain and ponds.
- To manage the design and construction of transportation and utility capital improvement projects.
- To ensure comprehensive, timely review of engineering plans and reports for capital improvement projects, subdivisions and development related projects.
- To coordinate with other governmental agencies in regards to pursuing federal and state grants, storm and sanitary sewer, water distribution and other applicable issues.
- To manage the comprehensive stormwater maintenance and improvement programs.

**PERSONNEL DATA**  
**POSITION TITLE****2021**  
**CURRENT NUMBER****2022**  
**ADOPTED**

Director, Engineering (1)	.6	.6
Deputy Director (2)	1.3	1.3
Senior Civil Engineer (3)	2	3
Civil Engineer II	3	3
Construction Manager (3)	1	0
Engineering Technician I (4)	1.5	1.5
Engineering Technician II	2	2
Operations Administrator (5)	.3	.3
Engineering Project Inspector (6)	4.5	4.5
Administrative Support 2 (7)	.5	0
<b>TOTAL</b>	<b>16.7</b>	<b>16.2</b>

**PART-TIME/SEASONAL STAFF**

Interns	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>2</b>	<b>2</b>

**NOTES AND ADJUSTMENTS:**

(1) The Director of Engineering position is allocated 60% to this budget in the General Fund, 20% to the Water Fund, and 20% to the Sewer Fund.

(2) The Deputy Director – Utilities position is allocated 50% to the Sewer Fund, 30% to this budget in the General Fund, and 20% to the Water Fund; the Deputy Director – Design & Construction is allocated 100% to this budget in the General Fund.



**Deputy City Manager / Chief Operating Officer/ Engineering**

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**NOTES AND ADJUSTMENTS:**

- (3) The Construction Manager position is reallocated to a Senior Civil Engineer position.
- (4) One Engineering Technician I is allocated 50% to this budget in the General Fund, and 50% to the Water Fund.
- (5) The Operations Administrator is allocated 30% to this budget in the General Fund, 20% to the Water Fund, and 50% to the Sewer Fund.
- (6) One Engineering Project Inspector is allocated 50% to this budget in the General Fund, and 50% to the Water Fund.
- (7) An Administrative Support position was allocated 30% to the Sewer Fund, 30% to this budget in the General Fund, and 20% to the Water Fund. This position is being removed.

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>101 General Fund</b>					
<b>30 Public Works</b>					
Engineering					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	1,858,696	1,414,060	1,414,060	1,416,485
701103	Overtime Wages	40,275	58,000	58,000	58,000
701104	Other Wages	12,982	17,000	17,000	17,000
701201	Employee Benefits	907,677	690,695	690,695	731,315
701204	Uniforms and Clothing	7,289	3,350	3,350	3,610
702000	Training/Travel	8,784	7,675	7,675	30,000
703100	Meeting Expenses	477	1,010	1,010	1,200
<b>Personal Services Total:</b>		<b>2,836,181</b>	<b>2,191,790</b>	<b>2,191,790</b>	<b>2,257,610</b>
<b>Contractual Services</b>					
712002	Eng. Inspection Services	29,650	200,000	259,314	175,000
712003	Plan Review	0	20,000	20,000	20,000
713004	Other Professional Services	658,840	513,460	703,292	528,860
715001	Communications	0	2,150	2,150	2,000
715003	Printing and Reproductions	1,920	3,000	3,000	3,000
716000	Memberships/Subscriptions	4,081	2,660	2,660	3,260
<b>Contractual Services Total:</b>		<b>694,491</b>	<b>741,270</b>	<b>990,415</b>	<b>732,120</b>
<b>Supplies</b>					
721001	Office Supplies	2,896	4,900	4,900	3,000
721002	Operating Supplies	2,559	4,080	4,080	4,500
<b>Supplies Total:</b>		<b>5,454</b>	<b>8,980</b>	<b>8,980</b>	<b>7,500</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	16,793	5,000	5,000	5,000
<b>Capital Outlay Total:</b>		<b>16,793</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
<b>Public Works Total:</b>		<b>3,552,920</b>	<b>2,947,040</b>	<b>3,196,185</b>	<b>3,002,230</b>
<b>General Fund Total:</b>		<b>3,552,920</b>	<b>2,947,040</b>	<b>3,196,185</b>	<b>3,002,230</b>



**Deputy City Manager / Chief Operating Officer/ Engineering**

**BUDGET SUMMARY:**

**10120320**

- Account 701101 provides funding for staffing reflected in the Personnel Data.
- Account 701104 provides funding for part-time (Intern) staff.
- Account 701204 provides funding for safety vests, fire retardant pants and shirts, boots, rain gear and safety glasses for field staff.
- Account 702000 provides funding for staff development training, webinars and local conferences.
- Account 703100 includes funding for group meetings sponsored by the City. Funding is included for food, beverages and associated supplies.
- Account 712002 provides funding for inspection of construction materials by the City of Columbus and contract inspection services.
- Account 712003 provides funding for consultant and specialized plan review.
- Account 713004 provides funding for consulting services, including surveying, the National Pollution Discharge Elimination System (NPDES) permit fee and required public education and outreach, and professional services associated with floodplain permit review as well as stormwater inspection services and stormwater GIS enhancements and EBuilder training and integration with MUNIS, and long-line pavement marking. Funding is also provided for construction engineering support – US33/SR161 Post Road Interchange.
- Account 715001 provides funding for Fedex and Courier services.
- Account 715003 provides funding for printing contract documents and plans related to the City's capital improvement projects and toner for various printers.
- Account 716000 provides funding for memberships including APWA and engineering license renewals.
- Account 721001 provides funding for Office supplies.
- Account 721002 provides funding for operating supplies for the Inspectors including spray paint, soil probes, tapes, lathes, etc. This Account also provides funding for the rain barrel and compost bin programs.

**10180320**

- Account 731000 provides funding for miscellaneous furniture and equipment needs.



**Deputy City Manager / Chief Operating Officer /  
Director of Public Service /Environmental/ Solid Waste Management**

### **STATEMENT OF FUNCTIONS**

The City of Dublin is a leader in the field of local government as being environmentally sensitive. To this end, the City provides a comprehensive solid waste management program. This program provides services to Dublin residents with an emphasis on reduction, reuse, recycling and beautification. This program ensures the City's compliance with all solid waste management rules and regulations. All related services are performed with the emphasis on providing the highest level of customer satisfaction.

### **OBJECTIVES AND ACTIVITIES**

- To deliver high quality curbside chipper/leaf pickup service.
- To continue to ensure our contracted refuse services are of the highest quality.
- To maintain good customer relations by providing quality service pickup.
- To keep storm systems free of leaf debris.
- To keep the City's right-of-way free of unsightly and unsafe vegetative debris piles.
- To perform chipper/leaf pickups in an economical efficient manner.
- To continue to inform and educate the public on the City's solid waste programs.
- To continue to increase the diversion rate from landfills by encouraging both commercial and residential recycling.

<b><u>PERSONNEL DATA</u></b> <b><u>POSITION TITLE</u></b>	<b><u>2021</u></b> <b><u>CURRENT NUMBER</u></b>	<b><u>2022</u></b> <b><u>ADOPTED</u></b>
Public Service Director (1)	.30	.30
Operations Administrator	1	1
Maintenance Crew Supervisor (2)	.80	.80
Maintenance Worker	4	4
Administrative Support 2 (3)	<u>1</u>	<u>.5</u>
<b>TOTAL</b>	<b>7.1</b>	<b>6.6</b>
 <b><u>PART-TIME/SEASONAL STAFF</u></b>		
Seasonal Maintenance Worker	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>1</b>	<b>1</b>

### **NOTES AND ADJUSTMENTS:**

- (1) The Public Service Director position is allocated 30% to this budget, 35% to the Street Fund and 35% to Parks and Grounds Maintenance.
- (2) One Maintenance Crew Supervisor position is allocated 80% to this budget, 20% to the Street Fund.
- (3) Administrative Support 2 is shared between the Solid Waste Management and Streets Maintenance Functions. The remaining .5 position from both Solid Waste and Streets is removed.

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>101 General Fund</b>					
<b>30 Public Works</b>					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	388,286	503,395	503,395	487,445
701103	Overtime Wages	21,883	40,000	40,000	40,000
701104	Other Wages	9,945	29,100	25,400	29,100
701201	Employee Benefits	223,420	295,395	295,395	269,270
701204	Uniforms and Clothing	4,029	4,395	4,450	4,395
702000	Training/Travel	279	850	850	3,250
<b>Personal Services Total:</b>		<b>647,842</b>	<b>873,135</b>	<b>869,490</b>	<b>833,460</b>
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	1,548	5,300	5,535	149,260
715001	Communications	0	100	100	100
715003	Printing and Reproductions	50	300	300	300
716000	Memberships/Subscriptions	468	710	710	830
<b>Contractual Services Total:</b>		<b>2,066</b>	<b>6,410</b>	<b>6,645</b>	<b>150,490</b>
<b>Supplies</b>					
721001	Office Supplies	201	300	399	300
721002	Operating Supplies	1,666	1,740	2,006	31,740
724003	Equipment Maintenance	107	0	0	0
<b>Supplies Total:</b>		<b>1,973</b>	<b>2,040</b>	<b>2,406</b>	<b>32,040</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	0	1,000	1,000	1,000
734002	Tools	0	4,125	4,125	2,500
<b>Capital Outlay Total:</b>		<b>0</b>	<b>5,125</b>	<b>5,125</b>	<b>3,500</b>
<b>Other Charges and Ex</b>					
751004	Refuse Collection/Recycling	2,928,968	3,438,255	3,975,036	4,047,880
751012	Promotional Programs	276	500	500	500
<b>Other Charges and Ex Total:</b>		<b>2,929,244</b>	<b>3,438,755</b>	<b>3,975,536</b>	<b>4,048,380</b>
<b>Public Works Total:</b>		<b>3,581,125</b>	<b>4,325,465</b>	<b>4,859,202</b>	<b>5,067,870</b>
<b>General Fund Total:</b>		<b>3,581,125</b>	<b>4,325,465</b>	<b>4,859,202</b>	<b>5,067,870</b>





**Deputy City Manager / Chief Operating Officer /  
Director of Public Service /Environmental/ Solid Waste Management**

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**BUDGET SUMMARY:**

**10130340**

- Account 701101 provides funding for the staffing reflected in the Personnel Data and the Notes and Adjustments.
- Account 701104 provides funding for wages of part-time or seasonal staff.
- Account 702000 provides funding travel and training.
- Account 713005 provides funding for professional services GoZero Food Waste Recovery, Rumpke Dublin Glass and Plastic Recycling (New), Shred-it Day, HHW misc. operating funds, City Wide Contract Sweeping, Mosquito Control Agreement, and Misc. SWACO landfill disposal costs. The 2022 budget increase is attributable to: GoZero and Recycling and refuse bins were moved from account 751004 Refuse and Recycling to account 713005 Misc. Contract Services; street sweeping was moved from the Street Maintenance Fund to this line item.
- Account 721002 provides funding for operation supplies and recycling carts.
- Account 751004 provides funding for the City's refuse/recycling contract with Rumpke. In addition, this Account provides funds for dumpsters for special events, recycling containers for events and funds to repair or replace existing residential program containers. The increase in budget for 2022 is due to a contractual per household per month rate increase, increase in the number of households serviced, and an increase in recycling processing fees.
- Account 751012 provides funding for Promotional Items related to the HHW Event.

**10180340**

- Account 731000 provides funding for contingency equipment replacement.

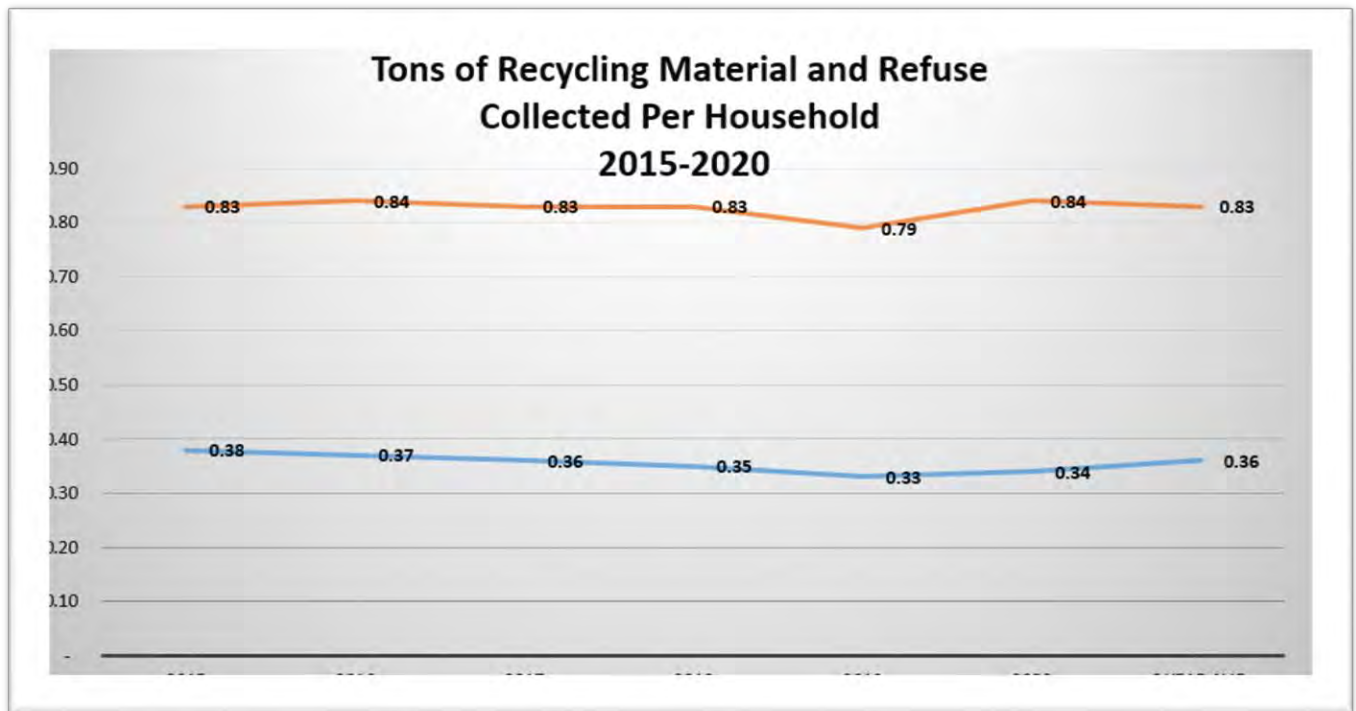


Deputy City Manager / Chief Operating Officer /  
Director of Public Service / Environmental/ Solid Waste Management

**Performance Measures:**

**Tons of Recycling Material Collected per Household**

**Tons of Refuse Collected per Household**



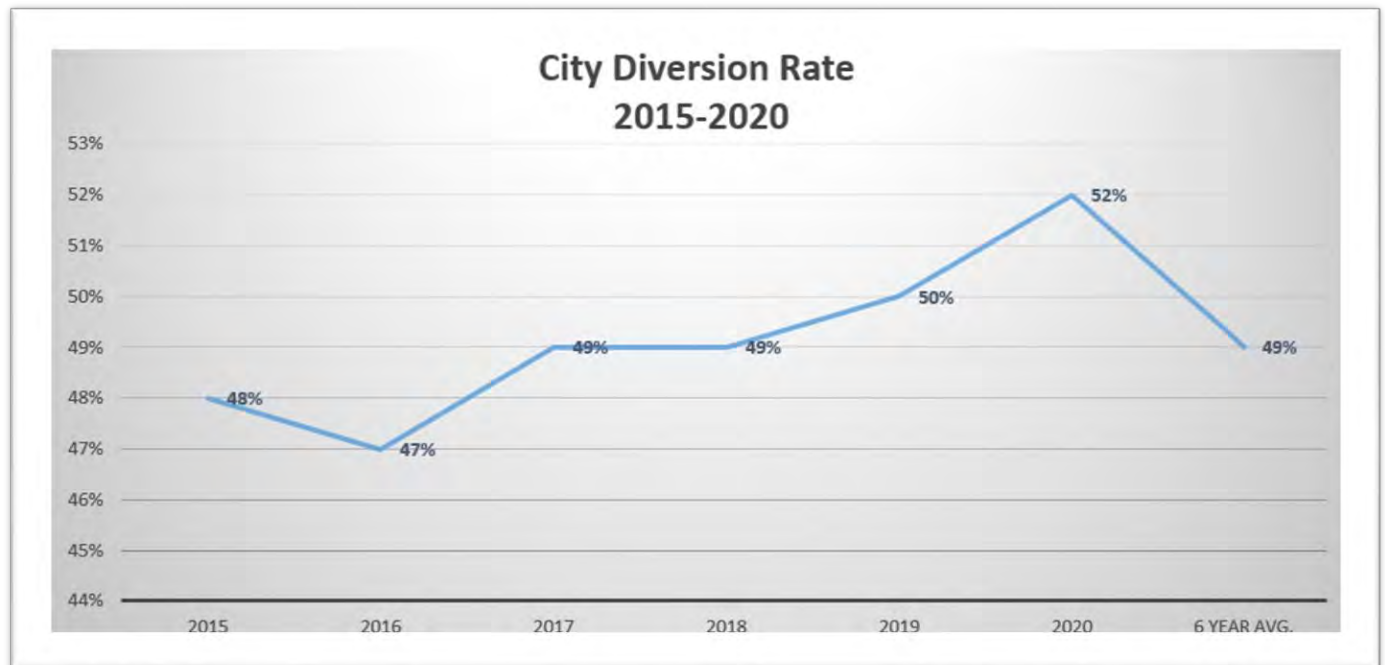
The Solid Waste Work Unit uses both measurements above (tons of refuse and tons of recycling collected per household) to calculate an average rate of tons collected per solid waste customer in Dublin. The recycling rate per household remains constant over the six-year span at around 0.36 tons/household (Blue line). The refuse rate has remained steady overall from 2015 (Orange line). Overall, the City of Dublin is experiencing steady recycling and refuse tonnages over the six-year period.



Deputy City Manager / Chief Operating Officer /  
Director of Public Service / Environmental/ Solid Waste Management

**Performance Measures:**

**City Diversion Rate (% per Year)**



**Goal:** To increase and maintain the City of Dublin's diversion rate above 55% annually.

The City of Dublin measures diversion rate as the amount of waste directed away from the landfill through collection of recycling, e-waste and yard waste, which includes leaf and chipper materials. There are economic, environmental and social benefits to increasing the City's diversion and recycling rates including the savings from not just the value of the recycled goods but the savings from reducing the tipping fees of the tonnage entering the landfill.



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**Deputy City Manager / Chief Operating Officer / Director of  
Public Service/ Parks and Grounds Maintenance**

**STATEMENT OF FUNCTIONS:**

The City of Dublin takes pride in providing its residents and visitors the highest quality public parks to pursue their active and passive outdoor needs. Parks and Grounds Maintenance strives to be both environmentally and economically sound in its management of public areas including parks, gateways and rights-of-way.

**OBJECTIVES AND ACTIVITIES:**

Parks and Grounds Maintenance is committed to maintaining and providing a safe and accessible park system and will lead efforts for the enhancement and preservation of City grounds.

**PERSONNEL DATA**  
**POSITION TITLE**

**2021**  
**CURRENT NUMBER**

**2022**  
**ADOPTED**

Director, Public Service (1)  
Operations Administrator  
Maintenance Crew Supervisor  
Quality Control Manager (2)  
Maintenance Worker (3)  
Administrative Support 2

.35  
1  
6  
0  
19  
1

.35  
1  
5  
1  
20  
1

**TOTAL****27.35****28.35****PART-TIME/SEASONAL STAFF**

Seasonal Maintenance Worker (4)

22

24

**TOTAL****22****24****NOTES AND ADJUSTMENTS:**

- (1) The Public Service Director position is allocated 35% to this budget, 30% to the Solid Waste Fund and 35% to the Streets Fund.
- (2) Retitled one Crew Supervisor position (responsible for contractual services) to the title of Quality Control Manager to better reflect the responsibilities of the position.
- (3) Based on current and expected workloads in Parks and Ground Maintenance, one additional Maintenance Worker position is added.
- (4) Two additional Seasonal Maintenance Worker positions are added to support the additional workload anticipated as more of Riverside Crossing Park comes on-line. The difficulty in hiring seasonal labor in the current economic condition is being addressed through discussions with Human Resources.

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>101 General Fund</b>					
<b>40 Parks and Recreation</b>					
Public Service - Parks and Grounds Maintenance					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	1,962,504	1,999,270	1,999,270	2,011,615
701103	Overtime Wages	43,498	96,500	126,500	115,000
701104	Other Wages	221,647	372,400	342,400	375,000
701201	Employee Benefits	1,082,833	1,103,920	1,103,920	1,224,520
701204	Uniforms and Clothing	35,906	44,790	45,380	42,590
702000	Training/Travel	562	5,250	5,250	10,375
<b>Personal Services Total:</b>		<b>3,346,950</b>	<b>3,622,130</b>	<b>3,622,720</b>	<b>3,779,100</b>
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	142,943	1,420,995	1,435,193	1,725,995
715001	Communications	0	200	200	200
716000	Memberships/Subscriptions	1,250	2,880	2,880	2,820
717005	Utilities- Other Fuel Types	246,000	315,750	417,207	376,750
<b>Contractual Services Total:</b>		<b>390,193</b>	<b>1,739,825</b>	<b>1,855,480</b>	<b>2,105,765</b>
<b>Supplies</b>					
721001	Office Supplies	2,696	8,690	8,690	8,690
721002	Operating Supplies	26,403	44,800	44,800	48,800
722001	Reforestation	47,823	25,000	25,000	25,000
724002	Park Maintenance	139,502	193,000	193,000	215,000
724003	Equipment Maintenance	77,836	90,000	90,000	95,000
<b>Supplies Total:</b>		<b>294,260</b>	<b>361,490</b>	<b>361,490</b>	<b>392,490</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	19,932	32,000	36,976	42,000
734002	Tools	2,758	8,000	8,000	8,000
735001	Cap Impr Land and Land Impr	8,343	20,000	20,000	20,000
<b>Capital Outlay Total:</b>		<b>31,033</b>	<b>60,000</b>	<b>64,976</b>	<b>70,000</b>
<b>Other Charges and Ex</b>					
751003	Special Projects/Programs	266	2,085	2,085	2,085
<b>Other Charges and Ex Total:</b>		<b>266</b>	<b>2,085</b>	<b>2,085</b>	<b>2,085</b>
<b>Parks and Recreation Total:</b>		<b>4,062,700</b>	<b>5,785,530</b>	<b>5,906,751</b>	<b>6,349,440</b>
<b>General Fund Total:</b>		<b>4,062,700</b>	<b>5,785,530</b>	<b>5,906,751</b>	<b>6,349,440</b>



**Deputy City Manager / Chief Operating Officer / Director of  
Public Service/ Parks and Grounds Maintenance**

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**BUDGET SUMMARY:**

**10140430**

- Account 701101 provides funding for staffing reflected in the Personnel Data.
- Account 701104 includes funding for seasonal staffing reflected in the Personnel Data and Notes and Adjustments.
- Account 701204 provides funding for uniforms for full-time and seasonal staff.
- Account 702000 includes funding for training for full-time staff to support parks operations. Included is education to provide recertification credits for professional certifications, as well as pesticide applicator credits, and staff training and development.
- Account 713005 provides funding for contractual services for all landscape maintenance contracts, supplemental contract mulching, winter work, various HOA contracts, lightning prediction service, pond maintenance, masonry repairs, SCRAM wildlife agreement/services. Increases are due to the cost of landscape maintenance.
- Account 716000 provides funding for such memberships and renewals as commercial drivers' license, pesticide license renewal, trapping license renewal, and reference materials.
- Account 717005 provides funding for electricity, natural gas and water and sewer charges for services provided in the City's parks.
- Account 721002 provides funding for supplies such as lumber and hardware, electric and plumbing supplies, and trash bags.
- Account 724002 provides funding for ball diamond infield materials, sod, and grass seed, mulch, and fertilizer, snow and ice chemicals.
- Account 724003 provides funding for equipment maintenance and repair, including contingency work associated with Ballantrae water play area, pond aerators, and irrigation systems.
- Account 734002 provides funding for power tools replacement and crew specific tools replacements.
- Account 751003 provides funding for dedication pavers/engraving for the Grounds of Remembrance (recovered through fee collection).

**10180430**

- Account 731000 includes funding for replacement/additional picnic tables, benches and trash cans. Includes funds new/replacement park signs as needed. Includes replacement of weed trimmers and blowers.
- Account 735001 includes funding for continued expansion of in-ground irrigation on athletic fields.



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**Deputy City Manager / Chief Operating Officer / Director of Public Service / Horticulture****STATEMENT OF FUNCTIONS:**

The City of Dublin takes pride in providing its residents and visitors the highest quality public parks to pursue their active and passive outdoor needs. The Horticulture work unit strives to be both environmentally and economically sound in its management of public areas including parks gateways and rights-of-way.

**OBJECTIVES AND ACTIVITIES:**

Horticulture is responsible for the maintenance and enhancement of a variety of distinctive landscape features and natural areas within our expansive park system.

**PERSONNEL DATA**  
**POSITION TITLE****2021**  
**CURRENT NUMBER****2022**  
**ADOPTED**

City Horticulturist  
Assistant Horticulturist (1)  
**TOTAL**

1  
6  
**7**

1  
7  
**8**

**PART-TIME/SEASONAL STAFF**

Seasonal Maintenance Worker (2)  
**TOTAL**

18  
**18**

19  
**19**

**NOTES AND ADJUSTMENTS:**

- (1) One Assistant Horticulturist position is added to support additional work necessary in Riverside Crossing Park, as well as assist with existing horticultural tasks.
- (2) One additional Seasonal Maintenance Worker position is added to support the additional workload anticipated as more of Riverside Crossing Park comes on-line. The difficulty in hiring seasonal labor in the current economic condition is being addressed through discussions with Human Resources.

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>101 General Fund</b>					
<b>40 Parks and Recreation</b>					
Public Service - Horticulture					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	395,648	412,040	412,040	472,755
701103	Overtime Wages	139	45,000	45,000	45,000
701104	Other Wages	201,407	190,600	190,600	224,600
701201	Employee Benefits	288,761	304,180	304,180	327,820
701204	Uniforms and Clothing	11,901	17,470	17,470	18,470
702000	Training/Travel	6,008	5,500	5,000	9,500
<b>Personal Services Total:</b>		<b>903,864</b>	<b>974,790</b>	<b>974,290</b>	<b>1,098,145</b>
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	80,590	200,000	218,480	200,000
716000	Memberships/Subscriptions	1,650	2,260	2,760	2,560
<b>Contractual Services Total:</b>		<b>82,240</b>	<b>202,260</b>	<b>221,240</b>	<b>202,560</b>
<b>Supplies</b>					
721002	Operating Supplies	6,520	6,500	6,500	6,500
724002	Park Maintenance	57,022	64,500	64,500	67,500
724003	Equipment Maintenance	2,490	2,500	2,500	2,500
<b>Supplies Total:</b>		<b>66,031</b>	<b>73,500</b>	<b>73,500</b>	<b>76,500</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	1,838	3,710	3,710	5,600
734002	Tools	6,454	7,500	7,500	7,500
735001	Cap Impr Land and Land Impr	72,285	100,000	100,000	115,000
<b>Capital Outlay Total:</b>		<b>80,577</b>	<b>111,210</b>	<b>111,210</b>	<b>128,100</b>
<b>Other Charges and Ex</b>					
751003	Special Projects/Programs	18,994	36,000	46,000	36,000
<b>Other Charges and Ex Total:</b>		<b>18,994</b>	<b>36,000</b>	<b>46,000</b>	<b>36,000</b>
<b>Parks and Recreation Total:</b>		<b>1,151,706</b>	<b>1,397,760</b>	<b>1,426,240</b>	<b>1,541,305</b>
<b>General Fund Total:</b>		<b>1,151,706</b>	<b>1,397,760</b>	<b>1,426,240</b>	<b>1,541,305</b>



**Deputy City Manager / Chief Operating Officer / Director of Public Service/ Horticulture**

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**BUDGETSUMMARY:**

**10140433**

- Account 701101 provides funding for staffing reflected in the Personnel Data.
- Account 701104 provides funding for seasonal maintenance workers.
- Account 701204 provides funding for uniforms for full-time and seasonal staff.
- Account 702000 provides funding for training for full-time staff to support horticulture operations. Included is education to provide recertification credits for professional certifications, as well as pesticide applicator credits, and staff training and development.
- Account 713005 provides funding for contractual services for arborist work and ecological assessments, and contracted bed maintenance in the parks (mulching and weeding).
- Account 716000 provides funding for such memberships and renewals as pesticide license renewal, arborist license renewal, American Horticulture Society membership, and reference materials.
- Account 721002 provides funding for irrigation system supplies and greenhouse supplies.
- Account 724002 provides funding for topsoil, grass seed, stump grinding, chemicals, plugs, traps, lab testing, soil injections and micronutrients.
- Account 724003 provides funding for equipment maintenance and repair of chainsaws, trimmers etc.
- Account 734002 provides funding for small tools such blades, pruners, drills, wheelbarrows, pole saws, etc.
- Account 751003 provides funding Earth Day Activities, Legacy Tree Program, Legacy Bench Program, Christmas tree for Bri-Hi and seasonal decorations for the Historic District.

**10180433**

- Account 731000 provides funding for equipment such as hand held blowers, backpack sprayers, hedge trimmers and wheel barrows.
- Account 735001 includes funding for additional trees and shrubs, historic Dublin planters, and prairie seed.



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**Deputy City Manager / Chief Operating Officer / Director of Public Service / Forestry****STATEMENT OF FUNCTIONS:**

The City of Dublin takes pride in providing its residents and visitors the highest quality public parks to pursue their active and passive outdoor needs. Parks strives to be both environmentally and economically sound in its management of public areas including parks, gateways and rights-of-way.

**OBJECTIVES AND ACTIVITIES:**

Forestry is responsible for the beautification and safe environment for the public within the rights-of-way strategic planning, establishment and maintenance of Dublin's urban tree resource.

**PERSONNEL DATA**  
**POSITION TITLE****2021**  
**CURRENT NUMBER****2022**  
**ADOPTED**

City Forester

1

1

Assistant Forester

55**TOTAL****6****6****PART-TIME/SEASONAL STAFF**

Seasonal Maintenance Worker

1010**TOTAL****10****10****NOTES AND ADJUSTMENTS:**

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>101 General Fund</b>					
<b>40 Parks and Recreation</b>					
Public Service - Forestry					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	357,120	374,445	374,445	382,055
701103	Overtime Wages	4,204	25,000	25,000	25,000
701104	Other Wages	148,860	188,425	188,425	198,425
701201	Employee Benefits	184,211	190,465	190,465	198,660
701204	Uniforms and Clothing	10,559	11,200	11,200	11,200
702000	Training/Travel	5,397	6,995	6,995	6,995
<b>Personal Services Total:</b>		<b>710,351</b>	<b>796,530</b>	<b>796,530</b>	<b>822,335</b>
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	120,890	150,000	154,170	200,000
716000	Memberships/Subscriptions	2,576	3,030	3,030	3,030
<b>Contractual Services Total:</b>		<b>123,466</b>	<b>153,030</b>	<b>157,200</b>	<b>203,030</b>
<b>Supplies</b>					
721002	Operating Supplies	3,588	3,600	3,600	3,600
724002	Park Maintenance	34,949	45,825	45,825	45,825
724003	Equipment Maintenance	1,258	1,500	1,500	1,500
<b>Supplies Total:</b>		<b>39,794</b>	<b>50,925</b>	<b>50,925</b>	<b>50,925</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	1,488	23,050	23,050	16,000
734002	Tools	2,977	3,750	3,750	3,750
735001	Cap Impr Land and Land Impr	60,284	73,500	73,500	73,500
<b>Capital Outlay Total:</b>		<b>64,748</b>	<b>100,300</b>	<b>100,300</b>	<b>93,250</b>
<b>Other Charges and Ex</b>					
751003	Special Projects/Programs	0	1,250	1,250	1,250
<b>Other Charges and Ex Total:</b>		<b>0</b>	<b>1,250</b>	<b>1,250</b>	<b>1,250</b>
<b>Parks and Recreation Total:</b>		<b>938,359</b>	<b>1,102,035</b>	<b>1,106,205</b>	<b>1,170,790</b>
<b>General Fund Total:</b>		<b>938,359</b>	<b>1,102,035</b>	<b>1,106,205</b>	<b>1,170,790</b>



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**BUDGET SUMMARY:**

**10140434**

- Account 701101 provides funding for staffing reflected in the Personnel Data.
- Account 701104 provides funding for seasonal maintenance workers.
- Account 701204 provides funding for uniforms for full-time staff.
- Account 702000 includes funding for training for full-time staff to support forestry operations. Included is education to provide recertification credits for professional certifications, as well as pesticide applicator credits, and staff training and development.
- Account 713005 provides funding for contractual services for arborist work and large tree pruning and removal. Costs increased for large tree pruning and arborist work outside of contract.
- Account 716000 provides funding for such memberships and pesticide license renewal, arborist license renewal, and reference materials.
- Account 721002 provides funding for supplies needed for irrigation, staking, and EAB injection parts.
- Account 724002 provides funding for soil, mulch, tree injections, and grass seed.
- Account 724003 provides funding for equipment maintenance and repair.
- Account 734002 provides funding for small tools such ladders, blades, pruners, wheelbarrows, pole saws, watering supplies etc.
- Account 751003 provides funding for Arbor Day trees.

**10180434**

- Account 731000 includes funding for replacement of chainsaws and Bridge Street District tree grates.
- Account 735001 includes funding for continued replacement trees, perennials and annuals.



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## 4 | Special Revenue Fund



**Deputy City Manager / Chief Operating Officer / Public Service / Street Maintenance****STATEMENT OF FUNCTIONS**

Street Maintenance is responsible for maintenance and minor repairs to the City's streets, paths, curbs, gutters and sidewalks. The work unit handles a vast array of other maintenance responsibilities including berming, guardrail repairs/replacements, mowing, litter removal and snow and ice removal operations. Additionally, special event coordination and support are managed within the work unit.

**OBJECTIVES AND ACTIVITIES**

- Provide well-maintained streets and rights-of-way ensuring safe travel and enhancing the aesthetics of the City.
- Sweep all City streets five times per year to enhance the neighborhoods and construction areas.
- Ensure work is performed in a cost effective manner. Evaluate the costs of performing activities with in-house staff and outsourcing.
- Plan, coordinate, and execute involvement with special events activities in a professional and economical manner.

**PERSONNEL DATA**  
**POSITION TITLE****2021**  
**CURRENT NUMBER****2022**  
**ADOPTED**

Public Service Director (1)  
Operations Administrator  
Maintenance Crew Supervisor  
Maintenance Worker  
Administrative Support 2 (2)

.35  
1  
2.2  
14  
1

.35  
1  
2.2  
14  
.5

**TOTAL****18.55****18.05****PART-TIME/SEASONAL STAFF**

Seasonal Maintenance Worker

4  
**4**

4  
**4**

**TOTAL****NOTES AND ADJUSTMENTS:**

(1) The Public Service Director position is allocated 35% to this budget, 30% to the Solid Waste Fund and 35% to the Parks and Grounds Maintenance Fund.

(2) Administrative Support 2 is shared between the Solid Waste Management and Street Maintenance Functions. The remainig .5 position from Streets Maintenance and Solid Waste is removed.

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>201 Street Maintenance and Repair</b>					
<b>30 Public Works</b>					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	1,455,989	1,308,510	1,308,510	1,250,015
701103	Overtime Wages	65,045	160,000	160,000	160,000
701104	Other Wages	131,919	116,230	116,230	116,230
701201	Employee Benefits	765,061	699,500	699,500	681,310
701204	Uniforms and Clothing	15,698	22,745	23,589	20,830
702000	Training/Travel	7,715	11,020	6,346	22,040
<b>Personal Services Total:</b>		<b>2,441,428</b>	<b>2,318,005</b>	<b>2,314,175</b>	<b>2,250,425</b>
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	133,271	134,785	177,066	31,005
715001	Communications	0	100	100	100
716000	Memberships/Subscriptions	1,162	1,660	1,660	1,400
717001	Rents and Leases	4,680	4,300	4,300	10,750
<b>Contractual Services Total:</b>		<b>139,113</b>	<b>140,845</b>	<b>183,126</b>	<b>43,255</b>
<b>Supplies</b>					
721001	Office Supplies	2,765	4,400	6,939	4,400
721002	Operating Supplies	96,649	97,000	134,358	110,000
723001	Street Salt	305,438	923,085	1,231,288	740,120
723006	Special Events	-26	3,000	3,000	3,000
724003	Equipment Maintenance	750	2,000	2,000	2,000
725002	Signs	134,134	0	36,161	0
<b>Supplies Total:</b>		<b>539,710</b>	<b>1,029,485</b>	<b>1,413,746</b>	<b>859,520</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	0	1,500	1,500	2,500
734002	Tools	11,160	21,300	25,140	10,000
<b>Capital Outlay Total:</b>		<b>11,160</b>	<b>22,800</b>	<b>26,640</b>	<b>12,500</b>
<b>Public Works Total:</b>		<b>3,131,411</b>	<b>3,511,135</b>	<b>3,937,687</b>	<b>3,165,700</b>
<b>Street Maintenance and Repair Total:</b>		<b>3,131,411</b>	<b>3,511,135</b>	<b>3,937,687</b>	<b>3,165,700</b>



**Deputy City Manager / Chief Operating Officer / Public Service / Street Maintenance**

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**BUDGET SUMMARY:**

**20170330**

- Account 701101 provides funding for the staffing reflected in the Personnel Data and Notes and Adjustments.
- Account 701104 includes funding for seasonal staff.
- Account 702000 includes funding for training.
- Account 701204 provides funding for necessary uniforms and clothing including boots, gloves, rain gear, and rental uniforms.
- Account 713005 provides funding for concrete and road paver repairs, mail box repairs, asphalt repairs, and the repairs of guardrails due to accidents. Budget decrease is due to moving the budget for street sweeping to Solid Waste.
- Account 716000 includes funding for memberships in the American Public Works Association, the Ohio Certified Public Manager's Association, and other miscellaneous memberships.
- Account 721002 includes funding for operating supplies such as cold mix, hot mix, gravel, crack sealing materials, curb and catch basin repair supplies, and construction materials.
- Account 723001 provides funding for the City's annual purchase of street salt and de-icing liquids.
- Account 725002 moved to Transportation and Mobility.

**20180330**

- Account 731000 provides funding for contingency equipment replacement.

**20196290**

- Account 741000 provides funding for transfer of additional gas tax collections to the Capital Improvements Tax Fund.



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**Deputy City Manager / Chief Finance and Development Officer  
Transportation and Mobility /Traffic Signals and Street Lights**

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**STATEMENT OF FUNCTION**

This program is responsible for installing, repairing, and maintaining all traffic signals, traffic control signs, and street lights within the public right-of-way, and maintaining all pavement markings such as crosswalk lines, stop bars, center lines and school zone markings. Also included within this budget is emergency warning siren maintenance, maintenance of school zones and flashers, and pedestrian crossings.

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**OBJECTIVES AND ACTIVITIES**

- To provide well-maintained electrical assets for public health and safety.
- 

**NOTES AND ADJUSTMENTS:**

There are no personnel assigned to this budget. Expenses reflected in this account are for work completed by the Electrical Crew. The Electrical Crew's positions are reflected in the Transportation and Mobility Work Unit.

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>201 Street Maintenance and Repair</b>					
Transportation and Mobility - Traffic Signals and Street Lights					
<b>70 Development</b>					
<b>Contractual Services</b>					
716000	Memberships/Subscriptions	0	0	1,125	1,125
717005	Utilities- Other Fuel Types	0	0	31,500	32,000
<b>Contractual Services Total:</b>		<b>0</b>	<b>0</b>	<b>32,625</b>	<b>33,125</b>
<b>Supplies</b>					
721002	Operating Supplies	0	0	2,500	2,500
724001	General Maintenance	0	0	280,000	280,000
724003	Equipment Maintenance	0	0	3,000	3,000
<b>Supplies Total:</b>		<b>0</b>	<b>0</b>	<b>285,500</b>	<b>285,500</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	0	0	10,000	10,000
<b>Capital Outlay Total:</b>		<b>0</b>	<b>0</b>	<b>10,000</b>	<b>10,000</b>
<b>Development Total:</b>		<b>0</b>	<b>0</b>	<b>328,125</b>	<b>328,625</b>
<b>Street Maintenance and Repair Total:</b>		<b>0</b>	<b>0</b>	<b>328,125</b>	<b>328,625</b>





**Deputy City Manager / Chief Finance and Development Officer  
Transportation and Mobility /Traffic Signals and Street Lights**

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**BUDGET SUMMARY:**

**20170750 (previously 20170381)**

- Account 717005 provides utility funding for operation of traffic signals.
- Account 724001 provides funding for signal head replacements, router for remote communications with traffic signals, and other traffic signal and illuminated street sign repair and maintenance. Increase in this line item provides funding for a city-wide pedestrian crossing study, as well as equipment replacement for pedestrian crossings.

**20180750 (previously 20180381)**

- Account 73100 provides funding to set-up a new cage area with shelving, work bench, and bins, and miscellaneous small equipment.



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**Deputy City Manager / Chief Finance and Development Officer/ Transportation & Mobility  
Highway Maintenance**

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**STATEMENT OF FUNCTIONS**

This program is responsible for maintaining all traffic signals, traffic control signs, and street lights within the public right-of-way on the various state highways located within the City. The monies utilized for this section are from the State Highway Maintenance Improvements Fund which is generated by motor vehicle registration fees and gasoline tax revenues, and can only be spent for this limited purpose.

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**NOTES AND ADJUSTMENTS:**

There are no personnel assigned to the Highway Maintenance budget.

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Final Budget
<b>202 State Highway</b>					
<b>20 Finance</b>					
<b>Transfers/Advances</b>					
741000	Transfers Expense	100,000	81,250	81,250	25,000
742000	Advances Expense	200,000	100,000	100,000	200,000
<b>Transfers/Advances Total:</b>		<b>300,000</b>	<b>181,250</b>	<b>181,250</b>	<b>225,000</b>
<b>Finance Total:</b>		<b>300,000</b>	<b>181,250</b>	<b>181,250</b>	<b>225,000</b>
<b>30 Public Works</b>					
<b>Contractual Services</b>					
717005	Utilities- Other Fuel Types	16,624	31,000	6,418	0
<b>Contractual Services Total:</b>		<b>16,624</b>	<b>31,000</b>	<b>6,418</b>	<b>0</b>
<b>Public Works Total:</b>		<b>16,624</b>	<b>31,000</b>	<b>6,418</b>	<b>0</b>
<b>70 Development</b>					
<b>Contractual Services</b>					
717005	Utilities- Other Fuel Types	0	0	31,000	25,000
<b>Contractual Services Total:</b>		<b>0</b>	<b>0</b>	<b>31,000</b>	<b>25,000</b>
<b>Development Total:</b>		<b>0</b>	<b>0</b>	<b>31,000</b>	<b>25,000</b>
<b>State Highway Total:</b>		<b>316,624</b>	<b>212,250</b>	<b>218,668</b>	<b>250,000</b>



**Deputy City Manager / Chief Finance and Development Officer/ Transportation & Mobility  
Highway Maintenance**

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**BUDGET SUMMARY:**

**20296290**

- Account 741000 and 742000 provide funding for necessary transfers to general obligation bond retirement, the Capital Improvements Tax Fund for additional gas tax collections, and advances as necessary.

**20270750 (previously 20270381)**

- Account 717005 provides funding for the cost of utilities related to the operation of traffic signals that are located on State highways.



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**Deputy City Manager / Chief Operating Officer  
Facilities and Fleet Management / Community Recreation Center – Facilities**

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**STATEMENT OF FUNCTIONS**

The Facilities Work Unit is charged with protecting the City's investment in the Community Recreation Center (DCRC) by ensuring that both the appearance and functions are preserved. This is accomplished by adhering to proper preventive maintenance programs, performing repairs in a professional manner and as quickly as possible, maintaining a safe and clean environment for building occupants and visitors, and by seeking the most efficient utilization of space and energy resources.

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**OBJECTIVES AND ACTIVITIES**

- To establish and implement a proactive preventive maintenance program.
- To perform regular inspections of facilities and equipment.
- To provide custodial services, utilizing green cleaning practices to the extent possible.
- To perform repairs to equipment and facility components.
- To provide oversight for certain recreation construction and renovation projects.
- To reduce energy consumption at the Recreation Center by introducing best practices in conservation and installing efficient mechanical and electrical systems.

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<b><u>PERSONNEL DATA</u></b> <b><u>POSITION TITLE</u></b>	<b><u>2021</u></b> <b><u>CURRENT NUMBER</u></b>	<b><u>2022</u></b> <b><u>ADOPTED</u></b>
Maintenance Crew Supervisor	1	1
Quality Control Manager	1	1
Maintenance Worker	3	3
Custodians	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>7</b>	<b>7</b>

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**NOTES AND ADJUSTMENTS:**

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>225 Recreation</b>					
<b>30 Public Works</b>					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	385,483	456,265	456,265	461,510
701103	Overtime Wages	5,040	14,600	14,600	14,600
701201	Employee Benefits	197,068	227,250	227,250	239,310
701204	Uniforms and Clothing	3,700	4,600	4,600	4,150
702000	Training/Travel	190	650	650	1,300
703100	Meeting Expenses	261	350	350	350
<b>Personal Services Total:</b>		<b>591,742</b>	<b>703,715</b>	<b>703,715</b>	<b>721,220</b>
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	319,013	372,810	475,991	384,300
716000	Memberships/Subscriptions	0	200	200	200
717001	Rents and Leases	0	1,000	1,000	1,000
<b>Contractual Services Total:</b>		<b>319,013</b>	<b>374,010</b>	<b>477,191</b>	<b>385,500</b>
<b>Supplies</b>					
721002	Operating Supplies	49,743	103,295	95,689	103,295
724003	Equipment Maintenance	120,137	84,660	133,163	84,660
<b>Supplies Total:</b>		<b>169,880</b>	<b>187,955</b>	<b>228,852</b>	<b>187,955</b>
<b>Capital Outlay</b>					
734002	Tools	0	1,000	100	1,000
735002	Cap Impr Build & Other Struct	118,383	0	45,936	0
<b>Capital Outlay Total:</b>		<b>118,383</b>	<b>1,000</b>	<b>46,036</b>	<b>1,000</b>
<b>Public Works Total:</b>		<b>1,199,017</b>	<b>1,266,680</b>	<b>1,455,794</b>	<b>1,295,675</b>
<b>Recreation Total:</b>		<b>1,199,017</b>	<b>1,266,680</b>	<b>1,455,794</b>	<b>1,295,675</b>





**Deputy City Manager / Chief Operating Officer  
Facilities and Fleet Management / Community Recreation Center – Facilities**

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**BUDGET SUMMARY:**

**22540350**

- Account 701101 provides funding for full-time staffing as reflected in the Personnel Data.
- Account 701103 provides funding for overtime wages to provide staff coverage for maintenance projects, emergency call-ins and special events.
- Account 713005 includes funding for preventive maintenance services, technical maintenance services, duct work cleaning, drain cleaning, pest control, window cleaning, and contract custodial cleaning services. Budget increased due to a new custodial vendor with higher rates.
- Account 721002 provides funding for custodial supplies, light bulbs, filters, paints and other miscellaneous supplies to maintain the facility.
- Account 724003 includes funding for ongoing general maintenance and repair of the Community Recreation Center (DCRC) as well as HVAC and related equipment repairs.
- Account 734002 provides for small tools.



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**Parks & Recreation / Recreation Services****STATEMENT OF FUNCTIONS**

Dublin Recreation Services is responsible for delivering diverse quality programs and services that promote active lifestyles, learning and the arts that will enhance the quality of life throughout the community.

**OBJECTIVES AND ACTIVITIES**

- To provide proactive management, proficiency, and efficiency to all Recreation Services functions.
- To provide safe quality leisure time activities and opportunities.
- To promote active lifestyles and participation in recreation programs through comprehensive marketing strategies.
- To maximize accessibility for all citizens of Dublin.
- To provide the highest quality service to the community.

**PERSONNEL DATA****POSITION TITLE****2021  
CURRENT NUMBER****2022  
ADOPTED**

Director, Recreation Services  
 Recreation Services Administrator  
 Recreation Program Supervisor  
 Recreation Operations Supervisor  
 Theater Supervisor  
 Adaptive Recreation Coordinator  
 Membership Services Coordinator  
 Recreation Program Coordinator  
 Recreation Operations Specialist  
 Administrative Support 3

.45  
 2.0  
 3.0  
 .25  
 .3  
 .75  
 .4  
 2.0  
 .25  
 .6

.45  
 2.0  
 3.0  
 .25  
 .3  
 .75  
 .4  
 2.0  
 .25  
 .6

**TOTAL (1)****10.0 FTE****10.0 FTE****PART-TIME/SEASONAL STAFF**

Intern  
 Open Gym & Sports Programs  
 Pre-School / Youth Camps  
 Pre-School / Youth Programs  
 Teen Camps  
 Teen Programs  
 Adult Programs  
 Senior Programs / Program Assistants  
 Special Needs  
 Park Programming/Corporate

1.07  
 2.18  
 17.82  
 .55  
 2.33  
 .39  
 .25  
 1.21  
 .30  
 .86

1.07  
 2.18  
 17.15  
 .55  
 4.23  
 .43  
 .25  
 1.22  
 .30  
 .42

**TOTAL****26.96 FTE****27.80 FTE****NOTES AND ADJUSTMENTS:**

(1) The full-time positions allocated between this budget, the Dublin Community Recreation Center budget, and the Swimming Pool budget.

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>225 Recreation</b>					
<b>40 Parks and Recreation</b>					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	642,663	670,345	670,345	740,850
701103	Overtime Wages	1,907	5,000	5,000	5,000
701104	Other Wages	359,409	722,635	722,635	725,535
701201	Employee Benefits	345,766	423,765	423,765	411,260
701204	Uniforms and Clothing	5,834	12,840	12,840	11,560
702000	Training/Travel	798	4,500	4,500	9,000
<b>Personal Services Total:</b>		<b>1,356,378</b>	<b>1,839,085</b>	<b>1,839,085</b>	<b>1,903,205</b>
<b>Contractual Services</b>					
713004	Other Professional Services	73,647	424,895	425,245	424,435
713005	Misc. Contract. Serv.	18,618	50,400	50,400	50,400
715001	Communications	0	3,500	3,500	3,000
715002	Advertising	174	1,500	1,500	1,500
715003	Printing and Reproductions	17,923	32,000	32,000	30,000
716000	Memberships/Subscriptions	2,955	5,310	5,310	4,265
717001	Rents and Leases	2,335	96,010	134,097	111,810
<b>Contractual Services Total:</b>		<b>115,652</b>	<b>613,615</b>	<b>652,052</b>	<b>625,410</b>
<b>Supplies</b>					
721001	Office Supplies	5,330	12,000	12,000	12,000
721002	Operating Supplies	26,094	96,285	96,285	103,240
724003	Equipment Maintenance	0	1,000	1,000	1,000
<b>Supplies Total:</b>		<b>31,424</b>	<b>109,285</b>	<b>109,285</b>	<b>116,240</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	4,062	1,000	1,000	2,000
734003	Sports and Recreation Equipmen	1,817	4,000	4,000	4,000
<b>Capital Outlay Total:</b>		<b>5,878</b>	<b>5,000</b>	<b>5,000</b>	<b>6,000</b>
<b>Other Charges and Ex</b>					
751002	Special Events	0	42,500	42,500	77,485
751014	Sr. Citizen Activities	16,092	29,500	29,500	29,500
755000	Refunds	131,073	75,000	75,000	75,000
<b>Other Charges and Ex Total:</b>		<b>147,165</b>	<b>147,000</b>	<b>147,000</b>	<b>181,985</b>
<b>Parks and Recreation Total:</b>		<b>1,656,496</b>	<b>2,713,985</b>	<b>2,752,422</b>	<b>2,832,840</b>
<b>Recreation Total:</b>		<b>1,656,496</b>	<b>2,713,985</b>	<b>2,752,422</b>	<b>2,832,840</b>

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>226 Pool</b>					
<b>20 Finance</b>					
<b>Transfers/Advances</b>					
741000	Transfers Expense	0	35,895	35,895	0
<b>Transfers/Advances Total:</b>		<b>0</b>	<b>35,895</b>	<b>35,895</b>	<b>0</b>
<b>Finance Total:</b>		<b>0</b>	<b>35,895</b>	<b>35,895</b>	<b>0</b>
<b>Pool Total:</b>		<b>0</b>	<b>35,895</b>	<b>35,895</b>	<b>0</b>



## Parks & Recreation / Recreation Services

### **BUDGET SUMMARY:**

#### **22540440**

- Account 701101 provides funding for full-time staff allocated to this budget as reflected in the Personnel Data and Notes and Adjustments.
- Account 701103 provides funding for overtime.
- Account 701104 provides funding for part-time and seasonal staff wages. Increase in FTE due to additional teen camp offerings.
- Account 702000 provides funding for conference and mileage.
- Account 713004 provides for other professional services.
- Account 713005 provides funding for fees to accept credit cards (allocated 50/50 split between this budget and the DCRC budget).
- Account 715001 provides funding for paper and ink for plotter.
- Account 715002 includes funding for new program promotions.
- Account 715003 includes funding for the Healthy Brochure (split between this budget and the Community Recreation Center budget) and will include pages for the Dublin Schools community education programs as part of the partnership between the City and Dublin Schools.
- Account 716000 provides funding for memberships and subscriptions.
- Account 717001 provides funding for school custodial, A/C and buses from Dublin City Schools for summer camps, passenger bus rentals for senior programs, and mail and copy machine rentals. Increased due to potential increase in Dublin City School's fees and increased utilization of school busses for teen camp offerings.
- Account 721002 provides funding for supplies for summer camp programs, special needs programs, teen programs, and adult programs and youth programs. Increase due to 2021 actual supply costs.
- Account 724003 provides funding for kiln and pottery wheel repair.
- Account 751002 provides funding for Community Wellness programs. Increase for funding of consultant for community wellness initiative, funds adjusted throughout rest of budget for an overall zero net increase.
- Account 751013 provides funding for sports leagues including league officials, and for the revenue split with Dublin City Schools for use of tennis courts for tennis league.
- Account 751014 provides funding for Senior Citizen activities and programming such as dance events, monthly meetings, event supplies, and holiday parties.
- Account 755000 provides funding for refunds.

#### **22580440**

- Account 731000 provides funding for senior lounge and teen lounge equipment and furniture.
- Account 734003 provides funding for softball, basketball and volleyball leagues.

#### **22596290**

- Account 741000 provides funding for transfer to debt for the Recreation Capital (per Ordinance 65-18). Due to financial impacts of Covid-19, a transfer is not planned for 2022.



**Deputy City Manager / Chief Operating Officer  
Parks & Recreation / Community Recreation Center**

**STATEMENT OF FUNCTIONS:**

The Dublin Community Recreation Center (DCRC) is a well-managed, efficiently operated, state of the art facility providing the highest standards of organized and open leisure activities to the residents of Dublin and the Dublin School District. Through well-planned facility management and programming, the DCRC is committed to the highest level of service for our internal and external customers.

**OBJECTIVES AND ACTIVITIES:**

- To provide excellent customer service and maximize operational efficiency.
- To provide safe, quality leisure activities and services.
- To provide a combination of open recreation and structured program opportunities.
- Maximize recreational and leisure activities and promote a healthy community.
- To provide a facility, which meets or exceeds all state and local health and safety requirements, and support environmentally sound practices where reasonably possible.

**PERSONNEL DATA****POSITION TITLE****2021****CURRENT NUMBER****2022****ADOPTED**

Director, Recreation Services	.5	.5
Recreation Services Administrator (1)	1.7	1.7
Recreation Program Supervisor	1.65	1.65
Recreation Operations Supervisor	.75	.75
Theater Supervisor	.7	.7
Adaptive Recreation Coordinator	.25	.25
Membership Services Coordinator	.6	.6
Recreation Program Coordinator	3.75	3.75
Recreation Operations Specialist	.75	.75
Administrative Support 3	.4	.4
<b>TOTAL (1)</b>	<b>11.05 FTE</b>	<b>11.05 FTE</b>

**PART-TIME/SEASONAL STAFF**

Reservation Facility Workers	2.10	2.10
Fitness/Wellness	7.40	7.13
Aquatics	19.06	19.06
Babysitters	5.94	5.90
Wee Folk Room Front Desk	1.59	1.59
Front Desk	9.30	9.30
Theater Staff	1.81	1.81
Manager on Duty	1.62	1.62
Interns	.48	.48
Teen Lounge	.90	.90
<b>TOTAL</b>	<b>50.2 FTE</b>	<b>50.43FTE</b>

**NOTES AND ADJUSTMENTS:**

(1) The full-time positions are allocated between the DCRC budget, Recreation Programs budget, and the Dublin Municipal Pools budget.

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>225 Recreation</b>					
<b>40 Parks and Recreation</b>					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	725,824	700,995	700,995	690,790
701103	Overtime Wages	3,625	9,300	9,300	9,000
701104	Other Wages	829,105	1,395,795	1,395,795	1,415,450
701201	Employee Benefits	459,140	542,460	542,460	541,450
701204	Uniforms and Clothing	3,066	9,020	9,020	9,890
702000	Training/Travel	6,366	18,030	18,370	20,570
<b>Personal Services Total:</b>		<b>2,027,127</b>	<b>2,675,600</b>	<b>2,675,940</b>	<b>2,687,150</b>
<b>Contractual Services</b>					
713004	Other Professional Services	108,518	192,600	192,600	186,055
713005	Misc. Contract. Serv.	26,523	56,400	56,400	56,400
715001	Communications	4	2,000	2,000	2,000
715002	Advertising	0	3,500	3,500	3,500
715003	Printing and Reproductions	18,644	30,120	30,120	28,260
716000	Memberships/Subscriptions	3,489	3,320	3,320	3,460
717001	Rents and Leases	2,317	3,400	3,400	3,400
717005	Utilities- Other Fuel Types	335,048	530,160	761,530	510,000
<b>Contractual Services Total:</b>		<b>494,543</b>	<b>821,500</b>	<b>1,052,870</b>	<b>793,075</b>
<b>Supplies</b>					
721001	Office Supplies	4,402	19,150	24,722	19,150
721002	Operating Supplies	22,427	46,100	49,687	47,295
723004	Merchandise for Resale	407	3,000	3,000	3,000
723005	Other Program Supplies	15,381	35,790	37,090	35,550
724001	General Maintenance	41,761	54,760	54,760	52,230
724003	Equipment Maintenance	565	5,250	5,250	5,250
<b>Supplies Total:</b>		<b>84,942</b>	<b>164,050</b>	<b>174,509</b>	<b>162,475</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	39,272	37,150	37,150	48,050
734002	Tools	200	2,250	2,250	2,250
734003	Sports and Recreation Equipmen	1,500	86,570	86,570	89,700
<b>Capital Outlay Total:</b>		<b>40,972</b>	<b>125,970</b>	<b>125,970</b>	<b>140,000</b>
<b>Other Charges and Ex</b>					
755000	Refunds	81,965	40,000	40,000	40,000
<b>Other Charges and Ex Total:</b>		<b>81,965</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>
<b>Parks and Recreation Total:</b>		<b>308 2,729,549</b>	<b>3,827,120</b>	<b>4,069,289</b>	<b>3,822,700</b>



2022 Operating Budget - City of Dublin, Ohio

	2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>225 Recreation</b>				
<b>Recreation Total:</b>	<b>2,729,549</b>	<b>3,827,120</b>	<b>4,069,289</b>	<b>3,822,700</b>



**Deputy City Manager / Chief Operating Officer  
Parks & Recreation / Community Recreation Center**

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**BUDGET SUMMARY:**

**22540441**

- Account 701101 provides funding for full-time staff allocated to this budget as reflected in the Personnel Data and Notes and Adjustments. Additional hours for more internally produced Theatre initiatives and manager on duty hours to cover transition of specialist to coordinator.
- Account 701104 provides funding for part-time and seasonal staff wages.
- Account 702000 includes funding for staff continuing education/conferences, American Red Cross certifications.
- Account 713004 includes a decrease in funding based on 3 year actuals analysis.
- Account 713005 provides funding for cable for the DCRC and fees to accept credit cards (allocated 50/50 split between this budget and the REC budget).
- Account 715001 provides funding for paper and ink for plotter, senior newsletter, and postage.
- Account 715002 Advertising decrease due to targeted social media advertising for Theatre initiatives.
- Account 715003 includes funding for the Healthy Brochure (split between this budget and the Recreation budget) and will include additional pages for the Dublin Schools community education programs as part of the partnership between the City and Dublin Schools.
- Account 716000 provides funding for fitness floor magazines, newspapers, and subscriptions.
- Account 717001 includes funding for rental of a postage machine.
- Account 721001 provides funding for membership supplies and general office supplies for staff.
- Account 721002 provides funding for pool chlorine, CO2 and reagents, advanced water quality testing, and theater supplies.
- Account 723005 provides funding for program supplies such as arts and crafts supplies, aquatic participant certificates, birthday party package supplies, and various training manuals.
- Account 724001 provides funding for repairs and preventive maintenance for pool mechanicals, and maintenance for aerobic room 1.
- Account 724003 provides funding for community hall and theater equipment repair.
- Account 734003 provides funding to replace heavily used fitness equipment, per the rotation schedule of equipment and the equipment replacement plan. Also, includes replacement of the oldest elliptical trainers, treadmills, and steppers. Also, includes MyZone and Team Tribe supplies. All equipment being replaced will be placed into service at other employee fitness rooms and/or posted online for resale through GovDeals. Cost maintained as replacement equipment was not purchased due to COVID-19.

**22580441**

- Account 731000 includes funding for community hall tables and chairs, lobby furniture, lap pool lane lines, and lighting board replacement for the theater.



Deputy City Manager / Chief Operating Officer  
Parks & Recreation / Community Events

**STATEMENT OF FUNCTIONS**  
**Recreation Fund**

**Community Events**

Beginning in 2017, Community Events has been responsible for the reservations of outdoor shelter houses, sports fields, the Kaltenbach Community Center, and other various park spaces. In addition, they are responsible for permitting tournaments and sports leagues that use the sports fields and block party packages.

**OBJECTIVES AND ACTIVITIES**

- To oversee the permitting process, related policies, and use of sports fields for sports tournaments, sports leagues, and rental groups. To facilitate rentals of park shelter houses, Kaltenbach Community Center, and block party packages.

**PERSONNEL DATA**

**POSITION TITLE**

**2021**  
**CURRENT NUMBER**

**2022**  
**ADOPTED**

Event Administrator (1)

.5

.5

Event Coordinator (1)

.5

.5

**TOTAL**

**1**

**1**

**PART-TIME/SEASONAL STAFF**

Administrative Support – summer (FTE)

.25

.25

Facilities Reservation Managers (FTE)

1.25

1.25

**TOTAL**

**1.5**

**1.5**

**NOTES AND ADJUSTMENTS:**

(1) One half of the Events Administrator position and one half of the Events Coordinator position are shown in this Division, their salaries are split fifty percent (50%) to the Hotel/Motel Fund and fifty percent (50%) to this fund due to the nature of their duties.

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>225 Recreation</b>					
<b>40 Parks and Recreation</b>					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	61,755	63,760	63,760	67,400
701103	Overtime Wages	0	400	400	400
701104	Other Wages	10,947	31,365	31,365	30,750
701201	Employee Benefits	31,404	43,890	43,890	41,700
701204	Uniforms and Clothing	0	300	300	300
<b>Personal Services Total:</b>		<b>104,106</b>	<b>139,715</b>	<b>139,715</b>	<b>140,550</b>
<b>Contractual Services</b>					
713004	Other Professional Services	956	1,000	1,000	11,000
<b>Contractual Services Total:</b>		<b>956</b>	<b>1,000</b>	<b>1,000</b>	<b>11,000</b>
<b>Supplies</b>					
721002	Operating Supplies	25	900	900	700
724001	General Maintenance	0	7,000	7,000	1,000
<b>Supplies Total:</b>		<b>25</b>	<b>7,900</b>	<b>7,900</b>	<b>1,700</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	0	3,500	3,500	3,500
734002	Tools	0	3,000	3,000	3,000
<b>Capital Outlay Total:</b>		<b>0</b>	<b>6,500</b>	<b>6,500</b>	<b>6,500</b>
<b>Other Charges and Ex</b>					
755000	Refunds	0	5,000	5,000	5,000
<b>Other Charges and Ex Total:</b>		<b>0</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
<b>Parks and Recreation Total:</b>		<b>105,087</b>	<b>160,115</b>	<b>160,115</b>	<b>164,750</b>
<b>Recreation Total:</b>		<b>105,087</b>	<b>160,115</b>	<b>160,115</b>	<b>164,750</b>



**Deputy City Manager / Chief Operating Officer  
Parks & Recreation / Community Events**

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**BUDGET SUMMARY:**

**22540450**

- Account 701101 provides funding for staffing reflected in Personnel Data and the Notes and Adjustments.
- Account 701104 includes funding for part-time/seasonal staff. This staff monitors usage of parks and staffs Kaltenbach facility.
- Account 701204 provides funding for uniforms for all staff.
- Account 713004 provides funding for software to coordinate rentals and park usage and Showmobile appearance upgrades.
- Account 721002 includes funding for supplies for field usage and rental facilities
- Account 724001 includes funding for repairs and improvements on rental facilities.
- Account 755000 provides funds for refund of deposits on rental facilities.

**22580450**

- Account 731000 includes funding for replacement appliances and furniture at rental facilities.
- Account 734002 provides funding for block party replacements.



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**Deputy City Manager / Chief Operating Officer  
Parks & Recreation / Dublin Municipal Pools****STATEMENT OF FUNCTIONS**

The Dublin North and South Community Pools are seasonal operations, which provide the community diverse aquatic related recreation opportunities. Pool facilities include a lap pool, leisure play pool, tot pool, waterslides, diving boards and well, concession stand, and a water play/spray area. The operation of the Ballantrae Spray Park was added to the Dublin Municipal Pool Budget in 2012.

**OBJECTIVES AND ACTIVITIES**

- To offer open recreational swim times for general public use.
- To offer a comprehensive outdoor aquatics program including swim lessons for all ages, a local recreational swim team program for school age youth, and water exercise classes.
- To provide continuing education and extensive safety training for all pool staff.
- To increase open recreation opportunities and incorporate community based activities.
- To operate swimming facilities that meet, or exceed all state health and safety requirements.

<b><u>PERSONNEL DATA</u></b> <b><u>POSITION TITLE</u></b>	<b><u>2021</u></b> <b><u>CURRENT NUMBER</u></b>	<b><u>2022</u></b> <b><u>ADOPTED</u></b>
Director, Recreation Services	.05	.05
Recreation Services Administrator	.30	.30
Recreation Supervisor	.35	.35
Recreation Program Coordinator	.25	.25
<b>TOTAL (1)</b>	<b>.95 FTE</b>	<b>.95 FTE</b>
<b><u>PART-TIME/SEASONAL STAFF</u></b>		
Pool Manager	1.38	1.41
Concession Managers	.24	.48
Assistant Concession Manager	.87	.85
Pool Lifeguard	12.89	12.89
Desk Staff/Concession Staff	4.07	4.23
Swim/Fitness Instructors	.31	.33
<b>TOTAL</b>	<b>19.77 FTE</b>	<b>20.19 FTE</b>

**NOTES AND ADJUSTMENTS:**

(1) The full-time positions are allocated between this budget, the Recreation Program budget, and the Dublin Community Recreation Center budget.

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>226 Pool</b>					
<b>20 Finance</b>					
<b>Transfers/Advances</b>					
741000	Transfers Expense	0	35,895	35,895	0
<b>Transfers/Advances Total:</b>		<b>0</b>	<b>35,895</b>	<b>35,895</b>	<b>0</b>
<b>Finance Total:</b>		<b>0</b>	<b>35,895</b>	<b>35,895</b>	<b>0</b>
<b>40 Parks and Recreation</b>					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	62,530	63,510	63,510	72,005
701103	Overtime Wages	165	3,000	3,000	3,000
701104	Other Wages	121,436	468,745	468,745	425,000
701201	Employee Benefits	43,285	96,860	96,860	102,150
701204	Uniforms and Clothing	7,125	13,000	13,000	13,000
702000	Training/Travel	0	900	900	765
<b>Personal Services Total:</b>		<b>234,541</b>	<b>646,015</b>	<b>646,015</b>	<b>615,920</b>
<b>Contractual Services</b>					
713004	Other Professional Services	1,020	1,480	1,680	1,340
713005	Misc. Contract. Serv.	25,952	3,900	5,000	3,900
715001	Communications	0	1,000	1,000	500
717005	Utilities- Other Fuel Types	99,811	180,000	253,278	198,000
719004	Concessions Vendor Services	3,955	63,000	61,700	80,500
<b>Contractual Services Total:</b>		<b>130,738</b>	<b>249,380</b>	<b>322,658</b>	<b>284,240</b>
<b>Supplies</b>					
721002	Operating Supplies	2,926	15,855	14,855	16,380
723002	Pool Supplies/Chemicals	5,973	24,400	25,400	34,000
723005	Other Program Supplies	0	2,565	2,565	1,560
724001	General Maintenance	13,011	50,965	50,965	50,000
<b>Supplies Total:</b>		<b>21,910</b>	<b>93,785</b>	<b>93,785</b>	<b>101,940</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	1,398	96,910	96,910	141,150
<b>Capital Outlay Total:</b>		<b>1,398</b>	<b>96,910</b>	<b>96,910</b>	<b>141,150</b>



2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>226 Pool</b>					
<b>40 Parks and Recreation</b>					
<b>Other Charges and Ex</b>					
755000	Refunds	0	1,600	1,600	1,600
<b>Other Charges and Ex Total:</b>		<b>0</b>	<b>1,600</b>	<b>1,600</b>	<b>1,600</b>
<b>Parks and Recreation Total:</b>		<b>388,587</b>	<b>1,087,690</b>	<b>1,160,968</b>	<b>1,144,850</b>
<b>Pool Total:</b>		<b>388,587</b>	<b>1,123,585</b>	<b>1,196,863</b>	<b>1,144,850</b>



**Deputy City Manager / Chief Operating Officer  
Parks & Recreation / Dublin Municipal Pools**

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**BUDGET SUMMARY:**

**22640440**

- Account 701101 provides funding for full-time staff allocated to this budget as reflected in the Notes and Adjustments.
- Account 701104 provides funding for seasonal staff wages based on pool operating schedules. Small adjustment made for front desk manager.
- Account 713004 provides funding for pool and food licenses.
- Account 713005 provides funding for credit card charges and family programs.
- Account 715001 provides funding for replacement radios.
- Account 717005 provides funding for utilities for the outdoor municipal pool facilities.
- Account 719004 provides funding for supplies to stock the concession stands at the pool facilities. Expenses for supplies are offset by revenues generated.
- Account 721002 provides funding for dumpster rentals and advanced water quality testing.
- Account 723002 provides funding for pool chemicals such as chlorine and CO2. Increase due to actual usage at new North Pool facility and increase in supply chain.
- Account 724001 provides funding for general maintenance and repairs.

**22680440**

- Account 731000 includes funding for safety equipment and miscellaneous supplies. Increase due to replacement of gutters and slide tower tread replacement at south pool. Storage in concessions and lifeguard office at the North Pool that were not included in the build.

**22696290**

- Account 741000 provides funding for transfer to debt for Recreation Capital (per Ordinance 65-18). Due to the financial impacts of Covid-19, no transfer is planned for 2022.



Deputy City Manager / Chief Operating Officer  
Parks & Recreation / Parks – Public Art

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**STATEMENT OF FUNCTIONS**

City Council has directed tax receipts from overnight hotel stays be utilized for beautification, tourism, and community cultural opportunities. Allocations provide for the maintenance, management, programming and purchase of public art; grants to non-profit organizations that enhance visitor appeal, encourage overnight stays and visitor spending in the City, and grants for public space beautification. The Fund also provides revenue to the Dublin Convention and Visitor Bureau and the Dublin Arts Council.

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**OBJECTIVES AND ACTIVITIES**

- Through its strategic use of public art, the City of Dublin strives to contribute to the character and landscape of the community in a sophisticated manner that celebrates the history and diversity of its residents.

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**PERSONNEL DATA**  
**POSITION TITLE**

**2021**  
**CURRENT NUMBER**

**2022**  
**ADOPTED**

Landscape Architect (1)

.50

.50

**TOTAL**

**.50**

**.50**

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**NOTES AND ADJUSTMENTS:**

(1) This position is allocated to the budget of the Parks & Recreation/Office of the Director (50%), and this budget (50%).

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>232 Hotel/Motel Tax</b>					
<b>10 City Manager</b>					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	0	0	0	36,300
701201	Employee Benefits	0	0	0	21,235
701204	Uniforms and Clothing	0	0	0	200
702000	Training/Travel	0	0	0	1,000
<b>Personal Services Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>58,735</b>
<b>Contractual Services</b>					
713004	Other Professional Services	0	0	0	55,000
716000	Memberships/Subscriptions	0	0	0	200
<b>Contractual Services Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>55,200</b>
<b>Supplies</b>					
721002	Operating Supplies	0	0	0	500
<b>Supplies Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>
<b>Other Charges and Ex</b>					
751003	Special Projects/Programs	0	0	0	25,000
<b>Other Charges and Ex Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>25,000</b>
<b>City Manager Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>139,435</b>
<b>Hotel/Motel Tax Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>139,435</b>



**Deputy City Manager / Chief Operating Officer  
Parks & Recreation / Parks – Public Art**

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**BUDGET SUMMARY:**

**23240111 (Previously 23240310)**

- Account 70110 provides funding for staffing reflected in Personnel Data
- Account 701204 includes funding for uniform/PPE articles for staffing that has been reduced.
- Account 702000 provides funding for professional development in public art administration.
- Account 713004 provides funding for a consultant to advise the City on restoration and maintenance of the numerous public art pieces currently owned by the City an unscheduled repairs and installation services. Increased for contract maintenance needs
- Account 751003 provides funding for multiple public art projects including: photography, site selection, miscellaneous repairs and scheduled maintenance, Art in Public Places site selection payment to the Dublin Arts Council. Increase to fund for irrigation installation for the Watch House.



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**Deputy City Manager/Chief Operating Officer/Parks & Recreation / Community Events****STATEMENT OF FUNCTIONS****Hotel/Motel Tax Fund**

Prior to 2016, 75% of the hotel/motel tax revenues were credited to Hotel/Motel Tax Fund in accordance with City Ordinance No. 133-87 and the Ohio Revised Code. The remaining 25% was distributed to Visit Dublin Ohio (VDO) previously the Dublin Convention and Visitors Bureau (DCVB). For 2016, City Council approved an increase for the DCVB to 35%, with the remaining 65% credited to the hotel/motel tax fund. From the Hotel/Motel Tax Fund, the City allocates 25% of the total revenue to the Dublin Arts Council (DAC). In 2016, this was changed from an estimated number, to 25% of the actual revenue. Funds may be distributed to other organizations through City Council review of submitted hotel/motel tax grant applications.

**Community Events** City-sponsored events are approved through the regular budget process. These include the St. Patrick's Day Parade, Independence Day Celebration, Dublin Irish Festival (DIF) and Spooktacular. Events Administration plans, implements, and manages Dublin's signature events that enhance the City's international image, build community, provide fundraising opportunities for community organizations and support the mission of the DCVB by attracting overnight visitors to Dublin hotels. The division also permits all community events, ensures they are following guidelines and ordinances and coordinates any City staff support of those events.

**OBJECTIVES AND ACTIVITIES**

- To plan, implement, and manage City-sponsored festivals, events and parades in a professional, safe and fiscally responsible manner.
- To help community events and sport tournaments adhere to safety and city ordinances and policies by providing a one-stop shop for event approval.
- To secure cash, media and in-kind donations for City of Dublin events by creating and maintaining mutually beneficial partnerships with local, regional and national corporations.
- To promote Signature events to local, regional, national and international markets to increase overnight stay in Dublin hotels. In addition, help VDO recruit events and tournaments that result in overnight stays.
- To cultivate relationships with community organizations by providing fundraising opportunities in support of community initiatives.

**PERSONNEL DATA****POSITION TITLE****2021  
CURRENT NUMBER****2022  
ADOPTED**

Director of Community Events

1

1

Event Administrator (1)

2.5

2.5

Event Coordinator (1)

2.5

2.5

Administrative Support 2

11**TOTAL****7****7****PART-TIME/SEASONAL STAFF**

Event Specialist, year-round (FTE)

.75

.75

Administrative Support – summer (FTE)

.5

.5

Summer Event Workers (FTE)

1.51.5**TOTAL****2.75****2.75****NOTES AND ADJUSTMENTS:**

(1) One half of the Events Administrator position and one Events Coordinator position are shown in this Division, their salaries are split fifty percent (50%) to Recreation and fifty percent (50%) to this Fund.

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>232 Hotel/Motel Tax</b>					
<b>40 Parks and Recreation</b>					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	506,301	510,090	510,090	507,525
701103	Overtime Wages	488	13,000	13,000	13,000
701104	Other Wages	33,238	75,000	75,000	75,000
701201	Employee Benefits	229,825	246,455	246,455	292,140
701204	Uniforms and Clothing	651	23,400	23,400	22,450
702000	Training/Travel	1,756	4,325	4,325	9,075
703100	Meeting Expenses	1,310	3,550	3,550	3,950
<b>Personal Services Total:</b>		<b>773,567</b>	<b>875,820</b>	<b>875,820</b>	<b>923,140</b>
<b>Contractual Services</b>					
713004	Other Professional Services	226,431	2,133,997	2,148,546	2,269,050
713005	Misc. Contract. Serv.	9,333	124,400	124,400	123,800
714001	Insurance and Bonding	0	7,000	7,000	8,000
715001	Communications	182	5,700	5,700	5,700
715002	Advertising	2,800	63,000	63,000	69,000
715003	Printing and Reproductions	898	10,350	10,350	10,900
716000	Memberships/Subscriptions	2,450	3,625	3,625	3,625
<b>Contractual Services Total:</b>		<b>242,095</b>	<b>2,348,072</b>	<b>2,362,621</b>	<b>2,490,075</b>
<b>Supplies</b>					
721001	Office Supplies	5,463	12,500	12,500	12,500
721002	Operating Supplies	58,166	337,050	340,050	332,850
<b>Supplies Total:</b>		<b>63,629</b>	<b>349,550</b>	<b>352,550</b>	<b>345,350</b>
<b>Other Charges and Ex</b>					
751003	Special Projects/Programs	31,198	11,750	11,750	49,750
751012	Promotional Programs	7,810	8,100	8,100	9,900
751016	Volunteer Programs	3,691	19,200	19,200	22,600
755000	Refunds	0	0	3,000	0
<b>Other Charges and Ex Total:</b>		<b>42,699</b>	<b>39,050</b>	<b>42,050</b>	<b>82,250</b>
<b>Parks and Recreation Total:</b>		<b>1,121,991</b>	<b>3,612,492</b>	<b>3,633,041</b>	<b>3,840,815</b>
<b>Hotel/Motel Tax Total:</b>		<b>1,121,991</b>	<b>3,612,492</b>	<b>3,633,041</b>	<b>3,840,815</b>



**Deputy City Manager/Chief Operating Officer  
Parks & Recreation / Community Events****BUDGET SUMMARY:****23240450**

- Account 701101 provides funding for staffing reflected in Personnel Data and the Notes and Adjustments.
- Account 701103 provides funding for overtime of which approximately 95% occurs in July and August to support the City's two largest events.
- Account 701104 includes funding for part-time/seasonal staff.
- Account 701204 provides funding for uniforms for all staff and for all events volunteers and participants.
- Account 702000 provides funding for staff training and conferences.
- Account 703100 provides funding for committee and sponsorship meetings.
- Account 713004 includes professional services for City-sponsored events including photography, marketing and marketing services and graphic design; citywide ASCAP and BMI and SEASAC music licensing; entertainment and activities including fireworks, children's games, parade floats, exhibitors, musicians and dancers. Operational services include sound and electrical professionals, cleaning services, hotels for entertainers, patron shuttle service, rentals including tents, generators, ice trucks, lights, port-a-johns, stages, tables, chairs, and golf carts. Increases include adding holiday lighting on new City Hall building and Riverside Crossing Park, updating float décor for parades and increases in rates from event services contractors, average of 10% since '19.
- Account 713005 includes funding for credit card fees used at events as well as rental of an off-site storage facility.
- Account 714001 provides funding for alcohol liability policy to cover all DIF fundraising groups.
- Account 715001 is used for rental radios and courier services.
- Account 715002 includes funds for DIF advertising, increase due to return to an anticipated more typical year of events.
- Account 715003 includes funds for DIF print materials including brochures, tickets and on-site-guides.
- Account 721001 includes general office supplies and paper for signage for events. Plotter paper and ink is also used by Parks, GIS and other divisions in building.
- Account 721002 includes funding for float supplies, prizes, crafts, helium, table coverings, signage, wristbands and beverages to sell at DIF (which accounts for the majority of the funding in this account). Beverage sales generate significant offsetting revenue Beverage purchases are budgeted based on the averages of costs in previous years.
- Account 751003 provides funding for committee ceremonial needs, funding for the DIF scholarship and sustainability efforts and additional accessibility services at events.
- Account 751012 provides funding for DIF promotional activities.
- Account 751005 includes funding for DIF volunteer programs including recognition awards and events.

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>232 Hotel/Motel Tax</b>					
<b>30 Public Works</b>					
<b>Supplies</b>					
721002	Operating Supplies	0	20,000	20,000	20,000
<b>Supplies Total:</b>		<b>0</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>
<b>Public Works Total:</b>		<b>0</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>
<b>40 Parks and Recreation</b>					
<b>Supplies</b>					
721002	Operating Supplies	6,942	37,250	37,250	37,250
<b>Supplies Total:</b>		<b>6,942</b>	<b>37,250</b>	<b>37,250</b>	<b>37,250</b>
<b>Capital Outlay</b>					
735005	Cap Impr Park & Bikewy Impr	0	90,000	90,000	130,000
<b>Capital Outlay Total:</b>		<b>0</b>	<b>90,000</b>	<b>90,000</b>	<b>130,000</b>
<b>Parks and Recreation Total:</b>		<b>6,942</b>	<b>127,250</b>	<b>127,250</b>	<b>167,250</b>
<b>80 Police</b>					
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	0	27,000	27,000	27,000
<b>Contractual Services Total:</b>		<b>0</b>	<b>27,000</b>	<b>27,000</b>	<b>27,000</b>
<b>Police Total:</b>		<b>0</b>	<b>27,000</b>	<b>27,000</b>	<b>27,000</b>
<b>Hotel/Motel Tax Total:</b>		<b>6,942</b>	<b>174,250</b>	<b>174,250</b>	<b>214,250</b>



**Deputy City Manager/Chief Operating Officer  
Parks & Recreation / Community Events**

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**BUDGET SUMMARY:**

The following four Accounts include budget items from other division that have been allocated to Community Events. This allocation provides a more complete reflection of the direct costs associated with Events.

**23240330 – Public Service - Street Operations**

- Account 721002 includes funding for Streets and Utilities for special event materials such as gravel, barrier walls, cones and freestanding fencing.

**23240430 – Park Operations**

- Account 721002 includes funding to Park Operations for mulch, trash bags and materials needed for events, and grass seed to repair event turf area after the events.

**23250820 - Police**

- Account 713005 includes funding to Police for private security hired for Independence Day and DIF events.

The following accounts include budget amounts from the Capital Improvements Program (CIP) for projects to be paid from Hotel / Motel Tax Funds.

**23280430 – Park Operations**

- Account 735005 includes funding for public art maintenance and Dublin Arts Council site renovation.



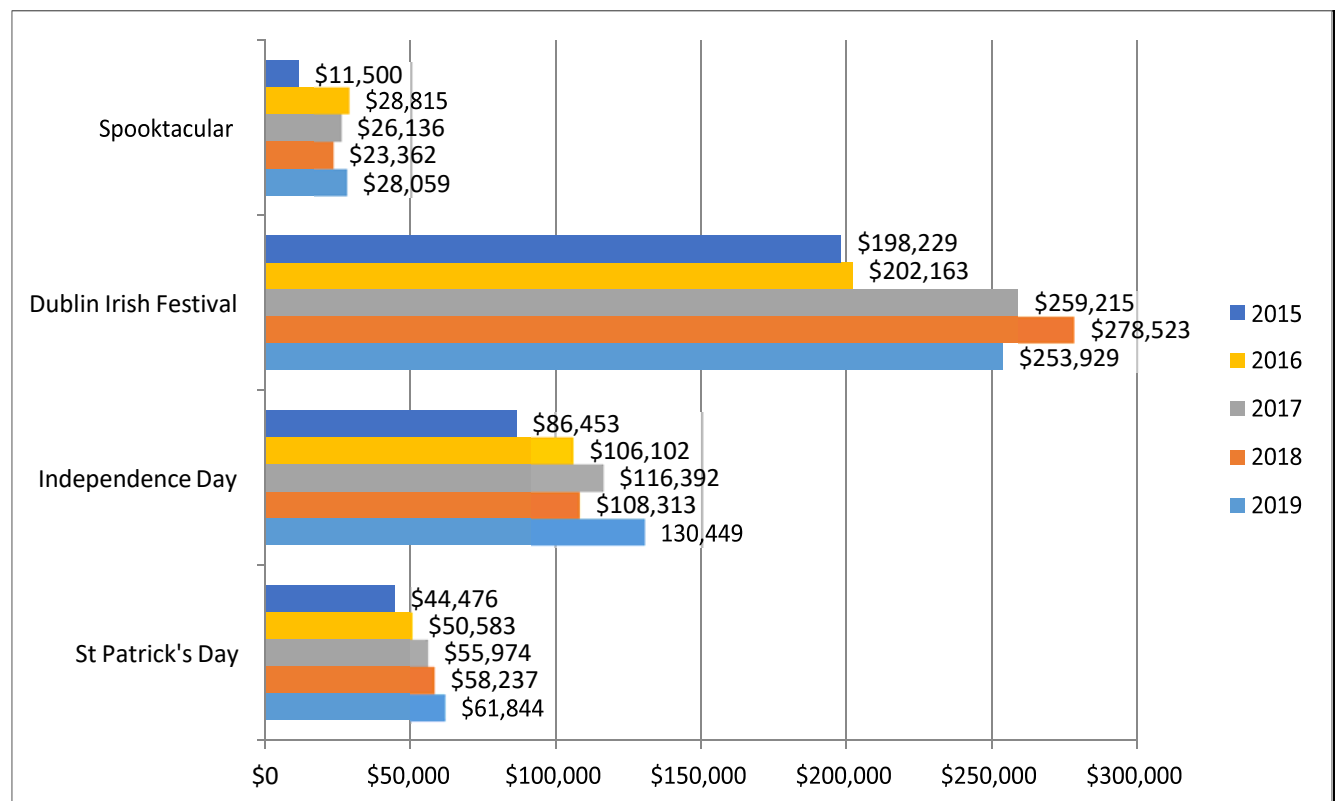
## Deputy City Manager/Chief Operating Officer Parks & Recreation / Community Events

### Performance Measures:

**Note: Since events were not held in the traditional manner in '20 or '21, numbers are for 2015-2019 only**

- 1. Total Cost of Hours Worked at City Signature Events, all City Employees:**  
Time includes overtime and regular time for time at events and time spent preparing and cleaning up from event.

*\*\*Pre and post event costs are not calculated for the Dublin Irish Festival.*

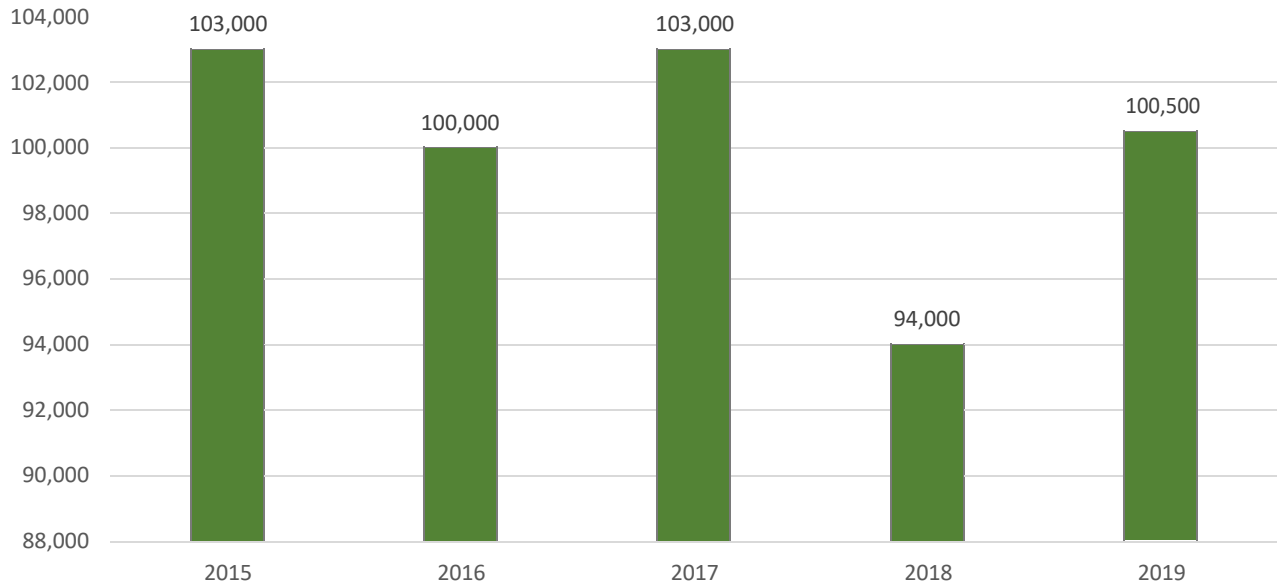




**Deputy City Manager/Chief Operating Officer  
Parks & Recreation / Community Events**

**Performance Measures:**

**2. Attendance at the Dublin Irish Festival**



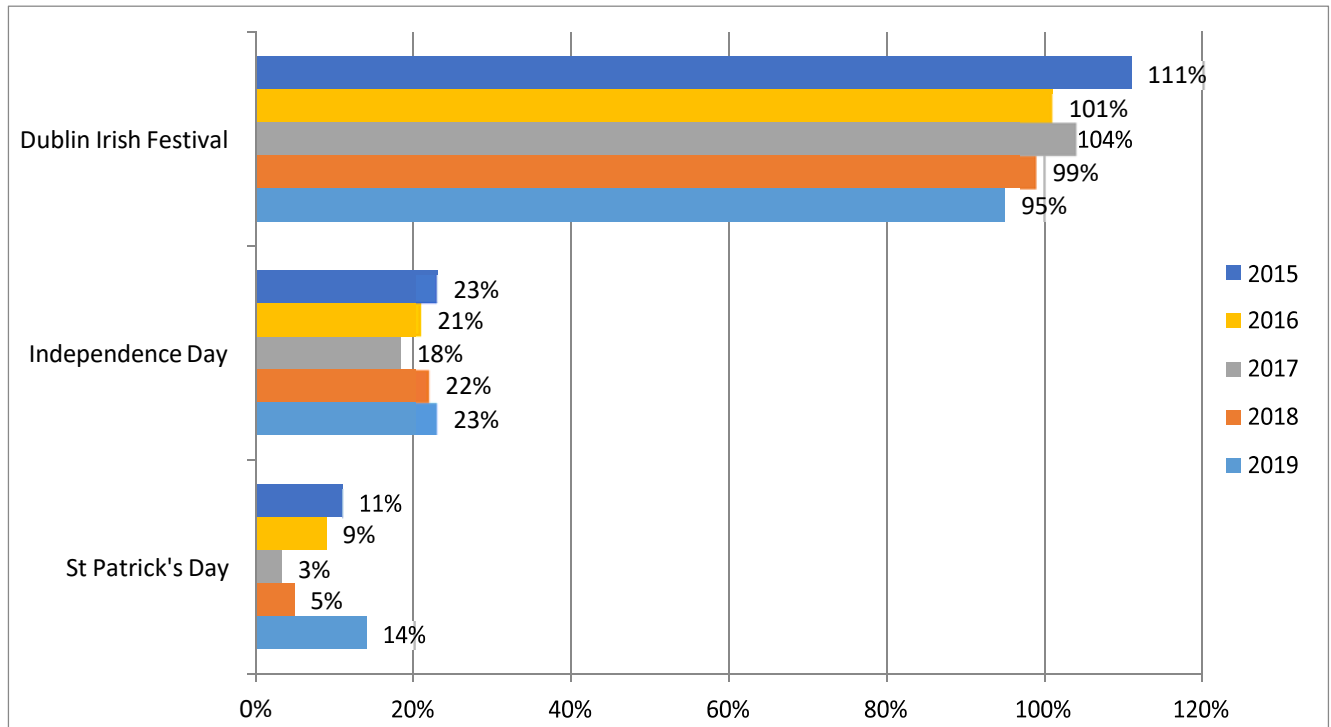
This measurement tracks the actual number of people who attend the Dublin Irish Festival.



Deputy City Manager/Chief Operating Officer  
Parks & Recreation / Community Events

**Performance Measures:**

**3. Percent of Budgeted Expenditure Recovered per City Signature Event (Cost Recovery with Staffing)**



This measurement tracks the receipts collected (example: ticket sale and sponsorship) vs. the expenditures (example: entertainment) per event. Each event has different overall goals based on projected revenue potential. Staffing costs are included, but Irish Festival only includes day of regular and overtime, not time spent preparing for event.

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>232 Hotel/Motel Tax</b>					
<b>20 Finance</b>					
<b>Personal Services</b>					
701204	Uniforms and Clothing	0	0	0	2,000
<b>Personal Services Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000</b>
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	0	5,000	5,000	7,000
<b>Contractual Services Total:</b>		<b>0</b>	<b>5,000</b>	<b>5,000</b>	<b>7,000</b>
<b>Other Charges and Ex</b>					
751001	City Sponsored Projects	0	5,000	5,000	5,000
754002	Grants/Community Org	0	200,000	200,000	225,000
754003	Grants/DAC	0	518,441	518,441	620,000
754004	Grants/VDO	0	173,000	289,000	300,000
754005	Grant/Bridge Park NCA	0	125,000	125,000	125,000
<b>Other Charges and Ex Total:</b>		<b>0</b>	<b>1,021,441</b>	<b>1,137,441</b>	<b>1,275,000</b>
<b>Finance Total:</b>		<b>0</b>	<b>1,026,441</b>	<b>1,142,441</b>	<b>1,284,000</b>
<b>Hotel/Motel Tax Total:</b>		<b>0</b>	<b>1,026,441</b>	<b>1,142,441</b>	<b>1,284,000</b>



## Hotel Motel Tax Fund / Finance

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### **BUDGET SUMMARY:**

#### **23240210 – Finance**

- Account 701204 provides funding for uniforms and t-shirts for the Dublin Irish Festival.
- Account 713005 provides funding for an armored car pick-up of cash during the Dublin Irish Festival (DIF) weekend, and other miscellaneous needs.
- Account 751001 provides an allocation for City sponsored art projects in the event that a study or design is initiated by City Council. In most cases, a supplemental appropriation would be needed to complete the art project.
- Account 754002 provides an allocation for grants to community organizations in accordance with the Hotel/Motel Grant Application Guidelines.
- Account 754003 provides funding for distribution with the Dublin Arts Council (DAC) in accordance with the lease agreement executed for 7125 Riverside Drive.
- Account 754005 provides funding for the Bridge Park New Community Authority (NCA) in accordance with the Bridge Park Development Agreement.





Deputy City Manager / Chief Operating Officer  
Public Service / Cemetery Maintenance

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**STATEMENT OF FUNCTIONS**

The City of Dublin recognizes its' responsibility to provide the proper grounds for its permanent residents by striving to protect and enhance its active and historical cemeteries. Cemetery Maintenance facilitates the burial process with the greatest of respect and ensures proper care of these sacred grounds by adherence to the highest of maintenance standards.

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**OBJECTIVES AND ACTIVITIES**

- To provide proper burial grounds that reflect Dublin's high standards and to ensure a most respectful burial process.
- 

**PERSONNEL DATA**  
**POSITION TITLE**

**2021**  
**CURRENT NUMBER**

**2022**  
**ADOPTED**

Maintenance Worker  
**TOTAL**

1  
**1**

1  
**1**

**PART-TIME/SEASONAL STAFF**

Seasonal Maintenance Worker  
**TOTAL**

2  
**2**

2  
**2**

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**NOTES AND ADJUSTMENTS:**

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>261 Cemetery</b>					
<b>40 Parks and Recreation</b>					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	64,479	68,070	68,070	72,160
701103	Overtime Wages	5,483	6,000	12,000	10,000
701104	Other Wages	22,310	29,280	23,280	27,000
701201	Employee Benefits	40,696	45,600	45,600	43,940
701204	Uniforms and Clothing	1,700	2,100	2,100	2,100
702000	Training/Travel	0	500	500	500
<b>Personal Services Total:</b>		<b>134,667</b>	<b>151,550</b>	<b>151,550</b>	<b>155,700</b>
<b>Contractual Services</b>					
713004	Other Professional Services	0	3,750	3,750	1,500
713005	Misc. Contract. Serv.	945	16,000	16,000	16,000
716000	Memberships/Subscriptions	95	200	200	200
717005	Utilities- Other Fuel Types	337	950	1,088	450
<b>Contractual Services Total:</b>		<b>1,376</b>	<b>20,900</b>	<b>21,038</b>	<b>18,150</b>
<b>Supplies</b>					
724001	General Maintenance	9,160	21,200	25,200	20,000
724003	Equipment Maintenance	112	2,500	2,500	2,500
<b>Supplies Total:</b>		<b>9,272</b>	<b>23,700</b>	<b>27,700</b>	<b>22,500</b>
<b>Parks and Recreation Total:</b>		<b>145,316</b>	<b>196,150</b>	<b>200,288</b>	<b>196,350</b>
<b>Cemetery Total:</b>		<b>145,316</b>	<b>196,150</b>	<b>200,288</b>	<b>196,350</b>



**Deputy City Manager / Chief Operating Officer  
Public Service / Cemetery Maintenance**

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**BUDGET SUMMARY:**

**26160432**

- Account 701101 provides funding for full-time staff allocated to this budget as reflected in the Personnel Data.
- Account 701104 provides funding for seasonal staff wages.
- Account 702000 provides funding for equipment safety training as needed.
- Account 717005 provides funding for electricity and water.
- Account 724003 provides funding for the repair and maintenance of mower, trimmers, and other miscellaneous equipment used for cemetery maintenance.
- Account 713005 provides funding for the transaction expenses related to the acceptance of credit card and vault company services. It also includes funds for cemetery arborist work. Fees for niche engraving will be recovered through fee collection.
- Account 724001 includes funding for footers for monuments (recovered through fee collection), grass seed, concrete, topsoil, fertilizers, chemicals, for fence and stone wall work, headstone refurbishing, annuals/perennials, tree planting replacements, and mulch.
- Account 724003 includes funds for repairs and replacements of mowers and trimmers.



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## Permissive Tax Fund

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### **STATEMENT OF FUNCTIONS**

Funds are received from a \$5.00 tax on motor vehicle licenses approved by Franklin County under the Ohio Revised Code Section 4504.02. Under Ohio Revised Code Section 4504.04, the City can request funding from Franklin County for individual projects approved by the Franklin County Engineer's Office and Franklin County Commissioners. Eligible projects must be for roadway construction or improvements. Additional funds are also received under Ohio Revised Code Section 4504.15 under legislation approved by Franklin and Delaware Counties to increase motor vehicle license taxes by \$5.00 in their respective County. The City receives 50% of revenue generated by this tax and it is restricted to roadway construction and improvements.

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2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>231 Permissive Tax</b>					
<b>30 Public Works</b>					
<b>Transfers/Advances</b>					
742000	Advances Expense	100,000	200,000	200,000	200,000
<b>Transfers/Advances Total:</b>		<b>100,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>
<b>Public Works Total:</b>		<b>100,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>
<b>Permissive Tax Total:</b>		<b>100,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>



## Permissive Tax Fund

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### **BUDGET SUMMARY:**

#### **23180320**

- Account 735006 provides funding for Capital Improvements Program (CIP) projects. In 2019, \$850,000 was appropriated (Ordinance 06-19) for repaving Muirfield Drive between Brand Road and Glick Road. In the 2022-2026 CIP, the Permissive Tax Fund was not identified as a project funding source for additional projects.

#### **23197320**

- Account 742000 provides funding for the repayment of advances.



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## Finance/ Accrued Leave Reserve Fund

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### **STATEMENT OF FUNCTIONS**

The Ohio Revised Code Section 5705.13 provides for the establishment of reserve funds for certain purposes, one of which is for the payment of accumulated sick, vacation and compensatory leave upon termination of employment or retirement. Because the City of Dublin will have a significant number of long-term employees either reach retirement age or the point of eligibility within either the Ohio Public Employees Retirement System or the Police/Fire Pension Fund System, the City's liability for payments for accrued leave balances is estimated to be substantial beginning in the next few years. These costs represent a liability accrued over a number of years. In order to prevent a disproportionate impact of these payments on any one budget year, the 2005 budget established a reserve fund and began deposits into it in anticipation of this liability.

In 2008, the City implemented changes to its leave policies for non-bargaining employees which will add to the City's potential liability for conversion of accrued leaves. Beginning in 2009, non-bargaining employees were eligible for conversion of a portion of accrued sick leave to cash at the time of any separation in good standing from City employment.

This includes all types of leave accruals and both pensionable and non-pensionable leave amounts.

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### **NOTES AND ADJUSTMENTS:**

Contributions to this fund represent a percentage of full-time wages.

Beginning in 2009, the expenditures budgeted in this fund also included an estimate for sick leave conversions for non-bargaining employees at separation from employment in good standing at any time. Because sick leave accruals were substantially reduced in 2009, this liability will decline over time as sick leave balances accrued under the previous, more generous accruals are either used or converted to payment at separation.

For all City bargaining units, conditions for conversions of accrued sick leave remain contingent on eligibility for retirement, minimum years of service and any minimum sick leave balance requirements.

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>262 Accrued Leave Reserves</b>					
<b>20 Finance</b>					
<b>Personal Services</b>					
701201	Employee Benefits	4,848	0	6,000	0
701205	Accrued Leave Payout	334,346	474,250	468,250	474,250
<b>Personal Services Total:</b>		<b>339,194</b>	<b>474,250</b>	<b>474,250</b>	<b>474,250</b>
<b>Finance Total:</b>		<b>339,194</b>	<b>474,250</b>	<b>474,250</b>	<b>474,250</b>
<b>Accrued Leave Reserves Total:</b>		<b>339,194</b>	<b>474,250</b>	<b>474,250</b>	<b>474,250</b>



**Finance/ Accrued Leave Reserve Fund**

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**BUDGET SUMMARY:**

**26210210**

- Account 701201 provides for Medicare on employee pay-outs.
- Account 701205 reflects the estimated payments that will be made for accrued leaves in 2020 based on anticipated retirements. The amount also includes an estimate of conversions at non-retirement separations based on the revised leave policies for non-bargaining employees approved in 2008. Un-used appropriations lapse at year-end.



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## COVID-19 Relief Fund

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### **STATEMENT OF FUNCTIONS**

The State of Ohio received \$1.2 billion in CARES Act funding to be distributed to local governments with a population of less than 500,000. The first distribution of \$350 million was approved in Amended House Bill 481 and utilized a County's undivided local government fund formula for distribution. This funding will be used to cover costs attributed to the COVID19 pandemic and permitted under the Federal Coronavirus Aid, Relief, and Economic Security (CARES) Act, and City Resolution No. 42-20.

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2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>265 COVID Relief Fund</b>					
<b>20 Finance</b>					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	271,660	0	2,925	0
701104	Other Wages	3,295	0	0	0
701201	Employee Benefits	42,480	0	0	0
701204	Uniforms and Clothing	155	0	0	0
701206	Employee Training and Developm	60	0	0	0
702000	Training/Travel	79	0	0	0
703100	Meeting Expenses	311	0	0	0
<b>Personal Services Total:</b>		<b>318,040</b>	<b>0</b>	<b>2,925</b>	<b>0</b>
<b>Contractual Services</b>					
713004	Other Professional Services	30	0	0	0
713005	Misc. Contract. Serv.	56,340	0	0	0
715001	Communications	2,655	0	0	0
715002	Advertising	1,500	0	0	0
<b>Contractual Services Total:</b>		<b>60,525</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Supplies</b>					
721001	Office Supplies	2,064	0	0	0
721002	Operating Supplies	41,972	0	0	0
724003	Equipment Maintenance	11,767	0	0	0
726001	Vehicle Maintenance	360	0	0	0
<b>Supplies Total:</b>		<b>56,164</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Charges and Ex</b>					
751003	Special Projects/Programs	9,561	0	0	0
754004	Grants/VDO	151,118	0	0	0
756002	Contingencies	5,000	0	0	0
<b>Other Charges and Ex Total:</b>		<b>165,679</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Finance Total:</b>		<b>600,408</b>	<b>0</b>	<b>2,925</b>	<b>0</b>
<b>COVID Relief Fund Total:</b>		<b>600,408</b>	<b>0</b>	<b>2,925</b>	<b>0</b>

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>265 COVID Relief Fund</b>					
<b>20 Finance</b>					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	48,671	0	0	0
701104	Other Wages	5,034	0	0	0
701201	Employee Benefits	8,286	0	0	0
<b>Personal Services Total:</b>		<b>61,992</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Contractual Services</b>					
713004	Other Professional Services	0	0	60,000	0
<b>Contractual Services Total:</b>		<b>0</b>	<b>0</b>	<b>60,000</b>	<b>0</b>
<b>Supplies</b>					
721001	Office Supplies	363	0	0	0
721002	Operating Supplies	1,367	0	0	0
<b>Supplies Total:</b>		<b>1,730</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Finance Total:</b>		<b>63,722</b>	<b>0</b>	<b>60,000</b>	<b>0</b>
<b>COVID Relief Fund Total:</b>		<b>63,722</b>	<b>0</b>	<b>60,000</b>	<b>0</b>

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>265 COVID Relief Fund</b>					
<b>20 Finance</b>					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	71,589	0	0	0
701104	Other Wages	1,974	0	0	0
701201	Employee Benefits	11,366	0	0	0
<b>Personal Services Total:</b>		<b>84,929</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Finance Total:</b>		<b>84,929</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>COVID Relief Fund Total:</b>		<b>84,929</b>	<b>0</b>	<b>0</b>	<b>0</b>



2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>265 COVID Relief Fund</b>					
<b>20 Finance</b>					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	234,317	0	0	0
701104	Other Wages	565,693	0	0	0
701201	Employee Benefits	123,167	0	0	0
701204	Uniforms and Clothing	65	0	0	0
<b>Personal Services Total:</b>		<b>923,242</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	40,369	0	0	0
<b>Contractual Services Total:</b>		<b>40,369</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Supplies</b>					
721001	Office Supplies	124	0	0	0
721002	Operating Supplies	13,119	0	0	0
724001	General Maintenance	183	0	0	0
724003	Equipment Maintenance	5,150	0	0	0
<b>Supplies Total:</b>		<b>18,576</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Charges and Ex</b>					
751003	Special Projects/Programs	297	0	0	0
751014	Sr. Citizen Activities	809	0	0	0
<b>Other Charges and Ex Total:</b>		<b>1,106</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Finance Total:</b>		<b>983,294</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>COVID Relief Fund Total:</b>		<b>983,294</b>	<b>0</b>	<b>0</b>	<b>0</b>

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>265 COVID Relief Fund</b>					
<b>20 Finance</b>					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	208,008	0	0	0
701103	Overtime Wages	1,603	0	0	0
701201	Employee Benefits	42,980	0	0	0
701204	Uniforms and Clothing	2,468	0	0	0
703100	Meeting Expenses	62	0	0	0
<b>Personal Services Total:</b>		<b>255,121</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Supplies</b>					
721001	Office Supplies	11	0	0	0
721002	Operating Supplies	4,880	0	0	0
<b>Supplies Total:</b>		<b>4,891</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Finance Total:</b>		<b>260,012</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>COVID Relief Fund Total:</b>		<b>260,012</b>	<b>0</b>	<b>0</b>	<b>0</b>

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>265 COVID Relief Fund</b>					
<b>20 Finance</b>					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	6,518	0	0	0
701104	Other Wages	503	0	0	0
701201	Employee Benefits	1,085	0	0	0
<b>Personal Services Total:</b>		<b>8,106</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Finance Total:</b>		<b>8,106</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>COVID Relief Fund Total:</b>		<b>8,106</b>	<b>0</b>	<b>0</b>	<b>0</b>

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>265 COVID Relief Fund</b>					
<b>20 Finance</b>					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	97,701	0	0	0
701104	Other Wages	11,710	0	0	0
701201	Employee Benefits	16,899	0	0	0
<b>Personal Services Total:</b>		<b>126,310</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Supplies</b>					
721002	Operating Supplies	735	0	0	0
<b>Supplies Total:</b>		<b>735</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Finance Total:</b>		<b>127,045</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>COVID Relief Fund Total:</b>		<b>127,045</b>	<b>0</b>	<b>0</b>	<b>0</b>

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>265 COVID Relief Fund</b>					
<b>20 Finance</b>					
<b>Capital Outlay</b>					
731000	Furniture/Equipment	695	0	0	0
732000	Information Technology	67,149	0	31,152	0
735002	Cap Impr Build & Other Struct	16,679	0	213,144	0
737000	Cap Impr Contingencies	48,519	0	0	0
<b>Capital Outlay Total:</b>		<b>133,041</b>	<b>0</b>	<b>244,296</b>	<b>0</b>
<b>Finance Total:</b>		<b>133,041</b>	<b>0</b>	<b>244,296</b>	<b>0</b>
<b>COVID Relief Fund Total:</b>		<b>133,041</b>	<b>0</b>	<b>244,296</b>	<b>0</b>



## COVID-19 Relief Fund

### **BUDGET SUMMARY:**

#### **26510290**

- Account 701101 provides funding for the staffing reflected in the Personnel Data and Notes and Adjustments.
- Account 701103 provides funding for overtime.
- Account 701104 includes funding for seasonal staff.
- Account 701201 includes funding for employee benefits.
- Account 701204 provides funding for necessary uniforms and clothing including boots, gloves, rain gear, and rental uniforms.
- Account 701104 includes funding for employee training and development.
- Account 702000 includes funding for employee training and travel.
- Account 703100 includes funding for meeting expenses.
- Account 713004 includes funding for other professional services.
- Account 713005 includes funding for miscellaneous contract services.
- Account 715001 includes funding for communications.
- Account 715002 includes funding for advertising.
- Account 721001 includes funding for office supplies.
- Account 721002 includes funding for operating supplies.
- Account 724003 includes funding for communications.
- Account 726001 includes funding for vehicle maintenance.
- Account 751003 includes funding for special projects and programs.
- Account 754004 includes funding for grants and Visit Dublin.
- Account 756002 provides funding for contingencies.

#### **26520290**

- Account 701101 provides funding for the staffing reflected in the Personnel Data and Notes and Adjustments.
- Account 701104 includes funding for seasonal staff.
- Account 701201 includes funding for employee benefits.
- Account 713004 includes funding for other professional services.
- Account 721001 includes funding for office supplies.
- Account 721002 includes funding for operating supplies.

#### **26530290**

- Account 701101 provides funding for the staffing reflected in the Personnel Data and Notes and Adjustments.
- Account 701104 includes funding for seasonal staff.
- Account 701201 includes funding for employee benefits.

#### **26540290**

- Account 701101 provides funding for the staffing reflected in the Personnel Data and Notes and Adjustments.
- Account 701104 includes funding for seasonal staff.
- Account 701201 includes funding for employee benefits.
- Account 701204 provides funding for necessary uniforms and clothing including boots, gloves, rain gear, and rental uniforms.
- Account 713005 includes funding for miscellaneous contract services.



- Account 721001 includes funding for office supplies.
- Account 721002 includes funding for operating supplies.
- Account 724001 includes funding for general maintenance.
- Account 724003 includes funding for communications.
- Account 751003 includes funding for special projects and programs.
- Account 751004 includes funding for senior citizen activities.

**26550290**

- Account 701101 provides funding for the staffing reflected in the Personnel Data and Notes and Adjustments.
- Account 701103 provides funding for overtime.
- Account 701104 includes funding for seasonal staff.
- Account 701201 includes funding for employee benefits.
- Account 701204 provides funding for necessary uniforms and clothing including boots, gloves, rain gear, and rental uniforms.
- Account 703100 includes funding for meeting expenses.
- Account 721001 includes funding for office supplies.
- Account 721002 includes funding for operating supplies.

**26560290**

- Account 701101 provides funding for the staffing reflected in the Personnel Data and Notes and Adjustments.
- Account 701104 includes funding for seasonal staff.
- Account 701201 includes funding for employee benefits.

**26570290**

- Account 701101 provides funding for the staffing reflected in the Personnel Data and Notes and Adjustments.
- Account 701104 includes funding for seasonal staff.
- Account 701201 includes funding for employee benefits.
- Account 721002 includes funding for operating supplies.

**26580290**

- Account 731000 includes funding for furniture and equipment.
- Account 732000 includes funding for information technology.
- Account 735002 includes funding for capital improvements for buildings and structures.
- Account 737000 provides funding for capital improvement contingencies.



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**Office of the City Manager / Court Services / Mayor's Court Computer**

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**STATEMENT OF FUNCTIONS**

Ordinance 41-93 authorized the establishment of the Mayor's Court Computer Fund. Revenues in this fund are received from fees assessed on each case in accordance with Substitute Senate Bill 246. This fund is used by Court Services to pay for any operational costs and/or any subsequent updates for the computerization of the court office. The city currently assesses a fee of eight dollars (\$8.00) per case; however, Substitute Senate Bill 246 allows the fee to be set as high as ten dollars (\$10.00).

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2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>252 Mayor's Court Computer</b>					
<b>10 City Manager</b>					
<b>Personal Services</b>					
702000	Training/Travel	0	875	875	0
<b>Personal Services Total:</b>		<b>0</b>	<b>875</b>	<b>875</b>	<b>0</b>
<b>Supplies</b>					
721001	Office Supplies	0	500	500	500
724003	Equipment Maintenance	3,600	4,000	4,000	4,000
<b>Supplies Total:</b>		<b>3,600</b>	<b>4,500</b>	<b>4,500</b>	<b>4,500</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	8,000	8,000	14,400	8,000
<b>Capital Outlay Total:</b>		<b>8,000</b>	<b>8,000</b>	<b>14,400</b>	<b>8,000</b>
<b>City Manager Total:</b>		<b>11,600</b>	<b>13,375</b>	<b>19,775</b>	<b>12,500</b>
<b>Mayor's Court Computer Total:</b>		<b>11,600</b>	<b>13,375</b>	<b>19,775</b>	<b>12,500</b>



**Office of the City Manager / Court Services / Mayor's Court Computer**

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**BUDGET SUMMARY:**

**25210150**

- Account 702000 provides funding for technology related training for court staff.
- Account 721001 provides funding for computer related supplies.
- Account 724003 provides funding for LEADS (Law Enforcement Automated Data System) user fees.

**25280150**

- Account 731000 includes funding for technology related updates.



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## Safety / Police

### **STATEMENT OF FUNCTIONS**

Police, under the direction of the Chief of Police, is comprised of three work units: Operations, Support Services, and Technical Services. The long-term priorities for the Police Department are to:

1. Maintain low levels of crime and disorder in the community.
2. Maintain overall public safety in the community.
3. Maintain a strong focus on recruiting, retaining and properly deploying personnel.
4. Continue to be responsive to the needs, wants, and expectations of the community.
5. Continue to provide high level and high quality of service.
6. Maintain a strong focus on building partnerships and managing service consolidation to maintain and maximize high levels of service to the community.
7. Prepare to respond and successfully resolve critical incidents, major crimes, and other issues of community concern.

Operations consist of the following sections: Patrol, accident investigation, court liaison, Field Training Officer (FTO) program, and bicycle patrols. Support Services includes the Detective Section, internal affairs, the Community Education Unit, Community Impact Unit, and special event security planning. Technical Services includes the consolidated communications center (NRECC), records section, property room operations, accreditation and training, technology support, accounting/budgeting and clerical support.

The responsibility of all three bureaus is to support, either directly or indirectly the Department's mission, goals and long-term priorities.

**Police Department Mission Statement:** Dublin Police Department employees are committed to protecting life, liberty and property.

We will provide the highest level of service and work in partnership with our community to ensure public safety by focusing on the following core principles;

- Vigilant, Ethical and Impartial Enforcement of Law
- Critical Incident Preparedness and Response
- Crime Prevention, Reduction and Deterrence
- Improvement of Traffic Safety

We will remain dedicated to service and committed to excellence, focusing on the following core values:

**Professionalism:** We are members of an exceptional and highly trained law enforcement organization. Our conduct and demeanor adhere to the highest standards of personal and organizational excellence.

**Integrity:** We hold ourselves accountable to the highest level of honesty, truthfulness, and ethical conduct.

**Respect:** We ensure that all persons are treated with equality, dignity, and courtesy.

**Commitment:** We are dedicated to our Profession, our Community, our Agency, and our Mission.

### **ACCOUNTIVES AND ACTIVITIES**

- To solve crimes and reduce the incidence of crime.
- To provide a high level of customer service to the community.
- To enhance the quality of life in the community.
- To provide a high level of leadership and advanced training for staff.
- To utilize proactive policing methods in an effort to reduce the incidence of crime.
- To reduce the community's traffic crash rate and help to improve overall traffic safety.
- To develop partnerships with the community in furtherance of our efforts to reduce crime.
- To respond effectively to neighborhood traffic and crime concerns.



## Safety/ Police

<b>PERSONNEL DATA</b>	<b>2021</b>	<b>2022</b>
<b><u>POSITION TITLE</u></b>	<b><u>CURRENT NUMBER</u></b>	<b><u>ADOPTED</u></b>
Chief of Police	1	1
Deputy Chief (3)	0	2
Police Lieutenant (Sworn Bureau Commander)	2	0
Technical Services Bureau Commander	1	1
Police Sergeant	6	6
Police Corporal	9	9
Police Officer (1,2)	54	56
Emergency Mgmt Coordinator/Law Enforcement Planner	1	1
Forensic Intelligence Support Analyst (4)	0	1
Civilian Accreditation Manager	1	1
Administrative Support 3	1	1
Records Supervisor	1	1
Records Technician II	3	3
Records Technician I	1	1
Police Property Technician	1	1
Communications Technician	29	29
Communications Supervisor	6	6
Communications Manager	3	3
Operations Manager	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>121</b>	<b>124</b>

**NOTES AND ADJUSTMENTS:**

- (1) Police request authorization for two (2) additional sworn officer positions.
- (2) For 2022, Police request authorization for two (2) additional sworn officer positions (above authorized staffing) temporarily to allow for future anticipated retirements. Due to the amount of time required (typically 18 months) to replace a retiring officer with a newly hired, certified, and field trained officer this practice of hiring ahead has proven crucial to us maintaining staffing levels. Hiring will be contingent on available funding.
- (3) Re-title of the two Lieutenant rank positions to Deputy Chief of Police. The Deputy Chief of Police title more accurately reflects the duties, responsibilities, and expectations of these executive leadership police department administrators. The retitle of the Lieutenants to Deputy Chief of Police will not involve backfill of the Non-Bargaining Lieutenant rank (no additional promotions to Lieutenant are anticipated in 2022). The proposal does not include a "promotional" pay increase and no additional operating budget funding has been requested for this proposed change.
- (4) Police request funding for the hiring and training of one (1) Forensic Investigative Support Analyst. This position will enhance the department's investigative capabilities in furtherance of our mission and goals by developing and tracking investigative leads, assisting investigators with correlations between known and unknown suspects, and creating organizational redundancy for our current crime analyst. This analyst will absorb some of these responsibilities from our investigators, who can concentrate more closely on their investigations.

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>241 Safety</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	13,027	18,000	18,000	18,000
<b>Contractual Services Total:</b>		<b>13,027</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>
<b>Finance Total:</b>		<b>13,027</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>
<b>80 Police</b>					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	10,472,837	11,461,742	11,436,742	12,101,270
701103	Overtime Wages	423,021	637,600	662,600	642,100
701201	Employee Benefits	4,690,625	5,357,366	5,357,366	5,810,485
701204	Uniforms and Clothing	151,390	194,100	295,547	165,000
702000	Training/Travel	44,689	68,300	80,235	94,000
703100	Meeting Expenses	4,465	8,500	10,550	8,500
703200	Personnel Planning	0	1,000	1,000	4,000
<b>Personal Services Total:</b>		<b>15,787,027</b>	<b>17,728,608</b>	<b>17,844,040</b>	<b>18,825,355</b>
<b>Contractual Services</b>					
713004	Other Professional Services	5,648	12,500	15,171	9,500
713005	Misc. Contract. Serv.	110,444	123,650	132,187	136,150
715001	Communications	4,591	19,000	20,848	19,000
716000	Memberships/Subscriptions	88,456	89,070	100,543	91,570
717001	Rents and Leases	4,634	5,000	5,000	5,000
<b>Contractual Services Total:</b>		<b>213,772</b>	<b>249,220</b>	<b>273,749</b>	<b>261,220</b>
<b>Supplies</b>					
721001	Office Supplies	14,523	22,000	22,733	21,500
721002	Operating Supplies	80,585	85,675	120,062	86,575
724003	Equipment Maintenance	134,140	180,000	184,970	180,500
<b>Supplies Total:</b>		<b>229,248</b>	<b>287,675</b>	<b>327,765</b>	<b>288,575</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	14,258	23,625	24,125	17,625
<b>Capital Outlay Total:</b>		<b>14,258</b>	<b>23,625</b>	<b>24,125</b>	<b>17,625</b>
<b>Other Charges and Ex</b>					
751006	DARE Program	1,059	5,000	5,930	5,000
755000	Refunds	363	0	500	500

2022 Operating Budget - City of Dublin, Ohio

	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>2021 Revised Budget</b>	<b>2022 Department Budget</b>
<b>241 Safety</b>				
<b>80 Police</b>				
<b>Other Charges and Ex Total:</b>	<b>1,059</b>	<b>5,500</b>	<b>6,430</b>	<b>5,500</b>
<b>Police Total:</b>	<b>16,245,365</b>	<b>18,294,628</b>	<b>18,476,109</b>	<b>19,398,275</b>
<b>Safety Total:</b>	<b>16,258,392</b>	<b>18,312,628</b>	<b>18,494,109</b>	<b>19,416,275</b>





## Safety/ Police

### **BUDGET SUMMARY:**

#### **Police:**

##### **24150820**

- Account 701101 provides funding for the staffing reflected in the Personnel Data and the Notes and Adjustments (excluding Communications Technicians, Communication Supervisors and a Communications Manager).
- Account 701103 provides funding for overtime for authorized sworn personnel and for support services for City special events.
- Account 701204 provides funding for uniform allowances and dry cleaning as provided for in the negotiated FOP contract; also includes funds for uniform replacements, uniforms for new personnel, replacement ballistic vests/helmets and first responder kits, uniform needs for the detectives. Reductions for 2020 includes a decrease in First Responder's Kits, dry cleaning, and uniform replacements.
- Account 702000 includes funding for career development mandatory and optional training, and advanced training opportunities for police personnel.
- Account 703100 includes funds for awards presentation expenses, team meetings, CALEA meeting expenses, recruitment, as well as funds for a citizen police academy.
- Account 715001 provides funding for walkie/mobile parts and accessories, and COIRS annual fees.
- Account 713004 provides funding for hospitalization/medical expenses for arrestees; lab fees/physicals/handwriting analysis and medication drop off disposals.
- Account 724003 provides funding for maintenance agreements for all departmental equipment including but not limited to the radio system radios and consoles in the Communication Center, radar and laser repair, and cruiser video system maintenance and repair.
- Account 713005 provides funding for services pertaining to the K-9 and other miscellaneous contractual services (car washes, towing, LEADS online, magnetometer costs for Court and City Council meetings).
- Account 716000 includes funds for various professional memberships/subscriptions for law enforcement personnel.
- Account 721001 includes funding for equipment, ammunition, jail supplies, range supplies, canine food and supplies, and other miscellaneous operating supplies that are needed.
- Account 751006 includes funding for all Drug Abuse Prevention Programs (previously known as DARE) related supplies and activities.

##### **24180820**

- Account 731000 includes funding for replacement gas masks and canisters. This account also provides funding for crash data upgrades/cables and GPS updates.

#### **Finance:**

##### **24110290**

- Account 711001 provides for fees paid to the County Auditors for real estate tax apportionment to the Safety Fund.



## Safety/ Police

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### **BUDGET SUMMARY:**

#### **Communications (Dispatch):**

##### **24150841**

- Account 701101 provides funding for the staffing reflected in the Personnel Data and the Notes and Adjustments for Communications Technicians, Communication Supervisors and a Communications Manager only.
- Account 701103 provides funding for overtime for Communications staff.
- Account 701204 provides funding for uniforms as provided for in the negotiated contract and also includes funds for uniform replacements and uniforms for new personnel.
- Account 702000 includes funding for career development and training.
- Account 724003 provides for funding for CAD multi-jurisdictional maintenance, LEADS service agreement, E911 PSAP equipment maintenance, PulsePoint, FATPOT, WestNet and console raised floor cleaning.
- Account 716000 provides funding for professional memberships, language line subscription, MTUG Membership and Smart911/RapidSOS subscription.
- Account 721001 includes funding for miscellaneous office supplies and public education supplies.
- Account 721002 includes funding for miscellaneous operating supplies that are needed.

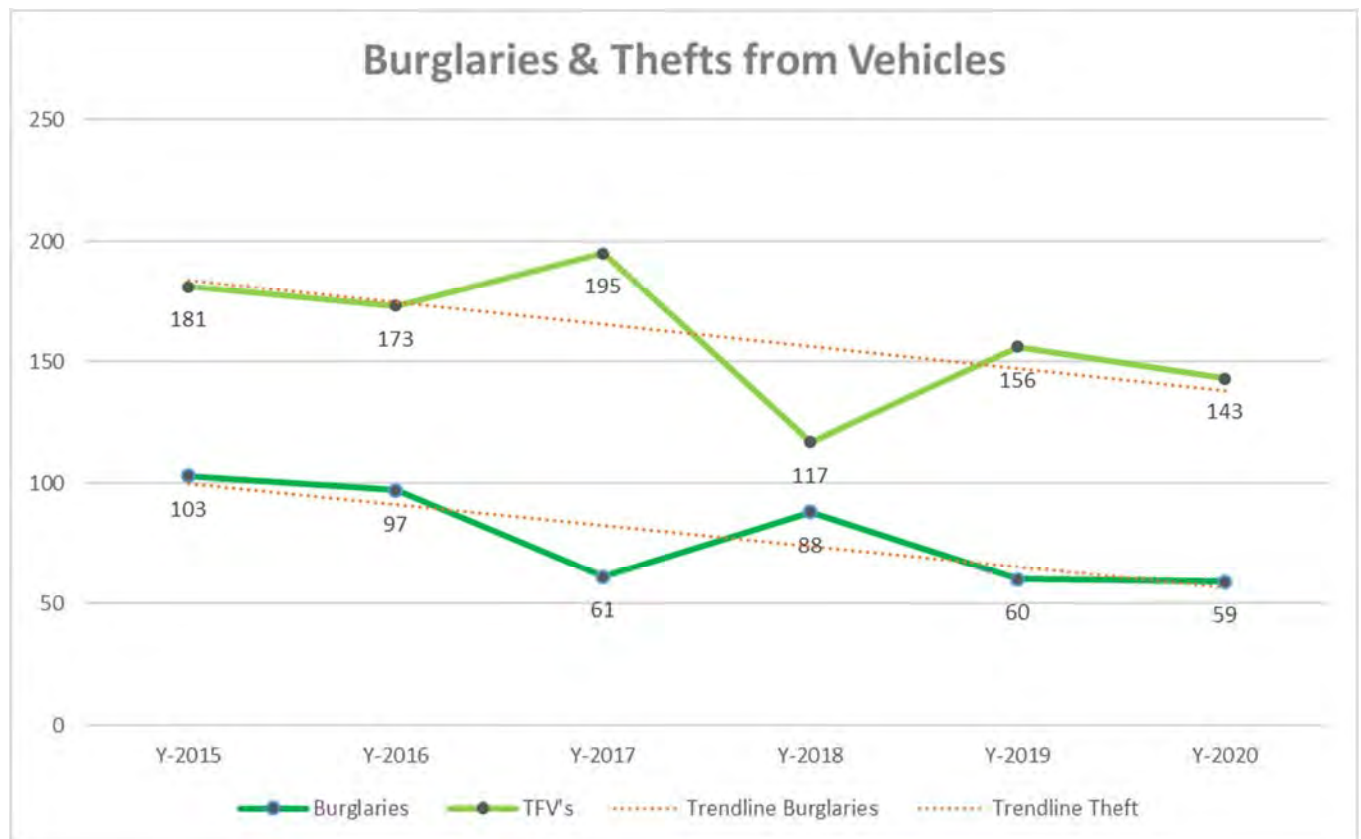
##### **24150841**

- Account 731000 includes funding for IDT Response Equipment.

**Safety/ Police****Performance Measures:**

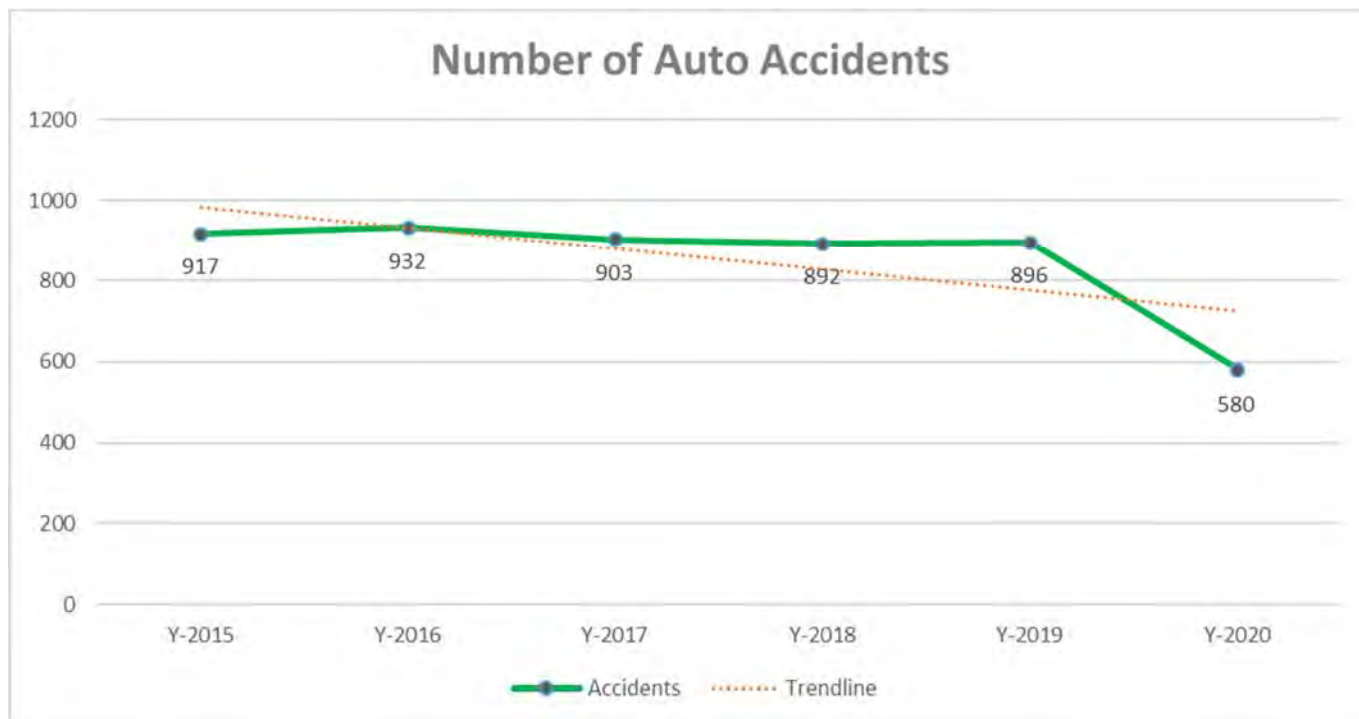
1. Number of Reported Thefts from Vehicles:
2. Number of Reported Burglaries/B&E
3. Number of Reported Traffic Accidents

The Police Department collects statistical data on the number of burglaries/breaking & entering, thefts from vehicles, and traffic crashes to track progress in furtherance of our annual goals. This data represents the three index measurements that track how successful we are as an agency in reducing crime and disorder. These goals and index measurements have been identified as a result of an extensive goal setting process that involved: citizen survey data from residents, internal staff feedback from police supervisors, command staff and professional judgment. The crimes measured have a high frequency of occurrence. Part of the police department's mission is to partner with the community to address and reduce their frequency and number. The ultimate goal is to continue to make Dublin a safe place to live, work, and visit.





## Safety/ Police

**Performance Measures:**

4. Percent Change in the Number of Reported Thefts from Vehicles (2015 to 2020)
5. Percent Change in the Number of Reported Burglaries/B&E (2015 to 2020)
6. Percent Change in the Number of Reported Traffic Accidents (2015 to 2020)

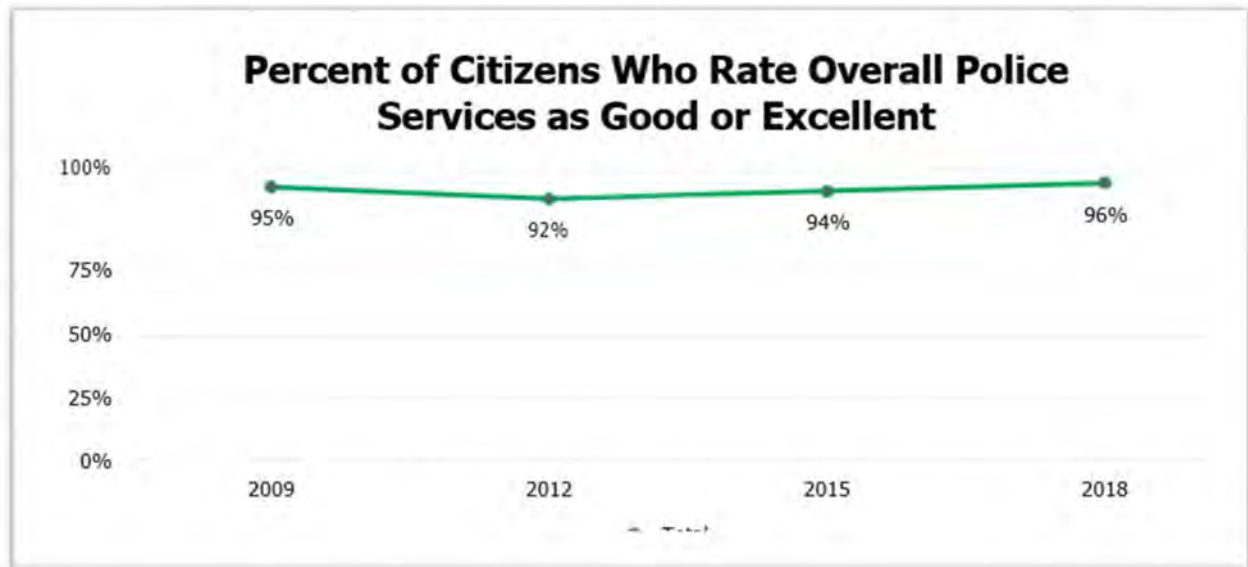
Year	Percent Change in Reported Thefts from Vehicles	Percent Change in Reported Burglaries/B&E	Percent Change in Reported Traffic Accidents
<b>2020</b>	-8.33%	-1.67%	-35.27%
<b>2019</b>	33.33%	-31.82%	0.45%
<b>2018</b>	-40.00%	44.26%	-1.22%
<b>2017</b>	12.72%	-37.11%	-3.11%
<b>2016</b>	-4.42%	-5.83%	1.64%
<b>2015</b>	2.84%	56.06%	14.63%



## Safety/ Police

### **Performance Measures:**

7. Percent of Citizens who rate overall Police Services as Good or Excellent  
(National Citizens Survey)



This measure reflects the perceptions of citizens regarding the services provided by the City of Dublin Police Department. The department uses this information in various ways such as annual goal setting.



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**Safety/ Police/Enforcement and Education**

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**STATEMENT OF FUNCTIONS**

Ordinance 96-90 authorized the establishment of the Enforcement and Education Fund. Revenues in this fund are derived from fines received in accordance with §4511.99 of the Ohio Revised Code. This fund is to be used by the Police to pay those costs it incurs in enforcing §4511.19 of the Ohio Revised Code, in educating the public of laws governing the operation of a motor vehicle while under the influence of alcohol, the dangers of operating a motor vehicle while under the influence of alcohol and other information relating to the operating of a motor vehicle and the consumption of alcoholic beverages.

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2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>251 Enforcement and Education</b>					
<b>80 Police</b>					
<b>Personal Services</b>					
701103	Overtime Wages	0	2,000	2,000	2,000
701201	Employee Benefits	0	450	450	0
<b>Personal Services Total:</b>		<b>0</b>	<b>2,450</b>	<b>2,450</b>	<b>2,000</b>
<b>Police Total:</b>		<b>0</b>	<b>2,450</b>	<b>2,450</b>	<b>2,000</b>
<b>Enforcement and Education Total:</b>		<b>0</b>	<b>2,450</b>	<b>2,450</b>	<b>2,000</b>





**Safety/ Police /Enforcement and Education**

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**BUDGET SUMMARY:**

**25150800**

- Account 701103 and 701201 provides funds for overtime for personnel to conduct OVI enforcement.



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**Safety / Police / Law Enforcement Trust Fund**

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**STATEMENT OF FUNCTIONS**

Ordinance 94-90 authorized the establishment of the Law Enforcement Trust Fund. Revenues in the fund are derived from contraband property seizures in accordance with §2981.13 of the Ohio Revised Code. This fund is to be used to pay the costs of prolonged or complex investigations or prosecutions, to provide reasonable technical training or expertise, to provide matching funds to obtain federal grants to aid law enforcement, or for other law enforcement purposes that City Council determines to be appropriate.

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2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>242 Law Enforcement</b>					
<b>80 Police</b>					
<b>Capital Outlay</b>					
731000	Furniture/Equipment	9,300	7,000	7,000	7,000
<b>Capital Outlay Total:</b>		<b>9,300</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>
<b>Police Total:</b>		<b>9,300</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>
<b>Law Enforcement Total:</b>		<b>9,300</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>



## Safety / Police / Law Enforcement Trust Fund

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### **BUDGET SUMMARY:**

#### **24250820**

- Account 731005 provides fees to the County courts and prosecutor's offices (funds are not appropriated until needed).

#### **24280820**

- Account 731000 provides funding for training and equipment for forensic investigation of computers.



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## **Safety / Police/ Wireless 9-1-1 Fund**

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### **STATEMENT OF FUNCTIONS**

Ohio Revised Code (ORC) §128.42 establishes a \$0.50 per month user fee on every wireless phone bill to reimburse local public safety answering points for costs associated with receiving 9-1-1 calls placed from wireless telephones. As directed by ORC §128.55, the Wireless 9-1-1 Governmental Assistance Fund is administered by the Franklin County Commissioners, with funds disbursed in accordance with the formula set by the local 9 -1 -1 Planning Committee. To facilitate disbursement, local agencies are required to enter into intergovernmental agreements. In February 2017, the City of Dublin entered into an agreement with the Franklin County Commissioners for the disbursement of these funds.

Disbursements received from the Wireless 9-1-1 Governmental Assistance Fund must be used in accordance with ORC §128.57, which includes those costs incurred in the designing, upgrading, purchasing and maintaining equipment as well as the training of staff who answer wireless 9-1-1 calls. Disbursements received may be use for personnel costs, once all equipment purchases are completed.

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2022 Operating Budget - City of Dublin, Ohio

		<b>2020 Actual</b>	<b>2021 Budget</b>	<b>2021 Revised Budget</b>	<b>2022 Department Budget</b>
<b>244 Wireless 9-1-1 System</b>					
<b>80 Police</b>					
<b>Supplies</b>					
724003	Equipment Maintenance	0	46,820	46,820	46,820
<b>Supplies Total:</b>		<b>0</b>	<b>46,820</b>	<b>46,820</b>	<b>46,820</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	80,000	80,000	80,000	80,000
<b>Transfers/Advances Total:</b>		<b>80,000</b>	<b>80,000</b>	<b>80,000</b>	<b>80,000</b>
<b>Police Total:</b>		<b>80,000</b>	<b>126,820</b>	<b>126,820</b>	<b>126,820</b>
<b>Wireless 9-1-1 System Total:</b>		<b>80,000</b>	<b>126,820</b>	<b>126,820</b>	<b>126,820</b>





**Safety / Police/ Wireless 9-1-1 Fund**

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**BUDGET SUMMARY:**

**24410820**

- Account 724003 provides funding for the maintenance agreement on NG911 system.

**24496820**

- Account 741000 utilized to transfer funds to reimburse the Safety Fund for allowable expenses including eligible personnel expenditures.



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5 | Debt Service Funds







## Debt Service

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### **STATEMENT OF FUNCTIONS**

These Funds reflect the cost of paying the principal and interest on various outstanding bond and note issues. Sources of funding include transfers from the Capital Improvements Tax Fund and various Tax Increment Financing Funds.

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### **NOTES AND ADJUSTMENTS:**

Budget requests for debt service payments reflect debt service obligations for both long-term and short-term debt issued by the City, as well as special assessment debt. The City maintains un-voted general obligation bonds, un-voted special assessment bonds which roll-off in 2021, and voted general obligations bonds which roll-off in 2020.

The debt service payments for Water and Sewer Fund obligations are budgeted as debt service payments directly in the Water and Sewer Funds instead of transferring the money to the General Obligation Debt Service Fund and reflecting the debt payments in that Fund.

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>310 General Debt Service</b>					
<b>20 Finance</b>					
<b>Debt Service</b>					
761001	Debt Issuance Costs	611,738	0	0	5,000
762002	Principal- Parks Programs	424,000	1,441,000	1,441,000	1,018,000
762003	Principal- Transportation	6,155,646	6,268,500	6,288,500	6,472,170
762004	Principal- Land and Buildings	1,628,523	730,000	730,000	570,000
763003	Interest- Parks Program	529,684	718,000	718,000	683,775
763004	Interest- Transportation	3,860,152	4,475,000	4,087,866	4,273,365
763005	Interest- Land and Buildings	1,363,807	480,000	892,134	458,270
<b>Debt Service Total:</b>		<b>14,573,551</b>	<b>14,112,500</b>	<b>14,157,500</b>	<b>13,480,580</b>
<b>Finance Total:</b>		<b>14,573,551</b>	<b>14,112,500</b>	<b>14,157,500</b>	<b>13,480,580</b>
<b>General Debt Service Total:</b>		<b>14,573,551</b>	<b>14,112,500</b>	<b>14,157,500</b>	<b>13,480,580</b>
<b>311 Econ Development Bond Retirmnt</b>					
<b>20 Finance</b>					
<b>Debt Service</b>					
762004	Principal- Land and Buildings	730,000	765,000	765,000	780,000
763005	Interest- Land and Buildings	1,341,156	1,304,800	1,304,800	1,285,985
<b>Debt Service Total:</b>		<b>2,071,156</b>	<b>2,069,800</b>	<b>2,069,800</b>	<b>2,065,985</b>
<b>Finance Total:</b>		<b>2,071,156</b>	<b>2,069,800</b>	<b>2,069,800</b>	<b>2,065,985</b>
<b>Econ Development Bond Retirmnt Total:</b>		<b>2,071,156</b>	<b>2,069,800</b>	<b>2,069,800</b>	<b>2,065,985</b>
<b>322 2001 S.A. Debt Service</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	285	450	450	0
<b>Contractual Services Total:</b>		<b>285</b>	<b>450</b>	<b>450</b>	<b>0</b>
<b>Debt Service</b>					
762003	Principal- Transportation	122,308	81,110	81,110	0
763004	Interest- Transportation	7,015	2,750	2,750	0
<b>Debt Service Total:</b>		<b>129,323</b>	<b>83,860</b>	<b>83,860</b>	<b>0</b>
<b>Finance Total:</b>		<b>129,608</b>	<b>84,310</b>	<b>84,310</b>	<b>0</b>
<b>2001 S.A. Debt Service Total:</b>		<b>386</b>	<b>129,608</b>	<b>84,310</b>	<b>0</b>

# 6 | Capital Project Funds









## Capital Improvements Program (CIP)

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### **STATEMENT OF FUNCTIONS**

This fund was created by City Council for the express purpose of the purchase of equipment, apparatus, property, construction of buildings, structures, roads and other public improvements as needed. City income tax collections are directly credited to this fund each year in accordance with Ordinance No. 17-87. Additional revenue is provided by real estate taxes, transfers from the General Fund, and interest income.

### **NOTES AND ADJUSTMENTS**

The Five-year Capital Improvements Program (CIP) establishes the City's blueprint for investments in its capital infrastructure. The CIP is used as a tool to help ensure the City's long and short-term capital investments are made in the context of careful consideration of the City's needs as well as the resources available to fund all projects. A complete copy of the document is available on-line on the City's website at [dublinohiousa.gov/economic-development/capital-improvements-program](http://dublinohiousa.gov/economic-development/capital-improvements-program).

The financial guidelines used in the preparation of the CIP provide assurances that the City can meet, in a full and timely manner, both its debt service obligations and all other obligations competing for the available resources. It is the City's objective to complete as many needed capital improvement projects as financially possible while maintaining flexibility and the ability to adapt to changes as they occur.

The five-Year CIP and the Annual Operating Budget are two critical documents prepared annually. The relationship between these two documents is summarized by the following points:

#### **Five-Year CIP**

- Represents a long-term financial plan, including funding sources.
- Establishes priorities and serves as a planning document or blueprint for the City's investment in capital infrastructure.
- Provides a breakdown of major project costs and phasing, including design costs.
- Does not appropriate money. The Operating Budget is the document which authorizes the actual funding authority for the capital projects.

#### **Operating Budget – Annual CIP Budget**

- Appropriates money to implement the first year of the Five-Year CIP.
- Appropriates money to implement a "phase of a major, multi-year project."
- Appropriates money for capital maintenance expenditures, including those of a continuing nature (i.e. fleet and equipment replacement, computers, etc.).

#### **Project Prioritization**

In developing prioritization of projects, several elements are taken into consideration:

- City Council's goals, both past and present.
- Findings included in the Economic Development Strategy.
- Commitments made by the City in agreements.
- Bi-Annual Community Survey results.
- Input from Citizen Committees and economic development opportunities.

Using these guidelines resulted in the list of projects to be funded that are focused towards needed infrastructure improvements such as road and utility needs.

**Capital Improvements Program (CIP)**

## DEFINITION OF CAPITAL EXPENDITURES

<b>Project Type</b>	<b>Considered a Capital Improvement Project (CIP)</b>	<b>A Maintenance Project or Expenditure (Operating Budget)</b>
<i>Capital Enhancements / New Capital Infrastructure</i>	Construction resulting in expansion or significant improvement of an existing asset or facility, or projects resulting in the construction or acquisition of a new asset.	
<i>Capital Maintenance</i>	Projects resulting in the repair, replacement, renovation or minor upgrade of an existing asset.	
<i>Capital Allocation</i>	Projects or programs resulting in acquisition of real property such as land or permanent easements, or reserves for contingencies for future projects.	
<i>Routine Maintenance</i>		Preventive maintenance repairs that do not significantly upgrade the structure or increase its previously estimated useful life (for example minor roof patching or gutter repair work).

**Impact of Capital Investments on the Operating Budget**

The City's Operating Budget covers a one-year time period, whereas the City's CIP covers a five-year period. While the CIP is prepared and approved separately from the Operating Budget, staff take into consideration the impact of the upcoming year's capital projects on the departmental operations, including the maintenance and upkeep of the assets.

When debt financing is used to fund capital projects, the principal and interest payments are included as expenditures in the Operating Budget.

The City has taken further steps to evaluate the impact of capital assets on the operating budget by adding an Asset Management & Support Services work unit to its organizational chart for 2022. This Work Unit is responsible for implementing and managing strategies in sustaining public infrastructure assets, with the fundamental goal to preserve and extend the service life of long-term infrastructure assets. In the course of inventorying and inspecting these assets, routine maintenance schedules will be established which will help the City to better understand the annual operating costs or additional savings related to the City's infrastructure assets, both existing and new additions. This will assist the City in better quantifying impacts of capital expenditures on the operating budget in future years.



## Capital Improvements Program (CIP)

**Notable CIP Impacts on the Operating Budget (On-Going Expenses)**

(MUNIS) Project No.	<b><u>Project Description</u></b>	<b><u>2020 Budgeted Operating Cost</u></b>	<b><u>2021 Budgeted Operating Cost</u></b>	<b><u>2022 Budgeted Operating Cost</u></b>	<b><u>Notes</u></b>
<b>ET003</b>	US33/SR161/Post Road Interchange	\$195,000	\$ 80,000	\$ 80,000	Contracted landscape maintenance. (Cost reduced in 2021 due to maturity of landscape.)
<b>GR132</b>	Dublin Link (Scioto Pedestrian Bridge)	\$ 50,000	\$ 50,000	\$ 20,000 (CIP)	Lighting program and operations. Reduced budget due to cost being lower than anticipated.
<b>GR133</b>	Riverside Crossing Park (major park addition over 36 acres)	\$110,000	\$110,000	\$197,625	Additional staffing needed (starting March 2022); equipment; increased cost for composting 2022; ice removal, and utilities.
<b>ET168</b>	Bridge Street Parking Garages	\$ 50,000	\$ 50,000	\$ 50,000 (CIP)	Parking management implementation.



*Riverside Crossing Park (under construction – August 30, 2021) and the Scioto Pedestrian Bridge (Dublin Link)* Click on the link to go to live camera from the project site. <http://bridgestreet.dublinohiousa.gov/riverside-park/>



## Capital Improvements Program (CIP)

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### **Summary of CIP Financial Guidelines**

There are several key guidelines the City utilized in determining the fiscal capacity to complete capital projects over the next five years. These are summarized as follows:

- The five-year plan will be updated annually.
- 25 percent of the City's two percent income tax revenue shall be made available to fund capital improvements. This allocation is in accordance with Ordinance No. 17-87 and the ballot language approved by the voters in November 1987.
- Of the 25 percent of the total income tax revenues which are utilized for capital improvements, 60 percent of that amount will be allocated to fund long-term debt, and 40 percent to fund projects and capital expenses on a cash basis. This allocation is in accordance with Ordinance No. 31-16. The reasons for this guideline are:
  - a) It is important to stress that funding projects with long-term debt obligates the use of public funds for the next 20 years in most cases. The more long-term debt which is incurred now significantly reduces the options available to future City Councils to fund needed projects.
  - b) The City has determined that paying cash for projects where financially possible (pay-as-you-go financing) will increase our flexibility in the future. In utilizing pay-as-you-go financing, revenue projections and estimated fund balances will be reviewed and evaluated to assure that sufficient reserves are maintained.
  - c) It is not economical to issue debt for some projects.
  - d) The estimated life of some projects does not meet the criteria to issue long-term debt.
- The City's largest revenue source for operations is income tax revenue. This source comprises over 90% of the City's General Fund operating revenues. Therefore, it is one of the City's key economic indicators that is reviewed when determining the level of growth for the upcoming year.
- To the degree that the income tax revenue rate of growth exceeds projections in any given year, the excess revenue should be utilized to fund projects on a cash basis the following year or to reduce the amount of debt on projects identified to be financed with debt proceeds.
- The availability of adequate financial reserves or balances that can be used to address unforeseen contingencies or take advantage of opportunities is a critical element in evaluating financial strength. Another key financial indicator for the City is its' General Fund balance. The City's policy is to maintain a year-end balance equal to or greater than 50% of the General Fund expenditures, including operating transfers. This balance is in accordance with Ordinance No. 32-16. This level of fund balance is necessary as we continue funding major improvements throughout the City. We will continue to make significant advances from the General Fund to various TIF funds for infrastructure improvements throughout the City. This allows the City to take advantage of opportunities as they arise and fund infrastructure improvements before TIF revenues are generated. The expectation is that these advances will be repaid to the General Fund over the 30-year life of each TIF.



### Capital Improvements Program (CIP)

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- Since a portion of the debt outstanding and future capital improvements are utility (water and sewer) related, the systems' user fees and capacity charges (tap permits) will continue to be evaluated. Water related improvements will be programmed based on the Water Fund's available cash reserves and estimated annual revenues. Every effort will be made to structure the debt service obligations for utility infrastructure improvements in such a manner as to utilize the Sewer Fund and Water Fund available cash reserves and estimated annual revenues to the fullest and thereby reducing or eliminating the dependency on income tax revenues. The goal in the Water and Sewer funds has been to maintain fund balances equal to approximately 25% of the total value of each system.
- In 2022, approximately 80% of the property tax revenue from the City's "inside millage" will be allocated to the Capital Improvements Tax Fund.

The property tax revenue from the City's "inside millage" (1.75 mills) was allocated 100% to the Parkland Acquisition Fund from 2001-2006. From 2007-2009, the City began allocating .95 mills of the total 1.75 mills to the Parkland Acquisition Fund with the remaining .80 mills allocated to the Capital Improvements Tax Fund. As part of the 2010-2014 CIP process, Council approved allocating 1.40 mills to the Capital Improvements Tax Fund and .35 mills to the Parkland Acquisition Fund. Recognizing the benefits and flexibility of allocating more of the City's "inside millage" to the Capital Improvements Tax Fund, Council has continued to approve, with each year's CIP, the same allocation. This allocation is reviewed during the CIP process each year and can be reallocated if City Council deems it appropriate.

- Pursuant to the City's Debt Policy (Ordinance No. 37-19), the maximum amount of debt service (including existing TIF supported and proposed new debt) shall not exceed 90% of the allocation of income tax revenue allocated to pay debt service.
- As a matter of general policy, the City will do the following in order to be able to fund additional projects needed to serve the citizens of Dublin:
  - a) Pursue federal, state and local assistance in the form of grants, low interest loans, cost-sharing, etc.
  - b) Utilize assessment procedures for projects which have a reasonably well defined group of beneficiaries and which legally lend themselves to this type of financing.
  - c) Look increasingly at ways to obtain revenue through user fees as a means to fund capital projects or as a way to free-up other income tax dollars so that they can be used to fund capital projects.
  - d) Utilize, where appropriate, economic development incentives such as tax increment financing.
- As projects are proposed for funding, the statutory debt limitations will be reviewed to ensure compliance.





## Capital Improvements Program (CIP)

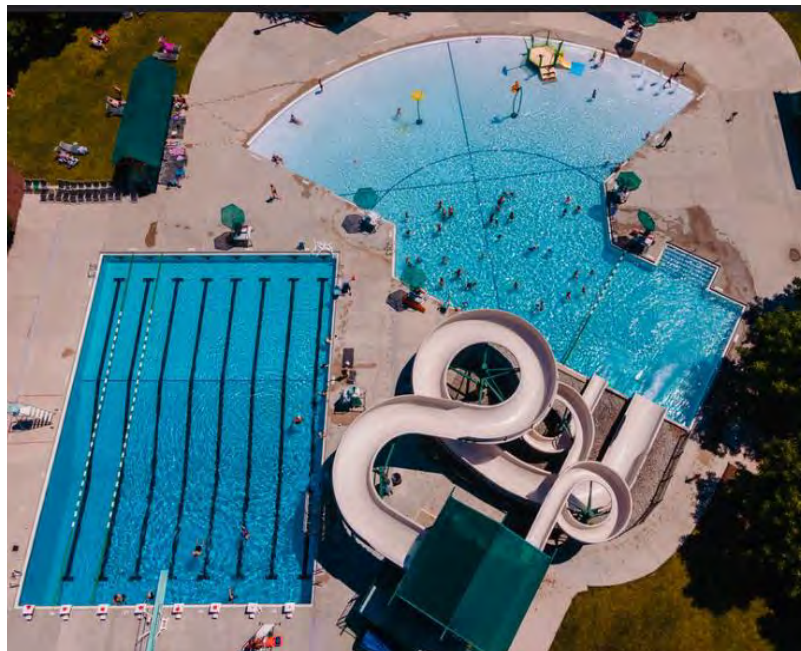
The five-year program provides for significant capital programming. The programming of projects needs to be distributed over the five-year period so that as we update our capital program each year, we can evaluate current conditions, including the capital needs, revenue growth, and respond to new priorities.

### **Transfers and Advances**

The majority of the funding programmed for transfers is for debt service obligations on capital projects financed by long-term debt. The advances programmed are based on projects programmed in the 2021-2025 CIP that have been identified as infrastructure projects benefiting the reflected TIFs.

### **Debt**

Debt proceeds for construction projects (with the exception of sewer and water projects) are posted to the Capital Construction Fund (404) and tracked through that Fund.



*Dublin Municipal Pool North, re-dedicated May 2021. Demolition and re-construction funded through the Capital Improvements Tax Fund and debt.*

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>401 Capital Improvements Tax</b>					
<b>10 City Manager</b>					
<b>Capital Outlay</b>					
732000	Information Technology	0	1,885,000	1,885,000	3,070,000
<b>Capital Outlay Total:</b>		<b>0</b>	<b>1,885,000</b>	<b>1,885,000</b>	<b>3,070,000</b>
<b>City Manager Total:</b>		<b>0</b>	<b>1,885,000</b>	<b>1,885,000</b>	<b>3,070,000</b>
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	48,094	46,500	46,500	55,000
<b>Contractual Services Total:</b>		<b>48,094</b>	<b>46,500</b>	<b>46,500</b>	<b>55,000</b>
<b>Capital Outlay</b>					
735001	Cap Impr Land and Land Impr	0	0	500,000	1,500,000
736000	Cap Impr Other Projects	247,051	950,000	983,398	935,000
737000	Cap Impr Contingencies	87,561	250,000	253,160	250,000
<b>Capital Outlay Total:</b>		<b>334,613</b>	<b>1,200,000</b>	<b>1,736,558</b>	<b>2,685,000</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	5,417,156	5,713,050	6,005,970	7,225,715
742000	Advances Expense	0	0	0	4,500,000
<b>Transfers/Advances Total:</b>		<b>5,417,156</b>	<b>5,713,050</b>	<b>6,005,970</b>	<b>11,725,715</b>
<b>Finance Total:</b>		<b>5,799,862</b>	<b>6,959,550</b>	<b>7,789,028</b>	<b>14,465,715</b>
<b>30 Public Works</b>					
<b>Capital Outlay</b>					
734004	Other Equipment	1,237,034	1,140,000	1,803,127	1,725,000
735002	Cap Impr Build & Other Struct	6,127,491	1,010,000	7,255,350	1,300,000
735004	Cap Impr New Str Const/Eng Ser	141,448	520,000	520,000	2,955,000
735006	Cap Impr Str Maint Proj	7,803,169	31,585,000	37,833,547	19,965,000
735010	Cap Impr Storm Sewer Imp	1,491,679	975,000	1,493,017	730,000
<b>Capital Outlay Total:</b>		<b>16,800,821</b>	<b>35,230,000</b>	<b>48,905,041</b>	<b>26,675,000</b>
<b>Public Works Total:</b>		<b>16,800,821</b>	<b>35,230,000</b>	<b>48,905,041</b>	<b>26,675,000</b>

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>401 Capital Improvements Tax</b>					
<b>40 Parks and Recreation</b>					
<b>Capital Outlay</b>					
735005	Cap Impr Park & Bikewy Impr	2,129,681	2,685,000	7,221,776	1,605,000
<b>Capital Outlay Total:</b>		<b>2,129,681</b>	<b>2,685,000</b>	<b>7,221,776</b>	<b>1,605,000</b>
<b>Parks and Recreation Total:</b>		<b>2,129,681</b>	<b>2,685,000</b>	<b>7,221,776</b>	<b>1,605,000</b>
<b>60 Information Technology</b>					
<b>Capital Outlay</b>					
732000	Information Technology	1,188,350	0	845,731	0
<b>Capital Outlay Total:</b>		<b>1,188,350</b>	<b>0</b>	<b>845,731</b>	<b>0</b>
<b>Information Technology Total:</b>		<b>1,188,350</b>	<b>0</b>	<b>845,731</b>	<b>0</b>
<b>70 Development</b>					
<b>Capital Outlay</b>					
736000	Cap Impr Other Projects	0	0	0	725,000
<b>Capital Outlay Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>725,000</b>
<b>Development Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>725,000</b>
<b>80 Police</b>					
<b>Capital Outlay</b>					
734001	Police Capital Equipment	672,507	215,000	342,159	175,000
<b>Capital Outlay Total:</b>		<b>672,507</b>	<b>215,000</b>	<b>342,159</b>	<b>175,000</b>
<b>Police Total:</b>		<b>672,507</b>	<b>215,000</b>	<b>342,159</b>	<b>175,000</b>
<b>Capital Improvements Tax Total:</b>		<b>26,591,221</b>	<b>46,974,550</b>	<b>66,988,735</b>	<b>46,715,715</b>





## Parkland Acquisition Fund

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### **STATEMENT OF FUNCTIONS**

Chapter 152 of the Codified Ordinances of Dublin provides for the payment of fees in lieu of parkland dedication. These fees are credited to the Parkland Acquisition Fund for the purpose of acquiring recreational facility sites, open space and/or parkland.

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### **NOTES AND ADJUSTMENTS:**

A longstanding goal of City Council has been to preserve parkland, open space and nature features. Beginning in 2001, City Council allocated the City's property tax revenue from its inside millage to the Parkland Acquisition Fund in order to set aside additional funding to meet their goal. In 2007, City Council adjusted the allocation from 100% (1.75 mills) of the inside millage to approximately 54% (.95 mills). The remaining 46% (.80 mills) was allocated to the Capital Improvements Tax Fund. For 2010 and 2011, the millage allocated to the Parkland Acquisition Fund was reduced to 20 percent (.35 mills). City Council has continued to approve this allocation with each year's CIP. Recognizing the benefits and flexibility of allocating more of the City's "inside millage" to the Capital Improvements Tax Fund, Council approved allocating 1.40 mills to the Capital Improvements Tax Fund and .35 mills to the Parkland Acquisition Fund begun in 2010 and has continued to do so each year since. This allocation will be reviewed during the CIP process each year and can be reallocated if City Council deems it appropriate.

Of note:

- The millage allocation to the Park Acquisition Fund was reviewed during the 2022-2026 Capital Improvements Program (CIP). After review, allocations will remain the same through 2022 and be re-evaluated with the Parks & Recreation Master Plan update, and the 2035 Framework review.
- The final debt service payment for the expansion of Coffman Park was made in 2020.
- The final payment for the City's annual contribution of \$385,000 to the Metro Parks for Glacier Ridge was completed in 2017. The total contribution to Glacier Ridge Metro Park by the City was \$7.7 million, paid over the course of a 20 year period.
- Currently, there is \$1.6m in advances due to the Parkland Acquisition Fund from Bridge Street TIFs.

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>402 Parkland Acquisition</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	12,023	11,650	11,650	12,000
<b>Contractual Services Total:</b>		<b>12,023</b>	<b>11,650</b>	<b>11,650</b>	<b>12,000</b>
<b>Capital Outlay</b>					
735001	Cap Impr Land and Land Impr	0	750,000	750,000	750,000
<b>Capital Outlay Total:</b>		<b>0</b>	<b>750,000</b>	<b>750,000</b>	<b>750,000</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	207,000	0	0	0
<b>Transfers/Advances Total:</b>		<b>207,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Finance Total:</b>		<b>219,023</b>	<b>761,650</b>	<b>761,650</b>	<b>762,000</b>
<b>Parkland Acquisition Total:</b>		<b>219,023</b>	<b>761,650</b>	<b>761,650</b>	<b>762,000</b>



**Deputy City Manager / Chief Finance and Development Officer / Finance / Engineering /  
Capital Construction Fund**

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**STATEMENT OF FUNCTIONS**

A fund provided to account for the bond issuance proceeds received, and to be expended for related infrastructure projects other than those financed by the Proprietary Funds and Trust Funds.

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**NOTES AND ADJUSTMENTS:**

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>404 Capital Improvement Construction</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	0	0	6,000	7,500
<b>Contractual Services Total:</b>		<b>0</b>	<b>0</b>	<b>6,000</b>	<b>7,500</b>
<b>Transfers/Advances</b>					
742000	Advances Expense	14,000,000	0	0	0
<b>Transfers/Advances Total:</b>		<b>14,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Finance Total:</b>		<b>14,000,000</b>	<b>0</b>	<b>6,000</b>	<b>7,500</b>
<b>30 Public Works</b>					
<b>Contractual Services</b>					
713004	Other Professional Services	15,624	0	94,955	23,000,000
<b>Contractual Services Total:</b>		<b>15,624</b>	<b>0</b>	<b>94,955</b>	<b>23,000,000</b>
<b>Capital Outlay</b>					
735004	Cap Impr New Str Const/Eng Ser	8,565	0	1,012,494	0
735006	Cap Impr Str Maint Proj	3,212,839	0	216,907	0
<b>Capital Outlay Total:</b>		<b>3,221,404</b>	<b>0</b>	<b>1,229,400</b>	<b>0</b>
<b>Public Works Total:</b>		<b>3,237,028</b>	<b>0</b>	<b>1,324,355</b>	<b>23,000,000</b>
<b>40 Parks and Recreation</b>					
<b>Capital Outlay</b>					
735005	Cap Impr Park & Bikewy Impr	11,929,463	5,700,000	15,497,939	0
<b>Capital Outlay Total:</b>		<b>11,929,463</b>	<b>5,700,000</b>	<b>15,497,939</b>	<b>0</b>
<b>Parks and Recreation Total:</b>		<b>11,929,463</b>	<b>5,700,000</b>	<b>15,497,939</b>	<b>0</b>
<b>Capital Improvement Constructi Total:</b>		<b>29,166,490</b>	<b>5,700,000</b>	<b>16,828,294</b>	<b>23,007,500</b>



**Deputy City Manager / Chief Finance and Development Officer / Finance / Engineering /  
Capital Construction Fund**

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**BUDGET SUMMARY:**

**40410290 (Finance)**

- Account 713005 provides funding for bank fees. Note: Needed funds are unknown at this time. If/when funds are needed, a supplemental appropriation will be requested.

**40480320**

- Account 713004 provides funding for other professional services for capital projects as approved in the 2022-2026 Capital Improvements Program. The budget shown in this account is for the Fiber to Home project.



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## Tax Increment Financing (TIF)

### **STATEMENT OF FUNCTIONS**

Tax Increment Financing (TIF) is an economic development mechanism available to local governments in Ohio to finance public infrastructure improvements and, in certain circumstances, residential rehabilitation. TIF districts (TIFs) are implemented at the local level and may be created by a township, municipality or county. Payments derived from the increased assessed value of any improvement to real property beyond the original value are directed towards a separate fund to finance the construction of public infrastructure defined within the TIF legislation.

### **NOTES AND ADJUSTMENTS**

More information regarding the City's TIF's is available on-line on the City's website linked here at <https://dublinohiousa.gov/finance/what-is-a-tif/>.



### **Tax Increment Financing Public Infrastructure Improvements**

The Public Infrastructure Improvements include any "public infrastructure improvement" defined under ORC Section 5709.40(A)(8) and all related costs of those permanent improvements (including, but not limited to, those costs listed in ORC Section 133.15(B)), including, without limitation, the improvements to be undertaken by the City and the developer of the Property pursuant to an Infrastructure Agreement and the following:

- Roadways
- Parking
- Water/Sewer
- Environmental/Health
- Utilities
- Stormwater
- Demolition
- Parks
- Streetscape/Landscape



### **Tax Increment Financing Income Tax Support Debt**

Outstanding debt supported by TIF revenue (year debt retired):

- Industrial Parkway/SR 161 Improvements (2029)
- Emerald Parkway – Phase 8 (2033)
- I270/US33/SR161 Interchange (ROW 2023/Construction 2034)
- BSD Land Acquisition (for Roundabout) (2033)
- Riverside Dr. Realignment/Roundabout/Park (2035)
- John Shields Parkway Phase II (2036)
- Bridge Park Roadway Network (2035)
- Bridge Park Parking Structures (2035/2044)
- CML Library Parking Deck and Roads (2038)





## Tax Increment Financing Districts

Recap as of 12/31/20

TIF District	Date of Ordinance	Private Improvements Value	Public Improvements Financed Value	Number of Jobs Retained and/or Created (est)	Anticipated Expiration Date	TIF Information
Bridge and High	12/08/08	3,710,000	4,063,706	122	Tax year 2038 (maximum)	Straight TIF
Bridge Park Block A	05/11/16	28,296,500	1,111,760	15	Tax year 2048 (maximum)	BSD TIF Structure
Bridge Park Block B	10/12/15	21,370,000	19,478,327	338	Tax year 2047 (maximum)	BSD TIF Structure
Bridge Park District Block C and Z	09/08/15	36,005,800	24,256,479	796	Tax year 2047 (maximum)	BSD TIF Structure
Bridge Park Incentive District	08/10/15	0	91,954	15	Tax year 2047 (maximum)	BSD TIF Structure
Cardinal Health - South Campus	04/15/99	0	315,394	0	Exemption application not filed	Non-school TIF
Cooker	06/20/94	0	769,891	0	Tax year 2024 (maximum)(2)	Non-school TIF
Delta Energy	11/02/09	2,081,000	864,225	0	Tax year 2039 (maximum)	Non-school TIF
Dublin Methodist Hospital-MOB	11/05/07	26,120,600	820,549	415	Tax year 2037 (maximum)	Non-school TIF
Embassy Suites	03/16/98	34,973,200	7,323,793	137	Tax year 2024 (maximum)	Non-school TIF
H2 Hotel	12/07/15	8,429,300	7,952	137	Tax year 2047 (maximum)	BSD TIF Structure
Historic Dublin Parking	10/17/01	2,264,700	691,006	51	Tax year 2031 (maximum)	Straight TIF
Innovation	11/17/14	6,210,000	156,478	0	Tax year 2045 (maximum)	Non-school TIF
Ireland Place	10/06/03	298,500	82,986	209	Tax year 2033 (maximum)	Non-school TIF
Kroger Centre	09/06/05	13,154,200	92,198	368	Tax year 2035 (maximum)	Non-school TIF
Lifetime Fitness	10/17/05	11,888,200	4,633,793	473	Tax year 2035 (maximum)	Non-school TIF
McKibrick	06/20/94	60,696,700	33,317,122	8,010	Tax year 2024 (maximum)	Non-school TIF (4)
Nestle USA	01/09/12	2,201,200	1,982	223	Tax year 2043 (maximum)	Non-school TIF
Ohio University	02/11/13	0	1,165,156	266	Exemption application not filed	Non-school TIF
Penzone	11/07/16	3,420,100	1,485	296	Tax year 2047 (maximum)	BSD TIF Structure
Perimeter Center	06/20/94	37,678,400	4,567,237	968	Tax year 2024 (maximum)	Non-school TIF (3)
Perimeter Loop	05/22/02	2,925,100	1,642,555	20	Tax year 2032 (maximum)	Non-school TIF
Perimeter West	06/20/94	35,667,300	12,113,344	555	Tax year 2024 (maximum)	Straight TIF
Pizzuti	08/11/97	17,789,800	5,330,688	534	Tax year 2027 (maximum)	Non-school TIF
Rings Road	08/11/97	25,401,400	6,175,966	143	Tax year 2027 (maximum)	Non-school TIF
Rings/Frantz	06/19/00	40,717,100	6,432,292	0	Tax year 2030 (maximum)	Non-school TIF
River Ridge	09/05/06	9,494,000	2,305,575	235	Tax year 2036 (maximum)	Non-school TIF
Riviera (7)	06/26/17	0	2,229,832	0	Exemption application pending	Non-school TIF
Ruscilli	06/09/97	38,658,100	7,448,136	1,148	Tax year 2027 (maximum)	Non-school TIF (6)
Shamrock Boulevard	12/15/03	5,300,000	2,061,107	1,086	Tax year 2033 (maximum)	Non-school TIF
Shamrock Crossing	02/05/07	21,575,900	1,608,676	122	Tax year 2037 (maximum)	Non-school TIF
Shier Rings	09/20/04	462,700	6,997	40	Tax year 2034 (maximum)	Non-school TIF
Tartan West (1)	03/15/04	165,595,320	21,295,237	45	Tax year 2034 (maximum)	Non-school TIF
The Corners	12/02/19	0	0	0	Exemption application not filed	Non-school TIF
Thomas/Kohler	04/01/96	55,283,500	14,116,120	1,083	Tax year 2026 (maximum)	Non-school TIF (5)
Tuller 40	01/05/15	34,374,000	10,118,609	0	Tax year 2047 (maximum)	BSD TIF Structure
Tuller 41	01/05/15	0	10,118,609	0	Tax year 2048 (maximum)	BSD TIF Structure
Vrable	06/23/14	14,267,900	4,840,170	405	Tax year 2045 (maximum)	BSD TIF Structure
West Innovation	11/17/14	66,406,900	3,280,037	78	Tax year 2045 (maximum)	Non-school TIF
Woerner-Temple	06/04/98	10,882,300	9,360,116	552	Tax year 2028 (maximum)	Non-school TIF
<b>Total Value of Improvements</b>		<b>\$843,599,720</b>	<b>\$224,297,539</b>	<b>18,885</b>		

## Notes:

- (1) Residential located in Union County
- (2) Repealed by parcel by Ord 92-15
- (3) Became a "non-school" TIF in 2003.
- (4) Became a "non-school" TIF in 2003 for the Phase 1 and in 2010 for Phase 2.
- (5) Became a "non-school" TIF in 2003.
- (6) Became a "non-school" TIF in 2004.
- (7) Residential located across Delaware, Franklin, and Union County



2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>412 TIF Woerner-Temple</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	975	2,000	9,050	11,000
<b>Contractual Services Total:</b>		<b>975</b>	<b>2,000</b>	<b>9,050</b>	<b>11,000</b>
<b>Transfers/Advances</b>					
742000	Advances Expense	170,000	170,000	170,000	170,000
<b>Transfers/Advances Total:</b>		<b>170,000</b>	<b>170,000</b>	<b>170,000</b>	<b>170,000</b>
<b>Finance Total:</b>		<b>170,975</b>	<b>172,000</b>	<b>179,050</b>	<b>181,000</b>
<b>TIF Woerner-Temple Total:</b>		<b>170,975</b>	<b>172,000</b>	<b>179,050</b>	<b>181,000</b>

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>415 TIF Ruscilli</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	6,218	7,800	7,800	10,000
<b>Contractual Services Total:</b>		<b>6,218</b>	<b>7,800</b>	<b>7,800</b>	<b>10,000</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	55,000	1,037,400	1,037,400	1,102,715
<b>Transfers/Advances Total:</b>		<b>55,000</b>	<b>1,037,400</b>	<b>1,037,400</b>	<b>1,102,715</b>
<b>Finance Total:</b>		<b>61,218</b>	<b>1,045,200</b>	<b>1,045,200</b>	<b>1,112,715</b>
<b>TIF Ruscilli Total:</b>		<b>61,218</b>	<b>1,045,200</b>	<b>1,045,200</b>	<b>1,112,715</b>

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>416 TIF Pizzuti</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	2,509	10,000	10,000	10,000
<b>Contractual Services Total:</b>		<b>2,509</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	64,080	500,015	500,015	465,000
<b>Transfers/Advances Total:</b>		<b>64,080</b>	<b>500,015</b>	<b>500,015</b>	<b>465,000</b>
<b>Finance Total:</b>		<b>66,589</b>	<b>510,015</b>	<b>510,015</b>	<b>475,000</b>
<b>TIF Pizzuti Total:</b>		<b>66,589</b>	<b>510,015</b>	<b>510,015</b>	<b>475,000</b>

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>419 TIF Thomas/Kohler</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	8,417	9,000	9,000	12,000
<b>Contractual Services Total:</b>		<b>8,417</b>	<b>9,000</b>	<b>9,000</b>	<b>12,000</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	159,715	0	0	0
742000	Advances Expense	1,300,000	800,000	800,000	800,000
<b>Transfers/Advances Total:</b>		<b>1,459,715</b>	<b>800,000</b>	<b>800,000</b>	<b>800,000</b>
<b>Finance Total:</b>		<b>1,468,132</b>	<b>809,000</b>	<b>809,000</b>	<b>812,000</b>
<b>30 Public Works</b>					
<b>Contractual Services</b>					
713004	Other Professional Services	18,512	0	169,016	0
<b>Contractual Services Total:</b>		<b>18,512</b>	<b>0</b>	<b>169,016</b>	<b>0</b>
<b>Capital Outlay</b>					
735004	Cap Impr New Str Const/Eng Ser	0	2,500,000	2,500,000	0
<b>Capital Outlay Total:</b>		<b>0</b>	<b>2,500,000</b>	<b>2,500,000</b>	<b>0</b>
<b>Public Works Total:</b>		<b>18,512</b>	<b>2,500,000</b>	<b>2,669,016</b>	<b>0</b>
<b>TIF Thomas/Kohler Total:</b>		<b>1,486,644</b>	<b>3,309,000</b>	<b>3,478,016</b>	<b>812,000</b>

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>421 TIF McKitrick Project</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	8,633	12,000	12,000	12,000
<b>Contractual Services Total:</b>		<b>8,633</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	480,515	1,097,125	1,441,610	1,145,225
<b>Transfers/Advances Total:</b>		<b>480,515</b>	<b>1,097,125</b>	<b>1,441,610</b>	<b>1,145,225</b>
<b>Finance Total:</b>		<b>489,148</b>	<b>1,109,125</b>	<b>1,453,610</b>	<b>1,157,225</b>
<b>TIF McKitrick Project Total:</b>		<b>489,148</b>	<b>1,109,125</b>	<b>1,453,610</b>	<b>1,157,225</b>

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>425 TIF Perimeter Center</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	6,141	6,200	6,400	10,000
<b>Contractual Services Total:</b>		<b>6,141</b>	<b>6,200</b>	<b>6,400</b>	<b>10,000</b>
<b>Finance Total:</b>		<b>6,141</b>	<b>6,200</b>	<b>6,400</b>	<b>10,000</b>
<b>30 Public Works</b>					
<b>Contractual Services</b>					
713004	Other Professional Services	7,331	0	0	0
<b>Contractual Services Total:</b>		<b>7,331</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Outlay</b>					
735004	Cap Impr New Str Const/Eng Ser	0	3,100,000	4,050,000	6,910,000
<b>Capital Outlay Total:</b>		<b>0</b>	<b>3,100,000</b>	<b>4,050,000</b>	<b>6,910,000</b>
<b>Public Works Total:</b>		<b>7,331</b>	<b>3,100,000</b>	<b>4,050,000</b>	<b>6,910,000</b>
<b>TIF Perimeter Center Total:</b>		<b>13,472</b>	<b>3,106,200</b>	<b>4,056,400</b>	<b>6,920,000</b>

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>426 TIF Rings Road</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	3,608	5,000	5,000	7,500
<b>Contractual Services Total:</b>		<b>3,608</b>	<b>5,000</b>	<b>5,000</b>	<b>7,500</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	281,181	0	0	0
742000	Advances Expense	0	0	0	98,800
<b>Transfers/Advances Total:</b>		<b>281,181</b>	<b>0</b>	<b>0</b>	<b>98,800</b>
<b>Finance Total:</b>		<b>284,789</b>	<b>5,000</b>	<b>5,000</b>	<b>106,300</b>
<b>TIF Rings Road Total:</b>		<b>284,789</b>	<b>5,000</b>	<b>5,000</b>	<b>106,300</b>

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>431 TIF Perimeter West</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	19,791	25,000	25,000	25,000
<b>Contractual Services Total:</b>		<b>19,791</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	402,378	661,200	1,239,770	653,745
<b>Transfers/Advances Total:</b>		<b>402,378</b>	<b>661,200</b>	<b>1,239,770</b>	<b>653,745</b>
<b>Finance Total:</b>		<b>422,169</b>	<b>686,200</b>	<b>1,264,770</b>	<b>678,745</b>
<b>30 Public Works</b>					
<b>Contractual Services</b>					
713004	Other Professional Services	921,504	312,500	691,060	450,000
<b>Contractual Services Total:</b>		<b>921,504</b>	<b>312,500</b>	<b>691,060</b>	<b>450,000</b>
<b>Public Works Total:</b>		<b>921,504</b>	<b>312,500</b>	<b>691,060</b>	<b>450,000</b>
<b>TIF Perimeter West Total:</b>		<b>1,343,673</b>	<b>998,700</b>	<b>1,955,830</b>	<b>1,128,745</b>



2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>432 TIF Upper Metro Place</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	6,020	6,500	6,500	7,000
<b>Contractual Services Total:</b>		<b>6,020</b>	<b>6,500</b>	<b>6,500</b>	<b>7,000</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	1,958,293	519,400	564,400	500,000
<b>Transfers/Advances Total:</b>		<b>1,958,293</b>	<b>519,400</b>	<b>564,400</b>	<b>500,000</b>
<b>Finance Total:</b>		<b>1,964,312</b>	<b>525,900</b>	<b>570,900</b>	<b>507,000</b>
<b>30 Public Works</b>					
<b>Contractual Services</b>					
713004	Other Professional Services	0	0	127,544	0
<b>Contractual Services Total:</b>		<b>0</b>	<b>0</b>	<b>127,544</b>	<b>0</b>
<b>Capital Outlay</b>					
735004	Cap Impr New Str Const/Eng Ser	1,180,000	0	131,759	0
<b>Capital Outlay Total:</b>		<b>1,180,000</b>	<b>0</b>	<b>131,759</b>	<b>0</b>
<b>Public Works Total:</b>		<b>1,180,000</b>	<b>0</b>	<b>259,303</b>	<b>0</b>
<b>TIF Upper Metro Place Total:</b>		<b>3,144,312</b>	<b>525,900</b>	<b>830,203</b>	<b>507,000</b>

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>433 TIF Rings/Frantz</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	4,546	5,000	5,500	6,500
<b>Contractual Services Total:</b>		<b>4,546</b>	<b>5,000</b>	<b>5,500</b>	<b>6,500</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	1,600,000	250,000	250,000	250,000
742000	Advances Expense	500,000	600,000	600,000	500,000
<b>Transfers/Advances Total:</b>		<b>2,100,000</b>	<b>850,000</b>	<b>850,000</b>	<b>750,000</b>
<b>Finance Total:</b>		<b>2,104,546</b>	<b>855,000</b>	<b>855,500</b>	<b>756,500</b>
<b>30 Public Works</b>					
<b>Contractual Services</b>					
713004	Other Professional Services	16,897	0	26,004	0
<b>Contractual Services Total:</b>		<b>16,897</b>	<b>0</b>	<b>26,004</b>	<b>0</b>
<b>Capital Outlay</b>					
735004	Cap Impr New Str Const/Eng Ser	107,394	0	332,915	0
<b>Capital Outlay Total:</b>		<b>107,394</b>	<b>0</b>	<b>332,915</b>	<b>0</b>
<b>Public Works Total:</b>		<b>124,291</b>	<b>0</b>	<b>358,918</b>	<b>0</b>
<b>TIF Rings/Frantz Total:</b>		<b>2,228,837</b>	<b>855,000</b>	<b>1,214,418</b>	<b>756,500</b>

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>436 TIF Historic Dublin Parking</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	844	1,000	1,000	1,500
<b>Contractual Services Total:</b>		<b>844</b>	<b>1,000</b>	<b>1,000</b>	<b>1,500</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	75,000	75,000	75,000	75,000
<b>Transfers/Advances Total:</b>		<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>
<b>Finance Total:</b>		<b>75,844</b>	<b>76,000</b>	<b>76,000</b>	<b>76,500</b>
<b>TIF Historic Dublin Parking Total:</b>		<b>75,844</b>	<b>76,000</b>	<b>76,000</b>	<b>76,500</b>

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>441 TIF Emerald Parkway Phase 8</b>					
<b>20 Finance</b>					
<b>Transfers/Advances</b>					
741000	Transfers Expense	392,713	481,500	569,215	481,825
<b>Transfers/Advances Total:</b>		<b>392,713</b>	<b>481,500</b>	<b>569,215</b>	<b>481,825</b>
<b>Finance Total:</b>		<b>392,713</b>	<b>481,500</b>	<b>569,215</b>	<b>481,825</b>
<b>30 Public Works</b>					
<b>Capital Outlay</b>					
735004	Cap Impr New Str Const/Eng Ser	203,504	0	13,852	0
<b>Capital Outlay Total:</b>		<b>203,504</b>	<b>0</b>	<b>13,852</b>	<b>0</b>
<b>Public Works Total:</b>		<b>203,504</b>	<b>0</b>	<b>13,852</b>	<b>0</b>
<b>TIF Emerald Parkway Phase 8 Total:</b>		<b>596,216</b>	<b>481,500</b>	<b>583,067</b>	<b>481,825</b>

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>442 TIF Perimeter Loop</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	427	600	600	1,000
<b>Contractual Services Total:</b>		<b>427</b>	<b>600</b>	<b>600</b>	<b>1,000</b>
<b>Transfers/Advances</b>					
742000	Advances Expense	10,000	30,000	30,000	30,000
<b>Transfers/Advances Total:</b>		<b>10,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>
<b>Finance Total:</b>		<b>10,427</b>	<b>30,600</b>	<b>30,600</b>	<b>31,000</b>
<b>TIF Perimeter Loop Total:</b>		<b>10,427</b>	<b>30,600</b>	<b>30,600</b>	<b>31,000</b>

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>443 TIF Tartan West</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	11,434	15,000	15,000	12,000
713005	Misc. Contract. Serv.	0	191,550	1,691,550	1,350,000
<b>Contractual Services Total:</b>		<b>11,434</b>	<b>206,550</b>	<b>1,706,550</b>	<b>1,362,000</b>
<b>Transfers/Advances</b>					
742000	Advances Expense	0	850,000	850,000	700,000
<b>Transfers/Advances Total:</b>		<b>0</b>	<b>850,000</b>	<b>850,000</b>	<b>700,000</b>
<b>Finance Total:</b>		<b>11,434</b>	<b>1,056,550</b>	<b>2,556,550</b>	<b>2,062,000</b>
<b>TIF Tartan West Total:</b>		<b>11,434</b>	<b>1,056,550</b>	<b>2,556,550</b>	<b>2,062,000</b>

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>444 TIF Shamrock Blvd.</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	613	750	875	1,500
<b>Contractual Services Total:</b>		<b>613</b>	<b>750</b>	<b>875</b>	<b>1,500</b>
<b>Transfers/Advances</b>					
742000	Advances Expense	50,000	50,000	50,000	75,000
<b>Transfers/Advances Total:</b>		<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>75,000</b>
<b>Finance Total:</b>		<b>50,613</b>	<b>50,750</b>	<b>50,875</b>	<b>76,500</b>
<b>TIF Shamrock Blvd. Total:</b>		<b>50,613</b>	<b>50,750</b>	<b>50,875</b>	<b>76,500</b>

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>446 TIF River Ridge</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	1,107	1,250	1,375	1,750
<b>Contractual Services Total:</b>		<b>1,107</b>	<b>1,250</b>	<b>1,375</b>	<b>1,750</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	137,480	135,300	135,300	137,430
<b>Transfers/Advances Total:</b>		<b>137,480</b>	<b>135,300</b>	<b>135,300</b>	<b>137,430</b>
<b>Finance Total:</b>		<b>138,587</b>	<b>136,550</b>	<b>136,675</b>	<b>139,180</b>
<b>TIF River Ridge Total:</b>		<b>138,587</b>	<b>136,550</b>	<b>136,675</b>	<b>139,180</b>



2022 Operating Budget - City of Dublin, Ohio

	2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>447 TIF Lifetime Fitness</b>				
<b>20 Finance</b>				
<b>Contractual Services</b>				
711001 County Auditor Deductions	1,540	1,750	1,850	2,500
<b>Contractual Services Total:</b>	<b>1,540</b>	<b>1,750</b>	<b>1,850</b>	<b>2,500</b>
<b>Finance Total:</b>	<b>1,540</b>	<b>1,750</b>	<b>1,850</b>	<b>2,500</b>
<b>TIF Lifetime Fitness Total:</b>	<b>1,540</b>	<b>1,750</b>	<b>1,850</b>	<b>2,500</b>

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>449 TIF Irelan Place</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	36	200	200	300
<b>Contractual Services Total:</b>		<b>36</b>	<b>200</b>	<b>200</b>	<b>300</b>
<b>Transfers/Advances</b>					
742000	Advances Expense	14,937	2,000	2,000	3,000
<b>Transfers/Advances Total:</b>		<b>14,937</b>	<b>2,000</b>	<b>2,000</b>	<b>3,000</b>
<b>Finance Total:</b>		<b>14,973</b>	<b>2,200</b>	<b>2,200</b>	<b>3,300</b>
<b>TIF Irelan Place Total:</b>		<b>14,973</b>	<b>2,200</b>	<b>2,200</b>	<b>3,300</b>

2022 Operating Budget - City of Dublin, Ohio

	2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>450 TIF Shier Rings Road</b>				
<b>20 Finance</b>				
<b>Contractual Services</b>				
711001 County Auditor Deductions	38	250	650	1,250
<b>Contractual Services Total:</b>	<b>38</b>	<b>250</b>	<b>650</b>	<b>1,250</b>
<b>Finance Total:</b>	<b>38</b>	<b>250</b>	<b>650</b>	<b>1,250</b>
<b>TIF Shier Rings Road Total:</b>	<b>38</b>	<b>250</b>	<b>650</b>	<b>1,250</b>

2022 Operating Budget - City of Dublin, Ohio

	2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>454 TIF Kroger Centre</b>				
<b>20 Finance</b>				
<b>Contractual Services</b>				
711001 County Auditor Deductions	2,714	4,000	4,800	5,500
<b>Contractual Services Total:</b>	<b>2,714</b>	<b>4,000</b>	<b>4,800</b>	<b>5,500</b>
<b>Finance Total:</b>	<b>2,714</b>	<b>4,000</b>	<b>4,800</b>	<b>5,500</b>
<b>TIF Kroger Centre Total:</b>	<b>2,714</b>	<b>4,000</b>	<b>4,800</b>	<b>5,500</b>

2022 Operating Budget - City of Dublin, Ohio

	2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>455 TIF Frantz/Dublin Road</b>				
<b>30 Public Works</b>				
<b>Contractual Services</b>				
713004 Other Professional Services	0	0	98,641	0
<b>Contractual Services Total:</b>	<b>0</b>	<b>0</b>	<b>98,641</b>	<b>0</b>
<b>Public Works Total:</b>	<b>0</b>	<b>0</b>	<b>98,641</b>	<b>0</b>
<b>TIF Frantz/Dublin Road Total:</b>	<b>0</b>	<b>0</b>	<b>98,641</b>	<b>0</b>

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>456 TIF Delta Energy</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	280	600	600	0
<b>Contractual Services Total:</b>		<b>280</b>	<b>600</b>	<b>600</b>	<b>0</b>
<b>Transfers/Advances</b>					
742000	Advances Expense	30,000	20,000	20,000	0
<b>Transfers/Advances Total:</b>		<b>30,000</b>	<b>20,000</b>	<b>20,000</b>	<b>0</b>
<b>Finance Total:</b>		<b>30,280</b>	<b>20,600</b>	<b>20,600</b>	<b>0</b>
<b>TIF Delta Energy Total:</b>		<b>30,280</b>	<b>20,600</b>	<b>20,600</b>	<b>0</b>

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>458 TIF Vrable</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	5,477	6,000	6,000	6,000
<b>Contractual Services Total:</b>		<b>5,477</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	744,085	495,100	745,100	745,100
<b>Transfers/Advances Total:</b>		<b>744,085</b>	<b>495,100</b>	<b>745,100</b>	<b>745,100</b>
<b>Finance Total:</b>		<b>749,562</b>	<b>501,100</b>	<b>751,100</b>	<b>751,100</b>
<b>TIF Vrable Total:</b>		<b>749,562</b>	<b>501,100</b>	<b>751,100</b>	<b>751,100</b>

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>459 TIF West Innovation</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	6,516	7,000	8,000	8,500
<b>Contractual Services Total:</b>		<b>6,516</b>	<b>7,000</b>	<b>8,000</b>	<b>8,500</b>
<b>Finance Total:</b>		<b>6,516</b>	<b>7,000</b>	<b>8,000</b>	<b>8,500</b>
<b>30 Public Works</b>					
<b>Capital Outlay</b>					
735006	Cap Impr Str Maint Proj	0	1,745,000	1,745,000	4,405,000
<b>Capital Outlay Total:</b>		<b>0</b>	<b>1,745,000</b>	<b>1,745,000</b>	<b>4,405,000</b>
<b>Public Works Total:</b>		<b>0</b>	<b>1,745,000</b>	<b>1,745,000</b>	<b>4,405,000</b>
<b>TIF West Innovation Total:</b>		<b>6,516</b>	<b>1,752,000</b>	<b>1,753,000</b>	<b>4,413,500</b>



2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>463 TIF Bridge Park Blocks B &amp; C</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	23,238	45,500	45,500	30,000
<b>Contractual Services Total:</b>		<b>23,238</b>	<b>45,500</b>	<b>45,500</b>	<b>30,000</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	2,421,154	2,419,800	2,419,800	2,419,800
<b>Transfers/Advances Total:</b>		<b>2,421,154</b>	<b>2,419,800</b>	<b>2,419,800</b>	<b>2,419,800</b>
<b>Finance Total:</b>		<b>2,444,392</b>	<b>2,465,300</b>	<b>2,465,300</b>	<b>2,449,800</b>
<b>TIF Bridge Park Blocks B &amp; C Total:</b>		<b>2,444,392</b>	<b>2,465,300</b>	<b>2,465,300</b>	<b>2,449,800</b>

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>464 TIF Innovation</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	735	1,000	1,000	1,200
<b>Contractual Services Total:</b>		<b>735</b>	<b>1,000</b>	<b>1,000</b>	<b>1,200</b>
<b>Finance Total:</b>		<b>735</b>	<b>1,000</b>	<b>1,000</b>	<b>1,200</b>
<b>30 Public Works</b>					
<b>Capital Outlay</b>					
735004	Cap Impr New Str Const/Eng Ser	0	100,000	100,000	0
<b>Capital Outlay Total:</b>		<b>0</b>	<b>100,000</b>	<b>100,000</b>	<b>0</b>
<b>Public Works Total:</b>		<b>0</b>	<b>100,000</b>	<b>100,000</b>	<b>0</b>
<b>TIF Innovation Total:</b>		<b>735</b>	<b>101,000</b>	<b>101,000</b>	<b>1,200</b>

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>465 TIF Riviera</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	0	0	38,000	38,000
<b>Contractual Services Total:</b>		<b>0</b>	<b>0</b>	<b>38,000</b>	<b>38,000</b>
<b>Transfers/Advances</b>					
742000	Advances Expense	0	0	0	550,000
<b>Transfers/Advances Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>550,000</b>
<b>Finance Total:</b>		<b>0</b>	<b>0</b>	<b>38,000</b>	<b>588,000</b>
<b>TIF Riviera Total:</b>		<b>0</b>	<b>0</b>	<b>38,000</b>	<b>588,000</b>

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>466 TIF Penzone</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	1,098	1,500	1,500	1,750
<b>Contractual Services Total:</b>		<b>1,098</b>	<b>1,500</b>	<b>1,500</b>	<b>1,750</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	30,000	30,000	30,000	30,000
<b>Transfers/Advances Total:</b>		<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>
<b>Finance Total:</b>		<b>31,098</b>	<b>31,500</b>	<b>31,500</b>	<b>31,750</b>
<b>TIF Penzone Total:</b>		<b>31,098</b>	<b>31,500</b>	<b>31,500</b>	<b>31,750</b>

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>467 TIF H2 Hotel</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	3,377	5,000	5,000	5,000
<b>Contractual Services Total:</b>		<b>3,377</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	250,000	250,000	250,000	325,000
<b>Transfers/Advances Total:</b>		<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>325,000</b>
<b>Finance Total:</b>		<b>253,377</b>	<b>255,000</b>	<b>255,000</b>	<b>330,000</b>
<b>TIF H2 Hotel Total:</b>		<b>253,377</b>	<b>255,000</b>	<b>255,000</b>	<b>330,000</b>

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>468 TIF Bridge Park Block Z</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	1,683	2,500	2,500	2,500
719006	Contractual Obligations	147,139	147,500	147,500	147,500
<b>Contractual Services Total:</b>		<b>148,822</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>
<b>Finance Total:</b>		<b>148,822</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>
<b>TIF Bridge Park Block Z Total:</b>		<b>148,822</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>469 TIF Block A</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	6,021	15,000	15,000	15,000
719006	Contractual Obligations	526,430	585,000	1,042,100	1,055,000
<b>Contractual Services Total:</b>		<b>532,452</b>	<b>600,000</b>	<b>1,057,100</b>	<b>1,070,000</b>
<b>Finance Total:</b>		<b>532,452</b>	<b>600,000</b>	<b>1,057,100</b>	<b>1,070,000</b>
<b>TIF Block A Total:</b>		<b>532,452</b>	<b>600,000</b>	<b>1,057,100</b>	<b>1,070,000</b>

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>474 TIF Bridge Park Incentive Dist</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	3,179	3,200	3,200	4,000
719006	Contractual Obligations	56,241	66,350	66,350	66,350
<b>Contractual Services Total:</b>		<b>59,420</b>	<b>69,550</b>	<b>69,550</b>	<b>70,350</b>
<b>Finance Total:</b>		<b>59,420</b>	<b>69,550</b>	<b>69,550</b>	<b>70,350</b>
<b>TIF Bridge Park Incentive Dist Total:</b>		<b>59,420</b>	<b>69,550</b>	<b>69,550</b>	<b>70,350</b>



2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>475 TIF The Corners</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
719006	Contractual Obligations	0	1,829,500	3,729,500	229,500
<b>Contractual Services Total:</b>		<b>0</b>	<b>1,829,500</b>	<b>3,729,500</b>	<b>229,500</b>
<b>Finance Total:</b>		<b>0</b>	<b>1,829,500</b>	<b>3,729,500</b>	<b>229,500</b>
<b>TIF The Corners Total:</b>		<b>0</b>	<b>1,829,500</b>	<b>3,729,500</b>	<b>229,500</b>



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# CITY OF DUBLIN | 2022 | OPERATING BUDGET FIVE-YEAR CAPITAL IMPROVEMENTS PROGRAM

PROJECT DESCRIPTION	2021	2022	2023	2024	2025	2026	TOTAL 2022-2026 (\$'000)	BEYOND 2026 (\$'000)	TOTAL TO BE BUDGETED
<b>SUMMARY</b>									
Administration - Capital Allocations	\$1,850	\$3,435	\$2,220	\$2,520	\$2,700	\$2,700	\$13,575	\$0	\$13,575
Total - ADMINISTRATION	1,850	3,435	2,220	2,520	2,700	2,700	\$13,575	\$0	\$13,575
City Facilities - Capital Maintenance	680	1,260	1,695	590	140	140	\$3,825	\$0	\$3,825
City Facilities - Capital Enhancements / New Capital Infrastructure	4,600	40	0	1,530	0	0	\$1,570	\$5,390	\$6,960
Total - CITY FACILITIES	5,280	1,300	1,695	2,120	140	140	\$5,395	\$5,390	\$10,785
City-Wide Fleet - Capital Maintenance	1,140	1,570	985	1,070	1,035	1,035	\$5,695	\$0	\$5,695
City-Wide Fleet - Capital Enhancements / New Capital Infrastructure	0	155	0	60	0	65	\$280	\$0	\$280
Total - CITY-WIDE FLEET	1,140	1,725	985	1,130	1,035	1,100	\$5,975	\$0	\$5,975
Parks - Capital Maintenance	1,055	935	1,205	1,055	1,055	1,055	\$5,305	\$300	\$5,605
Parks - Capital Enhancements / New Capital Infrastructure	8,145	1,165	3,630	7,250	50	80	\$12,175	\$20,940	\$33,115
Total - PARKS	9,200	2,100	4,835	8,305	1,105	1,135	\$17,480	\$21,240	\$38,720
Police - Capital Maintenance	95	55	60	260	10	310	\$695	\$0	\$695
Police - Capital Enhancements / New Capital Infrastructure	120	120	595	500	1,250	0	\$2,465	\$975	\$3,440
Total - POLICE	215	175	655	760	1,260	310	\$3,160	\$975	\$4,135
Utilities - Sanitary Sewer - Capital Maintenance	550	1,750	570	1,750	590	1,750	\$6,410	\$2,110	\$8,520
Utilities - Sanitary Sewer - Capital Enhancements / New Capital Infrastructure	3,625	2,275	4,020	5,200	4,375	1,845	\$17,715	\$6,710	\$24,425
Total - UTILITIES - SANITARY SEWER	4,175	4,025	4,590	6,950	4,965	3,595	\$24,125	\$8,820	\$32,945
Utilities - Stormwater - Capital Maintenance	475	400	300	400	300	400	\$1,800	\$475	\$2,275
Utilities - Stormwater - Capital Enhancements / New Capital Infrastructure	500	330	110	420	85	420	\$1,365	\$500	\$1,865
Total - UTILITIES - STORMWATER	975	730	410	820	385	820	\$3,165	\$975	\$4,140
Computer Hardware / Software / Fiber - Capital Maintenance	860	695	790	750	750	750	\$3,735	\$1,400	\$5,135
Computer Hardware / Software / Fiber - Capital Enhancements / New Capital Infrastructure	1,015	25,375	930	730	730	730	\$28,495	\$460	\$28,955
Total - COMPUTER HARDWARE / SOFTWARE / FIBER	1,875	26,070	1,720	1,480	1,480	1,480	\$32,230	\$460	\$34,090
Transportation - Mobility - Bicycle and Pedestrian - Capital Maintenance	665	650	805	795	675	800	\$3,725	\$615	\$4,340
Transportation - Mobility - Bicycle and Pedestrian - Capital Enhancements / New Capital Infrastructure	1,610	2,685	2,160	1,010	710	720	\$7,285	\$10,050	\$17,335
Total - TRANSPORTATION - BICYCLE AND PEDESTRIAN	2,275	3,335	2,965	1,805	1,385	1,520	\$11,010	\$10,665	\$21,675
Transportation - Bridges and Culvert - Capital Maintenance	2,270	2,130	1,770	1,230	1,010	970	\$7,110	\$970	\$8,080
Transportation - Bridges and Culvert - Capital Enhancements / New Capital Infrastructure	310	225	250	0	0	0	\$475	\$42,915	\$43,390
Total - TRANSPORTATION - BRIDGES AND CULVERTS	2,580	2,355	2,020	1,230	1,010	970	\$7,585	\$43,885	\$51,470
Transportation - Streets and Parking - Capital Maintenance	8,120	7,445	8,225	8,320	8,826	9,037	\$41,853	\$9,630	\$51,483
Transportation - Streets and Parking - Capital Enhancements / New Capital Infrastructure	25,040	43,530	11,385	4,655	6,700	13,340	\$79,610	\$113,375	\$192,985
Total - TRANSPORTATION - STREETS AND PARKING	33,160	50,975	19,610	12,975	15,526	22,377	\$121,463	\$123,005	\$244,468
Utilities - Water - Capital Maintenance	120	915	70	0	0	0	\$985	\$0	\$985
Utilities - Water - Capital Enhancements / New Capital Infrastructure	75	1,150	600	925	1,270	1,855	\$5,800	\$2,065	\$7,865
Total - UTILITIES - WATER	195	2,065	670	925	1,270	1,855	\$6,785	\$2,065	\$8,850
TOTALS:									
Capital Maintenance	16,030	17,805	16,475	16,220	14,391	16,247	\$81,138	\$14,100	\$95,238
Capital Allocations	1,850	3,435	2,220	2,520	2,700	2,700	\$13,575	\$0	\$13,575
Capital Enhancements / New Capital Infrastructure	45,040	77,050	23,680	22,280	15,170	19,055	\$157,235	\$203,380	\$360,615
TOTAL PROJECT BUDGET	\$62,920	\$98,290	\$42,375	\$41,020	\$32,261	\$38,002	\$251,948	\$217,480	\$469,428
Advances	0	4,500	2,000	0	0	0	\$6,500	\$0	\$6,500
GRAND TOTAL	\$62,920	\$102,790	\$44,375	\$41,020	\$32,261	\$38,002	\$258,448	\$217,480	\$475,928



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City of Dublin  
2022 - 2026 Capital Improvements Program  
Recap of Recommended Projects, Available Resources

		MUNIS		
		2022	Org	Object
<b>Section 4 - ADMINISTRATION</b>				
AL221	Land Acquisition	\$ 1,500,000	40180290	735001
AL222	Annual Allocation for Parkland Acquisition	\$ 750,000	40280290	735001
AA221	Annual Allocation for Contingencies	\$ 250,000	40180290	737000
ES142	Allocation for Water Extensions (transfer to Water Fund)	\$ 115,000	40196290	741000
EW141	Allocation for Sewer Extensions (transfer to Sewer Fund)	\$ 820,000	40196290	741000
		\$ 3,435,000		
<b>Section 5 - FACILITIES</b>				
<b>MAINTENANCE</b>				
AB221	CNG Facility	\$ 90,000	40180350	735002
	Justice Center	\$ 620,000	40180350	735002
	Parks	\$ 65,000	40180350	735002
	DCRC	\$ 150,000	40180350	735002
	Shier Rings Historic House Reno	\$ 230,000	40180350	735002
	Small In-House Renovations	\$ 25,000	40180350	735002
	HVAC & Pump Replacements	\$ 25,000	40180350	735002
	Carpet/Flooring Replacements	\$ 45,000	40180350	735002
	Painting/Patching Walls (as needed)	\$ 10,000	40180350	735002
<b>RENOVATIONS/IMPROVEMENTS</b>				
AB203	<b>AB203-2022</b> Security Gates - Service Center	\$ 40,000	40180350	735002
		\$ 1,300,000		
<b>Section 6 - FLEET</b>				
<b>MAINTENANCE</b>				
AV221	Vehicle Replacement	\$ 1,145,000	40180370	734004
AV223	Equipment Replacement	\$ 425,000	40180370	734004
<b>NEW (ADDITIONS TO THE FLEET)</b>				
AV221	Vehicles	\$ 60,000	40180370	734004
AV223	Equipment	\$ 95,000	40180370	734004
		\$ 1,725,000		
<b>Section 7 - PARKS</b>				
<b>MAINTENANCE</b>				
AR221	Park Maintenance	\$ 915,000	40180430	735005
AB202	<b>AB202-2022</b> Public Art Maintenance	\$ 20,000	23280430	735005
<b>RENOVATIONS/IMPROVEMENTS</b>				
GR121	DAC Site Renovations	\$ 115,000	23280430	735005
	Unfunded portion	\$ 360,000	N/A - Unfunded	
GR190	<b>GR190-2022</b> West Bridge Street/161 Streetscape	\$ 50,000	40180430	735005
GR221	NEW - Historic Cemetery Harris-Brown	\$ 70,000	40180430	735005
GR222	NEW - Darree Fields Park Enhancements	\$ 70,000	40180430	735005
GR223	NEW - Kiwanis Riverway Park Improvements	\$ 400,000	40180430	735005
GR224	NEW - Dublin Springs Park Improvements	\$ 100,000	40180430	735005
		\$ 2,100,000		
<b>Section 8 - POLICE</b>				
<b>MAINTENANCE</b>				
PP221	NEW - Replacement Automated Fingerprint Live Scan Capture Station	\$ 40,000	40180890	734001
PP224	NEW - Property Drying Cabinet	\$ 15,000	40180890	734001
<b>NEW ENHANCEMENTS/EQUIPMENT</b>				
PP195	<b>PP195-2022</b> Unmanned Aerial Vehicle (UAV)	\$ 120,000	40180890	734001
		\$ 175,000		
<b>Section 9 - SANITARY SEWER</b>				
<b>MAINTENANCE</b>				
ES271	Sewer Lining & Repair	\$ 1,500,000	62380320	735008
ES221	Annual Sanitary Sewer Maintenance Program	\$ 250,000	62080320	735008
<b>NEW ENHANCEMENTS/INFRASTRUCTURE</b>				
ES175	<b>ES175-2022</b> Sewer Extensions - Areas 3A, 3B, 3C, 8A & 15	\$ 350,000	62080320	735008
ES203	Sanitary Sewer Extensions - Area 1B - Sanitary Sewer	\$ 960,000	62380320	735008
ES204	Sanitary Sewer Extensions - Area 1B - Roadway	\$ 900,000	40180320	735006
ES216	Sanitary Sewer Extensions - Area 15	\$ 65,000	62080320	735008
		\$ 4,025,000		

City of Dublin  
2022 - 2026 Capital Improvements Program  
Recap of Recommended Projects, Available Resources

		MUNIS		
		2022	Org	Object
<b>Section 10 - STORMWATER</b>				
<b>MAINTENANCE</b>				
AF221	Annual Stormwater Maintenance	\$ 100,000	40180320	735010
AF222	Waterway Maintenance Program (Ditch Maintenance)	\$ 100,000	40180320	735010
AF22A	Annual Storm Structure Program	\$ 150,000	40180320	735010
AF213	<b>AF213-2022</b> Pond Aerator Systems	\$ 50,000	40180320	735010
<b>NEW ENHANCEMENTS/INFRASTRUCTURE</b>				
EF221	NEW - Stormwater Grant Pilot Program	\$ 30,000	40180320	735010
EF200	Allocation for Various Stormwater Improvements	\$ 300,000	40180320	735010
		\$ 730,000		
<b>Section 11 - TECHNOLOGY</b>				
AI221	Information Technology Operations	\$ 695,000	40180180	732000
AI222	NEW - Core Switch Replacements	\$ 250,000	40180180	732000
AI223	NEW - Replacement Back-up Appliances	\$ 150,000	40180180	732000
AI224	NEW - New Firewalls	\$ 275,000	40180180	732000
PA210	<b>PA210-2022</b> GIS - Geographic Information System	\$ 110,000	40180170	732000
AI203	Data Platform	\$ 150,000	40180170	732000
AI202	Connected Dublin / US COG 33	\$ 300,000	40180190	732000
AI172	Connected Dublin -Connected Vehicles Systems Infrastructure	\$ 50,000	40180180	732000
AI194	Fiber Optic Enhancements and Traffic Fiber	\$ 390,000	40180180	732000
AI226	NEW - Dublink Fiber Extension - Shier Rings/Cosgray	\$ 300,000	40180190	732000
AI227	NEW - Dublink Fiber Extension - Bridge Park	\$ 400,000	40180190	732000
AI228	NEW - Fiber to Home	\$ 23,000,000	40480320	713004
		\$ 26,070,000		
<b>Section 12 - TRANSPORTATION - MOBILITY</b>				
<b>MAINTENANCE</b>				
AT223	Annual Shared Use Path Maintenance	\$ 275,000	40180320	735006
AT226	Annual Sidewalk Program	\$ 250,000	40180320	735006
AT229	Downtown Dublin Brick Sidewalk Maintenance	\$ 125,000	40180320	735006
<b>NEW ENHANCEMENTS/INFRASTRUCTURE - BICYCLES AND PEDESTRIANS</b>				
ET16L	<b>ET16L-2022</b> Perimeter Drive: Avery-Muirfield to Holt Road Sidewalk (TIF)	\$ 950,000	42580320	735004
ET201	Riverside Drive West Shared Use Path	\$ 95,000	40180320	735006
ET175	<b>ET175-2022</b> Dublin Center Drive Shared Use Path (TIF)	\$ 25,000	45180320	735004
ET183	<b>ET183-2022</b> Dublin Road: Frantz Road to Limestone Ridge	\$ 370,000	40180320	735006
ET212	University Boulevard Shared-Use Path, phase 2	\$ 450,000	40180320	735006
ET224	NEW - Din Eidyn Drive Path Connection - Glick to Lenwick Drive	\$ 20,000	40180320	735006
ET225	NEW - Muirfield Drive at Sells Mill Drive - Pedestrian Crossing Improvement	\$ 50,000	40180320	735006
<b>NEW ENHANCEMENTS/INFRASTRUCTURE - MOBILITY</b>				
AL203	Mobility Priority Area - Shared Micro-mobility (Bike Share and Scooters)	\$ 360,000	40180750	736000
TM221	NEW - Autonomous Shuttle Circulator **	\$ 125,000	40180750	736000
TM223	NEW - COTA Bus Shelters	\$ 65,000	40180750	736000
TM224	NEW - Mobility Priority Areas - Mobility Hubs	\$ 125,000	40180750	736000
TM225	NEW - Neighborhood Mobility Program	\$ 50,000	40180750	736000
		\$ 3,335,000		
<b>**Reimbursed through grant/partnership.</b>				
<b>Section 13 - TRANSPORTATION - BRIDGES &amp; CULVERTS</b>				
<b>MAINTENANCE</b>				
AT22C	Annual Vehicular Bridge Maintenance	\$ 1,625,000	40180320	735006
AT228	Annual Pedestrian Tunnel Maintenance	\$ 70,000	40180320	735006
AT22D	Annual Culvert Maintenance	\$ 170,000	40180320	735006
AT22H	Annual Pedestrian Bridge Maintenance	\$ 245,000	40180320	735006
AT22Q	NEW - Dublin Link Bridge Maintenance	\$ 20,000	40180320	735006
<b>NEW ENHANCEMENTS/INFRASTRUCTURE</b>				
ET215	<b>ET215-2022</b> Tuller Road to Emerald Parkway Over 270 Crossing (TIF)	\$ 225,000	40180320	735004
		\$ 2,355,000		

City of Dublin  
2022 - 2026 Capital Improvements Program  
Recap of Recommended Projects, Available Resources

		MUNIS		
		2022	Org	Object
<b>Section 14 - TRANSPORTATION - STREETS &amp; PARKING</b>				
<b>MAINTENANCE</b>				
AT221	Annual Street Maintenance Program	\$ 6,200,000	40180320	735006
AT22A	Annual Guardrail Replacement & Maintenance	\$ 160,000	40180320	735006
AT227	Annual Parking Lot Maintenance	\$ 110,000	40180320	735006
AT22E	Annual Retaining Wall & Decorative Wall Maintenance	\$ 50,000	40180320	735006
AT22F	Annual Pavement Preventive Maintenance	\$ 500,000	40180320	735006
AT22G	Traffic Signal Wiring and Cabinet Maintenance and Replacement	\$ 75,000	40180320	735006
AT212	Hayden Run Wall and Fence Repair	\$ 250,000	40180320	735006
AT22R	NEW - Hawk's Nest Retaining Wall	\$ 100,000	40180320	735006
<b>NEW ENHANCEMENTS/INFRASTRUCTURE</b>				
ET066	<b>ET066-2022</b> Eiterman Road Relocation (West Innovation TIF)	\$ 1,805,000	45980320	735006
ET003	US33/161/Post Road			
	Union County Contribution	\$ 1,000,000	N/A - State Managed Project	
	Developer Contribution (FedEx)	\$ 1,500,000	40180320	735006
	ODOT - District 6	\$ 880,000	N/A - State Managed Project	
	MORPC Attributable Funds	\$ 10,000,000	N/A - State Managed Project	
	TRAC 2016 Funds	\$ 7,000,000	N/A - State Managed Project	
	TRAC 2019 Funds (tentative)	\$ 4,250,000	N/A - State Managed Project	
	Union County Contribution (tentative)	\$ 2,500,000	40180320	735006
	West Innovation TIF	\$ 2,600,000	45980320	735006
	Perimeter Center TIF	\$ 4,330,000	42580320	735004
ET518	<b>ET518-2022</b> Hyland Croy/Post Preserve Improvements (Perimeter Center TIF)	\$ 300,000	43180320	735004
ET092	<b>ET092-2022</b> Post Preserve Access Modification (Perimeter Center TIF)	\$ 1,630,000	42580320	735004
ET089	<b>ET089-2022</b> Hyland Croy/McKittrick Roundabout	\$ 300,000	40180320	735006
ET181	Franklin Street Improvements - Waterford Drive to Sells Alley	\$ 755,000	40180320	735006
ET227	NEW - South High Street Utility Burial, phase 2	\$ 1,300,000	40180320	735006
ET193	<b>ET193-2022</b> Hyland-Croy Road Corridor Improvements	\$ 150,000	43180320	735004
ET204	<b>ET204-2021</b> Franklin Street Extension	\$ 2,730,000	40180320	735004
ET219	<b>ET219-2022</b> Frantz Road Alternative Transportation Lane	\$ 150,000	40180320	735006
ET229	NEW - Post Preserve Blvd Connection Removal	\$ 50,000	40180320	735006
<b>PARKING</b>				
ET17A	Smart Parking Infrastructure	\$ 300,000	40180320	735006
		\$ 50,975,000		
<b>Section 15 - WATER</b>				
<b>MAINTENANCE</b>				
EW172	Tartan West Water Tank Re-Painting	\$ 390,000	61080320	735009
EW221	NEW - Tartan West and Post Road Booster Station Upgrade	\$ 525,000	61280320	735009
<b>NEW ENHANCEMENTS/INFRASTRUCTURE</b>				
AW101	<b>AW101-2022</b> Waterline Replacement	\$ 600,000	61280320	735009
EW178	<b>EW178-2022</b> Water Extensions - Area 3A	\$ 80,000	61080320	735009
EW223	NEW - Water Extensions - Area 8A	\$ 470,000	61280320	735009
		\$ 2,065,000		
<b>TOTAL PROJECTS 2022</b>		<b>\$ 98,290,000</b>		



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# 7 | Enterprise Funds







**Deputy City Manager / Chief Operating Officer  
Engineering / Water Maintenance**

**STATEMENT OF FUNCTIONS**

Engineering is responsible for managing the water system for the City of Dublin including planning and design of all new construction and improvements of the water distribution system which is tied to the City of Columbus system under a service contract. The City staff works in cooperation with homeowners, engineers, consultants, builders, developers, Ohio Environmental Protection Agency, and with the City of Columbus in planning improvements to the Dublin portion of the system. Also included is the hydrant maintenance program.

**OBJECTIVES AND ACTIVITIES**

- Continue the ongoing hydrant maintenance program utilizing in-house resources.
- Prepare hydrants for repainting and continue the ongoing maintenance of hydrants.
- Locate all watch valves.

**PERSONNEL DATA**  
**POSITION TITLE**

**2021**  
**CURRENT NUMBER**

**2022**  
**ADOPTED**

Director, Engineering (1)

.2

.2

Deputy Director (2)

.2

.2

Operations Administrator (3)

.2

.2

Engineering Technician I (4)

.5

.5

Engineering Project Inspector (5)

.5

.5

Maintenance Worker

1

1

Administrative Support 2 (6)

.20**TOTAL****2.8****2.6****PART-TIME/SEASONAL STAFF**

Seasonal Maintenance Worker

11**TOTAL****1****1****NOTES AND ADJUSTMENTS:**

(1) The Director of Engineering position is allocated 20% to the Sewer Fund, 60% to Engineering in the General Fund, and 20% to this budget in the Water Fund.

(2) The Deputy Director – Utilities position is allocated 50% to the Sewer Fund, 30% to Engineering in the General Fund, and 20% to this budget in the Water Fund.

(3) An Operations Administrator position is allocated 50% to the Sewer Fund, 30% to Engineering in the General Fund, and 20% to this budget in the Water Fund.

(4) An Engineering Technician I position is allocated 50% to this budget in the Water Fund, and 50% to Engineering in the General Fund.

(5) An Engineering Project Inspector position is allocated 50% to this budget in the Water Fund, and 50% to Engineering in the General Fund.

(6) An Administrative Support 2 position was allocated 30% to the Sewer Fund, 30% to Engineering in the General Fund and 20% to this budget in the Water Fund. This position is being removed.

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>610 Water</b>					
Engineering					
<b>30 Public Works</b>					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	52,234	206,975	206,975	221,900
701103	Overtime Wages	0	0	100	0
701104	Other Wages	0	15,000	14,900	15,000
701201	Employee Benefits	30,907	122,285	122,285	116,965
701204	Uniforms and Clothing	0	0	450	0
702000	Training/Travel	0	2,500	2,500	4,750
<b>Personal Services Total:</b>		<b>83,140</b>	<b>346,760</b>	<b>347,210</b>	<b>358,615</b>
<b>Contractual Services</b>					
713004	Other Professional Services	87,732	70,000	196,304	60,000
713005	Misc. Contract. Serv.	212,416	213,345	235,213	223,500
715001	Communications	0	4,100	4,100	4,100
716000	Memberships/Subscriptions	0	350	350	100
717005	Utilities- Other Fuel Types	0	180,000	180,000	180,000
718002	Hydrant Maint and Repair	0	50,600	60,600	50,600
<b>Contractual Services Total:</b>		<b>300,147</b>	<b>518,395</b>	<b>676,566</b>	<b>518,300</b>
<b>Supplies</b>					
721002	Operating Supplies	0	6,200	6,200	6,200
724003	Equipment Maintenance	0	500	50	10,500
<b>Supplies Total:</b>		<b>0</b>	<b>6,700</b>	<b>6,250</b>	<b>16,700</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	0	1,000	1,000	1,000
734002	Tools	0	500	500	500
735009	Cap Impr Water System Imp	1,048,709	475,000	743,499	470,000
<b>Capital Outlay Total:</b>		<b>1,048,709</b>	<b>476,500</b>	<b>744,999</b>	<b>471,500</b>
<b>Public Works Total:</b>		<b>1,431,997</b>	<b>1,348,355</b>	<b>1,775,025</b>	<b>1,365,115</b>
<b>Water Total:</b>		<b>1,431,997</b>	<b>1,348,355</b>	<b>1,775,025</b>	<b>1,365,115</b>

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>610 Water</b>					
<b>20 Finance</b>					
<b>Debt Service</b>					
761001	Debt Issuance Costs	0	0	0	10,000
762001	Principal- Water	205,000	210,000	210,000	347,600
763002	Interest- Water	88,638	83,200	83,200	72,615
<b>Debt Service Total:</b>		<b>293,638</b>	<b>293,200</b>	<b>293,200</b>	<b>430,215</b>
<b>Finance Total:</b>		<b>293,638</b>	<b>293,200</b>	<b>293,200</b>	<b>430,215</b>
<b>Water Total:</b>		<b>293,638</b>	<b>293,200</b>	<b>293,200</b>	<b>430,215</b>



Deputy City Manager / Chief Operating Officer  
Engineering / Water Maintenance

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**BUDGET SUMMARY:**

**61030320**

- Account 701101 provides funding for full-time staffing reflected in the Personnel Data as related to the Engineering staff.
- Account 701104 provides funding for part-time/seasonal staff.
- Account 702000 provides funding for training sessions.
- Account 713004 provides funding to update water modeling city wide; critical infrastructure study/vulnerability assessment, booster station evaluations, water asset management and GIS Enhancements.
- Account 713005 provides funding for distribution system repairs, and water line locates by USIC Locating Services. Funding is also provided for flushing and pumping of hydrants completed by the Washington Township Fire Department and contracted emergency repairs.
- Account 717005 provides funding for utility costs related to the operation of the water System.
- Account 718002 provides funding for replacement fire hydrants, nozzles and other miscellaneous parts.

**61080320**

- Account 735009 provides funding for capital improvements projects as approved in the Capital Improvements Program.

**61090290**

- Accounts 762001 and 763002 provide funding for debt service obligations for the Darree Fields Water Tower, and the Dublin Road Water Tower.



**Deputy City Manager / Chief Operating Officer / Finance / Engineering / Water  
Construction Fund**

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**STATEMENT OF FUNCTIONS**

A fund provided to account for the bond issuance proceeds received, and to be expended for related public water infrastructure projects.

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**NOTES AND ADJUSTMENTS:**

For financial reporting purposes in the City's Annual Comprehensive Annual Report, the Water Construction Fund is part of the Water Fund.

2022 Operating Budget - City of Dublin, Ohio

	2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>612 Water Tower Construction</b>				
<b>30 Public Works</b>				
<b>Contractual Services</b>				
713004 Other Professional Services	0	0	0	1,595,000
<b>Contractual Services Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,595,000</b>
<b>Public Works Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,595,000</b>
<b>Water Tower Construction Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,595,000</b>





**Deputy City Manager / Chief Operating Officer / Finance / Engineering / Water  
Construction Fund**

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**BUDGET SUMMARY:**

**61210210**

- Account 713005 provides funding for bank fees. Note: Needed funds are unknown at this time. If/when funds are needed, a supplemental appropriation will be requested.

**61280320**

- Account 713004 provides funding for water projects funded through debt proceeds. These projects include booster station upgrades, and waterline replacements as provided in the 2022-2026 Capital Improvements Program.

**61290290**

- Account 761001 provides funding for debt issuance costs. Needed funds are unknown at this time. If/when funds are needed, a supplemental appropriation will be requested.



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**Deputy City Manager / Chief Operating Officer  
Engineering / Sewer Maintenance**

**STATEMENT OF FUNCTIONS**

Engineering is responsible for managing the sanitary sewer system including planning and design of all new construction, improvements and removal of infiltration and inflow sources. Engineering is also responsible for the inspection, condition assessment, and execution of maintenance on the sanitary sewer system. Engineering analyzes system data to estimate amounts of extraneous flow to be eliminated, recommends the repair and maintenance, and work program and new construction to be performed. The City staff works in cooperation with homeowners, engineers, consultants, builders, developers, Ohio Environmental Protection Agency, and with the City of Columbus which provides wastewater treatment under a service contract.

**OBJECTIVES AND ACTIVITIES**

- To minimize infiltration and inflow in both the public and private portions of the sanitary sewer system.
- To complete a warranty inspection on the installation and materials of the previous year's cured in place pipe (CIPP) installations.
- To assess condition of subsurface infrastructure underlying streets which are programmed for resurfacing in order that repairs be made as part of the street resurfacing program.
- To provide a safe work environment for all employees and ensure the safety of the public.
- To maintain/update the computer modeling program for the sewerage system.

**PERSONNEL DATA**  
**POSITION TITLE**

**2021**  
**CURRENT NUMBER**

**2022**  
**ADOPTED**

Director, Engineering (1)  
Deputy Director (2)  
Engineering Technician I  
Operations Administrator (3)  
Maintenance Worker  
Administrative Support 2 (4)

.2  
.5  
1  
.5  
6  
.3

.2  
.5  
1  
.5  
6  
0

**TOTAL****8.5****8.2****PART-TIME/SEASONAL STAFF**

Seasonal Maintenance Worker

1  
**1**

1  
**1**

**TOTAL****NOTES AND ADJUSTMENTS:**

(1) The Director of Engineering position is allocated 20% to this budget in the Sewer Fund, 60% to Engineering in the General Fund, and 20% to the Water Fund.

(2) The Deputy Director – Utilities position is allocated 50% to this budget in the Sewer Fund, 30% to Engineering in the General Fund, and 20% to the Water Fund.

(3) An Operations Administrator position is allocated 50% to this budget in the Sewer Fund, 30% to Engineering in the General Fund, and 20% to the Water Fund.

(4) An Administrative Support 2 position was allocated 30% to this budget in the Sewer Fund, 30% to Engineering in the General Fund, and 20% to the Water Fund. This position is removed.

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>620 Sewer</b>					
<b>30 Public Works</b>					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	89,489	615,380	615,380	614,875
701103	Overtime Wages	0	30,500	30,500	30,500
701104	Other Wages	0	15,000	15,000	15,000
701201	Employee Benefits	36,172	295,775	295,775	319,545
701204	Uniforms and Clothing	160	6,715	6,715	6,715
702000	Training/Travel	2,943	5,800	5,800	5,800
<b>Personal Services Total:</b>		<b>128,764</b>	<b>969,170</b>	<b>969,170</b>	<b>992,435</b>
<b>Contractual Services</b>					
713004	Other Professional Services	310,069	380,500	599,961	360,500
713005	Misc. Contract. Serv.	90,020	358,580	423,580	413,580
715001	Communications	0	2,600	1,900	1,900
716000	Memberships/Subscriptions	0	750	1,450	1,250
717001	Rents and Leases	0	1,500	1,500	1,500
<b>Contractual Services Total:</b>		<b>400,088</b>	<b>743,930</b>	<b>1,028,391</b>	<b>778,730</b>
<b>Supplies</b>					
721001	Office Supplies	0	450	450	450
721002	Operating Supplies	1,794	8,250	8,250	8,250
724001	General Maintenance	0	13,000	13,000	13,000
724003	Equipment Maintenance	0	15,170	15,170	15,170
<b>Supplies Total:</b>		<b>1,794</b>	<b>36,870</b>	<b>36,870</b>	<b>36,870</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	0	2,000	2,000	2,000
734002	Tools	0	24,570	24,570	24,570
735008	Cap Impr Sanitary Sewer Imp	436,642	550,000	1,003,609	665,000
<b>Capital Outlay Total:</b>		<b>436,642</b>	<b>576,570</b>	<b>1,030,179</b>	<b>691,570</b>
<b>Public Works Total:</b>		<b>967,288</b>	<b>2,326,540</b>	<b>3,064,610</b>	<b>2,499,605</b>
<b>Sewer Total:</b>		<b>967,288</b>	<b>2,326,540</b>	<b>3,064,610</b>	<b>2,499,605</b>

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>620 Sewer</b>					
<b>20 Finance</b>					
<b>Debt Service</b>					
761001	Debt Issuance Costs	182,515	185,000	185,000	185,000
762005	Principal- Sewer	420,000	810,000	810,000	871,800
763006	Interest- Sewer	412,319	460,605	460,605	449,675
<b>Debt Service Total:</b>		<b>1,014,834</b>	<b>1,455,605</b>	<b>1,455,605</b>	<b>1,506,475</b>
<b>Finance Total:</b>		<b>1,014,834</b>	<b>1,455,605</b>	<b>1,455,605</b>	<b>1,506,475</b>
<b>Sewer Total:</b>		<b>1,014,834</b>	<b>1,455,605</b>	<b>1,455,605</b>	<b>1,506,475</b>



**Deputy City Manager / Chief Operating Officer  
Engineering / Sewer Maintenance**

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**BUDGET SUMMARY:**

**62030320**

- Account 701101 provides funding for staffing reflected in the Personnel Data and Notes and Adjustments as related to Engineering staff.
- Account 702000 provides funding for the training of personnel in accordance with Occupational Safety and Health Administration (OSHA) requirements and other necessary training including but not limited to: Confined space entry, respirator, PACP certifications, flow meters, advanced pipe cleaning, software and GIS training, and continuing educational requirements.
- Account 713004 provides funding for the flow monitoring program, manhole inspections, and utility extension data gathering with Franklin County.
- Account 713005 provides funding for sewer line locates by USIC Locating Services, pump station inspection and maintenance contract, Delaware County Engineering Fund, and contracted sanitary sewer repairs. Increased budget is due to a cost increase in locating fees.
- Account 715001 provides funding for the cost of phone lines to pump stations.
- Account 721002 provides for supplies necessary for doing in-house sewer cleaning and repairs and miscellaneous supplies for Engineering Staff.
- Account 724001 provides funding for the repair and maintenance of the sewer system including grade rings, and ground rims/covers.
- Account 724003 includes funding to maintain and repair sanitary sewer equipment.

**62080320**

- Account 731000 provides funding for the miscellaneous furniture and equipment needs.
- Account 734002 provides funding for the replacement of miscellaneous tools.
- Account 735008 provides for capital improvement projects approved in the Capital Improvements Program.

**62090290**

- Accounts 762005 and 763006 provide funding for debt service obligations related to sanitary sewer relining and repairs, and extensions.



**Deputy City Manager / Chief Operating Officer / Finance / Engineering / Sewer  
Construction Fund**

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**STATEMENT OF FUNCTIONS**

A fund provided to account for the bond issuance proceeds received, and to be expended for related public sanitary sewer infrastructure projects.

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**NOTES AND ADJUSTMENTS:**

For financial reporting purposes in the City's Annual Comprehensive Annual Report, the Sewer Construction Fund is part of the Sewer Fund.

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>623 Sewer Construction</b>					
<b>10 City Manager</b>					
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	0	0	3,300	2,500
<b>Contractual Services Total:</b>		<b>0</b>	<b>0</b>	<b>3,300</b>	<b>2,500</b>
<b>City Manager Total:</b>		<b>0</b>	<b>0</b>	<b>3,300</b>	<b>2,500</b>
<b>20 Finance</b>					
<b>Transfers/Advances</b>					
742000	Advances Expense	1,500,000	0	0	0
<b>Transfers/Advances Total:</b>		<b>1,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Debt Service</b>					
761001	Debt Issuance Costs	0	10,000	10,000	10,000
<b>Debt Service Total:</b>		<b>0</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
<b>Finance Total:</b>		<b>1,500,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
<b>30 Public Works</b>					
<b>Capital Outlay</b>					
735008	Cap Impr Sanitary Sewer Imp	2,402,552	5,430,000	5,645,088	2,460,000
<b>Capital Outlay Total:</b>		<b>2,402,552</b>	<b>5,430,000</b>	<b>5,645,088</b>	<b>2,460,000</b>
<b>Public Works Total:</b>		<b>2,402,552</b>	<b>5,430,000</b>	<b>5,645,088</b>	<b>2,460,000</b>
<b>Sewer Construction Total:</b>		<b>3,902,552</b>	<b>5,440,000</b>	<b>5,658,388</b>	<b>2,472,500</b>





**Deputy City Manager / Chief Operating Officer / Finance / Engineering / Sewer  
Construction Fund**

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**BUDGET SUMMARY:**

**62310210**

- Account 713005 provides funding for bank fees. Note: Needed funds are unknown at this time. If/when funds are needed, a supplemental appropriation will be requested.

**62380320**

- Account 735008 provides funding for sanitary sewer projects funded through debt proceeds. These projects include manhole rehabilitation, sewer lining and repair, and sanitary sewer extensions as provided in the 2022-2026 Capital Improvements Program.

**62390290**

- Account 761001 provides funding for debt issuance costs. Needed funds are unknown at this time. If/when funds are needed, a supplemental appropriation will be requested.



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# 8 | Internal Service Funds







**Human Resources /**  
**Internal Service / Employee Benefits Self-Insurance**

**STATEMENT OF FUNCTIONS**

The Employee Benefits Self-Insurance Fund has been established to account for monies received from other funds as payment for providing medical, dental and vision benefits. The Employee Benefits Self-Insurance Fund makes payments for services provided to employees (claims), the third party administrator(s) and for stop-loss coverage. The budgeted amounts are based on the expected dollar value of claims that would be paid under the plan, third party administrator fees, and the premium for stop-loss insurance. "Premiums" are charged to benefit accounts based on the estimated cost of coverage. In 2022 funds have been programmed for all non-union personnel and all union personnel, including the United Steelworkers of America, the Fraternal Order of Police - Capital City Lodge No. 9, and the Fraternal Order of Police – Ohio Labor Council to participate in the City-wide Consumer Driven Health Plan with Health Savings Accounts and Healthy By Choice Plus (HBC Plus) Program. The Employee Benefits Self-Insurance Fund will continue the wellness benefit and the childcare Flexible Spending Object account benefit for all full-time employees who participate in HBC Plus. The City-wide health plan includes a Health Savings Account (HSA) or Health Reimbursement Account (HRA) and will include two funding levels to match the two HSA employer contribution levels for a single employee, or an employee who has a Family.

**PERSONNEL DATA**  
**POSITION TITLE**
**2021**  
**CURRENT NUMBER**
**2022**  
**ADOPTED**

Wellness and Benefits Coordinator (1)

1

0

Human Resources Coordinator (1)

01**TOTAL****1****1****NOTES AND ADJUSTMENTS:**

(1) Number of positions remains the same but the Wellness and Benefits Coordinator position will be re-allocated to a Human Resources Coordinator position.

The annual funding level for 2022 for all employee groups is as follows:

Single	\$13,040
Family	\$31,210

In order to ensure the proper level of reserves, the funding level was increased for 2022 by approximately \$13,040 for single coverage and \$31,210 for family coverage. These increases were based on projections from United Health Care and Oswald Consulting for the upcoming benefit year, and an assessment of the previous year's fund balances, and represents a 6% increase for single coverage, and a 7% increase for family coverage. Based on the 2021 Fund performance, overall medical/Rx claims are projected to increase by 8.9%. In years past, the percentage increase for the Fund is the result of a significant increase in the City's stop loss premium due to carrying several (unavoidable) high cost claimants. In 2021, the City's stop loss threshold was increased from \$150,000 to \$175,000, in an effort to marginalize the annual increases to the stop loss premium.

The fund balance of the Employee Benefits Self-Insurance Fund is monitored continuously during the year. If additional contributions should become necessary, the annual funding rate will be adjusted accordingly with the approval of City Council.

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>701 Self Insurance - Employee Bens</b>					
<b>10 City Manager</b>					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	64,939	67,285	67,285	67,595
701201	Employee Benefits	38,547	39,525	39,525	41,600
<b>Personal Services Total:</b>		<b>103,485</b>	<b>106,810</b>	<b>106,810</b>	<b>109,195</b>
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	80,956	129,230	186,281	130,330
714003	Third Party Administrator	332,155	351,750	352,180	364,020
714005	Medical Dental Rx Vision	5,110,066	6,108,390	6,132,767	6,607,880
714008	Stop Loss Coverage	1,390,295	1,489,140	1,489,140	1,623,150
714010	Employer HSA Contribution	1,161,250	1,241,250	1,241,250	1,241,250
<b>Contractual Services Total:</b>		<b>8,074,721</b>	<b>9,319,760</b>	<b>9,401,619</b>	<b>9,966,630</b>
<b>City Manager Total:</b>		<b>8,178,206</b>	<b>9,426,570</b>	<b>9,508,429</b>	<b>10,075,825</b>
<b>Self Insurance - Employee Bens Total:</b>		<b>8,178,206</b>	<b>9,426,570</b>	<b>9,508,429</b>	<b>10,075,825</b>



**Human Resources /  
Internal Service / Employee Benefits Self-Insurance**

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**BUDGET SUMMARY:**

**70110120**

- Account 701101 provides funding for staffing reflected in the Personnel Data and Notes and Adjustments.
- Account 701201 provides funding for employee benefits for staff as reflected in the Personnel Data.
- Account 702000 provides funding for attendance annual professional development conferences.
- Account 713005 provides funding for miscellaneous contracted service includes funding for the City's comprehensive wellness programs. Funding is included for continuation of the on-site screenings, various educational classes, fitness programs and other wellness related counselling sessions. Also funded is continuation of professional benefits consultation, continuation of return on investment analysis, and further review of plan design.
- Account 714003 reflects funding for third-party administration fees from United HealthCare (UHC) for medical and dental, Guardian, and VSP, the administrator of the City's flexible spending programs and vision services benefit. Also included is third-party administration for the short-term disability program.
- Account 714005 includes funding for the all medical, dental, pharmacy and vision claims. Claims are expected to increase in 2022 based on projections made by Oswald Consulting.
- Account 714008 provides funding for a stop-loss insurance policy to protect the City against catastrophic or extraordinarily high cost claims. The City has had a history with experiencing continuous high cost claims that are not projected to cease in the foreseeable future. Because of this trend, the City's stop-loss is projected to increase for 2022.
- Account 714010 provides funding for the employer contributions (funded at 100%) for HSA contribution.



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**Human Resources /**  
**Internal Service / Employee Benefits Self-Insurance**

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**PERFORMANCE MEASURES:**

Dublin's Healthy by Choice Wellness Program and Benefit plan design continues to offer value keeping healthcare costs steady. In 2020, the city had a 99.4% participation rate with our wellness program. Of the 349 employees on the City's health insurance plan 347 participated in wellness activities such as health screenings, preventive care exams, Healthy by Choice classes, small group fitness programs, yoga, and much more.

COVID-19 has had an extraordinary impact on the US health care system since its emergence in early 2020. The pandemic brought new trade-offs and choices for people to make as they navigate their daily lives and the health care system. Among them, whether, when, and how to resume their pre-pandemic health care life.

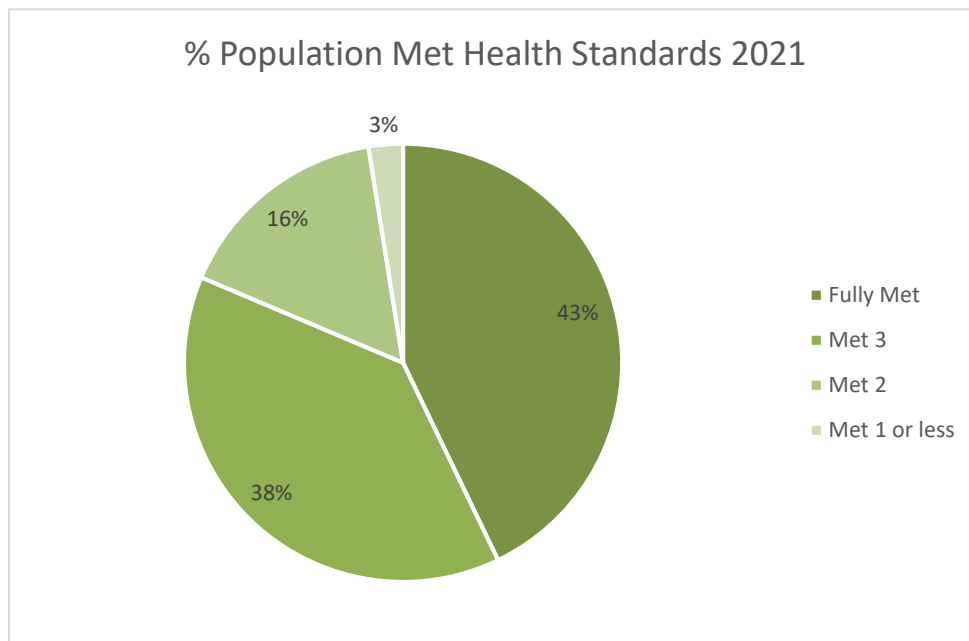
Despite all the uncertainty and change, City of Dublin health plan participants continued to show they are making appropriate health care decisions. Evidence continues to suggest that high deductible health plans, like the one offered at the City of Dublin, are associated with lower health care costs as a result of reduction in the use of health services, including appropriate services. An example of this is the ongoing use of virtual visits, which saves the City of Dublin health plan and the employee money.



**Human Resources /**  
**Internal Service / Employee Benefits Self-Insurance**

Employee and spouse engagement in the Healthy by Choice wellness program has had a significant positive impact on the City's claim's cost. Human Resources continues to implement innovative strategies and techniques to engage our employees in programs that will make them better health care consumers, and brings awareness to the complex dynamic of wellness, including financial, mental, physical, emotional, social, and occupational.

The results of our Healthy by Choice program's biometric screenings of major risk factors are also indicative of a positive impact on the health of our workforce and their spouses. The 2021 biometric results indicate our employee population risk. The chart below specifically depicts what percentage of our population met the health factor guidelines, which include BMI, Blood Pressure, Total Cholesterol, and Tobacco Use. This information, coupled with our medical spend helps to determine the coming year's areas of focus with the Healthy by Choice program.



The Healthy by Choice program continued to inspire health in 2021 with innovative wellness programming both in-person and virtual. Wellness campaigns during the first 3 quarters of the year on topics including "Take ten for Your Health", "Surviving to Thriving" and "Sleep=Health" provided interactive and informative opportunities for employees to connect to their health. The annual employee health fair went hybrid over a two-week period and offered outdoor food demonstrations, skin cancer education, outdoor fitness breaks and conversations on recycling lead by a City employee. The first week of the health fair kicked off with a spirit week filled with gratitude, team spirit, and mindfulness.

In 2020, the City implemented a lifestyle medicine program or CHIP, Complete Health Improvement Program. This interactive, classroom-based program runs for 12 weeks, with 2 classes each week for the first 6 weeks and then 1 class per week for the last 6 weeks. This program remains offered through 2021 and following completion of the 12-week program, monthly discussions are held to motivate and promote continued accountability.



**Human Resources /  
Internal Service / Employee Benefits Self-Insurance**

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Survey results show 100% of participants:

- Were satisfied with the program
- Would recommend the program
- Report their outlook on life has improved
- Plan to continue practicing and living the positive changes made due to CHIP
- On average 75% of foods consumed are in line with CHIP principles after program. Prior to program 25%
- On average participants are active 4 days per week which is an increase from 2 days per week prior to the program

In 2022, we plan to continue to expand the education experiences offered, based on employee health care needs to include nutrition education, mindful movement and opportunities to learn about our Employee Assistant Program, and other behavioral health resources. Additionally, feedback garnered from an employee wellness survey has helped shape programming opportunities for 2022. Using resources the City has access to expand financial fitness, dive deeper into making it easy to have healthy and tasty food on the weekly menu, and continue to remove barriers to mental health care, will empower employees in 2022.



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**Human Resources /  
Internal Service/ Workers' Compensation Fund**

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**STATEMENT OF FUNCTIONS**

The Workers' Compensation Fund has been established to cover the costs associated with the City's Workers' Compensation coverage under a self-insurance plan. Funds are transferred from the General Fund to cover premiums, claims, and third party administration fees associated with the City's Workers' Compensation coverage.

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**NOTES AND ADJUSTMENTS:**

This budget reflects estimated costs for the City's Self-Insurance Workers' Compensation coverage which includes expected medical expenses and compensation associated with work-related injuries and illnesses from January 1, 2022 - December 31, 2022. This budget also reflects estimated fees for excess workers' compensation insurance coverage and volunteer insurance coverage.

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>703 Self Insurance - Workers' Comp</b>					
<b>10 City Manager</b>					
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	0	6,000	6,000	6,000
714003	Third Party Administrator	18,059	46,650	46,650	46,650
714007	Other Claims	89,082	170,108	270,108	197,250
714008	Stop Loss Coverage	67,544	91,600	91,600	94,600
<b>Contractual Services Total:</b>		<b>174,685</b>	<b>314,358</b>	<b>414,358</b>	<b>344,500</b>
<b>City Manager Total:</b>		<b>174,685</b>	<b>314,358</b>	<b>414,358</b>	<b>344,500</b>
<b>Self Insurance - Workers' Comp Total:</b>		<b>174,685</b>	<b>314,358</b>	<b>414,358</b>	<b>344,500</b>



**Human Resources /**  
**Internal Service/ Workers' Compensation Fund**

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**BUDGET SUMMARY:**

**70310120**

- Account 713005 provides funds for investigation of fraudulent claims.
- Account 714003 includes the administrative fee for the self-funded program, independent medical evaluations of injured employees, and administrative fees for the state tail fund.
- Account 714007 funds medical and indemnity reserves for prior year claims, and estimated 2021 claims.
- Account 714008 includes the required payment to the state guarantee fund and the state fee for a self-insured plan. Also included are the excess coverage premium and volunteer coverage premium which is projected to increase for 2022.

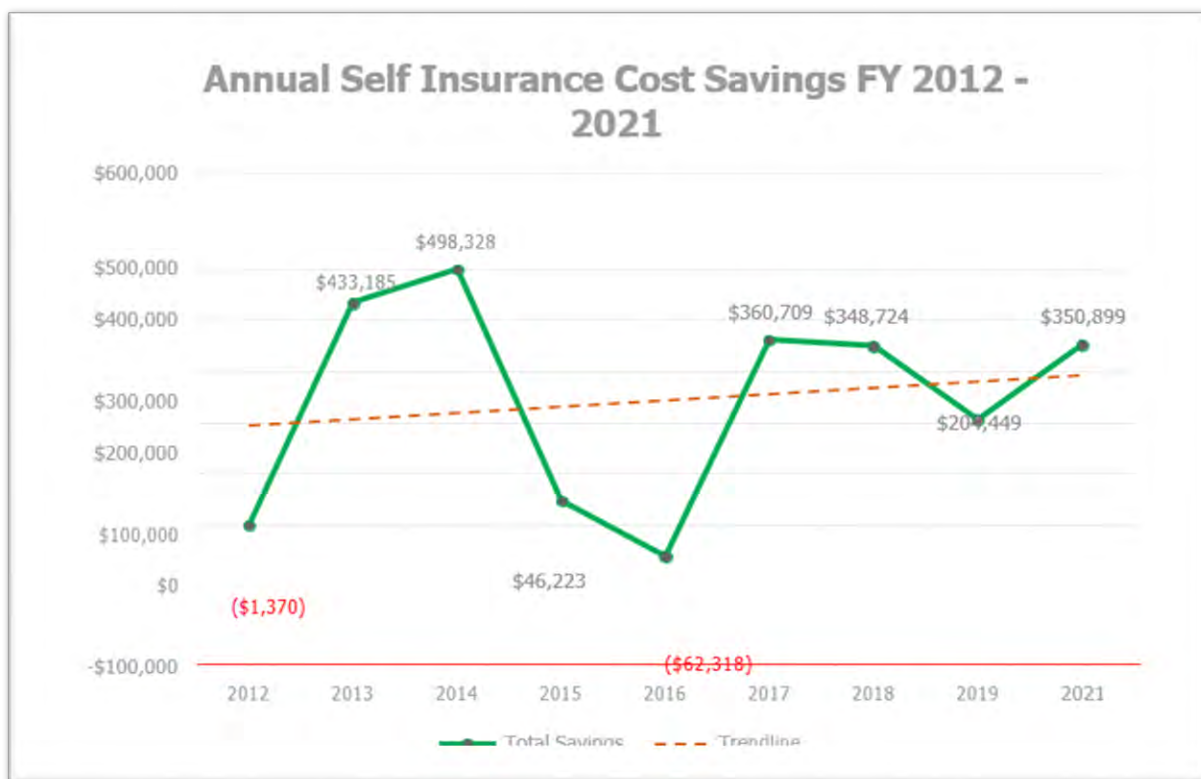


**Human Resources /**  
**Internal Service/ Workers' Compensation Fund**

**PERFORMANCE MEASURES:****Percent Change in Number of Worker's Compensation Claims Filed (including annual costs)**

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020*
<b># of Worker's Compensation Claims</b>	25	29	22	24	23	25	24	34	11
<b>Total Self Insured Cost</b>	\$230,135	\$223,022	\$200,042	\$157,981	\$146,102	\$158,749	\$139,424	\$285,550	\$141,101
<b>Percent Change in Insured Cost</b>	20%	(4%)	(10%)	(21%)	(8%)	8%	(-12%)	105%	(-50%)

\*As of 7/29/2020



The City collects this information to perform cost comparisons of Self Insured Workers' Compensation system vs. traditional State Funded system costs. This information is also useful in projecting future costs, benchmarking with similar Cities/Municipal operations, City Safety Committee discussion topics and identification of future safety training needs.

The reason for the drop in cost savings in years 2012, 2015 and 2016 is that the Bureau of Worker's Compensation (BWC) issued a rebates to all "State Funded" BWC programs.



# 9 | Fiduciary Funds







### **Fiduciary Funds**

**Fiduciary Funds** are used to report assets held in a trustee or agency capacity for others and therefore cannot be used to support the government's own programs.

These Funds are considered clearing accounts and do not provide measurement of operations, and they are not required to be budgeted. However, the City prefers to monitor accounts, and to the extent possible, eliminate deficit balances. Each payment made, has a corresponding revenue source.

These Funds reflect the remittance of reimbursements for developers of the cost of installing certain public improvements (such as water & sewer reimbursement) and for refunding permit bonding fees deposited with the City to ensure completion of a project. A specific agency fund has been established for the collection of taxes on behalf of the Visit Dublin Ohio (VDO) - Dublin Convention & Visitors Bureau, the tracking of unclaimed funds, the collection and distribution of a building surcharge mandated by State law, Property Assessed Clean Energy (PACE) financing, and for the agency fund to track the revenue and expenditures of the Central Ohio Interoperable Radio System (COIRS).

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### **NOTES AND ADJUSTMENTS:**

## 2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>803 Unclaimed Monies</b>					
<b>20 Finance</b>					
<b>Other Charges and Ex</b>					
755002	Refunds- Gen. Unclaim. Chk	3,614	250	5,250	250
755003	Refunds- Unclaim. Payroll	45	0	0	0
755004	Refunds- Unclaim. Inc. Tax	3,008	20,000	15,000	20,000
<b>Other Charges and Ex Total:</b>		<b>6,668</b>	<b>20,250</b>	<b>20,250</b>	<b>20,250</b>
<b>Finance Total:</b>		<b>6,668</b>	<b>20,250</b>	<b>20,250</b>	<b>20,250</b>
<b>Unclaimed Monies Total:</b>		<b>6,668</b>	<b>20,250</b>	<b>20,250</b>	<b>20,250</b>
<b>804 Visit Dublin Ohio</b>					
<b>20 Finance</b>					
<b>Other Charges and Ex</b>					
751008	Dubl Conv and Vis Bureau	583,397	600,000	600,000	800,000
<b>Other Charges and Ex Total:</b>		<b>583,397</b>	<b>600,000</b>	<b>600,000</b>	<b>800,000</b>
<b>Finance Total:</b>		<b>583,397</b>	<b>600,000</b>	<b>600,000</b>	<b>800,000</b>
<b>Visit Dublin Ohio Total:</b>		<b>583,397</b>	<b>600,000</b>	<b>600,000</b>	<b>800,000</b>
<b>805 Agency</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	0	0	10,000	12,000
711004	Sewer Capacity Charges - Colum	605,772	600,000	600,000	600,000
719006	Contractual Obligations	1,366,505	1,600,000	1,600,000	2,107,050
<b>Contractual Services Total:</b>		<b>1,972,277</b>	<b>2,200,000</b>	<b>2,210,000</b>	<b>2,719,050</b>
<b>Other Charges and Ex</b>					
755000	Refunds	0	800	800	800
755005	Refunds- Conditional Occup	443,806	500,000	500,000	500,000
755006	Residential 1% Surcharge - OH	3,177	5,000	5,000	5,000
755007	Commercial 3% Surcharge - Ohio	29,292	25,000	25,000	25,000
755008	DCRC/Shelter Deposits	64,700	70,000	70,000	10,000
755010	DCRC/Theater Refundable Adm	355	2,000	2,000	2,000
755012	Washington Twp After Hrs Insp	16,803	12,000	12,000	12,000
755013	Refunds- Hydrant Permit	0	300	300	300
755014	DCRC/Dublin City School Prog	2,765	25,000	25,000	25,000
755015	Refunds- Vendor Bonds	480	500	500	500

2022 Operating Budget - City of Dublin, Ohio

		2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<b>805 Agency</b>					
<b>20 Finance</b>					
<b>Other Charges and Ex</b>					
755025	Washington Twp Temp Struct Ins	850	1,500	1,500	1,500
755026	Bridge Park NCA Charges	42,345	55,000	55,000	90,000
<b>Other Charges and Ex Total:</b>		<b>604,092</b>	<b>697,100</b>	<b>697,100</b>	<b>672,100</b>
<b>Finance Total:</b>		<b>2,576,369</b>	<b>2,897,100</b>	<b>2,907,100</b>	<b>3,391,150</b>
<b>Agency Total:</b>		<b>2,576,369</b>	<b>2,897,100</b>	<b>2,907,100</b>	<b>3,391,150</b>
<b>807 C.O.I.R.S.</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
713001	Accounting/Auditing Services	4,385	4,500	3,300	5,000
713002	Legal Services	0	6,500	0	4,500
713004	Other Professional Services	36,367	31,500	53,773	41,500
714001	Insurance and Bonding	11,832	14,000	14,000	14,000
717005	Utilities- Other Fuel Types	5,247	12,000	11,259	14,000
<b>Contractual Services Total:</b>		<b>57,831</b>	<b>68,500</b>	<b>82,332</b>	<b>79,000</b>
<b>Supplies</b>					
724003	Equipment Maintenance	242,910	249,000	260,000	1,289,535
<b>Supplies Total:</b>		<b>242,910</b>	<b>249,000</b>	<b>260,000</b>	<b>1,289,535</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	250,000	0	0	0
<b>Capital Outlay Total:</b>		<b>250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Finance Total:</b>		<b>550,741</b>	<b>317,500</b>	<b>342,332</b>	<b>1,368,535</b>
<b>C.O.I.R.S. Total:</b>		<b>550,741</b>	<b>317,500</b>	<b>342,332</b>	<b>1,368,535</b>
<b>817 Property Assessed Clean Energy</b>					
<b>70 Development</b>					
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	355,878	1,470,955	1,470,955	1,911,855
<b>Contractual Services Total:</b>		<b>355,878</b>	<b>1,470,955</b>	<b>1,470,955</b>	<b>1,911,855</b>
<b>Development Total:</b>		<b>481</b>	<b>355,878</b>	<b>1,470,955</b>	<b>1,911,855</b>

2022 Operating Budget - City of Dublin, Ohio

	2020 Actual	2021 Budget	2021 Revised Budget	2022 Department Budget
<hr/>				
<b>817 Property Assessed Clean Energy</b>				
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<b>Property Assessed Clean Energy Total:</b>	<b>355,878</b>	<b>1,470,955</b>	<b>1,470,955</b>	<b>1,911,855</b>

# 10 | Glossary









## **GLOSSARY OF BUDGET AND FINANCE TERMS AND ACRONYMS**

*While not all-inclusive, this glossary is provided to assist the reader with definitions of some possibly unfamiliar terms, or terms specific to the City of Dublin that are used in the budget document.*

**Accrual Basis** – a basis of accounting in which transactions are recognized at the time they are incurred or obligated, rather than when cash is received or spent.

**Agency Fund (aka Custodial Funds)** - a type of fiduciary (trust) fund used to account for assets held by the City as an agent for individuals, other governments and/or other funds.

**Appropriation** – authorization from the legislative authority (City Council) to expend funds for a specific purpose or category of purposes. Appropriations are for the current fiscal year and lapse at the end of the fiscal year if not obligated for a specific purpose.

**APWA** – the **American Public Works Association** is a not-for-profit, professional organization of public works agencies, private companies, and individuals dedicated to promoting professional excellence and public awareness through education, advocacy and the exchange of knowledge.

**ASE** – the **National Institute for Automotive Service Excellence** is a professional certification group that certifies professionals and shops in the automotive repair and service industry in the United States and part of Canada. The organization aims to improve the quality of vehicle repair and service through the testing and certification of service professionals.

**Audit** - a systematic examination of resource utilization concluding in a written report and opinion. It is a test of management's internal accounting controls.

**Balanced Budget** – Occurs when planned expenditures equal or exceed revenues with sufficient fund Balances to offset any differences (see page 83-84).

**Bond** – a written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future called the maturity date(s), together with the periodic interest at a specified rate. Note: The difference between a note and a bond is that the latter runs for a longer period of time and requires greater legal formality.

**Bond Rating** – a measure of the City's credit-worthiness determined by established outside agencies by reviewing the City's financial viability and practices. A high bond rating results in favorable interest rates when the City borrows funding for long term capital projects.

**Budget** – the financial operating plan for a given time period which provides estimates of expenditures and revenues for that time period and outlines the assumptions under which those estimates were made.

**Budget Amendment** – a formal change of budgeted appropriations requiring legislative approval.

**Budget Calendar** – the schedule of key dates that are followed in the preparation and adoption of the budget.



## **GLOSSARY OF BUDGET AND FINANCE TERMS AND ACRONYMS**

**Budgetary Basis** – the basis under which the budget estimates are made.

**Capital Asset (as defined by the City of Dublin)** – tangible property, obtained or controlled as a result of past transactions, events or circumstances, which will benefit the City for a period of more than one (1) year and has a cost or dollar value of \$1,000 or more.

**Capital Improvements Program (CIP)** – issued separately on an annual basis, but in coordination with the operating budget document, the CIP is the five-year plan for infrastructure and other long term investments such as roadways, technology, vehicles, parks, etc.

**Capital Improvements Tax Fund** - represents the 25% of the local income tax collected for the purpose of funding capital improvements.

**Capital Outlay** – a category of expenditures that includes items greater than a certain value and/or expected to last for greater than a specified time period.

**Capital Projects Fund** - used to account for the financial resources to be used for the acquisition or construction of major capital facilities other than those financed by Proprietary Funds and Trust Funds.

**Capital Project** – a major construction, acquisition, or renovation activity that adds value to or significantly increases the useful life of the government's physical assets.

**Cash Basis** – a basis of accounting or budgeting in which transactions are recognized only when cash is increased or decreased.

**Cemetery Fund** - a fund provided to account for revenue received from the sale of cemetery lots and interment fees. Expenditures are restricted to the maintenance of the City's cemeteries.

**Cemetery Perpetual Care Fund** - established in order to set aside funds so that when all the City's cemetery burial lots are sold, funds remain to properly maintain all cemetery lots in perpetuity.

**City Charter** – a document ratified by a vote of the people that outlines the guidelines and policies under which a city will operate.

**COIRS** – the **Central Ohio Interoperable Radio System** (COIRS) originally established between the City of Dublin, the City of Worthington and Delaware County. The City of Dublin merged their four channel trunked radio system with the City of Worthington's three channel conventional radio system and interconnected with the Motorola P25 master site located in Delaware County.

**Council-Manager Form of Government** – the form of government in which an elected City Council hires a professional city manager to serve as the chief administrative official for the City, as opposed to an elected mayor.

**Contingency** – a budgeted reserve set aside for emergencies or unforeseen expenditures not otherwise included within the budget.



## **GLOSSARY OF BUDGET AND FINANCE TERMS AND ACRONYMS**

**Cost of Services Study** – study conducted each year to determine the fees to be charged for various programs and services throughout the City. This study is a comprehensive review of the allocation of City costs to all City programs to ensure that fees charged accurately reflect the costs associated with provision of that service or program.

**DCM-CFDO** – an acronym used by the City of Dublin for the office of the Deputy City Manager – Chief Finance and Development Officer.

**DCM-COO** – an acronym used by the City of Dublin for the office of the Deputy City Manager – Chief Operating Officer.

**Debt** – money owed; also known as a liability.

**Debt Service** – payment of principal and interest on borrowed funds according to a predetermined schedule.

**Debt Service Fund** – used to account for resources set aside to fund debt service and actual principal and interest payments.

**DEC** - the **Dublin Entrepreneurial Center (DEC)** was launched in March 2009 as a partnership between the City of Dublin and TechColumbus. The DEC is located at 565 Metro Place South and provides services and promotes an environment for potential entrepreneurial and technology development resulting in more new businesses and job creation in Dublin and the Columbus region.

**Deficit** – the excess of an entity's or fund's liabilities over its assets; the excess of expenditures or expenses over revenues during a single accounting period.

**Depreciation** – expiration in the service life of a capital asset attributable to wear and tear, deterioration, action of the physical elements, inadequacy obsolescence; that portion of the cost of a capital asset which is charged as an expense during a particular period.

**Employee Benefits Self-Insurance Fund** – includes monies received from other funds as payment for providing medical, dental and vision benefits. The Employee Benefits Self-Insurance Fund may make payments for service provided to employees, for reimbursements to employees who have paid providers, to third party administrators for claim payment or administration, for stop-loss coverage, or any other similar purposes.

**Encumbrance** – the commitment of appropriated funds to purchase an item or service; to encumber funds means to commit them for a specified future expenditure.

**Enforcement and Education Fund** - provided to account for revenue received from penalties assessed in accordance with violations involving Section 4511.19, Ohio Revised Code. Expenditures are restricted to educating the public of laws governing the operation of a motor vehicle while under the influence of alcohol and other information relating to the operation of a motor vehicle and the consumption of alcoholic beverages.



## **GLOSSARY OF BUDGET AND FINANCE TERMS AND ACRONYMS**

**Enterprise Fund** - used to account for operations that are financed and operated in a manner similar to private business enterprises - where the intent is the costs of providing goods or services to the public on a continuing basis be financed or recovered primarily through user charges.

**Expenditure** – the payment for goods or services; in a cash – based budget such as the City of Dublin's, expenditures are recognized only when the cash payment for the cost of goods received or services rendered is made.

**Fiduciary Fund** – any fund held in a fiduciary capacity, ordinarily as agent or trustee. Also called Trust and Agency Funds.

**Fiscal Year** – the twelve-month period designated as the operating year for accounting and budget purposes; in the case of the City of Dublin, January 1 – December 31, or calendar year.

**Full – Time Equivalent (FTE)** – represents an employee working a standard 40-hour workweek, or its equal in terms of hours comprised of more than one employee.

**Fund** – the basis on which the governmental accounting system is organized; an independent financial and accounting entity with a self-balancing set of accounts in which transactions relating to resources, expenditures, assets and liabilities are recorded. Funds are established to account for the use of restricted revenue sources and to carry on specific activities.

**Fund Balance** – amounts shown as fund balance represent monies which remain unspent after all budgeted expenditures have been made.

**General Fund** – the general operating fund used to fund public services used to account for all financial resources except those required to be accounted for in another fund.

**GAAP – Generally Accepted Accounting Principles** – a collection of commonly-followed accounting rules and standards for financial reporting as set forth by the Financial Accounting Standards Board (FASB).

**General Obligation Debt** – debt backed by the full faith, credit and taxing power of a government.

**General Obligation Debt Service Fund** – accounts for the accumulation of resources and payment of general obligation bond principal and interest from governmental resources.

**GFX** – an abbreviation of graphics.

**Governmental Accounting Standards Board (GASB)** – the independent agency established under the Financial Accounting Foundation in 1984 as the official body designated to set accounting and financial reporting standards for state and local governments.

**Governmental Funds** – a generic classification used by the GASB to refer to all funds other than proprietary and fiduciary funds. The General Fund, special revenue funds, capital project funds, and debt service funds are types of funds referred to as "governmental funds."

**Grant** – a contribution by a government or other entity to support a particular function.



## **GLOSSARY OF BUDGET AND FINANCE TERMS AND ACRONYMS**

**High Deductible Health Plan** – a health insurance policy that requires the policyholder to pay more out-of-pocket medical expenses but usually has lower premiums than traditional health insurance plans.

**Home Rule** – the term used to describe the powers of municipal corporations operating under a charter which provides for or authorizes a method of procedure in the passage and publication of legislation, the making of improvements, and the levying of assessments differing from the method prescribed by general law, may pass and publish such legislation, make such improvements, and levy such assessments under the general law or in accordance with the procedure provided for or authorized by its charter.

**Hotel Motel Tax Fund** – fund into which taxes derived from hotel room stays (bed taxes) are deposited; this fund accounts for 75% of the tax imposed on establishments that provide sleeping accommodations for transient guests. Expenditures are restricted to the advancement of cultural development, beautification of public property, improvement of the historic district and any other project or expenditure which would enhance the City's appeal to visitors and tourists.

**ICF** - the **Intelligent Community Forum** (ICF), is a New York-based think tank dedicated to studying the use of information and communications technology to create the community of the 21<sup>st</sup> Century. The Intelligent Community Lifetime Achievement Award is given by ICF's founders to those who quietly and tirelessly dedicate their careers to improving their communities in ways that exemplify the global Intelligent Community movement.

**Income Tax Revenue Sharing Fund** – fund into which income taxes to be shared with Dublin City Schools in conjunction with certain economic development agreements are deposited for payment to the schools.

**Infrastructure** – the physical assets of a government, including but not limited to public buildings, streets, curbs and traffic control devices, water and sewer facilities, and parks and public lands.

**Interest** – a fee for the use of money over time. It is an expense to the borrower and revenue to the lender. Also, money earned on a savings account.

**Internal Service Fund** - used to account for the financing of goods or services provided by one department or agency of the City to other departments or agencies on a cost-reimbursement basis. Charges are intended only to recoup the total cost of such services.

**Lapse of Appropriation** – the expiration of appropriation authority at the end of the fiscal year if it is neither expended nor encumbered for a specific purpose.

**Law Enforcement Trust Fund** - accounts for all cash or cash proceeds that are a result of contraband property seizures and forfeitures of property.

**Major Funds** - Many local governments manage and account for their financial activities in a limited number of funds--designated as major funds as recommended by the GASB.



## **GLOSSARY OF BUDGET AND FINANCE TERMS AND ACRONYMS**

**Mandatory Drug Fine Fund** - includes revenue from mandatory fines imposed for drug offense convictions in accordance with Section 2925.03, Ohio Revised Code. Expenditures are restricted to law enforcement efforts pertaining to drug offenses.

**Mayor's Court Computer Fund** – represents an additional fee collected for computerization of the Mayor's Court in accordance with Ohio Revised Code Section 1901.261.

**Merchandising Fund** - fund for receipts from sales of Dublin-related merchandise and related costs.

**NAFA** – the **National Association of Fleet Administrators** is a not-for-profit, individual membership professional society for professionals who manage fleets of automobiles, SUVs, trucks, vans and a wide range of specialized mobile equipment for organizations in the United States and Canada.

**NRECC** - the **Northwest Regional Emergency Communications Center** (NRECC) is the primary public safety dispatch center for the City of Dublin, City of Hilliard, City of Upper Arlington, and City of Worthington Police as well as Washington Township, Norwich Township, City of Upper Arlington and City of Worthington Fire Departments. Located inside the Dublin Justice Center, NRECC was formed in October 2013 when Dublin began providing dispatching services for Norwich Township Fire.

**OCM** – an abbreviation for the Office of the City Manager.

**Operating Expenditure** – costs of personnel, materials, services and equipment required for a City unit to function.

**Operating Revenue** – income received by the government to pay for ongoing operations, including items such as taxes, fees for services, investment earnings, grant revenues, etc.

**Operating Transfer** – an amount moved from one fund to another to support the funding of services in the recipient fund.

**Parkland Acquisition Fund** – created to account for property taxes and development fees collected for the purpose of funding acquisition of recreational facility sites, open space, and/or parkland.

**PCI** - the **Pavement Condition Index** (PCI) provides a numerical rating for the condition of road segments within the road network, where 0 is the worst possible condition and 100 is the best.

**Permanent Fund** – used to account for activities that have a principal amount that cannot expire. Only the revenue generated by the investment of the principal amount can be expended for the purpose of the fund.

**Performance Measurements** – any systematic attempt to learn how responsive a government's services are to the needs of the residents through use of standards, workload indicators, etc.

**Permissive Tax Fund** - accounts for permissive tax fees received in addition to the motor vehicle license tax. Expenditures are restricted to construction or permanent improvements of the streets and state highways within the City.



## **GLOSSARY OF BUDGET AND FINANCE TERMS AND ACRONYMS**

**Personal Services** – a category of expenditures that represents the amounts paid for all costs associated with personnel, including wages and benefits paid by the City.

**Policy** – a guiding principal which defines the underlying rules which will direct decision-making processes.

**Principal** – the unpaid balance on a loan, not including interest; the amount of money invested.

**Program** – a group of related activities intended to accomplish a specific objective.

**Proprietary Fund** – are those that are most like funds in the private sector. They are used to account for activities that receive significant support from fees and charges. The City of Dublin has two types of proprietary funds: enterprise funds and internal service funds.

**Recreation Fund** - created to account for revenues and expenditures for parks and recreation programs and activities, including the Community Recreation Center.

**Reserve** – funds set aside that are earmarked for a specific future use.

**Revenue** – sources of income received during a fiscal year, operating transfers from other funds, and other financing sources such as the proceeds derived from the sale of fixed assets.

**Safety Fund** - accounts for revenues and expenditures for the operations of the City's Police Department. Major revenue sources are property taxes and subsidies from the General Fund.

**Service Payment** – payment made in lieu of real estate taxes for purposes of retiring debt for improvements in a designated tax- increment financing (TIF) district.

**Sewer Fund** - provided to account for capacity charges for connecting into the sewer system and the costs associated with the maintenance and repair of the City's sewer lines.

**Special Assessment Debt** – debt issued for a specified purpose and based on collection of taxes levied against a pre- determined set of properties for that purpose.

**Special Assessment Debt Service Fund** - provided to account for the accumulation of resources and payment of special assessment bond principal and interest from special assessment levies with governmental commitment.

**Special Revenue Fund** - used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes.

**State Highway Improvement Fund** - provided to account for the allocation of revenues derived from motor vehicle license fees and gasoline taxes. Expenditures are restricted by state law to maintenance and repair of state highways within the City.





## **GLOSSARY OF BUDGET AND FINANCE TERMS AND ACRONYMS**

**Street Maintenance and Repair Fund** - provided to account for the allocation of revenues derived from motor vehicle license fees and gasoline taxes. Expenditures are restricted by state law to maintenance and repair of streets within the City.

**Swimming Pool Fund**- includes revenues and expenditures for outdoor swimming pool programs and activities at both outdoor facilities, excluding the capital cost of the swimming pool.

**Tax-increment financing (TIF)** - a method used for funding public improvements whereby real estate tax revenue increases resulting from those improvements are directed toward paying for those improvements.

**Transfers** – an appropriation to or from another fund. A transfer is the movement of money from one fund to another to wholly or partially support the functions of the receiving fund.

**Unencumbered Balance** – the remaining balance within a fund that is not obligated for any other purpose.

**User Fee (or charge)** – the payment of a fee for direct receipt of a public service by the party who benefits from the service.

**Visit Dublin Ohio (VDO) (aka Dublin Convention and Visitors Bureau) Fund** - accounts for 25% of the tax imposed on establishments that provides sleeping accommodations for transient guests and is due to the VDO as required by state law.

**Water Fund** - provided to account for the collection of a user surcharge, permit fees and the costs associated with the maintenance and repair of the City's water lines.

**Workers' Compensation Self- Insurance Fund** – fund for the accumulation of funds to provide for payment of claims and other costs associated with the City's self-insured workers compensation.