

Dublin City Council Review of the Proposed 2018 Operating Budget

Wednesday, November 8, 2017 – 6:00 p.m.

Council Chambers

Workshop 1 Agenda

- Call to Order
- Review of key changes in the 2018 Operating Budget - Director of Finance, Angel Mumma
 - Personnel
 - Class study – Director of Human Resources, Homer Rogers; Marcia Hoisington, Consultant with Westcott Hunter Compensation and Human Resources Consulting
 - New positions
 - Salary and wage increases
 - Benefit funding
 - Operating Expenditures
 - Contract Services
 - Supplies
 - Other charges & expenditures
 - Capital
- Questions – Department and Division staff members will be present to answer specific questions Council Members may have regarding the proposed 2018 Operating Budget.

***Please note:** On Monday, November 6, 2017, Director of Finance, Angel Mumma will present an overview of the proposed 2018 Operating Budget during the 'Other' portion of the City Council meeting. This is to allow ample time during the workshop(s) to discuss the proposed personnel changes and other changes that City Council would like to discuss further.

Dublin City Council Review of the Proposed 2018 Operating Budget

Monday, November 13, 2017 – 6:00 p.m.

Council Chambers

Workshop 2 Agenda

- Call to Order
- Questions – Department and Division staff members will be present to answer specific questions Council Members may have regarding the proposed 2018 Operating Budget.

**CITY OF DUBLIN, OHIO
2018 OPERATING BUDGET
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DEBT SERVICE SCHEDULE

		Date Of Issue	Original Amount	O/S Principal	2018 Principal Payment	Interest Payment	O/S Principal	2019 Principal Payment	Interest Payment	O/S Principal	2020 Principal Payment	Interest Payment
Unvoted Bonds (G.O.)		Source										
(3)	Upper Scioto West Branch (OWDA)	Sewer Fund	1/1/99	\$ 19,716,717	661,154	661,155	10,006	-	-	-	-	-
(1)	Avery-Muirfield Interchange	Income Tax Revenue	9/1/99	8,316,788	1,130,000	560,000	17,000	570,000	570,000	5,700	-	-
(4)	Rings Road Improvements (TIF)	Rings Road TIF	12/1/00	3,535,000	779,914	248,780	28,094	531,134	259,462	19,929	271,672	9,509
(6)	Arts Facility Acquisition	Hotel/Motel Tax Fund	12/1/00	1,360,000	296,368	94,536	10,676	201,832	98,596	7,573	103,236	3,613
(6)	Arts Facility Renovation	Hotel/Motel Tax Fund	12/1/00	755,000	165,342	52,741	5,956	112,601	55,006	4,225	57,595	2,016
(4)	Perimeter Drive Extension (TIF)	Perimeter West TIF	12/1/00	3,940,000	870,385	277,637	31,353	592,748	289,561	22,241	303,187	10,612
(4)	Emerald Parkway-Phase 7A (TIF)	Thomas Kohler TIF	12/1/00	2,020,000	442,991	141,306	15,958	301,685	147,375	11,320	154,310	5,401
(1)	Service Center	Income Tax Revenue	12/1/01	3,675,000	927,950	242,222	33,011	685,728	249,045	25,062	436,683	15,066
(1)	Municipal Pool South (OMB)	Income Tax Revenue	4/14/04	2,986,000	1,402,000	152,000	64,636	1,250,000	158,000	57,610	1,092,000	50,085
(4)	Industrial Pkwy/SR 161 Improvements	Perimeter West TIF	1/7/14	8,210,000	6,420,000	460,000	197,106	5,960,000	475,000	190,206	5,485,000	177,144
(2)	Darree Fields Water Tower	Water Fund	1/7/14	1,710,000	1,335,000	100,000	40,963	1,235,000	95,000	39,463	1,140,000	36,850
(3)	Sanitary Sewer Lining	Sewer Fund	1/7/14	1,880,000	1,470,000	105,000	45,200	1,365,000	105,000	43,625	1,260,000	40,738
(1)	LED Street Lights	Income Tax Revenue	10/2/12	2,185,000	1,225,000	235,000	31,550	990,000	235,000	26,850	755,000	20,825
(2)	Dublin Road Water Tower	Water Fund	10/2/12	2,360,000	1,885,000	100,000	56,463	1,785,000	105,000	54,413	1,680,000	51,788
(3)	Sewer Lining & Repairs	Sewer Fund	10/2/12	2,540,000	2,030,000	110,000	60,750	1,920,000	110,000	58,550	1,810,000	55,725
(4)	Emerald Parkway Phase 8	Emerald 8 TIF	12/17/13	5,420,000	5,400,000	5,000	177,525	5,395,000	100,000	177,425	5,295,000	175,425
(4)	Emerald Parkway Phase 8	Emerald 8 TIF	1/7/14	1,580,000	490,000	290,000	9,850	200,000	200,000	5,500	-	-
(4)	Bridge Street - Land Acquisition	Bridge Street TIF/River Ridge	12/17/13	4,435,000	4,415,000	5,000	144,900	4,410,000	100,000	144,800	4,310,000	142,800
(4)	Bridge Street - Land Acquisition	Bridge Street TIF/River Ridge	1/7/14	1,265,000	380,000	235,000	7,513	145,000	145,000	3,988	-	-
(4)	270/33 Interchange (Design, ROW)	Ruscilli/Upper Metro TIF	1/7/14	9,000,000	5,610,000	885,000	151,100	4,725,000	900,000	137,825	3,825,000	113,075
(1)	Justice Center Improvements	Income Tax Revenue	9/30/15	10,600,000	9,905,000	400,000	381,494	9,505,000	410,000	373,494	9,095,000	365,294
(3)	Sewer Lining & Repairs	Sewer Fund	9/30/15	2,500,000	2,335,000	95,000	89,969	2,240,000	95,000	88,069	2,145,000	86,169
(1)	BSD Transportation (Riverside Dr/161/Park)	Income Tax Revenue	9/30/15	25,000,000	23,365,000	945,000	899,925	22,420,000	965,000	881,025	21,455,000	861,725
(4)	BSD Transportation (Bridge Park)	Bridge Park TIF	9/30/15	11,100,000	10,685,000	430,000	411,481	10,255,000	440,000	402,881	9,815,000	394,081
(1)	BSD Parking Structures (Tax-Exempt)	Bridge Park TIF	10/28/15	16,000,000	16,000,000	-	718,231	16,000,000	-	718,231	16,000,000	-
(1)	BSD Parking Structures (Taxable)	Bridge Park TIF	10/28/15	16,000,000	16,000,000	300,000	672,675	15,700,000	695,000	657,675	15,005,000	622,925
(4)	270/33 Interchange (Construction) (SIB)	Pizzutti, Dublin Meth, Upper M	2/10/15	10,010,000	9,408,999	415,843	976,413	8,993,156	428,411	932,453	8,564,745	887,165
(8)	Dublin Road/Glick Road Improvements (OPWC)	State Highway	7/1/14	250,000	212,500	25,000	-	187,500	25,000	-	162,500	-
(4)	BSD Transportation (John Shields Parkway II)	Bridge Street TIFs	12/6/16	9,325,000	8,980,000	350,000	278,000	8,630,000	365,000	267,500	8,265,000	256,550
(1)	Service Center Renovation/Expansion	Income Tax Revenue	8/2/17	3,300,000	3,300,000	115,000	128,600	3,185,000	120,000	126,300	3,065,000	120,300
(3)	Sewer Lining & Repairs/Extensions	Sewer Fund	8/2/17	1,380,000	1,380,000	50,000	53,800	1,330,000	50,000	52,800	1,280,000	50,300
(1)	Pedestrian Bridge/N. High Street	Income Tax Revenue	8/2/17	27,200,000	27,200,000	955,000	1,060,000	26,245,000	975,000	1,040,900	25,270,000	992,150
				166,107,603	9,041,219	6,810,198	157,066,384	8,965,456	6,577,632	148,100,928	8,668,052	6,265,560
Unvoted Special Assessment Bonds												
(7)	Ballantrae (2001)	Special Assessment	12/1/01	1,700,000	432,050	112,778	15,370	319,272	115,955	11,669	203,317	7,015
					432,050	112,778	15,370	319,272	115,955	11,669	203,317	7,015
Voted Bonds (G.O.)												
(1)	Recreation Center expansion	Income Tax Revenue	10/15/98	3,998,000	185,000	185,000	6,013	-	-	-	-	-
(4)	Woerner-Temple Road	Woerner Temple TIF	12/1/00	5,555,000	857,000	420,000	32,223	437,000	437,000	18,573	-	-
(1)	Emerald Parkway Overpass - Phase 7	Income Tax Revenue	12/1/00	6,565,000	1,018,000	499,000	38,275	519,000	519,000	22,058	-	-
(5)	Coffman Park Expansion	Property Tax Revenue	12/1/00	3,135,000	640,000	216,000	23,540	424,000	224,000	16,520	200,000	7,000
					2,700,000	1,320,000	100,050	1,380,000	1,180,000	57,150	200,000	7,000
Total Debt Payments				169,239,653	10,473,997	6,925,617	158,765,656	10,261,411	6,646,451	148,504,245	8,990,360	6,279,575
(1)	Supported by income tax revenue			101,657,950	4,588,222	4,051,410	97,069,728	4,896,045	3,934,905	92,173,683	3,941,692	3,766,601
(2)	Supported by Water Fund revenue			3,220,000	200,000	97,425	3,020,000	200,000	93,875	2,820,000	205,000	88,638
(3)	Supported by Sewer Fund revenue			7,876,154	1,021,155	259,725	6,855,000	360,000	243,044	6,495,000	375,000	232,931
(4)	Supported by TIF revenue			54,739,289	4,163,566	2,461,516	50,575,723	4,286,809	2,334,641	46,288,914	3,960,529	2,171,761
(5)	Supported by property tax revenue			640,000	216,000	23,540	424,000	224,000	16,520	200,000	200,000	7,000
(6)	Supported by hotel/motel tax revenue			461,710	147,277	16,632	314,433	153,602	11,798	160,831	160,831	5,629
(7)	Supported by special assessment revenue			432,050	112,778	15,370	319,272	115,955	11,669	203,317	122,308	7,015
(8)	Supported by State Highway Fund revenue			212,500	25,000	-	187,500	25,000	-	162,500	25,000	-

O/S Principal	2021		O/S Principal	2022		O/S Principal	2023		O/S Principal	2024		O/S Principal	2025	
	Principal Payment	Interest Payment		Principal Payment	Interest Payment		Principal Payment	Interest Payment		Principal Payment	Interest Payment		Principal Payment	Interest Payment
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
173,991	173,991	5,872	-	-	-	-	-	-	-	-	-	-	-	-
928,000	171,000	42,032	757,000	178,000	33,504	579,000	185,000	24,507	394,000	193,000	15,043	201,000	201,000	5,098
4,995,000	495,000	166,119	4,500,000	500,000	153,744	4,000,000	515,000	138,744	3,485,000	535,000	118,144	2,950,000	555,000	102,094
1,040,000	100,000	34,600	940,000	105,000	32,100	835,000	110,000	28,950	725,000	115,000	24,550	610,000	115,000	21,100
1,150,000	110,000	38,263	1,040,000	115,000	35,513	925,000	120,000	32,063	805,000	125,000	27,263	680,000	130,000	23,513
510,000	250,000	13,775	260,000	260,000	5,200	-	-	-	-	-	-	-	-	-
1,575,000	110,000	48,563	1,465,000	115,000	44,613	1,350,000	120,000	40,513	1,230,000	120,000	36,913	1,110,000	125,000	33,238
1,695,000	120,000	52,200	1,575,000	120,000	48,000	1,455,000	125,000	43,725	1,330,000	130,000	39,900	1,200,000	135,000	35,925
4,990,000	315,000	166,275	4,675,000	325,000	156,825	4,350,000	335,000	147,075	4,015,000	345,000	137,025	3,670,000	355,000	126,675
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4,060,000	255,000	135,300	3,805,000	265,000	127,650	3,540,000	270,000	119,700	3,270,000	280,000	111,600	2,990,000	290,000	103,200
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2,905,000	945,000	92,375	1,960,000	965,000	68,750	995,000	995,000	39,800	-	-	-	-	-	-
8,680,000	425,000	356,994	8,255,000	435,000	346,369	7,820,000	455,000	324,619	7,365,000	480,000	301,869	6,885,000	505,000	277,869
2,045,000	100,000	84,169	1,945,000	105,000	81,669	1,840,000	110,000	76,419	1,730,000	115,000	70,919	1,615,000	120,000	65,169
20,475,000	1,000,000	842,125	19,475,000	1,025,000	817,125	18,450,000	1,080,000	765,875	17,370,000	1,130,000	711,875	16,240,000	1,190,000	655,375
9,365,000	460,000	385,081	8,905,000	470,000	373,581	8,435,000	495,000	350,081	7,940,000	515,000	325,331	7,425,000	545,000	299,581
16,000,000	-	718,231	16,000,000	-	718,231	16,000,000	-	718,231	16,000,000	-	718,231	16,000,000	-	718,231
14,275,000	765,000	586,425	13,510,000	780,000	567,683	12,730,000	820,000	528,683	11,910,000	860,000	487,683	11,050,000	905,000	444,683
8,123,385	454,700	840,508	7,668,684	468,444	792,441	7,200,241	482,602	742,921	6,717,638	497,189	691,904	6,220,449	512,217	639,345
137,500	25,000	-	112,500	25,000	-	87,500	25,000	-	62,500	25,000	-	37,500	25,000	-
7,890,000	385,000	245,300	7,505,000	395,000	233,750	7,110,000	410,000	221,900	6,700,000	420,000	209,600	6,280,000	440,000	192,800
2,940,000	130,000	115,300	2,810,000	135,000	110,100	2,675,000	135,000	107,400	2,540,000	140,000	104,700	2,400,000	145,000	100,500
1,230,000	55,000	48,300	1,175,000	55,000	46,100	1,120,000	55,000	45,000	1,065,000	60,000	43,900	1,005,000	60,000	42,100
24,250,000	1,065,000	951,350	23,185,000	1,105,000	908,750	22,080,000	1,125,000	443,325	20,955,000	1,150,000	864,150	19,805,000	1,185,000	829,650
139,432,876	7,909,691	5,969,156	131,523,184	7,946,444	5,701,696	123,576,741	7,967,602	4,939,529	115,609,138	7,235,189	5,040,598	108,373,949	7,538,217	4,716,144
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
81,009	81,009	2,734	-	-	-	-	-	-	-	-	-	-	-	-
81,009	81,009	2,734	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
139,513,885	7,990,700	5,971,890	131,523,184	7,946,444	5,701,696	123,576,741	7,967,602	4,939,529	115,609,138	7,235,189	5,040,598	108,373,949	7,538,217	4,716,144
88,231,991	3,979,991	3,632,104	84,252,000	3,918,000	3,506,962	80,334,000	3,800,000	2,912,640	76,534,000	3,953,000	3,203,550	72,581,000	4,131,000	3,031,406
2,615,000	210,000	83,163	2,405,000	220,000	76,713	2,185,000	230,000	69,463	1,955,000	235,000	61,463	1,720,000	240,000	54,338
6,120,000	385,000	222,931	5,735,000	395,000	211,281	5,340,000	410,000	197,206	4,930,000	430,000	181,981	4,500,000	445,000	166,706
42,328,385	3,309,700	#VALUE!	39,018,684	3,388,444	1,906,741	35,630,241	3,502,602	1,760,221	32,127,638	2,592,189	1,593,604	29,535,449	2,697,217	1,463,695
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
81,009	81,009	2,734	-	-	-	-	-	-	-	-	-	-	-	-
137,500	25,000	-	112,500	25,000	-	87,500	25,000	-	62,500	25,000	-	37,500	25,000	-

November 8, 2017

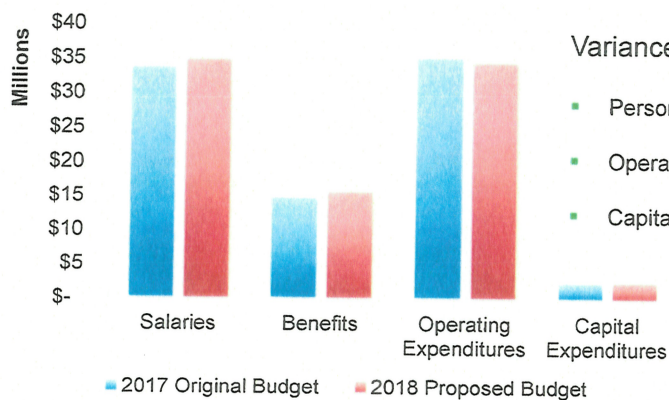
2018 Proposed Operating Budget Workshop



2018 Proposed Operating Budget

Operating Expenditures - \$86,997,885

1.8% increase over 2017 Operating Budget (\$1,526,972)

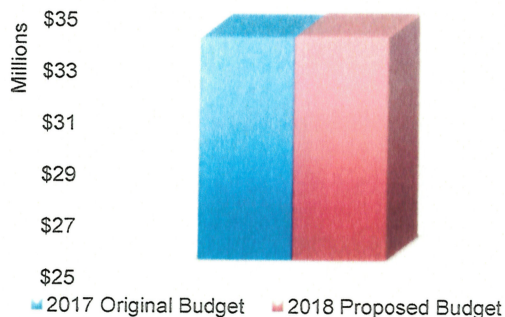




2018 Proposed Operating Budget

Salaries - \$34,644,925

3.1% increase over 2017 Operating Budget (\$1,055,720)



Implementation of the results of the Classification Study

Estimated Cost: \$100,000

7 New Full-Time Employees

Estimated Cost: \$428,000

Wage Increases

- Funding of 2.0% for non-union personnel
- 2.75% increase for FOP (union contract)
- 2.00% increase for USW (union contract)
- Negotiations with FOP-OLC are underway

Estimated Cost: \$528,000

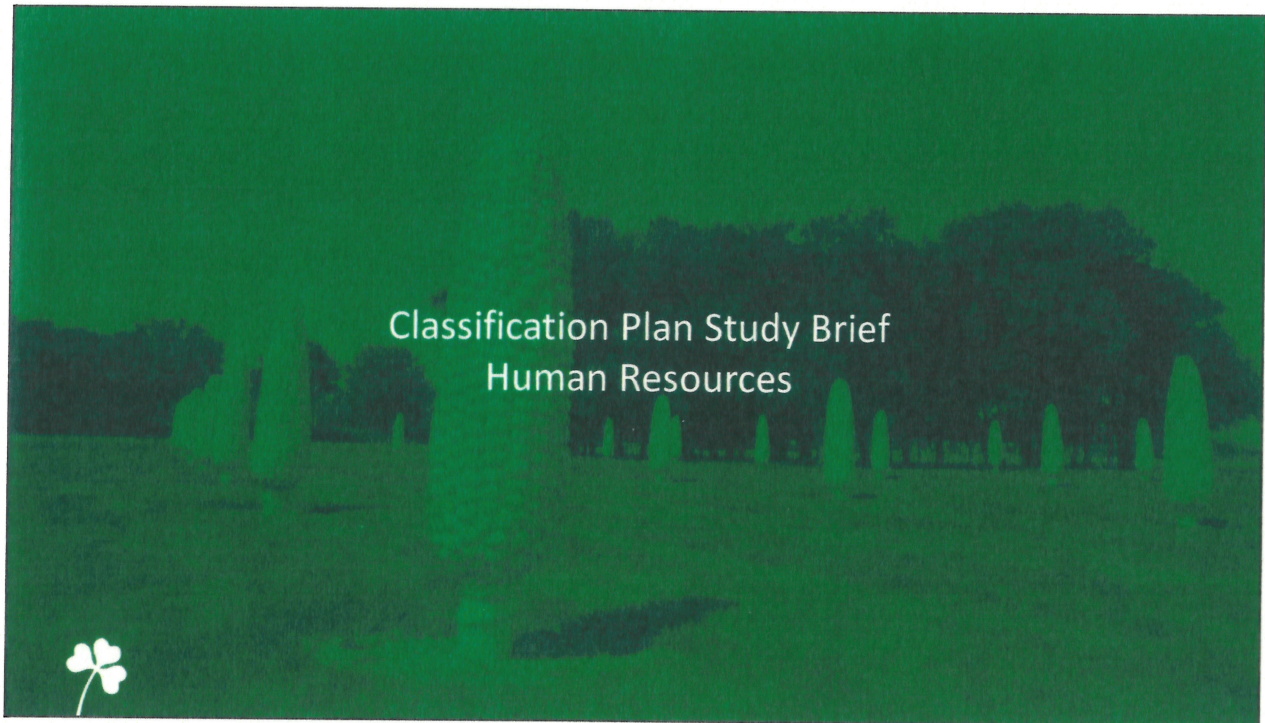


2018 Proposed Operating Budget

Implementation of the results of the Classification Study

- Modification of 11 job titles (no change in pay)
- Reclassification of 21 jobs (change in pay)

Estimated Cost: \$100,000 over the 2% programmed salary and wage increases



Westcott Hunter Consulting – Marcia Hoisington

- Marcia Hoisington of Westcott Hunter HR and Compensation Consulting
 - Started consulting 1994 with the Hay Group, a global human resources consulting firm, that is now owned by Korn Ferry.
 - Has been running her own consulting firm since 2004
 - Has worked with over 200 organizations ranging from small companies to multibillion dollar global organizations in For-Profit, Non-Profit and Public Sectors
 - Provides the Bi-Annual review of Dublin's Compensation Tables
 - 10 Years ago Martha Solano of BSMC Consulting installed our current Classification and Compensation System.
 - She and Marcia have been colleagues since 1994 and Martha referred Dublin to Marcia when she retired a few years ago





Process & Background

Why Now?

- ☐ 10 years since last comprehensive review of Classification Plan
- ☐ Job duties and responsibilities can grow and change over time
- ☐ Technology Changes
- ☐ Our Community has grown and the Demands of its Citizenry has evolved



Governing Documents for Human Resources



Requires Code of Personnel Practices and Procedures (Chapter 33)

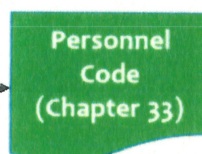
Requires Competitive Selection with some exceptions

Requires Classified and Unclassified Service

Establishes Elected and Appointed Offices guidelines

Defers to State Law regarding retirements

Revisions Approved by the Electors



Provides overarching Personnel Practices and Policies

Directs the establishment and maintenance the Compensation and Classification Plans

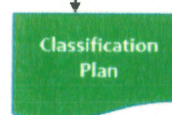
Amended by recommendation of the City Manager unless amended or disapproved by Council by resolution within 30 days



Sets policy for compensation and benefits for non-union employees

Establishes authorized job classifications and pay grades.

Established and amended via Ordinance by City Council



A consolidated listing of all job classifications

Includes all Job Descriptions used for recruiting and determining job requirements, promotion criteria, salary levels, etc.

Maintained by the City Manager via Administrative Order



Multiple topics providing specific detail, as needed, to execute the responsibilities of the Office of City manager

Issued by the City Manager



2017 Classification Plan Review

Step 1 – Job Description Survey & Review

- Employees and Supervisors
- Executed by Human Resources Business Partners

Step 2 – Job Description Update

- 118 of 121 Job Descriptions updated
- Worked closely with HR Business Partners and reached out to Supervisors and Directors
- Served as basis for Step 3

Step 3 – Review of Job Banding Assignments and Job Titles

- Marcia Hoisington
- Interviews of Supervisors, Division and Department Directors, & City Manager
- Recommended 21 of the 121 jobs for reclassification / upgrade
- Effects approximately 30 employees out of the 399 positions Dublin currently authorizes



Marcia Hoisington – Westcott Hunter

How Jobs were Assigned to the Matrix

- 1) Every Job mapped into the Band in the Matrix that best fits the job.
- 2) Every job was assigned to a level in the Band. Each Band has three levels. For example, Band 5 has levels 5.1, 5.2, and 5.3.
- 3) When all jobs were reviewed and slotted into the Banding Matrix, then top management team reviewed the populated Matrix to ensure assignments are correct.
- 4) Jobs were evaluated based upon responsibilities required and not individual performance.



Reclassifications – Title Changes Only

<u>OFFICE</u>	<u>CURRENT CLASSIFICATION & GRADE</u>	<u>PROPOSED CLASSIFICATION & GRADE</u>
Office of the City Manager	Senior Project Manager (3.3)	Government and International Relations Manager (3.3)
	Executive Administrative Professional (4.3)	Executive Assistant to the City Manager (4.3)
Division of Court Services	Records Management Technician (5.3)	Records Retention Technician (5.3)
Division of Communications and Public Information	Director of Community Relations (3.1)	Director of Communications and Public Information (3.1)
	Web Administrator (4.1)	Digital and Brand Manager (4.1)
	Web Developer (4.3)	Digital and Graphics Designer (4.3)
Division of Volunteer Resources	Volunteer Resources Seasonal Worker (5.2)	Volunteer Resources Coordinator (5.2)
Division of Building Standards	Administrative Support III (5.1)	Review Services Coordinator (5.1)
	Administrative Support II (5.2)	Permit Technician (5.2)
Police Department	Court Liaison (5.2)	Records Technician II (5.2)
	Administrative Support II (5.2)	Records Technician II (5.2)



Reclassifications with Pay Grade Changes

<u>OFFICE</u>	<u>CURRENT CLASSIFICATION & GRADE</u>	<u>PROPOSED CLASSIFICATION & GRADE</u>
Office of the Clerk of Council	Deputy Clerk of Council (5.1)	Deputy Clerk of Council (4.3)
Division of Human Resources	Human Resources Business Partner (4.3)	Human Resources Business Partner (4.2)
Department of Public Works	Contract and Procurement Coordinator (5.1)	Contract and Procurement Coordinator (4.3)
Division of Engineering	Electrical Worker (5.3)	Electrical Worker (5.2)
Division of Recreation Services	Adaptive Recreation Coordinator (5.2)	Adaptive Recreation Coordinator (5.1)
Division of Building Standards	Commercial Plans Examiner (4.2)	Commercial Plans Examiner (4.1)
Division of Planning	Code Enforcement Supervisor (5.1)	Code Enforcement Supervisor (4.3)
Department of Finance - Accounting	Accounting Specialist (5.2)	Senior Accounting Specialist (5.1)
Department of Finance – Tax	Accounting Specialist (5.2)	Corporate Tax Auditor (4.3)
	Accounting Assistant (5.3)	Accounting Specialist – Tax Auditor (5.2)
Department of Information Technology	GIS Administrator (4.1)	Data Manager (3.3)
	Network Engineer (4.2)	Network Engineer (4.1)
	Senior GIS Analyst (4.3)	Senior Data Analyst (4.1)
	Support Services Analyst (5.1)	Support Services Analyst (4.3)
	GIS Analyst (5.1)	Data Analyst (4.3)

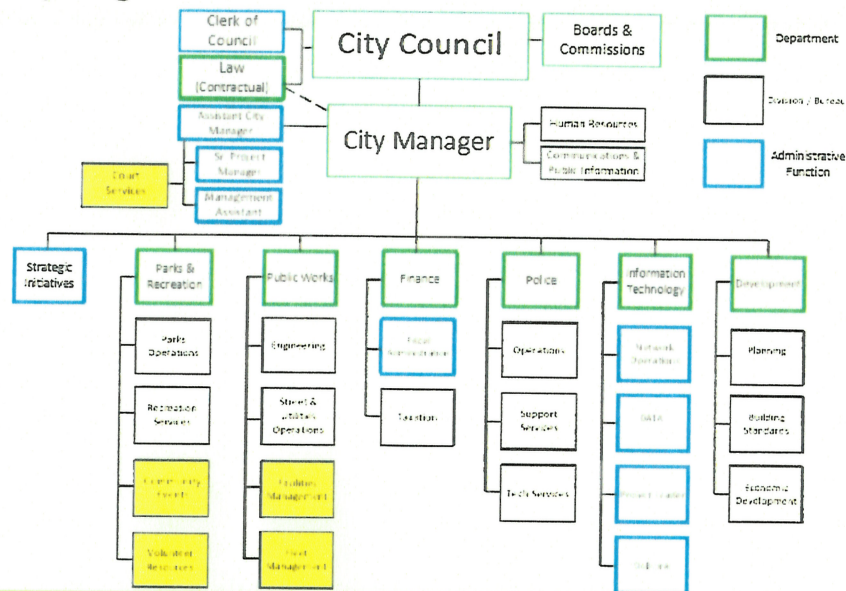


Reclassifications - Elevation to Director

OFFICE	CURRENT CLASSIFICATION & GRADE		PROPOSED CLASSIFICATION & GRADE	
Division of Criminal Justice	Court Services Administrator	(4.1)	Director of Court Services	(4.3)
Division of Facilities Management	Facilities Manager	(3.3)	Director of Facilities Management	(3.2)
Division of Fleet Management	Fleet Manager	(3.3)	Director of Fleet Management	(3.2)
Division of Community Events	Events Manager	(3.3)	Director of Community Events	(3.2)
Division of Volunteer Resources	Volunteer Administrator	(4.2)	Director of Volunteer Resources	(3.2)



City Organization Chart





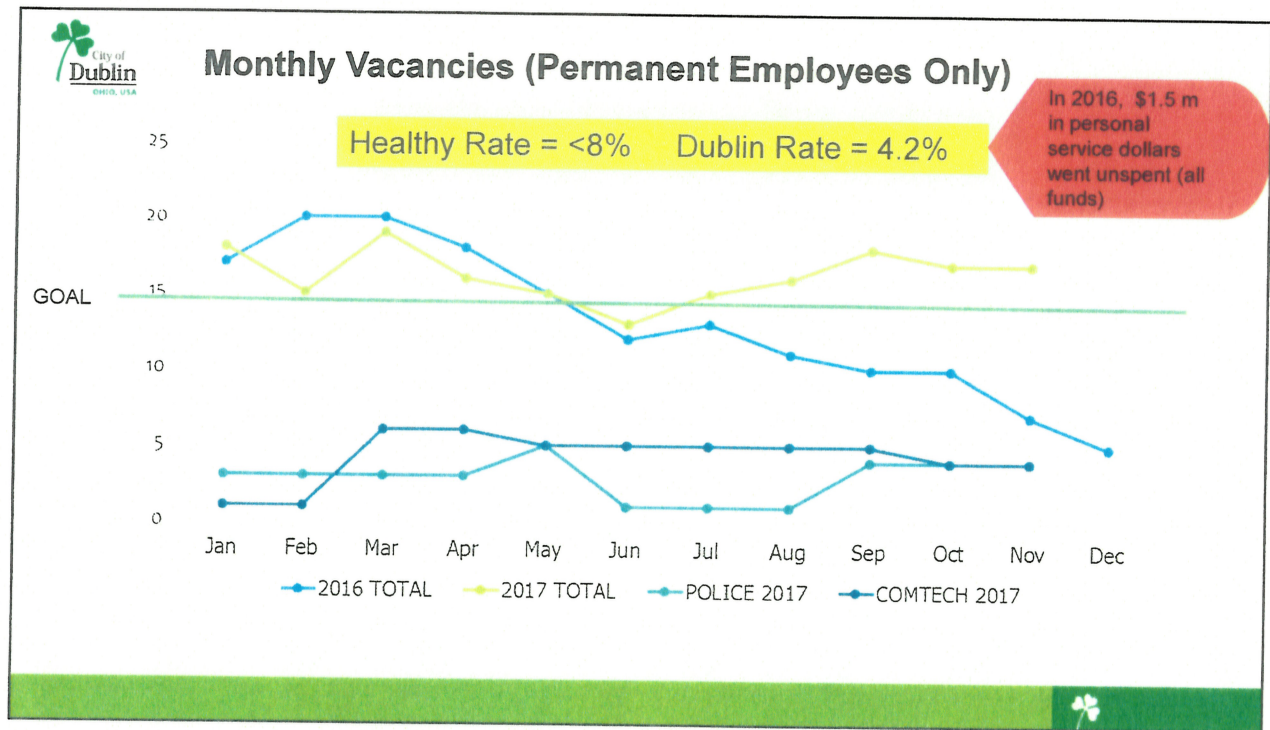
Classifications Proposed to be Eliminated

<u>OFFICE</u>	<u>CURRENT CLASSIFICATION & GRADE</u>	<u>PROPOSED CLASSIFICATION & GRADE</u>
Division of Building Standards	Review Services Analyst (4.3)	Reallocated to Electrical Inspector
Department of Information Technology	Support Services Administrator (4.1)	None
	Software Applications Specialist (4.3)	None
	Senior Support Services Analyst (4.3)	None



New Classification Proposals

<u>OFFICE</u>	<u>CURRENT CLASSIFICATION & GRADE</u>	<u>PROPOSED CLASSIFICATION & GRADE</u>
Police Department	None	Records Supervisor (4.3)
	None	Records Technician I (5.3)





2018 Proposed Operating Budget

Hiring of 7 new full-time employees

- Police Department (1)
- Public Works – Streets & Utilities (2)
- Parks & Recreation – Volunteer Resources (1)
- Finance – Taxation (1); Finance (2)



	2014	2015	2016	2017	2018 proposed
Full-Time	378	385	387	399*	406
Part-Time	236	253	248	258	237

*2008/2009 was City's peak authorization of full-time employees



2018 Proposed Operating Budget

Proposed Increases in Full-Time Staffing **Police**

2 additional Police Officers (funding provided for entire year but will likely not be filled until June 2018)

Estimated Additional Cost:
\$190,300





2018 Proposed Operating Budget

Proposed Increase in Full-Time Staffing Volunteer Resources (Parks & Recreation)

Volunteer Resource Coordinator
Estimated Additional Cost: \$56,500

- Cost partially offset by elimination of PT/Seasonal position



2018 Proposed Operating Budget

Proposed Increases in Full-Time Staffing Streets & Utilities

Two Maintenance Workers (funding provided for entire year but will likely not be filled until spring 2018)

Estimated Additional Cost:
\$38,500

- Cost partially offset by elimination
of three part-time maintenance
workers

- 1 – Solid Waste
- 2 – Streets & Utilities





2018 Proposed Operating Budget

Proposed Increases in Full-Time Staffing

Finance & Taxation



One Corporate Auditor (Tax)

Estimated Additional Cost:

\$100,000

- Cost anticipated to be recouped through more in-depth review of tax returns

One Full-Time Accountant (Finance)

Estimated Additional Cost:

\$42,500

- Cost partially offset by elimination of PT accountant position.



2018 Proposed Operating Budget

Part-time personnel changes

- Part-time Building Inspector position eliminated (Building)
- Part-time Planning Assistant reallocated to a Permanent Part-Time Code Enforcement Officer (Planning)
- Reduction in part-time/seasonal DCRC staff
 - Result of contracting for swim team programs; reallocation of front desk staff

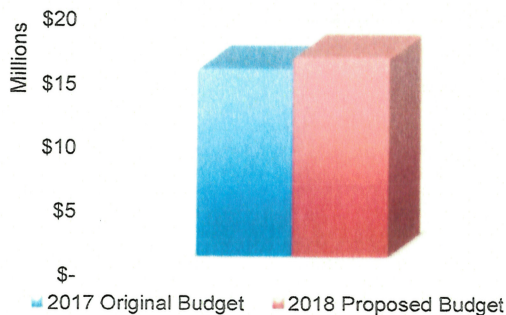




2018 Proposed Operating Budget

Benefits - \$15,551,985

6.4% increase over 2017 Operating Budget (\$930,798)



Cost of Insurance

- Single Coverage - \$11,874 (14.2% increase)
- Family Coverage - \$25,639 (7.2% increase)
- Charge based on an additional \$500,000 to increase the fund balance in the Self-Insurance Fund

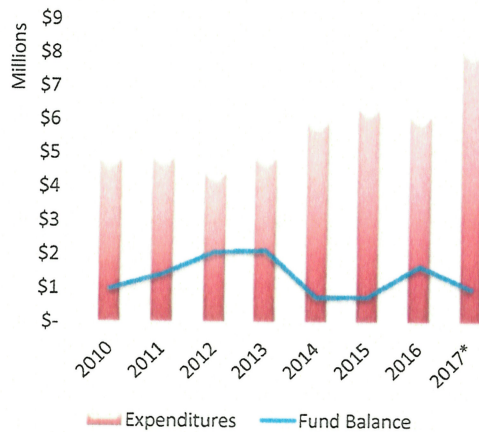
Contribution to Retirement Systems (per ORC)

- Ohio Public Employees Retirement System
 - Employee Contribution – 10%
 - City Contribution – 14%
- Ohio Police & Fire Pension Fund
 - Employee Contribution – 12.25%
 - City Contribution – 19.5%



2018 Proposed Operating Budget

Employee Benefits Self-Insurance Fund – Funding Level History



*Estimated

2013 – Funded at 92%

2014 – Funded at 86%

2015 – Funded at 100%

2016 – Funded at 100%

2017 – Funded at 100%

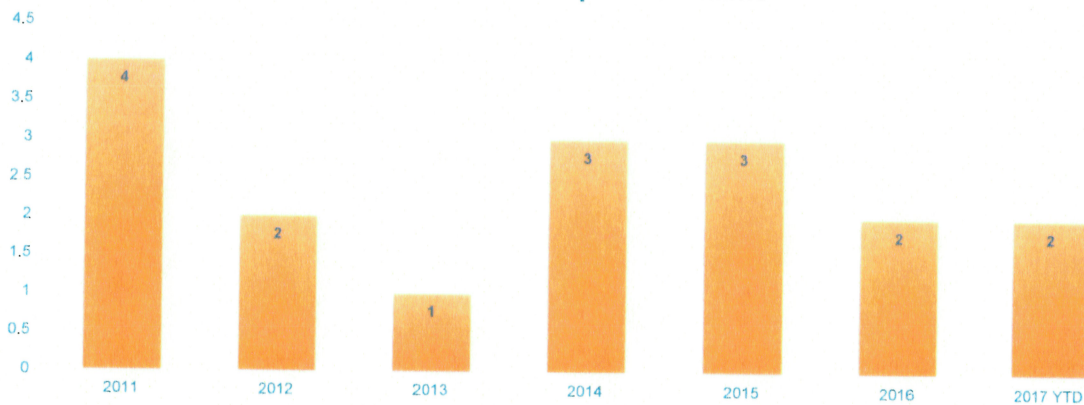
2018 (Proposed) – Funded at 100% to include up to \$500,000 toward fund balance

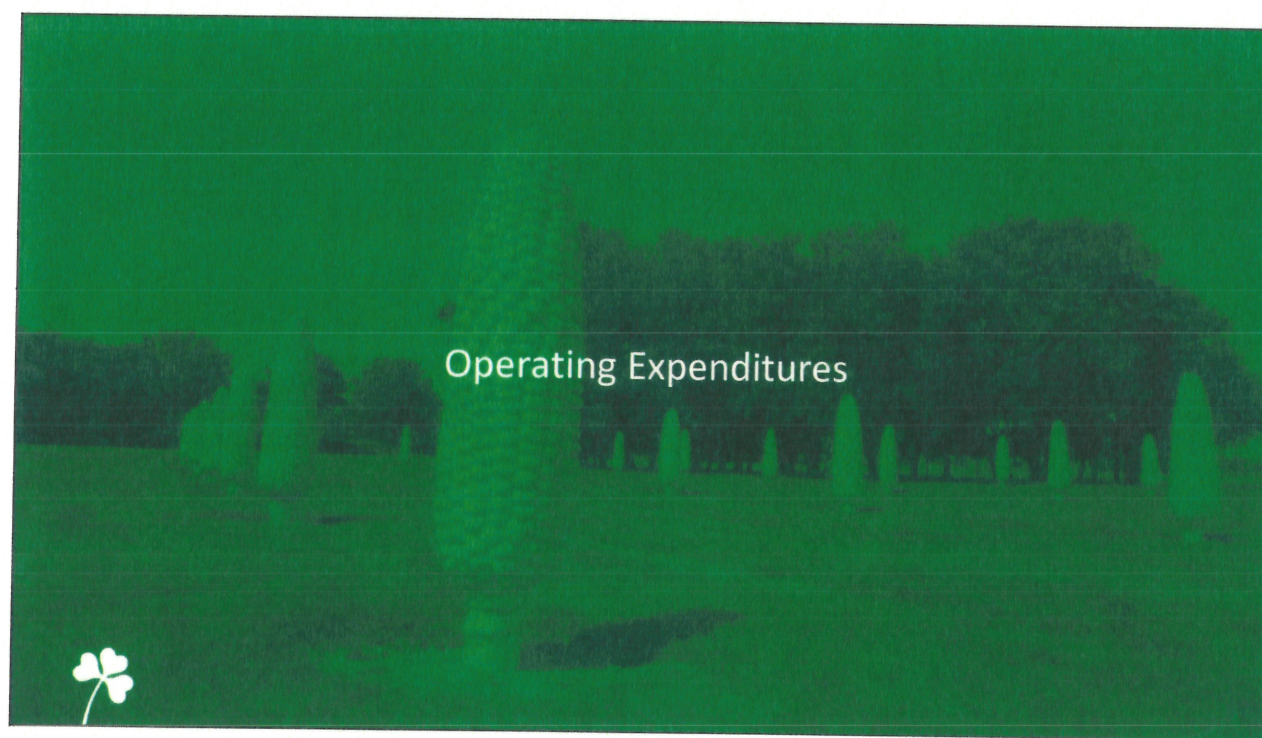
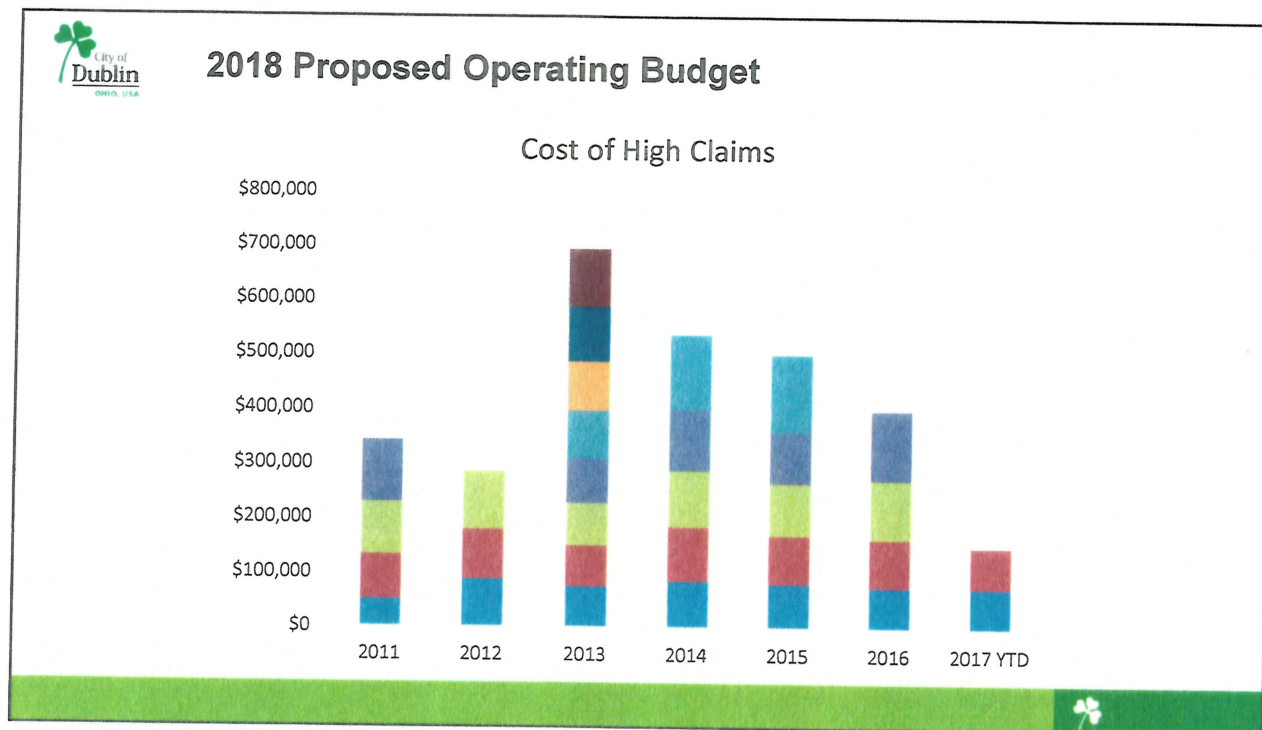


2018 Proposed Operating Budget

Stop Loss Claims - Claims exceeding \$150,000

Number of Stop Loss Claims



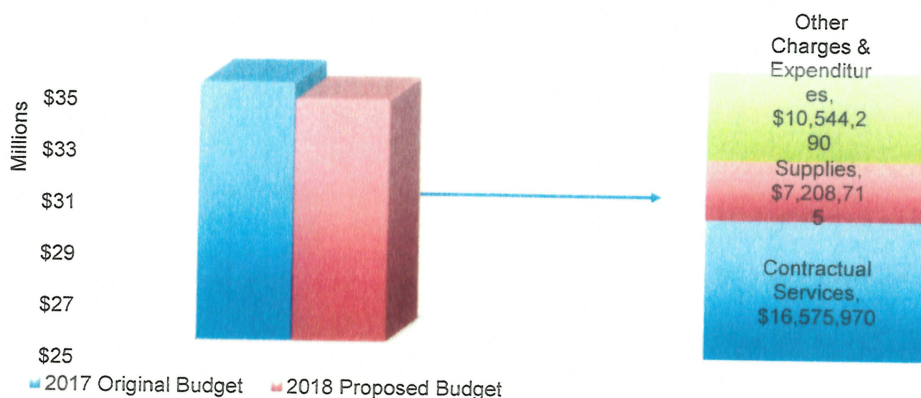




2018 Proposed Operating Budget

Operating Expenditures - \$34,328,975

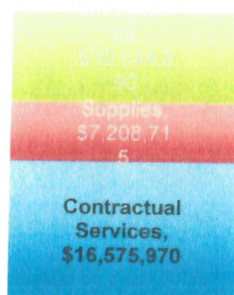
1.8% decrease over 2017 Operating Budget (-\$633,271)



2018 Proposed Operating Budget

Operating Expenditures - \$34,328,975

1.8% decrease over 2017 Operating Budget (-\$633,271)



Contractual Services +\$876,004 over 2017

Engineering \$95,470

Storm sewer GIS enhancements, inspection services; crash tool upgrade (GIS mapping); Frantz Rd. corridor traffic study

Hotel/Motel Tax \$107,810

Lighting in Coffman Park/City Hall for tree lighting, other events; DIF costs (offset by revenue)

Park Operations \$404,665

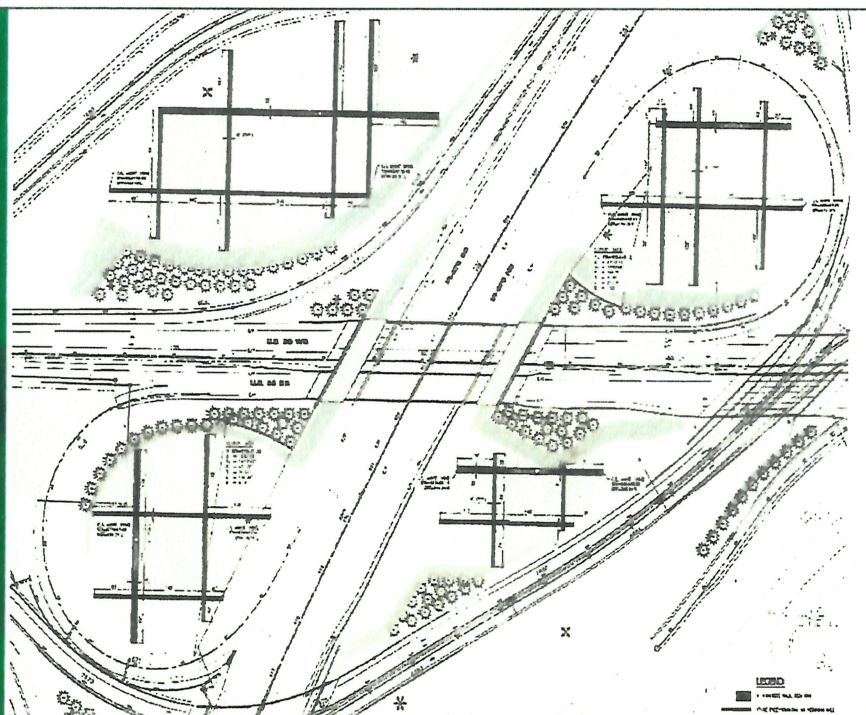
Landscaping for ROW (Bridge Street District, Emerald Pkwy, 270/33 Interchange)

Planning \$225,070

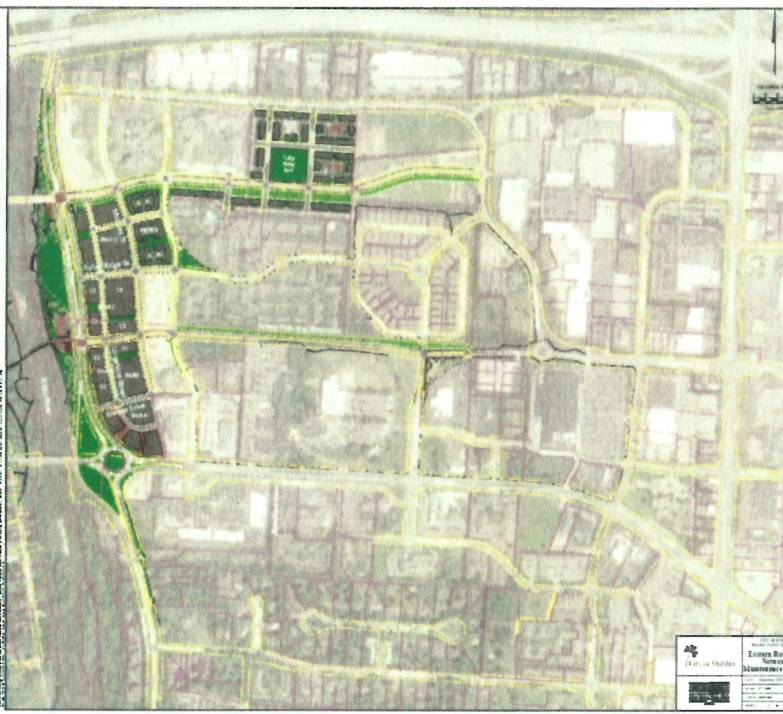
Continuation of Studies (Bright Rd. area plan, W. Bridge Street plan, Mobility Study, Phase 3, BSD & HD Code updates, MORPC Corridor study)

Legal \$0

I-270/US-33 Interchange Maintenance

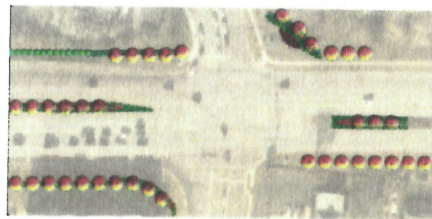


Bridge Street District Maintenance (public areas and ROW)





Landscaping



- Avery-Muirfield Corridor
- Emerald Parkway Corridor
- West Bridge Street Corridor
- Frantz Road Corridor
- Bridges

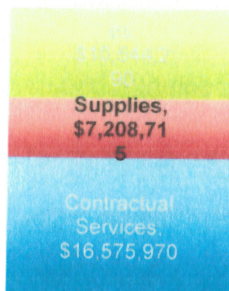


2018 Proposed Operating Budget

Operating Expenditures - \$34,328,975

1.8% decrease over 2017 Operating Budget (-\$633,271)

Supplies +\$461,470 over 2017



Information Technology \$277,480

Funding for hardware and software maintenance fees

Communications (Police) \$73,000

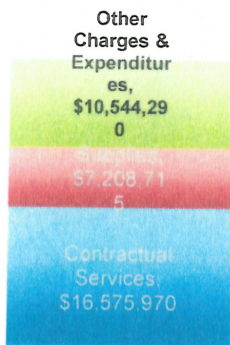
CAD Interface – allows our CAD system to share data with other agencies in real time; cost incorporated when 2018 rates were established for members of NRECC



2018 Proposed Operating Budget

Operating Expenditures - \$34,328,975

1.8% decrease over 2017 Operating Budget (-\$633,271)



Other Charges & Expenditures -\$1,971,920 over 2017

Economic Development <\$1,288,590>

Incentive expenses reduced to reflect those companies with EDAs

Income Tax Refunds <\$740,000>

Refunds reduced; amount in 2016 was inflated due to a one-time refund request

Solid Waste \$227,585

Increase in contract for refuse/recycling; one-year contract extension



Capital Expenditures

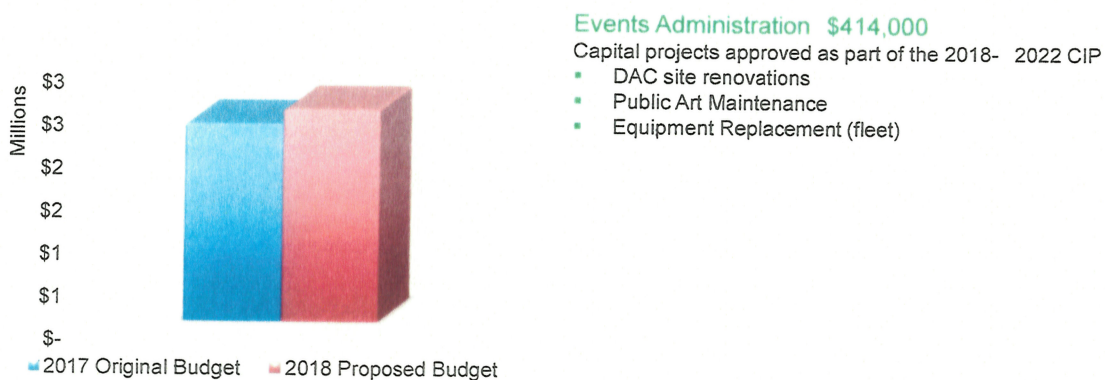




2018 Proposed Operating Budget

Capital Expenditures - \$2,472,000

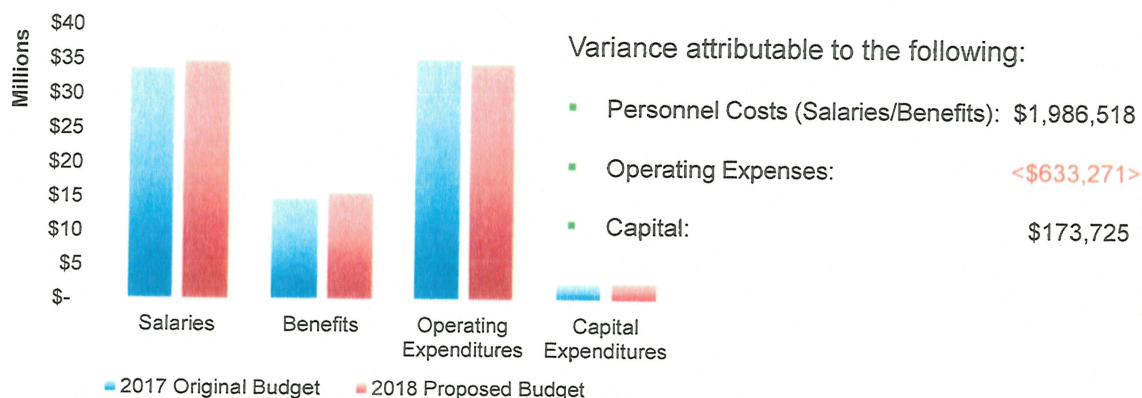
7.6% increase over 2017 Operating Budget (\$173,725)



2018 Proposed Operating Budget

Operating Expenditures - \$86,997,885

1.8% increase over 2017 Operating Budget (\$1,526,972)





Debt Service – 2018-2022 CIP

Year	Income Tax Funding ¹	Debt Service Allocation ²	90% of Debt Service Allocation ³	Existing Debt Service ⁴	Debt Allocation not Committed	Additional Debt that Could be Supported ⁵
2017	\$21,183,525	\$12,710,115	\$11,439,104	\$3,122,176	\$8,316,927	➡ \$103,961,588
2018	21,500,000	12,900,000	11,610,000	4,854,955	6,755,045	84,438,057
2019	21,822,500	13,093,500	11,784,150	5,257,858	6,526,292	➡ 81,578,655
2020	22,150,000	13,290,000	11,961,000	5,124,024	6,836,976	85,462,201
2021	22,482,250	13,489,350	12,140,415	6,812,372	5,328,043	➡ 66,600,535
2022	22,825,000	13,695,000	12,325,500	6,603,239	5,722,261	71,528,266
					2018 – 2022 5-Year Average	\$77,921,543

¹ 25% of income tax revenue dedicated to the Capital Improvement Tax Fund

² 60% of the income tax revenue in the Capital Improvement Tax Fund reserved to pay debt service on capital projects

³ Pursuant to the City's Debt Policy, 90% of the funds allocated for debt service are permitted for use

⁴ Actual debt service payments for existing debt funded by Income Tax revenue

⁵ Based on 20-year level debt service at 5% interest rate



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City of Dublin

OHIO, USA

November 6, 2017

2018 Proposed Operating Budget Overview



2018 Proposed Operating Budget

Items for Discussion

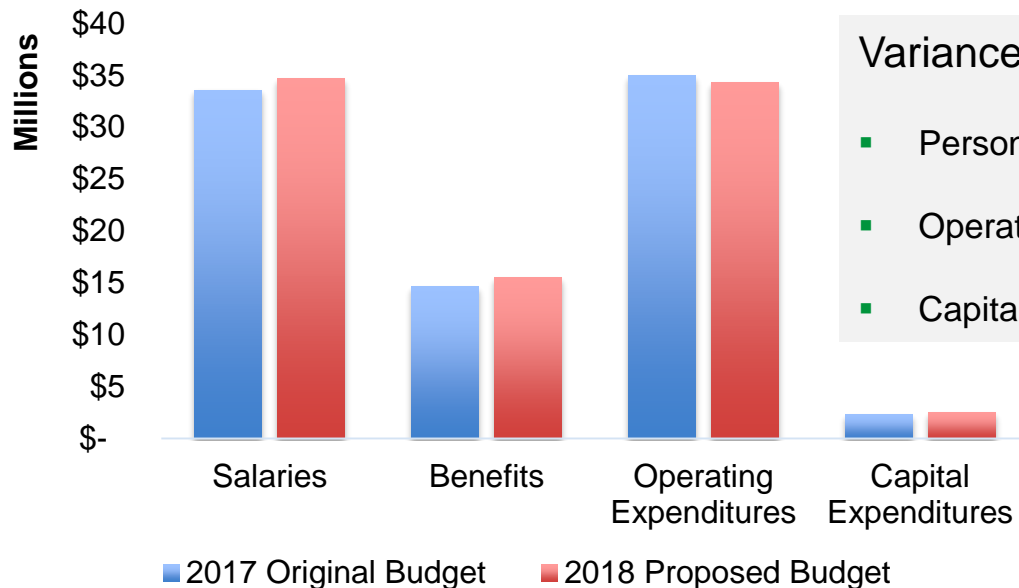
- City Manager Focus Areas/Prioritization
- Budget Overview
 - Revenue
 - Expenditures



2018 Proposed Operating Budget – Bottom line, Upfront

Operating Expenditures - \$86,997,885

1.8% increase over 2017 Operating Budget (\$1,526,972)



Variance attributable to the following:

- Personnel (Salaries/Benefits): \$1,986,518; 4.1%
- Operating Expenses: **<\$633,271>; <1.8%>**
- Capital: \$173,725; 7.6%

2018 Proposed Operating Budget

Strategic Influences to Consider

- Income Tax Revenues
 - Loss of revenue from Nationwide, Wendy's
 - New revenue from United Healthcare
 - Vacancy rates (Cardinal Health consolidation and backfill, Ashland Campus)
 - 3-5 year transitional impact
- Finalization and implementation of planning studies (W. Bridge Street Framework Plan, Bright Road Area Plan, Mobility Study (Phase 3); Code updates
- Implementation of an aggressive 5-year CIP which sets future conditions
- Emphasis on fundamentals; high quality services, public safety, maintenance and citizen engagement/involvement



2018 Proposed Operating Budget

City Manager's 2018 Budget Guidance

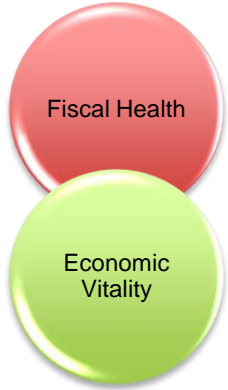
- Financial management policies and guidelines
- City Council focus areas and general direction
- Maintaining levels of service
- Implementation of the 1st year of the Capital Improvements Program (CIP)
- Analyze existing budget and seek efficiencies (strive for 0% increase)
- Be creative with staffing needs (seek cost neutral approaches)
- Focus on the fundamentals: services, safety, maintenance
- Citizen engagement



2018 Proposed Operating Budget



2018 Proposed Operating Budget



Fiscal Health

Economic
Vitality

Setting conditions that ensure the continued fiscal health of the City

- Planning studies and implementation of studies
 - Bright Road Area Plan Update
 - Mobility Study – Phase 3
 - MORPC Corridor Study
 - West Bridget Street Framework Plan
 - WID Metro Blazer
- Proactive and aggressive engagement with businesses, site consultants, developers and realtors
- Implementation of 1st year of the CIP – on-time and on-budget
- Funding to support Smart Cities Initiatives



2018 Proposed Operating Budget



Strive to provide best in class services efficiently and cost effectively

- No reduction in services or service levels
 - Incorporated \$210,000 increase to refuse contract (nearly \$2.7 million for refuse collection)
 - Focus on maintenance of ROW, Intersections (public areas of Bridge Park, Riverside Drive, Roundabout, I270/US33 Interchange)
- Evaluation of programs and services to determine relevance, level of efficiency, areas of improvement
- Personnel changes
 - Hiring of 7 new full-time employees
 - Implementation of the recommendations from the Classification Plan review






Earn and maintain the trust of our residents and businesses by providing an engaging, accessible and responsive local democracy

- Funding incorporated for the National Citizens Survey
- Continued engagement of stakeholders early in planning processes

<input type="checkbox"/>	Excellent
<input type="checkbox"/>	Good
<input type="checkbox"/>	Satisfactory
<input type="checkbox"/>	Poor





Safe &
Resilient
Community
of Choice

Provide a safe environment for our residents, businesses, visitors, and employees

- Funding for two police officers
- \$75,000 increase for Syntero @ Dublin Counseling Center (total funding request \$291,250)
- Deployment of the K9 and officer
- Proper equipment and training for employees; maintain required licenses, certifications, accreditation, and leadership development
- Community engagement



The background of the slide features a large, circular seal of the City of Dublin, Ohio. The seal is rendered in a dark, monochromatic style. It contains an illustration of a two-story building with a flag on its roof, situated behind a stone wall. The words "CITY OF DUBLIN" are arched across the top, and "OHIO" is on the right side. At the bottom, the phrase "where yesterday meets tomorrow" is written in a script font. The entire image has a green color overlay.

2018 Operating Budget Details



Operating Revenues & Expenditures

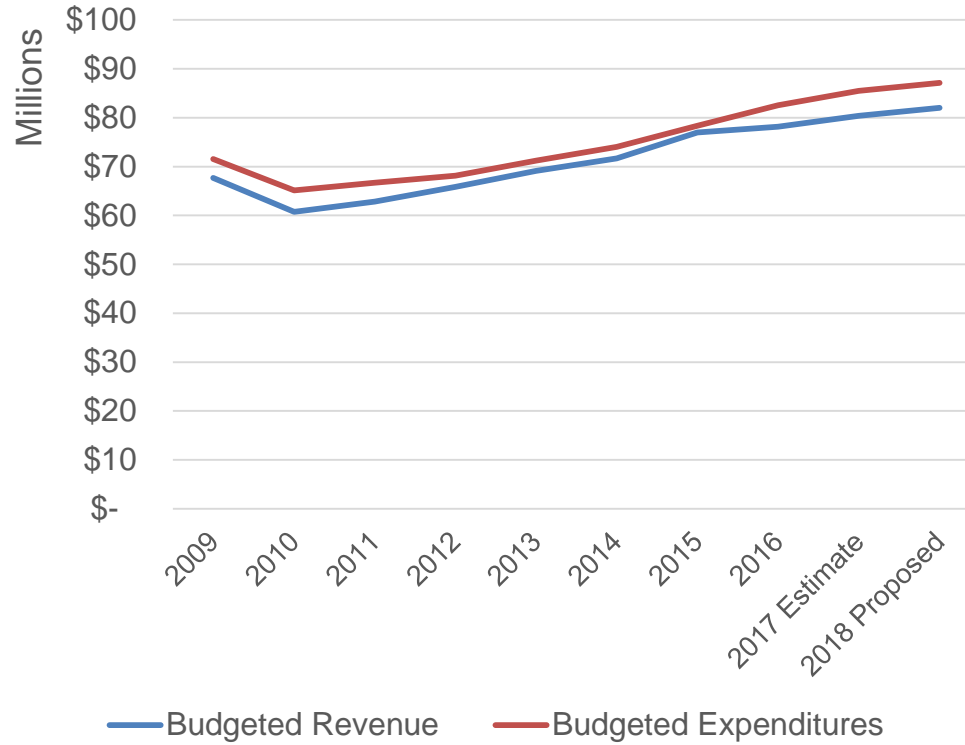
Incorporates revenues and expenditures from the following funds:

- 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



Budgeted Operating Revenues versus Expenditures

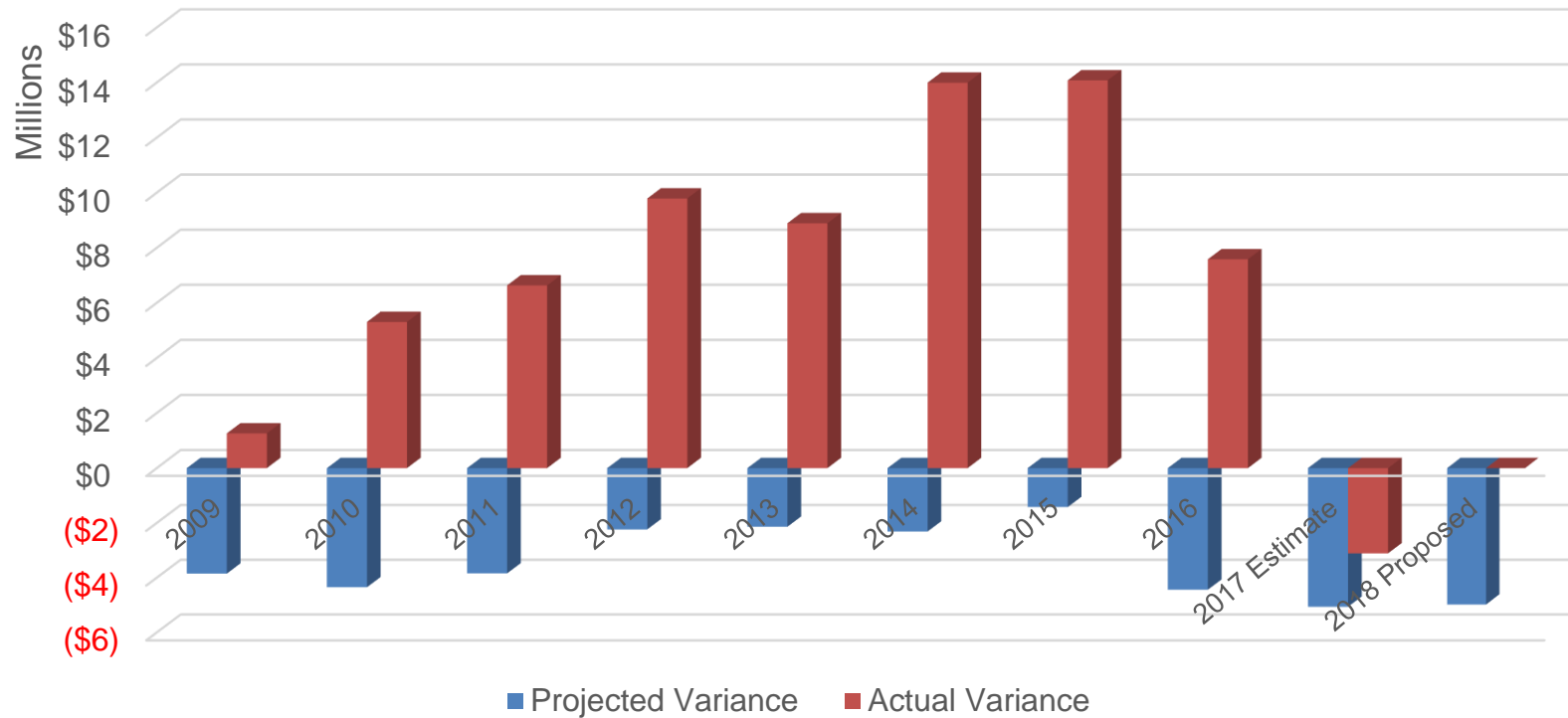


2018 Proposed Operating Budget

Operating Revenue	\$82,022,249
Operating Expenditures	<u>89,997,885</u>
Variance	<3,975,636>



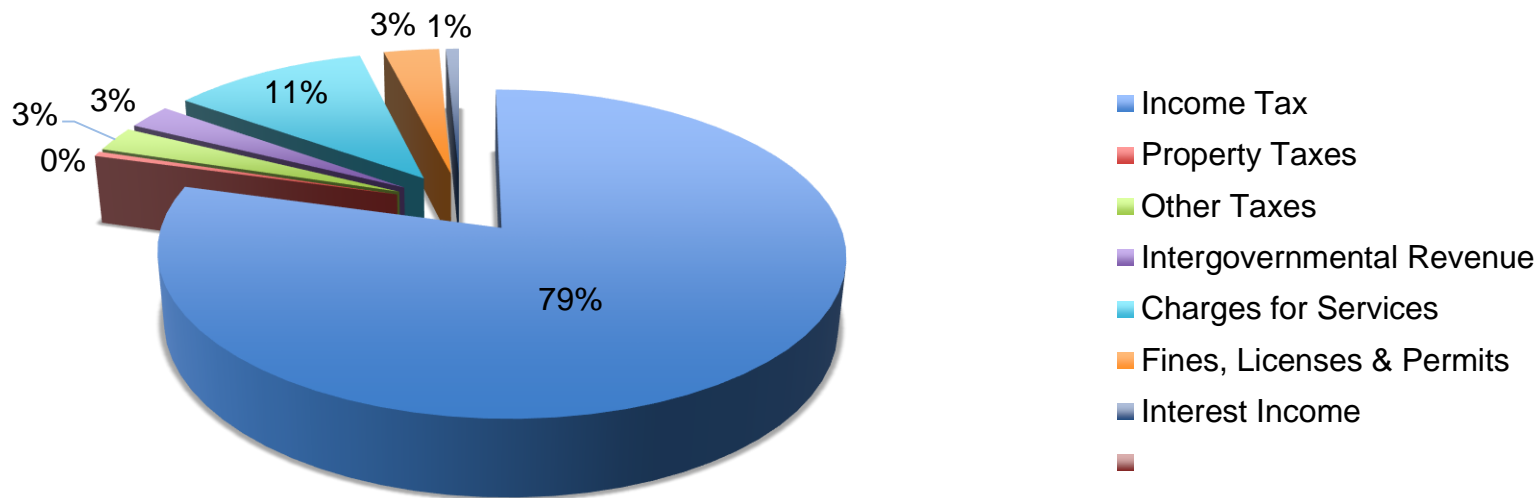
Projected vs. Actual Variance – Operating Revenues & Expenditures



2018 Proposed Operating Budget

Operating Revenue - \$82,022,249

Represents a 2.0% increase over the 2017 Operating Budget



2018 Proposed Operating Budget

Income Tax Revenue
\$86,000,000

75% to General Fund
\$64,500,000
(Included as operating
revenue)

25% to Capital
Improvements Tax Fund
\$21,500,000
(Excluded from operating
revenue)



2018 Proposed Operating Budget

Income Tax Revenue

- 2016 Actual Revenue - \$89,980,297
- 2017 Original Estimate - \$84,734,100 (5.8% reduction over 2016)
- 2017 Revised Estimate - \$85,650,000 (4.8% reduction over 2016)

- 2018 Estimate - \$86,000,000 (0.4% increase over 2017 Revised Estimate)

Actual revenues through October 31, 2017 - \$73,527,107

- Decrease of 4.06% or \$3,113,269 over YTD October 31, 2016

Withholding down 4.18% or \$2,548,749

Business net profits down 3.7% or \$330,911

Individual returns down 3.47% or \$233,908



2018 Proposed Operating Budget

Other Operating Revenue - \$17,522,249

General Fund

- Intergovernmental Revenues
- Fines, Licenses & Permits
- Charges for Services

Street & State Highway Funds

- Auto License & Gas Tax Revenue

Cemetery, Recreation, Pool Funds

- Charges for Services

Safety Fund

- Charges for Services
- Property Tax

Hotel/Motel Tax Fund

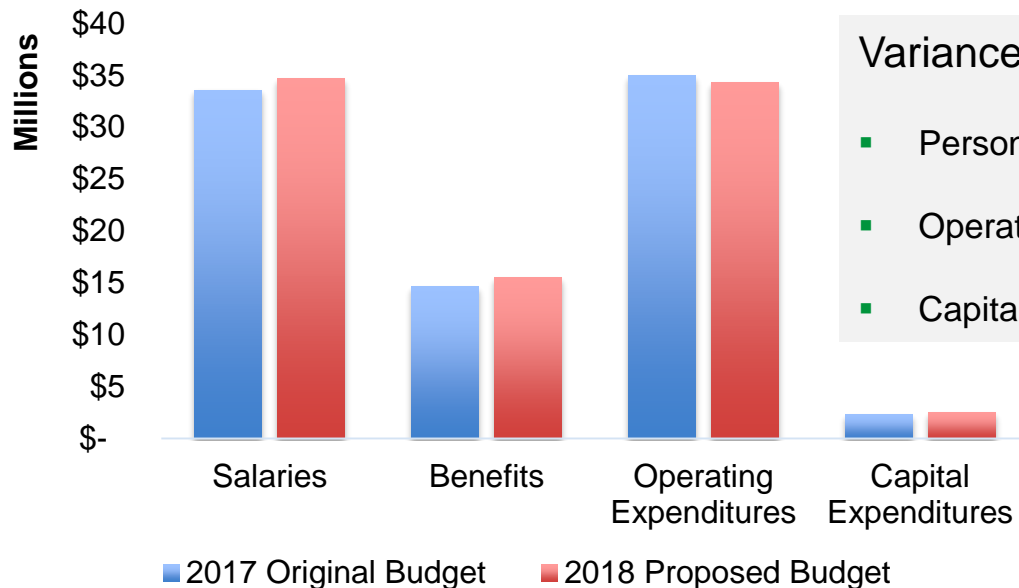
- Bed Tax Revenue
- Other



2018 Proposed Operating Budget – Bottom line, Upfront

Operating Expenditures - \$86,997,885

1.8% increase over 2017 Operating Budget (\$1,526,972)



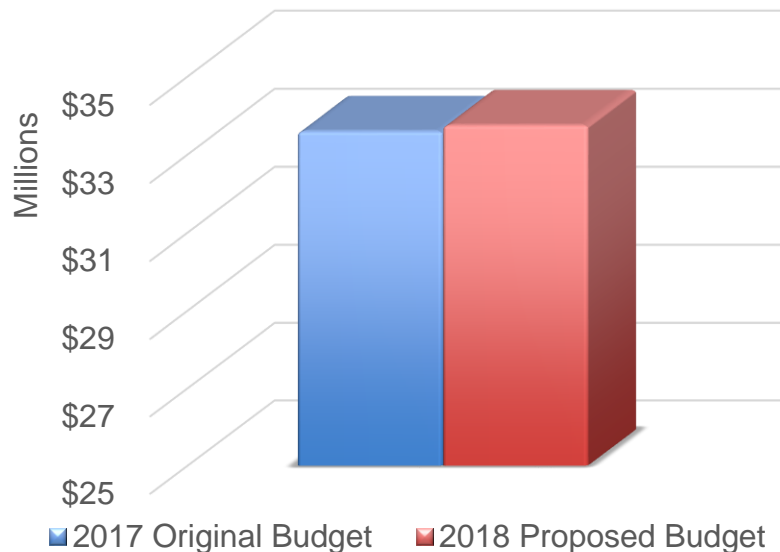
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- Operating Expenses: **<\$633,271>; <1.8%>**
- Capital: \$173,725; 7.6%

2018 Proposed Operating Budget

Salaries - \$34,644,925

3.1% increase over 2017 Operating Budget (\$1,055,720)



Implementation of the results of the
Classification Study

Estimated Cost: \$100,000

7 New Full-Time Employees

Estimated Cost: \$428,000

Wage Increases

- Funding of 2.0% for non-union personnel
- 2.75% increase for FOP (union contract)
- 2.00% increase for USW (union contract)
- Negotiations with FOP-OCL are underway

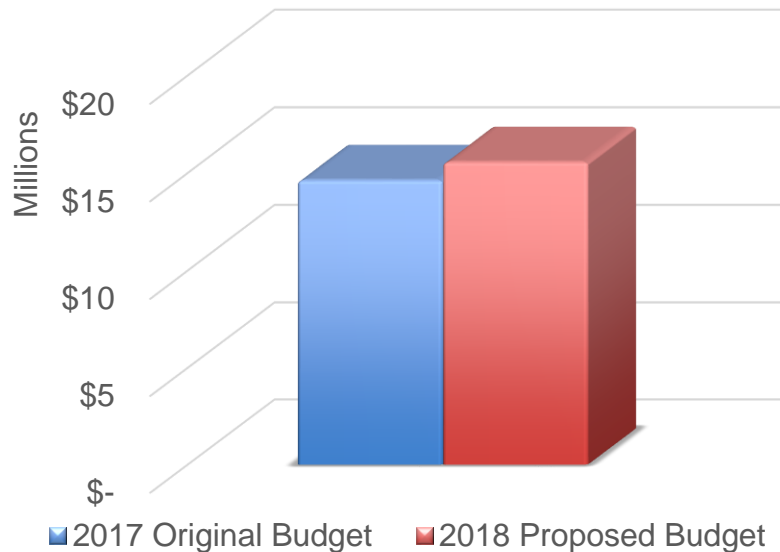
Estimated Cost: \$528,000



2018 Proposed Operating Budget

Benefits - \$15,551,985

6.4% increase over 2017 Operating Budget (\$930,798)



Cost of Insurance

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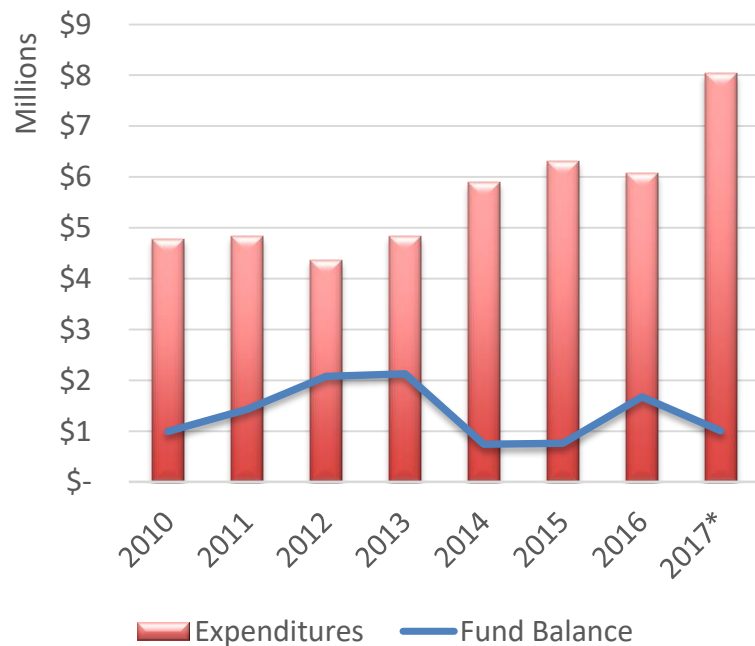
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 - City Contribution – 19.5%



2018 Proposed Operating Budget

Employee Benefits Self-Insurance Fund – Funding Level History



*Estimated

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2014 – Funded at 86%

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2016 – Funded at 100%

2017 – Funded at 100%

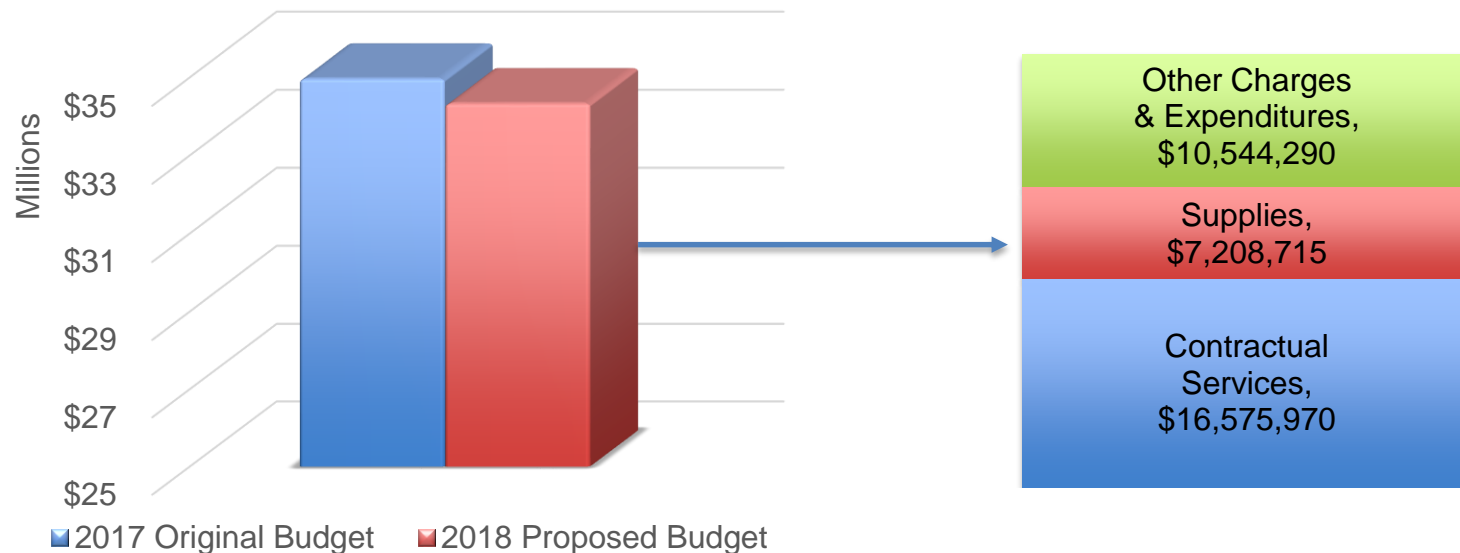
2018 (Proposed) – Funded at 100% to include up to \$500,000 toward fund balance



2018 Proposed Operating Budget

Operating Expenditures - \$34,328,975

1.8% decrease over 2017 Operating Budget (-\$633,271)



2018 Proposed Operating Budget

Operating Expenditures - \$34,328,975

1.8% decrease over 2017 Operating Budget (-\$633,271)

Other Charges & Expenditures, \$10,544,290
Supplies, \$7,208,715
Contractual Services, \$16,575,970

Contractual Services + \$876,004 over 2016

Engineering \$95,470

Storm sewer GIS enhancements, inspection services; crash tool upgrade (GIS mapping); Frantz Rd. corridor traffic study

Hotel/Motel Tax \$107,810

Lighting in Coffman Park, City Hall for tree lighting, other events; DIF costs (offset by revenue)

Park Operations \$404,665

Landscaping for ROW (Bridge Street District, Emerald Pkwy, 270/33 Interchange)

Planning \$225,070

Continuation of Studies (Bright Rd. area plan, W. Bridge Street plan, Mobility Study, Phase 3, BSD & HD Code updates, MORPC Corridor study)



2018 Proposed Operating Budget

Operating Expenditures - \$34,328,975

1.8% decrease over 2017 Operating Budget (-\$633,271)

Supplies + \$461,470 over 2016



Information Technology \$277,480

Funding for hardware and software maintenance fees

Communications (Police) \$73,000

CAD Interface – allows our CAD system to share data with other agencies in real time; cost incorporated when 2018 rates were established for members of NRECC



2018 Proposed Operating Budget

Operating Expenditures - \$34,328,975

1.8% decrease over 2017 Operating Budget (-\$633,271)

Other Charges & Expenditures -\$1,971,920 over 2016



Economic Development <\$1,288,590>

Incentive expenses reduced to reflect those companies with EDAs

Income Tax Refunds <\$740,000>

Refunds reduced; amount in 2016 was inflated due to a one time refund request

Solid Waste \$227,585

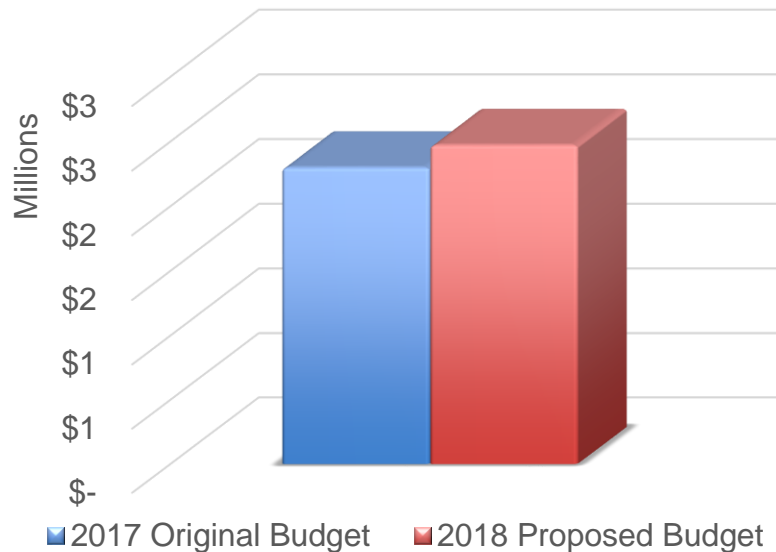
Increase in contract for refuse/recycling; one-year contract extension



2018 Proposed Operating Budget

Capital Expenditures - \$2,472,000

7.6% increase over 2017 Operating Budget (\$173,725)



Events Administration \$414,000

Capital projects approved as part of the 2018- 2022 CIP

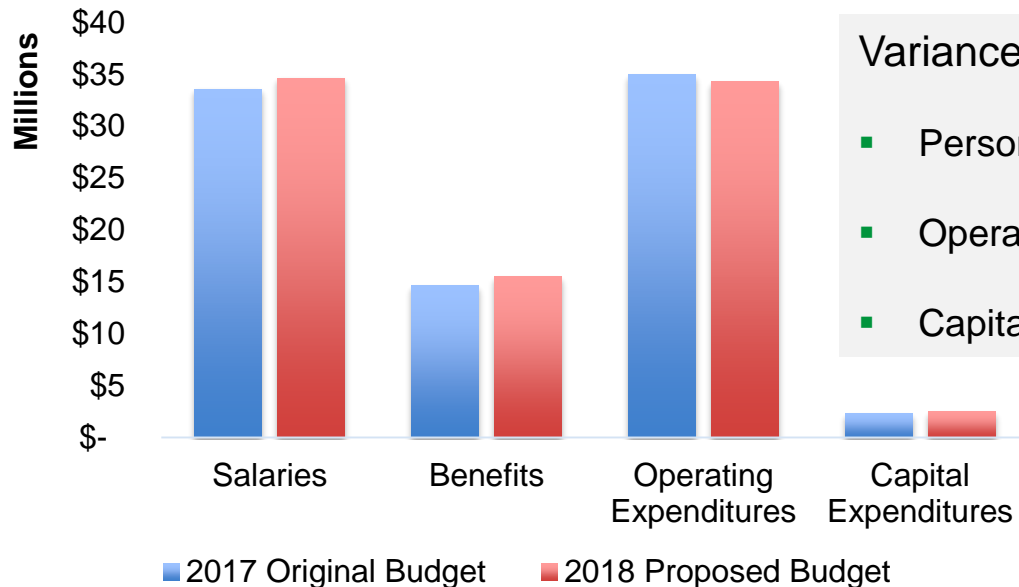
- DAC site renovations
- Public Art Maintenance
- Equipment Replacement (fleet)



2018 Proposed Operating Budget

Operating Expenditures - \$86,997,885

1.8% increase over 2017 Operating Budget (\$1,526,972)



Variance attributable to the following:

- Personnel Costs (Salaries/Benefits): \$1,986,518
- Operating Expenses: **<\$633,271>**
- Capital: **\$173,725**

2018 Proposed Operating Budget

General Fund Balance

	Year-End Balance	Expenditures*	Percent
2009	\$34,773,949	\$53,605,030	64.9%
2010	\$39,926,471	\$52,580,723	75.9%
2011	\$45,001,134	\$54,349,386	82.8%
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	\$55,182,925	\$66,253,484	83.3%
2017 estimate	\$51,313,524	\$71,019,015	72.3%
2018 proposed	\$51,226,279	\$71,810,040	71.3%





City of Dublin

OHIO, USA