#### **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
  - o 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 REFERENCE TABLE

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#### DEBT SERVICE SCHEDULE

			Date		_	2018			2019			2020	
			Of Issue	Original Amount	O/S Principal	Principal Payment	Interest Payment	O/S <u>Principal</u>	Principal Payment	Interest Payment	O/S <u>Principal</u>	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	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	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	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	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	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	262,692	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	164,000	50,085
(4) (2)	Industrial Pkwy/SR 161 Improvements Darree Fields Water Tower	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	490,000	177,144
(3)	Sanitary Sewer Lining	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	100,000	36,850
(1)	LED Street Lights	Sewer Fund Income Tax Revenue	1/7/14	1,880,000	1,470,000	105,000	45,200	1,365,000	105,000	43,625	1,260,000	110,000	40,738
(2)	Dublin Road Water Tower	Water Fund	10/2/12	2,185,000	1,225,000	235,000	31,550	990,000	235,000	26,850	755,000	245,000	20,825
(3)	Sewer Lining & Repairs	Sewer Fund	10/2/12 10/2/12	2,360,000 2,540,000	1,885,000 2,030,000	100,000	56,463	1,785,000	105,000	54,413	1,680,000	105,000	51,788
(4)	Emerald Parkway Phase 8	Emerald 8 TIF	12/17/13	5,420,000	5,400,000	110,000 5,000	60,750 177,525	1,920,000	110,000	58,550 177,425	1,810,000	115,000	55,725 175,425
(4)	Emerald Parkway Phase 8	Emerald 8 TIF	1/7/14	1,580,000	490,000	290,000	9,850	5,395,000 200,000	100,000 200,000	5,500	5,295,000	305,000	1/5,425
(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	250,000	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	1,520,000	230,000	112,000
(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	920,000	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	415,000	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	100,000	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	980,000	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	450,000	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	-	718,231
(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	730,000	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	441,360	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	25,000	· -
(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	375,000	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	125,000	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	50,000	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	1,020,000	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	122,308	7,015
*- 7	(4,1,2,4,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,	apadiar ribbada, ress	12/1/01	1,700,000	432,050	112,778	15,370	319,272	115,955	11,669	203,317	122,308	7,015
					132,030	112,770	13,370	J13,272	113,333	11,000	203,317	122,500	7,013
-	Voted Bonds (G.O.)	·····											
(1)	Recreation Center expansion	Income Tax Revenue	10/15/98	2 000 000	105 000	105 000	6.042						
(4)	Woerner-Temple Road	Woerner Temple TIF	12/1/00	3,998,000 5,555,000	185,000	185,000	6,013	427,000	427,000	10 572			
(1)	Emerald Parkway Overpass - Phase 7	Income Tax Revenue	12/1/00	6,565,000	857,000 1,018,000	420,000 499,000	32,223	437,000 519,000	437,000 519,000	18,573 22,058			
(5)	Coffman Park Expansion	Property Tax Revenue	12/1/00	3,135,000	640,000	216,000	38,275 23,540	424,000	224,000	16,520	200,000	200,000	7,000
(-)		ropercy for nevertae	12/1/00	3,133,000	2,700,000	1,320,000	100,050	1,380,000	1,180,000	57,150	200,000	200,000	7,000
					2,700,000	1,520,000	100,030	1,500,000	1,100,000	37,130	200,000	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) (8)	Supported by special assessment revenue Supported by State Highway Fund 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 revende				212,500	25,000	-	187,500	25,000	-	162,500	25,000	-

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	2021				2022				2023				2024				200	
O/S	Principal	Interest	0/9	5	Principal	Interest		O/S	Principal	Interest		o/s -	2024 Principal	Interest		o/s	2025 Principal	Interest
Principal	Payment	Payment	Princi	pal	Payment	Payment	_	Principal	Payment	Payment		Principal	Payment	Payment		Principal	Payment	Payment
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4,995,000	495,000	166,119		57,000 10,000	178,000	33,504		579,000	185,000	24,507		394,000	193,000	15,043		201,000	201,000	5,098
1,040,000	100,000	34,600		10,000	500,000 105,000	153,744 32,100		4,000,000	515,000	138,744		3,485,000	535,000	118,144		2,950,000	555,000	102,094
1,150,000	110,000	38,263		0,000	115,000	35,513		835,000 925,000	110,000 120,000	28,950 32,063		725,000	115,000	24,550		610,000	115,000	21,100
510,000	250,000	13,775		0,000	260,000	5,200		525,000	120,000	32,003		805,000	125,000	27,263		680,000	130,000	23,513
1,575,000	110,000	48,563		5,000	115,000	44,613		1,350,000	120,000	40,513		1,230,000	120,000	36,913		1,110,000	125 000	22 220
1,695,000	120,000	52,200		5,000	120,000	48,000		1,455,000	125,000	43,725		1,330,000	130,000	39,900		1,200,000	125,000 135,000	33,238 35,925
4,990,000	315,000	166,275		5,000	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
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2,045,000	425,000 100,000	356,994		5,000	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
20,475,000	1,000,000	84,169	1,94	5,000	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
9,365,000	460,000	842,125 385,081	19,47	5,000 5,000	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
16,000,000	-	718,231	16,00		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
14,275,000	765,000	586,425	13,51	0,000 0 000	780,000	718,231 567,683		16,000,000 12,730,000	820,000	718,231		16,000,000	960,000	718,231		16,000,000	-	718,231
8,123,385	454,700	840,508	7.66	8,684	468,444	792,441		7,200,241	482,602	528,683 742,921		11,910,000 6,717,638	860,000	487,683		11,050,000	905,000	444,683
137,500	25,000	-		2,500	25,000	732,111		87,500	25,000	742,321		62,500	497,189 25,000	691,904		6,220,449	512,217	639,345
7,890,000	385,000	245,300		5,000	395,000	233,750		7,110,000	410,000	221,900		6,700,000	420,000	209,600		37,500 6,280,000	25,000 440,000	192,800
2,940,000	130,000	115,300		0,000	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		5,000	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	23,18		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	3,184	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
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139,513,885	7,990,700	5,971,890	131,523	3,184	7,946,444	5,701,696	Andreas	123,576,741	7,967,602	4,939,529	****	115,609,138	7,235,189	5,040,598	-	108,373,949	7,538,217	A 716 1AA
			The state of the s				****			1/333/323		113,003,130	1,233,103	3,010,390		100,373,373	7,536,417	4,716,144
88,231,991	3,979,991	3,632,104	84,252		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		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		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	3,684	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
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			112	.,500	25,000	-		07,500	25,000	**		62,500	25,000	-		37,500	25,000	-

O/S Principal	2026 Principal Payment	Interest Payment	O/S Principal	2027 Principal Payment	Interest Payment	O/S Principal	2028 Principal Payment	Interest Payment	O/S Principal	2029 Principal Payment	Interest Payment	O/S Principal	2030 Principal Payment	Interest Payment
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2,395,000	565,000	84,750	1,830,000	590,000	66,388	1 240 000	-	-	-	-	-	**		••
495,000	120,000	17,506	375,000	120,000	13,606	1,240,000 255,000	610,000	45,738	630,000	630,000	23,625	-	-	-
550,000	135,000	19,450	415,000	130,000	15,063	285,000	125,000 140,000	9,406 10,513	130,000	130,000	4,875	•	~	-
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985,000	130,000	29,413	855,000	130,000	25,513	725,000	135,000	21,369	590,000	140,000	16,900	450,000	145,000	12,269
1,065,000 3,315,000	140,000 365,000	31,800	925,000	145,000	27,525	780,000	145,000	22,994	635,000	150,000	18,200	485,000	155,000	13,244
J,J±J,000	365,000	116,025	2,950,000	380,000	103,250	2,570,000	395,000	89,950	2,175,000	405,000	76,125	1,770,000	420,000	61,950
2,700,000	300,000	94,500	2,400,000	310,000	84 000	2,000,000	220.000	72.450	4 770 000	-	**	-	-	-
	-	-	2,700,000	310,000	84,000	2,090,000	320,000	73,150	1,770,000	330,000	61,950	1,440,000	340,000	50,400
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6,380,000	530,000	252,619	5,850,000	555,000	226,119	5,295,000	575,000	203,919	4,720,000	600,000	180,919	4,120,000	620,000	162.010
1,495,000	125,000	59,169	1,370,000	130,000	52,919	1,240,000	135,000	47,719	1,105,000	140,000	42,319	965,000	145,000	162,919 38,119
15,050,000 6,880,000	1,250,000	595,875	13,800,000	1,310,000	533,375	12,490,000	1,360,000	480,975	11,130,000	1,415,000	426,575	9,715,000	1,460,000	384,125
16,000,000	570,000	272,331	6,310,000	600,000	243,831	5,710,000	625,000	219,831	5,085,000	650,000	194,831	4,435,000	665,000	175,331
10,145,000	950,000	718,231 399,433	16,000,000	005 000	718,231	16,000,000	-	718,231	16,000,000	-	718,231	16,000,000	-	718,231
5,708,233	527,698	585,198	9,195,000 5,180,535	985,000 543,648	368,083	8,210,000	1,015,000	333,608	7,195,000	1,050,000	298,083	6,145,000	1,085,000	258,708
12,500	12,500	~	5,100,555	373,070	529,414	4,636,887	560,080	471,943	4,076,807	577,008	412,736	3,499,799	594,448	5,548,941
5,840,000	455,000	175,200	5,385,000	470,000	161,550	4,915,000	485,000	147,450	4,430,000	500,000	122.000	2 020 000	E1E 000	4477.000
2,255,000	150,000	96,150	2,105,000	150,000	91,650	1,955,000	160,000	84,150	1,795,000	165,000	132,900 76,150	3,930,000 1,630,000	515,000 175,000	117,900 67,900
945,000	60,000	40,300	885,000	65,000	38,500	820,000	65,000	35,250	755,000	70,000	32,000	685,000	75,000	28,500
18,620,000 00,835,733	1,220,000 7,605,198	794,100 4,382,049	17,400,000	1,255,000	757,500	16,145,000	1,320,000	694,750	14,825,000	1,385,000	628,750	13,440,000	1,455,000	559,500
00,000,00	7,003,130	7,302,049	93,230,535	7,868,648	4,056,515	85,361,887	8,170,080	3,710,945	77,191,807	8,482,008	3,350,606	68,709,799	7,849,448	8,198,036
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0,835,733	7,605,198	4,382,049	93,230,535	7,868,648	4,056,515	85,361,887	8,170,080	3,710,945	77,191,807	0 403 000	2 250 606	60 700 700	7.046.440	0.460.00
						20/201/00/	0,170,000	3,7 10,373	//,131,00/	8,482,008	3,350,606	68,709,799	7,849,448	8,198,036
8,450,000	4,100,000	2,856,408	64,350,000	4,255,000	2,694,958	60,095,000	4,430,000	2,515,633	55,665,000	4,615,000	2,328,708	51,050,000	4,795,000	2,151,383
1 400 000	250,000 460,000	46,919 150,710	1,230,000	250,000	39,119	980,000	260,000	30,775	720,000	270,000	21,775	450,000	145,000	12,269
1,480,000 4.055.000	700,000	150,719 1,328,004	3,595,000 24,055,535	470,000 2,893,648	134,006	3,125,000	485,000	116,475	2,640,000	505,000	97,956	2,135,000	375,000	79,863
4,055,000	2,782,698			4.033. <del>04</del> 8	1,188,432	21,161,887	2,995,080	1,048,062	18,166,807	3,092,008	902,168			
	2,782,698	1,320,004	2 1/000/000		_		,,	-,,	10,100,007	3,032,000	902,100	15,074,799	2,534,448	5,954,522
4,055,000	2,782,698	1,320,00 <del>1</del> - -	-	-,,	-	-	**		10,100,007	-	-	-	2,534, <del>44</del> 8 -	5,954,522
4,055,000 6,838,233	••	-	-				-	-				15,074,799 -	2,534, <del>44</del> 8 - -	5,95 <del>4</del> ,522 - -

O/S Principal	2031 Principal Payment	Interest Payment	O/S Principal	2032 Principal Payment	Interest Payment	O/S Principal	2033 Principal Payment	Interest Payment	O/S Principal	2034 Principal Payment	Interest Payment	O/S Principal	2035 Principal Payment	Interest Payment
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330,000	150,000 160,000	7,475 8,125	155,000 170,000	155,000	2,519	-		*	-	-	**	•	-	-
1,350,000	435,000	47,250	915,000	170,000 450,000	2,763 32,025	465,000	465,000	- 16,275	-	-	-	-	-	-
1 100 000	-	-	-	-	-	-103,000	405,000	10,2/5	**	-	-		-	-
1,100,000	355,000	38,500	745,000	365,000	26,075	380,000	380,000	13,300	-		-	*	-	-
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3,500,000	645,000	138,119	2,855,000	670,000	112,319	2,185,000	705,000	78,819	1,480,000	725,000	55,025	755,000	755,000	26,425
820,000 8,255,000	150,000 1,520,000	32,319	670,000	155,000	26,319	515,000	165,000	18,569	350,000	170,000	13,000	180,000	180,000	6,300
3,770,000	695,000	325,725 148,731	6,735,000 3,075,000	1,580,000 720,000	264,925 120,931	5,155,000	1,660,000	185,925	3,495,000	1,715,000	129,900	1,780,000	1,780,000	62,300
000,000	-	718,231	16,000,000	720,000	718,231	2,355,000 16,000,000	755,000	84,931 718,231	1,600,000 16,000,000	785,000	59,450 718,231	815,000 16,000,000	815,000 1,105,000	28,525
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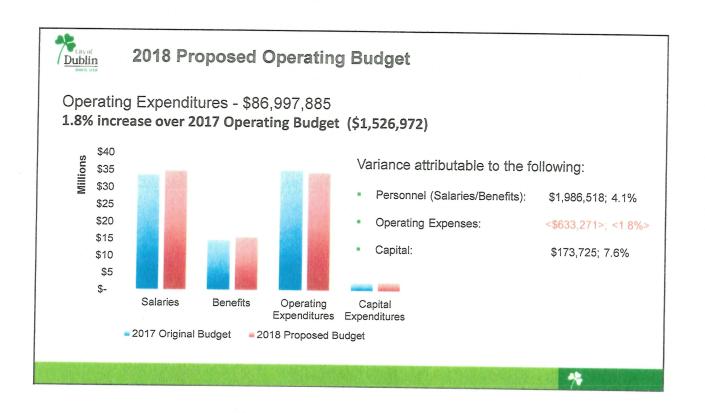
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November 8, 2017

# 2018 Proposed Operating Budget Workshop

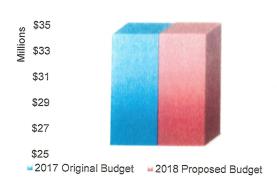






Salaries - \$34,644,925

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

Estimated Cost. \$420,00

#### 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





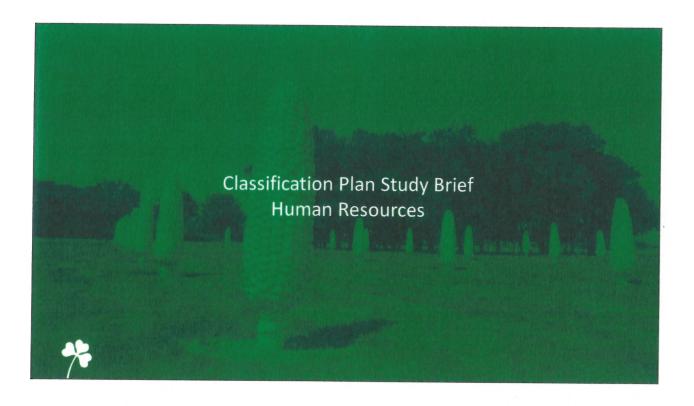
### 2018 Proposed Operating Budget

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



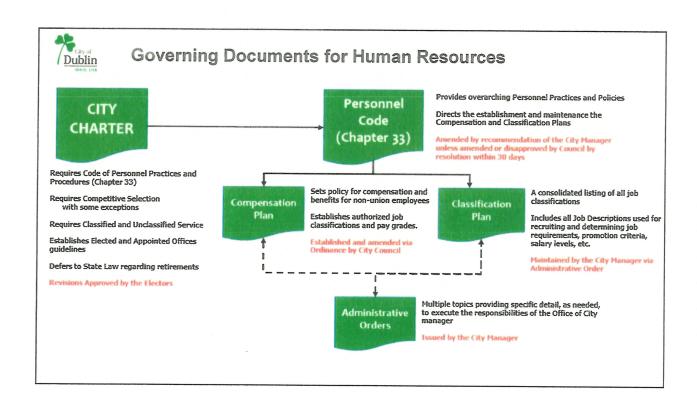


#### Process & Background

#### 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







#### 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

OFFICE	CURRENT CLASSIFICATION & GF	RADE	PROPOSED CLASSIFICATION & GRADE	
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)
and I able Information	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)

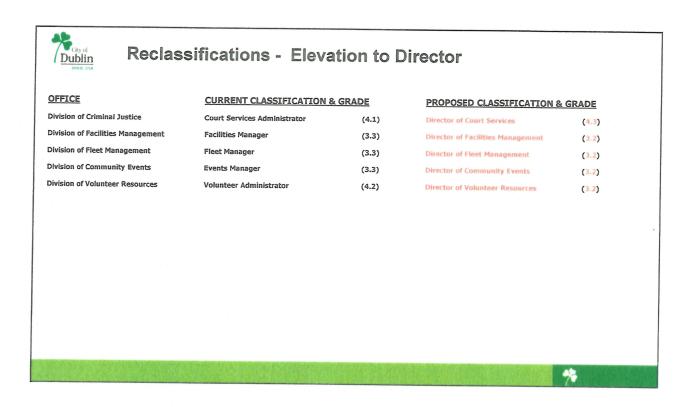


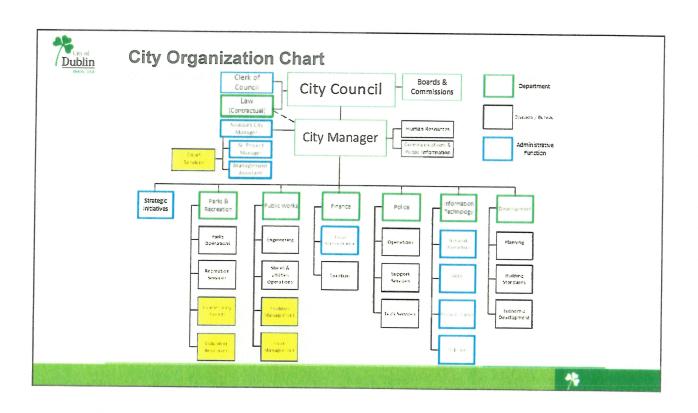


# **Reclassifications with Pay Grade Changes**

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)  Department of Public Works  Contract and Procurement Coordinator (5.1)  Contract and Procurement Coordinator (4.3)	
Department of Public Works Contract and Procurement Coordinator (5.1) Contract and Procurement Coordinator (4.3)	<b>3</b> )
Contract and Procurement Coordinator (4.3)	<u>)</u>
	)
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 (5.2) 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)	)









# Classifications Proposed to be Eliminated

#### OFFICE

Division of Building Standards

Department of Information Technology

#### **CURRENT CLASSIFICATION & GRADE**

Review Services Analyst

Support Services Administrator

Software Applications Specialist

Senior Support Services Analyst

#### PROPOSED CLASSIFICATION & GRADE

Reallocated to Electrical Inspector

(4.1) None

(4.3)

(4.3)

(4.3) None

None





# **New Classification Proposals**

#### OFFICE

Police Department

**CURRENT CLASSIFICATION & GRADE** 

None

None

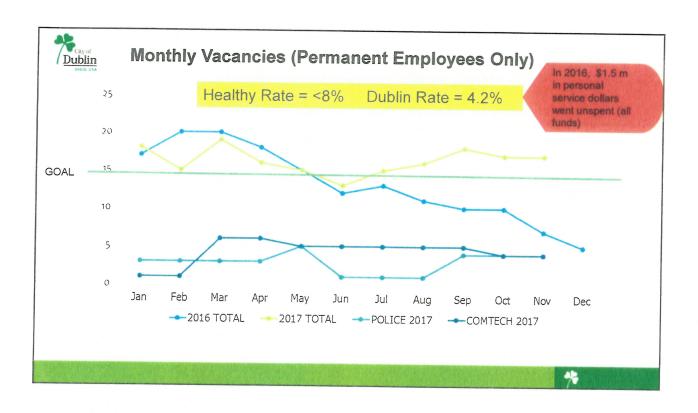
PROPOSED CLASSIFICATION & GRADE

Records Supervisor

Records Technician I

(4.3) (5.3)

\*







#### 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







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







# 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.





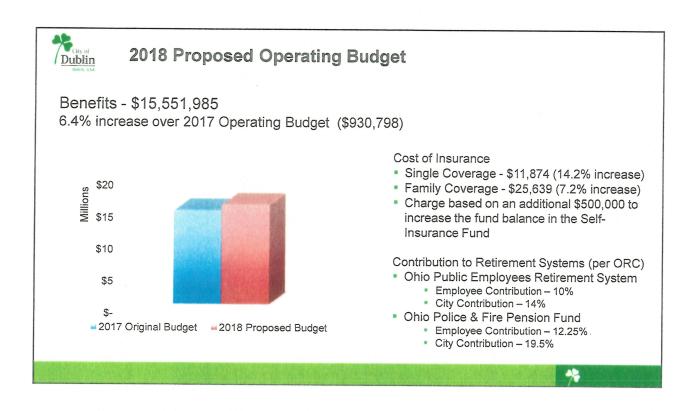
#### 2018 Proposed Operating Budget

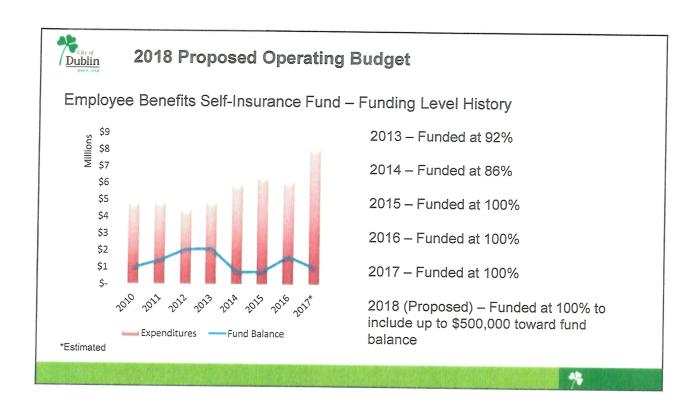
#### Part-time personnel changes

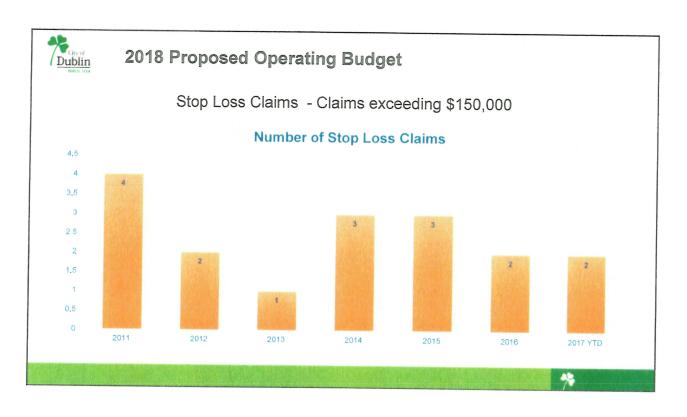
- Part-time Building Inspector position eliminated (Building)
- Part-time Planning Assistant reallocated to a Permanent Part-Time Code Enforcement Officer (Planning)
- Reduction in part-time/seasonal DCRC staff
  - Result of contracting for swim team programs; reallocation of front desk staff

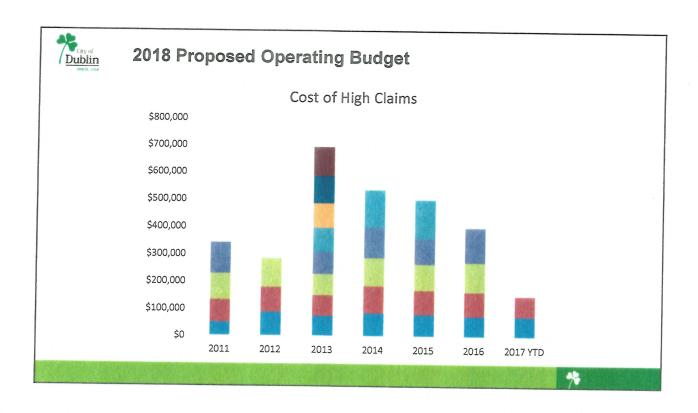




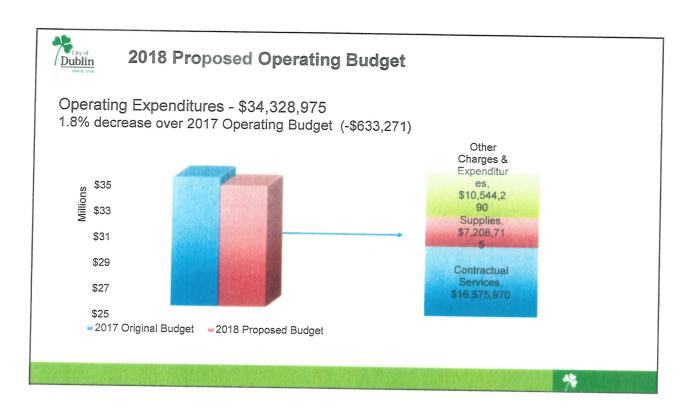














Operating Expenditures - \$34,328,975

Contractual

Services,

\$16,575,970

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



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

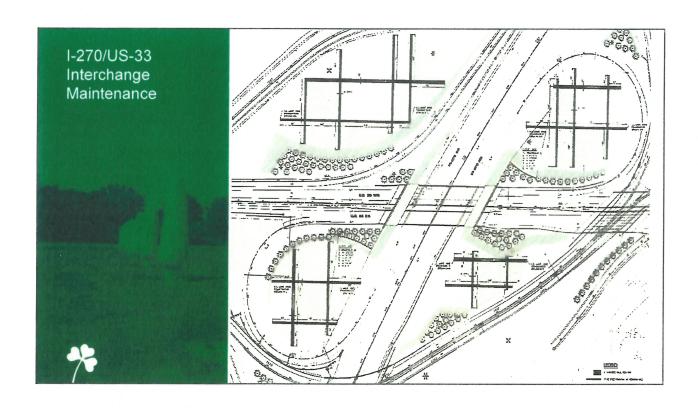
Landscaping for ROW (Bridge Street District, Emerald Pkwy, 270/33 Interchange)

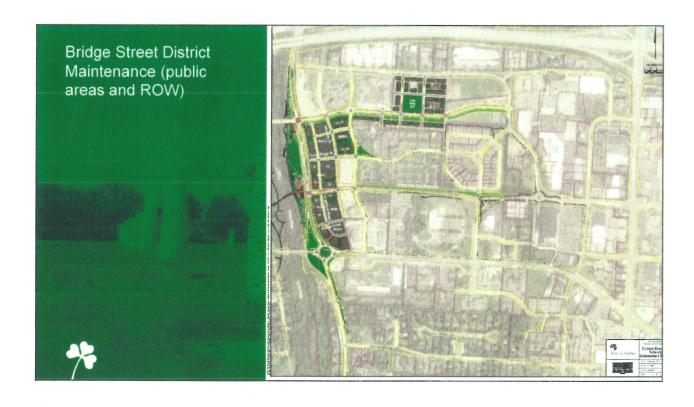
Planning \$225,070

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

Legal \$0









#### Landscaping





Emerald Parkway CorridorWest Bridge

Avery-Muirfield Corridor



- Table 1
- Street Corridor
- Frantz Road Corridor
- Bridges





# 2018 Proposed Operating Budget

Operating Expenditures - \$34,328,975

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

<u>Supplies</u> +\$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





Operating Expenditures - \$34,328,975

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

Other Charges & Expenditur es, \$10,544,29 0 \$7,208 71 5 Contractual Services \$16,575,970

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

Economic Development <\$1,288,590>

Incentive expenses reduced to reflect those companies with EDAs

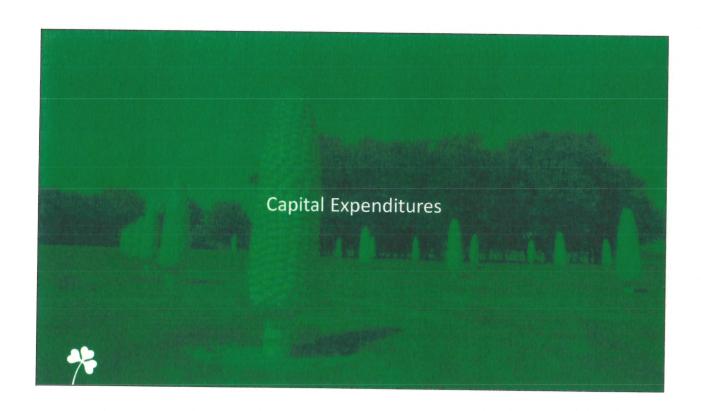
Income Tax Refunds <\$740,000>

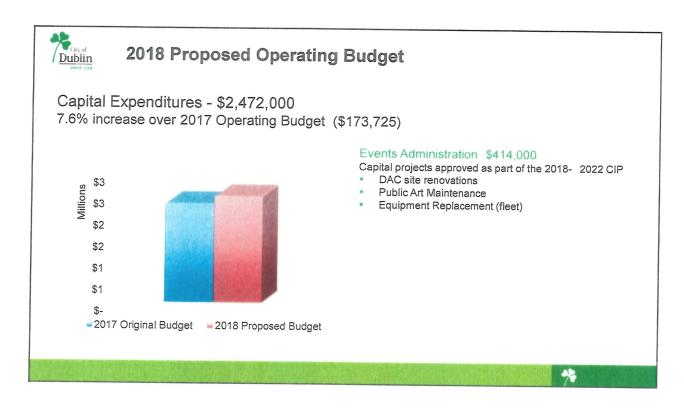
Refunds reduced; amount is 2016 was inflated due to a one-time refund request

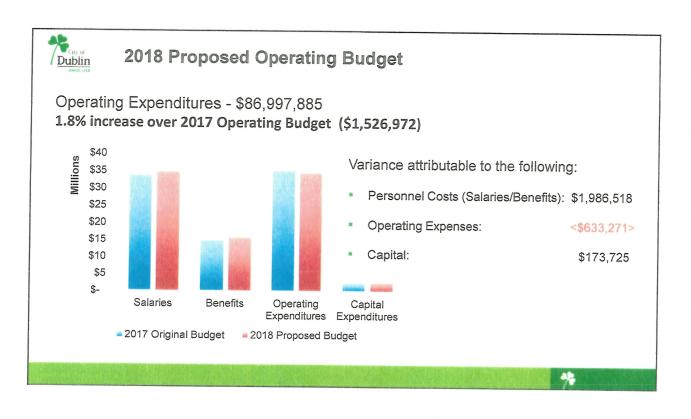
Solid Waste \$227,585

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

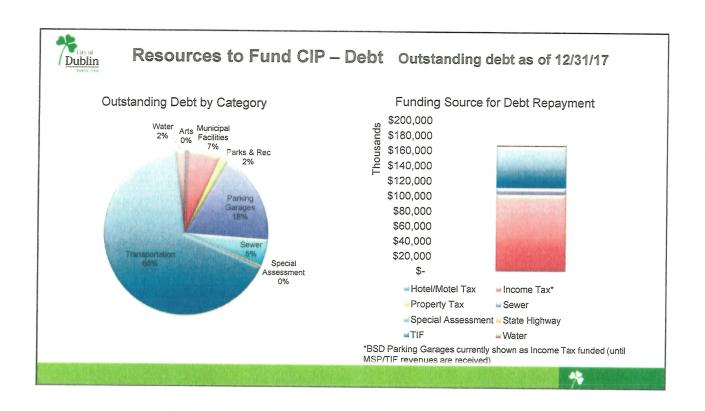








Debt Amortization Schedule		DEBT SERVICE	SCHEDULE				
Debt Amortization Schedule			Orte Or Issue	Original Amount	G/S President	Parity E	Interest Payment
	Hasdat South (C.C.)	Spice					
Debt is typically amortized over 20 years Exception: - LED Street Lights (10 years ) - Bridge Park Parking Structures (30 years)	10 Janes Corpt West Blanch Chaffal 10 Janes Corpt West Blanch Chaffal 10 Janes Blanch Chaffal 11 Janes Blanch Chaffal 12 Janes Blanch Chaffal 13 Janes Blanch Chaffal 14 Janes Blanch Chaffal 15 Janes Blanch Chaffal 16 Janes Blanch Chaffal 16 Janes Blanch Chaffal 17 Janes Blanch Chaffal 18 Janes Blanch Chaffal 19 Janes	General First Street St	51199 51199 12 12 12 12 12 12 12 12 12 12 12 12 12	416,7 A 7.7 43,4 796 1,545 303 1,645 303 1,645 303 2,645 303	601, 54 1316, 604 706, 154 706, 154 706, 154 707, 1	661 , 54 560, 000 544, 344 64, 544 70, 244 70,	100 100 100 100 100 100 100 100 100 100
	Unicles Special Assessment Bonds				166,107,603	9,041,219	6,610,
	17) Balanton (2001)	Special Assessment	17/1/01	1,760 000	112 050	112 774	15.
				1,110 000	432,010	112,778	25.
	Modern Menter (C.O.)     Meternation Center explanation     Modernation Center explanation     Modernation Center (Modernation Centernation Cen	Income for beverse Wagner Lenge 18 Income for Nevense Property for Reconse	20/15/49 12/17/99 12/17/99 17/17/99	),948,400 5,555,000 6,565,000 3,135,000	185,000 857,000 1,018,600 7,40,000 2,700,000	185,000 426,000 494,000 211,000 1,326,000	5,0 32,1 38,1 23,0 199,0
	Total Sept Payments			-	164,214 641	10,423,562	6,925,0
*	Supported by stricted by internal     Supported by Water First Javania     Supported by Water First Javania     Supported by Sank Lind Service     Supported by Sank Lindson, Fund Service     Supported by Sank Lindson, Fund Service				131,657,950 3,220,000 7,876,154 54,735,180 640,000 461,716 432,056 212,300	4,588,322 200,000 1,021 154 4,162 566 216 000 147 277 112 178 25,000	05*;4 97,4 259,2 7,45;5 23.5 16,6 15,3





#### Debt Service - 2018-2022 CIP

Year	Income Tax Funding <sup>1</sup>	Debt Service Allocation <sup>2</sup>	90% of Debt Service Allocation <sup>3</sup>	Existing Debt Service <sup>4</sup>	Debt Allocation not Committed	Additional Debt that Could be Supported
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	<b>81,578,665</b>
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

<sup>1 25%</sup> of income tax revenue dedicated to the Capital Improvement Tax Fund





 <sup>20%</sup> of the income tax revenue declicated to the Capital Improvement Tax Fund
 20% of the income tax revenue in the Capital Improvement Tax Fund reserved to pay debt service on capital projects
 Pursuant to the City's Debt Policy, 90% of the funds allocated for debt service are permitted for use
 Actual debt service payments for existing debt funded by Income Tax revenue
 Based on 20-year level debt service at 5% interest rate

# 2018 Proposed Operating Budget Overview





# **Items for Discussion**

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

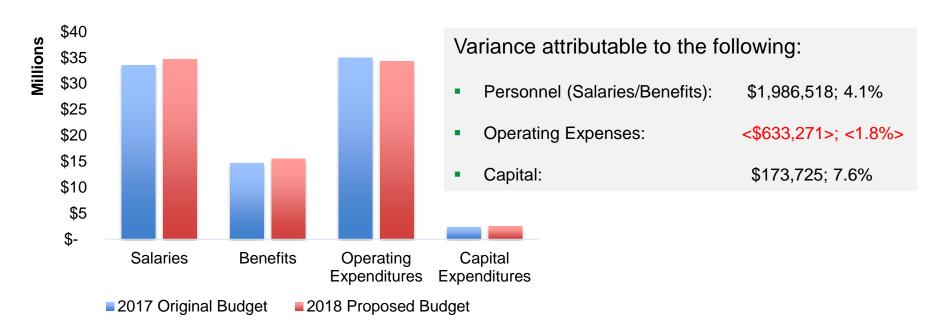




# **2018 Proposed Operating Budget – Bottom line, Upfront**

# Operating Expenditures - \$86,997,885

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





#### 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



#### 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









#### 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 1<sup>st</sup> year of the CIP on-time and on-budget
- Funding to support Smart Cities Initiatives





# 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







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





#### Operating Revenues & Expenditures

Incorporates revenues and expenditures from the following funds:

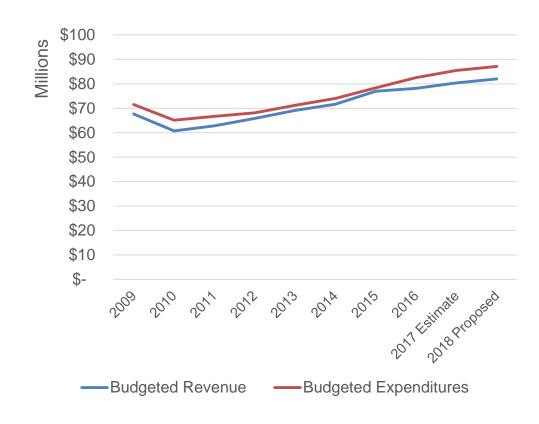
- General
- Street Maintenance & Repair\*
- State Highway
- Cemetery\*
- Recreation\*
- Safety\*
- Pool\*

- Hotel/Motel Tax
- Enforcement & Education
- Law Enforcement
- Mandatory Drug Find
- Mayor's Court Computer
- Wireless 911

<sup>\*</sup>Funded, in part, by transfers from the General Fund



## **Budgeted Operating Revenues versus Expenditures**

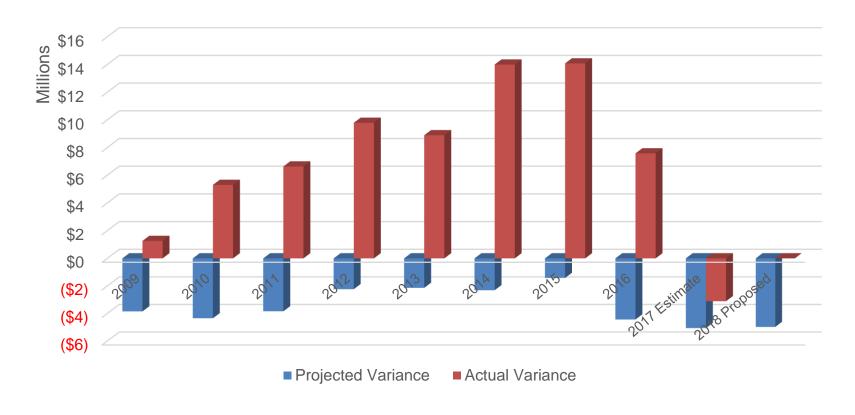


2018 Proposed Operating Budget

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

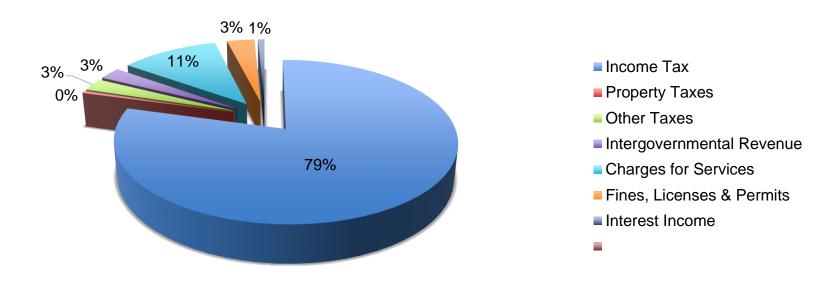


#### Projected vs. Actual Variance – Operating Revenues & Expenditures





Operating Revenue - \$82,022,249
Represents a 2.0% increase over the 2017 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)



#### 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



#### 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

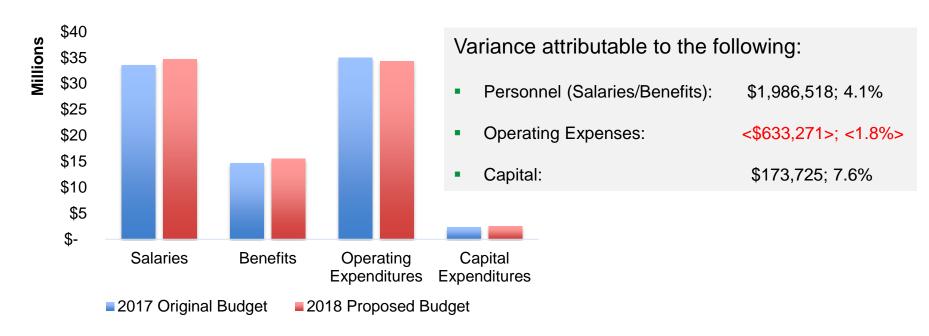
- Bed Tax Revenue
- Other



# **2018 Proposed Operating Budget – Bottom line, Upfront**

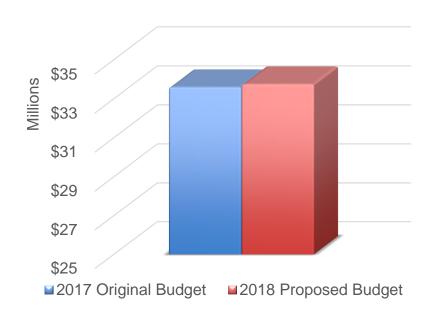
#### Operating Expenditures - \$86,997,885

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





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

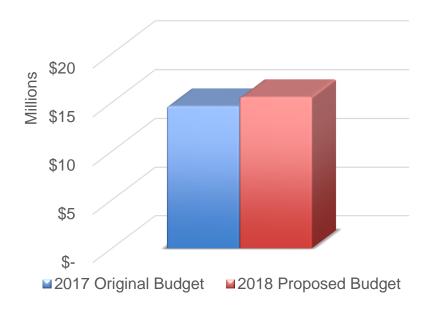
7 New Full-Time Employees Estimated Cost: \$428,000

#### 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



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

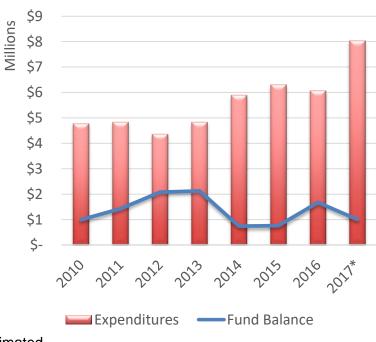
#### Contribution to Retirement Systems (per ORC)

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





#### Employee Benefits Self-Insurance Fund – Funding Level History



2013 - Funded at 92%

2014 - Funded at 86%

2015 - Funded at 100%

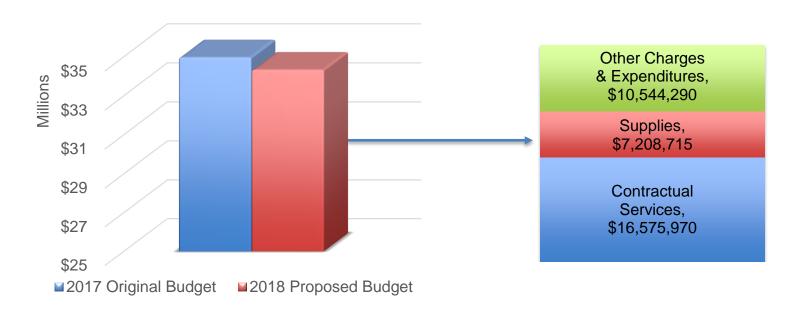
2016 – Funded at 100%

2017 - Funded at 100%

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



Operating Expenditures - \$34,328,975 1.8% decrease over 2017 Operating Budget (-\$633,271)





Operating Expenditures - \$34,328,975

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

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)

Other Charges & Expenditures, \$10,544,290 Supplies, \$7,208,715

Contractual Services, \$16,575,970



Operating Expenditures - \$34,328,975

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

<u>Supplies</u> + \$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



#### Operating Expenditures - \$34,328,975

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

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

Other Charges & Expenditures, \$10.544.290

\$7,208,715

Economic Development <\$1,288,590>

Incentive expenses reduced to reflect those companies with EDAs

Income Tax Refunds <\$740,000>

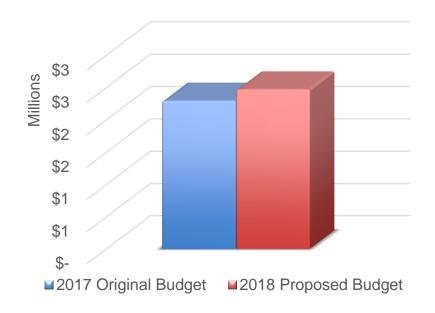
> Refunds reduced: amount is 2016 was inflated due to a one time refund request

\$227,585 Solid Waste

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



Capital Expenditures - \$2,472,000 7.6% increase over 2017 Operating Budget (\$173,725)



#### Events Administration \$414,000

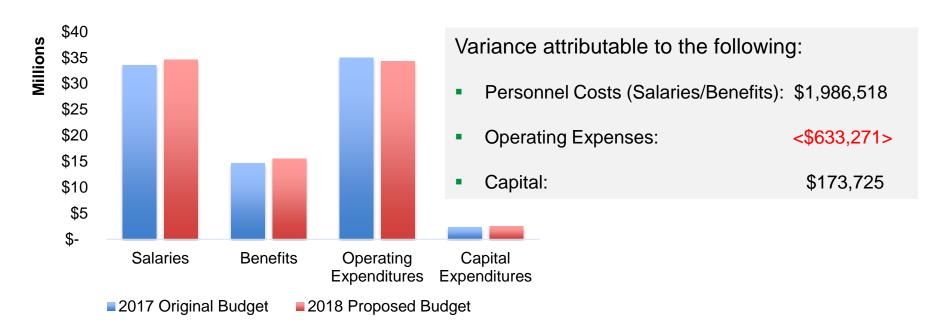
Capital projects approved as part of the 2018- 2022 CIP

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



Operating Expenditures - \$86,997,885

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





#### 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%

