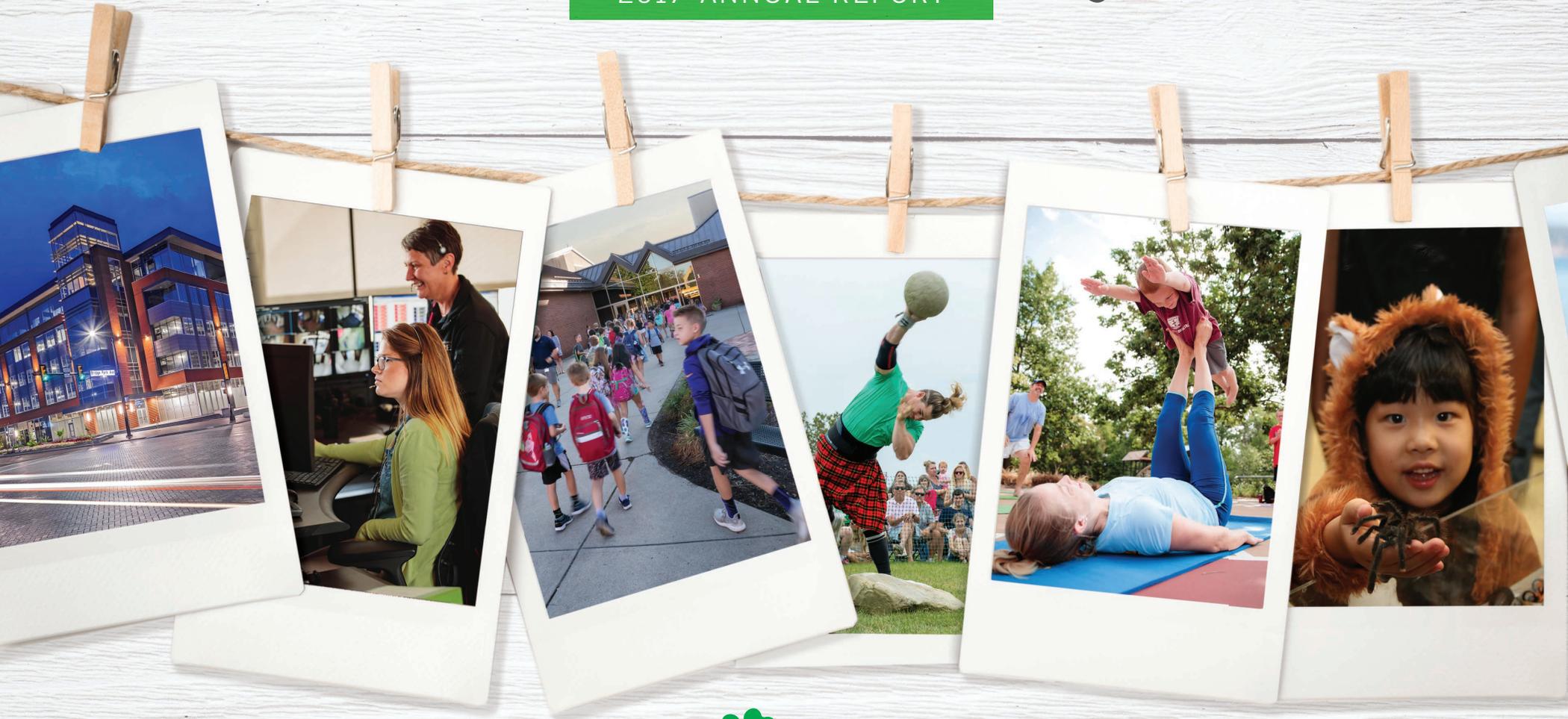


dublin is home

2017 ANNUAL REPORT





Back Row: **Tim Lecklider** (Ward 4), **Christina A. Alutto** (At-Large), **Amy Salay** (Ward 2), **Chris Amorose Groomes** (At-Large), **Michael Keenan** (At-Large). Front Row: **Mayor Greg Peterson** (Ward 1), **Vice Mayor John Reiner** (Ward 3)

Council members **Tim Lecklider** and **Amy Salay** left Dublin City Council in December 2017, each having served 16 years. A joint public reception was held at The Exchange at Bridge Park to honor their dedication and contributions to the community.



Voters elected two new members to Council. **Jane Fox** and **Cathy De Rosa** were both elected to their first term.

A Message from City Manager Dana McDaniel

The core of Dublin's Mission Statement is to provide the best quality of life and environment in which our residents and businesses can thrive. To do this, City Council has determined certain key Strategic Focus Areas that guide City staff in our day-to-day efforts. Without such strategic direction, our goals would merely be wishful thinking. That's why every decision we make is done with five areas of strategic focus at the forefront – fiscal health; economic vitality; smart, customer-focused government; community engagement; and safe and resilient community. City Council's vision and leadership produced our strategic focus, and I'm proud to report our local government implemented Council's strategy to make 2017 another banner year for Dublin.

Fiscal health: This past year, the City of Dublin earned the highest possible bond ratings from three of the nation's top credit rating organizations – Moody's Investors Service, Fitch Ratings and Standard & Poor's (S&P). Fewer than 40 cities nationwide have achieved the top ratings from all three agencies. Each agency recognized the City's conservative budgeting and financial management policies as hallmarks of Dublin's financial stability.

Economic vitality: It's clear that people want to do business in Dublin. Our commercial vacancy rates are less than 9%, and we continue to focus on the retention and expansion of our existing businesses while also attracting new businesses. In 2017, we witnessed the Bridge Street District begin to come to life, and we continued the study and long-term planning regarding our legacy office parks, West Innovation District and infrastructure needs. This past year also brought additional planning of the 33 Smart Corridor. All of these efforts were critical to maintaining and developing a sustainable and vibrant local economy well into the future.

Smart, customer-focused government: 2017 saw us complete expansion and renovation on both our Justice Center and Service Center, enabling us to more efficiently serve our residents. Our City departments took home dozens of state and national awards in recognition of their high quality and innovation. Examples include our Fleet being named among the top fleets in all of

North America, Dublin Police Officer Chuck Collier being honored Ohio School Resource Officer of the Year and Dublin being selected as the #4 suburb in the U.S. by real estate website Niche.com. We made significant strides in training staff and building internal capacity to further implement our Lean Six Sigma initiative.

Community engagement: City Council and City staff have worked tirelessly to hold open meetings and attend events to engage with our residents and businesses. We expanded the number of face-to-face community engagement events we offer, such as the Community Conversation with Dublin's Indian Community, Coffee and Conversation with the City Manager and our Talks in the Park. We also saw substantial growth in our City social media accounts, allowing us to better connect with you and respond to your questions and concerns.

Safe and resilient: The safety of our public and our employees remains our highest priority. Our police continue to take a proactive approach to keep our community one of the safest in the nation. We've done this by implementing active shooter training for the public and "Take-back Tuesdays" to help fight prescription pill abuse. We also used Public Service Announcement videos, social media and eNews to keep our residents aware of the latest crime trends. The effective on-street partnership among our Police, Streets & Utilities and Parks staff, along with the Washington Township Fire Department, continues to be strong when it is most critically needed during emergencies.

While we'll take some time to enjoy the accomplishments of 2017, I assure you that we won't become complacent. Our strategic focus simply won't allow it. We have a saying that "Dublin is home," and I'm looking forward to what we'll do together to make Dublin an even stronger home in 2018!

Sincerely,



Dana McDaniel, City Manager



Dana McDaniel
Dublin City Manager

fiscal HEALTH

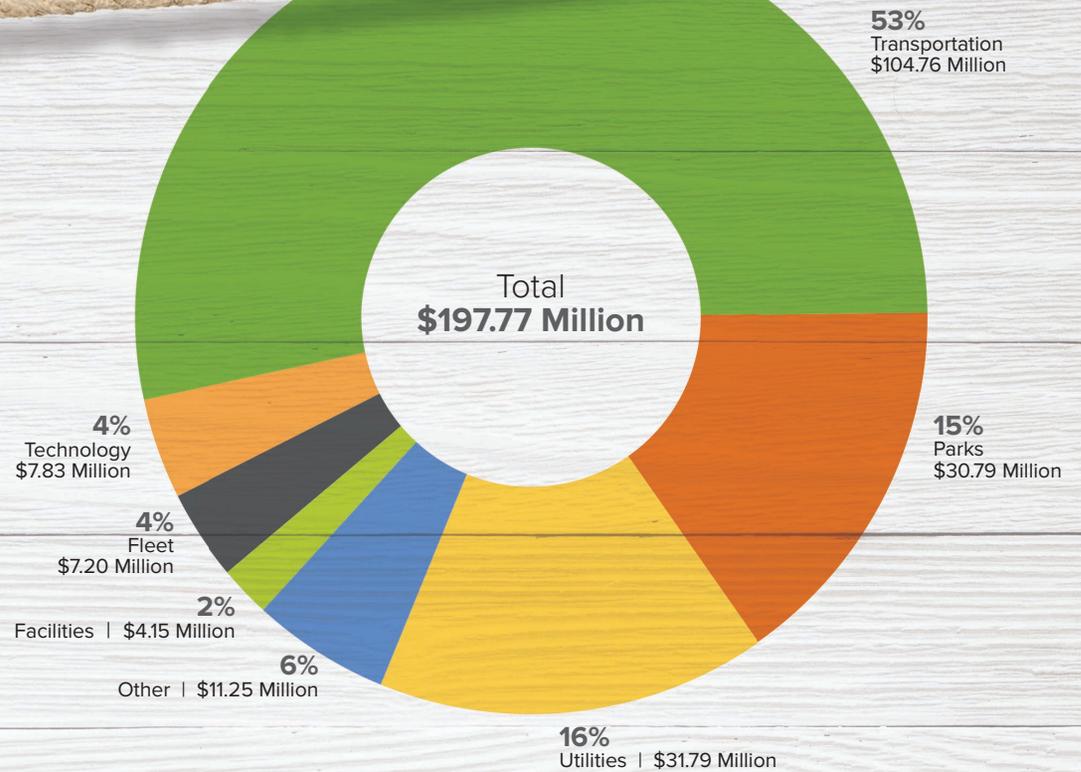
The City of Dublin's conservative budgeting and prudent fund balance policies have resulted in strong reserves while retaining ample financial flexibility. The City consistently excels at fiscal stewardship, earning in 2017:

- Highest possible bond ratings from three of the nation's top credit rating organizations: Moody's Investors Service, Fitch Ratings and Standard & Poor's (S&P)
- GFOA Certificate of Achievement for Excellence in Financial Reporting for the 28th consecutive year

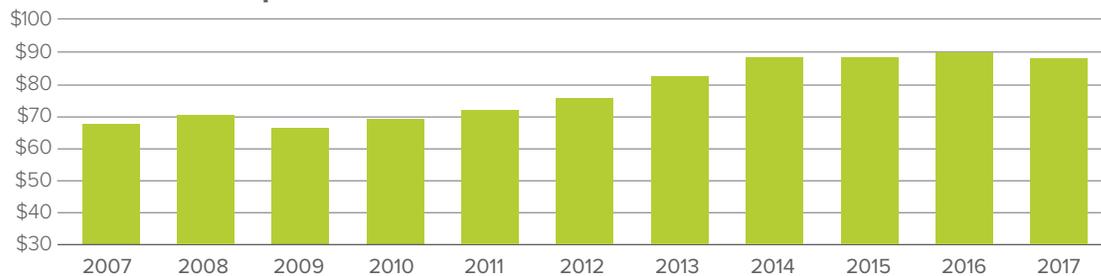
2018 - 2022 Capital Improvements Program - Funded Projects

(Major By Category)

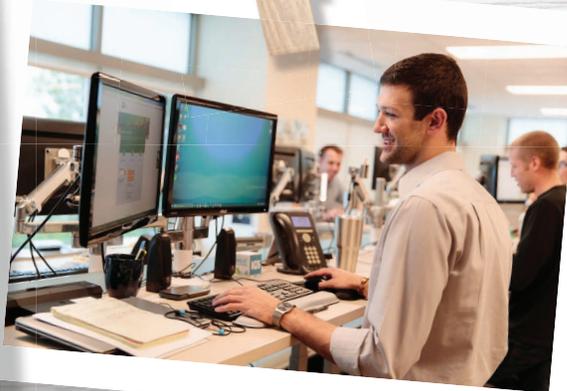
Each year, the City prepares an extensive five-year Capital Improvements Program (CIP) to identify capital projects. The 2018 - 2022 CIP represents \$197.77 million in programmed projects and establishes the City's blueprint for investments in its capital infrastructure. The CIP is used as a tool to ensure that 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.



Income Tax Receipts in Millions % Growth

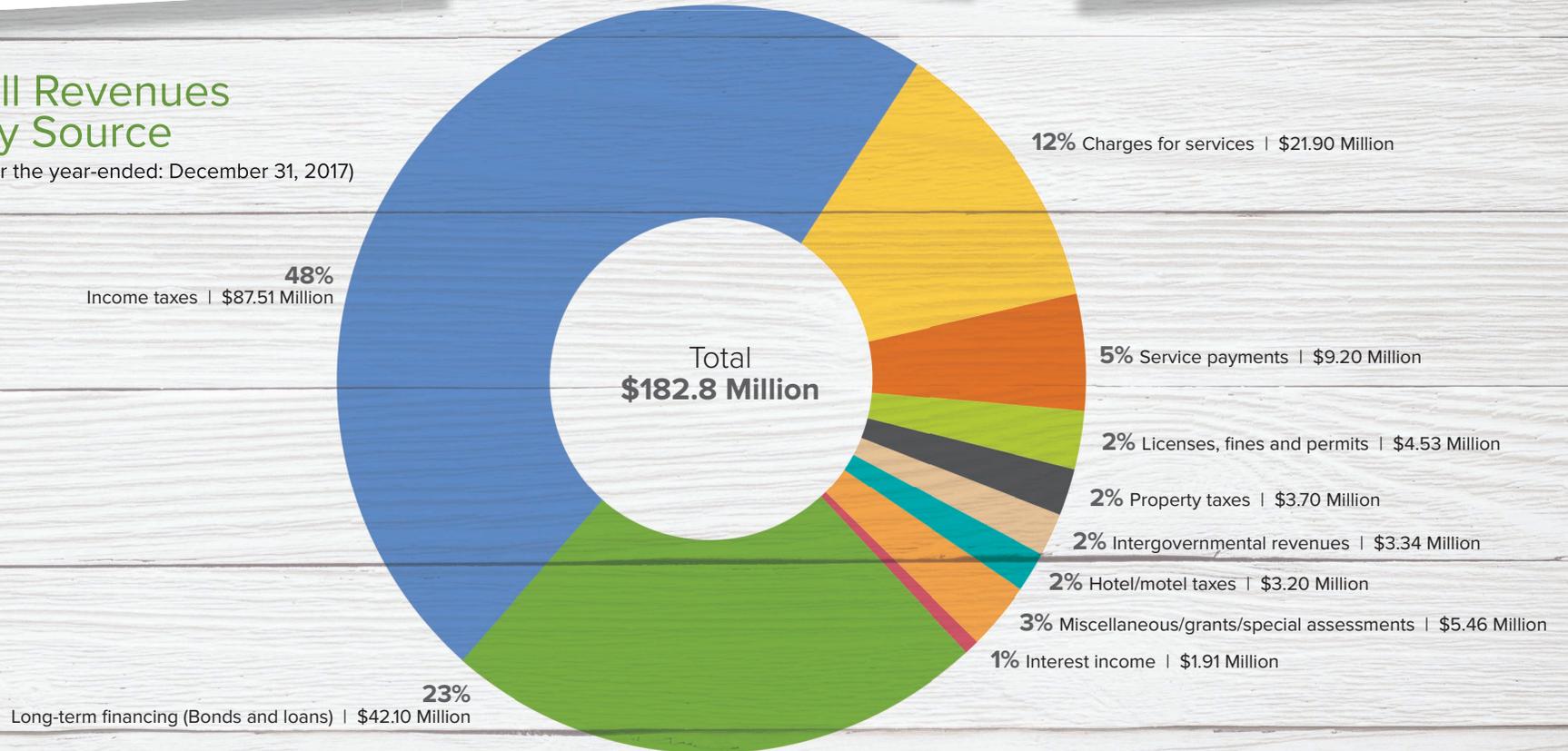


Following several years of consistent growth, Income Tax receipts have remained relatively flat the past few years. The slight decline from 2016 to 2017 was due to planned workforce reductions from large companies.



All Revenues by Source

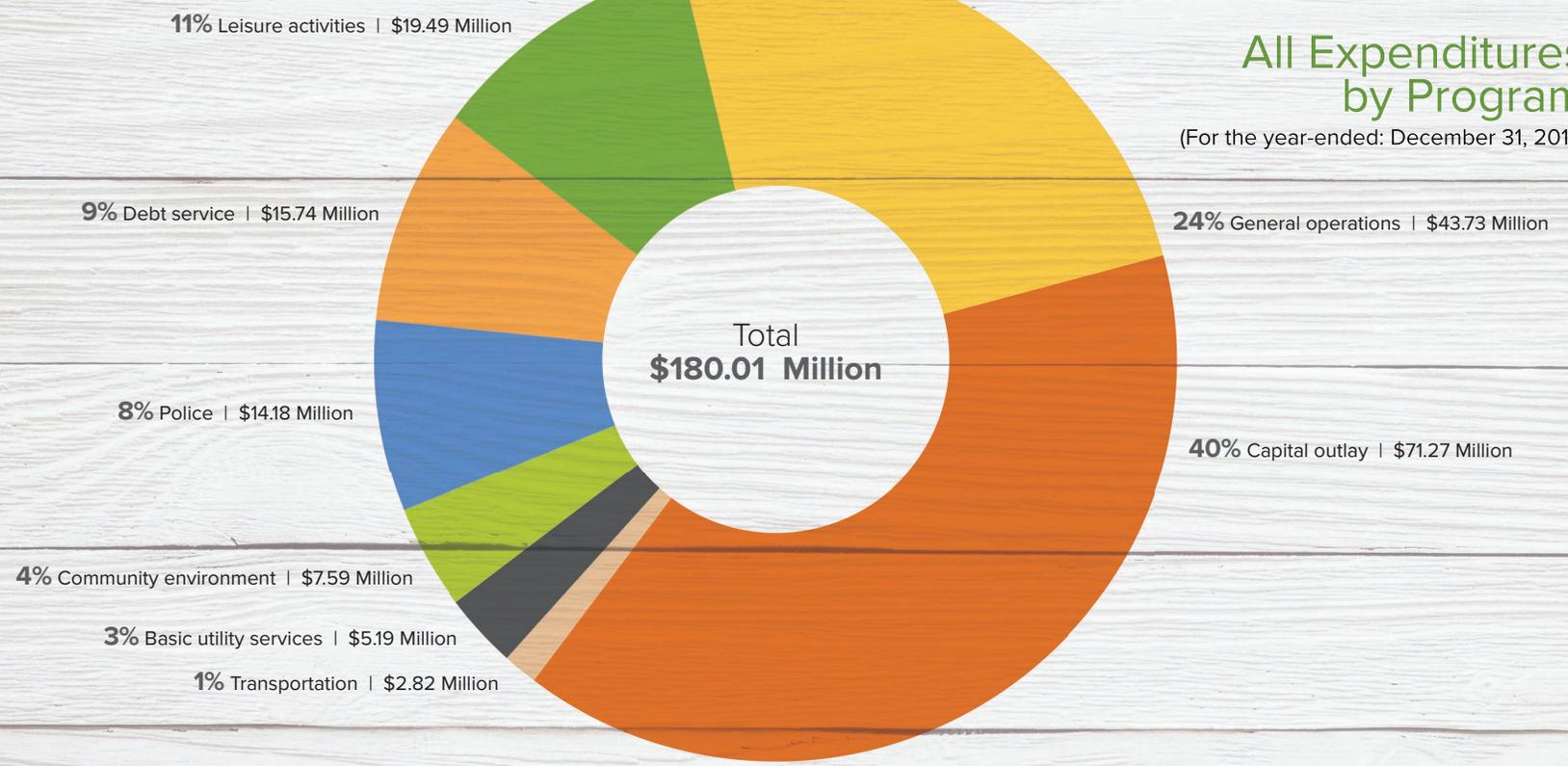
(For the year-ended: December 31, 2017)





All Expenditures by Program

(For the year-ended: December 31, 2017)



Economic VITALITY



Major Projects

Bridge Street District

Dublin's Bridge Street District emerged as a major economic development driver in 2017, with new retail, dining and living destinations opening throughout the year. New projects were approved including additional phases in Bridge Park, plans for the new Dublin Branch of the Columbus Metropolitan Library and a City-owned 500+ space public parking garage.

Dublin's development team reached a milestone in 2017, completing more than a 1,000 Commercial Plan reviews! By the end of the year, the team had finalized 1,146 reviews. This represented a 15% increase in plan review volume over 2016, a 65% increase over 2015 and a 139% increase over the 15-year average.

As part of the re-development, several new streets opened, including Banker Drive, Deardorff Street, Longshore Street, McCune Avenue, Mooney Street, Watson Street and new sections of John Shields Parkway and Bridge Park Avenue. The new streets represented important steps in the implementation of the Bridge Street District by providing enhanced connectivity and walkability.

Mid-Century Streets Improvements

The City completed improvements that transformed the Mid-Century neighborhood and part of Waterford Village. The project added sidewalks and included street, storm sewer and water line improvements.

Pedestrian/Bicycle Bridge

Construction began on Dublin's iconic pedestrian and bicycle bridge that will span the Scioto River. The bridge, scheduled to be completed in 2019, will provide a connection between the commercial, residential and retail destinations on both sides of the river. On the east side, the bridge will outlet into the future Riverside Crossing Park.

Wayfinding Sign Installations

As part of the City's efforts to make it easier for residents and visitors to get around Dublin, the Engineering Division rolled out the first phase of your way around Dublin. The City installed 86 signs in various locations around town directing people to destinations such as Historic Dublin, Bridge Park and Dublin parks. The project also included 27 new street name signs and four new Historic Dublin entry signs.

Avery Road/Brand Road Roundabout

Dublin opened its 23rd roundabout in October 2017 at the intersection of Avery and Brand Roads. The new design replaced a four-way stop, increasing safety and efficiency at an intersection that had a history of issues.

Cardinal Health Smart Parking Lot

The City installed a smart parking lot at the northwest corner of Frantz and Rings Roads as part of a partnership with Cardinal Health. The innovative smart parking lot implemented best business practices for sustainable development. Some of the highlights included bio-swales for storm water management, solar panels to harness energy, automated monitoring technology to collect data related to parking demands and underground water tanks with weather-monitoring devices that predict rainfall and empty the tanks to accommodate rainwater. The City expected to use this site as a model for future smart lots.

33 Smart Corridor

Work began on the 33 Smart Corridor. Phase one of the project included the installation of high-capacity fiber optic cable underground alongside US 33 between Dublin and East Liberty, Ohio. This section of US 33 is called the “33 Smart Corridor” because the fiber optic cable will ultimately link automobile researchers with data from roadside sensors, which will facilitate the future of self-driving vehicles.

North High Street

North High Street underwent major improvements in 2017, as part of public and private investments in the City’s historic district totaling more than \$120 million. The improvements included widening, the addition of a turning lane, new pedestrian crossings, a median and additional on-street parking.

Screen it Green

Code Enforcement authored an amendment to the City’s Public Nuisance regulations and implemented the trash and recycling screening proactive enforcement initiative.



Planning for the Future

The Planning Division engaged the public in several initiatives focused on future development and vision planning including a Downtown Parking Study, Historic and Cultural Assessment, Historic District South High Street code amendments, mobility plan, sign code modification in the Bridge Street District and the West Innovation District Master Plan. Substantial progress was also made on the Dublin Corporate Area Plan and amendments to the Bridge Street District zoning code.

Dublin is thriving!

For the seventh consecutive year, the readers of Columbus CEO magazine have voted the City of Dublin as the Best Suburb for Business.

The Economic Development division negotiated eight Economic Development Agreements (EDAs) resulting in the retention of 425 jobs and the **creation of 298 jobs**. The eight EDAs represent nearly \$255 million in annual payroll and more than 100,000 square feet of leased office space.

Fifty-eight new companies moved to Dublin without incentives, including United Health Group, which committed to 700 new jobs.

The City deployed Dublinlink 100-Gigabit Transport fiber optic network into **13 commercial office buildings**. Currently 26 companies are utilizing the free, high-speed transport, resulting in the retention/creation of 304 jobs and more than **\$19 million** in annual payroll.

In a partnership with **Dublin City Schools**, the City also connected 15 school buildings to the Dublinlink 100-Gigabit fiber network.

The Economic Development team conducted more than **500 business engagements**, including 75 international business meetings and events.

smart & CUSTOMER-FOCUSED



On Wednesday, September 20, 2017, the City of Dublin dedicated the **Service Center addition**, which included a two-story, 13,800 square-foot expansion. The addition provided space for the Engineering Division to relocate from its previous home at 5800 Shier Rings Road and join the other divisions within the Public Works Department. The move joined several work units under one roof, improving efficiency and customer service. Dublin's Facilities Management Division oversaw the expansion and renovation project, among various improvements to other City facilities.



At Your Service

The Street & Utilities Operations Division provides many of the world-class services Dublin residents have come to expect, including seasonal leaf collection, year-round curbside chipper service and curb-to-curb snow removal.

437 loads collected and 3,383 households served through chipper service

797 signs repaired

5 schools partnered with for **Paint the Plow** program

252 new street name signs installed

4,445 hours spent supporting Dublin's signature community events (St. Patrick's Day Parade, the Memorial Tournament, Independence Day Celebration, Irish Festival and Spooktacular)



These services wouldn't be provided if not for the Division of Fleet Management keeping trucks, plows and other equipment up and running. Dublin has a **Certified Green Fleet Operation** that is consistently ranked among the best in the country. It ranked #16 in the Top 20 Leading Fleets in 2017 and was recertified as a Master Level Certified Fleet Management Operations by Government Fleet Magazine.

But Dublin's Fleet is never satisfied with the status quo. The Division partnered with Columbus State College for the first-ever **Columbus State Educator Bus Tour**, an event focused on the future of fleet operations and similar fields of study. A group of educators and students visited the Dublin Fleet facility, Cardinal Health and Honda to learn about skills such as advanced manufacturing, logistics, cybersecurity and alternative energy automotive service.



Smarter & More Focused

Staying smart and focused doesn't happen by accident. Dublin's Human Resources Division is dedicated to attracting, maintaining and developing a premier workforce. As part of those ongoing efforts, HR tackled several large initiatives in 2017:

- Conducted and implemented a comprehensive Classification Plan Review of the entire City staff
- Completed an exhaustive review and update of the Non-Union Compensation Plan
- Expanded the Leader Development
- Established a new Leadership Certification Program

Community ENGAGEMENT



Ohio Poet Laureate and Dublin resident Dr. Amit Majmudar opened the 2017 State of the City address with a powerful poetry reading. He performed *"Dublin Rhapsody: Smarter Together,"* a poem he wrote about living in Dublin.

Community engagement isn't the job of one division in the City of Dublin; it's a way of doing business for every City employee and a way of life for our residents! From public meetings to social media interaction, there are countless opportunities for engagement between Dublin's public servants and the residents who call Dublin home.



- **38** public City Council meetings and workshops
- **58** board and commission meetings
- **27** project update/public input meetings
- **12** Coffee and Conversation and **6** Talk in the Park events
- **3 million** webpage views
- **596,000+** eNews emails delivered
- **150** videos produced, **7,100+** hours watched
- **5** social media platforms, **5 million** impressions

Global Engagement

Dublin's engagement extends well beyond the City's borders. In 2017, Dublin expanded its global footprint in several significant ways.

In August, officials from Dublin, Ohio and Dublin, Ireland formalized a **Friendship City** agreement. Dublin, Ohio Mayor Greg Peterson and Dublin, Ireland Lord Mayor Mícheál Mac Donncha signed the agreement during a celebration at the 30th anniversary of the Dublin Irish Festival. The Friendship City agreement states the two Dublins will participate in at least one exchange annually, in areas such as education, local government, business or the arts.

Also coinciding with the Dublin Irish Festival, the City hosted a **"Gathering of the Dublins."** Representatives from Dublins in Georgia, New Hampshire, Pennsylvania and Ireland visited Dublin, Ohio, USA for a four-day adventure filled with activities that highlighted central Ohio's businesses, partnerships, developments and cultural activities. The idea originated in 2013, when former mayor Tim Lecklider attended the first "Gathering" event in Dublin, Ireland.



In separate events, Dublin also hosted Ireland's Minister of Gaeltacht Affairs and Natural Resources Seán Kyne, Ireland's Consul General to Chicago and the Midwest Brian O'Brien and Consul General of Japan in Detroit Mitsuhiro Wada.



Engaging All Ages

The Community Services Advisory Commission completed a thorough review of the **City's Aging in Place Strategic Plan**. Simply put, "aging in place" is the ability for individuals to remain in their homes or neighborhoods safely, independently and comfortably for as long as possible, regardless of age or ability. Council accepted the plan, which identified several priorities such as improving the accessibility of services, filling transportation gaps and partnering with key organizations and agencies to provide vital services.



Parks Operations

Plans for the future **Riverside Crossing Park** continued moving forward in 2017. City Council officially announced the name of the park, and approved the final site plan for the west plaza. The east plaza was reviewed by the Planning and Zoning Commission and the Architectural Review Board, and will be reviewed by City Council in 2018. The two plazas will connect the pedestrian/bicycle bridge spanning the Scioto River from Historic Dublin to Bridge Park. This phase of the project is scheduled to be completed by 2020.

The bid for construction of **Holder-Wright Park** was awarded with construction beginning in early 2018. Located at the northeast corner of Emerald Parkway and Riverside Drive, this unique park will

preserve and showcase the ancient earthworks, farm house and natural features of a space that was once inhabited by the Hopewell Indians. The park is expected to be completed and open to the public in 2018.

Other 2017 renovation highlights include:

- **Kaltenbach Park** playground replacement and court surfaces repairs
- Court resurfacing at **Kendall Ridge Park, Monterey Park** and **Wellington Park**
- Baseball/softball field renovations at **Avery Park, Emerald Fields** and **Darree Fields**
- **Dublin Community Pool South** leisure pool interactive play features replaced, with completion in time for the 2018 pool season

Community Events

The 30th anniversary of the **Dublin Irish Festival** was celebrated in many meaningful ways including the City of Dublin signing a Friendship City Agreement with Dublin, Ireland. Special guests included Dublin, Ireland's Lord Mayor Michael MacDonncha and Irish Vice Consul General Ragnar Almqvist.

Coffman Park sparkled brightly as the City of Dublin held the official **Tree Lighting Ceremony** in this park for the first time in many years.

The City of Dublin's signature events saw record attendance, together attracting more than 180,000 guests including a record breaking 50,000 guests on Saturday at the Dublin Irish Festival.



Recreation Services

Recreation Services launched a unique take on a mobile recreation program with **DiRECT**. This innovative new program brings Dublin Community Recreation Center offerings out into neighborhood parks to further engage residents. Recreation Services continues to innovate by taking the model further and incorporating resident directed programming, working with HOA groups and residents to customize individual program plans for neighborhoods. In 2017, 812 residents participated in the programming, with 62 programs offered in eight neighborhood parks.

Recreation Services worked closely with Economic Development to build the beta test for the **FitBiz** program. The goal of FitBiz is to share wellness expertise and connections with local businesses and provide onsite wellness programs and services to help improve their bottom line. The program is expected to fully launch in 2018.

Volunteer Resources

Residents came together for Dublin's first **Sunday Supper**, a national movement of community conversations of significance, held on the eve of the Dr. Martin Luther King, Jr. holiday. The event, which focused on conversations about community diversity, will continue in 2018 and beyond, planned and led by community volunteers.

In an effort to help aging residents with little to no family or support system, Volunteer Resources launched the **Yard Squad**, matching willing neighbors with neighbors in need of helping hands on their property, and creating lasting connections.

Ten City parks gained dedicated **Park Ambassador** volunteers. Similar to the Bike Ambassador Volunteer Program, Park Ambassadors launched this year to lead volunteer service projects, walk through the park to report

issues, help take care of various needs and offer assistance with nature education.

In partnership with Horticulture and Parks Operations staff, volunteers removed **2.5 acres** of invasive species from ML Red Trabue Nature Preserve through Saturday cleanups, and planted **1,500 trees** in a natural area of Coffman Park for Earth Day.

Volunteer Resources continues to partner with Police to oversee the volunteer management of **Community Service Officers**. Two new CSOs were added in 2017.

safe & RESILIENT



“Dublin continues to be an extremely safe city thanks to the professionalism and hard work of our Police Department staff, but also because of the dedication of our residents,” says Dublin Police Chief Heinz von Eckartsberg. “We rely on members of the community to take steps to prevent crime in their everyday lives, and that’s what helps us achieve safety ratings among the best in the nation.”

Professional safety review site SafeHome.org ranked Dublin the safest city in Ohio for a city of its size. The ranking is based on a variety of factors including FBI crime statistics and the city's crime trends. Dublin's safety score also ranked among the top 10th percentile in the country.

As further third-party validation, the Dublin Police Department completed a successful on-site review by assessors from the Commission on Accreditation for Law Enforcement Agencies (CALEA) as part of the re-accreditation process. It was the ninth successful re-accreditation on-site for the Police Department and the first for the agency's communications center, the Northwest Regional Emergency Communications Center (NRECC).

NRECC is the public safety dispatch center for the City of Dublin, City of Hilliard, City of Upper Arlington, Washington Township and Norwich Township.

Hiring:

- Hired 12 new staff – six police officers and six communications technicians

Promotions: Identified three sworn personnel for promotion:

- Cpl. Thomas Gallagher to sergeant
- Officer Jace Dalgord to corporal
- Officer Alex Carlson to corporal

Community Engagement: Conducted the following community trainings:

- 53 Active Shooter presentations
- 16 Personal Self-Defense trainings
- Introduced "Beyond Drivers Education" training through the Dublin Community Recreation Center
- Officer Chuck Collier named Ohio School Resource Officer of the Year

Crime Prevention/Reduction and Traffic Safety:

Detectives successfully cleared (arrest or indictment);

- 69% of burglaries and B&E's
- 58% of all thefts from vehicles
- 39% of all crimes investigated
- Secured a conviction in partnership with U.S. Attorney's Office and FBI for sexual battery on local teacher

- Substantial reduction in the number of reported burglaries/Breaking & Enterings (61 total; 38% reduction)
- 32% increase in drug arrests
- 18% increase in OVI arrests
- 3% reduction in all traffic crashes

Drug Crime Enforcement and Drug Use Prevention:

- Dublin Drug Abuse Prevention Program (DAPP) presented to over 2500 Dublin Schools students
- Community Impact Unit seized the following contraband through drug investigations;
 - \$5500 cash
 - 2: Rifles/Shotguns; 3: handguns
 - 34 grams of heroin
 - 9.1 grams of fentanyl
 - 167.11 grams of marijuana
 - 57 grams of cocaine
 - 8 grams of methamphetamine
- Conducted 4 non-fatal overdose investigations and 2 fatal overdose investigations
- Arrested one suspect for providing narcotics to an overdose victim
- Arrested one suspect for selling narcotics to Dublin School students (not on school property)
- Charged five suspects for trafficking in drugs (heroin, fentanyl, crack and powder cocaine)

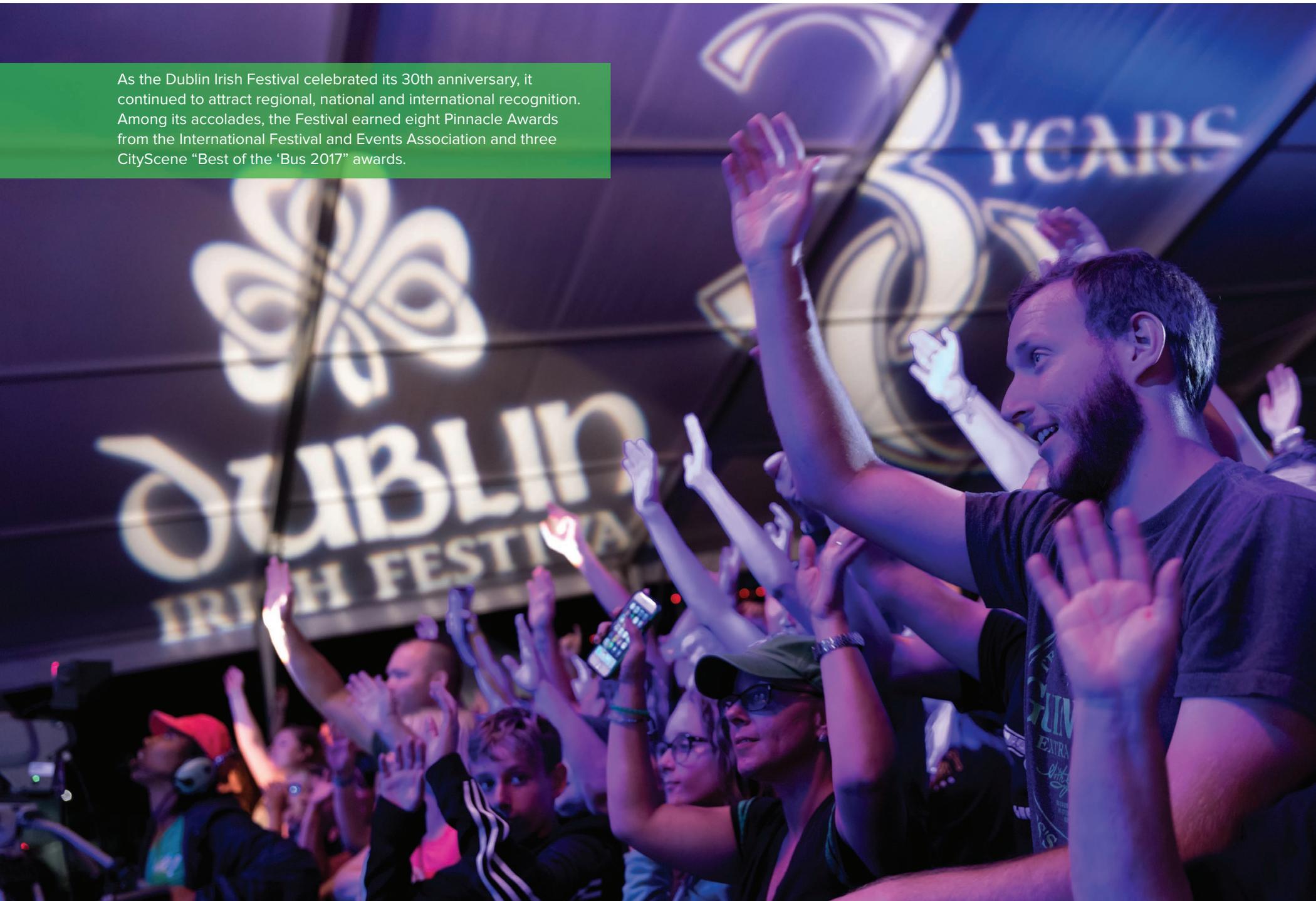
2017 marked a milestone for the Dublin Police Department, which was originally formed in 1957. In the 60 years since its inception, the Department has grown from one sworn officer to 114 total personnel (72 sworn officers, 26 communications technicians and 16 other civilian personnel including property and records staff).

Coinciding with this milestone, the City dedicated an expanded and renovated Justice Center in 2017. A public open house marked the completion of the project, which included a 17,000 square foot addition and a complete renovation of the pre-existing building.



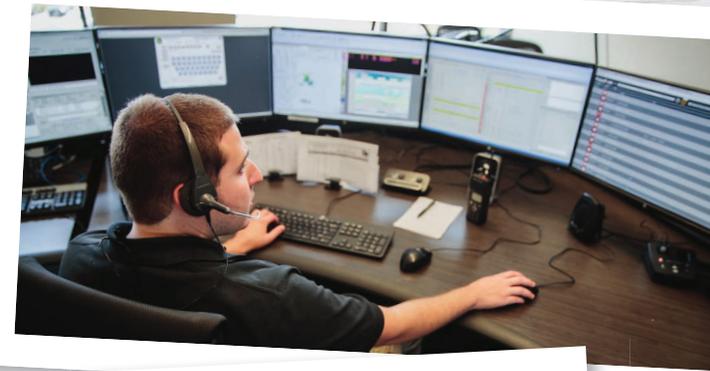
award WINNING

As the Dublin Irish Festival celebrated its 30th anniversary, it continued to attract regional, national and international recognition. Among its accolades, the Festival earned eight Pinnacle Awards from the International Festival and Events Association and three CityScene “Best of the ‘Bus 2017” awards.



Awards

- 100 best fleets in North America - #21 (100 Best Fleets in North America)
- 3CMA – 3 Savvy Awards
- 40 Under 40 Award in Economic Development - Economic Development Administrator Jeremiah Gracia
- AEP Ohio - Certificate of Recognition for energy efficiency efforts
- American Public Works Association (APWA) Certified Public Fleet Professionals (CPFP) program – Fleet Manager Darryl Syler
- Association of Public Safety Communications Officials (APCO) Project 33 Agency Training Program Certification – Northwest Regional Emergency Communications Center
- Best of the 'Bus 2017 – 8 #1 Rankings (CityScene)
 - Dublin Arts Council – Best Suburban Art Gallery
 - Dublin Irish Festival – Best Suburban Arts Festival, Best Annual Event for Out-of-Towners, Best Ethnic Festival
 - Dublin Independence Day Celebration – Best Suburban Fourth of July Celebration
 - Dublin Community Recreation Center – Best Gym/Fitness Center programming
 - City of Dublin – Best City Bike Paths
- Best Places to Live in America- #6 (Niche.com)
- Best Small Cities in America - #17 (WalletHub)
- Best Suburb for Business (Columbus CEO Magazine)
- Best Suburbs to Live in America - #4 (Niche.com)
- Columbus Business First 2017 C-Suite Award honoree - Chief Information Officer Doug McCollough.
- Flexible Pavements of Ohio – Master Craftsman Awards - Engineering Manager Ken Richardson and Engineering Project Coordinator Dean Saunders
- International Festival and Events Association- 8 Pinnacle Awards
- Ohio Gold Star Program – Gold Ribbon Award - Northwest Regional Emergency Communications Center
- Ohio Travel Association RUBY Awards finalist – Dublin Irish Festival 30th Anniversary time-lapse video
- Ohio Parks and Recreation Association (OPRA) Awards of Excellence – 4 awards
- Ohio School Resource Officers Association (OSROA) School Resource Officer of the Year - Officer Chuck Collier
- Public Relations Society of America – 3 PRism Awards
- Safest City in Ohio (SafeHome)
- Top 50 Leading Fleet - #16 (Government Fleet magazine)



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 businesses can thrive. We seek to ally our proud traditions with the best innovations of the future.

Board & Commission Members who served in 2017

Planning and Zoning Commission

Chris Brown (Vice Chair)
Cathy De Rosa
Warren Fishman
Bob Miller
Deborah Mitchell
Victoria Newell (Chair)
Amy Salay (Council rep.)
Steve Stidhem (Vice Chair)

Architectural Review Board

Gary Alexander
Jane E. Fox (Vice Chair)
Jeffrey Leonhard
Thomas Munhall (Vice Chair)
Everett W. Musser
David Rinaldi (Chair)
Shannon Stenberg (Vice Chair)

Board of Zoning Appeals

Martha Cooper
Satya Goyal
Brian Gunnoe (Chair)
Sarah Herbert
Rion Myers (Chair)
Jamie Zitesman (Vice Chair)

Community Services Advisory Commission

Marilyn Baker
Ann Bohman (Chair)
Mindy Carr (Chair)
Christine Gawronski (Vice Chair)
Stephanie Hall
Vladimir Kapustin
Kelli Lynn
Thomas Strup (Vice Chair)

Personnel Board of Review

Bob Bowers
Denise Kestner
Jim Renard
Mark Stemm (Chair)

Records Commission

Laura Colwell

Tax Board of Review

Bill Root
Clay Rose
Dale Saylor

Convention & Visitors Bureau Representatives

Philip Smith
Frank Willson

Dublin Arts Council

Julia Caruso
John Reiner (Council rep.)

COTA Advisory Panel Representative

David Reed

