

A  
**CONNECTED  
COMMUNITY**



**2018 ANNUAL REPORT**



**DUBLIN CITY COUNCIL**

Back Row: **Michael Keenan** (At-Large), **Cathy De Rosa** (Ward 4),  
**Christina A. Alutto** (At-Large), **Jane Fox** (Ward 2), **John Reiner** (Ward 3).  
Front Row: **Mayor Greg Peterson** (Ward 1), **Vice Mayor Chris Amorose**  
**Groomes** (At-Large).

## A MESSAGE FROM CITY MANAGER DANA MCDANIEL

Dublin City Council and the City's administration are proud of the accomplishments of 2018. Both have worked hard together to prioritize the City's day-to-day efforts and connect with our community with a focus on fiscal health; economic vitality; smart, customer-focused government; community engagement; and safety. We believe that continued success in these areas will help provide the best quality of life and environment for our residents and businesses to thrive.

 **FISCAL HEALTH:** City revenues have continued to surpass estimates. By setting budgets accordingly and operating within Council's fiscal policies, the City continues to operate well within its means. For example, the City retains a healthy reserve in excess of 75%, leaving significant capacity should it be needed in the future. The City has continued to position itself to execute an aggressive five-year capital budget investing in our neighborhoods and setting conditions to attract future economic investment while retaining the capacity to provide excellent services.

 **ECONOMIC VITALITY:** Office buildings in Dublin maintain a low vacancy rate and are regionally competitive. We are at the forefront of constructing intelligent infrastructure to support the emerging industry around connected and autonomous vehicles. We continue to build upon the successes we have gained in industry clusters such as technology, healthcare, automotive, and research and development. The City remains focused on investing in the Historic District to ensure that it continues to serve as the cornerstone of our local economy.

 **SMART, CUSTOMER-FOCUSED GOVERNMENT:** We take great pride in providing best-in-class services including curbside services such as refuse, recycling and yard waste, snow removal, parks maintenance, recreation programming and so much more. Our departments continue to achieve accreditation by professional associations and consistently earn high honors that recognize them as some of the best and most innovative in the nation. We appreciate the high survey ratings by our residents, but more so appreciate learning where we can improve.

 **COMMUNITY ENGAGEMENT:** Council; its Boards, Commissions, and Committees; and City staff provide many opportunities for residents and businesses to be involved. The City's Aging in Place initiative, West Innovation District Plan, Dublin Corporate Area Plan and Sustainability Framework are great examples of engagement efforts to bring residents together to address our future. We are constantly communicating through meetings, social media and our websites to better connect with residents and respond to questions and concerns.

 **SAFE AND RESILIENT COMMUNITY:** Public and employee safety remains our highest priority. The Dublin Police Department provides an environment that is one of the safest in the nation. Our officers and their leadership engage with our residents, maintain a high presence throughout the community and in our schools, and offer many services to help prevent crime. They have done much to raise awareness of drug addiction and fight prescription pill abuse with take-back events. We work seamlessly with the Washington Township Fire Department to respond to any emergency, and we train together to ensure we are prepared for man-made and natural disasters.

I hope you agree that there has been much accomplished and much still to do. We look forward to connecting our community in more ways to build an even stronger Dublin in 2019 and beyond!

Sincerely,



Dana McDaniel, City Manager





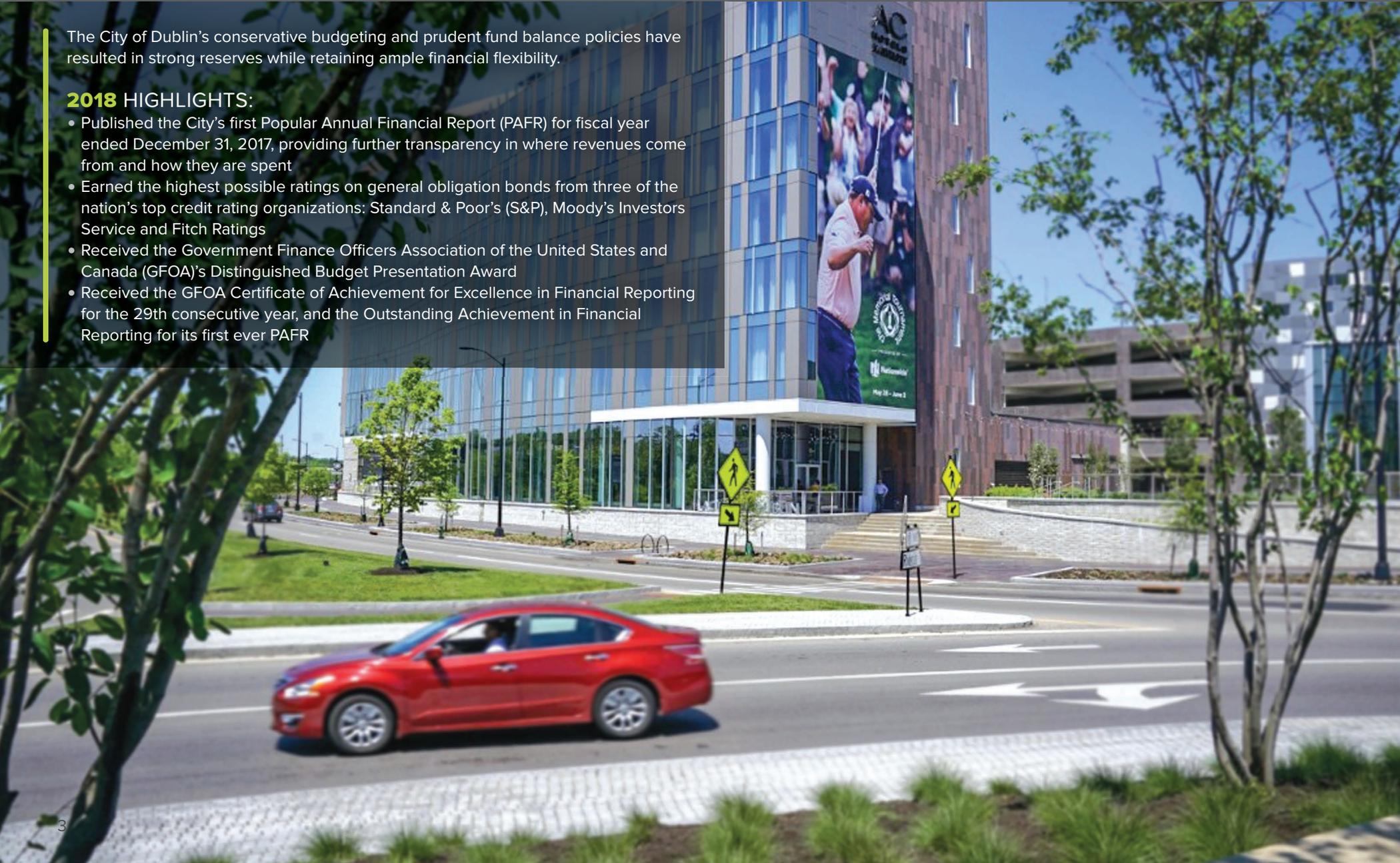
# FISCAL HEALTH



The City of Dublin's conservative budgeting and prudent fund balance policies have resulted in strong reserves while retaining ample financial flexibility.

## 2018 HIGHLIGHTS:

- Published the City's first Popular Annual Financial Report (PAFR) for fiscal year ended December 31, 2017, providing further transparency in where revenues come from and how they are spent
- Earned the highest possible ratings on general obligation bonds from three of the nation's top credit rating organizations: Standard & Poor's (S&P), Moody's Investors Service and Fitch Ratings
- Received the Government Finance Officers Association of the United States and Canada (GFOA)'s Distinguished Budget Presentation Award
- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the 29th consecutive year, and the Outstanding Achievement in Financial Reporting for its first ever PAFR



## 2019 - 2023 CAPITAL IMPROVEMENTS PROGRAM - FUNDED PROJECTS

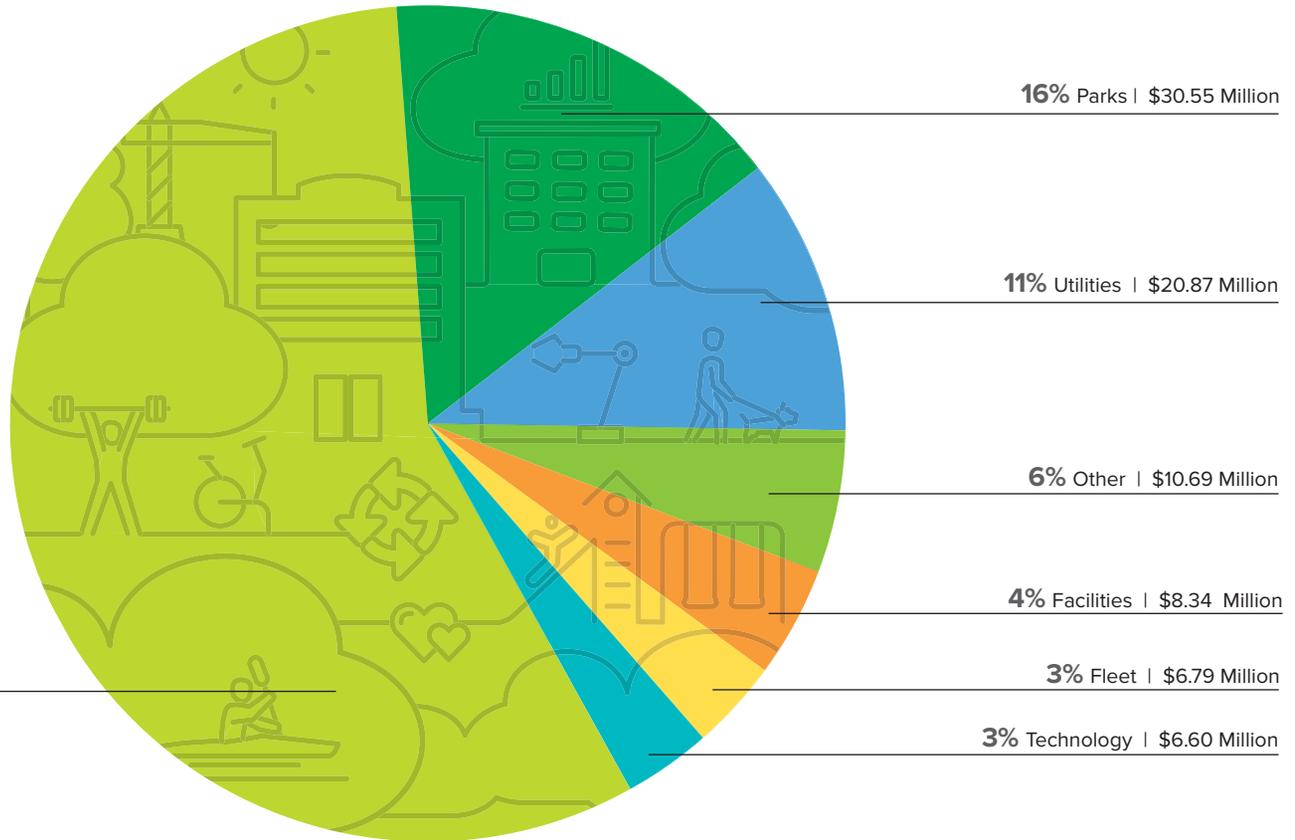
(Major By Category)

Each year, the City prepares an extensive five-year Capital Improvements Program (CIP) to identify capital projects. The 2019 - 2023 CIP represents \$194.32 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.

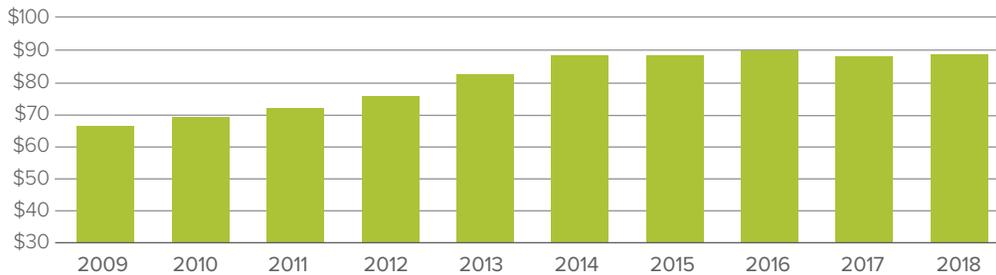
Total | **\$194.32 Million**

**57%**

Transportation | \$110.48 Million



## INCOME TAX RECEIPTS IN MILLIONS % GROWTH



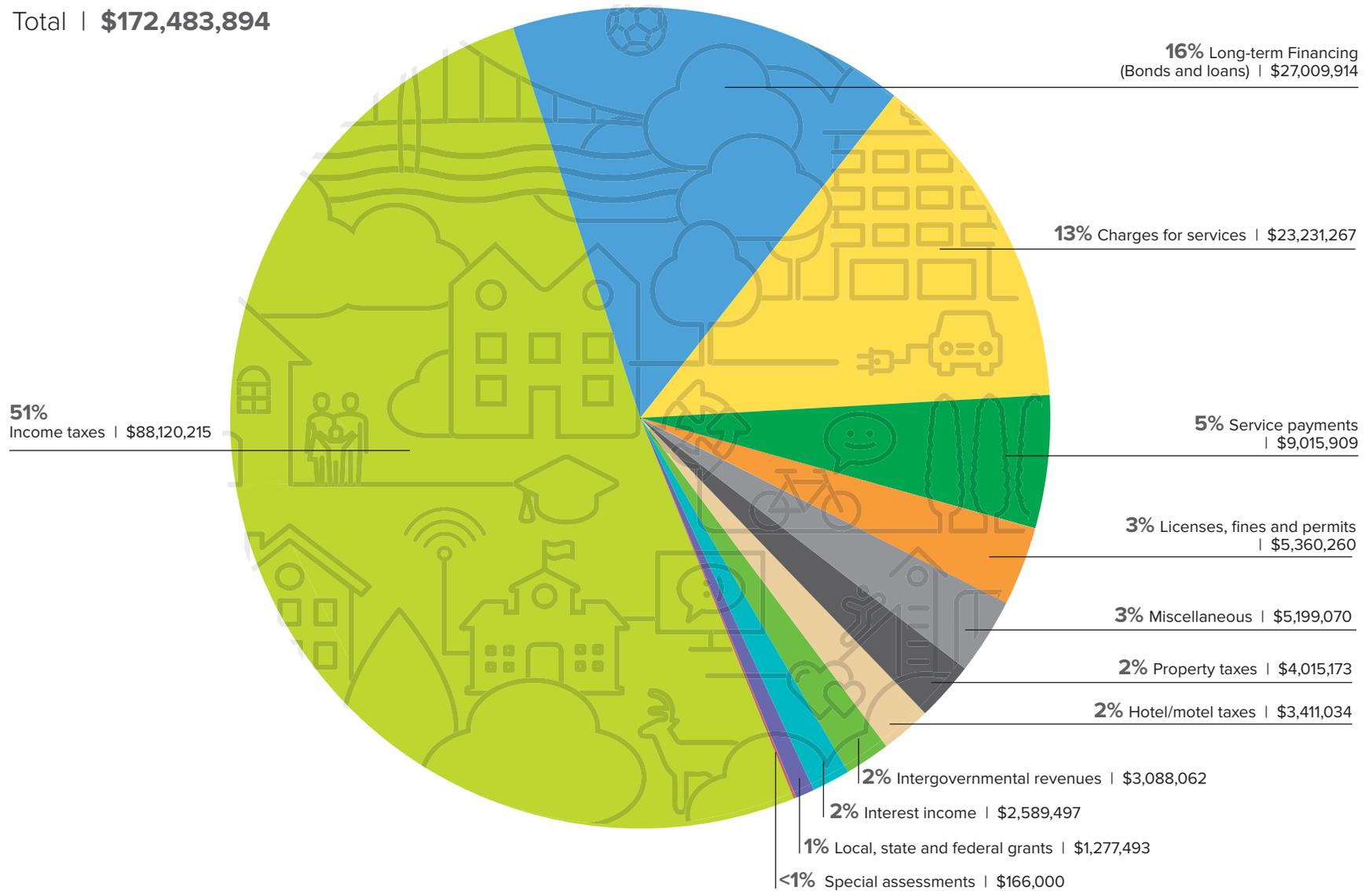
Following several years of consistent growth, Income Tax receipts have remained relatively flat the past few years.

# ALL REVENUES BY SOURCE

(For the year-ended: December 31, 2018)



Total | **\$172,483,894**



# ALL EXPENDITURES BY PROGRAM

(For the year-ended: December 31, 2018)



Total | **\$178,905,386**

**24%**  
General operations | \$43,272,677

**11%** Leisure Activities | \$19,453,413

**10%** Debt service | \$17,196,124

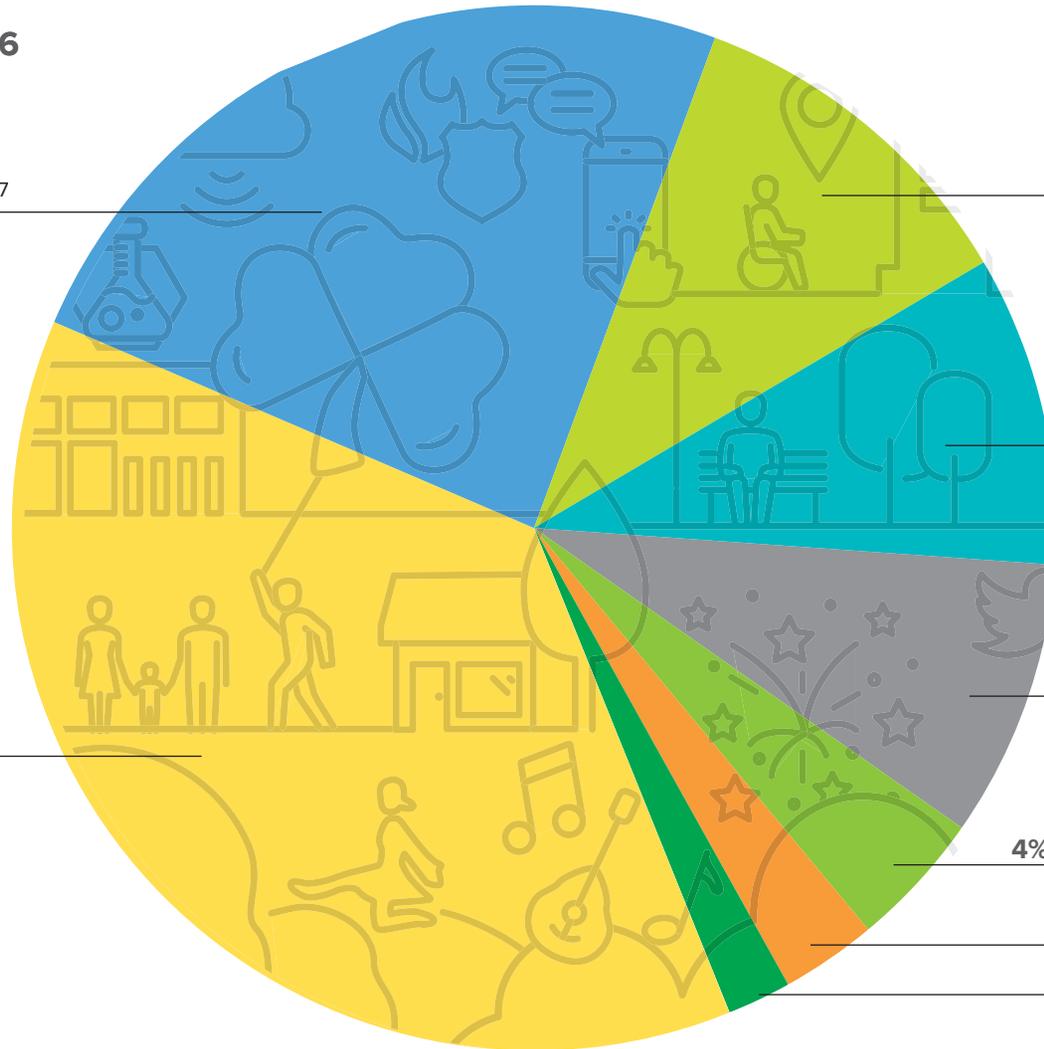
**37%**  
Capital Outlay | \$67,198,886

**9%** Police | \$15,385,848

**4%** Community environment | \$7,556,159

**3%** Basic utility services | \$5,301,411

**2%** Transportation | \$3,540,868



## MAJOR PROJECTS



Dublin's pedestrian/bicycle bridge, scheduled to open in late fall of 2019, will connect the Historic District on the west side of the Scioto River to the future Riverside Crossing Park and nearby commercial, residential and retail on the east side.

### **PEDESTRIAN/BICYCLE BRIDGE**

Significant progress occurred on the pedestrian/bicycle bridge over the Scioto River in 2018. Crews poured the concrete piers and the 169-foot tall center tower. Steel beam installation was completed and cable testing began.

### **THE COLUMBUS METROPOLITAN LIBRARY DUBLIN BRANCH, PARKING GARAGE AND STREET NETWORK PROJECTS**

Work began on the Columbus Metropolitan Library Dublin Branch, public parking garage and street network. Rock Cress Parkway and North Franklin Street opened and North Street was rebuilt.

The garage and library are set to open in the first half of 2019.

### **S.R. 161/RIVERSIDE DRIVE ROUNDABOUT IMPROVEMENTS**

Our Engineering Division implemented modifications at the S.R. 161/Riverside Drive roundabout to improve safety and better accommodate driving patterns that had been observed since the roundabout opened in 2016. The modifications included lane assignment changes and improved signage and lane markings.

### **HYLAND-CROY/POST ROAD TRAFFIC SIGNAL INSTALLATION**

Crews installed a traffic signal at the Hyland-Croy Road/Post Road intersection. The improvement was considered an interim solution while Dublin, Union County and the Ohio Department of Transportation cooperatively work to improve the U.S. 33/S.R. 161/Post Road interchange.



### **EMERALD PARKWAY BRIDGE DECK OVERLAY**

We finished the Emerald Parkway Bridge over the Scioto River using a technique called hydro-demolition, which removed the top surface of the pavement before new concrete was poured. This timely concrete deck overlay delayed the need for a full deck replacement.

### **STORMWATER AND SANITARY SEWER EXTENSIONS**

Stormwater and sanitary improvements were completed in the Dublin Estates and Lancashire areas. The project was the first to stem from the plan outlined in the Public Water Utility and Sanitary Sewer Utility Extensions Policy adopted by Dublin City Council in 2015.

### **RECREATION CENTER SUSTAINABILITY EFFORTS**

Our Facilities Management Division converted approximately 100 gymnasium and building exterior lights to LED bulbs at the Dublin Community Recreation Center, significantly improving energy efficiency.

### **SMART CHARGING STATIONS**

Dublin installed the region's first public connected charging station in the Dublin Community Recreation Center parking lot. The new station replaced the two Level 2, single port, charging stations that had been in use at the DCRC since 2012.



## **PARK PROJECTS**

### **RIVERSIDE CROSSING PARK**

The transformational Riverside Crossing Park came closer in 2018 to becoming a reality. Construction began on the West Plaza, and Dublin City Council approved a development and site plan for the East Plaza. The two sides of the park will be linked by the pedestrian/ bicycle bridge, connecting Historic Dublin and the Bridge Street District.



### **FERRIS-WRIGHT PARK**

Located at the northeast corner of Emerald Parkway and Riverside Drive, Ferris-Wright Park officially opened to the public with a ribbon cutting ceremony September 23. Home to many inhabitants over the years, from indigenous peoples thousands of years ago to some of Dublin's first settlers, Ferris-Wright Park preserves and showcases the ancient earthworks, farm house and natural features of the space that are a significant part of Dublin's history.

### **MIRACLE LEAGUE FIELD**

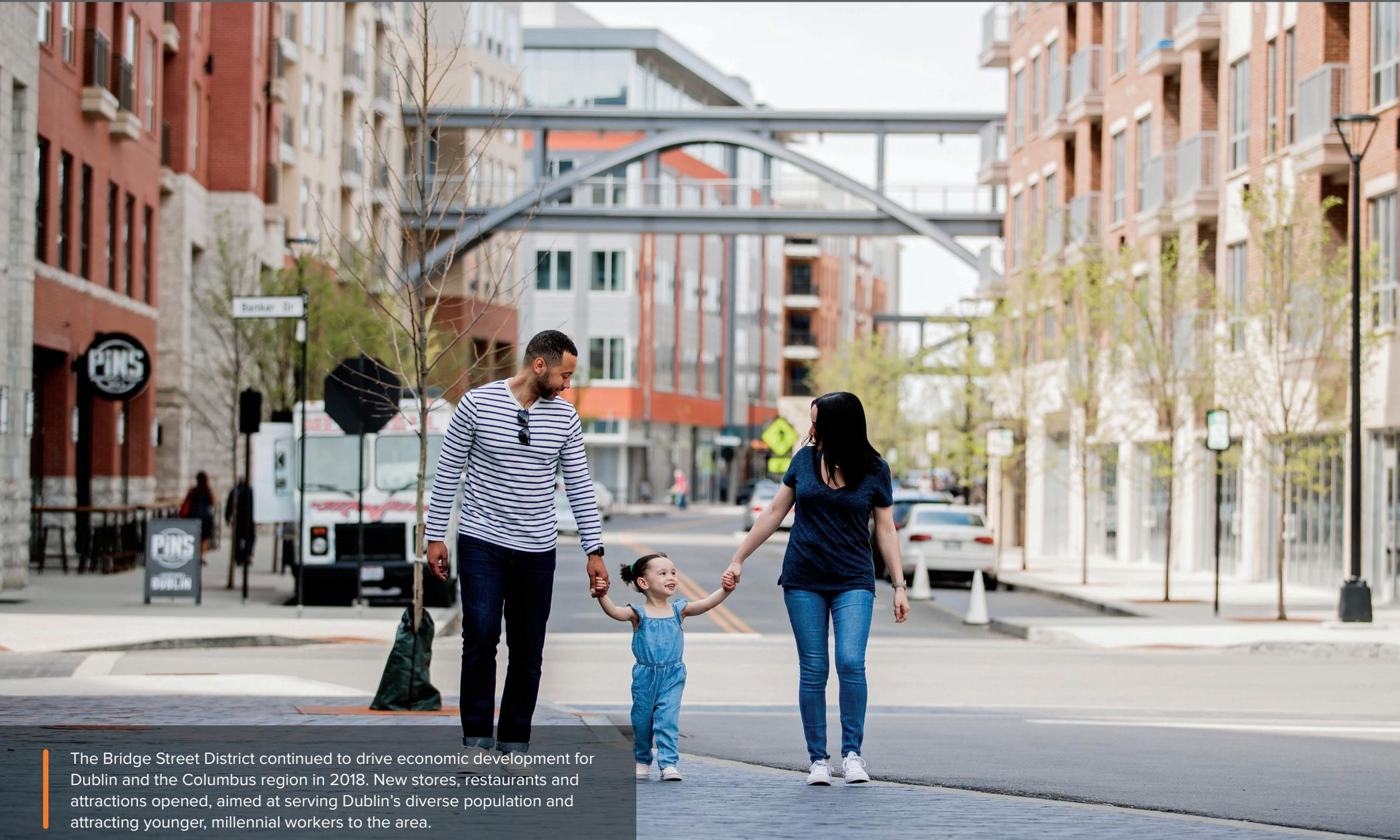
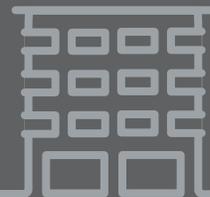
A "Hall of Fame" was mounted at Miracle League Field in Darree Fields, featuring past players and coaches. Additionally, accessible exercise equipment and safety surfacing was installed between the accessible playground and baseball field. The Miracle League Field opened in 2005, designed for children with mental and physical challenges.

### **OTHER 2018 PARKS HIGHLIGHTS INCLUDE:**

- **Indian Run Falls Park** protective guardrail installation along 200+ feet of trail bordering steep drop-offs
- **Churchman Road** landscape installation of over 200 trees
- Construction of a scenic easement between the **Grounds of Remembrance in Dublin Veterans Park** and newly constructed Rock Cress Parkway began
- Invasive honeysuckle removal from a large area surrounding **ML "Red" Trabue Nature Preserve** arboretum, with the help of several volunteer groups. The area will be replanted with native plant material, as well as new tree species to add to the arboretum collection.



# ECONOMIC VITALITY



The Bridge Street District continued to drive economic development for Dublin and the Columbus region in 2018. New stores, restaurants and attractions opened, aimed at serving Dublin's diverse population and attracting younger, millennial workers to the area.



## BUSINESS RETENTION, EXPANSION & ATTRACTION

In 2018, The Economic Development division negotiated **five Economic Development Agreements (EDAs)** resulting in the retention of 1,539 jobs and the **creation of 417 jobs**. The EDAs represent more than \$24 million in annual payroll. Nearly **200 new businesses** opened; and 42 companies renewed leases, without incentives, retaining 746 jobs, and adding **62 new jobs**.

## ENTREPRENEURSHIP & JOB CREATION

The Dublin Entrepreneurial Center (DEC) expanded its tenant offerings in 2018 by launching a tenant-only leadership development program, Inner Circle, which focuses on both personal and professional goal setting and development of the tenant companies. The DEC also continued with its mission of education and assistance to small, start-up companies by hosting **252 free education and networking events**. Dublin companies continued to benefit from the City's partnership with the regional investor startup studio, Rev1 Ventures. Through December 2018, businesses have received nearly \$75 million in regional tech innovation investments, other grants, debt financing and follow on investment.

## INTERNATIONAL EFFORTS

City staff connected with several international organizations over the year, including the Chinese Chamber, the Japan American Society of Central Ohio (JASCO) and the Asian Indian American Business Association (AIABG). There were nearly **30 international business events, seminars and meetings**. Staff traveled to Omaha for the Midwest U.S.–Japan Association conference, strengthening relationships with many Japanese companies that already have a Dublin presence.

## OFFICE VACANCY RATES

Overall office vacancy ended the year at 11.1%. On the retail side, significant leasing activity caused the vacancy rate to plummet to 0.14%. This number looks to remain low, as much of the new retail square footage coming into the 2019 market is pre-leased at Bridge Park, which continues to be one of the hottest properties in the region.

## COMMERCIAL & RESIDENTIAL DEVELOPMENT

Dublin's Building Standards division did its part to keep development moving forward, issuing **635 building permits** with a total valuation of \$291,593,696. The team also conducted **12,232 building inspections**, all while providing superior customer service to the development community through phased approvals, same day inspections, and regular project meetings with designers and contractors.

## PLANNING FOR THE FUTURE

Keeping with Dublin's tradition of smart, thoughtful planning, City Council adopted the **Dublin Corporate Area Plan (DCAP)** in September 2018. The plan provides guidance for future development and redevelopment of approximately 1,000 acres that includes all legacy office parks within the Metro, Blazer and Emerald business districts and the Frantz Road corridor. Dublin's Planning division initiated the DCAP study in 2015 and initiated public engagement in 2016, 2017 and 2018.

**2,285** jobs retained

**479** jobs created

**200** new businesses

**42** companies renewed leases



*Economic Development has been focused on workforce development strategies to support Dublin's technology business community. 2018 efforts included seminars, networking events and a marketing campaign – **DublinRealityCheck.com** – targeting east coast and west coast tech professionals to relocate to Dublin where they can make more, do more and live more.*

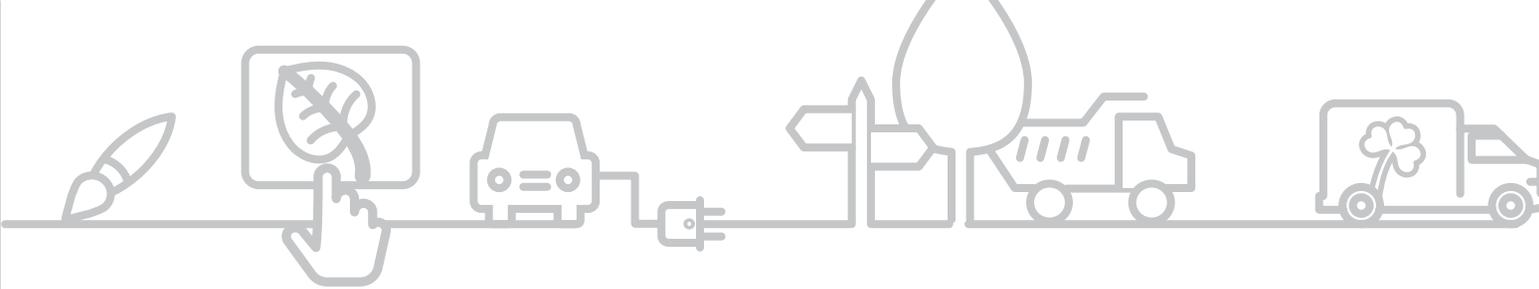


# SMART GOVERNMENT



One of the ways our Public Works Department connects with the community is through the **Paint the Plow** program. Each year, the City partners with Dublin City Schools to have students paint the plows used to clear snow from our streets each winter.

Sponsored  
By  
Sherwin  
Williams!!



**99%**  
APPROVAL  
RATING

In 2018, the City of Dublin received results of the National Citizen Survey, which revealed 99% of residents consider Dublin an excellent or good place to live. Despite extremely high approval ratings, a smart government is always evolving. In 2018, the Street & Utilities Operations Division streamlined the City’s chipper program and transitioned to a paperless, iPad-based service scheduling system. This improved response time, efficiency and the level of service to our residents.

**8** plows painted from 5 participating schools

**4,330** chipper stops

**1,873** tons of leaves collected

**413** tons chipped

**541** signs replaced, repaired or installed

**Dublin’s Fleet ranked #1** among small fleets in North America by Government Fleet and earned an Advanced Clean Transportation (ACT) Award for Sustainability. Among the sustainability milestones achieved in 2018 was the purchase of four Nissan LEAF electric vehicles (EVs) and a hybrid Police cruiser.

To maintain a smart, customer-focused government, Dublin’s Human Resource Division continually works to develop an educated and motivated workforce and culture of caring for our employees.

### 2018 HUMAN RESOURCES HIGHLIGHTS

- Launched the first **“Everyday Leader Program,”** providing leadership training to 26 City employees
- Implemented a new **Open Enrollment Module** in the automated Finance and Human Resources system, creating significant efficiencies in employee self-service
- Conducted **first-ever job fair** for seasonal worker hiring
- Conducted a competitive review process of the third party administrator for the **City’s health benefits** administration
- Implemented the **NEOGOV software package** to streamline seasonal workforce onboarding
- Organized and facilitated the annual **Ohio Public Risk Management Association (OPRIMA) Education Day** at the Ohio State University Fawcett Center

### SAFE CYBER CONNECTIONS

The City of Dublin Information Technology Department increased efforts in 2018 to protect Dublin’s residents, confidential data and network assets from cyber-security attacks. In October, which is observed by the Department of Homeland Security as “National Cyber-Security Awareness Month,” the City of Dublin successfully implemented cyber-security training for employees. This implementation also included the launch of our first email phishing campaign simulation. The cyber-security training program and phishing campaign simulations heightened employee security awareness across the City and provided specific measurements for tracking our success in learning how to protect ourselves against cyber-attacks.

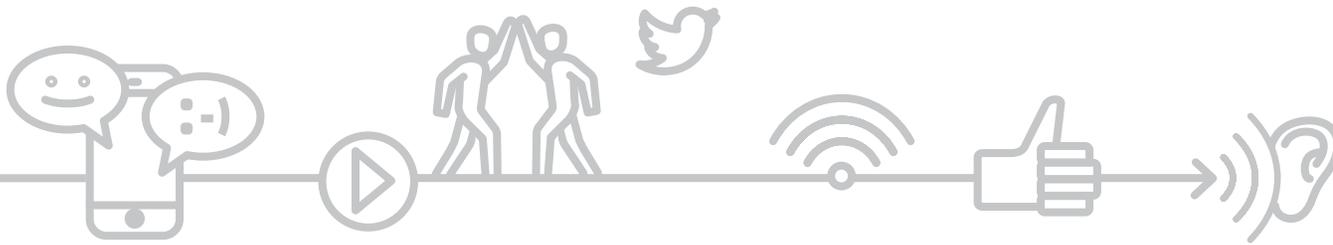




# COMMUNITY ENGAGEMENT



600 people attended the 2018 State of the Community, which highlighted both the City of Dublin and Dublin City Schools. Dublin City Manager Dana McDaniel and DCS Superintendent Dr. Todd Hoadley shared the stage and provided updates on the City and the District.



## CONNECTING THROUGH ENGAGEMENT

In 2018, our Volunteer Resources Division transitioned to a new name – “Outreach and Engagement” – to better characterize the Division’s focus areas and objectives. The newly named division launched several new initiatives this year.

### AGING IN PLACE

In early 2018, the City of Dublin launched its first **Aging in Place Plan** to address mobility, transportation, housing, health, wellness and social services for older adults. More than 200 residents and caregivers, 40 multi-county agencies and partners from Syntero, Ohio University and Cardinal Health Fuse attended Community Conversation sessions. The City successfully launched the Alexa Pilot Program, pairing volunteers with older adults to help them better understand technology like Amazon Echo devices.

### CORPORATE ENGAGEMENT

The City saw a **150% increase** in corporate volunteer engagement in 2018. Companies assisted with Aging in Place initiatives, data analysis, park projects, engineering projects, events and recreation services.

### TEDX INNOVATION DRIVE

Dublin volunteers kicked off Dublin’s first TEDx event, “TEDx Innovation Drive,” which has now placed Dublin on the international map of hosts. The event will continue annually.

### SERVICE LEARNING

Service Learning continued to increase as our partnership with Dublin City Schools’ academies expanded. City staff hosted 15 students and service learners in 2018 to inspire local government learning and service through volunteerism.

### NEW OPPORTUNITIES

New Volunteer Park Ambassadors began leading nature walks and volunteer projects in key parks, and the new Water Quality Management Team began measuring water quality with digital equipment to be shared with the Engineering division and Franklin County Soil and Water Conservation District.

### SUSTAINABILITY FRAMEWORK PLAN

City Council adopted the Sustainability Framework Plan, which was first reviewed and approved by our Community Services Advisory Commission (CSAC). The plan helped the City set measurable objectives and identify action steps and strategies to meet our sustainability goals. Dublin also secured a Mid-Ohio Regional Planning Commission (MORPC) Sustainable2050 Certification – Platinum Level.

## COMMUNICATION CONNECTIONS

Our Communications & Public Information division continued to grow engagement between the City and residents through a variety of digital platforms, online conversations and face-to-face opportunities.

We produced 154 videos, which people watched for a total of 275,305 minutes. 11,474 people were registered to receive eNews communications from the City, and social media engagement continued to grow.

-  16,445
-  14,962
-  14,321
-  7,419
-  2,790



## CONNECTING AT COMMUNITY EVENTS

More than 175,000 guests celebrated and strengthened community ties at City of Dublin signature events including St. Patrick's Day, Independence Day, Dublin Irish Festival, Halloween Spooktacular and the Tree Lighting Ceremony.

### DUBLIN IRISH FESTIVAL HIGHLIGHTS:

- **\$8.5 million** economic impact to region
- \$130,000 to **33 community groups** through Sharing O' the Green Program
- **\$64,000** generated through advance ticket sales promotions
- **2.1 million** total social media reach



## CONNECTING THROUGH WELLNESS

### FITBIZ

The City's innovative FitBiz corporate wellness program was awarded the Ohio Parks and Recreation Association (OPRA)'s highest recognition in the Health & Wellness category: the Award of Excellence. Launched in early 2018, FitBiz is a health and wellness consulting service offered exclusively to Dublin businesses. At the end of 2018, the program had served 10 businesses with custom solutions to fit the needs and goals of the company and its employees.

### BLUE ZONES

The City hosted a nationally recognized speaker to learn more about community wellness. Blue Zones is a global initiative, originally funded by National Geographic, which studied populations around the world with the highest longevity.

### PROGRAMS & SERVICES

Staff executed 94% of an almost \$8 million budget to continue to provide safe, high quality and innovative recreation programming to the public. This included 49,742 visits to our outdoor pools, 370,644 pass holder visits, 50,564 daily pass visits, 1,700 recreation activities offered and 51,091 outdoor pool concessions items sold.

### F.I.T.

The F.I.T. (Fostering Internal Talent) Recruitment and Retention Program for part time staff successfully completed its second year, resulting in a 70% retention rate, up 21% from the previous year.



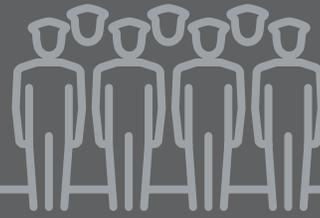
## AWARDS (alphabetical order)

- #9 Best Suburb in America (Niche.com)
- Advanced Clean Transportation (ACT) - Leading Public Fleet Award for Green Sustainability
- American Marketing Association – Three Achievement in Marketing Awards
- Asian American Commerce Group Government Leader of the year - City Manager Dana McDaniel
- Best of the 'Bus 2018 – Three Awards (CityScene Magazine)
  - Best Bike Paths
  - Best Fourth of July Celebration
  - Dublin Irish Festival - Best Ethnic Festival and Best Suburban Arts Festival
- Best Place to Live in Ohio (Niche.com)
- Best Small Fleet in North America - Government Fleet magazine
- Best Suburb To Do Business (Columbus CEO Magazine)
- Central Ohio Public Relations Society of America – Six PRism awards
- City-County Communications & Marketing Association (3CMA) - 3 Awards
- Columbus Business First 2018 C-Suite Award honoree - City Manager Dana McDaniel
- Commission on Accreditation for Law Enforcement Agencies (CALEA) - Law Enforcement Accreditation – Dublin Police Department
- Dublin City Schools Business of the Month – Dublin Police Department
- Flexible Pavements of Ohio - Master Craftsman Award for Emerald Parkway – Phase 7
- Friend of Education Award from the Ohio School Boards Association (OSBA) Central Region - Mayor Greg Peterson of Dublin
- Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award
- Green Fleet Award - #12 (Top 50 Green Fleets in North America)
- Healthy Business Council of Ohio Healthy Worksite Silver Level Award
- International Festivals and Events Association (IFEA) - 10 IFEA Haas & Wilkerson Pinnacle Awards - Dublin Irish Festival
- Knights of Columbus St. Brigid of Kildare Council's Blue Coat of the Year Award - Officer Bruce McKenna
- Light Central Ohio Blue Law Enforcement Officer of the Year – Sgt. Renae Rice
- Mid-Ohio Regional Planning Commission (MORPC) Sustainable2050 Certification - Platinum Level
- Mothers Against Drunk Driving (MADD) Award of Excellence - Officer Nate Hysell
- Ohio Parks and Recreation Association (OPRA) Award of Excellence in Health & Wellness – FitBiz corporate wellness program
- Ohio Public Sector CIO of the Year- Chief Information Officer Doug McCollough

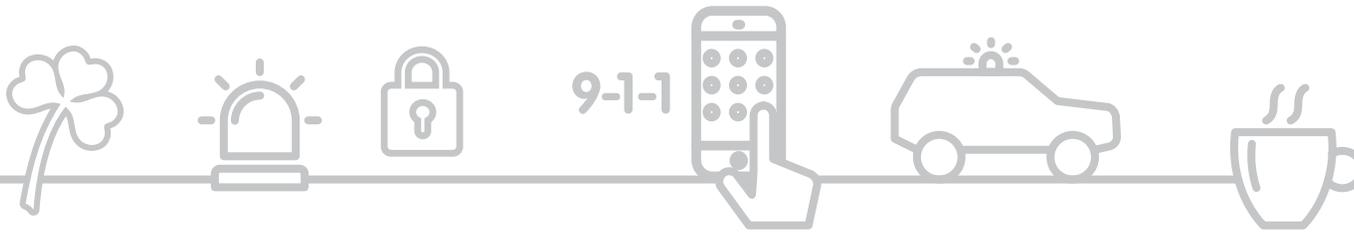




**SAFE & RESILIENT**



Dublin Police welcomed their newest Police K9 in 2018. Finn, a two-year-old Belgian Malinois-German Shepherd mix, helps DPD in several areas including narcotics detection, building searches, suspect tracking, evidence searches and criminal apprehension. He is trained to respond to commands given in Dutch by his handler, Officer Justin Chappellear



Being a connected community is a large part of what helps Dublin stay safe and resilient. The Dublin Police Department continued in 2018 to engage with residents every day in a variety of ways. The Community Education Unit hosted **59 “Active Threat”** presentations for residents, businesses and organizations. They also held **12 self-defense classes** for more than 500 females and continued the **“Beyond Drivers Ed”** classes, providing additional education and training for young drivers.

**HIRING:**

- Hired five new staff—three police officers and two communications technicians

**CRIME PREVENTION/REDUCTION AND TRAFFIC SAFETY:**

- Detectives successfully cleared (arrest or indictment);
  - 78% of all thefts from vehicles
  - 41% of all crimes investigated
  - Concluded a two-year investigation into thefts at the Jewelry Refinery culminating in a 37 count indictment
  - Responded to and thoroughly investigated Dublin’s first homicide since 2012
  - Identified and charged a habitual exposor who was a suspect in numerous cases throughout the state
- 15% increase in drug arrests from last year
- 34% increase in OVI arrests
- 1% reduction in all traffic crashes

**DRUG CRIME ENFORCEMENT AND DRUG USE PREVENTION:**

- Drug Abuse Prevention Program (D.A.P.P.) taught to more than 2500 students
- Community Impact Unit seized the following contraband during drug investigations:
  - \$54,233 cash and Bitcoin
  - 3 guns
  - 2011.33 g of methamphetamine
  - 44.03g Ecstasy
  - 69.04g Fentanyl
  - 268 Xanax pills
- Arrested three suspects who were selling vape cartridges and marijuana to high school students
- Conducted 15 non-fatal overdose investigations (four arrests for providing narcotics to an overdose victim)
- Investigated a fatal drug overdose resulting in a charge for drug trafficking
- Arrested a serial robbery suspect who had committed or attempted nine robberies in central Ohio
- Assisted with the arrest of a serial car thief who was suspected of stealing numerous vehicles and property throughout central Ohio

**COFFEE WITH A COP**



DPD’s Diversity and Inclusion Unit launched the “Coffee with a Cop” program in 2018 to engage culturally diverse members of the community. Dozens of residents attended the events, which were envisioned to provide an informal setting to meet and talk with law enforcement and other City personnel.





## 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.

## Citizens who Served on Boards and Commissions in 2018

### **Planning and Zoning Commission**

Warren Fishman  
Jane Fox  
Kristina Kennedy  
Bob Miller  
Deborah Mitchell  
Victoria Newell (Chair)  
Steve Stidhem (V-Chr.)  
William Wilson

### **Architectural Review Board**

Gary Alexander  
Kathleen Bryan  
Andrew Keeler  
Jeff Leonhard  
Everett Musser  
David Rinaldi (Chr.)  
Shannon Stenberg (V-Chr.)

### **Board of Zoning Appeals**

Martha Cooper (V-Chr.)  
Jason Deschler  
Satya Goyal  
Sarah Herbert  
Rion Myers (Chr.)  
Jamie Zitesman

### **Community Services Advisory Commission**

Marilyn Baker (V-Chr.)  
Ann Bohman  
Mindy Carr  
Steve Dritz  
Christine Gawronski  
Stephanie Hall  
Vladimir Kapustin  
Elizabeth McClain  
Thomas Strup (Chr.)

### **Personnel Board of Review**

Bob Bowers  
Denise Kestner  
Mark Stemm (Chr.)

### **Records Commission**

Laura Colwell

### **Tax Board of Review**

Bill Root  
Clay Rose (Chr.)  
Dale Saylor

### **Convention & Visitors Bureau Representatives**

Philip Smith  
Frank Willson

### **Dublin Arts Council**

Julia Caruso

### **COTA Advisory Panel Representative**

David Reed

