



To: Members of Dublin City Council
From: Dana L. McDaniel, City Manager
Date: November 9, 2018
Initiated By: Angel L. Mumma, Director of Finance
Matthew Stiffler, Deputy Director of Finance
Melody Kennedy, Budget Manager
Re: Ordinance No. 74-18 – An Ordinance to Adopt the Annual Operating Budget for the Fiscal Year Ending December 31, 2019.

Background

On October 29, October 31, and November 7, the Administrative, Community Development, Finance and Public Services Committees individually met for the purpose of reviewing the applicable departments/divisions 2019 Operating Budget requests. This memo is provided in response to the follow-up information requested during those committee meetings.

Administrative Committee – October 29, 2018

- **It was inquired whether large metropolitan police departments require additional psychological testing for promotions. (Council Member Keenan)**

Chief von Eckartsberg provided the following response to the question posed:

As a consultant for Ohio Association of Chiefs of Police (OACP) Advisory Services, I administer assessment centers for police promotional processes throughout the state of Ohio. Since 2006, I have contributed to, or been the lead consultant on many different processes for many agencies, all within our state. To date, I have never been associated with an agency that administered a psychological evaluation as part of a promotional process. In addition, I have never heard of any agencies in Ohio that conduct such a practice.

As a point of clarification, the reduction in funding proposed within the Human Resources budget for police examinations does not reflect a reduction in the level of testing/assessment that is conducted on potential candidates (new to the department). The reduction was simply based on the amount of new hires we anticipate spending for the year.

- **Information regarding the savings the City has achieved by self-insuring for workers compensation versus participating in the State of Ohio Bureau of Workers Compensation program was requested.**

The attached memo (Attachment 1) was provided to Council on October 4 regarding the City's self-insurance plan versus the State of Ohio BWC program and the savings that have been achieved by the City through self-funding a workers compensation plan.

- **Information was requested regarding training opportunities available to staff. (Council Members Fox/Keenan)**

The attached memo (Attachment 2) is provided in response to this request.

- **A formal training program for Council, Boards and Commissions was requested. (Council Member Fox)**

The attached memo is provided in response to this request.

- **It was requested that City staff investigate technology and funding for real time surveying/communication between public and City. (Council Member Fox)**

Staff will research various surveying/communication tools that could be utilized to enhance interactions with the public. Follow-up on the tools and estimated costs will be brought forward to City Council in a follow-up memo in the future (Q1 2019).

- **It was asked if there were funds within the 2019 Operating Budget that could be used for documenting the “stories” surrounding Dublin’s historic sites. (Vice Mayor Amorose Groomes)**

A number of interviews have previously been conducted and documented during the writing of the Dublin Journey book. Staff will work with the Historical Society to make sure those interviews are converted to a format that will ensure they can be preserved for the future.

Staff believes that that funding within Community and Public Information for video services can be used to capture such stories.

- **It was inquired whether volunteers could be used for interpretive services for Mayor’s Court. (Council Member Fox)**

The use of volunteers as interpreters for court may be viewed as offensive in some cultures and not the most professional way to conduct court business. Being bilingual doesn’t automatically ensure someone is qualified to interpret court proceedings, which is why the Supreme Court of Ohio has adopted rules to address this very issue.

The Supreme Court of Ohio has adopted “Rules of Superintendence for the Courts of Ohio to serve the public interest that mandates prompt disposition of all causes, at all times, in all courts of this state.” According to Rule 88(D)(1), “a court shall appoint a Supreme Court certified foreign language interpreter to participate in-person at the case or court function.” Rule 88 also states that if a Supreme Court certified language interpreter does not exist or is not reasonably available to participate in-person at the case or court function, a court may appoint a provisionally qualified foreign language interpreter. If neither of those exist or are not available, the court may appoint an interpreter who demonstrates to the court proficiency in the target language and sufficient preparation to properly interpret the proceedings.

The following list details of how one becomes a Supreme Court certified foreign language interpreter:

1. Complete an application to take the written exam, which costs \$125.
2. Attend a two-day orientation training (Friday-Saturday), which provides an overview of court interpreting, the code of ethics and terminology.
3. Take the written exam (an English proficiency exam), which consists of 135 multiple choice questions and consists of two parts: General Language Proficiency and Legal Terms & Ethics. A passing score is 80% or higher.
4. Attend a two-day Modes of Interpreting training (Friday-Saturday). The training focuses on sight-translation, consecutive and simultaneous interpretation.
5. Submit a background check obtained from a local or state law enforcement office.
6. Take the oral exam, which costs \$300. The exam measures an individual's proficiency in English as well as the other language of expertise. It also measures an individual's language proficiency using all three modes of interpretation. A passing score is 70% or higher.
7. Sign an oath to comply with the code of ethics.
8. Agree to be listed on the Supreme Court of Ohio's roster of court interpreters.

A certified interpreter must also complete 24 hours of continuing education every two years offered or accredited by the Interpreter Services Program of the Supreme Court of Ohio.

With regard to charging defendants who utilize interpreters in an effort to recover some of the cost incurred by the court, Stephen Smith, Jr. provided staff with information from the Department of Justice and the Supreme Court of Ohio. According to a report published in 2016 by the Civil Rights Division of the U.S. Department of Justice, "Providing qualified interpreter assistance at no cost to the parties serves the interests of all involved...imposing interpreter fees is contrary to the court's interest in protecting the integrity and fairness of the proceeding."

In addition, the Supreme Court of Ohio's Court Interpreter Bench Notes state that "charging for interpretation and translation services or seeking recoupment for those costs, significantly impair, restrict or preclude the participation of limited English proficient (LEP) individuals in the judicial system."

In our ongoing efforts to provide an impartial forum for the adjudication of alleged violations in a respectful, efficient and professional manner, staff recommends we continue to use Supreme Court certified foreign language interpreters whenever possible at no charge to LEP individuals. In instances where a certified interpreter is not available, we would utilize services provided by professional interpreter services (ASIST, Ohio Translation Services, etc.) and possibly as a last resort, reach out to the school district interpreters as independent contractors.

- **Council inquired whether legal services for Planning & Zoning Commission and the Architectural Review Board were available. (Council Member Fox)**

Historically, staff have requested that legal counsel attend BZA and ARB meetings if the cases under consideration are complex in nature or if there is a possibility of litigation involving an application. If Council desires legal attendance at these meetings on a regular basis, that can be accomplished under the City's retainer with Frost Brown Todd.

Community Development Committee – October 31, 2019

- **Information was requested regarding the cost to provide additional data analytics and metrics programs/platform for Economic Development, whether by adding additional staff or on a contractual basis. (Council Member De Rosa)**

In response to this request, staff will develop an internal advisory team to review existing resources, identify data needs, and explore avenues to garner expertise in analyzing data to better understand market trends to build economic forecast models through predictive analysis.

The internal working group is proposed to consist of the following:

1. Director of Development
2. Director of Finance, Director of Taxation, or designee
3. Director of Economic Development
4. CIO or designee
5. Battelle (as part of their 2019 budgeted contract – pending Council approval)
6. Columbus 2020 representative
7. Economist consultant (specializing in strategic economic and workforce analysis – pending Council approval)
8. Data analytics contractor (specializing in government sector technology needs – pending Council approval)

Staff will engage Council and/or its Community Development Committee at the outset of the formulation of this effort to define and understand the desired intent relative to the types of data and outputs desired. Staff will keep Council and/or its Community Development Committee apprised as the process and outputs unfold to ensure the internal working group is on track with the intent and to receive ongoing input. The deliverable will ultimately be a program document that identifies existing and potential data resources; methodology to mine and create data; framework for data retrieval and analysis; outputs desired by City Council and process for analysis and forecasting and review on an ongoing basis. The program document will be adopted by City Council. Again, City Council can also look to its Community Development Committee for final review and recommendation to City Council if it chooses.

In addition to funds allocated in the 2019 Operating Budget for the Battelle study and Columbus 2020 resources, an additional \$75K is requested to hire the economist consultant, data analytics expertise and cover costs for subscriptions to gain access to necessary data. Staff recommends this funding be included in Economic Development's Other Professional Services account (10110740-713004), changing the budget from \$584,600 to \$659,600. The final 2019 Operating Budget will include this change.

- **Recognizing that the actual spend for credit card fees within the Building Standards Division has been significantly higher than the 2019 budget amount, it was requested that this line item be revised to reflect what we expect to spend in 2019. (Vice Mayor Amorose Groomes)**

Staff will increase account 10120730-713005 (Miscellaneous Contract Services) from \$7,000 to \$50,000 to better reflect the projected actual cost of credit card fees in 2019. The final 2019 Operating Budget will include this change.

- **Council requested additional information regarding the Planning Division's proposed professional service funding, including whether any of the planning efforts proposed could be performed by current staff as opposed to outside consultants.**

Of the projects proposed in the 2019 budget, Planning staff have the capability and expertise to undertake the completion of the Bright Road Area Plan, Historic District Outreach, placemaking planning exercise, and the first phase of the Southwest Area Plan. Moving these planning projects in-house and leveraging our internal talent will result in a savings of \$150,000 but will take a longer period of time to complete and may result in some projects not commencing in 2019, based on workload.

Staff will manage the concluding steps in the Bridge Road Area Plan and produce the final plan document. Additional outreach within the Historic District will be managed by staff as part of the guidelines and code update. While staff can perform the placemaking planning exercise, we would request that it be deferred until such time that Council can prioritize this issue for further attention, definition, and public discussion. Finally, with respect to the Southwest Area Plan, staff will prepare an existing conditions assessment and initiate the first phase of public engagement during the 4th quarter of 2019 (and will request funds in the 2020 budget for engaging a consultant to assist with plan development).

- **Council wanted assurance that we are conducting security audits on a "best-practice" timeframe basis and consider the creation of a policy on the matter. (Council Member De Rosa)**

The IT Department is reviewing recommendations from our recent IT Security Audit. The audit recommended the City adopt one of a list of standards to follow for guidance on future activities. Follow-up audits will evaluate our effectiveness on the basis of our chosen standard, among other factors. The department will select one of the standards for adoption and present this recommendation before the IT Security Council for validation. We anticipate completing this selection, validation, and an update to policy reflecting this adoption by first quarter 2019.

- **An update on the City's Data Policies and Data as a Service was requested at some point in the future. (Council Member De Rosa)**

The IT Department wants to perform an extensive overhaul of our Data related policies, including Data Privacy, Data Management, and Data Security. We plan to propose the formation of a Data Privacy Advisory Committee, comprised of subject matter experts within the Dublin community to aid in the development of these policies. We anticipate completing the formation of this committee in the first quarter 2019, and begin the process of developing new policies during the first quarter as well. It is likely this work will take more than a year, and the IT Department will provide periodic updates to City Council regarding the progress and status of this effort.

A strategy to manage city Data-as-a-Service, or otherwise promote the value extraction or monetization of our data is also under consideration. Our first step is to complete the development of our data infrastructure. The City is currently building the software, hardware, and services to collect, store, and display internally generated data from throughout the City administration. This work is expected to be complete by second quarter 2019. We will then begin the process of integrating external data sources, such as those from the Connected and Autonomous Vehicles testing projects, our Smart and Connected Community projects, and other collaborative efforts. We anticipate having access to these by the close of 2019. We expect to develop our strategy for value extraction in parallel with these developments and may not have a fully developed strategy for data monetization until all of the above initiatives are complete.

- **A 6, 12, or 18-month plan regarding SmartCities was requested to be presented to City Council and/or the Administrative Committee. (Council Member De Rosa)**

Director of Public Works, Megan O'Callaghan, briefed City Council on the Smart Cities initiatives during the 2019-2023 CIP review. The City continues to work with the partners in the US33 corridor as well as Smart Columbus and in doing so, will provide the Administrative Committee and/or City Council with follow-up briefings regarding these regional initiatives as well as the status of deployment of our own infrastructure.

Finance Committee – November 7, 2018

- **YTD expenditures for investment advisory services was requested. (Council Member De Rosa)**

Through October 31, 2018, the City has expended \$65,109 on investment advisory services (two providers – UACC and Manning & Napier). Staff anticipates an additional \$37,000 expenditure before year end (UACC bills monthly while Manning & Napier bills on a semi-annual basis). That would result in annual expenditures of approximately \$102,000.

These fees are offset by the interest earnings received on the City's investments. Through October 31, 2018, nearly \$1,806,000 in interest income had been received.

- **With regard to the City's unclaimed funds (payroll or accounts payable checks that remain uncashed), what are the City's requirements. (Council Member Keenan)**

The City has procedures in place for unclaimed monies. After 90 days, an attempt is made to contact the payee; after 180 days, the check is moved to a liability account. After five years, the funds revert to the General Fund. At any time, a payee can claim the monies with proper documentation. As a government entity, the City is not required to report any unclaimed monies to any outside entities or agencies.

- **Inquiry about not budgeting the General Fund Advance in order to begin construction of the Riverside Crossing Park in 2019 (as planned in the 2019-2023 CIP). (Council Member De Rosa)**

NOTE: After a discussion on this topic during the Finance Committee meeting, Council Member Keenan recommend this issue be brought to the Finance Committee of the Whole for further discussion.

Staff did not include as part of the 2019 Operating Budget funding from the General Fund to advance the construction of the Riverside Crossing Park. As Council is aware, funding (debt) in the approved 2019-2023 CIP was programmed in the amount of \$10,900,000 in 2019 for the construction of the East Park Upper and Lower Plazas (and includes the additional design elements that Council requested, which took the cost from \$10.6 million to \$10.9 million). The timing of this work is contingent upon the completion of the Pedestrian Bridge (currently estimated to be fall of 2019).

Should this project be bid in 2019, the General Fund will need to advance funds to the Capital Construction Fund so that the project can begin prior to bond proceeds being received. This is based on Council direction to staff to not issue any debt in 2019. If this occurs and bonds are not issued until 2020 (thereby facilitating the repayment of the 2019 advance in 2020), the General Fund year-end fund balance would reflect a further reduction of \$10.9 million.

Given that we are uncertain of the timing of the actual bidding of the Riverside Crossing Park work and the crossover of years between the expenditure (advance out of the General Fund) and the revenue (repayment of the advance from bond proceeds to the General Fund), staff advises not to account for the advance at this time. Should the project move forward in 2019, we will request a supplemental appropriation and then explain to the rating agencies and other interested parties at the time the reasoning for the temporary decrease in the fund balance. This is consistent with how we have treated capital projects in which initial funding has been provided through the advancement of funds from the General Fund prior to bonds being issued.

- **After a discussion regarding income tax revenue generated from net profits, it was suggested staff should consider specifically adjusting the projection for net profit revenue, based on changes in Federal and State law. (Council Member De Rosa)**

Income tax revenue is broken down into three categories – withholding, net profits and individuals. Generally, revenue from withholding represents 80% of the income tax collections while net profit and individual revenue each comprise 10%.

When estimating income tax revenues, staff does not project each of the components individually; instead, utilizing current information, makes a projection based on the whole. As explained during the first reading of the Ordinance, the 2019 income tax estimate took into account the reduction in revenue from Nationwide (using actual dollars received in 2018), a 1% reduction of the entire tax base (all components), and a \$1.5 million (negative) contingency. We have not historically looked at each of the individual segments and built projections around each of these areas.

Net profit revenue is very unpredictable. In addition to the unpredictability of the amount of "profit" a company will have from year to year, companies can and do make higher than necessary payments in order to temporarily "park" money with the City in one year -- only to request a refund the following year. The chart below shows the City's net profit revenue over the past 10 years and the percentage change from the prior year:

Year	Net Profit Revenue	% Change from Prior Year
2017	\$ 9,940,249.00	2.2%
2016	\$ 9,729,302.00	-9.1%
2015	\$ 10,708,688.00	-14.7%
2014	\$ 12,559,722.00	4.0%
2013	\$ 12,081,242.00	54.7%
2012	\$ 7,810,831.00	12.7%
2011	\$ 6,932,610.00	-12.2%
2010	\$ 7,895,940.00	18.9%
2009	\$ 6,639,860.00	-23.3%
2008	\$ 8,659,386.00	19.7%

The Director of Finance and the Director of Taxation feel that the manner in which income tax revenue is projected is appropriate. Certainly, major changes in tax law that will impact revenue will be taken into consideration. However, in this particular case, we feel that the overall reduction applied in 2019 provides sufficient coverage to account for a potential reduction in revenue due to tax law changes for this relatively small component of our income tax revenue.

▪ **An inquiry was made regarding the City's participation in the Treasurer of State's Ohio Checkbook program. (Vice Mayor Amorose Groomes)**

The Director of Finance will facilitate a discussion with the Finance Committee during the first quarter of 2019 to determine whether the Committee wants to proceed with the City's participation in the Ohio Checkbook program.

- The Committee had a brief discussion regarding the City's outstanding bonds on the Dublin Arts Council building (which will be paid off in 2020) and how those funds will be used once the bonds are retired. Staff will facilitate a comprehensive discussion regarding Hotel/Motel Tax funding, including the appropriate level of reserves that should be maintained within the fund balance, with the Finance Committee during the first part of 2019.

Public Services Committee – November 7, 2018

▪ The Committee had a brief discussion concerning increased requests by outside entities to conduct large-scale events within the City of Dublin. Given the impact to the City of such events (personnel, park condition, etc.), staff will draft an update to the current event policy defining the criteria by which the City will permit or deny events (based on factors such as time of year, community impact, park impact, level of staff support, etc.). This policy will be brought forward to City Council for approval.

City Council Meeting – November 5, 2018

- **The level of funding for single and family coverage charged to each department/division is proposed to decrease from 2018 to 2019 by 11.7% and 6.7%, respectively. It was suggested that consideration should be given to maintaining the rates at a level equal to the 2018 funding level in order to help build up additional fund balance so that in future years, the likelihood of needing additional funding for reserves is minimized. (Vice Mayor Amorose Grooms)**

If funding were maintained at the 2018 levels for single and family coverage, an additional \$610,000 would be generated within the Employee Benefits Self-Insurance Fund. Consequently, expenditures would increase by the same amount, largely coming from the General Fund.

General Informational Requests

During the course of the various committee meetings, the following charts were requested:

Travel/Training by division (Attachment 3)

Contractual Services by division (broken down by account) (Attachment 4)

Additionally, a listing of the top 25 vendors was requested (Attachment 5). Staff has provided this in four ways: total expenditures across all accounts, total expenditures across contract service accounts (accounts beginning with 71), total expenditures across Other Professional Services accounts (accounts 713004) and total expenditures across Miscellaneous Contract Services accounts (accounts 713005). Please note that these reports do not take into account any purchases made using the City's P-Cards. Additionally, please be advised that the charts attached take into consideration the increase in the Building Division's credit card fees and the Planning Division's reduction in contractual services (as noted above). Otherwise, all charts should reflect the amounts presented in the 2019 Operating Budget book.

Recommendation

A Finance Committee of the Whole is scheduled for Wednesday, November 14, 2018 at 6:00 p.m. Staff will be prepared to walk through this memo and answer any additional questions Council may have regarding the proposed 2019 Operating Budget. In the event additional follow-up information is requested, staff recommends the Finance Committee of the Whole reconvene on Monday, November 19 at 5:30 p.m., prior to the City Council meeting to provide staff with an opportunity to respond to those requests so that Ordinance No. 74-18, the 2019 Operating Budget, can be approved later that evening during the second reading and public hearing of the Ordinance.



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Memo

To: Members of Dublin City Council
From: Dana McDaniel, City Manager 
Date: October 4, 2018
Initiated By: Ron Whittington, Risk Manager/Safety Administrator
Re: Workers Compensation Rates

Background

At the September 10, 2018 Council meeting, Councilmember Keenan inquired regarding the impact of the workers' compensation base rate reductions for fully insured state-funded employers versus self-insured employers. In response to Councilmember Keenan's question, please find the attached chart that shows the projected premium comparisons for each year and actual self-insured costs.

The City has been self-insured for workers' compensation coverage since 2006. Self-insurance is an alternative rating plan offered by the Ohio Bureau of Workers' Compensation (BWC) for large employers who want to take the responsibility of paying all compensation and medical payments for their injured workers. The City self-insures the initial \$500,000 per claim and transfers the risk exposure above that point to a stop loss insurance policy. Self-insured employers pay benefits directly to their injured employees and service providers and do not pay workers' compensation premiums into the State Insurance Fund. Self-insurance is considered a privilege, and BWC monitors the activity of all self-insuring employers in Ohio to ensure that benefits are paid fairly, promptly and in accordance with Ohio law.

The primary premium factor for State-funded workers' compensation coverage is payroll. As the base rate for municipal employers has declined from a base rate of \$3.33 per \$100 of payroll in 2011 to a projected \$2.14 in 2019, most State-funded public employers are seeing a reduction in their annual premiums. Combined with premium rebates by the BWC, the savings have been even greater.

As shown in the attached chart, the City continues to realize a significant savings by being self-insured. Even with the City's modified rate of \$1.39 due to a much better than average loss experience, the current projected savings for FY 2018 are \$368,974, and the total expected savings is currently \$4.31 million dollars since becoming self-insured in 2006. These projections also included the additional rebate savings for public sector employers since 2011. These rebates are contributed to higher than expected investment returns in the \$10.9-billion-dollar State Insurance Fund.

Recommendation

Currently, the City is still experiencing significant cost savings by being self-insured and enjoying the advantages of improved cash flow, greater control of claims, and lower fixed costs of internal claims/program administration. The City will continue to track the projected costs of both types of workers' compensation insurance and notify Council of any recommended changes in the City's self-insurance program.

Revised: 9/27/18
Estimated State Fund Costs

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Premium	\$671,421.00	\$726,007.00	\$786,508.00	\$850,687.00	\$611,890.00	\$571,911.00	\$656,208.00	\$698,371.00	\$600,599.00	\$558,557.00	\$519,458.00	\$488,155.00
Administrative Costs	\$60,234.00	\$65,114.00	\$70,550.00	\$76,316.00								
DWRF I	\$19,391.00	\$20,167.00	\$20,974.00	\$21,812.00								
DWRF II	\$1,159.00	\$1,253.00	\$1,355.00	\$1,467.00								
Estimated rebate	\$0.00	\$0.00	\$0.00	\$0.00	(\$342,658.00)	(\$343,146)	\$0.00	\$0.00	(\$396,395)	(\$474,773)		
TOTAL STATE FUND COST	\$752,205.00	\$812,541.00	\$879,387.00	\$950,282.00	\$269,232.00	\$228,765.00	\$656,208.00	\$698,371.00	\$204,204.00	\$83,784.00	\$519,458	\$488,155.00

Actual Self Insured Costs Paid

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Number of Workers Compensation Claims	33	44	35	30	31	25	29	22	24	23	25	10
Indemnity Paid	\$10,188.25	\$47,047.17	\$37,705.59	\$36,104.58	\$46,276.79 (\$13,001.40 in PPD awards)	\$61,352.05 (19,844.74 in PPD & settlement awards)	\$45,310.12 (\$8,100 in settlement awards, \$13,345.24 in PPD awards, \$13,429.26 TT, \$10,435.62 injury leave)	\$48,064.05 (\$39,975.80 in injury leave, \$1,950 in settlement awards, \$947.57 in TT, \$5,190.68 in PPD)	\$19,078.07 (\$8,368.29 injury leave for 2015, \$974.42 in TT, \$9,735.36 in PPD)	\$31,763.91 (\$2,000 in settlement awards, \$28,202.35 in injury leave, \$1,415.64 in PPD, \$145.92 in AWW adjust.)	\$39,453.51 (\$7,000.00 in settlement awards, \$26,334.97 in injury leave)	\$7,199.51 (\$5,072.98 in injury leave \$2,126.53 in TT payments)
Medical Paid	\$49,862.76	\$41,701.38	\$70,327.40	\$46,139.12	\$52,687.28	\$74,497.05	\$70,703.37	\$62,444.90	\$37,527.75	\$27,087.58	\$35,419.70	\$12,445.00
Comp. Mgt. Administrative Costs	\$19,275.00	\$19,275.00	\$19,574.00	\$18,830.00	\$18,830.00	\$18,830.00	\$10,984.16	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Care Works Administrative Costs	\$1,788.50	\$6,299.50	\$0.00	\$0.00	\$0.00	\$0.00	\$7,756.25	\$8,512.50	\$12,618.75	\$12,593.75	\$12,768.75	\$12,768.75
Legal Costs for claims								\$1,798.76	\$9,955.06	\$9,536.51	\$3,225.68	\$11,005.59
Guaranty Fund for New Employers	\$56,650.78	\$56,650.78	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Guaranty Fund General	\$10,255.14	\$2,762.88	\$1,282.52	\$1,015.52	\$3,684.71	\$1,441.42	\$2,519.79	\$2,871.72	\$1,758.17	\$230.33	\$1,246.00	\$2,942.00
Safety & Hygiene	\$745.00	\$513.78	\$238.48	\$96.35	\$233.95	\$136.75	\$144.11	\$173.88	\$184.49	\$21.95	\$42.00	\$84.00

BWC & IC Administrative Costs	\$11,767.94	\$8,451.20	\$4,090.92	\$3,250.83	\$7,762.29	\$4,482.89	\$4,598.13	\$5,437.16	\$5,979.25	\$976.37	\$2,136.00	\$4,332.00
Surplus Fund	\$5,367.04	\$2,359.20	\$1,095.13	\$1,801.74	\$1,403.72	\$820.54	\$895.91	\$1,209.20	\$2,549.61	\$501.67	\$822.00	\$1,360.00
Excess Coverage	\$44,498.00	\$48,549.00	\$47,845.00	\$49,308.00	\$54,772.00	\$61,095.00 + \$2,170.00 - audited	\$68,446.00 + \$6,355.00 - audited	\$64,220.00	\$67,440.00	\$62,500.00	\$62,500.00	\$67,043.25
Volunteer Coverage	\$4,792.50	\$4,792.50	\$4,792.50	\$5,325.00	\$5,325.00	\$5,310.00	\$5,310.00	\$5,310.00	\$890.00	\$890.00	\$1,135.75	
TOTAL SELF INSURED COST	\$215,190.91	\$238,402.39	\$186,951.54	\$161,871.14	\$190,975.74	\$230,135.70	\$223,022.84	\$200,042.17	\$157,981.15	\$146,102.07	\$158,749.39	\$119,180.10

ESTIMATED ANNUAL SAVINGS	\$537,014	\$574,138	\$692,435	\$788,410	\$78,256	\$(1,370)	\$433,185	\$498,328	\$46,223	(\$62,318)	\$360,709	\$368,974
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Total Estimated savings 2007-2018: \$4,313,984



To: Members of Dublin City Council
From: Dana L. McDaniel, City Manager
Date: November 8, 2018
Initiated By: Homer Rogers, Human Resource Director
Robin Myers, Talent Development & Training Manager
Nick Plouck, Management Assistant
Re: Comprehensive Talent and Training Program Overview

1. Executive Summary

This document provides an overview of the City of Dublin's Training and Development Programs as a result of questions asked about the program during the course of Committee meetings held in support of the 2019 Operating Budget submission.

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

This memorandum covers the current City training & development program, training and development opportunities for members of City Council, the training budget, and the recommended use of Citywide Learning Management System.

2. Training & Development Program

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

Foundational & Required Training

- Onboarding training
- City specific required training
- Compliance training and safety programs

Core & Professional Skill Development

- Career field specific training required and provided by departments
- Accreditations and certification continuing education and training
- Gap training provided by external educational vendors

Management Development

- Employee management
- City specific processes and services
- City policies and guidelines
- Quarterly huddles with City Manager

Leadership Development

- Leadership Certification Program (high potential employees, frontline supervisors and directors)
- Senior leadership executive coaching
- Korn Ferry Voices 360 assessments
- External leadership and professional development programs

3. City Council Development Opportunities

Before discussing the various accounts that support the four categories of training identified above, the question of specific training available to City Council was posed. We have done some research and have identified the following opportunities for members of City Council.

A number of cities, states, and nonprofit organizations provide training for elected officials.

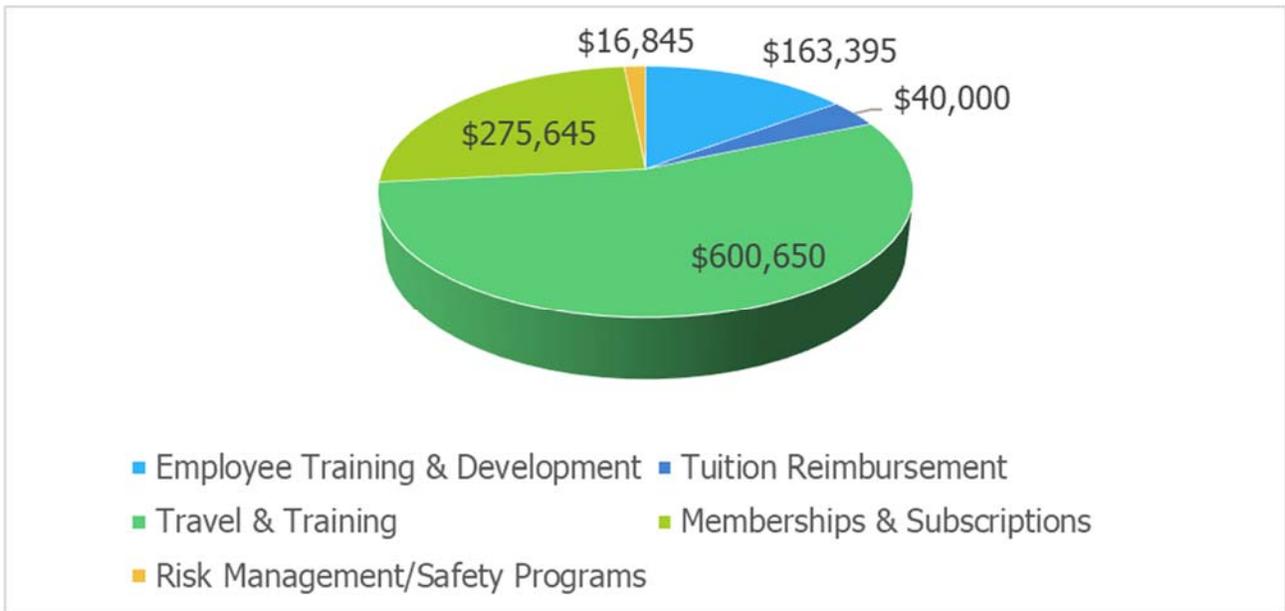
- a. State organizations such as the Ohio Municipal League provide a daylong seminar focused on rules of order, open meetings, and municipal finance, while a multitude of organizations provide seminars focused on a singular topic such as ethics or the Freedom of Information Act.
- b. The National League of Cities provides a full program available for elected officials described as, "a collaborative education and professional development initiative that helps municipal leaders – both elected and appointed – build the skills they need to better govern, serve, and advocate for their communities."
- c. The American Planning Association provides a full program of training for elected officials, Planning Commission members and professional staff in all areas of development and planning.
- d. The International City/County Management Association provides a 153-page toolkit, as well as a number of different webinars for elected leaders.
- e. Finally, as a result of research and discussion with Ohio University, we believe that two-hour training sessions could be a good opportunity for Dublin City Council and board and commission members, as opposed to a more traditional 6 to 8-hour session. Below is a list of suggested training topics.

- Structure of Municipal Government
- Open Meetings
- Conducting Effective Meetings
- Budgeting
- Ethics
- Strategic Planning
- Media Training
- Facilitation Skills

4. Training Budget

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

2019 Budget Proposal for overall Training and Development– \$1,096,535.00



The following provides more detailed information about the five training accounts and the various types of training and development opportunities that the City takes advantage of or plans to take advantage of.

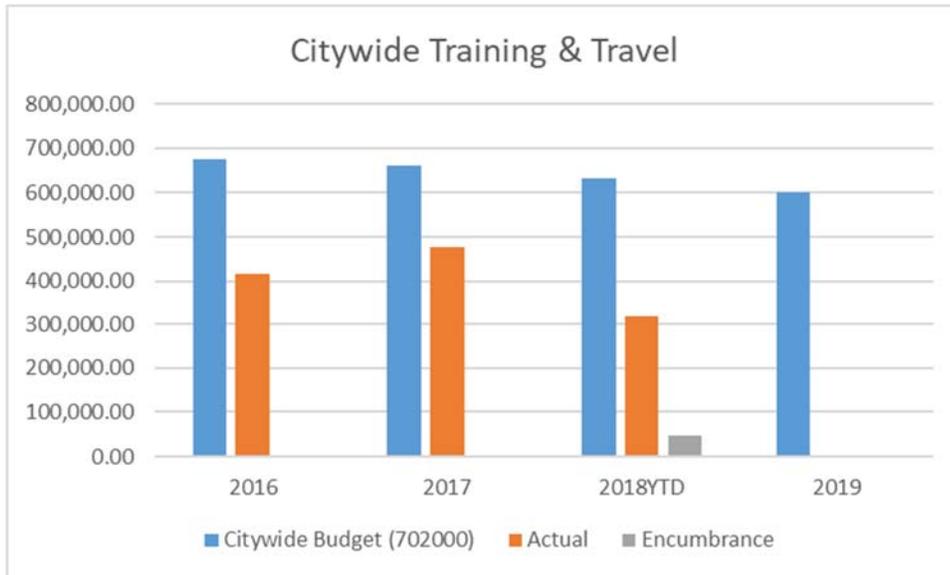
5. The Five Training Accounts

a. Training/Travel (702000)- This is a dispersed account divided between the different departments in support of the four training categories.

The below chart shows the City’s training and travel budget from 2016- 2019 trending down each year. The columns show the revised budget amounts for 2016-2018, actual expenditures for each year, outstanding encumbrances for 2018 and the proposed budget for 2019.

The 2018 actual expenditure data used in the following charts is as of November 1, 2018, with the encumbrance amount identified in a separate column. There may be other expenditures remaining that have not yet been encumbered.

See Appendix A for a by department trend analysis



The following information is a representative sample by department of the types of training/certification and developmental conferences funded by this account.

- **Office of City Manager:** International City/ County Managers Association, Intelligent Community Forum, government and international relation management conference, graduate intern training
- **City Council, Boards and Commissions and Clerk of Council:** National League of Cities conferences, American Planning Association conferences, Ohio Municipal Clerks Association conferences/certification program, International Institute of Municipal Clerks annual conference, Architectural Review Board training, Ohio APA Association training/seminars, National Alliance Preservation Forum
- **Public Works:** National Pavement Expo, American Public Works Association conference, American Society of Civil Engineers training, International Municipal Association conference, Local Technical Assistance Program, National Traffic Control, Ohio Transportation Engineering Conference, Professional Land Surveyors of Ohio, Compressed Natural Gas Certification Training, Automotive Services Excellence Certification, Faster Conference, Geographic Information System Certification, Pesticide Recertification, Work Zone Training, Advanced Pipe Cleaning, Confined Space Training, Pipeline Assessment Certification Program, and Water conference, Ebuilder and Cityworks training & Conferences
- **Parks & Recreation:** Aerobics certification, American Red Cross certification, fitness attendance training, lifeguard certifications, preschool/youth certification, swim instructor training, radio frequency identification training, commercial driver's license, Central Ohio Tree City USA program, Central Ohio Urban Forestry Conference, International Society of Arboriculture Certification, pesticide training, Society of Municipal Arborist Conference, Turf conference, forklift training, Ohio Department of Natural Resources botanical conference, Ohio prairie conference, perennial plant association conference, Ohio Sports Turf Managers Association training, playground certification courses, safety training, National/Ohio Recreation and Parks Association, landscape architect conference

- **Human Resources:** Human Resource Association of Central Ohio workshops, International Public Management Association conference, Munis conference, National Public Employee Labor Relations Association annual conference, Ohio Society of Human Resource Management Association conference, NeoGov Training conference, Public Risk Management Association conference, training seminars, Workers Compensation professional certification
- **Development:** Smart City conferences, International Economic Development Council certification, foreign trade missions, Building Standards conferences, American Planning Association (APA), Ohio Kentucky Indiana Regional Planning (OKI), Ohio American Planning Association, American Association of Code Enforcement (AACE), Ohio Code Enforcement Officials Association (OCEOA), International Code Council (ICC), American Society of Landscape Architects (ASLA), Ohio Nursery and Landscape Association (ONLA), Central Ohio Urban Forestry, International Society of Arboriculture (ISA), Urban Land Institute (ULI), Arbor Day Foundation, International Association of Administrative Professionals
- **Communication Public Information:** County-City-Communication & Marketing Association (3CMA) Conference, Public Relations Society of America Conference, Reagan Social Media & Digital Marketing Conference, Content Market Institute Conference
- **Finance:** Association of Government Accountants conference, American Public Accountant webinars and conference, bank mileage, Depositors Insurance Funds, taxation seminar, and Government Finance Officers Association teleconference
- **Police:** Emergency Medical Dispatch Program recertification, National Emergency Number Association, Computer Aided Design Manager career development, SunGuard conference, accreditation Manager training, leadership development, basic academy police officers, bike-in service training, Commission on Accreditation for law enforcement association conference, continuing education unit training, chaplains conference, criminal investigation unit training, detectives training, commercial vehicle safety alliance training, international association of law enforcement firearms instructors conference, K9 training, law enforcement planner, corporals patrol and sergeants certification, motor training, national association of school resource officers, Ohio law enforcement administrative professional conference, Ohio Tactical Officers Association conference, and Police Executive Leadership College training
- **Information Technology:** Chief Information Officer Gartner conference, Geographic Information System certification training, network and support services training, and project management certification, Ohio Digital Government Summit
- **Court Services:** Clerks training conference, Ohio Chief Probation Officer Association training, Ohio Association of Municipal training, and Local American Records Management Association training

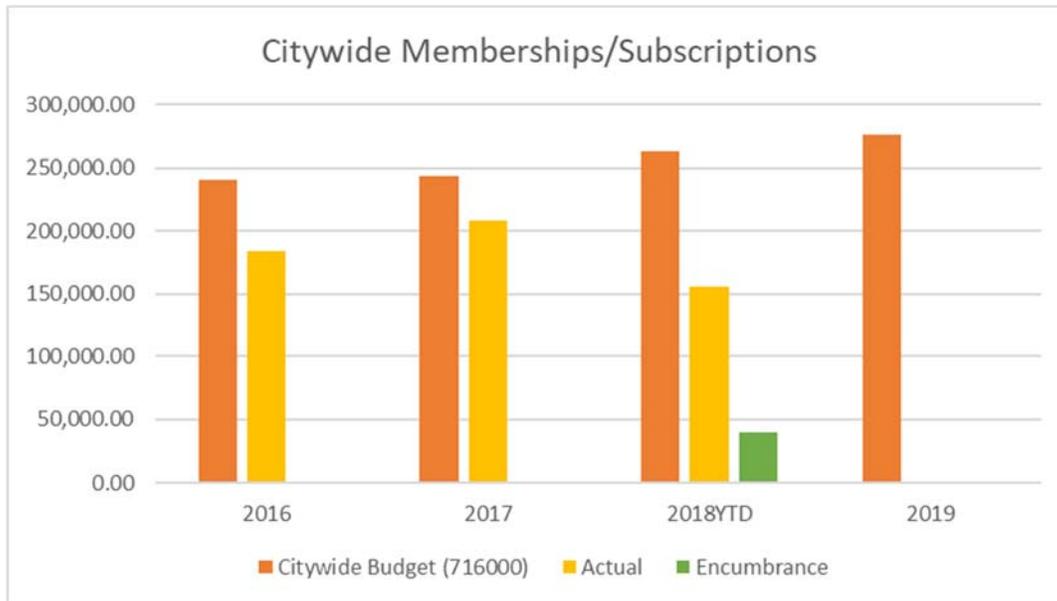
b. Memberships/Subscriptions (716000)- This is a dispersed account divided between the different departments in support of the four training categories.

The below chart shows the City's membership/subscriptions budget from 2016- 2019 trending up each year. The columns show the revised budget amounts for 2016-2018, actual expenditures

for each year, outstanding encumbrances for 2018 and the proposed budget for 2019.

The 2018 actual expenditure data used in the following charts is as of November 1, 2018, with the encumbrance amount identified in a separate column. There may be other expenditures remaining that have not yet been encumbered.

See Appendix B for a by department trend analysis.



The following is a representative sample of the types of individual and group memberships to associations and subscriptions funded by this account.

- Office of City Manager:** Alliance for Innovation, Columbus World Affairs, Central Ohio Transit, Delaware County Regional Planning Commission, Dublin Chamber of Commerce, Business First, Columbus Dispatch, Executive Assistant, Government and International Relations Manager, Marysville Journal, Dublin Foundation, International City Management Association, Mid-Ohio Regional Planning Commission, National League of Cities, Ohio Mayor's Alliance, Ohio Municipal League, Urban Sustainability Directors Network
- City Council, Boards and Commissions, Clerk of Council:** Mayor's Association, IIMC membership (Clerks), OMCA membership (Clerks), APA membership (Council members), Columbus Dispatch
- Public Works:** American Public Works Association, American Society of Civil Engineers, American Society of Quality, International Municipal Signal Association, International Transportation Association, Transportation Matters, International Facilities Management Association, Clean Fuels Ohio, Women in Transportation, Institute of Transportation Engineers, National Association of Fleet Administrators, and Association of Recyclers
- Parks & Recreation:** Ohio Cemetery Association, MyZone, Sports II, Tribe Team, American Management Association, Experience Columbus, International Festival and Event Association, Leadership Dublin, Public Relation Society of American, International Society of

Arboriculture, Society of American Foresters, Commercial Chemical certification and Trapping Licenses

- **Human Resources:** National Society for Human Resources Management (SHRM), Ohio Society for Human Resource Management, Human Resource Association of Central Ohio (HRACO), National Public Employee Labor Relations Association (NPELRA), Ohio Public Employee Labor Relations Association, Central Ohio Labor and Employee Relations Association (COLERA) Central Ohio Diversity Consortium (CODC), Public Risk Management Association
- **Development:** Business First Subscription, Fast magazine subscription, International Economic Development Corporation Public Agency, Ohio Economic Development Association, Urban Land Institute, Asian American Chamber, Catylist/Central Ohio Commercial Information Exchange(COCIE), Chinese Chamber, Linked-In, Union County Chamber of Commerce, Ohio City/County Management Association, American Planning Association (APA), APA agency membership for Council/Boards & Commissions, Ohio Kentucky Indiana Regional Planning (OKI), Ohio American Planning Association, National Alliance of Preservation Commission, American Association of Code Enforcement (AACE), Ohio Code Enforcement Officials Association (OCEOA), International Code Council (ICC), Urban Land Institute (ULI), American Society of Landscape Architects (ASLA), Ohio Nursery and Landscape Association (ONLA), International Society of Arboriculture (ISA), Arbor Day Foundation, International Association of Administrative Professionals, Certified Tourism Ambassador, American Society for Horticultural Science, National Alliance Preservation memberships for ARB members.
- **Communication Public Information:** City-County Communications Marketing, Amazon Prime, Associated Press online, Style Guide, Award Entries, Business First Columbus, Columbus Dispatch, Certified Tourism Ambassador, Dublin AM Rotary, and Public Relations Society of America, Public Relations Society of America, Columbus Metropolitan Club Association
- **Finance:** Government Finance Officer Association membership fee, Notary fee, Ohio Department of Administrative Services fees, Municipal Finance Officers Association fees, American Payroll Association fees
- **Police:** Language Line Subscription, Motorola and Public Safety membership, Smart911/Rapid SOS subscription, Accident Reconstruction Network (ARC), BOSCH Crash Software Subscription, Commission on Accreditation for law enforcement association fees, Ohio Crime Prevention Memberships CSO, and International Association of Chiefs of Police
- **Information Technology:** International Association Administrative Professionals, Gartner, International Cyber Security Association, Lynda.com, and Project Management Institute

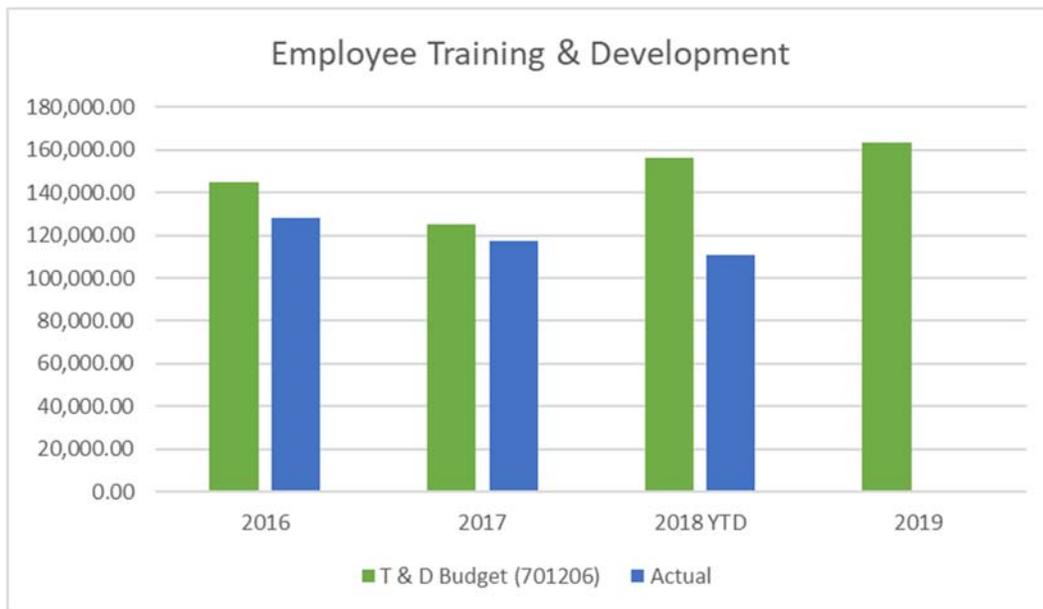
c. Employee Training & Development (701206) – This is a centralized account managed by the Talent Development and Training Manager in the Human Resources Division and is used citywide. This account provides for skills gap training, compliance training, and management & leadership development training. While these training funds support a multitude

of training opportunities for all employees, we have focused our efforts in the last few years on three tiers of employees for future development; those that have identified by themselves or by their supervisors as having high potential or interest for higher level positions within the City, frontline supervisors and director level employee.

The below chart shows the City's Employee Training & Development budget from 2016-2019 trending up each year. The columns show the revised budget amounts for 2016-2018, actual expenditures for each year, outstanding encumbrances for 2018 (if any) and the proposed budget for 2019.

The 2018 actual expenditure data used in the following charts is as of November 1, 2018, with the encumbrance (if any) amount identified in a separate column. There may be other expenditures remaining that have not yet been encumbered.

There is no by department breakout for this account as it is centrally managed by HR.



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

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

Employee Talent & Development Resources: Ethics training, cyber-security e-learning, Microsoft products (Excel, Word, PowerPoint, Adobe Illustrator); personal improvement classes (conflict management, stress in the workplace, self-development workshops, emotional intelligence), and technical writing, resiliency training, Lean Six Sigma, project management and lunch & learns events.

The Talent Development webpage on DubNet provides information regarding learning opportunities to our employees at: <http://dubnet.dublinohiousa.gov/talent-development-training/>

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

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

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

The below chart shows the City's Risk Management/Safety Programs budget from 2016-2019 trending up each year. The columns show the revised budget amounts for 2016-2018, actual expenditures for each year, outstanding encumbrances for 2018 and the proposed budget for 2019. The 2018 actual expenditure data used in the chart is as of November 1, 2018. There may be other expenditures remaining that have not yet been encumbered.

Note: Actual expenditures in 2017 were lower than budget due to the City selecting a lower cost Lock-out/Tag-out software solution. This software was not previously available at the greatly reduced pricing.



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

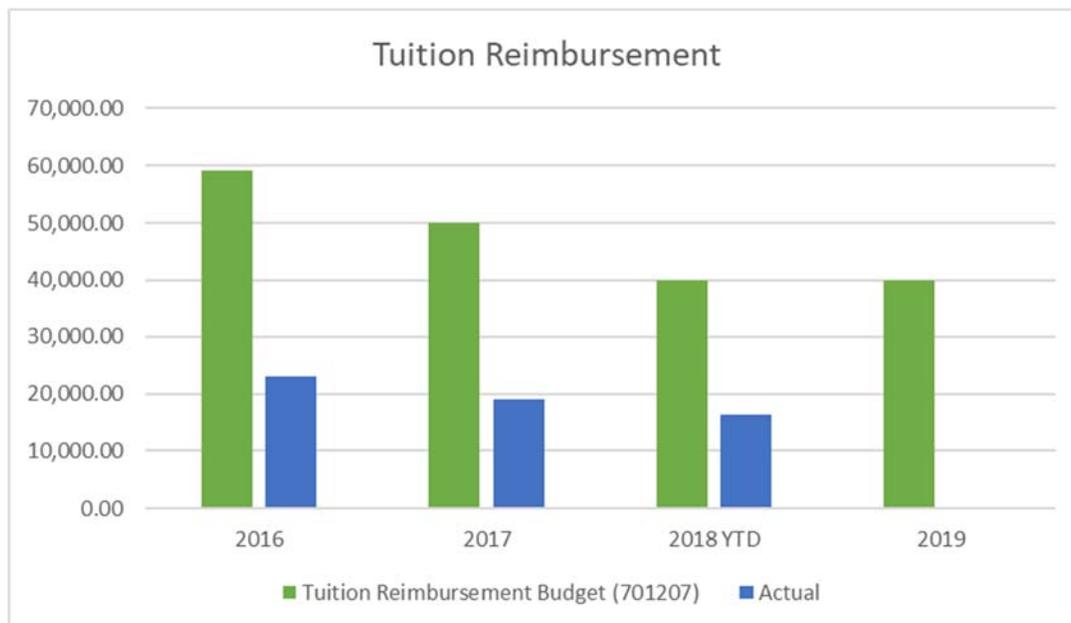
This program provides funding to employee to seek higher education in a degree producing program provided the program is job related and beneficial to the City. All employees serving in Full-Time Permanent positions are eligible.

Maximum reimbursement per calendar year:

- Non-union staff = \$3,000
- USW = \$3,000
- FOP/OLC = \$3,750
- FOP Lodge 9 = \$3,750

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

The below chart shows the City's Tuition Reimbursement budget from 2016-2019 trending down each year. The columns show the revised budget amounts for 2016-2018, actual expenditures for each year, outstanding encumbrances for 2018 and the proposed budget for 2019. The 2018 actual expenditure data used in the chart is as of November 1, 2018. Tuition Reimbursement often cross into the next calendar year due to the winter semester ending in late in the year.



Note: Employee Utilization 2016 = 8, 2017 = 7 and 2018 = 7.

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

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

6. Learning Management System Proposal: With approval of the 2019 proposed Human Resources Operating budget, the Talent Development & Training Manager will lead the City in the implementation of a citywide Learning Management System (LMS) that will provide employees, supervisors and directors with one system that will promote training opportunities, provide a scheduling and tracking capability, and allow for career management through certifications and accreditations.

Goal: With a fully automated LMS, we can easily create training course for our staff, add evaluations to course curriculum, issue certifications, track classroom led training, track certifications, and distribute updated policies for awareness.

Objectives (Critical Success Factors):

1. Manage the learning process
2. Consistency of learning
3. Easy tracking and reporting
4. Better results through engagement and gamification
5. Course administration
6. Make more efficient use of training funds and reduce overall costs

Deliverables (Critical Success Measures):

1. Yearly Training Schedule
2. Class enrollment capability feature
3. Accreditation and Certification tracking feature
4. Individual Career Roadmap feature

Requirement for our LMS: Comprehensive, cloud-based, robust to include external clients, multiple user rights, easy to navigate, City of Dublin brand, and multiple devices

Customers: All City Employees

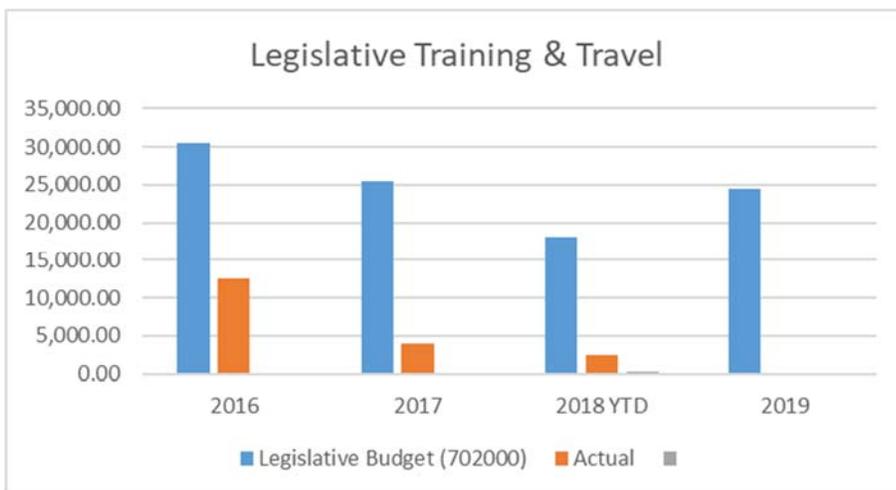
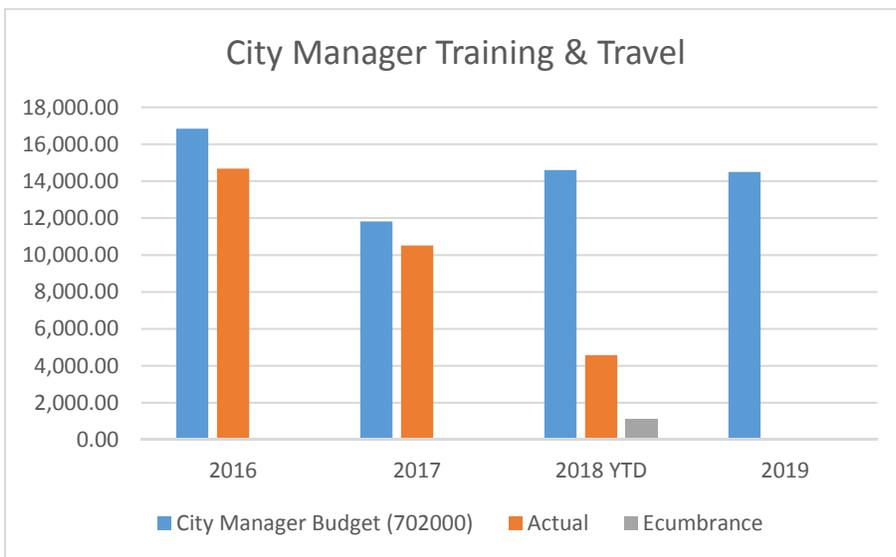
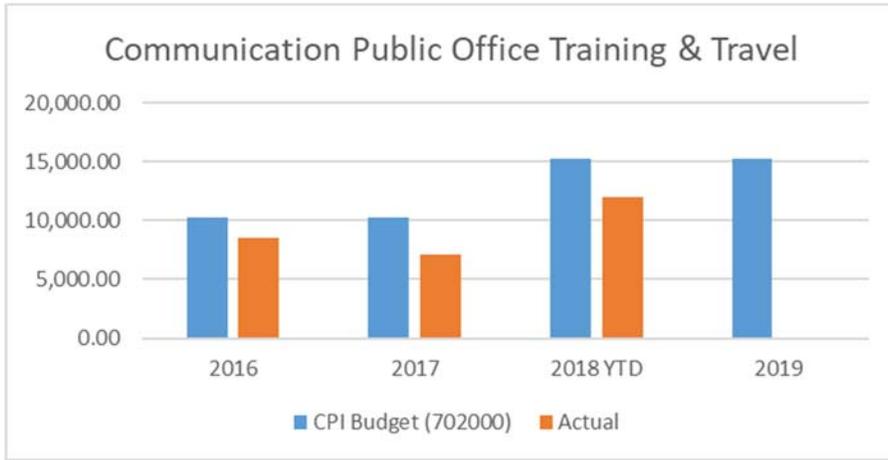
Appendixes:

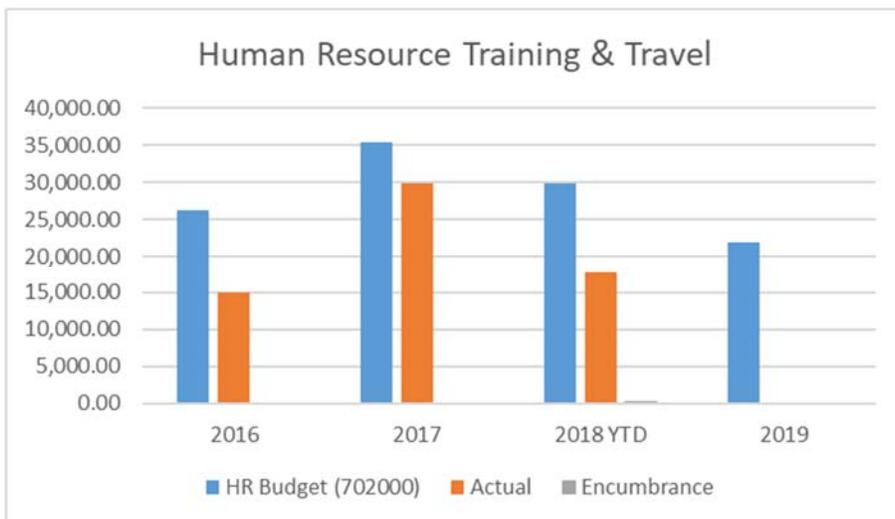
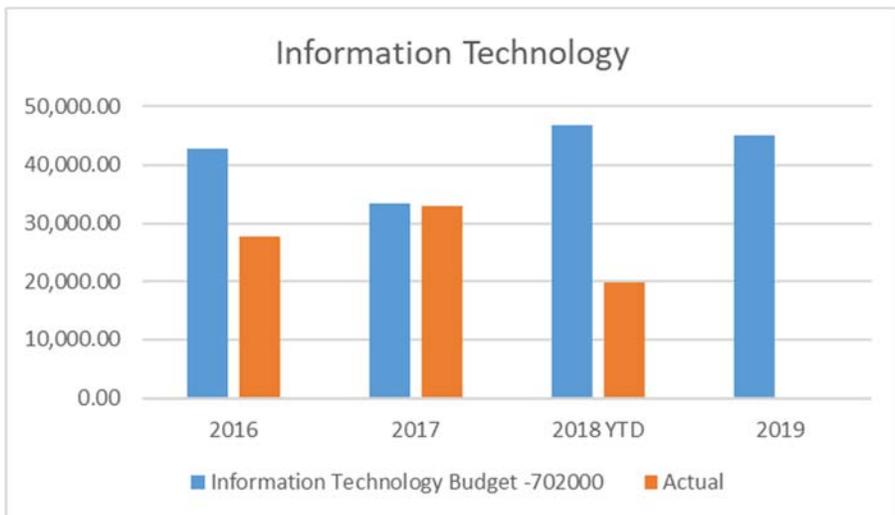
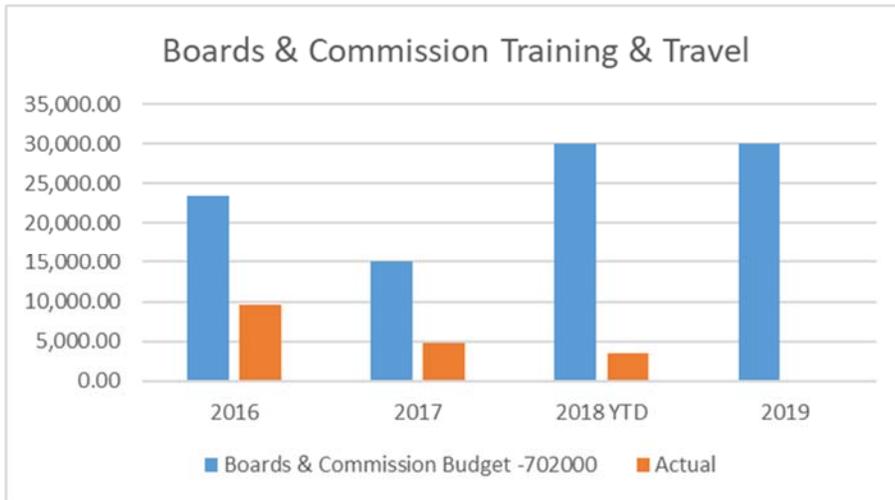
A - Department Training & Travel Trends

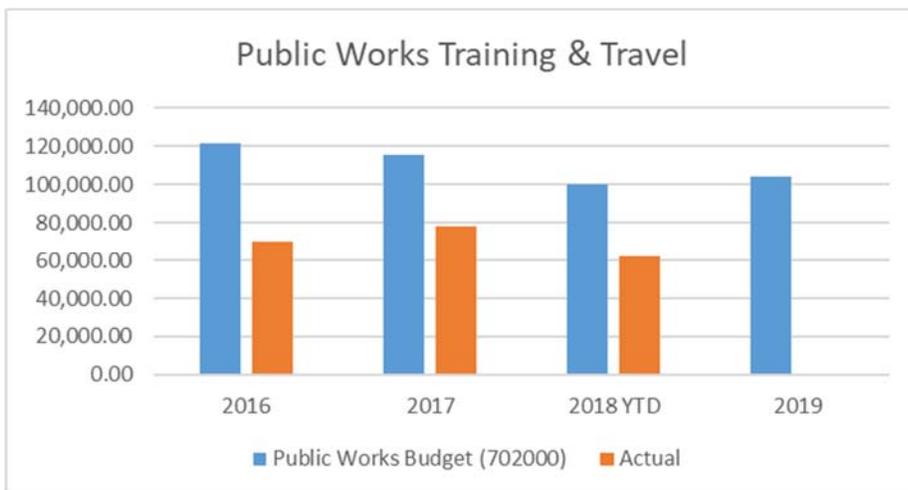
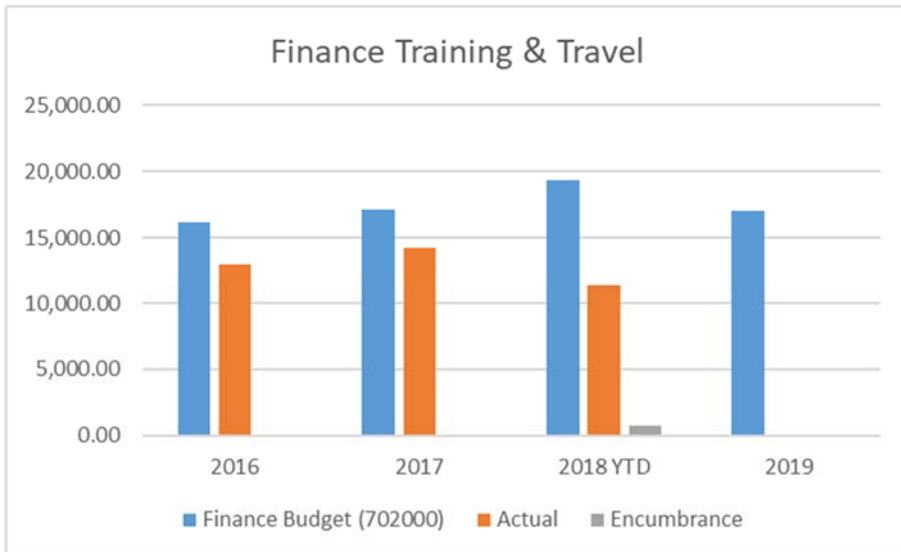
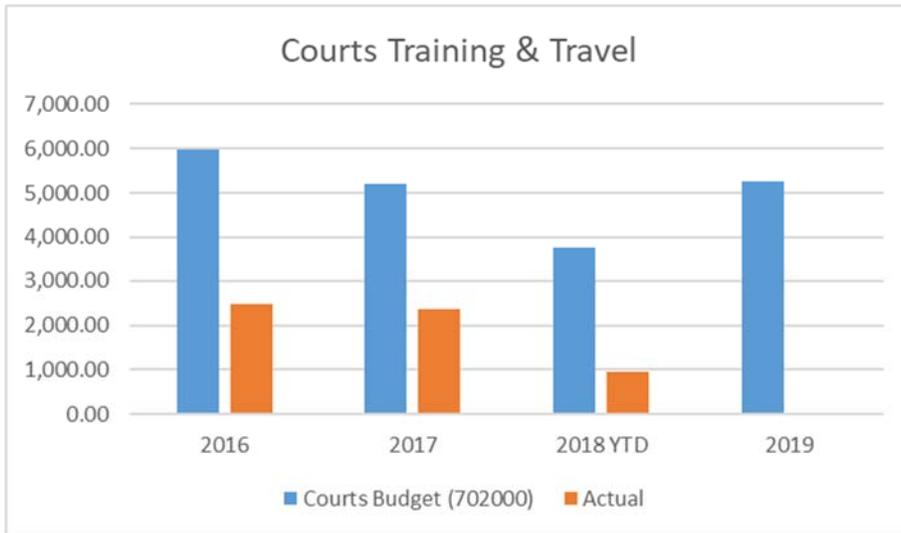
B – Department Membership and Subscriptions Trends

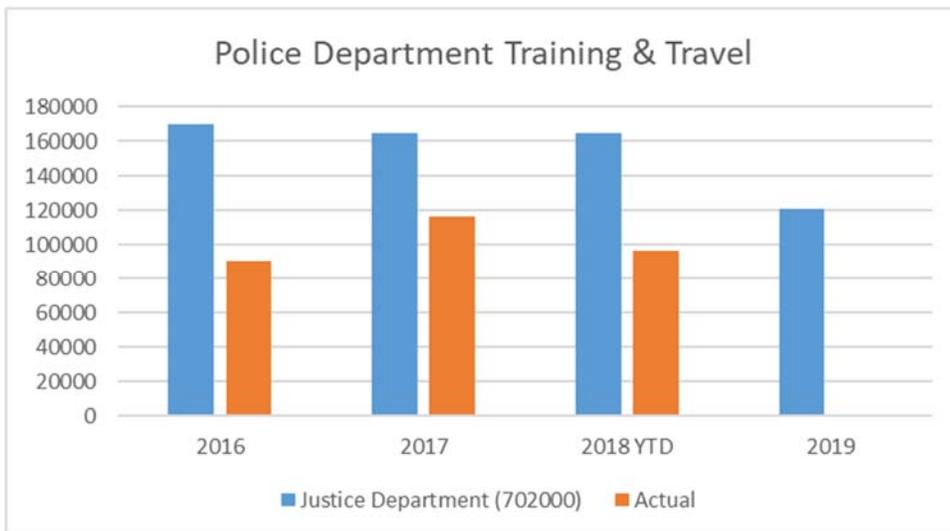
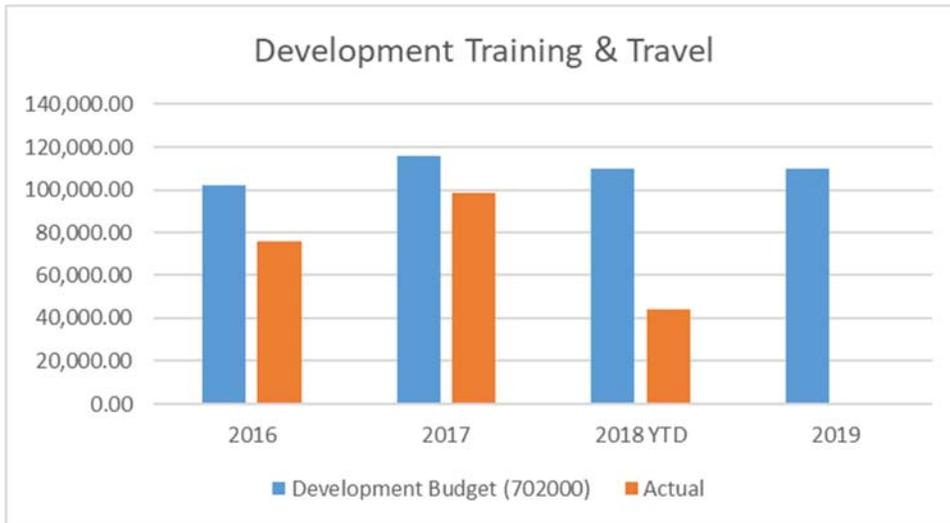
Appendix A: Department Training & Travel (702000)

Note: The 2018 numbers were pulled on 1 November for the below charts.

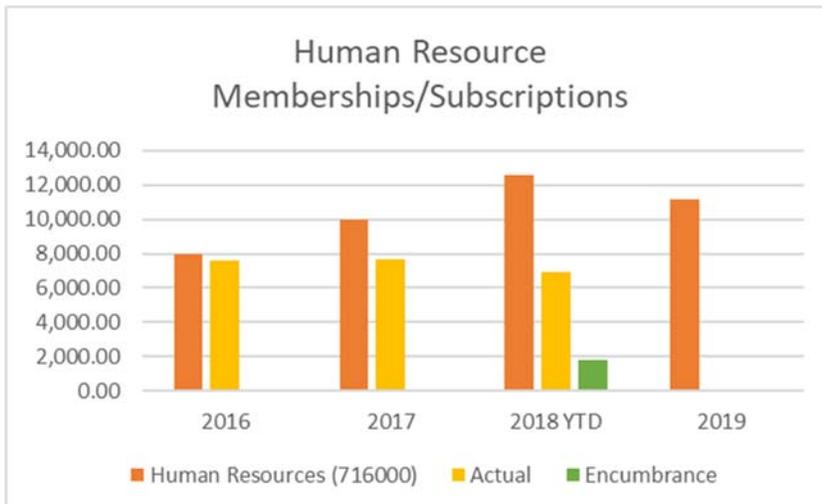
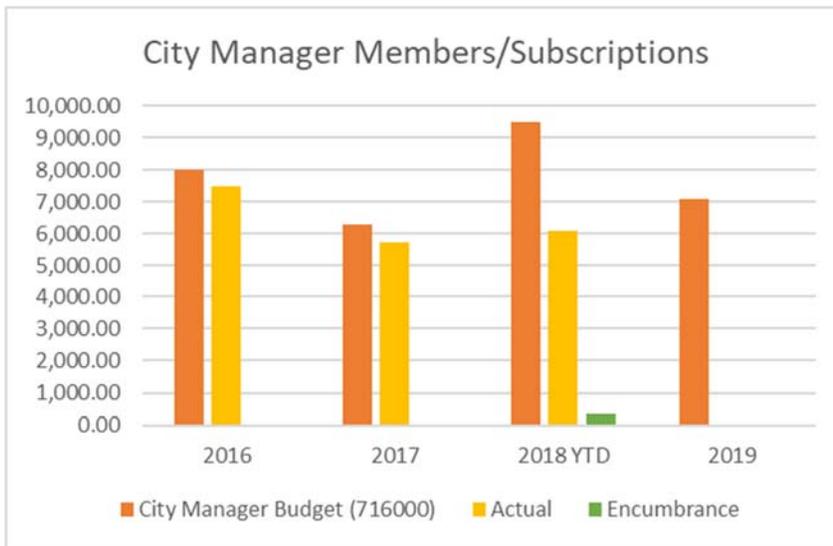


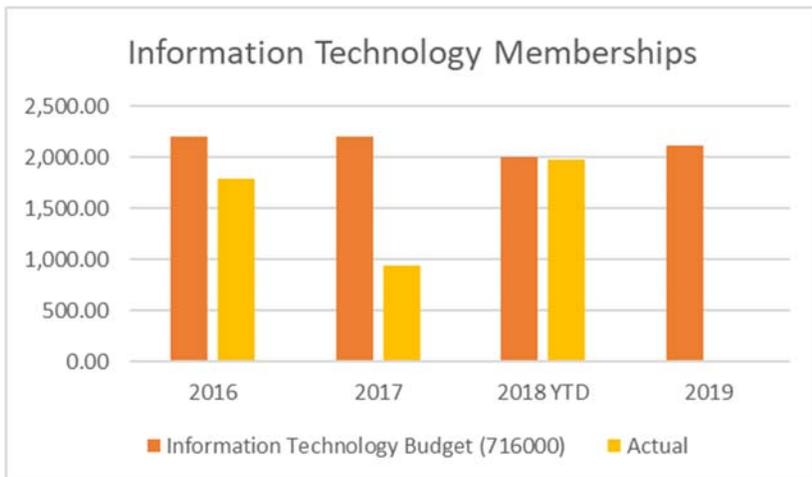
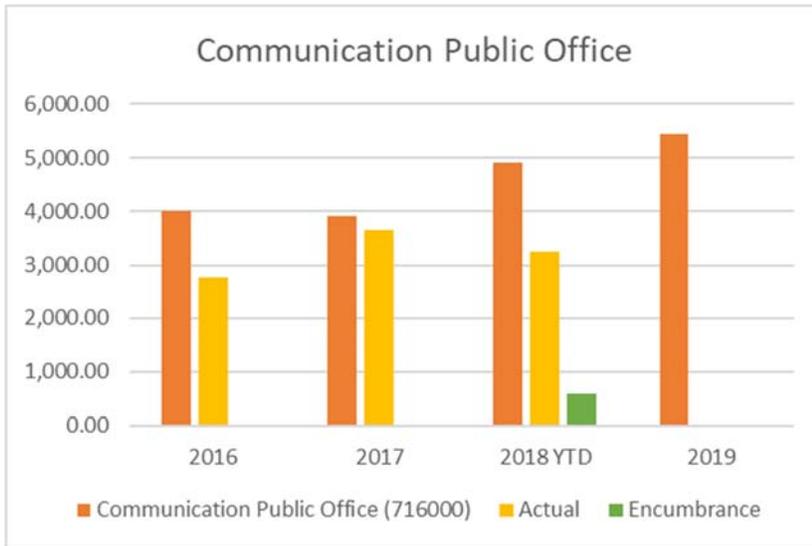


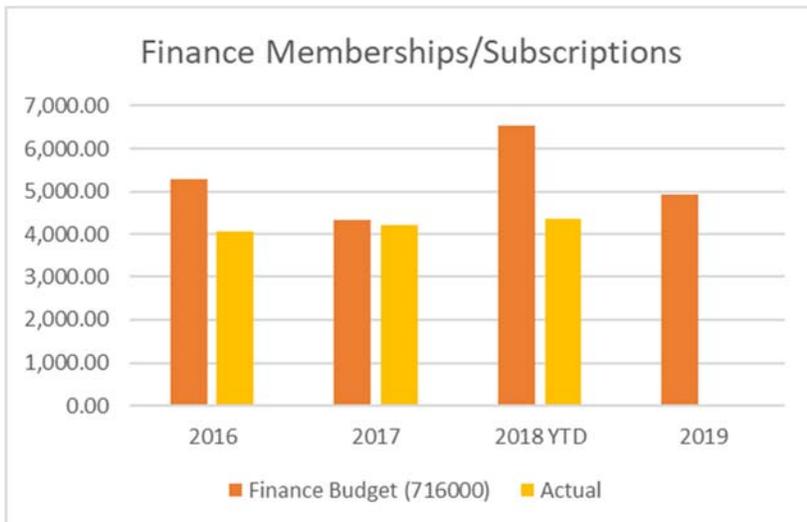
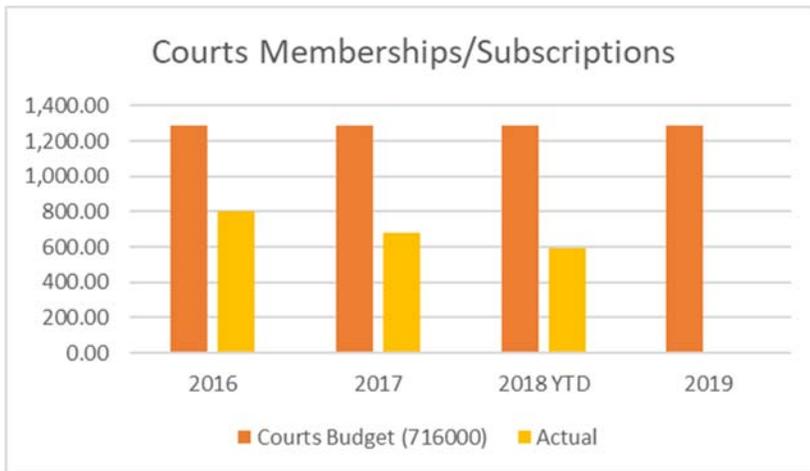
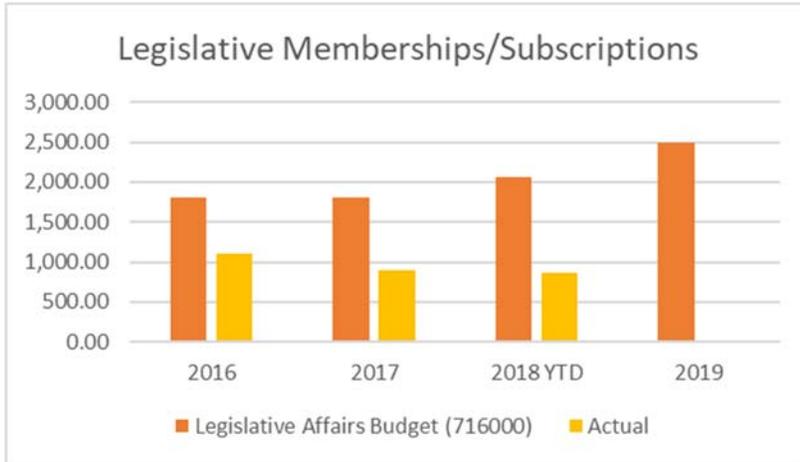


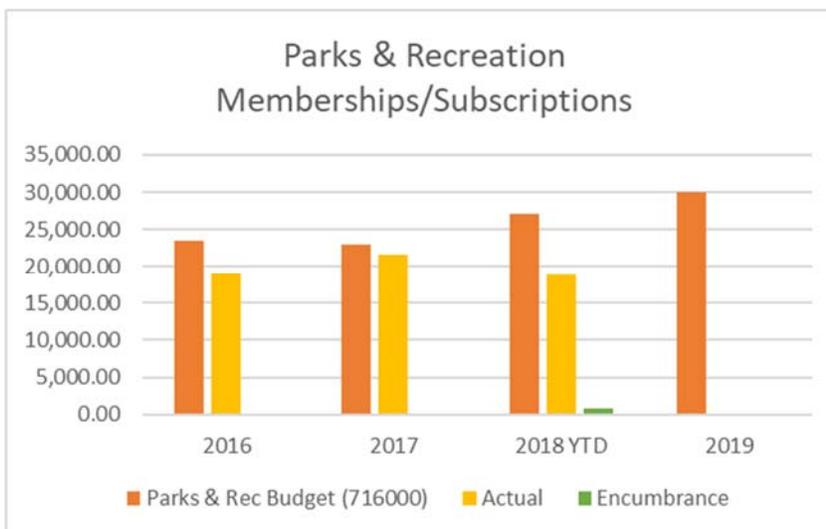
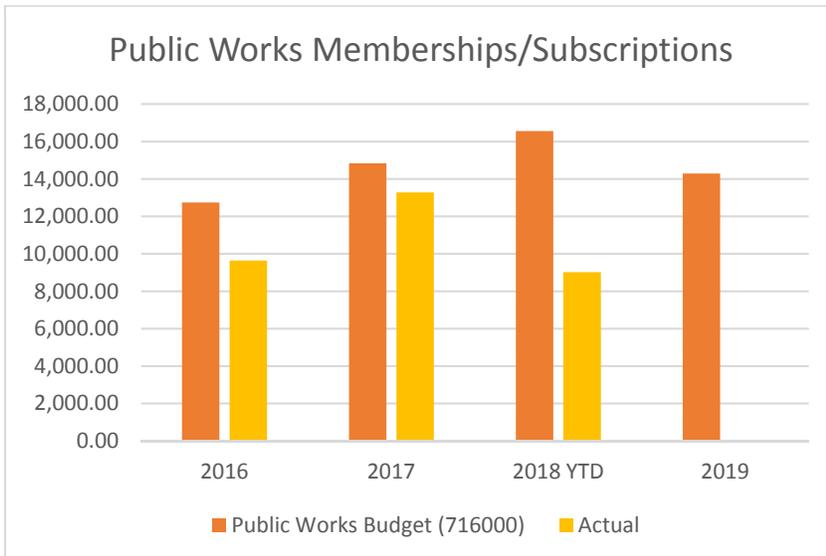
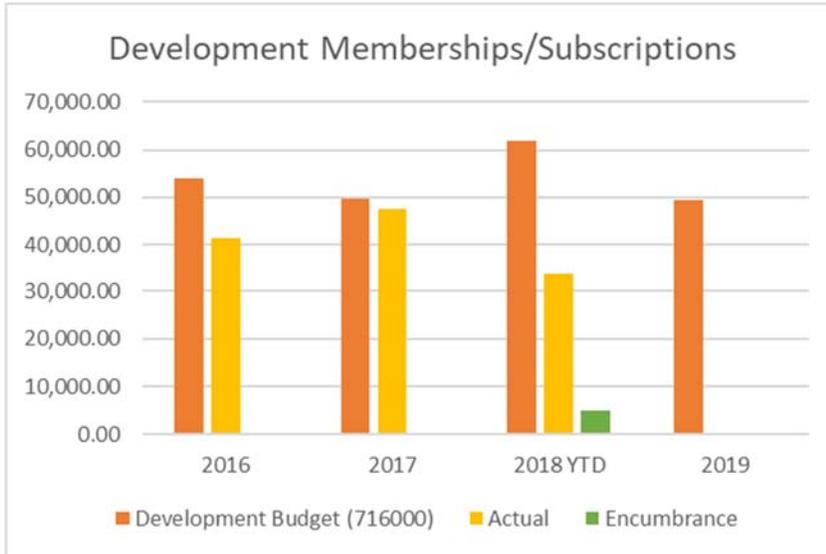


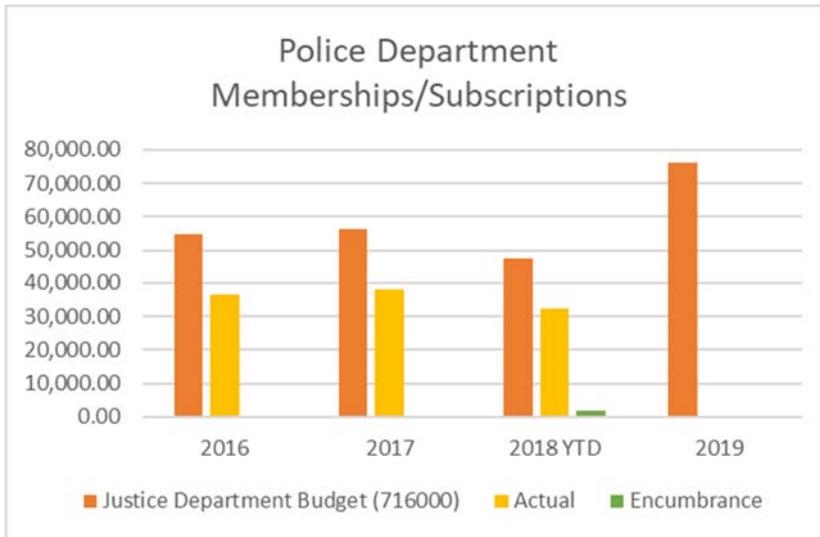
Appendix B: Department Memberships/Subscriptions (716000)







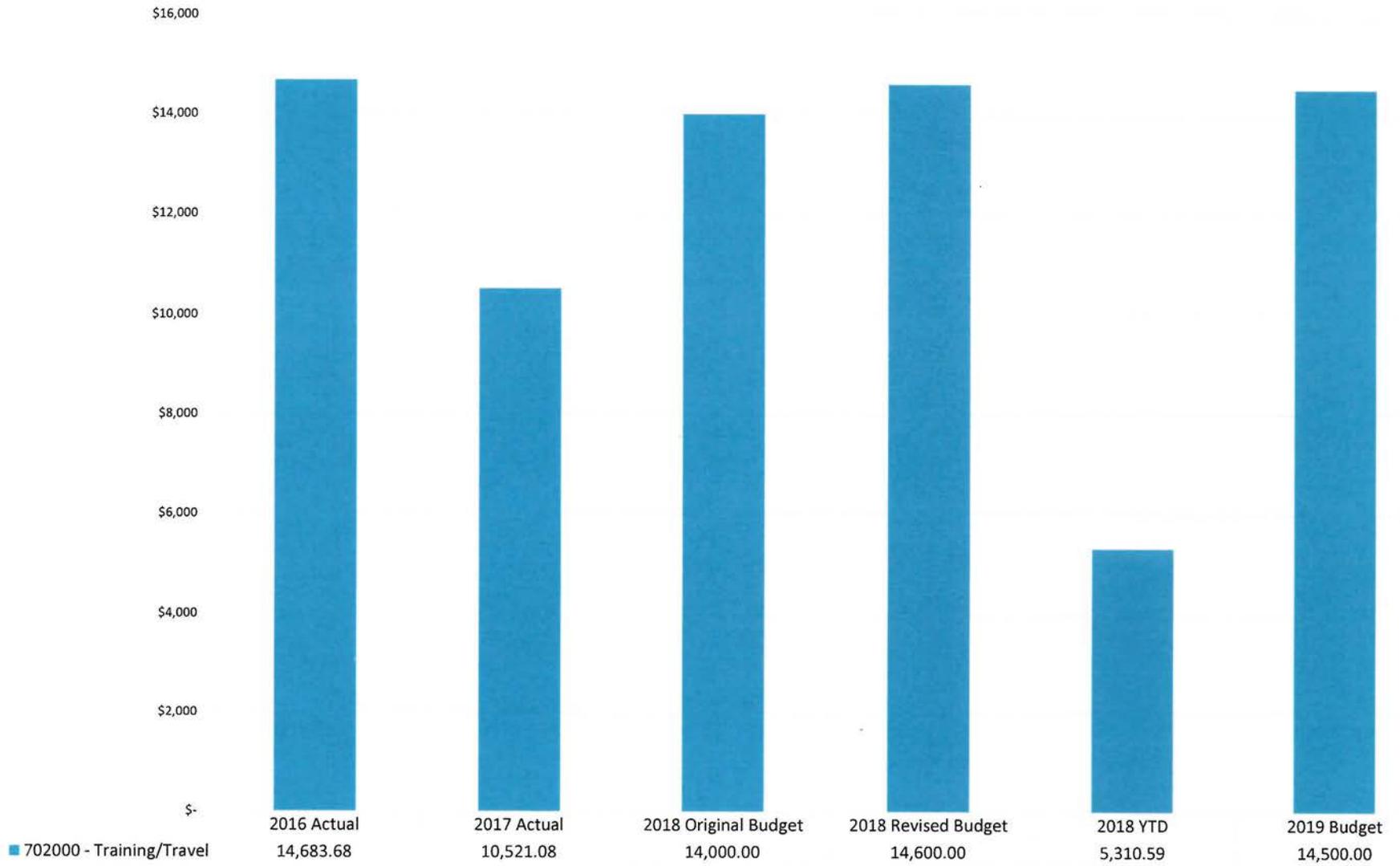




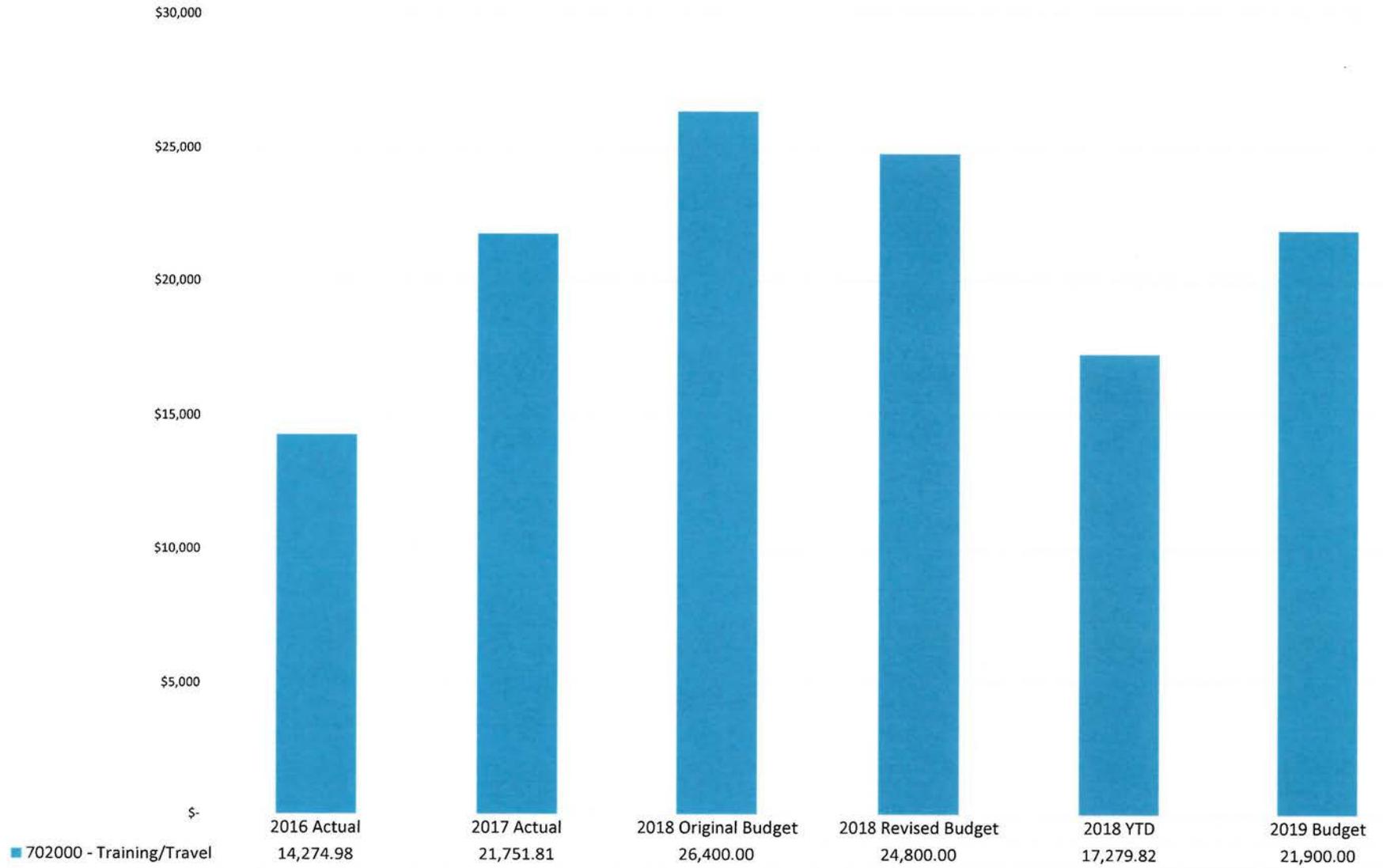
Account Type Projection CharCode-Obj Hierarchy Organization

10110110 - CityMgrDir GF GenGov

702000 - Training/Travel



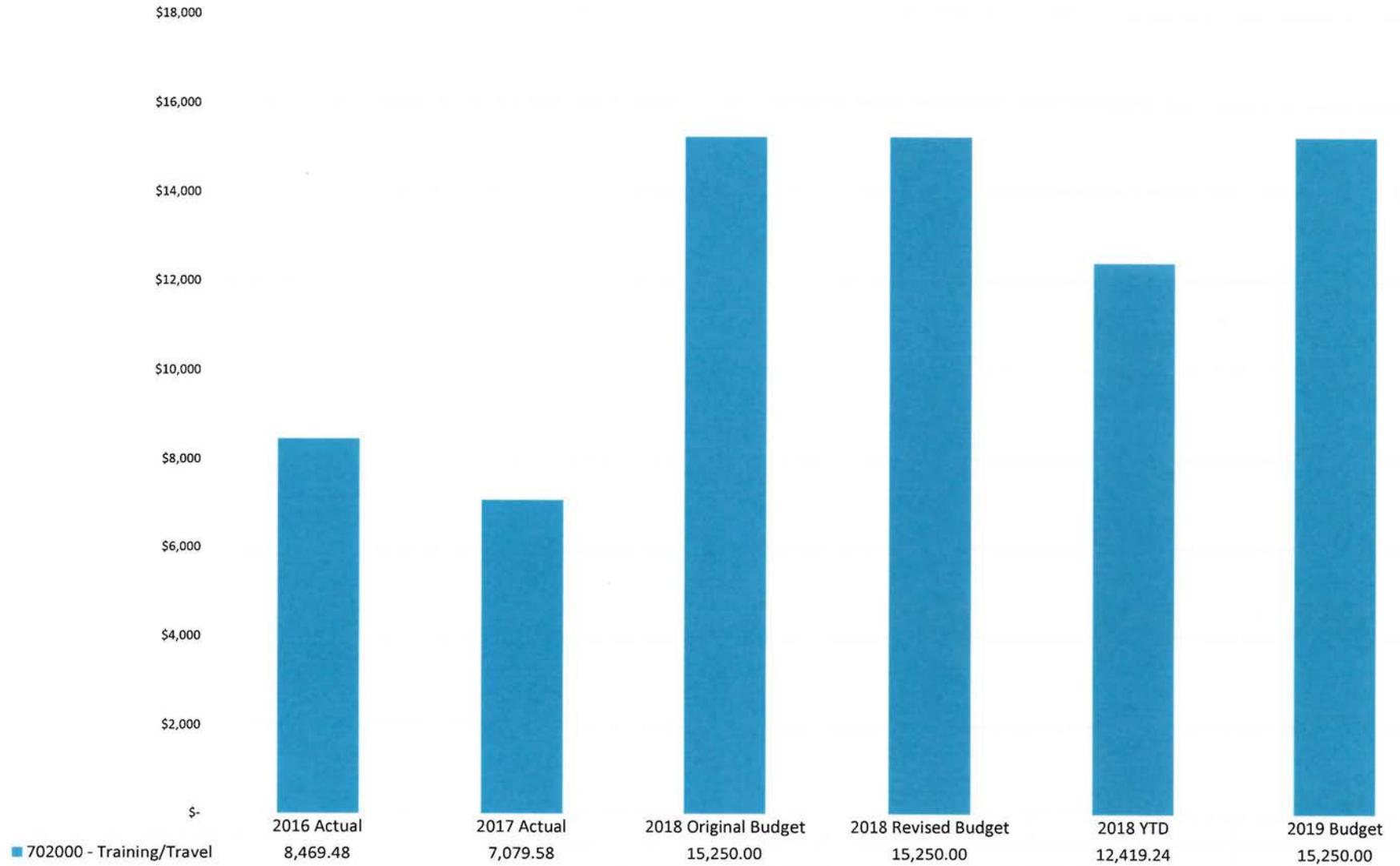
10110120 - HR GF GenGov



Account Type Projection CharCode-Obj Hierarchy Organization

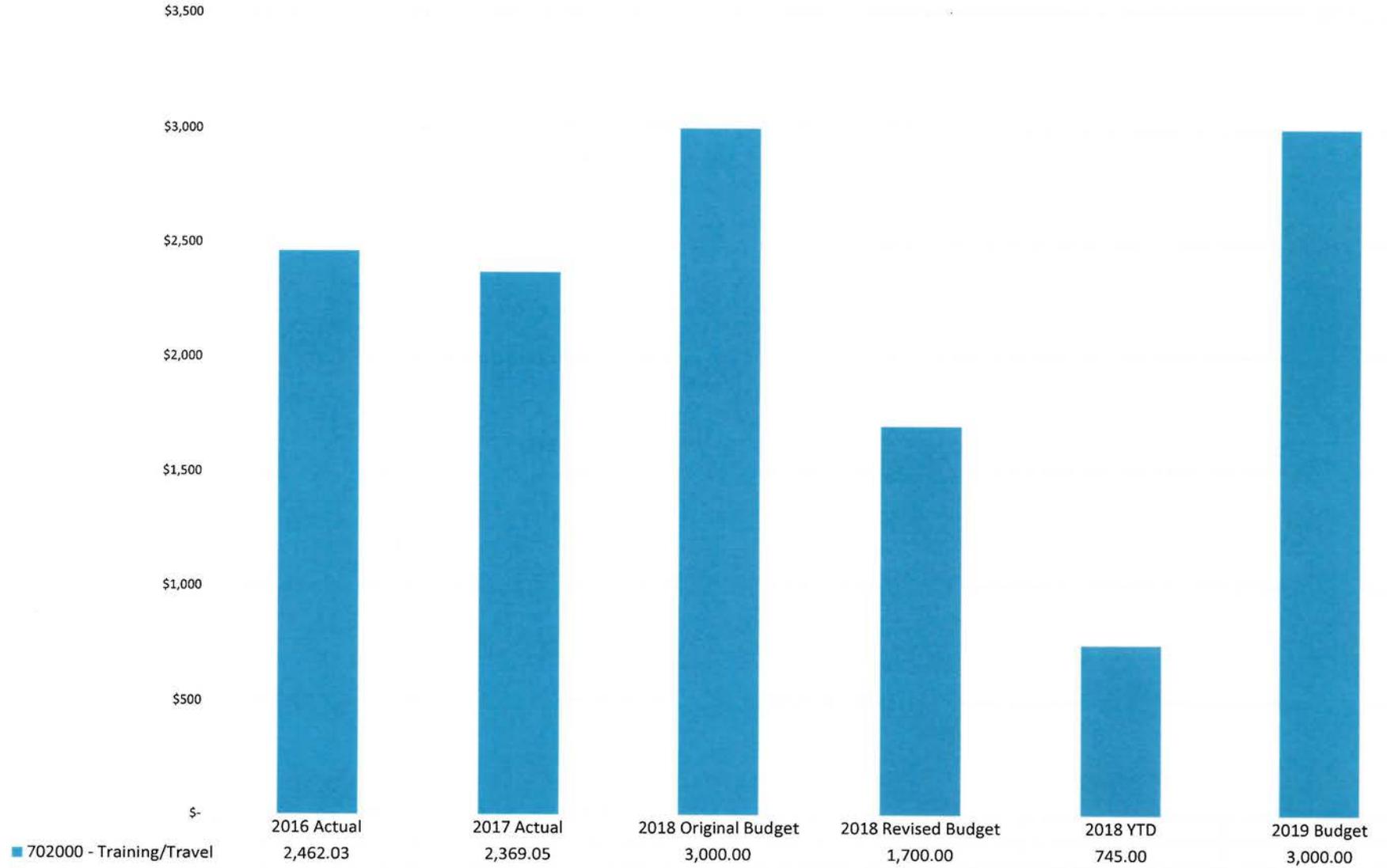
10110130 - CommRel GF GenGov

702000 - Training/Travel



10110150 - Courts GF GenGov

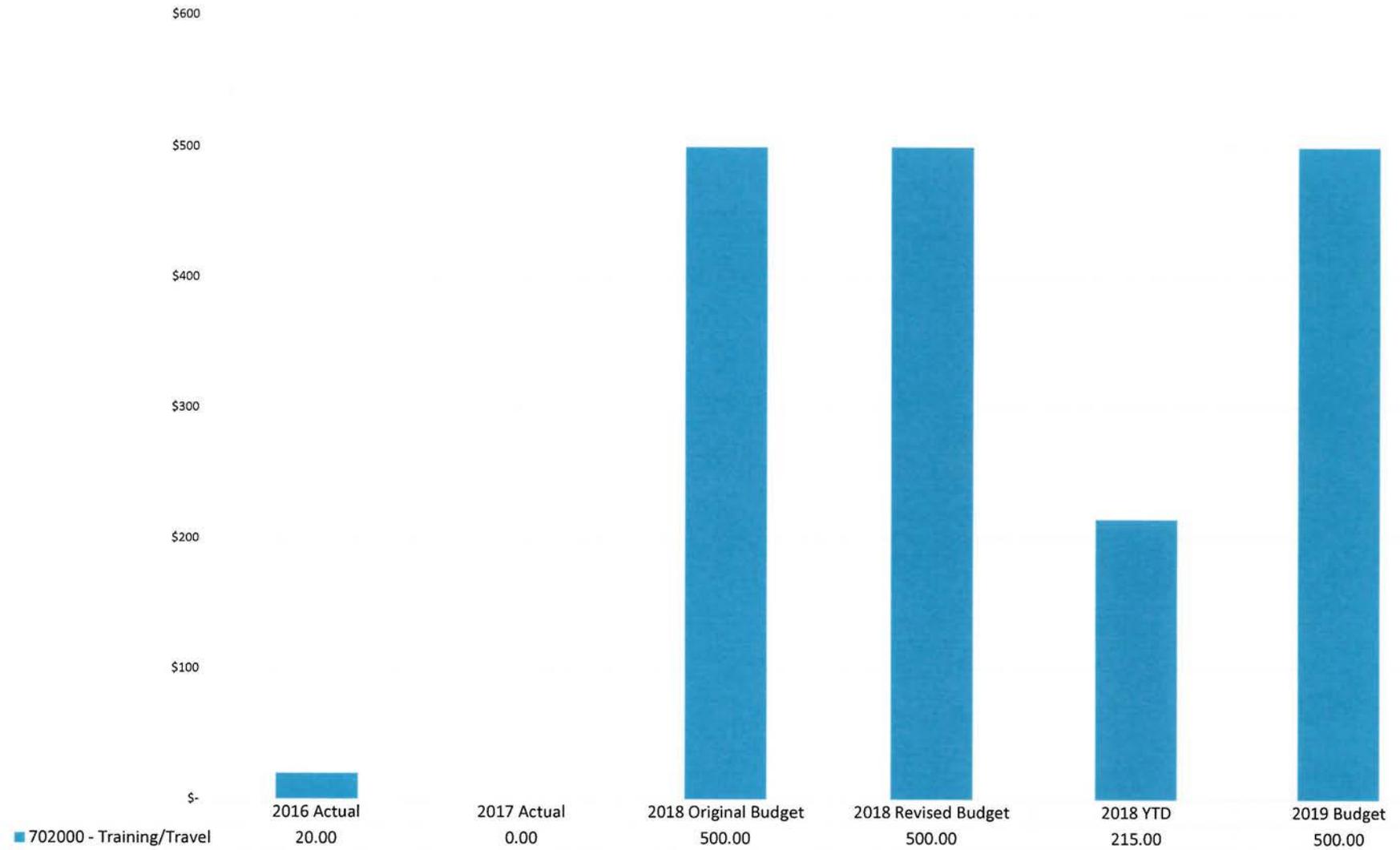
702000 - Training/Travel



Account Type Projection CharCode-Obj Hierarchy Organization

10110160 - Records Mgmt GF GenGov

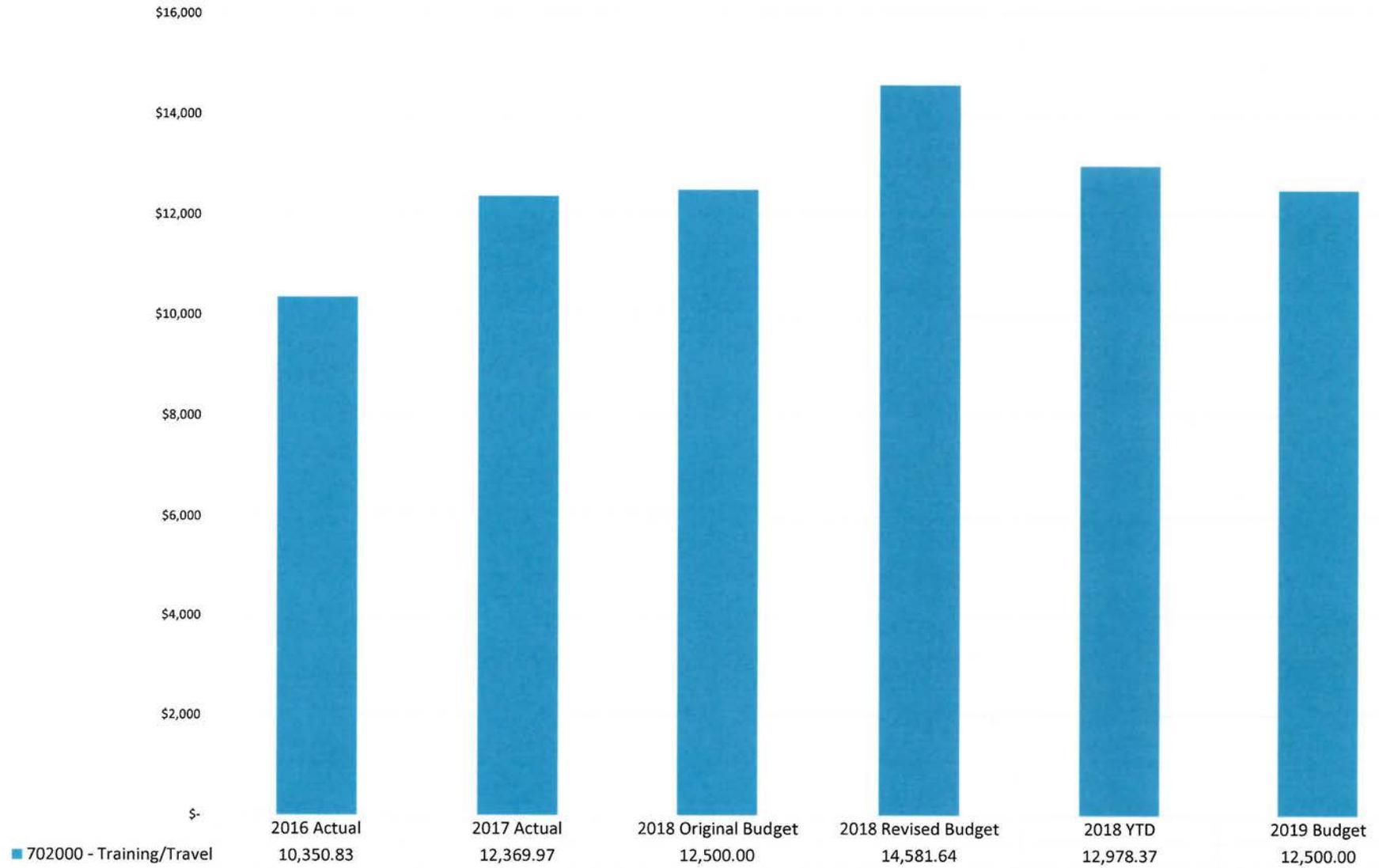
702000 - Training/Travel



Account Type Projection CharCode-Obj Hierarchy Organization

10110210 - FinDir GF GenGov

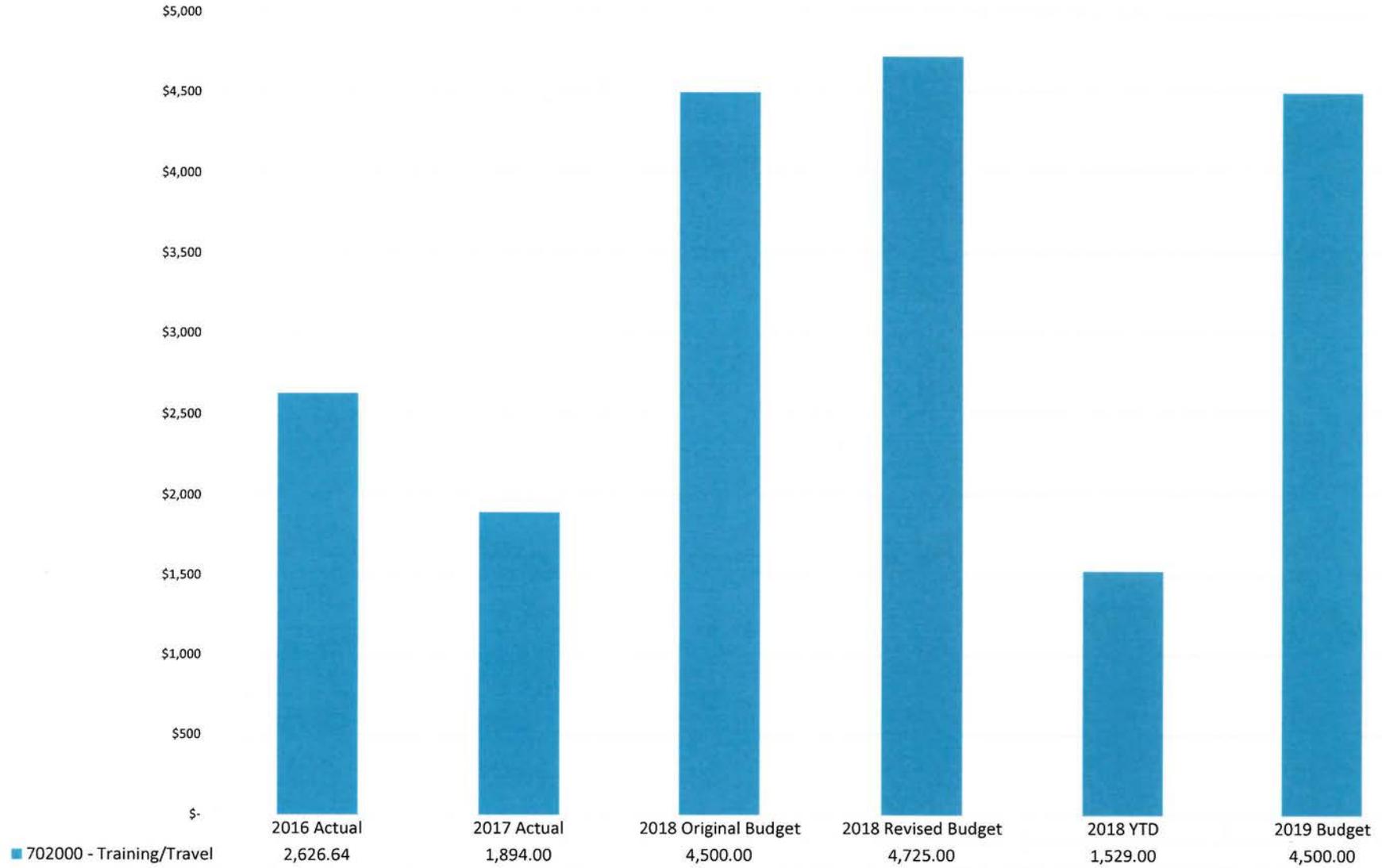
702000 - Training/Travel



Account Type Projection CharCode-Obj Hierarchy Organization

10110220 - FinTax GF GenGov

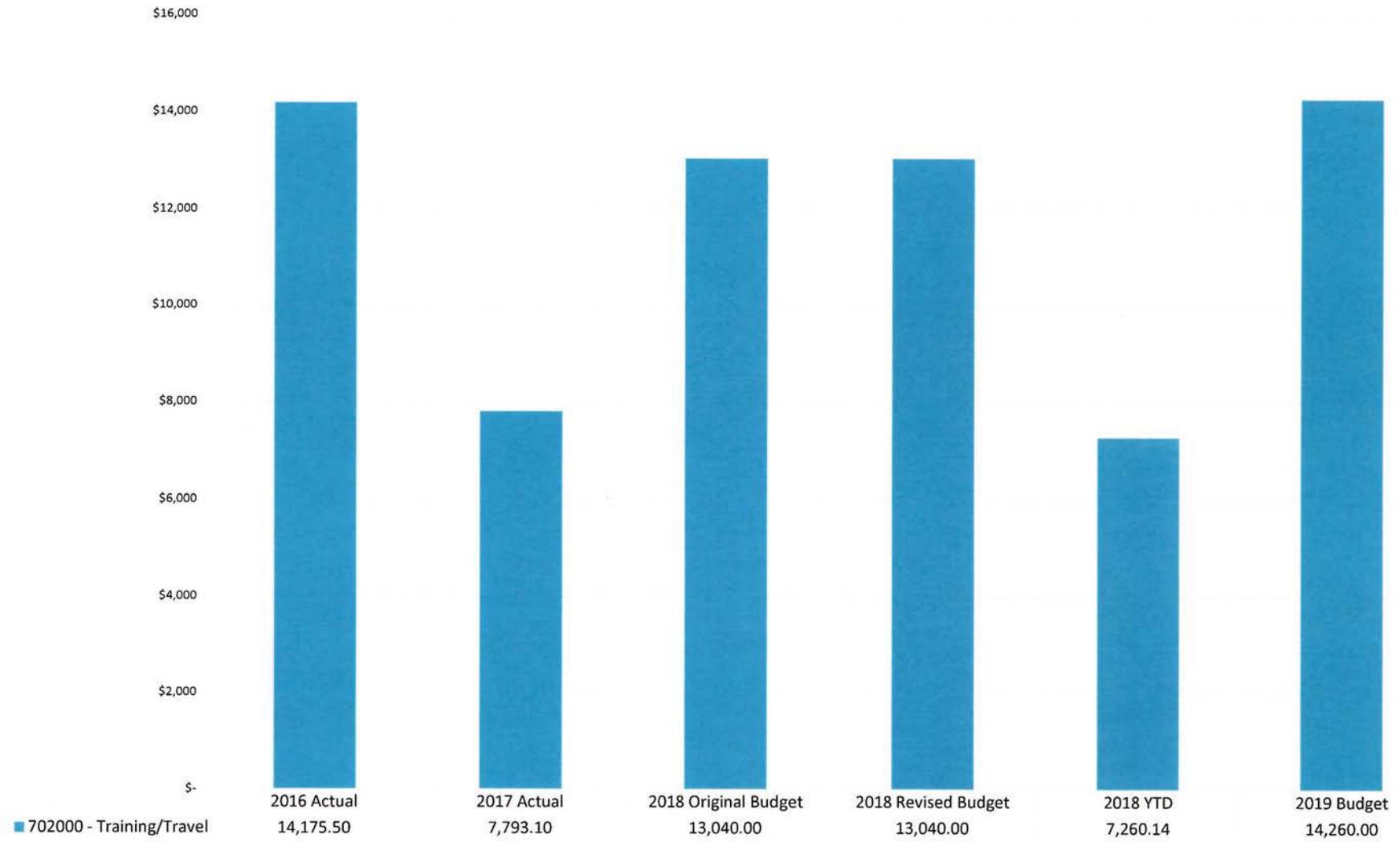
702000 - Training/Travel



Account Type Projection CharCode-Obj Hierarchy Organization

10110310 - PubWrks Director GF GenGov

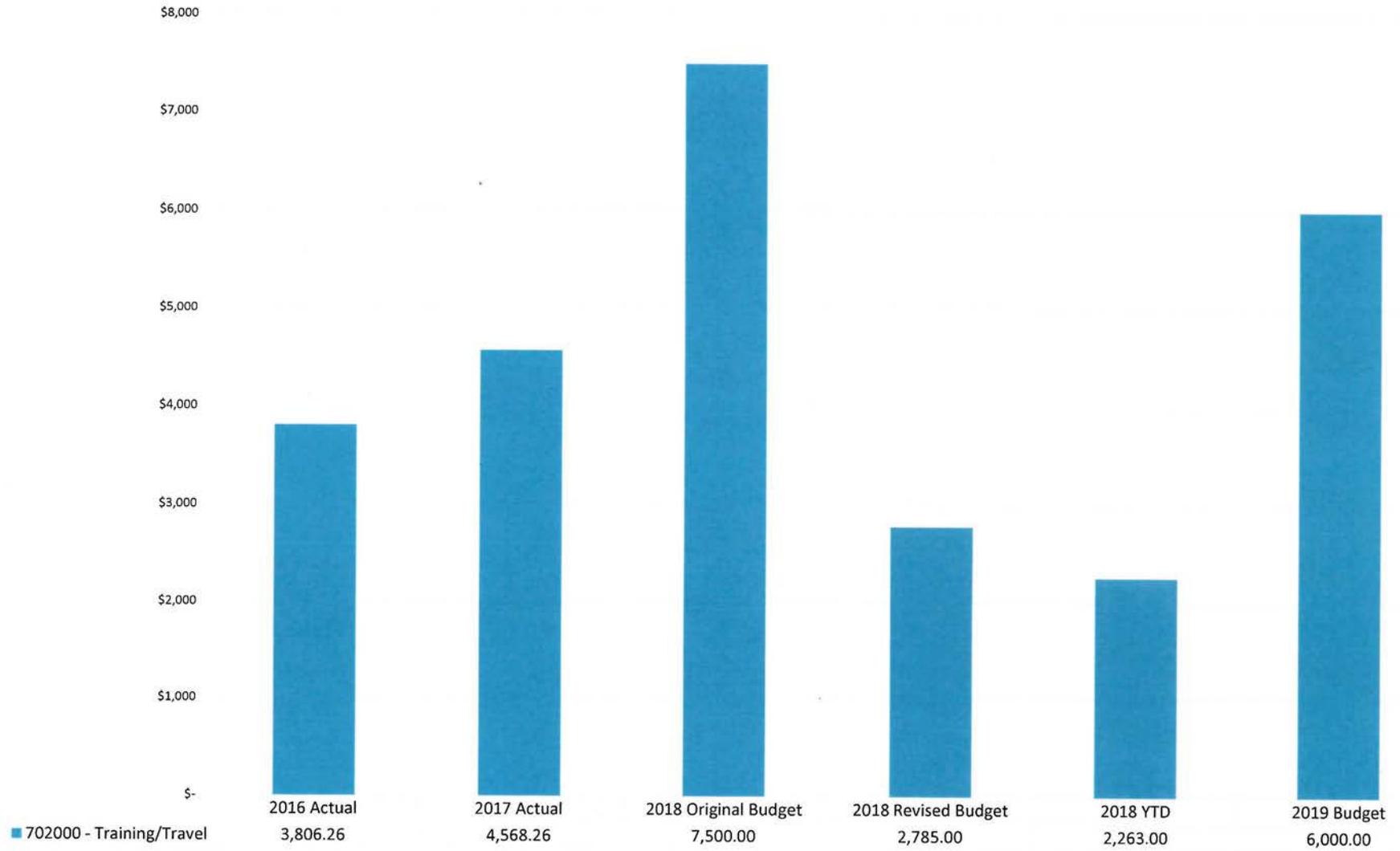
702000 - Training/Travel



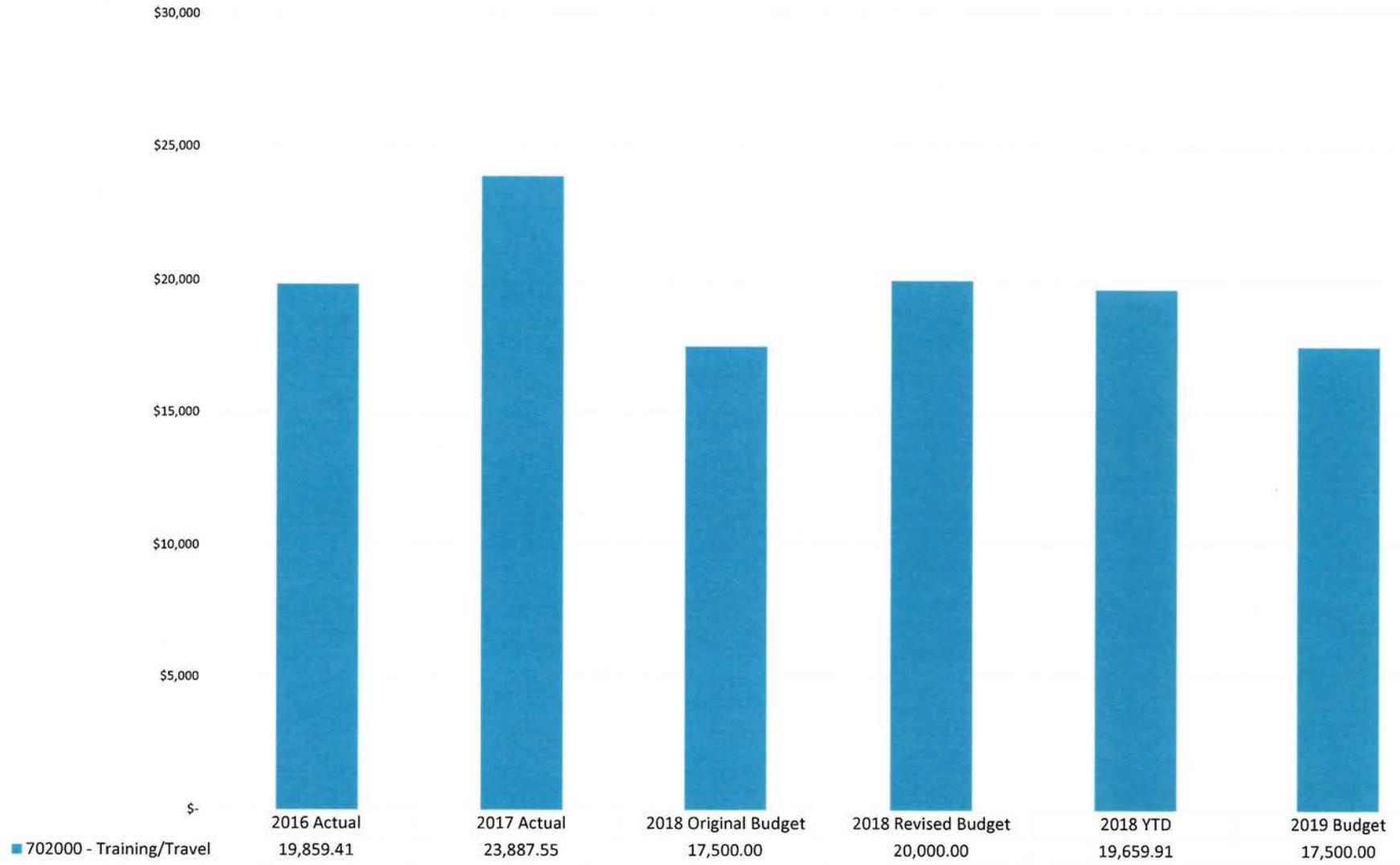
Account Type Projection CharCode-Obj Hierarchy Organization

10110350 - Facilities Mgmt GF GenGov

702000 - Training/Travel



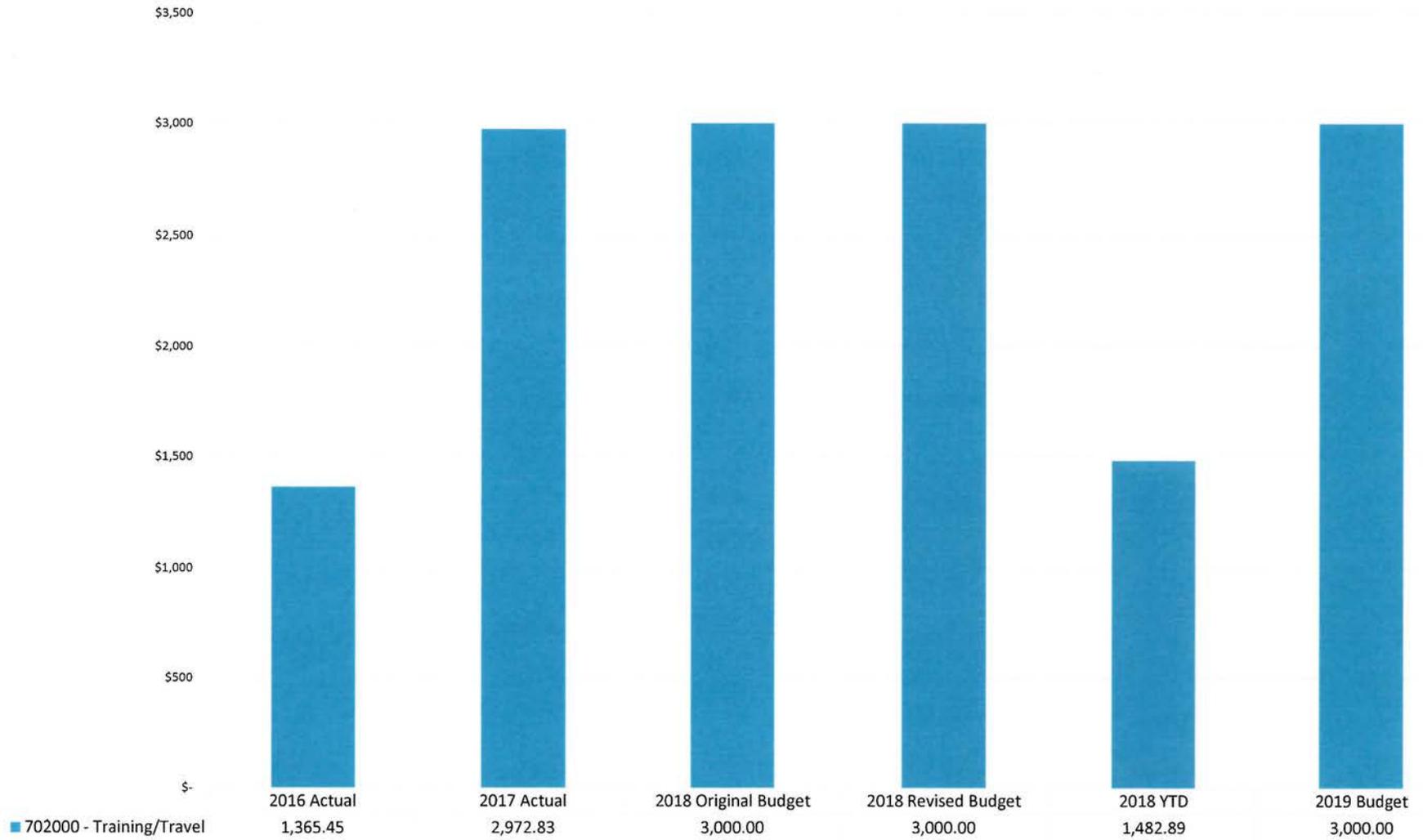
10110370 - Fleet Mgmt GF GenGov



Account Type Projection CharCode-Obj Hierarchy Organization

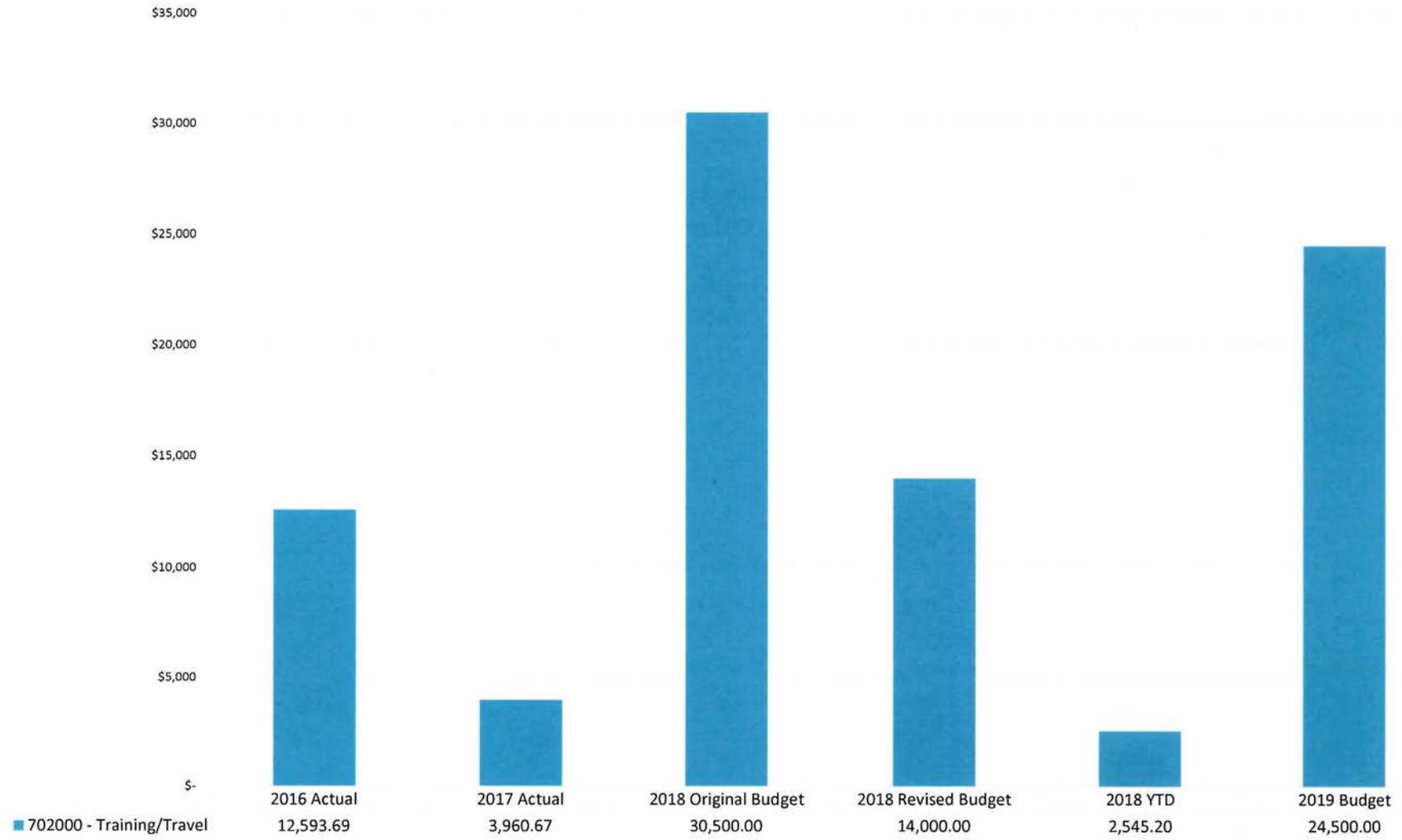
10110420 - Volunteer Resources GF GenGov

702000 - Training/Travel



10110510 - Legislative Affairs GF GenGov

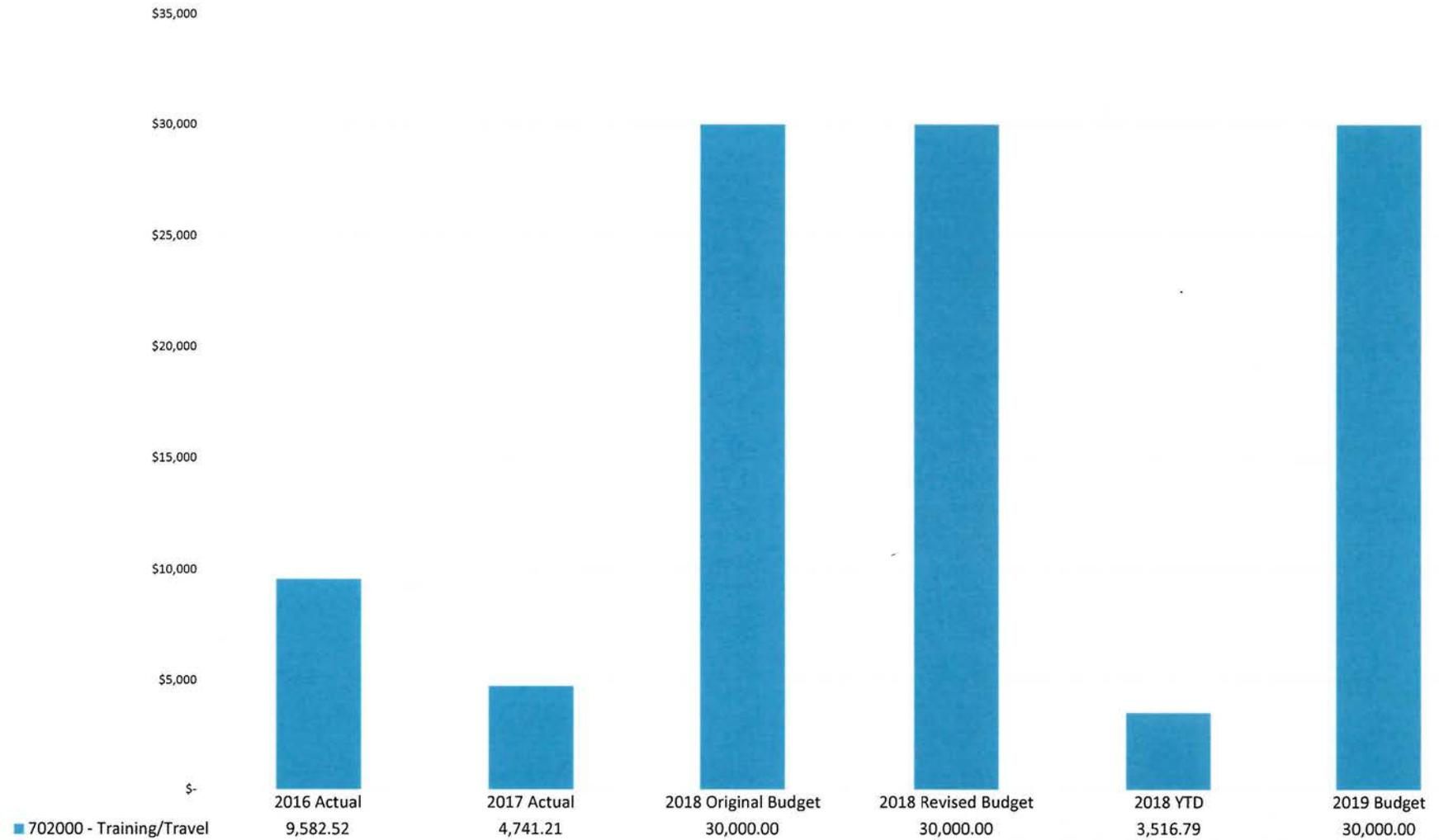
702000 - Training/Travel



Account Type Projection CharCode-Obj Hierarchy Organization

10110520 - Boards & Commissions GF GenGov

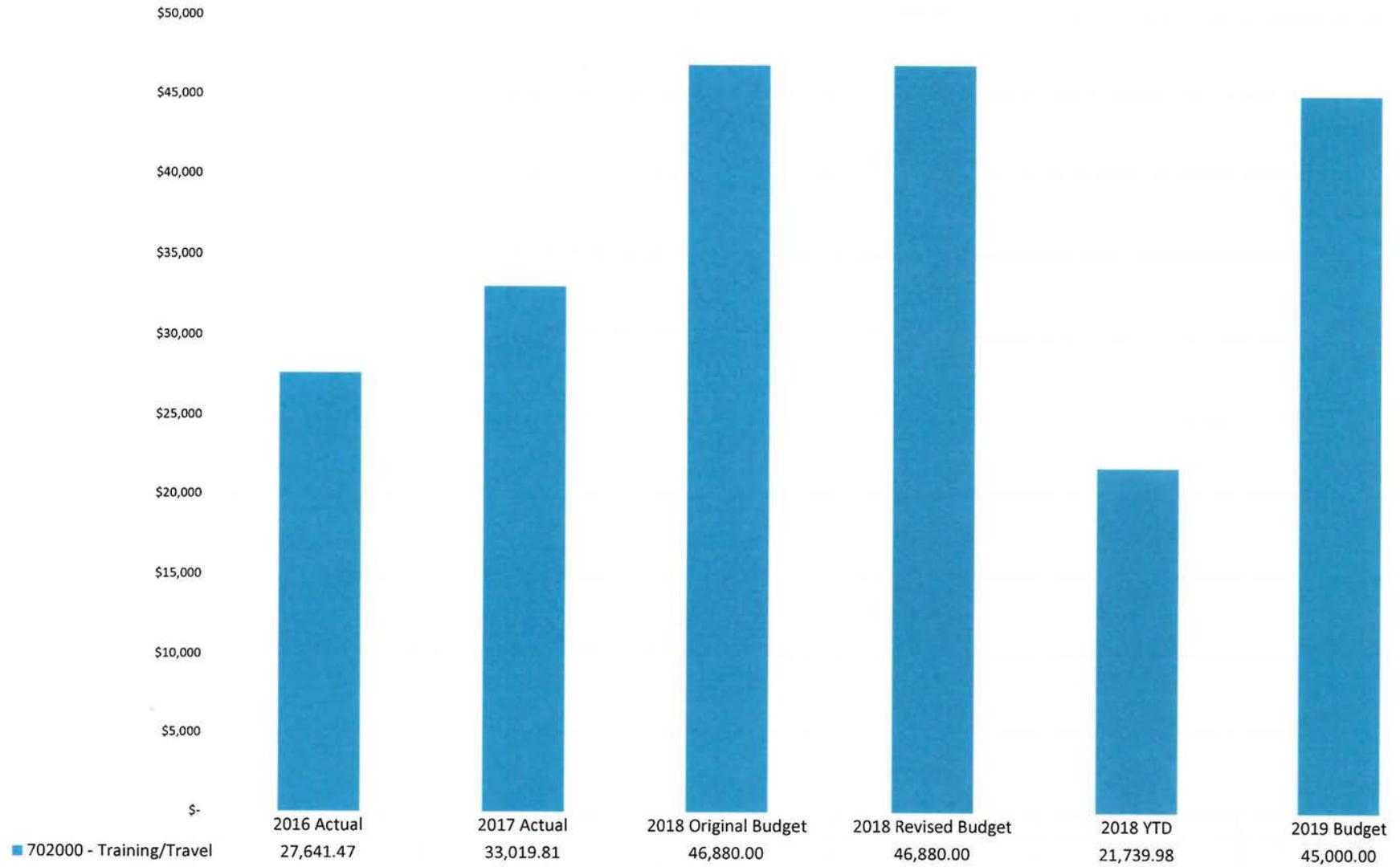
702000 - Training/Travel



Account Type Projection CharCode-Obj Hierarchy Organization

10110610 - IT Director GF GenGov

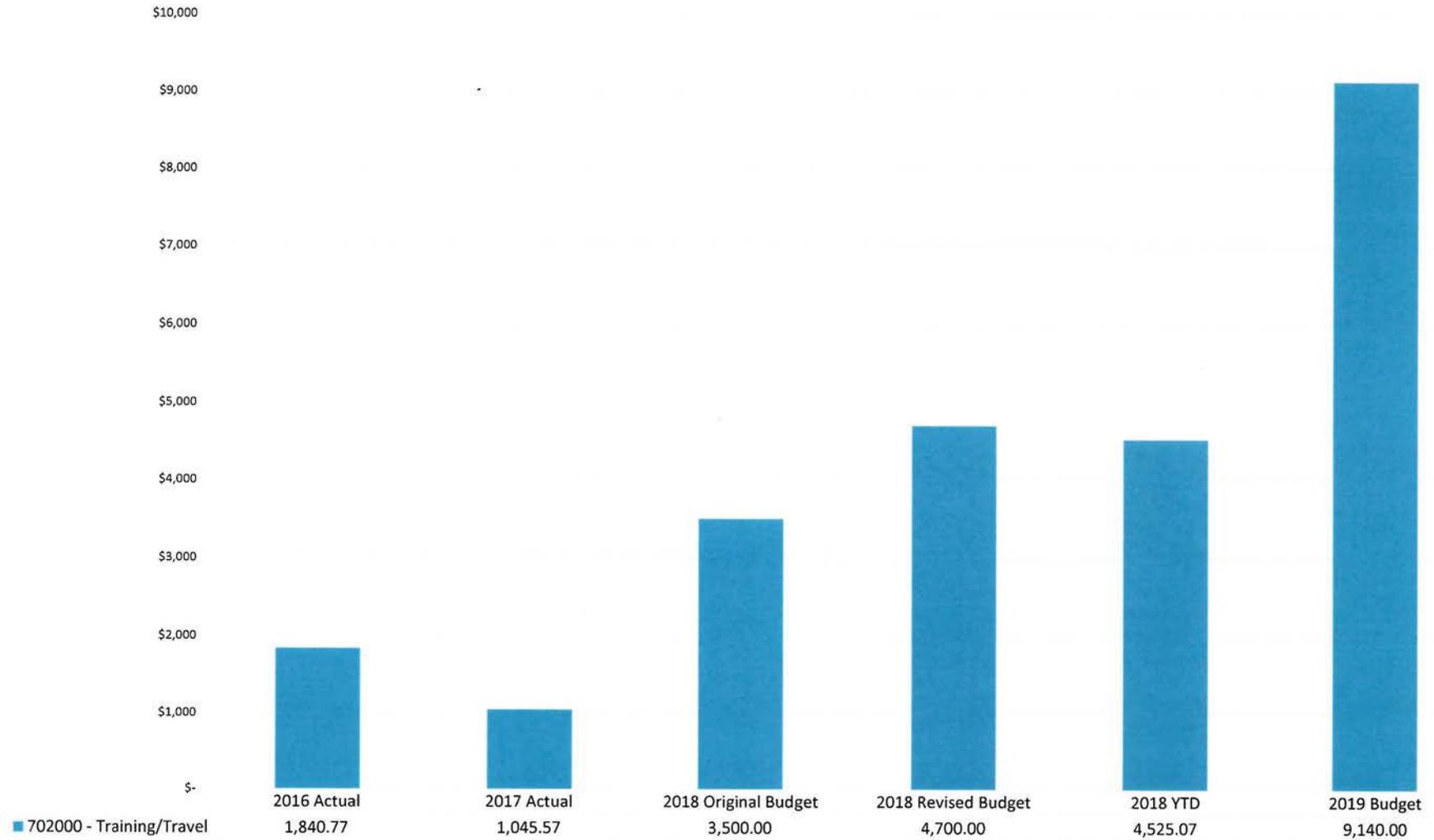
702000 - Training/Travel



Account Type Projection CharCode-Obj Hierarchy Organization

10110710 - Development Director GF GenGov

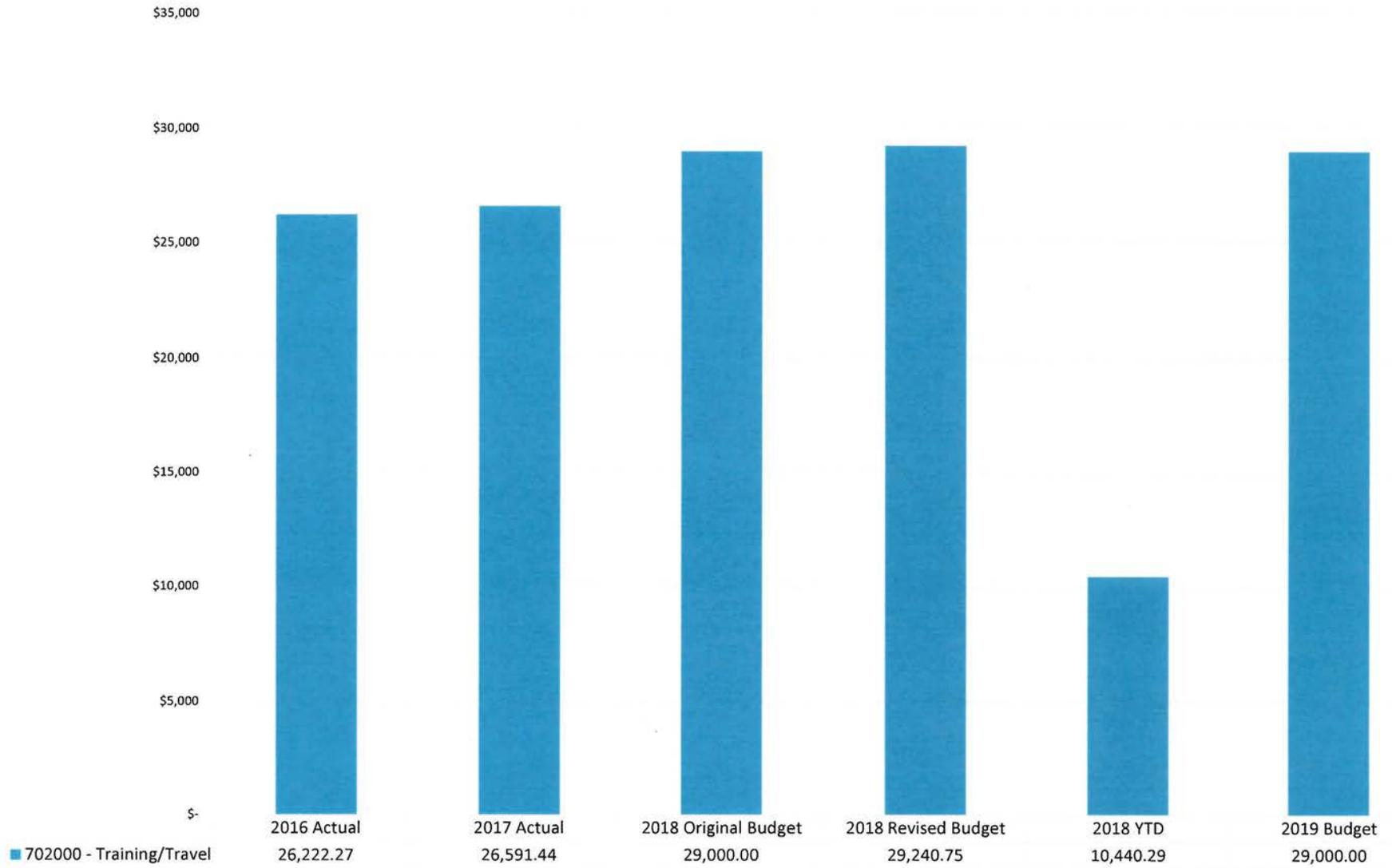
702000 - Training/Travel



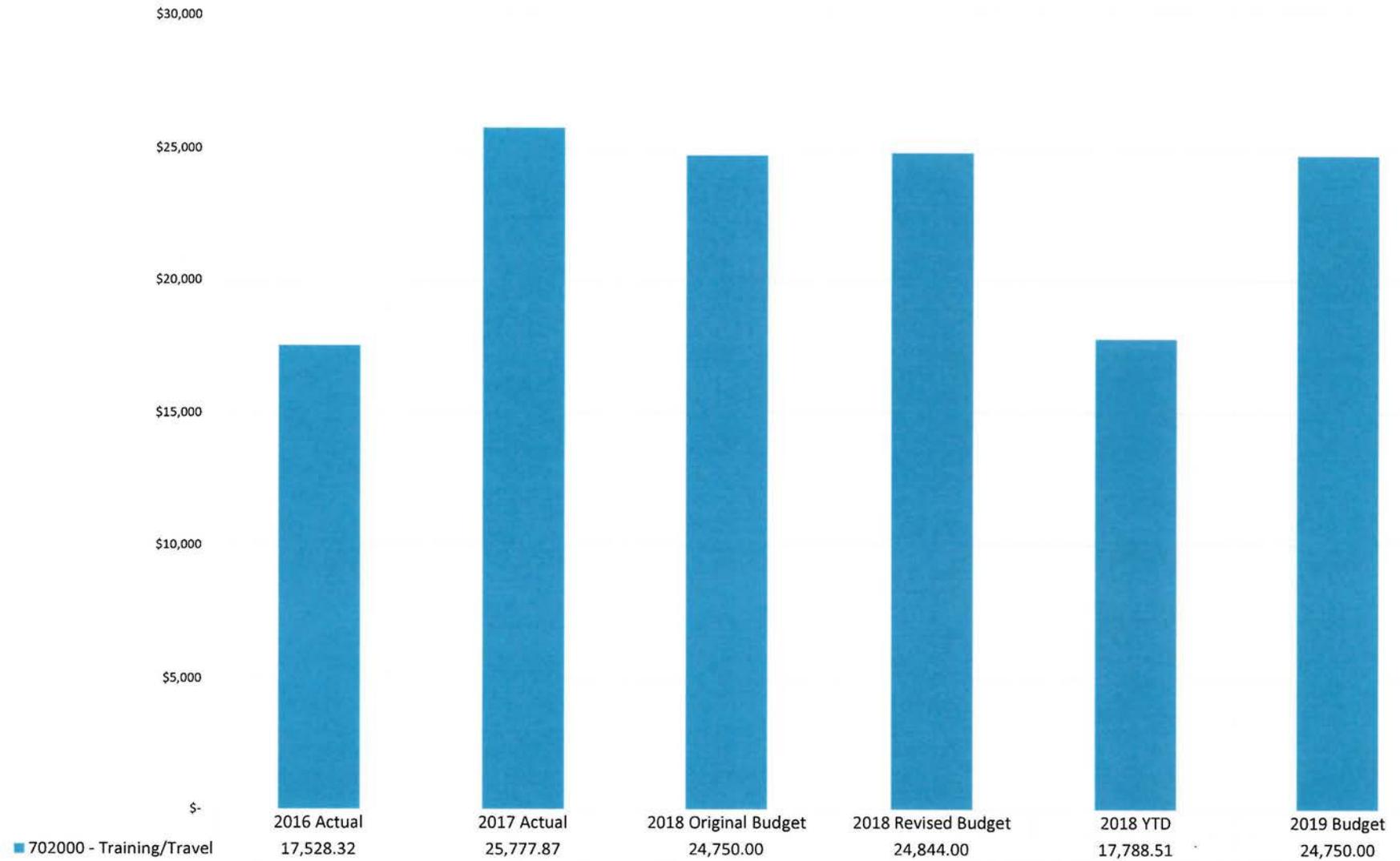
Account Type Projection CharCode-Obj Hierarchy Organization

10110740 - EconDev GF GenGov

702000 - Training/Travel



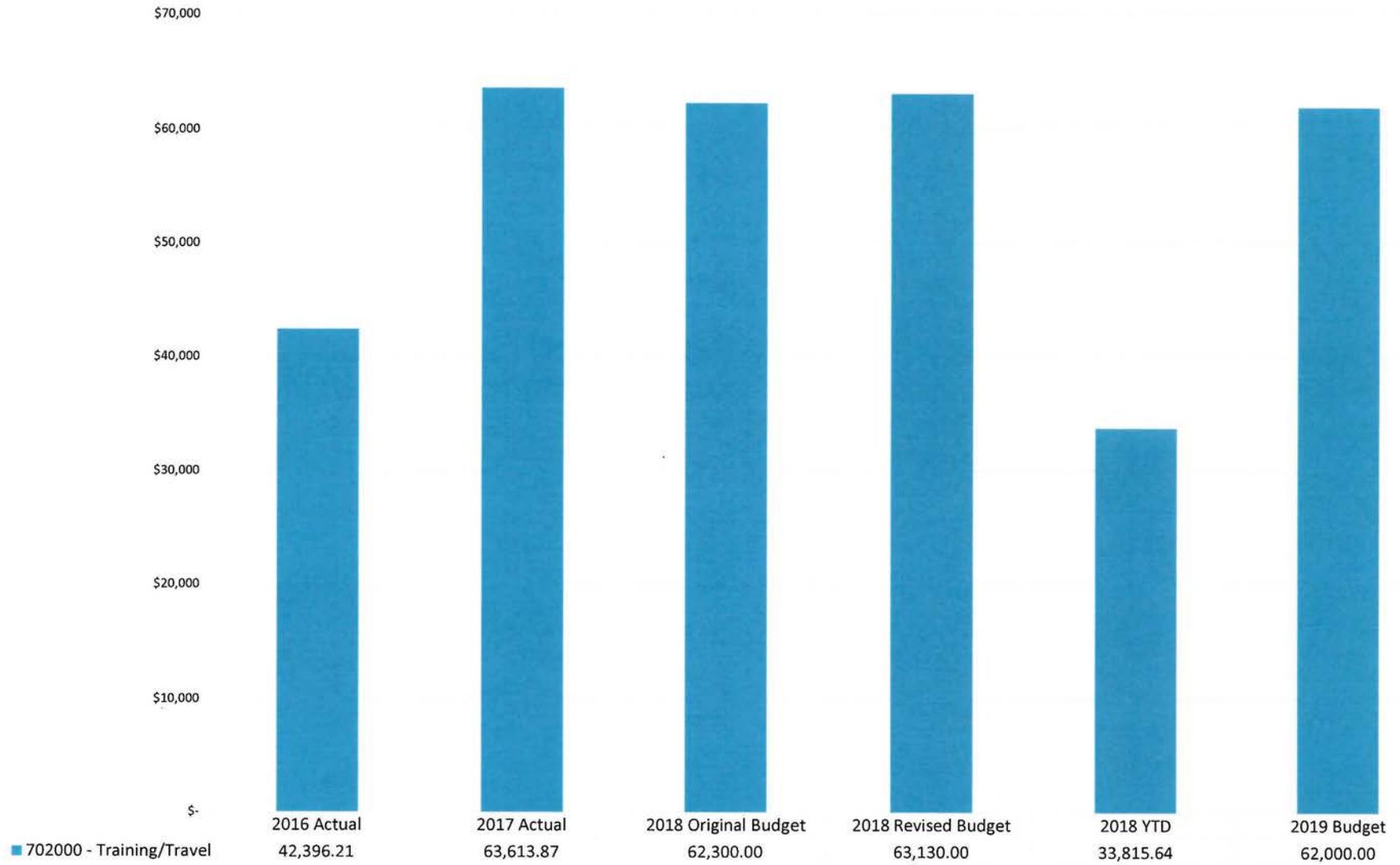
10120320 - Engineer GF CommEnv



Account Type Projection CharCode-Obj Hierarchy Organization

10120720 - Planning GF CommEnv

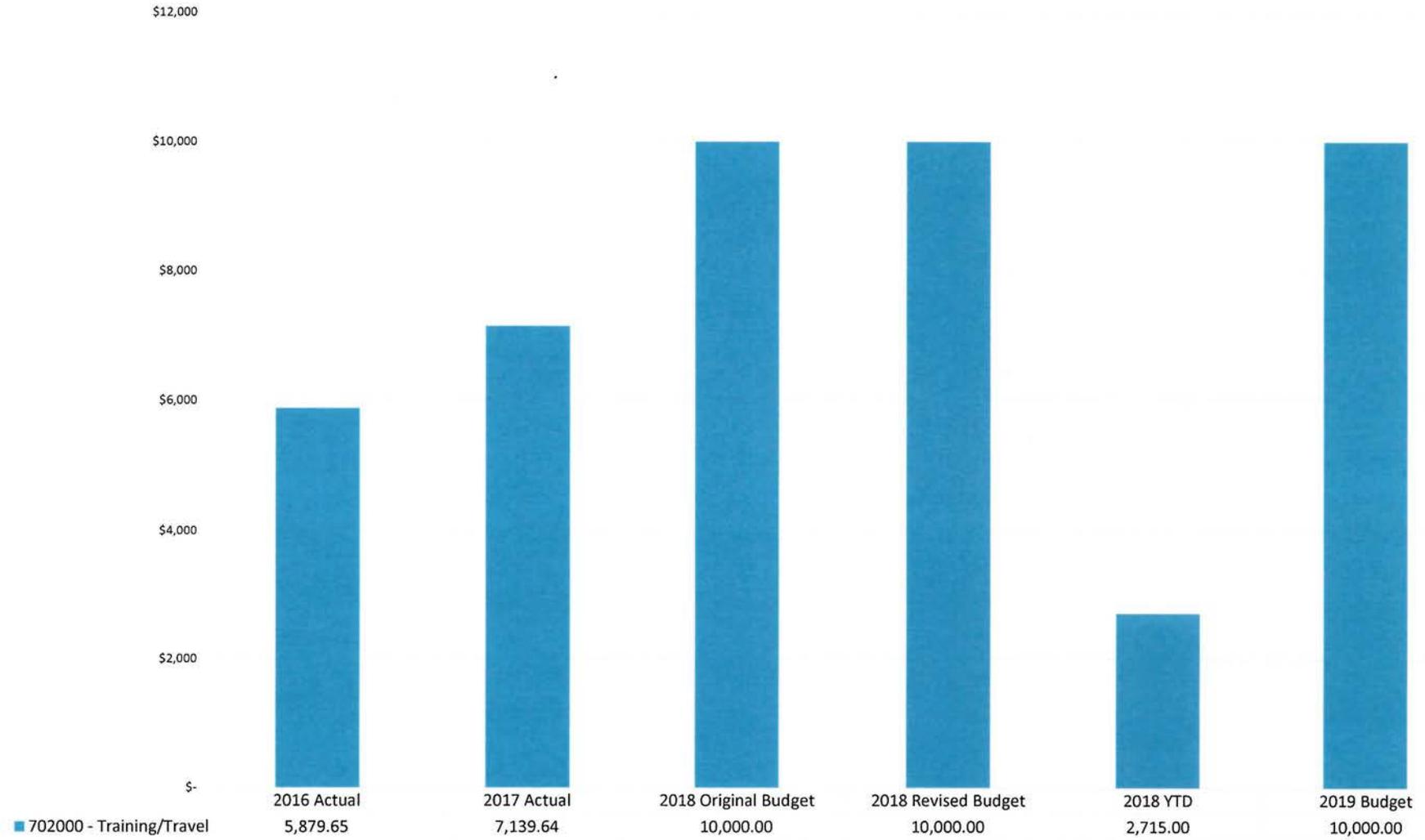
702000 - Training/Travel



Account Type Projection CharCode-Obj Hierarchy Organization

10120730 - Building Standards GF CommEnv

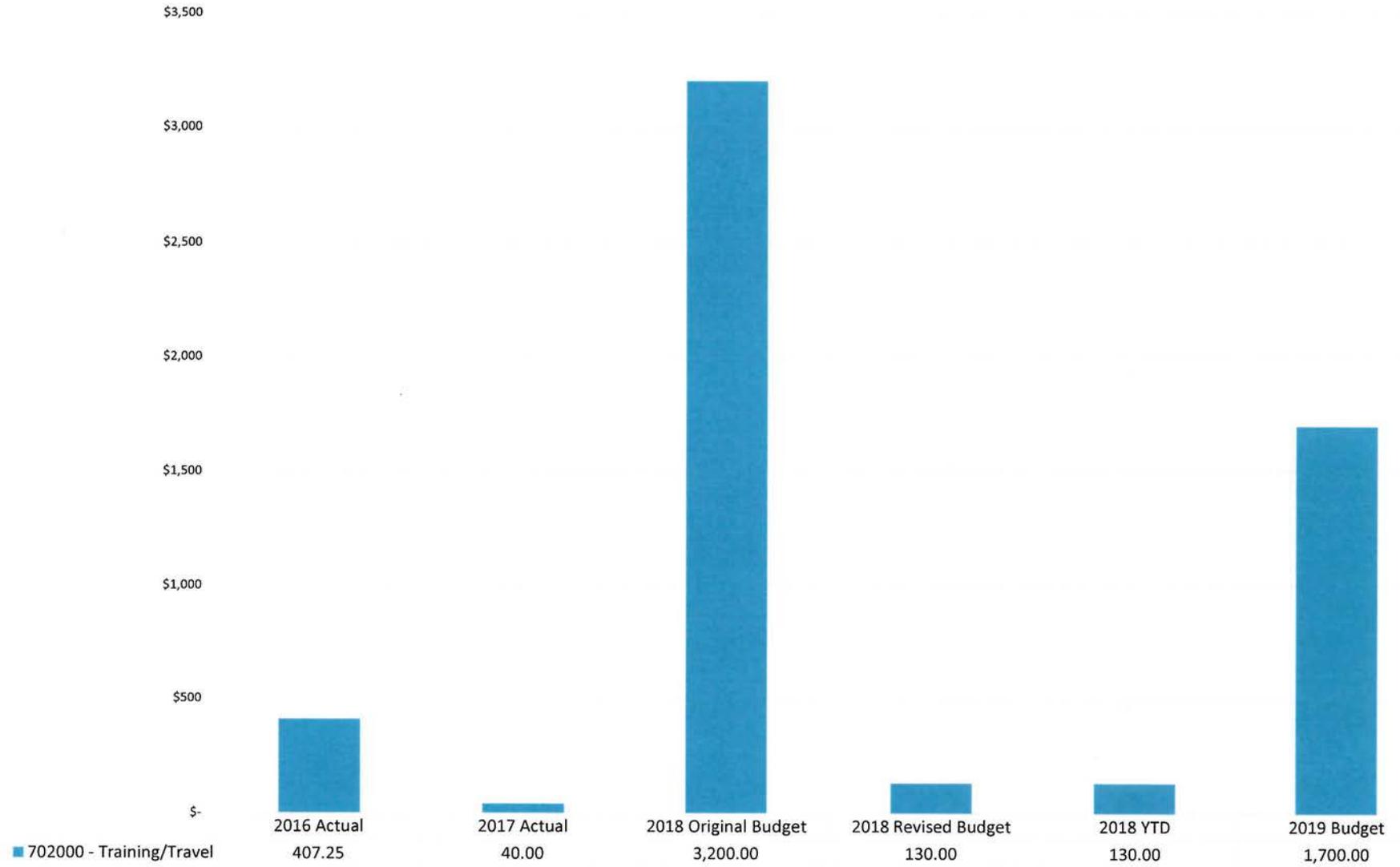
702000 - Training/Travel



Account Type Projection CharCode-Obj Hierarchy Organization

10130340 - SolidWaste GF Utility

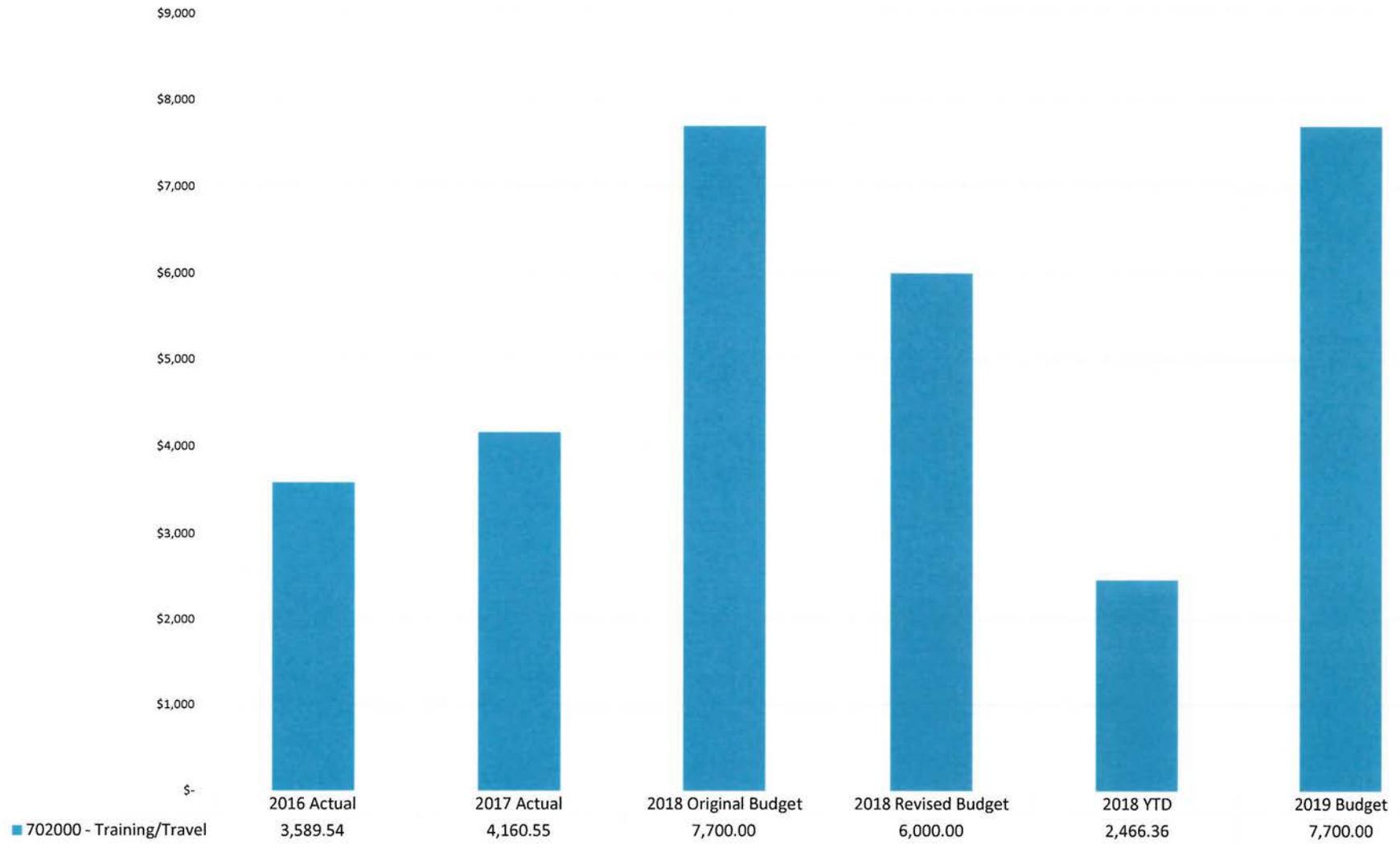
702000 - Training/Travel



Account Type Projection CharCode-Obj Hierarchy Organization

10140410 - ParksRec Director GF Leisure

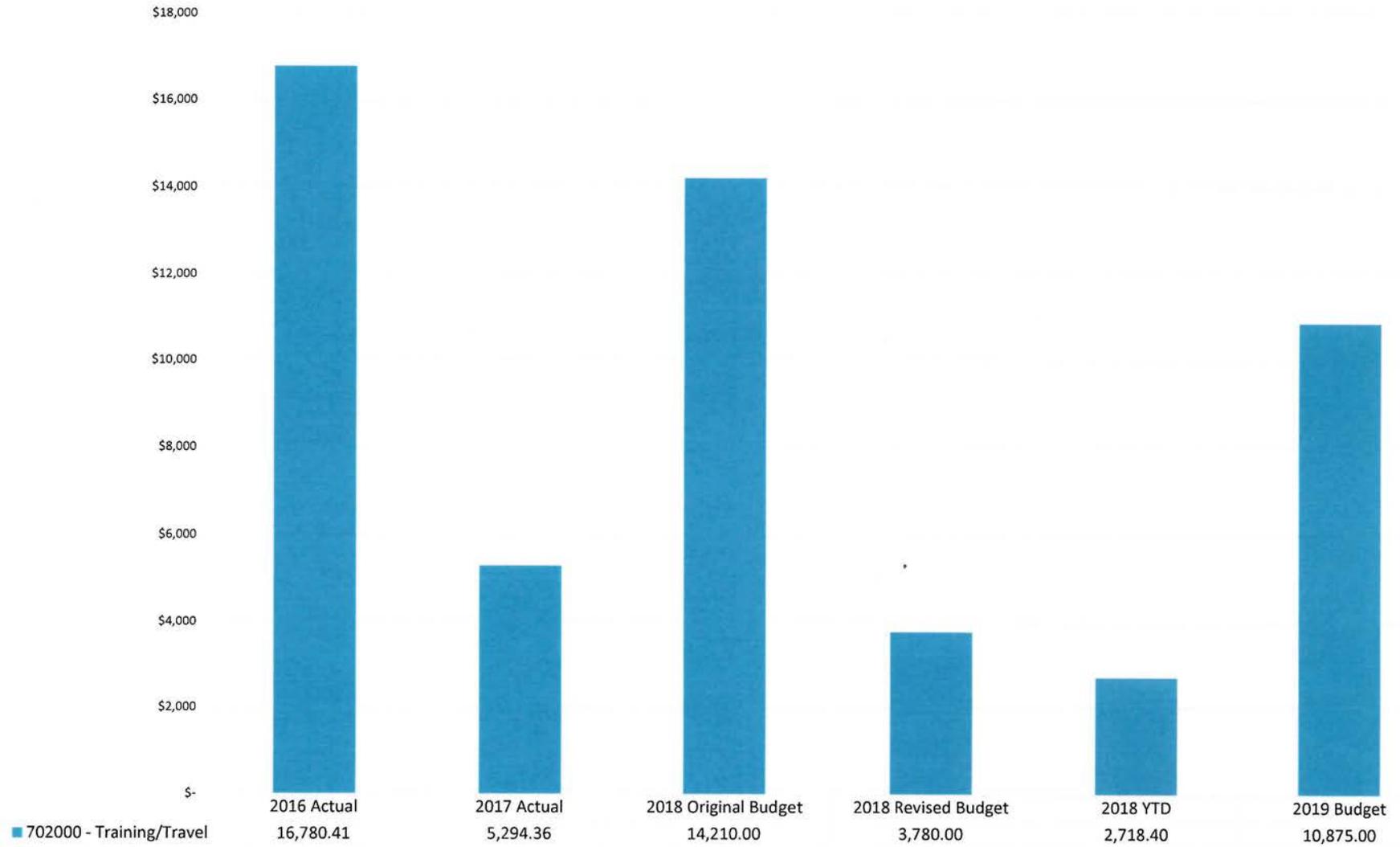
702000 - Training/Travel



Account Type Projection CharCode-Obj Hierarchy Organization

10140430 - Park Operations GF Leisure

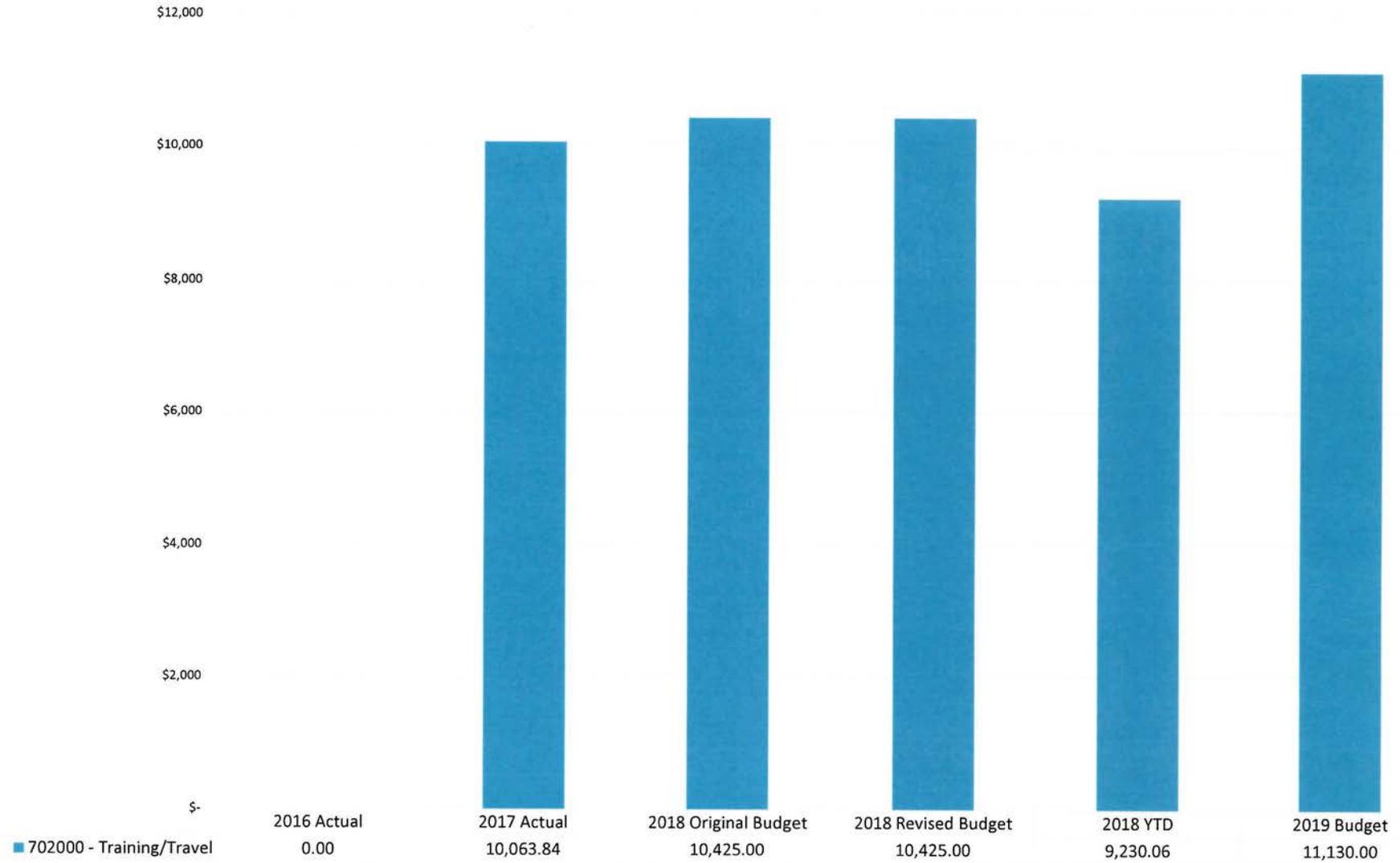
702000 - Training/Travel



Account Type Projection CharCode-Obj Hierarchy Organization

10140433 - Horticulture GF Leisure

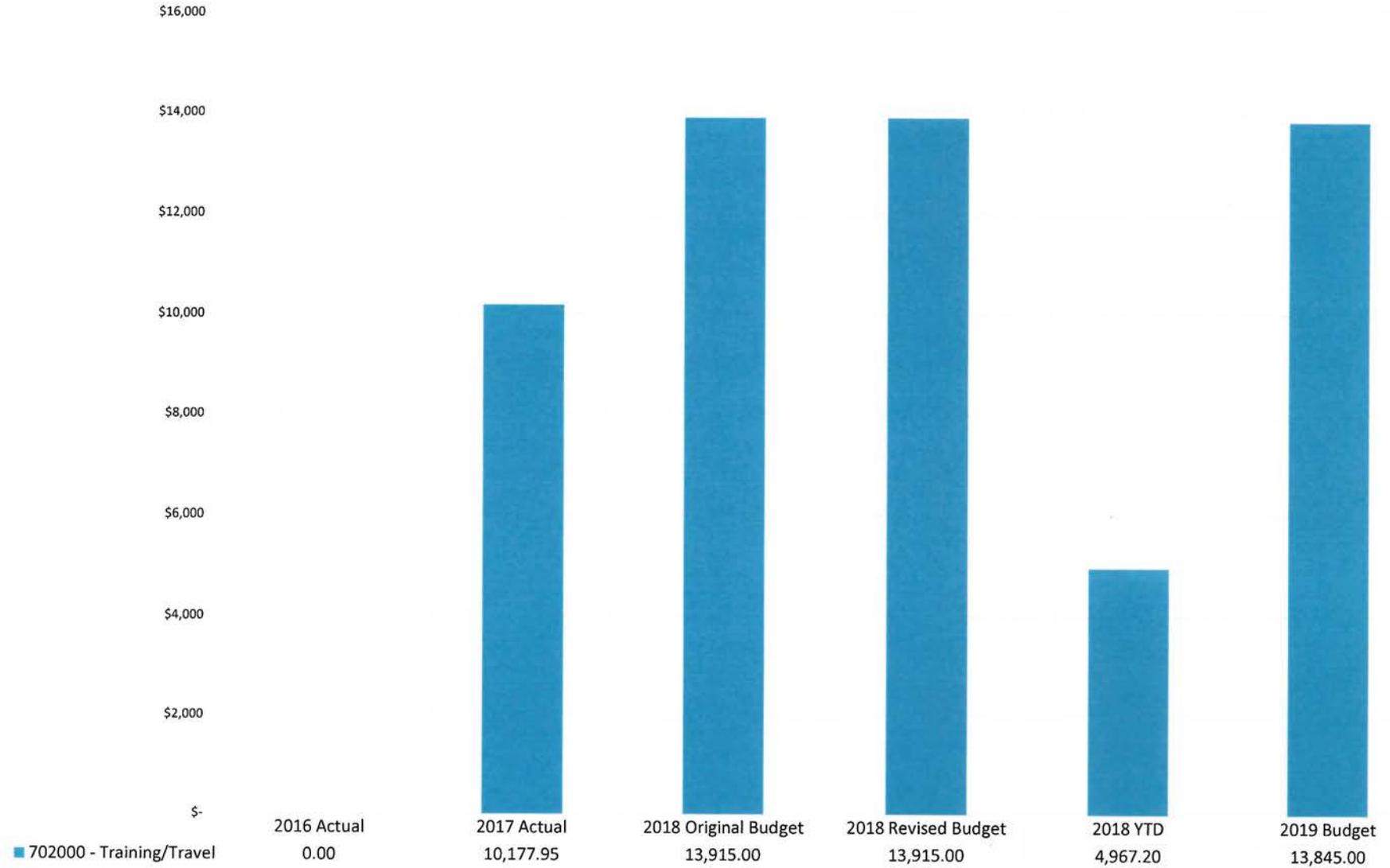
702000 - Training/Travel



Account Type Projection CharCode-Obj Hierarchy Organization

10140434 - Forestry GF Leisure

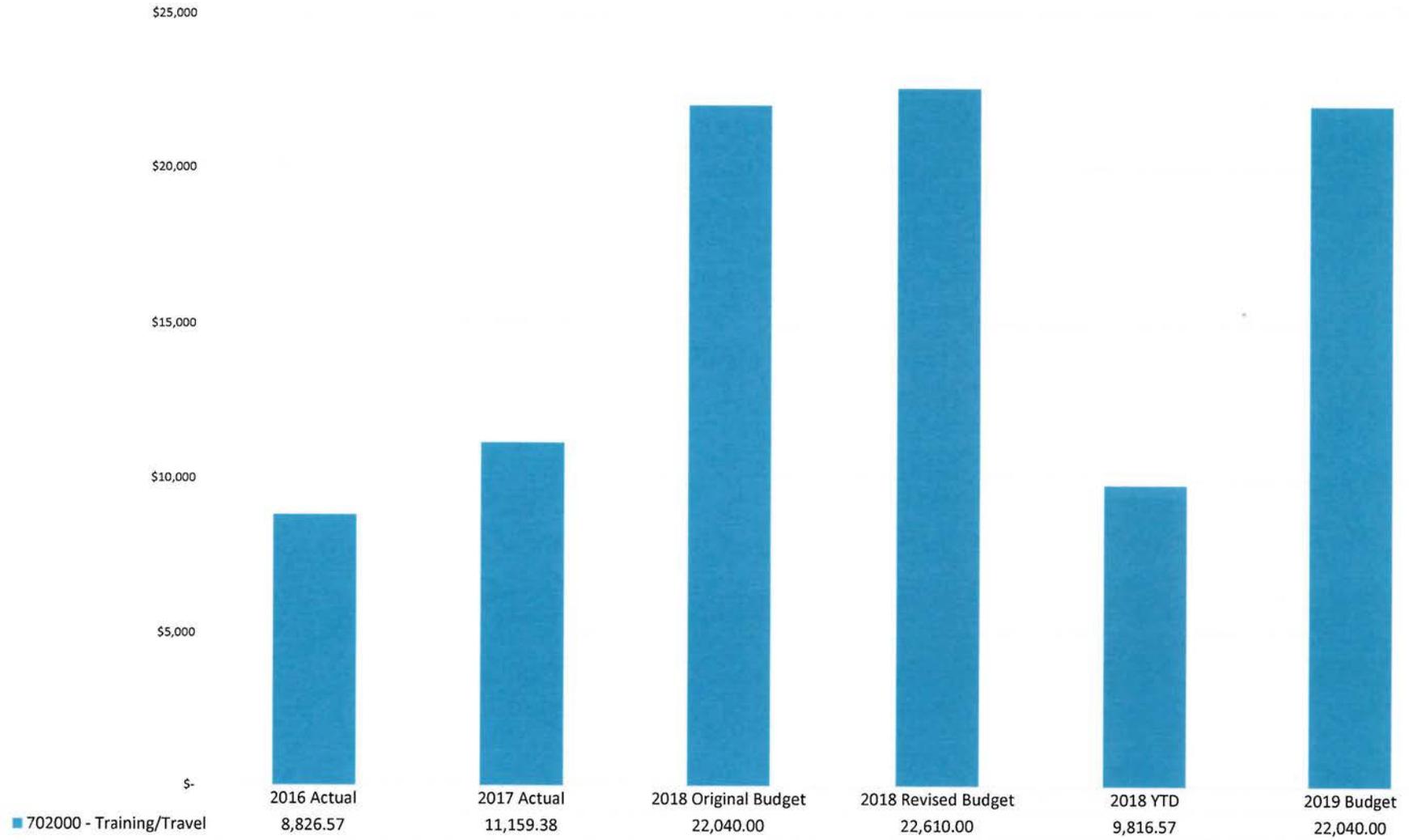
702000 - Training/Travel



Account Type Projection CharCode-Obj Hierarchy Organization

20170330 - Streets StrtMaintRepair Transp

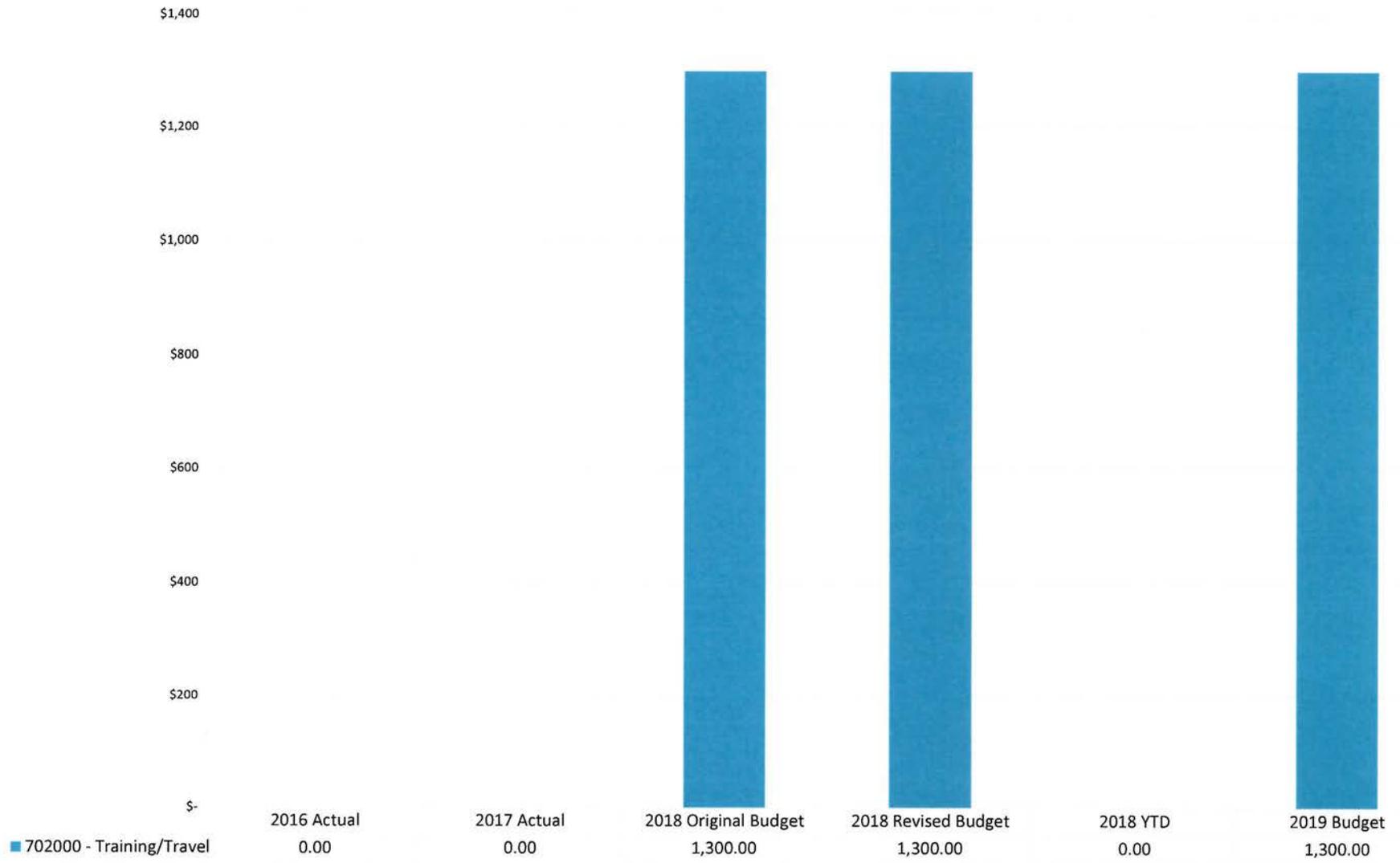
702000 - Training/Travel



Account Type Projection CharCode-Obj Hierarchy Organization

22540350 - Fac Recreation Leisure

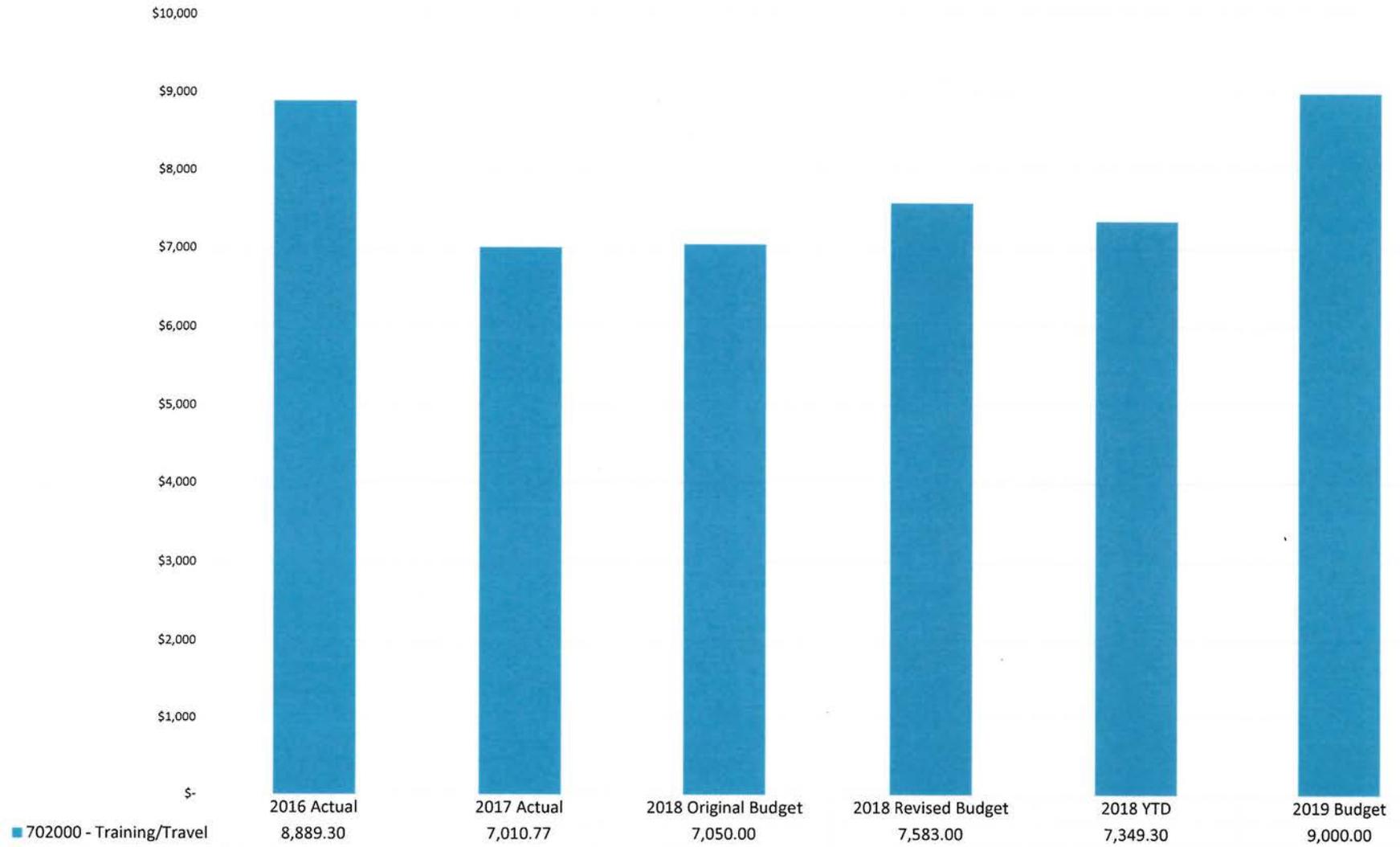
702000 - Training/Travel



Account Type Projection CharCode-Obj Hierarchy Organization

22540440 - RecSvcs Recreation Leisure

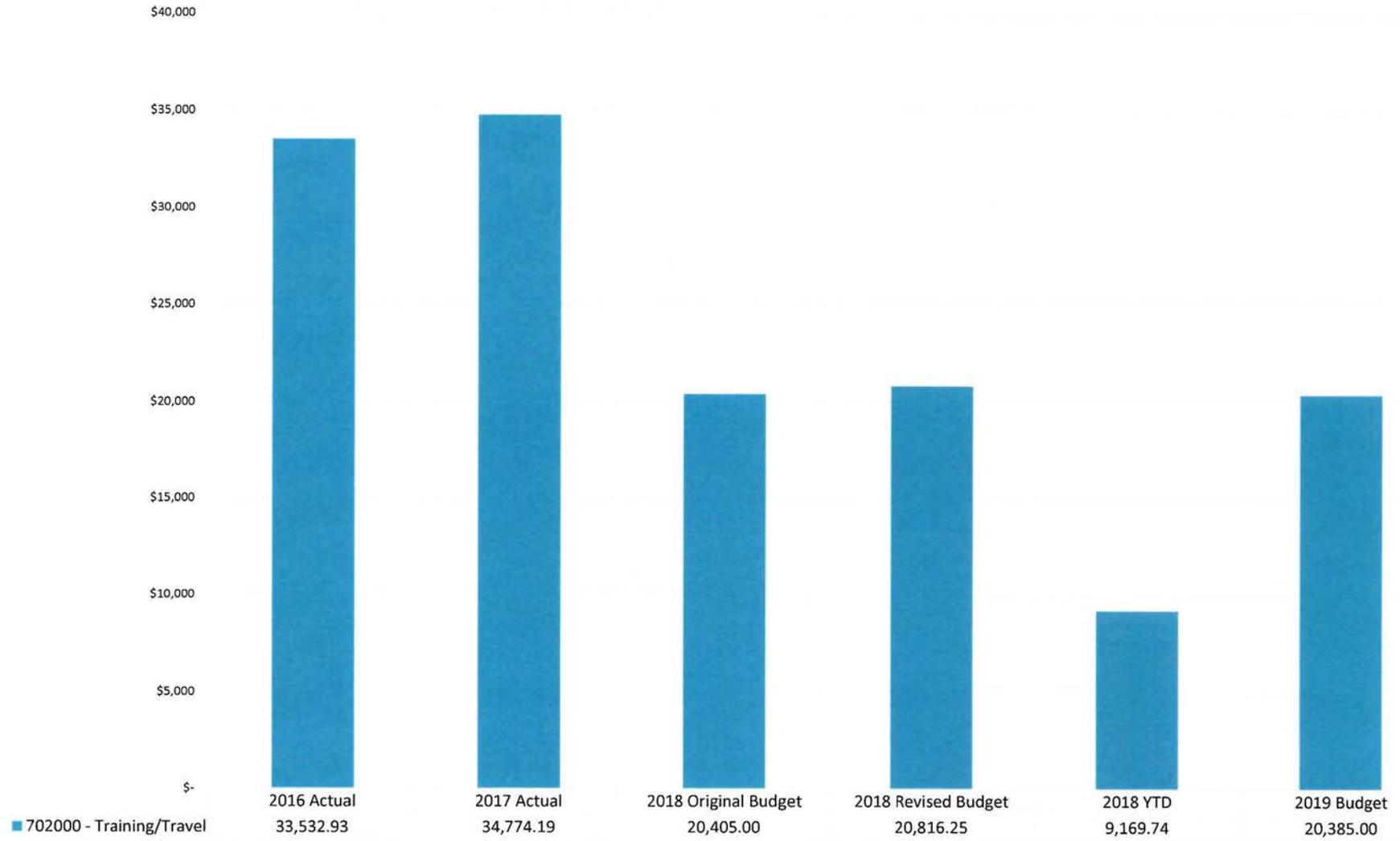
702000 - Training/Travel



Account Type Projection CharCode-Obj Hierarchy Organization

22540441 - DCRC Ops Recreation Leisure

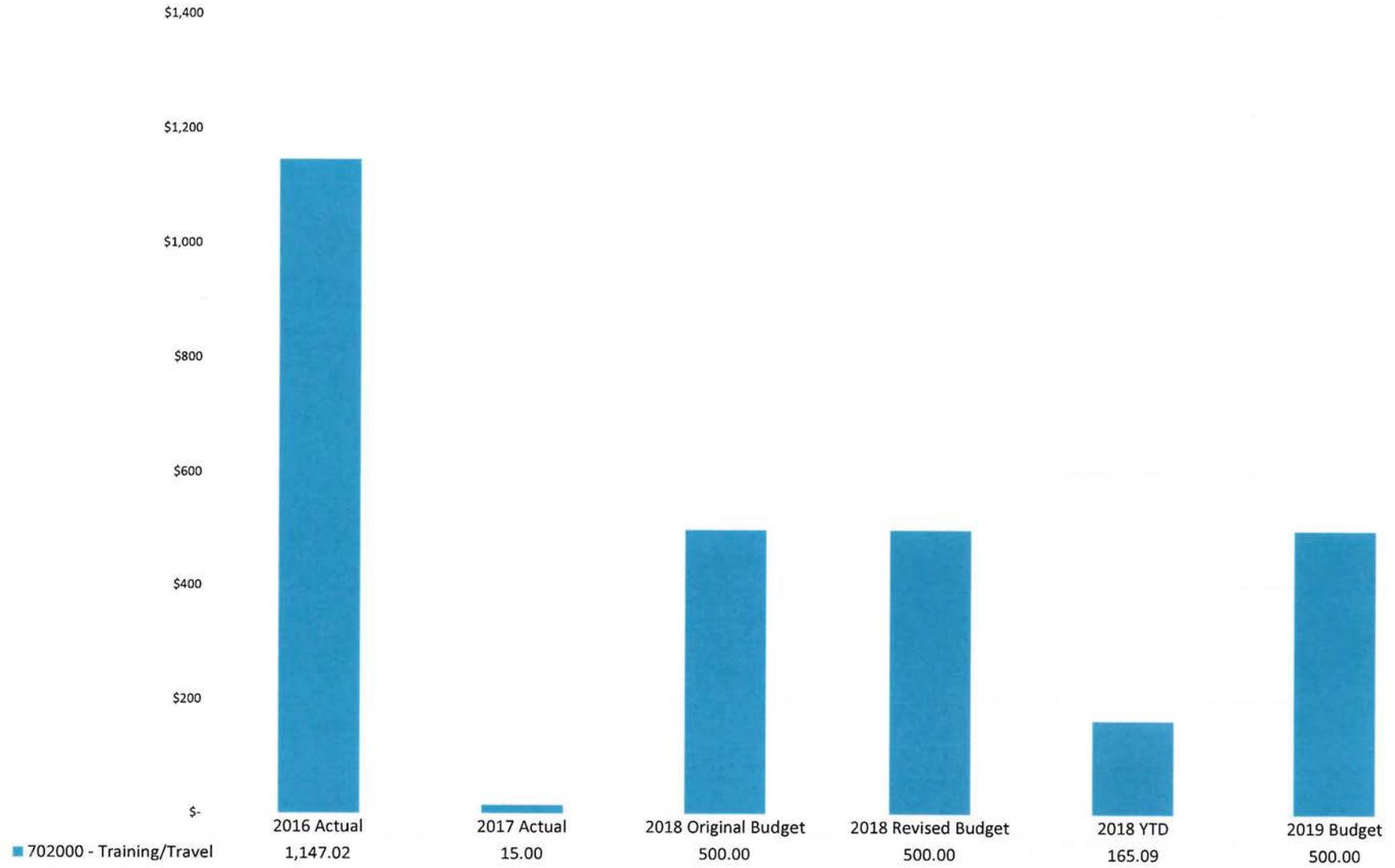
702000 - Training/Travel



Account Type Projection CharCode-Obj Hierarchy Organization

22640440 - Rec Svcs Pool Leisure

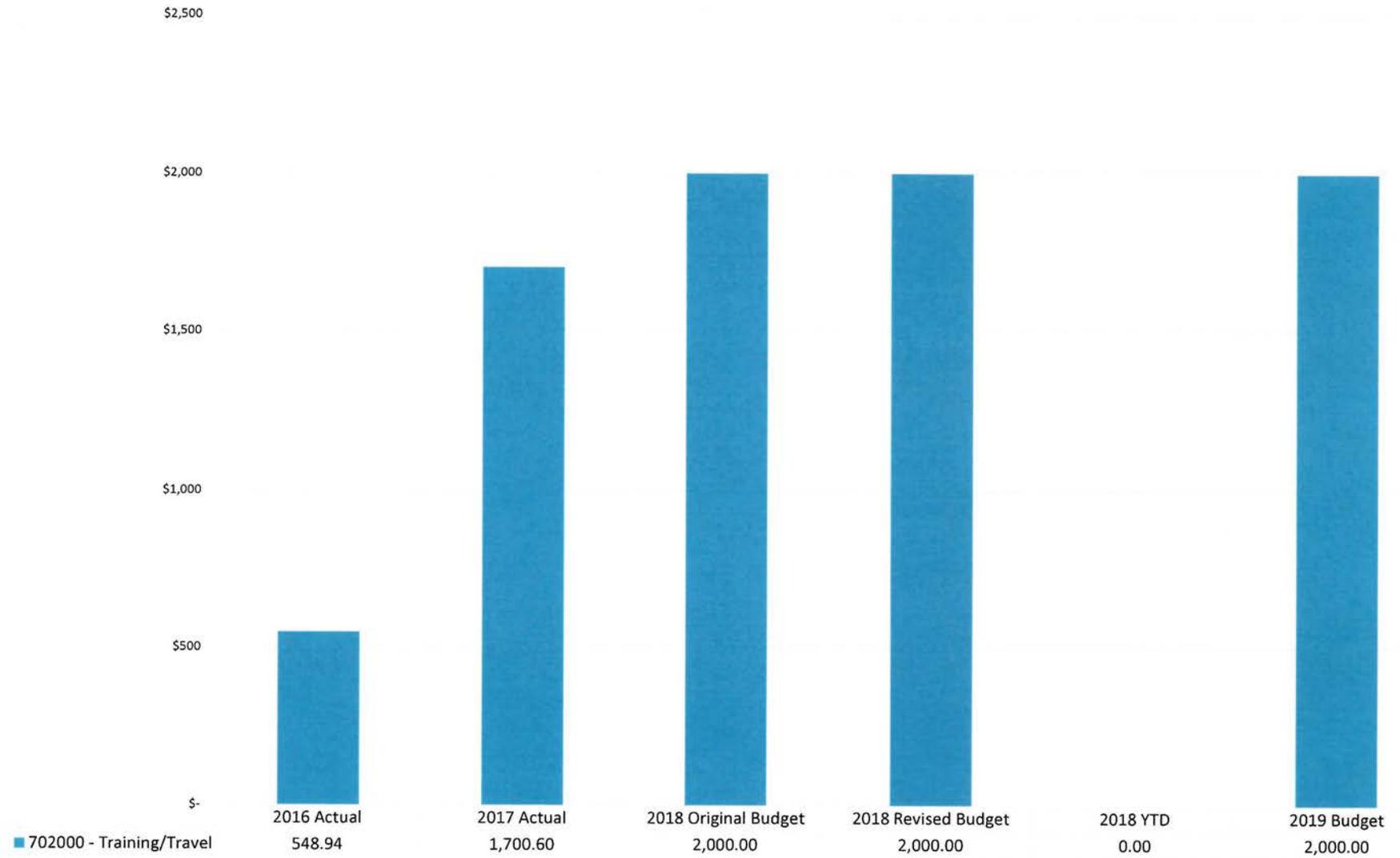
702000 - Training/Travel



Account Type Projection CharCode-Obj Hierarchy Organization

23240410 - PksRecDir Hotel Leisure

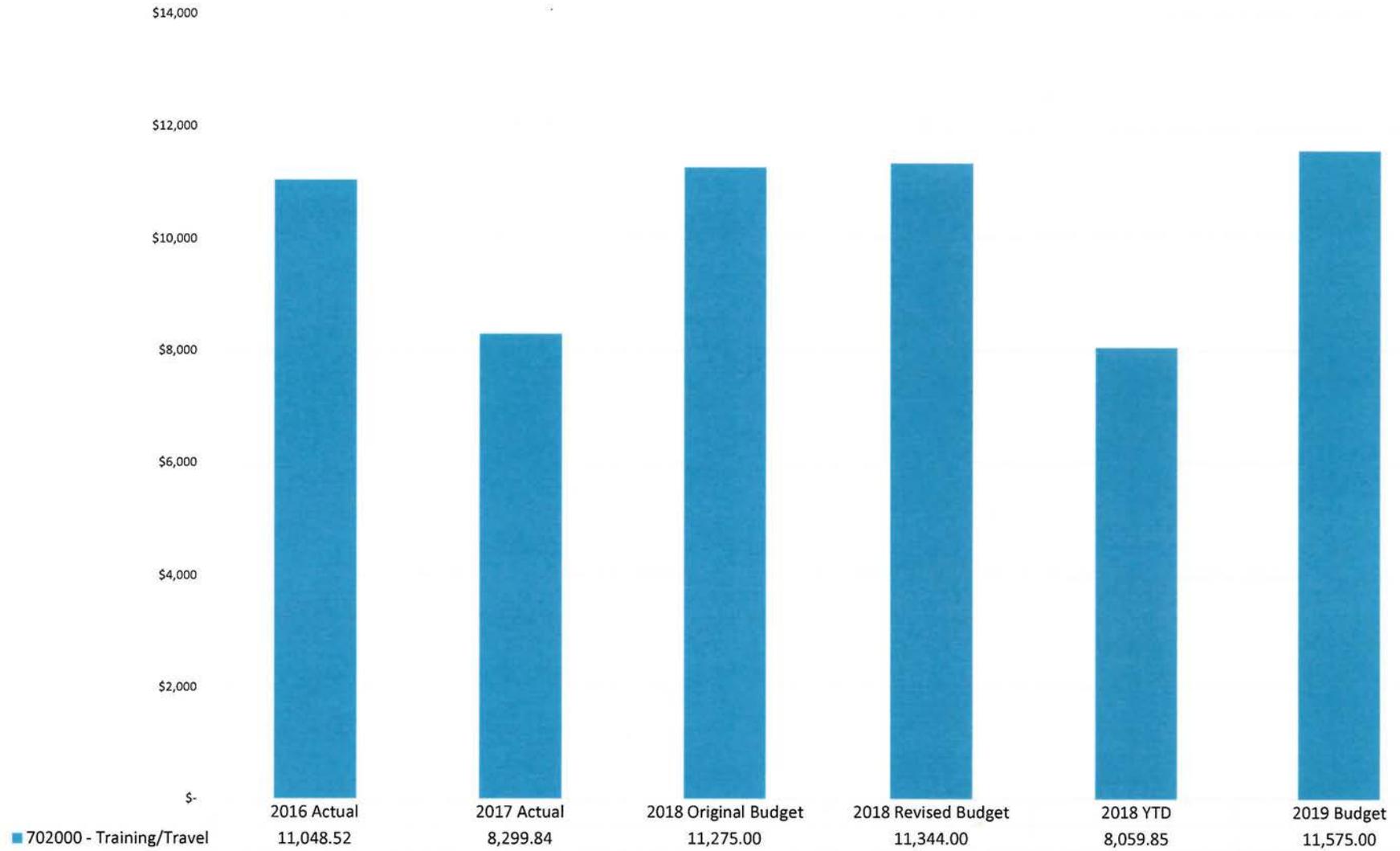
702000 - Training/Travel



Account Type Projection CharCode-Obj Hierarchy Organization

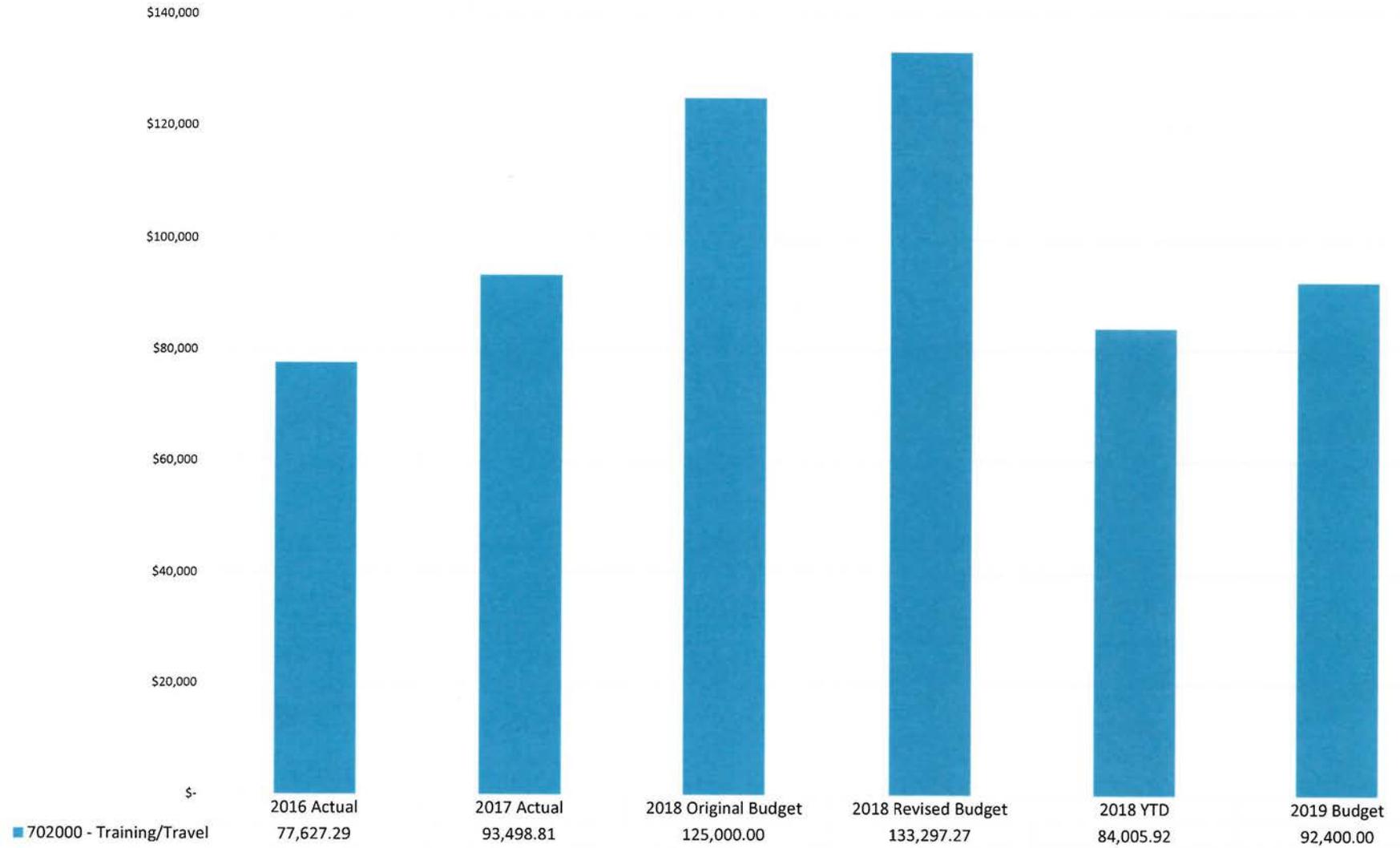
23240450 - EvntsAdmin Hotel Leisure

702000 - Training/Travel



24150820 - Operations Safety Security

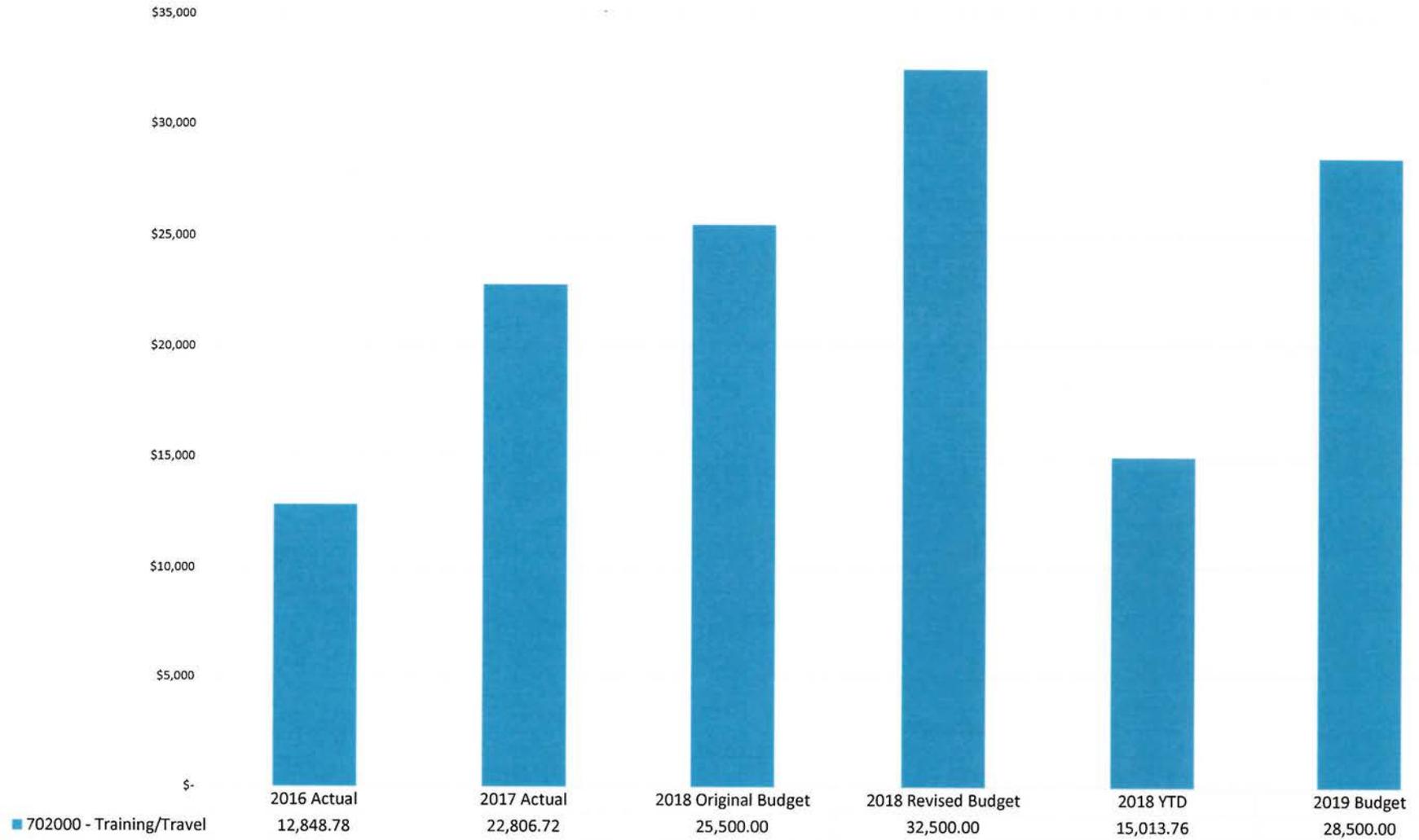
702000 - Training/Travel



Account Type Projection CharCode-Obj Hierarchy Organization

24150841 - Communications Safety Security

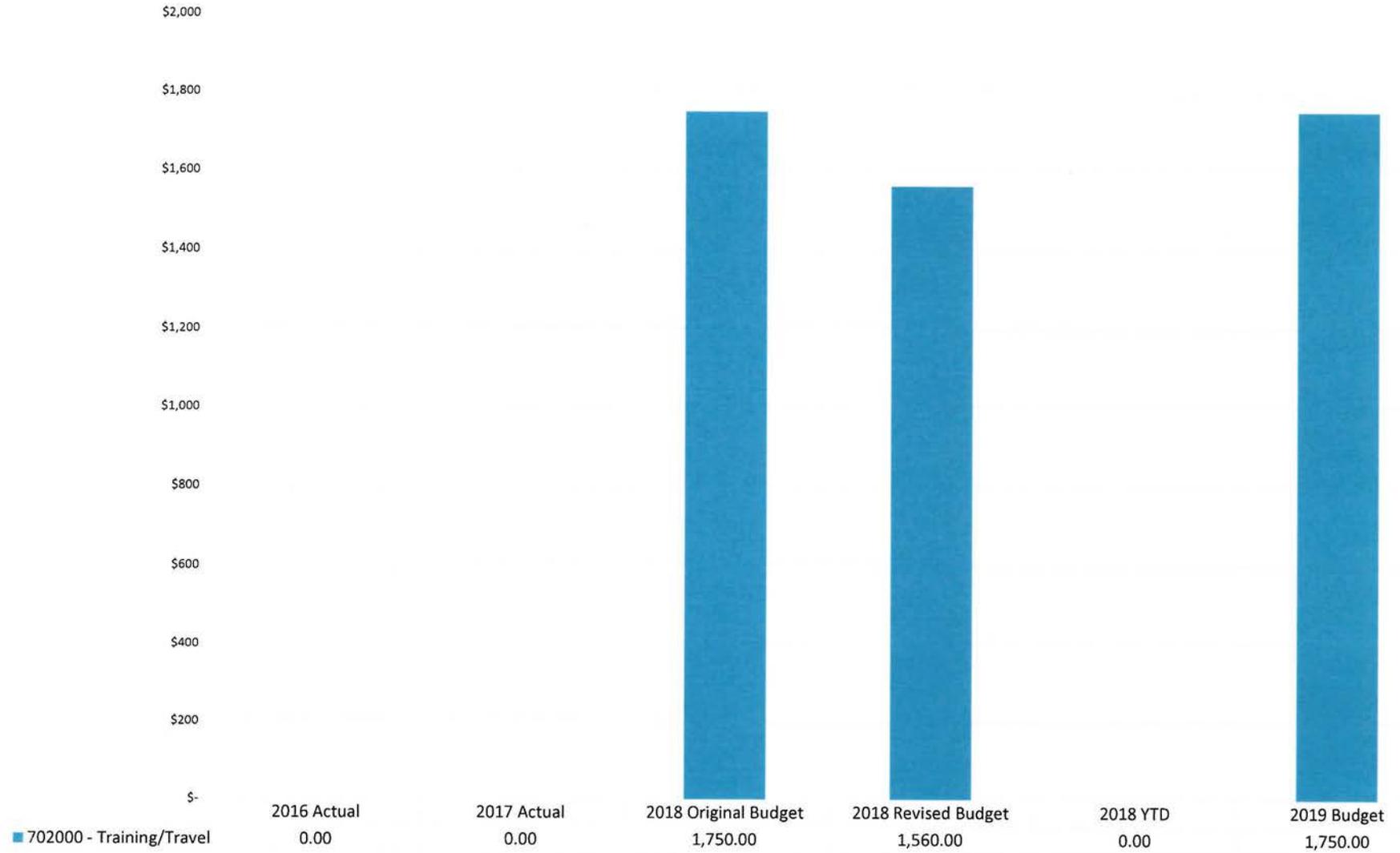
702000 - Training/Travel



Account Type Projection CharCode-Obj Hierarchy Organization

25210150 - Courts MayorCrt GenGov

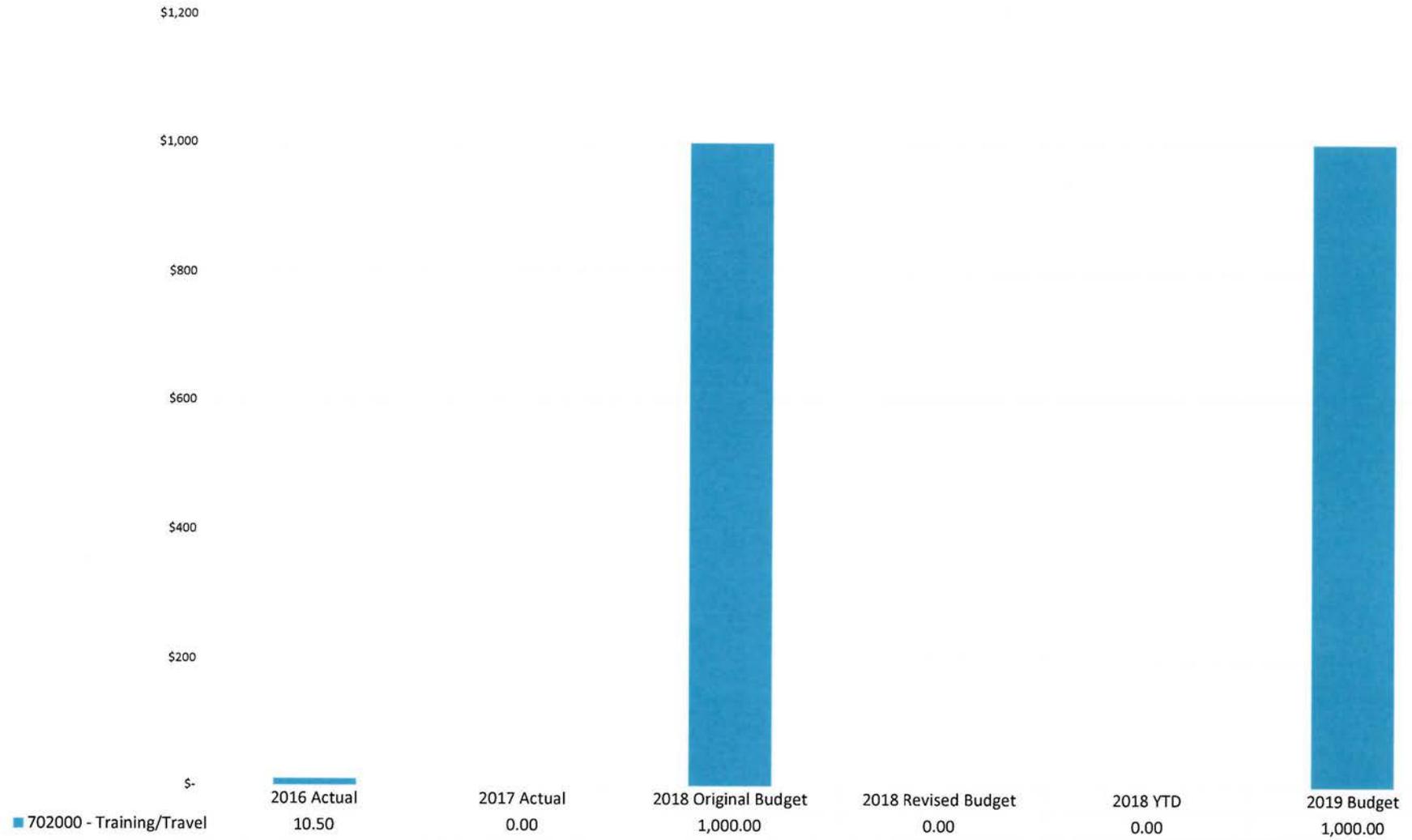
702000 - Training/Travel



Account Type Projection CharCode-Obj Hierarchy Organization

26160432 - Cemetery Cemetery PubHealth

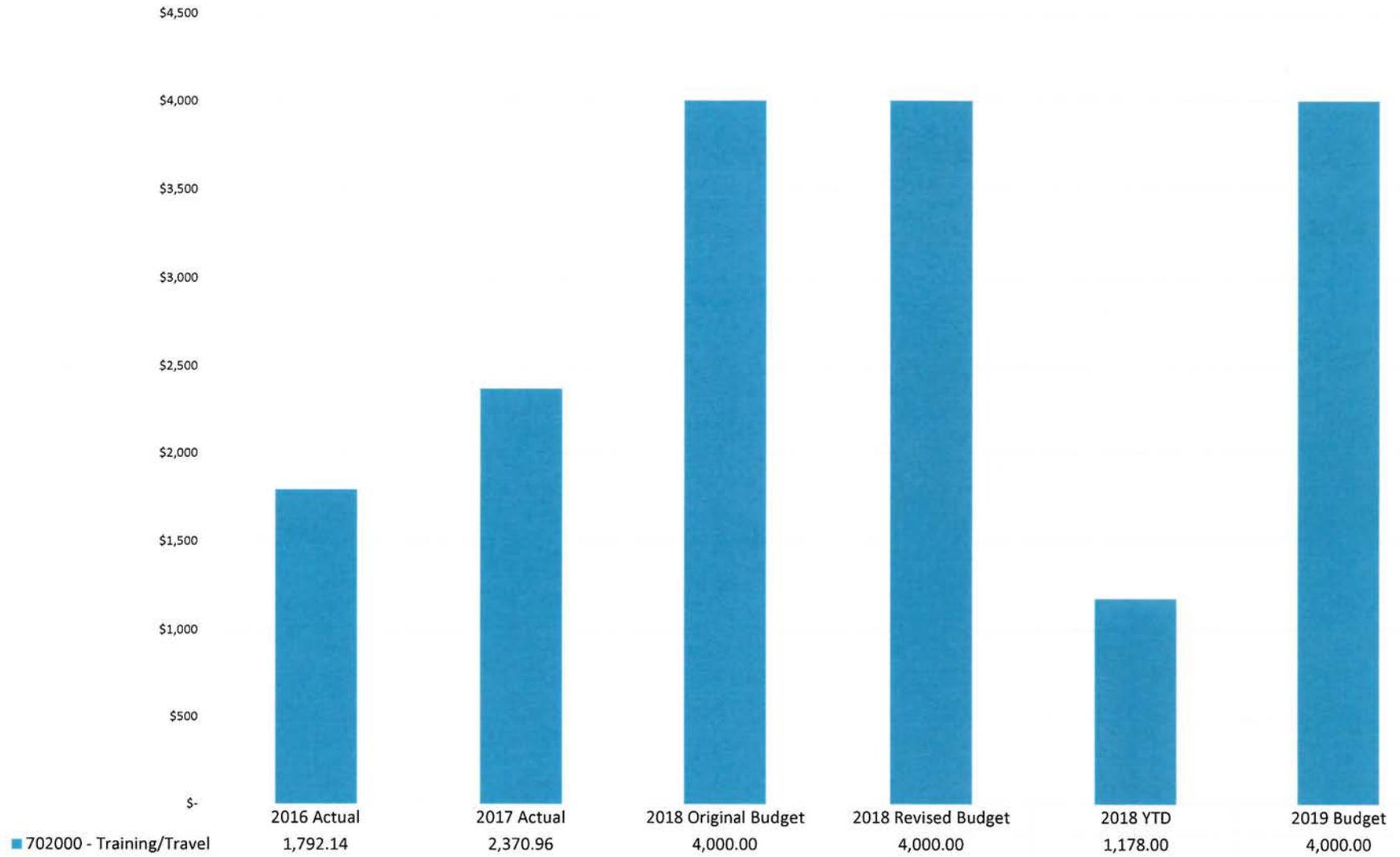
702000 - Training/Travel



Account Type Projection CharCode-Obj Hierarchy Organization

61030320 - Engineer Water Utilities

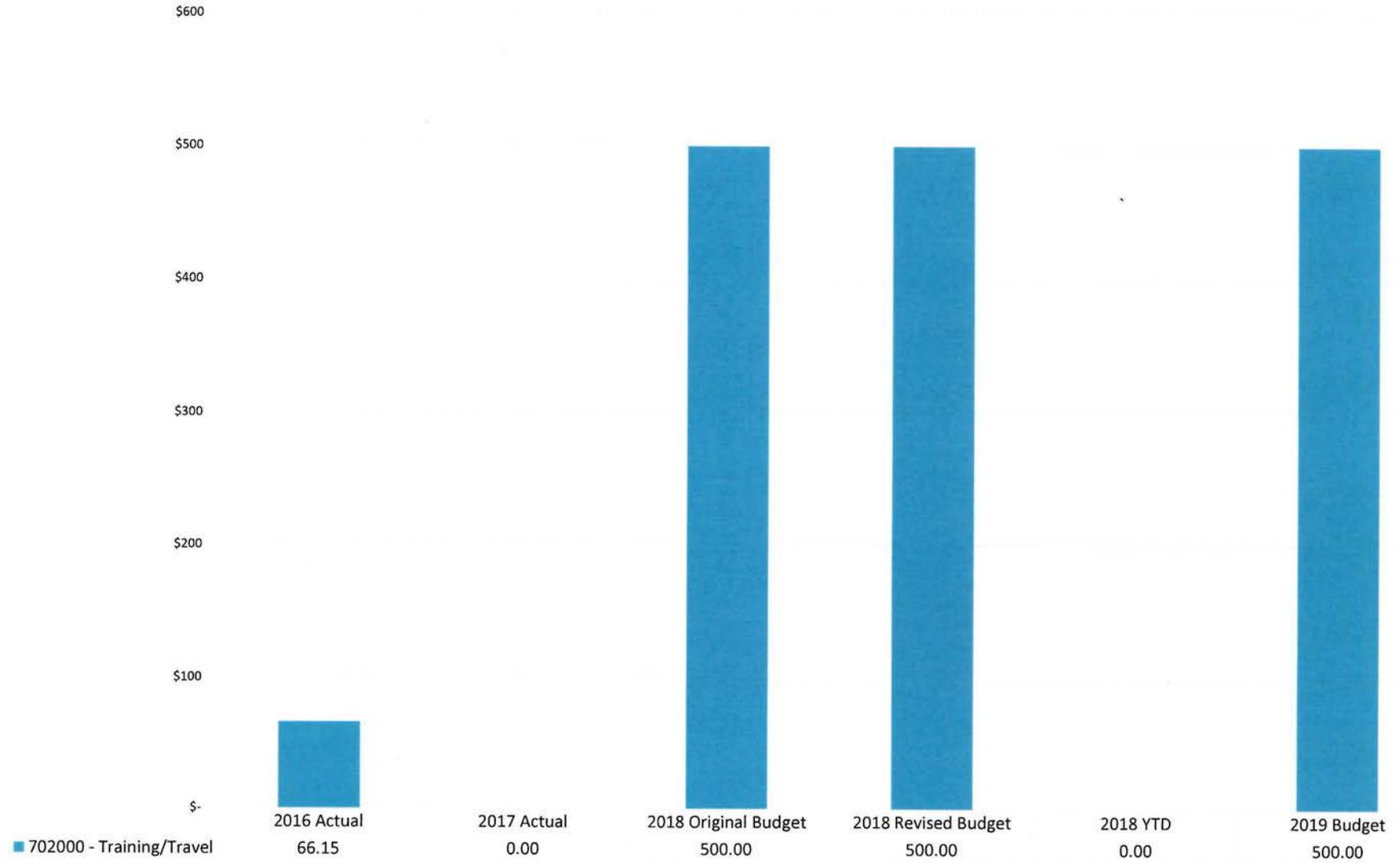
702000 - Training/Travel



Account Type Projection CharCode-Obj Hierarchy Organization

61030330 - Streets Water Utilities

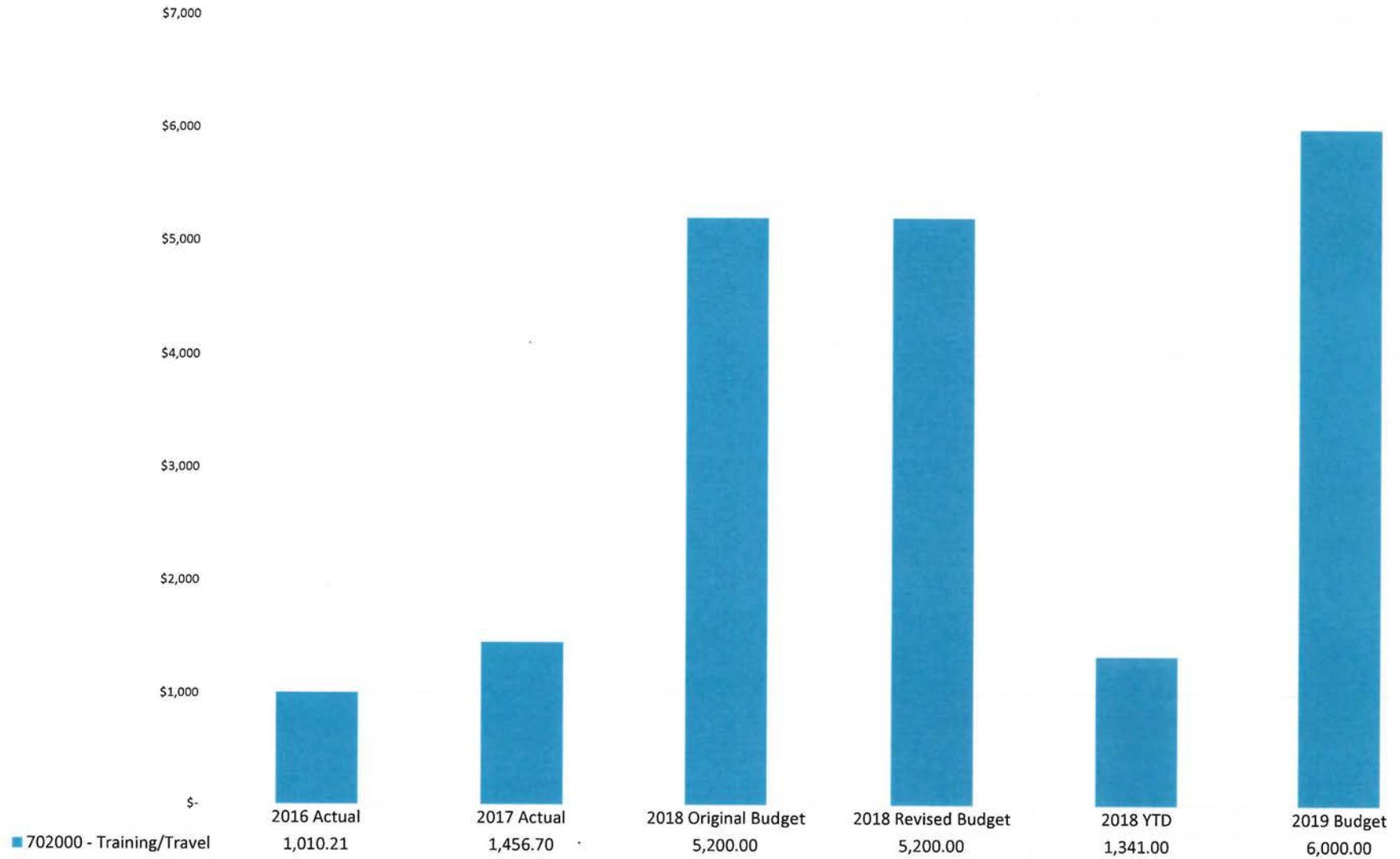
702000 - Training/Travel



Account Type Projection CharCode-Obj Hierarchy Organization

62030320 - Engineer Sewer Utilities

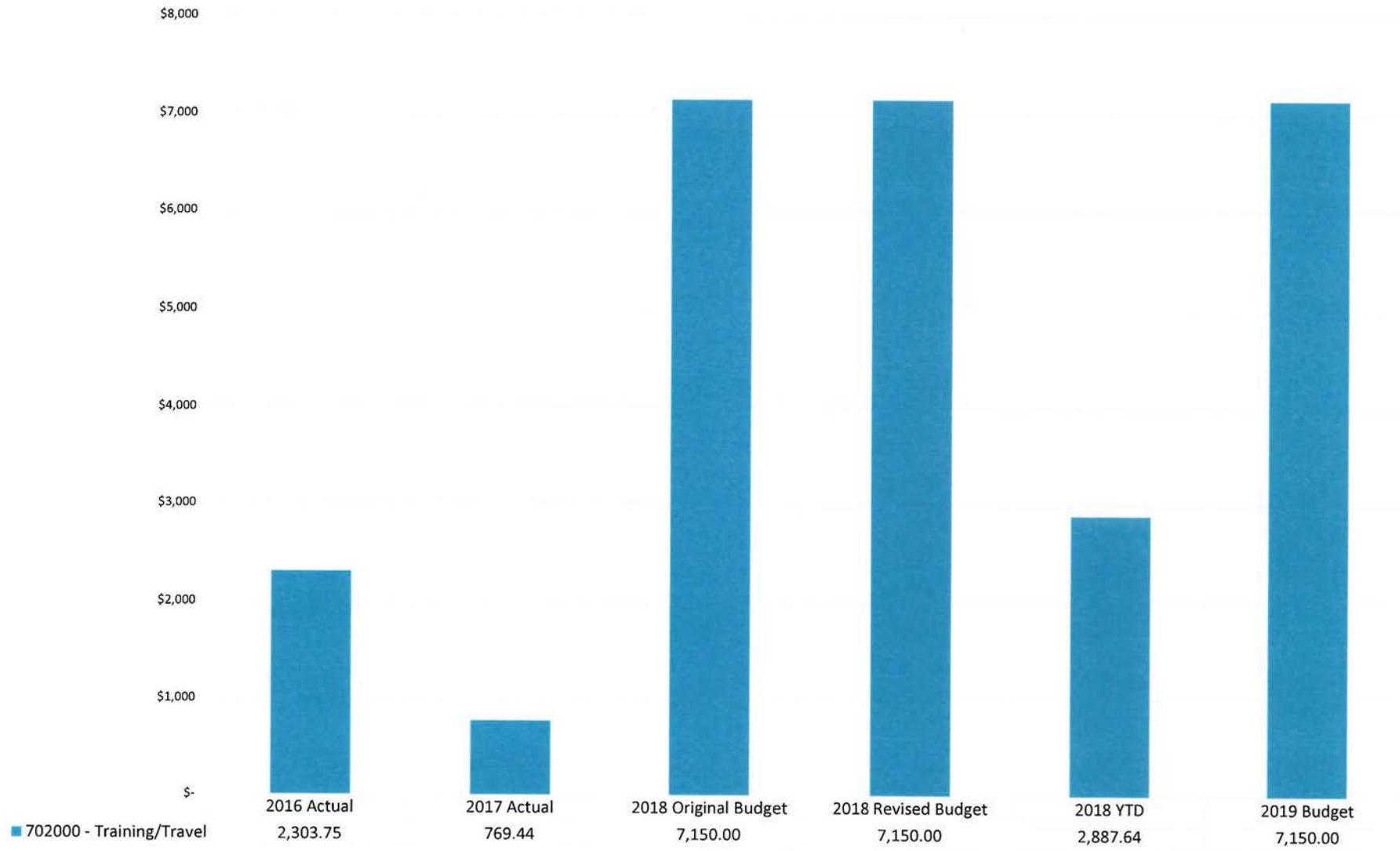
702000 - Training/Travel



Account Type Projection CharCode-Obj Hierarchy Organization

62030330 - Streets Sewer Utilities

702000 - Training/Travel



10110110 - CityMgrDir GF GenGov

\$200,000
\$180,000
\$160,000
\$140,000
\$120,000
\$100,000
\$80,000
\$60,000
\$40,000
\$20,000
\$-

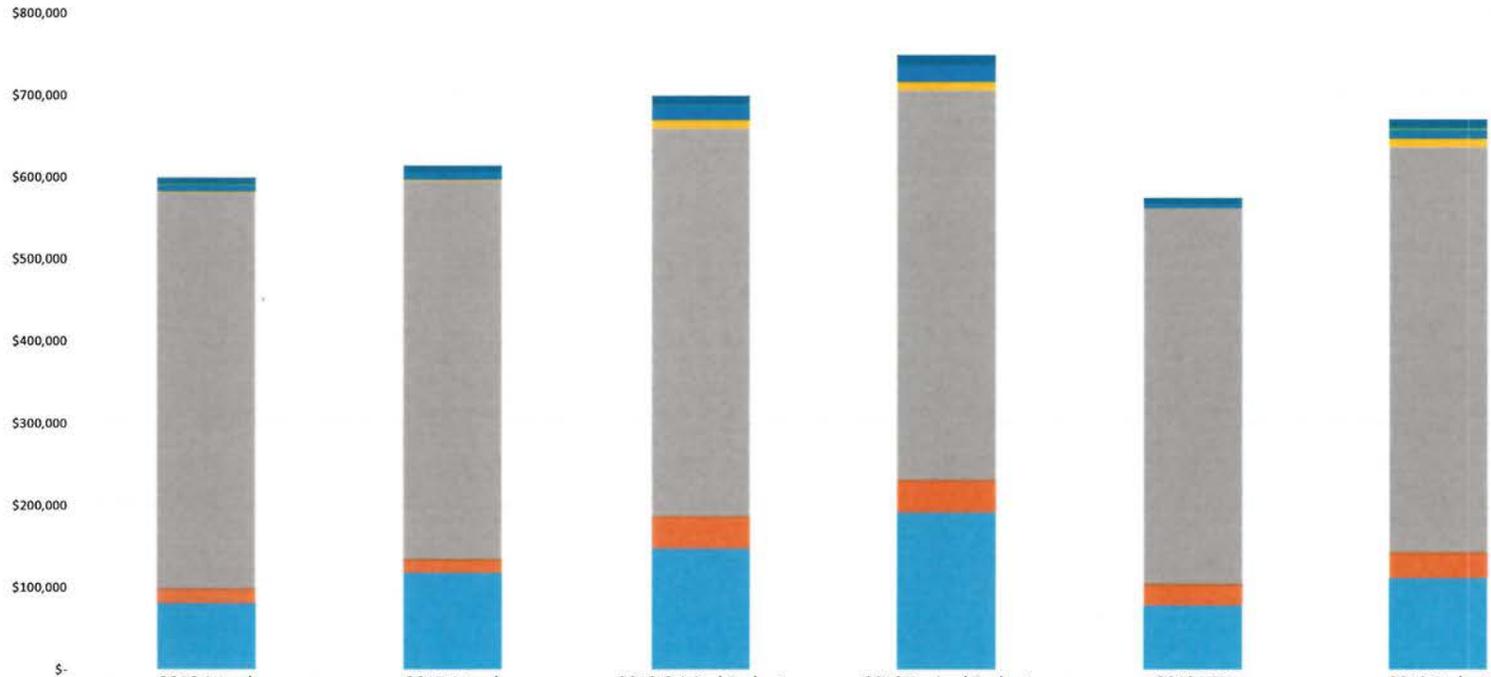
- 716000 - Memberships/Subscriptions
- 713004 - Other Professional Services

Year/Type	716000 - Memberships/Subscriptions	713004 - Other Professional Services
2016 Actual	7,510.81	159,507.09
2017 Actual	5,717.34	51,590.84
2018 Original Budget	9,380.00	152,400.00
2018 Revised Budget	9,480.00	174,091.00
2018 YTD	6,100.57	88,800.00
2019 Budget	7,080.00	76,800.00

Account Type Projection CharCode-Obj Hierarchy Organization

10110120 - HR GF GenGov

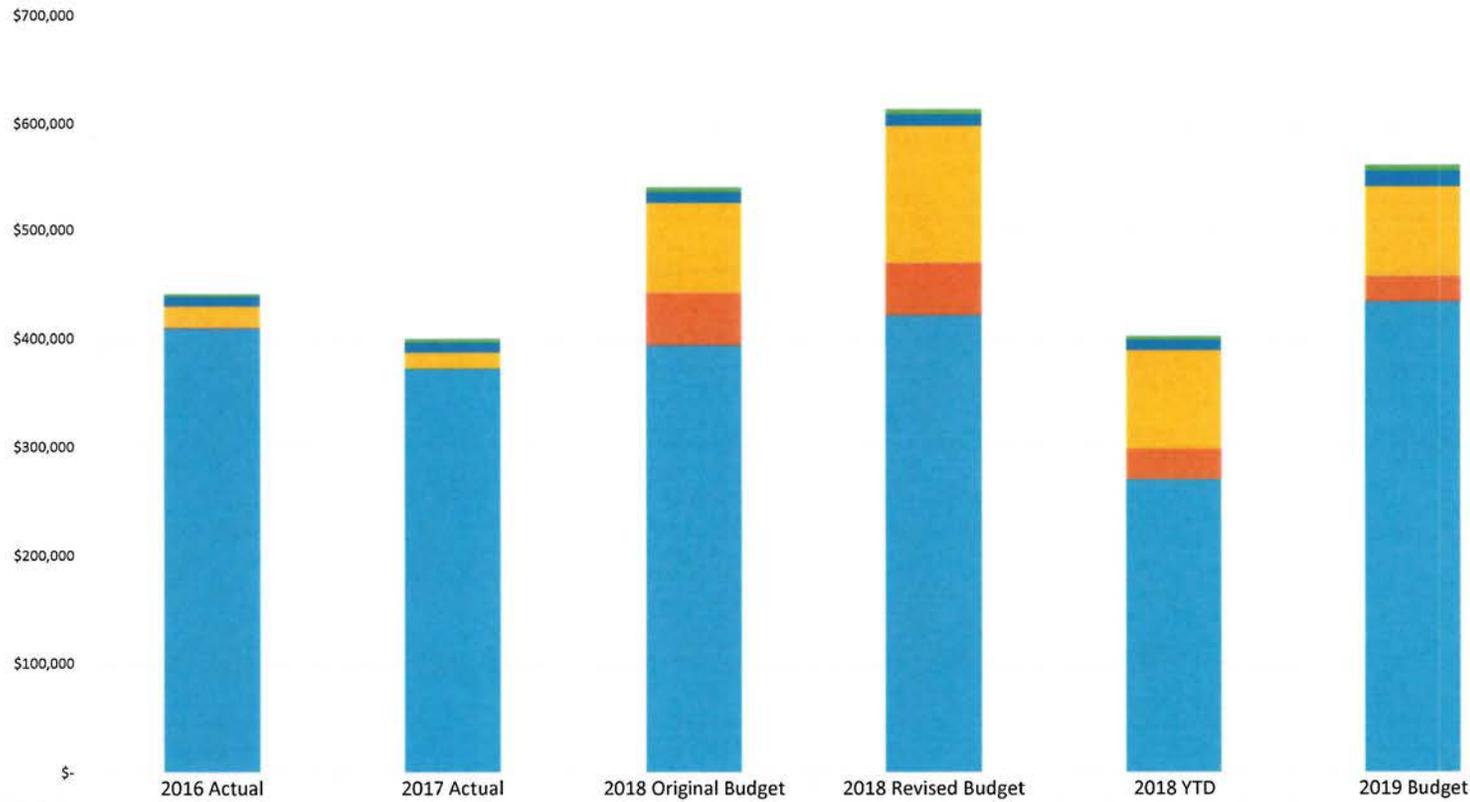
71 - Contractual Services



	2016 Actual	2017 Actual	2018 Original Budget	2018 Revised Budget	2018 YTD	2019 Budget
716000 - Memberships/Subscriptions	7,612.75	7,660.75	10,500.00	12,559.75	6,912.00	11,160.00
715003 - Printing and Reproductions	2,026.20	770.00	1,000.00	1,000.00	766.00	3,000.00
715002 - Advertising	7,199.76	8,345.26	18,000.00	19,500.00	4,659.46	10,000.00
714009 - Insurance Claims Paid	1,251.00	1,795.55	10,000.00	10,000.00	0.00	10,000.00
714001 - Insurance and Bonding	483,221.22	461,068.43	472,740.00	474,526.94	458,255.05	494,090.00
713005 - Misc. Contract. Serv.	17,667.50	16,530.00	39,680.00	39,680.00	26,465.80	31,305.00
713004 - Other Professional Services	80,253.52	117,871.55	147,480.00	192,255.89	77,930.73	111,655.00

10110130 - CommRel GF GenGov

71 - Contractual Services



Account Type	2016 Actual	2017 Actual	2018 Original Budget	2018 Revised Budget	2018 YTD	2019 Budget
716000 - Memberships/Subscriptions	2,753.91	3,665.90	4,925.00	4,925.00	3,372.04	5,440.00
715003 - Printing and Reproductions	8,963.37	9,208.60	10,000.00	11,000.00	9,375.22	15,000.00
715002 - Advertising	18,666.80	14,359.79	83,000.00	128,000.00	90,367.41	83,000.00
715001 - Communications	180.13	0.00	500.00	500.00	0.00	500.00
713005 - Misc. Contract. Serv.	1,031.39	37.50	48,000.00	48,000.00	28,020.06	23,620.00
713004 - Other Professional Services	409,085.78	372,219.56	393,750.00	421,079.81	270,151.28	433,300.00

Account Type Projection CharCode-Obj Hierarchy Organization

10110140 - LegalServ GF GenGov

71 - Contractual Services

\$2,500,000

\$2,000,000

\$1,500,000

\$1,000,000

\$500,000

\$-

- 713004 - Other Professional Services
- 713003 - Other Legal Services
- 713002 - Legal Services

2016 Actual
232,747.74
682,782.01
1,022,193.76

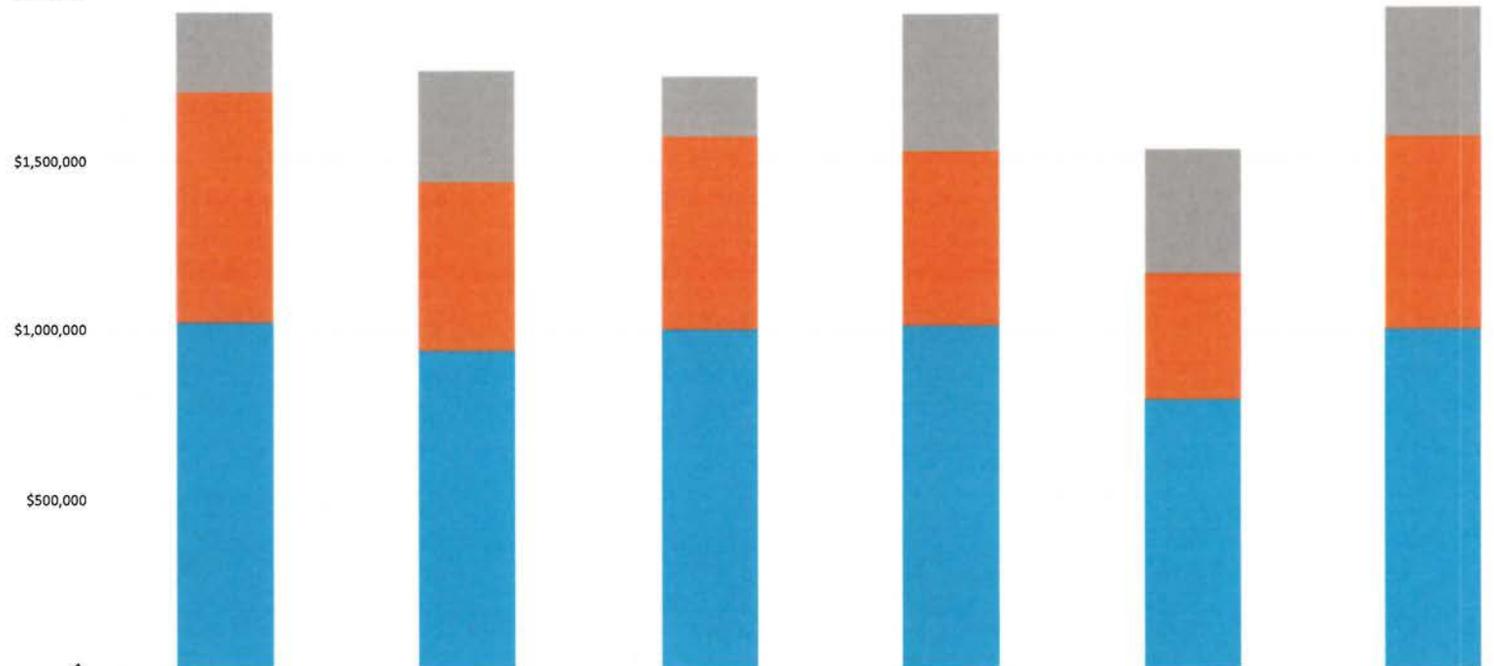
2017 Actual
327,313.86
501,655.45
938,076.21

2018 Original Budget
175,000.00
575,000.00
1,000,000.00

2018 Revised Budget
399,100.00
519,244.55
1,011,923.79

2018 YTD
369,668.89
373,287.26
792,450.54

2019 Budget
375,000.00
575,000.00
1,000,000.00



10110150 - Courts GF GenGov

71 - Contractual Services

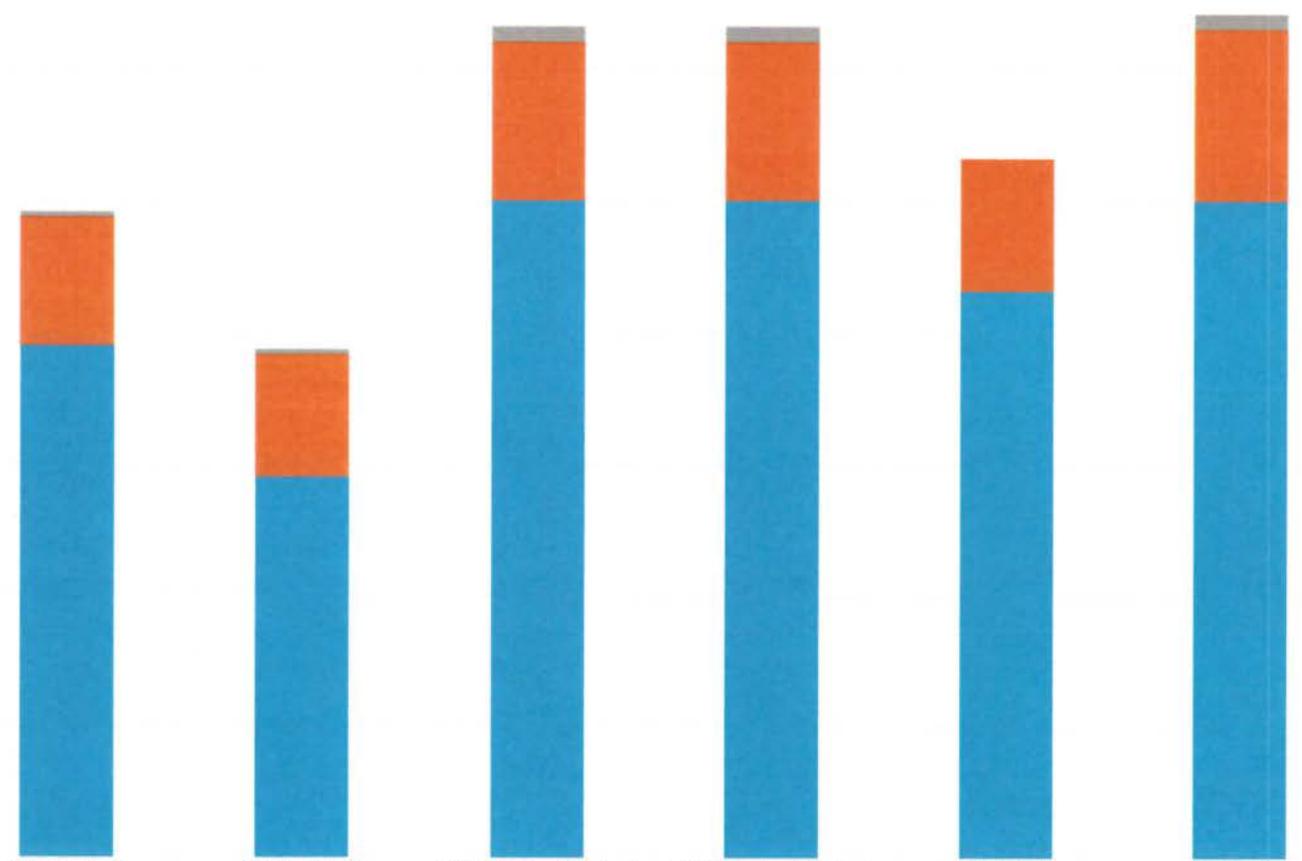
\$120,000
\$100,000
\$80,000
\$60,000
\$40,000
\$20,000
\$-

- 716000 - Memberships/Subscriptions
- 715001 - Communications
- 713005 - Misc. Contract. Serv.
- 713004 - Other Professional Services
- 713002 - Legal Services

	2016 Actual	2017 Actual	2018 Original Budget	2018 Revised Budget	2018 YTD	2019 Budget
716000 - Memberships/Subscriptions	611.00	485.00	685.00	685.00	597.00	685.00
715001 - Communications	0.00	1,542.08	3,000.00	3,000.00	1,005.00	3,000.00
713005 - Misc. Contract. Serv.	9,319.40	8,428.90	11,000.00	11,000.00	6,198.09	11,000.00
713004 - Other Professional Services	68,979.46	69,724.49	83,000.00	89,261.73	68,671.46	86,500.00
713002 - Legal Services	1,673.88	2,642.12	4,600.00	5,157.00	4,521.45	4,600.00

10110160 - Records Mgmt GF GenGov

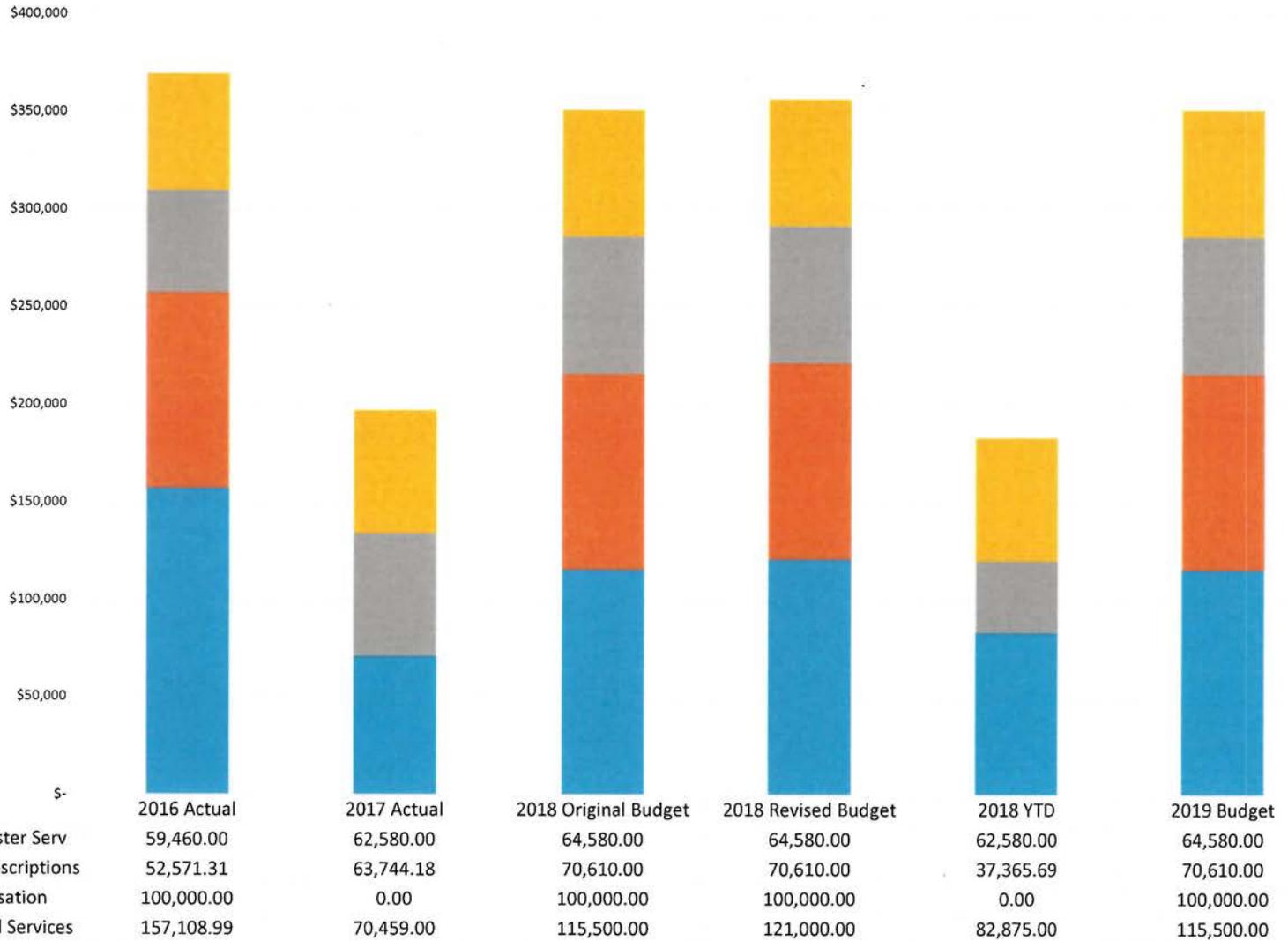
\$35,000
\$30,000
\$25,000
\$20,000
\$15,000
\$10,000
\$5,000
\$-



- 716000 - Memberships/Subscriptions
- 713005 - Misc. Contract. Serv.
- 713004 - Other Professional Services

	2016 Actual	2017 Actual	2018 Original Budget	2018 Revised Budget	2018 YTD	2019 Budget
716000 - Memberships/Subscriptions	195.00	195.00	600.00	600.00	0.00	600.00
713005 - Misc. Contract. Serv.	4,921.78	4,619.78	6,000.00	6,000.00	5,024.20	6,500.00
713004 - Other Professional Services	19,443.59	14,510.10	25,000.00	25,000.00	21,554.12	25,000.00

10110190 - CityMgr Misc GF GenGov



Account Type Projection CharCode-Obj Hierarchy Organization

10110210 - FinDir GF GenGov

71 - Contractual Services

\$300,000
\$250,000
\$200,000
\$150,000
\$100,000
\$50,000
\$-

2016 Actual

2017 Actual

2018 Original Budget

2018 Revised Budget

2018 YTD

2019 Budget

- 717001 - Rents and Leases
- 716000 - Memberships/Subscriptions
- 715003 - Printing and Reproductions
- 715002 - Advertising
- 715001 - Communications
- 713005 - Misc. Contract. Serv.
- 713004 - Other Professional Services
- 713001 - Accounting/Auditing Services

14,028.00
3,166.35
7,715.05
4,877.11
20,964.58
94,265.88
42,000.00
1,130.00

14,553.34
2,991.67
5,353.15
3,226.13
20,924.99
151,345.95
14,510.41
550.00

15,000.00
3,000.00
10,000.00
5,000.00
24,000.00
100,000.00
48,000.00
11,200.00

15,000.00
5,200.00
14,645.72
6,000.00
24,000.00
182,967.20
8,000.00
11,200.00

10,945.71
3,677.67
3,320.86
4,358.11
20,529.13
140,795.67
1,277.50
1,130.00

15,000.00
3,600.00
10,000.00
5,000.00
24,000.00
150,000.00
21,000.00
11,200.00

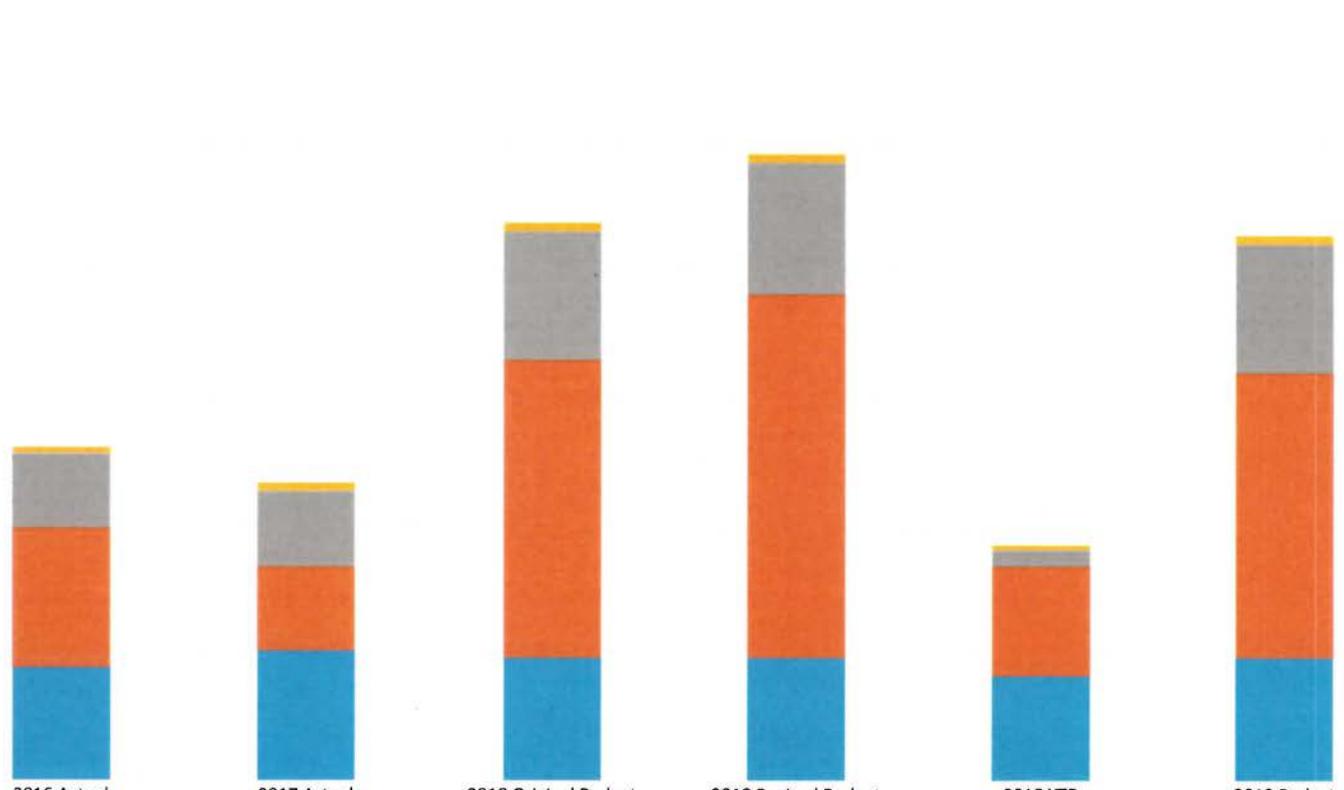


Account Type Projection CharCode-Obj Hierarchy Organization

10110220 - FinTax GF GenGov

71 - Contractual Services

\$120,000
\$100,000
\$80,000
\$60,000
\$40,000
\$20,000
\$-



- 716000 - Memberships/Subscriptions
- 715001 - Communications
- 713005 - Misc. Contract. Serv.
- 713004 - Other Professional Services

Year	713004 - Other Professional Services	713005 - Misc. Contract. Serv.	715001 - Communications	716000 - Memberships/Subscriptions
2016 Actual	17,683.65	21,985.94	11,696.30	892.00
2017 Actual	20,322.57	13,275.06	11,972.25	1,216.00
2018 Original Budget	19,250.00	46,600.00	20,100.00	1,345.00
2018 Revised Budget	19,250.00	56,825.94	20,760.00	1,345.00
2018 YTD	16,387.25	17,257.30	2,624.00	681.00
2019 Budget	19,250.00	44,600.00	20,100.00	1,345.00

Account Type Projection CharCode-Obj Hierarchy Organization

10110290 - FinMisc GF GenGov

71 - Contractual Services

\$600,000

\$500,000

\$400,000

\$300,000

\$200,000

\$100,000

\$-

- 713001 - Accounting/Auditing Services
- 711003 - Real Estate Taxes
- 711001 - County Auditor Deductions

2016 Actual

51,023.75

155,499.01

13,506.93

2017 Actual

48,373.00

177,925.74

476.04

2018 Original Budget

57,200.00

45,500.00

10,000.00

2018 Revised Budget

67,200.00

45,500.00

10,000.00

2018 YTD

48,566.10

17,741.04

185.58

2019 Budget

57,200.00

453,430.00

2,500.00



Account Type Projection CharCode-Obj Hierarchy Organization

10110310 - PubWrks Director GF GenGov

71 - Contractual Services

\$160,000
\$140,000
\$120,000
\$100,000
\$80,000
\$60,000
\$40,000
\$20,000
\$-

2016 Actual

2017 Actual

2018 Original Budget

2018 Revised Budget

2018 YTD

2019 Budget

- 716000 - Memberships/Subscriptions
- 715001 - Communications
- 713005 - Misc. Contract. Serv.
- 713004 - Other Professional Services

1,189.00
49.00
4,512.00
1,406.76

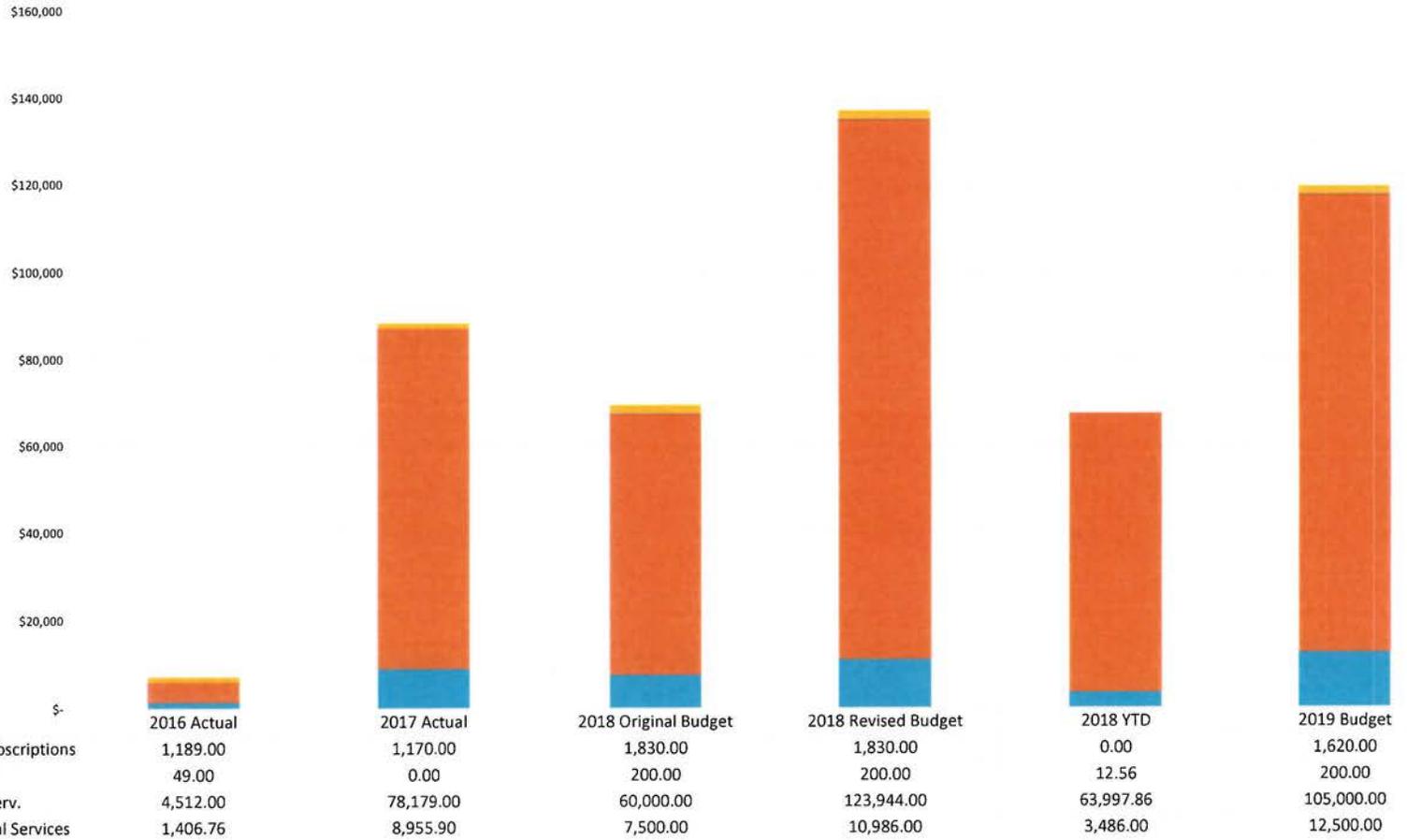
1,170.00
0.00
78,179.00
8,955.90

1,830.00
200.00
60,000.00
7,500.00

1,830.00
200.00
123,944.00
10,986.00

0.00
12.56
63,997.86
3,486.00

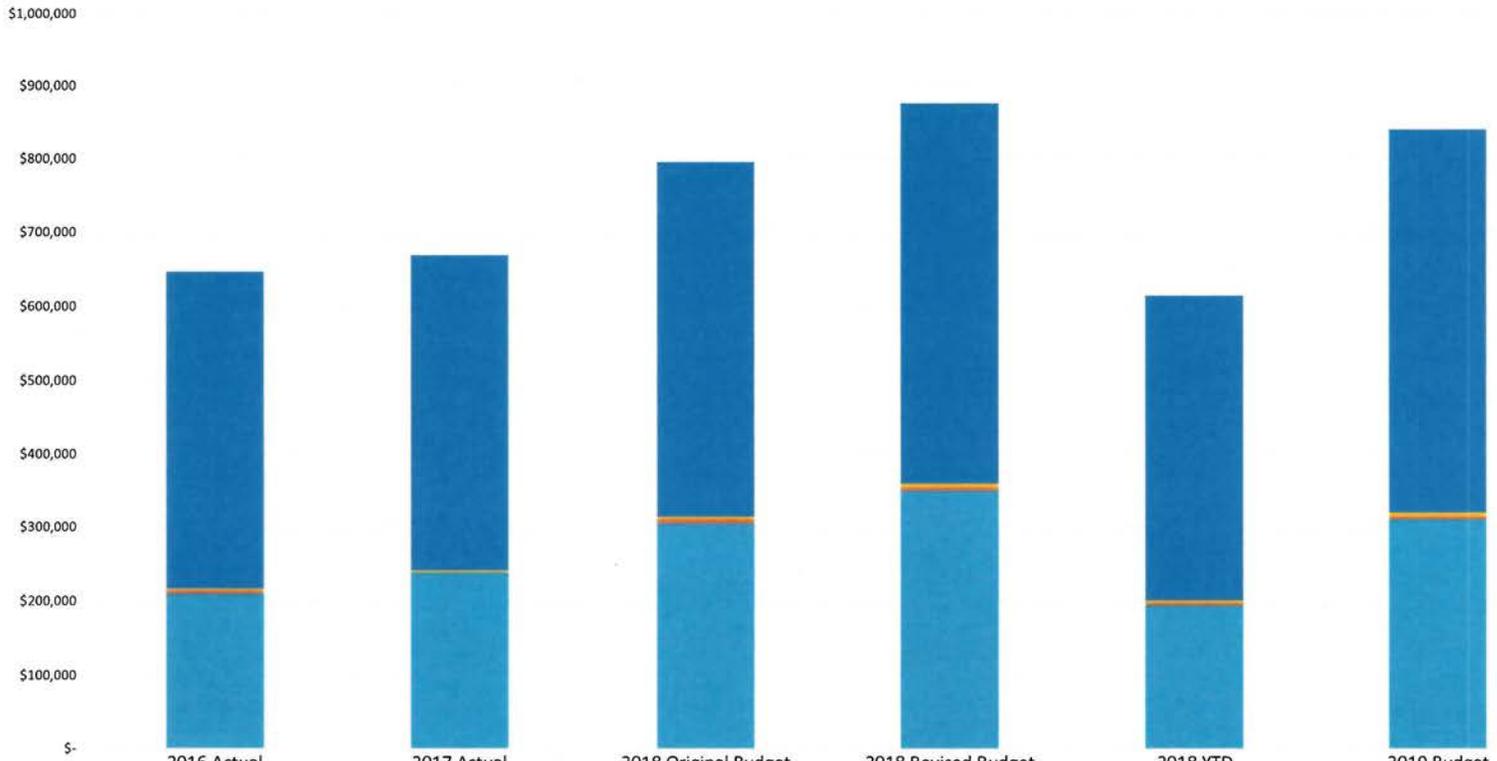
1,620.00
200.00
105,000.00
12,500.00



Account Type Projection CharCode-Obj Hierarchy Organization

10110350 - Facilities Mgmt GF GenGov

71 - Contractual Services



- 717005 - Utilities- Other Fuel Types
- 717001 - Rents and Leases
- 716000 - Memberships/Subscriptions
- 715001 - Communications
- 713005 - Misc. Contract. Serv.

Year/Type	717005 - Utilities- Other Fuel Types	717001 - Rents and Leases	716000 - Memberships/Subscriptions	715001 - Communications	713005 - Misc. Contract. Serv.
2016 Actual	429,032.09	2,364.00	376.00	3,674.94	210,413.68
2017 Actual	427,147.97	2,543.67	551.00	3.96	238,205.70
2018 Original Budget	480,000.00	3,500.00	500.00	5,100.00	305,500.00
2018 Revised Budget	516,004.05	5,100.00	500.00	3,500.00	350,763.99
2018 YTD	413,286.58	2,963.37	308.92	3,222.00	194,145.90
2019 Budget	519,350.00	5,100.00	500.00	3,500.00	311,000.00

Account Type Projection CharCode-Obj Hierarchy Organization

10110370 - Fleet Mgmt GF GenGov

71 - Contractual Services

\$250,000

\$200,000

\$150,000

\$100,000

\$50,000

\$-

- 717001 - Rents and Leases
- 716000 - Memberships/Subscriptions
- 713005 - Misc. Contract. Serv.
- 713004 - Other Professional Services

2016 Actual

33,390.83
2,865.35
96,987.76
10,136.04

2017 Actual

35,895.81
4,267.14
87,555.29
6,190.90

2018 Original Budget

56,500.00
4,900.00
82,500.00
11,300.00

2018 Revised Budget

65,500.00
6,900.00
111,431.25
10,150.00

2018 YTD

36,458.99
5,889.84
86,103.92
3,486.70

2019 Budget

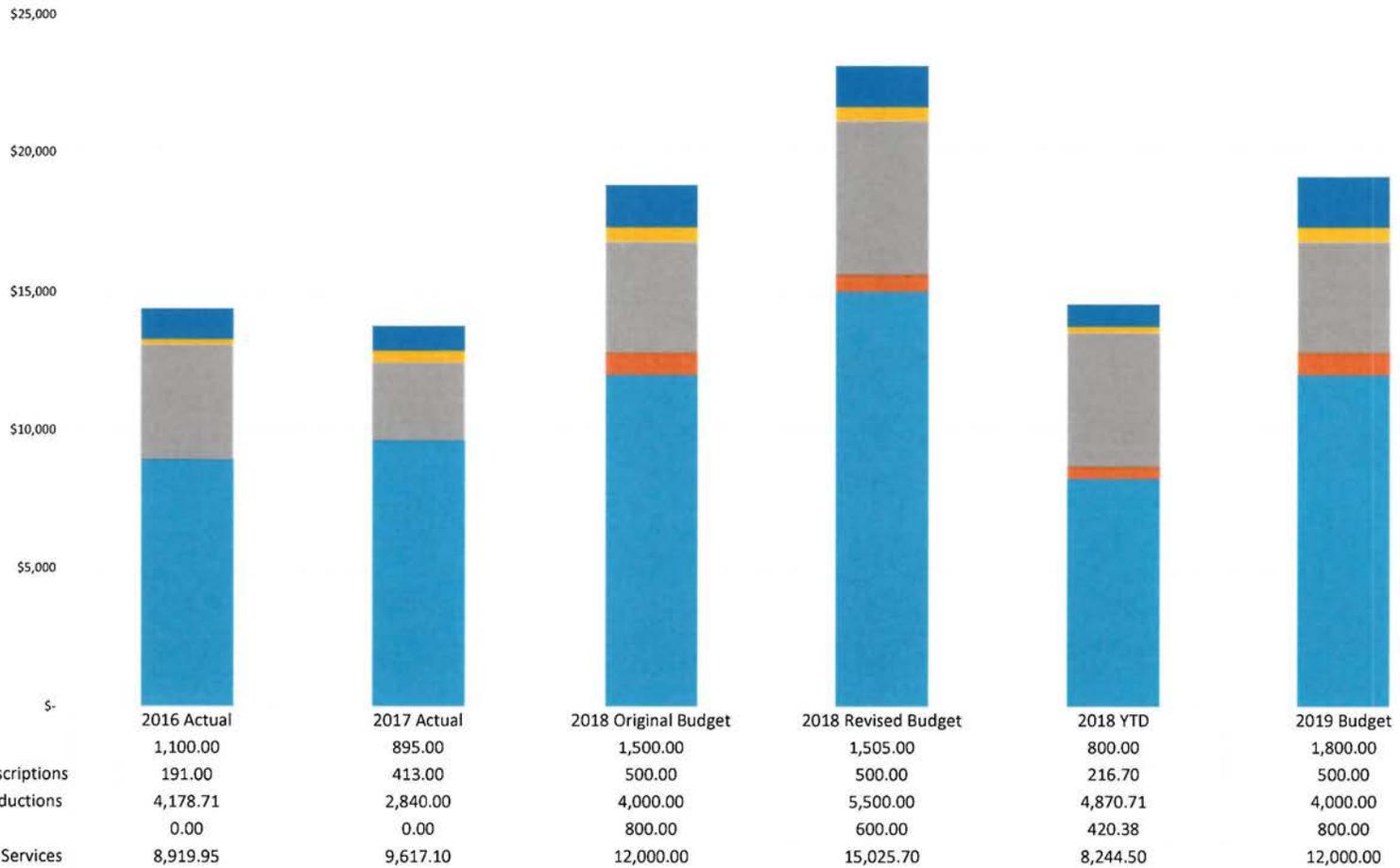
56,500.00
4,900.00
86,000.00
11,300.00



Account Type Projection CharCode-Obj Hierarchy Organization

10110420 - Volunteer Resources GF GenGov

71 - Contractual Services



10110510 - Legislative Affairs GF GenGov

71 - Contractual Services

\$30,000
\$25,000
\$20,000
\$15,000
\$10,000
\$5,000
\$-

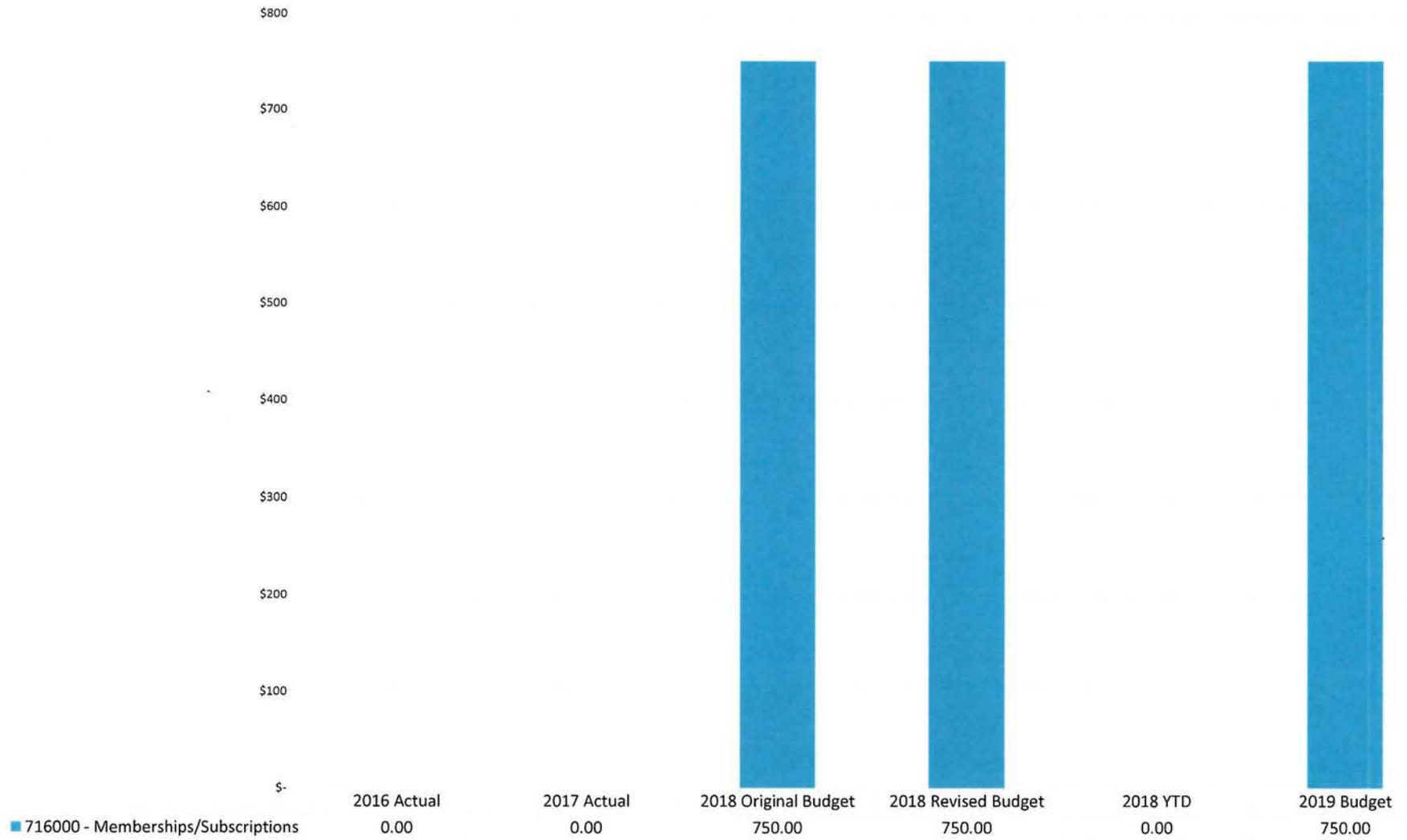
- 716000 - Memberships/Subscriptions
- 715002 - Advertising
- 713004 - Other Professional Services

	2016 Actual	2017 Actual	2018 Original Budget	2018 Revised Budget	2018 YTD	2019 Budget
716000 - Memberships/Subscriptions	1,097.48	892.86	1,800.00	2,056.11	870.20	2,500.00
715002 - Advertising	4,527.69	8,296.98	4,000.00	8,932.18	5,915.55	4,000.00
713004 - Other Professional Services	7,231.00	10,191.00	16,000.00	16,000.00	8,069.00	16,000.00

Account Type Projection CharCode-Obj Hierarchy Organization

10110520 - Boards & Commissions GF GenGov

71 - Contractual Services



Account Type Projection CharCode-Obj Hierarchy Organization

10110610 - IT Director GF GenGov

71 - Contractual Services

\$2,500,000

\$2,000,000

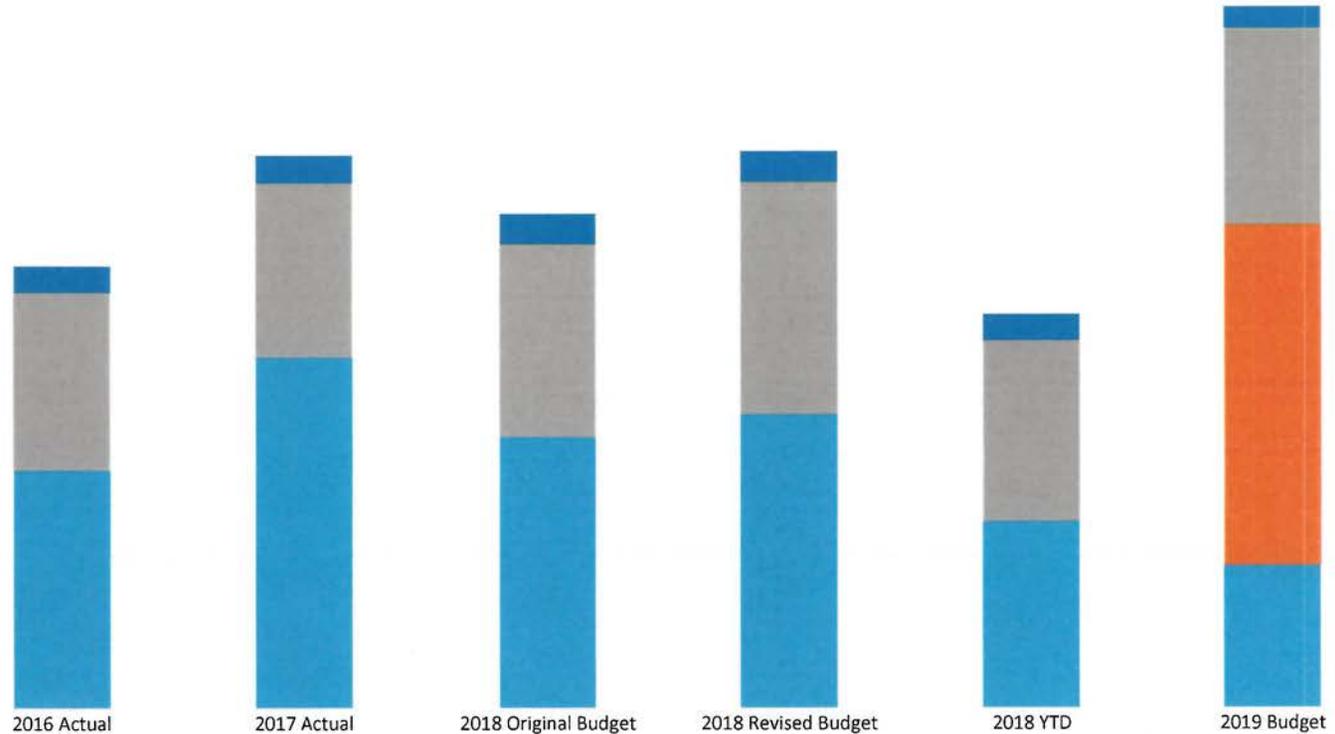
\$1,500,000

\$1,000,000

\$500,000

\$-

- 717001 - Rents and Leases
- 716000 - Memberships/Subscriptions
- 715001 - Communications
- 713005 - Misc. Contract. Serv.
- 713004 - Other Professional Services



2016 Actual

2017 Actual

2018 Original Budget

2018 Revised Budget

2018 YTD

2019 Budget

87,961.92

88,490.36

100,975.00

101,475.00

85,655.70

69,650.00

1,785.95

944.62

2,000.00

2,000.00

1,989.00

2,110.00

579,728.42

573,196.60

628,360.00

759,855.24

588,782.79

636,870.00

0.00

0.00

0.00

0.00

0.00

1,113,470.00

777,583.24

1,147,135.26

887,615.00

961,252.68

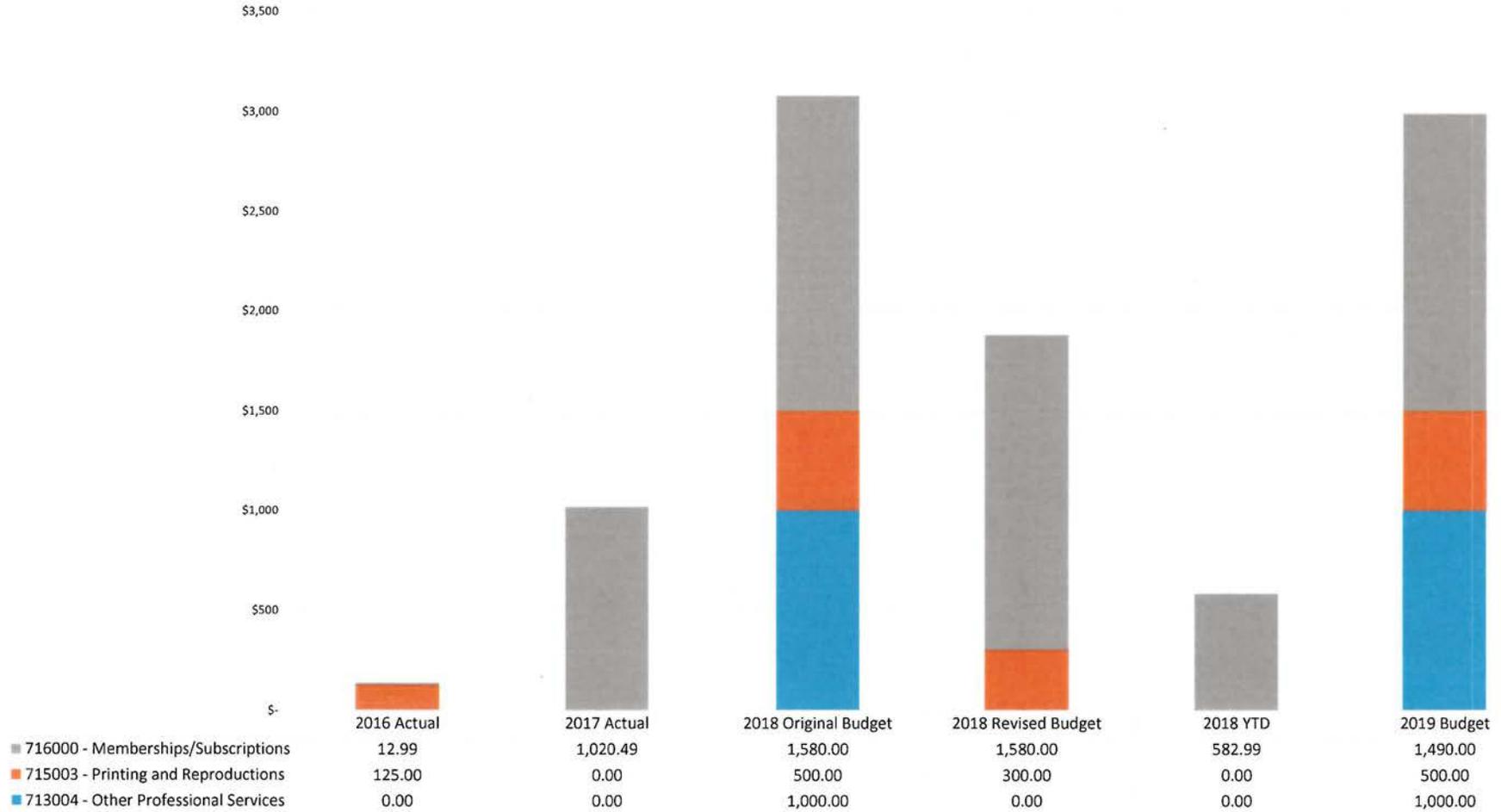
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467,500.00

Account Type Projection CharCode-Obj Hierarchy Organization

10110710 - Development Director GF GenGov

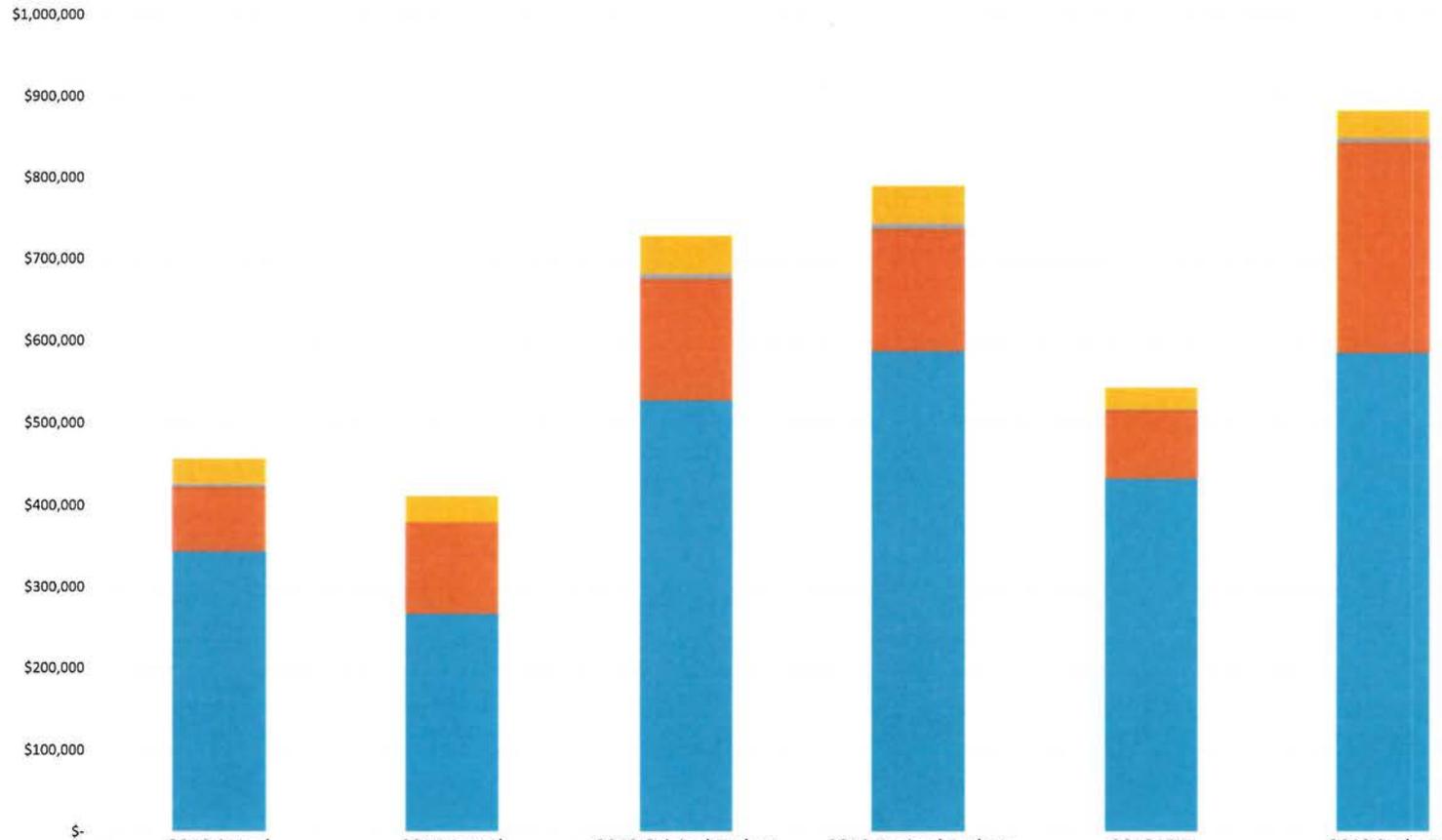
71 - Contractual Services



Account Type Projection CharCode-Obj Hierarchy Organization

10110740 - EconDev GF GenGov

71 - Contractual Services



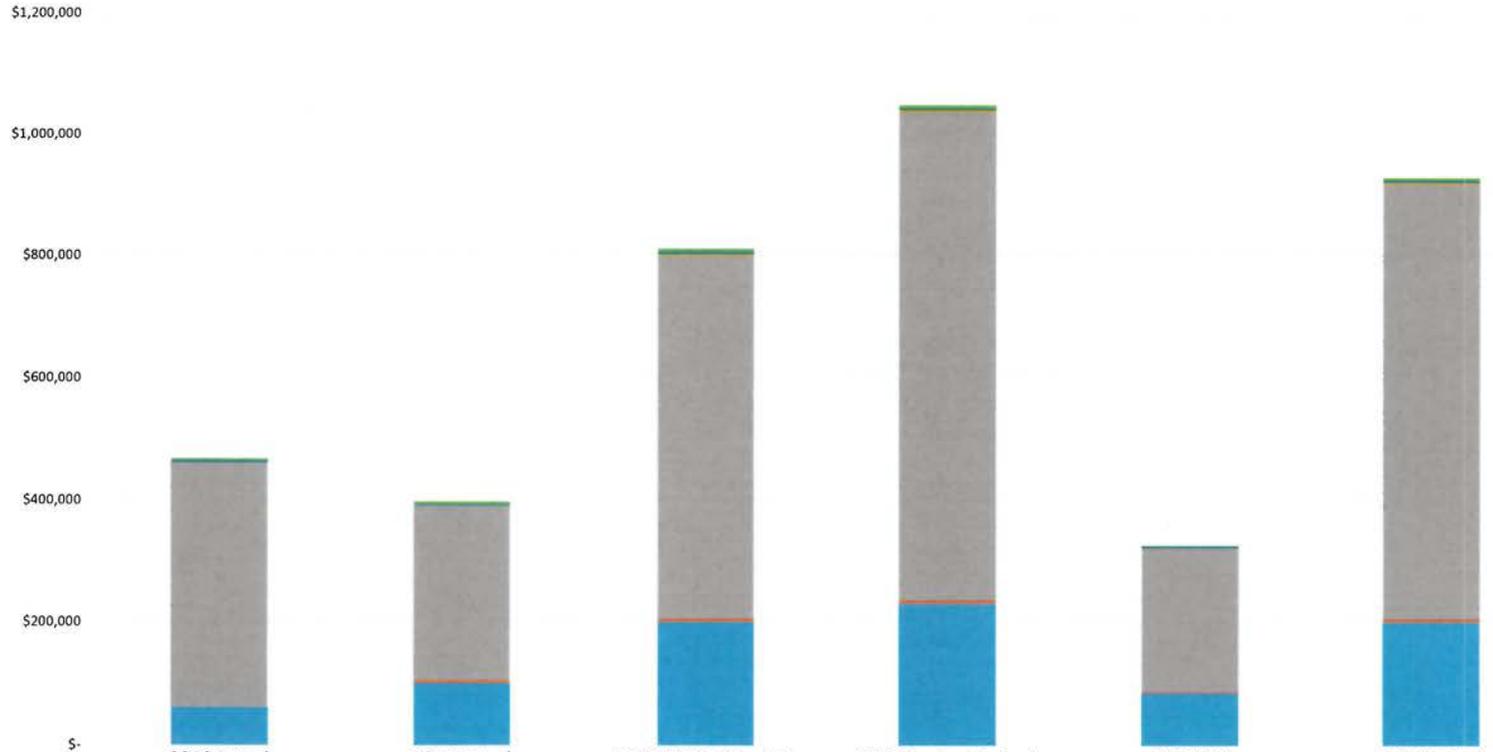
- 716000 - Memberships/Subscriptions
- 715003 - Printing and Reproductions
- 715002 - Advertising
- 713004 - Other Professional Services

	2016 Actual	2017 Actual	2018 Original Budget	2018 Revised Budget	2018 YTD	2019 Budget
716000 - Memberships/Subscriptions	30,108.98	32,324.36	46,070.00	46,070.00	25,611.03	33,975.00
715003 - Printing and Reproductions	4,275.50	0.00	7,600.00	7,600.00	1,742.37	6,000.00
715002 - Advertising	78,297.12	112,146.36	147,300.00	149,074.00	82,297.08	258,000.00
713004 - Other Professional Services	343,980.12	267,036.54	527,000.00	586,903.37	432,782.60	584,600.00

Account Type Projection CharCode-Obj Hierarchy Organization

10120320 - Engineer GF CommEnv

71 - Contractual Services



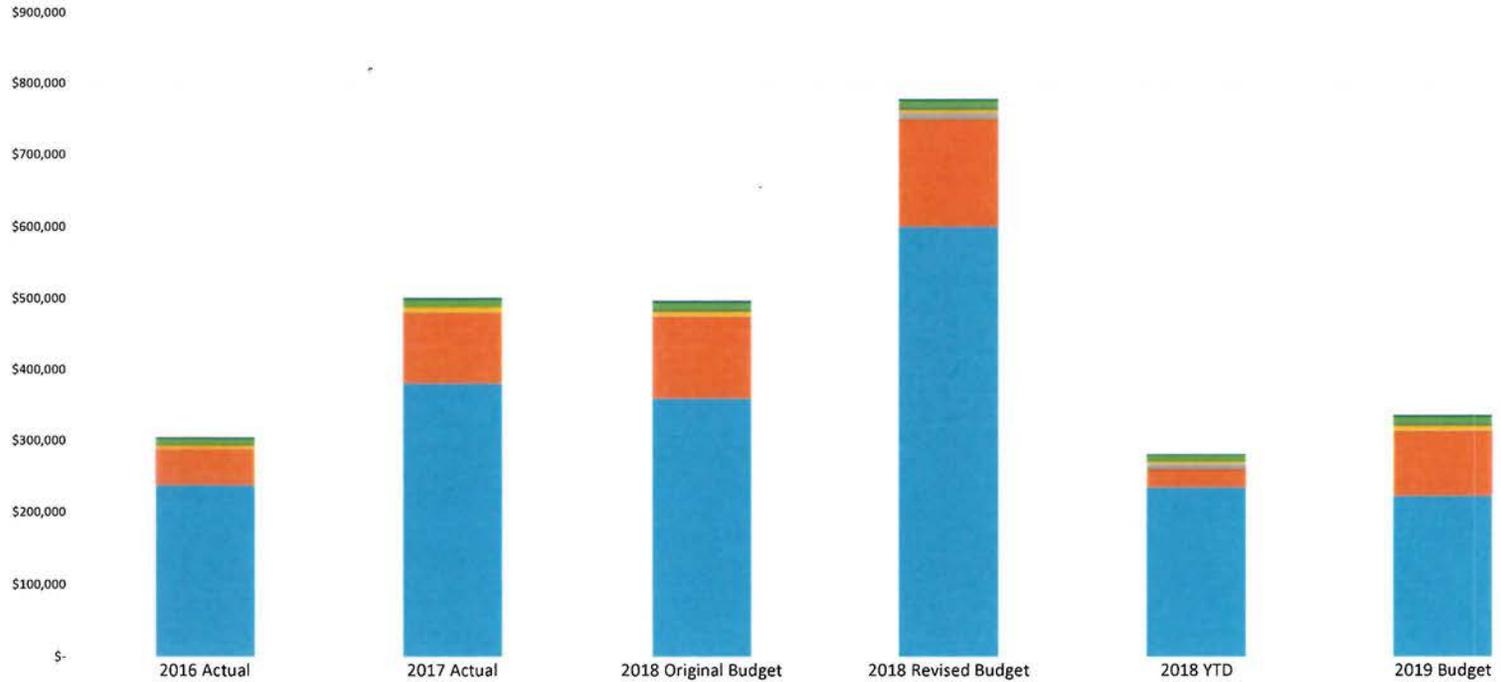
- 716000 - Memberships/Subscriptions
- 715003 - Printing and Reproductions
- 715001 - Communications
- 713004 - Other Professional Services
- 712003 - Plan Review
- 712002 - Eng. Inspection Services

	2016 Actual	2017 Actual	2018 Original Budget	2018 Revised Budget	2018 YTD	2019 Budget
716000 - Memberships/Subscriptions	4,135.51	5,731.03	5,460.00	5,460.00	2,169.80	5,100.00
715003 - Printing and Reproductions	1,898.60	507.56	3,000.00	3,000.00	1,748.38	3,000.00
715001 - Communications	149.68	66.11	3,000.00	3,000.00	54.26	3,000.00
713004 - Other Professional Services	400,394.93	285,533.40	594,500.00	803,298.54	236,087.54	713,250.00
712003 - Plan Review	0.00	4,887.50	5,000.00	5,000.00	1,375.00	5,000.00
712002 - Eng. Inspection Services	60,980.34	100,885.50	200,000.00	230,318.25	85,179.55	200,000.00

Account Type Projection CharCode-Obj Hierarchy Organization

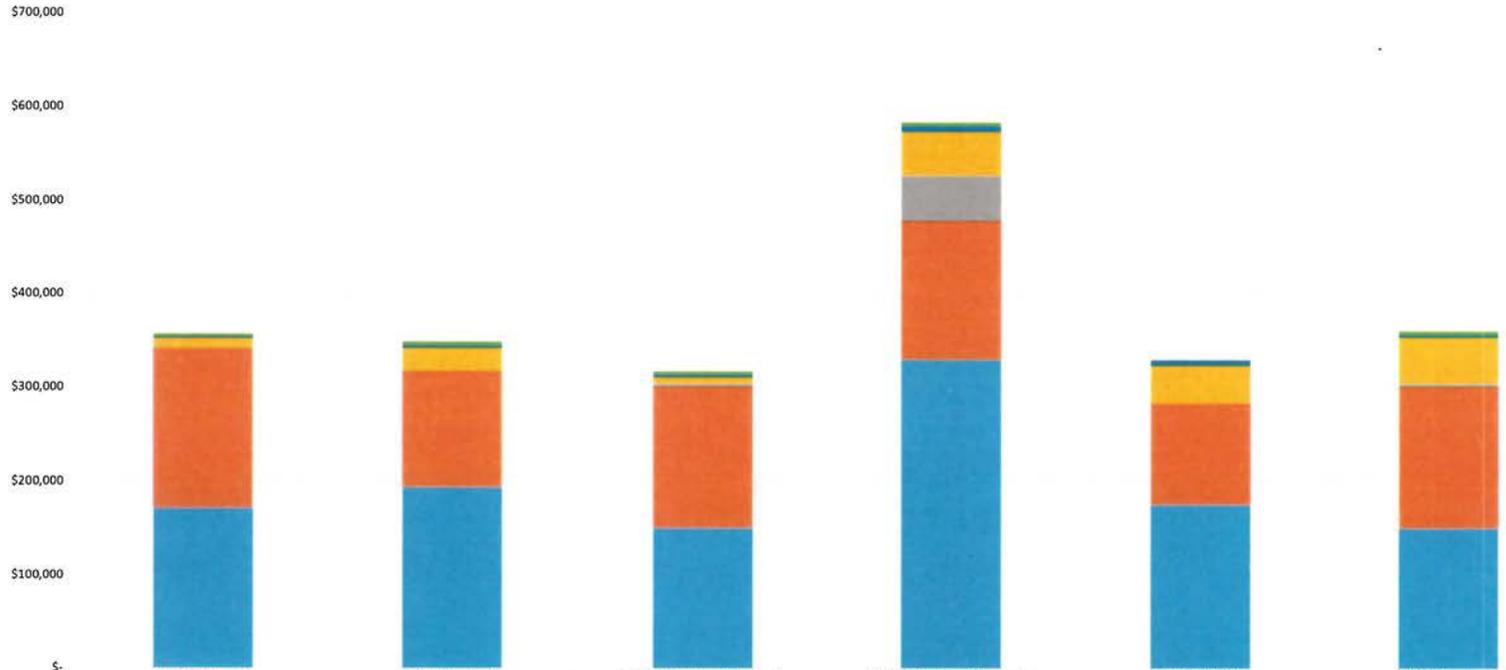
10120720 - Planning GF CommEnv

71 - Contractual Services



Account Type	2016 Actual	2017 Actual	2018 Original Budget	2018 Revised Budget	2018 YTD	2019 Budget
717001 - Rents and Leases	2,364.00	3,092.67	2,820.00	2,820.00	1,647.00	2,820.00
716000 - Memberships/Subscriptions	8,628.88	9,835.38	10,000.00	10,100.00	8,932.80	10,000.00
715003 - Printing and Reproductions	479.52	0.00	1,500.00	1,500.00	0.00	2,000.00
715001 - Communications	5,219.02	7,818.77	7,500.00	5,420.72	3,369.50	7,500.00
713005 - Misc. Contract. Serv.	536.04	776.61	1,100.00	9,600.00	7,774.22	1,100.00
713004 - Other Professional Services	49,949.86	99,529.40	115,000.00	148,121.20	25,171.64	90,000.00
712008 - Planning Services	237,311.23	380,320.43	358,970.00	600,177.01	233,924.69	222,000.00

10120730 - Building Standards GF CommEnv



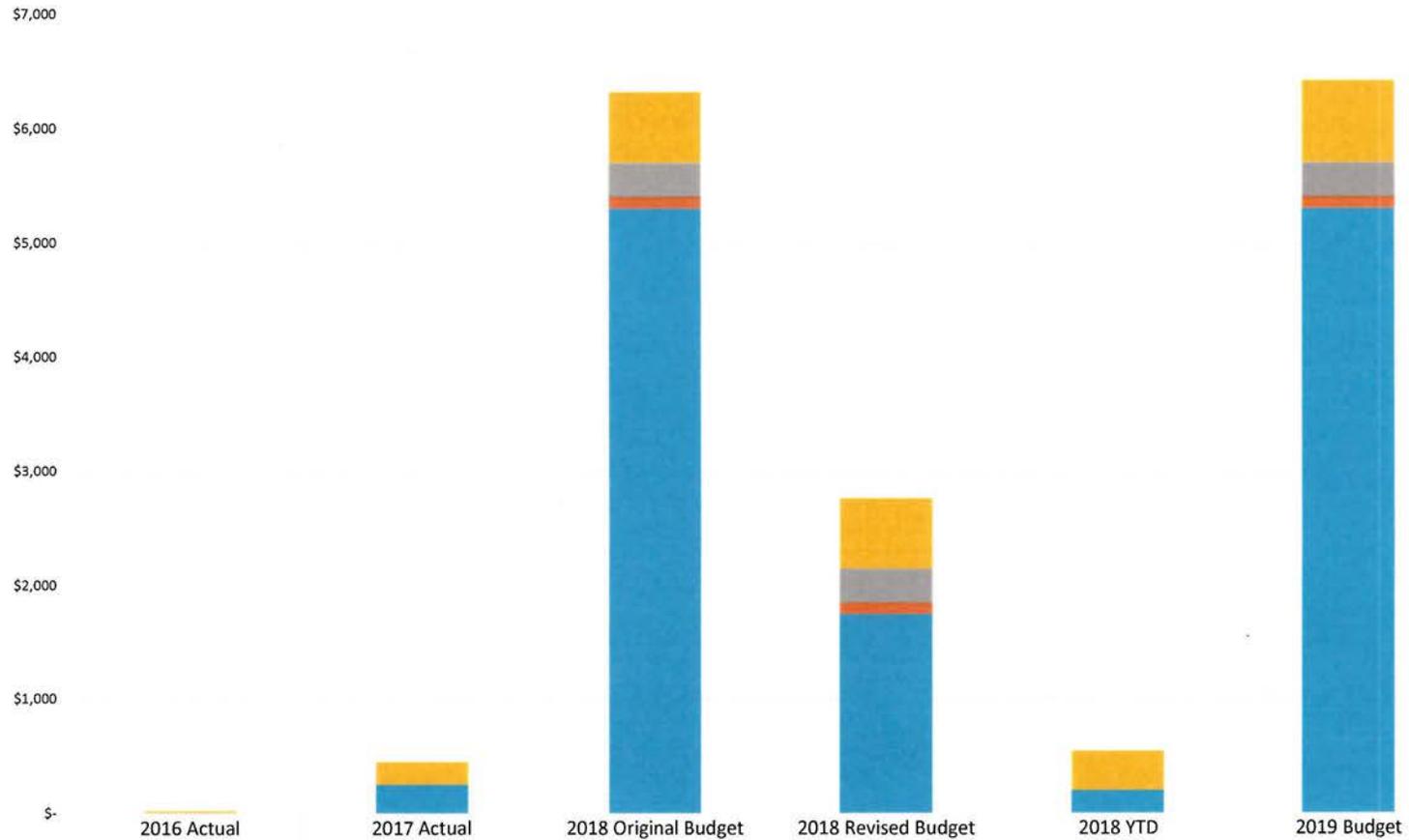
- 716000 - Memberships/Subscriptions
- 715003 - Printing and Reproductions
- 713005 - Misc. Contract. Serv.
- 713004 - Other Professional Services
- 712004 - Building Inspection Services
- 712003 - Plan Review

	2016 Actual	2017 Actual	2018 Original Budget	2018 Revised Budget	2018 YTD	2019 Budget
716000 - Memberships/Subscriptions	2,517.50	4,389.92	4,000.00	4,000.00	740.00	4,000.00
715003 - Printing and Reproductions	1,731.00	2,507.89	2,500.00	6,037.11	5,443.63	2,500.00
713005 - Misc. Contract. Serv.	11,616.10	24,911.15	7,000.00	47,000.00	40,780.50	50,000.00
713004 - Other Professional Services	0.00	0.00	3,000.00	48,000.00	0.00	3,000.00
712004 - Building Inspection Services	169,197.00	122,955.00	150,000.00	149,013.00	106,591.00	150,000.00
712003 - Plan Review	171,284.75	193,587.30	150,000.00	328,737.78	175,346.41	150,000.00

Account Type Projection CharCode-Obj Hierarchy Organization

10130340 - SolidWaste GF Utility

71 - Contractual Services



- 716000 - Memberships/Subscriptions
- 715003 - Printing and Reproductions
- 715001 - Communications
- 713005 - Misc. Contract. Serv.

	2016 Actual	2017 Actual	2018 Original Budget	2018 Revised Budget	2018 YTD	2019 Budget
716000 - Memberships/Subscriptions	20.00	194.00	610.00	610.00	343.00	710.00
715003 - Printing and Reproductions	0.00	0.00	300.00	300.00	0.00	300.00
715001 - Communications	0.00	0.00	100.00	100.00	0.00	100.00
713005 - Misc. Contract. Serv.	0.00	250.40	5,300.00	1,749.60	195.96	5,300.00

Account Type Projection CharCode-Obj Hierarchy Organization

10140410 - ParksRec Director GF Leisure

71 - Contractual Services

\$1,400,000

\$1,200,000

\$1,000,000

\$800,000

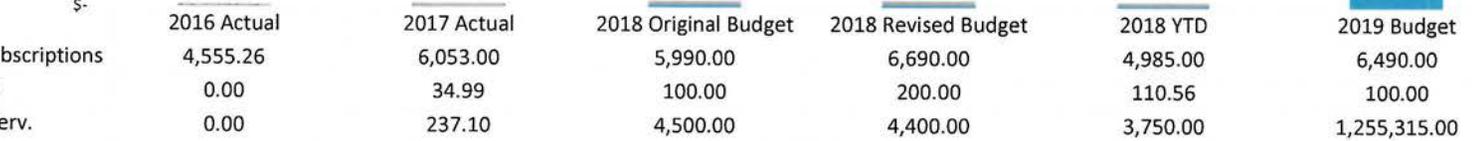
\$600,000

\$400,000

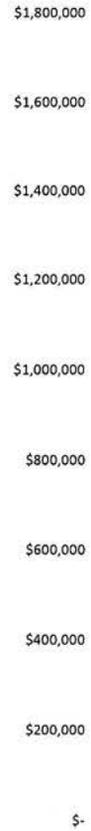
\$200,000

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	2016 Actual	2017 Actual	2018 Original Budget	2018 Revised Budget	2018 YTD	2019 Budget
716000 - Memberships/Subscriptions	4,555.26	6,053.00	5,990.00	6,690.00	4,985.00	6,490.00
715001 - Communications	0.00	34.99	100.00	200.00	110.56	100.00
713005 - Misc. Contract. Serv.	0.00	237.10	4,500.00	4,400.00	3,750.00	1,255,315.00



10140430 - Park Operations GF Leisure



- 717005 - Utilities- Other Fuel Types
- 716000 - Memberships/Subscriptions
- 715001 - Communications
- 713005 - Misc. Contract. Serv.

	2016 Actual	2017 Actual	2018 Original Budget	2018 Revised Budget	2018 YTD	2019 Budget
717005 - Utilities- Other Fuel Types	280,502.39	289,791.33	300,000.00	316,779.81	242,833.46	300,725.00
716000 - Memberships/Subscriptions	5,759.00	2,660.00	2,900.00	2,900.00	1,474.00	2,880.00
715001 - Communications	45.74	0.00	200.00	200.00	0.00	200.00
713005 - Misc. Contract. Serv.	1,007,780.70	1,045,695.00	1,354,810.00	1,376,647.46	854,274.52	117,895.00

10140433 - Horticulture GF Leisure

\$120,000

\$100,000

\$80,000

\$60,000

\$40,000

\$20,000

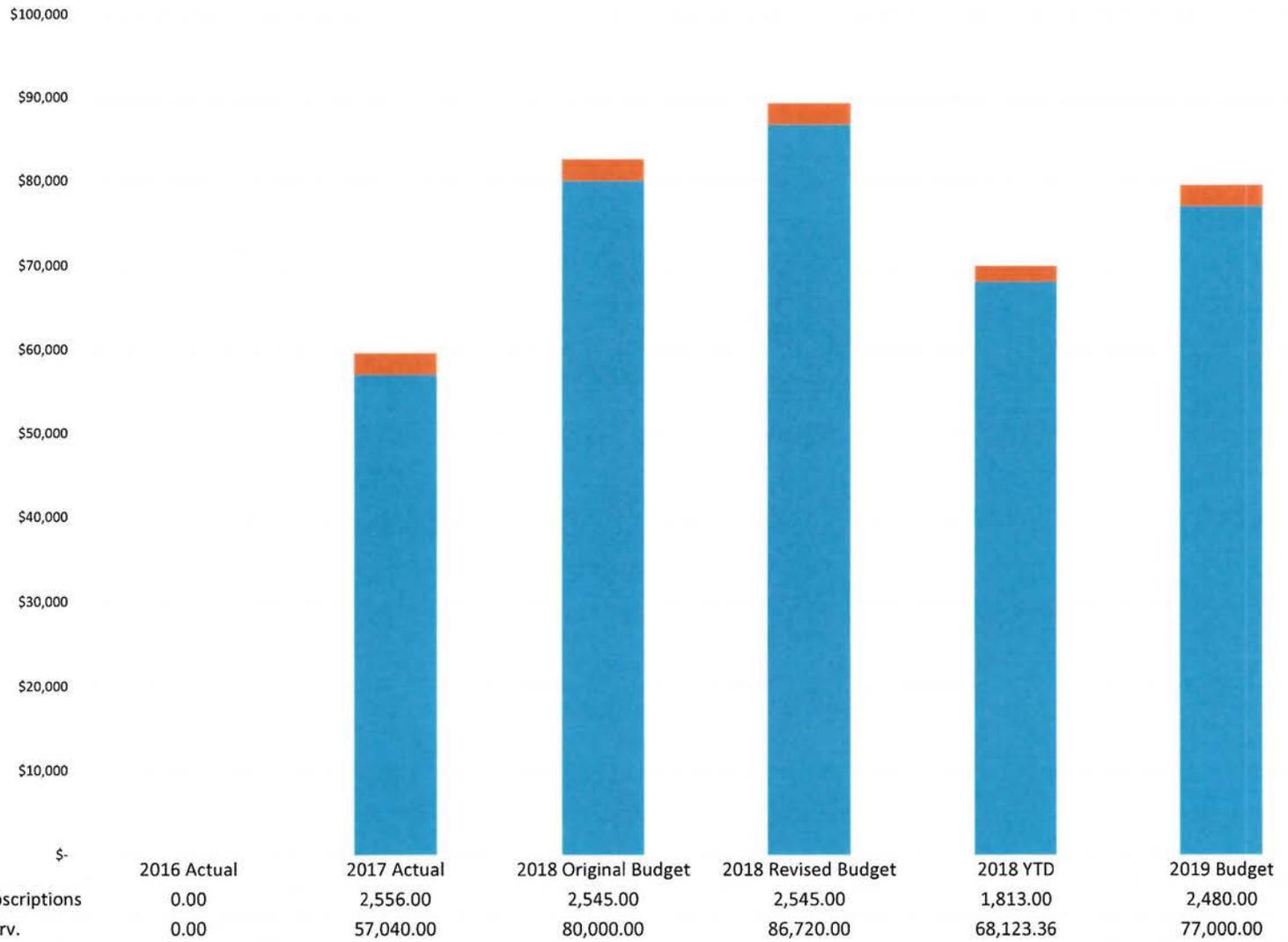
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- 716000 - Memberships/Subscriptions
- 713005 - Misc. Contract. Serv.

	2016 Actual	2017 Actual	2018 Original Budget	2018 Revised Budget	2018 YTD	2019 Budget
716000 - Memberships/Subscriptions	0.00	1,610.00	2,005.00	2,005.00	491.00	2,705.00
713005 - Misc. Contract. Serv.	0.00	77,740.25	100,000.00	100,000.00	34,379.83	100,000.00

10140434 - Forestry GF Leisure

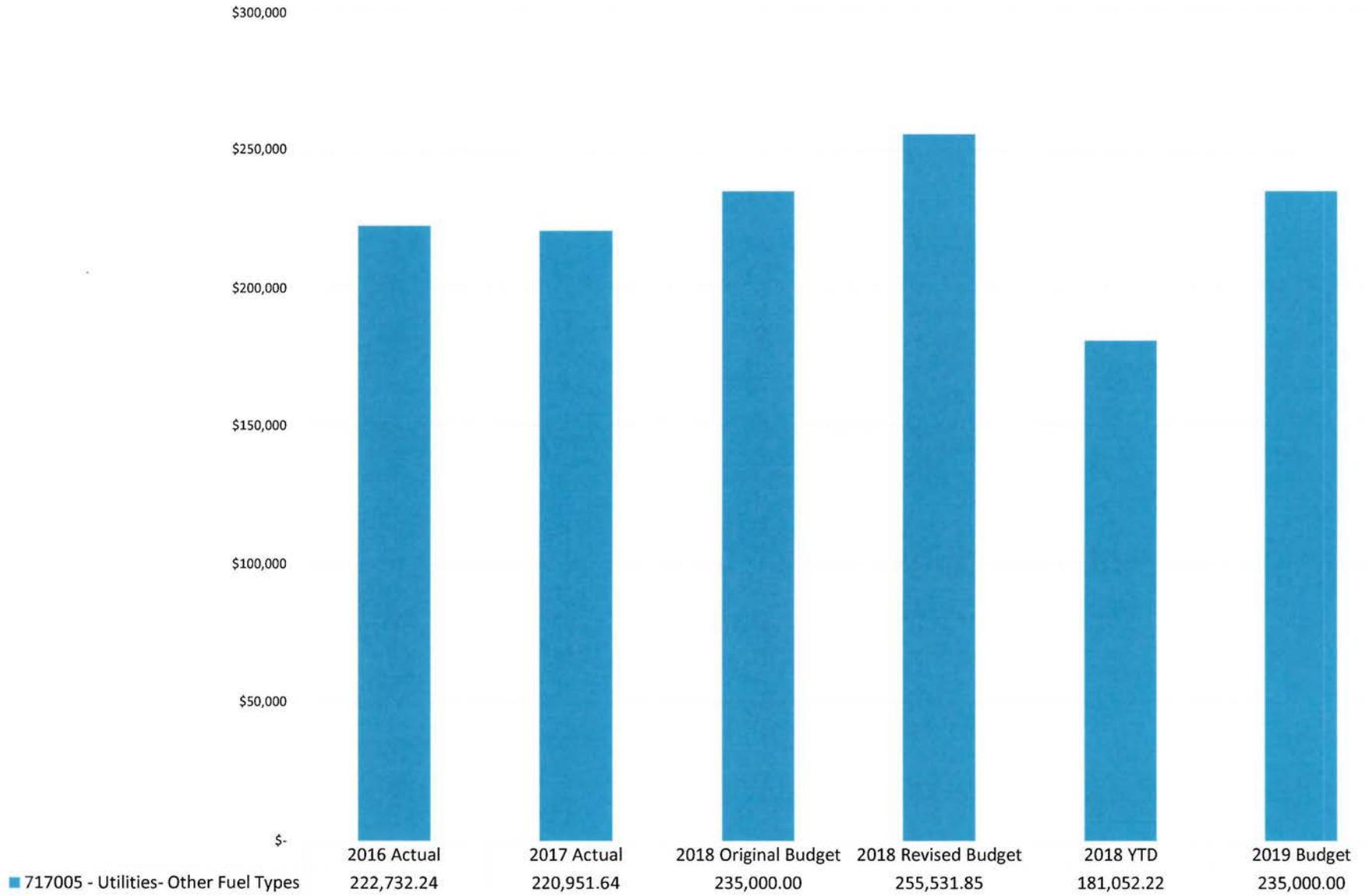
71 - Contractual Services



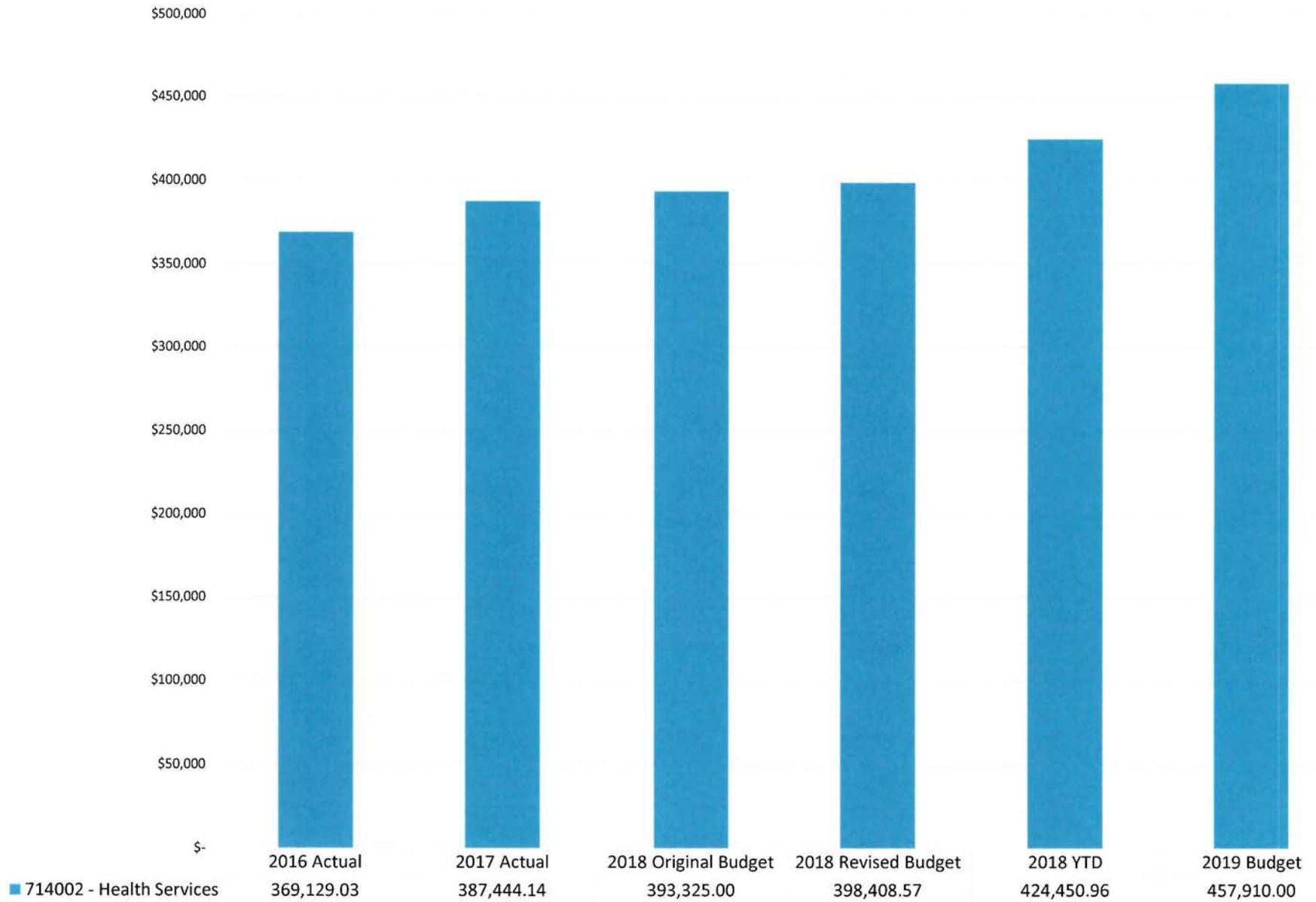
Account Type Projection CharCode-Obj Hierarchy Organization

10150390 - Public Works Misc GF Security

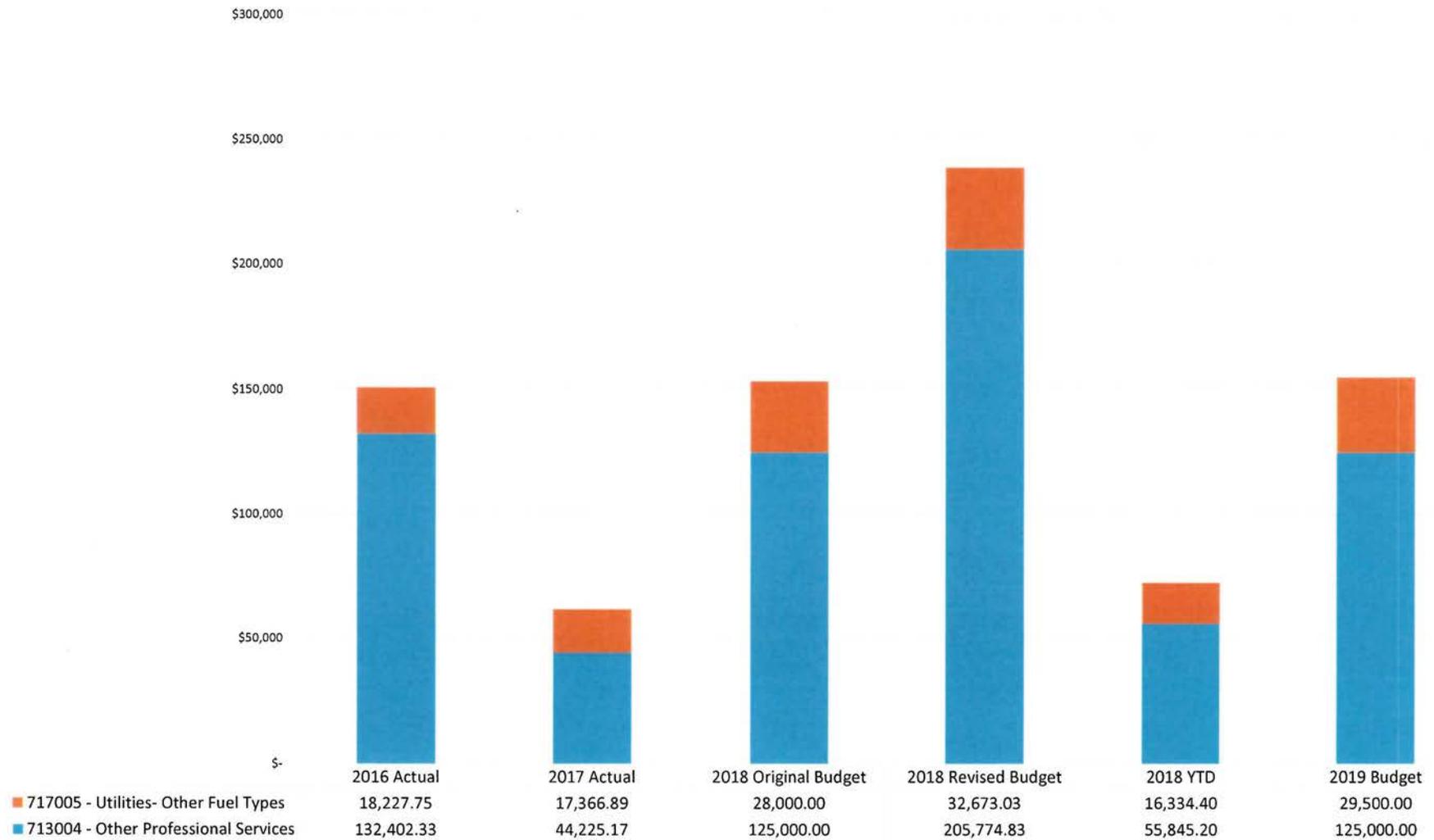
71 - Contractual Services



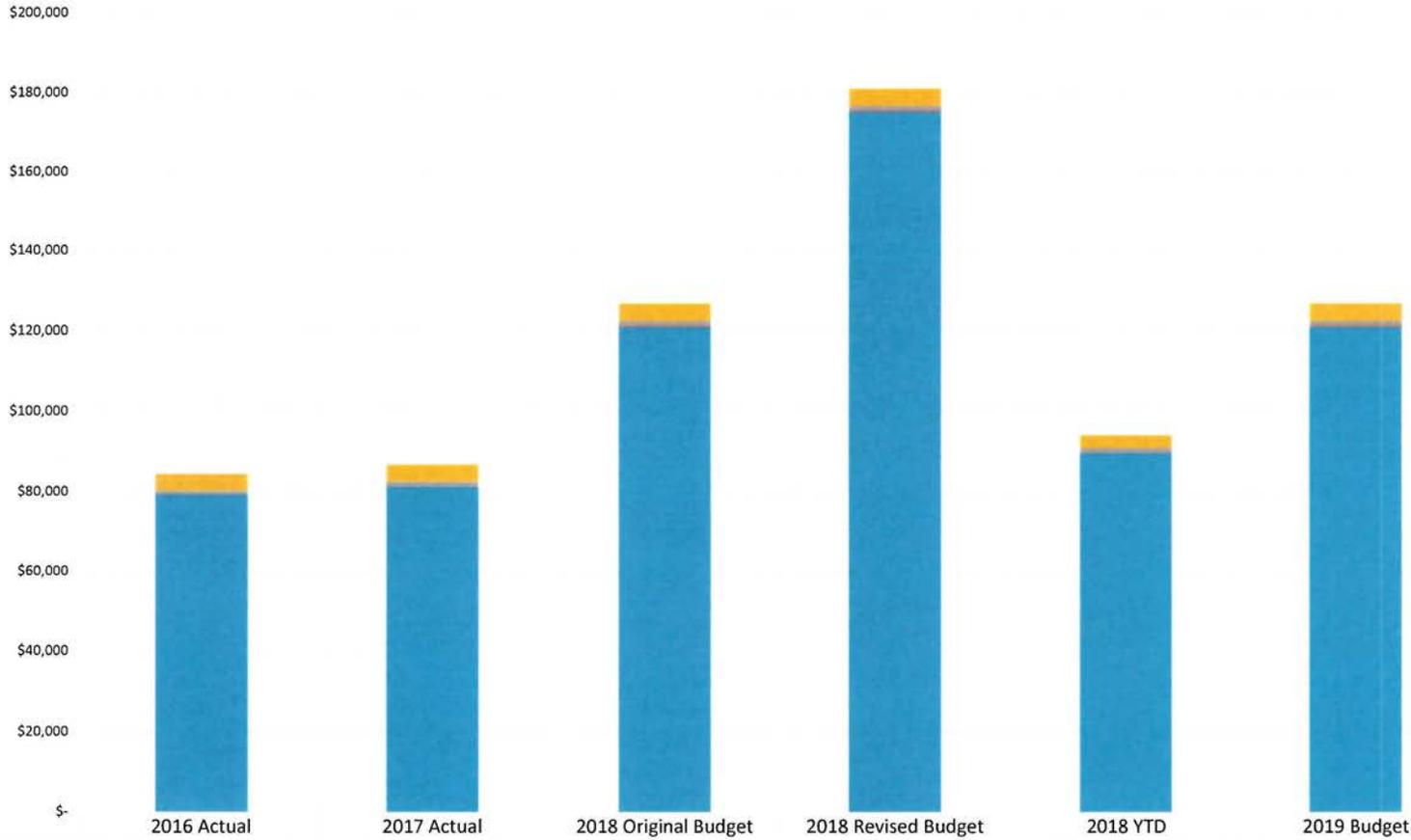
10160290 - FinMisc GF PubHealth



20170320 - Engineer StrtMaintRepair Trans



20170330 - Streets StrtMaintRepair Transp

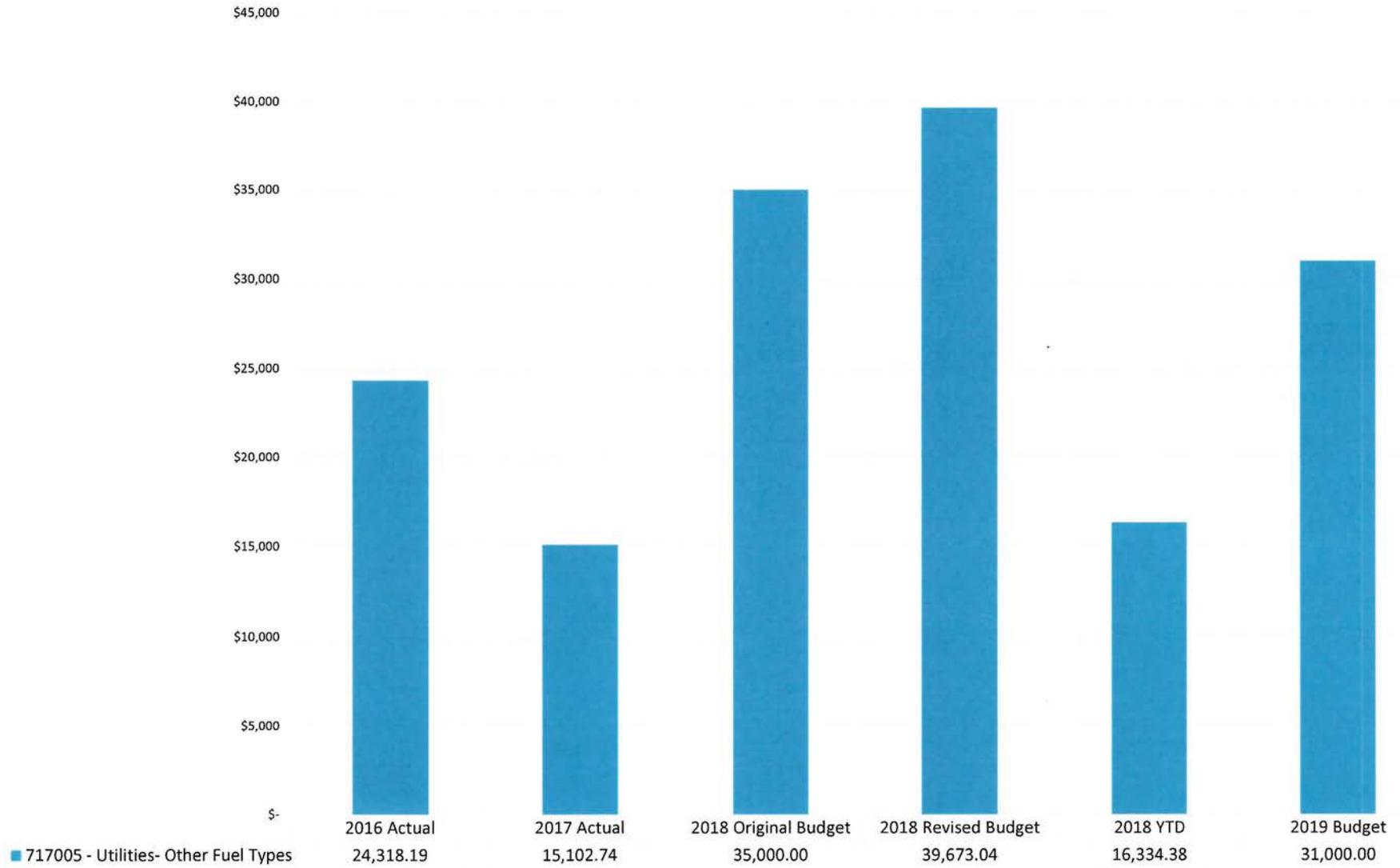


- 717001 - Rents and Leases
- 716000 - Memberships/Subscriptions
- 715001 - Communications
- 713005 - Misc. Contract. Serv.

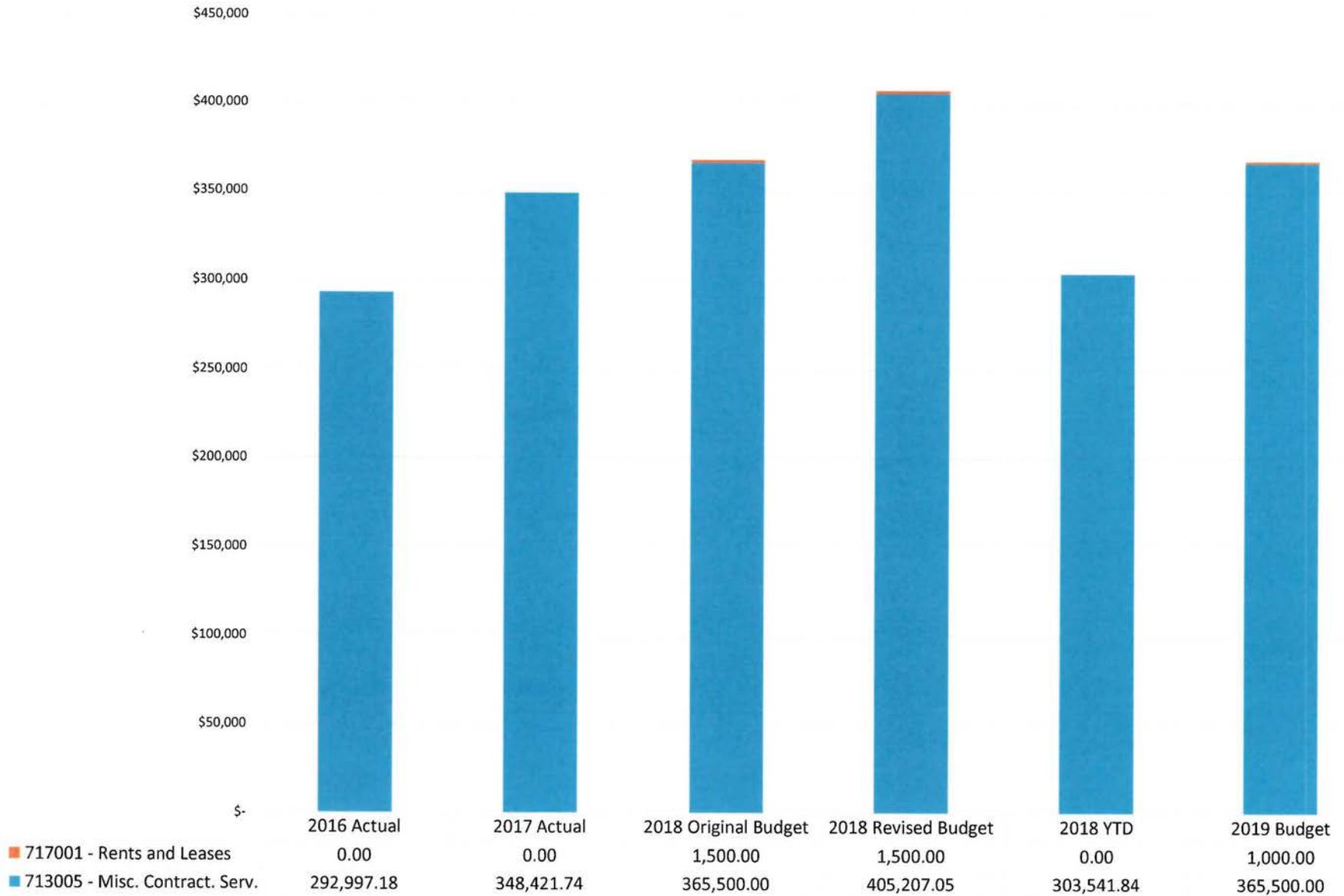
Year/Type	717001 - Rents and Leases	716000 - Memberships/Subscriptions	715001 - Communications	713005 - Misc. Contract. Serv.
2016 Actual	4,099.20	1,060.00	0.00	79,123.01
2017 Actual	4,099.20	1,368.00	0.00	81,118.95
2018 Original Budget	4,300.00	1,260.00	100.00	121,000.00
2018 Revised Budget	4,300.00	1,260.00	100.00	175,411.06
2018 YTD	3,122.10	1,242.22	0.00	89,526.54
2019 Budget	4,300.00	1,260.00	100.00	121,000.00

20270320 - Engineer StateHwy Transp

71 - Contractual Services

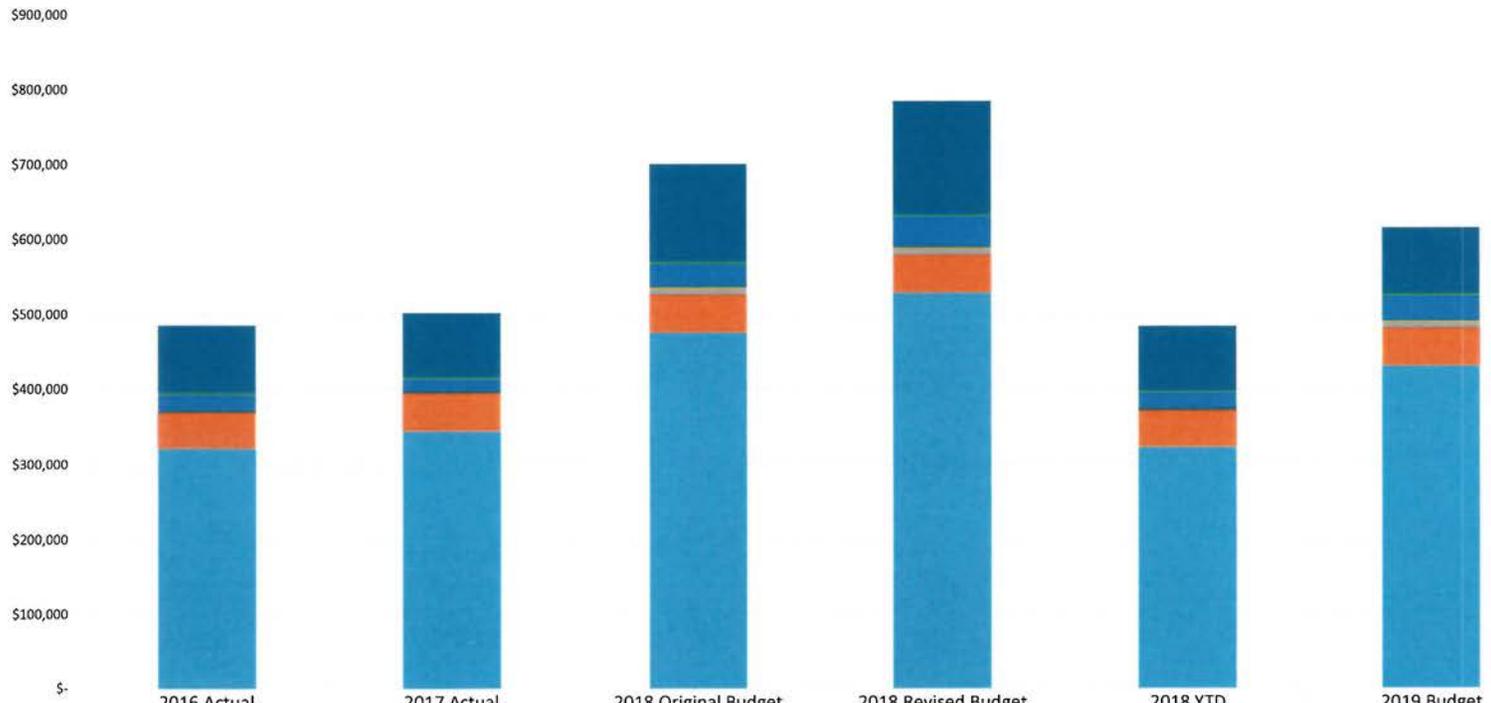


22540350 - Fac Recreation Leisure



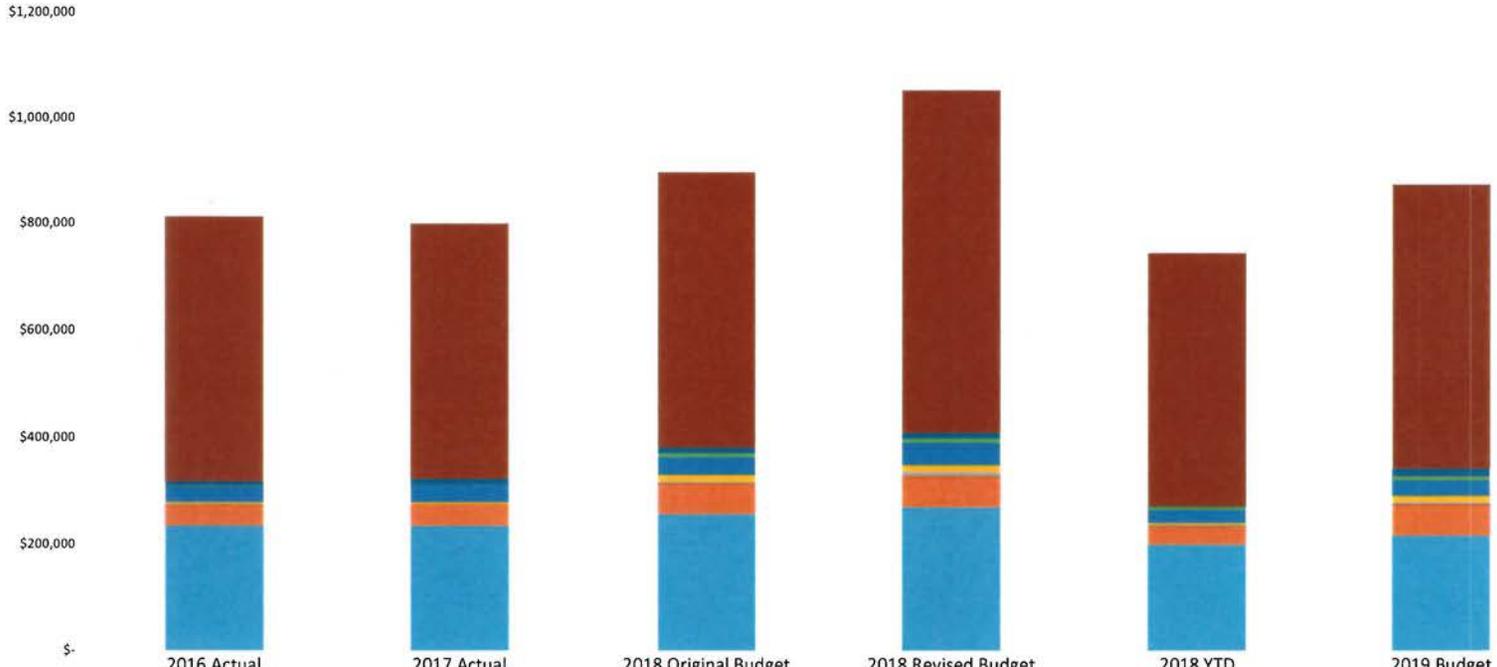
22540440 - RecSvcs Recreation Leisure

71 - Contractual Services



	2016 Actual	2017 Actual	2018 Original Budget	2018 Revised Budget	2018 YTD	2019 Budget
717001 - Rents and Leases	90,574.69	87,109.01	130,600.00	151,914.09	86,911.81	88,352.00
716000 - Memberships/Subscriptions	2,623.50	2,288.91	2,230.00	2,230.00	2,058.00	2,750.00
715003 - Printing and Reproductions	22,942.36	17,946.41	32,000.00	41,703.00	22,861.43	33,500.00
715002 - Advertising	0.00	0.00	1,500.00	1,500.00	200.00	1,500.00
715001 - Communications	0.00	97.06	8,310.00	8,310.00	0.00	8,308.00
713005 - Misc. Contract. Serv.	47,987.31	50,674.35	50,400.00	50,400.00	49,037.67	50,400.00
713004 - Other Professional Services	321,290.00	344,151.72	475,470.00	528,524.00	322,468.69	430,000.00

22540441 - DCRC Ops Recreation Leisure



	2016 Actual	2017 Actual	2018 Original Budget	2018 Revised Budget	2018 YTD	2019 Budget
717005 - Utilities- Other Fuel Types	494,924.93	475,586.84	515,000.00	643,730.12	470,619.12	530,160.00
717001 - Rents and Leases	8,526.44	12,115.27	10,900.00	10,900.00	1,959.69	13,900.00
716000 - Memberships/Subscriptions	1,159.76	1,206.35	7,330.00	7,330.00	5,579.28	8,100.00
715003 - Printing and Reproductions	28,350.75	29,922.69	32,500.00	41,500.00	22,861.42	28,695.00
715002 - Advertising	3,145.00	4,837.37	12,000.00	13,340.45	3,332.73	12,000.00
715001 - Communications	2,037.50	0.00	4,000.00	8,000.00	4,000.00	4,000.00
713005 - Misc. Contract. Serv.	38,901.84	39,361.78	57,300.00	57,697.19	35,177.65	58,500.00
713004 - Other Professional Services	234,967.59	235,169.29	256,935.00	269,725.55	199,289.09	217,095.00

Account Type Projection CharCode-Obj Hierarchy Organization

22540450 - EvntsAdmin Recreation Leisure

71 - Contractual Services

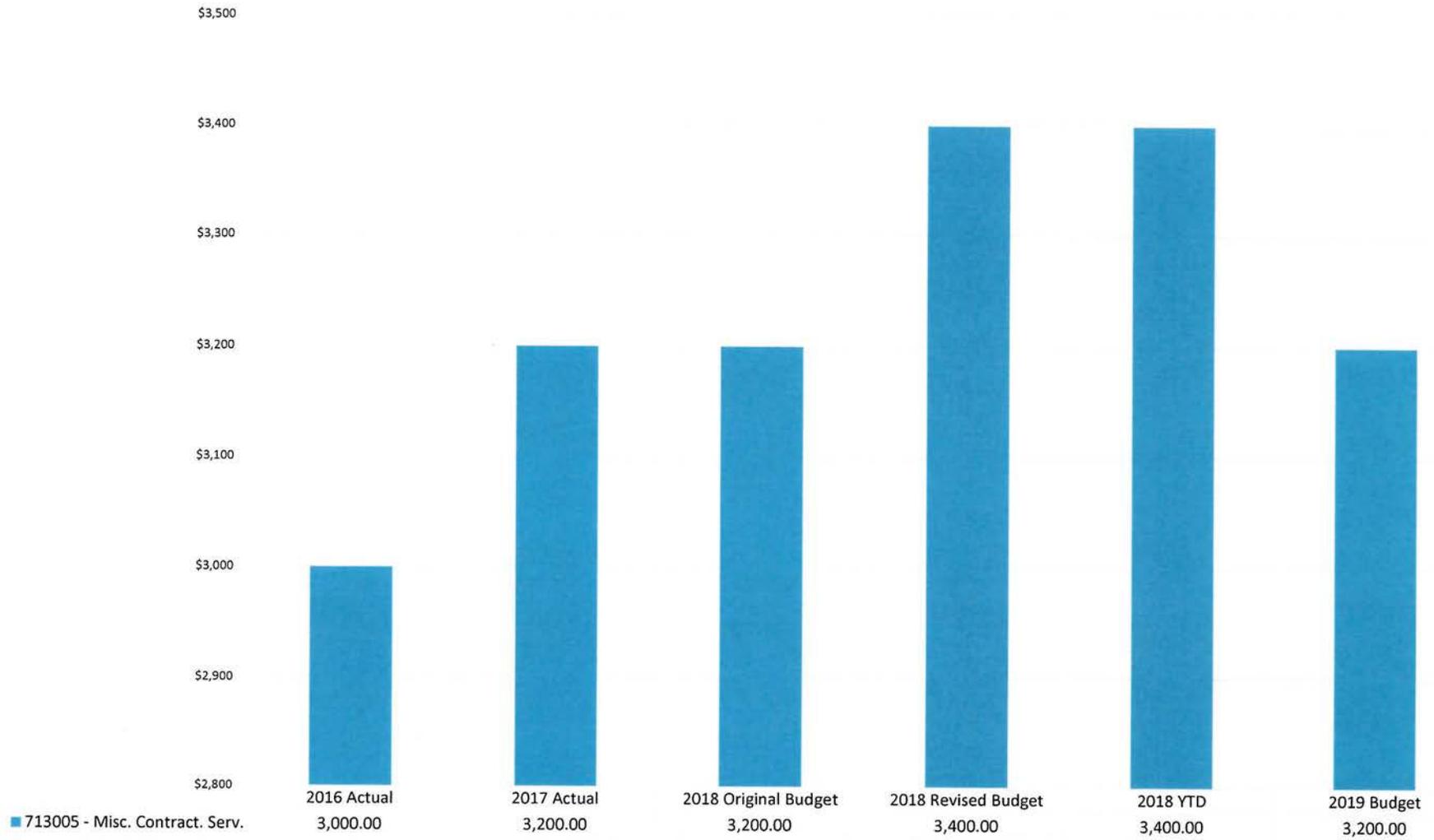


22640440 - Rec Svcs Pool Leisure

\$350,000
 \$300,000
 \$250,000
 \$200,000
 \$150,000
 \$100,000
 \$50,000
 \$-

	2016 Actual	2017 Actual	2018 Original Budget	2018 Revised Budget	2018 YTD	2019 Budget
719004 - Concessions Vendor Services	55,239.03	54,352.25	64,000.00	64,000.00	47,413.63	64,600.00
717005 - Utilities- Other Fuel Types	93,658.63	145,349.38	150,500.00	227,008.47	179,910.17	178,700.00
715001 - Communications	0.00	0.00	1,000.00	1,000.00	0.00	500.00
713005 - Misc. Contract. Serv.	4,312.12	3,562.86	4,400.00	4,400.00	3,918.64	4,400.00
713004 - Other Professional Services	730.00	861.75	1,130.00	1,130.00	749.00	920.00

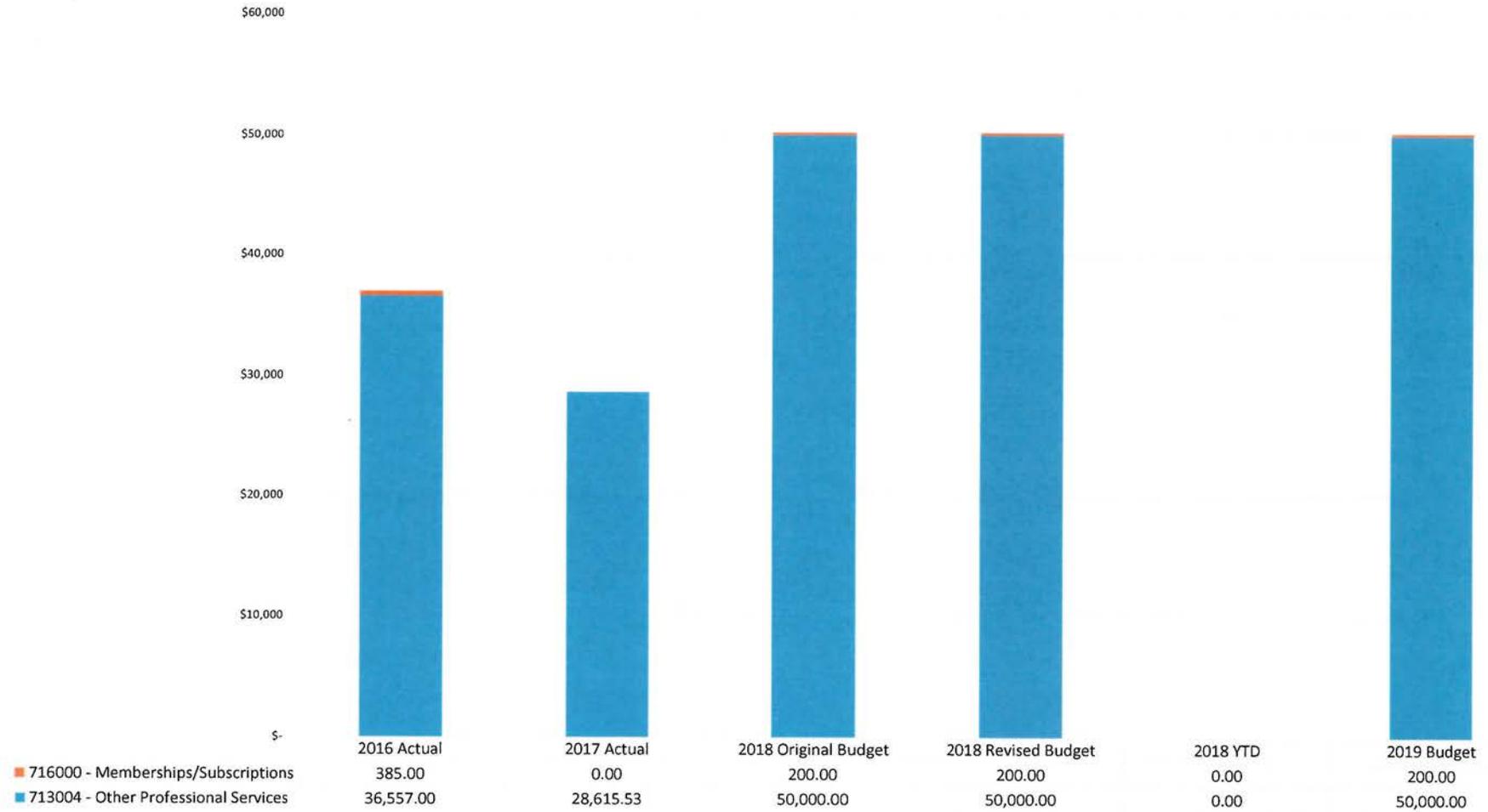
23240210 - FinDir Hotel Leisure



Account Type Projection CharCode-Obj Hierarchy Organization

23240410 - PksRecDir Hotel Leisure

71 - Contractual Services



23240450 - EvntsAdmin Hotel Leisure

71 - Contractual Services

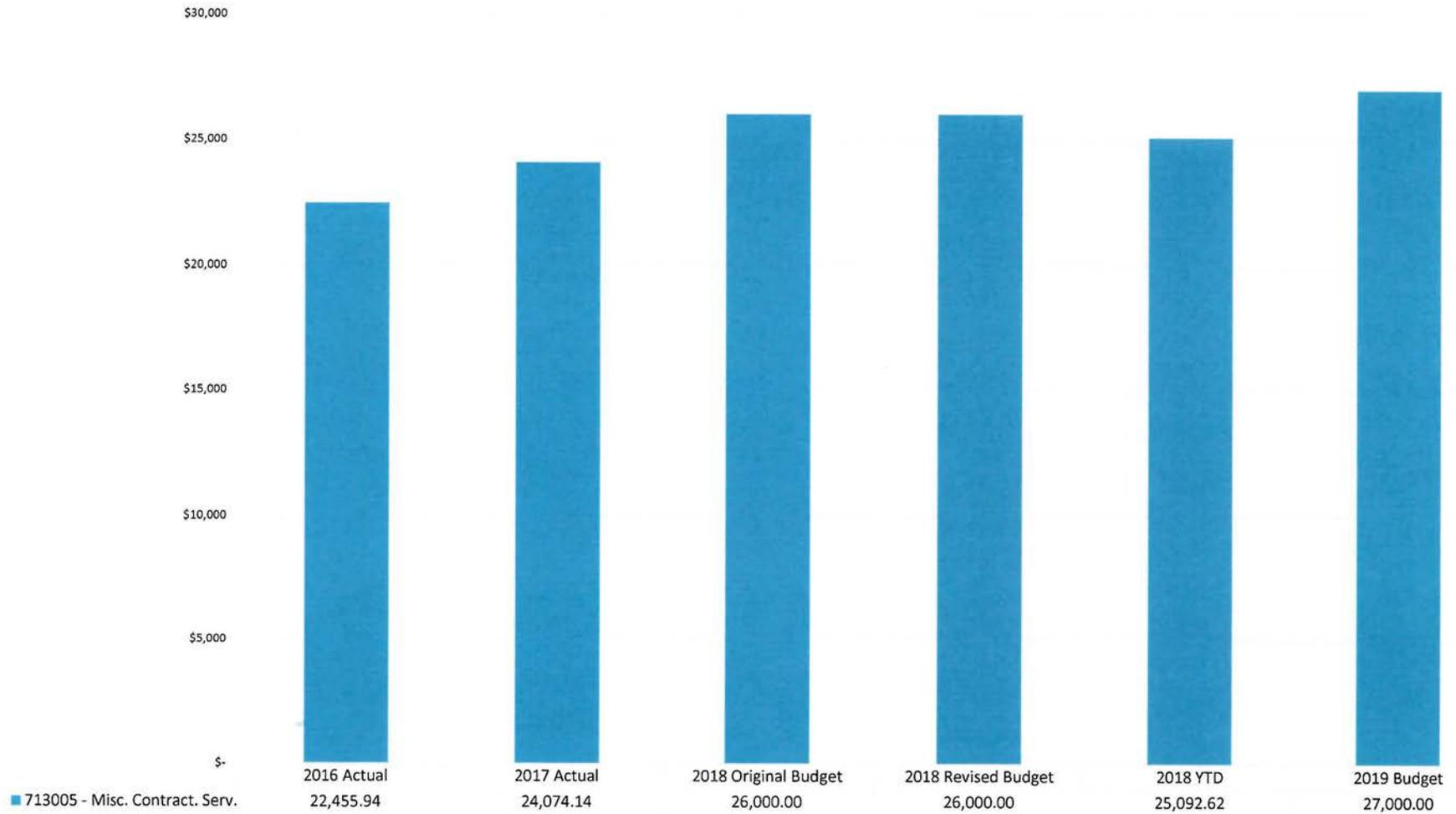


	2016 Actual	2017 Actual	2018 Original Budget	2018 Revised Budget	2018 YTD	2019 Budget
716000 - Memberships/Subscriptions	3,055.99	3,420.42	3,265.00	3,265.00	2,288.51	3,635.00
715003 - Printing and Reproductions	16,006.09	14,208.78	17,500.00	17,430.00	14,813.14	16,850.00
715002 - Advertising	72,856.74	88,386.36	90,000.00	90,000.00	79,467.61	90,000.00
715001 - Communications	4,350.84	3,798.64	4,000.00	4,800.00	4,614.47	4,750.00
714001 - Insurance and Bonding	5,642.00	6,016.00	6,500.00	6,500.00	5,823.00	6,500.00
713005 - Misc. Contract. Serv.	7,366.32	40,603.68	47,800.00	47,800.00	39,054.73	44,600.00
713004 - Other Professional Services	1,843,756.99	1,935,258.63	2,020,680.00	2,022,482.73	1,935,439.73	2,089,780.00

Account Type Projection CharCode-Obj Hierarchy Organization

23240820 - Operations Hotel Leisure

71 - Contractual Services



24150820 - Operations Safety Security

71 - Contractual Services



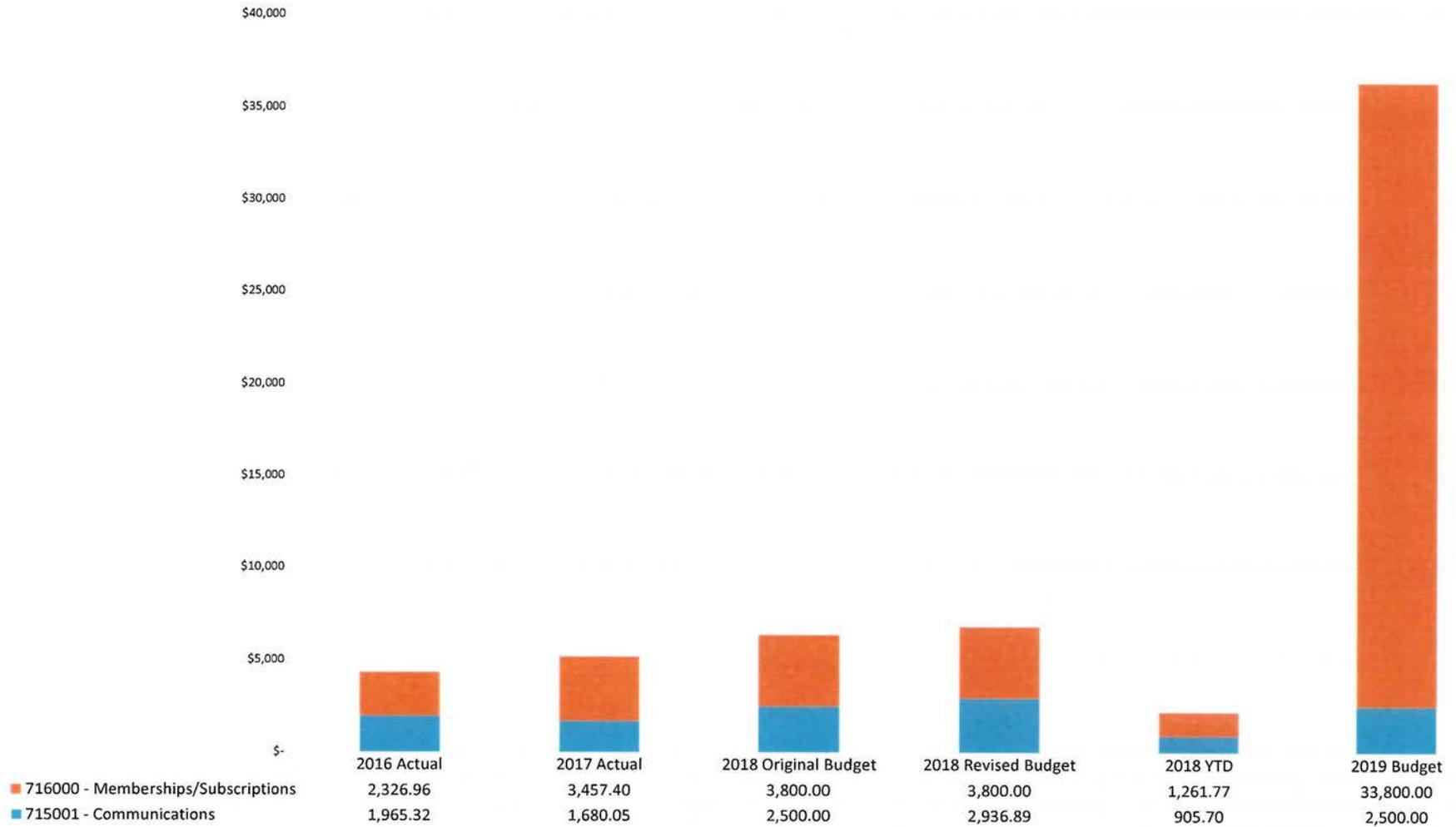
- 717001 - Rents and Leases
- 716000 - Memberships/Subscriptions
- 715001 - Communications
- 713005 - Misc. Contract. Serv.
- 713004 - Other Professional Services
- 711001 - County Auditor Deductions

	2016 Actual	2017 Actual	2018 Original Budget	2018 Revised Budget	2018 YTD	2019 Budget
717001 - Rents and Leases	0.00	0.00	0.00	5,279.28	2,962.38	5,000.00
716000 - Memberships/Subscriptions	34,134.61	34,608.12	43,345.00	43,815.00	31,457.55	42,270.00
715001 - Communications	15,562.92	9,259.89	15,000.00	19,986.02	5,969.09	15,000.00
713005 - Misc. Contract. Serv.	113,593.84	136,948.99	115,975.00	136,821.26	99,193.20	112,875.00
713004 - Other Professional Services	2,767.45	1,141.57	12,500.00	13,893.52	6,383.00	12,500.00
711001 - County Auditor Deductions	9,022.40	18,730.71	18,800.00	18,800.00	11,406.90	19,740.00

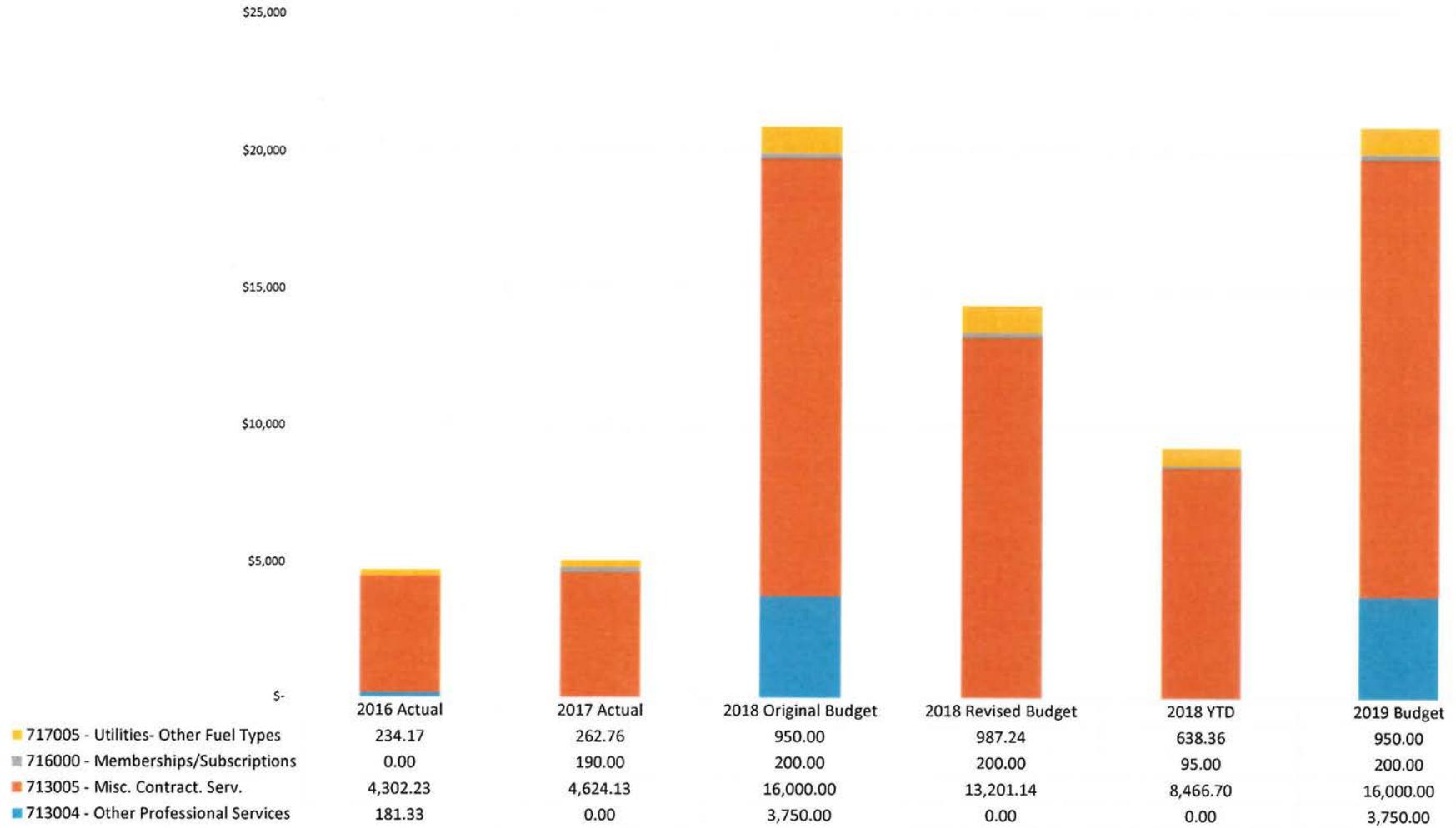
Account Type Projection CharCode-Obj Hierarchy Organization

24150841 - Communications Safety Security

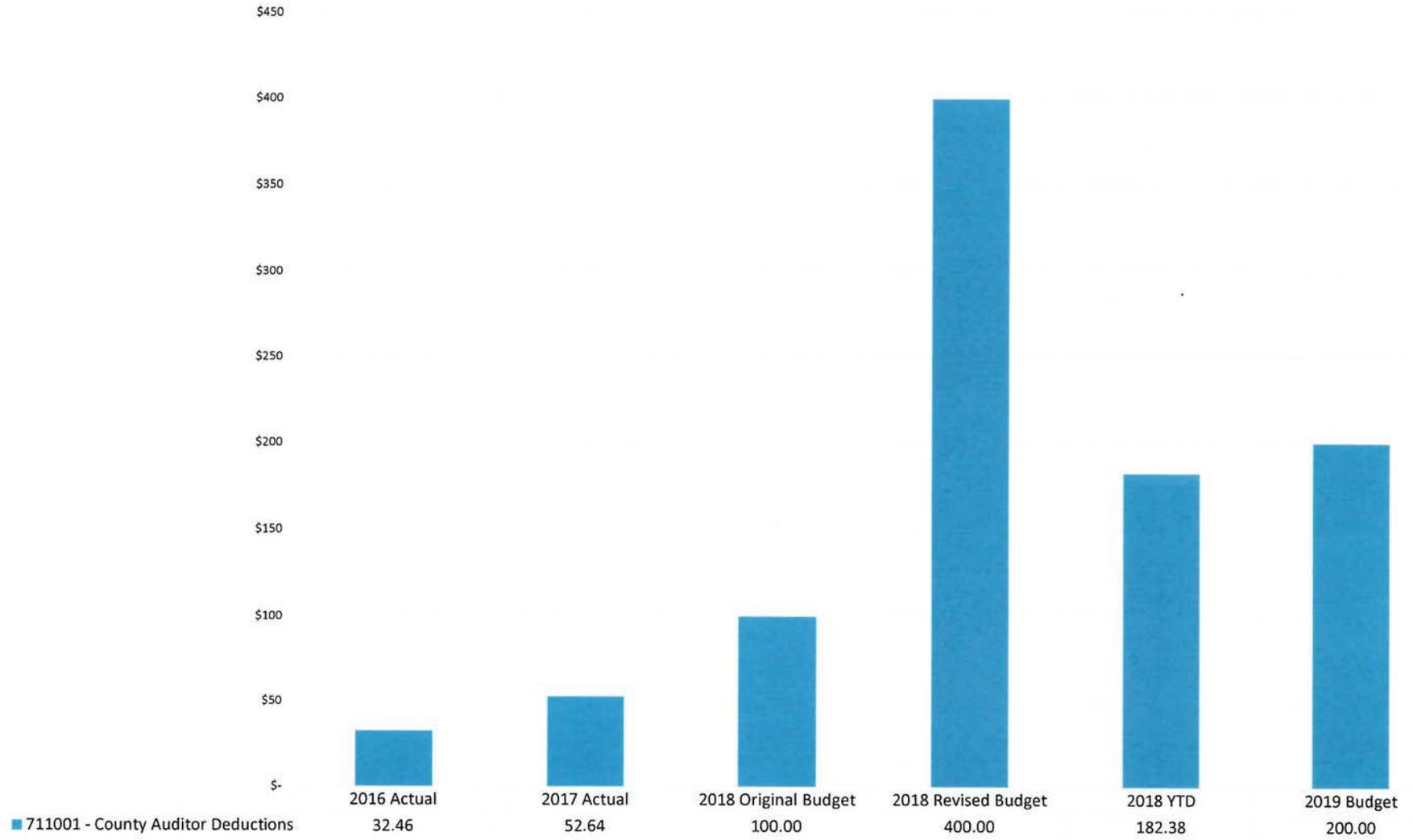
71 - Contractual Services



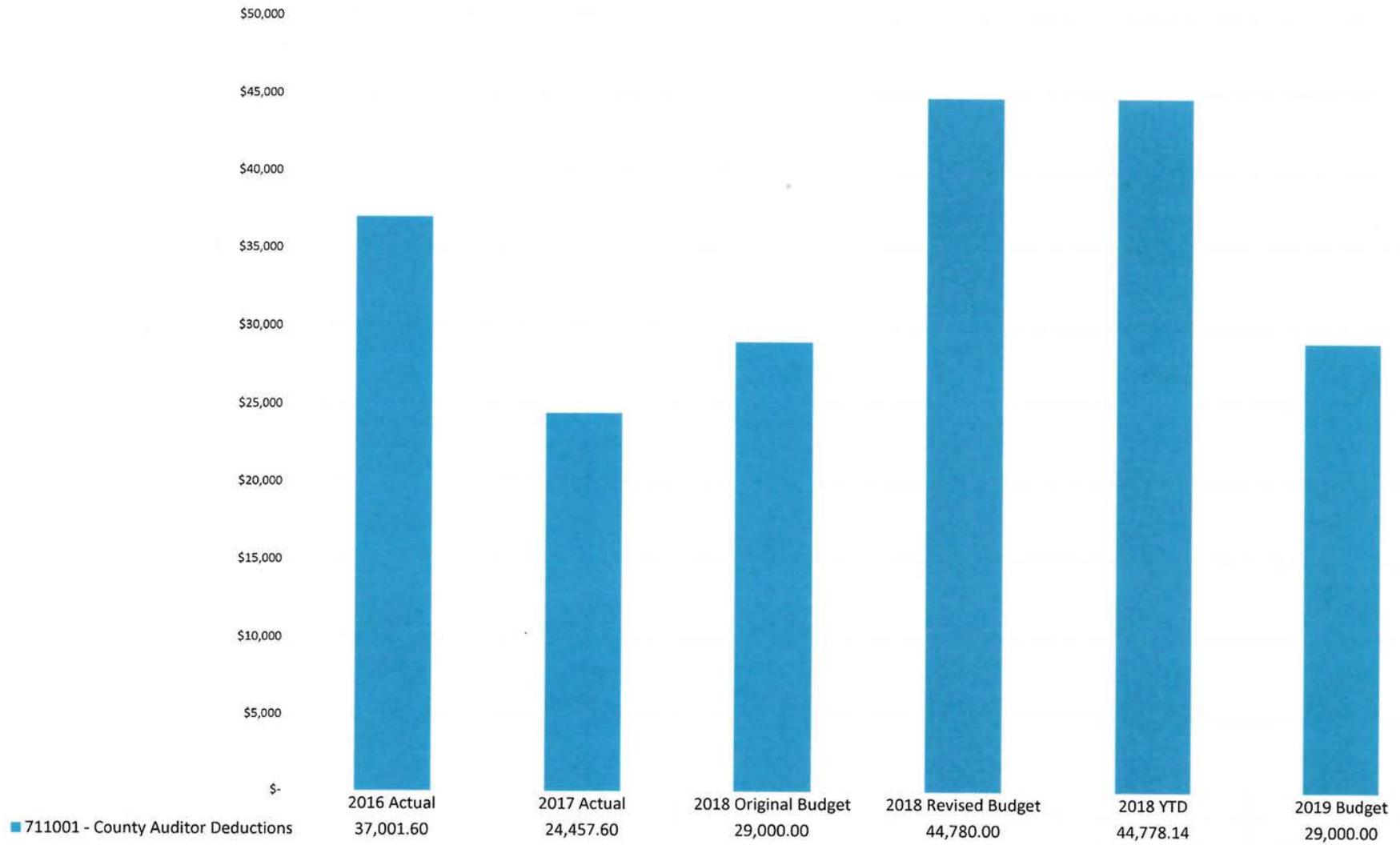
26160432 - Cemetery Cemetery PubHealth



32290290 - FinMisc 01DebtServ DebtServ

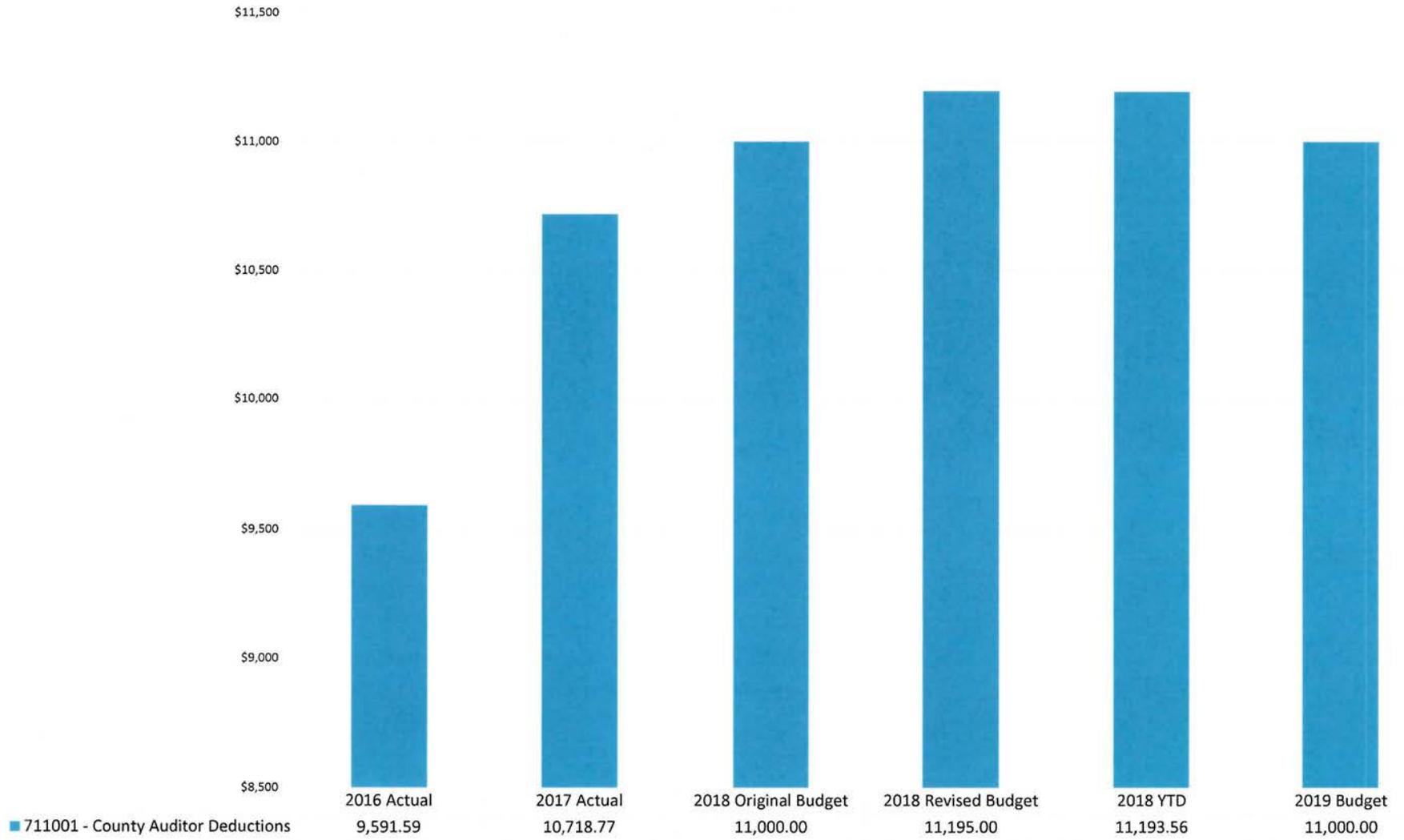


40110290 - FinMisc CapImpTax GenGov



40210290 - FinMisc ParklandAq GenGov

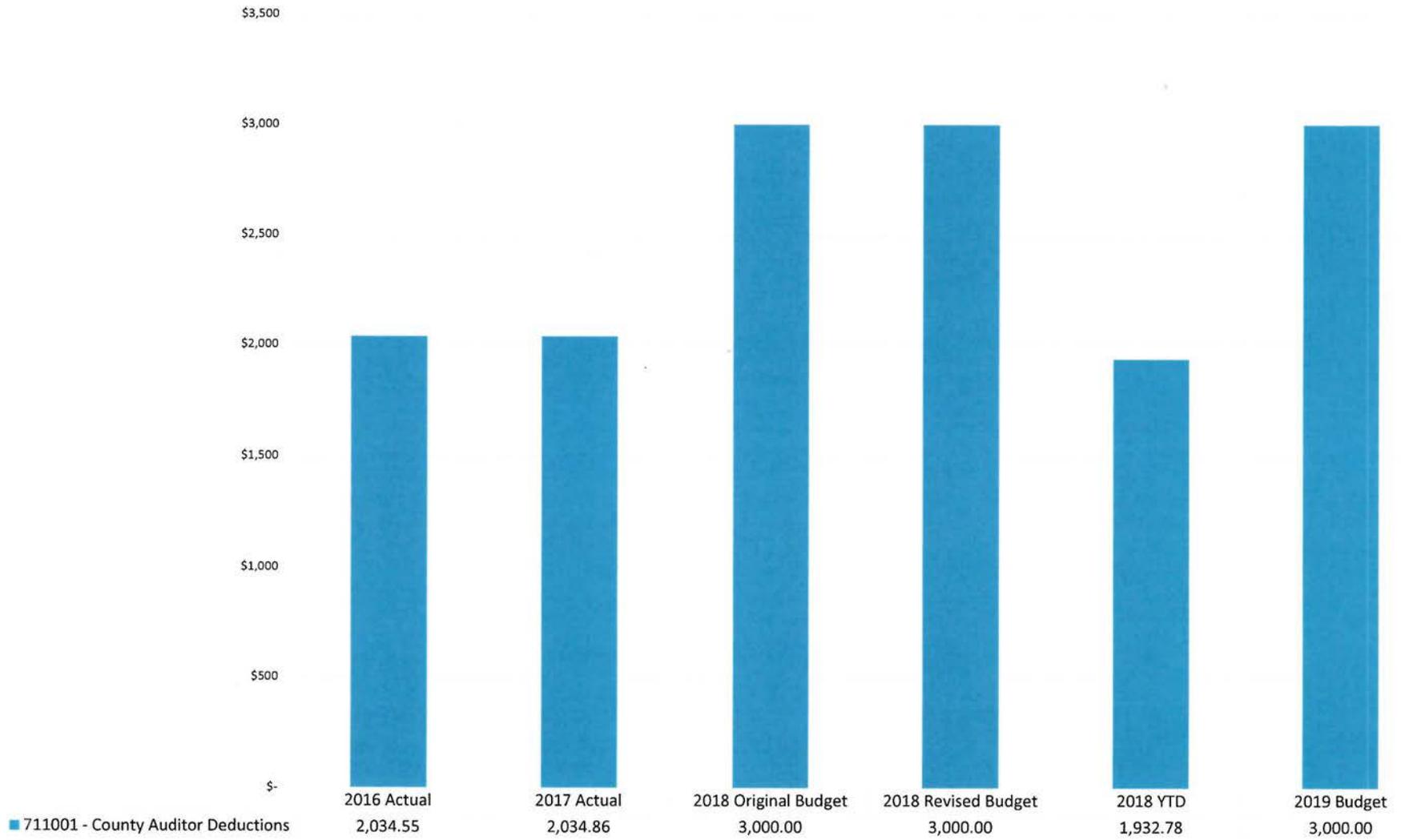
71 - Contractual Services



Account Type Projection CharCode-Obj Hierarchy Organization

41210290 - FinMisc WoernerTIF GenGov

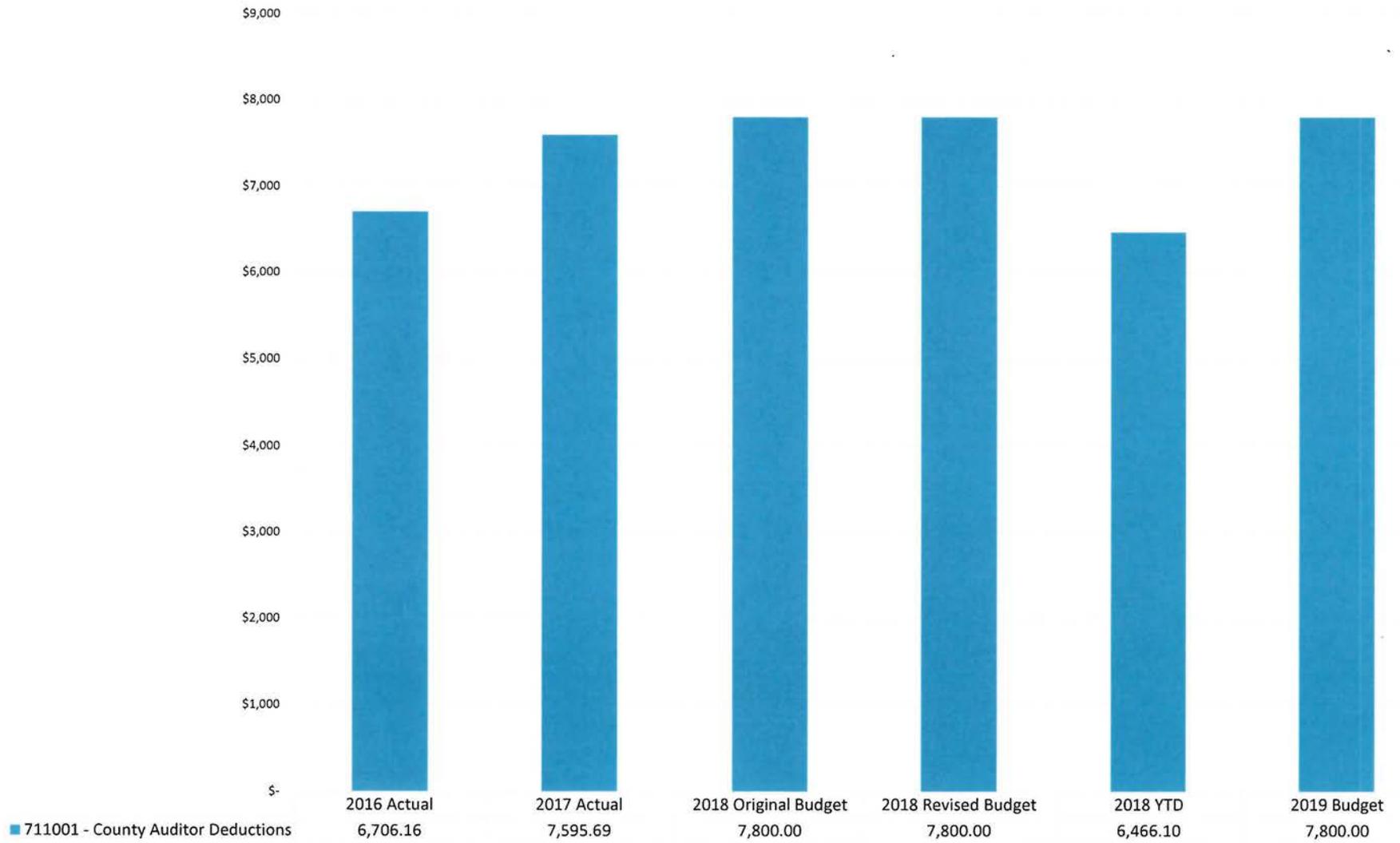
71 - Contractual Services



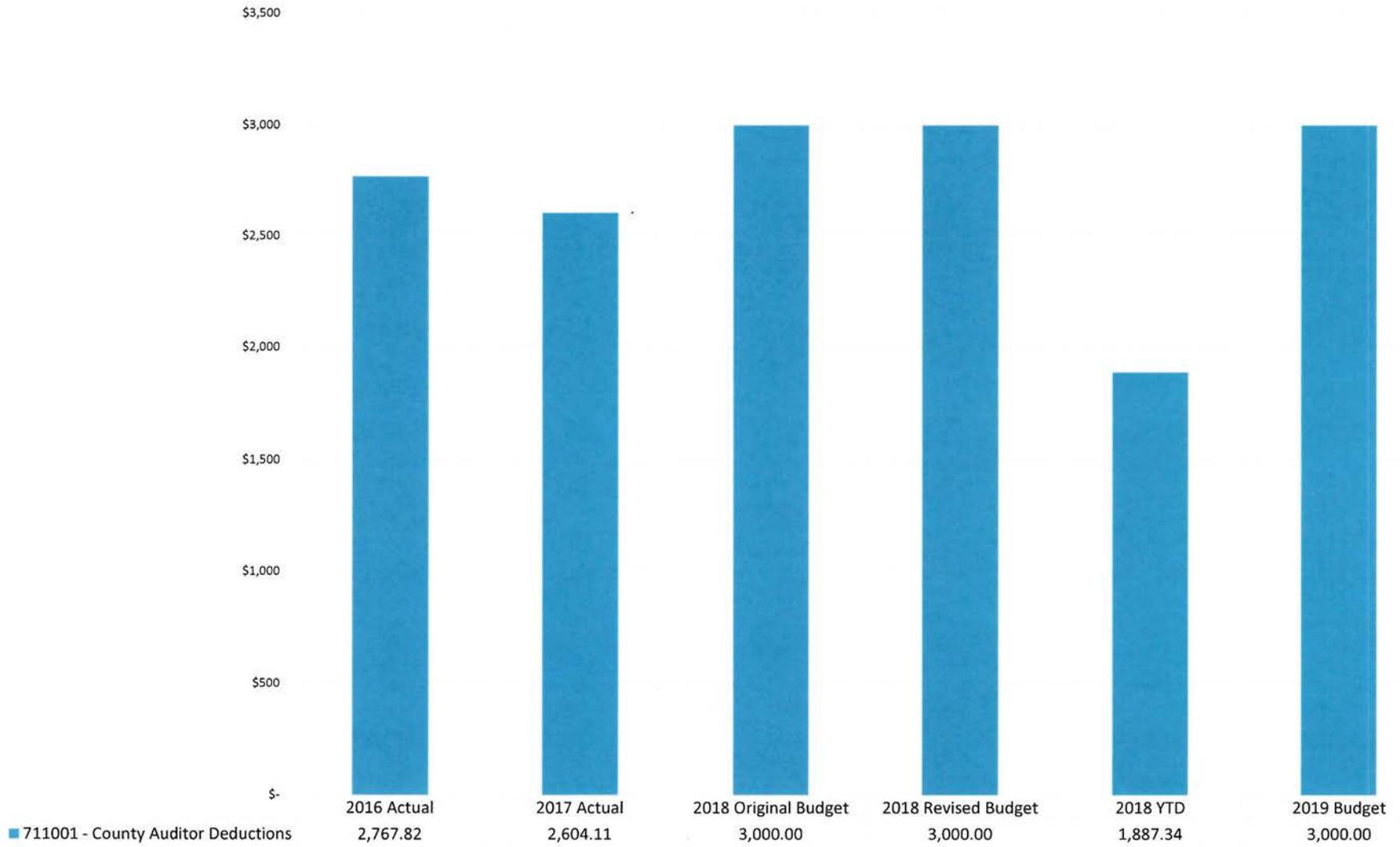
Account Type Projection CharCode-Obj Hierarchy Organization

41510290 - FinMisc RuscilliTIF GenGov

71 - Contractual Services

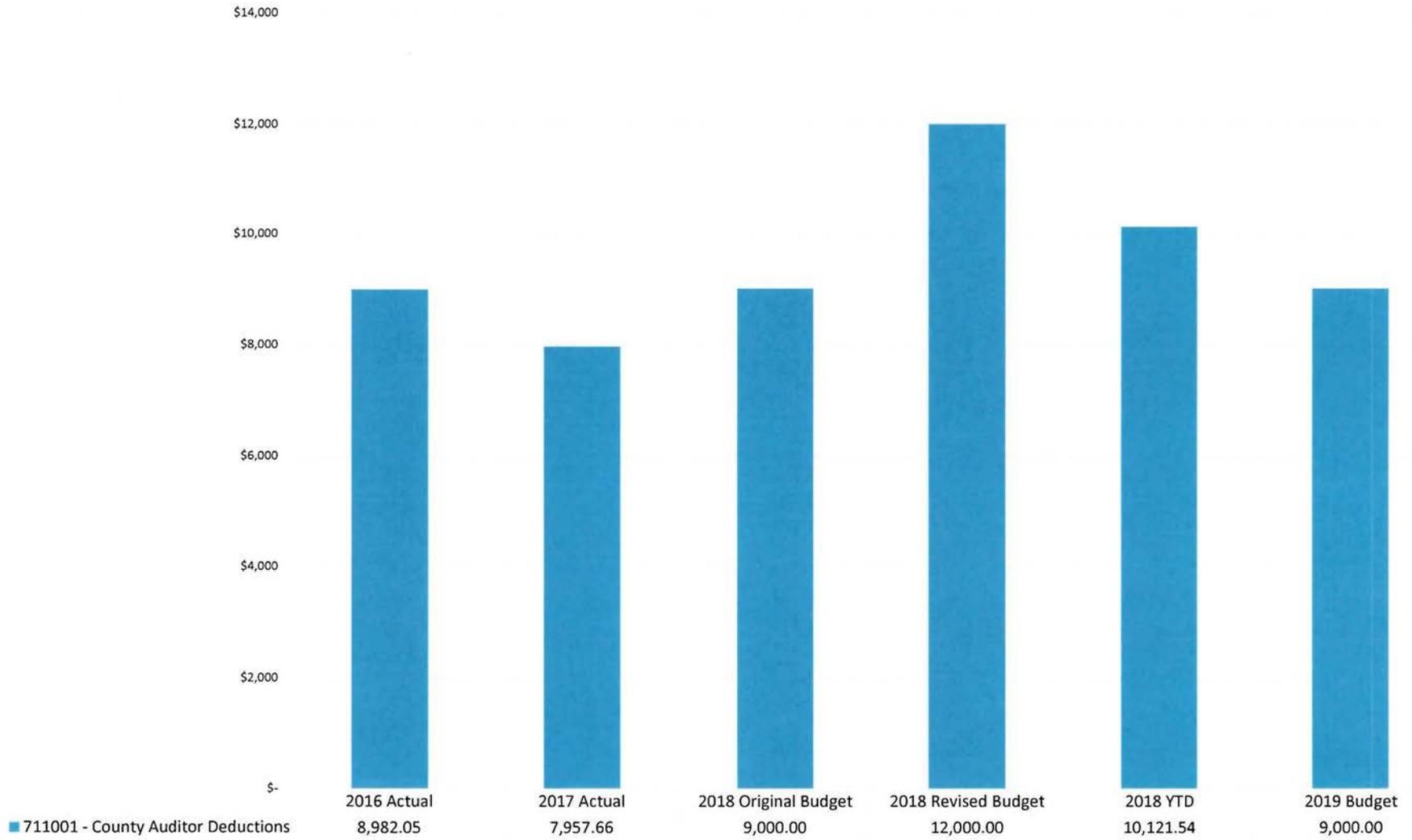


41610290 - FinMisc PizzutiTIF GenGov



41910290 - FinMisc ThomKohlTIF GenGov

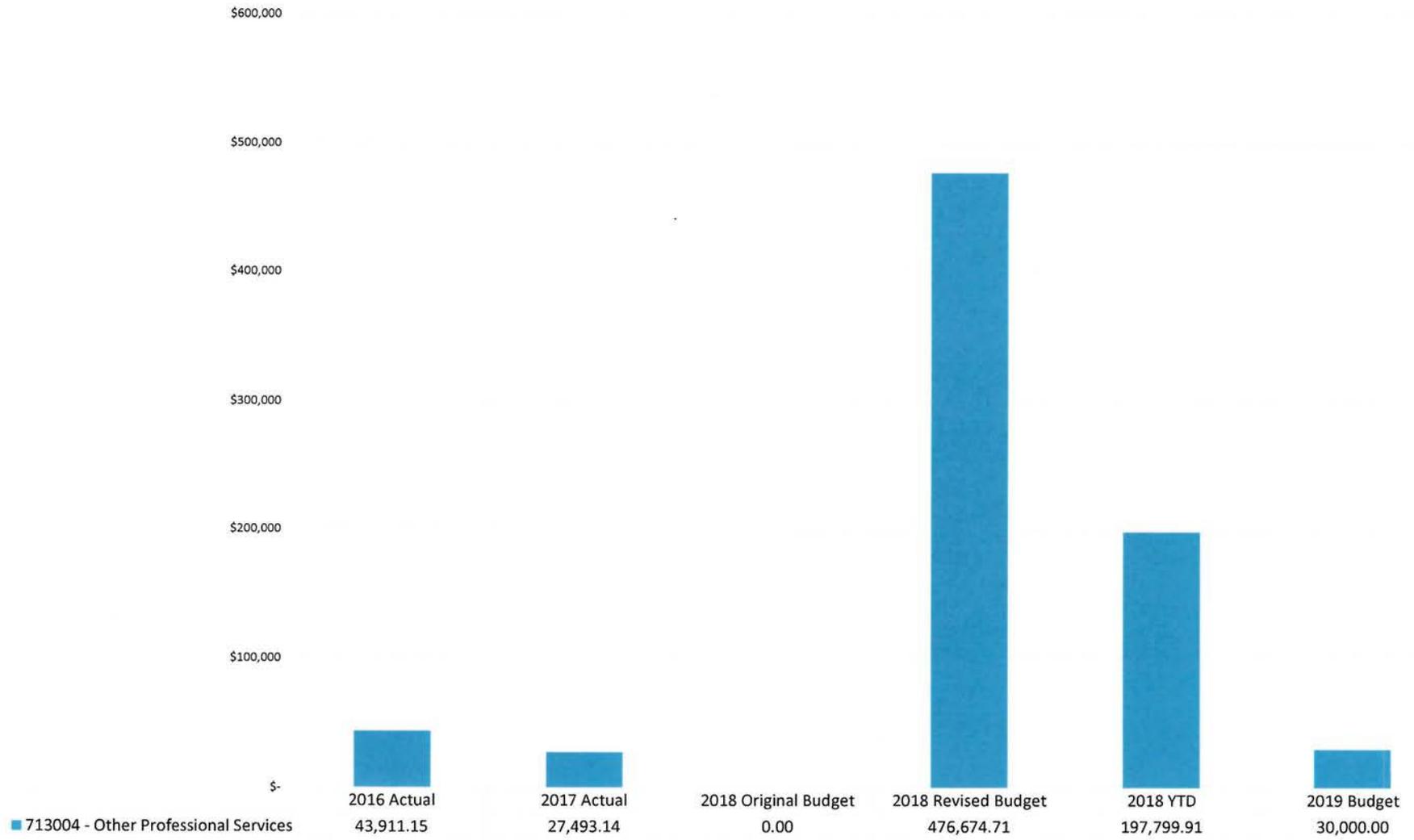
71 - Contractual Services



Account Type Projection CharCode-Obj Hierarchy Organization

41980320 - Engineering ThomKohl Capital

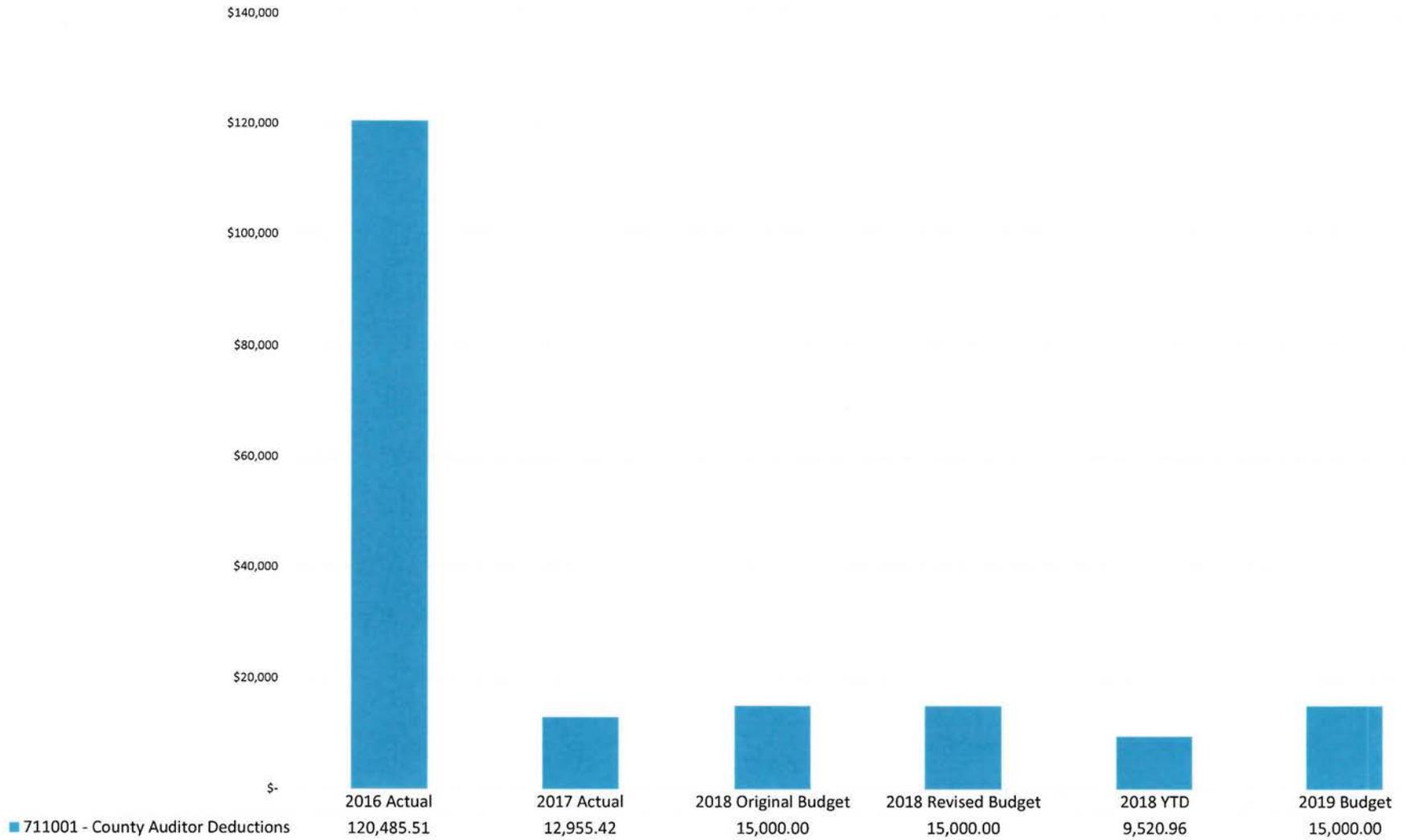
71 - Contractual Services



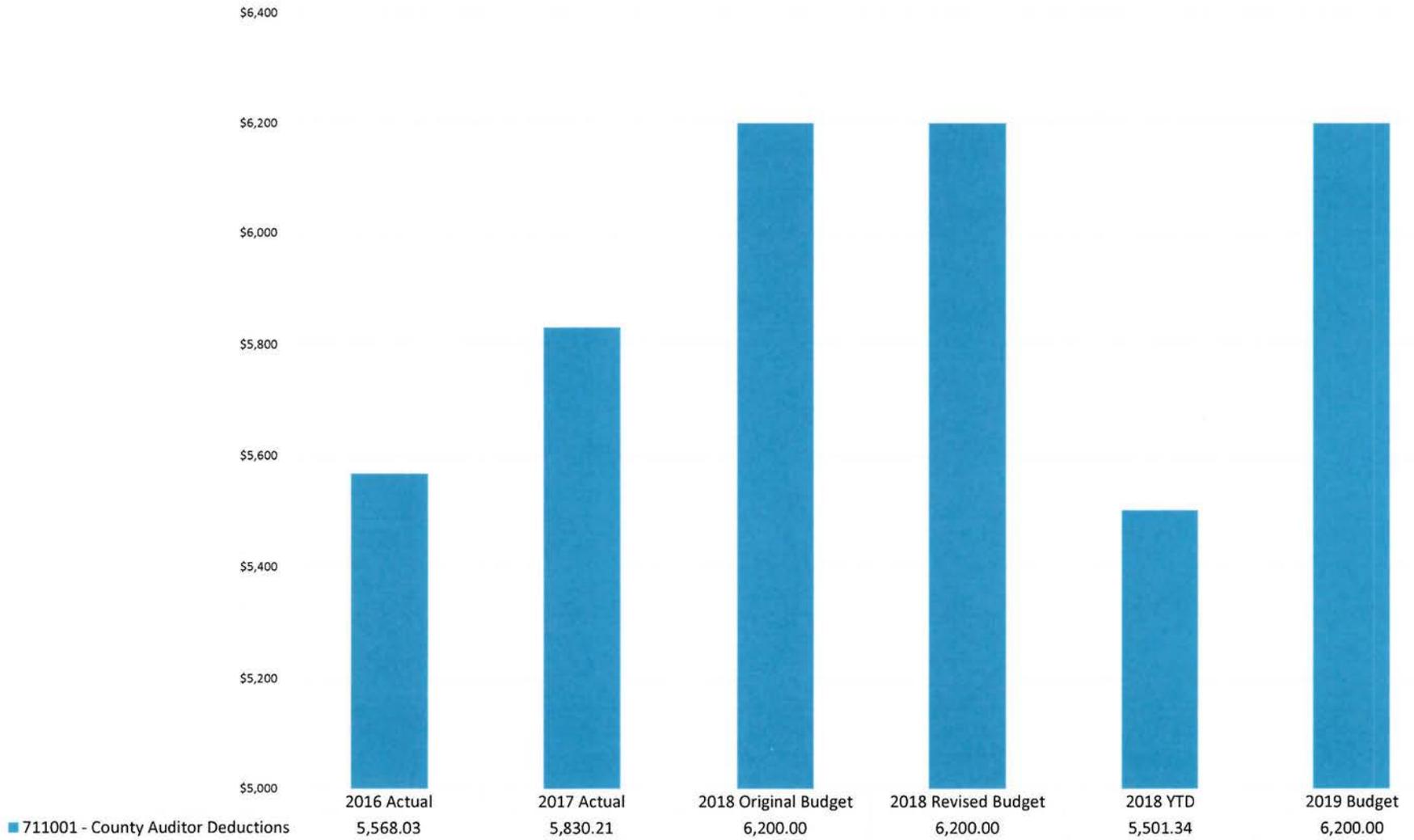
Account Type Projection CharCode-Obj Hierarchy Organization

42110290 - FinMisc McKitrickTIF GenGov

71 - Contractual Services

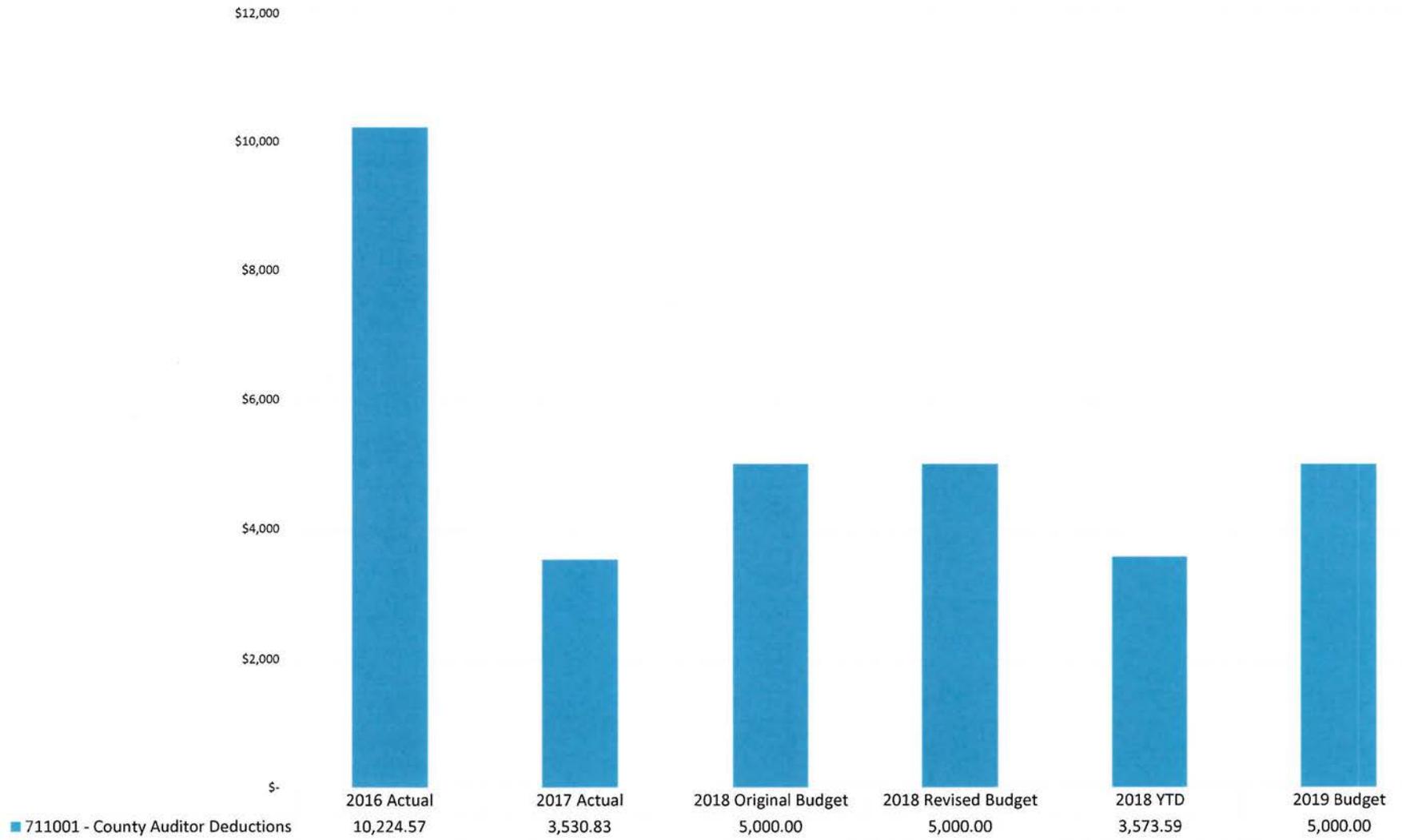


42510290 - FinMisc PerimCntrTIF GenGov

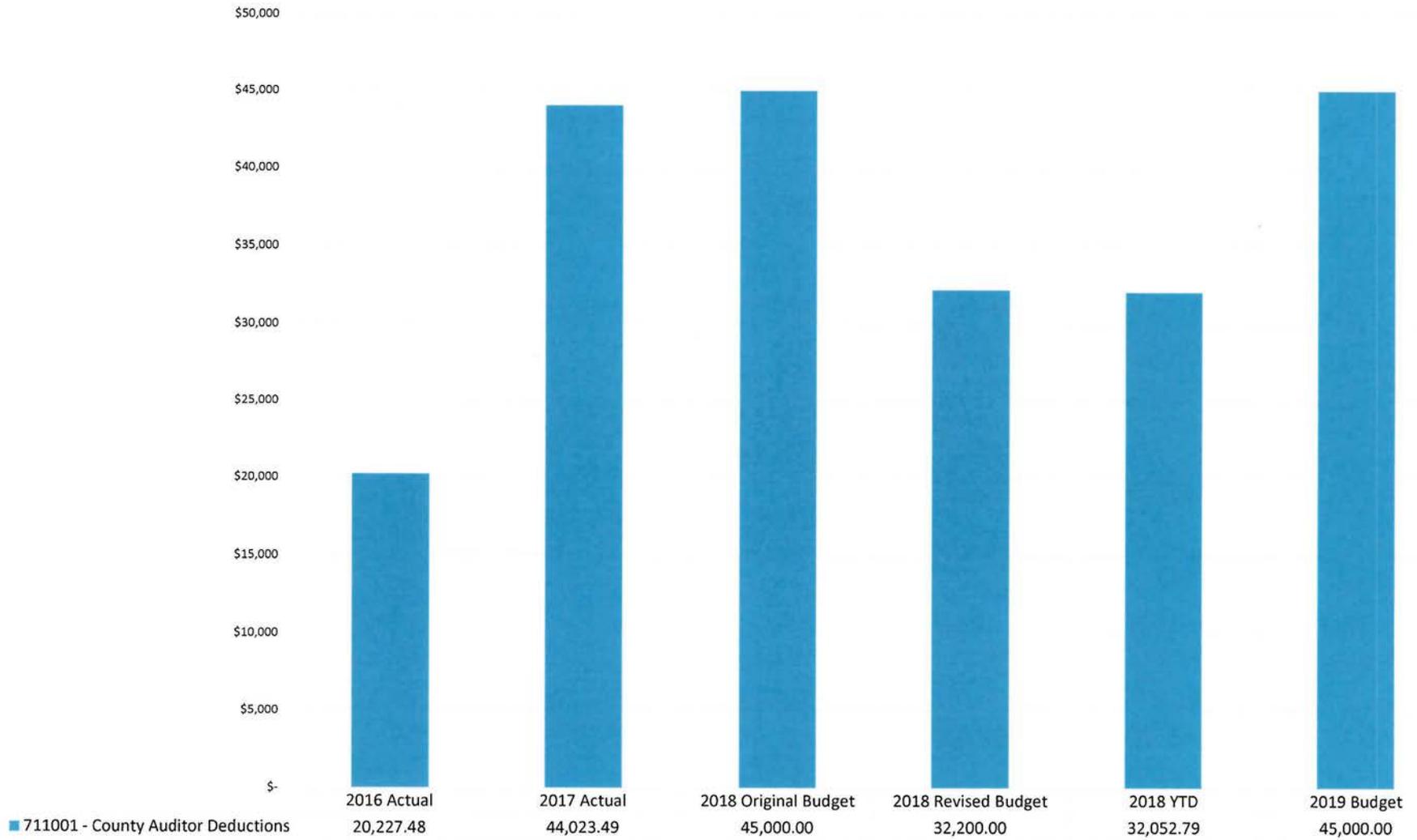


42610290 - FinMisc RingsRdTIF GenGov

71 - Contractual Services



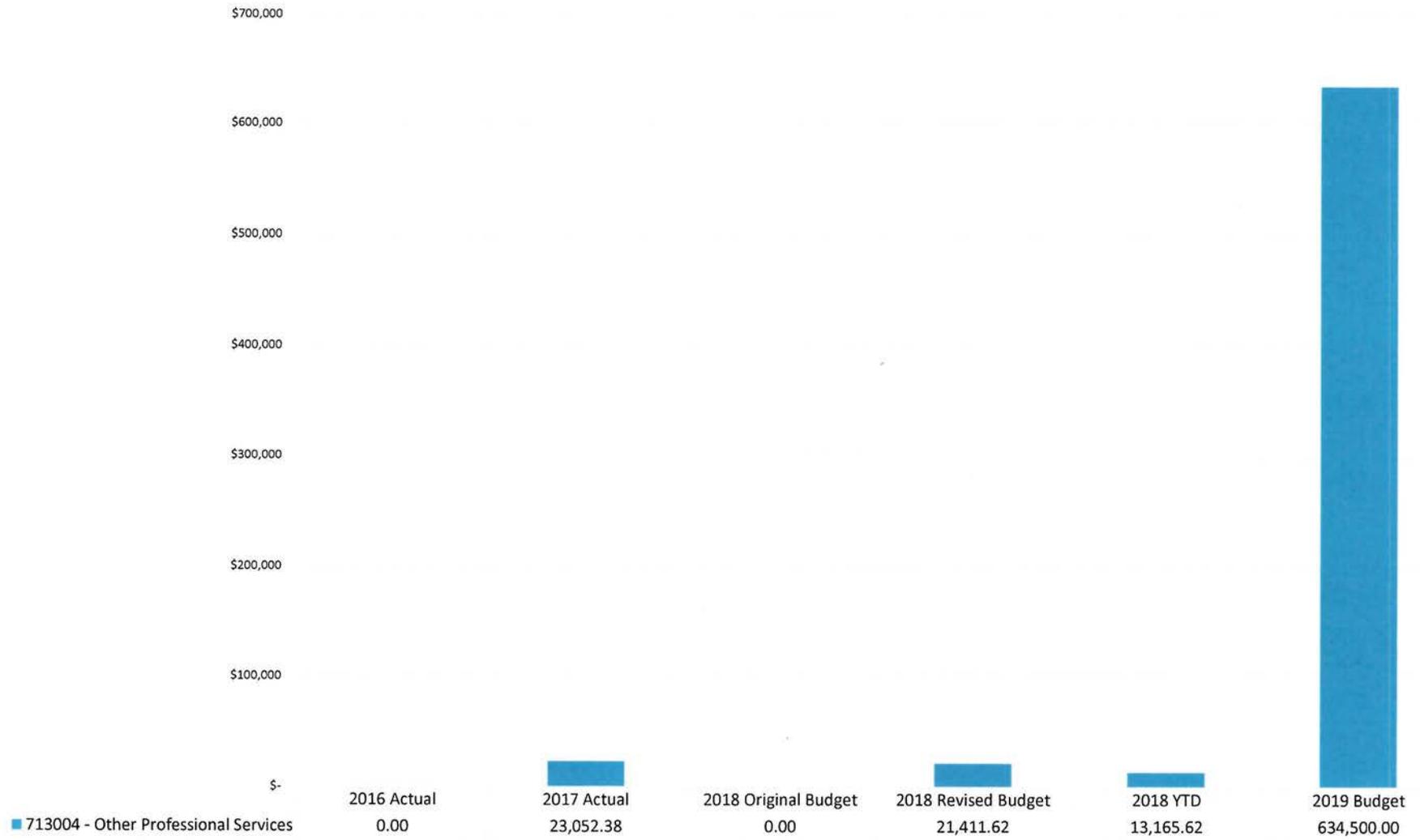
43110290 - FinMisc PerimWestTIF GenGov



Account Type Projection CharCode-Obj Hierarchy Organization

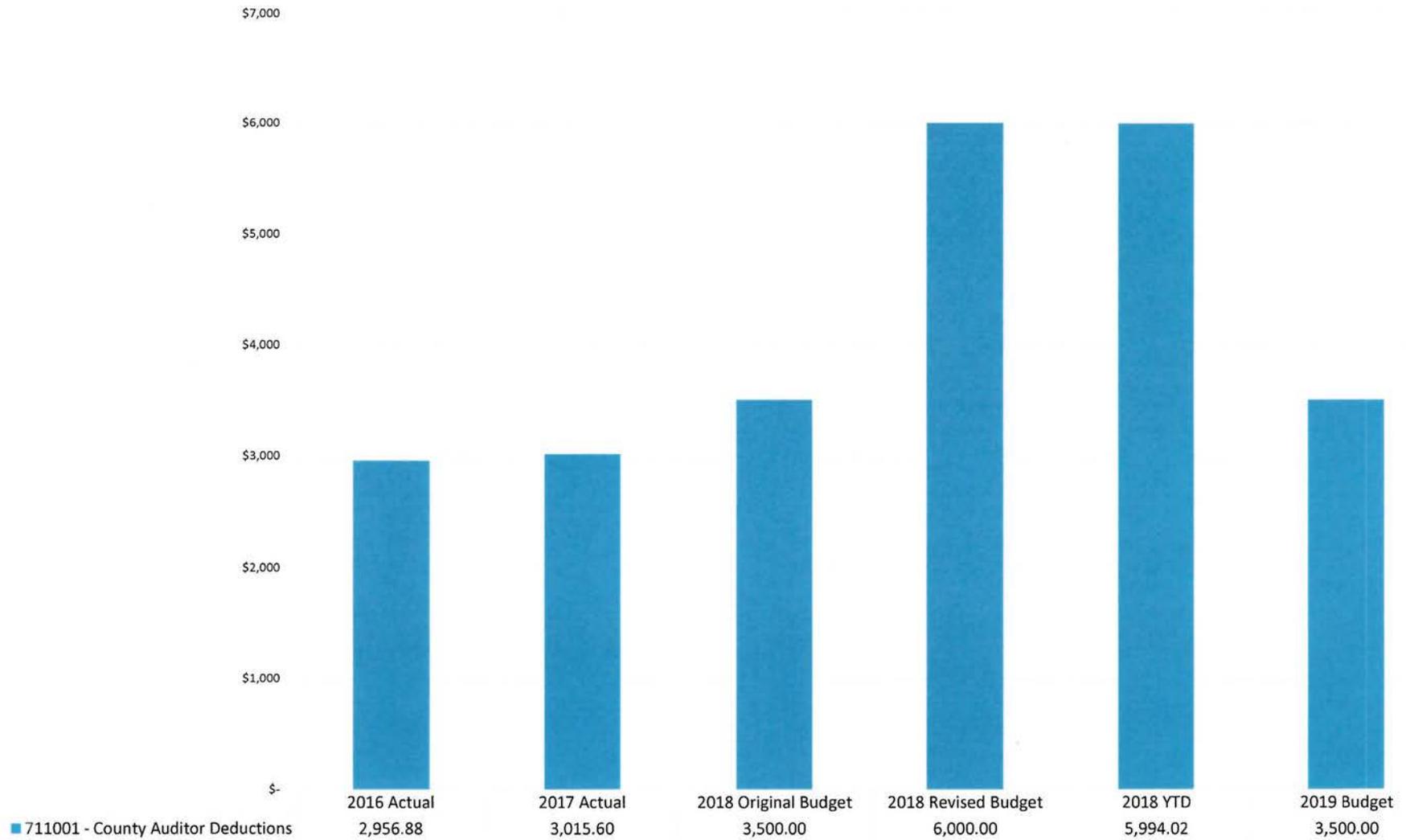
43180320 - Engineering PerimWest Capital

71 - Contractual Services



43210290 - FinMisc UpMetPITIF GenGov

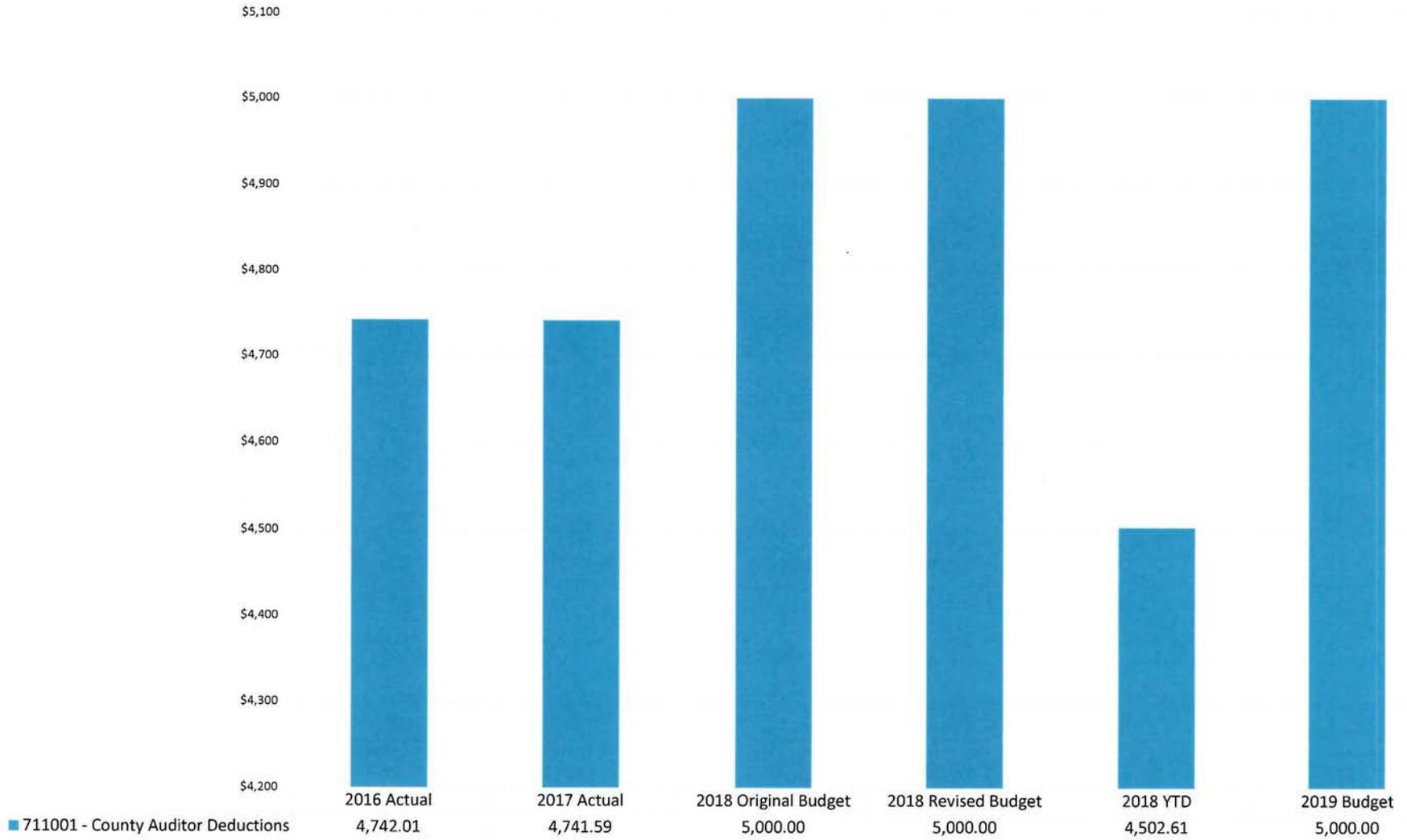
71 - Contractual Services



Account Type Projection CharCode-Obj Hierarchy Organization

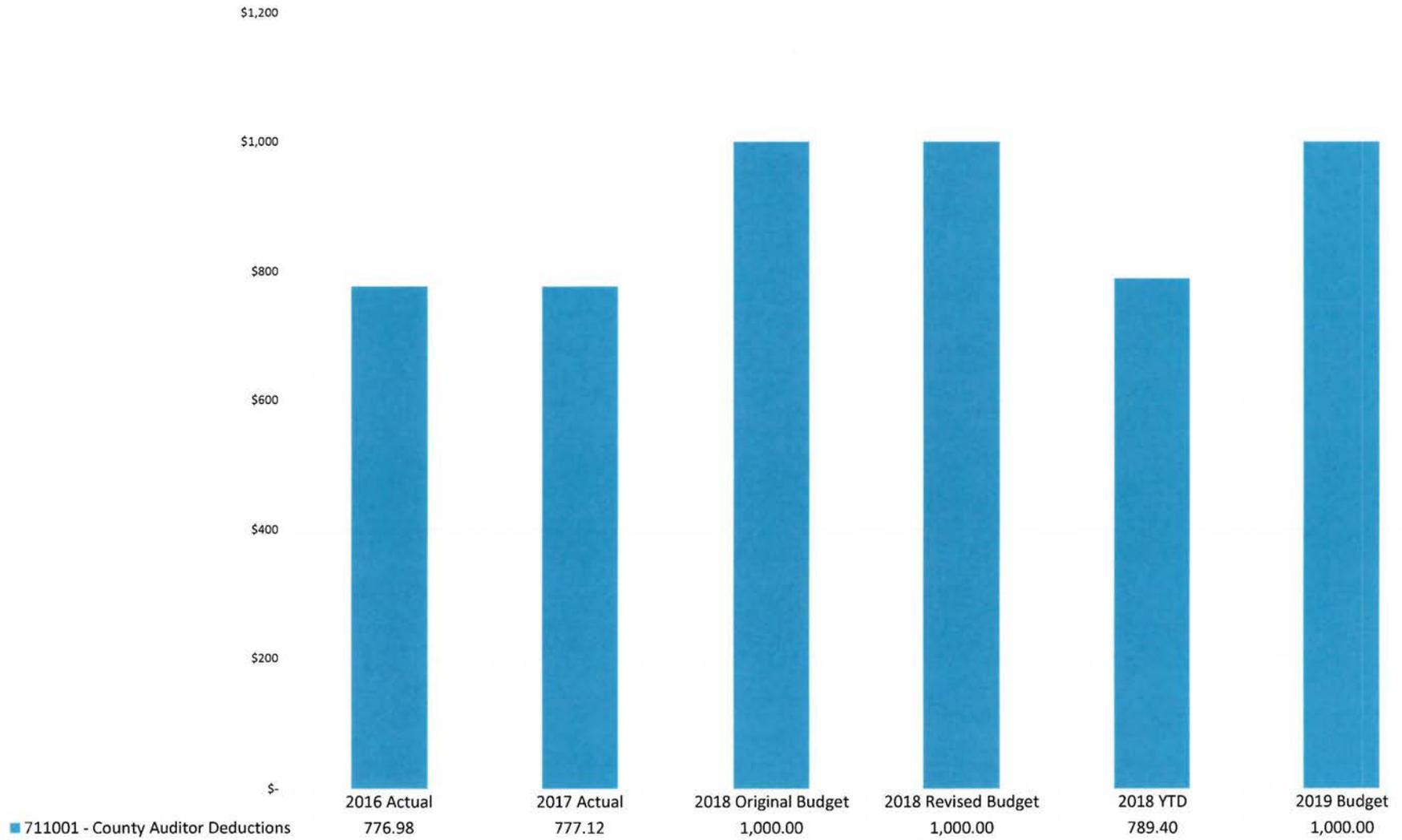
43310290 - FinMisc RngsFrntzTIF GenGov

71 - Contractual Services

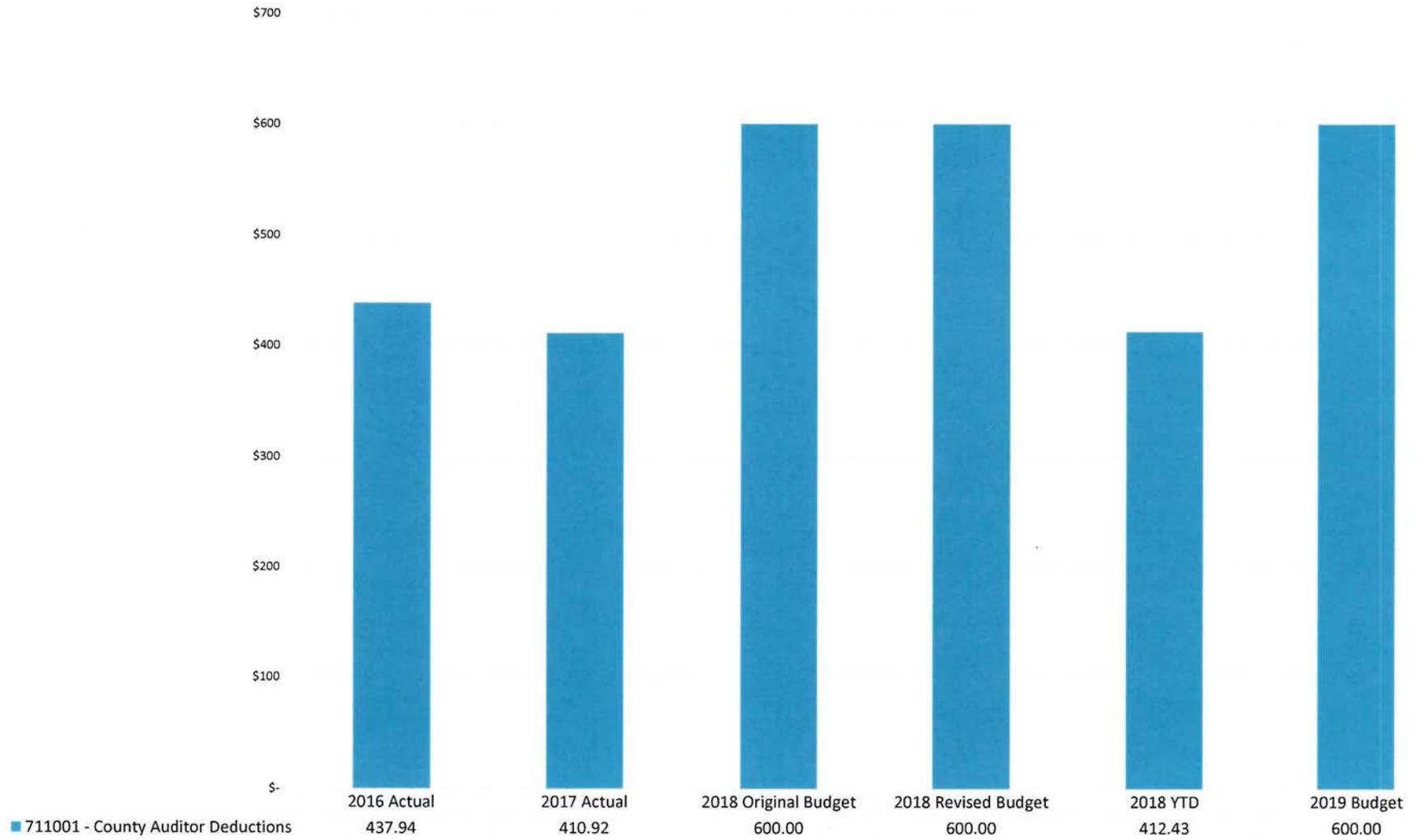


43610290 - FinMisc HisPrkngTIF GenGov

71 - Contractual Services



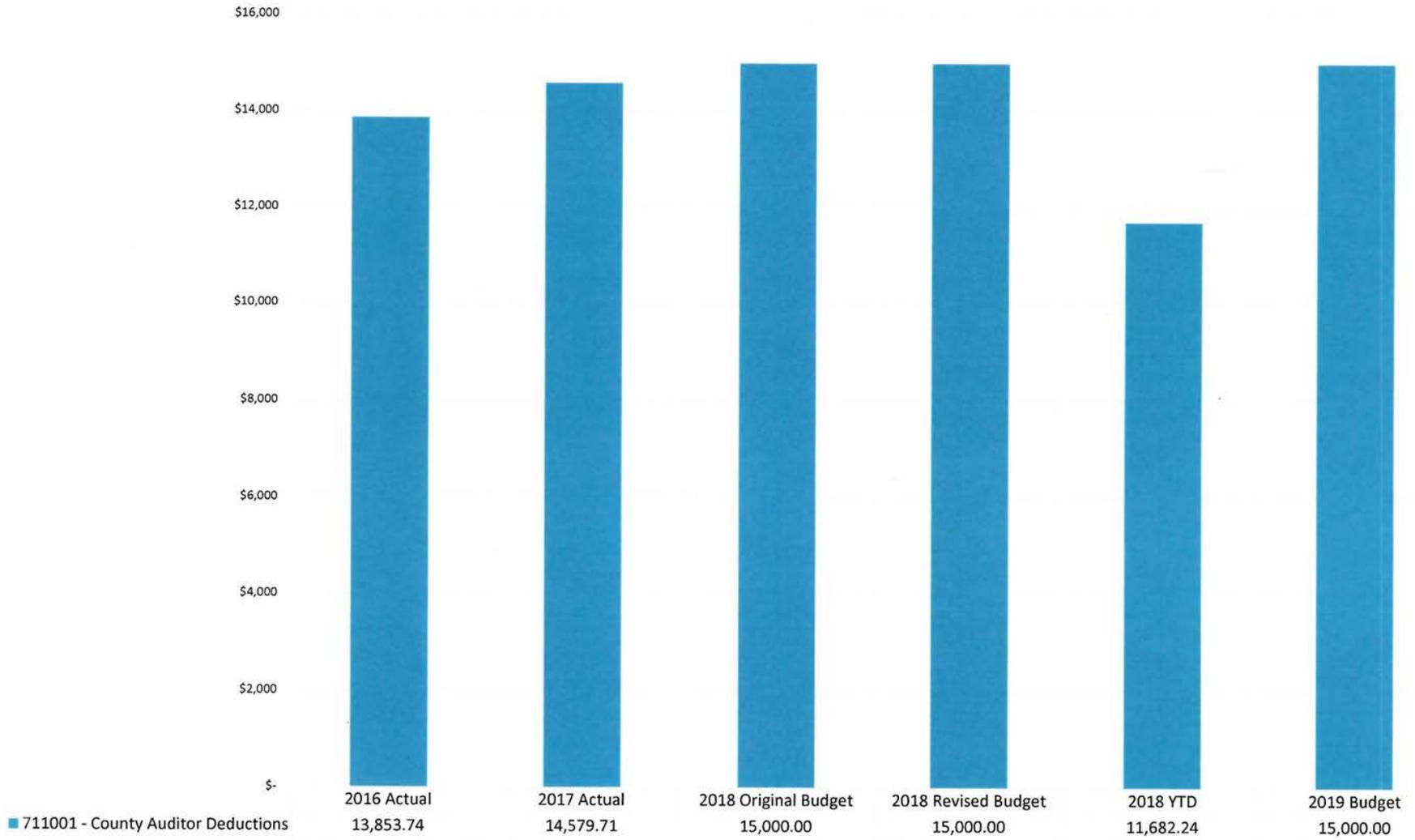
44210290 - FinMisc PerimLoopTIF GenGov



Account Type Projection CharCode-Obj Hierarchy Organization

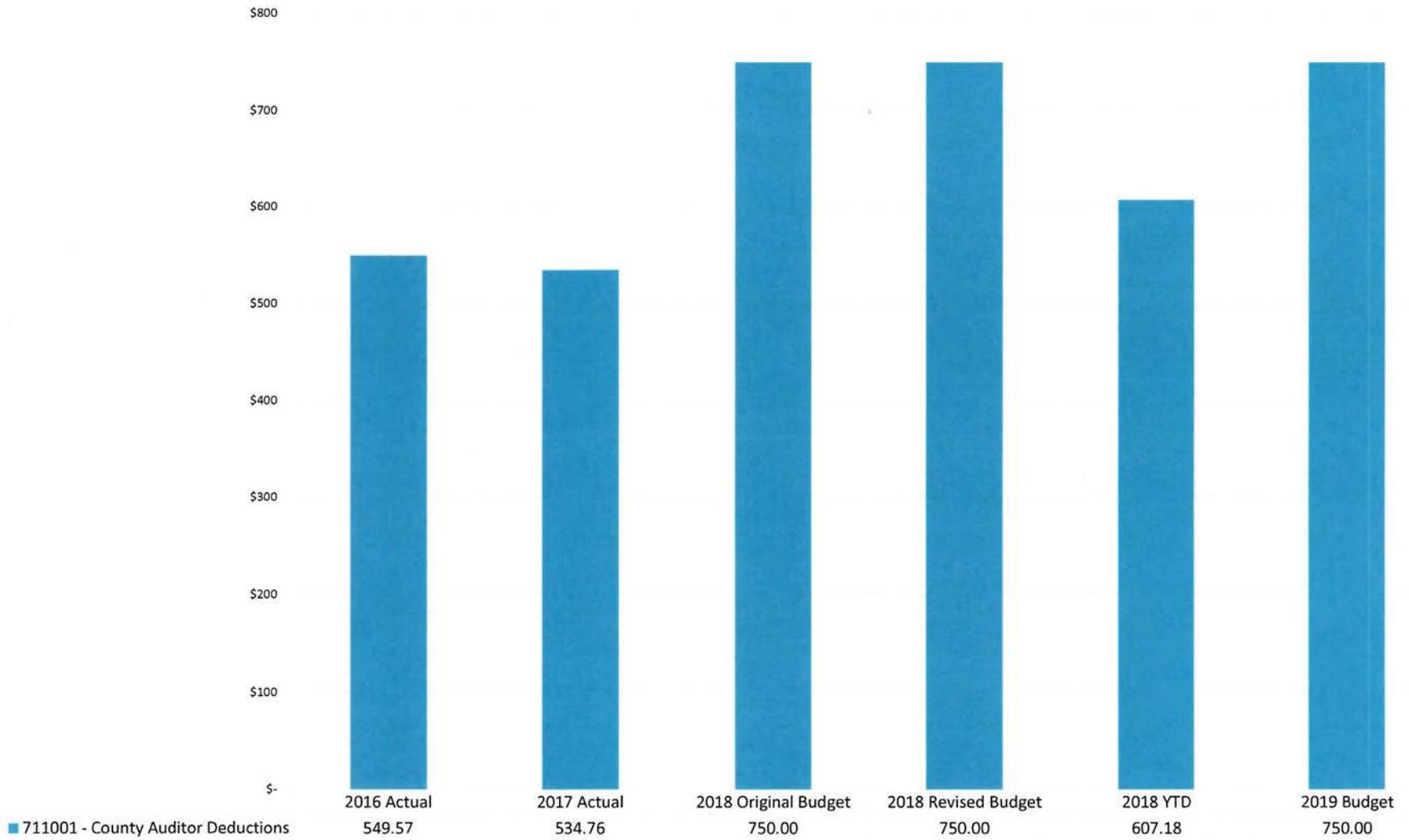
44310290 - FinMisc TartanWestTIF GenGov

71 - Contractual Services

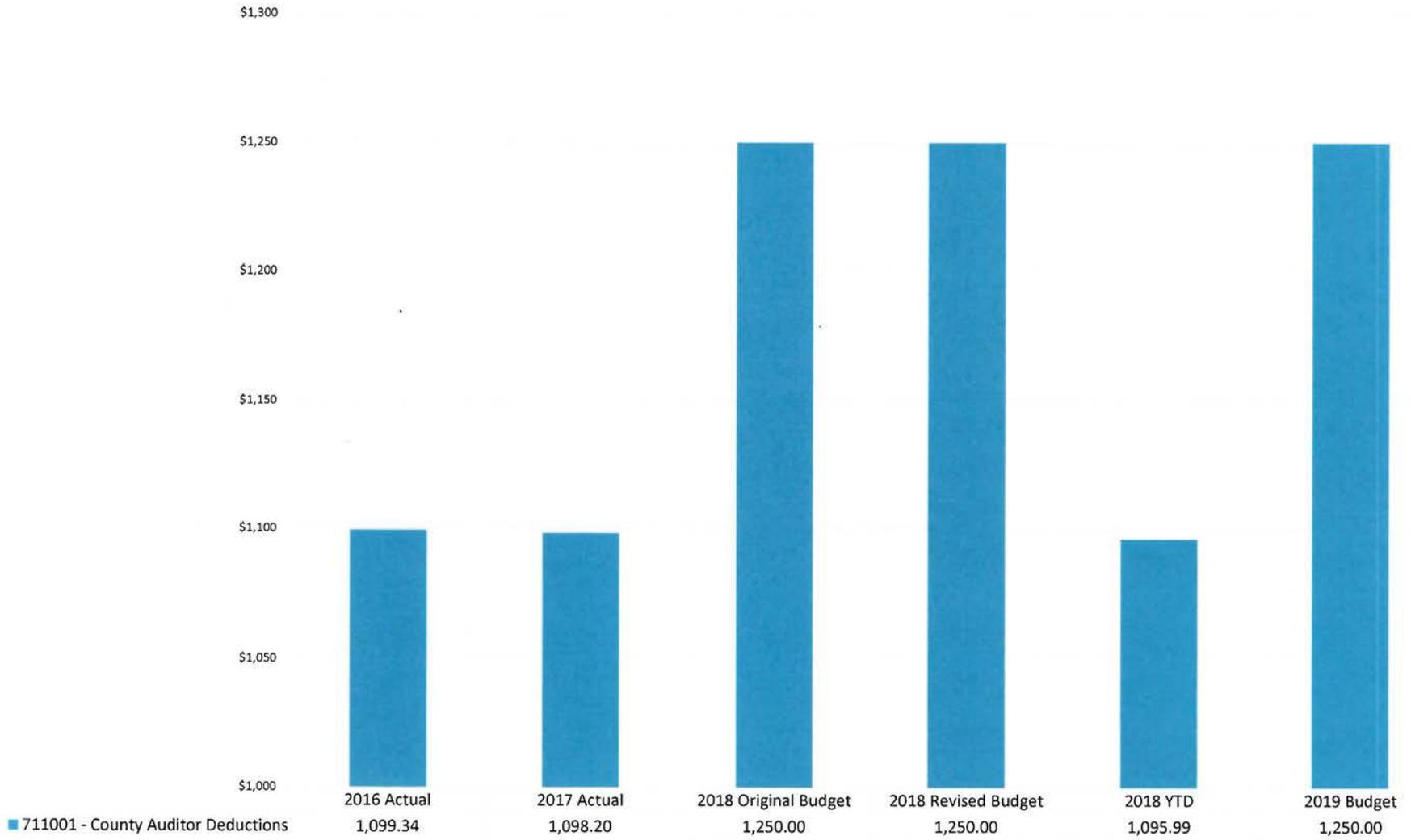


44410290 - FinMisc ShamrockTIF GenGov

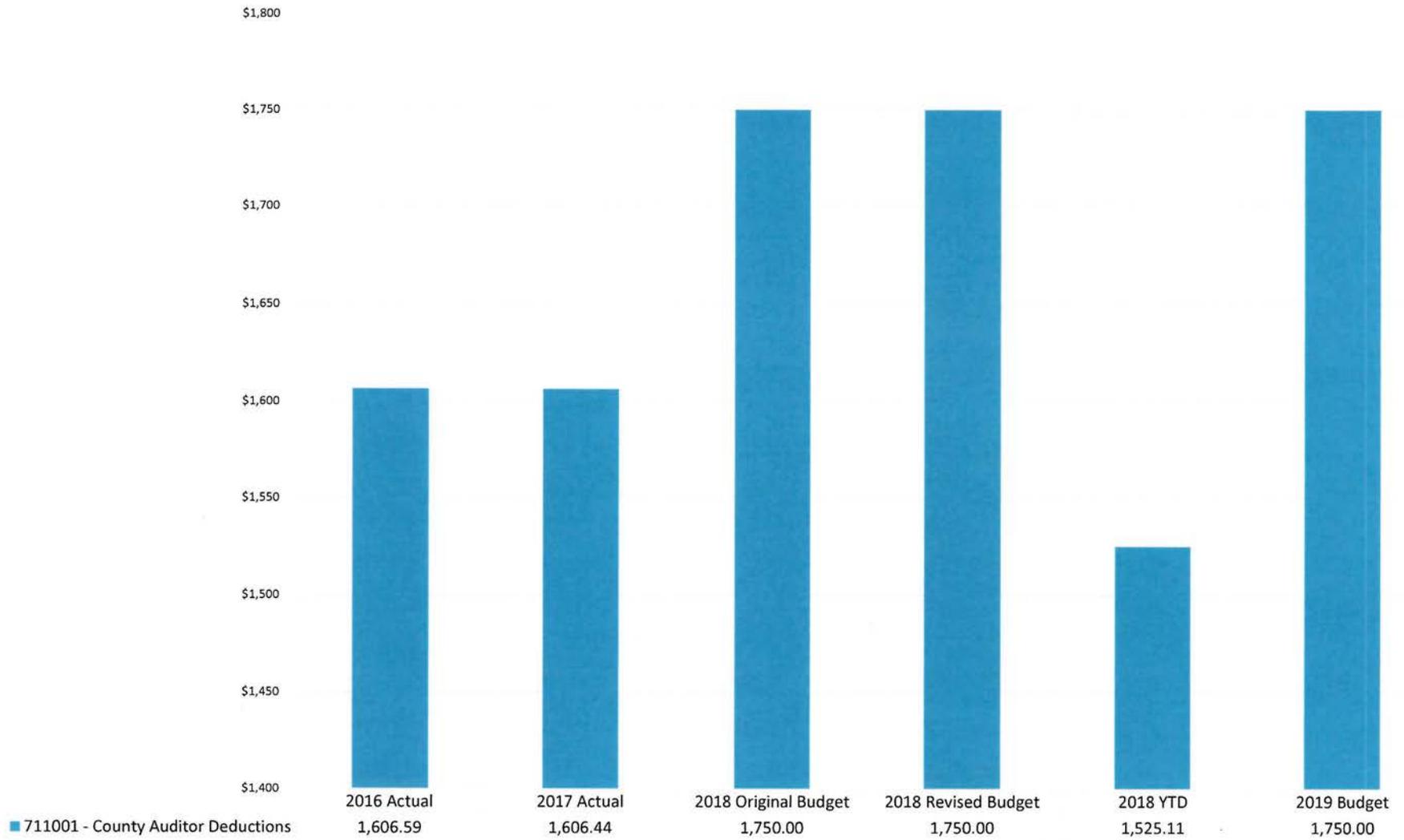
71 - Contractual Services



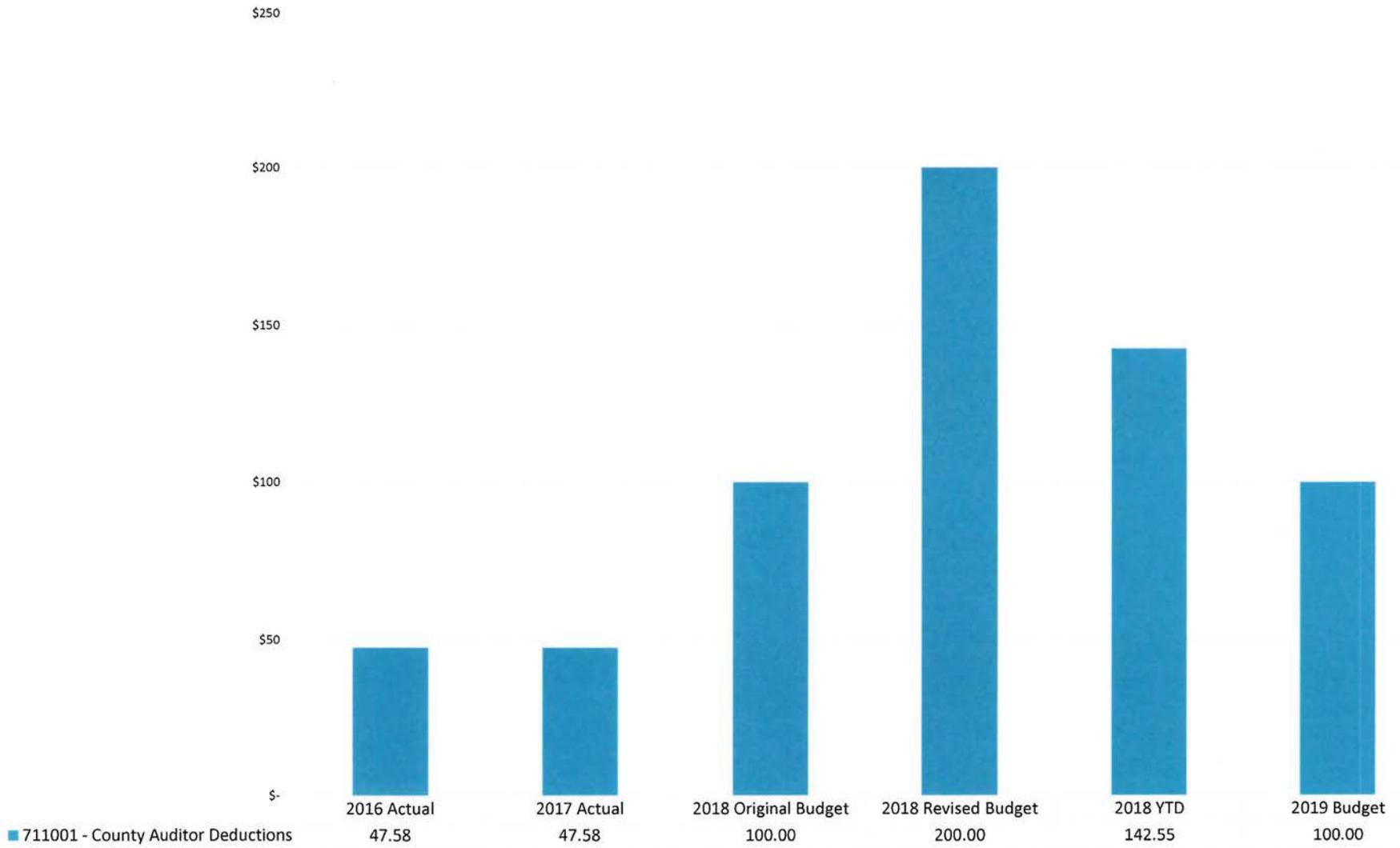
44610290 - FinMisc RiverRidgeTIF GenGov



44710290 - FinMisc LifetimeTIF GenGov

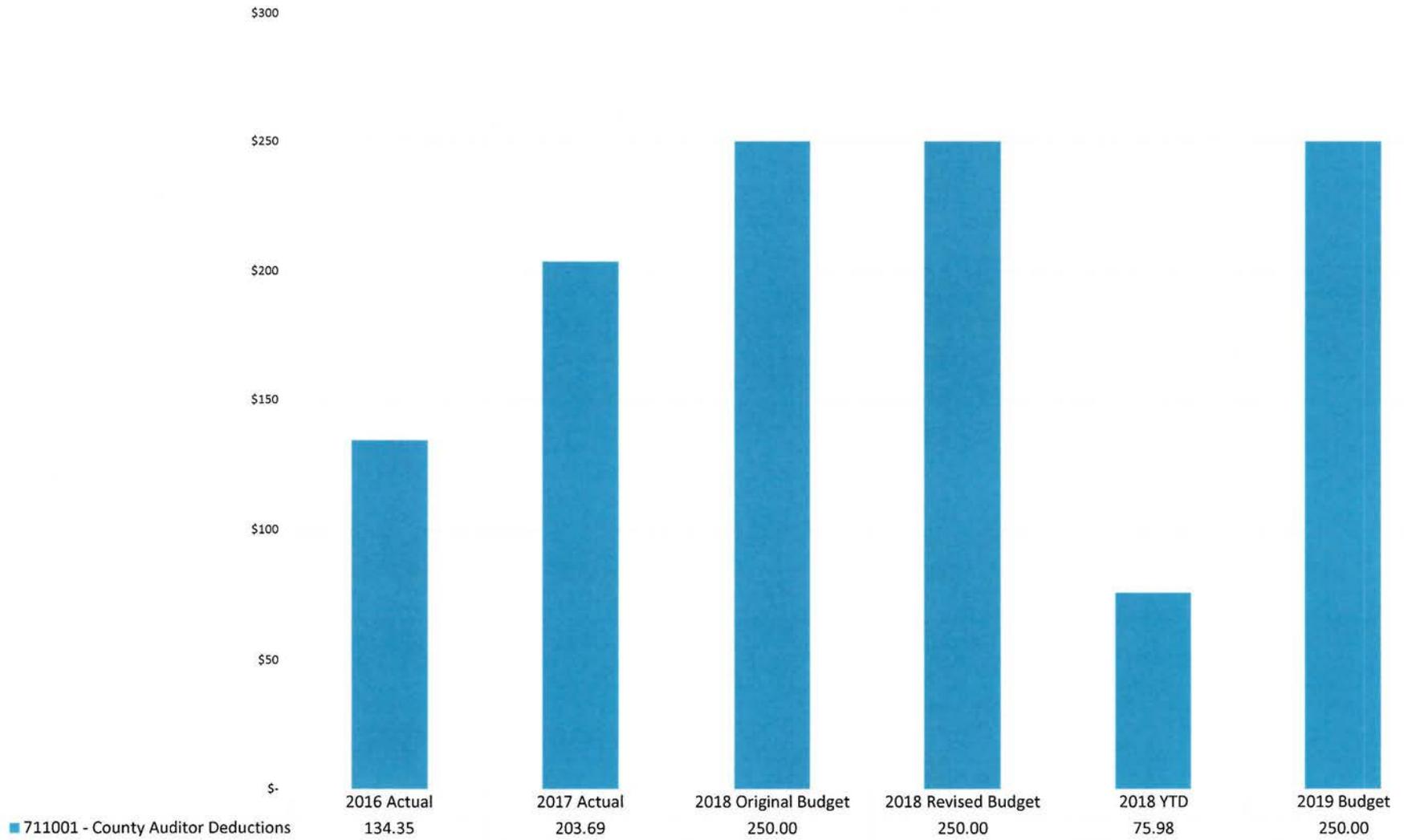


44910290 - FinMisc IreJanTIF GenGov



45010290 - FinMisc ShierRgsTIF GenGov

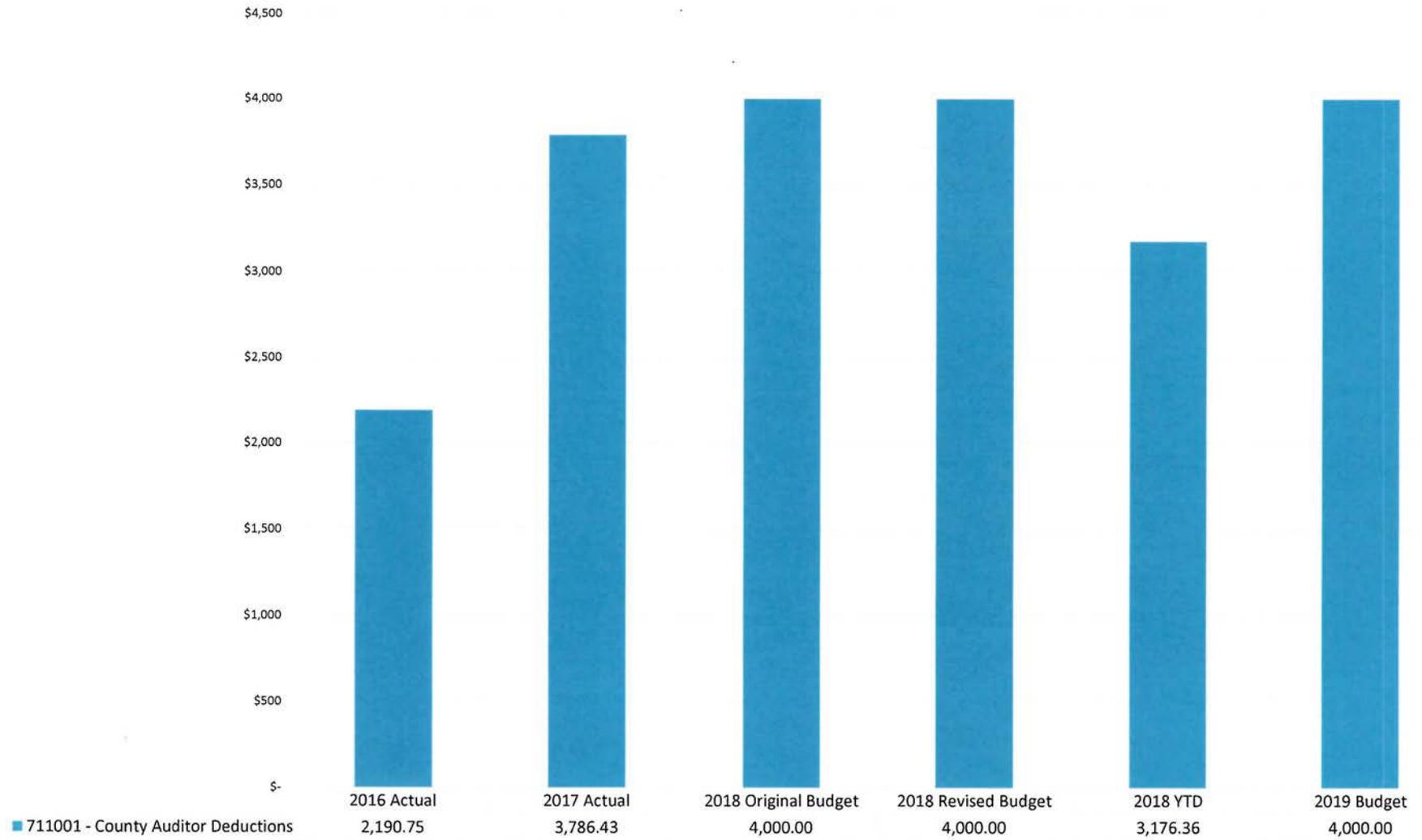
71 - Contractual Services



Account Type Projection CharCode-Obj Hierarchy Organization

45110290 - FinMisc ShmrckCrssTIF GenGov

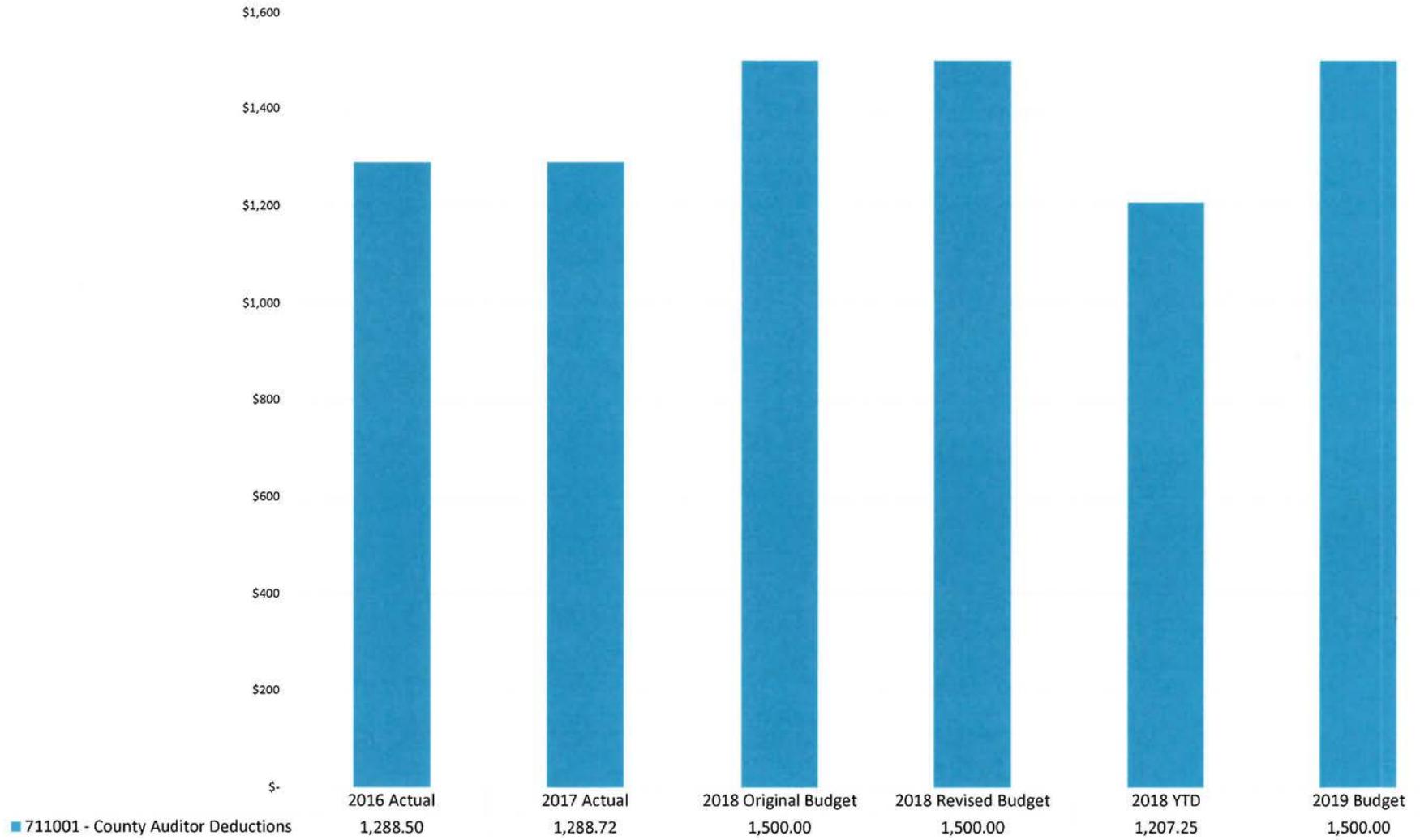
71 - Contractual Services



Account Type Projection CharCode-Obj Hierarchy Organization

45210290 - FinMisc BridgeHighTIF GenGov

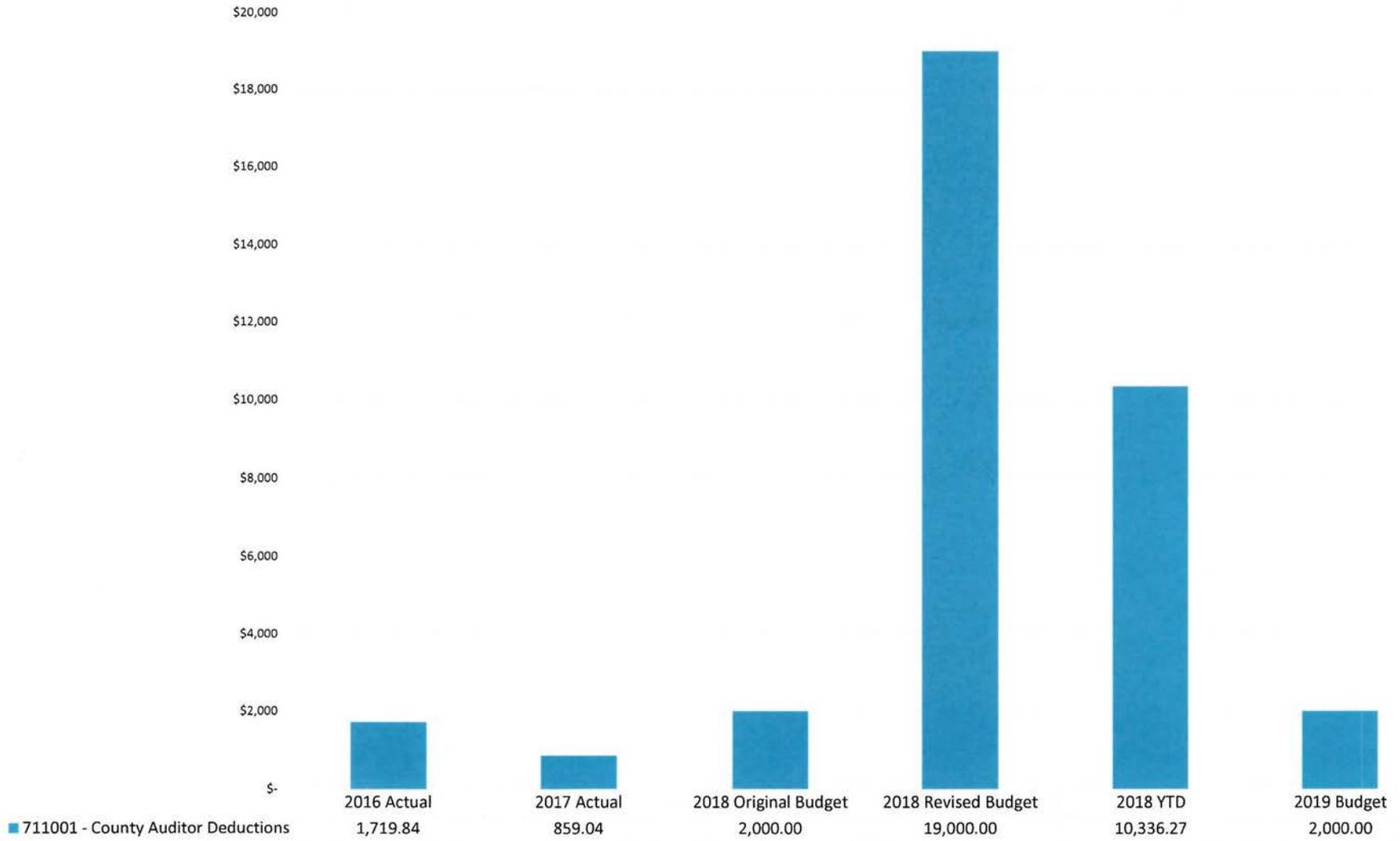
71 - Contractual Services



Account Type Projection CharCode-Obj Hierarchy Organization

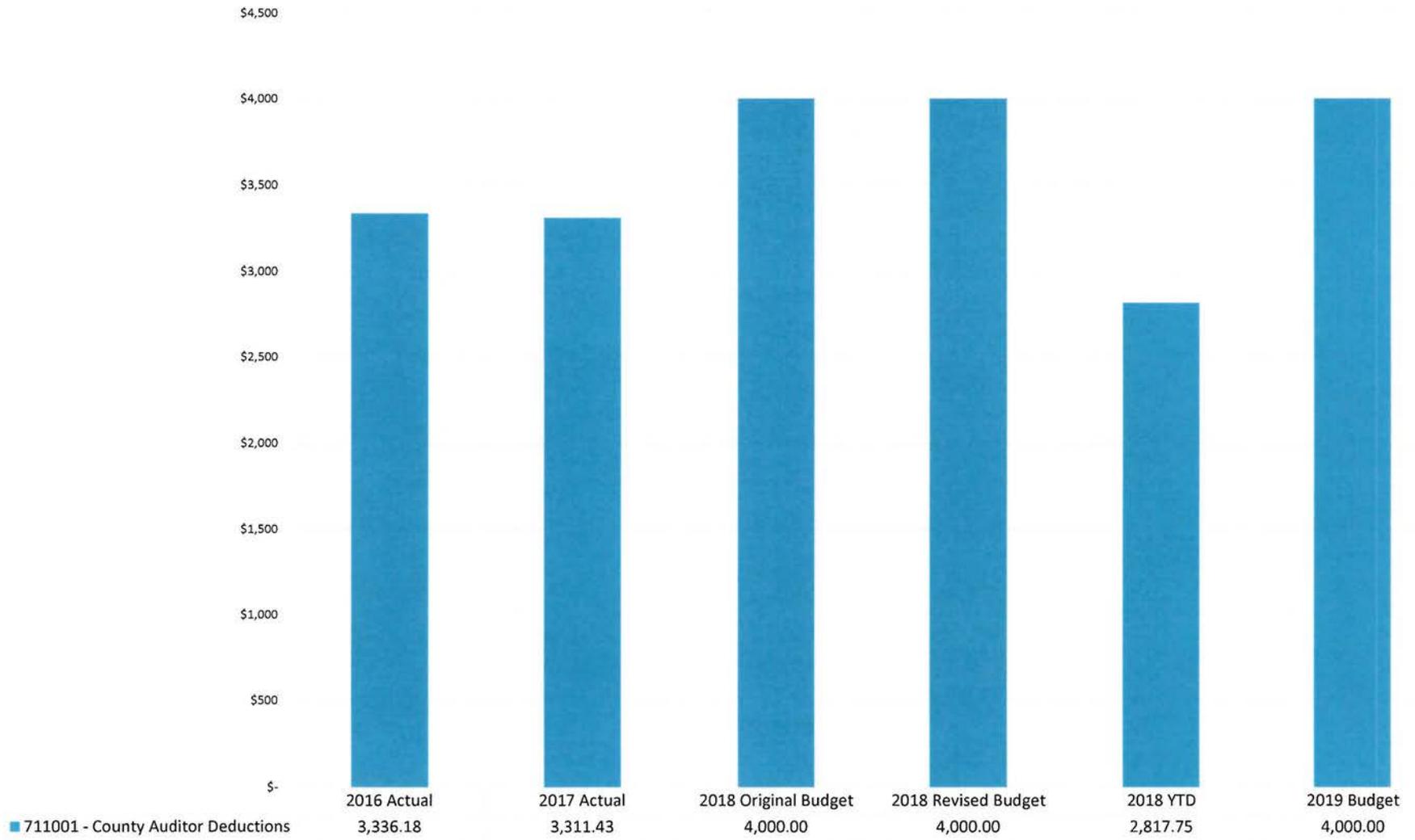
45310290 - FinMisc HospitalTIF GenGov

71 - Contractual Services



45410290 - FinMisc KrogerCtrrTIF GenGov

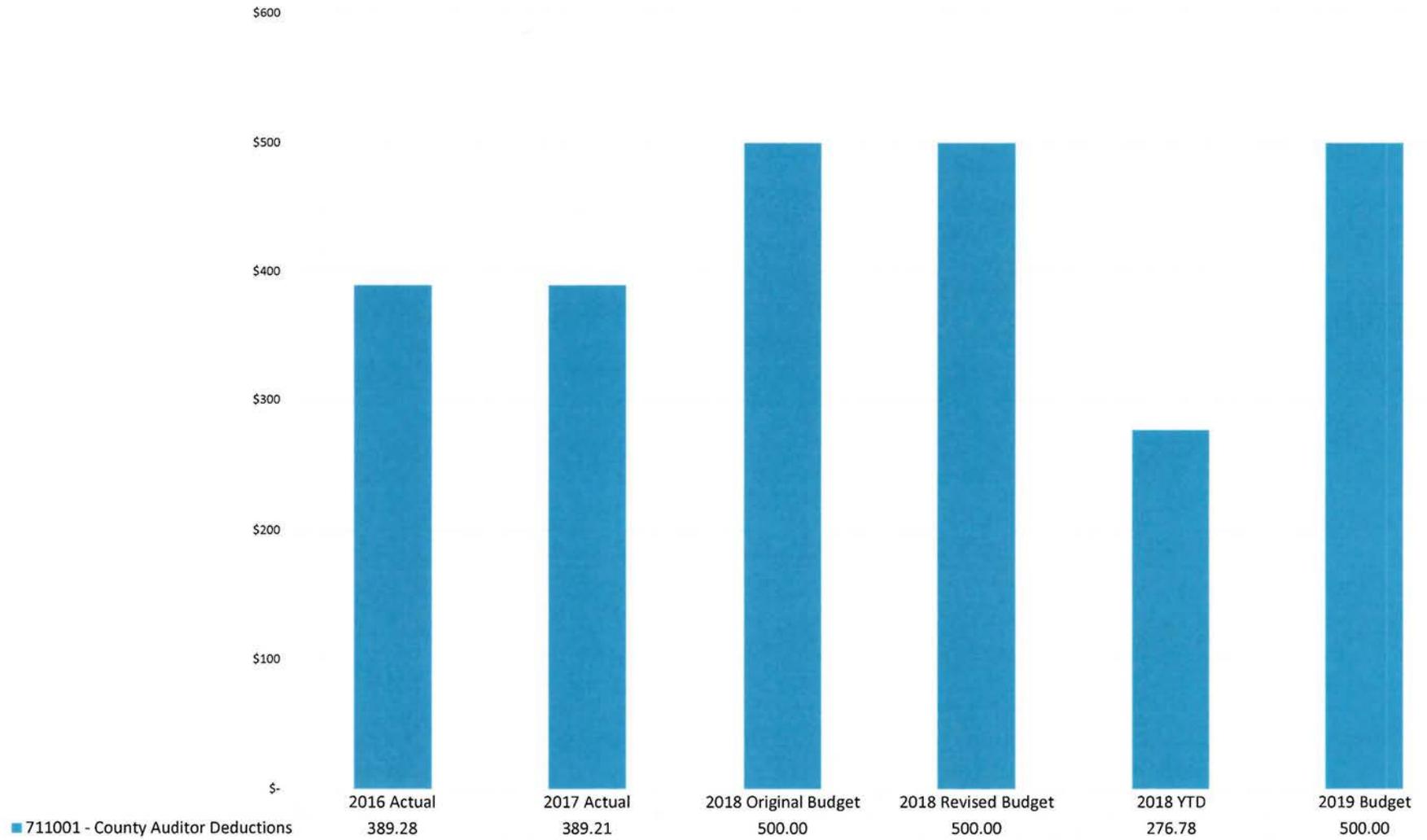
71 - Contractual Services



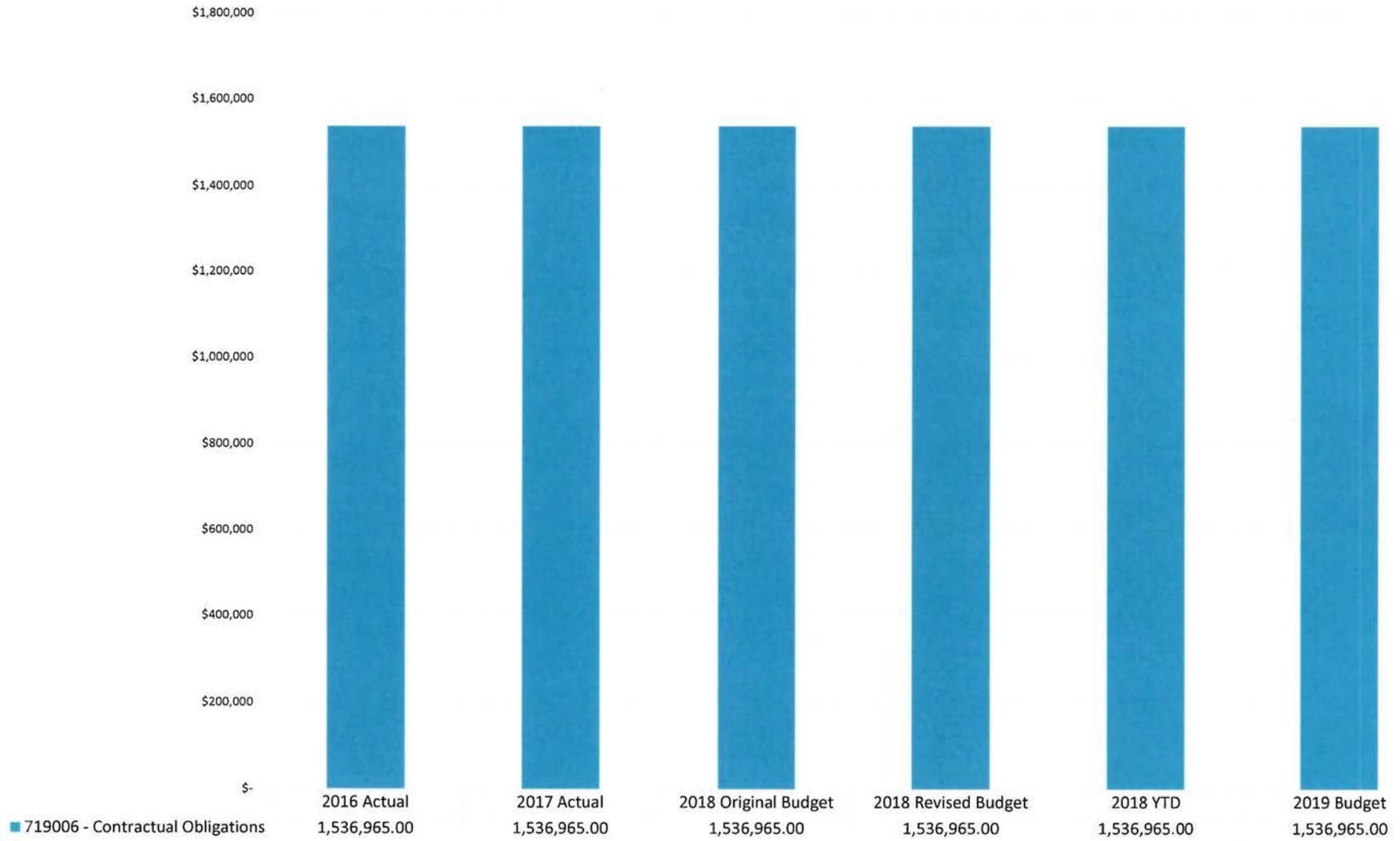
Account Type Projection CharCode-Obj Hierarchy Organization

45610290 - FinMisc DeltaEnergyTIF GenGov

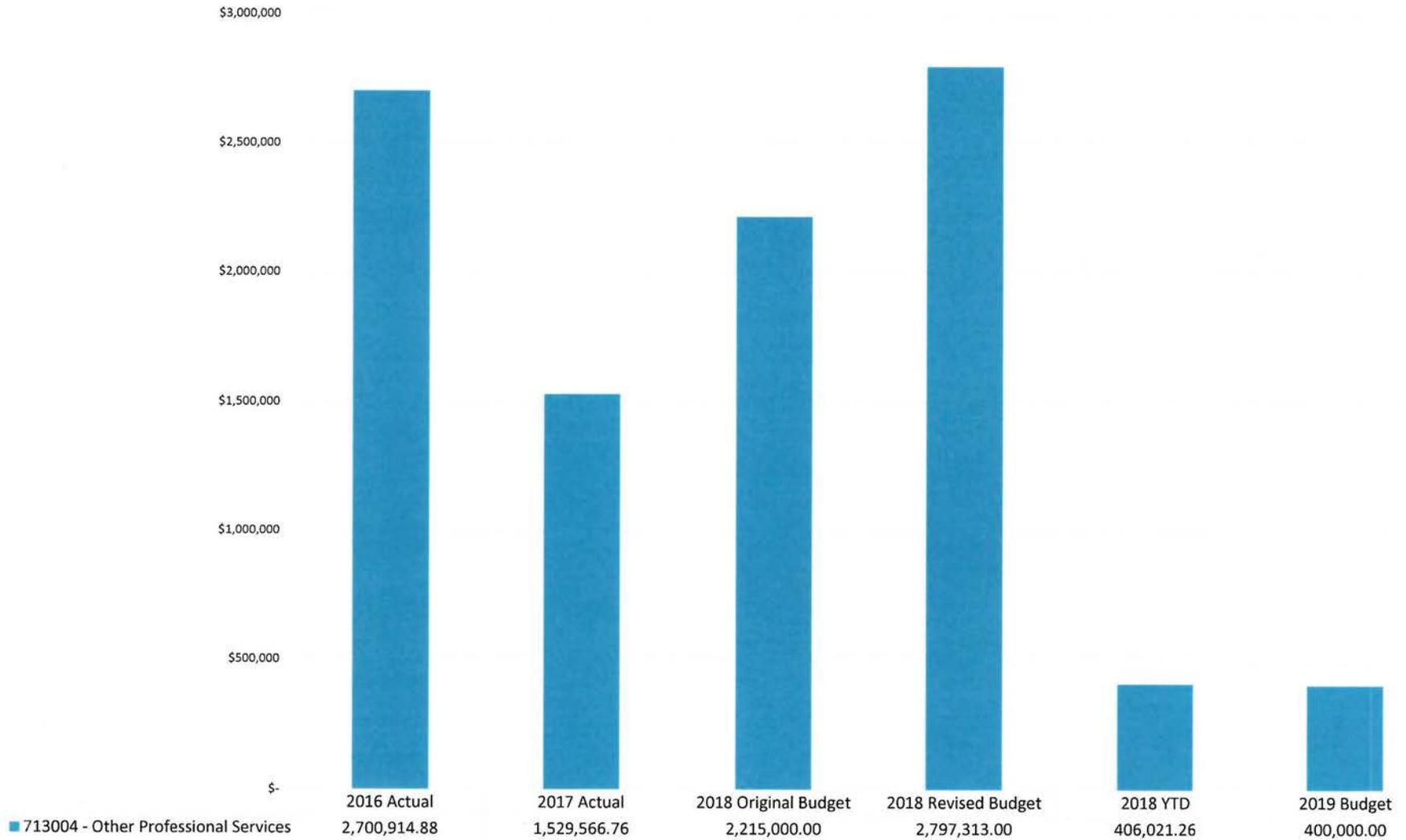
71 - Contractual Services



45710210 - FinDir BridgeStreet GenGov



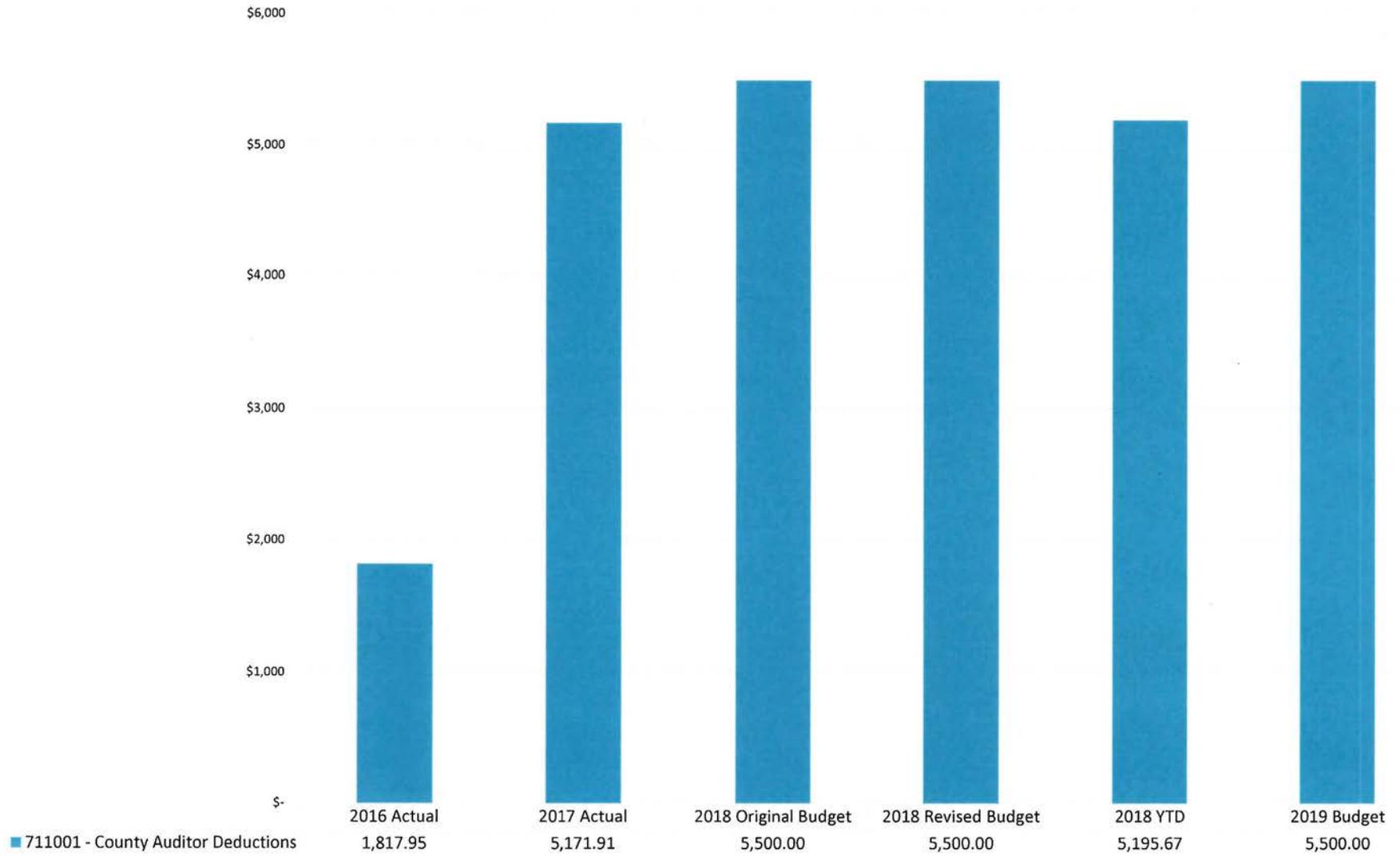
45780320 - Engineering BridgeSt Capital



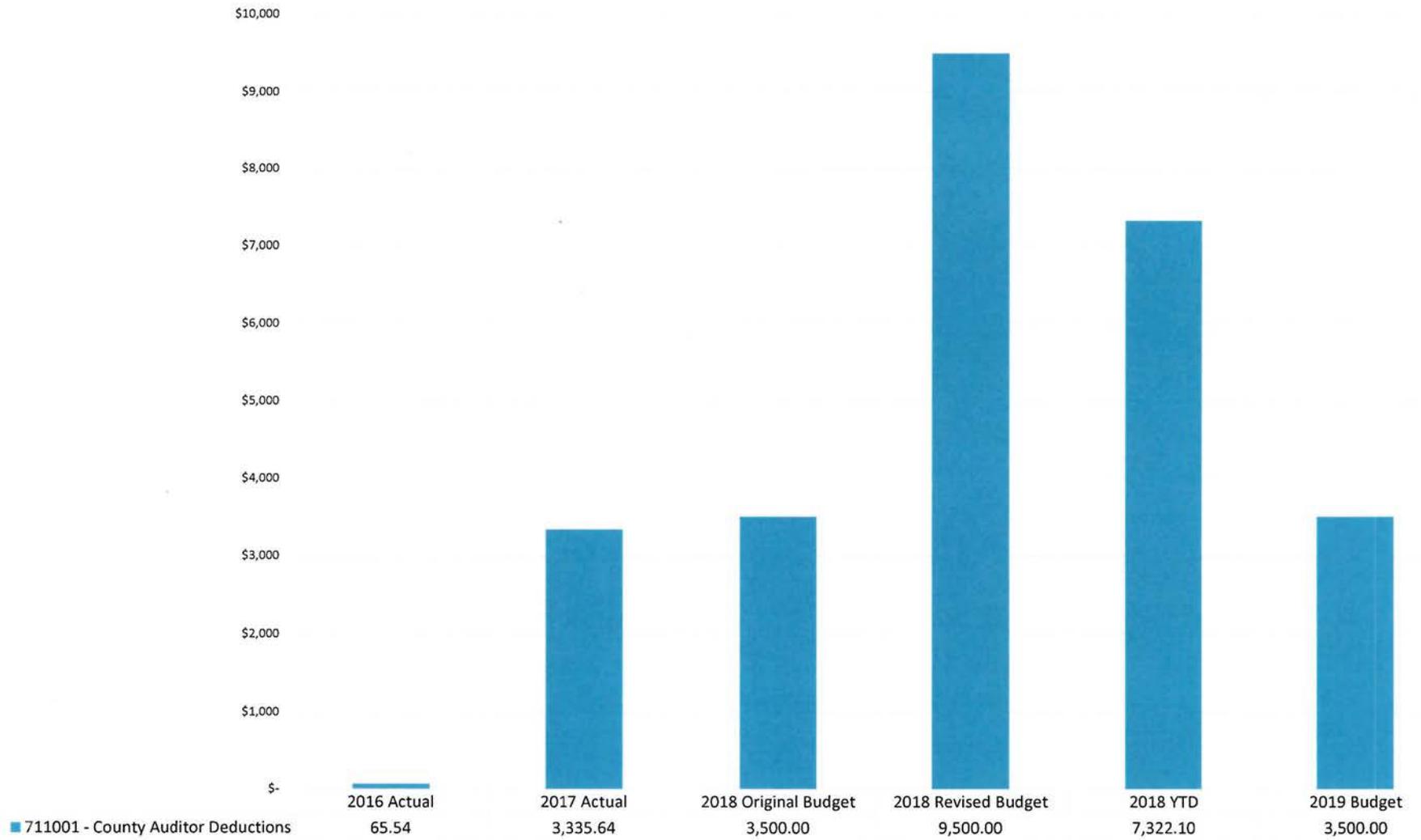
Account Type Projection CharCode-Obj Hierarchy Organization

45810290 - Finance Vrable GenGov

71 - Contractual Services



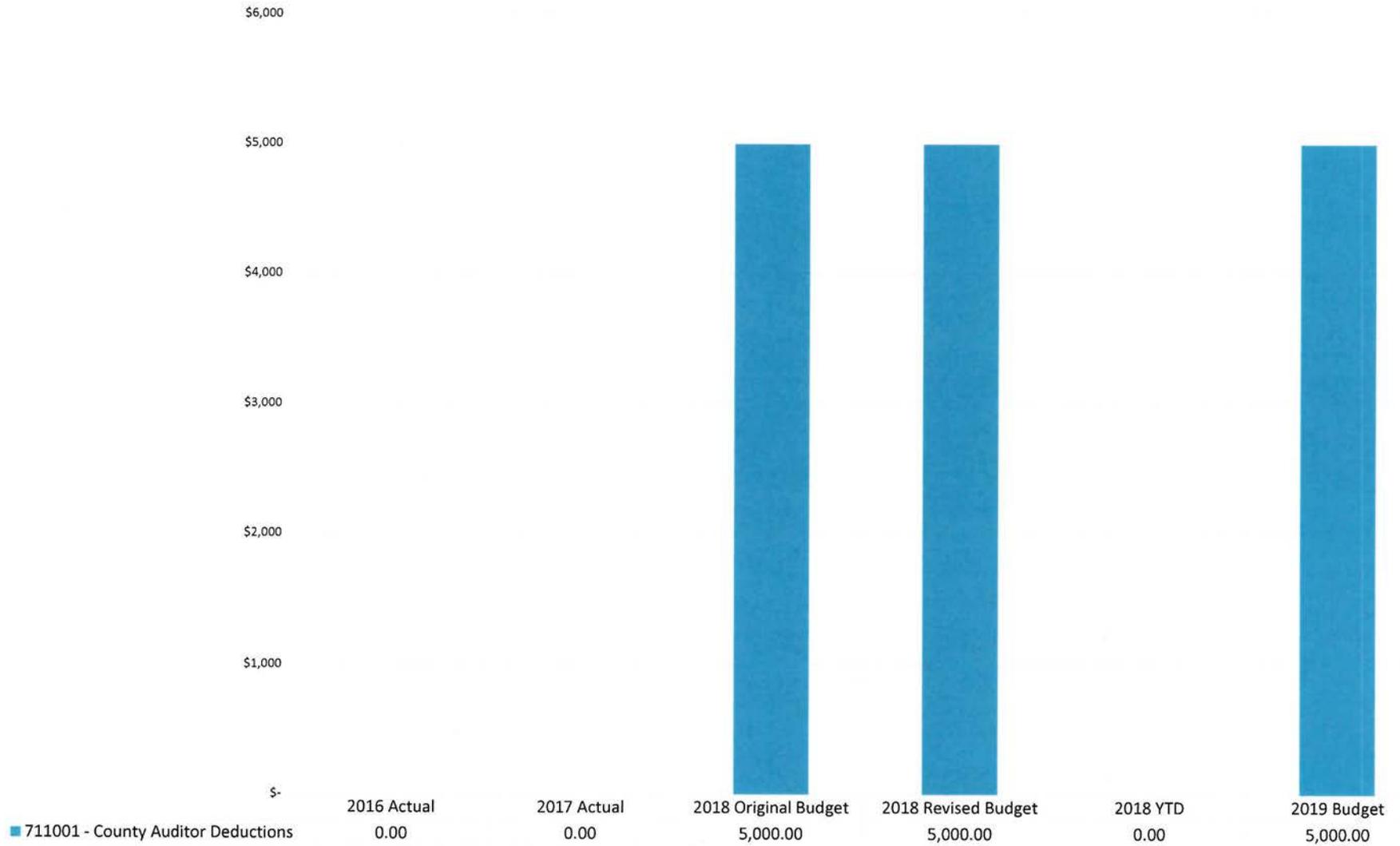
45910290 - FinMisc WestInnovTIF GenGov



Account Type Projection CharCode-Obj Hierarchy Organization

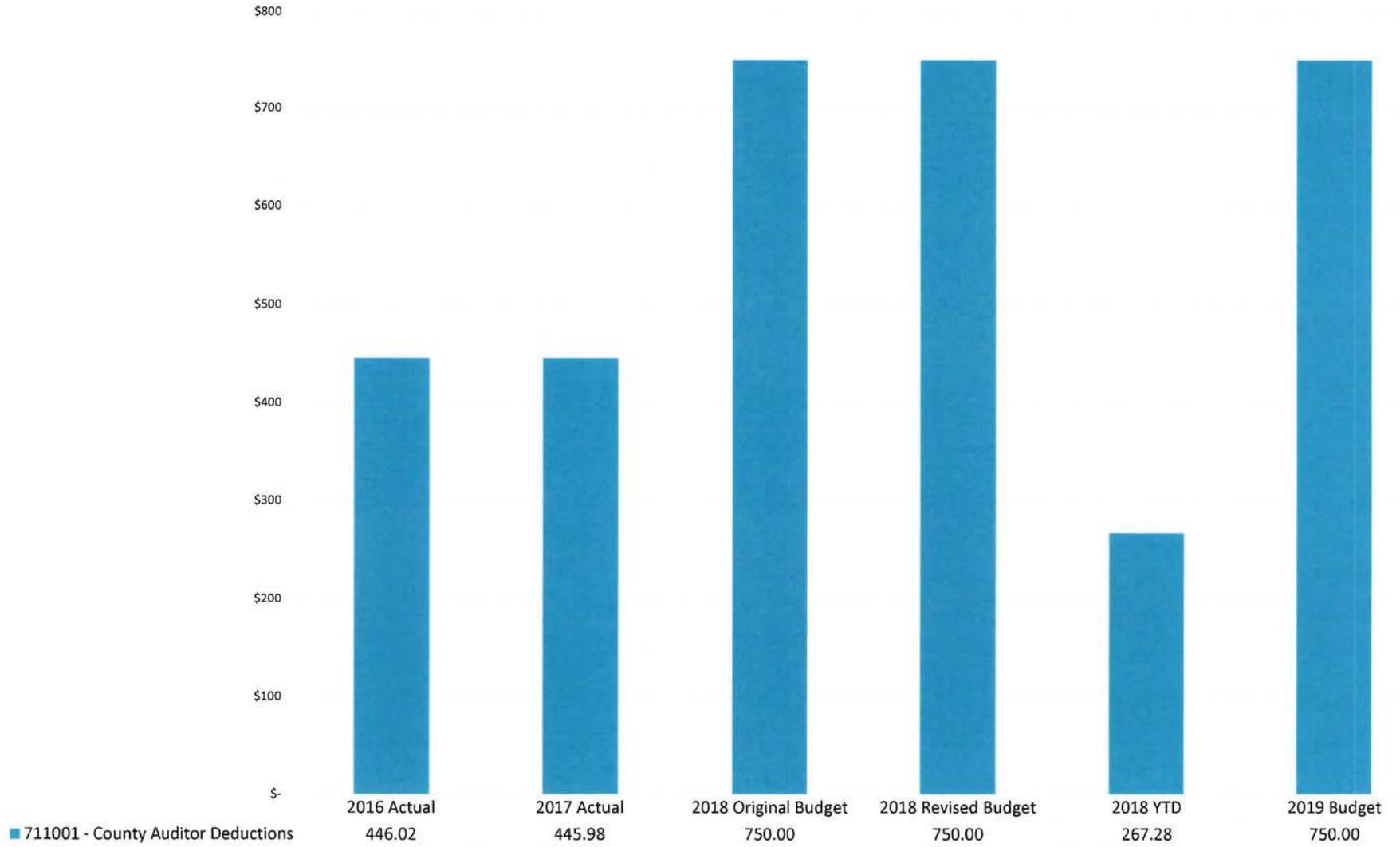
46110290 - FinMisc TullerTIF Gen Gov

71 - Contractual Services

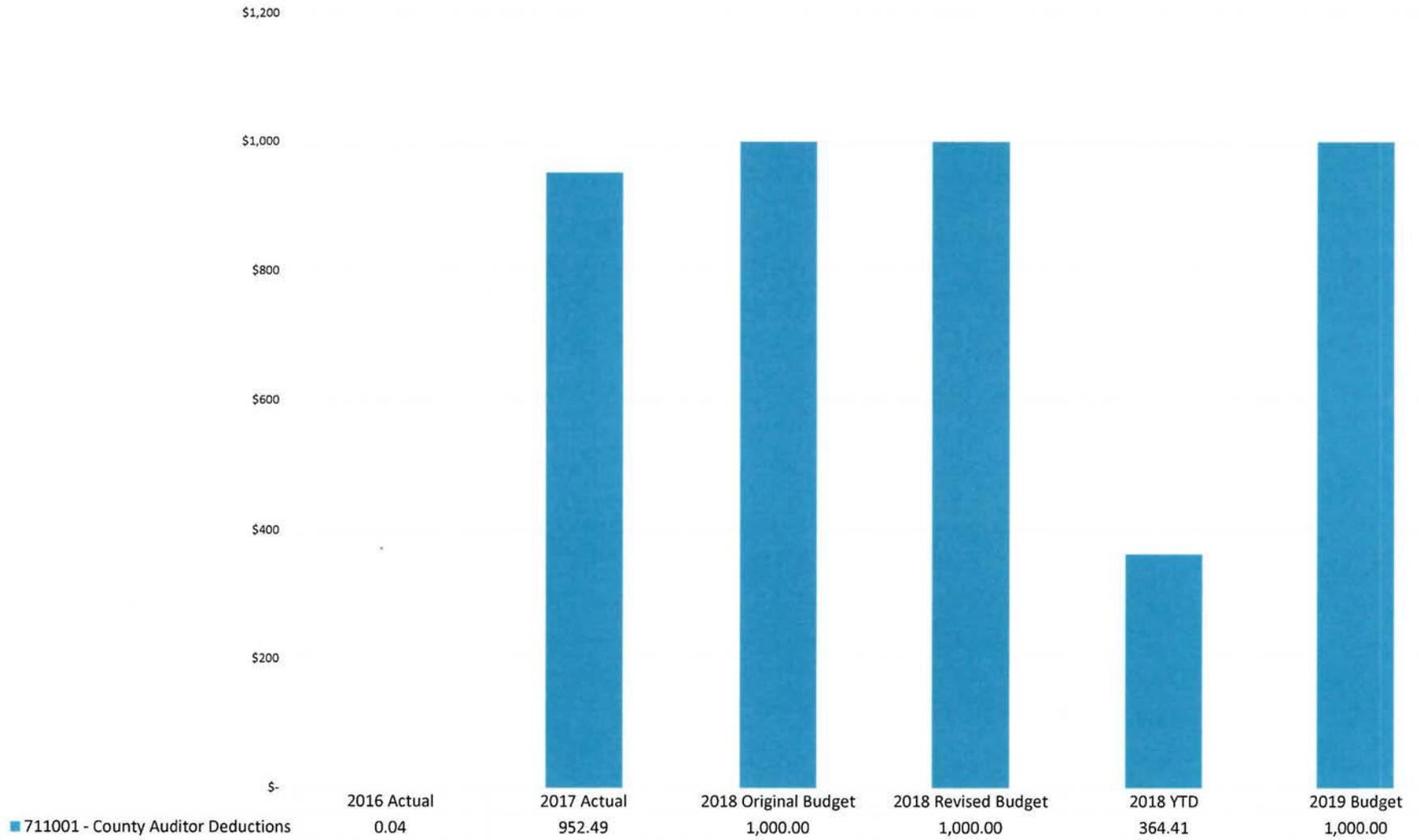


46210290 - FinDir NestleTIF GenGov

71 - Contractual Services



46410290 - FinMisc InnovationTIF GenGov



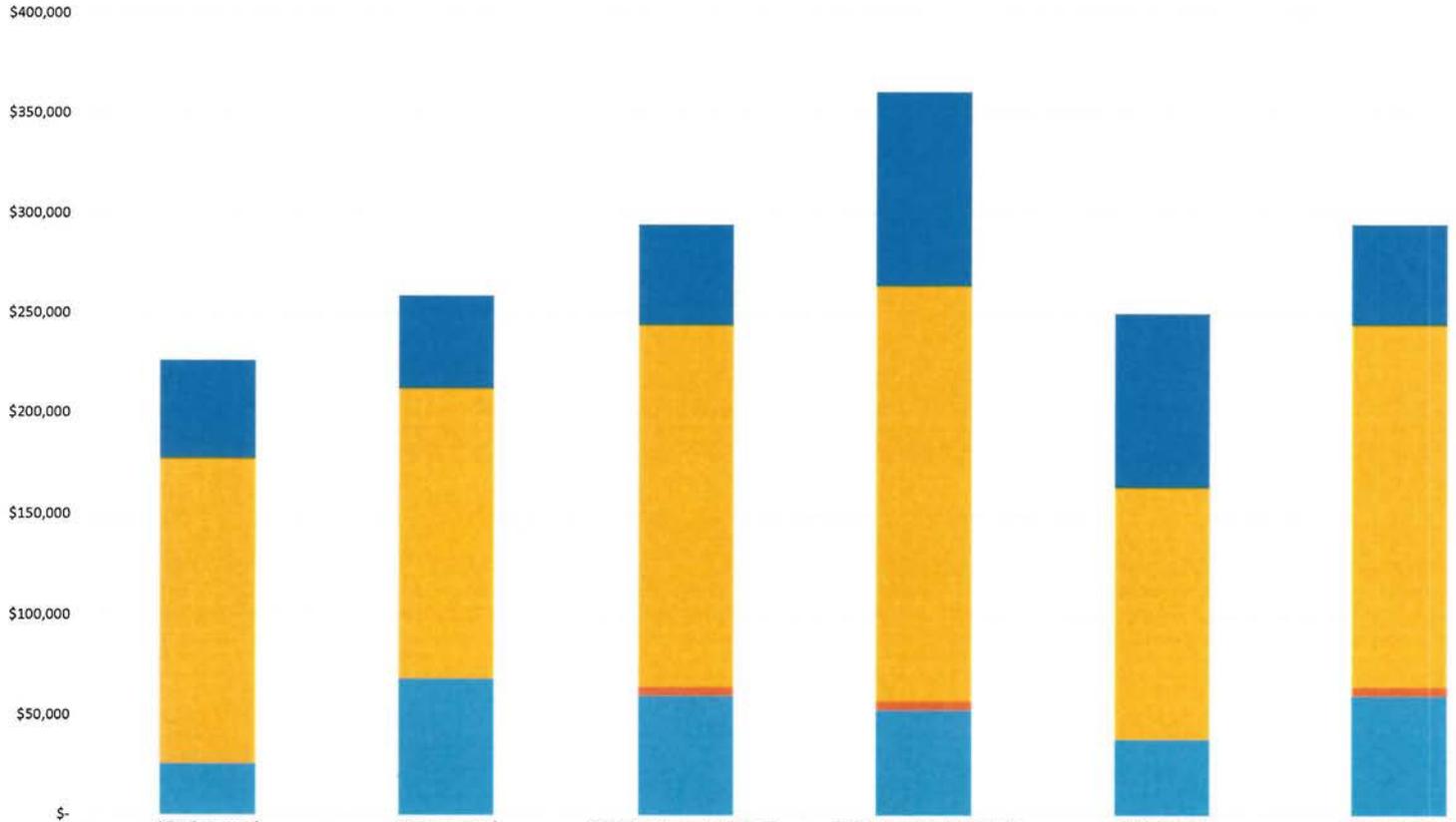
61030320 - Engineer Water Utilities

\$700,000
 \$600,000
 \$500,000
 \$400,000
 \$300,000
 \$200,000
 \$100,000
 \$-

- 713005 - Misc. Contract. Serv.
- 713004 - Other Professional Services

Year/Type	713005 - Misc. Contract. Serv.	713004 - Other Professional Services
2016 Actual	130,418.12	2,348.27
2017 Actual	126,503.43	29,670.82
2018 Original Budget	233,500.00	275,000.00
2018 Revised Budget	306,155.80	316,212.00
2018 YTD	118,275.26	39,080.24
2019 Budget	173,500.00	225,000.00

61030330 - Streets Water Utilities

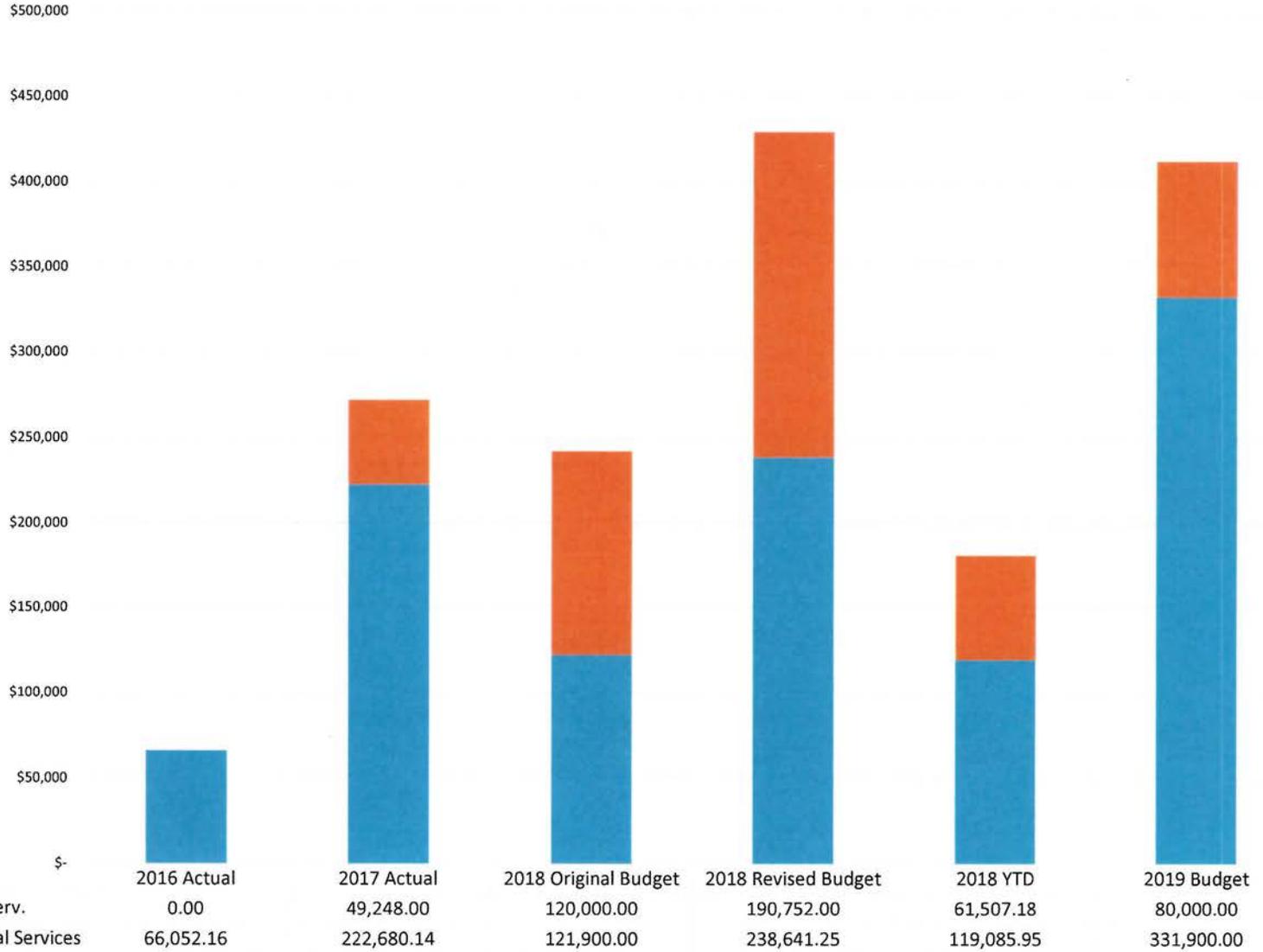


	2016 Actual	2017 Actual	2018 Original Budget	2018 Revised Budget	2018 YTD	2019 Budget
718002 - Hydrant Maint and Repair	48,658.49	46,606.05	50,600.00	97,193.66	86,450.35	50,600.00
717005 - Utilities- Other Fuel Types	151,737.98	143,574.39	180,000.00	206,679.99	125,332.86	180,000.00
716000 - Memberships/Subscriptions	0.00	0.00	0.00	0.00	0.00	100.00
715001 - Communications	0.00	0.00	4,100.00	4,100.00	0.00	4,100.00
713005 - Misc. Contract. Serv.	25,617.28	68,442.00	60,000.00	53,000.00	37,980.00	60,000.00

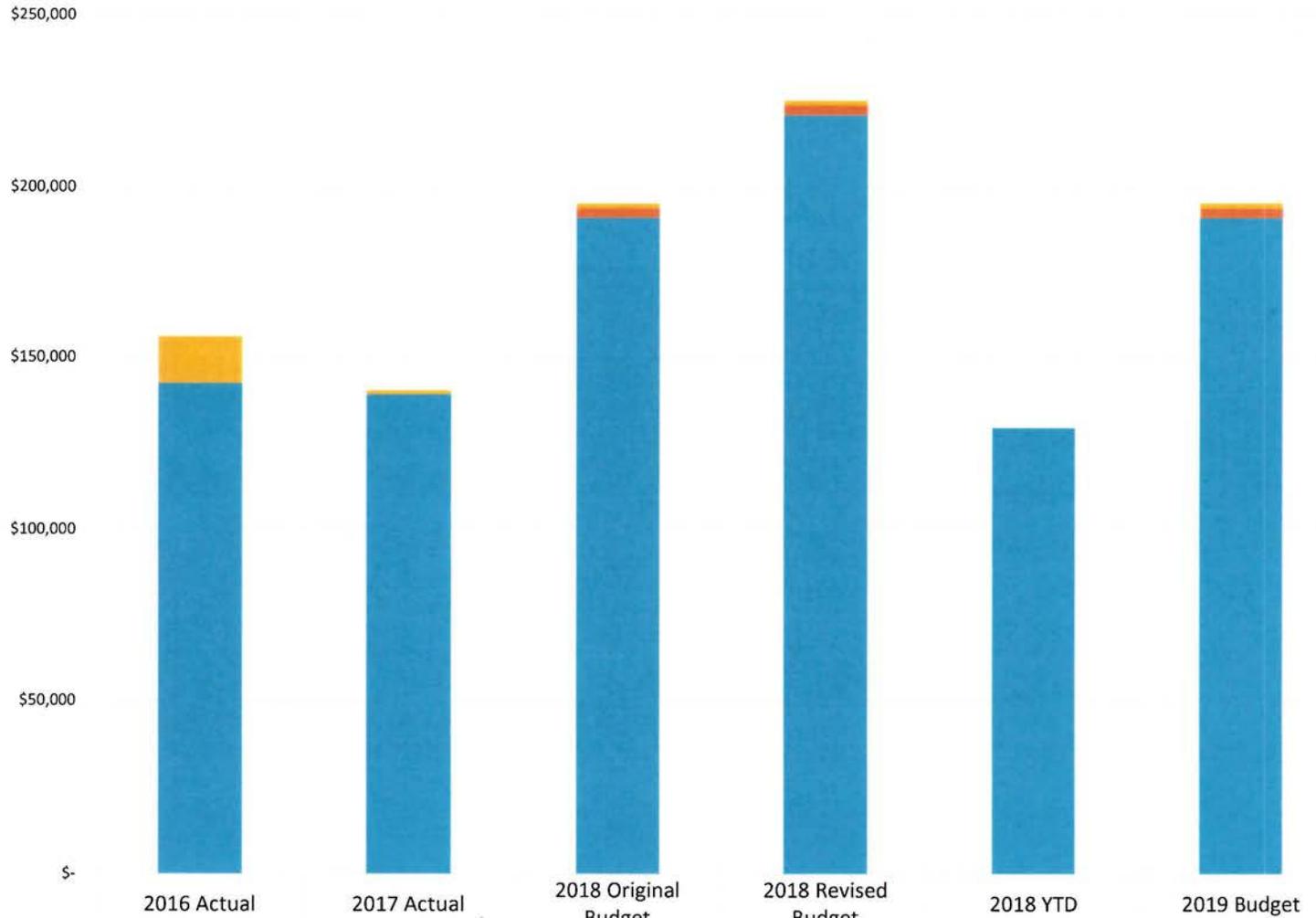
Account Type Projection CharCode-Obj Hierarchy Organization

62030320 - Engineer Sewer Utilities

71 - Contractual Services

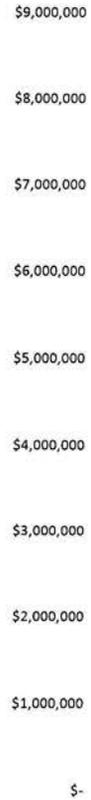


62030330 - Streets Sewer Utilities



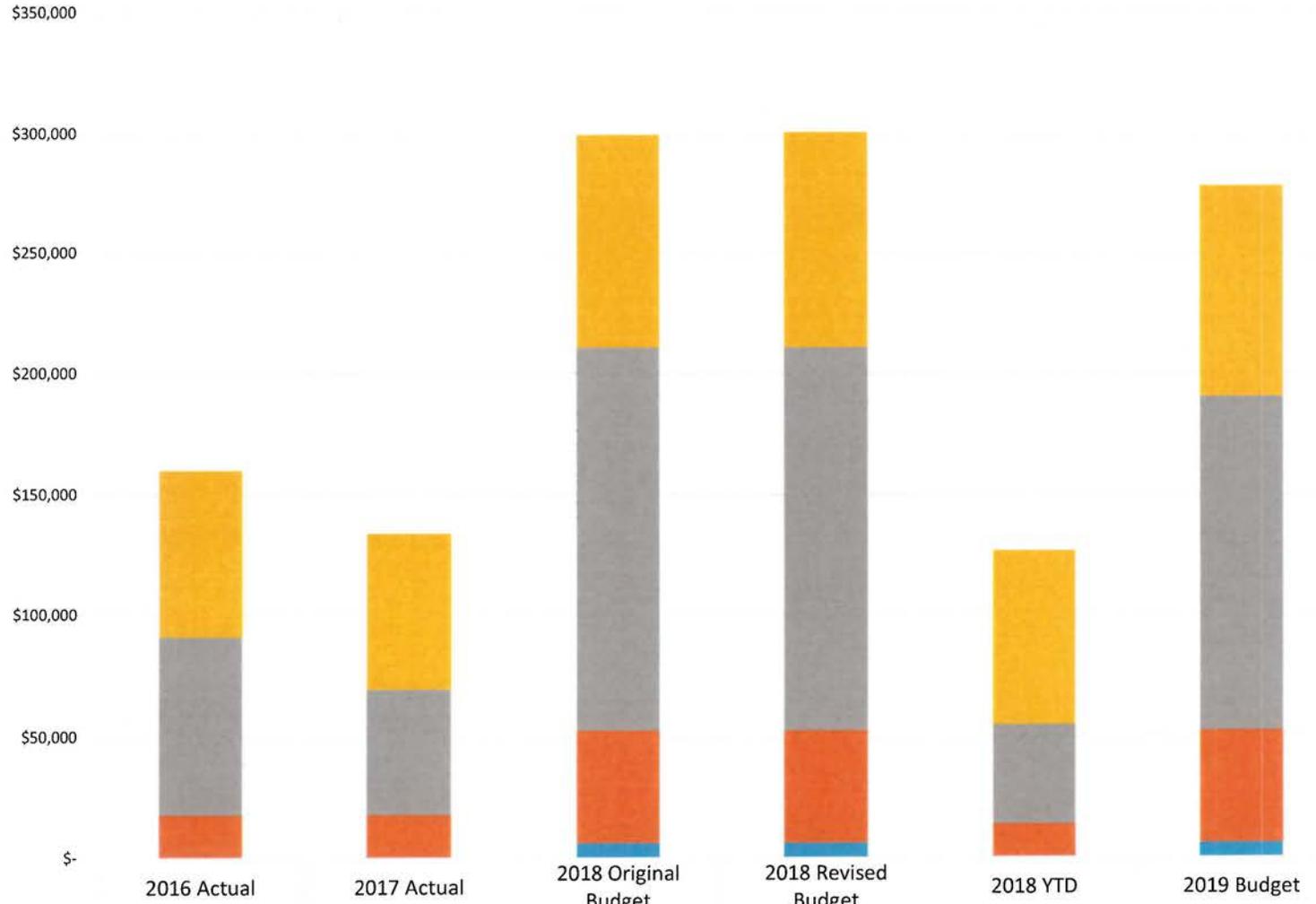
■ 717001 - Rents and Leases	13,521.00	1,100.00	1,500.00	1,500.00	0.00	1,500.00
■ 716000 - Memberships/Subscriptions	0.00	0.00	0.00	0.00	0.00	100.00
■ 715001 - Communications	0.00	0.00	2,600.00	2,600.00	0.00	2,600.00
■ 713005 - Misc. Contract. Serv.	142,327.15	139,086.42	191,000.00	220,798.58	129,443.10	191,000.00

70110120 - HR EmplBenfSelfServ GenGov



	2016 Actual	2017 Actual	2018 Original Budget	2018 Revised Budget	2018 YTD	2019 Budget
714010 - Employer HSA Contribution	1,069,400.00	1,064,125.00	1,183,185.00	1,171,185.00	1,161,171.89	1,233,750.00
714008 - Stop Loss Coverage	692,176.38	807,372.46	1,090,730.00	1,126,168.17	1,032,482.82	1,264,470.00
714005 - Medical Dental Rx Vision	3,815,653.82	4,242,027.68	4,713,700.00	4,664,203.75	3,911,050.09	4,746,590.00
714003 - Third Party Administrator	268,128.59	238,346.47	242,320.00	262,354.07	233,275.96	242,320.00
713005 - Misc. Contract. Serv.	117,281.05	141,022.78	140,180.00	230,240.76	118,986.75	156,180.00

70310120 - HR WorkersComp GenGov



- 714008 - Stop Loss Coverage
- 714007 - Other Claims
- 714003 - Third Party Administrator
- 713005 - Misc. Contract. Serv.

69,144.40	64,365.75	88,800.00	90,157.25	71,820.00	87,500.00
73,029.73	51,508.08	158,000.00	158,000.00	41,137.12	138,000.00
17,834.00	17,993.00	46,650.00	46,650.00	13,802.75	46,650.00
0.00	0.00	6,000.00	6,000.00	0.00	6,000.00

Other Professional Services Account - Top 25 Vendors

Vendor	2016 Actual	2017 Actual	2018 YTD
METRO DATA CENTER LLC	321,704.00	468,876.00	531,826.10
LIVE TECHNOLOGIES LLC	319,658.38	10,927.58	353,109.39
ONEIL TENTS	191,915.56	195,215.20	205,035.76
UNION COUNTY COMMON PLEAS			122,950.00
SPRINGFIELD ACME ELECTRIC CO	80,808.75		96,250.00
LANEY STROBLE			84,750.00
THE ADVENTURE EDUC CTR&SUPER GAMES	84,733.00		84,504.00
HORNER APPRAISAL GROUP	26,250.00	23,750.00	83,475.00
SCOUT TOURS, INC			80,000.00
WILLIAM MORRIS ENDEAVOR ENTERTAINMENT		57,500.00	75,000.00
WEST ERIE REALTY SOLUTIONS		39,400.00	70,300.00
CROWNE PLAZA	47,768.30		64,502.03
ZAMBELLI FIREWORKS	57,000.00		57,000.00
RECORDS IMAGING SERVICE INC	28,368.26	14,510.10	54,114.24
CREATIVE COACH CO	41,460.00	1,715.00	48,705.00
ROBERT WEILER COMPANY	5,800.00	26,300.00	46,500.00
SQUIRE PATTON BOGGS (US) LLP	139,071.67	159,640.30	44,133.90
PORTA KLEEN	36,335.18	2,453.07	43,530.96
BRIAN W BARNES AND CO INC		36,300.00	41,650.00
EVANS, MECHWART, HAMBLETON & TILTON, INC	1,290,281.67	34,014.61	39,525.82
DUBLIN CITY SCHOOLS	54,875.50	35,464.00	39,031.53
SAMUEL D. KOON & ASSOCIATES LTD		7,675.00	37,125.00
O R COLAN ASSOCIATES LLC		18,100.00	36,967.00
JAMIE FRIDAY	44,181.09	40,374.03	35,812.70
RED STONE FARM LLC			35,000.00

Miscellaneous Contractual Services Account - Top 25 Vendors

Vendor	2016 Actual	2017 Actual	2018 YTD
NAPA AUTO PARTS	74,551.01	78,303.16	104,795.75
DELAWARE COUNTY SANITARY ENGINEER	132,024.75	125,696.42	102,341.85
CITY OF DUBLIN COIRS		85,542.00	77,125.00
HEALTHSTRIDES INC		19,250.00	58,837.00
JAMES B OSWALD COMPANY		52,500.00	52,500.00
RUSSELL TREE EXPERTS LTD	119,776.00	57,640.25	40,949.50
CONTEMPORARY SERVICES CORP	32,189.71	31,301.33	32,471.32
UACC		42,000.00	28,000.00
GOVDEALS INC	22,285.01	16,815.97	23,213.44
JOSEPH TREE SERVICE LLC	8,060.00	19,390.00	22,531.36
DEANGELO BROTHERS LLC			22,333.65
AHLUM AND ARBOR	2,280.00	48,001.00	21,110.00
NORTHWESTERN OHIO SECURITY SYSTEMS	62,764.54	14,752.23	15,750.43
GOVERNMENTJOBS.COM INC		5,000.00	15,560.80
MARTIN CARPET CLEANING	11,154.69	9,997.40	13,545.76
EVOLVED LIGHTING SOLUTIONS	11,418.00	26,014.41	13,205.00
THYSSENKRUPP ELEVATOR	3,577.63	15,187.20	13,191.74
NATIONAL RESEARCH CENTER INC			11,080.00
MATRIX PSYCHOLOGICAL SERVICES	9,922.50	11,530.00	10,905.00
THE VILLAGE AT COFFMAN PARK HOA		10,000.00	8,500.00
WOW PAINTING & CONTRACTING LLC	2,475.00	23,025.00	8,105.00
VITAL INCITE LLC			8,000.00
SPECTRUM	6,799.92	8,219.40	7,983.31
JANCO LLC	6,146.00		7,520.00
OFFICETEAM			7,068.00

All Contractual Services Accounts - Top 25 Vendors

Vendor	2016 Actual	2017 Actual	2018 YTD
DUBLIN CITY SCHOOLS	1,593,790.39	1,617,996.55	1,623,446.03
UNITED HEALTHCARE	1,300,284.31	1,031,686.76	1,147,915.24
FROST BROWN TODD LLC	1,580,149.88	1,439,731.66	1,052,316.33
AMERICAN ELECTRIC POWER	1,046,290.66	1,100,287.17	969,474.49
METRO DATA CENTER LLC	620,061.30	809,896.68	591,013.40
CORMA	464,039.00	419,229.00	431,286.00
LIVE TECHNOLOGIES LLC	319,658.38	10,927.58	353,109.39
CITY OF COLUMBUS-TREASURER	249,325.26	276,256.36	251,642.99
ONEIL TENTS	191,915.56	198,146.79	205,035.76
AT&T			193,852.12
VERIZON WIRELESS	220,557.37	247,717.20	190,854.52
UNION COUNTY COMMON PLEAS			122,950.00
XO COMMUNICATIONS SERVICES	108,009.02	99,393.73	113,304.71
NAPA AUTO PARTS	74,551.01	79,156.27	105,364.49
DELAWARE COUNTY SANITARY ENGINEER	132,024.75	125,696.42	102,341.85
SPRINGFIELD ACME ELECTRIC CO	80,808.75		98,994.50
HORNER APPRAISAL GROUP	30,250.00	23,750.00	87,225.00
THE ADVENTURE EDUC CTR&SUPER GAMES	84,733.00		86,309.00
IGS GENERATION	92,307.70	105,000.00	85,954.37
WICHERT INSURANCE	72,538.00	73,087.00	85,098.00
LANEY STROBLE			84,750.00
FRANKLIN COUNTY PUBLIC HEALTH	159,753.00	149,313.00	81,046.00
SCOUT TOURS, INC			80,000.00
CITY OF DUBLIN COIRS		85,542.00	77,125.00
BRAVURA ADVERTISING & DESIGN	70,085.85	83,986.36	77,076.15

All Accounts - Top 25 Vendors

Vendor	2016 Actual	2017 Actual	2018 YTD
MULTI-STATE TITLE AGENCY LLC	3,080,990.31	10,450.00	4,022,594.51
RUMPKE	2,122,683.16	2,423,987.00	2,060,476.45
DUBLIN CITY SCHOOLS	1,598,739.04	1,623,240.36	1,628,179.33
AMERICAN ELECTRIC POWER	3,932,439.20	1,105,287.17	1,548,698.46
UNITED HEALTHCARE	1,300,284.31	1,031,686.76	1,251,482.68
FROST BROWN TODD LLC	1,580,149.88	1,439,731.66	1,159,712.80
CENTRAL OHIO FARMERS CO-OP INC	811,473.83	1,007,129.05	1,029,592.55
TREASURER OF STATE	11,619.17	390,405.79	910,852.08
ROBERT W RINGS CRT		771,015.00	771,015.00
WENDY'S INTERNATIONAL LLC	675,095.00	675,095.00	725,095.00
METRO DATA CENTER LLC	797,527.71	941,582.61	698,332.21
RBG PROPERTIES LLC		514,010.00	514,010.00
NAPA AUTO PARTS	434,956.25	522,814.29	480,783.49
CORMA	464,039.00	421,229.00	431,286.00
LIVE TECHNOLOGIES LLC	320,028.38	96,570.48	363,061.90
MOTOROLA SOLUTIONS INC	549,630.37	774,250.08	354,860.93
CARGILL SALT INC	243,311.15	142,243.52	296,281.24
DUBLIN COUNSELING CENTER		216,250.00	291,250.00
BYERS FORD LLC	449,041.52	335,377.00	265,387.00
CONTRACT SWEEPERS & EQUIP	92,209.43		260,485.00
CITY OF COLUMBUS-TREASURER	249,325.26	276,256.36	251,642.99
THE MEMORIAL TOURNAMENT	176,193.84	243,478.44	240,327.78
SUPERIOR BEVERAGE GROUP	217,276.31	224,844.20	237,877.56
SUPERION, LLC			222,503.21
SOUTHEASTERN EQUIPMENT CO	113,654.20	411,852.35	220,497.95