



2020

# OPERATING BUDGET

Adopted by Ordinance No. 64-19



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## TABLE OF CONTENTS

**GENERAL OVERVIEW (1)**

City Manager's Budget Message	1-11
Mission Statement	1-25
GFOA Distinguished Budget Presentation Award	1-26
List of Officials	1-27
Dublin City Council Goals	1-28
Relationship between City Department /Division and City Council's Goals	1-32
Dublin Community Profile	1-33
Principal Business by Employment	1-35
Demographic and Economic Statistics	1-36
Form of Government and City Organizational Structure	1-37
2019 Organizational Structure Chart	1-39
2020 Organizational Structure Chart (In Transition)	1-40
Staffing Comparison by Function	1-41
Full-Time Staffing by Work Unit	1-42
Part-Time Staffing by Work Unit	1-43
Relationship between Funds and City Work Units	1-44

**FINANCIAL OVERVIEW (2)**

Financial Management Policies	2-49
Accounting and Fund Structure	2-53
Budget Procedures	2-63
Timeframes for 2020 Operating Budget	2-69
Summary of All Funds	2-73
Revenue Projections for 2020	2-77
Revenue Comparisons - All Funds	2-87
Revenue Comparisons - General Fund	2-89
Expenditure and Budget Summary (Recap of 2020 Requests)	2-90
Expenditure and Budget Summary - General Fund	2-92
Revenue and Expenditure Summary	2-93
Comparison of Operating Revenues and Expenditures	2-105
2020 Appropriations Summary by Expenditure Category - All Funds	2-108
2020 Appropriations Summary by Expenditure Category - General Fund	2-109
Debt Administration	2-113
2020 Debt Service Schedule	2-115

**GENERAL FUND (3)**

City Council	3-119
Boards and Commissions	3-121
Office of the City Manager	3-123
Miscellaneous Accounts/Contingencies	3-127
Human Resources	3-131
Communications and Public Information	3-139
Legal Services	3-145
Finance	
Office of the Director of Finance / Fiscal Administration	3-149
Transfers and Advances	3-153
Miscellaneous Accounts	3-155
Taxation	3-159

**TABLE OF CONTENTS**

Public Works	
Office of the Director of Public Service	3-163
Solid Waste Management	3-167
Engineering	3-173
Miscellaneous Accounts (Utilities / Repairs & Maintenance)	3-176
Fleet Management	3-179
Facilities	3-191
Development	
Office of the Director of Development	3-195
Economic Development	3-199
Building Standards	3-205
Planning	3-213
Parks and Recreation	
Office of the Director of Parks & Recreation	3-217
Parks Operations	3-222
Horticulture	3-225
Forestry	3-229
Outreach and Engagement	3-233
Information Technology	3-237
Court Services	3-241
Records Management	3-245

**SPECIAL REVENUE FUNDS (4)**

Public Works	
Street and Utilities Operations	4-251
Engineering (Transportation Signals and Street Lights)	4-255
Highway Maintenance (Engineering)	4-259
Community Recreation Center - Facilities	4-263
Parks and Recreation	
Recreation Service	4-267
Community Recreation Center	4-271
Community Events	4-275
Municipal Pools	4-279
Cemetery Maintenance Dublin	4-283
Parks Operations	
Hotel/Motel Tax Fund Public Art	4-287
Community Events	
Hotel/Motel Tax Fund	4-291
Finance	
Hotel/Motel Tax Fund	4-300
Court Services	
Mayor's Court Computer Fund	4-303
Finance	
Permissive Tax Fund	4-307
Accrued Leave Reserve Fund	4-311
Police	
Safety/Communication	4-315
Education and Enforcement Fund	4-325
Law Enforcement Trust Fund	4-329
Wireless 9-1-1	4-333

**DEBT SERVICE FUNDS (5)**

General Obligation Debt Service Fund	5-339
Special Assessment Debt Service Funds	5-342

**TABLE OF CONTENTS****CAPITAL PROJECTS FUNDS (6)**

Capital Improvements Tax Fund	6-345
Tax Incentive Fund (TIF) Capital	6-354
Improvements Summary Parkland	6-393
Acquisition Fund	6-397

**ENTERPRISE FUNDS (7)**

Water Maintenance Fund	7-401
Streets and Utilities	7-402
Office of the Director of Finance	7-403
Engineering	7-405
Sewer Maintenance Fund	7-407
Streets and Utilities	7-408
Office of the Director of Finance	7-409
Engineering	7-411
Sewer Construction Fund	7-413

**INTERNAL SERVICE FUNDS (8)**

Employee Benefits Self-Insurance Fund	8-419
Workers Compensation Self-Insurance Fund	8-425

**FIDUCIARY FUNDS (9)**

Unclaimed Monies Fund	9-431
Dublin Convention and Visitors Bureau Fund	9-433
Agency Fund	9-434
Central Ohio Interoperable Radio Bureau Fund (COIRS)	9-435

**GLOSSARY OF TERMS (10)**

10-439
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# 1 | General Overview





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November 18, 2019

Dear Members of City Council and Citizens of the City of Dublin,

I am pleased to present to you the City of Dublin 2020 Operating Budget as approved by Dublin City Council, Ordinance 64-19. This Operating Budget supports the direction and guidance of Dublin City Council. The City's Administration submitted a proposed 2020 Operating Budget for City Council's consideration in September of 2019. The approved 2020 Operating Budget is the result of a collaborative dialogue between City Council and the City's Administration with the intent to provide an environment in which our residents and businesses can thrive. This budget was developed in accordance with the City Charter, the annual budget calendar, and the financial management policies and guidelines of the City. This operating budget represents an effort to balance the current and future City priorities, needs, and initiatives, against projected available resources.

This budget is the result of focus on the following:

- Succession Planning – In response to Council's desire to ensure the organization's long term stability and effectiveness, the City Manager recommended a succession plan that resulted in the following:
  - Create/reclassify positions to provide for a Deputy City Manager/Chief Operating Officer and a Deputy City Manager/Chief Finance and Development Officer and re-align departments/divisions/offices under these positions
  - Re-organize certain divisions and functions under a revision to the existing Assistant City Manager position and retitle the position to Assistant City Manager/Chief Strategy and Innovation Officer
  - Create a Director of Performance Analytics and re-align the organization accordingly
  - Create a Senior Economic Development Administrator to provide upward mobility within the Division of Economic Development
  - Additional funding was allocated to further develop the succession plan while also leveraging current and future vacancies
  - Key focus is to develop and train employees to compete for and serve at ever-higher levels of responsibility and to continue assessing the organizations positions to provide growth opportunities where appropriate.

NOTE: The City will transition from its 2019 Organizational Structure (page 39) to a new Organizational Structure (page 40) in 2020. Positions mentioned above and later in this document authorized by City Council (Ordinance 65-19, Amending Various Sections of Ordinance 15-17, Compensation Plan for Non-Union Personnel) and funding for this transition is included in the 2020 Operating Budget. The Chart of Accounts in the 2020 Operating Budget, contained herein, do not yet reflect the alignment to the new organizational structure as more changes are anticipated. The City will transition to the new Organizational Structure in 2020 and the Chart of Accounts will be aligned and updated later in 2020.



- Public and Employee Safety - Safety is our highest priority. Provide the safest environment possible for our residents, businesses, visitors, and employees. Maintain a high level of preparedness in order to respond and recover from a significant emergency or other crisis.
  - Sustain and improve the City's crime and crime prevention performance metrics
  - Provide technical, safety, and leadership training to City employees
  - Equip City employees appropriately
  - Assist with the security of our schools
  - Increase staff training in emergency management
  - Maintain City equipment to the highest levels of safety and operability
  - Continually improve our employee safety record
  - Execute the five-year Capital Improvement Program (CIP) to maintain, replace and construct safe infrastructure, recreation/play areas, and facilities
  - Protect our information systems
  - Maintain accreditation standards
  
- Fiscal Health & Accountability – Ensure the City remains fiscally strong and accountable.
  - Comply with the City's General Fund Balance Policy
  - Comply with the City's Debt Policy
  - Strive to maintain the highest bond ratings from each of the three bond rating agencies
  - Estimate the City's revenues conservatively
  - Limit the growth in operating expenditures by analyzing existing services and programs to ensure that they are being performed efficiently and effectively
  - Minimize staff increases by reclassifying/reorganizing operations where appropriate
  - Minimize/offset full-time staff growth with seasonal staff and contractual services
  - Review, prioritize, and minimize professional/contractual services
  - Increases in landscaping and land maintenance costs have been incorporated in this budget and subject to revision prior to the next annual budget
  - Offset, where feasible, uncontrolled cost increases (fuel, salt, inter-agency contracts, refuse/recycling retirement systems obligations, etc.)
  - Provide funding in accordance with bargaining unit agreements while funding fiscally appropriate wage increases for the non-bargaining unit employees (a 2% increase has been budgeted for all non-bargaining unit employees; however, that does not mean every non-bargaining unit employee will receive a 2% pay increase)
  - Maintain the City's health benefits/wellness program and contain costs (adjust stop loss coverage as needed) in 2020
  - We will re-evaluate in partnership with City Council the ongoing cost impact of our health/wellness benefits program by second quarter of 2020 in preparation for the 2021 budget
  - Obtain a clean audit report from the State Auditor
  - Obtain recognition of the operating budget from the Government Finance Officers Association
  - Study the future of revenues other than the traditional sources (i.e. data, disruptive technologies)



- Smart Customer Focused Services – Strive to provide best in class services efficiently and cost effectively.
  - Continue to provide best in class services and maintain no less than 95% approval rating of city services (currently 99%)
  - No reduction in service levels
  - Continually assess all legacy programs for purpose and value
  - New and additional programming costs must be justified on their own merit. Existing “bill payers” from the existing budget will be emphasized to cover new costs
  - Leverage technology to increase efficiency
  - Continuously improve, replace and/or re-invent programs and processes using Lean six sigma/Kaizen concepts (PIEworks)
  - Increase the use of performance analytics based on sound data
  - Continue to develop performance metric/dashboard data platform and analytics (through contractual support) by Division for all operational areas
  - Expand the Go Dublin customer service and software program for customer convenience
  - Implement the special events policy
  
- Economic Vitality – Ensure the City’s fiscal health (increase City’s revenues) by competing in the regional, national, and global economies.
  - Implement the City’s new Economic Development Strategy
  - Retain, expand, and attract high paying, high quality jobs – expand the technology, health care, and R&D clusters
  - Build upon and grow the startup/entrepreneurial and tech ecosystems
  - Continue the workforce marketing campaign
  - Leverage partnerships (i.e. Dublin Chamber, Dublin Convention & Visitors Bureau, OneColumbus, Jobs Ohio, Northwest US33 Council of Governments, etc.)
  - Forward invest in the City’s infrastructure to protect property values and retain, expand and attract businesses and jobs
  - Continue to leverage the US33 Innovation Corridor, SmartColumbus, and connected Dublin/intelligent infrastructure to be at the forefront of the emerging connected/autonomous industry
  - Leverage the City’s unique broadband infrastructure
  - Leverage the triple helix (Government/non-profit, academia, business) relationships
  - Build the City’s data platform to assist in economic development decision making;
  - Understand the Dublin real estate market and anticipate vacancies (maintain 8-12% vacancy)
  - Continue to build out the planned commercial areas of the City in accordance with the City’s Community Plan and associated Area Plans
  - Implement the Dublin Corporate Area Plan (DCAP) and West Innovation District (WID) area plans
  - Leverage the City’s land acquisitions for economic development where appropriate
  - Streamline all review processes
  - Actively engage businesses, building/land owners, development and real estate communities



- Ensure the success of the Historic District Task Force
  - Participate in the regional housing study and determine if more specific analysis is needed for Dublin
  - Update the City's Community Plan as approved by City Council
  - Remain engaged in regional partnerships (Mid-Ohio Regional Planning Commission, US33 Council of Governments, Central Ohio Transit Authority, Solid Waste Authority of Central Ohio, Franklin County Board of Health, Franklin County Emergency Management & Homeland Security Agency, etc.)
  - Engage State and Federal Legislative delegations on matters effecting local government and Home Rule
  - Market and advocate our brand
- Community Engagement – We are and always have been a proud local democracy. Earn and maintain the trust of our residents and businesses by providing an engaging, accessible and responsive local democracy.
    - Support meetings of City Council, and its' Boards, Commissions, and Committees, Advisory Committees and Task Forces
    - Support City Council's community engagements
    - Effectively and pro-actively communicate with the public leveraging all media outlets, forms of media and methods of contact available (mailings, website, and social media)
    - Maximize face-to-face engagements with residents and businesses
    - Recognize and celebrate our residents, businesses, schools, and city accomplishments
    - Provide community events and seek engagement opportunities at these events
    - Conduct an Annual State of the City presentation

### General Fund Balance

One indicator of the City's financial strength is the General Fund balance. Each year a primary focus of the budget process has been to ensure that sufficient fund balances are available to provide necessary funding for unanticipated needs or opportunities and to ensure satisfactory cash flow. City Council's General Fund Balance Policy states that the City will maintain a year-end General Fund balance of at least 50 percent (50%) of the General Fund expenditures, including transfers. This policy is in accordance with government sector best practices and an evaluation of the City's vulnerability to fluctuations in its largest revenue source, the local income tax. City Council reviewed and validated this policy in 2019.

The General Fund balance, as a percentage of expenditures and transfers, has been well in excess of 50% over the past five years, from 107.9% in 2014 to 74.4% in 2018. At year-end 2019, the fund balance is projected to be 73.2%. While the fund balance has decreased, this is in large part due to transfers from the General Fund to the Capital Improvement Tax Fund as well as some key land acquisitions purchased directly from the General Fund. The General Fund's year-end 2019 estimated level of reserve remains strong and is considered favorable by the rating agencies. It has been highlighted by Moody's Investors Service, Fitch Ratings, and S&P Global Ratings, as a part of the rationale for the City's Aaa/AAA/AAA bond rating. These ratings reflect the highest rating available from all three agencies.



## Operating Revenues and Expenditures

The City of Dublin operates from and administers several different types of funds, including the General Fund, special revenue funds, debt service funds, capital project funds, capital construction funds, enterprise funds, internal service funds, and fiduciary funds. Budgetary information for each type of fund is contained within the 2019 Operating Budget document. However, in order to provide our stakeholders with a concise depiction of operating revenues and expenditures, staff has combined revenue and expenditures from the General Fund, the most prevalent fund, and the majority of the special revenue funds to reflect operating activity:

- General
- Street Maintenance and Repair
- State Highway
- Cemetery
- Recreation
- Safety
- Pool
- Hotel/Motel Tax
- Enforcement and Education
- Law Enforcement Trust
- Mandatory Drug Fine
- Mayor's Court Computer
- Wireless 911

The revenue generated in a number of the special revenue funds is insufficient to cover the expenditures of those funds. As a result, it is necessary for the General Fund to subsidize those operations. The funds which receive revenue from the General Fund are as follows: Street Maintenance and Repair, Cemetery, Recreation, Safety and the Pool funds.

## Operating Revenues

With income tax collections representing the City's most significant revenue source, the financial health of the City is reflective of the health of the City's corporate residents, as employee withholding taxes generally represent over 80% of the total income tax receipts. Based on the final movement of employees from Nationwide Mutual Insurance Company (Nationwide) out of the City by year-end 2018, as well as an anticipated reduction of employees from the Wendy's Company (Wendy's), the 2019 original income tax revenue projection reflected a 3.1% reduction over 2018 actual receipts. However, year-to-date receipts through October 31, 2019 reflected a 6.2% increase over the same time period in 2018. Continuing with our conservative approach to budgeting, the Administration increased its projected income tax revenue for 2019 to reflect a 0.6% decrease over 2018 actual receipts.

The 2020 income tax revenue estimate reflects a 2.0% increase over the revised 2019 budgeted amount. This estimate is based, in part, on growth due to the strong execution of our economic development strategy. Thus far, 2019 has been a record-breaking year of the City's economic development division. To date, the City has signed 11 economic development agreements that will retain over 800 jobs and create almost 2,200 new jobs. These agreements are estimated to create or retain over \$1.3 billion in payroll over the life of the agreements.



Given the City's dependency on income tax revenues, the philosophy of conservatively estimating revenues has been followed over the years because of the limited control the City has over revenues. As a result of this conservative budgeting, operating revenues have continued to exceed the amount budgeted. In 2020, operating revenues are projected to be \$92.93 million, which represents a 7.0% increase over the original 2019 budgeted operating revenues. This increase is attributable to a projected 2.0% increase in income tax collections, additional intergovernmental revenues from the gasoline tax and state local government fund as well as increases in interest and capital asset sale revenue.

#### Operating Revenues (in millions)

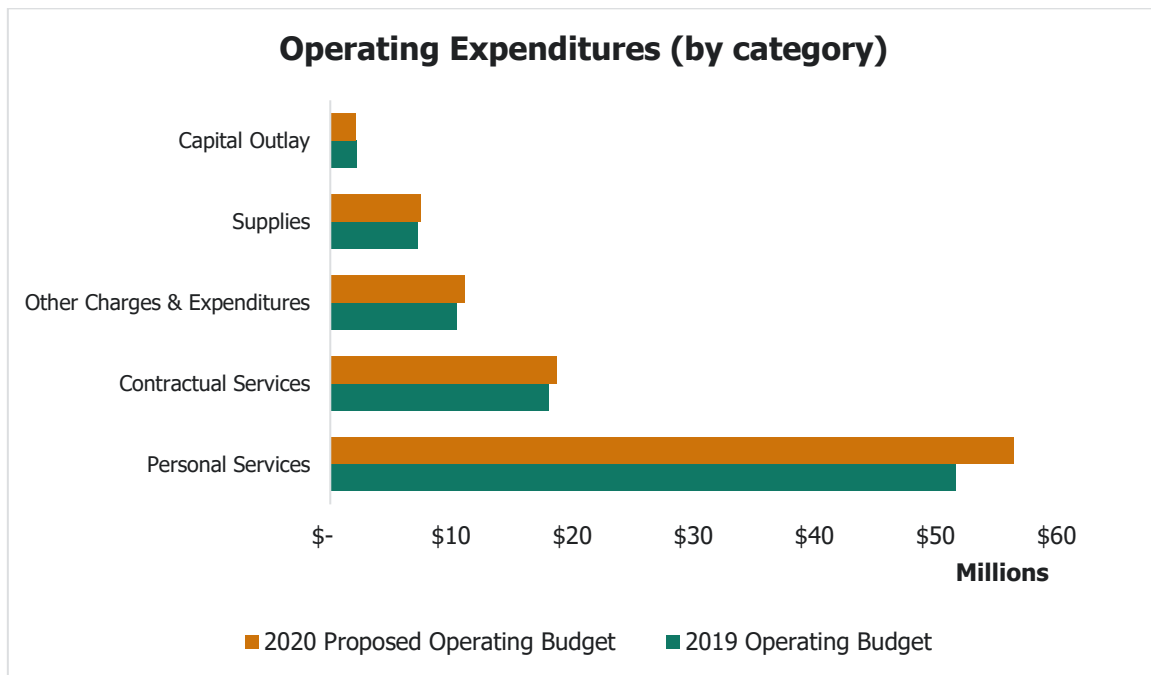
	2017	2018	2019 Proposed	2020 Proposed
<b>Budgeted Revenues</b>	<b>\$80.21</b>	<b>\$81.82</b>	<b>\$86.79</b>	<b>\$92.93</b>
<b>Actual Revenues</b>	<b>\$86.77</b>	<b>\$88.31</b>		

#### Operating Expenditures

The annual Operating Budget is prepared using conservative revenue and expenditure estimates, which historically has resulted in the projected operating expenditures exceeding operating revenues and the reliance on the existing fund balances to offset the difference or "gap". However, it is generally anticipated that the gap at the end of the year will likely be less than projected, or the operating revenues will exceed the operating expenditures.

The 2020 Operating Budget reflects funding requests totaling \$95.72 million in operating expenditures. This represents a \$6.25 million or 7.0% increase compared to the approved 2019 Operating Budget. A comparison of the 2020 Operating Budget and the 2019 Proposed Operating Budget, by category, is as follows:





As evident in the chart above, the City's largest expenditure is for personal services. This component is proposed to increase \$4.8 million or 9.2% as part of the 2020 Operating Budget. These increases will be discussed further in the 'Staffing and Compensation' section of this letter. Contractual services, supplies and other charges and expenditures each increased, reflecting an overall increase of \$1.5 million or 4.1% over 2019. Highlights of these increases are discussed in the 'Significant Changes other than Personnel' section of this letter. Capital outlay decreased approximately \$4,000 or 0.2%.

Based on the estimated operating revenues of \$92.93 million, the expenditures are budgeted to exceed revenue by \$2.79 million. This budget continues to reflect our practice of conservatively estimating revenue while budgeting realistic expenditures. By year-end 2020, it is anticipated that operating revenues will exceed our budgeted 2020 revenue while expenditures will be below the 2020 budgeted amount leading to a positive variance. As 2020 actual revenues are anticipated to exceed actual expenditures, the Administration maintains that the 2020 Operating Budget is balanced.

**Operating Expenditures (in millions)**

	2017	2018	2019 Budget	2020 Proposed
<b>Budgeted Expenditures<sup>1</sup></b>	<b>\$86.77</b>	<b>\$88.31</b>	<b>\$89.48</b>	<b>\$95.72</b>
<b>Actual Expenditures</b>	<b>\$79.86</b>	<b>\$84.92</b>		
<b>Actual Encumbrances</b>	<b>\$3.84</b>	<b>\$5.74</b>		

<sup>1</sup> Does not include encumbrances carried forward.



### General Fund Balance

The 2020-2024 adopted Capital Improvement Program utilized a capital transfer from the General Fund to the Capital Improvements Fund of \$6.5 million dollars for the Shier Rings Road Realignment project in support of the new The Ohio State University Ambulatory Care Center, as well as, establishing new conditions for further development in the immediate area. This capital transfer will therefore reduce the General Fund balance and increase expenditures attributed to the General Fund by that amount. If operating revenues and operating expenditures in 2019 are consistent with the budgeted amounts, the 2020 General Fund year-end balance is projected to be approximately \$45.08 million, or 52.9% of the 2020 General Fund year-end expenditures and transfers, exceeding the 50% requirement by \$2.46 million. Absent the capital transfer, the 2020 operating budget would project a year-end balance to be approximately \$51.58 million, or 65.5% of the 2020 General Fund year-end expenditures and transfers, exceeding the 50% requirement by \$12.21 million.

### Staffing and Compensation

High quality services are a community hallmark of Dublin. To provide those services to our residents in the most efficient manner, it is essential for the Administration to maintain the appropriate staffing levels given the changing needs of the community. With the staffing changes proposed, the 2020 Operating Budget reflects funding for 416 full-time employees, an increase of 10 over the level of full-time staff authorized in 2019.

#### **Police – Net Change: 8; Estimated Cost: \$710,506 – fully offset by additional revenue**

##### **Addition of 3 Communications Technicians**

##### **Addition of 2 Communications Supervisors**

##### **Addition of 2 Communications Managers**

##### **Addition of 1 Operations Manager**

The Northwest Regional Emergency Communications Center (NRECC) is expanding to include providing services to the City of Worthington. NRECC currently dispatches for Dublin, Hilliard and Upper Arlington Police as well as the Washington Township, Norwich Township and Upper Arlington fire departments. This expansion will require the addition of the above noted positions. In conjunction with these staff additions, NRECC plans to restructure supervision within the communications center to provide an acceptable span of control and ensure there is a supervisor on duty at all times. The increase in cost will be offset by an increase in revenue.

#### **Economic Development – Net Change: 0; Estimated Cost: \$8,387**

##### **Reclassification of 1 Economic Development Administrator to Senior Economic Development Administrator**

The economic development division is composed of three economic development administrators and one director. This structure limits the ability of the three administrator positions to gain leadership experience and advancement in their career. By creating one senior level position in the division



responsible for higher level work and supervision of the division's intern, individuals working in these positions will be able to attain some career advancement while the City retains their knowledge and experience in economic development.

**Events Administration – Net Change: 1; Estimated Cost: \$52,916**

**Addition of one Events Coordinator**

The costs associated with this new full time position will be offset by a reduction in one part time position that was previously engaged in this position's job responsibilities. This position will continue to support the corporate sponsorships for the Dublin Irish Festival. As the festival has grown, corporate sponsorship opportunities and the complexity associated with them has also increased. By increasing this position to a full time position, the position will be better able to support the division's activities and continue to provide excellent support for our corporate partners.

**Communication and Public Information – Net Change: 0; Estimated Cost: \$10,391**

**Reclassification of 1 Public Information Officer to Multi-Media Communications Specialist**

As communications messaging continues to transition and evolve into digital and video platforms, the skills and core competencies required to maintain the level of community engagement and communications/information to our audiences have also evolved.

Staff has researched communication positions in other progressive cities and found job positions and job descriptions that address the changing communications landscape. After review, staff is proposing one Public Information Officer position be reclassified as a Multimedia Communications Specialist. This reclassification will help the City identify and retain talented employees with the skills, talents and experience needed to deliver high quality work, professional talent and digital/video production. These skills are different from the PIO/PAO requirements, but also complementary to and support the PIOs/PAO.

The Multimedia Communications Specialist position would develop and implement multimedia content and information technology-based multimedia products that combine text with audio, pictures, graphics, virtual reality, digital animation, audio and video. She/he will work alongside with internal and external collaborators as part of the City's Communications & Public Information team. She/he will be a skilled storyteller who can develop dynamic, customer-focused multimedia content that also supports internal/external messaging needs. The MCS will also serve as "talent" or host to the multimedia content produced. She/he will also produce content for internal audiences including, but not limited to, training materials, employee news, benefits and safety videos, etc. She/he will handle multiple projects at once in a fluid, flexible and rapidly changing environment.

**Public Works/Facilities – Net Change: 0; Estimated Cost: \$0**

**Removal of vacant Engineering Project Inspector in Public Works**

**Addition of Quality Control Manager in Facilities**



Facilities Management will implement a new position that will have two primary responsibilities: monitor the City's Custodial Services Contract to ensure completion of assigned work plans and perform building inspections and create any needed Maintenance or Custodial work orders. Additionally, this position will be assigned to third shift and work a schedule that includes weekends. To facilitate the creation of this position, an existing vacant position will be removed so that the overall complement in the Public Works Department remains flat. When a Custodial Worker position becomes vacant in Facilities Management, it will be removed and the resulting vacancy returned to Public Works for potential reallocation to another area.

This will be a third shift position with approximate hours of 9:00 p.m. to 5:30 a.m. The proposed day schedule for this position is Thursday through Monday with the flexibility to occasionally revise the 40 hour work week with the consent of the employee. This schedule will allow the Quality Control Manager to monitor custodial operations at the Recreation Center on weekends, which often see the highest number of patrons visiting the Center. We also have contracted maintenance repairs at other buildings that sometimes occur over the weekend.

Creating this position will enable the City to take full advantage of using contract staff (e.g. a higher ratio of productive vs. paid hours, flexible scheduling (particularly on weekends) and reduced costs; while also providing the consistent supervision and knowledge of the Dublin Standard that a City employee can provide.

In addition to monitoring custodial operations at the Recreation Center, this position would monitor cleaning at the Development Building which will be relocated to the existing City Hall Building sometime next spring. This building would move to a third shift cleaning schedule and added to the contract custodial bid. Due to its close proximity to the Recreation Center, adding 5200 Emerald Parkway to the custodial contract will enhance efficiency by allowing workers to easily travel between the buildings as needed.

The Quality Control Manager will be also conduct periodic inspections of all City buildings. These inspections will be conducted more efficiently on third shift as the buildings will be empty. Any custodial deficiencies will be documented and shared with the Contractor's management team or the City's management team.

#### **Information Technology – Net Change: 1; Estimated Cost: \$135,602**

##### **Addition of Information Security Administrator**

Information/Cyber-Security attacks are identified as the #2 and #3 risk threats by Franklin County and City of Dublin Emergency Management teams respectively. This request aligns with our safety first objective and will help us better protect our residents and employees. This focused role will also help us better protect the confidentiality, integrity and availability of our critical data, network, and information systems. Furthermore, cities in this country have become more attractive targets for cyber attackers. Many cities are resource constrained and share this critical role across multiple job functions. Moreover, many cities lack an adequate Information Security strategy, policy framework and program.

An external risk assessment conducted in September of 2018 produced the following conclusion; "The City of Dublin needs policy guided by framework and leading practices to improve communications and



expectations, and to provide the IT team for a mark to focus on.” Additionally, “The IT team has an efficient Network Infrastructure staff, but is weak in security practices and presence. We recommend the development and transition of one of the senior IT staff members to assume the role of an IT Security Administrator. The rationale of developing someone internally is to make certain that there is familiarity with the IT infrastructure and how it interacts with the business. This will ensure a greater understanding when implementing controls and safeguards to the City of Dublin’s infrastructure. In addition, due to smaller number of IT Security professionals that are available and the current demand in the market, investing in the current workforce is a value add for the City.”

We also engaged external services to assist with incidence response and forensics for a potential security breach in April, 2019. The findings of this report also support the need for a dedicated and focused role in Information Security. The addition of an Information Security professional would indirectly deliver relief for a currently understaffed Network Infrastructure team by appropriately reassigning focused Information Security job duties and responsibilities. This request aligns with the established goals for the City of Dublin by helping to ensure our success is also measured by delivering secure solutions for our residents. Those goals include: Become the Most Connected Community in the U.S. and, Innovate and Enhance City Services Using Big Data and Better Analytics.

A dedicated Information Security professional will also help ensure Fiscal Strength and Sustainability by lowering the risk of a costly network or data breach. The total average cost of a security breach for the public sector is \$2.3 million (according to Ponemon Institute 2018 data breach survey).

In summary, this additional staff position will significantly mitigate existing risks which threaten our safety first objective. This request aligns with City goals set forth by Council and provides operational support for the confidentiality, integrity and availability of our critical data, network and information systems. The addition of this resource will improve the overall level of information security risk for the City of Dublin.

The 2020 Operating Budget reflects funding for 186 part-time/seasonal positions. This level is a reduction of 4.78 positions from 2019.

The budget provides for an overall increase of 2% in non-bargaining unit salaries and wages as well as the negotiated wage increase for employees covered by each of the three collective bargaining agreements.

The proposed 2020 Operating Budget continues the provision of health insurance coverage to employees through a high deductible healthcare plan with an associated health savings account (HSA) or a Health Reimbursement Account (HRA). This plan continues to have annual deductibles established with the City’s annual contribution to employee’s HSA/HRA account based on the coverage level and not tied to the City’s wellness program, Healthy by Choice (HBC). However, the City charges a premium for medical coverage based on the coverage level. These premiums can be waived depending on the employee and his or her spouse, if applicable, participating in the HBC program and meeting its’ standards.

The funding level for single and family coverage has increased for 2020 by 11.4% and 14.6%, respectively. For 2020, our medical claim cost increased by 15.7% and the premium associated with our stop loss coverage increased 49.2%. The Administration and Council are committed to sustainably



funding healthcare coverage for employee in future years. In order to ensure this goal, the healthcare plan will remain as currently constructed for 2020 while using this year to study what options are available to the City to lower the trend associated with current or future costs. Staff and Council will jointly review this program and associated costs and will determine whether any adjustments are necessary by June 1, 2020.

The overall cost of the salary and benefits package proposed in the 2020 Operating Budget for all funds (not just those funds identified on page 1-4) totals \$57.07 million, which is an increase of \$4.6 million or 8.7% over the 2019 Operating Budget. This larger than typical increase in salary and benefit costs is driven by several factors. In 2020, the number of pay periods total 27 instead of the typical 26 representing an additional \$1.3 million in salary and benefits costs over a normal year. This situation occurs every 11 years for employers who pay on a biweekly schedule. It is important to note that while most salary and benefit costs are recurring, these expenditures are not. The additional of 8 new positions in NRECC due to the addition of the City of Worthington represents \$0.7 million in additional salary and benefit costs. These additional costs will be fully recovered by the City as part of the contractual agreement between NRECC partner organizations.

### Significant Changes other than Personnel

The Administration has worked diligently to ensure that growth in ongoing operating expenditures are kept to a minimum. By encouraging Staff to analyze operations to ensure our services are provided in the most efficient manner, we have been able to maintain expenses at a level relatively consistent over the past few years. However, there are some increases in expenditures that are unavoidable. The key drivers behind the \$6.25 million increase in operating expenditures from the original 2019 Operating Budget and the 2020 Operating Budget are as follows:

- \$4,614,770 increase in costs related to salaries and benefits, as described above (operating funds only)
- \$548,939 increase in contractual services costs for increased Park maintenance associated with new projects, current contract cost increases and the expansion of off-season maintenance
- \$263,240 increase in contractual services costs for Information Technology related to adding a second network RAC at the Metro Data Center, expansion of the City's Data Platform, and security event and management services
- \$284,420 reduction in property taxes. While the City is generally exempt from paying property taxes, the acquisition of large tracts of land by the City that had previously been classified as agricultural use (thereby qualifying it for a lower tax rate), results in a recoupment charge upon removal from the agricultural program that was paid in 2019
- \$400,000 increase in economic development incentives including \$150,000 for a new pilot program for legacy offices
- \$250,000 for additional salary and benefit costs associated with the City's succession planning/reorganization



- \$78,114 increase related to the City's refuse collection and recycling program. This service, provided to our residents at no cost, is budgeted to cost nearly \$2,812,000 in 2020
- \$60,000 increase in fuel costs. Given that the City sells fuel to other entities, some of this increase is offset by additional revenue
- \$65,000 reduction in supplies for the North Pool. The North Pool will be closed for the 2020 season as a new facility is constructed

### Capital Improvements Program

To set the infrastructure conditions for economic vitality and a high quality of life, execution of the approved 2020-2024 Capital Improvement Program (CIP) on time and on budget is essential. The 2020 Operating Budget appropriates funds to implement the first year of the five-year CIP, including new assets and infrastructure as well as capital maintenance expenditures. Capital improvements funded from the Capital Improvements Tax Fund in 2020 include reconstruction of the North Pool, construction of the new Council Chambers and related office space on the City's civic campus (located near the Justice Center and the City's recently acquired property located at 5555 Perimeter Drive, which will house City Hall functions in the near future), streetscape improvements at West Bridge Street and SR-161, and stream relocation on Ring's Farm, the City's property acquired in 2016 for economic development purposes along Shier Rings Road. Additionally, funding has been programmed for design work associated with two major roadway projects – the relocation of Shier Rings Road from Avery Road to Eiterman Road and the construction of a roundabout at Avery Road and Shier Rings Road, which includes the relocation of Old Avery Road. Other capital improvements programmed for 2019 from Tax Increment Financing (TIF) funds or other capital funds include the relocation of Eiterman Road and design work related to the US33/SR161/Post Road Interchange. Funds are also programmed to continue extending water and sewer lines to areas currently not served.

As the City continues to age, the maintenance of the City's existing infrastructure is equally important. For this reason, significant funding has been programmed in 2020 as part of the CIP to ensure that City facilities, roadways, pedestrian tunnels, guardrails, waterlines and sewer lines remain in the best condition possible. Details of the 2020 capital improvements are included under the 'Capital Project Funds' tab of the budget.

The Administration is committed to meeting Council's strategic focus areas which are aligned to the City's Vision and Mission Statements. The 2020 Operating Budget allocates resources recognizing these commitments while exercising strong fiscal responsibility demanded, and deserved, by the community.

Respectfully submitted,

Dana L. McDaniel  
City Manager



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### **Mission Statement**

We are and always have been a proud local democracy. In our service, we strive to provide the best quality of life and environment in which our residents and business can thrive. We seek to ally our proud traditions with the best innovations of the future.

### **Core Values**

The City of Dublin operates under a set of seven key core values: integrity, respect, communication, teamwork, accountability, positive attitude, and dedication to service. Staff members use these seven values as the basis for daily decision-making, including the decisions that go into the budget process.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Dublin  
Ohio**

For the Fiscal Year Beginning

**January 1, 2019***Christopher P. Morill*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an Award for Distinguished Budget Presentation to the City of Dublin for its annual budget for the fiscal year beginning January 1, 2019. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device. The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.



### **City Council**

Gregory S. Peterson, Mayor

Chris Amorose Groomes, Vice Mayor    Jane Fox

Cathy De Rosa    Christina A. Alutto

John Reiner    Michael H. Keenan  
(Out-going 12/31/19)

Andrew Keeler  
(Incoming 1/1/2020)

Clerk of Council - Anne Clarke

### **City Administration**

#### Senior Leadership Team

City Manager  
Dana L. McDaniel

Assistant City Manager  
Michelle Crandall

Director of Communications and Public Information  
Sue D. Burness

Director of Development  
Donna L. Goss

Interim Director of Finance  
Matthew L. Stiffler

Director of Human Resources  
Homer C. Rogers

Chief Information Officer  
Douglas E. McCollough

Law Director  
Jennifer D. Readler

Director of Parks & Recreation  
Matthew C. Earman

Chief of Police  
Justin Paez

Director of Public Works  
Megan D. O'Callaghan



## Dublin City Council Goals

The Dublin City Council has a long history of engaging in an annual goal setting process to establish near and long-term priorities for the community. The 2019 annual retreat, held February 21-22 with the Senior Leadership Team, provided an opportunity to review the focus areas and associated priorities and strategies. Discussions included the following topics from 2018 City Council goals, progress made on each, and next steps for 2019/2020:

- Aging in place
- Economics
- Mobility
- Connected Community
- U.S. Route 33 Corridor
- Development Processes
- Other – Building a Sustainable Ecosystem for the Digital Economy

From these discussions, City Council affirmed many significant initiatives and provided direction to City staff within the context of further advancing several of the goals.

In preparation of the 2020 Operating Budget, each City division used City Council's goals as guidance for operational priorities for the upcoming year. Although not always reflected as specific budget items in the operating and/or capital improvements budgets, the daily functions and activities of all operating units are closely aligned with these strategic focus areas, and, as such, are important to highlight as part of the overall budget document.

City Council members participated in a pre-retreat survey to respond to questions about opportunities, challenges and trends that they believe are impacting or will soon impact Dublin. The survey responses were grouped into the following themes:

- Economic Development Strategy
- Smart City/Intelligent Community
- Technology Development (internal)
- Engaged, Open and Transparent Government
- Land Use/Development
- Finance/Budget
- Internal Operations/Culture
- Resident Service Needs

Pursuant to City Council's discussions regarding the above-mentioned themes, three Visionary Goals emerged:

**1. Ensure Dublin's fiscal success and sustainability through an economic development strategy that results in raising income tax revenue by 3% each year.**

While the economic development strategies of the past served the City well, the changing economy, future of work and workforce, and rapid changes in technology make it imperative that we chart a new course for the City's economic development strategy.



### Dublin City Council Goals (continued)

Our new strategy will rely on sound objective and subjective data to understand where we are now, how we compare regionally and nationally, and opportunities and objective to be pursued as we move forward.

#### 2. **Become the most connected high-speed broadband City in the world.**

Accessible, reliable and high speed/high capacity broadband capabilities are vital to the City's economic future, smart city initiatives and future resident needs. Efforts must be undertaken to evaluate and pursue options to provide for connection throughout the City in both residential and commercial areas.

#### 3. **Be a recognized leader in data selection, collection, quality, use, analytics, visualization and security/privacy.**

Big data will soon drive the future of sound decision making, predictive analytics and smart city initiatives, all of which can result in providing better services and safety to our community. The advantages of big data must also take into account the challenges associated with security and privacy. Policies and tactics related to these various aspects.

Executing on these goals involves a high level of input from City Council and a series of Council work sessions to discuss setting strategies, providing on-going opportunities for input and discussion, and closely monitoring progress.

### Strategic Focus Areas

#### 1. **Fiscal Health**

The City ensures its financial health through the implementation and coordination of sound fiscal policies.

Priorities:

- *Maintain high bond ratings*  
Measure of the credit quality of the City
- *Provide accurate and reliable revenue and expenditure forecasting*  
Ensure available resources are allocated to the highest priorities and expenditures are effectively monitored and managed by the administration
- *Prioritize capital and funding plans for critical infrastructure*  
Adopt a capital improvement program that provides an appropriate balance of maintenance of existing infrastructure and forward investing in new infrastructure
- *Maintain a transparent financial environment, free of fraud, waste and abuse*  
Earn and maintain the trust of the public, business community, investors and rating agencies by ensuring systems and processes are in place to prevent fraud, waste, and abuse of public funds.



## 2. Economic Vitality

The City ensures its economic vitality through sound land use planning; forward investing in infrastructure; and continuous focus on innovative economic development programs in order to effectively compete regionally, nationally, and globally.

Priorities:

- *Develop sound land use planning*  
Apply sound land use policies that maintain the City's balance of residential and commercial mix and keep the City relevant, competitive and vibrant
- *Invest in infrastructure*  
Focus on maintaining existing infrastructure to a high standard while balancing the need for new infrastructure
- *Compete regionally, nationally, and globally with its innovative economic development strategy*  
The future of the City's revenues and its residents' quality of life is dependent on the presence of jobs in the City
- *Provide an Innovation Ecosystem*  
Provide an environment that promotes the synergy of a diverse set of participants and resources seeking to grow the modern innovation economy; one which generates new ideas, information, products, technologies and jobs.

## 3. Smart Customer Focused Government

The City is a high-performing organization that is accountable and responsive to the needs and desires of the community and continuously improving on its best-in-class services.

Priorities:

- *Employ outcome-based management systems*  
Develop and sustain a culture of continuous improvement throughout the organization
- *Seek shared service and partnership opportunities*  
The City has a tradition of leveraging shared services and partnerships for innovative approaches to new and growing services and cost-saving investments
- *Develop City employees' skills*  
Invest in City employees to continually increase technical and leadership skills
- *Provide best in class services*  
Provide the highest quality services possible *Provide extraordinary amenities*  
Community amenities make the City a special place to live and work as provided by the City, philanthropy, or through partnerships.



#### 4. Community Engagement

The City secures home rule powers and local self-governance for its residents through proactive communication and has a focus on public input, volunteerism, diversity, and inclusion.

Priorities:

- *Ensure exemplary local democracy*  
The City is a proud local democracy responsible for self-governance
- *Provide proactive and sustained communications*  
Keep the public and employees informed
- *Involve the community*  
Resident involvement and active participation of residents and businesses help to root people in their community
- *Honor our diversity, diverse cultures and global engagement*  
The City's cultural diversity is growing and its global presence must grow with it.

#### 5. Safe and Resilient Community of Choice

The City provides a secure and stable environment and continuously prepares to respond to, withstand and recover from adverse situations.

Priorities:

- *Safety*  
Public and employee safety – safety is the highest priority
- *Emergency preparedness and management*  
The City of Dublin conducts hazard analysis and applies the four phases of emergency management: mitigation, preparedness, response, and recovery
- *Sustainability*  
As humanity pushes up against the limits of the ecosystem to provide resources and absorb waste, the City will find ways to continue growth while reducing the environmental impact of that growth
- *Community wellness*  
Promote and support the health/wellness of residents and corporate citizens through innovative partnerships and programs.



### The Relationship between City Departments/Divisions and City Council's Goals and Strategic Focus Areas

The matrix below organizes City Council's goals and strategic focus areas by departments/divisions in the City. While every work unit has some level of responsibility for many of the goal areas, the matrix is intended to only highlight the primary departments/divisions responsible for each goal.

Department / Division	Council's Strategic Focus Areas				
	Fiscal Health	Economic Vitality	Smart Customer Focused Government	Community Engagement	Safe and Resilient Community of Choice
<b>Legislative Affairs</b>	√	√	√	√	√
<b>City Manager</b>	√	√	√	√	√
Human Resources	√		√		
Communications and Public Information	√			√	
Legal Services (Contractual)	√				
Court Services	√				
Records Management	√				
<b>Finance</b>	√	√			
Fiscal Administration	√	√			
Taxation	√	√			
<b>Public Works</b>	√		√		
Solid Waste	√		√		
Engineering	√		√		
Street & Utilities Operations	√		√		
Facilities Management	√		√		
Fleet Management	√		√		
<b>Information Technology</b>	√		√		
<b>Parks &amp; Recreation</b>	√		√		
Parks Operations	√		√		
Horticulture	√		√		
Forestry	√		√		
Cemetery	√		√		
Recreation Services	√		√		√
Community Events	√			√	
Outreach and Engagement	√			√	
<b>Development</b>	√	√			
Building	√	√			
Planning	√	√			
Economic Development	√	√		√	
<b>Police</b>	√			√	√





## Dublin Community Profile



The City of Dublin, Ohio is located on the Scioto River in the northwest part of the Columbus, metropolitan area and encompasses nearly 25 square miles. The City is home to more than 48,000 residents and more than 65,000 corporate citizens. In the 1970's, completion of the I-270 outerbelt and development of the Muirfield Village Golf Club and residential community began an extensive period of growth for the City. The City was platted as a Village in 1810 and officially became a city in August 1987.

The City's residential market offers something for every lifestyle, from historic neighborhoods to contemporary condominiums and breathtaking estates. The City's residents are primarily upwardly mobile, aged 36 to 45 years, married and employed, with a majority having children living at home. The City's commitment to an outstanding quality of life makes it a great place to live and raise a family.

The City owns more than 1,200 acres of parkland, maintains 60 public parks and 100+ miles of bike paths; these complement a healthy and active community. Riverside Crossing Park is the City's newest park venture. It rests on both banks of the Scioto River, encompasses 16.61 acres on the east side of the river, and 19.68 acres on the west side of the river. Construction of public plazas and an iconic pedestrian bridge will link the two sides together. Master planning for the park has taken approximately six years and major park construction is planned during 2019-2021.

The City owns and operates the 110,000 square-foot Dublin Community Recreation Center that includes fitness facilities, two indoor pools, classrooms, a community hall and the Abbey Theater of Dublin. The City also owns and operates two outdoor municipal pools and a satellite community center at Kaltenbach Park. In 2020, the City's North Pool will undergo a multi-million dollar renovation project after almost 30 years of operation. The City is known as a leader in municipal innovations, including tax increment financing, underground fiber optics, Wi-Fi deployment, and green initiatives.



In 2018, Niche.com named the City of Dublin as the best place to live in Ohio, and the 9<sup>th</sup> best suburb in America. In October 2013, the City welcomed visitors from around the world for the 2013 President's Cup at Muirfield Village Golf Club. The President's Cup is a biennial golf tournament designed to give the world's best non-European golfers an opportunity to compete in an international team competition. As a host community, the City of Dublin became the only city in the world to have hosted The Solheim Cup, The Ryder Cup and the President's Cup.

In 2017, the City requested a rating from Standard & Poor Global (S&P Global) and was assigned the highest rating of a AAA. The City also boasts solid financial ratings; it has received successive Aaa ratings from Moody's Investors Service since 2004 and AAA ratings from Fitch Ratings since 2001. These are the highest ratings possible on general obligation bonds.

The City is home to the annual Dublin Irish Festival. The Festival was founded in 1988 by the Dublin Irish Celebration and in 1992, the City assumed management of the Festival. The Festival celebrated its 30<sup>th</sup> anniversary in 2017, growing from a small gathering to one of the largest Irish cultural gatherings in the world. Attendance has averaged over 100,000 guests per year. In 2012, it was named an International Festival & Events Association Pinnacle Awards (IFEA) World Festival and Event City. More than 1,200 volunteers assist City employees with hosting the Festival, held in Coffman Park, donating more than 10,000 hours of service. Highlights of the Festival include Celtic music and dance, animals of Ireland, sports of Ireland, shopping, a kidzone, and Irish foods. The Festival continues to implement environmentally friendly practices to make landfill diversion easier. A 2018 Economic Impact Study showed the Festival generated \$8.5 million to bolster the Central Ohio region.



City of Dublin Annual Irish Festival

The City of Dublin sets the bar when it comes to police protection. The City was named one of the top 100 safest cities in the U.S. by *NeighborhoodScout* and one of the Safest 50 Cities in Ohio, by *Safewise*. In 2019, the City will launch Smart911.com. This is a new communication tool that will allow individuals and families to sign up online to provide key information to 9-1-1 dispatchers during an emergency. This technology puts vital information into the hands of first responders anytime a resident or visitor calls 9-1-1.

Most City residents live in the Dublin City School District, the 10<sup>th</sup> largest school district in Ohio. The District consistently ranks among the top districts in Ohio and educates more than 16,200

**Top 10 Principal Business by Employment**

Employer	Business	Rank	Approximate Number of Employees (1)	Percentage of Total City Employment (2)
Cardinal Health, Inc.	Pharmaceuticals	1	4,800	4.06%
Ohio Health (3)	Medical & Administration	2	1,680	1.59%
Dublin City Schools	Education	3	1,574	1.49%
CareWorks Family of Companies	Insurance & Financial	4	865	0.82%
Fiserv Corporation	Financial Technology	5	800	0.76%
Online Computer Library Center	Computer Library	6	738	0.70%
Express Scripts	Pharmaceuticals	7	720	0.68%
United Healthcare	Insurance & Financial	8	700	0.66%
The Wendy's Company	Food & Beverage	9	636	0.60%
Introducing Great Solutions (IGS)	Energy/Natural Gas Retailer	10	470	0.45%

(1) Full-time employee counts.

(2) Based on W-2's filed.

(3) Includes Dublin Methodist Hospital, Dublin Health Center, Post Preserve/Frantz Road centralized business office, Primary Care and MAXSports.

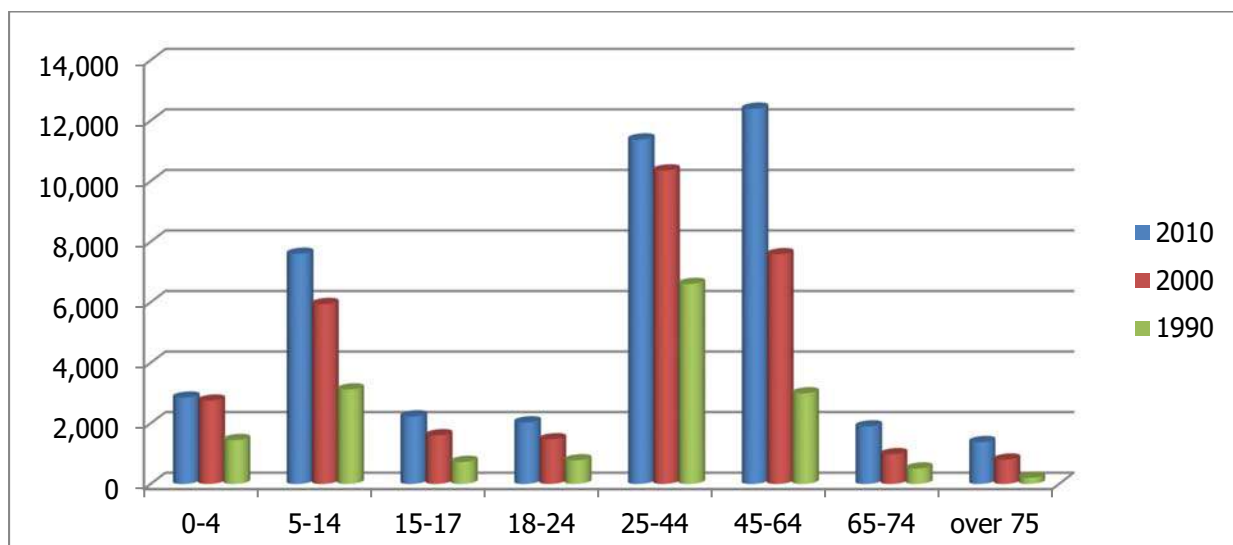
Sources: City of Dublin Finance Department and Economic Development Department. Data sources include news stories, public records, and employer phone surveys. Employee counts may be estimates, as many companies consider this data confidential.



**Demographic and Economic Statistics**

<i>Population and Density</i>	<b>2010</b>	<b>2000</b>	<b>1990</b>
<b>Population</b>	41,751	31,478	16,371
<b>People /square mile</b>	1,684	1,489	924
<b>Household Size</b>	2.78	2.81	2.95
<b>Households</b>	14,984	12,040	5,923
<b>Households /square mile</b>	604	570	334

*The City of Dublin Department of Development and MORPC estimates the City's population to be 48,500 as of 2018.*

***Age***

<i>Race and Ethnicity</i>	<b>2010</b>	<b>2000</b>	<b>1990</b>
<b>White</b>	33,089	27,855	15,225
<b>Black</b>	722	415	243
<b>Native American</b>	22	22	0
<b>Asian/Islander</b>	6,382	2,497	806
<b>Other</b>	772	414	0

<i>Housing Statistics</i>	<b>2010</b>	<b>2000</b>	<b>1990</b>
<b>Owner Occupied</b>	11,862	8,622	4,458
<b>Renter Occupied</b>	3,122	2,543	1,069
<b>Vacant Units</b>	795	875	396

Data Source: MORPC (1990, 2000, 2010 data from the US Census Bureau) unless otherwise noted.



## **Form of Government**

The City of Dublin was platted as a village under the laws of the State of Ohio in 1810. The City is a home rule municipal corporation and operates under its own charter. Voters adopted the City's original Charter on July 24, 1979, and revised the charter in 1996. The City's original Charter and the Revised Charter have provided for a Council/City Manager form of government.

The legislative authority is vested by the Charter in a seven-member Council with overlapping four-year terms. Three members are elected at-large and four members are elected from wards. The City Council fixes compensation of City officials and employees, and enacts ordinances and resolutions relating to City services; tax levies; appropriating and borrowing money; licensing and regulating businesses and trades; and other municipal purposes.

The presiding officer is the Mayor, who is a member of City Council and is elected by City Council for a two-year term. The Vice Mayor is also a member of City Council, elected by City Council for a two-year term.

The City Manager is the chief executive and administrative officer of the City and is appointed by the City Council to serve at its pleasure.

## **City Organizational Structure**

The City's organizational structure is designed to support quality services in a successful, efficient and effective manner.

The City Manager is supported by an Assistant City Manager, as well as a management team comprised primarily of directors from across the organization.

## **City Manager**

The City Manager is charged with the responsibility for the administration of all municipal affairs as empowered by the Charter.

The City Manager is the chief administrative and law enforcement officer of the City of Dublin, responsible to City Council for the day-to-day operations for the City. Other responsibilities include advising City Council regarding the financial status and future needs of the City, reporting to City Council on the general operations of City departments, divisions, offices, boards, commissions, bureaus and agencies, as well as exercising leadership in the development of City projects.



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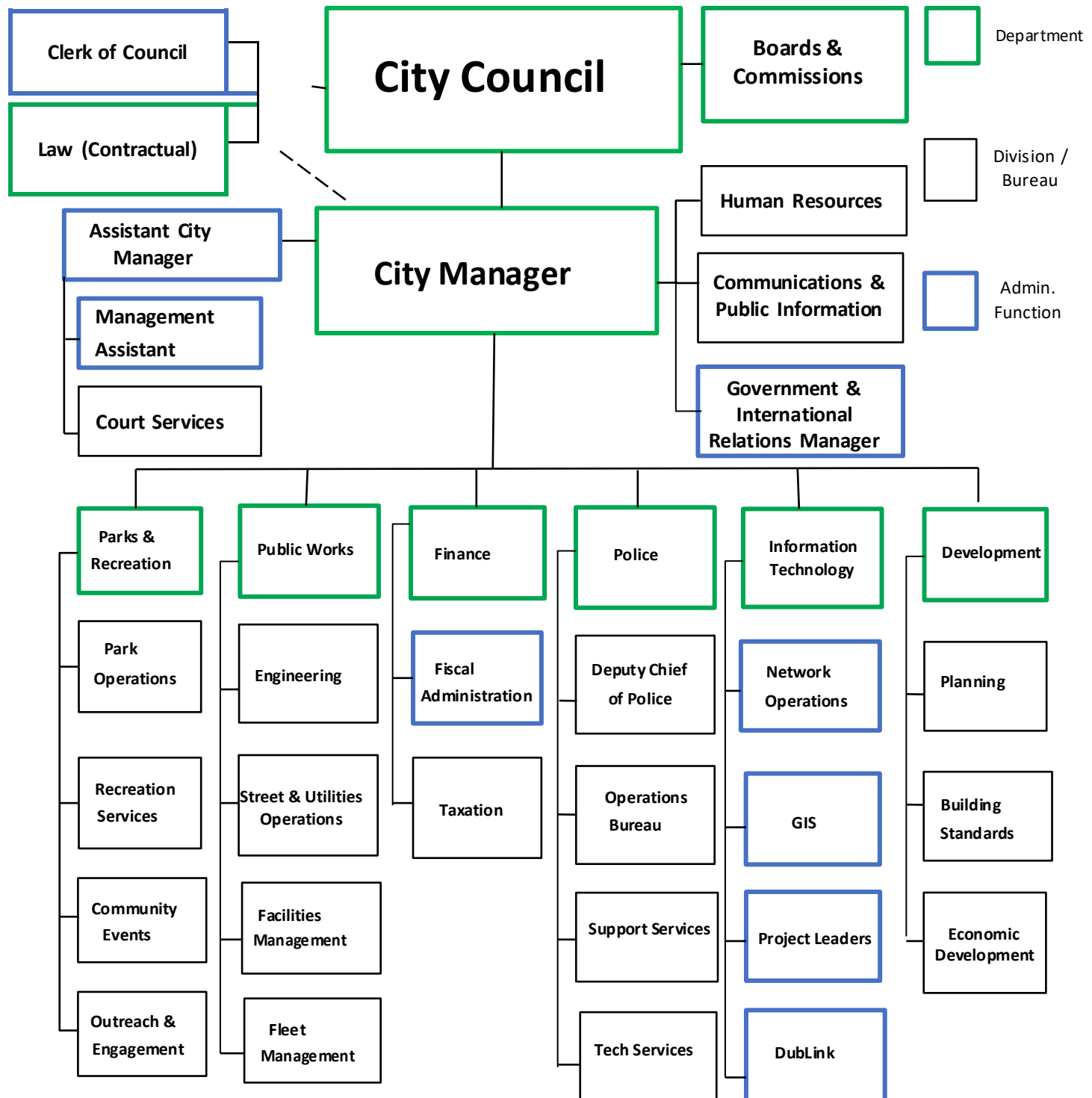






2019  
ORGANIZATIONAL  
STRUCTURE

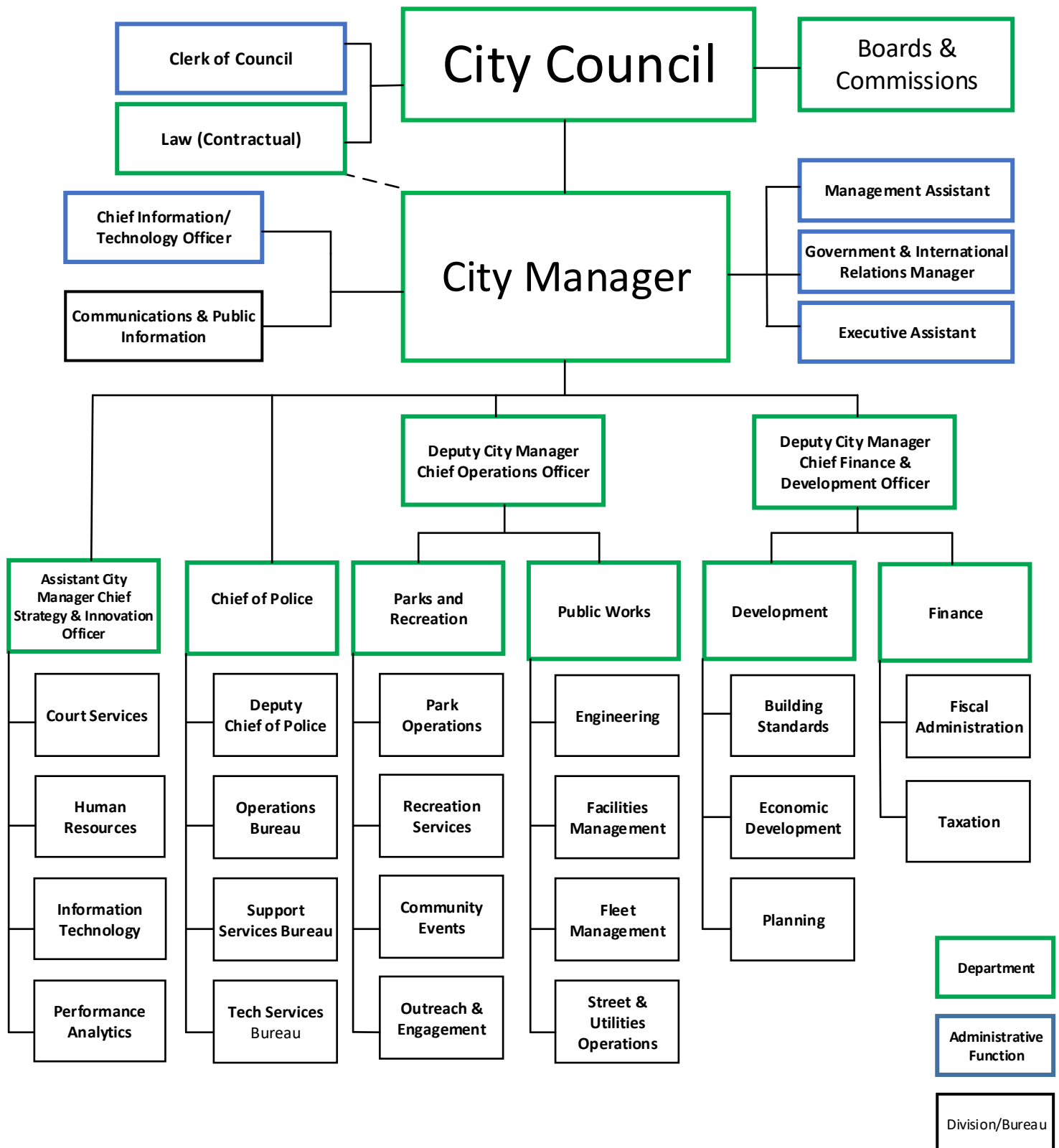
# City of Dublin Residents





2020  
ORGANIZATIONAL  
STRUCTURE  
(In Transition)

# City of Dublin Residents





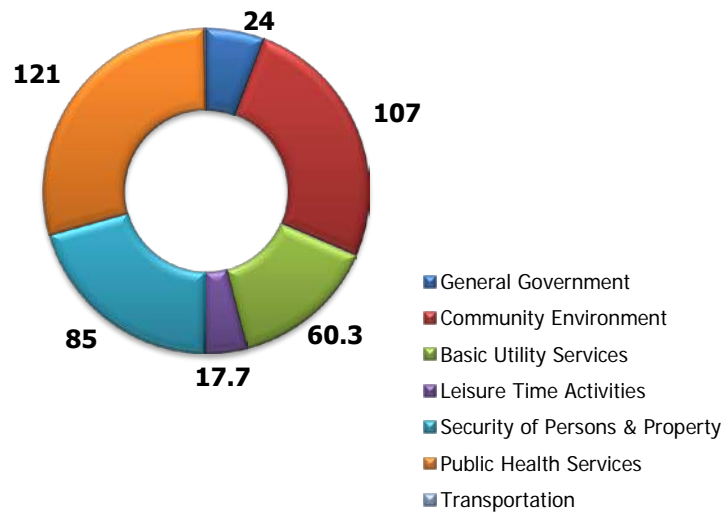


**Staffing Comparison by Function**  
**Full-Time Employees**  
**Years 2014 - 2020**

This table and chart, and the table on the following page, reflect full-time employees only. The 2020 Operating Budget also funds approximately 186.01 FTE part-time and seasonal positions through-out the City.

	2014	2015	2016	2017	2018	2019	2020
General Government	93	99	101	103.5	106.5	106.5	<b>107</b>
Community Environment	59	60	59.3	59.8	59.8	60.8	<b>60.3</b>
Basic Utility Services	17	16	16.55	17.8	17.8	17.7	<b>17.7</b>
Leisure Time Activities	86	85	85	84	84	83	<b>85</b>
Security of Persons & Property	97	102	102	111	113	113	<b>121</b>
Public Health Services	1	1	1	1	1	1	<b>1</b>
Transportation	25	22	22.15	21.9	23.9	24	<b>24</b>
<b>TOTALS</b>	378	385	387	399	406	406	<b>416</b>

**2020 Authorized and Funded Full-time  
Staffing by Function**





## Full-Time Staffing by Work Unit

Work Unit								2020 Increase / (Decrease)	2020 Position Requests and Re-allocation Requests (see footnotes)
	2014 Funded	2015 Funded	2016 Funded	2017 Funded	2018 Funded	2019 Funded	2020 Funded		
City Council	2	3	3	3	3	3	3	0	
Office of the City Manager	6	6	6	6	6	6	6	0	
Human Resources	10	10	9.75	10	10	10	10	0	
Communications and Public Information	7	8	8	8	8	8	8	0	(1)
Finance/ Office of the Director/Fiscal Adm.	10	11	10.5	11	12	12	12	0	
Procurement	1	n/a	n/a	n/a	n/a	n/a	n/a	0	
Taxation	6	6	5.5	5	6	6	6	0	
Public Works/ Office of Director	2	7	7	5.5	5.5	5.5	5	-0.5	(2)
Solid Waste Management	7	6	6.25	6.5	6.5	6.05	6.05	0	
Engineering	27	26	25.3	25.8	25.8	25.8	25.3	-0.5	(2)
Parks and Recreation/ Office of the Director	n/a	n/a	5.25	3	3	4.5	4.5	0	
Parks Operations	48	47	28.5	31.5	31.5	29.5	29	-0.5	(3)
Horticulture	n/a	n/a	7	7	7	7	7	0	
Forestry	n/a	n/a	6	6	6	6	6	0	
Development/Office of the Director	n/a	n/a	2	2	2	2	2	0	
Economic Development	5	5	4	4	4	4	4	0	(4)
Building Standards	15	15	15	15	15	15	15	0	
Planning	17	19	19	19	19	20	20	0	
Fleet Management	9	9	9	9	9	9	9	0	
Information Technology	13	13	14	15	15	15	16	1	(5)
Court Services/Records Management	4	4	4	4	4	4	4	0	
Facilities Management	15	15	15	18	18	18	18	0	
Outreach and Engagement	2	2	2	2	3	3	4	1	(3)
Street and Utilities Operations	21	22	22.15	21.9	23.9	24	24	0	
Public Service/Engineering/Sign Shop	4	0	0	0	0	0	0	0	
Cemetery Maintenance	1	1	1	1	1	1	1	0	
Recreation Services	7	7	9.95	10.65	10.65	10.65	9.85	-0.8	
Community Recreation Center	15	15	11.3	10.9	10.9	10.9	11.2	0.3	(3) and (6)
Municipal Pool	n/a	n/a	1.25	0.95	0.95	0.95	0.95	0	
Community Recreation Center - Facilities	10	9	9	6	6	6	7	1	(2)
Police	97	102	102	111	113	113	121	8	(7)
Community Events - Hotel/Motel Tax Fund	6	6	6	7	7	6	7	1	(8)
Community Events - Recreation	n/a	n/a	n/a	n/a	n/a	1	1	0	
Hotel/Motel Tax - Public Art	0	1	0.75	1	1	0.5	0.5	0	
Water Maintenance	1	1	1.6	2.6	2.6	2.75	2.75	0	
Sewer Maintenance	9	9	8.7	8.7	8.7	8.9	8.9	0	
Employee Benefits Self Insurance	1	1	1.25	1	1	1	1	0	
<b>TOTALS</b>	<b>378</b>	<b>386</b>	<b>387</b>	<b>399</b>	<b>406</b>	<b>406</b>	<b>416</b>	<b>10.0</b>	

**NOTES:**

- (1) - Reclassification of one Public Information Officer position to a Multi-Media Communications Specialist (salary range 4.3 to 4.2).
- (2) - One vacant Engineering Inspector position (split 50% to the Director of Public Work's Office and 50% to Engineering) will be removed and the position re-allocated to a new Quality Control Manager position in Facilities - Recreation (salary range pending).
- (3) - The Nature Education Coordinator position (split 50% to Parks Operations and 50% to Recreation) is moved to Outreach and Engagement.
- (4) - One Economic Development Administrator reclassified from a 4.2 salary range to a 4.1 to Senior Economic Development Administrator.
- (5) - An Information Security Administrator position is added (salary grade 3.3).
- (6) - The Corporate and Wellness Coordinator position is split between Recreation Services and the Community Recreation Center (30% and 70% respectively).
- (7) - Eight additional positions are added for dispatch services. Six positions are funded in 2020 and the remaining two will be funded beginning 2021. The need for these staff positions arose from the addition of Worthington to the City's dispatch operations and a re-structuring of supervision. One Deputy Chief position has been re-allocated to a Police Officer position.
- (8) - One Events Coordinator position has been added (salary range 5.2) and a part-time seasonal position removed.



## Part-Time Staffing by Work Unit

Work Unit	2014 Funded	2015 Funded	2016 Funded	2017 Funded	2018 Funded	2019 Funded	2020 Funded	2020 Increase / Decrease	Notes:
City Council/Legislation	7	7	7	7	7	8	8	0	
Office of the City Manager	2	2	2	3	3	2	2	0	
Human Resources	0	0	0.5	0	0	0	0	0	
Communications and Public Information	2	2	2	2	2	2	2	0	
Finance/ Office of the Director	1	1	1	1	0	0	0	0	
Taxation	2	2	2	2	2	2	2	0	
Public Works/ Office of Director	1	1	1	1	1	1	1	0	
Solid Waste Management	3	3	2	2	1	1	1	0	
Engineering	0	2	2	2	2	2	2	0	
Parks and Recreation/ Office of the Director	N/A	N/A	0	0	0	0	0	0	
Parks Operations	45	45	45	22	22	22	22	0	
Horticulture	N/A	N/A	N/A	18	18	18	18	0	
Forestry	N/A	N/A	N/A	10	10	10	10	0	
Development/Office of the Director	N/A	N/A	1	1	1	0	0	0	
Economic Development	1	1	1	1	1	1	1	0	
Building Standards	0	1	1	1	0	0	0	0	
Planning	5	4	4	4	4	3	3	0	
Fleet Management	0	0	0	0	0	0	0	0	
Information Technology	2	3	4	4	4	4	4	0	
Court Services/Records Management	1	1	1	1	1	1	1	0	
Facilities Management	4	4	4	5	5	5	5	0	
Outreach and Engagement	1	2	2	2	1	1	1	0	
Street and Utilities Operations	10	10	6	6	4	4	4	0	
Street -Engineering	0	0	0	0	0	0	0	0	
Cemetery Maintenance	2	2	2	2	2	2	2	0	
Recreation Services	32.5	33.5	28.32	33.05	26.91	27.4	31.43	4.03	
Community Recreation Center	48	48.8	53	50	45.21	49.32	48.88	-0.44	
Community Recreation Center - Facilities	0	0	1	0	0	0	0	0	
Municipal Pools	65.25	65.25	65.25	65.25	18.59	18.07	10.45	-7.62	
Police	0	0	0	0	0	0	0	0	
Community Events - Hotel/Motel Tax Fund	7	8	8	10	3.5	3.5	2.75	-0.75	PT to FT
Community Events - Recreation	N/A	N/A	N/A	N/A	N/A	1.5	1.5	0	
Hotel/Motel Tax - Public Art	0	0	0	0	0	0	0	0	
Water Maintenance	1	1	1	1	1	1	1	0	
Sewer Maintenance	2	2	1	1	1	1	1	0	
Employee Benefits Self Insurance	1	1	0	0	0	0	0	0	
<b>TOTALS</b>	<b>246</b>	<b>252.55</b>	<b>248.07</b>	<b>257.3</b>	<b>187.21</b>	<b>190.79</b>	<b>186.01</b>	<b>-4.78</b>	



### The Relationship between Funds and City Departments/Divisions

The City of Dublin's organizational structure consists of Departments/Divisions performing various activities necessary for the City's operations, while the City's finances are reported in Funds. The following table is provided as a guide to understand the use of Funds by Department/Division.

Department / Division	General Fund	Special Revenue Funds									Enterprise Funds	
		Street Maintenance & Repair	State Highway	Cemetery	Recreation	Safety	Swimming Pool	Hotel / Motel Tax	Law Enforcement	Mayors Court Computer	Water	Sewer
<b>Legislative Affairs</b>	X											
<b>City Manager</b>	X											
Human Resources	X											
Communications and Public Information	X											
Legal Services (Contractual)	X											
Court Services	X									X		
Records Management	X											
<b>Finance</b>	X											
Fiscal Administration	X							X				
Taxation	X											
<b>Public Works</b>	X											
Solid Waste	X											
Engineering	X	X	X								X	X
Street & Utilities Operations		X						X			X	X
Facilities Management	X				X							
Fleet Management	X											
<b>Information Technology</b>	X											
<b>Parks &amp; Recreation</b>	X							X				
Parks Operations	X							X				
Horticulture	X											
Forestry	X											
Cemetery				X								
Recreation Services					X		X					
Community Events					X			X				
Outreach and Engagement	X											
<b>Development</b>												
Building	X											
Planning	X											
Economic Development	X											
<b>Police</b>						X			X			

# 2 | Financial Overview





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## **FINANCIAL AND BUDGET STRUCTURE**





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## **FINANCIAL MANAGEMENT POLICIES**

### **OPERATING BUDGET POLICIES**

- The City will pay for all current expenditures with current revenues and fund balances. The City will avoid budgetary procedures that balance current expenditures at the expense of future years, such as postponing expenditures, underestimating expenditures, overestimating revenues, or utilizing short-term borrowing to balance the budget.
- The budget will provide for adequate maintenance and repair of capital assets and for their orderly replacement.
- The City will protect against catastrophic losses through a combination of insurance and self-insurance funded programs.
- The City will maintain a budgetary control system to help it adhere to the budget.
- Financial reports, which compare actual performance with the budget, are available online for budgetary review by the departments/divisions.

### **FUND BALANCE POLICIES**

- The City will adhere to the fund balance policy as articulated in Ordinance No. 32-16, and reaffirmed in 2019 by City Council.
- The City will maintain a General Fund balance of no less than 50% of the General Fund expenditures. At the end of each fiscal year, to the extent that the General Fund balance exceeds 75% of the year's General Fund expenditures, 25% of the amount in excess of 75% will be transferred to the Capital Improvements Tax Fund. The use of the transferred funds shall be consistent with the goals and policies of the Capital Improvements Tax Fund.

### **RESERVE POLICIES**

- The City will appropriate \$150,000 to a contingency account in the General Fund to provide for non-recurring and unanticipated expenditures.
- In accordance with the City's General Fund Balance Policy, the operating budget will be prepared in a manner in which the projected year-end General Fund balance will be equal to or greater than 50 percent of the actual General Fund operating expenditures.

### **CAPITAL IMPROVEMENTS PROGRAM POLICIES**

- The City will develop a five-year Capital Improvements Program on an annual basis.



- The City will enact an annual capital improvements budget based on the multi-year Capital Improvements Program.
- The City will coordinate development of the capital improvements budget with development of the operating budget.

### **DEBT MANAGEMENT POLICIES**

- The City will adhere to the debt policy as articulated in Ordinance No. 37-19, authorizing the modification of the City's original debt policy formalized in Ordinance 31-16.
- Of the Income Tax revenue dedicated to the Capital Improvements Tax Fund (25% of the 2% income tax collections), 60% will be allocated to pay debt service on projects, while the remaining 40% will be used to cash fund projects.
- The City will confine long-term borrowing to capital improvement projects.
- When the City finances capital projects by issuing debt, it will repay the debt within a period not to exceed the expected useful life of the project.
- The City will evaluate issuing debt and pay-as-you-go financing to maintain flexibility for the future.
- The City will continually seek to maintain and improve our current bond rating to minimize borrowing costs and to ensure that access to credit is preserved.
- The City will follow a policy of full disclosure on financial reports and official statements.

### **REVENUE POLICIES**

- The City will estimate its annual revenues by a conservative, objective, and analytical process.
- Non-recurring revenues will be used only to fund non-recurring expenditures.
- The City will encourage a diversified and stable local economy to avoid excessive reliance on any one industry or business for income tax revenues.
- The City will update the Cost of Services Study on a bi-annual basis to calculate the costs of providing services and consider such information when establishing user charges.

### **PURCHASING POLICIES**

- Purchases will be made in accordance with federal, state, and municipal requirements.
- Purchases will be made in an impartial, economic, competitive, and efficient manner.



- Purchases will be made from the lowest priced and most responsive vendor. Qualitative factors such as vendor reputation and financial condition will be considered, as well as price.

### **INVESTMENT POLICIES**

- The City's investment policies are governed by state statutes and city ordinances which authorize the City to invest in: obligations of the U.S. Treasury or other agencies and instrumentalities of the United States; no-load money market funds; certificates of deposit; commercial paper; bankers' acceptances; repurchase agreements collateralized by United States obligations; medium term notes issued by domestic corporations with greater than \$500 million in assets, or State Treasury Asset Reserve of Ohio (STAR Ohio).
- Investment in collateralized mortgage obligations or any form of derivative is expressly prohibited.
- The City purchases investments only through member banks of the Federal Reserve System or broker-dealers registered with the U.S. Securities and Exchange Commission, STAR Ohio, or directly through the Federal Reserve Bank.



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## ACCOUNTING AND FUND STRUCTURE

### Basis of Accounting

The City follows the guidance of the Government Accounting Standards Board (GASB) Statement No. 34 in presenting its annual financial statements. Statement No. 34 requires that both government-wide full accrual basis statements, and fund-level modified accrual basis statements be included in annual reports. Under the full accrual basis of accounting, revenues are recorded when earned, and expenses are recorded at the time a liability is incurred, regardless of the timing of the related cash flows. Under the modified accrual basis of accounting, revenues are recorded when received, or if they are both measurable and collectible within 60 days after year-end (soon enough to pay currently maturing liabilities). Expenditures are recorded when the related fund liability is incurred, with the exception of certain long-term liabilities which are recognized only when expected to be liquidated with existing resources (such as some compensated absences), or debt service which is recognized when due and paid.

The City produces a Comprehensive Annual Financial Report (CAFR), in conformance with the guidelines prescribed by the Government Financial Officers Association (GFOA). The GFOA awarded the Certificate of Achievement for Excellence in Financial Reporting to the City for its CAFR for the fiscal year ended December 31, 2018. This is the highest form of recognition for excellence in financial reporting. A copy of the CAFR can be obtained from the Finance Department or on the City's website at [www.dublinohiousa.gov](http://www.dublinohiousa.gov).

### Fund Accounting – Fund Types – Description of All Funds

The City of Dublin operates from and administers several different types of funds. A fund is a group of related accounts that is used to maintain control over resources that have been segregated for specific activities. Like other state and local governments, the City uses fund accounting to ensure and demonstrate compliance with finance related requirements.

The following are the fund types, and fund descriptions used by the City:

#### **General Fund**

The General Fund is the primary operating fund of the City and is used to account for all financial resources except those required to be accounted for in another fund. The largest revenue source to the City's General Fund is the local income tax. The General Fund is used to finance many of the services traditionally associated with local government, including parks, planning, economic development and the general administration of the City government, as well as any other activity for which a special fund has not been created.

#### **Special Revenue Funds**

Special revenue funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. The City's special revenue funds include the Street Maintenance and Repair Fund, into which the City's share of gasoline taxes and motor vehicle registration fees are deposited; the Recreation Fund, for user fees associated with the City's recreation programs; and the Safety Fund, into which property tax revenues earmarked for police services and contractual revenues for provision of dispatching services to Washington Township, Norwich Township, the cities of Hilliard, Worthington, and Upper Arlington are deposited. The City also has special revenue funds for operation of the City's special events,



outdoor pools, and for other purposes.

Although the Street Maintenance Fund, the Recreation Fund and Outdoor Pool Fund, the Cemetery Fund and the Safety Fund receive significant operating transfers from the General Fund, they are considered Special Revenue Funds since they collect funding that must be used for a specific purpose. Special Revenue Funds provide an extra level of accountability and transparency to the taxpayers that their tax dollars will go towards the intended purpose.

### **Street Maintenance and Repair Fund**

A fund provided to account for the allocation of revenues derived from motor vehicle license fees and gasoline taxes. Expenditures are restricted by state law to maintenance and repair of streets within the City.

### **State Highway Improvement Fund**

A fund provided to account for the allocation of revenues derived from motor vehicle license fees and gasoline taxes. Expenditures are restricted by state law to maintenance and repair of state highways within the City.

### **Cemetery Fund**

A fund provided to account for revenue received from the sale of cemetery lots and interment fees. Expenditures are restricted by Section 753.13, Ohio Revised Code, for the maintenance of the City's cemeteries.

### **Recreation Fund**

A fund provided to account for revenues and expenditures for parks and recreation programs and activities, including the Community Recreation Center.

### **Safety Fund**

A fund provided to account for revenues and expenditures for the operations of the City's Police Department. Major revenue sources are property taxes and subsidies from the General Fund.

### **Swimming Pool Fund**

A fund provided to account for revenues and expenditures for swimming pool programs and activities, excluding the cost of the swimming pool.

### **Permissive Tax Fund**

A fund provided to account for permissive tax fees received in addition to the motor vehicle license tax. Expenditures are restricted by Section 4504, Ohio Revised Code, for construction or permanent improvements of the streets and state highways within the City.

### **Hotel/Motel Tax Fund**

A fund provided to account for 75% of the tax imposed on establishments that provide sleeping accommodations for transient guests. Expenditures are restricted to the advancement of cultural development, beautification of public property, improvement of the historic district and any other project or expenditure which would enhance the City's appeal to visitors and tourists.

**Enforcement and Education Fund**

A fund provided to account for revenue received from penalties assessed in accordance with violations involving Section 4511.19, Ohio Revised Code. Expenditures are restricted to educating the public of laws governing the operation of a motor vehicle while under the influence of alcohol and other information relating to the operation of a motor vehicle and the consumption of alcoholic beverages.

**Law Enforcement Trust Fund**

A fund provided to account for all cash or cash proceeds that are a result of contraband property seizures and forfeitures of property, in accordance with Section 2981.13, Ohio Revised Code.

**Mandatory Drug Fine Fund**

A fund provided to account for revenue from mandatory fines imposed for drug offense convictions in accordance with Section 2925.03, Ohio Revised Code. Expenditures are restricted to law enforcement efforts pertaining to drug offenses.

**Mayor's Court Computer Fund**

A fund provided to account for an additional fee collected for computerization of the Mayor's Court in accordance with Section 1901.261, Ohio Revised Code.

**Accrued Leave Reserve Fund**

A reserve fund established for the purpose of accumulating resources for the payment of accumulated sick leave, vacation and compensatory time upon termination of employment or retirement as provided for by Section 5705.13(B), Ohio Revised Code. This fund is included with the General Fund for GAAP reporting as it does not have a restricted revenue source.

**Wireless 9-1-1 System Fund**

A fund to provide for user assessment fees collected on every wireless phone bill to reimburse local public safety answering points for costs associated with receiving 9-1-1 calls placed from wireless phones.

**Rings Unitrust Fund**

A fund provided to account for the donation of funds being made to the City as part of the real estate purchase agreement with the Robert W. Rings Charitable Remainder Unitrust. The funds are to be used for creating cultural educational opportunities within the City. A component of the cultural arts programming will offer free or reduced fee arts offerings to underprivileged and/or handicapped youth.

**Debt Service Funds**

Debt service funds are used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest and related costs. Included are funds for general obligation debt as well as funds generated by special assessments for debt issued to finance those specific projects.

**General Obligation Debt Service Fund**

A fund provided to account for the accumulation of resources and payment of general obligation bond principal and interest from governmental resources.

**Economic Development Bonds Debt Service Fund**

A fund provided to account for the accumulation of resources and payment of revenue bond principal and interest from service payments related to the Bridge Street Parking Garage Structure.

**Special Assessment Debt Service Fund**

A fund provided to account for the accumulation of resources and payment of special assessment bond principal and interest from special assessment levies with governmental commitment.

**Capital Projects Funds**

Capital projects funds are used to account for financial resources set aside for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds).

**Capital Improvements Tax Fund**

A fund provided to account for 25% of the local income tax collected a portion of which will fund capital improvements and a portion utilized to fund long-term debt.

**Parkland Acquisition Fund**

A fund provided to account for property taxes and development fees collected for the purpose of funding acquisition of recreational facility sites, open space, and/or parkland.

**Capital Construction Fund**

A fund provided to account for the 2012 bond issuance proceeds received, to be expended for related public infrastructure projects, primarily street lighting improvements.

**Woerner-Temple TIF Fund**

A fund provided to account for the construction of the Woerner-Temple Road extension from Emerald Parkway to Avery Road, in accordance with a Tax Increment Financing Agreement entered into with Duke Realty Limited Partnership.

**Ruscilli TIF Fund**

A fund provided to account for the construction of Venture Drive in accordance with a tax increment financing agreement entered into with Ruscilli Construction Company, Inc. Profit Sharing Plan and Trust. The original legislation was amended to provide for improvements to Perimeter Drive from Emerald Parkway to Avery-Muirfield Drive, including the intersection at Avery-Muirfield Drive, and improvements to Avery-Muirfield Drive/Perimeter Loop and Avery-Muirfield Drive/Post Road intersections, and improvements at Perimeter Drive/Commerce Parkway.

**Pizzuti TIF Fund**

A fund provided to account for the Frantz Road and Metro Place South intersection improvements, a median cut at the intersection of the Millennium and Frantz Road, the acquisition of real estate interest in storm water improvements and features and related open space, and utility burial along Frantz Road in accordance with a tax increment financing agreement entered into with One Metro South Company.



**Thomas/Kohler TIF Fund**

A fund provided to account for the construction of Phase III of the Emerald Parkway and in conjunction with an agreement between the City, Duke Realty Limited Partnership, F.A. Kohler Company, and RR Partners.

**McKittrick TIF Fund**

A fund provided to account for the construction of Emerald Parkway Phase I and Phase II as required by a Tax Increment Financing Agreement between the City, Cardinal Health, Inc. and Whitmire Distribution Corporation.

**Perimeter Center TIF Fund**

A fund provided to account for improving Perimeter Drive and Coffman Road as required by a Tax Increment Financing Agreement with Continental Real Estate Companies. The original legislation was amended to provide for improvements to Perimeter Drive from Emerald Parkway to Avery-Muirfield Drive, including the intersection at Avery-Muirfield Drive, and improvements to Avery-Muirfield Drive/Perimeter Loop and Avery-Muirfield Drive/Post Road intersections, and improvements at Perimeter Drive/Commerce Parkway.

**Rings Road TIF Fund**

A fund provided to account for the widening of Rings Road, intersection improvements at Rings Road and Blazer Parkway and Rings Road and Frantz Road in accordance with a tax increment financing agreement entered into with Duke Realty Limited Partnership.

**Perimeter West TIF Fund**

A fund provided to account for the westward extension of Perimeter Drive to the U.S. Route 33/State Route 161/Post Road interchange in accordance with tax increment financing agreements entered into with Ruscilli Development Company, Ltd., BJL Limited Partnership, and Mt. Carmel Health System.

**Upper Metro Place TIF Fund**

A fund provided to account for the construction of Upper Metro Place and the landscaping improvements along SR161, as required by a tax increment financing agreement entered into with Capital Square, Ltd.

**Rings/Frantz TIF Fund**

A fund provided to account for the Rings Road bridge widening and the future westward extension of Tuttle Crossing as required by a tax increment financing agreement entered into with Duke-Weeks Realty Corporation.

**Historic Dublin Parking TIF Fund**

A fund provided to account for improving public parking facilities in Historic Dublin, in partnership with the Dublin City School District.

**Emerald Parkway Phase 5 TIF Fund**

A fund provided to account for the design and construction of Emerald Parkway from Sawmill Road to Bright Road.

**Emerald Parkway Phase 8 TIF Fund**

A fund provided to account for the design and construction of Emerald Parkway from Riverside Drive to Bright Road.

**Perimeter Loop TIF Fund**

A fund provided to account for the extension of Hospital Drive (formerly known as Perimeter Loop), and the improvements to intersections at Avery-Muirfield Drive and Perimeter Drive and Avery-Muirfield and Perime

**Tartan West TIF Fund**

A fund provided to account for intersection improvements as identified in the traffic impact study completed pursuant to the Tartan West development plan, as well as to account for additional related public infrastructure improvements, including a water storage tank and booster station.

**Shamrock Boulevard TIF Fund**

A fund provided to account for the extension of Shamrock Boulevard from its present northern terminus to Village Parkway, as a result of the expansion and upgrade to Wendy's International, Inc.'s existing facility. Also included are various other transportation and utility improvements in the area as outlined in the legislation establishing the TIF district.

**River Ridge TIF Fund**

A fund provided to account for intersection improvements including additional turn lanes and an upgrade to the existing traffic signal and streetscape improvements at Riverside Drive and State Route 161.

**Lifetime Fitness TIF Fund**

A fund provided to account for various public infrastructure improvements, including intersection improvements at Sawmill road and Hard Road.

**COIC Improvement Fund**

A fund provided to account for various public infrastructure improvements including the improvements at the U.S. Route 33/State Route 161/Post Road interchange to accommodate future economic development in the West Innovation District (formerly known as the Economic Advancement Zone, Central Ohio Innovation Center, or COIC).

**Irelan Place TIF Fund**

A fund provided to account for the construction of a water line along Irelan Place.

**Shier-Rings Road TIF Fund**

A fund provided to account for the widening of Shier-Rings Road from Avery Road to Emerald Parkway, including construction of a bikepath.

**Shamrock Crossing TIF Fund**

A fund provided to account for the extension of Banker Drive and Stoneridge Lane to Shamrock Boulevard, and the extension of Shamrock Boulevard to Village Parkway. Also included are



intersection improvements at State Route 161 and Riverside Drive, and various other infrastructure improvements including utility burial.

#### **Bridge and High Street TIF Fund**

A fund provided to account for the public improvements related to the development at the Northwest corner of Bridge Street and High Street. These improvements include a public plaza and streetscape improvements, as well as construction of a public parking lot at 35 and 37 Darby Street.

#### **Dublin Methodist Hospital TIF Fund**

A fund provided to account for the extension of the west-bound exit lane from US 33 to the Hospital site. Also included are other infrastructure improvements including extending Hospital Drive, improving the Avery Road/Shier-Rings Road intersection, and other related infrastructure in improvements.

#### **Kroger Centre TIF Fund**

A fund provided to account for the construction of Emerald Parkway from Riverside Drive to Sawmill Road including improvements to Bright Road, Summit View Road, Riverside Drive, and intersection improvements at Sawmill Road and Hard Road. Also included are area stormwater improvements, water and sewer improvements and related appurtenances.

#### **Frantz/Dublin Road TIF Fund**

A fund provided to account for the construction of an east-west connector road extending from Frantz Road to Dublin Road (State Route 745), including necessary infrastructure improvements.

#### **Delta Energy TIF Fund**

A fund provided to account for the construction of roadway improvements and related appurtenances on Perimeter Drive from Emerald Parkway to Avery-Muirfield Drive, including a roundabout at the intersection of Commerce Parkway and Perimeter Drive. This Fund was established in accordance with the tax increment financing agreement entered into with Delta Energy Holdings, LLC.

#### **Bridge Street Fund**

A fund provided to account for the construction of public infrastructure improvements, to be made in accordance with the Bridge Street Corridor Vision Plan adopted by City Council.

#### **Vrable TIF Fund**

A fund provided to account for the construction of public infrastructure improvements, to be made in accordance with the Bridge Street Corridor Vision Plan adopted by City Council. Projects within this plan are the John Shields Parkway, construction of a roadway between Dale Drive and Tuller Ridge Drive, construction of a roundabout at the intersection of US33/SR161/Riverside Drive and other infrastructure improvements.

**Ohio University TIF Fund**

A fund provided to account for the relocation of Eiterman Road, the addition of lanes along US33 and SR161 between I270 and the Avery-Muirfield Drive interchange and reconstruction of the I270/US33 interchange.

**West Innovation TIF Fund**

A fund provided to account for the construction of public infrastructure improvements related to the West Innovation Job Ready Site including improvements to State Route 161 from the corporate limits to the west to the US 33/Post Road Interchange, construction of roundabouts or other roadway improvements at State Route 161 and Houchard Road, State Route 161 and Cosgray and the internal roadway system serving the businesses within the West Innovation Site.

**Tuller TIF Fund**

A fund provided to account for the construction of public infrastructure improvements related to the Tuller Flats Project including the construction of John Shields Parkway from Tuller Ridge Drive to Village Parkway as well as Graham Street. Additionally, the City will contribute to the construction of McCune Avenue, Watson Street, and Deardorf Street as part of this project.

**Nestle TIF Fund**

A fund provided to account for the construction of public infrastructure improvements related to the Nestle USA Project.

**Bridge Park TIF Fund**

A fund provided to account for the construction of public infrastructure improvements and service payments received within the Bridge Park Development.

**Innovation TIF Fund**

A fund provided to account for intersection improvements at Emerald Parkway and Shier Rings Road; Shier Rings Road and Wilcox Road; Shier Rings Road and Avery Road; Emerald Parkway and Innovation Drive; and Emerald Parkway and Woerner-Temple Road, as well as the widening of Shier Rings Road from Avery Road to Emerald Parkway and the burial of overhead utility lines.

**Riviera TIF Fund**

A fund provided to account for the construction of public infrastructure improvements related to the Riviera Development Project in accordance with the Thoroughfare Plan.

**Penzone TIF Fund**

A fund provided to account for the construction of public infrastructure improvements within the Bridge Park District.

**H2 Hotel TIF Fund**

A fund provided to account for the construction of public infrastructure improvements within the Bridge Street District.

**Bridge Park Block Z TIF Fund**

A fund provided to account for the construction of public infrastructure improvements and service payments received within Block Z of the Bridge Park Development.

**Bridge Park Incentive District TIF Fund**

A fund provided to account for the construction of public infrastructure improvements and service payments received within the Incentive District established within the Bridge Park Development.

**Bridge Park Block A TIF Fund**

A fund provided to account for the construction of public infrastructure improvements within the Bridge Street District.

**Permanent Funds**

Permanent funds are used to account for and report resources that are restricted to the extent that only earnings, and not principal, may be used for purposes that support the reporting government's programs. The Cemetery Perpetual Care Fund is considered a permanent fund.

**Cemetery Perpetual Care Fund**

A fund established in order to set aside funds so that when all the City's cemetery burial lots are sold, there are funds remaining to properly maintain all cemetery lots in perpetuity. Expenditures are restricted by Sections 759.12 and 759.15, Ohio Revised Code, to interest earnings in the fund only.

**Enterprise Funds**

Enterprise funds are used to account for operations that are financed and operated in a manner similar to private businesses, where the costs of providing goods or services to the general public on a continuing basis are financed or recovered primarily through user charges. The City operates the following enterprise funds:

**Water Fund**

A fund provided to account for the collection of a user surcharge, permit fees and the costs associated with the maintenance and repair of the City's water lines.

**Sewer Fund**

A fund provided to account for capacity charges for connecting into the sewer system and the costs associated with the maintenance and repair of the City's sewer lines.

**Sewer Construction Fund**

In recent years, the City issued debt to fund sewer lining and repair. This fund accounts for the funding of construction projects with the objective of ensuring that only appropriated funds pertaining to each project are utilized. This fund will be closed out when the projects are completed.



### **Internal Service Funds**

Internal service funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City, or to other governmental units, on a cost-reimbursement basis. The City maintains two internal service funds to account for the City's employee benefits self-insurance plan and workers' compensation self-insurance plan activities. Citywide program expenditures are incurred in the funds and the City's various departments reimburse the internal service funds for those costs.

#### **Employee Benefits Self-Insurance Fund**

A fund provided to account for monies received from other funds as payment for providing medical, dental and vision benefits. The Employee Benefits Self-Insurance Fund may make payments for service provided to employees, for reimbursements to employees who have paid providers, to third party administrators for claim payment or administration, for stop-loss coverage, or any other similar purposes.

#### **Workers' Compensation Self-Insurance Fund**

The Worker's Compensation Fund has been established to cover the costs associated with the City's Worker's Compensation coverage under a self-insurance plan.

### **Fiduciary Funds**

These funds are used for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other funds. These funds are custodial, and not required to be budgeted.

Agency funds include deposits and unclaimed monies held for individuals and private organizations, hotel/motel taxes collected on behalf of the Dublin Convention and Visitors Bureau, building surcharges, sewer capacity charges, the Central Ohio Interoperable Radio System (COIRS), and the Property Assessed Clean Energy (PACE) Fund.



## BUDGET PROCEDURES

### **Budgetary Control System**

In addition to internal accounting controls, the City maintains budgetary controls. The objective of these budgetary controls is to ensure compliance with legal provisions outlined in the annual appropriation ordinance approved by City Council. Activities of all funds, including transfers and advances, are included in the annual appropriation ordinance. All funds except Agency Funds are legally required to be budgeted. Upon adoption of the annual appropriation ordinance by City Council, it becomes the formal budget for City operations. The appropriation ordinance controls expenditures at the object level and may be amended or supplemented by City Council during the year as required. Appropriations within a functional unit may be transferred within the same unit with approval of the City Manager.

Financial reports, which compare actual performance with the budget, are available internally to directors to review the financial status and measure the effectiveness of the budgetary controls. City Council receives copies of the City's Year-To-Date Budget Report on a monthly basis, and also receives a quarterly financial report and update from the City's Director of Finance. The City maintains an encumbrance accounting system as a technique for accomplishing budgetary control. At the end of the year, outstanding encumbrances are carried forward to the following year and unencumbered amounts lapse.

Department/Division budgets are monitored on a daily basis to ensure that appropriations of fund balances will not be overdrawn.

The City contracts for an annual external audit with either the Auditor of State's office or an independent public accounting firm. This audit is conducted according to standards established by the Auditor of State and includes a budgetary audit for compliance with requirements of the Ohio Revised Code, as well a review of the City's internal accounting controls and policies.

### **Basis of Budgeting versus Basis of Accounting**

Basis of budgeting refers to when revenues and expenditures or expenses are recognized in the accounts. Budgets for all City's fund types are prepared on a cash basis wherein transactions are recorded when cash is received or disbursed, or when a commitment has been recorded as an encumbrance against an applicable appropriation. The fund balances shown are unencumbered cash balances.

The basis of budgeting used for each fund in the operating budget is not the same as the basis of accounting used in the financial statements prepared at year-end for external reporting purposes. The basis of budgeting differs from the generally accepted accounting principles (GAAP) used for the City's year-end financial statements contained in the Comprehensive Annual Financial Report (CAFR). The General Fund, all special revenue funds, and all capital projects funds, all known as governmental funds, are accounted for using the modified accrual basis of accounting. Under this basis of accounting, revenues are recognized when they become both measurable and available. The availability period for the City is defined as 60 days after year-end.

Expenditures are recorded generally when the related fund liability is incurred. Proprietary funds, which include enterprise; internal service and agency funds along with agency funds, are



accounted for in the CAFR using the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.

Differences in treatment exist between the cash-encumbrance basis of budgeting and the GAAP method of accounting for principals and interest, capital outlays, and depreciation. Notable is the difference for encumbrances; they are recorded as a reserve of fund balance on the modified accrual basis, but recorded as an expenditure on the cash basis.

### **Appropriations**

Activities of all funds, including transfers and advances, are included in the annual appropriation ordinance. All funds except agency funds are legally required to be appropriated.

City Council is required by Charter to adopt an appropriation ordinance prior to the beginning of the ensuing fiscal year. The appropriation ordinance controls expenditures at the fund and function or major organizational unit level (the legal level of control) and may be amended or supplemented by City Council during the year as required. Appropriations within an organizational unit may be transferred within the same organizational unit with the approval of the City Manager.

Unencumbered appropriations lapse at year-end and may be re-appropriated in the following year's budget. Encumbrances outstanding at year-end are carried forward in the following year. The prior year appropriations corresponding to these encumbrances are also carried forward as part of the budgetary authority for the next year and are included in the revised budget amounts shown in the budget to actual comparisons.

### **Modification to the Budget – Supplemental Appropriations**

Amendments to authorized appropriations may be made from time to time as changing circumstances dictate. These are recommended to City Council by the City Manager, usually on a quarterly basis, along with the rationale supporting the request(s). Such budget amendments must be approved by ordinance of City Council.

### **Encumbrances**

The City establishes encumbrances by which purchase orders, contracts and other commitments are recorded to set aside a portion of the applicable appropriation. An encumbrance reserves the available spending authority as a commitment for a future expenditure.

### **The Annual Budget Process**

The City recognizes the importance of long-term strategic planning as evidenced by its comprehensive annual planning. Similarly, it recognizes that prudent financial planning considers the multi-year implications of financial decisions. The City takes a conservative approach to budgeting both revenues and expenditures based on past experience, the volatility of the revenue source, inflation and other economic conditions, and the cost of providing services.

**Public Input** – The Tax Budget, Five-Year Capital Improvements Program, and Annual Operating Budget are approved through City Ordinances which receive an initial reading, and a second reading and public hearing prior to being approved by City Council. City Council also conducts multiple public work sessions prior to the approval of the Capital Improvements Program and the Annual Operating Budget, allowing many opportunities for staff and resident input.





**Balanced Budget** - The Annual Operating Budget reflects the City's practice of conservatively estimating revenue while budgeting realistic expenditures. Consequently, operating revenues in a given year may exceed expenditures. However, each fund in which the expenditures are anticipated to exceed revenues must have sufficient fund balances to offset the differences. For this reason, the City's administration maintains a "balanced budget."

**Annual Budget Calendar** - City Council has adopted an annual budget calendar. The calendar has established timeframes for preparing, reviewing, and adopting the City's Tax Budget, Five-Year Capital Improvements Program (CIP) and the Annual Operating Budget. The calendar is a planning tool that provides consistency from year-to-year and ensures the budget documents are adopted in a timely manner.

**Tax Budget** - The City is required by state statute to adopt an annual appropriation cash basis Tax Budget. All funds except agency funds are legally required to be budgeted utilizing encumbrance accounting.

The Tax Budget is the first legally required step in the annual budget process and represents the City's first estimate of its anticipated financial condition, resources, and expenditure needs for the next fiscal year. The primary purpose of the Tax Budget is to set property tax rates and allocate local government fund dollars.

The Tax Budget is adopted by City Council, after a public hearing is held, by July 15 of each year. The Tax Budget is submitted to the Franklin and Delaware County Auditors, as Secretaries to the County Budget Commissions, by July 20 of each year, for the period January 1 to December 31 of the following year. Union County no longer requires submission of a Tax Budget. The Franklin County Commission (the Commission) determines if the budget substantiates a need to levy the full amount of authorized property tax rates and reviews revenue estimates. The Commission certifies its actions to the City on or around September 1. As part of this certification, the City receives the official Certificate of Estimated Resources, which states the projected revenue of each fund. On or about January 1, the Certificate of Estimated Resources is amended to include unencumbered fund cash balances at December 31. Prior to December 31, the City must revise its budget so that total contemplated expenditures from any fund during the ensuing total fiscal year will not exceed the amount stated in the Certificate of Estimated Resources. For the 2020 budget year, the Tax Budget was approved by City Council on May 20, 2019 and was forwarded to the Franklin County Budget Commission before the deadline of July 20, 2019.

**Five-Year Capital Improvements Program (CIP)** – The City prepares a five-year capital plan that is updated annually. The plan prioritizes all anticipated capital projects and determines the availability of funding. The operational costs associated with the maintenance and operations of a proposed capital item are estimated and included in the Annual Operating Budget.

**Annual Operating Budget** – The City prepares an Annual Operating Budget. This document serves as the financial operating guide for the City and includes the funding for the capital budget. The Annual Operating Budget is prepared on a cash basis.



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## **BUDGET CALANDER**





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## TIME FRAMES FOR THE 2020 BUDGET PROCESS

<b><u>Function Description</u></b>	<b><u>Target Date</u></b>	<b><u>Responsible Party</u></b>
Submit Certificate of the Total Amount Available for Expenditure; from all sources, including balances from previous year	On or about January 1 (first week of new year)	Finance
City Council goal setting for the year	April / May	City Council / City Manager and Senior Leadership
GFOA Budget Award submission	90 days after City Council's adoption of Annual Operating Budget	Finance
Five-Year Capital Improvements Program (CIP) kick-off memo to departments/divisions	January / February	City Manager / Director of Finance
Submit CIP project proposal forms to Director of Finance	On or before March 1	All City Departments / Division Directors
City Administration's debt presentation to City Council	April	City Manager / Director of Finance
Meet with Department Managers to discuss CIP proposals	April	City Manager / Finance
Complete Tax Budget and send to City Council for approval	On or before May 1	Finance
City Council Work Session to summarize priorities for the CIP	May	City Council
Revenue estimates for CIP presented by the Director of Finance to City Council during the City Council meeting	June/July	Director of Finance
Request information from Department/Division Directors in regard to contemplated operating budget revenues and expenditures for the following year	On or before June 30	Finance
File Tax Budget with the Franklin, Delaware and Union County Auditors	On or Before July 20	Finance



<b><u>Function Description</u></b>	<b><u>Target Date</u></b>	<b><u>Responsible Party</u></b>
Submit proposed CIP document to City Council	August	City Manager / Director of Finance
1 <sup>st</sup> Reading of CIP by City Council	First meeting in August	City Council
Finance Committee of the Whole (workshop) review meeting(s) for CIP	August	City Council / City Manager / Director of Finance
2 <sup>nd</sup> Reading and Public Hearing/Approval of CIP by City Council	August	City Council
Human Resources meets with Departments/Divisions as needed to review organizational charts, personnel proposals (new or reclassifications) and justifications for staffing requests	June	HR / Department Directors
Meet with Management Assistant to discuss performance measurements for the Annual Operating Budget	June	Finance
Annual Operating Budget kick-off memo to Departments/Divisions	June	City Manager / Director of Finance
<ul style="list-style-type: none"> <li>• Payroll budget preparation</li> <li>• Insurance rate analysis review</li> <li>• Finalize revenue projections</li> </ul>	June / July / August	Finance / HR
Receive Official Certificate of Estimated Resources from Franklin County	Mid-September	Finance
Submit operating budget requests with supporting documentation to the Director of Finance	July	Department / Division Directors
Finance analysis and compilation of draft Annual Operating Budget	August	Finance
Adoption of Resolution Accepting the Amounts and Rates As Determined By The Necessary Tax Levies and Certifying Them to The County Auditor	On or before October 1	City Council/Finance



<b><u>Function Description</u></b>	<b><u>Target Date</u></b>	<b><u>Responsible Party</u></b>
City Manager's operating budget recommendations	September / October	City Manager/Director of Finance
Management presentations of Annual Operating Budget to Administrative Committee, Community Development Committee, Finance Committee and Public Service Committee	September / October	Department/Division Directors
City Council Review of the Annual Operating Budget	October / November	City Council
Annual Operating Budget – 1 <sup>st</sup> reading	Early November	City Council
Annual Operating Budget – 2 <sup>nd</sup> reading	Mid to late November	City Council
Submit Annual Appropriation Ordinance for next fiscal year (two readings)	November / December	City Council
Submit approved Annual Appropriations Ordinance to County Auditor	On or about January 1	Finance



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## SUMMARY FOR ALL FUNDS

Fund	1/1/2020 Cash Balance	Estimated Revenue	Estimated Advances and Transfers-In	Estimated Resources Available	Estimated Expenditures	Estimated Advances and Transfers-Out	12/31/2020 Unencumbered Balance
GENERAL	\$ 54,404,721	\$ 76,613,313	\$ 700,000	\$ 131,718,034	\$ 58,388,515	\$ 28,250,250	\$ 45,079,269
<b>SPECIAL REVENUE FUNDS</b>							
Street Maintenance and Repair	\$ 831,290	\$ 2,540,000	\$ 2,250,000	\$ 5,621,290	\$ 4,590,180	\$ 925,000	\$ 106,110
State Highway Improvement	\$ 612,123	\$ 206,100	\$ -	\$ 818,223	\$ 31,000	\$ 300,000	\$ 487,223
Recreation	\$ 2,138,064	\$ 3,900,400	\$ 4,000,000	\$ 10,038,464	\$ 8,619,455	\$ 700,000	\$ 719,009
Swimming Pool	\$ 183,192	\$ 413,000	\$ 400,000	\$ 996,192	\$ 655,605	\$ 100,000	\$ 240,587
Permissive Tax	\$ 182,144	\$ 120,000	\$ -	\$ 302,144	\$ -	\$ 100,000	\$ 202,144
Hotel/Motel	\$ 3,921,119	\$ 4,774,500	\$ -	\$ 8,695,619	\$ 5,023,190	\$ 166,460	\$ 3,505,969
Safety	\$ 472,889	\$ 4,296,212	\$ 13,580,000	\$ 18,349,101	\$ 18,119,220	\$ -	\$ 229,881
Law Enforcement Trust	\$ 95,569	\$ 700	\$ -	\$ 96,269	\$ 7,000	\$ -	\$ 89,269
Mandatory Drug Fine	\$ 2,718	\$ 40	\$ -	\$ 2,758	\$ -	\$ -	\$ 2,758
Wireless 9-1-1 System	\$ 514,497	\$ 140,000	\$ -	\$ 654,497	\$ 46,820	\$ 80,000	\$ 527,677
Education and Enforcement	\$ 60,546	\$ 1,000	\$ -	\$ 61,546	\$ 2,420	\$ -	\$ 59,126
Mayor's Court Computer Fund	\$ 44,566	\$ 18,500	\$ -	\$ 63,066	\$ 14,250	\$ -	\$ 48,816
Cemetery	\$ 48,629	\$ 27,500	\$ 200,000	\$ 276,129	\$ 220,755	\$ -	\$ 55,374
Accrued Leave Reserves	\$ 176,296	\$ 318,000	\$ -	\$ 494,296	\$ 350,000	\$ -	\$ 144,296
Rings Unitrust	\$ 300,000	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ 300,000
<b>DEBT SERVICE FUNDS</b>							
G.O. Debt Service	\$ 3,671,323	\$ 50,000	\$ 15,709,605	\$ 19,430,928	\$ 14,875,975	\$ -	\$ 4,554,953
Economic Development Bond Ret	\$ 3	\$ -	\$ 2,071,160	\$ 2,071,163	\$ 2,071,160	\$ -	\$ 3
Special Assessment Debt Service	\$ 5,019	\$ -	\$ -	\$ 5,019	\$ -	\$ -	\$ 5,019
1992 Special Assessment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2001 Special Assessment	\$ 151,844	\$ 110,000	\$ -	\$ 261,844	\$ 129,775	\$ -	\$ 132,069
<b>CAPITAL PROJECTS FUNDS</b>							
Capital Improvements Tax	\$ 16,195,834	\$ 28,326,925	\$ 9,909,187	\$ 54,431,946	\$ 40,206,000	\$ 7,857,635	\$ 6,368,311
Parkland Acquisition	\$ 1,093,156	\$ 819,650	\$ -	\$ 1,912,806	\$ 761,150	\$ 207,000	\$ 944,656
Capital Construction	\$ 53,000	\$ 6,200,000	\$ -	\$ 6,253,000	\$ 6,182,000	\$ -	\$ 71,000
Recreation Capital Improvement	\$ -	\$ -	\$ 800,000	\$ 800,000	\$ -	\$ 800,000	\$ -
Woerner-Temple TIF	\$ 122,931	\$ 170,000	\$ -	\$ 292,931	\$ 3,000	\$ 170,000	\$ 119,931
Ruscilli TIF	\$ 717,456	\$ 697,000	\$ -	\$ 1,414,456	\$ 7,800	\$ 55,000	\$ 1,351,656
Pizzuti TIF	\$ 1,010,233	\$ 205,000	\$ -	\$ 1,215,233	\$ 14,000	\$ 64,480	\$ 1,136,753
Thomas/Kohler TIF	\$ 1,766,449	\$ 496,000	\$ -	\$ 2,262,449	\$ 9,000	\$ 1,459,715	\$ 793,734
McKittrick TIF	\$ 2,281,327	\$ 835,000	\$ -	\$ 3,116,327	\$ 15,000	\$ 1,080,320	\$ 2,021,007
Perimeter Center TIF	\$ 4,787,484	\$ 505,000	\$ -	\$ 5,292,484	\$ 306,200	\$ -	\$ 4,986,284
Rings Road TIF	\$ 139,777	\$ 310,000	\$ -	\$ 449,777	\$ 5,000	\$ 281,185	\$ 163,592
Perimeter West TIF	\$ 503,380	\$ 1,400,000	\$ -	\$ 1,903,380	\$ 895,000	\$ 980,970	\$ 27,410
Upper Metro Place TIF	\$ 1,828,143	\$ 522,200	\$ -	\$ 2,350,343	\$ 6,500	\$ 1,958,300	\$ 385,543
Rings/Frantz TIF	\$ 4,152,751	\$ 397,800	\$ -	\$ 4,550,551	\$ 615,000	\$ 500,000	\$ 3,435,551
Historic Dublin TIF	\$ 33,702	\$ 73,600	\$ -	\$ 107,302	\$ 1,000	\$ 75,000	\$ 31,302
Emerald Pkwy Phase 5 TIF	\$ 22,106	\$ -	\$ -	\$ 22,106	\$ -	\$ -	\$ 22,106
Emerald Pkwy Phase 8 TIF	\$ 1,710,354	\$ -	\$ -	\$ 1,710,354	\$ -	\$ 480,425	\$ 1,229,929
Perimeter Loop TIF	\$ 12,145	\$ 36,000	\$ -	\$ 48,145	\$ 600	\$ 30,000	\$ 17,545
Tartan West TIF Fund	\$ 1,887,971	\$ 1,235,900	\$ -	\$ 3,123,871	\$ 15,000	\$ -	\$ 3,108,871
Shamrock Blvd. TIF Fund	\$ 110,451	\$ 50,000	\$ -	\$ 160,451	\$ 750	\$ 50,000	\$ 109,701
River Ridge TIF Fund	\$ 717,896	\$ 96,000	\$ -	\$ 813,896	\$ 1,250	\$ 137,480	\$ 675,166
Lifetime Fitness TIF	\$ 397,105	\$ 134,700	\$ -	\$ 531,805	\$ 1,750	\$ -	\$ 530,055
COIC Improvement Fund	\$ 37	\$ -	\$ -	\$ 37	\$ -	\$ -	\$ 37
Ireland Place TIF	\$ 21,189	\$ 12,000	\$ -	\$ 33,189	\$ 200	\$ 28,937	\$ 4,052
Shier Rings Road TIF	\$ 5,001	\$ 9,500	\$ -	\$ 14,501	\$ 250	\$ -	\$ 14,251
Shamrock Crossing TIF	\$ 500,580	\$ 280,000	\$ -	\$ 780,580	\$ 4,000	\$ 375,000	\$ 401,580
Bridge and High TIF	\$ 409,046	\$ 113,000	\$ -	\$ 522,046	\$ 1,500	\$ 150,000	\$ 370,546
Dublin Methodist Hospital TIF	\$ 573,880	\$ 150,000	\$ -	\$ 723,880	\$ 2,000	\$ -	\$ 721,880
Kroger Centre TIF	\$ 65,153	\$ 242,000	\$ -	\$ 307,153	\$ 4,000	\$ -	\$ 303,153
Frantz/Dublin Road TIF	\$ 14,525	\$ -	\$ -	\$ 14,525	\$ -	\$ -	\$ 14,525
Delta Energy TIF	\$ 41,390	\$ 24,480	\$ -	\$ 65,870	\$ 600	\$ 30,000	\$ 35,270
Bridge Street TIF	\$ 173,286	\$ -	\$ 1,400,000	\$ 1,573,286	\$ 1,536,965	\$ -	\$ 36,321
Vrable TIF	\$ 1,018,409	\$ 450,000	\$ -	\$ 1,468,409	\$ 5,500	\$ 744,085	\$ 718,824
West Innovation TIF	\$ 1,709,917	\$ 900,000	\$ 350,000	\$ 2,959,917	\$ 2,863,500	\$ -	\$ 96,417
Ohio University TIF	\$ 13,843	\$ -	\$ -	\$ 13,843	\$ -	\$ -	\$ 13,843
Tuller TIF	\$ 180,017	\$ 950,000	\$ -	\$ 1,130,017	\$ 11,800	\$ 631,550	\$ 486,667
Nestle TIF	\$ 150,964	\$ 27,000	\$ -	\$ 177,964	\$ 4,250	\$ -	\$ 173,714
Bridge Park Blocks B and C TIF	\$ 1,233,621	\$ 2,432,351	\$ -	\$ 3,665,972	\$ 51,270	\$ 2,421,160	\$ 1,193,542
Innovation TIF	\$ 50,723	\$ 80,000	\$ -	\$ 130,723	\$ 9,000	\$ 100,000	\$ 21,723
Riviera TIF	\$ 39,627	\$ 200,000	\$ -	\$ 239,627	\$ -	\$ -	\$ 239,627
Penzone TIF	\$ 1,850	\$ 32,300	\$ -	\$ 34,150	\$ 450	\$ 30,000	\$ 3,700
H2 Hotel TIF	\$ 279,048	\$ 280,000	\$ -	\$ 559,048	\$ 20,000	\$ 250,000	\$ 289,048
Bridge Park Block Z TIF	\$ -	\$ 70,000	\$ -	\$ 70,000	\$ 70,000	\$ -	\$ -
Bridge Park Block A TIF	\$ -	\$ 600,000	\$ -	\$ 600,000	\$ 600,000	\$ -	\$ -
Bridge Park Incentive District TIF	\$ -	\$ 12,000	\$ -	\$ 12,000	\$ 12,000	\$ -	\$ -



## SUMMARY FOR ALL FUNDS

Fund	1/1/2020 Cash Balance	Estimated Revenue	Estimated Advances and Transfers-In	Estimated Resources Available	Estimated Expenditures	Estimated Advances and Transfers-Out	12/31/2020 Unencumbered Balance
<b>PERMENENT IMPROVEMENT FUNDS</b>	\$ -						
Cemetery Perpetual Care	\$ 1,476,104	\$ 30,000	\$ -	\$ 1,506,104	\$ -	\$ -	\$ 1,506,104
<b>ENTERPRISE FUNDS</b>	\$ -						
Water	\$ 11,195,561	\$ 1,222,500	\$ -	\$ 12,418,061	\$ 2,233,260	\$ -	\$ 10,184,801
Sewer	\$ 4,389,570	\$ 2,530,000	\$ 200,000	\$ 7,119,570	\$ 3,219,065	\$ -	\$ 3,900,505
Sewer Construction Fund	\$ 183,213	\$ 6,095,000	\$ -	\$ 6,278,213	\$ 6,090,000	\$ -	\$ 188,213
Merchandising	\$ 34,037	\$ -	\$ -	\$ 34,037	\$ -	\$ -	\$ 34,037
<b>INTERNAL SERVICE FUNDS</b>	\$ -						
Employee Benefits Self-Insurance	\$ 3,194,988	\$ 8,772,381	\$ -	\$ 11,967,369	\$ 8,978,440	\$ -	\$ 2,988,929
Workers' Compensation Self-Insurance	\$ 219,710	\$ 101,000	\$ -	\$ 320,710	\$ 301,250	\$ -	\$ 19,460
<b>FIDUCIARY FUNDS</b>	\$ -						
Trust and Agency	\$ 508,001	\$ 1,319,200	\$ -	\$ 1,827,201	\$ 1,317,350	\$ -	\$ 509,851
Convention and Visitor's Bureau	\$ 130,017	\$ 1,295,000	\$ -	\$ 1,425,017	\$ 1,200,000	\$ -	\$ 225,017
COIRS	\$ 381,611	\$ 326,100	\$ -	\$ 707,711	\$ 317,500	\$ -	\$ 390,211
PACE	\$ -	\$ 254,745	\$ -	\$ 254,745	\$ 254,745	\$ -	\$ -
<b>Totals</b>	<b>\$ 135,555,121</b>	<b>\$ 164,850,597</b>	<b>\$ 51,569,952</b>	<b>\$ 351,975,670</b>	<b>\$ 191,300,215</b>	<b>\$ 51,569,952</b>	<b>\$ 109,105,502</b>

## **REVENUE PROJECTIONS**





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## REVENUE PROJECTIONS FOR 2020

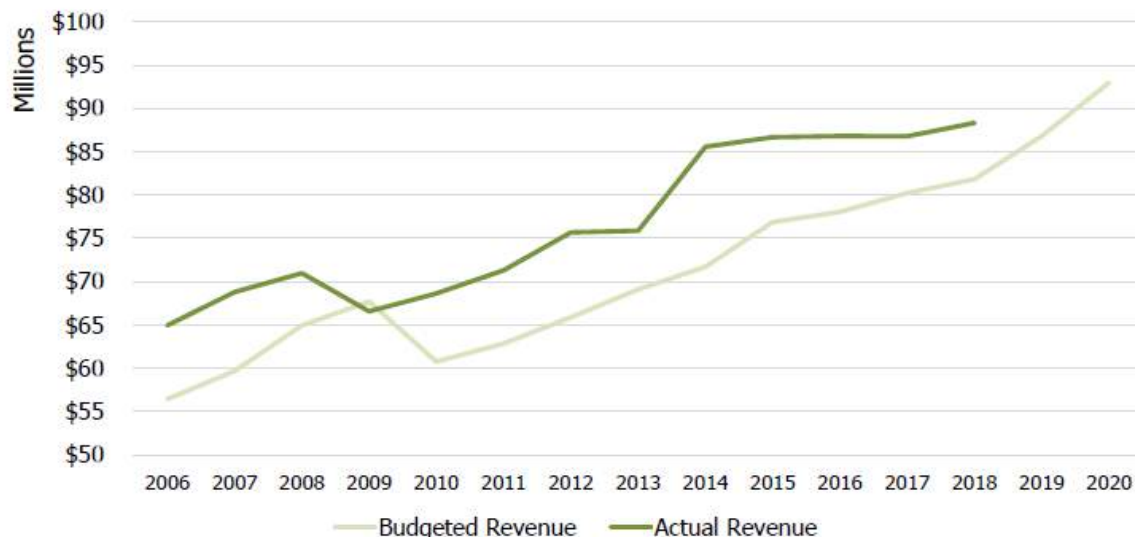
Projecting revenues is an important element in the preparation of an operating budget. The City's annual budget calendar provides for the projection of revenues to be completed prior to receiving budget requests from the City's work units. Revenue projections and their level of growth should be used to evaluate the level of growth allowed for operating expenditures. As stated in our Capital Improvements Program (CIP), both City Council and the administration recognize that controlling expenditures will provide additional funding for capital improvements.

As part of the City's budget philosophy, as reflected in the Financial Management Policies section of the budget document, revenue will be estimated using a conservative, objective and analytical approach. This philosophy is predicated on the fact the City has limited control over revenues. It is better to underestimate revenues which would result in an increase in our fund balances than to overestimate and have a shortfall.

The City's goal is to make reasonable revenue projections, especially for key revenues such as income taxes, property taxes, intergovernmental revenues, and charges for services.

Using the City's budget philosophy, actual revenues have historically exceeded budgeted revenues, with the exception of fiscal year 2009, with the national economic downturn.

### Total Operating Revenues

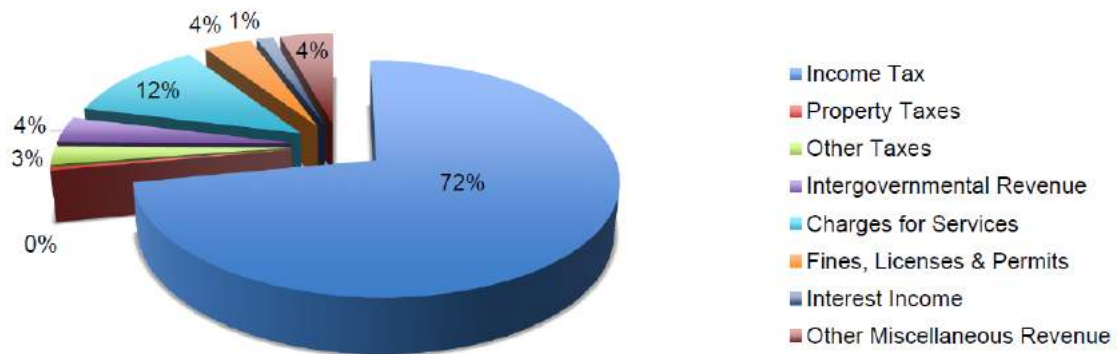




As seen in the following chart, income tax collections make up the largest piece of the pie. The 2020 projected operating revenue totals \$92.9mm, with revenue from other sources projected to total \$25,966,900.

Operating Revenue - \$92,931,265

Represents a 7.0% increase over the 2019 Operating Budget



This section provides projections for the key revenue sources of the City for 2020. The information provides actual information for 2016 through 2018, estimates for 2019, and projections for 2020 and 2021.

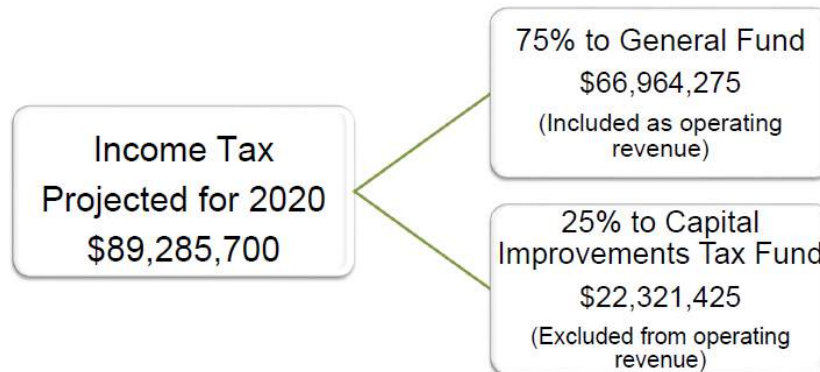
### General Fund

The General Fund is used to account for all activities of the City that are not accounted for in any other fund. It is used to account for many basic services including the municipal court, parks operations, city planning and code enforcement, building inspections, economic development, and administrative support. Also, General Fund resources are used to subsidize other services such as police protection, recreation services, outdoor swimming pools, streets and utilities services, and the cemetery.

#### Income Taxes

All residents of the City of Dublin who are 18 years and older are required to file an income tax return with the City, regardless of where, or if, they work. The local income tax rates is 2% and applies to gross wages, salaries, and other personal service compensation, and net profits of Dublin businesses.

Income taxes allocated to the General Fund reflect 75% of the total income taxes collected. The remaining 25% is reflected in the Capital Improvements Tax Fund and can only be used for capital improvements, as established by Ordinance.

**Income Tax Distribution – Projected 2020****Income Taxes (General Fund Collections)**

2016	\$67,485,222
2017	65,630,150
2018	66,090,159
2019	65,651,250
2020	66,964,275
2021	67,633,918

Income tax revenues are the City's largest revenue source. In 2019, income tax revenues are estimated to comprise approximately 88% of General Fund operating revenues (not including transfers/advances). Total income tax collections for 2020 in both the General Fund and the Capital Improvements Tax Fund is projected to be \$89,285,700 which represents 58% of all revenues projected for 2020 when transfer/advances and Agency Fund collections are deducted.

Due to the importance of income tax revenue, collections are monitored on a daily basis. In making current year estimates, the City relies on the Receipts Distribution Summary, a system report that compares the current year collections by type to last year's collections by type, and an in-house spreadsheet which indicates total collections by month, percentage of increase/decrease, and each month's collection as a percentage of total collections for the past years.

Based on activity, adjustments may be made to the current year estimate periodically through the year. The original projection made in 2018 for the 2019 income tax projection was adjusted upward 2.5% in mid-year based on actual income tax collections. Currently, 2020 income tax collections are projected to increase 2%, with a 1% annual increase for years 2021 through 2024. These estimates are consistent with projections utilized in the 2020 – 2024 Capital Improvements Program (CIP).

Since withholding taxes make up the majority of income tax revenue, economic development efforts to retain and expand existing businesses and attract new businesses are very important. The City continues to aggressively pursue high-end commercial development which has resulted in several major corporate expansions and relocations to the City.

The City's dependency on this volatile revenue source reinforces the need for conservative revenue projections. The 2019 income tax projection reflected a 1.2% decrease over the 2018 revised



estimate, taking into consideration the growth that has occurred in withholding from our existing businesses, while recognizing the continued loss of revenue from the move of Nationwide Mutual Insurance Company from the City. Additionally, staff has factored in a reduction in revenue from The Wendy's Company, which announced in May 2017 that costs at their Dublin headquarters would be reduced, impacting employment.

The following chart reflects statistical data about the total actual income tax collected for years 2000 through 2018.

	Income Tax Receipts	% Change over PY
2000	\$ 43,825,247	8.3%
2001	\$ 48,826,163	11.4%
2002	\$ 50,156,963	2.7%
2003	\$ 51,870,173	3.4%
2004	\$ 53,106,978	2.4%
2005	\$ 57,987,883	9.2%
2006	\$ 64,217,598	10.7%
2007	\$ 67,232,642	4.7%
2008	\$ 70,219,039	4.4%
2009	\$ 65,907,593	-6.1%
2010	\$ 68,848,526	4.5%
2011	\$ 71,619,257	4.0%
2012	\$ 75,430,513	5.3%
2013	\$ 82,105,369	8.8%
2014	\$ 88,068,530	7.3%
2015	\$ 87,784,862	-0.3%
2016	\$ 89,980,298	2.5%
2017	\$ 87,506,868	-2.7%
2018	\$ 88,120,215	0.7%

- 15-year average growth: 3.7%
- 10-year average growth: 2.4%
- **5-year average growth: 1.5%**
- Largest decrease: 2009 at 6.1%
- Largest increase: 2001 at 11.4%

Loss of Verizon 2012-2016  
Loss of Nationwide 2016-2018  
Loss of Chase 2016-2017

Certainly, income tax projections fluctuate from year-to-year. Should information become available that would imply an increase (or decrease) in the projection is warranted, provisions would be made to allow for the adjustments.

### **Intergovernmental Revenues**

Intergovernmental revenues comprise a small portion of the General Fund revenue. The most significant are local government fund collections (shown below). Other intergovernmental revenues include cigarette taxes, liquor and beer permits, and other miscellaneous revenues.

### **Local Government**

2016	\$322,331
2017	293,943
2018	232,870
2019	281,510
2020	256,252
2021	256,252

The Local Government Fund is the State of Ohio's revenue sharing program, whereby local





governmental entities share a portion of the State of Ohio's tax revenue. A portion of the funds are distributed directly to the City from the State of Ohio and a portion of the funds are distributed to the counties who, in turn, distribute to local governmental entities.

Due to the reduction of revenue allocated to the Local Government Fund from the State of Ohio, the City has budgeted local government revenue conservatively for 2020 and beyond.

### **Licenses and Permits**

Various licenses and permits are issued by the City with the vast majority related to development and building activity within the City.

2016	\$3,736,117
2017	3,969,229
2018	2,927,650
2019	2,871,650
2020	3,014,400
2021	3,014,400

The City has adopted a fee structure based on the cost of providing services. The intent is to identify the benefactors of a service (that is not a general tax service) and charge them a user fee. The total revenue collected for development and building activity fees is dependent upon the economy and can fluctuate significantly from year to year. Building activity increased in 2016 and 2017 due to larger-scale projects which resulted in an increase in revenue associated with inspections and plan review. Although the City anticipates building activity to continue in the upcoming years, it will likely be smaller-scale projects, resulting in less revenue. Additionally, the City recognizes that local and national economic conditions could impede this growth.

## **Special Revenue Funds**

### **Motor Vehicle License Taxes and Gasoline Taxes**

2016	\$1,866,982
2017	1,874,512
2018	1,904,851
2019	1,711,140
2020	2,689,100
2021	2,689,100

These revenues can only be used for the repair and maintenance of streets and state highways and are based on the number of motor vehicle license registrations. The gasoline taxes received by the City are based on the number of vehicles registered in our taxing districts and the amount of state assessed gasoline taxes collected and will fluctuate from year-to-year. In July 2019, the Governor of the State of Ohio signed the transportation budget which increased the State's gasoline tax by \$.105 per gallon on unleaded gasoline, and \$.19 per gallon on diesel fuel. This increase is expected to provide a significant increase in tax for the City.

### **Recreation Fees**

The Dublin Community Recreation Center (DCRC) was opened in 1996. When the rate structure was



established for Phase 1 of the DCRC, the intent was that operating costs would be covered by user fees. The rates established for other recreational programming are based on a goal of 50% aggregate cost recovery. For 2019, City Council amended the goal to include an assigned percentage of costs associated with certain recreation program capital improvement projects.

2016	\$3,798,600
2017	3,962,477
2018	4,026,922
2019	3,907,900
2020	3,900,400
2021	3,900,400

### **Hotel/Motel Taxes**

The City of Dublin Hotel/Motel Tax Fund was established to improve the quality of life for the City's residents, corporate citizens and visitors. The City generates funds from a six-percent tax on overnight stays from 14 hotels/motels. As part of the 2016 Operating Budget, Dublin City Council approved an increase to the percentage of bed tax revenues that the Dublin Convention & Visitors Bureau (DCVB) receive, from 25% to 35%. As such, the 2016 amounts reflect 65% of the total hotel/motel taxes collected. The remainder is recorded in the DCVB Fund and distributed monthly to the DCVB.

2016	\$2,047,945
2017	2,078,248
2018	2,217,172
2019	2,500,000
2020	2,400,000
2021	2,400,000

The City, the DCVB, and administrators from the local hotels/motels work to identify "slow times" as far as hotel vacancies and to schedule events to help maximize occupancy rates. This group also works with event organizers to coordinate schedules and promote events that will result in overnight stays in the City.

### **Dispatching Services – Safety**

The City of Dublin is home to the Northwest Regional Emergency Communications Center (NRECC), which dispatches for Dublin, Hilliard and Upper Arlington Police as well as the Washington Township, Norwich Township and Upper Arlington fire departments.

NRECC was formed in October 2013 when Dublin began providing dispatching services for Norwich Township Fire and became the primary 9-1-1 answering point for all of Hilliard. Dispatching for Hilliard Police started in January of 2014. Dispatching for Upper Arlington Fire started on October of 2017 and dispatching for Upper Arlington Police started in January of 2018. The City of Worthington will come on-board in mid-2020.

A billing formula is utilized that distributes the cost to operate the dispatching functions of the NRECC across all participants. The formula calculates the total costs, then uses an annual analysis of calls for service activity for each agency to determine the amount each will be billed. The call for service



counts are weighed based on an average amount of dispatcher involvement time for each type of call to ensure equitable billing. Annual fees are calculated each year to ensure the costs to provide services are recovered and each agency is billed its proportionate share.

2016	\$1,399,814
2017	1,528,772
2018	2,380,149
2019	2,441,053
2020	3,471,912
2021	3,471,912

### **Capital Projects Funds**

The primary funding source for the Five-Year Capital Improvements Program (CIP) is the City's income tax revenue. Projecting income tax revenues for the five-year period is a significant element in determining resources available for capital programming.

#### **Income Taxes (Capital Improvements Tax Fund only)**

2016	\$22,495,076
2017	21,876,719
2018	22,030,055
2019	21,833,750
2020	22,321,425
2021	22,544,639

The actual revenue and projections reflect 25% of the total income taxes collected. The remaining 75% is reflected in the General Fund (see section above).

#### **Property Taxes**

2016	\$3,194,679
2017	3,239,582
2018	3,541,493
2019	3,470,150
2020	3,475,151
2021	3,475,151

The property tax revenue from the City's inside millage, or 1.75 mills, was allocated 100% to the Parkland Acquisition Fund from 2001 – 2006. This allocation addressed a City Council goal to identify a revenue source for the purpose of acquiring parkland, open space, and recreational facility sites. Beginning in 2007, the City began allocating .95 mills of the total 1.75 mills to the Parkland Acquisition Fund and the remaining .80 mills to the Capital Improvements Tax Fund. Beginning in 2010, the City allocated 1.4 mills to the Capital Improvements Tax Fund and the remaining .35 mills to the Parkland Acquisition Fund. Recognizing the benefits and flexibility of allocating more of the City's inside millage to the Capital Improvements Tax Fund, that allocation has continued since 2010 and most recently, was approved by City Council for 2020 – 2024 as part of the five-year CIP. This allocation is reviewed and can be reallocated if City Council deems it necessary.

In addition to the revenue generated from the City's 1.75 mills from inside millage, the City also



receives revenue from 1.20 mills of outside millage which is credited to the Safety Fund for police operations.

The amounts shown above reflect the combined property tax receipts of the Capital Improvements Tax Fund and Parkland Acquisition Fund. Since the Safety Fund is not considered a Capital Project Fund, the property tax revenue generated within that fund is not included in this comparison.

### **Enterprise Funds**

#### **Water and Sanitary Sewer Surcharges**

2016	\$2,802,846
2017	2,676,266
2018	2,973,011
2019	2,332,460
2020	2,455,000
2021	2,455,000

The user fees provide the funding for ongoing maintenance of the water and sewer systems. Increasing maintenance needs within the sewer system have necessitated an increase in the surcharge over the past few years. In 2015, a \$0.25/MCF increase in the sewer surcharge was approved while the water surcharge remained unchanged. Considering existing fund balances as well as operational and capital needs within the funds, a \$0.25/MCF increase in the sewer surcharge was approved for 2016 and 2017, while a \$0.50/MCF increase was approved for 2018.

It has become apparent that due to the extensive capital needs, particularly in the sewer system, the water and sewer surcharges need to be further analyzed to ensure the rates established in the long term are sufficient to fund the future operational and capital needs of both systems. This analysis is underway in 2019 with future changes in the surcharges expected based upon the results of this analysis.

#### **Water and Sanitary Sewer Tap Fees (Capacity Charges)**

2016	\$2,008,393
2017	1,542,532
2018	1,281,411
2019	770,000
2020	975,000
2021	975,000

While growth in development, particularly commercial development, is anticipated in the upcoming years, it is recognized that such growth is dependent upon the economy and can fluctuate significantly from year-to-year. Recognizing that economic conditions can impact this growth, revenue for 2018 and beyond is estimated conservatively.

The Administration has made tentative projections for revenues and expenses in the Water and Sewer Funds through 2026. These projections are revised annually. The City's Community Plan update and the information available from the City's Geographic Information System (GIS) provides information on the availability of developable land, the type of development, and the infrastructure needs of the anticipated development.

**GENERAL FUND YEAR-END BALANCE COMPARED TO ANNUAL EXPENDITURES**

The City's reserve policy is 50% for General Fund expenditures. It is projected that at the end of 2020, the year will end with a fund balance of 52.9%, 2.9% in excess of the 50% reserve policy. The decrease in the fund balance in 2015 – 2019 can be attributed to large land acquisitions included at year-end 2018, and the annual transfer to the Capital Improvements Tax Fund (2017 and 2018). The projected decline in fund balance for 2020 is the result of the 2020-2024 CIP, which allocated \$6.5mm for the Shier-Rings Road Realignment – Avery to Eiterman Road project. This investment in capital infrastructure is related to the economic development agreement with The Ohio State University. If this project is removed, the percentage rises to 67.4%.

The Government Finance Officers Association (GFOA) recommends a minimum General Fund Balance of no less than two months of regular General Fund operating revenues or expenditures (17%). The City's Fund Balance far exceeds this recommendation.

**General Fund Balance**

	Year-End Balance	Expenditures	Percent
2011	\$45,001,134	\$54,349,386	82.8%
2012	\$52,039,415	\$56,242,629	92.5%
2013	\$56,038,803	\$56,454,574	99.3%
2014	\$61,017,044	\$56,542,533	107.9%
2015	\$59,556,334	\$60,861,299	97.9%
2016	\$55,182,925	\$66,277,334	83.3%
2017	\$60,125,537	\$69,831,134	86.1%
2018	\$57,212,737	\$76,806,088	74.4%
2019 Estimate	\$54,404,721	\$74,402,826	73.1%
2020 Proposed	\$45,079,269	\$85,238,765	52.9%

*Note: Operating expenditures for the purpose of calculating the level of General Fund Balance includes all expenditures of the General Fund with the exception of advances made to other funds.*



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## Revenue Comparisons - All Funds

	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
GENERAL FUND	\$ 85,654,347	\$ 104,629,432	\$ 94,498,288	\$ 76,572,545	\$ 77,313,313
<b>SPECIAL REVENUE FUNDS</b>					
Street Maintenance and Repair	3,238,402	2,541,027	3,274,228	3,852,000	4,790,000
State Highway Improvements	141,950	140,588	142,864	129,700	206,100
Recreation	7,298,600	6,612,477	7,626,922	7,907,900	7,900,400
Swimming Pool	831,699	861,413	798,118	966,000	813,000
Permissive Tax	2,914,706	121,302	126,373	112,000	120,000
Hotel/Motel Tax	4,343,528	4,563,498	4,714,868	4,799,500	4,774,500
Safety	12,882,342	13,010,158	15,268,193	15,938,633	17,876,212
Law Enforcement Trust	232	67,240	3,009	700	700
Mandatory Drug Fine	30	40	54	40	40
Wireless 9-1-1 System	135,244	439,777	143,302	138,200	140,000
Enforcement and Education	1,935	2,132	3,430	1,000	1,000
Mayor's Court Computer	25,145	24,364	21,097	18,500	18,500
Cemetery	162,556	129,503	173,366	212,070	227,500
Accrued Leave Reserves	146,272	184,371	96,703	307,522	318,000
Rings Unitrust	-	150,000	150,000	-	-
<b>DEBT SERVICE FUNDS</b>					
General Obligation Bond Retirement	9,129,367	12,544,789	14,192,082	12,372,415	15,709,605
Economic Development Bond Retirement	215,140	1,003,345	1,690,908	2,070,906	2,071,160
Special Assessment Bond Retirement	897	804	1,789	-	-
1992 Special Assessment Bond Retirement	17	7	-	-	-
2001 Special Assessment Bond Retirement	124,720	119,767	111,406	110,000	110,000
<b>CAPITAL PROJECTS FUNDS</b>					
Capital Improvements Tax	26,921,306	32,239,915	34,485,240	30,113,750	38,236,112
Parkland Acquisition	763,262	770,738	845,545	809,150	819,650
Capital Improvement Construction	20,856,867	59,007,076	42,710,029	11,100,000	6,200,000
Recreation Capital Improvement	-	-	-	-	800,000
Woerner-Temple TIF	439,984	509,785	475,785	500,000	170,700
Ruscilli TIF	256,842	501,251	515,821	510,300	697,000
Pizzuti TIF	218,242	218,743	166,836	165,000	205,000
Thomas/Kohler TIF	646,833	613,343	759,258	700,000	496,000
McKittrick TIF	1,687,804	1,144,647	870,190	795,000	835,000
Perimeter Center TIF	506,398	524,687	529,496	289,000	505,000
Rings Road TIF	210,102	311,959	315,771	310,000	310,000
Perimeter West TIF	1,422,809	1,725,746	1,718,929	1,600,000	1,400,000
Upper Metro Place TIF	18,842,006	6,627,058	2,198,236	530,000	522,200
Rings/Frantz TIF	418,681	418,934	440,846	415,000	397,800
Historic Dublin Parking TIF	68,601	68,661	69,759	68,000	73,600
Emerald Pkwy Phase 8 TIF	-	-	-	-	-
Perimeter Loop TIF	36,527	36,306	36,443	36,000	36,000
Tartan West TIF Fund	910,076	1,420,959	1,152,412	1,130,000	1,235,900
Shamrock Boulevard TIF Fund	48,523	47,247	53,652	50,000	50,000
River Ridge TIF	97,063	97,029	96,844	96,000	96,000
Lifetime Fitness TIF	1,203,778	141,934	134,762	140,000	134,700
COIC Improvement Fund	-	-	-	-	-
Irelan Place TIF	4,202	4,204	12,596	12,000	12,000
Shier Rings Road TIF	13,040	19,963	9,592	9,000	9,500
Shamrock Crossing TIF Fund	193,420	334,404	280,670	280,000	280,000
Bridge and High TIF Fund	113,764	113,862	106,675	113,000	113,000
Dublin Methodist Hospital TIF Fund	151,848	75,970	238,487	150,000	150,000
Kroger Centre TIF	297,641	247,832	252,356	240,700	242,000



## Revenue Comparisons - All Funds

	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
Frantz/Dublin Road TIF	200,000	-	-	-	-
Delta Energy TIF	34,400	34,420	24,487	-	24,480
Bridge Street TIF	5,000,000	1,928,296	1,758,406	1,800,000	1,400,000
Vrable TIF	2,776,813	495,043	459,101	450,000	450,000
West Innovation TIF	1,753,282	294,666	483,283	480,000	1,250,000
Ohio University TIF	168,000	-	-	-	-
Tuller TIF	14,220,000	2,321,842	-	950,000	950,000
Nestle TIF	39,987	40,712	25,972	27,000	27,000
Bridge Park Blocks B & C TIF	-	-	830,831	2,432,351	2,432,351
Innovation TIF	4	84,077	32,159	80,000	80,000
Riviera TIF	9,000	17,200	2,300,000	300,000	200,000
Penzance TIF	-	-	-	82,300	82,300
H2 Hotel TIF	-	-	-	429,000	280,000
Bridge Park TIF Block Z	-	-	-	84,720	70,000
Bridge Park TIF Block A	-	-	-	759,310	600,000
Bridge Park Incentive District	-	-	-	24,260	12,000
<b>PERMANENT FUNDS</b>					
Cemetery Perpetual Care	67,167	42,039	44,231	21,500	30,000
<b>ENTERPRISE FUNDS</b>					
Water	1,933,691	1,706,762	1,602,592	1,462,500	1,222,500
Water Tower Construction Fund	-	-	-	-	-
Sewer	3,092,782	3,512,677	4,393,371	2,510,000	2,730,000
Sewer Construction Fund	1,449	1,380,000	1,358,543	3,070,000	6,095,000
Merchandising	3,241	562	-	-	-
<b>INTERNAL SERVICE FUNDS</b>					
Employee Benefits Self-Insurance	6,984,960	7,606,049	8,345,270	7,786,078	8,772,381
Worker's Compensation	107,207	5,613	5,083	101,000	101,000
<b>FIDUCIARY FUNDS</b>					
Convention and Visitors' Bureau	1,077,644	1,119,057	1,193,862	1,346,150	1,295,000
Other Agency	1,513,265	3,359,234	1,885,496	1,304,200	1,319,200
COIRS	238,261	1,021,316	330,625	326,100	326,100
Property Assessed Clean Energy (PACE)	-	-	52,805	254,745	254,745
<b>SUBTOTAL</b>	<b>242,797,897</b>	<b>279,337,849</b>	<b>256,639,349</b>	<b>201,752,745</b>	<b>216,421,249</b>
Less:					
Transfers & Advances	(74,149,184)	(96,502,278)	(84,155,455)	(41,311,821)	(51,569,952)
<b>TOTAL REVENUE</b>	<b>\$ 168,648,713</b>	<b>\$ 182,835,571</b>	<b>\$ 172,483,894</b>	<b>\$ 160,440,924</b>	<b>\$ 164,851,297</b>





## Revenue Comparison - General Fund

	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<b>TAXES</b>					
Income Taxes	\$ 67,485,222	\$ 65,630,150	\$ 66,090,159	\$ 65,651,250	\$ 66,964,275
<b>INTERGOVERNMENTAL REVENUE</b>					
Local Government	322,332	293,943	232,870	215,220	458,638
Estate Taxes	369	-	-	-	-
Cigarette Taxes	448	535	522	425	500
Liquor and Beer Permits	63,866	68,334	75,177	60,000	70,000
Grants-State & Federal	548	-	47,897	-	-
Other	11,870	7,336	8,756	10,000	10,000
<b>CHARGES FOR SERVICES</b>					
General Fees and Charges	75,567	201,122	306,132	291,000	257,500
Sale of Fuel	687,533	980,740	850,949	750,000	800,000
Vehicle Maintenance Services	59,515	86,099	30,447	40,000	25,000
<b>FINES,LICENSES AND PERMITS</b>					
Fines and Forfeitures	359,450	324,052	304,210	310,000	310,000
Licenses and Permits	3,736,117	3,969,229	3,979,485	2,881,650	3,014,400
<b>OTHER REVENUES</b>					
Interest Income	609,639	812,125	941,042	900,000	1,100,000
Other	568,445	477,267	606,740	3,303,000	3,603,000
<b>NONOPERATING REVENUE</b>					
Transfers/Advances	11,673,427	31,778,500	21,023,902	2,160,000	700,000
<b>TOTAL GENERAL FUND REVENUE</b>	<b>\$ 85,654,347</b>	<b>\$ 104,629,432</b>	<b>\$ 94,498,288</b>	<b>\$ 76,572,545</b>	<b>\$ 77,313,313</b>



## Recap of 2020 Requests

	Total Budget	Budget Total By Fund	Budget Total By Fund Type	Total
<b>GENERAL FUND</b>				
City Council/Boards & Commissions	\$823,960			
City Manager	1,370,500			
Miscellaneous	2,434,825			
Human Resources	2,190,825			
Communications and Public Information	1,975,675			
Legal Services	1,950,000			
Information Technology	6,088,430			
Court Services	430,605			
Records Management	184,765			
Finance				
Office of the Director	1,789,390			
Transfers/Advances	28,250,250			
Miscellaneous	717,110			
Taxation	3,873,345			
Public Works				
Office of the Director	777,265			
Solid Waste Management	3,687,345			
Fleet Management	3,577,420			
Engineering	4,213,840			
Miscellaneous	365,875			
Facilities Management	3,041,425			
Development				
Office of the Director	333,890			
Planning	2,516,645			
Economic Development	3,867,255			
Building Standards	2,108,125			
Parks and Recreation				
Office of the Director	2,314,900			
Park Operations	4,662,480			
Horticulture	1,409,510			
Forestry	1,143,130			
Outreach and Engagement	539,980			
		86,638,765	<b>\$86,638,765</b>	
<b>SPECIAL REVENUE FUNDS</b>				
Street Maintenance and Repair Fund				
Street & Utilities Operations	4,142,180			
Engineering	448,000			
Transfers/Advances	925,000			
		5,515,180		
State Highway Improvements Fund				
Transfers/Advances	300,000			
Engineering	31,000			
		331,000		
Recreation Fund				
Community Recreation Center - Facilities	1,528,495			
Recreation	2,955,545			
Community Recreation Center (DCRC)	3,986,640			
Community Events - Recreation	148,775			
Transfers/Advances	700,000			
		9,319,455		
Swimming Pool Fund				
Dublin Municipal Pools	755,605			
		755,605		
Permissive Tax Fund	100,000			
		100,000		
Hotel/Motel Tax Fund				
Parks & Recreation	169,545			
Events Administration	3,729,745			
Taxation	1,123,900			
Transfers/Advances	166,460			
		5,189,650		
Safety Fund				
Finance Misc - Contractual Service	18,000			
Police	13,733,745			
Communication	4,367,475			
		18,119,220		



## Recap of 2020 Requests

	Total Budget	Budget Total By Fund	Budget Total By Fund Type	Total
<b><u>SPECIAL REVENUE FUNDS (Continued)</u></b>				
Education and Enforcement Fund Police	7,000	7,000		
Wireless 9-1-1 System Police	126,820	126,820		
Law Enforcement Trust Fund Police	2,420	2,420		
Mayor's Court Computer Fund Court Services	14,250	14,250		
Cemetery Fund Cemetery	220,755	220,755		
Accrued Leave Reserve Fund Finance	350,000	350,000		
			<b>40,051,355</b>	
<b><u>DEBT SERVICE FUNDS</u></b>				
General Obligation Debt Service Fund		14,875,975		
Economic Development Bond Retirement		2,071,160		
Special Assessment Bond Retirement Fund		129,775		
			<b>17,076,910</b>	
<b><u>CAPITAL PROJECTS FUNDS</u></b>				
Capital Improvements Tax Fund		48,063,635		
Parkland Acquisition Fund		968,150		
Capital Construction Fund		6,182,000		
Transfers/Advances		800,000		
TIF Funds		19,177,742		
			<b>75,191,527</b>	
<b><u>ENTERPRISE FUNDS</u></b>				
Water Fund				
Finance	293,640			
Street & Utilities Operations	496,535			
Engineering	1,443,085			
		2,233,260		
Sewer Fund				
Finance	1,199,225			
Street & Utilities Operations	1,087,340			
IT - Capital	15,000			
Engineering	917,500			
		3,219,065		
Sewer Construction Fund		6,090,000		
			<b>11,542,325</b>	
<b><u>INTERNAL SERVICE FUNDS</u></b>				
Employee Benefits Self-Insurance Fund		8,978,440		
Workers' Comp. Self-Insurance Fund		301,250		
			<b>9,279,690</b>	
<b><u>TRUST AND AGENCY FUNDS</u></b>				
Agency Fund		1,317,350		
Convention & Visitors' Bureau Fund		1,200,000		
COIRS		317,500		
PACE		254,745		
			<b>3,089,595</b>	
<b><u>RECAP:</u></b>				
Total Amount Budgeted	242,870,167			
Less:				
Transfers / Advances	(51,569,952)			
Total Expenditures	191,300,215			
				<b><u>\$242,870,167</u></b>



## Expenditure and Budget Summary - General Fund

	2018 Actual	2019 Budget	2020 Budget
<b>GENERAL FUND</b>			
City Council	\$656,082	\$ 730,290	\$ 782,485
Boards & Commissions	11,623	41,475	41,475
City Manager	1,199,147	1,186,345	1,370,500
Miscellaneous	6,779,708	2,191,965	2,434,825
Human Resources	1,815,252	2,020,960	2,190,825
Communications and Public Information	1,650,305	1,880,190	1,975,675
Legal Services	1,814,093	1,950,000	1,950,000
Information Technology	4,702,984	5,494,880	6,088,430
Court Services	364,682	408,295	430,605
Records Management	152,332	169,805	184,765
Finance			
Office of the Director - Fiscal Administration	1,572,611	1,701,100	1,789,390
Transfers/Advances	43,798,050	19,810,000	28,250,250
Miscellaneous	498,201	981,040	717,110
Taxation	3,691,747	3,863,630	3,873,345
Public Works			
Office of the Director	603,109	820,200	777,265
Solid Waste Management	3,180,563	3,542,030	3,687,345
Fleet Management	2,883,022	3,445,425	3,577,420
Engineering	3,199,929	3,926,970	4,213,840
Miscellaneous	209,488	360,000	365,875
Facilities Management	2,498,991	2,919,340	3,041,425
Development			
Office of the Director	298,225	320,895	333,890
Planning	2,091,509	2,426,580	2,516,645
Economic Development	2,575,362	3,467,870	3,867,255
Building Standards	1,701,536	1,925,150	2,108,125
Parks and Recreation			
Office of the Director	430,233	1,861,145	2,314,900
Parks Operations	5,254,813	4,586,750	4,662,480
Horticulture	1,120,693	1,255,010	1,409,510
Forestry	867,722	1,048,145	1,143,130
Outreach and Engagement	323,845	379,070	539,980
	<b>\$ 95,945,857</b>	<b>\$ 74,714,555</b>	<b>\$ 86,638,765</b>



**Revenue and Expenditure Summary**  
(Excludes TIF Funds and Construction Funds)

<b>Fund</b>	<b>General</b>	<b>Street Maintenance</b>	<b>State Highway</b>	<b>Cemetery</b>	<b>Recreation</b>
<b>Estimated revenues:</b>					
Income taxes	\$ 66,964,275	\$ -	\$ -	\$ -	\$ -
Property taxes	-	-	-	-	-
Hotel/Motel taxes	-	-	-	-	-
Intergovernmental revenue	539,138	2,483,000	206,100	-	-
Charges for services	1,082,500	35,500	-	27,000	3,854,000
Fines, licenses and permits	3,324,400	-	-	-	-
Interest income	1,100,000	20,000	-	500	40,000
Miscellaneous	3,603,000	1,500	-	-	6,400
<b>Total estimated revenues</b>	<b>\$ 76,613,313</b>	<b>\$ 2,540,000</b>	<b>\$ 206,100</b>	<b>\$ 27,500</b>	<b>\$ 3,900,400</b>
<b>Estimated expenditures:</b>					
Personal services	28,854,930	2,829,250	-	161,155	5,660,380
Other expenses	27,907,825	1,728,130	31,000	44,600	2,595,430
Capital outlay	1,625,760	32,800	-	15,000	363,645
<b>Total estimated expenditures</b>	<b>\$ 58,388,515</b>	<b>\$ 4,590,180</b>	<b>\$ 31,000</b>	<b>\$ 220,755</b>	<b>\$ 8,619,455</b>
<b>Excess of revenues over expenditures</b>	<b>\$ 18,224,798</b>	<b>\$ (2,050,180)</b>	<b>\$ 175,100</b>	<b>\$ (193,255)</b>	<b>\$ (4,719,055)</b>
<b>Other financing sources:</b>					
Transfers in	500,000	2,250,000	-	200,000	4,000,000
Transfers out	(26,850,250)	-	(100,000)	-	(700,000)
Advances in	200,000	-	-	-	-
Advances out	(1,400,000)	(925,000)	(200,000)	-	-
<b>Total other financing sources</b>	<b>\$ (27,550,250)</b>	<b>\$ 1,325,000</b>	<b>\$ (300,000)</b>	<b>\$ 200,000</b>	<b>\$ 3,300,000</b>
<b>Net change in fund balance</b>	<b>\$ (9,325,452)</b>	<b>\$ (725,180)</b>	<b>\$ (124,900)</b>	<b>\$ 6,745</b>	<b>\$ (1,419,055)</b>
<b>Estimated fund balance, January 1</b>	<b>\$ 54,404,721</b>	<b>\$ 831,290</b>	<b>\$ 612,123</b>	<b>\$ 48,629</b>	<b>\$ 2,138,064</b>
<b>Estimated fund balance, December 31</b>	<b>\$ 45,079,269</b>	<b>\$ 106,110</b>	<b>\$ 487,223</b>	<b>\$ 55,374</b>	<b>\$ 719,009</b>
<b>Percentage Change in Fund Balance</b>	-17.14% (Note 1)	-87% (Note 2)	-20% (Note 2)	14%	-66% (Note 3)

**Notes:**

- 1 - Projected decrease in fund balance is due to planned capital expenditures transfer of \$6.5mm to the Capital Improvements Tax Fund for the Shier Rings Road realignment project; \$1.2mm associated with salaries and benefits for the 27th pay in 2020; and general increase in operating expenditures.
- 2 - Projected decrease in fund balance is due to transfer-out of gasoline tax increase to the Capital Improvements Tax Fund.
- 3 - Projected decrease in fund balance is due to transfer-out of fees to the new Capital Improvements Tax Fund - Recreation projects, along with general operating increases.
- 4 - Projected decrease in fund balance is due to increases in personal service costs.
- 5 - The City's North Pool will be renovated in 2020 and closed for the season. Therefore, it is difficult to predict the impact to revenue collections, and operating transfers needed.
- 6 - Projected decrease in fund balance is due to increase in capital projects in the 2020-2024 Capital Improvements Program.
- 7 - 2019 through 2020 is projected to be heavy-use years for Workers' Compensation due to claims filed towards the end of 2019.



**Revenue and Expenditure Summary**  
**(Excludes TIF Funds and Construction Funds)**

<b>Fund</b>	<b>Safety</b>	<b>Pool</b>	<b>Permissive Tax</b>	<b>Hotel/Motel Tax</b>
<b>Estimated revenues:</b>				
Income taxes	\$ -	\$ -	\$ -	\$ -
Property taxes	458,300	-	-	-
Hotel/Motel taxes	-	-	-	2,400,000
Intergovernmental revenue	64,000	-	100,000	-
Charges for services	3,768,912	410,500	-	1,714,500
Fines, licenses and permits	-	-	-	210,000
Interest income	5,000	2,500	20,000	70,000
Miscellaneous	-	-	-	380,000
<b>Total estimated revenues</b>	<b>\$ 4,296,212</b>	<b>\$ 413,000</b>	<b>\$ 120,000</b>	<b>\$ 4,774,500</b>
<b>Estimated expenditures:</b>				
Personal services	17,535,200	411,210	-	966,075
Other expenses	560,395	229,815	-	4,027,115
Capital outlay	23,625	14,580	-	30,000
<b>Total estimated expenditures</b>	<b>\$ 18,119,220</b>	<b>\$ 655,605</b>	<b>\$ -</b>	<b>\$ 5,023,190</b>
<b>Excess of revenues over expenditures</b>	<b>\$ (13,823,008)</b>	<b>\$ (242,605)</b>	<b>\$ 120,000</b>	<b>\$ (248,690)</b>
<b>Other financing sources:</b>				
Transfers in	13,580,000	400,000	-	-
Transfers out	-	(100,000)	-	(166,460)
Advances in	-	-	-	-
Advances out	-	-	(100,000)	-
<b>Total other financing sources</b>	<b>\$ 13,580,000</b>	<b>\$ 300,000</b>	<b>\$ (100,000)</b>	<b>\$ (166,460)</b>
<b>Net change in fund balance</b>	<b>\$ (243,008)</b>	<b>\$ 57,395</b>	<b>\$ 20,000</b>	<b>\$ (415,150)</b>
<b>Estimated fund balance, January 1</b>	<b>\$ 472,889</b>	<b>\$ 183,192</b>	<b>\$ 182,144</b>	<b>\$ 3,921,119</b>
<b>Estimated fund balance, December 31</b>	<b>\$ 229,881</b>	<b>\$ 240,587</b>	<b>\$ 202,144</b>	<b>\$ 3,505,969</b>
<b>Percentage Change in Fund Balance</b>	-51% (Note 4)	31% (Note 5)	11%	-11%



**Revenue and Expenditure Summary**  
**(Excludes TIF Funds and Construction Funds)**

<b>Fund</b>	<b>Enforcement &amp; Education</b>	<b>Law Enforcement</b>	<b>Mandatory Drug Fine</b>	<b>Mayor's Court Computer</b>
<b>Estimated revenues:</b>				
Income taxes	\$ -	\$ -	\$ -	\$ -
Property taxes	-	-	-	-
Hotel/Motel taxes	-	-	-	-
Intergovernmental revenue	-	-	-	-
Charges for services	-	-	-	-
Fines, licenses and permits	-	-	-	18,000
Interest income	1,000	700	40	500
Miscellaneous	-	-	-	-
<b>Total estimated revenues</b>	<b>\$ 1,000</b>	<b>\$ 700</b>	<b>\$ 40</b>	<b>\$ 18,500</b>
<b>Estimated expenditures:</b>				
Personal services	2,420	-	-	1,750
Other expenses	-	-	-	4,500
Capital outlay	-	7,000	-	8,000
<b>Total estimated expenditures</b>	<b>\$ 2,420</b>	<b>\$ 7,000</b>	<b>\$ -</b>	<b>\$ 14,250</b>
<b>Excess of revenues over expenditures</b>	<b>\$ (1,420)</b>	<b>\$ (6,300)</b>	<b>\$ 40</b>	<b>\$ 4,250</b>
<b>Other financing sources:</b>				
Transfers in	-	-	-	-
Transfers out	-	-	-	-
Advances in	-	-	-	-
Advances out	-	-	-	-
<b>Total other financing sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net change in fund balance</b>	<b>\$ (1,420)</b>	<b>\$ (6,300)</b>	<b>\$ 40</b>	<b>\$ 4,250</b>
<b>Estimated fund balance, January 1</b>	<b>\$ 60,546</b>	<b>\$ 95,569</b>	<b>\$ 2,718</b>	<b>\$ 44,566</b>
<b>Estimated fund balance, December 31</b>	<b>\$ 59,126</b>	<b>\$ 89,269</b>	<b>\$ 2,758</b>	<b>\$ 48,816</b>
<b>Percentage Change in Fund Balance</b>	<b>-2%</b>	<b>-7%</b>	<b>1%</b>	<b>10%</b>



**Revenue and Expenditure Summary**  
**(Excludes TIF Funds and Construction Funds)**

<b>Fund</b>	<b>Accrued Leave</b>	<b>Rings Unitrust</b>	<b>Wireless 911</b>	<b>Debt Service</b>
<b>Estimated revenues:</b>				
Income taxes	\$ -	\$ -	\$ -	\$ -
Property taxes	-	-	-	-
Hotel/Motel taxes	-	-	-	-
Intergovernmental revenue	-	-	130,000	-
Charges for services	313,000	-	-	-
Fines, licenses and permits	-	-	-	-
Interest income	5,000	-	10,000	50,000
Miscellaneous	-	-	-	110,000
<b>Total estimated revenues</b>	<b>\$ 318,000</b>	<b>\$ -</b>	<b>\$ 140,000</b>	<b>\$ 160,000</b>
<b>Estimated expenditures:</b>				
Personal services	350,000	-	-	-
Other expenses	-	-	46,820	17,076,910
Capital outlay	-	-	-	-
<b>Total estimated expenditures</b>	<b>\$ 350,000</b>	<b>\$ -</b>	<b>\$ 46,820</b>	<b>\$ 17,076,910</b>
<b>Excess of revenues over expenditures</b>	<b>\$ (32,000)</b>	<b>\$ -</b>	<b>\$ 93,180</b>	<b>\$ (16,916,910)</b>
<b>Other financing sources:</b>				
Transfers in	-	-	-	17,780,765
Transfers out	-	-	(80,000)	-
Advances in	-	-	-	-
Advances out	-	-	-	-
<b>Total other financing sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (80,000)</b>	<b>\$ 17,780,765</b>
<b>Net change in fund balance</b>	<b>\$ (32,000)</b>	<b>\$ -</b>	<b>\$ 13,180</b>	<b>\$ 863,855</b>
<b>Estimated fund balance, January 1</b>	<b>\$ 176,296</b>	<b>\$ 300,000</b>	<b>\$ 514,497</b>	<b>\$ 3,828,189</b>
<b>Estimated fund balance, December 31</b>	<b>\$ 144,296</b>	<b>\$ 300,000</b>	<b>\$ 527,677</b>	<b>\$ 4,692,044</b>
<b>Percentage Change in Fund Balance</b>	<b>-18%</b>	<b>0%</b>	<b>3%</b>	<b>23%</b>





**Revenue and Expenditure Summary**  
**(Excludes TIF Funds and Construction Funds)**

<b>Fund</b>	<b>Capital Improvements</b>	<b>Parkland Acquisition</b>	<b>Cemetery Perpetual Care</b>	<b>Water</b>
<b>Estimated revenues:</b>				
Income taxes	\$ 22,321,425	\$ -	\$ -	\$ -
Property taxes	2,781,500	693,650	-	-
Hotel/Motel taxes	-	-	-	-
Intergovernmental revenue	299,000	126,000	-	-
Charges for services	-	-	-	1,000,000
Fines, licenses and permits	-	-	-	2,500
Interest income	225,000	-	30,000	220,000
Miscellaneous	2,700,000	-	-	-
<b>Total estimated revenues</b>	<b>\$ 28,326,925</b>	<b>\$ 819,650</b>	<b>\$ 30,000</b>	<b>\$ 1,222,500</b>
<b>Estimated expenditures:</b>				
Personal services	-	-	-	324,560
Other expenses	46,000	11,150	-	927,200
Capital outlay	40,160,000	750,000	-	981,500
<b>Total estimated expenditures</b>	<b>\$ 40,206,000</b>	<b>\$ 761,150</b>	<b>\$ -</b>	<b>\$ 2,233,260</b>
<b>Excess of revenues over expenditures</b>	<b>\$ (11,879,075)</b>	<b>\$ 58,500</b>	<b>\$ 30,000</b>	<b>\$ (1,010,760)</b>
<b>Other financing sources:</b>				
Transfers in	7,600,250	-	-	-
Transfers out	(7,507,635)	(207,000)	-	-
Advances in	2,308,937	-	-	-
Advances out	(350,000)	-	-	-
<b>Total other financing sources</b>	<b>\$ 2,051,552</b>	<b>\$ (207,000)</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net change in fund balance</b>	<b>\$ (9,827,523)</b>	<b>\$ (148,500)</b>	<b>\$ 30,000</b>	<b>\$ (1,010,760)</b>
<b>Estimated fund balance, January 1</b>	<b>\$ 16,195,834</b>	<b>\$ 1,093,156</b>	<b>\$ 1,476,104</b>	<b>\$ 11,195,561</b>
<b>Estimated fund balance, December 31</b>	<b>\$ 6,368,311</b>	<b>\$ 944,656</b>	<b>\$ 1,506,104</b>	<b>\$ 10,184,801</b>
<b>Percentage Change in Fund Balance</b>	-61% (Note 6)	-14%	2%	-9%



**Revenue and Expenditure Summary**  
**(Excludes TIF Funds and Construction Funds)**

<b>Fund</b>	<b>Sewer</b>	<b>Merchandising</b>	<b>Employee Benefits</b>	<b>Workers Compensation</b>
<b>Estimated revenues:</b>				
Income taxes	\$ -	\$ -	\$ -	\$ -
Property taxes	-	-	-	-
Hotel/Motel taxes	-	-	-	-
Intergovernmental revenue	-	-	-	-
Charges for services	2,430,000	-	8,712,381	100,000
Fines, licenses and permits	-	-	-	-
Interest income	100,000	-	60,000	1,000
Miscellaneous	-	-	-	-
<b>Total estimated revenues</b>	<b>\$ 2,530,000</b>	<b>\$ -</b>	<b>\$ 8,772,381</b>	<b>\$ 101,000</b>
<b>Estimated expenditures:</b>				
Personal services	1,014,800	-	106,255	-
Other expenses	1,848,395	-	8,872,185	301,250
Capital outlay	355,870	-	-	-
<b>Total estimated expenditures</b>	<b>\$ 3,219,065</b>	<b>\$ -</b>	<b>\$ 8,978,440</b>	<b>\$ 301,250</b>
<b>Excess of revenues over expenditures</b>	<b>\$ (689,065)</b>	<b>\$ -</b>	<b>\$ (206,059)</b>	<b>\$ (200,250)</b>
<b>Other financing sources:</b>				
Transfers in	200,000	-	-	-
Transfers out	-	-	-	-
Advances in	-	-	-	-
Advances out	-	-	-	-
<b>Total other financing sources</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net change in fund balance</b>	<b>\$ (489,065)</b>	<b>\$ -</b>	<b>\$ (206,059)</b>	<b>\$ (200,250)</b>
<b>Estimated fund balance, January 1</b>	<b>\$ 4,389,570</b>	<b>\$ 34,037</b>	<b>\$ 3,194,988</b>	<b>\$ 219,710</b>
<b>Estimated fund balance, December 31</b>	<b>\$ 3,900,505</b>	<b>\$ 34,037</b>	<b>\$ 2,988,929</b>	<b>\$ 19,460</b>
<b>Percentage Change in Fund Balance</b>	-11%	0%	-6%	-91% (Note 7)



**Revenue and Expenditure Summary**  
**(Excludes TIF Funds and Construction Funds)**

<b>Fund</b>	<b>Fiduciary</b>	<b>Total</b>
<b>Estimated revenues:</b>		
Income taxes	\$ -	\$ 89,285,700
Property taxes	-	3,933,450
Hotel/Motel taxes	1,295,000	3,695,000
Intergovernmental revenue		3,947,238
Charges for services	572,245	24,020,538
Fines, licenses and permits	-	3,554,900
Interest income	8,600	1,969,840
Miscellaneous	1,319,200	8,120,100
<b>Total estimated revenues</b>	<b>\$ 3,195,045</b>	<b>\$ 138,526,766</b>
<b>Estimated expenditures:</b>		
Personal services	-	58,217,985
Other expenses	3,089,595	69,348,315
Capital outlay	-	44,367,780
<b>Total estimated expenditures</b>	<b>\$ 3,089,595</b>	<b>\$ 171,934,080</b>
<b>Excess of revenues over expenditures</b>	<b>\$ 105,450</b>	<b>\$ (33,407,314)</b>
<b>Other financing sources:</b>		
Transfers in	-	46,511,015 *
Transfers out	-	(35,711,345) *
Advances in	-	2,508,937 *
Advances out	-	(2,975,000) *
<b>Total other financing sources</b>	<b>\$ -</b>	<b>\$ 10,333,607</b>
<b>Net change in fund balance</b>	<b>\$ 105,450</b>	
<b>Estimated fund balance, January 1</b>	<b>\$ 1,019,629</b>	
<b>Estimated fund balance, December 31</b>	<b>\$ 1,125,079</b>	
<b>Percentage Change in Fund Balance</b>		10%

*\* Please Note: Given that TIF Funds are excluded from the Revenue and Expenditure Summary, the total of 'Transfers In' will not equal the total of 'Transfers Out' nor will the 'Advances In' equal the 'Advances Out.'*



**Revenue and Expenditure Summary by Fund Type  
(Excludes TIF Funds and Construction Funds)**

Fund	General Fund			Special Revenue Funds		
	2018 Actual	2019 Estimate	2020 Budget	2018 Actual	2019 Estimate	2020 Budget
<b>Estimated revenues:</b>						
Income taxes	\$ 66,090,159	\$ 65,651,250	\$ 66,964,275	\$ -	\$ -	\$ -
Property taxes	-	-	-	473,680	458,300	458,300
Hotel/Motel taxes	-	-	-	2,217,172	2,500,000	2,400,000
Intergovernmental revenue	365,223	285,645	539,138	2,220,980	1,950,200	2,983,100
Charges for services	1,187,527	1,081,000	1,082,500	9,199,337	9,254,355	10,123,412
Fines, licenses and permits	4,283,694	3,191,650	3,324,400	242,055	218,000	228,000
Interest income	941,042	900,000	1,100,000	201,532	103,510	175,240
Miscellaneous	605,903	3,303,000	3,603,000	652,770	339,400	387,900
<b>Total estimated revenues</b>	<b>\$ 73,473,549</b>	<b>\$ 74,412,545</b>	<b>\$ 76,613,313</b>	<b>\$ 15,207,526</b>	<b>\$ 14,823,765</b>	<b>\$ 16,755,952</b>
<b>Estimated expenditures:</b>						
Personal services	24,794,306	26,886,872	28,854,930	23,461,905	25,363,922	27,917,440
Other expenses	22,322,456	31,238,947	27,907,825	7,651,488	10,539,612	9,267,805
Capital outlay	6,496,276	1,635,513	1,625,760	696,432	1,616,018	494,650
<b>Total estimated expenditures</b>	<b>\$ 53,613,038</b>	<b>\$ 59,761,333</b>	<b>\$ 58,388,515</b>	<b>\$ 31,809,825</b>	<b>\$ 37,519,551</b>	<b>\$ 37,679,895</b>
<b>Excess of revenues over expenditures</b>	<b>\$ 19,860,511</b>	<b>\$ 14,651,212</b>	<b>\$ 18,224,798</b>	<b>\$ (16,602,299)</b>	<b>\$ (22,695,786)</b>	<b>\$ (20,923,943)</b>
<b>Other financing sources (uses):</b>						
Transfers in	-	500,000	500,000	17,335,000	19,560,000	20,430,000
Transfers out	(23,193,050)	(19,480,000)	(26,850,250)	(256,417)	(282,900)	(1,146,460)
Advances in	21,023,902	1,660,000	200,000	-	-	-
Advances out	(20,605,000)	(1,830,000)	(1,400,000)	(400,000)	(50,000)	(1,225,000)
<b>Total other financing sources (uses)</b>	<b>\$ (22,774,148)</b>	<b>\$ (19,150,000)</b>	<b>\$ (27,550,250)</b>	<b>\$ 16,678,583</b>	<b>\$ 19,227,100</b>	<b>\$ 18,058,540</b>
<b>Net change in fund balance</b>	<b>\$ (2,913,637)</b>	<b>\$ (4,498,788)</b>	<b>\$ (9,325,452)</b>	<b>\$ 76,284</b>	<b>\$ (3,468,686)</b>	<b>\$ (2,865,403)</b>



**Revenue and Expenditure Summary by Fund Type**  
**(Excludes TIF Funds and Construction Funds)**

Fund	Debt Service Funds			Capital Project Funds		
	2018 Actual	2019 Estimate	2020 Budget	2018 Actual	2019 Estimate	2020 Budget
<b>Estimated revenues:</b>						
Income taxes	\$ -	\$ -	\$ -	\$ 22,030,056	\$ 21,883,750	\$ 22,321,425
Property taxes	-	-	-	3,541,493	3,470,150	3,475,150
Hotel/Motel taxes	-	-	-	-	-	-
Intergovernmental revenue	-	-	-	438,862	406,500	425,000
Charges for services	-	-	-	-	-	-
Fines, licenses and permits	-	-	-	-	260,000	-
Interest income	73,340	500	50,000	506,048	140,000	225,000
Miscellaneous	113,194	117,000	110,000	222,776	2,500,000	2,700,000
<b>Total estimated revenues</b>	<b>\$ 186,535</b>	<b>\$ 117,500</b>	<b>\$ 160,000</b>	<b>\$ 26,739,236</b>	<b>\$ 28,660,400</b>	<b>\$ 29,146,575</b>
<b>Estimated expenditures:</b>						
Personal services	-	-	-	-	-	-
Other expenses	15,433,475	17,344,055	17,076,910	55,972	57,150	57,150
Capital outlay	-	-	-	24,161,291	34,822,482	40,910,000
<b>Total estimated expenditures</b>	<b>\$ 15,433,475</b>	<b>\$ 17,344,055</b>	<b>\$ 17,076,910</b>	<b>\$ 24,217,263</b>	<b>\$ 34,879,632</b>	<b>\$ 40,967,150</b>
<b>Excess of revenues over expenditures</b>	<b>\$ (15,246,940)</b>	<b>\$ (17,226,555)</b>	<b>\$ (16,916,910)</b>	<b>\$ 2,521,973</b>	<b>\$ (6,219,232)</b>	<b>\$ (11,820,575)</b>
<b>Other financing sources (uses):</b>						
Transfers in	15,809,650	14,399,321	17,780,765	5,938,050	574,000	7,600,250
Transfers out	-	-	-	-	(7,115,590)	(7,714,635)
Advances in	-	-	-	2,653,500	1,688,500	2,308,937
Advances out	-	-	-	(8,088,194)	(685,000)	(350,000)
<b>Total other financing sources (uses)</b>	<b>\$ 15,809,650</b>	<b>\$ 14,399,321</b>	<b>\$ 17,780,765</b>	<b>\$ 503,356</b>	<b>\$ (5,538,090)</b>	<b>\$ 1,844,552</b>
<b>Net change in fund balance</b>	<b>\$ 562,710</b>	<b>\$ (2,827,234)</b>	<b>\$ 863,855</b>	<b>\$ 3,025,329</b>	<b>\$ (11,757,322)</b>	<b>\$ (9,976,023)</b>



**Revenue and Expenditure Summary by Fund Type  
(Excludes TIF Funds and Construction Funds)**

Fund	Permanent Funds			Enterprise Funds		
	2018 Actual	2019 Estimate	2020 Budget	2018 Actual	2019 Estimate	2020 Budget
<b>Estimated revenues:</b>						
Income taxes	\$ -	\$ -	\$ -	\$ -		\$ -
Property taxes	-	-	-	-		-
Hotel/Motel taxes	-	-	-	-		-
Intergovernmental revenue	-	-	-	-		-
Charges for services	15,450	-	-	4,254,423	3,070,000	3,430,000
Fines, licenses and permits	-	-	-	3,680	2,500	2,500
Interest income	28,781	21,500	30,000	362,232	200,000	320,000
Miscellaneous	-	-	-	-	-	-
<b>Total estimated revenues</b>	<b>\$ 44,231</b>	<b>\$ 21,500</b>	<b>\$ 30,000</b>	<b>\$ 4,620,335</b>	<b>\$ 3,272,500</b>	<b>\$ 3,752,500</b>
<b>Estimated expenditures:</b>						
Personal services	-	-	-	1,079,886	1,244,524	1,339,360
Other expenses	-	-	-	2,537,999	2,734,039	2,775,595
Capital outlay	-	-	-	1,425,845	2,901,343	1,337,370
<b>Total estimated expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,043,730</b>	<b>\$ 6,879,906</b>	<b>\$ 5,452,325</b>
<b>Excess of revenues over expenditures</b>	<b>\$ 44,231</b>	<b>\$ 21,500</b>	<b>\$ 30,000</b>	<b>\$ (423,396)</b>	<b>\$ (3,607,406)</b>	<b>\$ (1,699,825)</b>
<b>Other financing sources (uses):</b>						
Transfers in	-	-	-	1,375,629	700,000	200,000
Transfers out	-	-	-	-	-	-
Advances in	-	-	-	-	-	-
Advances out	-	-	-	-	-	-
<b>Total other financing sources (uses)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,375,629</b>	<b>\$ 700,000</b>	<b>\$ 200,000</b>
<b>Net change in fund balance</b>	<b>\$ 44,231</b>	<b>\$ 21,500</b>	<b>\$ 30,000</b>	<b>\$ 952,233</b>	<b>\$ (2,907,406)</b>	<b>\$ (1,499,825)</b>



**Revenue and Expenditure Summary by Fund Type  
(Excludes TIF Funds and Construction Funds)**

Fund	Internal Service Funds			Fiduciary Funds		
	2018 Actual	2019 Estimate	2020 Budget	2018 Actual	2019 Estimate	2020 Budget
<b>Estimated revenues:</b>						
Income taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Property taxes	-	-	-	-	-	-
Hotel/Motel taxes	-	-	-	1,193,862	1,346,150	1,295,000
Intergovernmental revenue	-	-	-	-	-	-
Charges for services	8,260,530	7,841,078	8,812,381	366,805	572,245	572,245
Fines, licenses and permits	-	-	-	-	-	-
Interest income	59,091	46,000	61,000	16,625	8,600	8,600
Miscellaneous	30,733	-	-	1,885,496	1,304,200	1,319,200
<b>Total estimated revenues</b>	<b>\$ 8,350,353</b>	<b>\$ 7,887,078</b>	<b>\$ 8,873,381</b>	<b>\$ 3,462,788</b>	<b>\$ 3,231,195</b>	<b>\$ 3,195,045</b>
<b>Estimated expenditures:</b>						
Personal services	92,773	97,760	106,255	-	-	-
Other expenses	7,471,172	7,975,571	9,173,435	4,409,250	3,274,783	3,089,595
Capital outlay	-	-	-	433,856	250,000	-
<b>Total estimated expenditures</b>	<b>\$ 7,563,945</b>	<b>\$ 8,073,331</b>	<b>\$ 9,279,690</b>	<b>\$ 4,843,106</b>	<b>\$ 3,524,783</b>	<b>\$ 3,089,595</b>
<b>Excess of revenues over expenditures</b>	<b>\$ 786,408</b>	<b>\$ (186,253)</b>	<b>\$ (406,309)</b>	<b>\$ (1,380,318)</b>	<b>\$ (293,588)</b>	<b>\$ 105,450</b>
<b>Other financing sources (uses):</b>						
Transfers in	-	-	-	-	-	-
Transfers out	-	-	-	-	-	-
Advances in	-	-	-	-	-	-
Advances out	-	-	-	-	-	-
<b>Total other financing sources (uses)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net change in fund balance</b>	<b>\$ 786,408</b>	<b>\$ (186,253)</b>	<b>\$ (406,309)</b>	<b>\$ (1,380,318)</b>	<b>\$ (293,588)</b>	<b>\$ 105,450</b>



**Revenue and Expenditure Summary by Fund Type  
(Excludes TIF Funds and Construction Funds)**

Fund	Totals		
	2018 Actual	2019 Estimate	2020 Budget
<b>Estimated revenues:</b>			
Income taxes	\$ 88,120,215	\$ 87,535,000	\$ 89,285,700
Property taxes	4,015,173	3,928,450	3,933,450
Hotel/Motel taxes	3,411,034	3,846,150	3,695,000
Intergovernmental revenue	3,025,065	2,642,345	3,947,238
Charges for services	23,284,073	21,818,678	24,020,538
Fines, licenses and permits	4,529,429	3,672,150	3,554,900
Interest income	2,188,692	1,420,110	1,969,840
Miscellaneous	3,510,872	7,563,600	8,120,100
<b>Total estimated revenues</b>	<b>\$ 132,084,553</b>	<b>\$ 132,426,483</b>	<b>\$ 138,526,766</b>
<b>Estimated expenditures:</b>			
Personal services	49,428,871	53,593,079	58,217,985
Other expenses	59,881,812	73,164,157	69,348,315
Capital outlay	33,213,700	41,225,355	44,367,780
<b>Total estimated expenditures</b>	<b>\$ 142,524,382</b>	<b>\$ 167,982,591</b>	<b>\$ 171,934,080</b>
<b>Excess of revenues over expenditures</b>	<b>\$ (10,439,829)</b>	<b>\$ (35,556,108)</b>	<b>\$ (33,407,314)</b>
<b>Other financing sources (uses):</b>			
Transfers in	40,458,329	35,733,321	46,511,015
Transfers out	(23,449,467)	(26,878,490)	(35,711,345)
Advances in	23,677,402	3,348,500	2,508,937
Advances out	(29,093,194)	(2,565,000)	(2,975,000)
<b>Total other financing sources (uses)</b>	<b>\$ 11,593,070</b>	<b>\$ 9,638,331</b>	<b>\$ 10,333,607</b>
<b>Net change in fund balance</b>	<b>\$ 1,153,241</b>	<b>\$ (25,917,777)</b>	<b>\$ (23,073,707)</b>

**Notes to the Revenue and Expenditures Statements by Fund Type:**

1. Given that TIF Funds are excluded from the Revenue and Expenditure Summary, the total of 'Transfers In' will not equal the total of 'Transfers Out' nor will the 'Advances In' equal the 'Advances Out.'

2. Operating revenues in any given year may exceed expenditures. However, each fund in which expenditures are anticipated to exceed revenues must have sufficient fund balances to offset the differences.



**COMPARISON OF REVENUE AND EXPENDITURES**

(Excludes Other Financing Sources and Uses)

While the City utilizes fund accounting to track the activities of each of the funds, the City generally reports the operating budget in terms of operating revenue and expenditures. The funds listed in the box below comprise the general operating budget of the City. The debt funds, capital funds, enterprise funds, internal service funds, and fiduciary funds are excluded, as are transfers and advances.

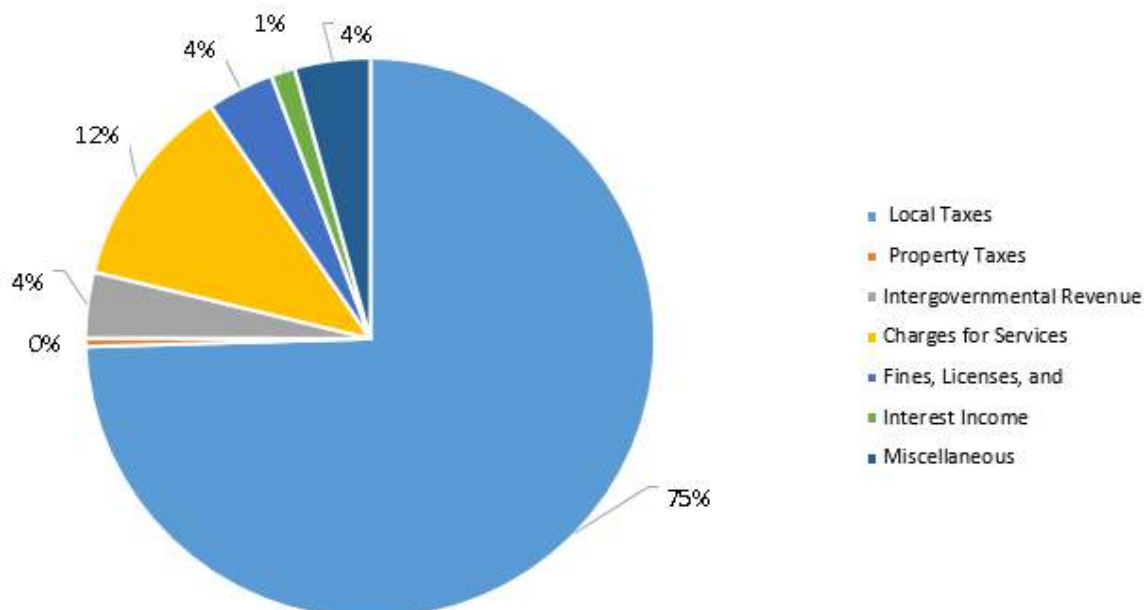
**Operating Revenue & Expenditures**

Incorporates revenue and expenditures from the following funds:

- |                                |                           |
|--------------------------------|---------------------------|
| ▪ General                      | ▪ Hotel/Motel Tax         |
| ▪ Street Maintenance & Repair* | ▪ Enforcement & Education |
| ▪ State Highway                | ▪ Law Enforcement         |
| ▪ Cemetery*                    | ▪ Mandatory Drug Find     |
| ▪ Recreation*                  | ▪ Mayor's Court Computer  |
| ▪ Safety*                      | ▪ Wireless 911            |
| ▪ Pool*                        |                           |

\*Funded, in part, by transfers from the General Fund

This year, like others in the past, show a budget in which the operating expenditures are budgeted to exceed the operating revenue. For 2020, the variance is estimated to be \$2.9 million on operating revenue of \$92.9 million and operating expenditures of \$95.7 million. This is due to the City's conservative approach to budgeting revenues.

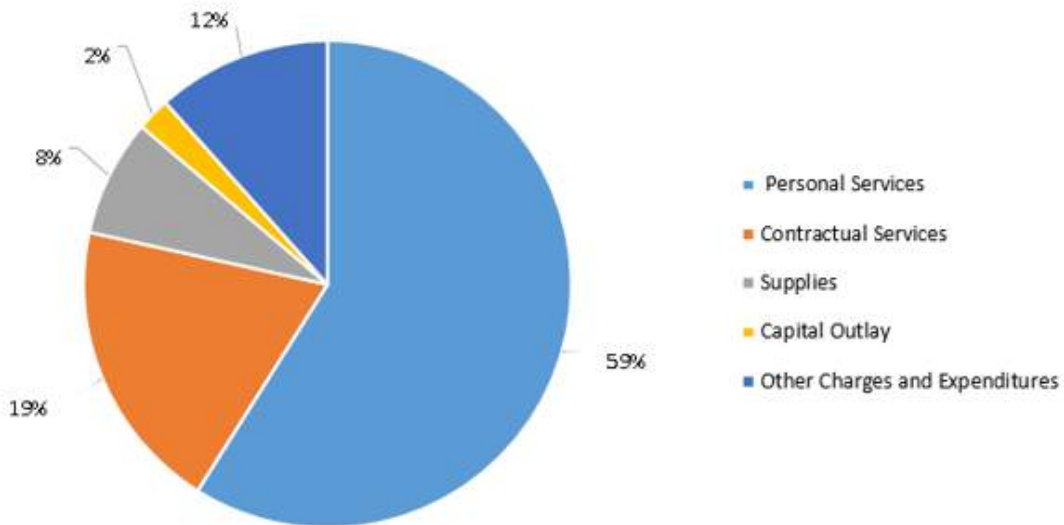
**2020 Budgeted Revenue - \$92,931,265**



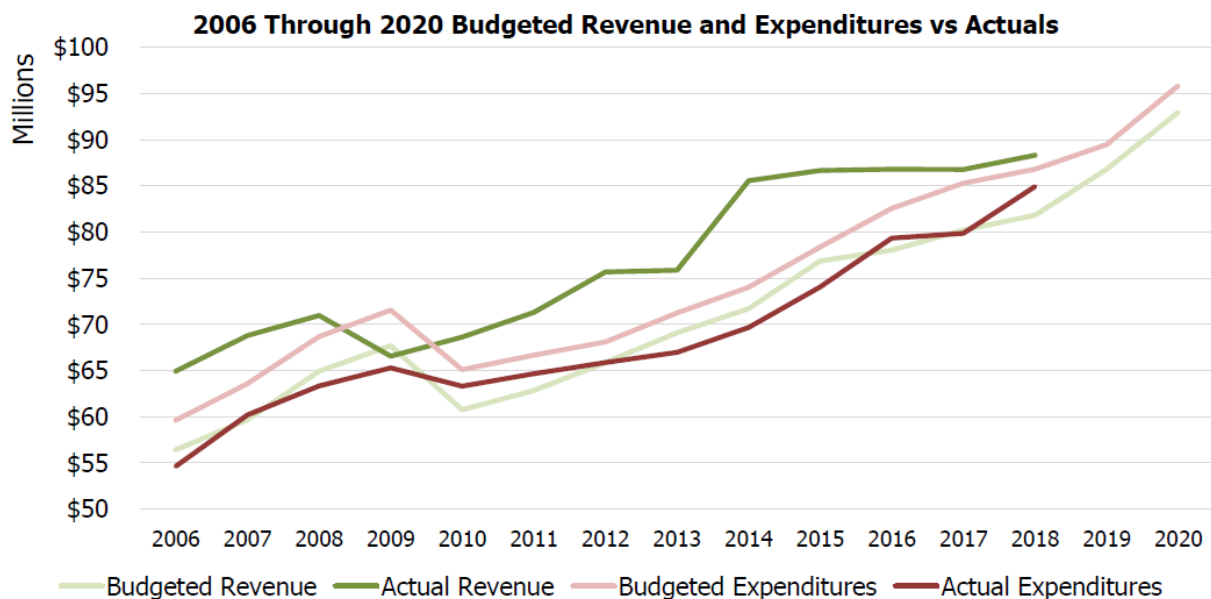
## COMPARISON OF REVENUE AND EXPENDITURES

(Excludes Other Financing Sources and Uses)

### 2020 Budgeted Expenditures - \$95,718,410



While the projections for 2020 shows expenditures exceeding revenue, history has shown that what actually occurred is that the variance between actual revenue and actual expenditures has been inversed, with operating revenue exceeding the operating expenditures.





## COMPARISON OF REVENUE AND EXPENDITURES

(Excludes Other Financing Sources and Uses)

### **Trend Projection Analysis**

With regard to trend projections, one-time or non-recurring revenue and expenditures in 2020 was examined, as well as spending trends. The first notable item is that the City does not typically have non-recurring types of revenue. The only real example of this would be the sale of the City's large capital assets such as land or buildings. Historically, this is a rarity, however it is planned to occur in 2020.

In 2020, the City has planned a number of non-recurring expenditures. Particularly, the expenditures associated with the 27<sup>th</sup> pay period, and the final payment for the Riegle property purchase (economic development land on Shier Rings Road). There are also contractual obligations beginning in 2020 that are not planned to be recurring in nature for parks maintenance, and economic development. Contractual service spending of \$18.6mm in 2020 is budgeted, although a majority of this is spending required for basic services such as legal review, investment banking services, and commercial and residential plan reviews. In some departments, like Engineering and Planning, the contractual obligations are more aligned with planned project execution. These expenditures are not necessarily non-recurring, because similar-type projects are budgeted each year. However, if for some reason expenditures needed to be quickly reduced, these obligations could be eliminated or pushed to a future time without a significant impact on routine City-provided services, at least in the short term.

When removing the non-recurring expenditures and reviewing personal services, contractual services and supplies for years 2016 through 2018, an expenditure trend emerges. The expenditure trend is narrowing the positive variance between operating revenue and expenditures over this time period. The costs of the service categories (listed previously) are growing at a rate greater than the rate of operating revenue growth. If this trend would continue indefinitely, it would eventually pose a threat to maintaining a balanced budget. Despite this imbalance in expenditure growth, as it compares to revenue growth, operating revenue has continued to exceed operating expenditures in each of these years and is expected to continue to do so. Operating revenue and expenditures, and any trends within them, will continue to be monitored as we progress through the new fiscal year.

City Council and the City's Administration have taken proactive measures to ensure that expenditure growth related to daily operations remains as flat as possible, while maintaining the City's current high quality service levels. One of the primary cost drivers for the City is salary and benefit increases, as well as the addition of new staff for 2020. In both of these areas, City Council is taking action. Staffing requests for 2020 brought forward to City Council for review were thoughtfully vetted. Of the staff positions approved for 2020, nine out of ten of the new staff positions have off-setting revenue sources to cover their costs. Additionally, City Council has identified the area of health insurance benefits as a discussion area for 2020, and potential health plan changes may be evaluated.

By carefully limiting the increase of new staff positions, and monitoring and evaluation of operating costs, the City has taken steps to limit the growth of current and future budget expenditures, and maintain the positive variance between the revenue and expenditure lines.

**2020 Appropriations Summary by Expenditure Category - All Funds**

	<u>Personal Services</u>	<u>Other Expenses</u>	<u>Capital Outlay</u>	<u>Transfers / Advances</u>	<u>Total</u>
<b>General Fund</b>	\$ 28,854,930	\$ 27,907,825	\$ 1,625,760	\$ 28,250,250	\$ 86,638,765
<b>Special Revenue Funds</b>					
Street Maintenance and Repair Fund					
Street and Utilities Operations	2,829,250	1,290,130	22,800	925,000	5,067,180
Engineering	-	438,000	10,000	-	448,000
State Highway Fund					
Engineering	-	31,000	-	-	31,000
Finance	-	-	-	300,000	300,000
Recreation Fund					
Recreation Services	2,022,465	919,705	13,375	-	2,955,545
Community Recreation Center	2,754,010	1,099,860	132,770	-	3,986,640
Community Recreation Center Facilities	755,530	561,965	211,000	-	1,528,495
Community Events - Recreation	128,375	13,900	6,500	-	148,775
Finance	-	-	-	700,000	700,000
Swimming Pool Fund	411,210	229,815	14,580	-	655,605
Finance	-	-	-	100,000	100,000
Permissive Tax Fund	-	-	-	100,000	100,000
Hotel/Motel Tax Fund	966,075	4,027,115	30,000	166,460	5,189,650
Safety Fund					
Police	13,325,225	386,895	21,625	-	13,733,745
Communication	4,209,975	155,500	2,000	-	4,367,475
Finance	-	18,000	-	-	18,000
Wireless 9-1-1 Fund	-	46,820	-	80,000	126,820
Educations and Enforcement Fund	2,420	-	-	-	2,420
Law Enforcement Fund	-	-	7,000	-	7,000
Mayor's Court Computer Fund	1,750	4,500	8,000	-	14,250
Cemetery Fund	161,155	44,600	15,000	-	220,755
Accrued Leave Reserve Fund	-	350,000	-	-	350,000
<b>Debt Service Funds</b>					
General Obligation Debt Service	-	14,875,975	-	-	14,875,975
Economic Development Bond Retirement Fund	-	2,071,160	-	-	2,071,160
Special Assessments	-	129,775	-	-	129,775
<b>Capital Projects Funds</b>					
Capital Improvements Tax Fund	-	46,000	40,160,000	7,857,635	48,063,635
Parkland Acquisition Fund	-	11,150	750,000	207,000	968,150
Capital Improvement Construction	-	182,000	6,000,000	-	6,182,000
Capital Improvement Construction - DCRC	-	-	-	800,000	800,000
TIF Funds	-	3,624,135	3,470,000	12,083,607	19,177,742
<b>Enterprise Funds</b>					
Water Fund					
Streets and Utilities	193,535	301,500	1,500	-	496,535
Finance	-	293,640	-	-	293,640
Engineering	131,025	332,060	980,000	-	1,443,085
Sewer Fund					
Streets and Utilities	837,470	229,000	20,870	-	1,087,340
Finance	-	1,199,225	-	-	1,199,225
Engineering	177,330	420,170	320,000	-	917,500
Information Technology	-	15,000	-	-	15,000
Sewer Construction Fund	-	10,000	6,080,000	-	6,090,000
Merchandise Fund	-	-	-	-	-
<b>Internal Service Funds</b>					
Employee Benefits Self-Insurance Fund	106,255	8,872,185	-	-	8,978,440
Worker's Compensation Self-Insurance Fund	-	301,250	-	-	301,250
<b>Fiduciary Funds</b>					
Agency Fund	-	1,317,350	-	-	1,317,350
Dublin Convention and Visitor's Bureau Fund	-	1,200,000	-	-	1,200,000
Central Ohio Interoperable Radio System (COIRS)	-	317,500	-	-	317,500
Property Assessment Clean Energy (PACE)	-	254,745	-	-	254,745
<b>Totals</b>	<b>\$ 57,867,985</b>	<b>\$ 73,529,450</b>	<b>\$ 59,902,780</b>	<b>\$ 51,569,952</b>	<b>\$ 242,870,167</b>



## 2020 Appropriations Summary by Expenditure Category - General Fund

<u>General Fund</u>	<u>Personal Services</u>	<u>Other Expenses</u>	<u>Capital Outlay</u>	<u>Transfers/ Advances</u>	<u>Total</u>
City Council	\$ 751,985	\$ 30,500	-	-	\$ 782,485
Boards and Commissions	40,725	750	-	-	41,475
Office of the City Manager	1,032,620	337,880	-	-	1,370,500
Human Resources	1,410,925	779,900	-	-	2,190,825
Communications and Public Information	1,071,330	901,845	2,500	-	1,975,675
Legal Services	-	1,950,000	-	-	1,950,000
Court Services	313,980	116,625	-	-	430,605
Records Management	147,165	37,600	-	-	184,765
Miscellaneous Account/Contingencies	250,000	899,800	1,285,025	-	2,434,825
Information Technology	2,304,820	3,782,610	1,000	-	6,088,430
Finance - Office of the Director	1,484,590	304,800	-	-	1,789,390
Taxation	795,100	3,076,245	2,000	-	3,873,345
Miscellaneous Accounts	-	717,110	-	-	717,110
Transfers	-	-	-	26,850,250	26,850,250
Advances	-	-	-	1,400,000	1,400,000
Public Works					
Office of the Director	693,240	83,025	1,000	-	777,265
Solid Waste Management	783,380	2,898,840	5,125	-	3,687,345
Fleet Management	1,088,720	2,469,600	19,100	-	3,577,420
Engineering	3,178,030	1,015,810	20,000	-	4,213,840
Miscellaneous	-	365,875	-	-	365,875
Facilities Management	1,829,845	1,200,080	11,500	-	3,041,425
Parks and Recreation					
Office of the Director	637,255	1,677,645	-	-	2,314,900
Parks Operations	3,809,685	792,795	60,000	-	4,662,480
Horticulture	986,095	312,205	111,210	-	1,409,510
Forestry	862,175	180,655	100,300	-	1,143,130
Outreach and Engagement	437,180	102,800	-	-	539,980
Development					
Office of the Director	328,400	2,990	2,500	-	333,890
Planning	2,313,425	198,720	4,500	-	2,516,645
Economic Development	598,135	3,269,120	-	-	3,867,255
Building Standards	1,706,125	402,000	-	-	2,108,125
<b>Totals</b>	<b>\$ 28,854,930</b>	<b>\$ 27,907,825</b>	<b>\$ 1,625,760</b>	<b>\$ 28,250,250</b>	<b>\$ 86,638,765</b>



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## **DEBT ADMINISTRATION**





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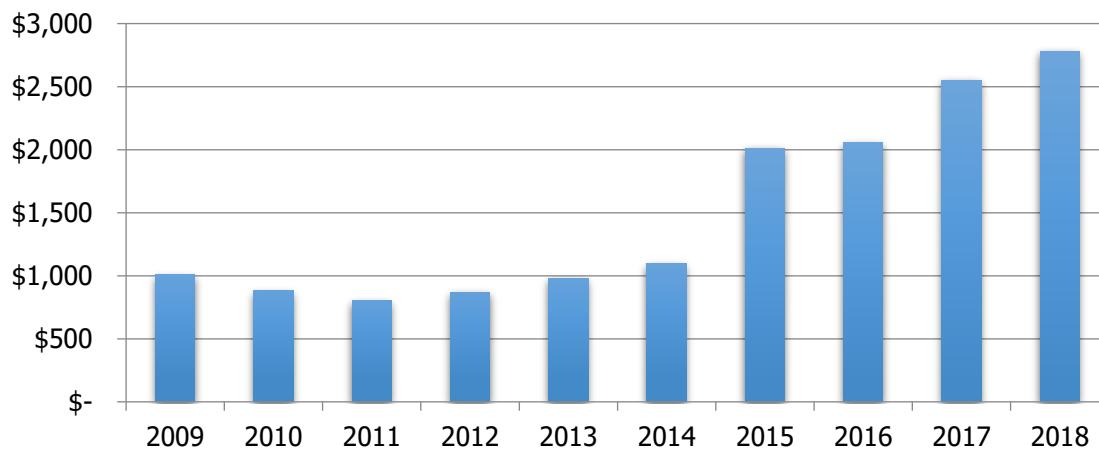




## DEBT ADMINISTRATION

Dublin's infrastructure needs are met through a five-year Capital Improvements Program (CIP). Currently, the 2020 - 2024 CIP programs nearly \$130 million in new capital assets and infrastructure over the five-year period. Several capital projects in past years have been funded utilizing proceeds from long-term debt. The City's CIP document provides a summary of additional infrastructure needs anticipated to be funded with long-term debt. By City of Dublin policy, fifteen percent of income tax revenues are allocated for debt service. The maximum amount of debt shall not exceed 90% of the allocation of income tax revenue allocated to pay debt service. Based on existing debt, the annual debt service for income tax funded projects totals approximately 8.4% of 2020 projected income tax revenues.

**Net Bonded General Obligation  
Debt per Capita  
as of December 31, 2018**



Source: City of Dublin Comprehensive Annual Financial Report (CAFR) for the fiscal year-ended December 31, 2018.

The City received ratings from Moody's Investors Service ("Moody's"), Fitch Ratings ("Fitch"), and, S&P Global ("S&P"). After completing a review that evaluated the City's existing financial condition, current developments and trends, and prospects for growth, all three agencies assigned their highest ratings, "Aaa", "AAA", and "AAA", respectively, to the City's bonds. In its report, S&P stated "Dublin's status as a desirable suburb within the fast-growing Columbus metropolitan statistical area, its commitment to maintaining a large and diverse employment base, which supports a healthy income tax stream, and its robust financial policy framework are key credit strengths supporting the 'AAA' rating." All agencies cited the City's strong and proactive management along with good financial policies and strong reserves as rationale for the rating. These ratings enable the City's debt to be issued at the lowest interest rates, resulting in reductions in future debt service payments. The City's diverse economic base, the City's history of operating surpluses and the continued use of that surplus to fund capital projects, and the City's continued long-term planning efforts will help maintain high credit ratings.

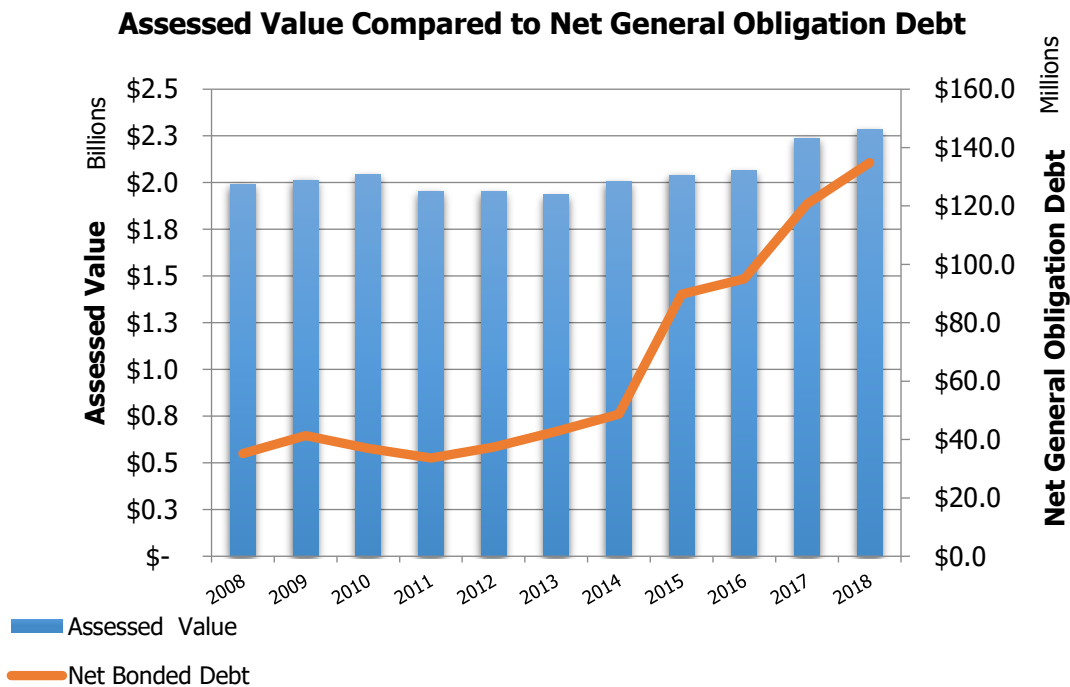
The City's long-term debt outstanding as of December 31, 2019 is estimated to be \$168.8 million. Of the total, approximately \$2.8 million will be retired using revenues generated by the City's water system operations, \$7.8 million will be retired using revenues generated by the City's sewer system operations, \$203,317 will be retired through the collection of special assessments,



\$200,000 will be retired using property tax revenues, \$160,831 will be retired using hotel/motel tax revenues, \$162,500 will be retired using State Highway revenues and \$66.1 million will be retired using service payments in lieu of taxes from tax increment financing districts. The remaining \$91.3 million, or about 54%, will be retired with income tax revenue.

Under current state statutes (Chapter 133 Ohio Revised Code), the City's general obligation debt issuances are subject to a legal limitation based on the total assessed value of real and personal property. Total general obligation debt of the City, exclusive of certain exempt debt, shall never exceed 10.5% of the total assessed valuation. The unvoted general obligation debt of the City cannot exceed 5.5% of the total assessed valuation. In tax year 2018 or fiscal year 2019, the City's total taxable assessed valuation was \$2,282,801,810. As a result, the City had a legal debt margin for total debt of \$239,694,190 and a legal debt margin for unvoted debt of \$124,554,100.

Limitation	Total Net Debt Applicable to Limit	Additional Debt Capacity Within Limitation
10 ½% = \$239,694,190	\$943,000	\$238,751,190
5 ½% = \$124,554,100	\$0	\$125,554,100



Source: City of Dublin Comprehensive Annual Financial Report (CAFR) for the fiscal year-ended December 31, 2018.

**DEBT SERVICE SCHEDULE**

Reflects Debt as of 12/31/2020

			Date Of Issue	Original Amount	O/S Principal	2020 Principal Payment	Interest Payment
<u>Unvoted Bonds (G.O.)</u>			<u>Source</u>				
(1)	Avery-Muirfield Interchange	Income Tax Revenue	9/1/99	8,316,788	\$ -	\$ -	\$ -
(4)	Rings Road Improvements (TIF)	Rings Road TIF	12/1/00	3,535,000	271,672	271,672	9,509
(6)	Arts Facility Acquisition	Hotel/Motel Tax Fund	12/1/00	1,360,000	103,236	103,236	3,613
(6)	Arts Facility Renovation	Hotel/Motel Tax Fund	12/1/00	755,000	57,595	57,595	2,016
(4)	Perimeter Drive Extension (TIF)	Perimeter West TIF	12/1/00	3,940,000	303,187	303,187	10,612
(4)	Emerald Parkway-Phase 7A (TIF)	Thomas Kohler TIF	12/1/00	2,020,000	154,310	154,310	5,401
(1)	Service Center	Income Tax Revenue	12/1/01	3,675,000	436,683	262,692	15,066
(1)	Municipal Pool South (OMB)	Income Tax Revenue	4/14/04	2,986,000	1,092,000	164,000	50,085
(4)	Industrial Pkwy/SR 161 Improvements	Perimeter West TIF	1/7/14	8,210,000	5,485,000	490,000	177,144
(2)	Darree Fields Water Tower	Water Fund	1/7/14	1,710,000	1,140,000	100,000	36,850
(3)	Sanitary Sewer Lining	Sewer Fund	1/7/14	1,880,000	1,260,000	110,000	40,738
(1)	LED Street Lights	Income Tax Revenue	10/2/12	2,185,000	755,000	245,000	20,825
(2)	Dublin Road Water Tower	Water Fund	10/2/12	2,360,000	1,680,000	105,000	51,788
(3)	Sewer Lining & Repairs	Sewer Fund	10/2/12	2,540,000	1,810,000	115,000	55,725
(4)	Emerald Parkway Phase 8	Emerald 8 TIF	12/17/13	5,420,000	5,295,000	305,000	175,425
(4)	Emerald Parkway Phase 8	Emerald 8 TIF	1/7/14	1,580,000	-	-	-
(4)	Bridge Street - Land Acquisition	Bridge Street TIF/River Ridge TIF/McKittrick	12/17/13	4,435,000	4,310,000	250,000	142,800
(4)	Bridge Street - Land Acquisition	Bridge Street TIF/River Ridge TIF/McKittrick	1/7/14	1,265,000	-	-	-
(4)	270/33 Interchange (Design, ROW)	Ruscilli/Upper Metro TIF	1/7/14	9,000,000	3,825,000	920,000	113,075
(1)	Justice Center Improvements	Income Tax Revenue	9/30/15	10,600,000	9,095,000	415,000	365,294
(3)	Sewer Lining & Repairs	Sewer Fund	9/30/15	2,500,000	2,145,000	100,000	86,169
(4)	BSD Transportation (Riverside Dr/161/Park)	Various	9/30/15	25,000,000	21,455,000	980,000	861,725
(4)	BSD Transportation (Bridge Park)	Bridge Park TIF	9/30/15	11,100,000	9,815,000	450,000	394,081
(1)	BSD Parking Structures (Tax-Exempt)	Bridge Park TIF	10/28/15	16,000,000	16,000,000	-	718,231
(1)	BSD Parking Structures (Taxable)	Bridge Park TIF	10/28/15	16,000,000	15,005,000	730,000	622,925
(4)	270/33 Interchange (Construction) (SIB)	Pizzutti, Dublin Meth, Upper Metro	2/10/15	10,010,000	6,936,711	357,464	687,231
(8)	Dublin Road/Glick Road Improvements (OPWC)	State Highway	7/1/14	250,000	162,500	25,000	-
(4)	BSD Transportation (John Shields Parkway II)	Bridge Street TIFs	12/6/16	9,325,000	8,265,000	375,000	256,550
(1)	Service Center Renovation/Expansion	Income Tax Revenue	8/2/17	3,300,000	3,065,000	125,000	120,300
(3)	Sewer Lining & Repairs/Extensions	Sewer Fund	8/2/17	1,380,000	1,280,000	50,000	50,300
(1)	Pedestrian Bridge/N. High Street	Income Tax Revenue	8/2/17	27,200,000	25,270,000	1,020,000	992,150
(1)	CML/City Parking Garage	Income Tax Revenue	12/18/18	15,600,000	15,065,000	530,000	691,781
(1)	CML/City Parking Garage	Income Tax Revenue	12/18/18	4,000,000	3,865,000	135,000	165,738
(1)	Riverside Crossing Park	Income Tax Revenue	12/18/18	1,750,000	1,690,000	60,000	77,619
(3)	Sewer Lining & Repairs/Extensions	Sewer Fund	12/18/18	1,350,000	1,305,000	45,000	59,888
					168,397,894	9,354,156	7,060,652
<u>Unvoted Special Assessment Bonds</u>							
(7)	Ballantrae (2001)	Special Assessment	12/1/01	1,700,000	203,317	122,308	7,015
					203,317	122,308	7,015
<u>Voted Bonds (G.O.)</u>							
(4)	Woerner-Temple Road	Woerner Temple TIF	12/1/00	5,555,000	-	-	-
(1)	Emerald Parkway Overpass - Phase 7	Income Tax Revenue	12/1/00	6,565,000	-	-	-
(5)	Coffman Park Expansion	Property Tax Revenue	12/1/00	3,135,000	200,000	200,000	7,000
					200,000	200,000	7,000
Total Debt Payments					\$ 168,801,211	\$ 9,676,464	\$ 7,074,666
(1)	Supported by income tax revenue				\$ 91,338,683	\$ 3,686,692	\$ 3,840,014
(2)	Supported by Water Fund revenue				2,820,000	205,000	88,638
(3)	Supported by Sewer Fund revenue				7,800,000	420,000	292,819
(4)	Supported by TIF revenue				66,115,880	4,856,633	2,833,552
(5)	Supported by property tax revenue				200,000	200,000	7,000
(6)	Supported by Hotel/Motel Tax Fund revenue				160,831	160,831	5,629
(7)	Supported by special assessment revenue				203,317	122,308	7,015
(8)	Supported by State Highway Fund revenue				162,500	25,000	-



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# 3 | General Fund





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## City Council

### **STATEMENT OF FUNCTIONS**

All powers of the City permitted by the Revised Charter, the Constitution and the laws of the State of Ohio are vested in Council. Council provides for the exercise of all City powers and for the performance of all duties and obligations imposed on the City by law, through the adoption of legislation. City Council's responsibilities include reviewing, deliberating and approving legislation as prescribed by the Revised Charter and the laws of the State of Ohio applicable to municipalities. City Council establishes goals and long-range policies for the City.

Council is composed of seven members who serve four-year terms. Three are nominated and elected by the electors of the City at large and four are nominated and elected by the electors of each of the four Council wards. All candidates for City Council must be residents of Dublin for one year prior to filing a petition of candidacy. Council members must be residents of the City of Dublin throughout their term of office. Ward Council members must be residents of the ward which they represent at the time they file for office and during their entire term of office.

City Council elects a Mayor and Vice Mayor to serve two-year terms. The Mayor presides over all City Council meetings. The Vice Mayor performs these duties in the absence of the Mayor.

The Clerk of Council is appointed by the City Council and serves at its pleasure. The Clerk of Council is an officer of the City and provides notice of Council meetings to its members and the public, keeps the minutes of Council's proceedings and performs other duties as provided by the Revised Charter or by Council.

### **OBJECTIVES AND ACTIVITIES**

- To establish goals for the community to be implemented by staff and/or City Council.
- To set policy in a clear and consistent manner in order to provide a framework for administrative implementation.
- To continue to be responsive to the needs and expectations of the citizens of Dublin.

#### **PERSONNEL DATA** **POSITION TITLE**

#### **2019** **CURRENT NUMBER**

#### **2020** **ADOPTED**

Mayor	1	1
Vice Mayor	1	1
Council Member	5	5
Clerk of Council	1	1
Deputy Clerk of Council	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>10</b>	<b>10</b>

#### **PART-TIME/SEASONAL STAFF**

Intern (1)	<u>1</u>	<u>1</u>
	<b>1</b>	<b>1</b>

### **NOTES & ADJUSTMENTS:**



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>101 General Fund</b>					
<b>50 City Council</b>					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	332,559	342,515	342,515	362,010
701103	Overtime Wages	11,701	15,000	15,000	15,000
701104	Other Wages	0	10,800	10,800	10,800
701201	Employee Benefits	275,467	270,475	270,475	293,175
702000	Training/Travel	5,207	12,000	10,000	24,500
703100	Meeting Expenses	2,573	10,000	25,000	7,500
703101	Ceremonial Functions Expense	12,675	24,000	24,000	24,000
703201	Long Term Strategic Plan	2,822	15,000	2,000	15,000
<b>Personal Services Total:</b>		<b>643,004</b>	<b>699,790</b>	<b>699,790</b>	<b>751,985</b>
<b>Contractual Services</b>					
713004	Other Professional Services	8,069	16,000	17,497	16,000
715002	Advertising	5,916	4,000	4,000	4,000
716000	Memberships/Subscriptions	902	2,500	2,500	2,500
<b>Contractual Services Total:</b>		<b>14,886</b>	<b>22,500</b>	<b>23,997</b>	<b>22,500</b>
<b>Supplies</b>					
721001	Office Supplies	3,951	8,000	8,494	8,000
<b>Supplies Total:</b>		<b>3,951</b>	<b>8,000</b>	<b>8,494</b>	<b>8,000</b>
<b>City Council Total:</b>		<b>661,841</b>	<b>730,290</b>	<b>732,281</b>	<b>782,485</b>
<b>General Fund Total:</b>		<b>661,841</b>	<b>730,290</b>	<b>732,281</b>	<b>782,485</b>





		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>101 General Fund</b>					
<b>50 City Council</b>					
Boards and Commissions					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	7,000	8,400	8,400	8,400
701201	Employee Benefits	1,107	1,325	1,325	1,325
702000	Training/Travel	3,517	30,000	14,000	30,000
703100	Meeting Expenses	0	1,000	17,000	1,000
<b>Personal Services Total:</b>		<b>11,623</b>	<b>40,725</b>	<b>40,725</b>	<b>40,725</b>
<b>Contractual Services</b>					
716000	Memberships/Subscriptions	0	750	750	750
<b>Contractual Services Total:</b>		<b>0</b>	<b>750</b>	<b>750</b>	<b>750</b>
<b>City Council Total:</b>		<b>11,623</b>	<b>41,475</b>	<b>41,475</b>	<b>41,475</b>
<b>General Fund Total:</b>		<b>11,623</b>	<b>41,475</b>	<b>41,475</b>	<b>41,475</b>



## City Council Boards and Commissions

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### **BUDGET SUMMARY**

#### **10110510**

- Account 701101 provides funding for the salaries/wages of City Council Members and staff reflected under Personnel Data.
- Account 701104 provides funding for part-time (intern) staff.
- Account 701201 includes funding for benefits, including health insurance contributions for City Council Members, the Clerk of Council and Deputy Clerks of Council.
- Account 702000 includes funding for travel and training for Council Members and certification-related training for the Clerk of Council and Deputy Clerks of Council.
- Account 703101 includes funding for citywide ceremonial functions, which are reviewed and approved by the Mayor and the City Manager. These include events hosted by City Council; Memorial Tournament badges for Council Members; flowers, memorial donations and special occasion recognition.
- Account 703201 provides funding for long-term strategic planning workshops, and Council retreat(s).
- Account 713004 provides funding for codification services.
- Account 715002 provides funding for advertising expenses related to publication in local newspapers of the annual meeting schedule and Council candidate campaign finance reports. This Account also includes funding to record annexation documents with the county and state.

#### **10110520**

- Account 701101 provides funding for salaries/wages of seven Planning and Zoning Commission Members.
- Account 702000 provides funding, as authorized by City Council, of travel and training for Planning and Zoning Commission Members and funding for orientation and training for all Board and Commission Members. Funding is provided for ARB Members to attend the Annual National Forum through the National Alliance for Preservation Commissions (NAPC).
- Account 703100 provides funding for expenses related to meetings sponsored by various City advisory boards, commissions, committees and task forces.
- Account 716000 provides funding for American Planning Association (APA) memberships.

**Office of the City Manager****STATEMENT OF FUNCTIONS**

The City Manager is the Chief Administrative and Law Enforcement Officer of the City and is charged with the responsibility for the administration of all municipal affairs as empowered by the Revised Charter of the City of Dublin, City Ordinances or Resolutions and State laws. Some of the City Manager's primary responsibilities include: directing and supervising the administration of all departments and functions of the City; attending all Council meetings; ensuring that all laws, Revised Charter provisions, ordinances and resolutions of Council are faithfully executed; preparing the annual budget and capital improvements program; publishing an annual report of the financial and administrative activities of the City; and executing, on behalf of the City, all contracts and agreements.

**OBJECTIVES AND ACTIVITIES**

- To ensure alignment with City Council Strategic Focus Areas.
- Assist and advise City Council on strategic efforts.
- To provide leadership and direction for staff.
- To be responsive to needs of the community and to advise citizens regarding the structure and activities of the City organization.
- To facilitate citizen involvement and requests for service.
- To provide leadership in sustainable municipal services.

<b>PERSONNEL DATA</b>	<b>2019</b>	<b>2020</b>
<b><u>POSITION TITLE</u></b>	<b><u>CURRENT</u></b>	<b><u>ADOPTED</u></b>
	<b><u>NUMBER</u></b>	
City Manager	1	1
Assistant City Manager	1	1
Government and International Relations Manager	1	1
Director of Strategic Initiatives	0	0
Management Assistant	1	1
Executive Assistant to the City Manager	1	1
Administrative Support 1	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>6</b>	<b>6</b>
<b><u>PART-TIME/SEASONAL STAFF</u></b>		
Intern (ICF)	1	1
Intern	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>2</b>	<b>2</b>

**NOTES AND ADJUSTMENTS:**



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>101 General Fund</b>					
<b>10 City Manager</b>					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	763,049	675,090	675,090	725,040
701103	Overtime Wages	2,974	3,000	3,000	3,000
701104	Other Wages	16,957	32,125	32,125	32,125
701201	Employee Benefits	226,583	203,250	215,250	239,455
702000	Training/Travel	8,427	14,500	15,620	14,500
703100	Meeting Expenses	7,246	6,500	6,500	6,500
703202	Staff Goal Setting	5,160	12,000	14,624	12,000
<b>Personal Services Total:</b>		<b>1,030,397</b>	<b>946,465</b>	<b>962,209</b>	<b>1,032,620</b>
<b>Contractual Services</b>					
713004	Other Professional Services	104,161	76,800	130,800	84,800
716000	Memberships/Subscriptions	8,925	7,080	7,280	7,080
<b>Contractual Services Total:</b>		<b>113,086</b>	<b>83,880</b>	<b>138,080</b>	<b>91,880</b>
<b>Supplies</b>					
721001	Office Supplies	3,029	3,500	4,816	3,500
<b>Supplies Total:</b>		<b>3,029</b>	<b>3,500</b>	<b>4,816</b>	<b>3,500</b>
<b>Other Charges and Ex</b>					
751003	Special Projects/Programs	72,149	152,500	219,160	242,500
<b>Other Charges and Ex Total:</b>		<b>72,149</b>	<b>152,500</b>	<b>219,160</b>	<b>242,500</b>
<b>City Manager Total:</b>		<b>1,218,660</b>	<b>1,186,345</b>	<b>1,324,265</b>	<b>1,370,500</b>
<b>General Fund Total:</b>		<b>1,218,660</b>	<b>1,186,345</b>	<b>1,324,265</b>	<b>1,370,500</b>

**Office of the City Manager****BUDGET SUMMARY:****10110110**

- Account 701101 provides funding for the full-time staffing reflected under Personnel Data.
- Account 701104 provides funding for part-time (Intern) staff.
- Account 702000 provides funding for training and travel for the OCM.
- Account 703100 provides funding for external and internal meetings sponsored by the City. This may include food, beverages and any necessary supplies for meetings with staff retreats, forums, etc.
- Account 703202 provides funding for leadership team retreats and goal setting.
- Account 713004 provides funding for other professional services and consultants. For 2020, this includes funding for the City's Lean Six Sigma Black Belt/Green Belt program and consultants for special projects.
- Account 716000 provides funding for staff's membership to organizations such as International City/County Management Association (ICMA) and Ohio City/County Management Association (OCMA).
- Account 721001 provides office supplies, printing, and courier services.
- Account 751003 provides funding for projects such as the ICF 2020 Summit, ICF Institute, PIEworks, ASN Support and Friendship Cities – Ireland and Japan.



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**Office of the City Manager / Miscellaneous Accounts / Contingencies**

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**STATEMENT OF FUNCTIONS:**

These are miscellaneous accounts within the General Fund which are not directly related to the operational costs of a specific function. The functional "supervision" of these accounts is provided by the Office of the City Manager.

Funds are appropriated to the contingency account to be held for any unforeseen expenses during the current fiscal year. The expenditures are required to be approved by the City Manager.

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	2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>101 General Fund</b>				
<b>10 City Manager</b>				
Miscellaneous				
<b>Personal Services</b>				
701107 Salary Adjustments	0	0	0	250,000
<b>Personal Services Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250,000</b>
<b>Contractual Services</b>				
713004 Other Professional Services	106,750	115,500	129,750	108,000
714006 Workers' Compensation	0	100,000	100,000	100,000
716000 Memberships/Subscriptions	53,296	70,610	82,330	70,970
719001 County Wide Disaster Serv	62,580	64,580	64,580	64,580
<b>Contractual Services Total:</b>	<b>222,626</b>	<b>350,690</b>	<b>376,660</b>	<b>343,550</b>
<b>Capital Outlay</b>				
735001 Cap Impr Land and Land Impr	6,178,569	1,285,025	1,285,025	1,285,025
<b>Capital Outlay Total:</b>	<b>6,178,569</b>	<b>1,285,025</b>	<b>1,285,025</b>	<b>1,285,025</b>
<b>Other Charges and Ex</b>				
751015 Leadership Dublin	10,000	10,000	10,000	10,000
754002 Grants/Community Org	333,400	396,250	413,983	396,250
756002 Contingencies	51,298	150,000	221,308	150,000
<b>Other Charges and Ex Total:</b>	<b>394,698</b>	<b>556,250</b>	<b>645,291</b>	<b>556,250</b>
<b>City Manager Total:</b>	<b>6,795,893</b>	<b>2,191,965</b>	<b>2,306,976</b>	<b>2,434,825</b>
<b>General Fund Total:</b>	<b>6,795,893</b>	<b>2,191,965</b>	<b>2,306,976</b>	<b>2,434,825</b>



**Office of the City Manager / Miscellaneous Accounts / Contingencies**

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**BUDGET SUMMARY:****10110190**

- Account 701107 provides a funding allotment for the City's 2020 re-organization. Should changes in Department/Division personal services accounts be needed, those funds will be re-allocated from this line via a City Council approved supplemental appropriation.
- Account 713004 provides funding for federal and state lobbying efforts.
- Account 714006 provides funding for the City's self-insured workers' compensation program. This amount reflects the City's program costs including claims, third party administration and excess loss coverage.
- Account 716000 includes funds for memberships/subscriptions to the Ohio Municipal League, the National League of Cities, dues to the Mid-Ohio Regional Planning Commission, and any other citywide memberships/subscriptions.
- Account 719001 provides funding to the Franklin County Emergency Management Agency (FEMA) for the countywide disaster services program.
- Account 751015 provides funding for Leadership Dublin
- Account 754002 provides funding for the Dublin Counseling Center (Syntero), Aging-in-Place (AIP) (Syntero), the Beautify Your Neighborhood Grant Program and the Historic Dublin parking lot lease at the Dublin Community Church.
- Account 756002 provides funding for unanticipated expenditures that may occur throughout the year.

**10180190**

- Account 735001 provides funding for the annual payment (2017-2020) on the Rings Road Farm purchase.



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**Office of the City Manager / Human Resources****STATEMENT OF FUNCTIONS**

Human Resources is an engaged team of professionals who work in partnership with managers, their teams, and individual employees to sustain a talented, diverse workforce, foster a culture of health, safety, and productivity and provide innovative, collaborative business solutions that contribute to the strategic goals of the City. Human Resources provides leadership and direction to the organization in all functional areas of human resources management including recruitment & selection; classification & compensation; performance management; wage & salary administration; benefits administration; labor/employee relations; policy analysis/development; talent development & training management; and organizational analysis/development. Human Resources also provides leadership and direction to the organization in risk management and occupational safety & health.

**OBJECTIVES & ACTIVITIES**

- To develop and administer recruitment/selection processes based on a competency-based strategy; partnering with all work units in the selection of high quality candidates.
- To provide leadership in developing and implementing benefit and health management strategies (i.e. Health Savings Accounts, Health Reimbursement Accounts, Healthy by Choice Plus Program); evaluate medical benefits and HBC Plus program effectiveness for future potential plan design modifications.
- To provide leadership and direction in the administration of classification & compensation systems, ensuring that managers are effectively trained in administration of systems.
- To provide leadership and direction in administration of performance management system; ensure managers are trained in administration of system; provide direction to managers in the development of meaningful performance objectives for their employees.
- To develop, implement, and administer professional development programs that focus on skill/competency development.
- To develop, implement, and administer a staff technology program that focuses on technical skills for staff to effectively use technology tools that are pertinent to their job.
- To maintain a Citywide customer service-training program that reinforces the Dublin Brand.
- To administer a meaningful employee recognition and appreciation program that fosters employee engagement.
- To administer labor relations functions, including collective bargaining, contract administration, and grievance arbitration processes; conduct negotiations for successor collective bargaining agreements.
- To lead the organization in workforce planning and succession/talent management efforts to help ensure the sustained success of the organization in the future.
- To administer property & casualty insurance, risk management, and occupational safety & health programs.
- To administer the City's self-insured Workers Compensation Program.

**PERSONNEL DATA****POSITION TITLE****2019****CURRENT NUMBER****2020****ADOPTED**

Director, Human Resources

1

1

Human Resource Manager

1

1

Talent Development and Training Manager

1

1

Human Resource Business Partner

3

3

Human Resources Coordinator

1

1

Safety Administrator/Risk Manager

1

1

Risk Management Assistant

1

1

Administrative Support 2

11**TOTAL****10****10****NOTES AND ADJUSTMENTS:**

Human Resources

11/18/19



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>101 General Fund</b>					
<b>10 City Manager</b>					
Human Resources					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	758,893	799,370	799,370	842,385
701103	Overtime Wages	295	500	500	500
701201	Employee Benefits	247,788	243,380	255,380	296,000
701204	Uniforms and Clothing	0	2,000	2,000	2,000
701206	Employee Training and Developm	144,210	163,395	176,823	201,340
701207	Tuition Reimbursement	19,255	40,000	40,000	40,000
702000	Training/Travel	18,066	21,900	22,001	22,700
702001	Reimbursable Business Expense	0	3,500	3,500	3,500
703100	Meeting Expenses	813	2,500	2,500	2,500
<b>Personal Services Total:</b>		<b>1,189,320</b>	<b>1,276,545</b>	<b>1,302,074</b>	<b>1,410,925</b>
<b>Contractual Services</b>					
713004	Other Professional Services	85,143	111,655	155,969	132,555
713005	Misc. Contract. Serv.	27,461	31,305	43,020	31,880
714001	Insurance and Bonding	459,246	494,090	495,723	506,090
714009	Insurance Claims Paid	0	10,000	10,000	10,000
715002	Advertising	4,659	10,000	10,190	10,000
715003	Printing and Reproductions	766	3,000	3,000	3,000
716000	Memberships/Subscriptions	8,312	11,160	12,617	11,160
<b>Contractual Services Total:</b>		<b>585,588</b>	<b>671,210</b>	<b>730,519</b>	<b>704,685</b>
<b>Supplies</b>					
721001	Office Supplies	5,130	8,605	10,553	8,605
724003	Equipment Maintenance	0	180	180	180
<b>Supplies Total:</b>		<b>5,130</b>	<b>8,785</b>	<b>10,733</b>	<b>8,785</b>
<b>Other Charges and Ex</b>					
751005	Risk Mgt. /Safety Programs	10,267	16,845	20,094	17,175
751017	Employee Recognition Program	34,917	47,575	57,747	49,255
<b>Other Charges and Ex Total:</b>		<b>45,184</b>	<b>64,420</b>	<b>77,841</b>	<b>66,430</b>
<b>City Manager Total:</b>		<b>1,825,221</b>	<b>2,020,960</b>	<b>2,121,167</b>	<b>2,190,825</b>
<b>General Fund Total:</b>		<b>1,825,221</b>	<b>2,020,960</b>	<b>2,121,167</b>	<b>2,190,825</b>

**Office of the City Manager / Human Resources****BUDGET SUMMARY:****10110120**

- Account 701101 provides salary/wage funding for the staffing reflected under Personnel Data.
- Account 701103 provides overtime funding for the non-exempt staff reflected under Personnel Data.
- Account 701201 provides funding for the benefits provided to the staff reflects under Personnel Data.
- Account 701204 provides funding for official City of Dublin apparel used for ceremonial observances and other City representational duties. In addition to the HR staff identified under Personnel Data each new employee to the City is provided a City of Dublin official shirt at onboarding with the exception of those who are provided City funded uniforms (i.e. Maintenance Workers, Police Officers, Custodians, Recreation Staff, etc.) which they are required to wear during work hours. The Divisions and Departments responsible for those employees are funded separately.
- Account 701206 provides funding for a citywide training and development. This training includes, but is not limited to Drug-free Workplace Training, Staff Technology Development on administrative software programs, Leader Development Training for Supervisors and Directors, Executive Leadership Training and Mentoring for the City Manager and Directors, and training the use of specialized software used in the Human Resources Division used to execute their specific duties.
- Account 701207 provides funding for the organization-wide tuition reimbursement program.
- Account 702000 provides funding for training seminars and conferences for the Human Resources and Risk Management staff.
- Account 702001 provides funding for reimbursable business expenses.
- Account 703100 provides funding to provide logistical support of significant hiring (panel interviews), promotional and bargaining events.
- Account 713004 provides funding for various employment screening and assessment services, i.e. criminal record checks, driving record checks, sexual offender checks, drug tests, medical examinations, and polygraphs and psychological evaluations for police officer candidates. This account also provides funding to conduct periodic Classification and/or Compensation Plan studies as required.
- Account 713005 includes funding for the City's Employee Assistance Program (EAP) and the maintenance fees for the City's on-line employment application program (Neogov).
- Account 714001 provides funding for the City's contribution to the Central Ohio Risk Management Association (CORMA) self-insured loss fund, for stop loss premiums.
- Account 714009 provides funding for the payment of Insurance Claims.
- Account 715002 provides funding for recruitment announcements on various social media websites, in newspapers, and in professional/trade journals and publications.
- Account 715003 provides for the various professional printing needs of the HR division related to Open Enrollment and the various other HR events conducted throughout the year.
- Account 716000 provides funding for membership of HR Staff to the various professional organizations that provide ongoing HR/Risk Management/ Safety related education and updates.
- Account 721001 provides for office supplies to the HR Division.
- Account 751005 provides funding for employee safety programs, some of which are mandated by state safety regulations.
- Account 751017 funds the Employee Recognition and Appreciation Program to include longevity awards presented on 5<sup>th</sup> year anniversaries, retirement awards and recognition events, and various employee appreciation breakfasts and luncheons.



## Office of the City Manager / Human Resources

### Performance Measures:

The development of the City Dublin's workforce and its leaders is a primary focus of the City Manager. In addition, over the last four years, Council has invested in Leader Development and Career Development in the "Employee Training and Development" account.

The Talent Development and Training Program drives a culture of learning and development with the objective to maintain a sustainable workforce that aligns with the City's service based growth strategy. In 2019, the direction of the program focused on competency development while providing training to fill perceived gaps in much needed skill sets. We searched out and purchased a learning management system, and began curriculum building. As we move forward into 2020 and beyond, it is our intent to continue leveraging the Korn Ferry Competency Model for talent development, and build a solid learning management program to move the needle in the future.

The City's training budget is sustained by five accounts, which support four Learning categories. 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 charts below which shows how those accounts are allocated by budget account.

**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 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.

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:

**I. Foundational & Required Training:** Onboarding training, City specific required training, Compliance training and safety programs

**II. Core & Professional Skill Development:** Career field specific training required and provided by departments, accreditations and certification continuing education and training, and gap training provided by external educational vendors

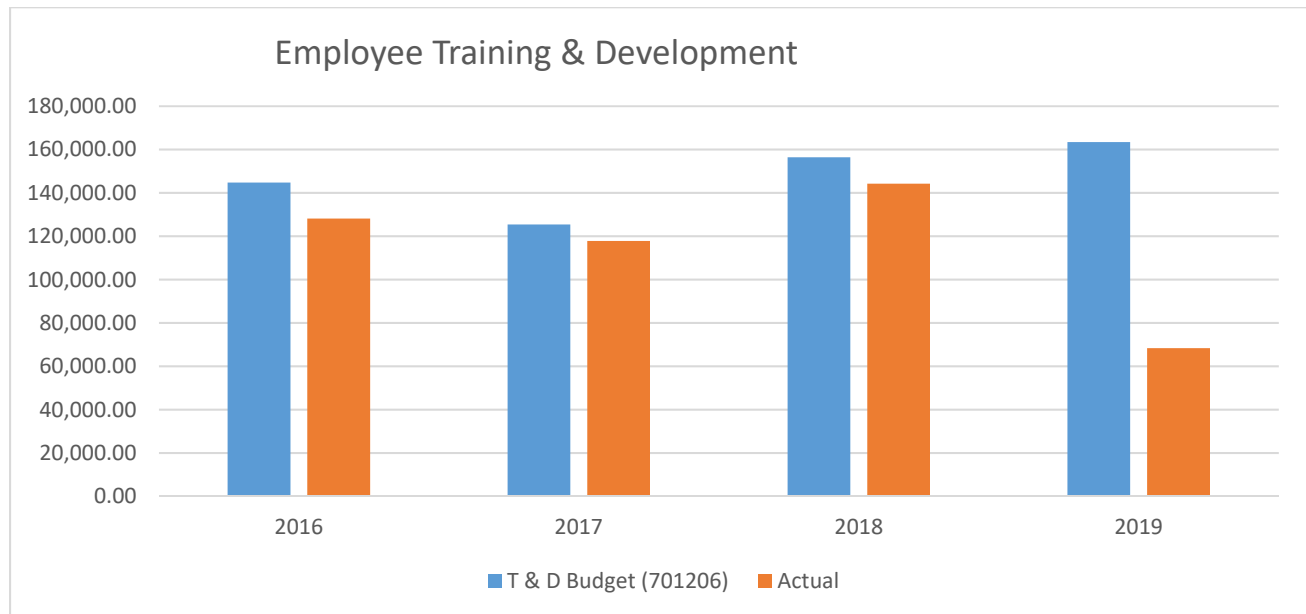
**III. Management Development:** Employee management, City specific processes and services, City policies and guidelines, and quarterly huddles with City Manager

**IIII. Leadership Development:** Leadership Certification Program (high potential employees, frontline supervisors and directors), senior leadership executive coaching, Korn Ferry Voices 360 assessments, and external leadership and professional development programs

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 2016-2019, actual expenditures for each year, and outstanding encumbrances for 2019 as of July 19, 2019.



## Office of the City Manager / Human Resources



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, TechGuard Security LLC and Cornerstone.

**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/>

**Tuition Reimbursement (701207)-** This is a centralized account managed by the Talent Development and Training Manager 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.

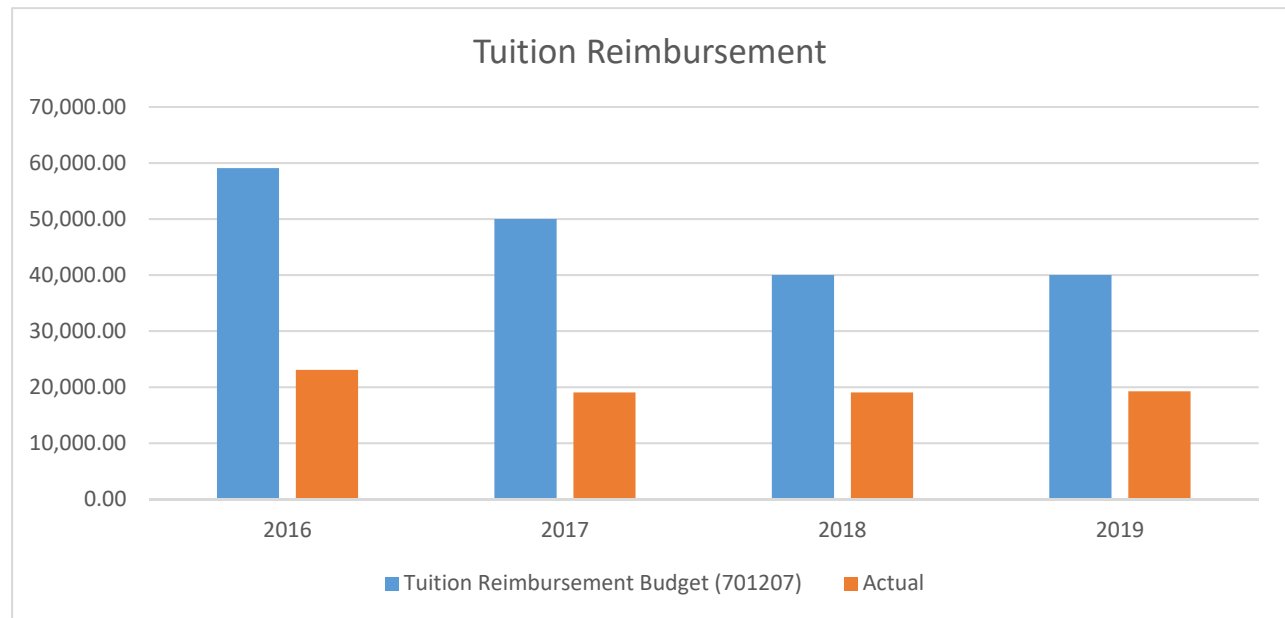
**Maximum reimbursement per calendar year:** Non-union staff = \$3,000, USW= \$3,000, FOP/OLC= 3,750, and, FOP Lodge 9 = \$3,750

**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.



## Office of the City Manager / Human Resources

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 2016-2019, actual expenditures for each year, and outstanding encumbrances for 2019. The 2019 actual expenditure data used in the chart is as of July 19, 2019. 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

**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, Hepatitis vaccinations, and other employee safety services are also budgeted in this account.



**Office of the City Manager / Human Resources**

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. Risk Management also facilitates many safety courses at the BWC Division of Safety and Hygiene Training center and BWC Safety Congress.

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, and outstanding encumbrances for 2019. The 2019 actual expenditure data used in the chart is as of July 19, 2019. 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.





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**Office of the City Manager / Communications and Public Information****STATEMENT OF FUNCTIONS**

Communications and Public Information serves as the full service communication counseling, in-house marketing and creative agency for 25+ City departments/divisions. Community Relations' primary functions are communications, media relations, social/digital media, brand alignment, multi-media productions, public affairs and engagement with employees, residents, key stakeholders and other priority audiences.

**OBJECTIVES/ACTIVITIES**

- Produce and manage eight digital properties/websites: City of Dublin, DubNet, Dublin Irish Festival, Bridge Street District, Economic Development, Dublin Reality Check, and ICF Global Institute.
- Manage social media platforms through strategic messaging, images, video, Amazon Alexa daily updates, 24/7 monitoring, measurement, analysis and optimization.
- Support HR with the City's employee communications, engagement and recognition programs.
- Manage a proactive media relations strategy that is fueled by city-wide opportunities and issues and supported by key relationships, a robust online newsroom and proactive social media efforts.
- Incorporate video production and messaging into city-wide strategic communication efforts; manage and produce weekly feature and informational videos on published through social media, Vimeo and YouTube. Content includes short video features, creative public service announcements, Why Dublin? business features and drone videography. Also live stream City Council meetings throughout the year.
- Support economic development focused marketing strategies and media buying aligned with regional efforts to attract, retain and grow business in Dublin and attract workforce talent.
- Manage and optimize brand alignment to create consistent, relevant, and distinctive representations of the City through visual identity, messaging, marketing, tone, and personnel.
- Support Dublin and Washington Township public safety efforts and initiatives through emergency and critical incident response as well as media and public information management; NIMS certified.
- Conduct, analyze, and promote public opinion, citizen satisfaction, and benchmarking surveys.
- Coordinate the Neighborhood Leadership Meeting
- Leverage the international platform of the Memorial Tournament to enhance relationships with local and global key stakeholders including media, elected officials, community leaders, and international delegates to advance economic development, relationship building, and community recognition efforts.
- Supports the City's efforts with the DCVB, Chamber, Schools, DAC, HDBA, Downtown Dublin Alliance as well as Experience Columbus, Columbus 2020, ODOT, DriveOhio and MORPC to market Dublin and elevate awareness of our significance in the region.
- Research and prepare columns, speeches, and talking points for City Manager, Directors and other key officials.
- Manage, produce, and coordinate informational and media recognition/marketing events including State of the City Address.

**PERSONNEL DATA****POSITION TITLE****2019 CURRENT  
NUMBERS****2020  
ADOPTED**

Director, Communications and Public Information

1

1

Public Affairs Officer

1

1

Public Information Officer (1)

3

2

Multimedia Communications Specialist (1)

0

1

Digital &amp; Brand Manager

1

1

Digital &amp; Graphic Designer

1

1

Administrative Support 3

1

1

**TOTAL****8****8****PART-TIME/SEASONAL STAFF**

Communications Interns

2

2

**TOTAL****2****2****NOTES & ADJUSTMENTS:**

(1) One Public Information Officer to be reclassified to a Multimedia Communications Specialist to address the evolving communication platforms and technologies required to maintain engagement with our audiences.



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>101 General Fund</b>					
<b>10 City Manager</b>					
Communications and Public Information					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	578,208	643,275	643,275	699,285
701103	Overtime Wages	4,139	4,500	4,500	4,500
701104	Other Wages	16,068	30,000	30,000	30,000
701201	Employee Benefits	265,998	288,880	288,880	317,995
701204	Uniforms and Clothing	792	800	800	800
702000	Training/Travel	14,575	15,250	15,250	15,250
703100	Meeting Expenses	2,452	3,500	4,850	3,500
<b>Personal Services Total:</b>		<b>882,232</b>	<b>986,205</b>	<b>987,555</b>	<b>1,071,330</b>
<b>Contractual Services</b>					
713004	Other Professional Services	304,734	433,300	517,201	413,300
713005	Misc. Contract. Serv.	29,463	23,620	23,620	27,220
715001	Communications	0	500	500	500
715002	Advertising	108,290	83,000	98,255	84,000
715003	Printing and Reproductions	9,865	15,000	18,037	15,000
716000	Memberships/Subscriptions	3,372	5,440	6,022	5,700
<b>Contractual Services Total:</b>		<b>455,724</b>	<b>560,860</b>	<b>663,636</b>	<b>545,720</b>
<b>Supplies</b>					
721001	Office Supplies	2,963	3,000	3,000	3,000
721002	Operating Supplies	1,516	1,000	1,000	1,000
724003	Equipment Maintenance	0	1,000	1,000	500
<b>Supplies Total:</b>		<b>4,478</b>	<b>5,000</b>	<b>5,000</b>	<b>4,500</b>
<b>Capital Outlay</b>					
734002	Tools	7,001	2,500	5,000	2,500
<b>Capital Outlay Total:</b>		<b>7,001</b>	<b>2,500</b>	<b>5,000</b>	<b>2,500</b>
<b>Other Charges and Ex</b>					
751003	Special Projects/Programs	327,776	315,625	315,851	341,625
751012	Promotional Programs	8,727	10,000	13,207	10,000
<b>Other Charges and Ex Total:</b>		<b>336,503</b>	<b>325,625</b>	<b>329,058</b>	<b>351,625</b>
<b>City Manager Total:</b>		<b>1,685,937</b>	<b>1,880,190</b>	<b>1,990,249</b>	<b>1,975,675</b>
<b>General Fund Total:</b>		<b>1,685,937</b>	<b>1,880,190</b>	<b>1,990,249</b>	<b>1,975,675</b>

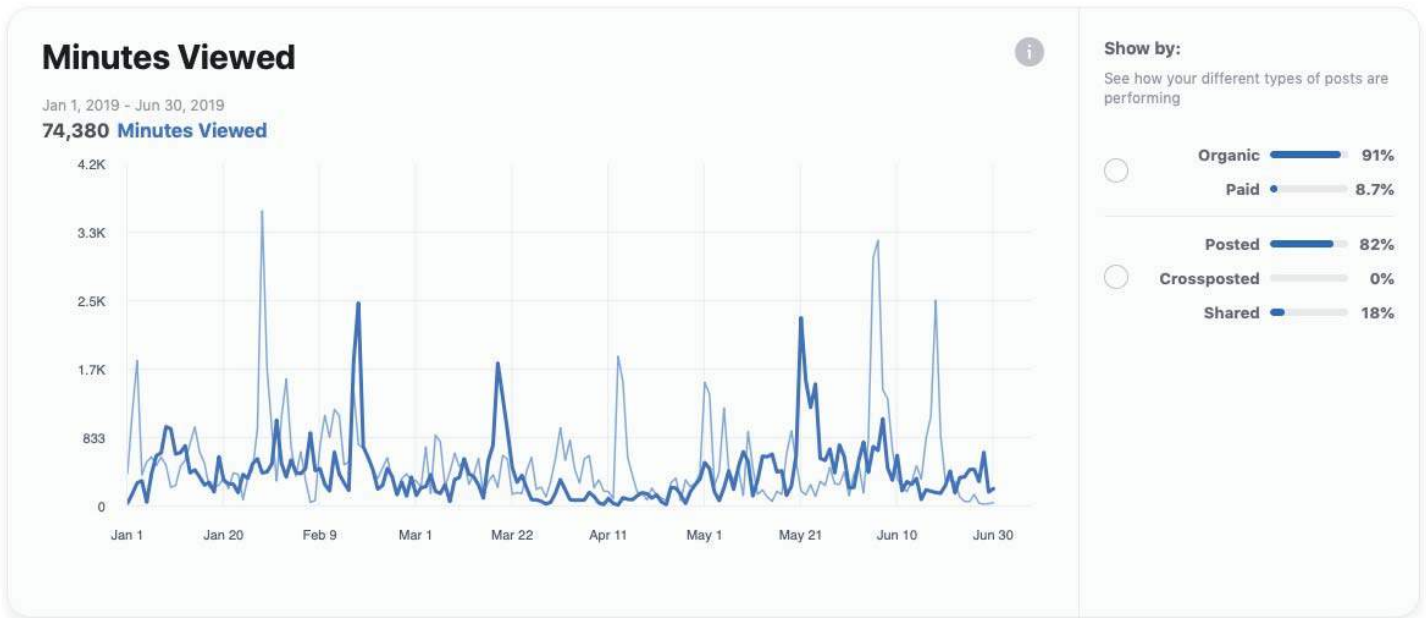
**Office of the City Manager / Communications and Public Information****Budget Summary:****10110130**

- Account 701100 provides funding for staffing reflected under Personnel Data.
- Account 701103 provides funding of overtime for events, meetings and special projects.
- Account 701104 other wages provides funding for interns.
- Account 701204 provides funding for branded tee shirts and items for the employee 410 communication/engagement team.
- Account 702000 provides funding for staff professional development.
- Account 703100 provides funding for the Experience Columbus annual meeting, professional association meetings, business engagement meetings, City employee engagement communication meetings.
- Account 715001 provides funding for courier services.
- Account 713004 includes funding for brand management, social media consulting, photography, videography – creative, production, graphic design, social media strategy, survey data analysis and integration, Dublin Life magazine and special inserts.
- Account 713005 includes funding for video/photo hosting, Alexa/Google Home fees, eNews hosting, webpage enhancements, web security, Apple license, media analytics and measurements.
- Account 715002 provides funding for citywide local and national marketing and advertising through traditional, digital and social media.
- Account 715003 provides funding for printing the annual report, marketing materials, survey report, postcards and brochures.
- Account 716000 provides funding for professional association memberships, newspapers, AP style guide and award entries.
- Account 721001 provides funding for office supplies.
- Account 721002 provides funding for operating supplies.
- Account 734002 provides funding for equipment maintenance.
- Account 751003 includes funding for the State of the City address and reception, Legends Championship Luncheon, Leaderboard Breakfast, Safe Ride Programs, social media campaigns, Fore! Miler sponsorship, Memorial Tournament activities including hospitality villa, catering, badge package, and media promotions.
- Account 751012 includes funding for promotional items and the Dublin merchandise on-line store maintenance fees.

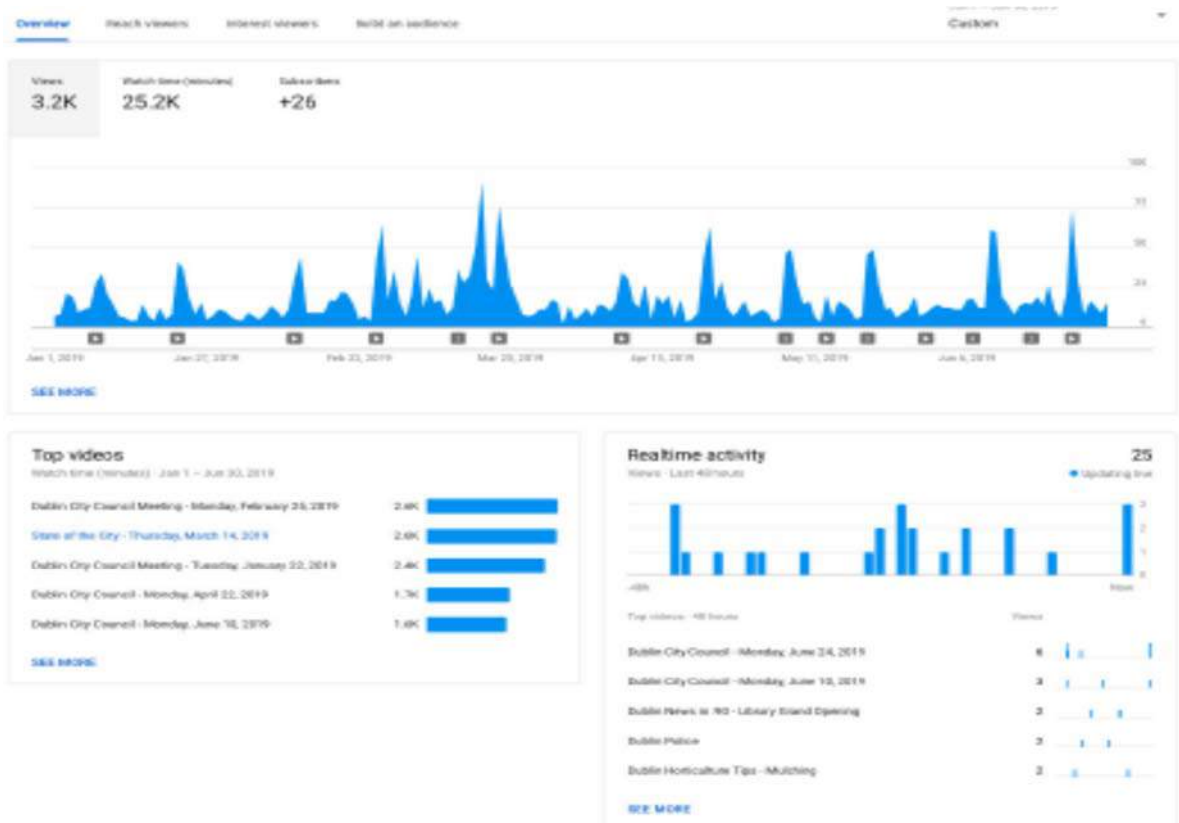


## Video

### // Facebook 2019\* (January - June)



### // Youtube 2019\* (January - June)





## Video-// Vimeo 2019\* (January – June)



### Most plays by city

**Dublin, Ohio, United States: 19,869 plays**

[View region report >](#)



### Most plays by device

**Desktop: 22,150 plays**

[View device report >](#)



**Phone:  
19,051 plays**



**Tablet:  
3,371 plays**



**TV Apps:  
17 plays**



### Most plays by source URL

**dublinohiousa.gov:  
17,654 plays**

[View source URL report >](#)



### Total time watched

35 d 16 h 31 m 22 s

[View duration report >](#)

### Average time per view

88 s

[View engagement report >](#)

Average time watching per view has increased 82% from 2018 to 2019\*  
\*(January - June)

### Most plays

[View plays report >](#)



**Riverside Crossing Park - East ...**  
2,482 plays



**Dublin News in :90 - New Additi...**  
1,620 plays



**Time lapse - Dublin Pedestrian ...**  
1,280 plays



**Downtown Dublin Improvement...**  
1,204 plays



## Digital Media

### // websites

<b>dublinohiousa.gov</b>	2013	2014	2015	2016	2017	2018
sessions	821,080	844,969	969,480	974,769	887,153	865,944
pageviews	2,093,339	2,052,637	2,213,397	2,173,537	1,978,280	1,881,248

2019\* January - June

447,888

1,008,940

2019\* January - June

	2013	2014	2015	2016	2017	2018
<b>dublinirishfestival.org</b>						
sessions	320,946	292,935	225,575	216,250	231,793	215,017
pageviews	965,911	841,125	612,965	599,275	640,155	730,962

46,019

153,289

2019\* January - June

	2013	2014	2015	2016	2017	2018
<b>bridgestreet.dublinohiousa.gov</b>						
sessions	NA	NA	31,495	51,609	48,841	70,429
pageviews	NA	NA	98,640	143,329	120,549	150,442

32,045

62,028

2019\* January - June

	2013	2014	2015	2016	2017	2018
<b>dubnet.dublinohiousa.gov</b>						
sessions	NA	NA	86,722	85,657	70,334	63,254
pageviews	NA	NA	310,466	187,633	146,747	131,938

32,595

68,644

2019\* January - June

	2013	2014	2015	2016	2017	2018
<b>econdev.dublinohiousa.gov</b>						
sessions	NA	NA	NA	19,936	20,703	16,502
pageviews	NA	NA	NA	40,274	36,806	30,453

9,154

18,173

Sessions = period time a user is actively engaged with your website, app, etc.

Pageviews = total number of pages viewed.

### // Social Media - Followers/Likes

	2013	2014	2015	2016	2017	2018
Facebook	6,844	7,918	9,741	12,572	14,720	16,637
Twitter	7,658	9,206	11,135	12,755	14,154	15,112
LinkedIn	424	784	1,209	1,486	2,094	2,917
Instagram	717	1,400	2,470	3,833	5,445	7,704
Nextdoor	NA	1,611	5,326	8,549	11,775	14,582

2019\* January - June

18,302

15,527

3,431

9,220

15,902

### // eNews

Audience	2013	2014	2015	2016	2017	2018
	2,739	3,185	4,522	4,781	6,762	8,975

2019\* January - June

9,743





## Legal Services

### **STATEMENT OF FUNCTIONS**

The Law Director provides legal representation to City Council, the City Manager, the administrative departments and various Boards and Commissions. The Law Director is appointed by the City Manager with the approval of City Council. Currently this position is filled on a contractual basis.

Periodically, other legal counsel is retained for specialized problems or legal work. The Law Director and the Law Director's staff provide many services including attending all designated public meetings and staff meetings; drafting ordinances, resolutions and legal memoranda; handling planning/zoning/land use matters, including attendance at all Planning and Zoning Commission meetings; leading the right-of-way acquisition process, including representing the City in any eminent domain litigation; representing the City in all administrative hearings and general litigation; drafting and negotiating contracts, including contracts for special events such as St. Patrick's Day, Fourth of July and the Irish Festival; prosecuting code enforcement violations; handling annexation matters; assisting staff in responding to public records requests; representing the City in labor and employment matters; representing the City in construction matters; drafting policies and assisting in drafting administrative orders and advising City officials and employees on day-to-day matters. Prosecutorial services include prosecuting all cases in Dublin Mayor's Court and Franklin County Municipal Court. The Law Department also works closely with various governmental entities, including the Franklin County Prosecutor's Office, the State Auditor, the State Attorney General's office, the Ohio Department of Transportation, and the Franklin County Board of Public Health.

### **OBJECTIVES AND ACTIVITIES**

- To provide top quality legal counsel in accordance with the contract.

<b><u>PERSONNEL DATA</u></b> <b><u>POSITION TITLE</u></b>	<b><u>2019</u></b> <b><u>CURRENT NUMBER</u></b>	<b><u>2020</u></b> <b><u>ADOPTED</u></b>
Director of Law *	1	1
Assistant Director of Law *	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>3</b>	<b>3</b>

### **NOTES AND ADJUSTMENTS:**

\* These positions are contracted and not considered employees of the City. Numerous associates within the firm of Frost Brown Todd LLC work under the direction of the Director of Law to provide legal counsel for the City.



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>101 General Fund</b>					
<b>10 City Manager</b>					
Legal Services					
<b>Contractual Services</b>					
713002	Legal Services	949,650	1,000,000	1,092,274	1,000,000
713003	Other Legal Services	442,544	575,000	647,819	575,000
713004	Other Professional Services	421,899	375,000	495,415	375,000
<b>Contractual Services Total:</b>		<b>1,814,093</b>	<b>1,950,000</b>	<b>2,235,508</b>	<b>1,950,000</b>
<b>City Manager Total:</b>		<b>1,814,093</b>	<b>1,950,000</b>	<b>2,235,508</b>	<b>1,950,000</b>
<b>General Fund Total:</b>		<b>1,814,093</b>	<b>1,950,000</b>	<b>2,235,508</b>	<b>1,950,000</b>



## Legal Services

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### **BUDGET SUMMARY:**

#### **10110140**

- Account 713002 is used to pay for general services provided by the Director of Law, including Mayor's Court. The budget is based on the contract authorized by City Council.
- Account 713003 provides funding for special legal services provided by the Director of Law (i.e. labor negotiations and telecommunications, roadway projects, and litigation).
- Account 713004 includes funds for services related to economic development and other outside legal services as needed.



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**Finance / Office of the Director / Fiscal Administration****STATEMENT OF FUNCTIONS**

The Director of Finance assists the City Manager in the preparation and administration of the operating budget, the capital improvements program, and is responsible for the administration of the City's debt and the various economic development and tax increment financing agreements. Responsibilities also include maintaining the financial records of the City including: recording all receipts and expenditures, processing the City's payroll, maintaining capital asset records, internally examining and auditing accounts of the various departments and preparation of the City's Comprehensive Annual Financial Report (CAFR). The Director of Finance also has administrative authority over Taxation and Fiscal Administration.

**OBJECTIVES AND ACTIVITIES**

- To help maintain a fiscally sound government and to conform to regulations by improving methods for financial planning and capital improvement planning.
- To provide assistance to the City Manager in the preparation and administration of the City's operating and capital budgets.
- To update, on an annual basis, the costs of all services provided by the City and to compare and evaluate the service cost with the service revenue.
- Maintain the financial records, ensure compliance with economic development commitments, and allocate funds in accordance with the applicable agreements for the City's various Tax Increment Financing Districts.
- To administer the City's debt financing function with the goal of maintaining the AAA rating from Fitch Ratings and Standard and Poor's and Aaa rating from Moody's Investors Service.
- To develop, implement and administer the City's procurement functions
- To receive the Distinguished Budget Presentation Award for the Operating Budget.
- To receive the Certificate of Achievement for Excellence in Financial Reporting for the City's CAFR.
- To receive the Award for Outstanding Achievement in Popular Financial Reporting for the City's PAFR.
- To safe-keep and invest City monies in a manner consistent with the Ohio Revised Code and the City's investment policy. To maintain accountability for the City's capital assets.

**PERSONNEL DATA****POSITION TITLE****2019  
CURRENT NUMBER****2020  
ADOPTED**

Director of Finance (1)	1	1
Deputy Director of Finance (1)	1	1
Chief Accountant	1	1
Budget Manager	1	1
Financial Analyst	1	1
Payroll Specialist	2	2
Accountant	1	1
Senior Accounting Specialist	1	1
Accounting Specialist	2	2
Administrative Support 3	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>12</b>	<b>12</b>

**NOTES & ADJUSTMENTS:**

(1) Pursuant to the planned staffing re-organization in 2020, either the Director of Finance position, or the Deputy Director of Finance position will be re-classified to the Deputy City Manager – Chief Finance and Development Officer.



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>101 General Fund</b>					
<b>20 Finance</b>					
Office of the Director/Fiscal Administration/Procurement					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	938,567	1,005,835	1,005,835	1,053,620
701103	Overtime Wages	2,746	6,000	6,000	6,000
701201	Employee Benefits	365,763	370,465	370,465	407,970
701204	Uniforms and Clothing	751	2,000	2,000	2,000
702000	Training/Travel	14,058	12,500	12,869	15,000
<b>Personal Services Total:</b>		<b>1,321,884</b>	<b>1,396,800</b>	<b>1,397,169</b>	<b>1,484,590</b>
<b>Contractual Services</b>					
713001	Accounting/Auditing Services	1,130	11,200	11,200	11,200
713004	Other Professional Services	1,278	21,000	21,000	21,000
713005	Misc. Contract. Serv.	159,587	150,000	164,026	150,000
715001	Communications	25,852	24,000	27,000	27,000
715002	Advertising	4,841	5,000	5,571	5,000
715003	Printing and Reproductions	5,310	10,000	14,708	10,000
716000	Memberships/Subscriptions	4,355	3,600	4,300	3,600
717001	Rents and Leases	12,540	15,000	16,585	15,000
<b>Contractual Services Total:</b>		<b>214,893</b>	<b>239,800</b>	<b>264,389</b>	<b>242,800</b>
<b>Supplies</b>					
721001	Office Supplies	20,874	38,000	38,039	35,500
721002	Operating Supplies	1,520	3,000	4,300	3,000
721003	Coffee/Misc. Supplies	22,127	22,000	22,709	22,000
724003	Equipment Maintenance	395	500	1,000	500
728000	Office Expense	996	1,000	1,000	1,000
<b>Supplies Total:</b>		<b>45,912</b>	<b>64,500</b>	<b>67,047</b>	<b>62,000</b>
<b>Finance Total:</b>		<b>1,582,689</b>	<b>1,701,100</b>	<b>1,728,606</b>	<b>1,789,390</b>
<b>General Fund Total:</b>		<b>1,582,689</b>	<b>1,701,100</b>	<b>1,728,606</b>	<b>1,789,390</b>

**Finance / Office of the Director / Fiscal Administration****BUDGET SUMMARY:****10110210**

- Account 701101 provides funding for the staffing reflected under Personnel Data.
- Account 713001 provides funding for the Government Finance Officers Association (GFOA) budget award application and Comprehensive Annual Financial Report (CAFR) filing fees.
- Account 713004 provides funding for legal fees and cost disclosure filing fees.
- Account 713005 funds continuing consultation for the annual update of the Cost of Services Study and upgrades to the software used to complete the study. It also provides funding for custodial fees related to investment accounts, other banking fees, fees associated with the City's purchasing card program, contractual service related to assistance in preparation of the City's financial statements, as well as funding for the fees related to fixed assets sold on GovDeals, an online auction provider.
- Account 715001 reflects postage expenses for City Hall.
- Account 715002 provides funding for bid notices/legal advertisements for public improvement and construction projects; greater use of the City's website as well as use of alternative advertising venues have reduced this cost.
- Account 715003 provides funding for the printing of the City's Annual Operating Budget, Five Year Capital Improvements Budget, the Cost of Services Study document, and the CAFR. The number of hard copy documents produced continues to be reduced due to an increase in requests for electronic versions, as well as availability of posting documents on the City's website.
- Account 716000 provides funding for memberships in professional associations including the American Payroll Association (APA), the Government Finance Officers Association (GFOA), Association of Government Accountants (AGA).
- Account 717001 includes funding for rental of the City Hall postage machine and water coolers.
- Account 721001 provides funding for copy paper for City Hall, blank check stock and W-2 forms, payroll direct deposit paper, funding for letterhead stationery/envelopes, business cards, note cards, and folders for citywide usage.
- Account 721002 provides funding for postage supplies, courier services and other miscellaneous office supplies.
- Account 721003 provides funding for tea, coffee and related supplies to make those beverages available to staff and visitors during meetings held in City buildings.
- Account 724003 funds the maintenance of the postage machine and taxation letter opener
- Account 728000 provides for miscellaneous charges associated with the operation of the office



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**Finance / Transfers / Advances**

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**STATEMENT OF FUNCTIONS:**

The General Fund is the general operating fund of the City; money can be transferred from the General Fund to any other fund with approval of City Council. A transfer is the permanent movement of money from one fund to another.

Operating transfers are made to the Street Maintenance and Repair Fund, the Recreation Fund, the Safety Fund, the Cemetery Fund and the Swimming Pool Fund to supplement revenues directly credited to those funds. Funds are transferred when their fund balance drops below the average monthly expenditures anticipated.

Transfers to the Capital Improvements Tax Fund and other capital project funds are based on projects identified in the City's Five-Year Capital Improvements Program (CIP). To the extent that cash reserves become available in the General Fund, additional capital projects are programmed in the CIP.

An advance is a temporary movement of money from one fund to another. The City has utilized advances, for the most part, to provide initial funding for capital projects associated with the tax increment financing (TIF) districts.

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2018  
Actual2019  
Budget2019  
Revised Budget2020  
Department  
Budget**101 General Fund****20 Finance****Transfers/Advances**

741201	Transf Exp Street Maint and Re	1,450,000	2,300,000	2,275,000	2,250,000
741225	Transf Exp Recreation	3,600,000	4,000,000	4,000,000	4,000,000
741226	Transf Exp Pool	310,000	420,000	420,000	400,000
741241	Transf Exp Safety	11,750,000	12,600,000	12,600,000	13,500,000
741261	Transf Exp Cemetery	145,000	160,000	185,000	200,000
741401	Transf Exp Capital Impr Tax	5,938,050	0	0	6,500,250
742404	Adv Exp Capital Improv Const	18,000,000	0	0	0
742412	Adv Exp TIF Woerner-Temple	305,000	330,000	330,000	0
742457	Adv Exp Bridge Street	0	0	1,400,000	1,400,000
742465	Adv Exp TIF Riviera	2,300,000	0	100,000	0

<b>Transfers/Advances Total:</b>	<b>43,798,050</b>	<b>19,810,000</b>	<b>21,310,000</b>	<b>28,250,250</b>
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<b>Finance Total:</b>	<b>43,798,050</b>	<b>19,810,000</b>	<b>21,310,000</b>	<b>28,250,250</b>
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<b>General Fund Total:</b>	<b>43,798,050</b>	<b>19,810,000</b>	<b>21,310,000</b>	<b>28,250,250</b>
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**Finance / Miscellaneous Accounts**

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**STATEMENT OF FUNCTIONS:**

These are miscellaneous accounts within the General Fund which are not directly related to the operational costs of a specific function. The functional "supervision" of these accounts is provided by the Department of Finance.

The cost of the City's annual audit has been reflected in the Miscellaneous Accounts due to its citywide nature.

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		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>101 General Fund</b>					
<b>20 Finance</b>					
Miscellaneous					
<b>Contractual Services</b>					
711001	County Auditor Deductions	186	2,500	2,500	2,500
711003	Real Estate Taxes	22,350	453,430	453,430	169,000
713001	Accounting/Auditing Services	52,016	57,200	59,480	64,700
714002	Health Services	428,732	457,910	466,431	470,910
<b>Contractual Services Total:</b>		<b>503,284</b>	<b>971,040</b>	<b>981,841</b>	<b>707,110</b>
<b>Other Charges and Ex</b>					
755000	Refunds	1	10,000	10,000	10,000
<b>Other Charges and Ex Total:</b>		<b>1</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
<b>Finance Total:</b>		<b>503,285</b>	<b>981,040</b>	<b>991,841</b>	<b>717,110</b>
<b>General Fund Total:</b>		<b>503,285</b>	<b>981,040</b>	<b>991,841</b>	<b>717,110</b>

**Finance/ Miscellaneous Accounts**

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**BUDGET SUMMARY:****10110290**

- Account 711001 provides funding for County Auditor deductions, election expenses and expenses related to advertising and collecting delinquencies. These fees are deducted from the City's real estate apportionment.
- Account 711003 funds real estate taxes for properties and rights-of-way owned by the City that are not tax-exempt based on usage, or for which property tax exemption is pending. The amount budgeted varies widely each year based on properties acquired. Funding is also provided for reparations per Ohio Revised Code.
- Account 713001 provides funding for the City's annual audit.
- Account 755000 provides funding for unanticipated refunds.

**10160290**

- Account 714002 provides funding for health services under contract with the Franklin County Board of Health and funding for contracted mosquito spraying.



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**Finance / Taxation****STATEMENT OF FUNCTIONS**

The Division of Taxation is responsible for the collection of all tax revenues including hotel/motel tax, audits, delinquency collections, compliance projects, refunds and other duties as assigned. The City of Dublin continues to grow and, as a mandatory filing community, the City strives to continually reduce the number of paper forms and to use more innovative means for tax filings to achieve a higher level of distinction in Central Ohio. Preliminary and final audits are conducted to insure that all tax obligations have been fulfilled. The Director of Taxation works closely with businesses to guarantee proper and timely filing, paying and processing of all tax forms.

**OBJECTIVES AND ACTIVITIES**

- To operate an efficient, organized and cooperative tax office.
- To reduce the number of withholding forms printed by allowing employers access to their applicable forms and to print them as needed (reduction in cost of printing and postage).
- Work with City of Columbus to develop a uniform method to allow payroll service providers to file using ACH Credit and to upload W2 forms electronically as mandated by HB5.
- To accept payments via credit/debit cards and electronic checks through a third party provider at no cost to the City (increase customer service and reduce delinquencies).
- To allow all Dublin residents to file electronically to reduce amount of paper received.
- To allow tax practitioners to file clients' returns and pay any tax due electronically.
- To maintain prompt processing time frames on all returns and refunds.
- To review withholding frequencies on all accounts and make necessary adjustments.
- To closely monitor progress of collection efforts through formally established delinquency procedures.
- To monitor income tax legislation and update income tax ordinance as necessary.
- To accept payments processed through the Ohio Business Gateway and the Online Tax Tool.
- To implement electronic filing and electronic funds transfer for withholding accounts.
- To provide assistance in the administration of tax increment financing and economic development agreements.
- To scan all tax documents to enable records to be accessed quickly and efficiently at each work- station and to cross-train Taxation staff.

**PERSONNEL DATA****POSITION TITLE****2019  
CURRENT NUMBER****2020  
ADOPTED**

Director, Taxation

1

1

Tax Manager

1

1

Corporate Tax Auditor

3

3

Auditor

11**TOTAL****6****6****PERMANENT PART-TIME**

Accounting Specialist-Tax

1

1

Accounting Assistant

11**TOTAL****2****2****NOTES AND ADJUSTMENTS:**

2018  
Actual2019  
Budget2019  
Revised Budget2020  
Department  
Budget**101 General Fund****20 Finance**

## Taxation

**Personal Services**

701101	Full Time Salaries/Wages	468,608	519,935	519,935	561,285
701103	Overtime Wages	2,755	4,000	4,000	4,000
701201	Employee Benefits	166,771	224,850	224,850	225,315
702000	Training/Travel	4,209	4,500	4,625	4,500
<b>Personal Services Total:</b>		<b>642,343</b>	<b>753,285</b>	<b>753,410</b>	<b>795,100</b>

**Contractual Services**

713004	Other Professional Services	16,387	19,250	21,499	900
713005	Misc. Contract. Serv.	18,083	44,600	52,224	44,600
713006	State Utility Fees City Tax	331	0	500	500
713007	State Opt - In Fess City Tax	4,137	0	10,000	10,000
715001	Communications	12,538	20,100	35,100	3,000
716000	Memberships/Subscriptions	930	1,345	1,345	1,345
<b>Contractual Services Total:</b>		<b>52,405</b>	<b>85,295</b>	<b>120,668</b>	<b>60,345</b>

**Supplies**

721001	Office Supplies	4,651	3,000	3,343	3,000
721004	Dublin Forms	8,775	9,650	9,650	2,500
724003	Equipment Maintenance	0	400	400	400
<b>Supplies Total:</b>		<b>13,426</b>	<b>13,050</b>	<b>13,393</b>	<b>5,900</b>

**Capital Outlay**

731000	Furniture/Equipment	4,765	2,000	9,000	2,000
<b>Capital Outlay Total:</b>		<b>4,765</b>	<b>2,000</b>	<b>9,000</b>	<b>2,000</b>

**Other Charges and Ex**

755000	Refunds	2,979,716	3,010,000	2,999,500	3,010,000
<b>Other Charges and Ex Total:</b>		<b>2,979,716</b>	<b>3,010,000</b>	<b>2,999,500</b>	<b>3,010,000</b>

<b>Finance Total:</b>		<b>3,692,655</b>	<b>3,863,630</b>	<b>3,895,971</b>	<b>3,873,345</b>
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<b>General Fund Total:</b>		<b>3,692,655</b>	<b>3,863,630</b>	<b>3,895,971</b>	<b>3,873,345</b>
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**Finance / Taxation****BUDGET SUMMARY:****10110220**

- Account 701101 provides funding for the staffing reflected in the Personnel Data.
- Account 713004 provides funding for the cost for the State of Ohio tape which is used to ensure compliance.
- Account 713005 includes funding to utilize a third party for collection of delinquent Accounts and research database costs.
- Accounts 713006 and 713007 provides funding to cover fees for businesses who opted-in under the State's tax collection program.
- Account 715001 provides funding for postage, and address checking which have been moved to the Information Technology budget. Post Office box fees remain funded by this account.
- Account 721004 funds letters with Personal URLs that are sent to filers to direct them to their own site via the online tax tool to reduce the number of paper returns received; thus reducing the manpower necessary to ensure the returns are truly "Dublin" returns. Non-payroll service provider withholding Accounts will receive a letter with a Personal URL instead of a booklet that will allow them to print forms with their Dublin identification as needed and will identify them as "active" Accounts thereby reducing the City's accepting dollars for Accounts with Dublin mailing address but not physically located in Dublin.
- Account 755000 provides funding for income tax refunds.

**10180220**

- Account 731000 provides funding for small office equipment.



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**Public Works / Office of the Director****STATEMENT OF FUNCTIONS**

The Department of Public Works provides direction and oversight to the Divisions of Street & Utilities Operations, Engineering, Facilities Management and Fleet Management. The Department is also responsible for the Infrastructure Asset Management Program and delivering top-notch City services.

**OBJECTIVES AND ACTIVITIES**

- To provide leadership and direction to the staff within the Divisions of Street & Utilities Operations, Engineering, Facilities Management and Fleet Management including setting departmental goals, clear customer service standards and accountability for achieving these goals and standards.
- To develop and manage the Citywide infrastructure assets, inspection, assessment and maintenance of those assets and manage the day-to-day service delivery.
- To manage all departmental functions and to develop and recommend policies, procedures and program improvements.
- To ensure the City's goals and strategic objectives are reached in each of the functional areas in an efficient, effective and responsive manner.
- To provide appropriate learning and development opportunities to employees and employee teams.
- To provide citywide special project support as needed.

**PERSONNEL DATA**  
**POSITION TITLE****2019**  
**CURRENT NUMBER****2020**  
**ADOPTED**

Director, Public Works  
Infrastructure Asset Manager Engineer  
Engineering Project Inspector (1)  
Engineering Technician I  
Administrative Support 3  
Contract and Procurement Coordinator  
**TOTAL**

1  
1  
.5  
1  
1  
1  
**5.5**

1  
1  
0  
1  
1  
1  
**5**

**PART-TIME/SEASONAL STAFF**

Intern  
**TOTAL**

1  
**1**

1  
**1**

**NOTES AND ADJUSTMENTS:**

(1) One Engineering Project Inspector that was allocated 50% to this budget and 50% to Engineering is being reallocated to Community Recreation Center – Facilities as a Quality Control Manager.



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>101 General Fund</b>					
<b>30 Public Works</b>					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	416,827	471,170	471,170	466,355
701103	Overtime Wages	308	5,000	5,000	5,000
701104	Other Wages	5,614	27,040	27,040	27,040
701201	Employee Benefits	124,810	174,060	174,060	177,420
701204	Uniforms and Clothing	160	250	250	250
702000	Training/Travel	8,442	14,260	14,260	12,575
703100	Meeting Expenses	2,138	4,600	4,600	4,600
<b>Personal Services Total:</b>		<b>558,300</b>	<b>696,380</b>	<b>696,380</b>	<b>693,240</b>
<b>Contractual Services</b>					
713004	Other Professional Services	7,386	12,500	12,500	12,500
713005	Misc. Contract. Serv.	68,530	105,000	127,906	65,000
715001	Communications	13	200	200	200
716000	Memberships/Subscriptions	1,254	1,620	1,620	1,825
<b>Contractual Services Total:</b>		<b>77,183</b>	<b>119,320</b>	<b>142,226</b>	<b>79,525</b>
<b>Supplies</b>					
721001	Office Supplies	1,914	2,000	2,085	2,000
721002	Operating Supplies	3,988	1,500	1,500	1,500
<b>Supplies Total:</b>		<b>5,902</b>	<b>3,500</b>	<b>3,585</b>	<b>3,500</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	6,000	1,000	1,000	1,000
<b>Capital Outlay Total:</b>		<b>6,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>Public Works Total:</b>		<b>647,384</b>	<b>820,200</b>	<b>843,191</b>	<b>777,265</b>
<b>General Fund Total:</b>		<b>647,384</b>	<b>820,200</b>	<b>843,191</b>	<b>777,265</b>

**Public Works / Office of the Director****BUDGET SUMMARY:****10110310**

- Account 701101 provides funding for staffing reflected in the Personnel Data.
- Account 701103 provides funding for overtime to support staff for evening/weekend meetings and special events.
- Account 701104 provides funding for one intern position to support the Infrastructure Asset Management program.
- Account 701204 provides funding for uniforms and clothing based on need.
- Account 702000 provides funding for travel, training, and certification courses for staff.
- Account 703100 provides funding in meeting expenses for events such as Staff Retreats, Public Works Week and SnowGoDay.
- Account 713004 provides funding for training, support and maintenance of VHB Pavement software.
- Account 713005 provides funding for Misc. Contract Services for Pavement Deflection Testing and Cores. Funding for Bridge Inspections has been reduced to a contingency amount. The City of Dublin is participating in ODOT's Municipal Bridge Inspection program which is limited to the next 3 years (2020, 2021, 2022).
- Account 715001 provides funding for express mail and courier services.
- Account 716000 provides funding for professional memberships.
- Account 721001 provides funding for general office supplies.
- Account 721002 provides funding for operating supplies for the Inspectors including spray paint, soil probes, tapes, lathes, etc. and other office needs.

**10180310**

- Account 731000 provides funding for office furniture, tool kits for inspectors and message board firmware/software upgrade.



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**Public Works / Solid Waste Management****STATEMENT OF FUNCTIONS**

The City of Dublin is a leader in the field of local government as being environmentally sensitive. To this end, the City provides a comprehensive solid waste management program. This program provides services to Dublin residents with an emphasis on reduction, reuse, recycling and beautification. This program ensures the City's compliance with all solid waste management rules and regulations. All related services are performed with the emphasis on providing the highest level of customer satisfaction.

**OBJECTIVES AND ACTIVITIES**

- To deliver high quality curbside chipper/leaf pickup service.
- To continue to ensure our contracted refuse services are of the highest quality.
- To maintain good customer relations by providing quality service pickup.
- To keep storm systems free of leaf debris.
- To keep the City's right-of-way free of unsightly and unsafe vegetative debris piles.
- To perform chipper/leaf pickups in an economical efficient manner.
- To continue to inform and educate the public on the City's solid waste programs.
- To continue to increase the diversion rate from landfills by encouraging both commercial and residential recycling.

<b><u>PERSONNEL DATA</u></b> <b><u>POSITION TITLE</u></b>	<b><u>2019</u></b> <b><u>CURRENT NUMBER</u></b>	<b><u>2020</u></b> <b><u>ADOPTED</u></b>
Director, Street & Utilities Operations (1)	.15	.15
Operations Administrator (2)	1	1
Maintenance Crew Supervisor (3)	.30	.30
Maintenance Worker	4	4
Administrative Support 2 (4)	.60	.60
<b>TOTAL</b>	<b>6.05</b>	<b>6.05</b>
<b><u>PART-TIME/SEASONAL STAFF</u></b>		
Seasonal Maintenance Worker	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>1</b>	<b>1</b>

**NOTES AND ADJUSTMENTS:**

- (1) The Director of Street & Utilities Operations position is allocated 15% to this budget, 20% to the Sewer Fund, 5% to the Water Fund and 60% to the Street Fund.
- (2) Two Operations Administrator positions are allocated to this budget and also to other funds as follows:
  - OA1 – 20% Solid Waste Fund, 30% Street Fund, 40% Sewer Fund, 10% Water Fund
  - OA2 – 80% Solid Waste Fund, 20% Street Fund
- (3) A Maintenance Crew Supervisor position is allocated 30% to this budget, 50% to the Sewer Fund and 20% to the Water Fund.
- (4) Two Administrative Support 2 positions are allocated to this budget and also to other funds as follows:
  - AS1 – 15% Solid Waste Fund, 60% Street Fund, 15% Sewer Fund, 10% Water Fund
  - AS2 – 45% Solid Waste Fund, 30% Street Fund, 15% Sewer Fund, 10% Water Fund



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>101 General Fund</b>					
<b>30 Public Works</b>					
Solid Waste					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	412,939	418,515	418,515	460,105
701103	Overtime Wages	39,194	40,000	40,000	40,000
701104	Other Wages	3,812	29,100	29,100	29,100
701201	Employee Benefits	220,161	222,470	222,470	248,080
701204	Uniforms and Clothing	4,595	4,395	4,395	4,395
702000	Training/Travel	130	1,700	1,500	1,700
<b>Personal Services Total:</b>		<b>680,832</b>	<b>716,180</b>	<b>715,980</b>	<b>783,380</b>
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	826	5,300	5,789	5,300
715001	Communications	0	100	100	100
715003	Printing and Reproductions	0	300	300	300
716000	Memberships/Subscriptions	523	710	710	710
<b>Contractual Services Total:</b>		<b>1,349</b>	<b>6,410</b>	<b>6,899</b>	<b>6,410</b>
<b>Supplies</b>					
721001	Office Supplies	181	300	399	300
721002	Operating Supplies	244	1,740	2,039	1,740
<b>Supplies Total:</b>		<b>424</b>	<b>2,040</b>	<b>2,438</b>	<b>2,040</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	0	1,000	1,000	1,000
734002	Tools	0	4,125	4,125	4,125
<b>Capital Outlay Total:</b>		<b>0</b>	<b>5,125</b>	<b>5,125</b>	<b>5,125</b>
<b>Other Charges and Ex</b>					
751004	Refuse Collection/Recycling	2,587,010	2,811,775	3,009,091	2,889,890
751012	Promotional Programs	-2,090	500	700	500
<b>Other Charges and Ex Total:</b>		<b>2,584,920</b>	<b>2,812,275</b>	<b>3,009,791</b>	<b>2,890,390</b>
<b>Public Works Total:</b>		<b>3,267,526</b>	<b>3,542,030</b>	<b>3,740,234</b>	<b>3,687,345</b>
<b>General Fund Total:</b>		<b>3,267,526</b>	<b>3,542,030</b>	<b>3,740,234</b>	<b>3,687,345</b>



**Public Works / Solid Waste Management**

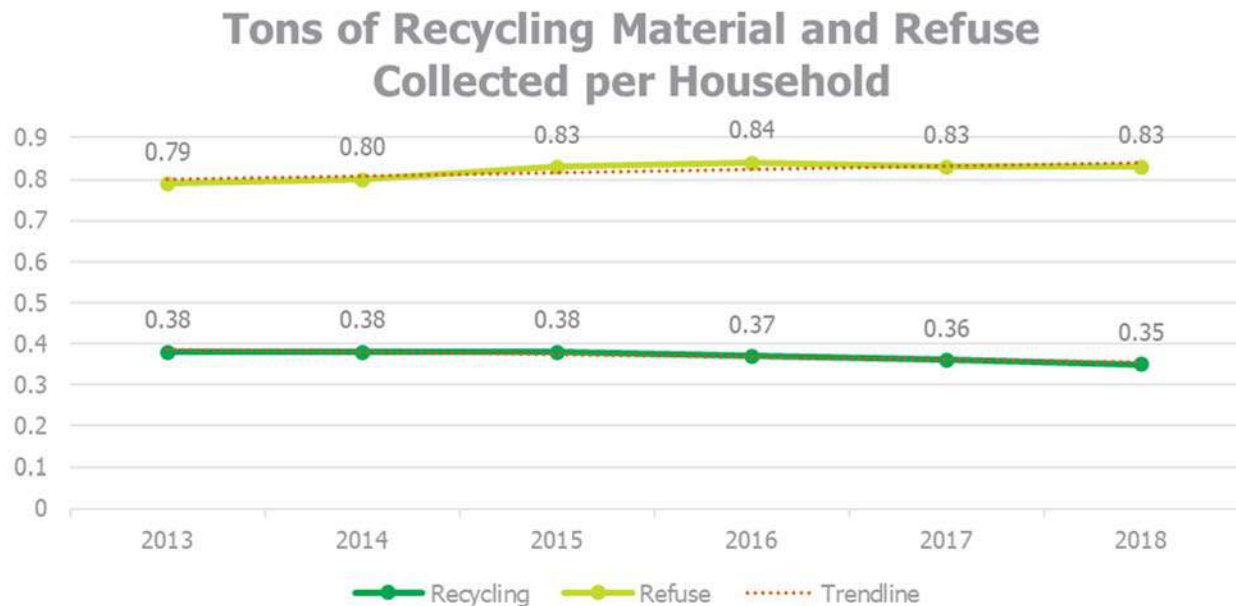
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**BUDGET SUMMARY:****10130340**

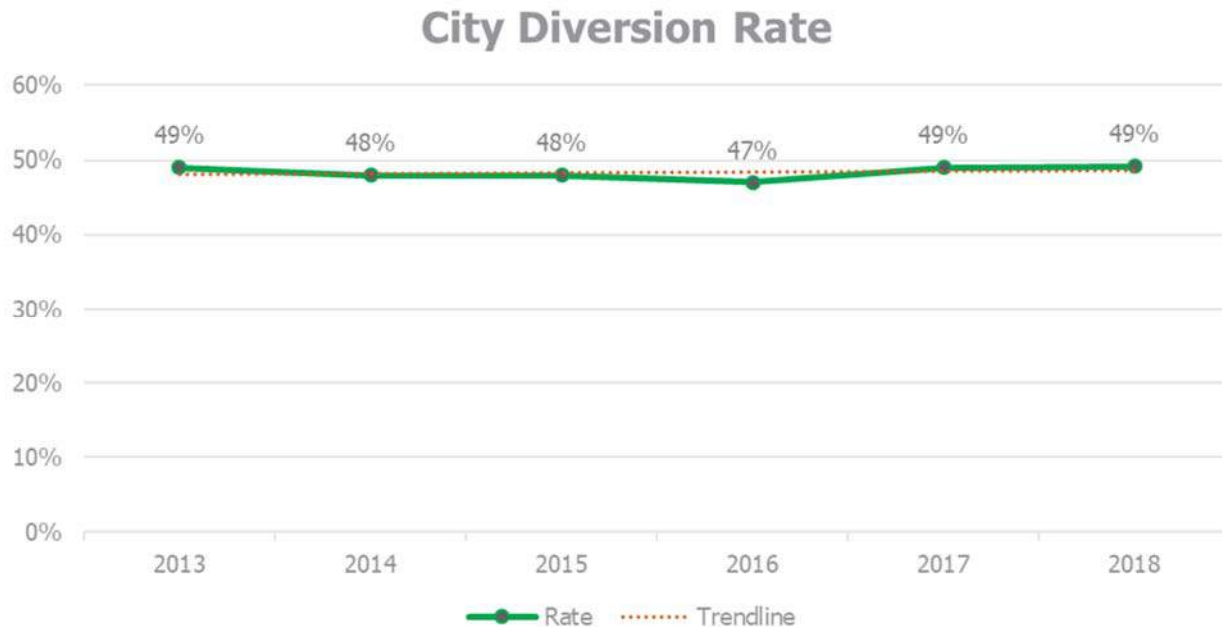
- Account 701101 provides funding for the staffing reflected in the Personnel Data and the Notes and Adjustments.
- Account 702000 provides funding travel and training.
- Account 713005 provides funding for professional services to remove City facility hazardous waste and street sweeper waste disposal.
- Account 721002 provides funding for operation supplies.
- Account 751004 provides funding for the City's refuse/recycling contract with Rumpke. In addition, this Account provides funds for small facility recycling containers, dumpsters for special events, recycling containers for events and funds to repair or replace existing residential program containers.
- Account 751012 provides funding for Household Hazardous Waste programs.

**10180340**

- Account 731000 provides funding for miscellaneous equipment and furniture.
- Account 734002 provides funding for hand tools, rakes for leaf collection, pitch forks, EZ reach grippers, blowers and other small tools.

**Public Works / Solid Waste Management****Performance Measures:****Tons of Recycling Material Collected per Household****Tons of Refuse Collected per Household**

The Street and Utilities Operations Work Unit uses both measurements above (tons of refuse and tons of recycling collected per household) to calculate an average rate of tons collected per solid waste customer in Dublin. The recycling rate per household remains fairly constant over the six-year span at around 0.37 tons/household. The refuse rate has slowly increased starting in 2013 from .79 to .83 in 2018. Overall, the City of Dublin is experiencing fairly steady recycling tonnages over the six year period with slight increases in refuse tonnages.

**Public Works / Solid Waste Management****Performance Measures:****City Diversion Rate (% per Year)**

**Goal:** To increase and maintain the City of Dublin's diversion rate above 50% annually.

The City of Dublin measures diversion rate as the amount of waste directed away from the landfill through collection of recycling, e-waste and yard waste, which includes leaf and chipper materials. There are economic, environmental and social benefits to increasing the City's diversion and recycling rates including the savings from not just the value of the recycled goods but the savings from reducing the tipping fees of the tonnage entering the landfill.



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**Public Works / Engineering****STATEMENT OF FUNCTIONS**

Engineering provides services such as design review, street and bridge design and construction, operation and maintenance of traffic signals, street lights, the outdoor warning system, school zone flashers, traffic sign and pavement marking standards and design, surveying, construction inspection, design, operation and maintenance of water distribution, storm and sanitary sewers, flood plain, retention and detention basins, management of capital improvement projects and consultation on proposed projects to various City departments. The City Engineer is responsible for ensuring engineering standards and guidelines are followed for all work in the public rights-of-way and easements. This function reviews the engineering aspects of all development projects and provides engineering support to Street and Utilities Operations. The City Engineer provides advice and information to City Council, the Planning and Zoning Commission and task forces when convened for special initiatives/projects.

**OBJECTIVES AND ACTIVITIES**

- To establish design standards for City transportation and utility infrastructure including sanitary and storm sewers, water lines, manholes, streets, curb and gutters, sidewalks, shared-use paths, traffic signals, signage, pavement markings, flood plain and ponds.
- To manage City infrastructure by establishing maintenance programs for sanitary and storm sewers, water lines, manholes, traffic signals, flood plain and ponds.
- To manage the design and construction of transportation and utility capital improvement projects.
- To ensure comprehensive, timely review of engineering plans and reports for capital improvement projects, subdivisions and development related projects.
- To coordinate with other governmental agencies in regards to pursuing federal and state grants, storm and sanitary sewer, water distribution and other applicable issues.
- To manage the comprehensive stormwater maintenance and improvement programs.

**PERSONNEL DATA**

<b><u>POSITION TITLE</u></b>	<b><u>2019 CURRENT NUMBER</u></b>	<b><u>2020 ADOPTED</u></b>
Director, Engineering	1	1
Engineering Manager	2	2
Senior Civil Engineer (1)	2.30	2.30
Civil Engineer II	6	6
Engineering Technician I (2)	1.5	1.5
Engineering Technician II	2	2
Electrical Worker	4	4
Engineering Project Inspector (3)	5	4.5
Administrative Support 2	2	2
<b>TOTAL</b>	<b>25.80</b>	<b>25.30</b>

**PART-TIME/SEASONAL STAFF**

Interns	2	2
<b>TOTAL</b>	<b>2</b>	<b>2</b>

**NOTES AND ADJUSTMENTS:**

- (1) One Senior Civil Engineer is allocated 30% to this budget, 20% to the Water Fund and 50% to the Sewer Fund.
- (2) One Engineering Technician is allocated 50% to this budget and 50% to the Water Fund and one Engineering Technician I which is allocated 50% to this budget and 50% to the Water Fund.
- (3) One Engineering Project Inspector position is allocated 50% to this budget and 50% to the Water Fund. One Engineering Project Inspector that was allocated 50% to this budget and 50% to Public Works is being reallocated to Community Recreation Center - Facilities.



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>101 General Fund</b>					
<b>30 Public Works</b>					
Engineering					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	1,896,709	1,956,810	1,971,810	2,068,490
701103	Overtime Wages	58,561	68,000	68,000	68,000
701104	Other Wages	11,824	17,000	17,000	17,000
701201	Employee Benefits	902,591	894,070	896,470	985,840
701204	Uniforms and Clothing	6,139	6,490	6,811	7,500
702000	Training/Travel	18,853	24,750	24,750	30,000
703100	Meeting Expenses	641	2,000	2,000	1,200
<b>Personal Services Total:</b>		<b>2,895,318</b>	<b>2,969,120</b>	<b>2,986,841</b>	<b>3,178,030</b>
<b>Contractual Services</b>					
712002	Eng. Inspection Services	105,859	200,000	256,390	200,000
712003	Plan Review	1,375	5,000	5,000	5,000
713004	Other Professional Services	319,318	713,250	968,072	787,160
715001	Communications	73	3,000	3,462	3,000
715003	Printing and Reproductions	2,098	3,000	3,230	3,000
716000	Memberships/Subscriptions	4,643	5,100	5,100	4,820
<b>Contractual Services Total:</b>		<b>433,367</b>	<b>929,350</b>	<b>1,241,254</b>	<b>1,002,980</b>
<b>Supplies</b>					
721001	Office Supplies	4,085	7,000	7,757	7,000
721002	Operating Supplies	13,852	16,500	16,668	5,830
<b>Supplies Total:</b>		<b>17,937</b>	<b>23,500</b>	<b>24,426</b>	<b>12,830</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	1,934	5,000	18,066	20,000
<b>Capital Outlay Total:</b>		<b>1,934</b>	<b>5,000</b>	<b>18,066</b>	<b>20,000</b>
<b>Public Works Total:</b>		<b>3,348,555</b>	<b>3,926,970</b>	<b>4,270,587</b>	<b>4,213,840</b>
<b>General Fund Total:</b>		<b>3,348,555</b>	<b>3,926,970</b>	<b>4,270,587</b>	<b>4,213,840</b>

**Public Works / Engineering****BUDGET SUMMARY:****10120320**

- Account 701101 provides funding for staffing reflected in the Personnel Data.
- Account 701104 provides funding for part-time (Intern) staff.
- Account 701204 provides funding for safety vests, fire retardant pants and shirts, boots, rain gear and safety glasses for field staff.
- Account 702000 provides funding for staff development training, webinars and local conferences.
- Account 703100 includes funding for group meetings sponsored by the City. Funding is included for food, beverages and associated supplies.
- Account 712002 provides funding for inspection of construction materials by the City of Columbus and contract inspection services.
- Account 712003 provides funding for consultant and specialized plan review.
- Account 713004 provides funding for consulting services, including surveying, the National Pollution Discharge Elimination System (NPDES) permit fee and required public education and outreach, and professional services associated with floodplain permit review as well as stormwater inspection services and stormwater GIS enhancements and EBuilder training and integration with MUNIS. Funding is also provided for Connected Vehicle Environmental Expansion, as well as first year estimates for the Pedestrian Bridge programming and operations, and Bridge Street Parking Management.
- Account 715001 provides funding for Fedex and Courier services.
- Account 715003 provides funding for printing contract documents and plans related to the City's capital improvement projects and toner for various printers.
- Account 716000 provides funding for memberships including APWA and engineering license renewals.
- Account 721001 provides funding for Office supplies.
- Account 721002 provides funding for operating supplies for the Inspectors including spray paint, soil probes, tapes, lathes, etc. This Account also provides funding for the rain barrel and compost bin programs.

**10180320**

- Account 731000 provides funding for miscellaneous furniture and equipment needs.



	2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>101 General Fund</b>				
<b>30 Public Works</b>				
Engineering Miscellaneous				
<b>Contractual Services</b>				
717005 Utilities- Other Fuel Types	199,950	235,000	290,581	240,875
<b>Contractual Services Total:</b>	<b>199,950</b>	<b>235,000</b>	<b>290,581</b>	<b>240,875</b>
<b>Supplies</b>				
724001 General Maintenance	39,621	125,000	163,073	125,000
<b>Supplies Total:</b>	<b>39,621</b>	<b>125,000</b>	<b>163,073</b>	<b>125,000</b>
<b>Public Works Total:</b>	<b>239,571</b>	<b>360,000</b>	<b>453,654</b>	<b>365,875</b>
<b>General Fund Total:</b>	<b>239,571</b>	<b>360,000</b>	<b>453,654</b>	<b>365,875</b>





**Public Works /Engineer Miscellaneous**

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**BUDGET SUMMARY:**

**10150390**

- Account 717005 provides funding for electrical service to the City's streetlights and outdoor early warning siren system.
- Account 724001 provides funding to purchase parts and supplies for the City's streetlights and outdoor early warning siren system, as well as a tester for 480V LED street lights.



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**Public Works / Fleet Management****STATEMENT OF FUNCTIONS**

The Fleet Management Division provides City staff with safe, well-maintained vehicles and equipment, enabling them to perform their work with high performing vehicles that reflect a positive image for the City. The Division continues to pursue alternative fuel and other options in an effort to reduce emissions of the City fleet and equipment. The Fleet Management Division also oversees the City's fueling station providing the City's fleet, Dublin City Schools and Washington Township Fire Department with fuel.

**OBJECTIVES AND ACTIVITIES**

- Provide the highest vehicle maintenance standards.
- Properly maintain fleet to ensure all City assets are safe for use.
- Add/replace vehicles and equipment as needed to ensure the correct equipment is available to complete tasks safely and economically while delivering services to residents at expected levels.
- Implement consistent preventive maintenance performance measures along with asset availability, schedule vs nonscheduled and technician productivity measurements to ensure maximum usage of assets.
- Provide support for the online auction to dispose of older assets from the fleet.
- Analyze alternative fuel and hybrid fleet options and incorporate those options when appropriate.
- Oversee the City's fueling station, to ensure everything is functioning properly at the time of fueling, so the city vehicles can record the proper information. If the information is recorded properly, it helps maintain the PM's (preventive maintenance) on the vehicles.
- Monitor and analyze vehicle and equipment usage to ensure proper size of fleet.
- Monitor the Motor Pool to get a better utilization of all vehicles.

**PERSONNEL DATA**  
**POSITION TITLE****2019**  
**CURRENT NUMBER****2020**  
**ADOPTED**

Director of Fleet Management  
Fleet Administrator  
Fleet Technician I  
Administrative Support 2  
**TOTAL**

1  
1  
6  
1  
**9**

1  
1  
6  
1  
**9**

**NOTES AND ADJUSTMENTS:**



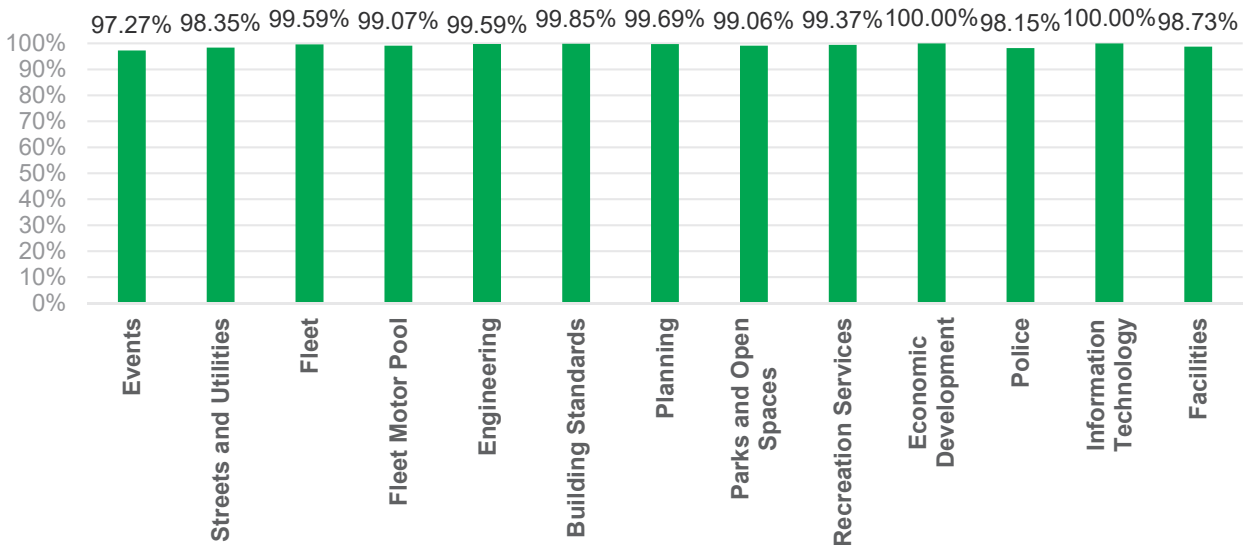
		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>101 General Fund</b>					
<b>30 Public Works</b>					
Fleet Management					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	633,675	669,540	669,540	717,735
701103	Overtime Wages	59,111	50,000	50,000	50,000
701201	Employee Benefits	261,033	277,460	277,460	293,110
701204	Uniforms and Clothing	8,369	9,375	9,774	9,375
702000	Training/Travel	21,017	17,500	17,500	18,500
<b>Personal Services Total:</b>		<b>983,204</b>	<b>1,023,875</b>	<b>1,024,274</b>	<b>1,088,720</b>
<b>Contractual Services</b>					
713004	Other Professional Services	3,487	11,300	10,300	12,950
713005	Misc. Contract. Serv.	98,615	86,000	94,443	90,000
716000	Memberships/Subscriptions	6,980	4,900	4,900	4,900
717001	Rents and Leases	37,652	56,500	56,739	58,000
<b>Contractual Services Total:</b>		<b>146,733</b>	<b>158,700</b>	<b>166,382</b>	<b>165,850</b>
<b>Supplies</b>					
721001	Office Supplies	776	1,500	2,014	1,500
721002	Operating Supplies	31,326	39,500	39,521	39,500
724003	Equipment Maintenance	28,440	17,000	21,350	17,000
726001	Vehicle Maintenance	379,811	460,000	575,598	460,000
726002	Fuel	1,417,357	1,725,750	1,821,687	1,785,750
<b>Supplies Total:</b>		<b>1,857,709</b>	<b>2,243,750</b>	<b>2,460,169</b>	<b>2,303,750</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	660	1,000	1,602	1,000
734002	Tools	8,981	18,100	26,135	18,100
<b>Capital Outlay Total:</b>		<b>9,641</b>	<b>19,100</b>	<b>27,737</b>	<b>19,100</b>
<b>Public Works Total:</b>		<b>2,997,288</b>	<b>3,445,425</b>	<b>3,678,562</b>	<b>3,577,420</b>
<b>General Fund Total:</b>		<b>2,997,288</b>	<b>3,445,425</b>	<b>3,678,562</b>	<b>3,577,420</b>

**Public Works / Fleet Management****BUDGET SUMMARY:****10110370**

- Account 701101 provides funding for the staffing reflected in the Personnel Data.
- Account 701103 provides funding for overtime.
- Account 701204 provides funding for rental uniforms, boots and gloves, and safety glasses.
- Account 702000 provides funding for ASE certifications, welding certifications, and other specialized training. As well as APWA conference and the GFX conference.
- Account 713004 includes funding for required fuel tank registrations and fuel tank cleanings; service on the parts cleaner; vehicle registration, titles, plates, and towing of vehicles.
- Account 713005 provides funding for miscellaneous contractual services, such as detailing of vehicles, and bucket truck inspections. This Account also provides funding for Integrated Business Solutions (IBS - NAPA) which is the City's parts provider, therefore also handling inventory and warranties. It is a contract that provides for a NAPA employee to be on-site during regular business hours.
- Account 716000 provides funding for memberships/subscriptions, such as the National Association of Fleet Administrators (NAFA) and American Public Works Association (APWA).
- Account 717001 provides funding for rental of welding tanks, vehicle and equipment rental.
- Account 721002 provides funding for operating supplies such as soaps for the car wash, hand cleaners, and welding torch supplies.
- Account 724003 provides funding for maintenance and various equipment inspections. This would include maintenance on lift inspections, fuel system maintenance and repairs, bucket truck inspections (OSHA required), and bulk oil delivery system.
- Account 726001 provides funding for the repair and maintenance of all City-owned vehicles and equipment (tires, parts, curb shoes, blades, plows, cutting edges).
- Account 726002 provides funding for fuel (unleaded, diesel, CNG) and other petroleum products. Over 50% of the fuel purchased by the City is consumed by the Dublin City School District and Washington Township. Those costs are recovered through reimbursement to the City based on actual usage plus a surcharge.

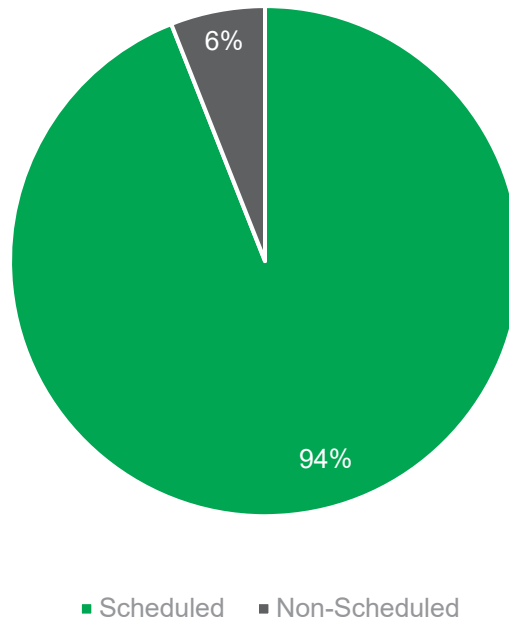
**10180370**

- Account 731000 provides funding for miscellaneous office furniture.
- Account 734002 provides funding for tool allowance for the technicians and special tools due to model year changes.

**Public Works / Fleet Management****PERFORMANCE MEASURES:****Asset Availability**

Since keeping assets on the road is the essential purpose of a fleet management organization, the rate of fleet availability is perhaps the most important of all fleet performance measures. Asset availability generally accepted benchmark is 95% or better for your entire fleet.

Decisions as to what constitutes downtime and factors such as age of the fleet and the mix of vehicle types will have a major impact on the performance the fleet organization can attain. As with most of the performance measures, perhaps the best value in tracking the fleet availability is to chart one's own performance over time. This way the fleet staff can monitor trends and document the impact that decisions such as a reduction in fleet replacement funding have on the fleet availability.

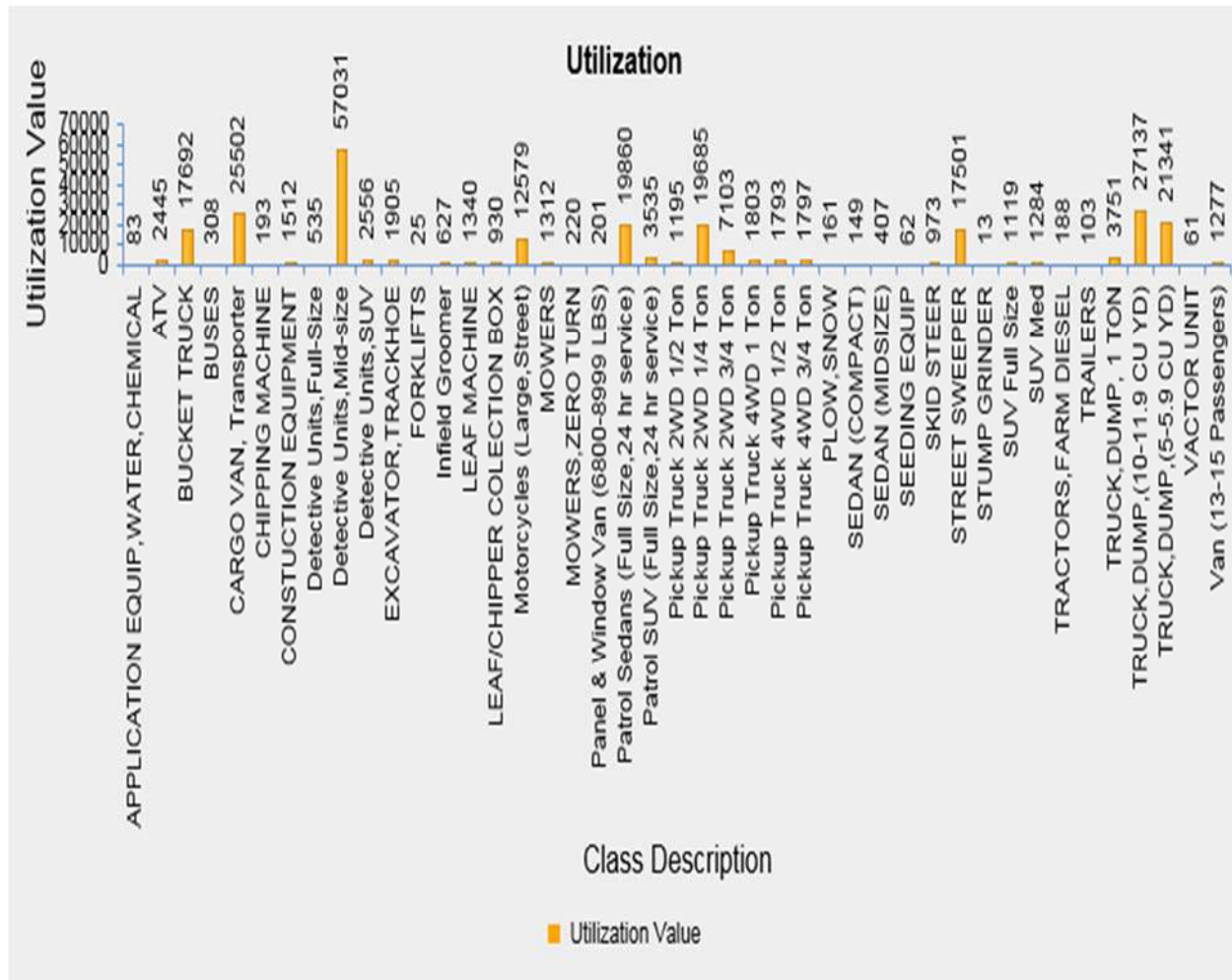
**Public Works / Fleet Management****PERFORMANCE MEASURES:****Scheduled vs Non-Scheduled Repairs**

The monitoring of scheduled repairs is a performance measure that fleet applies here for accountability of the operation and uses to avoid unscheduled repairs and downtime when possible. It helps to monitor the efficiency and effectiveness's of various repair activities. This is a key performance indicator of how well your Preventive Maintenance (PM) program is working. Scheduling the majority of the workload allows fleet to build a work plan and manage the majority of its shops resources in the most cost-effective way. Catching items before an asset is returned to service will increase by 20% asset availability, productivity, and customer service.

***"If we're not customer service driven, our vehicles won't be either"***

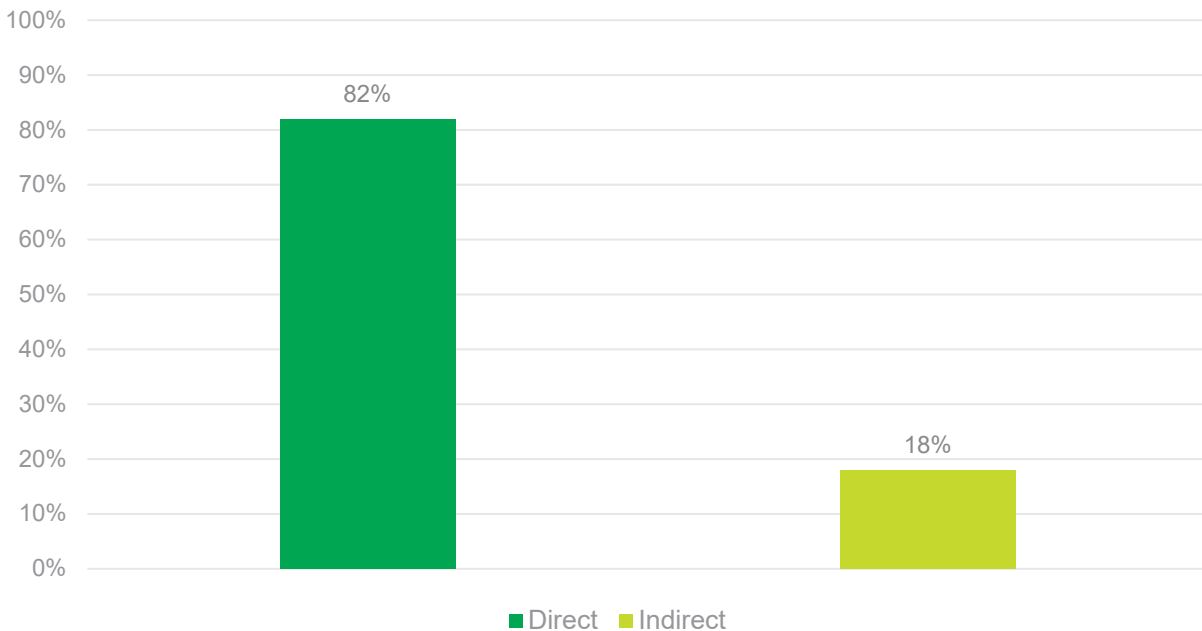


## Public Works / Fleet Management

**PERFORMANCE MEASURES:**

This performance measure allows fleet to see the overall utilization of all assets within fleet. In keeping with best practices and the fleet utilization policy, we can monitor assets to see if they are meeting the threshold set forth. Our best practice states 4000 miles per year for on road assets and at least 250 hours per year for equipment/off road assets. This allows fleet to ensure that we have the right size fleet and assets are not being under or over utilization in their area of operation. This also allows fleet to help determine if more or less assets are needed.



**Public Works / Fleet Management****PERFORMANCE MEASURES:****Technician Productivity**

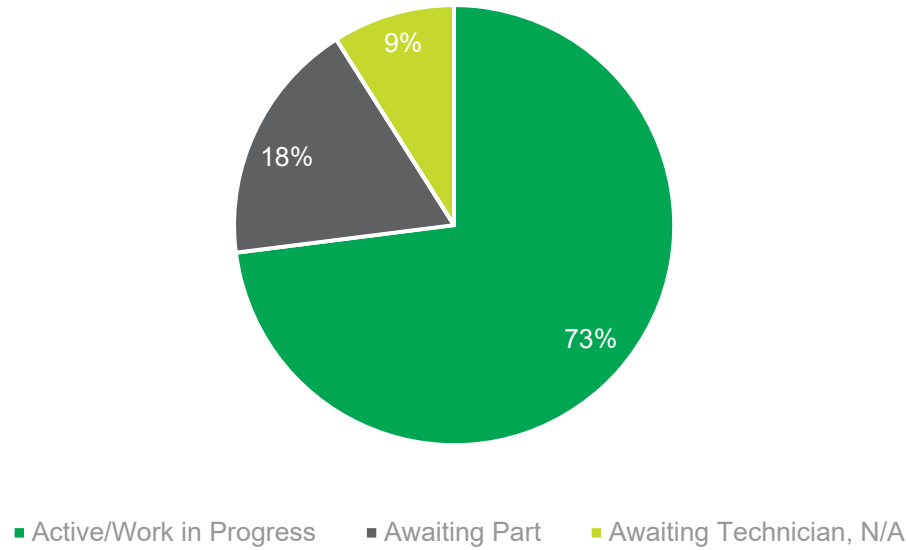
This performance measure is one that is used regularly by the fleet to ensure we are achieving the optimal technician productivity. Lower than average productivity can be attributed to many things that are not directly associated with the technician. Parts availability, access to special tools, and the overall work flow process are just a few. Optimizing technician productivity is important. High productivity helps with morale, customer satisfaction and the overall fleet budget. Best practices say between 65-75%, you are doing well.



Public Works / Fleet Management

PERFORMANCE MEASURES:

Open Work Order by Status

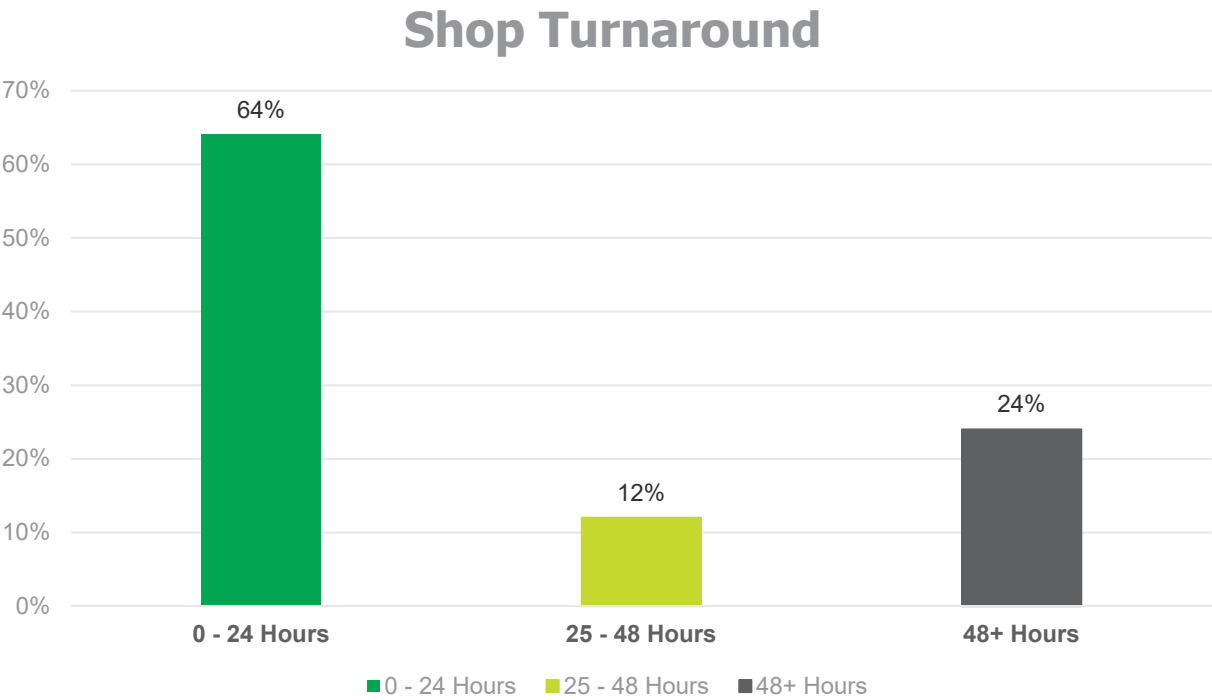


This performance measurement allows for a live look at what is actively being worked on in the fleet maintenance facility. It allows fleet to manage the workflow of all the technicians. It also allows fleet to look at what is at a vendor and what is warranty work being conducted.



Public Works / Fleet Management

PERFORMANCE MEASURES:

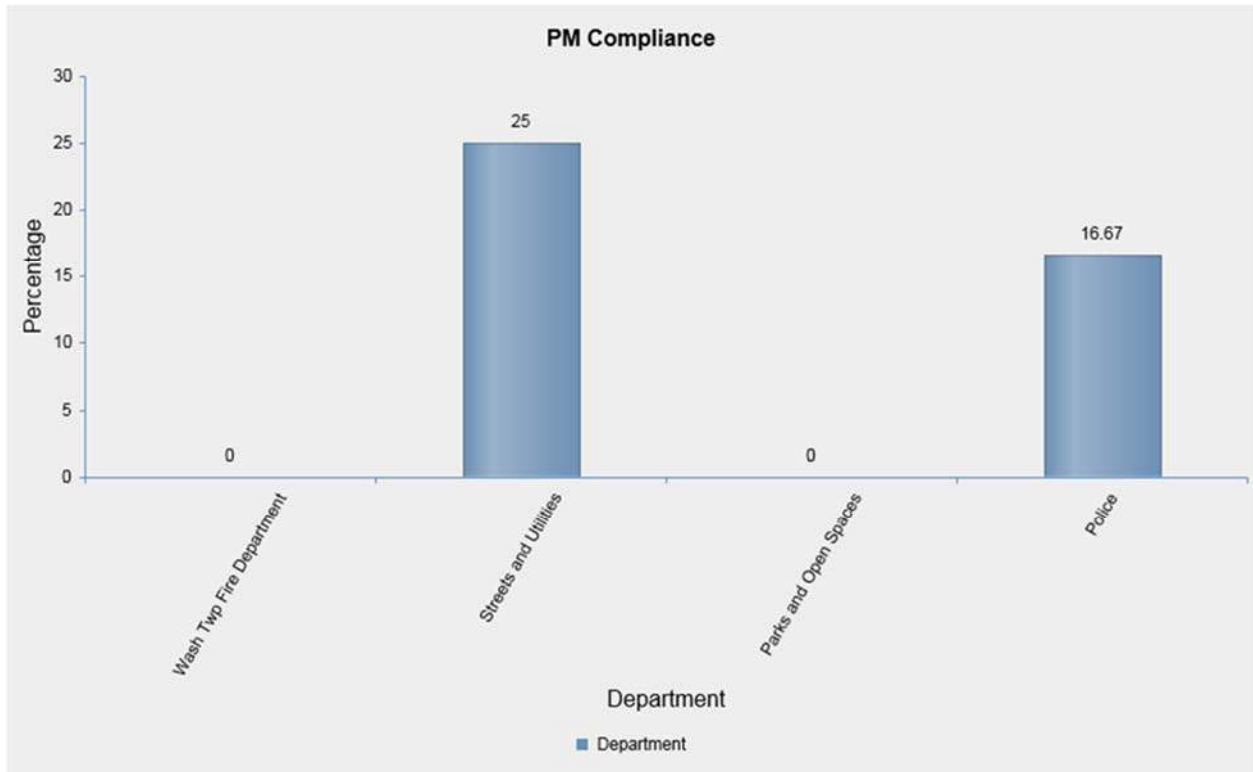


This measurement shows where the fleet is on the overall operation of timely repairs that come in. Our best practice for our fleet is 90% within 48 hours in and out of the shop and 10% within 48+ hours. This allows us to see where we need to improve our service in getting assets in and out of the shop in an efficient manner.



## Public Works / Fleet Management

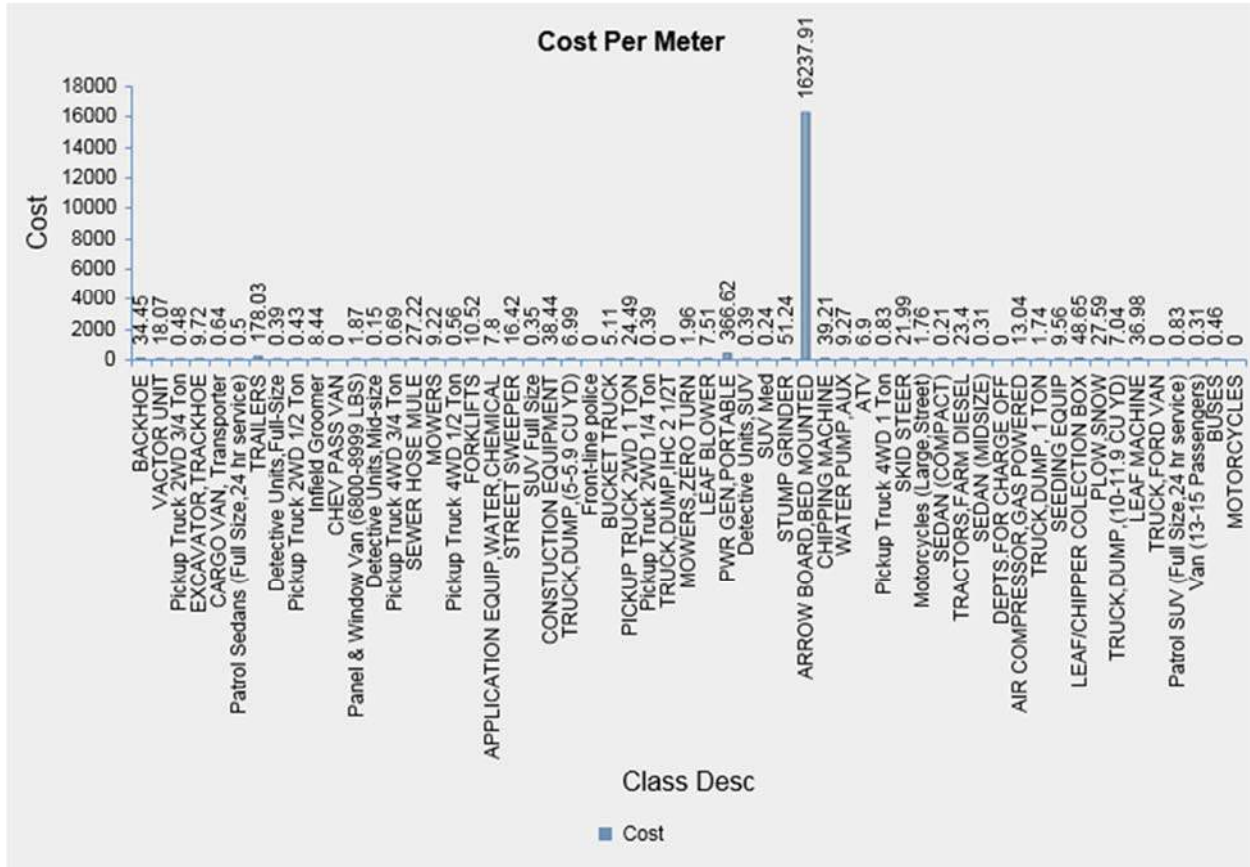
### PERFORMANCE MEASURES:



The purpose of the Preventive Maintenance (PM) program is to increase operator safety, reduce downtime, track warranty, and avoid costly repairs. Operators must assist the PM program by conducting daily inspections, entering in accurate meter readings and keep PM appointments and following city operating policy and procedures.



## Public Works / Fleet Management

**PERFORMANCE MEASURES:**

The goal of this performance measure is to provide a reliable, accurate and credible tool for our fleet staff to use in evaluating one of the aspect of the performance of our fleet. Fleet staff can use this information to track the level of performance of the fleet assets and make adjustments to improve that performance if necessary, with the overall goal of our operation to be competitive and efficient. With this performance measure, fleet can make sound decisions to replace assets that drive up costs. This measurement can pinpoint assets that need to be replaced or reassigned because of improper utilization or being used in the wrong application. It is very important for us at fleet to ensure that we have the right asset for the right job.



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**Public Works / Facilities****STATEMENT OF FUNCTIONS:**

The Facilities work unit is charged with protecting the City's investment in public buildings by ensuring that both the appearance and functions are preserved. This is accomplished by adhering to proper preventive maintenance programs, performing repairs in a professional manner and as quickly as possible, maintaining a safe and clean environment for building occupants and visitors, and by seeking the most efficient utilization of space and energy resources.

**OBJECTIVES AND ACTIVITIES:**

- To establish and implement a proactive preventive maintenance program.
- To perform regular inspections of City facilities and equipment.
- To provide custodial services in City facilities, utilizing green cleaning practices to the extent possible.
- To perform repairs to equipment and facility components.
- To provide oversight for facility construction and renovation projects.
- To perform citywide space needs evaluation, planning and design.
- To reduce energy consumption in City facilities by introducing best practices in conservation and installing efficient mechanical and electrical systems.

<b><u>PERSONNEL DATA</u></b>	<b><u>2019</u></b>	<b><u>2020</u></b>
<b><u>POSITION TITLE</u></b>	<b><u>CURRENT NUMBER</u></b>	<b><u>ADOPTED</u></b>
Director of Facilities Management	1	1
Operations Administrator	1	1
Maintenance Crew Supervisor	2	2
Facilities System Specialist	1	1
Maintenance Worker	3	3
Custodial Worker	9	9
Administrative Support 2	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>18</b>	<b>18</b>
<b><u>PART-TIME/SEASONAL STAFF</u></b>		
Seasonal Maintenance Worker	<u>5</u>	<u>5</u>
<b>TOTAL</b>	<b>5</b>	<b>5</b>

**NOTES AND ADJUSTMENTS:**



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>101 General Fund</b>					
<b>30 Public Works</b>					
Facilities					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	990,270	1,085,585	1,085,585	1,122,120
701103	Overtime Wages	24,608	20,000	20,000	20,000
701104	Other Wages	38,637	72,700	72,700	74,960
701201	Employee Benefits	426,802	523,155	523,155	593,315
701204	Uniforms and Clothing	14,209	13,200	13,720	13,200
702000	Training/Travel	2,741	6,000	7,193	6,000
703100	Meeting Expenses	242	250	250	250
<b>Personal Services Total:</b>		<b>1,497,509</b>	<b>1,720,890</b>	<b>1,722,602</b>	<b>1,829,845</b>
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	276,155	311,000	375,448	317,220
715001	Communications	3,222	3,500	3,578	3,500
716000	Memberships/Subscriptions	386	500	500	500
717001	Rents and Leases	4,122	5,100	6,258	5,100
717005	Utilities- Other Fuel Types	458,596	519,350	636,757	519,350
<b>Contractual Services Total:</b>		<b>742,481</b>	<b>839,450</b>	<b>1,022,542</b>	<b>845,670</b>
<b>Supplies</b>					
721001	Office Supplies	1,625	2,000	2,128	2,000
721002	Operating Supplies	94,816	125,000	163,618	127,500
724003	Equipment Maintenance	260,917	220,500	276,638	224,910
<b>Supplies Total:</b>		<b>357,358</b>	<b>347,500</b>	<b>442,384</b>	<b>354,410</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	21,077	10,000	10,352	10,000
734002	Tools	0	1,500	1,500	1,500
735002	Cap Impr Build & Other Struct	0	0	2,800	0
<b>Capital Outlay Total:</b>		<b>21,077</b>	<b>11,500</b>	<b>14,652</b>	<b>11,500</b>
<b>Public Works Total:</b>		<b>2,618,425</b>	<b>2,919,340</b>	<b>3,202,180</b>	<b>3,041,425</b>
<b>General Fund Total:</b>		<b>2,618,425</b>	<b>2,919,340</b>	<b>3,202,180</b>	<b>3,041,425</b>



**Public Works / Facilities****BUDGET SUMMARY:****10110350**

- Account 701101 provides funding for full-time staffing reflected in the Personnel Data
- Account 701103 includes funding for overtime wages to provide staff coverage for maintenance projects, emergency call-ins and special events.
- Account 701104 provides funding for Seasonal Maintenance Workers who maintain restrooms in the parks during the spring and summer. One position assists maintenance with building aesthetics (e.g. painting and power washing).
- Account 701204 provides funding for Uniforms and Clothing for maintenance and custodial staff.
- Account 702000 provides funding for staff training and professional development.
- Account 713005 includes funding for preventive maintenance contracts for mechanical systems throughout City-owned facilities, contract cleaning at one building and scheduled cleaning services for carpet and windows in multiple buildings. Also provides funding for rental of floor mats, pest control service, fire and security alarm monitoring.
- Account 715001 provides funding for postage for the Service Center mail meter and funds for express mail and courier services.
- Account 716000 provides funding for professional memberships.
- Account 717001 provides funding for rents and lease.
- Account 717005 provides funding for electricity, natural gas and water and sewer charges for City facilities with the exception of the Community Recreation Center (charged to the DCRC facility Account).
- Account 721001 provides funding for miscellaneous office supplies.
- Account 721002 includes funding for custodial and maintenance operating and cleaning supplies.
- Account 724003 includes funding for ongoing general maintenance of City-owned facilities except for the Community Recreation Center and outdoor pools, which have their own funding source.

**10180350**

- Account 731000 includes funding for items such as replacement furniture and flooring repairs in various City buildings.



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**Development / Office of the Director****STATEMENT OF FUNCTION**

The Director of Development oversees the divisions of Economic Development, Building Standards, and Planning. The Director's budget supports the execution of strategic initiatives and projects in support of Council's goals. Internally, these include implementing training opportunities for career and leadership development for staff, and development and execution of process improvement measures to ensure the Department's staff is competent, responsive and customer service oriented.

This office leads the Department in developing strategies to ensure the City's corporate office space remains competitive and identifies and implements strategies for revenue generation. In partnership with the CIO, the Director leads the effort to discover and develop partnerships with academic and industry partners to expand and deploy technological advances throughout the City for the betterment of the community. Further, as a leader of Smart City initiatives and the Innovation Strategy, the Director frequently joins regional partner agencies in national and international efforts to recruit new and emerging businesses and industries to ensure future economic vibrancy for the City.

**OBJECTIVES AND ACTIVITIES**

- Pro-actively communicate with Dublin-based businesses, neighborhoods and organizations to inform them of planning efforts and projects. Develop relationships that encourage a robust exchange of ideas and information and result in a high-level of engagement.
- Continue to strengthen connections with regional partner agencies (i.e. Columbus2020, Jobs Ohio) to understand, assess and evaluate threats and act on opportunities to retain, expand and attract businesses/jobs.
- Actively engage with academic partners (i.e. Ohio University and Ohio State University) to collaborate in identifying programmatic opportunities that bring research activity to the City.
- Maintain relationships with members of the Council of Governments/US 33 Innovation Corridor, ODOT, DriveOhio, OSMI, MODE, MORPC, COTA and related committees and organizations to support the development of the connected/autonomous vehicle corridor and the new industry that will result.
- In partnership with the CIO, build the vision for employing "smart" technologies throughout the City.

**PERSONNEL DATA**  
**POSITION TITLE****2019**  
**CURRENT NUMBER****2020**  
**ADOPTED**

Director of Development  
Administrative Support 3  
**TOTAL**

1  
1  
**2**

1  
1  
**2**

**PART-TIME/SEASONAL STAFF**

**TOTAL**

0  
**0**

0  
**0**

**NOTES AND ADJUSTMENTS:**



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>101 General Fund</b>					
<b>70 Development</b>					
Office of the Director of Development					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	225,364	241,115	241,115	245,405
701103	Overtime Wages	1,663	2,500	2,500	2,500
701104	Other Wages	2,799	0	0	0
701201	Employee Benefits	60,374	59,150	59,150	61,995
702000	Training/Travel	4,460	9,140	10,140	15,000
702001	Reimbursable Business Expense	363	500	500	500
703100	Meeting Expenses	2,400	3,000	2,125	3,000
<b>Personal Services Total:</b>		<b>297,422</b>	<b>315,405</b>	<b>315,530</b>	<b>328,400</b>
<b>Contractual Services</b>					
713004	Other Professional Services	0	1,000	1,000	1,000
715003	Printing and Reproductions	0	500	500	500
716000	Memberships/Subscriptions	803	1,490	1,490	1,490
<b>Contractual Services Total:</b>		<b>803</b>	<b>2,990</b>	<b>2,990</b>	<b>2,990</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	0	2,500	2,500	2,500
<b>Capital Outlay Total:</b>		<b>0</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>
<b>Development Total:</b>		<b>298,225</b>	<b>320,895</b>	<b>321,020</b>	<b>333,890</b>
<b>General Fund Total:</b>		<b>298,225</b>	<b>320,895</b>	<b>321,020</b>	<b>333,890</b>

**Development / Office of the Director**

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**BUDGET SUMMARY:****10110710**

- Account 701101 provides funding for staffing reflected in the Personnel Data.
- Account 702000 includes training and certification courses for staff. Also includes funds for international and national trade mission trips to recruit businesses.
- Account 702001 includes funds for business meeting expenses for luncheons with developers, business leaders, prospective industries, etc.
- Account 703100 provides funding for group meetings sponsored by the Department.
- Account 713004 provides funding for property appraisals and other professional services.
- Account 715003 funds printed projects, presentation materials, and event invitations.
- Account 716000 provides funding for professional memberships.

**10180710**

- Account 731000 provides funding for miscellaneous small office equipment.



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**Development / Economic Development****STATEMENT OF FUNCTION**

The Director of Economic Development oversees three Administrators. The 2020 budget provides for continued emphasis on the key components of the City's economic development program in support of Council's goals, which include: business retention, expansion, attraction and creation; workforce development; entrepreneurship; and marketing and advocacy. Key project areas include West Innovation master plan, Legacy Office Competitiveness, Bridge Street, 100-gig Broadband deployment, Dublin Reality Check workforce campaign, and Corporate Wellness. Additionally, economic development efforts will continue to include active engagement with Dublin-based businesses, various private and public organizations/agencies involved in local, regional and state-wide economic development; the integration of local economic development objectives with broader community planning policies and goals; pro-actively engage the development/real estate community; maintain involvement with community organizations and partners such as Dublin City Schools and Ohio University; administer City's incentive programs; and serve as a local business liaison to assist with development issues.

**OBJECTIVES AND ACTIVITIES**

- Retain, grow, attract & create industry-focused jobs to ensure financial security of the City.
- Continue to promote development of seven key business districts.
- Seek opportunities for Council to engage businesses in accordance with Council goals.
- Provide a business retention and expansion program that effectively and pro-actively communicates to, engages with and involves Dublin businesses in the community & region.
- Continuously leverage the expertise and efforts of Columbus 2020 for business attraction and leverage the talent of City staff to respond to leads.
- Effectively communicate with Dublin businesses and the education/training community to understand access to, availability of and needs regarding a qualified workforce.
- Continually strengthen relations with the development and corporate real estate community.
- Assess and adjust organizational functions and processes in order to be development/re-development friendly while promoting and upholding high-quality growth standards.
- Positively and cooperatively interact with other government agencies and entities.
- Continue strengthening international business relationships and programming.

**PERSONNEL DATA**  
**POSITION TITLE**
**2019**  
**CURRENT NUMBER**
**2020**  
**ADOPTED**

Director of Economic Development  
 Economic Development Administrator  
 Senior Economic Development Administrator  
**TOTAL**

1  
 3  
 0  
**4**

1  
 2  
 1  
**4**

**PART-TIME/SEASONAL STAFF**

Intern  
**TOTAL**

1  
**1**

1  
**1**

**NOTES AND ADJUSTMENTS:**

Number of positions remains the same; but a request to change in a position's level is requested. The requested change involves reclassifying one of the three Administrators to a Senior Administrator level.



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>101 General Fund</b>					
<b>70 Development</b>					
Economic Development					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	345,703	361,200	361,200	395,005
701104	Other Wages	0	13,000	13,000	14,750
701201	Employee Benefits	132,497	129,920	129,920	145,380
702000	Training/Travel	17,612	29,000	29,000	29,000
702001	Reimbursable Business Expense	840	2,000	2,000	2,000
703100	Meeting Expenses	7,384	10,300	10,300	12,000
<b>Personal Services Total:</b>		<b>504,036</b>	<b>545,420</b>	<b>545,420</b>	<b>598,135</b>
<b>Contractual Services</b>					
713004	Other Professional Services	490,889	659,600	822,880	605,850
715002	Advertising	128,238	258,000	266,664	258,000
715003	Printing and Reproductions	5,742	6,000	6,000	6,000
716000	Memberships/Subscriptions	28,301	33,975	34,675	34,000
<b>Contractual Services Total:</b>		<b>653,170</b>	<b>957,575</b>	<b>1,130,218</b>	<b>903,850</b>
<b>Supplies</b>					
721001	Office Supplies	1,517	2,500	2,614	2,500
<b>Supplies Total:</b>		<b>1,517</b>	<b>2,500</b>	<b>2,614</b>	<b>2,500</b>
<b>Other Charges and Ex</b>					
751009	Economic Development	258,227	287,000	353,145	287,000
751010	Economic Dev Incentives	1,329,956	1,575,375	2,050,375	1,825,770
754002	Grants/Community Org	0	100,000	120,270	250,000
<b>Other Charges and Ex Total:</b>		<b>1,588,183</b>	<b>1,962,375</b>	<b>2,523,790</b>	<b>2,362,770</b>
<b>Development Total:</b>		<b>2,746,906</b>	<b>3,467,870</b>	<b>4,202,043</b>	<b>3,867,255</b>
<b>General Fund Total:</b>		<b>2,746,906</b>	<b>3,467,870</b>	<b>4,202,043</b>	<b>3,867,255</b>



**Development / Economic Development****BUDGET SUMMARY:****10110740**

- Account 701100 provides funding for staffing reflected in the Personnel Data.
- Account 702000 includes travel/training and certification courses for staff and three international mission trips with Columbus 2020.
- Account 702001 includes funds for business meeting expenses for luncheons with developers, business leaders, prospective industries, etc.
- Account 703100 provides funding for group meetings sponsored by the City.
- Account 713004 includes funding for consultation related to economic development including workforce programs, real estate reports, and Dublin Entrepreneurial Center (DEC) sponsorship. Funding has also been provided for data analytic work.
- Account 715002 includes funds for marketing and advertising focused on workforce recruitment and targeted industry attraction efforts including print and digital web advertising.
- Account 715003 funds printed projects, site selection and program materials, business retention packets and event invitations for economic development.
- Account 716000 provides funding for such memberships as with the Dublin Chamber of Commerce, Mid-Ohio Development Exchange (MODE), Catylist, international business groups, etc.
- Account 751009 includes funds to support economic development programs including business appreciation, business attraction, retention and expansion; along with regional and joint partnerships, including Rev1 Ventures, and 100 gig project.
- Account 751010 reflects funding for economic development incentives in accordance with executed Economic Development Agreements (EDA). The decrease for 2019 is due to the expiration of multiple EDAs.
- Account 754002 provides funding for the City's Façade Improvement Grant Program and a proposed grant program for Legacy Office Competitiveness Improvement.

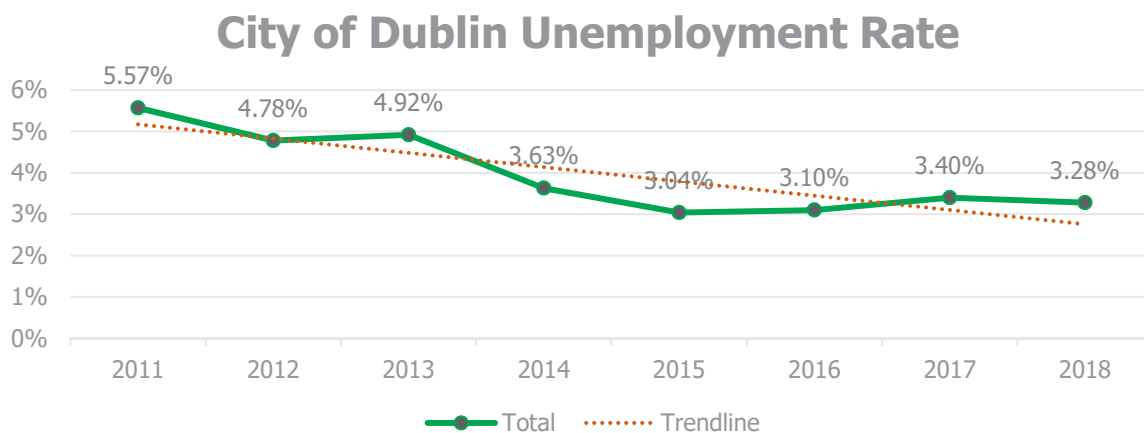
**Development / Economic Development****PERFORMANCE MEASURES:****1) Total Number of Jobs Retained through Economic Development Agreements**

This measure shows that through the execution of Retention/Expansion Economic Development Agreements (EDAs), the City is successful at retaining employers at risk of moving from Dublin. This does not include companies renew leases without requesting incentives from the City to do so.

**2) Total Number of Jobs Created through Economic Development Agreements**

This measure shows that through the execution of Attraction EDAs, the City is successful at recruiting new employers to Dublin. This is not a city-wide statistic. It will ebb and flow every year, and cannot be compared to other years. Jobs Created and Job Retained figures are tied ONLY to the specific handful of EDAs executed each year: those that receive incentives to stay/grow/move to Dublin.

Year	EDAs	Jobs Retained	New Jobs
2018	5	1,539	417
2017	8	425	298
2016	4	2,148	25
2015	11	1,853	687
2014	6	289	269
2013	9	1,169	806
2012	5	711	299
2011	12	638	970
<b>Total</b>	<b>55</b>	<b>7,233</b>	<b>3,354</b>

**3) City of Dublin Unemployment Rate – Civilian Labor Force data**

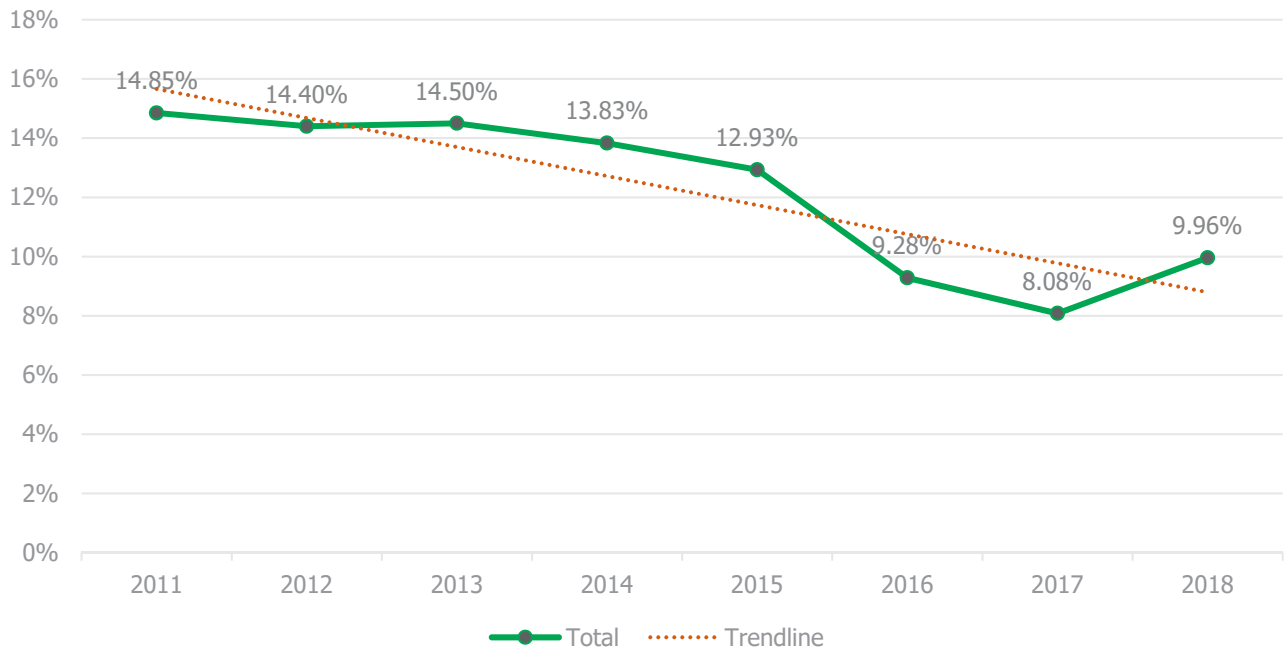
A high rate of unemployment indicates limited employment opportunities in a labor market that is in a situation of oversupply. A low rate of unemployment indicates a tight labor market, potential scarcity of skilled labor, and future cost pressures from wage demands from workers. Ideally, 5.5% is an acceptable percentage. Anything above 8% or below 5% is challenging.



## Development / Economic Development

## 4) City of Dublin Commercial Office Vacancy Rate

## City of Dublin Commercial Office Vacancy Rate



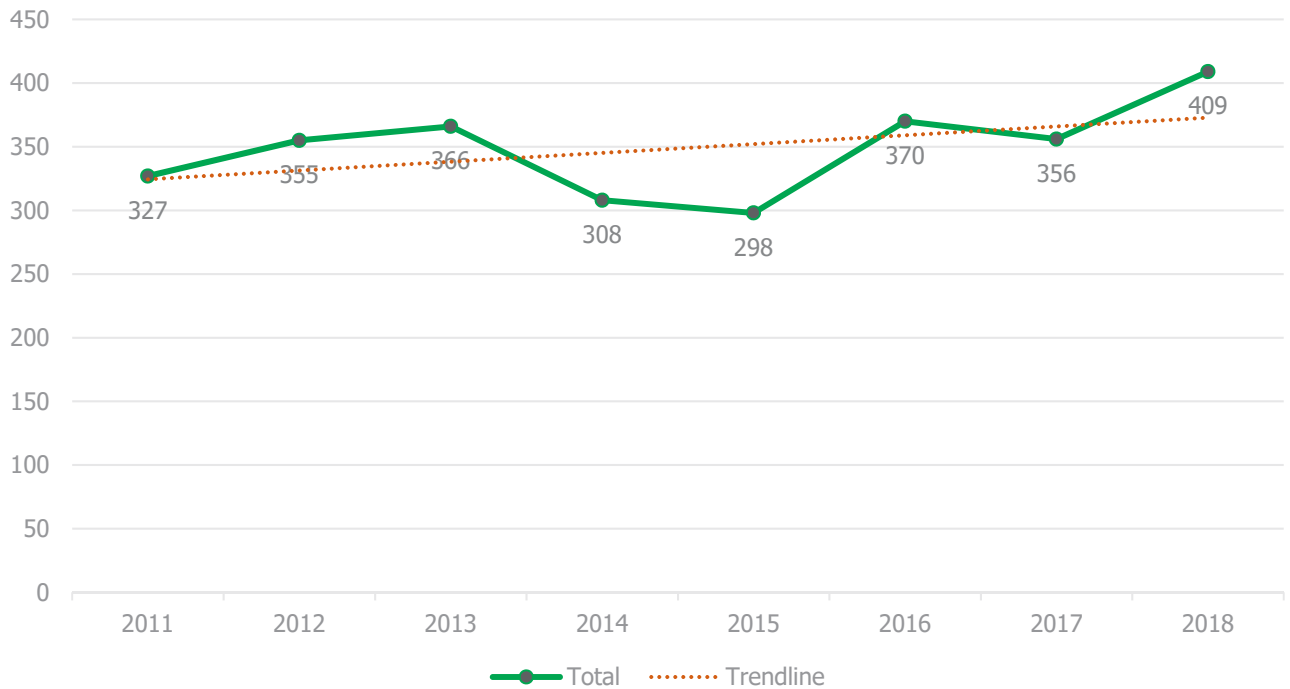
Vacancy Stabilization is considered 12.5%. Dipping below 10% indicates the need for more office product/new development, and rental rates typically begin to rise and get increasingly competitive. Getting above 13% indicates it's a renter's market, and rates are typically competitive. Anything consistently about 17% requires deeper analysis to understand if there is a great overall issue driving the high rate (a spike in new buildings added to inventory, aging buildings going empty, crime, unrealistic pricing, surrounding infrastructure problems, recent change in building values or taxes, recent and proximate new inventory competition, etc).



Development / Economic Development

5) Annual Number of Retention and Company Outreach Meetings Conducted

Annual Number of Retention and Company Outreach Meetings Conducted



The goal is to have meaningful interactions with as many companies as possible annually. This is accomplished through 1-on-1 meetings, tours, conversations to discuss and solve issues, and recognitions. The Economic Development Division's annual goal is 400 visits.

**Development / Building Standards****STATEMENT OF FUNCTIONS:**

Building Standards is under the administrative direction of the Director of Building Standards (Chief Building Official) who reports to the Director of Development. The primary responsibility of Building Standards is to ensure that all new construction, both commercial and residential, complies with all applicable state, local, and national building codes.

**OBJECTIVES AND ACTIVITIES:**

- To ensure that all new construction complies with all applicable state, local, and national building codes.
- To perform plan reviews on applications, issue permits, perform inspections, and issue Certificates of Occupancy.
- To provide direction and to communicate with building design professionals, contractors, builders, homeowners, and the general public.
- To provide timely information regarding levels and types of construction activity within the City to various stakeholders.
- To provide architectural support for City projects.

<b>PERSONNEL DATA</b>	<b>2019</b>	<b>2020</b>
<b><u>POSITION TITLE</u></b>	<b><u>CURRENT NUMBER</u></b>	<b><u>ADOPTED</u></b>
Director, Building Standards	1	1
Commercial Plans Examiner	1	1
Senior Building Inspector	1	1
Building Inspector	4	4
Electrical Inspector	2	2
Residential Plans Examiner	1	1
Development Review Specialist	1	1
Review Services Coordinator	1	1
Permit Technician	3	3
<b>TOTAL</b>	<b>15</b>	<b>15</b>

**NOTES AND ADJUSTMENTS:**



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>101 General Fund</b>					
<b>70 Development</b>					
Building Standards					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	949,175	1,090,500	1,090,500	1,149,980
701103	Overtime Wages	15,252	10,000	10,000	10,000
701104	Other Wages	8,985	0	0	0
701201	Employee Benefits	371,629	427,150	427,150	529,645
701204	Uniforms and Clothing	2,593	4,000	4,000	4,000
702000	Training/Travel	2,715	10,000	10,845	10,000
703100	Meeting Expenses	778	2,500	2,500	2,500
<b>Personal Services Total:</b>		<b>1,351,126</b>	<b>1,544,150</b>	<b>1,544,995</b>	<b>1,706,125</b>
<b>Contractual Services</b>					
712003	Plan Review	259,974	150,000	210,056	150,000
712004	Building Inspection Services	124,399	150,000	180,627	150,000
713004	Other Professional Services	0	3,000	20,600	3,000
713005	Misc. Contract. Serv.	46,332	50,000	50,000	70,000
715003	Printing and Reproductions	5,691	2,500	2,846	3,500
716000	Memberships/Subscriptions	2,245	4,000	4,170	4,000
<b>Contractual Services Total:</b>		<b>438,642</b>	<b>359,500</b>	<b>468,299</b>	<b>380,500</b>
<b>Supplies</b>					
721001	Office Supplies	3,474	4,000	4,668	4,000
721002	Operating Supplies	6,852	10,000	10,000	10,000
<b>Supplies Total:</b>		<b>10,327</b>	<b>14,000</b>	<b>14,668</b>	<b>14,000</b>
<b>Other Charges and Ex</b>					
755000	Refunds	0	7,500	7,500	7,500
<b>Other Charges and Ex Total:</b>		<b>0</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>
<b>Development Total:</b>		<b>1,800,094</b>	<b>1,925,150</b>	<b>2,035,462</b>	<b>2,108,125</b>
<b>General Fund Total:</b>		<b>1,800,094</b>	<b>1,925,150</b>	<b>2,035,462</b>	<b>2,108,125</b>



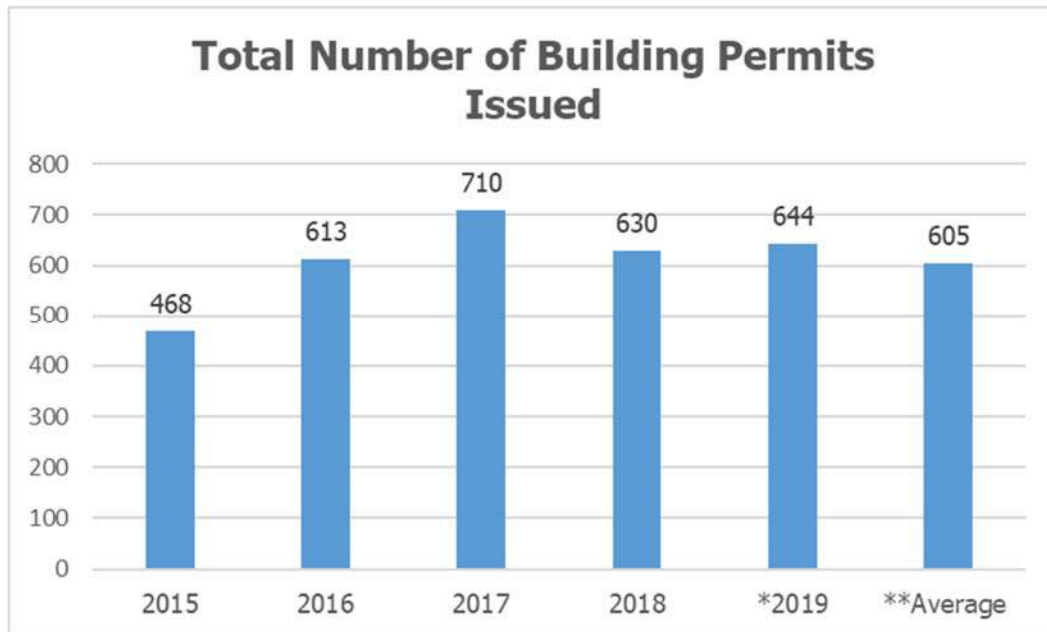
## Development / Building Standards

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### **BUDGET SUMMARY:**

#### **10120730**

- Account 701100 provides funding for staffing reflected in the Personnel Data.
- Account 701204 provides funding for uniform s includes shirts, boots and cold weather wear for Inspectors.
- Account 702000 provides funding for training, attendance at regional conferences and required State certifications.
- Account 712003 funds contract services needed to complement the plan review which are completed in-house.
- Account 712004 includes funding for plumbing inspection services from the Franklin County Board of Health. The budget for this account fluctuates with the level of building activity; however fees collected directly offset this expense.
- Account 713004 provides funding to compliment the City's in-house plan review process.
- Account 713005 provides funding for credit card machine transaction fees. The increase in fees is due to a higher volume of transactions for development in the Bridge Street District.
- Account 721002 provides funding for supplies such as technical equipment, code reference materials for Inspectors and Plan Review staff.
- Account 755000 provides funding for unanticipated refunds.

**Development / Building Standards****Performance Measures:****1. Total Number of Building Permits Issued (Commercial & Residential)**

*\*2019 Total is projected, based upon 7/19/19 plan review data (349 actual ytd)*

*\*\*4 year average does not include the 2019 YTD statistic*

Construction activity within the City of Dublin maintained solid and robust gains from 2011 to 2017. The projected 2019 permits are approx. 6% higher than the 5 year average. Commercial permits have maintained a healthy pace and the size of the projects continue to increase as well. Building Standards must continue to examine its resources, both fiscally and in personnel, to keep pace with these indicators and to maintain the highest level of service. Workloads at the new normal level, will continue with the addition of major commercial and residential development for the foreseeable future.

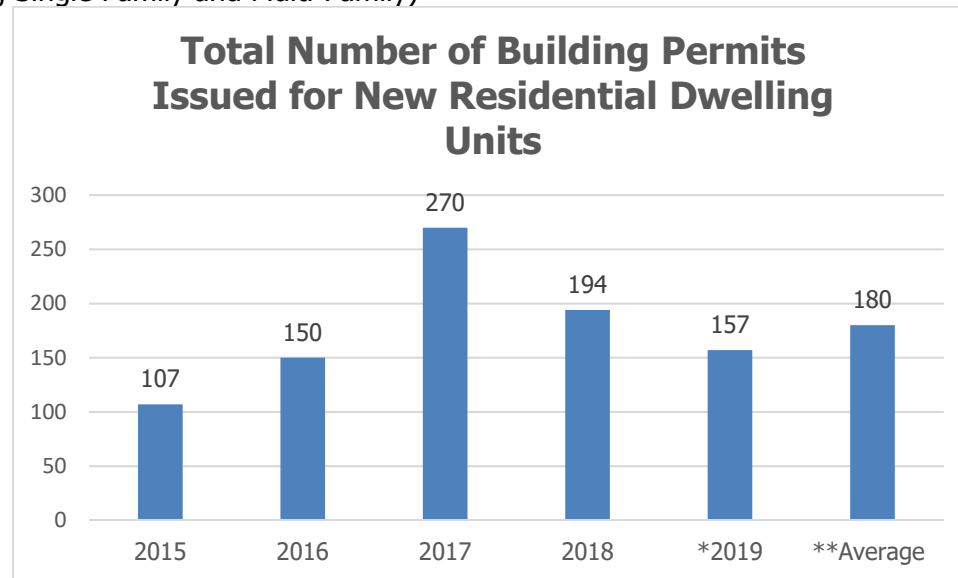




## Development / Building Standards

### Performance Measures:

#### 2. Total Number of Building Permits Issued for New Residential Dwelling Units (Including Single Family and Multi-Family)



*\*2019 Total is projected based upon 7/19/19 plan review data (actual 85 ytd)*

*\*\*4 year average does not include the 2019 YTD statistic*

The total number of permits issued for new residential dwellings has steadily increased from a low in 2008 to a high in 2017. We are projecting that the 2019 residential permit count will reach approx. 87% of the 4 year average. We believe that the low in 2015 was the result of low site inventories rather than economic conditions. Residential developments, such as Autumn Woods, Avondale, along with new phases of Oak Park and Tartan Ridge, should keep residential permits at or near the 4 year average.

Residential construction is a good indicator of the overall health of the construction sector. New residential developments continue to open throughout the city in response to the public demand for new housing. Building Standards should continue to see normal activity for the near term. One “after-effect” of new residential construction is a corresponding increase for permits related to remodeling activity in residential units, mostly in accessory structure permits (decks, screened porches) and basement remodels. The number of these homeowner improvement permits continue rise and place an increased demand on staff resources, in the form of permit processing, plan review and building, electrical and mechanical inspections.



## Development / Building Standards

### Performance Measures:

#### 3. Building Permits Issued: Total Square Feet x 1,000 (Commercial and Residential)

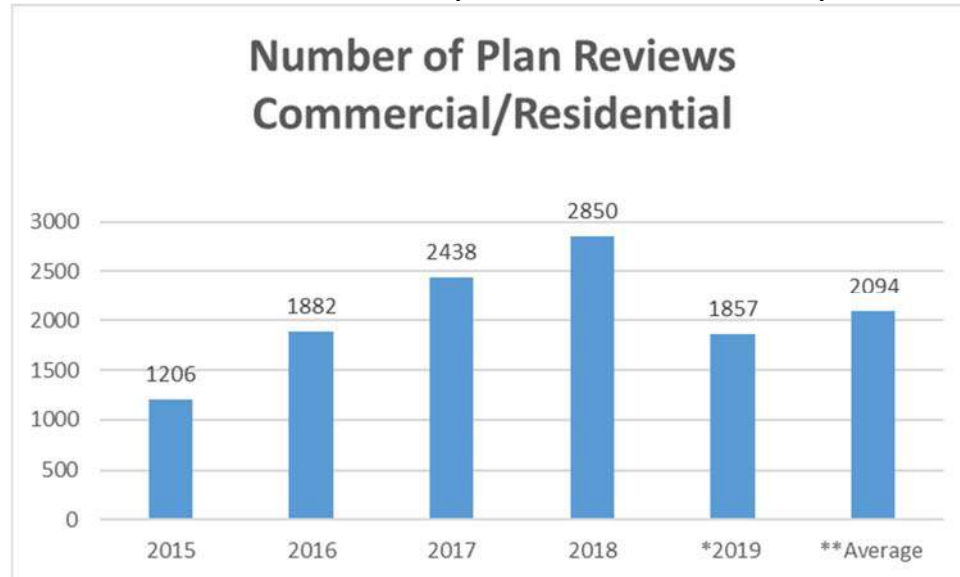


*\*2019 Total is projected based upon 7/19/19 plan review data (actual 1,557 ytd)*

*\*\*4 year average does not include the 2019 YTD statistic*

The total number of square feet of construction in 2015 and 2017 set records for recent construction activity. Continuing development in the Bridge Street District, other commercial developments and continued stability in residential construction bode well for 2019 and beyond, although we do not anticipate continued record-breaking years and expect the new normal will be nominally less than the 4 year average. We are projecting 2019 Building Permits to be 92% of the 4 year average.

Building permit fees are based primarily on square footage of construction. When square footage activity increases, building permit revenues also increase. There is also a corresponding increase in "over-the-counter" permit activity, due to the need for associated electrical, mechanical, plumbing and fire protection permits.

**Development / Building Standards****Performance Measures:****4. Total Number of Plan Review Rounds (Commercial and Residential)**

*\*2019 Total is projected based upon 7/19/19 plan review data (actual 1,006 ytd)*

*\*\*5 year average does not include the 2019 YTD statistic*

The number of plan review rounds is a metric which directly impacts internal staffing demands and external consultant plan review staffing requirements. Residential applications may average 1½ review rounds per application. It is not unusual for commercial applications to require 10 to 15 review rounds per application, half of which are directly related to applicant requested phased submittals and field changes during the construction process.

We have made a true effort to reduce the amount of phased plan review submittals over the last 9 months. Our projected 2019 number of plan review rounds is 1,857, which is 89% of our 4 year average. As the number of plan review rounds reduce, our outside plan review consultant charges will reduce as well.



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**Development / Planning****STATEMENT OF FUNCTION**

Planning is responsible for managing the City's development process, undertaking plan updates and special studies, and enforcing the City's codes relative to the built environment. This includes land use planning, zoning reviews, code enforcement, public engagement, and support of several boards and commissions. The division is responsible for analyzing the changing needs of the City, identifying, and implementing long range planning objectives that address these needs. This includes identifying trends that need to be addressed (changes in demographics, shifting market conditions, current thinking in land planning and urban design, housing needs, etc.) and undertaking the relevant studies or plan updates. All of these activities relate to the following functional areas: development proposals review; Community Plan maintenance and implementation; project analysis; area studies; code enforcement; zoning compliance; land use modeling; code amendments; and customer service operations.

***Mission Statement***

The mission of Planning is to provide professional and technical expertise to guide the land use decisions of public officials, residents and the development community. We engage our citizens to establish and realize a long-range vision for Dublin's land use and development character. We facilitate the zoning process through the implementation of the Community Plan and the administration and enforcement of the City's land use codes.

**OBJECTIVES AND ACTIVITIES**

- To be responsive to citizens on planning issues and facilitate a citizen participation process.
- To plan the orderly, high quality growth of the city by implementing the Community Plan.
- To assist economic development activities by providing land use/site design support.
- To assist in the coordination and the implementation of the capital improvement program.
- To manage development proposals through the public hearing process.
- To administer development regulations.
- To be responsive to City Council goals.
- To ensure compliance with all orders of City Council, Planning and Zoning Commission, Administrative Review Team, Board of Zoning Appeals, Architectural Review Board, and various special committees and groups.

**PERSONNEL DATA****POSITION TITLE****2019  
CURRENT NUMBER****2020  
ADOPTED**

Director, Planning  
Planning Manager  
Senior Planner  
Planner II  
Planner I  
Planning Technician  
Code Enforcement Supervisor  
Code Enforcement Officer  
Zoning Inspector  
Administrative Support 3  
Administrative Support 2  
Administrative Support 1

1  
1  
3  
2  
3  
1  
1  
3  
2  
1  
1  
1

1  
1  
3  
2  
3  
1  
1  
3  
2  
1  
1  
1

**TOTAL****20****20****PART-TIME/PERMANENT PART-TIME/SEASONAL STAFF**

Planning Assistant / Intern

3  
**3**

3  
**3**

**TOTAL****NOTES AND ADJUSTMENTS:**

Development/Planning

11/18/19



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>101 General Fund</b>					
<b>70 Development</b>					
Planning					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	1,348,366	1,445,010	1,445,010	1,527,300
701103	Overtime Wages	13,996	12,500	12,500	12,500
701104	Other Wages	51,264	70,000	70,000	70,020
701201	Employee Benefits	562,409	614,790	614,790	658,745
701204	Uniforms and Clothing	2,470	2,810	3,083	2,810
702000	Training/Travel	39,292	62,000	85,059	41,300
703100	Meeting Expenses	1,408	2,250	3,576	750
<b>Personal Services Total:</b>		<b>2,019,206</b>	<b>2,209,360</b>	<b>2,234,018</b>	<b>2,313,425</b>
<b>Contractual Services</b>					
712008	Planning Services	268,320	72,000	403,487	68,000
713004	Other Professional Services	26,992	90,000	198,399	80,000
713005	Misc. Contract. Serv.	8,724	1,100	1,614	1,100
715001	Communications	3,370	7,500	9,350	7,500
715003	Printing and Reproductions	0	2,000	2,000	2,000
716000	Memberships/Subscriptions	10,378	10,000	10,000	10,000
717001	Rents and Leases	2,196	2,820	3,369	2,820
<b>Contractual Services Total:</b>		<b>319,979</b>	<b>185,420</b>	<b>628,220</b>	<b>171,420</b>
<b>Supplies</b>					
721001	Office Supplies	5,897	8,000	12,052	8,000
721002	Operating Supplies	5,117	4,000	4,439	4,000
724003	Equipment Maintenance	0	2,300	2,300	2,300
<b>Supplies Total:</b>		<b>11,014</b>	<b>14,300</b>	<b>18,791</b>	<b>14,300</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	3,862	4,500	5,909	4,500
<b>Capital Outlay Total:</b>		<b>3,862</b>	<b>4,500</b>	<b>5,909</b>	<b>4,500</b>
<b>Other Charges and Ex</b>					
753001	Code Enforcement	6,439	10,000	18,412	10,000
755000	Refunds	0	3,000	3,000	3,000
<b>Other Charges and Ex Total:</b>		<b>6,439</b>	<b>13,000</b>	<b>21,412</b>	<b>13,000</b>
<b>Development Total:</b>		<b>2,360,500</b>	<b>2,426,580</b>	<b>2,908,348</b>	<b>2,516,645</b>
<b>General Fund Total:</b>		<b>2,360,500</b>	<b>2,426,580</b>	<b>2,908,348</b>	<b>2,516,645</b>

**Development / Planning****BUDGET SUMMARY:****10120720**

- Account 701101 provides funding for the staffing reflected in the Personnel Data.
- Account 701104 provides wages for the Planning Assistants.
- Account 702000 includes funding for participating in the Community Development Software Users Group conference, Planners attending the national and state planning conferences (AICP certifications), consultants for City Council and Planning and Zoning Commission joint training sessions, training and certification requirements of the Landscape Architect and Zoning/Landscape Inspectors, and training and certification requirements for Code Enforcement Officers.
- Account 703100 provides funding for group meetings sponsored by the City and includes resources for food, beverages, and associated supplies.
- Account 712008 provides funding for general planning services and area studies including continued implementation of the mobility plan and the downtown parking plan, updates to the Community Plan, and the creation of a comprehensive complete streets plan.
- Account 713004 provides funding for consultants that support the City's boards and commissions through the development review process, including architectural consulting services, historic preservation consulting services, and graphic design consulting services. These services principally support development and sign approvals in the Bridge Street District and Historic Districts.
- Account 715001 provides funding for postage for all work units located within the 5800 Building.
- Account 716000 provides funding for membership fees such as the APA (state and national) and ASLA.
- Account 721002 includes funding for office supplies and supplies for specialized presentations.
- Account 753001 provides funding for mowing services and landscape projects under the supervision of the City's Zoning Inspectors and Code Enforcement Officers. The majority of these costs are recovered through assessments.

**10180720**

- Account 731000 provides funding for equipment and furniture such as office chairs and standing desks (desktop adjustable versions).



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**Parks & Recreation/ Office of the Director****STATEMENT OF FUNCTIONS:**

The Department of Parks and Recreation provides direction and oversight to the Divisions of Parks Operations, Recreation Services, Community Events and Volunteer Services.

**OBJECTIVES AND ACTIVITIES**

- To provide leadership and direction to the staff within Parks Operations, Recreation Services, Community Events and Volunteer Services including setting of departmental goals, clear customer service standards and accountability for achieving these goals and standards.
- To manage all departmental functions and to develop and recommend policies, procedures and program improvements.
- To ensure the City's goals and strategic objectives are reached in each of the functional areas in an efficient, effective and responsive manner.
- To provide appropriate learning and development opportunities to employees and employee teams.

**PERSONNEL DATA****POSITION TITLE****2019  
CURRENT NUMBER****2020  
ADOPTED**

Director, Parks and Recreation  
Landscape Architect Manager  
Landscape Architect  
Maintenance Crew Supervisor  
Administrative Support 3  
**TOTAL**

1  
1  
.5  
1  
1  
**4.5**

1  
1  
.5  
1  
1  
**4.5**

**NOTES AND ADJUSTMENTS:**



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>101 General Fund</b>					
<b>40 Parks and Recreation</b>					
Office of the Director of Parks and Recreation					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	284,778	408,310	408,310	425,645
701103	Overtime Wages	3,913	4,500	4,500	6,000
701201	Employee Benefits	123,001	171,550	171,550	190,530
701204	Uniforms and Clothing	81	880	880	880
702000	Training/Travel	3,645	7,700	7,700	12,700
703100	Meeting Expenses	2,629	1,500	1,791	1,500
<b>Personal Services Total:</b>		<b>418,047</b>	<b>594,440</b>	<b>594,731</b>	<b>637,255</b>
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	3,750	1,255,315	1,255,315	1,654,600
715001	Communications	111	100	160	100
716000	Memberships/Subscriptions	5,589	6,490	6,490	6,145
<b>Contractual Services Total:</b>		<b>9,449</b>	<b>1,261,905</b>	<b>1,261,965</b>	<b>1,660,845</b>
<b>Supplies</b>					
721001	Office Supplies	1,744	1,800	1,902	1,800
<b>Supplies Total:</b>		<b>1,744</b>	<b>1,800</b>	<b>1,902</b>	<b>1,800</b>
<b>Other Charges and Ex</b>					
751003	Special Projects/Programs	1,044	3,000	3,000	15,000
<b>Other Charges and Ex Total:</b>		<b>1,044</b>	<b>3,000</b>	<b>3,000</b>	<b>15,000</b>
<b>Parks and Recreation Total:</b>		<b>430,284</b>	<b>1,861,145</b>	<b>1,861,598</b>	<b>2,314,900</b>
<b>General Fund Total:</b>		<b>430,284</b>	<b>1,861,145</b>	<b>1,861,598</b>	<b>2,314,900</b>



## Parks & Recreation

### **BUDGET SUMMARY:**

#### **10140410**

- Account 701101 provides funding for the staffing reflected in the Personnel Data.
- Account 701103 provides for funding of overtime for Crew Supervisor and Administrative Support Staff for meetings, special events and other unexpected circumstances. Account increased by \$1500 to cover overtime not budget in 2019 for Crew Supervisor that transferred from the Division of Parks Operation.
- Account 701204 supports minimal funding for Landscape Architect, Landscape architect and Crew Supervisor for PPE Replacements and supplies.
- Account 702000 includes the same funding for training for full-time staff to support parks and recreation which includes education to provide recertification credits for professional certifications, as well as staff training and development. Additional funding included for landscape architect position for ASLA training and re-certifications. Also added additional required funds for safety training for Crew Supervisor.
- Account 703100 includes increased funding for miscellaneous meetings including Riverside Crossing Park meetings along with other additional meetings.
- Account 713005 provides funding for parkland fee study for "fee in-lieu of parkland dedication." This account provides funding for all landscape maintenance contracts, supplemental contract mulching and various HOA contracts. Increase to funds due to contract pricing increases for 2020 along with contingency landscape repair cost per contract. Increases to I-270/33 and Riveria maintenance contracts to include full maintenance for 2020. Also funds were included for winter work which was previously included in Parks Operations account.
- Account 715001 provides minimal funding for courier service and Fed-ex.
- Account 716000 provides funding for such memberships and renewals as NRPA and OPRA corporate and individual memberships, Landscape Architect Manager license, Master Specs license renewal and other staff membership and recertification. Increase due to Landscape Architect memberships and recertification fees and CDL renewal for Crew Supervisor
- Account 721001 provides funding for office supplies including printer supplies for landscape architect.
- Account 751003 includes new funding for park dedications and Parks & Recreation events. Increase to this fund due to CAPRA re-accreditation in 2020 to include costs for expenses for site visits. Also includes funding for updates and printing for bikepath maps.



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**Parks & Recreation / Parks Operations****STATEMENT OF FUNCTIONS:**

The City of Dublin takes pride in providing its residents and visitors the highest quality public parks to pursue their active and passive outdoor needs. Parks strives to be both environmentally and economically sound in its management of public areas including parks, gateways and rights-of-way.

**ACCOUNTIVES AND ACTIVITIES:**

Parks Operations is committed to maintaining and providing a safe and accessible park system and will lead efforts for the enhancement and preservation of the parks system.

<b>PERSONNEL DATA</b>	<b>2019</b>	<b>2020</b>
<b><u>POSITION TITLE</u></b>	<b><u>CURRENT NUMBER</u></b>	<b><u>ADOPTED</u></b>
Director, Parks Operations	1	1
Operations Administrator	1	0
Nature Education Coordinator (1)	.5	0
Maintenance Crew Supervisor	6	6
Maintenance Worker	20	20
Administrative Support 2	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>29.5</b>	<b>29</b>
<b><u>PART-TIME/SEASONAL STAFF</u></b>		
Seasonal Maintenance Worker	<u>22</u>	<u>22</u>
<b>TOTAL</b>	<b>22</b>	<b>22</b>

**NOTES AND ADJUSTMENTS:**

(1) Nature Education Coordinator position has been moved to Parks and Recreation, Outreach and Engagement.



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>101 General Fund</b>					
<b>40 Parks and Recreation</b>					
Parks Operations					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	2,064,821	2,100,780	2,100,780	2,138,775
701103	Overtime Wages	184,715	95,000	141,380	95,000
701104	Other Wages	268,517	372,400	326,020	372,400
701201	Employee Benefits	1,142,047	1,142,920	1,142,920	1,148,135
701204	Uniforms and Clothing	38,806	44,500	51,966	44,500
702000	Training/Travel	2,759	10,875	10,875	10,875
<b>Personal Services Total:</b>		<b>3,701,665</b>	<b>3,766,475</b>	<b>3,773,941</b>	<b>3,809,685</b>
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	991,646	117,895	328,232	117,895
715001	Communications	0	200	200	200
716000	Memberships/Subscriptions	1,924	2,880	2,880	2,880
717005	Utilities- Other Fuel Types	272,829	300,725	397,136	308,245
<b>Contractual Services Total:</b>		<b>1,266,400</b>	<b>421,700</b>	<b>728,448</b>	<b>429,220</b>
<b>Supplies</b>					
721001	Office Supplies	4,974	8,690	9,452	8,690
721002	Operating Supplies	44,898	44,800	45,123	44,800
722001	Reforestation	22,265	0	458,834	25,000
724002	Park Maintenance	167,935	193,000	213,830	193,000
724003	Equipment Maintenance	54,063	90,000	91,569	90,000
<b>Supplies Total:</b>		<b>294,135</b>	<b>336,490</b>	<b>818,808</b>	<b>361,490</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	52,855	32,000	33,937	32,000
734002	Tools	5,343	8,000	9,052	8,000
735001	Cap Impr Land and Land Impr	35,064	20,000	20,000	20,000
<b>Capital Outlay Total:</b>		<b>93,262</b>	<b>60,000</b>	<b>62,989</b>	<b>60,000</b>
<b>Other Charges and Ex</b>					
751003	Special Projects/Programs	779	2,085	2,085	2,085
<b>Other Charges and Ex Total:</b>		<b>779</b>	<b>2,085</b>	<b>2,085</b>	<b>2,085</b>
<b>Parks and Recreation Total:</b>		<b>5,356,240</b>	<b>4,586,750</b>	<b>5,386,271</b>	<b>4,662,480</b>
<b>General Fund Total:</b>		<b>5,356,240</b>	<b>4,586,750</b>	<b>5,386,271</b>	<b>4,662,480</b>

**Parks & Recreation / Parks Operations****BUDGET SUMMARY:****10140430**

- Account 701101 provides funding for staffing reflected in the Personnel Data.
- Account 701104 includes funding for seasonal staffing reflected in the Personnel Data and Notes and Adjustments.
- Account 701204 provides funding for uniforms for full-time and seasonal staff.
- Account 702000 includes funding for training for full-time staff to support parks operations. Included is education to provide recertification credits for professional certifications, as well as pesticide applicator credits, and staff training and development.
- Account 713005 provides funding for contractual services for lightning prediction service, pond maintenance, masonry repairs, SCRAM wildlife agreement/services.
- Account 716000 provides funding for such memberships and renewals as commercial drivers' license, pesticide license renewal, trapping license renewal, and reference materials.
- Account 717005 provides funding for electricity, natural gas and water and sewer charges for services provided in the City's parks.
- Account 721002 provides funding for supplies such as lumber and hardware, electric and plumbing supplies, and trash bags.
- Account 724002 provides funding for ball diamond infield materials, sod, and grass seed, mulch, and fertilizer, snow and ice chemicals.
- Account 724003 provides funding for equipment maintenance and repair, including contingency work associated with Ballantrae water play area, pond aerators, and irrigation systems.
- Account 734002 provides funding for power tools replacement and crew specific tools replacements.
- Account 751003 provides funding for dedication pavers/engraving for the Grounds of Remembrance (recovered through fee collection).

**10180430**

- Account 731000 includes funding for replacement/additional picnic tables, benches and trash cans. Includes funds new/replacement park signs as needed. Includes replacement of weed trimmers and blowers.
- Account 735001 includes funding for continued expansion of in-ground irrigation on athletic fields.



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**Parks & Recreation / Parks Operations/Horticulture****STATEMENT OF FUNCTIONS:**

The City of Dublin takes pride in providing its residents and visitors the highest quality public parks to pursue their active and passive outdoor needs. Parks strives to be both environmentally and economically sound in its management of public areas including parks gateways and rights-of-way.

**OBJECTIVES AND ACTIVITIES:**

Horticulture is responsible for the maintenance and enhancement of a variety of distinctive landscape features and natural areas within our expansive park system.

**PERSONNEL DATA****POSITION TITLE****2019  
CURRENT NUMBER****2020  
ADOPTED**

City Horticulturist

1

1

Assistant Horticulturist

66**TOTAL****7****7****PART-TIME/SEASONAL STAFF**

Seasonal Maintenance Worker

1818**TOTAL****18****18****NOTES AND ADJUSTMENTS:**



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>101 General Fund</b>					
<b>40 Parks and Recreation</b>					
Horticulture					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	402,200	419,390	419,390	433,785
701103	Overtime Wages	34,423	45,000	45,000	45,000
701104	Other Wages	191,746	200,000	200,000	190,600
701201	Employee Benefits	249,910	246,105	246,105	288,110
701204	Uniforms and Clothing	13,686	17,470	20,943	17,470
702000	Training/Travel	9,840	11,130	11,130	11,130
<b>Personal Services Total:</b>		<b>901,805</b>	<b>939,095</b>	<b>942,568</b>	<b>986,095</b>
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	58,660	100,000	122,303	200,000
716000	Memberships/Subscriptions	1,211	2,705	2,705	2,705
<b>Contractual Services Total:</b>		<b>59,871</b>	<b>102,705</b>	<b>125,008</b>	<b>202,705</b>
<b>Supplies</b>					
721002	Operating Supplies	4,635	6,500	6,500	6,500
724002	Park Maintenance	48,788	64,500	68,763	64,500
724003	Equipment Maintenance	1,299	2,500	3,050	2,500
<b>Supplies Total:</b>		<b>54,723</b>	<b>73,500</b>	<b>78,313</b>	<b>73,500</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	4,422	3,710	3,710	3,710
734002	Tools	5,980	7,500	7,500	7,500
735001	Cap Impr Land and Land Impr	80,846	100,000	100,000	100,000
<b>Capital Outlay Total:</b>		<b>91,248</b>	<b>111,210</b>	<b>111,210</b>	<b>111,210</b>
<b>Other Charges and Ex</b>					
751003	Special Projects/Programs	13,134	28,500	38,500	36,000
<b>Other Charges and Ex Total:</b>		<b>13,134</b>	<b>28,500</b>	<b>38,500</b>	<b>36,000</b>
<b>Parks and Recreation Total:</b>		<b>1,120,780</b>	<b>1,255,010</b>	<b>1,295,598</b>	<b>1,409,510</b>
<b>General Fund Total:</b>		<b>1,120,780</b>	<b>1,255,010</b>	<b>1,295,598</b>	<b>1,409,510</b>

**Parks & Recreation / Parks Operations/Horticulture****BUDGET SUMMARY:****10140433**

- Account 701101 provides funding for staffing reflected in the Personnel Data.
- Account 701204 provides funding for uniforms for full-time and seasonal staff. Increase over prior year reflects actual costs. The prior year was the first year the Horticulture and Forestry work units were broken-out of Parks Operations, and some line items were originally budgeted too low.
- Account 702000 provides funding for training for full-time staff to support horticulture operations. Included is education to provide recertification credits for professional certifications, as well as pesticide applicator credits, and staff training and development.
- Account 713005 provides funding for contractual services for arborist work and ecological assessments, and contracted bed maintenance in the parks (mulching and weeding).
- Account 716000 provides funding for such memberships and renewals as pesticide license renewal, arborist license renewal, American Horticulture Society membership, and reference materials.
- Account 721002 provides funding for irrigation system supplies and greenhouse supplies.
- Account 724002 provides funding for topsoil, grass seed, stump grinding, chemicals, plugs, traps, lab testing, soil injections and micronutrients.
- Account 724003 provides funding for equipment maintenance and repair of chainsaws, trimmers etc.
- Account 734002 provides funding for small tools such blades, pruners, drills, wheelbarrows, pole saws, etc.
- Account 751003 provides funding Earth Day Activities, Legacy Tree Program, Legacy Bench Program, Christmas tree for Bri-Hi and seasonal decorations for the Historic District.

**10180433**

- Account 731000 provides funding for equipment such as hand held blowers, backpack sprayers, hedge trimmers and wheel barrows.
- Account 735001 includes funding for additional trees and shrubs, historic Dublin planters, and prairie seed.



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**Parks & Recreation / Parks Operations/Forestry****STATEMENT OF FUNCTIONS:**

The City of Dublin takes pride in providing its residents and visitors the highest quality public parks to pursue their active and passive outdoor needs. Parks strives to be both environmentally and economically sound in its management of public areas including parks, gateways and rights-of-way.

**OBJECTIVES AND ACTIVITIES:**

Forestry is responsible for the beautification and safe environment for the public within the rights-of-way strategic planning, establishment and maintenance of Dublin's urban tree resource.

**PERSONNEL DATA**  
**POSITION TITLE****2019**  
**CURRENT NUMBER****2020**  
**ADOPTED**

City Forester

1

1

Assistant Forester

55**TOTAL****6****6****PART-TIME/SEASONAL STAFF**

Seasonal Maintenance Worker

1010**TOTAL****10****10****NOTES AND ADJUSTMENTS:**



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>101 General Fund</b>					
<b>40 Parks and Recreation</b>					
Forestry					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	338,753	376,230	376,230	381,320
701103	Overtime Wages	18,225	25,000	25,000	25,000
701104	Other Wages	127,869	188,425	188,425	188,425
701201	Employee Benefits	174,590	222,490	222,490	242,385
701204	Uniforms and Clothing	9,238	11,200	12,839	11,200
702000	Training/Travel	7,475	13,845	13,845	13,845
<b>Personal Services Total:</b>		<b>676,150</b>	<b>837,190</b>	<b>838,829</b>	<b>862,175</b>
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	71,688	77,000	87,000	127,000
716000	Memberships/Subscriptions	2,343	2,480	2,480	2,480
<b>Contractual Services Total:</b>		<b>74,031</b>	<b>79,480</b>	<b>89,480</b>	<b>129,480</b>
<b>Supplies</b>					
721002	Operating Supplies	1,201	3,600	3,600	3,600
724002	Park Maintenance	34,931	44,825	34,932	44,825
724003	Equipment Maintenance	1,289	1,500	1,500	1,500
<b>Supplies Total:</b>		<b>37,421</b>	<b>49,925</b>	<b>40,032</b>	<b>49,925</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	4,028	3,050	3,050	23,050
734002	Tools	1,220	3,750	3,750	3,750
735001	Cap Impr Land and Land Impr	73,670	73,500	73,500	73,500
<b>Capital Outlay Total:</b>		<b>78,918</b>	<b>80,300</b>	<b>80,300</b>	<b>100,300</b>
<b>Other Charges and Ex</b>					
751003	Special Projects/Programs	1,201	1,250	1,250	1,250
<b>Other Charges and Ex Total:</b>		<b>1,201</b>	<b>1,250</b>	<b>1,250</b>	<b>1,250</b>
<b>Parks and Recreation Total:</b>		<b>867,722</b>	<b>1,048,145</b>	<b>1,049,891</b>	<b>1,143,130</b>
<b>General Fund Total:</b>		<b>867,722</b>	<b>1,048,145</b>	<b>1,049,891</b>	<b>1,143,130</b>

**Parks & Recreation / Parks Operations/Forestry****BUDGET SUMMARY:****10140434**

- Account 701101 provides funding for staffing reflected in the Personnel Data.
- Account 701103 provides funding for seasonal maintenance workers.
- Account 701204 provides funding for uniforms for full-time staff.
- Account 702000 includes funding for training for full-time staff to support forestry operations. Included is education to provide recertification credits for professional certifications, as well as pesticide applicator credits, and staff training and development.
- Account 713005 provides funding for contractual services for arborist work and large tree pruning and removal.
- Account 716000 provides funding for such memberships and pesticide license renewal, arborist license renewal, and reference materials.
- Account 721002 provides funding for supplies needed for irrigation, staking, and EAB injections.
- Account 724002 provides funding for soil, mulch, tree injections, and grass seed.
- Account 724003 provides funding for equipment maintenance and repair.
- Account 734002 provides funding for small tools such ladders, blades, pruners, wheelbarrows, pole saws, watering supplies etc.
- Account 751003 provides funding for Arbor Day trees.

**10180434**

- Account 731000 includes funding for replacement of chainsaws and Bridge Street District tree grates. Account 735001 includes funding for continued replacement trees and annuals.



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**Parks & Recreation / Outreach and Engagement****STATEMENT OF FUNCTIONS**

The Division of Outreach and Engagement supports the achievement of meaningful, inclusive community engagement through innovative service, civic initiatives, and learning opportunities that support and enhance City services and Dublin's quality of life.

**OBJECTIVES AND ACTIVITIES**

- To provide a comprehensive, citywide volunteer program, to allow citizens an opportunity for service within their community.
- To continue to be recognized as a national model for engaging citizens in an effective community and government involvement with committed passionate community members and staff leadership.
- To convene, facilitate, engage and train residents, corporate residents and stakeholders in outreach and engagement efforts that advance the city's strategic goals.
- Serves as the liaison to the nonprofit and service learning communities.
- Produces Citizen University.
- Serves as the city facilitator of all Aging in Place efforts.
- To operate under the following values:
  - Belonging** - We cultivate a sense of community belonging.
  - Engaging** - We connect residents with city government to build relationships and leadership.
  - Enriching** - We enhance people's lives through service.
  - Outstanding** - We seek innovation and encourage recognition citizen and volunteer recognition.
  - Learning** - We emphasize learn-and-serve programming, focusing on local government learning.
  - Developing** - We build special connections with youth and older adults.
  - Supporting** - We maintain fiscally responsible opportunities that enhance City services and the community's quality of life.
  - Connecting** - In partnership with Economic Development and Events sponsorships, we link Dublin businesses to the community increasing their role of corporate citizenship/resident and potential long term commitment to Dublin.

**PERSONNEL DATA****POSITION TITLE****2019****CURRENT NUMBER****2020****ADOPTED**

Director of Outreach and Engagement

1

1

Administrative Support II

1

1

Volunteer Coordinator

1

1

Nature Education Coordinator (1)

01**TOTAL****3****4****PART-TIME/SEASONAL STAFF**

Intern

11**TOTAL****1****1****NOTES AND ADJUSTMENTS:**

(1) Nature Education Coordinator position has been moved to Parks and Recreation Outreach and Engagement. Previously the position split 50% to the Recreation Fund and 50% to Parks Operations.



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>101 General Fund</b>					
<b>40 Parks and Recreation</b>					
Outreach and Engagement					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	195,721	205,285	205,285	288,365
701103	Overtime Wages	3,261	3,000	3,000	3,000
701104	Other Wages	8,494	12,000	12,000	12,000
701201	Employee Benefits	80,195	79,285	79,285	123,515
701204	Uniforms and Clothing	120	800	800	1,800
702000	Training/Travel	1,518	3,000	3,000	6,000
703100	Meeting Expenses	2,025	2,500	2,500	2,500
<b>Personal Services Total:</b>		<b>291,333</b>	<b>305,870</b>	<b>305,870</b>	<b>437,180</b>
<b>Contractual Services</b>					
713004	Other Professional Services	8,397	12,000	17,703	17,000
715002	Advertising	420	800	800	800
715003	Printing and Reproductions	4,871	4,000	4,000	4,000
716000	Memberships/Subscriptions	423	500	500	500
717001	Rents and Leases	800	1,800	2,400	2,000
<b>Contractual Services Total:</b>		<b>14,911</b>	<b>19,100</b>	<b>25,403</b>	<b>24,300</b>
<b>Supplies</b>					
721001	Office Supplies	1,725	2,500	2,837	3,000
721002	Operating Supplies	6,831	8,000	8,490	9,500
<b>Supplies Total:</b>		<b>8,556</b>	<b>10,500</b>	<b>11,327</b>	<b>12,500</b>
<b>Other Charges and Ex</b>					
751003	Special Projects/Programs	16,404	43,600	45,020	66,000
<b>Other Charges and Ex Total:</b>		<b>16,404</b>	<b>43,600</b>	<b>45,020</b>	<b>66,000</b>
<b>Parks and Recreation Total:</b>		<b>331,204</b>	<b>379,070</b>	<b>387,621</b>	<b>539,980</b>
<b>General Fund Total:</b>		<b>331,204</b>	<b>379,070</b>	<b>387,621</b>	<b>539,980</b>

**Parks and Recreation / Outreach and Engagement****BUDGET SUMMARY:****10110420**

- Account 701101 provides funding for full-time staffing reflected in the Personnel Data.
- Account 701103 provides overtime funding to supervise service projects, many of which take place on weekends and during evening hours.
- Account 701104 provides funding for as seasonal staff intern.
- Account 701204 provides increase to fund an initial web-based portal for citywide volunteers to purchase gear, extra uniforms and clothing.
- Account 713004 provides funding for necessary background checks for all volunteer positions, and specialized volunteer training such as CPR/First Aid, bike safety trainings, Community Service Officer backgrounds.
- Account 715003 provides funding for printing needs such as training manuals; signage and posters; identification badges, cards and specialty papers; photography and miscellaneous printing/copying needs.
- Account 717001 provides for any needed rental items (such as portable restrooms) for outdoor projects.
- Account 721002 provides funding for operating supplies such as safety lights, protective gloves/goggles, identification badge materials, first aid supplies and other necessary supplies for volunteer projects.
- Account 751003 contains a transferred amount of \$10,000.00 from the Office of the City Manager that provides funding for Citizen University
- Account 751003 provides funding for citywide volunteer and corporate volunteer recognition, programs and award items; program support and promotion, and volunteer on-site event management needs.
- Account 751003 includes funds to support citywide Aging in Place initiatives.



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**Information Technology****STATEMENT OF FUNCTIONS**

*Mission Statement: Enabling our customers to meet the needs and desires of the community by optimizing the use of appropriate and forward thinking technology solutions that are aligned with citywide goals and objectives.*

The administration of the City's information technology is the responsibility of the Chief Information Officer. This involves planning, maintaining, developing, overseeing and managing the City's information security program, local area and wide area networks, wireless access, all personal computers, printers, copiers, servers, data storage, the Citywide telephone system, mobile devices and any other technology related issue. IT must also enhance and promote the utilization of technology so that city operations realize the benefits of using technology as a tool. On a citywide basis technology is analyzed to determine how it could affect improvements in productivity and decision-making, increase staff and citizen safety, and enhancements to all City services. This function continues to grow with the expectation of efficiencies and innovation that technology can provide to meet City needs. The ultimate goal of Information Technology is to continually strive towards improving our quality of service and value to the organization and to be viewed as a business partner with other City work units.

**OBJECTIVES AND ACTIVITIES**

- Provide citywide vision, leadership and direction for evaluating current and emerging technologies and implementing secure, cost-effective technology solutions.
- Leveraging technology solutions and business partnerships to enhance services for the entire Dublin community.
- Provide a secure, reliable infrastructure/network to ensure systems availability.
- Provide timely and efficient operational support citywide.
- Become a business enabler and partner with work units by assisting them in operational improvements, through an understanding of their business processes and needs and managing the implementation of technology solutions to meet those needs.
- Deliver comprehensive project management services citywide.
- Provide administrative services such as: equipment and software procurement, contract negotiations and review, and invoice processing.
- Ensure strategic alignment with City goals and objectives.
- Acquire, develop and retain high performing staff to meet these business objectives.
- Partner with Economic Development and other departments to effectively deliver IT services which directly impact the residents and employers in the City of Dublin (Smart City Initiatives, DubLink, etc.)

**PERSONNEL DATA****POSITION TITLE****2019****CURRENT NUMBER****2020****ADOPTED**

Chief Information

1

1

Officer IT Director

1

1

Information Security Administrator

0

1

Data Manager

1

1

Senior Data

2

2

Analyst

3

3

Support Services Analyst

1

1

Network Operations Manager

3

3

Information Technology Project Leader

2

2

Network Engineer

1

1

Administrative Support 3

1

1

**TOTAL****15****16****PART-TIME/SEASONAL STAFF**

Intern (GIS)

1

1

Intern (Support Services)

3

3

**TOTAL****4****4**



## Information Technology

### **NOTES & ADJUSTMENTS:**

IT is requesting an additional team member, who is a dedicated Information Security professional.

Information/Cyber-Security attacks are identified as #2 and #3 risk threats by Franklin County and City of Dublin Emergency Management teams respectively. This request aligns with our safety first objective and will help us better protect our residents and employees. This new focused role will also help us better protect the confidentiality, integrity and availability of our critical data, network, and information systems.

Furthermore, cities in this country have become more attractive targets for cyber attackers. Many cities are resource constrained and share this critical role across multiple job functions. Moreover, many cities lack an adequate Information Security strategy, policy framework and program.

This requests also aligns with the established goals for the City of Dublin by helping to ensure our success is also measured by delivering secure solutions for our residents. Those goals include: *Become the Most Connected Community in the U.S. and Innovate, and Enhance City Services Using Big Data and Better Analytics*. A dedicated Information Security resource will also help ensure Fiscal Strength and Sustainability by lowering the risk of a costly network or data breach. The total average cost of a security breach for the public sector cost is \$2.3 million (according to Ponemon Institute 2018 data breach survey).

The addition of this operational resource will lower the current level of the information security risk profile for the City of Dublin. This role will perform the following job functions/duties, under the supervision of the Director of Information Technology.

- Assists with information security strategy and policy development.
- Partners with IT Leadership to establish and maintain an effective information security program.
- Administers key network security infrastructure and applications.
- Creates network infrastructure and client computing security standards and audits IT adherence.
- Assists Network Operations with network and systems architecture.
- Provides security advisement for key IT operational procedures and processes.
- Responsible for ensuring secure systems implementations and cloud computing.
- Oversees information security risk management practices, maintains an updated risk register, and advises City Leadership.
- Leads critical incident response efforts according to documented plan.
- Develops and maintains information security awareness programs for the City.
- Recommends employee information and cyber-security training for employees.
- Manages third party information security risk assessments and penetration tests.
- Maintains industry knowledge of information security practice standards and operations.



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>101 General Fund</b>					
<b>60 Information Technology</b>					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	1,258,768	1,322,505	1,322,855	1,511,235
701103	Overtime Wages	31,043	36,000	36,000	36,000
701104	Other Wages	18,945	42,240	41,890	40,000
701201	Employee Benefits	552,611	562,165	562,165	671,085
702000	Training/Travel	34,919	45,000	45,251	45,000
703100	Meeting Expenses	0	1,500	1,500	1,500
<b>Personal Services Total:</b>		<b>1,896,285</b>	<b>2,009,410</b>	<b>2,009,661</b>	<b>2,304,820</b>
<b>Contractual Services</b>					
713004	Other Professional Services	686,437	467,500	688,079	451,000
713005	Misc. Contract. Serv.	0	1,113,470	1,113,470	1,512,550
715001	Communications	650,983	636,870	733,528	504,940
716000	Memberships/Subscriptions	2,333	2,110	2,110	2,350
717001	Rents and Leases	104,240	69,650	69,650	82,000
<b>Contractual Services Total:</b>		<b>1,443,992</b>	<b>2,289,600</b>	<b>2,606,837</b>	<b>2,552,840</b>
<b>Supplies</b>					
721001	Office Supplies	2,540	2,000	2,463	2,000
721002	Operating Supplies	158,000	147,000	180,503	171,000
724003	Equipment Maintenance	1,363,287	1,045,870	1,073,044	1,056,770
<b>Supplies Total:</b>		<b>1,523,827</b>	<b>1,194,870</b>	<b>1,256,010</b>	<b>1,229,770</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	0	1,000	1,000	1,000
<b>Capital Outlay Total:</b>		<b>0</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>Information Technology Total:</b>		<b>4,864,105</b>	<b>5,494,880</b>	<b>5,873,508</b>	<b>6,088,430</b>
<b>General Fund Total:</b>		<b>4,864,105</b>	<b>5,494,880</b>	<b>5,873,508</b>	<b>6,088,430</b>



## Information Technology

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### **BUDGET SUMMARY:**

#### **10110610**

- Account 701101 provides funding for the IT staffing reflected in the Personnel Data.
- Account 701104 provides funding for part-time/seasonal staff.
- Account 702000 provides funding for trade conferences, training and development, travel, and professional certifications for IT staff.
- Account 713004 provides for professional consulting services for operational and project delivery based activities. This can include specific expertise or knowledge which may be necessary to ensure success and/or to augment the staffing assignments due to workload.
- Account 713005 provides funding for contractual services which include cloud-based (hosted) or managed solutions for the City.
- Account 715001 includes funds for citywide telecommunications. This includes office and mobile phone usage, internet service providers, GPS/AVL, pay phones and eFax solutions.
- Account 716000 provides funding for professional memberships and access to technical manuals, subscriptions, and other miscellaneous organization fees.
- Account 717001 provides funding for the rent and leasing of office space for the City at Metro Data Center, dark fiber lease and citywide copier lease.
- Account 721001 provides funding for office supplies.
- Account 721002 provides funding for general operating supplies such as: plotter paper and repair services, printing consumables, ID badges and other peripheral hardware.
- Account 724003 provides funding for citywide hardware and software maintenance costs for network infrastructure and applications supporting business operations.

#### **10180610**

- Account 731000 provides funding for additional equipment and furniture.



**Office of the City Manager / Court Services****STATEMENT OF FUNCTIONS:**

Court Services serves as the judicial branch of the City. Court Services is responsible for monitoring all court operations including the collection of fines, preparing the court docket, and processing all parking, traffic, and criminal citations. As a sentencing alternative, Adult Probation, Adult and Juvenile Diversion, Adult and Juvenile Traffic Diversion, and Provided No Conviction programs are offered. Court Services is also responsible for implementing and operating the City's Records Management Program, which includes both on and off-site central storage, destruction of records in accordance with the City of Dublin's retention schedule and document imaging services.

**OBJECTIVES AND ACTIVITIES:**

- To provide the highest level of quality service to our customers, both internal and external.
- To enforce court orders.
- To maintain high levels of accuracy on all court records.
- To effectively administer the adult probation, adult and juvenile diversion, juvenile traffic diversion, and the provided no convictions programs.
- To eliminate unnecessary time delays in scheduling adult probation cases, diversion cases and in processing court documents.
- To effectively monitor all sentencing alternatives cases for compliance with court orders.
- To maintain harmonious relations between the Magistrates, the Prosecutors, the Police and the Court staff in order to better serve the public.
- To maintain secure and orderly courtroom operations.
- To provide information and outreach about the criminal justice system to the public.

**PERSONNEL DATA**  
**POSITION TITLE**
**2019**  
**CURRENT NUMBER**
**2020**  
**ADOPTED**

Director of Court Services (1)  
 Community Justice Officer  
 Court Clerk  
 Administrative Support 2 (2)  
**TOTAL**

.5  
 1  
 1  
.75  
**3.25**

.5  
 1  
 1  
.75  
**3.25**

**NOTES AND ADJUSTMENTS:**

Court Services also performs the additional duties of Records Management to comply with conditions set forth in the Ohio Revised Code. Salaries, wages and benefits have been allocated to Court Services and Records Management for each position as follows:

- (1) Allocates 50% to the Court Services budget and 50% to the Records Management budget.  
 (2) Allocates 75% to the Court Services budget and 25% to the Records Management budget.



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>101 General Fund</b>					
<b>10 City Manager</b>					
Court Services					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	203,560	210,435	210,435	225,610
701103	Overtime Wages	2,387	3,500	3,500	3,500
701201	Employee Benefits	72,350	74,775	74,775	81,870
702000	Training/Travel	1,110	3,000	3,000	3,000
<b>Personal Services Total:</b>		<b>279,407</b>	<b>291,710</b>	<b>291,710</b>	<b>313,980</b>
<b>Contractual Services</b>					
713002	Legal Services	4,521	4,600	5,013	4,600
713004	Other Professional Services	72,950	86,500	98,104	86,500
713005	Misc. Contract. Serv.	7,032	11,000	11,000	11,000
715001	Communications	1,505	3,000	4,495	3,000
716000	Memberships/Subscriptions	597	685	710	725
<b>Contractual Services Total:</b>		<b>86,606</b>	<b>105,785</b>	<b>119,322</b>	<b>105,825</b>
<b>Supplies</b>					
721001	Office Supplies	1,881	2,500	2,696	2,500
721002	Operating Supplies	5,847	8,000	15,141	8,000
724003	Equipment Maintenance	260	300	300	300
<b>Supplies Total:</b>		<b>7,988</b>	<b>10,800</b>	<b>18,137</b>	<b>10,800</b>
<b>City Manager Total:</b>		<b>374,000</b>	<b>408,295</b>	<b>429,169</b>	<b>430,605</b>
<b>General Fund Total:</b>		<b>374,000</b>	<b>408,295</b>	<b>429,169</b>	<b>430,605</b>

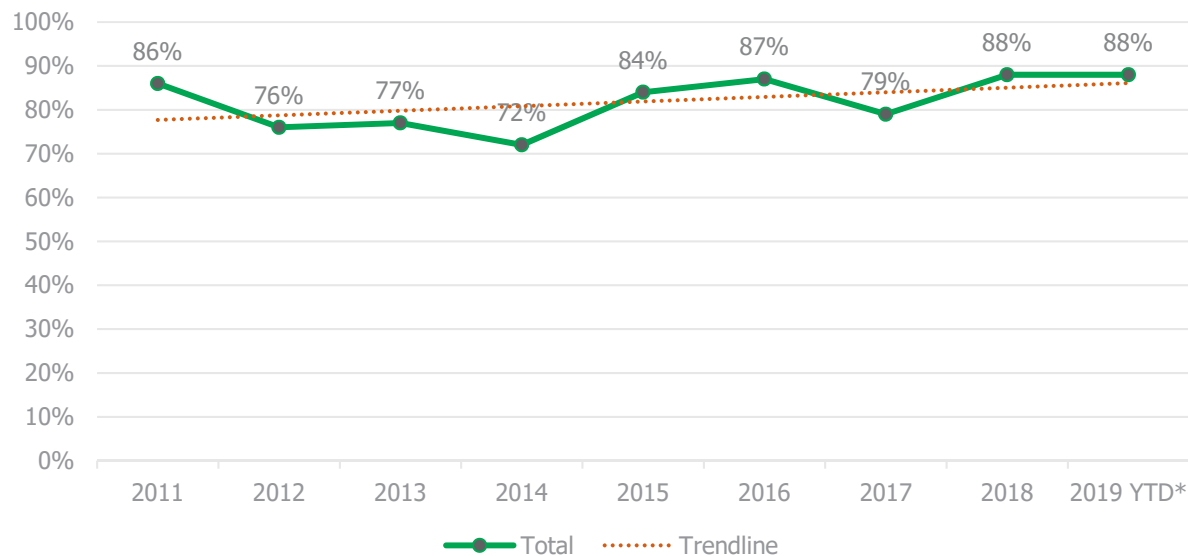
**Office of the City Manager / Court Services****BUDGET SUMMARY:****10110150**

- Account 701101 provides funding for the staffing reflected under Personnel Data.
- Account 701103 provides funding for overtime due to Court on Tuesday afternoons/evenings and special events.
- Account 702000 provides funding for staff training and conferences.
- Account 713002 provides funding for services provided by the Delaware County Prosecutor's Office, the Franklin County Public Defender's Office and Union County Public Defender's Office.
- Account 713004 includes funds for prisoner boarding and medical services at the Franklin County Jail, the City's share of the Franklin County Municipal Court's operational costs, interpreter's fees, domestic violence advocate fees and fees for use of a full time Magistrate.
- Account 713005 provides funding for witness fees and bank fees, including credit card processing fees.
- Account 721002 provides funding for specific supplies that are necessary to court operations such as court files, labels, citations (traffic/parking) and criminal complaint forms.

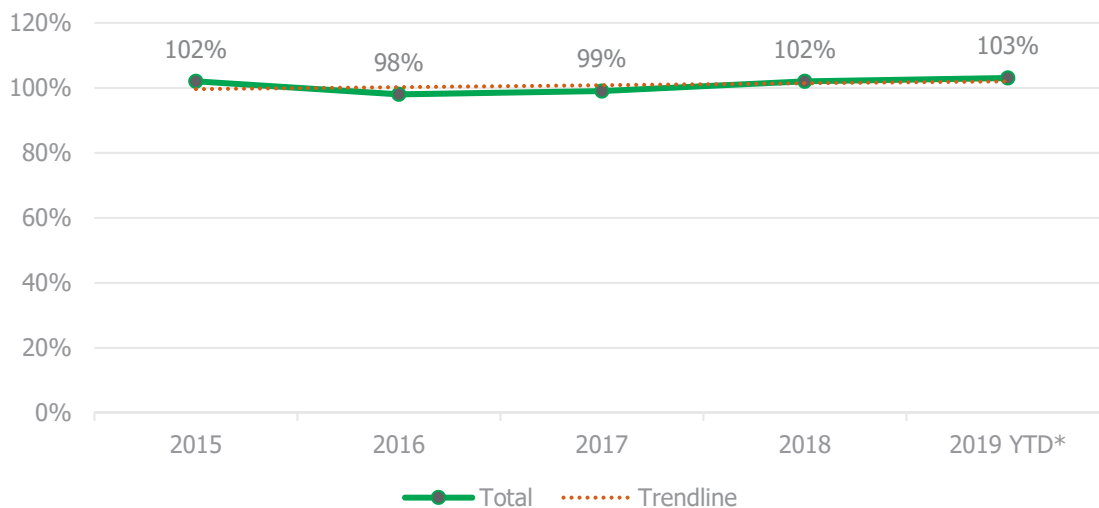
**Office of the City Manager / Court Services****Performance Measures:**

Successful Completion Rate for Juvenile Diversion - This measure is reflective of the percentage of juveniles who completed all of the required conditions of the diversion program and did not re-offend during the 6 months the case remained open. It is used as a benchmark to ensure that Court Services is providing the appropriate level of client-service.

\*YTD 2019 as of 6/30/2019

**Successful Completion Rate for Juvenile Diversion**

Clearance Rate – The court's clearance rate is a measure of its ability to keep up with its incoming caseload. \*YTD 2019 as of 6/30/2019

**Court Clearance Rate**

**Office of the City Manager / Records Management****STATEMENT OF FUNCTIONS:**

Records Management was established to maintain efficient methods for storage and retrieval of documents and to eliminate the unnecessary retention of obsolete records. As part of Records Management, a central storage facility was created to reduce the amount of prime office space being utilized by active and inactive records. Operated by Court Services, the central storage facility allows for active and inactive records to be examined, archived and/or scheduled for destruction in accordance with the procedures established in the Ohio Revised Code and standards accepted by the City of Dublin Records Commission. Records Management also supervises document-imaging services.

**OBJECTIVES AND ACTIVITIES:**

- To provide the highest level of quality service to our customers, both internal and external.
- To continue to develop and implement Records Management policies to provide consistency in maintaining records for the City of Dublin.
- To continue to scan documents for accessibility, archival and historical purposes.
- To effectively administer a central storage facility for archival of active and inactive records and the scheduled destruction of obsolete records.
- To assist all City work units in maintaining records in accordance with Ohio Revised Code and standards accepted by the City of Dublin Records Commission.

**PERSONNEL DATA**  
**POSITION TITLE****2019**  
**CURRENT NUMBER****2020**  
**ADOPTED**

Director of Court Services (1)

.5

.5

Administrative Support 2 (1)

.25.25**TOTAL**

.75

.75

**PERMANENT PART-TIME/SEASONAL STAFF**

Records Retention Technician

11**TOTAL****1****1****NOTES AND ADJUSTMENTS:**

(1) The Court Administrator allocates 50% of their time to Records Management, and the Administrative Support 2 allocates 25% of their time to Records Management.



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>101 General Fund</b>					
<b>10 City Manager</b>					
Records Management					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	91,013	100,850	100,850	110,290
701103	Overtime Wages	195	500	500	500
701201	Employee Benefits	30,435	30,355	30,355	35,875
702000	Training/Travel	215	500	500	500
<b>Personal Services Total:</b>		<b>121,858</b>	<b>132,205</b>	<b>132,205</b>	<b>147,165</b>
<b>Contractual Services</b>					
713004	Other Professional Services	21,554	25,000	28,446	25,000
713005	Misc. Contract. Serv.	5,024	6,500	6,500	6,500
716000	Memberships/Subscriptions	0	600	600	600
<b>Contractual Services Total:</b>		<b>26,578</b>	<b>32,100</b>	<b>35,546</b>	<b>32,100</b>
<b>Supplies</b>					
721001	Office Supplies	1,093	2,000	2,805	2,000
724003	Equipment Maintenance	2,803	3,500	3,500	3,500
<b>Supplies Total:</b>		<b>3,896</b>	<b>5,500</b>	<b>6,305</b>	<b>5,500</b>
<b>City Manager Total:</b>		<b>152,332</b>	<b>169,805</b>	<b>174,056</b>	<b>184,765</b>
<b>General Fund Total:</b>		<b>152,332</b>	<b>169,805</b>	<b>174,056</b>	<b>184,765</b>

**Office of the City Manager / Records Management**

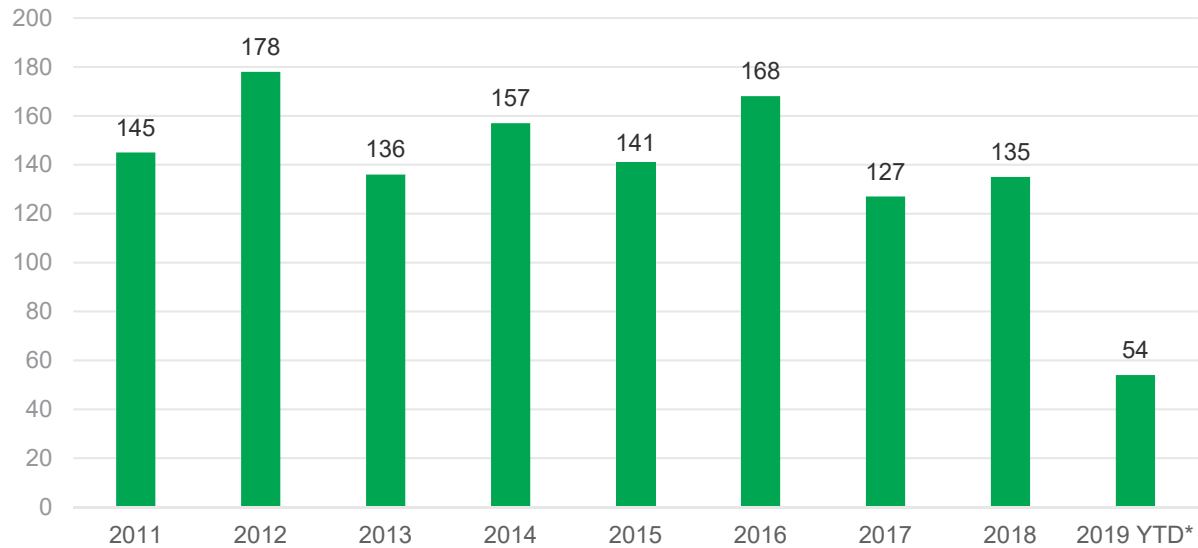
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**BUDGET SUMMARY:****10110160**

- Account 701101 provides funding for staffing allocations as provided under the Personnel Data -Notes and Adjustments section.
- Account 713004 provides funding for the digital scanning of permanent records and frequently accessed records.
- Account 724003 provides funding for maintenance contracts for the records management software (OPUS) and two microfilm reader/printers.
- Account 713005 provides funding for off-site records storage of microfilm originals and historical paper documents, and on-site records destruction.



## Office of the City Manager / Records Management

**Performance Measures:****1. Annual Requests for Records Located in Justice Center:****Annual Requests for Records Located in the Justice Center**

\*YTD 2019 as of 6/30/2019



# 4 | Special Revenue Fund





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**Public Works / Street and Utilities Operations****STATEMENT OF FUNCTIONS**

Street and Utilities Operations is the direct responsibility of the Director of Street & Utilities Operations, who reports to the Director of Public Works. Minor repairs and maintenance to the City's streets are charged to this program as are snow and ice removal operations. Guardrail repair/replacement (as a result of accidents), street sign maintenance, pavement marking maintenance, and support to special events are also charged to this program.

**OBJECTIVES AND ACTIVITIES**

- Provide well-maintained streets and rights-of-way ensuring safe travel and enhancing the aesthetics of the City.
- Sweep all City streets five times per year to enhance the neighborhoods and construction areas.
- Ensure work is performed in a cost effective manner. Evaluate the costs of performing activities with in-house staff and outsourcing.
- Plan, coordinate, and execute involvement with special events activities in a professional and economical manner.
- To provide well-maintained streets that are clearly signed and marked.

**PERSONNEL DATA**  
**POSITION TITLE****2019**  
**CURRENT NUMBER****2020**  
**ADOPTED**

Director, Street & Utilities Operations (1)	.60	.60
Operations Administrator (2)	1.50	1.50
Maintenance Crew Supervisor (3)	3.0	3.0
Maintenance Worker	18	18
Administrative Support 2 (4)	.90	.90
<b>TOTAL</b>	<b>24.0</b>	<b>24.0</b>

**PART-TIME/SEASONAL STAFF**

Seasonal Maintenance Worker	<u>4</u>	<u>4</u>
<b>TOTAL</b>	<b>4</b>	<b>4</b>

**NOTES AND ADJUSTMENTS:**

(1) The Director of Street and Utilities Operations position is allocated 60% to this budget, 15% to the Solid Waste Fund, 20% to the Sewer Fund, and 5% to the Water Fund.

(2) Three Operations Administrator positions are allocated to this budget as well as other funds as follows:

OA1 – 30% Street Fund, 40% Sewer Fund, 10% Water Fund, 20% Solid Waste Fund

OA2 – 100% Street Fund

OA3 – 20% Street Fund, 80% Solid Waste Fund

(3) Three Crew Supervisor positions are allocated to this budget.

(4) Two Administrative Support 2 positions are allocated to this budget as well as other funds as follows:

AS1 – 60% Street Fund, 15% Solid Waste Fund, 15% Sewer Fund, 10% Water Fund

AS2 – 30% Street Fund, 45% Solid Waste Fund, 15% Sewer Fund, 10% Water Fund



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>201 Street Maintenance and Repair</b>					
<b>30 Public Works</b>					
Street and Utilities Operations					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	1,390,070	1,516,670	1,516,670	1,634,975
701103	Overtime Wages	200,148	160,000	160,000	160,000
701104	Other Wages	148,866	116,230	116,230	116,230
701201	Employee Benefits	710,140	732,655	732,655	874,280
701204	Uniforms and Clothing	21,075	20,825	21,349	21,725
702000	Training/Travel	11,054	22,040	22,089	22,040
<b>Personal Services Total:</b>		<b>2,481,354</b>	<b>2,568,420</b>	<b>2,568,993</b>	<b>2,829,250</b>
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	107,613	121,000	144,641	134,785
715001	Communications	0	100	100	100
716000	Memberships/Subscriptions	1,602	1,260	1,260	1,460
717001	Rents and Leases	4,195	4,300	4,405	4,300
<b>Contractual Services Total:</b>		<b>113,409</b>	<b>126,660</b>	<b>150,406</b>	<b>140,645</b>
<b>Supplies</b>					
721001	Office Supplies	2,303	4,400	5,568	4,400
721002	Operating Supplies	92,478	97,000	124,632	97,000
723001	Street Salt	459,001	879,085	1,168,893	923,085
723006	Special Events	2,356	3,000	3,580	3,000
724003	Equipment Maintenance	0	2,000	3,800	2,000
725002	Signs	93,212	120,000	222,358	120,000
<b>Supplies Total:</b>		<b>649,349</b>	<b>1,105,485</b>	<b>1,528,831</b>	<b>1,149,485</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	0	1,500	1,500	1,500
734002	Tools	0	6,300	6,300	21,300
<b>Capital Outlay Total:</b>		<b>0</b>	<b>7,800</b>	<b>7,800</b>	<b>22,800</b>
<b>Public Works Total:</b>		<b>3,244,112</b>	<b>3,808,365</b>	<b>4,256,030</b>	<b>4,142,180</b>
<b>Street Maintenance and Repair Total:</b>		<b>3,244,112</b>	<b>3,808,365</b>	<b>4,256,030</b>	<b>4,142,180</b>



	2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>201 Street Maintenance and Repair</b>				
<b>20 Finance</b>				
<b>Transfers/Advances</b>				
741000 Transfers Expense	0	0	0	925,000
<b>Transfers/Advances Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>925,000</b>
<b>Finance Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>925,000</b>
<b>Street Maintenance and Repair Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>925,000</b>

**Public Works / Street and Utilities Operations****BUDGET SUMMARY:****20170330**

- Account 701100 provides funding for the staffing reflected in the Personnel Data and Notes and Adjustments.
- Account 701104 includes funding for seasonal staff.
- Account 702000 includes funding for training.
- Account 701204 provides funding for necessary uniforms and clothing including boots, gloves, rain gear, and rental uniforms.
- Account 713005 provides funding for contracted street sweeping, storm sewer contingency, mail box repairs, asphalt repairs, and the repairs of guardrails due to accidents.
- Account 716000 includes funding for memberships in the American Public Works Association, the Ohio Certified Public Manager's Association, and other miscellaneous memberships.
- Account 721002 includes funding for operating supplies such as cold mix, hot mix, gravel, crack sealing materials, curb and catch basin repair supplies, and construction materials.
- Account 723001 provides funding for the City's annual purchase of street salt and liquids.
- Account 725002 provides funding for materials and supplies for the City's sign shop including the street sign replacement program. This also includes materials and supplies for the HP Latex Printer.

**20180330**

- Account 731000 provides funding for miscellaneous equipment or furniture.
- Account 734002 provides funding for miscellaneous tools.

**20196290**

- Account 741000 provides funding for transfer of additional gas tax collections to the Capital Improvements Tax Fund.

**Public Works / Engineering / Transportation Traffic Signals and Street Lights**

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**STATEMENT OF FUNCTION**

This program is responsible for installing, repairing, and maintaining all traffic signals, traffic control signs, and street lights within the public right-of-way, and maintaining all pavement markings such as crosswalk lines, stop bars, center lines and school zone markings. Also included within this budget is emergency warning siren maintenance, maintenance of school zones and flashers, and pedestrian crossings.

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**OBJECTIVES AND ACTIVITIES**

- To provide well-maintained electrical assets for public health and safety.
- 

**NOTES AND ADJUSTMENTS:**

There are no personnel assigned to this budget. Expenses reflected in this account are for work completed by the Electrical Crew. The Electrical Crew's positions are reflected in the Engineering Work Unit.



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>201 Street Maintenance and Repair</b>					
<b>30 Public Works</b>					
Transportation - Traffic Signals and Street Lights					
<b>Contractual Services</b>					
713004	Other Professional Services	125,681	125,000	204,593	125,000
717005	Utilities- Other Fuel Types	17,837	29,500	35,487	29,500
<b>Contractual Services Total:</b>		<b>143,519</b>	<b>154,500</b>	<b>240,080</b>	<b>154,500</b>
<b>Supplies</b>					
721002	Operating Supplies	1,366	2,500	2,744	2,500
724001	General Maintenance	133,424	190,000	317,360	280,000
724003	Equipment Maintenance	610	1,000	1,000	1,000
<b>Supplies Total:</b>		<b>135,400</b>	<b>193,500</b>	<b>321,104</b>	<b>283,500</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	0	11,000	11,000	5,000
734002	Tools	194	5,000	5,000	5,000
<b>Capital Outlay Total:</b>		<b>194</b>	<b>16,000</b>	<b>16,000</b>	<b>10,000</b>
<b>Public Works Total:</b>		<b>279,113</b>	<b>364,000</b>	<b>577,184</b>	<b>448,000</b>
<b>Street Maintenance and Repair Total:</b>		<b>279,113</b>	<b>364,000</b>	<b>577,184</b>	<b>448,000</b>



**Public Works / Engineering / Transportation Traffic Signals and Street Lights**

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**BUDGET SUMMARY:****20170320**

- Account 713004 provides funding for contracted long-line and short-line pavement marking program.
- Account 717005 provides funding for utilities for operation of traffic signals.
- Account 724001 provides funding for signal head replacements, router for remote communications with traffic signals, and other traffic signal and illuminated street sign repair and maintenance. Increase in this line item provides funding for a city-wide pedestrian crossing study, as well as equipment replacement for pedestrian crossings.

**20180320**

- Account 73100 provides funding to set-up a new cage area with shelving, work bench, and bins.
- Account 734002 provides funding for hammers, drills, measuring tapes, and miscellaneous hand tools.



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**Public Works /Engineering / Highway Maintenance****STATEMENT OF FUNCTIONS**

This program is identical to the street maintenance program as outlined in the street maintenance section, except this covers work performed on the various state highways located within the City. The monies utilized for this section are from the State Highway Maintenance Improvements Fund which is generated by motor vehicle registration fees and gasoline tax revenues, and can only be spent for this limited purpose.

**NOTES AND ADJUSTMENTS:**

There are no personnel assigned to the Highway Maintenance budget.



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>202 State Highway</b>					
<b>20 Finance</b>					
<b>Transfers/Advances</b>					
741000	Transfers Expense	12,500	25,000	25,000	100,000
742000	Advances Expense	200,000	50,000	50,000	200,000
<b>Transfers/Advances Total:</b>		<b>212,500</b>	<b>75,000</b>	<b>75,000</b>	<b>300,000</b>
<b>Finance Total:</b>		<b>212,500</b>	<b>75,000</b>	<b>75,000</b>	<b>300,000</b>
<b>30 Public Works</b>					
<b>Contractual Services</b>					
717005	Utilities- Other Fuel Types	17,837	31,000	35,987	31,000
<b>Contractual Services Total:</b>		<b>17,837</b>	<b>31,000</b>	<b>35,987</b>	<b>31,000</b>
<b>Public Works Total:</b>		<b>17,837</b>	<b>31,000</b>	<b>35,987</b>	<b>31,000</b>
<b>State Highway Total:</b>		<b>230,337</b>	<b>106,000</b>	<b>110,987</b>	<b>331,000</b>

**Public Works / Engineering / Highway Maintenance**

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**BUDGET SUMMARY:****20296290/20297290**

- Account 741000 and 742000 provide funding for necessary transfers to general obligation bond retirement, the Capital Improvements Tax Fund for additional gas tax collections, and advances as necessary.

**20270320**

- Account 717005 provides funding for the cost of utilities related to the operation of traffic signals that are located on State highways.



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**Public Works / Community Recreation Center – Facilities****STATEMENT OF FUNCTIONS**

The Facilities Work Unit is charged with protecting the City's investment in the Community Recreation Center (DCRC) by ensuring that both the appearance and functions are preserved. This is accomplished by adhering to proper preventive maintenance programs, performing repairs in a professional manner and as quickly as possible, maintaining a safe and clean environment for building occupants and visitors, and by seeking the most efficient utilization of space and energy resources.

**OBJECTIVES AND ACTIVITIES**

- To establish and implement a proactive preventive maintenance program.
- To perform regular inspections of facilities and equipment.
- To provide custodial services, utilizing green cleaning practices to the extent possible.
- To perform repairs to equipment and facility components.
- To provide oversight for certain recreation construction and renovation projects.
- To reduce energy consumption at the Recreation Center by introducing best practices in conservation and installing efficient mechanical and electrical systems.

**PERSONNEL DATA**  
**POSITION TITLE****2019**  
**CURRENT NUMBER****2020**  
**ADOPTED**

Maintenance Crew Supervisor

1

1

Quality Control Manager (1)

0

1

Maintenance Worker

3

3

Custodians

2

2

**TOTAL****6****7****PART-TIME/SEASONAL STAFF**

Seasonal Maintenance Worker

0

0

**TOTAL****0****0****NOTES AND ADJUSTMENTS:**

(1) A Quality Control Manager position is approved for 2020 to oversee the third shift and weekend custodial contract and inspect all City facilities to ensure compliance with Dublin Standards. Position will ensure that any maintenance or custodial deficiencies in City facilities are addressed in a timely manner. This position replaces a vacant Engineering Project Inspector position split 50% to Public Works, and 50% to Engineering.



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>225 Recreation</b>					
<b>30 Public Works</b>					
Community Recreation Center - Facilities					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	346,038	358,815	358,815	463,085
701103	Overtime Wages	15,924	14,600	14,600	14,600
701201	Employee Benefits	193,519	190,060	190,060	271,595
701204	Uniforms and Clothing	3,646	4,600	4,600	4,600
702000	Training/Travel	560	1,300	1,300	1,300
703100	Meeting Expenses	102	350	350	350
<b>Personal Services Total:</b>		<b>559,789</b>	<b>569,725</b>	<b>569,725</b>	<b>755,530</b>
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	312,919	365,500	407,395	372,810
716000	Memberships/Subscriptions	0	0	0	200
717001	Rents and Leases	0	1,000	1,000	1,000
<b>Contractual Services Total:</b>		<b>312,919</b>	<b>366,500</b>	<b>408,395</b>	<b>374,010</b>
<b>Supplies</b>					
721002	Operating Supplies	81,957	101,270	116,907	103,295
724003	Equipment Maintenance	85,793	83,000	136,619	84,660
<b>Supplies Total:</b>		<b>167,750</b>	<b>184,270</b>	<b>253,527</b>	<b>187,955</b>
<b>Capital Outlay</b>					
734002	Tools	650	1,000	1,000	1,000
735002	Cap Impr Build & Other Struct	89,875	160,000	190,700	210,000
<b>Capital Outlay Total:</b>		<b>90,525</b>	<b>161,000</b>	<b>191,700</b>	<b>211,000</b>
<b>Public Works Total:</b>		<b>1,130,982</b>	<b>1,281,495</b>	<b>1,423,347</b>	<b>1,528,495</b>
<b>Recreation Total:</b>		<b>1,130,982</b>	<b>1,281,495</b>	<b>1,423,347</b>	<b>1,528,495</b>



**Public Works /Community Recreation Center – Facilities****BUDGET SUMMARY:****22540350**

- Account 701100 provides funding for full-time staffing as reflected in the Personnel Data.
- Account 701103 provides funding for overtime wages to provide staff coverage for maintenance projects, emergency call-ins and special events.
- Account 713005 includes funding for preventive maintenance services, technical maintenance services, duct work cleaning, drain cleaning, pest control, window cleaning, and contract custodial cleaning services.
- Account 721002 provides funding for custodial supplies, light bulbs, filters, paints and other miscellaneous supplies to maintain the facility.
- Account 724003 includes funding for ongoing general maintenance and repair of the Community Recreation Center (DCRC) as well as HVAC and related equipment repairs.

**22580350**

- Account 734002 provides for small tools.
- Account 735002 provides funding to for a number of capital improvement projects as listed in the 2020-2024 Capital Improvements Program.



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**Parks & Recreation / Recreation Services****STATEMENT OF FUNCTIONS**

Dublin Recreation Services is responsible for delivering diverse quality programs and services that promote active lifestyles, learning and the arts that will enhance the quality of life throughout the community.

**OBJECTIVES AND ACTIVITIES**

- To provide proactive management, proficiency, and efficiency to all Recreation Services functions.
- To provide safe quality leisure time activities and opportunities.
- To promote active lifestyles and participation in recreation programs through comprehensive marketing strategies.
- To maximize accessibility for all citizens of Dublin.
- To provide the highest quality service to the community.

**PERSONNEL DATA****POSITION TITLE****2019  
CURRENT NUMBER****2020  
ADOPTED**

Director, Recreation Services  
 Recreation Services Administrator(3)  
 Recreation Program Supervisor  
 Recreation Operations Supervisor  
 Theater Supervisor  
 Adaptive Recreation Coordinator  
 Membership Services Coordinator  
 Recreation Program Coordinator  
 Recreation Operations Specialist  
 Nature Education Coordinator(2)  
 Administrative Support 3  
**TOTAL (1)**

.45  
 2.3  
 3.6  
 .25  
 .3  
 .75  
 .4  
 1  
 .5  
 .5  
 .6  
**10.65**

.45  
 2.0  
 3.6  
 .25  
 .3  
 .75  
 .4  
 1  
 .5  
 0  
 .6  
**9.85**

**PART-TIME/SEASONAL STAFF**

Intern  
 Open Gym & Sports Programs  
 Pre-School / Youth Camps  
 Pre-School / Youth Programs  
 Teen Camps  
 Teen Programs / Lounge  
 Adult Programs  
 Senior Programs / Program Assistants  
 Special Needs  
**TOTAL**

1.07  
 3.22  
 16.38  
 .55  
 3.09  
 1.15  
 .27  
 1.18  
 .49  
**27.40 FTE**

1.46  
 2.18  
 21.22  
 .55  
 3.23  
 1.04  
 .27  
 1.18  
 .30  
**31.43 FTE**

**NOTES AND ADJUSTMENTS:**

(1) The full-time positions allocated between this budget, the Dublin Community Recreation Center budget, and the Swimming Pool budget.

(2) Nature Education Coordinator position has been moved to Parks and Recreation Outreach and Engagement.

(3) Recreation Services Administrator - Corporate & Community Wellness Administrator salary distribution changed from 100% REC, to 30% CRC/ 70% REC as Fitness Staff now report to this administrator.



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>225 Recreation</b>					
<b>40 Parks and Recreation</b>					
Recreation Services					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	612,837	660,600	660,600	710,175
701103	Overtime Wages	5,650	5,000	5,500	5,000
701104	Other Wages	611,990	650,000	649,500	818,050
701201	Employee Benefits	384,521	409,630	409,630	467,315
701204	Uniforms and Clothing	10,935	13,274	14,877	12,925
702000	Training/Travel	8,509	9,000	8,695	9,000
<b>Personal Services Total:</b>		<b>1,634,443</b>	<b>1,747,504</b>	<b>1,748,802</b>	<b>2,022,465</b>
<b>Contractual Services</b>					
713004	Other Professional Services	350,053	430,000	480,182	431,455
713005	Misc. Contract. Serv.	52,397	50,400	50,400	50,400
715001	Communications	360	8,308	8,308	8,310
715002	Advertising	200	1,500	1,500	1,500
715003	Printing and Reproductions	22,861	33,500	43,504	32,000
716000	Memberships/Subscriptions	2,177	2,750	3,110	5,050
717001	Rents and Leases	87,493	88,352	91,616	97,270
<b>Contractual Services Total:</b>		<b>515,541</b>	<b>614,810</b>	<b>678,620</b>	<b>625,985</b>
<b>Supplies</b>					
721001	Office Supplies	6,226	14,160	14,655	14,160
721002	Operating Supplies	69,358	103,570	112,530	105,560
724003	Equipment Maintenance	0	1,000	1,000	1,000
<b>Supplies Total:</b>		<b>75,584</b>	<b>118,730</b>	<b>128,185</b>	<b>120,720</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	1,143	2,000	2,500	8,075
734003	Sports and Recreation Equipmen	7,814	11,800	11,824	5,300
<b>Capital Outlay Total:</b>		<b>8,957</b>	<b>13,800</b>	<b>14,324</b>	<b>13,375</b>
<b>Other Charges and Ex</b>					
751002	Special Events	5,997	31,900	32,092	43,600
751013	Sports Leagues	31,818	45,100	51,034	24,900
751014	Sr. Citizen Activities	20,227	29,499	31,029	29,500
755000	Refunds	72,820	75,000	75,000	75,000
<b>Other Charges and Ex Total:</b>		<b>130,862</b>	<b>181,499</b>	<b>189,155</b>	<b>173,000</b>
<b>Parks and Recreation Total:</b>		<b>2,365,387</b>	<b>2,676,343</b>	<b>2,759,086</b>	<b>2,955,545</b>
<b>Recreation Total:</b>		<b>2,365,387</b>	<b>2,676,343</b>	<b>2,759,086</b>	<b>2,955,545</b>



	2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>000 Treasury Fund</b>				
<b>20 Finance</b>				
Recreation				
<b>Transfers/Advances</b>				
741000 Transfers Expense	0	0	0	700,000
<b>Transfers/Advances Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>700,000</b>
<b>Finance Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>700,000</b>
<b>Treasury Fund Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>700,000</b>

**Parks & Recreation / Recreation Services****BUDGET SUMMARY:****22540440**

- Account 701100 provides funding for full-time staff allocated to this budget as reflected in the Personnel Data and Notes and Adjustments.
- Account 7011003 provides funding for overtime.
- Account 701104 provides funding for part-time and seasonal staff wages. Increases are due to an extra week of camp for 2020, additional programming for Ferris Wright Park, and rate increases for seasonal staff.
- Account 702000 provides funding for conference and mileage. Added funding for Adaptive Coordinator and moved Nature Education funds from Park Operations to Recreation.
- Account 713004 provides for other professional services. Reduced based on 2018 actuals.
- Account 713005 provides funding for fees to accept credit cards (allocated 50/50 split between this budget and the DCRC budget).
- Account 715001 provides funding for paper and ink for plotter, senior newsletter, and postage.
- Account 715002 includes funding for new program promotions.
- Account 715003 includes funding for the Healthy Brochure (split between this budget and the Community Recreation Center budget) and will include pages for the Dublin Schools community education programs as part of the partnership between the City and Dublin Schools.
- Account 716000 provides funding for memberships and subscriptions. Increases in subscription costs is due to the Survey Monkey subscription.
- Account 717001 provides funding for school custodial, A/C and buses from Dublin City Schools for summer camps, passenger bus rentals for senior programs, and mail and copy machine rentals. Increased due to extra week of camp and an increase in Dublin City School's fees (3% school use, and 7% bus use).
- Account 721002 provides funding for supplies for new nature education programs, summer camp programs, special needs programs, teen programs, and adult programs and youth programs. The increase in this line item is due to the extra week of camp in 2020.
- Account 724003 provides funding for kiln and pottery wheel repair.
- Account 751002 provides funding for Community Wellness programs.
- Account 751013 provides funding for sports leagues including league officials, and for the revenue split with Dublin City Schools for use of tennis courts for tennis league. Reduction in costs is due to contracting softball to Sports Monster.
- Account 751014 provides funding for Senior Citizen activities and programming such as dance events, monthly meetings, event supplies, and holiday parties.
- Account 755000 provides funding for refunds. Increased based on 2018 actuals.

**22580440**

- Account 731000 provides funding for senior lounge and teen lounge equipment and furniture. Increase in costs is related to the new BCII testing package.
- Account 734003 provides funding for softball, basketball and volleyball leagues.

**22596290**

- Account 741000 provides funding for transfer to the Recreation Capital Fund (per Ordinance 65-18).

**Parks & Recreation / Community Recreation Center****STATEMENT OF FUNCTIONS:**

The Dublin Community Recreation Center (DCRC) is a well managed, efficiently operated, state of the art facility providing the highest standards of organized and open leisure activities to the residents of Dublin and the Dublin School District. Through well-planned facility management and programming, the DCRC is committed to the highest level of service for our internal and external customers.

**OBJECTIVES AND ACTIVITIES:**

- To provide excellent customer service and maximize operational efficiency.
- To provide safe, quality leisure activities and services.
- To provide a combination of open recreation and structured program opportunities.
- Maximize recreational and leisure activities and promote a healthy community.
- To provide a facility, which meets or exceeds all state and local health and safety requirements, and support environmentally sound practices where reasonably possible.

**PERSONNEL DATA****POSITION TITLE****2019****CURRENT NUMBER****2020****ADOPTED**

Director, Recreation Services	.5	.5
Recreation Services Administrator	1.4	1.7 (2)
Recreation Program Supervisor	2.05	2.05
Recreation Operations Supervisor	.75	.75
Theater Supervisor	.7	.7
Adaptive Recreation Coordinator	.25	.25
Membership Services Coordinator	.6	.6
Recreation Program Coordinator	2.75	2.75
Recreation Operations Specialist	1.5	1.5
Administrative Support 3	.4	.4
	<b>10.9</b>	<b>11.2</b>

**TOTAL (1)****PART-TIME/SEASONAL STAFF**

Reservation Facility Workers	2.39	2.10
Fitness/Wellness	7.96	7.34
Aquatics	19.08	19.57
Babysitters	5.94	5.94
Wee Folk Room Front Desk	1.59	1.59
Front Desk	9.42	9.40
Theater Staff	1.02	1.02
Manager on Duty	1.13	1.13
Interns	.79	.79
<b>TOTAL</b>	<b>49.32 FTE</b>	<b>48.88 FTE</b>

**NOTES AND ADJUSTMENTS:**

(1) The full-time positions are allocated between the DCRC budget, Recreation Programs budget, and the Dublin Municipal Pools budget. Slight variation from last year due to reallocation of % of time to each budget.

(2) Corporate & Community Wellness Administrator salary distribution changed from 100% REC to 30% CRC/ 70% REC as Fitness Staff now report to this administrator.

2018  
Actual2019  
Budget2019  
Revised Budget2020  
Department  
Budget**225 Recreation****40 Parks and Recreation**

Community Recreation Center

**Personal Services**

701101	Full Time Salaries/Wages	805,786	812,000	812,000	769,880
701103	Overtime Wages	4,507	9,000	9,000	9,300
701104	Other Wages	1,140,851	1,225,000	1,225,000	1,346,775
701201	Employee Benefits	510,630	541,840	541,840	599,560
701204	Uniforms and Clothing	5,974	10,995	13,624	10,615
702000	Training/Travel	13,853	20,385	24,720	17,880

<b>Personal Services Total:</b>	<b>2,481,602</b>	<b>2,619,220</b>	<b>2,626,184</b>	<b>2,754,010</b>
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**Contractual Services**

713004	Other Professional Services	222,144	217,095	252,655	215,265
713005	Misc. Contract. Serv.	36,948	58,500	58,500	58,500
715001	Communications	4,000	4,000	8,000	4,000
715002	Advertising	4,397	12,000	19,113	12,000
715003	Printing and Reproductions	22,861	28,695	42,139	33,700
716000	Memberships/Subscriptions	5,686	8,100	9,600	7,765
717001	Rents and Leases	2,539	13,900	14,479	3,900
717005	Utilities- Other Fuel Types	511,030	530,160	647,738	530,160

<b>Contractual Services Total:</b>	<b>809,605</b>	<b>872,450</b>	<b>1,052,224</b>	<b>865,290</b>
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**Supplies**

721001	Office Supplies	9,114	20,000	26,387	20,000
721002	Operating Supplies	38,573	43,975	49,626	43,945
723004	Merchandise for Resale	1,487	3,000	3,000	3,000
723005	Other Program Supplies	27,987	46,865	52,094	46,350
724001	General Maintenance	74,751	63,930	69,241	75,025
724003	Equipment Maintenance	0	6,750	8,500	6,250

<b>Supplies Total:</b>	<b>151,912</b>	<b>184,520</b>	<b>208,848</b>	<b>194,570</b>
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**Capital Outlay**

731000	Furniture/Equipment	71,339	41,700	47,205	43,950
734002	Tools	328	2,250	2,250	2,250
734003	Sports and Recreation Equipment	94,514	80,530	80,832	86,570

<b>Capital Outlay Total:</b>	<b>166,180</b>	<b>124,480</b>	<b>130,286</b>	<b>132,770</b>
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**Other Charges and Ex**

755000	Refunds	23,722	40,000	40,000	40,000
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<b>Other Charges and Ex Total:</b>	<b>23,722</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>
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<b>Parks and Recreation Total:</b>	<b>3,633,021</b>	<b>3,840,670</b>	<b>4,057,542</b>	<b>3,986,640</b>
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## Community Recreation Center

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### **BUDGET SUMMARY:**

#### **22540441**

- Account 701100 provides funding for full-time staff allocated to this budget as reflected in the Personnel Data and Notes and Adjustments.
- Account 701104 provides funding for part-time and seasonal staff wages. Moved funding to supplement indoor pool staffing while the North Pool is closed for renovation.
- Account 702000 includes funding for staff continuing education/conferences, American Red Cross certifications. Reduction is due to it being an off-year for certifications.
- Account 713004 includes a decrease in funding based on 3 year actuals analysis.
- Account 713005 provides funding for cable for the DCRC (fee increase due to hardware changes required by Spectrum – paying per box now) and increased fees for accepting credit cards (allocated 50/50 split between this budget and the REC budget).
- Account 715001 provides funding for paper and ink for plotter, senior newsletter, and postage..
- Account 715002 Advertising includes funding for new program promotions.
- Account 715003 includes funding for the Healthy Brochure (split between this budget and the REC budget) and will include additional pages for the Dublin Schools community education programs as part of the partnership between the City and Dublin Schools. The increase is to provide for printing for new swim lesson promotional materials.
- Account 716000 provides funding for fitness floor magazines and newspapers and licensing fees for Tribe Team Training and MyZone programs.
- Account 717001 includes funding for rental of a postage machine and funding for highly attended summer outdoor theater performance. The decrease is a result of removing the expenses for the Tantrum Theater (sounds, lights, truss, porta kleen, and trailer).
- Account 721001 provides funding for membership supplies and general office supplies for staff.
- Account 721002 provides funding for pool chlorine, CO2 and reagents, advanced water quality testing and theater supplies.
- Account 723005 provides funding for program supplies such as arts and crafts supplies, aquatic participant certificates, birthday party package supplies, and various training manuals.
- Account 724001 includes additional funding for repairs and preventive maintenance for pool mechanicals, and maintenance for aerobic room 1.
- Account 724003 provides funding for community hall and theater equipment repair.
- Account 734003 provides funding to replace heavily used fitness equipment, per the rotation schedule of equipment and the equipment replacement plan. Also includes replacement of the oldest elliptical trainers, treadmills and steppers. Also includes MyZone and Team Tribe supplies. All equipment being replaced will be placed into service at other employee fitness rooms and/or posted online for resale through GovDeals.

#### **22580441**

- Account 731000 includes funding for community hall tables and chairs, lobby furniture, and lighting upgrades for the theater.



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**Parks & Recreation / Community Events****STATEMENT OF FUNCTIONS**  
**Recreation Fund****Community Events**

Beginning in 2017, Community Events has been responsible for the reservations of outdoor shelter houses, sports fields, the Kaltenbach Community Center, and other various park spaces. In addition, they are responsible for permitting tournaments and sports leagues that use the sports fields.

**OBJECTIVES AND ACTIVITIES**

- To oversee the permitting process, related policies, and use of sports fields for sports tournaments, sports leagues, and rental groups. To facilitate rentals of park shelter houses and Kaltenbach park facility.

**PERSONNEL DATA****POSITION TITLE**

Event Administrator (1)

Event Coordinator (1)

**TOTAL****2019**  
**CURRENT NUMBER**

.5

.5**1****2020**  
**ADOPTED**

.5

.5**1****PART-TIME/SEASONAL STAFF**

Administrative Support – summer(FTE)

Facilities Reservation Managers (FTE)

**TOTAL**

.25

1.25**1.5**

.25

1.25**1.5****NOTES AND ADJUSTMENTS:**

(1) One half of the Events Administrator position and one half of the Events Coordinator position are shown in this Division, their salaries are split fifty percent (50%) to the Hotel/Motel Fund and fifty percent (50%) to this fund due to the nature of their duties.



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>225 Recreation</b>					
<b>40 Parks and Recreation</b>					
Community Events - Recreation					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	0	59,025	59,025	63,960
701103	Overtime Wages	0	400	400	400
701104	Other Wages	0	30,750	30,750	31,365
701201	Employee Benefits	0	31,155	31,155	32,350
701204	Uniforms and Clothing	0	300	300	300
<b>Personal Services Total:</b>		<b>0</b>	<b>121,630</b>	<b>121,630</b>	<b>128,375</b>
<b>Contractual Services</b>					
713004	Other Professional Services	0	1,000	1,000	1,000
<b>Contractual Services Total:</b>		<b>0</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>Supplies</b>					
721002	Operating Supplies	0	900	900	900
724001	General Maintenance	0	7,000	7,000	7,000
<b>Supplies Total:</b>		<b>0</b>	<b>7,900</b>	<b>7,900</b>	<b>7,900</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	0	3,500	3,500	3,500
734002	Tools	0	3,000	3,000	3,000
<b>Capital Outlay Total:</b>		<b>0</b>	<b>6,500</b>	<b>6,500</b>	<b>6,500</b>
<b>Other Charges and Ex</b>					
755000	Refunds	0	5,000	5,000	5,000
<b>Other Charges and Ex Total:</b>		<b>0</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
<b>Parks and Recreation Total:</b>		<b>0</b>	<b>142,030</b>	<b>142,030</b>	<b>148,775</b>
<b>Recreation Total:</b>		<b>0</b>	<b>142,030</b>	<b>142,030</b>	<b>148,775</b>



## Parks & Recreation / Community Events

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### **BUDGET SUMMARY:**

#### **22540450**

- Account 701100 provides funding for staffing reflected in Personnel Data and the Notes and Adjustments.
- Account 701104 includes funding for part-time/seasonal staff. This staff monitors usage of parks and staffs Kaltenbach facility.
- Account 701204 provides funding for uniforms for all staff.
- Account 713004 provides funding for software to coordinate rentals and park usage.
- Account 721002 includes funding for supplies for field usage.
- Account 724001 includes funding for repairs and improvements on rental facilities.
- Account 731000 includes funding for replacement appliances and furniture at rental facilities.
- Account 755000 provides funds for refund of deposits on rental facilities.

#### **22580450**

- Account 731000 includes funding for replacement appliances and furniture at rental facilities.
- Account 734002 provides funding for block party replacements.



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**Parks & Recreation / Dublin Municipal Pools****STATEMENT OF FUNCTIONS**

The Dublin North and South Community Pools are seasonal operations which provide the community diverse aquatic related recreation opportunities. Pool facilities include a lap pool, leisure play pool, tot pool, waterslides, diving boards and well, concession stand, and a water play/spray area. The operation of the Ballantrae Spray Park was added to the Dublin Municipal Pool Budget in 2012.

**OBJECTIVES AND ACTIVITIES**

- To offer open recreational swim times for general public use.
- To offer a comprehensive outdoor aquatics program including swim lessons for all ages, a local recreational swim team program for school age youth, and water exercise classes.
- To provide continuing education and extensive safety training for all pool staff.
- To increase open recreation opportunities and incorporate community based activities.
- To operate swimming facilities that meet, or exceed all state health and safety requirements.

**PERSONNEL DATA**  
**POSITION TITLE****2019**  
**CURRENT NUMBER****2020**  
**ADOPTED**

Director, Recreation Services  
 Recreation Services Administrator  
 Recreation Supervisor  
 Recreation Program Coordinator  
**TOTAL (1)**

.05  
 .30  
 .35  
 .25  
**.95**

.05  
 .30  
 .35  
 .25  
**.95**

**PART-TIME/SEASONAL STAFF**

Pool Manager  
 Concession Manager  
 Assistant Concession Manager  
 Pool Lifeguard  
 Desk Staff/Concession Staff  
 Swim Instructors

1.31  
 .24  
 .89  
 11.29  
 4.18  
 .16

.69  
 .24  
 .44  
 6.81  
 2.27  
 .00

**TOTAL****18.07 FTE****10.45 FTE (2)****NOTES AND ADJUSTMENTS:**

- (1) The full-time positions are allocated between this budget, the Recreation Program budget, and the Dublin Community Recreation Center budget.
- (2) Reductions are associated with the North Pool closure for renovation in 2020.



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>226 Pool</b>					
<b>40 Parks and Recreation</b>					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	60,799	66,630	66,630	69,905
701103	Overtime Wages	3,528	3,000	3,000	3,000
701104	Other Wages	350,260	410,100	410,100	249,750
701201	Employee Benefits	80,244	93,755	93,755	78,025
701204	Uniforms and Clothing	9,933	11,565	11,699	10,030
702000	Training/Travel	165	500	500	500
<b>Personal Services Total:</b>		<b>504,929</b>	<b>585,550</b>	<b>585,684</b>	<b>411,210</b>
<b>Contractual Services</b>					
713004	Other Professional Services	749	920	1,420	770
713005	Misc. Contract. Serv.	4,004	4,400	4,400	10,400
715001	Communications	0	500	500	500
717005	Utilities- Other Fuel Types	182,250	178,700	211,399	140,000
719004	Concessions Vendor Services	47,414	64,600	64,600	30,000
<b>Contractual Services Total:</b>		<b>234,416</b>	<b>249,120</b>	<b>282,319</b>	<b>181,670</b>
<b>Supplies</b>					
721002	Operating Supplies	11,392	14,790	14,190	7,395
723002	Pool Supplies/Chemicals	18,325	21,500	22,551	10,750
723005	Other Program Supplies	410	740	740	830
724001	General Maintenance	39,589	74,095	74,095	27,570
<b>Supplies Total:</b>		<b>69,716</b>	<b>111,125</b>	<b>111,576</b>	<b>46,545</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	52,197	60,700	60,700	14,580
<b>Capital Outlay Total:</b>		<b>52,197</b>	<b>60,700</b>	<b>60,700</b>	<b>14,580</b>
<b>Other Charges and Ex</b>					
755000	Refunds	0	1,500	1,600	1,600
<b>Other Charges and Ex Total:</b>		<b>0</b>	<b>1,500</b>	<b>1,600</b>	<b>1,600</b>
<b>Parks and Recreation Total:</b>		<b>861,258</b>	<b>1,007,995</b>	<b>1,041,879</b>	<b>655,605</b>
<b>Pool Total:</b>		<b>861,258</b>	<b>1,007,995</b>	<b>1,041,879</b>	<b>655,605</b>





	2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>226 Pool</b>				
<b>20 Finance</b>				
<b>Transfers/Advances</b>				
741000 Transfers Expense	0	0	0	100,000
<b>Transfers/Advances Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,000</b>
<b>Finance Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,000</b>
<b>Pool Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,000</b>



## Dublin Municipal Pools

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### **BUDGET SUMMARY:**

#### **Note:**

***Across the board reductions are a result of the North Pool closure for renovations. Other Wages, Benefits, Uniforms, Operating Supplies, Concessions, Pool Chemicals, and Repair & Maintenance are impacted.***

#### **22640440**

- Account 701100 provides funding for full-time staff allocated to this budget as reflected in the Notes and Adjustments.
- Account 701104 provides funding for seasonal staff wages based on pool operating schedules.
- Account 713004 provides funding for pool and food licenses.
- Account 713005 provides funding for contracted storage of equipment during the North Pool renovation closure.
- Account 715001 provides funding for replacement radios.
- Account 717005 provides funding for utilities for the outdoor municipal pool facilities.
- Account 719004 provides funding for supplies to stock the concession stands at the pool facilities. Expenses for supplies are offset by revenues generated.
- Account 721002 provides funding for new recycling dumpster rentals and advanced water quality testing.
- Account 723002 provides funding for pool chemicals such as chlorine and CO2.
- Account 724001 provides funding for general maintenance and repairs.

#### **22680440**

- Account 731000 includes funding for safety equipment, spare pumps, pool chairs, etc.

#### **22696290**

- Account 741000 provides funding for transfer to the Recreation Capital Fund (per Ordinance 65-18).

**Parks & Recreation / Parks Operations / Cemetery Maintenance****STATEMENT OF FUNCTIONS**

The City of Dublin recognizes its' responsibility to provide the proper grounds for its permanent residents by striving to protect and enhance its active and historical cemeteries. Cemetery Maintenance facilitates the burial process with the greatest of respect and ensures proper care of these sacred grounds by adherence to the highest of maintenance standards.

**OBJECTIVES AND ACTIVITIES**

- To provide proper burial grounds that reflect Dublin's high standards and to ensure a most respectful burial process.

**PERSONNEL DATA**  
**POSITION TITLE****2019**  
**CURRENT NUMBER****2020**  
**ADOPTED**

Maintenance Worker

11**TOTAL****1****1****PART-TIME/SEASONAL STAFF**

Seasonal Maintenance Worker

22**TOTAL****2****2****NOTES AND ADJUSTMENTS:**



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>261 Cemetery</b>					
<b>40 Parks and Recreation</b>					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	69,252	74,105	74,105	77,095
701103	Overtime Wages	6,875	6,000	6,000	6,000
701104	Other Wages	30,831	29,280	29,280	29,280
701201	Employee Benefits	40,230	41,105	41,105	45,680
701204	Uniforms and Clothing	1,601	2,100	2,780	2,100
702000	Training/Travel	0	1,000	1,000	1,000
<b>Personal Services Total:</b>		<b>148,789</b>	<b>153,590</b>	<b>154,270</b>	<b>161,155</b>
<b>Contractual Services</b>					
713004	Other Professional Services	0	3,750	3,750	3,750
713005	Misc. Contract. Serv.	10,069	16,000	15,742	16,000
715003	Printing and Reproductions	0	0	258	0
716000	Memberships/Subscriptions	95	200	200	200
717005	Utilities- Other Fuel Types	638	950	1,209	950
<b>Contractual Services Total:</b>		<b>10,803</b>	<b>20,900</b>	<b>21,159</b>	<b>20,900</b>
<b>Supplies</b>					
724001	General Maintenance	11,707	21,200	30,995	21,200
724003	Equipment Maintenance	2,478	2,500	2,500	2,500
<b>Supplies Total:</b>		<b>14,185</b>	<b>23,700</b>	<b>33,495</b>	<b>23,700</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	0	2,000	2,000	2,000
735001	Cap Impr Land and Land Impr	0	13,000	13,000	13,000
<b>Capital Outlay Total:</b>		<b>0</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
<b>Parks and Recreation Total:</b>		<b>173,777</b>	<b>213,190</b>	<b>223,925</b>	<b>220,755</b>
<b>Cemetery Total:</b>		<b>173,777</b>	<b>213,190</b>	<b>223,925</b>	<b>220,755</b>

**Parks & Recreation / Parks Operations / Cemetery Maintenance****BUDGET SUMMARY:****26160432**

- Account 701100 provides funding for full-time staff allocated to this budget as reflected in the Personnel Data.
- Account 701104 provides funding for seasonal staff wages.
- Account 702000 provides funding for equipment safety training as needed.
- Account 717005 provides funding for electricity and water.
- Account 724003 provides funding for the repair and maintenance of mower, trimmers and other miscellaneous equipment used for cemetery maintenance.
- Account 713005 provides funding for the transaction expenses related to the acceptance of Visa/MasterCard and vault company services. It also includes funds for cemetery arborist work. Fees for niche engraving will be recovered through fee collection.
- Account 724001 includes funding for footers for monuments (recovered through fee collection), grass seed, concrete, topsoil, fertilizers, chemicals, for fence and stone wall work, headstone refurbishing, annuals/perennials, tree planting replacements and mulch.
- Account 724003 includes funds for repairs and replacements of mowers and trimmers.



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**Parks & Recreation / Parks – Public Art****STATEMENT OF FUNCTIONS**

City Council has directed tax receipts from overnight hotel stays be utilized for beautification, tourism, and community cultural opportunities. Allocations provide for the maintenance, management, programming and purchase of public art; grants to non-profit organizations that enhance visitor appeal, encourage overnight stays and visitor spending in the City, and grants for public space beautification. The Fund also provides revenue to the Dublin Convention and Visitor Bureau and the Dublin Arts Council.

**OBJECTIVES AND ACTIVITIES**

- Through its strategic use of public art, the City of Dublin strives to contribute to the character and landscape of the community in a sophisticated manner that celebrates the history and diversity of its residents.

**PERSONNEL DATA**  
**POSITION TITLE****2019**  
**CURRENT NUMBER****2020**  
**ADOPTED**

Landscape Architect (1)

.50.50**TOTAL****.50****.50****NOTES AND ADJUSTMENTS:**

(1) This position is allocated to the budget of the Parks & Recreation/Office of the Director (50%), and this budget (50%).

2018  
Actual2019  
Budget2019  
Revised Budget2020  
Department  
Budget**232 Hotel/Motel Tax****40 Parks and Recreation**

Public Art

**Personal Services**

701101	Full Time Salaries/Wages	0	35,350	35,350	36,695
701103	Overtime Wages	0	1,200	1,200	0
701201	Employee Benefits	164	17,975	17,975	19,650
701204	Uniforms and Clothing	0	500	500	500
702000	Training/Travel	0	2,000	2,000	2,000

<b>Personal Services Total:</b>		<b>164</b>	<b>57,025</b>	<b>57,025</b>	<b>58,845</b>
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**Contractual Services**

713004	Other Professional Services	0	50,000	85,513	55,000
716000	Memberships/Subscriptions	0	200	200	200

<b>Contractual Services Total:</b>		<b>0</b>	<b>50,200</b>	<b>85,713</b>	<b>55,200</b>
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**Supplies**

721002	Operating Supplies	0	1,000	1,000	500
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<b>Supplies Total:</b>		<b>0</b>	<b>1,000</b>	<b>1,000</b>	<b>500</b>
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**Other Charges and Ex**

751003	Special Projects/Programs	3,726	26,100	26,100	40,000
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<b>Other Charges and Ex Total:</b>		<b>3,726</b>	<b>26,100</b>	<b>26,100</b>	<b>40,000</b>
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<b>Parks and Recreation Total:</b>		<b>3,890</b>	<b>134,325</b>	<b>169,838</b>	<b>154,545</b>
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<b>Hotel/Motel Tax Total:</b>		<b>3,890</b>	<b>134,325</b>	<b>169,838</b>	<b>154,545</b>
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**Parks & Recreation / Parks – Public Art**

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**BUDGET SUMMARY:****23240410 – Park Director's Office**

- Account 70110 provides funding for staffing reflected in Personnel Data
- Account 701204 included funding for uniform/PPE articles for staffing but are not needed and have been removed.
- Account 702000 provides funding for professional development in public art administration.
- Account 713004 provides funding for a consultant to advise the City on restoration and maintenance of the numerous public art pieces currently owned by the City an unscheduled repairs and installation services. Increased for contract maintenance needs
- Account 751003 provides funding for multiple public art projects including: photography, site selection, miscellaneous repairs and scheduled maintenance, Art in Public Places site selection payment to the Dublin Arts Council. Increase to fund for irrigation installation for the Watch House.



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**Parks & Recreation / Community Events****STATEMENT OF FUNCTIONS****Hotel/Motel Tax Fund**

Prior to 2016, 75% of the hotel/motel tax revenues were credited to Hotel/Motel Tax Fund in accordance with City Ordinance No. 133-87 and the Ohio Revised Code. The remaining 25% was distributed to the Dublin Convention and Visitors Bureau (DCVB). For 2016, City Council has approved an increase for the DCVB to 35%, with the remaining 65% credited to the hotel/motel tax fund. From the Hotel/Motel Tax Fund, the City allocates 25% of the total revenue to the Dublin Arts Council (DAC). In 2016, this was changed from an estimated number, to 25% of the actual revenue. Funds may be distributed to other organizations through City Council review of submitted hotel/motel tax grant applications.

**Community Events** City-sponsored events are approved through the regular budget process. These include the St. Patrick's Day Parade, Independence Day Celebration, Dublin Irish Festival (DIF) and Spooktacular. Events Administration plans, implements, and manages Dublin's signature events that enhance the City's international image, build community, provide fundraising opportunities for community organizations and support the mission of the DCVB by attracting overnight visitors to Dublin hotels. The division also permits all community events, ensures they are following guidelines and ordinances and coordinates any City staff support of those events

**OBJECTIVES AND ACTIVITIES**

- To plan, implement, and manage City-sponsored festivals, events and parades in a professional, safe and fiscally responsible manner.
- To help community events and sport tournaments adhere to safety and city ordinances and policies by providing a one-stop shop for event approval
- To secure cash, media and in-kind donations for City of Dublin events by creating and maintaining mutually beneficial partnerships with local, regional and national corporations.
- To promote Signature events to local, regional, national and international markets to increase overnight stay in Dublin hotels. In addition, help DCVB recruit events and tournaments that result in overnight stays.
- To cultivate relationships with community organizations by providing fundraising opportunities in support of community initiatives.

**PERSONNEL DATA****POSITION TITLE****2019  
CURRENT NUMBER****2020  
ADOPTED**

Director of Community Events

1

1

Event Administrator (1)

2.5

2.5

Event Coordinator (1) (2)

1.5

2.5

Administrative Support II

11**TOTAL****6****7****PART-TIME/SEASONAL STAFF**

Event Specialist, year-round (FTE) (2)

1.5

.75

Administrative Support – summer (FTE)

.5

.5

Summer Event Workers (FTE)

1.51.5**TOTAL****3.5****2.75****NOTES AND ADJUSTMENTS:**

(1) One half of the Events Administrator position and one Events Coordinator position are shown in this Division, their salaries are split fifty percent (50%) to Recreation and fifty percent (50%) to this fund.

(2) One Events Coordinator position is added, and one part-time position is eliminated to assist in covering the costs of the additional full-time position. Previously, there was two people working 75% of a full-time job. With the change for 2020, it will be one person working 75% of a full-time job.



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>232 Hotel/Motel Tax</b>					
<b>40 Parks and Recreation</b>					
Community Events					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	368,474	441,175	441,175	521,390
701103	Overtime Wages	11,732	13,000	13,000	13,000
701104	Other Wages	99,971	112,000	112,000	80,000
701201	Employee Benefits	177,104	198,970	198,970	253,015
701204	Uniforms and Clothing	23,590	27,880	27,880	26,300
702000	Training/Travel	9,655	11,575	11,575	9,075
703100	Meeting Expenses	4,128	4,450	4,450	4,450
<b>Personal Services Total:</b>		<b>694,655</b>	<b>809,050</b>	<b>809,050</b>	<b>907,230</b>
<b>Contractual Services</b>					
713004	Other Professional Services	2,000,971	2,089,780	2,094,007	2,102,080
713005	Misc. Contract. Serv.	40,824	44,600	44,600	84,600
714001	Insurance and Bonding	5,823	6,500	6,970	6,500
715001	Communications	4,626	4,750	4,750	4,750
715002	Advertising	79,668	90,000	90,000	90,000
715003	Printing and Reproductions	15,036	16,850	16,850	11,150
716000	Memberships/Subscriptions	3,439	3,635	3,635	3,635
<b>Contractual Services Total:</b>		<b>2,150,386</b>	<b>2,256,115</b>	<b>2,260,812</b>	<b>2,302,715</b>
<b>Supplies</b>					
721001	Office Supplies	9,869	10,800	10,800	13,400
721002	Operating Supplies	295,756	339,400	339,333	336,700
<b>Supplies Total:</b>		<b>305,624</b>	<b>350,200</b>	<b>350,133</b>	<b>350,100</b>
<b>Capital Outlay</b>					
734002	Tools	5,121	6,500	6,500	5,000
735005	Cap Impr Park & Bikewy Impr	0	0	17,000	0
<b>Capital Outlay Total:</b>		<b>5,121</b>	<b>6,500</b>	<b>23,500</b>	<b>5,000</b>
<b>Other Charges and Ex</b>					
751003	Special Projects/Programs	32,056	7,750	8,750	32,750
751012	Promotional Programs	11,829	16,100	15,630	14,100
751016	Volunteer Programs	15,440	19,100	19,100	19,100
<b>Other Charges and Ex Total:</b>		<b>59,324</b>	<b>42,950</b>	<b>43,480</b>	<b>65,950</b>
<b>Parks and Recreation Total:</b>		<b>3,215,111</b>	<b>3,464,815</b>	<b>3,486,975</b>	<b>3,630,995</b>
<b>Hotel/Motel Tax Total:</b>		<b>3,215,111</b>	<b>3,464,815</b>	<b>3,486,975</b>	<b>3,630,995</b>



	2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>232 Hotel/Motel Tax</b>				
<b>20 Finance</b>				
<b>Contractual Services</b>				
713005 Misc. Contract. Serv.	3,400	3,200	3,200	4,500
<b>Contractual Services Total:</b>	<b>3,400</b>	<b>3,200</b>	<b>3,200</b>	<b>4,500</b>
<b>Finance Total:</b>	<b>3,400</b>	<b>3,200</b>	<b>3,200</b>	<b>4,500</b>
<b>30 Public Works</b>				
<b>Supplies</b>				
721002 Operating Supplies	352	20,000	20,000	20,000
<b>Supplies Total:</b>	<b>352</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>
<b>Public Works Total:</b>	<b>352</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>
<b>40 Parks and Recreation</b>				
<b>Supplies</b>				
721002 Operating Supplies	25,338	31,250	31,250	37,250
<b>Supplies Total:</b>	<b>25,338</b>	<b>31,250</b>	<b>31,250</b>	<b>37,250</b>
<b>Capital Outlay</b>				
735005 Cap Impr Park & Bikewy Impr	0	50,000	216,513	15,000
<b>Capital Outlay Total:</b>	<b>0</b>	<b>50,000</b>	<b>216,513</b>	<b>15,000</b>
<b>Parks and Recreation Total:</b>	<b>25,338</b>	<b>81,250</b>	<b>247,763</b>	<b>52,250</b>
<b>60 Information Technology</b>				
<b>Capital Outlay</b>				
732000 Information Technology	0	15,000	15,000	10,000
<b>Capital Outlay Total:</b>	<b>0</b>	<b>15,000</b>	<b>15,000</b>	<b>10,000</b>
<b>Information Technology Total:</b>	<b>0</b>	<b>15,000</b>	<b>15,000</b>	<b>10,000</b>

2018  
Actual2019  
Budget2019  
Revised Budget2020  
Department  
Budget**232 Hotel/Motel Tax****80 Police****Contractual Services**

713005	Misc. Contract. Serv.	0	0	0	27,000
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<b>Contractual Services Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>27,000</b>
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<b>Police Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>27,000</b>
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<b>Hotel/Motel Tax Total:</b>		<b>29,090</b>	<b>119,450</b>	<b>285,963</b>	<b>113,750</b>
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**Parks & Recreation / Community Events****BUDGET SUMMARY:****23240450**

- Account 701100 provides funding for staffing reflected in Personnel Data and the Notes and Adjustments.
- Account 701103 provides funding for overtime of which approximately 95% occurs in July and August to support the City's two largest events.
- Account 701104 includes funding for part-time/seasonal staff. An increase is increase the hours for one event specialist year-round.
- Account 701204 provides funding for uniforms for all staff and for all events volunteers and participants.
- Account 702000 provides funding for staff training and conferences.
- Account 703100 provides funding for committee and sponsorship meetings.
- Account 713004 includes professional services for City-sponsored events including photography, marketing and marketing services and graphic design; citywide ASCAP and BMI and SEASAC music licensing; entertainment and activities including fireworks, children's games, parade floats, exhibitors, musicians and dancers. Operational services include sound and electrical professionals, cleaning services, hotels for entertainers, patron shuttle service, rentals including tents, generators, ice trucks, lights, port-a-johns, stages, tables, chairs, and golf carts. Increases are due to reallocation of funds from IT budget, increases in rental and services costs.
- Account 713005 includes funding for credit card fees used at events as well as rental of an off-site storage facility. Increase is due to wi-fi services for Coffman Park that were added in '19.
- Account 714001 provides funding for Alcohol liability policy to cover all DIF fundraising groups.
- Account 715001 is used for rental radios and courier services.
- Account 715002 includes funds for DIF advertising and an ad buyer.
- Account 715003 includes funds for DIF print materials including brochures, tickets and on-site-guides.
- Account 721001 includes general office supplies and paper for signage for events. Plotter paper and ink is also used by Parks, GIS and other divisions in building which is reason for increasing costs.
- Account 721002 includes funding for float supplies, prizes, crafts, helium, table coverings, signage, wristbands and beverages to sell at DIF (which accounts for the majority of the funding in this account). Beverage sales generate significant offsetting revenue Beverage purchases are budgeted based on the average over a 3-year period. There is a one-time \$20,000 cost for replacement of all trash boxes at events.
- Account 751003 provides funding for committee ceremonial needs, funding for the DIF scholarship and sustainability efforts. Increase this year is due to a one-time cost to create a DIF Beverage Server online interactive training.
- Account 751012 provides funding for DIF promotional activities.
- Account 751005 includes funding for DIF volunteer programs.



## Parks & Recreation / Community Events

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### **BUDGET SUMMARY:**

The following four Accounts include budget items from other division that have been allocated to Community Events for 2020. This allocation provides a more complete reflection of the direct costs associated with Events.

#### **23240210 – Finance**

- Account 713005 provides funding for an armored car pick-up of cash during the Dublin Irish Festival (DIF) weekend.

#### **23240330 – Street & Utilities Operations**

- Account 721002 includes funding for Streets and Utilities for special event materials such as gravel, barrier walls, cones and freestanding fencing.

#### **23240430 – Park Operations**

- Account 721002 includes funding to Park Operations for mulch, trash bags and materials needed for events, and grass seed to repair event turf area after the events.

#### **23250820 - Police**

- Account 713005 includes funding to Police for private security hired for Independence Day and DIF events.

The following accounts include budget amounts from the Capital Improvements Program (CIP) for projects to be paid from Hotel / Motel Tax Funds.

#### **23280430 – Park Operations**

- Account 735005 includes funding for public art maintenance and Dublin Arts Council site renovation.

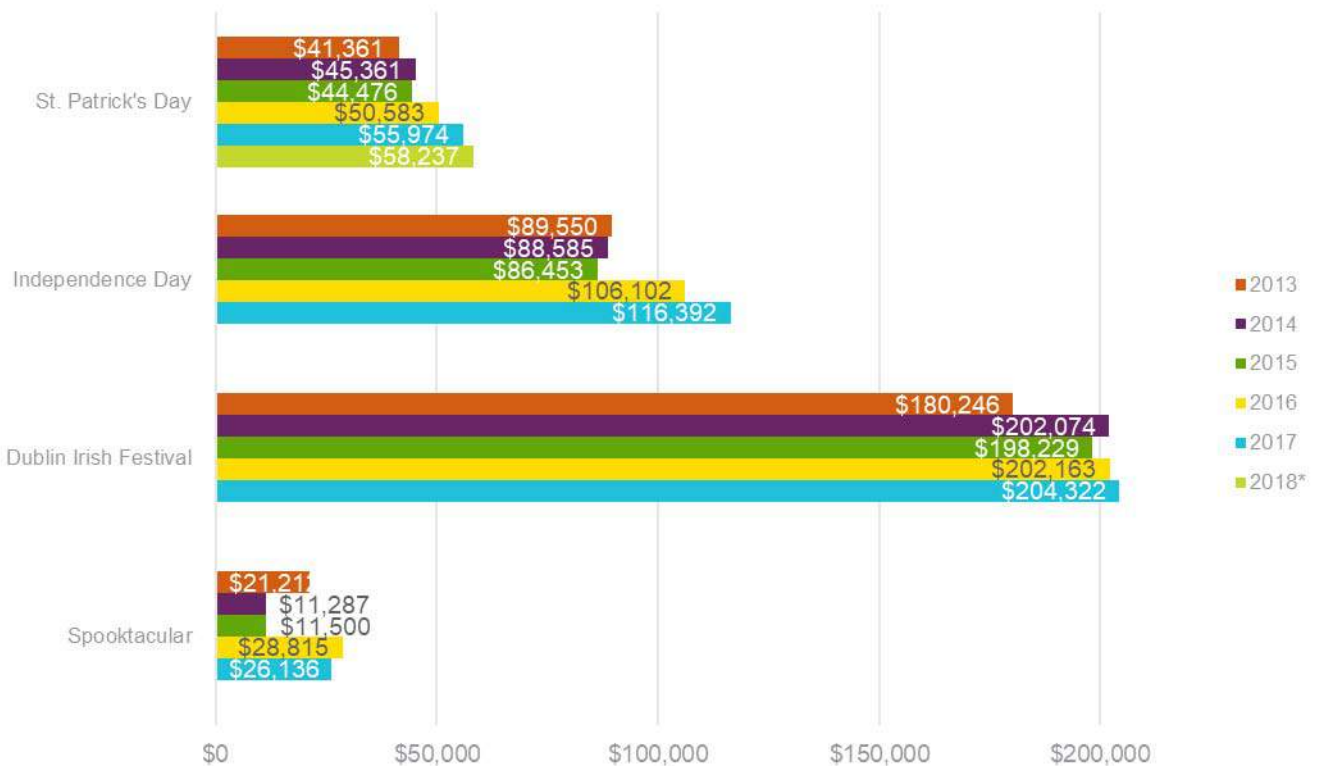
#### **23280610 – Information Technology**

- Account 732000 provides funding for technology projects to assist with Community Events.



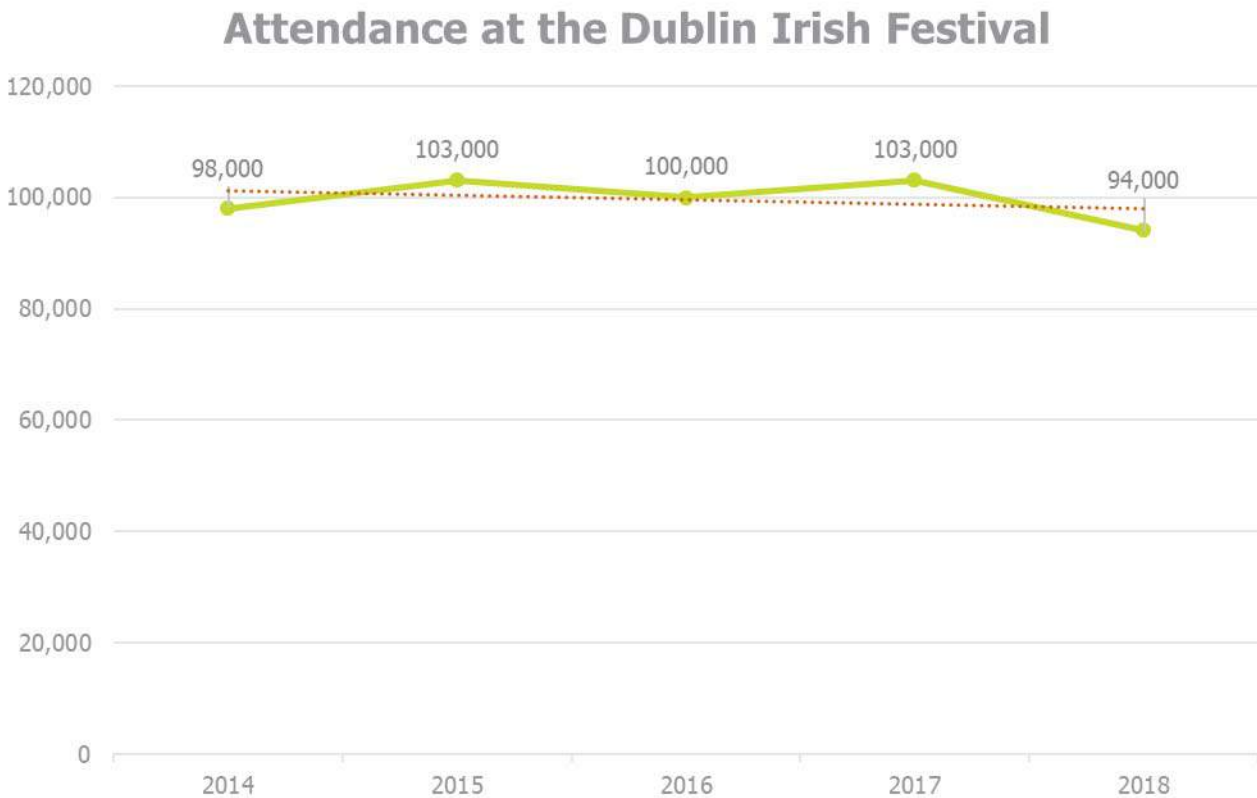
**Parks & Recreation / Community Events****Performance Measures:****1. Total Cost of Hours Worked at City Signature Events, all City Employees:**

Time includes overtime and regular time for time at events and time spent preparing and cleaning up from event.

**Total Cost of Hours Worked at City Signature Events**

\*2019 Figures were not yet available

\*\*Pre and post event costs are not calculated for the Dublin Irish Festival.

**Parks & Recreation / Community Events****Performance Measures:****2. Attendance at the Dublin Irish Festival**

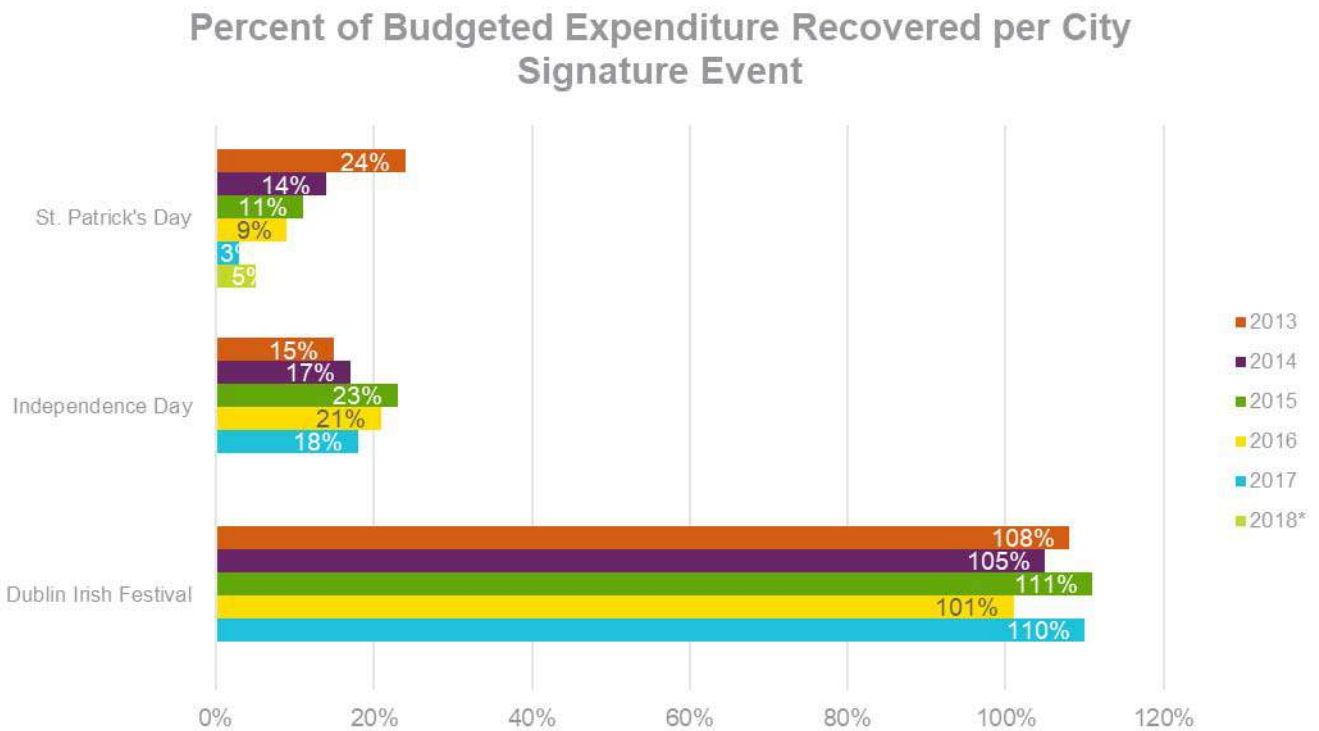
This measurement tracks the actual number of people who attend the Dublin Irish Festival. 2019 Figures were not yet available



## Parks & Recreation / Community Events

### Performance Measures:

3. Percent of Budgeted Expenditure Recovered per City Signature Event (Cost Recovery with Staffing)



*\*2018 Figures are yet to be determined for Independence Day & Dublin Irish Festival*

This measurement tracks the receipts collected (example: ticket sale and sponsorship) vs. the expenditures (example: entertainment) per event. Each event has different overall goals based on projected revenue potential. Staffing costs are included, but Irish Festival only includes day of regular and overtime, not time spent preparing for event. 2019 Figures were not yet available



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>232 Hotel/Motel Tax</b>					
<b>20 Finance</b>					
<b>Transfers/Advances</b>					
741000	Transfers Expense	163,917	165,400	165,400	166,460
<b>Transfers/Advances Total:</b>		<b>163,917</b>	<b>165,400</b>	<b>165,400</b>	<b>166,460</b>
<b>Other Charges and Ex</b>					
751001	City Sponsored Projects	0	6,000	6,000	6,000
754002	Grants/Community Org	115,403	200,000	296,773	200,000
754003	Grants/DAC	780,957	802,500	802,500	802,500
754005	Grant/Bridge Park NCA	14,377	115,400	115,400	115,400
<b>Other Charges and Ex Total:</b>		<b>910,738</b>	<b>1,123,900</b>	<b>1,220,673</b>	<b>1,123,900</b>
<b>Finance Total:</b>		<b>1,074,655</b>	<b>1,289,300</b>	<b>1,386,073</b>	<b>1,290,360</b>
<b>Hotel/Motel Tax Total:</b>		<b>1,074,655</b>	<b>1,289,300</b>	<b>1,386,073</b>	<b>1,290,360</b>

**Hotel Motel Tax Fund / Finance****BUDGET SUMMARY:****23240220 – Taxation**

- Account 751001 provides an allocation for City sponsored art projects in the event that a study or design is initiated by City Council. In most cases, a supplemental appropriation would be needed to complete the art project. The last such project was the "Feather Point/Universal Gathering" project by Olga Ziemka Studio in 2017.
- Account 754002 provides an allocation for grants to community organizations in accordance with the Hotel/Motel Grant Application Guidelines.
- Account 754003 provides funding for distribution with the Dublin Arts Council (DAC) in accordance with the lease agreement executed for 7125 Riverside Drive.
- Account 754005 provides funding for the Bridge Park New Community Authority (NCA).

**23296220 – Taxation**

- Account 741000 transfers funding for debt service associated with the acquisition and renovation of the Arts facility located at 7125 Riverside Drive.



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**Office of the City Manager / Court Services / Mayor's Court Computer**

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**STATEMENT OF FUNCTIONS**

Ordinance 41-93 authorized the establishment of the Mayor's Court Computer Fund. Revenues in this fund are derived from fees received in accordance with Substitute Senate Bill 246. This fund is to be used by Court Services to pay for any operational costs and/or any subsequent updates for the computerization of the Court office. The City currently assesses a fee of five dollars (\$8.00) per case; however, Substitute Senate Bill 246 allows the fee to be set as high as ten dollars (\$10.00).

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		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>252 Mayor's Court Computer</b>					
<b>10 City Manager</b>					
<b>Personal Services</b>					
702000	Training/Travel	0	1,750	1,750	1,750
<b>Personal Services Total:</b>		<b>0</b>	<b>1,750</b>	<b>1,750</b>	<b>1,750</b>
<b>Supplies</b>					
721001	Office Supplies	374	500	526	500
724003	Equipment Maintenance	18,187	4,000	4,000	4,000
<b>Supplies Total:</b>		<b>18,560</b>	<b>4,500</b>	<b>4,526</b>	<b>4,500</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	273	8,000	8,000	8,000
<b>Capital Outlay Total:</b>		<b>273</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>
<b>City Manager Total:</b>		<b>18,833</b>	<b>14,250</b>	<b>14,276</b>	<b>14,250</b>
<b>Mayor's Court Computer Total:</b>		<b>18,833</b>	<b>14,250</b>	<b>14,276</b>	<b>14,250</b>





Office of the City Manager / Court Services / Mayor's Court Computer

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**BUDGET SUMMARY:**

**25210150**

- Account 702000 provides funding for technology related training for court staff.
- Account 721001 provides funding for computer related supplies.
- Account 724003 provides funding for LEADS (Law Enforcement Automated Data System) user fees.

**25280150**

- Account 731000 includes funding for technology related updates.



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## Permissive Tax Fund

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### **STATEMENT OF FUNCTIONS**

Funds are received from a \$5.00 tax on motor vehicle licenses approved by Franklin County under the Ohio Revised Code Section 4504.02. Under Ohio Revised Code Section 4504.04, the City can request funding from Franklin County for individual projects approved by the Franklin County Engineer's Office and Franklin County Commissioners. Eligible projects must be for roadway construction or improvements. Additional funds are also received under Ohio Revised Code Section 4504.15 under legislation approved by Franklin and Delaware Counties to increase motor vehicle license taxes by \$5.00 in their respective County. The City receives 50% of revenue generated by this tax and it is restricted to roadway construction and improvements.

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	2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>231 Permissive Tax</b>				
<b>30 Public Works</b>				
<b>Capital Outlay</b>				
735006 Cap Impr Str Maint Proj	235,566	0	850,000	0
<b>Capital Outlay Total:</b>	<b>235,566</b>	<b>0</b>	<b>850,000</b>	<b>0</b>
<b>Transfers/Advances</b>				
742000 Advances Expense	200,000	0	0	100,000
<b>Transfers/Advances Total:</b>	<b>200,000</b>	<b>0</b>	<b>0</b>	<b>100,000</b>
<b>Public Works Total:</b>	<b>435,566</b>	<b>0</b>	<b>850,000</b>	<b>100,000</b>
<b>Permissive Tax Total:</b>	<b>435,566</b>	<b>0</b>	<b>850,000</b>	<b>100,000</b>



## Permissive Tax Fund

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### **BUDGET SUMMARY:**

#### **23180320**

- Account 735006 provides funding for Capital Improvements Program (CIP) projects. In 2019, \$850,000 was appropriated (Ordinance 06-19) for repaving Muirfield Drive between Brand Road and Glick Road. In the 2020-2024 CIP, the Permissive Tax Fund was not identified as a project funding source for additional projects.

#### **23197320**

- Account 742000 provides funding for the repayment of advances.



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## Finance/ Accrued Leave Reserve Fund

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### **STATEMENT OF FUNCTIONS**

The Ohio Revised Code Section 5705.13 provides for the establishment of reserve funds for certain purposes, one of which is for the payment of accumulated sick, vacation and compensatory leave upon termination of employment or retirement. Because the City of Dublin will have a significant number of long-term employees either reach retirement age or the point of eligibility within either the Ohio Public Employees Retirement System or the Police/Fire Pension Fund System, the City's liability for payments for accrued leave balances is estimated to be substantial beginning in the next few years. These costs represent a liability accrued over a number of years. In order to prevent a disproportionate impact of these payments on any one budget year, the 2005 budget established a reserve fund and began deposits into it in anticipation of this liability.

In 2008, the City implemented changes to its leave policies for non-bargaining employees which will add to the City's potential liability for conversion of accrued leaves. Beginning in 2009, non-bargaining employees were eligible for conversion of a portion of accrued sick leave to cash at the time of any separation in good standing from City employment.

This includes all types of leave accruals and both pensionable and non-pensionable leave amounts.

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### **NOTES AND ADJUSTMENTS:**

Contributions to this fund represent a percentage of full-time wages.

Beginning in 2009, the expenditures budgeted in this fund also included an estimate for sick leave conversions for non-bargaining employees at separation from employment in good standing at any time. Because sick leave accruals were substantially reduced in 2009, this liability will decline over time as sick leave balances accrued under the previous, more generous accruals are either used or converted to payment at separation.

For all City bargaining units, conditions for conversions of accrued sick leave remain contingent on eligibility for retirement, minimum years of service and any minimum sick leave balance requirements.



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>262 Accrued Leave Reserves</b>					
<b>20 Finance</b>					
<b>Personal Services</b>					
701201	Employee Benefits	7,364	5,500	5,500	10,000
701205	Accrued Leave Payout	262,597	350,000	350,000	340,000
<b>Personal Services Total:</b>		<b>269,962</b>	<b>355,500</b>	<b>355,500</b>	<b>350,000</b>
<b>Finance Total:</b>		<b>269,962</b>	<b>355,500</b>	<b>355,500</b>	<b>350,000</b>
<b>Accrued Leave Reserves Total:</b>		<b>269,962</b>	<b>355,500</b>	<b>355,500</b>	<b>350,000</b>



**Finance/ Accrued Leave Reserve Fund**

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**BUDGET SUMMARY:****26210210**

- Account 701201 provides for Medicare on employee pay-outs.
- Account 701205 reflects the estimated payments that will be made for accrued leaves in 2020 based on anticipated retirements. The amount also includes an estimate of conversions at non-retirement separations based on the revised leave policies for non-bargaining employees approved in 2008. Un-used appropriations lapse at year-end.



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## Safety / Police

### **STATEMENT OF FUNCTIONS**

Police, under the direction of the Chief of Police, is comprised of three work units: Operations, Support Services, and Technical Services. The long-term priorities for the Police Department are to:

1. Maintain low levels of crime and disorder in the community
2. Maintain overall public safety in the community
3. Maintain a strong focus on recruiting, retaining and properly deploying personnel
4. Continue to be responsive to the needs, wants, and expectations of the community
5. Continue to provide high level and high quality of service
6. Maintain a strong focus on building partnerships and managing service consolidation to maintain and maximize high levels of service to the community
7. Prepare to respond and successfully resolve critical incidents, major crimes, and other issues of community concern

Operations consist of the following sections: Patrol, accident investigation, court liaison, Field Training Officer (FTO) program, and bicycle patrols. Support Services includes the Detective Section, internal affairs, the Community Education Unit, Community Impact Unit, and special event security planning. Technical Services includes the consolidated communications center (NRECC), records section, property room operations, accreditation and training, technology support, accounting/budgeting and clerical support.

The responsibility of all three bureaus is to support, either directly or indirectly the Department's mission, goals and long-term priorities.

**Police Department Mission Statement:** Dublin Police Department employees are committed to protecting life, liberty and property.

We will provide the highest level of service and work in partnership with our community to ensure public safety by focusing on the following core principles;

- Vigilant, Ethical and Impartial Enforcement of Law
- Critical Incident Preparedness and Response
- Crime Prevention, Reduction and Deterrence
- Improvement of Traffic Safety

We will remain dedicated to service and committed to excellence, focusing on the following core values:

**Professionalism:** We are members of an exceptional and highly trained law enforcement organization. Our conduct and demeanor adhere to the highest standards of personal and organizational excellence.

**Integrity:** We hold ourselves accountable to the highest level of honesty, truthfulness, and ethical conduct.

**Respect:** We ensure that all persons are treated with equality, dignity and courtesy.

**Commitment:** We are dedicated to our Profession, our Community, our Agency and our Mission.

### **ACCOUNTIVES AND ACTIVITIES**

- To solve crimes and reduce the incidence of crime
- To provide a high level of customer service to the community
- To enhance the quality of life in the community
- To provide a high level of leadership and advanced training for staff
- To utilize proactive policing methods in an effort to reduce the incidence of crime
- To reduce the community's traffic crash rate and help to improve overall traffic safety
- To develop partnerships with the community in furtherance of our efforts to reduce crime
- To respond effectively to neighborhood traffic and crime concerns

**Safety/ Police**

<b>PERSONNEL DATA</b>	<b>2019</b>	<b>2020</b>
<b><u>POSITION TITLE</u></b>	<b><u>CURRENT NUMBER</u></b>	<b><u>ADOPTED</u></b>
Chief of Police	1	1
Deputy Chief (1)	1	0
Police Lieutenant (Sworn Bureau Commander)	2	2
Technical Services Bureau Commander	1	1
Police Sergeant	6	6
Police Corporal	9	9
Police Officer (2)	53	54
Emergency Mgmt Coordinator/Law Enforcement Planner	1	1
Civilian Accreditation Manager	1	1
Administrative Support III	1	1
Records Supervisor	1	1
Records Technician II	3	3
Records Technician I	1	1
Police Property Technician	1	1
Communications Technician (3)	26	29
Communications Supervisor (3)	4	6
Communications Manager (3)	1	3
Operations Manager (3)	0	1
<b>TOTAL</b>	<b>113</b>	<b>121</b>

**NOTES AND ADJUSTMENTS:**

(1) Police request authorization to reallocate the one Deputy Chief position back to the position of police officer.

(2) For 2020, Police request authorization for two (2) additional sworn officer positions (above authorized staffing) temporarily to allow for future anticipated retirements. Due to the amount of time required (typically 18 months) to replace a retiring officer with a newly hired, certified, and field trained officer this practice of hiring ahead has proven crucial to us maintaining staffing levels. Hiring will be contingent on available funding.

(3) With the addition of Worthington Police and Fire/EMS to the NRECC dispatching partnership in 2020, police request authorization to add 3 Communications Technicians, 2 Communications Supervisors, 2 Communications Managers and 1 Operations Manager for a total of 8 new staff members. The Operations Manager is a new position that will have oversight of the NRECC operation, its shift managers and supervisors. As part of the agreement for services, Worthington has agreed to pay for service starting in January of 2020 to facilitate hiring and training of needed staff members in advance of providing service. Police request permission to hire one over the approved number of communications technicians at the start of 2020. Shortly following that hiring, a promotional process to fill the Communications Supervisor positions will be held for internal candidates that will bring the staffing count for the position of Communications Technician back within the approved allocation.



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>241 Safety</b>					
<b>80 Police</b>					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	7,512,994	8,068,425	8,068,425	8,625,970
701103	Overtime Wages	449,850	507,600	507,600	507,600
701201	Employee Benefits	3,465,088	3,520,200	3,520,200	3,904,355
701204	Uniforms and Clothing	182,761	183,525	236,431	177,100
702000	Training/Travel	101,647	92,400	101,605	100,700
703100	Meeting Expenses	8,004	8,500	9,400	8,500
703200	Personnel Planning	0	1,000	1,000	1,000
<b>Personal Services Total:</b>		<b>11,720,345</b>	<b>12,381,650</b>	<b>12,444,661</b>	<b>13,325,225</b>
<b>Contractual Services</b>					
711001	County Auditor Deductions	11,407	19,740	19,740	0
713004	Other Professional Services	6,897	12,500	19,496	12,500
713005	Misc. Contract. Serv.	107,590	112,875	127,837	123,650
715001	Communications	10,469	15,000	18,033	15,000
716000	Memberships/Subscriptions	32,378	42,270	42,270	46,570
717001	Rents and Leases	4,121	5,000	6,158	5,000
<b>Contractual Services Total:</b>		<b>172,861</b>	<b>207,385</b>	<b>233,535</b>	<b>202,720</b>
<b>Supplies</b>					
721001	Office Supplies	16,764	16,000	16,475	16,000
721002	Operating Supplies	90,932	81,975	101,626	83,675
724003	Equipment Maintenance	75,611	80,000	87,933	79,000
<b>Supplies Total:</b>		<b>183,306</b>	<b>177,975</b>	<b>206,034</b>	<b>178,675</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	45,542	17,825	49,325	21,625
<b>Capital Outlay Total:</b>		<b>45,542</b>	<b>17,825</b>	<b>49,325</b>	<b>21,625</b>
<b>Other Charges and Ex</b>					
751006	DARE Program	5,382	5,000	5,155	5,000
755000	Refunds	0	500	500	500
<b>Other Charges and Ex Total:</b>		<b>5,382</b>	<b>5,500</b>	<b>5,655</b>	<b>5,500</b>
<b>Police Total:</b>		<b>12,127,437</b>	<b>12,790,335</b>	<b>12,939,209</b>	<b>13,733,745</b>
<b>Safety Total:</b>		<b>12,127,437</b>	<b>12,790,335</b>	<b>12,939,209</b>	<b>13,733,745</b>



	2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>241 Safety</b>				
<b>20 Finance</b>				
<b>Contractual Services</b>				
711001 County Auditor Deductions	0	0	0	18,000
<b>Contractual Services Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18,000</b>
<b>Finance Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18,000</b>
<b>Safety Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18,000</b>



## Safety/ Police

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### **BUDGET SUMMARY:**

#### **Police:**

##### **24150820**

- Account 701100 provides funding for the staffing reflected in the Personnel Data and the Notes and Adjustments (excluding Communications Technicians, Communication Supervisors and a Communications Manager).
- Account 701103 provides funding for overtime for authorized sworn personnel and for support services for City special events.
- Account 701204 provides funding for uniform allowances and dry cleaning as provided for in the negotiated FOP contract; also includes funds for uniform replacements, uniforms for new personnel, replacement ballistic vests/helmets and first responder kits, uniform needs for the detectives. Reductions for 2020 includes a decrease in First Responder's Kits, dry cleaning, and uniform replacements.
- Account 702000 includes funding for career development mandatory and optional training, and advanced training opportunities for police personnel.
- Account 703100 includes funds for awards presentation expenses, team meetings, CALEA meeting expenses, recruitment, as well as funds for a citizen police academy.
- Account 715001 provides funding for walkie/mobile parts and accessories, and COIRS annual fees.
- Account 713004 provides funding for hospitalization/medical expenses for arrestees; lab fees/physicals/handwriting analysis and medication drop off disposals.
- Account 724003 provides funding for maintenance agreements for all departmental equipment including but not limited to the radio system radios and consoles in the Communication Center, radar and laser repair, and cruiser video system maintenance and repair.
- Account 713005 provides funding for services pertaining to the K-9 and other miscellaneous contractual services (car washes, towing, LEADS online, magnetometer costs for Court and City Council meetings).
- Account 716000 includes funds for various professional memberships/subscriptions for law enforcement personnel.
- Account 721001 includes funding for equipment, ammunition, jail supplies, range supplies, canine food and supplies, and other miscellaneous operating supplies that are needed.
- Account 751006 includes funding for all Drug Abuse Prevention Programs (previously known as DARE) related supplies and activities.

##### **24180820**

- Account 731000 includes funding for replacement gas masks and canisters. This account also provides funding for crash data upgrades/cables and GPS updates.

#### **Finance:**

##### **24110290**

- Account 711001 provides for fees paid to the County Auditors for real estate tax apportionment to the Safety Fund.

2018  
Actual2019  
Budget2019  
Revised Budget2020  
Department  
Budget**241 Safety****80 Police**

Communications - Dispatch

**Personal Services**

701101	Full Time Salaries/Wages	1,942,922	2,243,090	2,218,090	2,707,570
701103	Overtime Wages	175,815	125,000	150,000	130,000
701201	Employee Benefits	825,463	911,600	911,600	1,319,405
701204	Uniforms and Clothing	4,494	12,000	17,488	17,000
702000	Training/Travel	17,182	28,500	41,100	36,000

<b>Personal Services Total:</b>		<b>2,965,875</b>	<b>3,320,190</b>	<b>3,338,278</b>	<b>4,209,975</b>
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**Contractual Services**

715001	Communications	1,858	2,500	2,888	4,000
716000	Memberships/Subscriptions	2,760	33,800	35,164	42,500

<b>Contractual Services Total:</b>		<b>4,618</b>	<b>36,300</b>	<b>38,052</b>	<b>46,500</b>
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**Supplies**

721001	Office Supplies	4,110	4,000	4,275	6,000
721002	Operating Supplies	121	1,000	1,265	2,000
724003	Equipment Maintenance	57,724	92,500	143,492	101,000

<b>Supplies Total:</b>		<b>61,955</b>	<b>97,500</b>	<b>149,033</b>	<b>109,000</b>
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**Capital Outlay**

731000	Furniture/Equipment	2,398	2,000	2,000	2,000
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<b>Capital Outlay Total:</b>		<b>2,398</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
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<b>Police Total:</b>		<b>3,034,846</b>	<b>3,455,990</b>	<b>3,527,363</b>	<b>4,367,475</b>
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<b>Safety Total:</b>		<b>3,034,846</b>	<b>3,455,990</b>	<b>3,527,363</b>	<b>4,367,475</b>
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## Safety/ Police

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### **BUDGET SUMMARY:**

#### **Communications (Dispatch):**

##### **24150841**

- Account 701100 provides funding for the staffing reflected in the Personnel Data and the Notes and Adjustments for Communications Technicians, Communication Supervisors and a Communications Manager only.
- Account 701103 provides funding for overtime for Communications staff.
- Account 701204 provides funding for uniforms as provided for in the negotiated contract and also includes funds for uniform replacements and uniforms for new personnel.
- Account 702000 includes funding for career development and training.
- Account 724003 provides for funding for CAD multi-jurisdictional maintenance, LEADS service agreement, E911 PSAP equipment maintenance, PulsePoint, FATPOT, WestNet and console raised floor cleaning.
- Account 716000 provides funding for professional memberships, language line subscription, MTUG Membership and Smart911/RapidSOS subscription.
- Account 721001 includes funding for miscellaneous office supplies and public education supplies.
- Account 721002 includes funding for miscellaneous operating supplies that are needed.

##### **24150841**

- Account 731000 includes funding for IDT Response Equipment.



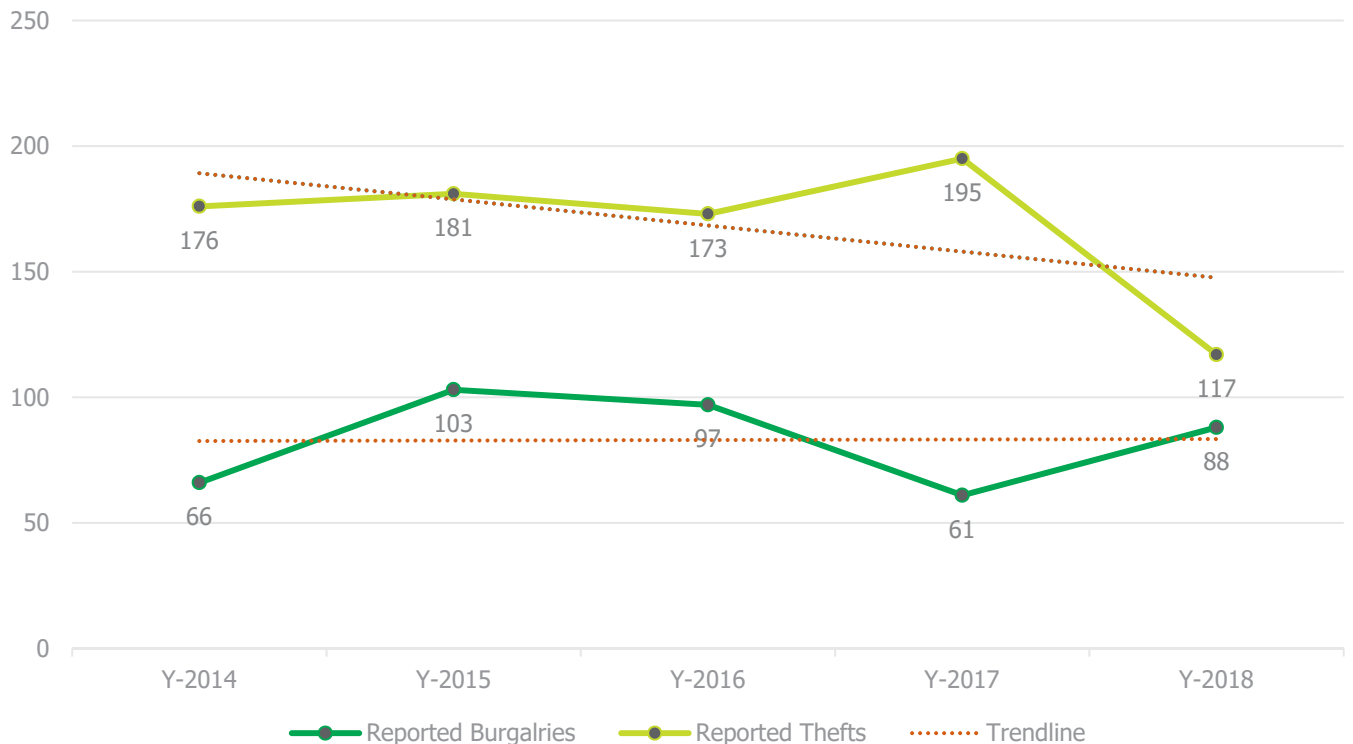
## Safety/ Police

### Performance Measures:

1. Number of Reported Thefts from Vehicles:
2. Number of Reported Burglaries/B&E
3. Number of Reported Traffic Accidents

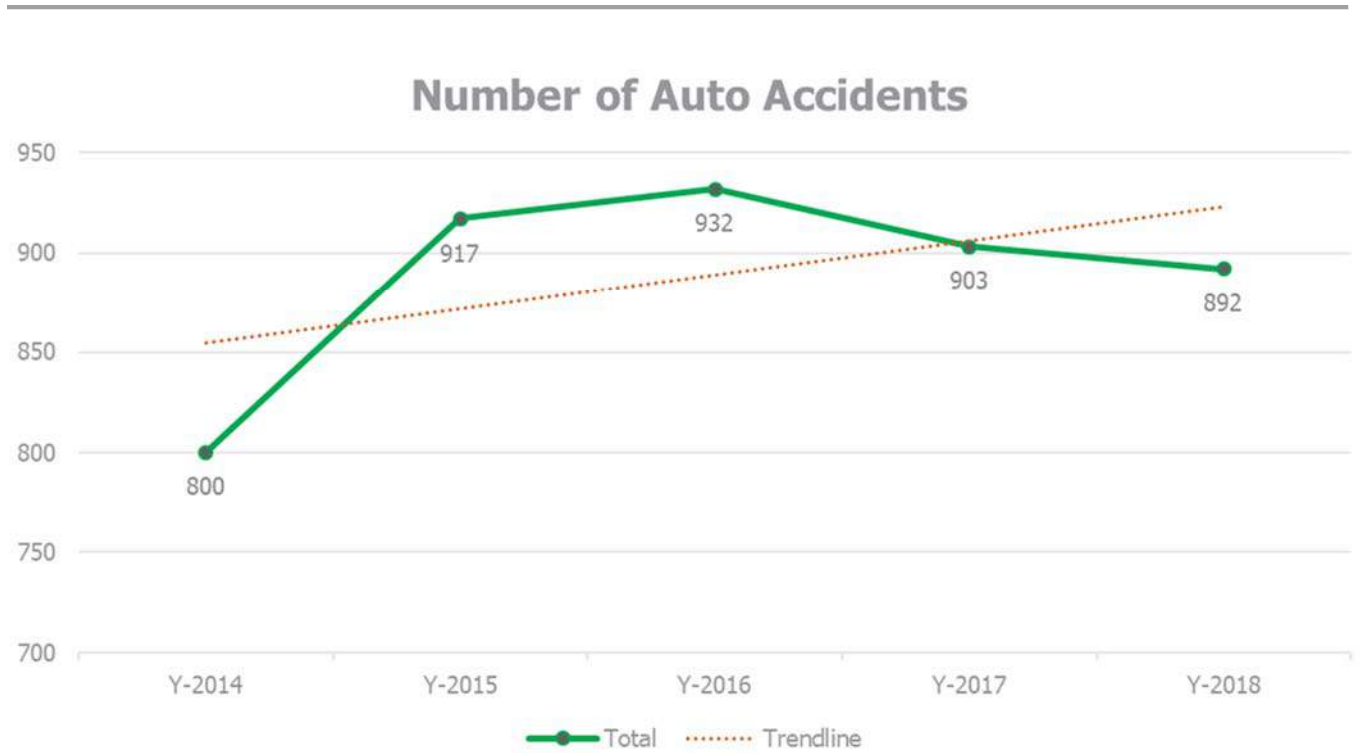
The Police Department collects statistical data on the number of burglaries/breaking & entering, thefts from vehicles, and traffic crashes to track progress in furtherance of our annual goals. This data represents the three index measurements that track how successful we are as an agency in reducing crime and disorder. These goals and index measurements have been identified as a result of an extensive goal setting process that involved: citizen survey data from residents, internal staff feedback from police supervisors, command staff and professional judgment. The crimes measured have a high frequency of occurrence. Part of the police department's mission is to partner with the community to address and reduce their frequency and number. The ultimate goal is to continue to make Dublin a safe place to live, work, and visit.

### Burglaries & Thefts from Vehicles





## Safety/ Police

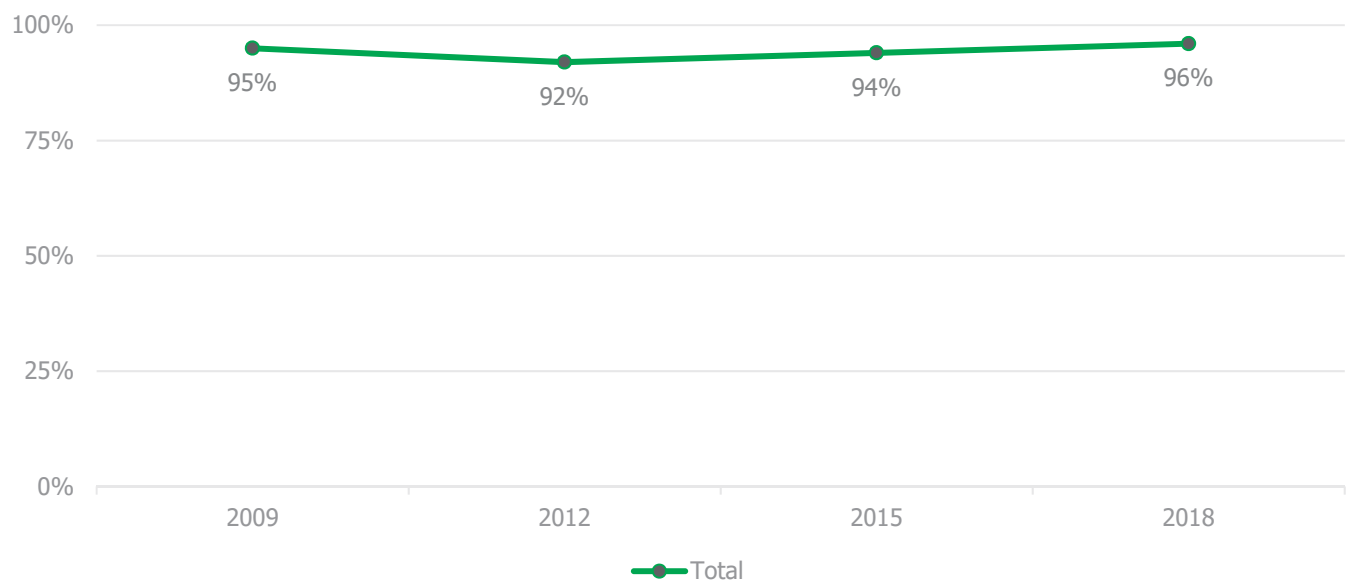
**Performance Measures:**

4. Percent Change in the Number of Reported Thefts from Vehicles (2014 to 2018)
5. Percent Change in the Number of Reported Burglaries/B&E (2014 to 2018)
6. Percent Change in the Number of Reported Traffic Accidents (2014 to 2018)

Year	Percent Change in Reported Thefts from Vehicles	Percent Change in Reported Burglaries/B&E	Percent Change in Reported Traffic Accidents
<b>2018</b>	-40.00%	44.26%	-1.22%
<b>2017</b>	12.72%	-37.11%	-3.11%
<b>2016</b>	-4.42%	-5.83%	1.64%
<b>2015</b>	2.84%	56.06%	14.63%
<b>2014</b>	-18.89%	-34.65%	1.39%

**Safety/ Police****Performance Measures:**

7. Percent of Citizens who rate overall Police Services as Good or Excellent  
(National Citizens Survey)

**Percent of Citizens Who Rate Overall Police Services as Good or Excellent**

This measure reflects the perceptions of citizens regarding the services provided by the City of Dublin Police Department. The department uses this information in various ways such as annual goal setting.

**Safety/ Police/Enforcement and Education**

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**STATEMENT OF FUNCTIONS**

Ordinance 96-90 authorized the establishment of the Enforcement and Education Fund. Revenues in this fund are derived from fines received in accordance with §4511.99 of the Ohio Revised Code.

This fund is to be used by the Police to pay those costs it incurs in enforcing §4511.19 of the Ohio Revised Code, in educating the public of laws governing the operation of a motor vehicle while under the influence of alcohol, the dangers of operating a motor vehicle while under the influence of alcohol and other information relating to the operating of a motor vehicle and the consumption of alcoholic beverages.

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		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>251 Enforcement and Education</b>					
<b>80 Police</b>					
<b>Personal Services</b>					
701103	Overtime Wages	0	2,000	2,000	2,000
701201	Employee Benefits	0	420	420	420
<b>Personal Services Total:</b>		<b>0</b>	<b>2,420</b>	<b>2,420</b>	<b>2,420</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	7,903	13,975	16,443	0
<b>Capital Outlay Total:</b>		<b>7,903</b>	<b>13,975</b>	<b>16,443</b>	<b>0</b>
<b>Police Total:</b>		<b>7,903</b>	<b>16,395</b>	<b>18,863</b>	<b>2,420</b>
<b>Enforcement and Education Total:</b>		<b>7,903</b>	<b>16,395</b>	<b>18,863</b>	<b>2,420</b>



**Safety/ Police /Enforcement and Education**

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**BUDGET SUMMARY:**

**25150800**

- Account 701103 and 701201 provides funds for overtime for personnel to conduct OVI enforcement.



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**Safety / Police / Law Enforcement Trust Fund****STATEMENT OF FUNCTIONS**

Ordinance 94-90 authorized the establishment of the Law Enforcement Trust Fund. Revenues in the fund are derived from contraband property seizures in accordance with §2981.13 of the Ohio Revised Code. This fund is to be used to pay the costs of prolonged or complex investigations or prosecutions, to provide reasonable technical training or expertise, to provide matching funds to obtain federal grants to aid law enforcement, or for other law enforcement purposes that City Council determines to be appropriate.



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>242 Law Enforcement</b>					
<b>80 Police</b>					
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	24,032	0	0	0
<b>Contractual Services Total:</b>		<b>24,032</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	0	15,000	15,000	7,000
<b>Capital Outlay Total:</b>		<b>0</b>	<b>15,000</b>	<b>15,000</b>	<b>7,000</b>
<b>Police Total:</b>		<b>24,032</b>	<b>15,000</b>	<b>15,000</b>	<b>7,000</b>
<b>Law Enforcement Total:</b>		<b>24,032</b>	<b>15,000</b>	<b>15,000</b>	<b>7,000</b>

**Safety / Police / Law Enforcement Trust Fund**

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**BUDGET SUMMARY:****24250820**

- Account 731005 provides fees to the County courts and prosecutor's offices (funds are not appropriated until needed).

**24280820**

- Account 731000 provides funding for training and equipment for forensic investigation of computers.



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**Safety / Police/ Wireless 9-1-1 Fund**

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**STATEMENT OF FUNCTIONS**

Ohio Revised Code (ORC) §128.42 establishes a \$0.25 per month user fee on every wireless phone bill to reimburse local public safety answering points for costs associated with receiving 9 -1 -1 calls placed from wireless telephones. As directed by ORC §128.55, the Wireless 9 -1 -1 Governmental Assistance Fund is administered by the Franklin County Commissioners, with funds disbursed in accordance with the formula set by the local 9 -1 -1 Planning Committee. To facilitate disbursement, local agencies are required to enter into intergovernmental agreements. In February 2017, the City of Dublin entered into an agreement with the Franklin County Commissioners for the disbursement of these funds.

Disbursements received from the Wireless 9 -1 -1 Governmental Assistance Fund must be used in accordance with ORC §128.57, which includes those costs incurred in the designing, upgrading, purchasing and maintaining equipment as well as the training of staff who answer wireless 9 -1 -1 calls. Disbursements received may be use for personnel costs, once all equipment purchases are completed.

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		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>244 Wireless 9-1-1 System</b>					
<b>80 Police</b>					
<b>Supplies</b>					
724003	Equipment Maintenance	120,264	46,820	46,820	46,820
<b>Supplies Total:</b>		<b>120,264</b>	<b>46,820</b>	<b>46,820</b>	<b>46,820</b>
<b>Capital Outlay</b>					
734001	Police Capital Equipment	3,900	0	0	0
<b>Capital Outlay Total:</b>		<b>3,900</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	80,000	80,000	80,000	80,000
<b>Transfers/Advances Total:</b>		<b>80,000</b>	<b>80,000</b>	<b>80,000</b>	<b>80,000</b>
<b>Police Total:</b>		<b>204,164</b>	<b>126,820</b>	<b>126,820</b>	<b>126,820</b>
<b>Wireless 9-1-1 System Total:</b>		<b>204,164</b>	<b>126,820</b>	<b>126,820</b>	<b>126,820</b>

**Safety / Police/ Wireless 9-1-1 Fund**

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**BUDGET SUMMARY:****24410820**

- Account 724003 provides funding for the maintenance agreement on NG911 system.

**24496820**

- Account 741000 utilized to transfer funds to reimburse the Safety Fund for allowable expenses including eligible personnel expenditures.



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# 5 | Debt Service Funds





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## General Obligation Debt Service

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### **STATEMENT OF FUNCTIONS**

These funds reflect the cost of paying the principal and interest on various outstanding bond and note issues. Sources of funding include transfers from the Capital Improvements Tax Fund and various Tax Increment Financing Funds.

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### **NOTES AND ADJUSTMENTS:**

Budget requests for debt service payments reflect debt service obligations for both long-term and short-term debt issued by the City. The debt service payments for Water and Sewer Fund obligations are budgeted as debt service payments directly in the Water and Sewer Funds instead of transferring the money to the General Obligation Debt Service Fund and reflecting the debt payments in that Fund.



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>310 General Debt Service</b>					
<b>20 Finance</b>					
<b>Debt Service</b>					
761001	Debt Issuance Costs	97,788	5,000	5,000	5,000
762002	Principal- Parks Programs	368,000	382,000	382,000	694,400
762003	Principal- Transportation	7,204,818	7,481,100	7,481,100	6,797,889
762004	Principal- Land and Buildings	1,089,499	932,700	932,700	963,525
763003	Interest- Parks Program	83,774	74,130	74,130	1,216,305
763004	Interest- Transportation	4,204,611	4,077,700	4,077,700	4,692,566
763005	Interest- Land and Buildings	565,750	536,700	536,700	506,290
<b>Debt Service Total:</b>		<b>13,614,238</b>	<b>13,489,330</b>	<b>13,489,330</b>	<b>14,875,975</b>
<b>Finance Total:</b>		<b>13,614,238</b>	<b>13,489,330</b>	<b>13,489,330</b>	<b>14,875,975</b>
<b>General Debt Service Total:</b>		<b>13,614,238</b>	<b>13,489,330</b>	<b>13,489,330</b>	<b>14,875,975</b>

2018  
Actual2019  
Budget2019  
Revised Budget2020  
Department  
Budget**311 Econ Development Bond Retirmnt****20 Finance****Debt Service**

762004	Principal- Land and Buildings	300,000	695,000	695,000	730,000
763005	Interest- Land and Buildings	1,390,906	1,375,906	1,375,906	1,341,160
<b>Debt Service Total:</b>		<b>1,690,906</b>	<b>2,070,906</b>	<b>2,070,906</b>	<b>2,071,160</b>
<b>Finance Total:</b>		<b>1,690,906</b>	<b>2,070,906</b>	<b>2,070,906</b>	<b>2,071,160</b>
<b>Econ Development Bond Retirmnt Total:</b>		<b>1,690,906</b>	<b>2,070,906</b>	<b>2,070,906</b>	<b>2,071,160</b>

2018  
Actual2019  
Budget2019  
Revised Budget2020  
Department  
Budget**322 2001 S.A. Debt Service****20 Finance****Contractual Services**

711001	County Auditor Deductions	182	200	425	450
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<b>Contractual Services Total:</b>		<b>182</b>	<b>200</b>	<b>425</b>	<b>450</b>
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**Debt Service**

762003	Principal- Transportation	112,778	115,955	115,955	122,310
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763004	Interest- Transportation	15,370	11,669	11,669	7,015
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<b>Debt Service Total:</b>		<b>128,148</b>	<b>127,624</b>	<b>127,624</b>	<b>129,325</b>
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<b>Finance Total:</b>		<b>128,330</b>	<b>127,824</b>	<b>128,049</b>	<b>129,775</b>
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<b>2001 S.A. Debt Service Total:</b>		<b>128,330</b>	<b>127,824</b>	<b>128,049</b>	<b>129,775</b>
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# 6 | Capital Project Funds



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## Capital Improvements Program (CIP)

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### **STATEMENT OF FUNCTIONS**

This fund was created by City Council for the express purpose of the purchase of equipment, apparatus, property, construction of buildings, structures, roads and other public improvements as needed. City income tax collections are directly credited to this fund each year in accordance with Ordinance No. 17-87. Additional revenue is provided by real estate taxes, transfers from the General Fund, and interest income.

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### **NOTES AND ADJUSTMENTS**

The Five-year Capital Improvements Program (CIP) establishes the City's blueprint for investments in its capital infrastructure. The CIP is used as a tool to help ensure the City's long and short-term capital investments are made in the context of careful consideration of the City's needs as well as the resources available to fund all projects. A complete copy of the document is available on-line on the City's website at [dublinohiousa.gov/economic-development/capital-improvements-program](http://dublinohiousa.gov/economic-development/capital-improvements-program).

The financial guidelines used in the preparation of the CIP provide assurances that the City can meet, in a full and timely manner, both its debt service obligations and all other obligations competing for the available resources. It is the City's objective to complete as many needed capital improvement projects as financially possible while maintaining flexibility and the ability to adapt to changes as they occur.

The five-Year CIP and the Annual Operating Budget are two critical documents prepared annually. The relationship between these two documents is summarized by the following points:

#### **Five-Year CIP**

- Represents a long-term financial plan, including funding sources.
- Establishes priorities and serves as a planning document or blueprint for the City's investment in capital infrastructure.
- Provides a breakdown of major project costs and phasing, including design costs.
- Does not appropriate money. The Operating Budget is the document which authorizes the actual funding authority for the capital projects.

#### **Operating Budget – Annual CIP Budget**

- Appropriates money to implement the first year of the Five-Year CIP.
- Appropriates money to implement a "phase of a major, multi-year project."
- Appropriates money for capital maintenance expenditures, including those of a continuing nature (i.e. fleet and equipment replacement, computers, etc.).

#### **Project Prioritization**

In developing prioritization of projects, several elements are taken into consideration:

- City Council's goals, both past and present.
- Findings included in the Economic Development Strategy.
- Commitments made by the City in agreements.
- Bi-Annual Community Survey results.
- Input from Citizen Committees and economic development opportunities.

Using these guidelines resulted in the list of projects to be funded that are focused towards needed infrastructure improvements such as road and utility needs.

**Capital Improvements Program (CIP)**

## DEFINITION OF CAPITAL EXPENDITURES

<b>Project Type</b>	<b>Considered a Capital Improvement Project (CIP)</b>	<b>A Maintenance Project or Expenditure (Operating Budget)</b>
<i>Capital Enhancements / New Capital Infrastructure</i>	Construction resulting in expansion or significant improvement of an existing asset or facility, or projects resulting in the construction or acquisition of a new asset.	
<i>Capital Maintenance</i>	Projects resulting in the repair, replacement, renovation or minor upgrade of an existing asset.	
<i>Capital Allocation</i>	Projects or programs resulting in acquisition of real property such as land or permanent easements, or reserves for contingencies for future projects.	
<i>Routine Maintenance</i>		Preventive maintenance repairs that do not significantly upgrade the structure or increase its previously estimated useful life (for example minor roof patching or gutter repair work).

**Impact of Capital Investments on the Operating Budget**

The City's Operating Budget covers a one-year time period, whereas the City's CIP covers a five-year period. While the CIP is prepared and approved separately from the Operating Budget, staff take into consideration the impact of the upcoming year's capital projects on the departmental operations, including the maintenance and upkeep of the assets.

When debt financing is used to fund capital projects, the principal and interest payments are included as expenditures in the Operating Budget.

The City has taken further steps to evaluate the impact of capital assets on the operating budget by adding an Infrastructure Asset Manager Engineer to its staff. This position is responsible for implementing and managing strategies in sustaining public infrastructure assets, with the fundamental goal to preserve and extend the service life of long-term infrastructure assets. In the course of inventorying and inspecting these assets, routine maintenance schedules will be established which will help the City to better understand the annual operating costs or additional savings related to the City's infrastructure assets, both existing and new additions. This will assist the City in better quantifying impacts of capital expenditures on the operating budget in future years.



### Capital Improvements Program (CIP)

#### Notable CIP Impacts on the Operating Budget (On-Going Expenses)

<b>(MUNIS) Project No.</b>	<b><u>Project Description</u></b>	<b><u>2019 Budgeted Operating Cost</u></b>	<b><u>2020 Budgeted Operating Cost</u></b>	<b><u>Notes</u></b>
<b>ET003</b>	US33/SR161/Post Road Interchange	\$155,000	\$195,000	Contracted landscape maintenance, plus cost of irrigation.
<b>GR132</b>	Scioto Pedestrian Bridge	N/A	\$ 50,000	Lighting program and operations. (First year operations estimate)
<b>GR133</b>	Riverside Crossing Park	\$110,000	\$110,000	Increased cost of contracted landscape maintenance service.
<b>ET168</b>	Bridge Street Parking Garages	N/A	\$ 50,000	Parking management implementation. (First year operations estimate)



*Depiction of the Riverside Crossing Park and the Scioto Pedestrian Bridge.*



## Capital Improvements Program (CIP)

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### **Summary of CIP Financial Guidelines**

There are several key guidelines the City utilized in determining the fiscal capacity to complete capital projects over the next five years. These are summarized as follows:

- The five-year plan will be updated annually.
- 25 percent of the City's two percent income tax revenue shall be made available to fund capital improvements. This allocation is in accordance with Ordinance No. 17-87 and the ballot language approved by the voters in November 1987.
- Of the 25 percent of the total income tax revenues which are utilized for capital improvements, 60 percent of that amount will be allocated to fund long-term debt, and 40 percent to fund projects and capital expenses on a cash basis. This allocation is in accordance with Ordinance No. 31-16. The reasons for this guideline are:
  - a) It is important to stress that funding projects with long-term debt obligates the use of public funds for the next 20 years in most cases. The more long-term debt which is incurred now significantly reduces the options available to future City Councils to fund needed projects.
  - b) The City has determined that paying cash for projects where financially possible (pay-as-you-go financing) will increase our flexibility in the future. In utilizing pay-as-you-go financing, revenue projections and estimated fund balances will be reviewed and evaluated to assure that sufficient reserves are maintained.
  - c) It is not economical to issue debt for some projects.
  - d) The estimated life of some projects does not meet the criteria to issue long-term debt.
- The City's largest revenue source for operations is income tax revenue. This source comprises over 90% of the City's General Fund operating revenues. Therefore, it is one of the City's key economic indicators that is reviewed when determining the level of growth for the upcoming year.
- To the degree that the income tax revenue rate of growth exceeds our projections in any given year, the excess revenue should be utilized to fund projects on a cash basis the following year or to reduce the amount of debt on projects identified to be financed with debt proceeds.
- The availability of adequate financial reserves or balances that can be used to address unforeseen contingencies or take advantage of opportunities is a critical element in evaluating financial strength. Another key financial indicator for the City is its' General Fund balance. The City's policy is to maintain a year-end balance equal to or greater than 50% of the General Fund expenditures, including operating transfers. This balance is in accordance with Ordinance No. 32-16. This level of fund balance is necessary as we continue funding major improvements throughout the City. We will continue to make significant advances from the General Fund to various TIF funds for infrastructure improvements throughout the City. This allows the City to take advantage of opportunities as they arise and fund infrastructure improvements before TIF revenues are generated. The expectation is that these advances will be repaid to the General Fund over the 30-year life of each TIF.



### Capital Improvements Program (CIP)

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- Since a portion of the debt outstanding and future capital improvements are utility (water and sewer) related, the systems' user fees and capacity charges (tap permits) will continue to be evaluated. Water related improvements will be programmed based on the Water Fund's available cash reserves and estimated annual revenues. Every effort will be made to structure the debt service obligations for utility infrastructure improvements in such a manner as to utilize the Sewer Fund and Water Fund available cash reserves and estimated annual revenues to the fullest and thereby reducing or eliminating the dependency on income tax revenues. The goal in the Water and Sewer funds has been to maintain fund balances equal to approximately 25% of the total value of each system.
- In 2020, approximately 80% of the property tax revenue from the City's "inside millage" will be allocated to the Capital Improvements Tax Fund.

The property tax revenue from the City's "inside millage" (1.75 mills) was allocated 100% to the Parkland Acquisition Fund from 2001-2006. From 2007-2009, the City began allocating .95 mills of the total 1.75 mills to the Parkland Acquisition Fund with the remaining .80 mills allocated to the Capital Improvements Tax Fund. As part of the 2010-2014 CIP process, Council approved allocating 1.40 mills to the Capital Improvements Tax Fund and .35 mills to the Parkland Acquisition Fund. Recognizing the benefits and flexibility of allocating more of the City's "inside millage" to the Capital Improvements Tax Fund, Council has continued to approve, with each year's CIP, the same allocation. This allocation is reviewed during the CIP process each year and can be reallocated if City Council deems it appropriate.

- Pursuant to the City's Debt Policy (Ordinance No. 37-19), the maximum amount of debt service (including existing TIF supported and proposed new debt) shall not exceed 90% of the allocation of income tax revenue allocated to pay debt service.
- As a matter of general policy, the City will do the following in order to be able to fund additional projects needed to serve the citizens of Dublin:
  - a) Pursue federal, state and local assistance in the form of grants, low interest loans, cost-sharing, etc.
  - b) Utilize assessment procedures for projects which have a reasonably well defined group of beneficiaries and which legally lend themselves to this type of financing.
  - c) Look increasingly at ways to obtain revenue through user fees as a means to fund capital projects or as a way to free-up other income tax dollars so that they can be used to fund capital projects.
  - d) Utilize, where appropriate, economic development incentives such as tax increment financing.
- As projects are proposed for funding, the statutory debt limitations will be reviewed to ensure compliance.





## Capital Improvements Program (CIP)

The five-year program provides for significant capital programming. The programming of projects needs to be distributed over the five-year period so that as we update our capital program each year, we can evaluate current conditions, including the capital needs, revenue growth, and respond to new priorities.

### **Transfers and Advances**

The majority of the funding programmed for transfers is for debt service obligations on capital projects financed by long-term debt. The advances programmed are based on projects programmed in the 2020-2024 CIP that have been identified as infrastructure projects benefiting the reflected TIFs.



*Bridge Park public parking garage (funded by the Bridge Park TIF).*



*Parking options in Bridge Park.*



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>401 Capital Improvements Tax</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	44,778	29,000	46,000	46,000
<b>Contractual Services Total:</b>		<b>44,778</b>	<b>29,000</b>	<b>46,000</b>	<b>46,000</b>
<b>Capital Outlay</b>					
735001	Cap Impr Land and Land Impr	4,018,715	0	13,959	0
736000	Cap Impr Other Projects	107,877	250,000	380,333	470,000
737000	Cap Impr Contingencies	464,400	250,000	265,000	250,000
<b>Capital Outlay Total:</b>		<b>4,590,991</b>	<b>500,000</b>	<b>659,292</b>	<b>720,000</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	5,443,454	5,219,300	5,219,300	7,507,635
742000	Advances Expense	2,055,200	475,000	475,000	350,000
<b>Transfers/Advances Total:</b>		<b>7,498,654</b>	<b>5,694,300</b>	<b>5,694,300</b>	<b>7,857,635</b>
<b>Finance Total:</b>		<b>12,134,423</b>	<b>6,223,300</b>	<b>6,399,592</b>	<b>8,623,635</b>
<b>30 Public Works</b>					
<b>Capital Outlay</b>					
734004	Other Equipment	1,593,092	1,680,000	1,865,258	1,355,000
735002	Cap Impr Build & Other Struct	1,124,045	3,980,000	4,839,768	2,710,000
735004	Cap Impr New Str Const/Eng Ser	73,941	0	152,981	0
735006	Cap Impr Str Maint Proj	10,844,187	12,600,000	16,994,606	28,865,000
735010	Cap Impr Storm Sewer Imp	819,211	1,485,000	1,978,170	2,065,000
<b>Capital Outlay Total:</b>		<b>14,454,476</b>	<b>19,745,000</b>	<b>25,830,783</b>	<b>34,995,000</b>
<b>Public Works Total:</b>		<b>14,454,476</b>	<b>19,745,000</b>	<b>25,830,783</b>	<b>34,995,000</b>
<b>40 Parks and Recreation</b>					
<b>Capital Outlay</b>					
735005	Cap Impr Park & Bikewy Impr	3,945,595	2,560,000	4,276,825	1,710,000
<b>Capital Outlay Total:</b>		<b>3,945,595</b>	<b>2,560,000</b>	<b>4,276,825</b>	<b>1,710,000</b>
<b>Parks and Recreation Total:</b>		<b>3,945,595</b>	<b>2,560,000</b>	<b>4,276,825</b>	<b>1,710,000</b>



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>404 Capital Improvement Construction</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	11,935	0	12,000	12,000
<b>Contractual Services Total:</b>		<b>11,935</b>	<b>0</b>	<b>12,000</b>	<b>12,000</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	98,163	0	1,083,000	0
742000	Advances Expense	19,843,902	0	0	0
<b>Transfers/Advances Total:</b>		<b>19,942,065</b>	<b>0</b>	<b>1,083,000</b>	<b>0</b>
<b>Debt Service</b>					
761001	Debt Issuance Costs	168,076	0	0	170,000
<b>Debt Service Total:</b>		<b>168,076</b>	<b>0</b>	<b>0</b>	<b>170,000</b>
<b>Finance Total:</b>		<b>20,122,077</b>	<b>0</b>	<b>1,095,000</b>	<b>182,000</b>
<b>30 Public Works</b>					
<b>Contractual Services</b>					
713004	Other Professional Services	209,788	0	224,644	0
<b>Contractual Services Total:</b>		<b>209,788</b>	<b>0</b>	<b>224,644</b>	<b>0</b>
<b>Capital Outlay</b>					
735002	Cap Impr Build & Other Struct	9,702,177	0	6,349,857	0
735004	Cap Impr New Str Const/Eng Ser	8,143,039	0	2,889,805	0
735006	Cap Impr Str Maint Proj	8,524,563	0	9,314,061	0
<b>Capital Outlay Total:</b>		<b>26,369,779</b>	<b>0</b>	<b>18,553,723</b>	<b>0</b>
<b>Public Works Total:</b>		<b>26,579,567</b>	<b>0</b>	<b>18,778,367</b>	<b>0</b>
<b>40 Parks and Recreation</b>					
<b>Capital Outlay</b>					
735005	Cap Impr Park & Bikewy Impr	464,249	10,900,000	11,720,980	6,000,000
<b>Capital Outlay Total:</b>		<b>464,249</b>	<b>10,900,000</b>	<b>11,720,980</b>	<b>6,000,000</b>
<b>Parks and Recreation Total:</b>		<b>464,249</b>	<b>10,900,000</b>	<b>11,720,980</b>	<b>6,000,000</b>
<b>Capital Improvement Constructi Total:</b>		<b>47,165,893</b>	<b>10,900,000</b>	<b>31,594,346</b>	<b>6,182,000</b>



2018  
Actual2019  
Budget2019  
Revised Budget2020  
Department  
Budget**409 Recreation Capital Improvement****20 Finance****Transfers/Advances**

741000	Transfers Expense	0	0	0	800,000
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<b>Transfers/Advances Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>800,000</b>
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<b>Finance Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>800,000</b>
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<b>Recreation Capital Improvement Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>800,000</b>
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		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>412 TIF Woerner-Temple</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	1,933	3,000	3,000	3,000
<b>Contractual Services Total:</b>		<b>1,933</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	452,224	455,600	455,600	0
742000	Advances Expense	0	0	0	170,000
<b>Transfers/Advances Total:</b>		<b>452,224</b>	<b>455,600</b>	<b>455,600</b>	<b>170,000</b>
<b>Finance Total:</b>		<b>454,157</b>	<b>458,600</b>	<b>458,600</b>	<b>173,000</b>
<b>TIF Woerner-Temple Total:</b>		<b>454,157</b>	<b>458,600</b>	<b>458,600</b>	<b>173,000</b>



	2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>415 TIF Ruscilli</b>				
<b>20 Finance</b>				
<b>Contractual Services</b>				
711001 County Auditor Deductions	6,466	7,800	7,800	7,800
<b>Contractual Services Total:</b>	<b>6,466</b>	<b>7,800</b>	<b>7,800</b>	<b>7,800</b>
<b>Transfers/Advances</b>				
741000 Transfers Expense	600,000	0	0	55,000
<b>Transfers/Advances Total:</b>	<b>600,000</b>	<b>0</b>	<b>0</b>	<b>55,000</b>
<b>Finance Total:</b>	<b>606,466</b>	<b>7,800</b>	<b>7,800</b>	<b>62,800</b>
<b>TIF Ruscilli Total:</b>	<b>606,466</b>	<b>7,800</b>	<b>7,800</b>	<b>62,800</b>



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>416 TIF Pizzuti</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	1,887	3,000	14,000	14,000
<b>Contractual Services Total:</b>		<b>1,887</b>	<b>3,000</b>	<b>14,000</b>	<b>14,000</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	233,050	0	0	64,480
<b>Transfers/Advances Total:</b>		<b>233,050</b>	<b>0</b>	<b>0</b>	<b>64,480</b>
<b>Finance Total:</b>		<b>234,937</b>	<b>3,000</b>	<b>14,000</b>	<b>78,480</b>
<b>30 Public Works</b>					
<b>Capital Outlay</b>					
735006	Cap Impr Str Maint Proj	626,167	0	0	0
<b>Capital Outlay Total:</b>		<b>626,167</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Public Works Total:</b>		<b>626,167</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TIF Pizzuti Total:</b>		<b>861,104</b>	<b>3,000</b>	<b>14,000</b>	<b>78,480</b>



	2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>419 TIF Thomas/Kohler</b>				
<b>20 Finance</b>				
<b>Contractual Services</b>				
711001 County Auditor Deductions	10,122	9,000	9,000	9,000
<b>Contractual Services Total:</b>	<b>10,122</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>
<b>Transfers/Advances</b>				
741000 Transfers Expense	157,264	158,700	158,700	159,715
742000 Advances Expense	250,000	250,000	250,000	1,300,000
<b>Transfers/Advances Total:</b>	<b>407,264</b>	<b>408,700</b>	<b>408,700</b>	<b>1,459,715</b>
<b>Finance Total:</b>	<b>417,386</b>	<b>417,700</b>	<b>417,700</b>	<b>1,468,715</b>
<b>30 Public Works</b>				
<b>Contractual Services</b>				
713004 Other Professional Services	197,800	30,000	308,865	0
<b>Contractual Services Total:</b>	<b>197,800</b>	<b>30,000</b>	<b>308,865</b>	<b>0</b>
<b>Capital Outlay</b>				
735004 Cap Impr New Str Const/Eng Ser	791,150	1,900,000	1,900,000	0
<b>Capital Outlay Total:</b>	<b>791,150</b>	<b>1,900,000</b>	<b>1,900,000</b>	<b>0</b>
<b>Public Works Total:</b>	<b>988,950</b>	<b>1,930,000</b>	<b>2,208,865</b>	<b>0</b>
<b>TIF Thomas/Kohler Total:</b>	<b>1,406,336</b>	<b>2,347,700</b>	<b>2,626,565</b>	<b>1,468,715</b>



	2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>421 TIF McKittrick Project</b>				
<b>20 Finance</b>				
<b>Contractual Services</b>				
711001 County Auditor Deductions	9,521	15,000	15,000	15,000
<b>Contractual Services Total:</b>	<b>9,521</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
<b>Transfers/Advances</b>				
741000 Transfers Expense	1,849,682	1,108,900	1,108,900	1,080,320
<b>Transfers/Advances Total:</b>	<b>1,849,682</b>	<b>1,108,900</b>	<b>1,108,900</b>	<b>1,080,320</b>
<b>Finance Total:</b>	<b>1,859,202</b>	<b>1,123,900</b>	<b>1,123,900</b>	<b>1,095,320</b>
<b>TIF McKittrick Project Total:</b>	<b>1,859,202</b>	<b>1,123,900</b>	<b>1,123,900</b>	<b>1,095,320</b>



	2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>425 TIF Perimeter Center</b>				
<b>20 Finance</b>				
<b>Contractual Services</b>				
711001 County Auditor Deductions	5,501	6,200	6,200	6,200
<b>Contractual Services Total:</b>	<b>5,501</b>	<b>6,200</b>	<b>6,200</b>	<b>6,200</b>
<b>Finance Total:</b>	<b>5,501</b>	<b>6,200</b>	<b>6,200</b>	<b>6,200</b>
<b>30 Public Works</b>				
<b>Contractual Services</b>				
713004 Other Professional Services	47,299	0	7,331	300,000
<b>Contractual Services Total:</b>	<b>47,299</b>	<b>0</b>	<b>7,331</b>	<b>300,000</b>
<b>Public Works Total:</b>	<b>47,299</b>	<b>0</b>	<b>7,331</b>	<b>300,000</b>
<b>TIF Perimeter Center Total:</b>	<b>52,800</b>	<b>6,200</b>	<b>13,531</b>	<b>306,200</b>



	2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
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**426 TIF Rings Road****20 Finance****Contractual Services**

711001	County Auditor Deductions	3,574	5,000	5,000	5,000
<b>Contractual Services Total:</b>		<b>3,574</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>

**Transfers/Advances**

741000	Transfers Expense	276,876	279,400	279,400	281,185
<b>Transfers/Advances Total:</b>		<b>276,876</b>	<b>279,400</b>	<b>279,400</b>	<b>281,185</b>

<b>Finance Total:</b>	<b>280,450</b>	<b>284,400</b>	<b>284,400</b>	<b>286,185</b>
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**30 Public Works****Capital Outlay**

735006	Cap Impr Str Maint Proj	0	0	0	610,000
<b>Capital Outlay Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>610,000</b>

<b>Public Works Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>610,000</b>
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<b>TIF Rings Road Total:</b>	<b>280,450</b>	<b>284,400</b>	<b>284,400</b>	<b>896,185</b>
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		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>431 TIF Perimeter West</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	32,053	45,000	45,000	45,000
<b>Contractual Services Total:</b>		<b>32,053</b>	<b>45,000</b>	<b>45,000</b>	<b>45,000</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	966,099	1,251,050	1,251,050	980,970
742000	Advances Expense	595,000	0	0	0
<b>Transfers/Advances Total:</b>		<b>1,561,099</b>	<b>1,251,050</b>	<b>1,251,050</b>	<b>980,970</b>
<b>Finance Total:</b>		<b>1,593,152</b>	<b>1,296,050</b>	<b>1,296,050</b>	<b>1,025,970</b>
<b>30 Public Works</b>					
<b>Contractual Services</b>					
713004	Other Professional Services	13,166	634,500	623,824	850,000
<b>Contractual Services Total:</b>		<b>13,166</b>	<b>634,500</b>	<b>623,824</b>	<b>850,000</b>
<b>Capital Outlay</b>					
735004	Cap Impr New Str Const/Eng Ser	71,493	0	142,679	0
<b>Capital Outlay Total:</b>		<b>71,493</b>	<b>0</b>	<b>142,679</b>	<b>0</b>
<b>Public Works Total:</b>		<b>84,658</b>	<b>634,500</b>	<b>766,503</b>	<b>850,000</b>
<b>TIF Perimeter West Total:</b>		<b>1,677,810</b>	<b>1,930,550</b>	<b>2,062,553</b>	<b>1,875,970</b>



	2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>432 TIF Upper Metro Place</b>				
<b>20 Finance</b>				
<b>Contractual Services</b>				
711001 County Auditor Deductions	5,994	3,500	6,500	6,500
<b>Contractual Services Total:</b>	<b>5,994</b>	<b>3,500</b>	<b>6,500</b>	<b>6,500</b>
<b>Transfers/Advances</b>				
741000 Transfers Expense	473,114	2,081,750	2,081,750	1,958,300
<b>Transfers/Advances Total:</b>	<b>473,114</b>	<b>2,081,750</b>	<b>2,081,750</b>	<b>1,958,300</b>
<b>Finance Total:</b>	<b>479,108</b>	<b>2,085,250</b>	<b>2,088,250</b>	<b>1,964,800</b>
<b>30 Public Works</b>				
<b>Contractual Services</b>				
713004 Other Professional Services	2,778	0	148,712	0
<b>Contractual Services Total:</b>	<b>2,778</b>	<b>0</b>	<b>148,712</b>	<b>0</b>
<b>Capital Outlay</b>				
735004 Cap Impr New Str Const/Eng Ser	1,681,803	0	1,548,581	0
<b>Capital Outlay Total:</b>	<b>1,681,803</b>	<b>0</b>	<b>1,548,581</b>	<b>0</b>
<b>Public Works Total:</b>	<b>1,684,581</b>	<b>0</b>	<b>1,697,293</b>	<b>0</b>
<b>TIF Upper Metro Place Total:</b>	<b>2,163,689</b>	<b>2,085,250</b>	<b>3,785,543</b>	<b>1,964,800</b>

2018  
Actual2019  
Budget2019  
Revised Budget2020  
Department  
Budget**433 TIF Rings/Frantz****20 Finance****Contractual Services**

711001	County Auditor Deductions	4,503	5,000	5,000	5,000
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<b>Contractual Services Total:</b>		<b>4,503</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
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**Transfers/Advances**

742000	Advances Expense	0	0	0	500,000
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<b>Transfers/Advances Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>500,000</b>
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<b>Finance Total:</b>		<b>4,503</b>	<b>5,000</b>	<b>5,000</b>	<b>505,000</b>
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**30 Public Works****Contractual Services**

713004	Other Professional Services	277,015	0	98,858	0
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<b>Contractual Services Total:</b>		<b>277,015</b>	<b>0</b>	<b>98,858</b>	<b>0</b>
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**Capital Outlay**

735004	Cap Impr New Str Const/Eng Ser	118,450	1,000,000	1,041,925	610,000
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<b>Capital Outlay Total:</b>		<b>118,450</b>	<b>1,000,000</b>	<b>1,041,925</b>	<b>610,000</b>
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<b>Public Works Total:</b>		<b>395,465</b>	<b>1,000,000</b>	<b>1,140,783</b>	<b>610,000</b>
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<b>TIF Rings/Frantz Total:</b>		<b>399,967</b>	<b>1,005,000</b>	<b>1,145,783</b>	<b>1,115,000</b>
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	2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
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**436 TIF Historic Dublin Parking****20 Finance****Contractual Services**

711001	County Auditor Deductions	789	1,000	1,000	1,000
<b>Contractual Services Total:</b>		<b>789</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>

**Transfers/Advances**

741000	Transfers Expense	0	0	0	75,000
742000	Advances Expense	70,000	50,000	83,500	0
<b>Transfers/Advances Total:</b>		<b>70,000</b>	<b>50,000</b>	<b>83,500</b>	<b>75,000</b>

<b>Finance Total:</b>	<b>70,789</b>	<b>51,000</b>	<b>84,500</b>	<b>76,000</b>
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<b>TIF Historic Dublin Parking Total:</b>	<b>70,789</b>	<b>51,000</b>	<b>84,500</b>	<b>76,000</b>
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2018  
Actual2019  
Budget2019  
Revised Budget2020  
Department  
Budget**441 TIF Emerald Parkway Phase 8****20 Finance****Transfers/Advances**

741000	Transfers Expense	0	0	0	480,425
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<b>Transfers/Advances Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>480,425</b>
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<b>Finance Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>480,425</b>
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**30 Public Works****Contractual Services**

713004	Other Professional Services	766	0	0	0
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<b>Contractual Services Total:</b>		<b>766</b>	<b>0</b>	<b>0</b>	<b>0</b>
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**Capital Outlay**

735004	Cap Impr New Str Const/Eng Ser	64,851	0	33,420	0
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<b>Capital Outlay Total:</b>		<b>64,851</b>	<b>0</b>	<b>33,420</b>	<b>0</b>
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<b>Public Works Total:</b>		<b>65,617</b>	<b>0</b>	<b>33,420</b>	<b>0</b>
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<b>TIF Emerald Parkway Phase 8 Total:</b>		<b>65,617</b>	<b>0</b>	<b>33,420</b>	<b>480,425</b>
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	2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>442 TIF Perimeter Loop</b>				
<b>20 Finance</b>				
<b>Contractual Services</b>				
711001 County Auditor Deductions	412	600	600	600
<b>Contractual Services Total:</b>	<b>412</b>	<b>600</b>	<b>600</b>	<b>600</b>
<b>Transfers/Advances</b>				
742000 Advances Expense	35,000	35,000	35,000	30,000
<b>Transfers/Advances Total:</b>	<b>35,000</b>	<b>35,000</b>	<b>35,000</b>	<b>30,000</b>
<b>Finance Total:</b>	<b>35,412</b>	<b>35,600</b>	<b>35,600</b>	<b>30,600</b>
<b>TIF Perimeter Loop Total:</b>	<b>35,412</b>	<b>35,600</b>	<b>35,600</b>	<b>30,600</b>



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>443 TIF Tartan West</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	11,682	15,000	15,000	15,000
713005	Misc. Contract. Serv.	0	0	4,350	0
<b>Contractual Services Total:</b>		<b>11,682</b>	<b>15,000</b>	<b>19,350</b>	<b>15,000</b>
<b>Transfers/Advances</b>					
742000	Advances Expense	650,000	1,150,000	1,650,000	0
<b>Transfers/Advances Total:</b>		<b>650,000</b>	<b>1,150,000</b>	<b>1,650,000</b>	<b>0</b>
<b>Finance Total:</b>		<b>661,682</b>	<b>1,165,000</b>	<b>1,669,350</b>	<b>15,000</b>
<b>30 Public Works</b>					
<b>Contractual Services</b>					
713004	Other Professional Services	7,117	0	15,060	0
<b>Contractual Services Total:</b>		<b>7,117</b>	<b>0</b>	<b>15,060</b>	<b>0</b>
<b>Capital Outlay</b>					
735006	Cap Impr Str Maint Proj	48,275	0	5,980	0
<b>Capital Outlay Total:</b>		<b>48,275</b>	<b>0</b>	<b>5,980</b>	<b>0</b>
<b>Public Works Total:</b>		<b>55,392</b>	<b>0</b>	<b>21,040</b>	<b>0</b>
<b>TIF Tartan West Total:</b>		<b>717,075</b>	<b>1,165,000</b>	<b>1,690,390</b>	<b>15,000</b>



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>444 TIF Shamrock Blvd.</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	607	750	750	750
<b>Contractual Services Total:</b>		<b>607</b>	<b>750</b>	<b>750</b>	<b>750</b>
<b>Transfers/Advances</b>					
742000	Advances Expense	50,000	50,000	50,000	50,000
<b>Transfers/Advances Total:</b>		<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
<b>Finance Total:</b>		<b>50,607</b>	<b>50,750</b>	<b>50,750</b>	<b>50,750</b>
<b>TIF Shamrock Blvd. Total:</b>		<b>50,607</b>	<b>50,750</b>	<b>50,750</b>	<b>50,750</b>



2018  
Actual2019  
Budget2019  
Revised Budget2020  
Department  
Budget**446 TIF River Ridge****20 Finance****Contractual Services**

711001	County Auditor Deductions	1,096	1,250	1,250	1,250
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<b>Contractual Services Total:</b>		<b>1,096</b>	<b>1,250</b>	<b>1,250</b>	<b>1,250</b>
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**Transfers/Advances**

741000	Transfers Expense	137,698	137,850	137,850	137,480
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742000	Advances Expense	50,000	50,000	50,000	0
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<b>Transfers/Advances Total:</b>		<b>187,698</b>	<b>187,850</b>	<b>187,850</b>	<b>137,480</b>
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<b>Finance Total:</b>		<b>188,794</b>	<b>189,100</b>	<b>189,100</b>	<b>138,730</b>
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<b>TIF River Ridge Total:</b>		<b>188,794</b>	<b>189,100</b>	<b>189,100</b>	<b>138,730</b>
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2018  
Actual2019  
Budget2019  
Revised Budget2020  
Department  
Budget**447 TIF Lifetime Fitness****20 Finance****Contractual Services**

711001	County Auditor Deductions	1,525	1,750	1,750	1,750
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<b>Contractual Services Total:</b>		<b>1,525</b>	<b>1,750</b>	<b>1,750</b>	<b>1,750</b>
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**Transfers/Advances**

741000	Transfers Expense	0	100,000	100,000	0
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742000	Advances Expense	200,000	200,000	200,000	0
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<b>Transfers/Advances Total:</b>		<b>200,000</b>	<b>300,000</b>	<b>300,000</b>	<b>0</b>
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<b>Finance Total:</b>		<b>201,525</b>	<b>301,750</b>	<b>301,750</b>	<b>1,750</b>
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<b>TIF Lifetime Fitness Total:</b>		<b>201,525</b>	<b>301,750</b>	<b>301,750</b>	<b>1,750</b>
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	2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>448 COIC Improvement</b>				
<b>30 Public Works</b>				
<b>Capital Outlay</b>				
735006 Cap Impr Str Maint Proj	0	115,500	115,450	0
<b>Capital Outlay Total:</b>	<b>0</b>	<b>115,500</b>	<b>115,450</b>	<b>0</b>
<b>Public Works Total:</b>	<b>0</b>	<b>115,500</b>	<b>115,450</b>	<b>0</b>
<b>COIC Improvement Total:</b>	<b>0</b>	<b>115,500</b>	<b>115,450</b>	<b>0</b>

2018  
Actual2019  
Budget2019  
Revised Budget2020  
Department  
Budget**449 TIF Irelan Place****20 Finance****Contractual Services**

711001	County Auditor Deductions	143	100	200	200
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<b>Contractual Services Total:</b>		<b>143</b>	<b>100</b>	<b>200</b>	<b>200</b>
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**Transfers/Advances**

742000	Advances Expense	3,500	3,500	3,500	28,937
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<b>Transfers/Advances Total:</b>		<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>28,937</b>
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<b>Finance Total:</b>		<b>3,643</b>	<b>3,600</b>	<b>3,700</b>	<b>29,137</b>
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<b>TIF Irelan Place Total:</b>		<b>3,643</b>	<b>3,600</b>	<b>3,700</b>	<b>29,137</b>
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	2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>450 TIF Shier Rings Road</b>				
<b>20 Finance</b>				
<b>Contractual Services</b>				
711001 County Auditor Deductions	76	250	250	250
<b>Contractual Services Total:</b>	<b>76</b>	<b>250</b>	<b>250</b>	<b>250</b>
<b>Transfers/Advances</b>				
741000 Transfers Expense	0	150,000	150,000	0
<b>Transfers/Advances Total:</b>	<b>0</b>	<b>150,000</b>	<b>150,000</b>	<b>0</b>
<b>Finance Total:</b>	<b>76</b>	<b>150,250</b>	<b>150,250</b>	<b>250</b>
<b>TIF Shier Rings Road Total:</b>	<b>76</b>	<b>150,250</b>	<b>150,250</b>	<b>250</b>



	2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>452 TIF Bridge and High Street</b>				
<b>20 Finance</b>				
<b>Contractual Services</b>				
711001 County Auditor Deductions	1,207	1,500	1,500	1,500
<b>Contractual Services Total:</b>	<b>1,207</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>
<b>Transfers/Advances</b>				
741000 Transfers Expense	0	0	0	150,000
742000 Advances Expense	150,000	150,000	150,000	0
<b>Transfers/Advances Total:</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>
<b>Finance Total:</b>	<b>151,207</b>	<b>151,500</b>	<b>151,500</b>	<b>151,500</b>
<b>TIF Bridge and High Street Total:</b>	<b>151,207</b>	<b>151,500</b>	<b>151,500</b>	<b>151,500</b>



	2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>453 TIF Dublin Methodist Hospital</b>				
<b>20 Finance</b>				
<b>Contractual Services</b>				
711001 County Auditor Deductions	10,336	2,000	2,000	2,000
<b>Contractual Services Total:</b>	<b>10,336</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
<b>Transfers/Advances</b>				
741000 Transfers Expense	127,500	0	0	0
<b>Transfers/Advances Total:</b>	<b>127,500</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Finance Total:</b>	<b>137,836</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
<b>TIF Dublin Methodist Hospital Total:</b>	<b>137,836</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>454 TIF Kroger Centre</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	2,818	4,000	4,000	4,000
<b>Contractual Services Total:</b>		<b>2,818</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	282,373	230,000	230,000	0
<b>Transfers/Advances Total:</b>		<b>282,373</b>	<b>230,000</b>	<b>230,000</b>	<b>0</b>
<b>Finance Total:</b>		<b>285,190</b>	<b>234,000</b>	<b>234,000</b>	<b>4,000</b>
<b>TIF Kroger Centre Total:</b>		<b>285,190</b>	<b>234,000</b>	<b>234,000</b>	<b>4,000</b>





	2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>455 TIF Frantz/Dublin Road</b>				
<b>30 Public Works</b>				
<b>Contractual Services</b>				
713004 Other Professional Services	0	0	98,641	0
<b>Contractual Services Total:</b>	<b>0</b>	<b>0</b>	<b>98,641</b>	<b>0</b>
<b>Public Works Total:</b>	<b>0</b>	<b>0</b>	<b>98,641</b>	<b>0</b>
<b>TIF Frantz/Dublin Road Total:</b>	<b>0</b>	<b>0</b>	<b>98,641</b>	<b>0</b>



	2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>456 TIF Delta Energy</b>				
<b>20 Finance</b>				
<b>Contractual Services</b>				
711001 County Auditor Deductions	277	500	600	600
<b>Contractual Services Total:</b>	<b>277</b>	<b>500</b>	<b>600</b>	<b>600</b>
<b>Transfers/Advances</b>				
742000 Advances Expense	30,000	30,000	30,000	30,000
<b>Transfers/Advances Total:</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>
<b>Finance Total:</b>	<b>30,277</b>	<b>30,500</b>	<b>30,600</b>	<b>30,600</b>
<b>TIF Delta Energy Total:</b>	<b>30,277</b>	<b>30,500</b>	<b>30,600</b>	<b>30,600</b>



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>457 TIF Bridge Street</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	0	0	58,000	0
719006	Contractual Obligations	1,536,965	1,536,965	1,536,965	1,536,965
<b>Contractual Services Total:</b>		<b>1,536,965</b>	<b>1,536,965</b>	<b>1,594,965</b>	<b>1,536,965</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	138,985	0	0	0
<b>Transfers/Advances Total:</b>		<b>138,985</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Finance Total:</b>		<b>1,675,950</b>	<b>1,536,965</b>	<b>1,594,965</b>	<b>1,536,965</b>
<b>30 Public Works</b>					
<b>Contractual Services</b>					
713004	Other Professional Services	414,929	400,000	620,816	0
<b>Contractual Services Total:</b>		<b>414,929</b>	<b>400,000</b>	<b>620,816</b>	<b>0</b>
<b>Capital Outlay</b>					
735002	Cap Impr Build & Other Struct	60,940	0	0	0
735004	Cap Impr New Str Const/Eng Ser	65,033	0	0	0
<b>Capital Outlay Total:</b>		<b>125,973</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Public Works Total:</b>		<b>540,902</b>	<b>400,000</b>	<b>620,816</b>	<b>0</b>
<b>TIF Bridge Street Total:</b>		<b>2,216,852</b>	<b>1,936,965</b>	<b>2,215,781</b>	<b>1,536,965</b>



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>458 TIF Vrabl</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	5,196	5,500	5,500	5,500
<b>Contractual Services Total:</b>		<b>5,196</b>	<b>5,500</b>	<b>5,500</b>	<b>5,500</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	0	375,000	375,000	744,085
742000	Advances Expense	500,000	500,000	500,000	0
<b>Transfers/Advances Total:</b>		<b>500,000</b>	<b>875,000</b>	<b>875,000</b>	<b>744,085</b>
<b>Finance Total:</b>		<b>505,196</b>	<b>880,500</b>	<b>880,500</b>	<b>749,585</b>
<b>TIF Vrabl Total:</b>		<b>505,196</b>	<b>880,500</b>	<b>880,500</b>	<b>749,585</b>



	2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>459 TIF West Innovation</b>				
<b>20 Finance</b>				
<b>Contractual Services</b>				
711001 County Auditor Deductions	7,322	3,500	10,500	3,500
<b>Contractual Services Total:</b>	<b>7,322</b>	<b>3,500</b>	<b>10,500</b>	<b>3,500</b>
<b>Transfers/Advances</b>				
742000 Advances Expense	300,000	300,000	300,000	0
<b>Transfers/Advances Total:</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>0</b>
<b>Finance Total:</b>	<b>307,322</b>	<b>303,500</b>	<b>310,500</b>	<b>3,500</b>
<b>30 Public Works</b>				
<b>Capital Outlay</b>				
735006 Cap Impr Str Maint Proj	0	0	0	2,860,000
<b>Capital Outlay Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,860,000</b>
<b>Public Works Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,860,000</b>
<b>TIF West Innovation Total:</b>	<b>307,322</b>	<b>303,500</b>	<b>310,500</b>	<b>2,863,500</b>



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>461 TIF Tuller</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	0	5,000	11,800	11,800
<b>Contractual Services Total:</b>		<b>0</b>	<b>5,000</b>	<b>11,800</b>	<b>11,800</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	359,975	782,500	782,500	631,550
<b>Transfers/Advances Total:</b>		<b>359,975</b>	<b>782,500</b>	<b>782,500</b>	<b>631,550</b>
<b>Finance Total:</b>		<b>359,975</b>	<b>787,500</b>	<b>794,300</b>	<b>643,350</b>
<b>30 Public Works</b>					
<b>Contractual Services</b>					
713004	Other Professional Services	1,997	0	0	0
<b>Contractual Services Total:</b>		<b>1,997</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Outlay</b>					
735001	Cap Impr Land and Land Impr	37,158	0	0	0
735004	Cap Impr New Str Const/Eng Ser	377,551	0	0	0
<b>Capital Outlay Total:</b>		<b>414,709</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Public Works Total:</b>		<b>416,706</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>70 Development</b>					
<b>Transfers/Advances</b>					
742000	Advances Expense	0	350,000	350,000	0
<b>Transfers/Advances Total:</b>		<b>0</b>	<b>350,000</b>	<b>350,000</b>	<b>0</b>
<b>Development Total:</b>		<b>0</b>	<b>350,000</b>	<b>350,000</b>	<b>0</b>
<b>TIF Tuller Total:</b>		<b>776,681</b>	<b>1,137,500</b>	<b>1,144,300</b>	<b>643,350</b>



	2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>462 TIF Nestle</b>				
<b>20 Finance</b>				
<b>Contractual Services</b>				
711001 County Auditor Deductions	267	750	4,250	4,250
<b>Contractual Services Total:</b>	<b>267</b>	<b>750</b>	<b>4,250</b>	<b>4,250</b>
<b>Finance Total:</b>	<b>267</b>	<b>750</b>	<b>4,250</b>	<b>4,250</b>
<b>TIF Nestle Total:</b>	<b>267</b>	<b>750</b>	<b>4,250</b>	<b>4,250</b>



	2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>463 TIF Bridge Park Blocks B &amp; C</b>				
<b>20 Finance</b>				
<b>Contractual Services</b>				
711001 County Auditor Deductions	0	0	0	51,270
<b>Contractual Services Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>51,270</b>
<b>Transfers/Advances</b>				
741000 Transfers Expense	2,532,390	2,432,351	2,432,351	2,421,160
<b>Transfers/Advances Total:</b>	<b>2,532,390</b>	<b>2,432,351</b>	<b>2,432,351</b>	<b>2,421,160</b>
<b>Finance Total:</b>	<b>2,532,390</b>	<b>2,432,351</b>	<b>2,432,351</b>	<b>2,472,430</b>
<b>TIF Bridge Park Blocks B &amp; C Total:</b>	<b>2,532,390</b>	<b>2,432,351</b>	<b>2,432,351</b>	<b>2,472,430</b>





	2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>464 TIF Innovation</b>				
<b>20 Finance</b>				
<b>Contractual Services</b>				
711001 County Auditor Deductions	364	1,000	9,000	9,000
<b>Contractual Services Total:</b>	<b>364</b>	<b>1,000</b>	<b>9,000</b>	<b>9,000</b>
<b>Transfers/Advances</b>				
741000 Transfers Expense	0	150,000	150,000	100,000
<b>Transfers/Advances Total:</b>	<b>0</b>	<b>150,000</b>	<b>150,000</b>	<b>100,000</b>
<b>Finance Total:</b>	<b>364</b>	<b>151,000</b>	<b>159,000</b>	<b>109,000</b>
<b>TIF Innovation Total:</b>	<b>364</b>	<b>151,000</b>	<b>159,000</b>	<b>109,000</b>



	2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>465 TIF Riviera</b>				
<b>20 Finance</b>				
<b>Transfers/Advances</b>				
742000 Advances Expense	0	270,000	270,000	0
<b>Transfers/Advances Total:</b>	<b>0</b>	<b>270,000</b>	<b>270,000</b>	<b>0</b>
<b>Finance Total:</b>	<b>0</b>	<b>270,000</b>	<b>270,000</b>	<b>0</b>
<b>30 Public Works</b>				
<b>Contractual Services</b>				
713004 Other Professional Services	1,635,928	0	655,078	0
<b>Contractual Services Total:</b>	<b>1,635,928</b>	<b>0</b>	<b>655,078</b>	<b>0</b>
<b>Public Works Total:</b>	<b>1,635,928</b>	<b>0</b>	<b>655,078</b>	<b>0</b>
<b>TIF Riviera Total:</b>	<b>1,635,928</b>	<b>270,000</b>	<b>925,078</b>	<b>0</b>



	2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>466 TIF Penzone</b>				
<b>20 Finance</b>				
<b>Contractual Services</b>				
711001 County Auditor Deductions	0	0	450	450
<b>Contractual Services Total:</b>	<b>0</b>	<b>0</b>	<b>450</b>	<b>450</b>
<b>Transfers/Advances</b>				
741000 Transfers Expense	0	80,000	80,000	30,000
<b>Transfers/Advances Total:</b>	<b>0</b>	<b>80,000</b>	<b>80,000</b>	<b>30,000</b>
<b>Finance Total:</b>	<b>0</b>	<b>80,000</b>	<b>80,450</b>	<b>30,450</b>
<b>TIF Penzone Total:</b>	<b>0</b>	<b>80,000</b>	<b>80,450</b>	<b>30,450</b>



	2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>467 TIF H2 Hotel</b>				
<b>20 Finance</b>				
<b>Contractual Services</b>				
711001 County Auditor Deductions	0	0	0	20,000
<b>Contractual Services Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20,000</b>
<b>Transfers/Advances</b>				
741000 Transfers Expense	0	150,000	150,000	250,000
<b>Transfers/Advances Total:</b>	<b>0</b>	<b>150,000</b>	<b>150,000</b>	<b>250,000</b>
<b>Finance Total:</b>	<b>0</b>	<b>150,000</b>	<b>150,000</b>	<b>270,000</b>
<b>TIF H2 Hotel Total:</b>	<b>0</b>	<b>150,000</b>	<b>150,000</b>	<b>270,000</b>



	2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>468 TIF Bridge Park Block Z</b>				
<b>20 Finance</b>				
<b>Contractual Services</b>				
711001 County Auditor Deductions	0	0	0	2,500
719006 Contractual Obligations	0	0	0	67,500
<b>Contractual Services Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>70,000</b>
<b>Finance Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>70,000</b>
<b>TIF Bridge Park Block Z Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>70,000</b>



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>469 TIF Block A</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	0	0	0	15,000
<b>Contractual Services Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>15,000</b>
<b>Finance Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>15,000</b>
<b>TIF Block A Total:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>15,000</b>



	2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>474 TIF Bridge Park Incentive Dist</b>				
<b>20 Finance</b>				
<b>Contractual Services</b>				
711001 County Auditor Deductions	0	0	0	3,100
<b>Contractual Services Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,100</b>
<b>Finance Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,100</b>
<b>TIF Bridge Park Incentive Dist Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,100</b>



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## 2020-2024 Capital Improvement Projects SUMMARY

PROJECT DESCRIPTION	2019	2020	2021	2022	2023	2024	TOTAL 2020-2024 (\$'000)	BEYOND 2024 (\$'000)	TOTAL TO BE BUDGETED
<b>SUMMARY</b>									
Administration - Capital Allocations	\$1,850	\$2,170	\$2,000	\$2,000	\$2,000	\$2,000	\$10,170	\$0	\$10,170
Total - ADMINISTRATION	1,850	2,170	2,000	2,000	2,000	2,000	\$10,170	\$0	\$10,170
City Facilities - Capital Maintenance	819	1,350	565	565	1,400	280	\$4,160	\$140	\$4,300
City Facilities - Capital Enhancements / New Capital Infrastructure	6,000	1,360	0	0	10	1,130	\$2,500	\$5,040	\$7,540
Total - CITY FACILITIES	6,819	2,710	565	565	1,410	1,410	\$6,660	\$5,180	\$11,840
City-Wide Fleet - Capital Maintenance	1,565	1,175	1,185	1,350	980	1,080	\$5,770	\$0	\$5,770
City-Wide Fleet - Capital Enhancements / New Capital Infrastructure	115	180	0	40	0	40	\$260	\$0	\$260
Total - CITY-WIDE FLEET	1,680	1,355	1,185	1,390	980	1,120	\$6,030	\$0	\$6,030
Parks - Capital Maintenance	815	1,055	815	815	815	815	\$4,315	\$0	\$4,315
Parks - Capital Enhancements / New Capital Infrastructure	12,695	6,670	7,975	25	1,425	325	\$16,420	\$18,390	\$34,810
Total - PARKS	13,510	7,725	8,790	840	2,240	1,140	\$20,735	\$18,390	\$39,125
Police - Capital Maintenance	390	150	20	0	60	270	\$500	\$0	\$500
Police - Capital Enhancements / New Capital Infrastructure	505	720	950	0	0	120	\$1,790	\$0	\$1,790
Total - POLICE	895	870	970	0	60	390	\$2,290	\$0	\$2,290
Utilities - Sanitary Sewer - Capital Maintenance	2,025	1,750	550	1,750	550	1,750	\$6,350	\$2,050	\$8,400
Utilities - Sanitary Sewer - Capital Enhancements / New Capital Infrastructure	3,070	4,650	1,545	0	0	0	\$6,195	\$8,965	\$15,160
Total - UTILITIES - SANITARY SEWER	5,095	6,400	2,095	1,750	550	1,750	\$12,545	\$11,015	\$23,560
Utilities - Stormwater - Capital Maintenance	575	575	675	575	675	575	\$3,075	\$675	\$3,750
Utilities - Stormwater - Capital Enhancements / New Capital Infrastructure	400	1,490	250	250	250	250	\$2,490	\$250	\$2,740
Total - UTILITIES - STORMWATER	975	2,065	925	825	925	825	\$5,565	\$925	\$6,490
Computer Hardware / Software / Fiber - Capital Maintenance	1,100	1,100	1,100	1,100	1,100	1,100	\$5,500	\$0	\$5,500
Computer Hardware / Software / Fiber - Capital Enhancements / New Capital Infrastructure	220	790	665	665	395	395	\$2,910	\$0	\$2,910
Total - COMPUTER HARDWARE / SOFTWARE / FIBER	1,320	1,890	1,765	1,765	1,495	1,495	\$8,410	\$0	\$8,410
Transportation - Bicycle and Pedestrian - Capital Maintenance	690	560	680	565	595	740	\$3,140	\$690	\$3,830
Transportation - Bicycle and Pedestrian - Capital Enhancements / New Capital Infrastructure	545	50	1,320	375	70	890	\$2,705	\$7,305	\$10,010
Total - TRANSPORTATION - BICYCLE AND PEDESTRIAN	1,235	610	2,000	940	665	1,630	\$5,845	\$7,995	\$13,840
Transportation - Bridges and Culvert - Capital Maintenance	1,295	1,100	1,770	1,215	1,795	1,010	\$6,890	\$375	\$7,265
Transportation - Bridges and Culvert - Capital Enhancements / New Capital Infrastructure	9,515	0	0	0	0	0	\$0	\$36,050	\$36,050
Total - TRANSPORTATION - BRIDGES AND CULVERTS	10,810	1,100	1,770	1,215	1,795	1,010	\$6,890	\$36,425	\$43,315
Transportation - Streets and Parking - Capital Maintenance	7,385	7,815	7,720	7,735	8,315	8,775	\$40,360	\$8,810	\$49,170
Transportation - Streets and Parking - Capital Enhancements / New Capital Infrastructure	6,635	23,960	36,365	9,530	12,500	225	\$82,580	\$89,800	\$172,380
Total - TRANSPORTATION - STREETS AND PARKING	14,020	31,775	44,085	17,265	20,815	9,000	\$122,940	\$98,610	\$221,550
Utilities - Water - Capital Maintenance	0	10	390	0	0	0	\$400	\$0	\$400
Utilities - Water - Capital Enhancements / New Capital Infrastructure	1,685	970	75	600	75	0	\$1,720	\$5,005	\$6,725
Total - UTILITIES - WATER	1,685	980	465	600	75	0	\$2,120	\$5,005	\$7,125
TOTALS:									
Capital Maintenance	16,659	16,640	15,470	15,670	16,285	16,395	\$80,460	\$12,740	\$93,200
Capital Allocations	1,850	2,170	2,000	2,000	2,000	2,000	\$10,170	\$0	\$10,170
Capital Enhancements / New Capital Infrastructure	41,385	40,840	49,145	11,485	14,725	3,375	\$119,570	\$170,805	\$290,375
TOTAL PROJECT BUDGET	\$59,894	\$59,650	\$66,615	\$29,155	\$33,010	\$21,770	\$210,200	\$183,545	\$393,745
Advances (Capital Improvement Tax Fund)	0	350	1,210	0	1,300	0	\$2,860	\$140	\$2,860
GRAND TOTAL	\$59,894	\$60,000	\$67,825	\$29,155	\$34,310	\$21,770	\$213,060	\$183,685	\$396,605



## 2020-2024 Capital Improvement Projects SUMMARY

SUMMARY		MUNIS		
		2020	ORG	OBJECT
Section 4 - ADMINISTRATION				
AL201	Annual Allocation for Land Acquisition	500,000	40196290	741000
AL202	Annual Allocation for Parkland Acquisition	750,000	40280290	735001
AL193	Annual Allocation for Mobility	250,000	40180290	736000
AL203	Annual Allocation for Bikeshare	220,000	40180290	736000
AA201	Annual Allocation for Contingencies	250,000	40180290	737000
ES142	Annual Allocation for Sewer Extensions	200,000	40196290	741000
Section 5 - FACILITIES				
MAINTENANCE				
AB201	Building Maintenance/Renovations			
	City Hall / Annex	35,000	40180350	735002
	Fleet Maintenance Building	30,000	40180350	735002
	Justice Center	355,000	40180350	735002
	Parks	45,000	40180350	735002
	DCRC	210,000	40180350	735002
	Small In-House Renovations	25,000	40180350	735002
	HVAC & Pump Replacements	25,000	40180350	735002
	Carpet/Flooring Replacements	45,000	40180350	735002
	Painting/Patching Walls (as needed)	30,000	40180350	735002
AB195	DCRC - Replacement Chiller Units	550,000	40180350	735002
RENOVATIONS/IMPROVEMENTS				
AB203	Service Center - Security Gates	25,000	40180350	735002
AB204	Renovations - 5200 Emerald Parkway	235,000	40180350	735002
	DCRC Improvements	350,000	40180350	735002
AB193	Renovations - 5555 Perimeter Drive	750,000	40180350	735002
Section 6 - FLEET				
MAINTENANCE				
AV201	Vehicle Replacement	870,000	40180370	734004
AV203	Equipment Replacement	305,000	40180370	734004
NEW (ADDITIONS TO THE FLEET)				
AV201	Vehicles	140,000	40180370	734004
AV203	Equipment	40,000	40180370	734004
Section 7 - PARKS				
MAINTENANCE				
AR201	Park Maintenance	1,040,000	40180430	735005
AB202	Public Art Maintenance (Hotel/Motel Tax Fund)	15,000	23280430	735005
RENOVATIONS/IMPROVEMENTS				
AG17B	Bike Rack Installation	25,000	40180430	735005
GR992	Coffman Park Expansion	400,000	40180430	735005
GR114	Ferris-Wright Park	95,000	40180430	735005
GR115	Dublin Community Pool North (Debt)	6,000,000	40480430	735005
GR171	Dublin Community Pool South	150,000	40180430	735005
Section 8 - POLICE				
MAINTENANCE				
PP171	Walkie Upgrades	150,000	40180890	734001
NEW ENHANCEMENTS/INFRASTRUCTURE				
PP193	Consoles for Radio Room (additional)	350,000	40180890	734001
PP197	Drug disposal Incinerator	45,000	40180890	734001
PP201	911 Answering Positions	175,000	40180890	734001
PP202	Automated Voice Dispatching	150,000	40180890	734001



## 2020-2024 Capital Improvement Projects SUMMARY

SUMMARY			MUNIS	
		2020	ORG	OBJECT
Section 9 - SANITARY SEWER				
MAINTENANCE				
ES071	Sewer Lining and Repair	1,500,000	62380320	735008
ES201	Sanitary Sewer Maintenance Program	250,000	62080320	735008
NEW ENHANCEMENTS/INFRASTRUCTURE				
ES179	Deer Run Sewer Upsizing - Group #1 (Debt)	2,920,000	62380320	735008
ES178	Deer Run Sewer Upsizing - Group #2	70,000	62080320	735008
ES17A	Deer Run Sewer Upsizing - Dumfries Court (Debt)	1,660,000	62380320	735008
Section 10 - STORMWATER				
MAINTENANCE				
AF201	Annual Stormwater Maintenance	575,000	40180320	735010
NEW ENHANCEMENTS/INFRASTRUCTURE				
EF181	Rings Farm Stream Relocation	1,240,000	40180320	735010
EF200	Allocations for Various Stormwater Improvements	250,000	40180320	735010
Section 11 - TECHNOLOGY				
AI201	Information Technology	875,000	40180610	732000
	Information Technology (Hotel/Motel Tax Fund)	10,000	23280610	732000
	Sewer (Sewer Fund)	15,000	62080610	732000
AI202	Smart Cities	200,000	40180610	732000
AI172	Connected Vehicles Systems Infrastructure	50,000	40180610	732000
AI183	US33 COG Infrastructure	75,000	40180610	732000
AI194	Fiber Optic AND Traffic Fiber Enhancements	390,000	40180610	732000
AI203	Data Platform	275,000	40180610	732000
Section 12 - TRANSPORTATION - BICYCLES & PEDESTRIANS				
MAINTENANCE				
AT203	Annual Shared-Use Path Maintenance	250,000	40180320	735006
AT206	Annual Sidewalk Program	250,000	40180320	735006
AT179	Historic Dublin Sidewalk Program	60,000	40180320	735006
NEW ENHANCEMENTS/INFRASTRUCTURE				
ET176	Avery Road Sidewalk Connections (Hyland Drive to Tara Hill)	15,000	40180320	735006
ET178	Wilcox Road Shared-Use Path (Northcliff to Heather Glen Blvd and Wilcox Place to Shier Rings Road)	35,000	40180320	735006
Section 13 - TRANSPORTATION - BRIDGES & CULVERTS				
MAINTENANCE				
AT20C	Annual Vehicular Bridge Maintenance	1,000,000	40180320	735006
AT208	Annual Pedestrian Tunnel Maintenance	60,000	40180320	735006
AT20H	Annual Pedestrian Bridge Maintenance	40,000	40180320	735006
Section 14 - TRANSPORTATION - STREETS & PARKING				
MAINTENANCE				
AT201	Annual Street Maintenance Program	6,300,000	40180320	735006
AT20A	Annual Guardrail Replacement & Maintenance	155,000	40180320	735006
AT207	Annual Parking Lot Maintenance	90,000	40180320	735006
AT20E	Annual Retaining Wall & Decorative Wall Maintenance	130,000	40180320	735006
AT20F	Annual Pavement Preventive Maintenance	565,000	40180320	735006
AT18G	Traffic Signal Wiring and Cabinet Maintenance and Replacement	250,000	40180320	735006
AT19I	Shier Rings Park Wall Rehabilitation	110,000	40180320	735006
AT19J	Eiterman and Ballantrae Intersection Paver Repair/Replacement	215,000	40180320	735006
NEW ENHANCEMENTS/INFRASTRUCTURE				
ET202	Avery Road and Rings Road/Cara Road Interim Intersection Improvements (Rings Road TIF)	610,000	42680320	735006
ET066	Eiterman Road Relocation (West Innovation TIF - via advance)	2,860,000	45980320	735006
ET517	Shier Rings Road - Avery Road to Eiterman Road - University Blvd. ph 2 (General Fund Transfer)	9,630,000	40180320	735006
ET523	Perimeter Drive Widening - Holt Road to Commerce Parkway (Perimeter Center TI	300,000	42580320	713004
ET16D	North Riverview Rehabilitation	75,000	40180320	735006
ET158	Sawmill Road - Snouffer Road Intersection Improvements	100,000	40180320	735006



## 2020-2024 Capital Improvement Projects SUMMARY

	2020	MUNIS	
		ORG	OBJECT
ET158 US33/SR161/Post Road interchange (Perimeter West TIF)	850,000	43180320	735004
ET16E Comprehensive Wayfinding System (city wide)	55,000	40180320	735006
ET203 Overhead Utility Removal - South High Street	360,000	40180320	735006
ET191 Avery and Shier Rings Road Roundabout & Old Avery (Innovation TIF)	8,520,000	40180320	735006
	100,000	46496290	741000
ET192 Bright Road Improvements	200,000	40180320	735006
<b>PARKING</b>			
ET17A Smart Parking/Bridge Street Parking Control/Metering Equipment	400,000	40180320	735006
<b>Section 15 - WATER</b>			
<b>MAINTENANCE</b>			
EW172 Tartan West Water Tank Re-Painting	10,000	61080320	735009
<b>NEW ENHANCEMENTS/INFRASTRUCTURE</b>			
AW101 Waterline Replacement	600,000	61080320	735009
EW178 Water Extensions - Areas 3A and 8A	235,000	61080320	735009
EW190 Bright Road 12" Water Main Extension	135,000	61080320	735009

**Note:** All account numbers above are subject to change. This list is meant as a guide, however, changes during the year (2020) may be necessary.



## Parkland Acquisition Fund

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### **STATEMENT OF FUNCTIONS**

Chapter 152 of the Codified Ordinances of Dublin provides for the payment of fees in lieu of parkland dedication. These fees are credited to the Parkland Acquisition Fund for the purpose of acquiring recreational facility sites, open space and/or parkland.

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### **NOTES AND ADJUSTMENTS:**

A longstanding goal of City Council has been to preserve parkland, open space and nature features. Beginning in 2001, City Council allocated the City's property tax revenue from its inside millage to the Parkland Acquisition Fund in order to set aside additional funding to meet their goal. In 2007, City Council adjusted the allocation from 100% (1.75 mills) of the inside millage to approximately 54% (.95 mills). The remaining 46% (.80 mills) was allocated to the Capital Improvements Tax Fund. For 2010 and 2011, the millage allocated to the Parkland Acquisition Fund was reduced to 20 percent (.35 mills). City Council has continued to approve this allocation with each year's CIP. Recognizing the benefits and flexibility of allocating more of the City's "inside millage" to the Capital Improvements Tax Fund, Council approved allocating 1.40 mills to the Capital Improvements Tax Fund and .35 mills to the Parkland Acquisition Fund begun in 2010 and has continued to do so each year since. This allocation will be reviewed during the CIP process each year and can be reallocated if City Council deems it appropriate.

Funding also provides for the annual debt service payments on the debt issued to acquire the land for the expansion of Coffman Park. The final debt service payment for the expansion of Coffman Park will be made in 2020.

Also of note is that the final payment for the City's annual contribution of \$385,000 to the Metro Parks for Glacier Ridge was completed in 2017. The total contribution to Glacier Ridge Metro Park by the City was \$7.7 million, paid over the course of a 20 year period.

Currently, all advances made by the Parkland Acquisition Fund have been repaid.



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>402 Parkland Acquisition</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711001	County Auditor Deductions	11,194	11,000	11,150	11,150
<b>Contractual Services Total:</b>		<b>11,194</b>	<b>11,000</b>	<b>11,150</b>	<b>11,150</b>
<b>Capital Outlay</b>					
735001	Cap Impr Land and Land Impr	0	398,480	718,480	750,000
<b>Capital Outlay Total:</b>		<b>0</b>	<b>398,480</b>	<b>718,480</b>	<b>750,000</b>
<b>Transfers/Advances</b>					
741000	Transfers Expense	239,540	240,520	240,520	207,000
742000	Advances Expense	350,000	210,000	210,000	0
<b>Transfers/Advances Total:</b>		<b>589,540</b>	<b>450,520</b>	<b>450,520</b>	<b>207,000</b>
<b>Finance Total:</b>		<b>600,734</b>	<b>860,000</b>	<b>1,180,150</b>	<b>968,150</b>
<b>Parkland Acquisition Total:</b>		<b>600,734</b>	<b>860,000</b>	<b>1,180,150</b>	<b>968,150</b>

# 7 | Enterprise Funds



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**Public Works / Street & Utilities Operations / Water Maintenance****STATEMENT OF FUNCTIONS**

This program is under the joint supervision of the Directors of Street and Utilities Operations and Engineering, who report to the Director of Public Works. This work unit includes planning and design of all new construction and improvements of the water distribution system which is tied to the City of Columbus system under a service contract. The Administration works in cooperation with architects, engineers, consultants, builders, and developers in planning improvements to the Dublin portion of the system. Also included is the hydrant maintenance program.

**OBJECTIVES AND ACTIVITIES**

- Continue the ongoing hydrant maintenance program utilizing in-house resources.
- Prepare hydrants for repainting and continue the ongoing maintenance of hydrants.
- Locate all watch valves.

<b><u>PERSONNEL DATA</u></b> <b><u>POSITION TITLE</u></b>	<b><u>2019</u></b> <b><u>CURRENT NUMBER</u></b>	<b><u>2020</u></b> <b><u>ADOPTED</u></b>
Director, Street & Utilities Operations (1)	.05	.05
Operations Administrator (2)	.10	.10
Maintenance Crew Supervisor (3)	.20	.20
Senior Civil Engineer (4)	.20	.20
Engineering Technician I (5)	.5	.5
Engineering Project Inspector (6)	.5	.5
Maintenance Worker	1	1
Administrative Support 2 (7)	.20	.20
<b>TOTAL</b>	<b>2.75</b>	<b>2.75</b>
<b><u>PART-TIME/SEASONAL STAFF</u></b>		
Seasonal Maintenance Worker	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>1</b>	<b>1</b>

**NOTES AND ADJUSTMENTS:**

- (1) The Director of Street and Utilities Operations position is allocated 5% to this budget, 60% to the Street Fund, 20% to the Sewer Fund, and 15% to the Solid Waste Fund
- (2) 10% of an Operations Administrator position is allocated to this budget, 30% to the Street Fund, 40% to the Sewer Fund, and 20% to the Solid Waste Fund.
- (3) 20% of a Crew Supervisor position is allocated to this fund, 50% to the Sewer Fund, and 30% to the Solid Waste Fund.
- (4) 20% of one Senior Civil Engineer position is allocated to the Water Fund, 50% to the Sewer Fund, and 30% to Engineering.
- (5) 50% of one Engineering Technician position is allocated to this budget and 50% to Engineering in the General Fund.
- (6) 50% of one Engineering Project Inspector position is allocated to this budget and 50% to Engineering in the General Fund.
- (7) Two Administrative Support 2 positions are allocated to this budget as well as other funds as follows:
  - AS1 – 10% Water Fund, 60% Street Fund, 15% Solid Waste Fund, 15% Sewer Fund
  - AS2 – 10% Water Fund, 30% Street Fund, 45% Solid Waste Fund, 15% Sewer Fund



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>610 Water</b>					
<b>30 Public Works</b>					
Street and Utilities Operations					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	92,369	108,745	108,745	108,510
701103	Overtime Wages	2,609	5,000	5,000	5,000
701104	Other Wages	14,994	15,000	15,000	15,000
701201	Employee Benefits	51,962	54,915	54,915	63,005
701204	Uniforms and Clothing	712	1,519	2,547	1,520
702000	Training/Travel	320	500	500	500
<b>Personal Services Total:</b>		<b>162,966</b>	<b>185,679</b>	<b>186,707</b>	<b>193,535</b>
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	37,980	60,000	60,000	60,000
715001	Communications	0	4,100	4,100	4,100
716000	Memberships/Subscriptions	0	100	100	100
717005	Utilities- Other Fuel Types	146,065	180,000	238,601	180,000
718002	Hydrant Maint and Repair	86,567	50,600	50,655	50,600
<b>Contractual Services Total:</b>		<b>270,611</b>	<b>294,800</b>	<b>353,456</b>	<b>294,800</b>
<b>Supplies</b>					
721002	Operating Supplies	22,973	6,200	18,592	6,200
724003	Equipment Maintenance	0	500	500	500
<b>Supplies Total:</b>		<b>22,973</b>	<b>6,700</b>	<b>19,092</b>	<b>6,700</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	0	1,000	1,000	1,000
734002	Tools	0	500	500	500
<b>Capital Outlay Total:</b>		<b>0</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>
<b>Public Works Total:</b>		<b>456,550</b>	<b>488,679</b>	<b>560,755</b>	<b>496,535</b>
<b>Water Total:</b>		<b>456,550</b>	<b>488,679</b>	<b>560,755</b>	<b>496,535</b>



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>610 Water</b>					
<b>20 Finance</b>					
<b>Debt Service</b>					
762001	Principal- Water	200,000	200,000	200,000	205,000
763002	Interest- Water	97,425	93,876	93,876	88,640
<b>Debt Service Total:</b>		<b>297,425</b>	<b>293,876</b>	<b>293,876</b>	<b>293,640</b>
<b>Finance Total:</b>		<b>297,425</b>	<b>293,876</b>	<b>293,876</b>	<b>293,640</b>
<b>Water Total:</b>		<b>297,425</b>	<b>293,876</b>	<b>293,876</b>	<b>293,640</b>

**Public Works / Street & Utilities Operations / Water Maintenance****BUDGET SUMMARY:****61030330**

- Account 701100 provides funding for full-time staffing reflected in the Personnel Data and Notes and Adjustments as related to the Street & Utilities Operations staff.
- Account 701104 provides funding for part-time/seasonal staff.
- Account 702000 provides funding for training sessions.
- Account 713005 provides funding for flushing and pumping of hydrants completed by the Washington Township Fire Department and contracted emergency repairs.
- Account 717005 provides funding for utility costs related to the operation of the water system.
- Account 718002 provides funding for replacement fire hydrants, nozzles and other miscellaneous parts.

**61080330**

- Accounts 731000 provides funding for furniture and equipment.

**61090290**

- Accounts 762001 and 763002 provide funding for debt service obligations for the Darree Fields Water Tower, and the Dublin Road Water Tower.



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>610 Water</b>					
<b>30 Public Works</b>					
Engineering					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	44,888	74,970	74,970	80,640
701201	Employee Benefits	24,811	40,860	40,860	45,635
702000	Training/Travel	1,178	4,000	4,000	4,750
<b>Personal Services Total:</b>		<b>70,877</b>	<b>119,830</b>	<b>119,830</b>	<b>131,025</b>
<b>Contractual Services</b>					
713004	Other Professional Services	117,999	225,000	311,932	155,000
713005	Misc. Contract. Serv.	142,356	173,500	203,799	177,060
<b>Contractual Services Total:</b>		<b>260,355</b>	<b>398,500</b>	<b>515,731</b>	<b>332,060</b>
<b>Capital Outlay</b>					
735009	Cap Impr Water System Imp	623,997	830,000	1,487,146	980,000
<b>Capital Outlay Total:</b>		<b>623,997</b>	<b>830,000</b>	<b>1,487,146</b>	<b>980,000</b>
<b>Public Works Total:</b>		<b>955,229</b>	<b>1,348,330</b>	<b>2,122,707</b>	<b>1,443,085</b>
<b>Water Total:</b>		<b>955,229</b>	<b>1,348,330</b>	<b>2,122,707</b>	<b>1,443,085</b>

**Public Works / Engineering / Water Maintenance**

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**BUDGET SUMMARY:****61030320**

- Account 701100 provides funding for full-time staffing reflected in the Personnel Data as related to the Engineering staff.
- Account 702000 provides funding for training sessions.
- Account 713004 provides funding to update water modeling city wide; critical infrastructure study/vulnerability assessment, booster station evaluations, water asset management and GIS Enhancements.
- Account 713005 provides funding for distribution system repairs, and water line locates by USIC Locating Services.

**61080320**

- Account 735009 provides funding for capital improvements projects as approved in the 2020-2024 Capital Improvements Program.

**Public Works/ Sewer Maintenance****STATEMENT OF FUNCTIONS**

This work program is under the joint supervision of the Directors of Street and Utilities Operations and Engineering, who report to the Director of Public Works. This work unit includes planning and design of all new construction, improvements and removal of infiltration and inflow sources. Street and Utilities is responsible for the execution of maintenance on the entire sanitary sewer system, and also conduct inspection of lines and collects data on the system for use by Engineering. Engineering analyzes system data to estimate amounts of extraneous flow to be eliminated, recommends the repair and maintenance, and work program and new construction to be performed. The City staff works in cooperation with homeowners, engineers, consultants, builders, developers, Ohio Environmental Protection Agency, and with the City of Columbus which provides wastewater treatment under a service contract.

**OBJECTIVES AND ACTIVITIES**

- To minimize infiltration and inflow in both the public and private portions of the sanitary sewer system.
- To complete a warranty inspection on the installation and materials of the previous year's cured in place pipe (CIPP) installations.
- To assess condition of subsurface infrastructure underlying streets which are programmed for resurfacing in order that repairs be made as part of the street resurfacing program.
- To provide a safe work environment for all employees and ensure the safety of the public.
- To maintain/update the computer modeling program for the sewerage system.

**PERSONNEL DATA**  
**POSITION TITLE****2019**  
**CURRENT NUMBER****2020**  
**ADOPTED**

Director, Street & Utilities Operations (1)	.20	.20
Engineering Technician I	1	1
Operations Administrator (2)	.40	.40
Maintenance Crew Supervisor (3)	.50	.50
Senior Civil Engineer (4)	.50	.50
Maintenance Worker	6	6
Administrative Support 2 (5)	<u>3.0</u>	<u>.30</u>
<b>TOTAL</b>	<b>8.90</b>	<b>8.90</b>

**PART-TIME/SEASONAL STAFF**

Seasonal Maintenance Worker	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>1</b>	<b>1</b>

**NOTES AND ADJUSTMENTS:**

- (1) The Director of Street & Utilities Operations position is allocated 20% to this budget, 15% to the Solid Waste Fund, 60% to the Street Fund, and 5% to the Water Fund.
- (2) 40% of an Operations Administrator position is allocated to this budget, 30% to the Street Fund, 20% to the Solid Waste Fund, and ten (10%) to the Water Fund.
- (3) 50% of a Crew Supervisor position is allocated to this budget, 30% to the Solid Waste Fund, and 20% to the Water Fund.
- (4) 20% of a Senior Civil Engineer position is allocated to the Water Fund, fifty percent (50%) to the Sewer Fund, and thirty percent (30%) to Engineering.
- (5) Two Administrative Support 2 positions are allocated to this budget and well as all other S&U funds as follows:  
AS1 – 15% Sewer Fund, 10% Water Fund, 60% Street Fund, 15% Solid Waste Fund  
AS2 – 15% Sewer Fund, 10% Water Fund, 30% Street Fund, 45% Solid Waste Fund



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>620 Sewer</b>					
<b>30 Public Works</b>					
Street and Utilities Operations					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	436,586	487,050	487,050	518,085
701103	Overtime Wages	28,762	30,000	30,000	30,000
701104	Other Wages	664	15,000	15,000	15,000
701201	Employee Benefits	213,646	225,595	225,595	260,920
701204	Uniforms and Clothing	5,483	6,315	7,372	6,315
702000	Training/Travel	2,888	7,150	7,150	7,150
<b>Personal Services Total:</b>		<b>688,028</b>	<b>771,110</b>	<b>772,167</b>	<b>837,470</b>
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	168,664	191,000	245,365	191,000
715001	Communications	0	2,600	2,600	2,600
716000	Memberships/Subscriptions	0	100	100	100
717001	Rents and Leases	0	1,500	1,500	1,500
<b>Contractual Services Total:</b>		<b>168,664</b>	<b>195,200</b>	<b>249,565</b>	<b>195,200</b>
<b>Supplies</b>					
721001	Office Supplies	32	450	450	450
721002	Operating Supplies	6,394	6,350	16,011	6,350
724001	General Maintenance	0	13,000	13,000	13,000
724003	Equipment Maintenance	6,280	14,000	14,312	14,000
<b>Supplies Total:</b>		<b>12,705</b>	<b>33,800</b>	<b>43,774</b>	<b>33,800</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	0	1,000	1,000	1,000
734002	Tools	0	4,700	4,700	19,870
<b>Capital Outlay Total:</b>		<b>0</b>	<b>5,700</b>	<b>5,700</b>	<b>20,870</b>
<b>Public Works Total:</b>		<b>869,397</b>	<b>1,005,810</b>	<b>1,071,206</b>	<b>1,087,340</b>
<b>Sewer Total:</b>		<b>869,397</b>	<b>1,005,810</b>	<b>1,071,206</b>	<b>1,087,340</b>





		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>620 Sewer</b>					
<b>20 Finance</b>					
<b>Debt Service</b>					
761001	Debt Issuance Costs	5,784	0	0	0
762005	Principal- Sewer	1,021,066	360,000	360,000	625,000
763006	Interest- Sewer	259,725	243,044	243,044	574,225
<b>Debt Service Total:</b>		<b>1,286,575</b>	<b>603,044</b>	<b>603,044</b>	<b>1,199,225</b>
<b>Finance Total:</b>		<b>1,286,575</b>	<b>603,044</b>	<b>603,044</b>	<b>1,199,225</b>
<b>Sewer Total:</b>		<b>1,286,575</b>	<b>603,044</b>	<b>603,044</b>	<b>1,199,225</b>

**Public Works / Street & Utilities Operations / Sewer Maintenance**

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**BUDGET SUMMARY:****62030330**

- Account 701100 provides funding for staffing reflected in the Personnel Data and Notes and Adjustments as related to the Streets & Utilities Operations staff.
- Account 702000 includes funding for the training of personnel in accordance with Occupational Safety and Health Administration (OSHA) requirements and other necessary training including but not limited to: Confined space entry, respirator, PACP certifications, flow meters, advanced pipe cleaning, Flexidata software training and the Ohio Certified Public Manager Program.
- Account 713005 includes funding for pump station inspection and maintenance contract, Delaware County Engineering Fund, and contracted sanitary sewer repairs.
- Account 715001 provides funding for the cost of phone lines to pump stations.
- Account 721002 is funding for supplies necessary for doing in-house sewer cleaning and repairs.
- Account 724001 provides funding for the repair and maintenance of the sewer system including grade rings, and ground rims/covers.
- Account 724003 includes funding to maintain and repair sanitary sewer equipment.

**62080330**

- Account 731000 provides funding for the miscellaneous furniture and equipment needs.
- Account 734002 provides funding for the replacement of miscellaneous tools.

**62090290**

- Accounts 762005 and 763006 provide funding for debt service obligations related to sanitary sewer relining and repairs, and extensions.



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>620 Sewer</b>					
<b>30 Public Works</b>					
Engineering					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	112,592	118,390	118,390	124,735
701103	Overtime Wages	0	500	500	500
701201	Employee Benefits	42,671	41,030	41,030	45,295
701204	Uniforms and Clothing	160	400	400	400
702000	Training/Travel	2,591	6,000	6,000	6,400
<b>Personal Services Total:</b>		<b>158,015</b>	<b>166,320</b>	<b>166,320</b>	<b>177,330</b>
<b>Contractual Services</b>					
713004	Other Professional Services	136,767	331,900	410,598	335,000
713005	Misc. Contract. Serv.	81,923	80,000	139,204	83,270
<b>Contractual Services Total:</b>		<b>218,690</b>	<b>411,900</b>	<b>549,801</b>	<b>418,270</b>
<b>Supplies</b>					
721002	Operating Supplies	0	700	700	1,900
<b>Supplies Total:</b>		<b>0</b>	<b>700</b>	<b>700</b>	<b>1,900</b>
<b>Capital Outlay</b>					
735008	Cap Impr Sanitary Sewer Imp	801,849	830,000	1,356,997	320,000
<b>Capital Outlay Total:</b>		<b>801,849</b>	<b>830,000</b>	<b>1,356,997</b>	<b>320,000</b>
<b>Public Works Total:</b>		<b>1,178,554</b>	<b>1,408,920</b>	<b>2,073,818</b>	<b>917,500</b>
<b>Sewer Total:</b>		<b>1,178,554</b>	<b>1,408,920</b>	<b>2,073,818</b>	<b>917,500</b>

**Public Works / Engineering / Sewer Maintenance**

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**BUDGET SUMMARY:****62030320**

- Account 701100 provides funding for staffing reflected in the Personnel Data and Notes and Adjustments as related to Engineering staff.
- Account 702000 provides funding for Engineering Technician I training and educational requirements for the Senior Civil Engineer.
- Account 713004 provides funding for the flow monitoring program, manhole inspections, and utility extension data gathering with Franklin County.
- Account 713005 provides funding for water line locates by USIC Locating Services.
- Account 721002 provides for miscellaneous supplies for Engineering Staff.

**62080320**

- Account 735008 provides for capital improvement projects approved in the 2020-2024 Capital Improvements Program.



## Public Works / Sewer Construction Fund

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### **STATEMENT OF FUNCTIONS**

A fund provided to account for the bond issuance proceeds received, and to be expended for related public sanitary sewer infrastructure projects.

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### **NOTES AND ADJUSTMENTS:**

For financial reporting purposes in the City's Annual Comprehensive Annual Report (CARF), the Sewer Construction Fund is part of the Sewer Fund.



	2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>623 Sewer Construction</b>				
<b>10 City Manager</b>				
<b>Contractual Services</b>				
713005 Misc. Contract. Serv.	434	0	0	0
<b>Contractual Services Total:</b>	<b>434</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>City Manager Total:</b>	<b>434</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>20 Finance</b>				
<b>Transfers/Advances</b>				
741000 Transfers Expense	0	0	9,852	0
<b>Transfers/Advances Total:</b>	<b>0</b>	<b>0</b>	<b>9,852</b>	<b>0</b>
<b>Debt Service</b>				
761001 Debt Issuance Costs	10,574	0	0	10,000
<b>Debt Service Total:</b>	<b>10,574</b>	<b>0</b>	<b>0</b>	<b>10,000</b>
<b>Finance Total:</b>	<b>10,574</b>	<b>0</b>	<b>9,852</b>	<b>10,000</b>
<b>30 Public Works</b>				
<b>Capital Outlay</b>				
735008 Cap Impr Sanitary Sewer Imp	938,690	3,070,000	4,034,602	6,080,000
<b>Capital Outlay Total:</b>	<b>938,690</b>	<b>3,070,000</b>	<b>4,034,602</b>	<b>6,080,000</b>
<b>Public Works Total:</b>	<b>938,690</b>	<b>3,070,000</b>	<b>4,034,602</b>	<b>6,080,000</b>
<b>Sewer Construction Total:</b>	<b>949,697</b>	<b>3,070,000</b>	<b>4,044,454</b>	<b>6,090,000</b>



## Sewer Construction

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### **BUDGET SUMMARY:**

#### **62310210**

- Account 713005 provides funding for bank fees. Note: Needed funds are unknown at this time. If/when funds are needed, a supplemental appropriation will be requested.

#### **62380320**

- Account 735008 provides funding for sanitary sewer projects funded through debt proceeds. These projects include manhole rehabilitation, sewer lining and repair, and sanitary sewer extensions as provided in the 2020-2024 Capital Improvements Program.

#### **62390290**

- Account 761001 provides funding for debt issuance costs. Needed funds are unknown at this time. If/when funds are needed, a supplemental appropriation will be requested.



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# 8 | Internal Service Funds





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**Internal Service / Employee Benefits Self-Insurance****STATEMENT OF FUNCTIONS**

The Employee Benefits Self-Insurance Fund has been established to account for monies received from other funds as payment for providing medical, dental and vision benefits. The Employee Benefits Self-Insurance Fund makes payments for services provided to employees (claims), the third party administrator(s) and for stop-loss coverage. The budgeted amounts are based on the expected dollar value of claims that would be paid under the plan, third party administrator fees, and the premium for stop-loss insurance. "Premiums" are charged to benefit accounts based on the estimated cost of coverage. In 2018 funds have been programmed for all non-union personnel and all union personnel, including the United Steelworkers of America, the Fraternal Order of Police - Capital City Lodge No. 9, and the Fraternal Order of Police – Ohio Labor Council to participate in the City-wide Consumer Driven Health Plan with Health Savings Accounts and Healthy By Choice Plus (HBC Plus) Program. The Employee Benefits Self-Insurance Fund will continue the wellness benefit and the child care Flexible Spending Object account benefit for all full-time employees who participate in HBC Plus. The City-wide health plan includes an optional Health Savings Account (HSA) or Health Reimbursement Account (HRA) and will include three funding levels to match the three HSA employer contribution levels for a single employee, an employee who has a Family, but no spouse and an employee with family including a spouse.

<b>PERSONNEL DATA</b>	<b>2019</b>	<b>2020</b>
<b><u>POSITION TITLE</u></b>	<b><u>CURRENT NUMBER</u></b>	<b><u>ADOPTED</u></b>
Wellness and Benefits Coordinator	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>1</b>	<b>1</b>

**NOTES AND ADJUSTMENTS:**

The annual funding level for 2020 for all employee groups is as follows:

Single	\$ 11,680
Family	\$ 27,425

In order to ensure the proper level of reserves, the funding level was increased for 2020 by approximately 11.42% for single coverage and 14.63% for family coverage. These increases were based on projections from United Health Care and Oswald Consulting for the upcoming benefit year, and an assessment of the previous year's fund balances. Based on the 2019 Fund performance, medical/Rx claims are projected to increase by 15.66%. However, the largest percentage increase for the Fund is the result of a significant increase in the City's stop loss premium due to carrying several (unavoidable) high cost claimants.

The fund balance of the Employee Benefits Self-Insurance Fund is monitored continuously during the year. If additional contributions should become necessary, the annual funding rate will be adjusted accordingly with the approval of City Council.



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>701 Self Insurance - Employee Bens</b>					
<b>10 City Manager</b>					
<b>Personal Services</b>					
701101	Full Time Salaries/Wages	56,427	63,570	63,570	68,100
701201	Employee Benefits	35,213	34,190	34,190	38,155
702000	Training/Travel	1,133	0	0	0
<b>Personal Services Total:</b>		<b>92,773</b>	<b>97,760</b>	<b>97,760</b>	<b>106,255</b>
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	184,472	156,180	169,630	135,180
714003	Third Party Administrator	253,932	242,320	244,962	349,920
714005	Medical Dental Rx Vision	4,615,300	4,746,590	4,762,264	5,264,420
714008	Stop Loss Coverage	1,119,201	1,264,470	1,270,870	1,886,665
714010	Employer HSA Contribution	1,161,172	1,233,750	1,233,750	1,236,000
<b>Contractual Services Total:</b>		<b>7,334,076</b>	<b>7,643,310</b>	<b>7,681,476</b>	<b>8,872,185</b>
<b>City Manager Total:</b>		<b>7,426,849</b>	<b>7,741,070</b>	<b>7,779,236</b>	<b>8,978,440</b>
<b>Self Insurance - Employee Bens Total:</b>		<b>7,426,849</b>	<b>7,741,070</b>	<b>7,779,236</b>	<b>8,978,440</b>

**Internal Service/ Employee Benefits Self Insurance****BUDGET SUMMARY:****70110120**

- Account 701100 provides funding for staffing reflected in the Personnel Data and Notes and Adjustments.
- Account 702000 provides funding for attendance annual professional development conferences. No conferences planned for 2020 at the current time.
- Account 713005 provides funding for miscellaneous contracted service includes funding for the City's comprehensive wellness programs. Funding is included for continuation of the on-site screenings, various educational classes, fitness programs and other wellness related counselling sessions. Also funded is continuation of professional benefits consultation, continuation of return on investment analysis, and further review of plan design.
- Account 714003 reflects funding for third-party administration fees from United Health Care (UHC), Envision Rx and EBMC, the administrator of the City's flexible spending programs and vision services benefit. Also included is third-party administration for the short-term disability program.
- Account 714005 includes funding for the all medical, dental, pharmacy and vision claims. Claims are expected to increase in 2020 based on projections made by Oswald Consulting.
- Account 714008 provides funding for a stop-loss insurance policy to protect the City against catastrophic or extraordinarily high cost claims. The City has had a history with experiencing continuous high cost claims that are not projected to cease in the foreseeable future. Because of this trend, the City's stop-loss is projected to increase more than 40% for 2020.
- Account 714010 provides funding for the employer contributions (funded at 100%) for HSA contribution.

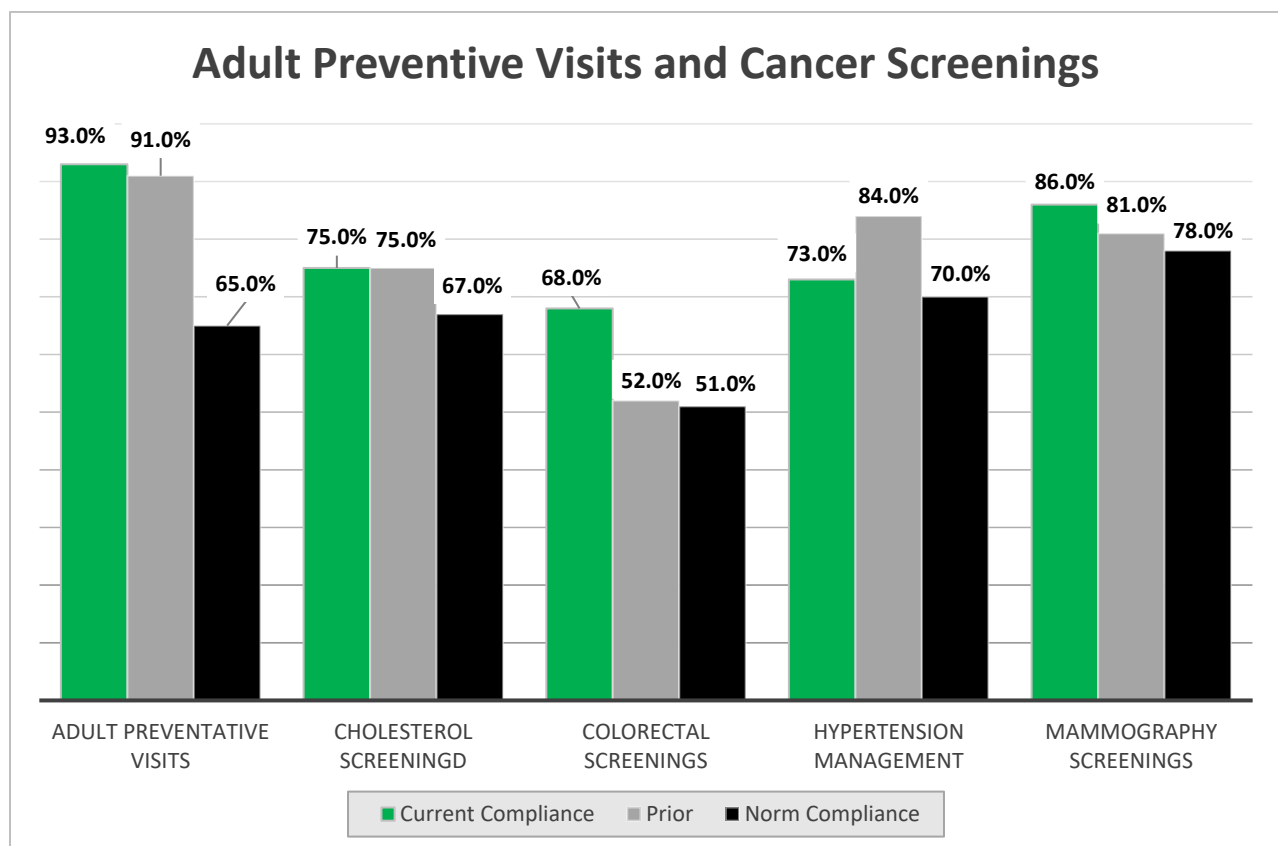


## Human Resources

### **PERFORMANCE MEASURES:**

Dublin's Healthy by Choice Wellness Program and Benefit plan design continues to offer value keeping healthcare costs steady. In 2018 the city had a 98% participation rate with our wellness program. Out of 364 employees on the City's health insurance plan 356 participated in wellness activities such as health screenings, preventive care exams, Healthy by Choice classes, small group fitness programs, yoga, employee Olympics, and much more.

The City's continued focus on wellness and preventive care continues to exceed industry norms with over 93% of employees completing a preventive wellness visit with their primary care physician. The charts below indicate the United Health Care book of Business and compares their norms with the City of Dublin employee norms. We continue to exceed every category. This high compliance results in early disease detection and preventive care helps bend the curve of healthcare costs.



Current evidence suggests that high deductible health plans, like the one offered at the City of Dublin, are associated with lower health care costs as a result of reduction in the use of health services, including appropriate services. An example of this is the increase of virtual visit usage, which saves the City of Dublin health plan and the employee money.



## Human Resources

Employee and spouse engagement in the Healthy by Choice wellness program has had a significant positive impact on the City's claim's cost. The continued focus on preventive care and education will increase our trend of healthy members and at least maintain, if not improve, overall claims costs.

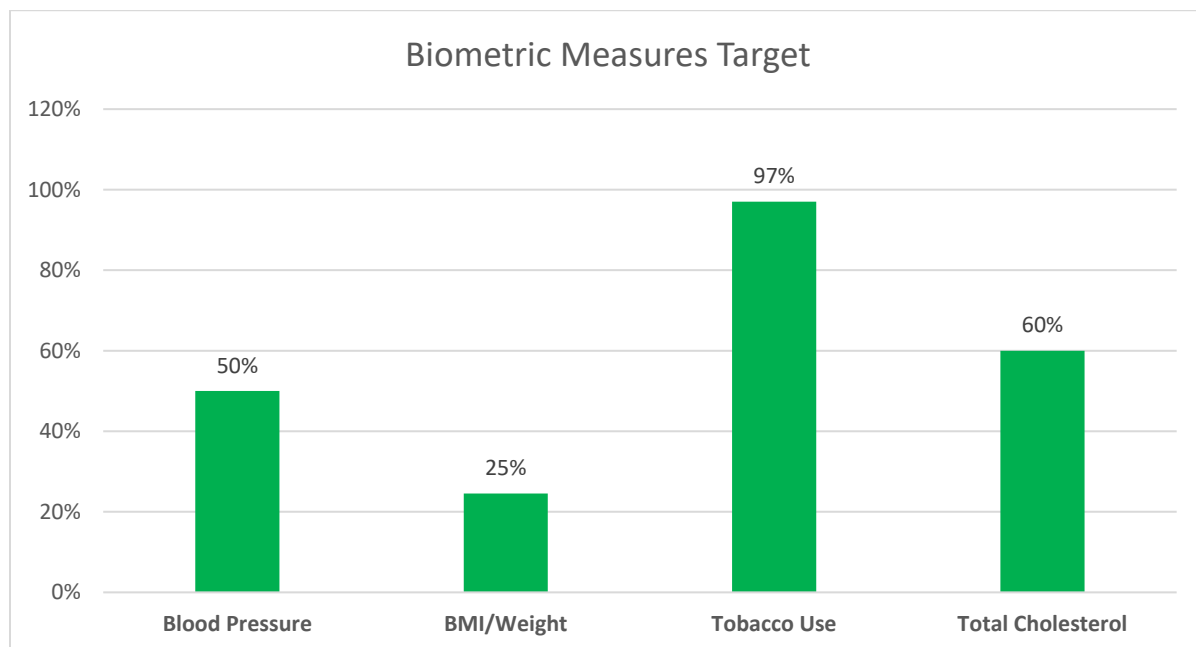
Human Resources continues to implement innovative strategies and techniques to engage our employees in programs that will make them better health care consumers, and brings awareness to the complex dynamic of wellness, including financial, mental, physical, emotional, social, and occupational.

The results of our Healthy by Choice program's biometric screenings of major risk factors are also indicative of a positive impact on the health of our workforce and their spouses. The 2018 biometric results indicate our employee population risk. The chart below specifically depicts what percentage of our population met the health factor guidelines for BMI, Blood Pressure, Total Cholesterol, and Tobacco Use. From this information, coupled with our medical spend, we determine what areas of focus the Healthy by Choice program will make for the coming year.

In 2019, the City implemented a new weight management program called "Real Appeal". This program is offered to employees and spouses, and requires a weekly virtual class with a coach for a minimum of 16 weeks, but offers up to 52 weeks of education and coaching. At the half way point in the year, we've had 70 participants engage in this program.

In 2019, the City continues to see excellent utilization of our generic prescription drugs. After introducing a quantity level limit and duration program, a limited pharmacy network, and an exclude at launch program, the City saved \$74,000 over projections in prescription drug costs.

In 2020, the Healthy by Choice program will continue to require mandatory education classes that further educate employees on Financial and Mental health, along with tools to enhance knowledge of the benefit and wellness systems to ensure our employees remain good medical consumers.





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**Internal Service/ Workers' Compensation Fund**

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**STATEMENT OF FUNCTIONS**

The Workers' Compensation Fund has been established to cover the costs associated with the City's Workers' Compensation coverage under a self-insurance plan. Funds are transferred from the General Fund to cover premiums, claims, and third party administration fees associated with the City's Workers' Compensation coverage.

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**NOTES AND ADJUSTMENTS:**

This budget reflects estimated costs for the City's Self-Insurance Workers' Compensation coverage which includes expected medical expenses and compensation associated with work-related injuries and illnesses from January 1, 2020 - December 31, 2020. This budget also reflects estimated fees for excess workers' compensation insurance coverage and volunteer insurance coverage.



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>703 Self Insurance - Workers' Comp</b>					
<b>10 City Manager</b>					
<b>Contractual Services</b>					
713005	Misc. Contract. Serv.	0	6,000	6,000	6,000
714003	Third Party Administrator	18,059	46,650	53,625	46,650
714007	Other Claims	47,217	138,000	138,000	157,000
714008	Stop Loss Coverage	71,820	87,500	96,470	91,600
<b>Contractual Services Total:</b>		<b>137,096</b>	<b>278,150</b>	<b>294,095</b>	<b>301,250</b>
<b>City Manager Total:</b>		<b>137,096</b>	<b>278,150</b>	<b>294,095</b>	<b>301,250</b>
<b>Self Insurance - Workers' Comp Total:</b>		<b>137,096</b>	<b>278,150</b>	<b>294,095</b>	<b>301,250</b>

**Internal Service/ Workers' Compensation Fund**

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**BUDGET SUMMARY:****70310120**

- Account 713005 provides funds for investigation of fraudulent claims.
- Account 714003 includes the administrative fee for the self-funded program, independent medical evaluations of injured employees, and administrative fees for the state tail fund.
- Account 714007 funds medical and indemnity reserves for prior year claims, and estimated 2020 claims.
- Account 714008 includes the required payment to the state guarantee fund and the state fee for a self-insured plan. Also included are the excess coverage premium and volunteer coverage premium which is projected to increase for 2020.



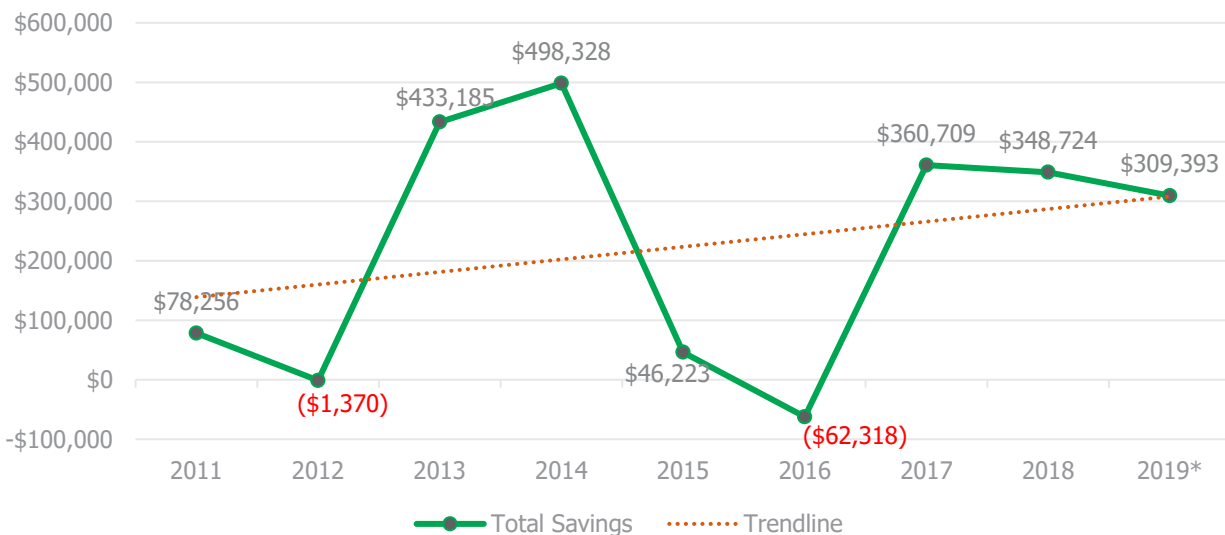
## Human Resources

**PERFORMANCE MEASURES:****Percent Change in Number of Worker's Compensation Claims Filed (including annual costs)**

	FY 2011	FY 2012	FY 2013	FY 2014	FY2015	FY2016	FY2017	FY2018	FY2019*
<b># of Worker's Compensation Claims</b>	31	25	29	22	24	23	25	24	17
<b>Total Self Insured Cost</b>	\$190,975	\$230,135	\$223,022	\$200,042	\$157,981	\$146,102	\$158,749	\$139,424	\$180,607
<b>Percent Change in Insured Cost</b>	19%	20%	(4%)	(10%)	(21%)	(8%)	8%	(-12%)	29%

\*As of  
7/18/2019

### Annual Self Insurance Cost Savings FY 2011 - 2019



The City collects this information to perform cost comparisons of Self Insured Workers' Compensation system vs. traditional State Funded system costs. This information is also useful in projecting future costs, benchmarking with similar Cities/Municipal operations, City Safety Committee discussion topics and identification of future safety training needs.

The reason for the drop in cost savings in years 2011, 2012, 2015 and 2016 is that the Bureau of Worker's Compensation (BWC) issued a rebates to all "State Funded" BWC programs.

# 9 | Fiduciary Funds





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### **Fiduciary Funds**

**Fiduciary funds** are used to report assets held in a trustee or agency capacity for others and therefore cannot be used to support the government's own programs.

These Funds reflect the cost of reimbursing developers for the cost of installing certain public improvements (such as water & sewer reimbursement) and for refunding permit bonding fees deposited with the City to ensure completion of a project. A specific agency fund has been established for the collection of taxes on behalf of the Dublin Convention & Visitors Bureau, the tracking of unclaimed funds, the collection and distribution of a building surcharge mandated by State law, Property Assessed Clean Energy (PACE) financing, and for the agency fund to track the revenue and expenditures of the Central Ohio Interoperable Radio System (COIRS).

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### **NOTES AND ADJUSTMENTS:**



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>803 Unclaimed Monies</b>					
<b>20 Finance</b>					
<b>Other Charges and Ex</b>					
755002	Refunds- Gen. Unclaim. Chk	10,352	250	250	250
755003	Refunds- Unclaim. Payroll	1,809	0	0	0
755004	Refunds- Unclaim. Inc. Tax	12,972	20,000	20,000	20,000
<b>Other Charges and Ex Total:</b>		<b>25,133</b>	<b>20,250</b>	<b>20,250</b>	<b>20,250</b>
<b>Finance Total:</b>		<b>25,133</b>	<b>20,250</b>	<b>20,250</b>	<b>20,250</b>
<b>Unclaimed Monies Total:</b>		<b>25,133</b>	<b>20,250</b>	<b>20,250</b>	<b>20,250</b>





		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>804 Convention and Visitors Bureau</b>					
<b>20 Finance</b>					
<b>Other Charges and Ex</b>					
751008	Dubl Conv and Vis Bureau	1,198,340	1,300,000	1,300,000	1,200,000
<b>Other Charges and Ex Total:</b>		<b>1,198,340</b>	<b>1,300,000</b>	<b>1,300,000</b>	<b>1,200,000</b>
<b>Finance Total:</b>		<b>1,198,340</b>	<b>1,300,000</b>	<b>1,300,000</b>	<b>1,200,000</b>
<b>Convention and Visitors Bureau Total:</b>		<b>1,198,340</b>	<b>1,300,000</b>	<b>1,300,000</b>	<b>1,200,000</b>



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>805 Agency</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
711004	Sewer Tap Paybacks	715,364	610,000	610,000	600,000
<b>Contractual Services Total:</b>		<b>715,364</b>	<b>610,000</b>	<b>610,000</b>	<b>600,000</b>
<b>Other Charges and Ex</b>					
755000	Refunds	0	800	800	800
755005	Refunds- Conditional Occup	664,700	465,000	465,000	500,000
755006	Refunds- Residential 1%	6,412	6,000	6,000	5,000
755007	Refunds- Commercial 3%	25,836	30,000	30,000	25,000
755008	Refunds- Park/CRC Deposits	112,200	88,700	88,700	70,000
755010	Refunds- Theater Admission	5,446	2,000	2,000	2,000
755012	Refunds- Washington Twp.	23,400	12,000	12,000	12,000
755013	Refunds- Hydrant Permit	0	300	300	300
755014	Refunds- School Programs	34,802	55,000	53,000	25,000
755015	Refunds- Vendor Bonds	0	500	500	500
755024	Crawford Hoying Bridge Pk Ext	1,175,824	0	0	0
755025	Washington Twshp Membrane Insp	1,850	0	2,000	1,500
755026	Bridge Park NCA Charges	65,951	55,000	55,000	55,000
<b>Other Charges and Ex Total:</b>		<b>2,116,421</b>	<b>715,300</b>	<b>715,300</b>	<b>697,100</b>
<b>Finance Total:</b>		<b>2,831,785</b>	<b>1,325,300</b>	<b>1,325,300</b>	<b>1,297,100</b>
<b>Agency Total:</b>		<b>2,831,785</b>	<b>1,325,300</b>	<b>1,325,300</b>	<b>1,297,100</b>



		2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>807 C.O.I.R.S.</b>					
<b>20 Finance</b>					
<b>Contractual Services</b>					
713001	Accounting/Auditing Services	3,132	4,500	4,850	4,500
713002	Legal Services	1,171	6,500	6,500	6,500
713004	Other Professional Services	52,453	31,500	53,008	31,500
714001	Insurance and Bonding	11,015	14,000	17,985	14,000
717005	Utilities- Other Fuel Types	6,577	12,000	13,850	12,000
<b>Contractual Services Total:</b>		<b>74,348</b>	<b>68,500</b>	<b>96,192</b>	<b>68,500</b>
<b>Supplies</b>					
724003	Equipment Maintenance	226,838	249,000	278,295	249,000
<b>Supplies Total:</b>		<b>226,838</b>	<b>249,000</b>	<b>278,295</b>	<b>249,000</b>
<b>Capital Outlay</b>					
731000	Furniture/Equipment	433,856	0	0	0
<b>Capital Outlay Total:</b>		<b>433,856</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Finance Total:</b>		<b>735,042</b>	<b>317,500</b>	<b>374,488</b>	<b>317,500</b>
<b>C.O.I.R.S. Total:</b>		<b>735,042</b>	<b>317,500</b>	<b>374,488</b>	<b>317,500</b>

Note: The board will adopt its budget at their October 18th meeting.



	2018 Actual	2019 Budget	2019 Revised Budget	2020 Department Budget
<b>817 Property Assessed Clean Energy</b>				
<b>70 Development</b>				
<b>Contractual Services</b>				
713005 Misc. Contract. Serv.	52,805	254,745	254,745	254,745
<b>Contractual Services Total:</b>	<b>52,805</b>	<b>254,745</b>	<b>254,745</b>	<b>254,745</b>
<b>Development Total:</b>	<b>52,805</b>	<b>254,745</b>	<b>254,745</b>	<b>254,745</b>
<b>Property Assessed Clean Energy Total:</b>	<b>52,805</b>	<b>254,745</b>	<b>254,745</b>	<b>254,745</b>

# 10 | Glossary



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## **GLOSSARY OF TERMS AND ACRONYMS**

***While not all-inclusive, this glossary is provided to assist the reader with definitions of some unfamiliar terms used in the budget document.***

### **GLOSSARY OF TERMS**

**Accrual Basis** – a basis of accounting in which transactions are recognized at the time they are incurred or obligated, rather than when cash is received or spent.

**Agency Fund** - a type of fiduciary (trust) fund used to account for assets held by the City as an agent for individuals, other governments and/or other funds.

**Appropriation** – authorization from the legislative authority (City Council) to expend funds for a specific purpose or category of purposes. Appropriations are for the current fiscal year and lapse at the end of the fiscal year if not obligated for a specific purpose.

**Balanced Budget** – occurs when planned expenditures equal anticipated revenues.

**Bond** – a written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future called the maturity date(s), together with the periodic interest at a specified rate. Note: The difference between a note and a bond is that the latter runs for a longer period of time and requires greater legal formality.

**Bond Rating** – a measure of the City's credit-worthiness determined by established outside agencies by reviewing the City's financial viability and practices. A high bond rating results in favorable interest rates when the City borrows funding for long term capital projects.

**Budget** – the financial operating plan for a given time period which provides estimates

of expenditures and revenues for that time period and outlines the assumptions under which those estimates were made.

**Budget Amendment** – a formal change of budgeted appropriations requiring legislative approval.

**Budget Calendar** – the schedule of key dates that are followed in the preparation and adoption of the budget.

**Budgetary Basis** – the basis under which the budget estimates are made.

**Capital Asset (as defined by the City of Dublin)** – tangible property, obtained or controlled as a result of past transactions, events or circumstances, which will benefit the City for a period of more than one (1) year and has a cost or dollar value of \$1,000 or more.

**Capital Outlay** – a category of expenditures that includes items greater than a certain value and/or expected to last for greater than a specified time period.

**Capital Improvements Program (CIP)** – issued separately on an annual basis, but in coordination with the operating budget document, the CIP is the five-year plan for infrastructure and other long term investments such as roadways, technology, vehicles, parks, etc.

**Capital Improvements Tax Fund** - represents the 25% of the local income tax collected for the purpose of funding capital improvements.

**Capital Projects Fund** - used to account for the financial resources to be used for the acquisition or construction of major capital facilities other than those financed by Proprietary Funds and Trust Funds.



## **GLOSSARY OF TERMS AND ACRONYMS**

**Capital Project** – a major construction, acquisition, or renovation activity that adds value to or significantly increases the useful life of the government's physical assets.

**Cash basis** – a basis of accounting or budgeting in which transactions are recognized only when cash is increased or decreased.

**Cemetery Fund** - a fund provided to account for revenue received from the sale of cemetery lots and interment fees. Expenditures are restricted to the maintenance of the City's cemeteries.

**Cemetery Perpetual Care Fund** - established in order to set aside funds so that when all the City's cemetery burial lots are sold, funds remain to properly maintain all cemetery lots in perpetuity. This is considered a Permanent Fund.

**City Charter** – a document ratified by a vote of the people that outlines the guidelines and policies under which a city will operate. The City of Dublin operates under its own Charter.

**Council-Manager form of government** – the form of government in which an elected City Council hires a professional city manager to serve as the chief administrative official for the City, as opposed to an elected mayor.

**Contingency** – a budgeted reserve set aside for emergencies or unforeseen expenditures not otherwise included within the budget.

**Cost of Services Study** – study conducted each year to determine the fees to be charged for various programs and services throughout the City. This study is a comprehensive review of the allocation of City costs to all City programs to ensure that fees charged accurately reflect the costs associated with provision of that service or program.

**Debt** – money owed; also known as a liability.

**Debt Service** – payment of principal and interest on borrowed funds according to a predetermined schedule.

**Debt Service Fund** – used to account for resources set aside to fund debt service and actual principal and interest payments.

### **Dublin Convention and Visitors**

**Bureau Fund** - accounts for 25% of the tax imposed on establishments that provides sleeping accommodations for transient guests and is due to the Dublin Visitors and Convention Bureaus as required by state law.

### **Employee Benefits Self-Insurance**

**Fund** – includes monies received from other funds as payment for providing medical, dental and vision benefits. The Employee Benefits Self-Insurance Fund may make payments for service provided to employees, for reimbursements to employees who have paid providers, to third party administrators for claim payment or administration, for stop-loss coverage, or any other similar purposes.

**Encumbrance** – the commitment of appropriated funds to purchase an item or service; to encumber funds means to commit them for a specified future expenditure.





## **GLOSSARY OF TERMS AND ACRONYMS**

### **Enforcement and Education Fund -**

provided to account for revenue received from penalties assessed in accordance with violations involving Section 4511.19, Ohio Revised Code. Expenditures are restricted to educating the public of laws governing the operation of a motor vehicle while under the influence of alcohol and other information relating to the operation of a motor vehicle and the consumption of alcoholic beverages.

**Enterprise Fund** - used to account for operations that are financed and operated in a manner similar to private business enterprises - where the intent is the costs of providing goods or services to the public on a continuing basis be financed or recovered primarily through user charges.

**Expenditure** – the payment for goods or services; in a cash – based budget such as the City of Dublin’s, expenditures are recognized only when the cash payment for the cost of goods received or services rendered is made.

**Fiduciary Fund** – any fund held in a fiduciary capacity, ordinarily as agent or trustee. Also called Trust and Agency Funds.

**Fiscal Year** – the twelve-month period designated as the operating year for accounting and budget purposes; in the case of the City of Dublin, January 1 – December 31, or calendar year.

**Fund** – the basis on which the governmental accounting system is organized; an independent financial and accounting entity with a self-balancing set of accounts in which transactions relating to resources, expenditures, assets and liabilities are recorded. Funds are

established to account for the use of restricted revenue sources and to carry on specific activities.

**Fund Balance** – amounts shown as fund balance represent monies which remain unspent after all budgeted expenditures have been made.

**General Fund** – the general operating fund used to fund public services used to account for all financial resources except those required to be accounted for in another fund.

**General Obligation Debt** – debt backed by the full faith, credit and taxing power of a government.

**General Obligation Debt Service Fund** – accounts for the accumulation of resources and payment of general obligation bond principal and interest from governmental resources.

**Governmental Funds** – a generic classification used by the GASB to refer to all funds other than proprietary and fiduciary funds. The General Fund, special revenue funds, capital project funds, and debt service funds are types of funds referred to as “governmental funds.”

**Grant** – a contribution by a government or other entity to support a particular function.

**High Deductible Health Plan** – a health insurance policy that requires the policyholder to pay more out-of-pocket medical expenses but usually has lower premiums than traditional health insurance plans.

**Home Rule** – the term used to describe the powers of municipal corporations operating under a charter which provides



## **GLOSSARY OF TERMS AND ACRONYMS**

for or authorizes a method of procedure in the passage and publication of legislation, the making of improvements, and the levying of assessments differing from the method prescribed by general law, may pass and publish such legislation, make such improvements, and levy such assessments under the general law or in accordance with the procedure provided for or authorized by its charter.

**Hotel Motel Tax Fund** – fund into which taxes derived from hotel room stays (bed taxes) are deposited; this fund accounts for 75% of the tax imposed on establishments that provide sleeping accommodations for transient guests. Expenditures are restricted to the advancement of cultural development, beautification of public property, improvement of the historic district and any other project or expenditure which would enhance the City's appeal to visitors and tourists.

**Income Tax** – the City levies a 2.0% income tax on income earned within the City of Dublin. Of the 2.0%, 1% is voter approved. Of the 1%, .5% is for the sole purpose of funding capital improvements.

**Income Tax Revenue Sharing Fund** – fund into which income taxes to be shared with Dublin City Schools in conjunction with certain economic development agreements are deposited for payment to the schools.

**Infrastructure** – the physical assets of a government, including but not limited to public buildings, streets, curbs and traffic control devices, water and sewer facilities, and parks and public lands.

**Inside Mills** – millage imposed by local governments without voter approval.

Defined in the Ohio Constitution, inside mills are not subject to the property tax reduction factor, and is sometimes referred to as “unvoted mills.”

**Interest** – a fee for the use of money over time. It is an expense to the borrower and revenue to the lender. Also, money earned on a savings account.

**Inter-fund Transactions** – during the course of normal operations, the City has numerous routine transactions between funds, most of which are in the form of transfers of resources to provide services, construct assets and service debt. These transfers are budgeted.

**Internal Service Fund** - used to account for the financing of goods or services provided by one department or agency of the City to other departments or agencies on a cost-reimbursement basis. Charges are intended only to recoup the total cost of such services.

**Lapse of Appropriation** – the expiration of appropriation authority at the end of the fiscal year if it is neither expended nor encumbered for a specific purpose.

**Law Enforcement Trust Fund** - accounts for all cash or cash proceeds that are a result of contraband property seizures and forfeitures of property.

**Major Funds** - Many local governments manage and account for their financial activities in a limited number of funds--designated as major funds as recommended by the GASB.

**Mandatory Drug Fine Fund** - includes revenue from mandatory fines imposed for drug offense convictions in accordance



## **GLOSSARY OF TERMS AND ACRONYMS**

with Section 2925.03, Ohio Revised Code. Expenditures are restricted to law enforcement efforts pertaining to drug offenses.

**Mayor's Court Computer Fund** – represents an additional fee collected for computerization of the Mayor's Court in accordance with Ohio Revised Code Section 1901.261.

**Merchandising Fund** - fund for receipts from sales of Dublin-related merchandise and related costs.

**Millage** – a factor applied to the assessed (taxable) valuation of real personal tangible property to produce tax revenue. A mill is defined as one-tenth of a percent or one-tenth of a cent (\$.01) in cash terms.

**Operating Expenditure** – costs of personnel, materials, services and equipment required for a City unit to function.

**Operating Revenue** – income received by the government to pay for ongoing operations, including items such as taxes, fees for services, investment earnings, grant revenues, etc.

**Operating Transfer** – an amount moved from one fund to another to support the funding of services in the recipient fund.

**Outside Mills** – refers to millage approved by voters. Outside mills are subject to the property reduction factor, and sometimes referred to as "voted millage."

**Parkland Acquisition Fund** – created to account for property taxes and development fees collected for the purpose

of funding acquisition of recreational facility sites, open space, and/or parkland.

**Performance Measurements** – any systematic attempt to learn how responsive a government's services are to the needs of the residents through use of standards, workload indicators, etc.

**Permanent Funds** - used to account for the financial resources that are legally restricted to the extent that only earnings, and not principal, may be used for purposes that benefit the government or its citizens.

**Permissive Tax Fund** - accounts for permissive tax fees received in addition to the motor vehicle license tax. Expenditures are restricted to construction or permanent improvements of the streets and state highways within the City.

**Personal Services** – a category of expenditures that represents the amounts paid for all costs associated with personnel, including wages and benefits paid by the City.

**Policy** – a guiding principal which defines the underlying rules which will direct decision-making processes.

**Principal** – the unpaid balance on a loan, not including interest; the amount of money invested.

**Program** – a group of related activities intended to accomplish a specific objective.

**Recreation Fund** - created to account for revenues and expenditures for parks and recreation programs and activities, including the Community Recreation Center.



## **GLOSSARY OF TERMS AND ACRONYMS**

**Reserve** – funds set aside that are earmarked for a specific future use.

**Revenue** – sources of income received during a fiscal year, operating transfers from other funds, and other financing sources such as the proceeds derived from the sale of fixed assets.

**Safety Fund** - accounts for revenues and expenditures for the operations of the City's Police Department. Major revenue sources are property taxes and subsidies from the General Fund.

**Service Payment** – payment made in lieu of real estate taxes for purposes of retiring debt for improvements in a designated tax-increment financing (TIF) district.

**Sewer Fund** - provided to account for capacity charges for connecting into the sewer system and the costs associated with the maintenance and repair of the City's sewer lines.

**Special Assessment Debt** – debt issued for a specified purpose and based on collection of taxes levied against a pre-determined set of properties for that purpose.

**Special Assessment Debt Service Fund** - provided to account for the accumulation of resources and payment of special assessment bond principal and interest from special assessment levies with governmental commitment.

**Special Revenue Fund** - used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes.

**State Highway Improvement Fund** - provided to account for the allocation of revenues derived from motor vehicle license fees and gasoline taxes. Expenditures are restricted by state law to maintenance and repair of state highways within the City.

**Street Maintenance and Repair Fund** - provided to account for the allocation of revenues derived from motor vehicle license fees and gasoline taxes. Expenditures are restricted by state law to maintenance and repair of streets within the City.

**Swimming Pool Fund**- includes revenues and expenditures for outdoor swimming pool programs and activities at both outdoor facilities, excluding the capital cost of the swimming pool.

**Tax-increment financing (TIF)** - a method used for funding public improvements whereby real estate tax revenue increases resulting from those improvements are directed toward paying for those improvements.

**Transfers** – an appropriation to or from another fund. A transfer is the movement of money from one fund to another to wholly or partially support the functions of the receiving fund.

**Unencumbered Balance** – the remaining balance within a fund that is not obligated for any other purpose.

**User Fee (or charge)** – the payment of a fee for direct receipt of a public service by the party who benefits from the service.

**Water Fund** - provided to account for the collection of a user surcharge, permit fees and the costs associated with the



## **GLOSSARY OF TERMS AND ACRONYMS**

maintenance and repair of the City's water lines.

**Workers' Compensation Self-Insurance Fund** – fund for the accumulation of funds to provide for payment of claims and other costs associated with the City's self-insured workers compensation program.

### **GLOSSARY OF ACRONYMS**

**APWA** – the **American Public Works Association** is a not-for-profit, professional organization of public works agencies, private companies, and individuals dedicated to promoting professional excellence and public awareness through education, advocacy and the exchange of knowledge.

**ASE** – the **National Institute for Automotive Service Excellence** is a professional certification group that certifies professionals and shops in the automotive repair and service industry in the United States and part of Canada. The organization aims to improve the quality of vehicle repair and service through the testing and certification of service professionals.

**CIP** – the **Capital Improvements Program** is the City's five-year infrastructure plan. The first year of the plan is reflected in the amounts in the City's annual Operating Budget.

**COIRS** – the **Central Ohio Interoperable Radio System** (COIRS) originally established between the City of Dublin, the City of Worthington and Delaware County. The City of Dublin merged their four channel trunked radio

system with the City of Worthington's three channel conventional radio system and interconnected with the Motorola P25 master site located in Delaware County.

**CRA** – the Ohio **Community Reinvestment Area** Program is an economic development tool administered by municipal and county governments that provides real property tax exemption for property owners who renovate existing or construct new buildings.

**DEC** - the **Dublin Entrepreneurial Center (DEC)** was launched in March 2009 as a partnership between the City of Dublin and TechColumbus. The DEC is located at 565 Metro Place South and provides services and promotes an environment for potential entrepreneurial and technology development resulting in more new businesses and job creation in Dublin and the Columbus region.

**FTE** – **Full-Time Equivalent** – represents an employee working a standard 40-hour workweek, or its equal in terms of hours comprised of more than one employee.

**GASB** – the **Governmental Accounting Standards Board** – the independent agency established under the Financial Accounting Foundation in 1984 as the official body designated to set accounting and financial reporting standards for state and local governments.

**GFX** – an abbreviation of graphics.

**ICF** - the **Intelligent Community Forum** (ICF), is a New York-based think tank dedicated to studying the use of information and communications technology to create the community of the 21st Century. The Intelligent Community



## **GLOSSARY OF TERMS AND ACRONYMS**

Lifetime Achievement Award is given by ICF's founders to those who quietly and tirelessly dedicate their careers to improving their communities in ways that exemplify the global Intelligent Community movement.

**NAFA** – the **National Association of Fleet Administrators** is a not-for-profit, individual membership professional society for professionals who manage fleets of automobiles, SUVs, trucks, vans and a wide range of specialized mobile equipment for organizations in the United States and Canada.

**NECC** - the **Northwest Emergency Communications Center** (NRECC) is the primary public safety dispatch center for the City of Dublin, City of Hilliard, Washington Township and Norwich

Township. Located inside the Dublin Justice Center, NRECC was formed in October 2013 when Dublin began providing dispatching services for Norwich Township Fire and became the primary 9-1-1 answering point for all of Hilliard. Dispatching for Hilliard started in January of 2014. Dispatching for Worthington is set to begin in mid-2020.

**OCM** – an abbreviation for the Office of the City Manager.

**OPERS** – the **Ohio Public Employees Retirement System** administers the government employee's pension plan in the State of Ohio and provides healthcare to its eligible benefit recipients.

**OP&F** – the **Ohio Police and Fire Pension Fund** administers the Police and Fire pension plans in the State of Ohio and

provides postretirement healthcare coverage to its eligible participants.

**PCI** - the **Pavement Condition Index** (PCI) provides a numerical rating for the condition of road segments within the road network, where 0 is the worst possible condition and 100 is the best.

**UAV** - is an acronym for **Unmanned Aerial Vehicle**, which is an aircraft with no pilot on board.